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The International Bridge, Tunnel & Turnpike Association (IBTTA) is the worldwide association for the owners and operators of toll facilities and the businesses that serve them. Founded in 1932, IBTTA has members in 26 countries on six continents. Through advocacy, thought leadership and education, members are implementing state-of-the-art, innovative user-based transportation financing solutions to address the critical infrastructure challenges of the 21st Century.



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# Driving the Future of Mobility



# Reflections from President Christopher Tomlinson

“The number one benefit of being a member of IBTTA is access to a global network of peers, subject-matter experts and colleagues, all focused on bringing innovative solutions to advance the toll industry’s contributions to the world’s transportation networks. Through one organization, I can tap into a wealth of knowledge and experience that enhances my ability to deliver on my responsibilities and overcome obstacles to achieving the needs and goals of my agency.”

In tolling, we recognize that to guide and cultivate the future, we have to sow seeds today. And that’s exactly what we did this year.

First, we increased our commitment to attract the next generation of talent and leaders to our industry through our expanded scholarship program. IBTTA invested in identifying and encouraging future transportation professionals to consider careers in tolling is a practical solution that will open the door to future innovators for our industry.

Next, we expanded the channels through which we can engage with one another. One of the greatest benefits of belonging to IBTTA is the ability to learn from the experiences of our peers. We are known for the rich, informative content at our meetings, where members can share their challenges and learn how others have overcome them. This year we amplified this core strength by introducing the Peer Exchange Program which pairs agencies based on interest and expertise for a year-long collaboration to learn from each other at multi-disciplinary levels within each agency.

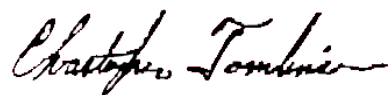
In addition, we significantly increased our focus on the future of technology and its impacts on our industry as well as tools to help amplify our individual and collective success. We established a new Emerging Technologies Committee to explore the latest industry developments that impact our operations, our finances, and the customer experience.





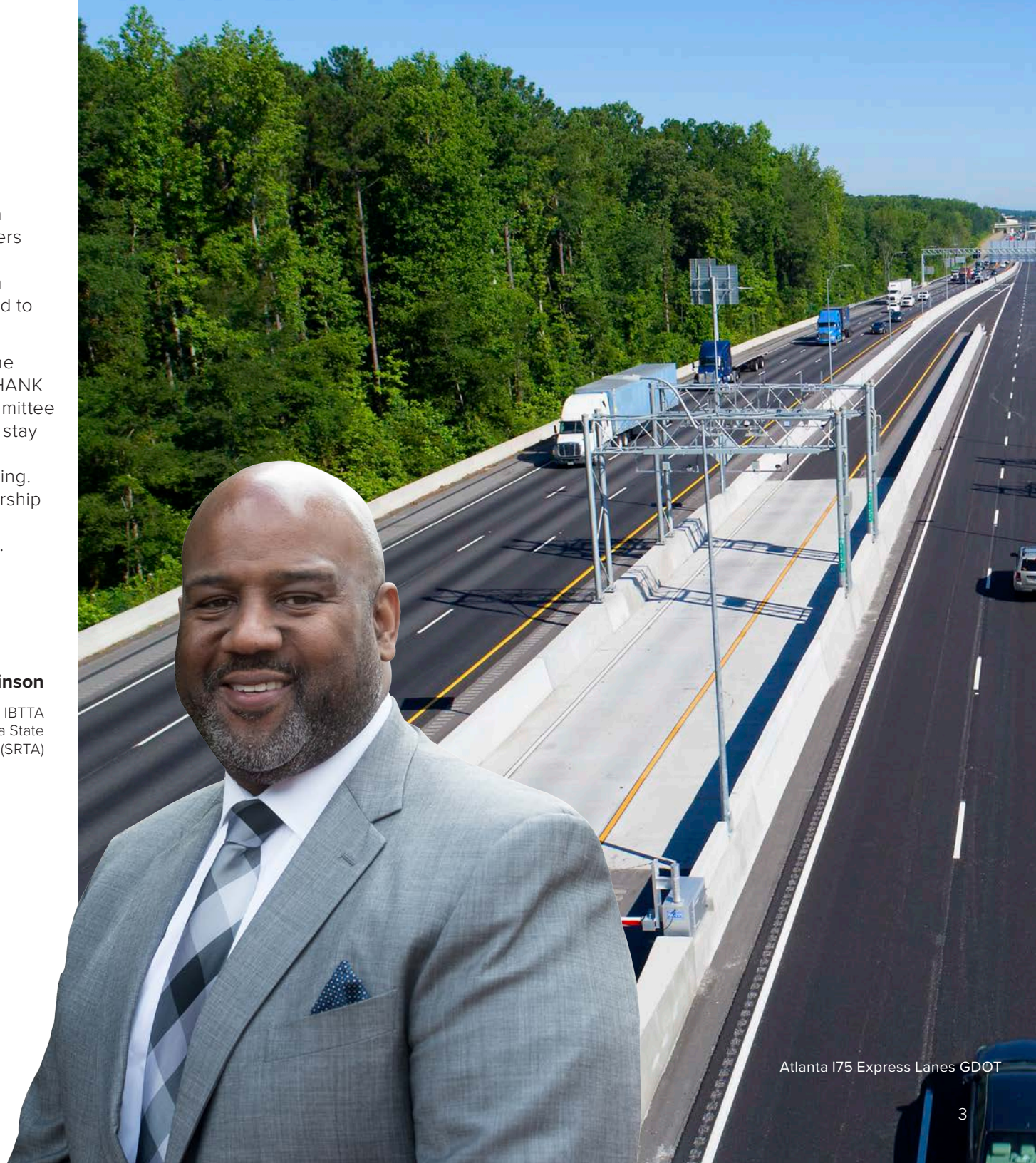
We continued to invest in our TollMiner™ data visualization tool to bring value to our members and create a source of credible data for our stakeholders and the public. These are just a handful of examples of how we are committed to “Driving the Future of Mobility.”

Serving as your President has been one of the highlights of my career. I want to say a big THANK YOU to my colleagues on the Executive Committee whose wisdom and counsel have helped me stay grounded and focused on IBTTA’s mission to advance transportation solutions through tolling. Also, a big THANK YOU to the entire membership of IBTTA for your help, encouragement and support. I could not have done it without you.



**Chris Tomlinson**

President, IBTTA  
and Executive Director of Georgia State  
Road & Tollway Authority (SRTA)





# Making New Connections

This year, IBTTA leveraged its wide industry reach to provide new and novel ways for members to connect and learn from each other.



## Leadership Academy Alumni Association

Formed in 2019, IBTTA's Leadership Academy Alumni Association's (LAAA) mission is to foster meaningful and lifelong connections through the ongoing advancement of leaders, exchange of ideas and mobility solutions to link communities. The LAAA represents 400 Leadership Academy alums through Committee work, webinars and meet-ups. Co-chairs are Lauren Hakos, Ohio Turnpike and Infrastructure Commission and Mary Sallach, State Road & Tollway Authority. See [www.IBTTA.org/laaa](http://www.IBTTA.org/laaa).

## Young Professionals Council (YPC)

Launched at the Annual Technology Summit in March, the YPC brings early-career IBTTA members together to build long-lasting relationships with their peers. The council offers professional enrichment programs and events throughout the year, including roundtables, tech talks, keynote sessions, volunteer opportunities and a mentoring program that links members with industry experts. See [www.ypcouncil.com](http://www.ypcouncil.com).







