



TOLLING. MOVING SMARTER.

## ANNUAL REPORT TO MEMBERS 2018

The background of the slide is a photograph of a multi-level highway interchange. The concrete structures of the overpasses and support pillars are prominent. In the distance, a range of snow-capped mountains is visible under a clear blue sky. Several cars are visible on the roads, including a silver car on the left and a white car on the right.

# Trust & Accountability

| 4 |

REFLECTIONS  
FROM PRESIDENT  
TIM STEWART

| 6 |

IBTTA ON THE MOVE

- 6 Three-Year Plan
- 7 Expanding Our Resources  
TollMiner™

| 8 |

DRIVING PUBLIC POLICY

- 8 Focus On The Hill
- 9 Public Awareness Campaign

| 10 |

LEARN & ENGAGE

- 10 86<sup>th</sup> Annual Meeting & Exhibition
- 12 Summits & Workshops
- 14 Annual Service Project -  
Milk & Honey Farms

| 16 |

LEADING THE WAY

- 16 IBTTA Leadership Academy
- 18 Toll Excellence Awards

| 24 |

SUSTAINING THE MISSION

- 24 Board of Directors
- 26 Honorary Members
- 28 Past Presidents
- 30 IBTTA Foundation
- 31 Scholarship Winners

| 32 |

PLATINUM SPONSORS

| 33 |

FINANCIALS

# Trust & Accountability



# REFLECTIONS FROM PRESIDENT TIM STEWART



Dear IBTTA Members,

I love the great outdoors and I love making things work. I guess those are two attributes that attracted me to this industry. My career in transportation began in 1984 with an entry level job in field maintenance services at the Oklahoma Turnpike Authority. From there I held a bunch of different positions in patron services, maintenance, planning and operations. Eventually I became executive director of Oklahoma Turnpike Authority. Then, after 31 years at OTA, I started a new career in 2016 as Executive Director of the E-470 Public Highway Authority in Denver.

While I’ve held many different jobs over the years, the mission has always been the same: to serve the public by providing safe, reliable, sustainable mobility. That’s what my career in tolling has been all about.

When I became President of IBTTA in 2018, it was one of the biggest highlights of my career. The opportunity to lead the association that represents the industry I’ve served all my life is a tremendous honor and responsibility. It’s an honor because it means you’ve earned the respect of your peers. And it’s a great responsibility because you are holding in trust for one year the hopes and aspirations of an association that has been around for more than 85 years and you want to turn it over to the next person in as good a condition as you found it, if not better.

While I’m proud of a lot of things that happened in my tenure, two things stand out for me. First, I’m proud of the heightened sense of member engagement that we were able to cultivate during my presidency. This engagement is expressed in the work of the committees, the Foundation, the Platinum Sponsors, working groups, the Past Presidents, scholarship recipients and more. Everyone who plays a role in IBTTA – members and staff – stepped up and gave it their best in a way that shone brightly to newcomers and encouraged them to get engaged.

Second, I’m proud that we engaged the Board of Directors and members in a serious conversation about the future of our industry and the challenges and opportunities we confront. Out of those discussions we built and embraced a new three-year plan that strengthens the programs that are most important to our members: our meetings, the



TollMiner™ data visualization tool, information exchange and, most importantly, our vision of the future.

Our 2016 President Buddy Croft likes to say, “There’s no ‘T’ in team, but there’s an ‘T’ in winning!” The winning of IBTTA during my presidency is all about teamwork. It’s about the Executive Committee, the Board, the committees, meeting attendees, members and staff all working together as a team to achieve a common purpose.

Thanks to you, for all that you do to make IBTTA the strong, successful and growing association it is today.

Sincerely,

Tim Stewart  
President, IBTTA  
Executive Director, E-470 Public Highway Authority



# IBTTA ON THE MOVE

## THREE-YEAR PLAN



[www.IBTTA.org/about-us](http://www.IBTTA.org/about-us)

Essential programs and services, more robust data and analysis, a continuing commitment to knowledge transfer and an ambitious vision of tolling as a part of the wider transportation community are the four pillars of the newly adopted three-year plan by the IBTTA Board of Directors.

“The three-year plan connects our strategic plan with our vision of the future and the new programs we must advance to stay relevant as an association,” said Pat Jones, Executive Director and CEO.

In 2012, when IBTTA released a similar strategic planning document, its major objective was to launch “an ongoing, proactive, and permanent communications campaign to position tolling in a positive light and give it a seat at the table for important policy discussions,” the plan notes. “We’ve been successful in doing that.” Six years later, “this moment in 2018 feels a lot like 2012 in terms of the opportunities and challenges we face,” prompting the Board’s decision to:

- Enhance the association’s TollMiner™ platform as an essential clearinghouse for industry data;
- Deliver “indispensable value for members and stakeholders” through the association’s programs, products, services, and meetings;
- Advance policies to facilitate tolling and other forms of user charging; and ultimately
- Effect positive outcomes in transportation.



