



TOLLING. MOVING SMARTER.



**RESILIENCE.
LEADERSHIP.
OPPORTUNITY.**

IBTTA

**THE INTERNATIONAL BRIDGE,
TUNNEL & TURNPIKE ASSOCIATION**

IBTTA is the worldwide association for the owners and operators of toll facilities and the businesses that serve them. Founded in 1932, IBTTA has members in more than 20 countries on six continents. Through advocacy, thought leadership and education, members are implementing state-of-the-art, innovative user-based transportation financing solutions to address the critical infrastructure challenges of the 21st Century.

RESILIENCE. LEADERSHIP. OPPORTUNITY.

2022 ANNUAL REPORT

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A MESSAGE FROM THE PRESIDENT

WE DO THE JOB UNTIL IT'S DONE

The opportunity to serve IBTTA and its toll industry members as its 2022 President is one of my proudest accomplishments. The fact that my presidency happened during the Association's 90th anniversary year was an extra special bonus! Ninety years is quite an achievement. It's the realization of a vision that was created long before any of us were born. That vision was achieved because good people did the next right thing every day. Day in and day out.

As each incoming IBTTA President prepares to assume the seat, they are offered the privilege to define the upcoming year with a theme. For me, it seemed that the task was straightforward. In truth, it was not so easy. So, I relied on the qualities that were important in my own professional development—leadership, resilience and opportunity. The full measure of leadership, resilience, and opportunity that any human being possesses is based on their vision of the future they desire. Each of us can have fulfilling careers by simply taking pride in doing the ordinary with enthusiasm every single day.

When we think about leadership, our focus is often on people who have the top jobs in an organization. That's called positional leadership. But there are hundreds of leaders in our organizations who don't hold fancy titles or high office. They are leaders because they possess the knowledge, attributes, and skills that make others want to follow them. **Leadership** is not always big. It is the energy that promotes teamwork, collaboration and accomplishment.

Conceptualizing a project and seeing it through construction is at the core of what we do every day. It motivates us when we improve the quality of life for a community. This process takes energy, time, creativity and so much more. During the pandemic, we lost a little of that energy—that rhythm that keeps us going from project to project. The impact to the physical, emotional, psychological, spiritual and economic health of the human spirit was significant and not all of us have fully reacclimated ourselves to the post-pandemic world. We as leaders have a responsibility to help our people make it through these challenging times. We build our projects to be **resilient** in the midst of storms; likewise, we must nurture our teams to be resilient as well.

Most who know me know that an important part of my day-to-day responsibilities is serving as a staunch advocate for the mission of the agency and those who work under my leadership. For those of you who were at the 2022 IBTTA Annual Meeting, it will come as no surprise that one of my favorite



books is *Love is Just Damn Good Business* by Steve Farber. In his book, Steve suggests that for too long love was not welcome in the workplace. We left our hearts at the door on the way in and picked them up as we headed home. He makes a compelling case, however, for why love has a critical role in the workplace—because when ‘we do what we love in the service of those who love what we do,’ we satisfy our customers, we motivate our employees, and ultimately impact our bottom-line success. One of the lessons Steve lays before us is that it is okay, even necessary, for leadership to include love. And we express that love in service to others, and that is where they learn to love what we do.

That’s why community service projects are so important to me. Our annual service project is basically our way of saying “thank you” to the host communities in which we convene. Through these service projects, we are giving something important to the community, something they may not have been able to achieve on their own. And by doing that, we are also developing our empathy muscle—which makes us better leaders. We have all had



opportunities in our lives; opportunities to grow and achieve, opportunities to do well. Community service projects give us the **opportunity** to do good. No transportation association does it better than IBTTA.

The 2022 Service Project was at the Boys and Girls Clubs of Northeastern Ohio in Cleveland. What the Club hoped for was a basketball court. It’s a small thing, really. A place for kids to go shoot hoops. But when the IBTTA family took that hope—we were doing what we love in the service of those who love what we do. The basketball court became a multi-sport court for basketball, volleyball, and even ice skating in winter. So, the little thing grew into a big thing. The kids who depend on the Boys and Girls Clubs of Northeastern Ohio may not have the same advantages that we have. But by giving them a safe place to play—to exercise and have fun—we are giving them one more opportunity to achieve their goals in life, whatever they may be.

The basketball court was one piece of a much larger set of projects we worked on during that hot summer day in Cleveland. When we arrived, we were greeted by this overgrown baseball field. I called it the field of weeds



because that's what it was. You looked at it and thought, we're not going to finish this today. But never underestimate love. A group of individuals weeded that field, lined it, put out base paths, and that's all they needed to do. And it was amazing. But what was truly amazing was watching some of our members go to Home Depot and come back carrying lumber. What are they doing with that lumber, I thought. And they said, 'the benches are in really bad shape, so we're going to fix them.' And because we are who we are, we didn't stop. We didn't say, 'well, that's for somebody else to do.' Our folks went out, got some nice pressure treated lumber, and went right back to work replacing those benches. So when those young children sit on those benches, they're secure, they're clean, they're good. And they're safe.

I could tell you similar stories about the individuals who worked throughout the facility—in the greenhouse, garden, storage rooms and study rooms. How important was that? It was huge. It's Sunday, a day to rest. Not this group of people. They took their Sunday and did the job until it was done. It was the same drive that defines the toll road industry: *We do the job until it's done.* We give our customers—toll roads, bridges, and tunnels—safe and



efficient travel. We do the job until it's done. I couldn't be prouder to have been part of that. We were doing what we love in the service of those who love what we do.

One more thought before I finish this message. Life changes very suddenly and very unexpectedly. Take no day for granted. Express gratitude. Be kind. Offer a helping hand. Say you are sorry and always offer forgiveness. May your days be filled with peace and contentment.

Diane Gutierrez-Scaccetti

President, IBTTA (2022)
 Commissioner, New Jersey Department of Transportation
 Chair, New Jersey Turnpike Authority,
 South Jersey Transportation Authority,
 and NJ TRANSIT



A MESSAGE FROM THE CEO

GET INVOLVED AND LIGHT UP THE SKY

Recently, the scientific community began receiving images of a new planetary system in the making known as Orion 294-606 somewhere in the Orion Nebula. It's about 1,500 light-years from Earth, and it's only about one million years old. So, it's very young—a bunch of gas, dust, and rocks swirling around the very early beginnings of a sun.

In a recent article in *The Atlantic* titled “The Infinite Possibilities in a Tiny Smudge from Outer Space,” staff writer Marina Koren wrote this about the newly forming solar system: “When I first saw that image, I was kind of underwhelmed. It's a flawed picture: The tiny speck in the orange beam looks like something you'd try to wipe away on your laptop screen. Astronomy images often have these problems—the subject and its significance are not always immediately clear. Only when you sit with the image for a bit, making room for wonder, do those pixels become something else. A grainy image can come to represent humankind's attempt to understand the universe and show us our place within it.”

In IBTTA, as in astronomy, sometimes it can be a challenge to see the true value of a program or service that we haven't seen before or that we're not familiar with. It is only when you sit with it a bit, making room for wonder, that the value and importance of those programs becomes clearer.

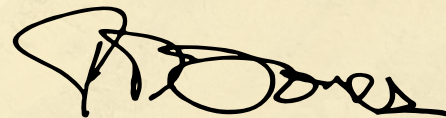
Take, for instance, the work of IBTTA's Diversity, Equity and Inclusion Task Force. Towards the end of 2022, staff liaison Terri Lankford circulated an email summarizing the task force's work during the year. She described things like the book club discussions and the lineup of literary works to be considered for 2023, safe space conversations we've held at several in-person and virtual meetings, scholarships awarded to students at HBCUs, DEI awards conferred, the Diversity Spotlight that focuses on individuals doing great work in DEI, and much more. The Task Force on Diversity drives a set of programs that didn't exist two and a half years ago, and yet today, it has become its own planetary system.