## Emerging Technologies Committee

Comprised of experts and volunteers from all parts of our membership, this new committee was formed to tackle the challenges of harnessing disruptive technologies and identifying opportunities for innovation. Several working groups were formed to explore the latest developments on several fronts. These working groups captured their thinking in a series of published white papers that included:

- How Toll Agencies Can Make Best Use of Big Data, Big Data Working Group
- CAV and Toll Agencies: Impacts, Role of Toll Agencies, and Roadmap for Deployment, CAV/ CASE Workgroup
- A Guide for Building an Agency Drone Program, Unmanned Aircraft Systems (UAS) Workgroup
- Strategies for Innovation and Technology, Innovation/Strategy Role within an Agency Working Group
- A Roadmap for Engagement with Third-party Account Issuers, Tolling and Customer Service Working Group

## Women in Tolling Council

The Women in Tolling (WIT) Council seeks to connect women in tolling globally, support diversity in leadership and promote professional development. Formed in 2019, the Council is chaired by Patty Rubstello, Washington State Department of Transportation and acting as vice-chair is Mary Sallach, State Road & Tollway Authority.

## Peer Exchange Program

President Chris Tomlinson wanted to create the opportunity for a more in-depth form of networking, where agencies can move beyond the conferences and forge new relationships and introductions that might not have otherwise had the opportunity to

occur. So, the IBTTA Peer Exchange was created in 2019 – pairing agencies based on interest and expertise for a year-long collaboration to learn from each other at multi-disciplinary levels within each agency. The program provides a platform to leverage in-depth and targeted knowledge sharing between agency members.





# Giving Back

IBTTA members understand the importance of giving back. Our community of volunteers is committed to helping conduct service projects in the communities where we meet and raising scholarship funds to help college students become future industry professionals.







## Volunteering with Habitat for Humanity

### 2019 SERVICE PROJECT

#### ReStore HABITAT—South Hampton Roads

On June 23, 2019, IBTTA members attending the annual Maintenance & Roadway Operations Workshop came out to support this year's service project, which was held at the Habitat for Humanity South Hampton Roads (Habitat SHR) ReStore facility. Habitat SHR is dedicated to building and preserving communities in the South Hampton Roads area. Their motto, 'Hand-Up; Not a Hand-Out' reflects their mission to help low-income families, including veterans, build and purchase homes. IBTTA member volunteers pitched in to help boost the capacity of the ReStore outlet to provide better, wider support for a bigger inventory of projects. In addition to \$35,000 in generous support from IBTTA's sponsors, 65 members contributed their time to completing a paving project, repairing and replacing a security fence, striping the parking lot, repairing/building an ADA ramp, and cleaning-up and organizing the ReStore facility itself. Thank you to our volunteers and our financial sponsors who helped make this project a big success!

### HOST AGENCIES



### IBTTA SPONSORS



### COMMUNITY SPONSORS







## New Foundation Fundraiser: Backyard Olympics

Debating at the Annual Technology Summit in Orlando, IBTTA's first Backyard Olympics raised funds to support the IBTTA Foundation Scholarship Fund. This first-of-its-kind competition for outdoor enthusiasts was a big hit and raised more than \$7,000. For more information about the IBTTA Foundation, see page 36.

### BACKYARD OLYMPICS SPONSORS

ATKINS

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ETC

Gannett  
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Global Agility  
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ATTORNEYS AT LAW

Milligan  
Partners

perceptics™

TRANSCORE





Left to right: Patrick Jones, Frank McCartney, Austin Hostettler, Gabriel Earle, Patricia Cheng, Chris Tomlinson

## Expanding IBTTA's Scholarship Program

Each year, the IBTTA Foundation offers scholarships to assist deserving undergraduate students interested in careers in transportation. Students applying for a scholarship must be pursuing a degree in wide range of fields, including engineering, urban and regional planning, construction management, public administration, and other transportation-related fields. This year, the IBTTA Foundation increased the number of \$5,000 awards from two to five. This year's winners, who presented at the 87<sup>th</sup> Annual Meeting & Exhibition in Halifax included:

### Patricia Cheng

Case Western Reserve University

### Jon Cowart

Penn State University

### Gabriel Earle

George Mason University

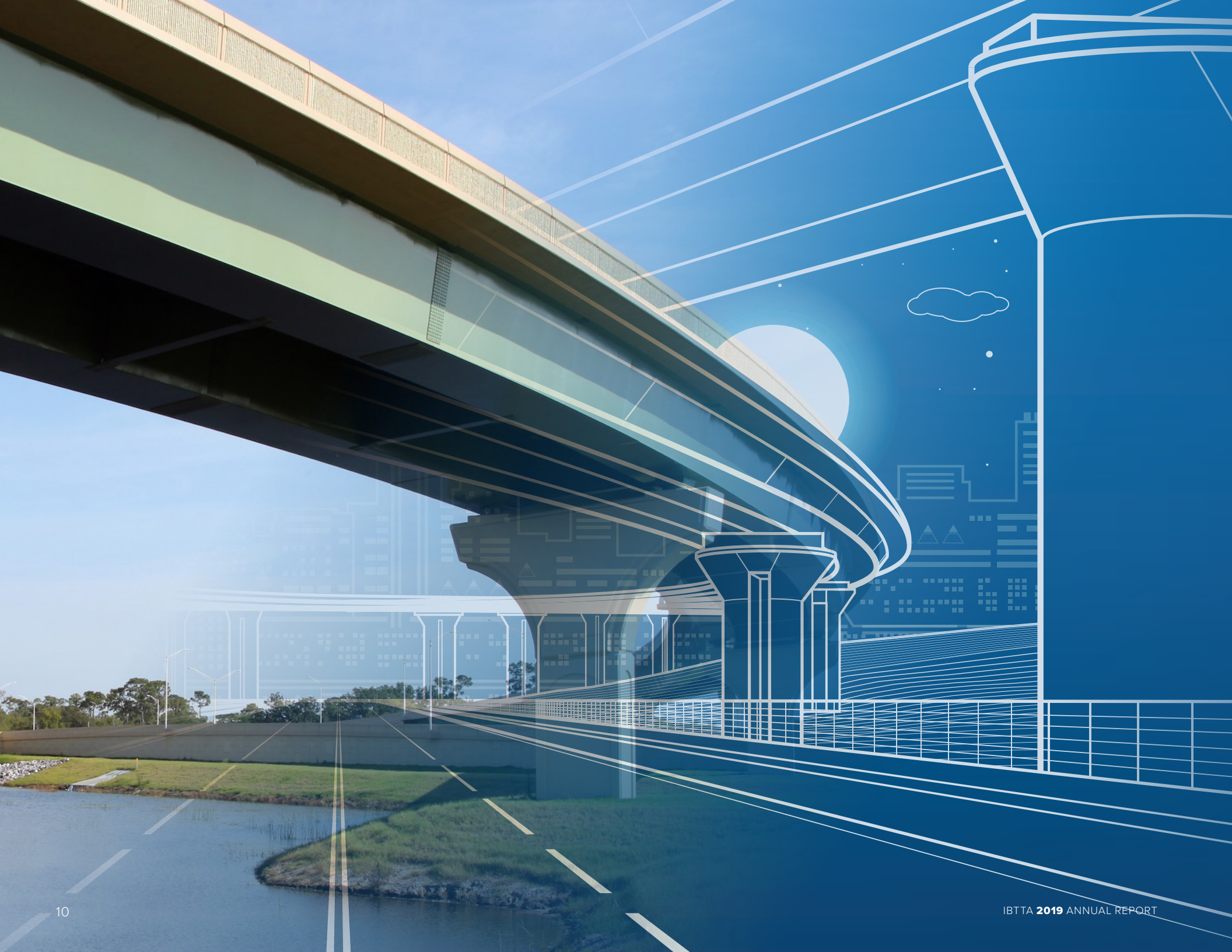
### Austin Hostettler

Missouri University of Science and Technology

### Allison Van Horn

Oregon State University







# Expanding Member Resources

## Optimizing Business Intelligence

TollMiner™, IBTTA's data management and visualization tool, has quickly become the authoritative source for data on the tolling industry. This exclusive member resource was developed to help users assemble, understand, and communicate key data points and information that can be used to illustrate industry benchmarks and trends. Using TollMiner™, members can synthesize the latest available data from multiple tolling agencies in real time. IBTTA's goal is to consolidate, cleanse, and make useful data available, in one place, that might otherwise require users to search multiple data sources. This year, IBTTA updated TollMiner™ with new content and formats to better meet member needs for data on toll facility revenue, collection methods and priced-managed lanes.

