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**TOLLING. MOVING SMARTER.**

**IBTTA BOARD BOOK**

**VOLUME 1**

**January 9-11, 2019**

**Coral Gables, FL**

Revised December 31, 2018, 8:30am

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**IBTTA Board of Directors and Committee Meetings**

January 9-11, 2019 \* Coral Gables, FL USA

**BOARD BOOK VOLUME 1**

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## **SCHEDULE**

IBTTA Board and Committee Meetings

Schedule

January 9-11, 2018

### **Wednesday, January 9, 2019**

8:00am – 4:00pm Board Orientation and Governance Training for **BOARD MEMBERS ONLY**  
12:00pm – 1:00pm Board and PSAC Lunch  
12:00pm-4:30pm Platinum Sponsor Advisory Council (Executive Committee join at 4:00pm)  
5:00pm – 6:30pm Reception for all attendees (in the hotel)

### **Thursday, January 10, 2019**

7:30am – 9:00am Breakfast for all attendees  
9:00am – 10:30am Emerging Technologies Committee  
10:30am – 12:00pm Government Affairs Committee  
12:00pm – 1:00pm Lunch for all attendees  
1:00pm – 2:00pm Membership Committee  
2:00pm – 3:00pm Finance Committee  
3:00pm – 4:00pm Foundation Board  
4:00pm – 5:00pm Past Presidents  
Evening Free

### **Friday, January 11, 2019**

7:30am – 9:00am Breakfast  
9:00am – 12:00noon Board of Directors Meeting (Mega issue discussion and routine board business)  
12:00pm – 1:30pm Executive Committee Lunch (by invitation - offsite)

# 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

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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)**

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

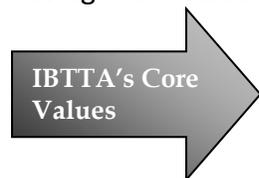
**Core Ideology/Mission** clarifies what must be preserved in an environment of increasingly rapid and unpredictable change. Core ideology consists of IBTTA’s core values and core purpose.

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***

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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***

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**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.***

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

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### **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

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

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### **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.

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

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### **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.

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

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### **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

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

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**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***

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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.

###

# IBTTA THREE-YEAR PLAN | 2019-2021



## FROM VISION TO REALITY

OCTOBER 1, 2018

**IBTTA**

TOLLING. MOVING SMARTER.

# IBTTA Three-Year Plan | 2019-2021

## October 1, 2018

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## IBTTA THREE-YEAR PLAN IN BRIEF

### What Is This Plan?

- It is a vision of what IBTTA wants to become in the next three years.
- It is a request for additional staff and funding to strengthen the programs and services we offer now and begin to achieve the new outcomes our members want.
- It is a proposed budget for 2019 and a rough outline of budgets for 2020 and 2021.
- It is an acknowledgment that we have “hit a wall,” that our current staff, consultant, and technology resources are fully engaged, and we cannot make new gains without additional resources.
- It is a description of the tremendous opportunities that lie ahead for IBTTA and its members.
- It is a description of the investments we need to make over the next three years to do what’s most important to serve our members in keeping with our strategic plan.

### What Will the Members Get Out of This Plan?

- **OUTCOME 1: STRENGTHENING CURRENT PROGRAMS AND SERVICES.** These include meetings, advocacy, and communications.
- **OUTCOME 2: DATA AND ANALYSIS.** A fully mature **TollMiner™ data product** with key information on every toll facility and operator in the world.
- **OUTCOME 3: KNOWLEDGE TRANSFER.** Developing a more systematic way of capturing the knowledge that resides in the minds of individual experts and practitioners in the IBTTA community and making that knowledge more accessible to all members.
- **OUTCOME 4: INDUSTRY VISION.** Integrating our industry more appropriately into the fabric of the larger transportation community.

### How Will We Pay for These New Investments?

This plan proposes a dues increase phased in over three years. See **APPENDIX 1-5** for a full description of the three-year financial forecast and dues increase.

## **BACKGROUND**

This document outlines a plan for IBTTA for the next three years, 2019 – 2021. It connects our strategic plan with our vision of the future and the new programs we must advance to stay relevant as an association.

In July 2012, the IBTTA Board of Directors met in Atlanta to discuss the future of IBTTA, its major communications campaign, and how to pay for it. After months of discussion and deliberation, the Board realized that while IBTTA had a strategic plan, it didn't have the resources to implement it. Our major objective in 2012 was to launch an ongoing, proactive, and permanent communications campaign to position tolling in a positive light and give it a seat at the table for important policy discussions. We've been successful in doing that.

This moment in 2018 feels a lot like 2012 in terms of the opportunities and challenges we face. Back then, we rose to the challenge of creating and launching a communications campaign that everyone agrees we should have been doing for years but we simply didn't have the money to do. The results of our communications campaign over the last six years prove that when we commit to do something and dedicate appropriate resources to do it, we can be successful.

Now we're called again to advance with even greater vigor the major goals of our strategic plan, which are to:

- Enhance our clearinghouse of key industry data – TollMiner.
- Create indispensable value for members and stakeholders in our programs, products, services, and meetings.
- Advance policies that facilitate tolling and other forms of user charging.
- Effect positive outcomes in transportation.

We have a highly motivated, talented and energetic staff that is committed to the membership and mission of IBTTA and functions as a team. Nowhere is the dedication of staff more apparent than in the results it has delivered over the past five years. As dedicated and capable as our staff is, it is also now stretched to the limit of its abilities. We have hit the proverbial wall. We have grown the work of IBTTA significantly over the last five years while growing the staff size only marginally. Therefore, if we want to do more and offer more programs and services that are essential to members, we need more resources including people, technology and systems.

## **WHAT WILL THE MEMBERS GET OUT OF THIS PLAN?**

### **OUTCOME 1: STRENGTHENING CURRENT PROGRAMS AND SERVICES.**

Anyone who has spent any time with IBTTA knows what we're good at. We excel in putting on world class meetings that are known for excellent, relevant content, high production value, and valuable networking opportunities. We excel in advancing an industry-wide communications campaign that has helped foster more positive news coverage of our industry. We excel in advancing government affairs efforts which, combined with our communications campaign, have created a public policy environment more favorable to tolling. These programs are IBTTA strengths. Under this three-year plan, we intend to build on these strengths.

While our meetings, communications, and advocacy efforts are appreciated and well received, there is always room for improvement. To strengthen the content and execution of our meetings, we must:

- Develop a broader view of tolling and its future to attract a wider mix of delegates representing ITS, transit, state departments of transportation, metropolitan planning organizations, international and other audiences.
- Reach beyond traditional speakers to include new voices from academia, think tanks, local governments, environmentalists, and catalysts of the new economy.
- Reach deeper into member organizations to attract young professionals and encourage IBTTA stalwarts to engage the next generation of leaders who have a different perspective on the industry.
- Focus more attention on alternative ways to delivering educational content to serve those with limited ability to travel.
- Expand content delivery methods that encourage more interactivity and participant driven learning.
- Expand and support international membership outreach and the needs of non-US based members.

**How Members Benefit.** Members will come away from IBTTA education programs with a better chance to address challenges at home because of access to a wider spectrum of experts, more robust webinars and distance learning, new voices, and more timely and interactive content delivery.

**OUTCOME 2: DATA AND ANALYSIS. A fully mature TollMiner data product with key information on every toll facility and operator in the world.**

Good data helps us manage and grow every aspect of our work: communications, advocacy, business development, marketing, meetings, and the day to day operations of all our businesses.

Two years ago, we began to build TollMiner, IBTTA's data visualization tool. Our goal is to have it become the most important and effective repository of toll industry information for the benefit of our members and others who need it. Because of the information we've collected in TollMiner to date, we know that there are 129 distinct tolling entities in the US operating 332 separate toll facilities with 6,027 center line miles in 35 states. We also know there are 46 priced managed lane facilities in 11 states covering 644 center line miles operated by 25 distinct entities.

We didn't know these things two years ago and this is just the beginning. We know them today because we went out and meticulously collected the data from publicly available sources and from our members and put them into a robust data visualization tool. Now our members can know, on a daily basis, the extent of tolling in the US. We are increasing our knowledge about the industry every day, adding new data elements such as traffic and revenue figures for each toll operator.

This is a painstaking and laborious process. There are no shortcuts in collecting, cleaning, verifying, and displaying accurate data. How long does it take to plan and conduct the decennial US Census? Years. In a similar way and with limited resources, we have begun to collect the most important data on tolling. The members appreciate that we're making progress and that we have much more to do.

We can feel the opportunity but are stifled by the lack of resources. Wouldn't it be great if someday we have relevant data on every toll facility and operator (members and non-members) from around the world? It's a lofty goal, but eminently achievable with the right resources.

**How Members Benefit.** With our tolling data visualization tool TollMiner we have identified more than 60 "use cases" or questions that we can now answer about every toll agency and facility in the U.S. We have also identified nearly two dozen more use cases that we intend to answer in the next couple of years. We will continue to work on expanding not only our data set but also the use cases and analytical tools that will help toll agencies, consultants and vendors to see their own metrics in relation to others and make better business decisions. This, we believe, will be a major benefit to our members.

**OUTCOME 3: KNOWLEDGE TRANSFER. Developing a more systematic way of capturing the knowledge that resides in the minds of individual experts and practitioners in the IBTTA community and making that knowledge more accessible to all members.**

In the partnership between members and staff that defines IBTTA, we provide indispensable value to members and stakeholders in countless ways. From our 5-6 educational meetings each year, to our advocacy and government affairs efforts, to our communications campaign, TollMiner, daily newsletter and more, IBTTA is an ongoing collaboration that transforms member needs into solutions.

***Addressing Current Issues***

While emerging issues are often fun to explore, they often compete with efforts to resolve issues that are vital to current tolling operations.

For example, some experts have pointed out that critical back office, toll lane, call center, and related technology systems at many toll agencies are either reaching end of life or becoming obsolete. From this perspective, one can argue that while we must examine the new needs of the future (CAV, MaaS, RUC, etc.), we can't ignore the need to maintain and upgrade current systems that keep toll agencies in business.

To best serve our members, we need to be nimble and agile. We need to be poised to help them not only address current challenges (maintain and upgrade current systems, etc.) but also help them figure out how to address new developments. IBTTA is like a horseback rider standing on two different horses at the same time: one horse represents the present and the other represents the future. While we run the risk of falling off, we must continue to ride them both.

***Deeper peer to peer networking beyond formal meetings***

Late last year, we asked IBTTA board members to talk to us about key issues on their minds. One item that came up repeatedly was the idea of creating opportunities for peer networking and exchange outside of formal meetings. One board member said:

*“Peer to peer interaction is key. We need to make sure we have other channels of communication open to our peers in the industry. We have subject matter experts in different disciplines in our organization, but a lot gets lost. How do we add to what we’re currently doing to get higher levels of communication among other agency staff?”*

A key role for IBTTA in the coming years is to help our members cope with current and future operational issues by developing the capability to bring experts together, curate and disseminate appropriate information about effective practices, and provide a forum for members to incubate new ideas. One example of how IBTTA is already fostering this type of

collaboration is through the active and robust CAV Working Group. Working Groups enable our members to build strong bonds and learn from one another, especially those who are not able to travel to in-person meetings. Also, under the leadership of First Vice President Chris Tomlinson, IBTTA is developing a peer to peer exchange pilot program that will launch in 2019.

### ***Addressing Emerging Issues: Example – Connected and Automated Vehicles***

On June 23, 2018, the IBTTA Board held a three-hour long discussion in Harrisburg, PA on the future of Connected, Automated, Shared and Electric (CASE) Vehicles. According to the post-board meeting survey, 17 of 17 Board members responding were satisfied or very satisfied with the CASE vehicle discussion. In response to the question “What was your favorite aspect of the Board meeting?” 8 of 10 Board members mentioned the CASE discussion, future vision, emerging issues, or “looking at new ways to improve transportation.” It appears that board members like to be engaged in these discussions and believe that focusing on the future is one of their main roles.

The discussion at the board meeting was a natural culmination of discussions about connected and automated vehicles that have been percolating in IBTTA and the industry for several years. IBTTA’s Platinum Sponsor Advisory Council has been looking at the issue for more than a year. And IBTTA’s CAV Working Group, which formed in June 2017 and has held monthly conference call since then, also set the stage for the board discussion. All of these discussions are natural outgrowths of the fact that several toll agencies are conducting CAV testing on their facilities including truck platooning and partial or fully autonomous vehicle testing.

We believe that CAV will have a significant effect on the operations and future financing of toll facilities. As one of the presenters on a CAV session said at the Portland Finance Summit in July, “Everyone is going to change their behavior, but they are not all going to change their behavior in the same way.” As an association, we need to have a much better understanding of those changes in behavior, how they will affect the tolling industry, and how we can positively affect federal and state policy discussions to recognize the needs of toll operators in this area.

**How Members Benefit 3.** Knowledge transfer is about developing a more robust and systematic way of capturing the knowledge that resides in the minds of individuals in the IBTTA community (experts, practitioners, etc.) and making that knowledge more accessible to all members. Acting independently, individual members could spend millions of dollars acquiring the knowledge and skills to effectively address the current and emerging issues they confront. As IBTTA board member Mark Compton put it, “If I do it myself, it costs more and won’t go anywhere.”

**OUTCOME 4: INDUSTRY VISION. Integrating our industry more appropriately into the fabric of the larger transportation community.**

Transportation is changing extremely rapidly. We have seen more rapid change in transportation in the last five years than we've seen in the previous 10 years. And that accelerating pace of change is likely to continue. **APPENDIX 6** contains a rollup of some of the biggest changes our members have observed since joining the industry.

In November 2016, IBTTA convened a "Transportation Visioning Summit" with leaders of 18 transportation-related associations and societies. The purpose of the summit was to develop a vision for a federal transportation program that addresses current and future challenges. While the summit did not conclude with a single vision, the event is considered an important step in advancing a common vision among major transportation groups.

That summit touched on a wide range of important issues including autonomous and connected vehicles, smart cities and smart design, the future of freight and goods movement, and making the case for infrastructure investment. As robust as the discussions were at the time, no one in that day-long meeting of transportation leaders used the expression "mobility as a service." And, yet, today it's hard to read an article about transportation without constantly coming across that phrase.

Indeed, two new associations have recently sprung up with "mobility as a service" in the name. One is called the Mobility as a Service Alliance, which Ertico formed as a public private partnership primarily serving Europe. The other is called the Mobility as a Service Association formed by tolling and ITS industry veterans Jack Opiola and Tim McGuckin.

Are these new associations our competitors? Who knows. The important thing to note is that change is happening very rapidly, and we should be asking ourselves some important questions:

- What is the significance of Mobility as a Service (MaaS) to the tolling industry?
- What effect will connected and automated vehicles have on transportation in general and tolling in particular?
- What is the future of Road Usage Charging and which institutions – states, telecom companies, toll operators – will take the lead in advancing RUC?
- How will global efforts to address climate change affect automobile design and production and what influence will these changes have on our industry?
- What effect will all of these changes have on our industry's appetite for credit and the decisions of rating agencies?

These are existential questions. Our members are rightfully concerned about the future (and their livelihood) because of rapid changes and uncertainty.

But these are also times of great promise. For individuals and institutions that position themselves to embrace change, the future can be bright. We at IBTTA want to help our members experience a bright future, whether road funding and finance continues in its present form or it takes on a completely different form.

Looking to the future, we need to prepare IBTTA to continue to be relevant to our members. One board member recently observed:

*“Digitalization of information and introducing new means of payment are huge issues for us. If we don’t reflect on this, then other industries like telecom will do it for us. It will be a hurricane for the whole world of transportation. Are we prepared just to be in charge of the maintenance of assets?”*

**APPENDIX 7** contains a rollup of other key issues on the minds of Board members.

**How Members Benefit.** IBTTA members benefit when their association follows the advice of hockey great Wayne Gretzky to “Skate to where the puck is going, not where it has been.”

## WHERE WE'VE BEEN AND WHERE WE'RE GOING

Like a well-run toll agency that understands the importance of maintaining existing assets, we need to invest in IBTTA to maintain the asset we've built over the years.

In the past several years, we've focused on growing the membership and committed ourselves to a steadily growing effort to directly respond to member requests for better data, which has culminated in TollMiner. At the same time, we have worked very hard to stringently manage expenses. There is a strong recognition among the Board and members that costs will increase even if we just "stay the course" on current operations. Chris Tomlinson expressed it well during the June Board meetings in Harrisburg when he said, "looking out over three years in all of our organizations the one thing you can count on is that costs escalate over time."

During that same Board meeting, we identified many IBTTA programs or activities that didn't exist as recently as five years ago. **APPENDIX 8** contains a rollup of major accomplishments from 2013-2017. We support all of those activities today without having had a dues increase since 2015.

Beyond maintaining the current asset we've built, we also need to upgrade and improve the asset to support the growing list of things our members are asking us to do to respond to future challenges like Data, CAV, MaaS, RUC, etc. In response to June Board Survey question, "What program or activity do you most believe IBTTA should STOP doing?" one board member responded simply, "There is no program/activity to stop." In other words, "keep doing what you're doing, and do all these new things, too!"

## NEW DIRECTIONS IN 2019-2021

In this plan, we have described in four broad categories the outcomes that we believe IBTTA should focus on over the next three years:

- **Outcome 1: Strengthening current programs and services.** These include meetings, advocacy, and communications.
- **Outcome 2: Data and analysis.** A fully mature **TollMiner data product** with key information on every toll facility and operator in the world.
- **Outcome 3: Knowledge transfer.** Developing a more systematic way of capturing the knowledge that resides in the minds of individual experts and practitioners in the IBTTA community and making that knowledge more accessible to all members.
- **Outcome 4: Industry vision.** Integrating our industry more appropriately into the fabric of the larger transportation community.

How did we identify these specific outcomes? We asked for and listened to inputs from members who have completed post-meeting surveys over the last two years; the IBTTA board in one-on-one interviews and in group discussion at board meetings; member who have

participated in conference planning meetings or served on meeting planning groups; all of the committees serving IBTTA in any capacity, including board committees, functional committees, platinum sponsors, and the IBTTA Foundation Board; and IBTTA staff.

## **THREE-YEAR FINANCIAL FORECAST NARRATIVE**

The three-year financial forecast in **Appendix 1** is intended to help IBTTA achieve the major outcomes that we've outlined in this document. Here we describe the basic assumptions and drivers of this forecast.

### **REVENUES**

**Membership Dues:** Membership revenues will be driven by the dues structure described in **Appendix 3**. There are different percentage increases for different classes of members. If you think of 100% of the dues increase happening over three years, 50% of the increase takes effect in 2019; 30% of the increase takes effect in 2020; and the final 20% of the increase takes effect in 2021. This model assumes that the number of members stays **constant**. It also assumes that the toll revenues of Active members remain constant. In other words, we do **not** project that a toll operator will move from one dues category to another. Obviously, we expect the number of members to **increase**. However, to be conservative, we neither assume an increase in the number of members nor a movement of members from a lower dues class up to a higher dues class based on a toll revenue increase.

**Meetings (Registration, Sponsor, Exhibit):** This model assumes that meeting revenues increase 5% per year for the period 2018 through 2021.

### **EXPENSE**

**Personnel and Benefits:** This model assumes an annual market adjustment in salaries of 3% per year for the period 2018 through 2021. In 2019 we add two staff: one administrative staff to support activities throughout the company; and one research associate to help with data analytics (TollMiner). In 2021 we add another staff to help with TollMiner consulting services, analysis, products, etc.

**Communications:** This model assumes a 5% increase in the cost of communications consulting costs in 2019 and a 2% increase each in 2020 and 2021.

**Data Analytics:** This model assumes we add a consultant subject matter expert and technology in 2019 that continues in 2020 and 2021. There is a 2% increase each in 2020 and 2021.

**Public Affairs:** This model assumes we add a consultant subject matter expert who works in 2020 and 2021 on research and writing in the run up to federal transportation reauthorization.

**Member Services:** This model assumes a 2% increase per year for the period 2018-2021.

**Revenue Generating Meetings:** This model assumes a 2% increase per year for the period 2018-2021.

**Board and Administrative Meetings:** This model assumes a 2% increase per year for the period 2018-2021.

**Office Administration:** This model assumes a 2% increase per year for the period 2018-2021.

**APPENDIX 1: THREE-YEAR FINANCIAL FORECAST**

Description of Items	2018 Budget	2019	Dif '19 - '18	2020	Dif '20 - '19	2021	Dif '21 - '20
<b>Association Income</b>							
Membership Dues	\$ 2,798,957	\$3,176,733	\$ 377,776	\$3,436,248	\$ 259,515	\$3,612,728	\$ 176,481
Meetings (Registration, Sponsor, Exhibit)	2,357,321	2,478,121	\$ 120,800	2,602,027	\$ 123,906	2,732,128	\$ 130,101
<b>Total Income</b>	<b>\$ 5,156,278</b>	<b>\$5,654,854</b>	<b>\$ 498,576</b>	<b>\$6,038,275</b>	<b>\$ 383,421</b>	<b>\$6,344,857</b>	<b>\$ 306,582</b>
<b>Association Expense</b>							
Personnel & Benefits	\$ 2,372,266	\$2,731,434	\$ 359,168	\$2,813,377	\$ 81,943	\$3,041,778	\$ 228,401
Program Related		-		-		-	
Communications	257,550	269,850	12,300	275,247	5,397	280,752	5,505
Data Analytics	175,000	325,000	150,000	331,500	6,500	338,130	6,630
Public Affairs	60,000	60,000	-	136,200	76,200	138,924	2,724
Member Services	287,350	293,097	5,747	298,959	5,862	304,938	5,979
Revenue Generating Meetings	1,322,700	1,349,154	26,454	1,376,137	26,983	1,403,660	27,523
Board and Administrative Meetings	91,450	93,279	1,829	95,145	1,866	97,047	1,903
Office Administration	507,103	517,245	10,142	527,590	10,345	538,142	10,552
	\$ 5,073,419	\$5,639,059	\$ 565,640	\$5,854,155	\$ 215,096	\$6,143,371	\$ 289,217
Association income over expense before investment income	\$ 82,859	\$ 15,795	\$ (67,064)	\$ 184,120	\$ 168,325	\$ 201,485	\$ 17,365

**SUMMARY OF CHANGES IN REVENUE AND EXPENSE BY MAJOR FUNCTIONAL CATEGORY**

	2019	2020	2021
<b>REVENUE</b>			
Membership (Rev)	See Appendix 3	See Appendix 3	See Appendix 3
Meetings (Rev)	5% increase	5% increase	5% increase
<b>EXPENSE</b>			
Personnel & Benefits	3% market adjustment + <b>2 FTE</b>	3% market adjustment	3% market adjustment + <b>1 FTE</b>
Communications	5% increase	2% increase	2% increase
Data Analytics	Add <b>1 Consultant SME</b>	2% increase	2% increase
Public Affairs	No increase	Add <b>1 Consultant SME</b>	2% increase
Member Services	2% increase	2% increase	2% increase
Revenue Meetings	2% increase	2% increase	2% increase
Administrative Meetings	2% increase	2% increase	2% increase
Office Administration	2% increase	2% increase	2% increase

## **APPENDIX 2 – DUES PHILOSOPHY**

When the IBTTA Board approved a dues increase in 2012, they adopted a dues philosophy to ensure that the dues increase would be appropriate for each category of member. We propose the same dues philosophy for the proposed 2019-2021 dues increase.

Here are the principles of the dues philosophy:

1. All members experience some level of dues increase.
2. Preserve, more or less, the relative share of dues contributed by each of the major classes of members.
3. Obtain the largest portion of the dues increase from the largest agencies and companies that are capable of absorbing the dues increase (e.g. Large and Extra Large North American Active members and Sustaining members).
4. Improve the fairness of the dues structure between the smallest and the largest Active Members in terms of dues paid as a portion of toll revenues.

The chart on the next page shows the effect of the proposed dues increase on every category of member in this order:

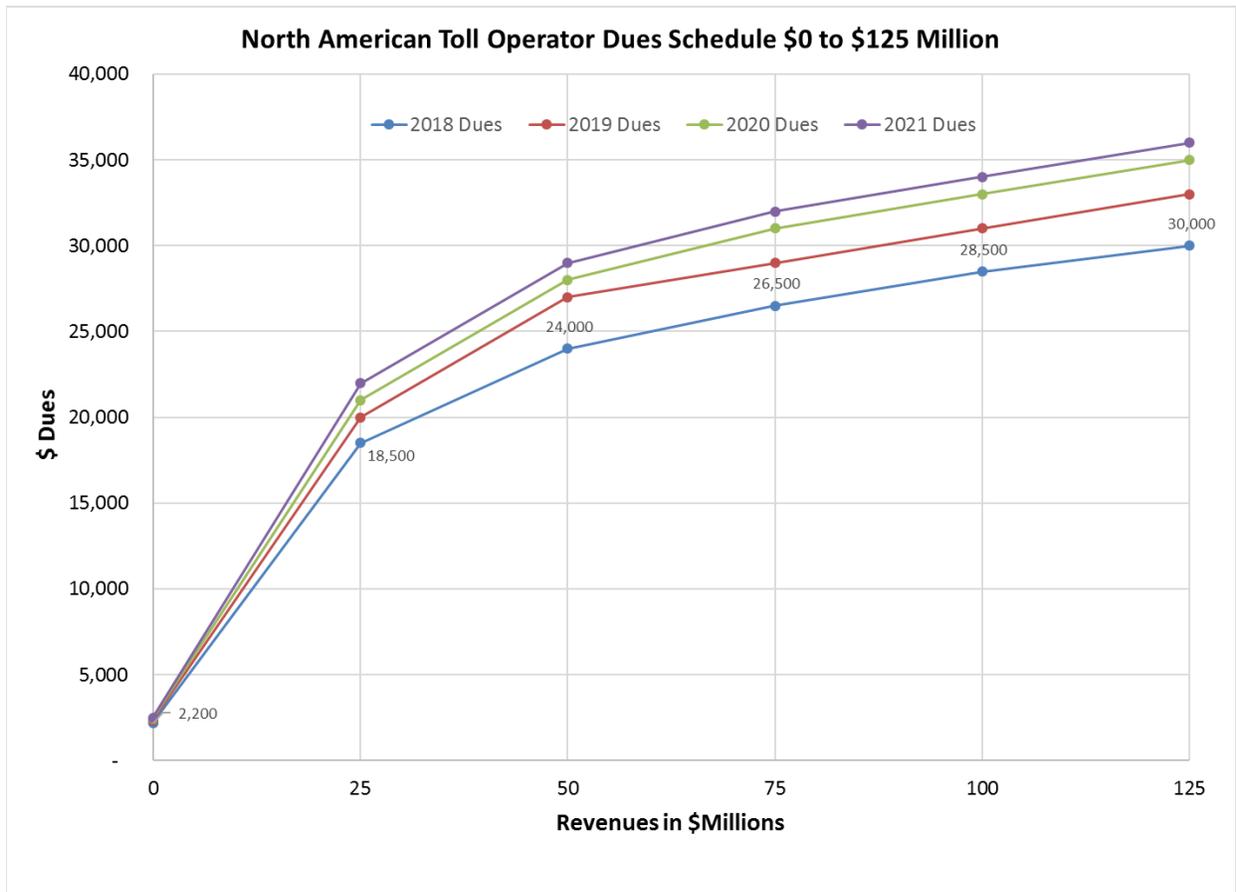
- North American Active (toll operator) members
- Non-North American Active (toll operator) members
- Group Members
- Associate Members
- Sustaining Members
- DBE Members



### APPENDIX 4: Proposed Dues Structure, North American Toll Operators (\$0 to \$125 Million)

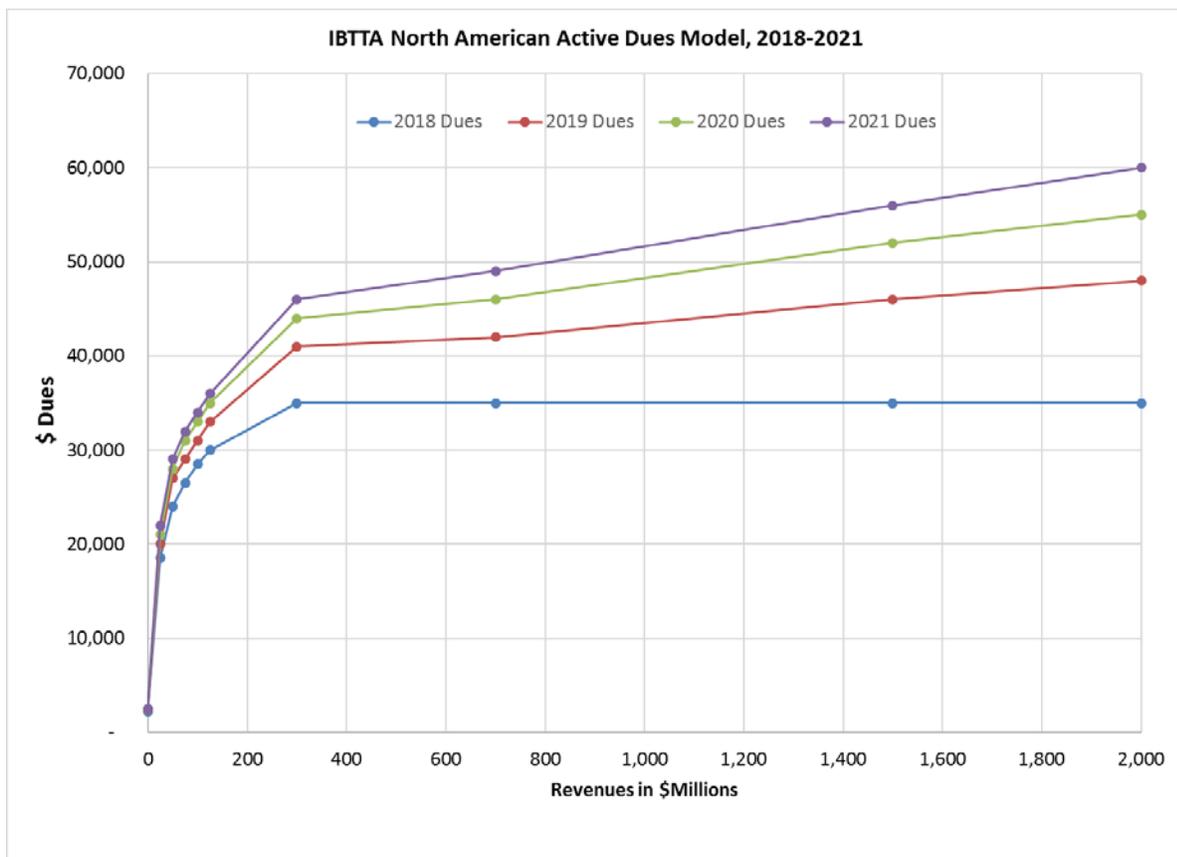
This chart illustrates the current and proposed future dues structure for North American Active (Toll Operator) Members. We show this level of detail here because the North American toll operator members account for nearly 60% of all IBTTA dues revenue.