How about the work of the International Committee? In November, the committee held a webinar on “Doing Business in India.” After the webinar, one of the participants wrote to express his thanks to moderator Rene Moser of ASFINAG. He wrote, “Thank you for a very informative webinar. It was very timely as we have recently had contact from an Indian system integrator looking to learn more about multi-lane free-flow tolling. To be honest, India has not been on

our radar because we don't have any experience or knowledge of the market or any local partners, so I haven't been giving it much attention. So, thank you for helping us ‘join the dots.’ We will start building relationships with Indian partners with far more urgency than before. It's webinars like this that really help the smaller tolling players like us because it gives us insight into other parts of the world where we have no easy access.”

That's amazing! Like the Diversity Task Force, the International Committee is growing into its own little solar system and shining more brightly than ever. We can see similar planetary systems forming around the Lost Revenue Task Force, the Emerging Technologies Committee, the Engineering and Construction Task Force, the Sustainability and Resilience Task Force, Women in Tolling, Young Professionals and many more communities of interest and practice in IBTTA. At one time, each one of these groups was a tiny speck in a dark sky. Now, they are taking shape as a cluster of planets with a bright star at their center.

The point of all this is to say there is a place for you in IBTTA. Whether you are in engineering, finance, operations, maintenance, IT, planning, human resources, or any other discipline within the tolling industry, there is a place for you in this association. And you can make your home in one of the existing planetary systems that are swirling around the IBTTA galaxy. Or you can fuse the raw materials to make your own new planetary system. The important thing is to get involved and light up the sky!



Patrick D. Jones
Executive Director & CEO, IBTTA



ABOUT IBTTA

Founded in 1932, IBTTA has members in more than 20 countries on six continents. IBTTA is THE membership organization for people who work in the tolling and road pricing industry.

MISSION

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

VISION

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

CORE VALUES

Excellence.

We strive for excellence in all our endeavors.

Together.

We know we are stronger together than we are apart.

Teamwork.

We respect the talents and contributions of all and play like a team.

Legacy.

We stand on the shoulders of and honor those who preceded us.

Partnership.

We recognize our limitations and work with others to advance common goals.

WHAT WE DO

IBTTA is a convener, an advocate, and an information resource.

AS A CONVENER: We bring people together to learn from one another through our educational meetings and the work of our committees and task forces.

AS AN ADVOCATE: We represent the industry before policymakers, the media, and the public.

AS AN INFORMATION RESOURCE: We collect data and create products that provide valuable insights into our industry through our TollMiner data visualization tool and many other resources.

THE CONVENER

In 2022, more than 2,500 individuals took part in virtual and in-person events, including educational and networking sessions. These events provided invaluable tools for industry professionals to gain insight into all facets of the toll industry and network with their peers.



IBTTA'S 90TH ANNUAL MEETING & EXHIBITION

SEPTEMBER 17-20, 2022

The Austin Hilton in Austin, Texas, buzzed with activity throughout the four-day event. A jam-packed schedule of speakers and panel presentations made IBTTA's 90th anniversary an exciting celebration of past accomplishments and a look ahead to its bright future. The days passed in a blur full of expert-led events, networking opportunities, and inspirational programs. Here are the five biggest takeaways.

(Top Left) Insights from Steve Farber, the keynote speaker, as he discusses "extreme leadership."

(Top Right) Lots to celebrate—the 2023 election of the board, immediate past president Mark Compton, IBTTA Foundation scholarship awardees, Women in Tolling Award winners, Diversity, Equity, and Inclusion Award winners, Toll Excellence Award winners, and more!

(Center Row) Over 75 volunteers assembled kitchen and home kits for SAFE, an Austin-based organization supporting abuse victims. This service project continues IBTTA's ongoing commitment to giving back to every community we visit.

(Bottom Left) IBTTA President Diane Gutierrez-Scaccetti gave inspirational remarks and showed off some dance moves! "I hope you enjoy the conference and that you leave with one new friend and one new idea," she said.

(Bottom Right) Powerful tech talks and conversations on increasing equity in communities served by tolling organizations, planning congestion mitigation strategies, and maintaining the safety and integrity of data.

THE CONVENER (CONTINUED)

IBTTA'S 90TH ANNUAL MEETING & EXHIBITION

IBTTA
AUSTIN-2022

OUR FUTURE IS
BUILT ON
RESILIENCE, LEADERSHIP
AND OPPORTUNITY

Sponsored by **ttec**





THE CONVENER (CONTINUED)

TECHNOLOGY SUMMIT: MARCH 19-22, 2022

Tolling industry professionals traveled nationally and internationally to sunny Orlando, Florida, to learn what's new and what's next in roadway transportation. There were five general sessions, including "A Conversation with Florida Agency Innovators," revealing how agencies achieve and support innovative initiatives, such as preparing for autonomous vehicles. Other sessions explored new solutions to some of the most challenging issues affecting our roadways today and what toll roads could look like in the future.

ROAD USAGE CHARGING AND FINANCE CONFERENCE PROGRAM: MAY 15-17, 2022

IBTTA's Road Usage Charging (RUC) and Finance Conference "RUC-ed" and rolled in Denver, Colorado. Experts gathered to advance the industry by finding innovative ways to fund roadway maintenance, modernization, and construction reliably. Attendees shared and debated best practices. Three key takeaways from the conference included how leadership matters in engaging customers as a critical success factor in road pricing, reducing the cost of revenue collection, and advancing privacy and security in data management and exchange.

MAINTENANCE, ENGINEERING AND ROADWAY OPERATIONS WORKSHOP: JUNE 26-28, 2022

With a strong turnout, the Maintenance, Engineering & Roadway Operations Workshop provided hands-on programming for industry professionals to equip them with tools and techniques to make facility operations more efficient and our roadways safer. Topics covered were wide-ranging, from the impact of extreme weather on our roadways to attracting and retaining talent to the future of roadway engineering and everything in between.



THE CONVENER (CONTINUED)

GLOBAL TOLLING SUMMIT: OCTOBER 24-25, 2022

For the first time in three years, IBTTA went abroad and held the Global Tolling Summit in Dublin, Ireland. The Emerald Isle did not disappoint. Dublin has a rich history and has evolved into a modern, dynamic metropolis with innovative transportation systems. The sessions focused on the three “Es” of sustainability—environment, economics, and equity. Global experts presented bold ideas, and attendees were able to learn from their first-hand experiences how to move the industry forward.



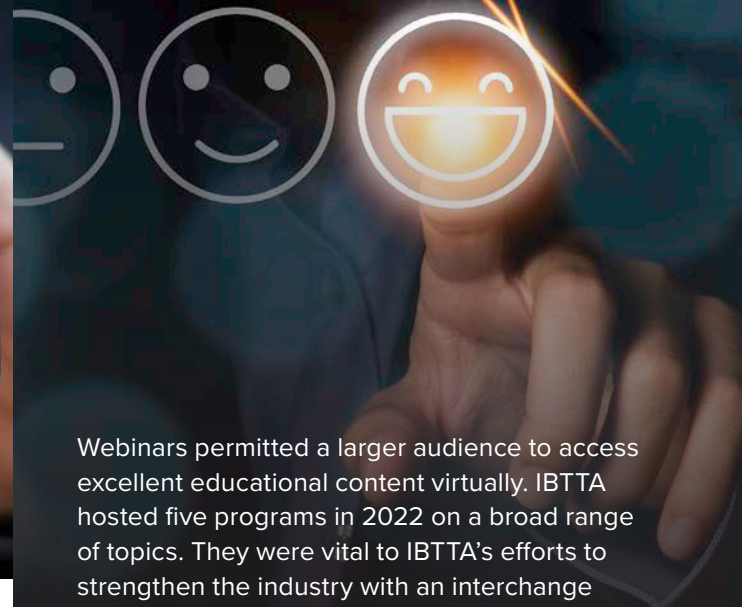
All [past presentations and video recordings](#) from the meetings above are accessible to members on the IBTTA website.

