



## Out-of-State Transportation Speaker Backgrounds



**Roger Dow**  
President and CEO  
**U.S. Travel Association**

Mr. Dow has served as President and CEO of the U.S. Travel Association since 2005. He previously spent 34 years at Marriott International. U.S. Travel's mission is to increase travel to and within the United States. Its priorities include:

- Investing in the nation's transportation infrastructure to accommodate increasing demand and desire for travel to and within the U.S.
- Reducing barriers to travel through smarter visa policies, especially in high-growth markets such as Brazil, China and India.
- Welcoming more international travelers to the U.S. by fostering the Visa Waiver Program, such as the recent addition of Taiwan and Chile.
- Improving the entry experience at America's gateway airports.
- Implementing common-sense approaches to reform America's air travel security and screening system to maximize safety, while making the process less burdensome on the vast majority of travelers who pose no threat.



**Phil Brown**  
Executive Director  
**Greater Orlando Aviation Authority**

Mr. Brown has helmed Orlando International Airport since 2010. His appointment marked a return to public service for Mr. Brown, who in the early 1990s had served one term as the Orange County administrator and worked on the airport authority's executive staff. In between he spent 14 years working for private investment companies.

- Orlando International Airport is undertaking a \$1.1 billion capital improvement project that includes construction of an Intermodal Terminal Facility. The \$215 million transportation hub will accommodate buses, shuttles, taxis, an automated people mover and three rail systems (SunRail light rail, All Aboard Florida intercity train, and the convention center light rail). It is scheduled for completion in October 2017.
- The Greater Orlando Aviation Authority recently voted to pursue right-of-way negotiations to build a light rail system connecting the airport and the Orange County Convention Center.
- The \$560-million light rail system will be privately financed by Tony Morris of American Maglev Technologies with backing from Spanish company Globalvia. Morris had sought to build a Maglev train, but authority concerns about ridership, safety and testing time ended plans for what would have been the first Maglev train in the U.S.



**Mike Allegra**  
President and CEO (retired)  
**Utah Transit Authority**

Mr. Allegra worked for the Utah Transit Authority for nearly 40 years before retiring last year. He played an integral role in the development of the agency's extensive rail system and oversaw the recent completion of the FrontLines 2015 project, which added four light rail lines, one commuter rail line and 70 miles of track to the system.

- UTA operates bus, light rail, and commuter rail systems in the Salt Lake City area with an annual ridership of more than 45 million in 2014. Ridership on the TRAX light rail system exceeded 19.8 million.
- In 1999 UTA opened a single TRAX line connecting downtown Salt Lake City with Sandy. The system has since expanded to 44 miles of light rail, an 89-mile commuter rail system and Utah's first modern streetcar.
- In August 2013, the FrontLines 2015 expansion was completed two years ahead of schedule and more than \$300 million under budget.
- The total economic value of the UTA rail system and associated public and private development over the past 15 years is estimated to be in excess of \$7 billion.



**Steve Heminger**  
Executive Director  
**San Francisco Bay Area Metropolitan Transportation Commission**

Mr. Heminger has worked for the Metropolitan Transportation Commission since 1993. The agency oversees regional transportation planning and finance for the nine-county San Francisco Bay Area. During his tenure, Mr. Heminger served on the National Surface Transportation Policy and Revenue Study Commission, which released a report to help guide the federal transportation program.

- The Transbay Transit Center, called the "Grand Central Station of the West," is under development in downtown San Francisco. The multi-modal station will connect 11 public transit systems in one facility, including intercity, regional, and local buses and commuter and high speed rail.
- The \$4.5 billion project includes the development of a 40-acre pedestrian-friendly community with seven new high rises, approximately 4,500 new housing units, commercial and retail development, and 11 acres of new parks.
- The project is funded through a combination of federal, state, and local sources, including voter-approved taxes, land sales, and federal transportation programs.



**Paul Jablonski**  
Chief Executive Officer  
**San Diego Metropolitan Transit System**

Mr. Jablonski has headed the San Diego Metropolitan Transit System since 2003 following a decade overseeing the Southwest Ohio Regional Transit Authority. His early career included five years in Saudi Arabia to start up and operate Jeddah's first city bus system. More recently, he guided a five-year, \$680 million project to renovate the San Diego Trolley network and bring low floor cars to the entire system.

- The MTS operates bus and light rail systems in the greater San Diego area with annual ridership of 93 million in 2014. The light rail system, known as the Trolley, carried nearly 40 million annual passengers.
- The Trolley has the highest farebox recovery ratio among light rail systems in the United States. In 2014, the Trolley recouped 56 percent of operating costs through passenger fares.
- Boston had the next-highest cost-recovery ratio with 49 percent. The average ratio among the nation's 23 major light rail systems was 27 percent.



**Marla Lien**  
General Counsel  
**Denver Regional Transportation District**

Ms. Lien joined the Denver Regional Transportation District in 1990. Since becoming general counsel in 2005, Ms. Lien has worked primarily on the FasTracks program, including land acquisition, Denver Union Station redevelopment, and the private-public partnership project known as Eagle P3.

- The Denver Regional Transportation District operates a bus and light rail transit system with an annual ridership of 105 million in 2014. Light rail ridership exceeds 26 million passengers per year.
- In 2004, voters approved a 0.4 percent sales tax to fund the FasTracks program. When complete, the program will have built 122 miles of new commuter rail and light rail, 18 miles of bus rapid transit service, 21,000 new parking spaces, 31 new Park-n-Rides, and 57 new transit stations.
- FasTracks also included the redevelopment of Denver Union Station into an intermodal transit center that offers access to bus lines, light rail, Amtrak, and, later this year, commuter rail.
- Eagle P3 is a public-private partnership project to finance and develop portions of the FasTracks plan. Under Eagle P3, the private team invests its own money and assumes much of the risk on the project. That allows the public entity to spread out large upfront costs while preserving public cash for early construction.