

IBTTA STRATEGIC PLAN 2022-2024

With Key Results for 2022

Overview And Introduction: Taking Stock Of Where We Are

IBTTA has been engaged in a strategic planning and visioning process for most of 2020 and 2021. We embarked on this process to highlight what our association must do to continue to be relevant. The other aim of this process is to take a fresh look at our strategic direction and rededicate ourselves to what is most important for us to do over the next five years.

We began with a visioning process during the January 2020 Board of Directors meeting in Florida. During that meeting facilitators from McKinley Advisors led the board through an orientation process and conducted several exercises to identify key strategic issues for IBTTA to address. Board members engaged in robust conversations about the challenges and opportunities facing the industry and IBTTA. The meeting provided a wonderful opportunity for board members to bond and think about the future.

As the COVID-19 pandemic took hold in March 2020, we put our visioning process on hold as we pivoted to a new environment of lockdowns, travel bans, social distancing, and virtual meetings.

In January 2021, we relaunched the process by holding a series of facilitated conversations with the IBTTA Board, Past Presidents Advisory Council, Council of Platinum Sponsors, and Young Professionals Council. We also launched a comprehensive member survey to better understand the wants, needs, and interests of the members and gauge their aspirations for the future of IBTTA. We learned a great deal in the process.

Strategic Approach/Philosophy

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

This strategic direction is not about business as usual — ***it is about the change needed to stay relevant!*** This separates the strategic plan from the operational plan. Both are important. The strategic direction is a constant reminder, as the leadership team oversees the development of the annual operational plan, of what must be changed to stay relevant to what members are seeing in their real world.

Embracing the Past As We Build the Future

As we look to the future, we are also mindful of the important goals from past strategic plans that are still relevant today. Among them are these principles:

- a) IBTTA will be recognized as THE advocate for tolling.
- b) IBTTA will be recognized as THE central clearinghouse of toll industry information.
- c) IBTTA will be recognized as THE leader in producing the highest quality meetings and educational experiences for the toll industry in every region of the world that embraces user financed transportation.
- d) IBTTA members and stakeholders will find indispensable value in the association's programs, products, services, and meetings.

These goals from past strategic plans continue to animate IBTTA and its members as we embrace our new strategic vision.

IBTTA'S NEW STRATEGIC PLAN 2022-2024

Here is the new strategic plan for IBTTA which builds upon the vital framework of past strategic plans.

Mission

IBTTA is the worldwide alliance of toll facility operators and associated industries that provides a forum for sharing knowledge and ideas to promote and enhance user financed transportation.

Vision

To be the world's leading resource and advocate for safe, sustainable mobility supported by tolling, pricing, and road use charging.

Core Values

- **Excellence.** We strive for excellence in all our endeavors.
- **Together.** We know we are stronger together than we are apart.
- **Teamwork.** We respect the talents and contributions of all and play like a team.
- **Legacy.** We stand on the shoulders of and honor those who preceded us.
- **Partnership.** We recognize our limitations and work with others to advance common goals.

Strategic Outcomes

Outcome 1: IBTTA Is The Leader In Driving Road User Payment Principles.

To achieve this outcome, we will:

1. Act as a catalyst and incubator for innovative solutions that meet the needs of our members and their customers.
2. Expand our tent to welcome both the worldwide tolling industry and other forms of transportation and mobility.
3. Partner with other associations and organizations to advance road user payment principles.
4. Develop solutions to address climate change.

KEY RESULTS BY 12/31/2022 (Endorsed by the IBTTA Executive Committee on 4/8/2022)

1. **Partnerships.** Engage at least 5 other transportation associations as partners in the planning, promotion, and execution of IBTTA's Road Usage Charging and Finance Conference.
2. **Climate change.** Hold a meaningful discussion with the IBTTA Board of Directors during at least one board meeting to explore specific actions that IBTTA and its members can take to reduce greenhouse gas emissions.
3. **Visioning Summit.** Convene a "Visioning Summit" with 10-20 other associations (like the one IBTTA held in 2016) to bolster the user-pays principle in the development of long-range surface transportation funding plans in the U.S.

Outcome 2: IBTTA Promotes and Exemplifies Diversity, Equity and Inclusion

To achieve this outcome, we will:

1. Assure that diversity, equity, inclusion, ethical behavior and cultural awareness are embedded in IBTTA governance, operations, programs and services.
2. Strive to increase diversity so that individuals of all backgrounds are valued and equitably included in our industry.

KEY RESULTS BY 12/31/2022 (Endorsed by the IBTTA Executive Committee on 4/8/2022)

1. **Spotlight.** Shine a spotlight on IBTTA member organizations that make a significant contribution to advancing racial justice, equity, inclusion, and meaningful opportunities in society. Do this using the forum of Café IBTTA once per quarter (4 times) in 2022.
2. **Training.** Provide at least 16 hours of diversity training for IBTTA staff using the services of a recognized diversity, equity and inclusion trainer and consultant.
3. **Conference Planning.** Hold a meaningful discussion with those who attend the 2023 Conference Planning Meeting in Cleveland on June 25, 2022, about ways to increase the diversity of the population of presenters at future IBTTA meetings. Hold similar

discussions with the Chief Meeting Organizers and members of the Meeting Planning Groups that meet in 2022.

Next Steps

This strategic plan becomes effective once the IBTTA Board of Directors approves it. Once this plan is approved, the staff will create an operations plan outlining specific actions to bring about the strategic outcomes.