

CUSTOMERS & COLLABORATION

2014 REPORT TO MEMBERS



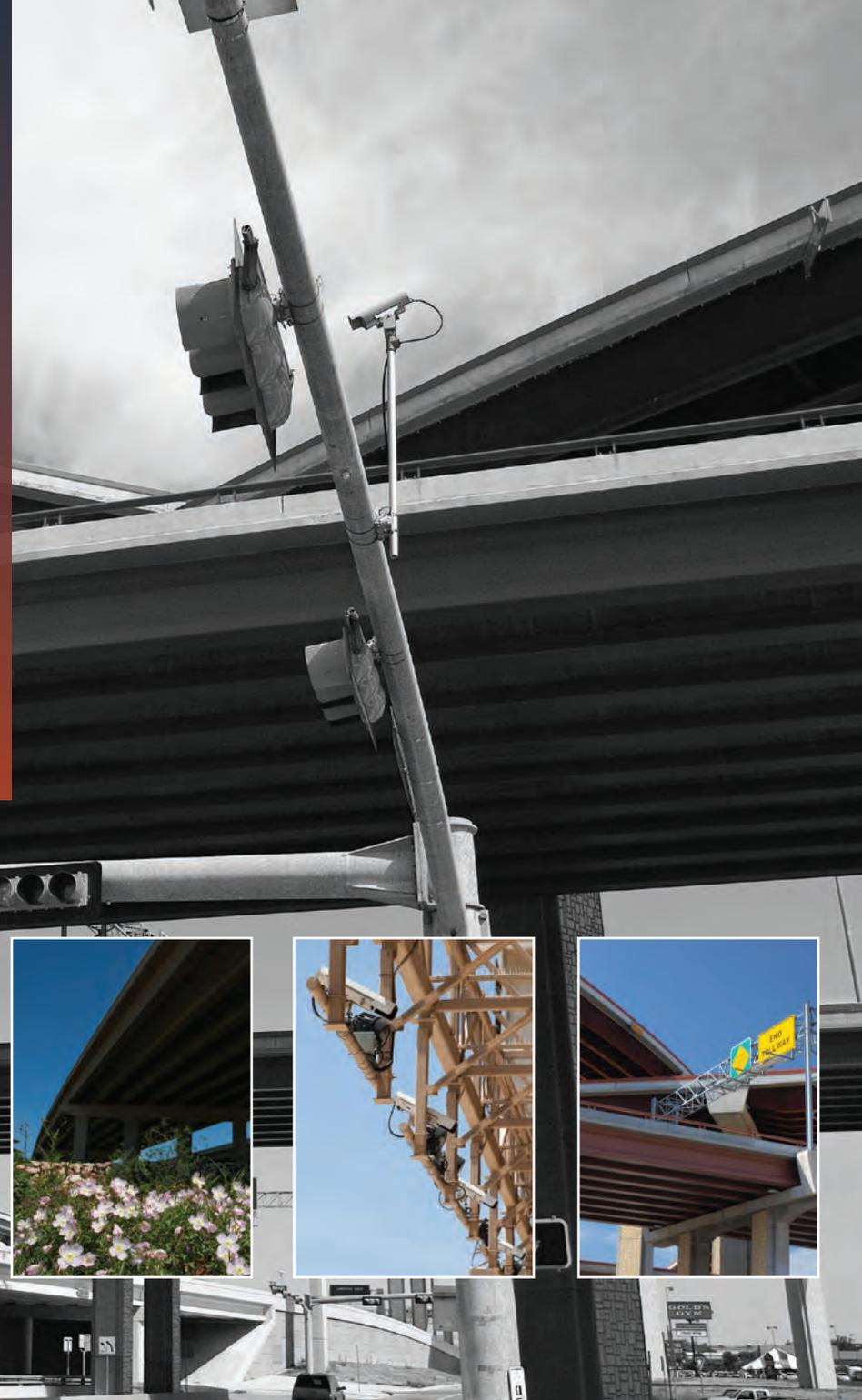
2014 REPORT
TO MEMBERS

TABLE OF CONTENTS

REFLECTIONS FROM THE PRESIDENT	02
TELLING OUR STORY	04
Moving America Forward Campaign.....	05
Enhanced Member Communications.....	06
COLLABORATING ON PUBLIC POLICY	08
IBTTA and the 113 th Congress.....	09
Progress on Interoperability.....	10
BRINGING THE INDUSTRY TOGETHER	13
82 nd Annual Meeting & Exhibition.....	16
ADVANCING THE PROFESSION	18
Leadership Academy Graduates.....	19
Toll Excellence Awards.....	20
New Honorary Members.....	21
Honorary Members.....	21
PRACTICING GOOD GOVERNANCE	22
IBTTA Board of Directors.....	23
Past Presidents.....	25
Functional Committee Chairs.....	27
IBTTA Foundation.....	27
BUILDING RELATIONSHIPS	28
Members and Sponsors.....	29
New and Returning Members.....	29
Platinum Sponsors.....	29
FINANCIALS	31

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.



