

CONNECTING CONNECTING CONNECTING COM PEOPLE, PLACES AND IDEAS PE

2008 Report to Members

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FROM THE PRESIDENT

A Year of Connecting People, Places and Ideas

Dear IBTTA Member,

My fondest memories of serving as your President in 2008 relate to making connections. Connecting people, places and ideas is what IBTTA is really all about. Our very mission is to share knowledge and ideas to promote and enhance toll-financed transportation services. We do it through advocacy and data analysis. We do it through publishing IBTTA's peer-reviewed journal *Tollways* and many other publications. And we do it especially through the many substantive meetings we host throughout the year.

Before I began my term as IBTTA president, I confided in a few close friends that I believe IBTTA can play a role in bringing about world peace and my goal is to make that work more intentional. I told these friends that I didn't want to be too public about my goal because I didn't want people to think I was unrealistic or crazy.

Well, if ever there was a time for someone to be crazy in the service of world peace—that time is NOW. There is too much suffering and there are too many opportunities to make a difference.

In May 2008, when I traveled to Morocco to attend the meeting of ASECAP, the European Association of Toll Motorway Concessionaires, I encountered many different ideas and cultures that were foreign to me. It was easy for me to see the many differences between me and the people I met. But just as amazingly, I realized that our similarities are even more striking.

We live on the same planet. We share concerns about the quality of our air and water and sustainable lifestyles for future generations.

We are connected at the most basic levels. It is our awareness, our consciousness of those connections that must be developed.

Each of us starts life in a small circle insulated from knowledge about the rest of the world, dependent on what we learn from the media and those closest to us. That can lead to distrust and intolerance. However, when we get to know someone personally, we have a chance to learn about their uniqueness; an opportunity to embrace an idea or way of looking at the world that is completely different from our own. By embracing a new perspective, we expand our small circle of understanding. THERE is the beginning of world peace.

I challenge you to take advantage of the unique opportunity you have as a member of IBTTA to connect with people of different backgrounds, philosophies and experiences. Expand your circle of awareness, strengthen your consciousness of connectedness, and choose harmony. We may discover a power that is beyond our understanding. THERE is the beginning of world peace.

Sincerely,

A handwritten signature in dark ink that reads "Susan A. Buse". The signature is fluid and cursive, with the first name "Susan" being more prominent.

Susan A. Buse



IBTTA BRINGS TOGETHER COLLEAGUES WHO ARE
COMMITTED TO EXCELLENCE, INNOVATION
AND FORWARD MOMENTUM.

CONNECTING PEOPLE

IBTTA's vast network of members and stakeholders drives its success.



Kary Witt of the Golden Gate Bridge and Steve Snider of the Halifax-Dartmouth Bridge Commission stand with the fantastic custom cake at the 76th Annual Meeting in Baltimore, Maryland.

The International Bridge, Tunnel and Turnpike Association (IBTTA) is the worldwide alliance of toll operators and associated industries. Our very mission is to provide a forum for sharing knowledge and ideas to promote and enhance toll-financed transportation services. Connecting people is essential to maintaining a rich dialogue about shared concerns so that we continue to advance toll-financed transportation.

IBTTA membership is comprised of more than 300 organizations in 25 countries on six continents with a preponderance of members in the United States, Canada, Western Europe, Australia, South America, South Africa and

Japan. IBTTA members are leaders in technological innovation with expertise in the ways technology is reshaping road financing, organizational models and service delivery.

→ A GLOBAL CONNECTION



More than 850 industry professionals from 20 countries convened in Baltimore, MD for IBTTA's **76th Annual Meeting and Exhibition**. In 2008, IBTTA also held meetings in Buenos Aires, Argentina; Orlando, FL; Philadelphia, PA; Plano, TX; New Orleans, LA; Avignon, France and Washington, DC.

MEMBER EDUCATION AND OUTREACH

Leadership, education and professional development are three of IBTTA's most important values.

Member Outreach Day

On September 2, 2008, IBTTA conducted Member Outreach Day during which all staff members made phone calls to reach the principal contact at every member organization to find out how members are doing in these tough economic times. Staff placed more than 200 calls and reached about one-third of all IBTTA members. The vast majority of members reached said they were very satisfied with their membership and full of praise for IBTTA and its work. One member said she has never met an IBTTA staff member that wasn't helpful or friendly. She said that IBTTA's level of enthusiasm and energy is great compared to that of other organizations. As an example, she said she especially enjoyed the creative way that the moderators from the Special Summit on Open Road Tolling previewed their sessions during the moderator "lightning round" on the first day of the conference. IBTTA staff are using the insights gleaned from these conversations to better serve member needs.

Certification

IBTTA recognizes the needs of members to demonstrate continuing professional competency in their respective fields and earn professional development hours to keep their license/certification current. In 2008, IBTTA continued

to be a registered provider with the American Institute of Certified Planners (AICP) and offered sessions for certification maintenance (CM) credit at the Facilities Management Workshop and the Special Summit on Open Road Tolling. In addition, KPMG offered CPE credits during the Organization Management Workshop.

First Leadership Academy Class is Huge Success



Dan Baxter of Stantec Consulting Services, Inc., describes his Leadership Academy experience to a rapt audience at IBTTA's Annual Meeting.

The IBTTA Leadership Academy Executive Development Program, inspired by 2007 IBTTA President Jim Ely, graduated its first class of future industry leaders this year. Led by Dr. Barbara Gannon, Executive Director of the Eno Center for Trans-

portation Leadership, this program is tailored specifically for senior-level managers working in the toll industry who are preparing to assume executive management roles or who have been recently appointed to such roles. Twenty-five participants completed the week-long course, February 17–22, 2008 in Orlando, Florida. The program covered all facets of toll agency operations, administration, finance, marketing, business development, board relations, public affairs and related topics.

