


The logo for the International Bridge Tunnel & Turnpike Association (IBTTA) features the acronym 'IBTTA' in a bold, white, sans-serif font. A stylized green and blue wave graphic is positioned behind the letters 'T' and 'A'.

**IBTTA**

TOLLING. MOVING SMARTER.

# BRIDGING THE GAP

2023 ANNUAL REPORT



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.



# BRIDGING THE GAP

## 2023 ANNUAL REPORT

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# EMBRACING THE PAST AS WE BUILD THE FUTURE

I'd like to begin this message with a personal story. My mother remarried when I was young, and I was adopted by my new father. I never knew my biological father or his family—until this year, when I discovered a whole new side of my family. In addition to my two brothers, I now have three new sisters, along with aunts, uncles, nieces, nephews, and cousins I never knew existed.

Many live in New York, and I met some of them for the first time this spring. They are Jewish, so I celebrated Passover with them—an entirely new experience, as I was raised Christian. It's exciting to discover new family, and even more so when they affirm that connection through something familiar—like how you smile or gesture. It's a special moment of recognition. IBTTA feels like this too. There are no strangers





here—just family we haven't met yet. Attending an IBTTA meeting feels like discovering new family members you didn't know you had.

The theme around which we have organized IBTTA events this year is "Bridging the Gap." This theme is something I've experienced firsthand, not only through discovering my new family but also through IBTTA. It isn't difficult to see the gaps in our world, the things that divide people on the basis of age, race, religion, national boundaries, politics,



and more. But here at IBTTA in 2023, we've made it our mission to bridge those gaps, to bring people closer together to solve common problems. Because the things we have in common are much more important than the things that divide us.

And speaking of bringing people closer together, I want to acknowledge my predecessor, Diane Gutierrez-Scaccetti, who served as IBTTA President in 2022. During her tenure, she committed to having IBTTA do a service project in every



conference city. These projects usually involved preparing dry meals to be distributed at food banks, soup kitchens, and similar establishments.



Making meals is one thing. But the camaraderie and friendship that happens when IBTTA members come together to make the meal is really something special to see. This year we picked up the baton of service from Diane and, at this year's conferences, we held a book drive to feed people's minds and souls, in addition to their stomachs.

People often say that IBTTA is like a family, and it truly feels that way. The more I've gotten involved, the more I've felt the support and connections within this community, showing how this family can help bridge gaps in both our personal and professional lives. As you continue your journey in IBTTA, I hope you will embrace the theme "Bridging the Gap" as I have. And when you discover family members

you never knew you had, let me know. I want to hear your story! Thank you for the honor and privilege of allowing me to serve as your President in 2023!



**Andy Fremier**

*President, IBTTA*

*Executive Director, Bay Area Toll*

*Authority, Metropolitan Transportation*

*Commission, San Francisco, California*



# FIND THE OPEN SPACE

## REFLECTIONS ON 2023

When I was a kid playing Little League baseball, I loved playing center field. It gave me the freedom to run and roam the wide-open spaces of the outfield, chasing down fly balls and covering a lot of ground. That feeling of wide-open possibility has stayed with me throughout my life, and it's one of the reasons I'm so drawn to the Open Space meeting format we've used in some IBTTA events.

Open Space is a meeting style in which the participants themselves set the agenda. Instead of following a structured plan laid out in advance, people come together, propose topics they're passionate about, and then self-organize into groups to dive into those discussions. It's flexible, participant-driven, and incredibly dynamic.

Throughout 2023, we experimented with Open Space at several of our meetings, and the results were both exciting and refreshing. What we noticed was that Open Space opened the door to a different kind of conversation—one that allowed for spontaneity and unexpected connections.

For example, during the Maintenance, Engineering & Roadway Operations Workshop in Nashville,

Tennessee, participants formed a group to explore “how artificial intelligence could be used for predictive roadway maintenance.” Another group focused on “how to handle the challenge of wrong-way driver incident detection.” These conversations weren't planned ahead of time, but they ended up being highly productive and insightful because people were passionate about the subjects they chose to explore.

Something similar happened during the Annual Meeting in Seattle, where we organized an Open Space discussion around the theme “Challenges and Opportunities in Diversity, Equity, and Inclusion.” Some of the conversations that emerged from a dozen small group discussions were emotional and raw, but everyone came away from the event with a feeling that important ground had been covered. What Open Space adds to the mix is a level of freedom and creativity that allows participants to shape the conversation in real time.

It's important to note that Open Space is one of many ways to conduct a successful meeting. At IBTTA, we believe that different formats—whether



it's a keynote address, breakout sessions, or even traditional presentations with PowerPoint slides—each bring their own unique value. Open Space works well when we want to tap into the collective creativity and interests of the group. But when we need focused presentations or expert-led discussions, more traditional formats can shine.

The Open Space meeting format is one tool in our meeting toolbox that can be extremely effective in unleashing the creative and generative potential of our members. Like the Little League baseball player we talked about who roams the outfield chasing down fly balls with a feeling of wide-open possibility, Open Space has the potential to stimulate new avenues of creativity and problem-solving among IBTTA's meeting participants. If you have the chance, I encourage you to find the open space.

A handwritten signature in black ink, which appears to read "Patrick D. Jones". The signature is stylized and fluid.