CAFÉ IBTTA

Café IBTTA, which began during the height of the pandemic as a way to keep the IBTTA membership connected during a disorienting time, has continued to provide a rich blend of conversation and insight into tolling through 30-minute interviews with industry leaders. All episodes are recorded and can be viewed on IBTTA's [YouTube page](#).

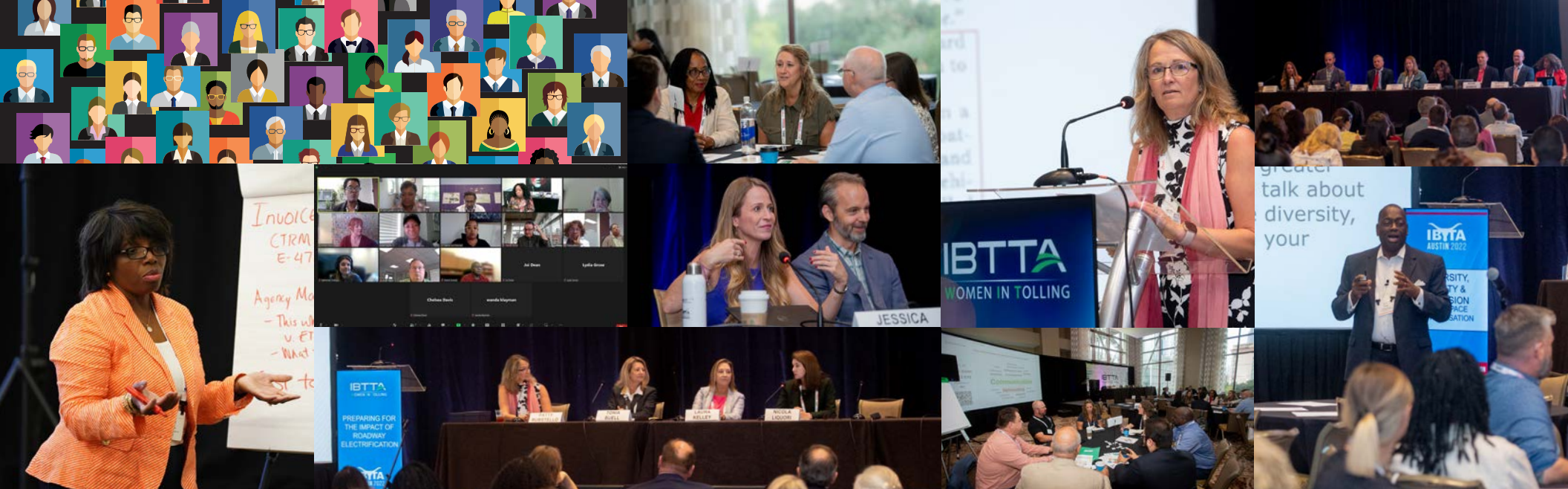


WEBINARS



Webinars permitted a larger audience to access excellent educational content virtually. IBTTA hosted five programs in 2022 on a broad range of topics. They were vital to IBTTA's efforts to strengthen the industry with an interchange of ideas, especially when some people still hesitated to travel. Listen to the sessions below to revisit these webinars.

-  **January 27** | [USDOT Perspective on Implementing the Infrastructure Investment and Jobs Act \(IIJA\)](#)
-  **March 9** | [Evaluating Realistic Risk: The Russian Cyber Threat](#)
-  **May 3** | [Cybersecurity Insurance presented by the Council of Platinum Sponsors](#)
-  **November 3** | [Doing Business in India presented by the IBTTA International Committee](#)
-  **November 15** | [Customer Service Challenges presented by the Women in Tolling](#)



COMMITTEES, COUNCILS, TASK FORCES, AND WORKING GROUPS

There are more than a dozen committees, councils, task forces, and working groups that carry out the work of IBTTA and serve as a base for networking and professional development within the association. Here is a quick recap of the work of some of the committees, followed by a roster of the committee leadership in 2022.

DIVERSITY, EQUITY AND INCLUSION TASK FORCE

IBTTA believes that an inclusive workplace makes us stronger as an association. In its third year, the DEI Task Force strengthened its focus to provide equal opportunities for people in the industry. This year, the task force presented two Diversity, Equity, and Inclusion Awards at the 90th Annual Meeting. The Task Force also hosted webinars, led a dynamic and engaging book club, held safe-space discussions, and created an inclusive holiday calendar to help raise awareness about the observances of people from a wide range of beliefs and cultures.

EMERGING TECHNOLOGIES COMMITTEE

The purpose of this committee is to investigate and analyze technology-related issues, topics and trends and inform the membership about new and emerging technologies. Work is carried out by the five subcommittees representing each of the 2022 focus areas. Subcommittees from previous years have authored White Papers that are available for download by IBTTA members.

ENGINEERING AND CONSTRUCTION TASK FORCE

The committee was created so IBTTA members could exchange ideas and knowledge on a wide variety of topics in engineering and construction. As we look to improve our facilities and operations, this committee is a peer-to-peer approach for pooling our collective talents and resources, discussing lessons learned, and sharing best practices to move the industry forward.

SUSTAINABILITY AND RESILIENCE TASK FORCE

IBTTA recognizes the evidence and current impacts of climate change and the perilous long-term implications of inaction or inconsequential outcomes. As a leader of the road transportation sector, IBTTA acknowledges transportation's role in contributing to greenhouse gas emissions and the industry's responsibility to mitigate the effects of climate change. Our association is committed to helping our members across the globe understand and adopt sustainable investments, operating practices, decision-making, and business processes. We aim to become a proactive part of the solution.

In 2022, the IBTTA hosted several important environmental programs. Among these were:

The USDOT Deputy Assistant Secretary for Climate Policy joined executives from IBTTA member organizations to discuss climate challenges and responses, covering resiliency, electric vehicle adoption, grid capacity and renewable energy, and Scope 3 emissions.

The Sustainability and Resilience Task Force led a strategic discussion of the Board of Directors focused on sustainability, climate action, ESG (environmental/social/governance) trends, and environmental justice and climate equity considerations.

The Sustainability and Resilience Task Force organized member activities in four focus areas:

Adopting Performance Measurement and Metrics so members can identify and measure their carbon footprint, sources, and impact. By establishing baseline data and emissions reduction goals, organizations can adopt a roadmap toward a carbon-neutral future.

Advancing Vehicle Electrification and Alternative Fuels by exploring electric vehicle (EV) charging infrastructure deployment and adoption of renewable energy in toll facility operations, including low-emission alternative fuels, such as hydrogen, propane, and compressed natural gas.

Preparing for More Frequent and Severe Weather Disruptors by highlighting critical success factors in emergency management and response to help make future transportation and infrastructure investments. IBTTA continues to provide best practices to use lessons from the past to help plan for a more sustainable and resilient future.

Elevating Education and Information Exchanges by sharing best global practices, helping members navigate sustainability and resilience legislation and regulations, and identifying opportunities to access grants and other resources.