Members of the IBTTA 2008 Leadership Academy's Charter Class



Teri Argabright

Director of Operations, South Bay Expressway

Michael Bauman

Division Chief, Miami-Dade County Public
Works Department, Causeways Division

Daniel Baxter

Principal, ITS Practice Leader, Stantec Consulting
Services, Inc.

John Becker

Vice President, HNTB Corporation

Eduardo Camargo

Director, Companhia De Concessões Rodoviárias

Carol Carter

Shared Services Director, Georgia State Road and
Tollway Authority

Charles Chrapko

President and Chief Executive Officer, Blue Water
Bridge Canada

Pedro Costa

Executive Director, Northwest Parkway LLC

Enrique Crooks

President, EAC Consulting, Inc.

Nita Crowder

Chief Financial Officer, Orlando-Orange County
Expressway Authority

Joe Donahue

Controller, E-470 Public Highway Authority

Kostas Drimeris

Technical Director, Attiki Odos S.A.

Michael Fetchko

Senior Director, Business Development, HMSHost

Cedrick Fulton

Deputy Director, The Port Authority of New York &
New Jersey

Sebastian Gutierrez

Product Manager, VESystems

Clayton Howe

Assistant Executive Director of Operations,
North Texas Tollway Authority

Steffen Kusterski

Toll Data Department Manager, Toll Collect GmbH

Alfred Lurigados

Director of Engineering, Miami-Dade
Expressway Authority

Victor Poteat

Senior Vice President, National Tolls Practice
Director, PBS&J

Gonzalo Rodriguez

Chief Operating Officer, Autopista
Vasco-Aragones

Robert Russo

Director, Administrative Services, New York State
Bridge Authority

Kathleen Sharman

Director of Finance, South Jersey Transportation Authority

Anna Van Buren McNider

President and Chief Operating Officer, Faneuil, Inc.

Christopher Warren

Deputy Executive Director and Chief Operating Officer,
Florida's Turnpike Enterprise

Joseph Wire

Auditor-Controller, Golden Gate Bridge,
Highway and Transportation District

Leadership Academy Board of Regents

Kary Witt, Chair

Steve Mayer

Maurizio Rotondo

Beth Ruffing

*Organization information listed above reflects each member's position at the time of the class. The Leadership Academy is funded by contributions to the IBTTA Foundation.
For more information, visit IBTTA's Website at www.IBTTA.org.*



IBTTA GIVES ITS MEMBERS A FIRST-HAND LOOK
AT INDUSTRY DEVELOPMENTS ON AN INTERNATIONAL
SCALE BY HOSTING MEETINGS AROUND THE GLOBE.

CONNECTING PLACES

IBTTA links the toll-financed transportation industry worldwide via its meetings and Website.



Delegates attending the Fall Technology Workshop in Avignon, France enjoyed a spectacular technical tour of The Millau Viaduct (le Viaduc de Millau), the highest viaduct in the world.

IBTTA is uniquely positioned to connect colleagues across the tolling industry. The association focuses its resources on bringing people together through annual meetings and workshops, networking opportunities, strategic alliances, Web-enhanced communications, and leadership development programs. In 2008, IBTTA hosted eight major educational and networking events, connecting people in such interesting places as Buenos Aires, New Orleans, Avignon, Baltimore and elsewhere around the globe.

Minnesota: these are just three examples of the hundreds of case studies IBTTA members examine when they gather in all parts of the globe. IBTTA members tell these stories when they meet in person, when they meet on the Web, and when they pose questions to each other through members-only queries.

Development in transportation knows no boundaries. Satellite-based tolling in Germany, all-electronic tolling on urban highways in Chile, Hot lanes in

→ INFORMATION AT THE CLICK OF A MOUSE



IBTTA maintains up-to-date information on toll facilities around the world. Members can enjoy an interactive satellite view of IBTTA member toll facilities by downloading "Google Earth" from IBTTA's Website.

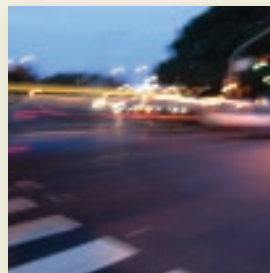
EDUCATION SERIES

Toll Road Summit of the Americas

March 30–April 1, 2008, Buenos Aires, Argentina

Hosted by Autopistas Urbanas S.A. (AUSA) and Asociación Argentina de Carreteras (AAC)

IBTTA's second major meeting in South America was a huge success, attracting more than 300 delegates from 19 countries in Europe, Africa and the Americas. The Summit addressed a wide range of topics of interest to the toll industry in the region, including successful ownership and financing models, the recent history of toll concessions in Argentina, fighting urban congestion, improving motorway safety, and the technologies that advance user-financed transportation. Miguel Salvia, President, AAC, emphasized the vital importance of transportation infrastructure in promoting economic growth and fighting poverty. Herman Chadwick, President of the Chilean Association of Concessionaires, emphasized another major theme of the Summit: the need for continuity and consistency of political decisions affecting toll concessionaires.



← The Summit in Buenos Aires, Argentina addressed topics that included successful ownership and financing models, the recent history of toll concessions in Argentina, fighting urban congestion, improving motorway safety, and the technologies that advance user-financed transportation.



Facilities Management Workshop

April 27–29, 2008, Orlando, Florida, US

Hosted by Florida's Turnpike Enterprise

Designed to provide practical solutions to the daily challenges involved with the operation of a toll facility, this meeting marked IBTTA's first environmentally-focused meeting built around the theme *Connecting Transportation and Mother Nature*. Topics ranged from engineering and design, to maintenance, security and law enforcement, operations, and technology. Discussions focused on how agencies are approaching many environmental issues such as alternative fuels, LEED®/Green Facilities, and air quality. Keynote speaker Dr. Patricia D. Galloway, CEO of The Nielsen-Wurster Group, remarked on *How Leaders Should be Viewing Risk Today* and how this is relevant to sustainability, the environment and critical infrastructure.

