

A BRIDGE 2009 TO REPORT TO THE MEMBERS FUTURE

IBTTA 
International Bridge, Tunnel and Turnpike Association
DRIVING CHANGE SINCE 1932

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FROM LOOKING BACK THE ON A BRIDGE PRESIDENT TO THE FUTURE

By any measure, 2009 was one of the most challenging years in IBTTA's history. We began the year in the midst of the worst economic recession in a generation. Yet, with every challenge comes opportunity. Despite the global economic downturn, our industry continues to move forward and expand its sphere of influence. Fueling this momentum is IBTTA and its work to promote and enhance toll-financed transportation services around the world. IBTTA made great

strides this year in providing new programming and services tailored to meet the unique needs of member organizations. I am proud to have had the opportunity to serve as IBTTA President at this moment in history and to have helped advance the organization's mission. Now, more than ever, our industry offers powerful solutions to important mobility and quality of life issues worldwide. IBTTA is indeed the bridge to the future and the catalyst to our collective success.

Why did you choose "A Bridge to the Future" as the theme for your presidency?

As the manager of the Golden Gate Bridge, my affinity for bridges is obvious. The metaphorical value of bridges was just too good to pass up. I truly see IBTTA as a bridge connecting our industry's past, present and future. IBTTA is in fact an organization of many bridges connecting colleagues and members with each other and with key resources to help advance our members and the industry.

What do you think was IBTTA's biggest accomplishment in 2009 with regard to advancing our industry?

Rather than focusing on just one accomplishment this year, I need to mention three: First, I believe the Leadership Academy came into its own this year and established itself as a key resource for future industry leaders. As Founding Chancellor, I am proud of my work bringing the Academy into existence and recognize this work as an important part of my legacy. Next, I want to underscore the lead role IBTTA continues to play in international discussions

on issues of top concern to the industry, including all-electronic tolling, open road tolling, interoperability and VMT charging. IBTTA takes every opportunity to raise its profile as the leading voice for the tolling industry. Finally, I am proud of IBTTA for continuing to offer outstanding educational programs and other services despite these tough economic times. Even though the temptation was to scale back, we continued to offer programs and services of the highest quality. It is a tribute to our staff that we were able to do this and still stay on budget.

What was the most memorable moment for you during your presidency?

Serving as IBTTA President has been one of the highlights of my professional career; so choosing just one memorable moment from this unforgettable year is simply not possible. Looking back, I am most grateful for the opportunities to connect with colleagues the world over, including the chance to network with peers and continue to make friends in Poland, Brazil, France, Australia, and all parts of the U.S. It is the people I will remember most.

How has membership with IBTTA benefitted you both professionally and personally?

IBTTA has been a critical factor in my professional development and success, particularly in my work to bring fast-track electronic toll collection to the Golden Gate Bridge and then in my continuing effort to manage the Bridge in the most efficient, responsible and professional manner possible. The association has given me many opportunities to sharpen my leadership skills through service as President, Board member, committee and task force chair and other leadership assignments. On a personal level, I have met some

incredible people over the years, including a handful of IBTTA colleagues who have become close friends.

Describe the importance of IBTTA's Leadership Academy.

One of the most important contributions an industry association can make is to prepare future industry leaders. The IBTTA Leadership Academy is an excellent example of this, and one of our most important initiatives. The executive development program is uniquely tailored to meet the needs of tolling industry professionals. I am so proud of the smart people who have earned the designation of Leadership Academy Graduate.

What two or three reasons would you give to someone who is contemplating membership in IBTTA?

Membership in IBTTA is the very best way to build a strong network of toll industry peers that you can turn to for advice and consultation on issues of shared concern. I believe that all professionals should stay connected to their industry at large, and IBTTA provides the right forum to stay abreast of the latest developments in the field. Finally, IBTTA's educational programs are top notch and essential to staying at the top of your game.

What one or two individuals have had the biggest influence on you in your tolling industry career?

I have had the most incredible career I could ever imagine. There have been so many wonderful people who have inspired me over the years and shaped my professional journey that I hate to answer this question for fear of leaving someone out. I would like to acknowledge my former boss Carney Campion, an IBTTA president in the 1990s, who introduced me to IBTTA and encouraged me to be an

active member. I also want to thank my current boss, Celia Kuper-smith and my Board of Directors at the Golden Gate Bridge who have supported my commitment to IBTTA and encouraged me to play a leadership role in the industry. Finally, none of this would have been possible without the love, support, patience and encouragement of my family. I am grateful to my wife Pam and our two kids Hailey and Hunter for supporting me every step of the way, even when it meant lots of time away from home occasionally missing family milestones.

When considering the many critical issues confronting IBTTA members including safety, interoperability, and the potential for VMT charging, which issue do you see having had the most significance and why?

For the industry, I see the move toward ubiquitous road user charging as the overarching issue facing us at the present since this encompasses interoperability, ETC, ORT, VMT and a myriad of related concerns. We must stay at the forefront of national and international discussions on these critical issues and keep hammering away at moving these discussions forward. For IBTTA itself, the association must focus on remaining relevant and prominent in the industry by changing with the times, which includes embracing new players in the industry and exploring new ways of conducting business.

Where do you see IBTTA five years from now?

IBTTA must remain at the forefront of the evolving dialogue on road user charging as the preferred method for funding transportation projects. The tolling universe is expanding, and to continue being the industry leader, IBTTA must broaden its vision to take in

