



# International Mobility Connections

Annual Report  
**TO MEMBERS**

**2017**

# International Mobility Connections



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## Reflections from

# PRESIDENT EMANUELA STOCCHI



Serving as president of IBTTA this year has been a true honor for me and high point in my career. I have enjoyed bringing my own “flavor” to this role by focusing internationally and encouraging colleagues from other nations to work more closely with the association. Hopefully, I have opened a new window to international engagement, which will help to establish new connections and strengthen the tolling industry on a global scale.

I have been affiliated with IBTTA since 2000, and it has always been clear to me that IBTTA’s greatest strength lies with its ability to bring people together. Many of my colleagues on the Board and within the membership are like family to me, and I truly rely on their insight and counsel to help inform my decision-making and priorities. When we all work together and promote discussion of the issues, it is easier to see what the best practices are and what is on the horizon for the tolling industry.

IBTTA has helped to broaden my perspective about what is possible, and I always bring back to my team any lessons learned or solutions that emerge through my connections with IBTTA. We all know the issues and understand the challenges we face. What we do not know, we will discover together as we work to generate new approaches to eliminating challenges and forging ahead.

Looking to the future, I see a world of possibilities and new opportunities for those of us committed to advancing the transportation industry. I believe that our success is linked to our willingness to listen to our customers and better understand their needs. By focusing on users, we will be better able to set priorities and meet the expectations of those we serve through our work. We must also take care to keep pace with new advances in technology: we should drive the change and be ready to respond to the new technology trends in the best possible way, always willing to provide our customers with the best possible service along our road network.

I am passionate about IBTTA and will continue working to accelerate our global impact. Together we are making a difference by continuing to boldly deliver our message to advance transportation solutions through tolling.

A handwritten signature in black ink that reads "Emanuela Stocchi". The script is fluid and cursive.

Emanuela Stocchi

Director of International Affairs

Associazione Italiana Società Concessionarie Autostrade e Trafori (AISCAT)





*"During the course of my year as president, I put an emphasis on the "I" in IBTTA and focused on the "INTERNATIONAL" aspects of our work. Throughout 2017, I stressed that IBTTA is THE place to share knowledge, exchange ideas and improve mobility and services for customers."*





### ENVISIONING THE FUTURES OF TRANSPORTATION

On March 30, 2017, IBTTA released *The Futures of Transportation*, a report from the Transportation Visioning Summit which convened leaders of 18 major transportation associations to develop a vision for a federal transportation program that addresses current and future challenges. Topics featured in this thought-provoking report include autonomous and connected vehicles; Smart Cities and Smart Design; the future of freight and goods movement; moving beyond today's infrastructure; and making the case for infrastructure investment. IBTTA published this report to advance thoughtful discussion about the future of transportation and to create a compelling vision that stakeholders can rally around.

### LAYING THE GROUNDWORK FOR NATIONAL ETC INTEROPERABILITY

IBTTA continued its work this year to advance the recommendations set forth in the Moving Ahead for Progress in the 21st Century Act (MAP-21) to create a nationally interoperable system of electronic toll payments. Given the rise of individual ETC systems introduced by many agencies, the move to create a unified national system presents a formidable challenge. Industry leaders believe that greater cooperation among tolling agencies and a collaborative push toward a national system may yield positive results. To achieve this goal, IBTTA has worked to identify and test a single protocol that could address any toll agency's current ETC operation and data needs. With funding provided by the Federal Highway Administration, IBTTA reported findings this year from its testing effort that will inform future work and best practices related to the move to national interoperability.

### NEW FOUNDATION SCHOLARSHIP PROGRAM

In February 2017, IBTTA and the IBTTA Foundation announced the creation of a new scholarship program for undergraduate students pursuing a degree in engineering, urban and rural planning, construction management, public policy/public administration and other fields. Each year up to two undergraduate students will receive a \$5,000 scholarship. The selection criteria include academic record, demonstrated leadership and participation in school and community activities, honors, work experience, statement of goals and aspirations and unusual personal or family circumstances.



At the annual meeting in September, IBTTA recognized the first two scholarship recipients: Miranda Simon from North Dakota State University and Andrew Bunn from Old Dominion University. Both of these outstanding students are pursuing bachelor's degrees in civil engineering and plan to pursue careers in the transportation industry after graduation.







## REVITALIZING THE BASTION VETERANS COMMUNITY

On May 21, 2017, dozens of IBTTA members rolled up their sleeves and spent an incredible day helping to restore and fortify the Bastion Veterans Community in New Orleans.

Held in conjunction with the annual Maintenance & Roadway Operations Workshop, this year's service project centered on creating a new wellness center for Bastion, a community serving disabled veterans and their families needing lifelong rehabilitative services. IBTTA members, in partnership with Bastion, Rebuilding Together New Orleans and local veteran volunteers, helped construct a holistic center that will ultimately serve the medical, mental health, legal, vocational and therapeutic needs of wounded warriors. IBTTA thanks all those who contributed to this effort that will help New Orleans area veterans to thrive. Sponsors and photos of the event can be found on IBTTA's website.





# IBTTA ON THE MOVE

## ESSENTIAL INDUSTRY NEWS AND INFORMATION

IBTTA is a primary source of curated news and information for tolling professionals looking to stay abreast of the latest industry developments. The association's website – [www.IBTTA.org](http://www.IBTTA.org) – is the gateway to publications, data and social media engagement opportunities, including the following:

- **TOLLING POINTS BLOG:** This year, we wrote 101 blog posts covering a wide variety of industry hot topics and emerging issues. The discussions stimulated by the blog postings touched on a range of national and international concerns.
- **THE *IBTTA SMARTBRIEF*** e-newsletter features timely news stories about the tolling and transportation industries from around the world as well as information about upcoming industry events and opportunities.
- **INTERNATIONAL TOLLING NEWSLETTER:** published three times a year, serves as the authoritative source for the latest news and developments on tolling operations around the world.
- **SOCIAL MEDIA:** IBTTA engages the membership using a variety of social media platforms on issues important to the tolling industry. These platforms include Facebook, Twitter, LinkedIn, YouTube and Instagram.

