

The Road to Continued Excellence

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.





The Road to Continued Excellence

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A MESSAGE FROM PRESIDENT SAMUEL JOHNSON

ACHIEVEMENT AMID ADVERSITY

I am extremely proud to look back on 2020 as a year of incredible achievement and success for IBTTA and the tolling industry—not least because of the unprecedented challenges we had to confront along the way.

When I started my term as IBTTA President in January, I had some specific ideas about how the 12 months would go. I've always been a big believer in planning for the future, to make sure we end up where we expect to be. So I was looking forward to working hard on a new strategic plan to lay out the next pathway for the association and the industry.

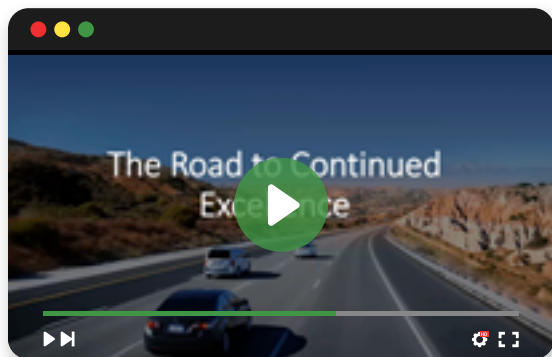
Then we all found out what the year had in store for us.

Overnight, we shifted our focus to reinventing IBTTA to thrive in the midst of a global health emergency, and to help member agencies and companies align their business and revenue models to the new reality. IBTTA has long had a stellar reputation for convening tolling and transportation thought leaders from around the world. Now, we had to shift that activity to virtual platforms, at a time when strong bonds of trust and mutual support among tolling professionals were more important than ever.

There were some nerve-wracking moments along the way, particularly for the dedicated IBTTA staff who swiftly built a new meeting and networking platform from the ground up. But lo and behold, the changes we introduced did more than just retain and protect IBTTA's value proposition as a source of essential information, data and peer support: we took an already excellent, established system and made it even better. Now, as we move back into the in-person contact and interaction that we all crave, we know

"None of us can achieve very much without a team of colleagues and peers, and during my presidential year I was fortunate to work with the very best"





that a virtual component will continue adding value for members, enabling us to build an even wider community of interest around tolling and transportation issues.

Many of you know that 2020 was also a year of transformation in my own career, after the Board of

Directors of the Transportation Corridor Agencies appointed me as CEO in April. Taking on that added responsibility in the midst of the pandemic brought home an even deeper sense of duty than I'd felt before—to make the best possible decisions, keep our people safe and deliver on our mandate as a public agency.

I feel good about where TCA is as an organization and where we are headed. We made the right decisions when we had to, using our marketing and communications to support stay-at-home orders rather than encouraging customers to plan trips, and adjusting our policies to make it easier for customers to use our roads when they needed to. By doing the right thing at a moment of risk and uncertainty, we delivered the message that we had our community's back, building connections and trust that will serve us well in the years ahead.

2020 was also a year when cries for social justice swept the United States and the world, expressing the urgent imperative for everyone to step up, including private industry and public agencies. I was proud to see IBTTA's global community support concrete initiatives that met the moment and, on a personal note, really resonated with who I am.





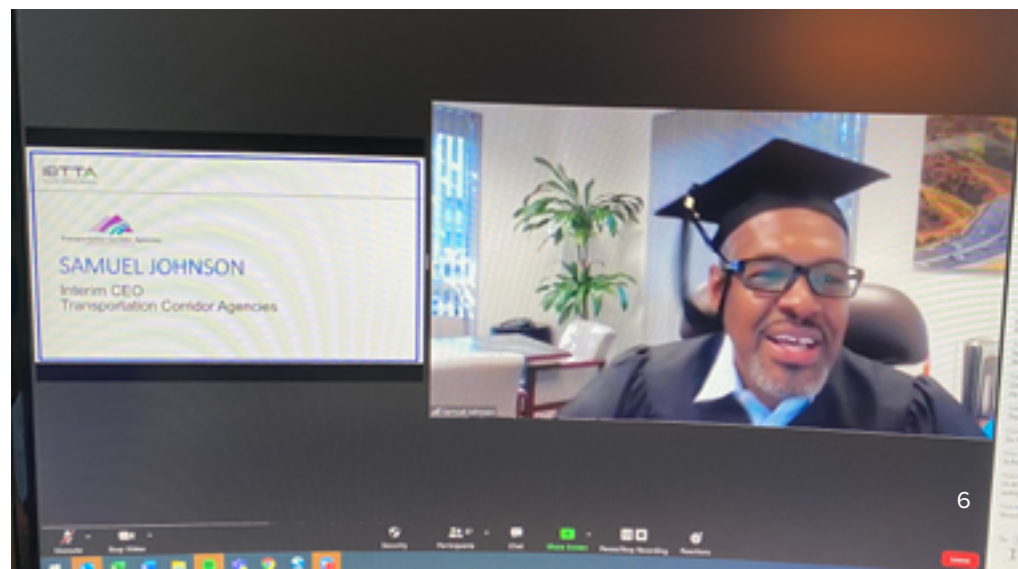
Our members everywhere were focused on the injustices happening to people like George Floyd, and we knew the insistent calls for change demanded a global response. Working with our Immediate Past President Chris Tomlinson, our 2021 President Mark Compton, and our 2021 President-Elect Diane Gutierrez-Scaccetti, our International Vice Presidents Malika Seddi and Rene Moser, our Executive Director and CEO, Patrick Jones, and key Board members, IBTTA took an assertive, strongly anti-racist position, and made it clear that we were interested in action, not just words.

Similarly, within TCA, I had key staff respond to the calls to ensure my agency was demonstrating care for our people, our partners, our community and our greater social responsibility. Our Deputy CEO Valarie McFall, Director of Internal and External Communications Lori Olin and Director of Human Resources Ed Raya worked to develop and execute strategies that reflect the right priorities, strengthening our organizational health and community ties.

I will always be grateful to Ferzan Ahmed of the Ohio Turnpike and Infrastructure Commission and Joi Dean of the Richmond Metropolitan Transportation Authority for their hard, thoughtful leadership as



Last in-person event of the year, Leadership Academy—Class of 2020



Co-Chairs of IBTTA's Task Force on Diversity, Social, and Racial Inclusion. And I thank the Task Force working group members who delivered actionable ideas on how IBTTA and the wider industry could make a difference. The work of diversity and inclusion isn't done. But we are moving the needle and have established wider recognition of the issues we must address and rectify, so that all can enjoy the bright future we have in this industry and beyond, across the United States, and around the world.

I'm particularly proud of one of the tangible results of IBTTA's work on diversity and social justice. I've always believed that education is a cornerstone of opportunities to advance folks who look like me, or other segments of the BIPOC community. It really is a Great Equalizer. But we realized last year that very few people of color were coming through IBTTA's scholarship programs, and that we had never received a single application from any of the 120 historically black colleges and universities (HBCUs) across the U.S. that have been known for their commitment to diversity and inclusion. This did not align with our stated position, our goals and crippled our industry's efforts to attract diverse talent.

