

# LEADING through Disruption

IBTTA 2021 ANNUAL REPORT

# **LEADING** *through* Disruption

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 26 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.



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## A Message from Mark Compton: LEADING through Disruption

"Bad companies are destroyed by crisis; good companies survive them; great companies are improved by them" is the famous quote by former Intel CEO, Andy Grove. I don't believe anyone could disagree that the past couple years have been an unprecedented crisis.

It was the key reason we landed on "Leading through Disruption" as the theme for the year. Looking back now, I think it was more fitting than any of us may have hoped.

While many of our pandemic routines had hardened by the start of 2021, that didn't prevent us from continuing to rethink our approach to the challenges that cropped up daily. Though nearly nine months had passed under the COVID cloud by the time I became IBTTA president, there still weren't guarantees about how the virus would, or would not, impact our personal and professional lives, nor any surefire prediction of how long those impacts would be felt. In addition to the pandemic, the earth kept spinning and weather events pushed many of our organizations further into uncharted territory. All of this happened at once, and it would have been devastating had we approached business as usual. 2021 didn't suggest that we find a new way to lead; it demanded it.

Fortunately, for all of us--especially me--the most disruptive thing we could do in these times as an organization is also the thing IBTTA is better at than any organization in the world: bringing people together.

At a time when we were walled off and isolated, we came together. At a time when we each had enough problems of our own to worry about, we came together. At a time when we all stared down layers of uncertainty in our homes and businesses, we came together.

The result. Back to Andy Grove's quote, IBTTA thrived. We tackled new issues like sustainability, both environmental and financial, through the work of the Task Force on Sustainability and Resilience and the new Lost

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Revenue Task Force. We continued to have the tough conversations and make bold steps to move our industry toward greater equity and diversity. We provided more opportunities than ever before for our membership to stay informed and stay connected through interactive virtual webinars and other events. And in October we welcomed a large and energetic group of tolling professionals to our 89th Annual Meeting, our first in-person meeting in two years. There were 700+ people in attendance; way beyond our expectations and an amazing reunion of friends and colleagues.

Other organizations hunkered down and tried to survive 2021; IBTTA opened its arms, came together and once again thrived through 2021. And as a result, we begin 2022 in a better position than most.

I am honored to have had the opportunity to lead IBTTA in 2021. I could not have done it without the support of the Executive Committee and the Board, the Past Presidents on whose shoulders I stand, the excellent staff, and YOU —the members of IBTTA. Thank you for your trust and confidence. And thank you for rising to the challenge of Leading Through Disruption. I am forever grateful to all of you. In proper IBTTA fashion "cheers my good friends"!

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Mark Compton President, IBTTA Chief Executive Officer, Pennsylvania Turnpike Commission



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"While many of our pandemic routines had hardened by the start of 2021, that didn't prevent us from continuing to rethink our approach to the challenges that cropped up daily."

## **EXPANDING** Community & Collaboration

Compton Creates Past Presidents Initiative, Stands Up New Engineering & Construction Task Force

A key part of IBTTA President Mark Compton's 2021 efforts was engaging the IBTTA leaders that preceded him—the Past Presidents Advisory Council.

"The past presidents played a very active role in what I would call a very successful 2021 for IBTTA," Compton said. "They were involved in the building of the strategic plan. They actively engaged members who had lost touch with IBTTA and served as mentors for new leaders within IBTTA. They also studied the potential to connect members through regional groups within IBTTA—a concept often discussed within IBTTA and one that the pandemic brought to the forefront."

Compton referred to the past presidents, and Immediate Past President Samuel Johnson specifically, as "key contributors to the success of 2021." The bigger role that Compton had IBTTA's past presidents play in 2021 has enhanced the role of the council—giving IBTTA's leaders more opportunities to share their wisdom and experience and apply them to move the industry forward, even after their terms conclude.

In addition to empowering the Past Presidents Advisory Council, Compton also stood up a new group within IBTTA during his time as president—the Engineering and Construction Task Force. The idea for such a task force was born a year before its official creation, when Compton connected with New Jersey Turnpike Authority Executive Director John Keller through IBTTA's Peer Exchange program (which was itself established by a past IBTTA president and member of the council, Chris Tomlinson).

In collaboration with Keller, Compton modeled a new task force after the Peer Exchange program, with the added detail that it would be focused on the mutual exchange of ideas and knowledge on the engineering and construction fronts. "This committee seeks to pool our collective talents and resources, discuss our lessons learned, and share best practices for the benefit of all," according to its mission.

Once Compton had established the task force, participation took off, eventually accounting for members from 17 different organizations, split into three regional groups to promote collaboration across jurisdictions. Led by Compton appointees Keller and Kary Witt of HNTB, the Task Force has only continued its important work of promoting growth in the engineering and construction fields by focusing on IBTTA's specialty—bringing people together.



## LAAA 2021: More Alumni and More Accomplishments

The Leadership Academy Alumni Association (LAAA) adds another class of dedicated tolling professionals and future leaders to its roster at the end of every Leadership Academy class. As the group has grown to nearly 400 in number, it's also grown in impact, notching up success after success in 2021 and finding new ways to support both Leadership Academy alumni and the IBTTA and tolling communities at large.

