TRANSPORTATION RESEARCH CENTER INC.

2008 Annual Report
Transportation Research Center Inc. (TRC Inc.) independently manages a transportation research and testing facility serving the needs of industries, governments, trade associations, and educational organizations worldwide. Transportation Research Center (the Center) is located near East Liberty, Ohio, approximately 40 miles northwest of Columbus. Because much of TRC Inc.’s work is proprietary, many projects are described in general terms. However, the information presented on the following pages will provide the extent of TRC Inc.’s capabilities.

History

The Center was developed by the State of Ohio as a transportation research and development proving ground with the purpose of encouraging motor vehicle research and development activities in Ohio. The Center began testing in 1974. In 1979, the State of Ohio’s Transportation Research Board entered into a management agreement with The Ohio State University’s (University) College of Engineering to oversee the operations of the Center. In 1987, the Center was sold as part of an economic inducement to Honda of America Manufacturing, Inc. to build an automobile plant in Ohio. In order to ensure that the business of the Center could be preserved without violating the confidentiality of the Center’s customers, the University established Transportation Research Center Inc., a non-profit corporation. TRC Inc. is governed by a Board of Directors chaired by the University’s Dean of the College of Engineering.

Mission Statement

As the leading independent provider of testing, development and research, TRC Inc. helps the transportation industry create safer, improved products. We will accomplish our mission through high-quality services while satisfying stakeholders’ expectations.

Vision

Customer satisfaction is our competitive advantage.

Quality

We will strive to meet or exceed customer expectations.

Environmental

We will strive to protect the environment and assure safe and healthful working conditions.

“ISO 9001 and ISO 14001 Registered”

Equal Employment Opportunity

It is the policy of Transportation Research Center Inc. to provide equal opportunity in all areas of employment practices, without regard to race, color, religion, national origin, sex, age, disability, veteran status, or any other reason prohibited by law.
I am pleased to present, on behalf of our staff, the annual report for Transportation Research Center Inc. (TRC Inc.) for the fiscal year ending June 30, 2008.

Revenue from all sources for Fiscal Year 2008 was $48 million, reflecting an 8.8% increase from the previous year and our highest revenue year on record.

While the economy and automotive industry continues to struggle with the pressures of high fuel costs, a stagnant housing market and uncertain financial conditions, TRC Inc. remains successful by providing our customers with the highest quality testing services and facilities available.

We are continually improving our facilities with a focus on customers’ needs. Durability and Dynamics added a second paved rough road to increase test timeliness; the Emissions Laboratory upgraded data acquisition systems to conform to current federal regulations; and the Impact Lab acquired new high-speed imagers and data acquisition equipment to support current and future customer requirements.

TRC Inc. remains an ongoing sponsor of the Automotive News PACE Awards, now entering its 15th year. This program recognizes automotive suppliers for excellence and innovation and enables us to strengthen our relationship with our customers by providing opportunities to improve technology.

We continue to maintain a strong relationship with The Ohio State University through transfers to the University Endowment Portfolio to support transportation research in the College of Engineering. In addition, we provide assistance for numerous student engineering projects and maintain our consortium memberships in the OSU Center for Automotive Research (CAR) and Smart Vehicle Concept Center.

While the automotive industry focuses on developing new products to meet customer demands, we will continue to develop additional facilities and services to create long-term value for our stakeholders.

I would like to thank TRC Inc.’s stakeholders, especially our staff, for their hard work and dedication during the past year. I would also like to thank our Board of Directors for their continued guidance and support throughout the years.

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**Statement of Revenues & Expenses**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Operating Revenue</td>
<td>$48,011,068</td>
</tr>
<tr>
<td>Total Operating Expense</td>
<td>$45,757,161</td>
</tr>
<tr>
<td>Nonoperating Expense</td>
<td>$492,890</td>
</tr>
<tr>
<td>Change in Net Assets</td>
<td>$1,761,017</td>
</tr>
</tbody>
</table>

**Statement of Net Assets**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td>$16,613,256</td>
</tr>
<tr>
<td>Net Property &amp; Equipment</td>
<td>$1,525,952</td>
</tr>
<tr>
<td>Total Assets</td>
<td>$18,139,208</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>$5,680,451</td>
</tr>
<tr>
<td>Long-Term Debt</td>
<td>$1,453,000</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>$7,133,451</td>
</tr>
</tbody>
</table>