MIKE HEILIGENSTEIN
2014 IBTTA President
Executive Director, Central Texas
Regional Mobility Authority
Austin, Texas

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:

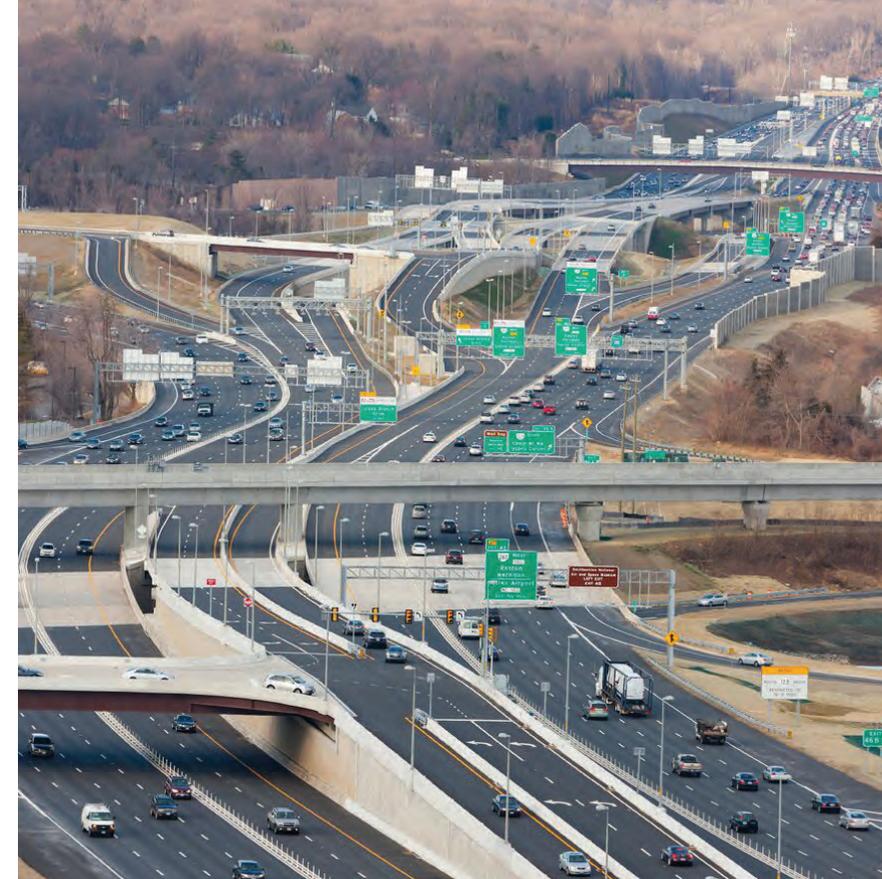
- “MAP-21 Reauthorization: The Economic Importance of Maintaining Federal Investments in Our Transportation Infrastructure,” submitted to the U.S. Senate Committee on Environment and Public Works.

- “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.

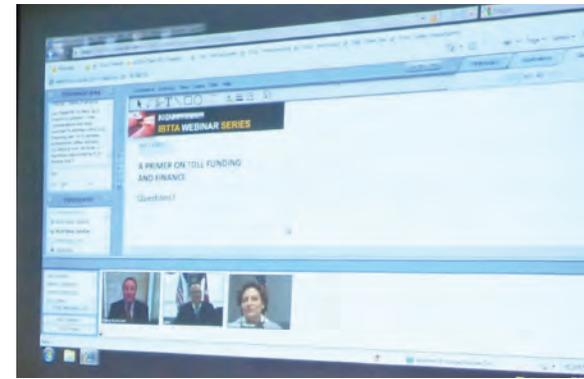
IBTTA's *Maintenance & Roadway Operations Workshop* convened at a time when highway infrastructure renewal was emerging as a policy priority at all levels of government. Through two days of general sessions and breakouts, participants discussed the day-in, day-out challenges of keeping traffic flowing, 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**

