

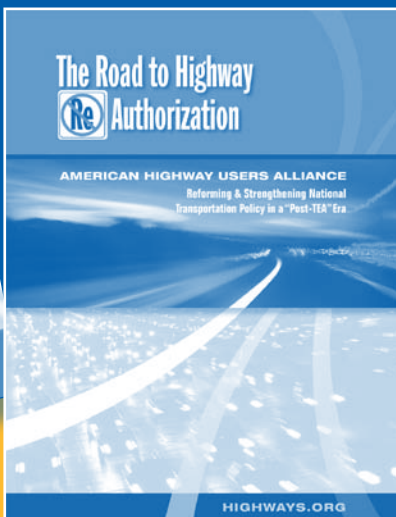
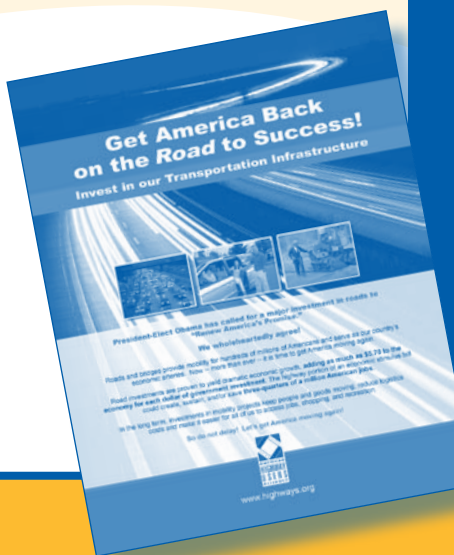
AMERICAN HIGHWAY USERS ALLIANCE

THE YEAR IN REVIEW

2008 Accomplishments Report

2008

THE AMERICAN HIGHWAY
USERS ALLIANCE ENGAGES
ELECTED OFFICIALS,
THE MEDIA AND HIGHWAY
USERS TO ADVANCE PUBLIC
POLICIES THAT IMPROVE
ROADWAY SAFETY, EXPAND
FREEDOM OF MOBILITY, AND
INCREASE HIGHWAY SYSTEM
PERFORMANCE.



The Year in Review: *2008* Accomplishments Report

This report highlights significant accomplishments in 2008 as well as selected outreach efforts aimed at delivering messages through a variety of media, including television, radio, speaking engagements, and involvement in coalitions.

Table of Contents

PROMOTING ECONOMIC RECOVERY LEGISLATION	2
RESCUING THE HIGHWAY TRUST FUND	3
MAPPING THE ROAD TO THE HIGHWAY AUTHORIZATION BILL	3
ADVANCING BETTER FEDERAL HIGHWAY POLICIES	5
PROMOTING RENEWAL OF AGING INFRASTRUCTURE	6
CREATING THE PREMIER CAMPAIGN ADVOCACY TOOL.....	6
SERVING AS TRANSPORTATION'S VOICE ON CLIMATE CHANGE.....	7
FIGHTING FOR LOWER ENERGY PRICES	8
DRIVING THE DEBATE ON PUBLIC-PRIVATE PARTNERSHIPS (PPP).....	8
STREAMLINING HIGHWAY PROJECT APPROVALS	10
ADVANCING ROADWAY SAFETY.....	10
INCREASING OUR GRASSROOTS STRENGTH.....	11
EXPANDING OUTREACH	12



1101 Fourteenth Street, NW, Suite 750 • Washington, DC 20005
202.857.1200 • 202.857.1220 FAX • www.highways.org

VISIT THE HIGHWAY USERS WEB SITE FOR COPIES OF TESTIMONY, REPORTS,
NEWS RELEASES, NEWSLETTERS, AND MORE.

Promoting Economic Recovery Legislation

Supporting Proposed Stimulus Bill

On numerous occasions last year, The Highway Users pressed Congress to advance economic recovery legislation that would provide robust funding for highways as a means to jumpstart the nation's ailing economy. This included numerous lobbying visits, letters of support to House Speaker Pelosi and Senate Majority Leader Reid, press releases and media interviews to rally Americans around the idea of highways as a force for economic growth. Throughout the summer and fall, we met with key players to discuss strategy and funding levels, and were particularly pleased by the close relationship we've achieved with the House Appropriations Committee. The stimulus bill may contain as much as \$30 billion in new highway funding.