**Net Assets**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Asset at July 1, 2007</td>
<td>$10,928,291</td>
</tr>
<tr>
<td>FY 2008 Change in Net Assets</td>
<td>$1,761,017</td>
</tr>
<tr>
<td>Transfer to Transportation Research Fund</td>
<td>($1,683,551)</td>
</tr>
<tr>
<td>Net Assets at June 30, 2008</td>
<td>$11,005,757</td>
</tr>
<tr>
<td>Total Liabilities &amp; Net Assets</td>
<td>$18,139,208</td>
</tr>
</tbody>
</table>
Introduction

Transportation Research Center Inc. has gained a reputation as the world’s leading provider of vehicular testing services. This reputation has been maintained, not only because of the quality of the services offered, but also because the challenges that each year brings are viewed as new and exciting opportunities for growth.

Since the Center began operations in 1974, new programs have been developed for customers in the areas of collision avoidance, energy absorption, fuel economy, emissions, durability, performance, noise, crash simulation, and crashworthiness. Please see the timeline presented on page four of this report for an overview of our progress since we began. Test programs evaluate the performance of passenger cars, trucks, airplanes, tracked vehicles, off-road vehicles, recreational vehicles, buses, motorcycles, electric vehicles, and automotive components. TRC Inc. schedules and monitors all facilities with primary importance placed on the safety and security of each customer.

TRC Inc. is continually improving and adapting to meet changing customer needs. To enhance the Center and TRC Inc.’s overall service offerings, new facilities have been designed to assist customers in developing safe and marketable products. To complement our new facilities, TRC Inc. is ISO 9001 and 14001 registered. These registrations demonstrate TRC Inc.’s commitment to our customers. We will continue to measure and improve the quality of the services we provide.

The following pages of this report are dedicated to describing each of TRC Inc.’s primary business areas - Durability & Dynamics Operations, Impact Laboratory Operations, and Contract Services - including a brief review of their activities and accomplishments during the past year.
### Timeline of TRC from 1962 to 2008

#### 1962
- Research Facility Established by The Ohio State University & Ohio Division of Highways
- 8100 Acres Acquired
- Facility Approved