The blue line towards the bottom of the chart is the current dues structure. The other lines show proposed dues levels for 2019-2021. To show more detail, this chart includes only members with toll revenues between zero and \$125 million. The next chart shows the dues structure continuing above \$125 million in toll revenues.



### APPENDIX 5: Proposed Dues Structure, North American Toll Operators (\$125 Million to \$2 Billion)

This chart illustrates the current and proposed future dues structure for North American Toll Operator Members with revenues between 0 dollars and \$2 billion. The blue line towards the bottom of the chart is the current dues structure. Notice that the information from the previous chart – toll revenues between 0 dollars and \$125 million – is compressed into the left side of this chart. Also notice in the current dues structure – the blue line at the bottom – dues are capped above \$300 million in toll revenues. The proposed new dues structure would increase the dues for the 15 toll agencies that currently have more than \$300 million in toll revenues.



## **APPENDIX 6: BIGGEST CHANGES YOU'VE OBSERVED SINCE YOU JOINED THE INDUSTRY**

Exercise conducted during the IBTTA Conference Planning Meeting, July 22, 2018

1. ETC
2. More women
3. Tolling in the news
4. Managed lanes
5. Shared vehicle services
6. AET / Coin toll booths
7. Toll is not a 4-letter word
8. Managed lanes
9. Use of data
10. From a focus on road infrastructure to a focus on mobility services
11. AET and human interaction with customers
12. Congestion management
13. How transportation is funded
14. From finance to mobility providers
15. Evolution of customer experience
16. P3 tolling to implementing projects quicker
17. Conversion to AET and use of managed lanes
18. Customer first operational attitude
19. Technology and materials in roads and bridges
20. Cash was interoperability; now ETC is interoperable
21. Move to AET in some areas; move backwards and away from AET in other places
22. Increasing collaboration in transportation and tolling
23. Manual tolling to AET
24. How we've used technology for tolling as a mobility service
25. More collaboration and fewer silos; toll operators are working with DOTs
26. Use of technology
27. Diversity in the workforce
28. People see the benefits of tolls including reliability
29. Tolling is a meaningful solution to transportation
30. From inward to outward

## **APPENDIX 7: KEY ISSUES ON THE MINDS OF IBTTA BOARD MEMBERS**

In late November and early December 2017, we spoke by phone with most of our 2018 board members. The goal was simple: check in with each person to see how they were doing and learn about the issues that are top of mind with respect to their operations and IBTTA. Below is a summary of the major issues and themes covered in the calls. Quotation marks indicate a direct quote or a close paraphrase of what someone said.

### **Deeper peer to peer networking beyond formal meetings**

- “Peer to peer interaction is key. We need to make sure we have other channels of communication open to our peers in the industry. We have subject matter experts in different disciplines in our organization, but a lot gets lost. How do we add to what we’re currently doing to get higher levels of communication among other agency staff?”
- “There is tremendous value in the network of people who are consistently there at meetings. How do you reach deeper into organizations to include more people at meetings?”
- “How do we better facilitate conversations among peer groups of people in agencies?”
- “How do we engage more people on a peer to peer level within IBTTA?”
- “How do we share best practices and failures; could we do a peer exchange as has been done in AASHTO?”

### **Public Private Partnerships**

- “How do we make less feasible projects more feasible?”
- “There have been a number of valuable public private partnership projects in the works, but politicians have been struggling to jump over the hurdles to bring them to completion. From inception to revenue stream is a long time. State government officials are already backing up from projects that we thought long ago would be successful. I’d like to hear how other states have gotten across the line on newer projects.”

### **Revenue protection**

- “What is the cycle for educating agency board members about the world of electronic toll collection.”
- “We need more effective reciprocity of violation enforcement across state lines.”
- “We don’t want to publicly expose the underbelly of revenue leakage.”

### **Let’s get practical!**

- “We keep covering the same topics in the same way at these meetings. Someone talks about an emerging challenge that we need to prepare for without providing a practical, real world action or solution to address it. We need to hear more about the practical aspects of things that are being done.”
- “How do we present value to members who cannot make it to meetings?”

### **Connected and Autonomous Vehicles**

- “What’s our role? Disseminating information, advancing a policy, or developing technologies? What are the consequences for tolling and managed lanes in 10 years?”
- “Road operators have not been fully invited into the discussion of CAVs.”

### **Digitalization of information.**

- “This is a hot topic. Introducing new means of payment. If we don’t reflect on this, other industries like telecom will do it for us. It will be a hurricane for the whole world of transportation. Are we prepared just to be in charge of the maintenance of assets?”

### **Opponents and Supporters**

- “Our legislature is anti-toll.”
- “The most helpful thing for me is public acceptance of tolling.”

## **APPENDIX 8: MAJOR ACCOMPLISHMENTS 2013-2017**

### Communications

- Launched and sustained a very successful communications campaign, “Moving America Forward.”
- Built ongoing relationships with national and international media.
- Created several data-rich reports, positioning IBTTA as a credible resource.
- Launched our daily e-newsletter, IBTTA SmartBrief
- Relaunched our Tolling Points blog.
- Build a vibrant and robust social media presence on Facebook, Twitter, LinkedIn, and Instagram.
- Created a standalone Communications Workshop.

### Advocacy and Thought Leadership

- Strengthened public policies that support tolling through the FAST Act.
- Held a landmark Transportation Visioning Summit with the leaders of 18 key transportation associations and continued to nurture the relationships we built there.
- Reached consensus on how to achieve nationwide interoperability of electronic toll collection.
- Established the Platinum Sponsor Advisory Council as a future looking think tank for the association and industry.
- Launched a Connected and Automated Vehicle Working Group, a vital forum for sharing knowledge and ideas.

### Meetings and Member Service

- Launched the Innovation TECH Talks, one of the most popular and creative features of our successful technology workshops.
- Established the Membership Committee and hired new staff, which resulted in a significant increase in membership, sponsorship, and exhibits.
- Created TollMiner, our powerhouse of toll industry data, which is still new and has great potential to serve our industry.
- Created a Scholarship Program to help support undergraduate students pursuing transportation-related degrees.

## Deliverables as Part of IBTTA Three-Year Plan

Revised October 26, 2018

During the October 13, 2018 Board meeting, the IBTTA Board adopted this resolution on the three-year plan:

*Resolved that the IBTTA board adopt the three-year plan as presented and instruct staff and the finance committee to prepare a detailed 2019 budget and implementation plan based on the structure outlined in the three-year plan. Be it further resolved that budgets for 2020 and 2021 will be approved (not now but later) in the normal course of the board's action in 2019 and 2020.*

In response to the Board's adoption of the 3-year plan, the IBTTA Executive Committee and staff developed the following deliverables, including a measure of success in parentheses at the end of each item. Some items lack a specific quantifiable measure of success either because it is self-evident or a good measure cannot be identified now. We recognize it's better to have a crude measure of the right thing than a specific measure of the wrong thing.

**OUTCOME 1: STRENGTHENING CURRENT PROGRAMS AND SERVICES.** These include meetings, advocacy, and communications.

Deliverables:

1. **Speakers with New Perspective.** Reach beyond traditional industry speakers to include new voices from academia, think tanks, local governments, the technology and mobility community, environmentalists, and others in 2019 meetings. (20% increase in this type of speaker vs 2018).
2. **International Speakers.** Increase International participation in IBTTA meetings and in meeting planning groups to include non-US based speakers with relevance across the industry. (20% increase in this type of speaker vs. 2018)
3. **Students.** Encourage members to "sponsor" student attendance at IBTTA technology workshop and annual meeting. (10 students in Orlando; 5 students in Halifax).
4. **Succession.** Encourage members to bring young professionals from their organizations to IBTTA meetings. (Hard to measure because we don't have a baseline of "young" people now).
5. **Collaboration.** Collaborate with other transportation related groups such as TRB, PIARC, AASHTO, ITSA, ASECAP, ITE, ASCE, ITS America and others in putting on meetings and delivering content.

**OUTCOME 2: DATA AND ANALYSIS.** A fully mature **TollMiner** data collection and visualization product with key information on every toll facility and operator in the world.

Deliverables:

1. **New Releases and Use Cases.** TollMiner will have 2 new releases per year focused on functionality prioritized by member use cases. Identify the use cases and the required data that will help toll operators solve real business problems that help them save money, make money, or increase value to their customers and stakeholders. (Identify three specific data points to be added by June and three more data points to be added by December.)
2. **International Data.** Expand international representation by partnering with ASECAP to explore the commonalities between US data and ASECAP member data and adding ASECAP data where commonalities exist. (Add data from 6 non-US based toll operators or associations of toll operators).
3. **Staff.** Hire, train, and leverage the skills of a research specialist (new staff member) who can explore alternate data sources and help with industry normalization of terminology.
4. **Member Validation.** Members are confused about some data questions we pose because some terms (e.g. ORT, AET, priced managed lane) mean different things to different people. In 2019, we will work with members to adopt a process to normalize definitions of terms to reduce confusion and improve data validation efforts.

**OUTCOME 3: KNOWLEDGE TRANSFER.** Developing a more systematic way of capturing the knowledge that resides in the minds of individual experts and practitioners in the IBTTA community and making that knowledge more accessible to all members.

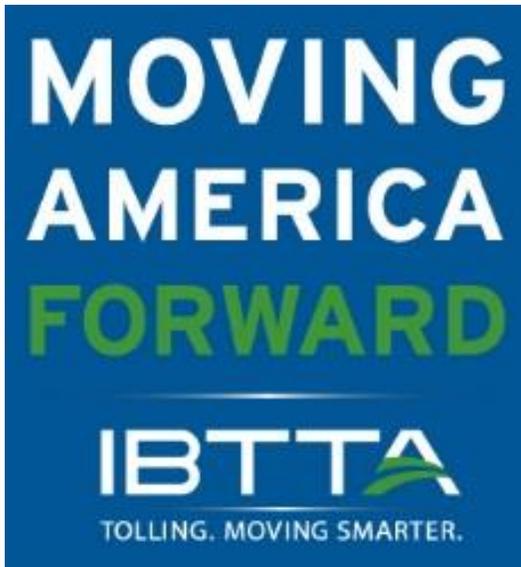
Deliverables:

1. **Agency Peer Exchange Pilot Program.** Track and report out on progress being made under the new agency Peer Exchange Pilot Program. Establish guidelines that will be used to support 2020 participants. Also look at ways this could be linked to a similar ASECAP initiative.
2. **Group Briefings and “Webinars.”** Create one or more methods beyond in-person meetings in which executive directors (or people in other disciplines) can carry on a conversation about a specific topic without having to be in the same physical location. Deliver webinar-like programs to promote member sharing and information exchange with the specific intention of serving those with limited travel ability, including non-US members. Specifically, do a bi-monthly group briefing or conversation via skype or other technology platform. (Conduct 3-4 executive director briefing sessions and a combined total of 6 webinar-like programs and group conversations).
3. **Document Library.** Work with members to create a Document Library with identified categories that will be populated with a representative sample of materials in each category from across the membership. Establish a permanent curator and naming conventions for documents with indexing. Access will be granted within member organizations at the subject matter expert level. In 2019, sample RFPs and RFQs will reside in the Document Library. The Document Library will be housed on the website as a member-only benefit. The next category of document samples will include policy documents or org charts and job descriptions, based on 2018-2019 member survey results.

**OUTCOME 4: INDUSTRY VISION.** Integrating our industry more appropriately into the fabric of the larger transportation community.

Deliverables:

1. **Fly In.** Hold Washington, DC fly-in to Congress and the Administration in 2019 to advance the tolling agenda.
2. **IBTTA Policy Proposal on Reauthorization.** Working through the committee structure of IBTTA, develop a comprehensive and concise industry policy proposal in areas of funding, technology, etc. to advance our industry's position on transportation reauthorization in Congress. Hire technical subject matter expert (outside consultant).
3. **State Advocacy (SWAT – Take it to the States).** Establish tangible efforts in 3-4 states identified by the Government Affairs Committee to organize members involved in the state to communicate our coordinated message, to educate and build relationships with state and congressional officials and legislative committees focused on transportation in the state legislature, placing op-ed pieces, doing local television appearances, and building social media efforts in the targeted states. (Measurable efforts in 3 states).
4. **Preparation for disruptive technology.** Working through the committee structure of IBTTA, develop 1 year, 3 year and 5 year deliverables for the industry at large in the broader areas of MaaS, RUC, CAV, Hyperloop, Blockchain, artificial intelligence and how our industry fits in. We will also determine the roll of the toll agency in these efforts. The effort culminates in an Innovation Summit hosted by agency Chief Technology Officers within the agencies including non-US CTOs. (Innovation Summit to be held after 2019).
5. **Joint Policy Resolution.** Develop a joint policy resolution focused on disruptive technology with other transportation associations and organizations such as TRB, ARTBA, ASCE, AASHTO, ITSA. (Multi-year activity).



**Bill Cramer**  
Communications Director, IBTTA

**YEAR END - 2018 METRICS FOR  
IBTTA'S MOVING AMERICA  
FORWARD CAMPAIGN**

# MOVING US FORWARD: WHY TOLL ROADS?



## WELL ESTABLISHED

Toll roads have existed for over 2,700 years. Tolls were paid by travelers using the Susa-Babylon highway in Persia under the rule of Ashurbanipal, 7th century BC. In the US, toll roads and bridges have existed since colonial times, while the Pennsylvania Turnpike, the nation's first "superhighway", opened in 1940.



## SAFE AND WELL MAINTAINED

Toll roads are better maintained and safer than non-toll roads because of a steady revenue stream. Better maintenance means fewer closures or delays for weather, accidents or construction. You're paying for reliability and safety. Many toll roads have convenient rest areas with food, fuel and a place to stretch your legs.



## TRUE USER FEE

A toll is a true user fee. You only pay a toll when you use a toll road. If you don't use it, you don't pay.



## ELECTRONIC

It's more convenient than ever because most toll roads, bridges and tunnels collect tolls electronically. There's no delay while you look for cash to pay the toll. With an electronic transponder or license plate reader, you zip through without having to slow down or stop.



## FAST

Congestion charging is a type of tolling in which the price of the toll goes up when traffic increases and goes down when traffic decreases. A congestion charge helps manage or reduce rush hour gridlock.



## INCUBATORS

Toll roads are incubators of new technologies that make highways smarter and faster for everyone. Toll roads are pioneers in the operation of connected, automated, shared and electric vehicles, truck platooning and many other "smart road" technologies.



**IBTTA**  
TOLLING. MOVING SMARTER.

IBTTA.ORG  
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## Letter to the Board of Directors

Dear Board of Directors:

IBTTA's *Moving America Forward* public awareness campaign continued in 2018 into its sixth year. From inception in 2013, the overarching principle of the strategic plan – *IBTTA will be recognized as the leading voice to advance transportation solutions through tolling* – has served as our goal.

During the first three years of this international public awareness campaign, the communications objectives centered largely on establishing IBTTA's brand while raising the visibility of user-financed tools as an integral part in solving transportation and infrastructure challenges around the globe. Since then we have continued to promote IBTTA's brand by integrating our voice into various regional, national and international conversations around infrastructure investment and financing, ensuring that tolling is seen as a proven and viable funding alternative.

As a result, IBTTA has had a significant impact on the conversation regarding tolling, transportation infrastructure and investment. By employing effective communications strategies to help shape the media coverage around tolling, IBTTA has established itself as a leader in the tolling, transportation and infrastructure space.

Since 2013, IBTTA's *Moving America Forward* campaign has:

- Launched a public awareness website providing elected officials, media, opinion leaders and key stakeholders with useful, digestible information on the benefits of tolling;
- Established a robust social media presence helping to lead conversations on various platforms around issues related to transportation and infrastructure development;
- Secured thousands of media placements in local, regional, national and international publications in both proactive and reactive conversations;
- Developed dozens of high-value relationships with key media targets reporting on and shaping the global debate around transportation infrastructure development; and
- Released three industry-wide reports helping to shape coverage and report on the benefits of tolling.

As part of his State of the Union Address in January 2018, President Trump released his administration's infrastructure investment plan, becoming the second consecutive administration (President Obama in 2014) to call for the removal of the prohibition on tolling the Interstate Highway System for the purpose of reconstruction, solidifying tolling as a bipartisan transportation issue for America.

Since 2013, IBTTA has taken a robust public position in support of this federal policy change and has been the leading advocate in support of what has now become a bipartisan position at the highest levels of our government. Because of our increased public positioning, this year alone IBTTA has been sought for expert comment by major news publications and other opinion-makers as diverse as *USA Today*, Associated Press, National Public Radio's *All Things Considered* program, *The Washington Post*, *The New York Times*, *Wall Street Journal*, The Pew Charitable Trusts, as well as other major international, national and regional newspapers and publications listed in more detail in this report.

As a result of IBTTA's enhanced brand as a key leader in the transportation infrastructure debate, including strong connections with DJ Gribbin, former White House Special Assistant for Infrastructure, in February 2018 IBTTA's Government Affairs Committee held a legislative "fly-in." During the "fly-in," members of the committee met with White House officials at the Old Executive Office Building to provide our industry's input on the role user-financed infrastructure can play in rebuilding and maintaining America's bridges and roadways.

We ended the year with the Transportation Research Board’s release of a new report, after a two-year long study, including testimony by IBTTA’s Executive Director and CEO, with major recommendations calling for Congress to lift the ban on tolling Interstate Highways. As Patrick Jones said in his message to the Board of Directors this December:

*“To have a major study that was mandated by Congress embrace – in such a clear and unambiguous way – a position that IBTTA has been advocating for more than a dozen years is MAJOR validation of our efforts on so many levels. We have been saying for years that our public communications campaign and advocacy efforts are a marathon and not a sprint. This report validates the long term, persistent and patient strategy that IBTTA has been pursuing. We owe a debt of thanks to you members of this board and many previous boards of IBTTA for continuing to embrace this long-term strategy.”*

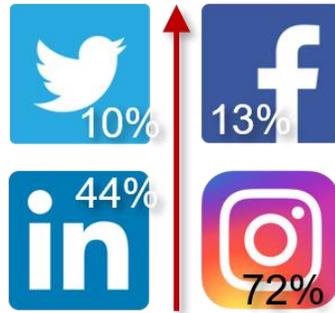
As the communications team has done since the start of this campaign, we believe it is critical to measure, examine and analyze outcomes to most effectively chart our course forward. We are providing the following metrics to show what we have achieved, and to help guide us in formulating plans to ensure IBTTA continues to play a central role in what is shaping up to be another momentous year for our industry.

The figures, data and statistics on the following pages serves as a measure of the campaign’s progress and steady growth and success.

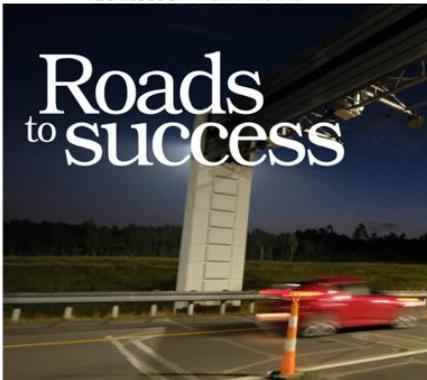
**Note:** Information in red highlights comparative statistics from 2013, 2014, 2015, 2016 and 2017.

# The Washington Post

# The New York Times



**traffic**  
TECHNOLOGY INTERNATIONAL



Home / Categories / Charging & tolling / Features / IBTTA: industry must commit to trust and accountability

## IBTTA: industry must commit to trust and accountability

First published in ITS International July/August 2018 as Delivering on our promises

## U.S. and International Media Attention in 2018

### Media

**# of press releases - 34 (24 in 2017, 39 in 2016, 21 in 2015, 45 in 2014, and 35 in 2013)**

**# of press advisories - 6 (8 in 2017, 9 in 2016, 7 in 2015, 10 in 2014 and 10 in 2013)**

**# of one-on-one media interviews - 50 (49 in 2017, 56 in 2016, 50 in 2015, 85 in 2014 and 47 in 2013)**

Please see a list of interviews in the attachments section of this report.

**# of media hits mentioning IBTTA – 2,500 plus using Bloomberg Tracking (1,235 in 2017, 1,140 in 2016, 1,050 in 2015 and 1,200 in 2014 using Bloomberg tracking, 1,374 in 2013 using Meltwater tracking)**

#### **High-value media relationships maintained with:**

David Schaper, NPR

Bart Jansen, *USA Today*

Winnie Hu, *New York Times*

Martine Powers, *The Washington Post*

Luz Lazo, *The Washington Post*

Robert McCartney, *The Washington Post*

Joan Lowy, Associated Press

Mark Niquette, Bloomberg News

Max Smith, WTOP

Brianna Gurciullo and Sam Mintz, *Politico Morning Transportation*

Kellie Mejdrich, *CQRoll Call*

Melanie Zanona, *The Hill*

Sean Sloan, Council of State Governments

Daniel Vock, *Governing*

Ben Wear, *Austin American-Statesman*

Jason Ruitter, *Orlando Sentinel*

John Chesto, *Boston Globe*

Jim Watts, *The Bond Buyer*

Mark Willis, Sirius XM Radio - Mad Dog Truckers Show

Adam Hill, *ITS International*

Tom Stone, *Traffic Technology International*

Jack Roper, *Traffic Technology International*

**Major media placements:**

Associated Press  
NPR – *All Things Considered*  
*The New York Times*  
*The Washington Post*  
*Washington Times*  
*South Florida Sun Sentinel*  
*USA Today*  
*Atlanta Journal-Constitution*  
*Orlando Sun Sentinel*  
*Boston Globe*  
*Forbes*  
*Economist*  
*Los Angeles Times*  
*Bloomberg News*  
The Bond Buyer  
*Politico*  
*Governing Magazine*  
*CQRollCall*  
*The Hill*  
*News Day*  
*Traffic Technology International*  
*Transport Topics*  
*ITS International*

**Internationally featured articles placed in:**

*ITS International* (4)  
*Traffic Technology International* (3)

**Top five countries mentioning IBTTA in the media:**

- USA
- Brazil
- Italy
- United Kingdom
- South Africa

**Top trade publications with the highest number of IBTTA mentions:**

*IBTTA SmartBrief*  
*ITS International*  
*AASHTO Update*  
*Traffic Technology International*  
*Construction Equipment Guide*

**# of Op Eds - 3 (3 in 2017, 6 in 2016, 7 in 2015, 7 in 2014, 6 in 2013)**

*The Hill*  
*South Florida Sun Sentinel*  
*Iowa Gazette*

**# of external e-blasts from Bill Cramer to IBTTA Board and members communicating industry news – 2.** Over the past two years, the number of direct e-blasts to the Board has been severely reduced now that IBTTA SmartBrief is published daily. If the Board would like more direct updates by email, please let me know and I am happy to reinstate this form of communication. **(3 in 2017, 11 in 2016, 14 in 2015)**

## Tolling Points Blog Posts

IBTTA published 100 blog posts on Tolling Points from January 1 to December 20, 2018 **(92 in 2017, 94 in 2016, 75 in 2015, 70 in 2014, 50 in 2013).**

IBTTA’s blog traffic grew by 11% in 2018, with an average of 1,068 monthly page views, **compared to 961 per month on 2017, 812 per month in 2016, 609 per month in 2015, 522 per month in 2014, and 460 per month in 2013.**

The main objectives of this year’s blog series were to:

- Continue to use the blog as a tool to position IBTTA as a thought and opinion leader, by delivering substantive, analytical content that advances the dialogue on transportation infrastructure finance, while making the case for tolling as a key tool in the funding toolbox;
- Provide a consistent cornerstone for social media activity that would steadily build IBTTA’s online community;
- Deliver a sustained promotional push and buzz for IBTTA conferences;
- Support efforts to market IBTTA’s wider workshop series by highlighting the substantive content, takeaways, and ROI that participants gain by attending;
- Begin highlighting state-level opportunities and initiatives that could lead to increased reliance on tolling or mileage-based usage fees across U.S. jurisdictions; and
- Begin profiling tolling milestones and achievements outside the United States.

	January	February	March	April	May
<b>Page views</b>	1,224	685	1,016	920	885
<b>Average Time on Site</b>	0:02:27	0:02:56	0:03:23	0:02:38	0:02:51
<b>Bounce Rate</b>	77%	74%	76%	75%	72%
	June	July	August	September	October
<b>Page views</b>	1,364	1,203	1,494	1,103	1,354
<b>Average Time on Site</b>	0:03:07	0:02:50	0:02:56	0:03:49	0:04:05
<b>Bounce Rate</b>	69%	69%	80%	85%	79%

## **IBTTA Top Ten Tolling Points Blog Posts of 2018**

- 1 – China/France Take Lead as Solar Roadway Concept Spreads
- 2 – IBTTA Mourns Passing of Neil Schuster
- 3 – How AVs and CAVs Could Change the Tolling Industry
- 4 – I-66 Express Lanes Save Users Time and Price is Right
- 5 – Interoperability: Knitting Together the Nation’s Tolling System & What it Means to U.S. Drivers
- 6 - MIT Research Points to Mapless Autonomous Vehicles
- 7 - IBTTA Toll Excellence Awards Celebrate Industry Incubator Cutting Edge Solutions
- 8 – Autonomous Vehicles: Time to Start Sweating the Details
- 9 – Truck Tolls a Winning Issue at Polls
- 10 – Fitch: Toll Roads are Resilient Assets

## **Social Media**

Six years ago, IBTTA began following conversations on social media, then creating and developing our own content. IBTTA’s social media presence now provides an opportunity to engage with members, interact and share information with reporters, and introduce tolling to others outside the transportation community. For the past several years, we have been attracting followers such as Congressional leaders and staff, a wide selection of transportation specialists and reporters covering Capitol Hill, and national and state media.

### **Twitter**

The campaign generates eight to 10 tweets per weekday, for a total of approximately 1,500 to 2,000 over the year, as a means of:

- Redistributing and amplifying content produced by IBTTA;
- Redistributing and helping to amplify content generated by partner organizations, and by thought and opinion leaders in the transportation community; and
- Building IBTTA’s online relationships with a wider community of supporters and colleagues such as: Electronic Toll Collection Pros, Electronic Tolling Road Usage Charging, Alliance for Tolling Interoperability, TRB, AASHTO, Better Roads, Infrastructure Investor Network, LinkedIn, Telematics, Intelligent Transport Systems and Intelligent Transport Society.

**# of Twitter followers increased 23% in 2018, to 4,929, compared to 4,494 in 2017, 3,640 in 2016, 2,600 in 2015, 1,654 in December 2014, and 901 on December 5, 2013.**

Twitter followers’ profiles broke down as follows:

22,417 clicks; 863 retweets

Twitter follower profile: Gender: 64% men, 36% women

38% completed high school; 42% completed college; 21% completed graduate school

**Twitter continued:**

Through our Twitter list Transpo Twitteratti, we have been tracking media representatives and influencers who follow IBTTA. Elected officials and influencers who follow the Twitter account represent a direct opportunity to put forward the industry's views and priorities, while followers from media frequently become a catalyst or a shortcut to coverage when those reporters are writing about transportation finance or infrastructure.

**Facebook**

We placed 357 posts on our Facebook page in 2018. "Likes" on the page increased 13% in 2018, to 732, from 650 in 2017, and 599 in 2016, 471 in 2015, 403 in 2014 and 202 in 2013.

Facebook demographics:

Gender: 72% men, 27% women, no significant change from past years.

Top three countries: United States, Nigeria and Italy.

1,932 clicks

594 actions taken (liked, shared, commented)

**LinkedIn**

There were 223 posts on IBTTA's Campaign for the Tolling Industry LinkedIn page in 2018. Followers grew 17%, to 591 in 2018, from 507 in 2017, and 446 in 2016, 416 in 2015, 348 in November 2014 and 246 in November 2013. This site continues to grow slowly, with industry professionals from around the world reading and posting discussions.

On IBTTA's LinkedIn Association page, there were 295 postings. Followers increased by 44% in 2018, to 828, from 577 in 2017, and 476 in 2016, 329 in 2015 and 201 in November 2014.

1,400 clicks

779 actions taken (liked, shared, commented)

LinkedIn no longer provides group demographics.

**Instagram**

There were 200 posts, with a 72% increase of followers, to 176 in 2018, from 102 followers in 2017 and 58 followers in 2016.

## Website

One of IBTTA's major communications goals is to serve as a source for the tolling industry by providing comprehensive information and data easily accessible to members, media, elected officials, policy-makers and the general public.

Throughout 2018, we continually updated the [Moving America Forward Page](#) with revised statistics, data, maps, media kit, informational fact sheets and reports as well as posting of all press ready distributions archived in the [Media and Newsroom](#) and key, relevant news articles cataloged in the [Industry News](#) pages to inform and educate.