## Raising Public Awareness

IBTTA's *Moving America Forward* public awareness campaign promotes the benefits of tolling to the larger community of stakeholders, including elected officials, policy makers, the media and the public. In 2019, IBTTA was highlighted in news articles from leading media outlets, including the *New York Times*, *Boston Globe*, National Public Radio, and the *Washington Post*. The media is increasingly turning to IBTTA as the expert source for comment, context, and background on numerous issues relating to tolling, transportation and infrastructure investment.

## Information Sharing

This year, IBTTA introduced two new ways for members to leverage their expertise and share information:

- A **Procurement Calendar** was created to record and track scheduled procurements to help capture details on work underway at tolling facilities. Member agencies need only to alert IBTTA staff, and their procurements can be added to this member-facing calendar.
- The **IBTTA Exchange** was introduced as a collaborative tool to facilitate members wishing to share documents. Whether it's job postings, best practices, or tips for preparing an RFP, hundreds of usable documents are now posted to the Exchange, which serves as a library of useful information for our member community.

## Plugging In

IBTTA strives to keep members up to date on the latest news and developments of interest to tolling professionals. Our growing collection of resources capture emerging trends while also introducing members to thought leaders and forward thinking that will impact the future of the profession. The following information sources are available to members:

- **Tolling Points Blog:** IBTTA's blog offers original content that covers a wide variety of industry topics and emerging issues. The discussions stimulated by the blog postings touched on a range of national and international concerns and provide a forum for creative thinking and visioning the future.
- The monthly **IBTTA Connection** e-newsletter features timely news stories about the latest developments and opportunities within the industry, on Capitol Hill and at upcoming IBTTA meetings.
- **International Tolling Newsletter:** Published three times a year, this publication serves as a central source for the latest news and developments on tolling operations around the world.
- **Social Media:** IBTTA manages a variety of social media platforms to engage members and the public on issues important to the tolling industry. These platforms include Facebook, Twitter, LinkedIn, YouTube and Instagram.

In addition to these resources, members can access presentations from IBTTA meetings and conferences, key industry studies and reports, news articles and commentaries, special reports, fact sheets, press releases, a transportation glossary and other valuable information via [www.IBTTA.org](http://www.IBTTA.org).



# Driving Public Policy



## Advocating at the State Level



IBTTA supports legislative efforts that promote sustainable transportation infrastructure and toll-financed roadways. This year, Executive Director and CEO Patrick Jones provided expert testimony before legislators in two states to help advance industry priorities:

**On March 6, 2019,** Patrick Jones presented before the Connecticut General Assembly to support two bills (HB 7202 and HB 7280) that call for expanding the use of high-speed tolling as an affordable solution to reducing traffic congestion on Connecticut's highways. He explained how tolling could be used as a sensible funding mechanism to effectively "rebuild the major highways and bridges in the state, reduce congestion and pollution, improve productivity, and drive economic growth in Connecticut."

**On October 1, 2019,** Pat presented before Maine's Blue Ribbon Commission to Study and Recommend Solutions for the State's Transportation Systems. He offered comments on how to reform and adequately supplement funding for the state's transportation infrastructure to promote equity, sustainability, and predictability using tolling. Citing the latest evidence and the public's support for tolling, he conveyed that "modern toll agencies are extremely productive and efficient in their ability to generate revenues to support their operations and investment needs, while also creating value for customers through high service levels, safety, reliability and mobility options."



**IBTTA leads advocacy efforts on Capitol Hill and with federal agencies to increase public support for our nation's surface transportation infrastructure. By educating policymakers, the association is working to create a political environment that is supportive of the widespread adoption of tolling as a viable mechanism to fund and finance transportation needs around the world.**



## Shaping the Federal Agenda

**New Year, New Congress:** Following the national election in 2018 which shifted the House from a Republican to Democrat majority, Rep. Peter DeFazio (D-Ore.) became chairman of the House Transportation and Infrastructure Committee, with Rep. Sam Graves (R-MO) assuming the role of ranking minority member. Priorities for Rep. DeFazio include finalizing infrastructure policy legislation and proposing a national vehicle miles traveled pilot program. On the Senate side, the membership of the Environment & Public Works Committee remained largely unchanged, with Sen. John Barrasso (R-WY) serving as chairman and Sen. Tom Carper (D-DE) as ranking minority member. Among IBTTA's priorities this year was advocating for new legislation to replace the 2015 Fixing America's Surface Transportation (FAST) Act, which expires in September 2020.

**Advancing Reauthorization:** On July 10, 2019, the Senate Committee on the Environment and Public Works held a hearing on "Investing in America's Surface Transportation Infrastructure: The Need for a Multi-Year Reauthorization Bill," an important first step toward enacting highway legislation to succeed the 2015 FAST Act. Following a few weeks of deliberation, the Senate Committee voted on a five-year surface transportation reauthorization proposal on July 30, immediately prior to adjourning for August recess. The House was also working on a reauthorization package but did not expect a formal proposal to surface until 2020.

**Shaping the House Proposal:** On September 11, 2019, IBTTA submitted a statement for the record to the House Transportation and Infrastructure Committee, Subcommittee on Highways and Transit, titled "Pricing and Technology Strategies to Address Congestion on and Financing of America's Road." To assist the Committee in its work to develop a successor to the FAST Act that considers ways to manage congestion and generate additional revenues to maintain the nation's surface transportation infrastructure, IBTTA outlined how tolling systems along with other innovative methods and technologies are now being used to reduce congestion and improve vehicle throughput in congested urban areas, including Express Lanes.



# Bringing Leaders Together

IBTTA's Annual Meeting and content-rich summits and workshops are highly anticipated events for industry professionals looking to share new ideas, innovations and solutions with the tolling community. More than 2,000 IBTTA members attended our educational events in 2019.







## 87th Annual Meeting & Exhibition *Driving the Future of Mobility*

SEPTEMBER 15-17, 2019

HALIFAX, NOVA SCOTIA, CANADA

Hosted by Halifax Harbour Bridges

Co-Chief Meeting Organizers: Alison MacDonald, Halifax Harbour Bridges, and Kevin Hoeflich, HNTB Corporation

**HALIFAX**  
IBTTA2019

Industry professionals from around the world met in Halifax, Nova Scotia this year for another blockbuster IBTTA Annual Meeting. With programming offered in three tracks—the Business of Mobility, Technology and the Customer, and the World Around Us—representatives from the worldwide community of tolling and transportation professionals met to share best practices, lessons learned and the latest innovations that are defining the industry. Sessions focused on several hot topics, including Mobility-as-a-Service (MaaS), autonomous and connected vehicles, transit partnerships and emerging technology.

In addition to a technical tour of the Macdonald Bridge and the Big Lift and the Worldwide Showcase featuring presenters from more than a dozen countries, this year's meeting highlights included a keynote speech by best-selling author Charles Fishman whose book *One Giant Leap* details NASA's race to the moon. Through his retelling of the Apollo mission, Fishman illustrated what innovation under-pressure looks like, and how we can manage complex projects and never lose focus.









## Summits & Workshops



### Annual Technology Summit

MARCH 31 – APRIL 2, 2019 | ORLANDO, FLORIDA

Co-Chief Meeting Organizers: Laura Kelley, Central Florida Expressway Authority, and Fran O'Connor, Atkins

To keep pace with an industry defined by accelerating innovation and emerging technologies, this year's summit moved beyond its usual focus on all-electronic tolling (AET), interoperability, and managed lanes to embrace new systems, services and the latest concepts in transportation technology. Hosted by the Central Florida Expressway Authority and Florida's Turnpike Enterprise, participants enjoyed breakout sessions in four tracks—technology, managed lanes, Mobility-as-a-Service (MaaS) and the ever-popular Innovation “Tech” Talks. Attendees participated in four pre-opening roundtables, including a session for chief technology and chief information officers, a discussion of global urban mobility solutions, a focus on procurement and a Tolling 101 panel for industry newcomers. More than 900 delegates attended this summit, making it the largest workshop in IBTTA's history!

