



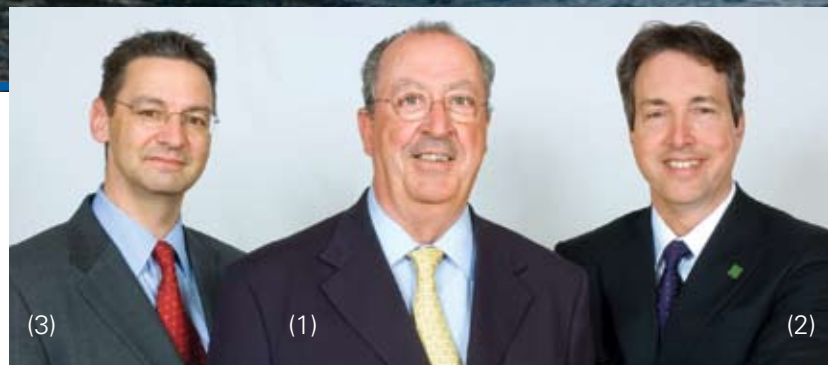
**MOVING** FORWARD.  
DRIVING **CHANGE.**

**IBTTA**   
International Bridge, Tunnel and Turnpike Association

**ANNUAL REPORT 2006**

# 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.**



## Dear IBTTA Member,

As we move into IBTTA's 75th year of service to the toll industry, we leave a year that, perhaps more than any other, saw the realization of our theme come true.

In 2006, *Moving Forward; Driving Change* proved more than a theme – it really embodied the state of the surface transportation industry worldwide and IBTTA itself.

For the first time since the U.S. transportation financing crisis became apparent to our industry, policymakers at the highest levels of government showed that they get it.

Throughout the rest of the world, transportation leaders began to see proof that their ideas, innovations and best practices could be shared with, and valued by, others around the world.

And most importantly, we were able in 2006 to claim our seat at the table with transportation policymakers. IBTTA earned recognition as an honest broker of expertise and knowledge, and will be a hands-on, sleeves-rolled-up partner in meeting the world's surface transportation needs in the 21st century.

This past year, IBTTA helped identify with clarity and irrefutable fact the specific problems in U.S. transportation financing as well as the antidotes needed for a cure. By producing a strong, well-thought-out report from our Transportation Improvement Forum in Santa Monica, we helped steer U.S. government transportation officials in the right direction when the National Surface Transportation Policy and Revenue Study Commission held its first field hearing upon completion of our Annual Meeting in Dallas,

which itself was our largest ever and an enormous success.

We also helped bring the world closer together by hosting "Technology Workshop: South America" in Santiago, Chile. It is no mere coincidence that this meeting turned out to be our largest workshop in our history. The growth and importance of the surface transportation industry worldwide has never been greater as nations around the globe strive to strengthen their economies and raise the standard of living for all their citizens.

Additionally, IBTTA accomplished in 2006 a longstanding goal to provide our industry and those who study it – as well as our customers and the policymakers who shape our lives – with extensive, worldwide empirical data from a trustworthy source that ultimately will help us keep *Moving Forward; Driving Change*. Our Toll Information Clearinghouse already is a valuable resource to leaders throughout the world, and its value promises to keep growing in the years ahead.

That said, it is abundantly clear that 2006 was just a starting point for what must be done to achieve the change truly necessary for the surface transportation industry to accomplish its ultimate mission – to help improve our quality of life and secure our prosperity.

Thanks to you, we accomplished much in 2006. Because of you, we'll achieve so much more in 2007 and beyond.

Sincerely,

Santiago Corral  
2006 President (1)

James L. Ely  
2007 President (2)

Patrick D. Jones  
Executive Director (3)



# Rising to the challenge TRANSPORTATION IMPROVEMENT FORUM

*"Our nation's surface transportation system is in crisis. A serious lack of funding, deteriorating infrastructure and rising congestion threaten America's economy and our status as a world leader."*

2007 IBTTA President James L. Ely



**With those words,** Jim Ely summed up the challenge that was discussed at the Transportation Improvement Forum on March 19-21 in Santa Monica, California. As the Forum's presiding officer, the leader of Florida's Turnpike Enterprise made it clear that "we care about our nation's transportation system and we're willing to fight to bring it back from the brink of death."