LEADERSHIP OF ALL IBTTA COMMITTEES, COUNCILS, TASK FORCES, AND WORKING GROUPS

AUDIT COMMITTEE

Chair: Deb Sharpless
Maryland Transportation Authority

AWARDS COMMITTEE

Chair: David Machamer
Oklahoma Turnpike Authority

COMPENSATION POLICY COMMITTEE

Chair: Diane Gutierrez-Scaccetti
State of New Jersey Department of Transportation

COUNCIL OF PLATINUM SPONSORS

Chair: Jeff Weiss
Gannett Fleming

Vice Chair: Vickie Dewey
AECOM

DIVERSITY, EQUITY AND INCLUSION TASK FORCE

Co-Chair: Ferzan Ahmed
Ohio Turnpike and Infrastructure Commission

Co-Chair: Joi Dean
Richmond Metropolitan Transportation Authority

EMERGING TECHNOLOGIES COMMITTEE

Chair: James Hofmann
North Texas Tollway Authority

ENGINEERING AND CONSTRUCTION TASK FORCE

Co-Chair: John Keller
New Jersey Turnpike Authority

Co-Chair: Kary Witt
HNTB Corporation

EXECUTIVE COMMITTEE

Chair: Diane Gutierrez-Scaccetti
State of New Jersey Department of Transportation

FINANCE—INVESTMENT SUBCOMMITTEE

Chair: Susan Buse
SBuse Consulting

FINANCE STANDING COMMITTEE OF THE BOARD

Chair: George Zilocchi
HNTB Corporation

Vice Chair: Susan Buse
SBuse Consulting

GOVERNMENT AFFAIRS COMMITTEE

Co-Chair: Joi Dean
Richmond Metropolitan Transportation Authority

Co-Chair: Andrew Fremier
Bay Area Toll Authority, Metropolitan Transportation Commission

IBTTA FOUNDATION—BOARD OF DIRECTORS

Chair: Jim Wilson
TransCore, LP

INTERNATIONAL COMMITTEE

Chair: René Moser
ASFINAG

LEADERSHIP ACADEMY ALUMNI ASSOCIATION

Co-Chair: Stephanie Blanco
Riverside County Transportation Commission

Co-Chair: Alan Williamson
Pennsylvania Turnpike Commission

Vice Chair: Carlos Campo
WSP USA

Vice Chair: Michael Davis
RS&H

LOST REVENUE TASK FORCE

Co-Chair: Jessica Carson
E-470 Public Highway Authority

Co-Chair: Mark Muriello
IBTTA

MEMBERSHIP COMMITTEE

Chair: Rob Horr
Atkins N.A.

Vice Chair: Susan Buse
SBuse Consulting

NOMINATING COMMITTEE

Chair: Mark Compton
Pennsylvania Turnpike Commission

PAST PRESIDENTS ADVISORY COUNCIL

Chair: Mark Compton
Pennsylvania Turnpike Commission

PROCUREMENT ADVANCEMENT COLLABORATION SUBCOMMITTEE

Chair: Jim Wilson
TransCore, LP

SUSTAINABILITY AND RESILIENCE TASK FORCE

Co-Chair: Pedro Costa
Northwest Parkway LLC

Co-Chair: Steve Snider
Halifax Harbour Bridges

WOMEN IN TOLLING COUNCIL

Chair: Patty Rubstello
Washington State Department of Transportation

Vice Chair: Mary Sallach
State Road & Tollway Authority

YOUNG PROFESSIONALS COUNCIL

Chair: Jason McCartney
Gannett Fleming

Vice Chair: Keith Meehan
Michael Baker International



NEW OPPORTUNITY FOR INFRASTRUCTURE INVESTMENT

On November 15, 2021, the Infrastructure Investment and Jobs Act (IIJA) was signed, offering historic levels of federal investment in transportation and a record level of discretionary and competitive grants open directly to toll operators.

In 2022, as federal money became available, the IBTTA Policy and Government Affairs team worked to ensure awareness and understanding of the new law and how to put it to work for tolling. Here's how:

- **Worked with the United States Department of Transportation** to ensure that the requirements and guidelines for federal programs reflected the interests of the tolling and road pricing community.
- **Prepared guidance on the National Electric Vehicle Infrastructure Program** for members to understand how to partner with states in leveraging federal investment in electric vehicle charging infrastructure for toll facilities along alternative fuel corridors.
- **Offered information exchanges and resources** to support members and answer questions about the legislation, what's in there for tolling, what's new for toll organizations, and how to access these opportunities.

A LITTLE BACKGROUND

What's the Law?

The IIJA authorized a total of \$1.2 trillion for transportation and infrastructure spending over five years, with a reauthorization of the core federal program at increased levels of about 30 percent. In addition, the law includes \$550 billion for new investments and programs. IIJA is expansive in its reach, addressing energy and power infrastructure, access to broadband internet, water infrastructure, and more. Approximately \$350 billion is dedicated to federal highway programs over the five-year period (fiscal years 2022 through 2026).

Who's Benefiting?

New programs are providing resources needed to address various infrastructure needs at the regional and local levels. Expanded eligibility for many federal programs offers opportunities for the IBTTA community to gain direct access to federal grants and funding. Coordinated and collaborative solutions among toll operators and their state, regional, and local partners will encourage network-level outcomes and improvements.

"What the Bipartisan Infrastructure law has introduced is a significant level of funding that's discretionary and competitive in nature and opens up the money to organizations other than just the state departments of transportation, including toll operators."

— Mark Muriello, Director of Policy & Government Affairs



THE NITTY GRITTY

The Congestion Relief Program provides competitive grants to advance innovative, integrated, and multimodal congestion solutions, including an array of road pricing applications. The program allows the use of tolls on the Interstate Highway System as part of projects using a program grant in up to ten urban areas.

The National Motor Vehicle Per-Mile User Fee Pilot Program will demonstrate a national vehicle-miles traveled (VMT) user fee in all fifty states, the District of Columbia, and Puerto Rico. The pilot will establish per-mile user fees for all vehicle classifications.

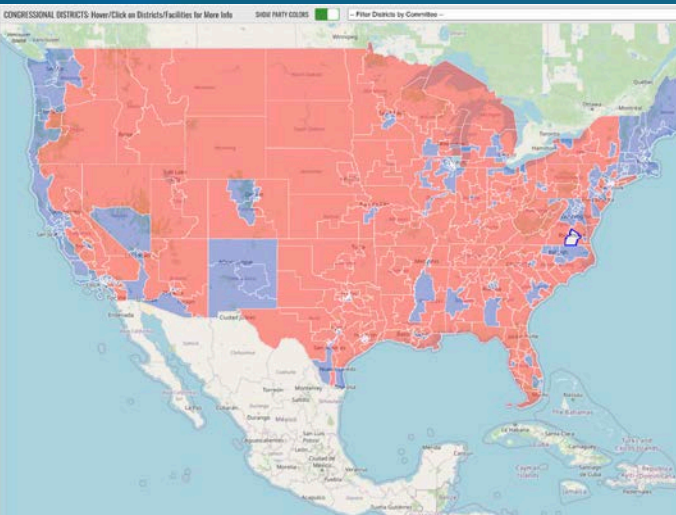
The Strategic Innovation for Revenue Collection Program increased federal funding to continue to test the feasibility of road-usage charges and other user-based alternative revenues at the state, regional, and local levels.

The Carbon Reduction Program targets emissions through investments in traffic management controls, advanced transportation, and congestion management technologies, infrastructure-based intelligent transportation systems improvements, and vehicle-to-infrastructure communications.

The PROTECT Program provides grants to address vulnerabilities due to climate change impacts of severe weather events, natural disasters, and changing conditions. Targeted resiliency investments include facility restoration, rehabilitation, reconstruction, replacement, or realignment; floodwater mitigation; natural infrastructure; seismic retrofits; emergency preparedness, and evacuation planning.

An array of core infrastructure programs is investing in state-of-good-repair and modernization, including the INFRA, RAISE, Mega and Rural grant programs. The Bridge Investment Program adds new competitive grants for state, local, and federal entities to rehabilitate or replace bridges in poor and fair condition.

THE INFORMATION RESOURCE



TollMiner™

In 2022, IBTTA introduced new functionality to its TollMiner™ data visualization tool. The lines drawn between Congressional districts are notoriously complicated, which makes it difficult to identify which toll facility is in which district—especially large toll facilities that cover many districts. A new tab on TollMiner™ takes the guesswork out of this issue, allowing users to view U.S. Congressional **District borders** and the toll facilities within them.