→ Dr. Patricia D. Galloway, who addressed the Facilities Management Workshop, was the first woman to serve as president of the American Society of Civil Engineers (ASCE) in the organization's 154-year history.

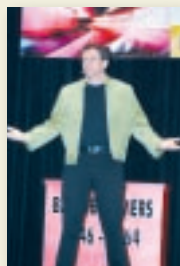


Organization Management Workshop

June 1–3, 2008, Philadelphia, Pennsylvania, US

Hosted by Delaware River and Bay Authority, Pennsylvania Turnpike Commission and South Jersey Transportation Authority

Reflecting the theme *Partnership and Performance—Connecting People and Ideas*, keynote speaker Joe Marlotti explored the differences in communication and work styles of various generations in the workplace. The generational theme permeated the entire meeting as presenters and attendees attempted to look at issues from different perspectives. In addition, communications expert Jon Fishbane provided practical advice on how to prepare for and respond to a media ambush in the session on “Managing Negative Publicity.”



➤ At the Philadelphia Workshop, speaker Joe Marlotti discussed the communication styles of different generations in the workplace.



Special Summit on Open Road Tolling

July 13–15, 2008, Plano, Texas, US

Hosted by North Texas Tollway Authority

Building on the success of IBTTA's Violations Enforcement Summit in 2007, this hot topic meeting attracted more than 450 delegates from around the world and focused on the theme *The End of Cash Collection?* Sessions addressed the challenges of converting toll operations to a pure non-cash system built upon electronic toll collection (ETC) and a robust enforcement system. For operators in Europe and other locations that must continue to allow cash on their systems, the summit explored ways to maximize the use of ETC while still permitting cash for some transactions.



➤ Sessions at the Summit addressed the challenges of converting toll operations to a pure non-cash system built upon electronic toll collection.

EDUCATION SERIES CONTINUED

IBTTA's 76th Annual Meeting and Exhibition

September 21–24, 2008, Baltimore, Maryland, US
Hosted by Maryland Transportation Authority

More than 850 industry professionals from 20 countries convened in Baltimore for IBTTA's 76th Annual Meeting and Exhibition featuring sessions that examined best practices and critical innovations in toll industry finance, marketing, technology, customer service, environmental stewardship, operations, maintenance and related issues. Presidential historian Michael Beschloss wowed attendees with his compelling stories and anecdotes about presidential courage. Author and lecturer Stephen M. R. Covey made a compelling case for the importance of trust as a hard-edged, economic driver in business. James Griffin, long-time IBTTA member from the North Texas Tollway Authority, was named a new Honorary Member. Congratulations were given to the 2008 Toll Excellence Awards Recipients (see page 20) and the charter class of the Leadership Academy (see page 5).

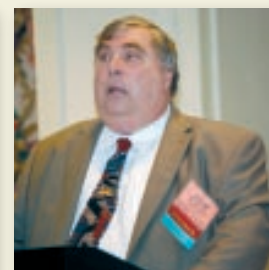


➤ The Annual Meeting examined critical innovations in toll industry finance, marketing, technology, customer service, environmental stewardship, operations and maintenance.

Maintenance Committee Fall Conference

October 12–14, 2008, New Orleans, Louisiana, US
Hosted by Louisiana Department of Transportation and Development (LA DOTD) and Crescent City Connection

Showcasing the theme *Effective Maintenance Programs—Sustainable Infrastructure*, this year's conference focused on bridge and tunnel inspections, testing methods, and emergency planning and response from the maintenance perspective. Dr. William Ankner, Secretary, LA DOTD, praised the work of IBTTA's maintenance professionals and urged states to embrace tolling to support mobility. The association's Community Service Project took center stage at this conference. IBTTA teamed up with Rebuilding Together New Orleans (RTNO) to help rebuild the home of a New Orleans resident forced to evacuate during Hurricane Katrina. Forty IBTTA volunteers worked to paint the inside and outside of the house; the IBTTA Foundation raised more than \$45,000 to pay for this revitalization project.



← Dr. William Ankner, who addressed the Maintenance Committee Fall Conference, has deep roots in transportation at the state and federal level in the US.

← IBTTA teamed up with RTNO to help rebuild the home of a New Orleans resident forced to evacuate during Hurricane Katrina. More than \$45,000 was raised for this project.

Fall Technology Workshop

November 2–4, 2008, Avignon, France

Hosted by Association Professionnelle Autoroutes et Ouvrages à Péage (ASFA)

This workshop explored how to harness the power of technology to improve productivity, efficiency, operations, customer service, accounting and exception handling in the toll industry. The meeting culminated in a special post-meeting tour of the Millau Viaduct (le Viaduc de Millau) which afforded a once-in-a-lifetime opportunity to enjoy breathtaking views of the highest viaduct in the world as well as a technical tour of the operations center of Autoroutes du Sud de la France (ASF). All programs, banners and related meeting materials were lost en route to Avignon. Fortunately, members ASFA and ASF came to IBTTA's rescue and recreated essential materials that made the meeting a success.

Transportation Finance Summit

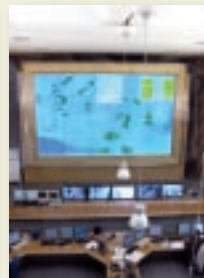
December 7–9, 2008, Washington, District of Columbia, US

Presented in partnership with The Transportation Transformation Group

Former US Congressman Richard Gephardt gave a passionate and compelling presentation on the vital importance of increasing investment in highway infrastructure. US Transportation Secretary Mary Peters challenged the toll industry to remove all toll booths on toll facilities by 2014. She also received the IBTTA Challenge Award for her role in “unleashing change.” IBTTA broke new ground by featuring a live Webcast component to allow those unable to attend the meeting to view live content remotely.



