

# DRIVING SUSTAINABILITY

2010

REPORT TO  
MEMBERS

**IBTTA** 

International Bridge, Tunnel and Turnpike Association

DRIVING CHANGE SINCE 1932



DRIVING SUSTAINABILITY

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*2010 Report to Members*

INTERNATIONAL BRIDGE, TUNNEL AND TURNPIKE ASSOCIATION

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FROM THE PRESIDENT

# A YEAR OF DRIVING SUSTAINABILITY

*Skate to where the puck is going*

STEVE SNIDER 2010 IBTTA PRESIDENT



Having the ability to anticipate is the key to winning in sports, cards, and I would argue, even tolling. National Hockey League legend Wayne Gretzky, sustained a stellar 21-year career, holding 40 regular-season records, 15 playoff records and six all-star records by skating to where the puck is going to be, not where it is. If tolling is to continue on its trajectory of success, we must do the same.

In our case, the puck is moving toward sustainability. We have created a vibrant, global industry. Now, we must find ways to make it both sustainable in terms of generating revenue to build and maintain roads, bridges and tunnels and sustainable in terms of reducing our carbon footprint.

## Driving Sustainability. My Three-Tiered Approach

That is why, at the outset of my term as 2010 IBTTA president, I adopted *Driving Sustainability* as my theme and outlined the following three goals:

1. To drive sustainability in the environmental sense, my goal was to have our members think about the environment and how

our actions affect life on earth — not just human life but all life. My hope was that if members thought about their impacts to the environment for even a second, perhaps they would carry that seed back to their individual organizations and begin mitigation programs.

To that end, every IBTTA conference during my term had an environmental component. While valuable, these workshops were periods at the end of my call to action. What I wanted was an exclamation point. And, I found it in environmental photographer Chris Jordan.

During IBTTA's 78th Annual Meeting & Exhibition in San Diego, California, Jordan presented a gritty, uncensored photo essay on the effects of consumerism and runaway industrial growth on our planet's ecological life. As images of dead albatross chicks flashed on screen, I second guessed my idea of having him present to our members. Had I gone too far in subjecting our membership to such harsh commentary? I took a visual survey of the room to see how others were responding. Several members were wiping



away tears. The photos had gotten their attention; I had achieved my first objective.

2. To drive sustainability of our association, my goal was to renew IBTTA's long-range strategic plan. When I took office, the association had a five-year plan, which it used as a reference tool. I had a vision of creating a plan that would serve as a compass to our future, a document that guides and focuses IBTTA's future strategic decision-making and ongoing operational work. That goal became a reality immediately following my term in office on Jan. 15, 2011, when the 2011 board of directors approved the new strategic plan.

Developing a strategic direction is not a one-time event, but an ongoing commitment and process. This plan is a living, breathing document as opposed to a three-ring binder that takes up space on a shelf and collects dust. From now on, each board meeting will

start with the question, "What is it about our strategic plan that we need to address in this meeting?"

3. To drive sustainability of the global tolling industry, my goal was to further the development of a low-cost, broad interoperability solution. Marty Stone of the Tampa-Hillsborough Expressway Authority put together an exceptional interoperability committee during my term in office. The members have a tremendous range of experience, and they continue to work on the IBTTA's behalf.

Interoperability is a simple idea but a complicated process. The question isn't whether we will achieve continent-wide interoperability. We will. The question is at what cost? With the challenge of reduced revenues for maintaining non-tolled roads and the need to increase tolling on a global basis, our "product" of safe and reliable

travel must become more competitively priced. It is the key to sustaining our industry for the long term.

There is considerable discussion of the transportation industry moving toward a vehicle miles traveled charge as a way to supplement or eventually replace the fuel tax. For tolling to play a leading role in replacing the gas tax, the industry must strive to reduce its cost of collection.

The solution, in my opinion, is to transition from expensive in-house backroom and customer services operations. There are companies that can perform these services more efficiently and less expensively than we can, which will better position us for the future.

These three areas are where our puck is going; we must skate in these directions.



### **Tolling's Great One: Ed DeLozier**

And, if I may draw one more parallel between hockey and tolling, I would like to pay tribute to a friend and industry colleague who passed away during my term as president: Ed DeLozier, executive director of Colorado's E-470 Public Highway Authority.

Wayne Gretzky was known as "The Great One," a nickname given to him by sports writers, players and fans. Tolling's Gretzky equivalent was Ed. He was a leader, a friend and a selfless professional.

In 2007, after serving on the IBTTA board of directors for three years, I decided to offer my name for executive service as second vice-president. I called Ed to ask if he would provide me with a letter of support, and he readily agreed to do so. Later I learned he also had put his name forward for the same office.

That was the type of person Ed was. His term as IBTTA president would have immediately followed mine.

### **In scoring position**

Ed was one of tolling's champions. He passed away knowing he was part of a vibrant, alive industry. He saw tolling playing a growing role worldwide in how bridges, tunnels and roads are financed. He envisioned a sustainable industry.

Our world is challenged on so many fronts, and a sustainable, efficient transportation system is a big part of the solution. If countries don't have efficient transportation systems, our ability to move people and goods is restricted. Congestion and poorly maintained infrastructure costs us billions of dollars a year globally in lost lives and productivity and damage to our environment.

I believe we in the tolling industry have an opportunity — and a social responsibility — to help our world address these challenges. Creating a sustainable industry that enhances global mobility puts us in scoring position.

*Steve Snider  
2010 IBTTA President and  
General Manager & CEO  
Halifax Harbour Bridges*



A close-up photograph of a crocodile's skin, showing the characteristic scaly texture in shades of orange, red, and yellow. A bright yellow diagonal line runs from the bottom left towards the top right, crossing the skin texture.

# **IBTTA SUSTAINS MY INDUSTRY BY BEING THE GO-TO TRADE ASSOCIATION**

## LOOKING BACK

# The Year in Review

2010 was a year of great change and opportunity for tolling professionals around the world. As the effects of the global recession continue to be felt, companies and agencies have adapted in ways that better positioned them to respond to their customers. As the industry changes, one thing remains constant: IBTTA's commitment to providing the resources, advocacy and services needed to keep your operation resilient and thriving.

### Furthering Professional Development

As the leading provider of professional development for the industry, IBTTA organized six successful meetings and summits in 2010, including our first meeting in Athens, Greece, and a well-attended Annual Meeting in San Diego, CA. Our inaugural Legislative Conference in Washington, DC, signaled a renewed emphasis on political activism for the association.

### Tracking Trends

IBTTA strives to create value by keeping members abreast of trends that will see the tolling industry emerge as a dominant force in highway finance and operations around the world. The association actively seeks new ways to capitalize on the fresh ideas, perspectives and energy that individual members bring to the table. Through our new functional committees, special interest forums and the *Tolling Points* blog, IBTTA is committed to starting the conversation and spotlighting innovative approaches to successful tolling operations today and in years to come.

