



CUSTOMERS & COLLABORATION

2014 REPORT TO MEMBERS



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REFLECTIONS FROM THE PRESIDENT

MIKE HEILIGENSTEIN SERVED as IBTTA President in 2014. He is currently the Executive Director of the Central Texas Regional Mobility Authority, where he was hired as the first employee in 2003. Before joining the agency, Heiligenstein served as county commissioner of Texas' Williamson County for 16 years, where he supervised \$1.5 billion in capital improvement projects.



EACH YEAR, THE IBTTA PRESIDENT typically selects a theme for his or her year. Heiligenstein chose the theme *Customers and Collaboration*.

“**Customers**’, because they are the foundation of our business. Without customers, we don’t have a tolled highway, bridge or tunnel,” says Heiligenstein. “**Collaboration**’

because working with and through others is one of the keys to building and growing a successful business operation.”

We asked Mike to reflect on his service as president and the overall state of the industry.

As IBTTA president, of what accomplishments are you most proud?

I think we made a lot of progress on national interoperability. I think we elevated the idea that the industry is much more aligned with technology than people think, and interoperability is one aspect of that. Also, the conferences we held throughout the year were helpful for our members. We had one of the largest turnouts ever for the annual conference.

What do you think about the state of the industry?

There have been some significant advancements, particularly in technology and customer service, but there are a number of challenges confronting us also. In the immediate future, I think we’ll see a growth in political opposition to tolling. We have to do more and better work in explaining to the traveling public why tolling is a viable alternative and one that can make projects better, faster and safer.

What other trends do you see on the horizon?

I think we’re going to see more emphasis on utilizing our existing corridors in smarter ways, through express and managed lanes, for instance. We’ll see more requests from other agencies and alternative transportation modes for contributions to their particular modes. I think we’ll see more and more emphasis on urban tolling and pricing at some level. In general, I think folks will start thinking more and more about the next generation of transportation.

Is there anything you want to say to the industry-at-large?

No matter what we do in terms of technology, it’s important to remember why we’re here—to give the customer a rewarding experience every time they’re on a toll road. We have to understand what the public’s wants and needs are. We need to work on understanding what is of value to the traveling public.

We tend to talk about gantries, transactions and revenue, but we also need to reflect on how facilities benefit the community. How does our industry help those who need it most, who are challenged in finding work and can actually travel to work in a timely, cost-effective manner? The construction of roads is about mobility more than anything else.

What other advice do you have for toll operators?

In my region, what works best is relationship building. That’s a key element for anyone who wants to pull together a regional transportation plan. You have to approach it as a public servant. That’s the key to the success of our agency, along with hiring the best people regardless of whether they’ve had any toll experience.

In summary, we need to focus on understanding the public and how best to serve them.

TELLING OUR STORY

“**NO MATTER WHAT WE DO** in terms of technology, it’s important to remember why we’re here—to give the customer a rewarding experience every time they’re on a toll road. We have to understand what the public’s wants and needs are.”

2014 IBTTA
MIKE HEILIGENSTEIN



MOVING AMERICA FORWARD CAMPAIGN

IBTTA CONTINUED TO SHAPE the public conversation about tolling by building on its **MOVING AMERICA FORWARD** public awareness campaign. For the past two years, this strategic outreach effort has focused on engaging the mainstream media, elected officials at all levels of government, policymakers and the public in an educated dialogue about the benefits of tolling and the importance of rebuilding America’s transportation infrastructure. While initially focused on policymakers and the general public in the United States, the tools created and the lessons learned from this campaign are being applied in countries around the world.

Since the campaign’s launch on January 10, 2013, mentions of IBTTA and industry priorities have proliferated in political debate and the national and international media. A historic landmark came on April 29, 2014, when President Obama in his GROW AMERICA Act called for Congress to “eliminate the prohibition on tolling existing free Interstate highways, subject to the approval of the Secretary,

for purposes of reconstruction, thus providing States greater flexibility to use tolling as a revenue source for needed reconstruction activities on all components of their highway systems.”

The **MOVING AMERICA FORWARD** campaign generated high-profile stories on tolling on *NBC Nightly News*, *FOX News*, *The Diane Rehm Show*, in the pages of *The New York Times*, *The Washington Post*, *Politico*, *National Journal*, *The Boston Globe* and *ITS International*; and on Internet hotspots like *The Huffington Post* and countless other social media outlets. This year:

- We had 85 one-on-one media interviews.
- There were more than 1,200 positive media mentions of IBTTA and the benefits of tolling.
- We placed op-eds in a variety of leading media outlets, including: *The Hill’s Congress Blog*, *CQRollCall*, *San Antonio-Express News*, *Lexington-Herald Leader* and *South Carolina Business*.
- We created a six-minute video to highlight the progress being made in the public awareness campaign in the words of elected officials and as seen in the media.
- We developed a Grassroots Toll Kit for National Infrastructure Week 2014 as a resource to help IBTTA members educate elected officials, the media and the general public on the benefits of tolling.

This campaign dovetails tolling facts with important transportation success stories in a natural and organic way to bring attention to the many benefits of tolling. Our efforts also focused on aggressively responding to inaccurate and misleading information about tolling by highlighting real-world success stories and industry facts.





ENHANCED MEMBER COMMUNICATIONS

IBTTA IS COMMITTED TO SHOWCASING important lessons learned and the latest thinking on issues of great concern to industry leaders. Here is a sampling of resources released in 2014 that offer practical advice and actionable solutions.

IBTTA.org

The association designed and launched a new website in May 2014. The user-friendly site features a robust Resource Library that includes IBTTA Publications, Studies and Reports, a Transportation Glossary and information about educational programs, membership and all other association activities.