In just two months, Rosa Rountree of Egis Projects, Inc. brought together funding for three scholarships that IBTTA awarded to outstanding students from HBCUs in 2020, and got a start on fundraising for 2021. Her marvelous, determined effort was the best proof that when you give people the opportunity to do the right thing, it's amazing what gets done.

None of us can achieve very much without a team of colleagues and peers, and during my presidential year I was fortunate to work with the very best—our Executive Committee, International Board of Directors and the amazing staff at IBTTA. And throughout the year, our professional staff at The Toll Roads ably supported the additional duties I had undertaken, despite a uniquely challenging year. I'm so grateful to everyone who made 2020 a memorable highlight of my professional career.



HBCU Scholarship Winners

HBCU Scholarship Awards Ceremony took place January 13, 2021.



Mubarek Abdela

*Computer Science,
University of the
District of Columbia,
Washington, D.C.*



Tatyanna Sutton

*Cybersecurity,
Hampton University,
Hampton, VA*

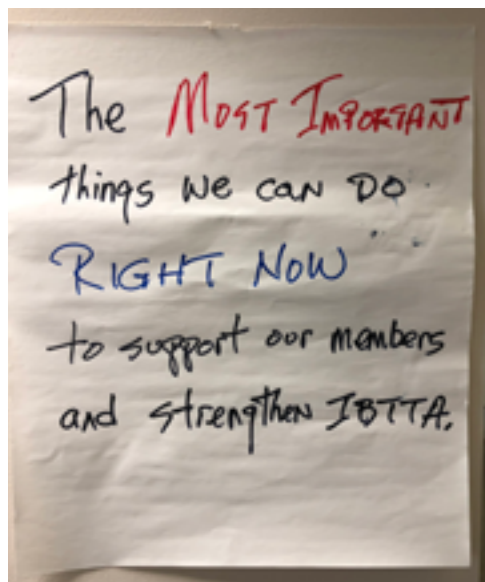


Getaante Yilma

*Computer Science,
University of the
District of Columbia,
Washington, D.C.*

MESSAGE FROM EXECUTIVE DIRECTOR & CEO PATRICK JONES

KEEPING THE INDUSTRY TOGETHER



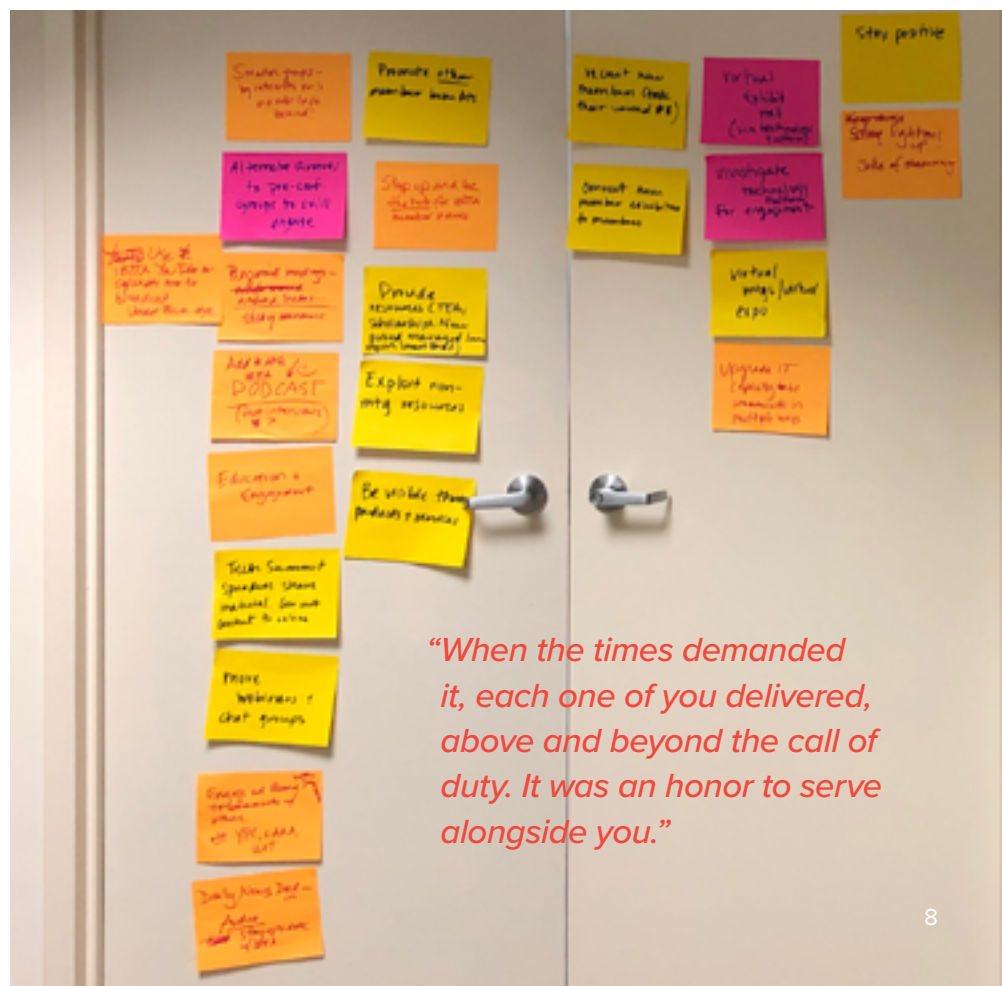
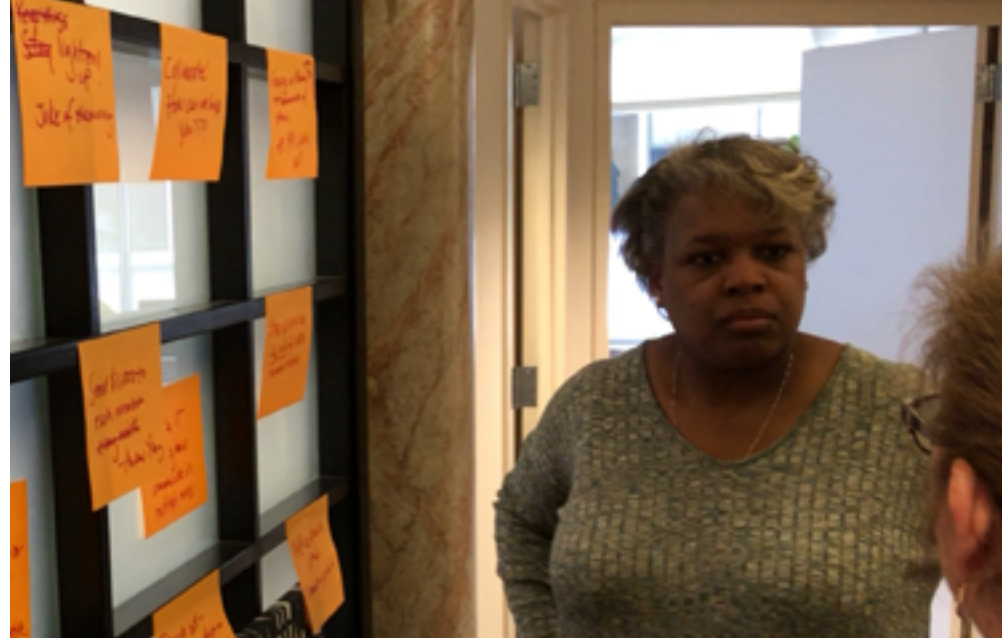
When I look back over 2020 and the profound changes the year brought to IBTTA, our members, and our team, I think of a staff brainstorming session we held just two days before the pandemic lockdowns began.

