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TOLLING. MOVING SMARTER.

**IBTTA BOARD BOOK**  
**September 9 & 11, 2020**

Revised September 7, 2020

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**IBTTA Board of Directors and Committee Meetings**  
September 9 and 11, 2020  
Digital Virtual Meetings by Zoom  
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SCHEDULE  
IBTTA Board of Directors and Committee Meetings  
September 9 & 11, 2020

NOTE:

- Meetings will be held virtually.
- Times are subject to change.
- All times are expressed in U.S. Eastern Time.

**Wednesday, September 9, 2020**

10:30am to 11:30am

Membership Committee (By invitation)

11:30am to 12:30am

Past Presidents Advisory Council (By invitation)

1:00pm to 2:00pm

Finance Committee (By invitation)

2:00pm to 3:00pm

Task Force on Diversity, Social & Racial Inclusion (By invitation)

**Friday, September 11, 2020**

11:00am to 12:30pm

IBTTA Board of Directors and Council of Platinum Sponsors Retreat on Strategic Issues  
(By Invitation)

1:00pm to 2:30pm

IBTTA Board of Directors Meeting

- Resolutions
- Routine Board Business

# 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.

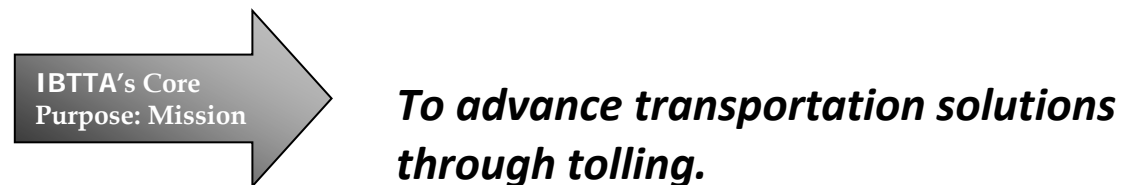
### ***Long-Range Strategic Planning Horizon (10 to 30 Year Envisioned Future)***

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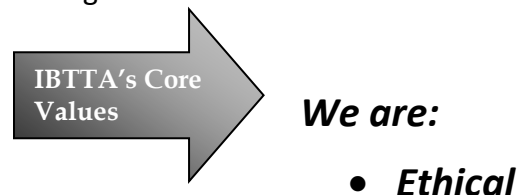
A 10 to 30 year planning horizon was developed, which consists of IBTTA's core ideology and 10 to 30 year envisioned future.

**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?

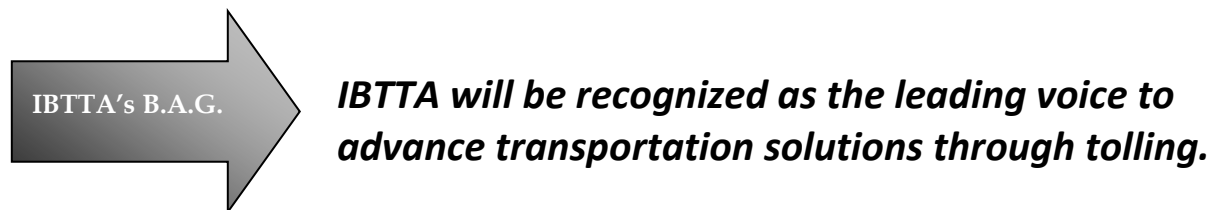


**Core values** are a small set of timeless, guiding principles that do not require external justification. They only have intrinsic value and importance to IBTTA and its members. Core values are so fundamental that they seldom change — *if at all*. They define the behavior required in order for the 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.



- ***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.



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
Total Income	\$ 5,156,278	\$5,654,854	\$ 498,576	\$6,038,275	\$ 383,421	\$6,344,857	\$ 306,582
<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

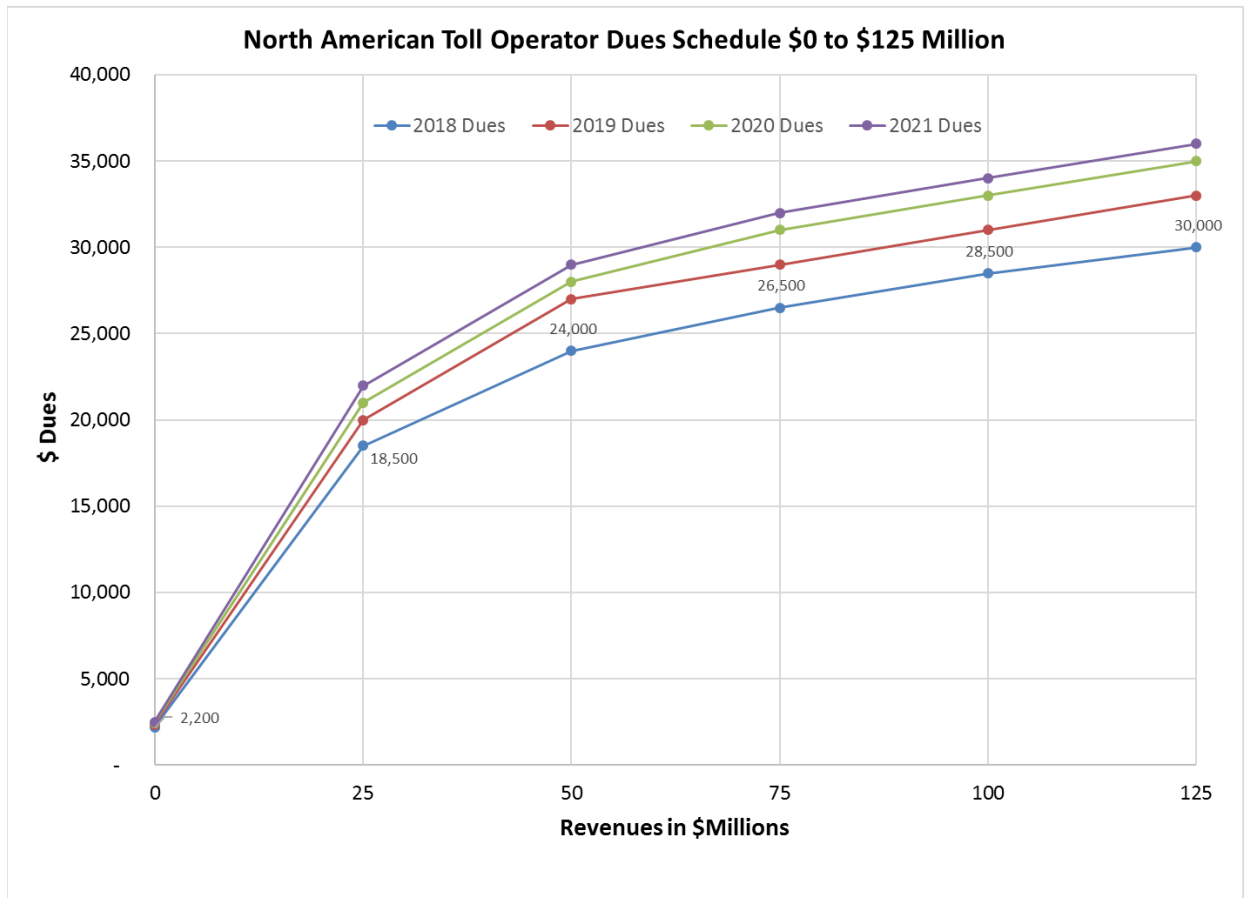
**APPENDIX 3: PROPOSED 2019-2021 DUES STRUCTURE**

