



At the Crossroads of Change



A Letter from Governor Pat Quinn



OFFICE OF THE GOVERNOR STATE OF ILLINOIS

As we continue economic recovery, my administration is focused on the restraint, reform and infrastructure measures we need to foster economic growth, create jobs, and ensure a prosperous future for all Illinois residents.

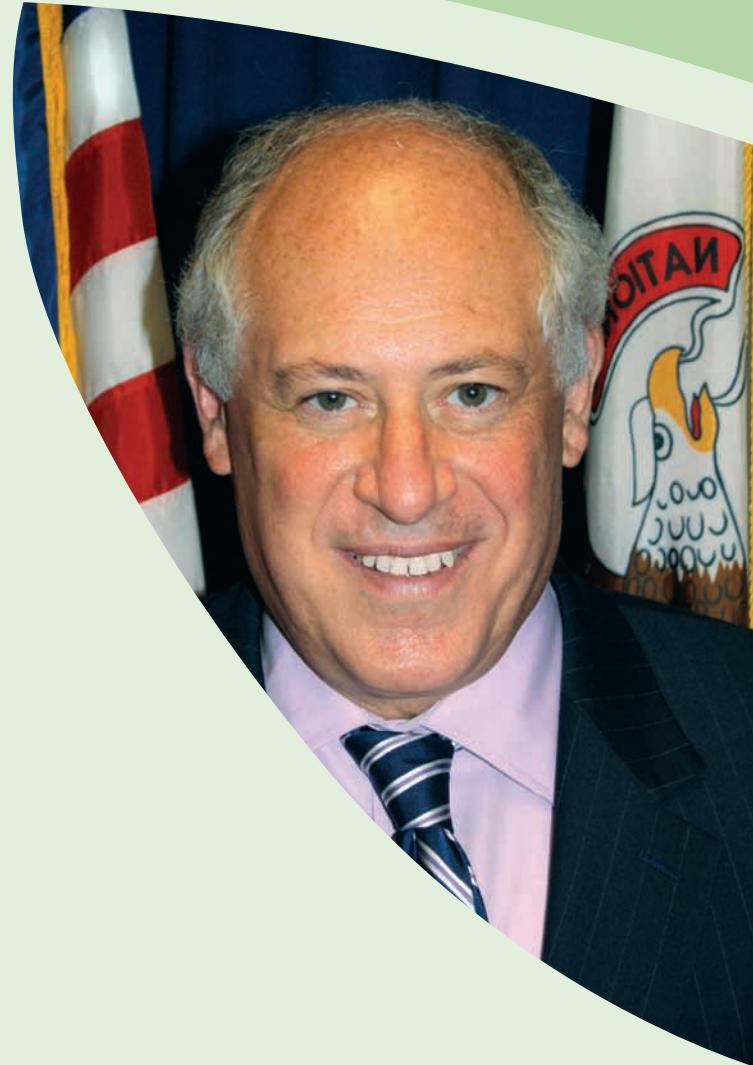
The Illinois Tollway plays a crucial part in our efforts to maintain our role as a global economic powerhouse and transportation hub of the nation. The Tollway invests in the roads and services that Illinois residents need to travel to and from their jobs and that Illinois businesses need to distribute and sell their goods.

The Illinois Tollway—led by Chair Paula Wolff and Executive Director Kristi Lafleur—has made important strides to increase transparency and accountability, promote green and sustainable operations, and contribute to the state's efforts to promote economic development in Northern Illinois.

But there is always more work to do, and I look forward to working with the Illinois Tollway to push their efforts even further in 2011. Working together, we will continue to build economic prosperity in the State of Illinois.

A handwritten signature in black ink that reads "Pat Quinn".

Governor Pat Quinn



At the Crossroads of Change

The Illinois Tollway plays a role in the lives of more than one million drivers each day. Truckers working to meet cargo delivery deadlines. Shift workers looking for quick and convenient travel so they can clock in on time. Parents trying to stick to a schedule balancing work, child care and chauffeuring responsibilities.

Leading this agency is a tremendous responsibility—not only because we owe so much to our customers, but because we recognize the role this agency has come to play in contributing to the economic vitality of the region and the communities we serve.

In 2010, Governor Pat Quinn charged us with developing a robust economic development program, working with other transportation entities to implement the plan and doing it in an environmentally smart way while also efficiently serving our customers. We are working hard to carry out the Governor's vision for the Tollway as a leader in developing new and innovative solutions to the transportation issues of our day.

Governor Quinn also stands for responsible government, so we have taken steps to increase transparency and accountability and improve our relationship with customers at every turn—offering greater access to information, being more responsive to customer needs and demonstrating our commitment to sound financial stewardship.