#### IN 2021, THE LAAA:

- Hosted two LAAA events at the IBTTA 89th Annual Meeting
- · Held all-class and individual class reunions
- Established a mentorship program for new Leadership Academy graduates
- Hosted ongoing virtual leadership events
- Awarded the first Distinguished Alum of the Year to past president, Samuel Johnson, the only IBTTA President who is also a Leadership Academy Alumni (class of 2012)
- Developed a new scholarship for potential Leadership Academy students

#### LAAA LEADERSHIP 2021

- Lauren Hakos & Mary Sallach Co-Chairs
- Stephanie Blanco Vice Chair
- Alan Williamson Vice Chair
- Carlos Campo Secretary





IBTTA's Women in Tolling (WIT) Council and the Young Professionals Council (YPC) offer networking opportunities, educational programming and other experiences that augment IBTTA membership for women and young professionals, respectively. 2021 was a banner year for both groups.

# WOMEN IN TOLLING

In only the second year of its existence, WIT came into its own in 2021. The group hosted a number of well-attended events, with webinars that focused on topics as diverse as preventing human trafficking, avoiding burnout at work and pursuing zero traffic fatalities worldwide, all while maintaining a vibrant exchange of information and support among group members and participants. WIT also met in person for the first time in many months at the 89th Annual Meeting where it bestowed the first Women in Tolling Lifetime Achievement Awards—a now annual honor presented to women who have dedicated their careers to truly making a difference in tolling, transportation and IBTTA. Both of this year's winners served as president of IBTTA: Susan Buse of SBuse Consulting (2008 President) and Mary Jane O'Meara of HNTB (1999 President).



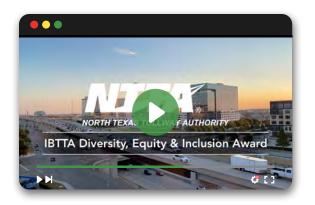
The Young Professionals Council focused a great deal of its unique energy on topics related to technology in 2021. One of the most noteworthy was a webinar that demystified and defined Blockchain technology, specifically as it pertains to current and future tolling organizations. The greatest benefit of any group, however, is networking among its members. YPC maintains a very active Discord channel where all members can connect and ask each other questions and offer solutions without firing out an email, picking up the phone or waiting for an event. Any topic is fair game for the YPC, and its members continue to support each other while promoting tools and resources to develop the next generation of tolling executives.

## Task Force on Diversity, Social and Racial Inclusion Keeps Its Foot on the Gas in 2021

In just its second year of existence, it became even clearer in 2021 that the IBTTA Task Force on Diversity, Social and Racial Inclusion (under the leadership of co-chairs Ferzan Ahmed and Joi Dean) was firmly focused on action.

For the first time ever, the Task Force awarded the Diversity, Equity and Inclusion Award at the 89th Annual Meeting to the North Texas Tollway Authority (NTTA). The agency's business diversity program has become a rigorous, replicable template for how tolling organizations can actually "walk the talk" when it comes to promoting diversity and have huge impacts on the minority members of the communities they serve.

Beyond the award, the Task Force made scholarships for students of historically Black colleges and universities (HBCUs) a permanent fixture of the IBTTA scholarship program. It also developed a plan for quarterly diversity and inclusion webinars to begin in 2022 and signed a memorandum of understanding with the Conference of Minority Transportation Officials (COMTO) to "foster increased representation resulting in a more equitable transportation system."



### **DIVERSITY, EQUITY** & INCLUSION AWARD NEW THIS YEAR

The Task Force on Diversity, Social and Racial Inclusion established the Award to recognize a member that has made significant contributions to advancing racial justice, equity, inclusion and meaningful opportunities in society. To be

North Texas

Tollway Authority

2021 Diversity, Equity

and Inclusion ward Winner



considered for the Award, an organization must demonstrate successful, measurable results in promoting diversity, equity, inclusion and antiracist policies through its work in the tolling industry. It must also provide professional growth and leadership opportunities for People of Color through its policies, projects, hiring practices or actions. In addition, the organization must demonstrate that it has positive environmental and economic impacts on historically disadvantaged communities and that its procurement efforts provide partnership opportunities to People of Color and disadvantaged populations.

### WINNER: BUSINESS DIVERSITY **PROGRAM, NORTH TEXAS TOLLWAY AUTHORITY (NTTA)**

The first-ever winner of this award, established by the Task Force on Diversity, Social, and Racial Inclusion, is the North Texas Tollway Authority (NTTA). Over the last 12 years, NTTA has implemented and maintained a successful business diversity program focused on disadvantaged, minority, and woman business enterprises. As a result, NTTA is a highly soughtafter resource for other tolling organizations aiming to build their own diversity programs.

## 2021 Toll Excellence Awards Defined by Community & Collaboration

The projects honored by the 2021 Toll Excellence Awards demonstrated how the tolling industry came together to support their customers and their communities during the second year of the COVID-19 pandemic. Each of the award-winning organizations

TOLL EXCELLENCE AWARDS IBITA \* 2021

put in the work to enhance their customers' experience, increase safety, and decrease congestion on the roadways they manage—all while pushing innovation and new technologies forward.





Administration and Finance Award

#### AGENCY: Ohio Turnpike & Infrastructure Commission PROJECT: Bridging the Gap between Strategy and Execution during the Pandemic and Beyond

By implementing a strategic management philosophy with roots in the tech sphere (the Objectives & Key Results, or OKR, methodology), OTIC took steps to ensure that all day-to-day decisions and activities aligned with five long-term strategic objectives improve safety, improve customer experience, improve quality of work life, maintain excellent system conditions and maintain strong financial stewardship. The approach has yielded demonstrable results in all five areas, and only cost OTIC \$60,000 per year to implement and maintain.