@IBTTA

@IBTTA is a monthly newsletter to IBTTA members that reflects on previous month's events and highlights, association news, upcoming meetings and other issues of interest to members. Previously called the *Executive Director's Monthly Report*, *@IBTTA* continues to be a one-stop-source for useful information about IBTTA.

International Tolling Newsletter

Published in January, April and September, this informative newsletter offers a concise overview of the latest industry developments and trends in the worldwide tolling industry. Recurring themes captured by continent include the growing importance of electronic toll collection interoperability, advances in tolling technology and the accelerating emergence of user-financed transportation.

Tolling Points Blog

Tolling Points, IBTTA's blog is a timely information resource for members and the public to share knowledge and stimulate thinking and discussion. Hosted on IBTTA's website, IBTTA posted more than 70 articles relating to tolling, infrastructure and transportation funding and finance.

Social Media Platforms

IBTTA is committed to reaching members, opinion leaders and other stakeholders through a variety of social media platforms, including Twitter, Facebook, LinkedIn and YouTube. All of our social media sites continue to grow rapidly. This year on Twitter, IBTTA experimented with online chat sessions. #TranspoChat hosted a number of guest "speakers" and online participants who could both ask questions and share related information and links to resources.

Success Stories – Smart Moves

In 2014, we produced the following success stories to highlight our members' Smart Moves for other members to learn from:

- **Development of the I-95 Express Lanes by the Florida Department of Transportation**
- **The Oklahoma Department of Transportation's use of "soft matches" to gain maximum benefit from state tolling revenue**
- **Reconstruction and expansion of the I-15 Express Lanes by the San Diego Association of Governments (SANDAG)**
- **The E-470 Public Highway Authority's introduction of a photovoltaic solar system to provide much of its electricity**
- **Use of toll revenue to relieve congestion through the construction of the Port Mann Bridge in Vancouver, British Columbia**
- **Introduction of an effective regional coordination regime by California's Metropolitan Transportation Commission**



COLLABORATING ON PUBLIC POLICY

“ I THINK WE’LL SEE A GROWTH in political opposition to tolling. We have to do more and better work in explaining to the traveling public why tolling is a viable alternative and one that can make projects better, faster and safer.”

2014 IBTTA
MIKE HEILIGENSTEIN



IBTTA AND THE 113TH CONGRESS

IBTTA’S ADVOCACY EFFORTS ARE FOCUSED on reaching elected officials and policy makers who shape laws and regulations that affect tolling and vital transportation infrastructure. Our goal is to create a favorable political environment that fosters the growth and widespread adoption of tolling as a viable means to fund and finance surface transportation infrastructure.

In 2014, the 113th Congress had many important issues to address, including reauthorization of the federal-aid highway program that was last addressed in the MAP-21 legislation (Moving Ahead for Progress in the 21st Century Act (P.L. 112-141)) signed into law in 2012. That Act enabled improvements in the treatment of toll roads on the federal-aid highway system and provided funding for the general highway program through September 2014.

IBTTA’s legislative priorities in 2014 advocated for the industry on several important fronts, including:

REMOVAL OF PROHIBITIONS ON TOLLING EXISTING NON-TOLLED INTERSTATE HIGHWAYS: IBTTA asked Congress that the states be given maximum flexibility to meet their individual transportation funding challenges, including the use of tolling on existing Interstate System routes.

TIFIA (TRANSPORTATION INFRASTRUCTURE FINANCE AND INNOVATION ACT): The TIFIA program was enacted in 1998 as part of TEA-21 (Transportation Equity Act for the 21st Century) and was substantially modified in 2012 by MAP-21, which established clearer metrics and timetables for program participation. To date, these modifications haven’t produced the desired increase in the progression of qualified projects. IBTTA advocated for higher loan caps and full implementation of the desired changes so that a larger number of new projects can be advanced.

TOLL PAYMENTS BY UTILITY FLEETS DURING NATURAL DISASTERS: Following Superstorm Sandy in 2012, it became apparent that there are issues associated with the movements of utility repair and service vehicles on toll roads leading to regions affected by natural disasters. Paying tolls and toll violations are problematic for the utilities that are serving a public need. IBTTA expressed a desire to explore the possibility of handling toll payments under FEMA (Federal Emergency Management Administration) reimbursements or other mechanisms that can serve both the utilities and the toll operators.

IBTTA also regularly responded to new or recurring congressional and federal policy issues such as toll rate “transparency,” FCC spectrum allocations and others that could affect electronic toll collection. Throughout the year, IBTTA communicated directly with Capitol Hill and federal agencies that affect the tolling industry. Among the activities IBTTA coordinated in 2014 were the submissions of testimony to key U.S. House and Senate committees:

■ “MAP-21 Reauthorization: The Economic Importance of Maintaining Federal Investments in Our Transportation Infrastructure,” submitted to the U.S. Senate Committee on Environment and Public Works.