We are excited to be wrapping up our \$5.8 billion Congestion-Relief Program—*Open Roads for a Faster Future*. Under this program, we have rebuilt and widened 120 miles of roadway, constructed the south extension of I-355 and completed the system-wide conversion to open road tolling that has made the Illinois Tollway the largest open road tolling system in the nation. By the end of 2010, the Congestion-Relief Program was nearly 85 percent complete. And, at around 3 cents a mile, Illinois Tollway toll rates are among the lowest in the nation and a great value for the money.

But, these are challenging economic times for transportation agencies whose goal is the efficient movement of people and goods. In fact, the Tollway reduced operating expenses in its 2011 Budget by nearly 4 percent from 2010—the first reduction of this kind in the agency’s history.

As we move into a new year, we are facing some unique challenges. What we need today are innovative solutions and a new vision that extends beyond the 286 miles of roadways in Northern Illinois.

In 2010, we began our transformation—a transformation in the way we think about our role as an agency and a transformation in how we go about meeting future challenges that stand before us. We can assure you that we will use all of our knowledge, creativity and determination to meet those challenges head on.

The Illinois Tollway is truly at a unique point in its history. We’re at the crossroads of change. And, we’re excited about the Tollway’s prospects for 2011. We hope that our customers share our optimism as we consider what’s next for the Tollway.



A handwritten signature in black ink that reads "Paula Wolff".

Chair Paula Wolff



A handwritten signature in black ink that reads "Kristi J. Lafleur".

Executive Director Kristi Lafleur

Leading the Way

In April 2010, the Board of Directors unanimously approved Kristi Lafleur to become the first female executive director of the Illinois Tollway since the agency was formed in 1953. Under the leadership of Executive Director Lafleur and Paula Wolff, the agency's first female Board of Directors Chair, the Tollway committed to a new set of goals:

- Increase collaboration with regional transportation and planning agencies
- Promote the regional economy
- Foster environmental responsibility and sustainability
- Further transparency and accountability
- Enhance customer service

These goals set the future of the agency, focusing on tomorrow's opportunities.



Illinois Tollway Board of Directors from left to right: Maria Saldaña, James Roolf, Bill Morris, Chair Paula Wolff, Thomas Canham, Tom Weisner, George Pradel, Carl Towns, James Banks. Not pictured, Ex-officio Board Members Governor Pat Quinn, Illinois Department of Transportation Secretary Gary Hannig

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Learning to Work Together

There are more than 380 different government agencies responsible for designing and managing transportation in the Chicago metropolitan area.

These agencies shouldn't be working in isolated "silos," funding and implementing projects without acknowledging common goals and addressing comprehensive solutions to issues that impact the region. That's impractical.

The reality is that people who rely on the regional transportation system don't care which agency is responsible for what; they just want to get from point A to point B in a safe and efficient manner. With that in mind, the Illinois Tollway launched several initiatives to increase interagency collaboration in 2010.

The Illinois Tollway Strategic Advisory Team

Executive Director Lafleur convened a Strategic Advisory Team comprised of a diverse array of business, labor, transportation planning and advocacy and hospitality management leaders who examined Tollway policies, assessed opportunities and challenges and offered input to refocus the agency on the customers and the communities it serves.

The Strategic Advisory Team was given a tremendous challenge. Members were asked to think creatively, not only about current Tollway roles and responsibilities, but also about new ways in which the agency can contribute to the economic and social well-being of the region and the state.

The Team's work culminated in a final report, titled "A Roadmap for the Future," which contains recommendations and guiding principles to help the Tollway evaluate new initiatives in operations, customer service and future investments. The report is available to view or download at www.illinoistollway.com.



*Strategic Advisory Team Meeting
breakout session*

Earth Day XL Transportation Summit

The Illinois Tollway was one of seven transportation agencies to participate in the first-of-its-kind Earth Day XL Transportation Summit.

Led by executives from Chicago Metropolitan Agency for Planning, Illinois Department of Transportation, Regional Transportation Authority, Chicago Transit Authority, Illinois Tollway, Metra and Pace, nearly 100 leaders were invited to attend and share their ideas.

By signing the Earth Day XL Accord, these agencies committed to work toward a shared transportation vision for the region.

The purpose of the Summit is to pursue the goal of promoting economic growth and environmental quality by operating an integrated and coordinated transportation system that maximizes efficiency, reduces costs and improves service. The Illinois Tollway will actively participate in the second Earth Day Transportation Summit planned for 2011.

“By bringing together leaders with expertise from all walks of life, business and industry, the Team sought to provide the strategic counsel necessary to set the course for the Tollway as it looks to the future.”