**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.



# CONFERENCES AND WEBINARS

EMBRACING THE PAST  
AS WE BUILD THE FUTURE

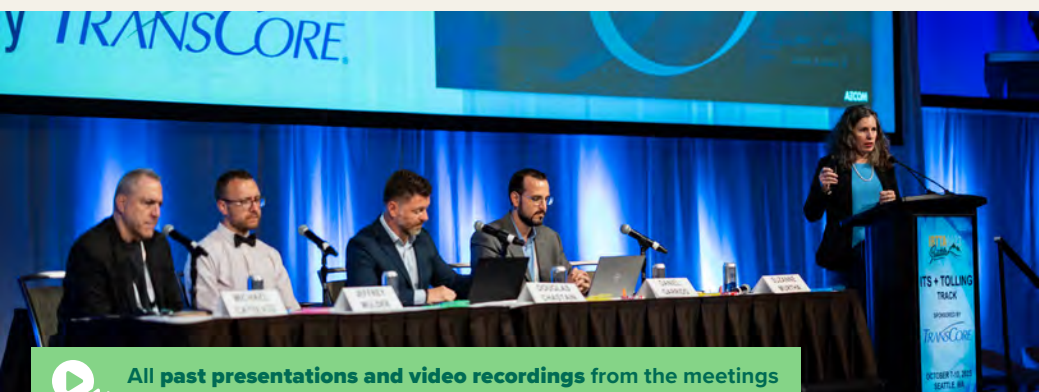
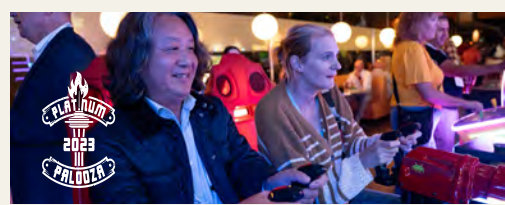


## IBTTA's 91st Annual Meeting & Exhibition

OCTOBER 7-10, 2023

Seattle, Washington, perked up when IBTTA delegates arrived to spend four days listening and learning from one another at the Seattle Convention Center. The program was overflowing with its four breakout tracks, Toll Excellence Awards, Women in Tolling session, RevFinder™ workshop, Diversity, Equity, and Inclusion Open Space discussion, pickleball tournament fundraiser, exhibition hall, networking nights, and down-to-business meetings.





All past presentations and video recordings from the meetings above are accessible to members on the IBTTA website.



## **COMMUNICATIONS, HUMAN RESOURCES, AND LEGAL WORKSHOP**

*MARCH 25–28, 2023*

We saluted Norfolk, Virginia, for the Communications, HR & Legal Workshop, which included a look at the impact of interpretations of the US Constitution, workplace culture, transportation equity, addressing the public when a crisis happens, employee recruiting and retention, and the growing concern of mental health wellness in the workplace. The DEI Task Force held its first IBTTA Experience, a program designed to introduce HBCU students to the tolling industry by inviting them to IBTTA events held in their local city.

## **TECHNOLOGY SUMMIT**

*APRIL 29–MAY 2, 2023*

The time was right to meet in Indianapolis, Indiana, for the Tech Summit. Attendees spent four days of rich, in-depth educational sessions, including YPC’s “Untolled” Side of Tolling, Toll Agency Technology Challenges, Using Data and Predictive Analyses, and the Vendor Forum; networking functions, including the Indianapolis Motor Speedway Museum, exhibitor reception, a Community Service Project, and the Backyard Olympics that was sent indoors due to rain (still fun!).



All past presentations and video recordings from the meetings above are accessible to members on the IBTTA website.



## ROAD USAGE CHARGING AND FINANCE SUMMIT

JUNE 4–6, 2023

In Salt Lake City, the Road Usage Charging and Finance Summit provided a deep dive into state-level issues with panels of state legislators and revenue program leaders discussing the realities and solutions of state transportation finance. The need for new and sustainable revenue took center stage during general sessions on communicating the need for user fees and offering federal program advice. A comprehensive finance track provided new insights into toll revenue assurance, CFO perspectives on financial planning and management, private investment trends, and financial forecasting in uncertain times. The distance-based road charging track explored U.S. and global lessons learned, integrating institutional roles, rate setting, data exchange standards, and vehicle technology. The Summit was developed with a community of partner organizations, broadening engagement and collaboration with state officials, research institutions, and some of the best financial and policy minds in the industry.

## MAINTENANCE, ENGINEERING & ROADWAY OPERATIONS WORKSHOP

JULY 31–AUGUST 1, 2023

During a hot summer, a large IBTTA crowd attended the annual Maintenance, Engineering & Roadway Operations Workshop in Nashville, Tennessee. Hosted and supported by new member Tennessee DOT, the Workshop started with the annual [IBTTA Foundation Service Project](#). A group of more than 100 members (and families) rolled up their sleeves and worked a full day at The Nashville Food Project (TNFP) at the Community Farm at Mill Ridge. TNFP is an organization that grows, cooks, and shares nourishing food to cultivate community and alleviate poverty. It was a very [satisfying day](#), followed by our first try at an “Open Space” event the next morning. It was a huge success focused on the topics and issues that will improve our workplaces and industry. The final excitement? An evening with authentic singer-songwriters at the Listening Room Café. Everyone left a country music fan and hopes to return very soon.

## GLOBAL TOLLING SUMMIT

NOVEMBER 11–14, 2023

Thanks to the eight host agencies that make up HELLASTRON, the Greek association of toll road operators, Athens was a fantastic opportunity for the IBTTA attendees who found their way there in November 2023. IBTTA First Vice President Bill Halkias led the charge and brought the group on a city walking tour. That was followed by a technical tour of Olympia Odos and an archeological tour of ancient Corinth. Then, we got to work and had two days of tolling operations content that resonated across all the 25+ countries represented at the Summit. The host agency outdid themselves with a closing event at the historic Markou Winery that represented every aspect of Greek culture—special foods and house wines, traditional dance, and plenty of time to reflect on an incredible few days in a very special place. We'll be back, HELLASTRON!



All past presentations and video recordings from the meetings above are accessible to members on the IBTTA website.

# VIRTUAL EVENTS EXTEND EXPOSURE

IBTTA continued to host online programs in 2023, which offer expanded opportunities to organizations' representatives who might not otherwise experience the valuable in-person programming IBTTA presents. Most of these sessions are available on demand.



**DEI Safe Space Conversation:** How to Promote a Culture of Inclusion  
January 12, 2023  
*not recorded*



**Ensuring Equity in Transportation**  
March 8, 2023



**Global Outlook:** Forecasting Post-Pandemic Toll Revenues  
April 18, 2023



**Built For Speed! Maximizing Your Fiber Network Investment Beyond Tolling**  
July 13, 2023



**Transportation Equity and Social Responsibility Programs**  
September, 2023



**Enterprise Risk Management:** Opportunities and Challenges  
September, 2023



**The Mobility Wallet and Equitable Access to Transportation**  
October 27, 2023

## CAFÉ IBTTA

Café IBTTA, hosted by Executive Director and CEO Pat Jones, continued to be a valuable platform in 2023 for engaging discussions within our industry. This year, we hosted **11 WEBINARS**, featuring a diverse range of member and non-member voices, with each 30-minute session delving into key issues impacting the tolling industry. Through thoughtful, relevant, and engaging content, Café IBTTA reinforced IBTTA's commitment to fostering meaningful dialogue and collaboration. We look forward to building on these conversations and exploring new ideas in the year ahead.