During the first two days of spring, more than 150 transportation leaders, scholars, business executives and government officials gathered to tackle the challenge Mr. Ely laid out.

"I guess the best analogy for America's transportation system is that of a 50-year-old patient who, in her youth, was young and vibrant. Now, the patient over time has

congested arteries, resultant stress, high blood pressure and lethargy. For the next two days, all of you in this room are the attending physicians who will have the opportunity to diagnose our patient, share your prognosis and prescribe a remedy."

In a series of presentations, workshops and deep-dive discussions, that is exactly what happened. Here is a summary of the participants' diagnosis, which later was presented to the National Surface Transportation Policy and Revenue Study Commission:

- The fuel tax is weak. It is rapidly losing its position as the dominant means of funding surface transportation, and we must find alternatives that are more efficient and equitable.

- The efficacy of direct user fees is rising. Tolls, variable pricing, congestion charging, road use metering and other direct-user fees, hold enormous promise for filling the funding gap or even supplanting the fuel tax over time.
- Commercialization must be an option. Both public and private entities have a stake in guiding transportation investments, and ideas like "Regional Mobility Corporations" that leverage governments' public-service mission and commercial enterprises' profit-and-efficiency motivations are worth exploring.
- Freight plays a key role. Freight movements must be central to surface transportation planning because U.S. freight volume will nearly triple during the next 20 years.
- Key customers must be involved in decision-making. They are major investors in the existing highway network and they are demanding measurable improvements in service quality and availability as preconditions for further investments.
- Institutional barriers must be overcome. The Interstate Highway System is 50 years old, the deficiencies in current financing and management

schemes are well-known, and aggressive efforts are needed to develop new and necessary institutions to support a more efficient transportation system.

- A public-education campaign is needed. It is a key step in solving the crisis, it must be multi-faceted, and it likely will need to include a grassroots effort to convince lawmakers that supporting necessary policy changes is not political suicide.
- Leadership is required. The current system's problems are well-documented. There is broad agreement that the nation's economy depends on a strong transportation system, but it is in crisis due to inadequate funding, deteriorating infrastructure and growing congestion. Someone must stand up and take a leadership role in bringing about change.

As the National Surface Transportation Policy and Revenue Study Commission continues its work, IBTTA continues to be a key player by serving as an honest broker of data and information, a source of world-class expertise and a partner prepared to do whatever heavy lifting is needed to help deliver a remedy.







## INSPIRATION, INQUIRY AND INVENTION



**Communication and inspiration** were the focal points of the **Organization Management Workshop** held April 8-12 in Seattle, Washington. With the goal of helping the participants improve the way they develop their staff, the workshop proved a big success. The founders of Pike Place Fish Market demonstrated

how to bring energy, fun and greater customer service to the workplace; professional trainers led an exercise that taught new listening, communications and acknowledgment skills; and a variety of industry leaders packed loads of information and insights into the workshop's general sessions and break-outs.

Among the topics explored were "Who Moved My Assets?", "Who Moved My Boss?" and "Saying 'No' to Advertisers While Protecting First Amendment Rights."

The **Facilities Management Workshop** in Chicago, Illinois, from May 6-10 led the attendees through a series of general sessions and break-outs addressing the theme, "Leading the Charge to Modern Toll Facilities." A thought-provoking general session "Inside/Out & Upside Down – Intergalactic Service" opened things up along with a session discussing the question, "Why Toll Roads?" During the next two days, participants had 17 break-outs on topics such as "Building Public Acceptance, Open Road Tolling," "Security and Threat Assessment: Upgrading Facilities Post-9/11" and "Violations Enforcement – It's a Service."

The **Spring Technology Workshop** in Halifax, Nova Scotia, from June 10-13 drew participants to a series of sessions concerning "Enabling Technologies in Transportation Mobility." A system functionality group exercise was the centerpiece of the "Interface Standards Session." Other topics presented included "Tolling and ITS Video Technology," "Cost of Ownership" and "Emerging Image-Based Tolling and Exception Handling Options."

