

I B T T A A N N U A L R E P O R T 2 0 0 5

LEADERSHIP & L E A R N I N G





MISSION STATEMENT

The International Bridge, Tunnel and Turnpike Association is the worldwide alliance of toll operators and associated industries that provides a forum for sharing knowledge and ideas to promote and enhance toll-financed transportation services.



A LETTER TO IBTTA MEMBERS

Dear IBTTA Member:

As the public and policymakers have begun to grasp the enormity of the future crisis in transportation funding, opinion leaders—in the United States and worldwide—have begun to embrace the imperative of change. In 2005, inspired by this year's theme of "Leadership and Learning," IBTTA has taken strong steps to assert its leadership role in educating the public about the urgency of change in transportation finance. IBTTA has thus used 2005 to position itself as a leading advocate on behalf of the tolling industry.

This year, several trends intensified public awareness of the fragility of the way we pay to build, maintain and operate our transportation system. Rising gasoline and diesel-fuel prices provoked some legislators to call for a reduction in fuel taxes, thus adding new uncertainties about the revenue stream for highway construction and maintenance. The devastation wrought by Hurricane Katrina damaged a significant part of U.S. oil-refining capacity—and damaged transportation routes along the Gulf Coast—reminding Americans that their infrastructure has little margin for error. The Transportation Research Board underscored the declining value of fuel taxes, advocating tolling and variable road pricing as a viable alternative. As a new public consensus emerged on transportation priorities, Congress and the President finally agreed on a long-awaited new federal transportation measure, and the new law includes several significant victories for the tolling industry.

Embracing the challenge in this public-policy environment, IBTTA took a number of constructive steps to assert our expertise to help educate the public. In 2005, we:

- raised our profile in the Washington debate by convening our second annual Transportation Finance Summit;
- held press conferences, reached out to the news media and published analyses on editorial pages;
- expanded our journal **Tollways**, to which the U.S. Secretary of Transportation published a commentary exploring new ideas in transportation finance; and
- enhanced our website and began the collection of data for the first comprehensive toll industry data warehouse.

One aspect of leadership is the willingness to seize opportunities for forthright public advocacy. As we work diligently to advance our industry's agenda, we trust you recognize the value of raising our voice and raising our profile on behalf of our members' needs. Our continued progress relies on your sustained support, and, thanks to your energy, expertise and enthusiasm, our industry is making remarkable progress in pursuit of our shared public policy agenda.

Sincerely,



Stephen F. Mayer, P.E., Ph.D.
2005 President (1)



Santiago Corral
2006 President (2)



Patrick D. Jones
Executive Director (3)

