



DELIVERING REAL SOLUTIONS

2012 REPORT TO MEMBERS



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# FROM THE



## DELIVERING REAL SOLUTIONS

### JORDI GRAELLS, PRESIDENT

2012 was the year when IBTTA expanded its focus and broadened its role to connect the tolling industry with decision-makers, media opinion-makers and the wider world.

Over a period of decades, the association has delivered an unparalleled meeting of the minds for colleagues and peers within the industry, bringing together tolling authorities, concessionaires and associated industries to share ideas and insights

at an excellent series of educational conferences. These regular points of contact are here to stay. They will always be available, year after year, to ensure that tolling industry practices continue to advance, innovate and excel.

But the transportation business we all know so well and appreciate so deeply is constantly evolving. It is being shaped and reshaped by changes in technology, operations and stakeholder expectations, all heightened by governments' increasing difficulties in financing and delivering safe, reliable transportation infrastructure. In 2011, our Board recognized that IBTTA had to step up, and the *Moving America Forward* advocacy campaign was the result. I am pleased and proud that, during my presidency in 2012, we managed to set this permanent advocacy campaign in motion.

Alongside all the other programs and services that IBTTA offers, this campaign is the key ingredient that will deliver on the association's essential mission: to advance toll-financed transportation.

# PRESIDENT

The goal is to expand the tolling industry from a position of strength, by dramatically increasing the network of tolled facilities in the United States and demonstrating their value to a wider audience of customers, stakeholders and elected officials, across the U.S. and around the world.

Among the close-knit group of professionals who gather at IBTTA conferences, there is no question that tolling is an essential tool in the transportation toolbox. But it takes sustained, effective, professional advocacy work to get that message out to the decision-makers and media opinion-makers who will prescribe the solutions for the infrastructure of the future. With *Moving America Forward*, IBTTA is at the table with a powerful package of messages and strategies that will transfer smoothly to other jurisdictions in the world based on the experience we gain and the success we achieve in the U.S.

Association leadership is ultimately about continuity, and I am confident that the future presidents with whom I have served on the Board will build on the initial successes we achieved in 2012. With its thought leadership through the education series and its extended reach through the media and advocacy campaign, IBTTA is in a strong position to succeed. At my first IBTTA annual meeting in Detroit, in 1977, I imagined myself serving with IBTTA some day and helping to advance the cause of tolling in the U.S. I have seen that dream come true, and it has been a pleasure and a distinct honor to serve during a pivotal moment in our industry's history.



Jordi Graells

2012 IBTTA President

and President, Abertis USA Corporation

# 2012

## IBTTA 80<sup>TH</sup> ANNIVERSARY: A LOOK BACK



# IN REVIEW



**IBTTA**  
TOLLING. MOVING SMARTER.

## A YEAR IN MOTION

IBTTA's 80th anniversary was a year of perpetual motion. By the end of 2012, the association had laid the foundation for decades of future success, launching a long-term advocacy campaign to position tolling as a central part of the solution to the global transportation infrastructure-funding crisis.

## CELEBRATING 80 YEARS OF ACHIEVEMENT

IBTTA celebrated 80 years of success by unveiling a new logo and tagline during its Annual Meeting and Exhibition in Orlando, Florida. A special ceremony during the opening general session looked back on a proud history that included:

- The **vision** of the 1930s
- The **perseverance** of the 1940s
- The **prosperity** of the 1950s
- The **challenge** of the 1960s
- The **anxiety** of the 1970s
- The **collaboration** of the 1980s
- The **breakthroughs** of the 1990s
- The **transformation** of the 2000s

The new tagline, "Tolling. Moving Smarter." captures the spirit of a smart, sustainable, effective method of funding and financing surface transportation.



## IBTTA BOARD OF DIRECTORS SETS AMBITIOUS GOALS

In 2012, IBTTA developed the policy agenda, assembled the plan and raised the funds to launch the most persistent, comprehensive advocacy campaign in its history.

The immediate objectives of the campaign, *Moving America Forward*, are to raise public and legislative awareness of the importance of tolling in helping to solve our infrastructure funding crisis; eliminating congestion on our roadways; providing jobs and stimulating local economies; and winning the flexibility for state and local governments in the United States to make wider use of tolling when they see it as the best option to fund the surface transportation they need.

The effort will involve research, message development, message testing and the use of mainstream and social media platforms and other channels. As the campaign progresses, IBTTA and its members outside North America will be able to distill lessons learned and use the campaign as a template for action in other regions of the world.

The campaign will succeed by:

- Raising the industry's profile with legislators and media at the national, state and local levels
- Publishing research, fact sheets and case studies to tell a positive story about tolling, beginning with *The US Tolling Industry: Facts in Brief 2012*, a statistical compendium released at the Annual Meeting and Exhibition in Orlando
- Placing op-ed articles, blog posts and other original content in key publications that help shape the legislative process, and in specialty media dealing with transportation, finance and infrastructure management
- Building a wider community of interest and support through Twitter, LinkedIn, Facebook and other social media platforms
- Responding to editorials, op-eds, columns and other published content that create opportunities to make the case for tolling
- Delivering a wider variety of resources to make it easy—and make a compelling case—for members to participate in the campaign





## TOLLING IN BRIEF

The *Facts in Brief* brochure provides comprehensive data as to the full scope and contribution of the tolling industry in the United States, including mileage and revenue figures, trips per year, capital investment and percentage of Americans who feel tolls should be considered as a primary source of transportation funding. The brochure can be a useful educational piece for members, media, legislators and the general public, and it provides a solid case for the incorporation of tolling into any discussion of solutions to the infrastructure funding crisis. It answers questions and consumer concerns about tolling, and it elaborates on the importance of public-private partnerships in building and repairing roads.