The **Fall Maintenance Workshop** in Newport, Rhode Island, from October 22-25, featured a mix of topics that spanned materials to technology. The participants were treated to an electric three-wheel vehicle demonstration, and there were roundtables regarding "New Technology for Maintenance" and "Toll Roads Run on Fuel."





## Our Largest Annual Meeting Ever **ANNUAL MEETING & EXHIBITION** **DALLAS, TEXAS**



**The 2006 Annual Meeting & Exhibition** in Dallas, Texas, on September 16-20 was IBTTA's most successful ever. Approximately 1,200 participants from more than 20 countries not only made it the largest IBTTA meeting ever held, but the program's quality and strong support from the host state of Texas, built

upon the success of the 2005 annual meeting, and made the four days enormously fruitful for all who attended.

The theme, "Steer in the Right Direction – Moving Forward, Driving Change," was fitting for IBTTA's 74th Annual Meeting. During the three days of general and break-out sessions, attendees heard presentations,



examined cutting-edge technology and engaged in spirited give-and-take on the major issues the worldwide surface transportation industry will face in the coming years.

Thanks to the hard work of the host, North Texas Tollway Authority and hundreds of other Texans, the meeting was fun as well as informative. From the opening reception at Gilley's to the joyous sound of Western Swing sensation Dave Alexander, world-renowned Texas hospitality infused each of the meeting's five days.

The UK-based global futurist Rohit Talwar framed participants' thinking with his opening keynote presentation

entitled "Highways to Tomorrow," in which he placed today's problems and tomorrow's challenges in the context of how much the world has changed in just 30 years.

On the meeting's closing day, Acting Secretary of Transportation Maria Cino discussed specific challenges the industry faces, and offered some possible solutions for the future. And in between, the break-out sessions gave each of the meeting's 1,200 participants the data, information and new relationships needed to return home and face head-on the transportation challenges of tomorrow.







## Looking into the future NATIONAL TRANSPORTATION STUDY COMMISSION FIELD HEARING



**2006 produced a major milestone** in IBTTA's long history and record of successful advocacy when it co-hosted the first field hearing of the National Surface Transportation Policy and Revenue Study Commission.

Government officials and industry leaders gathered in Dallas for the hearing on September 26, immediately following the IBTTA Annual Meeting & Exhibition. Acting U.S. Secretary of Transportation Maria Cino, the Commission's chair, opened the hearing and said, "The Commission's work is a huge challenge but also a historic

opportunity. Our efforts will have a strong influence on the development of a policy and funding options that will keep America powerful, productive and prosperous."

Secretary Cino added that the input of customers was crucial to the improvement process as she framed its importance. "This is a once-in-a-generation opportunity to craft solutions to our transportation needs," she said.

The Commission is an outgrowth of the transportation bill (Safe, Accountable, Flexible, Efficient Transportation Equity Act—A Legacy



for Users) known as SAFETEA-LU signed into law by President Bush in August 2005. The law directs the Commission to conduct a comprehensive study of:

- The current condition and future needs of the surface transportation system;
- Short-term sources of Highway Trust Fund revenues; and
- Long-term alternatives to replace or supplement the fuel tax.

IBTTA co-hosted the field hearing with the American Public Transportation Association (APTA), the Intelligent Transportation Society of America (ITSA) and the Texas Department of Transportation (TxDOT).

The four lead witnesses at the hearing, who included IBTTA Executive Director Patrick D. Jones, emphasized the need to summon the nation to a new civic mission and a new vision about our future. They testified about the imperative to examine new revenue sources and pursue multimodal approaches to

properly serve our growing economy. Additionally, they pointed out the necessity to please the consumers of transportation services instead of entrenched political interests.

As Mr. Jones told the Commission, "Your recommendations can help our lawmakers break free of the straightjacket of status quo thinking. At this pivotal moment when Americans are thirsting for new ideas, lawmakers need far more than a dry rehashing of familiar policy options."

"Your report can inspire an entirely new way of thinking about our nation's mobility... Your report can summon the nation to a new civic mission, and to a new vision about our future. America needs a wake-up call from you."

IBTTA's organization of and testimony at the field hearing was only part of the leadership and expertise it provided to the Commission. IBTTA also prepared and presented to the commissioners a report from its Transportation Improvement Forum that was held in March in Santa Monica, California.