STRATEGIC THINKING FOR THE BOARD & BEYOND

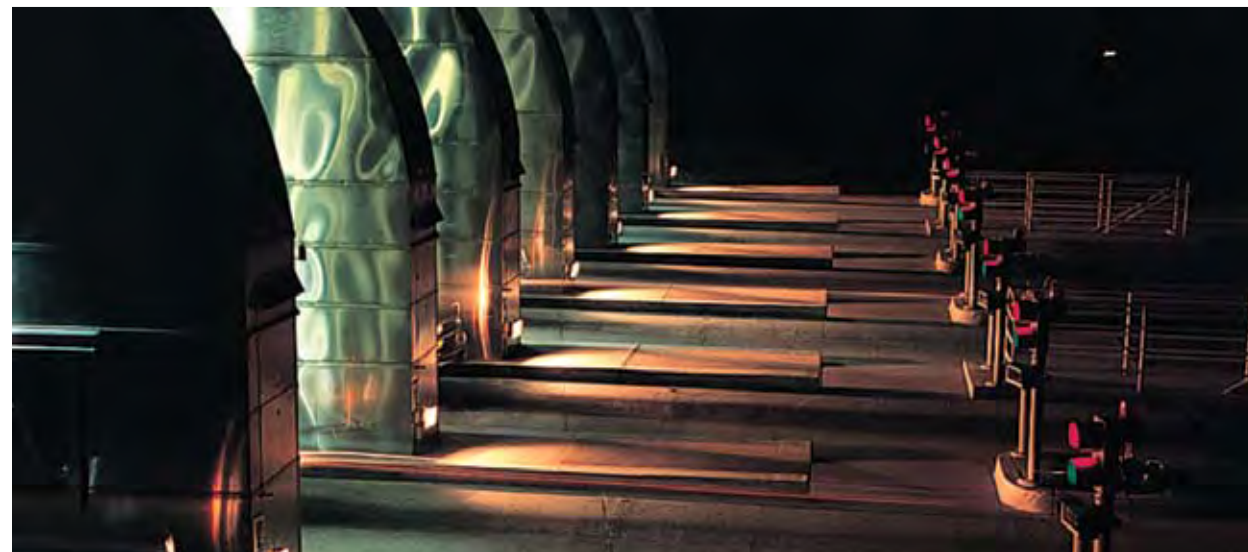
KNOWLEDGE-BASED GOVERNANCE, FOR THE BOARD AND BEYOND

Strengthening the International Bridge, Tunnel and Turnpike Association (IBTTA) standard of board governance has been a strong focus for the Association throughout 2005. In January, the board held a retreat and planning session to immerse itself in the techniques of a new approach known as “knowledge-based governance.”

The retreat won strong support from those who attended, as it helped clarify the organizational roles of board members, staff members and other governing bodies. The success of the retreat for board members led us to conduct a similar retreat for IBTTA’s task forces.

Knowledge-based governance seeks to ensure that strategic thinking becomes a continuous process for the organization, not just a one-shot project of strategic planning. By empowering the board to engage in deeper dialogue, and by equipping board members with the knowledge they need to make effective strategic decisions, knowledge-based governance aims to help the board function more effectively. Adopting this new approach will surely help IBTTA accomplish its goal of becoming recognized for its leadership role as a creative source of tolling knowledge and new ideas in transportation policy.





25 NATIONS

DRIVING TOWARDS THE FUTURE

INTERNATIONAL TRANSPORTATION FINANCE SUMMIT

Bringing together 215 delegates from 25 nations at its landmark International Transportation Finance Summit in Nice, France, in April 2005, IBTTA offered an array of exciting ideas about road financing options to a diverse audience of business leaders and government officials. This event represents the first joint effort of IBTTA and ASECAP, the European Association of Tolloed Motorway Concessionaires, following the Memorandum of Understanding our two organizations signed in 2004. Thanks to ASFA, the French Association of Toll Motorway Operators, for hosting the event.



ANNUAL MEETING – CLEVELAND, OHIO

Marshalling all the resources of the worldwide tolling industry and transportation-related professions, IBTTA convened its 73rd Annual Meeting and Exhibition in Cleveland, Ohio, in September. Near-record participation by 631 delegates from 21 countries, three days of forums, seminars and networking events saw IBTTA speakers and workshop leaders focusing on toll industry change, finance, operations, organization and technology. While the exhibit hall teemed with industry leaders, who surveyed the services and technologies offered by 48 companies in 65 exhibit booths, conference-goers also had a chance to experience the history and cultural riches of Cleveland—one of the nation’s premier destinations for music, museums and theater. At the home of the Rock ‘n’ Roll Hall of Fame and Museum, where IBTTA members celebrated their industry’s success in an Opening Night gala party, Cleveland rolled out the red carpet for IBTTA. Educational and technical presentations were accompanied by the inspiring analyses of two leading motivational speakers—corporate-performance guru Dan Pink and journalist-photographer Steve Uzzell—helping IBTTA members explore new professional pathways amid the “leadership and learning” annual theme. The announcement of the winner of the IBTTA Toll Excellence President’s Award—with the honor going to Harris County Toll Road Authority, for its Westpark Tollway—capped a week of in-depth learning about the future of the association, the tolling industry and far-sighted options to strengthen transportation infrastructure.