**JANUARY 11** | Andrew Fremier, Executive Director, Bay Area Toll Authority, Metropolitan Transportation Commission

**JANUARY 15** | Bernie Wagenblast, Transportation Journalist and Radio Personality

**FEBRUARY 22** | Victoria Sheehan, Executive Director, Transportation Research Board

**MARCH 1** | Morteza Farajian, Executive Director, Build America Bureau, USDOT

**MARCH 15** | Communications, HR & Legal Workshop Chief Meeting Organizers: Rachel Bell, Director of Business Services & Customer Relations, Kansas Turnpike Authority; Matt Cole, Director of Administration, Ohio Turnpike and Infrastructure Commission; and Marcelle Jones, Principal—Sr. Transportation Policy & Strategy Advisor, Stantec Consulting Services Inc.

**MAY 10** | RUC & Finance Summit Chief Meeting Organizers: David Roy, Director of Innovative Finance, North Carolina Department of Transportation, Turnpike Authority; and Terri Slack, Vice President, National Toll Program Manager, CDM Smith

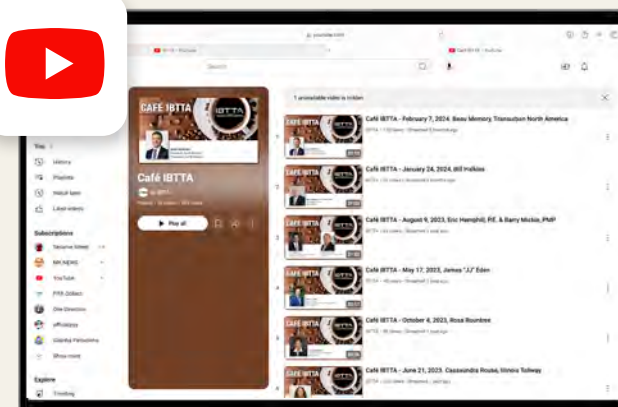
**MAY 17** | J.J. Eden, Executive Director, North Carolina DOT, Turnpike Authority

**JUNE 21** | Cassandra Rouse, Executive Director, Illinois Tollway

**JULY 19** | Jannine Miller, Executive Director, State Road & Tollway Authority

**AUGUST 9** | Maintenance, Engineering & Roadway Operations Workshop Chief Meeting Organizers: Eric Hemphill, Director of Traffic and Incident Management, North Texas Tollway Authority; and Barry Mickle, Tolls Program Director, TransCore, LP

**OCTOBER 4** | Rosa Rountree, National Operations Director, AtkinsRéalis



# COMMITTEES, COUNCILS, TASK FORCES, AND WORKING GROUPS

There are 20 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.

## AGENCY TECHNOLOGY LEADERS FORUM

Chair: Robert Taylor *Pennsylvania Turnpike Commission*

## AUDIT COMMITTEE

Chair: Deb Sharpless *Maryland Transportation Authority*

## AWARDS COMMITTEE

Chair: David Machamer *Oklahoma Turnpike Authority*

## COUNCIL OF PLATINUM SPONSORS

Chair: Vickie Dewey (1/23–9/23) *AECOM*  
Chair: Rafael Hernandez (9/23–12/23) *IntelliRoad, a division of Kyra Solutions*

## DIVERSITY, EQUITY, AND INCLUSION TASK FORCE

Co-Chair: Joi Dean *Richmond Metropolitan Transportation Authority*  
Co-Chair: Jeff Miller *West Virginia Turnpike Authority*

## EMERGING TECHNOLOGIES COMMITTEE

Chair: James Hofmann *North Texas Tollway Authority*

## ENGINEERING AND CONSTRUCTION TASK FORCE

Co-Chair: Bradley Heigel *Pennsylvania Turnpike Commission*  
Co-Chair: Elizabeth Tovarnak-Mow *North Texas Tollway Authority*

## FINANCE INVESTMENT SUBCOMMITTEE

Chair: Susan Buse *SBuse Consulting*

### FINANCE STANDING COMMITTEE

Chair: George Zilocchi *HNTB Corporation*  
Vice Chair: Susan Buse *SBus Consulting*

### GOVERNMENT AFFAIRS COMMITTEE

Chair: Nicola Liquori *Florida's Turnpike Enterprise*

### IBTTA FOUNDATION BOARD OF DIRECTORS

Chair: Jim Wilson *TransCore, LP*

### INTERNATIONAL COMMITTEE

Chair: Christophe Boutin *ASFA*  
(*Association Professionnelle Autoroutes et Ouvrages à Péage*)

### 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 *SBus Consulting*

### NOMINATING COMMITTEE

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

### PAST PRESIDENTS ADVISORY COUNCIL

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

### ROAD USAGE CHARGING COMMITTEE

Chair: Shannon Swank *ETCC*

### SUSTAINABILITY AND RESILIENCE TASK FORCE

Co-Chair: Pedro Costa *Northwest Parkway LLC*  
Co-Chair: René Moser *ASFINAG*

### WOMEN IN TOLLING COUNCIL

Chair: Mary Sallach *State Road & Tollway Authority*  
Vice Chair: Snehal Ambare *CDM Smith*

### YOUNG PROFESSIONALS COUNCIL

Chair: Keith Meehan *Michael Baker International*  
Vice Chair: Anthony Sgro *Arcadis IBI Group*

# ADVOCACY

## THE LEGISLATIVE AND PUBLIC POLICY AGENDA

As we entered the second year of the Infrastructure Investment and Jobs Act (IIJA) in 2023, IBTTA members were apprised of federal proposals and opportunities for surface transportation funding and program support on an ongoing basis. Significant strides were also made to develop state and regional initiatives that support policy and decision-makers with flexibility for adopting tolling, road charging, and electronic payment systems, as well as improving toll operations. We have also maintained awareness and understanding of international issues to promote member interests, information exchange, and learning opportunities from best practices.