*— Strategic Advisory Team Chair and
Museum of Science and Industry
President and CEO David Mosena*

The Illinois Tollway in Your Community

In all, the Illinois Tollway participated in more than 300 meetings, presentations, panel discussions and events in 2010 aimed at helping people understand the Tollway’s mission and identifying ways to work together to achieve common goals. Moving forward, the Tollway will continue to work collaboratively with other agencies, communities and all stakeholders—leading, rather than following. 2010 events included:

- City Club of Chicago hosts Executive Director Kristi Lafleur
- 4th Annual William O. Lipinski Symposium on Transportation Policy
- International Bridge, Tunnel and Turnpike Association 78th Annual Meeting
- Federation of Women Contractors Monthly Membership Meeting
- Transportation Management Association of Lake and Cook Counties Meeting
- Midwest Truckers Association Annual Conference
- Stormwater Management Practices Meeting with the U.S. Environmental Protection Agency
- Black Contractors United Meeting
- Women in Transportation Annual Luncheon
- Illinois Road and Transportation Builders Association Emerging Leadership Program

Driving the Economic Engine

If the Illinois Tollway is an economic engine for the region, then opportunity is the spark that revs the engine.

In 2010, the Tollway took advantage of opportunities to stimulate economic growth and create much-needed jobs for Illinois residents.

Bringing Jobs to Illinois

At the direction of the Board of Directors, the Illinois Tollway divided its large electronic tolling contract into smaller components to provide greater opportunities for a more diverse group of vendors. As a result, the Tollway was able to award the contract to review license plate images from toll violations to not-for-profit organizations in Rockford and Galesburg that employ workers with disabilities and military veterans—bringing jobs to Illinois from Texas.

Under the three-year, \$9.7 million contract, the Tollway was able to create more than 100 jobs for Illinois residents while also saving approximately \$1 million annually.

“This three-year contract is great news for Galesburg during these very challenging economic times.”

— Bridgeway Training Services President
Tom Colclasure

In 2010, nearly 25 percent of the \$200 million spent by the Illinois Tollway on construction and professional services went to minority, women-owned or disadvantaged business enterprises.

“With unemployment rates in the greater Rockford area among the highest in the state, this contract is a welcome opportunity for new jobs.”

— Illinois Growth Enterprises CEO
Don Thayer



Making Western Access to O'Hare a Reality

In October 2010, Governor Quinn named Executive Director Lafleur as co-chair of a newly created Elgin-O'Hare West Bypass Advisory Council. The Council, comprised of members from local governments, the business community, regional planning groups, labor and public finance, was tasked moving the project forward.

The Bypass will connect one of the nation's busiest airports, multiple interstate highways, transit facilities and major freight transportation facilities and distribution centers. The Advisory Council is exploring all funding options and will facilitate consensus about how to most efficiently and cost effectively fund this project. The Council was also tasked with maximizing the regional economic impact of the Elgin-O'Hare West Bypass, recommending features to make this project a model for sustainability and developing a diversity program to ensure opportunities are provided to all.

The potential impact the Elgin-O'Hare West Bypass will have on the regional economy is tremendous. The current budget estimate is \$3.6 billion and the project is expected to create tens of thousands of construction jobs for the region. And, that is just the beginning.

"The Elgin-O'Hare West Bypass is going to be a 21st-century project that keeps Illinois at the forefront of a global economy. Investing in our infrastructure is crucial to maintaining and creating jobs, and this advisory council will help us deliver on that promise."

— Illinois Department of Transportation Secretary
Gary Hannig

Elgin-O'Hare West Bypass news conference



Making a Difference

Transportation in Northern Illinois impacts people in so many ways, including quality of life, cleanliness of air and water supplies and the character of local neighborhoods. The Tollway's leadership is committed to fostering environmental responsibility and sustainability in everything the agency does.

In 2010, the Tollway received environmental awards from the Governor's Green Council, the Federal Highway Administration and the U.S. Environmental Protection Agency.

Though it's an honor for the Tollway to receive recognition from these organizations, it is equally satisfying to know that the Tollway's environmental efforts are making a difference in the lives of future generations.

The Proof is in the Pavement

The Illinois Tollway fostered and encouraged more "green" practices in all construction projects and demonstrated a commitment to environmental planning in roadway operations.

In 2010, roadway projects included:

