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2010 Report to Members

## INTERNATIONAL BRIDGE, TUNNEL AND TURNPIKE ASSOCIATION

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

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.”
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
*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.

### 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.

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**Communications Platform**

“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

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**STEVE PUSTELNYK**
**MEMBER SINCE 1996**
IBTTA’S LEADERSHIP ACADEMY SUSTAINED ME BY SHOWING ME THE FUTURE OF TOLLING
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.

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"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*

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**EXPANDING YOUR KNOWLEDGE**

**The 2010 Education Series**

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**THERESA WEEKES, CPA**

**MEMBER SINCE 2008**

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2010 Leadership Academy Class*

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, Transportation 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

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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.

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
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
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.
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.
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

<table>
<thead>
<tr>
<th>Year</th>
<th>Name</th>
<th>Organization</th>
</tr>
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<tbody>
<tr>
<td>2009</td>
<td>Kary H. Witt</td>
<td>Golden Gate Bridge, Highway and Transportation District</td>
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<tr>
<td>2008</td>
<td>Susan A. Buse*</td>
<td>North Texas Turnpike Authority</td>
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<td>2007</td>
<td>James L. Ely*</td>
<td>Florida’s Turnpike Enterprise</td>
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<td>2006</td>
<td>Santiago Corral*</td>
<td>Autopista Vasco-Aragonesa, C.E.S.A</td>
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<td>2005</td>
<td>Stephen F. Mayer*</td>
<td>Buffalo &amp; Fort Erie Bridge Authority</td>
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<tr>
<td>2004</td>
<td>Jean-Francois Poupinel*</td>
<td>COFIROUTE</td>
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<td>2003</td>
<td>Vincent L. Leonetti*</td>
<td>South Jersey Turnpike Authority</td>
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<tr>
<td>2002</td>
<td>Harold W. Worrall*</td>
<td>Orange Orlando County Expressway Authority</td>
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<tr>
<td>2001</td>
<td>Paul E. Violette*</td>
<td>Maine Turnpike Authority</td>
</tr>
<tr>
<td>2000</td>
<td>Luis Ferreiro*</td>
<td>AUMAR</td>
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<tr>
<td>1999</td>
<td>Mary Jane O’Meara*</td>
<td>Massachusetts Port Authority</td>
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<td>1998</td>
<td>James K. Brookshire, Jr.*</td>
<td>Chesapeake Bay Bridge &amp; Tunnel Commission</td>
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<td>1997</td>
<td>Lisa C. Callahan*</td>
<td>Kansas Turnpike Authority</td>
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<td>1996</td>
<td>Carney J. Campion*</td>
<td>Golden Gate Bridge, Highway and Transportation District</td>
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<td>1995</td>
<td>Franco Schepis*</td>
<td>Autostrade Concessioni e Costuzioni Autostade, S.P.A.</td>
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<td>1994</td>
<td>Russel I. Wilcox*</td>
<td>Thousand Islands Bridge Authority</td>
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<td>1993</td>
<td>Anthony J. Barber*</td>
<td>Port Authority of New York and New Jersey</td>
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<td>1992</td>
<td>Ronald J. Delaney*</td>
<td>Detroit &amp; Canada Tunnel Corporation</td>
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<td>1991</td>
<td>George P. Zilocchi*</td>
<td>New Jersey Turnpike Authority</td>
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<td>1990</td>
<td>Henri Cyna*</td>
<td>COFIROUTE</td>
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<td>1989</td>
<td>Allan V. Johnson*</td>
<td>Ohio Turnpike Authority</td>
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<td>1988</td>
<td>Robert J. Farrell*</td>
<td>New York State Thruway Authority</td>
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<td>1987</td>
<td>John R. Woodruff*</td>
<td>Delaware River Port Authority</td>
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<td>1986</td>
<td>Jose Luis Ceron Ayuso*</td>
<td>Autopistas Del Mare Nostrum, C.E.S.A.</td>
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<td>1985</td>
<td>R.D. Fogo*</td>
<td>Kansas Turnpike Authority</td>
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<td>1984</td>
<td>Roger Ginocchio*</td>
<td>New Jersey Turnpike Authority</td>
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<td>1983</td>
<td>Dale W. Luehring*</td>
<td>Golden Gate Bridge, Highway and Transportation District</td>
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<td>1982</td>
<td>K.C. Pearson*</td>
<td>Massachusetts Port Authority</td>
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<td>1981</td>
<td>Vito Rocco*</td>
<td>AISCAT</td>
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<td>1980</td>
<td>Stanley J. Britton*</td>
<td>Massachusetts Turnpike Authority</td>
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<td>1979</td>
<td>Roy G. Lancaster*</td>
<td>Detroit International Bridge Company</td>
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<td>1978</td>
<td>Jorge Masia*</td>
<td>Autopistas</td>
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<td>1977</td>
<td>Howard M. Reily*</td>
<td>Texas Turnpike Authority</td>
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<td>1976</td>
<td>Lawrence J. Lewis*</td>
<td>Port Authority of New York and New Jersey</td>
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<tr>
<td>1975</td>
<td>Phillip B. Lee</td>
<td>New York State Thruway Authority</td>
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<tr>
<td>1974</td>
<td>William J. Flanagan*</td>
<td>New Jersey Turnpike Authority</td>
</tr>
</tbody>
</table>

*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. Tillet
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. Harty
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
Tacorny-Palmyra Bridge Co.

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

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

*also an honorary member

For a complete list of members, see IBTTA’s membership directory at www.IBTTA.org.
IBTTA SUSTAINS ME
BY CARING ABOUT ME
AS A PERSON
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.

**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 Professionelle 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

“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

**EMANUELA STOCCHI**  
*Member since 2000*
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

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
### CHARTING GROWTH

#### 2010 Financials

<table>
<thead>
<tr>
<th><strong>REVENUE</strong></th>
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<tbody>
<tr>
<td>Operating Revenue</td>
<td>1,967,348</td>
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<tr>
<td>Meeting Revenue</td>
<td>1,876,724</td>
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<tr>
<td>Total Revenue</td>
<td>3,844,072</td>
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<table>
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<tr>
<th><strong>EXPENSES</strong></th>
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<tr>
<td>Operating Expenses</td>
<td>2,319,462</td>
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<tr>
<td>Meeting Expenses</td>
<td>1,490,009</td>
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<td>Total Expenses</td>
<td>3,809,471</td>
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<tr>
<td>Change in Net Assets, Before Investment Income (Loss)</td>
<td>34,601</td>
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<tr>
<td>Investment Income (Loss), Net</td>
<td>156,232</td>
</tr>
<tr>
<td>Change in Net Assets</td>
<td>190,833</td>
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<tr>
<td>Net Assets, Beginning of Year</td>
<td>1,700,680</td>
</tr>
<tr>
<td>Net Assets, End of Year</td>
<td>1,891,513</td>
</tr>
</tbody>
</table>

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

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“*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)*

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GEORGE ZILOCCHI  
HONORARY MEMBER SINCE 2004

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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%
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
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.