



## **IBTTA Board of Directors and Related Meetings Briefing Book**

January 12-15, 2021

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**Schedule of IBTTA Board and Related Meetings  
January 12-15, 2021**

**TUESDAY, JANUARY 12, 2021**

**11:00am-Noon (by invitation)**

Finance Standing Committee of the Board

**WEDNESDAY, JANUARY 13, 2021**

**11:00am -12:30pm (by invitation)**

IBTTA Board of Directors Orientation

**12:45pm - 2:00pm (REGISTRATION REQUIRED)**

**Board Business Meeting and HBCU Scholarship Awards Ceremony**

All IBTTA members are invited to join the Board for the HBCU Scholarship Awards Ceremony and Board Business Meeting. The session will begin with an awards ceremony for three students attending Historically Black Colleges and Universities (HBCU). Each will receive a \$5,000 scholarship from funds raised by IBTTA members. Join us for this very special awards ceremony and learn more about [HBCU schools and the 2021 scholarship program of the IBTTA Foundation](#).

**Scholarship Recipients**

- **Mubarek Abdela**, Junior, University of the District of Columbia, Washington, DC  
(Major: Computer Science)
- **Tatyanna Sutton**, Senior, Hampton University, Hampton, Virginia (Major: Cybersecurity)
- **Getaante Yilma**, Junior, University of the District of Columbia, Washington, DC  
(Major: Computer Science)

**THURSDAY, JANUARY 14, 2021**

**11:00am to 12:30pm (by invitation)**

IBTTA Board of Directors Facilitated Discussion on Strategic Plan

**1:30pm to 3:00pm (by invitation)**

Past Presidents Advisory Council Facilitated Discussion on Strategic Plan

**FRIDAY, JANUARY 15, 2021**

**11:00am to 12:30pm (by invitation)**

Council of Platinum Sponsors Facilitated Discussion on Strategic Plan

**IBTTA Finance Standing Committee of the Board  
Proposed Agenda (Virtual Meeting)  
Tuesday, January 12, 2021  
11:00am – 12:00pm  
George P. Zilocchi, Chair  
Susan Buse, Vice Chair**

1. Call to Order
2. President and Chairman's Remarks
3. Review of October 31, 2020 Financial Statements with Year-End Projections
4. Investment Sub Committee Report
5. 2021 Finance Committee Goals
6. Action Items:
  - a. 401k Resolution
  - b. Approval of September 09, 2020 and November 06, 2020 Minutes
7. Other Business
8. Adjourn

**GPZ/12.29.2020**

**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

## STATEMENT OF FINANCIAL POSITION

As of December 31, 2020

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
1000 Cash	0.00
1004 American Express Deposits	-6,184.80
1005 VISA/MC Deposits	5,773.50
1007 PNC Incoming Wires	143,035.00
1009 PNC Checking 1848	658,430.50
<b>Total 1000 Cash</b>	<b>801,054.20</b>
1011 PayPal	909.54
1072 Bill.com Money Out Clearing	1,863.84
<b>Total Bank Accounts</b>	<b>\$803,827.58</b>
Accounts Receivable	
1200 Accounts Receivable	0.00
Insurance Claim Receivable	0.00
<b>Total Accounts Receivable</b>	<b>\$0.00</b>
Other Current Assets	
1100 Investments	
1122 Charles Schwab ST	1,350,280.05
1124 ST Reserve (part of LT reserve)	250,000.00
1125 Charles Schwab 6203-8929	1,912,097.56
<b>Total 1100 Investments</b>	<b>3,512,377.61</b>
12000 Undeposited Funds	-18,090.00
1205 Accounts Receivable ProTech	846,728.47
1205.2 A/R - IOP Federal Grant	0.00
1205.10 Unbilled IOP Grant	0.00

# International Bridge, Tunnel and Turnpike Association

## STATEMENT OF FINANCIAL POSITION

As of December 31, 2020

	TOTAL
<b>Total 1205.2 A/R - IOP Federal Grant</b>	<b>0.00</b>
1310 Employee Advances	0.00
1350 Miscellaneous Receivables	9,946.30
1500 Prepaid Meeting Expenses	0.00
2021 Annual Anaheim	1,690.12
<b>Total 1500 Prepaid Meeting Expenses</b>	<b>1,690.12</b>
1510 Postage Deposit Mosaic	1,662.62
1511 Postage Deposit for Bill.com	0.00
1515 Rental Security Deposit	0.00
1520 Prepaid Expense Operating	55,206.71
1521 Prepays for Bill.com	0.00
<b>Total Other Current Assets</b>	<b>\$4,409,521.83</b>
<b>Total Current Assets</b>	<b>\$5,213,349.41</b>
Fixed Assets	
1420 Accumulated Depreciation	-35,702.00
1422 Accumulated Amortization-Intangibles	-260,205.78
Fixed Assets_	
1400 Furniture & Equipment	27,776.90
1450 Furniture & Fixtures	14,282.14
1455 Web Site & Software	83,765.86
1457 Intangible Assets	660,243.50
<b>Total Fixed Assets_</b>	<b>786,068.40</b>
<b>Total Fixed Assets</b>	<b>\$490,160.62</b>
Other Assets	
1700 Due from IBTTA Foundation	62,011.31
<b>Total Other Assets</b>	<b>\$62,011.31</b>
<b>TOTAL ASSETS</b>	<b>\$5,765,521.34</b>

# International Bridge, Tunnel and Turnpike Association

## STATEMENT OF FINANCIAL POSITION

As of December 31, 2020

	TOTAL
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 Accounts Payable	51,441.14
<b>Total Accounts Payable</b>	<b>\$51,441.14</b>
Other Current Liabilities	
2005 401k Accrual	103,947.52
2010 Refunds Payable	39,641.75
2011 Other Current Liabilities	15,000.00
2012 Transfer Clearing	0.00
2015 Amounts Due to IBTTA Foundation	52,695.00
2015-1 Due to Foundation - BYO	1,000.00
2015-2 Due to Foundation - Casino	2,500.00
2015-3 Due to Foundation - Golf	4,500.00
2015-4 Due to Foundation- Svc Project	11,000.00
<b>Total 2015 Amounts Due to IBTTA Foundation</b>	<b>71,695.00</b>
2050 Collected In Advance	0.00
2055 Meeting Revenue in Advance	4,263.25
2059 Platinum Sponsors	1,040,000.00
Dues	0.00
2051 Operator	391,365.77
2052 Associate	125,760.00
2053 Sustaining	138,600.00
2054 Deferred Dues - DBE	19,900.00
<b>Total Dues</b>	<b>675,625.77</b>
<b>Total 2050 Collected In Advance</b>	<b>1,719,889.02</b>
2060 . Deferred Rent	0.00
2100 Payroll Liabilities	0.00
2101 *Payroll Liabilities	0.00
2119 Employee 401(k) Withholdings	-0.01
2170 Accrued Vacation	56,415.13
2202 Unapplied	0.00
<b>Total Other Current Liabilities</b>	<b>\$2,006,588.41</b>
<b>Total Current Liabilities</b>	<b>\$2,058,029.55</b>
<b>Total Liabilities</b>	<b>\$2,058,029.55</b>
Equity	
3000 Net Assets	0.00
3900 Unrestricted Net Assets	2,951,572.68
3901 Temporarily Restricted Net Asse	0.00

# International Bridge, Tunnel and Turnpike Association

## STATEMENT OF FINANCIAL POSITION

As of December 31, 2020

	TOTAL
Net Revenue	755,919.11
<b>Total Equity</b>	<b>\$3,707,491.79</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$5,765,521.34</b>

## IBTTA Financials Projected vs. Actuals, January - December 2020

	Total Meetings		
	Projection	Budget	Projection over(under) Budget
<b>Revenue</b>			
Total 75xx Member Dues	-	-	-
76xx Meeting Revenues	-	-	-
Total 761x Registration Revenues	12,375	1,546,664	(1,534,289)
Total 762x Non-Registration Revenues	986,850	1,287,500	(300,650)
Total 76xx Meeting Revenues	999,225	2,834,164	(1,834,939)
Total 79xx Other Income	-	-	-
<b>Total Revenue</b>	<b>999,225</b>	<b>2,834,164</b>	<b>(1,834,939)</b>
<b>Expenditures</b>			
Total Bank Fees	6,416	64,400	(57,984)
Total Design, Printing & Postage	33,661	102,950	(69,289)
Total Insurance	-	10,000	(10,000)
Total Meeting Venue & Meals	26,444	1,139,400	(1,112,956)
Total Miscellaneous	315	-	315
Total Occupancy	-	-	-
Total Office Expense	5,433	-	5,433
Total Other Direct Meeting Expenses	17,492	265,200	(247,708)
Total Personnel	-	-	-
Total Professional Services	10,983	82,500	(71,517)
Total Promotion & Advertising	17,175	22,500	(5,325)
Total Reference & Research	17	-	17
Total Technology & Data	10,993	-	10,993
Total Travel	11,618	58,600	(46,982)
<b>Total Expenditures</b>	<b>140,548</b>	<b>1,745,550</b>	<b>(1,605,002)</b>
<b>Net Operating Revenue</b>	<b>858,677</b>	<b>1,088,614</b>	<b>(229,937)</b>
771x Investment Income - Portfolio			
7711 Dividends	-	-	-
7712 Interest	-	-	-
7713 Realized Gain/Loss	-	-	-
7714 Unrealized Gain/Loss	-	-	-
7716 Investment Advisory Fees	-	-	-
Total 771x Investment Income - Portfolio	-	-	-
Total 77xx Investment Income - Total	-	-	-
<b>Net Income over Expense</b>	<b>858,677</b>	<b>1,088,614</b>	<b>(229,937)</b>

# IBTTA Financials Projected vs. Actuals, January - December 2020

	Total Programs		
	Projection	Budget	Projection over(under) Budget
<b>Revenue</b>			
Total 75xx Member Dues	-	-	-
76xx Meeting Revenues	-	-	-
Total 761x Registration Revenues	25	-	25
Total 762x Non-Registration Revenues	-	-	-
Total 76xx Meeting Revenues	25	-	25
Total 79xx Other Income	12,839	-	12,839
<b>Total Revenue</b>	<b>12,864</b>	<b>-</b>	<b>12,864</b>
<b>Expenditures</b>			
Total Bank Fees	-	-	-
Total Design, Printing & Postage	9,893	19,800	(9,907)
Total Insurance	-	-	-
Total Meeting Venue & Meals	1,104	1,000	104
Total Miscellaneous	10,869	-	10,869
Total Occupancy	-	-	-
Total Office Expense	3,973	-	3,973
Total Other Direct Meeting Expenses	250	250	0
Total Personnel	-	2,100	(2,100)
Total Professional Services	246,412	253,900	(7,488)
Total Promotion & Advertising	-	-	-
Total Reference & Research	11,399	12,100	(701)
Total Technology & Data	197,534	499,000	(301,466)
Total Travel	1,750	4,850	(3,100)
<b>Total Expenditures</b>	<b>483,184</b>	<b>793,000</b>	<b>(309,816)</b>
<b>Net Operating Revenue</b>	<b>(470,320)</b>	<b>(793,000)</b>	<b>322,680</b>
771x Investment Income - Portfolio			
7711 Dividends	-	-	-
7712 Interest	-	-	-
7713 Realized Gain/Loss	-	-	-
7714 Unrealized Gain/Loss	-	-	-
7716 Investment Advisory Fees	-	-	-
<b>Total 771x Investment Income - Portfolio</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total 77xx Investment Income - Total</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Income over Expense</b>	<b>(470,320)</b>	<b>(793,000)</b>	<b>322,680</b>

# IBTTA Financials Projected vs. Actuals, January - December 2020

	Total Supporting Services		
	Projection	Budget	Projection over(under) Budget
<b>Revenue</b>			
Total 75xx Member Dues	3,376,453	3,436,000	(59,547)
76xx Meeting Revenues	-	-	-
Total 761x Registration Revenues	250	-	250
Total 762x Non-Registration Revenues	-	-	-
Total 76xx Meeting Revenues	250	-	250
Total 79xx Other Income	42,469	20,000	22,469
<b>Total Revenue</b>	<b>3,419,172</b>	<b>3,456,000</b>	<b>(36,828)</b>
<b>Expenditures</b>			
Total Bank Fees	12,426	1,500	10,926
Total Design, Printing & Postage	4,821	29,500	(24,679)
Total Insurance	14,025	20,000	(5,975)
Total Meeting Venue & Meals	50,903	99,500	(48,597)
Total Miscellaneous	17,522	18,300	(778)
Total Occupancy	364,319	409,444	(45,125)
Total Office Expense	26,705	38,702	(11,997)
Total Other Direct Meeting Expenses	8,203	11,400	(3,197)
Total Personnel	2,473,201	2,674,666	(201,465)
Total Professional Services	247,228	272,200	(24,972)
Total Promotion & Advertising	11,994	5,000	6,994
Total Reference & Research	1,068	600	468
Total Technology & Data	-	-	-
Total Travel	8,770	24,750	(15,980)
<b>Total Expenditures</b>	<b>3,241,187</b>	<b>3,605,562</b>	<b>(364,375)</b>
<b>Net Operating Revenue</b>	<b>367,561</b>	<b>(123,562)</b>	<b>491,123</b>
771x Investment Income - Portfolio			
7711 Dividends	33,694	40,000	(6,306)
7712 Interest	14,063	-	14,063
7713 Realized Gain/Loss	223,770	-	223,770
7714 Unrealized Gain/Loss	(70,920)	-	(70,920)
7716 Investment Advisory Fees	(11,031)	(14,000)	2,969
<b>Total 771x Investment Income - Portfolio</b>	<b>189,576</b>	<b>26,000</b>	<b>163,576</b>
<b>Total 77xx Investment Income - Total</b>	<b>189,576</b>	<b>26,000</b>	<b>163,576</b>
<b>Net Income over Expense</b>	<b>557,137</b>	<b>(97,562)</b>	<b>654,699</b>

# IBTTA Financials Projected vs. Actuals, January - December 2020

	TOTAL			
	Projection	Budget	Projection over(under) Budget	June Projection
<b>Revenue</b>				
Total 75xx Member Dues	3,376,453	3,436,000	(59,547)	3,352,186
76xx Meeting Revenues	-	-	-	
Total 761x Registration Revenues	12,650	1,546,664	(1,534,014)	
Total 762x Non-Registration Revenues	986,850	1,287,500	(300,650)	
Total 76xx Meeting Revenues	999,500	2,834,164	(1,834,664)	921,650
Total 79xx Other Income	55,308	20,000	35,308	49,100
<b>Total Revenue</b>	<b>4,431,261</b>	<b>6,290,164</b>	<b>(1,858,903)</b>	<b>4,322,936</b>
<b>Expenditures</b>				
Total Bank Fees	18,842	65,900	(47,058)	22,000
Total Design, Printing & Postage	48,375	152,250	(103,875)	53,642
Total Insurance	14,025	30,000	(15,975)	31,162
Total Meeting Venue & Meals	78,451	1,239,900	(1,161,449)	62,319
Total Miscellaneous	28,706	18,300	10,406	18,350
Total Occupancy	364,319	409,444	(45,125)	409,444
Total Office Expense	36,112	38,702	(2,590)	41,672
Total Other Direct Meeting Expenses	25,946	276,850	(250,904)	22,043
Total Personnel	2,473,201	2,676,766	(203,565)	2,615,956
Total Professional Services	504,624	608,600	(103,976)	557,512
Total Promotion & Advertising	29,169	27,500	1,669	32,175
Total Reference & Research	12,484	12,700	(216)	14,018
Total Technology & Data	208,526	499,000	(290,474)	510,102
Total Travel	22,137	88,200	(66,063)	22,805
<b>Total Expenditures</b>	<b>3,864,918</b>	<b>6,144,112</b>	<b>(2,279,194)</b>	<b>4,413,200</b>
<b>Net Operating Revenue</b>	<b>566,343</b>	<b>146,052</b>	<b>420,291</b>	<b>(90,264)</b>
<b>771x Investment Income - Portfolio</b>				
7711 Dividends	33,694	40,000	(6,306)	40,000
7712 Interest	14,063	-	14,063	
7713 Realized Gain/Loss	223,770	-	223,770	
7714 Unrealized Gain/Loss	(70,920)	-	(70,920)	
7716 Investment Advisory Fees	(11,031)	(14,000)	2,969	(15,000)
<b>Total 771x Investment Income - Portfolio</b>	<b>189,576</b>	<b>26,000</b>	<b>163,576</b>	<b>25,000</b>
<b>Total 77xx Investment Income - Total</b>	<b>189,576</b>	<b>26,000</b>	<b>163,576</b>	<b>25,000</b>
<b>Net Income over Expense</b>	<b>755,919</b>	<b>172,052</b>	<b>583,867</b>	<b>(65,264)</b>

**IBTTA Finance Standing Committee of the Board**  
**Proposed 2021 Goals**  
(Revised January 7, 2021)

The Finance Standing Committee of the Board reviews and recommends the yearly Operating Budget and monitors the financial health and investments of the organization.

It also performs other tasks as outlined in its Charter (copy attached).

After reviewing the Charter, recent IBTTA history and future considerations, it is therefore recommended that the Finance Committee adopt the following as its 2021 Goals.

**GOAL #1: RISK ASSESSMENT MITIGATION EFFORTS**

During 2019, the IBTTA commissioned an Enterprise Risk Assessment. Recommendations resulting from this Assessment and a Staff Action Plan to Mitigate Risks were presented to the Board of Directors. Given the extraordinary events of 2020, some of the action items have not been implemented as expected. In 2021 the Finance Committee, working jointly with the Audit Committee, will monitor progress in implementing the remaining action items in the Enterprise Risk Assessment Action Plan. Attached is a summary of actions taken so far.

**GOAL #2: STRATEGIC PLANNING PROCESS**

During 2021 the Association (Board, Past Presidents, etc.) will be evaluating the current Strategic Plan and working towards adoption of a new Plan. The Finance Committee Charter provides that it has a role in this process. The Finance Committee will be available to assist as needed in this task.

**Respectfully Submitted:**  
**December ~2020**

**George P. Zilocchi, Chairman**

**Susan Buse, Vice Chair**

## Enterprise Risk Assessment Action Plan to Mitigate Quadrant II Risks

January 7, 2021

- Continue best practices such as internal controls, standard operating procedures, review and enforcement of policies, employee cross-training, member communication, industry focus groups and periodic evaluation of the Board's Strategic Plan.
- **New initiatives:**
  - Conduct internal control assessment every 4 years.
  - Provide risk training for senior staff.
  - Develop a Continuity of Operations/Disaster Recovery Plan.
  - Document types of data maintained by IBTTA, the relevant privacy requirements, and investigate the cost/benefit of a cybersecurity assessment.
  - Develop a formal succession plan.
- Most of the Action Plan strategies will not impact the budget directly. Steps requiring cash outlays will be incorporated into the 3-year plan and budgets.
- Additional contracted risk assessments are not anticipated.

### Summary of Actions to Date and Future Action on New Initiatives

Goal	Actions to Date	Future Actions
Conduct internal control assessment every four years	No action necessary.	Next Risk Assessment should be performed in 2023.
Provide risk training for senior staff.	No actions so far.	Senior staff plan to attend formal risk training in 2021.
Develop a Continuity of Operations/Disaster Recovery Plan	Staff have made copious notes regarding IBTTA's responses to the pandemic and other operating disruptions in 2020.	During 2021 these notes will form the basis for a formalized plan outlining key consideration, critical actions, communication protocols, training and practice routines and other required content. Include funding in 2022 budget for a consultant to write the plan based on staff notes.
Document types of data maintained by IBTTA, the relevant privacy requirements, and investigate the cost/benefit of a cybersecurity assessment.	The information technology firm that supports IBTTA has completed most of the documentation related to this goal.	Staff will evaluate the cost-benefit analysis of a performing comprehensive cybersecurity assessment in 2021.
Develop a formal succession plan	IBTTA conducts regular cross training to ensure redundancy in the ability to perform valuable functions.	Staff will develop a formal succession plan for all staff in 2021.

## Minutes

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

September 9, 2020

#### ATTENDANCE

**Committee members:** Susan Buse (Vice Chair), Jessica Carson, JJ Eden\*, Lisa Lombard, Donna Manuelli, Charlie McManus, Fran O'Connor, Kent Olson, Mary Jane O'Meara, Terri Slack, Steve Snider, Tim Sturick\*, Darby Swank, Kary Witt, Tony Yacobucci, George Zilocchi (Chair). **Board members:** Christophe Boutin\*\*, Mark Compton, James Hofmann, Samuel Johnson, Laura Kelley, Julia Monso, Maria Moreno, Juan Toledo, Deb Sharpless\*\*, Joe Waggoner. **Past Presidents:** Jim Ely. **IBTTA Staff:** Bill Cramer, Pat Jones, Wanda Klayman, Cindy Norcross, Cathy Pennington.

\* →board member

\*\*→board member elect

#### Call to Order and Opening Remarks

Chair George Zilocchi called the meeting to order at 1:00pm ET.

#### Review of June 30, 2020 Financial Statements and Year End Projection

CFO Cathy Pennington gave the report. The projected deficit for the year is \$65,000 which is less than the projected deficit of \$137,000 reported to the Finance Committee on April 2, 2020.

#### 2021 Budget Planning Schedule

CEO Pat Jones said he planned to present a 2021 budget to the Finance Committee in November 2020.

**There was a MOTION and a SECOND to approve the resolution calling for no dues increase in 2021 and thereby keep the same dues schedule as 2020. The motion PASSED.**

#### Investment Subcommittee Report

Investment Subcommittee Chair Susan Buse gave the report. The investment subcommittee met in July to review the June 30 investment report with investment advisors. We confirmed that the portfolio was compliant with the board adopted investment policy and that returns are consistent with the benchmarks. We all know about the volatility in the spring and early summer. But I am glad to report that by July 20 our long-term account had regained its value back to the \$2 million it had in January. It has stayed pretty level since then.

We also had in June about \$2 million in the operating reserve. That's the account where the dues come in in the first part of the year, we invest it to earn a little interest, and then staff starts to use it for the expenditures in the second half of the year. Staff has withdrawn \$750,000 so far from that account.

The investment subcommittee will meet again in October to review the September quarter report and we continue to watch the market conditions as the changes are happening. In summary, the investments are in a very good position to weather this year, especially with the good work of staff to keep the deficit lower than expected. And based on what we know, enough to take us through 2021.

As the 2021 budget is fine-tuned, we will work to define the best investment strategies to put us in a good position until things return to whatever sense of normal we are able to achieve. It has taken years of discipline by the board and staff to retain this reserve, and now that we need it, it's here.

#### **Progress Report on Action Plan to Mitigate Quadrant II Risks (from Enterprise Risk Assessment)**

Susan Buse gave the report. When we presented the enterprise risk assessment results at the 2019 annual meeting, we showed several future goals. Little did we know what risks would confront the association this year. I think we all agree that staff have done a masterful job of maneuvering the obstacles and preserving membership connection and value. New initiatives and documentation may have suffered a bit but can be put in place later. Several action plan items are underway and ongoing including continuing best practices and internal controls, standard operating procedures, review and enforcement of policies, employee cross-training, member communication, industry focus groups, and periodic evaluation of the board's strategic plan.

New initiatives that staff will continue to work on are:

- Conduct internal control assessment every 4 years.
- Provide risk training for senior staff.
- Develop a continuity of operations/disaster recovery plan.
- Document types of data maintained by IBTTA, the relevant policy requirements, and investigate the cost/benefit of a cybersecurity assessment.
- Develop a formal succession plan.

Most of the action plan strategies will not impact the budget. However, those actions that have significant cost will be built into future budgets.

#### **2020 Finance Committee Goals**

George Zilocchi gave the report.

Goal #1 to update the three-year business plan was postponed because of the pandemic.

Goal #2 to mitigate quadrant II risks was reported on by Susan Buse.

Goal #3 to increase the reserve ratio to 50% was put on hold this year because of the pandemic.

Regarding Goal #4 on budget development and variances, **There was a MOTION and a SECOND to recommend to the Board the adoption of the Resolution on Budget Development and Variances. The motion PASSED.**

#### **Minutes**

**There was a MOTION and a SECOND to approve the minutes of the January 9, 2020 meeting and the April 2, 2020 meeting. The motion PASSED.**

The meeting was adjourned at 2:13pm ET.

Respectfully submitted,

Patrick D. Jones  
Executive Director and CEO

## Minutes

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

November 6, 2020

**Committee members:** Susan Buse (Vice Chair), JJ Eden\*, Lisa Lombard, Donna Manuelli, Charlie McManus, Fran O'Connor, Mary Jane O'Meara, Terri Slack, Steve Snider, Tim Sturick\*, Darby Swank, Kary Witt, Tony Jacobucci, George Zilocchi (Chair). **Board members:** Ferzan Ahmed, Jose Alvarez\*\*, Mark Compton, Joi Dean, Andy Fremier, Bill Halkias, James Hofmann, Samuel Johnson, Julia Monso, Maria Moreno, Rene Moser, Kathryn O'Connor, Diane Scaccetti, Deb Sharpless\*\*, Benton Tempas, Chris Tomlinson. **IBTTA Staff:** Cheryle Arnold, Ancilla Brady, Kristin Bromberg, Bill Cramer, Lisa Jewell, Pat Jones, Wanda Klayman, Terri Lankford, Cindy Norcross, Anna Ouelette, Cathy Pennington, Harry Smith.