LEADING THE WAY
FROM UNDERPASS TO OVERPASS

WORKSHOPS

THE IMPACT OF KNOWLEDGE

IMAGINATION, INSIGHT AND INNOVATION

Continuing its long record of organizing educational events to explore ideas and share world-class best practices in the tolling industry, IBTTA in 2005 again brought together its members for a series of informative and educational workshops and summits.

The **Organization Management Workshop**—convened together with our **Leadership Summit**—was held in Orlando, Florida, from April 2 to 6, with 234 delegates from 10 nations. As participants attended 12 panels and presentations on the theme of “Leading Outside the Lanes: Imagination, Insight and Innovation,” the event’s discussions echoed this year’s overall IBTTA theme of “Leadership and Learning.” The opening general session on “The Impact of Technology on Organizational Strategy and Industry Structure”—featuring remarks by Joseph Giglio of Northeastern University’s Graduate School of Business and Jeffrey Paniati of the Federal Highway Administration—explored new ideas in organizational management. Other sessions focused on the use of toll tags in parking applications, measuring public relations and marketing results, ethics rules, focus group research, reengineering and many other excellent topics.

The **Facilities Management Workshop** in Toronto, Ontario, from May 14 to 18, convened 254 delegates from seven nations to attend 20 panel discussions and presentations on the theme of “Leading the Charge to Modern Toll Facilities.” In addition to the general session—discussing such topics as Open Road Tolling, the Vehicle Infrastructure Integration’s (VII) Impact on the Tolling Industry, and Replacing the Gas Tax—breakout sessions discussed the practicalities of such concerns as maintenance, security, engineering, design and operations.



The **Spring Technology Workshop** in Edinburgh, Scotland, from June 11 to 14, focused on a range of critical issues including front-end versus back-end technology, exception handling and vehicle infrastructure integration. The work of OmniAir, the foremost advocate for third-party DSRC certification and a spin-off of IBTTA, was discussed extensively throughout the conference.

The **Maintenance Committee Fall Conference** in Tampa, Florida, from October 16 to 19, emphasized “Back to Basics,” with 19 discussions on the fundamental steps in maintaining highway and tolling facilities, including presentations on painting the Golden Gate Bridge, widening the New Jersey Turnpike and responding to hazardous-materials spills. The conference also included an in-depth look at the Tampa Bay Reversible Lanes Project, with a Technical Tour of the Lee Roy Selmon Crosstown Expressway Reversible Expressway hosted by the Tampa-Hillsborough County Expressway Authority.

The **Technology Committee Fall Workshop** in Arlington, Virginia, from November 13 to 15, included 29 presentations on the theme of “Putting Toll Technology Ideas into Action.” The workshop participants heard in-depth explorations of two major themes: first, the U.S. Department of Transportation’s Vehicle Infrastructure Integration program and the potential impact of 5.9GHz DSRC technology; and, second, Open Road Tolling. The workshop provided a comprehensive examination of these leading-edge ideas, emphasizing innovation and flexibility.





FUTURE FORUM, TRANSPORTATION FINANCE SUMMIT AND THE IBTTA CHALLENGE TO GOVERNMENTS

In a new initiative focusing attention on U.S. transportation policy, IBTTA in August 2005 convened its first-ever Future Forum to bring together experts in a variety of related fields such as tolling, financial services, technology, government, shipping and academic research for a roundtable discussion. A comprehensive summary of the day-long discussion is available on IBTTA's website.

Dramatizing policymakers' failure to bring a consistent, coherent focus on highway issues, IBTTA used its second annual Transportation Finance Summit—held in Arlington, Virginia—as the springboard to stage a press event at the nearby National Press Club in Washington, D.C. Underscoring the critical need to find a sustainable, politically palatable means of assuring a reliable funding stream for future road construction and maintenance, IBTTA issued a challenge to federal, state and local government leaders to consider tolling as an option for every road project that will be considered in the future. Recounting the merits of tolling and issuing the fervent IBTTA Challenge, the press event—

co-sponsored by five partner organizations—garnered widespread media coverage. That recognition for IBTTA's agenda helped infuse the week's Transportation Finance Summit with an intensified energy. The summit, from November 15 to 17, convened hundreds of transportation policymakers and industry officials to consider such topics as the role of public-private partnerships; the role of private capital; the use of tax-exempt financing; and ways to gain public acceptance for new ideas in transportation finance. The event highlighted IBTTA's activist approach to broaden the debate on transportation policy making and inject new ideas into the national public-policy arena.



