



**INTERNATIONAL
FUEL TAX
ASSOCIATION, INC.**

**STRATEGIC PLAN
OCTOBER 2008**

(Last Revised November 2011)

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The Great Story of
IFTA'S Successful Evolution of Cooperation and Trust

“Archaic Era” Beginning to 1982	“Formative Era” 1983 – 1995	“Coming of Age Era” 1996 – Present
<p><u>Early 1900s</u> First Vehicle Registration First Driver License First Fuel Tax</p> <p><u>1930s</u> Refrigerated Containers and Trailers</p> <p><u>1936</u> Federal Motor Carrier Regulation</p> <p><u>WWII Era</u> Commercial Registration Reciprocity Agreements (state-to-state)</p> <p><u>1950s</u> National Interstate System</p> <p><u>1960s</u> Intermodal Transfer (Containers)</p> <p><u>1973</u> International Registration Plan (IRP) Formed</p> <p><u>1974</u> Oil Embargo</p> <p><u>1980s</u> Motor Carrier Strike Operating Authority Deregulation Begins</p>	<p><u>1983</u> International Fuel Tax Agreement Formed</p> <p><u>1984</u> RFTA Formed</p> <p><u>1986</u> Third Agreement Contemplated</p> <p><u>1987</u> New Model Agreement Adopted</p> <p><u>Early 1990s</u> GPS Technology</p> <p><u>1991</u> ISTEA Implemented IFTA, Inc. Formed</p> <p><u>1992</u> Federal funding</p> <p><u>1993</u> First Canadian Jurisdiction in IFTA (AB)</p> <p><u>1994</u> IFTA, Inc. opened office</p> <p><u>1995</u> New PCR Process</p>	<p><u>1996</u> ISTEA – Mandated deadline for full IFTA membership IFTA website developed</p> <p><u>1997</u> PRISM Tax exemptions for alternative fuels Last jurisdictions to join IFTA (ON, ME, NH, VT)</p> <p><u>1999</u> NCSL Report IFTA, Inc.’s first strategic plan developed</p> <p><u>2000</u> Clearinghouse implemented</p> <p><u>2001</u> IFTA building purchased</p> <p><u>2002</u> IFTA online voting established IFTA, Inc.’s Strategic Plan updated</p> <p><u>2003</u> IFTA, Inc. New Executive Director hired</p> <p><u>2004</u> IFTA Clearinghouse works!</p>

Learnings From IFTA, Inc.'s Historical Perspective Exercise

1. Rich history
2. Events-driven
3. Reactive, rather than proactive
4. At point of not having to be reactive
5. ISTEA reaction was huge; 1996 – big change
6. Things happening faster in *Coming of Age* Era
7. *Archaic Era* was federally-driven

Linkages Discovered During IFTA, Inc.'s Historical Perspective Exercise

1. The 2002 Strategic Plan was offshoot of 2001 dispute
2. Deregulation in 1980s led to higher competition, leading to desire to create efficiencies and lower costs, which impacted development of IFTA
3. Evolution of Industry grew faster than infrastructure
4. ISTEA formalized IFTA and IFTA, Inc. on many levels
5. Technological advances, especially information sharing, allowed for a shift in IFTA, Inc.'s focus/approach
6. Technology created efficiencies in the filing and receipt of taxes by both the carriers and jurisdictions
7. *Coming of Age* Era has been defined by technology
8. Enormous amount of linkage between IRP and IFTA and their associations

Future Challenges

EXTERNAL INFLUENCES/CONFLICTS

- Strong potential for federal and Tribal entities to join IFTA and IFTA, Inc.
- Increase in disputes and lawsuits
- Jurisdiction law conflicts with provisions of the IFTA Agreement
- Powerful organizations (e.g., federal government and courts) not knowing structure/impact of IFTA and changes to IFTA
- Industry involvement – where do they belong and where does the line get crossed?

TECHNOLOGICAL OPTIMIZATION

- Keeping up with technology
- Technological and other advances have allowed IFTA, Inc. to work more on enforcement issues

TAX ISSUES

- Fuel tax currently used to pay for highway use could become obsolete
- Dichotomy exists:
 - IFTA seeks to encourage higher MPG - ????
 - Higher MPG = less dollars collected through IFTA
- Alternate fuels and different fuel types (complicates tax system or makes carrier tax-exempt)

HUMAN RESOURCE DEVELOPMENT FOR IFTA AND IFTA, INC.

- Contingency plans for succession
- Maintaining competency of IFTA, Inc. staff / Board Members
- Learning curve for new members; loss of historical perspective with loss of established members

JURISDICTION INTEREST AND PARTICIPATION

- Jurisdiction interest and participation

FUNDING AND ASSOCIATED CHOICES

- If revenues decrease, due to higher MPG and fuel exemptions, funding is going to have to come from somewhere to pay for IFTA advances

Strengths, Weaknesses, Opportunities, and Threats (SWOT)

STRENGTHS



1. IFTA, Inc. staff abilities, dedication, knowledge, and trust ensure an effective and efficiently run organization
2. International leadership and progressive approach/thinking of Board Members has helped IFTA, Inc. to thrive
3. Organizational structure
4. Internal expertise to meet technological challenges
5. Cooperation and trust among member jurisdictions
6. Financially sound and responsible in actions
7. Ability to change and adapt
8. Governing documents are good, clear, and solid
9. IFTA works!
10. Tremendous support from Industry
11. Implementation and participation in IFTA, Inc. Clearinghouse

WEAKNESSES



1. Absence of enforcement mechanism for Final Determinations of Non-Compliance in program compliance reviews
2. Agreement does not require roadside enforcement
3. Reduction in the number of volunteers for participation in program compliance reviews
4. Lack of administration of blended fuels with multiple tax rates
5. If key staff members of IFTA, Inc. were to leave, it would greatly impact the organization, at least short-term

OPPORTUNITIES



1. Expansion of the Clearinghouse to include funds netting, enforcement and program compliance reviews
2. Pursue technological advances
 - a. Utilize the Clearinghouse to complete/expand upon compliance reviews
 - b. Use technology to increase jurisdiction interest, participation, and training
 - c. Use technology to increase enforcement and compliance
 - d. Application of technology for auditing
3. Help committees to run effectively
4. Promoting education and awareness of IFTA, Inc.
5. Make roadside enforcement part of the IFTA
6. Partner with IRP, Inc. to jointly run/pursue Clearinghouse, workshops, compliance reviews, and education efforts for new jurisdictions and federal courts
7. Take the lead in finding solutions to issues concerning alternative fuels
8. Pursue federal funding.