Active North America Toll Revenues in \$Millions	# of members	TOTAL 2018 DUES REVENUE	Average 2018 Dues	2018 Dues	2019 Dues	2020 Dues	2021 Dues	18 to '19 increase	19 to '20 increase	20 to '21 increase
0 \$	10	\$ 22,000	\$ 2,200	\$ 2,200	\$ 2,350	\$ 2,440	\$ 2,500	7%	4%	2%
25 \$	21	\$ 233,548	\$ 11,121	\$ 18,500	\$ 20,300	\$ 21,300	\$ 22,000	10%	5%	3%
50 \$	5	\$ 112,712	\$ 22,542	\$ 24,000	\$ 26,500	\$ 28,000	\$ 29,000	10%	6%	4%
75 \$	4	\$ 97,801	\$ 24,450	\$ 26,500	\$ 29,300	\$ 30,900	\$ 32,000	11%	5%	4%
100 \$	4	\$ 108,489	\$ 27,122	\$ 28,500	\$ 31,300	\$ 32,900	\$ 34,000	10%	5%	3%
125 \$	3	\$ 87,672	\$ 29,224	\$ 30,000	\$ 33,000	\$ 34,800	\$ 36,000	10%	5%	3%
300 \$	11	\$ 346,715	\$ 31,520	\$ 35,000	\$ 40,500	\$ 43,800	\$ 46,000	16%	8%	5%
700 \$	7	\$ 245,000	\$ 35,000	\$ 35,000	\$ 42,000	\$ 46,200	\$ 49,000	20%	10%	6%
1500 \$	5	\$ 175,000	\$ 35,000	\$ 35,000	\$ 45,500	\$ 51,800	\$ 56,000	30%	14%	8%
2000 \$	3	\$ 105,000	\$ 35,000	\$ 35,000	\$ 47,500	\$ 55,000	\$ 60,000	36%	16%	9%
Active Non N.A. \$	11	\$ 155,655	\$ 14,150	\$ 17,500	\$ 19,300	\$ 20,300	\$ 21,000	10%	5%	3%
Group \$	4	\$ 100,000	\$ 25,000	\$ 25,000	\$ 27,500	\$ 29,000	\$ 30,000	10%	5%	3%
Small Assoc \$	65	\$ 155,000	\$ 2,385	\$ 2,500	\$ 2,800	\$ 2,900	\$ 3,000	12%	4%	3%
Med Assoc \$	30	\$ 240,000	\$ 8,000	\$ 8,000	\$ 9,200	\$ 9,920	\$ 10,400	15%	8%	5%
Sustaining \$	35	\$ 525,000	\$ 15,000	\$ 15,000	\$ 18,000	\$ 19,800	\$ 21,000	20%	10%	6%
DBE \$	23	\$ 22,388	\$ 973	\$ 995	\$ 995	\$ 995	\$ 995	0%	0%	0%
\$	241	\$ 2,731,980								
		Active N.A.		Total Dues Revenue 2018	Total Dues Revenue 2019	Total Dues Revenue 2020	Total Dues Revenue 2021			
		Active Non N.A.		\$ 1,533,937	\$ 1,793,145	\$ 1,947,060	\$ 2,050,341			
		Group		\$ 155,655	\$ 171,600	\$ 180,400	\$ 187,000			
		Small Assoc		\$ 100,000	\$ 110,000	\$ 116,000	\$ 120,000			
		Med Assoc		\$ 155,000	\$ 173,600	\$ 179,800	\$ 186,000			
		Sustaining		\$ 240,000	\$ 276,000	\$ 297,600	\$ 312,000			
		DBE		\$ 525,000	\$ 630,000	\$ 693,000	\$ 735,000			
				\$ 22,388	\$ 22,388	\$ 22,388	\$ 22,388			
				\$ 2,731,980	\$ 3,176,733	\$ 3,436,248	\$ 3,612,728			
					2019	2020	2021			
		Percent dues increase for smallest agency member			7%	4%	2%			
		Percent dues increase for median agency member			11%	5%	4%			
		Percent dues increase for 3 largest agency members			36%	16%	9%			

## 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.

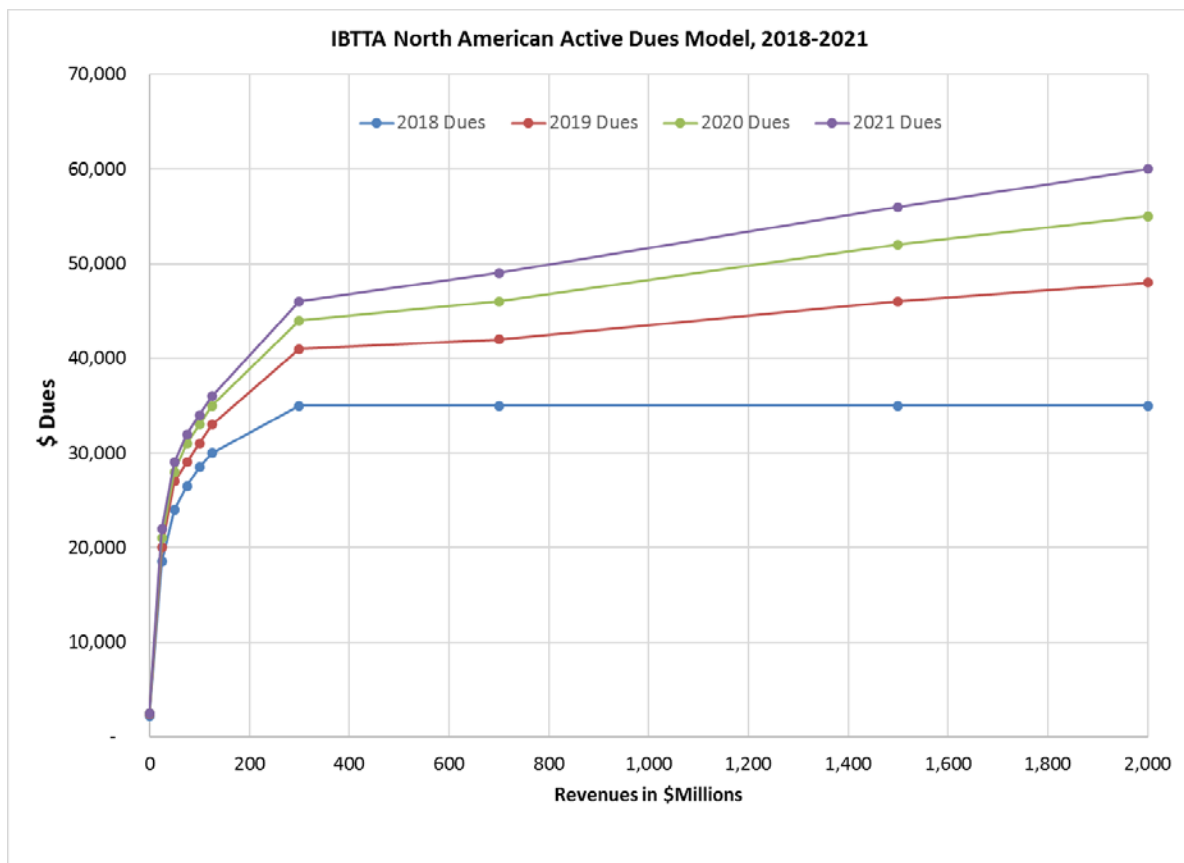
The blue line towards the bottom of the chart is the current dues structure. The other lines show proposed dues levels for 2019-2021. To show more detail, this chart includes only members with toll revenues between zero and \$125 million. The next chart shows the dues structure continuing above \$125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

Originally presented to the Board October 26, 2018

(Outcomes are written in **BLACK**. Text in **BLUE** signifies work to achieve the outcomes.)

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.
  - a. This was a priority for the Orlando Technology Summit (March 2019) planners and feedback from our post-Workshop survey reflected many comments about the number of outside speakers and new thinkers that they heard throughout the Summit. This is one of the overall objectives for all meeting planners.
  - b. IBTTA's Communication and Change Management Summit's Meeting Planning Group has planned a diverse set of speakers from inside and outside the tolling industry, entry level to executive level speakers, a mix of ethnic background and 55 percent of the speakers are women. IBTTA is partnering with the WTS Puget Sound Chapter for the Summit in Seattle.

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).
  - a. The MaaS track during the Orlando Technology Summit was hoping to have more international expert speakers but unfortunately, most of them were unable to attend without significant funding and/or stipends. We did have many US-based speakers with knowledge of European MaaS.
  - b. The 2019 Annual Meeting should reflect a larger contingent of non-North American presenters; one of the General Sessions is a large panel of speakers from Around the World reflecting on specific experiences from their countries. Another general session is about Bridge Asset Management, also presented by bridge operators around the world who are part of ISCBOA, our Annual Meeting partner.
3. **Students.** Encourage members to “sponsor” student attendance at IBTTA technology workshop and annual meeting. (10 students in Orlando; 5 students in Halifax).
  - a. Eight students registered at the discounted rate for the Orlando Technology Summit. Those eight students and many others came to the Backyard Olympics which was a great way to introduce them to the IBTTA community.
  - b. We are working with a few students interested in attending the Annual Meeting in Halifax. The Young Professionals Council is also working to encourage student attendance as part of their initiative.
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).
  - a. The Orlando Technology Summit brought approximately 25 people to the inaugural meeting of the Young Professionals Council. Tyler Milligan ran the meeting and did the outreach to encourage companies to send new staff. They worked on a Vision and Mission as well as identifying subcommittees and electing Council Leadership.
  - b. Marty Stone and Tom Knuckey ran a Tolling 101 session as part of the preliminary roundtables during the Orlando Technology Summit. It was very well attended and received great marks in the post-Summit survey. This is something that we’d like to continue since it appeals to both young professionals and newbies to the industry.

- c. The Young Professionals Council (YPC) will present a proposal to the IBTTA Board for institutionalizing the group's activities within the IBTTA framework.
  - d. The YPC is working with the Leadership Academy to create a mentoring program and the Leadership Academy alumni association (newly formed) is finding ways to work with the YPC moving forward.
- 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.
  - a. Collaboration activities: Orlando Technology Summit: ATI, TeamFL, TRB, ITS International, PIARC; Finance Summit: TRB Finance Committees. 2019 Maintenance Workshop; no partners yet but working with AMOTIA (asset management association) and many member host agencies in Hampton Roads area. Communications: WTS. Annual Meeting partner is ISCBOA. International Summit of Portugal: ASECAP.
  - b. IBTTA worked closely with the organization "Infrastructure Week 2019," to promote Infrastructure Week, May 13-20, 2019, highlighting the benefits of tolling and transportation. One example was an audio podcast focusing on IBTTA Member, WSDOT's new SR-99 Tunnel.