### Working with New Players in Washington

The new Congress came to Washington with Republicans in control of the House of Representatives including a new 87-member Republican freshman class. The new chairman of the influential House Transportation

and Infrastructure Committee, John Mica of Florida, announced that he would focus on stabilizing the highway trust fund, making better use of existing revenues and streamlining the project delivery process.

As Congress and the administration disagreed on how to strengthen the nation's investment in transportation, IBTTA helped form the Mileage-Based User Fee Alliance (MBUFA), a coalition of state departments of transportation, businesses, think tanks and associations whose mission to advance the state of the practice of mileage-based user fees.

Consistent with this effort, in December IBTTA endorsed a joint statement of the National Surface Transportation Infrastructure Financing Commission and the National Transportation Policy Project of the Bipartisan Policy Center which said that "Congress should remove

barriers to tolling and pricing” and that “we must begin to transition to a more direct user fee based on vehicle miles traveled.”

## Shaping the Nation’s Transportation Agenda

IBTTA closely monitors toll-related legislation and policy at the federal and state levels, while working to create a political environment that is more favorable to tolling. IBTTA asserts the industry viewpoint with key decision-makers through position papers, targeted mailings and events that call on public officials to consider expanding the use of tolling and road pricing as effective highway funding and finance solutions.

In October 2010, IBTTA seized the opportunity to mobilize national support for recommendations contained in a new report issued by the Miller Center of Public Affairs at the University of Virginia titled *Well Within Reach: America’s New Transportation Agenda*. The Miller Center report, which was based on findings from an October 2009 National Transportation Policy Conference, calls for transitioning from the per-gallon fuel tax to a highway use fee based on VMT.



U.S. Transportation Secretary Ray LaHood at the IBTTA Legislative Conference

The report’s recommendations drew on the expertise of three former U.S. Secretaries of Transportation and the findings from previous studies of transportation policy and funding conducted by the Brookings Institution, the Bipartisan Policy Center and two congressionally appointed transportation study commissions. According to the Miller Center report, adopting a funding approach based on VMT would restore the original intent of the Highway Trust Fund: that users fund the transportation system in proportion to their individual use. Many policy analysts view the VMT as a clear first

choice compared with other proposed highway funding mechanisms.

In a strong public statement issued by IBTTA in support of the Miller Center report, IBTTA Executive Director and CEO Patrick Jones said:

*“Like the reports and studies that preceded it, the Miller Center report urges the nation to move to a system of funding highways that is more sustainable. We heartily support the conclusion that ‘future funding mechanisms should not depend primarily on fossil-fuel consumption — which the government is actively seeking to discourage through a number of other policies — to keep up with transportation investment needs.’ Tolling and dynamic road-user charging are proven methods to support road investment and reduce congestion. The sooner we move to these proven methods of road funding, the better off our nation’s transportation system will be.”*



# Communications Platform

Our members value community. Having the ability to reach out instantly to an expert or a colleague with a question or an idea is priceless. IBTTA provides the communications infrastructure our members need to stay informed and connected.

## On-Demand Webcasts

IBTTA maintains an archive of webcasts of its most popular meetings that members may access through our website. This convenient resource includes: presentations from four separate meetings offered during the 2010 education series, multiple sessions from the 2008–2010 annual meetings and selected sessions from several other workshops.

## Tolling Points

IBTTA's official blog, *Tolling Points* (<http://ibtta.blogspot.com>), provides an interactive forum where transportation leaders can actively discuss and debate the most important issues of the day, such as: tolling U.S. interstate highways; interoperability; distracted driving; innovation; project delivery and public private partnerships.

## Tollways



IBTTA's peer-reviewed journal *Tollways* strives to be the primary agenda-setting publication for the transportation profession, providing a serious source of original thinking to advance

the performance of organizations engaged in tolling and other direct user-fee financed transportation services. The fall 2010 issue explored several relevant topics including radical convenience, road safety, dynamic road pricing, and traffic and revenue forecasting. Articles from all issues of *Tollways* are available at [www.ibtta.org](http://www.ibtta.org).

## Data Advisory Group

The Data Advisory Group was formed to facilitate an ongoing discussion about IBTTA's data needs, including what is collected, what should be collected, and how best to make this information available to member organizations. The group is helping to lead an effort to strengthen the quality and usability of toll industry information.



**STEVE PUSTELNYK**  
MEMBER SINCE 1996

"I feel sorry for the agencies that stay within their bubbles and don't participate in IBTTA. You can't evolve in a bubble. To a degree, it takes courage to invest in IBTTA, and to send your people to meetings. It's not an easy decision in today's fiscal environment.

I have been privileged since my mid-20s to have employers who supported my involvement in IBTTA. The association has greatly enriched my skill set, knowledge and experience. My involvement has created contacts and associations that have proven invaluable as I move through my career."

*Director of Communications  
Central Texas Regional Mobility Authority  
Austin, TX*



**IBTTA'S LEADERSHIP ACADEMY  
SUSTAINED ME  
BY SHOWING ME THE  
FUTURE OF TOLLING**

## EXPANDING YOUR KNOWLEDGE

# The 2010 Education Series



One of the most valuable aspects of participating in IBTTA events is the sharing of experience. Each year, IBTTA offers a range of educational workshops and meetings uniquely designed to provide our members such opportunities. Tailored to tolling professionals working at all operational levels, these content-rich sessions allow colleagues to explore progressive solutions to common challenges while benefiting from the expertise and insights of recognized leaders.

### IBTTA Leadership Academy

Funded through contributions to the IBTTA Foundation and student tuition, the IBTTA Leadership Academy provides a comprehensive executive development experience for senior-level managers in public- and private-sector organizations serving the tolling industry. This intense week-long course is taught by internationally recognized leaders, business partners, educators and public officials. The curriculum was developed by the Eno Transportation Foundation and Dr. Barbara Gannon, in conjunction with IBTTA and the Leadership Academy Board of Regents. The curriculum includes all facets of toll agency operations.

The third IBTTA Leadership Academy Executive Development Program was held Jan. 31–Feb. 4, 2010, in Washington, DC. Congratulations to the entire class.



**THERESA WEEKES, CPA**  
MEMBER SINCE 2008

"I came from the insurance industry. This job is my first in tolling. The reason I attended IBTTA's Leadership Academy was partly to develop my leadership skills but more to hear different perspectives on the industry and where it's going. I'm on an 'island' here in San Diego. There aren't many other private transportation projects or toll roads near me. So, when it comes to the future of tolling and technological advancements, such as all-electronic tolling and violation enforcement, I turn to IBTTA to supplement my knowledge — to help me understand what I don't know, and where I can find the answers."