## EXPANDING OUR RESOURCES: TOLLMINER™

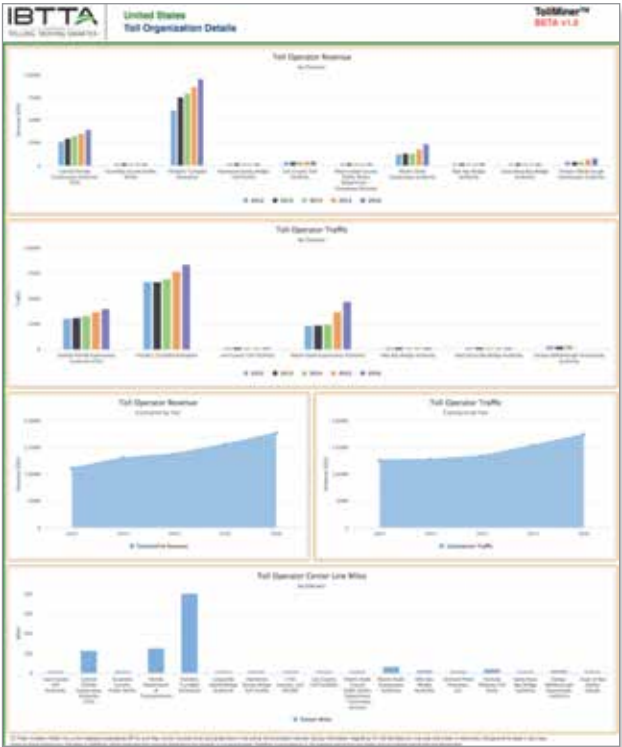


In January 2018, IBTTA launched the Beta version of TollMiner™, a data visualization tool focused on bringing to life the IBTTA Strategic Goal of “being recognized for having a current and accurate clearinghouse of key industry data.” Prior to TollMiner™, tolling data was siloed in disparate locations requiring significant effort to collect, ensure accuracy and keep current. TollMiner™ consolidates data into one centralized reportable entity. It is offered to members only and requires log in through the IBTTA website. With TollMiner™, IBTTA researched, collected, and cleansed publicly available data enabling IBTTA to become the authoritative source

in defining the worldwide tolling industry. The initial release was enhanced in July 2018 to include revenue and traffic data for US Toll Operators. It also included a “Validation Portal” which allows toll operators to see and validate the data IBTTA has collected on their behalf. The 2018 launch of TollMiner™ created a platform which is scalable for future data collection. Plans moving forward include engaging with members to determine the most essential data to enhance the product giving members the ability to use the data for business development, research and benchmarking.



[www.IBTTA.org/tollminer](http://www.IBTTA.org/tollminer)





# DRIVING PUBLIC POLICY

## FOCUS ON THE HILL

IBTTA leads advocacy efforts on Capitol Hill and with the Executive branch agency leaders to increase federal support for our nation’s surface transportation infrastructure. By educating policy makers, the association is striving to create a political environment that recognizes tolling as a viable means to improve and replace much of the nation’s surface transportation infrastructure.

2018 saw a change in the make-up of the U.S. Congress with the House of Representatives shifting to a Democratic majority and thereby altering the Committee memberships and priorities. In February 2018, the Government Affairs Committee conducted a successful Washington fly-in that offered a White House briefing on a pending Administration Infrastructure proposal. We also had visits with the majority and minority staffs of both the House Transportation and Infrastructure Committee and the Senate Environment and Public Works Committee, learning about the plans of both chambers to respond to the administration’s infrastructure proposal.

### LEGISLATIVE PRIORITIES FOR 2018:

#### Interstate Tolling and General Highway Program

- Support allowing state flexibility to toll interstate and other federal aid roadways.
- Support MAP-21 flexibility for use of tolling on new capacity and capacity enhancement.
- Support continuation/adoption of Interstate Toll conversion demonstrations (ISRRPP).
- Support allowing conversion of General Purpose lanes to priced lanes so long as the level of service on remaining General Purpose lanes is preserved or improved.
- Eliminate ban on rest-stop commercialization.

#### Reciprocity & Vehicle Registration Info Sharing for the Purpose of Toll Violation & AET Collection

- Support Interstate tolling enforcement capabilities and reciprocity among states on violation enforcement.
- Support efforts to establish vehicle license plate license usage/practices/standards that enhance plate and vehicle owner recognition.

#### Disaster/Emergency Relief

- Support reimbursement for toll revenue loss associated with declared Federal emergencies.
- Support efforts to raise status/ability of toll agencies to receive assistance in disaster recovery.

#### USDOT Administrative Issues

- Status of USDOT efforts on Model contracts for PPPs.
- Status of regulatory and process streamlining efforts.

#### Research

- Support Federal research on Vehicle Miles of Travel (VMT) applications and implementation.
- Support Federal research on electronic vehicle occupancy detection to promote priced managed lanes.
- Support Federal research on issues associated with tolling and transportation funding.
- Support Federal ITS Deployment and Research.

#### Finance

- Support for TIFIA funding levels and implementation.
- Support for Private Activity Bonds (PABs).
- Support for Bond Insurance/Credit Guarantees that would bolster project ratings and enable projects that would not otherwise advance.

## PUBLIC AWARENESS CAMPAIGN

In 2018, we continued to promote IBTTA’s mission by integrating our voice into various regional, national and international conversations around infrastructure investment and financing, ensuring that tolling is seen as a proven and viable funding alternative.

As a result, IBTTA has had a significant impact on the conversation regarding tolling, transportation infrastructure and investment. By employing effective communications strategies to help shape the media coverage around tolling, IBTTA has established itself as a leader in the tolling, transportation and infrastructure space.