### PRESIDENT'S AWARD Customer Service and Marketing Outreach Award

AGENCY: MTA Bridges and Tunnels in collaboration with NYS Thruway Authority, the Port Authority of New York & New Jersey, and Conduent Transportation.

#### **PROJECT:** Tolls NY Smartphone Application

A joint venture from some of the biggest names in the New York and New Jersey tolling industries yielded a smartphone application that both a) empowers tolling customers in the region to take full control of the relationship they have with the organizations that manage the roads they use and b) gives the entities involved a new way to communicate critical messages directly to a diverse set of customers. The Tolls NY app has been downloaded more than 750,000 times and has helped customers pay over \$30 million in tolls and fees since its release.



an Abertis company

### **Social Responsibility Award**

#### AGENCY: Elizabeth River Crossings PROJECT: Connecting Communities

ERC's Connecting Communities program represented a massive commitment to being a good corporate citizen. By consolidating its corporate social responsibility activities into three categories scholarships/education, health/homelessness and the environment—ERC wound up partnering with 11 local organizations and benefiting thousands of local residents by supporting existing initiatives or creating new ones to meet the specific needs of their community.





**Technology Award** 



### Toll Operations, Engineering and Maintenance Award

#### **AGENCY**: Tampa Hillsborough Expressway Authority **PROJECT**: West Extension Design and Construction

THEA's newly-completed Selmon West Extension is innovative not just for the fact that it's helped alleviate congestion on one of Tampa's busiest roadways, but also for its unique and aesthetically pleasing architecture. By conducting extensive outreach to nearby businesses and residents beforehand and deploying some very creative engineering, THEA was able to construct and operate the extension without causing major disruptions to the surrounding community.



**Private Sector Innovation Award** 

#### AGENCY: Carma Technology Corporation PROJECT: DFW TEXpress Automatic Occupancy Verification

After finding that its manual high-occupancy vehicle (HOV) pre-declaration and roadside enforcement systems were ineffective, the North Central Texas Council of Governments (NCTOG) and the Texas Department of Transportation partnered with Carma Technology Corp. to launch the world's first automatic occupancy verification system that provides HOV2+ users with a 50% toll discount on TEXpress managed lanes. Once customers using the Dallas/Fort Worth TEXpress lanes set themselves up in GoCarma, their vehicle's HOV status can be automatically verified while on the roadway using Bluetooth technology. This eliminates the need for roadside law enforcement or costly photo image reviews.

#### AGENCY: Oklahoma Turnpike Authority PROJECT: OTA Fiber Development Initiative

With new toll roads and lane expansions under construction, OTA undertook a still-ongoing initiative to create a new fiber backbone and build enhanced network connectivity on its entire system. Officials at OTA had to get creative and find the right strategic partner to help them devise a plan to construct 68.3 miles of new fiber backbone within a threeyear window, while also filling fiber gaps on existing turnpikes to prepare for the conversion to all-electronic tolling (AET). The result of the project will be an Oklahoma turnpike system that is less congested and safer than it was before the new fiber backbone.

## IBTTA Foundation Sets Records, Adapts to New Normal in 2021

The IBTTA Foundation operates three programs that are critical examples of how the IBTTA community invests in its own future, and in the future of the tolling industry—the IBTTA Foundation Scholarship program, the Leadership Academy, and the Annual Service Project.

The IBTTA Foundation Scholarship Program reached new heights in 2021. More than twice as much scholarship money (a total of \$35,000) was awarded to students by the Foundation in 2021 than in the year before. This was a direct result of the generosity of the IBTTA community, and the Foundation's hard work in identifying opportunities for members and other tolling professionals to contribute. In all, seven deserving students pursuing degrees in fields such as civil engineering, construction management, information technology and marketing each received \$5,000 toward continuing their education, in the hopes that they pursue a career in transportation and join the next generation of leaders.

Congratulations to the 2021 scholarship recipients and thanks to the IBTTA Foundation Board, contributors and all who made it possible to award these scholarships.

#### 2021 IBTTA FOUNDATION SCHOLARSHIP AWARD WINNERS



#### MARKIE ASH University of Wisconsin-

Platteville, Platteville, WI Bachelor's Degree, Civil Engineering Expected Graduation: December 2022



RICHMOND LIN CALAPANODAUniversity of the District of<br/>Columbia, Washington, DCUniversity of the District of<br/>Columbia, Washington, DCUniversity of the District of<br/>Columbia, Washington, DCBachelor's Degree, Civil<br/>EngineeringBackelor's Degree, Civil<br/>EngineeringBackelor's Degree, Civil<br/>Columbia, Washington, DCKay 2022May 2022May 2022



#### **DANIEL GENTILE** University of Urbana-

Champaign, Champaign, IL Bachelor's Degree, Construction Management Expected Graduation: May 2022

#### ELIUD GUEVARA University of Texas, Austin, Austin, TX

Bachelor's Degree, Civil Engineering Expected Graduation:

May 2023



#### TYLER KLEINSASSER

South Dakota School of Mines and Technology, Rapid City, SD Master's Degree, Civil Engineering Expected Graduation: May 2023







#### MARQUIS SMALLS

Hampton University, Hampton, VA Bachelor's Degree, Marketing Expected Graduation: May 2023

# **IBTT** FOUNDATION

## **IBTTA** Foundation



The Leadership Academy in 2021 adapted to the global environment we all found ourselves in, as the pandemic was at a particularly challenging point at the early part of the year when the program typically takes place. So, instead of an in-person program, the Foundation and the Leadership Academy Alumni Association (LAAA) hosted a virtual Leadership Academy Experience. This dynamic

program allowed participants to get a taste of what the week-long Academy training provides and take part in the community of diverse colleagues that comprise the tolling industry.