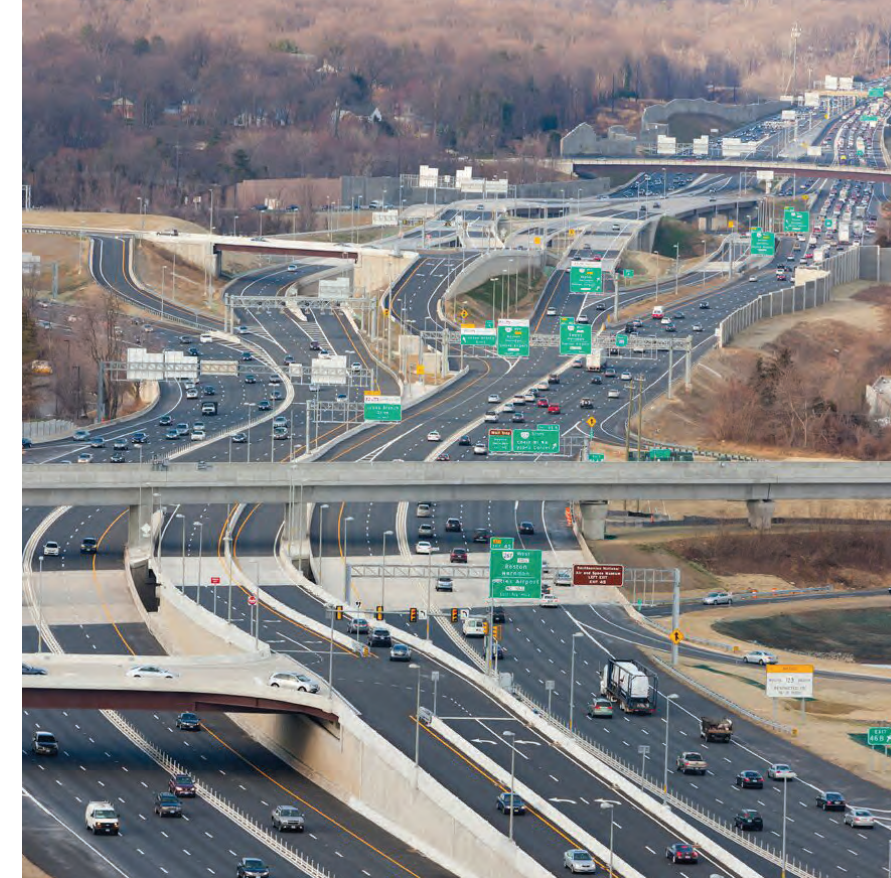
■ “Building the Foundation for Surface Transportation Reauthorization,” submitted to the U.S. House Committee on Transportation and Infrastructure.

PROGRESS ON INTEROPERABILITY

“I THINK WE MADE A LOT OF PROGRESS

on national interoperability. I think we elevated the idea that the industry is much more aligned with technology than people think, and interoperability is one aspect of that. Also, the conferences we held throughout the year were helpful for our members.”

2014 IBTTA
MIKE HEILIGENSTEIN



THE 2012 MAP-21 LEGISLATION ESTABLISHED a calendar date (July 2016) by which national interoperability for electronic toll collection (ETC) should exist. The legislation was silent on how this should be accomplished, which IBTTA interpreted as acquiescence with our request to Congress that this task be left to the toll industry to address. IBTTA has been working to achieve national interoperability for electronic toll collection, through its Interoperability (IOP) Steering Committee and subcommittees, since 2010.

The primary work of the IOP Steering Committee has been to identify the common data elements needed by toll operators to process transactions that will be serviced under a “national” toll protocol. These common data elements make up what is called the *National Interoperability Requirements Document*. Another key goal is that the national toll protocol will be non-proprietary.

Resolution on Interoperability

In 2014, the IBTTA Board of Directors approved a *Resolution on Adoption of the National Interoperability Protocol (NIOP) Requirements Document and Business Rules* that defines the functionality that must reside in a national interoperability protocol such that it can be adopted as a national protocol or a second protocol by any U.S. based toll agency such that the protocol can be read by any “away” agency.

Furthermore, the Board of Directors recommended that all toll agencies in the United States should make the national ETC protocol available to any customer that wishes to pay tolls electronically on any toll system in the U.S. by October 1, 2016.

Subcommittee Work

Four subcommittees continued to drive progress toward interoperability in 2014:

- *Roadside Operations* conducted two public requests for information (RFIs) seeking industry input on the proposed definition of an “open” protocol and on the draft requirements document.
- *Back Office* collected commonly used Interchange Control Documents (ICDs) used by the different toll operators to define and recognize the many different classes of vehicles and potential toll rates that may be encountered.
- *Marketing & Communications* worked on the legal and practical details of establishing a recognizable national symbol to denote both the nationally interoperable toll system and the participants in that national system.
- *Governance* looked at all the issues associated with overseeing and managing the ETC interoperability effort now and in the future.



BRINGING THE INDUSTRY TOGETHER

BRINGING MEMBERS TOGETHER TO EXCHANGE KNOWLEDGE and ideas is a top priority for IBTTA. Through the annual **EDUCATION SERIES**, members enjoy opportunities to network with colleagues from around the world while receiving information on the latest innovations and developments from the field. This year, we held five meetings and three webinars to satisfy the professional development and information sharing needs of IBTTA members.

Summit on Legislation, Policy & Infrastructure Finance

March 9-11, 2014 | Washington, DC

Chief Meeting Organizer: Frank McCartney, Parsons Brinckerhoff

With the transportation reauthorization debate gaining momentum on Capitol Hill, IBTTA convened its *Summit on Legislation, Policy & Infrastructure Finance*

in Washington, DC. The Summit brought together a diversity of panelists and participants around a common theme: the urgent need to address the transportation funding deficit through a long-term federal highway bill. Presenters included Edward Rendell, Co-Chair, Building America's Future and former Pennsylvania Governor; and Rep. Daniel Webster (FL-10).

Maintenance & Roadway Operations Workshop

April 6-8, 2014 | Jersey City, New Jersey

Chief Meeting Organizer: Dan Castrigano, Greenman-Pedersen, Inc.