#### 1963
- Groundbreaking

#### 1964
- TRC Inc. Created
- Eastern Field Test Center
- Crash Barrier

#### 1965
- Established as an EPA Coastdown Test Center
- Corrosion Facility

#### 1966
- Crash Lighting Upgrade
- Ride & Handling Course Certification
- Wet Handling Course

#### 1967
- ISO 9001 Registered
- Ride Roads
- ISO 9001

#### 1968
- 1.5 Mile Winding Road
- 10% & 23% Paved Slopes
- Skid Car System

#### 1969
- 25-year Anniversary
- TRC
- 1962
- Facility Design

#### 1970
- Track Completed
- Official Opening
- Corrosion Facility

#### 1971
- First Test on Vehicle Dynamics Area
- Off-Road Course

#### 1972
- NHTSA Office of Defects Investigation
- Test Facility

#### 1973
- NHTSA Engineering Test Facility
- Testing Laboratory

#### 1974
- Eastern Field Test Center
- Crash Barrier Runway Enclosed

#### 1975
- Noise, Vibration & Harshness

#### 1976
- Gravel Road

#### 1977
- Components Testing Laboratory

#### 1978
- ISO Noise Pad & Clean Water Trough

#### 1979
- NHTSA Safety Research Lab
- Crash Barrier

#### 1980
- Eastern Field Test Center

#### 1981
- Jemnite Pad

#### 1982
- Paved Rough Road & Chipping Corrosion Course

#### 1983
- TRC Inc. Created

#### 1984
- Off-Road Course

#### 1985
- Noise, Vibration & Harshness

#### 1986
- Gravel Road

#### 1987
- Components Testing Laboratory

#### 1988
- ISO Noise Pad & Clean Water Trough

#### 1989
- NHTSA Engineering Test Facility
- Testing Laboratory

#### 1990
- Eastern Field Test Center

#### 1991
- Components Testing Laboratory

#### 1992
- Jemnite Pad

#### 1993
- Paved Rough Road & Chipping Corrosion Course

#### 1994
- TRC Inc. Created

#### 1995
- TRC Inc. Created

#### 1996
- NHTSA Office of Defects Investigation
- Testing Laboratory

#### 1997
- Multi-Year Anniversary
- Ride & Handling Course Certification

#### 1998
- Ride & Handling Course Certification
- Wet Handling Course

#### 1999
- Ride & Handling Course Certification
- Wet Handling Course

#### 2000
- Ride & Handling Course Certification
- Wet Handling Course

#### 2001
- Ride & Handling Course Certification
- Wet Handling Course

#### 2002
- Ride & Handling Course Certification
- Wet Handling Course

#### 2003
- Ride & Handling Course Certification
- Wet Handling Course

#### 2004
- Ride & Handling Course Certification
- Wet Handling Course

#### 2005
- Ride & Handling Course Certification
- Wet Handling Course

#### 2006
- Ride & Handling Course Certification
- Wet Handling Course

#### 2007
- Ride & Handling Course Certification
- Wet Handling Course

#### 2008
- Ride & Handling Course Certification
- Wet Handling Course

### Timeline Details

- **1962**: Research Facility Established by The Ohio State University & Ohio Division of Highways.
- **1963**: Groundbreaking.
- **1964**: TRC Inc. Created.
- **1965**: Eastern Field Test Center.
- **1966**: Paved 10% & 23% Slopes.
- **1967**: 1.5 Mile Winding Road.
- **1968**: ISO 9001 Registration.
- **1969**: 25-year Anniversary.
- **1970**: Track Completed.
- **1971**: First Test on Vehicle Dynamics Area.
- **1972**: NHTSA Office of Defects Investigation.
- **1973**: NHTSA Engineering Test Facility.
- **1974**: Eastern Field Test Center.
- **1975**: Noise, Vibration & Harshness.
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- **1977**: Components Testing Laboratory.
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- **1981**: Jemnite Pad.
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- **1983**: TRC Inc. Created.
- **1984**: Off-Road Course.
- **1985**: Gravel Road.
- **1986**: Components Testing Laboratory.
- **1988**: NHTSA Engineering Test Facility.
- **1989**: Components Testing Laboratory.
- **1990**: Eastern Field Test Center.
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- **1993**: Paved Rough Road & Chipping Corrosion Course.
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- **1997**: Multi-Year Anniversary.
- **1998**: Ride & Handling Course Certification.
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- **2001**: Ride & Handling Course Certification.
- **2002**: Ride & Handling Course Certification.
- **2003**: Ride & Handling Course Certification.
- **2004**: Ride & Handling Course Certification.
- **2005**: Ride & Handling Course Certification.
- **2006**: Ride & Handling Course Certification.
- **2007**: Ride & Handling Course Certification.
- **2008**: Ride & Handling Course Certification.
The Facilities and Equipment

Under the terms of our management agreement, Transportation Research Center Inc. (TRC Inc.) exclusively schedules the facilities and equipment of the Center. In addition, TRC Inc. maintains the facilities and buildings, which include approximately 150 lane-miles of improved and unimproved road surfaces and 328,000 square feet of building space. Annual extensive facility upgrades are made through maintenance and repair, procurement of equipment, and facility construction based on customer survey feedback.

During Fiscal Year 2008, TRC Inc. has overseen the completion of the second Paved Rough Road Course, used for accelerated durability testing. In response to our customers’ needs for aging tests, the Emissions Lab received locker upgrades for added heat capability. Data acquisition and equipment upgrades were also made in order to meet the Code of Federal Regulations requirements.

Impact Laboratory Operations, in order to assure continued testing capability, purchased a new Drive Stand transformer for the Crash Test Facility. The current transformer is located underground in an electrical room adjacent to the drive stand and is original to the facility. New technology has increased the reliability of transformers; therefore, a new pad mount transformer was purchased along with associated wiring. The old transformer will be removed and the new one installed during a planned one-week shutdown in September 2008. Not only will the unit be more reliable, but serviceability will improve, as it will be located above ground.

Transportation Research Center Inc. announced a new website at www.trcpg.com during the 2008 fiscal year. The website is organized to highlight the primary business areas and to assist customers when choosing TRC Inc. to complete their testing needs.

Understanding our customers’ expectations and staying abreast of their changing needs has always been of utmost importance to TRC Inc. We are committed to continual monitoring and improvement of all of our services and facilities. 