We knew we were entering a period of deep uncertainty, that the surest thing we could say about what lay ahead was that we didn't know what our immediate future would look like. As we thought

through how to respond, we talked about taking the time to learn new skills and processes, completing our “rainy day” projects, upgrading our IT capacity to support virtual engagement, shifting more meetings and content to online formats, and keeping things upbeat and positive.

Out of that conversation came a renewed commitment to our core purpose: keep our members and the industry together. That became our primary focus: staying connected with the members, helping them pivot from old ways of doing things to embrace new challenges and opportunities, and making sure that nobody was left behind.

Two days after that brainstorming session, we departed our Washington, D.C. office for the last time, leaving behind a deep well of memories, emotions, and experiences from 20 years of working in that place. It was sad to leave behind our second home. But we were excited by the prospect of throwing ourselves into the important work of doing everything



“When the times demanded it, each one of you delivered, above and beyond the call of duty. It was an honor to serve alongside you.”



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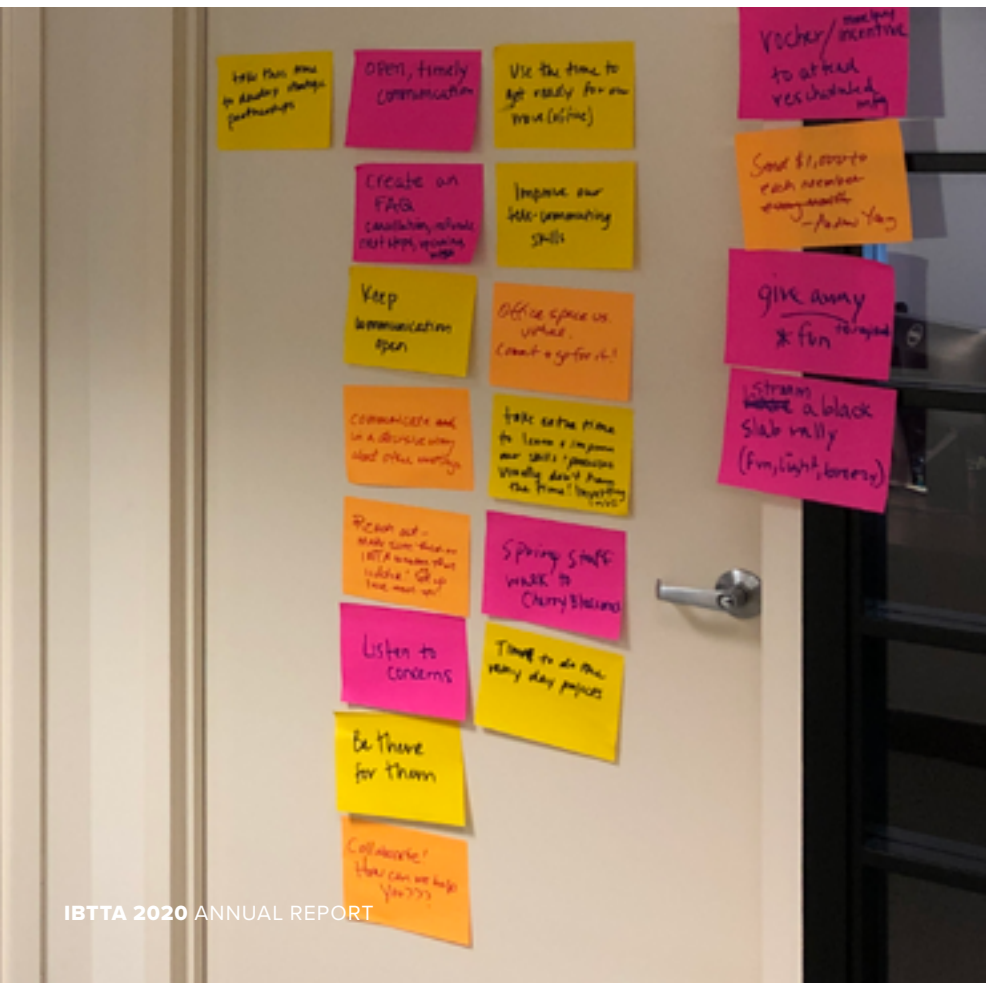
we could to help our members stay connected and emerge on the other side of the pandemic stronger than before.

We knew that staying connected was key to our members because they had said as much in our member survey. Relationships, a sense of community, and information sharing are the things our members value the most about being part of the IBTTA family. And the bonds of family are even more important when times are hard. So as the pandemic year unfolded, we knew our core purpose was to help the tolling community stay together.

That core purpose melded well with the approach of our “Wartime President” Samuel Johnson who signed every email with the single word “Together!” and whose 2020 theme was “On the Road To Continued Excellence.” Despite the challenges and hardships of the pandemic—and not being able to meet in person for the entire year—Samuel exuded a sense of optimism and confidence that never wavered.

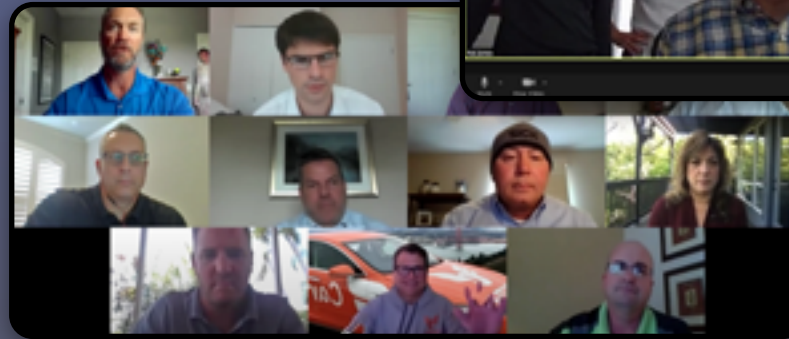
We kept the industry together even as we came to terms with the shocking and unexpected loss of our dear friend and colleague, Neil Gray, IBTTA’s Government Affairs Director. Neil was the heart and soul of IBTTA. Everything he did during his 27 years with us showed his deep sense of care for those around him. When we held a celebration of Neil’s life in September, we heard so many wonderful stories about his sense of playfulness, innocence, and joy, coupled with his sharp mind for policy details and his determination to go the extra mile to serve the members he loved so much.

2020 was a year of many notable accomplishments for the association, as Samuel noted in his reflection above. But what I’ll remember most from 2020 is the grit and determination with which our members and staff pulled together to prevail against adversity. When the times demanded it, each one of you delivered, above and beyond the call of duty. It was an honor to serve alongside you.