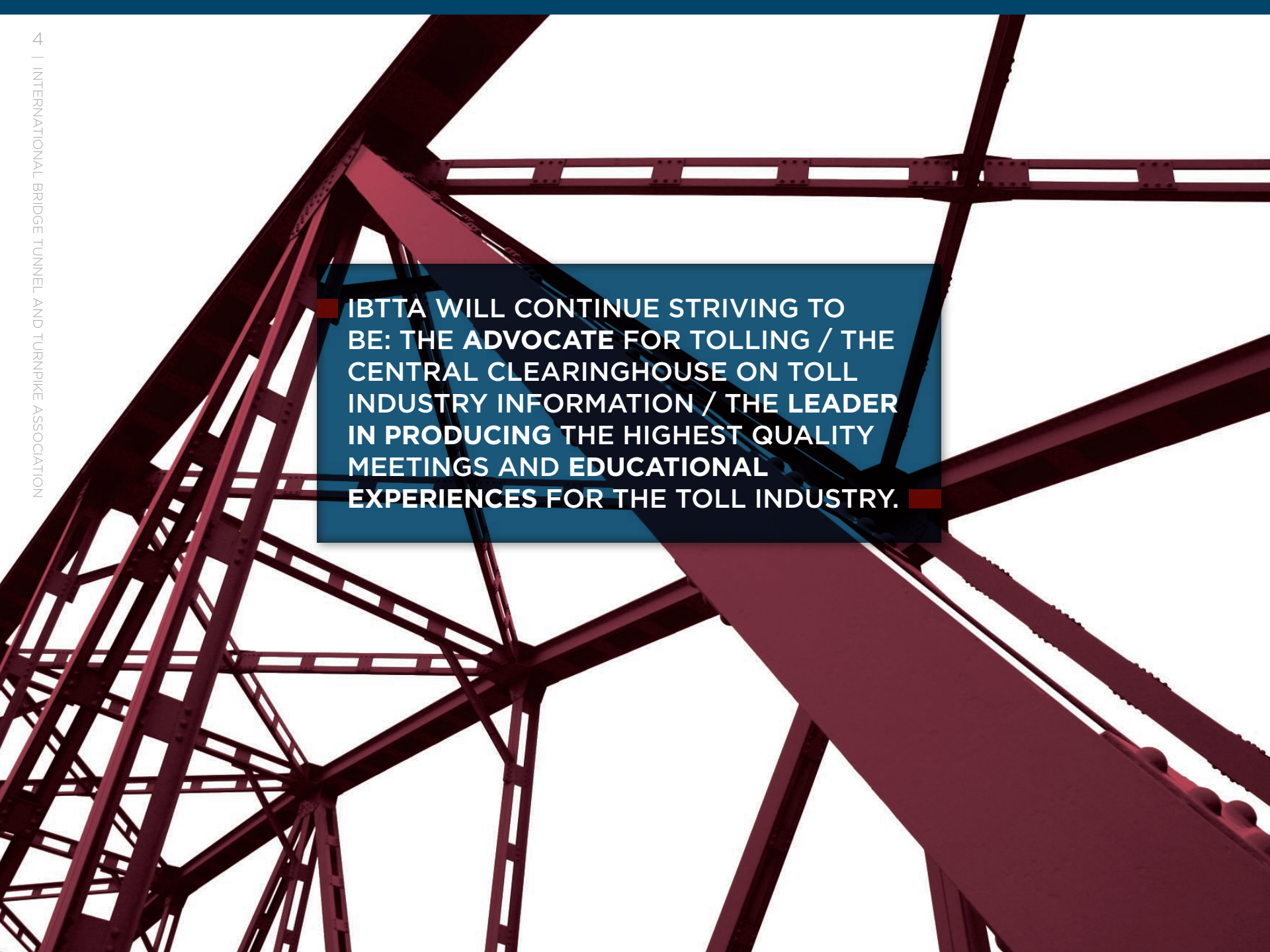
the ever-expanding “big picture.” This means inviting in businesses, agencies and stakeholders on the periphery of our industry and inviting them to join us in our work to build public support for our goals.

Looking ahead, what opportunities and challenges do you see for the tolling industry?

The future for our industry has never been brighter. From my perspective, tolling is the only viable method for funding new transportation infrastructure in the future. The public has no tolerance for new taxes, yet we know people are generally accepting of the concept of paying for what they use. This is starting to show up in legislation that favors user-financed transportation services. Of course, this trend will lead to significant changes in how toll agencies and state departments of transportation function. Advances in technology will continue to accelerate change in our industry and provide opportunities for agencies, vendors and innovators to thrive.

Personally, I plan to be a part of IBTTA’s future, and will continue to play an active role in supporting the organization’s mission for years to come. I want to thank all of the members of IBTTA for affording me the opportunity to serve you as President.

— Kary Witt, Bridge Manager, Golden Gate Bridge,
Highway & Transportation District, San Francisco, California;
and 2009 IBTTA President



**IBTTA WILL CONTINUE STRIVING TO
BE: THE ADVOCATE FOR TOLLING / THE
CENTRAL CLEARINGHOUSE ON TOLL
INDUSTRY INFORMATION / THE LEADER
IN PRODUCING THE HIGHEST QUALITY
MEETINGS AND EDUCATIONAL
EXPERIENCES FOR THE TOLL INDUSTRY.**

TO IMPROVE THE QUALITY OF LIFE
AROUND THE WORLD BY PROVIDING,
WHERE FEASIBLE, USER-FINANCED
TRANSPORTATION FOCUSED
ON MOBILITY, VALUE,
AND ENVIRONMENTAL
RESPONSIBILITY.

A FIRM FOUNDATION

IBTTA is committed to adapting its programs and services to better meet member needs, address emerging issues, enhance communications, and provide valuable resources to its community of interest.

IBTTA membership is comprised of hundreds of organizations in 25 countries on six continents. IBTTA members are leaders in innovation with expertise in the ways technology is reshaping road financing, organizational models and service delivery.

In 2009, more than 750 industry professionals from 20 countries convened in Chicago, Illinois for IBTTA's 77th

Annual Meeting and Exhibition. IBTTA also held meetings in Sydney, Australia; San Francisco, California; Tampa, Florida; Denver, Colorado; St. Louis, Missouri; São Paulo, Brazil; and Washington, DC.

The IBTTA Board of Directors sets the strategic direction of the Association. The Board is comprised of 5 officers and 20 directors — individually and collectively some of the most accomplished and effective leaders in the toll industry. Together they possess hundreds of years of experience in public and private sector management and operations and help shape IBTTA's future success.



Meeting delegates participate in an emergency response exercise following a simulated truck crash.

DRIVING FORWARD

BE THE WORLDWIDE
ASSOCIATION FOR THE TOLL INDUSTRY

During IBTTA's winter governance meetings January 22–24, 2009 in Fort Lauderdale, Florida, the board of directors spent significant time and energy discussing the association's priorities and goals for 2009. The IBTTA board discussed and agreed to the following commitments which fueled the organization's actions this year:

- Move forward with the 2008–2010 business plan and 2009 budget.
- Extend/expand federal credit enhancement legislation and be at the table in crafting the next surface transportation authorization.
- Be the worldwide association for the toll industry.
- Create 2009 meetings that are high quality, high impact, high value and irresistible.
- Develop the next generation of vigorous, visionary toll industry leaders.
- Learn more about energy and environmental issues and embrace sustainable mobility.
- Look for friends in unconventional places (including organized labor, environmental justice, contractors and others) and be the convener of the right people to solve important mobility challenges.
- Engage the members in dialogue about the most important issues affecting them.

In addition, IBTTA remained focused on accomplishing the following major objectives of its 2008–2010 Strategic Business Plan:

- Position IBTTA as the thought leader on user-financed transportation.
- Strengthen our meetings and educational offerings.
- Enhance our data warehouse and related information products.
- Invest in the staff and technology needed to better serve the members.
- Reinforce IBTTA's identity as an international organization.
- Move towards a strategic governance model.



Pat Jones of IBTTA and Kary Witt of the Golden Gate Bridge during one of IBTTA's governance meetings.

For more information on IBTTA's Board of Directors and Strategic Business Plan, visit www.IBTTA.org.