\* →board member

\*\*→board member elect

### Call to Order and Opening Remarks

Chair George Zilocchi called the meeting to order at 11:03am ET and asked President Samuel Johnson to give remarks. Samuel said that the Board has three important responsibilities: to develop our vision and goals for where we want the association to go; to establish policy as the guardrails for staff to work within towards that vision; and to provide staff the resources to do the work to deliver our goals. He said the purpose of today's meeting is to solicit active participation and input from the committee, ensuring that your questions are answered so that staff has your full support in making the committee's recommendation to the Board.

### 2020 Budget and Projection for the Year

After these remarks, George talked about the 2020 projections and said that we would finish the year at nearly break even, in spite of the challenges presented by the pandemic and not being able to hold in person meetings.

### Proposed 2021 Budget

George asked Pat Jones to talk about the 2021 budget. Pat gave a high-level overview of what has been accomplished in 2020 in the areas of meetings, association technology, communications, government affairs, supporting member engagement through new groups, and the work of the board. A highlight of 2020 is that we have held 50 virtual events with more than 10,000 attendees, more than five times the number of attendees at all in person events in 2019.

Pat then talked about membership revenue projections which are purposely conservative. While we plan to recruit some new members we are also projecting 10% attrition in dues revenue because of pandemic induced cancellations. Wanda Klayman and Cathy Pennington reviewed major expense items in the budget including meetings, personnel, professional services, and technology. Notably, we are not increasing dues, there will be no salary increases, and we are reducing some expenses in communications and technology.

When open for questions, the following topics were discussed:

- Have any members said they plan to quit? No.
- Will you be charging a registration fee to attend virtual meetings? Probably most virtual meetings will be free to members, but we do plan to charge non-members and have budgeted \$25,000 for registration fees. We have budgeted \$50,000 for sponsorships (not including Platinum Sponsors) for virtual meetings.
- What will happen with the in-person meetings if we cancel them? We have budgeted for zero net income for in person meetings, so if we cancel there is no effect on the budget.
- What is included in the occupancy line item? Most of it is depreciation of TollMiner capital expenses.
- Can you show more detail by breaking the budget into meetings and non-meeting activities so we can have a better sense of that? Yes, and we will provide.

After the discussion, **there was a motion and a second to recommend adoption of this budget by the IBTTA Board of Directors. The MOTION PASSED.**

Samuel Johnson, George Zilocchi and Pat Jones all expressed appreciation to the members of the Finance Committee, Board, and staff for their hard work on the budget. The meeting was adjourned in memory of former Government Affairs Director Neil Gray at 12:10pm.

Respectfully submitted,

Patrick D. Jones  
Executive Director and CEO

**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



TOLLING. MOVING SMARTER.

### Instructions for Calculating 2021 Active Member Dues

Please complete the calculation below and return it with your dues payment by January 1, 2021. You will need to state and use your **total toll revenue** from your last complete fiscal year (year ended prior to January 1, 2021) as the basis of your calculation.

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

STEP 1: Enter Total Toll Revenue \$ \_\_\_\_\_

STEP 2: Enter Excess toll revenue from **Column D** \$ \_\_\_\_\_

STEP 3: Multiply by appropriate rate in **Column C** X \_\_\_\_\_

Calculate Sub-Total \$ \_\_\_\_\_

STEP 4: Add Base Dues from **Column B** + \$ \_\_\_\_\_

STEP 5: Calculate Total Dues \$ \_\_\_\_\_ (Round off cents)  
(Maximum Dues: \$55,000)

#### Inside North America

(A) Agency Toll Revenues (in US \$)	(B) Base Dues	(C) Factor	(D) Toll Revenue in Excess of
\$0 - \$25 million	\$ 2,440	0.00075440	\$0 (you will enter your total toll revenue)
\$25 million - \$50 million	\$ 21,300	0.00026800	\$25 million
\$50 million - \$75 million	\$ 28,000	0.00011600	\$50 million
\$75 million - \$100 million	\$ 30,900	0.00008000	\$75 million
\$100 million - \$125 million	\$ 32,900	0.00007600	\$100 million
\$125 million - \$300 million	\$ 34,800	0.00005143	\$125 million
\$300 million - \$700 million	\$ 43,800	0.00000600	\$300 million
\$700 million - \$1500 million	\$ 46,200	0.00000700	\$700 million
\$1500 million - \$2000 million	\$ 51,800	0.00000640	\$1500 million
Over \$2000 Million (Maximum Dues Amount)	\$ 55,000		

#### Outside North America

(A) Agency Toll Revenues (in US\$)	(B) Base Dues	(C) Factor	(D) Toll Revenue in Excess of
\$0 - \$25 million	\$ 2,440	0.00032840	\$0 (you will enter your total toll revenue)
\$25 million - \$50 million	\$ 10,650	0.00013400	\$25 million
\$50 million - \$75 million	\$ 14,000	0.00005800	\$50 million
\$75 million - \$100 million	\$ 15,450	0.00004000	\$75 million
\$100 million - \$125 million	\$ 16,450	0.00003800	\$100 million
\$125 million - \$300 million	\$ 17,400	0.00001657	\$125 million
Over \$300 Million (Maximum Dues Amount)	\$ 20,300		

To determine correct dues amount, IBTTA has developed a simple "one step" dues calculation tool that will do all of the math for you at <https://www.ibtta.org/member-dues-calculation>. Enter agency's total toll revenue from its last complete fiscal year (year ended prior to January 1, 2021). Results are provided for agencies both within North America and outside North America.

#### Group Membership

For associations of agencies, companies, or other entities outside North America, the Group Membership rate is **\$29,000**.

## Associate Members

For organizations with a commercial interest in the toll industry, the 2020 annual dues levels are based on the company's revenue:

- Member company is a DBE/MBE/WBE/SBE with revenue of less than \$1,000,000 = \$995\*
- Member company's revenue is less than \$1 million = \$2,900
- Member company's revenue is \$1 million to \$5 million = \$9,920

## Sustaining Members

Member company's revenue is greater than \$5 million = \$19,800

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

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

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

# IBTTA 2021 Budget with Comparisons to 2020 Budget and 2020 Projection

	2020 BUDGET	2020 Projection	2021 Budget	2020 Projection vs. 2020 Budget	2021 vs 2020 Budget	2021 v 2020 Projection
<b>Revenue</b>						
Total 75xx Member Dues	3,436,000	3,390,933	2,966,052	(45,067)	(469,948)	(424,881)
Total 761x Registration Revenues	1,546,664	(150)	1,095,000	(1,546,814)	(451,664)	1,095,150
Total 762x Non-Registration Revenues	1,287,500	923,500	1,055,000	(364,000)	(232,500)	131,500
Total 76xx Meeting Revenues	2,834,164	923,350	2,150,000	(1,910,814)	(684,164)	1,226,650
Total 79xx Other Income	20,000	53,400	44,500	33,400	24,500	(8,900)
Total Revenue	6,290,164	4,367,683	5,160,552	(1,922,480)	(1,129,612)	792,869
<b>Expenditures</b>						
Total Bank Fees	65,900	18,500	42,800	(47,400)	(23,100)	24,300
Total Design, Printing & Postage	152,250	53,642	93,150	(98,608)	(59,100)	39,508
Total Insurance	30,000	23,000	28,500	(7,000)	(1,500)	5,500
Total Meeting Venue & Meals	1,239,900	62,319	1,027,400	(1,177,581)	(212,500)	965,081
Total Miscellaneous	18,300	18,350	14,050	50	(4,250)	(4,300)
Total Occupancy	409,444	409,444	183,600	-	(225,844)	(225,844)
8583 Computer Hardware	10,000	-	10,000	(10,000)	-	10,000
Total Office Expense	38,702	44,066	67,320	5,364	28,618	23,254
Total Other Direct Meeting Expenses	276,850	29,345	397,150	(247,505)	120,300	367,805
Total Personnel	2,676,766	2,615,956	2,638,351	(60,810)	(38,415)	22,395
Total Professional Services	608,600	556,930	436,800	(51,670)	(171,800)	(120,130)
Total Promotion & Advertising	27,500	32,175	38,000	4,675	10,500	5,825
Total Reference & Research	12,700	14,018	10,000	1,318	(2,700)	(4,018)
Total Technology & Data	499,000	497,102	309,000	(1,898)	(190,000)	(188,102)
Total Travel	88,200	22,805	53,550	(65,395)	(34,650)	30,745
Total Expenditures	6,144,112	4,397,652	5,339,671	(1,746,460)	(804,441)	942,019
Net Operating Revenue	146,052	(29,969)	(179,119)	(176,021)	(325,171)	(149,151)
<b>Total 77xx Investment Income - Total</b>						
	26,000	25,000	24,000	(1,000)	(2,000)	(1,000)
				-		
Net Revenue	172,052	(4,969)	(155,119)	(177,021)	(327,171)	(150,151)

## Notes:

Insurance includes corporate policies; employee benefit ins is in Personnel

Professional svcs includes: meeting speakers, Ruffalo, communications & computer consultants, accountant, audit, legal

Technology & Data includes: Toll Miner, ProTech (AMS) and website

FY2021 Meetings are budgeted for net zero result

December 28, 2020

To: IBTTA Board, Committees, and Members  
From: Mark Compton, 2021 President  
Subject: Our Vision for 2021

As we near the end of 2020 and look towards 2021, I would like to share with you my vision for the New Year at IBTTA. But first I want to express my thanks and appreciation to our 2020 wartime President, Samuel Johnson. It was not the year we had all hoped for, but we learned a lot about patience and perseverance. Through it all, Samuel led the association with optimism, dignity, and grace. He ensured our Association evolved with the changing needs of our members so the IBTTA remains a consistent source of support and knowledge for our industry. Under your leadership, you and Pat Jones formed a great team. I look forward to continuing that partnership. Thank you, Samuel, Pat and the IBTTA staff for keeping us focused on our mission!

### **Building on the Legacies of the Past**

We are committed to ensure that the great initiatives of the past are continued. As I have stated, 2021 will not be a successful year unless the Task Force on Diversity, Social and Racial Inclusion is successful. I and the entire Executive Committee look forwarding to supporting your efforts and initiatives.

### **New Strategic Plan**

The turmoil of 2020 has shown us that a strong mission and core set of values is the best asset in confronting uncertainty. In 2021 I am asking the IBTTA Board, Past Presidents Advisory Council, and the Council of Platinum Sponsors to reexamine our 2018 strategic plan. While these three groups will take the lead, involvement of the entire membership is critical to our success. We will use surveys and informal discussions to chart a path forward that works for all. Business as usual no longer exists and this is our opportunity to embrace change that will make our Association a leader in our industry and a critical partner for our members. After a year like 2020, I'm up for anything and I hope you are too.

### **Regionalism, Mentoring, and Membership – New assignments for the Past Presidents**

I am also giving a few new assignments to the Past Presidents, a group of industry veterans with hundreds of years of experience in tolling and IBTTA between them.

**Regionalism.** I first became familiar with the value of regionalism when my agency, the Pennsylvania Turnpike Commission participated in a peer exchange with the New Jersey Turnpike Authority in 2019. These exchanges helped us to strengthen our process and operations. When approaching a new or daunting task my agency often reaches out to peers to gain the value of our collective learnings. I believe if peer exchange has value, then potentially a regional approach for IBTTA does too. So, I am asking the past presidents – over the course of 2021 – to evaluate the regionalism concept and write a white paper with a recommendation on how we could benefit.

**The Mentorship Program.** In 2021 I want to continue the great work started by Samuel with the Mentoring Program. Helping to expand opportunity and growth for our younger talent is critical to our success as an industry. This year I would like to add a component to the program that provides leadership mentoring to those taking on new and expanding roles in their agencies and our industry. Whether providing assistance to those new to the industry or those new to their roles the Mentoring Program will continue to help expand and diversify our transportation workforce.

**Membership Retention.** One of my predecessors, Javier Rodriguez, launched the Membership Committee during his presidential term in 2015. The Committee, led by 2013 President Rob Horr, is one of the most important committees we have. While we always want to grow our membership, we especially need to work on retaining the members we have. We want to make sure everyone sees the value of IBTTA. So, I've asked all the past presidents to reach out to our members to let them know how important they are to us. A well-placed call from a past president to our members – especially agencies – will go a long way towards keeping them engaged. The Past Presidents will work with the Membership Committee and staff on this effort.

#### **Lost Revenue Task Force**

I am creating two new task forces. The Lost Revenue Task Force will take a serious look at ways to dramatically reduce leakage in our industry: technical, business, and default leakage. Jessica Carson from E-470 Public Highway Authority and Mark Muriello (formerly with The Port Authority of New York and New Jersey and now an IBTTA consultant) will chair this task force.

#### **Engineering and Construction Task Force**

I've also asked John Keller of the New Jersey Turnpike Authority and Kary Witt of HNTB to lead a task force to create a home for IBTTA engineering and construction professionals that will foster information exchange, networking, and sharing of best practices.

**Regular Periodic Meetings.** To help us all stay engaged and on track. I am asking the Past Presidents to hold monthly meetings. I am also asking the chairs of all the committees, councils, and working groups to meet quarterly as a group to brief each other and collaborate with one another on their respective activities.

We have a lot of work to do and much to look forward to in 2021. As President, I hope I can rely on you for your support, advice, and guidance. Please feel free to contact me and/or Pat Jones if you have any suggestions about our plans for 2021 or if you would like to volunteer to help.

Wishing you a relaxing holiday season and a Happy New Year.

Best regards,

Mark Compton  
2021 IBTTA President

## THE STATE OF THE ASSOCIATION, OCTOBER 2020

<https://www.ibtta.org/state-association-october-2020>

Dear IBTTA Members,

Unprecedented. Uncertain. Challenging. Pivot. These are a few of the many words that have flooded our everyday speech during the pandemic. All of us want very much NOT to be living in a pandemic right now. The isolation from family, friends, and colleagues are the most obvious examples of the pain and disruption brought by the pandemic. And there are many more. To use a sailing analogy, 2020 has brought terrible winds and rough seas. But together, we have adjusted our sails and charted a new course.

I call this letter a “State of the Association.” But it’s really a thank you note. We on staff are extremely grateful for everything you have done this year to keep the association and our industry together. None of what we have accomplished together would have been possible without your energy, patience, commitment, and perseverance. For all of that, we thank you.

Like every association grappling with the pandemic, we are adjusting our sails and prioritizing the fundamentals: to preserve and foster community; rethink how to facilitate the exchange of information; serve as a trusted source of information; and advocate for the members.

### **Preserve and foster community**

When the pandemic was first declared and nations and states began locking down, we cancelled our first two in-person meetings of the year and scanned the rest of the 2020 calendar with a mix of hope and anxiety. We knew in our bones that the most important thing that builds community in the industry and connects the members is our in-person meetings. Without our in-person meetings, how would we foster community? It was time to adjust.

To preserve that sense of community among our members, we lit up the phone lines and amped up the Zoom meetings. In the last two weeks of March, we held more than a dozen conference calls and Zoom meetings with members. The goal was simply to stay connected, be in touch, listen, and give our members a space to commiserate, vent and be together.

### **Rethink how to facilitate the exchange of information**

With no in-person meetings for the foreseeable future, the logical step was to try to hold virtual meetings. Zoom and other virtual platforms provided a space where members –

isolated in their homes – could be with one another, if not in-person, at least in a way that allowed folks to see and hear facial expressions and emotions.

We began to develop content and organize Zoom meetings, webinars, Café IBTTA, and other digital content with great vigor. With the help of a lot of members, committees, and councils, we have held 50-plus virtual events for 10,000 attendees. That's five times the number of attendees at all our in-person events in 2019. Yes, we all want to return to in-person meetings. But the bright spot in these unusual times is that we're gathering in larger numbers and we're seeing many new faces that we've never seen before. We are so grateful to you, our members, for allowing and encouraging so many members of your team to participate in IBTTA.

### **Serve as a trusted source of information**

One of the most important functions of a trade association is to organize useful and relevant information. It's easy to find lots of information – just open a web browser and conduct a search. But to get information that's meaningful to you when you need it, it helps to have a curator like IBTTA. Within days of going into lockdown, we created a web page called "The Tolling Industry Response to Coronavirus or COVID-19." On this page, you can find links to information about what toll operators around the world are doing in response to COVID-19. Information about social distancing, suspension of cash toll collection, use of personal protective equipment, emerging practices in remote working, and more. In the early days of the pandemic, this page was an invaluable resource to countless members. This is just one example of how we adjusted our sails to organize the information our members most needed and wanted.

### **Advocate for the members**

Speaking of prioritizing fundamentals, there's nothing more basic in the work of an association than advocating for our members. The last seven months have been some of IBTTA's most active in terms of advocacy. The CARES Act which was passed by Congress and signed into law by President Trump on March 27, 2020, provided more than \$2 trillion in economic relief to many parts of the U.S. economy. As part of that package, \$25 billion in relief flowed to transit systems. Not long after, discussions turned to the possibility of another relief measure that would include other forms of infrastructure including toll facilities. IBTTA submitted a letter to Congress on April 7 asking them to make direct aid and non-direct financing assistance available to U.S. toll operators. We continue to make the case for direct funding aid for toll operators who are interested in such aid.

In addition to seeking direct aid, we have also been deeply engaged in reauthorization of the FAST Act. The Senate passed its reauthorization package in July 2019 and the House passed its INVEST in America Act in June of this year. Since then, we have been working with congressional staff on ways to fix provisions in the House bill that could make it harder for states and other levels of government to implement tolling and priced managed lanes. We have also assembled a “Reauthorization Working Group” of toll agency members. The goals of this group are to improve IBTTA’s ability to quickly assess impacts of potential legislative proposals and focus the association’s efforts in the next reauthorization cycle, which will occur later this year and in early 2021.

## Summary

The COVID-19 pandemic has been hard on everyone. But there is also wisdom to be gained from the current challenges. The wisdom we embrace right now comes from our President, Samuel Johnson, CEO of the Transportation Corridor Agencies. His theme for 2020 is “The Road to Continued Excellence.” Little did we know in January how rough the road would be. And while “The Road to Continued Excellence” is the slogan that lives at the top of the marquee, the slogan at the bottom of the marquee is just as important. Anyone who receives an email from Samuel Johnson will see a one-word exhortation just above his signature: **Together!**

I believe that sentiment – Together! – is a worldview, an aspiration, and a charge. President Samuel Johnson recognizes that all of us confront big challenges. Some may try to face those challenges alone. But we are much more likely to be successful if we face our challenges together. Together! is also a recognition – in these times of heightened consciousness of and protests over racial and social injustice – that our true nature is NOT to be divided by race, ethnicity, party, or any other distinction; rather, our true nature is to see ourselves as one. Finally, Together! is Samuel’s way of encouraging and charging you and me to embrace a Together! consciousness in every aspect of our lives.

As challenging, stressful, and heartbreaking as 2020 has been, I think the struggle has also brought out the best in everyone in our industry. In his speech accepting election as the 2021 IBTTA President on the final day of the annual meeting, Mark Compton said it well when he quoted former Intel CEO Andy Grove: “Bad companies are destroyed by crises; good companies survive them; great companies are improved by them.” Those words apply to every person in our industry. We’re all taking stock of what’s happening, one day at a time, and we’re responding by doing the next right thing, the next decent thing. We can’t know for certain what tomorrow or next week or next month will bring. But we can set our minds on doing the next right thing. We’re not always successful, but we keep trying.

As we enter the final three months of 2020, we keep thinking about and working on Samuel Johnson's theme, "The Road to Continued Excellence." The 2020 road has been a tough one, with no guarantee that 2021 will be any easier. For his year as IBTTA President in 2021, Mark Compton has chosen the theme "Leading through Disruption." It's a fitting theme for a lot of reasons, and because disruption is defined as "a break or interruption in the normal course of some activity or process." We've certainly all experienced that.

One activity that we are not interrupting is membership. This is membership renewal time, so be on the lookout for your membership renewal packet. Together this year, we've worked hard to emphasize four fundamentals: preserve and foster community; rethink how to facilitate the exchange of information; serve as a trusted source of information; and advocate for the members. I hope we've met your expectations.

On behalf of the entire staff, I want to thank you for your continued energy, hard work, and perseverance. You are the lifeblood of IBTTA, and our association would be nothing without you! Thanks for staying engaged as we proceed on "The Road to Continued Excellence," move toward "Leading through Disruption," and come out **together** an even stronger industry on the other side.

Sincerely,

Patrick D. Jones  
Executive Director and CEO

## MINUTES

### IBTTA Board of Directors

January 8-9, 2020

Coral Gables, Florida

**Board Members Present:** Ferzan Ahmed, Jessica Carson, Mark Compton, Jeff Dailey, Join Dean, JJ Eden, Diane Gutierrez-Scaccetti, James Hofmann, Samuel Johnson, Laura Kelley, Julia Monso, Rene Moser, Mark Muriello, Kathi O'Connor, Patty Rubstello, Massimo Schintu, Malika Seddi, Tim Sturick, Benton Tempas, Juan Toledo, Chris Tomlinson, Joe Waggoner.  
**Staff:** Bill Cramer, Neil Gray, Pat Jones, Wanda Klayman, Cindy Norcross, Cathy Pennington.

### January 8, 2020 (All Day)

Today consultants from McKinley Advisors led the IBTTA Board through a board orientation and a strategic planning retreat. The purpose of the board retreat was to have the board focus on the following items:

- Board Orientation:
  - IBTTA's current governance practices and policies
  - Best practices in professional organization governance
  - Barriers and obstacles to achieving effective governance at IBTTA, as identified
  - Discuss areas for improvement for the Board
  - Discuss roles and responsibilities of Board members and staff
  - Other elements, based on discussion with IBTTA and input from the telephone interviews
- Strategic Thinking:
  - Key issues identified during interviews
  - Key issues raised in white papers completed by working groups
  - Identify topics to be included in survey to members

A summary of the board orientation and strategic issue discussion is **attached** to these minutes.

### January 9, 2020

Today, the Board received presentations from the Emerging Technologies Committee and the Council of Platinum Sponsors. The presentations are **attached** to the minutes.

### January 10, 2020

There was a motion and a second to approve the **resolution on electing new IBTTA members**. The motion **PASSED**.

There was a motion and a second to approve the **resolution on contributing to the 401K**. The motion **PASSED**.

There was a motion and a second to approve the **resolution on conducting the 2019 financial audit procuring an audit firm for future years.** The motion **PASSED.**

There was a motion and a second to approve the **resolution on electing directors to the Foundation Board.** The motion **PASSED.**

There was a motion and a second to **reaffirm the IBTTA investment policy.** The motion **PASSED.**

The meeting was adjourned at 11:30am.

Respectfully submitted,

Patrick D. Jones  
Executive Director & CEO

## Meeting Notes

**DATE** January 8, 2020  
**LOCATION** Hotel Colonnade Coral Gables,  
180 Aragon Ave, Coral Gables, FL 33134, USA  
**CLIENT** International Bridge, Tunnel and Turnpike Association (IBTTA)  
**PROJECT** Board Orientation and Strategic Direction

### Board Orientation

#### NOTES

##### Goals of the Session

- The IBTTA Board of Directors identified a desire for active engagement, relationship building and open communication throughout the day.
- Other ideas of how to make a 5-Star Experience included:
  - Discussion about how IBTTA will play in the mobile payment sector
  - Defining a common view on priorities with limited resources
  - Effort to engage people outside the tolling sector
  - Determine how to get IBTTA material out to the masses of staff members who do not attend IBTTA events
  - Discussion about how to advocate for tolling
  - Identifying areas of support needed from Platinum Sponsors

##### Personal Best Leadership Experience

Board member discussed stories of their best leadership experience in small groups and reported out:

- Discussed managing risk, building trust and problem solving
- Identified that leadership can be a lonely experience
- Engaged all stakeholders to come to a shared agreement
- Worked to get team members out of their comfort zone
- Some of the best leadership comes from stepping back to listen while trusting others
- Sometimes leadership means stepping down and following others
- Need for open communication and balance in order to make educated decisions

##### What's keeping you up at night?

We asked each table to discuss "What's keeping you up at night?" and heard a report out from each table:

- We are viewed as competitors, but we aren't. We are not good at sharing resources and technologies, how to collaborate with DOT, Transit, etc. I want to make sure that the conversation is continued when I leave the room.
- It's great that we're getting folks from outside the industry. We aren't able to get those resources from our traditional vendor base. We are looking for services and technologies that our existing base of folks we rely on either won't do, think it's a fad, or don't think we'll go in that direction so they won't provide those services.
- Our conversation's theme was communication. With staff and external stakeholders - worrying about the communication for collaboration, or internally making sure everyone is on the same page.

- Revenue, costs, congestion, maximizing existing resources, working with private enterprises, trucking, tolling agency- what will it look like, will it be extinct, how do we remain relevant?
- VMTs, risks associated with loss of revenue, if in the future tolling will be a part of VMTs how are we going to collect that revenue?
- The business model – communicating to each other and to legislature about how the flow of revenue works and finding a consistent business model – regional transportation, how do we combine and communicate that to fund these projects? Interoperability and what the future of the organization is. We've identified these problems but how do we get there? Who are our future leaders? How do we do it with resource restraints? We've identified problems but how do we get there?