STAYING TOGETHER

For the first time in our history, IBTTA lived through an entire year with no in-person meetings except for the Board meeting in January and the Leadership Academy course in February. After that, we held all our meetings digitally. While we missed being together in person, we spent a lot of time together virtually. And there were more of us than ever before. Compared to a “normal” year in which roughly 2,000 individuals would attend “real” meetings in hotels, in 2020, we had more than 12,000 virtual meeting attendees. More of us—a lot more of us—were able to take advantage of great IBTTA content and networking than ever before. On these pages are the dates and titles of these meetings with images from throughout the year. Thank you for joining us—from your homes, your offices, your cars and even while cradling a child in your arms or shooshing a barking dog. We loved seeing you!



DATE	EVENT
3/26/20	Emerging Technologies Call for Volunteers
4/16/20	The Evolution of Ransomware Delivery and New Strategies to Minimize Risk
4/23/20	Virtual Vendor Forum
5/11/20	Women in Tolling Present: Teleworking
5/13/20	Café IBTTA with Samuel Johnson
5/15/20	International Committee Presents: Traffic Forecast During COVID-19
5/20/20	Café IBTTA with Kary Witt
5/21/20	Nationwide Virtual Press Briefing (The State of U.S. Transportation and Tolling During COVID-19)
5/27/20	Café IBTTA with Jessica Carson
5/28/20	Brave New World: The Code to Ride the Next Wave
6/2/20	Women in Tolling Present: Unconscious Bias – Hiding in Plain Sight
6/3/20	Café IBTTA with Mike Heiligenstein
6/4/20	Briefing on House Reauthorization Bill
6/10/20	Café IBTTA with Patty Rubstellio
6/16/20	Leadership in Times of Uncertainty (presented by the Leadership Academy Alumni Association)
6/17/20	Café IBTTA with Jennifer Aument

DATE	EVENT
6/18/20	Brave New World Series Featuring Professor Peter Norton
6/23/20	Blockchain: Demystifying a Powerful Business Tool
6/24/20	Café IBTTA with Andy Fremier
7/1/20	Café IBTTA with James Hofmann
7/6/20	Women in Tolling Present: Unconscious Bias Part II: See IT. Say IT. Stop IT.
7/8/20	Café IBTTA with JJ Eden
7/9/20	Keeping Pace: The Financial Effects of a New Travel & Commuting Landscape on Toll Agencies
7/13/20	Virtual Maintenance, Engineering & Roadway Operations Workshop
7/15/20	Café IBTTA with Chris Tomlinson
7/21/20	The Value of the Concession Model – Best Practices from Around the World
7/22/20	Café IBTTA with Emanuela Stocchi
7/22/20	Messaging and Marketing During the Pandemic
7/28/20	Emerging Technologies: Big Data for Better Operations
7/29/20	Café IBTTA with Ed Regan
7/30/20	Managing Up, Down and Across Organizations
8/5/20	Café IBTTA with Denis Mulligan



DATE	EVENT
8/12/20	Café IBTTA with Neil Gray
8/18/20	Hosting Public Meetings, Virtually
8/19/20	Blockchain and Mobility Services: A Conversation with MOBI
8/19/20	Café IBTTA with Bob Poole
8/25/20	Procurement is a Collaborative Process: How Do We Achieve Success?
8/26/20	Café IBTTA with Diane Scaccetti
9/2/20	Café IBTTA with Mark Compton
9/14/20	2020 Virtual Annual Meeting & Exhibition
9/23/20	Café IBTTA with Rob Horr
9/30/20	Café IBTTA with PJ Wilkins
10/5/20	Women in Tolling Present: Employee Recruitment and Retention Strategies
10/6/20	The European General Data Protection Regulation (GDPR) and its Consequences for the International Tolling Community
10/7/20	Café IBTTA with George Zilocchi
10/13/20	The Convergence of Innovation and Case
10/14/20	Café IBTTA with Nicola Liquori
10/21/20	Café IBTTA with Cathal Masterson

DATE	EVENT
10/28/20	Café IBTTA with Mydria Clark
11/2/20	Women in Tolling Present: Mindful Meditation for Peace & Calm
11/4/20	Café IBTTA with René Moser
11/10/20	Leveraging Cyber Kill Chain to Reduce Risk
11/12/20	Managed Lanes and HOV Enforcement Practices and Technologies
11/18/20	Café IBTTA with Barbara Gannon
11/18/20	IBTTA Book Club Group Discussion
11/25/20	Café IBTTA with Tom Smith
12/1/20	Making Your Way to the Top: Industry Executives Share Stories and Perspectives
12/2/20	Café IBTTA with Tyler Milligan
12/7/20	Women in Tolling Present: Managing Your Career with Intentionality
12/9/20	Café IBTTA with Paul Skoutelas
12/14/20	The YPC Presents: Meet the IBTTA Leaders. Get Involved. Make a Difference!
12/16/20	Café IBTTA with Trish Hendren
12/16/20	IBTTA Book Club Group Discussion
1/13/21	HBCU Scholarship Awards Ceremony

MESSAGE FROM COUNCIL OF PLATINUM SPONSORS CHAIR, KARY WITT

A RECORD YEAR FOR THE PLATINUM SPONSOR COMMUNITY

2020 began with IBTTA's Council of Platinum Sponsors (CoPS) stepping up as it never had before, and ended with a sponsor community that is more cohesive and tighter-knit than ever.

As the year dawned, I was excited and incredibly honored to be chosen by my industry peers to chair the Council. But of course none of us imagined that we were about to launch into completely uncharted territory. As a result of the excellent work by my predecessors, the number of Platinum Sponsors grew from 18 in 2019 to 23 in 2020. When the COVID-19 pandemic hit, not a single one of them dropped out. It was by far the largest group of Platinum Sponsors we had ever assembled, all of them willing to put serious time, effort and dollars behind their commitment to the tolling industry, and IBTTA.

So far, the Council is on track to grow even further in 2021.

Amid the worry and volatility of a uniquely challenging year, Pat Jones and the rest of the IBTTA team should be very proud to receive such a powerful vote of confidence. Such an overwhelming response from sponsors, in a year when the tolling community needed them most, was a testament to a maturing relationship between the Council and the wider industry.

The Platinum Sponsors demonstrated their value by contributing not just money but also time, effort, expertise and thought leadership. But it takes a community to make a partnership, and the IBTTA Board of Directors deserves a lot of credit



"Like many other communities within IBTTA, the year of emergency lockdowns brought the Council of Platinum Sponsors closer together."



for embracing the Council of Platinum Sponsors as a significant stakeholder in every program it undertakes. The industry is listening. Our expertise is valued. And that recognition brings value back to sponsors in return.

