



IBTTA 1932-present

Presenter 1: Jordi Graells

Good morning! This has been an amazing year. As part of IBTTA's strategic plan we have launched an aggressive positioning campaign. In a few moments, First Vice President Rob Horr and Executive Director and CEO Pat Jones will make an exciting announcement regarding that campaign.

For now, I want to ask you a question. Have you ever heard the expression, "He was born on third base but thinks he hit a triple"? You use it when someone claims to be a self-made man or woman but who clearly could not have achieved his or her position without the help and sacrifice of others.

Let's face it. We all work very hard at our jobs and for this organization. When we celebrate a milestone anniversary like this one, it's easy to pat ourselves on the back and feel great about all that we have accomplished. But the truth is there were others, many others whose hard work and determination launched us toward this anniversary date and we owe them the respect of acknowledgement.

So, before we discuss IBTTA's bright future, we take a moment to look back on the past 80 years and remember those who confronted the challenge and forged the victories before us.

The 1930s: Vision

Presenter 2: George Zilocchi

In 1932, 44 toll bridge companies and engineers banded together to form a new trade group: the *American Toll Bridge Association*. The organization was designed to pool experiences, knowledge and expertise for the good of all members.

The Association's first president, D.B. Steinmann, believed that sharing advice and experiences would help the members of IBTTA save many thousands of dollars in the cost of operating toll bridges. Little did he know how much impact his vision would have or how many millions of dollars it would save the members of IBTTA in capital, operations and maintenance costs.

The 1940s: Perseverance

Presenter 3: Malika Seddi

In the 1940s, the rationing of fuel and raw materials had a catastrophic effect on our industry. Many toll agencies saw dramatic reductions in traffic. Some went under. Others accepted financial support from the federal government to stay afloat.

In 1942, tough times prompted President S.P. Price of Mississippi's Vicksburg Bridge Company to reluctantly suspend Annual Meetings for the duration of the war. The Association lost ground and members. It would not reconvene until 1946.

During this period, the war effort stimulated interest in creating a transcontinental transportation system to help mobilize the American military. By the late 1940s, turnpikes were being constructed or planned in more than a dozen states.

By the end of 1949, the world was dramatically different and so was the Association. There were now 69 members, including owners of tunnels, toll roads and ferries. The association had outgrown its name. And, so, the *American Toll Bridge Association* became the *American Bridge, Tunnel and Turnpike Association*.

The 1950s: Prosperity

Presenter 4: Javier Rodriguez

In the 1950s, we started to regain our footing after surviving the Great Depression and World War II. During this decade, the ABTTA prospered:

- We incorporated.
- Our budget increased by nearly 50 percent.
- We established permanent offices and hired staff.
- We became an international organization, adding members from New Zealand, Italy, Cuba and Canada.
- We watched as Italy developed an innovative concessionaire financing system was soon adopted by other European countries.

By the close of the decade – three years into the construction of the U.S. Interstate Highway System – we were a much stronger association. One member described the situation this way:

“Though it may not be evident at first glance, this program presents a new challenge and further opportunities for service to the toll highways now operating.”

The 1960s: Challenge

Presenter 5: Emanuela Stocchi

The 1960s were a time of radical change in politics, the civil rights movement, and many other aspects of society. Our association also experienced changes. During the 1960s:

- We hired our first executive director, Bill Rusch.
- During the 1964 Annual Meeting, the members changed the name of the Association to what it is today: the International Bridge, Tunnel and Turnpike Association.
- Two years later, Sergio de Amicis of Autostrade became the first international board member.
- The Spanish Autopistas began joining.
- And, we held our first official, international Annual Meeting, splitting the venue between New York City and Rome, Italy.

The 1970s: Anxiety

Presenter 6: Kary Witt

The heady times of the 1950s and 1960s were not to last. The energy crisis resulting from the 1973 OPEC Oil Embargo had a profound effect on members' revenues in America and in Europe.

Adding insult to injury, speed limits were reduced and gasoline supplies were limited. Our members watched nervously and helplessly as their revenues melted away. We waited anxiously for fuel shortages to end. Most toll facilities were able to convince government leaders that their 24-hour, never-close service stations needed special supply treatment to survive and service the driving public during the crisis.

Internally, the Association was maturing. We celebrated our first international vice president and our first European president in the same man: Jorge Masia Mas-Baga of Spain's Autopistas. And in another membership move, we added a facility from Japan to our growing map of members.

The 1980s: Collaboration

Presenter 7: Lisa Callahan

During the 1980s, the Association added “collaborator” to its role of “convener.”

In this decade, many other U.S. associations embraced the notion of tolling as a way to finance transportation infrastructure, including the National Governors Association, the National Council of State Legislatures, the National League of Cities, and the National Association of Counties – just to name a few.

In 1985, President R.D. Fogo declared, “We have seen our toll philosophy embraced from many groups and from many governments, at home and abroad, some of whom were indifferent to the toll principle. The industry, it appears, has come of age.”

The 1990s: Breakthroughs

Presenter 8: Mary Jane O'Meara

In 1990, the IBTTA formed the Electronic Toll & Traffic Management Task Force and held a record-breaking international symposium and trade show on the subject. More than 500 delegates from 15 countries attended. The unprecedented interest would usher in a new era in tolling.