*Chief Accounting Officer  
South Bay Expressway  
San Diego, CA*



## 2010 Leadership Academy Class\*



*The 2010 Class of the IBTTA Leadership Academy*

Richard Arce

*Managing Director, Kapsch TrafficCom U.S.  
Corporation, Sterling, VA*

James Beattie

*Vice President, NJTA GEC Program Director,  
HNTB Corporation, Wayne, NJ*

Christopher Bucknor

*Director, EAC Consulting, Inc., Miami, FL*

John Daly

*Managing Director, Genesee County Road  
Commission, Flint, MI*

Michael DeBacker

*National Director, Transportation Practice,  
Burns & McDonnell, Kansas City, MO*

Jon Eppell

*Bridge Engineer, Halifax Harbour Bridges,  
Dartmouth, NS*

Uwe Fritz

*Program Manager, VESystems LLC, Irvine, CA*

Jeffrey Heilstedt

*Vice President, AECOM Technical Services, Inc., Chicago, IL*

Kevin Hoeflich

*National Director of Tolls, PBS&J, Orlando, FL*

Marcelle Jones

*Senior Transportation Policy Advisor, Jacobs Engineering  
Group, Dallas, TX*

David Joy

*Chief Financial Officer, Blue Water Bridge Canada,  
Point Edward, ON*

William Howard Kelly

*Director, The Capital Corridor, Thousand Islands Bridge  
Authority, Alexandria Bay, NY*

Carolyn LeBail

*Manager, Human Resources & Administration, Transporta-  
tion Corridor Agencies, Irvine, CA*

Peter Merfeld

*Chief Operations Officer, Maine Turnpike Authority,  
Portland, ME*

Daniel Ohst

*Senior Manager, Business Development, Toll Collect  
GmbH, Berlin, Germany*

Lynne Paul

*Chief Financial Officer, Tampa Hillsborough County  
Expressway Authority, Tampa, FL*

Xavier Rabell

*CEO, AREAS USA, Inc., Miami, FL*

Enrique Ramirez

*Operations Manager, Holland Tunnel, The Port Authority of  
NY & NJ, Jersey City, NJ*

Shane Savgur

*Chief Technology Officer, South Bay Expressway,  
San Diego, CA*

Jason Schmer

*Vice President, Municipal Services Bureau, Austin, TX*

Susan Shuttleworth

*Director, Marketing & Business Development  
Support Group, TransCore, Carrollton TX*

Charles Stracciolini

*Program Manager of Technology, Delaware River Joint  
Toll Bridge Commission, Morrisville, PA*

Juan Toledo

*Assistant Director of Engineering, Miami-Dade Expressway  
Authority, Miami, FL*

Donald Tone, Jr.

*Vice President/Traffic Section Manager/  
Professional Associate, HDR, Inc., White Plains, NY*

Theresa Weekes

*Chief Accounting Officer, South Bay  
Expressway, LP, San Diego, CA*

James Wilson

*Vice President, Operations Management  
TransCore, Dyer, IN*

Kris Wuestefeld

*Vice President, Wilbur Smith Associates,  
New Haven, CT*

*\*Organizational affiliations are those of students at the time of the class.*

# Community Service Platform

## Sustainability Efforts

IBTTA is taking careful steps to leave a greener footprint on the environment. This year's efforts included:

- Cutting back on the amount of printed materials distributed at our annual education series
- Encouraging smart transportation options at meetings
- Planning events at locations where participants can walk or use public transportation
- Partnering with HDR, Inc., which served as our meeting sustainability advisor
- Giving workshop and annual meeting delegates the opportunity to become "climate champions" and help offset their own carbon footprints with a contribution to support Choice Carbon, a landfill gas-to-energy facility in Rock Island County, IL. This initiative augments climate change strategies by reducing the amount of methane that would otherwise be released from the landfill and then used as fuel for the generation of electrical energy.

IBTTA's best practices in sustainability include:

- Using 100 percent recyclable or biodegradable paper products
- Conducting surveys for meeting and project evaluations online versus printing them
- Using wind-powered printing and a waterless process that uses environmentally friendly, soy-based ink
- Reusing SMART signs at all association events
- Recycling event supplies when possible

## The IBTTA Foundation

The IBTTA Foundation is committed to providing 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 association's philanthropic arm supports research, charitable good works and the Leadership Academy executive development program, which helps the next generation of toll industry leaders to strengthen their effectiveness and serve the public interest.



**CINDY POLO-SERANTES**  
MEMBER SINCE 2007

"My first experience with IBTTA was speaking at a workshop. I was new and IBTTA seemed like a big group of experts who were the top of the top. It was intimidating. After my presentation, IBTTA was still a big group of people at the top of their fields, but now it was welcoming. Everyone was eager to hear what I had to say. I was now part of the club, part of a new voice in transportation."

*Communications Manager  
Miami-Dade Expressway Authority  
Miami, FL*

On September 15, 2010, immediately following the closing session of the 78th Annual Meeting, IBTTA hosted a fundraising golf tournament at the Maderas Golf Club in San Diego, CA, to benefit the IBTTA Foundation and the Leadership Academy. The event raised more than \$25,000.



### IBTTA's First Legislative Conference

March 22–23, 2010, Washington, DC

**HOST:** Members of the IBTTA Government Affairs Task Force

**ONLINE RESOURCES:** On-demand webcast of opening session; 7 presentations

More than 100 individuals came together to focus on key legislative and regulatory issues affecting our industry, including eliminating the barriers to tolling, expanding TIFIA and other credit enhancement programs and keeping interoperability decisions in the hands of toll operators. Participants spent time on Capitol Hill meeting with elected officials and their staff to share information about key tolling initiatives and to better inform policy decisions. In his opening keynote address, U.S. Transportation Secretary Ray LaHood congratulated IBTTA and its members for our commitment to safety and innovations in funding transportation. A webcast of the opening session featuring presentations by Secretary LaHood, IBTTA President Steve Snider, IBTTA CEO Patrick Jones and *Transportation Weekly* Editor Jeff Davis is available on the IBTTA website.



### Organization Management Workshop: Enhancing Mobility through Innovation

April 18–20, 2010, Austin, TX

**HOST:** The Central Texas Regional Mobility Authority and the Texas Turnpike Authority

**ONLINE RESOURCES:** On-demand webcast of legislative update; 29 presentations

Industry professionals from all sectors convened to consider practical and effective solutions to streamlining operations. Author and journalist Tom Vanderbilt, our keynote speaker, entertained attendees with anecdotes from his *New York Times* bestseller *Traffic: Why We Drive the Way We Do (and What It Says About Us)*. Breakout session tracks focused on an array of hot topics, including winning with the news media, the impact of the recession on innovative finance, environmental sustainability, revenue reporting and cashless tolling, minimizing business risk, public opinion research, reorganization and downsizing, online communication tools and public engagement.