TRC Inc.’s new website.
The Organization

**Durability and Dynamics Operations**

Durability and Dynamics Operations (DDO) experienced a 10% increase in revenue from Fiscal Year 2007. The growth was a result of a 280% increase in emissions testing, specifically small engine ethanol testing, a 4.4% increase in test driving over Fiscal Year 2007 (a new TRC Inc. record), and sustained levels of activity from the primary customers. DDO performed services for 21 domestic and foreign vehicle manufacturers. The following table describes the percentage of business by industry classification:

<table>
<thead>
<tr>
<th>Industry Classification</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle Manufacturers</td>
<td>76%</td>
</tr>
<tr>
<td>Fuel &amp; Lube</td>
<td>8%</td>
</tr>
<tr>
<td>Component Manufacturers</td>
<td>7%</td>
</tr>
<tr>
<td>State &amp; Federal Organizations</td>
<td>6%</td>
</tr>
<tr>
<td>Independent Labs</td>
<td>1%</td>
</tr>
<tr>
<td>Litigation/Engineering Firms</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
</tr>
</tbody>
</table>

The majority of testing involves powertrain, rough road, chassis, corrosion, fuel additives, fuel economy, durability, and emissions. In addition, DDO conducts brake, skid truck correlation, and vehicle handling testing to FMVSS, SAE, and ASTM Standards. DDO maintains a 24-hour-a-day, 7-day-a-week operation for rapid, but safe, mileage accumulation.

Highlights from Fiscal Year 2008 include: The official opening of the second Paved Rough Road Course (PRR), Emissions Lab aging locker upgrades and data acquisition. The second, identical, PRR course is located adjacent to the existing course and is ideal for durability testing of passenger cars to sport utility vehicles. It is comprised of 855 feet of light duty and 1,215 feet of medium duty concrete bumps imbedded in a 4,200-foot asphalt roadway.

In order to meet our customers’ expectations for data acquisition and equipment, the Emissions Lab Operations (ELO) upgraded the heating capability of the aging lockers, installed a vapor sensing and recovery system, and a fire suppression system. The temperatures in the lockers can now reach 140 degrees Fahrenheit and meet explosion requirements. ELO also upgraded data acquisition to conform to the current Code of Federal Regulations requirements by adding PXI and SCXI National Instruments data collection and control hardware and software.
Impact Laboratory Operations (ILO) experienced a decline in crash testing and impact simulation testing from Fiscal Year 2007. A total of 300 crashes were performed, reflecting a 3% decrease from Fiscal Year 2007. A total of 128 simulation tests were performed, reflecting a 34% decrease from Fiscal Year 2007. Fiscal Year 2007 had seen a significant increase in simulation testing over previous years, which is reflected in the large decrease in Fiscal Year 2008.

The majority of ILO’s testing involved development and certification of automobiles and light trucks to meet occupant protection requirements established by U.S. Federal and Canadian Motor Vehicle Standards, European Economic Community standards, along with individual manufacturer internal standards. Additionally, we continued to attract and grow our non-automotive impact testing for roadside appurtenances and outside calibration services.

While the majority of ILO’s customers are vehicle manufacturers, we continued to support Government Contracts for NHTSA, VRTC, and VOLPE. Government crash testing for front and side occupant protection, sled simulation testing, and crash dummy and standards development research programs comprised 23% of ILO’s activities. The following table describes the percentage of business by industry classification:

<table>
<thead>
<tr>
<th>Industry Classification</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle Manufacturers</td>
<td>72%</td>
</tr>
<tr>
<td>Government Agencies</td>
<td>23%</td>
</tr>
<tr>
<td>Component Manufacturers</td>
<td>3%</td>
</tr>
<tr>
<td>State &amp; Federal Organizations</td>
<td>2%</td>
</tr>
</tbody>
</table>

Improvements and upgrades at the Impact Lab over the last year include the purchase of a new transformer, and an increase in data acquisition capabilities and high speed imagers. The new transformer and associated wire was purchased in preparation for changing out the Crash Test Facility Drive Stand transformer as a preventative measure in order to provide more reliability and serviceability. In a continuing effort to meet customers’ increasing needs, two Kayser-Threde (KT) NA, Inc. Minndau rugged high-speed 32 channel data acquisition systems with up to 20,000 Hz sampling capability were purchased. The KT Minndau included wireless data transfer upgrades, and included a data acquisition system supporting hardware to improve efficiency and reduce downtime for equipment repairs. Also, four Weinberger G2 cameras were purchased to provide high-resolution images, capable of recording at 1,000 frames per second.

Motor Coach crash test footage conducted at TRC.
Contract Services

Customers of Contract Services include automotive manufacturers, component manufacturers, and the federal government. The mission of Contract Services is to provide customers with high quality engineering and technical support to improve the safety, quality, and competitiveness of their products.

Contract Services is comprised of technical personnel whose services are dedicated to specific customers on a full-time basis. Their work predominantly involves research and development testing, including vehicle components, crashworthiness, crash avoidance, biomechanics, research analysis, and test device and procedure development. The personnel in these groups include engineering technicians, mechanical and electronics technicians, engineering assistants, photographers, research engineers and research scientists.