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





In 2017, IBTTA launched TollMiner™, a members-only data visualization tool that allows members to view, analyze and mine tolling industry data to empower their organizations. The goal was to consolidate, cleanse and make useful data available, in one place, that might otherwise require users to search multiple disparate data sources. IBTTA mined the data from multiple sources (including the Federal Highway Administration (FHWA), toll facility owner/operator websites, state/regional websites and many other online resources). IBTTA released a Beta version platform focused on toll facilities, which will continue to evolve with the addition of more data points and corresponding visualizations.



IBTTA leads advocacy efforts on Capitol Hill and with executive branch agency leaders to increase federal support for our nation's surface transportation infrastructure. By educating policymakers, the association is working to create a political environment that supports tolling as a viable means to fund and finance surface transportation infrastructure.

In 2017, we rejuvenated the Government Affairs Committee to build on past success and focus on vital policy issues of the future. We also strengthened our historic cooperation with ASECAP, the European Association of Toll Motorway Concessionaires, to increase advocacy for policies that support tolling and infrastructure funding around the globe.

## LEGISLATIVE PRIORITIES FOR 2017

With the swearing in of a new U.S. President and the installation of the 115<sup>th</sup> Congress, IBTTA identified its policy priorities for the new year and the new Administration. Highlights of this agenda include:

- **Removing prohibitions on tolling**, including relaxing federal constraints related to tolling of existing interstate highways. Eliminating barriers would encourage states to reinvest in failing roadways and build new ones.
- **Supporting the continuation of the Transportation Infrastructure Finance and Innovation Act** (TIFIA), which provides federal credit assistance to finance surface transportation projects of national and regional significance.
- **Responding to the Administration's proposals for infrastructure improvements** in light of the President's expressed interest in addressing outstanding national infrastructure needs.
- **Realizing the goals of MAP-21 to establish national interoperability for electronic toll collection** through cooperative research and testing efforts.
- **Implementing the Interstate System Reconstruction and Rehabilitation Pilot Program** (ISRRPP), which facilitates the conversion of existing interstate highways to tolled facilities.

## RESPONDING TO ASCE'S INFRASTRUCTURE REPORT CARD

In March 2017, the American Society of Civil Engineers (ASCE) released its 2017 Infrastructure Report Card titled *Beyond the Grades: Solving the Nation's Infrastructure Crisis*, which gave a grade of D+ to our nation's overall infrastructure, a C+ for bridges and a D for roads. In a statement issued in response to this report, IBTTA Executive Director and CEO Patrick Jones stated: "We salute ASCE and its members for their continued efforts to sound the alarm about the fragile state of America's infrastructure. With this report, it has never been clearer that we need to invest much more in our nation's future. The International Bridge, Tunnel and Turnpike Association and its members stand ready to work with the Administration and Congress to rebuild our infrastructure, strengthen our economy, and improve the lives of all Americans."



## CALLS TO REDUCE INTERSTATE TOLLING RESTRICTIONS

In May, IBTTA applauded the Trump Administration's call to reduce the restriction on interstate tolling to "allow the states to assess their transportation needs and weigh the relative merits of tolling assets." The President's call to "Liberalize Tolling Policy and Allow Private Investment in Rest Areas" was included in a fact sheet accompanying the release of his FY 2018 Budget proposal. In a press statement issued in response to this development, IBTTA said: "Today, the Trump Administration became the second straight White House to call for easing the ban on interstate tolling and giving states the maximum flexibility needed to make the best funding decisions for their local transportation projects. We applaud President Trump's support and call on Congress to immediately join with the President to reduce burdensome regulations that prevent state and local governments from utilizing all available funding mechanisms."

*IBTTA and the tolling industry are excited to work to advance the new administration's vision to invest in restoring America's crumbling roads, bridges and other critical infrastructure over the next decade. We look forward to ensuring that toll finance remains an important component of any proposal to rebuild our nation's transportation infrastructure.*

**IBTTA Executive Director & CEO Patrick Jones**  
January 11, 2017





# CONNECT, LEARN & LEAD

Each year, IBTTA brings industry professionals from around the world together to share new ideas, innovations and solutions through a series of must-attend meetings, workshops and summits.



Hosted by:



## 85<sup>TH</sup> ANNUAL MEETING & EXHIBITION: *INTERNATIONAL MOBILITY CONNECTIONS*

**September 10-12, 2017 | Atlanta, GA**

Co-Chief Meeting Organizers:

**Fran O'Connor**, Atkins N.A. and

**Mary Sallach**, State Road & Tollway Authority

Even Mother Nature could not dampen the spirits of those able to attend IBTTA's annual meeting this year, which was held in Atlanta when Hurricane Irma reached the Florida Keys and Hurricane Jose hit Puerto Rico. These devastating storms sparked thoughtful conversations about how to respond when disaster strikes and, more specifically, how IBTTA members could help their colleagues in Texas, Florida and other impacted areas.

From the opening event on the roof of the Ponce City Market to the helicopter tour of Georgia's highway system to special addresses from Georgia Governor Nathan Deal and Atlanta Mayor Kasim Reed, meeting attendees were treated to a healthy dose of Southern charm as well as a content-rich program reflecting the conference's international theme. Participants enjoyed multiple opportunities to connect with colleague throughout the tolling industry, including roundtable discussions, award presentations, networking events, exhibit hall visits, technical tours and program tracks focused on safety and security, mobility and technology.