MEMBER EDUCATION AND OUTREACH COVERING ALL

FACETS OF TOLL AGENCY OPERATIONS, ADMINISTRATION, FINANCE, AND RELATED TOPICS

LEADERSHIP ACADEMY CLASS OF 2009

The 2009 class of the IBTTA Leadership Academy's Executive Development program held their intensive week-long program February 8–13 2009, in Washington, DC. The second annual course was very successful with many of the 25 participants noting that it exceeded their expectations. Led by Dr. Barbara Gannon of the Eno Transportation Foundation, the course covered all facets of toll agency operations, administration, finance, marketing, business development, board relations, public affairs and related topics. Funded by contributions to the IBTTA Foundation, the class of 2009 included:

- **Bruno Coelho Amaral**, *Companhia de Concessões Rodoviárias*
- **Mario Espinoza**, *Central Texas Regional Mobility Authority*
- **Daniel Faust**, *DMJM Harris / AECOM*
- **Antonio Garrastazu**, *Global Via Infrastructures*
- **Thomas Harknett**, *Stantec Consulting Services, Inc.*
- **James Harris**, *Linebarger Goggan Blair & Sampson, LLP*
- **Joyce Hill**, *Transportation Corridor Agencies*
- **Derek Jones**, *Maryland Transportation Authority*
- **Stan Korosec**, *Blue Water Bridge Canada*
- **Kurt Krauss**, *Parsons Brinckerhoff*
- **David Machamer**, *Oklahoma Turnpike Authority*
- **Saïd Majdi**, *HDR, Inc.*
- **Donald Mauer**, *STV Incorporated*
- **Jennifer Mennucci**, *Golden Gate Bridge, Highway and Transportation District*



The 2009 class of the IBTTA Leadership Academy Executive Development Program as they assembled in Washington, DC in February 2009.

- **Geraldine DiNicola Owens**, *Delaware River and Bay Authority*
- **Luis Palazzi**, *Abertis USA*
- **Craig Paul**, *Halifax-Dartmouth Bridge Commission*
- **Peter-Roman Persch**, *Toll Collect GmbH*
- **Paul Pittari**, *The Port Authority of NY & NJ*
- **Robert Reardon**, *Tampa-Hillsborough Expressway Authority*
- **Marie Schafer**, *Miami Dade Expressway Authority (MDX)*
- **Joseph Lluís Giménez Sevilla**, *Autopistas Concesionaria Espanola, S.A.*
- **Jo Snell**, *E-470 Public Highway Authority*
- **Gary Walsh**, *HNTB Corporation*
- **Jeffrey Wolff**, *Kapsch TrafficCom U.S. Corporation*

Organization information listed above reflects each member's company at the time of the class.

PROFESSIONAL DEVELOPMENT

TWITTERING, BLOGGING, WEBCASTS
AND ONLINE COMMUNITY NETWORKING. IBTTA CONNECTS MEMBERS IN NEW WAYS.

IBTTA recognizes the needs of members to demonstrate continuing professional competency in their respective fields and earn professional development hours to keep their license/certification current. In 2009, IBTTA continued to be a registered provider with the American Institute of Certified Planners (AICP) and offered sessions for certification maintenance credit at the following meetings: Managing in an Era of Changing Economic Times; The Future of Tolling; ORT and the Path to Interoperability;

Incident Management, Safety and Security; and the 77th Annual Meeting & Exhibition. IBTTA is especially grateful for the assistance provided by Marty Stone, Ph.D., AICP, Director of Planning, Tampa-Hillsborough Expressway Authority, in identifying sessions of relevance to the planning community. In addition, IBTTA provided forms for professional engineers to submit credit hours to the National Society of Professional Engineers (NSPE) for licensing requirements.

IBTTA LAUNCHES NEW EDUCATIONAL TECHNOLOGIES



From Twitter to Blogs to Webcasts to online community networking, IBTTA members are enjoying new ways of accessing information and communicating with industry colleagues. In 2009, IBTTA introduced several new and emerging technologies in its effort to bridge communities and expand our educational outreach.



VESystem's Joel Bishop and IBTTA's Pat Jones show off their Twitter skills.



Kansas Turnpike's Rachel Bell speaks at the annual meeting via Skype.



Port Authority of New York and New Jersey's Vicky Kelly joins IBTTA's online social collaboration platform.

ENHANCED WEBSITE WITH NEW ONLINE RESOURCES

To make the online experience more rewarding, IBTTA launched a redesigned, easier-to-navigate website with exciting new features for members to access information more quickly and efficiently, including:

- IBTTA launched **Tolling Points**, its official blog where transportation leaders raise and debate questions on important issues of the day. Visit <http://ibtta.blogspot.com/> to share your thoughts, contribute commentary and engage in dialogue. In addition, IBTTA Executive Director and CEO Patrick Jones is a regular contributor to the National Journal's Expert Blog on Transportation at <http://transportation.nationaljournal.com>.
- **Industry Guide** which serves as a new online supplier directory designed specifically for toll industry professionals. Developed in partnership with MultiView, Inc., this one-stop resource lets users perform targeted searches for industry-related products and services.
- **Archived Webcasts** of past meeting sessions available at no charge to members.
- **New Abstract Submission Software** that makes submitting, editing, updating and tracking abstract submissions easier.
- **Communities area** providing an online forum where members can join an interest group or list serve, start a blog from your own personal profile and share documents in a resource library.
- **Profile Management** using the New Association Management System enhances individual member's ability to access and manage information on our website, including contact information, meeting registrations, members-only access and dues payments.
- **Online governance communities** to enhance communication efforts.
- **Resource library** with the ability to tag and rate information.
- **Social networking tools** such as Twitter, Facebook and Blogging to facilitate networking and information sharing.



“THE TWO OR THREE DAYS OF AN IBTTA WORKSHOP ARE SOME OF THE MOST PRECIOUS HOURS I SPEND ALL YEAR. IT’S A GREAT OPPORTUNITY TO RENEW OLD ACQUAINTANCES AND LEARN FROM COLLEAGUES. THE INSIGHTS I GLEAN FROM PARTICIPATING IN THESE MEETINGS HELP TO KEEP MY VISION CLEAR. I WOULD NOT BE AS EFFECTIVE AS I AM WITHOUT THESE ENCOUNTERS.”

— IBTTA MEETING ATTENDEE

WORK WORTH DOING

“FAR AND AWAY THE BEST
PRIZE THAT LIFE OFFERS IS THE
CHANCE TO WORK HARD AT
WORK WORTH DOING.”
— THEODORE ROOSEVELT

Educational meetings are at the heart of what we do together and IBTTA is committed to meeting the information and professional development of our growing membership by offering stimulating conferences each year. These high quality events featured industry experts, policymakers, opinion leaders, and special guests whose perspectives and insights provided practical examples and real world solutions to help advance the industry at the national and local levels. IBTTA is especially grateful for the chief meeting organizers, meeting planning groups, speakers, moderators and hosts for their outstanding work to create content that elevated the level of debate on the most important issues facing our industry.

2009 was a remarkable year for finding and seizing opportunity. IBTTA expanded its global reach, and for the first time in our history, held meetings in Australia and Brazil. In both countries, we made many new friends who are now counted among the ranks of our membership. In addition, we collaborated with ITS America on our inaugural conference dedicated entirely to the theme of sustainability. The focus on “hot topics” during this year’s education series was a direct result of the creative strategy sessions during the conference planning meeting, July 17–18, 2009 in Denver, CO, which included recommendations for new ways to structure and program IBTTA meetings.



Employee with the Golden Gate Bridge, Highway & Transportation District.