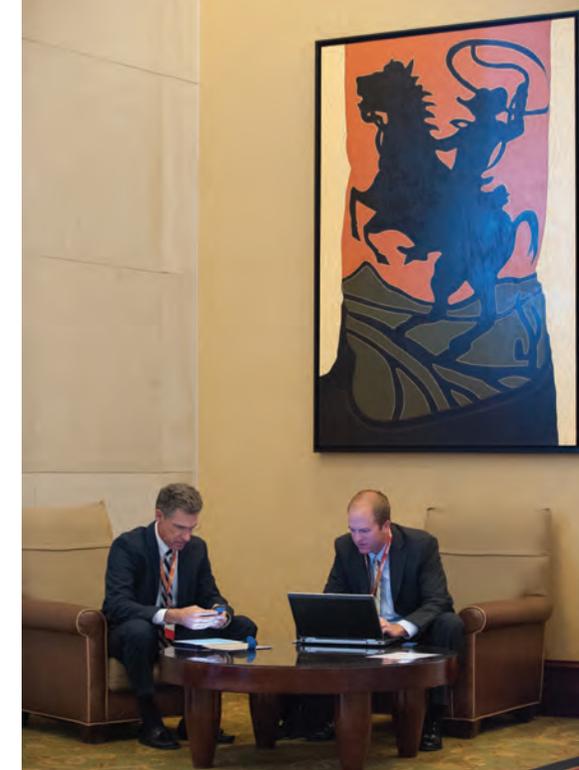




IBTTA MEETINGS APP

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.



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.



Toll Operations, Maintenance & Engineering Award
Autostrade per l'Italia S.p.A for the Effectiveness and Efficiency in Winter Operations Project



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



Administration & Finance Award
Central Nippon Expressway Company Limited for the Shin Tomei Expressway Project

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

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

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

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. Harty, 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, 1934-35
Covington & Cincinnati Bridge Co.

Dr. D.B. Steinman, 1933
Robinson & Steinman, Construction Engineers

**also an honorary member*



FUNCTIONAL COMMITTEE CHAIRS

Communications Committee
Lauren Hakos, Ohio Turnpike and Infrastructure Commission

Government Affairs Committee
Frank McCartney, Parsons Brinckerhoff, Inc.

Interoperability Committee
Dave Kristick, E-470 Public Highway Authority

Maintenance Committee
Dan Castrigano, P.E., Greenman-Pedersen, Inc.

Public and Private Finance Committee
Nick Grieshaber, Pennsylvania Turnpike Commission

Toll Operations Committee
Jim Wilson, TransCore, Inc.

IBTTA FOUNDATION

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.

FOUNDATION BOARD OF DIRECTORS

Kary Witt, Chair
Golden Gate Bridge, Highway & Transportation District

Joseph Donahue
HNTB Corporation

Alison MacDonald
Halifax Harbour Bridges

Ken Philmus
Xerox

Maurizio Rotundo
AISCAT

Tim Stewart
Oklahoma Turnpike Authority

Jorge Figueredo, Leadership Academy Chancellor
Atkins N.A.

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
MIKE HEILIGENSTEIN



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- ETC Corporation
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- Fitch Ratings
- Greenman-Pedersen, Inc.
- HDR, Inc.
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- Jacobs Engineering Group

- Kapsch TrafficCom
- Linebarger Goggan Blair & Sampson, LLP
- Michael Baker International
- Morgan Stanley
- Municipal Services Bureau
- Parsons Brinckerhoff
- Q-Free
- Raytheon HTMS
- Rummel, Klepper & Kahl, LLP
- Schneider Electric

- Sinelec SpA
- Stantec Consulting Services Inc.
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- Trinity Highway
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NEW & RETURNING MEMBERS

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- Camino Real Regional Mobility Authority (CRRMA)
- Concession A25 L.P.
- Roads and Transport Authority
- San Francisco County Transportation Authority

ASSOCIATE MEMBERS

- Adopt A Highway Maintenance Corporation
- AgileAssets Inc.
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- Chandler Asset Management
- Elan Financial Services
- Enterprise Fleet Management
- Express Highway Research Foundation of Japan
- Fagan Consulting
- Global Contact Services
- HBMG Inc
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- Information Logistics, Inc.
- Mathtech, Inc.
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- Penn Credit Corporation
- Perdue Brandon Fielder Collins & Mott LLP

- P-Square Solutions LLC
- Southwest Credit Systems, L.P.
- Orange Traffic
- The CMI Group
- The Fort Miller Co., Inc.
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SUSTAINING MEMBER