# ENTERPRISE

IBTTA Board members and others attending the spring Board meeting had the opportunity to watch the Space Shuttle Enterprise land in Jersey City as part of the final journey to its permanent home at the Intrepid Sea, Air and Space Museum.









## IBTTA PARTICIPATES IN INTERSTATE TOLLING DEBATE WITH TRUCKING INDUSTRY

At a January 10, 2012, luncheon hosted by the Eno Center for Transportation, IBTTA Executive Director and CEO Patrick Jones went head to head with Bill Graves, President and CEO of the American Trucking Associations, debating the proposition that the federal ban on tolling the Interstate should be preserved.



"The Interstate system is more than 50 years old, and in many places needs to be completely rebuilt," Jones said. "Resurfacing won't cut it. In many cases, you have to go down to gravel and replace the entire structure of the road."



Jones cited bridge collapses in Connecticut and Minnesota as "stark and tragic examples of crumbling Interstates." With current funding sources inadequate to fund reconstruction, "the states want and need flexibility to use tolls to rebuild and maintain existing Interstates."

## U.S. LEGISLATION CREATES NEW OPPORTUNITIES

On July 6, 2012, U.S. President Barack Obama signed the *Moving Ahead for Progress in the 21st Century Act* (MAP-21), following its adoption by Congress on June 29. Although it did not address the long-term shortfall in U.S. surface transportation funding, the legislation contained several provisions that advanced IBTTA's agenda for effective transportation funding and finance. The bill:

- Created opportunities to toll new stretches of interstate highway, convert existing interstate bridges and tunnels to tolled facilities as part of major reconstruction projects and convert existing high-occupancy vehicle (HOV) lanes to high-occupancy toll (HOT) lanes
- Set a four-year deadline for all U.S. toll facilities on federal-aid highways to "implement technologies or business practices that provide for the interoperability of electronic toll collection programs"
- Increased credit assistance under the *Transportation Infrastructure Finance and Innovation Act* (TIFIA) from \$122 million in the 2012 fiscal year to \$750 million in FY 2013 and \$1 billion in FY 2014
- Recognized tolls and user fees as approved revenue streams to repay TIFIA credit
- Required the U.S. Department of Transportation to assemble an inventory of best practices in public-private partnerships, develop model contracts for standard P3 transactions and provide technical assistance upon request
- Excluded proposed amendments that would have made it more difficult for states to convert existing toll facilities to leased assets operated by concessionaires.

Although MAP-21 included some important advances for tolling and other forms of user financing, it did not address the fundamental shortfall in U.S. transportation infrastructure funding. The bill provided a two-year window for further Congressional action, and by the end of 2012 IBTTA was already beginning to gear up for the 2014 highway reauthorization bill.



In the months before MAP-21 was enacted, IBTTA worked with a wide variety of coalitions and associations to advance provisions that were favorable to tolling and raise questions about clauses that would have had an adverse impact on the industry. Key partners included IBTTA members, the American Association of State Highway and Transportation Officials (AASHTO), the American Road and Transportation Builders Association (ARTBA), the Bipartisan Policy Center, the Mileage-Based User Fee Alliance, the Transportation Transformation Group (T2), the U.S. Chamber of Commerce, the U.S. Tolling Coalition, the Alliance for Toll Interoperability and the E-ZPass Interagency Group.

## IBTTA INTEROPERABILITY COMMITTEE CHARTS FUTURE COURSE

IBTTA's Interoperability Committee, which was formed in 2010, released its preliminary report, *Migrating to U.S. Nationwide Electronic Tolling Interoperability*, in March.

The report traced the "organic" development of electronic toll collection (ETC) in the U.S. since 1989, with individual toll agencies adopting a variety of ETC systems to meet local and regional needs. "Efforts to establish national interoperability must recognize and address the established base of technologies and systems already in use, the capital investment expended on these systems

and the institutional and business agreements that must exist among toll operators to recognize a given customer and properly process a transaction to that customer's account."

The committee will continue its efforts to achieve nationwide interoperability of electronic toll collection systems by 2016.





## IBTTA BUILDS WIDER INDUSTRY PARTNERSHIPS

The most effective associations work with partner organizations to address issues and objectives they hold in common. In 2012, IBTTA advanced three long-standing relationships that will help make the case for user-financed transportation.

In February, the Board of Directors adopted a memorandum of understanding (MOU) with the American Association of State Highway and Transportation Officials (AASHTO). The two organizations will work together to advance public policies that allow states to use toll financing as they see fit, including on interstate highways, where U.S. federal law has traditionally banned the use of tolls.