## Record-Breaking Technology Workshop **TECHNOLOGY WORKSHOP: SOUTH AMERICA**



**From November 12-14**, the IBTTA achieved two milestones simultaneously: its first Latin American meeting was held, and that meeting proved to be the Association's largest technology workshop in its 74-year history.

More than 300 industry leaders from throughout the world converged in Santiago, Chile, for the "Technology Workshop: South

America." IBTTA and Chilean member COPSA hosted a substantial program of panel discussions and general sessions that offered case studies and best practices drawn from around the globe.

From a briefing on the Chilean Concession Program to a presentation on the Austrian Approach to Interoperability, the workshop delivered as promised by



allowing members to learn from their peers what is working – and why it is working – in Europe, North America and South America.

Importantly, the Santiago meeting strengthened what was an already strong relationship with Latin American members. It also set a very successful precedent for future meetings and workshops in South America.







## TRANSPORTATION FINANCE SUMMIT

### "Dynamism in Transportation"

**IBTTA wrapped up 2006 by hosting its fourth Transportation Finance Summit**, where industry leaders and government officials gathered in Washington DC, December 3-5, to tackle the United States' greatest transportation challenge – reconfiguring the way surface transportation infrastructure construction and maintenance is funded.

During the two days of meetings, former Transportation Secretary Rodney Slater, Assistant Transportation Secretary Tyler Duvall and other industry leaders from the public and private sectors examined

the work of the National Surface Transportation Policy and Revenue Study Commission. Some major themes emerged:

- There is a clear lack of vision, and we cannot begin to solve the current transportation funding crisis without one.
- The investment gap for addressing our transportation needs is widening. Experts believe the Highway Account of the Federal Highway Trust Fund could be depleted as early as 2008. And there is a \$1 trillion gap between the revenues expected and those needed to simply

maintain the U.S. highway system in its current condition over the next 20 years.

- The impact of federal fiscal imbalances on our transportation system is projected to be dire: recent Government Accountability Office research indicates that if current federal spending trends continue, by 2040 we only will be able to pay interest on the national debt – there will be no funds for any other purpose.
- The current transportation system is not designed efficiently, based on current transportation patterns – one major reason is that transportation policy and funding decisions are based on political and geographic boundaries while the systems themselves must cross those boundaries to effectively serve customers.
- There is a public vs. private financing dichotomy. Public entities that may have the legal authority to use innovative financing approaches are not doing so, which is contributing to the heightened interest in public private partnerships.
- There has been a significant increase in tolled mileage for an industry that currently represents about 5% of highway system

revenues. Newly constructed tollways represent more than 35% of the total limited access centerline miles added to the national inventory from 1992 to 2006.

- There is more public acceptance for HOT lanes than previously believed. Research in Washington State suggests that low-income users are more sympathetic to the HOT lanes concept than typical users, contradicting the "Lexus Lane" moniker.
- Freight is a critical part of the economy but often overlooked in the planning process.

Reflecting the summit's "dynamic" theme, participants engaged topics at both the 30,000-foot level such as "Big Ideas in Transportation Finance" and "Exploring the 'Public vs. Private' Dichotomy" as well as operational issues, such as the sessions on "Goods Movement," "Funding and Financing," and "Pricing, Demand Management and Mobility."

Participants left the Transportation Finance Summit with a deeper understanding of transportation funding problems in the U.S. and a better appreciation of the specific challenges looming in the battle to turn things around.





# TOLL EXCELLENCE AWARD WINNERS

Winner of the 2006  
Toll Excellence President's Award,  
E-470 Public Highway Authority



**The IBTTA Toll Excellence program recognizes IBTTA-member toll agencies that are furthering the aims of the industry through creative, innovative and positive programs. We are pleased to recognize the winners of the 2006 Toll Excellence Awards:**

## CUSTOMER SERVICE

*E-470 Public Highway Authority*

*"New Rules for the Road: Improving Performance with Statistical Controls"*

With a goal of increasing productivity and improving customer service through employee involvement, the E-470's mission was to evoke a culture change that would enhance toll operations by utilizing business

analytics and employee commitment. Applying process analysis and quality measurements such as Six Sigma and Lean Speed to isolate operational inefficiencies, the objective was to focus on these identified areas and maximize productivity by employing creative measurement techniques in a dynamic, competitive team environment that rewards for success.