IBTTA’s *Moving America Forward* campaign has:

- Launched a public awareness website providing elected officials, media, opinion leaders and key stakeholders with useful, digestible information on the benefits of tolling;
- Established a robust social media presence helping to lead conversations on various platforms around issues related to transportation and infrastructure development;
- Secured thousands of media placements in local, regional, national and international publications in both proactive and reactive conversations;
- Developed dozens of high-value relationships with key media targets reporting on and shaping the global debate around transportation infrastructure development; and
- Released three industry-wide reports helping to shape coverage and report on the benefits of tolling.



IBTTA’s *Moving America Forward* public awareness campaign continued in 2018 into its sixth year. From inception in 2013, the overarching principle of the strategic plan – *IBTTA will be recognized as the leading voice to advance transportation solutions through tolling* – has served as our goal.



# LEARN & ENGAGE

## 86<sup>TH</sup> ANNUAL MEETING & EXHIBITION

Each year, IBTTA brings industry professionals from around the world together to share new ideas, innovations and solutions through a series of meetings, workshops and summits. The Annual Meeting & Exhibition is the premier industry event for professionals engaged in tolling and user financed transportation.

Keynote speaker Darby Allen held the audience in rapt attention from the moment he stepped on stage. His vivid description of the 2016 Alberta wildfire, the costliest disaster in Canadian history, was both harrowing and spellbinding. How do you maintain composure in a life-or-death situation? What is it like to endure and overcome a disaster of such magnitude in your own backyard? These and other questions propelled a captivating look at how to lead in a crisis. The “Power of Collaboration Within DOTs” provided clear insight as six agencies described the success of Maryland’s OneMDOT culture. And Delegates had a chance to experience connected and automated vehicles with demonstrations in the Ravens Football stadium parking lot prior to the Opening Event – all courtesy of the Maryland Transportation Authority and their partners. Breakout sessions in three tracks – Trust & Accountability, Technology, and Operations – gave delegates many opportunities to network and share lessons learned from both presenters and fellow audience members.



October 14-17, 2018  
Baltimore, MD

### Co-Chief Meeting Organizers:

Cheryl Sparks, Maryland  
Transportation Authority  
Randy Brown, RK&K

HOSTED BY:



Maryland  
Transportation  
Authority





SUMMITS & WORKSHOPS

MANAGED LANES, AET & TECHNOLOGY SUMMIT

April 22-24, 2018 | Charlotte, North Carolina

Co-Chief Meeting Organizers:  
**Matthew Click**, HNTB Corporation  
**Beau Memory**, North Carolina DOT, Turnpike Authority

We learned one thing for sure from the meeting program in Charlotte: IBTTA members don't attend our conferences because they want to be comfortable; they come because they expect to learn and be challenged with new thinking that they may or may not like and may or may not agree with. Keynote speakers Alex Roy, Editor-at-Large for The Drive, and Andy Boenau, Director of Mobility Strategy at the Gotcha Group, gave some keen and unexpected insights on where the evolution of surface transportation may – or may not – be headed. Breakout sessions in three tracks – Technology, Business & Operations, and Innovation TECH Talks – gave delegates much material for thought provoking conversations long after the lights in the ballroom were turned off.

Hosted by: 




MAINTENANCE & ROADWAY OPERATIONS WORKSHOP

June 24-26, 2018 | Harrisburg, Pennsylvania

Co-Chief Meeting Organizers:  
**Larry Bankert**, Michael Baker International  
**Timothy Scanlon**, Pennsylvania Turnpike Commission

You can't spend more than a few minutes with IBTTA's maintenance and roadway operations professionals without picking up a single, key message: the safety of our customers, staff, and facilities is paramount. That priority came through loud and clear in the design of this year's program. The Workshop began with a detailed look at the 2017 emergency repair of the Delaware River Turnpike Bridge between the Pennsylvania and New Jersey Turnpikes. Other technical sessions focused on bridge preservation; evolving practices in roadway design and safety; ways to speed up and optimize traffic incident management; recruitment challenges; and the front-line uses of emerging technologies.

Hosted by: 



SUMMIT ON FINANCE & POLICY

July 22-24, 2018 | Portland, Oregon

Co-Chief Meeting Organizers:  
**Allison C. de Cerreño**, The Port Authority of New York & New Jersey  
**James Whitty**, D'Artagnan Consulting

A key takeaway for many delegates at this summit was realizing the importance of how we talk about transportation. Several presenters pointed out we can all agree that transportation plays an important role in supporting a healthy economy and community. However, a strong transportation system is not top of mind for people. It often doesn't even come up in the top tier of responses when we ask people about the most important issues. That means transportation and tolling professionals and other policy leaders need to talk about transportation in a way that better resonates with people. If we start the conversation with funding, we'll lose people, because the public isn't aware of how transportation is funded. We have to connect transportation to the outcomes and benefits people value.

Hosted by:  



GLOBAL TOLLING SUMMIT

September 5-7, 2018 | Salzburg, Austria

Co-Chief Meeting Organizers:  
**John Davis**, AECOM  
**René Moser**, ASFINAG

This summit placed special emphasis on President Tim Stewart's theme "Trust and Accountability." As one of the meeting organizers said, trust and accountability is part of our business DNA. Tolling agencies are service providers. We are paid by our customers. We have to ensure that our physical infrastructure and our services are well maintained and available. We work hard to ensure safety and availability, and we must steadily improve our services to fulfill our customers' expectations. The Salzburg summit focused on convenient payment solutions, how existing tolling regimes can be replaced at the end of their lifetime, and how new technologies might affect our business. Presenters also looked at the additional services their customers might expect, and whether they would be willing to pay for them.