THREATS



1. Can jurisdictions continue to pay dues and participate
2. Loss of institutional knowledge of jurisdictions and industry
3. Any jurisdictional, legislative, or Industry actions that contradict IFTA could lead to court decisions, lack of trust, etc.
4. Increased use of alternative and blended fuels complicates the tax system
5. Inappropriate use of Clearinghouse information by jurisdictions
6. Alternative taxing schemes replacing fuel use taxes
7. Additional jurisdictions pushed through by Congress: if Congress gets involved, it could influence IFTA and IFTA, Inc. beyond current impact
8. Court decision that determines IFTA practices are unconstitutional
9. Financial disruption

Strategic Issues

1. Roadside Enforcement

- 1.1. Agreement does not require roadside enforcement (KEY WEAKNESS)
- 1.2. Utilize technology to increase enforcement and compliance. (KEY OPPORTUNITY)

2. Jurisdiction Compliance

- 2.1. Absence of enforcement mechanism for Final Determinations of Non-Compliance in program compliance reviews (KEY WEAKNESS)
- 2.2. Partner with IRP, Inc. to finalize combined compliance review project (KEY OPPORTUNITY)
- 2.3. Expansion of the Clearinghouse to include funds netting, enforcement and program compliance reviews (KEY OPPORTUNITY)

3. Technological advances are needed to proactively address major IFTA issues

- 3.1. Electronic “funds netting” through Clearinghouse. (KEY OPPORTUNITY)
- 3.2. Pursue technological options for helping committee members to fulfill IFTA committee responsibilities. (KEY OPPORTUNITY)
- 3.3. Increase/improve interest and participation of jurisdictions
- 3.4. Increase/improve training and training options
- 3.5. Additional federal funding needed to facilitate technological solutions.

4. Partnering essential to fulfill future endeavors.

- 4.1. Partner with IRP, Inc. to jointly run/pursue Clearinghouse, workshops, compliance reviews, and educational efforts for new jurisdictions, federal authorities, and the courts.
(KEY OPPORTUNITY)
- 4.2. Partner with jurisdictions, motor carrier industry, and fuel industry regarding new fuel types causing complex reporting requirements/issues.

5. Jurisdictional effectiveness must be addressed.

- 5.1. Train committee chairs to run workshops effectively (train-the-trainer).
- 5.2. Develop IFTA, Inc. staff continuity plan.
- 5.3. Fill vacancies in committees.
- 5.4. Pursue fuller member participation.

future?

IFTA, Inc.'s Shared Vision

- To be known as the organizational model for the administration of inter-jurisdictional programs.
- To be known as an organization that acts with the highest level of ethics and integrity.
- To be known for innovatively interacting and working with stakeholders.
- To be respected as an effective, results-oriented organization.
- To be known as an organization that is a prudent manager of all its resources.
- To be an organization that proactively addresses the needs of its members through technological advances.
- To be an organization where full participation of its members results in consensus, trust, and cooperation.
- To be a primary resource for members and stakeholders by providing training and education.

Statements Supporting IFTA, Inc.'s Shared Vision

MODEL

- The model for successful inter-jurisdictional tax collection

INTEGRITY

- Known for highest level of ethics and integrity

INNOVATIVE

- Known for innovative ways of dealing with external authorities

EFFECTIVE

- An effective organization – where there would be nothing but praise for the organization
- A user/jurisdictional friendly fuel tax information service provider
- A results-oriented organization
- The base for cooperation and trust amongst the jurisdictions

PRUDENT

- An efficient manager of the resources provided
- The base for cooperation and trust amongst the jurisdictions

PROACTIVE

- An organization that makes full use of technological advances
- Adaptable, flexible, and proactive to better serve IFTA's membership
- Proactive in leading the IFTA

REPUTABLE

- An organization that is recognized and understood more widely than it is today
- An organization that is a household name

COOPERATION

- 100% member participation
- An environment of full cooperation among members
- Accurate, timely, and effective communication
- Proactive in leading the IFTA

RESOURCE

- The primary resource for its member jurisdictions and its industry partners
- An organization that supports its members and committees through training and education
- An organization that is a household name
- A full-service organization
- An organization that builds consensus

IFTA, Inc.'s Vision Statement

The model organization striving for full partner cooperation and member compliance.

IFTA, Inc.'s Mission Statement

To foster trust and cooperation among the jurisdictions through efficient and effective planning and coordination and oversight of activities necessary to administer the International Fuel Tax Agreement for the betterment of the members and our partners.

IFTA, Inc.'s Goals

To promote cooperation and trust through partnerships.

To continuously plan, manage, and review IFTA, Inc.'s existing resources and new opportunities to ensure that organizational purposes are achieved.

To meet the needs of customers and stakeholders by utilizing technology.

To enhance confidence in the agreement by assertively pursuing enforcement and compliance.

To expand the knowledge base regarding IFTA through education and awareness.