Another new feature in TollMiner™ allows you to overlay your toll facility on a map with all the alternative fuel corridors (AFC) approved through Round 6 by the U.S. Department of Transportation. You can also dive deeper into information about the AFC. Check out this new feature under the “US Federal Resources” tab.



RevFinder™

Developed in collaboration with the IBTTA Lost Revenue Task Force (LRTF), RevFinder™ provides toll operators with a rapid self-awareness tool that provides feedback regarding how effectively they are currently collecting toll revenue and how this relates to industry-level experience. The tool provides the operator with an operational self-assessment that is coupled with the LRTF library of best practices for improving revenue collection. RevFinder™ is a tool built FOR the industry by LISTENING TO the industry. Best practices will continue to be added or modified, and feedback from our users will influence the next iterations of the tool. RevFinder™ is provided as an exclusive benefit of IBTTA membership.

www.IBTTA.org

The IBTTA website is the go-to resource for all things tolling, pricing, road usage charging, and more. At www.IBTTA.org, you can easily find information about:

Upcoming IBTTA and other industry-related meetings.

Past IBTTA meeting presentations and videos of sessions from past meetings.

The TollMiner™ and RevFinder™ tool.

Business opportunities (RFPs) and job postings from toll operators, consultants, integrators and more.

Directory of IBTTA members with the capability to drill down to individual contacts.

Information about committees and how to get involved.

White papers prepared by the Emerging Technologies Committee and other communities of practice.

Glossary of industry terms.

IBTTA testimony and analysis of key U.S. federal legislation affecting tolling.

And much more!



RECOGNITION

TOLL EXCELLENCE AWARDS

The Toll Excellence Awards honor organizations in our industry that have excelled in Customer Service, Safety, Administration, Operations, New Technologies, Social Responsibility, and Private Sector Innovation.



“The Toll Excellence Awards Program recognizes creative and innovative programs that significantly advance the state of the practice in our industry. We applaud the achievements of these outstanding member organizations whose striving for excellence improves the experience of everyone who uses our facilities.”

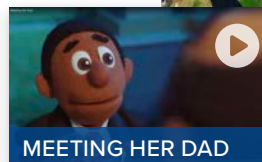
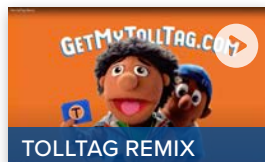
– David Machamer, Chair of IBTTA’s Toll Excellence Awards Committee and Assistant Deputy Director for Toll and PIKEPASS Operations with the Oklahoma Turnpike Authority.



CUSTOMER SERVICE AND MARKETING OUTREACH NORTH TEXAS TOLLWAY AUTHORITY

The North Texas Tollway Authority (NTTA) and its advertising agency, The Integer Group, developed a creative marketing campaign focused on humanizing its transponder, the TollTag, and tolling. The campaign featured a diverse cast of puppet ambassadors with a clear call to action for drivers in North Texas to open a TollTag account. The campaign transformed the TollTag brand and led to a 15:1 return on investment, \$58 million in revenue from new TollTag accounts specifically opened through digital ads, and a 300 percent increase in positive social engagement.

Explore the videos:



RECOGNITION (CONTINUED)



ADMINISTRATION AND FINANCE: E-470 Public Highway Authority (Colorado)

The E-470 Public Highway Authority Board restructured its debt management policy, which included, for the first time, financial goals for the future. These goals included debt service coverage levels, bond ratings, fund balance levels, toll rate management, self-funding its capital program, and paying off debt early. This enabled the Authority to achieve \$80 million in savings in the 2020 bond transaction, additional savings with the 2021 bond transaction of \$2 million, as well as lower toll rates for all customers.



SAFETY: Indiana Toll Road

Between 2015 and 2018, more than 2,000 people were killed nationwide by wrong-way drivers. In 2019, the Indiana Toll Road (ITR) created a wrong-way detection system that focused on the two root causes of a driver entering the road in the wrong direction—intoxication and confusion. The system has safely identified 65 separate incidents of a driver traveling the wrong way on a mainline ramp through active and concentrated alerts to wrong-way drivers, advanced warning to patrons on the road, immediate alarming into ITR's Traffic Management Center and Indiana State Police, and alerts to all management staff. All 65 wrong-way drivers safely corrected their travel and continued in the proper direction without a single accident.



SOCIAL RESPONSIBILITY: Pennsylvania Turnpike Commission

"Responsibility Matters" is one of five core values in the PA Turnpike's strategic plan, which emphasizes "diversity, integrity, and sustainability in all our practices." Responsibility Matters inspired the engineering department to develop innovative solutions to stormwater management. The Turnpike employs numerous strategies to reduce pollutants across the 552-mile system, exceeding regulatory mandates. This successful program was widely communicated internally, furthering the program's vision and goals for the future.



RECOGNITION (CONTINUED)



TECHNOLOGY: Transportation Corridor Agencies (operators of The Toll Roads of Orange County, Calif.)

In 2012, the Transportation Corridor Agencies (TCA)—operators of State Routes 73, 133, 241, and 261 in Orange County, California became the nation's first tolling agency to offer a free app for account management. Since then, the app has become a core component of TCA's customer service offering. The app allows users to open a new account, manage an existing account, pay tolls without an account, resolve violations, and more. Each year, the app is used to make approximately 350,000 payments, and each month, it has approximately 37,000 new downloads. Of all new accounts, 13 percent are established via the app, and 13 percent of all tolls paid without an account are paid using the app.



TOLL OPERATIONS, ENGINEERING AND MAINTENANCE: Harris County Toll Road Authority (Texas).

The Harris County Toll Road Authority (HCTRA) created a ground-breaking image review and verification system that leverages Artificial Intelligence (AI) while implementing an innovative program to reach an unprecedented level of accuracy and efficiency in transaction processing. HCTRA created a first-in-the-nation professional certification for image review and formed the HCTRA Opportunity Academy. In the past two years, the integration of AI with human capital has delivered a system reaching 99.996% accuracy. By connecting staff to innovative technology and incorporating a one-of-a-kind program that offers professional growth, HCTRA built on its reputation as an industry innovator with high accuracy of license plate-based transactions per day while still preserving the customer experience.



PRIVATE SECTOR INNOVATION: Electronic Transaction Consultants

Electronic Transaction Consultants (ETC) developed and implemented an integrated Accounts Receivable Management (ARM) application initially for use by the Harris County Toll Road Authority (HCTRA). The ARM application was specifically designed to collect past-due receivables along with the functionality to perform hearings, adjudication, and/or litigation. The ARM application was integrated with the ETC riteHorizon Back Office System implemented at HCTRA, along with electronic delivery of data and documents to the Harris County Attorney's Office and County Clerk's Office. The ARM application uses advanced technologies, including a modern low-code user interface (UI) and cloud infrastructure, and can be integrated easily with any back-office system. The system provides seamless integration with a clear timeline for each collection and legal action escalation point.

DIVERSITY, EQUITY AND INCLUSION AWARDS

The DEI Task Force was created to listen to the voices of those in our association and society who truly understand and recognize the depth of the inequity caused by racial and social injustice. With this knowledge, it will work to implement practices and programs that contribute to racial and social justice in our IBTTA family and beyond. The task force administers the annual DEI Award, which recognizes the outstanding programs or policies of inclusion in member organizations.



The Ohio Turnpike and Infrastructure Commission won the Public Sector Award for its work on Opportunity Corridor, a transportation improvement project in Cleveland, creating a positive environmental and economic impact on historically disadvantaged communities. The project's diversity and inclusion requirement to select community contractors was an innovative approach. As a result, contractors provided local residents with employment and career training opportunities, creating more than \$1 billion in investment within a quarter mile of the project.