Hosted by: 





ANNUAL SERVICE PROJECT - MILK & HONEY FARMS



On Sunday, June 24, IBTTA and more than 130 volunteers worked on the IBTTA Foundation's community service project at Milk & Honey Farms near Harrisburg, PA. The project was held in conjunction with the Maintenance and Roadway Operations Workshop. Major projects included log splitting, rock placement, chicken coop repair, painting and field clearing. The non-profit farm owned and operated by Veteran, Tim Wallace, focuses on veteran wellness and provides fresh fruit and vegetables for those at risk of hunger in South Central Pennsylvania. More than \$50,000 in sponsor donations and even more in in-kind donations supported a great day of hard work for a very worthy cause.



Service Project 2018

ORGANIZERS



MEMBER SPONSORS

10k



More than 5k



Up to 5k



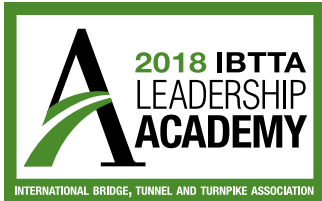
COMMUNITY SPONSORS





# LEADING THE WAY

## IBTTA LEADERSHIP ACADEMY



The 2018 class of the IBTTA Leadership Academy’s Executive Development Program attended the intensive week-long program February 11-16, 2018, in Washington, DC. In its 11th 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, 34 IBTTA members were selected through a competitive application process to attend the Leadership Academy. Joining the more than 300 industry professionals who have completed this enrichment experience are the following individuals from the class of 2018:

**Olumide Adeyinka**  
Parsons Corporation

**Christopher Body**  
Kapsch TrafficCom

**Jeremy Boswell**  
CP&Y, Inc.

**Rick Carrier**  
Transportation Corridor Agencies

**Usha Elyatamby**  
IBI Group

**Darius Eshragh**  
Transurban

**Charles Fausti**  
The Port Authority of New York & New Jersey

**Carleen Flynn**  
CDM Smith

**Naldo Gonzalez**  
Gannett Fleming

**Dee Anne Heath**  
Central Texas Regional Mobility Authority

**Rachel Hiatt**  
Treasure Island Mobility Management Agency

**Daniel Kompare**  
ITR Concession Company LLC

**Christina Kopp**  
WSP USA

**Amy Lettelleir**  
Tampa-Hillsborough Expressway Authority

**Jim Macrae**  
Bay Area Toll Authority, Metropolitan Transportation Commission

**Timothy McGuckin**  
A-to-Be

**Sheri Murphy**  
Halifax Harbour Bridges

**Waseem Naqvi**  
Raytheon HTMS

**Myneca Ojo**  
Pennsylvania Turnpike Commission

**Tyler Patterson**  
Washington State Department of Transportation

**Leduina Petrone**  
Autostrade per l’Italia

**Andrew Pierce**  
EAC Consulting, Inc.

**Christopher Pumilia**  
TransCore, LP

**Jeffrey Roberta**  
RK&K

**Scott Rundell**  
Louisiana Department of Transportation & Development

**Anna Salvagin**  
AECOM

**David Schellinger**  
Stantec Consulting Services Inc.

**Casey Self**  
Perceptics, LLC

**Joni Seymour**  
Oklahoma Turnpike Authority

**Saad Shbaklo**  
HNTB Corporation

**Daniel Skiffington**  
Q-Free

**Derek Slack**  
E-470 Public Highway Authority

**Jason Weber**  
Kansas Turnpike Authority

**Nathan West**  
Atkins N.A.



**Front Row: (left to right):** Olumide Adeyinka, Usha Elyatamby, Casey Self, Sheri Murphy, Anna Salvagin, Carleen Flynn, Rachel Hiatt, Amy Lettelleir;  
**Middle Row: (left to right):** Derek Slack, Jason Weber, Joni Seymour, Dee Anne Heath, Myneca Ojo, Christina Kopp, Jeffrey Roberta, Scott Rundell, Saad Shbaklo, Naldo Gonzalez, Daniel Kompare, David Schellinger, Andrew Pierce, Charles Fausti;  
**Back Row: (left to right):** Tim McGuckin, Tyler Patterson, Nathan West, Jeremy Boswell, Waseem Naqvi, Christopher Pumilia, Darius Eshragh, Rick Carrier, Jim Macrae, Daniel Skiffington, Christopher Body;  
**Not Pictured:** Leduina Petrone



2018 TOLL EXCELLENCE AWARDS



IBTTA’s Toll Excellence Awards highlight innovation and creativity within the international tolling community. Each year, IBTTA honors member organizations 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 the 2018 winners at [www.IBTTA.org/toll-excellence-awards](http://www.IBTTA.org/toll-excellence-awards).



[ 2018 Toll Excellence Award Winners ]



TECHNOLOGY AWARD & PRESIDENT’S AWARD

North Carolina DOT, Turnpike Authority  
Customer Value & Interoperability through Tri-Protocol Reader Technology



In September 2017, the North Carolina Turnpike Authority (NCTA) became the first tolling agency in the United States to read all three transponder protocols being considered for national interoperability in a tolling environment. With two new toll facilities scheduled to open in late 2018, NCTA investigated ways to develop its customer base by offering free and low-cost transponder options, while avoiding the customer disruption of a potential transponder recall. The NCTA successfully replaced its legacy reader technology on 80 lanes of the Triangle Expressway with tri-protocol reader technology.