The staff holds memberships in professional societies, such as the Society of Automotive Engineers (SAE) and plays major roles in various technical committees. Numerous technical papers were authored or co-authored by our personnel during the past year. The affiliations, committee work, and published writings bring recognition and industry/professional exposure to TRC Inc.

The following table describes the percentage of business by industry classification for Fiscal Year 2008:

<table>
<thead>
<tr>
<th>Industry Classification</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Agencies</td>
<td>43%</td>
</tr>
<tr>
<td>Vehicle Manufacturers</td>
<td>34%</td>
</tr>
<tr>
<td>Component Manufacturers</td>
<td>23%</td>
</tr>
</tbody>
</table>

Record revenues were achieved with a 3.7% increase over the prior year. Employment showed a 6% decrease. A decrease in revenues and employment is expected in Fiscal Year 2009 due to the expected closure and sale of some of our customers’ operations.

We look forward to meeting the challenges of the coming year and exceeding the expectations of our customers.
Quality Planning, Assurance, Improvement, and Control

TRC Inc.'s Quality Policy Statement:
We will strive to meet or exceed customer expectations.

TRC Inc.'s Quality Policy Principles
TRC Inc. is Committed To:
- Ensuring that each employee understands who the customer is, what the customer expects, and how their process support the delivery of customer services.
- Continual improvement in TRC Inc.'s Quality Management System by setting objectives and targets, and evaluating our performance to these goals.
- Complying with all applicable statutory, regulatory, and customer requirements, as well as internal policies.
- Providing education and training to ensure understanding of the quality policy throughout the organization.

TRC Inc. is committed to providing services that meet or exceed the expectations of its customers and is dedicated to a quality policy which is understood, implemented, and maintained at all levels of the organization.

Each of TRC Inc.'s five Primary Business Functions (Crash, Sled, Durability, Dynamics, Contract Services) has its own quality system process definition (SPD) team, which has determined the expectations of its customers and the technical requirements necessary to meet those expectations. Based on these expectations and requirements, performance goals and objectives have been established and are monitored throughout the organization and through customer surveys. Performance ratings and internal process measurement results are reviewed on a regular basis, and potential performance issues and preventive actions are managed through a formal corrective and preventive action system.

ISO 9001 Registration
As part of TRC Inc.'s commitment to customer satisfaction and continual improvement, the organization acquired registration to the ISO 9001:1994 in May 2000 and successfully acquired/upgraded registration to the ISO 9001:2000 revision of the Standard in May 2002. The ISO 9001 Standard is an international model for quality management systems. Organizations are required to identify and document best business practices, and to implement these practices to achieve consistent quality services to meet and exceed customer expectations.

Following registration, the registrar conducts surveillance audits to ensure continuing compliance to the standard. Since the initial registration, TRC Inc. has maintained compliance through seven surveillance audits. The 9001:2000 version includes a process-based quality management system model with an increased focus on customer satisfaction and continual improvement. For TRC Inc., the process of upgrading to the 9001:2000 Standard included streamlining the internal audit process and utilizing process data to further drive improvements. TRC Inc. will continue to be dedicated to providing quality service to our customers through completion of our company-wide quality objectives of accurate, timely, and well-planned and organized services.

Environmental, Health and Safety (EH&S) Policy

TRC Inc.'s EH&S Policy Statement:
We will strive to protect the environment and assure safe and healthful working conditions.

TRC Inc.'s EH&S Policy Principles:
TRC Inc. is Committed To:
- Continual improvement in TRC Inc.'s environmental, health, and safety program by setting objectives and targets and by evaluating our performance to those goals.
- Prevention of pollution by using processes and materials that prevent, reduce, or minimize pollution. This includes recycling, control mechanisms, material substitution, and efficient use of resources.
- Compliance with all applicable environmental, health, and safety regulations, laws, and other internal and external requirements.
- Providing education and training to ensure understanding of environmental, health, and safety policies throughout the organization.

ISO 14001 Registration
Through preparation for the ISO 14001 registration audit, TRC Inc. has identified applicable significant environmental aspects and their impacts on the surroundings. TRC Inc. is focusing its efforts on the following aspects of its activities:
- Waste
- Natural Resources
- Air Emissions
- Hazardous Materials
- Resource Conservation
- Occupational Health & Safety

Targets have been established at the company-wide or area-specific level to measure the organization's performance in meeting those objectives.