Attendees enjoyed special tours of the highest viaduct in the world, Millau Viaduct (le Viaduc de Millau), and the operations center of Autoroutes du Sud de la France.



US Transportation Secretary Mary Peters delivered thought-provoking remarks to Finance Summit attendees. Mary is pictured here with Richard Gephardt, Patrick Jones and Susan Buse.



EDUCATION SERIES CONTINUED

Conference Planning Meeting

July 11–12, 2008, Plano, Texas, US

In 2008, IBTTA laid the foundation for organizing each one of its meetings around a single hot topic or cluster of issues centered on a common theme. The emergence of the hot topic meeting format is not a radical idea; it's a natural evolution and refinement of IBTTA's mission to deliver the highest value to members. It grew organically from the views expressed by members in meeting surveys and discussions that have happened over several years in the program committees, task forces and Board of Directors of IBTTA.

The motivation to embrace the hot topic structure for all 2009 meetings came to a head during IBTTA's Conference Planning Meeting (formerly known as the Committee Leaders Meeting) in Plano, Texas, on

July 11–12, 2008. The 40 Committee leaders, Board members and staff involved in this meeting engaged in a wide array of techniques to stimulate connections between people and ideas, to reveal the most important issues facing the industry, and to develop profiles for each IBTTA meeting that will happen in 2009. As a result of this meeting and the hard work and deliberations of IBTTA's committee leaders, IBTTA adopted the "Hot Topic" format as an organizing principle and structure for all meetings in 2009.



➤ In Plano, Texas, 40 Committee leaders, Board members and staff engaged in a wide array of techniques to stimulate connections between people and ideas, to reveal the most important issues facing the industry, and to develop profiles for 2009 meetings.



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VESystems
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**Denotes Platinum Plus Sponsors—those who supported the entire IBTTA 2008 Education Series.*

New Members

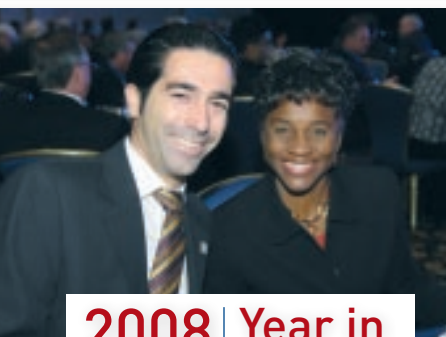
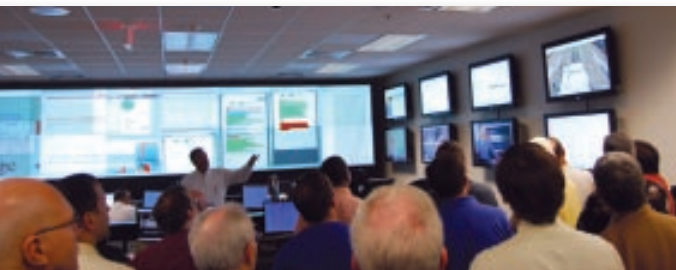
AIG
Burns & McDonnell Engineering Co., Inc.
CabAire LLC
CAB Professional Consulting Services, Inc.
Cargill, Inc.
Center for Urban Transportation Research
CINTRA S.A.
City of EL Paso, Department of Streets and International Bridges
Daktronics Inc.
Donovan Hatem LLP
Egnatia Odos AE
Global Via Infraestructuras, S.A.

Sustaining Members

ACS Transportation Solutions
AECOM
Citigroup Global Markets Inc.
Cofiroute USA
ETC Corporation
Fluor Enterprises, Inc.
Goldman, Sachs & Co.
HDR, Inc.
HMSHost Corporation
HNTB Corporation
Indra Systems, Inc.
InTranS Group – CS
Jacobs Engineering Group

McDonald's Corporation
Merrill Lynch Pierce Fenner & Smith
Michael Baker, Jr., Inc.
Parsons Brinckerhoff, Inc.
PBS&J
Skanska Infrastructure Development
Stantec Consulting Services, Inc.
TELEGRA, Inc.
Telvent Caseta
TransCore, Inc.
UBS Securities LLC
Wilbur Smith Associates

San Diego Association of Governments (SANDAG)
TELEGRA, Inc.
Tennessee Department of Transportation
Toll Authority of Jamaica
Transportation Innovations
Transporte, LLC
TT2 Limited
TUV Rheinland of North America, Inc.
Vertex Engineering Inc.
Voicenet Communications, Inc.
Traficon USA, LLC



2008 Year in Review

January 16-19
Scottsdale, AZ, US

February 17-22
Orlando, FL, US

March 30-April 1
Buenos Aires, Argentina

March 9
Venice, Italy

April 17
Washington, DC, US

April 27-29
Orlando, FL, US

May 18-21
Marrakesh, Morocco

May 28-31
Philadelphia, PA, US

June 1-3
Philadelphia, PA, US

June 15-18
Fort Lauderdale, FL, US

Winter Board Meeting

IBTTA Leadership Academy Executive Development Program

Toll Road Summit of the Americas

ASECAP meeting "A Motorway Network for Europe: Market and Conditions" with presentation by IBTTA CEO

IBTTA testifies before the US National Surface Transportation Infrastructure Financing Commission

Facilities Management Workshop

ASECAP Study and Information Days with presentation by IBTTA President

Spring Board Meeting

Organization Management Workshop

Freeway and Tollway Operations Conference organized by the Freeway Operations Committee of the Transportation Research Board and cosponsored by IBTTA