The new reader equipment was installed without stopping traffic or interrupting toll collection activities and with minimal impact on NC Quick Pass customers. In addition to directly supporting the drive for nationwide interoperability of electronic toll collection systems, the project allowed NCTA to offer customers free NC Quick Pass sticker transponders for the first time. NCTA also permanently reduced the cost of the E-ZPass interoperable transponders for its customers, while still supporting all previously purchased transponders.

NCTA has significantly increased the monthly distribution of transponders to customers and seen associated improvements in transponder-based transactions reducing costs associated with postpaid, license-plate billing, while saving customers adopting transponders 35% on the cost of tolls. For the first time in NCTA’s history, transponder-based transactions exceeded 60% for an entire quarter.

“The North Carolina Turnpike Authority, with its world-class facility, partnerships and research, is proud to lead the nation with its modern toll technology,” says Turnpike Authority executive director Beau Memory. “This is another example of our commitment to improving the customer experience, lowering costs for our users, and supporting national toll interoperability.





# LEADING THE WAY

## 2018 TOLL EXCELLENCE AWARDS

**ADMINISTRATION & FINANCE AWARD**  
E-470 Public Highway Authority – Colorado Senate Bill 90: Temporary License Plate Legislation



This program improved the overall effectiveness of Colorado’s state-issued temporary license plates by introducing a standardized plate design, specifications for plate placement on the vehicle, and a database for vehicle owner identification. The legislative effort, initiated by E-470 in 2012, earned the support of several Colorado government agencies, auto dealers, county clerks, and law enforcement. The improved system was signed into law in 2015 under Colorado Senate Bill 90, demonstrating how a local toll authority could partner with a range of state and government agencies and private stakeholders to pass legislation streamlining business processes for all involved.



The legislative effort and subsequent collaboration with the Colorado Department of Revenue will help reduce lost revenue and improve safety for law enforcement officers. Through a one-time grant from the Authority, E-470 was able to spare taxpayers the cost of implementing the project and was able to recoup the investment quickly through reduced rejected images and increased collections.

**CUSTOMER SERVICE & MARKETING OUTREACH AWARD**  
Halifax Harbour Bridges – Big Lift Communications and Engagement Plan



Halifax Harbour Bridges is a provincial Crown corporation that manages and operates the Macdonald and MacKay Bridges in Halifax, Nova Scotia. The Macdonald Bridge had been in service for 63 years, but its deck was wearing out. Halifax Harbor Bridges (HHB) came up with a remedial strategy to retrofit the suspended spans with new deck while keeping the bridge open to traffic at peak times.

The Big Lift was HHB’s largest capital project since the MacKay Bridge opened in 1970, extending the life of the Macdonald Bridge by at least 75 years and reducing maintenance costs. Construction began in March 2015 and concluded in 2018. The Big Lift replaced the infrastructure on the suspended spans including the road deck, floor beams, stiffening trusses and suspender ropes. Accomplished during overnight and weekend closures, this \$205m project was funded by a government loan to be repaid entirely through toll revenues.

The HHB communications team of two developed a comprehensive strategy to educate and engage all stakeholders. The communications motto of the project was to “show don’t tell” by sharing stories, videos and photos so people could understand the engineering wonder that was occurring and to communicate early and often the reality of the project: it would be disruptive but necessary to extend the life of the bridge. The overall sentiment from the community is that the project wasn’t as disruptive as initially anticipated and that it was a fascinating project to watch unfold.



**SOCIAL RESPONSIBILITY AWARD**  
Virginia Department of Transportation – Toll Relief: Reinventing Equity in Mobility





Toll Relief, the first program of its kind in the United States, provides meaningful financial relief to qualified residents who travel the Elizabeth River Tunnels in Virginia eight or more times a month and have a personal income of \$30,000 or less. The relief provided can be as much as a 57 percent reduction in tolls.

Transportation equity for those most in need has always been a challenge. The Virginia Department of Transportation (VDOT) is committed to building public awareness of the role tolling has in delivering funding for much-needed highway improvements, while simultaneously ensuring equity for individuals in lower socio-economic brackets.


In addition to implementing an aggressive outreach program to educate the public around the need for and benefits of tolling projects, VDOT introduced Toll Relief to assist citizens

facing the biggest financial impacts from tolls.

In October 2016, Governor Terry McAuliffe announced a new Toll Relief program for Norfolk and Portsmouth residents with an annual income at, or below, US\$30,000 and are E-ZPass-enrolled. The relief program offered refunds for customers making eight or more monthly trips through the Downtown or Midtown Tunnels.

The operators of the Elizabeth River Tunnels are contributing \$5.5 million over 10 years to help offset the cost of tolls on those individuals most financially stressed. The agreement is part of a broader deal to reduce the financial impact of major construction improvements for motorists in the Hampton Roads region. In its first year, 2017, Toll Relief delivered \$458,000 in financial relief to 2,094 residents with 2018 enrollment of more than 3,000 customers.

**TOLL OPERATIONS, ENGINEERING & MAINTENANCE AWARD**  
Florida’s Turnpike Enterprise – Supplemental Lane Analysis and Monitoring (SLAM)





A primary risk associated with conversion to an All Electronic Tolling (AET) system is the loss of revenue. If the technology supporting the toll collection system fails to perform at peak levels, it may prevent a toll agency from collecting all revenues due from its customers. In other words, problems on the front end of the system can cause collection problems in the back office.

