President’s 2016 Goals

December 2016 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  
Achievements 05/2016  
- Working diligently on the lease and interchange regulations, secured a one-year extension of the enforcement provision and attempting to get report language in the transportation appropriations bills  
- Worked with members and filed comments regarding curbside operators  
- Met with FHWA and worked with members and counsel on the tolling provisions of the FAST Act ensuring that OTRBs will be treated like transit buses for tolling purposes on federally funded highways  
- Working with the Appropriations Committees in both the House and Senate to get an additional $3 million in security grants for the OTRB industry  
- Met with the Deputy Secretary of Transportation to request a seat on the National Advisory Committee on Travel and Tourism Infrastructure – a provision adopted in the FAST Act.  
- Worked on provisions of the FAA reauthorization to reaffirm that OTRBs should have access to airports  
- Prepared comments to and worked with members on the Safety Fitness Determination NPRM and asked members to send their own comments  
- Held multiple conference calls on proposed regulations and when preparing | 5 Outstanding |
|                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 4 Exceeds   |
|                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 3 Target    |
|                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 2 Mostly Meets |
|                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 1 Does Not Meet |
|                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Weight 35%   |
comments in response to NPRMs or ANPRMs, preparing draft comments that members can use as well

- Held member discussions, prepared and filed comments on the Entry Level Driver Training NPRM
- Reviewing the “high risk carrier” definition, getting member input and preparing comments
- Worked with counsel on addressing the DNC’s bus hiring practice for the convention in Philadelphia
- Hired a new manager with extensive hill and lobbying experience for the government affairs and policy department
- Prepared for ABA’s first fly-in
- Working on a strategy and plan to increase BUSPAC giving

**Achievements 09/2016**

- Achieved success on Lease and Interchange when FMCSA announced in September that it will revise the rule and initiate a new rule making on the issue
- Fully supported California motorcoach operators in all efforts to defeat or modify SB 247, requiring significant changes to motorcoaches, by hiring counsel, meeting with NHTSA and working with Senator Lara’s office. Final legislation contained no structural changes to vehicles but included modifications to signage and announcements
- Prepared comments for 9 rulemakings including: Safety Fitness Determination; Definition of Curbside; ELDT; Obstructive Sleep Apnea; Window Glazing; Crash Preventability; and others.
- Held a briefing with 20 senior FMCSA staff to make them aware of the motorcoach industry, trends, challenges and operations
- Continued to work with appropriators in an effort to secure funding for bus security
- Held a successful summer GAP committee meeting with several Board members to review and refine or modify ABA’s policies
- Held meetings with FHWA to clarify the provisions in the FAST Act regarding tolling buses on federally funded toll roads
- Worked extensively with members of Congress and others to try and get a seat on the National Advisory Committee on Travel and Tourism Infrastructure which was created in the FAST Act
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<th>Achievements 12/2016</th>
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<td>- Was appointed to the National Advisory Committee on Travel and Tourism Infrastructure by Secretary Anthony Foxx, and participated in its first meeting</td>
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<td>- Met with and prepared comments and candidates for the Trump transition team in an effort to provide input into the process and include the motorcoach industry in future activities</td>
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<td>- Repeatedly served as a valuable resource to member lobby firms, the American Highway Users Association, and to other organizations</td>
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<td>- Met with newly elected members of Congress through meet and greet opportunities</td>
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<td>- Since November 8, supported reelected members of Congress through ABA’s BusPAC including Congressman Richie Neal, who was just elected ranking member of the House Ways and Means Committee, and began to consider fundraisers for 2017</td>
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<td>- Began the process of getting ready for the 2017 fly-in by putting together the schedule, identifying speakers and interviewing firms that can coordinate the fly-in activities</td>
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<td>- Participated in hearings in NYC on parking and idling</td>
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<td>- Continued raising funds for BusPAC and hit a record of nearly $85,000</td>
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<td>- Cancelled the Van Scoyoc contract so that we can be more flexible and targeted, using consultants where and when needed who have the appropriate reach and focus</td>
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<td>- Renegotiated the Capital Tax Partners’ contract to monitoring and the ability to fully engage the CTP staff when needed</td>
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<td>- Worked with the GAP Committee and key Board members to issues for 2017 including the impact of various taxes on the industry and the need to keep focused on the fuel tax rebate</td>
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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 | 5 Outstanding |
| **Membership** | - Expand the membership  
- Look for additional opportunities to get ABA’s message in front of existing members and prospects | 4 Exceeds |
| **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 | 3 Target |
| | - 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 | 2 Mostly Meets |
| | **Achievements 05/2016**  
- Completed the most financially successful Marketplace to date with approximate net revenue of $1.5 Million  
- Continued outreach to cities to host future Marketplaces  
- Worked with members and others to address the NC legislative actions that led to calls for ABA to pull out of Charlotte in 2018  
- Worked with ABA’s publisher and completed a study to assess all publications and revise or retool those that need improvement | 1 Does Not Meet |
| | **Weight** | 45% |
• Continued efforts to recognize 2016 as ABA’s 90th birthday as part of our membership efforts
• Better membership targeting of: inbound tour operators, the largest motorcoach operators, receptive operators and a new list of operators from other outside sources
• Working with a PBS producer and others on a possible 30 minute television segment on the history of the bus industry
• Engaged ABA’s video producer to prepare a Marketplace video as a marketing piece for future Marketplaces
• Completed a study to look at the average per delegate/company sales as a result of attending Marketplace
• Participated with US DOT to have a motorcoach at the 2016 Earth Day event at DOT
• Began preparations for Marketplace 2017