### Summit on Finance & Policy

MAY 19–21, 2019 | PHILADELPHIA, PENNSYLVANIA

Co-Chief Meeting Organizers: Amy Potter, Transportation Corridor Agencies and Bernie Arseneau, HDR

Hosted by the Pennsylvania Turnpike Commission, this annual convening of finance professionals offered practical, pragmatic approaches to highway financing, including real world advice on what works, what's next and how to deliver the safe, reliable mobility that customers need and expect. Sessions included a candid conversation with chief financial officers offering solutions to industry challenges, an in-depth examination of the cost of all-electronic tolling, a look at the changing credit market, exploration of best practices in interstate tolling and lively discussion about a future marked by tolling for all.





## Summits & Workshops



## Maintenance & Roadway Operations Workshop

JUNE 23–25, 2019 | NORFOLK, VIRGINIA

Co-Chief Meeting Organizers: Jeff Holland, Chesapeake Bay Bridge-Tunnel (CBBT), and David Caudill, Virginia Department of Transportation (VDOT)

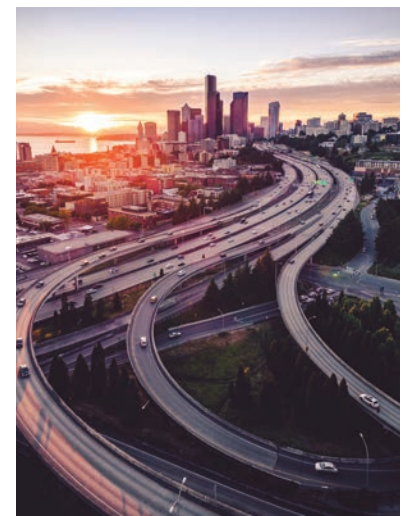
Senior to mid-level professionals from across the nation met in Norfolk to engage in network building, solutions sharing, and the latest strategies to keep tolling facilities safe and running smoothly. Keynote speaker Aubrey Layne, Jr., Virginia Secretary of Finance, highlighted the state's plan for accommodating the impending "Amazon Avalanche" as it hits Northern Virginia and reverberates across the state. The first of its kind day-long technical tour included visits to the Elizabeth River Crossings, the Jordan Bridge, the High-Rise Bridge, the Lesner Bridge Project, the Parallel Thimble Shoal Tunnel Channel Parallel Tunnel Project, and Chesapeake Channel Tunnel & Ventilation Building operated by the Chesapeake Bay Bridge-Tunnel. Programming was divided into two tracks: The Management Track with sessions focused on keeping roadways safe, improving customer satisfaction and recruiting a top-notch workforce; while the Technical Track addressed emergency preparedness, customer communication and innovative project management.

## Communication and Change Management Summit

JULY 28–30, 2019 | SEATTLE, WASHINGTON

Co-Chief Meeting Organizers: Patty Rubstellio, Washington State Department of Transportation, and Kimberly Jackson, Jacobs

Knowing how to communicate and adapt to change are essential to staying on top. This year's summit attracted a wide cross-section of toll agency leaders, systems operators, engineers, and human resource and communication professionals looking to maintain their strategic edge. Program sessions addressed some of the toughest challenges we face as an industry with expert speakers from within and outside our industry. The program included a tour of the Washington State DOT's newly opened SR-99 Tunnel, traffic management center and GOOD TO GO! customer service center. The summit also featured roundtables, with 11 interactive sessions featuring messaging partnerships, marketing ROI, communicating with media, research, grassroots customer outreach, branding, sponsorships and more.





## Summits & Workshops



## Global Tolling Summit

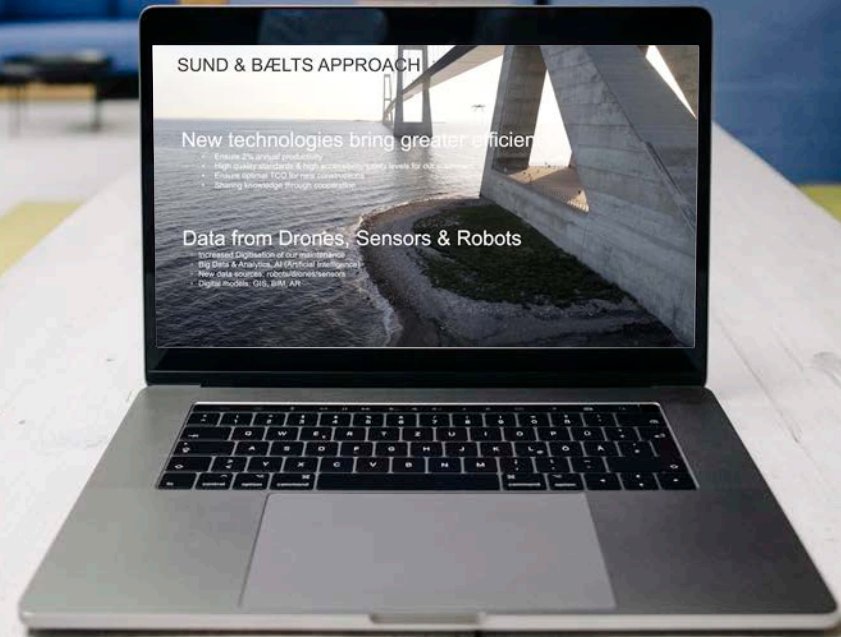
OCTOBER 27–29, 2019 | LISBON, PORTUGAL

Co-Chief Meeting Organizers: Malika Seddi, Association Professionnelle Autoroutes et Ouvrages à Péage (ASFA), and Jason Wall, A-to-B

From the development of high-quality, multimodal infrastructure in Portugal, to a wide-angle view of highway improvements and reconstruction around the world, IBTTA's Global Summit convened industry executives from around the world to consider current and emerging developments in the tolling industry. Stimulating program sessions included a look at the mobility infrastructure challenges Portugal has faced and the customer-centric approach used to solve them; innovative financing and funding approaches; and new ways to boost system efficiency while supporting environmental health. Attendees enjoyed hearing how transportation leaders are addressing major social and economic trends occurring in their country or region, including efforts to rebuild infrastructure and increase transportation capacity.

## Webinar Series

IBTTA's popular webinar series provides an important source of professional development and information sharing for members worldwide. This year's offerings focused on Cybersecurity, Drones and Managed Lanes Projects. All webinars and supporting materials are available on IBTTA's website.







## IBTTA's Green Initiative

In recent years, you may have seen one of IBTTA's keynote speakers reflecting on issues related to environmental waste, climate change and the damage that we humans are doing to the earth. IBTTA came to the painful realization that as meeting planners/conveners, we have been contributing to the very situations we are concerned about. Large stocks of plastic name badge holders, material portfolios, satin ribbons and lanyards end up in landfills or float in the ocean, for generations to come. With all of this in mind, IBTTA made a goal to replace these damaging materials with new materials that are recyclable and/or biodegradable. The replacement materials were hard to come by, but IBTTA made this initiative a priority and took steps in 2019 to begin to reduce the environmental impact of our meetings.

We replaced the plastic material portfolios with a file folder made from recycled paper. Then we replaced the plastic name badge holders and satin ribbons with badges that were produced from recycled paper.

Feedback from members has been very positive so far and we continue to look for ways to reduce our impact on the environment.







## Vendor Forum

The Vendor Forum was back for its second year and was a huge success. Presented by the IBTTA vendor community, the Forum promoted the sharing of new ideas and technologies for improving back-office systems and/or roadway operations. IBTTA members showcased their innovative products and solutions in a way that was informative and eye-opening. Participants learned how the vendors' technologies and systems could be used to transform their agencies into running the ultimate modern toll facility.