THE CHALLENGE

GOVERNMENTS—TAKE THE TOLLS

TECHNOLOGY

VEHICLE AND ROAD — ON SPEAKING TERMS

VEHICLE INFRASTRUCTURE INTEGRATION INITIATIVE

IBTTA and its members are deeply involved in the work of the National VII Coalition, which seeks to determine the feasibility of deploying the Vehicle Infrastructure initiative. To support this commitment, three members of the IBTTA staff—Patrick Jones, Neil Gray and Tim McGuckin—serve on the Executive Leadership Team and working groups of the National VII Coalition.

The year 2005 saw growing interest by policymakers and the general public in this leading-edge idea, which could improve vehicle safety, ease traffic flow and—by making the toll-paying process easier—promote broader public acceptance of tolling.

New technologies make it possible for data to be transmitted from the roadside to each vehicle. With such an approach, the information system could warn a driver that it is not safe to enter an intersection; vehicles could serve as data collectors and anonymously transmit traffic and road condition information from every major road; and auto manufacturers could more quickly notify drivers of warranty or recall needs. Ideally, the building-blocks of the VII concept would be deployed by having new communication technologies—supported by newly available portions of the radio spectrum—to be inserted in all vehicles by the automotive industry, and to be placed on all major U.S. roadways.

IBTTA is committed to working with private-sector corporations, public-sector agencies, and advocacy organizations to explore new technologies that can strengthen America's transportation network. IBTTA will continue to work with the members of the National VII Coalition to help promote such new ideas, and the association applauds the coalition's efforts to create a broader public awareness of the potential of such innovative transportation technologies.



A VICTORY

5 PRO-TOLLING PROVISIONS

FEDERAL TRANSPORTATION BILL REAUTHORIZATION

In a significant victory for the tolling industry, Congress in 2005 approved five pro-tolling provisions with a new \$286.5-billion, five-year reauthorization of the federal government's central highway-funding measure, the Safe, Accountable, Flexible, Efficient Transportation Equity Act—a legacy for users (SAFETEA-LU). After prolonged negotiations and intricate maneuvering between Congress and the White House, lawmakers approved and the President signed the measure in midsummer. The completion of a transportation reauthorization bill was a welcome victory—especially since the predecessor law had technically expired in 2003, with the federal highway program continuing only because of eight extension measures.

The five pro-tolling provisions will, in various ways, expand the use of tolling on the Interstate Highway System:

- Section 1604(b) creates a new Express Lanes Demonstration Project, limited to 15 projects in fiscal years 2005 through 2009. Among other things, this provision permits tolling of existing tolled facilities, existing High Occupancy Vehicle (HOV) lanes and, in the case of a new lane added to a previously non-tolled facility, only the new lane. All tolls collected under this demonstration program must use non-cash electronic technology.
- Section 1604(a) authorizes funding for the Value Pricing Pilot Program, which was originally authorized under the previous highway act, TEA-21. There were no substantive changes to existing law in this provision.
- Section 1604(c) creates a new pilot program that will permit a state or a compact of states to collect tolls on a highway, bridge or tunnel on the Interstate Highway System for the purpose of constructing Interstate highways.
- The new law allows the continuation of the three-state Interstate Reconstruction Pilot Program created under Section 1216 of TEA-21.
- Section 1121 allows states to permit single-occupancy vehicles to use HOV lanes subject to payment of a toll (HOT lanes).

This year's action on federal transportation policy marked a breakthrough for tolling, as Congress was persuaded by the pro-tolling logic of such advocacy groups as the formal Tolling Coalition and the ad hoc Road Pricing Coalition. Through its government-relations staff, IBTTA will continue to monitor federal action on behalf of IBTTA's membership, ensuring that pro-tolling voices will have further input into Washington's debates on federal transportation policy.