On the state level, we submitted an Amicus Curiae Brief in support of Rhode Island's federal court appeal of the suspension of their truck tolling program. We also contributed significantly to the NCSL Foundation Partnership investigation of alternative surface transportation revenue sources, providing direct influence and advocacy with state lawmakers on tolling, transportation user fees, and gas tax replacement options. Awareness and respect of IBTTA have grown in the eyes of state legislative circles by virtue of these actions.

Throughout the year, meetings with FHWA advanced mutual interests and information exchange with the Office of Operations, Strategic Innovations in Revenue Collection Program, the Build America Bureau, Motor Fuel and Highway Finance Divisions, and the Federal Tolling & Toll Credits Program. IBTTA's analyses of the federal transportation appropriations, state gas tax policy, and tracking

Build America-Buy America Act provisions and Build America Bond (BAB) risks all offered valuable member support. Readers of the Tolling Points blog indicate these communications are insightful, and effective in raising awareness of critical issues and advocacy messaging on toll industry interests.

## IBTTA AS THE "GO-TO" INDUSTRY RESOURCE

In 2023, IBTTA's reputation as the "go-to" resource for tolling, road pricing, transportation operations, and policy was expanded and strengthened. IBTTA's expertise and viewpoints were increasingly sought after as a valued resource to members, media, and outside stakeholders. Member consultations covered a wide array of operations and policy topics, including toll collection practices, federal funding opportunities, interstate toll enforcement reciprocity, risk management, asset management standards, the dormant interstate commerce clause, Buy American requirements, and payment channels and practices. A growing number of media inquiries touched upon a diversity of topics, including toll increases, IIJA investment priorities, toll technology standards, priced managed lanes, toll scofflaws and enforcement, truck traffic, congestion pricing, and toll customer invoicing. These opportunities enhanced IBTTA's public recognition, influence, and advocacy on issues that matter.

## ADVANCING PARTNERSHIPS WITH INDUSTRY STAKEHOLDERS

The breadth of our members' interests suggests that IBTTA cannot address all matters effectively on its

own. We continue to seek new ways to communicate and educate more effectively about IBTTA programs and activities with stakeholders outside our direct membership community. Activity with other industry organizations is building awareness and understanding of IBTTA and the toll industry's interests and perspectives with external stakeholders, while bringing relevant information back to IBTTA members. Staff led the development of a comprehensive program track on road pricing and finance for the International Symposium on Freeway Operations (ISFO) with TRB and an array of international transportation organizations, providing IBTTA with new international recognition and partnerships.

IBTTA serves on two National Cooperative Highway Research Program panels to offer toll industry insights and interests in federal research on:

1. Revenue Generation Models for Electric Vehicles: In-Road and Roadside Charging Revenue Models, and
2. Transportation Operations Manual Best Practices Guide.

Additionally, strong industry support continued for the national interoperability (NIOP) working group on interface controls, business rules, hub-to-hub operations, and third-party payment providers, as well as other industry groups such as the Mileage-Based User Fee Alliance (MBUFA) Board Advisory Council, Eastern Transportation Coalition MBUF Steering Committee, TRB's Committees on Freeway Operations, ITS, Revenue and Economics, Managed Lanes, and Transportation Demand Management.



# RESOURCES

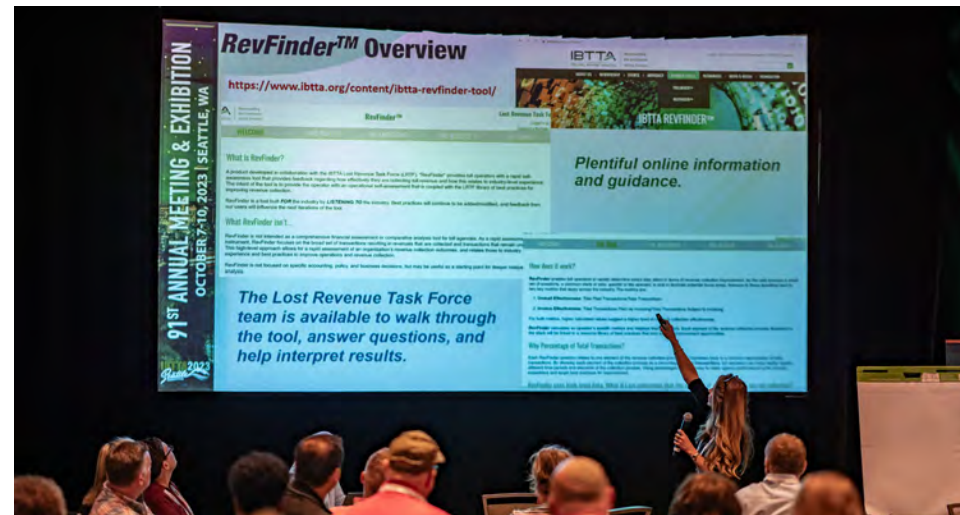


## TOLLMINER™

TollMiner™ is provided as an IBTTA member benefit that allows members to view, analyze, and mine industry data to empower their organizations. The platform focuses on toll operators and the facilities they operate and will be continually evolving to add more data points and corresponding visualizations. Current data includes general facts about the tolling industry, priced managed lanes, traffic and revenue for toll operators, and a detailed view of toll facilities. Recognizing that the toll industry is vast and varied, TollMiner™ is being built using a crowd-sourcing approach. IBTTA is engaging with the industry to validate and suggest additions to the data. We welcome and encourage input and feedback, influencing subsequent product releases.

### 2023 TOLLMINER HIGHLIGHTS: IBTTA'S TOLLING DATA VISUALIZATION TOOL

150+ international toll facilities added, including substantial data for each facility.	8,000+ centerline miles added (13,000+ kilometers) of international toll facilities in more than a dozen countries.	In 2023, U.S. toll revenue collection reached a record high of more than \$22 billion and 9.5 billion in total vehicle volume.
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## 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.