Traditional maintenance monitoring teams focus on detecting hard failures or severe degradation. The Supplemental Lane Analysis and Monitoring (SLAM) Team, by contrast, focuses on more subtle performance degradation that might otherwise go undetected. Such degraded performance causes revenue leakage that accumulates over time.

To accomplish this mission, SLAM is composed of a multi-disciplinary staff with experience in maintenance, lane and back office engineering, and finance. The team defined a set of performance metrics that could be derived from transaction and back office data, then set up means to collect, summarize and monitor that data. A regular schedule was established for daily monitoring and weekly trend analysis. Hard failure issues that are found are immediately forwarded to front-line maintenance teams. More subtle design-level issues or performance improvement opportunities are logged and investigated over time with assistance from appropriate outside parties, such as lane vendors and back office software architects. Design issues are tracked until the desired changes are fully implemented and deployed to production.

The results of the SLAM Program have been outstanding. The Turnpike estimates that the team efforts have resulted in over \$10 million in collected revenues and operational cost savings per year over the past three years, for a total savings in excess of \$30 million. This has been accomplished through a combination of detecting degraded equipment, lane system improvements, and video toll processing software and workflow improvements. SLAM’s application of system performance metrics monitoring in a coordinated and documented way is innovative and has improved the bottom-line for Florida’s Turnpike.



# LEADING THE WAY

## 2018 TOLL EXCELLENCE AWARDS

PRIVATE SECTOR INNOVATION AWARD

Emovis – New Mersey Gateway Bridge



an Alstria company

The New Mersey Gateway Bridge in Cheshire, England is an innovative response to a seemingly impossible situation faced by many local transport authorities around the world. Congestion on the Halton Borough Council’s aging Silver Jubilee Bridge had reached dangerous levels, jeopardizing community access to essential services on either side of the River Mersey. Built in 1961, the Silver Jubilee Bridge was exceeding its traffic capacity nearly tenfold, with daily peaks of 85,000 users by 2017.

The community wanted a second bridge across the River Mersey, but with no government funding available, the community knew it would never have the funds to complete the project unassisted. The Borough Council overwhelmingly supported the project, as did local businesses and most residents, preferring two tolled crossings to no new bridge at all. To get the mobility it needed, the community accepted tolling on the existing bridge as well as the new one, after traffic modelling indicated that revenue from the new structure alone would not cover capital and operating costs. Halton needed an experienced toll service provider that could capture and channel the community’s vision. emovis was able to realize the community’s vision with an innovative approach involving all electronic free-flow tolling, winning community support while delivering the revenue required to meet the council’s contractual obligations.



“The whole emovis team is very honored to accept the 2018 IBTTA Private Sector Innovation Award for our UK Mersey Gateway project,” says Benoît Rossi, speaking on behalf of the emovis team.

“This is not only recognition of our company, but also a tribute to Halton’s local authorities, who have delivered this flagship infrastructure on time and on budget. It clearly demonstrates how a user-fee approach can garner local community support, given leadership, trust and accountability from both public and private sectors.”

# 2018 – A VERY BUSY YEAR...





# SUSTAINING THE MISSION

## BOARD OF DIRECTORS



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

### EXECUTIVE COMMITTEE



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



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



**Samuel Johnson**  
Second Vice President  
Chief Tolling Officer,  
Transportation Corridor Agencies  
Irvine, CA



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



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



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

## BOARD OF DIRECTORS

### DIRECTORS

**Asomiddin Azizov**  
Dushanbe, Tajikistan

**Nic Barr**  
ITR Concession Company LLC  
Granger, IN

**Randy Cole**  
Ohio Turnpike and Infrastructure Commission  
Berea, OH

**Mark Compton**  
Pennsylvania Turnpike Commission  
Middletown, PA

**Cedrick Fulton**  
MTA Bridges and Tunnels  
New York, NY

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

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

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

**Beau Memory**  
North Carolina Department of Transportation, Turnpike Authority  
Raleigh, NC

**Julià Monsó**  
Cintra  
Austin, TX

**Mark Muriello**  
The Port Authority of New York & New Jersey  
New York, NY

**Julián Núñez**  
SEOPAN  
Madrid, Spain

**Kathryn O'Connor**  
Rhode Island Turnpike and Bridge Authority  
Jamestown, RI

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

**Benton Tempas**  
Northwest Parkway LLC  
Broomfield, CO

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

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

**Bruce Van Note**  
Maine Turnpike Authority  
Portland, ME

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



NEW HONORARY MEMBERS

Honorary membership is the highest honor that IBTTA can bestow on any individual for outstanding contribution in the furtherance of the purpose and objectives of the association. Recognized at the Annual Meeting in October, this year IBTTA welcomed the following new Honorary Members:



EARL J. “BUDDY” CROFT III

Earl J. “Buddy” Croft III is the Executive Director for the Rhode Island Turnpike and Bridge Authority where he is responsible for the day-to-day operations including the direct supervision of approximately 125 staff members and an operating budget of approximately \$34,000,000. He has held this position since 2006. Previously he was the Chief of Staff for the Rhode Island Family Court, where he was responsible for supervision of approximately 150 employees, as well as overseeing budgeting, personnel, public relations, grant funding and administrative matters of Court. He also served as the Drug Court and Truancy Court Coordinator and the Director of Intergovernmental Relations. Buddy serves on the Executive Board of the E-ZPass Interagency Group and served as President of IBTTA in 2016. Buddy served previously as the Vice Chairman for the National Association of Drug Court Professionals (NADCP) and the Chair, Fundraising/Development Committee for NADCP. He holds a BA in Political Science from Providence College. Buddy has four children, eleven grandchildren and resides in Rhode Island with his wife, Shelly.