### The Future of Tolling: Going Mainstream through ORT and Interoperability

May 23–25, 2010, Boston, MA

**HOST:** Massachusetts Department of Transportation

**ONLINE RESOURCES:** On-demand webcast of 11 sessions; 76 presentations

More than 350 transportation experts from around the world participated in sessions on all-electronic toll collection, VMT charging, violation enforcement, and achieving full interoperability. The summit featured the first meeting of the new functional committees created earlier this year to foster deeper engagement in IBTTA among specific constituent groups.







## Modern Toll Roads – A New Chapter in Social Responsibility

June 20–22, 2010, Athens, Greece

**HOST:** Attica Tollway Concessionaire and Attica Tollway

**ONLINE RESOURCES:** 26 presentations

Transportation experts from around the world assembled for IBTTA's first conference held in Greece to discuss interoperability, open road tolling, driving toward "green," social responsibility and quality of life. Featured speakers included Demitrios Reppas, Greece's Minister of Infrastructure, Transport, and Networks. In conjunction with this meeting, a select group of IBTTA members were able to meet with the Greek Minister of Transportation and ten other senior officials to brief them on the role of toll roads, concessions and electronic toll collection.



## 78th Annual Meeting & Exhibition: Driving Sustainability

September 12–15, 2010, San Diego, CA

**HOST:** The California Toll Operators Committee (CTOC)

**ONLINE RESOURCES:** On-demand webcast of 8 sessions; 46 presentations

Nearly 850 delegates heard keynote presentations by photographer and environmental activist Chris Jordan and leadership expert Steve Farber. The annual meeting also featured technical presentations by 80 industry experts; technical tours of the South Bay Expressway and the I-15 Managed Lanes; an exhibit hall with more than 40 companies offering solutions to mobility issues; recognition of IBTTA Leadership Academy graduates and Toll Excellence Award winners; and the IBTTA Foundation golf fundraiser. During a special tribute to Ed DeLozier, former executive director of The E-470 Public Highway Authority and first vice president of IBTTA, who passed away in April 2010 (see page 29), Ed was elected Honorary President of IBTTA (2010–2011) in recognition of his lifelong dedication to the toll industry and the association.



## Operating and Maintaining Your Toll Facility — Where the Rubber Meets the Road

October 3–5, 2010, Raleigh, NC

**HOST:** The North Carolina Turnpike Authority and the North Carolina Department of Transportation

**ONLINE RESOURCES:** 28 presentations

Attendees explored how engineering, design, maintenance, operations and security roles intersect to address the challenges of operating modern, sustainable, technologically advanced and economically viable toll facilities. IBTTA's final workshop of the year featured an energizing mix of cutting edge solutions and practical strategies for overcoming obstacles and achieving new levels of organizational success. This meeting also featured the North Carolina State University Student Challenge: Designing a Mobile "App" for our Roads where students were invited to present their designs for a conceptual mobile phone application to benefit both customers who use all electronic toll roads as well as the toll road operation.



## 2010 Year in Review

**JANUARY 13–16**

Sarasota, FL

**Winter Governance  
Meeting**

**JANUARY 31–  
FEBRUARY 4**

Washington, DC

**IBTTA Leadership  
Academy Executive  
Development Program**

**MARCH 22–23**

Washington, DC

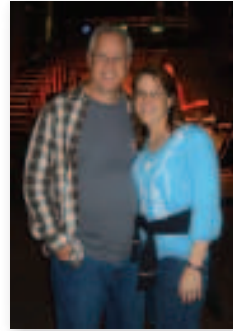
**IBTTA Legislative  
Conference**

**APRIL 18–20**

Austin, TX

**Organization Management  
Workshop**





## **MAY 23–25**

Boston, MA

**The Future of Tolling:  
Going Mainstream through  
ORT and Interoperability**

## **JUNE 20–22**

Athens, Greece

**Modern Toll Roads —  
A New Chapter in  
Social Responsibility**

## **JULY 15–17**

Washington, DC

**Conference Planning  
Meeting and Strategic  
Planning Meeting**

## **SEPTEMBER 12–15**

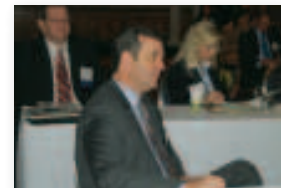
San Diego, CA

**78th Annual Meeting  
& Exhibition: Driving  
Sustainability**

## **OCTOBER 3–5**

Raleigh, NC

**Operating and  
Maintaining Your Toll  
Facility — Where the  
Rubber Meets the Road**







# **IBTTA HAS SUSTAINED OUR AGENCY BY SHARING LESSONS LEARNED ON ORT**

## CELEBRATING SUCCESS

# 2010 Toll Excellence Awards



The IBTTA Toll Excellence Awards recognize member agencies that are advancing the industry through creative, innovative and positive programs. Winners are selected in five categories: Administration; Customer Service; Operations; Social Responsibility and Technology.

One of the five winners also receives the prestigious President's Award, IBTTA's highest honor.

### ADMINISTRATION AWARD

#### METROPOLITAN WASHINGTON AIRPORTS AUTHORITY

##### *Dulles Corridor Enterprise Initiative*

The Metropolitan Washington Airports Authority (Airports Authority) operates Washington Dulles International Airport and Ronald Reagan Washington National Airport. Pursuant to agreements with the Virginia Department of Transportation (VDOT), this agency also is responsible for operating the Dulles Toll Road, an eight-lane limited access highway approximately 13.4 miles in length that extends from Fairfax County to Loudoun County, Va. This project highlights the administrative and financial policies



that were developed by the Airports Authority as part of its Dulles Corridor Enterprise Initiative, a program designed to ensure completion of the Dulles Metrorail Project and other transportation



**BILL M. HALKIAS, PE**  
MEMBER SINCE 2004

"Right now my agency and all other Greek toll road agencies need fresh ideas and solutions to help us overcome very difficult challenges we are facing. The IBTTA family represents such broad experience that you literally can find a colleague who has confronted similar challenges as you have. They can tell you what to do and what to avoid. When members share lessons learned, you start from a higher ground. Thanks to IBTTA, we are able to provide a level of service to our users equal to international standards. Now Greece's toll roads are viewed as being better than comparable non-tolled roads. When you are part of a group like IBTTA, doors are open for you."

*Chief Executive Officer  
Attica Tollway Operations Authority  
Attikes Diadromes SA  
Athens, Greece*



improvements by leveraging toll road revenues and other federal, state and local resources.