### **What is not going to change?**

- There will always be violators of the system or customers who don't pay the tolls
- Funding challenges
- Need to keep building the infrastructure
- Awareness that Congress may open the interstates
- We will always have people working for us
- Safety is always a priority
- People will always want to move from Point A to Point B

### **Fiduciary Mode of Governance**

- During the discussion on modes of governance, one Board Member stated that the family aspect of IBTTA must also recognize that we cannot say "Oh, that's just 'Uncle Joe'." And that sometimes 'Uncle Joe' needs to leave the family.

## **Strategic Direction**

### **NOTES**

#### **Walking Activity**

In a post-lunch walking activity, the question was asked "What is the simplest thing this Board could do to make the greatest positive impact for IBTTA and its members?"

- Samuel and Catherine: There is the opportunity and need for membership to be properly educated about consumer privacy regulation. There are two bills being considered in Washington, DC that are similar to what California is doing. A privacy policy used to be 2 pages and is now going to be 15 pages. There are many ways to end up in a lawsuit these days.
- Malika and Patty: Push and pull of information - how can the board push more to those coming to our events? What is our vision and what are we trying to accomplish? How are we pulling the ideas and emerging issues from conferences and how do we push them back into the Board to shape our vision and where we are heading?
- Mark C and James: Diversity among our membership. If we drive an agenda that leaves members out, is that okay? Some of our members might not be ready to go to the new level that we need to take the organization.
- Joe and Laura: Transit and toll business models – if IBTTA could take that platform and take all the business models that are out there around tolling and transit, it would be an interesting exercise to see them all together.
- Rene, Massimo and Benton: The public doesn't often see the value of the service we offer. We need easy and simple words – 'Moving America Forward 2.0.. maybe 4.0...' Building new

infrastructure and maintaining existing infrastructure. There needs to be a user base for it, and we need to determine who is going to pay for it. We need to address communication and culture change in society.

- Pat and Jeff: Communication – conveying the information that we have from these meetings and conferences and getting it out there. How do we get it out there to future members? How do they easily get information? From the engineering aspect... Everything is dominated in operations and toll collection operations, but how do we pull engineering back in? Is there a need to bring them back in?
- Ferzan and Mark M: How the industry is changing and how IBTTA remains relevant. How we begin to bring more people to the IBTTA table - expanding beyond tolling and start to talk more about payment in general, mobility in the like, and more compelling value propositions. How we get out into the world and see what others are talking about in other associations? There are many linkages to other associations in cross sections of the industry.
- Tim, Juan and Jessica: 9 am start times for all meetings!

## KEY STRATEGIC ISSUES FOR IBTTA TO ADDRESS

In this exercise, the Board was asked to get into small groups to identify key strategic issues on Post-It Notes. The Post-It's were then placed on the wall into categories or buckets.

Issue	Post-It Note
Finance	<ul style="list-style-type: none"> <li>• Revenue leakage</li> </ul>
Relevance	<ul style="list-style-type: none"> <li>• Rebrand IBTTA</li> <li>• Need to think about tolling in broader context</li> <li>• Remain relevant</li> <li>• Explain Membership Value Proposition</li> <li>• SWOT Analysis</li> <li>• How to strengthen the “I” of IBTTA and extend brand outside of North America</li> <li>• Focus – don’t spread too thin</li> <li>• Maintain and grow members – expand borders</li> <li>• More opportunities for cross disciplinary interaction</li> </ul>
Toll and Transit	<ul style="list-style-type: none"> <li>• Toll/ Transit Dynamic</li> <li>• Road user (VMT)</li> </ul>
Commercialization	<ul style="list-style-type: none"> <li>• Amazon type companies</li> </ul>
Advocacy	<ul style="list-style-type: none"> <li>• Legislative Advocacy with other partners</li> <li>• Collaboration with other industry partners</li> <li>• Strategic Alliances</li> <li>• Education of the masses</li> </ul>
Organizational sustainability	<ul style="list-style-type: none"> <li>• Provide more professional development</li> <li>• Personal accountability (all members)</li> <li>• Open and honest conversation</li> <li>• Organizational development</li> <li>• Diversity conscious – race, age, income, culture</li> <li>• Succession</li> <li>• How to transmit what we discuss out to the masses</li> <li>• Offer more education credits for engineers</li> </ul>
Audience	<ul style="list-style-type: none"> <li>• Getting the user perspective</li> </ul>

	<ul style="list-style-type: none"> <li>• Infrastructure is not free</li> <li>• Alignment of mission by all sectors</li> </ul>
Climate Change	<ul style="list-style-type: none"> <li>• Infrastructure resilient to climate change</li> <li>• Greening Transportation Pre-emptively</li> </ul>

## Strategic Issues Conversation

Below are the reactions and conversations that occurred after putting the strategic issues into buckets:

- James: There isn't a lot up there that my agency is concerned with today.
  - Mark: The DOTs need today and tomorrow- however, everything is a focus on what our agencies need tomorrow. Are we doing enough to make value today? To show an Executive Director value, what else do we need to do to be relevant today?
- Climate Change
  - Malika: There is a need for focus on climate change and move to reduce CO2 emission.
    - Jon: Over the last 6 months, I've noticed in many Board settings that Europe is much more aware of climate change than the US.
  - Ferzan: There are various ways of approaching the same issues, but what is the end result? In Ohio, it is not a priority for anyone to reduce the CO2 emissions, but it is a priority to make electric vehicles network. We are making a hinderance to CO2 emissions
    - Malika: I think we need to create a target to reach the CO2 emissions goals.
    - Ferzan: ½% of vehicles are electric – You currently have to plan your whole day around charging. We need to install charging stations and therefore need to reduce CO2 emissions. Legislature doesn't want to talk to me about CO2 emissions but they do want to talk about new technologies.
    - DOT's revenue model comes from gasoline tax. Until that's changed, DOT won't talk about it.
  - Jon: There are different drivers of value. IBTTA that is serving various geographies and have to be aware of the political support of certain areas.
- Rebrand IBTTA
  - Jon: We all gasped at Rebrand IBTTA but then the most Post-It notes were put in that category.
  - Benton: To me it isn't surprising because we are always discussing our relevancy.
  - Juan: Not literal rebranding – it's just about relevancy. Are we discussing what is relevant today and where we are going as an industry?
    - Jon: Is our traditional niche or silo the place we should be?
    - SWOT (Strengths, Weaknesses, Opportunities, Threats): we need to look at industry and what services are we providing and who is providing it
  - Mark: Tolling and moving smarter – the future branding should be about moving smarter rather than tolling.
  - Samuel: We're talking about messaging, not changing the name
  - Julie: If you aren't confident that your business model has value in the future, then maybe you should rebrand. I think our business model of tolling does still have value. We are a gap filler – no one wants to take the revenue needed to create the corridor – local, regional, state – so a toll is needed to fill the gap.

- There is a distinction is tolling vs user charging – we think of ourselves as more than just tolling and think about user charging to finance transportation operations
  - User charging at large in addition to the tax
- There is new opportunity for IBTTA to leave the tolling niche and become a broader thing.
- Jon: This is an important thread that needs more energy and time.

## QUALITATIVE RESEARCH

### Board Member Interviews

McKinley presented findings from ten interviews held with IBTTA Board Members in advance of the session to hear about their thoughts and perceptions of the industry and IBTTA. Reactions to this presentation included:

- JJ: We need to help spread the word about how the industry is changing on a technical side, so that vendors, innovators, and consultants understand how we are going to engage with this world. We need to be aware of the big sponsors of our organizations who aren't expecting these major industry changes.
- Massimo: IBTTA should be the thought leader for the industry... what about the voice? Without a voice, it's difficult to be recognized.
  - Jon: Others have to seek out your voice. It sounds like you have to identify what the industry is. Is it tolling? Is it others outside?

### Association Landscape

McKinley presented information on the landscape of associations and findings from McKinley's 2019 Economic Impact on Associations (EIA). Reactions to this information included:

- Julia: IBTTA strengths paired directly with the findings from the EIA study.
- Pat: Jodie used to say the primary thing members most value from their association is access to experts. Setting aside the 21<sup>st</sup> century ways, we do provide access to experts – they are either staff members or other people within the IBTTA membership.
  - Jon: Today people can go anywhere for information, but only from IBTTA can they get vetted, qualified information. That is important to convey to people. This makes you stand out, but you must deliver that message as a stamp of value.
- Joe: I see two strategy discussions going on. The post-it notes on the wall are more about examining the business proposition value of the association - what is the unique things about us that makes us the valued source?
  - Jon: If the wall is about what the industry needs, then what does the organization need to look like or do to meet those needs? Form follows function.
  - Joe: We need a core value that we represent. We can't be all things to all people. Don't lose your core value.
- Joi: In looking at tolling as a huge industry and what IBTTA brings to the table going into the 21<sup>st</sup> century, IBTTA would play a great role and stamp of approval. What associations are doing a good job of this moving?
  - Jon: American Geophysical Union (AGU) has transformed to be a hub of engagement for anyone who is interested in earth and science. Many people in the public at large are thinking of AGU as a platform to connect. They have different organizing principles that are open to wider audience and offers deeper ways to engage.
  - Jon: Start to think about 'what's a way for people who care about moving around smarter to engage?'
  - Mark: Should we still have member-only offerings?

- Jon: Yes, you should still have gates that people pay to pass through as that is part of the business model.
- Rene: I'd like to underline a strength – the Emerging Technology Committee. It has huge member engagement, is a great source of available information and demonstrates how to communicate. Short whitepaper has been very useful. They have many uses for international members too and further participation from outside North America.

## POSITIONING STATEMENTS

We believe....	Therefore, IBTTA must...
In sustainability and the environment	Identify how it relates to the tolling industry and its customers
There are greater influences from outside our industry than from within	<ul style="list-style-type: none"> <li>Proactively engage with those players</li> <li>Make sure every audience who should be an IBTTA member is involved</li> <li>Determine how to be more accessible to more bodies of existing agencies and new audiences</li> </ul>
Transportation and financing is a key challenge for the future	Establish its core value and then pivot its core values to address the key issues identified
Electric vehicles and everything else is going to change	We should think of a new business model for the future for companies.
Change is only going to come quicker and more aggressively	Accept the fact that we may have slimmer margins of consensus, however that should not deter us from making hard decisions
You do not have to be a member to enjoy IBTTA's value	<ul style="list-style-type: none"> <li>Define value in the technical resources of IBTTA</li> <li>Decide on a platform to provide certain things for free</li> <li>Define gates for member-only access with value</li> </ul>

## STRATEGIC FRAMEWORK

- Mission Statement: To advance transportation solutions through tolling.
- Vision Statement: IBTTA will be recognized as the leading voice to advance transportation solutions through tolling.

### Thoughts and reactions:

- JJ: We've changed dramatically with technical resources, business roles, and adopting more third-party interfaces with transit.
- JJ: "Tolling" has a bad reputation. Maybe we consider rebranding to something like mobile payment or something else to be more relevant. The core values are still relevant, but maybe it needs to be advanced through a means other than "tolling"
- Rene: Tolling is too narrow. Maybe it's something like "advance the use of priced transportation solutions." Need to indicate that we are part of a bigger scope – the whole mobility system
- Jessica: The indicators of achievement are great but how do you measure it? I want more from the strategic plan.

- Mark C: There isn't currently enough about the customers and users.
- Joi: Be sure to remember that not everyone in the industry has come up through tolling.
- James: Need for a differentiator between IBTTA and the DOT. If we abandon the word tolling, maybe it's "user feed."
- Pat: A need to get the information shared out to the masses and a need to define 'the masses.' This is seen as 3 Year Plan Outcome #3 – Knowledge Transfer. Outside actions and forces are influencing our industry. This is seen as being a part of the 3 Year Plan Outcome #4 – Industry Vision.
- James: Removal of 'larger transportation community' to acknowledge that forces are coming from outside just transportation players.
- Samuel: Seems as though we have surpassed is the Strategic Plan Part B
  - James: Although there is a plan, the longer it takes us to enact it, the further we may stray from it.
  - Mark M: It is rooted in a 20<sup>th</sup> century approach.
  - Samuel: We need to revisit the indicators of achievement as Jessica was speaking to.

### **'Say the Thing'**

Board members are encouraged, again, to say the pressing issues that are on their mind.

- Julia: Again, to the strengths. We need to go to the senators and legislators. Our strengths are in our conferences, and the people that we have at them. To get people to come to our conferences, we need to have members.
  - Jon: I encourage you to not only to think of the views of people heavily involved like yourself, but also all the other people operating in this ecosystem. Think of those voices.
- JJ: We are at another turning point in the industry – Electronic tolling changed the industry before and now we are at that turning point again. The processes are different from how we've done it in the past. Not your typical suppliers – we are relying on the revenue from old suppliers, but we aren't getting what we have to from our current supports and don't know how to bring in new vendors. Something like small data firms – how do we bring them in? This is causing a lot of conflict – its consultants, innovators... people like IBM and Microsoft are providing services but they are not here at the IBTTA table. Amazon wants us to use them for support services in the cloud. How do we find people to provide the support to our customers?
- James: With new technologies that are coming forward, the technologies are outpacing the policy and regulations. It's hard to keep up with all that is happening locally, statewide, and nationally – an example is drones. In 30-50 years from now, we will have debts of multi-billion dollars. You could lose 30% traffic and 60% revenue in that amount of time. We need to be knowledgeable of political landscape so we can engage when and if appropriate.
- Jessica: From a new perspective, Diane mentioned this in Orlando, that communication is key. Going to communicate with the vendors, public, and legislation about where industry is going and how to communicate it in all our conferences. How do we really make that a focus? Going back to what Mark has said about serving the customer, what is not going to change? The need for transportation solutions isn't going to change. However, the customer experience is not anywhere up there with our strategic initiatives.
- Rene: There are great initiatives with our Young Professional Council, Leadership Alumni, and Scholarships – is this reflected in our strategic plan? I couldn't figure out if it was. Maybe if we update the plan, we should be sure those initiatives are included.

- Mark M: In looking at the Three Areas of Board Governance, fiduciary responsibilities were not talked about. How we derive our revenues and resources to get stuff done? We rely on very few sources.
  - Jon: There may be imperative to rethink your business model. This is currently working but may not continue to work.
  - Samuel: We still have that as a goal to look at sources of non-dues revenue.
- Malika: I don't see innovative part of what our organization should provide. Financing is one of those, but the innovation aspect is a big one.
  - Jon: What is the role to be ahead of the organization vs. what is current? There is a tension to be grappled with in terms of what the right mix is.
- JJ: This is the first year I've seen positives in our whitepapers – they are very informative and helpful. After tomorrow's sessions I hope they expand into more on that. Look at helping us with Cooperative Agreements between people like Amazon and then other agencies can use those resources, as well. Maybe others like car companies, so they don't have to reinvent the wheel. Guide us with where we are going. We may not have everyone on board to do that.
- James: This year's planning of conferences and whitepapers have put us off cycle. One of the suggestions is let's try to sync this up so that there is momentum from one set of deliverables into something else. This would help in the innovation side of things.

## NEXT STEPS

### Debrief with key staff and leadership after session:

- Results of the member survey for the May Board Meeting in Denver
- Develop draft of the revised Strategic Plan and 3 Year Plan between May and August
  - Draft Strategic Plan is given to Board in early August
- Phone calls to each individual Board Member over July and August to engage their feedback on the draft strategic plan
- Present the strategic plan and budget at the September Board Meeting

### Upcoming Action Items

- McKinley to conduct qualitative interviews of priority members
- McKinley to begin development of an electronic survey to be sent to membership

**IBTTA Board of Directors  
ROUTINE BUSINESS MEETING  
September 11, 2020  
1:00pm to 3:00pm ET**

**BOARD MEMBERS IN ATTENDANCE**

Ferzan Ahmed, Jose Alvarez\*\*, Jessica Carson, Mark Compton, Jeff Dailey, Andy Fremier, Bill Halkias, James Hofmann, Samuel Johnson, Julia Monso, Rene Moser, Mark Muriello, Kathi O'Connor, Patty Rubstello, Diane Scaccetti, Deb Sharpless\*\*, Benton Tempas, Juan Toledo, Chris Tomlinson

\*\*→board member elect

**1 – Call to Order.**

President Samuel Johnson called the meeting to order at 1:00pm. He thanked everyone for attending and for their support throughout the year. He then moved into the business portion of the meeting.

**2 – Resolutions**

In rapid succession, the following resolutions were introduced.

- Resolution to Elect New Members
- Resolution to Select Outside Auditor for Financial Statement Audits
- Resolution on the Policy on Budget Development and Variances
- Resolution to Delegate to the Executive Committee to Negotiate a New Contract with Executive Director and CEO
- Resolution to Express Appreciation to Immediate Past President Chris Tomlinson

**There was a MOTION and SECOND for each resolution, a brief discussion, and each motion PASSED.**

The resolutions as approved appear at the end of the minutes.

After the approval of the resolutions, the Board listened to reports from all 20 boards, committees, subcommittees, councils, task forces, and working groups that support and lead the work of IBTTA.

***If you're interested in knowing what happened in IBTTA in 2020 and plans for 2021, these reports provide an excellent summary.***

**3 – Reports From Boards, Committees, Councils, Task Forces and Working Groups**

**AUDIT COMMITTEE, DEB SHARPLESS, CHAIR**

**Financial Statements**

- Calendar year 2019 consolidated financial statements (association and foundation) were issued by the auditors on May 6, 2020.
- An unmodified opinion was issued which is the highest level of assurance that can be provided.
- The auditors did not identify any material weaknesses or significant deficiencies

- Pat emailed the Executive Committee, Board of Directors, and Finance Committee members the audited financial statements as well as a PowerPoint presentation that summarized the results of the audit on August 27, 2020.

#### External Auditor Procurement

- RFP is under development by management.
- It's nearly completed and expected to be issued in late-September to early-October.
- Items such as the process to be followed, the layout of the document, and evaluation criteria are completed.
- The procurement will be completed in time for the calendar year 2020 financial statement audit.

#### Internal Control Assessment – Resolution of Audit Findings

- If you recall, IBTTA underwent an internal control assessment audit last year.
- The audit report along with the entity-wide risk assessment was presented to the Executive Committee and Board of Directors in September 2019.
- The results aligned with what would be expected from an organization with the size, maturity, and structure of the IBTTA
- The Audit Committee met with staff over two meetings and walked through the status of each finding.
- A status of management's actions to address the findings is expected to be provided to the board later this calendar year.
- The assessment identified nine opportunities for improvement that all focused around automation, documentation of reviews, and policy and procedure updates.

#### **AWARDS COMMITTEE, DAVID MACHAMER, CHAIR**

I hope you all were able to attend the Toll Excellence Award session yesterday. I thought it went really well. Thanks to Wanda, Cheryle, Kristin, and Bill for making me look good and their work with the TEA Committee. I was honored to introduce seven award winners: five public and two private.

Each year I have the privilege of working with eight dedicated, engaged, and passionate folks on my committee to review and score submissions. Wanda and her staff do a tremendous job in supporting our work. I appreciate everyone's hard work, and the long hours they dedicate to reading each submission in detail and carefully scoring each one. The members of the committee are:

##### Public Sector

Rachel Bell – KTA  
 Jessica Carson – E470  
 Bill Halkias – Attica  
 Reinland Jones – RCTC, California

##### Private Sector

Snehal Ambare – HNTB  
 Tom Delaney – Atkins  
 John Mike – TransCore  
 David Pope – Silicone Transportation Consultants

2020 Submissions consisted of  
 37 Public Sector Entries

Administration and Finance	5
Customer Service and Marketing Outreach	6
Social Responsibility	7
Technology	7
Toll operations Engineering and Maintenance	12
7 Private Sector the most ever – Awarded 2 Awards in this area	

Our Committee met several times over a 3-to-4-month period. The deadline for submission was April 13, 2020. Due to COVID-19 we announced on April 10<sup>th</sup> that we would extend the deadline to July 1, 2020 in addition to encouraging projects that reflected an effort to mitigate COVID-19.

Each year we deliberate over the way we score. For example, this year we discussed using the Innovative Score as part of the overall scoring rather than a tie breaker. We will discuss this before we score in 2021. We always ensure the integrity of the scoring as well as the integrity of the committee members. Members recuse themselves from scoring and projects that they have been involved in and if a project wins in a category the member must recuse themselves from the President's award.

I've made sure that we don't change rules in the middle of scoring. Next year, a new category has been recommended for Diversity, Social and Racial Inclusion. The committee will look at the criteria and verbiage for that category. Any suggestions for improvement by the IBTTA board is always welcome. I look forward to working with the committee in 2021.

#### **COMPENSATION POLICY COMMITTEE, CHRIS TOMLINSON, CHAIR**

The IBTTA Compensation Policy Committee has not met yet this Calendar year but plans to do so before year's end. This will allow us to take into account the further details on the FY2021 Budget and to work with the Executive Director as we look at the 2021 compensation plan for the IBTTA staff.

Related to this, the term of the current employment contract for the IBTTA Executive Director and CEO runs from January 1, 2017 to December 31, 2020. Therefore, as chair of the Compensation Policy Committee and on behalf of the Executive Committee, I hereby request authorization from the Board for the Executive Committee to negotiate and enter a new contract with the Executive Director. As such, we offer the Resolution on page 76 of the Board book for the Board's consideration.

#### **COUNCIL OF PLATINUM SPONSORS, KARY WITT, CHAIR**

There are 23 Platinum Sponsors this year. Before that the most we've had is 18. The size of the group is a vote of confidence in IBTTA. We appreciate the partnership with the IBTTA Board. Despite the pandemic and restrictions on travel, we've spent more time together this year than in past years. We've focused on several big issues including cyber security. Mark Cantelli led a great webinar on ransom ware. We will also have webinars on incident response and the cyber killer chain. Jeff Weiss led a task force on new revenue collection models. Donovan Guinn led a subcommittee on social equity and environmental justice, and we heard an excellent presentation from that group yesterday. We've also engaged with IBTTA's DBE community to talk about expanding opportunities for DBEs, agencies, and our prime contractors to work together for the benefit of all. Two challenges that came out of yesterday's discussion, the conversation is just beginning, and we need to do more than just talk.

#### **EXECUTIVE COMMITTEE, SAMUEL JOHNSON, CHAIR**

The Executive Committee carries out board duties between meetings of the board. We meet monthly to talk about what's important to drive value to our members. We are also charged with assessing the

performance of our executive director and CEO, Pat Jones. It happens continually and we wrap it up at the end of the year. We listen to the voices of the members. This year we issued a statement on social and racial injustice in the wake of the killing of George Floyd and many others and widespread social unrest that happened as a result. We also stood up a task force on diversity, social and racial inclusion.

#### **TASK FORCE ON DIVERSITY, SOCIAL AND RACIAL INCLUSION, FERZAN AHMED AND JOI DEAN, CO-CHAIRS**

We have a fantastic group of passionate individuals on the task force. We've held two meetings so far. Ideas discussed so far include:

- have a more diverse group of speakers at our meetings;
- creating a more diverse IBTTA Board of Directors;
- establishing a diversity spotlight to highlight what's happening with IBTTA members;
- establishing a diversity toll excellence award;
- a survey to assess member interests on diversity;
- emphasizing education and training;
- engaging with other organizations like COMTO – the Conference of Minority Transportation Officials;
- starting a book club focusing on diversity topics; a scholarship specific to HBCUs (Historically Black Colleges and Universities);
- providing an opportunity for people to have honest and courageous conversations.

We have created four working groups on the following topics:

- Awards and Scholarship;
- Education and Training;
- Outreach and Partnership;
- Best Practices

These groups are working on how we can put action items related to these topic areas. We are committed to making societal change through this task force.

#### **EMERGING TECHNOLOGY COMMITTEE, JAMES HOFMANN, CHAIR**

We have more than 200 members participating in five working groups:

- Blockchain
- Big Data
- Connected, Autonomous, Shared and Electric vehicles and associated technologies (CASE)
- Innovation
- Tolling and Customer Management

Building off the five 2019 white paper deliverables. Specifically:

- Blockchain – new topic so using 2020 to build understanding and how it might be used in tolling and working towards hands on opportunities in 2021.
- Big data – diving into more detailed aspects with a focus on ways to architect big data to support organizations through technical discussions and case studies; building towards pilot opportunities in 2021.
- CASE – developing white paper looking at potential impacts to toll systems.

- Innovation – developing white paper on building organizational capacity; updating emerging technologies matrix – 55 current topics identified; this will be used to identify 2021 priorities; preparing brief on how to reengage practicing engineers.
- Tolling and Customer Management – developing standardized interface control document, customer service standards, and contract template to support easier integration with evolving third-party fleet industry.

Mentioned the September 29<sup>th</sup> virtual meeting on the convergence of CASE technologies and innovation.

#### **FINANCE STANDING COMMITTEE OF THE BOARD, GEORGE ZILOCCHI, CHAIR**

At our meeting yesterday we had a presentation on June 30 financial statements that reflect a net deficit of \$65,000. In April, the net deficit was projected to be \$137,000. Reserve ratio is at 46%, only four percent below the goal of 50%. Factors that contributed to this positive result are the continued support of the Platinum Sponsors and good cost containment practices by staff. As good as this report is, 2021 could be challenging. Staff will present the 2021 budget in November, which could have a deficit. Fortunately, we have reserves of \$2 million.