Highlights included a keynote speech by John B. Rogers, Jr., the CEO and Co-Founder of Local Motors, who gave a compelling talk about his disruptive company, which is redefining the development of connected hardware by pairing micro-manufacturing with co-creation. Fellow keynoter Major M.J. Hegar, a Purple Heart decorated pilot, author and global thinker, recounted her heroic fight to end a discriminatory military policy, which resulted in women winning the right to serve on the front lines for the first time.





# CONNECT, LEARN & LEAD

## SUMMITS & WORKSHOPS



### **Communications & Administration Workshop: *Strategies for Success***

**March 12-14, 2017 | Tampa, FL**

Co-Chief Meeting Organizers:  
**Michelle Maikisch**, Central Florida  
Expressway Authority  
**Anna Salvagin**, AECOM

Hosted by the Tampa-Hillsborough Expressway Authority, this workshop immersed IBTTA members in contemporary issues and opportunities impacting both the communications and administration aspects of our industry. In addition to robust roundtable conversations and general sessions focused on cybersecurity, transportation policy, team engagement, and communicating with customers, attendees were able to select workshops relating to their areas of interest. Communication professionals attended sessions on responding to customers in the digital age, crisis communications and website optimization while those focused on administration took a deeper dive into current and emerging legal challenges in tolling, procurement and winning the war for talent.

### **Summit of Finance, Policy & VMT: *Real Challenges, Real Solutions***

**April 23-25, 2017 | Jersey City, NJ**

Chief Meeting Organizer:  
**Cedrick Fulton**, The Port Authority of  
New York & New Jersey

This Summit brought together individuals interested in transportation funding, finance, road use charging and policies to address the most effective ways to improve mobility in a constrained resource environment. With tracks offered for those interested in policy and finance, general sessions focused on disruptive technologies, big changes in transportation funding and policy, Mobility-as-a-Service and freight plus mobility. Welcoming remarks were provided by the Honorable Marcos Vigil, Jersey City's Deputy Mayor.

### **Maintenance & Roadway Operations Workshop**

**May 21-23, 2017 | New Orleans, LA**

Co-Chief Meeting Organizers:  
**Jeff Heilstedt**, AECOM  
**Eric Hemphill**, North Texas Tollway  
Authority

Designed to provide state-of-the-art information to maintenance and operations professionals, this annual workshop serves as a forum to share information, ideas and success strategies with peers from across the tolling industry. Hosted by the Louisiana Department of Transportation & Development, the program explored contemporary topics such as threat and security assessment, the expanding use of drones and the impact of connected vehicles on roadway operations. Attendees enjoyed breakout sessions on topics ranging from asset management, bridge and tunnel maintenance, work zone safety and active traffic management. The program was opened by Dr. Shawn Wilson, Secretary, Louisiana Department of Transportation & Development (DOTD), New Orleans, LA. Attendees participated in the annual service project, which took place at the Bastion Veterans Community. See page 7 for details.





### **IBTTA/TRB Joint Symposium on Managed Lanes & AET**

**July 16-18, 2017 | Dallas, TX**

Co-Chief Meeting Organizers:

**Michael Davis**, RS&H

**René Moser**, ASFINAG

For the first time, IBTTA joined forces with the Transportation Research Board (TRB) Committees on Managed Lanes and Congestion Pricing to explore how our organizations can work together to forecast what innovations can support the ever-growing need for managed lanes and all-electronic tolling. With concurrent tracks focused on Business and Operations, Technology, and Innovation “Tech” Talks, more than 720 delegates from 18 countries attended sessions on managed/express lanes and mobility trends around the globe. This high-profile event also featured poster presentations, the annual IBTTA Foundation golf tournament, TRB Committee meetings and a technical tour of the LBJ TEXpress Lanes and reversible lanes.



### **International Summit of Rome: Mobility Connections: *The Global Tolling Movement***

**October 15-17, 2017 | Rome, Italy**

Chief Meeting Organizers:

**Katherine Nees**, HNTB Corporation

**Malika Seddi**, ASFA

**Cynthia Ward**, Metropolitan Washington  
Airports Authority

Hosted by AISCAT, the Italian Association of Toll Motorways and Tunnels Operators, this summit served as a catalyst for generating fresh approaches to addressing many of the challenges facing the tolling industry worldwide, including efficiencies in maintaining existing assets, security in times of global unrest (with particular attention to bridges and tunnels), and the de-carbonization of transport for improved mobility and quality of life for our customers. Infrastructure operators presented their plans for responding to these concerns in a world with increased urbanization, unstable economies, and an accelerating trend of “consuming mobility.” Attendees were introduced to the Italian Motorway System and enjoyed presentations focused on transportation trends around the world, emerging technology solutions, responding to environmental challenges, cyber and physical security and optimizing the next generation of mobility.

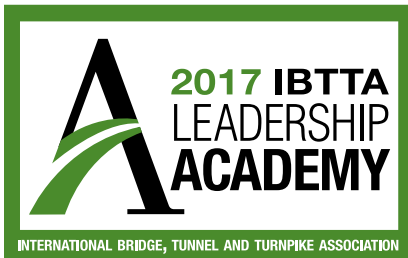
## **WEBINAR SERIES**

IBTTA’s webinars provide an important source of professional development and information sharing for members worldwide. This year’s offerings focused on topics of concerns to a wide cross-section of association members. In 2017, the following new and archived Webinars were available for member access:

- Overcoming Communication Challenges During and After Managed Lane Project Implementation
- Digitalization and Automation Meet the Tolling Agency
- Violators and Violations – The Eternal Tolling Challenge
- Express Lane Implementations – The Good, The Bad and The Ugly
- Getting Positive News Coverage: Media Training 201
- Interagency Emergency Operations Support
- The Importance of an Effective Investor Relations Program
- Internal & External Crisis Communications
- Autonomous & Connected Vehicles

All webinars and supporting materials are archived on IBTTA’s website and may be viewed on demand.