Strategic Directions

Practical ideas and suggestions for achieving the Shared Vision and addressing Key Weaknesses, Opportunities, and Threats:

A. TO MEET THE NEEDS OF CUSTOMERS AND STAKEHOLDERS BY UTILIZING TECHNOLOGY	B TO EXPAND THE KNOWLEDGE BASE REGARDING IFTA THROUGH EDUCATION AND AWARENESS	C TO PROMOTE COOPERATION AND TRUST THROUGH PARTNERSHIPS	D TO CONTINUOUSLY PLAN, MANAGE, AND REVIEW IFTA, INC.'S EXISTING RESOURCES AND NEW OPPORTUNITIES TO ENSURE THAT ORGANIZATIONAL PURPOSES ARE ACHIEVED	E TO ENHANCE CONFIDENCE IN THE AGREEMENT BY ASSERTIVELY PURSUING ENFORCEMENT AND COMPLIANCE	
				(1) ROADSIDE ENFORCEMENT	(2) JURISDICTION COMPLIANCE
<ol style="list-style-type: none"> 1. Full implementation of the IFTA, Inc. Clearinghouse 2. Develop computer based training for jurisdiction staffs 3. Identify technology opportunities and initiatives 	<ol style="list-style-type: none"> 1. Develop history of IFTA 2. Update the annual report database 3. Combine training opportunities with those of IRP, Inc. 	<ol style="list-style-type: none"> 1. NLETS enforcement project 2. IFTA/IRP Combined Review Project 3. Combined Enforcement Initiative 4. Strengthen partnerships with industry 	<ol style="list-style-type: none"> 1. Develop and distribute best practices recommended by the training committee 2. Develop commissioner training 3. Review and update the contingency plan 	<ol style="list-style-type: none"> 1. Propose amendments to IFTA regarding roadside enforcement 2. Educate jurisdictions on roadside enforcement 	<ol style="list-style-type: none"> 1. Propose ballot for enforcement of Final Determinations of Non-Compliance 2. Develop audit strategy for the future

ACTION PLAN – UTILIZING TECHNOLOGY

GOAL	A	To meet the needs of customers and stakeholders by utilizing technology.
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ACTION STEPS	PERSON RESPONSIBLE	DUE DATES OR TIME TABLE	PROGRESS OR STATUS
1. Full Implementation of the IFTA, Inc. Clearinghouse COMPLETED	1.1. Complete clearinghouse documentation 1.1.1. Demographic 1.1.2. Transmittal 1.1.3. Funds netting 1.1.4. CH Access Agreement	IFTA, Inc. (Lonette/Debbie/Jason) Clearinghouse Advisory Committee (CAC)	March 2009 <ul style="list-style-type: none"> The Clearinghouse Documentation was completed and sent to membership for first review in February 2009
	1.2. Provide Clearinghouse Access Agreement to legal counsel for review	IFTA, Inc. (Lonette)	February 15, 2009 <ul style="list-style-type: none"> The Access Agreement was sent to legal counsel on March 18, 2009.
	1.3. Provide complete documentation for Board for review	IFTA, Inc. (Lonette)	March 31, 2009 <ul style="list-style-type: none"> Complete documentation was provided to the Board in January 2009 and was approved for an initial comment period for membership. Comments have been provided to the CAC and will be reviewed during its conference call on March 19, 2009
	1.4. Review Clearinghouse documentation	IFTA, Inc. Board	2Q2009 <ul style="list-style-type: none"> Documentation, along with the CAC's comments will be provided to the Board for review at the 2Q09 Board meeting.
	1.5. Finalize Clearinghouse Access Agreement	IFTA, Inc. (Lonette)	April 30, 2009 <ul style="list-style-type: none"> Completed @ 1Q09 Board Meeting. Board approved.
	1.6. Distribute Clearinghouse Access Agreement to Participating Member Jurisdictions for Formal Amendment Process	IFTA, Inc. (Lonette)	May 1, 2009 <ul style="list-style-type: none"> Completed 3/30/09. Sent for formal 60-day comment period ending 6/1/09. Board approved following comment period. Final Access Agreements distributed 6/30/09
	1.7. Finalize Funds Netting Rules and provide to Membership.	IFTA, Inc. (Lonette)	May 15, 2009 <ul style="list-style-type: none"> Funds Netting Rules completed following comment period by jurisdictions and approved by the Board. Distributed with Access Agreements on 6/30/09 and posted on website.
	1.8. Finalize Clearinghouse User Documentation and provide to Membership	IFTA, Inc. (Lonette/Debbie/Jason) Clearinghouse Advisory Committee (CAC)	June 30, 2009 <ul style="list-style-type: none"> Clearinghouse User Manual finalized following jurisdiction comment period. Board approved. Funds Netting Banking Information and Funds Netting Test Plan finalized by CAC and distributed to membership on 6/30/09.

