President’s 2018 Goals
Spring ABA Board of Directors’ Meeting
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<th>Goal(s)</th>
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| 1) Government Affairs and Policy | - Provide appropriate policy development, oversight, and staffing, including outside resources when needed, to achieve success  
  - Advance legislation on sleep apnea, insurance and other related items to slow or enhance pending regulations  
  - Hold regular meetings and calls with the appropriate departments and agencies that impact motorcoach operations and travel  
  - Through BISC and BusMARC, help educate agencies on the operational realities of the motorcoach industry and be proactive regarding safety operations and equipment  
  - Develop and/or work with coalitions  
  - Continually increase participation at BISC and BusMARC  
  - Provide comments to pending regulations and review final and proposed rules to see if ABA comments were adopted  
  - Identify the list of MAP-21 pending and proposed regulations, those that have been adopted, those that moved to proposed regulations, and where ABA’s input was considered | 5 Outstanding |
| Regulatory Affairs | - Work with the federal agencies responsible for bus safety including FMCSA, NHTSA, and NTSB  
  - Work with other like-minded associations, organizations and coalitions on safety-related matters  
  - Ensure that the GAP staff is fully engaged in the regulatory process and is networking with regulatory agencies. | 4 Exceeds |
| Achievements 04/2018 | • Led the effort to have the first joint ABA UMA fly-in, responding to member input and requests. More than 116 attended the event, the largest turn out for either association  
  • Continued reaching out to Members of Congress and Agencies. Established a mini fly-in to bring ABA leaders together with House and Senate Congressional leaders focused on transportation issues and infrastructure  
  • Working to develop strategies on those issues which we know Congress will address in 2018  
  • Continued work with FHWA and ABA’s counsel to identify federal toll roads where parity should exist between transits and private motorcoach operators. Received a list of roads in March  
  • Continued to engage Chicago motorcoach operators and the CVB to change the “party bus” law to exempt charter, tour and scheduled buses from the onerous requirements  
  • Provided information and guidance to bus operators regarding the new ELD requirements | 3 Target |
| | | 2 Mostly Meets |
| | | 1 Does Not Meet |
| | | Weight 35% |
- Continued efforts through the appropriations process to secure funding for security at bus facilities and used the appropriations committee to help block implementation of the Lease and Interchange regulations
- Working with the California Bus Association and California operators on the onerous regulations at SFO Airport
- Supported the efforts of Custom Coach in Maine against the Portland, ME transit system and the University of Southern Maine to push out the private operator
- Held a meeting with the Deputy Secretary of the Department of the Interior regarding the proposal to raise bus entrance fees by as much as 400 percent, and the impact of those increases on bus and tour operators, and the travel industry, especially those at gateway communities

**Achievements 09/2018**
- Made significant advancements with Intercity Bus Security Grants through congressional efforts and was able to get members of the House Appropriations Committee to support $7 Million in grants, a $5 Million increase. Currently working with the Senate to try and increase the appropriation when bills are conference, assuming no continuing resolution for appropriations
- Successful in working with the Senate introduced and including language in appropriations legislation that directed FMCSA to modify or remove the Lease and Interchange rule by December 2018
- Was able to get an amendment agreed to in the Senate’s FAA bill to establish a working group of airports and airport users, and develop a report on surface/airport related issues. This would be a significant step in addressing situations where airports are treating buses and their passengers as “second class citizens” by putting unfair requirements and burdens on private buses entering airport properties
- Maintained an active and engaged dialog with the National Park Service and other association partners to reduce the burdens of the NPS fee increases that are directed at tour operators and motorcoaches. In some cases these fees could be 4X the existing fees
- Immediately responded to Chairman Shuster’s outline to fund infrastructure by raising fuel taxes by 20 cents over 4 years and
eliminating the motorcoach fuel tax exemption of 17 cents, thereby increasing the tax on motorcoach fuel by 17 cents per gallon

- Continuing efforts to work with FHWA, operators and states on the tolling exemption that was adopted as part of the FAST Act. Currently in discussions with law firms to take the case to court in a specific state to set precedence
-Actively worked with a coalition of companies and associations on the Chicago “party bus” regulation.
-Raised $55,000 in BUSPAC funds and $4,500 in the GAP Administrative fund.