#### **INVESTMENT SUBCOMMITTEE OF FINANCE COMMITTEE, SUSAN BUSE, CHAIR**

The investment subcommittee met in July to review the June 30 investment report with investment advisors. We confirmed that the portfolio was compliant with the board adopted investment policy and that returns are consistent with the benchmarks. We all know about the volatility in the spring and early summer. But I am glad to report that by July 20 our long-term account had regained its value back to the \$2 million it had in January. It has stayed pretty level since then.

We also had in June about \$2 million in the operating reserve. That's the account where the dues come in in the first part of the year, we invest it to earn a little interest, and then staff starts to use it for the expenditures in the second half of the year. Staff has withdrawn \$750,000 so far from that account.

The investment subcommittee will meet again in October to review the September quarter report and we continue to watch the market conditions as the changes are happening. In summary, the investments are in a very good position to weather this year, especially with the good work of staff to keep the deficit lower than expected. And based on what we know, enough to take us through 2021. As the 2021 budget is fine-tuned, we will work to define the best investment strategies to put us in a good position until things return to whatever sense of normal we are able to achieve. It has taken years of discipline by the board and staff to retain this reserve, and now that we need it, it's here.

#### **FOUNDATION BOARD, FRANK MCCARTNEY, CHAIR**

This has been a very exciting year for the IBTTA Foundation. We held the 13<sup>th</sup> class of the Leadership Academy executive development program February 23-28. That was the last in-person meeting IBTTA held this year. The 36 members of the 2020 class have formed an especially close bond and have been in regular communication with one another since the class.

The Leadership Academy Alumni Association has really started to take hold. This year they've organized two virtual reunions and a mentorship session.

The Scholarship Program is a big part of what the Foundation is all about. This is our fourth year of offering scholarships to deserving undergraduate students pursuing careers in transportation, engineering, urban planning, and related fields. The five scholarship recipients this year are:

- Blake Brower from the University of Cincinnati
- Celeste Carmignani from the Colorado School of Mines
- Matthew Emery from the University of Washington
- Ryan Hess from the Ohio State University: Columbus Campus
- Paul Hutchinson from the University of Hawaii at Manoa

Also, this year, with strong support and direction from IBTTA President Samuel Johnson, we are establishing a special scholarship to be awarded to a worthy student from Historically Black Colleges and Universities (or HBCU).

Each year, the Foundation usually holds a service project in conjunction with our annual Maintenance, Engineering and Roadway Operations Workshop, which this year was to have taken place in Louisville. We cancelled that workshop. However, we didn't let the meeting cancellation prevent us from helping the community. The Foundation made a \$13,000 contribution to the St. Joseph Children's Home to support children in foster care and to recruit and train community members to become certified foster parents.

Foundation finances are sound. Unfortunately, we haven't had many fundraising opportunities this year. However, at year-end, we expect to have \$140,000 in cash and short-term investments. Mr. President, thank you for the opportunity to talk about the great work of the IBTTA Foundation. That concludes my report.

#### **GOVERNMENT AFFAIRS COMMITTEE, ANDY FREMIER, CHAIR**

A report on IBTTA's Government Affairs activity would not be complete without acknowledging our dear friend and colleague – Government Affairs Director Neil Gray who died suddenly last month. Much has been written about Neil on the IBTTA website, in the September IBTTA Connection newsletter, and a virtual celebration gave his friends an opportunity to share thoughts. For now, we will simply say that Neil was a gentleman, a consummate professional, extremely knowledgeable about every issue in which IBTTA was engaged and many more issues that didn't touch IBTTA or its members. He was one of the most kind, decent, honest, generous, and knowledgeable persons you could ever meet. He served the mission and policy interests of IBTTA in an amazing capacity for 27 years. He has left a big hole in our hearts and in IBTTA.

I'd like to first thank my Vice Chair of the Government Relations committee, Joi Dean and acknowledge a slow start. In January we had set up some initial discussions with the Executive team to lay out a strategy for an effective fly-in, a re-set of the Committee members and a manageable platform that was to be designed to make some strides forward. Our desire was not to overreach. The fly in and committee membership search were sidelined by the pandemic. We had just gotten started on a technical support group managed by Neil and made up of agency members legislative staffs.

Earlier this year IBTTA made a direct federal assistance request. While Congress has yet to finalize the details of a new COVID-19 relief package. The House passed their latest COVID-19 relief legislation – the HEROES Act – in May, the Senate has yet to pass companion legislation. Congressional leaders and representatives of the White House continue to wrestle with the parameters of a future COVID-19 relief

measure, and it is unclear at this time if such a package can be agreed upon this month before Congress adjourns for the elections.

IBTTA's request for direct federal assistance continues to be part of the legislative discussions. It was not included as part of the House HEROES Act legislation and we do not yet know if the request will be included in a final package. IBTTA continues to work with House and Senate staff on this issue.

We are also tracking HR 2 "Invest in America Act" specifically regarding toll provisions. The House-passed reauthorization bill, H.R. 2, includes an extensive rewrite of the tolling provisions in current law. While existing facilities are generally not impacted and nor are conversions of HOV to HOT lanes, the bill proposes stronger federal review and oversight of new tolling facilities.

- New review and approval provisions are established whereby the DOT Secretary would need to approve any new toll facility on a federal highway or built with federal funds.
- In addition, new performance standards and annual reporting requirements are proposed, including minimum speeds (at least 35 mph) for both the facility and corridor (or cordon) as a whole.
- The bill proposes to enforce these requirements with the threat of penalties, including federal funds being frozen or the discontinuation of tolls.
- We are still analyzing the implications of some of these provisions, particularly how they would work in a cordon pricing or all-road tolling environment.
- Lastly, the bill adds new limitations on the use of toll revenue to require it be spent on projects that improve the operation of the corridor.

Current law allows toll funds to be spent on any Title 23 eligible project (which includes transit) if the agency certifies as to adequately maintaining the facility.

The legislation also seeks to modify the interoperability provisions. This draft is currently in the House reauthorization bill which passed the House and now resides in the Senate. The bill is not expected to pass this year, but it is important to get changes we'd like to see in a final bill.

The bill added the term "regional" in front of "interoperability" as far as what federal law would require but doesn't define "regional." This is especially important in states like California that rely on interstate interoperability to do business.

There are also changes regarding congestion pricing and reporting of performance measures. There are also changes in the environmental review process as it pertains to Environmental Justice and Equity Impacts.

The overall plan is to develop specific language or recommendations that we can share with Hill staff over the coming months, recognizing that any significant action on reauthorizing will only occur after the Fall elections.

More recently, Neil had organized tolling committee/task force list of various agency legislative staff. There had been several discussions with this group that helped shape IBTTA's engagement in the Federal response to the COVID crisis. This work will continue, as more consensus and support for the upcoming legislative challenges is still to come.

Our final update is a recognition that the Government Relations committee will be polling interested members to solidify the makeup of the committee in the next coming couple of months. And we look forward to your volunteering for this effort.

#### **INTERNATIONAL COMMITTEE, RENE MOSER, CHAIR**

The Committee was established on Jan 1, 2019 and lead by our dear friend and long-time International Vice President Malika Seddi. When Malika was appointed ASECAP Secretary General beginning of 2020 I was asked by IBTTA President Samuel Johnson to take over the leadership of this great Committee and I want to say again many thanks for your trust.

The focus of this Committee is to strengthen the “I” of IBTTA, to bring together our international members including North America and to support the Membership Committee to attract new members from all over the world. Currently I am very optimistic that soon India will join IBTTA and we are also in contact with potential new members from Europe. Unfortunately, COVID-19 makes these discussions much more difficult than expected.

We have organised in 2020:

- International meet-up on April 30<sup>th</sup> to bring together the international community during the crisis.
- International meet-up on May 15<sup>th</sup> to exchange “How toll agencies forecast traffic in time of uncertainty caused by COVID-19 situation.”
- Webinar on July 21<sup>st</sup> about “The Value of the Concession Model: Best Practice Examples from Around the World” Session in cooperation with ASECAP to further strengthen the cooperation between both organisations based on our MoU.

Later this year we are organizing these sessions:

- International Session next Tuesday on Giving Back to Communities – 10 speakers from different regions of the world (US, Europe, India, Peru).
- Webinar on October 6<sup>th</sup> on “The European General Data Protection Regulation (GDPR) and its consequences for the international tolling industry” as proposed by our IBTTA President Samuel Johnson during the International Committee meeting last year in Halifax.

For next year we will continue our webinar series and are currently discussing potential topics such as “Lessons learned from congestion pricing.”

Further we have elaborated a web-tool (International Projects Collection Form) to collect and present outstanding international projects from all our members.

<https://www.ibtta.org/international-projects-collection-form>

Additional important aspects / activities – proposals for 2021:

- Support and promote the activities of the Task Force on Diversity, Social and Racial Inclusion to all international members.
- Platform for vendors and suppliers to promote their innovations / products to the international community.
- Support hybrid meetings.
- Strengthen the IBTTA – ASECAP cooperation (MoU)

**LEADERSHIP ACADEMY ALUMNI ASSOCIATION, LAUREN HAKOS, CO-CHAIR**

Greetings, I'm Lauren Hakos with the Ohio Turnpike and Infrastructure Commission and I am co-chair of the Leadership Academy Alumni Association (LAAA). My LAAA co-chair is Mary Sallach from State Road & Tollway Authority and we are also, both proud graduates of the Leadership Academy (class of 2015).

The Leadership Academy held its first class in 2008, and since that time, there have been nearly 400 graduates. Industry-wide, the Leadership Academy is recognized as a prestigious and valuable, weeklong learning experience for leaders as well as up and coming leaders. The loyalty to the Leadership Academy and gratitude for the opportunity is expressed by many alumni who continue to be engaged and give back through their volunteer efforts with the LAAA.

Last year, during the LAAA Strategic Planning Meeting in Halifax, our group developed our mission which is to foster meaningful and lifelong connections through the ongoing advancement of leaders, exchange of ideas, and mobility solutions to link communities. This has become the driving force for our accomplishments thus far, some of which include hosting a 10-year anniversary celebration of the Leadership Academy (in 2017), yearly strategic planning meetings, and we've also launched a mentorship program for incoming Leadership Academy attendees.

During our LAAA virtual individual and all-class reunions, our association recognized two very important industry leaders. 2012 Leadership Academy graduate and current IBTTA President Samuel Johnson was recognized with the Award for Contagious Leadership, and Dr. Barbara Gannon was presented with the North Star Award.

We have many more initiatives in the works, and we look forward to these efforts. All of this is made possible thanks to the help of our committee volunteers, officers, liaisons, the Foundation Board, IBTTA staff and all of you on the Board of Directors.

So thank you for your support and while we understand that the Leadership Academy is taking a break in 2021, I can assure you that our alumni activities and initiatives will continue and I will be happy to provide an additional report highlighting these at a future board meeting or anytime.

**MEMBERSHIP COMMITTEE, ROB HERR, CHAIR**

The Membership Committee started in 2015 to look at the value proposition of membership. Since then we have grown the size of the membership. As of September 1, we are at 98% of our budget for dues which is excellent. We've had 17 new members join this year, including five new toll operator members. The trends over the last six years are all good: number of members, retention, and dues revenue are all up. Members that did not renew this year: DARS, Chesapeake Expressway, Innovative Road Solutions, Texas Turnpike Corporation. They all did not renew membership because of budget issues. We will continue to follow up with them. The committee will continue to meet monthly. We will continue to examine the value proposition of membership. The DBE member category came from the Membership Committee. We will do a lot of data mining to determine who is attending our meetings and use it to recruit new members. We will also use this data to determine who among our membership is not participating. Thanks to Ancilla, Terri, and the entire IBTTA staff for the support of the committee. And special thanks to Vice Chair Susan Buse for all her hard work.

**MENTORSHIP SUBCOMMITTEE OF MEMBERSHIP COMMITTEE, JEFF WEISS, CHAIR**

When Samuel came on as President, one of his goals was to bolster mentorship in the industry. I say to my team at the end of our conference calls, "teamwork makes the dream work." Everyone rolls their

eyes and says, “sure Weiss.” But it’s true. It’s a true statement. The Mentorship Subcommittee remembers Rob Horr, Patty Rubstello, Tyler Milligan, Susan Buse, and Mike Davis who have all contributed greatly in the forming of this mentorship program based on their experiences from their individual firms, their agencies, and associations outside the toll industry.

One of our first efforts was to establish a mentorship-protégé definition and signup to post on the IBTTA website and to start promoting it across IBTTA channels. We were lucky to have the assistance of the leaders of the Young Professionals Council for sharing their similar work in this area which gave us a great head start. We had 22 IBTTA members sign up to be protégés and over two dozen sign up to be mentors over the last couple of months. In the last two weeks, Wanda Klayman and Ancilla Brady have performed a mentor-protégé matching which was reviewed, modified, and approved by the subcommittee. I’m pleased to announce that a week from today, we will officially kick off the mentorship program with a zoom meeting. Over the next week we will be introducing protégés and their mentors virtually and have them begin those relationships.

The mentorship program will run on a three-month time frame with the ability of protégés to re-up with their mentor for an additional three months. After the first six months, protégés will be rematched with a new mentor unless a request is made specifically to keep that relationship going.

Another great accomplishment of the subcommittee was a web event in July supported by the Women in Tolling Council, the Young Professionals Council, and the Leadership Academy Alumni Association. The focus of the event was to provide guidance for young professionals on how to manage up, down, and across their organizations in a drastically changed work environment. We brought in a very engaging organizational development expert, Mary Abbajay, to discuss proven strategies and techniques to enhance collaboration and effectively manage relationships. It was a really well-attended event, and we had a ton of positive feedback from that event.

We have more web events in the works for later this year in partnership with LAAA and we look forward to the successful launch of this mentorship program and gaining feedback from participants on how we can strengthen it and continue this important effort.

Lastly, I want to thank all the members of the subcommittee, the Young Professionals Council, and Wanda and Ancilla for all their support and hard work. Thank you, Mr. President, we look forward to continuing your vision and keeping this going.

#### **NOMINATING COMMITTEE, CHRIS TOMLINSON, CHAIR**

The IBTTA Nominating Committee met in Zoom meetings on May 13, June 26, and July 27, 2020 to prepare a slate of candidate for election by the membership during the 2020 annual meeting. By various motions, seconds, and votes, the committee approved the following slate of candidates for election:

#### **Officers Serving a one-year term January 1 – December 31, 2021**

President: Mark Compton

First Vice President: Diane Scaccetti

Second Vice President: Patty Rubstello

International Vice President: Rene Moser

Immediate Past President: Samuel Johnson

**Directors Serving Terms ending on December 31 of the indicated year:**

**2022**

Jose Alvarez, Illinois Tollway

**2023**

Deb Sharpless, Maryland Transportation Authority

**2024**

Ferzan Ahmed, Ohio Turnpike and Infrastructure Commission

Christophe Boutin, ASFA

Joi Dean, Richmond Metropolitan Transportation Authority

John Keller, New Jersey Turnpike Authority

Massimo Schintu, AISCAT

**PAST PRESIDENTS ADVISORY COUNCIL, CHRIS TOMLINSON, CHAIR**

The IBTTA Past President's Advisory Council met in person on January 9<sup>th</sup>, via a Zoom meeting on May 4<sup>th</sup>, via email on August 25, and via Zoom on September 9, 2020. During the January and May meetings the Past President's finalized and prepared a list of three honorees to be designated as Honorary Members of IBTTA, our association's highest individual distinction. Those three nominees are: Malika Seddi, Tim Stewart, and Larry Yermack.

On August 25<sup>th</sup>, the Past President's Advisory Council approved via unanimous acclamation to posthumously elect Neil Gray as an Honorary Member. At yesterday's meeting, we finalized and ratified the final list of four nominees.

Therefore, the Past Presidents are proud to recommend that IBTTA recognize these four industry giants – Neil Gray, Malika Seddi, Tim Stewart, and Larry Yermack – by naming them Honorary Members of IBTTA.

This concludes my report.

**TOLLING IMMERSION PROGRAM TASK FORCE, PATTY RUBSTELLO, CHAIR**

The Toll Immersion Program is an internship program where agencies and private firms would co-sponsor an intern for the summer. The intern would then split their time between the two entities to learn about the toll industry and from two different viewpoints/perspectives.

During the first quarter, the taskforce was able to get 8 agencies and 9 private firms interested in participating in the program. Unfortunately, COVID hit and many of those interested needed to pull away from the program this year due to budget concerns

Fortunately, E-470, Rohde Island Turnpike and Bridge Authority, and WSP came to the rescue. With WSP, E-470 hosted two interns and RITBA hosted one. The task force provided a mentor to each of the interns, the YPC provided a peer as well, and we met with the interns as a group at the midpoint in their internship to hear how things were going.

The interns concluded their internship with a recorded presentation sharing what they did and what they learned. They greatly benefited from the program and have an interest to stay connected to the

tolling industry. These presentations have been sent to IBTTA for the record. And the icing on the cake with this year's program, RITBA has hired their intern and the IBTTA program was hugely instrumental in making this happen.

Additionally the taskforce hosted a meet-up aimed at the IBTTA scholarship applicants that indicated they had an interest in an internship. We also invited the interns and the YPC. The focus of the meet-up was to learn about tolling, then and now, what the various professions involved in the tolling industry are, how the industry is made up of agencies, consultants, and vendors, and then a vision of the future of tolling. It was well attended, and we may look at doing this again next year. The task force is eager to get working on the 2021 program.

#### **WOMEN IN TOLLING COUNCIL, PATTY RUBSTELLO, CHAIR**

An informal group started meeting last spring sitting around the breakfast table in Orlando. We had various discussions throughout 2019 but in a very informal manner. We started to meet more formally after a discussion at our January 2020 board meeting in Coral Gables. June and July we had two meetups on Unconscious Bias. We also partnered with the Membership Subcommittee, YPC and LAAA on webinar about Managing Up, Down and Across. All excellent sessions, well attended and great participation. Thank you IBTTA for making them happen.

Big thanks to President Johnson and Pat and Wanda in making the Council formal this August. Also, huge shout out to Wanda and Cheryle: we have a logo and a website and a repository for our documents!

The other officers of our council are Mary Sallach, Vice Chair, and Snehal Ambare, Secretary. There are 20 members of the council and true to our mission of diversity, we do have one man on the council. Thank you Jeff Dailey. Our members are half agency and half private sector. We have three liaisons with other committees: LAAA, YPC, and Diversity Task Force. It's important to have these liaisons to ensure we are not duplicating efforts but rather creating synergies in the common interests we have.

Shout out to Mary Sallach who created a LinkedIn page: <https://www.linkedin.com/groups/12296052/>. We now have 215 friends/supporters. Thanks to Shannon Swank our marketing pro who is helping us get the word out on who we are, and that anyone can get involved. Our meet-ups next week will focus on sharing who we are and hear from others who have ideas for us. We will meet as a council to advance our work plan with this input, and then a social where we have experts in the social media arena to teach us how to maximize social media. My goal of this council is to not be in perpetuity but rather it will sunset when our association reflects our diverse membership.

#### **YOUNG PROFESSIONALS COUNCIL, CHELSEA SCHEID, CHAIR**

I'm Chelsea Scheid and I'm the chair of the Young Professionals Council. I'd like to start out by thanking Samuel for his support of the YPC and encouraging our vision. I'd like to thank Pat for his suggestions and encouragement. I'd also like to thank Patty for her insights and help with the Tolling Immersion Program. Finally, I'd be completely remiss if I did not give a big thank you to Wanda and Anna for all their advice and coordination.

Like everyone else, the YPC has met some challenges this year. We coordinated our first YPC day, which although was not able to happen, sets a great precedent for future meetings. The YPC developed a tentative mentorship program framework which we shared with both the Membership's mentorship committee as well as the Tolling Immersion Program. We have had continued coordinating with the

Mentorship Subcommittee, and successfully provide peer mentors to all three interns involved in the TIP.

During the annual meeting next week, the YPC will be holding two sessions. The first will be an intro session to introduce our three initiatives for 2021: Relationships, Networking, and Education. We will also be hosting a discussion session based on the Changing Employee breakout session.

I'd like to introduce you to our 2021 initiatives.

- Our Community subcommittee will be focused on developing internal relationships and a collaborative environment within the YPC.
- Our Networking subcommittee will be focused on fostering connections that will enable junior IBTTA members to be involved in IBTTA committees and presentations.
- Our Education subcommittee will focus on providing our members with the knowledge and tools to grow and will also continue to be involved with the TIP.

In the next 6 months, we intend to present 4 webinars/meetups: two each from our education and networking subcommittees. We will also begin hosting a monthly lunch hangout, with revolving time zones. Additionally, we have recently established a Discord server which will act as a community forum for both structured and casual conversation.

Thank you to all of you who have supported us in getting our Council off the ground, and we look forward to what is next.

### **Closing**

In the final moments of the meeting, President Johnson called for a moment of silence to commemorate the anniversary of the September 11, 2001 attacks on the United States.

The meeting was adjourned at 3:00pm ET.

Respectfully submitted,

Patrick D. Jones  
Executive Director & CEO

### **Attachments: Resolutions Approved by the Board**

- Resolution to Elect New Members
- Resolution to Select Outside Auditor for Financial Statement Audits
- Resolution on the Policy on Budget Development and Variances
- Resolution to Delegate to the Executive Committee to Negotiate a New Contract with Executive Director and CEO
- Resolution to Express Appreciation to Immediate Past President Chris Tomlinson

**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.

<b>Agency/Organization</b>	<b>Member Type</b>	<b>City</b>	<b>State</b>	<b>Country</b>
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 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.

*Resolution of Appreciation to*

# **Chris Tomlinson**

*for his leadership of the  
International Bridge, Tunnel and Turnpike Association  
during his term as President in 2019*

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

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

**Whereas** Chris Tomlinson served as President of the Association in 2019 with exceptional competence and diligence;

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

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

Thoughtful, collaborative, and caring. Sensitive, unflappable, and visionary. A smart, humble, and approachable leader with an insatiable appetite for learning. Those are some of the expressions that colleagues use to describe Chris Tomlinson. Chris led IBTTA under the theme “Driving the Future of Mobility.” He knew that collaboration was key to the future and established the peer exchange program, which brought higher levels of knowledge exchange to toll operators across the globe. He also created the Emerging Technologies Committee to unleash innovation and propel our industry into a more dynamic future. He has the rare ability to consider objectively all aspects of an issue and then articulate a reasoned approach to a solution, even for the most controversial issues. As the first IBTTA president of color, Chris opened doors and fully exhibited the exceptional talent that exists in people across all areas of human form and perspective. He is a leader in advancing diversity, excellence, and innovation. Beyond all these professional accolades, Chris is a friend who cares.

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

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



Samuel Johnson, IBTTA President  
Virtual Annual Meeting – September 11, 2020

**IBTTA Board of Directors  
MEETING  
November 13, 2020  
11:00am ET**

**ATTENDANCE**

**Board members:** Ferzan Ahmed, Jessica Carson, Mark Compton, Jeff Dailey, JJ Eden, Andy Fremier, Bill Halkias, Samuel Johnson, John Keller\*\*, Julia Monso, Maria Moreno, Rene Moser, Kathi O'Connor, Patty Rubstello, Diane Scaccetti, Deb Sharpless\*\*, Benton Tempas, Chris Tomlinson, Joe Waggoner. **Finance Committee:** Susan Buse, George Zilocchi. **Staff:** Cheryle Arnold, Kristin Bromberg, Bill Cramer, Lisa Jewel, Pat Jones, Wanda Klayman, Terri Lankford, Cathy Pennington,

\*\*→board member elect

**1 – Call to Order**

President Samuel Johnson called the meeting to order at 11:00am ET and offered the following remarks:

Good morning, good afternoon, and good evening everyone. I'd like to call this Board meeting to order.

As I said in my opening remarks at last week's meeting of the Finance Committee, our Board has three important responsibilities:

- to develop our vision and goals for where we want the association to go;
- to establish policy as the guardrails for staff to work within towards that vision; and
- to provide staff the resources to do the work to deliver on our goals.

The Finance Committee met to review the proposed budget last Friday and passed a motion recommending adoption of the budget by the Board.

The purpose of today's meeting is to review and – hopefully – approve the 2021 budget.

This budget will help us advance IBTTA's mission and serve the members; it also recognizes the financial position of the association and the economic challenges facing our industry.

Most members of the Board attended and participated in last week's Finance Committee meeting, so I suspect we'll have a shorter discussion than we had last week.

I want to thank the Finance Committee – especially George Zilocchi and Susan Buse as Chair and Vice Chair – for their hard work on this budget. I also want to thank the staff and my colleagues on the Executive Committee for their ideas, questions, and input on the budget.

At this point, I'll ask Pat to give a summary of the 2021 budget. Then I'll entertain a motion and a second to approve the budget, at which point we can have discussion.

Pat, you have the floor.