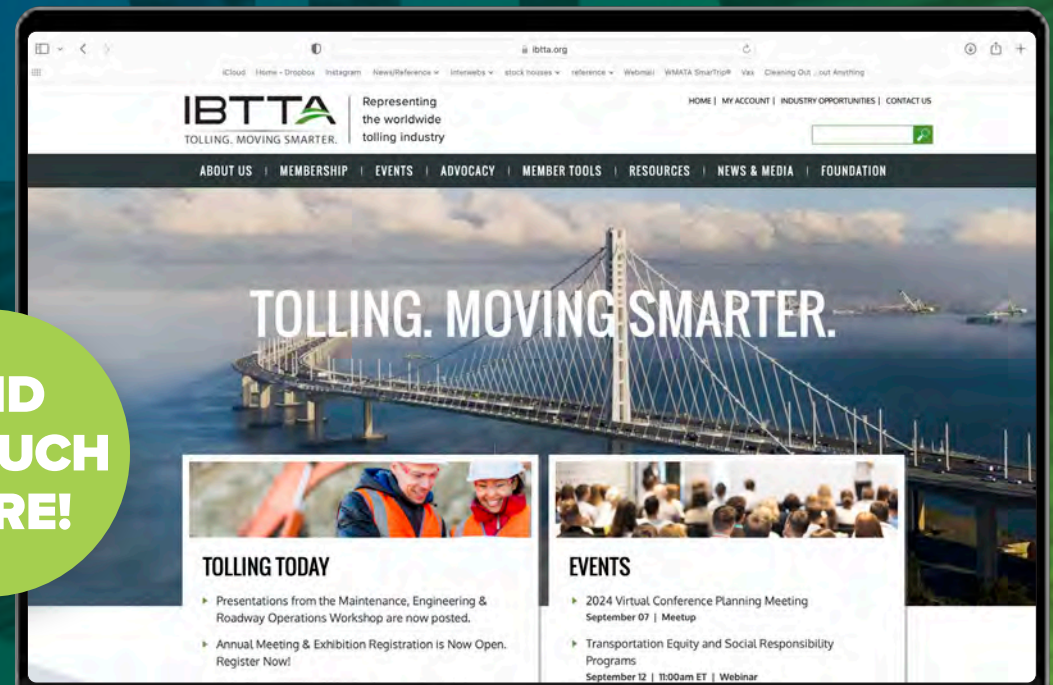
The IBTTA RevFinder™ tool encourages the industry to view toll revenue assurance consistently using standardized terminology. Data submitted by Operators shaped a highly engaging Toll Operators' Peer-to-Peer Exchange at the 91st Annual Meeting. As more Operators contribute data, the industry will gain insights into the ranges of potential losses and benefit from shared risk mitigation practices.

# IBTTA.ORG

The IBTTA website is the go-to resource for all things tolling, pricing, road usage charging, and more. At 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™ tools.
- 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.
- Tolling Points blog of latest industry developments and thought leadership voices.

**AND  
SO MUCH  
MORE!**



# RECOGNITION

## TOLL EXCELLENCE AWARDS

The Toll Excellence Awards honors organizations in our industry that have excelled in Customer Service, Safety, Administration, Operations, New Technologies, Social Responsibility, and Private Sector Innovation. In 2023, the following organizations received highest honors:



### PRESIDENT'S AWARD FOR EXCELLENCE & TECHNOLOGY

#### ILLINOIS TOLLWAY

Program: **TIMS2GO Mobile Incident Response Tool**

The Illinois Tollway TIMS2GO is a mobile-friendly tool that allows traffic managers to verify incident details, make decisions, and manage incidents from anywhere via smartphones, tablets, or laptops. It provides instant access to live video, incident updates, traffic data, and real-time event stats. TIMS2GO connects managers with Illinois State Police and emergency responders. Developed in 2019, it ensures 24/7 access to Traffic Operations Center resources, enabling faster, more informed incident management across the 294-mile Tollway system.



## CUSTOMER SERVICE & MARKETING OUTREACH

Program: Hub-to-Hub Interoperability

### SOUTHEAST REGION

<b>FLORIDA'S TURNPIKE ENTERPRISE</b>	<b>LEE COUNTY FLORIDA</b>	<b>MIAMI-DADE EXPRESSWAY AUTHORITY</b>	<b>TAMPA- HILLSBOROUGH EXPRESSWAY AUTHORITY</b>
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### CENTRAL REGION

<b>CENTRAL TEXAS REGIONAL MOBILITY AUTHORITY</b>	<b>KANSAS TURNPIKE AUTHORITY</b>	<b>NORTH TEXAS TOLLWAY AUTHORITY</b>	<b>OKLAHOMA TURNPIKE AUTHORITY</b>
----------------------------------------------------------	------------------------------------------	----------------------------------------------	--------------------------------------------

This project marks the first hub-to-hub connection between the U.S. tolling industry's Central and Southeast regions, using national business rules and interface standards. Customer service, communications, financial, legal, and technical teams collaborated to ensure success. A Regional Hub Custodian was introduced as a single point of contact for customer service, reconciliation, and transaction settlement. Participating agencies include Florida's Turnpike, CTRMA, NTTA, and more from both regions, improving interoperability and customer experience.

## ADMINISTRATION & FINANCE

### MICHIGAN DOT & THE FEDERAL BRIDGE CORPORATION LIMITED

Program: International Bridges Toll System Procurement & Implementation

This project marks the first bi-national U.S.-Canada toll system procurement, uniting three independent bridge operators: Sault Ste. Marie, Blue Water Bridge, and Seaway International Bridge. Leveraging a Michigan Department of Transportation (MDOT) and Federal Bridge Corporation Limited (FBCL) agreement, it created a Memorandum of Understanding under one contract. The system allows customers to link accounts across operators with a single bi-national tag, enabling seamless travel across borders with different currencies. The system is scalable for future toll entities.