In March, IBTTA representatives met with a committee of the American Society of Civil Engineers, to begin laying the groundwork for a similar MOU. And in late May, IBTTA continued its close partnership with ASECAP, the European association of tolled motorway concessionaires, with a strong presence at ASECAP's 40th Study and Information Days in Torino, Italy.

## TOLLWAYS

IBTTA's professional journal, *Tollways*, extends conventional thinking by exploring new horizons in user-financed transportation.

The industry's top thought leaders use this publication to share new ideas and insights in transportation policy, financing strategies, infrastructure management, technology and facility management and operations.

The summer 2012 edition of *Tollways* advanced the discussion of surface transportation funding and finance and 21st century operations with thoughtful content on:

- Vehicle Miles Travelled (VMT) charges and the future of toll roads
- Progressing VMT charging in the United States
- Paving the way to VMT
- Tolling lessons from Missouri's Interstate 70
- Florida's case to fund infrastructure with mileage-based user fees
- Private sector participation in enhancing the Berlin-Warsaw Motorway
- Harmonized development of Intelligent Transportation Systems in Europe
- A project delivery to-do list for rebuilding the U.S. interstate highway system.





# MEMBER



# EDUCATION

IBTTA's annual Education Series provides industry leaders with the tools necessary to continue their professional development and bring their expertise and effectiveness to new heights. The five Workshops, eight webinars and the Annual Meeting and Exhibition in IBTTA's 2012 Education Series delivered the state-of-the-art knowledge to help participants keep pace with a rapidly evolving industry. Key content from most of the conferences was captured in a streamlined reporting format that gave members easy access to major themes, burning issues and key takeaways from each program. Thematic reports can be found on IBTTA's website in the past presentations section.





## TRANSPORTATION SUMMIT OF SOUTH AFRICA

**March 11–13, 2012, Cape Town, South Africa**

**Hosts:** South African National Roads Agency Limited (SANRAL), South African Association of Road Concessionaires (SAARC)

**Chief Meeting Organizer:** Thania Dhoogra-Chetty, N3 Toll Concession (Pty) Ltd.

More than 150 participants attended IBTTA's *Transportation Summit of South Africa*. The conference featured expert presentations and robust discussions on toll road concessioning, technology and innovation, policy, investment and finance and concession operation, in South Africa and around the world. Highlights included keynote presentations by Dr. Azar Jammie of Econometrix and Jonathan Hanks of Incite, as well as a technical tour of the Gauteng Open Road Tolling Project.



## SYMPOSIUM ON MILEAGE-BASED USER FEES AND TRANSPORTATION FINANCE SUMMIT

**April 29–May 1, 2012, Jersey City, New Jersey**

**Hosts:** I-95 Corridor Coalition, Mileage-Based User Fee Alliance, Reason Foundation

**Conference Partners:** Humphrey School of Public Affairs of the University of Minnesota, Texas Transportation Institute, Transportation Research Board

**Chief Meeting Organizer:** Mark Muriello, Port Authority of New York and New Jersey

IBTTA combined the annual *Transportation Finance Summit* with the *Symposium on Mileage-Based User Fees* (MBUF) hosted each year by the Humphrey School of Public Affairs in Minnesota and the Texas Transportation Institute, which is part of the Texas A&M University System. The result was a gathering of 260 delegates from 32 U.S. states that fostered dialogue and debate between tolling and MBUF, two essential forms of user financing. Participants met to explore the institutional arrangements, political leadership, new technologies and intergenerational partnerships that will shape the future of road user charging.



## ORGANIZATION MANAGEMENT WORKSHOP

**June 17–19, 2012, San Francisco, California**

**Hosts:** Golden Gate Bridge, Highway and Transportation District, Bay Area Toll Authority

**Chief Meeting Organizer:** Barbara Catlin, TransCore, Inc.

The 2012 Organization Management Workshop featured presentations on traffic congestion, tolling industry trends, and the future of connected vehicles, as well as an external affairs track that delivered practical knowledge on research, social media and community outreach. Participants celebrated the 75th anniversary of the Golden Gate and San Francisco-Oakland Bay bridges with a technical tour of the Bay Bridge's east span, a special anniversary exhibit at the Golden Gate and a spectacular video presentation that captured the spirit of an iconic community celebration.



© Mason Cummings



## SUMMIT ON ALL-ELECTRONIC TOLL COLLECTION

**July 22–24, 2012, Atlanta, Georgia**

**Hosts:** State Road and Tollway Authority (SRTA), Georgia Department of Transportation

**Chief Meeting Organizer:** David Kristick, The E-470 Public Highway Authority

Taking place just two weeks after President Obama signed the *Moving Ahead for Progress in the 21st Century Act* (MAP-21), this year's *Summit on All-Electronic Toll Collection* (AETC) was an important moment for IBTTA members to discuss the four-year deadline for North American toll agencies to become fully interoperable. Conference sessions focused on the future of AETC, the path to interoperability, managed lane strategies and transaction management and collections.

For the first time ever, the State Road & Tollway Authority (SRTA) ran a virtual Tolling Operations Center from the conference hotel. Attendees got a first-hand look at the various cutting-edge technologies used to manage the I-85 Express Lanes.