A year later, IBTTA had one of its finest hours. The Washington transportation and policy community, having given tolling the cold shoulder, was warming to the idea. Seeing a window of opportunity, 40 Association members flew to the nation's capital to put a voice and face behind toll financing. The industry fly-in resulted in the large-scale repeal of more than 70 years of federal opposition to toll financing. A new highway program was signed into law in December 1991 and included all of the toll provisions for which our members had actively lobbied.

With one giant barrier down, another soon would crumble in 1997 with the election of Lisa Callahan, Kansas Turnpike Authority, as IBTTA's first female president.

By the end of the 20th century, we had elected six European presidents, held eight successful Annual Meetings outside the United States, and we enjoyed a diversified board, with seven of the 25 members representing toll agencies outside of the United States.

The 2000s: Transformation

Presenter 9: Steve Mayer

After the turn of the millennium, tolling experienced explosive growth worldwide. To leverage these developments, we began to shape the organization into one that was more nimble, flexible and strategic.

- We adopted a business plan.
- We engaged in extensive public outreach and government relations efforts.
- We drafted a performance specification for ETC, hailed as “the transformation of IBTTA” by one member.
- Together with industry stakeholders, we created the OmniAir Consortium Inc., a nonprofit group aimed at promoting awareness of and growth in 5.9 gigahertz telematics services.
- We held a series of meeting “firsts” – our first Transportation Finance Summit, our first Future Forum and our first Transportation Improvement Forum.
- We signed a Memorandum of Understanding with the ASECAP
- And we held our first conference, a technology workshop, in South America.

The 2010s: Advocacy

Presenter 10: Frank McCartney

If the first decade of the 21st century taught us anything, it was that the Association's potential was far greater than that of convener. At your request, we added the badge of "advocate" to our lapel.

I was honored to represent each of you when I testified before the Highways and Transit subcommittee of the House Transportation and Infrastructure Committee in March 2011. We pushed for:

- State flexibility to implement tolling on interstate highways
- The expansion of TIFIA
- Industry control of interoperability
- Maximum flexibility for financing projects
- And, openness to mileage-based user fees

In June of this year, Congress passed the new transportation bill known as MAP-21. We worked with numerous coalitions, associations and groups to advance provisions that are favorable to tolling.

- First, MAP-21 provides new opportunities for tolling new interstate mileage and maintains the opportunity to convert existing interstate bridges and tunnels to tolled facilities.
- Two, it provides the largest increase ever in TIFIA funding.
- Three, the new law establishes a deadline of four years to achieve national interoperability but also recognizes IBTTA's request that the toll industry itself be allowed achieve this goal without the establishment of mandates on technology or business rules.
- Four, it requires the U.S. DOT to compile best practices and standard contracts for entering into public-private partnerships.
- Five, it does not repeal the toll pilot program nor does it include provisions that would have handicapped states' ability to convert existing toll facilities to leased assets operated by concessionaries.

Ladies and gentlemen, this victory marks a seminal moment for the IBTTA. We are witnessing the natural evolution of our organization. For more on that, I would like to introduce incoming board president Rob Horr and IBTTA Executive Director and CEO Pat Jones.

2012 and beyond

Presenters 11, 12: Pat Jones and Rob Horr

PAT: As Frank said, IBTTA has evolved and grown. We will continue to provide a forum for sharing knowledge and ideas. But you have told us you also want IBTTA to be an advocate. It is with that new charge that we stride into the future with goals of achieving nationwide interoperability ... of being a catalyst for transportation policies that embrace tolling ... of being the leading voice – your voice – in user-financed transportation.

ROB: Pat's right. We are a different organization than we were 80 years ago – even 5 years ago – and we need to update our brand to communicate who we are now and what we have to offer.

As many of you know, we have launched a, high-impact campaign to reposition the tolling industry and IBTTA among key audiences. This morning, Pat and I are going to unveil a key element of that campaign: the new logo and tagline.

PAT: Of course, the logo and tagline have to be easily identifiable and easy to remember. But they also have to communicate *who we are*, *what we do*, and the *benefit* we provide. We also want this new logo to invite conversation. It's a lot to ask of a logo, but we think we've found it.



Rob: *Tolling. Moving Smarter.* It says what we do. User-financed transportation is a smart solution. At the same time, it is our pledge to be smarter in how we build, operate and maintain our facilities and in how we serve our customers.

Plus, it's short. It's easy to remember, and it provides a springboard to a conversation: *What do you mean by that? How is tolling moving smarter?* That's when you say, "Tolling provides safe, reliable, sustainable transportation."

Pat: The splash of green across the A also sends an important message. The green accent represents the color of "go," the color of progress, the color of the environment, the color of financial sustainability – even the color of a highway sign. It's perfect.

And, notice the path of the road. It is a graphic depiction of who we are. We are confident. We are determined. We know who we are and why we exist. We are moving forward with purpose.

You will be seeing and hearing more about our positioning campaign and our new brand identity in the days and weeks ahead.