A WORLD OF IDEAS

INTERNATIONAL KNOWLEDGE-SHARING

CENTRAL EUROPE: CZECH REPUBLIC AND HUNGARY

Becoming a global organization remains a key priority for IBTTA amid its continuing effort to share the world's leading ideas in infrastructure construction and maintenance, tolling technology and transportation policy. In April 2005, IBTTA President Steve Mayer and Executive Director Pat Jones traveled directly from the International Transportation Finance Summit in southern France to two nations in Central Europe—the Czech Republic and Hungary—that are engaged in imaginative efforts to expand the use of tolling. With their impressive highway-construction programs and their adoption of vignette (or “sticker”) toll-collection systems for passenger vehicles, both nations are quickly upgrading their transportation infrastructure. The developments in these two countries and our outreach efforts reinforce IBTTA's role in helping share leading-edge ideas about tolling among transportation planners worldwide.

SOUTH AMERICA: BRAZIL AND CHILE

Building on the momentum generated by the IBTTA Annual Meeting in Cleveland, IBTTA International Vice President Neil Tolmie and Executive Director Pat Jones traveled to two South American nations that are making great strides in tolling: Brazil and Chile. Addressing more than 300 members of ABCR, the association of toll-road concessionaires from throughout Brazil, Neil and Pat discussed worldwide infrastructure development and tolling technology. IBTTA's input into the conference in Rio de Janeiro helped “show the flag” for the Association in South America's most populous nation. Afterwards, Pat traveled to Santiago, Chile, to meet with COPSA—the association of concessionaires for Chile's 22 toll roads—as well as some who operate airports and prisons. This visit laid the groundwork for COPSA's agreement to join IBTTA and host an IBTTA workshop in Chile in late 2006, helping showcase Santiago's urban toll roads and electronic free-flow systems. The trips to Brazil and Chile helped better position IBTTA to wider audiences as the pre-eminent international source of knowledge about tolling and transportation.

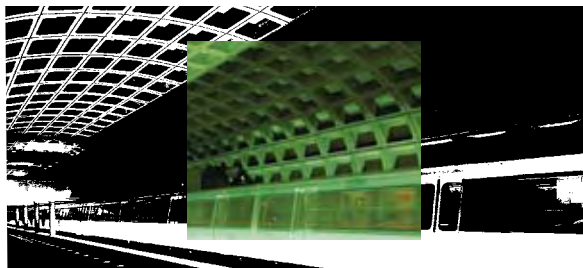


TOLLWAYS: LEADERSHIP IN TRANSPORTATION PLANNING

Tollways, the peer-reviewed journal launched by IBTTA in 2004, continues to win the applause of transportation policy watchers as it explores cutting-edge issues in the tolling industry, operations and technology and, more broadly, the role of transportation in strengthening national economies. The U.S. Secretary of Transportation, Norman Y. Mineta, contributed an essay to the Autumn 2005 issue of **Tollways**, hailing the enhanced role of the private sector in infrastructure development and management as “a new model of transportation.” That issue included nine articles by IBTTA members exploring the concept and implementation of open road tolling (ORT), describing how ORT is being adapted for use in the Americas, Europe and Australia.

The autumn issue was preceded by “The Learning Issue” in Spring 2005, which reinforced this year’s IBTTA theme of Leadership and Learning. The springtime issue explored such ideas as Distance-Based Charging, Maintenance Contracting, Congestion-Based Tolling and surviving episodes of labor unrest.

Kicking off 2005, the “Leadership Issue” explored advances in tolling and transportation in Canada, Japan, Australia, New Zealand, Israel and South Africa. **Tollways** continues to invite articles and commentaries from IBTTA members, hoping to make the journal an indispensable resource for exchanging ideas about tolling, technology, operations and transportation planning.