**Achievements 12/2018**

- Continued to work for additional $7 million in grant money for bus security grants and was successful in the House while the Senate would not agree to more than the existing $2 million
- By getting report language in the Senate’s transportation appropriations bill on Lease and Interchange, and by working directly with the FMCSA Administrator and staff, was able to push FMCSA to come out with a proposed amended L&I rule. ABA submitted comments to the proposed regulatory change and continues to push FMCSA to act sooner
- As an active member of a coalition working on airport access issues, was able to advance language in the FAA reauthorization bill that would force airports to sit and work with transportation providers on issues of mutual interest, including access
- Since the beginning of the year, when the National Park Service began discussing higher fees for groups and buses coming into parks, ABA has taken a lead role in meetings and lobbying the NPS, Department of Interior and Capitol Hill. We recently retained counsel, a former Bush appointed attorney with the Interior Department, to facilitate a meeting with the Deputy Secretary for Interior and the Acting Director of the NPS. That meeting led to a willingness to have further discussions to clarify and amend some of the proposed practices at NPS including charging CUA fees for tour operators and bus operators on the same trip
- Immediately following the elections, and prior to the end of the year, ABA staff began meeting with the newly elected chairman Peter DeFazio (D-OR)of the House T&I Committee, as well as with Ranking member Sam Graves (R-MO) on elements of the 2019 infrastructure proposals, which may be one of the few pieces of legislation the 116th Congress can agree
on. In addition, staff began meeting with Senate Environment and Public Works staff as Senator Barrasso (R-WY) will now be leading the Committee

- Tolling continued to be top priority and as directed by the Board, 20 letters were sent to various jurisdictions seeking information on how they were complying with the FAST Act that creates parity for intercity buses and transit buses on federally funded highways. Responses to those letters are just now coming back
- ABA has been actively engaged in the California Meal and Rest Break rules and working with FMCSA to preempt the requirement for interstate carriers. FMCSA recently came out with a preemptive action exercise their authority for trucks only and ABA is working with UMA and the California Bus Association to petition FMCSA to do the same with buses
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| **2) Meetings and Conventions** | - Work with the Strategic Marketplace Committee and staff to continue to grow Marketplace participation and maintain or grow net revenue  
- Continue to provide a Marketplace that creates perceived value for attendees  
- Begin to use technology, education, speakers, etc. to create a “must attend” atmosphere for operators and suppliers  
- Attract more overseas buyers to Marketplace  
- Attend state and affiliate association meetings, especially where opportunities to present are available  
- Review the direct and indirect impact on ABA membership of including participation of outside organizations and ABA councils  
- Make certain that ABA affiliate organizations are part of the membership strategy  
- Work with database vendors to see what new systems can be put into place and how quickly, and push TEAM to make changes  
- Regularly reach out to the bus and travel trades and national transportation media and get stories placed  
- Being available 24/7 and calling companies when we are aware of an accident  
- Reach out to other associations to look at communications programs that might be a model for ABA  
- Provide comparisons of web traffic for the old and new ABA websites  
- Work with publisher to increase net revenue, monitor their success, and make changes if necessary  
- Continually provide updates on net revenue from publications, less allocated internal costs  | **5 Outstanding** |
| **Communications and Publications** | Achievements 04/2018  
- Held a very successful Marketplace in Charlotte with 3400 attendees and approximate net revenue of $1,710,000  
- Attend multiple national, state and regional industry meetings including those in PA, MD, VA, WI, and UMA’s Expo  
- Worked with video producer at Marketplace to further enhance ABA’s video and electronic capabilities | **4 Exceeds** |
| **Membership** | | **3 Target** |
| | | **2 Mostly Meets** |
| | | **1 Does Not Meet** |

