



VOLUME 2

IBTTA BOARD BOOK January 9-11, 2019 Coral Gables, FL

Revised January 7, 2019 4:00pm

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IBTTA Board of Directors and Committee Meetings

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

BOARD BOOK VOLUME 2

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Revised January 7, 2019

Remote Participation Instructions For IBTTA Committees and Board January 10-11, 2019

THURSDAY, JANUARY 10, 2019 – Committee Meetings

To participate in any of the Committee meetings on Thursday by conference call:

DIAL-IN INFORMATION

From within the US: 888 537 7715

From outside the US: 334 323 9858

Passcode: 386 527 47#

FRIDAY, JANUARY 11, 2019 – Board Meeting

You may join the Board Meeting by phone or online to listen in and/or view presentations.

All remote participants will be in listen-only mode. If you are planning to speak at any time during the meeting, please contact Anna Sohriakoff (asohriakoff@ibtta.org) directly so that arrangements can be made for this, no later than Thursday, January 10th.

- To join the meeting to **listen and view presentations as they are given, join us here:** join.me/ibtta1932 and be sure to turn your speakers on to hear the audio.
- To join the meeting to listen only, dial [+1.202.602.1295](tel:+12026021295) or find [More phone numbers](#) if you would like to dial locally to your location.
- Conference ID: **683-608-832 #**

**IBTTA Board Committees As of January 7, 2019 * UPPER CASE = CHAIR
(Subject to Change)**

First	Last	Organization	Email
Audit Committee			
James	Carone	New Jersey Turnpike Authority	jcarone@turnpike.state.nj.us
John	Lawson	Virginia Department of Transportation	john.lawson@vdot.virginia.gov
Beau	Memory	North Carolina Department of Transportation, Turnpike	bmemory@ncdot.gov
Julià	Monsó	Cintra	jmonso@cintra.us
Kathryn	O'Connor	Rhode Island Turnpike and Bridge Authority	koconnor@ritba.org
DEBORAH	SHARPLESS	Maryland Transportation Authority	desharpless@mdta.state.md.us
Bruce	Van Note	Maine Turnpike Authority	bvannote@maineturnpike.com

Awards Committee			
Rachel	Bell	Kansas Turnpike Authority	rbell@ksturnpike.com
Jessica	Carson	E-470 Public Highway Authority	jcarson@e-470.com
Mario	Cecchi	Cubic Transportation Systems, Inc.	mario.cecchi@cubic.com
Thomas	Delaney	Atkins N.A.	tom.delaney@atkinglobal.com
Bill	Halkias	HELLASTRON (Hellenic Association of Toll Roads)	bhalkias@hellastron.com
DAVID	MACHAMER	Oklahoma Turnpike Authority	dmachamer@pikepass.com
John	Mike	Perceptics, LLC	john.mike@perceptics.com
Ken	Philmus	Conduent	ken.philmus@conduent.com
David	Pope	Silicon Transportation Consultants	dpope@silicontc.com
Cynthia	Ward	Metropolitan Washington Airports Authority	cyndi.ward@mwa.com

Compensation Policy Committee			
Samuel	Johnson	Transportation Corridor Agencies	sjohnson@thetollroads.com
TIM	STEWART	E-470 Public Highway Authority	tstewart@e-470.com
Christopher	Tomlinson	State Road & Tollway Authority	ctomlinson@georgiatolls.com

Emerging Technologies Committee			
Joseph	Averkamp	Parsons Corporation	joseph.averkamp@parsons.com
Mary	Biswell	Oklahoma Turnpike Authority	mbiswell@pikepass.com
Michael	Davis	RS&H	michael.davisJ@rsandh.com
JAMES	HOFMANN	North Texas Tollway Authority	jhofmann@ntta.org
Andy	Lelewski	North Carolina Department of Transportation, Turnpike	arlelewski2@ncdot.gov
Matt	Milligan	Milligan Partners LLC	matt@milliganpartners.com
Lev	Pinelis		
Benton	Tempas	Northwest Parkway LLC	btempas@nwpyky.com

Finance Committee			
Susan	Buse	SBuse Consulting	susan@sbuse-consulting.com
JJ	Eden	AECOM	James.Eden@aecom.com
Cedrick	Fulton	MTA Bridges and Tunnels	cfulton@mtabt.org
Lisa	Lumbard	Central Florida Expressway Authority (CFX)	Lisa.Lumbard@cfxway.com
Donna	Manuelli	New Jersey Turnpike Authority	manuelli@turnpike.state.nj.us
Charles	McManus	Stantec Consulting Services Inc.	charles.mcmanus@stantec.com
Francis	O'Connor	Atkins N.A.	Fran.O'Connor@atkinglobal.com
Kent	Olson	Kansas Turnpike Authority	keolson@ksturnpike.com
Mary Jane	O'Meara	HNTB Corporation	momeara@hntb.com
Terri	Slack	CDM Smith	slacktm@cdmsmith.com
Steven	Snider	Halifax Harbour Bridges	ssnider@hdbc.ns.ca
Timothy	Sturick	Thousand Islands Bridge Authority	timsturick@tibridge.com
Darby	Swank	Kapsch TrafficCom	darby.swank@kapsch.net
Gary	Trietsch	Harris County Toll Road Authority	gary.trietsch@hctra.org