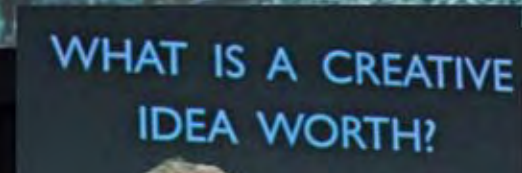
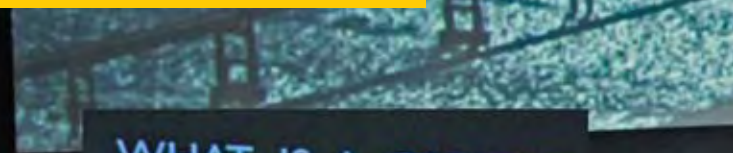
# 80TH ANNUAL MEETING AND EXHIBITION

**September 9–12, 2012, Orlando, Florida**

**Hosts:** Florida's Turnpike Enterprise, Miami-Dade Expressway Authority, Tampa-Hillsborough Expressway Authority, Orlando-Orange County Expressway Authority

**Chief Meeting Organizer:** James L. Ely, HNTB Corporation

*Delivering Real Solutions* was the theme of IBTTA's 80th Annual Meeting and Exhibition, and the program included tracks or special features dealing with interoperability, the business of tolling, technology, mobility pricing, global contemporary issues and telling the toll industry story. During one designated session, participants browsed information tables and enjoyed one-on-one conversations in an exhibition-style setting to learn about tolling practices and programs in different parts of the world.





S, PRESIDENT



## MAINTENANCE AND ROADWAY OPERATIONS WORKSHOP

**October 14–16, 2012, Kansas City, Missouri**

**Host:** *Kansas Turnpike Authority*

**Chief Meeting Organizer:** *Raymond Szczucki, ACE USA*

The *Maintenance and Roadway Operations Workshop* covered the spectrum of issues, challenges and solutions involved in operating and maintaining a successful toll facility. The program featured a special session on emergency management and disaster response that captured the various approaches toll agencies use to deal with catastrophic events. Maintenance and Operations tracks included maintenance cost analysis, asset management programs, functional and sustainable facilities and new design concepts for integrated traffic management centers.

## SERVICE PROJECT

More than 30 attendees participated in a service project held at Harvesters, a community food network. Attendees enjoyed a great day of painting, refreshing truck lot stripping and repairing a large metal garage.





## 2012 WEBINAR SERIES

***An expanded webinar series delivered a steady stream of educational content on many of the key issues facing the toll industry. The program included:***

- *A Primer on Toll Funding and Finance*
- *Survey Says...*
- *Telling the Toll Industry Story*
- *Migrating to Nationwide Interoperability*
- *Communicating and Marketing for All-Electronic Tolling*
- *A TIFIA Webinar for the Toll Industry, co-hosted with the U.S. Department of Transportation*
- *National Interoperability, co-hosted with the E-ZPass Group*
- *Unrealistic or Not, Here They Come: Communication is the First Step in Meeting Customer Expectations*

IBTTA also hosted a special conference call on June 29, the day the U.S. House of Representatives and Senate both approved MAP-21, to review major provisions of the bill and its implications for tolling, interoperability, public-private partnerships and TIFIA credit assistance.



# 2012 LEADERSHIP



# P ACADEMY



The 2012 IBTTA Leadership Academy Executive Development Program was held from February 12–17 in Washington, DC. Tolling leaders representing toll agencies and private sector companies from Canada, South Africa, Tajikistan and the United States shared industry lessons with a newfound group of friends and peers.

Jordi Graells, President, Abertis USA Corporation and President, IBTTA Board of Directors, Jim Ely, HNTB Corporation and Chancellor of the IBTTA Leadership Academy joined the class. Pat Jones, IBTTA Executive Director and CEO worked with the class to craft a vision of the tolling future. Topics included Ethics, The Business of Tolling, Executive Director Roundtable, Leader as Strategist, Transportation Alliances, Measuring By Metrics and Navigating Work-Life Balance. Thanks to the industry leaders below who gave their time and expertise:

**Mark Aesch** (Envisurage), **Gerald Carrigan** (North Texas Tollway Authority), **Christopher Brown** (Metropolitan Washington Airports Authority), **Mort Downey** (Parsons Brinckerhoff, Inc.), **John Doyle** (Doyle McDonald), **Dave Gehr** (Parsons Brinckerhoff, Inc.), **Robert Horr** (Thousand Islands Bridge Authority), **Stephen Mayer** (Parsons Corporation), **John McCuskey** (The E-470 Public Highway Authority), **Javier Rodriguez** (Miami-Dade Expressway Authority), **Joshua Schank** (Eno) and **Hal Worrall** (Transportation Innovations, Inc.).



## 2012 IBTTA LEADERSHIP ACADEMY GRADUATES

**Suhair Alkhatib**

Maryland Transportation Authority

**Scott Bacsikin**

HDR, Inc.

**Brent Baker**

Parsons Brinckerhoff, Inc.

