

2013 Illinois Tollway Annual Report

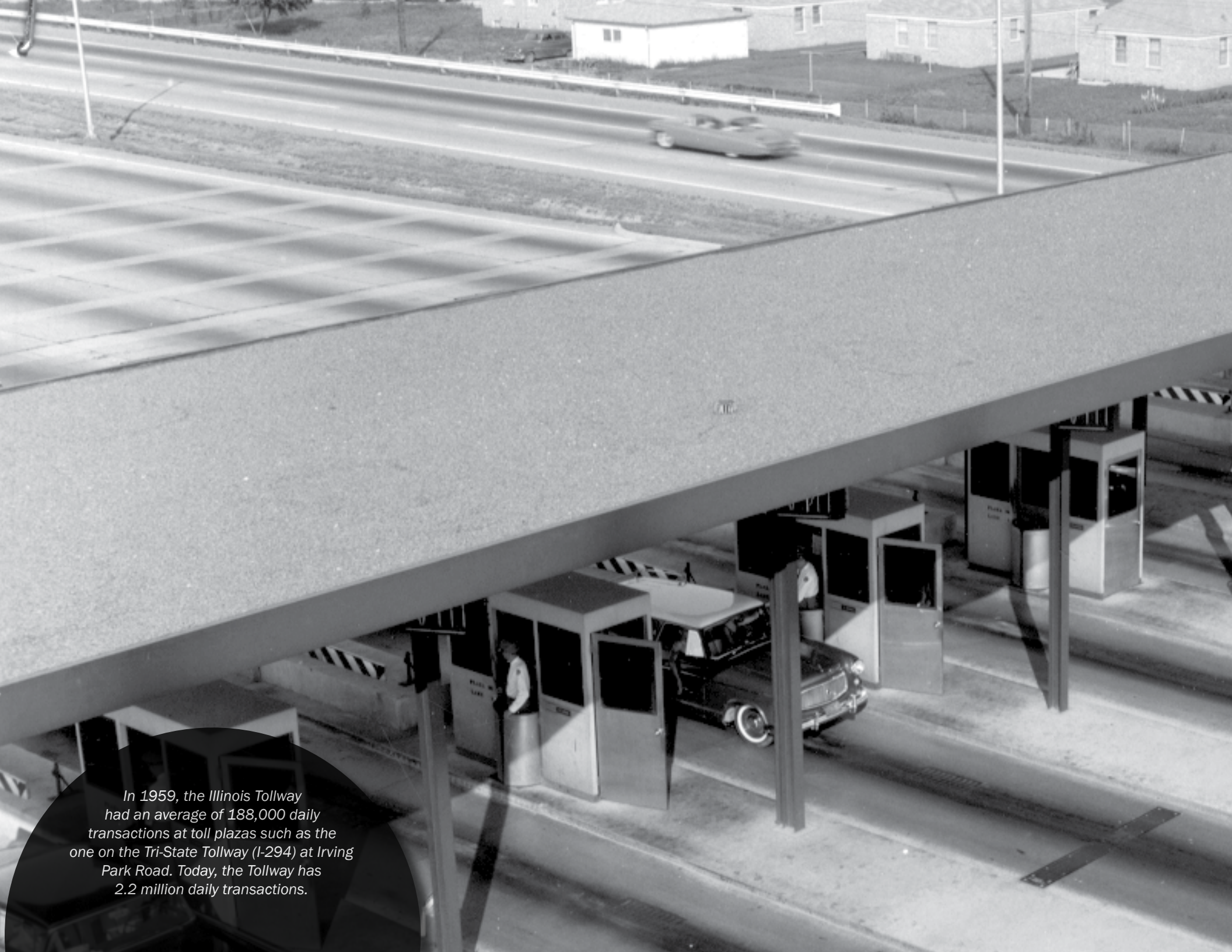
# BUILDING

A Better Future...



...60 Years and Counting





*In 1959, the Illinois Tollway had an average of 188,000 daily transactions at toll plazas such as the one on the Tri-State Tollway (I-294) at Irving Park Road. Today, the Tollway has 2.2 million daily transactions.*



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# Message From Governor Quinn

Illinois is making a comeback – and a major route on that comeback trail runs through the Illinois Tollway.

Today, no other state in the Midwest is creating more jobs than the Land of Lincoln.

The Tollway's 15-year, \$12 billion capital program, *Move Illinois: The Illinois Tollway Driving the Future*, alone has created or sustained nearly 10,000 jobs over the past two years.

We've cut unemployment to its lowest point in nearly five years, giving more Illinois workers the opportunity to provide for themselves and their families – buy a home, send their children to college, invest in their futures.