### Monthly Google Analytics for IBTTA Website -- Snapshot for 2017

	January	February	March	April	May	June
Page views	32,450	27,514	29,085	29,843	26,596	28,281
Sessions	12,725	11,139	12,133	13,018	11,189	11,938
Users	9,018	8,016	8,619	8,825	8,150	8,605
Average Time on Site	0:02:25	0:02:34	0:02:23	0:02:26	0:02:25	0:02:15
Bounce Rate	56%	54%	55%	50%	56%	56%
	July	August	September	October	November	
Page views	27,380	27,875	26,505	33,898	23,136	
Sessions	11,773	12,459	11,551	14,763	10,662	
Users	8,543	9,324	8,307	10,131	8,037	
Average Time on Site	0:02:16	0:02:07	0:02:17	0:02:11	0:01:51	
Bounce Rate	54%	57%	54%	52%	62%	

### By Year

	2018	2017	2016	2015	2014	2013
Page Views	312,594	284,947	234,691	212,644	231,376	249,196
Sessions	133,360	127,162	98,627	88,424	-	-
Users	83,872	78,607	57,987	44,047	39,654	49,215
Bounce Rate	55%	47.27%	42.20%	42.59%	41.33%	55.97%
Average Time on Site	2:17	2:23	2:42	2:36	3:27	2:56

## Other Communications Initiatives this year

**IBTTA SmartBrief** – The daily e-newsletter is sent to 3,987 individuals. It provides headlines, short descriptions and links to news of the day from around the globe. It has been very well received and provides members an opportunity to publicize and share their own news, efforts and successes.

**Subscribers: 3,987**

**2018 Unique Open Rate: 30%, it was 25% in 2017**

**2018 Click Rate: 9%, it was 9% in 2017**

(SmartBrief Average Open Rate: 24%)

(SmartBrief Average Click Rate: 4%)

### [Video – IBTTA and Tolling in the News in 2018](#)

Created a video highlighting tolling and IBTTA in the news in 2018. The video was presented to you, the Board of Directors, in October in Baltimore.

### **Weekly Update Video**

Beginning in October 2018, Pat Jones has released a weekly video detailing the weeks' current happenings in the news and within IBTTA.

### **Joint Webinar with IBTTA and AASHTO**

To celebrate and raise awareness for *Infrastructure Week 2018*, IBTTA coordinated a joint webinar, streamed live, to more than 150 AASHTO and IBTTA members. Pat Jones, IBTTA, Jim Tymon, AASHTO and Weifeng Zhong, American Enterprise Institute presented.

### **Two Mini Workshops Offered in Charlotte and Baltimore**

In 2018, there was not a dedicated Communications Conference. To engage communications and marketing professionals in the industry, IBTTA offered a three-hour Communications and Marketing Mini Workshop in Charlotte tied to the AET meeting and a two-hour Workshop in Baltimore tied to our Annual Meeting. In total, more than 120 individuals participated.

### **International Tolling Newsletter**

The Communications Team assisted International Vice President Klaus Schierhackl with the production and editing of [three international newsletters](#) that captured developments in the tolling industry around the world. Klaus and his team upgraded the global newsletter with more articles, summaries and links to the articles.

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## Conclusion

As demonstrated by the preceding information and data, IBTTA continues to make significant progress in raising national and international awareness about the benefits of tolling and transportation. It is clear that IBTTA continues to serve as a leading and credible resource and thought-leader for the industry, elected officials, media and the general public. In 2019, as the Trump Administration and Congress tackle infrastructure investments and states look for alternative funding options to deliver safe, reliable mobility, IBTTA is prepared and able to continue to expand our public awareness campaign.

### **My thanks to a great Communications Team**

The success and progress of this public awareness campaign is made possible by the support and leadership from you, the Board of Directors, member input, my IBTTA colleagues and the communications consultants. My sincere thanks and appreciation to a great team of individuals who are creative and assertive in raising IBTTA's and the tolling industry's visibility and voice daily.

LUNA + EISENLA media – Brad Luna and Kristofer Eisenla

Smarter Shift Inc. – Mitchell Beer and Jenise Fryatt

## Attachments for the Moving America Forward Report:

### **2018 Media Interviews**

January 10

Jacob Passy, Market Watch

January 11

David Schaper, NPR

January 18

Matthew Nesto, *Legal News and Drafts*

January 23

Thomas Zambito, *The Journal News, USA Today Network*

January 29

Mark Niquette, Bloomberg Gov

January 30

Bart Jansen, *USA Today*

Jacob Fischler, CQRollCall

January 31

Paul Page, *Wall Street Journal*

David Schaper, NPR

February 1

Janet Moore, *Star Tribune (MN)*

February 2

Frank Esposito, *The Journal News*

February 5

Dan Vock, *Governing*

February 12

Gordon Dickson, *Star Telegram - Texas*

February 13

Bob Seay, WGBH Radio

February 20

Deb Erdley, *Tribune Review - Harrisburg*

March 8

Winnie Hu, *New York Times*

March 19

Jan Stojaspal, *Traffic Technology International*

## Continued - 2018 Media Interviews

March 26

Lori Aratani, *The Washington Post*

March 27

Winnie Hu, *New York Times*

Marcus Green, *WDRB Kentucky*

April 3

Scott Calvert, *Wall Street Journal*

April 10

Mary Wisniewski, *The Chicago Tribune*

April 23

Scott Calvert, *Wall Street Journal*

Scott Grossman, Spectrum TV, Channel 14 – Charlotte, North Carolina

April 24

Adam Vaccaro, *The Boston Globe*

April 26

Dan Haar, *Hearst Connecticut Media*

May 4

Scott Calvert, *Wall Street Journal*

May 5

Irvin Dawid, *Planetizen*

May 17

Luz Lazo, *The Washington Post* – In office meeting

May 18

Saul Wordsworth, *Traffic Technology International*

June 18

Mitch Perry, *The Florida Phoenix*

June 19

Kay Lazar, *The Boston Globe*

June 22

Patrick O'Connell, *The Chicago Tribune*

June 24

Emily Damiano, Channel 21 TV News, Harrisburg

July 6

Michael Donlevy, *Traffic Technology International*

## Continued - 2018 Media Interviews

July 11

Luz Lazo, *The Washington Post*

Andrew Then, *The Oregonian*

August 2

Bob Seay, WGBH - NPR Radio, Boston

August 7

Christopher Elliott, *USA Today*

August 8

Bob Seay, WGBH - NPR Radio, Boston

August 15

Larry Higgs, NJ Advance Media

August 22

Ben Spencer, *ITS International*

August 27

James Gordon, *TollTrans*

September 7

Colin Sowman, *ITS International*

September 20

Mark Willis, SIRIUS XM Radio, Road Dog Trucker Show

September 25

Jack Roper, Traffic Technology

October 15

Eugene Mulero, *Transport Topics*

October 26 (Pat and Chris Tomlinson)

Mark Willis, SIRIUS XM Radio, Road Dog Trucker Show

October 29

Larry Higgs, NJ Advance Media

November 28

Erin Munhald, InsideSource

## ***Meetings with Key Congressional and Administration Officials on Infrastructure Finance, Transportation, and Tolling***

In 2018, IBTTA staff held two dozen meetings with key House and Senate staff to discuss IBTTA issues and priorities. In addition, under the leadership of Mark Compton, Pennsylvania Turnpike Commission and Chair of IBTTA's Government Affairs Committee, in February, due to IBTTA's enhanced brand as a key figure in the transportation infrastructure debate and industry connections with President Trump's White House Special Assistant for infrastructure Policy, DJ Gribbin, IBTTA members met at the Old Executive Office Building with DJ to provide our industry's input on the role user-financed infrastructure can play in rebuilding and maintaining our nation's bridges and roadways.

## **Reporters and Policy Influencers who began following IBTTA on Social Media in 2018**

**Eric Miller** [@ericdmiller46](#) FOLLOWS YOUTransport Topics reporter covering trucking industry regulatory issues

**Pete Goldin** [@ITSdigest](#) FOLLOWS YOUITSdigest is the World's Forum for Intelligent Transportation Systems

**Ken Orski**[@korskiEditor](#)/publisher of Innovation NewsBriefs, a widely read and respected transportation newsletter now in its 25th year of publication

**Kayla Tausche**Verified account[@kaylatausche](#) FOLLOWS YOU Southerner, sports fan. Humble warrior. Washington correspondent, CNBC [kaylatausche](#) /

**Anthony Davis** [@AnthonyDavis25\\_](#) FOLLOWS YOU Technical Editor [@HighwaysToday](#) | Travel Writer | Technology Blogger

**Kalyna Astrinos** [@10NewsKalyna\\_](#) Follows you ABC 10News San Diego MMJ/ Traffic Anchor & Radio Personality

**Gurdip Singh** [@gurdips1\\_](#) Follows you Gurdip Singh is a Singapore-based journalist who has reported on Asian economies, societies and politics for almost four decades.

**Victoria Idoni WTOL** [@Victorialdoni\\_](#) Follows you Your friendly neighborhood traffic girl. [#HTTR](#) [@hood college](#) [@gwtweets](#) Reporting for WTOL 11 Toledo & FOX 36. Story idea? Email me at...

### **Media Accounts**

**C+S EngineerMagazine** [@csENGINEERmag](#) FOLLOWS YOU Civil + Structural Engineering news and stories.

**Transportation TV** [@Transpo\\_TV\\_](#) Follows you Transportation TV regularly tracks transportation related news on Capitol Hill and across the country.

**@WFLAtraffic** [@WFLAtraffic\\_](#) Follows you The official traffic feed of News Channel 8, with AM updates provided by traffic reporter [@wflameredyth](#) and the [@wfla](#) team.

**Civil MDC Group**[@civilmdc\\_](#) Follows you Civil Engineers Platform #####  
[civilmdcgroup@gmail.com](#)

**DC Commute Times** [@dccommutetimes](#) Follows you News/traffic info for your DC Commute. Turn-ons: Punctuality, surviving Metro Red Line. Turn-offs: Brake lights, crap drivers. RT ≠ endorsements.

## Policy Influencers

[Peterson Institute](#) Verified account [@PIIE](#) FOLLOWS YOU The Peterson Institute for International Economics is a private nonprofit nonpartisan research institution devoted to studying international economic...

[Jeff Davis](#) [@JDwithTW](#) FOLLOWS YOU Senior Fellow at [@EnoTrans](#). Editor of [@EnoTranspoWkly](#). Congress junkie. Man about town. Opinions my own

[Guy Gilady](#) Verified account [@GuyGilady](#) FOLLOWS YOU [#Diplomat](#), Deputy Consul General of [#Israel](#) to [#Florida](#), [#Alabama](#), [#Mississippi](#) & [#PuertoRico](#).

[WTBA](#) [@wtba\\_org](#) Wisconsin Transportation Builders Association - Building Safe Roads, Vibrant Communities and a Strong Economy

[Gregory G Nadeau](#) [@GregoryGNadeau](#) Founder and President of Infrastructure Ventures LLC. Former Administrator of the US Federal Highway Administration, former policy advisor to Gov. Angus...

[David Lee Cullen](#) [@David\\_L\\_Cullen](#) Follows you David Lee Cullen, Executive Editor of Heavy Duty Trucking and <http://TruckingInfo.com>, covers trucking and what keeps it rolling. Opinions are mine.

[Sean Kilcarr](#) [@AASHTOsean](#) Follows you I'm the senior editor at the American Association of State Highway and Transportation Officials (AASHTO for short).

[AASHTO TransComm](#) [@TransComm](#) Follows you TransComm is the American Association of State Highway and Transportation Officials' Committee on Transportation Communications.

[WSDOT Good To Go!](#) Verified account [@GoodToGoWSDOT](#)

[PacTransUTC Region10](#) [@PacTransUTC](#) Follows you Twitter account for the Pacific NW Transportation Consortium (PacTrans) USDOT University Transportation Center for Federal Region 10 [#UW](#) [#UI](#) ...

[MD State Highway Adm](#) Verified account [@MDSHA](#) Follows you MDOT SHA manages numbered, non-toll roads in MD's counties. For Customer Service please visit our website. Account monitored M-F 8am-4:30pm

[Peach Pass](#) [@PeachPassGA](#) Follows you Tolls on Georgia's Express Lanes System through the use of Peach Pass electronic payment system, overseen by the State Road and Tollway Authority.

[Ashleigh Aitken](#) [@AshleighAitken](#) Follows you Candidate for Mayor of Anaheim. Devoted wife and mom, former federal prosecutor, Anaheim native and lover of cheese. [#AitkenforMayor](#)

[ASCE Nebraska](#) [@ASCENebraska](#) Follows you The NE Section of American Society of Civil Engineers is an active organization of 750+ members who are diverse in practice & geography. RTs/Likes

[WorldRoadAssociation](#) @PIARC\_Roads\_ Follows you The World Road Association (PIARC) is a global forum for exchange of knowledge and experience on roads and road transport policies and practices

[Al Carr](#) @alfredcarr\_ Follows you State Legislator representing The 18th Legislative District, Montgomery County. auth Friends of Alfred Carr, Barrie Carr, Treasurer

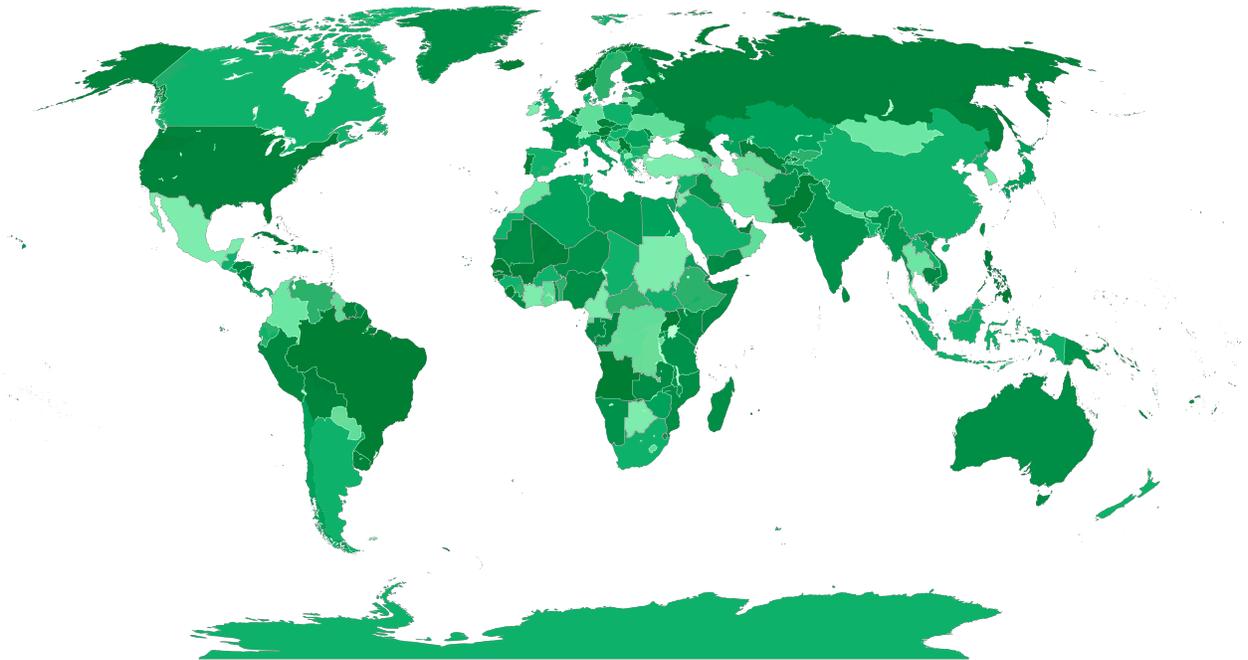
[Austill Stuart](#) @WeagIII\_ Follows you Policy Analyst, Reason Foundation

[Tony Kratofil](#) @T\_Kratofil\_ Follows you Chief Engineer & Chief Operations Officer for Michigan DOT. These are my own tweets and not official statements from MDOT. Michigan Man - Let's...

# GLOBAL TOLLING & MOBILITY NEWSLETTER

A SCAN OF TOLLING & MOBILITY DEVELOPMENT AROUND THE GLOBE

AUTUMN 2018/WINTER 2019



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*Prepared by:*

*Klaus Schierhackl, ASFINAG, IBTTA International Vice President 2018 &*

*Malika Seddi, ASFA, IBTTA International Vice President 2019*

*Supported by: Pia Brandstetter, René Moser (all ASFINAG)*

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**ABOUT IBTTA**

The International Bridge, Tunnel and Turnpike Association (IBTTA) is the worldwide association for the owners and operators of toll facilities and the businesses that serve them. Our mission is to advance toll financed transportation. Each year the association engages thousands of transportation professionals from toll agencies, concessionaires and allied businesses through educational meetings, knowledge sharing and advocacy. Founded in 1932, IBTTA has members in more than 20 countries on six continents.

## INTRODUCTION / EXECUTIVE SUMMARY

The autumn 2018 /winter 2019 edition of the Global Tolling & Mobility Newsletter covers a wide range of interesting topics in the field of “Moving Smarter,” “Tolling and Interoperability,” “Technology,” “Finance and Funding” and “Policy and Legislation.” The following summary gives an insight of those mentioned topics in Africa, Asia and Oceania, Europe and North as well as South America.

**Moving Smarter:** In Africa, Volkswagen has launched its mobility solution in Rwanda to expand its reach in Africa's automotive industry. Also, EkoRent is launching an electric mobility service. Transportation in Asia and Oceania is improving by testing driverless shuttles and launching a new and refreshed version of a mobility app. The United Kingdom is focusing on driverless vehicles and on building a Smart City Mobility Center. In North America, Mercedes-Benz and Bosch are offering self-driving cars. In South America, a large number of electronic vehicles have been purchased and electric scooters will offer a more sustainable mobility option.

**Tolling and Interoperability:** Africa is celebrating a three-year anniversary of road tolling but continues to struggle with the non-payment of the fees. In Oceania, more off-peak tolls are proposed and in Asia contraflow test have been made to ease traffic. In Europe, contactless payment is coming to Croatian road toll booth and Kapsch TrafficCom and Axxés will launch a sustainable and wide coverage technology platform for EETS (European Electronic Toll Collection Services). In North America, the IBTTA Toll Excellence Awards are celebrating the industry as an “incubator” for cutting-edge solutions. A new tolling system has been implemented to boost trade and security on the bridge between Texas and Mexico. In South America, a tolling specialist, Q-Free, has been selected for a tolling contract valued at NOK30 million (£2.7 million).

**Technology:** In Africa, hundreds of speed enforcement systems are being deployed before year end as well as electric vehicle chargers. In Asia, there will be the first automated vehicle trials in real-world conditions next year and two of Australia's leading ITS organizations launched a new office of future transport technologies. In Europe, Austria will be the first to tender for C-ITS (Cooperative Intelligent Transport Systems) data collection on roads and the UK is working on a study to improve connected and automated vehicles by using real-life driving data. In North America, autonomous vehicles of Waymo are driving 25,000 miles every day. In Mexico, contactless payment systems have been extended. Three new contracts of Kapsch TrafficCom have strengthened its position in South America.

**Finance and Funding:** In Africa, a new highway project is attracting strong bidder interest and the budget for the Zimbabwe highway deal is set. In Asia and Oceania, a new link for Australia's Victoria State and a new expressway project for the Philippines are planned. In Europe, a highway project in Bosnia Herzegovina received an EBRD (European Bank for Reconstruction and Development) loan and biddings for Slovakian road projects are underway. In North America, the New York MTA is still considering raising fares and tolls and there is still no consensus on how to fund transportation in the area of Vancouver. In South America, the financing of a road project is secured, and a road widening project is planned.

**Policy and Legislation:** In Africa, a new highway from Mombasa to Lagos has been put forward by a special envoy and a bridge deal in South Africa has been awarded. In Asia, the Malaysian government is pushing forward several infrastructure projects and the Indian government is looking to rebid or acquire incomplete road projects. In Europe, the Bulgarian Parliament is going to introduce a new e-toll system and Spain is going to revamp the contract for long-term road development. Mexico is on track with its infrastructure development program and US transportation advocates are looking to increase transportation funding in 2019. In South America, the Panama road project is proving controversial and two road contracts in Argentina have been awarded.

# MOVING SMARTER

## AFRICA

### **VOLKSWAGEN LAUNCHES MOBILITY SOLUTION IN RWANDA**

[www.itsinternational.com/categories/utc/news/volkswagen-launches-mobility-solution-in-rwanda/](http://www.itsinternational.com/categories/utc/news/volkswagen-launches-mobility-solution-in-rwanda/)

Volkswagen has launched its mobility solution in Rwanda in a bid to expand its reach in Africa's automotive industry. The package includes a car-sharing service, ride hailing service and a local vehicle assembly plant. The car-sharing service will mainly be aimed at companies in the capital Kigali, while the ride hailing service will follow later this year. Meanwhile, the assembly plant will be used to develop the latest Polo and Passat vehicles. Volkswagen says it intends to build up to 1,000 vehicles per year depending on demand and the success of the mobility fleet, with an annual production capacity of up to 5,000 units.

### **EKORENT DEPLOYS ELECTRIC MOBILITY SERVICE IN NAIROBI, KENYA**

[www.itsinternational.com/categories/utc/news/ekorent-deploys-electric-mobility-service-in-nairobi-kenya/](http://www.itsinternational.com/categories/utc/news/ekorent-deploys-electric-mobility-service-in-nairobi-kenya/)

[...] EkoRent is launching its Nopia Ride electric mobility service in Nairobi, Kenya, in a bid to reduce emissions and solve the capital's transportation challenges. The company, operating under the name EkoRent Africa, says it intends to increase the number of electric vehicles operating in the area to several hundred by the end of the year. [...] These vehicles will be recharged at Nopia charging bays in the city.

## ASIA AND OCEANIA

### **RTA TRIALS DRIVERLESS SHUTTLE ACROSS 1250M TRACK IN DUBAI**

[www.itsinternational.com/sections/general/news/rta-trials-driverless-shuttle-across-1250m-track-in-dubai/](http://www.itsinternational.com/sections/general/news/rta-trials-driverless-shuttle-across-1250m-track-in-dubai/)

Dubai's Roads and Transport Authority (RTA) is trialling a driverless shuttle across a 1250m track at entertainment complex Dubailand, on Al-Qudra Road. The initiative is intended to support the government's plans to convert up to 25 percent of the country's transport to autonomous by 2030.

### **SINGAPORE'S LAND TRANSPORT AUTHORITY LAUNCHES REVAMPED MULTIMODAL TRANSPORT APP**

[www.traffictoday.com/news.php?NewsID=92891](http://www.traffictoday.com/news.php?NewsID=92891)

Singapore's Land Transport Authority (LTA) has launched a new beta version of the MyTransport.SG mobile application (MTM app) that has been refreshed as part of the agency's efforts to better use data sources and technology for smarter transport solutions. [...] The refreshed MTM app will provide commuters with more real-time information to help them plan their journeys better, which is in line with the Singapore government's 'Smart Nation' vision of harnessing digital technology to improve quality of life for its citizens.

## EUROPE

### **AT THE CENTRE OF IT ALL: UK'S WEST MIDLANDS TO BUILD SMART CITY MOBILITY CENTRE**

[www.h3bconnected.com/at-the-centre-of-it-all-uks-west-midlands-to-build-smart-city-mobility-centre/](http://www.h3bconnected.com/at-the-centre-of-it-all-uks-west-midlands-to-build-smart-city-mobility-centre/)

A new multi-million-pound Smart City Mobility Centre, to be established in Warwickshire and the West Midlands in the UK was announced last night (Monday 12 November 2018) at the Coventry and Warwickshire Automotive Dinner in Warwickshire. [...] Jaguar Land Rover engineers and WMG researchers will work together at Wellesbourne to design

and engineer connected, driverless capable, prototype electric modular architectures. These will be tested in real world conditions alongside a specially designed 5G communications network on the University of Warwick's main campus. As the center develops, it is expected to play a significant role in transforming the future of UK transport.

### **DRIVEN CONSORTIUM AIMS TO TRIAL AVS IN LONDON BEFORE CHRISTMAS**

[www.itsinternational.com/categories/utc/news/driven-consortium-aims-to-trial-avs-in-london-before-christmas/](http://www.itsinternational.com/categories/utc/news/driven-consortium-aims-to-trial-avs-in-london-before-christmas/)

The Driven consortium, led by software provider Oxbotica, hopes to trial a fleet of autonomous vehicles (AV) in London before Christmas following successful ongoing tests in Oxford. The vehicles will map streets in the London Borough of Hounslow as part of the consortium's plans to run a fully autonomous fleet between both cities in 2019. Oxbotica has equipped the vehicles with its autonomous software, radar, lidar sensors and onboard computers and cameras.

## **NORTH AMERICA**

### **MERCEDES-BENZ, BOSCH TO OFFER SELF-DRIVING CAR RIDES IN SAN JOSE, CALIFORNIA**

<https://eu.usatoday.com/story/money/cars/2018/11/08/daimler-bosch-san-jose-self-driving-cars/1928092002/>

Mercedes-Benz parent company Daimler and auto supplier Bosch plan to launch a self-driving car pilot for the public in San Jose, California, in the second half of 2019. The two German auto companies have been quietly collaborating to deliver advancements in an increasingly competitive global race to make autonomous cars a reality. The pilot puts Daimler and Bosch on roughly the same pace as General Motors and slightly behind former Google car company Waymo.

## **SOUTH AMERICA**

### **BYD DELIVERS 30 EVS TO GOVERNMENT AND POLICE**

[www.itsinternational.com/sections/general/news/byd-delivers-30-evs-to-government-and-police/](http://www.itsinternational.com/sections/general/news/byd-delivers-30-evs-to-government-and-police/)

[...] BYD has leased 30 electric vehicles (EVs) to authorities in São José dos Campos in Brazil. They will be used by police and government as part of a policy to help encourage electric and hybrid car use. The contract will last for 36 months and comprises 29 BYD e5 electric cars and one e6 vehicle.

### **SCOOT NETWORKS TO DEPLOY ELECTRIC SCOOTERS IN CHILE**

[www.itsinternational.com/sections/general/news/scoot-networks-to-deploy-electric-scooters-in-chile/](http://www.itsinternational.com/sections/general/news/scoot-networks-to-deploy-electric-scooters-in-chile/)

Scoot Networks will gradually deploy 500 electric scooters in Santiago, Chile, to offer citizens a more sustainable mobility option. The pilot program will take place in Las Condes' business district as part of an agreement with mayor Joaquin Lavín. Gonzalo Cortez, general manager for Santiago, says the scooters reduce air pollution, make streets safer, keep money in the local economy and makes mobility more affordable.

## **TOLLING AND INTEROPERABILITY**

### **AFRICA**

#### **SANRAL REDUCES LOSSES, BUT WARNS OF MAJOR FUNDING CHALLENGE**

[www.businesslive.co.za/bd/national/2018-10-01-sanral-reduces-losses-but-warns-of-major-funding-challenge/](http://www.businesslive.co.za/bd/national/2018-10-01-sanral-reduces-losses-but-warns-of-major-funding-challenge/)

Non-payment of toll fees still weighed heavily, but the agency posted a considerably reduced loss of R260.4m for the year to end-March from R4.96bn. State-owned national road agency Sanral says it has become clear that without commensurate funding it cannot continue the growth trajectory and network expansion of the previous two decades.

### THREE YEARS ANNIVERSARY OF ROAD TOLLING

[www.daily-mail.co.zm/three-years-anniversary-of-road-tolling/](http://www.daily-mail.co.zm/three-years-anniversary-of-road-tolling/)

Zambia shifted oversight of tolling more than three years ago, and tolling in the country has grown since. The move also brought electronic toll collection and the use of public-private partnerships.

## ASIA AND OCEANIA

### COALITION PROPOSES MORE OFF-PEAK TOLL DISCOUNTS FOR TRUCKS

[www.theage.com.au/national/victoria/coalition-proposes-more-off-peak-toll-discounts-for-trucks-20180730-p4zugi.html](http://www.theage.com.au/national/victoria/coalition-proposes-more-off-peak-toll-discounts-for-trucks-20180730-p4zugi.html)

Trucks could get off-peak discounted tolls on EastLink and further discounts on CityLink, under a Victorian Coalition plan to ease Melbourne's congestion. New figures show the daily number of trucks on the West Gate Freeway, Melbourne's busiest freight route, grew by 5000 over the past five years, rising to 23,000 in 2018. Motorists using the tollway travel as slow as 22km/h on average during the morning peak.

### CONTRAFLOW TEST ON JORR TO EASE TRAFFIC

[www.thejakartapost.com/news/2018/09/19/contrafLOW-test-on-jorr-to-ease-traffic.html](http://www.thejakartapost.com/news/2018/09/19/contrafLOW-test-on-jorr-to-ease-traffic.html)

Toll operator PT Jalantol Lingkarluar Jakarta (PT JLJ) started [...] a contraflow traffic test at the Kalimalang-Cikunir section of the Jakarta Outer Ring Road (JORR), which will be conducted every morning on weekdays until Oct. 3, 2018. The test is being conducted to ease toll users' commute on JORR, especially those heading from Bintara in Bekasi, West Java, to Pondok Indah in South Jakarta.

## EUROPE

### CONTACTLESS PAYMENTS COMING TO CROATIAN ROAD TOLL BOOTHS

[www.total-croatia-news.com/news/31131-contactless-payments-coming-to-croatian-road-toll-booths](http://www.total-croatia-news.com/news/31131-contactless-payments-coming-to-croatian-road-toll-booths)

Croatian Motorways and Rijeka-Zagreb Motorway reported that traffic on their roads was up 4.6 percent for the first eight months of 2018. A study of a new toll collection and maintenance system is expected to be completed in early 2019, when the system's implementation date will be announced.

### UBER EETS

[www.h3bconnected.com/uber-eets/](http://www.h3bconnected.com/uber-eets/)

Kapsch TrafficCom and Axxès have formed a joint venture that will bring a sustainable and wide coverage technology platform for EETS (European Electronic Toll Collection Services) to the market. The joint venture company MoKA SAS is registered in France with equal shares (50/50) held by Kapsch TrafficCom AG and Axxès SAS. The purpose of the joint venture is to design, build and operate a sustainable technology platform serving the EETS activities of both shareholders.