Finally, as the Maintenance Workshop was similarly hosted virtually, the Annual Service Project also went virtual. As part of the Workshop program, a virtual mixology event doubled as a fundraiser and pulled in donations for St. Joseph Children's Home in Louisville, KY. Even if they can't be there in person to get their hands dirty and do the hard but beneficial work of community service, the IBTTA Foundation will find a way to give back, and it did so with aplomb in 2021.



The event's community service project—a benefit for St. Joseph's Children's Home, which houses the region's most vulnerable young people—was an enormous success as attendees generously made donations back and forth all in support of St. Joseph's mission.





2021 Summits and Workshops Stay Virtual, but Wind Up Welcoming New Attendees

As the pandemic continued to evolve and impact travel and events, IBTTA adapted to keep its summits and workshops virtual throughout the year. As we learned in 2020, however, moving events that are in-person to the virtual environment has the added benefit of making it easier for more people (from more parts of the industry) to attend.

This ended up being the case for the Transportation Finance Summit in April and the Technology Summit in May. The Maintenance & Roadway Operations Workshop was also kept virtual, even though it took place in November, after IBTTA had proven already that it could successfully and safely host an in-person meeting with the 89th Annual Meeting & Exhibition in Anaheim, CA. By making the workshop virtual, it enabled all sorts of different tolling professionals to attend—including those who often don't get to travel in their lines of work.

Each event still delivered the educational punch and informal networking opportunities of IBTTA's best programming but allowed more people to take part by being hosted online. Expanding the tolling industry's knowledge base is one of IBTTA's most important functions as an organization. The success of the virtual summits and workshops in 2021 were a testament to how the association and its membership take that responsibility to heart. Image: Strate Strat

#### TRANSPORTATION FINANCE SUMMIT

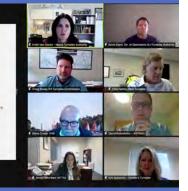
From its opening keynote interview between Reason Foundation Vice President Adrian Moore and Brookings Institution Senior Fellow D.J. Gribbin, the Transportation Finance Summit dove deeply into the often knotty questions surrounding how we pay to build and maintain infrastructure today (and how we'll do so in the future). The program featured industry leaders, government officials, financial executives and top-tier consultants discussing everything from public-private partnerships and emerging vehicle technologies to nitty-gritty details of roaduser charging like collection costs and financing approaches. One of the repeated themes that came up through the Summit was about the importance of communicating smartly to the public about how these financing mechanisms work so they can begin to trust officials and accept additional funding proposals as they arise in the future.

#### **TECHNOLOGY SUMMIT**

2021 IBTTA President Mark Compton himself moderated the opening panel of the virtual 2021 Technology Summit, titled "The Future of Transportation Technology: Policy, Strategy, Vision." Comprised of leading executives from some of the nation's busiest tolling agencies and administrations, this opening panel served as the thesis for the rest of the 2021 Tech Summit, raising real-world observations and practical analyses about the roles technology currently plays, and will play in the future, for everything in the tolling industry, from macro-level trends like the electrification of the automotive fleet to everyday concerns about tolling operations nationwide. As panelists and other presenters throughout the program noted, some new technologies will help the industry achieve its goals and each individual agency's mission. Others will make operations much more complex and potentially challenging, but since change is the only constant, the tolling industry must prepare itself for the arrival of both.



#### FOCUS ON MAINTENANCE MODERATOR Kristi Van Doyen, R.E., Engineering Program Manager, Maine Turn PANEL



#### MAINTENANCE & ROADWAY OPERATIONS WORKSHOP

The Maintenance & Roadway Operations Workshop was about as hands-on as a virtual workshop can possibly be. Filled with specific, detailed recommendations born from lived experience, the workshop presenters simultaneously brought together engineers and maintenance professionals from different parts of the country while providing solutions to challenges faced by every tolling organization around the globe. Attendees learned how to put the data and information they already have to better use in their operations, how to prepare and support electric vehicle infrastructure and so much more in this lively event that captured the spirit of Maintenance Workshops before it, even if it couldn't happen in person.

## Increasing the Knowledge Base: Webinars Bring Insights into More Offices

IBTTA hosted exactly one event in-person in 2021 (the Annual Meeting in Anaheim; coverage starts on page 17). Yet, more than 10,000 people attended IBTTA's events throughout the year. This means that—outside the 700 people who met up in Anaheim—the rest of these attendees joined IBTTA's programs virtually.