**2 – Presentation of Proposed 2021 Budget**

Executive Director & CEO Pat Jones made the following remarks:

We have a very rigorous conversation about the 2021 budget during the Finance Committee meeting last week. I will mention a few highlights of that presentation and discussion:

- It's a conservative budget.
- On the revenue side, we estimate 10% attrition in overall dues while also recruiting some new members.
- We have budgeted the two in person meetings (Atlanta and Anaheim) at zero net income; if those two meetings are cancelled, there will be no effect on association net income.
- We have budgeted 18 Platinum Sponsors (down from 23 this year).
- On the expense side, we are reducing, but not eliminating, consultant expenses in Technology (TollMiner) and Communications.
- We have eliminated rent because our lease expired, and staff are working from home in 2021.
- We are freezing staff salaries at 2020 levels.

**Samuel Johnson asked for and received a MOTION and SECOND to approve the budget.**

He then invited questions and discussion. There being none, he called for a vote.

**The motion PASSED.**

The meeting was adjourned at 11:10am ET.

Respectfully submitted,

Patrick D. Jones  
Executive Director & CEO

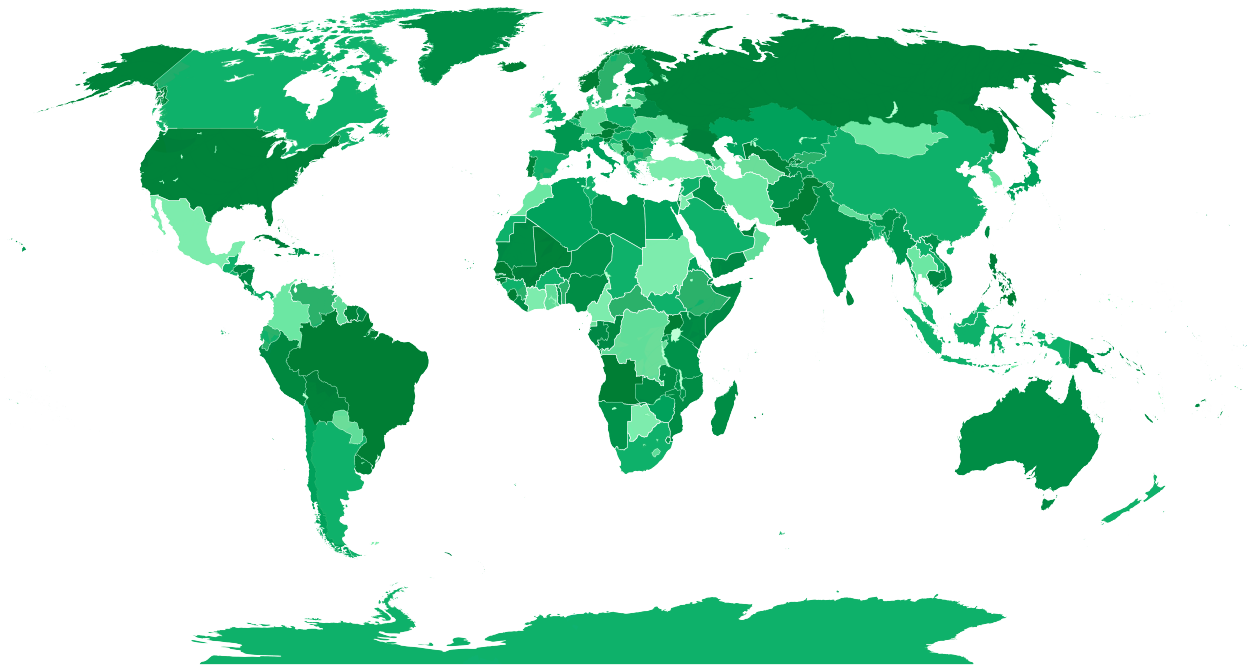


TOLLING. MOVING SMARTER.

# GLOBAL TOLLING & MOBILITY NEWSLETTER

A SCAN OF TOLLING & MOBILITY DEVELOPMENT AROUND THE GLOBE

WINTER 2021



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*Prepared by:*

*René Moser, IBTTA International Vice President*

*Senior EU and International Affairs Manager, ASFINAG, Vienna, Austria*

*Bill Cramer, Communications Director, IBTTA*

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*Main Sources: IBTTA International Members – all international members were invited to contribute to this newsletter.*

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### ABOUT IBTTA

The International Bridge, Tunnel and Turnpike Association (IBTTA) is the worldwide association for the owners and operators of toll facilities and the businesses that serve them. Founded in 1932, IBTTA has members in 26 countries on six continents. Through advocacy, thought leadership and education, members are implementing state-of-the-art, innovative user-based transportation financing solutions to address the critical infrastructure challenges of the 21<sup>st</sup> Century.

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## **EXECUTIVE SUMMARY**

The Winter 2021 edition of the Global Tolling & Mobility Newsletter covers tolling and mobility highlights from different regions of the world. Instead of performing a desk research as for previous newsletters this time all international members were invited to contribute.

### **The highlights of the newsletter can be summarized as in the following:**

In India digital toll payment through “FASTag” has reached Two Crore historical landmark, registering growth of 400 percent in a year. Further, huge investments are planned in the highway sector for post-COVID recovery of the economy.

In Europe the European Commission has published its Smart and Sustainable Mobility Strategy — a key part of its Green Deal that sets out 82 initiatives aimed at slashing emissions from transport. Further, transport ministers are close to reach an agreement on a new version of the European Tolling Directive that foresees significant discounts for emission free vehicles. Finally, the European Commission has released a proposed Regulation on European data governance.

### **National European highlights are:**

- Austria: Starting from November 2020 onwards, Austrian motorways will be fitted with dedicated short-range communication equipment to enable a direct exchange of safety-relevant information between the road infrastructure and vehicles.
- France: The French Transportation regulatory body has published its first report about the economic model of highway concessions in France. With historic contracts approaching their terms and elected officials thinking of the future of these contracts, this report should help promote the virtues of a model that is often hastily criticized.
- Greece: A new electronic tolling service was implemented on all of Greece’s toll roads. The new service is effective since November 4, 2020 and it ensures interoperability between all eight (8) Toll Infrastructures of the country. Further, Greece will submit a set of extensions to its 2000+km motorway network that will act as key development stimulus for the peripheral economies of the country and will be contributing to the much-needed increase of the country’s GDP.
- Italy: AISCAT recently issued the first ever edition of its Sustainability Report. It summarizes and illustrates, within an overall industry framework, the numerous activities of sustainable mobility carried out by the Association’s concessionaires.
- Spain: Highlights from Spain include MaaS (Mobility-as-a-Service) applications, air taxis and drone parcels, the deployment of ultra-fast charging stations, the use of big data as well as a new program to protect highway workers and users.

In Canada a new proposed legislation in Alberta would allow a bridge to be built using tolls to pay for the construction. If passed the \$200-million Highway 697 bridge over the Peace River would be the first project financed in this manner. Further, the city of Vancouver, British Columbia is considering implementing mobility pricing. Finally, an interesting press article is proposing an expanded rail system as the best way for Canada to recover — by moving people and goods efficiently and in a climate-conscious fashion.

## ASIA

### INDIA

#### **FASTAG CROSSES 2.0 CRORE USERS LANDMARK – NEW DELHI**

FASTag users in the country has reached Two Crore historical landmark, registering growth of 400 percent in a year. This has increased the total toll collection to Rs. 92 crores per day which is a substantial increase in the daily toll collection from Rs. 70 crores per day, a year back. FASTag is contributing to nearly 75 percent of the total toll collection as of now.

[https://nhai.gov.in/nhai/sites/default/files/2020-11/Press\\_Release\\_FASTag\\_crosses\\_2\\_0\\_Crore\\_Users\\_Landmark.pdf](https://nhai.gov.in/nhai/sites/default/files/2020-11/Press_Release_FASTag_crosses_2_0_Crore_Users_Landmark.pdf)

#### **‘WILL AWARD PROJECTS WORTH R2 LAKH CRORE BY FY21, COVID HAS MADE US MORE AGGRESSIVE’**

Hit hard by the pandemic and the lockdown, the highways construction sector is back in business, racing to achieve its targets as the government identifies infrastructure works like building roads, as one of the areas for post-COVID recovery of the economy.

<https://nhai.gov.in/nhai/sites/default/files/2020-12/Indian%20Express%2030112020.pdf>

Contributor: Snehal Ambare, HNTB Corporation

## EUROPE

#### **EUROPEAN COMMISSION LAUNCHES ITS DATA GOVERNANCE ACT**

The European Commission has released a proposed Regulation on European data governance (“Data Governance Act”). The proposal is the first of a set of measures announced in the 2020 European strategy for data. The Regulation will aim to facilitate data sharing across the EU and between sectors to create wealth for society, increase control and trust of both citizens and companies regarding their data, and offer an alternative European model to data handling practice of major tech platforms. The amount of data generated by public bodies, businesses and citizens is constantly growing. It is expected to multiply by five between 2018 and 2025. The new draft Regulation therefore aims to create the basis for a new European way of data governance that is in line with EU values and principles, such as personal data protection (GDPR), consumer protection and competition rules. Read the EC press release:

[https://ec.europa.eu/commission/presscorner/detail/en/ip\\_20\\_2102](https://ec.europa.eu/commission/presscorner/detail/en/ip_20_2102).

Contributor: Malika Seddi, ASECAP

#### **MINISTERS GREENLIGHT 50% TOLL DISCOUNT FOR EMISSIONS-FREE TRUCKS**

Hauliers driving emissions-free trucks will get at least half off road tolls in the EU under a new tolling system given the go-ahead by transport ministers today. Fossil Fuel trucks will be charged based on their CO2 emissions, with more efficient heavy-goods vehicles paying less.

<https://www.transportenvironment.org/press/ministers-greenlight-50-toll-discount-emissions-free-trucks>

## EUROPEAN COMMISSION PUBLISHES SMART AND SUSTAINABLE MOBILITY STRATEGY

BRUSSELS — The European Commission Wednesday, December 9, published its Smart and Sustainable Mobility Strategy — a key part of its Green Deal that sets out 82 initiatives aimed at slashing emissions from transport, which currently accounts for more than a quarter of the bloc's CO2 emissions.

“Transport is one of the three sectors where more efforts are necessary. Emissions have been going up and we need to find a clear downward trend if we are to achieve climate neutrality,” said Commission Vice President in charge of the Green Deal Frans Timmermans.

Without reducing emissions from the sector, there's no chance of hitting the Green Deal's 2050 goal of becoming climate neutral; the deal calls on transport emissions to fall by 90 percent by mid-century.

[https://ec.europa.eu/transport/themes/mobilitystrategy\\_en](https://ec.europa.eu/transport/themes/mobilitystrategy_en)

Contributor: Bill Cramer, IBTTA

## DIGITAL SERVICES ACT AND DIGITAL MARKETS ACT: COMMISSION REGULATES DIGITAL SPACE FOR NEXT DECADES

The European Commission unveiled on 15 December under the Digital Services Act and the Digital Markets Act a package of proposals that set out legal obligations for all digital services, including social media, online marketplaces and other online platforms, that operate in the EU. These new rules are aimed at tackling illegal content and unfair practices, including unfair competition, in today's digital environment. A review of EU legislation was urgently needed since the e-Commerce Directive dates back to the year 2000. In the meantime, the internet has changed tremendously: everyday millions of EU citizens use digital services for private and professional purposes. The massive use of digital services had led to the emergence of online giants. It was therefore crucial for the EU to align EU legislation with the current situation. The two texts, which in fact aim to limit the hegemony of dominant tech giants by ensuring that small businesses also have access to the digital space, will have major impact for both digital service providers based in the EU and companies outside the EU serving EU users. The two proposals serve one goal: to make sure that we, as users, have access to a wide choice of safe products and services online. Under the new proposal, digital service providers could face fines up to 10% of their annual revenues if there is evidence that they breach EU law. The EC text will now be forwarded to the EP and Council. EC press release: [https://ec.europa.eu/commission/presscorner/detail/en/ip\\_20\\_2347](https://ec.europa.eu/commission/presscorner/detail/en/ip_20_2347)

Contributor: Malika Seddi, ASECAP

## AUSTRIA – ASFINAG

### ASFINAG CONNECTS ROADS WITH VEHICLES ON A LARGE SCALE IN EUROPE

Starting from November 2020 onwards, Austrian motorways will be fitted with dedicated short-range communication equipment to enable a direct exchange of safety-relevant information between the road infrastructure and vehicles. Through a procurement of V2X roadside units, the Austrian motorway operator ASFINAG has taken an important step to enable the dialogue between road infrastructure operators and road users. V2X stands for Vehicle-to-everything communication and includes co-operative, safety-related communication among vehicles and infrastructure. ASFINAG will start the deployment on selected sections and expand it to the overall Austrian motorway network within the next few years.

**Europe's First Large Scale Deployment.** “ASFINAG is starting the dialogue between roads and vehicles on the Austrian motorway network. The direct connection with our customers provides an important contribution to safe, efficient and sustainable mobility” says Josef Fiala, CFO of ASFINAG.

<https://c-its-deployment-group.info/news-events/news/nv-asfinag-c-its-rollout/>

## **SUSTAINABILITY: FOURTH PRIME RATING IN A ROW SHOWS PROGRESS FOR ASFINAG'S ENDEAVORS FOR CARBON NEUTRALITY**

**The Austrian highway operator ASFINAG has once again provided tangible impetus for sustainability management, such as with its work to increase the number of e-charging stations and continuing to erect photovoltaic systems along its network.** These efforts are certified by the most renowned independent rating company in Europe – ISS ESG rating company – which appraises companies worldwide every year. ASFINAG – as the only highway operator in the world – has been able to decorate itself with this certificate for the fourth time in a row. The success results from the many successful management initiatives – from diversity and energy and environmental measures, human resources development, purchasing to traffic and occupational safety – and demonstrates that sustainability at ASFINAG is not just lip service but that it is increasingly becoming a corporate philosophy.

**Sustainability as a chance for ASFINAG.** ISS ESG rated ASFINAG in the field of infrastructure and transport. ASFINAG is already working today on the mobility world of tomorrow. When it comes to core tasks, ASFINAG has a great deal of responsibility for ensuring that the company addresses the matters current in society, the economy and the environment in a sustainable manner. Therefore, ASFINAG operates its core business in a manner that is socially and ecologically responsible as well as economically successful. All this helps ASFINAG on the way to carbon neutrality.

Contributors: René Moser, Jacqueline Erhart and Alexander Holzedl, ASFINAG

## **FRANCE – ASFA**

### **ART PUBLISHES ITS QUINQUENNIAL REPORT**

The French Transportation regulatory body has published its first report about the economic model of highway concessions in France. It has been five years since the Macron's bill on economic regulation was passed. It empowered the ART (Autorité de Régulation des Transports) to monitor the economics of the highway sector on behalf of the Parliament. This first quinquennial report was published this November after a long work of the Authority and gave a clear and comprehensive view on a complex model. It concluded that average IRR of the historic contracts would reach 7,9% at their term, in line with initial forecasts. With historic contracts approaching their terms and elected officials thinking of the future of these contracts, this report should help promote the virtues of a model that is often hastily criticized.

Contributor: Christophe Boutin, Association des Sociétés Françaises d'Autoroutes et d'Ouvrages à Péage (ASFA)

## **GREECE – HELLASTRON**

### **INTEROPERABILITY OF ETC FOR ALL GREEK TOLL ROADS IS A REALITY**

A new electronic tolling service was implemented on all of Greece's toll roads. The new service is effective since November 4, 2020 and it ensures interoperability between all eight (8) Toll Infrastructures of the country, which together make up the 2,133.2 kilometers and constitute the Hellastron network which is covering most of mainland Greece. The

new service was implemented on the principle one account, one device one invoice. All eight (8) entities have the role of a toll charger on their network, but only seven (7) of them are tag issuers, since Moreas Motorway elected not to distribute its own tags but to fully rely on interoperability, a decision which pays off as its ETC penetration ranks third in the country with 36%. As at the end of October 2020, Attiki Odos ranks first with 55% ETC penetration, with Egnatia Odos running last with 9%, a remarkable ETC penetration considering that Egnatia inaugurated its ETC for the first time in September 2020.

<https://www.ekathimerini.com/256507/gallery/ekathimerini/in-images/highways-set-to-become-interoperable-in-november>

<https://www.ekathimerini.com/257938/article/ekathimerini/news/interoperable-tolling-system-kicks-in-next-month>

<https://www.itsinternational.com/its1/news/greek-odyssey-now-needs-just-one-e-pass>

<https://ypodomes.com/grits-the-greek-highways-welcome-the-era-of-interoperability/>

### **MOTORWAY INFRASTRUCTURE PROJECTS: A KEY FACTOR FOR THE ECONOMY RECOVERY IN GREECE**

Driving towards a speedy recovery of the economy following the COVID recession, Greece will submit a set of extensions to its 2000+km motorway network that will act as key development stimulus for the peripheral economies of the country and will be contributing to the much-needed increase of the country's GDP. The north part of Kentriki Odos (E-65) linking Central Greece to the east-west axis of Egnatia Odos Motorway, the underwater Tunnel connecting the island of Salamina with the Attica coastline, as well as other projects which may be mature enough to be financed by the EU Recovery Fund are included. The Road sector's share of the EU Recovery Fund is around 1,5bn€ and is aiming at mature and large projects that will have a target for completion by 2026.

<https://www.ekathimerini.com/256381/article/ekathimerini/business/greece-to-look-for-eu-recovery-fund-money-for-major-road-projects>

<https://energyexpress.eu/tag/eu-recovery-fund/>

[https://www.businessdaily.gr/english-edition/29232\\_greece-plans-path-eu-recovery-fund](https://www.businessdaily.gr/english-edition/29232_greece-plans-path-eu-recovery-fund)

<https://ypodomes.com/the-top-three-new-motorway-projects-in-greece/>

### **SUBMISSION OF FINANCIAL OFFERS FOR THE EGNATIA MOTORWAY CONCESSION ARE ANTICIPATED**

The concession of Egnatia Odos Motorway with a total of more than 1000km is a long-awaited privatization project that seems to be coming soon, as deadline for submission of offers is approaching. During Phase A, seven (7) consortia have qualified and now on Phase B financial offers are anticipated to be submitted. The submittal date is December 11, 2020, unless the second lockdown in the country becomes a reason for extending once more the deadline. The evaluation process is set to begin next year. Eleven new toll stations are going into operation in order to fulfil the prerequisites set by the Hellenic Republic Privatization Fund. The bid has attracted almost all major players in the road sector with important players being part of the seven (7) participating schemes.

<https://ypodomes.com/egnatia-odos-11-new-toll-stations-are-put-into-operation-heat-in-the-concession-competition>

Contributors: Bill Halkias, P.E., Managing Director and CEO, Attica Tollway Operations Authority, HELLASTRON'S President Mr. Stavros Stavaris, Technical Advisor, Charalampos Malimoglou and Communications Consultant Mr. Nikos Skylakakis

## ITALY – AISCAT

### EXCERPT FROM AISCAT SUSTAINABILITY REPORT

AISCAT recently issued the first ever edition of its Sustainability Report. The document relates to 2019, which we may refer to as the year "zero"; a year to be praised for systematically collecting the contribution of AISCAT's Associates towards "Corporate Social Responsibility" and for a promise to develop, over the coming years, a way for structured sustainability.

AISCAT's Sustainability Report summarizes and illustrates, within an overall industry framework, the numerous activities of sustainable mobility carried out by the Association's concessionaires and does so whilst looking at sustainability within a broad prospective. Indeed, the report is not limited to purely environmental aspects, but also addresses ones relating to the services provided to users, the sector's contribution to economic development, the improvement of road safety, the development of human resources and the social impact connected with the work activities of road operators.

Contributors: Emanuela Stocchi and Massimo Schintu, AISCAT

## SPAIN – SEOPAN

### GLOBALVIA, MEEP AND SEVILLE CITY HALL LAUNCH MEEP SEVILLA BY GLOBALVIA, THE FIRST MOBILITY-AS-A-SERVICE (MAAS) APPLICATION

City transport will be available in the Meep App, both on iOS and Android, and represents a further step towards the expansion of mobility as a service in Spain. This consists of combining all the means of transport in a city in a single app with the aim of establishing more effective connections, increasing accessibility to the system, and encouraging users to choose this more sustainable way of moving, instead of using their vehicle private.

[https://www.globalvia.com/sala\\_de\\_prensa/NoticiaDetalle.aspx?BtnSubMenu=30&id=5305](https://www.globalvia.com/sala_de_prensa/NoticiaDetalle.aspx?BtnSubMenu=30&id=5305)

### ENAIRE, SPAIN'S AIR NAVIGATION AUTHORITY, HAS ANNOUNCED PLANS TO BEGIN DEMONSTRATING FLYING TAXIS IN BARCELONA AND SANTIAGO DE COMPOSTELA IN 2022

ENAIRE works on European projects to manage the future mobility of people in urban and peri-urban areas. This will be via flying vehicles and, in particular, air taxis, as well as activities such as drone parcels. It currently participates in two EU-funded projects, which have just been awarded, financed with European Horizon 2020 funds through the SESAR Joint Undertaking on U-Space and Urban Air Mobility.

[https://www.enaire.es/en\\_GB/2020\\_11\\_03/ndp\\_enaire\\_takes\\_part\\_european\\_projects](https://www.enaire.es/en_GB/2020_11_03/ndp_enaire_takes_part_european_projects)

### IBERDROLA AND PORSCHE JOIN FORCES TO PROMOTE THE ULTRA-FAST CHARGING OF ELECTRIC VEHICLES IN SPAIN

Iberdrola and Porsche have decided to join forces to push forward the electrification of transport, with a collaboration agreement to promote the deployment of ultra-fast charging in Spain. This agreement will see Iberdrola install 35 Premium stations, to be known as the Porsche Iberdrola High Power Charging Network, featuring the most powerful 150 kW and 350 kW chargers on the market which are compatible with Porsche Taycan vehicles.

<https://www.iberdrola.com/press-room/news/detail/iberdrola-porsche-join-forces-promote-ultra-fast-charging-electric-vehicles-spain>

**ABERTIS: AGREEMENT WITH IBM TO DEVELOP MORE INNOVATIVE, SAFER, AND ECO-FRIENDLY MOTORWAYS**

Abertis, the Spanish leading group in toll road management has signed a three-year agreement with IBM to launch an Innovation Garage. The project, based on the use of big data, will contribute to safer journeys, to optimize road maintenance, reduce impact of winter operations, and the development and design of a universal and interactive system of barrier-less mobility solution.

<https://www.abertis.com/en/the-group/about-abertis/latest-news/1041>

**THE +VIAL PROGRAM BY FERROVIAL: PROTECTING HIGHWAY WORKERS AND USERS**

The + VIAL program has four core principles: the first, Awareness, Information, and Training; the second, Control and Monitoring; the third, Regulations and Technical and Organizational Measures; and the last. Institutional Collaboration.

[https://newsroom.ferrovial.com/en/inforvial\\_article/tolerancia-cero-a-los-accidentes/](https://newsroom.ferrovial.com/en/inforvial_article/tolerancia-cero-a-los-accidentes/)

**TATTILE KEEPS EYES ON ROAD IN MADRID**

Tattile has deployed 45 Vega Smart 2HD cameras for a road surveillance project in Spain's capital Madrid on behalf of traffic authority Dirección General de Tráfico.

<https://www.itsinternational.com/its2/news/tattile-keeps-eyes-road-madrid>

Contributors: Bruno de la Fuente and Abertis, Ferrovial and Globlavia

**NORTH AMERICA****CANADA****ALBERTA BILL WOULD OPEN DOOR FOR ROAD AND BRIDGE TOLLS ON NEW PROJECTS**

Proposed legislation in Alberta, Canada would allow a bridge to be built using tolls to pay for the construction. If passed the \$200-million Highway 697 bridge over the Peace River would be the first project financed in this manner. The bridge would replace the aging La Crete ferry in northern Alberta. The minister responsible said the fees would only go toward the cost of the project and would end once the project is paid for.

<https://www.cbc.ca/news/canada/edmonton/alberta-legislature-toll-roads-bridge-1.5788438>

**CITY OF VANCOUVER PROPOSES TOLLS FOR CARS ENTERING DOWNTOWN**

The city of Vancouver, British Columbia is considering implementing mobility pricing. The revenue could be used to help fund sustainable transportation options and other climate emergency actions. It would reduce the city's dependence on development levies, property taxes, and other indirect sources.

<https://dailyhive.com/vancouver/city-of-vancouver-metro-core-mobility-pricing-tolls-proposal>

**POST-PANDEMIC, CANADIANS WILL NEED RAIL TO GET MOVING**

Post-pandemic an expanded rail system is the best way for Canada to recover – by moving people and goods efficiently and in a climate-conscious fashion.