**Duane Buchko**

AECOM

**Bill Burger**

Transportation Corridor Agencies

**Jessica Carson**

The E-470 Public Highway Authority

**Benton Greer**

Parsons Brinckerhoff, Inc.

**Samuel Johnson**

San Diego Association of Governments

**Peter Lee**

Bay Area Toll Authority

**Alison MacDonald**

Halifax Harbour Bridges

**Timothy Morrison**

Xerox

**Fotima Niyozmamadova**

Branch of Innovative Road Solutions

**Eric Ploch**

Atkins North America, Inc.

**Maggie Prehoda**

Faneuil, Inc.

**Shane Sanford**

Thousand Islands Bridge Authority

**Ryan Schultz**

3M Company

**Samantha Soules**

Atkins North America, Inc.

**Lisa Thompson**

HNTB Corporation

**Judy Van Es**

Tolcon

**Cynthia Ward**

Metropolitan Washington Airports Authority

**Bennie Van Der Westhuizen**

Trans African Concessions, (Pty) Ltd.





## IBTTA FOUNDATION

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The IBTTA Foundation Board of Directors continued its tradition of industry service and stewardship with a full schedule of projects in 2012. Foundation Board Members—Chairman Jack Finn of HNTB Corporation; Joseph Donahue of Jacobs Engineering Group; Robert Horr of Thousand Islands Bridge Authority; Stephen Mayer of Parsons Corporation; Maurizio Rotondo of AISCAT (Associazione Italiana Società Concessionarie Autostrade e Trafori); and Kathleen Sharman of the Georgia State Road and Tollway Authority—conducted the fifth Annual Leadership Academy February 12–17 in Washington, DC. Roundly acclaimed by IBTTA members as well as colleagues in other associations, the Leadership Academy plays a vital role in preparing the next generation of tolling industry executives and managers, and the 2012 program produced an impressive class of graduates.

The Foundation also sponsored the service project in Kansas City on Sunday, October 14, which generated a substantial donation to the Harvesters Community Food Network.

The Foundation's 2012 projects culminated in the fundraising golf tournament at the Annual Meeting and Exhibition in Orlando.



# AWARDS AND RE





# COGNITION

## CONGRATULATIONS TO THE 2012 WINNERS



The IBTTA Toll Excellence Awards Program recognizes member toll agencies that have helped to further the aims of the industry through creative, innovative and positive programs. The 2012 winners are:

FROM LEFT TO RIGHT, BACK ROW:

**David Machamer**, Oklahoma Turnpike Authority, Chair Awards Committee  
**William Capone**, Pennsylvania Turnpike Commission, Technology Winner  
**Ray Wilkerson**, Central Texas Regional Mobility Authority, Social Responsibility Winner  
**Jordi Graells**, Abertis, President IBTTA

FROM LEFT TO RIGHT, FRONT ROW:

**Kristi Lafleur**, Illinois Tollway, Administration Winner  
**Loretta Brown**, Texas DOT, Texas Turnpike Authority Division, Customer Service Winner  
**Christina Ebli**, Autostrada del Brennero S.P.A., Operations Winner





## PRESIDENT'S AWARD WINNER



### TECHNOLOGY CATEGORY & PRESIDENT'S AWARD WINNER

**Pennsylvania Turnpike  
Commission, Harrisburg, PA**



#### TRIP TALK

Trip Talk is an application that delivers information to drivers via their smart phones. It is the first hands-free, eyes-free, interoperable smart phone application to broadcast travel advisories to drivers without requiring any interaction, therefore complying with state anti-texting and distracted driving laws. Drivers receive only relevant advisories that are within range of their vehicles. Toll agencies can integrate their data into the system so that drivers have continuous access to travel advisories, even as they cross state and agency boundaries. The interface also allows agencies to capture anonymous data for traffic management, without identifying individual users.

### ADMINISTRATION CATEGORY

**Illinois Tollway, Downers  
Grove, IL**



### BALMORAL AVENUE INTERCHANGE PROJECT

The Balmoral Avenue Interchange is an all electronic ramp that runs to the southbound Tri-State Tollway from Balmoral Avenue in Rosemont, Illinois. The \$25 million congestion management project provides thousands of drivers with improved mobility and access to the Donald E. Stephens Convention Center, Rosemont Theater, O'Hare International Airport, local businesses and a developing entertainment district.

The interchange became an innovative example of local collaboration when the Village of Rosemont agreed to finance and construct the project. Under the agreement, Rosemont set goals for disadvantaged business enterprise participation in contracting for the project.



### CUSTOMER SERVICE CATEGORY

**Texas Department of  
Transportation, Toll Operation  
Division, Austin, TX**



### TxTag FLEET PROGRAM

The TxTag Fleet Program is a license plate-based, prepaid account system where tolls are posted at the pay-by-mail rate to account for image-based transaction processing costs. It delivers efficient, cost-effective back office solutions for large rental agency



fleets, while ensuring toll revenues are collected. By offering customers the option of foregoing transponder purchases, the program significantly reduces the overhead costs associated with managing them. Combined with continued pursuit of unpaid violations, the program generated nearly \$3.6 million in additional toll and fee revenue.