There is no doubt that the road to economic growth and prosperity is paved by the hard work and dedication of thousands of Illinois men and women building, reconstructing and improving our interstate highways and bridges. There are more Illinoisans working, thanks to *Move Illinois* and the statewide Illinois Jobs Now! program. Combined, these infrastructure investments total more than \$44 billion and are fueling economic growth and job creation throughout Illinois and across the region.

*Move Illinois* plays a vital role in improving the health of businesses and the vitality of local communities. This program serves notice that Illinois remains a competitive force to be reckoned with in today's global economy. From the south suburban communities neighboring the Tri-State Tollway (I-294)/I-57 Interchange, to the commercial districts along the Elgin O'Hare Western Access Project and all along the Jane Addams Memorial Tollway (I-90), the Illinois Tollway is leading the way in making smart investments that create long-term growth, opportunity and much-needed jobs.

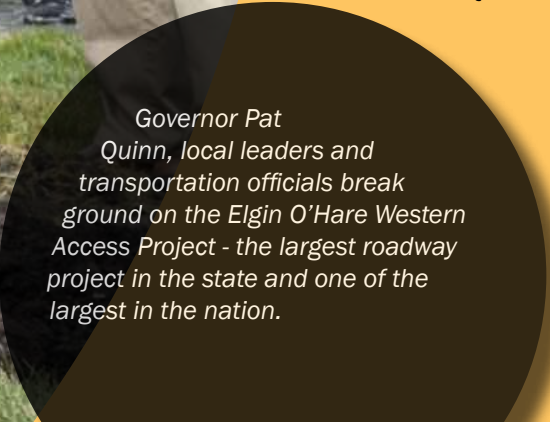
Congratulations to the Illinois Tollway on 60 years of providing a safe, efficient and world-class system of roadways for Illinois motorists. I commend Chair Paula Wolff, Executive Director Kristi Lafleur and the Tollway Board of Directors for their outstanding leadership on behalf of Tollway customers and the state of Illinois.

I am proud of what we have accomplished together in building an economy that works for everybody. It's what makes Illinois great.

Sincerely,



Governor Pat Quinn



Governor Pat Quinn, local leaders and transportation officials break ground on the Elgin O'Hare Western Access Project - the largest roadway project in the state and one of the largest in the nation.

# Message From Our Board Chair and Executive Director

After successfully establishing a foundation for extensive improvements to the Illinois Tollway system in 2012, we dedicated ourselves in 2013 to building the framework to become the most innovative, technologically advanced roadway agency in the country.

We picked up the pace during the second year of the agency's *Move Illinois* Program, continuing to invest in roadway and infrastructure projects that move us closer to our goals to improve mobility, relieve congestion, reduce pollution, create as many as 120,000 jobs and link economies across the Midwest.

To be sure, the most obvious improvements are the ones our 1.4 million daily drivers see on their regular commutes, holiday road trips and in the course of their everyday activities. But, many of the improvements we're making are taking place behind the scenes – initiatives that improve the efficiency of our overall operations, deliver enhanced customer service and make it easier for firms of all types and sizes to do business with the Tollway.

Under the leadership of Governor Pat Quinn, we have made it a priority to expand access and work with a larger and more diverse group of people and businesses than ever before.

In 2013, the Tollway Board approved more than \$1.1 billion in construction and engineering contracts, awarding more than 125 contracts to nearly 80 unique firms. More than one-third of contractors and consultants working on the *Move Illinois* Program are working with the Tollway for the first time.

In the end, our goal is to build a 21st century transportation network that meets the current and future needs of our customers. As the largest capital program in our agency's history and the largest of any toll road agency in the nation, *Move Illinois* represents an unparalleled opportunity in our 60-year history to construct the next generation of tollways. It's vital that we take advantage of this opportunity in order to help the region retain its competitive edge and achieve success in stimulating economic development and creating jobs.

Tomorrow's roadways need to be more than just an assembly of asphalt, concrete and steel; they need to evolve as high-tech-enabled operating systems that provide customers the fastest, most efficient and safest roadways possible. Technological advances in the automotive and transportation industries require more innovative interstate highway infrastructure to meet the future demands of our customers and the communities we serve.

By focusing on innovation, the Illinois Tollway is well-positioned to be a leader in the national and international tolling industries. At the same time, we remain true to our guiding principles: promote the regional economy, increase collaboration with regional transportation agencies, foster environmental responsibility and sustainability, further transparency and accountability and enhance customer service.

Our progress in 2013 inspires us to reach new heights in 2014. We welcome you to read about our accomplishments and meet some of the people who have been positively affected by their participation in the *Move Illinois* Program.