[www.corporateknights.com/channels/clean-technology/post-pandemic-canadians-cant-move-without-rail-15984392/](http://www.corporateknights.com/channels/clean-technology/post-pandemic-canadians-cant-move-without-rail-15984392/)

Contributors: Steve Snider and Alison MacDonald, Halifax Harbour Bridges

## **GLOSSARY**

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

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

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

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

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



**YEAR END - 2020 METRICS FOR  
IBTTA'S MOVING AMERICA  
FORWARD CAMPAIGN**

**Bill Cramer**  
**Communications Director, IBTTA**



SINCLAIR  
BROADCAST GROUP

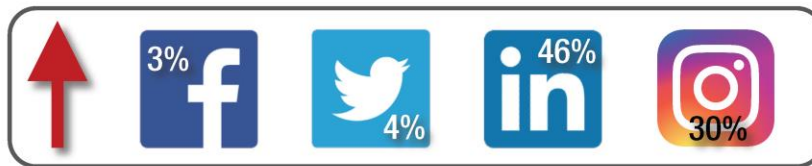


**ITS International**

NEWS PRODUCTS FEATURES CATEGORIES EVENTS

HOME > FEATURES > CHARGING, TOLLING & ROAD PRICING > TOLLING FACES UP TO UNPRECEDENTED CHALLENGE

## Tolling faces up to unprecedented challenge



POLITICO

**traffic TECHNOLOGY INTERNATIONAL**

## Global reach

The IBTTA Annual Meeting won't originally happen in the office. But now organizers are hoping the ease-of-access a virtual event brings will enable it to reach a wider audience than ever before. Saul Wachsman presents the event, along with the Toll Excellence Awards, which will be formally presented at the gathering.

**Private Sector Innovation Award**  
Winner: E-40 Public Highway Authority  
Project name: Strategic Infrastructure Plan  
Management Program

**Toll Operations, Engineering & Maintenance Award**  
Winner: E-40 Public Highway Authority  
Project name: Strategic Infrastructure Plan  
Management Program

**Technology Award**  
Winner: E-40 Public Highway Authority  
Project name: Strategic Infrastructure Plan  
Management Program

**Administration & Finance Award**  
Winner: E-40 Public Highway Authority  
Project name: Strategic Infrastructure Plan  
Management Program

**Social Responsibility Award**  
Winner: E-40 Public Highway Authority  
Project name: Strategic Infrastructure Plan  
Management Program

**Private Sector Innovation Award**  
Winner: E-40 Public Highway Authority  
Project name: Strategic Infrastructure Plan  
Management Program

**Service & Marketing Outreach Award**  
Winner: E-40 Public Highway Authority  
Project name: Strategic Infrastructure Plan  
Management Program

**\$9.5bn**

"For conference participants who never would have travelled, the virtual forum gives them a seat at the table"



## Letter to the IBTTA Board of Directors

Dear Board of Directors:

The following 2020 year-end communications report on the *Moving America Forward* campaign is presented for your review during unprecedented times. In March, the entire world changed in ways few of us could have predicted. With the onset of the novel coronavirus pandemic, it became immediately clear that IBTTA's communications efforts had to change as well.

On March 13, 2020, the COVID-19 pandemic was officially declared a national public health emergency by the U.S. government. IBTTA's communications team met to discuss the creation of a strategy and planning document to focus our internal and external work. Our guiding principle was to use the credibility IBTTA built with media over the years. Under the leadership of Pat Jones we determined that we would be the "go-to" source in telling the story of our members on the frontlines of this pandemic and increase IBTTA communications to our key audiences, of which you, our members, top the list.

Growing out of our internal *COVID-19 Communications Planning and Strategy Plan*, in May we held the first-ever IBTTA virtual nationwide press briefing, featuring the voices of five of our IBTTA members leading a geographically and modality diverse set of agencies at the epicenter of the pandemic. Held on Zoom and streamed live on YouTube, the *State of U.S. Transportation During the COVID-19 Pandemic* briefing was attended by over 55 reporters from across the country and garnered over 30 unique news stories, reaching a potential audience of nearly 35 million people (source: Meltwater). (See news articles as a result of briefing on pages 11 - 16 in the Attachment section.)

Two months later in July, we provided a five-month update to the media and the broader transportation industry, again helping our industry set the bar for the COVID-19 transportation response. The purpose of this briefing was to highlight the work you, our members, were doing to that point. As custodians of many of the world's most iconic and important pieces of transportation infrastructure our goal was to tell the stories of the work you, our members, have done and are doing, and the impact a global health pandemic was having on transportation. Because of the long-standing relationships we have developed with the media, IBTTA was able to secure an exclusive, national *Associated Press* story that was published in more than 170 news outlets, including *The Washington Post*, *The New York Times*, *Los Angeles Times*, *Wall Street Journal*, *US News and World Report*, *National Public Radio*, *Politico* and *USA Today*.

These were followed by a July 4<sup>th</sup> nearly full-page feature on tolling by *The Washington Post*, authored by Luz Lazo, whom we have worked closely with for four years.

In addition to these national media outlets, a number of state-based, regional and international media outlets continued to turn to IBTTA as a resource, allowing us to help shape their coverage as leading experts in the tolling industry and the broader transportation sphere. In 2020 alone, we responded to more than 40 media requests and were included in coverage with outlets ranging from *The Boston Globe*, *The Seattle Times*, *Cincinnati Enquirer*, *The Cleveland Plain Dealer*, *Maine Press-Herald*, *Pittsburgh Post-Gazette*, *Pittsburg Tribune*, *Hawaii News*, Sinclair Broadcasting (the largest local TV broadcasting company in the country) to a dozen trade publications, including *ITS International* and *Traffic Technology International*.

When the *Moving America Forward* public awareness campaign launched in 2013, we set a high bar to elevate IBTTA's brand, educate elected officials on the benefits of tolling, build and maintain relationships with top-tier media to tell our story, be viewed as a trusted resource, and inform the general public. All we do is with that keen focus.

As the campaign enters its ninth year, the metrics included in this report clearly demonstrate the stellar communications reputation IBTTA has built over the last several years and how that reputation continues to pay dividends. Even in a never-before faced global health pandemic, IBTTA communications remains stronger than ever and able to meet the challenges with new, innovative and focused ways of communicating our message to key audiences in a number of ways. Although top-tier, national media outlets are essential, we also understand that in this era of hyper-connectivity we can't simply rely on one communication channel to effectively carry our message. We continue to utilize a range of effective tools in the communications toolbox to amplify tolling as a proven, reliable, and effective transportation funding option:

1. **Social Media:**

IBTTA's social media presence provides an opportunity to engage with members, interact and share information with reporters, and introduce tolling to others outside the transportation community. IBTTA has a continuous presence with thousands of followers on Facebook, Twitter, Instagram, and LinkedIn. (See statistics on page 8.)

2. **IBTTA's Blog - Tolling Points**

IBTTA published 50 original content blog posts on *Tolling Points* from January 1 to December 15, 2020. We post one blog per week to our website, send each post directly to our members via email and include them in IBTTA SmartBrief. (See statistics on page 8.)

3. **IBTTA SmartBrief:** Since 2016, IBTTA has partnered with a company, SmartBrief, to create a daily e-newsletter focused on tolling and transportation, aggregating the top news of the day and promoting stories of interest to our industry. In those three and half years, we have grown the distribution by 58 percent. Today, we have 6,120 subscribers to IBTTA SmartBrief. The daily news brief delivers stories of interest, including IBTTA original content highlighting TollMiner, meetings, webinars and reports. IBTTA SmartBrief also brings in a modest amount of non-dues revenue.

4. **Two Educational Webinars:**

IBTTA member communications professionals produced two webinars to engage all members and share important tips and tools for the times -- *Messaging and Marketing During COVID-19* and *Hosting Public Meetings, Virtually*.

5. **Third-Party Validators:** It's one thing for IBTTA to communicate a pro-tolling message, but it's another to have independent, third-party validators amplifying our message. Since the launch of the *Moving America Forward* public awareness campaign, we have seen a steady rise in validators communicating our message of support for tolling. We continue to capture and catalog those who have spoken out in support of tolling through studies, reports, and in the media.

6. **Network of Industry Communications Professionals:** We continue to find ways to connect and engage a network of communications professionals throughout our industry to share information, challenges, best practices, ideas and solutions to communicate our messages and

benefits more effectively. A few examples include sharing information with one another on Google ads, best practices on incentives to open toll accounts, record retention policies, advertising at customer service centers, toll plazas and rest areas, cooperation with mapping companies, and toll collector performance.

#### **7. Global Tolling and Mobility Newsletter**

The Communications Team assisted International Vice Presidents Malika Seddi and René Moser with the production and editing of [international newsletters](#) that captured developments in the tolling industry around the world.

One of the proudest accomplishments of this year's *Moving America Forward* campaign has been our ability to amplify the incredible work of our members. On frontlines around the globe, IBTTA members continue to exemplify the power of toll-financed infrastructure, from the launch of cutting-edge, new transportation technologies to system integrations delivering better customer results. IBTTA members have an important story to tell and we're helping share that story with the world.

Through customized press releases and personalized pitching to local media outlets throughout the world, this year's Toll Excellence Award winners received record levels of media coverage. Over 20 stories in publications around the U.S. and internationally, including a spread that featured all seven award winners in *Traffic Technology International*.

It's not only the work of our member agencies we are helping to promote, but also individual professionals in our industry. This year's 2020 Leadership Academy class were supported through individualized press releases to local markets, helping to provide graduates with positive news stories about their careers. And future leaders, such as the five IBTTA scholarship winners, were promoted to their local and college publications, garnering over a dozen media stories about the IBTTA scholarship program, the most news coverage in the three-year history of the program.

We welcome your review of the following report, providing you with overall metrics, including detailed figures, data and statistics, serving as a measurement of the steady progress of IBTTA's communications efforts. These metrics, an important measurement necessary to effectively chart our course forward, outline the growth and success we have accomplished together.

None of this would have been possible without your support, the IBTTA Board of Directors, and our members. The financial and human resources commitment made by the Board and Pat Jones, CEO, eight years ago and each year since, has enabled IBTTA to raise its voice and visibility to advance our industry.

Thank you for your continued support.

Sincerely,

Bill Cramer, Communications Director  
International Bridge, Tunnel and Turnpike Association

### *Helping Tell the Story of Our Members and Setting the Bar for the Transportation Industry's Response*

Immediately gathered “Tolling Industry News and Information” on changes and policies by toll agencies worldwide to share with and assist IBTTA members in the very early days of the pandemic.



#### **First-Ever Nationwide Virtual Press Briefing: “The State of U.S. Transportation During the COVID-19 Pandemic”**

- Five geographically diverse toll operators with varying numbers and types of customers represented the industry
- Over 55 media outlets covering
- IBTTA members watched livestream event via YouTube
- 30 plus unique news stories with a reach a potential reach of 35 million readers (Source: Meltwater)

Trending Themes



(Major Themes Trending Around COVID-19 & Transportation, source: Meltwater)

#### **Convening Toll Industry Communications Professionals for Two Webinars on New Ways of Communicating Virtually**





## Associated Press story

### Survey: Toll-Road Traffic Still Lagging Pre-Pandemic Levels – August 20, 2020

“Transportation has seen many catastrophic events in our history from the 1989 Bay Area Earthquake, to September 11<sup>th</sup> and Superstorm Sandy, but the ongoing impact of the COVID-19 pandemic on transportation systems across the globe is a different beast altogether,” IBTTA CEO Pat Jones said.

[https://apnews.com/article/0c551c29ad9b88e135c03f172256dddb#:~:text=NEWARK%2C%20N.J.%20\(A P\)%20%E2%80%94,to%20a%20survey%20released%20Thursday](https://apnews.com/article/0c551c29ad9b88e135c03f172256dddb#:~:text=NEWARK%2C%20N.J.%20(A P)%20%E2%80%94,to%20a%20survey%20released%20Thursday)

### How Coronavirus Has Affected Tolling – May 21, 2020

“The impact: It varies, Jones said, many tolling agencies are seeing a 50 percent to 90 percent drop in revenues with fewer drivers on the road...”

<https://www.politico.com/newsletters/morning-transportation/2020/05/21/how-coronavirus-has-affected-tolling-787783>

**POLITICO**



### @samjmintz – Politico – May 21, 2020

“Tolling agency revenues have been hit hard by coronavirus like everyone else in transportation, but the industry is holding out hope that it could emerge as a well-positioned model for funding infrastructure once traffic starts coming back,” said Pat Jones, CEO, IBTTA.



Tolling agency revenues have been hit hard by coronavirus like everyone else in transportation, but the industry is holding out hope that it could emerge as a well-positioned model for funding infrastructure once traffic starts coming back.

From my interview with @PatJonesDC



Tolling agency revenues have been hit hard by coronavirus like everyone else in transportation, but the industry is holding out hope that it could emerge as a well-positioned model for funding infrastructure once traffic starts coming back.

From my interview with @PatJonesDC

**THE STATE OF TOLLING:** The tolling industry's experience with Covid-19 has been mixed to a degree. While revenues, reduced by tolling agencies, with a silver lining of hope that there would be funding infrastructure once traffic starts coming back. Pat Jones, who heads the International Bridge, Tunnel and Turnpike Association, might say with POLITICO about it is a survey of tolling on the state of tolling.

**The impact:** Jones said, many tolling agencies are seeing a 50 percent to 90 percent drop in revenues with fewer drivers on the road. Jones has up to a thousand dollars of revenues to go down, but others are having reduced maintenance or capital projects, and still others are on the verge of layoffs.

**Like travel agencies nationwide,** tolling authorities including in Pennsylvania and Maryland have been forced to make what Jones called an “all-in” decision to reduce projects to mitigate mounting debt burdens.

**The future might be bright:** “There is a possibility that we could see significantly more traffic on highways and especially toll facilities,” Jones said, as people start to return to work and avoid public transportation. With that “bells and whistles” toll facilities are well-positioned to support transportation infrastructure over the next several months, he said. “Right now everybody’s getting the message: tolling, that is a revenue source, the appeal of emergency funding is going to stop.”

### People Are Driving Less and Skipping the Toll Roads, Leaving Less Money for Local Projects – July 4, 2020

“IBTTA has sought more than \$9 billion in federal relief for the industry, arguing that the losses due to the pandemic could have a profound impact on agencies that millions of American citizens depend on for mobility and jobs.”

[https://www.washingtonpost.com/local/trafficandcommuting/people-are-driving-less-and-skipping-the-toll-roads-leaving-less-money-for-local-projects/2020/07/04/76e15ef2-ba0f-11ea-8cf5-9c1b8d7f84c6\\_story.html](https://www.washingtonpost.com/local/trafficandcommuting/people-are-driving-less-and-skipping-the-toll-roads-leaving-less-money-for-local-projects/2020/07/04/76e15ef2-ba0f-11ea-8cf5-9c1b8d7f84c6_story.html)

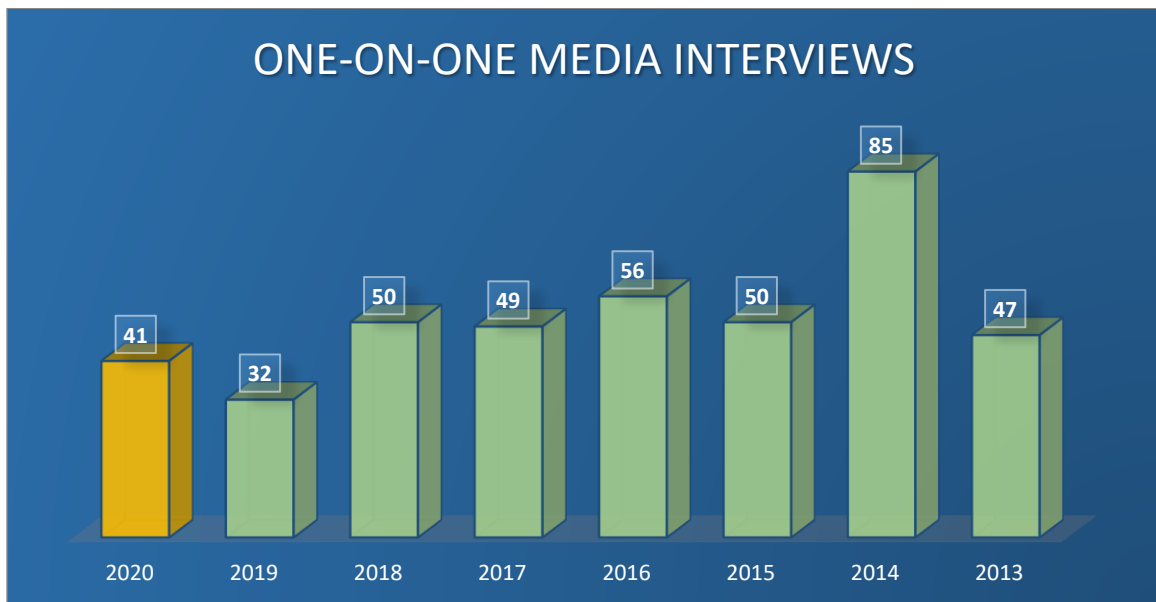
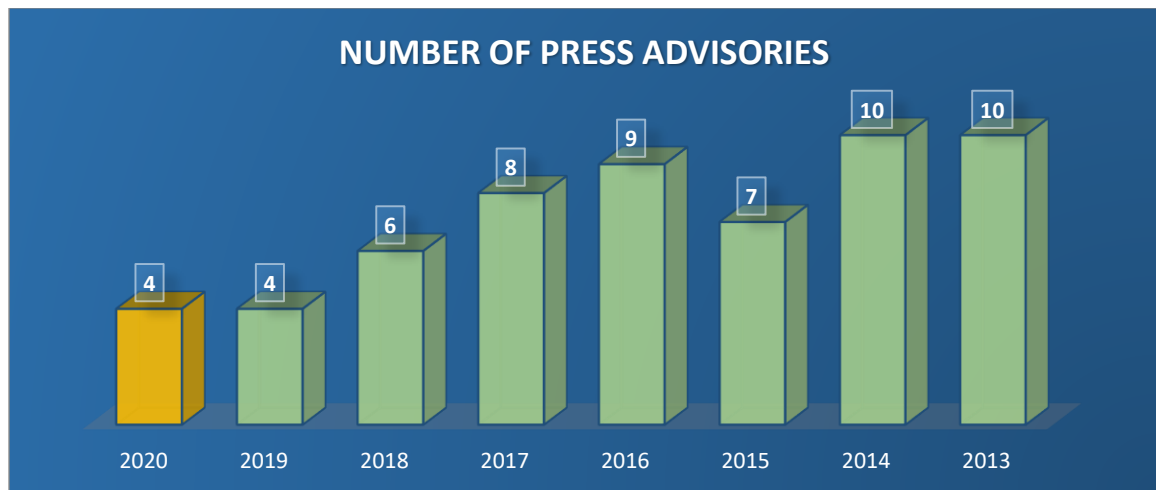
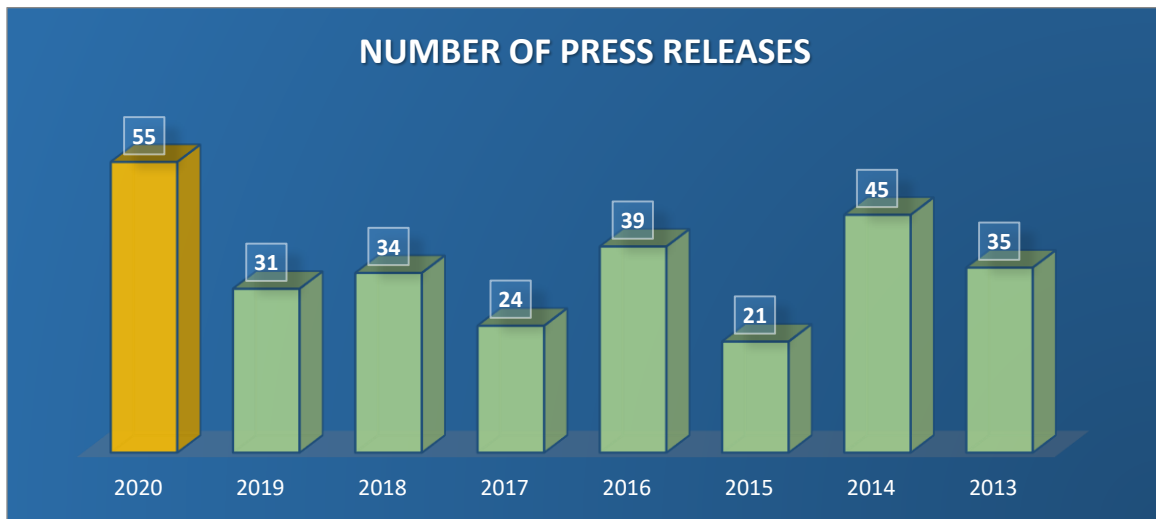
**The Washington Post**

### Coronavirus is Cutting Local Transportation Funding, Putting Major Road and Bridge Projects on Hold – May 4, 2020

Jones, IBTTA, said “Some agencies are tapping reserves to pay for as paying toll collectors even though they are no longer staffing booths, or maintenance workers on reduced schedules. Even if no federal assistance is provided, tolling facilities will continue to operate while perhaps reducing staff at service plazas or postponing major projects.”

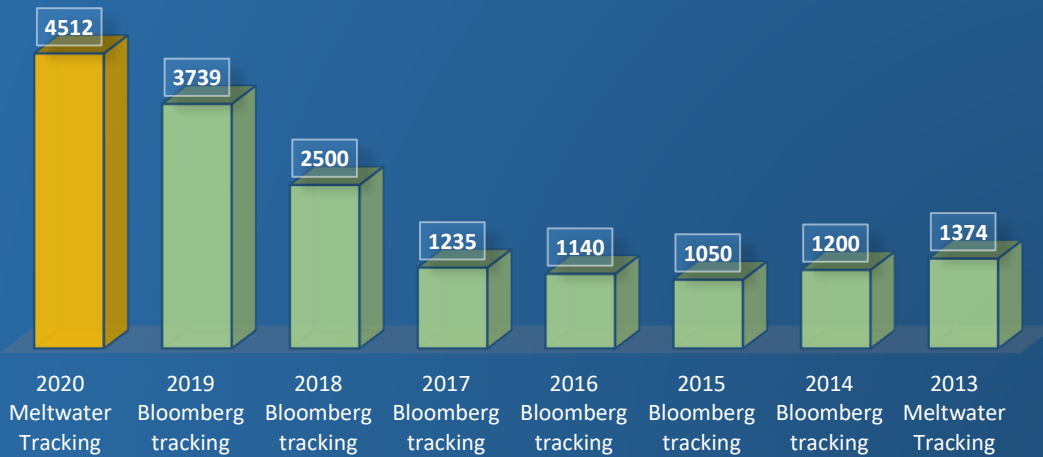
**USA TODAY**  
operating costs such

### Report on COVID-19: The Tolling Industry’s Response and Lessons Learned (in development)



***\*\*Please see a list of interviews in the Attachments Section of this report.***

## MEDIA HITS MENTIONING IBTTA AND TOLLING



### HIGH-VALUE MEDIA RELATIONSHIPS MAINTAINED WITH

- Winnie Hu, The New York Times
- David Schaper, NPR
- Luz Lazo, The Washington Post
- Joan Lowy, Associated Press
- Mark Niquette, Bloomberg News
- Sam Mintz, Politico Morning Transportation
- Kellie Mejdrich, CQRoll Call
- Sean Sloan, Council of State Governments
- Daniel Vock, Governing
- Jason Ruiter, Orlando Sentinel
- John Chesto, The Boston Globe

### MAJOR MEDIA PLACEMENTS

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

**INTERNATIONALLY  
FEATURED  
ARTICLES IN**

- *ITS International* (5)
- *Traffic Technology International* (1)

**TOP FIVE  
COUNTRIES  
MENTIONING IBTTA  
IN THE MEDIA**

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

**TOP TRADE  
PUBLICATIONS  
COVERING IBTTA**

- *IBTTA SmartBrief*
- *ITS International*
- *AASHTO Update*
- *Traffic Technology International*
- *Construction Equipment Guide*
- *Transport Topics*
- *Landline Magazine*

## U.S. and International Social Media Attention in 2020

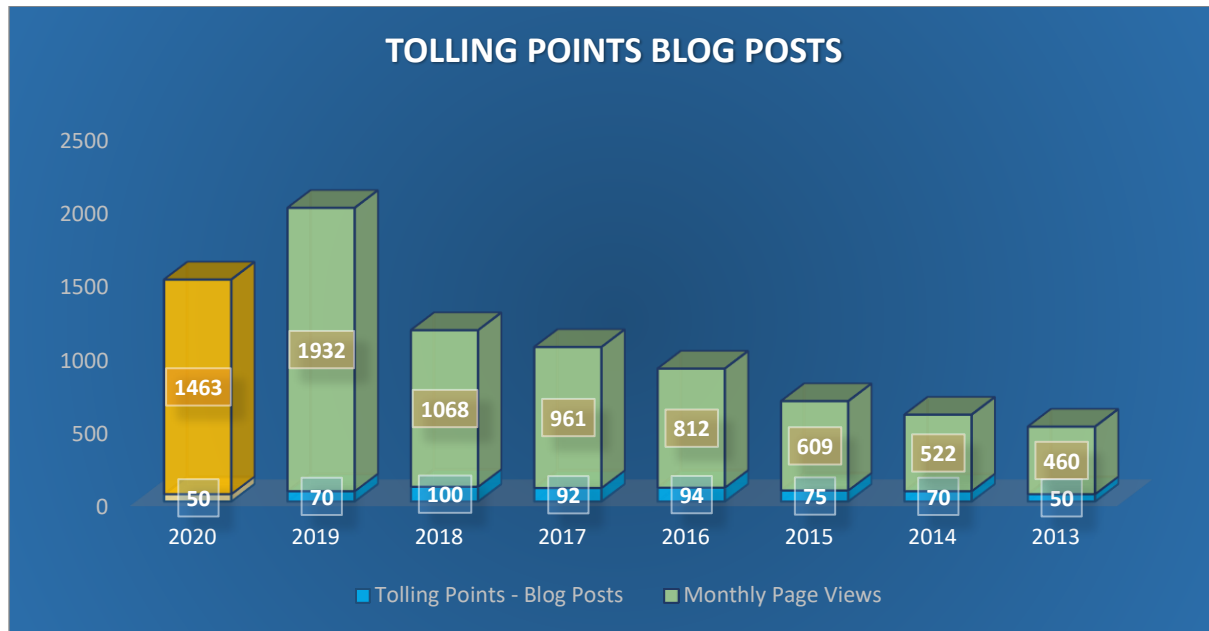
**IBTTA posted more than 4,686 posts on IBTTA's social media platforms and those of partners in 2020.**

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

### ***Tolling Points* - Blog Posts**

IBTTA published 50 original blog posts on *Tolling Points* from January 1 to December 15, 2020. In June of 2019, we moved from posting two per week to one per week. We currently post each blog to our website, send directly to our members' inbox via email and include in IBTTA SmartBrief.