## OPERATIONS CATEGORY

**Autostrada del Brennero  
SpA, Trento, Italy**

### NOISE BARRIER INTEGRATED WITH PHOTOVOLTAIC PLANT



The Autostrada del Brennero SpA joined with the community of Isera to install Italy's first energy-generating sound barriers along the 315-kilometre (196-mile) A22 motorway. The wall's soundproofing measures 1,067 x 5.6 metres (3,500 x 18 feet),

accommodates 3,944 solar photovoltaic panels and controls noise pollution in the towns and communities located near the southbound stretch of the motorway. The photovoltaic plant actively contributes to air quality and reduces greenhouse gases linked to climate change.



## SOCIAL RESPONSIBILITY CATEGORY

**Central Texas Regional  
Mobility Authority,  
Austin, TX**



## GREEN INITIATIVE

Since 2010, the Central Texas Regional Mobility Authority's Green Initiative has infused sustainability into transportation projects, helping to spread a culture of environmental stewardship across the region and beyond. Green Initiative programs include a green credits program that awards certification to transportation projects that incorporate sustainable practices, including Phase II of the 6.2-mile Manor Expressway toll project in Austin. The Mobility Authority is requiring the design-build developer to complete mandatory sustainability initiatives, and has identified additional, optional initiatives that would enable the vendor to earn a minimum number of required green credits.



# THE PEOPLE





# LE OF IBTTA



PICTURED LEFT TO RIGHT:

**Frank McCartney,**

Immediate Past President

**Steven Snider,**

President 2010

**Malika Seddi,**

International Vice President

**Robert Horr,**

First Vice President

**Jordi Graells,**

President

**Patrick Jones,**

Executive Director & CEO

**Mike Heiligenstein,**

Second Vice President

## IBTTA'S 2012 EXECUTIVE COMMITTEE & BOARD OF DIRECTORS

The IBTTA Board of Directors sets the strategic direction of the association, approves the association outcomes to be accomplished and assures that the resources necessary for the achievement of desired outcomes are available and used efficiently.

IBTTA's Board of Directors comprises 25 Active (toll operator) member representatives. Directors serve staggered four-year terms and officers serve one-year terms. The terms of officers and directors begin on January 1 of the year following their election at IBTTA's Annual Meeting.

# IBTTA 2012 BOARD OF DIRECTORS

## EXECUTIVE COMMITTEE

**Jordi Graells** | *President*

President, Abertis USA Corporation

**Robert G. Horr, III** | *First Vice President*

Executive Director, Thousand Islands Bridge Authority

**Mike Heiligenstein** | *Second Vice President*

Executive Director, Central Texas Regional Mobility Authority

**Malika Seddi** | *International Vice President*

Director of International Affairs, ASFA—Association Professionnelle Autoroutes et Ouvrages à Péage

**Frank G. McCartney** | *Immediate Past President*

Executive Director, Delaware River Joint Toll Bridge Commission

**Patrick D. Jones** | *Executive Director & CEO*

IBTTA



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## DIRECTORS

**Terry Brechtel**

Alamo Regional Mobility Authority

**Buddy Croft, III**

Rhode Island Turnpike and Bridge Authority

**José Luis Feito**

ASETA

**Kristi Lafleur**

Illinois Tollway

**John McCuskey**

E-470 Public Highway Authority

**Peter Merfeld, P.E.**

Maine Turnpike Authority

**Jean Mesqui**

ASFA—Association Professionnelle Autoroutes  
et Ouvrages à Péage

**David Moretti**

MTA Bridges and Tunnels

**Richard Raczynski**

New Jersey Turnpike Authority

**Javier Rodriguez, P.E.**

Miami-Dade Expressway Authority

**Maurizio Rotondo**

AISCAT—Associazione Italiana Società  
Concessionarie Autostrade e Trafori

**Klaus Schierhackl**

ASFINAG

**Kathleen Sharman**

Georgia State Road & Tollway Authority

**Emanuela Stocchi**

AISCAT—Associazione Italiana Società  
Concessionarie Autostrade e Trafori

**Neil Tolmie**

N3 Toll Concession (Pty) Ltd.

**James Trogdon**

North Carolina Department of Transportation

**Joseph Waggoner**

Tampa-Hillsborough Expressway Authority

**Christopher Waszczuk**

New Hampshire Department of Transportation



## PAST PRESIDENTS



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

Delaware River Joint Toll Bridge Commission

**Edward J. DeLozier, 2010–2011**

Honorary President  
The 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 Turnpike 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-Francois Poupinel, 2004\***

COFIROUTE

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

South Jersey Transportation Authority

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

Orange-Orlando County Expressway Authority

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

Maine Turnpike Authority

**Luis Ferreiro, 2000\***

AUMAR

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**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  
Autostade, S.P.A.

**Russel I. Wilcox, 1994\***

Thousand Islands Bridge Authority

**Anthony J. Barber, 1993\***

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\***

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

## PAST PRESIDENTS *continued*

**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 Authority of New York

**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

*\*also an honorary member*



## HONORARY MEMBERS

Michael C. Ascher

José Manuel Basañez

Paul Burnette

Oliver K. Compton, Jr.