July 11-12
Dallas, TX, US

July 13-15
Dallas, TX, US

September 2
Washington, DC, US

September 21-24
Baltimore, MD, US

October 12-14
New Orleans, LA, US

November 2-4
Avignon, France

November 24
Washington, DC, US

December 7-9
Washington, DC, US

Conference Planning
Meeting

Special Summit
on Open Road
Tolling

IBTTA Member
Outreach Day

IBTTA's 76th
Annual Meeting
and Exhibition

Maintenance
Committee
Fall Conference
and Community
Service Project

Fall Technology
Workshop

IBTTA CEO
meets with US
President-elect
Obama's
Transportation
Transition Team

Transportation
Finance
Summit

A long-exposure photograph of a multi-lane highway at night. The image shows bright, vertical light trails from the taillights of cars, creating a sense of motion. The road surface is dark, and the light trails are primarily red and white, with some yellow and blue accents. The text is overlaid on the center of the image.

**IBTTA PROVIDES A FORUM FOR CONNECTING IDEAS
AND SHARING KNOWLEDGE WITH MEMBERS ACROSS
THE COUNTRY AND AROUND THE WORLD.**

CONNECTING IDEAS

Members of IBTTA exchange global information and trends of the worldwide toll industry.



Meeting delegates trade ideas and insights on new technologies and business practices in the exhibit hall.

It begins when a meeting delegate asks the speaker a question and there is a response. A small ripple in the audience carries out into the hallway during the coffee break. The coffee conversation grows and changes and the original question becomes richer and more textured as it makes its way through the exhibit hall, up and down escalators, and back into the meeting space. Several delegates independently carry the idea home with them and begin to experiment. They discuss it with colleagues, research it, blog about it, and look for examples from other industries. They test the resilience of the idea and pose new questions, making the idea stronger and more robust along the way. Eventually the idea saturates the consciousness of the members. There is a flurry of emails, confer-

ence calls, discussion forums and ardent conversations. New practices emerge, articles appear, a new presentation bursts upon the stage of yet another meeting. A delegate asks a question and the cycle beings anew.

→ NEW DATASETS FOR MEMBERS MAKE FINDING INFORMATION EASY



Members can now access more than 10 most-frequently-requested datasets from the IBTTA Website, including ETC TAGS—Global Market Share, Violation Enforcement and Toll Revenue by State. Datasets are under Information and Technology's Data Warehouse, and most are available in MS-Excel format.

THE RISE OF TOLLING

In 2008, IBTTA continued to enhance its role as THE advocate for tolling in the US and around the world. Here is a review of how this role was embraced:

JANUARY

IBTTA Comments on Commission Report

In January, the **US National Surface Transportation Policy and Revenue Study Commission** released its final report. In a January 17 press release, IBTTA commended the Commission for two key recommendations: first, that road pricing must become a vital part of America's future transportation financing system; and second, that America's surface transportation system must move away from dependence on fossil fuels. Like the Commission, IBTTA recognizes pricing as a powerful tool that will help "to avoid imbalances between the transportation capacity available at any particular time and the demand for it." Also in agreement with the Commission, IBTTA recognizes that transportation decisions must be thoughtfully planned, efficient and environmentally sustainable.

IBTTA Solicits Member Feedback for MUTCD

In January, the US Federal Highway Administration opened a 7-month comment period on proposed revisions to the **Manual on Uniform Traffic Control Devices** (MUTCD). The proposed changes explicitly included toll facilities and would affect the permissible signage, messaging and

lane designators being used in toll plazas. IBTTA conducted teleconferences, made presentations at its workshops to keep members informed of these developments and solicited comments from members to formulate a comprehensive industry response. The revised MUTCD, which includes IBTTA member input, will be released in 2009.



"Ubiquitous road-user charging holds tremendous potential to help cities, states and regions reduce congestion."

APRIL

IBTTA Presents Industry Standards to Commission

In April, IBTTA members Edward DeLozier, E-470 Public Highway Authority of Aurora, CO and Edward Regan, Wilbur Smith Associates of New Haven, CT joined IBTTA Executive Director and Chief Executive Officer Patrick Jones in presenting views before the **US National Surface Transportation Infrastructure Financing Commission**. The commission members were especially interested in electronic toll-collection technologies including Dedicated Short-Range Communications (DSRC) and Global Positioning Systems (GPS). The commissioners seemed very concerned about the growing gap in transportation funding in the US and appeared open to more widespread use of tolling and dynamic road pricing.

JULY

IBTTA Comments on Secretary Peters' Federal Plan

In July, US Transportation Secretary Mary Peters unveiled a plan to overhaul the way US transportation decisions and investments are made. The comprehensive plan, titled *Refocus, Reform, and Renew: A New Transportation Approach in America*, called for a more focused federal role. It also encouraged transportation pricing and leveraging of federal resources to address increasing highway congestion, rising fuel prices, unsustainable gas taxes, and spending decisions based on politics instead of merit. In a statement commenting on the plan, IBTTA said: "Tolling and other forms of direct-user charging have been a vital part of meeting transportation needs around the world for centuries. Ubiquitous road-user charging, which is technologically feasible today, holds tremendous potential to help cities, states and regions augment the tools they now have to reduce congestion and generate the funds needed to design, operate and maintain new and existing infrastructure."

↓ "We need an historic new vision for transportation that reflects the historic nature of the new presidential administration."

