President’s 2017 Goals

2017 Year-End Update
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<th>Goal(s)</th>
<th>Measure of Success/Target Performance (entered at start of year)</th>
<th>Performance</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 5/2017  
- Worked extensively to get to know new Members of Congress and members of the Administration, specifically at the U.S. DOT  
- Provided names of possible appointees to White House OPM and to others at DOT  
- Provided suggested rules and regulations changes to new Administration staff  
- Continued efforts to rollback lease and interchange regulation  
- Worked with Congress and DOT staff on: bus tolling/HOV, the CSA program, ELDs, curbside definition, ELDT and other pending regulations  
- Worked with ABA members who have been awarded security grants and are being asked by FEMA to provide additional information on past grant awards  
- Communicated to TSA a willingness to work with them and with FEMA to help provide additional grant compliance information to the industry, and engaged expert counsel in grants to help guide ABA’s efforts  
- As a result of working with DOT Administration staff, saw the successful rollback of the proposed regulations on the Safety Fitness Determination | 3 Target |
| | - Weight 35% | 2 Mostly Meets |
| | | 1 Does Not Meet |
• Provided updates to members on new Administration appointees and new Members of Congress
• Prepared for ABA’s annual fly-in and hired outside experts to assist in scheduling appointments
• Worked to develop a joint ABA-SYTA letter to send to President Trump and Secretary Ross on the travel ban issue and its impact on group and student travel

**Achievements 9/2017**

- Sent a letter to DOT’s Secretary Chao following the NYC bus crash on 9/18, asking for a meeting and more focus on illegal and unethical operators
- Worked with Congress to support funding for Brand U.S.A., supporting inbound tourism efforts, following the Administration’s proposal to eliminate funding
- Worked with Congress to keep security funding intact for intercity bus operators and retained an appropriations lobbyist to increase funding in future years
- Held a joint meeting with UMA/ABA staff and leadership to find common ground on H.R. 2120
- Held a successful fly-in in May 2017 with 5 members of Congress speaking to attendees, with more direct Congressional member meetings and contact than in past years
- Participated in a larger-than-normal number of fundraisers, including a recent one for Congressman Neal, ranking member on the Ways and Means Committee
- Focused staff efforts on the two pillars of President Trump’s campaign, tax reform and infrastructure
- Working with the Entertainer Motorcoach Council on the unique seatbelt issue facing companies that build out their coaches and the furniture to go in them, and preparing for an EMC meeting in Nashville in November
- Held successful BISC and BusMARC meetings in Baltimore in June with one of the largest number of attendees to date
- Continued outreach to House and Senate transportation committees on airport access issues as the FAA reauthorization works its way through Congress
- Continued to be active and engaged with members of the Administration including staff and agencies at DOT and with the White House office of public liaison
- Continued efforts to roll back and/or change the lease and interchange rules
- Reached out to members, who have been getting mixed messages, to let them know that the ELD rule does go into effect on December 16th.
- Completed training modules, working with the Alliance Safety Council and with a committee of ABA safety directors from member companies, and began promotional efforts to get them out to the industry. This program is sponsored by Prevost.
- Held a meeting with AAMVA to discuss frustrations that members are experiencing in getting potential drivers through the DMV tests so that they can obtain their CDLs.
- Participated in multiple state and regional association meetings.