Through ongoing efforts to maintain its ISO 14001 registration, TRC Inc. has identified applicable significant environmental, health, and safety aspects and their impacts. Over the past year, efforts have been focused on the following activities:
- Waste Minimization
- Spill Prevention
- Safe Work Practices
- Solvent Reuse
- Noise Reduction

ISO 14001 Registration
TRC Inc. received its ISO 14001 registration in October 2002. ISO 14001 is a model for environmental management systems and addresses the management business activities impacting the environment. Although not required by the ISO 14001 Standard, TRC Inc. has incorporated health and safety into its environmental management system.
Transportation Research Center Inc. (TRC Inc.) has renewed our sponsorship of the Automotive News PACE™ Award for the seventh year. PACE™ is the acronym for Premier Automotive Suppliers’ Contribution to Excellence. Now in its 15th year, the PACE™ Award honors automotive suppliers who have embraced innovation or adapted and reinvented themselves to meet the demands of the OEM customer. This prestigious award sets the standard for innovation and excellence and has become a significant industry credential.

Annually, hundreds of automotive suppliers around the globe submit their innovations to win this eminent award. The winners earn the distinction of joining the automotive world’s list of “Who’s Who.”

The PACE Award sponsorship has been a natural link the past seven years as many of the innovations featured are ultimately validated at our proving ground. Through this sponsorship we have had, and will continue to have, the opportunity to support our customers and their efforts in the marketplace by acknowledging their hard work.

Staff Activities/Community Service

Transportation Research Center Inc. believes in maintaining its role as a good corporate citizen in the community. TRC Inc. provides financial support through payrolls, payroll taxes, and local procurement of goods and services.

TRC Inc.’s “Partnership in Technology Scholarship” program provides $1,000 renewable college scholarships for high school seniors planning to major in a two- or four-year automotive-related field, as well as the opportunity for an internship at The Center. Two first-year students were added this year for a total of seven students receiving this award in FY 2009.

Good corporate citizenship includes protecting the environment. At the Center, this is accomplished in a variety of ways, including the recycling of paper, plastics, glass and metals. TRC Inc. participates in the Ohio Department of Transportation’s Adopt-a-Highway program and supports the Keep Logan County Beautiful Committee, an organization that encourages recycling and litter prevention.

Child safety is promoted through TRC Inc.’s Child Seat Awareness Program, which provides employee reimbursement for the purchase of child restraints and assists the community through child restraint donation programs administered by local health departments.

The following organizations have benefited this fiscal year from TRC Inc.’s Community Relations programs:

- American Cancer Society
- American Heart Association
- American Red Cross
- Bellefontaine AirFest
- Bellefontaine Rotary Skate Park
- Children’s Hospitals of Dayton and Columbus
- Hi Point Fraternal Order of Police
- Local Food Pantries
- Keep Logan County Beautiful Committee
- March of Dimes
- Multiple Sclerosis Association of America
- Ridgeway Firefighters
- Special Olympics
- Union County Big Brothers Big Sisters
- Union County FOP
- Union County Humane Society
- United Way
Governance

Board of Directors

Dr. William A. Baeslack III  
Dean of the College of Engineering  
The Ohio State University  
TRC Inc. Chairman of the Board

Mr. George Arnold  
Business Development Director, H.R. Gray  
TRC Inc. Vice Chairman of the Board

Mr. C. John Easton  
Chairman (retired), Honeywell Sensotec

Dr. Robert T. McGrath  
Senior Vice President for Research  
The Ohio State University

Ms. Greta J. Russell  
University Controller  
The Ohio State University

Mr. Rick D. Gildow  
Transportation Research Center Inc.  
TRC Inc. President

Officers

Mr. Shawn T. Ahern, CPA  
TRC Inc. Vice President  
Treasurer of the Board

Ms. Jill R. Macy  
TRC Inc. Vice President  
TRC Inc. Board Secretary

Mr. Milton J. Dunlop  
TRC Inc. Senior Vice President

Mr. John W. Phillips  
TRC Inc. Vice President

Mr. Jeffrey A. Sprague  
TRC Inc. Vice President

Mr. Michael A. Bilbee  
TRC Inc. Assistant Vice President

Mr. Richard E. Powers  
TRC Inc. Assistant Vice President

Board Changes

Mr. C. John Easton was re-appointed to the Board for a two-year term ending at the close of the annual meeting in 2009. Ms. Jill Macy was elected as TRC Inc. Board Secretary, in addition to her duties as Vice President.

General Counsel

Mr. John S. De Libera

Independent Auditors

Parms & Company, LLC