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(Subject to Change)**

First	Last	Organization	Email
Kary	Witt	HNTB Corporation	khwitt@hntb.com
Anthony	Yacobucci	Ohio Turnpike and Infrastructure Commission	tony.yacobucci@ohioturnpike.org
GEORGE	ZILOCCHI	HNTB Corporation	gzilocchi@geopatconsulting.com

Finance, Investment Subcommittee

SUSAN	BUSE	SBus Consulting	susan@sbuse-consulting.com
Lisa	Lumbard	Central Florida Expressway Authority (CFX)	Lisa.Lumbard@cfxway.com
Charles	McManus	Stantec Consulting Services Inc.	charles.mcmanus@stantec.com
Amy	Potter	Transportation Corridor Agencies	apotter@thetollroads.com
Timothy	Sturick	Thousand Islands Bridge Authority	timsturick@tibridge.com

Government Affairs Committee

Larry	Bankert, Jr.	Michael Baker International	lbankert@paturnpike.com
Nic	Barr	ITR Concession Company LLC	nbarr@indianatollroad.org
James	Beattie	AECOM	james.beattie@aecom.com
Susan	Buse	SBus Consulting	susan@sbuse-consulting.com
Gerald	Carrigan	North Texas Tollway Authority	gcarrigan@ntta.org
Buddy	Croft	Rhode Island Turnpike and Bridge Authority	buddy@ritba.org
Tim	Gatz	Oklahoma Turnpike Authority	tgatz@pikepass.com
Jordi	Graells	AECOM	graells.jordi@icloud.com
Mark	Hicks	RS&H	mark.hicks@rsandh.com
Shelby	LaSalle	Greater New Orleans Expressway Commission	shelby@shelbylasalle.com
Merryl	Mandus	State Road & Tollway Authority	mmandus@srta.ga.gov
Frank	McCartney	WSP USA	fgmccartney@verizon.net
Marty	Milita	Duane Morris Government Strategies	mjmilita@dmgs.com
Julià	Monsó	Cintra	jmonso@cintra.us
María	Moreno	SEOPAN	mmoreno@seopan.es
Mark	Muriello	The Port Authority of New York & New Jersey	mmuriello@panynj.gov
Ken	Philmus	Conduent	ken.philmus@conduent.com
Edward	Regan	CDM Smith	reganej@cdmsmith.com
Kevin	Reigrut	Maryland Transportation Authority	kcreigrut@mdta.maryland.gov
Juan	Toledo	Miami-Dade Expressway Authority	jtoledo@mdxway.com
JOSEPH	WAGGONER	Tampa-Hillsborough Expressway Authority	joe@tampa-xway.com
Cynthia	Ward	Metropolitan Washington Airports Authority	cyndi.ward@mwa.com
Kary	Witt	HNTB Corporation	khwitt@hntb.com
George	Zilocchi	HNTB Corporation	gzilocchi@geopatconsulting.com

International Committee

Snehal	Ambare	HNTB Corporation	ssambare@hntb.com
Philip	Miller	AECOM	Philip.Miller@aecom.com
María	Moreno	SEOPAN	mmoreno@seopan.es
René	Moser	ASFINAG	rene.moser@asfinag.at
Klaus	Schierhackl	ASFINAG	klaus.schierhackl@asfinag.at
Massimo	Schintu	AISCAT (Associazione Italiana Società Concessionarie	direzione@aiscat.it
MALIKA	SEDDI	ASFA (Association Professionnelle Autoroutes et	malika.seddi@autoroutes.fr
Emanuela	Stocchi	AISCAT (Associazione Italiana Società Concessionarie	emanuela.stocchi@aiscat.it

Membership Committee

Rachel	Bell	Kansas Turnpike Authority	rbell@ksturnpike.com
Susan	Buse	SBus Consulting	susan@sbuse-consulting.com
Michael	Davis	RS&H	michael.davisJ@rsandh.com

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(Subject to Change)**

First	Last	Organization	Email
Robert	Fischer	New Jersey Turnpike Authority	rfischer@turnpike.state.nj.us
ROBERT	HORR	Thousand Islands Bridge Authority	roberthorr@tibridge.com
Tyler	Milligan	Milligan Partners LLC	tyler@milliganpartners.com
Francis	O'Connor	Atkins N.A.	Fran.O'Connor@atkinsglobal.com
Patty	Rubstello	Washington State Department of Transportation	rubstep@wsdot.wa.gov
Malika	Seddi	ASFA (Association Professionnelle Autoroutes et	malika.seddi@autoroutes.fr
Linda	Spock		
Benton	Tempas	Northwest Parkway LLC	btempas@nwpsy.com

Nominating Committee

Buddy	Croft	Rhode Island Turnpike and Bridge Authority	buddy@ritba.org
Diane	Gutierrez-Scaccetti	State of New Jersey Department of Transportation	diane.scaccetti@dot.nj.gov
Mike	Heiligenstein	Central Texas Regional Mobility Authority	mstein@ctrma.org
Robert	Horr	Thousand Islands Bridge Authority	roberthorr@tibridge.com
Javier	Rodriguez	Miami-Dade Expressway Authority	Jrodriguez@mdxway.com
Steven	Snider	Halifax Harbour Bridges	ssnider@hdbc.ns.ca
TIM	STEWART	E-470 Public Highway Authority	tstewart@e-470.com
Emanuela	Stocchi	AISCAT (Associazione Italiana Società Concessionarie	emanuela.stocchi@aiscat.it