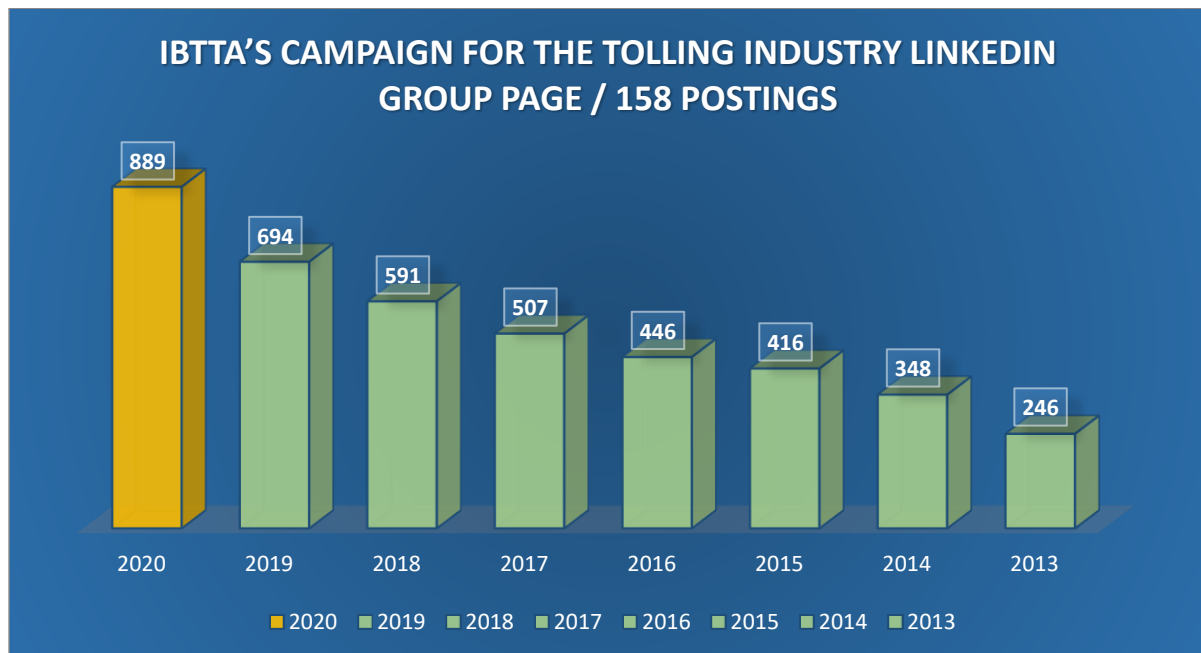
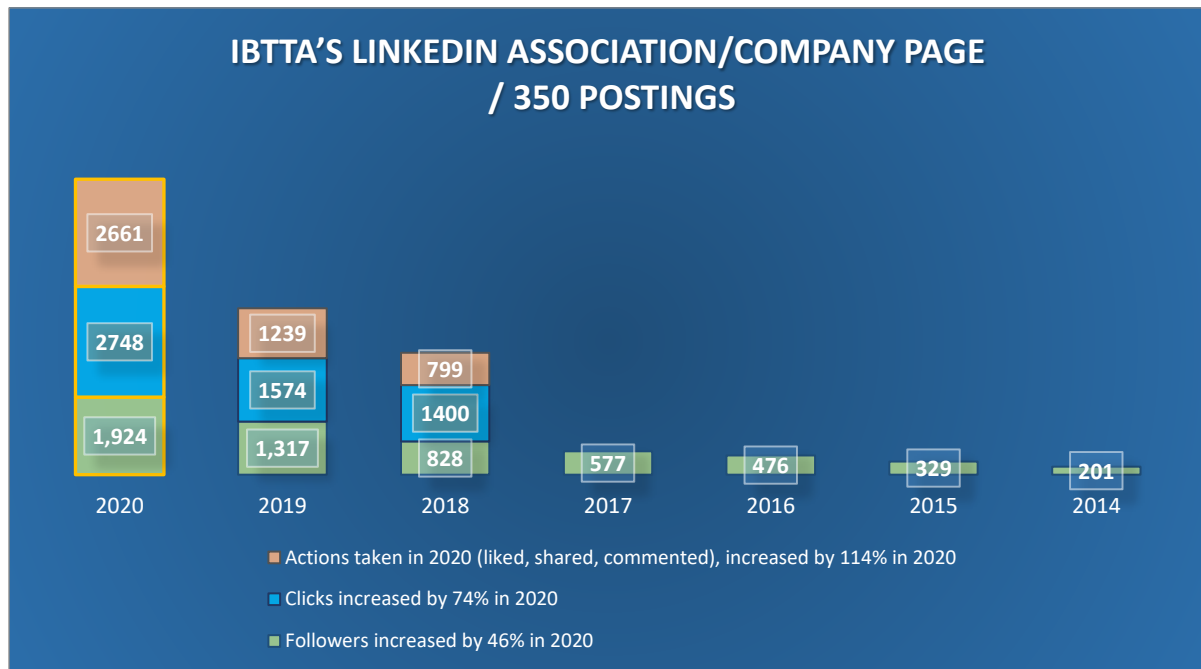
Due to the reduction to one blog post per week for the entire year of 2020, IBTTA's blog traffic decreased by 24% to an average of 1,463 down from an average of 1,932 in 2019.



#### Top Ten Blog Posts Published in 2020

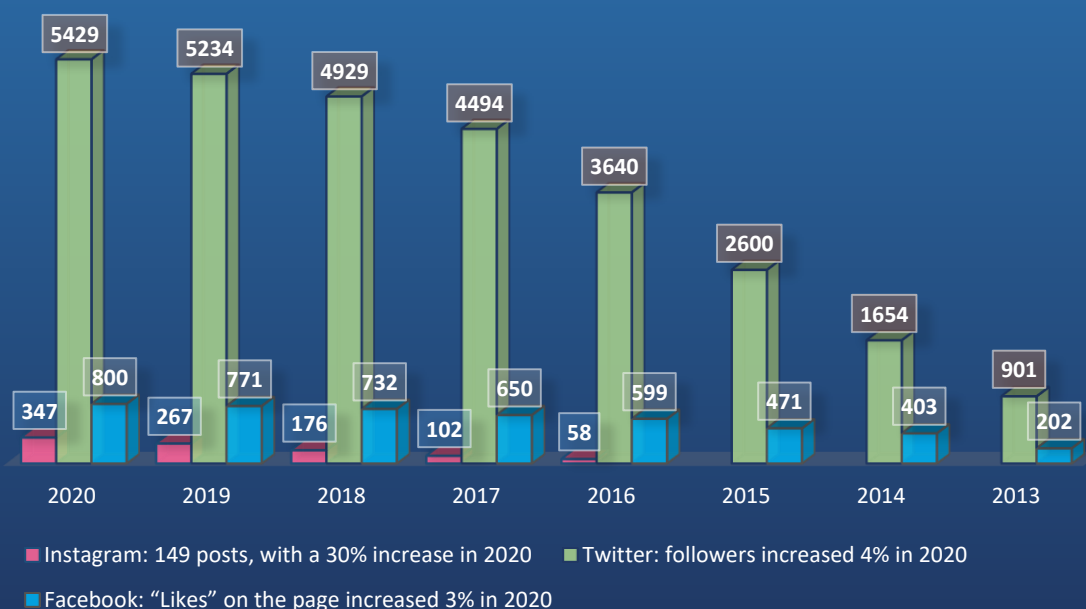
- 1 - Pandemic Opens Opportunity to Rethink, Reboot Transportation
- 2 - Coronavirus Pandemic: The Toughest Credit Test to Date for Toll Facilities
- 3 - Don't Take Highways for Granted Gutierrez-Scaccetti Urges Legislators
- 4 - Pandemic Economy Brings Unique Challenges to U.S. Toll Operators
- 5 - New Federal Highway Bill Could Produce Teachable Moments on Tolling
- 6 - Tolling Agencies Step Up to Flatten the Curve During the Coronavirus Pandemic
- 7 - U.S. DOT Secretary Chao Spotlights Congestion Relief
- 8 - Tolling Agencies Bounce Back as Traffic Volumes Begin to Return
- 9 - IBTTA Urges Action to Support Critical Infrastructure
- 10 - History Road Trip Celebrates Pennsylvania Turnpike's 80<sup>th</sup> Anniversary

## LinkedIn – Two Sites



This site continues to grow slowly, with industry professionals from around the world reading and posting discussions.

## INSTAGRAM, TWITTER, AND FACEBOOK



### Twitter followers' activity:

1,609 Clicks (*Clicks decreased by 93% from 23,028 in 2019*)

638 Retweets (*Retweets increased by 3% from 618 in 2019*)

### Facebook followers' profiles:

Gender: 71% men, 28% women

Top three countries: United States, Nigeria and Italy.

Clicks: 869 clicks for a 44% decrease in 2020 (**1,574 clicks in 2019, 2,189 clicks in 2019, 1,932 clicks in 2018**)

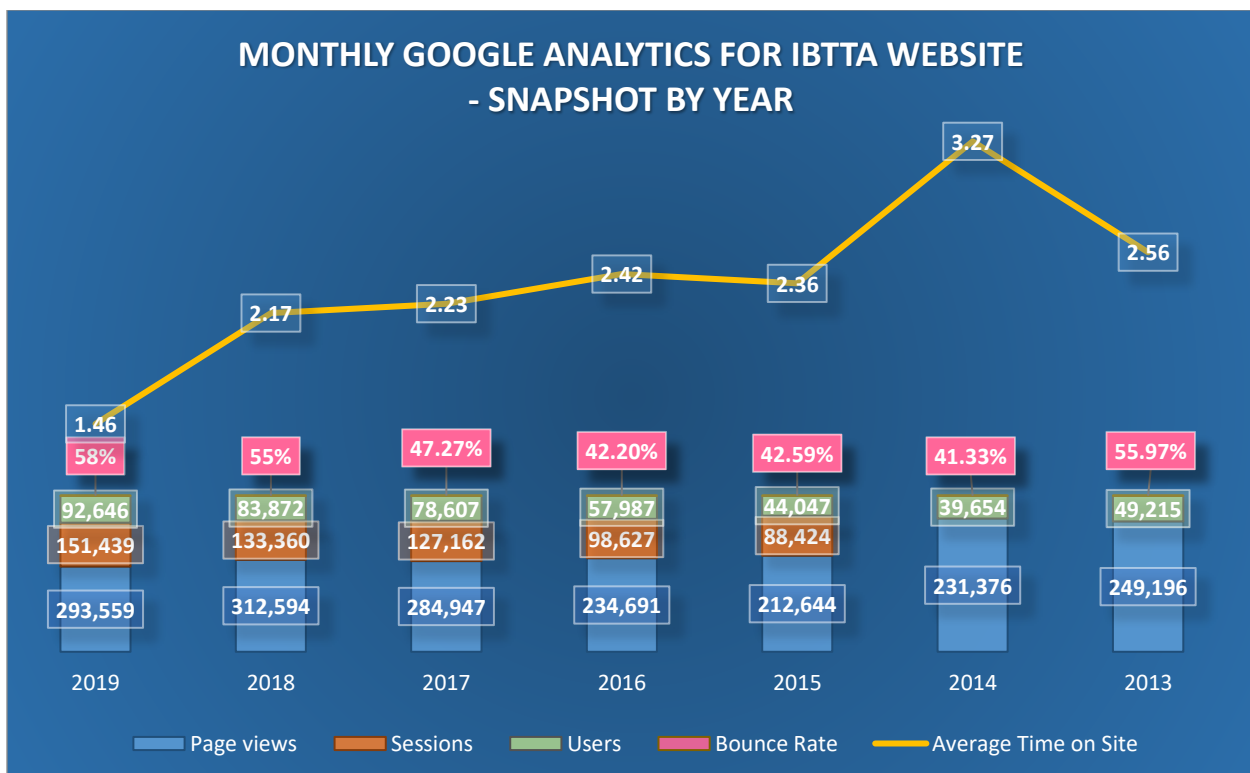
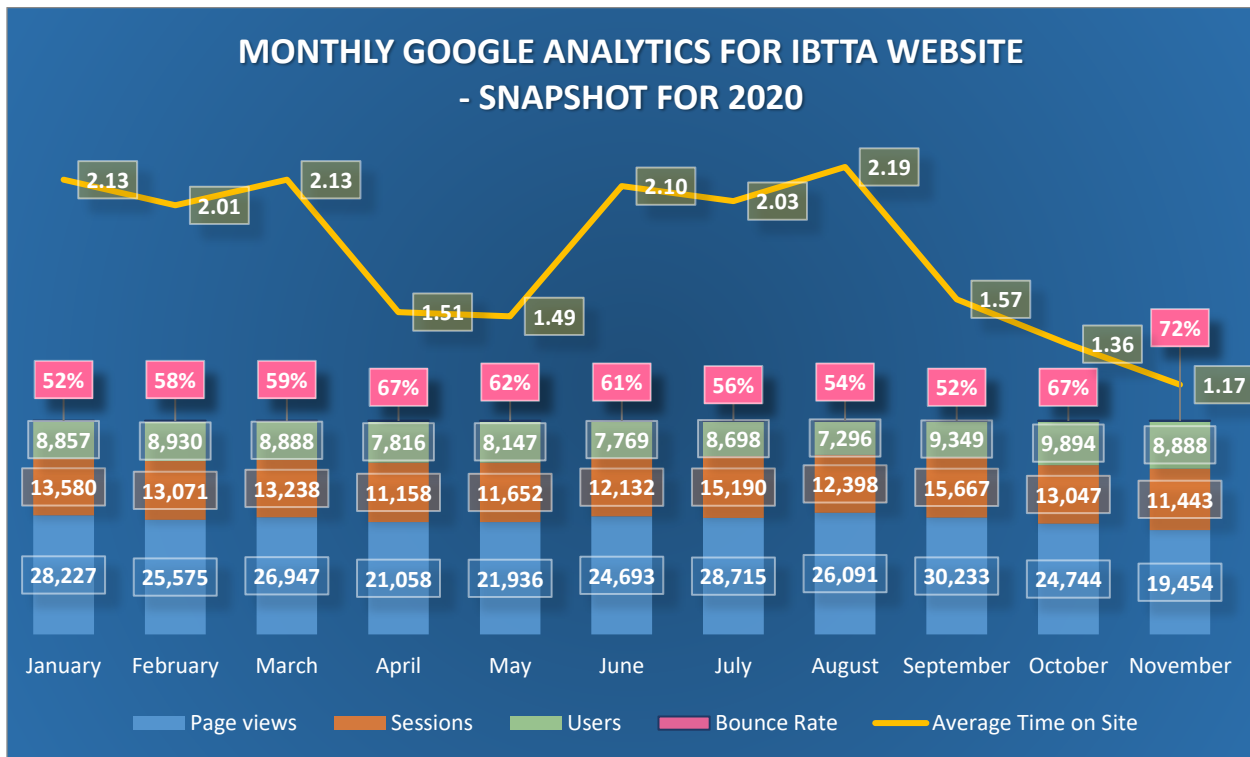
Actions: 1,082 actions for a 48% increase in 2020 (*732 actions in 2019, 594 actions in 2018*)

In this unprecedented year, it is difficult to make year-over year-comparisons. IBTTA's exposure gained significantly on LinkedIn and Instagram. Total clicks decreased on Facebook and Twitter, but actions like retweets increased significantly. Key variables included the pandemic, Buffer analytics glitches, and algorithm changes on Facebook and Twitter, all factors beyond IBTTA's control.

## Website

One of IBTTA's major communications goals is to serve as the credible source for the tolling industry by providing comprehensive information and data easily accessible to our targeted audiences.

Throughout 2020, we continually updated the [Moving America Forward Page](#) with revised statistics, data, maps, media kit, informational fact sheets and reports. We also posted press releases and more than 200 news articles on the [News and Media](#) section of the website to inform and educate.



## Conclusion

As demonstrated by the preceding information and data, IBTTA continues to make significant progress in raising national and international awareness about the work of our association, as well as the benefits of tolling and our valued role in the larger transportation industry. It is clear that IBTTA continues to serve as a leading and credible resource and thought leader for the industry, elected officials, media, and the general public. In 2021, while the communications consultants' budget has been reduced by 50 percent due to pandemic, we will continue to deliver on our mission to educate the media, elected officials at all levels, and the general public.

### **My sincere thanks to a tremendous Communications Team**

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

LUNA + EISENLA Media – Brad Luna and Kristofer Eisenla  
Smarter Shift Inc. – Mitchell Beer and Jenise Fryatt

## Attachments for the Moving America Forward Report:

### News articles as a result of IBTTA's "State of U.S. Transportation During the COVID-19 Pandemic" Virtual Press Briefing on May 21, 2020



- Trending Themes Word Cloud (May 21-22, 2020), source Meltwater
- 34.8 Million - Potential reach of IBTTA on May 21, 2020, source Meltwater
- 30+ unique press clips

#### Politico Morning Transportation | May 21, 2020

"How Coronavirus Has Affected Tolling"

<https://www.politico.com/newsletters/morning-transportation/2020/05/21/how-coronavirus-has-affected-tolling-787783>

- Social Media:
  - TWITTER: @samjmintz (2k + followers) - <https://twitter.com/samjmintz/status/1263466830229889024?s=20>

#### Politico Pro | May 22, 2020

"A Strange, Quiet Memorial Day Awaits"

<https://subscriber.politicopro.com/article/2020/05/a-strange-quiet-memorial-day-awaits-1940448>  
(subscription)

#### ASSHTO Journal | May 22, 2020

"Toll Roads Plan to Defer Capital Investments Due to COVID-19"

[https://aashtojournal.org/2020/05/22/toll-roads-plan-to-defer-capital-investments-due-to-covid-19/?utm\\_source=rss&utm\\_medium=rss&utm\\_campaign=toll-roads-plan-to-defer-capital-investments-due-to-covid-19](https://aashtojournal.org/2020/05/22/toll-roads-plan-to-defer-capital-investments-due-to-covid-19/?utm_source=rss&utm_medium=rss&utm_campaign=toll-roads-plan-to-defer-capital-investments-due-to-covid-19)

## **Team Florida E-Newsletter | May 26, 2020**

\*No Link Available (Bill Cramer has the email newsletter)

## **Cubic Transportation Systems (Live Tweet of Briefing - @CubicTS ) | May 21, 2020**

<https://twitter.com/CubicTS/status/1263618176778149889>

## **Freight Waves | May 21, 2020**

“Freight Helping Major Toll Highways Weather Pandemic”

<https://www.freightwaves.com/news/freight-helping-major-toll-highways-weather-pandemic>

## **Freight Waves | May 28, 2020**

“Drilling Deep: Toll Collectors are Handling a Lot Less Money”

<https://www.freightwaves.com/news/drilling-deep-toll-collectors-are-handling-a-lot-less-money> (Pat Jones podcast interview)

Reprints:

- Yahoo! Finance - <https://finance.yahoo.com/news/drilling-deep-toll-collectors-handling-184651084.html>
- Freightcasts - [https://freightcasts.simplecast.com/episodes/drilling-deep-ep25-a-lot-less-money-is-being-put-in-the-hands-of-toll-collectors-0\\_3pMRPZ](https://freightcasts.simplecast.com/episodes/drilling-deep-ep25-a-lot-less-money-is-being-put-in-the-hands-of-toll-collectors-0_3pMRPZ)
- Yahoo! News - <https://news.yahoo.com/drilling-deep-toll-collectors-handling-184651084.html>
- Voice of the Highway News - <https://voiceofthehwy.news/drilling-deep-toll-collectors-are-handling-a-lot-less-money/>

## **Transport Topics | May 21, 2020**

“Despite Lower Gas Prices, AAA Expects Fewer Travelers This Memorial Day Weekend”

<https://www.ttnews.com/articles/despite-lower-gas-prices-aaa-expects-fewer-travelers-memorial-day-weekend>

## **Roads & Bridges | May 26, 2020**

“Tolling Agencies Delaying Capital Projects Due to Decline in Revenue”

<https://www.roadsbridges.com/tolling-agencies-delaying-capital-projects-due-decline-revenue>

## **Bond Buyer | May 22, 2020**

“Tolls Roads look to Congress for Direct Funding, TIFIA Rate Relief”

<https://www.bondbuyer.com/news/toll-roads-look-to-congress-for-long-standing-economic-recovery>

**Bond Buyer | May 28, 2020**

“New Jersey Turnpike Authority Seeks Debt Savings from Upcoming Private Placement”

<https://www.bondbuyer.com/news/new-jersey-turnpike-authority-seeks-debt-savings-from-upcoming-private-placement>

Reprint:

- Fidelity.com - [https://fixedincome.fidelity.com/ftgw/fi/FINewsArticle?id=202005281540SM\\_00000172-5714-d47b-a57e-57df76290001\\_110.1](https://fixedincome.fidelity.com/ftgw/fi/FINewsArticle?id=202005281540SM_00000172-5714-d47b-a57e-57df76290001_110.1) BNDBUYER

**Voice of the Highways | May 21, 2020**

“Freights Helping Major Toll Highways Weather Pandemic”

<https://voiceofthehwy.news/freight-helping-major-toll-highways-weather-pandemic/>

**Traffic Technology Today | May 22, 2020**

“IBTTA Luminaries Outline COVID-19 Challenges for Tolling”

<https://www.traffictechnologytoday.com/news/tolling/video-ibtta-luminaries-outline-covid-19-challenges-for-tolling.html>

**Ink World Magazine | May 22, 2020**

“Transportation Leaders Report 50-90% Reduction in Traffic, Revenues Due to COVID-19 19”

[https://www.inkworldmagazine.com/contents/view\\_breaking-news/2020-05-22/transportation-leaders-report-50-90-reduction-in-traffic-revenues-due-to-covid-19/](https://www.inkworldmagazine.com/contents/view_breaking-news/2020-05-22/transportation-leaders-report-50-90-reduction-in-traffic-revenues-due-to-covid-19/)

**Electronics 360 | May 25, 2020**

“COVID-19 Pandemic Causes Up to 90% Reduction in Traffic”

<https://electronics360.globalspec.com/article/15175/covid-19-pandemic-causes-up-to-90-reduction-in-traffic>

**Informed Infrastructure | May 21, 2020**

“Transportation Leaders Across the Country Report 50-to-90% Reduction in Traffic & Revenues”

<https://informedinfrastructure.com/55442/transportation-leaders-across-the-country-report-50-to-90-reduction-in-traffic-and-revenues-due-to-covid-19/>

### **Toll Road News | May 20, 2020**

“IBTTA Schedules Virtual Briefing for US Transportation Reporters”

<https://tollroadsnews.com/news-briefs/daily-news-briefs-may-20-2020/#brief-article11>

### **Pittsburgh Post-Gazette (PA) | May 25, 2020**

“Toll Road Association: Federal Money Now Will Help it Become Part of the Recovery Effort Tomorrow”

<https://www.post-gazette.com/news/transportation/2020/05/25/Toll-road-association-Federal-money-now-will-help-it-be-part-of-recovery-effort-tomorrow/stories/202005230019>

### **Pittsburgh Tribune (+ TribLiv – 17 local PA newspapers) | May**

“Memorial Day Traffic to Set Record Lows as Pandemic Keeps People Close to Home”

<https://triblive.com/local/regional/memorial-day-travel-to-set-record-lows-as-pandemic-keeps-people-close-to-home/>

- Social Media:
  - TWITTER: @TribLive (78k + followers) -  
<https://twitter.com/TribLIVE/status/1263869732261937154?s=20>
  - TWITTER: @MeganTomasic (reporter) -  
<https://twitter.com/MeganTomasic/status/1263897228969742336?s=20>

### **Fox 43 News (Harrisburg, PA) | May 21, 2020**

“PA Turnpike Expected to see 50 Percent Fewer Travelers this Memorial Day Weekend”

<https://www.fox43.com/article/news/local/turnpike-expected-to-see-50-percent-less-travels-memorial-day-weekend/521-de253a27-87b5-4b32-8445-a6a9944de64f>

(video of Mark Compton speaking during briefing)

### **CBS News (Pittsburgh, PA) | May 21, 2020**

“Turnpike Reminding Travelers to Drive Safe”

<https://pittsburgh.cbslocal.com/video/4561061-turnpike-reminding-travlers-to-drive-safe/>

### **Reading Eagle (PA) | May 22, 2020**

“Coronavirus Taking Toll on Pennsylvania Turnpike and Other Roads Nationwide”

[https://www.readingeagle.com/coronavirus/coronavirus-taking-toll-on-pennsylvania-turnpike-and-other-roads-nationwide/article\\_89999bfe-9c19-11ea-9e42-b79926f9e38a.html](https://www.readingeagle.com/coronavirus/coronavirus-taking-toll-on-pennsylvania-turnpike-and-other-roads-nationwide/article_89999bfe-9c19-11ea-9e42-b79926f9e38a.html)

**Lehigh Valley Times (PA) | May 21, 2020**

“Speeds of 100 or More, Not Congestion, are the Concern for Memorial Day Traffic”

<https://www.lehighvalleylive.com/traffic/2020/05/speeds-of-100-mph-or-more-not-congestion-the-concern-for-memorial-day-weekend-traffic.html>

**Lehigh Valley Live (PA) | May 25, 2020**

“Pennsylvania Turnpike Faces Slow Climb Out of Drastic COVID-19 Effect on Traffic, Revenue”

<https://www.lehighvalleylive.com/coronavirus/2020/05/pennsylvania-turnpike-faces-slow-climb-out-of-drastic-covid-19-effect-on-traffic-revenue.html>

**Atlanta Journal-Constitution (GA) | May 22, 2020**

“Metro Atlanta Transit Agencies Look to Restore Service – Slowly”

<https://www.ajc.com/news/local-govt--politics/metro-atlanta-transit-agencies-look-restore-service-slowly/B3fjDcltArYqPpa3a11zRN/>

**WSB-TV ABC-affiliate (Atlanta, GA) | May 25, 2020**

“Toll Revenue, Money to Fix Highways in Georgia Takes Sharp Dip Because of COVID-19”

<https://www.wsbtv.com/news/georgia/toll-revenue-money-fix-highways-georgia-takes-sharp-dip-because-covid-19/5DK6ESOUVRHNBGW2QIJOTC2GHA/>

(Video of full virtual press briefing panel, Pat Jones and Chris Tomlinson speaking)

**95.5 WSB Radio (Atlanta, GA) | May 25, 2020**

“Toll Revenue, Money to Fix Highways in Georgia Takes Sharp Dip Because of COVID-19”

<https://www.wsbradio.com/news/local/toll-revenue-money-fix-highways-georgia-takes-sharp-dip-because-covid/mPKNDmGy6coBaA8t1tuZMJ/>

**MSN.com | May 25, 2020 (WSB-TV reprint)**

““Toll Revenue, Money to Fix Highways in Georgia Takes Sharp Dip Because of COVID-19”

<https://www.msn.com/en-us/news/us/toll-revenue-money-to-fix-highways-in-georgia-takes-sharp-dip-because-of-covid-19/ar-BB14A6bs>

### **Return on Information New Jersey (NJ) | May 22, 2020**

“NJDOT: Traffic, Revenues Down More than 60% in April in N.J.”

