

## From the President

“Keep moving!” Those were my father’s words of advice whenever he saw me getting behind in my work or discouraged or simply acting lazy. He received this same advice from his staff sergeant while helping his troops avoid enemy fire in World War II. Whether we are under attack from an unseen enemy or advancing in a positive way toward a desirable goal, the advice to “keep moving” makes intuitive sense.

As I begin my IBTTA presidency I intend to lead the Association under the theme of “leadership and learning.” We intend to be leaders in the policy debates about transportation and finance all over the world, and we intend to maintain that leadership by continually striving to learn more about the toll business every day.

In the last several years, IBTTA has done a number of things to better serve its members and the industry and to raise the level of debate about the role that tolling should play in the transportation systems of nations all over the world. Together, we have implemented a long-range plan and a strategic plan. We have renewed our emphasis on being a truly international association and formed an alliance with ASECAP, the European Association of Tolloed Motorway Operators. And most recently, our board approved a new three-year business plan that will keep the Association focused on important issues ahead of us and cement our leadership in the transportation industry.

I look forward to building on the solid accomplishments of my predecessors to build an association that keeps moving in the direction of leadership and learning. I invite you to join us along the way.

Stephen F. Mayer, P.E.  
IBTTA President

## From the Executive Director and Publisher

Leadership is the theme of this issue of Tollways. Two authors give us big picture views of how leadership should be exercised to improve surface transportation through greater emphasis on performance measurement and customer service. In “Performance Measurement: What We Can Learn from Our International Neighbors,” Ken Philmus provides us a personal account of the international scanning tour that led him to Canada, Japan, Australia and New Zealand. Each of the four countries he visited exhibit various levels of transportation performance measurement, but one point was equally clear among all of the countries: They don’t view transportation as a stand-alone activity. Rather, they consistently see the provision of transportation as part of the broader purpose of maximizing their citizens’ quality of life and economic vitality.

In “Coming Together: The Importance of Integrating Surface Transportation,” Joseph M. Giglio argues for a more rational and holistic approach to funding America’s surface transportation needs. Giglio suggests that while today’s “price-free” roadway system is providing benefits to other modes through its back-stopping capability, it is doing so in an economically irrational manner that ultimately robs the entire transportation system of the resources it needs to accommodate travel demand in an efficient and socially productive way. This piece is a good deal longer than our typical Tollways article. But I think you will find Giglio’s story telling and anecdotes make a compelling case for a radical new way to fund surface transportation. Your time in reading the article is definitely worth the effort.

In “The Cross Israel Highway Challenge,” Ehud Savion and Jacob Peleg give us an inside look at the creation of one of the most modern and technologically sophisticated toll roads in the

world. The core of this 87-kilometer toll road is based on a free-flow, all-electronic, main-line open system. A free-flow approach was mandatory because of Israel’s limited land resources. Nazir Alli and Neil Tolmie describe their experimentation with outsourcing and novel organizational approaches in “Establishing the South African National Roads Agency: A Lesson in Organizational Leadership and Learning.”

In “A Heart-Healthy Approach to Toll Collection,” Beth Ruffing talks about the huge cultural shift that the North Texas Tollway Authority implemented as a way to improve overall customer service and the two-second interaction between toll attendant and motorist. Finally, Jack Finn takes a historical look at transportation and toll industry leadership in “Proven Transportation Leadership: A Look Backwards.”

Governments and motorists around the world continue to awaken to the tolling industry’s leadership in providing solutions to mobility, transportation finance, technology and customer service. As this happens, “providing effective leadership” will be our continuing mantra and responsibility. We hope these articles will stimulate your thinking about the nature of leadership and how you can play an important leadership role in your own organization and beyond.

Patrick D. Jones  
IBTTA Executive Director  
Publisher, Tollways

# Tollways



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## Table of Contents

### Performance Measurement: What We Can Learn from Our International Neighbors

Ken Philmus, Vice President and National Director of Toll Facilities,  
DMJM+Harris



3

### Coming Together: The Importance of Integrating Surface Transportation

Joseph M. Giglio, Professor of Strategic Management, Graduate  
School of Business, Northeastern University



15

### The Cross Israel Highway Challenge

Ehud Savion, Chief Executive Officer, and Jacob Peleg, Chief  
Technical Officer, Derech Eretz Highways Ltd.



61

### Establishing the South African National Roads Agency: A Lesson in Organizational Leadership and Learning

Nazir Alli, Chief Executive Officer, and Neil Tolmie, Regional Manager  
for the Eastern Region, South African National Roads Agency Ltd.



75

### A Heart-Healthy Approach to Toll Collection

Beth Ruffing, Assistant Executive Director, North Texas Tollway  
Authority



89

### Proven Transportation Leadership: A Backwards Look

Jack Finn, P.E., Vice President and National Director of Toll Services,  
HNTB Corporation



103

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