Like many other communities within IBTTA, the year of emergency lockdowns brought the Council of Platinum Sponsors closer together. In years past, we had three opportunities each year to meet in person. As the world of face-to-face meetings shifted online (at least temporarily), the Council got together 15 or 20 times throughout the year—sometimes with a specific item on the agenda, sometimes just to connect with colleagues and talk about how everyone was coping with the pandemic. I was amazed to see 30 to 40 colleagues show up almost every Friday through the year, just because we wanted to be together. The camaraderie that developed was a wonderful, unintended side effect of an often horrific year, and we're determined to keep it alive in 2021 and beyond.

2020 brought back memories of 2009, my year as IBTTA President, which was also a challenging time for IBTTA. 2009 was a year of serious economic distress, and our meeting attendance fell dramatically as a result. Despite the fear and turmoil, I can remember IBTTA staff and Board leadership making a deliberate decision that we would not cut back on the number or scope of the association's meetings and activities because members needed us more than ever. We knew that the benefits of IBTTA membership are even more important in difficult times than in good. The same is true today.

So we stayed the course and stayed on mission. More than a decade later, we're a better, wiser community as a result, and I am confident the adversity of the pandemic will make us that much stronger.



“As a result of the excellent work by my predecessors, the number of Platinum Sponsors grew from 18 in 2019 to 23 in 2020.”

International Committee Virtual Meetup

How toll agencies forecast traffic
in time of uncertainty caused by
COVID-19 situation.

BLOCKCHAIN: DEMYSTIFYING A POWERFUL BUSINESS TOOL

BIG DATA FOR BETTER OPERATIONS

BOOK CLUB OF ENLIGHTENMENT

Hosted by the Task Force on Diversity,
Social and Racial Inclusion



REGISTER TODAY!

THE CONVERGENCE OF INNOVATION AND CASE



REGISTER TODAY!

OCTOBER 13, 2020 | 11:00AM ET

VIRTUAL MAINTENANCE, ENGINEERING & ROADWAY OPERATIONS WORKSHOP & HEROES OF THE HIGHWAY

IBTTA's first ever multi-day virtual meeting was this year's Maintenance, Engineering and Roadway Operations Workshop. The workshop was originally planned for Louisville, KY, but due to the COVID-19 pandemic it was reimagined with 10 hours of content focusing on two key pieces of the pandemic experience: the multiple ways in which the tolling industry is stepping up in a moment of crisis, and an online format that allowed our community to keep learning, interacting, and growing together.

The virtual workshop focused on hands-on skills, tools, and techniques that keep toll facilities in peak operating condition. And it provided an opportunity for our maintenance, engineering, and operations teams and vendors to share their very best practices and learn from each other. This year we added engineering to the mix of programming for a more comprehensive view. Another highlight was the ever popular Vendor Forum.

The opening session included a special video presentation thanking the Heroes of the Highway who keep our roadways, bridges, and tunnels operating safely under extreme circumstances.



Maintenance and roadway operations teams have always been a strong, distinct community within the IBTTA family. The workshop offered two tracks that corresponded to their specific needs for content and information. The Technical Track covered the latest engineering and technological advances in areas ranging from pavement inspection and weather monitoring to landscaping and supply chain management, along with new trends in engineering design and innovations.

The Management Track focused on asset management as well as new opportunities for process efficiencies and the growing use of roadway and customer data to drive better decisions.

IBTTA's first virtual exhibit hall also provided an opportunity for members to network and learn about state-of-the-art products and services.

One of the big takeaways from IBTTA's Maintenance, Engineering and Roadway Operations Workshop was that agencies are responding with the flexibility and dexterity that have always made them leaders in surface transportation innovation.

The association's first-ever all-virtual workshop was itself a living case study in innovation, with hundreds of attendees logging in to take part. Thanks to everyone who made this first virtual meeting possible. We salute you!





IBTTA PRESIDENT'S REPORT

Samuel Johnson, IBTTA President

KEVIN THIBAUT
SECRETARY
 FLORIDA DEPARTMENT OF TRANSPORTATION
 TALLAHASSEE, FL

RESOLUTION OF APPRECIATION TO
Chris Tomlinson, IBTTA Immediate Past President
 For his leadership of the International Bridge, Tunnel and Turnpike Association during his term as President in 2019

PATRICK JONES
 EXECUTIVE DIRECTOR & CEO
 IBTTA

ANNUAL MEETING AND EXHIBITION

IBTTA's first virtual annual meeting was a well-attended event that stretched over portions of two weeks.

Not being able to meet in person was a disappointment to many, but the virtual format created some new opportunities.

First, many more people could attend because there were no travel costs or registration fees for members.

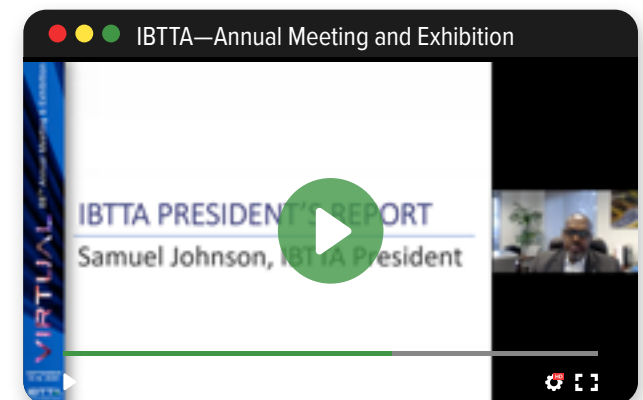
Second, the virtual format gave us the chance to interject more free time into the program and spread out the content over more days. We didn't confront the mentality of "we have to shoehorn this into two and a half days because we're away from home and out of the office and must justify our time spent away." Virtual attendees had more time and leisure to dip into and out of the program.

Everyone agreed that we can't wait to be back together in person. But the virtual format was a positive substitute that gave us all a chance to visit, learn, network, and connect. It was an adventure.

In fact, during the Toll Excellence Award presentation ceremony, David Machamer, Chair of the Awards Committee and Assistant Executive Director of the Oklahoma Turnpike Authority, referred to the event as the "IBTTA Annual Meeting and EXPEDITION." The word in the script was "exhibition," which can be a tongue twister for anyone. Then it occurred to us that the 2020 annual meeting WAS an EXPEDITION. It was a long, winding, challenging and sometimes arduous journey. But we did it and made it to the end together. In fact, more than 1,100 people participated in the annual meeting—one of our biggest ever.

After the annual meeting, Past President Jim Ely had this to say. "I watched every moment of the annual meeting and have never been more proud of the IBTTA. The ability to completely pivot in a matter of months to a brand-new communication platform to reach 10,000 professionals in the toll world this year is truly remarkable." Jim went on to say, "we are on an expedition – exploring new territory. Our ability to adapt to change on our journey ahead as Lewis and Clarke did many years ago was well demonstrated this week."