	ACTION STEPS	PERSON RESPONSIBLE	DUE DATES OR TIME TABLE	PROGRESS OR STATUS
	1.9. Monitor executions of Clearinghouse Access Agreement by member jurisdictions	IFTA, Inc. (Lonette and Jason)		<ul style="list-style-type: none"> Underway as of July 1, 2009. As of December 14, 2009, IFTA, Inc has received 40 signed Access Agreements. One is in the mail (Georgia) and reminders for the status have gone out in both November (1) and December (2). Completed - All Access Agreements have been executed by the participating members. We have all but 3 non-participating members.
	1.10. Prepare and implement plan to conduct "penny" tests with all Participating Member Jurisdictions	IFTA, Inc. (Lonette/Debbie/Jason) Clearinghouse Advisory Committee (CAC)	March 19, 2009	<ul style="list-style-type: none"> Funds Netting Test Plan completed and distributed to membership on 6/30/09. Phase 1B - Funds Netting Banking Test underway as of August 1, 2009. Monitoring test results.
	1.11. Complete "penny" tests with all Member Jurisdictions (both US and Canadian Accounts)	IFTA, Inc. (Lonette and Debbie)	October 31, 2009	<ul style="list-style-type: none"> Funds Netting Banking test estimated to be completed on or before due date. COMPLETED - Funds Netting Banking Tests completed with all 48 participating member jurisdictions for the US account as of December 7. Funds Netting Banking Test completed with 2 of the 3 Canadian jurisdictions in the CAD account. Still trying to complete test with NB. Also re-testing with AL as of 12/11. AL: requires a specific addendum record that we are trying to master.
	1.12. Determine amount of theft insurance policy	IFTA, Inc. (Board)	3Q09 Board Meeting	<ul style="list-style-type: none"> COMPLETED - Determined that we qualify currently for \$250,000; application submitted. – Insurance obtained.
	1.13. Fully implement Clearinghouse		January 1, 2010	COMPLETED - Funds Netting was successfully implemented on January 1, 2010 with 47 jurisdictions participating. By the March upload, all 49 current participating members are fully participating in Funds Netting.
2. Develop computer based training for Jurisdiction staff ONGOING	2.1. IFTA, Inc. will develop ideas for computer based training for jurisdiction staff	IFTA, Inc. Staff	4Q11 Board meeting	On agenda for 1Q10 Board Meeting for review. Reviewed at 1Q10 Board meeting. Reassigned to staff rather than ITAC. At 4Q10 Board meeting, an action item was added for IFTA, Inc. to review materials already completed from other meetings that may be posted as training on line. Assigned deadline moved to 6/30/11 upon request. Will be on agenda for 4Q11 Board meeting. i
	2.2. Provide a report to the Board regarding those areas of training	IFTA, Inc. Staff	4Q11 Board Meeting	IFTA 101 Presentations have been posted on the website. Plans are being made for webinars for e-reviews.
	2.3. Review the report	IFTA, Inc. Board	4Q11 Board Meeting	
	2.4. Identify areas of training for further development	IFTA, Inc. Board	4Q11 Board Meeting	Webinars are being developed for Program Compliance e-reviews.

	ACTION STEPS	PERSON RESPONSIBLE	DUE DATES OR TIME TABLE	PROGRESS OR STATUS
	2.5. Charge appropriate committees or staff with development of training modules	IFTA, Inc. Board	4Q11 Board Meeting	
	2.6. Add additional actions steps for those projects, is necessary	IFTA, Inc. Board	1Q12 Board Meeting	THIS OBJECTIVE WILL NOW BE ONGOING
3. Identify technology opportunities and initiatives ONGOING	3.1. IFTA, Inc. will solicit ideas from other agencies and organizations	IFTA, Inc. Board	4Q10 Board Meeting	
	3.2. IFTA, Inc. will continue to find additional ways to utilize the IFTA, Inc. website	IFTA, Inc. Board	Ongoing	
	3.3. IFTA, Inc. will provide quarterly reports to the Board regarding these activities.	ITAC	Beginning 1Q11	
4. Investigate and analyze current capabilities of GPS and other electronic positioning systems as they apply to commercial trucking operations. COMPLETED	4.1. Charge the ITAC with this goal	IFTA, Inc. Board	1Q09 Board Meeting	<ul style="list-style-type: none"> COMPLETED - Charge was drafted at the Board meeting.
	4.2. Identify current GPS and other electronic positioning systems that are utilized by commercial trucking operations.	ITAC	July 1, 2009 Update at 2Q10 Board Meeting	COMPLETED - The ITAC is planning an educational webinar by a company specializing in GPS services for November 2010. Webinar held. New members have been added to the ITAC to provide an audit perspective for both IRP and IFTA. The ITAC is working on an indepth questionnaire to use when contacting vendors to learn about the current vehicle tracking technologies. ITAC has contacted the member jurisdictions to request vendor contact information. Contact information received and survey sent to vendors. Survey responses compiled by ITAC.

ACTION STEPS	PERSON RESPONSIBLE	DUE DATES OR TIME TABLE	PROGRESS OR STATUS
	<p>4.3. Analyze the systems identified and</p> <p>4.3.1. Discuss both hardware and software capabilities</p> <p>4.3.2. Discuss what and how these systems communicate to centralized systems/networks</p> <p>4.3.3. Discuss distance and routing accuracy and how that information can be verified.</p> <p>4.3.4. Discuss how source data is secured and under what circumstances data may be deleted, edited or otherwise modified subsequent to creation.</p>	ITAC	September 15, 2010 COMPLETED - Survey responses compiled by subcommittee of ITAC.
	<p>4.4. Prepare a report for the Board to review including the elements in 4.3.</p>	ITAC	October 1, 2010 (For review at 4Q10 Board meeting) COMPLETED – Report and survey results provided by ITAC to the Board for its review.
	<p>4.5. Charge the Audit Committee to review the ITAC report, comment and make recommendations of proposed ballot language to the Board</p>	IFTA, Inc. Board	4Q10 Board Meeting COMPLETED BUT AMENDED – The Board, after reviewing ITAC's report determined that the ITAC should be the committee to move forward with the project. The Board determined that ITAC would be contacted regarding this possibility. If the committee agreed, the Board would create a formal charge. The members of the ITAC agreed that a charge to that committee would be appropriate to go forward with the Charge. In a December 2010 conference call, the Board discussed the content of the charge and Scott Bryer volunteered to draft the charge for the Board's review.
	<p>4.6. Review the ITAC report, comment and make recommendations of proposed Ballot language to the Board.</p>	IFTA Audit Committee	December 15, 2010 On agenda for 1Q11 Board meeting to change the timelines and action steps in light of the Board's decision to issue a formal charge to ITAC. At the 1Q11 Board meeting, it was reported that the ITAC had established a subcommittee to review and analyze the survey results and to make ballot recommendations. The subcommittee began meeting by conference call. It is expected that an extension for the current deadline will be requested at the 2Q11 Board meeting.