**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.)
  - a. Releases: In June 2019, we released TollMiner 3.0. It added 2018 traffic and revenue (T&R) data and updated 2017 T&R numbers, along with a re-designed database. Also, as new facilities start tolling, they are continually added to the tool.
  - b. Agency Attributes to address use cases: We are working with the TollMiner Working Group to identify agency attributes that are the most relevant to collect



and display in TollMiner. These will allow a user to apply filters to identify agencies that have these attributes. Attributes span technology, operations, violation processing, and infrastructure, and will be included in a 2019 release of the tool.

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).
  - a. TollMiner was discussed during the May 2019 International Committee meeting. Committee members understand the value of having their data in TollMiner and will be working with IBTTA to provide their information in a readable format. For now, TollMiner contains the facilities, operators, and centerline miles that are part of ASECAP, but does not have additional data including toll collection/pricing methods or T&R data. Maria Moreno from SEOPAN has provided more detailed information on roads operated by Roadis in India, Brazil, Portugal, Mexico, and Spain, so we are making some progress.
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.
  - a. In April 2019, we hired Lisa Jewell as a Research Specialist. Lisa has a MS degree in Library Sciences. She's jumped into working on TollMiner with interest and focus and is showing great promise as a new member of our team.
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.
  - a. Data Validation. We have built a new Agency Validation interface that allows data to be edited in place and submitted to IBTTA. Once approved by IBTTA, the data is then pushed to the live TollMiner Tool. The new interface is easier to use and allows IBTTA to track the date that an agency approved their data. TollMiner will be adjusted this year to allow a user to visually identify which agencies have validated their data.

**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.
  - a. John Keller, New Jersey Turnpike, made a presentation on this topic during the spring Board meeting in Philadelphia in May 2019. Another presentation will be made to the Board at the September 2019 board meeting with recommendations on continuing the program in 2020.
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).
  - a. In April 2019, we opened a Gaggle email discussion group for executive directors and their equivalents at member agencies and concessionaires with some initial discussion on violation enforcement and related issues. Other recent topics have focused on toll leakage and cross state reciprocity, advancing roadway automation readiness, and commercial truck fleet loyalty and discount programs.
  - b. The International Committee held a Webinar on Managed Lanes on June 18, 2019. Three agency speakers presented their managed lanes models and messaging as examples to emulate at facilities operating in the US and outside of North America. 246 individuals registered for the webinar and 163 attended the live session.
  - c. We are planning a second International Committee webinar on drone usage in October 2019.
  - d. On July 17, 2019, the Council of Platinum Sponsors hosted a webinar to discuss the Department of Homeland Security Cybersecurity Framework for Transportation. The webinar was presented by Mark Cantelli, Vice President,

Conduent Transportation, and Frank Reid, Senior Cybersecurity Consultant at AECOM.

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.
  - a. The Membership Committee launched the “IBTTA Exchange” also known as the Document Exchange. 197 Documents have been added by members. Categories include Job Descriptions, Organization Charts, Design Specs, Call Center Operations, and Policies. Instead of developing a proprietary software, we are using Box.com to launch this new product. The Committee will continue to gauge the success and work on improvements throughout the year.
  - b. Round two of the “Master Procurement Calendar” has been published to include procurements through 2021. The team is actively working to identify Procurement Contacts all at member agencies and add their procurement plans to the calendar.

**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.
  - a. Occurred February 27-28, 2019 with 20 participants (including staff). We attended a portion of the AASHTO Washington briefing and had sit-down briefings with staff of the Senate Environment & Public Works Committee and House Committee on Transportation & Infrastructure.
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).

- a. This is a work in progress. The timetable of reauthorization is uncertain, but we are working on drafting policy position through the Government Affairs Committee.
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).
- a. Government Affairs Committee has repeatedly discussed this effort and have been working with FHWA staff seeking opportunities to assist any states applying for the ISRRPP program. The sense of the GA Committee and staff is that other opportunities for advancing tolling may bear more fruit.
  - b. Officials from Connecticut reached out to IBTTA for assistance and Pat Jones testified to the state legislature in support of the Governor’s proposal to re-institute tolling. Other efforts have included meeting with Governor Lamont, writing and publishing op eds, and serving as a resource to supportive local organizations.
  - c. IBTTA staff have worked with MTA Bridges & Tunnels to convene an “industry day” in support of sharing ideas to advance cordon-based pricing.
  - d. IBTTA continues to educate and inform members of the media on the benefits of tolling, new efforts on congestion pricing and mobility.
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).
- a. Emerging Technologies Committee has been created and several new subgroups have been established: Big Data, Drones, Innovation & Strategy role within an agency, and Tolling and customer management. The groups have all held initial formation meetings and are working to develop white papers for Board consideration in early 2020. Existing Toll Miner and Connected & Automated Vehicles (CAV) Working Groups are also meeting and engaging on a regular basis.

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).

## **IBTTA PAST PRESIDENTS ADVISORY COUNCIL**

### **Agenda**

**September 9, 2020**

**11:30am to 12:30pm**

1. Call to Order
2. Catch up and reconnect
3. Honorary Member Candidates
4. Potential Board Candidates
5. Book for Future Presidents
6. Adjourn

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

### **Agenda**

**September 9, 2020**

**1:00pm to 2:00pm ET**

1. Call to Order
2. President & Chairman's Remarks
3. Review of June 30 Financial Statements with year-end Projections
4. 2021 Budget Planning Schedule
5. Investment Subcommittee Report
6. Progress Report on Action Plan to Mitigate Quadrant II Risks
7. 2020 Finance Committee Goals
8. Action Items
  - a. Policy on Budget Development and Variances
  - b. Approval of April 2, 2020 Minutes
9. Adjourn

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

Revised 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**  
**Investment Policy**  
**Adopted by the IBTTA Board of Directors on January 8, 2016**  
**With revisions adopted September 9, 2017**

**Purpose:**

The purpose of this statement is to set forth the policy and operational factors governing the investment management of the International Bridge Tunnel and Turnpike Association (IBTTA) Total Operating Reserve.

The Total Operating Reserve will be comprised of a short-term and long-term portfolio. This statement will serve to direct the management of investment assets within each portfolio by the designated investment advisor.

The determination of the amount in the short-term versus long-term portfolio will be determined annually by the Executive Director and submitted to the Board for approval as part of the annual budgeting process.

**Operating Reserve – Guidelines and Restrictions**

The primary objectives of this portfolio are:

- **Safety:** Investments of the Association shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, diversification along credit and maturity lines is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.
- **Liquidity:** The investment portfolio will remain sufficiently liquid to enable the IBTTA to meet all operating requirements, which might be reasonably anticipated.
- **Return on Investments:** The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and the cash flow characteristics of the portfolio. The management of the portfolio should seek to optimize return while minimizing risk through diversification and asset allocation.

**Cash Flow Expectations:**

This portfolio provides a short term funding reserve for IBTTA that will be funded and reduced based on the amount of funds in the IBTTA checking account. It is expected that the reserve will receive a large initial contribution then be drawn down over the year. Funds can potentially be needed monthly.

**Time Horizon:**

This portfolio is considered short term in its investment time horizon. Investments should reflect a maturity target of approximately one year. The portfolio will reflect an allocation strictly to ultra short term investments in order to meet any monthly cash flow requirements.

### **Tax Status:**

IBTTA is a nonprofit organization and is thus exempt from taxes. Investment decisions should reflect this tax status when purchasing or selling securities.

### **Risk Tolerance / Asset Allocation:**

This portfolio is classified as conservative based on the stated objectives of preservation of capital and liquidity. The recommended target asset allocation is set to achieve these objectives while maximizing returns.

Asset Class	Target Allocation
Ultra Short Term Fixed Income	100%

The Ultra Short Term Fixed Income asset class will target a weighted average maturity of no greater than 14 months and a weighted average credit rating of AA, with an emphasis on US Treasuries and Agencies.

### **Eligible Investments and Restrictions:**

The following are eligible investments for this investment portfolio:

- US Treasuries
- US Agencies
- Municipal and Corporate Bonds rated investment grade or higher by Moody's, S&P, or Fitch
- Mortgage Backed Securities issued by US Agencies
- Dollar denominated obligations of foreign issuers issued in the U.S.
- Foreign government and agency obligations
- Bonds with a maturity of 2 years or less at the time of purchase
- FDIC Insured Certificates of Deposit
- FDIC Insured Money Market Accounts
- Money Market funds that invest solely in eligible securities listed above, and whose credit quality is such that they must invest exclusively in high-quality securities (generally those that are in the top two tiers of credit quality)
- Mutual funds that invest solely in eligible securities listed above
- Exchange traded funds that invest solely in eligible investments listed above

### **Short-Term Portfolio Reserve – Guidelines and Restrictions**

The primary objectives of this portfolio, in order of importance, are:

- **Safety:** Investments of the Association shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, diversification along credit and maturity lines is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.
- **Liquidity:** The investment portfolio will remain sufficiently liquid to enable the IBTTA to meet all operating requirements, which might be reasonably anticipated.
- **Return on Investments:** The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and the cash flow characteristics of the portfolio. The management of the portfolio should seek to optimize return while minimizing risk through diversification and asset allocation.