*Thanks to everyone who made
 IBTTA's first virtual Annual
 Meeting a resounding success!*



The Road to Continued Excellence



Scholarship Winners



Blake Brower

*Construction Management,
University of Cincinnati,
Beavercreek, OH*



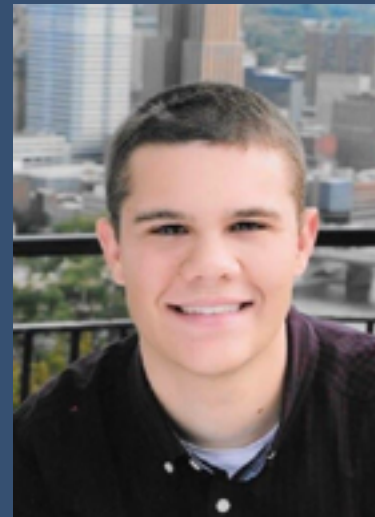
Celeste Carmignani

*Civil Engineering,
Colorado School of
Mines, Golden, CO*



Matthew Emery

*Public Policy, University
of Washington,
Vancouver, WA*



Ryan Hess

*Civil Engineering, The
Ohio State University,
Columbus, OH*



Paul Hutchinson

*Civil Engineering,
University of Hawaii at
Manoa, Waialua, HI*

NEW HONORARY MEMBERS



Larry Yermack

As Chief Financial Officer of the Triborough Bridge and Tunnel Authority in the late 1980s and early 1990s, Larry Yermack was the original visionary who saw the value of all-electronic tolling technologies and multi-regional cooperation.

The E-ZPass regional toll collection system is a product of that vision, founded in the highest possible tradition of public service by some of the most talented and dedicated individuals in the toll industry, including Larry Yermack.

Larry valued the creation of E-ZPass as a necessary national advancement when others saw it as an impossible dream. He never compromised his vision of a regional cooperative toll system even in the face of lawsuits and the grueling efforts of writing new business rules.

He managed to bring together like-minded individuals in three states and seven agencies to figure out how to equitably move transactions and revenue between agencies and across state lines. He kept the national momentum moving forward through discussions on everything from transponder design and price, to leakage and float.

Larry managed to convince the nation to take a chance on technology that had previously been used to track cows. America has a better tolling infrastructure network because of Larry's work.

According to Mike Ascher, a former President of the Triborough Bridge and Tunnel Authority and a recipient of IBTTA's Honorary Member designation, the only asset of value that those in public service have is their reputation. Larry and his colleagues from the toll agencies in the E-ZPass Group put their careers on the line every day without compromise to the long-term commitment needed to ensure success of this critical mission. Larry often served as the perpetual advocate of this mission, both as a doer and its unofficial ambassador.



Tim Stewart

Tim Stewart's tolling career began with the Oklahoma Turnpike Authority in 1984. He started in field maintenance services and eventually worked his way up to Executive Director in April 2013. In February of 2016, he was appointed Executive Director of the E-470 Public Highway Authority, where he continues to serve.

Thoughtful, poised, and unflappable. Humble, genuine, and down to earth. A gentleman, a consummate professional, and a get 'er done guy. Those are some of the words that colleagues use to describe Tim Stewart.

As IBTTA President in 2018, Tim Stewart led the association under the theme "Trust and Accountability." He believes trust is built by taking time for customers and communities to understand that we offer a dependable, viable solution to meet transportation demand. He also believes that if you trust someone to do something, they have to deliver. So, we build trust by what we do, and by holding ourselves accountable for what we promise to do.

As President, Tim cultivated a heightened sense of member engagement through the committees and working groups of IBTTA. He also engaged the Board of Directors in a serious conversation about the future of our industry that led them to adopt a new three-year plan.

As one colleague said, Tim was the right person at the right time. His deft handling of the Board made it clear he welcomed new ideas and suggestions. He is a soft-spoken leader who inspired confidence in the Board and in IBTTA. As another said, Tim exemplifies the best characteristics of a leader: kind but firm, open-minded but decisive. According to another, when Tim speaks, people need to listen.



Malika Seddi

Malika Seddi is without question one of the hardest working members of IBTTA. She has served multiple terms as both a director and as the International Vice President on the IBTTA Board of Directors. She has been steadfast in her dedication to the industry and providing an international perspective for all of us.

Until this July, Malika served for more than 30 years in senior level positions with ASFA, the French Association of Toll Motorway Concessionaires. Within ASFA, she was in charge of the ASFA Customer committee which groups together the marketing directors of all French toll companies to share knowledge, experience and conduct joint studies.

She also had responsibility to maintain contacts and relations with European Institutions and international organizations. Malika has been active in IBTTA, ASECAP (the Association for Toll Operators in Europe), ITS Europe, and PIARC, serving as chair of ASECAP's road safety and sustainable development committee, a member of PIARC's road safety committee, and communication team leader for Arc Atlantique, a seven-nation project to deploy harmonized ITS services in the European Union.

A dedicated professional, Malika nurtures genuine enthusiasm for international cooperation. She is a strong leader, driven by intelligence, energy, charisma, and kindness. Well-versed in chairing and moderating meetings with perfect listening skills, she knows how to put high level participants at ease and comfortable in discussions and debate. Her skills at managing a professional organization with many members are proven; communication, exchanging and sharing ideas, both inside and outside the organization, are fundamental to her approach.

Her new role as Secretary General of ASECAP coupled with her appointment to IBTTA's Women in Tolling Council will allow her to continue her work of bringing together the international tolling community.

Neil Gray



See the full tribute to Neil Gray on pp. 26-27

TOLL EXCELLENCE AWARD WINNERS

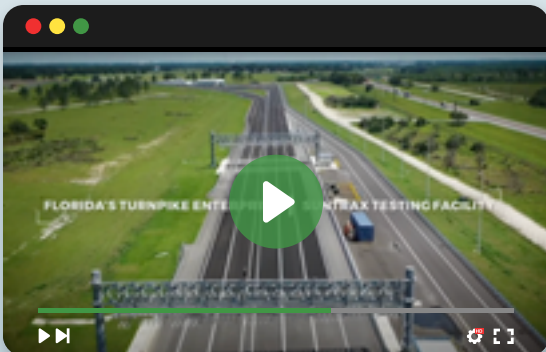


TECHNOLOGY AWARD AND THE PRESIDENT'S AWARD

FLORIDA'S TURNPIKE ENTERPRISE

PROJECT:

Suntrax—Toll Technology Testing Center

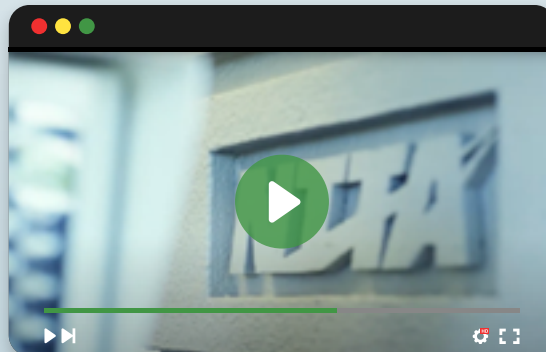


ADMINISTRATION AND FINANCE AWARD

NORTH TEXAS TOLLWAY AUTHORITY

PROJECT:

Strategic Refinancing Plan



CUSTOMER SERVICE AND MARKETING OUTREACH AWARD

WASHINGTON STATE DOT

PROJECT:

