



# 2011 ANNUAL REPORT

KNIK ARM BRIDGE AND TOLL AUTHORITY  
*Bringing Alaska together*



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# MISSION STATEMENT

The Knik Arm Bridge and Toll Authority (KABATA) will “develop, stimulate, and advance the economic welfare of the state and further the development of public transportation systems in the vicinity of the Upper Cook Inlet with construction of a bridge to span Knik Arm and connect the Municipality of Anchorage and the Matanuska-Susitna Borough.”

# LETTER FROM THE CHAIRMAN



Dear Fellow Alaskans:

The Knik Arm Bridge and Toll Authority (KABATA) has met a number of significant milestones in the past year. Just 12 months ago, the Authority received from the Federal Highway Administration the Record of Decision (ROD) with a build alternative. With the issuance of the ROD, the Knik Arm Crossing Project has shifted from planning and environmental work to pre-construction activities including right-of-way acquisition, procurement and final permitting.

With the ROD in hand, we launched our Public Private Partnership (P3) procurement process in July with a formal Request for Qualifications. In September, we received six Statements of Qualifications from P3 Consortia known around the world in financing, designing, constructing and operating concessions like ours. We evaluated the submittals and announced a short list of three in October. We are looking forward to reviewing their proposals in 2012.

We have also moved forward on our environmental permits, including our Letter of Authorization from the National Marine Fisheries Service and the U.S. Army Corps of Engineers 404 wetlands permit. We will continue to work closely with these agencies and others, and expect to receive our key permits in 2012.

In August, the Federal Highway Administration authorized us to start the right-of-way acquisition process. We expect the appraisals and acquisitions of the required parcels to be completed in 2012.

The coming year promises to be a pivotal one in terms of legislation. Pending legislation creates a project reserve fund to aid in the successful procurement of the project, reduce the cost of project finance and generate the best value to the State of Alaska.

In 2011, we saw the project move from concept to procurement. We expect by this time next year, that we will be updating you on our plans for the first year of construction.

The KABATA staff and Board of Directors are excited about the prospects of the coming year. I hope after reviewing this annual report you too will share that enthusiasm for the bridge that will bring Alaska together.

Sincerely,

A handwritten signature in black ink that reads "Michael L. Foster". The signature is written in a cursive, professional style.

Michael L. Foster, P.E.  
Chairman, KABATA Board of Directors

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Governor Sean Parnell  
STATE OF ALASKA



Photo courtesy Jeff Schultz, AlaskaStock.com

December 21, 2011

Dear Alaskans,

The Knik Arm Crossing Project (Project) will connect two of Alaska's largest and growing areas: Anchorage and the Matanuska-Susitna Borough. Responsible investment and development of transportation infrastructure is the key to Alaska's economy in the future.

The Project made steady progress in the last year. A final Record of Decision (ROD) was issued by the Federal Highway Administration (FHWA), choosing a "build alternative." Litigation that could have delayed the project has been resolved. Permitting work is now focused on the Army Corps of Engineers and other federal agencies.

Progress was also made as numerous private investment companies competed and three teams, which include Alaskan companies, were pre-qualified to bid on building the Project. Public-private partnerships such as this could serve as a model for meeting part of our transportation infrastructure needs in the future.

Efficient transportation between Alaska's largest population centers requires regional connections and alternate travel corridors to reduce congestion and costs on some of our heaviest travelled highways.

I look forward to additional progress in 2012.

Best regards,

A handwritten signature in blue ink that reads "Sean Parnell".

Sean Parnell  
Governor



## KNIK ARM CROSSING BRIDGE OF STATEWIDE SIGNIFICANCE

Many people initially assumed that the Knik Arm Crossing (KAC) primarily benefitted Anchorage. It wasn't long before Alaskans started realizing the full benefits of the project, which spread from the North Slope to the Interior and to Anchorage and the Kenai Peninsula.

### STATEWIDE BENEFITS

When completed, the KAC will integrate with the existing regional transportation network, including highways, ports, airports and rail, supporting domestic and international commerce. The new connection will improve Alaska's economic competitiveness by increasing efficiency in our transportation network.

The Federal Highway Administration (FHWA) recognizes the strategic importance of the Crossing and designated the bridge a National Highway System route. Once complete, the bridge will be part of the Strategic Highway Network (STRAHNET) to support the Department of Defense mission and national security.