Achievements 09/2016

• Held successful media outreach meetings with ABC News, Washington Post, Politico, BNA/Bloomberg, The Hill and other publications. As a result, BNA did an article on the challenges buses face when trying to access airports and how buses could augment EAS service
• Producing a weekly blog to highlight topical issues facing the industry or to promote internal programs
• Worked with the Pohly Company to better connect overall communications efforts with the publications’ strategies
• Grew social media engagement with members and others
• Worked with Kitchen PR to support 5 member companies since May needing crisis communications support
• Developed a communications strategy, based on an overall review of ABA’s current efforts and needs for the future
• Held numerous webinars that covered all segments of ABA including GAP, Marketplace, Membership, affinity programs, and education speakers
• Grew 2016 membership by 209 unique members and 82 Plus Members for a total of 291 new members. This represents a nearly 100 percent increase over the 151 new members at the same time last year
• Marketplace registrations for 2017 are on target with 2016
• New companies coming to Marketplace are at 70, which is trending higher than previous years
• Held numerous meetings with Cleveland including a meeting with the CVB’s CEO to discuss support and entertainment
• Making changes to the Marketplace registration process to print badges on
site. This change will reduce staff time and increase accuracy
- In response to the 2016 Marketplace survey, changing the format of the annual meeting portion of the general session and hiring a speaker to create a WOW factor for the opening
- Participated in numerous shows and events to market ABA and the industry. Events included: IPW, SYTA, state association meetings, African American Travel Conference, TAP, RTO Summit East, and others
- Working with Wawa convenience/fuel stops and with credit card processing companies as possible new ABA affinity partners

Achievements 12/2016
- Engaged a branding firm to begin the process of finding the right name or descriptor for Marketplace
- Marketplace is on track to exceed previous non-IMG attendance
- Through a combination of efforts, reached the goal of 500+ new members due to added participation in more association shows and events. New members totaled 616 (including 191 PLUS+ members). Attrition was reduced to 253 from 525 in 2015
- Secured a dynamic speaker, Josh Linkner, for the official opening session
- Changed the Marketplace schedule to have a separate annual meeting from the opening session so that the opening is more engaging
- Modified the registration process to print badges onsite so that they do not need to be stuffed in envelopes
- Continued to make improvements to buses.org and enhance our social medial outreach efforts
- Promoted all aspects of Annual Meeting and Marketplace including: Trends Panel, attendance by local media, added Snapchat geofilter to promote all events
- Worked with AAA, FMCSA and ATA to create a share the road video series scheduled to launch in 2017, focusing on stopping distance, wide turns, and blind spots
- Secured a new publisher, YGS, to replace the current publisher POHLY, who is getting out of the custom publishing business
- Communications is now serving all departments including GAP, ABAF and meetings/membership
- Continued supporting crisis situations including FM Kuzmeskus Inc. in 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 05/2016 | - Continued working with the ABA/ABAF investment firm, TD Bank on their practices and results  
- Worked with ABA’s advisor on the ABA pension/401k plan to consider changes that would reduce the employees’ costs while continuing high-quality investment options  
- Achieved a clean 2015 audit with no management letter | 4 Exceeds |
| Achievements 09/2016 | - Held follow-up meetings monthly with TD Bank investment staff and during a meeting with Board members in July in Washington  
- Moved the ABA 401k/Pension plan from Principal to Empower (an ASAE sponsored program) in an effort to provide better investment options to staff and reduce individuals’ investment fees  
- Held numerous meetings with ABA’s tenant, Ascension, and with the architect and real estate broker in an effort to redesign a portion of the ABA office space to accommodate Ascension’s growing staff and preserve ABA’s space. Nearing final agreement on a new 5-7 year lease. | 3 Target |
| Achievements 12/2016 | - Concluded negotiations with Ascension to remain in ABA’s offices as a subtenant. Negotiated build-out of ABA space with the architect and the contractor, with work scheduled to conclude in Q1 2017  
- Concluding the year with net income of $85,000-100,000  
- Came in under budget in 12 of 16 expense categories, although due to poor performance by publications, net income may be less than budgeted | 1 Does Not Meet |