Nearly **41,000** tons of reclaimed asphalt pavement

About **1,800** tons of recycled asphalt roof shingles

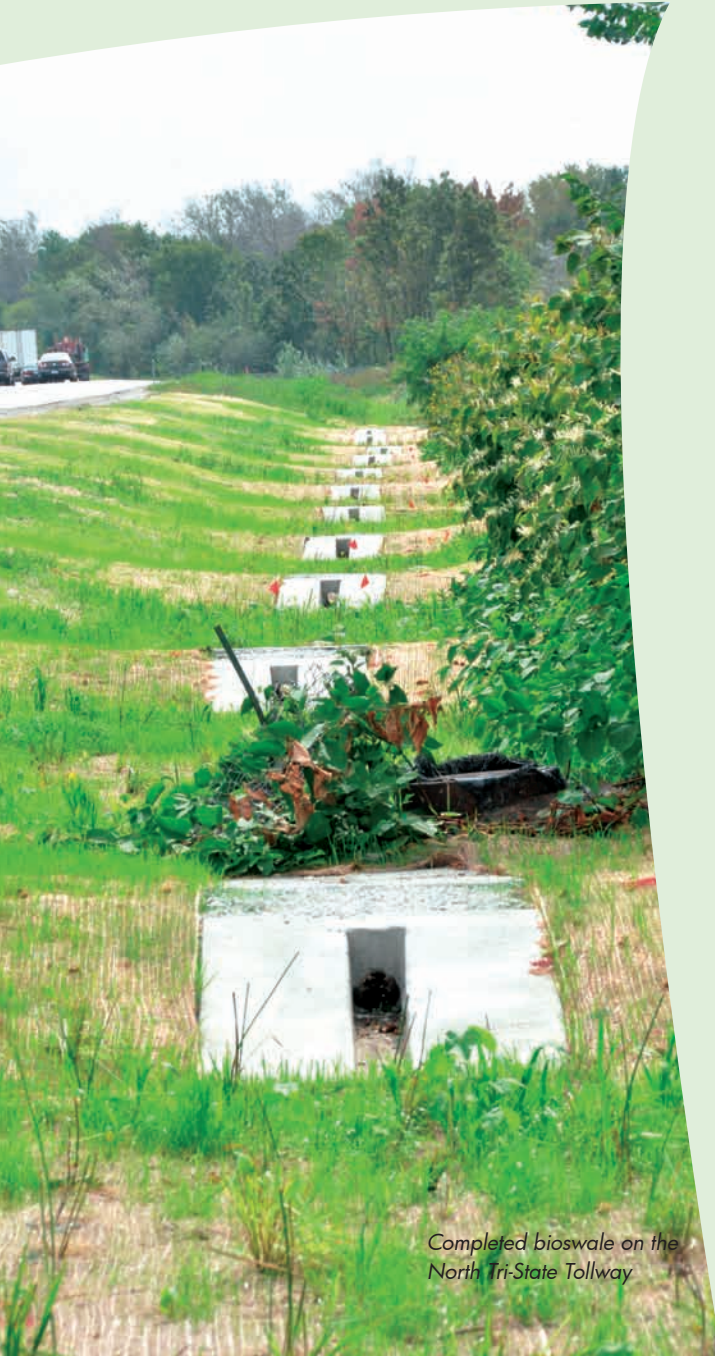
More than **96,000** recycled scrap tires

Nearly **470** tons of recycled concrete

Almost **25,000** tons of asphalt modified with warm-mix technology, a more energy-efficient process

In 2010, the Illinois Tollway:

- Constructed a bioswale demonstration project on approximately 17 acres of property owned by the Forest Preserve District of Cook County. Bioswales were designed to reduce water velocity and promote infiltration with the goal of reducing roadside pollutants in nearby lands and waterways.
- Restored and enhanced approximately 160 acres of ecologically sensitive land in Lake County. This project included the removal of invasive species, and drain tile and the rehabilitation of existing wetlands.
- Completed an energy audit of Tollway facilities, including toll plazas and maintenance sites. Wind turbine generators, geothermal systems and solar panels are currently being evaluated as alternative energy sources for these facilities.
- Worked with the University of Illinois to identify the largest areas of invasive species along the Tollway system. Strategies to treat areas that contain species of concern will be implemented in 2011.



*Completed bioswale on the
North Tri-State Tollway*

Partnering for a Brighter Future

In November 2010, the Illinois Tollway announced it entered a three-year partnership with Argonne National Laboratory to collaborate on the development of energy efficient technologies and eco-strategies.

The Tollway's partnership with Argonne includes the development of applications to improve fuel economy, study of solar panel technologies and initiatives related to intelligent transportation systems and the natural environment.

“The Illinois Tollway’s new focus on energy conservation will help to reduce operating costs while protecting the environment. Going forward, our experience in this joint project will help Argonne’s scientists and engineers to develop innovative energy conservation systems for organizations and agencies nationwide.”

*— Director of Argonne National Laboratory
Eric Isaacs*

Transforming the Way the Tollway Does

Under the leadership of Governor Quinn, the Illinois Tollway actively worked to restore confidence in government in 2010. That means being responsive to customers' needs and working to gain their trust. It's about getting people to understand what the Tollway does and why the agency does it. Enhancing transparency and accountability is a big part of that. And, it starts at the top.