### ANCHORAGE BENEFITS

Anchorage will see the creation of thousands of jobs during construction. Additionally, the bridge places 8,000 acres of industrial land within six miles of downtown.

A second connection north between Alaska's most populous city and the Mat-Su, the Crossing gives drivers an alternate access in times of Glenn Highway closures, emergencies, evacuation and high traffic volumes. The project benefits the Port of Anchorage (POA) by adding northbound road access, efficiently moving freight northward to the Mat-Su, Fairbanks, the Interior and the North Slope. The Crossing will reduce the pressure of northbound POA freight traffic on Anchorage streets, preserving pavement, reducing congestion and harmful vehicle emissions and enhancing safety and commute times.

### MATANUSKA-SUSITNA BENEFITS

Mat-Su is one of the fastest growing regions in Alaska and the U.S. Affordable housing is driving this trend, and in 25 years Mat-Su's population is expected to double in size, regardless of whether the Knik Arm Crossing is built. This will lead to significantly increased traffic levels on the Glenn Highway. The bridge will minimize urban sprawl



"It's a project of statewide significance, boosting the economy in the immediate area, the region and statewide."

– Michael Foster,  
KABATA Board Chair

and adverse environmental impacts. Additionally, the bridge will spur significant economic activity in the Point MacKenzie area, creating thousands more permanent jobs in Anchorage and Mat-Su.

The bridge will support the Goose Creek Correctional Center, opening in Spring 2012. Located in Point MacKenzie, the crossing will cut travel time for workers and prisoners from the State Court System in Anchorage by over 60 miles. Savings for both the facility and over 600 employees will be significant.

Port MacKenzie is 82 miles from Anchorage, but will be only 6 miles with the bridge in place. This port is the nation's northernmost deep water port, and is designed to export bulk commodities (base and rare earth mineral ores, coal, woodchips and gravel) and to import bulk materials (cement and steel pipe). Its industrial district is 8,940 acres and is the logical area for economic expansion.

## INTERIOR AND NORTH SLOPE BENEFITS

The cost of transportation has more than doubled in Fairbanks from 2008 to 2011. The Crossing will reduce the cost of transportation to Fairbanks, the Interior and the North Slope resulting in \$326 million in truck freight savings in the first 10 years. Interior drivers headed to Anchorage to visit friends and family, conduct business or attend youth sporting events may cut as much as an hour of travel time depending on where future connections are made to the Parks Highway.

## KENAI BENEFITS

In addition to providing a second connection north for emergency evacuation, the bridge provides a significant step to opening up Kenai Peninsula Borough (KPB) lands on the western side of Cook Inlet. With over 47 percent of KPB lands located there, having a hard connection across Knik Arm enables the KPB to plan for access and development of those areas.

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## RECORD OF DECISION

The FHWA signed the Knik Arm Crossing Record of Decision (ROD) in December 2010. The approval of the ROD by FHWA allowed KABATA to move forward with the permitting, right-of-way acquisition and procurement of the project. During this phase, KABATA will continue efforts to minimize impacts that adversely affect social, economic, cultural and natural resources. KABATA Executive Director Andrew Niemiec said, "The project has reached a major milestone with the signing of the ROD. We are now able to proceed forward with a project that is a reality rather than the vision it has been for decades."

## RIGHT-OF-WAY

The engineers sought to develop a route that had minimal impacts to property owners and businesses. After studying 21 route alternatives, FHWA selected

Erickson Street route through the Port of Anchorage and Government Hill, as it affected the fewest number of homes and businesses. Additionally, they selected a "cut and cover" tunnel to minimize the visual, noise and air quality impact to the Government Hill neighborhood. The tunnel allows for landscaping on top to integrate the area into the existing surroundings.

In August of this year, FHWA authorized funding for KABATA to appraise and acquire the full parcels and conduct relocations in the Government Hill area. The acquisitions include three businesses, two residences and three vacant lots. We expect that the acquisitions and relocations of the full parcels to be concluded by Summer 2012.

Mapping for the partial acquisitions is being reviewed and we anticipate FHWA authorization for these acquisitions in early 2012. These partial acquisitions will be on both the Anchorage and Mat-Su sides of the project.