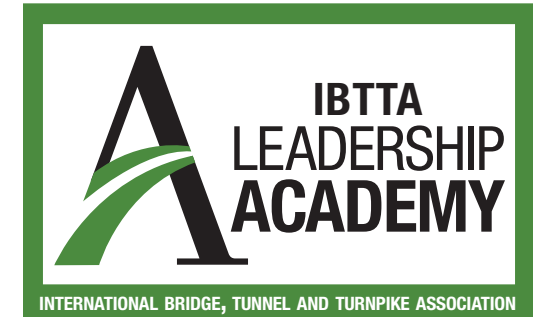
# Celebrating Excellence

## IBTTA Leadership Academy

The 2019 IBTTA Leadership Academy's Executive Development Program took place February 10-15, 2019, in Washington, DC. In its 12th year, this annual leadership course covers topics such as partnering for better results, the business of tolling, visioning the future for transportation, managing a work-life balance, and an Executive Director Roundtable. The Leadership Academy is funded by tuition and contributions to the IBTTA Foundation.

In addition to providing a golden opportunity to network, participants enjoyed the chance to discuss their most difficult challenges without judgment and with a lot of support. Participants were also able to share their best ideas around issues of common concern, including connected and autonomous vehicles, Mobility-as-a-Service, and interoperability, among others.

This year, 37 IBTTA members were selected through a competitive application process to attend the Leadership Academy. Joining the more than 350 industry professionals who have completed this enrichment experience are the following individuals from the Class of 2019:



**Chris Bausher**

*Atkins*

**Amanda Baxter**

*Kimley-Horn*

**Craig Bettmann**

*Cogensia*

**Stephanie Blanco**

*Riverside County Transportation  
Commission*

**Mark Brazzo**

*The Port Authority of New York  
and New Jersey*

**Payman Dargahi**

*TxDOT*

**Ateeth Dhumal**

*Cintra US*

**Jennifer Frankl**

*Silicon Transportation Consultants*

**Dimitrios Gatsonis**

*Aegean Motorway S.A.*

**Cassandra Gibbon**

*MTA Bridges and Tunnels*

**Robert Goode**

*Central Texas Regional Mobility Authority*

**Kevin Holbert**

*ETC*

**Yagnesh Jarmarwala**

*CDM Smith*

**John Keller**

*New Jersey Turnpike Authority*

**Jennifer Larson**

*E-470 Public Highway Authority*

**Kirk Logan**

*Global Agility Solutions*

**Christopher Lory**

*HNTB Corporation*

**Carrie Mackenzie**

*AECOM*

**Merryl Mandus**

*State Road & Tollway Authority*

**Laura Marriott**

*Pennsylvania Turnpike Commission*

**Robert Matthews**

*Gannett Fleming, Inc.*

**Patricia Michaud**

*Washington State DOT*

**René Moser**

*ASFINAG*

**Jeffrey Nazareno**

*Golden Gate Bridge, Highway  
and Transportation District*

**Carly Olexik**

*North Carolina Turnpike Authority*

**Reddy Patlolla**

*P Square Solutions LLC*

**Melissa Phillpott**

*Greater New Orleans  
Expressway Commission*

**Philip Riggio**

*HDR*

**David Schnell**

*Conduent*

**Colleen Sim**

*Federal Bridge Corporation Ltd.*

**Alyssa Staley**

*ITR Concession Company LLC*

**Francis Tang**

*RS&H*

**Jonathan Tursky**

*TransCore*

**Gregory Vari**

*Traffic Technologies, Inc.*

**Jason Wall**

*A-to-Be*

**Justin Winn**

*CDM Smith*

**Matthew Woodhouse**

*WSP USA*





**Leadership Academy Class of 2019 listed left to right—Row 1:** Melissa Phillpott, Carly Olexik, Merryl Mandus, Payman Dargahi, Christopher Lory, Laura Marriott, Matthew Woodhouse, Francis Tang, Stephanie Blanco, Colleen Sim, Cassandra Gibbon; **Row 2:** Jonathan Tursky, Reddy Patlolla, Kevin Holbert, David Schnell, Kirk Logan, Yagnesh Jarmarwala, Carrie Mackenzie, Robert Goode, Justin Winn, Mark Brazzo; **Row 3:** Jennifer Frankl, Patricia Michaud, Amanda Baxter, Gregory Vari, Jeff Nazareno; **Row 4:** Craig Bettman, Alyssa Staley, Philip Riggio, Dimitrios Gatsonis, Jennifer Larson, Ateeth Dhumal, René Moser, John Keller, Jason Wall; Not pictured: Chris Bausher, Robert Matthews





## 2019 Toll Excellence Awards

IBTTA's Toll Excellence Awards recognize the very best projects and programs the international tolling industry has to offer. Each year, we celebrate IBTTA toll agency/operator and private sector members whose creative, innovative and positive programs set a new standard of excellence. By providing wide recognition for a job well done, the Toll Excellence Awards speed up the transmission of new ideas and emerging practices throughout the industry and to the driving public. Selected by the Awards Committee following a competitive application process, the 2019 winners include:

Read more about all the 2019 winners:  
[www.BTTA.org/toll-excellence-awards](http://www.BTTA.org/toll-excellence-awards)





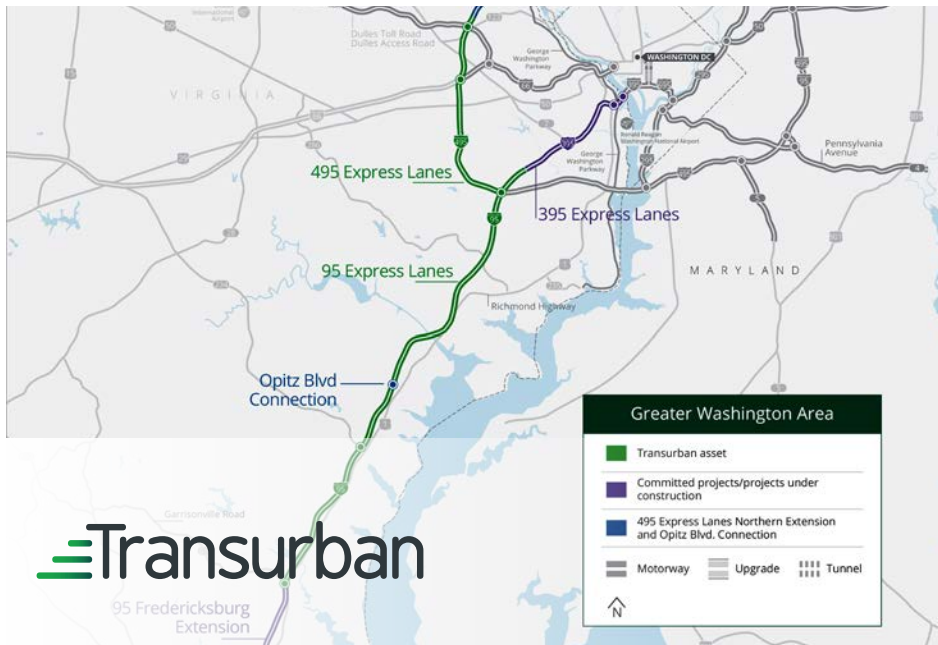
## President's Award and Technology Award

*Pennsylvania Turnpike Commission, CAAR*

The Pennsylvania Turnpike Commission (PTC) was recognized with the Technology Award for a new web-based geographic information system (GIS) called "Catch it Early, Act, Analyze and Review" (CAAR), which helps duty officers respond proactively to traffic flow and travel times across the Pennsylvania Turnpike. The PTC's GeoAnalytics team, in conjunction with the Traffic, Engineering and Operations (TEO) department, developed a suite of tools to increase the visual awareness of traffic operations. The PTC partnered with Waze, AccuWeather, INRIX and Verizon, to gain access to real-time data-feeds. GIS applications and dashboards were developed to display real-time data feeds, video, photos, radar, wind, travel speeds, weather, traffic conditions and the PTC safety and truck locations. These data layers help users and duty officers quickly identify major traffic incidents. The applications and dashboards allow the TEO to quickly detect, view, and evaluate affected areas and identify relevant emergency service providers for any given section of monitored roadway.