Weight 10%
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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 05/2016  
- Took on the leadership of the ABA Foundation, cleaned up the auctions from Marketplace, retooled and expanded the scholarship engagement, and worked with a marketing firm on new messages and direction for the foundation  
- Continued outreach with IMG, TAP and other significant partners to make certain there are opportunities to work together in 2016 and 2017 and beyond  
- Created a BISC West event that will take place July 19, 2016 in Ontario, CA in partnership with CBA  
- Continued the success of the first BusMARC in January and included it as part of the meeting schedule in June when BISC meets in the Baltimore area  
- Finalized the GroupConnect operator site for a launch in June 2016 and worked with partners including Trailways and SYTA for possible participation with the tour operator booking engine  
- 74 percent of BISC attendees rated the program 8, 9 or 10 and 91 percent said they would likely attend BISC in the future  
- 86 percent of BusMARC rated the program an 8, 9 or 10 and 96 percent said they would plan to attend a future BusMARC program | **4** Exceeds |
| | Achievements 09/2016  
- Held very successful summer BISC and BusMARC meetings in the Baltimore area with more than 150 attendees at BISC and 75 attendees at BusMARC  
- Held a first ever BISC West meeting, working in partnership with the CBA with nearly 50 attendees and agreed to hold a second BISC West in 2017 | **3** Target |
| | | **2** Mostly Meets |
| | | **1** Does Not Meet |
| | **Weight** | **5%** |
- Worked with several consulting groups that wanted to partner with ABA/ABAF on DOT related projects where ABA/ABAF would provide industry data for a fee
- Continued to refine and provide support to GroupConnect to prepare the launch of the latest operator planning software
- Led meetings and provided support to Florida Motorcoach Association, Hispanic Motorcoach Council, Skål, Women in Buses, Entertainer Motorcoach Council, and NBTA
- Worked with IMG to outline an agreement for working together in 2018
- Working with SYTA to help educate members on hiring safe bus companies and understanding the impact of ELDs on trips and schedules
- Working with the Alliance Safety Council and an ABA operator focus group to create driver training materials

**Achievements 12/2016**

- Began the process of finding a new association management software system for 2017
- Continued working with OMCA and GroupConnect vendor to salvage elements of the GroupConnect products that make sense to retain, in particular the revenue collection and tour sales component for tour operators, and began the process of unwinding the remainder of GroupConnect
- Began looking at consultants who can lead a Strategic Plan discussion/meeting in 2017
- Made arrangements, working with the ABA Companies and the IRU to have a 2017 Fall Board meeting in Belgium and include participation at BusWorld
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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 05/2016                                                   | - Initiated staff changes to improve the overall efficiencies of communications, policy and foundation  
- Continued improving the ABA database to make it more user friendly and worked with the vendor on significant improvements that will be launched in 2017  
- Reassigned website management to staff who are integrally involved in all aspects of marketing the association to its members  
- Engaged an outside PR firm to assist with crisis management, media outreach and certain communications efforts | 4 Exceeds    |
| Achievements 09/2016                                                   | - Revising the buses.org site to make it user friendly and easier to navigate  
- Worked together with GAP to help prepare 6 member alerts on pending regulatory issues  
- Hired or replaced staff including: communications director, GAP support, ABAF support, meetings/membership support  
- Was fully engaged with ABAF to increase scholarship applications, finalize agreements with Cone Communications and John Dunham and Associates to provide expanded research and marketing of the ABAF  
- In June, concluded annual reviews of each employee  
- Met with multiple database providers at the annual ASAE show and will begin the process of reviewing certain providers | 3 Target     |
| Achievements 12/2016                                                   | - Identified opportunities to change staff structure to better enhance performance among key departments  
- Working with ABAF staff, secured over 100 items for the silent and live auctions at Marketplace  
- Began the ABAF scholarship program 2 months early, and worked with the | 2 Mostly Meets |
|                                                                        |                                                                                                                                  | 1 Does Not Meet |
|                                                                        |                                                                                                                                  | Weight 5%      |
| ABAF Board and other scholarship donors to increase scholarships to $100,000 for 2017 |