## SAFETY

### PENNSYLVANIA TURNPIKE COMMISSION

Program: Roadway Debris Removal Device

The Pennsylvania Turnpike Commission developed LaneBlade, a system for safely removing roadway debris while protecting employees from traffic hazards. Commission employees clear over 7,000 obstructions annually, often risking injuries and vehicle strikes. To reduce these risks, the Commission partnered with J-Tech Industries to create LaneBlade, eliminating the need for manual debris removal. After a successful pilot, 12 LaneBlade systems were deployed in 2022, with 12 more purchased in 2023.

## SOCIAL RESPONSIBILITY

### PENNSYLVANIA TURNPIKE COMMISSION

Program: Sustainability Program

"Responsibility Matters" is the Pennsylvania Turnpike Commission's initiative to uphold diversity, integrity, and sustainability in its practices. With a goal to become America's First Sustainable Superhighway by 2040, the PTC's employee-led Sustainability Committee evaluates projects and processes to align with the United Nations' Sustainable Development Goals. These include clean energy, sustainable communities, and climate action. The committee sets principles, promotes sustainability, develops training, and identifies funding to advance the Commission's 30-year commitment to sustainability.

## TOLL OPERATIONS, ENGINEERING & MAINTENANCE

### NORTH TEXAS TOLLWAY AUTHORITY

Program: A New Way to Procure and Deliver: New Enterprise Back Office System

The North Texas Tollway Authority (NTTA) launched a new back-office system in January 2021 to process toll and parking transactions across 1,100 miles of toll roads, partner lanes, Texas toll agencies, and four interoperable states. The modular system supports transponder and pay-by-mail customers and integrates third-party providers. In 2022, it processed 1 billion transactions, \$1.6 billion in payments, and 5.5 million customer calls. Built for flexibility, innovation, and enhanced security, the project involved 400 people and 650,000 work hours.

## PRIVATE SECTOR INNOVATION

### EMOVIS

Program: Smart Enforcement

A common tolling challenge is collecting payments from unregistered users, leading to high costs, revenue leakage, and non-compliance. Emovis' Smart Enforcement addresses these issues by using AI to predict customer payment behavior and optimize collection processes. Launched in the UK (2020) and Chile (2021), it reduced enforcement costs, improved debt recovery, and enhanced customer experience. Smart Enforcement increases accuracy, reduces undeliverable mail, and encourages timely payments, lowering costs for tolling authorities and customers.

### VIAPLUS

Program: CTRMA Digital Billing & Journey Orchestration

The Central Texas Regional Mobility Authority's video toll program, managed by ViaPlus, issues invoices to customers without a valid electronic tag or prepaid account. Customers can pay tolls via a prepaid video toll account, online portal, call center, automated IVR system, walk-up centers, or over 100 Austin-area retail locations. In December 2022, a digital billing program launched, offering payments through QR codes or SMS, streamlining the process, reducing late fees, and improving the overall customer experience.



### 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.



PUBLIC SECTOR AWARD

**ILLINOIS TOLLWAY**

Program: Partnering for Growth



PRIVATE SECTOR AWARD

**DELOITTE CONSULTING**

Program: Diverse Supplier Initiative

## IBTTA WOMEN IN TOLLING

**Diane Gutierrez-Scaccetti**  
*2023 Trailblazer Award*



**Patty Rubstello**  
*2023 Lifetime Achievement Award*



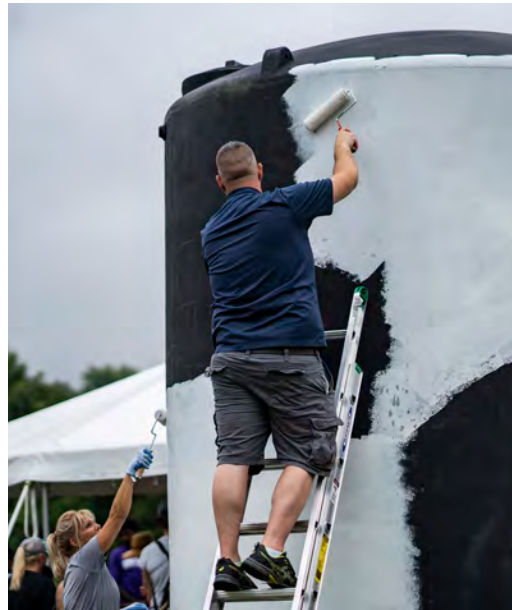
# SERVICE

**THE IBTTA FOUNDATION** stands out as the charitable arm of IBTTA and provides for revitalizing and redirection for societal groups impacted by IBTTA members' public service. The Foundation's pillars benefit local communities with environmental improvements and needed support for developmental programs. It also funds scholarships for undergraduate and graduate students seeking careers in transportation-related fields and has established an educational executive training program that furthers the commitment to extending the reach of tolling professionals' influence in society.

In 2023, we created 25,000 meal kits for the Indianapolis community in need with the Pack Away Hunger program, increased productivity at one of the Nashville Food Project's large urban farms by bringing new water sources onto the land, including constructing and painting a 5,000-gallon water tank and three new water catchment

stations, collected books to contribute to Kids Read Salt Lake to help grade school children in need gain better access to reading materials, especially those in need, and raised funds for seven future transportation leaders in college and university programs—four of them attending Historically Black Colleges and Universities.

The charitable functions expanded by President Andy Fremier's addition of focusing on providing for the educational needs of youth with two book drives solidified the growing tradition of IBTTA's public service efforts during events held in local cities. Fremier also indoctrinated us into the crazed world of pickleball with a well-attended fundraising tournament held at the Washington Athletic Club in Seattle during the 91st Annual Meeting & Exhibition in support of the annual IBTTA Foundation Scholarship program.





LISTED LEFT TO RIGHT

**FRONT ROW:** Konstantinos Koutsoukos, Emma Antolinez, Shannon Bonilla, Nicola Angel, Ken Hoang, Katy Linburg, Heidi Corcoran, Holly Herdman, John Sales, Heather Wills, Yogeshkumar Patel, Benjamin Kasinger **2ND ROW:** David Patterson, Raj Paradkar, Emily Glad, Lisa Navarro, Silva Mardussian, Margelis Rangel, Katie Ludwig, Amie Grubb, Blanca Perez-Marin, Crystal Hannemann **3RD ROW:** Adam Greenhouse, David Hertwig, Bryan Emery, Wanda Sneed, Robin Bramwell-Stewart, Mandy Putney, Kerwin Stokes, Jee Kim, Axel Herrmann **4TH ROW:** Logen Hodges, Edward Thomas, Charles Weiss, Udi Delgoshen, Alex Lawrason, Matthew Childs, James Kerwin, Paolo Guarnieri, Tracie Brown



### 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.

### **PACK AWAY HUNGER**

IBTTA members assembled 25,000 meal kits for the Indianapolis community in need.