<https://www.roi-nj.com/2020/05/22/politics/report-traffic-revenues-down-more-than-60-in-april-in-n-j/>

### **NJ Spotlight (NJ) | May 22, 2020**

“Easing COVID-19 Restrictions Could Boost Beach Traffic, Bump Up Badly Needed Toll Revenue”

<https://www.njspotlight.com/2020/05/easing-covid-19-restrictions-could-boost-beach-traffic-bump-up-badly-needed-toll-revenue/>

### **NJ 101.5 (NJ) | May 21, 2020**

“NJ Toll Road Traffic Ticks Up; Borrowing Planned but Not Cuts”

<https://nj1015.com/nj-toll-road-traffic-ticks-up-borrowing-planned-but-not-cuts/>

## **2020 Media Interviews and Inquiries**

January 2

Peter McGuire, *Portland Press Herald/Maine Sunday Telegram*

January 8

Eric Freehling, *Butler Eagle*, PA

January 9

Larry Higgs, *New Jersey Star-Ledger*

January 15

Paul Berger, *Wall Street Journal*

January 28

Shelly Sigo, *The Bond Buyer*

February 5

Paul Berger, *Wall Street Journal*

February 6

Susan Poeton, *Industry News*

February 11

Winnie Hu, *New York Times*

February 18

Luz Lazo, *The Washington Post*

February 19

Ana Radelat, *CT Mirror*

February 24

Mike Vogel, South Florida Editor, *Florida Trend*

March 4

Larry Higgs, *NJ Star-Ledger*

March 18

Scott Calvert, *Wall Street Journal*

Aileen Cho, Engineering News-Record

April 2

Jon Hartley, *SmartBrief*

April 6

Dan Albert, Kelley Blue Book

April 7

Shelly Sigo, The Bond Buyer

April 17

Bart Jensen, *USA Today*

April 20

Scott Calvert, *Wall Street Journal*

April 22

Bart Jensen, *USA Today*

May 12,

Scott Calvert, *Wall Street Journal*

May 14

Frank Holland, CNBC Universal

May 19

Sam Mintz, Politico Morning Transportation

May 27

John Kingston, FreightWaves Podcast

June 9

Luz Lazo, *The Washington Post*

John Wetmore, Perils for Pedestrian TV

June 19

Sharyl Attkisson and Daniel Steinberger, Full Measure TV

Ed Blazina, Pittsburgh Post- Gazette

June 24

Peter Krouse, The Cleveland Plain-Dealer

June 29

Luz Lazo, The Washington Post

July 21  
Ed Blazina, Pittsburgh Post-Gazette

July 22  
Amanda Albright, Bloomberg News

July 29  
Sara Sell, AP

August 3  
Lauren Gardner, Politico  
Courtney Rozen, Bloomberg News

August 6  
Bruce DePuyt, Maryland Matters

August 20  
David Porter, AP (exclusive)

August 21  
Lyaga Munfo, Pennsylvania Cable Network (PCN) (Mark Compton interview)

September 1  
Sarah Wynn, *The Bond Buyer*

October 2  
Ashely Neal, *Association Success*

December 2  
Heidi Groover, *Seattle Times*

## Capitol Hill Visits, Testimony, and Speaking Engagements

IBTTA kept up a steady drumbeat delivering our industry's message to Congress and policymakers. IBTTA convened members and worked closely with Congress seeking financial relief from the pandemic as well as providing feedback to Congressional staff on language included in the Surface Transportation Reauthorization Bills from the Senate and House.

January 14

Congressman Troy Balderson, Ohio

January 29

Ways and Means Testimony

April 7

Submitted [Letter to Congress on COVID-19 Phase-4](#)

April 14

Virtual meeting with Senate EPW Majority

Virtual meeting with Senate EPW Minority

April 15

Submitted [Letter to Secretary Chao on TIFIA](#)

April 16

Meeting with House Appropriations Staff

May 1

Meeting with House Appropriations Staff

June 4

IBTTA Webinar: Briefing on House FAST Act Reauthorization Bill

July 16

INVEST in America Act Zoom Session with IBTTA members and Transportation & Infrastructure Committee Staff

September 24

Pat Jones, Speaker – *Putting a Price on Transportation* with a focus on Canada.

ReNew Canada – Actual Media – Andrew Macklin



## **Update on the tolling Provisions in HR 2 – “Moving Forward Act”**

The International Bridge, Tunnel and Turnpike Association (IBTTA) views the actions taken in 2020 by the House of Representatives to advance the Moving Forward Act as an important step forward in preparing for a reauthorization of the federal surface transportation program in 2021. IBTTA staff and consultants have been working diligently with government affairs experts from member agencies and Congressional staff from the House Transportation and Infrastructure Committee to provide input and feedback along the way.

Our substantive communications have built the Association’s reputation as a credible and trusted advisor, and as an eager partner ready to support the House and Senate Committees and Congress with the full breadth and depth of expertise and knowhow of our members and business partners. Our continued dedication to this effort will ensure a robust funding and financing foundation to renew and modernize America’s U.S. transportation infrastructure. IBTTA expertise can help define a comprehensive revenue program that revitalizes, augments, and transforms our traditional transportation revenues with a broad base of options including user-based finance in the form of tolling and other user fees, along with enhanced private investment.

IBTTA has cited three major areas of concern in The Moving America Forward Act (HR-2) dated June 26, 2020.

### **1. Tolling Agreements**

IBTTA is not in favor of increased Federal oversight and monitoring for tolling and road pricing projects and programs, including the reintroduction of Federal tolling agreements for programs with Federal participation. We support reducing or eliminating these requirements in HR 2 to spur investment and innovation through user-based funding and financing of critical transportation infrastructure and operations.

The bill includes new requirements for tolling agreements for projects with Federal participation. The reintroduction of Federal tolling agreements is a step backward from the progress we enjoyed in MAP-21 and the FAST Act. Expanded federal oversight and monitoring is likely to create more hurdles for toll operators, which may stifle participation and will add administrative and cost burdens for compliance. Consequently, HR 2 raises the barriers for road pricing projects at a

time when we need more permissiveness and flexibility for States and localities to raise revenues in alternative ways to help with today's financial shortfalls.

- HR 2 introduces Federal approvals and oversight, mostly at the USDOT Secretary's level.
  - Oversight and control at the Secretary's level may delay funding commitments and project delivery. Delegation to Division Administrators may help streamline approvals and compliance monitoring if this requirement must remain.
- The consistency of new Federal tolling agreements with current provisions of State laws is unknown.
  - Ensuring that new Federal tolling agreement requirements are not in conflict with State statutes and requirements is essential.
- The definition of an "agency with jurisdiction" needs clarification.
  - Distinctions between facility owners, public agency operators, and private sector owners/operators is unclear. The responsibility for federal liaisons and compliance needs to be clarified. Some State DOTs serve this role for local facility owners and operators.
- We understand the need for greater transparency and accountability from operators of toll facilities that enjoy Federal financial support. A focus on outcomes and performance of new facilities drawn from existing reporting and monitoring may reduce barriers for participation and related costs. An outcome-based focus also aligns with what facility users and investors care about most.

## 2. Limitation on the Use of Revenues and Ability to Set Prices

IBTTA supports a Federal program that allows State and local flexibility in the use of revenue and freedom to set prices in a locally acceptable manner. We believe such approaches will create an environment in which incentives for innovation and network-level performance gains across modes can be achieved.

Limiting the use of revenues for the narrow purposes of funding and financing the specific pricing project, and maintaining performance of non-tolled project alternatives only, is overly restrictive.

- HR 2 gives the Transportation Secretary the power to suspend a toll operator's ability to collect tolls for noncompliance with all federal requirements.
  - These provisions introduce a new risk for operators, rating agencies, and investors to weigh and may have the effect of stifling interest in the program.
- The allowance of toll revenues to fund "*toll discounts or rebates for users of the toll facility that have no reasonable alternative transportation method to the toll facility*"

may create broader equity and public acceptance issues than it positively addresses.

- The process of establishing prices is linked to the local operating environment, the targeted performance outcomes for the program, and often State statutes and local requirements. Attempting to legislate price discounts or exemptions for one class or users over others at the federal level is not advisable. Toll operators need the freedom to achieve locally acceptable solutions that meet the needs of unique local environments while meeting objectives for equity, mobility, and revenue.
- The proposed provisions of HR 2 require public authorities to certify in a tolling agreement that *“the facility shall provide for access at no cost to public transportation vehicles and over-the-road buses serving the public.”* This requirement may not be consistent with overall State and local and mobility objectives.
  - For instance, the HR 2 language does not discourage intercity “over-the-road” buses from traveling during peak hours, when commuter bus services struggle for adequate capacity and reliable service conditions.
- IBTTA recognizes the Federal interest in promoting fair and responsible pricing and in guiding principles that strive for equity, sustained mobility outcomes, and reinvestment of revenue to ensure facility availability and performance. A focus on guiding principles for the Federal program can promote these goals without rigid requirements. The approach will foster innovation and integrated network-level mobility improvements into solutions that are locally responsive and acceptable.

### 3. Congestion Pricing

HR 2 language for Congestion Pricing draws from U.S. Code Title 23 § 166 - HOV facilities, which is not always oriented to Congestion Pricing.

IBTTA supports a Federal program that allows toll operators to distinguish between tolling, managed lanes, congestion pricing (e.g., cordon pricing or area pricing.) Each concept offers unique benefits, so consideration must be given to project objectives and local conditions in choosing appropriate traffic management strategies. Objectives may include increasing transit use, increasing trip capacity of a facility, shifting demand by time-of-day, providing service-level choices to travelers, or generating revenue.

- HR 2 does not distinguish between tolling, managed lanes, and congestion pricing. Distinguishing these different approaches is important to ensure alignment with different objectives and outcomes.
- The criteria for acceptable minimal performance and thresholds for degraded conditions differ for a *“toll facility”* and a *“corridor and cordon.”* Both are very specific, leaving little flexibility for addressing nuanced objectives of a pricing

program designed to balance system-level performance beyond facility-specific standards. The criteria also do not distinguish well between facilities within the urban core versus access routes to urban centers.

- The consequences not bringing degraded operations into compliance operating performance standards are severe. The application of U.S. Title 23 Section 1.36 is particularly harsh and may prove to be a disincentive for States to risk advancing innovative pricing programs: *“If the Administrator determines that a State has violated or failed to comply with the Federal laws or the regulations in this part with respect to a project, he may withhold payment to the State of Federal funds on account of such project, withhold approval of further projects in the State, and take such other action that he deems appropriate under the circumstances, until compliance or remedial action has been accomplished by the State to the satisfaction of the Administrator.”*

**IBTTA Board of Directors  
Meeting  
Ceremony to Honor HBCU Scholarship Recipients and Routine Board Business  
January 13, 2021  
12:45pm to 2:00pm**

1. Call to order
2. HBCU Scholarship Ceremony
3. Resolutions
  - a. Election of New Members
  - b. 401K Contribution for 2020
  - c. Election of Directors to Foundation Board
  - d. Memorandum of Understanding with COMTO
4. Future Meetings Update
5. Adjourn

**Resolution to Elect New Members**  
**To be adopted by the IBTTA Board January 13, 2021**

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

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

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

<b>Agency/Organization</b>	<b>Member Type</b>	<b>City</b>	<b>State</b>	<b>Country</b>
Catalyst Consulting Group, Inc.	DBE/WBE/MBE/SBE Dues	Chicago, Illinois	IL	United States
CKL Engineers, LLC	DBE/WBE/MBE/SBE Dues	Atlanta	GA	United States
Moving Forward Consulting UG (Ltd.)	DBE/WBE/MBE/SBE Dues	Bonn		Germany
Multilink, Inc.	Associate Dues (Up to 1 Million in Revenue)	Elyria	OH	United States
The Traffic Group	DBE/WBE/MBE/SBE Dues	Baltimore	MD	United States
Urban Engineers, Inc.	Associate Dues (1 Million to 5 Million in Revenue)	Philadelphia	PA	United States

**Resolution to Elect Directors to the IBTTA Foundation Board of Directors**  
**To be adopted by the IBTTA Board of Directors**  
**January 13, 2021**

Whereas the IBTTA Foundation is organized to pursue education, research, charitable good works and other efforts in accordance with its Articles of Incorporation and Bylaws;

Whereas the following individuals have expressed interest in serving on the IBTTA Foundation Board of Directors and are deemed to be qualified to serve;

Whereas the Foundation bylaws specify that the “IBTTA Foundation Board of Directors shall be composed of at least six (6) members and not more than fifteen (15) members, who shall be appointed upon election by the IBTTA Board of Directors”;

Whereas the IBTTA Executive Committee of the IBTTA Board of Directors has received the applications of the individuals listed below and recommends their election to the Foundation Board;

**Now, therefore, be it resolved** that the IBTTA Board of directors elects the following individuals to serve as new directors and officers of the IBTTA Foundation for the terms so indicated:

- Larry Bankert, Kimley-Horn, December 31, 2023
- Stephanie Blanco, Riverside County Transportation Commission, December 31, 2023
- George Christopher, Douglas Stuart, December 31, 2021
- Fran O’Connor, Atkins, December 31, 2023
- Jim Wilson, Transcore, Chair, December 31, 2022

**BACKGROUND INFORMATION:**

The new board and terms will be:

First Name	Last Name	Organization Name	Expiration date	Eligible for reelection?
Larry	Bankert	Kimley-Horn	2023	No
Stephanie	Blanco	Riverside County	2023	No
George	Christopher	Douglas Stuart (DBE)	2021	Yes
Federico	Di Genarro	AISCAT	2022	No
Patricia	Horan	GeoPat Consulting LLC	2022	No
Greg	Le Frois	HNTB	2021	Yes
Tyler	Milligan	Milligan Partners	2021	Yes
Fran	O'Connor	Atkins	2023	No
Jim	Wilson (CHAIR)	Transcore	2022	No

**Resolution on Discretionary Non-Elective Contribution to IBTTA  
Staff 401(k) Retirement Plan  
Approved by the IBTTA Board of Directors  
January 13, 2021**

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

**WHEREAS** the total IBTTA contributions for 2020 to be accrued in 2020 and paid in 2021, including both the 401(k) Safe Harbor Match of **\$77,142** and the Discretionary Non-Elective Contribution of **\$26,806** amount to a total contribution of **\$103,948**. This total amount is provided for in the 2020 budget; and

**NOW, THEREFORE, BE IT RESOLVED that IBTTA make a Discretionary Non-Elective Contribution to the IBTTA 401(k) Retirement Plan for the period from January 1, 2020 through December 31, 2020 in an amount equal to 1.5% of employee compensation totaling \$26,806.**

**Additional Background Information**

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

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

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

**Resolution on Memorandum of Understanding (MOU) with  
Conference of Minority Transportation Officials (COMTO)**

To be approved by the IBTTA Board on January 13, 2021

Whereas the Conference of Minority Transportation Officials (COMTO) is an association based in Alexandria, Virginia whose mission that strives to ensure opportunities and maximum participation in the transportation industry for minority individuals, veterans, people with disabilities and certified MWDBE businesses through leadership training, professional development, scholarship and internship funding, political advocacy, partnership building and networking opportunities;

Whereas the International Bridge, Tunnel and Turnpike Association (IBTTA) based in Washington, DC, is the worldwide association for the owners and operators of toll facilities and the businesses that serve them. Founded in 1932, IBTTA has members in 23 countries on six continents. Through advocacy, thought leadership and education, members are implementing state-of-the-art, innovative user-based transportation financing solutions to address the critical infrastructure challenges of the 21st Century;

Whereas both associations wish to collaborate on topics of common interest and support diversity objectives that ensure a level playing field for training, education, employment, and contract opportunities for minorities in the field of transportation;

Whereas both associations wish to identify opportunities for jointly sponsored convening activities, such as conferences, workshops, webinars, meetings, and local chapter activities and do many other things in concert;

Whereas the staff leadership and executive committees of the two organizations have drafted the attached MOU;

Now, therefore, be it resolved that COMTO and IBTTA shall enter a cooperative relationship as outlined in the attached MOU.

# **MEMORANDUM OF UNDERSTANDING**

## **The Conference of Minority Transportation Officials**

1330 Braddock Place, Suite 203

Alexandria, VA 22314

&

## **International Bridge, Tunnel and Turnpike Association**

2021 L Street, NW, Suite 101–343

Washington, DC 20036

**This Memorandum of Understanding (MOU) provides a conceptual framework for an alliance between the Conference of Minority Transportation Officials (COMTO) and International Bridge, Tunnel and Turnpike Association (IBTTA), both tax-exempt non-profit organizations.**

**CONSIDERING** that COMTO and IBTTA share mutual objectives to:

- promote the transportation infrastructure sector as a rewarding career choice for women and minorities;
- further the participation, advancement and recognition of women and minorities in the transportation infrastructure sector, both public and private;
- provide professional development opportunities to help them advance their skill sets and careers to ensure the sector's future success;
- encourage their participation in organizational leadership activities at the national, state and local levels; and
- cooperate with others who share these objectives to achieve them.

**RECOGNIZING** the benefits of establishing an institutional arrangement to do the following:

- To increase member access to information, including business and career opportunities, in the respective fields of both organizations
- To facilitate and expand the dissemination of that information to each other's members;
- To collaborate on topics of common interest and support diversity objectives that ensure a level playing field for training, education, employment and contract opportunities for minorities in the field of transportation
- To provide regular consultation among the leadership to review and assess programs and identify opportunities for coordinated efforts

**THEREFORE**, COMTO and IBTTA agree to:

1. Support each other in the development of programmatic content for their meetings and conferences, including identifying candidate speakers;

*Memorandum of Understanding -2021  
COMTO and IBTTA*

2. Identify opportunities for jointly sponsored convening activities, such as conferences, workshops, webinars, meetings, and local chapter activities;
3. Publicize each other's major conferences and meetings in their e-newsletters;
4. Provide recognition as an allied organization at each other's annual meetings;
5. Exchange two complimentary registrations for leaders of each organization to participate in the other's annual meetings; and

Each organization will be solely responsible for the administration and expenditure of its own resources associated with activities conducted under this MOU. The MOU does not create any legal or binding commitments on either.

This MOU shall not be construed to create an association, joint venture, or partnership between COMTO and IBTTA or impose any partnership obligation or liability on either.

This MOU shall be effective upon the signature execution by the chairs of COMTO and IBTTA. Any dispute arising from the interpretation or application of this MOU shall be resolved by the parties through mutual agreement.

This MOU will remain in effect for a period of three years, beginning December 1, 2020. Participation by either organization may be terminated on three months' notice to the other in writing, provided such termination shall not impair any obligations or commitments already validly incurred in accordance with the MOU. This MOU is subject to mutually acceptable written revision or written modification at the request of each organization.



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Patrick D. Jones  
Executive Director and CEO  
IBTTA

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A. Bradley Mims  
President and CEO  
COMTO

## **IBTTA Board of Directors**

### **AGENDA**

#### **Meeting on Strategic Direction**

**January 14, 2021 – 11:00am – 12:30pm**

### **INTENDED OUTCOMES**

- Establish shared understanding of the purpose and goal of strategic planning in 2021 – and the process that will be used throughout.
- Initial identification of priority strategic issues from the perspective of members of the IBTTA Board.
- Identify action items.

### **AGENDA**

#### **11:00am – Getting Started.**

- Welcoming remarks.
- Intended outcomes and session expectations.
- The strategic direction of the association is not about business as usual – it is about the change needed to stay relevant.

#### **11:15am – Critical questions to consider. (Small group discussion for 25 minutes; report out for 10 minutes; Big group discussion for 15-20 minutes.)**

- What's the most important thing IBTTA could do right now to be sure we are relevant 3-5 years from now?
- Who should be part of IBTTA 3-5 years from now who is not part of IBTTA today?
- What issues, causes, and concerns does IBTTA need to “get on the right side of” to continue to be relevant?
- What is IBTTA not doing now that it should be doing to serve its current and future members? Who are those future members? Who do we want our members to be?

#### **12:15pm – Next Steps.**

- Outline next steps in process.
- Identify any action items.

## **IBTTA Past Presidents Advisory Council**

### **AGENDA**

#### **Meeting on Strategic Direction**

**January 14, 2021 – 1:30pm to 3:00pm**

### **INTENDED OUTCOMES**

- Establish shared understanding of the purpose and goal of strategic planning in 2021 – and the process that will be used throughout.
- Initial identification of priority strategic issues from the perspective of members of the IBTTA Board.
- Identify action items.

### **AGENDA**

#### **11:00am – Getting Started.**

- Welcoming remarks.
- Intended outcomes and session expectations.
- The strategic direction of the association is not about business as usual – it is about the change needed to stay relevant.

#### **11:15am – Critical questions to consider. (Small group discussion for 25 minutes; report out for 10 minutes; Big group discussion for 15-20 minutes.)**

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- What issues, causes, and concerns does IBTTA need to “get on the right side of” to continue to be relevant?
- What is IBTTA not doing now that it should be doing to serve its current and future members? Who are those future members? Who do we want our members to be?

#### **12:15pm – Next Steps.**

- Outline next steps in process.
- Identify any action items.

## **IBTTA Council of Platinum Sponsors**

### **AGENDA**

#### **Meeting on Strategic Direction**

**January 15, 2021 – 11:00am – 12:30pm**

### **INTENDED OUTCOMES**

- Establish shared understanding of the purpose and goal of strategic planning in 2021 – and the process that will be used throughout.
- Initial identification of priority strategic issues from the perspective of members of the IBTTA Board.
- Identify action items.

### **AGENDA**

#### **11:00am – Getting Started.**

- Welcoming remarks.
- Intended outcomes and session expectations.
- The strategic direction of the association is not about business as usual – it is about the change needed to stay relevant.

#### **11:15am – Critical questions to consider. (Small group discussion for 25 minutes; report out for 10 minutes; Big group discussion for 15-20 minutes.)**

- What's the most important thing IBTTA could do right now to be sure we are relevant 3-5 years from now?
- Who should be part of IBTTA 3-5 years from now who is not part of IBTTA today?
- What issues, causes, and concerns does IBTTA need to “get on the right side of” to continue to be relevant?
- What is IBTTA not doing now that it should be doing to serve its current and future members? Who are those future members? Who do we want our members to be?

#### **12:15pm – Next Steps.**

- Outline next steps in process.
- Identify any action items.