Tolling in the SR 99 Tunnel
Under Downtown Seattle

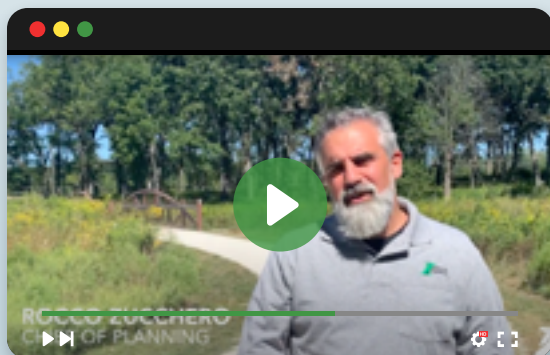




SOCIAL RESPONSIBILITY AWARD

ILLINOIS TOLLWAY

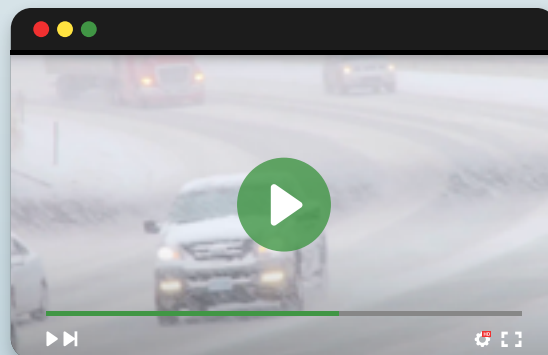
PROJECT:
Recreational Trail Investments



TOLL OPERATIONS, ENGINEERING AND MAINTENANCE AWARD

E-470 PUBLIC HIGHWAY AUTHORITY

PROJECT:
E-470's Proactive Traffic Management Program



PRIVATE SECTOR INNOVATION AWARD

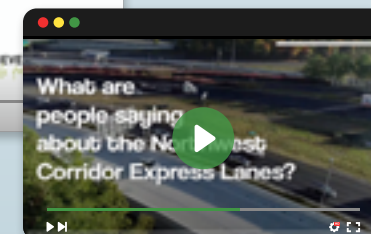
EGIS

PROJECT:
EGIS Exploitation Aquitaine,
A63 Motorway, France



HNTB CORPORATION

PROJECT:
Northwest Corridor
Express Lanes



LEADERSHIP

Executive Committee



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



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



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



Malika Seddi
*International Vice President
Association Européenne des
Autoroutes à Peage
Paris, France
Served as International Vice
President January 1 to June
30 when she took new job as
Secretary General of ASECAP.*



René Moser
*International Vice President
Head of Strategy, International
Affairs & Innovation, ASFINAG
Vienna, Austria
Served as a Director January 1
through June 30; then served as
International Vice President July 1
through December 31, succeeding
Malika Seddi.*



Christopher Tomlinson
*Immediate Past President
Executive Director, State Road &
Tollway Authority
Atlanta, GA*



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

Board of Directors

Ferzan Ahmed
*Ohio Turnpike and Infrastructure Commission
Berea, OH*

Jessica Carson
*E-470 Public Highway Authority
Aurora, 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*

Andrew Fremier
*Bay Area Toll Authority, Metropolitan
Transportation Commission
San Francisco, CA*

Bill Halkias
*HELLASTRON (Hellenic Association of Toll Roads
Network)
Peania, Greece*

James Hofmann
*North Texas Tollway Authority
Plano, TX*

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

Julià Monsó
*Cintra
Austin, TX*

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

Mark Muriello
*The Port Authority of New York & New Jersey
New York, NY*

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

Patty Rubstello
*Washington State Department of Transportation
Seattle, WA*

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

Timothy Sturick
*Thousand Islands Bridge Authority
Alexandria Bay, NY*

Benton Tempas
*Northwest Parkway LLC
Broomfield, CO*

Juan Toledo
*Miami-Dade Expressway Authority
Miami, FL*

Joseph Waggoner
*Tampa Hillsborough Expressway Authority
Tampa, FL*

Past Presidents

**also an honorary member*

Christopher Tomlinson, 2019

State Road & Tollway Authority

Tim Stewart, 2018*

E-470 Public Highway Authority

Emanuela Stocchi, 2017*

*Associazione Italiana Società Concessionarie
Autostrade e Trafori (AISCAT)*

Earl J."Buddy" Croft III, 2016*

Rhode Island Turnpike and Bridge Authority

Javier Rodriguez, 2015*

Miami-Dade Expressway Authority

Mike Heiligenstein, 2014*

Central Texas Regional Mobility Authority

Robert G. Horr III, 2013*

Thousand Islands Bridge Authority

Jordi Graells, 2012*

Abertis USA Corporation

Frank G. McCartney, 2011*

Delaware River Joint Toll Bridge Commission

Edward J. DeLozier, 2010–2011

*Honorary President
E-470 Public Highway Authority*

Steven Snider, 2010*

Halifax Harbour Bridges

Kary H. Witt, 2009*

*Golden Gate Bridge, Highway and
Transportation District*

Susan A. Buse, 2008*

North Texas Tollway Authority

James L. Ely, 2007*

Florida's Turnpike Enterprise

Santiago Corral, 2006*

Autopista Vasco-Aragonesa, C.E.S.A

Stephen F. Mayer, 2005*

Buffalo & Fort Erie Bridge Authority

Jean-François Poupinel, 2004*

COFIROUTE

Vincent L. Leonetti, 2003*

South Jersey Transportation Authority

Harold W. Worrall, 2002*

Orlando-Orange County Expressway Authority

Paul E. Violette, 2001*

Maine Turnpike Authority

Luis Ferreira, 2000*

AUMAR

Mary Jane O'Meara, 1999*

Massachusetts Port Authority

James K. Brookshire Jr. 1998*

Chesapeake Bay Bridge & Tunnel Commission

Lisa C. Callahan, 1997*

Kansas Turnpike Authority

Carney J. Campion, 1996*

*Golden Gate Bridge, Highway and
Transportation District*

Franco Schepis, 1995*

*Autostrade Concessioni e Costuzioni
Autostrade, S.P.A.*

Russel I. Wilcox, 1994*

Thousand Islands Bridge Authority

Anthony J. Barber, 1993*

*The Port Authority of New York and New
Jersey*

Ronald J. Delaney, 1992*

Detroit & Canada Tunnel Corporation

George P. Zilocchi, 1991*

New Jersey Highway Authority

Henri Cyna, 1990*

COFIROUTE

Allan V. Johnson, 1989*

Ohio Turnpike Authority

Robert J. Farrell, 1988*

New York State Thruway Authority

John R. Woodruff, 1987*

Delaware River Port Authority

Jose Luis Ceron, 1986*

Autopistas Del Mare Nostrum, C.E.S.A.