Presenting the Facts about Bridge Loans for the Auto Industry

The Highway Users sent letters to the President, Vice President, Secretary of Treasury, the leaders of the House and Senate, and every member of Congress supporting legislative proposals to provide at least \$25 billion in direct loans for automakers. Although the legislation ultimately failed in late December, the White House announced a \$17 billion deal to provide immediate bridge loans without legislation. This administrative action is only the first step as legislation will be needed in 2009 to help the auto industry through a difficult economy. As part of our advocacy letters, we reminded elected officials that motorists from every corner of the country are greatly harmed when the auto industry struggles, and that nearly three million jobs could be lost if that industry were unable to survive the tight credit markets.

“ In December at their invitation, Highway Users President & CEO Greg Cohen met with President-Elect Obama's transportation transition team to discuss the economic stimulus bill.

”

Meeting with the Obama Transition Team

In December at their invitation, Highway Users President & CEO Greg Cohen met with President-Elect Obama's transportation transition team to discuss the economic stimulus bill, pending rulemaking issues, the Executive Order on streamlining, and Bush Administration policies to change or reverse. The Highway Users presented a summary of immediate issues to consider when developing an action plan for incoming Transportation Secretary LaHood and delivered copies of *The Road to Congress* binder to the transition team. ■

“ THE MULTI-PRONGED EFFORTS MADE A HUGE DIFFERENCE. PRESIDENT BUSH SIGNED H.R. 6532 INTO LAW REPRESENTING A MAJOR LEGISLATIVE VICTORY FOR THE HIGHWAY USERS.”

Rescuing the Highway Trust Fund

Influencing Restoration of \$8 Billion in Highway Funding

Early in 2008, The Highway Users developed a menu of options to strengthen the ailing Highway Trust Fund and presented these ideas to the bipartisan staff of the Senate Finance Committee. Among these proposals was a plan to restore funding transferred out of the Highway Trust Fund in 1998. At first, this idea seemed to be a long shot. But as Highway Trust Fund solvency problems grew more serious, we expanded our efforts to restore these “lost” funds. This effort was one of our most active lobbying, media, and grassroots legislative priorities in 2008. Beginning in February, we expressed extreme dissatisfaction with the Bush Administration’s preferred solution: slashing \$2 billion in highway spending. Our outspoken efforts to press Congress on the issue were mirrored by our grassroots supporters who urged their Senators and Congressmen to vote positively for highway funding. The multi-pronged efforts made a huge difference. President Bush signed H.R. 6532 into law in September, representing a major legislative victory for The Highway Users. ■

Mapping the Road to the Highway Authorization Bill

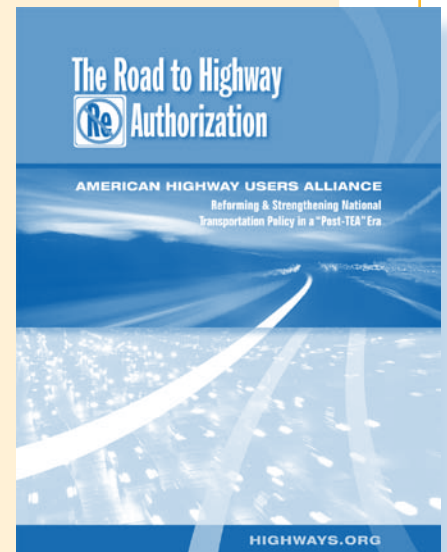
Formulating Recommendations for the 2009 Highway Bill

Members of our Planning and Government Affairs (PGA) Committee were actively involved in drafting The Highway Users’ recommendations for the 2009 highway bill, which were approved by the membership on October 29th at the Highway Users’ 2008 Annual Meeting. The main subject areas include the creation of new, performance-based transportation programs that focus federal attention to congestion relief, safety, freight movement, and aging bridges and pavements. The program proposals are supported by a strong plan for major funding increases and streamlined project delivery reviews.