NOVEMBER

IBTTA Presents Recommendations to the Obama Team



In November, IBTTA Executive Director and Chief Executive Officer Patrick Jones met with **President-elect Obama's transportation transition team** at the US Department of Transportation to discuss transportation policy. IBTTA was invited to prepare a one-pager with recommendations to the new administration on future transportation priorities. The

IBTTA response urged the new administration to:

- Establish clear goals that tie federal funding for surface transportation to specific results and direct funds towards projects that most efficiently serve strategic national needs.
- Focus on customer service, safety, quality and guaranteed levels of performance—values that toll operators and their partners deliver every day.
- Expand the funding toolbox by moving swiftly to adopt a ubiquitous system of road-user charging (tolling and pricing) for all vehicles on every mile of every road.
- Streamline project review and delivery processes to remain competitive in the world economy.
- Encourage partnerships and reward states and regions that are innovative in finding solutions.

AWARDS AND RECOGNITION

TOLL EXCELLENCE AWARDS



Susan Buse and Kathleen Aufschneider congratulate winners of IBTTA's 2008 Toll Excellence Awards.

The Toll Excellence Awards recognize IBTTA member agencies that are leading innovation through creative, innovative and positive programs. Recognition is given in five categories with one winner also receiving the presti-

gious President's Award. Winners were announced at IBTTA's 76th Annual Meeting and Exhibition on September 22, 2008.

PRESIDENT'S AWARD and OPERATIONS AWARD

FLORIDA'S TURNPIKE ENTERPRISE

SunWatch Operations Center



Congratulations to Florida's Turnpike Enterprise for receiving the IBTTA President's Award.

The SunWatch Operations Center is a command-and-control technical support center specifically designed to manage toll-collection systems 24 hours a day, seven days a week. SunWatch computers track equip-

ment, systems, software and facilities, allowing staff to keep their fingers on the pulse of the system's

performance throughout the entire state. Through technology, they can detect and diagnose problems remotely, often making repairs from their work stations. In addition, a toll-free number into the Center allows toll-plaza personnel to report problems. In keeping with its sophisticated technology and to allow SunWatch staff to quickly access information about the system and deploy resources, all information is depicted graphically, utilizing high-tech wall-size monitors with map overlays, status charts and alarm screens.

ADMINISTRATION AWARD

ORANGE COUNTY TRANSPORTATION AUTHORITY

91 Express Lanes Toll Policy

The Board of Directors for California's Orange County Transportation Authority (OCTA) approved the 91 Express Lanes Toll Policy to administer congestion-management toll pricing. One of the challenges faced when OCTA bought the 91 Express Lanes was how to design and implement a congestion-management toll policy administered by a board of publicly-elected officials. OCTA implemented a Toll Policy that adjusted toll rates based on the number of vehicles on the 91 Express Lanes and based on its stated goal to maintain a "free flow" commute at all times. As a result, toll adjustments do not need a Board vote each time a toll has to be adjusted. To date, OCTA has adjusted eighteen peak-period hours based upon traffic volumes.

CUSTOMER SERVICE AWARD

WASHINGTON STATE DEPARTMENT OF TRANSPORTATION—TOLL OPERATIONS

Good to Go! Marketing Program and Customer Service Center Opening

In April 2006, Washington state launched its new Good To Go! electronic toll-collection program with a two-year public outreach and marketing campaign. The success of the new \$849 million Tacoma Narrows Bridge hinged on getting at least 50% of opening-day morning commuters to use electronic tolling in order to keep traffic flowing. National tolling experts doubted this ambitious goal could be met. On opening morning, 73% of the peak commute drivers used the electronic toll lanes, breaking all records for a new toll facility.

SOCIAL RESPONSIBILITY AWARD

N3 TOLL CONCESSION (PTY) LTD Community Medical Services

Community Medical Services (CMS) is a project in which a core of volunteers, aided by an ever-increasing number of partners, offer their time and expertise during peak holiday periods to provide emergency assistance to motorists on the N3 Toll Route and the adjacent impoverished community of Van Reenen Village in KwaZulu Natal, South Africa. Participants this

Easter, which coincided with CMS' 25th anniversary of selfless public service on the N3 Highway, included CMS paramedics themselves, N3TC, The Road Safety Foundation, UNICEF, the Quadriplegic Association of South Africa, Monroe Shock Absorbers (Tenneco), Bridgestone SA, and BMW South Africa.

TECHNOLOGY AWARD

ILLINOIS TOLLWAY

Illinois Tollway E-Commerce Business Portal

Having a Web site is old news, but having a customer-centric Business Portal is the new standard which customers expect. The Illinois Tollway is enhancing customer service by providing Web-based tools and services to more than 2.6 million I-PASS customer accounts that pay tolls electronically and demand account-management features in a timely manner. These demands became business critical as the primary method by which the Tollway received its revenue shifted from 62% cash usage in 2003 to 80% electronic usage in 2007. Web-based services include the ability to add funds to I-PASS accounts, maintain account information, activate transponders purchased at retail stores or calculate toll rates. The Illinois Tollway has processed more than \$52 million in revenue through the Portal and realized savings of more than \$16 million by processing customer transactions electronically rather than through the contracted 1-800 customer service phone line.

AWARDS AND RECOGNITION CONTINUED

2008 HONORARY MEMBER

Jim Griffin



Jim Griffin, long-time IBTTA member from the North Texas Tollway Authority, was named an Honorary Member during IBTTA's 76th Annual Meeting and Exhibition in Baltimore, Maryland, September 21–24, 2008. Employed by the Texas

Turnpike Authority (TTA) as an engineer in 1968, Jim held numerous positions with the Authority, culminating in his appointment as Executive Director in 1994, a position he held until September 1997. Over the years, Jim has held executive, management and consulting positions with the North Texas Tollway Authority and with the Texas Turnpike Authority Division of the Texas DOT. Jim is a licensed Professional Engineer and Land Surveyor, a Fellow and Life Member of the America Society of Civil Engineers, and a member of the National Society of Professional Engineers. A graduate of the University of Texas at Austin with a BS in Civil Engineering, Jim has worked in the fields of petroleum refining, civil consulting engineering, construction contracting and the toll industry.