## NORTH AMERICA

### IBTTA TOLL EXCELLENCE AWARDS CELEBRATE INDUSTRY AS “INCUBATOR” FOR CUTTING-EDGE SOLUTIONS

[www.ibtta.org/blog/ibtta-toll-excellence-awards-celebrate-industry-incubator-cutting-edge-solutions](http://www.ibtta.org/blog/ibtta-toll-excellence-awards-celebrate-industry-incubator-cutting-edge-solutions)

The International Bridge, Tunnel and Turnpike Association has named six winners of its Toll Excellence Awards. Winning entries included a tri-protocol transponder reader and a bridge replacement project.

### LEADING TRADE BRIDGE IN RGV (RIO GRANDE VALLEY) ADDS NEW TOLL SYSTEM TO BOOST TRADE AND SECURITY

[www.kveo.com/news/local-news/leading-trade-bridge-in-rgv-adds-new-toll-system-to-boost-trade-and-security/1457702440](http://www.kveo.com/news/local-news/leading-trade-bridge-in-rgv-adds-new-toll-system-to-boost-trade-and-security/1457702440)

More than 2,500 trucks per day cross the Pharr International Bridge between Texas and Mexico, and a new tolling system has been added to make the border-crossing process more efficient. The system also enhances security by collecting data on trucks, a US lawmaker said.

## SOUTH AMERICA

### Q-FREE WINS NOK30 MILLION TOLLING CONTRACT IN CHILE

[www.itsinternational.com/categories/charging-tolling/news/q-free-wins-nok30-million-tolling-contract-in-chile/](http://www.itsinternational.com/categories/charging-tolling/news/q-free-wins-nok30-million-tolling-contract-in-chile/)

Tolling specialist Q-Free has been selected by road infrastructure operator Sociedad Concesionaria Vespucio Norte Express to service and maintain roadside equipment in Chile. The seven-year contract is approximately valued NOK30 million (£2.7 million).

## TECHNOLOGY

## AFRICA

### JENOPTIK TO DEPLOY HUNDREDS OF SPEED ENFORCEMENT SYSTEMS IN MIDDLE EAST

[www.itsinternational.com/categories/utc/news/jenoptik-to-deploy-hundreds-of-speed-enforcement-systems-in-middle-east/](http://www.itsinternational.com/categories/utc/news/jenoptik-to-deploy-hundreds-of-speed-enforcement-systems-in-middle-east/)

Jenoptik is to deliver hundreds of systems for speed enforcement to two clients in the Middle East & Africa (MENA) region. Before the end of the year, Jenoptik will deploy 600 of its radar-based TraffiStar S390 measurement systems as well as 300 TraffiTower 2.0 housings for stationary speed enforcement to an unnamed client in the Middle East.

### PSC SOLAR TO IMPLEMENT EV CHARGERS IN AFRICA

[www.itsinternational.com/sections/general/news/psc-solar-to-implement-ev-chargers-in-africa/](http://www.itsinternational.com/sections/general/news/psc-solar-to-implement-ev-chargers-in-africa/)

PSC Solar, the research and development subsidiary of PSC Industries, will deploy electric vehicle (EV) chargers across four African nations, according to media reports. Chargers will be installed in Nigeria, Ghana, Niger and Benin in preparation for the arrival of EVs. Patrick Owelle, CEO of the PSC Solar, says governments all over the world are starting to ban diesel and petrol engines due to climate change and pollution and that Africa must also take a position on the issue. He says PSC's chargers can fully recharge EVs in around five to ten minutes.

## ASIA AND OCEANIA

### FOUR PARTNERS TO LAUNCH SINGAPORE'S FIRST AV TRIALS IN REAL-WORLD TRAFFIC CONDITIONS NEXT YEAR

[www.trafficechnologytoday.com/news.php?NewsID=93409](http://www.trafficechnologytoday.com/news.php?NewsID=93409)

As one of the world's largest land transport operators, ComfortDelGro will lead the year-long autonomous shuttle bus operational trial, which will also involve Inchcape Singapore, NUS and French automated vehicle manufacturer EasyMile, and will commence in March 2019. The pilot will be carried out using the EasyMile EZ10 autonomous shuttle which will be funded by Inchcape Singapore and operated by ComfortDelGro. The EZ10 shuttle, which has a total carrying capacity of 15 passengers, will run along a mile-long route at NUS between Heng Mui Keng Terrace and Business Link.

### AUSTRALIAN ITS ORGANIZATIONS WELCOME LAUNCH OF NEW OFFICE OF FUTURE TRANSPORT TECHNOLOGIES

[www.trafficechnologytoday.com/news.php?NewsID=93181](http://www.trafficechnologytoday.com/news.php?NewsID=93181)

Two of Australia's leading ITS organizations have welcomed the Federal government's establishment of a new Office for Future Transport Technologies, which was announced by the country's Deputy Prime Minister [...]. Michael McCormack, who is also Australia's Minister for Infrastructure, Transport and Regional Development, launched the foundation of a new Office for Future Transport Technologies, which will support the successful introduction of new transport technologies across the country and develop cohesion with other governments and agencies worldwide.

## EUROPE

### AUSTRIA IS FIRST TO TENDER FOR C-ITS DATA COLLECTION ON ROADS

[www.worldhighways.com/categories/traffic-focus-highway-management/news/austria-is-first-to-tender-for-c-its-data-collection-on-roads/](http://www.worldhighways.com/categories/traffic-focus-highway-management/news/austria-is-first-to-tender-for-c-its-data-collection-on-roads/)

This time next year Austria will be the first European country to have vehicles that collect safety - relevant traffic information in real - time. "We're going for it," Marko Jandrisits, the telematics services program manager for Austria's publicly owned road and toll company ASFINAG, said the tender for equipping the Austrian motorway network with the hardware and software for C-ITS – cooperative ITS – had just been launched.

### UK'S LAMBDA-V PROJECT TO USE REAL-LIFE DRIVING DATA TO IMPROVE CAVS

[www.trafficechnologytoday.com/news.php?NewsID=93371](http://www.trafficechnologytoday.com/news.php?NewsID=93371)

A new multi-partner UK project has started a year-long feasibility study that will take anonymized human/driver telematics data to help improve the performance and acceptability of connected and autonomous vehicles (CAVs). The 'Learning through AMBient Driving styles for Autonomous-Vehicles' (LAMBDA-V) project, is a one-year feasibility study into how human driver behavior can be analyzed and used to accelerate the adoption of CAVs.

## NORTH AMERICA

### WAYMO'S AUTONOMOUS VEHICLES ARE DRIVING 25,000 MILES EVERY DAY

<https://techcrunch.com/2018/07/20/waymos-autonomous-vehicles-are-driving-25000-miles-every-day/?guccounter=1>

Waymo, the former Google self-driving project that spun out to become a business under Alphabet, has driven 8 million miles on public roads using its autonomous vehicles. [...] Waymo's fleet of self-driving vehicles are now logging 25,000

miles every day on public roads, Krafcik said. He later tweeted out the stats along with a graphic. Waymo has 600 self-driving Chrysler Pacifica Hybrid minivans on the road.

### **CONDUENT EXTENDS CONTACTLESS PAYMENT SYSTEM IN MEXICO**

[www.itsinternational.com/sections/transmart/news/conduent-extends-contactless-payment-system-in-mexico/](http://www.itsinternational.com/sections/transmart/news/conduent-extends-contactless-payment-system-in-mexico/)

Conduent is extending its contactless card payment system to Line 3 of on Puebla's Red Urbana de Transporte Articulado (RUTA) bus rapid transit system in Mexico. The upgrade is being carried out over the summer and will replace all free-standing ticket machines. Conduent's system will allow riders to tap their phone or Puebla contactless card at validators. The solution will also replace inspector terminals, validators and access control gates.

## **SOUTH AMERICA**

### **KAPSCH TRAFFICOM STRENGTHENS FOOTPRINT IN LATIN AMERICA WITH THREE NEW CONTRACTS**

[www.traffictoday.com/news.php?NewsID=93129](http://www.traffictoday.com/news.php?NewsID=93129)

The new contracts strengthen Kapsch's position in the Central and South American market, where the company's urban traffic management systems are already being used in many major or capital cities, including Rio de Janeiro (Brazil), Santo Domingo (Dominican Republic), Quito (Ecuador), [...]. Kapsch has now been awarded three more major contracts in the region to provide advanced traffic management systems to Buenos Aires (Argentina), Lima (Peru), and Panama City (Panama). The new contracts add up to an accumulated value of approximately €15m (US\$17.3m). The Vienna-based ITS technology supplier is expanding both its local footprint in the Latin American region, as well as its expertise in managing dense traffic environments in major cities around the globe.

## **FINANCE AND FUNDING**

### **AFRICA**

#### **UGANDA HIGHWAY PROJECT ATTRACTING STRONG BIDDER INTEREST**

[www.worldhighways.com/categories/auctions-equipment-supply-servicing-finance/news/uganda-highway-project-attracting-strong-bidder-interest/](http://www.worldhighways.com/categories/auctions-equipment-supply-servicing-finance/news/uganda-highway-project-attracting-strong-bidder-interest/)

Strong interest is being seen for the project to build Uganda's new Kampala-Jinja Expressway. So far eight bids have been submitted for the project, which is expected to cost around US\$985 million to build. The tender for the project should be awarded in December 2019. [...] Building the expressway will help boost traffic capacity on the route and will also help to reduce the rate of road crashes.

#### **BUDGET SET FOR ZIMBABWE HIGHWAY DEAL**

[www.worldhighways.com/categories/auctions-equipment-supply-servicing-finance/news/budget-set-for-zimbabwe-highway-deal/](http://www.worldhighways.com/categories/auctions-equipment-supply-servicing-finance/news/budget-set-for-zimbabwe-highway-deal/)

The budget has been set at US\$693 million for the Zimbabwe's highway running between Harare, Masvingo and Beibridge. The Zimbabwe Government is overseeing the project, which involves widening the existing route so that it will have two lanes in either direction, instead of one lane in either direction at present. The work is expected to take three years to carry out.

## ASIA AND OCEANIA

### NEW LINK PLANNED FOR AUSTRALIA'S VICTORIA STATE

[www.worldhighways.com/categories/auctions-equipment-supply-servicing-finance/news/new-link-planned-for-australias-victoria-state/](http://www.worldhighways.com/categories/auctions-equipment-supply-servicing-finance/news/new-link-planned-for-australias-victoria-state/)

A major new project is being planned for Australia's Victoria State. The 26km North East Link is intended to connect Melbourne's Metropolitan Ring Road at Greensborough with the Eastern Freeway at Bulleen. If the project is to go ahead it is likely to cost in the region of US\$11.23 billion, making it the single largest transport infrastructure project in the history of Victoria State.

### NEW EXPRESSWAY PROJECT FOR THE PHILIPPINES

[www.worldhighways.com/categories/road-highway-structures/news/new-expressway-project-for-the-philippines/](http://www.worldhighways.com/categories/road-highway-structures/news/new-expressway-project-for-the-philippines/)

Work on a US\$245.6 million expressway project is now underway in the Philippines. The 58km-long expressway will improve transport between the Southern Tagalog and Bicol Regions, reducing journey times for drivers while also improving safety. The first section of the Southern Luzon Expressway-Toll Road 4 (SLEX-TR4) to be built will be between Star Toll and Lucena, lying to the south of Manila.

## EUROPE

### BOSNIA HERZOGOVINA HIGHWAY PROJECT RECEIVING EBRD LOAN

[www.worldhighways.com/categories/auctions-equipment-supply-servicing-finance/news/bosnia-herzegovina-highway-project-receiving-ebrd-loan/](http://www.worldhighways.com/categories/auctions-equipment-supply-servicing-finance/news/bosnia-herzegovina-highway-project-receiving-ebrd-loan/)

A loan from the European Bank for Reconstruction and Development (EBRD) worth €180 million will help to pay for the construction of the Corridor Vc highway project. This highway is of key importance for the economic development of Bosnia and Herzegovina as it will provide and improved transport connection with Europe.

### SLOVAKIA ROAD PROJECTS – BIDDING OPENS, FUNDING FOUND

[www.worldhighways.com/categories/auctions-equipment-supply-servicing-finance/news/slovakia-road-projects-bidding-opens-funding-found/](http://www.worldhighways.com/categories/auctions-equipment-supply-servicing-finance/news/slovakia-road-projects-bidding-opens-funding-found/)

Bidding is underway in Slovakia for the R2 Krivan-Mytna expressway project, which is being handled by the local highway firm NDS. [...] The project for the 9.1km route is expected to cost €280 million to build and should take 48 months to complete. In addition, Slovakia's Transport and Construction Ministry is boosting its budget for road repairs. The next 48 months will see a series of trunk road repair projects, with an extra €200 million having been added to the transport budget to pay for this work.

## NORTH AMERICA

### MTA STILL CONSIDERING FARE, TOLL HIKES TO CLOSE BUDGET

[www.recordonline.com/news/20180725/mta-still-considering-fare-toll-hikes-to-close-budget-gap](http://www.recordonline.com/news/20180725/mta-still-considering-fare-toll-hikes-to-close-budget-gap)

The Metropolitan Transportation Authority is still considering raising fares and tolls by an average of 4 percent in 2019 and 2021 to address financial deficits. Finance Committee Chairman Larry Schwartz said the MTA should try to save money by concentrating on fixing known problems such as procurement issues and fare evasion.

**NO CONSENSUS ON HOW TO FUND TRANSPORTATION IN VANCOUVER AREA**

[www.vancourier.com/when-it-comes-to-transit-funding-all-roads-lead-to-disagreement-1.23489041](http://www.vancourier.com/when-it-comes-to-transit-funding-all-roads-lead-to-disagreement-1.23489041)

A recent poll on funding transportation in the Vancouver, Canada, area found no consensus among residents. The survey found that the most popular option was bringing back bridge tolls, supported by 44 percent of respondents, while 26 percent supported tolling roads.

**SOUTH AMERICA****PARAGUAY ROAD PROJECT SECURING FINANCING**

[www.worldhighways.com/categories/auctions-equipment-supply-servicing-finance/news/paraguay-road-project-securing-financing/](http://www.worldhighways.com/categories/auctions-equipment-supply-servicing-finance/news/paraguay-road-project-securing-financing/)

Financing has yet to be finalized for a series of road construction works in Paraguay. Loans are expected to pay for upgrade works to major road links. A loan of US\$142.8 million is being sought from the Development Bank of Latin America (CAF) and South American development fund Fonplata. Meanwhile a \$90 million loan is being sought from the Inter-American Development Bank (IDB). And a further \$200 million loan would also be sought from the IDB.

**ECUADOR ROAD WIDENING PROJECT PLANNED**

[www.worldhighways.com/categories/auctions-equipment-supply-servicing-finance/news/ecuador-road-widening-project-planned/](http://www.worldhighways.com/categories/auctions-equipment-supply-servicing-finance/news/ecuador-road-widening-project-planned/)

A road widening project worth US\$134.3 million is now going ahead in Ecuador. The road connecting Aloag with Santo Domingo is being improved along a 100km stretch, widening the route so that it will feature two lanes in either direction instead of the single lane in either direction at present. This will boost the transport connection between Pichincha Province and Santo Domingo de los Tsachilas Province.

**POLICY AND LEGISLATION****AFRICA****MOMBASA TO LAGOS HIGHWAY PROPOSED BY AFRICAN UNION SPECIAL ENVOY**

[www.worldhighways.com/categories/auctions-equipment-supply-servicing-finance/news/mombasa-to-lagos-highway-proposed-by-african-union-special-envoy/](http://www.worldhighways.com/categories/auctions-equipment-supply-servicing-finance/news/mombasa-to-lagos-highway-proposed-by-african-union-special-envoy/)

A new highway connecting Kenya's port of Mombasa with Nigeria's commercial center and main port of Lagos has been put forward by a special envoy to the African Union. The Kenyan opposition leader, Raila Odinga, was recently appointed to the post of special envoy to the African Union and announced the plan for a new transport connection between Mombasa and Lagos. This 6,000km route would provide an important economic link between two of Africa's main ports.

**SOUTH AFRICA BRIDGE DEAL FOR JOINT VENTURE**

[www.worldhighways.com/categories/road-highway-structures/news/south-africa-bridge-deal-for-joint-venture/](http://www.worldhighways.com/categories/road-highway-structures/news/south-africa-bridge-deal-for-joint-venture/)

The contract has been awarded for the construction of a bridge spanning South Africa's Msikaba Gorge. The project is expected to cost US\$110.5 million and the package of works was awarded by the South African National Roads Agency (SANRAL). A Portuguese and South African joint venture partnership, Concor Mota-Engil, will carry out the work, which

will commence in February 2019 and is expected to take 33 months to complete. The bridge will feature a main span of some 580m, making it the longest cable-stayed type in Africa. The bridge is located near to Lusikisiki.

## ASIA AND OCEANIA

### MALAYSIA PROJECTS MOVING FORWARD

[www.worldhighways.com/categories/auctions-equipment-supply-servicing-finance/news/malaysia-projects-moving-forward/](http://www.worldhighways.com/categories/auctions-equipment-supply-servicing-finance/news/malaysia-projects-moving-forward/)

The Malaysian Government is pushing ahead with five key infrastructure projects in Sarawak state during 2019. These will be worth over US\$115 million. A new access road will be built to Kuching Airport, while Kota Samarahan's route 8101 will be upgraded.

### GOVERNMENT MAY REBID OR BUY IL&FS' ROAD PROJECTS

<https://economictimes.indiatimes.com/news/economy/infrastructure/government-may-rebid-or-buy-ilfs-road-projects/articleshow/66190148.cms>

The Indian road transport and highways authority is looking to either rebid for or acquire incomplete national highway projects being undertaken by the debt-ridden Infrastructure Leasing and Finance Corporation (IL&FS). These projects may be acquired or rebid by the National Highways Authority of India and National Highways and Infrastructure Development Corporation.

## EUROPE

### BULGARIAN PARLIAMENT GIVES GREEN LIGHT TO INTRODUCTION OF E-TOLL SYSTEM

<https://seenews.com/news/bulgarian-parl-gives-green-light-to-introduction-of-e-toll-system-621355>

Bulgaria's parliament adopted changes to the Roads Act that pave the way for the introduction of an electronic tolling system [...]. The e-toll collection system will cover 16,317 km of motorways and major roads. Vehicles heavier than 3.5 tons will pay toll charges based on distance travelled, while charges for lighter vehicles will be based on periods of time.

### SPAIN EYES NEW STANDARD CONTRACT FOR LONG-TERM ROAD DEVELOPMENT

[www.worldhighways.com/categories/auctions-equipment-supply-servicing-finance/news/spain-eyes-new-standard-contract-for-long-term-road-development/](http://www.worldhighways.com/categories/auctions-equipment-supply-servicing-finance/news/spain-eyes-new-standard-contract-for-long-term-road-development/)

Spain is looking to revamp its contractual formulae for large infrastructure work following moves to limit profits from long-term concession deals. The Ministry of Works is putting together a hybrid contract template for use with the Extraordinary Investment Plan for Roads. The previous government had tried to launch the investment plan on the back of around 20 concession contracts of over 20 years.

## NORTH AMERICA

### MEXICO'S PROGRAM OF INFRASTRUCTURE DEVELOPMENT

[www.worldhighways.com/categories/auctions-equipment-supply-servicing-finance/news/mexicos-programme-of-infrastructure-development/](http://www.worldhighways.com/categories/auctions-equipment-supply-servicing-finance/news/mexicos-programme-of-infrastructure-development/)

The Mexican Government is on track with its program of infrastructure development for the time period from 2012 and 2018. Work completed includes the construction of 38 highways and 33,000km of rural roads. In addition, 77 federal

roads have also been widened and rebuilt. The country's Secretariat of Communications and Transport (SCT) says that much of this work has been carried out under the PPP model [...].

### **WITH U.S. ELECTIONS OVER, TRANSPORTATION ADVOCATES EYE 2019 BATTLES**

[www.governing.com/topics/transportation-infrastructure/gov-transportation-midterms-2018-results.html](http://www.governing.com/topics/transportation-infrastructure/gov-transportation-midterms-2018-results.html)

Transportation advocates were encouraged by voting outcomes across the country and are looking to push for increased transportation funding in 2019. Several governors campaigned on improving infrastructure, but still must get funding measures through legislatures.

## **SOUTH AMERICA**

### **PANAMA ROAD PROJECT PROVES CONTROVERSIAL**

[www.worldhighways.com/categories/road-highway-structures/news/panama-road-project-proves-controversial/](http://www.worldhighways.com/categories/road-highway-structures/news/panama-road-project-proves-controversial/)

Controversy surrounds proposals to improve a key road link in Panama. The plan is to widen and improve the Pan American highway stretch in the country's Panama Oeste Province, between Las Americas bridge and Arraijan. The work is expected to cost in the region of US\$335.5 million. However, there is concern over the 91 hectares of forest that will have to be cut down, of which 50 hectares lie in a national park. Various groups have criticized the Ministry of Public Works for choosing a road alignment that requires forest to be cut down, saying that other routes could have been considered instead as being more suitable.

### **TWO ARGENTINA ROAD CONTRACTS AWARDED**

[www.worldhighways.com/categories/auctions-equipment-supply-servicing-finance/news/two-argentina-road-contracts-awarded/](http://www.worldhighways.com/categories/auctions-equipment-supply-servicing-finance/news/two-argentina-road-contracts-awarded/)

The contracts for two major road projects have been awarded in Argentina. Both of the road contracts will be handled under the PPP model, having been awarded by the Argentine Government. Jose Cartellone Construcciones Civiles will handle the contract for a 780km stretch of the C road corridor, connecting capital Buenos Aires with Mendoza, close to the Chilean border. Meanwhile a consortium comprising Paolini, Vial Agro and INC will handle the contract for 706km of road for the A road corridor, which is located in Buenos Aires Province.

## INTERNATIONAL INDUSTRY EVENTS CALENDAR

### 2019

#### **IBTTA Board of Directors & Committee Meetings**

Coral Gables, Florida, USA, January 9-11, 2019

[www.IBTTA.org/events/2019-winter-board-directors-committee-meetings](http://www.IBTTA.org/events/2019-winter-board-directors-committee-meetings)

#### **Transportation Research Board (TRB) Annual Meeting**

Washington, D.C., USA, January 13-17, 2019

[www.trb.org/AnnualMeeting/Blurbs/177818.aspx](http://www.trb.org/AnnualMeeting/Blurbs/177818.aspx)

#### **IBTTA Annual Technology Summit**

Orlando, Florida, USA, March 31 – April 2, 2019

[www.IBTTA.org/orlando](http://www.IBTTA.org/orlando)

#### **IBTTA Spring Board of Directors & Committee Meetings**

Philadelphia, Pennsylvania, USA, May 18-19, 2019

[www.IBTTA.org/events/spring-board-directors-committee-meetings-0](http://www.IBTTA.org/events/spring-board-directors-committee-meetings-0)

#### **IBTTA Summit on Finance & Policy**

Philadelphia, Pennsylvania, USA, May 19-21, 2019

[www.IBTTA.org/philadelphia](http://www.IBTTA.org/philadelphia)

#### **47<sup>th</sup> ASECAP Study & Information Days**

Costa Navarino, Greece, May 29-31, 2019

[www.asecap.com/asecap-days.html](http://www.asecap.com/asecap-days.html)

#### **13<sup>th</sup> ITS European Congress**

Brainport Eindhoven, Netherlands, June 3-6, 2019

<https://2019.itsineurope.com/>

#### **IBTTA Conference Planning Meeting for 2020 Meetings**

Norfolk, Virginia, USA, June 22, 2019

[www.IBTTA.org/events/2018-conference-planning](http://www.IBTTA.org/events/2018-conference-planning)

#### **IBTTA Maintenance & Roadway Operations Workshop**

Norfolk, Virginia, USA, June 23-25, 2019

[www.IBTTA.org/norfolk](http://www.IBTTA.org/norfolk)

#### **IBTTA Communications Summit**

Seattle, Washington, USA, July 28-30, 2019

[www.IBTTA.org/seattle](http://www.IBTTA.org/seattle)

#### **IBTTA Board of Directors & Committee Meetings**

Halifax, Nova Scotia, Canada, September 13-14, 2019

[www.IBTTA.org/events/fall-board-directors-committee-meetings](http://www.IBTTA.org/events/fall-board-directors-committee-meetings)

#### **IBTTA 87<sup>th</sup> Annual Meeting & Exhibition**

Halifax, Nova Scotia, Canada, September 15-17, 2019

[www.IBTTA.org/halifax](http://www.IBTTA.org/halifax)

**XXVI<sup>th</sup> World Road Congress – PIARC**

Abu Dhabi, United Arab Emirates, October 6-10, 2019

[www.piarc.org/en/calendar/World-Road-Congresses-World-Road-Association/](http://www.piarc.org/en/calendar/World-Road-Congresses-World-Road-Association/)

**26<sup>th</sup> ITS World Congress**

Singapore, October 21-25, 2019

<https://itsworldcongress2019.com/>

**IBTTA Global Tolling Summit**

Lisbon, Portugal, October 27-29, 2019

[www.IBTTA.org/lisbon](http://www.IBTTA.org/lisbon)

## GLOSSARY

<b>AA</b>	Automobile Association
<b>ABB</b>	Asea Brown Boveri
<b>ADB</b>	Asian Development Bank
<b>AET</b>	All-Electronic Toll
<b>AfDB</b>	African Development Bank
<b>AAF</b>	American Action Forum
<b>AG</b>	Stock company
<b>AI</b>	Artificial Intelligence
<b>ALPR</b>	Automatic License Plate Recognition
<b>ALO</b>	Avenida Longitudinal de Occidente
<b>ANPR</b>	Automated Number Plate Recognition
<b>ARRB</b>	Australian Road Research Group
<b>ASECAP</b>	Association euro penne des concessionnaires d'autoroutes et d'ouvrages à péage – European Association of Operators of Toll Road Infrastructures
<b>AV</b>	Autonomous Vehicle
<b>AVI</b>	Automatic Vehicle Identification
<b>BOOT</b>	Build-Own-Operate-Transfer
<b>BOT</b>	Build-Operate-Transfer
<b>BPTJ</b>	Greater Jakarta Transportation Management Authority
<b>CABEI</b>	Central American Bank for Economic Integration
<b>CAGR</b>	Compound Annual Growth Rate
<b>CAV</b>	Connected and Autonomous Vehicle
<b>CCCC</b>	China Communications Construction Company
<b>CCR SA</b>	Companhia de Concessões Rodoviárias
<b>CCTV</b>	Closed Circuit Control Center
<b>CEO</b>	Chief Executive Officer
<b>C-ITS</b>	Cooperative Intelligent Transportation Systems
<b>CO2</b>	Carbon Dioxide
<b>COP</b>	Climate Change Summit
<b>CRBC</b>	China Roads and Bridges Company
<b>CRT</b>	Concessionária Rio Teresópolis
<b>CSIR</b>	Council of Scientific and Industrial Research
<b>CSS</b>	Customer Service System

<b>CTR</b>	Austin's Center for Transportation Research
<b>DC</b>	District of Columbia
<b>DDI</b>	Diverging Diamond Interchange
<b>DG Environment</b>	Directorate-General for Environment
<b>DG MOVE</b>	European Commission's Directorate-General for Mobility and Transport
<b>DOT</b>	Department of Transportation
<b>DPR</b>	Detailed Project Report
<b>DRC</b>	Democratic Republic of Congo
<b>DSRC</b>	Dedicated Short-Range Communication
<b>EBRD</b>	European Bank for Reconstruction and Development
<b>EC</b>	European Commission
<b>ECERDC</b>	East Coast Economic Region Development Council
<b>EETS</b>	European Electronic Toll Service
<b>EGNOS</b>	European Geostationary Navigation Overlay System
<b>EIB</b>	European Investment Bank
<b>EP</b>	European Parliament
<b>EPC</b>	Engineering, Procurement and Construction
<b>ERF</b>	European Union Road Federation
<b>ERP</b>	Electronic Road Pricing
<b>ETC</b>	Electronic Toll Collection
<b>EU</b>	European Union
<b>EV</b>	Electronic Vehicles
<b>FEMA</b>	Federal Emergency Management Agency
<b>FETC</b>	Far East Electronic Toll Collection Company
<b>FHWA</b>	Federal Highway Administration
<b>FIA</b>	Federation Internationale de l'Automobile
<b>GALILEO</b>	European satellite navigation system
<b>GDOT</b>	Georgia Department of Transportation
<b>GNSS</b>	Global Navigation Satellite System
<b>GPS</b>	Global Positioning System
<b>HMI</b>	Human Machine Interface
<b>HOT</b>	High Occupancy Toll
<b>HOV lane</b>	High Occupancy Vehicle lane
<b>IADB</b>	Inter-American Development Bank

<b>IBTTA</b>	International Bridge, Tunnel and Turnpike Association
<b>IEC</b>	International Electro Technical Commission
<b>IIRSA</b>	Initiative for the Integration of the Regional Infrastructure of South America
<b>INEA</b>	Innovation and Networks Executive Agency
<b>IoT</b>	Internet of Things
<b>ISO</b>	International Organization for Standardization
<b>ITC</b>	International Trade Commission
<b>ITF</b>	International Transport Forum
<b>ITS</b>	Intelligent Traffic System
<b>ITSSA</b>	Intelligent Transport Society of South Africa
<b>JLR</b>	Jaguar Land Rover
<b>JORR</b>	Jakarta Outer Ring Road
<b>KFD</b>	National Road Fund
<b>KPC</b>	Kuantan Port City
<b>KURA</b>	Kenya Urban Roads Authority
<b>LAMBDA-V</b>	Learning through AMBient Driving styles for Autonomous-Vehicles
<b>LTA</b>	Land and Transport Authority
<b>LTA</b>	La Trobe Autonobus
<b>MaaS</b>	Mobility-as-as-Service
<b>MdTA</b>	Maryland Transportation Authority
<b>MENA</b>	Middle East & Africa region
<b>MOPC</b>	Ministry of Public Works Commission
<b>MOT</b>	Ministry of Transport
<b>MTA</b>	Metropolitan Transportation Authority
<b>MTM app</b>	MyTransport.SG mobile application
<b>NHAI</b>	National Highways Authority of India
<b>NPRA</b>	Norwegian Public Roads Administration
<b>NTE</b>	North Tarrant Express
<b>nVDC</b>	Vehicle Detection and Classification Sensor
<b>OBE/OBU</b>	On Board Equipment/On Board Unit
<b>OCTA</b>	Orange County Transportation Authority
<b>OECD</b>	Organization for Economic Cooperation and Development
<b>ORT</b>	Open Road Tolling
<b>OUTA</b>	Organization Undoing Tax Abuse

<b>PANYNJ</b>	The Port Authority of New York & New Jersey
<b>PIARC</b>	Association Mondiale de la Route – World Road Association
<b>PKM</b>	Peshawar-Karachi Motorway
<b>PPP</b>	Public-Private Partnership
<b>PT JLJ</b>	PT Jalantol Lingkarluar Jakarta
<b>QMB</b>	Atténuateur d'impact, barrières automatisées et mobiles
<b>RACV</b>	Royal Automobile Club of Victoria
<b>RFID</b>	Radio Frequency Identification
<b>RGV</b>	Rio Grande Valley
<b>RIA</b>	Road Infrastructure Agency
<b>RIDOT</b>	Rhode Island Department of Transportation
<b>RMS</b>	Roads and Maritime Services
<b>RSU</b>	Road Site Units
<b>RTA</b>	Roads and Transport Authority
<b>RUTA</b>	Red Urbana de Transporte Articulado
<b>SANRAL</b>	South African National Roads Agency Ltd.
<b>SCDOT</b>	South Carolina Department of Transportation
<b>SCT</b>	Secretariat of Communications and Transport
<b>SLEX-TR4</b>	Southern Luzon Expressway-Toll Road
<b>SRTA</b>	State Road and Tollway Authority
<b>SUMP</b>	Sustainable Urban Mobility Planning
<b>SwRI</b>	Southwest Research Institute
<b>TCC</b>	Traffic Control Center
<b>TEN-T</b>	Trans-European Transport Network
<b>TMETC</b>	Tata Motors European Technical Center
<b>TMT</b>	Technology, Media and Telecommunications
<b>TRA</b>	Transport Research Arena
<b>TRB</b>	Transportation Research Board
<b>TRY</b>	Turkish Lira
<b>TTI</b>	Texas A&M Transportation Institute
<b>TxDOT</b>	Texas Department of Transportation
<b>UAS</b>	Unmanned Aerial Systems
<b>UHF</b>	Ultra-High-Frequency
<b>UK</b>	United Kingdom

<b>UN</b>	United Nations
<b>UNECE</b>	Economic Commission of the United Nations for Europe
<b>US</b>	United States of America
<b>V2I</b>	Vehicle-to-Infrastructure
<b>V2V</b>	Vehicle-to-Vehicle
<b>V2X</b>	Vehicle-to-Everything
<b>VAT</b>	Value Added Tax
<b>VW</b>	Volkswagen
<b>WHSD</b>	Western High-Speed Diameter
<b>WIM</b>	Weigh In Motion

## **IBTTA's TollMiner:**

### **Using Data Mining and Data Visualization to Optimize Tolling Industry Knowledge**

The tolling/transportation industry involves a broad range of organizations, facilities, and technologies, so it can be challenging to find effective ways to understand and communicate important information about tolling. That's why IBTTA has introduced **TollMiner**<sup>™</sup>, a data repository that can be used to better serve the industry.