James A. Crawford

Ronald Cunningham

Robert L. Davis

Antonio Diez de Rivera

Daniel W. Greenbaum

James Griffin

John J. Hassett

Frank A. Howe

Burt H. Marshall

Jean Millier

Kodo Ogata

D. Rafael del Pino y Moreno

Edward J. Regan, III

W. A. Rusch

Gordon Slaney

Mary E. Turkington

Norman H. Wuestefeld

Bruce Zimmerman

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Kansas Turnpike Authority

**Lauren Hakos**, *Co-Chair*

Ohio Turnpike Commission

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**Mark Muriello**, *Chair*

Port Authority of New York and New Jersey

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**Martin Stone**, *Chair*

Tampa-Hillsborough Expressway Authority

### MAINTENANCE COMMITTEE

**Dan Castrigano**, *Chair*

Greenman-Pedersen, Inc.

### PUBLIC AND PRIVATE FINANCE COMMITTEE

**Nick Grieshaber**, *Chair*

Pennsylvania Turnpike Commission

### TOLL OPERATIONS COMMITTEE

**Jim Wilson**, *Chair*

TransCore, Inc.

# 2012 HONORARY MEMBERS

## SPECIAL RECOGNITION

The "Honorary Member" designation is a class of IBTTA membership that recognizes individuals who have made extraordinary contributions to IBTTA and the toll industry over a sustained period of time. It is the highest honor that IBTTA can bestow on an individual.



**Michael C. Ascher, P.E.**

Michael C. Ascher retired in October 2005 as President of MTA Bridges and Tunnels (MTA B&T), formerly known as the Triborough Bridge and Tunnel Authority. He joined the agency in November 1988 as Executive Vice President and Chief Engineer and was named President in March 1990, making him the longest continuously serving MTA agency head. He is widely credited for the development of the regional E-ZPass electronic toll collection

system, now interoperable at 25 agencies in 15 states and a border crossing.

As a leading transportation executive in the metropolitan New York region, Michael served as Chairman of the E-ZPass Interagency Group (1994 to 1997)—a group he helped found in 1991, and which continues today as a model for regional transportation cooperatives throughout the country. He also served as Vice Chairman of the I-95 Corridor Coalition (1995 and 1996). Additionally, he served on the Board of Directors of IBTTA and ITS America. More recently and until his retirement, he served as Chairman of TRANSCOM,



a consortium of 16 transportation and law enforcement agencies coordinating inter-modal transportation planning, reporting and incident management within the region.



**Edward J. Regan, III**  
*CDM Smith*

Edward J. Regan, III has spent his entire professional career with CDM Smith (and its predecessor company Wilbur Smith Associates), serving the world's toll industry for more than 35 years. He led the CDM Smith toll practice for almost 25 years; specializing in traffic and revenue forecasting, toll operations, congestion pricing and more. Under Ed's leadership, CDM Smith forecasts have been used in support of more than \$80 billion in toll facility financing, and he has earned the respect of rating analysts, institutional investors and toll agency staff.

Ed has served on numerous committees, most recently serving as a vice chair of the IBTTA Interoperability Committee. Other committees include IBTTA's Government Affairs Committee, and Communications Committee, and he has contributed significantly to various strategic planning efforts for the

Association over the years. He also served on the faculty of the IBTTA Leadership Academy, and on the *Tollways* Editorial Advisory Board.



**Steven Snider**  
*Halifax Harbour Bridges*

Steven Snider is the General Manager and CEO of Halifax Harbour Bridges (HHB). As one of the longest serving CEOs of a tolling authority in North America, Steve is responsible for the overall operations, maintenance and administration of the Angus L. Macdonald and A. Murray MacKay bridges. These critical pieces of infrastructure represent almost 34 million crossings each year, a 21 percent increase in traffic since Steve started with HHB in 1994.

Steve is a member of the Halifax Gateway Council, Strategic Joint Regional Transportation Committee and was the 2010 president of IBTTA. Through his 20 years of leadership experience in the transportation industry Steve has earned the reputation as being a respected leader on transportation issues. The common thread that ties together all of Steve's experience is the issue of sustainable transportation. This issue is a passion of his, and one that has gained him the reputation of respected advocate for environmental responsibility in the transportation sector. He has made creating sustainable transportation solutions a priority at HHB and chose this environmental message as his focus during his presidency at IBTTA.