CHALLENGE AWARD

Mary Peters



In 2005, IBTTA introduced the Challenge Award to recognize public officials and other leaders for their vision in advancing the use of tolling as a solution to transportation problems. On December 8, 2008 during

IBTTA's Transportation Finance Summit in Washington, DC, US Transportation Secretary Mary Peters, received this award for “unleashing change” and being a fierce and tireless advocate for tolling, road pricing and public-private partnerships to finance transportation infrastructure. Mary became the 15th Secretary of Transportation in September 2006, after spending more than two decades crafting solutions to America's toughest transportation challenges. Over her 20-plus years in transportation, Secretary Peters earned a solid reputation as an innovative problem solver, a force for safety, and a strong advocate for effective use of taxpayer dollars.

COMMUNITY SERVICE

JUNE 3, 2008

Career Wardrobe Drive

During the Organization Management Workshop, IBTTA delegates donated professional attire to help women in the Philadelphia area who were making a major transition in their lives and reentering the workforce. IBTTA collaborated in this effort with the Philadelphia Chapter of the Women's Transportation Seminar.

OCTOBER 12, 2008

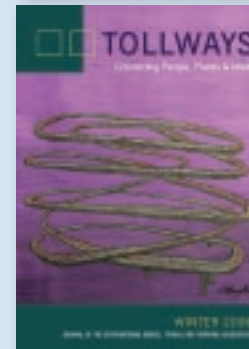
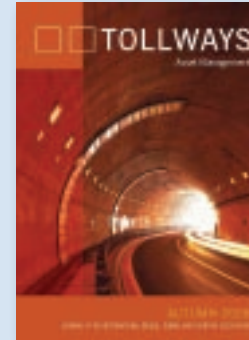
Community Service Project



IBTTA volunteers paint a house in New Orleans.

During the Maintenance Committee Meeting, IBTTA teamed up with Rebuilding Together New Orleans to help rehabilitate the home of Valerie Thornton, a New Orleans resident who was forced to evacuate the city during Hurricane Katrina. Forty IBTTA volunteers contributed their time and talent to paint the inside and outside of the house. The IBTTA Foundation raised more than \$45,000 to support this home revitalization project.

TOLLWAYS: SETTING THE AGENDA FOR THE TRANSPORTATION INDUSTRY



IBTTA's peer-reviewed journal *Tollways* strives to be a principal agenda-setting publication for the transportation profession, providing a serious source of original thinking to advance the performance of organizations and their leaders engaged in tolling and other direct-user fee-financed transportation services. IBTTA published two issues of *Tollways* in 2008. Under the theme "Connecting People, Places and Ideas," the winter issue contained articles on public opinion towards tolling and road pricing, the safety record of toll facilities, bridge safety, deicing techniques, the value of benchmarking, and a debate on funding America's

future surface transportation system. Under the theme "Asset Management," the autumn issue contained articles on DBFO payment mechanisms in the United Kingdom, safety on Italy's motorways, the emergence of a new business model in state departments of transportation in the US, and the implementation of open-road tolling on the Illinois Tollway.

BOARD OF DIRECTORS

EXECUTIVE COMMITTEE



Susan Buse / President

Assistant Executive Director for Project Evaluation
North Texas Tollway Authority

Kary Witt / First Vice President

Bridge Manager
Golden Gate Bridge, Highway & Transportation District

Steven Snider / Second Vice President

General Manager and Chief Executive Officer
Halifax-Dartmouth Bridge Commission

Maurizio Rotondo / International Vice President

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

James Ely / Immediate Past President

Executive Director and Chief Executive Officer
Florida's Turnpike Enterprise

Patrick Jones / Executive Director and CEO

IBTTA

DIRECTORS



Kathleen Aufschneider

Deputy Executive Director
South Jersey Transportation Authority

João Bento

Executive Director
BRISA

Edward DeLozier

Executive Director
E-470 Public Highway Authority

Antonio Diez de Rivera

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

J.J. Eden

Chief Operating Officer
North Carolina Turnpike Authority

Jordi Graells

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

Bill Halkias

Chief Executive Officer
Attica Tollway Operations Authority

Mike Heiligenstein

Executive Director
Central Texas Regional Mobility Authority

Steve Heminger

Executive Director
Bay Area Toll Authority Metropolitan
Transportation Commission

Robert Horr III

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

**MISSION**

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

David Machamer

Director
Toll Operations
Oklahoma Turnpike Authority

Frank McCartney

Executive Director
Delaware River Joint Toll Bridge Commission

Jean Mesqui

Executive Director
Association Professionnelle Autoroutes
et Ouvrages à Péage (ASFA)

David Moretti

Chief Financial Officer
MTA Bridges and Tunnels

Malika Seddi

Director
International Affairs
Association Professionnelle Autoroutes
et Ouvrages à Péage (ASFA)

Teresa Slack

Chief Operating Officer
Georgia State Road & Tollway Authority

Neil Tolmie

Chief Executive Officer
N3 Toll Concession (Pty) Ltd.

P.J. Wilkins

Toll Operations Administrator
Delaware Department of Transportation

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Organization information listed above reflects each Board member's position in 2008.

2008 FINANCIALS

REVENUE

Operating Revenue	2,088,920
Meeting Revenue	2,506,558
Total Revenue	4,595,478

EXPENSES

Operating Expenses	2,394,738
Meetings Expenses	1,918,803
Total Expenses	4,313,541
Change in Net Assets, before investment income (loss)	281,937
Investment income (loss), net	(343,351)
Change in net assets	(61,414)
Net Assets, beginning of year	1,412,085
Net Assets, end of year	1,350,671

All figures in US dollars.