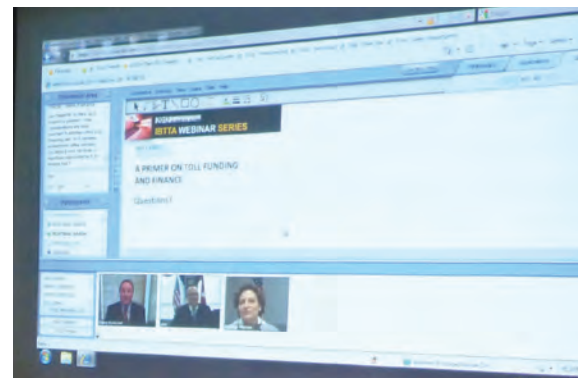
IBTTA's *Maintenance & Roadway Operations Workshop* convened at a time when highway infrastructure renewal was emerging as a policy priority at all levels of government. Through two days of general sessions and breakouts, participants discussed the day-in, day-out challenges of keeping traffic flowing, highways safe and roadway systems in peak operating condition. The meeting opened with a special welcome from The Honorable Steven Fulop, Mayor of Jersey City, New Jersey. Prior to the opening of the meeting, participants took part in a private tour of the World Trade Center's observation deck before it was open to the public, and a visit to the Port Authority's operations center. Another highlight was the annual IBTTA Service Project where member volunteers repaired a school playground that was damaged by Super Storm Sandy and built a fence to protect the children from falling into a nearby drainage ditch.

Summit on All-Electronic Tolling, Managed Lanes & Interoperability

July 20-22, 2014 | San Diego, California

Co-Chief Meeting Organizers: Philip Miller, AECOM and Francis O'Connor, Atkins N.A.

When IBTTA convened its largest-ever *Summit on All-Electronic Tolling, Managed Lanes & Interoperability*, panelists and participants stressed the shift from technology development to implementation. In each of the Summit's three areas of focus, several years of intensive effort have delivered innovative technologies that largely meet the need for tolling agencies to deploy effective, reliable electronic tolling systems. The result is a growing variety of often very large projects designed to meet the toughest local and regional mobility challenges. Keynote speaker Joseph Kopser, co-founder and CEO of RideScout, a startup transportation app, urged participants to think of tolling as part of a continuum of seamless, door-to-door mobility options for users of all ages.




Global Summit: Innovations & Technologies for Sustainable Mobility, Environment and Road Safety
October 19-21, 2014 | Prague, Czech Republic
Co-Chief Meeting Organizers: Josef Czako, Kapsch TrafficCom and Benton Tempas, Northwest Parkway

The international community of toll operators and the companies that support them convened during this special event on sustainability and the environment. There were eight sessions over two days, which featured more than 30 panelists. They discussed the differences between countries, the drive to interoperability and more.

- Webinars in 2014**
- **Financial Implications of All-Electronic Tolling | February 20**
 - **Local Solutions to Pay for Your Transportation Projects | May 13**
 - **Discussion of SEC MA Rule and MCDC | October 8**

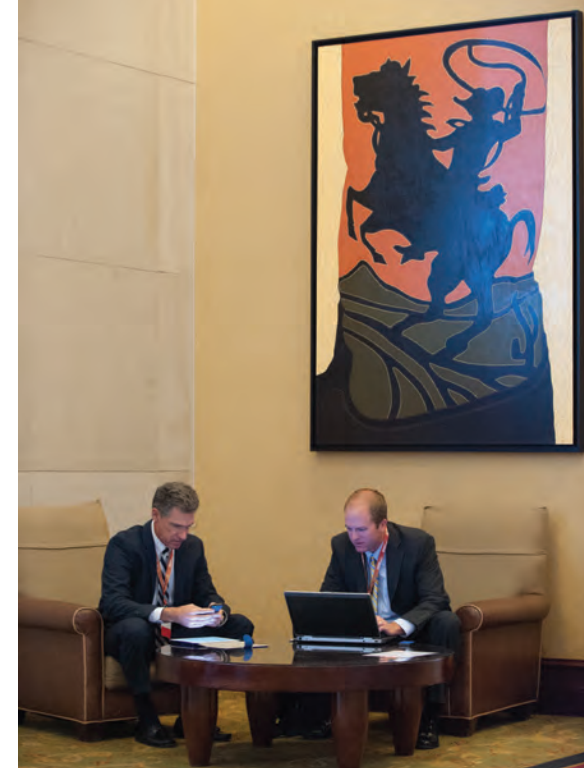




IBTTA MEETINGS APP

LAUNCHED IN 2014, the **IBTTA MEETINGS APP** is the association's official event dashboard. Attendees download the app to a tablet or smartphone and instantly have access to the association's full education series, including schedules-of-events for current, past and future meetings; session panelists and their bios; custom event itineraries; and more.





82ND ANNUAL MEETING & EXHIBITION

September 14-17, 2014 | Austin, Texas

Co-Chief Meeting Organizers: Howard “Butch” Eley, Infrastructure Corporation of America and Heather Reavey, HNTB Corporation

MORE THAN 900 PARTICIPANTS and 55 exhibitors representing 19 countries, from Australia to the United Arab Emirates and from Hong Kong to Brazil convened at IBTTA's *82nd Annual Meeting & Exhibition*. Education sessions focused on finance, operations, technology, public affairs, interoperability and more.

A recurring question for panelists and participants was how to juggle the multitude of new technologies crowding into the highway transportation field, while managing billions of dollars worth of infrastructure in a way that satisfies



customers and bondholders. “We’re not just about tolling. We’re about mobility,” said IBTTA President **MIKE HEILIGENSTEIN**. “The sooner we get our arms around that, the better off our industry will be.”

Participants also heard from a panel of institutional customers and critics that captured the evolving views (towards qualified acceptance of tolling) of the American Trucking Associations (ATA) and the American Automobile Association (AAA), two organizations that have had considerable influence on highway funding policy in the United States.



Heiligenstein acknowledged members’ hard, devoted effort to build an industry record based on results: “That’s why leadership needs to be consistent, and it’s not about one person. It’s about a central current of consensus, built over time. That’s a lot of work.”