**Weight 45%**
- Look for additional opportunities to get ABA’s message in front of existing members and prospects

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<th>Achievements 09/2018</th>
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<tr>
<td>- Made multiple trips to Louisville to prepare for the 2019 Marketplace</td>
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<td>- Made the final selection of the 2019 Marketplace charity to give back to the community, selecting the Backside Learning Center at Churchill Downs</td>
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<td>- Working with sponsors on renewals of their 2018 sponsorship and working with 7 new sponsors for 2019</td>
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<td>- Integrating the new ABA database with the Marketplace appointments and registration database to ensure the best possible outcome for attendees and for the ABA</td>
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<td>- Modified the Marketplace education tracks to integrate BISC and BUSMARC to that attendees to Louisville see all the possible opportunities for education</td>
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<td>- Hosting multiple webinars every month, some related to meetings and some related to topical issues facing the industry</td>
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<td>- Restructured the membership department to report to the president</td>
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<td>- Added 177 new members since January 2018</td>
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- Because of the new member database and communications platform, ABA is now able to send more targeted messages and monitor open and response rates to better determine future methods of communications
- Began segmented campaign interests based on targeted groups
- Worked with Communications staff to create a LET’S TALK message, tagged to: Bus Operators, Hotels and Destinations, Parts and Equipment, and Tour Operators
- Hired a new Senior Director of Membership, Lia Zegeye, from the Automotive Care Association to lead future membership efforts
- Communications efforts focused on NPS fees and other legislative and regulatory issues supported or opposed by ABA
- Continued promoting the fact that ABA is everywhere, on behalf of its members
- Working through the new database and communications portal to get the right message to the right person and to help with recruitment efforts
- Working on a refresh of the ABA website, specifically the front page
- Developed marketing automation techniques to help with communications and membership with multiple paths, or responses, initiate a new path or response
- Put a Live Chat on the website to help members connect easier and faster during regular business hours
- Working on a potential video for driver recruitment that members can modify to fit their needs
- Working with the ABAF on a “Scholarship in a Box” product that can be sent to all members to assist with getting more students to apply for scholarships
- Taking scholarship winners’ testimonials and marketing them to members to show the connection between giving and the awardees
- Using ABAF members to promote giving to the silent and live auction
- Responded directly and did interviews with multiple industry and public media outlets
- Provided crisis communications assistance to two ABA operators since May
- Increased participation in every social media outlet

**Achievements 12/2018**

Membership
- Following hiring of a Senior Direction or Membership, restructured the membership department and moved a staff member from the meetings department to support membership efforts.
- Identified and reevaluated current membership policies and processes and began changing processes and focus from just recruitment to recruitment and retention.
- Increased membership 120 members December 2018 vs. 2017.
- Began surveying members who left the association and found that the primary reasons were lack of engagement, the contact ABA had at the company had departed and/or lack of perceived value.
- ABA is now encouraging members to take advantage of benefits and programs, engaging more individuals from each company, and connecting with members throughout the year, especially new members.
- A customized and personalized approach to reaching members had been adopted along with tracking engagement of members, using the new database.
- Doing more surveys of members, calling and one-on-one conversations with members is all helping to better understand members’ needs.
- A new member packet was created that clearly lays out the benefits of membership.
- An onboarding and orientation campaign was initiated that will touch new members monthly to ensure they are engaged and that they are retained.
- ABA is reevaluating some of the meetings that we participate in to ensure the maximum return on our investment and looking at other meetings that can help advance ABA in underserved markets.
- Engaged three new partnerships to add value to the member benefits. These included: Health Halo (healthcare); Perillo Travel VR; and AmeriFuel.
- Developed a Master Prospects list to begin better identifying prospects.