## Administration & Finance Award

*Transurban North America, P3 Innovative Financing of the i-395 Virginia Express Lanes*

Transurban was recognized for creating a unified credit program that earned a one-notch rating upgrade for a new eight-mile segment of the 395 Express Lanes in Virginia. With the goal of reducing traffic congestion, this project was financed by multiple parties working together, including Transurban North America, the Virginia Resources Authority, the Virginia Small Business Financing Authority, and the VDOT Office of P3s. The process also included Commonwealth Transportation Board approval. Transurban created a unified credit that improved on the operational success of the 95 Segment to support the Series 2017 Bonds and resulted in a one-notch credit upgrade to BBB from both S&P and Fitch. The transaction received more than \$1.5 billion in orders, allowing for further spread tightening to a final level of 49 to 50 basis points to Municipal Market Data rate. With demonstrated fiscal value to the Commonwealth of Virginia, its taxpayers and the project's shareholders, the 395 Express Lanes moved swiftly to construction and is on schedule and on budget to open to customers in the fall 2019.



## Customer Service & Marketing Outreach Award

*Tampa Hillsborough Expressway Authority (THEA), Communication Planning, Outreach and Execution for the Selmon West Extension Project*

THEA was recognized for a sustained, coordinated approach to communication and outreach that overcame community opposition to an elevated median toll lane needed to complete the long-awaited Selmon West Extension Project. To reduce congestion along Gandy Boulevard in Tampa, Florida, THEA engineers proposed an elevated toll lane along the median that would fit the narrow roadway and leave surrounding buildings intact. To get the project completed, the THEA team focused on community involvement and outreach, which included a marketing campaign to respond to the concerns of businesses that believed they would be negatively affected by the construction. The plan included hosting events to draw more customers to the Gandy Boulevard corridor, a social media initiative to engage customers, and earned media opportunities for local businesses on local television networks. The project, which had failed to launch on four previous occasions, received the endorsement of four Chambers of Commerce and minimal push back from the neighboring communities as a direct result of the grassroots outreach and strategic marketing plan that THEA created for the shopping district.





## Social Responsibility Award

*Central Florida Expressway Authority (CFX), Florida Department of Transportation-District Five (FDOT), and Florida's Turnpike Enterprise; Wekiva Parkway (State Road 429)*

This collaboration among Florida agencies was recognized for its strong commitment to social responsibility as evidenced by plans to complete the 25-mile Wekiva Parkway, which included purchasing more than 3,000 acres of new conservation land, building 1.5 miles of wildlife bridges, and incorporating a suite of other wildlife conservation measures into the project. The state's plans to relieve an increasingly congested regional road network was guided by the 2004 Wekiva Parkway and Protection Act, which mandated environmental protections previously unseen in Florida. Under that legislation, CFX and FDOT bought 3,400 acres of conservation land that was previously slated for development, built 1.5 miles of wildlife bridges to replace two small tunnels, elevated the parkway to reduce vehicle collisions with wildlife, and limited the number of interchanges in the environmentally sensitive area. The project succeeded in providing a mobility solution with a true "parkway" feel while also helping to protect the environment surrounding the Wekiva River.

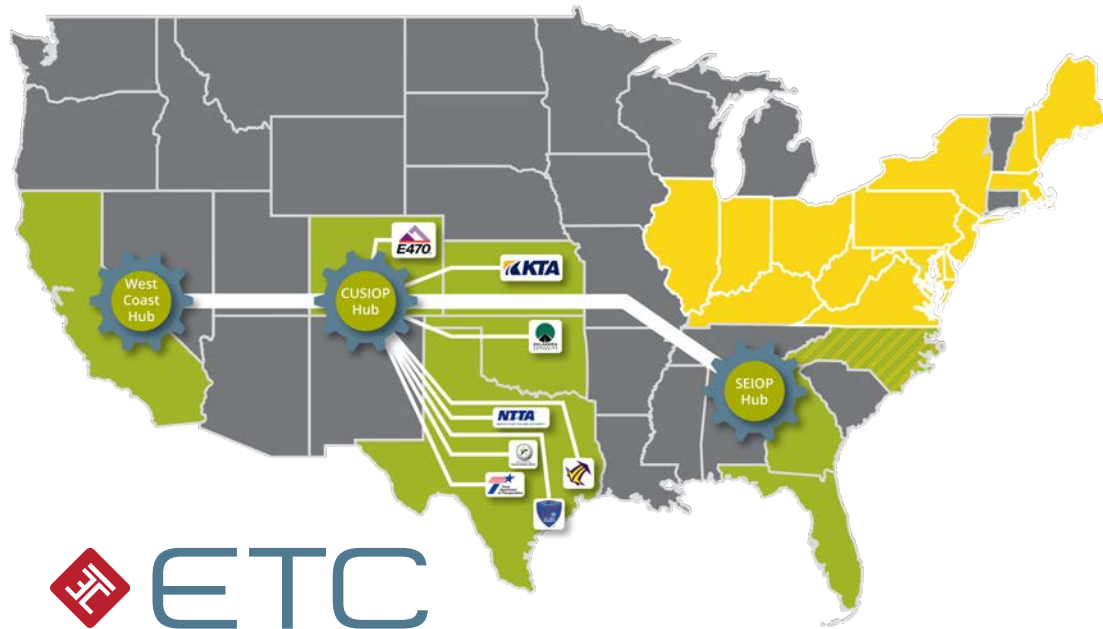


## Toll Operations, Engineering & Maintenance Award

*Illinois Tollway, Customer Relationship Management System*

The Illinois Tollway was honored for its new Customer Relationship Management System (CRM) that was designed to support an ambitious, multi-year capital program that is expected to boost transaction volume by at least 45 percent and revenues by at least 50 percent through 2027. To effectively handle the agency's significant growth in volume and the complexity of tolling operations, the Tollway contracted with Accenture LLP for a new CRM system with updated business rules, customer self-service features, new and improved lane technologies, enhanced cybersecurity, and a wider range of external partners, including collection agencies, credit card companies, and other tolling agencies through interoperability agreements. The system now allows for more than \$1.5 billion in toll and violation revenue, averaging 1.6 million users and 2.8 million toll transactions per day—more than 88 percent of them all-electronic via I-PASS or E-ZPass.