## ADMINISTRATION

*North Texas Tollway Authority*

*"TollTag Interoperability with the Dallas/Fort Worth International and Dallas Love Field Airports"*

The Dallas/Fort Worth International (DFW) Airport, TransCore and the NTTA partnered to migrate the airport from their existing PassKey(r) system to the NTTA's RITE System. DFW Airport extended the Interlocal Agreement (ILA) with the NTTA in 2005 to install Automated Vehicle Identification technology at an additional 99 lanes, ground transportation and the new international terminal. Similarly, in March 2005, Love Field contracted with the NTTA through an ILA to provide the NTTA's AVI System and clearinghouse services for 28 lanes of parking and ground transportation. The nature of the agreements between the NTTA and DFW, and the NTTA and Love Field, is an exemplary model of successful governmental relations and a textbook case study in the ability of focused, determined public organizations working together for the benefit of their mutual constituents/customers.

## OPERATIONS

*Minnesota Department of Transportation*

*"I-394 MnPASS Express Lanes"*

The Minnesota Department of Transportation (MnDOT) implemented the state's first optional toll lane project called the I-394 MnPASS in the Minneapolis-St. Paul metropolitan area. This project, which opened in May 2005, converts the high occupancy vehicle (HOV) lanes on I-394 into high occupancy toll (HOT) lanes, allowing solo drivers the opportunity to pay an electronic fee to bypass congestion. This very unique design necessitated an innovative approach to traffic management and open road tolling. As a HOT facility, the lanes remain open to HOV use at no charge for transit riders, car pools and motorcyclists.

## SOCIAL RESPONSIBILITY

*Transportation Corridor Agencies (TCA)*

*"Foothill-South Community & Environmental Outreach"*

Over the last few years, TCA has broadened its comprehensive community outreach program to educate Orange County residents on the benefits of The Toll Roads as well as the largely unknown accomplishments of TCA. The new efforts emphasized community outreach on the plans to build the last 16 miles of Orange County's toll road system known as Foothill-South, and include community outreach programs, school and educational programs, and holiday toy and food drives.

## TECHNOLOGY

*BRISA / VIA VERDE PORTUGAL*

*(member of APCAP- Portuguese Association of Toll Motorway Operators)*

*Via Verde (The Portuguese ETC System)*

*"Development of Complementary EFC services to increase the worlds highest ETC penetration rate in a non-mandatory environment"*

Under the framework of services related to the vehicle and driver, the goal of this project was to conceive and develop new Electronic Identification and Payment Services, based on the existing On Board Unit and the Via Verde Central System. The following services were identified: (1) Parking Lots (2) Gas Stations (3) Access Control to Historical Areas (4) Loading/Unloading in Special dedicated areas and (5) Street Parking. Besides increasing the customer base, the goal of Via Verde Portugal was to broaden the range of services supported on the same platform, thus strengthening its business model and technology options.





## TOLL INFORMATION CLEARINGHOUSE

### One of IBTTA's most important and valued roles

is to serve as the transportation industry's information clearinghouse – a trustworthy, one-stop provider of comprehensive information about how toll facilities, tolling agencies and toll-related policies actually work. In this role, IBTTA serves its members, policymakers, academic analysts, the media and the general public by striving to be an honest broker of empirical data, knowledge and expertise.

A milestone step in fulfilling this important responsibility was achieved in 2006 with the launch of IBTTA's Toll Information Clearinghouse and publication of

its accompanying Toll Information Report/Directory.

After years of work by the association's members and staff, the most complete compilation of worldwide toll-industry statistics is already helping better inform surface transportation policymaking throughout the world. This data was compiled from IBTTA member toll organizations and agencies through a series of extensive, detailed surveys conducted from January through April 2006 and augmented with exhaustive research by IBTTA staff. It will continually be updated in the years ahead.