### **Cash Flow Expectations:**

This portfolio provides a short term funding reserve for IBTTA to cover expenses related to special projects/initiatives that are not covered by the annual budget, or to replenish the checking account. As such, there are no known cash flow expectations; however, funds may be needed periodically in order to meet these needs. Any change in IBTTA's need for cash flows from this account should be addressed through a change in this policy statement.

### **Time Horizon:**

This portfolio is considered short term in its investment time horizon. The investment portfolio as a whole should reflect a maturity target of approximately five years or less.

### **Tax Status:**

IBTTA is a non-profit organization and is thus exempt from taxes. Investment decisions should reflect this tax status when purchasing or selling securities.

### **Risk Tolerance / Asset Allocation:**

This portfolio is classified as conservative based on the stated objectives of preservation of capital and liquidity. The recommended target asset allocation seeks to achieve these objectives while maximizing returns and minimizing volatility.

Asset Class	Target Allocation
Fixed Income	99.0
Cash	1.0

The fixed income asset class will target a weighted average maturity of no greater than five years and a weighted average credit rating of no lower than AA.

### **Eligible Investments and Restrictions:**

The following are eligible investments for this investment portfolio:

- Cash Equivalents
  - Treasury Bills
  - Money Market Funds
  - FDIC Insured CDs
  - FDIC Insured Money Market Accounts
- Fixed Income Securities (rated investment grade by Moodys, S&P, or Fitch)
  - U.S. Government and Agency Securities
  - Fixed Income Securities of Foreign Governments and Corporations (up to 35% of the market value of the fixed income portion of the portfolio)
  - Corporate Notes and Bonds
  - Mortgage Backed Bonds
  - The fixed income portion of the portfolio shall have a weighted average maturity of 3 years or less.
  - The weighted average credit quality of the fixed income portion of the portfolio shall be not less than an 'AA' rating.
- Mutual Funds or Exchange Traded Funds (including similar pooled investments and separately managed accounts) shall be selected on the basis that they invest in those securities deemed to be allowable above.
- Diversification
  - No more than 10% of the portfolio combined may be in the securities of any one issuer with the exception of obligations of the US Government and its agencies, and federally insured instruments.
  - No more than 20% of the portfolio combined may be in the securities of a particular industry.

### **Benchmarking:**

1. The portfolio will be compared to a benchmark comprised of the Barclays Capital Aggregate Bond Index, Barclays Capital Gov. 1-3 Year Bond Index, and the Merrill Lynch Three Month US Treasury Bill Index. Weights will be applied to each index based on the target allocation to each broad asset class.
2. The investment advisor will provide a benchmark for each fund and separately managed account held within the portfolio.

### **Long-Term Portfolio Reserve – Guidelines and Restrictions**

#### **Statement of Objectives:**

The primary objectives of this portfolio, in order of importance, are:

- **Safety:** Investments of the Association shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, diversification along credit and maturity lines is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.
- **Return on Investments:** The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and the cash flow characteristics of the portfolio. The management of the portfolio should seek to optimize return while minimizing risk through diversification and asset allocation.
- **Liquidity:** The investment portfolio will remain sufficiently liquid to enable the IBTTA to meet all operating requirements, which might be reasonably anticipated.

### **Cash Flow Expectations:**

This portfolio is not expected to be a direct source of cash flow for IBTTA, however, withdrawals from this Reserve may be required in order to fund the Short Term Reserve. As such, an adequate amount of the fixed income portfolio will be held in short term securities. Any change in IBTTA's need for cash flows from this account should be addressed through a change in this policy statement.

### **Time Horizon:**

This portfolio is considered long term in its investment time horizon. Investments seek long term growth as their primary objective. The funds in this account are not expected to be withdrawn in the next 5 years.

### **Tax Status:**

IBTTA is a non-profit organization and is thus exempt from taxes. Investment decisions should reflect this tax status when purchasing or selling securities.

### **Risk Tolerance / Asset Allocation:**

This portfolio is classified as moderate risk based on the stated objectives of long term growth of assets and preservation of capital. The recommended target asset allocation seeks to achieve these objectives while maximizing returns and minimizing volatility.

<b>Asset Class</b>	<b>Minimum</b>	<b>Target Allocation</b>	<b>Maximum</b>
Domestic Equity	26%	32.5%	36.5%
International Equity	14%	17.5%	18.5%
Fixed Income	39%	49%	59%
Cash	0%	1%	2%

The fixed income asset class will target a weighted average maturity of no greater than eight years and a weighted average credit rating of no lower than AA.

The domestic and international equity assets classes will reflect an allocation to all nine style boxes based on market capitalization (Large, Mid, Small) and style (Value, Blend, Growth.) The allocation to international equity will also include exposure to both developed and emerging markets.

### **Return Expectations:**

Returns are expected to be commensurate with the risk tolerance and asset allocation of the investments and will reflect the portfolio's objectives of long term growth and stability. The portfolio performance will be gauged against a designated benchmark and is expected to track those benchmark returns over time.

### **Eligible Investments and Restrictions:**

The following are eligible investments for this investment portfolio:

- Cash Equivalents
  - Treasury Bills
  - Money Market Funds
  - FDIC Insured CDs
  - FDIC Insured Money Market Accounts
- Fixed Income Securities (rated investment grade by Moodys, S&P, or Fitch)
  - U.S. Government and Agency Securities
  - Fixed Income Securities of Foreign Governments and Corporations (up to 35% of the market value of the fixed income portion of the portfolio)
  - Corporate Notes and Bonds
  - Mortgage Backed Bonds
  - The fixed income portion of the portfolio shall have a weighted average maturity of 10 years or less.
  - The weighted average credit quality of the fixed income portion of the portfolio shall be not less than an 'AA' rating.
- Equity Securities
  - Common Stocks
  - American Depositary Receipts (ADRs) and Ordinary Shares of Non-U.S. Companies
- Mutual Funds or Exchange Traded Funds (including similar pooled investments and separately managed accounts) shall be selected on the basis that they invest in those securities deemed to be allowable above.
- Diversification
  - No more than 5% of the portfolio combined may be in the securities of any one issuer with the exception of obligations of the US Government and its agencies, and federally insured instruments.
  - No more than 20% of the portfolio combined may be in the securities of a particular industry.

The following are not eligible investments for this investment portfolio:  
Purchasing the following:

- Private placement;
- Letter stock;
- Futures;
- Currency forwards;
- Options;
- Commodities;
- Securities whose issuers have filed a petition for bankruptcy.

Making the following transactions:

- Short sales
- Margin transactions
- Any speculative investment activities

### **Benchmarking:**

3. The portfolio will be compared to a benchmark comprised of the Russell 3000 Index, FTSE All World Ex-U.S. Index, Barclays Capital Aggregate Bond Index, Barclays Capital Gov. 1-5 Year Bond Index, and the Merrill Lynch Three Month US Treasury Bill Index. Weights will be applied to each index based on the target allocation to each broad asset class.
4. The investment advisor will provide a benchmark for each fund and separately managed account held within the portfolio.

### **Rebalancing Procedures:**

This portfolio will be rebalanced periodically to assure that the overall asset allocation target of the portfolio is maintained. Events including large deposits or withdrawals and significant market movements may trigger the need to rebalance the portfolio. Regardless of activity the portfolio will be reviewed on a quarterly basis at a minimum to assure the balance is adequately maintained. In order to minimize transaction costs, the manager will evaluate the benefit of rebalancing relative to the transaction cost. The advisor will maintain a rebalancing threshold of +/- 20% of the target allocation percentage for each asset class, with the exception of cash, which will have a rebalancing threshold of +/- 50% of the target.

### **Total Operating Reserve Guidelines**

### **Monitoring:**

The advisor will provide the IBTTA Finance Committee with a detailed report of the portfolio at least quarterly. The quarterly report will outline the following in a simple and graphical way:

- What have we invested where?

- How has our portfolio performed relative to our investment policy and designated benchmarks?
- What is the change in value of our portfolio over time (a quarter, a year, etc.)?
- What, if anything, should we be concerned about with respect to the market, our portfolio, or any other relevant factors?

### **Policy Revisions:**

This policy will be formally reviewed annually to determine if the objectives, constraints, and allocations are appropriate and consistent with IBTTA's objectives. Additional conditions under which the policy might be amended include:

- A change in IBTTA's risk tolerance, timeline, tax status, or cash flow expectations
- Introduction of new investment vehicles
- A change in the objective of the portfolio

The IBTTA Finance Committee will work with the designated investment advisor to review the policy for its appropriateness after such changes, and will amend the policy when necessary.