Launched in early 2018, **TollMiner** is a data visualization tool that allows users to view, analyze and mine industry data. Members can use **TollMiner** to analyze the raw numbers, uncover important insights, and improve their decision-making. Leveraging the [Lean Startup](#) product development process, the evolution of **TollMiner** is based on continuous feedback and engagement with users, both to collect critical information and to identify new types of data needed by the industry.

IBTTA is making a serious investment in the platform with a mission-critical objective in mind: to deliver the information the global tolling community needs most, using the tool itself to understand users' data needs—possibly before they've fully defined those needs themselves. So far, it's getting positive reviews. "We've been thrilled with our members' response to **TollMiner**," says IBTTA Executive Director and CEO Patrick Jones. "That much more so because these are still the early days. Every time we add new features and functions to this tool, our members gain."

"IBTTA's goal is to consolidate, cleanse, and make useful data available, in one place, that might otherwise require users to search multiple disparate data sources," said Cindy Norcross, Data Base Manager, IBTTA. "It's ultimately a tool to maximize the tolling industry's effectiveness, competitiveness, and growth, at a time when a host of other technologies are driving toll roads into a new era of efficiency and productivity."

IBTTA has mined data from multiple sources and is concurrently working with toll operators to further validate and expand the data available. Crowdsourcing methods are also being used to collect more data and ensure accuracy over time.

### **Organizing Data to Support a Broad Range of Users**

A key challenge when trying to understand and communicate information across the entire industry is the use of different terminology and technologies. To allow users to identify useful data, **TollMiner** breaks the data down into specific facility and operator attributes. Users can then filter on these attributes, which include:

- Facility Type (Road, Bridge, Tunnel)
- Toll Collection Methods (Cash, Credit Card, Electronic Tolling Collection, All Electronic Tolling, etc.)
- Managed Lane Types (Express Toll Lanes, High Occupancy Toll Lanes, etc.)
- Traffic and Revenue (year-over-year by operator)
- Geographic Location (by country, state, etc.)
- And many other options!

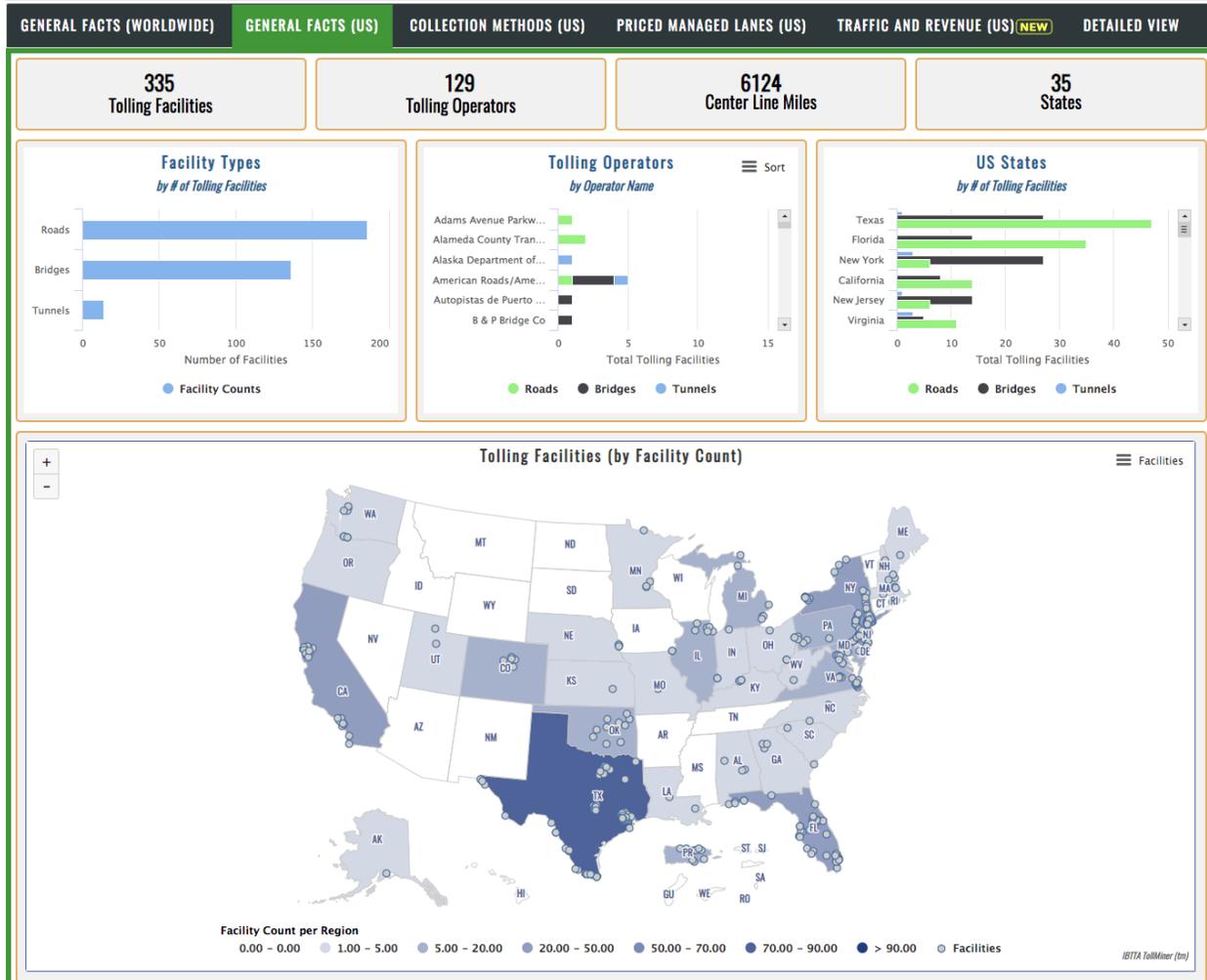
### **IBTTA's TollMiner - Data Visualization to Navigate Complex Tolling Data**

If a picture is worth a thousand words, a data-driven graphic is worth 10,000 in a world where time is limited, the details matter, and success in business depends on the ability to quickly distil trends and

opportunities from an avalanche of incoming information. Visualizing complex or voluminous data elements makes it possible to more quickly identify trends and other critical information about the underlying data.



United States  
General Facts/Statistics



### The Story by the Numbers

**TollMiner** gets the global tolling industry into the data stream by telling the industry’s story—by the numbers. It’s still a new tool, with lots of development and iteration ahead. But it earned its keep in dramatic fashion last February, just weeks after it had been launched, when the Trump administration unveiled its much-anticipated plan to jump-start a major infrastructure investment program in the United States.

The White House plan was released on a Monday. By Wednesday, IBTTA had filed an opinion piece with *The Hill*, one of the most influential daily publications on Capitol Hill, making the case for tolling as one tool in the country’s transportation funding toolbox.

The quick turnaround was a credit to the three major tolling agencies that quickly provided mini-case studies that demonstrated the front-line benefits of tolling. But those success stories were also backed by solid statistics, thanks to the up-to-the-minute agency statistics in **TollMiner**.

### ***Getting Better Every Day***

Nearly a year since its initial release, **TollMiner** keeps on getting better, says Norcross.

The latest version includes year-over-year traffic and revenue data for all toll operators in the United States, a new way to filter data by facility or operator, and some additional release notes to help users get the best possible value out of the new data.

“We’re expanding on the visualizations in **TollMiner** to continue telling a story about the landscape of tolling in the world,” Norcross explains. “Now you can drop pins to keep track of where specific facilities are or see where tolled facilities in the U.S. are clustered.” That in itself is a feature that gives IBTTA member agencies and vendors a powerful competitive advantage.

“More and more vendors are using it for business intelligence,” Norcross notes. “Because one of the first things you ask when you’re looking at new business is where to focus your advertising dollars, who are the bigger and smaller players. **TollMiner** helps them focus their business development.”

### ***Everybody Iterates***

Norcross points to the countless apps available for download that are essentially extinct because no one is using them. She sees **TollMiner** avoiding that fate by following the same practices any organization would embrace for a conference or a traditional publication.

“Everybody iterates,” she notes. “But for some reason, people think data just comes out whole. Iteration is a meaningful way to create digital products that people actually need, as opposed to what we think they might need.”

But to hit that standard, developers and designers have to approach the process with a lot of empathy and no ego.

“I’m not the subject matter expert here,” Norcross says. “Our users are. I can listen carefully and take a stab at what I think it might look like. But then we put it out there, we engage, we learn, and we have a better product.”

[Click here to learn more about IBTTA’s TollMiner™ data visualizations](https://ibttatollminer.com) or visit <https://ibttatollminer.com>

## **IBTTA Emerging Technologies Committee**

Agenda

Thursday, January 10, 2019

9:00am to 10:30am

Coral Gables, FL USA

1. Call to Order
2. President's Remarks and Vision
3. What do we mean by "technologies"? What's included? What's not?
4. Related Efforts: CAV Working Group and TollMiner Working Group
5. Discussion: Board Poll on Mega Issues and the Implications of Those Results – what they say about us and the world
6. A Framework for Action / Call for interested committee members
7. Next Steps
8. Adjourn

# **IBTTA GOVERNMENT AFFAIRS COMMITTEE**

Agenda

Coral Gables, FL

Thursday, January 10, 2019

10:30am to 12:00pm

## Teleconference

US Dialing: 888-537-7715

International dial in: 334-323-9858

Passcode: 93573634#

### **1. Call to Order**

### **2. Update on Congressional & Federal activities**

- Congressional committees and their agendas
- Update on plans to visit with Rep. DeFazio on Jan. 29<sup>th</sup>

### **3. Discuss 2019 Fly-in (Feb. 27-28)**

### **4. Discussion**

- Fixing the disconnect between public sentiment about tolling and state legislators' perception – state educational efforts
- Identifying and progressing IBTTA's legislative and policy priorities (e.g., allowance for interstate tolling, streamlining of permitting processes, etc.) at the Federal level

### **5. Other Business**

### **6. Adjourn**

## **IBTTA MEMBERSHIP COMMITTEE**

Agenda

Thursday, January 10, 2019

1:00pm to 2:00pm

Coral Gables, FL USA

1. Call to Order
2. Chair's Remarks
3. Dues Collection Recap
4. Review 2018 Goals
  - a. Document Library
  - b. Strategic Partnerships
  - c. International Outreach
  - d. North American Efforts
  - e. Current Member Support
5. Look Ahead: 2019 and 2020 Goals
6. Approve Minutes
7. Other Business
8. Adjourn

**MINUTES, International Bridge, Tunnel and Turnpike Association  
Meeting of the Membership Subcommittee  
October 13, 2018, 9-10 a.m.  
Baltimore, MD**

**MEMBERSHIP SUBCOMITTEE MEMBERS IN ATTENDANCE:**

Susan Buse (Co-chair), Rob Horr (Chair), Tyler Milligan, Fran O'Connor, Malika Seddi, Benton Tempas, George Zilocchi (Finance Chair).

**Introduction by Rob Horr, Chair**—Asked Pat Jones to make an announcement that Mary Cadwallader, Director of Membership, will retire at the end of the year (Dec. 31, 2018). A search for her replacement is in the works and she will help with the transition for the remainder of the year. Terri Lankford has done a terrific job and will continue to provide great customer service and help the membership.

**Approval of August minutes**—Approved.

**Membership and Sponsor/Exhibit Revenue Collection Update**

- a. \$2,782,578 total collected (99% of budget), a 5-year high.
- b. A total of 259 members in 2018, up from 241 in 2017. This is a 29% increase in membership since 2015.
- c. 16 new DBE/SBE members, bringing the total to 30 members in this category.
- d. Sponsorship/Exhibit revenue is at \$1,160,500, a 5-year high. This is due in part to higher rates and more sponsorship offerings implemented in 2018.

**Recap International Task Force business**—Jordi Graells updated the subcommittee on the efforts of the International Task Force. In 2018, the focus has been on new active members from Eastern Europe and South America. Potential members from Eastern Europe attended the Salzburg meeting through cooperation with ASECAP. Mary will follow up with these potential new members. Efforts in Poland, Czech Republic, Hungary and Bulgaria are delayed because of political developments in those countries. Malika Seddi is pursuing talks with operators in Morocco and Turkey. Croatia and Denmark may be interested in membership down the road. South America also has potential opportunities in Argentina (Autopistas Urbanas), Chile (Costanera Group) and Brazil (ABCR).

**Update on 2018 Membership goals – progress on five priorities**

- 1. Document Library** – Goal: Develop procedures and requirements and have 1-2 topic areas available. Progress to date: Procedures and process document in place, flexible platform identified and in use for testing, subcommittee identified two topic areas for samples—RFPs and RFQs.
- 2. Strategic Partnerships** - Goal: Have one joint meeting scheduled for 2019.  
Progress to date: 2019 Technology Summit in Orlando is a partnership with TeamFL and TRB, IBTTA exhibiting at TRB.
- 3. International Outreach** - Goal: Bring in two new international members.  
Progress to date: Two international toll operators joined, focus this year on Eastern Europe with help from ASECAP, contact with several nonmembers at Salzburg meeting, including Peru, Turkey, Ireland and Morocco.

4. **North American Regional Efforts** - Goal: Hold one regional meeting or webinar to engage members not attending conferences. Progress to date: There is no staff bandwidth for additional in-person meetings.
5. **Current Member Support** - Goal: To have at least one new member-only feature on website. Progress to date: Document Library on track to be a member benefit.

#### **End of the Year and 2019 Goals—What’s Next?**

1. **Document Library** - To get this out to the membership in early 2019, more sample documents from agencies are needed. Tyler Milligan suggested asking specific agencies speed up process. Tim Stewart thought some documents may require clearing from counsel, which can cause delays. When the library is ready, there should be a presentation to introduce it to the membership.
2. **Strategic Partnerships** - In September, Pat Jones and Chris Tomlinson spoke at the AASHTO board meeting. Their participation was well received by the DOTs and will provide more opportunities for cooperation in the future. Partnerships in Lisbon and Halifax should be considered in 2019 as well.
3. **International Outreach** – Consider partnerships with ITS Global and other regional associations to build awareness.
4. **North American Regional Efforts** - Develop a regional plan for consideration, that includes webinars with member-generated content specific to regions for members that cannot travel. Also consider topics of interest to DBEs, DOTs and academia.
5. **Current Member Support** – To have at least one new member-only feature on website. Next step: Update value proposition to incorporate all benefits.

#### **Other discussion points for 2019:**

- The three-year plan will present challenges to membership but also creates enhancements.
- There is an ongoing need for current members to be advocates and ambassadors for IBTTA. Also, make sure new members find a place within IBTTA.
- As we ask for input from members, we need better POCs within agencies. The ED/CEO is not always the best person to ask. Find the right connection.
- Look at categories beyond tolling, especially as we move into more content around mobility, CAV, etc.
- Tyler Milligan is working on a Young Professional/Student initiative and will report on that soon.

#### **Other Business**

Fran O’Connor reported that his Dues Task Force compared IBTTA benefits to benefits from other associations. It is difficult to compare benefits between associations but it was agreed that, overall, we provide a good range of benefits. The task force agreed that continuing to offer benefits that add value to an organization is important.

**Adjourned at 10:10am.**

Respectfully Submitted:

Mary Cadwallader, Director Membership & Business Development

## **IBTTA FINANCE STANDING COMMITTEE OF THE BOARD**

### Agenda

Thursday, January 10, 2019

2:00pm to 3:00pm

Coral Gables, FL USA

1. Call to Order
2. President's and Chairman's Remarks
3. October 31, 2018 Financial Statements with Year-End Projection
4. 2019 Goals
5. Investment Subcommittee Report
6. 401K Resolution
7. Approval of Minutes of October 13 and 31, 2018
8. Other Business
9. Adjourn

**Mission of the IBTTA Finance Standing Committee of the Board**  
**Approved by the IBTTA Board of Directors October 13, 2018**

The Finance Standing Committee of the Board (the Committee) provides oversight of the finances of IBTTA on behalf of the Board of Directors. It also serves as a resource for the Association's management.

The specific tasks of the Committee are to:

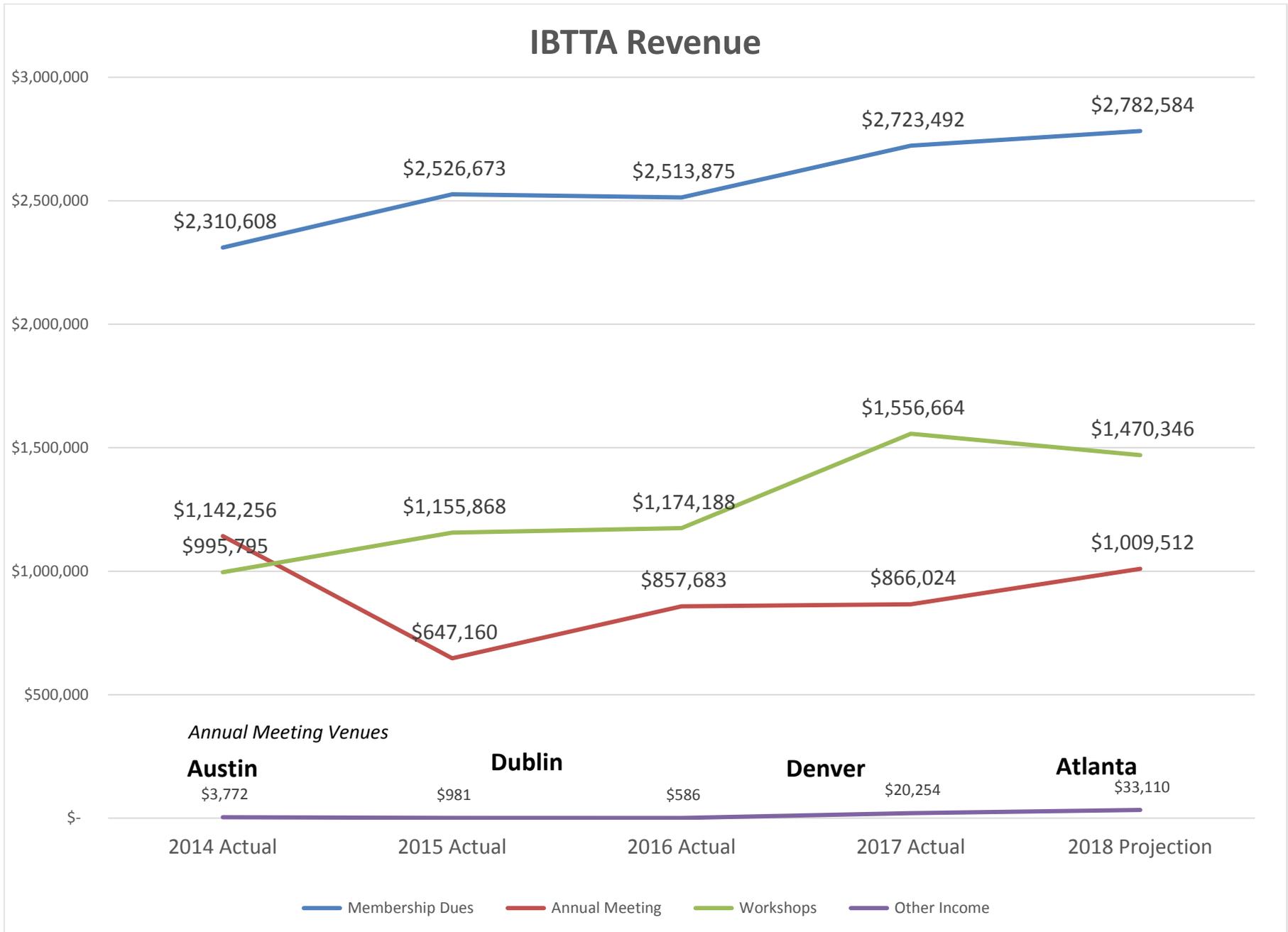
- 1. Oversee financial planning.**
  - a. During the strategic planning process, participate in the analysis of the external and internal environment that determines the future course for the organization.
  - b. During the budgeting process, work closely with senior management to ensure that the process is efficient, includes key elements of the strategic plan, and includes Board decisions and directions.
  - c. Review and recommend the budget to the Board for approval.
- 2. Help the Board understand the organization's financial health.** Serve as a communication channel to the rest of the board, translating financial data into meaningful terms that can be understood by those less familiar with financial jargon.
- 3. Monitor liquidity and adherence to budget** by reviewing investment, reserve and budget reports on a regular basis.
- 4. Ensure protection of association assets** through an appropriate system of internal controls (if not addressed by the Audit Committee) and regular review of investments through the Investment Subcommittee
- 5. Draft organizational fiscal policies** to serve as guidelines for management and staff to follow when developing day-to-day procedures. Such policies include investment policies, establishment of reserves, calendar of reporting to the Committee and Board, and financial viability of major new initiatives.
- 6. Anticipate financial problems** by monitoring the external fiscal environment in which the organization operates.
- 7. Oversee financial record keeping** by reviewing and evaluating financial statements on a regular basis.
- 8. Ensure all legal reporting requirements are met.** These include timely filings with the IRS and any necessary state and local filings.

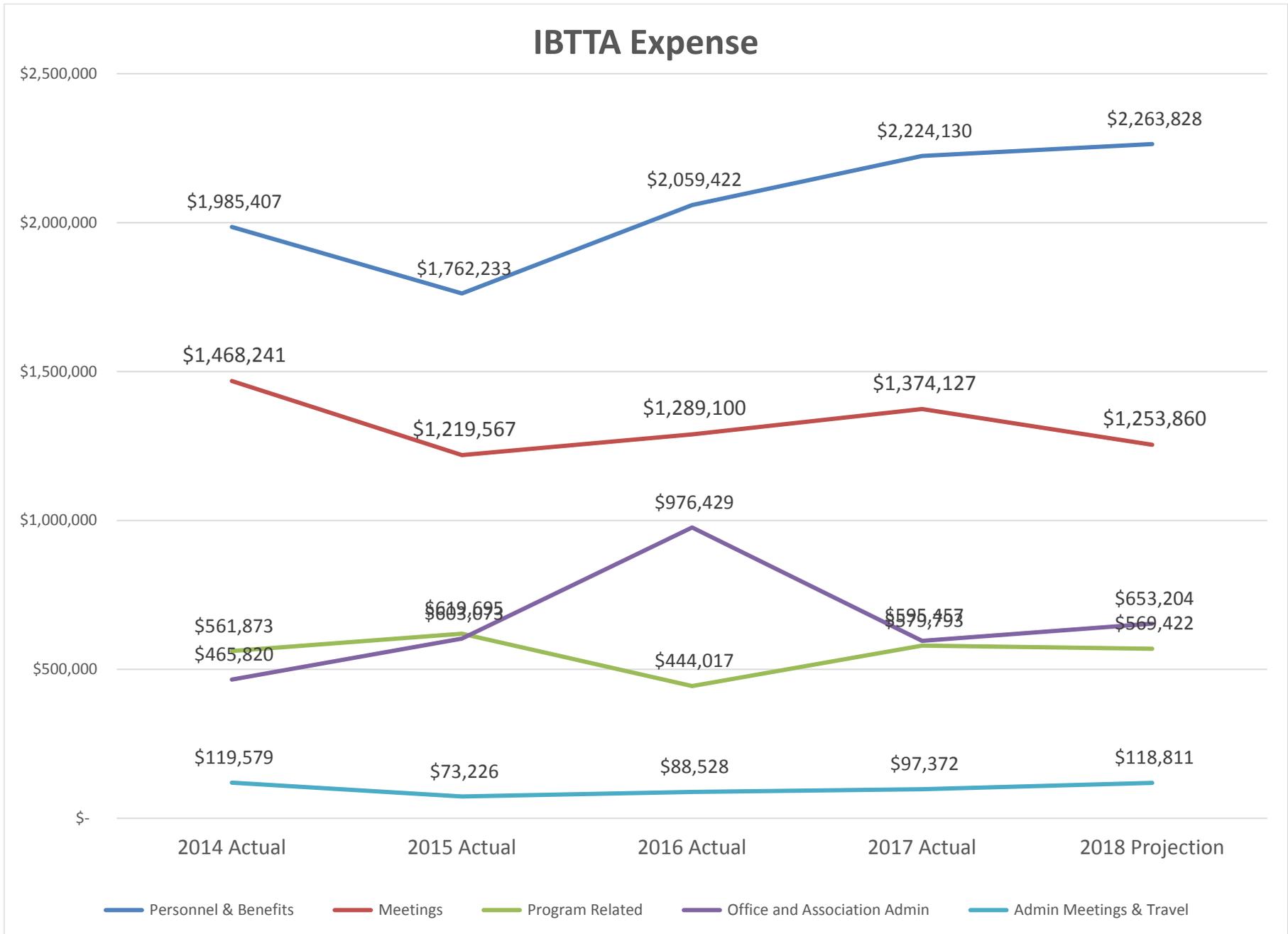
9. **Sustain the Committee itself.** This includes regular evaluations of the Committee's effectiveness, recruitment of new members, and training of all members in the overall fiscal operations of the Association.