Among the guest speakers was U.S. Deputy Transportation Secretary **VICTOR MENDEZ**, who said that the future of tolling in the United States begins with greater flexibility to toll existing Interstate highways. **TEXAS GOVERNOR RICK PERRY** also addressed attendees, with a summary of the state’s economic growth and massive development of infrastructure

across the state. “We have been pursuing this ‘all of the above’ strategy in building roads,” Perry said.

HENRY CISNEROS, former Secretary of Housing and Urban Development and Mayor of San Antonio, underscored the “philosophical concept that users ought to pay directly for services. It’s especially compelling at a time when the federal government literally has no money.”

Retail and consumer futurist **DOUG STEPHENS** pointed to a mass of structured and unstructured data, 90 percent of it created in the last two years, supported by sophisticated tools for “deciphering the unique correlations that we can find within that data.”

“The lessons we learned and the connections we made here in Austin,” said one participant, “will live on long after this meeting is over. That’s what makes IBTTA such a great association.”

ADVANCING THE PROFESSION

IBTTA'S LEADERSHIP ACADEMY is an executive development program tailored specifically for professionals in public and private sector organizations that serve the toll industry.



Standing left to right: Mark Hoffa, James Laurita, Cedric Bourgoïn, Stephen Glascock, Scott Hooten, Barry Mickle, Robert Frey, Albert Sosa, Jeffrey Weiss, Alastair Miller, Richard Young, Michael Davis, Christine Caruso, Douglas Chastain, Matthew Dorfman, Brian Swindell, Carol Kuester, Percy Dangerfield, Roger Prince, Jason Myers, Michael Copeland, Mark Musson *Sitting left to right:* David Jacobson, Theresa Simmons, Allen Beck, Lisa Mejac, Barbara Daly, Michael Blomquist, Gina Major, Nicholas Amrhein, Jason JonMichael *Not pictured:* Scott Jacobs

LEADERSHIP ACADEMY GRADUATES

LAUNCHED IN 2008, THE CURRICULUM ENCOURAGES STUDENTS to take stock of the leadership lessons that come from sharing the experiences, challenges and “aha” moments from their careers in tolling. The graduating class of 2014 includes a diverse mix of mid- and senior-level executives who are well positioned to assume top leadership positions in the industry.


- Nicholas Amrhein, Parsons Brinckerhoff, Inc.
- Allen Beck, Atkins North America, Inc.
- Michael Blomquist, Riverside County Transportation Commission
- Cédric Bourgoïn, Egis Projects Canada

- Christine Caruso, Milligan Partners
- Douglas Chastain, P.E., Kapsch TrafficCom
- Michael Copeland, AICP, CDM Smith
- Barbara Daly, Transportation Corridor Agencies
- Percy Dangerfield, Maryland Transportation Authority
- Michael Davis, RS&H
- Matthew Dorfman, D'Artagnan Consulting
- Robert Frey, Tampa-Hillsborough Expressway Authority
- Jeffrey Fromhertz, Parsons Brinckerhoff, Inc.
- Stephen Glascock, Louisiana Department of Transportation and Development
- Mark Hoffa, Jacobs
- Scott Hooten, TransCore
- Scott Jacobs, Maryland Transportation Authority
- David Jacobson, Kansas Turnpike Authority
- Jason JonMichael, HNTB Corporation

- Carol Kuester, Bay Area Toll Authority
- James Laurita, Gannett Fleming
- Gena Major, State Road & Tollway Authority
- Lisa Mejac, Ohio Turnpike and Infrastructure Commission
- Barry Mickle, AECOM
- Alastair Miller, P.E, Atkins North America, Inc.
- Mark Musson, Ohio Turnpike and Infrastructure Commission
- Jason Myers, E-470 Public Highway Authority
- Roger Prince, Port Authority of New York and New Jersey
- Theresa Simmons, P.E., Richmond Metropolitan Authority
- Albert Sosa, HNTB Corporation
- Brian Swindell, HDR Engineering, Inc.
- Jeffrey Weiss, Traffic Technologies, Inc.
- Richard Young, AECOM

TOLL EXCELLENCE AWARD WINNERS

THE IBTTA TOLL EXCELLENCE AWARDS recognize toll agencies in the IBTTA membership whose commitment to creativity, innovation and positive practices represent the best of the industry. The 2014 award winners were recognized at IBTTA's 82nd Annual Meeting & Exhibition held in September in Austin, Texas.



**President's Award
Social Responsibility Award**

Oklahoma Turnpike Authority for the Tornado Disaster Recovery and Clean-Up

On May 19 and 20, 2013, several tornados, including a deadly EF5 tornado, touched down in central Oklahoma, causing widespread destruction and devastation. Following a declaration of emergency by President Obama and Oklahoma Governor Fallin, The Oklahoma Turnpike Authority mobilized the human resources required to get the job done quickly and efficiently. Crews worked to clean up the aftermath of the storms and restore key transportation corridors, enabling emergency responders and volunteers to get to the scene of the devastation. The Authority's efforts earned praise from the Governor, Secretary of Transportation, the Department of Emergency Management, affected communities and local media.



Toll Operations, Maintenance & Engineering Award

Autostrade per l'Italia S.p.A for the Effectiveness and Efficiency in Winter Operations Project



Administration & Finance Award

Central Nippon Expressway Company Limited for the Shin Tomei Expressway Project



Pictured Left to Right: Kenneth Barr, NTTA; Tim Stewart and Mark Kalka, Oklahoma Turnpike Authority; Majed AlShamsi, The Roads and Transport Authority; Takahisa Takamatsu, NEXCO-Central. Not pictured: Ugo De Carolis, accepting on behalf of Autostrade per l'Italia.