SOURCE OF FUNDS

Meeting Revenue

54%

Active Dues

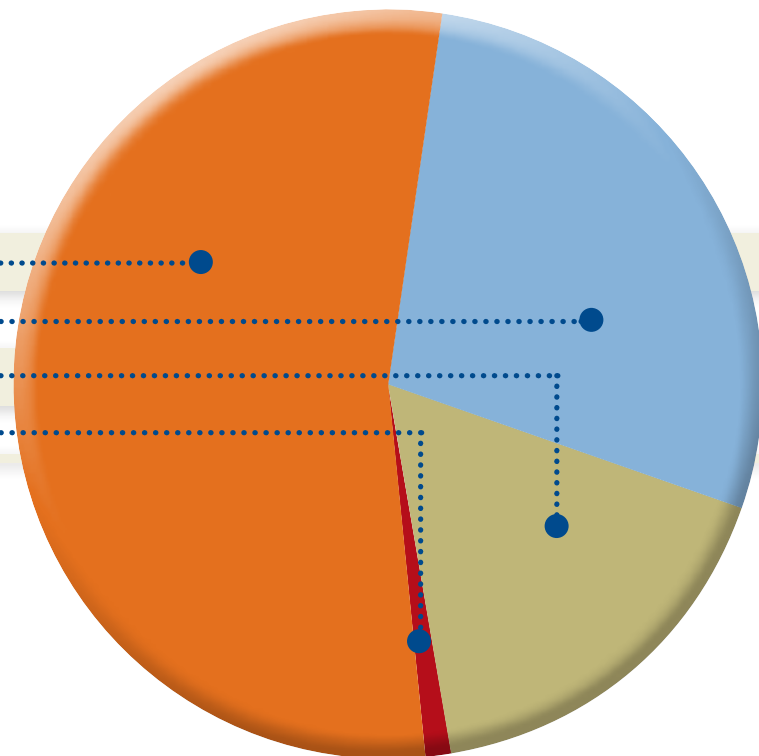
28%

Associate and Sustaining Dues

17%

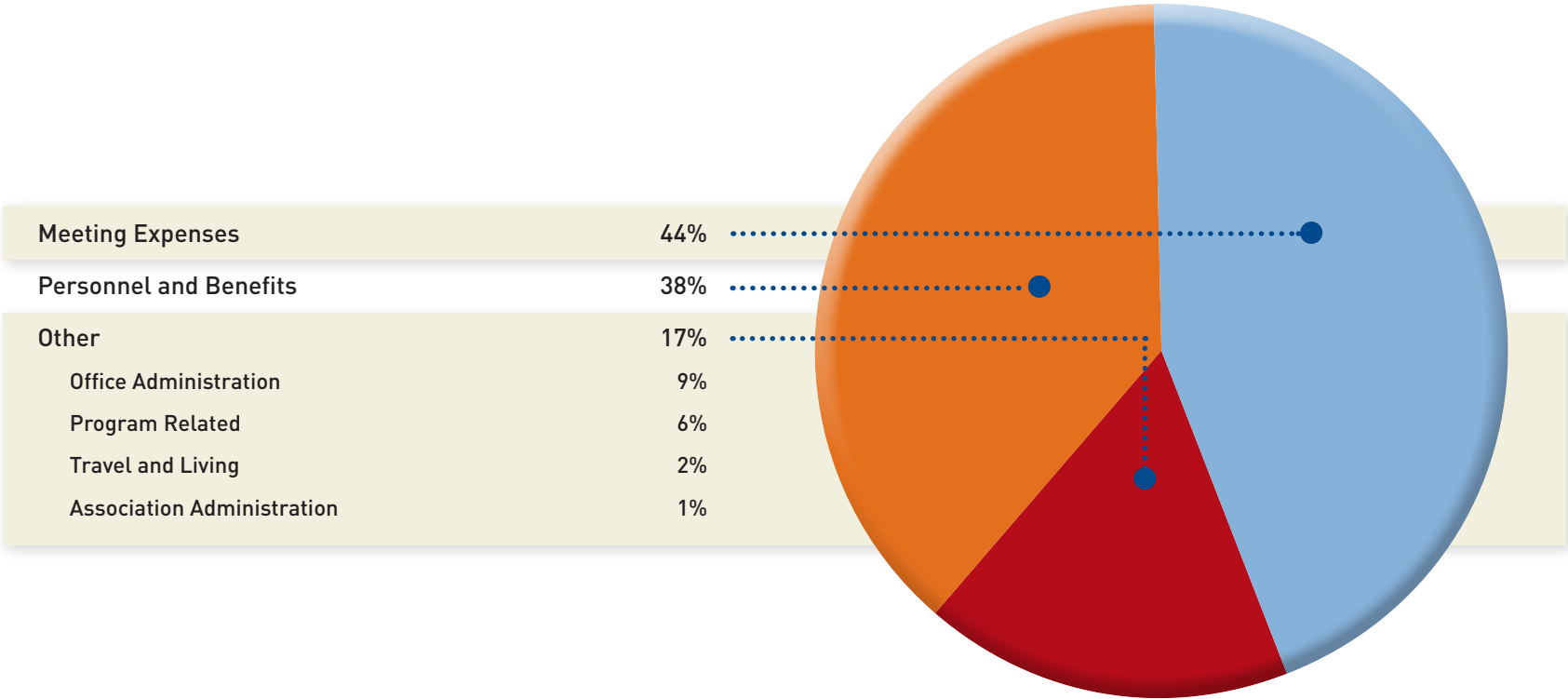
Other Income

1%



2008 FINANCIALS CONTINUED

USE OF FUNDS



IBTTA STAFF

Cheryle Arnold

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Office Manager
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Melinda Thomas

Meetings Manager

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