## IBTTA LEADERSHIP ACADEMY



The 2017 class of the IBTTA Leadership Academy's Executive Development Program attended the intensive week-long program February 12-17, 2017, in Washington, DC. In its tenth year, this annual leadership course covers topics such as partnering for better results, the business of tolling, visioning the future for transportation, managing a work-life balance, and an Executive Director Roundtable. The Leadership Academy is funded by tuition and contributions to the IBTTA Foundation.

This year, 35 IBTTA members were selected through a competitive application process to attend the Leadership Academy. Joining the 250 industry professionals who have completed this enrichment experience are the following individuals from the Class of 2017:

**Christine Aczel**  
HNTB Corporation

**Dennis Albrecht**  
Ohio Turnpike and Infrastructure  
Commission

**Leonte Almonte**  
Kimley-Horn and Associates, Inc.

**Carlos Campo**  
Traffic Technologies, Inc.

**David Caudill**  
Virginia Department of Transportation

**Cindy Chau**  
Rhode Island Turnpike and Bridge  
Authority

**Priya Clemens**  
Golden Gate Bridge, Highway and  
Transportation District

**Jeffrey Dailey**  
Central Texas Regional Mobility  
Authority

**Ivan Del Campo**  
Miami-Dade Expressway Authority

**Rodrigo De Paula**  
TransCore, LP

**Wade Dorland**  
The Seaway International Bridge  
Corporation, Ltd.

**Stephen Dougherty**  
South Jersey Transportation Authority

**Parrish French**  
West Virginia Parkways Authority

**Aaron Hake**  
Riverside County Transportation  
Commission

**Rafael Hernandez**  
Tampa-Hillsborough Expressway  
Authority

**Mark Hicks**  
RS&H

**Floyd Holland**  
Florida's Turnpike Enterprise

**Phani Jammalamadaka**  
CDM Smith

**Dean Kohr**  
Atkins N.A.

**Olga Krueger**  
The Port Authority of New York &  
New Jersey

**Teresa Lemons**  
TxDOT, Toll Operations Division

**William Martinez de Velasco**  
Emovis Technologies, Inc.

**Valarie McFall**  
Transportation Corridor Agencies

**Michael McPeters**  
Halifax Harbour Bridges

**Tyler Milligan**  
Milligan Partners LLC

**Keith Mullins**  
Gannett Fleming

**Carrie Mussman**  
AECOM

**Rocco Radica**  
Strada Dei Parchi SpA

**Henry Rosen**  
WSP USA

**Craig Salmon**  
Transurban

**Crischandra Sanders**  
State Road & Tollway Authority

**Dan Toohey**  
Kapsch TrafficCom

**Martin Tyson**  
Global Agility Solutions

**Gabriel Valadez**  
Cofiroute USA, LLC

**Madeline Washington**  
Egis





*Front Row seated (left to right):* Valarie McFall, Crischandra Sanders, Teresa Lemons, Christine Aczel. *Middle Row standing (left to right):* Maggie Wilkins, William Martinez de Velasco, Phani Jammalamadaka, Rafael Hernandez, Gabriel Valadez, Olga Krueger, Aaron Hake, Cindy Chau, Carrie Mussman, Priya Clemens, Carlos Campo, Madeline Washington, Craig Salmon, Dennis Albrecht, Ivan Del Campo, Barbara Gannon. *Back Row standing (left to right):* Stephen Dougherty, David Caudill, Floyd Holland, Dan Toohey, Mark Hicks, Rocco Radica, Leonte Almonte, Rodrigo De Paula, Henry Rosen, Dean Kohr, Martin Tyson, Tyler Milligan, Jeffrey Dailey, Wade Dorland, Michael McFeters, Parrish French, Keith Mullins.

## LEADING THE WAY



IBTTA's Toll Excellence Awards highlight innovation and creativity within the international tolling community. Each year, IBTTA honors member agencies that elevate the industry by launching game changing initiatives and responding to challenges in novel, forward leaning ways. With winners in six categories, the industry's highest recognition, the President's Award, is bestowed on one outstanding honoree each year. Winners were selected by the Awards Committee following a competitive application process.

Read more about all the 2017 winners at [www.IBTTA.org/toll-excellence-awards](http://www.IBTTA.org/toll-excellence-awards).



## PRESIDENT'S AWARD WINNER

### CUSTOMER SERVICE AND MARKETING OUTREACH AWARD

#### State Road and Tollway Authority – Commuter Credits



Developed by Georgia's State Road and Tollway Authority (SRTA), Commuter Credits are intended to encourage commuters to think about their transportation in a more integrated way, reduce congestion along the heavily-traveled I-85, and discourage express lane use by single-occupancy vehicles during peak hours. Designed to support the state's Peach Pass users, the pilot program included three components: *Shift Commute* which offers toll credits to drivers who reduce their weekly peak-period commutes; *Start a Carpool* which offers daily toll credits for carpools with at least one Peach Pass user; and *Ride Transit* which offers toll credits to Peach Pass users who take express bus routes during peak periods. The pilot was a great success, and SRTA plans to continue Ride Transit and Shift Commute programs on a permanent basis beginning in 2018. The Commuter Credits program has garnered global recognition for successfully highlighting the first steps agencies can take to serve users' increasing demand for efficiency through a unified transportation system.