**Achievements 12/2017**

- Worked extensively with several agencies within DOT and supported the nominations of proposed appointees including Raymond Martinez to head FMCSA.
- Held a meeting with TSA Administrator David Pekoske to brief him on the motorcoach industry and its operations, and participated in a TSA table top exercise for surface transportation modes, led by the Administrator.
- Worked extensively with both Houses of Congress and committees to maintain the Intercity Bus Security Grant program, both as part of a continuing resolution to fund the government and through the appropriations process.
- Secured report language in both the House and Senate appropriations bill regarding the lease and interchange rule.
- Worked with the American Trucking Associations to support appropriations language to preempt the California meal and rest break rule.
- Worked extensively with Capital Tax Partners, ABA’s tax lobbying firm, and with key members of Congress to maintain the fuel tax rebate for the private bus industry, and did maintain the exemption in the final bill that was signed by the President.
- Worked with Congressmen Lipinski and Comstock on the Safer Transit Act to help provide security support and funding, including for the private bus industry.
- As FAA reauthorization continues to progress through Congress, albeit slowly, working with the appropriate committee on the issues of access for private bus operators.
- Actively engaging with active coalitions in DC including the Chamber of Commerce preparing for the Administration’s efforts on infrastructure.
- Continued providing monthly updates to the Board and members on legislative and regulatory activities.
- Worked directly with the FMCSA chief counsel, Randi Hutchison on multiple...
reform measures including the lease and interchange rule, speed limiters, crash preventability data
• Held a meeting with the DOT Deputy Secretary, Jeff Rosen to discuss issues facing the motorcoach industry including tolling, lease and interchange, sleep apnea and pending regulations
• Worked to educate member on the pending rule for electronic logging devices (ELD), holding multiple webinars and writing multiple articles for ABA publications and newsletters
• Continued to work with ABA’s general counsel on the issue of tolling and held multiple meetings and conversations with FHWA
• Prepared multiple comments in response to pending rulemakings including those relating to: overtime, workplace injuries, parking and fee increases at national parks, and a truck parking study
• Attended multiple meetings of state and regional associations
• Engaged with numerous city initiatives including San Francisco’s airport, party buses in Chicago, bus safety in New York City, and transit competition in Portland, ME
• Actively worked on BUSBAC and raised nearly $80,000, a good result in an off-year election cycle
• Working on a 2018 plan to bring in key ABA members to meet with targeted members of Congress on key committees

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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 | 5 Outstanding |
| 5 Exceeds                       |                                                                                                                                 |             |
- Continue to look at opportunities to attract additional groups to be a part of the show and look at opportunities to “merge” shows
- Secure cities to host Marketplace for 2018 – 2020

### Membership

- Expand the membership
- Look for additional opportunities to get ABA’s message in front of existing members and prospects

### Communications and Publications

- Develop a broad communications vision that supports all aspects of ABA and has a marketing focus
- Maintain active relationships with trade and national media and communicate regularly on issues of interest
- Continue to provide media support to all members and the motorcoach industry when significant events (accidents) or other crises occur
- Complete and launch the ABA website redesign
- Oversee all ABA publications, ensuring that content is member-driven and valued, and that advertising for all publications trends upward
- Secure cities to host Marketplace for 2018 – 2020

- 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

### Achievements 5/2017

- Completed a financially successful Marketplace with an estimated net revenue totaling $1,655,000
- Working with multiple cities to host Marketplace 2020 and beyond
- Continued working with industry publications and partners to present industry awards
- Worked with video producer at Marketplace to push out a constant stream of media and social media products which created lots of buzz, and attendees liked and responded favorably to seeing them and working with same producer to engage members all year long
- Participated in the 2017 Earth Week celebration, working with MCI and providing a motorcoach and information at the DOT building
- Utilizing Kitchen PR on an as needed basis for severe crisis situations, and supported Burlington and Storer
- Working with ABA’s new publisher, YGS, to help them understand the association and its members
- Supported the ABAF efforts with the Fund a Future and Investing in our Industry campaigns and the auction
- Continued growing ABA’s social media presence
- Participated national, regional and state events including: UMA Expo and the NTA Convention, LCT Convention as well as Travel South the VA and WI Motorcoach Associations’ meetings
- Secured media placement stating ABA’s displeasure with a ban by Washington Metro to keep buses out of stations during the inauguration

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- Supported efforts of the GAP and Meetings and Membership staff

**Achievements 9/2017**
- Worked on sales campaigns and strategies to attract new members
- 208 new members by September 20
- Reorganized membership and meetings department staff duties
- Working on a new event that ties in ABA Gives Back and the ABAF Afterglow during Marketplace in Charlotte
- Increased ABA participation at other travel, bus and limo shows expand visibility and membership efforts
- Concluded the review and selection of a new association database provider
- Finalized fall and spring Board meeting cities for 2018 and 2019
- Selected and negotiating Marketplace cities for 2020, 2021, 2022, 2024
- Continued an aggressive social media campaign to attract members who regularly engage with other associations
- Launched two videos with FMCSA, ATA, OOIDA and AAA, focusing on safe interactions between buses/trucks and consumers
- Initiated a social media campaign focused on taking buses in response to the work at Penn Station in NYC that is disrupting train travel
- Supported 5 bus companies with crisis communications needs since May
- Continued to support all GAP efforts where needed
- Helped support Marketplace and membership recruitment with releases, marketing support, social media support and videos from the 2017 convention
- Sent out more than 13 statements and comments in response to ABA, ABAF and government actions
- Conducted interviews on Rod Dog Trucker radio and with Washington Post, Politico, Inc. magazine, NY Times, Wall Street Journal, School Bus Fleet magazine, and others
- Working with YGS, ABA’s publisher, on strategies to increase sales and reduce costs including reformatting Insider and creating a Bulletin-like publication for the travel industry
- Held an open house in June for ABA members and guests attending the IPW show in Washington