Apart from its own recommendations in *The Road to Highway Authorization*, The Highway Uses:

- Hosted and participated in transportation communications meetings to help coordinate the messages used by major transportation groups to influence legislators and the media to advance the 2009 highway bill.
- Endorsed key elements of the comprehensive safety plan for the 2009 highway bill developed by Highway Users member, the American Traffic Safety Services Association. ■

VISIT WWW.HIGHWAYS.ORG/PDFS/2009-REAUTH-FINAL.PDF FOR A COPY.



The program proposals are supported by a strong plan for major funding increases and streamlined project delivery reviews.

AMERICAN HIGHWAY USERS ALLIANCE

THANKS GO TO THE FOLLOWING PARTICIPANTS FOR THEIR DILIGENCE AND PERSEVERANCE IN CRAFTING HIGHWAY USERS REAUTHORIZATION RECOMMENDATIONS.

Planning & Government Affairs Committee

Chair: Taylor Bowlden, 3M

Congestion Relief Taskforce

Chair: Rob Dingess, Barrier Systems, Inc.
Lon Anderson, AAA Mid-Atlantic
Cathy Evans, American Trucking Associations
David Germroth, Hawaii Highway Users Alliance
Clyde Hart, American Bus Association
Bryan Mitchell, American Traffic Safety Services Association
Darrin Roth, American Trucking Associations

Safety Taskforce

Chair: Taylor Bowlden, 3M
Lon Anderson, AAA Mid-Atlantic
Sheila Andrews, American Motorcyclist Association
Doug Bernard, Quixote Corporation
Rob Dingess, Barrier Systems, Inc.
Jeff Hennie, Motorcycle Riders Foundation
Tom Kern, Intelligent Transportation Society of America
Shane Karr, Alliance of Automobile Manufacturers
Bryan Mitchell, American Traffic Safety Services Association
Ann Wilson, Motor & Equipment Manufacturers Association

Interstate Freight Movement Taskforce

Chair: Darrin Roth, American Trucking Associations
Tom Jensen, UPS
Chester Jourdan, Mid-Ohio Regional Planning Commission
Mike Joyce, Owner-Operator Independent Drivers Association
Michael LeMonds, Lafarge North America
Cindy Squires, National Marine Manufacturers Association
Mike Toohey, Livingston Group
Leif Wathne, American Concrete Pavement Association

Bridges and Pavement Quality Taskforce

Chair: John Sullivan, Portland Cement Association
Doug Carlson, Rubber Pavements Association
Michael LeMonds, Lafarge North America
Matt Reiffer, American Council of Engineering Companies
Leif Wathne, American Concrete Pavement Association

Funding Taskforce

Chair: Mike Joyce, Owner-Operator Independent Drivers Association
Sheila Andrews, American Motorcyclist Association
Marcus Bowman, IAC Transportation
Brian Deery, Associated General Contractors of America
David Germroth, Hawaii Highway Users Alliance
Jeff Hennie, Motorcycle Riders Foundation
Gary Hoitsma, Associated General Contractors — New York
Ted Knappen, Greyhound Lines, Inc.
Bryan Mitchell, American Traffic Safety Services Association
Darrin Roth, American Trucking Associations
Jon Shore, American Petroleum Institute

Streamlining Taskforce

Chair: Chester Jourdan, Mid-Ohio Regional Planning Commission
Karen Bachman Lapsevic, Associated General Contractors of America
Greg Cohen, American Highway Users Alliance
John DeVierno, Counsel to the Highway Users
Michael LeMonds, Lafarge North America

Advancing Better Federal Highway Policies

Evaluating Highway Program Funding Options

When the National Surface Transportation Policy and Revenue Commission released its final findings in January 2008, The Highway Users expressed satisfaction with the plan to re-establish the strong federal leadership role needed to get Americans moving again. Their report, *Transportation for Tomorrow*, included many of our key recommendations on streamlining, congestion relief, safety, freight mobility and programmatic reform. We also did not shy away from opposing the parts of the report which we disagreed with, particularly the idea that highway funding should be diverted to build new intercity passenger rail lines.