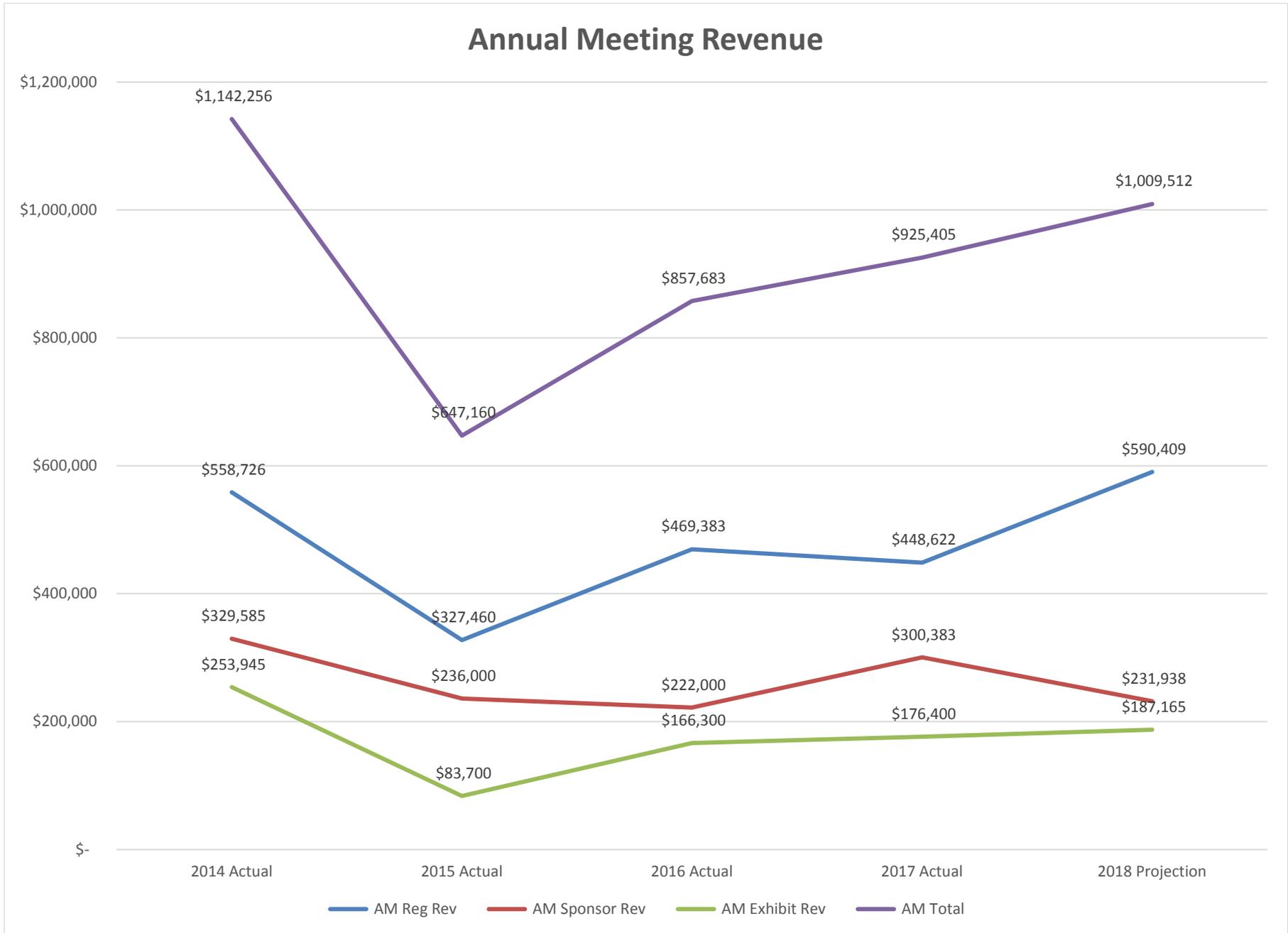
The Finance Standing Committee shall perform such other duties as may be prescribed from time to time by the President and the Board of Directors.

International Bridge, Tunnel and Turnpike Association  
Executive Summary of Financial Results  
Forecast for year ending December 31, 2018 (with actuals through October 31, 2018)

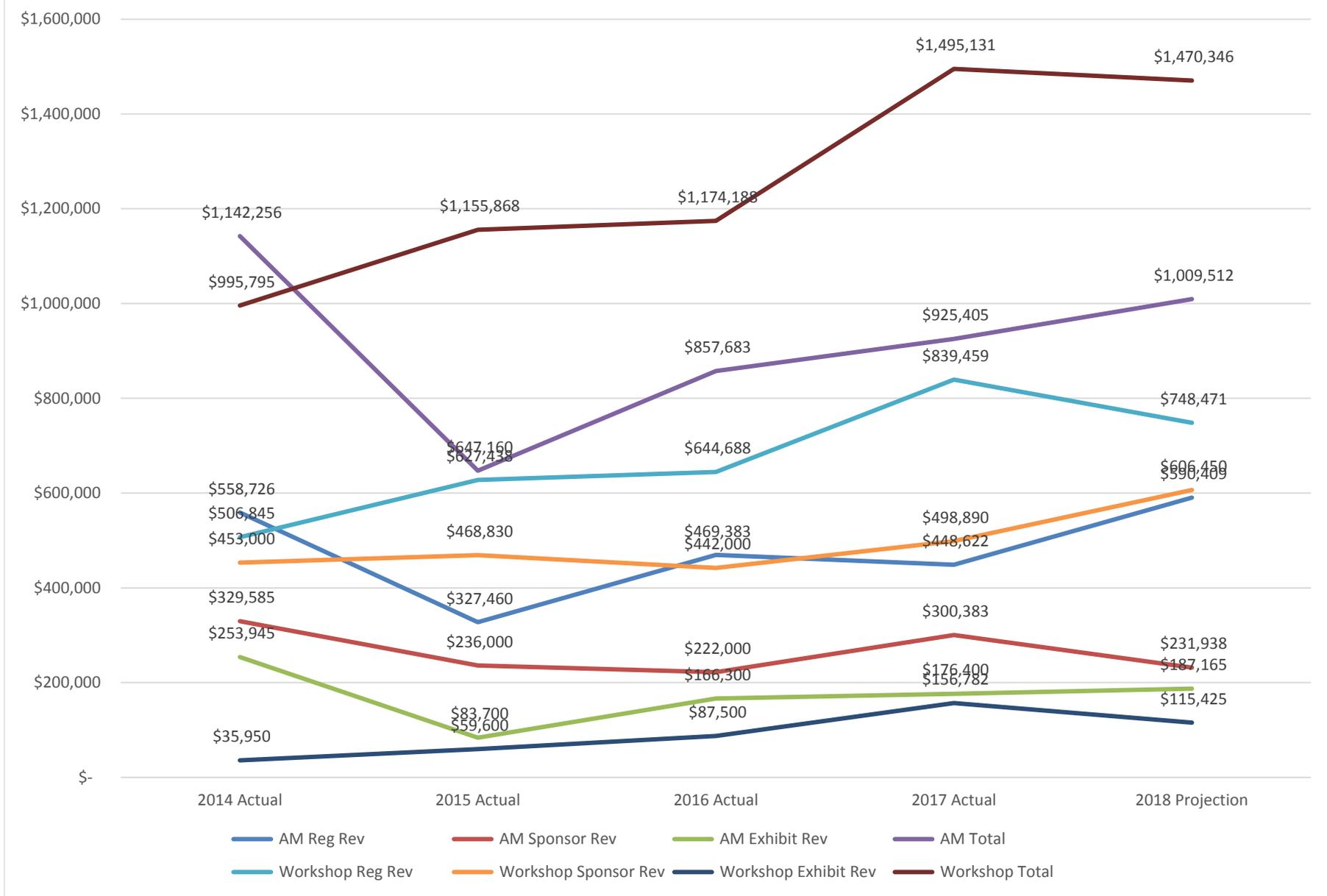
Description of Items	YTD Actual	2018 Budget	Variance - Actual v Budget	2018 Forecast	2018 Budget	Variance - Budget v Budget
<b>Association Income</b>						
Membership Dues	\$ 2,782,584	\$ 2,798,957	\$ (16,372.55)	\$ 2,782,584	\$ 2,798,957	\$ (16,372.55)
Meeting Income	2,484,972	2,357,321	127,651	2,479,857	2,357,321	122,536
Other Income	10,352	-	10,352	33,110	-	33,110
<b>Total Income</b>	<b>\$ 5,277,909</b>	<b>\$ 5,156,278</b>	<b>\$ 121,631</b>	<b>\$ 5,295,552</b>	<b>\$ 5,156,278</b>	<b>\$ 139,274</b>
<b>Association Expense</b>						
Personnel & Benefits	\$ 1,760,144	\$ 2,228,266	\$ (468,122)	\$ 2,263,828	\$ 2,228,266	\$ 35,562
Travel & Living	11,816	27,100	(15,284)	15,362	27,100	(11,738)
Program Related	477,368	779,900	(302,532)	569,422	779,900	(210,478)
Meeting Related		-	-			-
Revenue Generating Meetings	1,245,040	1,322,700	(77,660)	1,253,860	1,322,700	(68,840)
Administrative Meetings	97,813	91,450	6,363	103,449	91,450	11,999
Office Administration	348,071	415,999	(67,928)	443,767	415,999	27,768
Association Administration	179,347	208,004	(28,657)	209,437	208,004	1,433
<b>Total Expense</b>	<b>\$ 4,119,598</b>	<b>\$ 5,073,419</b>	<b>\$ (953,821)</b>	<b>\$ 4,859,125</b>	<b>\$ 5,073,419</b>	<b>\$ (214,294)</b>
<b>Association Income over Expense Before Realized Investment Income</b>	<b>\$ 1,158,311</b>	<b>\$ 82,859</b>	<b>\$ 1,075,452</b>	<b>\$ 436,427</b>	<b>\$ 82,859</b>	<b>\$ 353,568</b>
Realized Investment Income	52,283	12,000	40,283	52,283	12,000	40,283
<b>Association Income over Expense Unrealized Investment Income</b>	<b>\$ 1,210,593</b>	<b>\$ 94,859</b>	<b>\$ 1,115,734</b>	<b>\$ 488,710</b>	<b>\$ 94,859</b>	<b>\$ 393,851</b>
Unrealized Investment Income	(89,894)	-	(89,894)	-	-	-
<b>Association Income over Expense</b>	<b>\$ 1,120,699</b>	<b>\$ 94,859</b>	<b>\$ 1,025,840</b>	<b>\$ 488,710</b>	<b>\$ 94,859</b>	<b>\$ 393,851</b>
<b>Comprised of</b>						
Meetings	\$ 1,239,933	\$ 1,034,621	\$ (205,312)	\$ 1,278,281	\$ 1,034,621	\$ (243,660)
Programs (excluding NIOP)	(477,368)	(787,500)	(310,132)	(569,422)	(787,500)	(218,078)
Administration	358,135	(152,262)	(510,397)	(220,149)	(152,262)	67,887
<b>Association Net</b>	<b>\$ 1,120,699</b>	<b>\$ 94,859</b>	<b>\$ (1,025,841)</b>	<b>\$ 488,710</b>	<b>\$ 94,859</b>	<b>\$ (393,851)</b>

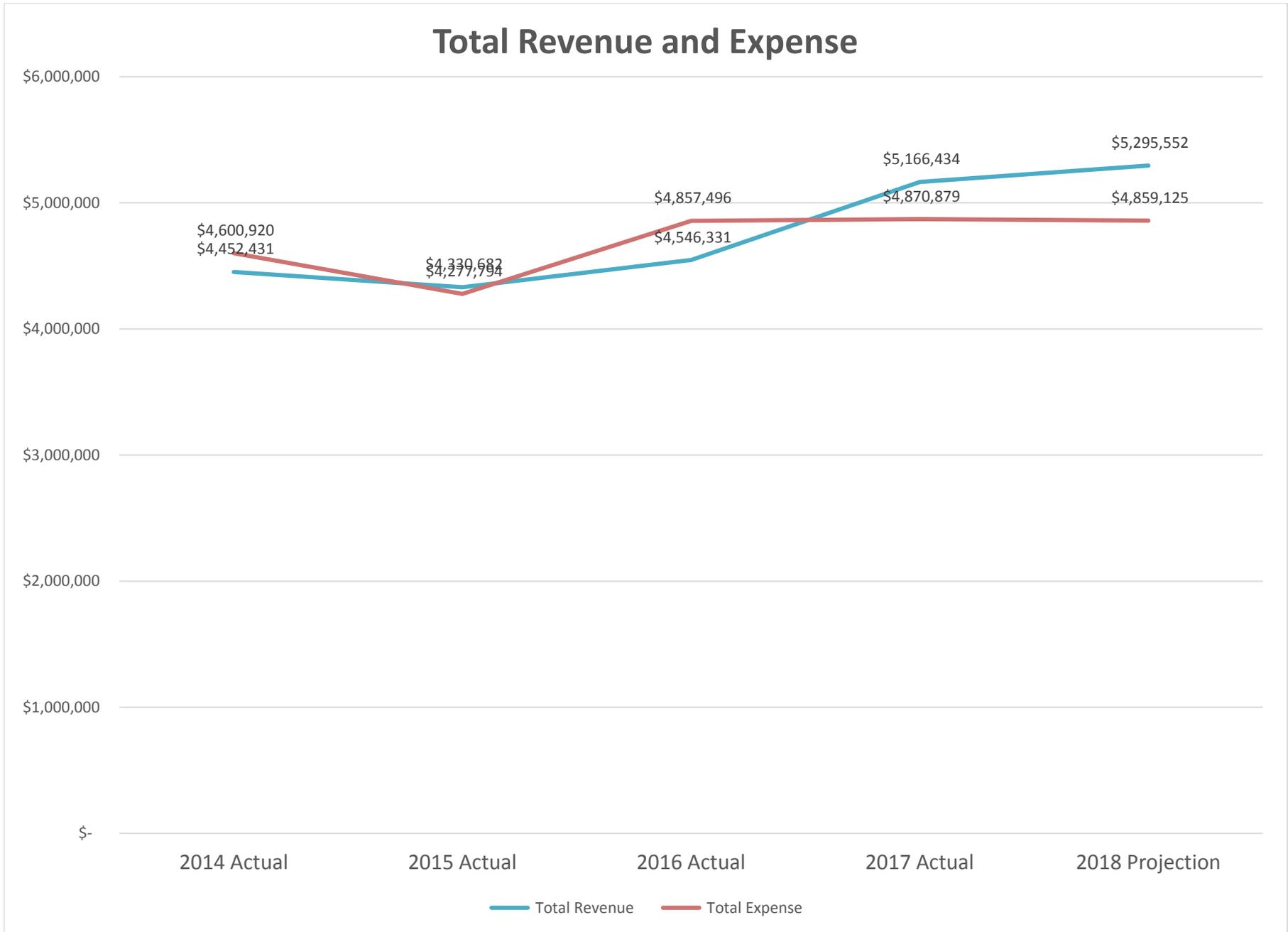


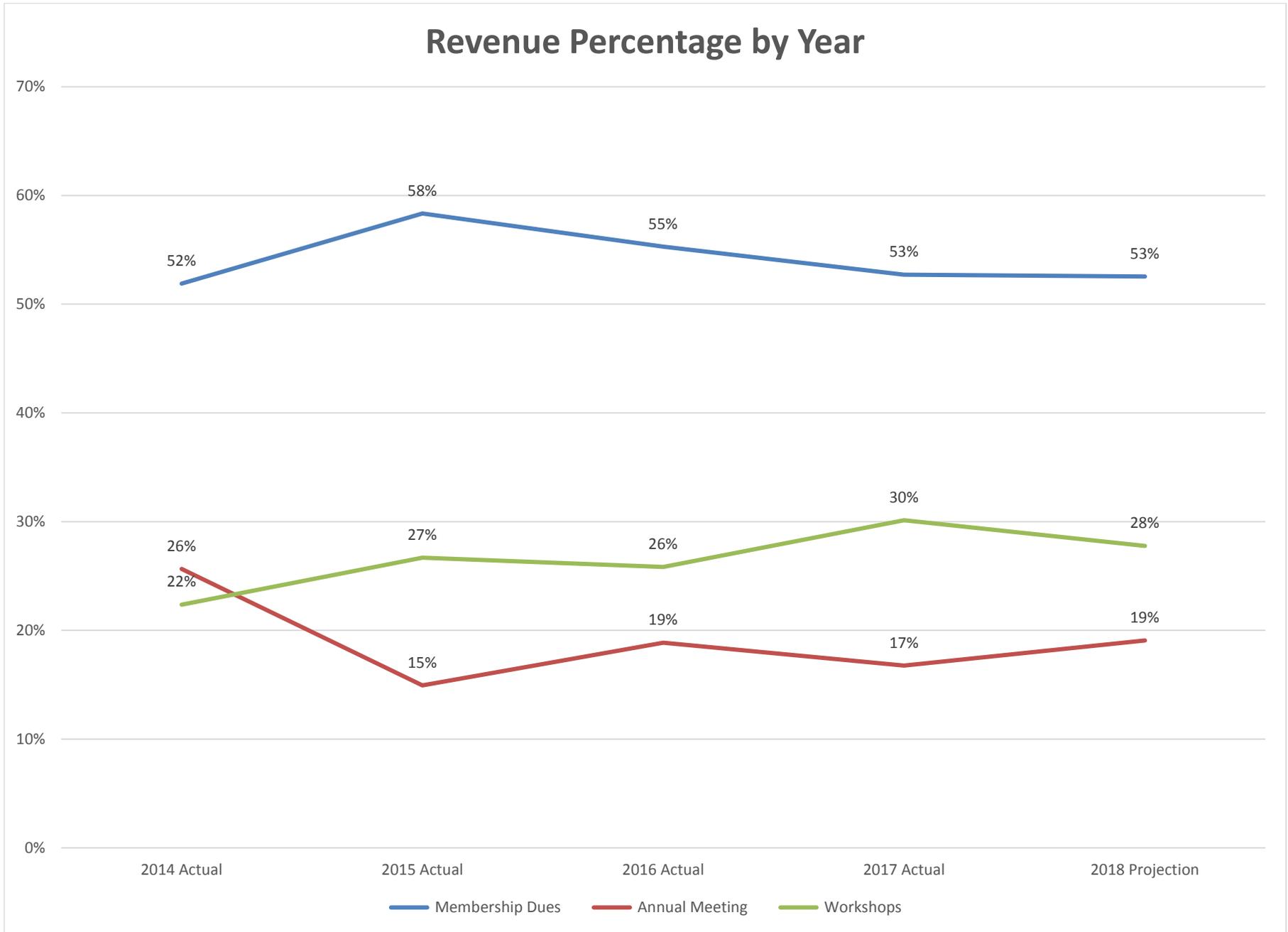




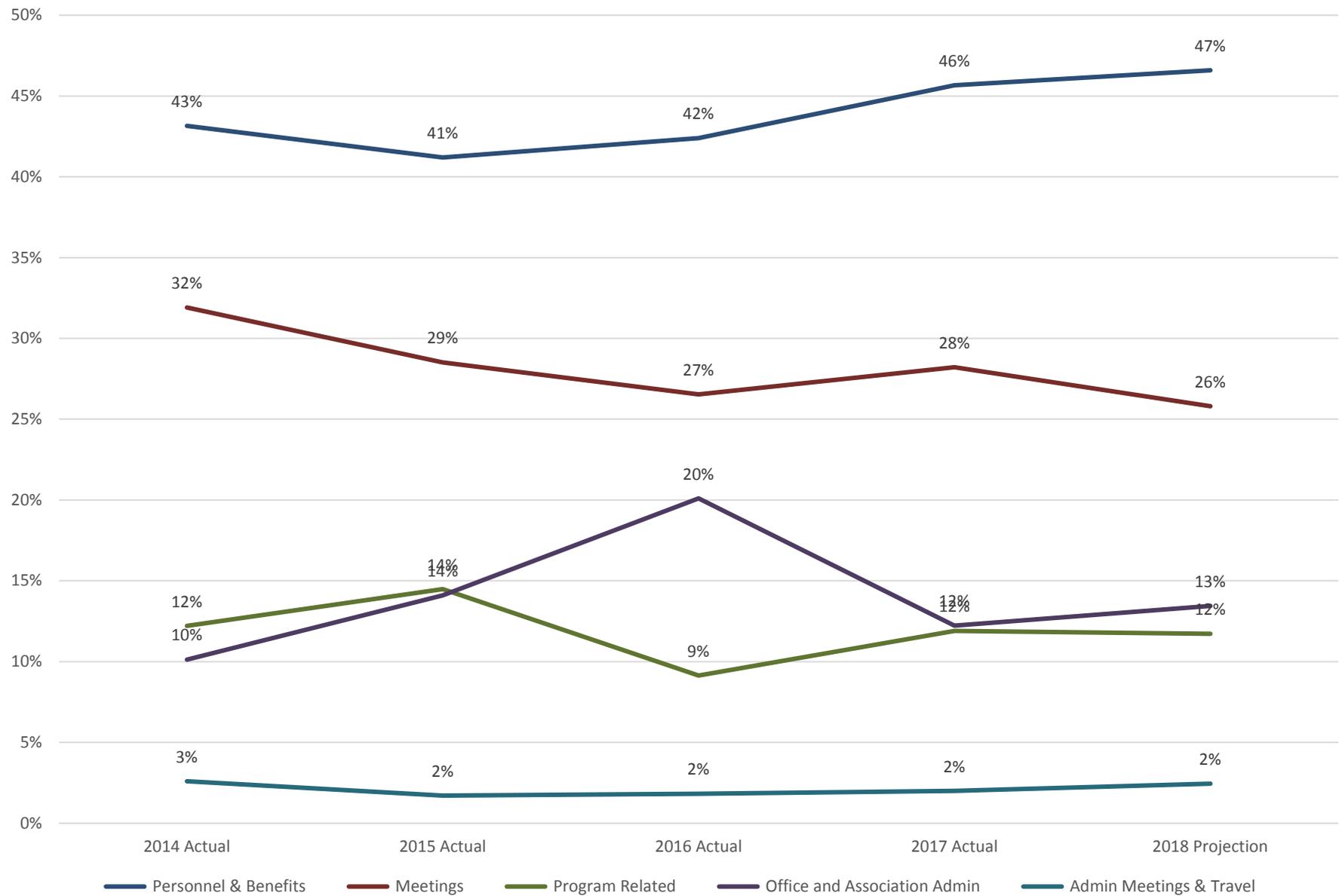
## Workshop Revenue







### Expense Percentage by Year





TOLLING. MOVING SMARTER.

**Instructions for Calculating 2019 Active Member Dues**

Please complete the calculation below and return it with your dues payment by January 1, 2019. You will need to state and use your total toll revenue from your last complete fiscal year (year ended prior to January 1, 2019) as the basis of your calculation.

Fiscal year ended: \_\_\_\_/\_\_\_\_/\_\_\_\_ (mm/dd/yyyy)

- STEP 1: Enter Total Toll Revenue \$ \_\_\_\_\_
- STEP 2: Enter Excess toll revenue from Column D \$ \_\_\_\_\_
- STEP 3: Multiply by appropriate rate in Column C X \_\_\_\_\_  
Calculate Sub-Total \$ \_\_\_\_\_
- STEP 4: Add Base Dues from Column B +\$ \_\_\_\_\_
- STEP 5: Calculate Total Dues \$ \_\_\_\_\_ (Round off cents)  
(Maximum Dues: \$47,500)

<u>Inside North America</u>			(B)	(C)	(D)
(A)			Base Dues	Factor	Toll Revenue in Excess of
Agency Toll Revenues (in US \$)					
\$0	-	\$25 million	\$ 2,350	0.00071800	\$0 (you will enter your total toll revenue)
\$25 million	-	\$50 million	\$ 20,300	0.00024800	\$25 million
\$50 million	-	\$75 million	\$ 26,500	0.00011200	\$50 million
\$75 million	-	\$100 million	\$ 29,300	0.00008000	\$75 million
\$100 million	-	\$125 million	\$ 31,300	0.00006800	\$100 million
\$125 million	-	\$300 million	\$ 33,000	0.00004286	\$125 million
\$300 million	-	\$700 million	\$ 40,500	0.00000375	\$300 million
\$700 million	-	\$1500 million	\$ 42,000	0.00000438	\$700 million
\$1500 million	-	\$2000 million	\$ 45,500	0.00000400	\$1500 million
Over \$2000 Million (Maximum Dues Amount)			\$ 47,500		

<u>Outside North America</u>			(B)	(C)	(D)
(A)			Base Dues	Factor	Toll Revenue in Excess of
Agency Toll Revenues (in US\$)					
\$0	-	\$25 million	\$ 2,350	0.00031200	\$0 (you will enter your total toll revenue)
\$25 million	-	\$50 million	\$ 10,150	0.00012400	\$25 million
\$50 million	-	\$75 million	\$ 13,250	0.00005600	\$50 million
\$75 million	-	\$100 million	\$ 14,650	0.00004000	\$75 million
\$100 million	-	\$125 million	\$ 15,650	0.00003400	\$100 million
\$125 million	-	\$300 million	\$ 16,500	0.00001600	\$125 million
Over \$300 Million (Maximum Dues Amount)			\$ 19,300		

To determine correct dues amount, IBTTA has developed a simple "one step" dues calculation tool that will do all of the math for you at <https://www.ibtta.org/member-dues-calculation>. Enter agency's total toll revenue from its last complete fiscal year (year ended prior to January 1, 2018). Results are provided for agencies both within North America and outside North America.

**Group Membership**

For associations of agencies, companies, or other entities outside North America, the Group Membership rate is **\$27,500**.

## Associate Members

For organizations with a commercial interest in the toll industry, the 2019 annual dues levels are based on the company's revenue:

- Member company is a DBE/MBE/WBE/SBE with revenue of less than \$1,000,000 = \$995\*
- Member company's revenue is less than \$1 million = \$2,800
- Member company's revenue is \$1 million to \$5 million = \$9,200

## Sustaining Members

Member company's revenue is greater than \$5 million = \$18,000

*(This level of membership constitutes an associate as a **Sustaining Member**. Sustaining members receive additional recognition for their vital contributions to IBTTA.)*

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### **\* Information for an organization that qualifies as a Business Entity that is certified as Disadvantaged or Woman-owned or Minority or Small Business Entity:**

For this Associate membership type, the company must submit either a state/federal certificate or a letter from a transportation system which states that the organization has been awarded a contract based on its status. The member must have annual gross toll-related sales of less than \$1,000,000.

## MINUTES

**International Bridge, Tunnel and Turnpike Association  
Finance Standing Committee of the Board  
October 13, 2018  
Baltimore, MD**

### **FINANCE COMMITTEE MEMBERS IN ATTENDANCE:**

Susan Buse (Vice chair), JJ Eden, Cedrick Fulton, Charles McManus, Fran O'Connor, Kent Olson, Mary Jane O'Meara, Terri Slack, Tim Sturick, Kary Witt, Tony Yacobucci, George Zilocchi (Chair).

### **Call to Order**

Chair George Zilocchi called the meeting to order at 11:05am. President Tim Stewart thanked the committee for its role and guidance in preparing the three-year plan.

### **Chairman's Remarks**

George Zilocchi reminded the committee of its important role should the three-year plan be adopted. It doesn't set the plan but helps to implement it.

### **CEO's Remarks – Committee Role in 3-year plan and 2019 budget**

Pat Jones reviewed the schedule of the three-year plan. Today is the Board review, with revisions and recommendations made to the plan during the weeks of October 22 and 29. A draft of the budget will be sent out next week and on or about November 5, the Finance committee and Board of Directors will approve the 2019 budget.

### **June 30, 2018 Financial Statements with August projection**

George Zilocchi said that as of June 30 projected revenues over expenses are \$142,000, which is \$47,000 ahead of budget. Realized investment earnings are projected to be \$61,000. Unrestricted reserves are at 45%.

### **Old Mission and New Charter for Finance Standing Committee of the Board**

Cedrick Fulton led a team to update the mission statement of the Finance Committee. The new charter is completed, incorporating ideas from other associations and updating the language to address current management needs. **There was a motion and second to approve the new Finance Committee mission statement and recommend its adoption by the Board. The motion PASSED.**

### **Risk Assessment and Audit of Internal Controls**

A goal in 2018 was to put in place a risk assessment plan, which protects reputation and people and impacts the strategic plan. An evaluation of outside firms has taken place with a recommendation to hire CliftonLarsonAllen (CLA) to commence work in early 2019. It was agreed that the assessment will take place after the new IBTTA AMS is implemented.

### **Operating Reserves Funding Procedure**

Cathy Pennington, CFO of IBTTA, walked the committee through the Reserves Funding procedure. Other than interest and earnings, we have not made a deposit to the reserves in over nine years. The procedure lays out a plan to review budget and cash on hand needs, then presenting the findings to the Finance Committee. Kary Witt asked that a bullet point be added to state when deposits to the reserves fund has been made.

## **June Minutes**

**There was a motion and second to approve the June Finance Committee minutes. The motion PASSED.**

### **2017 Auditor's Report**

The 2017 audit report is in draft form and will be distributed as soon as it is complete. The Association and Foundation 990s have been drafted and will be distributed to the appropriate committees for review.

### **Investment Subcommittee Report**

The investment subcommittee, under Susan Buse's leadership, has ensured that the portfolio is compliant with our investment policy, the returns are consistent with benchmarks, and the advisors fees are accurate. The short-term investment strategy developed in Fall 2017 is paying off. Idle income invested in ultra-short-term fixed income funds added \$15,000 in earnings. There will be a meeting with the investment advisor this quarter.

### **Membership Subcommittee Report**

Refer to the Membership Subcommittee Minutes from the Board Meeting.

### **Other Business**

George reported that the four goals for 2018—Multi-year business plan, CFO job description, risk assessment process and a reserves fund procedure—have been accomplished. He asked the committee to think about 2019 goals. The committee has a crucial role in the 2019 budget and will have to move with speed in the next few weeks.

The meeting was adjourned at 11:50am.

Respectfully submitted,

Mary Cadwallader  
Director of Membership and Business Development

**IBTTA Finance Committee Standing Committee of the Board**

**2019 Goals & Objectives**

**GOAL #1**

**Continue implementation and monitoring of the Three-Year Business/Financial Plan approved in 2018.**

First undertaken for financial year 2019 and completed, the three (3) year planning process should be a revolving one, i.e. year 1 (2019) completed with an approved budget, now year 2 (2020) and year 3 (2021) should move up and the next year (in the present case 2022) fill the year 3 slot.

The Board continues to approve each year's Business/Financial Plan, and the Finance Committee monitors the reasonableness of the financial estimates which comprise the Plan's framework.

The results of this process provide the Board with an important decision-making tool. Decisions which will determine the future path of our association.

**GOAL #2**

**Complete the Risk Assessment study and follow up on the recommendations contained within.**

In 2018 this goal was joined with the Audit Committee Goal recommending an Internal Control Audit be undertaken. Proposals were solicited and received from firms with expertise in these areas. Selection has been made and it is anticipated that their work will commence in early 2019.

This project is anticipated to be finalized at the end of 1<sup>st</sup> quarter 2019 at which time a report on the association's Risk Assessment will be prepared and submitted to the IBTTA.

Once received, the recommendations will be reviewed by the Finance Committee and a plan of implementation will be recommended.