# LEADING THE WAY

## ADMINISTRATION AND FINANCE AWARD

### ITR Concession Company LLC – 80/90 PUSH Project



The ITR Concession Company (ITRCC) was recognized for its innovative method of procuring and contracting the 80/90 PUSH project along the Indiana Toll Road. Massive in scope, this project entails upgrading 292 lane miles, nine interchanges, and 53 bridges, and installing a fiber optic backbone along the corridor as a step to implementing an Intelligent Transportation System. To meet deadlines and minimize costs, ITRCC utilized an innovative blend of Early Contractor Involvement (ECI) and Design-Build project delivery strategies. ITRCC involved contractors early in the project, ran concurrent design processes, and remained committed to transparency and communication with prospective partners. ECI is typically performed with one contracted design team, but by offering \$250,000 to the unsuccessful team, ITRCC kept multiple parties involved and maintained competitive pricing tension. The safety, speed, and cost-effectiveness of the project reflect the exemplary partnering and procurement strategies demonstrated by ITRCC.



## SOCIAL RESPONSIBILITY AWARD

### North Texas Tollway Authority – Spreading the Dangers of Driving “Intoxicated” and Urging Red Thumbs for All



Texting and driving is a leading cause of roadway accidents, injuries, and deaths. To increase public awareness, the North Texas Tollway Authority (NTTA) launched a campaign to highlight the dangers of driving “intoxicated,” as part of the nationwide Red Thumbs Movement. Red Thumbs aims to educate drivers about the dangers of texting and driving by encouraging them to mark a small portion of their thumbs red as a reminder to put down their phones.

As part of the campaign, NTTA distributed 95,000 red thumb straps emblazoned with the NTTA logo and the phrase “W8 2 TXT.” NTTA’s creative effort resulted in extensive regional coverage of the program through traditional media outlets, social media engagement and nearly two dozen community partners. The agency distributed video shorts over social media and changed electronic signs along roadways to alert drivers to the campaign. Conducted in one of four states without a state-wide ban on texting and driving, the campaign was critical to ensuring the safety of Texas roads.

## TOLL OPERATIONS, ENGINEERING & MAINTENANCE AWARD

### Roads & Transport Authority, Dubai – Salik Toll System Expansion – A Model of Tolling Success

هيئة الطرق والمواصلات  
ROADS & TRANSPORT AUTHORITY



The Road & Transport Authority (RTA) of Dubai, which operates the world’s largest all-electronic, open road tolling zone, was recognized for revolutionizing its Smart Salik app and online self-service system. This ambitious project included upgrading an Interactive Voice Response phone system, revamping its website and app interface, and adding a mobile recharge feature that removes the frustration of forgotten PINs. The system also features a user portal with real-time road and account information, better integration across platforms, and new smart device features such as fingerprint login. With the upgrades, accounts can be recharged with cash at more than 9,000 locations across Dubai, including ATMs, and through vouchers redeemed via the Smart Salik app or website. The redesigned system has cut operating costs, reducing call center calls by 30 percent, and calls to retrieve forgotten PINs by almost half. Self-service transactions exceed 90 percent, well above the government’s 80 percent goal, and mobile adoption exceeds the 25 percent target.



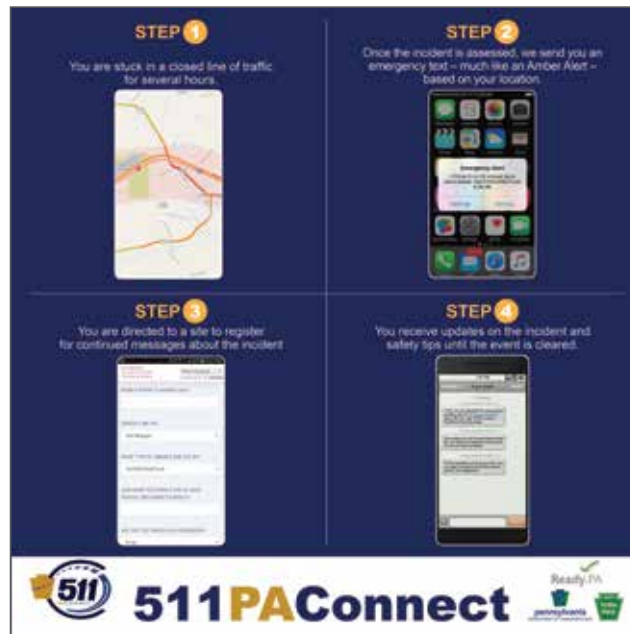


## TECHNOLOGY AWARD

### Pennsylvania Turnpike Commission – 511PAConnect



The Pennsylvania Turnpike Commission (PTC) developed a new tool to facilitate two-way communication with stranded drivers facing extreme weather events and other emergencies. 511PAConnect delivers timely, accurate information to all affected travelers, without prior registration or awareness of the program. When PTC opens an emergency event an alert is immediately sent to all cell phones in the impacted area. By following instructions on their phones, drivers can select their preferred means of communication and send questions or concerns directly to PTC. The tool asks for situational information (type of car, number of passengers, etc.) and allows users to share their locations, so that PTC and other responders can understand the scope of the emergency and quickly shape their response. 511PAConnect is a life-saving tool, created with existing technology that is familiar to the public and to agency staff. In its first year of operation, it has proven tremendously successful, meeting and exceeding agency goals and expectations.



## PRIVATE SECTOR INNOVATION AWARD

### Raytheon – MassDOT All-Electronic Tolling



When the Massachusetts Department of Transportation (MassDOT) decided to convert its entire toll road system to All-Electronic Tolling, it contracted Raytheon to deliver the new network of 32 AET toll zones on a tight deadline before the 2016 holiday season. Three months after work commenced, MassDOT shifted the entire project from Janus (E-ZPass) Readers to Multi-Protocol Readers (MPRs), in support of nationwide interoperability efforts. The change in technology led to significant redesign of gantries and wiring and was expected to delay the project by three months. Raytheon remained committed to the original deadlines, and responded to the change with an innovative, accelerated construction schedule, in which gantry construction was performed concurrently instead of sequentially. Building the cross-members offsite and delivering them to the toll zone condensed lane closures and required traffic to fully stop for only 15 minutes. The innovative process cut a remarkable 90 days from the construction schedule, completely offsetting the anticipated MPR delays.