Highway Users President & CEO Greg Cohen testified before the Senate Environment and Public Works (EPW) Committee on February 6, which C-SPAN3 covered. Cohen spoke at length about the Policy and Revenue Commission's report findings. In addition to the national coverage, the hearing drew the attention of many industry publications including *Land Line* magazine, published by the Owner-Operator Independent Drivers Association.

Throughout the year, Cohen participated in meetings of the "second commission," also known as the National Transportation Infrastructure Finance Commission. We provided input to individual commissioners and the groups as a whole on funding and finance options. The finance commission is charged with developing a sustainable funding plan for the federal highway and transit programs in the near-, medium-, and long-term future. We have provided written feedback on interim documents and draft white papers authored by commissioners and continue to provide technical assistance at their request.

Separately, Highway Users' views continue to be sought by the Government Accountability Office (GAO) during their investigations. In 2008, we met with GAO investigators to discuss waste within transportation funding and options for greater transparency and better outcomes. We identified key areas of federal interest that should be measured for cost-effectiveness: congestion relief, safety, freight mobility, and pavement and bridge conditions. Our recommendations were included in the recently released report to Congress. ■

“ HIGHWAY USERS' VIEWS CONTINUE TO BE SOUGHT BY THE GOVERNMENT ACCOUNTABILITY OFFICE DURING THEIR INVESTIGATIONS. ”

Promoting Renewal of Aging Infrastructure

Supporting Investment in Our Nation's Infrastructure

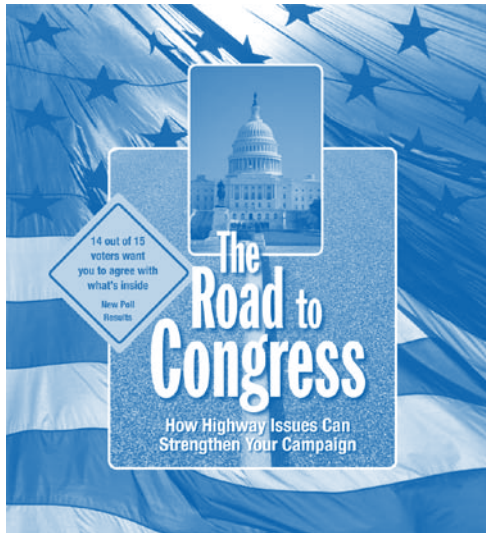
As the media marked the one-year anniversary of the Minnesota bridge disaster, The Highway Users continued to be sought after for expertise on how the infrastructure failures came about. Highway Users President & CEO Greg Cohen said he favors making the bridge data terms more understandable to the public and believes that a change would add pressure to spend more on bridge maintenance and safety. We also defended the National Transportation Safety Board (NTSB) when an article in *The Star Tribune* in January 2008 accused the NTSB of being politically-driven. ■

Creating the Premier Campaign Advocacy Tool

Developing *The Road to Congress Binder*

The Highway Users developed *The Road to Congress: How Highway Issues Can Strengthen Your Campaign* binder for grassroots members to share with candidates for the 111th Congress, as well as for distribution to Members and staff of the new Congress. During an intense three-month period, we contacted every Highway Users member and engineered a nationwide distribution program to get this resource into the hands of transportation policy makers. *The Road to Congress* binder is THE must-have informational resource that

candidates need to understand when facing key transportation issues in the 111th Congress.