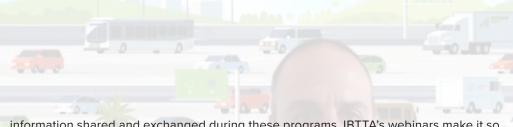
The shift to virtual events necessitated by the pandemic in 2020 carried into 2021. This happened partially because of still-potent concerns surrounding the coronavirus, but also because virtual meetings and webinars allow more people to access all the great

#### **2021 WEBINARS**

#### nerations Strateg

	Operations strategy	
01/21	WIT Presents: Relax and Renew—A Nourishing Start for the New Year	
01/28	Emerging Technologies Committees: Annual Working Groups Report	
02/02	WIT Presents: Moving Change—The Impact of Legacy Transportation Policies	
02/09	International Committee: Road-User Charging—Moving to the Next Generation of Pri <mark>cing</mark>	
02/10	Congestion Pricing: A How-To Webinar for Sustained Traffic Reduction	
03/25	CoPS Present: Cyber Security—Risk Based vs. Compliance Based Requirements	
04/30	YPC Presents: Tolling 101 For Young Professionals	
05/11	WIT Presents: Women in the Workplace—Managing Stress & Avoiding Burnout	
05/25	Communications Professionals Present: Addressing All Customers Respectfully	
06/15	LAAA Presents: Grit and Mental Toughness—Lessons from Leaders	
06/16	WIT Presents: Making an Impact in the Fight against Human Trafficking	
06/22	External and Internal Virtual Communications	
06/24	YPC Presents: Leveraging Relationships to Help Build Your Career	
07/15 005 001	Emerging Technologies Committee presents Big Data: From Concept to Implementation	
07/20	Emerging Technologies Committee: Innovation and Disruption Do Not Have to Mean Destruction	
07/22	International Committee Presents: Hot Emerging Markets—Focus on South America	
11/16	International Road Safety: Extraordinary Women Taking Extraordinary Action Toward Vision Zero	
11/18	YPC Presents: Blockchain Demystified—Ins, Outs, and Applications	
11/30	International Committee: Global Outlook—Forecasting Toll Revenues in a Time of Uncertainty	
12/02	CoPS Presents: IoT—Security Challenges	
12/07	CoPS Presents: Overcoming Barriers to Smart Mobility Hubs	

CoPS: Council of Platinum Sponsors LAAA: Leadership Academy Alumni Association WIT: Women in Tolling YPC: Young Professionals Council



information shared and exchanged during these programs. IBTTA's webinars make it so anyone that's a part of a member organization can easily (and inexpensively) join the conversation and gain tools to work smarter.

Webinars in 2021 focused on a broad range of topics, from safety and maintenance to blockchain technology and infrastructure. While our ultimate goal is to continue to have inperson events, the value of the webinars has proven that they are here to stay and a critical part of IBTTA's efforts to strengthen the industry by expanding its knowledge base.

#### 2021 CAFÉ IBTTA GUESTS

Mark Compton	01/06
Buddy Croft	01/27
Benton Tempas	02/03
Jim Wilson	02/17
Barb Rohde	02/24
Peter Mills	03/03
Bill Halkias	03/10
Fran O'Connor	03/17
David Machamer	03/24
Joi Dean	03/31
Neil Pederser	04/07
Ferzan Ahmed	04/14
María Moreno	05/12
Joe Averkamp	05/19
Shannon Swank	05/26
Laura Kelley	06/09
John Keller	06/23
Joe Waggoner	07/14
Steve Snider	08/11
Special Edition Infrastructure	08/19
Christophe Boutin	08/25
Kevin Thibault	10/20
Jim Wilson and Diane Gutierrez-Scaccett	11/03
Peter Norton	11/10
Daniel DeCrescenzo	12/01
Brian Kelley	12/08

# **FAMILY REUNION**

IBTTA's 89th Annual Meeting & Exhibition



In 2021, the IBTTA family was able to gather in-person for the first time in two years at the 89th Annual Meeting & Exhibition in Anaheim, CA. To say that the event was a success is an understatement. More than just a world-class educational event that delivered in excess of what was promised, the Annual Meeting was a collective shout of joy and gratitude from the tolling professionals in attendance, that we were finally able to bask in each other's presence like we used to.

The pandemic has taught us all the value of personal relationships and reminded us that the ability to connect with our closest friends and colleagues in-person is something that can't be taken away from us. The Annual Meeting was a welcome reminder of how good it feels to see, talk to and hear from our connections in-person, and each speaker, sponsor, exhibitor and attendee clearly relished the opportunity.











**IBTTA** 







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The event featured a dynamic keynote address from Derek Thompson, an author and senior editor at The Atlantic whose presentation focused on how technology will impact the future of all of our lives and how organizations and individuals can best create the opportunities for new creative ideas to spark and push the industry, and the world, forward by leaps rather than by inches. Additionally, the event's General Sessions delved deeply into diversity in the tolling industry, the opportunities the industry has as a whole to shape the future of transportation and, most importantly, leadership in today's world, a fitting topic for an event attended by the current (and possibly future) heads of the nation's biggest tolling organizations and agencies. Breakouts filled the time between those bigger presentations and were organized into three tracks, focusing on trends in tolling today ("Trend Talks"), innovative partnerships, alliances and collaborations and the impact of workforce trends on the tolling organization of today, and tomorrow.

The 89th Annual Meeting will be remembered as much for its resemblance to a family reunion as to a business conference. Here are some photos from the family scrapbook.