**Achievements 12/2017**
- Finalized all aspects of the Annual Meeting and Marketplace in preparation for the January event
- Worked with the ABA Gives Back charity, the Isabella Santos Foundation, to raise funds during the event
• Finalized the new APP for attendees
• Worked with the International Motorcoach Group to ensure a smooth integration with their event, which is held every other year in conjunction with ABA’s meeting
• Added new signage to buyer booths so that sellers will be better able to identify the operators target audiences
• Selected and worked with the keynote speaker, Steve Miller, made arrangements to distribute his book to each luncheon attendee and engaged him in providing a review of the meeting and a meeting with staff in February
• Secured 11 new sponsors
• Working with Hard Rock and Prevost on a joint sponsorship of the Foundation afterglow event
• Continued a 90 percent retention rate of the membership
• Finished the year with nearly 350 new ABA members
• Working extensively with Impexium and the entire membership and meetings team on the new database from Impexium
• Providing leadership to the CTIS program and to Women in Buses
• Secured additional sponsors for BISC and BUSMARC as compared to the prior year
• Continued to lead the Our Roads, Our Safety partnership with other associations and FMCSA, and began planning the videos for 2018
• Appeared two additional times on the Road Dog Trucker show and did multiple interviews with trade publications, reviewing 2017 and doing predictions for 2018
• Created and distributed multiple statements to support the GAP efforts in the Fall, including statements on tax reform, Brand USA funding, bus security grants, national park fees, and other issues impacting travel, tourism and motorcoaches
• In preparation for ABA’s leadership for the Annual Meeting and Marketplace, prepared scripts for leadership, did press releases, worked with videographer on past highlights and shoots during the show, wrote stories for Marketplace Today, worked with keynote speaker Steve Miller
• Fully engaged every department in social media promotion to show the members what ABA staff is doing for its members
• Created a sub-website page called ABA Cares to promote support for victims of hurricanes, fires and other disasters
• Worked on promotion and a press announcement for the 2021 Annual Meeting and Marketplace in Baltimore
• Promoted the creation of two new councils, the Asian Operators Council
and the School Bus Council

- Assisted two ABA member operators with crisis or communications assistance since October

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| 3) Financial/Oversight | - Achieve a net revenue number that matches or exceeds the annual budget  
- Hold annual meetings or finance-related committee meetings with detailed reports, and hold meetings with TD Bank staff to review investment policies and results  
- Work with the ABA auditor to ensure a “clean” audit with no management issues or management letter  
- Provide regular updates on ABA’s financial position to the Treasurer, and Finance and Budget Committee | 5 Outstanding |
|  | Achievements 5/2017 | 4 Exceeds |
|  | • Concluded redesign and construction of ABA’s offices to accommodate our tenant, Ascension Health  
• Achieved a clean 2016 audit with no management letter for both ABA and ABAF  
• Worked with a team at TD investments to better understand our investment strategy and results | 3 Target |
|  | Achievements 9/2017 | 2 Mostly Meets |
|  | • Developed the 2018 budget with staff input that matched the strategic planning results and direction  
• Continued regular meetings with TD investments and began moving some of ABA’s banking relationship to a regional bank where fees are significantly lower than TD Bank | 1 Does Not Meet |
|  | Achievements 12/2017 | 1 Does Not Meet |
|  | • Closed out 2017 with an estimated net “profit” of $80,000  
• Continued to work with Impexium on creating the new ABA membership database | 1 Does Not Meet |
• Reviewed the new tax law for implications to the ABA and its budget, and at this time the implications seem minimal
• Worked with ABA’s publisher to ensure that we were able to retain the current publisher for an additional year, despite lower revenue sales of publications – much of which can be attributed to the prior vendor