Past Presidents Advisory Council

Susan	Buse	SBuse Consulting	susan@sbuse-consulting.com
Lisa	Callahan		lisacallahan@gmail.com
Santiago	Corral		santiago@cubasantiago.es
Buddy	Croft	Rhode Island Turnpike and Bridge Authority	buddy@ritba.org
Henri	Cyna	COFIROUTE	cyna.henri@noos.fr
Ronald	Delaney		rondelaney@aol.com
John	Driscoll		
James	Ely	HNTB Corporation	jlely@hntb.com
R. D.	Fogo		rdfogo@bellsouth.net
E. R.	Foley		
Jordi	Graells	AECOM	graells.jordi@icloud.com
Mike	Heiligenstein	Central Texas Regional Mobility Authority	mstein@ctrma.org
Robert	Horr	Thousand Islands Bridge Authority	roberthorr@tibridge.com
Allan	Johnson		avjld@msn.com
Patrick	Jones	International Bridge, Tunnel and Turnpike Association	pjones@ibtta.org
Stephen	Mayer	Parsons Corporation	stephen.mayer@parsons.com
Frank	McCartney	WSP USA	fgmccartney@verizon.net
William	Miller		hvginny@comcast.net
Mary Jane	O'Meara	HNTB Corporation	momeara@hntb.com
Javier	Rodriguez	Miami-Dade Expressway Authority	Jrodriguez@mdxway.com
Franco	Schepis		
Steven	Snider	Halifax Harbour Bridges	ssnider@hdbc.ns.ca
TIM	STEWART	E-470 Public Highway Authority	tstewart@e-470.com
Emanuela	Stocchi	AISCAT (Associazione Italiana Società Concessionarie	emanuela.stocchi@aiscat.it
Paul	Violette		paulelmerviolette@gmail.com
Russell I.	Wilcox		rwilcox17@twcny.rr.com
Kary	Witt	HNTB Corporation	khwitt@hntb.com
Harold	Worrall	PayTollo	trans.innov@gmail.com
George	Zilocchi	HNTB Corporation	gzilocchi@geopatconsulting.com

From: Pat Jones
Sent: Wednesday, December 12, 2018 2:26 PM
To: Pat Jones <pjones@ibtta.org>
Cc: Tim Stewart (tstewart@e-470.com) <tstewart@e-470.com>; Christopher Tomlinson (ctomlinson@georgiatolls.com) <ctomlinson@georgiatolls.com>; Samuel Johnson (sjohnson@thetollroads.com) <sjohnson@thetollroads.com>; Schierhackl Klaus (Klaus.Schierhackl@asfinag.at) <Klaus.Schierhackl@asfinag.at>; Emanuela Stocchi (emanuela.stocchi@aiscat.it) <emanuela.stocchi@aiscat.it>; Mark Compton (mcompton@paturnpike.com) <mcompton@paturnpike.com>; Malika Seddi (malika.seddi@autoroutes.fr) <malika.seddi@autoroutes.fr>
Subject: IBTTA -- Information on 2019 Board Committees

SENT ON BEHALF OF 2019 IBTTA PRESIDENT CHRIS TOMLINSON

To: IBTTA Board of Directors, Committees and Interested Parties

As we all prepare for the New Year and I prepare for my presidency in 2019, I want to bring you in on my thinking about IBTTA Committees. IBTTA Presidents don't have the power to declare war, appoint judges or sign treaties. But one of the most important responsibilities we do have under the bylaws is to create, appoint, and dissolve committees. Much of the work of IBTTA is carried out in committees, so this is an important responsibility that I take seriously.

In 2018, President Tim Stewart has done a great job of encouraging the committees to focus on what's most important and to report to the board on their activities and concerns. In 2019, I plan to build on the solid foundation laid by Tim and the Executive Committee to ensure that our committees advance the mission and goals of IBTTA.

You've all heard the saying "form follows function." Well, this expression is just as important in association governance as it is in architecture, the discipline from which the saying originated. I plan to appoint committees that serve the major functions of IBTTA. So here's a brief description of my committee plans for 2019.

Membership Committee

There is currently a membership subcommittee under the Finance Standing Committee of the Board. Because a strong and growing membership is vital to the health of IBTTA, I will elevate the subcommittee to committee status reporting directly to the Board. They will continue the same functions as before, but as a full committee.

International Committee

For the last couple of years, we have also had an International Task Force under the membership subcommittee of the Finance Committee. I will elevate this task force to committee status in recognition of the increased importance that we are placing on expanding IBTTA's membership and collaboration around the globe. Klaus Schierhackl, our current international vice president, Malika Seddi, our 2019 international vice president, and Rene Moser have drafted an International Committee mission statement that lays out in a very

cogent way the vision and work of this committee in serving the interests of IBTTA. This committee will be chaired each year by the International Vice President.

Emerging Technologies Committee

In recent years, we've seen tremendous growth in experimentation and interest in connected, automated, shared and electric vehicles; Mobility as a Service; road usage charging; hyperloop; blockchain and a host of other technologies and concepts. It's a challenge to keep up with the latest developments and their effects. Therefore, I will create and appoint an Emerging Technologies Committee that will be dedicated to monitoring these developments and helping to chart an appropriate course for our industry. We have two groups already that have established a beachhead on this new terrain: the Connected and Automated Vehicle Working Group and the TollMiner Working Group. Both of these working groups will continue to operate as they do now; however, for functional reasons, I think it makes sense for them to fall under the broad umbrella of the Emerging Technologies Committee. The heads of such working groups will maintain their autonomy but will also automatically serve as members of the Committee. Membership will include a mix of public and private sector members and we will seek out participation from member agency CIOs/CTOs to introduce another key element of staff participation in IBTTA.