The Dulles Metrorail Project is a 23.1-mile extension of the Washington Metropolitan Area Transit Authority's Metrorail system from Fairfax County to Dulles International Airport and beyond. The success of this initiative illustrates the important leadership role that toll agencies can play in addressing regional mobility needs and promoting multimodal transportation solutions.

The Airports Authority met several challenges, including negotiating a permit and operating agreement with VDOT that establishes the rights and obligations of the Airports Authority with regard to the operation and maintenance of the Dulles Toll Road over a 50-year period. Tolling executives developed and executed short- and long-term strategies for managing Dulles Toll Road operations, implemented a regulatory process for soliciting public comment on the toll increases required to finance the Metrorail extension, and successfully accessed the debt capital markets by creating a new revenue bond with credit secured solely by Dulles Toll Road revenues. The inaugural

bond sale was named Bond Buyer's 2009 Deal of the Year. In addition, the Airports Authority has been recognized for its Dulles Corridor initiative by the Government Finance Officers Association.

### **SOCIAL RESPONSIBILITY AWARD**

#### **CCR GROUP, BRAZIL**

*Road to Citizenship*



The number is alarming. According to statistics from the Ministry of Health, more than 37,000 people die every year in traffic accidents on Brazil's streets, avenues and roads — equal to 185 commercial airplanes crashing every year. CCR is concerned about these figures and decided to do more than maintain its highways in excellent condition and offer services to its users. From the same

expertise with which it administers 1,571 kilometers of highways, CCR understands that the best way to lower accident rates is to invest in traffic education that will prepare future drivers.

In 2002, the CCR Group, through its CCR AutoBAn concessionaire, which oversees the Anhanguera-Bandeirantes System, began its Road to Citizenship program. The objective was to take information on traffic safety and citizenship to the public schools in the cities through which its highways run. Because the project was so well-received in those cities, the company decided to expand the program to other CCR concessionaires: CCR NovaDutra (Via Dutra) and CCR ViaOeste (Castello Branco and Raposo Tavares).

Last year, CCR worked on a broad front with city governments and departments of education to extend the Road to Citizenship program to all of its concessionaires. The Road to Citizenship program became one of the main corporate responsibility programs of the CCR Group. Since its creation, the program has benefited approximately 750,000 children in 72 municipalities.



## OPERATIONS AWARD

### TEXAS DEPARTMENT OF TRANSPORTATION, TEXAS TURNPIKE AUTHORITY DIVISION

#### *TxTag® In-Lane Tag Sales*



In 2007, the Texas Department of Transportation (TxDOT) identified a customer need to obtain a TxTag transponder on the roadway as opposed to driving to the customer service center, ordering through the mail or visiting a retail outlet. To meet this demand, the Texas Turnpike Authority (TTA) Division of TxDOT created the In-Lane Tag Sales program.

This program made TxTag transponders available for purchase in the attended cash collection lanes at all of the mainline toll plazas

on the Central Texas Turnpike System. Drivers traveling on Loop 1, State Highway 45 north and State Highway 130 in the Austin area can now purchase funded TxTag transponders at a mainline plaza for \$20 cash, install the tag and use it immediately. The program was well-received by drivers. As of March 2010, more than 120,000 tags had been sold through the In-Lane Tag Sales program. The TTA division continually strives to provide drivers with customer-centric programs and approaches, representing leadership in the toll industry. The In-Lane Tag Sales program is an excellent addition to that culture, making toll facilities more user-friendly and more affordable to customers on the go.

## TECHNOLOGY AWARD

### QUEENSLAND MOTORWAY LIMITED, AUSTRALIA

#### *Free-Flow Tolling Project*

Queensland is Australia's fastest growing state with more than 1,500 people migrating each week. In the capital city of Brisbane, more than 250,000 trips are recorded on the Gateway and Logan motorway toll roads each day. In the past decade, growing traffic numbers have



contributed to heavy congestion, lengthened journey times, and reduced trip time reliability. Toll plazas added to the problem, creating choke points for motorists.

In 2005, an AU\$1.88 billion upgrade of the Gateway Bridge and motorway was authorized by the state government. Officials also announced that Queensland Motorways would transition from hybrid cash and constrained lane electronic tolling to an open-road completely electronic system known as free-flow tolling, prior to the opening of the second Gateway Bridge in 2011. In 2007, the scope of the project increased to include the Logan and Gateway Extension motorways, and its delivery

was brought forward by two years to provide the benefits to customers sooner.

Following the establishment of key partnerships and alliances with leading industry vendors to complete this work, Queensland Motorways successfully delivered the project's first phase in July 2008 with the introduction of the advanced SAP system for the company's human resources and payroll processes. This was followed by a new SAP finance system

in December 2008. In parallel with these activities, the Logan Alliance — comprising Queensland Motorways, BMD Constructions, and Kellogg, Brown and Root — was upgrading interchanges and toll points on the Logan and Gateway Extension motorways. The Leighton Abigroup Joint Venture carried out the civil works on the Gateway Motorway as part of the Gateway Upgrade Project. The works also involved installing 13 tolling gantries and associated infrastructure across the road network.

On July 1, 2009, the transition to free-flow tolling began with the launch of the new Central System, eCommerce website, IVR system, brand, and suite of product and payment channels. On July 22, cash tolling on the roadside ceased permanently when the toll plazas were closed and the new roadside system commenced its free-flow tolling operation. Queensland Motorways successfully transitioned to the new system with no loss of revenue and minimal customer impact.

## PRESIDENT'S AWARD AND CUSTOMER SERVICE AWARD

**NORTH TEXAS TOLLWAY AUTHORITY** *Customer Driven Management*



The North Texas Tollway Authority (NTTA) is committed to providing the highest level of customer service for the least amount of cost. Having committed to all-electronic tolling, the NTTA knew enhancing its customer experience would be a much bigger challenge. The elimination of tollbooths, the implementation of ZipCash payment systems, and the opening of new facilities have increased volume and pressure on all customer touch points. Seeking solutions to providing value-added

services with less resources and capital, NTTA turned to an unlikely partner: its customers.

The NTTA enlisted thousands of customers to provide advice, coach employees, audit customer experiences and train NTTA personnel. Using Tamer Partners Corporation's Customer Driven Management (CDM) application, the NTTA can access customers at any time for input, which results in hundreds of customers assisting individuals in addressing specific performance areas. This practice has reduced management expenses, increased customer loyalty, streamlined processes, changed employee behavior, and most importantly, dramatically improved customer experience.