Customer Service and Marketing Outreach Award

North Texas Tollway Authority for the Toll Enforcement Remedies: Equity of Toll Payment Project



Technology Award

Roads & Transport Authority (RTA) for the Salik Toll System Expansion: A Model of Tolling Excellence

NEW HONORARY MEMBERS

HONORARY MEMBERSHIP IS THE HIGHEST HONOR that IBTTA can bestow on any individual for "outstanding contribution in the furtherance of the purpose and objectives of the association." Recognized at the Annual Meeting in September, this year we welcomed two new Honorary Members:



JORDI GRAELLS is the President for Abertis USA Corporation. Educated as a Civil Engineer, Jordi leads the toll road development of Abertis in North America, and serves on several Boards of the Abertis companies in the U.S., the Americas and Europe. His activity on toll road development and operation for more than 30 years includes significant assignments in the United States, Argentina, Spain and France. In November 2011, the American Road and Transportation Builders Association (ARTBA) awarded Jordi Graells as Private Sector Entrepreneur of the Year in the U.S. for his key role in the closing of the PR-22/PR-5 deal in Puerto Rico. Jordi previously chaired the SANEF Board Operations Committee and served as IBTTA's president in 2012. Jordi is a native of Barcelona, Spain.



NEIL SCHUSTER served as Executive Director of IBTTA for 16 years. At IBTTA, he launched the organization's first strategic plan, created an electronic toll collection program and established a government relations and advocacy program. He recently retired as President and CEO of the American Association of Motor Vehicle Administrators. Before joining AAMVA, Neil was President & CEO of the Intelligent Transportation Society of America (ITS America) for six years, a non-profit association whose members constitute a broad range of public and private sector interests pursuing safe and congestion-free travel through safety and other technologies that connect drivers and vehicles with infrastructure systems. He revamped ITS America's operations during a time of change and assisted the organization in a major Board and committee governance restructure.

HONORARY MEMBERS

- | | | |
|--------------------------|------------------------------|------------------------|
| ■ Michael C. Ascher | ■ James Griffin | ■ Franco Schepis |
| ■ Anthony J. Barber | ■ John J. Hassett | ■ Gordon Slaney |
| ■ José Manuel Basañez | ■ Robert G. Horr, III | ■ Steven Snider |
| ■ Stanley J. Britton | ■ Frank A. Howe | ■ Charles H. Taylor |
| ■ James Brookshire | ■ Allan V. Johnson | ■ Mary E. Turkington |
| ■ Paul Burnette | ■ Roy G. Lancaster | ■ Paul E. Violette |
| ■ Susan A. Buse | ■ Vince Leonetti | ■ Russell I. Wilcox |
| ■ Lisa C. Callahan | ■ Lawrence J. Lewis | ■ Kary H. Witt |
| ■ Carney J. Champion | ■ Dale W. Luehring | ■ John R. Woodruff |
| ■ Jose Luis Ceron | ■ Burt H. Marshall | ■ Harold W. Worrall |
| ■ Oliver K. Compton, Jr. | ■ Jorge Masia | ■ Norman H. Wuestefeld |
| ■ Santiago Corral | ■ Stephen F. Mayer | ■ George P. Zilocchi |
| ■ James A. Crawford | ■ Frank McCartney | ■ Bruce Zimmerman |
| ■ Ronald Cunningham | ■ William J. Miller, Jr. | |
| ■ Henri Cyna | ■ Jean Millier | |
| ■ Robert L. Davis | ■ Kodo Ogata | |
| ■ Ronald J. Delaney | ■ Mary Jane O'Meara | |
| ■ Antonio Diez de Rivera | ■ K. C. Pearson | |
| ■ John T. Driscoll | ■ Kenneth Philmus | |
| ■ James L. Ely | ■ D. Rafael del Pino y Moeno | |
| ■ Robert J. Farrell | ■ Jean-Francious Poupinel | |
| ■ Jose Luis Ferreiro | ■ Howard M. Reily | |
| ■ Jack Finn | ■ Edward Regan | |
| ■ William J. Flanagan | ■ Vito Rocco | |
| ■ R. D. Fogo | ■ Lawrence A. Rubin | |
| ■ E. R. Foley | ■ W. A. Rusch | |
| ■ Daniel W. Greenbaum | | |
| ■ Roger Ginocchi | | |

PRACTICING GOOD GOVERNANCE

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 to achieve the desired outcomes are available and used efficiently. All members are invited to attend and participate in IBTTA Board meetings.



IBTTA BOARD OF **DIRECTORS**

EXECUTIVE COMMITTEE



Mike Heiligenstein
President
Executive Director
Central Texas Regional Mobility Authority
Austin, TX



Earl J. "Buddy" Croft, III
Second Vice President
Executive Director
Rhode Island Turnpike and Bridge
Authority
Jamestown, RI



Robert G. Horr, III
Immediate Past President
Executive Director
Thousand Islands Bridge Authority
Alexandria Bay, NY



Javier Rodriguez, P.E.
First Vice President
Executive Director
Miami-Dade Expressway Authority
Miami, FL



Emanuela Stocchi
International Vice President
International Affairs Manager
Associazione Italiana Società
Concessionarie Autostrade e Trafori (AISCAT)
Rome, Italy



Patrick D. Jones
Executive Director & CEO
(Non-voting member of Executive
Committee)
IBTTA
Washington, DC



DIRECTORS*

Gerry Carrigan
CEO/Executive Director
North Texas Tollway Authority
Plano, TX

José Luis Feito
President
ASETA
Madrid, Spain

Andrew Fremier, P.E.
Deputy Executive Director
Bay Area Toll Authority, Metropolitan
Transportation Commission
Oakland, CA