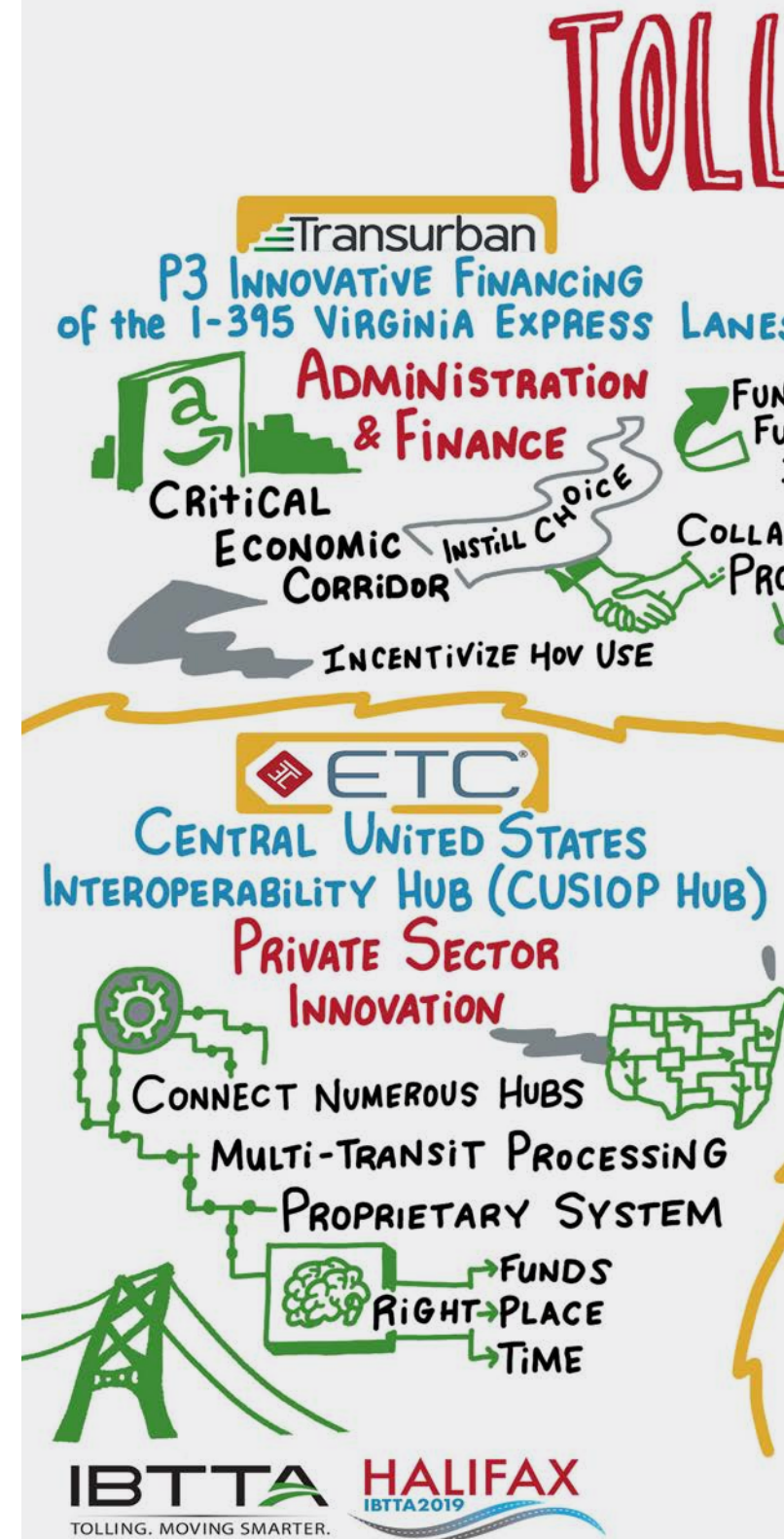




### Private Sector Innovation Award

*Electronic Transaction Consultants Corporation, Central United States Interoperability Hub*

Electronic Transaction Consultants (ETC) was honored this year for its nationally compliant interoperability system that facilitates transaction processing, reporting, and reconciliation for seven participating agencies. ETC's Central United States Interoperability (CUSIOP) Hub was created to design, develop, test, and implement a new system that complied with U.S. national interoperability standards and facilitated transaction processing, reporting, and reconciliation for participating agencies in Kansas, Oklahoma and Texas. The CUSIOP Hub is the first multi-state hub that meets the new standards set for National Interoperability (NIOP), paving the way for the rest of the nation to follow suit. Furthermore, CUSIOP is the foundation underlying and enabling the region's multimodal future, as the platform could be expanded to process data from non-tolling agencies and services, such as transit, ride-share and commercial parking. The seven member agencies are currently at 95 percent compliance with the national standard, and the system is expected to achieve 100 percent compliance in late 2019. To date, CUSIOP has processed nearly one billion transactions and more than \$1 billion in revenue.





# EXCELLENCE AWARDS





# Sustaining IBTTA's Mission

The Board of Directors sets the strategic direction of the association. The Board of Directors comprises five officers and 20 directors. Officers serve a one-year term and directors serve staggered four-year terms.





## EXECUTIVE COMMITTEE



**Christopher Tomlinson**  
*PRESIDENT*  
Executive Director, State Road &  
Tollway Authority  
Atlanta, GA



**Samuel Johnson**  
*FIRST VICE PRESIDENT*  
Chief Tolling Officer, Transportation  
Corridor Agencies  
Irvine, CA



**Mark Compton**  
*SECOND VICE PRESIDENT*  
CEO, Pennsylvania Turnpike  
Commission  
Harrisburg, PA



**Malika Seddi**  
*INTERNATIONAL VICE PRESIDENT*  
Association Professionnelle  
Autoroutes et Ouvrages  
à Péage (ASFA)  
Paris, France



**Tim Stewart**  
*IMMEDIATE PAST PRESIDENT*  
Executive Director, E-470 Public  
Highway Authority  
Aurora, CO



**Patrick Jones**  
*EXECUTIVE DIRECTOR & CEO*  
IBTTA  
Washington, DC

## DIRECTORS

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

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

**James Hoffman**  
North Texas Tollway Authority  
Plano, TX

**John Lawson**  
Virginia Department of Transportation  
Richmond, VA

**Julia Monsó**  
Cintra  
Austin, TX

**María Moreno**  
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**Mark Muriello**  
The Port Authority of New York and New Jersey  
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**Kathryn O'Connor**  
Rhode Island Turnpike and Bridge Authority  
Jamestown, RI

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

**Massimo Schintu**  
Associazione Italiana Societa Concessionari  
Autostrade e Trafori (AISCAT)  
Rome, Italy

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

**Gary Trietsch**  
Harris County Toll Road Authority  
Houston, TX

**Bruce Van Note**  
Maine Department of Transportation  
Portland, ME

**Joseph Waggoner**  
Tampa Hillsborough Expressway Authority  
Tampa, FL





## New Honorary Members

Honorary membership is the highest honor that IBTTA can bestow on any individual for outstanding contributions to advancing the purpose and objectives of the Association. Recognized at the Annual Meeting in September, IBTTA welcomed Dave Kristick and Emanuela Stocchi as new Honorary Members in 2019.

**Dave Kristick** joined the E-470 Public Highway Authority in 1996 following a twenty-year career in the U.S. Army. He served as the Director of Operations at E-470 Public Highway Authority from 1998-2019 and became E-470's Deputy Executive Director in 2010. Dave was responsible for providing E-470's ExpressToll™ and License Plate Toll™ customer services to all toll facilities in Colorado in addition to the supporting marketing and communications services and maintenance of E-470's toll collection system. Dave also served as chairman of IBTTA's national toll interoperability committee and is also a member of the Transportation Research Board's Standing Committee on Managed Lanes. Dave served as Chairman on the board of directors of the OmniAir Consortium. He holds a Bachelor of Science degree in Engineering from the U.S. Military Academy at West Point, an MBA in Finance and Organizational Development from the University of Rhode Island, and a Master of Science degree in Strategic Studies from the U.S. Naval War College.

**Emanuela Stocchi** is an expert in EU legislation and policies who serves as the Director of International Affairs for AISCAT (Associazione Italiana Società Concessionarie Autostrade e Trafori), the Italian Association of Toll Highways Concessionaires Companies. In this role she ensures the Association's contacts with EU Institutions and other European and International organizations active in the transportation field. Emanuela holds a degree in Political Science with a specialization in EU law and policies and has worked in Brussels for eight years with ASECAP, the European Association of Toll Highways Concessionaires Companies. In this role, she gained a solid and comprehensive knowledge of EU Institutional and public affairs while expanding her EU and International network in the transportation arena. Emanuela is Vice Chair of the ASECAP Permanent Committee of Road Safety, Environment and Sustainability and is also Chair of the PIARC (World Road Association) Task Force on Innovative Financing. Emanuela served IBTTA and its members through work on several committees before being appointed to the Board of Directors in 2011. Emanuela served a two-year term as International Vice President, before a three-year term as Second and then First Vice President and finally President in 2017.