INFO HIGHWAY

IBTTA'S ENHANCED WEBSITE

A NEW RESOURCE FOR LEARNING

In this information-driven age, any organization's website is its calling card—a public reflection of its individual persona. To strengthen its public image of resourcefulness and leadership, IBTTA in August 2005 launched an enhanced website at **www.ibtta.org**. Designed for ease of use and simple navigation, the website gives IBTTA members access to a wide range of resources on the tolling industry and transportation policy. Moreover, the website gives the public, the news media, policymakers and potential IBTTA members an authoritative introduction to the transportation-related issues that are the focus of IBTTA's work.

For IBTTA members, the enhanced site allows online registration for the association's meetings; provides access to a comprehensive glossary of the tolling industry's terms and definitions; has a searchable directory of IBTTA



members, along with e-mail addresses of every individual in the association's membership records; and has a searchable archive of IBTTA meeting presentations and industry news.

By adding new features and streamlining the site's appearance, IBTTA has sought to offer members—and policymakers, the news media and the public—an even more comprehensive wealth of knowledge about tolling, transportation, industry trends and policy options.



HURRICANE KATRINA

A ROAD TOWARD RECOVERY

RESPONDING TO HURRICANE KATRINA

Helping the devastated communities along the coast of the Gulf of Mexico as they struggled to recover from the impact of Hurricane Katrina, IBTTA and its members made generous contributions to help ease the plight of the stricken region. The IBTTA Board of Directors in August approved a resolution to donate \$2,500 to each of the two member agencies that were in the direct path of the hurricane, helping those agencies' employees and their families: the Greater New Orleans Expressway Commission, which operates the Causeway over Lake Pontchartrain, and the Crescent City Connection, which operates two bridges across the Mississippi River.

In addition, IBTTA helped channel its members' contributions to the overall hurricane-relief efforts by the American Red Cross, the AmeriCares Foundation, and Operation USA. IBTTA's members responded generously to the appeal for help. By aiding the Gulf Coast's efforts to rebuild after its tragic loss, IBTTA's practical gesture of civic commitment has helped, in some modest measure, relieve the burden on those in dire need.



OUTREACH TO LEGISLATORS—"TOLLING 101" IN TENNESSEE

In a demonstration of its knowledge-building and leadership in government relations, IBTTA on October 4 convened a briefing in Nashville, Tennessee, for a wide-ranging group of transportation policymakers: state legislators, state highway-department officials and staff members, and local officials in the state's capital. By bringing its message to Tennessee—a state that now has no toll facilities—IBTTA broadened the scope of the state's debate about its transportation financing options. The event helped add to the local support for building a new toll bridge over the Cumberland River, a long-envisioned and much-needed project that would cost at least \$57 million. By offering new ideas to Tennessee policymakers, the IBTTA members and staff who participated in the briefing helped build a broader constituency for tolling.



DRIVING TO NASHVILLE

THE IMPORTANCE OF TOLLING

2005 TOLL EXCELLENCE AWARD WINNERS

CONGRATULATIONS TO THE 2005 TOLL EXCELLENCE AWARD WINNERS!

The IBTTA Toll Excellence Award program recognizes IBTTA-member toll agencies that are furthering the aims of the industry through creative, innovative and positive programs. We are pleased to announce the winners of the 2005 Toll Excellence Awards:

TOLL EXCELLENCE PRESIDENT'S AWARD WINNER TECHNOLOGY

Harris County Toll Road Authority received the Presidents Award for Excellence along with the Award in the category of technology for "Westpark Tollway—The Nation's First All-Electronic Toll Road." Construction of the Harris County Toll Road Authority's new Westpark Tollway, a first-of-its-kind, totally electronic toll facility, began in June 2001. The Toll Road Authority opened the first 8 miles of this EZ TAG only facility in May 2004 and completion of the entire 14 miles of mainlanes was celebrated in June 2005. The alignment of the Westpark Tollway begins in Houston's Galleria area, just west of the 610 Loop and terminates at FM 1464 at the Harris/Ft. Bend County line. The Ft. Bend County Toll Road Authority has connected their new toll road with Harris County's, which provides direct access to the Grand Parkway (US-99). Since opening the mainlanes in June, the new Westpark Tollway processed over 2.2 million transactions during the month of July and the numbers continue to grow.