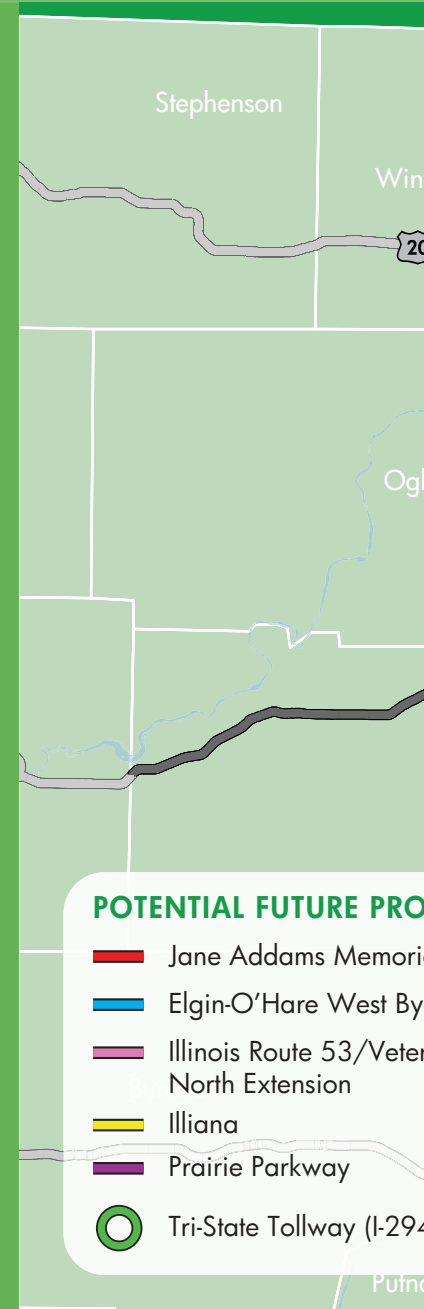
The Board at Work

Throughout 2010, Board Chair Paula Wolff initiated a more transparent discussion and open debate about some of the controversial issues the Tollway faces as a government agency. In fact, all Board meetings held in 2010 were broadcast live on the Tollway's Web site for all to see. The result has been greater access to fresh perspectives, opinions and voices than ever before.

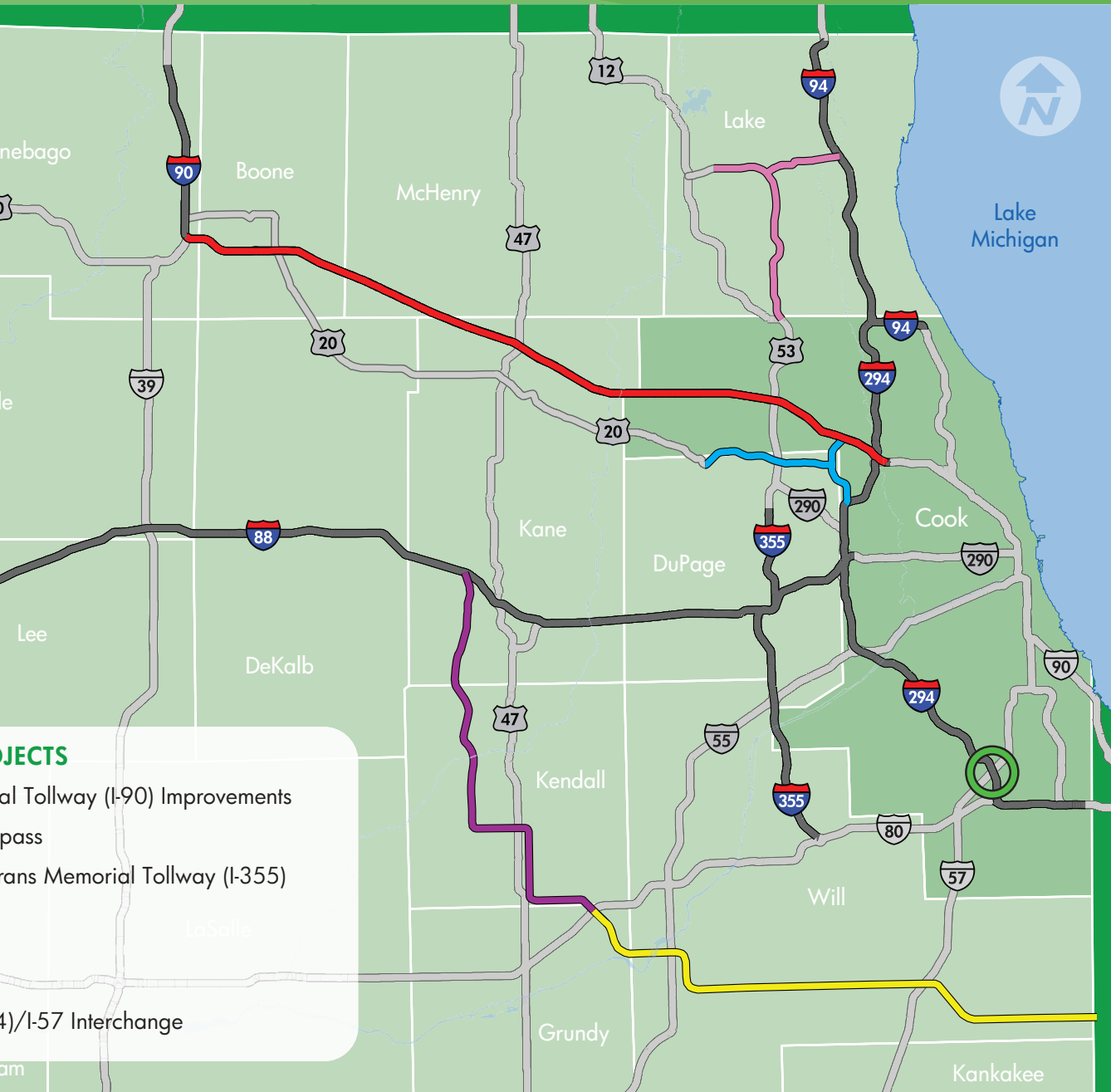
With her direction, the Tollway Board conducted a comprehensive, year-long public review of potential future projects. The Board is looking not only at projects within the Tollway's jurisdiction, but also those with regional impact that the Tollway may be part of.