2009 EDUCATION SERIES

IBTTA: MEETINGS FROM SAN FRANCISCO TO SYDNEY



Toll Road Summit of Australia, New Zealand and the Asia Pacific Rim March 15-18, 2009, Sydney, Australia

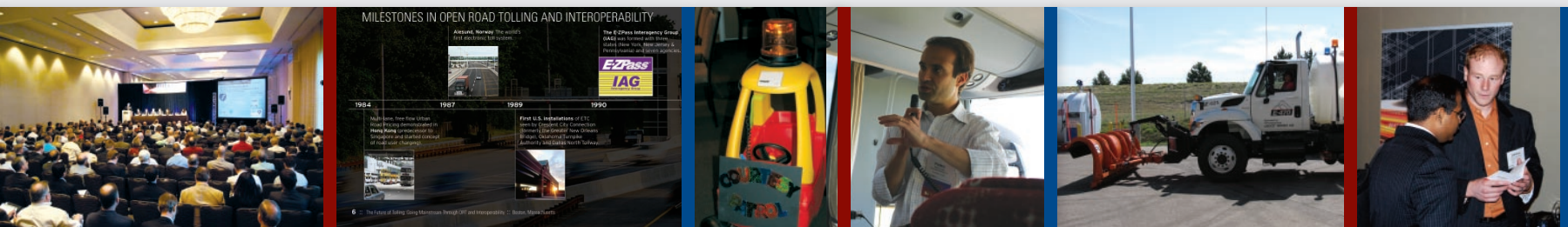
Hosted by Transurban

IBTTA enhanced its global reach in 2009 by hosting our first conference in Australia. Presented in partnership with the National Electronic Tolling Committee of ITS Australia, the 2009 Toll Road Summit focused on the explosive growth of tolling in Australia, New Zealand and the countries in the Asia Pacific Rim. This summit provided the latest industry perspectives on a wide range of topics like toll concessions and operations; effective public private partnerships; technology case studies on video tolling, ORT and roadside equipment integration; and lessons learned about maximizing customer service, enhancing sustainability, modernizing operations, and adopting pricing strategies. With generous support from Transurban and Kapsch TrafficCom, the meeting also gave delegates a rare opportunity to see major toll road projects on the continent, including the Sydney Orbital Network, the Melbourne Roads Network, and the Sydney Harbor Bridge. *Chief Meeting Organizer: Ken Daley, Transurban*

Managing in an Era of Changing Economic Times April 19-21, 2009, San Francisco, California

Hosted by Bay Area Toll Authority and Golden Gate Bridge,
Highway & Transportation District

Fortifying toll agencies and their partners to thrive despite fluctuations in the world economy was the focus of this timely summit. Designed to provide clarity and solutions to the challenges facing our industry, program sessions explored opportunities for improving efficiencies, controlling costs, streamlining operations, and identifying new sources of revenue. With a webcast of the meeting archived on IBTTA's website, highlights include a panel discussion on "Stimulus, Steroids, and Stalling: The Pumped Up Outlook for Transportation;" a keynote address by Emmy Award-winning political satirist Will Durst; and a presentation by George Anders, a Pulitzer Prize-winning author and former *Wall Street Journal* editor. The Executive Director's Fly-In, an invitation only convening of toll agency heads, preceded the meeting on April 18-19, 2009. The delegates also participated in a guided water tour of the Golden Gate Bridge and the San Francisco-Oakland Bay Bridge. *Chief Meeting Organizer: Tom Knuckey, PBS&J*



The Future of Tolling: ORT and the Path to Interoperability June 14-16, 2009, Tampa, Florida

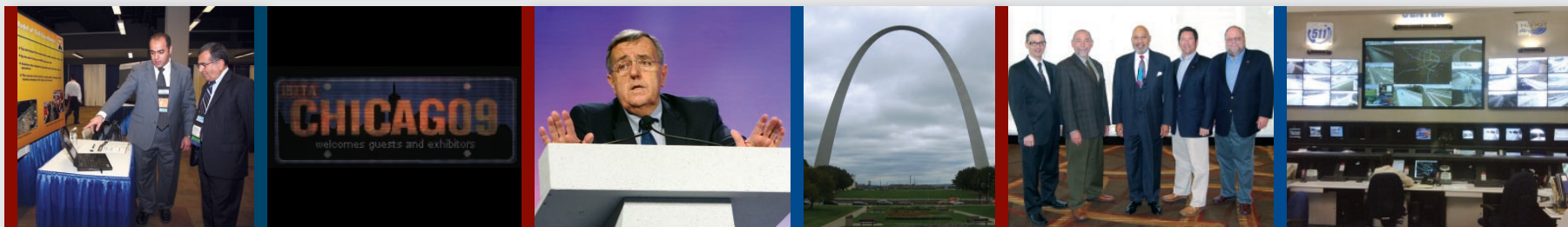
Hosted by Tampa-Hillsborough Expressway Authority

With 10 organization sponsors, more than 100 speakers and over 400 delegates, the summit on The Future of Tolling was one of the most highly attended meetings in IBTTA's history. Building on the success of IBTTA's Special Summit on Open Road Tolling in 2008 and the Violations Enforcement Summit in 2007, this "hot topic" event was the only meeting of its kind in 2009 to focus on the critical topics of ORT, All-Electronic Tolling and Interoperability. From HOT Lane projects around the US to Europe's GPS-based truck tolling to lessons learned about AET in South America, delegates received the latest worldwide intelligence on a wide spectrum of engineering, technology, policy, operations, legal and financial issues facing our industry. In addition to recording nine program sessions for post-meeting webcasts, several summit sessions also featured our first Twitter feeds to share news and information with colleagues as it was being presented. To showcase our industry's advancement, a 25-year timeline on milestones in open road tolling and interoperability was developed to celebrate our past achievements while looking forward to continued success in this arena. *Chief Meeting Organizer: Jim Anglin, HNTB Corporation*

Incident Management, Safety and Security July 19-21, 2009, Denver, Colorado

Hosted by E-470 Public Highway Authority and Northwest Parkway, LLC

Transportation experts from around the world convened in Denver to explore the most effective tools, technologies and methods used to promote toll facility safety and security, including innovations related to threat assessment, incident detection and management, video analytics, agency cooperation and collaboration, emergency response and safety strategies. Featured speakers included Pat Noyes, Principal with Pat Noyes & Associates, who shared her unique perspectives on approaching transportation planning and public outreach efforts; and General (Ret.) Barry McCaffrey, President of BR McCaffrey Associates LLC and NBC News analyst, who shared his insider perspective on security concerns related to the transportation industry. Prior to the meeting, the IBTTA Foundation 2009 Golf Classic teed off at the Arrowhead Golf Club and was successful in raising money to support the IBTTA Leadership Academy. *Chief Meeting Organizer: Jo Snell, E-470 Public Highway Authority*