### **Duties and Responsibilities:**

The following parties to this policy will be charged with certain duties and responsibilities as it relates to management of the portfolio:

International, Bridge, Tunnel and Turnpike Association: Will be required to review and approve this Investment Policy Statement in its entirety. IBTTA will be responsible for working with a Designated Investment Adviser no less than annually to review and amend this policy statement. IBTTA is responsible for selecting an investment advisor who will comply with this policy statement, and is responsible for periodically reviewing the advisor's compliance with this policy statement.

Designated Investment Advisor: Will be responsible for implementing the investment strategy outlined in this policy statement by selecting investments and external managers that meet the investment criteria within this policy statement. The Designated Investment Advisor will be charged with timely reporting of investment performance to IBTTA. The Designated Investment Advisor is also required to perform all normal due diligence in selecting external investment managers, including a review of their ability to operate within the investment guidelines and restrictions outlined in this policy. The Designated Investment Advisor is responsible for selecting other appropriate parties as needed to implement this policy, including attorneys, custodians, and broker/dealers.



Investment Manager: Investment managers will be any party the Designated Investment Advisor selects to invest funds on behalf of IBTTA. For purposes of this policy, Investment Managers include Mutual Fund Managers, Exchange Traded Fund Managers, Separate Account Managers, Money Market Fund Managers, and any other party that the Investment Manager contracts to invest funds on behalf of IBTTA. The Investment Advisor is responsible for assuring that any Investment Manager selected is investing funds in a manner consistent with the eligible investments and restrictions outlined in this policy.

**Authority:**

IBTTA Board approval is required to make changes to this Investment Policy Statement.

Authorized agents for IBTTA for this account may direct transfers in or transfers out of the account governed by this policy. The authorized agents are: Executive Director of IBTTA and Director of Government Affairs of IBTTA.

**Approval**

I acknowledge that this Investment Policy accurately represents the guidelines and restrictions to which the International, Bridge, Tunnel and Turnpike Association Total Operating Reserve is to be managed.

\_\_\_\_\_  
PRINT NAME

\_\_\_\_\_  
DATE

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
PRINT NAME (Dennis Gogarty)  
President, Raffa Wealth Management, LLC

\_\_\_\_\_  
DATE

\_\_\_\_\_  
SIGNATURE

Revisions adopted on these dates:

April 4, 2014

January 8, 2016

September 9, 2017

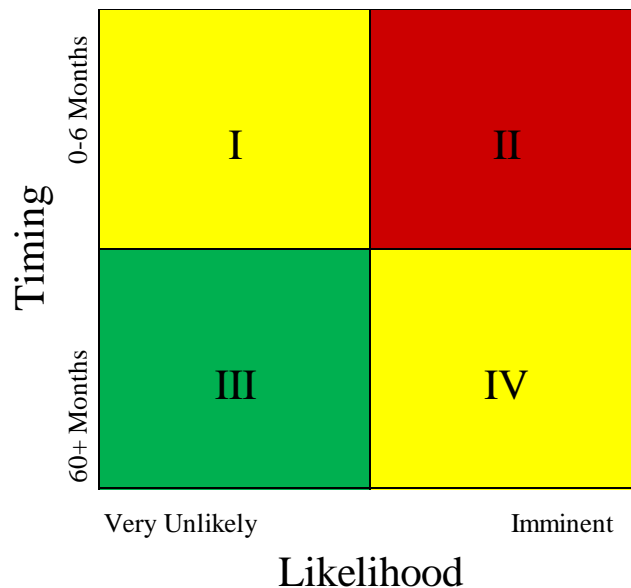
**IBTTA Budget vs. Actual, FY 2020, January 1-December 31**

	TOTAL			Projection to Budget
	Actual 6/30	Budget 12/31	Projection 12/31	Variance
<b>Revenue</b>				
Total 75xx Member Dues	\$ 3,316,686	\$ 3,436,000	\$ 3,352,186	\$ (83,814)
Total 76xx Meeting Revenues	\$ 1,208,435	\$ 2,834,164	\$ 921,650	\$ (1,912,514)
79xx Other Income				
7904 Advertising	\$ 0	\$ 0	\$ 10,000	
7905 Other Income/CC Fees	\$ 3,584	\$ 20,000	\$ 29,700	
7906 Royalty Income	\$ 4,818	\$ 0	\$ 9,400	
Total 79xx Other Income	\$ 8,401	\$ 20,000	\$ 49,100	\$ 29,100
Total Revenue	\$ 4,533,522	\$ 6,290,164	\$ 4,322,936	\$ (1,967,228)
Gross Profit	\$ 4,533,522	\$ 6,290,164	\$ 4,322,936	\$ (1,967,228)
<b>Expenditures</b>				
Total Bank Fees	\$ 14,946	\$ 65,900	\$ 22,000	\$ (43,900)
Total Design, Printing & Postage	\$ 32,218	\$ 152,250	\$ 53,642	\$ (98,608)
Total Insurance	\$ 31,162	\$ 30,000	\$ 31,162	\$ 1,162
Total Meeting Venue & Meals	\$ 62,317	\$ 1,239,900	\$ 62,319	\$ (1,177,581)
Total Miscellaneous	\$ 12,001	\$ 18,300	\$ 18,350	\$ 50
Total Occupancy	\$ 255,283	\$ 409,444	\$ 409,444	\$ -
Total Office Expense	\$ 25,000	\$ 38,702	\$ 41,672	\$ 2,970
Total Other Direct Meeting Expenses	\$ 44,607	\$ 276,850	\$ 22,043	\$ (254,807)
Total Personnel	\$ 1,446,146	\$ 2,676,766	\$ 2,615,956	\$ (60,810)
Total Professional Services	\$ 304,961	\$ 608,600	\$ 557,512	\$ (51,088)
Total Promotion & Advertising	\$ 27,969	\$ 27,500	\$ 32,175	\$ 4,675
Total Reference & Research	\$ 13,821	\$ 12,700	\$ 14,018	\$ 1,318
Total Technology & Data	\$ 222,713	\$ 499,000	\$ 510,102	\$ 11,102
Total Travel	\$ 21,829	\$ 88,200	\$ 22,805	\$ (65,395)
Total Expenditures	\$ 2,514,975	\$ 6,144,112	\$ 4,413,200	\$ (1,730,912)
Net Operating Revenue	\$ 2,018,547	\$ 146,052	<b>-\$ 90,264</b>	\$ (236,316)
<b>771x Investment Income - Portfolio</b>				
7711 Dividends	\$ 15,901	\$ 40,000	\$ 40,000	
7712 Interest	\$ 11,966	\$ 0	\$ 0	
7713 Realized Gain/Loss	\$ 10,986	\$ 0	\$ 0	
7714 Unrealized Gain/Loss	-\$ 66,610	\$ 0	\$ 0	
7716 Investment Advisory Fees	-\$ 7,264	-\$ 14,000	-\$ 15,000	
Total 771x Investment Income - Portfolio	-\$ 35,022	\$ 26,000	\$ 25,000	
Total 77xx Investment Income - Total	-\$ 35,022	\$ 26,000	\$ 25,000	\$ (1,000)
Net Revenue		\$ 172,052	<b>-\$ 65,264</b>	\$ (237,316)

International Bridge, Tunnel and Turnpike Association  
Enterprise Risk Assessment Action Plan – August 29, 2019

The International Bridge, Tunnel and Turnpike Association (IBTTA), engaged the services of CliftonLarsonAllen LLC (CLA) to conduct a strategic level Enterprise Risk Assessment (ERA). The ERA was issued on April 30, 2019 (attached in Appendix). Organizations face risks whether they are known or not. The ERA is a tool that allows the IBTTA to identify risks and group/prioritize the risks based on likelihood and velocity the risks could have on IBTTA’s operations and mission. It is important to note that CLA did not evaluate any risk in detail as applied to IBTTA and their findings do not represent any identified deficiency. Several items include the following phrase in the description: “Inherently this is a significant risk for associations the size of IBTTA.” Nor did CLA quantify the extent of any impact to the operation – minor disruption vs major catastrophe. Management views the ERA as an effective means to facilitate conversations regarding the organization’s risk tolerance and to make sound decisions going forward. CLA notes that there are four general responses to any of the risks: 1) accept and monitor the risk, 2) mitigate the risk, 3) transfer the risk (such as an insurance policy) or 4) avoid the risk. This Action Plan identifies strategies to mitigate the identified higher risks.

When conducting the ERA, CLA performed a quadrant-based analysis that categorized risks based on the likelihood and timing of the risk.



Likelihood was defined as the chance that a risk could have an adverse effect on IBTTA. A five-point scale was used with 5.0 representing imminent and 0.0 representing very unlikely. Timing was defined as how quickly the risk could have an adverse effect on IBTTA. The five-point scale was used with 3-5 representing zero to six months and 0 representing 60 or more months. For illustration purposes, the quadrants are color-shaded based on the severity of the risk. Quadrant II has the highest risk with the timing near-term and the greatest likelihood. Quadrants I and IV have a medium risk. Quadrant III is the

lowest risk with the timing long-term and the least likelihood. Greatest emphasis should be given to Quadrant II risks followed by quadrants I and IV. Minimal, if any, emphasis should be given to Quadrant III. This Action Plan identifies strategies to address Quadrant II risks.