## PROCUREMENT

Public Private Partnership or “P3” is a method to deliver significant infrastructure with limited upfront public funds while sharing project risk with the private sector. KABATA is utilizing a P3 model in which the private sector partner provides project finance, design, construction, operation and maintenance in exchange for a periodic availability payment from KABATA. Availability payments are a predetermined payment over the lifespan of the contract. Our estimates are that toll revenues will exceed the availability payment about seven years after the bridge opens. P3 also has the advantage of recognizing and managing infrastructure for life cycle costs of ownership – not just the initial construction.

KABATA hosted industry workshops this summer in New York and Anchorage. In New York, KABATA hosted a well-attended industry forum at the Citicorp World Headquarters. The following day, the Authority joined the InfraAmericas P3 conference which brought together representatives of virtually every active participant, public and private, in the U.S. transportation P3 industry. During the two-day conference, KABATA held 17 individual meetings with major concessionaires, equity investors and construction companies. The interest in the Knik Arm Crossing project was significant.

KABATA launched the procurement on July 13, 2011 with a Request for Qualifications. The response was strong, with six consortiums providing Statements of Qualifications. The Authority conducted an extensive evaluation process, shortlisting three qualified teams on Oct. 24, 2011. These three consortiums will have the opportunity to respond to the formal Request for Proposals, which is planned for release in 2012.

The three teams are:

### ALASKA INFRASTRUCTURE ACCESS PARTNERS

- Infrared Capital Partners Limited
- Bouygues TP
- Colaska Inc. dba QAP
- Weeks Marine, Inc.
- URS Alaska, LLC
- Moffatt & Nichol, Inc.
- USKH, Inc.
- R&M Consultants, Inc.
- Macquarie Capital (USA) Inc.

### COOK INLET PASSAGE PARTNERS

- Meridiam USA III, LLC
- Meridiam Infrastructure North America Corp.
- Meridiam Infrastructure North America Fund II AIV, LP
- Meridiam Infrastructure North America Fund II, LP
- Meridiam Infrastructure North America Fund II (Domestic), LP

*Continues Page 8*

“Based on the analysis and evaluation contained in this project’s Final EIS, and after careful consideration of all social, economic, and environmental factors and input from state and local governments, tribes, and the public, it is my decision that the Northern Access – Erickson Alternative (with the Southern Alignment, 8,200-foot bridge length, cut-and-cover tunnel under Erickson Street) is hereby the Selected Alternative for the KAC project.”

– Dave Miller,  
FHWA Statement in the ROD





“ I have never seen this level of interest from Industry. It is truly a reflection of a well thought out plan with a good distribution of risk to both the private sector and the public sector.”

– Fred Kessler, Nossaman LLP



- Kiewit Development Company
- Kiewit Infrastructure West Co.
- Manson Construction Co.
- VMS Inc. dba Transfield Services North America, Transportation Infrastructure
- Parsons Transportation Group Inc.
- Golder Associates Inc.
- Dowl HKM
- Dan Brown and Associates, PLLC
- BMT Fleet Technologies
- KPMG Corporate Finance LLC

#### **NORTH STAR MOBILITY GROUP**

- HOCHTIEF PPP Solutions North America, Inc.
- HOCHTIEF Aktiengesellschaft
- ACS Infrastructure Development, Inc.
- ACS Servicios y Concesiones, S.L.
- Iridium Concesiones de Infraestructuras, S.A.
- Flatiron Constructors, Inc.
- Dragados USA, Inc.
- Dragados SA
- Traylor Bros., Inc.
- HNTB Corporation
- CH2M HILL Engineers, Inc.
- Alaska Interstate Construction LLC
- Arcadis
- Kodiak Map
- Hart Crowser
- Earth Mechanics
- Bittner-Shen
- Denali Drilling
- Gregg Drilling

#### **WHY THE HIGH LEVEL OF INTEREST?**

A number of factors have converged to attract these highly qualified teams. We have a mature project that has passed major hurdles in order to get to this point. The Knik Arm Crossing has been through a rigorous environmental process. The National Marine Fisheries Service issued a “no jeopardy” finding for the endangered Cook Inlet beluga whale population in November 2010, and the FHWA gave the go-ahead for construction when they issued a Record of Decision in December 2010.

At this time, key permits are underway, site conditions are well documented and the project has begun acquiring right-of-way in order for that process to be complete by the time of P3 award. The political climate for the project is favorable, and the essentiality of the project to the statewide economy is broadly recognized.