ADMINISTRATION

The Illinois State Toll Highway Authority for "Public Private Partnerships for Improved Customer Communications and Real-Time Traffic Alerts." The efforts of the Illinois Tollway to market I-PASS and generate non-toll revenue have resulted in substantial growth in I-PASS sales and usage since the new leadership team was put in place in early 2003. Some of the most fruitful tactics of the Tollway have included unique partnerships with retailers, broadcasters, transit service providers and oases over the road site developers. In total, these partnerships will generate over \$4 million dollars in advertising and marketing dollars for the Illinois Tollway, which in the previous 10 years had only budgeted roughly \$500,000.



CUSTOMER SERVICE

Delaware DOT for “EZ Pass Delaware.” In 2003, the Delaware Department of Transportation took over the management of Delaware’s EZ Pass program. Delaware’s decision to take on the administration of its own EZ Pass program and to build an in-state Customer Service Center that would provide its customers real people to talk to, 24 hours a day, seven days a week, sets a new benchmark in customer service. In addition to providing the live 24/7 services, the Department also developed a highly functional website where most customer service functions can be accomplished, as well as four walk-in centers and a mobile service center vehicle to ensure maximum accessibility. As a result of this enhanced customer service, DelDOT has seen a 55% increase in the EZ Pass customer base and better than 60% ETC penetration during rush hour.

OPERATIONS

Autoroutes du Sud de la France (ASF) for “Time and Money Saving by Controlling Speed on the Highway: The Successful Experiment of ASF.” During 2004 and 2005 peak periods, ASF tested an innovative traffic management technique on one of Europe’s busiest corridors: the “speed control system.” Based on the use of specially written algorithms and a range of ITS technologies, this experiment aimed at applying, on a 90-km long motorway stretch, dynamic “speed limits” based on traffic volumes. The objective of this experiment was to improve capacity, safety and driving comfort. By early 2005, the system yielded exceptional results: an increase by 10% of total traffic flow during peak periods; a drop of congestion volumes by 16%, which was valued at \$1.8 million of socio-economic gain; an average time gain of 10% for all vehicles participating in the experiment, a decrease by 48% in the number of accidents; an improved respect of the “speed instructions” given to the drivers; and an appreciation of the system by road users.

SOCIAL RESPONSIBILITY

Concessionaria de Rodovias do Interior Paulista S/A for “Projecto Escola Intervias (Intervias School Project).” Intervias is a highway concessionaire (Toll Company) whose main responsibility is the administration of six important highways of the State of São Paulo. Intervias is committed to recovering, maintaining, enlarging and improving these roads and freeways, and offers assistance to the users with implementing traffic operation and control equipments. Intervias provides comfort, safety and satisfaction to drivers and pedestrians. The goal of Projeto Escola Intervias (Intervias School Project) is to encourage ethical values, respect for public facilities, social inclusion, citizenship and respect for life through a special curriculum developed for primary schools.

BOARD OF DIRECTORS

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EXECUTIVE COMMITTEE

- (3) **Stephen F. Mayer, P.E., Ph.D.**
President
Special Consultant
The Seaway International Bridge Corporation, Ltd.
- (5) **Santiago Corral**
First Vice President
Director General
Autopista Vasco-Aragonesa, C.E.S.A.
- (6) **James L. Ely, DPA**
Second Vice President
Executive Director
Florida's Turnpike Enterprise
- (4) **Neil Tolmie**
International Vice President
Manager Eastern Region
The South African National Roads Agency, Ltd.
- (1) **Jean-François Poupinel**
Immediate Past President
Chairman Emeritus and
Member of the Board
COFIROUTE
- (2) **Patrick D. Jones**
Executive Director
IBTTA



(1) (2) (3) (4) (5) (6)

Kathleen C. Aufschneider
Chief Engineer
South Jersey Transportation Authority

Kenneth M. Bianchi
Executive Director
Rhode Island Turnpike and Bridge Authority

Joseph G. Brimmeier
Chief Executive Officer
Pennsylvania Turnpike Commission

Susan Buse
Director of Finance
North Texas Tollway Authority

Daniel F. Castrigano
Chief Engineer
Ohio Turnpike Commission

Remy Chardon
Chief Executive Officer
Societe des Autoroutes Paris-Rhin-Rhone

Ken Daley
General Manager Operations
Transurban City Link Limited

Antonio Diez de Rivera
Executive Director
Asociacion de Sociedades Españolas Concesionarias de Autopistas, Tuneles, Puentes y Vías de Peaje (ASETA)

Vito Gamberale
Chief Executive Officer
Autostrade, S.p.A.

