To concession or not to concession - that is the question. Or at least that is the question some would have you focus on as the U.S. comes to grips with a growing backlog of deferred highway maintenance, continued demand for new and expanded facilities, and congestion which threatens to choke our urban areas. But is it really that simple a question that we must answer or is it really a broader and deeper set of challenges that we must meet? Concessions arrived on the U.S. scene in a big way with the sale of two existing toll roads - the Chicago Skyway and the Indiana Toll Road. Since then, the question of whether to concession or not has been on the minds of governors and DOT secretaries alike. However, as you engage this audience in a deeper conversation there seems to be a more fundamental shift in thinking occurring. Other solutions are available to meet our growing transportation needs and many have proven track records both here in the U.S. as well as elsewhere in the world. Additionally, new finance tools and strategies are available that create new options to meet these needs. The authors chart a broad set of finance tools and a range of delivery tools available. This expanded range of solutions can provide the real answers to questions on transportation officials' minds.