### **KIDS READ SALT LAKE**

Attendees donated 125 books to help grade school children in need gain better access to reading materials in the city and surrounding areas.

### **THE NASHVILLE FOOD PROJECT**

Attendees increased productivity at one of the Nashville Food Project's large urban farms by bringing new water sources onto the land, including constructing and painting a 5,000-gallon water tank and three new water catchment stations.

### **TREEHOUSE**

Annual Meeting delegates turned their focus toward a nonprofit in Washington State that provides for the educational needs of youth in foster care.

### **BACKYARD OLYMPICS**

It turned out that giant versions of games like Jenga and Connect Four were just as much fun when the Backyard Olympics were brought inside during a rainy day in Indy, and it was certainly due to the camaraderie that sprang forth at this returning function. This annual friendly competition raises money to support the IBTTA Foundation Scholarship Fund.

## **SCHOLARSHIPS**

The IBTTA Foundation empowers future transportation leaders through a highly competitive scholarship program. In 2023, the Foundation set a record, granting seven \$5,000 scholarships to students enrolled in transportation-related programs at an accredited university. Four of the seven scholarships were awarded to students attending a Historically Black College or University (HBCU). The 2023 scholarship recipients are:



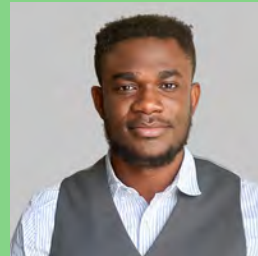
**Michael Acheampong**  
B.S. Computer Science  
Bluefield State University  
Bluefield, WV



**Katie Curran**  
J.D. Transportation Law  
Harvard University Law School  
Cambridge, MA



**Makayla R. Herman**  
B.A. Political Science  
Hampton University  
Hampton, VA



**Adeleye O. Mesogboriwon**  
B.S. Information Technology  
Edward Waters University  
Jacksonville, FL



**Jackson C. Mills**  
B.S. Community and  
Regional Development,  
B.A. Political Science  
University of California  
Davis, CA



**David Oyekeye**  
B.S. Computer Science  
Alabama State University  
Montgomery, AL



**Hannah Power**  
Master Engineering/Structural  
Engineering  
University of Delaware  
Newark, DE





2023 PLATINUM SPONSORS



# LEADERSHIP AND SUPPORT

**The Council of Platinum Sponsors** (CoPS) regularly meets to discuss IBTTA and industry-related topics, including “mega issues” that are selected in concert with the IBTTA Board of Directors and the Executive Committee. The Council works collaboratively to establish positions, provide guidance, and develop materials that enable the IBTTA Board of Directors to understand pertinent issues better and stay informed. The CoPS maintain these five advisory subcommittees that keep IBTTA leadership aware of the group’s most relevant issues:

- Business Innovation
- Procurement
- Risk Management
- Customer Experience
- Roundtable Events

Vital to IBTTA’s fiscal health, 28 member organizations provided needed financial support for all 2023 IBTTA meetings and critical thought leadership to the IBTTA Board of Directors on issues such as cybersecurity, procurement, and distributed ledger technology.

# IBTTA BOARD OF DIRECTORS



## Officers

### Andrew B. Fremier

*President  
Executive Director, Bay Area Toll Authority,  
Metropolitan Transportation Commission  
San Francisco, CA*

### Bill Halkias

*First Vice President  
President Emeritus, HELLASTRON (Hellenic  
Association of Toll Roads Network)  
Athens, Greece*

### James Hofmann

*Second Vice President  
Executive Director and CEO, North Texas  
Tollway Authority  
Plano, TX*

### Christophe Boutin

*International Vice President  
Executive Director, ASFA  
(Association Professionnelle  
Autoroutes et Ouvrages à Péage)  
Paris, France*

### Diane Gutierrez-Scaccetti

*Immediate Past President  
Commissioner, State of New Jersey  
Department of Transportation  
Trenton, NJ*

## Directors

### Ferzan Ahmed

*Ohio Turnpike and Infrastructure Commission  
Berea, Ohio*

### Amanda Baxter

*Transurban  
McLean, VA*

### Lucinda Broussard

*San Diego Association of Governments  
San Diego, CA*

### 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*

### John Keller

*New Jersey Turnpike Authority  
Woodbridge, NJ*

### Nicola Liquori

*Florida's Turnpike Enterprise  
Ocoee, FL*

### Merryl Mandus

*State Road & Tollway Authority  
Atlanta, GA*

### Jeffrey Miller

*West Virginia Parkways Authority  
Charleston, WV*

### Julià Monsó

*Cintra  
Austin, TX*

### María Moreno

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

### René Moser

*ASFINAG  
Austria, Vienna*

### Massimo Schintu

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

### Deb Sharpless

*Maryland Transportation Authority  
Baltimore, MD*

### Lori Silveira

*Rhode Island Turnpike and Bridge Authority  
Jamestown, RI*

### 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*

# NEW HONORARY MEMBERS

IBTTA named three new honorary members in 2023.



**MARK COMPTON** Chief Executive Officer | Pennsylvania Turnpike Commission

Mark Compton of Manheim, Pa., began serving as chief executive officer of the Pennsylvania Turnpike Commission on Feb. 1, 2013. A professional with more than two decades of public and private-sector experience in transportation, administration, government affairs, and construction, Mark holds a Bachelor of Science degree from Penn State University. He previously served as PennDOT's deputy secretary of administration, overseeing eight bureaus within the agency. Before joining PennDOT, Mark was director of government affairs for American Infrastructure, a heavy civil construction

company in Worcester, Pa. Before that, he worked in various public and private operations, focusing largely on transportation, construction, and economic development. Mark is an active participant in IBTTA. He spent eight years on the Board of Directors and served as President in 2021. He serves on the association's Nominating and Government Affairs committees and is an executive advisor to the Lost Revenue Task Force. Mark holds a Bachelor of Science degree from Penn State University. Mark resides with his wife, MacKenzie, in Manheim, along with his four children.