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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 5/2017
- Concluded ABA’s most successful live and silent auction raising $101,000 and another $21,000 in the Afterglow
- Completed a review of all research over the past 10 years and developed a new target of research opportunities that tie in to industry and legislative education
- Working with John Dunham & Associates to revise ABAF Economic Impact Reports
- Began discussions with members and ABAF’s researcher to streamline data collection
- Continued to expand the BISC and CBA partnership, scheduling a BISC West meeting as part of the CBA annual meeting
- Finalizing the Entry Level Driver Training, working with the Alliance Safety Council, and sponsored by Prevost
- Working with OMCA and InfoTree to unwind and discontinue GroupConnect
- Working on final arrangements with IRU to assist ABA with hosting the ABA Board during its visit to BusWorld
- Continued raising funds for BusPAC

**Achievements 9/2017**
- Began fundraising efforts for the 2018 auctions at Marketplace with auction co-chairs Brenda Borwege and John Percy
- Looking for creative ways to bundle ABAF donated products to make them more attractive to purchasers and increase their value
- Worked with the four major bus manufacturers to secure a motorcoach from each one for the January auction, all confirmed
- Working with California Bus Association and BISC to hold the second BISC West event, this year in conjunction with the CBA annual meeting.
- Closed GroupConnect and directed searches for motorcoaches to the ABA website
- Held discussions with the Skal board about increasing ABA’s fees to cover staff time looking at other procedural or management options to reduce ABA staff involvement
- Completed BISC/BusMARC survey and the ABA annual member satisfaction survey and used the results to improve programs and offerings in the future. Results included: creating a session on driver qualification files and how to prepare them for audits; adjusting the meeting schedules, member visits to facilities and types of facilities; preparing drivers for tests; identifying partners, co-location opportunities, and meeting length

**Achievements 12/2017**
- Held a very successful BISC meeting with the California Bus Association
- Successfully obtained an increase in Skal fees
- Working with the Ontario Motor Coach Association on the possibility of offering benchmarking, in an electronic “20 Group”, for ABA motorcoach operators
- Held a successful EMC meeting in November and scheduled EMC, FLA and HMC meetings for 2018
- Working with ABAF researcher, John Dunham, to provide data to 12 southern state tourism offices and to revamp Q1 manufacturers’ data in 2018

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Weight 5%
5) **Organizational Management/Strategic Planning**

- Maintain an effective and engaged staff that is responsive to the needs of the association and membership, engaged in all aspects of ABA, and works as a team
- Look for additional ways to leverage technology to enhance the member experience and to provide valuable content for members
- Work with the ABA leadership to create a strategic planning session over the next 12 months
- Look at opportunities to outsource, where those opportunities create efficiencies while maintaining effectiveness

- 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

### Achievements 5/2017

- Hired two staff members, Brad Tucker, to assist with GAP and Communications, and Zoe Deloglos as full-time assisting with ABAF and Administration
- Brought staff together to research and interview companies who can provide association management software (AMS) that will meet ABA’s member needs and those of the Association
- Retained a strategic planning consultant and began pulling together the strategic planning committee for a June 14/15 meeting at BWI
- Continued efforts to enhance the buses.org site and make it more user friendly and intuitive

### Achievements 9/2017

- Organized and conducted a two-day strategic planning meeting in June utilizing Board and non-Board members to develop a three-year strategic plan outline and structure, and worked with ABA staff over the summer to create an implementation strategy for the plan
- Hired Seth Coppe in the executive office and utilized additional temporary staff to advance projects
- Began undertaking the process of moving the ABA database from an outdated system to a new database that will allow for more member

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interaction and engagement and will allow staff to better target members based on the member’s needs and focus
- With some recent staff changes, looking at ways to restructure staff responsibilities in certain departments that more fully utilize existing staffs’ capabilities and identify opportunities for change that meets the goals of the strategic plan
- Completed staff reviews, job descriptions by July 1

**Achievements 12/2017**
- Began a process of reviewing staff for performance in 2017 to ensure success in meeting all objectives in the strategic plan
- Compared benefits at ABA to other associations to ensure that ABA staff are engaged and have a sense of comparability with other organizations
- Utilized small staff groups, representing all segments of staff and management, to gain added input into processes
- Adopted practices and events to engage staff

|  | Weight | 5% |