Interoperability Steering Committee

The Interoperability Steering Committee has served IBTTA and the industry very well since it was formed under President Steve Snider in 2010. Under the chairmanship, first of Marty Stone, and then of Dave Kristick, the steering committee has taken painstaking efforts and made huge strides to move the industry to the point where every ETC customer in the U.S. can travel on any toll road with one account and one transponder. We're not there yet, but we're very close. Much of the work that had been carried out by the steering committee is now being conducted by the various regions and hubs around the country. Therefore, I will initiate an orderly dissolution of the Interoperability Steering Committee and the transfer of its remaining responsibilities to the regions and hubs. In addition, during the IBTTA Annual Technology Summit in Orlando next spring, we will formally acknowledge and recognize all the women and men who have invested their time and energy in the work of this steering committee over the last eight years.

Site Selection Committee

The Site Selection Committee has helped the Board in its oversight role concerning the selection of future meeting venues. I am certain that the IBTTA staff are following a very well-defined set of rubrics to identify and select destinations for IBTTA meetings that can ultimately be presented directly to and considered by the Board. The Executive Committee receives regular updates from staff on the status of our revenue generating meetings and potential destinations. Therefore, I will dissolve the Site Selection Committee and final choices for meeting locations will be presented to and voted on by the Board.

Foundation Board

With the consent of the IBTTA Board of Directors, which I will seek in January, I intend to appoint Frank McCartney of WSP to serve as Chair of the IBTTA Foundation Board for 2019. Thanks to Phil Miller for his excellent service in 2018!

Conclusion

The other board committees that currently exist will continue to operate. I will be announcing my appointments to all the committees very soon. All newly appointed committee members will receive an email from Pat Jones on or about December 17 with an invitation from me to serve on one of the committees. In the meantime, if you have a special interest in serving on or in withdrawing from a committee, please let Pat Jones know at pjones@ibtta.org.

Thanks for all you do to advance the mission and great work of IBTTA. I look forward to serving with you in 2019.

Here is a listing of Committee Chairs that I have appointed for 2019:

- Audit Committee: To be announced
- Awards Committee: David Machamer, Oklahoma Turnpike Authority
- Compensation Policy Committee: Tim Stewart, E-470 Public Highway Authority
- Emerging Technologies Committee: James Hofmann, North Texas Tollway Authority
- Finance Standing Committee of the Board: George Zilocchi, HNTB
- Government Affairs Committee: Joe Waggoner, Tampa-Hillsborough Expressway Authority
- International Committee: Malika Seddi, ASFA
- Investment Subcommittee: Susan Buse, SBuse Consulting
- Membership Committee: Rob Horr, Thousand Islands Bridge Authority
- Nominating Committee: Tim Stewart, E-470 Public Highway Authority
- Past Presidents Advisory Council: Tim Stewart, E-470 Public Highway Authority

Best regards,

Chris Tomlinson
2018 IBTTA First Vice President
2019 IBTTA President

From: Pat Jones

Sent: Thursday, December 20, 2018 5:50 PM

To: randy.cole@ohioturnpike.org; mcompton@paturnpike.com; cfulton@mtabt.org; diane.scaccetti@dot.nj.gov; bhalkias@hellastron.com; jhofmann@ntta.org; sjohnson@thetollroads.com; john.lawson@vdot.virginia.gov; bmemory@ncdot.gov; jmonso@cintra.us; mmoreno@seopan.es; mmuriello@panynj.gov; koconnor@ritba.org; rubstep@wsdot.wa.gov; klaus.schierhackl@asfinag.at; direzione@aiscat.it; malika.seddi@autoroutes.fr; tstewart@e-470.com; jtoledo@mdxway.com; ctomlinson@georgiatolls.com; Gary.Trietsch@hctra.org; bvannote@maineturnpike.com; joe@tampa-xway.com; cyndi.ward@mwa.com

Cc: Wanda Klayman <wklayman@ibtta.org>; Neil Gray <neilgray@ibtta.org>; Bill Cramer <bcramer@ibtta.org>; Mary Cadwallader (mcadwallader@ibtta.org) <mcadwallader@ibtta.org>

Subject: IBTTA 2019 Board of Directors Mega Issue Survey -- RESPONSE REQUESTED BY DECEMBER 26

Importance: High

To: 2019 IBTTA Board of Directors

Happy Holidays and Seasons Greetings!

In preparation for the Board meeting January 9-11, 2019 in Coral Gables, **we ask you to complete the survey below by December 26, 2018.**

If you're in a hurry and not interested in details, please scroll down to where it says **PLEASE CLICK REPLY** and continue from there...

Following are several "mega issue" topics that have surfaced at IBTTA meetings and other industry forums as important disruptors or accelerators of current toll and transportation industry conditions. In a mega issue discussion at the IBTTA Board level, we would ask a question such as

"What should IBTTA do to address or influence the evolution and development of connected and automated vehicles with respect to operations, regulations, etc.?"