When conducting the ERA, CLA examined the level of inherent risk in the organization across five (5) risk categories and 26 risk subcategories.

#### Risks: Sorted by Category

Risk Category	Risk Sub-Category	Risk Quadrant
Financial	Cost Containment	I
Financial	Expense Sustainability	I
Financial	Fraud	II
Financial	Investments/Endowment	I
Financial	Membership Dues	III
Financial	Revenue Diversity	III
Operational	Business Continuity / Disaster Recovery	II
Operational	Human Capital: Talent/ Turnover/ Vacancy	II
Operational	Insurance	III
Operational	Mission Critical System's Lifecycle	III
Operational	Process Efficiencies	I
Operational	Security Breach	II
Programmatic	Event Success	I
Programmatic	High Cost Low Demand Programs	IV
Programmatic	Market Relevance	II
Programmatic	Membership Experience	I
Programmatic	Research and Data Quality	III
Regulatory / Compliance	Grants and Contracts	III
Regulatory / Compliance	Non-Profit Eligibility	III
Regulatory / Compliance	Privacy of Data	II
Strategic	Competition	III
Strategic	Governance	III
Strategic	Legislative- Association	III
Strategic	Legislative- Membership	III
Strategic	Strategic Plan	I
Strategic	Succession Planning: Leadership	II

Risks: Sorted by Quadrant (Highest to Lowest Risk)

Risk Category	Risk Sub-Category	Risk Quadrant
Financial	Fraud	II
Operational	Business Continuity / Disaster Recovery	II
Operational	Human Capital: Talent/ Turnover/ Vacancy	II
Operational	Security Breach	II
Programmatic	Market Relevance	II
Regulatory / Compliance	Privacy of Data	II
Strategic	Succession Planning: Leadership	II
Programmatic	High Cost Low Demand Programs	IV
Programmatic	Membership Experience	I
Strategic	Strategic Plan	I
Financial	Cost Containment	I
Financial	Expense Sustainability	I
Financial	Investments/Endowment	I
Operational	Process Efficiencies	I
Programmatic	Event Success	I
Strategic	Legislative- Association	III
Strategic	Legislative- Membership	III
Programmatic	Research and Data Quality	III
Financial	Revenue Diversity	III
Operational	Insurance	III
Strategic	Governance	III
Strategic	Competition	III
Regulatory / Compliance	Grants and Contracts	III
Regulatory / Compliance	Non-Profit Eligibility	III
Operational	Mission Critical System's Lifecycle	III
Financial	Membership Dues	III

Quadrant II Risk: Higher Likelihood & Near-Term Effect

Risk Category/Sub-Category:	Financial/Fraud
Description of Risk:	The susceptibility of IBTTA for a fraud event due to a control failure, collusion, and/or inadequate prevention/detection processes. <i>Note: Inherently this is a significant risk for associations the size of the IBTTA.</i>
Mitigation Strategies: <ul style="list-style-type: none"> <li>• Continue to require pre-employment and pre-engagement (with contractor) background checks.</li> <li>• Conduct independent auditor internal control assessments every 4 years or as needed as significant organizational changes occur and implement the recommendations as outlined in Management Response to the May 2019 Internal Control Assessment.</li> <li>• Implement online bill pay and research the potential benefits of implementing Positive Pay.</li> <li>• Ensure policies (ethics, conflict of interest, acceptance of gifts, etc.) are current and reviewed by employees annually.</li> <li>• Provide fraud prevention training to CEO and Deputy Executive Director and other staff as appropriate.</li> </ul>	
Risk Category/Sub-Category:	Operational/ Business Continuity/Disaster Recovery
Description of Risk:	Inability for IBTTA to efficiently respond and continue operations after an event that impairs business continuity or disaster.
Mitigation Strategies: <ul style="list-style-type: none"> <li>• Develop a Continuity of Operations Plan (COOP) with annual reviews and practice.</li> </ul>	
Risk Category/Sub-Category:	Operational/Human Capital: Talent/Turnover/Vacancy
Description of Risk:	A loss of institutional knowledge, particularly when the knowledge spans 20+ years, and the inability to acquire the right personnel talent.
Mitigation Strategies: <ul style="list-style-type: none"> <li>• Continue the effort to document Standard Operating Procedures.</li> <li>• Investigate the cost/benefit of establishing a Repository of Knowledge.</li> <li>• Continue to cross-train employees and support shadowing.</li> </ul>	

Risk Category/Sub-Category:	Operational/ Security Breach
Description of Risk:	Occurrence of an adverse security breach, primarily cyber security, in IBTTA data is compromised. <i>Note: Inherently this is a significant risk across all industries and sizes of organizations.</i>
Mitigation Strategies:	
<ul style="list-style-type: none"> <li>Investigate the potential benefits and cost for a system vulnerability assessment which identifies and prioritizes weaknesses or security holes in a computer system or network and/or penetration test which simulates a cyber-attack against a computer system to check for exploitable vulnerabilities, understanding that the risks confronted by an association like IBTTA are very different from those confronted by toll operators with millions of accounts and transactions and sensitive data.</li> </ul>	

Risk Category/Sub-Category:	Programmatic/Program Relevance
Description of Risk:	IBTTA's ability to provide relevant products, services, programs to meet the demands of the membership. <i>Note: Inherently this is a significant risk for associations.</i>
Mitigation Strategies:	
<ul style="list-style-type: none"> <li>Continue to collect feedback from members and conference attendees (e.g., surveys) and incorporate findings into operations plans and the Board's Strategic Plan.</li> <li>Continue to communicate and market to current and potential members the services provided by IBTTA.</li> <li>Periodically conduct focus groups with members and other stakeholders and associations to ensure a continued pulse on the industry and its needs.</li> </ul>	

Risk Category/Sub-Category:	Regulatory/Compliance/Privacy of Data
Description of Risk:	Lack of compliance with regulatory requirements regarding privacy of data. <i>Note: Inherently this is a significant risk for associations the size of the IBTTA.</i>
Mitigation Strategies:	
<ul style="list-style-type: none"> <li>Document types of data maintained by IBTTA and any requirements.</li> <li>Draft policy and standard operating procedures.</li> <li>Provide relevant training.</li> </ul>	

Risk Category/Sub-Category:	Strategic/Succession Planning
Description of Risk:	Personnel vacancies in key positions may negatively impact IBTTA's ability to meet Strategic Goals without adequate succession planning.
Mitigation Strategies:	
<ul style="list-style-type: none"> <li>Develop a succession plan</li> <li>Continue to employ both an Executive and Deputy Executive Director</li> </ul>	

**IBTTA FINANCE STANDING COMMITTEE OF THE BOARD  
2020 GOALS**

**GOAL #1 – MONITOR THE REASONABLENESS OF ESTIMATES IN THE UPDATED THREE-YEAR PLAN**

Monitor the reasonableness of the financial estimates that support the framework of the revolving Three-Year Plan. The next update of the Three-Year Plan (2021-2023) will include a detailed budget for 2021 and high-level budget outlines for 2022 and 2023.

**GOAL #2 – MONITOR PROGRESS ON THE ACTION PLAN DEVELOPED TO MITIGATE THE QUADRANT II RISKS IDENTIFIED IN THE ENTERPRISE RISK ASSESSMENT REPORT**

Mitigating, monitoring and avoiding risks are prudent measures to protect the IBTTA from undue exposure to harm. The Enterprise Risk Assessment completed in 2019 identified a few risks which warrant attention. Staff developed an Action Plan to address these mostly operational risks. The Finance Committee working jointly with the Audit Committee will review staff's steps and results, assist as requested and make recommendations to the Board for any additional resources or actions.

**GOAL #3 – INCREASE THE RESERVE RATIO TO 50%**

In 2018, the staff developed and the Finance Committee approved a plan and procedure to achieve the 50% reserve ratio goal, which involves contributing a portion of excess net income to the long-term investment account. Staff and the Finance Committee will continue to follow this procedure and recommend Board action in early 2020 based on 2019 performance.

**GOAL #4 – DEVELOP A POLICY TO ADDRESS THE INTERNAL CONTROL ASSESSMENT REPORT RECOMMENDATION RELATING TO MODIFICATIONS OF AN APPROVED BUDGET**

The Internal Control Assessment Report prepared by the outside consultant and submitted in 2019 stated: "During analysis of the IBTTA Accounting Manual we noted that it did not address the approval process for significant budget modifications." It went on to recommend "the policy be updated to allow management the discretion to make budget modifications within set dollar thresholds and/or percentages and to require review and approval of budget modifications above these thresholds by governance." The Finance Committee will work with the Association Executive Director and CEO to develop a recommended policy for Audit Committee review and subsequent approval by the IBTTA Board.