Emovis received the Private Sector Award for its People and Organization program that focused on employee engagement, diversity, inclusion, health, and well-being. This new approach created a culture of open communication, respect, and openness to continuous improvement, building toward a more diverse and inclusive environment.



IBTTA

WOMEN IN TOLLING



2022 LIFETIME ACHIEVEMENT AWARD
Emanuela Stocchi
Director of International Affairs for AISCAT (Associazione Italiana Società Concessionarie Autostrade e Trafori), the Italian Association of Toll Highways Concessionaires Companies



2022 TRAILBLAZER AWARD
Malika Seddi
Secretary General of ASECAP, the European Association of Operators of Toll Road Infrastructures, in July 2020



SERVICE

IBTTA FOUNDATION

The IBTTA Foundation is a force for good. It supports charitable good works through community service projects and operates a growing scholarship program. In 2022, we provided more than 37,000 meals in the communities where we meet, provided scholarships for tomorrow's leaders on a career path in transportation, and built one awesome basketball court.

The IBTTA Foundation partners with a charity or local nonprofit at every meeting. When on-site at a project, members form impressive assembly lines to stuff bags, help the local community with specific projects, and in the process, get to know each other better. Working side-by-side, we had the opportunity to see each other in a different light and connect in deeper ways. This further puts into practice President Diane Gutierrez-Scaccetti's vision of giving back and leaving every event with one new friend and one new idea.



"When IBTTA members arrive in a city for one of our conferences, we want to thank the community for welcoming us and allowing us to gather there. One way to say thank you is through service."

— Diane Gutierrez-Scaccetti.

ANNUAL SERVICE PROJECT: THE BOYS AND GIRLS CLUBS OF NORTHEAST OHIO

With the support of 19 member sponsors and two community sponsors, the Foundation made a lasting impact on the lives of kids in Northeast Ohio. The IBTTA Foundation's Annual Service Project was held at The Boys and Girls Clubs of Northeast Ohio. Nearly 100 IBTTA volunteers helped install new and improved recreational facilities, including a new multi-use court suitable for basketball, tennis, and more. IBTTA volunteers also repaired and reshaped the baseball field, dugout and benches, spruced up the garden, landscaped the grounds and cleaned and reorganized the storage facility, boosting the appearance of the recreational facility for approximately 170 boys and girls who use the club each day.



THE SAFE ALLIANCE

IBTTA members assembled kitchen and bathroom kits to help the SAFE Alliance, an Austin-based organization that provides housing, healing, and support services to survivors of domestic violence, child abuse, sexual assault, and trafficking.

SAFE | stop abuse for everyone



U.S. HUNGER

At the U.S. Hunger Community Service Project, 75 attendee volunteers packed 15,000 meals for local families in need, and the IBTTA Foundation donated \$5,000 to U.S. Hunger.

U.S. HUNGER



BACKYARD OLYMPICS

It was all fun and games at the Backyard Olympics. Lawn games, food and drinks, and networking all for a good cause, raising money in support of the IBTTA Foundation Scholarship Fund.



LEADERSHIP ACADEMY

The Leadership Academy is an executive development program tailored specifically for senior- and mid-level managers in public and private sector organizations that serve the toll industry. Nearly 450 professionals have graduated, with many joining the IBTTA Leadership Academy Alumni Association. The Leadership Academy is funded by student tuition.



Listed left to right.

Row 1: Katrina Davison, State Road & Tollway Authority; Amber Milligan, Cofiroute USA, LLC; Wendy Griffin RS&H; Kelli Roberts, Pennsylvania Turnpike Commission; Heather Henck, RK&K; Monica Serrano, Bay Area Toll Authority/Metropolitan Transportation Commission; Richard Jaramillo, Maryland Transportation Authority; Erin Kelley Hall, Florida's Turnpike Enterprise; Mona Abdi, Transurban; Anna Quinones, Tampa Hillsborough Expressway Authority; Deepti Ramakrishna, Conduent Transportation.

Row 2: Christopher Norvell, ITR Concession Company; Reinland Jones, Riverside County Transportation Commission; Brendan Kelleher, Virginia DOT; Alanna O'Brien, Windsor-Detroit Bridge Authority; Will Allen, HNTB Corporation; Bill Brownberger, Fagan Consulting; Juhi Chawla, North Texas Tollway Authority; George Christopher, Emovis; Terri Slack, CDM Smith; Brian Kelley, Ohio Turnpike & Infrastructure Commission; Kina Martin, Metropolitan Washington Airports Authority; Jennifer Tsien, Atkins N.A.; Connie Zeller, Michigan DOT-Blue Water Bridge; David Roy, North Carolina Turnpike Authority.

Row 4: Jeff Hazard, Southwest Credit Systems; LP; Chadi Chazbek, Kinley-Horn and Associates, Inc.; Matthew Loeffelholz, Oklahoma Turnpike Authority; Raj Nagaraju, ETC; David Huter, WSP USA; Christian Munoz, Kapsch TrafficCom.

SCHOLARSHIPS

The IBTTA Foundation empowers future transportation leaders through a highly competitive scholarship program. In 2022, the Foundation presented five \$5,000 scholarships to students engaged in studies that will lead to a transportation-related degree at an accredited university. One of the five scholarships was awarded to a student attending a Historically Black College or University (HBCU). The 2022 scholarship recipients are:

“We are thrilled to award these scholarships to these future leaders in transportation and mobility,” said Jim Wilson, Board Chair of the IBTTA Foundation and Senior Vice President at TransCore. “The scholarships represent the core of the IBTTA Foundation’s mission to advance programs that strengthen awareness of career opportunities and promote current and future leaders in mobility and transportation.”



Emily Mank

*Master’s degree in
civil engineering*

Florida State University



Bryce Montgomery

*Bachelor’s degree in
information technology*

University of California, Santa Cruz



Jasmine Platt

*Doctoral degree in public
policy and administration*

Boise State University



Patrice Sterling

*Bachelor’s degree in
computer science*

Bluefield State University



Min Joo Yoo

*Bachelor’s degree in aerospace
engineering and accounting*

University of Southern California,
Los Angeles

LEADERSHIP AND SUPPORT

PLATINUM SPONSORS

The Platinum Sponsors are a special group of IBTTA members that provide financial support for all IBTTA meetings and critical thought leadership to the IBTTA Board of Directors on issues such as cybersecurity, procurement, and distributed ledger technology. The Council also played an important role in helping to draft IBTTA's strategic plan. The generous financial support of the Platinum Sponsors was a big help to IBTTA at a time when the rough waters of the pandemic kept us apart. This year, 18 of the Platinum Sponsors hosted the Platinum*Palooza at Stubb's BBQ during the Annual Meeting in Austin, Texas. All attendees were invited!