Then we would ask several other questions to determine

- what we know about our members' needs and preferences
- what we know about current realities and evolving dynamics
- what we know about our association's capacity and strategic direction
- what we know about ethical implications of our chosen course of action

INSTRUCTIONS:

Please review the list of topics below and rank them (from MOST IMPORTANT = 1, to LEAST IMPORTANT = 9). Your ranking and that of other board members will help us determine which issue (or issues) to discuss during the January Board meeting in Coral Gables.

PLEASE CLICK REPLY to this email and enter your numerical rankings (1-9) in the corresponding cell in the right column and then click send. We ask you to assign a distinct rank to each topic, i.e. there can be only one topic ranked 1, one topic ranked 2, etc.

	MEGA ISSUE TOPIC	RANK: (1 = MOST IMPORTANT; 9 = LEAST IMPORTANT)
A	VMT/MBUF/RUC (vehicle miles traveled, mileage-based user fee, road usage charge)	
B	Mobility as a Service and multimodal transportation accounts	
C	Connected and Automated Vehicles	
D	Ride hailing services such as Uber and Lyft	
E	Tolls used (as a funding source) to support functions outside the tolled facility: transit, economic development, real estate development, etc.	
F	Digitalization of information	
G	Alternative payment modalities in transportation and tolling	
H	Cybersecurity	
I	Other - Write in:	

Thanks for completing the survey!

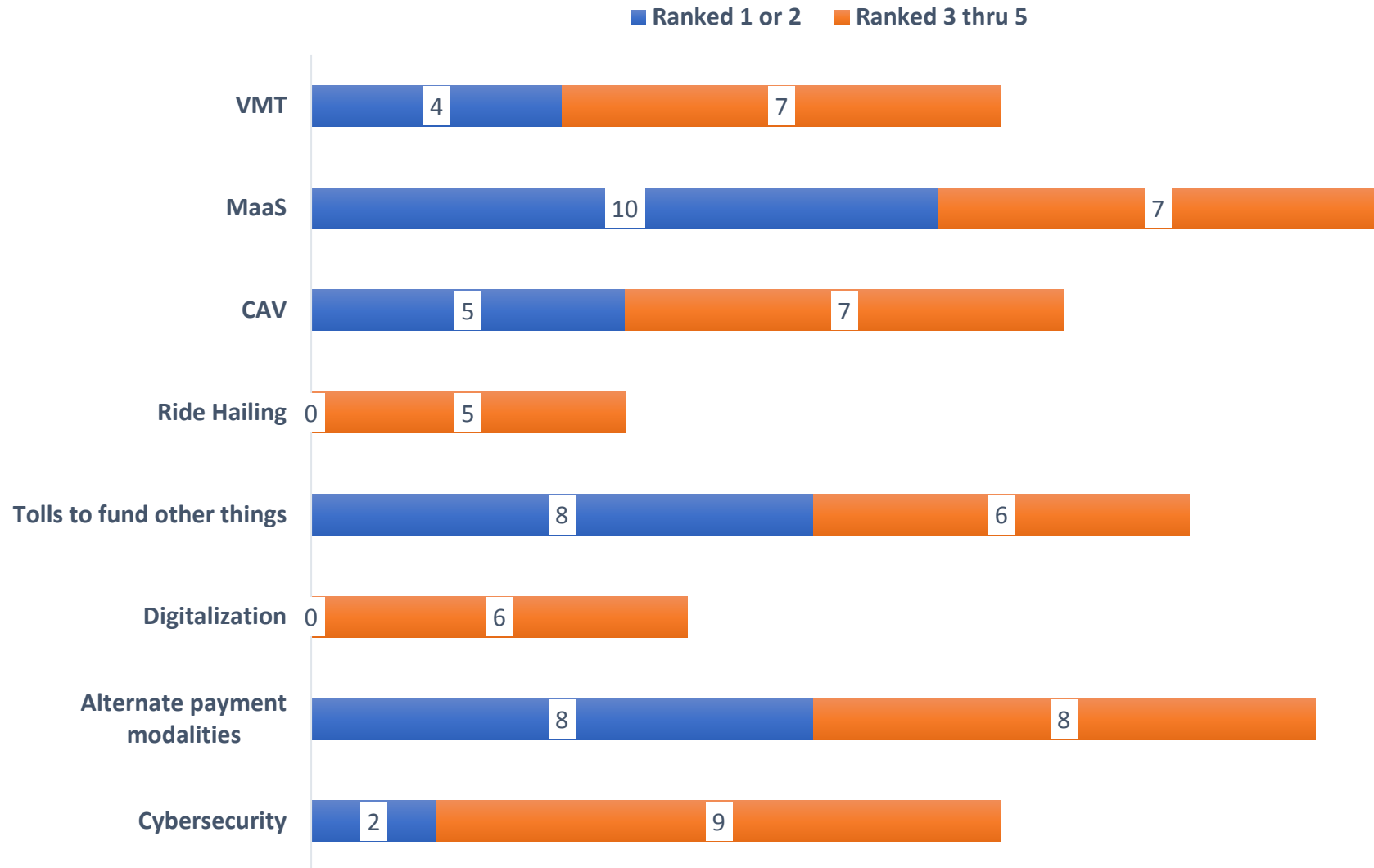
We wish you all the joys of this holiday season and a peaceful New Year!