# LEADING THE WAY

## 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 IBTTA welcomed the following new Honorary Members:



### JJ Eden



JJ Eden has had a distinguished 45+ year career in transportation which has spanned technology, safety and security in toll agency operations. Early in his career, JJ was Assistant Chief Engineer for the Pennsylvania Turnpike, responsible for managing all facilities design, construction and maintenance. He co-authored the industry's first Management Online Maintenance System to create a better way to ensure that systems remained in operation. In the early 1990s, JJ was one of the founding members of E-ZPass. He was then Director of ETC for Lockheed Martin/ACS and later served as the Chief Operating Officer for the North Carolina Turnpike Authority. During that time, he developed the business rules, operating procedures and AET systems for the state's first modern toll roads and led the push for broader interoperability unrestrained by technology resulting in the first multi-protocol tag deployment in our industry. In recent years, JJ founded The Alliance for Toll Interoperability (ATI), a non-profit organization working to advance competitive tolling standards and promote interstate interoperability. In addition to his current position as the AECOM Vice President of Tolling and Managed Lanes, JJ is the acting President for ATI and writes for *TollTrans* and *Traffic Technology*. He is a tireless supporter of IBTTA who has served on the Board of Directors and in other governance roles.

### Javier Rodriguez, P.E.



Javier Rodriguez has served as Executive Director of the Miami-Dade Expressway Authority (MDX) since March 2007. Tasked with moving people and goods on five of the region's most crucial east-west expressways, his responsibilities encompass the expansion, finance, operations, and maintenance of the MDX transportation system. Javier has positioned MDX as an innovative transportation agency dedicated to enhancing mobility in Miami-Dade County, using his knowledge and more than 20 years of experience in administration, construction, design, inspection, long-range planning and transportation development. With more than \$2 billion invested into Miami-Dade's transportation system, MDX has assured that Miami-Dade County will continue to be a worldwide destination for generations to come. Before joining MDX, Javier had a lengthy career at FDOT, District 6, which included four years as Director of Transportation Development. A native Floridian, he earned his Bachelor of Science degree in Civil Engineering from Florida International University. He received Engineer of the Year Award by the Cuban-American Association of Civil Engineers in 2005 and was presented with the Ben G. Watts Leadership Award by FDOT in 2002. For more than 10 years, Javier has been an active member with IBTTA, volunteering in many capacities and serving on various committees. Javier joined the IBTTA Board of Directors in 2007 and served as president in 2015.



## HONORARY MEMBERS

Michael C. Ascher  
Anthony J. Barber  
José Manuel Basañez  
Stanley J. Britton  
James Brookshire  
Paul Burnette  
Susan A. Buse  
Lisa C. Callahan  
Carney J. Campion  
Jose Luis Ceron  
Oliver K. Compton, Jr.  
Santiago Corral  
James A. Crawford  
Ronald Cunningham  
Henri Cyna  
Robert L. Davis  
Ronald J. Delaney  
Antonio Diez de Rivera  
John T. Driscoll  
James L. Ely  
Alain Estiot  
Robert J. Farrell  
Jose Luis Ferreiro  
Jack Finn

William J. Flanagan  
R. D. Fogo  
E. R. Foley  
Daniel W. Greenbaum  
Roger Ginocchi  
Jordi Graells  
James Griffin  
John J. Hassett  
Mike Heiligenstein  
Robert G. Horr III  
Frank A. Howe  
Allan V. Johnson  
Roy G. Lancaster  
Vincent L. Leonetti  
Lawrence J. Lewis  
Dale W. Luehring  
Burt H. Marshall  
Jorge Masiá Mas-Bagá  
Stephen F. Mayer  
Frank G. McCartney  
John McCuskey  
William J. Miller, Jr.  
Jean Millier  
Kodo Ogata

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

## Sustaining

# IBTTA'S MISSION

### IBTTA 2017 BOARD OF DIRECTORS

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



### EXECUTIVE COMMITTEE



**Emanuela Stocchi**  
**President**  
Director of International Affairs,  
Associazione Italiana Società  
Concessionarie Autostrade e  
Trafori (AISCAT)  
Rome, Italy



**Klaus Schierhackl**  
**International Vice President**  
Executive Director, ASFINAG  
Vienna, Austria



**Tim Stewart**  
**First Vice President**  
Executive Director, E-470 Public  
Highway Authority  
Aurora, CO



**Earl J. "Buddy" Croft III**  
**Immediate Past President**  
Executive Director, Rhode Island  
Turnpike and Bridge Authority  
Jamestown, RI



**Christopher Tomlinson**  
**Second Vice President**  
Executive Director, State Road &  
Tollway Authority  
Atlanta, GA



**Patrick Jones**  
**Executive Director & CEO**  
IBTTA  
Washington, DC



## DIRECTORS

### **Asomiddin Azizov**

Innovative Road Solutions LTD  
Dushanbe, Tajikistan

### **Nic Barr**

ITR Concession Company LLC  
Granger, IN

### **Greg Bedalov**

Illinois Tollway  
Downers Grove, IL

### **Gerald Carrigan**

North Texas Tollway Authority  
Plano, TX

### **Randy Cole**

Ohio Turnpike and Infrastructure  
Commission  
Berea, OH

### **Mark Compton**

Pennsylvania Turnpike Commission  
Harrisburg, PA

### **Andrew Fremier**

Bay Area Toll Authority, MTC  
Oakland, CA

### **Diane Gutierrez-Scaccetti**

Florida's Turnpike Enterprise  
Ocoee, FL

### **Samuel Johnson**

Transportation Corridor Agencies  
Irvine, CA

### **John Lawson**

Virginia Department of Transportation  
Richmond, VA

### **Joe Mrozek**

New Jersey Turnpike Authority  
Woodbridge, NJ

### **Julián Núñez**

SEOPAN  
Madrid, Spain

### **Malika Seddi**

Association Professionnelle Autoroutes  
at Ouvrages a Peage (ASFA)  
Paris, France