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# **SHAPING** Public Policy

2021—The Year of Infrastructure Lays the Foundation for the Infrastructure Decade



...will begin shortly



Enactment of the Infrastructure Investment and Jobs Act (IIJA) was the biggest U.S. federal legislative and policy news of the year. The bill marked a major milestone for the U.S. as whole, and for the IBTTA community in particular. A few of the bill's key features include:

- A \$1.2 trillion investment in infrastructure, which includes reauthorization of the federal surface transportation programs for five years and an additional \$550 billion in infrastructure investments above the baseline programs.
- Unprecedented levels of competitive and discretionary grant programs that open eligibility for federal highway funds to new organizations, including toll operators.
- More than a dozen new highway programs, including funding for road safety, bridges, climate, resiliency, equity and reconnecting communities.

In addition to these major upgrades, the bill also contains several new opportunities. Some of the highlights are:

• A Congestion Relief Program that aims to advance innovative, integrated and multimodal congestion solutions and allows for the use of tolls on the

interstate system as part of a project carried out with a program grant (in up to ten urban areas).

- An electric vehicle (EV) charging and alternative fuel investment of \$7.5 billion to begin to build out EV charging infrastructure in alternative fuel corridors.
- A national vehicle miles traveled (VMT) fee pilot program aimed at establishing the structure, scope and methodology for such a program.
- The Promoting Resilient Operations for Transformative, Efficient, and Costsaving Transportation (PROTECT) Program, which provides grants for wideranging resilience improvements to address vulnerabilities from current and future weather events, natural disasters and changing climate conditions.

While the enactment of the bill sent 2021 out with a bang, the implementation of the IIJA will continue to ripple out through the transportation industry and economy. As we look to the future, IBTTA remains committed to work with USDOT on putting the law to work and ensuring that new opportunities are maximized for the tolling and road pricing industry.

## Bringing the Tolling Industry's Voice to Capitol Hill

The IBTTA Policy and Government Affairs team, stayed very busy throughout 2021, working hard to ensure that legislators and regulators in DC heard the voice of the tolling industry loud and clear.

Visits on Capitol Hill early in the year were shaped by a clear summary of IBTTA's federal priorities for inclusion in the infrastructure package and reauthorization of the federal surface transportation programs. As the legislative proposals and draft language emerged, your IBTTA team summarized the impacts and implications for tolling and road pricing programs and facilities, providing timely information for members to use in engaging their Congressional delegations on federal policy and legislation. The team also remarked on the various iterations of infrastructure bills in Congress that went on to shape the IIJA, and working with our partner transportation organizations and USDOT, ensured the industry's voice was heard and understood. IBTTA issued reports, comments and statements throughout 2021 on topics such as:

- The Federal Budget
- Surface Transportation Reauthorization
- Federal Tolling Provisions and Flexibility
- Transportation Infrastructure Finance and Innovation Act (TIFIA)
- Tolling on the Interstates
- Transit Operations on Priced Highway Lanes
- Privacy Provisions
- The Highway Trust Fund
- USDOT's Strategic Plan
- National VMT Fee Pilot Program Provisions

2021 was a great year for the tolling industry on Capitol Hill. With your help we can build on our successes to make the coming "decade of infrastructure" a bright future for our industry.

## PLATINUM SPONSORS Support the Industry

This year, the Council of Platinum Sponsors (CoPS) continued to provide thought leadership to the IBTTA Board of Directors through their engagement in educating the membership on issues such as cybersecurity, procurement and distributed ledger technology. Just as importantly, the Council played a pivotal role in drafting, debating and building IBTTA's strategic plan. Their generous financial support was a lifeboat to IBTTA at a time when the rough waters of the pandemic kept us apart. 2021 PLATINUM SPONSORS

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# **SUSTAINING** IBTTA's Mission

### **Executive Committee**



Mark Compton President Chief Executive Officer, Pennsylvania Turnpike Commission Harrisburg, PA



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



Andrew Fremier Second Vice President Deputy Executive Director, Operations, Bay Areas Toll Authority, Metropolitan Transportation Commission San Francisco, CA



René Moser International Vice President Head of Strategy, International Affairs & Innovation, ASFINAG Vienna, Austria



Samuel Johnson Immediate Past President Chief Executive Officer, Transportation Corridor Agencies Irvine, CA



Patrick Jones Executive Director & CEO, IBTTA Washington, D.C.

### **Board of Directors**

Ferzan Ahmed Ohio Turnpike and Infrastructure Commission Berea, OH

José Alvarez Illinois Tollway Downers Grove, IL

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

Jessica Carson E-470 Public Highway Authority Louisville, CO Jeffrey Dailey North Texas Tollway Authority Plano, TX

Joi Dean Richmond Metropolitan Transportation Authority Richmond, VA

James Eden North Carolina Department of Transportation, Turnpike Authority Raleigh, NC Bill Halkias HELLASTRON (Hellenic Association of Toll Roads Network) Thessaloniki, Greece

James Hofmann North Texas Tollway Authority Plano, TX

John Keller New Jersey Turnpike Authority Woodbridge, NJ

Laura Kelley Central Florida Expressway Authority Orlando, FL Julià Monsó Cintra Austin, TX

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

Kathryn O'Connor Rhode Island Turnpike and Bridge Authority Jamestown, Rl

Massimo Schintu AISCAT (Associazione Italiana Società Concessionarie Autostrade e Trafori) Rome, Italy Deborah Sharpless Maryland Transportation Authority Baltimore, MD