Pat

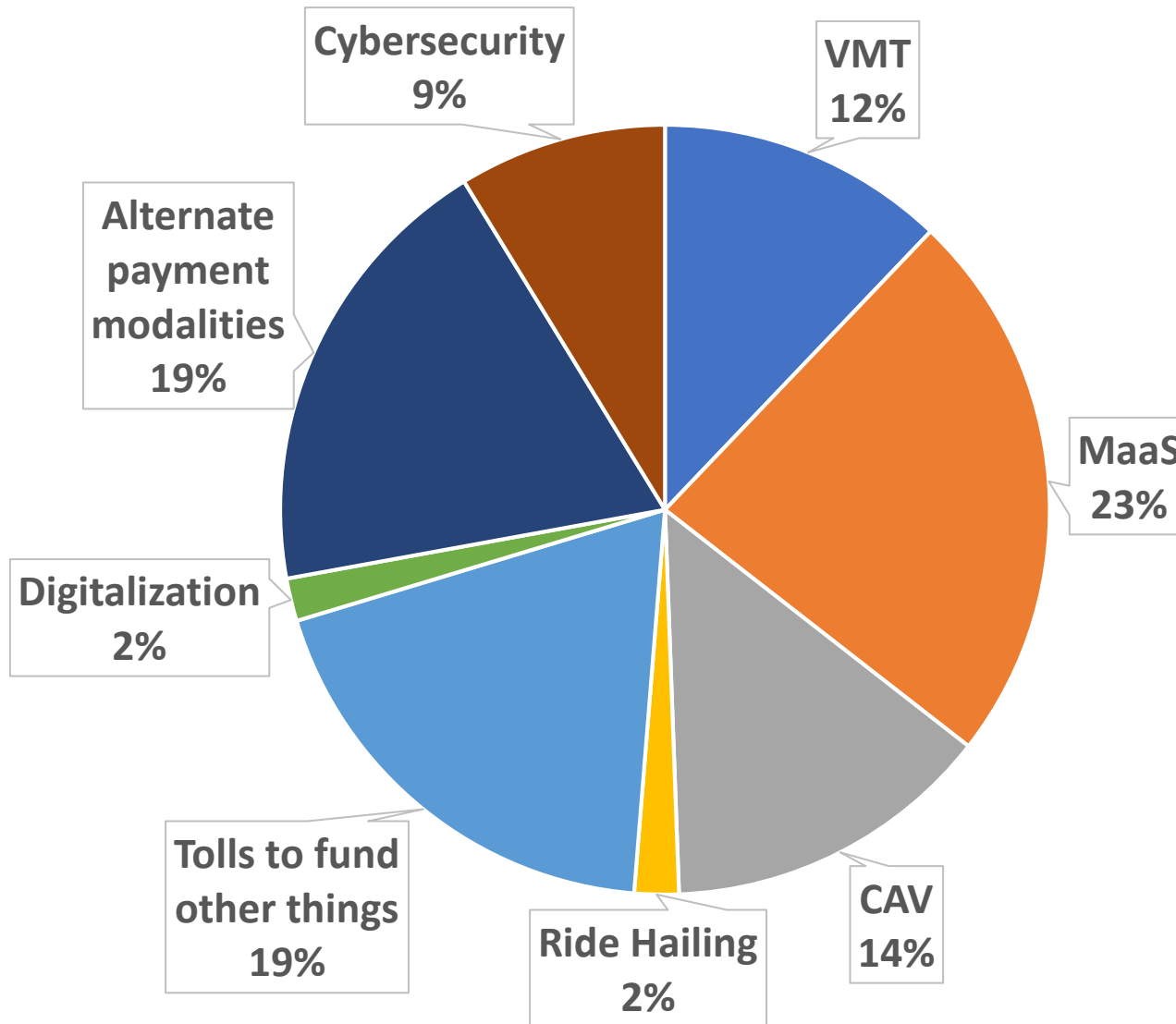
Patrick D. Jones
 Executive Director and CEO
 International Bridge, Tunnel and Turnpike Association
 1146 19th Street, NW, Suite 600
 Washington, DC 20036
 (Cell) 703.587.5683



IBTTA Board Mega Issue Topics: How 19 Board Members Ranked Them, January 2019



IBTTA Board Mega Issue Topics, January 2019
Weighted Average Ranking (19 Responses)



SUMMARY OF DUES COLLECTIONS 2018

AS OF OCTOBER 31, 2018	2018 Budget	2018 Collected	% Collected	Difference	# of Members 2017	# Renewed 2018	Retention Rate*
Active (includes GROUP memberships)	\$ 1,788,857	\$ 1,825,457.45	102%	\$ 36,600	89	85	96%
Associate	\$ 410,100	\$ 429,620.00	105%	\$ 19,520	111	96	86%
Sustaining	\$ 600,000	\$ 547,500.00	91%	\$ (52,500)	40	36	90%
TOTAL	\$ 2,798,957	\$ 2,802,577.45	100%	\$ 3,620	240	217	90%

	2017	2018	# New Members 2017	# New Members 2018
Renewal Member Dues Collected	\$ 2,478,495.91	\$ 2,669,090.45	Active	14
New Member Dues Collected	\$ 252,097.00	\$ 133,487.00	Associate	28
Subtotal Collected	\$ 2,730,592.91	\$ 2,802,577.45	Sustaining	1
Dues Budget	\$ 2,520,671.00	\$ 2,798,957.00	TOTAL	43
% of Budget Collected	108%	100%		42