James W. Griffin
Advisor
North Texas Tollway Authority

Jack Hartman
Executive Director
The Illinois State Toll Highway Authority

Robert Horr
Executive Director
Thousand Islands Bridge Authority

Michael Lapolla
Executive Director
New Jersey Turnpike Authority

David J. Machamer
Director of Toll Operations
Oklahoma Transportation Authority

David Moretti
Chief Financial Officer
MTA Bridges and Tunnels

Lorraine J. Smith
Director of Public Relations
Chesapeake Bay Bridge & Tunnel District

Steven W. Snider
General Manager & CEO
Halifax-Dartmouth Bridge Commission

P.J. Wilkins
Toll Operations Administrator
Delaware Department of Transportation

Kary H. Witt
Bridge Manager
Golden Gate Bridge, Highway & Transportation District

Masataka Yamamoto
Executive Director
Nihon Doro Kodan Japan Highway Public Corporation

2005 SUSTAINING MEMBERS

ACS Government Solutions
Ascom S.A.
Carter & Burgess, Inc.
Citigroup Global Markets Inc.
Cofiroute USA
DMJM+Harris/AECOM
Edwards and Kelcey, Inc.
ETC Corporation
Fluor Enterprises, Inc.
Goldman, Sachs & Co.
HMSHost Corporation
HNTB Corporation
Intertoll (Pty) Ltd.
InTranS Group, Inc.
MARK IV IVHS, Inc.
Merrill Lynch
Michael Baker, Jr., Inc.
Parsons Brinckerhoff
PBS&J
Skanska Infrastructure Development (Skanska ID)
TransCore, Inc.
UBS Securities LLC
Washington Group International
Wilbur Smith Associates

2005 IBTTA STAFF

Patrick D. Jones
Executive Director

Cheryle Arnold
Speaker Relations Manager/Webmaster

Jeff Campbell
Manager, Information and Research

Deborah Fasano
Manager, Communications and Marketing

Lori Beth Gorman
Executive Assistant

Neil Gray
Director, Government Affairs

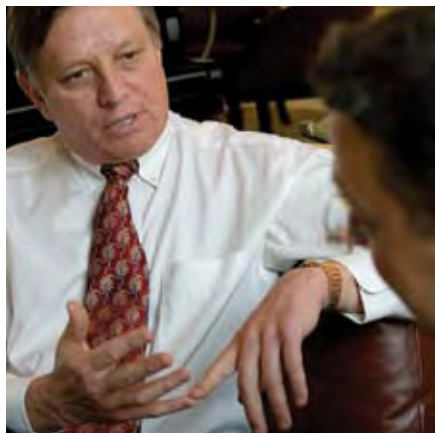
Wanda Klayman
Director, Communications and Marketing

Nicole Neuman
Director, Meetings

Timothy McGuckin
Director, Technology Programs

Barbara O'Connor
Director, Administration and Finance

Harry Smith
Office Manager



FINANCIALS

2005

2005 Financials

| | |
|------------------------|-----------|
| Revenue | |
| Operating | 1,908,422 |
| Meetings | 1,750,925 |
| Total Revenue | 3,659,347 |
| Expenses | |
| Operating | 2,148,231 |
| Meetings | 1,419,905 |
| Total Expenses | 3,568,136 |
| Change in Net Assets | 91,211 |
| Beginning of Year | 1,196,809 |
| Net Assets End of Year | 1,288,020 |







IBTTA

International Bridge, Tunnel and Turnpike Association

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