Timothy Sturick Thousand Islands Bridge Authority Alexandria Bay, NY

Benton Tempas Northwest Parkway LLC Broomfield, CO

# Committees, Councils & Working Groups

#### **AUDIT COMMITTEE**

Chair: Deborah Sharpless Maryland Transportation Authority

#### **AWARDS COMMITTEE**

Chair: David Machamer Oklahoma Turnpike Authority

#### **COMPENSATION POLICY COMMITTEE**

Chair: Mark Compton Pennsylvania Turnpike Commission

#### **COUNCIL OF PLATINUM SPONSORS**

Chair: Tyler Milligan Milligan Partners LLC

Vice Chair: Jeff Weiss Gannett Fleming

#### EMERGING TECHNOLOGIES COMMITTEE

Chair: James Hofmann North Texas Tollway Authority

EMERGING TECHNOLOGIES: BIG DATA WORKING GROUP

Chair: Marwan Madi CDM Smith

EMERGING TECHNOLOGIES: BLOCKCHAIN WORKING GROUP

Chair: Matt Milligan Milligan Partners LLC

#### EMERGING TECHNOLOGIES: CONNECTED AND AUTONOMOUS VEHICLE WORKING GROUP

Chair: Lev Pinelis Transurban EMERGING TECHNOLOGIES: INNOVATION WORKING GROUP

Chair: Jeffrey Dailey North Texas Tollway Authority

#### EMERGING TECHNOLOGIES: TOLLING & CUSTOMER MANAGEMENT WORKING GROUP

Chair: Shannon Swank PlusPass, Inc.

#### **ENGINEERING AND CONSTRUCTION TASK FORCE**

Co-Chair: John Keller New Jersey Turnpike Authority

Co-Chair: Kary Witt HNTB Corporation

#### FINANCE – INVESTMENT SUBCOMMITTEE

Chair: Susan Buse SBuse Consulting

#### FINANCE STANDING COMMITTEE OF THE BOARD

Chair: George Zilocchi GeoPat Consulting

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

#### LOST REVENUE TASK FORCE

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

**Co-Chair: Mark Muriello** International Bridge, Tunnel and Turnpike Association

#### **MEMBERSHIP COMMITTEE**

Chair: Robert Horr Atkins N.A.

Vice Chair: Susan Buse SBuse Consulting

#### MENTORSHIP SUBCOMMITTEE

No Chair

#### **NOMINATING COMMITTEE**

Chair: Samuel Johnson Transportation Corridor Agencies

Transportation Corridor Agencies
PAST PRESIDENTS ADVISORY COUNCIL

Chair: Samuel Johnson Transportation Corridor Agencies

#### **REAUTHORIZATION WORKING GROUP**

No Chair

### TASK FORCE ON DIVERSITY, SOCIAL AND RACIAL INCLUSION

**Co-Chair: Ferzan Ahmed** *Ohio Turnpike and Infrastructure Commission* 

**Co-Chair: Joi Dean** *Richmond Metropolitan Transportation Authority* 

#### TASK FORCE ON SUSTAINABILITY AND RESILIENCE

Co-Chair: Pedro Costa Northwest Parkway LLC

Co-Chair: Steven Snider Halifax Harbour Bridges

#### **TOLL IMMERSION PROGRAM TASK FORCE**

Co-Chair: Kevin Hoeflich HNTB Corporation

Co-Chair: John Keller New Jersey Turnpike Authority

#### WOMEN IN TOLLING COUNCIL

Chair: Patty Rubstello Washington State Department of Transportation

Vice Chair: Mary Sallach State Road & Tollway Authority

#### YOUNG PROFESSIONALS COUNCIL

Chair: Chelsea Scheid *Atkins N.A.* 

Vice Chair: Jason McCartney Gannett Fleming

# **IBTTA Names Five New Honorary Members in 2021**



#### FRAN O'CONNOR

#### Vice President, Director of National Tolls | Atkins

Fran serves as Atkins' national director of tolling programs. In this role, Fran oversees all of Atkins' Tolling Clients. Throughout his 35-year career, Fran has overseen Electronic Toll Collection (ETC) programs and customer service center (CSC) operations for tolling agencies around the country. He has enjoyed success in forming and leading interoperability projects, such as between the North Carolina

Toll Authority (NCTA) and Florida's Turnpike Enterprise (FTE); between NCTA and E-ZPass; and FTE with the Georgia State Road and Tollway Authority (SRTA). He also has extensive experience in all electronic tolling (AET) systems and toll operations. Fran has worked closely with toll agencies nationwide to develop, deliver, and manage large-scale tolling programs. He spent a significant portion of his career at the New Jersey Turnpike Authority, where he ultimately served as deputy director of ETC.



#### **ROSA ROUNTREE**

Chief Executive Officer | Egis Projects, Inc.

As the Chief Executive Officer for Egis Projects, Inc., Rosa is a strategic visionary with decades of executive management and leadership experience in the transportation industry. She has led, planned, and cultivated a productive workforce throughout North America for both private and public sectors. Rosa's experience includes new business development, project start-up, profitability improvement,

project management implementation, financial and sensitivity analysis, customer service and toll operation. Throughout her career she has led or supported than 20 toll agencies, transit projects, and credential processing for commercial trucking.