**HARRY SMITH** Office Manager and Meeting Registrar | IBTTA

Over his more than 30 years with IBTTA, Harry became the heart and soul of the organization. With his constant smile and willingness to help members at every turn, he was the consummate team player and one of the most recognizable faces of IBTTA. Harry began his career with IBTTA as a part-time employee while working in banking. He quickly demonstrated his capabilities and transitioned into the full-time role of office manager. In this position, he ensured the office operated seamlessly day-to-day. Later, Harry took on the job of Meetings Registrar, immersing

himself in member service and developing long-lasting relationships. He became a familiar face to attendees, managing the intricate logistics allowing each event to succeed. Through it all, Harry remained dedicated, patient, and easygoing. He exemplified serving others through his behind-the-scenes support of the team. His IBTTA journey is a testament to hard work, reliability, and making time to support colleagues. While he will be sorely missed, his well-deserved retirement promises more time for fishing, bowling, and home projects.



**P.J. WILKINS** Executive Director | E-ZPass Group/IAG Service Corp.

P.J. Wilkins has over 35 years of experience in various transportation industry segments. P.J. currently serves as Executive Director of the E-ZPass Group, the world's largest electronic toll collection system. Previously, P.J. served for more than ten years as Toll Operations Administrator for the Delaware Department of Transportation, where he was responsible for the operation of the Department's two toll roads, the Delaware Turnpike on I-95 and State Route 1. He was also instrumental

in establishing the Department's electronic toll collection program, which has been widely recognized as one of the top customer service center operations in the industry and the recipient of numerous national and international awards. P.J. has played an active role in IBTTA since 1999 and served on its Board of Directors from 2005 to 2009. He has also served on the Board of Trustees for the Alliance for Toll Interoperability (ATI) and is on the Board of Directors of the OmniAir Consortium.

# HONORARY MEMBERS

Michael C. Ascher	Roger Ginocchi	Jean-François Poupinel
Anthony J. Barber	Jordi Graells	Edward Regan
José Manuel Basañez	Neil Gray	Howard M. Reily
Stanley J. Britton	Daniel W. Greenbaum	Vito Rocco
James Brookshire	James Griffin	Javier Rodriguez
Paul Burnette	John J. Hassett	Rosa Rountree
Susan A. Buse	Mike Heiligenstein	Lawrence A. Rubin
Lisa C. Callahan	Robert G. Horr III	W. A. Rusch
Carney J. Champion	Frank A. Howe	Franco Schepis
Jose Luis Ceron	Allan V. Johnson	Neil Schuster
Oliver K. Compton Jr.	David Kristick	Malika Seddi
Mark Compton	Roy G. Lancaster	Gordon Slaney
Santiago Corral	Vince L. Leonetti	Harry Smith
James A. Crawford	Lawrence J. Lewis	Steven Snider
Earl J. "Buddy" Croft III	Dale W. Luehring	Tim Stewart
Ronald Cunningham	Burt H. Marshall	Emanuela Stocchi
Henri Cyna	Jorge Masiá Mas-Bagá	Charles H. Taylor
Robert L. Davis	Stephen F. Mayer	Chris Tomlinson
Ronald J. Delaney	Frank G. McCartney	Mary E. Turkington
Antonio Diez de Rivera	John McCuskey	Paul E. Violette
John T. Driscoll	Jean Mesqui	Joe Waggoner
J.J. Eden	William J. Miller Jr.	Russell I. Wilcox
James L. Ely	Jean Millier	PJ Wilkins
Alain Estiot	Fran O'Connor	Kary H. Witt
Robert J. Farrell	Kodo Ogata	John R. Woodruff
Luis Ferreiro	Mary Jane O'Meara	Harold W. Worrall
Jack Finn	Servando Parapar	Norman H. Wuestefeld
William J. Flanagan	K. C. Pearson	Larry Yermack
R. D. Fogo	Ken Philmus	George P. Zilocchi
E. R. Foley	D. Rafael del Pino y Moreno	Bruce Zimmerman





# PAST PRESIDENTS

\*ALSO AN HONORARY MEMBER

**Diane Gutierrez-Scaccetti, 2022**  
*State of New Jersey Department of Transportation*

**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\***  
*COFIRROUTE*

**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\***  
*COFIRROUTE*

**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. 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*

**Ancilla Brady**  
*Director, Membership, and Business Development*

**Kristin Bromberg**  
*Marketing Manager*

**Chris Gray**  
*Finance and Operations Manager*

**Lisa Jewell**  
*Research Specialist*

**Pat Jones**  
*Executive Director and CEO*

**Wanda Klayman**  
*Deputy Executive Director*

**Terri Lankford**  
*Membership and Business Development Manager*

**Tabria Lee-Noonan**  
*Program Development and Administrative Coordinator*

**Mark Muriello**  
*Director of Policy and 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*

# 2023 FINANCIALS

## CONSOLIDATED STATEMENT OF ACTIVITIES

IBTTA and IBTTA Foundation

Year Ended December 31, 2023

### REVENUE

Operating Revenue	\$ 3,754,340
Meeting Revenue	\$ 3,659,191
Total Revenue	\$ 7,413,531

### EXPENSES

Operating	\$ 3,960,886
Meeting	\$ 3,398,465
Total Expenses	\$ 7,359,351

### NET ASSETS

Change in Net Assets, Before Investment Income	\$ 54,180
Investment Income	\$ 492,376
Change in Net Assets	\$ 546,556
Net Assets, Beginning of Year	\$ 5,006,299
Net Assets, End of Year	\$ 5,552,855

### SOURCE OF FUNDS

Meeting Revenue	49%
Operator Member Dues	31%
Associate & Sustaining Member Dues	16%
Other Income	4%

### USE OF FUNDS

Meetings	46%
Other Programs	26%
Supporting Services	28%

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





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