This project could not have been undertaken without the generous sponsorship support from the following members: American Concrete Pavement Association, Associated General Contractors of America, American Trucking Associations (ATA), Motor & Equipment Manufacturers Association (MEMA), Owner-Operator Independent Drivers Association (OOIDA), Recreational Vehicle Industry Association (RVIA), and Specialized Carriers & Rigging Association (SCRA). A number of non-member associations also sponsored the project. ■

**THE ROAD TO CONGRESS BINDER IS
THE MUST-HAVE INFORMATIONAL
RESOURCE THAT CANDIDATES NEED
TO UNDERSTAND WHEN FACING KEY
TRANSPORTATION ISSUES IN THE
111TH CONGRESS.**

“ We encouraged the Committee to invest “green” funding for greenhouse gas reductions into “win-win” solutions. ”

Serving as Transportation’s Voice on Climate Change

Balancing the Debate on Global Warming Solutions

The Highway Users testified before the House Select Committee on Global Warming in June. The committee asked for our views on “Smart Growth” strategies designed to encourage dense development and reduce vehicle-miles-of-travel (VMT). We encouraged the Committee to invest “green” funding for greenhouse gas reductions into “win-win” solutions that preserve mobility, prosperity, and the rights of Americans to choose where they live and work. We effectively shifted the hearing discussion from support for growth controls to support for congestion relief.

Commenting on Greenhouse Gas Emissions

Guided by input from our Planning & Government Affairs (PGA) Committee, The Highway Users submitted comments to the Environmental Protection Agency (EPA) on its Advanced Notice of Proposed Rulemaking (ANPR) on use of the Clean Air Act (CAA) to regulate greenhouse gas emissions. We opposed the ANPR as drafted due to its potential economic impact but offered to work with EPA to develop better ideas. Many of our members support a legislative and regulatory plan that preempts a growing patchwork of state and local regulations, while balancing economic costs with environmental benefits.

Lobbying on Cap-and-Trade Legislation

In June, The Highway Users successfully opposed Sen. Barbara Boxer’s (D-CA) amendment to the Warner-Lieberman cap-and-trade bill. The amendment included unprecedented anti-mobility provisions, increased fuel costs, diverted funds from highways, and created new and onerous planning mandates. The bill was withdrawn after a majority of Senators voted against wrapping up a heated Senate floor debate.

In the summer, Highway Users President & CEO Greg Cohen was among the select few invited to attend an exclusive conference on global climate change and cap-and-trade hosted by *The Washington Post* and sponsored by Shell Oil Company. Former UK Prime Minister Tony Blair addressed attendees via teleconference about his push for agreement among G-8 nations, China, India, and the E.U. to reduce emissions. ■



We opposed the ANPR as drafted due to its potential economic impact but offered to work with EPA to develop better ideas.

“ We promoted domestic drilling on and off shore generally favored by most Republicans while also supporting mostly-Democratic legislation to combat excessive oil market speculation. ”

Fighting for Lower Energy Prices

Activism to Reduce High Energy Prices

Until the recent drop in fuel prices, The Highway Users focused attention to the underlying causes of high fuel prices. We lobbied Congress and the media in favor of both short- and long-term solutions to reduce the price of crude oil. We promoted domestic drilling on and off shore generally favored by most Republicans while also supporting mostly-Democratic legislation to combat excessive oil market speculation. We supported and commented on the Minerals Management Service's five-year plan for outer continental shelf exploration, held a press conference on energy issues with two members – the American Trucking Associations and The National Grange – at the National Press Club, and served as a speaker at the Consumer Energy Alliance (CEA) Energy Day events with a bipartisan group of Congressmen. We also submitted comments in support of the Bureau of Land Management's plan to allow development of tar sands and shale on public lands in Utah, Colorado, and Wyoming.

During the summer, The Highway Users met with representatives from Stop Oil Speculation Now. The group endorsed a bill by Senate Majority Leader Harry Reid (D-NV) to crack down on commodities speculators who are partly responsible for the spike in fuel prices. The Highway Users has joined this coalition and balances our support for this initiative with continued support for increasing energy supplies. ■

Driving the Debate on Public-Private Partnerships (PPP)

Participating in Debates on the Merits of PPPs

As states become challenged to fund investment in highway infrastructure, they are increasingly eying public-private partnerships as an avenue for funding. The Highway Users has participated in numerous discussions about the issues, including a debate convened by the American Council of Engineering Companies. In August, Highway Users President & CEO Greg Cohen also addressed attendees at the Institute for Transportation Engineers (ITE) 2008 Annual Meeting in Anaheim, CA where he stressed the importance of fair user fees, congestion relief and system reliability. The Highway Users supports public-private partnerships designed to build new roads or new highway lanes but we oppose the conversion of untolled roads to toll roads and the leasing of public toll roads to private operators.