- Sinelec SpA

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

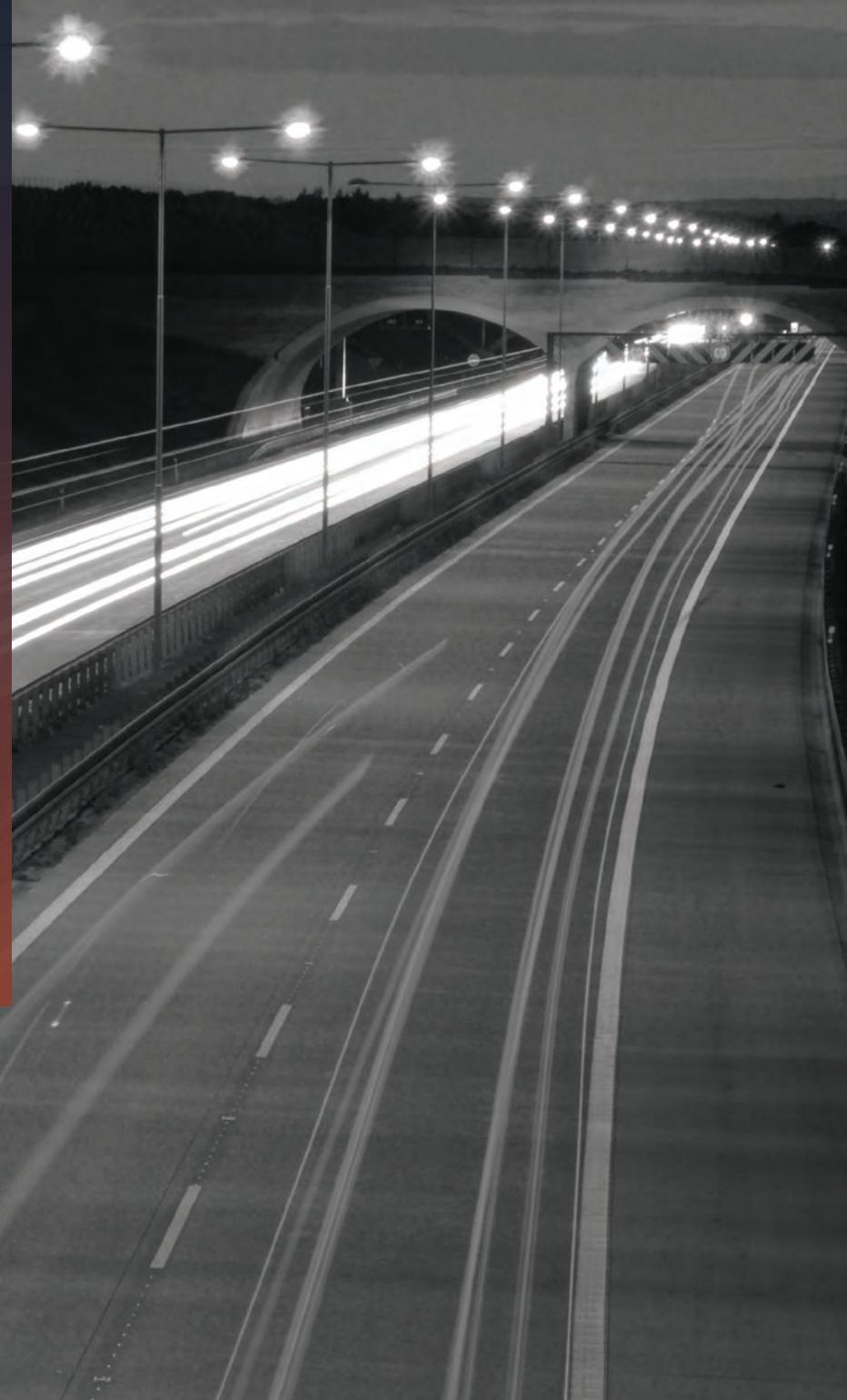
PLATINUM SPONSORS



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*

Cheryle Arnold
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carnold@ibtta.org

Kristin Bromberg
Marketing Manager
kbromberg@ibtta.org

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Meetings Manager
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Government Affairs Director
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wklayman@ibtta.org

Terri Lankford
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Jackie McWilliams
Executive Assistant

Harry Smith
Office Manager/Meeting Registrar
hsmith@ibtta.org

*Information reflects the IBTTA staff in 2014.

Join the Conversation

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