IBTTA BOARD OF DIRECTORS

Officers



Diane Gutierrez-Scaccetti
President
Commissioner, State of New Jersey
Department of Transportation
Trenton, NJ



Andrew B. Fremier
First Vice President
Executive Director, Bay Area Toll Authority,
Metropolitan Transportation Commission
San Francisco, CA



Bill Halkias
Second Vice President
President Emeritus, HELLASTRON (Hellenic
Association of Toll Roads Network)
Paiania, Greece



René Moser
International Vice President
Senior EU and International Affairs
Manager, ASFINAG
Austria, Vienna



Mark Compton
Immediate Past President
Chief Executive Officer, Pennsylvania
Turnpike Commission
Middletown, PA

Directors

Ferzan Ahmed
Ohio Turnpike and Infrastructure
Commission
Berea, Ohio

Christophe Boutin
ASFA (Association Professionnelle
Autoroutes et Ouvrages à Péage)
Paris, France

Lucinda Broussard
Oregon Department of Transportation
Portland, OR (January–August 2022)
Diego Association of Governments, San
Diego, CA (August–December 2022)

Jessica Carson
E-470 Public Highway Authority
Aurora, CO

Jeff Dailey
North Texas Tollway Authority
Plano, TX

Joi Dean
Richmond Metropolitan Transportation
Authority
Richmond, VA

J.J. Eden
North Carolina Department of
Transportation, Turnpike Authority
Raleigh, NC

James Hofmann
North Texas Tollway Authority
Plano, TX

John Keller
New Jersey Turnpike Authority
Woodbridge, NJ

Laura Kelley
Central Florida Expressway Authority
(CFX)
Orlando, FL

Nicola Liquori
Florida's Turnpike Enterprise
Ocoee, FL

Merryl Mandus
State Road & Tollway Authority
Atlanta, GA

Julià Monsó
Cintra
Austin, TX

María Moreno
SEOPAN (Asociación de Empresas
Construtoras y Concesionarias de
Infraestructuras)
Madrid, Spain

Massimo Schintu
AISCAT (Associazione Italiana Società
Concessionarie Autostrade e Trafori)
Rome, Italy

Deb Sharpless
Maryland Transportation Authority
Baltimore, MD

Stavros Stavris
HELLASTRON (Hellenic Association
of Toll Roads Network)
Attica, Greece

Tim Sturick
Thousand Islands Bridge Authority
Alexandria Bay, NY

Benton Tempas
Northwest Parkway LLC
Broomfield, CO



HONORARY MEMBERS

Michael C. Ascher
 Anthony J. Barber
 José Manuel Basañez
 Stanley J. Britton
 James Brookshire
 Paul Burnette
 Susan A. Buse
 Lisa C. Callahan
 Carney J. Champion
 Jose Luis Ceron
 Oliver K. Compton Jr.
 Santiago Corral
 James A. Crawford
 Earl J. “Buddy” Croft III
 Ronald Cunningham

Henri Cyna
 Robert L. Davis
 Ronald J. Delaney
 Antonio Diez de Rivera
 John T. Driscoll
 JJ Eden
 James L. Ely
 Alain Estiot
 Robert J. Farrell
 Luis Ferreiro
 Jack Finn
 William J. Flanagan
 R. D. Fogo
 E. R. Foley
 Roger Ginocchi

Jordi Graells
 Neil Gray
 Daniel W. Greenbaum
 James Griffin
 John J. Hassett
 Mike Heiligenstein
 Robert G. Horr III
 Frank A. Howe
 Allan V. Johnson
 David Kristick
 Roy G. Lancaster
 Vince L. Leonetti
 Lawrence J. Lewis
 Dale W. Luehring
 Burt H. Marshall

Jorge Masiá Mas-Bagá
 Stephen F. Mayer
 Frank G. McCartney
 John McCuskey
 Jean Mesqui
 William J. Miller Jr.
 Jean Millier
 Fran O’Connor
 Kodo Ogata
 Mary Jane O’Meara
 Servando Parapar
 K. C. Pearson
 Ken Philmus
 D. Rafael del Pino y Moreno
 Jean-François Poupinel

Edward Regan
 Howard M. Reily
 Vito Rocco
 Javier Rodriguez
 Rosa Rountree
 Lawrence A. Rubin
 W. A. Rusch
 Franco Schepis
 Neil Schuster
 Malika Seddi
 Gordon Slaney
 Steven Snider
 Tim Stewart
 Emanuela Stocchi
 Charles H. Taylor

Chris Tomlinson
 Mary E. Turkington
 Paul E. Violette
 Joe Waggoner
 Russell I. Wilcox
 Kary H. Witt
 John R. Woodruff
 Harold W. Worrall
 Norman H. Wuestefeld
 Larry Yermack
 George P. Zilocchi
 Bruce Zimmerman

PAST PRESIDENTS

*also an honorary member

Mark Compton, 2021
Pennsylvania Turnpike Commission

Samuel Johnson, 2020
Transportation Corridor Agencies

Christopher Tomlinson, 2019*
State Road & Tollway Authority

Tim Stewart, 2018*
E-470 Public Highway Authority

Emanuela Stocchi, 2017*
*Associazione Italiana Società Concessionarie
Autostrade e Trafori (AISCAT)*

Earl J. "Buddy" Croft III, 2016*
Rhode Island Turnpike and Bridge Authority

Javier Rodriguez, 2015*
Miami-Dade Expressway Authority

Mike Heiligenstein, 2014*
Central Texas Regional Mobility Authority

Robert G. Horr III, 2013*
Thousand Islands Bridge Authority

Jordi Graells, 2012*
Abertis USA Corporation

Frank G. McCartney, 2011*
Delaware River Joint Toll Bridge Commission

Edward J. DeLozier, 2010–2011
*Honorary President
E-470 Public Highway Authority*

Steven Snider, 2010*
Halifax Harbour Bridges

Kary H. Witt, 2009*
*Golden Gate Bridge, Highway and Transportation
District*

Susan A. Buse, 2008*
North Texas Tollway Authority

James L. Ely, 2007*
Florida's Turnpike Enterprise

Santiago Corral, 2006*
Autopista Vasco-Aragonesa, C.E.S.A.

Stephen F. Mayer, 2005*
Buffalo & Fort Erie Bridge Authority

Jean-François Poupinel, 2004*
COFIROUTE

Vincent L. Leonetti, 2003*
South Jersey Transportation Authority

Harold W. Worrall, 2002*
Orlando-Orange County Expressway Authority

Paul E. Violette, 2001*
Maine Turnpike Authority

Luis Ferreira, 2000*
AUMAR

Mary Jane O'Meara, 1999*
Massachusetts Port Authority

James K. Brookshire Jr. 1998*
Chesapeake Bay Bridge & Tunnel Commission

Lisa C. Callahan, 1997*
Kansas Turnpike Authority

Carney J. Campion, 1996*
*Golden Gate Bridge, Highway and Transportation
District*

Franco Schepis, 1995*
*Autostrade Concessioni e Costuzioni Autostrade,
S.P.A.*

Russel I. Wilcox, 1994*
Thousand Islands Bridge Authority

Anthony J. Barber, 1993*
The Port Authority of New York and New Jersey

Ronald J. Delaney, 1992*
Detroit & Canada Tunnel Corporation

George P. Zilocchi, 1991*
New Jersey Highway Authority

Henri Cyna, 1990*
COFIROUTE

Allan V. Johnson, 1989*
Ohio Turnpike Authority

Robert J. Farrell, 1988*
New York State Thruway Authority

John R. Woodruff, 1987*
Delaware River Port Authority

Jose Luis Ceron, 1986*
Autopistas Del Mare Nostrum, C.E.S.A.