### **Benton Tempas**

Northwest Parkway LLC  
Broomfield, CO

### **Gary Trietsch**

Harris County Toll Road Authority  
Houston, TX

### **Bruce Van Note**

Maine Turnpike Authority  
Portland, ME

### **Joe Waggoner**

Tampa-Hillsborough Expressway  
Authority  
Tampa, FL

### **Cynthia Ward**

Metropolitan Washington Airports  
Authority  
Washington, DC



# SUSTAINING IBTTA'S MISSION

## PAST PRESIDENTS

**Earl J. “Buddy” Croft III, 2016**  
Rhode Island Turnpike & Bridge Authority

**Javier Rodriguez, 2015\***  
Miami-Dade Expressway Authority

**Mike Heiligenstein, 2014\***  
Central Texas Regional Mobility Authority

**Robert G. Horr III, 2013\***  
Thousand Islands Bridge Authority

**Jordi Graells, 2012\***  
Abertis USA Corporation

**Frank G. McCartney, 2011\***  
Delaware River Joint Toll Bridge Commission

**Edward J. DeLozier, 2010–2011**  
Honorary President  
E-470 Public Highway Authority

**Steven Snider, 2010\***  
Halifax Harbour Bridges

**Kary H. Witt, 2009\***  
Golden Gate Bridge, Highway and Transportation District

**Susan A. Buse, 2008\***  
North Texas Tollway Authority

**James L. Ely, 2007\***  
Florida's Turnpike Enterprise

**Santiago Corral, 2006\***  
Autopista Vasco-Aragonesa, C.E.S.A.

**Stephen F. Mayer, 2005\***  
Buffalo & Fort Erie Bridge Authority

**Jean-François Poupinel, 2004\***  
COFIROUTE

**Vincent L. Leonetti, 2003\***  
South Jersey Transportation Authority

**Harold W. Worrall, 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 Costruzioni Autostrade, S.P.A.

**Russel I. Wilcox, 1994\***  
Thousand Islands Bridge Authority

**Anthony J. Barber, 1993\***  
The Port Authority of New York and New Jersey

**Ronald J. Delaney, 1992\***  
Detroit & Canada Tunnel Corporation

**George P. Zilocchi, 1991\***  
New Jersey Highway Authority

**Henri Cyna, 1990\***  
COFIROUTE

**Allan V. Johnson, 1989\***  
Ohio Turnpike Authority

**Robert J. Farrell, 1988\***  
New York State Thruway Authority

**John R. Woodruff, 1987\***  
Delaware River Port Authority

**Jose Luis Ceron, 1986\***  
Autopistas Del Mare Nostrum, C.E.S.A.

**R.D. Fogo, 1985\***  
Kansas Turnpike Authority

**Roger Ginocchio, 1984\***  
New Jersey Turnpike Authority

**Dale W. Luehring, 1983\***  
Golden Gate Bridge, Highway and Transportation District

**K.C. Pearson, 1982\***  
Massachusetts Port Authority

**Vito Rocco, 1981\***  
AISCAT

**Stanley J. Britton, 1980\***  
Massachusetts Turnpike Authority

**Roy G. Lancaster, 1979\***  
Detroit International Bridge Company

**Jorge Masiá Mas-Bagá, 1978\***  
Autopista Concesionaria Española SA

**Howard M. Reily, 1977\***  
Texas Turnpike Authority

**Lawrence J. Lewis, 1976\***  
The Port Authority of New York and New Jersey

**Phillip B. Lee, 1975**  
New York State Thruway Authority

**William J. Flanagan, 1974\***  
New Jersey Turnpike Authority

**E.R. Foley, 1973\***  
California Toll Bridge Authority

**John T. Driscoll, 1972\***  
Massachusetts Turnpike Authority

**William J. Miller, Jr., 1971\***  
Delaware River & Bay Authority

**Franklin V. Summers, 1970**  
Pennsylvania Turnpike Commission

**Robert A. Tillett, 1969**  
Indiana Toll Road Commission

**W. Grant Mitchell, 1968**  
Thousand Islands Bridge Authority

**W.D. Hoback, 1967**  
Oklahoma Turnpike Authority

**L.W. Newcomer, 1966**  
Kansas Turnpike Authority

**Charles H. Taylor, 1965\***  
Port of New York Authority



**Lawrence A. Rubin, 1964\***  
Mackinac Bridge Authority

**James Adam, 1963**  
Golden Gate Bridge, Highway and  
Transportation District

**John Pershing, 1962**  
Richmond-Petersburg Turnpike  
Authority

**Frank J. Horty, 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

## PAST PRESIDENT'S RETREAT

In June 2017, a group of 13 IBTTA Past Presidents met for a workshop at the 1000 Islands Harbor Hotel in Clayton, NY. Rob Horr and the Thousand Islands Bridge Authority hosted the event. For a day and a half, the Past Presidents discussed a wide range of issues with the goal of renewing personal connections and providing wisdom and support to the next group of future IBTTA Presidents. A lot of storytelling and reminiscing took place. This was the first time, according to collective memory, that the Past Presidents have held a workshop like this and there was widespread agreement that it should happen again.