Total # of Paid Members 2018	
Active	92
Associate	130
Sustaining	37
TOTAL	259

	ACTIVE	ASSOCIATE	SUSTAINING	TOTAL	# of ACTIVE	# of ASSOCIATE	# of SUSTAINING	TOTAL
Expected	\$ -	\$ -	\$ -	\$ -	0	0	0	0
Uncertain	\$ -	\$ -	\$ -	\$ -	0	0	0	0
	\$ -	\$ -	\$ -	\$ -	0	0	0	0

	ACTIVE	ASSOCIATE	SUSTAINING	TOTAL	# of ACTIVE	# of ASSOCIATE	# of SUSTAINING	TOTAL
Cancelled	\$ 53,289	\$ 49,495	\$ 60,000	\$ 162,784	4	16	4	24

Renewal Dues -- Received	\$ 2,669,090.45	initial billing (all member types) new members in 2018	TOTAL	Total Organizations Billed for 2018	240	42	282	Terri: Enter Numbers in Blue Cells Only
New Dues -- Received	\$ 133,487.00							
TOTAL RECEIVED	\$ 2,802,577.45							
New Dues -- Expected	\$ -							
Renewal Dues -- Expected	\$ -							
TOTAL LIKELY	\$ 2,802,577.45							
Renewal Dues -- Uncertain	\$ -							
TOTAL POTENTIAL	\$ 2,802,577.45							
Cancelled 2018 Dues	\$ 162,784.00							
Expected	\$ -							
Dues Needed to Meet Budget	\$ (3,620.45)							
Excess (or shortfall) versus budget	\$ 3,620.45							

SUMMARY OF DUES COLLECTIONS 2019

AS OF JANUARY 7, 2019	2019 Budget	2019 Collected	% Collected	Difference	# of Members 2018	# Renewed 2019	Retention Rate*
Active (includes GROUP memberships)	\$ 2,004,600	\$ 543,248.27	27%	\$ (1,461,352)	92	24	26%
Associate	\$ 472,100	\$ 94,900.00	20%	\$ (377,200)	130	29	22%
Sustaining	\$ 630,000	\$ 54,000.00	9%	\$ (576,000)	37	3	8%
TOTAL	\$ 3,106,700	\$ 692,148.27	22%	\$ (2,414,552)	259	56	22%

	2018	2019	# New Members 2018	# New Members 2019
Renewal Member Dues Collected	\$ 2,669,090.45	\$ 678,598.27	Active	7
New Member Dues Collected	\$ 133,487.00	\$ 13,550.00	Associate	34
Subtotal Collected	\$ 2,802,577.45	\$ 692,148.27	Sustaining	1
Dues Budget	\$ 2,798,957.00	\$ 3,106,700.00	TOTAL	42
% of Budget Collected	100%	22%		5

Total # of Paid Members 2019	
Active	25
Associate	33
Sustaining	3
TOTAL	61

	ACTIVE	ASSOCIATE	SUSTAINING	TOTAL	# of ACTIVE	# of ASSOCIATE	# of SUSTAINING	TOTAL
Expected	\$ 1,284,559	\$ 345,920	\$ 528,000	\$ 2,158,479	68	101	34	203
Uncertain	\$ -	\$ -	\$ -	\$ -	0	0	0	0
	\$ 1,284,559	\$ 345,920	\$ 528,000	\$ 2,158,479	68	101	34	203
Cancelled	\$ -	\$ -	\$ -	\$ -	0	0	0	0

		Total Organizations Billed for 2018	Terri: Enter Numbers in Blue Cells Only
Renewal Dues -- Received	\$ 678,598.27	initial billing (all member types)	259
New Dues -- Received	\$ 13,550.00	new members in 2018	5
TOTAL RECEIVED	\$ 692,148.27	TOTAL	264
New Dues -- Expected	\$ -		
Renewal Dues -- Expected	\$ 2,158,479.18		
TOTAL LIKELY	\$ 2,850,627.45		
Renewal Dues -- Uncertain	\$ -		
TOTAL POTENTIAL	\$ 2,850,627.45		
Cancelled 2018 Dues	\$ -		
Expected	\$ 2,158,479.18		
Dues Needed to Meet Budget	\$ 2,414,551.73		
Excess (or shortfall) versus budget	\$ (256,072.55)		

DRAFT

IBTTA Reserves Funding Procedure

The funding goal for IBTTA's reserves is 50% of annual operating expenses (excluding expenses for revenue generating meetings). This goal can be achieved through a variety of means including reinvestment of earnings, unrealized gains and cash deposits. This procedure will address cash deposits.

Timing: Annual - after prior fiscal year's books have been reconciled and closed.

Procedure:

1. Management reviews new year's budget and determines if any funding is to be derived from reserves. If so, no deposit to reserves will be made.
2. If no withdrawals from reserves are planned for the new year, a monthly cash-based projection for the new year is prepared to identify periods during the new year that may require drawdowns in cash on hand and short-term savings.
3. Cash on hand (in checking account) policy of two months operating expenses must be followed.
4. Management determines if cash uses during the year will need to be supplemented from reserves and whether there will be more cash on hand (and in short term savings) than will be needed at the lower cash point of the year.
5. Management presents findings to Finance Committee.