	ACTION STEPS	PERSON RESPONSIBLE	DUE DATES OR TIME TABLE	PROGRESS OR STATUS
	<p>4.7. Review the ITAC report recommendations regarding GPS and other electronic positioning systems and proposed ballot language.</p>	IFTA, Inc. Board	1Q11 Board Meeting	<p>The ITAC's final report was reviewed at the 2Q11 Board meeting. The report was accepted and following the Board meeting, a letter was sent to the ITAC thanking them for completion of the Board charge. A Board charge was approved and sent to the Audit Committee to review the work product of the ITAC from an audit perspective. The report and draft ballot language to change P600 (drafted by the ITAC) were forwarded to the Audit Committee for review. A charge was approved and sent to the ITAC tasking that committee with supporting the Audit Committee during its review of the ITAC work product.</p>
	<p>4.8. Finalize Ballot Proposal</p>	IFTA, Inc. Board	1Q2011 Board Meeting	<p>Tasked to Audit Committee under separate charge.</p>

ACTION PLAN – EDUCATION & AWARENESS

GOAL	B	To expand the knowledge base regarding IFTA through education and awareness.
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ACTION STEPS	PERSON RESPONSIBLE	DUE DATES OR TIME TABLE	PROGRESS OR STATUS
1. Develop History of IFTA	1.1. IFTA, Inc. and ATA develop a historical perspective	IFTA, Inc. (Lonette) and ATA (Robert Pitcher)	1Q12 Request Date change to 4Q10. Date changed to 1Q11. Deadline change made at 1Q11 Board meeting. The following action item dates changed accordingly. An update will be given at the 4Q11 Board meeting.
	1.2. Prepare a corresponding a Power Point presentation	IFTA, Inc. (Lonette) and ATA (Robert Pitcher)	March 31, 2012
	1.3. Review the Power Point presentation	IFTA, Inc. Board	2Q2012 Board Meeting
	1.4. Post to IFTA, Inc. website	IFTA, Inc. (Tom)	
2. Update the annual report database COMPLETED	2.1. Review current wording of annual report; clarify language	APC	December 2008 COMPLETED
	2.2. Make recommendation for changes to the annual report, prepare report to the Board, and submit proposed ballot language. 2.2.1. Non Balloted Changes 2.2.2. Balloted Changes	APC	2Q2009 Board Meeting Update 4Q2009 Board Meeting COMPLETED The APC is preparing a ballot for submission by the deadline of March 25, 2010 for the 2010 ballot process.
	2.3. Review APC report for approval of recommendations	IFTA, Inc. Board	1Q2010 Board Meeting COMPLETED - On 1Q10 Board meeting agenda. The APC presented ballot language for the Board's review at the 1Q10 Board meeting. The Board recommended that it be sent to the ASSC for review.
	2.4. Present recommendations at the 2009 Annual Business Meeting	APC/Board	July 2010 COMPLETED – 2010 ABM
	2.5. Make necessary non-balloted changes to the annual report	IFTA, Inc. (Tom/Debbie)	4Q2010 Board Meeting COMPLETED –Non-balloted changes made to the annual report database by IFTA, Inc.
	2.6. Draft Ballot Proposals for approved balloted changes	APC	January 31, 2010 On 1Q10 Board meeting agenda. See 2.3. COMPLETED –Ballot submitted for 2010 Ballot cycle

	ACTION STEPS	PERSON RESPONSIBLE	DUE DATES OR TIME TABLE	PROGRESS OR STATUS
	2.7. Review proposed ballots for approval	IFTA, Inc. Board	2/28/2010	COMPLETED
	2.8. Submit ballot proposals for distribution to Membership	APC	March 2010	COMPLETED –Ballot submitted for 2010 Ballot cycle
	2.9. If ballots pass, make required changes to Annual Report Database	IFTA, Inc. (Tom/Debbie)	12/31/11	The ballot passed, effective July 1, 2011.

	ACTION STEPS	PERSON RESPONSIBLE	DUE DATES OR TIME TABLE	PROGRESS OR STATUS
<p>3. Combine Training opportunities with IRP</p> <p>ONGOING</p>	<p>3.1. Discuss joint training opportunities with IRP Board as it relates to the</p> <p>3.1.1. Auditor 101 Taping</p> <p>3.1.2. Enforcement</p>	<p>IFTA, Inc. and IRP, Inc. Boards</p>	<p>4Q11</p>	<ul style="list-style-type: none"> Completed at combined Board meeting in January 2010 for Auditor 101 - working group now established and have decided to work on webinars. Discussion had by IFTA/IRP Board Subcommittee on its December 2009 conference call regarding combining managers and law enforcement training with IRP. IRP has not scheduled a Managers Workshop for 2010. It was determined that we should have preliminary discussions with the Agreement Procedures Committee and Plan Procedures Committee and requested a few IRP Topics on the agenda of the 2010 IFTA Managers/Law Enforcement Workshop. Lonette and Mary Pat will do the preliminary contacts. After the workshop, we would then poll those in attendance to see how they liked having the IRP topics and determine interest in including IRP topics in the future. We could then ask the membership about its thoughts concerning combining the two workshops. Work continues on adding IRP topics to the 2010 IFTA Managers/Law Enforcement Workshop. The IFTA APC chair, Bill Kron, has been in contact with Mary Pat Paris, CEO of IRP, Inc. and the chair of the IRP PPEC. The PPEC has agreed to present topics at the 2010 meeting either in general session or breakout session. Several agenda items on the 2010 IFTA Managers/Law Enforcement Workshop Will review evaluations following meeting. During November IFTA/IRP Board Subcommittee call, continuing combined topics on the 2011 IFTA Managers/Law Enforcement Workshop agenda will be recommended with an eye toward combining the workshops in the future. Following the 1Q11 Board meeting, IRP, Inc. was contacted regarding topics for the 2011 Workshop. In addition, it is anticipated that IFTA, Inc. is going to receive a request from IRP, Inc. to combine the workshop with IRP and for them to host every other year. The IRP, Inc. Board of Directors forwarded a letter to the IFTA, Inc. Board of Trustees on May 31, 2011 requesting that each of the organizations host just one of the workshops, each year. The organization would host the same workshop each year. That request will be reviewed at the 4Q11 Board meeting. The Board approved the request from IRP, Inc. with two caveats: 1) A two year trial basis beginning in calendar year 2014 and 2) the 2012 and 2013 Managers/Law Enforcement Workshops would be conducted as combined workshops. In November 2011, we began working with IRP, Inc. on a training day to be held in conjunction with the 2012 CVSA meeting.