KABATA’s decision to convert from a toll concession to an availability payment concession has better aligned the project with market realities and drawn attention from the industry. Analysis of the project’s financial feasibility is well-developed, realistic and positive, with industry leaders HDR, Wilbur Smith Associates, and Citigroup providing cost estimation, revenue projections and financial planning.





## LEGISLATION

In Spring 2011, Senator Linda Menard and Representative Mark Neuman introduced legislation to amend the Knik Arm Bridge and Toll Authority’s enabling statute and establish a reserve fund for the project.

The legislation was written to ensure a successful procurement for the Knik Arm Crossing project and generates the best value for the state. The legislation makes changes that will ensure a successful and low-cost procurement process.

### HIGHLIGHTS INCLUDE:

#### **INCREASE IN KABATA’S BONDING AUTHORITY FROM \$500 TO \$600 MILLION**

- \$600 million represents the same amount of Private Activity Bonds (PABs) capacity allocated to the project from the U.S. Department of Transportation.
- Lowers the cost of capital for the project and ultimately lowers the cost to end users
- Private partner is the borrower of any PABs issued, not the State.

#### **PROPERTY TAX CLARIFICATION THAT THE CROSSING AND ASSOCIATED FACILITIES ARE EXEMPT FROM STATE AND LOCAL PROPERTY TAXES**

- Like any other transportation infrastructure owned by the State, the roads and bridges are not subject to property taxation.
- Any private facilities developed outside the crossing will be subject to property tax.

#### **ESTABLISHES AN \$150 MILLION PROJECT RESERVE FUND**

- Allows State to meet availability payments in early years when toll revenue is growing.
- Toll revenue expected to exceed availability payment within several years after bridge opening.
- Funds held by the Alaska Department of Revenue until a contract is entered.
- Surplus toll revenue is expected to be sufficient over P3 term to repay the \$150 million and generate an additional \$1 billion for transportation improvements.

The House and Senate companion bills are currently in their respective finance committees awaiting consideration.



“This legislation was written in consultation with the Knik Arm Bridge and Toll Authority, in order to support the project’s move from a toll concession to an availability payment concession. This is the smart thing to do to get this bridge delivered now.”

– Senator Linda Menard

## ENVIRONMENTAL WORK

Environmental activities are ongoing to accomplish the commitments identified in the Final Environmental Impact Statement (FEIS). KABATA has submitted key permit applications for the bridge in order to move forward with construction after the procurement is completed in 2012.

### PROJECT MITIGATION

Part of developing the environmental document is to identify the impacts of building the project on the natural and human environment. For some of the identified negative impacts, we provide mitigation to alleviate that impact.



*View from the west side of the Knik Arm.*

The Knik Arm Crossing project, through a Programmatic Agreement, facilitated a collaborative working relationship between the Knik and Eklutna Tribes, the Mat-Su Borough, the Municipality of Anchorage and the State Historic Preservation Office.

Archaeologists from the Mat-Su Borough and the Knik and Eklutna tribes discovered 59 new archaeological and historical sites this season, including one major site – a traditional fish camp site, complete with 200 cache pits for storing fish. This site has been identified as a possible replacement for Tak’at, a long-established fish camp site that is now part of the military base.

Historic preservation planning was conducted by the Municipality of Anchorage in partnership with the Alaska State Historic Preservation Office and the FHWA as a mitigation element of the Knik Arm Crossing. Funding was provided through a Memorandum of Understanding between the FHWA, Municipality of Anchorage and the Alaska State Historic Preservation Office. Public meetings and outreach efforts will be ongoing through 2012.



## MATANUSKA-SUSITNA PLANNING

“We recognize the ongoing growth that is occurring in the Borough right now and that additional growth will occur as a result of the Knik Arm Crossing. The needs for planning and permitting will only increase in the Matanuska-Susitna Borough as the Knik Arm Crossing moves toward construction,” said Andrew Niemiec, KABATA Executive Director. He continued, “In order to offset these indirect and cumulative impacts, we are assisting the Borough to develop their land use and environmental planning efforts.”

KABATA is funding a one-stop permit center within the Matanuska-Susitna Borough’s planning department. The new funding will assist the Borough to streamline permitting processes, increase staff efficiency, save time for customers and help protect the environment by coordinating with federal and State resource and regulatory agencies. KABATA is also providing funds for a Corridor Study and Access Management Plan from Point MacKenzie to the Parks Highway.