### **GOAL #3**

#### **Increase the Reserve Ratio to the 50% Goal.**

A plan/procedure was prepared in 2018 as to how best to achieve this goal. It was presented in Baltimore to the Finance Committee.

After the 2018 association financial records are finalized, a determination using this procedure will be made as to whether any funds are available to transfer to the Reserves.

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### **CLOSING**

The above is in addition the Finance Committee's annual recommendation of the yearly IBTTA Operating Budget and the monitoring of the financial and investment activities of the association.

## **IBTTA FOUNDATION BOARD**

Agenda

Thursday, January 10, 2019

3:00pm to 4:00pm

Coral Gables, FL USA

1. Call to Order
2. President's Vision
3. Chair's Remarks
4. Wealth, Wisdom and Work
5. Fundraising and Scholarship Program
6. Review and Approve 2019 Budget
7. Other Business
8. Adjourn

## **IBTTA PAST PRESIDENTS ADVISORY COUNCIL**

Agenda

Thursday, January 10, 2019

4:00pm to 5:00pm

Coral Gables, FL USA

1. Call to Order
2. Honorary Member Candidates
3. Potential Board Candidates
4. Peer Exchange Pilot Program
5. Future Presidents Handbook
6. Other Issues
7. Adjourn

# **IBTTA BOARD OF DIRECTORS**

Agenda

Friday, January 11, 2019

9:00am to 12:00pm

Coral Gables, FL USA

1. Call to Order
2. President's Remarks
3. Mega Issue Discussion on Mobility as a Service and/or Alternate Payment Modalities
4. Action Items and Reports
  - a) Resolution to Elect New Foundation Board Chair
  - b) Resolution on New Members
  - c) Resolution on 401k Contribution
  - d) Resolution on Minutes
5. Supplementary Reports
6. Other Business
7. Adjourn

## MINUTES

### International Bridge, Tunnel and Turnpike Association

#### Board of Directors

October 13, 2018

Baltimore, MD

#### **BOARD MEMBERS IN ATTENDANCE:**

Randy Cole, Mark Compton, Cedrick Fulton, Diane Gutierrez-Scaccetti, Bill Halkias, Samuel Johnson (Second Vice President), John Lawson, Beau Memory, Julià Monso, Mark Muriello, Kathi O'Connor, Klaus Schierhackl (International Vice President), Malika Seddi, Tim Stewart (President), Emanuela Stocchi (Immediate Past President), Benton Tempas, Juan Toledo, Chris Tomlinson (First Vice President), Bruce Van Note, Joe Waggoner.

#### **Call to Order**

President Tim Stewart called the meeting to order at 1:10pm and asked for self-introductions.

#### **President's Report**

Tim Stewart opened the meeting, reminding the Board of the activity that has occurred in 2018; from PSAC initiatives to high interest in board membership to moving forward on a multi-year plan to building upon a DC "fly-in" to international cooperation with ASECAP. While the association is strong, he emphasized that there is untapped potential to make the association even stronger and the importance of plotting a course for the future.

#### **Presentation and Discussion of IBTTA 3-Year Plan**

Tim Stewart laid out the vision for the 3-year plan under review. With an emphasis on big data (TollMiner), Peer to Peer exchange and relevancy beyond tolling, the plan addresses this transformative time for the association. To successfully reach these goals resources are critical. The Executive Committee and Finance Committees have been heavily involved in the 3-year plan, and now the board is asked to participate in a discussion and to vote to adopt the plan. Below is a summary of comments on the plan by board members and others in attendance:

**Beau Memory**—The plan is clearly laid out and the outcomes are clear. More resources are needed to stay relevant and the staff is maxed out.

**Randy Cole**—Well laid out plan. While the dues will go up, the value we'll receive is significant. There is exponential value for the investment.

**Benton Tempas**—Appreciate the work and support the multi-year planning and the necessary investment. One reservation is the timing; 95% of the membership have not seen this plan and this plan comes in after most agencies have determined budgets. Should there be a more gradual increase? With this kind of increase will we be able to fund the operating reserves?

**Julià Monsó**—The dues are going up 20-30%. Has a sensitivity analysis been done through the board? Pat Jones responded that he had spoken to all, but four board members and they were supportive of the plan.

**Chris Tomlinson**—Supportive of the plan. The dollars matter but the value is much greater. The timing concerns are legitimate, but things are happening quickly, time is not on our side. This 3-year plan puts us on the right path.

**Joe Waggoner**—My dues increased 25% because of more toll revenue. I'm OK with paying more. How is the plan going to be implemented? We need benchmarks, transparency and regular updates.

**Samuel Johnson**—The Moving America Forward plan was the last dues increase and it has been a success. In addition, the resources to grow membership (29% over last three years) and develop TollMiner have been fruitful. Investing in core competencies is vital. I spend more to maintain vacated toll plazas than this increase.

**Diane Gutierrez-Scaccetti**—Dues increase is a concern. More toll revenue doesn't mean some agencies should shoulder huge increases. I suggest we revisit the plan after the first year to check status of deliverables. This gives agencies cover with their budgets.

**Tim Stewart**—This plan sets the future, the budget sets the dues, metrics, deliverables, KPIs.

**Klaus Schierhackl**—Fully support this plan. The main measurement is the benefits and output, rather than the dues.

**Andy Fremier**—Fully support the plan. Being lean is one thing but too lean means we can't move forward. Performance measurements are key. We should take advantage of partnerships with other associations.

**John Lawson**—Largely support it, important that we know where we're going. Have timing concerns, has everyone had the time to review? We need a better understanding of what staff is currently doing to benchmark accurately.

**Ena Stocchi**—Supportive. This has been a fair process. If we want to attract international members, we need to consider them as we go forward with this plan.

**Cedrick Fulton**—Amazing plan. Size of dues is staggering, 72%. But, absolute dollars much more palatable. We want these big ideas to help leverage our membership and to get better as an association. Does this mean I'll automatically support this increase structure again? It will depend on the outcomes being as good as they've been in the past.

**Mark Compton**—We don't have market share because some don't see the value of membership. If we're going to thrive, we need to take these steps and they will increase value. If there are efficiencies gained a year from now, we need to revisit dues increases.

**Randy Cole**—This plan helps us look down the road. New things are coming, and this helps us be prepared and be part of the future.

**Ed Regan**—Supportive of plan. Biggest concern is losing Active Members. Have we thought about what we'll do if we lose agencies?

**There was a motion and a second to approve the following resolution on the Three-Year Plan.**

*Resolved that the IBTTA board adopt the three-year plan as presented and instruct staff and the finance committee to prepare a detailed 2019 budget based on the structure outlined in the three-year plan.*

*Be it further resolved that budgets for 2020 and 2021 will be approved (not now but later) in the normal course of the board's action in 2020 and 2021.*

**The motion PASSED with 19 ayes and 1 nay.**

#### **Report from Platinum Sponsor Advisory Council on Mobility as a Service**

Tim McGuckin made a presentation on the Platinum Sponsor Advisory Council's current discussions about MaaS, its impact on the toll industry and next steps for the Council. The council will produce a high-level document and engagement plan to present at a future board meeting.

#### **International Vice President's Report**

Klaus Schierhackl reported that there were 130 attendees from 30 nations in Salzburg, an indicator that the international community is interested in IBTTA. MaaS is a major topic in Europe and many car companies are focusing on it. Klaus proposes that an International Committee be created to provide a platform for ongoing dialogue and interaction with the Board. He proposes migrating the current International Task Force into this new committee and for it to be chaired by the International Vice President.

#### **Communications Report**

Bill Cramer presented a recap of the media attention received in 2018. The Moving America Forward campaign continues to increase media coverage and IBTTA is now seen as a thought leader and resource. He talked about IBTTA's new Infographic, designed as a leave-behind for congressional staff.

#### **Committee Reports**

### *Past Presidents*

Ema Stocchi reported that the Peer-to-Peer agencies have been chosen and a draft of the Board guidebook for presidents is still being developed.

### *Membership Subcommittee*

Refer to membership subcommittee minutes.

### *Government Affairs Committee*

Mark Compton reported that IBTTA's relationship with FHWA continues to evolve. The committee plans to hold another "fly-in" in late February 2019.

### *Finance Standing Committee of the Board*

Refer to Finance Committee minutes.

## **Resolutions**

**There were motions and seconds to approve the following resolutions and all were PASSED.**

- Minutes of June Board meeting.
- New Members.
- Amending the Foundation Bylaws.
- Appreciation for Emanuela Stocchi.

## **Other Business**

Chris Tomlinson gave a brief overview of the Peer to Peer Exchange program initiated this year. It offers agencies a way to trade lessons learned in a more in-depth way. The agencies approved for 2019 are 1) NCTA and Transportation Corridor Agencies; 2) New Jersey Turnpike, Pennsylvania Turnpike and the Illinois Tollway. These groupings will report out at the annual meeting in Halifax.

## **The meeting was adjourned at 4:10pm**

Respectfully submitted,

Patrick D. Jones  
Executive Director & CEO

Attachments:

1. Resolution on New Members
2. Resolution to Amend Foundation Bylaws
3. Resolution of Appreciation to Emanuela Stocchi

**Resolution to Elect New Members  
Adopted by the IBTTA Board October 13, 2018**

Whereas Article II Section 2 of the IBTTA Bylaws stipulates that all members “shall be elected to the Association by resolution of the Board of Directors.”

Whereas the organizations listed below have expressed the desire to become members of IBTTA and have paid their dues;

**Now, Therefore, Be it Resolved**, that the IBTTA Board of Directors elects these organizations to be members in the Association in the membership categories designated.

<b>Agency/Organization</b>	<b>Member Type</b>	<b>City</b>	<b>State</b>	<b>Country</b>
Advanced Management Consulting LLC	Associate	Centennial	CO	UNITED STATES
AllianceOne Receivables Management Inc.	Sustaining	Gig Harbor	WA	UNITED STATES
Crowe LLP	Associate	Oak Brook	IL	UNITED STATES
Elizabeth River Crossings, OpCo LLC	Active	Portsmouth	VA	UNITED STATES
Highway Industry Development Organization	Associate	Tokyo		JAPAN
Illinois Department of Transportation	Active	Springfield	IL	UNITED STATES
Intercomp Company	Associate	Medina	MN	UNITED STATES
Korea Expressway Corporation	Active	Gimcheon		SOUTH KOREA
Larson Consulting Associates LLC	Associate	Seattle	WA	UNITED STATES
MJ Synergy Group	Associate	Virginia Beach	VA	UNITED STATES
Mobility PLUS	Associate	Reston	VA	UNITED STATES
Payit, LLC	Associate	Kansas City	MO	UNITED STATES
Quest Corporation of America, Inc.	Associate	Land O Lakes	FL	UNITED STATES
Scalar Consulting Group	Associate	Maitland	FL	UNITED STATES
Summit Information Solutions, Inc.	Associate	Glen Allen	VA	UNITED STATES
Torri's Legal Services	Associate	Gaithersburg	MD	UNITED STATES
Travelers Marketing	Associate	Wellesley	MA	UNITED STATES
UScontracting, Inc.	Associate	Odenton	MD	UNITED STATES

## **Resolution on Electing Members of the IBTTA Foundation Board of Directors**

Adopted by the IBTTA Board of Directors on October 13, 2018

**Whereas** the IBTTA Foundation wishes to have a coherent process for electing individuals to serve on the Foundation board; and

**Whereas** the 2018 Chair of the Foundation, Phil Miller, appointed a working group of directors to clarify the description of the process in the Foundation bylaws; and

**Whereas** the recommendation of the working group is described in the attached memo;

**Now therefore be it resolved** that that IBTTA Foundation Board recommends that the IBTTA Board of Directors amend Article IV. B. of the Foundation bylaws to read as follows:

B. Membership and Terms of the IBTTA Foundation Board of Directors

1. The IBTTA Foundation Board of Directors shall be composed of at least six (6) members and not more than fifteen (15) members, who shall be appointed upon election by the IBTTA Board of Directors.
2. The term of membership on the IBTTA Foundation Board shall be three years, beginning January 1, unless appointed mid-term, and expiring December 31 of the three-year term. Unless the member is appointed to fill an otherwise partial or unexpired term, members shall serve in staggered three-year terms, as determined by the IBTTA Board.
3. Foundation Board members may serve more than one term, however, no member shall serve more than one consecutive three-year term.

**Be it further resolved** that the IBTTA Foundation Board recommend that the IBTTA Board of Directors ratify the membership of those individuals elected by and to the Foundation Board at its May 9th meeting, consistent with the terms set forth in the election.

## **Foundation Board Membership Committee Report on Board Appointment, Election and Renewal Process**

**To: IBTTA Foundation Board of Directors**

**Cc: Tim Stewart, President IBTTA  
Pat Jones, CEO & Executive Director, IBTTA**

**Date: August 30, 2018**

In the wake of the expansion of the Foundation Board from 11 to 15, Chairman Phil Millers, formed this committee of the Board to develop a process for qualifying, nominating and electing individuals who wish to serve on the Foundation Board. Specifically, the Committee met during the first and second quarters of the year and accomplished the following:

1. **Application.** Reviewed sample foundation board applications and developed a form that has since been used in the process of selecting the newest members to the Board.
2. **Nominating Committee.** To vet and qualify the applicants, Chairman Miller developed and appointed a five-member Nominating Committee, which consisted of four Foundation directors and one member recommended by IBTTA President, Tim Stewart.
3. **Notice of Foundation Board Positions:** To facilitate an open process for membership on the Board, notice was given on the Foundation website that encouraged people to apply for the Board with a link to the application form. Additionally, notice was given through IBTTA blast emails. The Committee agreed to a deadline of April 6 to coincide with IBTTA's board application deadline.
4. **Qualifying and Recommendation.** Nominating Committee met to review the applications and select the best candidates for recommendation to the Foundation Board to fill the available slots. The Foundation Board approved the recommended slate of candidates at its May 9, 2018 meeting.

The fifth charge of the Committee was/is evaluating and clarifying the election process in consideration of Article IV. B. 4 of the Foundation Bylaws which states:

The Board of Directors of the IBTTA shall elect six (6) members to the Board of Directors of the Foundation. The election of these six members shall be such that two shall serve for one year, two for two years, and two for three years. As terms expire, all remaining terms of office shall be for three years each. *Thereafter, the six directors of the Foundation Board that are chosen by the IBTTA board may elect up to nine (9) additional members of the Foundation Board of Directors, who also shall serve staggered three year terms. (Italics added for emphasis.)*

### Clarifying the Election Process

As the Committee reviewed Article IV. B. 4 and its practical application, questions arose regarding the intent of the IBTTA Board in amending the Foundation Bylaws. Was it the intent that going forward the Foundation would elect all of its own directors and an oversight in the amendment process; or the IBTTA Board's desire to continue to elect six of the 15 directors, and only those six directors could elect the remaining nine directors?

While the language is clear, it creates disparity on and amongst the members of the Foundation Board, and would require tracking of membership based on the source of their appointment or election. Irrespective of the fact that the Board would appoint six of the Foundation Board members, as currently provided, only the six Foundation members who are/were appointed by the IBTTA Board could elect the up to nine additional members of the Foundation Board of Directors. It would appear, however, based on the current language, that once elected, those board members would have no right to vote on the election or replacement of additional members. Furthermore, those appointed Foundation Board members are not required to have or maintain a 15-person board, which was the intent of the IBTTA Board. Compliance with the current Bylaws requires developing a system to distinguish between IBTTA Board-appointed members and IBTTA Foundation-elected members to ensure that the proper members are voting on this matter. Additionally, without further direction, the Board membership could be determined by four members (a quorum/majority of 6). The Committee does not recommend such a system, but, instead the clarification and simplification of the IBTTA Foundation Board nomination and election process as stated below.

Pursuant to Article IX of the Foundation Bylaws, the Foundation Bylaws may be amended only by the IBTTA Board of Directors. The Committee recommends that the IBTTA Board amend Article IV. B.

- (1) to require the appointment by the IBTTA Board of all Foundation Board members upon election of such member by the IBTTA Board; and
- (2) to establish Foundation Board membership term limits. Members could serve more than one term, however, no member could serve more than one consecutive three-year term. If the member was elected to a partial or unexpired term, upon expiration of that partial term the member could be reappointed to a consecutive term of three years; and

Additionally, the Committee recommends that the IBTTA Board ratify the membership of the individuals elected to the Foundation Board at its May 9<sup>th</sup> meeting. This would remove any potential cloud associated with their election to the Foundation Board.

The following amendment is proposed:

- B. Membership and Terms of the IBTTA Foundation Board of Directors

~~1. The initial Board of Directors shall be those individuals named in the Foundation's Articles of Incorporation. The initial Foundation Board of Directors shall not be subject to the requirements of paragraphs 2, 3 and 4 below.~~

~~2.—The IBTTA Foundation Board of Directors shall be composed of at least six (6) members and not more than fifteen (15) members, who shall be appointed upon election by the IBTTA Board of Directors.~~

~~2. The term of membership on the IBTTA Foundation Board shall be three years beginning January 1, unless appointed mid-term, and expiring December 31 of the three-year term. Unless the member is appointed to fill an otherwise partial or unexpired term, members shall serve in staggered three-year terms, as determined by the IBTTA Board.~~

~~3. The initial IBTTA Foundation Board of Directors named in the Articles of Incorporation shall serve until their successors are named and qualified. Foundation Board members may serve more than one term, however, no member shall serve more than one consecutive three-year term.~~

~~4.—The Board of Directors of the IBTTA shall elect six (6) members to the Board of Directors of the Foundation. The initial election of these six members shall be such that two shall serve for one year, two for two years, and two for three years. As terms expire, all remaining terms of office shall be for three years each. The six directors of the Foundation Board that are chosen by the IBTTA board may elect up to nine (9) additional members of the Foundation Board of Directors, who also shall serve staggered three-year terms.—~~

*Resolution of Appreciation to*  
**Emanuela Stocchi**  
*for her leadership of the*  
**International Bridge, Tunnel and Turnpike Association**  
*during her term as President in 2017*

**Whereas**, the International Bridge, Tunnel and Turnpike Association is recognized for its prominence and leadership in the worldwide highway transportation field;

**Whereas**, the continuing advancement of the Association is directly attributable to the loyal and sustained efforts of its Officers and Directors;

**Whereas**, Emanuela Stocchi served as President of the Association in 2017 with exceptional competence and diligence;

**Whereas**, her accomplishments as President are particularly characteristic of her dedication to the Association and its membership;

**Now, Therefore, Be It Resolved**, that the Officers, Directors and Members of the International Bridge, Tunnel and Turnpike Association hereby record their sincere appreciation to Ms. Stocchi for her outstanding service and many contributions to the Association.

Ema led IBTTA under the theme "International Mobility Connections." A consensus builder and strong advocate for the tolling industry, Ema always conducts herself with professionalism and grace. Many people know that Ema has a beautiful operatic voice and sings with choirs in Rome and elsewhere. In many ways Ema has found her true voice in the leadership of IBTTA. In ways large and small, she has instilled a sense of collaboration, collegiality, and continuity into the leadership and governance of IBTTA – three "Cs" that are absolutely essential to the workings of an association. Ema's style of leadership, with a strong vision and commitment to positive outcomes, is best exemplified by what the Chinese philosopher Lao Tzu said: "When the best leader's work is done the people will say, 'We did it ourselves.'"

**Resolved**, that this expression of appreciation be adopted by the unanimous vote of the Board of Directors and a copy of this resolution be incorporated into the permanent records of the International Bridge, Tunnel and Turnpike Association; and

**Be It Further Resolved** that an appropriate copy of this resolution, signed by the President of the Association, be presented to Ms. Stocchi.

Tim Stewart, IBTTA President  
Baltimore, Maryland USA – October 13, 2018

## **MINUTES**

**International Bridge, Tunnel and Turnpike Association**

**Board of Directors**

**October 31, 2018**

**By Conference Call**

**Board members in attendance:** Randy Cole, Mark Compton, Cedrick Fulton, Bill Halkias, Samuel Johnson (Second VP), John Lawson, Julia Monso, Kathryn O'Connor, Diane Scaccetti, Tim Stewart (President), Emanuela Stocchi (Immediate Past President), Benton Tempas, Juan Toledo, Chris Tomlinson (First Vice President), Joe Waggoner.

President Tim Stewart called the meeting to order at 11:48am.

Because this meeting immediately followed the meeting and discussion by the Finance Standing Committee of the Board, Tim Stewart entertained a motion to approve the 2019 budget.

**There was a motion (Chris Tomlinson) and a second (Diane Scaccetti) to approve the 2019 budget. The motion PASSED.**

The meeting was adjourned at 11:55am.

Respectfully submitted,

Patrick D. Jones  
Executive Director & CEO

### **Attachments**

- 1. Minutes of the October 29, 2018 Minutes of the Compensation Policy Committee.*
- 2. Minutes of the October 31, 2018 meeting of the Finance Standing Committee of the Board and the 2019 budget presentation that were provided to both the Finance Committee and the Board.*

## MINUTES

International Bridge, Tunnel, and Turnpike Association

### **Meeting of the Compensation Policy Committee**

October 29, 2018

(By conference call)

**Compensation Policy Committee members present:** Emanuela Stocchi, CHAIR; Tim Stewart.  
**IBTTA Staff:** Pat Jones. **Missing members:** Chris Tomlinson; Nic Barr.

The Compensation Policy Committee met by conference call to review the proposed 2019 compensation budget prepared by Pat Jones.

- The compensation budget is based on the market analysis performed by independent association compensation consultant PRM Consulting in September and October of 2017.
- The 2019 budget also includes pay program changes recommended by PRM Consulting in June 2018.

The total compensation budget for 2019 is \$1,928,000 consisting of \$1,843,000 in base salaries in \$85,000 in bonuses.

- This is an increase of 10% over the total compensation budget of \$1,745,000 in 2018, owing primarily to the addition of two new positions, plus market increases in salary ranges **and** movement of staff within those ranges.
- Total cash compensation of the 11 current positions will increase 3.4% from 2018 to 2019.

The Compensation Policy Committee endorsed the overall compensation budget for 2019 as consistent with IBTTA's compensation philosophy, policy, and marketplace definition and sources. The Committee further recommended that the Finance Committee and Board incorporate this compensation budget into the overall association budget for 2019. (Chris Tomlinson voted in favor of the compensation budget by email after the conference call).

Respectfully submitted,

Emanuela Stocchi,

Immediate Past President, IBTTA and Chair, Compensation Policy Committee

## **MINUTES**

**International Bridge, Tunnel and Turnpike Association  
Finance Standing Committee of the Board  
October 31, 2018  
By Conference Call**

### **Finance Committee Members in Attendance:**

Susan Buse (Vice chair), Cedrick Fulton, Lisa Lombard, Charles McManus, Fran O'Connor, Kent Olson, Mary Jane O'Meara, Terri Slack, Steve Snider, Darby Swank, Kary Witt, Tony Yacobucci, George Zilocchi (Chair).

### **Call to Order**

Chair George Zilocchi called the meeting to order at 11:02am. Pat Jones called the roll.

### **Review 2018 Forecast**

George Zilocchi and Cathy Pennington gave a brief presentation on the projected year-end results for 2018 and we expect to finish ahead of budget.

### **Review Proposed 2019 Budget and Deliverables**

President Tim Stewart and First Vice President Chris Tomlinson spoke about the efforts of many to bring us to this point with a three-year plan, a set of deliverables in the first year (2019) of the plan, and a solid budget to support it. They said the Executive Committee fully supports the plan, the deliverables and the proposed 2019 budget.

### **Report of Compensation Policy Committee**

Emanuela Stocchi talked about the work of the Compensation Policy Committee and said the proposed compensation budget, which is included in the overall 2019 budget, fully conforms to IBTTA's compensation policy and philosophy.

### **Details of the 2019 Budget**

Pat Jones provided more detail on the 2019 budget. The 2019 budget builds on the three-year plan. It supports our ongoing programs in meetings, communications, advocacy, and information sharing. It steps up our efforts in the big areas outlined in the three-year plan.

- Strengthening Current Programs and Services
- Data and Analysis – TollMiner
- Knowledge Transfer – Peer to Peer Exchange; Group Briefings; Document Library
- Industry Vision – Reauthorization Policy; State Advocacy; Disruptive Technologies, etc.

As Tim and Chris mentioned, we've identified deliverables so that the outcomes we want to achieve are tangible and concrete. The 2019 budget is similar to the 2018 budget, with a few notable exceptions. Looking at the Executive Summary on page 8 of your budget packet. We project 2019 revenues to be 9% higher than 2018 budget and 5% higher than 2018 forecast. We project 2019 expenses to be 9% higher than 2018 budget and 6% higher than 2018 forecast.

So we're not seeing a huge increase in the overall size of the budget; but there are bigger increases in individual items. Here's a breakdown of the major revenue and expense categories.

**Dues.** We project membership dues to grow to \$3,106,700, an increase of 11% over the 2018 budget. We get there by applying the 2019 dues schedule to all current members and then subtracting \$70,000 for attrition, which is an average attrition for the last three years. The budgeted dues revenue reflects zero growth in toll revenue (which would normally push dues higher) and zero growth in the number of members. In reality, we expect to increase the number of members, but we use this zero-growth scenario to be conservative for budgeting purposes.

**Meetings.** In 2019, meeting revenue will be about 5% higher than our 2018 **budget**. But because we did so well on meetings in 2018 – revenues were \$214,000 higher than budgeted – we expect meeting revenues to go down about \$86,000, a 3% decline from the 2018 **forecast**. **Registration** revenue will be higher than 2018 but sponsorship and exhibitor revenue will be lower, mainly due to space constraints.

**Personnel and Benefits.** Personnel and benefits cost will go up 12% in 2019. This includes 2 new positions. One is a research associate to work on TollMiner and data projects. We expect to hire this person in March and have them on board for 10 months in 2019. The other position is a consultant, a subject matter expert in technology and policy, who we expect to hire in April and have on board for 9 months. Looking only at our current staffing, the compensation budget goes up 3.4%. Our group health insurance premium will increase. After last years' reduction, the 2019 increase brings us back to the cost we had in 2017.

**Program Expenses.** The big increase is Technology Development for TollMiner. We had \$175K in the 2018 budget and we will increase it to 300K in 2019. Because of the strong net income from our meetings, we've actually spent a bit more on TollMiner so far this year, about \$210,000 as of today. (That could go up to \$260,000 by yearend).

**Summary.** In summary, we expect a 5% increase in revenues over the 2018 forecast and a 6% increase in expenses over the 2018 forecast, for a total net income of \$89,000, which translates to 1.6% of the budget. This budget supports our ordinary, ongoing programs as well as the DELIVERABLES connected to the three-year plan.

**Discussion on the Proposed Budget.** Several points were raised in the discussion on the 2019 budget:

- **Reserves.** Benton Tempas raised the question of increasing the size of the reserve. Cathy Pennington and George Zilocchi responded that we have a procedure in place to contribute to the reserves at the end of each year a portion of the net income. Tim Stewart suggested we show the Finance Committee and board a trend line showing the reserve ratio over time.

- **Dues.** Tony Yacobucci said he was pleased that the dues revenue projection does NOT assume growth in toll agency revenues. It was also emphasized that approval of this budget does not commit the association to the proposed dues increases for 2020 and 2021. Future dues increases for 2020 and 2021 will be evaluated by the Finance Committee and the Board during the normal budget process in the fall of 2019 and 2020.

**There was a motion (Mary Jane O’Meara) and a second (Terri Slack and Cedrick Fulton) to approve the 2019 budget and recommend that the IBTTA Board approve it also. The motion PASSED.**

The meeting was adjourned at 11:47am.

Respectfully submitted,

Patrick D. Jones  
Executive Director & CEO

Date: October 29, 2018  
To: IBTTA Board of Directors and Finance Standing Committee of the Board  
From: Pat Jones, Executive Director & CEO  
Subject: 2019 Budget

## SUMMARY

Attached is the **proposed 2019 budget** for IBTTA.

- It supports the ongoing activities of IBTTA under our strategic plan.
- It also supports the specific efforts for 2019 that we envision under the **Three-Year Plan** approved by the Board on October 13, 2019.

Also attached to this memo is a document called **Deliverables as Part of IBTTA Three-Year Plan**. The IBTTA Executive Committee and staff developed this document to further define the three-year plan outcomes we want to achieve in 2019. This document has the full support of the IBTTA Executive Committee.

The 2019 budget incorporates the compensation budget. On October 29, 2018, the Compensation Policy Committee endorsed the proposed overall compensation budget for 2019 as being consistent with IBTTA's compensation philosophy, policy, and marketplace definition and sources. They also recommended approval by the Finance Committee and Board.

## SPECIFIC ITEMS OF NOTE IN 2019 BUDGET

The 2019 budget is similar to the 2018 budget with two exceptions:

- increased staffing for **TollMiner** and **Industry Vision** efforts; and
- higher expense for technology development efforts associated with **TollMiner**.

## Dues

We project membership dues to grow to \$3,106,700, an increase of 11% over the 2018 budget. This figure was achieved by applying the 2019 dues schedule to all current members and then subtracting \$70,000 for attrition, which is an average attrition for the last three years. The budgeted dues revenue reflects zero growth in toll revenue (which would normally push dues higher) and zero growth in the number of members. In reality, we expect to increase the number of members, but we use this zero-growth projection to be conservative for budgeting purposes.

## **Meeting Revenues**

In 2019, we project a decline in meeting revenue of \$86,000 or a 3% decline from the 2018 forecast. Registration revenue will be higher than 2018 but sponsorship and exhibitor revenue will be lower, mainly due to space constraints. We'll try to push more exhibitors into Halifax and Orlando, but this budget reflects us maxed out on both.

## **Personnel and Benefits**

This expense item will increase 12% over the 2018 budget. It includes a new full-time employee (Research Associate) to work on TollMiner data collection and analysis efforts. It also includes a technology and policy Subject Matter Expert (consultant) to work on deliverables under Outcome 4: Industry Vision in the Three-Year Plan.

Looking at the total cash compensation of the 11 current staff, the compensation budget will increase 3.4% in 2018-2019 compared with an increase of 4.7% in the 2017-2018 timeframe.