77th Annual Meeting and Exhibition September 13-16, 2009, Chicago, Illinois

Hosted by Illinois Tollway

Chicago was home this year to IBTTA's 77th Annual Meeting and Exhibition, which attracted more than 750 industry professionals from 20 countries. Those attending enjoyed exclusive opportunities to interact with the most influential experts and decision makers from around the globe and discuss ideas and solutions centered on the theme, *Transformation of Transportation*. Keynote speakers included Fox News Channel anchor Stuart Varney, *Wall Street Journal* political analyst Mark Shields, security expert and NBC News contributor General (Ret.) Barry McCaffrey, and transportation policy expert and finance commission chair Robert Atkinson. These four presenters were among the more than 70 featured speakers who provoked the audience with wise and witty observations on subjects as diverse as the global financial crisis, leading innovation, environmental sustainability, tolling's technological future, and the political situation in America. Two marquee general sessions also probed subjects vital to our industry: "Is VMT the Holy Grail?" and "Interoperability: Closing the Deal." If you missed these sessions the first time around, you can watch them in their entirety on IBTTA's website. *Chief Meeting Organizer: Frank McCartney, Delaware River Joint Toll Bridge Commission*

Sustainability, Social Responsibility, Energy Conservation & Fall Maintenance Conference

October 4-6, 2009, St. Louis, Missouri

Hosted by ITS America and IBTTA

Maintaining efficient transportation operations, clean air and a sustainable economy are goals that all IBTTA members share. Presented in partnership with the Missouri Department of Transportation, this conference represented the first time IBTTA and ITS America collaborated on a major meeting. Conference sessions focused on maintaining operational efficiency, pricing strategies, public policy concerns, facility design, traffic management, and asset maintenance. Meeting highlights included a special address by Congressman Russ Carnahan; remarks from Pete Rahn, Director of the Missouri Department of Transportation (MoDOT); and insights from guest speaker Dennis Archer, the former mayor of Detroit and current Co-Chair of the National Transportation Policy Project in Washington, DC. *Chief Meeting Organizer: Steve Snider, Halifax Harbour Bridges*



Toll Road Summit of the Americas November 15-17, 2009, São Paulo, Brazil


Hosted by the Brazilian Association of Highway Concessionaires (ABCR) and CCR

IBTTA's third conference in South America attracted transportation experts from around the world to the bustling city of São Paulo, Brazil. Summit participants enjoyed three informative days focused on state-of-the-art practices employed by user-financed surface transportation facilities in Brazil and around the world. Sessions addressed a variety of critical issues, including sustaining economic growth during tough times, maintaining infrastructure, developing sustainable business models, reaping the benefits from technological innovation, and demonstrating environmental responsibility. Cesar Queiroz, a former World Bank Highways Adviser, delivered the keynote which underscored his expertise in public-private partnerships, road management and development, performance-based contracts, governance concerns, and quality assurance. The second day of this Summit was held in conjunction with TranspoQuip 2009, the region's biggest event for the transportation infrastructure industries in Latin America. *Chief Meeting Organizer: Alain Estiot, Toll Collect GmbH*

Transportation Policy & Finance Summit December 13-15, 2009, Washington, DC

Sponsored by the Federal Highway Administration of the US Department of Transportation

Transportation experts gathered in Washington, DC to discuss solutions to the surface transportation funding and financing crisis. With 10 organization sponsors, this year's summit provided discussion and information sharing around a number of key operational concerns, including securing public support for road financing, implementing distance-based charging, securing credit in a recessionary market, and meeting future transportation challenges. The always popular CFO Roundtable was very well attended and focused on issues of primary concern to senior financial executives. Featured among the more than three dozen speakers at the 2009 Summit was Felix Rohatyn, President of Rohatyn Associates, who delivered a luncheon address and signed copies of his book *Bold Endeavors: How our Government Built America and Why it Must Rebuild Now*. Attendees also were welcomed at a special reception to benefit Martha's Table (see page 17). *Chief Meeting Organizer: Steve Heminger, Bay Area Toll Authority*



■ WHILE FIRMLY GROUNDED IN ITS MISSION TO PROMOTE AND ENHANCE TOLL FINANCED TRANSPORTATION SERVICES, THE SPIRIT OF IBTTA IS FELT FAR BEYOND THE TOLL INDUSTRY. THROUGH CHARITABLE GOOD WORKS, RESEARCH, AND THE EDUCATIONAL AND LEADERSHIP WORK OF THE IBTTA FOUNDATION, MEMBERS OF IBTTA ARE KNOWN NOT ONLY FOR GOOD WORK BUT ALSO FOR DOING GOOD. ■

MAKING A POSITIVE DIFFERENCE
THROUGH OUTREACH AND
EDUCATIONAL PROGRAMS

COMMUNITY SERVICE

IBTTA members rallied their support this year to help raise funds for the IBTTA Foundation's Leadership Academy and two worthy projects in the community.

IBTTA GOLF CLASSIC 2009

Hosted during this year's Incident Management, Safety and Security workshop in July, the golf event at Arrowhead Golf Club in Denver managed and run by Joe Donahue and the staff of the E-470 Public Highway Authority raised more than \$32,000 for the IBTTA Foundation and Leadership Academy.

IBTTA & BUILDERS OF HOPE RUN/WALK

Held September 16, 2009 during the Annual Meeting and



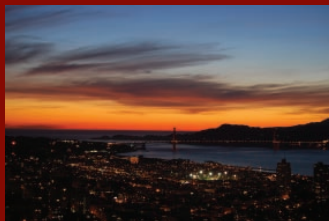
Participants of the IBTTA & Builders of Hope Run/Walk prepare for an energizing event while listening to welcoming remarks by Salute, Inc. volunteers.

Exhibition in Chicago, the run/walk raised more than \$12,000 to support Salute, Inc., a non-profit organization dedicated to increasing awareness and support of issues facing active military personnel, veterans and their families.

MARTHA'S TABLE

During the Transportation Policy and Finance Summit in December, the IBTTA Foundation collected donations to support Martha's Table, a local charity group that provides essential services to at-risk children, youth and families in the Washington, DC community.

2009 YEAR IN REVIEW



January 22-24
Ft. Lauderdale, FL

February 8-13
Washington, DC

February 26

March 15-18
Sydney, Australia

April 19-21
San Francisco, CA

May

May 25
Krakow, Poland

Winter
Governance
Meeting

IBTTA Leadership
Academy
Executive
Development
Program

National Surface
Transportation
Infrastructure
Financing
Commission
Issues Final
Report

Toll Road Summit
of Australia, New
Zealand and the
Asia Pacific Rim

Managing in an
Era of Changing
Economic Times

IBTTA Conducts
Member Research
Study

IBTTA President
Kary Witt
addresses 37th
ASECAP Study
and Information
Days



June 14-16
Tampa, FL

July 17-21
Denver, CO

September 13-16
Chicago, IL

October 4-6
St. Louis, MS

October 29
Washington, DC

November 15-17
São Paulo, Brazil

December 13-15
Washington, DC

The Future of
Tolling: ORT and
the Path to
Interoperability

Conference
Planning Meeting
and Incident
Management,
Safety and
Security

77th Annual
Meeting &
Exhibition

Sustainability,
Social Respon-
sibility, Energy
Conservation &
Fall Maintenance
Conference

Interoperability
Forum

Toll Road Summit
of the Americas

Transportation
Policy & Finance
Summit

“IBTTA HAS CLEARLY STEPPED UP TO THE PLATE ON ADVOCACY. THEY PROVIDE EXCELLENT REPRESENTATION FOR THE TOLL INDUSTRY, ESPECIALLY CONSIDERING THE SIZE OF THE STAFF AND LIMITED FINANCIAL RESOURCES. AS FEDERAL AND STATE TRANSPORTATION REVENUES BECOME MORE CONSTRICTED, IBTTA HAS BEEN AND CONTINUES TO BE A **STAUNCH ADVOCATE** FOR DIRECT ROAD USER CHARGING — SPREADING THE MESSAGE OF TOLLING CLEARLY AND CONVINCINGLY.”