The Board of Directors continues to study these projects to determine what role—if any—the Tollway should play in moving these projects forward.

Ultimately, the goal is to identify future projects that make the best use of limited resources. The Tollway Board is expected to make a decision in the first half of 2011.



s Business



PROJECTS

- I-90 Improvements
- I-55/I-290 Interchange
- I-355 Tollway
- I-55/I-57 Interchange

Doing More with Less

Accountability begins with a disciplined, forward approach to financial management. In today's economy, the Tollway's leadership recognizes the importance of living within the agency's means—just as many Tollway customers do with their household budgets.

In December 2010, the Tollway approved a streamlined 2011 budget that included a \$10.3 million, or 3.9 percent, reduction in operating expenses from the original 2010 budget. This marks the first time in the agency's history that the annual operating budget is less than the previous year.

The Illinois Tollway also worked to maximize efficiencies. In 2010, the agency:

- Began a management audit to identify areas for improvement.
- Began a comprehensive audit of its electronic tolling system.

- Explored new non-toll revenues for 2011, including securing corporate sponsors for Tollway Highway Emergency Lane Patrol (H.E.L.P.) trucks.
- Conducted an audit to limit the use of employee assets, including permanently assigned vehicles, transponders, laptops, Blackberries and cell phones to only those employees for whom they are essential.

“We’ve gone through the budget with a fine-tooth comb, looking at ways to control spending and maximize efficiencies.”

— Illinois Tollway Executive Director Kristi Lafleur



Tri-State Tollway
© Mark McCabe, 2010,
courtesy of HNTB

Increasing Access to Information

Today, Illinois Tollway stakeholders have greater access to information than ever before. In 2010, the Tollway added a series of new features to its Web site, www.illinoistollway.com, including the Construction Contract Tracker, which provides budget, contractor and construction completion information.

The Tollway also posted all Freedom of Information Act requests and responses online, offered live Webcasts of public meetings and added information about goods and services contracts, assigned fleet vehicles, staff travel expenses, and information about the agency's towing and vehicle recovery policy.

Creating a Model for Oversight

In October 2010, Governor Quinn appointed James W. Wagner as the first-ever Illinois Tollway Inspector General. The appointment came after the Governor signed Senate Bill 3118 creating a new Office of the Inspector General for the Illinois Tollway to oversee operations and investigate ethics violations not covered in the State Officials and Employees Ethics Act. The Tollway's Inspector General investigates allegations of fraud, waste and corruption among Tollway employees, directors and contractors.

The passage of the Act and Mr. Wagner's appointment are just other examples of how serious the Illinois Tollway is about being 100 percent accountable to its customers and the general public.

“With Jim’s able assistance, we will work to restore public confidence in the agency and meet the challenge Governor Quinn laid out for the Tollway—to be ‘squeaky clean’.”

— Illinois Tollway Board Chair Paula Wolff

Putting Customers First

Customer service is a top priority for the Illinois Tollway. The goal is to help 1.4 million daily drivers get to their destinations quickly and safely while making it simple and convenient for the growing number of I-PASS customers to manage their accounts.

In 2010, the Tollway planned and implemented a series of initiatives aimed at enhancing customer service:

- The Mobile I-PASS program helped more than 500 customers update their accounts at driver's license facilities and other events held throughout Chicago and the suburbs.
- Illinois State Police District 15 and the Illinois Tollway partnered to host free Child Safety Seat Inspection events throughout Northern Illinois, helping parents and caregivers drive worry-free.
- Customer Service and Oases Working Groups were established by the Tollway Board to focus on improving customer interaction.
- An opinion survey was conducted that engaged more than 56,000 Tollway customers about their use of the system and its resources.
- The I-PASS Transponder Replacement Program was launched to assist customers with swapping out outdated transponders at no cost.
- One of the Tollway's goals is to provide exceptional services and safe, convenient and useful rest areas for customers. Although the entity overseeing the Tollway's seven oases experienced financial difficulties in 2010, the Tollway worked with the court and a new manager to maintain high-quality operations.