ACTION STEPS		PERSON RESPONSIBLE	DUE DATES OR TIME TABLE	PROGRESS OR STATUS
ACTION PLAN – PARTNERSHIPS				
GOAL	C	To promote cooperation and trust through partnerships.		

ACTION STEPS		PERSON RESPONSIBLE	DUE DATES OR TIME TABLE	PROGRESS OR STATUS
1. NLETS Enforcement Project	1.1. Develop connectivity between NLETS and IFTA, Inc.	IFTA, Inc. (Jason – primary)	December 2008	COMPLETED
	1.2. Develop and distribute documentation necessary for users and user connectivity (both NLETS and IFTA, Inc.	IFTA, Inc./NLETS		COMPLETED - user manual pages completed by Nlets; IFTA, Inc. distributed to member jurisdictions; Nlets distributed to its law enforcement contacts.
	1.3. Track the number of inquiries via NLETS to the IFTA, Inc. revocation database.	IFTA, Inc. (Jason)	4Q11	Review to determine whether this can be done – report 4Q11
	1.4. Develop a mechanism to track the results of the roadside enforcement actions taken due to inquiries (the LEC)	LEC		
	1.5. Report results to the membership and partners	LEC/IFTA, Inc.		
2. IFTA/IRP Combined Review Project COMPLETED	2.1. Determine the most efficient rotation and number of years for combined compliance reviews	PCRC	March 31,2009	COMPLETED - The Combined Review Committee recommended a 5-year review cycle and regional rotation.
	2.2. Report results to the IFTA, Inc. Board of Trustees	PCRC	2Q2009	COMPLETED at 1Q09 Board Meeting.
	2.3. Communicate results to the IRP, Inc. Board of Directors for approval	Board	5/31/2009	COMPLETED at combined Board meetings in January 2009.
	2.4. Propose ballots for changes to the IFTA Governing Documents, if necessary	PCRC	March 15, 2010	COMPLETED - Alabama has proposed a ballot for 2009.

	ACTION STEPS	PERSON RESPONSIBLE	DUE DATES OR TIME TABLE	PROGRESS OR STATUS
	2.5. Work with IRP, Inc. to determine how teams are established and the number of necessary team members	IFTA, Inc. (Debbie/Dick) IRP, Inc. (TBD)	March 31, 2009	Underway. Combined Review Committee is having its first conference call in March 2009. – On hold pending Board decisions on number of regions and how to combine review periods. No longer necessary.
	2.6. Report results to IFTA, Inc. Board	IFTA, Inc. (Debbie/Dick)	1Q2010 Board Meeting	On agenda for 1Q10 Board Meeting. Following review at the 1Q10 Board meeting the Combined Review Committee had a conference call. In light of the IFTA, Inc. Board's decision to keep the 4 review regions with a 5-year review cycle, and the IRP, Inc. Board's decision not to go to a regional review system until a study had been completed, the Combined Review Committee will put its work on hold. As soon as there are results from IRP, Inc. and a review by the IFTA, Inc. Board, a determination as to whether to proceed will be made.
	2.7. Work with IRP, Inc. regarding oversight and cost of the process	IFTA, Inc. (Lonette) and IRP, Inc. (Mary Pat)	September 15, 2010	No longer applicable.
	2.8. Report Results to IFTA, Inc. Board	IFTA, Inc. (Lonette)	TBD	COMPLETED. At the 1Q11 Board meeting, the Board decided that in light of the fact that IFTA was moving toward electronic reviews and IRP did not adopt the same review regions, that a combined project was no longer the way to go. IRP, Inc. will be notified on the next IFTA/IRP Board Subcommittee Call.
	2.9. Schedule combined reviews for 2011 if necessary ballots pass	IFTA, Inc. (Dick)	N/A	Changed to end of 2011 as no IFTA PCRs will be done in 2011 due to change to 5-year review schedule if ballot passes.
3. Conduct an electronic program compliance Review COMPLETED	3.1. Develop a plan and procedures for conducting an "electronic" program compliance review in 2009.	IFTA, Inc. (Debbie and Dick)	March 31, 2009	COMPLETED
	3.2. Select a jurisdiction from the Northeast Region to conduct the electronic review and obtain approval	IFTA, Inc. (Debbie and Dick)	April 30, 2009	COMPLETED - Massachusetts will be the first electronic review jurisdiction. Test will take place in early October 2009.
	3.3. Review the plan and procedures with the jurisdiction and the program compliance review team.	IFTA, Inc. (Debbie and Dick)	May 31, 2009	COMPLETED - IFTA, Inc. staff members met with Massachusetts at the 2009 Annual Business Meeting in July. Clearinghouse page has been set up for the Review Team and jurisdiction. Massachusetts is currently uploading data to the Clearinghouse.