JEAN MESQUI

Jean Mesqui was elected President of the French Road Union (URF) on April 11, 2018. From 2001-2018, he served as the Executive Director of ASFA (Association des Sociétés Françaises d’Autoroutes et d’Ouvrages à Péage/Association of French toll road operators). Jean also served as the President of ASECAP (European Organization gathering the toll road operators) and as Chairman of ERTICO – ITS Europe, the organization representing the interests and expertise of 100 partners, private or public, involved in providing Intelligent transport systems and services. He served many years as a board member of IBTTA. When Jean first entered the tolling industry, he was the Executive Director of SAPN (French concessionaire company/Société des Autoroutes Paris–Normandie). In 1997, he became a member of the Board, Chairman and Chief Executive Officer. Earlier in his career, he held several positions within the Ministry of Equipment and Transportation. His roles included road design in the National Office for Road Planning; Director of Public Urban Motorways; Director of Public Investments; Road Directorate, Ministry of Public Works and Transportation and was Member of the Cabinet of the Minister of Public Works and Transportation.

HONORARY MEMBERS

Michael C. Ascher  
Anthony J. Barber  
José Manuel Basañez  
Stanley J. Britton  
James Brookshire  
Paul Burnette  
Susan A. Buse  
Lisa C. Callahan  
Carney J. Campion  
Jose Luis Ceron  
Oliver K. Compton Jr.  
Santiago Corral  
James A. Crawford  
Earl J. “Buddy” Croft, III  
Ronald Cunningham  
Henri Cyna  
Robert L. Davis  
Ronald J. Delaney  
Antonio Diez de Rivera

John T. Driscoll  
JJ Eden  
James L. Ely  
Alain Estiot  
Robert J. Farrell  
Luis Ferreiro  
Jack Finn  
William J. Flanagan  
R. D. Fogo  
E. R. Foley  
Daniel W. Greenbaum  
Roger Ginocchi  
Jordi Graells  
James Griffin  
John J. Hassett  
Mike Heiligenstein  
Robert G. Horr III  
Frank A. Howe  
Allan V. Johnson

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  
Jean Mesqui  
William J. Miller Jr.  
Jean Millier  
Kodo Ogata  
Mary Jane O’Meara  
K. C. Pearson  
Ken Philmus  
D. Rafael del Pino y Moreno  
Jean-François Poupinel  
Howard M. Reily

Edward Regan  
Vito Rocco  
Javier Rodriguez  
Lawrence A. Rubin  
W. A. Rusch  
Franco Schepis  
Neil Schuster  
Gordon Slaney  
Steven Snider  
Charles H. Taylor  
Mary E. Turkington  
Paul E. Violette  
Russell I. Wilcox  
Kary H. Witt  
John R. Woodruff  
Harold W. Worrall  
Norman H. Wuestefeld  
George P. Zilocchi  
Bruce Zimmerman



PAST PRESIDENTS

**Emanuela Stocchi, 2017**  
AISCAT

**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 Ferreira, 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

*\*also an honorary member*



Past Presidents Summit (2017) in Alexandria Bay, hosted by Rob Horr, Thousand Islands Bridge Authority

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Frank J. Horthy, 1961**  
Delaware Memorial Bridge

**Holden A. Evans, 1960**  
New York State Thruway Authority

**E. Bery Collard, 1959**  
Leavenworth Centennial Bridge Commission

**D. Louis Tonti, 1958**  
New Jersey Highway Authority

**Weldon H. Heyburn, 1957**  
Delaware River Port Authority

**Albert J. Wedeking, 1956**  
Indiana Toll Road Commission

**C. Ellison Kaumeyer, 1955**  
Niagara Falls Bridge Commission

**Roy Clippinger, 1954**  
White County Bridge Commission

**Harry Taylor, 1953**  
Triborough Bridge and Tunnel Authority

**Charles M. McCamic, 1952**  
Interstate Bridge Company

**James E. Ricketts, 1951**  
Golden Gate Bridge, Highway and Transportation District

**Billings Wilson, 1950**  
Port of New York Authority

**Louis J. Groene, 1948–49**  
Covington & Cincinnati Bridge Co.  
S.P. Price, 1943 Vicksburg Bridge Commission

**J.K. Beretta, 1942**  
Laredo Bridge

**T.R. Hanff, 1941**  
Ocean City Automobile Bridge

**Ben E. Davis, 1940**  
Tampa-Clearwater Bridge Co.

**John W. Beretta, 1938–39**  
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*



# SUSTAINING THE MISSION

## IBTTA FOUNDATION

**IBTTA**  
FOUNDATION

The IBTTA Foundation  
is the research,

educational and charitable arm of IBTTA. The  
Foundation 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.