R.D. Fogo, 1985*

Kansas Turnpike Authority

Roger Ginocchio, 1984*

New Jersey Turnpike Authority

Dale W. Luehring, 1983*

*Golden Gate Bridge, Highway and
Transportation District*

K.C. Pearson, 1982*

Massachusetts Port Authority

Vito Rocco, 1981*

AISCAT

Stanley J. Britton, 1980*

Massachusetts Turnpike Authority

Roy G. Lancaster, 1979*

Detroit International Bridge Company

Jorge 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

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 Díez de Rivera
John T. Driscoll
JJ Eden
James L. Ely
Alain Estiot
Robert J. Farrell
Luis Ferreiro
Jack Finn
William J. Flanagan
R. D. Fogo
E. R. Foley
Roger Ginocchi
Jordi Graells
Neil Gray
Daniel W. Greenbaum
James Griffin

John J. Hassett
Mike Heiligenstein
Robert G. Horr III
Frank A. Howe
Allan V. Johnson
David Kristick
Roy G. Lancaster
Vince L. Leonetti
Lawrence J. Lewis
Dale W. Luehring
Burt H. Marshall
Jorge Masiá Mas-Bagá
Stephen F. Mayer
Frank G. McCartney
John McCuskey
Jean Mesqui
William J. Miller Jr.

Jean Millier
Kodo Ogata
Mary Jane O'Meara
K. C. Pearson
Ken Philmus
D. Rafael del Pino y Moreno
Jean-François Poupinel
Edward Regan
Howard M. Reily
Vito Rocco
Javier Rodriguez
Lawrence A. Rubin
W. A. Rusch
Franco Schepis
Neil Schuster
Malika Seddi
Gordon Slaney

Steven Snider
Tim Stewart
Emanuela Stocchi
Charles H. Taylor
Mary E. Turkington
Paul E. Violette
Russell I. Wilcox
Kary H. Witt
John R. Woodruff
Harold W. Worrall
Norman H. Wuestefeld
Larry Yermack
George P. Zilocchi
Bruce Zimmerman



2020 IBTTA STAFF

Cheryle Arnold
Web Services and Conference Production

Ancilla Brady
Director, Business Development

Kristin Bromberg
Marketing Manager

Bill Cramer
Communications Director

Neil Gray
Government Affairs Director (In Remembrance)

Lisa Jewell
Research Specialist

Pat Jones
Executive Director & CEO

Wanda Klayman
Deputy Executive Director

Terri Lankford
Membership and Business Development Manager

Cindy Norcross
Director, Research and Technology

Anna Ouellette
Meetings and Special Projects Manager

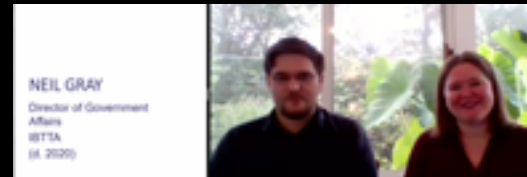
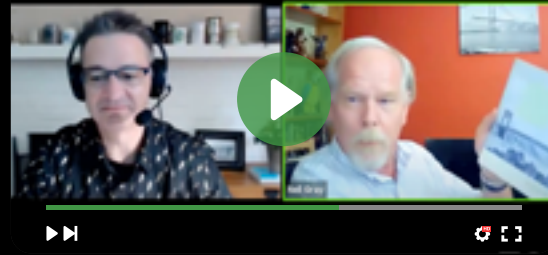
Cathy Pennington
Chief Financial Officer

Harry Smith
Office Manager and Meeting Registrar

NEIL GRAY— MEMBER OF THE STAFF, FRIEND, HONORARY MEMBER



● ● ● Café IBTTA - August 12, 2020. Neil Gray, IBTTA



Neil Gray left this earth too soon. He was IBTTA's Government Affairs Director for 27 years and died suddenly in August 2020. He was 60.

Neil was one of the most kind, decent, honest, generous, and knowledgeable persons you could ever meet. He was the heart and soul of IBTTA as well as the institutional memory of the association. His caring and commitment to help everyone he met is legendary. Simply stated, he took care of us. All of us.

Neil was a student of history, transportation, and tolling. If anyone had a question about tolling—whether a member of IBTTA or a Member of Congress—Neil knew the answer and was always willing to share his knowledge freely, generously, and with a view towards building wider understanding and common ground.

Neil was serious about tolling and transportation, but he also had a playful side. Halloween was Neil's favorite holiday and it wasn't uncommon to see him running around the office in an inflatable dinosaur costume or stepping off the elevator dressed as a medieval knight complete with chainmail and sword. And he frequently honored his Scottish heritage by wearing a kilt to the office and during IBTTA meetings.

Everyone on the IBTTA staff and throughout the industry is extremely grateful for the time we were given to know Neil Gray, to bask in the warmth of his kindness and generosity, to laugh with him in his playfulness and childlike sense of wonder, and to tap his great store of knowledge and intelligence—all of which he shared freely and unconditionally.



2020 FINANCIALS

Consolidated Statement of Activities

IBTTA and IBTTA Foundation

Year Ended December 31, 2020

REVENUE

Operating Revenue	\$3,452,727
Meeting Revenue	\$ 1,102,050
Total Revenue	\$4,554,777

EXPENSES

Operating Expenses	\$ 3,214,789
Meeting Expenses	\$ 909,808
Total Expenses	\$ 4,124,597
Change in Net Assets, Before Investment Income (Loss)	\$ 430,180
Investment Income	\$ 190,330
Change in Net Assets	\$ 620,510
Net Assets, Beginning of Year	\$ 3,110,306
Net Assets, End of Year	\$ 3,730,816

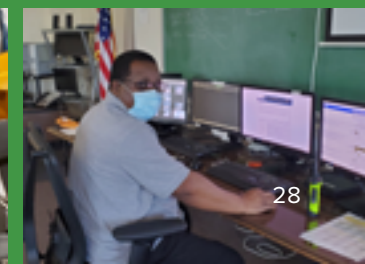
SOURCE OF FUNDS

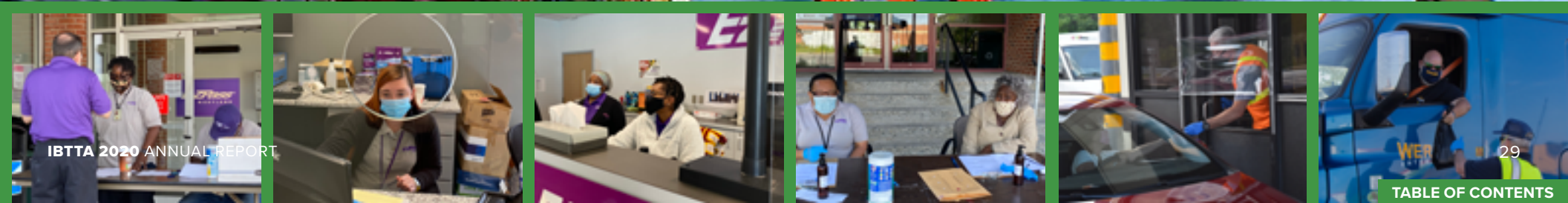
Meeting Revenue	24%
Operator Member Dues	49%
Associate & Sustaining Member Dues	24%
Other Income	3%

USE OF FUNDS

Meetings	22%
Other Programs	49%
Supporting Services	29%

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







IBTTA

TOLLING. MOVING SMARTER.

JOIN THE CONVERSATION



| @IBTTA | #IBTTA | #TollRoads

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