ACTION STEPS		PERSON RESPONSIBLE	DUE DATES OR TIME TABLE	PROGRESS OR STATUS
	3.4. Conduct the review	IFTA, Inc. (Dick) and Program Compliance Review Team.	October 2009	COMPLETED
	3.5. Report results of the electronic review to Executive Director	IFTA, Inc. (Dick and Debbie)	November 2009	COMPLETED
	3.6. Report results of the electronic review to the IFTA, Inc. Board.	IFTA, Inc. (Debbie)	1Q2010 Board Meeting	COMPLETED - Reviewed at the 1Q10 Board meeting.
	3.7. Plan additional electronic reviews for testing in 2010	IFTA, Inc.	1Q2010 Board Meeting	COMPLETED - In October, the Board approved conducting additional electronic review tests in 2010. Four jurisdictions were asked. Four accepted. The SD electronic review has been completed.
	3.8. If project is successful, begin planning for complete implementation in 2012.	IFTA, Inc.	4Q2010 Board Meeting	2011 will be a planning year due to no PCRs being conducted to implement 5-year PCR rotation should ballot pass. Membership was in favor of going forward with project at 2010 ABM. IFTA, Inc. contacted the remainder of the jurisdictions to be reviewed in 2010 to determine if they wanted to conduct reviews electronically. 4 of the 5 said yes. Reviews were completed. IFTA, Inc. continues to work on the process and will finalize process with the PCRC. COMPLETED. Jurisdictions contacted for 2012 review. Most will be completed electronically – 11 of 15.
4. Combined Enforcement Initiative ONGOING	4.1. Charge the LEC with identifying ongoing enforcement initiatives.	IFTA, Inc. Board	4Q2011	IFTA, Inc. and IRP, Inc. are working to design a day of IFTA/IRP training at the CVSA meeting in April 2012.
	4.2. Identify ongoing enforcement initiatives and contact for each initiative	LEC	June 30, 2012	
	4.3. Send letter to contacts to identify mutual interests	IFTA, Inc. Board	4Q2012	
	4.4. Determine from responses what initiatives might be coordinated	IFTA, Inc. Board	4Q2012	
	4.5. If issues are identified, create action steps for those initiatives	IFTA, Inc. Board	4Q2012	

	ACTION STEPS	PERSON RESPONSIBLE	DUE DATES OR TIME TABLE	PROGRESS OR STATUS
5. Strengthen partnerships with Industry COMPLETED	5.1. Charge the Industry Advisory (IAC) Committee to identify issues and opportunities	IFTA, Inc. Board	2Q2010	COMPLETED
	5.2. Discuss issues and opportunities at the 2009 Annual Business Meeting	IAC	July 2010	COMPLETED
	5.3. Submit report to the Board	IAC	4Q2010	COMPLETED
	5.4. Review areas identified	IFTA, Inc. Board	1Q2011	
	5.5. Identify any additional action steps based on review	IFTA, Inc. Board	1Q2011	IAC developed Strategic Plan to work with the Board and membership. COMPLETED

ACTION PLAN – RESOURCES

GOAL	D	To continuously plan, manage, and review IFTA, Inc’s. Existing resources and new opportunities to ensure that organizational purposes are achieved.
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ACTION STEPS	PERSON RESPONSIBLE	DUE DATES OR TIME TABLE	PROGRESS OR STATUS	
1. Develop and distribute best practices guide for committee chairs	1.1. Distribute to all committee chairs the best practices recommended by the training committee	IFTA, Inc. (Debbie)	February 28, 2009	• Completed
	1.2. Submit recommendations for change to those best practices	Committee Chairs	April 30, 2009	• Committee Chairs will work on recommendations at a meeting in October 2009 in conjunction with the 4Q2009 Board meeting.
	1.3. Review recommendations	IFTA, Inc. Board	2Q2010 Board Meeting	On agenda for 1Q10 Board meeting. Nothing was presented for review at the 1Q10 Board meeting. Now on the 2Q10 Board meeting agenda.
	1.4. Finalize a draft of the best practices guide	IFTA, Inc.	August 15, 2010	Send out to committees.
	1.5. Send to committees for review and comment	IFTA, Inc.	September 15, 2010	Comments due.
	1.6. Submit comments to the Board for review	Committees	2Q11 Board Meeting	Request to move to April Board Meeting. Deadline changed by Board.
	1.7. Review recommendations and review with Committee Chairs	IFTA, Inc. Board	4Q2011	At the 1Q11 Board meeting, deadline changed to 4Q11. Review completed – update on agenda for 4Q11 Board meeting.
	1.8. Finalize and distribute Best Practices Guide for Committee Chairs	IFTA, Inc. Board	December 31, 2011	Final draft underway for distribution.
2. Develop Commissioner Training	2.1. Establish group to determine what should be included in the training (new and seasoned commissioners and IFTA, Inc. staff)	Board and IFTA, Inc. Staff	2Q11 Board Meeting Update – 4Q11	On agenda for 1Q10 Board meeting. Date changed. At 1Q11 Board meeting, date for this action item was changed to 2Q11. List provided at 2Q11 Board meeting. Board requested that focus of the group change. Update will be given at the 4Q11 Board Meeting.
	2.2. Charge the group to identify needs for training, recommend how training needs can be met and development of a Commissioner Guide)	Board	1Q12	Board approved committee members. Committee members are being contacted for participation. Report will be given of initial discussions at 1Q12 Board meeting.