#### JOE WAGGONER

#### CEO/Executive Director | Tampa Hillsborough Expressway Authority

Joe is the former Executive Director for the Tampa Hillsborough Expressway Authority (THEA). Under Joe's leadership, THEA's maintenance, operation and financial positions significantly improved. Conversion of THEA's Lee Roy Selmon Expressway to all-electronic tolling in 2010 made it Florida's first expressway to be completely electronic. In 2014, THEA became a member of the Affiliated Test Beds under the USDOT's Office of the Assistant

Secretary for Research and Technology, offering its facilities for use in the advancement of automated and connected vehicle technologies. In 2015 THEA was selected to develop a Connected Vehicle Pilot Project by the USDOT. Joe's education and 35+ years of experience in the development of a variety of transportation modes give him a broad perspective on transportation issues. Joe is retiring from THEA in February 2022.



#### SERVANDO PARAPAR, P.E.

Manager | Transporte, LLC

Servando is the founder of Transporte, LLC, which uses the latest innovation in transportation technology to bridge the gap between the inception of an idea and its effective and timely implementation. In this role, he assists in the development of alternative funding and operating schemes for future transportation infrastructure. Previously, he led the Miami-Dade Expressway Authority (MDX)

as its Executive Director for 11 years. His responsibilities included long-range planning, financing, producing and operating the MDX system. Servando spearheaded MDX's 20-year master transportation plan. Prior to MDX, he worked for the Florida Department of Transportation (FDOT) and among his achievements there was the conceptualization and promotion of multi-modal links and inter-modal transportation centers for Miami-Dade County. Servando is a former Board member of IBTTA.



#### CHRIS TOMLINSON

#### Executive Director | State Road and Tollway Authority (SRTA)

Chris serves as the Executive Director for the State Road and Tollway Authority (SRTA), the Georgia Regional Transportation Authority (GRTA) and the Atlanta-region Transit Link Authority (the ATL). In his combined executive leadership roles, Chris leads three state-level authorities, whose shared missions are focused on improving mobility in Georgia by providing reliable, integrated transportation solutions

to Georgia motorists and transit commuters. Chris serves on the Board of Directors for the Metropolitan Atlanta Rapid Transit Authority (MARTA). Chris served on the IBTTA Board of Directors and as IBTTA President in 2019. Prior to his current roles, Chris served as Deputy Executive Director and General Counsel for SRTA. In this role, he was responsible for day-to-day operations and legal issue management. Prior to joining SRTA, he served as General Counsel for several state agencies, including the Georgia Department of Transportation (GDOT), the Georgia Technology Authority and the Georgia State Financing and Investment Commission, where he also served as Deputy Director for the Construction Division.

# **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. Campion 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. Elv Alain Estiot Robert J. Farrell Luis Ferreiro Jack Finn William J. Flanagan R. D. Fogo E. R. Foley Roger Ginocchi

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AINTAIN **FRED** 

#### 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

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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** 

2021

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 Ferreiro, 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 ranco Schepis, 1995\* utostrade 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 Masiá 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. Horty, 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 Adopts New Strategic Plan for 2022–2024

At the very end of 2021, after collecting input from every corner of the IBTTA membership and from across every part of IBTTA's organizational structure, the board of directors adopted a new strategic plan that will guide the organization for the next several years.

# Strategic Plan DRAFT Review

#### MISSION

IBTTA is the worldwide alliance of toll facility operators and associated industries 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
- TOGETHERNESS
- TEAMWORK
- LEGACY
- PARTNERSHIP

#### **STRATEGIC OUTCOMES**

DELL

• IBTTA is the leader in driving road user payment principles.

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• IBTTA promotes and exemplifies diversity, equity and inclusion.

# IBTTA Staff Stays Close, Grows by Three

The IBTTA virtual office continued in 2021 and staff spent much of the year on Zoom yet again, but we found new and in-person ways to connect and stay together.

In 2021 we welcomed three new staff members. Mark Muriello, a longtime member and friend of IBTTA while he was at The Port Authority of New York & New Jersey, officially joined the staff of IBTTA as the director of policy & government affairs. Jacob Barron joined the IBTTA team in August as our new director of content development, and Jennifer Walsh came on board in November as our new director of communications.

In 2021, we also said farewell to our longtime colleague and friend Bill Cramer who served more than eight years as our director of communications and led the "Moving America Forward" communications campaign. Cheryle Arnold Web Services and Conference Production

> Jacob Barron Director of Content Development

Ancilla Brady Director, Business Development

> Kristin Bromberg Marketing Manager

Bill Cramer Communications Director

> Lisa Jewell Research Specialist

Pat Jones Executive Director & CEO

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

## **2021** Financials

### **Consolidated Statement of Activities**

#### **IBTTA and IBTTA Foundation**

Year Ended December 31, 2021

#### REVENUE

Operating Revenue	\$3,408,599
Meeting Revenue	\$ 1,824,894
Total Revenue	\$5,233,493

#### EXPENSES

\$2,874,426
\$ 1,700,837
\$4,575,263
\$ 658,230
\$ 195,134
\$ 853,364
\$ 3,730,816
\$ 4,584,180

#### SOURCE OF FUNDS

Meeting Revenue	35%
Operator Member Dues	40%
Associate & Sustaining Member Dues	21%
Other Income	

#### USE OF FUNDS

Meetings	22%
Other Programs	49%
Supporting Services	29%

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





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