— IBTTA MEMBER

TO IMPROVE THE QUALITY OF LIFE
AROUND THE WORLD BY PROVIDING,
WHERE FEASIBLE, USER-FINANCED
TRANSPORTATION FOCUSED
ON MOBILITY, VALUE,
AND ENVIRONMENTAL
RESPONSIBILITY.

BRIDGE TO THE FUTURE

IBTTA is one of the most influential organizations in shaping the debate about the future of transportation and seizes the opportunity to promote and enhance toll-financed transportation services at every turn. In 2009, IBTTA

reaffirmed its commitment to be THE advocate for the worldwide toll industry. Here is a review of how this role was embraced:

FINANCING COMMISSION ISSUES REPORT

On February 26, 2009, the **National Surface Transportation Infrastructure Financing Commission** (the 11142 Commission) held a press conference in Washington, DC to issue its final report and recommendations to Congress and the Obama administration. Like the 1909 Commission which concluded its work in 2008, the financing commission was established by SAFETEA-LU, the most recent highway bill signed into law in 2005.

The Commission's core recommendations focused on improving how the transportation system is funded, specifically in ways that are more sustainable and more efficient, including moving away from reliance on the fuel tax and instead proposing the adoption of a nationwide vehicle miles traveled (VMT) charge. The report emphasized that "financing approaches will have limited impact if not coupled with substantial net new resources."



Incoming President Steve Snider, 2008 President Susan Buse and Kary Witt celebrate during the closing reception at IBTTA's Annual Meeting & Exhibition in Chicago.

IBTTA's press release supported the report emphasizing IBTTA toll operators and business partners are leaders in providing customer-driven mobility through their expertise in transportation finance, technology, traffic management, and operations. Toll agencies in the U.S. operate with little or no federal or state funding. They maintain and improve their facilities solely through direct payments from their customers. The commission report recognized these user fees as one of the most important tools to help solve the country's mobility challenges. At the same time the commission recommended increases and indexing of the federal fuel tax as a transitional means to support the transportation program until a direct user fee system can be established.

CALIFORNIA "COOL CARS" REGULATIONS AND ETC USE

The **California Air Resources Board (ARB)** issued regulations that would require 2012 model year vehicles to reduce solar heat passing through the vehicle windows by 40 to 50%. Though the regulations did not specify how this is achieved, the quickest way to achieve solar heat reduction will be through the use of metallicized window films, which may interfere with use of window mounted electronic toll collection equipment and other devices such as cell phones, PDAs, personal navigation devices, electronic manacles, and other devices. A Cool Cars Coalition was established in California consisting of GPS, cell phone, automobile manufacturers and others who are working to establish just how disruptive window films may be for the various affected devices and services

with the intent of providing as much input as possible to the ARB staff that is now focused on implementing the regulations.

INTEROPERABILITY FORUM



On October 29, 2009 in Washington, DC, IBTTA assembled a group of experts from different stakeholder organizations, all of whom have a keen interest in the future of mobility and interoperability in North America, to focus on this question: **“What is IBTTA’s role in advancing universal tolling interoperability?”** Nineteen individuals participated in this important discussion that underscored two major themes: the need to achieve several small, practical, short-term projects to demonstrate a pattern of success in advancing interoperability; and the need to establish an overarching structure for nationwide seamless systems of interoperability that could ultimately become the foundation or



IBTTA assembled a group of experts from different stakeholder organizations, all of whom have a keen interest in the future of mobility and interoperability in North America, to focus on this question: “What is IBTTA’s role in advancing universal tolling interoperability?”

The forum represents one part in a series of conversations that will guide us in our efforts to advance seamless tolling interoperability in North America.

pillars to support a national VMT charging program. The forum participants were:

- **John Augustine**, Managing Director, *Intelligent Transportation System Joint Program Office, U.S. Department of Transportation*
- **James Crawford**, Executive Director, *E-ZPass Interagency Group*
- **Rich Cunard**, Engineer of Traffic and Operations, *Transportation Research Board (TRB)*
- **Glenn Deitiker**, President & CTO, *Telvent Caseta (representing OmniAir)*
- **JJ Eden**, Chief Operating Officer, *North Carolina Turnpike Authority*
- **Ian Grossman**, Senior Director of Government Affairs, *American Association of Motor Vehicle Administrators (AAMVA)*
- **Patrick Jones**, Executive Director & CEO, *International Bridge, Tunnel and Turnpike Association*
- **David Kristick**, Director of Operations, *E-470 Public Highway Authority*
- **Walter Kristlibas**, Project Director, *PBS&J*
- **Joung Lee**, Senior Analyst, *American Association of State Highway & Transportation Officials (AASHTO)*
- **Gregory LeFrois**, Vice President, *HNTB Corporation*
- **Frank McCartney**, Executive Director, *Delaware River Joint Toll Bridge Commission*
- **Petra Mollet**, Vice-President, Strategy, *American Public Transportation Association (APTA)*
- **Jack Opiola**, Senior Vice President, *D’Artagnan Consulting LLC*
- **Joshua Shank**, Director of Transportation Research, *Bipartisan Policy Center (BPC)*
- **Steven Snider**, General Manager & CEO, *Halifax Harbour Bridges*
- **Harold Worrall**, Managing Director, *Transportation Innovations, Inc.*
- **Kris Wuestefeld**, Vice President, *Wilbur Smith Associates*
- **Lawrence Yermack**, President, *Telvent Caseta*

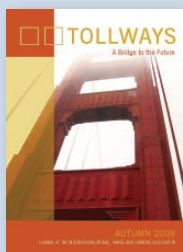
IBTTA RESEARCH

IN 2009, IBTTA CONDUCTED A MEMBER RESEARCH STUDY THAT COMPRISED OF INTERVIEWING 125 MEMBERS

IBTTA MEMBER RESEARCH STUDY

In May 2009, IBTTA conducted a comprehensive member research study to ensure that the organization is effectively meeting member needs and focusing on areas that add value to IBTTA membership. McKinley Marketing, the firm that conducted the study, reached out multiple times to the chief contact at every IBTTA member organization and completed detailed interviews with 125 members representing 45 percent of membership. The research results were presented to the IBTTA Board of Directors at their July 2009 meeting. IBTTA is grateful to respondents for giving so generously of their time to participate in this study that will help IBTTA become a better, stronger organization. Study results are available on IBTTA's website.

TOLLWAYS: THE OFFICIAL JOURNAL OF IBTTA



IBTTA's peer-reviewed journal *Tollways* showcases the latest research and case studies from some of the industry's top thought leaders. The Autumn 2009 issue featured articles on establishing a U.S. RFID standard, congestion pricing, bus toll lanes, cash collection, and procuring back office software and systems.