- The Tollway's H.E.L.P. trucks provided rapid response to more than 31,000 customers in 2010—changing flat tires, refilling empty gas tanks, charging dead batteries, adding coolant, assisting with incidents and arranging for tows. During winter months, the Tollway's Zero Weather Patrol dedicated hourly patrols to help customers along the system when temperatures or wind chills dropped below zero.

“My husband’s vehicle was stuck on the side of Rohlwing Road and compacted by snow. The [H.E.L.P. truck] driver came by and not only cleared a path so our car could be pulled out but also helped push... without him we would still be trying to dig my husband’s car out of that snow drift.”

— E-mail from Tollway Customer, Melissa W.

The Illinois Tollway achieved two significant milestones in the I-PASS program in 2010, reaching 3 million active accounts and 4 million active I-PASS transponders.



Mobile I-PASS event

Continuing Our Proven Track Record

By the end of 2010, the Illinois Tollway's Congestion-Relief Program—*Open Roads for a Faster Future*—was nearly 85 percent complete. Nearly \$5 billion had been spent on the program—all of it on time and within budget. Highlights included:

- Completion of improvements at five interchanges throughout the Tollway System, with each of the projects tailored to increasing opportunities for small businesses to do business with the Illinois Tollway. Of the \$8 million for ramp improvements at the five interchanges, more than \$3.7 million went to small businesses from around the region.
- Completion of 10 miles of newly resurfaced lanes on the Veterans Memorial Tollway (I-355) between Army Trail Road and the Reagan Memorial Tollway (I-88), and pavement repairs between I-55 and 75th Street.

- Completion of the Edens Spur (I-94) Roadway and Bridge Rehabilitation Project, which included the repair and resurfacing of five miles of pavement and the rehabilitation of bridge structures in both directions between the Tri-State Tollway and the Edens Expressway.

“I really didn’t believe an extra lane would make any difference, but it sure has. My travel time now is cut almost in half. I just wanted to say ‘thank you,’ it was definitely worth the wait.”

— Letter from Tollway Customer, Cindy C.



Achieving Excellence

2010 Awards

Federal Highway Administration

Exemplary Ecosystem Initiative

- Illinois Tollway and Illinois Department of Transportation for the North Chicago Wetland Mitigation Project

Illinois Green Governments Coordinating Council—Green Government Awards

Energy Efficiency and Conservation Category

- Energy Audit at Tollway headquarters and manned infrastructure and the Fuel Reduction Task Force

Sustainable Construction and Renovation Category

- Recycled Asphalt Shingles in pavement

Illinois Recycling Association

- Outstanding Government Program

Illinois Association of Park Districts—Intergovernmental Cooperation Award

- Glenview Park District and the Illinois Tollway for work along Tri-State Tollway (I-294) at The Grove

American Society of Civil Engineers, Illinois Section

Outstanding Civil Engineering Achievement of the Year Award—Over \$5 Million

- Reagan Memorial Tollway (I-88) at the Eola Road Interchange

The Government Finance Officers Association of the United States and Canada (GFOA)

Distinguished Budget Presentation Award

- 2010 Annual Budget

American Council of Engineering Companies of Illinois

Engineering Excellence Awards, Honor Awards, Transportation

- Cherry Valley Interchange Reconstruction—nominated by Hanson Professional Services Inc.
- South Tri-State Tollway (I-294) construction corridor management—nominated by McDonough Associates Inc.

Special Achievement Award, Special Projects

- North Tri-State Tollway (I-294) Rebuild and Widen Project—nominated by MACTEC Engineering and Consulting Inc.

Merit Award, Transportation

- Eola Road Interchange at the Reagan Memorial Tollway (I-88)—nominated by GRAEF-USA Inc.

Merit Award, Special Projects

- North Tri-State Tollway (I-294/I-94) Rebuild and Widen Project construction management—nominated by Environmental Design International Inc.

Crain's Chicago Business

40 Under 40

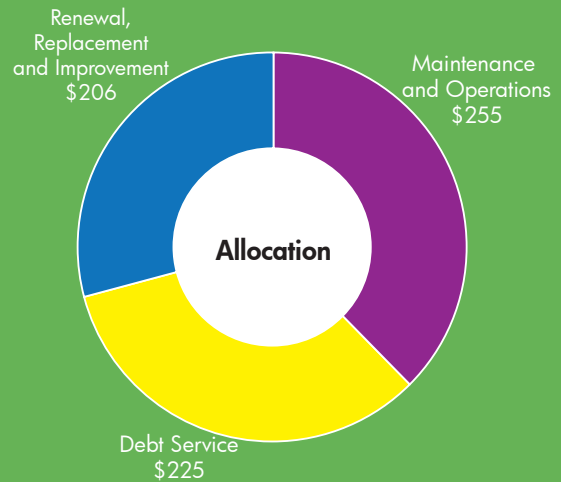
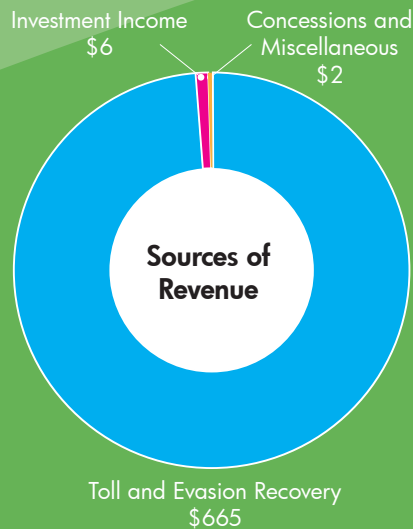
- Executive Director Kristi Lafleur

Funding Sources and Allocations

(Preliminary and unaudited)

The Illinois Tollway is a user-funded system that receives no state or federal funding for maintenance and operations.