## MARINE MAMMAL RESEARCH

Marine mammal protection is a significant environmental consideration when building infrastructure over water. KABATA is especially proud of the work it has done and the research that the project has funded that have contributed to what we know about the Cook Inlet beluga whale population.

In 2011, that work included developing reliable methods to detect belugas approaching the construction area, and original research collecting the first noise measurements of an oscillator system for drilled shafts to verify that it is a quieter method of bridge building.

### EARLY DETECTION OF BELUGAS

We conducted a two-week “Proof of Concept” study for our Marine Mammal Monitoring program this September to determine if we can hear belugas with an omni-directional acoustic device. This could warn us if beluga are in the vicinity before they are actually seen, thus allowing shutdown of noisy operations reducing the chance of adversely affecting their behavior. While in theory the acoustic devices seemed promising, the results



“NMFS concludes the described action is not likely to jeopardize the continued existence of the Cook Inlet beluga whale, nor to destroy or adversely modify its proposed critical habitat.”

-- James Balsiger Ph.D.,  
NMFS Statement in the ROD



“What I liked about the ‘Proof of Concept’ study was that it used a robust methodology for detecting belugas and other marine mammals – it combined a real-time acoustic monitoring system with a visual monitoring program which utilized several methods (big eyes, binoculars, naked eye, and theodolite) to spot belugas, and incorporated a rest period in order to avoid observer eye fatigue. Because there is no evidence that one detection system is 100% accurate, it is a definite plus to have the two methods complimenting each other.”

– Mandy Migura, NOAA Fisheries



show regimented observation techniques with binoculars and “big eyes” (high-quality, high-powered marine binoculars) are more effective than the acoustic devices in locating belugas in Knik Arm. Observers were able to detect belugas up to six miles away. At times, belugas were visually observed with little or no vocalizations picked up with the acoustic device.

### NOISE REDUCTION

Oscillator systems have been used to place large diameter piles for various bridge construction projects in order to minimize noise impacts, however only qualitative assessments of the associated noise were available. In other words, we thought they were quieter, but we didn’t have scientific evidence to back that up. KABATA funded research this year to collect the first in-water noise measurements of an oscillator system for drilled shafts. This information was presented at the Conference on the Biology of Marine Mammals held by the Society for Marine Mammalogy in Tampa, Fla. from Nov. 27 - Dec. 3, 2011. The sounds were found to rapidly dissipate over a relatively short distance, indicating that the oscillator represents a good solution for minimizing impacts to endangered belugas and critical habitat (which includes their prey). The noise measurements of this system are the first documented and provide baseline data for other construction projects globally where this method for drilling shafts could be used. The marine mammal conference gave KABATA a chance to share these research findings in a scientific forum and provide networking capabilities to a more global audience.



*Artist rendering of the proposed Knik Arm Crossing.*





## 2011 CHANGES

This past year brought new faces to KABATA:

Our administrative manager, **Michele Casey**, started in January and is using her background in State administrative and budget management to guide KABATA through the State’s procurement and personnel system. Her talents are not limited there, however. She has an aptitude for all kinds of organization and has taken charge of board meetings, schedules and smoothed our transition to the new offices.

Coming from Department of Transportation and Public Facilities Preconstruction, former group chief **Judy Dougherty** joined our staff in June. She is serving as our Deputy Executive Director for Project Development and KABATA is benefitting from her expertise with local planning organizations, and state and federal permitting agencies.

A Fairbanks transplant, **Shannon McCarthy**, joined KABATA in August to take on government and public affairs for the Authority. Her previous work includes developing marketing and communication plans for transportation programs and serving as DOT&PF’s Northern Region Public Information Officer.

2011 also saw the retirement of Dale Paulson and Edrie Vinson. Dale led the NEPA process to a successful conclusion with FHWA issuing a ROD. Edrie was KABATA’s Section 106 Historic Preservation Liaison. We wish them a long and happy retirement and thank Dale and Edrie for a job well done.

### BOARD OF DIRECTORS

We are pleased to announce that **Dave Haugen** was reappointed to the KABATA board this fall. Mr. Haugen is serving his second full term with the board and brings a wealth of knowledge about managing large industrial projects. He currently serves as the project manager for the Alaska Gasline Development Corporation.

We are excited to announce **Angela Rodell**, Deputy Commissioner for the Department of Revenue, as a new appointment to the board. Ms. Rodell has extensive finance experience, including serving as a financial advisor to state authorities in over nine states.