Journal articles dating back to the inaugural issue from Autumn 2004 are archived on IBTTA's website.

NEW RESEARCH TOOLS ADDED TO IBTTA'S TOLL INFORMATION CLEARINGHOUSE

IBTTA introduced new tools to make it easier to access information about toll facilities, tolling agencies and toll-related policies:

- **Global Map of Toll Facilities**
IBTTA maintains up-to-date information on toll facilities around the world with links to detailed information about each specific facility.
- **New Advanced Search Form**
Provides users with an expanded set of search criteria that includes data from members and nonmembers in the search results.
- **Updated Reports**
Members can access more than 10 most frequently requested datasets from the IBTTA website, including ETC tags and violation rates.
- **Data Advisory Group**
IBTTA members can discuss data needs including what data is collected, how much data is collected each year and the best way to make this information available to IBTTA member organizations.

SPECIAL RECOGNITION

IBTTA wishes to acknowledge our new and honorary members in 2009 as well as the following companies for their financial support of IBTTA and its programming. To view a complete list of IBTTA members, access our membership directory online at www.IBTTA.org.

PLATINUM SPONSORS

ACS*
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PBS&J
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Telegra*
United Toll Systems, Inc.
URS
VESystems

SUSTAINING MEMBERS

ACS Infrastructure Development
(ACS-Dragados)
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AECOM
Cofiroute USA
ETC Corporation
Fluor Enterprises, Inc.
Goldman, Sachs & Co.
HDR, Inc.
HMSHost Corporation
HNTB Corporation
Indra Systems, Inc.
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Michael Baker, Jr. Inc.
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PBS&J
Skanska Infrastructure Development
Stantec Consulting Services, Inc.
STV Incorporated
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NEW MEMBERS

Adopt A Highway Maintenance
Corporation
BrisConnections Pty Ltd
Buckland & Taylor Ltd
Caltrans
Cintra
Ennis Paint, Inc.
Dragados USA, Inc.
Federal Signal
FIS
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JP Morgan Securities Inc.
Knick Arm Bridge
Roy Jorgensen Associates, Inc.
Samsung SDS
Sinclair Knight Merz
SRF Consulting Group
Zachry Hastings Alliance

HONORARY MEMBERS ELECTED IN 2009

Lisa C. Callahan
Santiago Corral
James L. Ely
Stephen F. Mayer
Mary Jane O'Meara
Harold W. Worrall
Paul E. Violette

** Denotes Platinum Plus Sponsors — those who supported the annual meeting in addition to all seven workshops.*

AWARDS AND RECOGNITION

THE 2009 AWARD WINNERS ARE
LEADING INNOVATION THROUGH CREATIVE, INNOVATIVE AND POSITIVE PROGRAMS

TOLL EXCELLENCE AWARDS

The Toll Excellence Awards recognize IBTTA member agencies that are leading innovation through creative, innovative and positive

programs. Recognition is given in five categories with one winner also receiving the prestigious President's Award. The 2009 winners were announced at IBTTA's 77th Annual Meeting and Exhibition on September 14, 2009.



Kary Witt and Kathleen Aufschneider congratulate winners of IBTTA's 2009 Toll Excellence Awards.

ADMINISTRATION AWARD

ATTICA TOLLWAY OPERATIONS AUTHORITY Monitoring the Success

Athens, Greece

Considering that the customers of *Tollways* have higher service level demands compared to the users of non-tolled motorways, a "Monitoring the Success" action has been adopted by Attica Tollway. This action is based on the development of a system for monitoring and analyzing the trends of the outcome of an urban tollway, and it acts as a mechanism protecting the expected "value" that arises from the payment of a toll fee. The major components of this action are the key performance indicators, which are based

on a multifunctional survey, in reference mainly to safety and customer service. The full application for a period of three years of this action succeeded in detecting changes in service conditions, deviation from planned targets and in measuring service levels, so as to identify the necessary measures that will lead to the optimization of the level of service offered to the users.

CUSTOMER SERVICE AWARD

ROADS AND TRANSPORT AUTHORITY Salik Toll System — A Model of Toll Excellence

Dubai, United Arab Emirates

As with other cities on the path of accelerated growth, Dubai is facing challenges in managing the accompanying impacts on transportation. Salik, meaning open or clear in Arabic, is Dubai's new all electronic, open road tolling (ORT) system. It is a free flow tolling system operating at highway speeds with no plazas, gates, or other impediments to traffic flow. The system is maintained completely above the road from walkways inside the cladded gantries, requiring no road closures for regular maintenance. Salik also features the world's widest free flow tolling zone — at 40.3 meters (132 feet), spanning 7 ORT lanes in a single direction. Not only was the Salik turnkey toll system deployed in less than a year from study through revenue collection, it deployed technologies not previously attempted in toll collection. These world-record technological advancements clearly represent excellence and extraordinary achievement within the world's transportation industry.

SOCIAL RESPONSIBILITY AWARD

NORTH TEXAS TOLLWAY AUTHORITY

Sustainability Initiative

Plano, Texas

The North Texas Tollway Authority's Sustainability Initiative is a multi-faceted approach to environmental stewardship that seeks to improve air quality, protect water resources, and enhance sustainability and aesthetics that ultimately lead to a safer, cleaner, more efficient and enjoyable drive for motorists traveling in North Texas.

OPERATIONS AWARD

HARRIS COUNTY TOLL ROAD AUTHORITY

Wrong Way Detection System

Houston, Texas

Two separate motor vehicle accidents caused by motorists traveling in the wrong direction along the Westpark Tollway occurred within a span of four months in late 2006. Both accidents resulted in a number of fatalities. The Harris County Toll Road Authority (HCTRA) immediately began investigating technologies that could help detect vehicles entering the tollway in the wrong direction. After rigorous testing, wrong way detection stations were deployed at each egress point along the Westpark Tollway in addition to various locations along the tollway's mainline, for a total of 14 separate detection sites. The detection hardware communicates via fiber optic network to a customized software platform housed at the HCTRA Incident Management Center (IMC), where each site is monitored 24/7 in

real time for wrong way vehicles. Once a vehicle is detected, operators at the IMC are able to immediately dispatch law enforcement officers and monitor the vehicle's whereabouts via CCTV cameras. This deployment represents a first-of-its-kind wrong way vehicle detection system, covering more than 10 miles of the nation's first all-electronic tollway.

TECHNOLOGY AWARD AND PRESIDENT'S AWARD

407 ETR CONCESSION COMPANY LTD.

Vehicle Fingerprinting

Woodbridge, Ontario Canada

In May 2006, 407 ETR implemented Vehicle Fingerprinting, state-of-the-art technology in vehicle recognition, also referred to as Vehicle Data Tag (VDT). The implementation of this leading edge application has dramatically reduced the number of plates requiring manual verification and the number of staff performing this function. 407 ETR's customers make over 375,000 trips each workday and are sent over 1.3 million toll bills each month. With 20% of these trips being captured by video, a significant amount of revenue relies on being able to accurately identify these vehicles. Experience has shown that plate character information alone is not sufficient for processing some video transactions. VDT technology enhances overall vehicle recognition accuracy by providing the ability to identify vehicles using more than the plate. Available VDT software was integrated with the Optical Character Recognition (OCR) software already used by 407 ETR.