This area of the budget also includes an \$87,000 increase in the group health insurance expense. At the end of 2017, we moved our group health insurance from a traditional indemnity plan to the DC exchange, saving \$83,000 in expense in 2018 versus 2017. When we shifted to the DC Exchange, we were advised that we would probably see a large increase in 2019, and that is the case. This year, our broker presented numerous options in addition to our "renewal" option for 2019. However, the less expensive options did not have the same physician coverage as our current plan. In the interest of allowing employees to keep their current physicians and avoid further disruption, we have opted for the plan renewal approach. So, with this new increase, our group health insurance cost is equal to what it was in 2017.

## **Program Expenses**

In 2019, we project a small decline in program expenses of \$8,000. This is the result of an increase in technology development expenses for TollMiner (from \$175,000 budgeted in 2018 to \$300,000 in 2019) partially offset by a decrease in our technology hosting fees (from \$190,000 in 2018 to \$107,000 in 2019). In 2018, we were running two association management systems (AMS) side by side because we were migrating from one to another. In 2019, we will have only one hosting fee.

## Deliverables as Part of IBTTA Three-Year Plan

Revised October 26, 2018

During the October 13, 2018 Board meeting, the IBTTA Board adopted this resolution on the three-year plan:

*Resolved that the IBTTA board adopt the three-year plan as presented and instruct staff and the finance committee to prepare a detailed 2019 budget and implementation plan based on the structure outlined in the three-year plan. Be it further resolved that budgets for 2020 and 2021 will be approved (not now but later) in the normal course of the board's action in 2019 and 2020.*

In response to the Board's adoption of the 3-year plan, the IBTTA Executive Committee and staff developed the following deliverables, including a measure of success in parentheses at the end of each item. Some items lack a specific quantifiable measure of success either because it is self-evident or a good measure cannot be identified now. We recognize it's better to have a crude measure of the right thing than a specific measure of the wrong thing.

**OUTCOME 1: STRENGTHENING CURRENT PROGRAMS AND SERVICES.** These include meetings, advocacy, and communications.

Deliverables:

1. **Speakers with New Perspective.** Reach beyond traditional industry speakers to include new voices from academia, think tanks, local governments, the technology and mobility community, environmentalists, and others in 2019 meetings. (20% increase in this type of speaker vs 2018).
2. **International Speakers.** Increase International participation in IBTTA meetings and in meeting planning groups to include non-US based speakers with relevance across the industry. (20% increase in this type of speaker vs. 2018)
3. **Students.** Encourage members to "sponsor" student attendance at IBTTA technology workshop and annual meeting. (10 students in Orlando; 5 students in Halifax).
4. **Succession.** Encourage members to bring young professionals from their organizations to IBTTA meetings. (Hard to measure because we don't have a baseline of "young" people now).
5. **Collaboration.** Collaborate with other transportation related groups such as TRB, PIARC, AASHTO, ITSA, ASECAP, ITE, ASCE, ITS America and others in putting on meetings and delivering content.

**OUTCOME 2: DATA AND ANALYSIS.** A fully mature **TollMiner** data collection and visualization product with key information on every toll facility and operator in the world.

Deliverables:

1. **New Releases and Use Cases.** TollMiner will have 2 new releases per year focused on functionality prioritized by member use cases. Identify the use cases and the required data that will help toll operators solve real business problems that help them save money, make money, or increase value to their customers and stakeholders. (Identify three specific data points to be added by June and three more data points to be added by December.)
2. **International Data.** Expand international representation by partnering with ASECAP to explore the commonalities between US data and ASECAP member data and adding ASECAP data where commonalities exist. (Add data from 6 non-US based toll operators or associations of toll operators).
3. **Staff.** Hire, train, and leverage the skills of a research specialist (new staff member) who can explore alternate data sources and help with industry normalization of terminology.
4. **Member Validation.** Members are confused about some data questions we pose because some terms (e.g. ORT, AET, priced managed lane) mean different things to different people. In 2019, we will work with members to adopt a process to normalize definitions of terms to reduce confusion and improve data validation efforts.

**OUTCOME 3: KNOWLEDGE TRANSFER.** Developing a more systematic way of capturing the knowledge that resides in the minds of individual experts and practitioners in the IBTTA community and making that knowledge more accessible to all members.

Deliverables:

1. **Agency Peer Exchange Pilot Program.** Track and report out on progress being made under the new agency Peer Exchange Pilot Program. Establish guidelines that will be used to support 2020 participants. Also look at ways this could be linked to a similar ASECAP initiative.
2. **Group Briefings and “Webinars.”** Create one or more methods beyond in-person meetings in which executive directors (or people in other disciplines) can carry on a conversation about a specific topic without having to be in the same physical location. Deliver webinar-like programs to promote member sharing and information exchange with the specific intention of serving those with limited travel ability, including non-US members. Specifically, do a bi-monthly group briefing or conversation via skype or other technology platform. (Conduct 3-4 executive director briefing sessions and a combined total of 6 webinar-like programs and group conversations).
3. **Document Library.** Work with members to create a Document Library with identified categories that will be populated with a representative sample of materials in each category from across the membership. Establish a permanent curator and naming conventions for documents with indexing. Access will be granted within member organizations at the subject matter expert level. In 2019, sample RFPs and RFQs will reside in the Document Library. The Document Library will be housed on the website as a member-only benefit. The next category of document samples will include policy documents or org charts and job descriptions, based on 2018-2019 member survey results.

**OUTCOME 4: INDUSTRY VISION.** Integrating our industry more appropriately into the fabric of the larger transportation community.

Deliverables:

1. **Fly In.** Hold Washington, DC fly-in to Congress and the Administration in 2019 to advance the tolling agenda.
2. **IBTTA Policy Proposal on Reauthorization.** Working through the committee structure of IBTTA, develop a comprehensive and concise industry policy proposal in areas of funding, technology, etc. to advance our industry's position on transportation reauthorization in Congress. Hire technical subject matter expert (outside consultant).
3. **State Advocacy (SWAT – Take it to the States).** Establish tangible efforts in 3-4 states identified by the Government Affairs Committee to organize members involved in the state to communicate our coordinated message, to educate and build relationships with state and congressional officials and legislative committees focused on transportation in the state legislature, placing op-ed pieces, doing local television appearances, and building social media efforts in the targeted states. (Measurable efforts in 3 states).
4. **Preparation for disruptive technology.** Working through the committee structure of IBTTA, develop 1 year, 3 year and 5 year deliverables for the industry at large in the broader areas of MaaS, RUC, CAV, Hyperloop, Blockchain, artificial intelligence and how our industry fits in. We will also determine the roll of the toll agency in these efforts. The effort culminates in an Innovation Summit hosted by agency Chief Technology Officers within the agencies including non-US CTOs. (Innovation Summit to be held after 2019).
5. **Joint Policy Resolution.** Develop a joint policy resolution focused on disruptive technology with other transportation associations and organizations such as TRB, ARTBA, ASCE, AASHTO, ITSA. (Multi-year activity).

Executive Summary of Financial Results

Budget For Period Ending December 31 2019

Description of Items	2018 Budget	2019 Budget	Variance - Budget v Budget	2019 Budget as a % of 2018 Budget	2018 Forecast	2019 Budget	Variance - Budget v Forecast	2019 as % of 2018 Forecast
<b>Association Income</b>								
Membership Dues	\$ 2,798,957	\$ 3,106,700	\$ 307,743	111%	\$ 2,776,448	\$ 3,106,700	\$ 330,252	112%
Meeting Income	2,357,321	2,485,632	128,311	105%	2,571,280	2,485,632	(85,649)	97%
Other Income	-	10,000.00	10,000	0%	6,100	10,000	3,900	164%
<b>Total Income</b>	<b>\$ 5,156,278</b>	<b>\$ 5,602,332</b>	<b>\$ 446,054</b>	<b>92%</b>	<b>\$ 5,353,828</b>	<b>\$ 5,602,332</b>	<b>\$ 248,503</b>	<b>105%</b>
<b>Association Expense</b>								
Personnel & Benefits	\$ 2,372,266	\$ 2,657,542	\$ 285,276	112%	\$ 2,358,920	\$ 2,657,542	\$ 298,622	113%
Travel & Living	27,100	26,100	(1,000)	96%	49,160	26,100	(23,060)	53%
Program Related	779,900	806,900	27,000	103%	814,485	806,900	(7,585)	99%
Meeting Related								
Revenue Generating Meetings	1,322,700	1,438,679	115,979	109%	1,359,043	1,438,679	79,636	106%
Administrative Meetings	91,450	91,450	-	100%	91,450	91,450	-	100%
Office Administration	415,999	422,446	6,447	102%	432,010	422,446	(9,564)	98%
Association Administration	64,004	69,365	5,361	108%	118,404	69,365	(49,039)	59%
<b>Total Expense</b>	<b>\$ 5,073,419</b>	<b>\$ 5,512,481</b>	<b>\$ 439,062</b>	<b>109%</b>	<b>\$ 5,223,472</b>	<b>\$ 5,512,481</b>	<b>\$ 289,009</b>	<b>106%</b>
<b>Association Income over Expense Before Realized Investment Income</b>	<b>\$ 82,859</b>	<b>\$ 89,851</b>	<b>\$ 6,992</b>	<b>108%</b>	<b>\$ 130,356</b>	<b>\$ 89,851</b>	<b>\$ (40,506)</b>	<b>69%</b>
Realized Investment Income	12,000	27,000	15,000	225%	61,400	27,000	(34,400)	44%
<b>Association Income over Expense Unrealized Investment Income</b>	<b>\$ 94,859</b>	<b>\$ 116,851</b>	<b>\$ 21,992</b>	<b>123%</b>	<b>\$ 191,756</b>	<b>\$ 116,851</b>	<b>\$ (74,906)</b>	<b>61%</b>
Unrealized Investment Income	-	-	-	0%	-	-	-	0%
<b>Association Income over Expense</b>	<b>\$ 94,859</b>	<b>\$ 116,851</b>	<b>\$ 21,992</b>	<b>123%</b>	<b>\$ 191,756</b>	<b>\$ 116,851</b>	<b>\$ (74,906)</b>	<b>61%</b>
<b>Comprised of</b>								
Meetings	\$ 1,034,621	\$ 1,058,753	\$ 24,132		\$ 1,212,237	\$ 1,058,753	\$ 153,485	
Programs	(787,500)	(805,000)	(17,500)		(831,285)	(805,000)	(26,285)	
Administration	(152,262)	(136,902)	15,360		(189,196)	(136,902)	(52,294)	
<b>Association Net</b>	<b>\$ 94,859</b>	<b>\$ 116,851</b>	<b>\$ 21,992</b>		<b>\$ 191,756</b>	<b>\$ 116,851</b>	<b>\$ (74,906)</b>	

Total Association Budget 2019

	Budget vs Budget			Forecast vs Budget		
	2018 Budget	2019 Budget	Variance	2018 Forecast	2019 Budget	Variance
<b>Ordinary Income/Expense</b>						
<b>Income</b>						
75xx · Member Dues						
7501 · Active Members	\$ 1,744,887	\$ 3,106,700	\$ 1,361,813	\$ 2,776,448	\$ 3,106,700	\$ 330,252
7502 · Associate Members	392,000	-	(392,000)	-	-	-
7502.10 · DBE/WBE/MBE/SBE	9,950	-	(9,950)	-	-	-
7503 · Sustaining Members	593,000	-	(593,000)	-	-	-
75xx · Member Dues - Other	59,120	-	(59,120)	-	-	-
<b>Total 75xx · Member Dues</b>	<b>\$ 2,798,957</b>	<b>\$ 3,106,700</b>	<b>\$ 307,743</b>	<b>\$ 2,776,448</b>	<b>\$ 3,106,700</b>	<b>\$ 330,252</b>
76xx · Meeting Revenues						
761x · Registration Revenues						
7611 · Delegate Registration (Non-Gov)	\$ -	\$ -	\$ -		\$ -	\$ -
7612 · Delegate Registrations (Gov)	-	-	-	-	-	-
7613 · Guest Registrations	-	-	-	-	-	-
7614 · Exhibitor Registrations	-	-	-	-	-	-
7615 · Speaker Registrations	-	-	-	-	-	-
7616 · Technical Tours	-	-	-	-	-	-
7617 · Social Tours	-	-	-	-	-	-
761x · Registration Revenues - Other	1,204,770	1,336,631	131,861	1,295,305	1,336,631	41,326
<b>Total 761x · Registration Revenues</b>	<b>\$ 1,204,770</b>	<b>\$ 1,336,631</b>	<b>\$ 131,861</b>	<b>\$ 1,295,305</b>	<b>\$ 1,336,631</b>	<b>\$ 41,325</b>
762x · Non-Registration Revenues						
7621 · Sponsorships	\$ 876,001	\$ 835,001	\$ (41,000)	\$ 937,950	\$ 835,001	\$ (102,949)
7622 · Host Contributions	-	-	-	-	-	-
7623 · Exhibitor Space	276,550	314,000	37,450	338,025	314,000	(24,025)
<b>Total 762x · Non-Registration Revenues</b>	<b>\$ 1,152,551</b>	<b>\$ 1,149,001</b>	<b>\$ (3,550)</b>	<b>\$ 1,275,975</b>	<b>\$ 1,149,001</b>	<b>\$ (126,974)</b>
<b>Total 76xx · Meeting Revenues</b>	<b>\$ 2,357,321</b>	<b>\$ 2,485,632</b>	<b>\$ 128,311</b>	<b>\$ 2,571,280</b>	<b>\$ 2,485,632</b>	<b>\$ (85,649)</b>
79xx · Other Income						
79xx · Other Income - Other	-	10,000	10,000	6,100	10,000	3,900
<b>Total 79xx · Other Income</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 6,100</b>	<b>\$ 10,000</b>	<b>\$ 3,900</b>
<b>Total Income</b>	<b>\$ 5,156,278</b>	<b>\$ 5,602,332</b>	<b>\$ 446,054</b>	<b>\$ 5,353,828</b>	<b>\$ 5,602,332</b>	<b>\$ 248,503</b>

Total Association Budget 2019

Expense

Personnel & Benefits

Budget vs Budget		
2018 Budget	2019 Budget	Variance
\$ 1,646,100	\$ 1,842,500	\$ 196,400
98,900	85,300	(13,600)
100,534	103,922	3,388
600	600	-
2,220	2,220	-
186,500	273,200	86,700
15,000	15,000	-
40,000	40,000	-
100,000	112,000	12,000
1,000	3,440	2,440
19,512	7,260	(12,252)
8,100	6,900	(1,200)
144,000	121,200	(22,800)
4,800	4,000	(800)
5,000	10,000	5,000
-	30,000	30,000
\$ 2,372,266	\$ 2,657,542	\$ 285,276

Travel & Living

\$ 13,000	\$ 11,000	\$ (2,000)
5,500	4,500	(1,000)
600	600	-
2,800	3,600	800
4,700	5,900	1,200
500	500	-
\$ 27,100	\$ 26,100	\$ (1,000)

Forecast vs Budget

2018 Forecast	2019 Budget	Variance
\$ 1,646,100	\$ 1,842,500	\$ 196,400
98,900	85,300	(13,600)
106,700	103,922	(2,779)
500	600	100
2,220	2,220	-
198,500	273,200	74,700
3,000	15,000	12,000
40,000	40,000	-
100,000	112,000	12,000
-	3,440	3,440
4,000	7,260	3,260
18,000	6,900	(11,100)
4,500	121,200	116,700
125,000	4,000	(121,000)
6,500	10,000	3,500
5,000	30,000	25,000
\$ 2,358,920	\$ 2,657,542	\$ 298,622
\$ 13,000	\$ 11,000	\$ (2,000)
5,960	4,500	(1,460)
600	600	-
3,700	3,600	(100)
5,400	5,900	500
20,500	500	(20,000)
\$ 49,160	\$ 26,100	\$ (23,060)

Total Association Budget 2019

Program Related

Budget vs Budget			
	2018 Budget	2019 Budget	Variance
	2018 Budget	2019 Budget	Variance
8311 · PR - Consulting Fees	\$ 296,000	\$ 252,400	\$ (43,600)
8312 · PR - Consultants Expenses	7,400	6,500	(900)
8320 · PR - Promotion/Advertising	5,000	5,000	-
8321 · PR - Design	14,000	17,500	3,500
8322 · PR - Printing	8,450	8,750	300
8323 · PR - Postage	1,800	1,800	-
8324 · PR - Mailing	300	300	-
8331 · PR - Conference Registrations	3,000	15,000	12,000
8332 · PR - Hotel/Venue	1,000	-	(1,000)
8333 · PR - Photography/Video	1,000	-	(1,000)
8334 · PR - A/V	4,000	4,500	500
8335 · PR - Travel Expenses	-	-	-
8341 · PR - Reference Materials	13,700	12,900	(800)
8351 · PR - Tech Web Design	75,000	75,000	-
8352 · PR - Tech Development	175,000	300,000	125,000
8355 · PR - Tech Hosting Fees	174,000	107,000	(67,000)
8363 · PR - Delivery & Freight	-	-	-
8361 · PR - Telephone	250	250	-
8364 · PR - Subscriptions/Reference	-	-	-
	\$ 779,900	\$ 806,900	\$ 27,000

Forecast vs Budget			
	2018 Forecast	2019 Budget	Variance
	2018 Forecast	2019 Budget	Variance
	\$ 252,000	\$ 252,400	\$ 400
	3,400	6,500	3,100
	5,000	5,000	-
	5,800	17,500	11,700
	8,250	8,750	500
	300	1,800	1,500
	-	300	300
	7,500	15,000	7,500
	4,000	-	(4,000)
	2,125	-	(2,125)
	9,000	4,500	(4,500)
	6,900	-	(6,900)
	13,700	12,900	(800)
	45,000	75,000	30,000
	260,590	300,000	39,410
	189,500	107,000	(82,500)
	-	-	-
	1,000	250	(750)
	420	-	(420)
	\$ 814,485	\$ 806,900	\$ (7,585)

Total Association Budget 2019

Meeting Related

Budget vs Budget			
	2018 Budget	2019 Budget	Variance
	2018 Budget	2019 Budget	Variance
8411 · MT - Outsourced Services	\$ 7,000	\$ 2,000	\$ (5,000)
8412 · MT - Outsourced Translation	-	-	-
8413 · MT - Outsourced Meeting Mgt	2,000	5,000	3,000
8414 · MT Outsourced Security	2,500	1,500	(1,000)
8420 · MT - Promotion/Advertising	24,000	20,500	(3,500)
8421 · MT - Design	46,200	44,200	(2,000)
8422 · MT - Printing	35,000	41,500	6,500
8423 · MT - Postage	10,500	13,000	2,500
8424 · MT - Mailing	2,500	3,250	750
8431 · MT - Hotel/Venue	59,600	75,900	16,300
8432 · MT - Hotel Food/Beverage	491,000	548,000	57,000
8433 · MT - Photography/Video	9,500	14,000	4,500
8434 · MT - A/V Services	222,000	232,000	10,000
8435 · MT - Events	285,500	245,000	(40,500)
8436 · MT - Technical Tours	3,200	8,300	5,100
8437 * MT - Social Tours	-	-	-
8438 · MT - Speaker/Consultant Fees	44,000	47,000	3,000
8439 * MT - Speaker Gifts	-	-	-
8441 · MT - Airfare	15,700	25,750	10,050
8442 · MT - Rental Car	200	-	(200)
8443 · MT - Other Trans	3,500	6,900	3,400
8444 · MT - Meals	8,500	12,250	3,750
8445 · MT- Incidentals	2,300	3,400	1,100
8449 · MT - Site Visits	3,500	7,500	4,000
8451 · MT - Awards/Recognition	4,500	6,250	1,750
8452 · MT - Sponsor Expenses	64,200	65,000	800
8453 · MT - Exhibitor Expenses	13,000	13,500	500
8461 · MT - Meeting Supplies	5,400	5,900	500
8462 · MT - Telephone	1,750	2,200	450
8463 · MT - Delivery and Freight	5,400	6,900	1,500
8480 · MT - PayPal Fees	-	1,200	1,200
8481 · MT - Discount Fees VISA/MC	22,000	39,800	17,800
8482 · MT - Discount Fees AMEX	10,500	20,129	9,629
8483 · MT - Wire Transfer Fees	1,700	1,800	100
8484 · MT - Insurance	7,500	10,500	3,000
	\$ 1,414,150	\$ 1,530,129	\$ 115,979

Forecast vs Budget			
	2018 Forecast	2019 Budget	Variance
	2018 Forecast	2019 Budget	Variance
	\$ 653	\$ 2,000	\$ 1,347
	-	-	-
	-	5,000	5,000
	2,715	1,500	(1,215)
	18,769	20,500	1,731
	50,592	44,200	(6,392)
	38,145	41,500	3,355
	12,283	13,000	717
	1,000	3,250	2,250
	56,603	75,900	19,297
	557,783	548,000	(9,783)
	10,510	14,000	3,490
	211,936	232,000	20,064
	229,363	245,000	15,637
	8,106	8,300	194
	-	-	-
	35,753	47,000	11,247
	417	-	(417)
	20,569	25,750	5,181
	1,117	-	(1,117)
	5,837	6,900	1,063
	14,468	12,250	(2,218)
	2,730	3,400	670
	9,682	7,500	(2,182)
	6,508	6,250	(258)
	65,404	65,000	(404)
	11,288	13,500	2,212
	5,748	5,900	152
	2,031	2,200	169
	4,367	6,900	2,533
	574	1,200	626
	42,340	39,800	(2,540)
	15,297	20,129	4,832
	843	1,800	957
	7,062	10,500	3,438
	\$ 1,450,493	\$ 1,530,129	\$ 79,636

Total Association Budget 2019

	Budget vs Budget			Forecast vs Budget		
	2018 Budget	2019 Budget	Variance	2018 Forecast	2019 Budget	Variance
	2018 Budget	2019 Budget	Variance	2018 Forecast	2019 Budget	Variance
<b>Office Administration</b>						
8511 · OA - Office Rent	\$ 311,949	\$ 290,640	\$ (21,309)	\$ 295,100	\$ 290,640	\$ (4,460)
8512 · OA - Add'l Office Passthroughs	17,000	27,404	10,404	30,500	27,404	(3,096)
8521 · OA - Office Telephone	6,000	9,900	3,900	6,000	9,900	3,900
8522 · OA - Staff Cell Phones	16,500	14,400	(2,100)	14,000	14,400	400
8531 · OA - Office Supplies	6,000	6,000	-	7,500	6,000	(1,500)
8532 · OA - Office Services	3,000	1,000	(2,000)	3,000	1,000	(2,000)
8541 · OA - Equipment Maint & Rental	9,000	9,000	-	9,000	9,000	-
8542 · OA - Purch Office Equip & Furn	3,000	1,000	(2,000)	3,000	1,000	(2,000)
8551 · OA - Postage, Delivery, Courier	1,500	1,500	-	1,500	1,500	-
8563 · OA - Printing Business Cards	400	400	-	400	400	-
8564 · OA - Printing Stationery	300	300	-	300	300	-
8571 · OA - Subscriptions/Reference	150	500	350	150	500	350
8581 · OA - On-line Services	24,500	9,702	(14,798)	26,500	9,702	(16,798)
8582 · OA - Computer Software	2,500	2,500	-	2,500	2,500	-
8583 · OA - Computer Hardware	10,000	10,000	-	10,000	10,000	-
8591 · OA - Depreciation Expense	4,200	38,200	34,000	22,560	38,200	15,640
	\$ 415,999	\$ 422,446	\$ 6,447	\$ 432,010	\$ 422,446	\$ (9,564)
<b>Association Administration</b>						
8611 · AA - Audit and Legal Services	\$ 28,000	\$ 32,265	\$ 4,265	\$ 55,000	\$ 32,265	\$ (22,735)
8612 · AA - Consulting Services	5,000	-	(5,000)	30,000	-	(30,000)
8631 · AA - Bank Service Charges	2,500	1,500	(1,000)	2,500	1,500	(1,000)
8632 · AA - Intl Transfer Fees	-	-	-	-	-	-
8642 · AA - Licenses and Fees	1,100	5,300	4,200	2,500	5,300	2,800
8651 · AA - Association Insurance	15,500	17,300	1,800	16,500	17,300	800
8661 · AA - Dues/Memberships	11,904	13,000	1,096	11,904	13,000	1,096
	\$ 64,004	\$ 69,365	\$ 5,361	\$ 118,404	\$ 69,365	\$ (49,039)
<b>Total Expense</b>	\$ 5,073,419	\$ 5,512,481	\$ 439,062	\$ 5,223,472	\$ 5,512,481	\$ 289,009
<b>Association Income Before Investment</b>	\$ 82,859	\$ 89,851	\$ 6,992	\$ 130,356	\$ 89,851	\$ (40,506)

Total Association Budget 2019

771x · Investment Income - Portfolio  
 7711 · Dividends  
 7712 · Interest  
 7713 · Realized Gain/Loss  
 7714 · Unrealized Gain/Loss  
 7715 · Other Income  
 7716 · Investment Advisory Fees  
 771x · Investment Income - Portfolio - Other  
**Total 771x · Investment Income - Portfolio**  
  
**Association Income over Expense**

Budget vs Budget		
2018 Budget	2019 Budget	Variance
2018 Budget	2019 Budget	Variance
\$ 20,000	\$ 40,000	\$ 20,000
-	-	-
-	-	-
-	-	-
-	-	-
(8,000)	(13,000)	(5,000)
-	-	-
\$ 12,000	\$ 27,000	\$ 103,846
\$ 94,859	\$ 116,851	\$ 21,992

Forecast vs Budget		
2018 Forecast	2019 Budget	Variance
2018 Forecast	2019 Budget	Variance
\$ 75,000	\$ 40,000	\$ (35,000)
-	-	-
-	-	-
-	-	-
-	-	-
(13,600)	(13,000)	600
-	-	-
\$ 61,400	\$ 27,000	\$ (34,400)
\$ 191,756	\$ 116,851	\$ (74,906)

## **Resolution on to Elect Foundation Board Chair**

To be adopted by the IBTTA Board of Directors on January 9, 2019

**Whereas** Article V. A. of the IBTTA Foundation Bylaws stipulates that “The Chair of the Foundation shall be appointed by the President of IBTTA with the consent of the IBTTA Board. The Chair of the Foundation may serve multiple one-year terms.”

**Whereas** Phil Miller has completed his term as Foundation Chair in 2018 with distinction and is stepping away from that post;

**Whereas** the President and Executive Committee of IBTTA have determined that Frank McCartney has the interest and passion to serve the Foundation and now nominates him to serve as Foundation Chair in 2019;

**Now therefore be it resolved** that Frank McCartney be elected to serve as Chair of the IBTTA Foundation Board of Directors for the term January 1, 2019 through December 31, 2019.

## **IBTTA International Committee**

Draft, Nov. 29<sup>th</sup>, 2018

### **Mission statement**

The purpose of the IBTTA International Committee is to strengthen the “I” of IBTTA by increasing the awareness about and the visibility of IBTTA outside North America. This can be achieved by offering a platform for on-going dialogue focusing on information and knowledge exchanges between international members and by attracting new members.

The Committee chaired by the IBTTA International Vice President shall support the IBTTA President and CEO outside North America. Further, it shall represent the needs and expectations of IBTTA’s international members during IBTTA Board meetings.

*Note: The International Task Force (currently under the Membership Sub-Committee) shall be migrated into this new committee to streamline the international activities and to avoid parallel activities.*

### **Chair**

The IBTTA International Vice President shall chair the Committee.

A Vice-Chair, elected by the committee from its members, shall assist the Chair.

### **Members**

The Committee shall be composed by up to three (3) representatives of each of the following regions (in alphabetical order):

- Africa
- Asia and Oceania
- Europe
- North America
- South America

All members serve a one-year term. The term can be renewed.

Interested members/personalities are invited to submit a resume and motivation letter, which will be reviewed by a nomination team lead by the International Vice President. The proposal of the nomination team will be brought forward to the IBTTA Board of Directors for final approval.

For the initial set-up of the Committee personalities from mentioned regions shall be pro-actively contacted by the International VP and the IBTTA membership director.

If for a region less than three IBTTA members are interested to join the Committee potential new members of that region shall be invited to do so for a one year term as non-voting members.

*Note: This may be relevant for Africa (currently two IBTTA members) and South America (currently no IBTTA members but maybe one or two will join in 2019).*

## Key activities

- Ensuring a platform for on-going dialogues focusing on information and knowledge exchange between international members using web-based video-communication tools (provided by IBTTA)
- Offering regional contact points for international members, their needs and expectations – the subcommittee members will be asked to set-up / ensure regional structures to communicate, exchange and interact with their members
- Initiating peer to peer exchanges
- Ensuring a good international representation at all IBTTA events by organising international sessions / coordinating international speakers
- Establishing good relations with other international Associations, e.g. PIARC, IRF, ITS Organisations etc. and representation of IBTTA at their main events to increase visibility of IBTTA at international fora
- 2 webinars a year focusing on mega issues related to innovative tolling / mobility issues involving representatives worldwide (jointly organised with the IBTTA staff)
- Preparing a new style of the International Tolling and Mobility newsletter with interactive elements (e.g. short video messages, interviews etc.)
- Offering a platform for the tolling industry to present their products and services to the international tolling community (on the IBTTA website)
- Feeding the IBTTA Toll-Miner with international data
- Contacting potential non US new members

## Key performance indicators

- 7 new members every year  
*For comparison: 2018 = 5, 2017 = 9, 2016 = 8, 2015 = 5*
- 90% retention rate of international members  
*For comparison: Attrition rates for international members have ranged from 8-15% in the past years*
- 10 international media feature articles per year as a result of IBTTA efforts. This does not include daily international tolling news in SmartBrief.
- 2 web-based events which are open for all IBTTA members

## Budget

As part of the strategic plan, also a limited budget per year would be required to perform mentioned key activities; mainly to attend and represent IBTTA at events of other international Associations.