In addition to synchronizing with customers, the NTTA also leverages CDM to facilitate virtual focus groups. The NTTA was

considering two sign designs to communicate a rate change based on vehicle axles. Using online tools, customers viewed the designs and provided enough detailed feedback and advice that the NTTA was able to produce a third and final design that is in place today. A similar process allowed customers to view and provide feedback on new invoice layouts. These two instances alone saved tens of thousands of dollars in traditional focus group cost and reduced contact volumes and their associated costs. NTTA increased its level of service at a minimal cost while reducing the operational costs of quality monitoring and coaching staff.







**TYLER MILLIGAN**  
MEMBER SINCE 2000

“Through IBTTA, I have the opportunity to create or renew relationships with clients and former colleagues and to reach out to industry partners. It’s nice to meet or say hello to peers at other firms whom I know personally and to realize that, technically, we are all working toward the same goal of bettering our clients.

In a country with so many distinct and varied toll agencies, IBTTA draws down barriers and helps us to see we are all in the same boat. It encourages me that so many agencies are willing to participate and work together toward a common good.”

*Toll Operations Project Manager  
Jacobs Engineering  
Dallas, TX*

## EXPRESSING THANKS

# 2010 Distinguished Members

IBTTA acknowledges all of our members and gives special thanks to the Platinum Sponsors and Sustaining Members who provided financial support to IBTTA throughout the year. IBTTA also recognizes new members, Honorary Members and Past Presidents.

### Platinum Sponsors

Platinum Sponsors provided sponsorship support for all five of our workshops in 2010.

ACS, A Xerox Company\*  
AECOM\*  
ETC\*  
HNTB\*  
IBI Group\*  
Parsons Brinckerhoff  
PBS&J, an Atkins Company  
Raytheon\*  
United Toll Systems Inc.\*  
URS  
VESystems\*  
Wilbur Smith Associates

### Sustaining Members

Sustaining Members are associate members that choose voluntarily to increase their financial support of IBTTA and its programs. Sustaining members receive additional recognition for their vital contributions at IBTTA events.

Accenture LLC  
ACS Infrastructure Development Inc.  
(ACS-Dragados)  
ACS, A Xerox Company  
AECOM  
AREAS USA  
Bank of America Merrill Lynch  
Cofiroute USA  
ETC Corporation  
Federal Signal Corporation

*\*Platinum PLUS Sponsors, designated with an asterisk (\*), also supported the annual meeting.*

Fluor Enterprises Inc.  
 Goldman, Sachs & Co.  
 HDR Inc.  
 HMSHost Corporation  
 HNTB Corporation  
 InTranS Group - CS  
 Jacobs Engineering Group  
 McDonald's Corporation  
 Michael Baker Jr., Inc.  
 Parsons Brinckerhoff, Inc.  
 PBS&J, an Atkins Company  
 Skanska Infrastructure Development  
 Stantec Consulting Services Inc.  
 STV Incorporated  
 TransCore Inc.  
 Wilbur Smith Associates

## **New Members in 2010**

### **ACTIVE MEMBERS**

Georgia Department of Transportation  
 Hidalgo Regional Mobility Authority  
 Innovative Road Solutions  
 Louisiana Department of Transportation and Development  
 Metropolitan Washington Airports Authority  
 Transportation Investment Corporation  
 TT2 Ltd - Tyne Tunnels 2

### **SUSTAINING MEMBERS**

Accenture  
 Areas USA

### **ASSOCIATE MEMBERS**

Bee Tech SA  
 C&M Associates  
 CH2M Hill  
 Cubic Transportation Systems Inc.  
 D'Artagan Consulting  
 Florida Turnpike Services  
 Frank Wilson & Associates  
 Impera  
 InComm  
 Iteris  
 Janney Montgomery Scott  
 L&G Consulting Engineers  
 Morgan Stanley  
 Piper Jaffray & Co.  
 Van Wagner Communications

## **Honorary Members**

Honorary members are individuals who have made outstanding contributions to further the association's purposes and objectives.

José Manuel Basañez  
 Paul Burnette, Jr.  
 Oliver K. Compton, Jr.  
 James A. Crawford  
 Ronald Cunningham  
 Robert L. Davis  
 Daniel W. Greenbaum  
 James W. Griffin  
 John J. Hassett  
 Frank A. Howe  
 Burt H. Marshall  
 Jean Millier  
 Kodo Ogata  
 D. Rafael del Pino y Moreno  
 W. A. Rusch  
 Gordon Slaney  
 Norman H. Wuestefeld  
 Bruce Zimmerman

### **HONORARY MEMBERS ELECTED IN 2010**

Susan A. Buse  
 James A. Crawford

*Honorary Members who served as an IBTTA President are listed in the Past Presidents section (see page 24).*