The 387-page Report contains numerous findings that show the

value and promise of the ongoing Toll Information Clearinghouse project. For example:

- IBTTA member agencies generated nearly \$25 billion in revenue during 2005. For those organizations that supplied revenue figures (nearly half of the member agencies), U.S. agencies reported more than \$7 billion in revenue, while agencies outside the U.S. reported more than \$17 billion in revenue.
- IBTTA members service more than 20 billion vehicles annually, and reported 360 billion vehicle miles were traveled in 2005 using their facilities. That total is roughly equivalent to driving around the world 15 million times.
- Across IBTTA's membership, 8 out of every 10 vehicles using their facilities are passenger cars.
- IBTTA toll operator members worldwide employ more than 70,000 people.
- Nearly 90 percent of IBTTA members provide electronic toll collection for their customers.
- A majority (59 percent) of IBTTA members are public or government-run entities. Toll agencies in the United States tend to be government-run, whereas agencies outside the U.S. are more likely to be private corporations or concessionaires.

The overall goal of the Toll Information Clearinghouse is to provide IBTTA members with the valuable information they need to strengthen the quality of their operations, thus serving their customers better and advancing the public interest in a stronger, more flexible and more efficient transportation network.

As IBTTA 2006 President Santiago Corral and Executive Director Patrick D. Jones wrote upon releasing the Toll Information Report/Directory, "The world's increasingly integrated economy will rely, to a greater degree than ever, on nimble transportation systems that can meet the demands of modern markets. Our industry must deliver flexible solutions that can speed motorists to their offices, rush manufactured products to customers, deliver food and fuel to hungry consumers, and propel new products into an economy that thrives on continuous innovation."

"Shaping transportation policy is not just about assembling bricks and mortar, or about organizing networks of asphalt and steel and electronics: it is also about sustaining the flow of ideas that can link people with progress – ideas that can improve our quality of life and secure our prosperity."





2006  
BOARD OF DIRECTORS

EXECUTIVE COMMITTEE

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Chief Executive Director  
Autopista Vasco-Aragonesa,  
C.E.S.A.
- (4) **James Ely**  
1st Vice President  
Executive Director & CEO  
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2nd Vice President  
Chief Financial Officer  
North Texas Tollway Authority
- (1) **Antonio Diez de Rivera**  
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Director  
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IBTTA

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Autoroutes et Ouvrages à Péage

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Miami-Dade Expressway Authority  
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Technical affairs division  
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Concessionarie Autostrade e Trafori

**Steven Snider**  
General Manager & CEO  
Halifax-Dartmouth Bridge Commission

**Neil Tolmie**  
Chief Executive Officer  
The South African Association  
of Road Concessionaires

**PJ Wilkins**  
Toll Operations Administrator  
Delaware Department of  
Transportation

**Kary Witt**  
Bridge Manager  
Golden Gate Bridge, Highway  
& Transportation District



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

2006  
SUSTAINING MEMBERS

ACS Government Solutions  
ACS Infrastructure Development (ACS-Dragados)  
AECOM  
Carter & Burgess, Inc.  
Citigroup Global Markets Inc.  
Cofiroute USA  
Edwards and Kelcey, Inc.  
ETC Corporation  
Fluor Enterprises, Inc.  
Goldman, Sachs & Co.  
HMSHost Corporation  
HNTB Corporation

InTranS Group, Inc.  
MARK IV IVHS, Inc.  
Merrill Lynch Pierce Fenner & Smith  
Michael Baker, Jr., Inc.  
Parsons Brinckerhoff  
PBS&J  
Skanska Infrastructure Development (Skanska ID)  
Telvent Farradyne  
TransCore, Inc.  
UBS Securities LLC  
Wilbur Smith Associates