Cedrick Fulton
**Director, Tunnels,
Bridges & Terminals**
The Port Authority of New York & New Jersey
New York, NY

Veronique Hakim
Executive Director
New Jersey Turnpike Authority
Woodbridge, NJ

Samuel Johnson
Department Director of Operations & Tolling
San Diego Association of Governments
San Diego, CA

Kristi Lafleur
Executive Director
Illinois Tollway
Downers Grove, IL

John McCuskey
Executive Director
E-470 PublicHighway Authority
Aurora, CO

Peter Merfeld, P.E.
Chief Operations Officer
Maine Turnpike Authority
Portland, ME

Jean Mesqui
Executive Director
Association Professionnelle Autoroutes et
Ouvrages à Péage (ASFA)
Paris, France

David Moretti
Executive Vice President
MTA Bridges and Tunnels
Randall's Island, NY

Diane Gutierrez-Scaccetti
Executive Director & CEO
Florida's Turnpike Enterprise
Ocoee, FL

Klaus Schierhackl
CEO
ASFINAG
Vienna, Austria

Malika Seddi
Director of International Affairs
Association Professionnelle Autoroutes et
Ouvrages à Péage (ASFA)
Paris, France

Tim Stewart
Executive Director
Oklahoma Turnpike Authority
Oklahoma City, OK

Chris Tomlinson
Executive Director
State Road & Tollway Authority
Atlanta, GA

Joseph Waggoner
Executive Director
Tampa-Hillsborough Expressway Authority
Tampa, FL

Cyndi Ward
Manager, Dulles Toll Road
Metropolitan Washington Airports Authority
Washington, DC

Christopher Waszczuk
Administrator
New Hampshire Department of Transportation,
Bureau of Turnpikes
Concord, NH

*Reflects information in 2014.

PAST PRESIDENTS

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
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*
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 Autostade,
S.P.A.

Russell 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

José 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	William J. Flanagan, 1974* New Jersey Turnpike Authority	W.D. Hoback, 1967 Oklahoma Turnpike Authority	Holden A. Evans, 1960 New York State Thruway Authority	Charles M. McCamic, 1952 Interstate Bridge Company	John W. Beretta, 1938-39 Laredo Bridge
Vito Rocco, 1981* AISCAT	E.R. Foley, 1973* California Toll Bridge Authority	L.W. Newcomer, 1966 Kansas Turnpike Authority	E. Bery Collard, 1959 Leavenworth Centennial Bridge Commission	James E. Ricketts, 1951 Golden Gate Bridge, Highway and Transportation District	W. L. Ingerick, 1937 Huntington & Ohio Bridge Company
Stanley J. Britton, 1980* Massachusetts Turnpike Authority	John T. Driscoll, 1972* Massachusetts Turnpike Authority	Charles H. Taylor, 1965* Port Authority of New York	D. Louis Tonti, 1958 New Jersey Highway Authority	Billings Wilson, 1950 Port of New York Authority	Arthur A. Niessen, 1936 Tacony-Palmyra Bridge Co.
Roy G. Lancaster, 1979* Detroit International Bridge Company	William J. Miller, Jr., 1971* Delaware River & Bay Authority	Lawrence A. Rubin, 1964* Mackinac Bridge Authority	Weldon H. Heyburn, 1957 Delaware River Port Authority	Louis J. Groene, 1948-49 Covington & Cincinnati Bridge Co.	A. Clifford Shinkle, 1934-35 Covington & Cincinnati Bridge Co.
Jorge Masiá Mas-Bagá, 1978* Autopista Concesionaria Española SA	Franklin V. Summers, 1970 Pennsylvania Turnpike Commission	James Adam, 1963 Golden Gate Bridge, Highway and Transportation District	Albert J. Wedeking, 1956 Indiana Toll Road Commission	S.P. Price, 1943 Vicksburg Bridge Commission	Dr. D.B. Steinman, 1933 Robinson & Steinman, Construction Engineers <i>*also an honorary member</i>
Howard M. Reily, 1977* Texas Turnpike Authority	Robert A. Tillett, 1969 Indiana Toll Road Commission	John Pershing, 1962 Richmond-Petersburg Turnpike Authority	C. Ellison Kaumeyer, 1955 Niagara Falls Bridge Commission	J.K. Beretta, 1942 Laredo Bridge	
Lawrence J. Lewis, 1976* Port Authority of New York and New Jersey	W. Grant Mitchell, 1968 Thousand Islands Bridge Authority	Frank J. Horthy, 1961 Delaware Memorial Bridge	Roy Clippinger, 1954 White County Bridge Commission	T.R. Hanff, 1941 Ocean City Automobile Bridge	
Phillip B. Lee, 1975 New York State Thruway Authority			Harry Taylor, 1953 Triborough Bridge and Tunnel Authority	Ben E. Davis, 1940 Tampa-Clearwater Bridge Co.	



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THE PURPOSE OF THE IBTTA FOUNDATION is to provide advanced education and training to professionals in the toll industry in order to help prepare the next generation of leaders and managers in the growing worldwide industry. The Foundation supports IBTTA’s Leadership Academy and its annual public service projects. In 2014, volunteers above spent the day repairing a schoolyard that suffered damage from Super Storm Sandy.

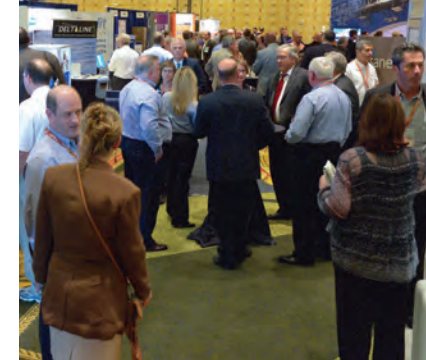
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BUILDING RELATIONSHIPS

“IN MY REGION, WHAT WORKS BEST is relationship building. That’s a key element for anyone who wants to pull together a regional transportation plan. You have to approach it as a public servant.”