## **CLOSING**

The above is in addition to the Finance Committee's annual recommendation of the IBTTA Operating Budget, the monitoring of the financial and investment activities of the Association and other responsibilities as assigned.

**Respectfully submitted:**  
**December 2019**

**GEORGE P. ZILOCCHI**  
**Chairman**

**SUSAN BUSE**  
**Vice Chairman**

## Minutes

### IBTTA Finance Standing Committee of the Board (By Zoom Video Conference)

April 2, 2020

**Committee members present:** Susan Buse (Vice Chair), JJ Eden, Lisa Lombard, Donna Manuelli, Mary Jane O'Meara, Kent Olson, Terri Slack, Steve Snider, Tim Sturick, Darby Swank, Kary Witt, Tony Yacobucci, George Zilocchi (Chair). **IBTTA Staff:** Pat Jones, Wanda Klayman, Cathy Pennington.

Chair Zilocchi called the meeting to order at 11:05am EDT. He said the purpose of the meeting is informational. We are not asking the Finance Committee to recommend or approve a revised budget for 2020; we are simply providing an update on IBTTA's financial condition, so you are informed of the various scenarios we are considering during this highly volatile and uncertain time. This is an informational briefing. Pat Jones talked about staff response to the coronavirus including scenario planning on the budget. Cathy Pennington walk through the budget scenario spreadsheet that was provided and described the assumptions and outcome of each scenario.

Susan Buse gave a report on IBTTA's current dues collections and IBTTA's investments. We've collected 94% of the annual dues budget and are in good shape. Investments have taken a hit, but we still have \$1.7 million in the long-term reserve and are in a good position to cover any potential 2020 losses.

When open for questions, the following topics were discussed:

- In the scenarios where we show program cuts, we aren't eliminating anything, we are simply dialing back some of the work of outside contractors.
- These are not budgets; they are a range of scenarios of what might happen depending on circumstances. The idea of the scenarios is to let people know we do have knowledge of the budget and what could happen. This is not going to be a catastrophic year.
- The staff is working in "high touch" mode. We are speaking to and meeting with every possible group we can to keep them engaged and respond to their specific needs.
- Kary Witt said the Platinum sponsors are very engaged and delighted that they will play a role in keeping the organization going.
- Wanda Klayman explained that we have strong force majeure clauses in our hotel contracts and have no liability as a result of the cancellations so far.
- Steve Snider said that many organizations are reevaluating their travel risk and there's a question of whether people will travel even if they are allowed to do so.
- Kary Witt said that our good financial condition is the result of years of good fiscal management by the Finance Committee and staff.

Chair Zilocchi said that we will have more briefings in the future and thanked everyone for joining. He adjourned the meeting at 11:52am.

Respectfully submitted,

Patrick D. Jones  
Executive Director and CEO

## **IBTTA TASK FORCE ON DIVERSITY, SOCIAL AND RACIAL INCLUSION**

### **Agenda**

**September 9, 2020**

1. Call to order
2. Remarks by Co-Chairs Ferzan Ahmed and Joi Dean
3. Reconnecting with August 25 meeting discussion
  - a. Reflections
  - b. Epiphanies and Aha moments
  - c. Other thoughts
4. Discussion of DRAFT Action Plan
5. Next Steps
6. Adjourn

## **Minutes from IBTTA's Task Force on Diversity, Social, and Racial Inclusion**

### **Tuesday, August 25, 2020 – 11:00 am to 12:00 pm (ET)**

This Task Force meeting was held via the virtual platform Zoom.

#### **Task Force Members in attendance:**

Ferzan Ahmed  
Snehal Ambare  
Carolyn Brown  
George Christopher  
Mydria Clark  
Matthew Cole  
Rick Crooks  
Joi Dean  
Tawnya Freund  
Reema Griffith  
Dee Anne Heath  
Bryan Homayouni  
Brad Humphrey  
Sheryl Johnson  
Marcelle Jones  
Julius Kanyamunyu  
Myneca Ojo

Lori Olin  
Kristin Olsen  
Rosa Rountree  
Patty Rubstello  
Terri Slack  
Francine Steelman  
Shannon Swank

#### **Board Members in attendance:**

Mark Compton  
Rene Moser  
Samuel Johnson

#### **Staff members in attendance:**

Pat Jones, CEO & Executive Director  
Wanda Klayman, Deputy Executive Director  
Terri Lankford, Membership & Business  
Development Manager

#### **Opening**

Before regular business, Pat Jones, Executive Director and CEO, asked for a moment of silence to recognize IBTTA Government Affairs Director Neil Gray who passed away suddenly over the weekend and. Neil was the longest-serving staff member of IBTTA with 27 years of service. He is beloved by many in the tolling industry and his loss has shaken the entire IBTTA family.

#### **Call to Order, Welcome and Charge**

Samuel Johnson, IBTTA's 2020 President, expressed his appreciation to the members for their willingness to serve on the task force as IBTTA recognizes the problem of inequities in the nation. He thanked them for their active participation, which began when many of the members responded to the request to share their expectations of the task force's goals and outcomes. A number of the ideas he received resonated with him and Samuel has given the following guiding principles and direction to the co-chairs, Ferzan Ahmed and Joi Dean:

- **Continuity**

Commitments have been made of IBTTA's 2021 and 2022 Presidents, Mark Compton, and Diane Scaccetti, respectively, to continue the task force's efforts after Samuel's tenure ends at the end of this year. The leadership of Pat Jones as CEO of IBTTA, will provide near-term and long-term outcomes we are seeking.

- **Looking Inward and Outward**

Samuel asked the task force to recognize the "now" at this momentous point in time and to consider IBTTA's global influence as they take on the charge. Outcomes may be visible not only within IBTTA;

we should strive to support members so they can also make a difference within their organizations and communities.

- **Focus on Anti-racism**

While it is important to realize that “diversity and inclusion” is a big target, it is achievable that this group’s efforts can result in recognizable outcomes of progress in the industry and can effect global societal change if they initially focus on Anti-racism. This is not intended to limit our future efforts, but by aiming on the center of that target, the bullseye, we can work on achieving the broader goal.

### **Introductions of Co-Chairs Ferzan Ahmed and Joi Dean**

Joi Dean thanked members for input previously shared and for the time the members are dedicating to this effort. She expressed hope to achieve significant outcomes in moving the association and communities forward through the task force’s work and thanked Samuel for opportunity to serve. Joi thanked Mark for his commitment to supporting the task force in the coming year and recognized Pat and the IBTTA team for pulling together the meeting.

Ferzan expressed optimism for the work of the task force. He acknowledged that the task force has global reach with representation of members outside of the United States, which speaks to a level of diversity. Ferzan extended appreciation to Samuel for the honor to serve as co-chair and to Pat for his support. He stressed that the task force members should have an expectation that the task force is not Ferzan’s nor Joi’s, but that it is all the members’ task force. Encouraging creative thinking for outcomes that all can be proud of, he urged the members to focus on the specific aim that Samuel tasked the task force with.

### **Breakout Groups**

Pat gave instructions to the task force members for proceeding into five breakout groups, having them make self-introductions, discuss the significance of this moment, and talk about what actions the task force should take over the next six to 18 months.

The five breakout groups assembled for discussion for 20 minutes and reassembled to report out. The following notes summarize the results of the breakout groups.

### **What’s the significance of this moment?**

- Pandemic and social unrest have given an opportunity to self-reflect and recognize racial injustices and diversity;
- This is a window of time to take advantage of. This is the opportune time. People are hurting for some positive change;
- IBTTA and the industry are becoming more diverse.

### **Keeping in mind the President’s charge to the Task Force, what actions should we take? 0-6 months? 6-18 months?**

- Diversify speakers, Board of Directors; include anti-racism in all committee meetings, ensuring that the issue of race relations is top of mind;

- Establish a Diversity Spotlight to highlight what's going on with IBTTA members and give snapshot of best practice examples (can gain media coverage and learn internally and build on this);
- Establish Diversity Toll Excellence Award;
- Conduct survey; Scan the association members to determine diversity initiatives that each organization is promoting;
- Educate and train; understand biases for further growth; make people more aware of Black people's experiences; hold more unconscious bias training, but expose ourselves to additional training leaders (while her two sessions were very well received, Tracy Brown is not the only person of color who is capable of conducting trainings); teach allies to be upstanders, not bystanders;
- Plan workshops with COMTO; engage other organizations;
- Raise awareness with monthly book club focused on Black culture and concerns and addressing racism (e.g., How to Be an Antiracist, White Fragility);
- Grant a scholarship that is specific to HBCUs;
- Extend current mentorship program to include people of color, reach out to DBEs;
- Review policies that have systemic barriers, systemic practices that have fostered exclusion;
- Provide a safe space for dialogue which was once taboo because people are seeking to understand; talk openly about issues that are in the workplace and other public environments; provide a forum for people to ask questions anonymously
- Offer ways for people to take small steps (for example, for people who don't know where to begin to address racism, provide lists of recommended book stores, bakeries, etc. that are black owned);
- Make this a global initiative by providing a report that summarizes the work of the task force to the international committee; invite international members to actively participate;
- Keep reminding people that the task force exists, invite them in to come and learn;
- Maintain regular and frequent task force meetings.