## Honorary Members

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

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

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  
 Howard M. Reily  
 Edward Regan  
 Vito Rocco  
 Javier Rodriguez  
 Lawrence A. Rubin  
 W. A. Rusch  
 Franco Schepis

Neil Schuster  
 Gordon Slaney  
 Steven Snider  
 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  
 George P. Zilocchi  
 Bruce Zimmerman





## Past Presidents

**Tim Stewart, 2018**

*E-470 Public Highway Authority*

**Emanuela Stocchi, 2017\***

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

**Earl J."Buddy" Croft III, 2016\***

*Rhode Island Turnpike and Bridge Authority*

**Javier Rodriguez, 2015\***

*Miami-Dade Expressway Authority*

**Mike Heiligenstein, 2014\***

*Central Texas Regional Mobility Authority*

**Robert G. Horr III, 2013\***

*Thousand Islands Bridge Authority*

**Jordi Graells, 2012\***

*Abertis USA Corporation*

**Frank G. McCartney, 2011\***

*Delaware River Joint Toll Bridge Commission*

**Edward J. DeLozier, 2010–2011**

*HONORARY PRESIDENT  
E-470 Public Highway Authority*

**Steven Snider, 2010\***

*Halifax Harbour Bridges*

**Kary H. Witt, 2009\***

*Golden Gate Bridge, Highway and Transportation District*

**Susan A. Buse, 2008\***

*North Texas Tollway Authority*

**James L. Ely, 2007\***

*Florida's Turnpike Enterprise*

**Santiago Corral, 2006\***

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

**Stephen F. Mayer, 2005\***

*Buffalo & Fort Erie Bridge Authority*

**Jean-François Poupinel, 2004\***

*COFIROUTE*

**Vincent L. Leonetti, 2003\***

*South Jersey Transportation Authority*

**Harold W. Worrall, 2002\***

*Orlando-Orange County Expressway Authority*

**Paul E. Violette, 2001\***

*Maine Turnpike Authority*

**Luis Ferreiro, 2000\***

*AUMAR*

**Mary Jane O'Meara, 1999\***

*Massachusetts Port Authority*

**James K. Brookshire Jr. 1998\***

*Chesapeake Bay Bridge & Tunnel Commission*

**Lisa C. Callahan, 1997\***

*Kansas Turnpike Authority*

**Carney J. Campion, 1996\***

*Golden Gate Bridge, Highway and Transportation District*

**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*

*\*also an honorary member*





**Roy G. Lancaster, 1979\***

*Detroit International Bridge Company*

**Jorge Masiá Mas-Bagá, 1978\***

*Autopista Concesionaria Española SA*

**Howard M. Reilly, 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, 1938–1939**

*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 FOUNDATION



## IBTTA Foundation

The IBTTA Foundation is the charitable arm of IBTTA. The Foundation supports and conducts training and professional development programs including the IBTTA Leadership Academy, supports charitable good works through an annual community service project and operates a scholarship program. Contributions to the IBTTA Foundation and the Leadership Academy are tax-deductible as charitable contributions under section 501(c)(3) of the U.S. Internal Revenue Code.

In addition to the annual golf tournament, the Leadership Academy (see page 22) and the community service project (see page 6), the Foundation broke new ground this year by:

- Expanding the number of scholarships from two to five to enhance the pipeline of future recruits into the industry.
- Debuted the Backyard Olympics at the Annual Technology Summit to engage more members in fun, team-building activities, which support the Foundation's mission and goals.

## FOUNDATION BOARD OF DIRECTORS

### **Frank McCartney (Chair)**

*FGM Consulting*

### **Federico di Gennaro**

*AISCAT*

### **Teri England**

*Red Fox ID Ltd.*

### **Mike Heiligenstein**

*Central Texas Regional Mobility Authority*

### **Patricia Horan**

*GeoPat Consulting, LLC*

### **Priya Jain**

*Atkins N.A.*

### **Marcelle Jones**

*Jacobs Engineering Group*

### **Christine Keville**

*Keville Enterprises Inc.*

### **Philip Miller**

*WSP USA*

### **René Moser**

*ASFINAG*

### **Rosa Rountree**

*Egis*

### **Lisa Thompson**

*HNTB Corporation*



## Committees, Councils & Working Groups

IBTTA's Standing Committees and Subcommittees of the board, Advisory Councils and Working Groups, support the work of the IBTTA Board in advancing the mission of IBTTA. These groups and their leaders include:

### AUDIT COMMITTEE

**Chair: Deb Sharpless**

*Maryland Transportation Authority*

### AWARDS COMMITTEE

**Chair: David Machamer**

*Oklahoma Turnpike Authority*

### COMPENSATION POLICY COMMITTEE

**Chair: Tim Stewart**

*E-470 Public Highway Authority*

### EMERGING TECHNOLOGIES COMMITTEE

**Chair: James Hofmann**

*North Texas Tollway Authority*

### FINANCE COMMITTEE

**Chair: George Zilocchi**

*HNTB Corporation*

### INVESTMENT SUBCOMMITTEE OF THE FINANCE COMMITTEE

**Chair: Susan Buse**

*SBuse Consulting*

### GOVERNMENT AFFAIRS COMMITTEE

**Chair: Joe Waggoner**

*Tampa Hillsborough Expressway Authority*

### INTERNATIONAL COMMITTEE

**Chair: Malika Seddi**

*Association Professionnelle Autoroutes et Ouvrages à Péage (ASFA)*

### INTEROPERABILITY COMMITTEE

**Chair: Dave Kristick**

*E-470 Public Highway Authority*

### MEMBERSHIP COMMITTEE

**Chair: Robert Horr, Thousand Islands Bridge Authority**

**Vice-Chair: Susan Buse**

*SBuse Consulting*

### NOMINATING COMMITTEE

**Chair: Tim Stewart**

*E-470 Public Highway Authority*

### PAST PRESIDENTS ADVISORY COUNCIL

**Chair: Tim Stewart**

*E-470 Public Highway Authority*

### CONNECTED AND AUTONOMOUS VEHICLE (CAV) WORKING GROUP

**Chair: Lev Pinelis**

*Transurban*

### PLATINUM SPONSOR ADVISORY COUNCIL

**Chair: Jim Wilson**

*TransCore*

For a complete list of all current IBTTA committee members, see [IBTTA.org/committees](https://ibtta.org/committees).



## 2019 IBTTA Platinum Sponsors

The Platinum Sponsors provide generous financial support for all IBTTA meetings throughout the year and, through the Council of Platinum Sponsors, offer thought leadership and strategic advice to the IBTTA Board of Directors.



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MOBILITY**

**WSP**



# Financials

## Consolidated Statement of Activities

### IBTTA and IBTTA Foundation

Year Ended December 31, 2019

#### REVENUE

Operating Revenue	\$ 3,341,790
Meeting Revenue	\$ 2,867,779
Total Revenue	\$ 6,209,569

#### EXPENSES

Operating Expenses	\$ 3,367,013
Meeting Expenses	\$ 2,226,381
Total Expenses	\$ 5,593,394
Change in Net Assets, Before Investment Income (Loss)	\$ 616,175
Investment Income	\$ 288,056
Change in Net Assets	\$ 904,231
Net Assets, Beginning of Year	\$ 2,206,075
Net Assets, End of Year	\$ 3,110,306

#### SOURCE OF FUNDS

Meeting Revenue	46%
Operator Member Dues	34%
Associate and Sustaining Member Dues	18%
Other Income	2%

#### USE OF FUNDS

Meetings	40%
Other Programs	34%
Supporting Services	26%

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



# About IBTTA

**The International Bridge, Tunnel & Turnpike Association** (IBTTA) is the worldwide association for the owners and operators of toll facilities and the businesses that serve them. Founded in 1932, IBTTA has members in more than 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. IBTTA's mission extends to:

- Bringing members together to share knowledge and ideas in a professional community of interest;
- Delivering state-of-the-art industry education through a regular series of meetings, webinars and special forums;
- Turning knowledge into action and results through government relations and advocacy;
- Compiling the latest data on all aspects of toll operations and transportation infrastructure and finance;
- Hosting an extensive resource library with references to current industry research and analysis; and
- Maintaining and developing relationships with key media representatives who specialize in transportation and infrastructure finance.





# 2019 IBTTA Staff



**Cheryle Arnold**

*Web Services & Conference Production Manager*

**Ancilla Brady**

*Business Development Director*

**Kristin Bromberg**

*Marketing Manager*

**Bill Cramer**

*Communications Director*

**Neil Gray**

*Government Affairs Director*

**Lisa Jewell**

*Research Specialist*

**Patrick Jones**

*Executive Director & Chief Executive Officer*

**Wanda Klayman**

*Deputy Executive Director*

**Terri Lankford**

*Membership & Business Development Manager*

**Cindy Norcross**

*Research & Technology Director*

**Cathy Pennington**

*Chief Financial Officer*

**Harry Smith**

*Office Manager/Meeting Registrar*

**Anna Sohriakoff**

*Meetings and Special Projects Manager*





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