BOARD OF DIRECTORS



During the Annual Meeting in Chicago, IBTTA Board members recognized Susan Buse for her leadership as president in 2008.

EXECUTIVE COMMITTEE

KARY WITT

President
Bridge Manager
Golden Gate Bridge, Highway & Transportation District

STEVEN SNIDER

First Vice President
General Manager & CEO
Halifax Harbour Bridges

EDWARD DELOZIER

Second Vice President
Executive Director
E-470 Public Highway Authority

MAURIZIO ROTONDO

International Vice President
Head International and Technical
Affairs Division
Associazione Italiana Società
Concessionarie Autostrade e Trafori (AISCAT)

SUSAN BUSE

Immediate Past President

PATRICK JONES

Executive Director & CEO

DIRECTORS

KATHLEEN AUFSCHNEIDER

Deputy Executive Director
South Jersey Transportation Authority

JOÃO BENTO

Executive Director
BRISA

DANIEL CASTRIGANO

Chief Engineer
Ohio Turnpike Commission

EARL “BUDDY” CROFT

Executive Director
Rhode Island Turnpike & Bridge
Authority

ANTONIO DIEZ DE RIVERA

Executive Director
Asociación de Sociedades Españolas
Concesionarias de Autopistas,
Túneles Puentes y Vías de Peaje
(ASETA)

J.J. EDEN

Chief Operating Officer
North Carolina Turnpike Authority

JORDI GRAELLS

Managing Director of Toll Roads, North
America & International
Abertis Infraestructuras SA

BILL HALKIAS

Chief Executive Officer
Attica Tollway Operations Authority

MIKE HEILIGENSTEIN

Executive Director
Central Texas Regional
Mobility Authority

STEVE HEMINGER

Executive Director
Bay Area Toll Authority

JAMES JOHNSON

Executive Director
Delaware River & Bay Authority

VICTORIA CROSS KELLY

Director, Tunnels, Bridges &
Terminals Department
The Port Authority of New York & New
Jersey

FRANK McCARTNEY

Executive Director
Delaware River Joint Toll Bridge
Commission

JEAN MESQUI

Executive Director
ASFA — Association Professionnelle
Autoroutes et Ouvrages à Péage

DAVID MORETTI

Executive Vice President
MTA Bridges and Tunnels

RICHARD RACZYNSKI

Chief Engineer
New Jersey Turnpike Authority

JAVIER RODRIGUEZ

Executive Director
Miami-Dade Expressway Authority

MALIKA SEDDI

Director of International Affairs
ASFA — Association Professionnelle
Autoroutes et Ouvrages à Péage

TERESA SLACK

Chief Operating Officer
Georgia State Road & Tollway Authority

NEIL TOLMIE

Chief Executive Officer
N3 Toll Concession (Pty) Ltd.

Organization information listed above reflects each Board member's position in 2009.

2009 FINANCIALS

REVENUE

Operating Revenue	2,030,597
Meeting Revenue	2,363,677
Total Revenue	4,394,274

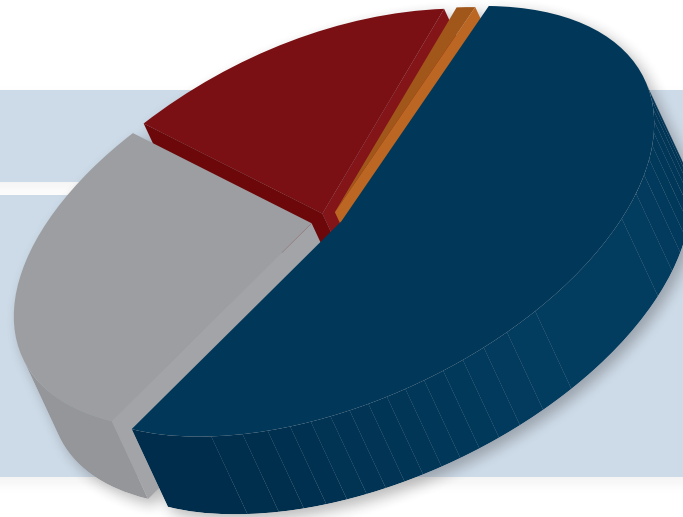
EXPENSES

Operating Expenses	2,584,300
Meeting Expenses	1,768,574
Total Expenses	4,352,874
Change in Net Assets, before investment income (loss)	41,400
Investment income (loss), net	272,361
Change in net assets	313,761
Net Assets, beginning of year	1,386,919
Net Assets, end of year	1,700,680

All figures in US dollars. *Consolidated to include IBTTA and IBTTA Foundation.

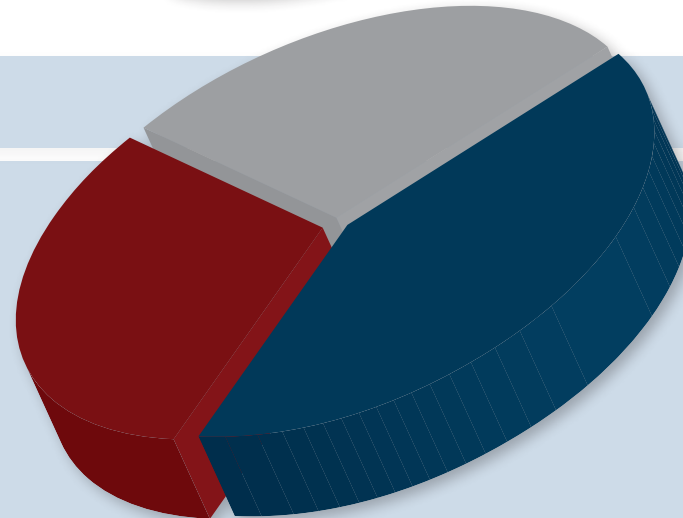
SOURCE OF FUNDS

■ Meeting Revenue	54%
■ Active Dues	28%
■ Associate and Sustaining Dues	17%
■ Other Income	1%



USE OF FUNDS

■ Meeting Expenses	41%
■ Personnel and Benefits	38%
■ Other	21%
Office Administration	8%
Program Related	9%
Travel and Living	1%
Association Administration	2%
Other (IBTTA Foundation)	1%



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OUR MISSION / THE INTERNATIONAL BRIDGE, TUNNEL AND TURNPIKE ASSOCIATION (IBTTA) 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.

THE IBTTA FOUNDATION / THE PURPOSE OF THE IBTTA FOUNDATION IS TO PROVIDE ADVANCED EDUCATION AND TRAINING TO PROFESSIONALS IN THE TOLL INDUSTRY ON THE MANY ASPECTS OF DESIGNING, BUILDING, OPERATING AND MAINTAINING A USER FINANCED TRANSPORTATION FACILITY. THE FOUNDATION ALSO HELPS SUPPORT OTHER EDUCATIONAL, RESEARCH, AND CHARITABLE INITIATIVES.



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