Serving as the Moral Compass on Tolling Plans

Throughout 2008, The Highway Users played a leading role on debates over public-private partnerships and tolling plans. As a steering committee member of the Americans for a Strong National Highway Network (ASNHN) coalition, The Highway Users worked with partners to lobby the U.S. Department of Transportation (DOT), Congress, and the media to demand greater transparency and fairness for Interstate motorists when tolling plans are

“ THE HIGHWAY USERS SUPPORTS PUBLIC-PRIVATE PARTNERSHIPS DESIGNED TO BUILD NEW ROADS OR NEW HIGHWAY LANES BUT WE OPPOSE THE CONVERSION OF UNTOLLED ROADS TO TOLL ROADS AND THE LEASING OF PUBLIC TOLL ROADS TO PRIVATE OPERATORS. “

considered. Other members of the coalition include the American Trucking Associations (ATA), Owner-Operator Independent Drivers Association (OOIDA), Recreation Vehicle Industry Association (RVIA), American Motorcyclist Association (AMA), NATSO, and contributing partner AAA.

Fighting “Monetization” of Public Roads

The Highway Users, American Trucking Associations and NATSO collaborated on an advertisement that ran in *The Wall Street Journal*, *Roll Call* and *The Patriot-News* in early October. The ad read, “Privatize America’s Roads via Wall Street Gimmicks...NO WAY!” The Highway Users, in conjunction with the ASNHN coalition, has exposed investment schemes that provide cash windfalls to state and local governments in exchange for privatizing and inflating tolls on existing major roads. The Highway Users generally does not oppose the use of tolls on new capacity to finance road construction.

In November, The Highway Users commented on a Notice of Proposed Rulemaking (NPRM) by the Federal Highway Administration (FHWA) on establishing the “fair market value” for toll roads under concession agreements. The rulemaking, which was finalized in late December, has many critics and may be overturned by the Obama Administration. The Bush Administration plans to implement the rule on January 18, 2009. Among the many concerns raised by critics is the decision to force states to accept inflated bids for road concessions that are likely to yield substantial toll increases on future generations of road users.



Among the many concerns raised by critics is the decision to force states to accept inflated bids for road concessions that are likely to yield substantial toll increases on further generations of road users.

ON THE STATE LEVEL, WE HELPED TO ACHIEVE THE FOLLOWING SUCCESSES IN 2008:

- **I-80 Tolling in Pennsylvania Denied**

In mid September, the state of Pennsylvania’s application to toll I-80 was struck down by the Federal Highway Administration, after The Highway Users and ASNHN coalition partners met with DOT staff to deliver a letter to Secretary Mary Peters opposing the application. We urged Pennsylvania to focus on existing viable and equitable highway user fees, such as the fuel tax and vehicle registration fees, protected for highway use under the state constitution. To bolster their efforts, OOIDA issued a press statement to PR Newswire on the hot-button issue, citing The Highway Users as an organization opposed to the tolling plan. The new release was picked up by numerous trade publications, including eTrucker.com.

• **New Jersey Toll Hike Cut Down To Size**

The Highway Users and our partners in ASNHN successfully opposed New Jersey Governor Corzine's plan to transfer authority over the New Jersey Turnpike to a proposed "public benefits corporation" that would sharply increase tolls and transfer the state's debt burden onto the new corporation. The plan envisioned current and future generations of motorists paying skyrocketing tolls to bail out New Jersey's debt-ridden employee pension plan and underfunded school construction plan. A revised plan calls for smaller toll increases with funding dedicated to transportation. The Highway Users still opposes the new plan because some of the new toll increases are to be diverted from highway to rail programs.