	ACTION STEPS	PERSON RESPONSIBLE	DUE DATES OR TIME TABLE	PROGRESS OR STATUS
	2.3. Report to the Board and provide draft of Commissioner Guide.	Commissioner Training Group	August 2012	Change of date
	2.4. Review the report, recommendations and the Commissioners Guide	Board	4Q2012	
	2.5. Report to the membership at the ABM	Board	July 2012	
	2.6. Determine next steps	Board	4Q2012	
3. Review and update the Contingency Plan ONGOING	3.1. Review the contingency plan	Lonette	4Q Board Meeting Annually	<ul style="list-style-type: none"> • Completed at 4Q09 Board Meeting
	3.2. Update the contingency plan	Lonette	4Q Board Meeting Annually	<ul style="list-style-type: none"> • Completed for 4Q09 Board Meeting
	3.3. Report to the Board regarding the review and update of the contingency plan	Lonette	4Q Board Meeting Annually	<ul style="list-style-type: none"> • Completed at 4Q09 Board Meeting
	3.4. Add to agenda 4Q Board meeting every two years to update and review	Lonette	4Q Board Meeting Annually	<ul style="list-style-type: none"> • Add to agenda for 4Q2011
4. Improve Communications with Committee Chairs COMPLETED	4.1. Contact the Committee Chairs and request that they identify issues and concerns and announce plans for meeting in October 2009 in Chandler, AZ	IFTA, Inc. Board	May 15, 2009	COMPLETED
	4.2. Provide report to the IFTA, Inc. Board regarding issues and concerns	Committee Chairs	June 30, 2009	COMPLETED
	4.3. Create agenda for meeting with Committee Chairs in October 2009	IFTA, Inc. Board	August 15, 2009	COMPLETED
	4.4. Provide agenda for the meeting to the committee chairs	IFTA, Inc.	August 20, 2009	COMPLETED

	ACTION STEPS	PERSON RESPONSIBLE	DUE DATES OR TIME TABLE	PROGRESS OR STATUS
	<p>4.5. Develop communications plan with Committee Chairs and implement same.</p>	<p>IFTA, Inc. Board</p>	<p>4Q2009</p>	<p>Meeting will be held with the Committee Chairs at the 4Q2009 Board Meeting. Meeting Held; it was determined this would be an annual event. COMPLETED</p>

ACTION PLAN – ENFORCEMENT & COMPLIANCE

GOAL	E(1)	To enhance confidence in the agreement by assertively pursuing enforcement and compliance. (ROADSIDE ENFORCEMENT)
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ACTION STEPS		PERSON RESPONSIBLE	DUE DATES OR TIME TABLE	PROGRESS OR STATUS
1. Propose Amendments to IFTA regarding Roadside Enforcement	1.1. Evaluate survey results to try to find common ground to move forward to create a ballot to improve compliance.		On agenda for 4Q11 Board Meeting	This objective will be reviewed at the 1Q10 Board Meeting. Date changed at 1Q11 Board meeting
2. Educate Jurisdictions on roadside enforcement	2.1. Task LEC with surveying jurisdictions and documenting specific roadside enforcement procedures			<ul style="list-style-type: none"> This objective will be reviewed at the 1Q10 Board Meeting. After review at the 1Q10 Board meeting, it was determined that IFTA, Inc. will work with the LEC to potentially prepare some training webinars for law enforcement personnel at all levels.
	2.2. Review and Update Best Practices Guide to reflect survey results			ONGOING
	2.3. Post Updated Best Practices Guide to IFTA, Inc. Website			ONGOING
3. Conduct an Enforcement Road Show or participate in an enforcement "blitz".	3.1.			The Board and staff are currently working on funding possibilities for such an effort.

ACTION PLAN – ENFORCEMENT & COMPLIANCE

GOAL	E(2)	To enhance confidence in the agreement by assertively pursuing enforcement and compliance. (JURISDICTION COMPLIANCE))
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	ACTION STEPS	PERSON RESPONSIBLE	DUE DATES OR TIME TABLE	PROGRESS OR STATUS
1. Propose Ballot for Enforcement of Final Determination Finding of Non Compliance COMPLETED	1.1. Survey Membership	Special Committee	November 2008	<ul style="list-style-type: none"> • Completed
	1.2. Draft Ballot	Special Committee	March 20, 2009	<ul style="list-style-type: none"> • Completed
	1.3. Determine Ballot Sponsor(s)	Special Committee	December 2008	<ul style="list-style-type: none"> • Sponsors were determined at 1Q09 Board meeting: Alabama, Connecticut, Oklahoma and Virginia. Montana is considering sponsoring the ballot.
	1.4. Submit Ballot 9	AL, CT, OK, VA (and maybe MT)	March 2009	<ul style="list-style-type: none"> • Completed
2. Develop Audit Strategy for the future COMPLETED	2.1. Create and Develop Charge for special task force , including ITAC representatives	Board	4Q2009	Notes: Evidential Matter Conduct of Audit Audit Selection EDP Auditing On agenda for 1Q10 - probably need to re-work this in light of establishment of Re-Audit and Re-Examination Working Group

	ACTION STEPS	PERSON RESPONSIBLE	DUE DATES OR TIME TABLE	PROGRESS OR STATUS
	2.2. Identify Task Force Lead/chair	Board	1Q2010 Board Meeting	<ul style="list-style-type: none"> In December 2009, the Board determined that it would establish a Re-Audit and Re-Examination Working Group (RRWG) to begin the task of looking at R1300 of the IFTA Articles of Agreement.
	2.3. Identify Task Force Members	Task Force leads and Board	March 2010	<ul style="list-style-type: none"> The Board selected members to serve on the RRWG at the 1Q10 Board meeting. During the month of February, IFTA, Inc. contacted the potential members of the RRWG, which represent all 5 regions established by the Bylaws and are audit, administrative and legal representatives. An industry representative was also selected. All selected by the Board agreed to serve. The Chair is Gary Frohlick (SK) and the Vice Chair is Vicki Haydon (AR). The first conference call was held on March 17, 2010 and assignments were given. The RRWG will meet by conference call the third Tuesday of each month at 1:00 p.m. (ET). A charge to the RRWG was drafted and reviewed by the Board at the 1Q10 Board meeting. Following the meeting, the draft was finalized and was forwarded to the RRWG members.
	2.4. Develop a project approach and plan and submit for approval to board	Task force	October 2010	<ul style="list-style-type: none"> The Board has determined that Objective E(2) will be met by work being conducted by ITAC (vehicle tracking), AC (reviewing the Audit Manual) and the RRWG.