Chair Paula Wolff



Executive Director Kristi Lafleur



*Tollway Board of Directors (from left to right): Mark Peterson, Tom Weisner, James J. Banks, Jeffrey Redick, Chair Paula Wolff, Earl Dotson Jr., Terrence D'Arcy, David Gonzalez, James Sweeney.*





# Driving Force of the Economy

*Move Illinois* isn't just an economic engine.


It is an investment vehicle that drives the regional economy and steers Illinois workers to new job opportunities throughout the region.

It is an investment vehicle that will keep Illinois on the road to economic prosperity and opportunity for years to come – shifting profits in productivity into high gear by improving mobility and connectivity throughout the region and beyond.


In 2013, the Illinois Tollway doubled down on these strategic investments to modernize and enhance its transportation infrastructure, recognizing that a safe and efficient toll highway system is one of the most vital assets in maintaining the competitive advantages of the region.

Significant accomplishments in 2013 included:

- Completing the first segment of the \$2.5 billion Jane Addams Memorial Tollway (I-90) Rebuilding and Widening Project – providing a smooth new driving surface between Rockford and Elgin
- Building a full-access \$59 million interchange at Illinois Route 47 on I-90 that features all-electronic tolling and several environmentally friendly construction initiatives used by the Tollway for the first time
- Beginning construction of new ramps for the \$719 million Tri-State Tollway (I-294)/I-57 Interchange Project – bringing the first phase of the project closer to its expected completion date in 2014
- Breaking ground on the \$3.4 billion Elgin O'Hare Western Access Project that will bring congestion relief, reduced travel times, new access to O'Hare International Airport and thousands of jobs for residents of the region.



I-90  
Rebuilding  
and Widening  
Project



"The Illinois Tollway has an incredible attitude of inclusion and fairness. It is deliberate, honest and a true champion of diversity. Thanks to *Move Illinois*, I have a success story to tell."