## 2012 MEMBERS AND SPONSORS\*

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Accenture LLC  
ACS Infrastructure Development Inc.  
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Cubic Transportation Systems, Inc.  
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Goldman, Sachs & Co.  
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Jacobs Engineering Group  
Michael Baker, Jr., Inc.  
Parsons Brinckerhoff, Inc.  
Stantec Consulting Services Inc.  
STV Incorporated  
TransCore, Inc.  
Xerox

### NEW MEMBERS IN 2012

#### ACTIVE MEMBERS

Derech Eretz Highways Ltd  
Government of NW Territories,  
Road Licensing and Safety Division  
Osceola Parkway Toll Road

#### ASSOCIATE MEMBERS

Areas USA, Inc.  
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Colas Infrastructure  
Computer Aid, Inc.  
Cross Israel Highway Ltd.  
EROAD Limited  
Highway Toll Systems Co., Ltd.  
Intelligent Imaging Systems  
LeighFisher  
Nexco-West USA, Inc.  
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*\*A complete list of members may be found at [www.ibtta.org](http://www.ibtta.org).*

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## 2012 IBTTA PLATINUM SPONSORS

The following companies generously  
supported the full 2012 Education Series:

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IMPROVING YOUR WORLD

**HNTB**

**TRANSCORE**

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## 2012 FINANCIALS



### REVENUE

Operating Revenue	2,141,550
Meeting Revenue	2,059,065
Total Revenue	4,200,615

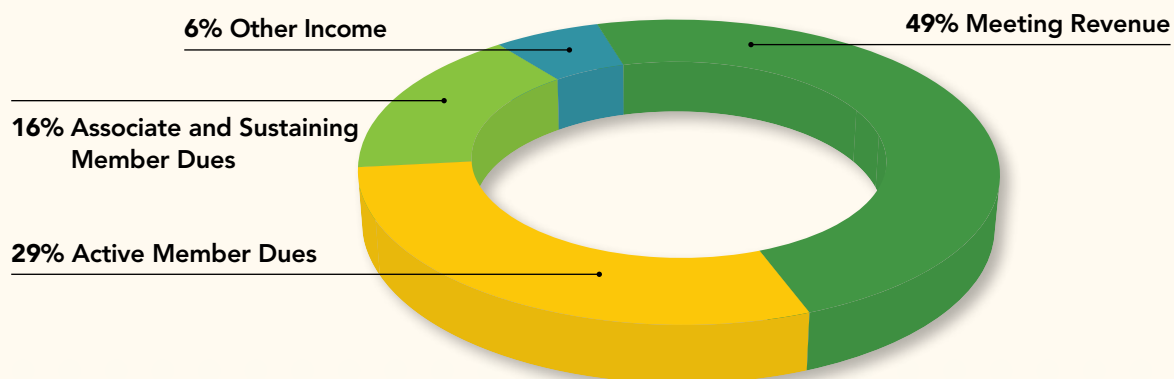
### EXPENSES

Operating Expenses	2,570,778
Meeting Expenses	1,533,364
Total Expenses	4,104,142
Change in Net Assets, Before Investment Income (Loss)	96,473
Investment Income (Loss), Net	189,563
Change in Net Assets	286,036
Net Assets, Beginning of Year	1,777,794
Net Assets, End of Year	2,063,830

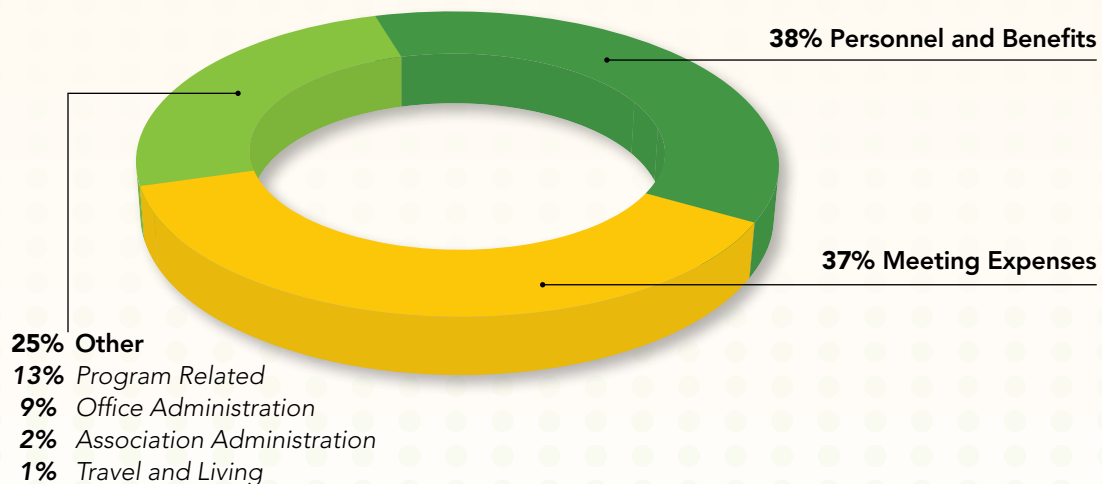
*All figures in U.S. dollars, consolidated to include IBTTA and IBTTA Foundation*



## SOURCE OF FUNDS



## USE OF FUNDS





## 2012 IBTTA STAFF

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**Sarah Shields**

Content Writer

**Harry Smith**

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## ABOUT IBTTA

The International Bridge, Tunnel and Turnpike Association (IBTTA) is the worldwide association for the owners and operators of toll facilities and the businesses that serve tolling. Our mission is to advance toll financed transportation. Each year, the association engages thousands of transportation professionals from toll agencies, concessionaires and allied businesses through educational meetings, knowledge-sharing and advocacy. Founded in 1932, IBTTA has members in more than 20 countries on six continents.

**[WWW.IBTTA.ORG](http://WWW.IBTTA.ORG)**



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