• **Pennsylvania Turnpike Privatization Plan Falls Apart**

Governor Rendell's plan to privatize the Pennsylvania Turnpike faced mounting obstacles, including opposition from The Highway Users and its coalition allies. After overselling the lease concept to the state legislature, the winning competitive bid valued the lease at less than half of what was expected. Still, privatization supporters tried to push the legislature to accept \$12.8 billion for a 75-year lease. We met with Pennsylvania's House Transportation Committee Democratic Chairman Markosek at the 50th Anniversary of the American Society of Highway Engineers in Hershey and commended him for opposing the lease. Strong opposition from most legislators, including Markosek, eventually stymied legislative action. Subsequently, the concessionaire withdrew its bid. ■

“ Topics included a potential assault on environmental streamlining and expansion of regulations that slow highway project approvals – issues that are expected to increase in coming years. ”

Streamlining Highway Project Approvals

Raising Concerns about Anti-Highway Groups with the Senate EPW Committee

Highway Users President & CEO Greg Cohen met with Senate Environment and Public Works (EPW) Committee Republican staff to discuss the agenda of anti-highway, anti-mobility groups. Topics included a potential assault on environmental streamlining and expansion of regulations that slow highway project approvals – issues that are expected to increase in coming years. We discussed cap-and-trade legislation and its potential impact on the highway bill and mobility, efforts to increase the diversion of highway user fees to non-highway modes, the potential for land-use planning mandates that are hostile to auto-mobility, and efforts by some to reverse key environmental streamlining gains made under the SAFETEA-LU bill in 2005. ■

Advancing Roadway Safety

Advocating Roadway Safety during Reauthorization

Early in the year, Highway Users President & CEO Greg Cohen was a featured speaker at the Government Relations Committee meeting of the American Traffic Safety Services Association (ATSSA). We subsequently endorsed elements of their





SAFER ROADS: Building Safety into Your Drive

“Toward Zero Deaths” plan for roadway safety. The Highway Users worked with the National Association of County Engineers and ATSSA in late summer to form the Roadway Infrastructure Safety Coalition that will promote a stronger safety program in the upcoming highway authorization bill.

The Roadway Safety Foundation, which The Highway Users chartered in 1995, stepped up its activities in 2008 with the hiring of a Managing Director, Cathy Gillen, who is guiding RSF’s initiatives supported by a multi-year \$1.722 million grant awarded by the Federal Highway Administration (FHWA) in 2006. In November, RSF announced six winners of its *Safer Roads: Building Safety into Your Drive* public information and education campaign. The selected organizations will receive technical assistance to undertake public information and education campaigns to raise awareness of the safety benefits and the need for infrastructure and engineering roadway safety improvements. In addition, the foundation worked with FHWA on preparations for the 2009 National Roadway Safety Awards program which the two organizations have co-sponsored since 2001. The biennial program recognizes best practices of state and local governments and other organizations that have demonstrated success in reducing fatalities caused by unsafe roadway conditions. ■

Increasing our Grassroots Strength

Revamping Grassroots Affiliations

The Highway Users introduced a new outreach program for 2009 to boost our grassroots army of advocates and increase our effectiveness. The new program will be critical for mobilizing action as The Highway Users focuses on the revamping of multi-billion dollar highway authorization that will be addressed in the next Congress.

The new multi-pronged program contains four key components: 1) revision of the State Highway Users Conference (HUC) dues; 2) expansion of the HUC structure to form other regional groups; 3) introduction of two new initiatives in 2009 that include “Advocacy Grants” which will be awarded to HUCs to help fund local efforts on issues of regional and national interest; and 4) a new “Advocates in Action” Honors Program that will recognize exemplary local efforts and accomplishments. Finally, the new program includes introduction of a national level Grassroots Sponsorship Program that will support development costs, expansion of the outreach efforts, and fund the new advocacy grants and honors programs. The American Petroleum Institute has pledged a significant contribution to support this initiative. ■

“ THE NEW PROGRAM WILL BE CRITICAL FOR MOBILIZING ACTION AS THE HIGHWAY USERS FOCUSES ON THE REVAMPING OF MULTI-BILLION DOLLAR HIGHWAY REAUTHORIZATION THAT WILL BE ADDRESSED IN THE NEXT CONGRESS. ”