The Illinois Tollway continues its efforts to increase efficiencies, become more accountable to the public and continue to provide great benefits and services to customers.



Allocations are made from revenue collected on a cash basis and may differ from revenue which is booked on an accrual basis.

Sources of Revenue (Est. \$ Millions)

Tolls and Evasion Recovery—Collections via cash, I-PASS and violation recovery payments

Investment Income—Interest earned on Tollway funds and I-PASS cash escrow accounts

Concessions and Miscellaneous—Oases fuel, food and other retail sales; overweight truck fines, rental and easement income

Allocation of Revenue (Est. \$ Millions)

Maintenance and Operations—Related to toll collection, roadway maintenance, traffic control, safety, insurance and administration

Debt Service Transfer—Principal and interest payments on outstanding Tollway bonds

Renewal, Replacement and Improvement—Deposit to Renewal and Replacement account and Improvement account

Capital Program Expenditures, \$224 Million

Expenditures for roadway reconstruction, expansion and system-wide maintenance

Measuring Success

Effectively Managing Tollway Resources

- 22 mainline toll plazas
- 50 ramp toll plazas
- 286 system miles

On the Road

- 1,450,000 average daily vehicles
- 2,230,000 daily toll transactions
- 817,100,000 annual toll transactions

On the Web

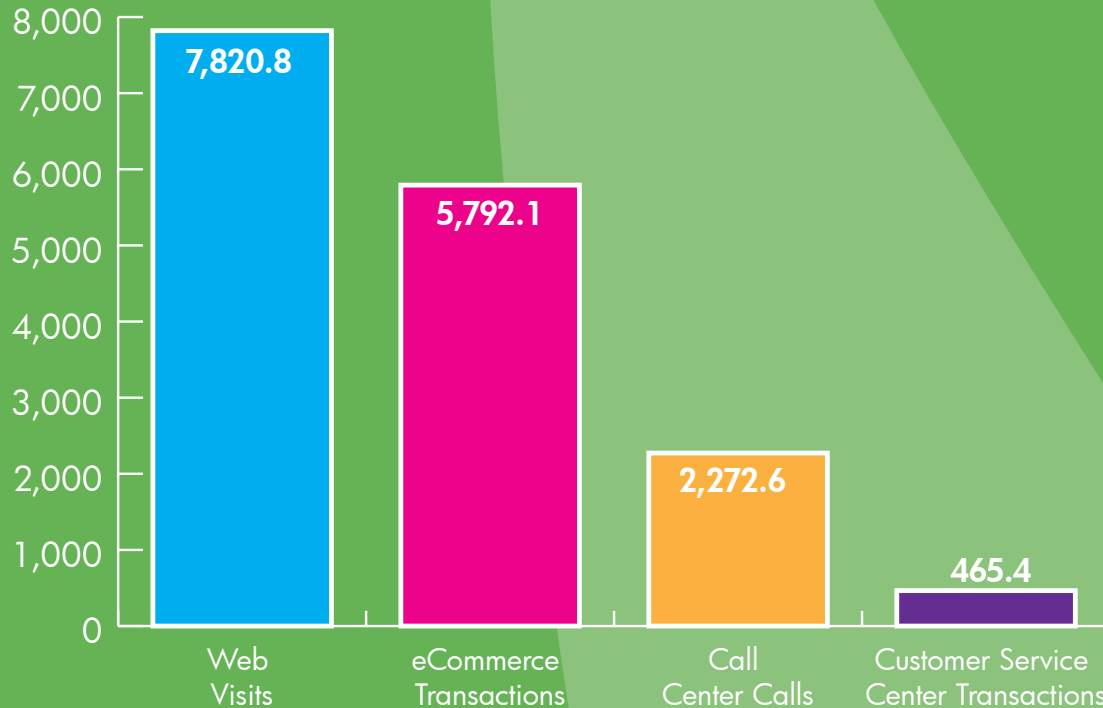
- 21,427 daily hits
- 70 percent online I-PASS account management

I-PASS Milestones

- 193,990 new accounts opened in 2010
- 3,063,271 active I-PASS accounts
- 4,096,187 active transponders
- 83 percent of all transactions

Annual Customer Connections

(totals in thousands)



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