### **Next Steps**

Pat announced plans to coalesce the ideas discussed in this meeting, assemble an initial plan, and distribute it to the task force for reaction by email and discussion at the next meeting, which includes the possibility of small working groups.

The next meeting is scheduled for September 9, 2020. He reminded members to attend the Annual Meeting, get involved in the Women in Tolling Council and Young Professionals Council, and to remain engaged and passionate about the Task Force on Diversity, Social, and Racial Inclusion.

Joi and Ferzan thanked the members again for their participation and asked that, as the members reflect on what was heard in this meeting, they share with them additional ideas that emerge in their minds.

### **Adjourn**

The meeting was adjourned at 12:04 pm (ET).

Respectfully submitted,

Terri Lankford  
Membership and Business Development Manager

## **ROUTINE BUSINESS MEETING**

IBTTA Board of Directors

September 11, 2020

**1:00pm to 2:30pm**

1. Call to Order & President's Remarks
2. Resolutions
  - a. New Members, Horr
  - b. 2021 Dues Level, Jones
  - c. Audit Selection, Sharpless
  - d. Budget and Variance Policy, Zilocchi
  - e. CEO Contract Negotiation, Tomlinson
  - f. Appreciation for Chris Tomlinson, Jones
3. Reports from Boards, Committees, Councils, Task Forces, and Working Groups
  1. Audit Committee, **Sharpless - Oral**
  2. Awards Committee, **Machamer - Oral**
  3. Compensation Policy Committee, **Tomlinson – Written**
  4. Council of Platinum Sponsors, **Witt - Oral**
  5. Executive Committee, **Johnson - Oral**
  6. Diversity Task Force, **Ahmed and Dean - Oral**
  7. Emerging Technology Committee, **Hofmann - Oral**
  8. Finance Standing Committee, **Zilocchi - Oral**
  9. Investment Subcommittee of Finance Committee, **Buse - Oral**
  10. Foundation Board, **McCartney - Oral**
  11. Government Affairs Committee, **Fremier - Oral**
  12. International Committee, **Moser - Oral**
  13. Leadership Academy Alumni Association, **Hakos - Oral**
  14. Membership Committee, **Horr - Oral**
  15. Mentorship Subcommittee of Membership Committee, Rubstello and **Weiss - Oral**
  16. Nominating Committee, **Tomlinson - Oral**
  17. Past Presidents Advisory Council, **Tomlinson - Written**
  18. Tolling Immersion Task Force, **Rubstello - Oral**
  19. Women in Tolling Council, **Rubstello - Oral**
  20. Young Professionals Council, **Scheid - Oral**
4. Adjourn

**Resolution to Elect New Members**  
**To be adopted by the IBTTA Board on September 11, 2020**

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
A10 Associates	DBE/WBE/MBE/SBE Member	Malden	MA	United States
AETolls	Associate Member	Austin	TX	United States
Charles Ryan Associates	DBE/WBE/MBE/SBE Member	Richmond	VA	United States
CMB Consulting, LLC	DBE/WBE/MBE/SBE Member	Port Deposit	MD	United States
Entech Consulting Group	DBE/WBE/MBE/SBE Member	Temecula	CA	United States
Itinera Infrastructure & Concessions	Operator Member	Nanuet	NY	United States
Logma sas Consulting	Associate Member	Versailles, Ile de France		France
NTT DATA	Associate Member	Plano	TX	United States
RBconsult Ltd.	DBE/WBE/MBE/SBE Member	Sevenoaks Weald	Kent	United Kingdom
Santa Clara Valley Transportation Authority	Operator Member	San Jose	CA	United States
Snowflake Inc	Associate Member	San Mateo	CA	United States
Stellar Services	DBE/WBE/MBE/SBE Member	New York	NY	United States
TranSystems	Associate Member	Kansas City	MO	United States
U.S. Facilities, Inc	DBE/WBE/MBE/SBE Member	Philadelphia	PA	United States
Utah Department of Transportation	Operator Member	Salt Lake City	UT	United States
Windsor Detroit Borderlink Limited	Operator Member	Windsor	ON	Canada
Windsor-Detroit Bridge Authority	Operator Member	Windsor	ON	Canada



**Resolution on IBTTA Dues Structure for 2021  
To Be Approved by the IBTTA Board September 11, 2020**

**Whereas** the IBTTA Board of Directors in October 2018 approved a three-year plan for 2019-2021 that also envisioned a dues increase for the years 2019, 2020, and 2021;

**Whereas** the IBTTA Board adopted budgets, in due course, for 2019 and 2020, and both budgets included the dues increases recommended by the three-year plan;

**Whereas** the response to the Coronavirus pandemic has had a huge negative effect on traffic and the economy all over the world and toll operators, concessionaires, consultants, and vendors are suffering financial hardship as a result;

**Whereas** IBTTA does not wish to add to that financial hardship by implementing a dues increase in 2021;

**Now, therefore, Be It Resolved**, that there shall be no dues increase in 2021 and the member dues schedule for 2021 shall be the same as the member dues schedule for 2020 with no increase in the dues schedule for any class or category of member;

**And be it further resolved** that establishment of the 2021 dues schedule shall permit membership renewals notices to be sent on time (on or about October 1, 2020).

**Resolution on Selection of Outside Auditors for Financial Statement Audits  
To Be Approved by the IBTTA Board September 11, 2020**

**Whereas** IBTTA retains an outside accounting firm to conduct the association's annual financial audit;

**Whereas** the Audit Committee used a competitive procurement process to select Rubino & Company to perform the financial audit for the years 2014-2017;

**Whereas** in 2018 the Audit Committee used a competitive procurement to select Clifton Larson Allen (CLA) to conduct an Internal Controls Assessment (ICA) and an Enterprise Risk Assessment (ERA);

**Whereas** CLA performed the IBTTA financial audit for 2018 and 2019;

**Whereas** the IBTTA Board adopted a resolution on January 10, 2020, stating that IBTTA will conduct a competitive procurement in 2020 to secure the services of a firm to conduct the annual financial audit for a multi-year engagement that would begin with the 2020 financial audit;

**Now, therefore, Be It Resolved**, that the IBTTA Board of Directors delegates to the Audit Committee the authority to issue an RFP and select a new auditor before the end of 2020.

**IBTTA Policy on Budget Development and Variances**  
**Revised August 7, 2020**  
**To be approved by IBTTA Board of Directors September 11, 2020**

*(This policy was developed in response to IBTTA Board and Finance Committee discussions about budget variances and the internal control assessment which recommended updating the process for approving significant budget modifications.)*

IBTTA staff shall prepare an annual budget for the coming year in the Fall of the preceding year. The budget shall be completed with the review and approval of the Finance Standing Committee of the Board, the Executive Committee, and, ultimately, the Board of Directors (the governing bodies).

The budget shall be prepared in detail by staff and provided in sufficient detail to those reviewing it so that they can determine the overall costs of various programs and administration and the expected financial results of the total organization. Assumptions underlying the draft budget shall be provided as well as explanations for significant variances from the previous year's budget.

At three times during the year – at least one week prior to Finance Committee and Board meetings – staff shall provide a projection of year-end results. Staff shall provide these reports in the same format as the annual budget including variance explanations from the approved budget, in order to provide the Board with the information they need to support and direct management's efforts and plan for previously unidentified contingencies.

When describing the projected budget variances, staff shall inform the governing bodies about significant assumptions underlying the projections. Staff shall also note whether there is a possibility the Association will have a sizeable surplus and be able to make a contribution to reserves or will have to tap into reserves to cover a possible deficit.

Should emergency matters arise requiring the transfer of funds from the Long-Term Reserve Account to cover deficits in cash flow, staff shall immediately inform the Executive Committee and the Finance Committee. Together they shall determine how and when funds should be transferred to meet the emergency situation and then report such actions to the Board.

**Resolution to Delegate to the Executive Committee  
Authority to Negotiate a New Contract with the Executive Director and CEO**

**To be Adopted by the IBTTA Board of Directors  
September 11, 2020**

**Whereas** the Executive Director and CEO of IBTTA, Patrick Jones, currently has an employment contract with IBTTA;

**Whereas** the current employment contract may not be terminated by non-renewal but only by cancellation;

**Whereas** the current contract was signed in September 2017 and established a term from January 1, 2017 through December 31, 2020;

**Whereas** the Executive Committee believes that it would be prudent to take a fresh look at the contract to ensure that it is up to date;

**Whereas** the IBTTA Board adopted the same resolution under similar circumstances in January 2017;

**Now, Therefore, Be it Resolved**, that the IBTTA Board of Directors delegates to the Executive Committee the authority to negotiate a new employment contract with the Executive Director and CEO by the end of 2020. The new contract will be executed when signed by the IBTTA Executive Director and CEO and by the President of IBTTA on behalf of the IBTTA Board of Directors.