R.D. Fogo, 1985*
Kansas Turnpike Authority

Roger Ginocchio, 1984*
New Jersey Turnpike Authority

Dale W. Luehring, 1983*
*Golden Gate Bridge, Highway and Transportation
District*

K.C. Pearson, 1982*
Massachusetts Port Authority

Vito Rocco, 1981*
AISCAT

Stanley J. Britton, 1980*
Massachusetts Turnpike Authority

Roy G. Lancaster, 1979*
Detroit International Bridge Company

Jorge Masía Mas-Bagá, 1978*
Autopista Concesionaria Española SA

Howard M. Reily, 1977*
Texas Turnpike Authority

Lawrence J. Lewis, 1976*
The Port Authority of New York and New Jersey

Phillip B. Lee, 1975
New York State Thruway Authority

William J. Flanagan, 1974*
New Jersey Turnpike Authority

E.R. Foley, 1973*
California Toll Bridge Authority

John T. Driscoll, 1972*
Massachusetts Turnpike Authority

William J. Miller Jr., 1971*
Delaware River & Bay Authority

Franklin V. Summers, 1970
Pennsylvania Turnpike Commission

Robert A. Tillett, 1969
Indiana Toll Road Commission

W. Grant Mitchell, 1968
Thousand Islands Bridge Authority

W.D. Hoback, 1967
Oklahoma Turnpike Authority

L.W. Newcomer, 1966
Kansas Turnpike Authority

Charles H. Taylor, 1965*
Port of New York Authority

Lawrence A. Rubin, 1964*
Mackinac Bridge Authority

James Adam, 1963
*Golden Gate Bridge, Highway and Transportation
District*

John Pershing, 1962
Richmond-Petersburg Turnpike Authority

Frank J. Horthy, 1961
Delaware Memorial Bridge

Holden A. Evans, 1960
New York State Thruway Authority

E. Bery Collard, 1959
Leavenworth Centennial Bridge Commission

D. Louis Tonti, 1958
New Jersey Highway Authority

Weldon H. Heyburn, 1957
Delaware River Port Authority

Albert J. Wedeking, 1956
Indiana Toll Road Commission

C. Ellison Kaumeyer, 1955
Niagara Falls Bridge Commission

Roy Clippinger, 1954
White County Bridge Commission

Harry Taylor, 1953
Triborough Bridge and Tunnel Authority

Charles M. McCamic, 1952
Interstate Bridge Company

James E. Ricketts, 1951
*Golden Gate Bridge, Highway and Transportation
District*

Billings Wilson, 1950
Port of New York Authority

Louis J. Groene, 1948–49
Covington & Cincinnati Bridge Co.

S.P. Price, 1943
Vicksburg Bridge Commission

J.K. Beretta, 1942
Laredo Bridge

T.R. Hanff, 1941
Ocean City Automobile Bridge

Ben E. Davis, 1940
Tampa-Clearwater Bridge Co.

John W. Beretta, 1938–39
Laredo Bridge

W. L. Ingerick, 1937
Huntington & Ohio Bridge Company

Arthur A. Niessen, 1936
Tacony-Palmyra Bridge Co.

A. Clifford Shinkle, 1934–1935
Covington & Cincinnati Bridge Co.

Dr. D.B. Steinman, 1933
Robinson & Steinman, Construction Engineers

IBTTA STAFF

Cheryle Arnold

Web Services and Conference Production

Jacob Baron

Director of Content Development

Ancilla Brady

Director, Business Development

Kristin Bromberg

Marketing Manager

Lisa Jewell

Research Specialist

Tabria Lee-Noonan

Program Development and Administrative Coordinator

Pat Jones

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Wanda Klayman

Deputy Executive Director

Terri Lankford

Membership and Business Development Manager

Mark Muriello

Director of Policy & Government Affairs

Cindy Norcross

Director, Research and Technology

Anna Ouellette

Meetings and Special Projects Manager

Cathy Pennington

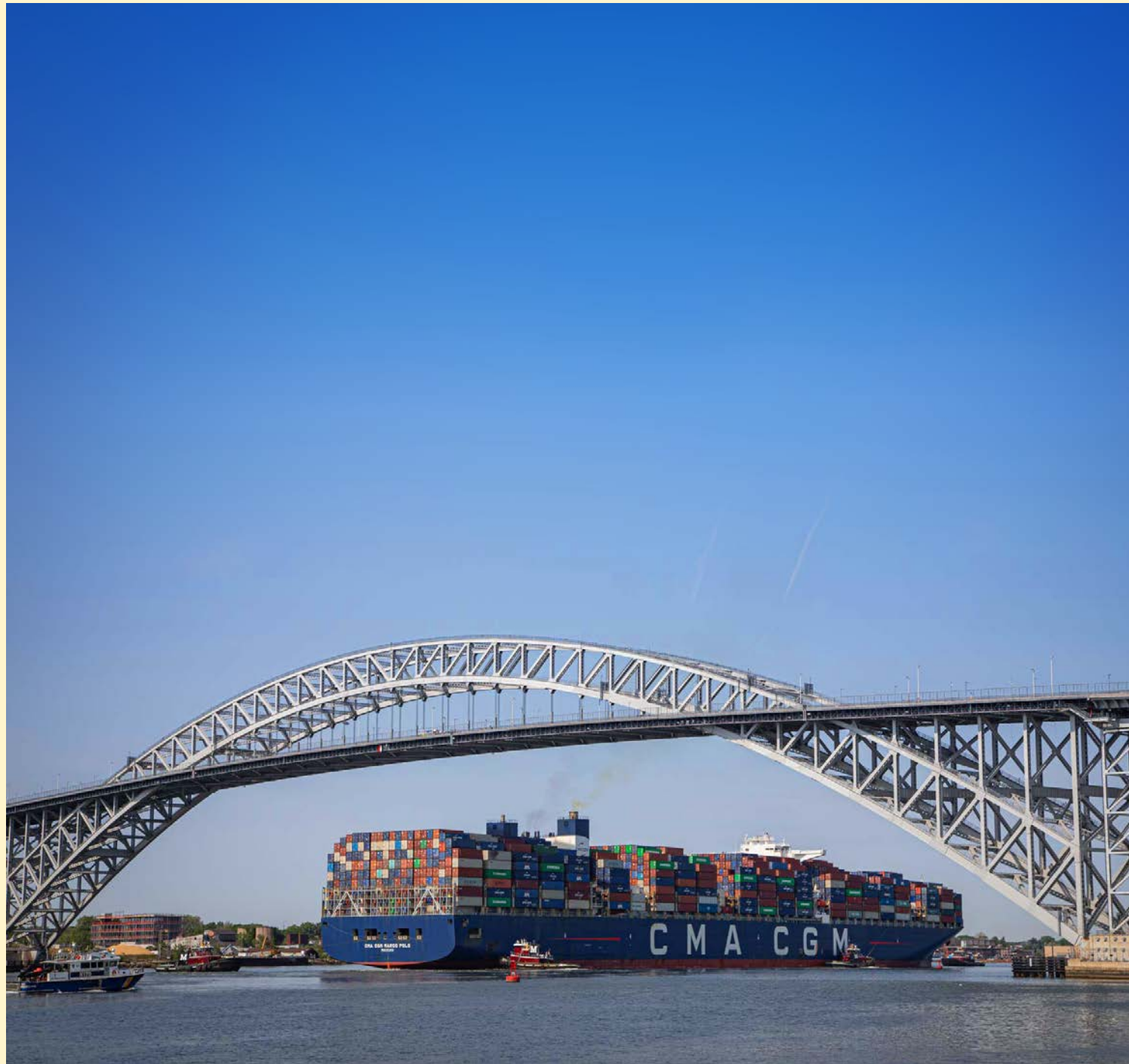
Chief Financial Officer

Harry Smith

Office Manager and Meeting Registrar

Jennifer Walsh

Communications Director



2022 FINANCIALS

Consolidated Statement of Activities

IBTTA and IBTTA Foundation

Year Ended December 31, 2022

REVENUE

Operating Revenue	\$ 3,863,851
Meeting Revenue	\$ 3,675,628
Total Revenue	\$ 7,539,479

EXPENSES

Operating Expenses	\$ 3,275,666
Meeting Expenses	\$ 3,446,159
Total Expenses	\$ 6,721,825
Change in Net assets, Before Investment Income	\$ 817,654
Investment Income	\$ (395,535)
Change in Net Assets	\$ 422,119
Net Assets, Beginning of Year	\$ 4,584,180
Net Assets, End of Year	\$ 5,006,299

SOURCE OF FUNDS

Meeting Revenue	49%
Operator Member Dues	30%
Associate & Sustaining Member Dues	17%
Other Income	4%

USE OF FUNDS

Meetings	51%
Other Programs	28%
Supporting Services	21%

All figures in U.S. dollars, consolidated to include IBTTA and IBTTA Foundation.





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