### FOUNDATION BOARD OF DIRECTORS

- Philip Miller (Chair)**  
AECOM

**Federico Di Gennaro**  
AISCAT (Associazione Italiana Società  
Concessionarie Autostrade e Trafori)

**Teri England**  
Red Fox ID LTD

**Mike Heiligenstein**  
Central Texas Regional Mobility  
Authority

**Patricia Horan**  
GeoPat Consulting LLC

**Priya Jain**  
Atkins N.A.

**Marcelle Jones**  
Jacobs Engineering Group
- Christine Keville**  
Keville Enterprises Inc.

**John McCuskey**  
WSP USA

**Tyler Milligan**  
Milligan Partners LLC

**René Moser**  
ASFINAG


**Rosa Rountree**  
Egis

**Lisa Thompson**  
HNTB Corporation


**P.J. Wilkins**  
E-ZPass Group/IAG Service Corp.

**Kary Witt**  
HNTB Corporation

## SCHOLARSHIP WINNERS



**Lyndon Chang**  
Public Policy & Administration  
May 2019  
University of Southern California  
Los Angeles, CA



**Jenson Draper**  
Engineering  
May 2020  
University of Minnesota  
Minneapolis, MN

The 2018 IBTTA Foundation Scholarship Program awards scholarships to undergraduate students pursuing degrees in a transportation-oriented field of study, including engineering; urban and regional planning; construction management; public administration; and other related fields.

Lyndon Chang, pursuing a degree in public policy and administration from the University of Southern California, and Jenson Draper, an engineering major at the University of Minnesota, were selected to each receive a \$5,000 scholarship from the IBTTA Foundation Scholarship Program.

Chang and Draper were selected through a competitive selection process. This is the second year for the IBTTA Foundation Scholarship Program, which has now awarded \$20,000 in scholarship funds to four deserving students.

“It is the charge of this scholarship program to invest in the future of the transportation industry for generations to come. We are excited to watch Lyndon and Jenson advance their studies and join the next generation of transportation professionals,” said Philip Miller, Chair of the IBTTA Foundation.

Lyndon Chang and Jenson Draper were recognized for their achievement during the Opening Ceremonies of the 86<sup>th</sup> Annual Meeting and Exhibition in Baltimore, MD on October 15, 2018.



# PLATINUM SPONSORS

**IBTTA** The Platinum Sponsors  
2018 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.



# FINANCIALS

Consolidated Statement of Activities  
IBTTA and IBTTA Foundation  
Year Ended December 31, 2018

REVENUE	
Operating Revenue . . . . .	\$2,928,488
Meeting Revenue . . . . .	\$2,623,247
Total Revenue . . . . .	\$5,551,735

EXPENSES	
Operating Expenses . . . . .	\$2,927,059
Meeting Expenses . . . . .	\$2,135,151
Total Expenses . . . . .	\$5,062,210
Change in Net Assets, Before Investment Income (Loss) . . . . .	\$489,525
Investment Income . . . . .	\$(73,970)
Change in Net Assets . . . . .	\$415,555
Net Assets, Beginning of Year . . . . .	\$1,790,520
Net Assets, End of Year . . . . .	\$2,206,075

SOURCE OF FUNDS	
Meeting Revenue . . . . .	47%
Operator Member Dues . . . . .	33%
Associate and Sustaining Member Dues . . . . .	17%
Other Income . . . . .	3%

USE OF FUNDS	
Meetings . . . . .	42%
Other Programs . . . . .	35%
Supporting Services . . . . .	23%

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



# ABOUT IBTTA

## WEEKLY VIDEO MESSAGES



In October 2018, IBTTA started publishing weekly update videos containing short takes on what’s happening in tolling, transportation and the world. CEO Pat Jones hosts the brief 3-minute videos. Topics range from conference summaries, to board meetings, to transportation studies and visions of the industry’s future. Videos get published on the weekend and summarize events from the previous week. You can see them all at [www.youtube.com/user/IBTTA](http://www.youtube.com/user/IBTTA).



## 2018 IBTTA STAFF

**Cheryle Arnold**  
Web Services & Conference Production Manager

**Kristin Bromberg**  
Marketing Manager

**Mary Cadwallader**  
Director of Membership & Business Development

**Bill Cramer**  
Communications Director

**Neil Gray**  
Government Affairs Director

**Patrick Jones**  
Executive Director & CEO

**Wanda Klayman**  
Deputy Executive Director

**Terri Lankford**  
Membership & Business Development Manager

**Cindy Norcross**  
Database Manager

**Harry Smith**  
Office Manager/Meeting Registrar

**Anna Sohriakoff**  
Meetings and Special Projects Manager

**IBTTA** The International  
TOLLING. MOVING SMARTER. 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 23 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.





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



Vince Leonetti, the 2003 President of IBTTA, passed away on April 1, 2018. He served as Deputy Executive Director/Expressway Director for the South Jersey Transportation Authority (formerly New Jersey Expressway Authority) until his retirement in 2003. During his IBTTA presidency, Vince led the effort to build IBTTA's membership and created a memorandum of understanding on cooperation (MOU) between IBTTA and ASECAP, the European Association of Toll Motorway Concessionaires. Vince is survived by his wife Marie Barr Leonetti and several children and grandchildren.







Many past presidents attended the January 2018 Board Meeting. Pictured from left to right:

Javier Rodriguez, Miami-Dade Expressway Authority; Steve Snider, Halifax Harbour Bridges; Emanuela Stocchi, AISCAT; Susan Buse, Sbus Consulting; Frank McCartney, WSP; Buddy Croft, Rhode Island Turnpike & Bridge Authority; Mike Heiligenstein, Central Texas Regional Mobility Authority; Jim Ely, HNTB Corporation; Rob Horr, Thousand Islands Bridge Authority; George Zilocchi, GeoPat Consulting; Mary Jane O'Meara, HNTB Corporation