## Past Presidents

2009 | Kary H. Witt

*Golden Gate Bridge, Highway and  
Transportation District*

2008 | Susan A. Buse\*

*North Texas Turnpike Authority*

2007 | James L. Ely\*

*Florida's Turnpike Enterprise*

2006 | Santiago Corral\*

*Autopista Vasco-Aragonesa, C.E.S.A*

2005 | Stephen F. Mayer\*

*Buffalo & Fort Erie Bridge Authority*

2004 | Jean-Francois Poupinel\*

*COFIROUTE*

2003 | Vincent L. Leonetti\*

*South Jersey Transportation Authority*

2002 | Harold W. Worrall\*

*Orange Orlando County Expressway Authority*

2001 | Paul E. Violette\*

*Maine Turnpike Authority*

2000 | Luis Ferreiro\*

*AUMAR*

1999 | Mary Jane O'Meara\*

*Massachusetts Port Authority*

1998 | James K. Brookshire, Jr.\*

*Chesapeake Bay Bridge & Tunnel Commission*

1997 | Lisa C. Callahan\*

*Kansas Turnpike Authority*

1996 | Carney J. Champion\*

*Golden Gate Bridge, Highway and Transportation District*

1995 | Franco Schepis\*

*Autostrade Concessioni e Costuzioni Autostade, S.P.A.*

1994 | Russel I. Wilcox\*

*Thousand Islands Bridge Authority*

1993 | Anthony J. Barber\*

*Port Authority of New York and New Jersey*

1992 | Ronald J. Delaney\*

*Detroit & Canada Tunnel Corporation*

1991 | George P. Zilocchi\*

*New Jersey Turnpike Authority*

1990 | Henri Cyna\*

*COFIROUTE*

1989 | Allan V. Johnson\*

*Ohio Turnpike Authority*

1988 | Robert J. Farrell\*

*New York State Thruway Authority*

1987 | John R. Woodruff\*

*Delaware River Port Authority*

1986 | Jose Luis Ceron Ayuso\*

*Autopistas Del Mare Nostrum, C.E.S.A.*

1985 | R.D. Fogo\*

*Kansas Turnpike Authority*

1984 | Roger Ginocchio\*

*New Jersey Turnpike Authority*

1983 | Dale W. Luehring\*

*Golden Gate Bridge, Highway and Transportation District*

1982 | K.C. Pearson\*

*Massachusetts Port Authority*

1981 | Vito Rocco\*

*AISCAT*

1980 | Stanley J. Britton\*

*Massachusetts Turnpike Authority*

1979 | Roy G. Lancaster\*

*Detroit International Bridge Company*

1978 | Jorge Masia\*

*Autopistas*

1977 | Howard M. Reily\*

*Texas Turnpike Authority*

1976 | Lawrence J. Lewis\*

*Port Authority of New York and New Jersey*

1975 | Phillip B. Lee

*New York State Thruway Authority*

1974 | William J. Flanagan\*

*New Jersey Turnpike Authority*

*\*also an honorary member*



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

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

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

1970 | Franklin V. Summers  
*Pennsylvania Turnpike Commission*

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

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

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

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

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

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

1963 | James Adam  
*Golden Gate Bridge & Highway District*

1962 | John Pershing  
*Richmond-Petersburg Turnpike Authority*

1961 | Frank J. Horthy  
*Delaware Memorial Bridge*

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

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

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

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

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

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

1954 | Roy Clippinger  
*White County Bridge Commission*

1953 | Harry Taylor  
*Triborough Bridge & Tunnel Authority*

1952 | Charles M. McCamic  
*Interstate Bridge Company*

1951 | James E. Ricketts  
*Golden Gate Bridge & Highway District*

1950 | Billings Wilson  
*Port of New York Authority*

1948–49 | Louis J. Groene  
*Covington & Cincinnati Bridge Co.*

1943 | S.P. Price  
*Vicksburg Bridge Commission*

1942 | J.K. Beretta  
*Laredo Bridge*

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

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

1938–39 | John W. Beretta  
*Laredo Bridge*

1937 | W. L. Ingerick  
*Huntington & Ohio Bridge Company*

1936 | Arthur A. Niessen  
*Tacony-Palmyra Bridge Co.*

1934–35 | A. Clifford Shinkle  
*Covington & Cincinnati Bridge Co.*

1933 | Dr. D.B. Steinman  
*Robinson & Steinman, Construction Engineers*

*For a complete list of members, see IBTTA's membership directory at [www.IBTTA.org](http://www.IBTTA.org).*

*\*also an honorary member*

The background of the slide is a close-up photograph of wood grain, showing various shades of orange, red, and brown. A bright yellow line, resembling a road or a path, runs diagonally across the lower half of the image, starting from the bottom left and extending towards the top right. The text is overlaid on a semi-transparent dark brown rectangular box in the upper left quadrant.

# **IBTTA SUSTAINS ME**

## **BY CARING ABOUT ME**

### **AS A PERSON**

## PROVIDING STRATEGIC GUIDANCE

# 2010 Board of Directors



*2010 Executive Committee*

## 2010 Executive Committee

### President

Steven Snider

*General Manager & CEO Halifax Harbour Bridges*

### First Vice President

Frank McCartney

*Executive Director, Delaware River Joint Toll Bridge Commission*

### Second Vice President

Jordi Graells

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

### International Vice President

Malika Seddi

*Director of International Affairs, ASFA - Association  
Professionnelle Autoroutes et Ouvrages à Péage*

### Immediate Past President

Kary Witt

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

### Executive Director & CEO

Patrick Jones\*

*IBTTA*

*\*Non-voting member of the Executive Committee*

The IBTTA Board of Directors sets the strategic direction of the association, approves the association outcomes to be accomplished and assures that the resources necessary for the achievement of desired outcomes are available and used efficiently. IBTTA's Board of Directors consists of 25 Active (toll operator) member representatives. Directors serve staggered 4-year terms and officers serve one-year terms. The terms of officers and directors begin on January 1 of the year following their election at the association's annual meeting.



**EMANUELA STOCCHI**  
MEMBER SINCE 2000

"Several months can pass before we convene for an annual meeting or board meeting, but, no matter how long it's been, someone at that meeting will remember to ask me about my family, my life or my study of classical and lyrical music. Apart from my job, singing is my passion, and my IBTTA colleagues sustain me in this activity by asking about my progress and sending me emails of encouragement before a concert or a performance. IBTTA respects its members as professionals but cares about us as family."

*International Affairs Manager  
AISCAT, the Italian Association of  
Toll Motorways Operators  
Rome, Italy*



## Directors

João Bento

*President, BRISA, Auto-Estradas de Portugal, S.A.*

Daniel Castrigano

*Chief Engineer, Ohio Turnpike Commission*

Earl “Buddy” Croft

*Executive Director, Rhode Island Turnpike & Bridge Authority*

Antonio Diez de Rivera

*Executive Director, ASETA - Asociación de Sociedades Españolas Concesionarias de Autopistas, Túneles Puentes y Vías de Peaje*

J.J. Eden

*Chief Operating Officer, North Carolina Turnpike Authority*

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/Metropolitan Transportation Commission*

Robert Horr

*Executive Director, Thousand Islands Bridge Authority*



*2010 Board of Directors*

James Johnson

*Executive Director, Delaware River & Bay Authority*

Victoria Cross Kelly

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

Peter Merfeld

*Chief Operations Officer, Maine Turnpike Authority*

Richard Raczynski

*Chief Engineer, New Jersey Turnpike Authority*

Javier Rodriguez

*Executive Director, Miami-Dade Expressway Authority*

Maurizio Rotondo

*International Affairs Policy Advisor, Associazione Italiana Società Concessionarie Autostrade e Trafori (AISCAT)*

Kathleen Sharman

*Director of Finance & Treasurer, South Jersey Transportation Authority*

Teresa Slack

*Chief Operating Officer, Georgia State Road & Tollway Authority*

Kevin Thibault

*Interim Executive Director/CEO, Florida's Turnpike Enterprise*

Neil Tolmie

*Chief Executive Officer, N3 Toll Concession (Pty) Ltd.*

## IN MEMORIAM

# Ed DeLozier



The worldwide tolling industry lost a leader, mentor and friend this year with the passing of Ed DeLozier, the executive director of the E-470 Public Highway Authority in Aurora, CO. DeLozier was attending IBTTA's Organization Management Workshop in Austin, Texas, when he suffered a fatal stroke.

Executive Director and CEO Patrick Jones remembers Ed as a pioneer and forceful leader in the toll industry. "Ed mentored me and countless others who found their home in transportation. He was at his best when he was helping others to be their best."