**Communications**
- Communications continued working across all departments to help engage members, initiate messages to members an provide information to the media.
- Drew media attention to the NPS issue and helped draw attention to ABA’s legislative efforts.
- Working to personalize messages to members as opposed to blast notices.
- Tracking member engagement by looking at open rates, who opened communications, forwarding rates. All of these new tools help to identify which members are actually receiving information vs. those who never look at it.
- Developed and deployed the Let’s Talk campaign for use shows, in videos and as headers on some releases to engage members.
- Continued the highly successful Chat function on the website. More than 400 members have used it and the Communications Department has responded to 1200 inquiries.
- Further advanced the Bussing on the Lookout program to support efforts to stop human trafficking.
- In December, launched a partnership with School Transportation News to create an operator award, that will be presented at the STN Expo.
- Initiated a Meet Your Board Member campaign in response to members at the annual saying they do not know who the Board is.
- Promoted Marketplace extensively and used social media to get out messages from the Marketplace Chair.
- Distributed the Scholarship in a Box, printed materials that members can use in their place of business to promote the ABA Foundation scholarship program.
- Assumed the responsibility for marketing and promotion responsibility for the annual census that is administered by John Dunham and Associates and created a homepage for the census to be easily accessed and completed online. To date it has generated 229 completed surveys, more than in 2017.
- Launched a new platform for producing the Insider, using a new company, InLoop, that produces it at no cost to ABA. In addition, InLoop lets you choose the news you want to receive, then the system uses artificial intelligence AI, to help give you added content based on what you are reading and interested in.
- Working with YGS, the ABA publishing contractor, to find ways to enhance revenue and save cost. One cost saving measure was to move the Insider out of YGS.

**Meetings and Education**

- Working to ensure a successful Marketplace in Louisville.
- Made numerous trips to Louisville working with CVB and convention center staff and members as well as understanding the capabilities of the new convention center.
- Brought on 18 new Marketplace sponsors while retaining 90+ percent of last year’s sponsors.
- Identified a Marketplace Gives Back local charity, The Backside Learning Center.
- Celebrated 30 years of the CTIS program.
- Added new members to the Women in Buses Council and working to enhance the program with an operator-centric focus
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<td><strong>3) Financial/Oversight</strong></td>
<td>- Achieve a net revenue number that matches or exceeds the annual budget</td>
<td>5 Outstanding</td>
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<td>- Hold annual meetings or finance-related committee meetings with detailed reports, and hold meetings with TD Bank staff to review investment policies and results</td>
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<td>- Work with the ABA auditor to ensure a “clean” audit with no management issues or management letter</td>
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<td>- Provide regular updates on ABA’s financial position to the Treasurer, and Finance and Budget Committee</td>
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<tr>
<td>Achievements 04/2018</td>
<td>• Completed the 2017 audits and did not receive a management letter for ABA, ABAF or the NBTA</td>
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<td>• Worked both with TD Bank and with Sandy Springs Bank to ensure the best returns and productivity at the lowest prices</td>
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<td>• Transferred $100,000 from the ABA operating account to ABA’s reserve account to continually repay the account and replace the money that was used for purchasing 111 K Street, 9th Floor</td>
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<td>Achievements 09/2018</td>
<td>• Continued to look for efficiencies in operating ABA through new vendors</td>
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<td>• Coordinated a member-driven review of ABA’s investment management services, selected a committee and interview new investment managers for ABA reserves and ABAF investments, met with the Committee August 16, and began working with final firms to make a final recommendation</td>
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<td>• Moved multiple ABA and ABAF accounts to Sandy Spring Bank to save $1,000s in fees</td>
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<tr>
<td>Achievements 12/2018</td>
<td>• Successfully moved ABA and ABA Foundation to Goldman Sachs</td>
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<td>• Completed year-end financials prior to mid-January to prepare for Board meeting and the annual audit</td>
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<td>• Exceeded budget due to year-end expenses for Board, legal and legislative programs</td>
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<td>• Held one face-to-face meeting with Goldman account managers to discuss the management and future needs of funds for ABA and ABAF</td>
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<td></td>
<td>Weight 10%</td>
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| 4) Special Programs and Projects | - Work with IMG to ensure participation at BISC every other year  
- Survey BISC and BusMARC participants to determine the perceived value of both programs and provide input to the planning and scheduling  
- Work to ensure BISC and BusMARC are self-sufficient through registrations, reduced costs and/or sponsorships  
- Work with other small organizations to incorporate them or provide support, if it fits with ABA’s overall mission  
- Continue to see that GroupConnect is revenue neutral or positive, and increase the number of active users | 5 Outstanding |
| Achievements 04/2018 | - Held very successful BISC and BusMARC meetings in Charlotte, attracting more than 253 and 66 respectively  
- Included IMG with the 2018 Marketplace, adding another 200 attendees to the meeting  
- Raised $23,960 at Afterglow, $101,050 at the live auction and $41,010 at the silent auction  
- Worked with John Dunham & Associates on the 2016 motorcoach census and revised the bus manufacturers’ quarterly survey to include state sales data  
- Secured additional BISC sponsorship of Prevost  
- Began discussions with BusWorld and their interest in holding a BusWorld show in North America with a soft launch in 2020 and a significant show in 2021 | 4 Exceeds |
| Achievement 09/2018 | - Held excellent summer BISC and BusMARC meeting with 165 professionals attending BISC and 65 attending BusMARC  
- Working with IMG on the 2020 Marketplace participation agreement  
- Significantly expanded BISC and BUSMARC sponsorship during the summer meeting  
- Continued efforts to streamline work on behalf of Skal to ensure continued participation without going beyond the scope of work and pulling ABA staff from other assignments | 3 Target |
| 2 Mostly Meets |  |
| 1 Does Not Meet |  |
| Weight | 5% |
- Reached out to other state associations regarding management of their meetings and back office
- Began discussions with Prevost and Hard Rock regarding the 2019 Afterglow event
- Held a very productive and focused ABA Foundation meeting in September in DC to work on all aspects of Foundation, including research, scholarships and giving
- Working with the ABAF chairman and others, secured commitments from 2 donors to contribute $500,000 for research, based on receiving $1 Million from other donors