**Deliverables as Part of IBTTA Three-Year Plan
(With Progress Update for January 7, 2019)**

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	Progress Update 1/7/2019
<p>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).</p>	<p>We have many non-traditional speakers in Orlando. (Wanda)</p>
<p>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)</p>	<p>A handful of non-US based experts will speak on MaaS in Orlando. (Wanda)</p>
<p>3. Students. Encourage members to “sponsor” student attendance at IBTTA technology workshop and annual meeting. (10 students in Orlando; 5 students in Halifax).</p>	<p>This is a potential task for Platinum Sponsor group. (Wanda)</p>
<p>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).</p>	<p>In the process of forming a young professionals roundtable. (Wanda)</p>
<p>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.</p>	<p>We are collaborating with PIARC to bring 15 individuals representing transportation ministries from around the world to Orlando. (Wanda)</p>

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	Progress Update 1/7/2019
<p>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.)</p>	<p>We plan to include several new use cases in 2019 possibly including: “significant event” to document traffic or revenue anomalies; total lane miles; revenue separated by collection method. Other use cases TBD. (Cindy)</p>
<p>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).</p>	<p>Working with European members in Austria, France, Greece, Italy, Spain to achieve this. (Cindy)</p>
<p>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.</p>	<p>In process. (Wanda, Cindy)</p>
<p>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.</p>	<p>We are digesting what we’ve learned from the terminology committee and will return with some possible solutions. (Cindy)</p>

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	Progress Update 1/7/2019
<p>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.</p>	<p>It's happening with support from Georgia SRTA. (Mary Sallach)</p>
<p>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).</p>	<p>We are considering potential webinar-like programs as follows: state facing government affairs professionals and efforts; information exchange among MBE, SBE, WBE, etc.; TollMiner demo. (Bill, Pat)</p>
<p>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.</p>	<p>A member working group supported by staff is working on this. Populating the site with documents has been slow going. (Wanda)</p>

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

Deliverables	Progress Update 1/7/2019
1. Fly In. Hold Washington, DC fly-in to Congress and the Administration in 2019 to advance the tolling agenda.	Plans are well underway. (Neil)
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).	Policy proposal is in drafting stage for vetting by the Government Affairs Committee. (Neil)
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).	Perhaps we should consider reframing this deliverable to be a forum for networking and information exchange among individuals engaged in state facing government affairs efforts. (Neil)
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).	See the Orlando program. We will address many of these topics there and the product of those discussions could inform IBTTA’s vision and plan. (Neil, Wanda)
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).	See 4 above.

**Resolution to Elect New Members
To be adopted by the IBTTA Board January 11, 2019**

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.

Agency/Organization	Member Type	City	State	Country
Ayalon Highways Ltd.	Active	Rishon Lezion		ISRAEL
Dome Corporation of North America	Associate	Saginaw	MI	UNITED STATES
IMS, Inc	Associate	Liverpool	NY	UNITED STATES
Intelligent Structures, Inc.	Associate	Menlo Park	CA	UNITED STATES
Woolpert	Associate	Beavercreek	OH	UNITED STATES

**Resolution on Discretionary Non-Elective Contribution to IBTTA
Staff 401(k) Retirement Plan
To be Approved by the IBTTA Board of Directors
January 11, 2019**

WHEREAS IBTTA has what is known as a “Safe Harbor” 401(k) plan in which the employer makes a matching contribution up to 4.5% of employee compensation. However, to reach the targeted employer contribution of 6% under the IBTTA 401(k) retirement plan, the board of directors must vote each year to make an additional contribution of 1.5% of employee compensation;

WHEREAS the total IBTTA contributions for 2018 to be accrued in 2018 and paid in 2019, including both the 401(k) match of **\$77,457.50** and the Discretionary Non-Elective Contribution of **\$26,070.00** amount to a total contribution of **\$103,527.50**. This total amount is provided for in the 2018 budget; and

WHEREAS the Compensation Policy Committee voted on January 11, 2019 to recommend that the IBTTA Board adopt this resolution.

NOW, THEREFORE, BE IT RESOLVED that IBTTA make a Discretionary Non-Elective Contribution to the IBTTA 401(k) Retirement Plan for the period from January 1, 2018 through December 31, 2018 in an amount equal to 1.5% of employee compensation totaling \$26,070.00.

Additional Background Information

In May 2008, the IBTTA Board authorized the establishment of a Retirement Plan in the form of a 401(k) plan for IBTTA employees and authorized the Compensation Policy Committee to conduct the detailed technical analysis necessary to select the most appropriate safe-harbor 401(k) plan and proceed to implement such plan.

The Compensation Policy Committee selected the following safe-harbor option, to be used with the replacement plan, known as the IBTTA 401(k) Retirement Plan:

1. IBTTA will match, on a dollar for dollar basis, the first 3% of compensation contributed by an employee.
2. IBTTA will match, on a \$.50 on the dollar basis, the next 3% of compensation contributed by an employee.
3. On an annual basis, in January for the previous plan year, the Board of Directors will authorize an additional contribution to employee accounts, stated as a percentage of employee compensation but without regard to the level of employee contributions.
 - a) This percentage will be determined based on a review of financial results for the preceding year, but will be targeted to equal 1.5% of employee compensation.
 - b) A recommendation will be developed and approved by both the Compensation Policy Committee and the Finance Committee prior to presentation to the Board.