2006 IBTTA STAFF

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Executive Director

Cheryle Arnold  
Speaker Relations Manager  
Webmaster

Jeffrey Campbell  
Manager, Information & Research

Deborah Fasano  
Manager, Marketing & Communication

Neil Gray  
Director of Government Affairs

Wanda Klayman  
Deputy Executive Director

Marisa McCarren  
International Activities Manager

Timothy McGuckin  
Director of Technology Programs

Barbara O'Connor  
Director of Administration & Finance

Harry Smith  
Office Manager

Melinda Thomas  
Meetings Manager





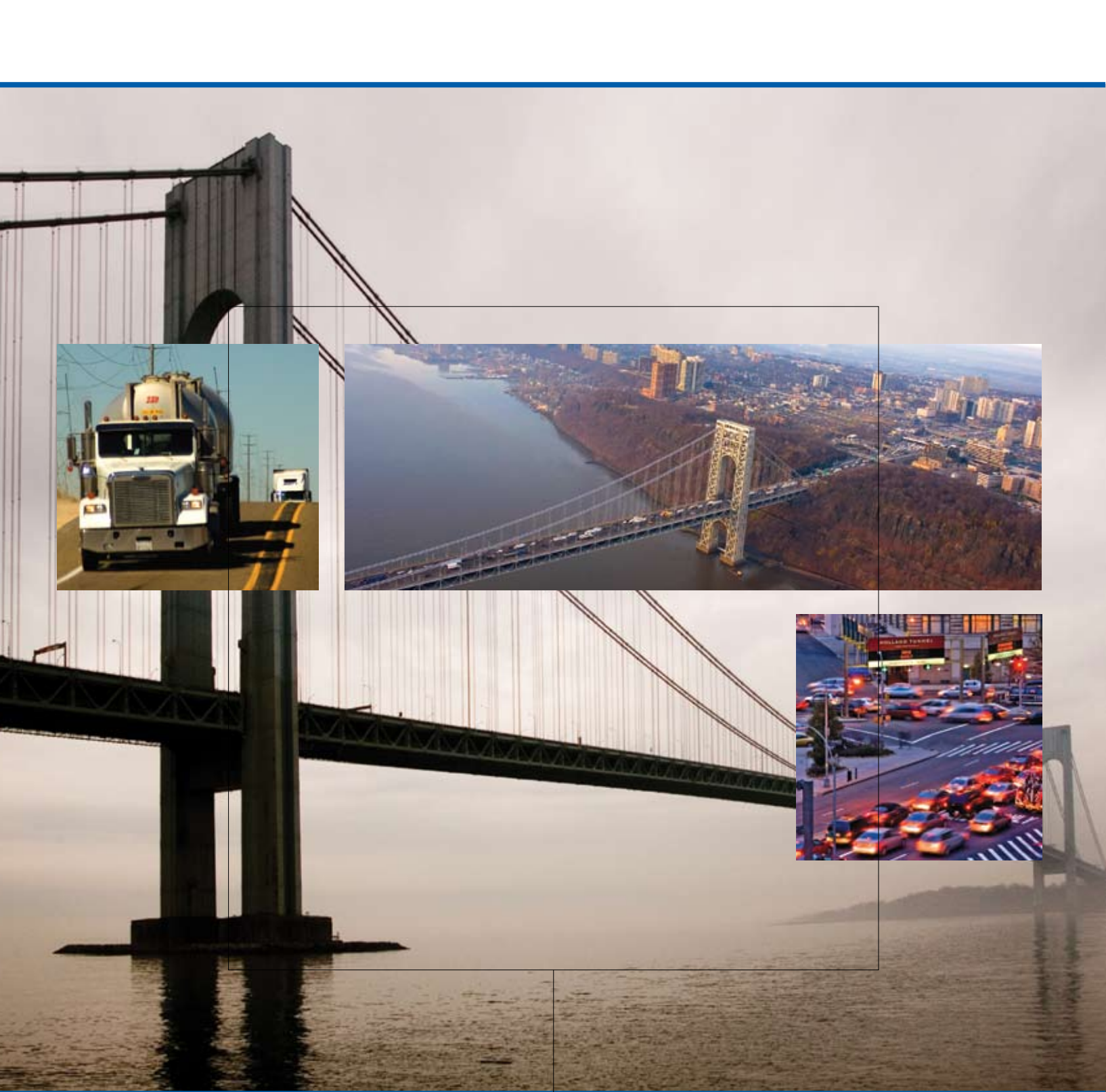
# 2006 FINANCIALS



<b>Revenue</b>	
Operating	\$ 2,126,610
Meetings	\$ 2,134,407
<b>Total Revenue</b>	\$ 4,261,017
<b>Expenses</b>	
Operating	\$ 2,416,223
Meetings	\$ 1,741,182
Total Expenses	\$ 4,157,405
Change in Net Assets	\$ 103,612
Beginning of Year	\$ 1,288,020
Net Assets End of Year	\$ 1,391,632







# IBTTA

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