### Past Presidents in attendance

Earl J. "Buddy" Croft III, 2016  
Javier Rodriguez, 2015  
Robert G. Horr III, 2013  
Jordi Graells, 2012  
Frank G. McCartney, 2011  
Steven Snider, 2010  
Susan A. Buse, 2008  
James L. Ely, 2007  
Stephen F. Mayer, 2005  
Vincent L. Leonetti, 2003  
Russel I. Wilcox, 1994  
George P. Zilocchi, 1991  
Allan V. Johnson, 1989



# SUSTAINING IBTTA'S MISSION

## IBTTA FOUNDATION



The IBTTA Foundation is the research, educational and charitable arm of IBTTA. The Foundation supports and conducts research on transportation and tolling; conducts training and professional development programs including the IBTTA Leadership Academy; supports charitable good works and operates a scholarship program. Contributions to the IBTTA Foundation and the Leadership Academy are tax deductible as charitable contributions under section 501(c)(3) of the U.S. Internal Revenue Code.



In addition to the annual golf tournament, the Leadership Academy (see page 16) and the community service project (see page 7), the Foundation broke new ground this year by:

- Presenting its first undergraduate student scholarships to two students pursuing bachelor's degrees in transportation related fields (see page 6).
- Expanding outreach to military personnel leaving active duty to steer them toward career opportunities in the toll industry.
- Advancing research projects connected to innovation such as smart logistics, big-data analytics, and connected and autonomous vehicles.
- Debuting a new IBTTA Foundation video at the annual meeting, which highlighted 10 years of successes.

## Foundation Board of Directors

**John McCuskey** (Chair), WSP USA

**Federico Di Gennaro**, AISCAT

**Mike Heiligenstein**, Central Texas Regional Mobility Authority

**Priya Jain**, Atkins N.A.

**Marcelle Jones**, Jacobs Engineering Group

**Christine Keville**, Keville Enterprises

**Philip Miller**, AECOM

**René Moser**, ASFINAG

**Rosa Rountree**, Egis Projects, Inc.

**Lisa Thompson**, HNTB Corporation

**P.J. Wilkins**, E-ZPass Group

**Kary Witt**, HNTB Corporation



# Members & SPONSORS

## NEW & RETURNING MEMBERS

### Active Members

Alameda County Transportation Commission  
California Department of Transportation (Caltrans)  
Cintra  
Corporation UKRMOSTOBUD  
DARS d.d.  
Fort Bend Grand Parkway Toll Road Authority  
Greater New Orleans Expressway Commission  
ITR Concession Company LLC  
Ontario Ministry of Transportation  
Osceola Parkway Toll Road  
Port of Hood River  
Roads and Transport Authority  
Texas Turnpike Corporation  
Washington State Department of Transportation

### Associate Members

Advantech B+B SmartWorx  
ARH Inc.  
BancPass, Inc.  
Carma Technology Corporation  
Duane Morris Government Strategies  
EST, Inc.  
E-ZPass Group/IAG Service Corp.  
GannonConsult  
GeoToll, Inc.  
Intag Technologies Inc.

Lindsay Transportation Solutions  
MET Laboratories, Inc  
Multilink, Inc.  
Nossaman, LLP  
Pennoni Associates Inc.  
Red Fox ID LTD  
SARF (South African Road Federation)  
Tecsidelmex, S.A. de C.V.  
TollSense LLC  
Versilis Inc.

### Sustaining Member

Johnson, Mirmiran & Thompson (JMT)

### DBE/MBE/SBE/WBE

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Drive Engineering  
GeoPat Consulting LLC  
MBI Consulting, Inc.  
Ramos Consulting, LLC  
Spock Solutions, Inc.  
Wynndalco Enterprises, LLC

Find a complete list of members at [www.IBTТА.org/member-directory](http://www.IBTТА.org/member-directory)

## 2017 IBTTA PLATINUM SPONSORS

The Platinum Sponsors provide significant financial support for all IBTTA meetings and conferences throughout the year. And through the Platinum Sponsors Advisory Council they serve an industry thought leadership role by vetting potential mega issues in support of the IBTTA Board and strategic plan.



2017

# FINANCIALS

## Consolidated Statement of Activities IBTTA and IBTTA Foundation Year Ended December 31, 2017

### REVENUE

|                         |             |
|-------------------------|-------------|
| Operating Revenue ..... | \$3,835,995 |
| Meeting Revenue .....   | \$2,525,536 |
| Total Revenue .....     | \$6,361,531 |

### EXPENSES

|   |             |
|---|-------------|
| Operating Expenses .....                                    | \$5,503,096 |
| Meeting Expenses .....                                      | \$1,476,057 |
| Total Expenses .....  | \$6,979,153 |
| Change in Net Assets, Before Investment Income (Loss) ..... | \$(617,622) |
| Investment Income .....                                     | \$188,406   |
| Change in Net Assets .....                                  | \$(429,216) |
| Net Assets, Beginning of Year .....                         | \$2,215,766 |
| Net Assets, End of Year .....                               | \$1,786,550 |

### SOURCE OF FUNDS

|  |     |
|--|-----|
| Meeting Revenue .....                      | 40% |
| Active Member Dues .....                   | 27% |
| Associate and Sustaining Member Dues ..... | 16% |
| Other Income .....                         | 17% |

### USE OF FUNDS

|   |     |
|---|-----|
| Personnel and Benefits .....                | 34% |
| Meeting Expenses .....                      | 21% |
| Other (Programs, Advertising, Travel) ..... | 45% |

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



# 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 26 countries on six continents. Through advocacy, thought leadership and education, members are implementing state-of-the-art, innovative user-based transportation financing solutions to address the critical infrastructure challenges of the 21<sup>st</sup> century.

## 2017 IBTTA STAFF

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JOIN THE CONVERSATION:  
@IBTTA | #IBTTA | #TollRoads