DeLozier was a member of the IBTTA board of directors and held the office of first vice president. He would have served as

president in 2011. DeLozier worked his way up in the industry, starting his career as a toll collector on the New Jersey Turnpike. Along the way, he earned bachelor's and master's degrees and a law degree. In addition to his work with IBTTA, DeLozier served as a board member and chairman of the OmniAir Consortium, a spinoff of IBTTA.

With the blessing of his wife, Lynn DeLozier, and the E-470 family, IBTTA established a scholarship fund to honor DeLozier and his dedication to the toll industry. The IBTTA Foundation board of directors oversees the scholarship fund and contributions made in DeLozier's name. If you wish to make a contribution to the Ed DeLozier Memorial Scholarship Fund, please send a check to the IBTTA Foundation, 1146 19th Street, NW, Suite 600, Washington, DC 20036 and write "scholarship fund" in the memo area.

**"His friendship, sense of humor, passion for the toll industry and wise counsel caused me to look for the seat next to him at IBTTA meetings."**

**— STEVE SNIDER**



**GEORGE ZILOCCHI**  
HONORARY MEMBER SINCE 2004

“When I think about sustainability and what it means to an industry, the words that come to mind are ‘to keep,’ ‘to supply,’ ‘to support’ and ‘to provide.’ IBTTA keeps its members informed, supplies them with knowledge, supports them in new initiatives and provides them with a forum of industry professionals. IBTTA has been and continues to be the go-to organization for bridge, tunnel and toll road executives worldwide. I have been retired from active employment in the toll industry for almost eight years. It’s my connection with IBTTA that keeps me in close touch with this vibrant transportation community.”

*Principal, GeoPat Consulting LLC  
Scotch Plains, NJ  
(IBTTA president, 1991)*

## CHARTING GROWTH

# 2010 Financials

### REVENUE

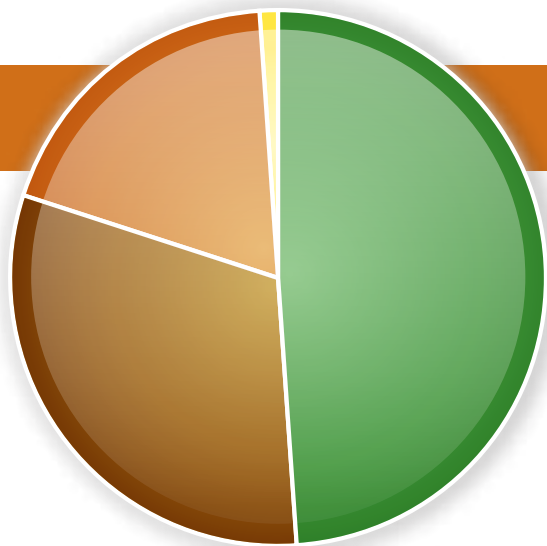
Operating Revenue	1,967,348
Meeting Revenue	1,876,724
Total Revenue	3,844,072

### EXPENSES

Operating Expenses	2,319,462
Meeting Expenses	1,490,009
Total Expenses	3,809,471
Change in Net Assets, Before Investment Income (Loss)	34,601
Investment Income (Loss), Net	156,232
Change in Net Assets	190,833
Net Assets, Beginning of Year	1,700,680
Net Assets, End of Year	1,891,513

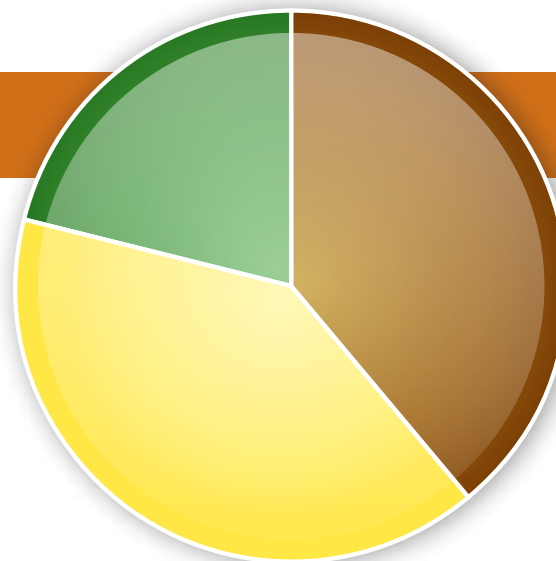
*All figures in U.S. dollars, consolidated to include IBTTA and IBTTA Foundation*





### SOURCE OF FUNDS

Meeting Revenue	49%
Active Member Dues	31%
Associate and Sustaining Member Dues	19%
Other Income	1%



### USE OF FUNDS

Meeting Expenses	39%
Personnel and Benefits	40%
Other	21%
Office Administration	11%
Program Related	7%
Association Administration	2%
Travel and Living	1%
Other	0%

SERVING YOU

# IBTTA 2010 STAFF ROSTER

IBTTA workshops are one of the places where members get to see our staff in action. In a recent post-workshop survey, one attendee wrote, “IBTTA staff are a well-oiled meeting machine and attentive to the needs and experience of everyone in attendance in a way that nobody else has been in other venues.” That’s a nice compliment! We take pride in knowing our members and organizing conferences that serve our members’ needs. On one hand, we have an obsessive attention to detail. On the other hand, we are committed to seeing the “Big Picture” so that the work of staff aligns with the interests of our members as expressed in IBTTA’s mission and strategic plan.

I think of everyone on the IBTTA staff as an award winner. This year, another Washington-based group also recognized one of our staff.

In January, Neil Gray, IBTTA’s director of government affairs, received the Daniel J. Hanson Award from The Road Gang, “Washington’s Highway Transportation Fraternity.” Road Gang members include government officials, congressional staff and association professionals who have an interest in highways. Neil Gray rose through the ranks of the Road Gang and served as chairman in 2001. The award is presented each year to a Road Gang member “to commemorate extraordinary service to the organization.” Congratulations, Neil!

Also of note, this year we moved our headquarters to a new suite in the same building that has been our home since 2001. Our new address is: IBTTA, 1146 19th Street, NW, Suite 600, Washington, DC 20036

— Patrick Jones, IBTTA Executive Director and CEO

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*Marketing & Communications Manager*

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*Executive Director and Chief  
Executive Officer*

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*Deputy Executive Director*

Cathy Pennington  
*Chief Financial Officer (consultant)*

Harry Smith | [hsmith@ibtta.org](mailto:hsmith@ibtta.org)  
*Office Manager*





### **About IBTTA**

The International Bridge, Tunnel and Turnpike Association (IBTTA) is the worldwide association for the owners and operators of toll facilities and the businesses that serve tolling. Our mission is to advance toll financed transportation. Each year the association engages thousands of transportation professionals from toll agencies, concessionaires, and allied businesses through educational meetings, knowledge-sharing, and advocacy. Founded in 1932, IBTTA has members in more than 20 countries on six continents.





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