

**Remarks of Kary Witt
President
International Bridge, Tunnel and Turnpike Association
To ASECAP's 37th Annual Meeting
May 25, 2009
Krakow, Poland**

Introduction

Gin-Doe-Bray (Good day).

Good afternoon. My name is Kary Witt. I am the Manager of the Golden Gate Bridge in San Francisco, California, and the President of the International Bridge, Tunnel and Turnpike Association.

In addition, I am the Founding Chairman of the IBTTA Leadership Academy. I'll say more about that in a few minutes.

I am very pleased to be here in this magnificent city. Being from the United States, where history means, at most, 250 or 300 years, it is an almost overwhelming experience to be here in Krakow where history spans more than a thousand of years. This different view of what constitutes history really underscores for me the importance and the value of reaching beyond our own borders and learning from others who see the same picture from a very different perspective.

I would like to recognize our hosts, the three Polish concessionaires, for your hospitality and for organizing these Study and Information Days here in Krakow. Thanks to:

- Autostrada Wielkopolska (President: Mr. Patalas)
- Autostrada Malopolska (President: Mr. Niemczinsky)
- Gdansk Transport Company (President: Mr. Nohrstedt)

I would also like to thank my counterpart, the Immediate President of ASECAP, Farbrizio Palenzona; your newly elected President, Jose Luis Feito; and the Secretary General of ASECAP, Kallistratos Dionelis. Thank you.

Times are Tough, But We've Been Here Before

Everyone in this room knows that times are tough. While we might wish to see some small glimmers of improvement on the horizon, we are in the midst of the worst economic downturn since the Great Depression.

Every day we hear more stories of economic hardship and suffering. It has spread to every corner of the globe.

In my home state of California, where our government has a \$21 billion budget deficit this year, a tent city has risen up in our state capital of Sacramento where thousands of newly homeless are living in tents because they have nowhere else to go.

This global economic recession is a crisis for nations and individuals alike, and it will demand all of the management skill, and all of the compassion, that we as a world community can muster.

In our own industry, at toll facilities around the world, traffic is down, revenues are down, dramatic cost saving measures are being implemented and, unfortunately, jobs are being lost. It's a difficult and challenging time.

But this is not new. We have had difficult times before. And, when our industry has been tested, we stood together to help one another, to strengthen our industry and our associations and we have emerged stronger as a result.

At our annual meeting in Vienna in 2007, we celebrated IBTTA's 75th anniversary. We looked back over our 75-year history and recalled some of the toughest times in our history – from the Great

Depression of the 1930s, the oil crisis of the 1970s, and the stock market crash of the 1980s.

Time and time again, IBTTA has helped our industry face adversity, pull together, and stand as a community united for one another. Despite adversity, we pushed forward, advancing our industry's mission by providing a forum for members to share the most up-to-date knowledge and ideas and practices about toll financed transportation.

Perhaps most important of all, in good times and bad, our industry has continued to provide mobility and economic opportunity to our customers – the people who use our facilities.

Today our associations confront a major challenge. And we have a choice; we can either hunker down, hope for the best, and wait for the storm to pass, or we can face the storm head on and continue to serve our members, our industry and our customers in both traditional and new ways.

Our work has never been more important than it is right now. And we need everyone in our industry and our associations to show strength in the face of challenge and adversity.

Associations do their best work when their members come together in person to share ideas and knowledge with one another. That's why we come to Krakow to these Study and Information Days to focus on sharing knowledge, ideas and best practices to help all of us manage in this era of difficult economic times. And the partnership between or two associations has never been more important.

I'm proud to be a part of the toll industry and, despite the challenges, I am proud to be leading IBTTA at this moment in history. In spite of current economic conditions, I believe there has never been a better time to be involved in tolling because I see tremendous opportunities on the horizon. The worldwide toll industry offers real solutions to the people of the world. And that is exciting to me.

The Growing Importance of Tolling - Financing Commission Report

I cannot emphasize enough the growing importance of tolling to our world and to our urban and regional transportation systems.

This morning, Pat Jones mentioned the reports of two major transportation commissions that recognize user fees as one of the most important tools to help solve the mobility challenges in the US and around the world. With expertise in finance, technology, traffic management, and operations, our members have an opportunity to be a part of re-writing transportation history in the U.S. and around the world. We have the opportunity to be an important contributor to the economic recovery and the creation of more sustainable transportation.

IBTTA's Commitments

IBTTA's reason for existence is contained in our brief mission statement, which I want to read to you now: Our mission is to be *“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.”*

In January, our Board of Directors met to develop a roadmap for 2009 and beyond. As part of that planning process, we adopted “Eight Commitments” for 2009. As an association, we have dedicated ourselves to advancing these 8 commitments.

There isn't time for me to review all 8 commitments today. But I do want to focus on two special commitments that support IBTTA's partnership with ASECAP.

One of our 8 commitments is to be *the worldwide association for the toll industry*. In just the last two years, IBTTA has held meetings in Vienna, Austria; Buenos Aires, Argentina; Avignon, France; San Francisco, California; and Sydney, Australia. We have met in many other places as well. But my point is to show that we have held conferences on four continents in two years.

We do this because we recognize that we are indeed a worldwide association. As a worldwide association, we recognize that we need to meet where tolling is happening: not just in the U.S. and not just in Europe. But, as we have done in the last two years, we also need to meet in South America, Australia, and beyond.

In IBTTA, we come from many countries and we speak many languages. But our common country and our common language is tolling. And we are committed to seeing and learning how tolling is implemented in as many places as we can all over the world. In the next two years, we hope to hold our first ever meeting in Asia.

The other major commitment I want to mention is this: **we're committed to developing the next generation of toll industry leaders.** Two years ago, we established the IBTTA Leadership Academy to train up-and-coming leaders in our industry. We held the first class of this new Academy in 2008. And in February of this year, we held our second Academy class in Washington, DC. Our alumni, now more than 50 strong, from all over the world, are the leaders and visionaries of tomorrow. We invite you to get involved in IBTTA's Leadership Academy as participants and faculty. Several people in this room have been involved including:

Joseph Lluís Gimenez Sevilla
General Manager
Autopistas Concesionaria Espanola, S.A. (ACESA)

Peter-Roman Persch
Head of Strategy
Toll Collect GmbH

Gonzalo Rodriguez Alcalde
Chief Operating Officer,
Autopista Vasco-Aragonesa (AVASA)

In addition, Maurizio Rotondo from AISCAT has been a faculty member.

Conclusion

In conclusion, let me say this: I'm confident about the success of IBTTA and the toll industry! In spite of the weak global economy, I believe the best days of our industry are ahead of us.

We create what we focus on and what we believe in.

If we focus on doom, we create it. But if we focus instead on opportunity, then we create that.

Let's be aware of the challenges we face but let's focus on the tremendous opportunities that lie before us.

I look forward to listening, learning, and working with you over the next two days. I look forward to continuing to strengthen the partnership between IBTTA and ASECAP.

Thank you for inviting me to be here today! **JIN-koo-ya.**

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