### Achievements 12/2018

- Held the third successful BISC West in conjunction with CBA, with over 120 attendees
- Hosted a meeting of 7 associations at ABA to discuss how to better work together on various issues and the changing industry. They included: OMCA, IMG, Trailways, NTA, ITTA, SYTA, UMA
- Developed and distributed materials to every member to promote the ABAF Scholarships
- Worked with John Dunham and associates to revisit the 2017 census data collection survey and increased marketing efforts, together with UMA, to get additional participation by operators
- Began the process of soliciting members to support ABAF fundraising efforts
- Reached out to multiple state and travel organizations about the possibility of ABA providing services to them or managing all or parts of their organization
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| **5) Organizational Management/Strategic Planning** | - Match the staff with the needs of ABA, make changes where needed, and ensure stability  
- Continue the annual process of reviews, looking at staff self-evaluations and department evaluations to understand the level of engagement, strengths and weaknesses of every employee | 5 Outstanding |
|  | **Achievements 04/2018**  
- Hired one staff member to replace Zoe and moved Brad to the Seth position and currently hiring for three positions in communications, meetings and membership departments  
- Working with staff to be trained on the new AMS system  
- Regularly reviewing and holding staff to follow the strategic plan | 4 Exceeds |
|  | **Achievements 09/2018**  
- Looking at every aspect of the meetings efforts to ensure that they continue to operate at full capacity while Lynn is on leave  
- Held multiple internal meeting on the new membership database and met with the company that sold it to ABA to discuss concerns  
- Working with each department to see if there is a way to streamline the activities of each department so ensure each department is focused on member services, government affairs, communications, member sales and retention, and revenue and cost containment  
- Continuing to review and revise actions to track the goals of the strategic plan | 3 Target |
|  | **Achievements 12/2018**  
- Began discussions with two outside consultants to review various staffing needs and programs to ensure maximum effectiveness of programs  
- In addition to new hires in 2018, maintained existing staff and utilized performance metrics to ensure productivity  
- Continually using the new database, Impexium, to improve outreach to members by personalizing communications and targeting messages to specific audiences | 2 Mostly Meets |
|  |  | 1 Does Not Meet |
|  |  | Weight 5% |
- Reviewing outsourcing opportunities for at least one of ABA’s current projects and considering others to support existing staffing efforts
- By bringing all staff into the American Society of Association Executives membership (through a special offer) creating additional educational opportunities and resources for staff at every level