### We’re growing!

We have moved to a new location. Our new address is:

Knik Arm Bridge and Toll Authority  
820 E. 15th Ave.  
Anchorage, AK 99501

T. (907) 269-6698  
F. (907) 269-6697

### Project Benefits

- Creates a second connection to and from Southcentral for use during emergencies and evacuation
- Supports thousands of jobs during construction and thousands more after bridge is open
- Lowers freight costs to Interior by \$326 million in first 10 years
- Saves drivers \$303 million in first 10 years
- Reduces CO<sup>2</sup> emissions by 50,000 tons each year
- Opens up land in western Cook Inlet
- Paid for by users through tolls



“This new transportation link will connect urban Anchorage with acres of developable land and the deep draft dock at Port MacKenzie, bringing regional economic development and job creation. It’s time to build the bridge.”

– Mayor Larry DeVilbiss,  
Matanuska-Susitna Borough

## SOUTHCENTRAL POPULATION INCREASING

### POPULATION NUMBERS

For the past 10 years, the Matanuska-Susitna Borough has experienced phenomenal growth, and according to the U.S. Census, is in the top 1 percent of fastest growing “counties” in the U.S. Independent socio-economic forecasts show the Matanuska-Susitna Borough will continue to grow (ISER, Woods and Poole and Alaska Department of Labor). All of these predict that the population in the Matanuska-Susitna Valley will double in the next 25 years. Even the most conservative data set shows the Matanuska-Susitna Borough will be creating the equivalent of 15 new “Palmer-sized” towns within its boundaries in the next 25 years.

Research shows that the higher paying jobs will largely remain in Anchorage, while affordable land and housing will continue to attract Alaskans who are willing to sacrifice drive time and fuel costs for a new single family home that, according to statistics from the Alaska Housing Finance Corporation, is currently \$168,000 cheaper than they could purchase in Anchorage.

The 2010 traffic count at the Eklutna bridge on the Glenn Highway shows there were nearly 30,000 cars passing under the overpass every day. Without a Knik Arm Crossing, traffic on the Glenn will continue to increase, likely doubling in the next 25 years. Since the highway is reaching capacity, adding another 30,000 trips per day would require expanding the Glenn and Parks highways from Eagle River to Wasilla to a six-lane highway and the Glenn Highway from Eagle River to Anchorage to an eight-lane highway; projects that could cost in excess of \$1 billion in federal and state transportation funding. By building the Knik Arm Crossing using private equity we can defer these upgrades for a longer period of time.



*The KABATA Board of Directors (left to right): Rep. Mark Neuman, Sen. Linda Menard, Michael Foster, DOT Commissioner Marc Luiken, Janet Kincaid and Dave Haugen. DOR Deputy Commissioner Angela Rodell not pictured.*



## FINANCIALS

### KABATA RECEIVES FINANCIAL REPORTING AWARD

For the fifth consecutive fiscal year in a row, KABATA has earned the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) of the United States and Canada.

The award is the highest form of recognition in the area of governmental accounting and financial reporting and represents a significant accomplishment. The Comprehensive

Annual Financial Report (CAFR) was judged by an impartial panel to meet the high standards of the program, including demonstrating a constructive spirit of full disclosure to clearly communicate its financial story and motivate users and groups to read the CAFR.

A Certificate of Achievement is valid for a period of one year only. KABATA believes that the current CAFR continues to meet the Certificate of Achievement program's requirements, and this year's CAFR has been submitted to GFOA to determine its eligibility for another certificate.

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### *Instructions on how to view disc*

To review the Comprehensive Annual Financial Report, please insert the attached DVD into your CD-ROM or DVD drive. The DVD also includes several videos about the project.

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This annual report is submitted in compliance with AS 19.75 to inform the Governor, Legislature and general public on the status of the project. This annual report is available on the project website at [www.knikarmbridge.com](http://www.knikarmbridge.com) and through the KABATA office at 907-269-6698.

Pursuant to AS 44.99.210, the 2011 Annual Report was released at a cost of \$4.90 per copy and the 2011 Comprehensive Annual Financial Report DVD was released at a cost of \$1.53 per copy by the Knik Arm Bridge and Toll Authority to provide information and encourage participation.

# 2011 ANNUAL REPORT

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*Bringing Alaska together*

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Photo courtesy Olson Family.



[www.knikarmbridge.com](http://www.knikarmbridge.com)