2014 IBTTA
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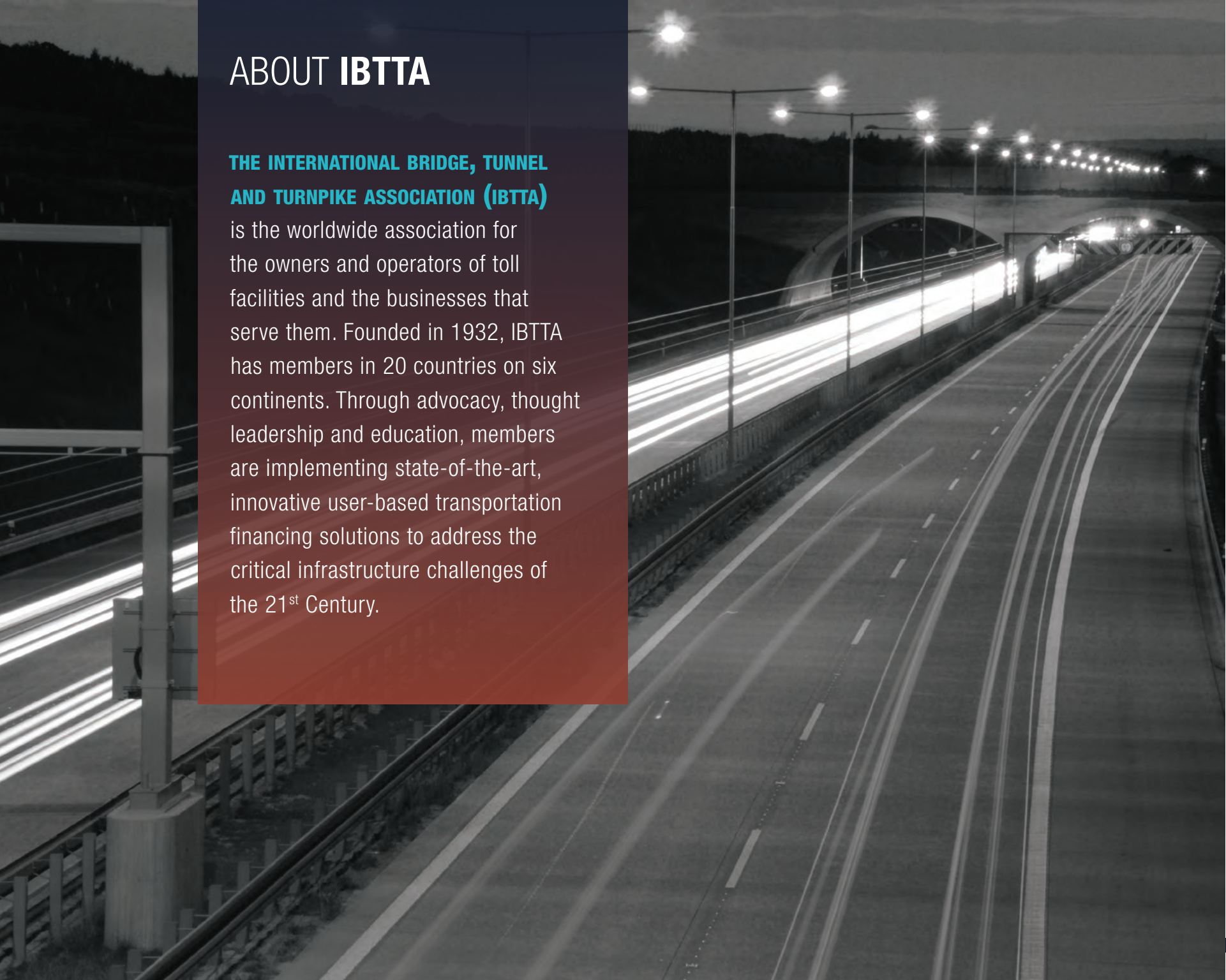
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*A complete directory of members is available at www.IBTTA.org.

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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 them. Founded in 1932, IBTTA has members in 20 countries on six continents. Through advocacy, thought leadership and education, members are implementing state-of-the-art, innovative user-based transportation financing solutions to address the critical infrastructure challenges of the 21st Century.

FINANCIALS

Consolidated Statement of Activities
IBTTA and IBTTA Foundation
Year Ended December 31, 2014

REVENUE	
Operating Revenue.....	\$2,440,180
Meeting Revenue.....	\$2,138,051
Total Revenue.....	\$4,578,231
EXPENSES	
Operating Expenses.....	\$3,066,625
Meeting Expenses.....	\$1,646,271
Total Expenses.....	\$4,712,896
Change in Net Assets, Before Investment Income (Loss).....	\$(134,665)
Investment Income.....	\$70,675
Change in Net Assets.....	\$(63,990)
Net Assets, Beginning of Year.....	\$1,761,432
Net Assets, End of Year.....	\$1,697,442
SOURCE OF FUNDS	
Meeting Revenue.....	47%
Active Member Dues.....	33%
Associate and Sustaining Member Dues.....	17%
Other Income.....	3%
USE OF FUNDS	
Personnel and Benefits.....	40%
Meeting Expenses.....	35%
Other (Programs, Advertising, Travel).....	25%

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



2014 IBTTA STAFF*

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Harry Smith
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hsmith@ibtta.org

*Information reflects the IBTTA staff in 2014.

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