Expanding Outreach

The Highway Users was represented at various member organization and industry events. President & CEO Greg Cohen:

- **ADDRESSED AMERICAN CONCRETE PAVEMENT ASSOCIATION'S ANNUAL MEETING IN SAN ANTONIO, TX**
- **BRIEFED BETTER ROADS STATE ASSOCIATIONS NATIONWIDE**
- **ADDRESSED ARGUS ASPHALT CONFERENCE IN HOUSTON, TX**
- **PARTICIPATED IN ENVIRONMENT AND ENERGY STUDY INSTITUTE BRIEFING**
- **PARTICIPATED IN CATO INSTITUTE PROGRAM GAINING COVERAGE BY C-SPAN**
- **ADDRESSED NATIONAL CONFERENCE ON STATE LEGISLATORS' WORKING GROUP ON TRANSPORTATION**
- **ADDRESSED AMERICAN SOCIETY OF HIGHWAY ENGINEERS 50TH ANNUAL MEETING IN HERSHEY, PA**
- **SPONSORED MARYLAND CENTENNIAL CELEBRATION IN BALTIMORE, MD**
- **ADDRESSED THE AMERICAN DREAM CONFERENCE IN HOUSTON, TX**
- **ATTENDED A HIGHWAY POLICY MEETING ORGANIZED BY SEN. JIM DEMINT (R-SC)**
- **BRIEFED IOWA COMMUNITY LEADERS – CONSTITUENTS OF SEN. CHUCK GRASSLEY (R-IA)**
- **WAS A SPONSORING ORGANIZATION OF THE 2008 CONEXPO/CONAG CONVENTION & TRADE SHOW IN LAS VEGAS**
- **ADDRESSED AMERICAN TRAFFIC SAFETY SERVICES ASSOCIATION 2008 LEGISLATIVE LEADERSHIP CONFERENCE ■**

2008 Board of Directors



Honorary Chairman
The Honorable
Norman Y. Mineta
 Former Secretary
 U.S. Department of Transportation



Chairman
Governor Bill Graves*
 President & CEO
 American Trucking Associations

Vice Chairman
Leslie J. Jezuit *
 Chairman & CEO
 Quixote Corporation

Treasurer
Roy Littlefield *
 Executive Vice President
 Tire Industry Association

Chairman Emeritus
Michael J. Toohey *
 Livingston Group

Bruce Andrews
 Vice President of
 Governmental Affairs
 Ford Motor Company

Phillip D. Brady
 President
 National Automobile Dealers
 Association

James A. Braselton
 Senior Vice President –
 Marketing & Sales
 Lafarge North America
 Cement Division

Kenneth W. Cole *
 Vice President,
 Public Relations
 General Motors Corporation

Richard Coon *
 President
 Recreation Vehicle Industry
 Association

Josephine S. Cooper *
 Group VP, Government &
 Industry Affairs
 Toyota Motor North
 America, Inc.

Linda Bauer Darr
 President & CEO
 American Moving and
 Storage Association

Kemper Freeman
 President
 Bellevue Square Managers
 Division of Kemper
 Development Company

Richard L. Hanneman
 President
 Salt Institute

Thomas F. Jensen
 Public Affairs Manager
 United Parcel Service

Larry L. Lair *
 Vice President,
 Traffic Safety Systems
 3M

Dave McCurdy
 President & CEO
 Alliance of Automobile
 Manufacturers

Robert McKenna *
 President & CEO
 Motor & Equipment
 Manufacturers Association

Peter Pantuso *
 President & CEO
 American Bus Association

Todd Spencer
 Executive Vice President
 Owner-Operator Independent
 Drivers Association

William A. Steel
 President
 The National Grange

** Also member of Executive Committee*



1101 Fourteenth Street, NW, Suite 750
Washington, DC 20005
202.857.1200
202.857.1220 FAX

WWW.HIGHWAYS.ORG