Mae Cheri Whiteside, P.E., principal,  
Cheri K. Lewis Engineers LLC

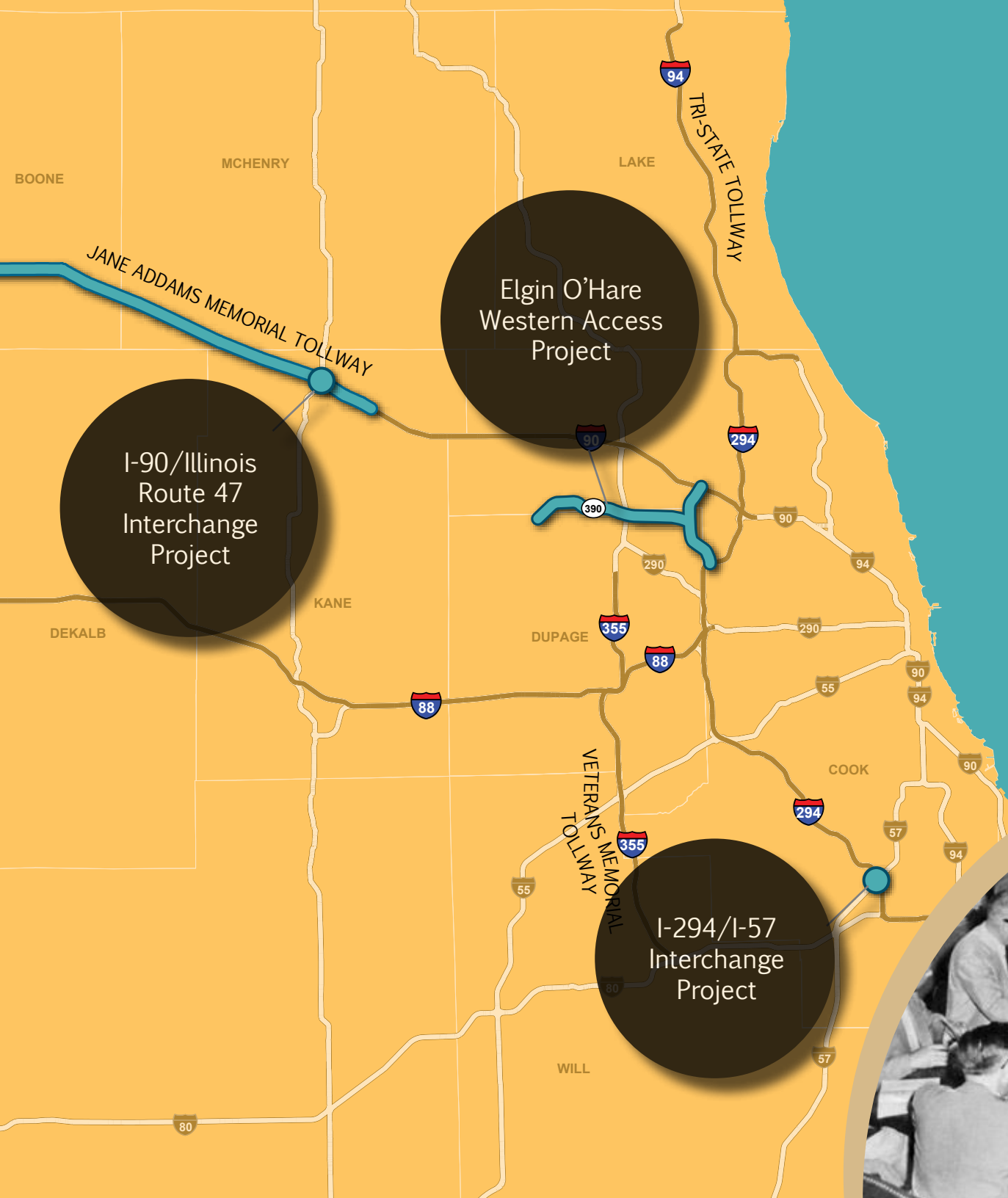


# 1954

In 1954, the Tollway's first consulting engineer surveyed more than 1,700 miles of Illinois roadways to determine the routes most suitable for development as toll roads in Illinois.

The same year, the agency completed studies of regional traffic patterns and revenues anticipated from toll facilities in the Northern Illinois area. Together, these surveys and traffic analyses led to the establishment of the original 187 miles of toll roads.

At the time, the Tollway's traffic engineers made this prediction about the future of the Tollway: "Convenience, comfort and safety will accrue to Toll Highway users by reason of continuous, uninterrupted travel on superior roadway facilities which allow the motorist to travel rapidly without undue strain."



# Powered by Partnerships

From the beginning, the Tollway's leadership recognized the importance of collaborating with a wide range of interests – local community organizations, elected officials, business, labor unions, environmental groups, as well as regional planning, transit and other transportation agencies.

We continue to work in partnership with other state agencies, engineering and construction industry organizations and a host of other interests to advance *Move Illinois*. In 2013, we expanded these efforts to create greater opportunities for businesses of all sizes and types, including disadvantaged, minority- and woman-owned businesses (D/M/WBEs), to participate in our capital program.

New initiatives in 2013 included:

- A partnership with the Illinois Community College Board and local community colleges to create a new Construction Business Development Center. So far, nearly 50 people have participated in the program, which offers customized training and technical assistance to small, minority and women-owned firms in the construction industry.
- A partnership with the Illinois Department of Commerce and Economic Opportunity and the Illinois Hispanic Chamber of Commerce to implement the Coaching for Growth Program for small business owners specializing in highway construction. To date, eight construction entrepreneurs have completed the intensive three-month program.
- A partnership with the Illinois Finance Authority and the Chicago Community Loan Fund to offer the Small Contractor Bridge Program, which provides access to bonding and capital loans to small contractors, including

D/M/WBEs. In 2013, the Tollway awarded its first contract made possible by assistance from the Small Contractor Bridge Program to The Bowa Group, a Chicago construction management company, to oversee roof repairs at various Tollway facilities along the Tri-State Tollway (I-94/I-294/I-80).

In 2013, the Tollway also:

- Launched a Small Business Initiative that identifies small construction contracts that can be set aside and awarded specifically to qualified small businesses and establishes small business goals for larger construction contracts on a project-by-project basis. In 2013, in the very earliest stages of the launch, three contracts were awarded to small businesses through this initiative.
- Implemented the I-WORK Building Opportunity Zone community hiring initiative to increase employment opportunities for residents who live near the agency's roadway construction projects. Contractors on the Tri-State Tollway (I-294)/I-57 Interchange Project, which served as a pilot for the program, hired a dozen workers from surrounding communities.

- Participated in 188 outreach events and hosted 16 networking events including the first-ever Tollway/Illinois Department of Central Management Services Information Technology Networking Event. Also, more than 70 construction bid notifications were sent throughout the year to advocacy groups to increase awareness of

*"Move Illinois allows us to blaze a trail for people in our community. It's an opportunity to build a relationship with the Tollway and continue to grow so that we can prove we are a great construction management company."*

*Nosa C. Ehimwenman, MBA  
(center, standing),  
president and CEO, The Bowa Group*






# 1959

opportunities to work on the Tollway's capital program. The free 2013 Road Work Ahead: Construction Careers Expo, which provided information for people interested in roadway construction careers, attracted nearly 150 attendees.

- Awarded seven major construction contracts won through the use of Earned Credit Program (ECP) bid credits. The ECP is a rewards initiative that allows contractors and subcontractors to earn bid credits toward future Tollway construction bids when they hire workers from a pool of qualified, pre-screened job candidates, including underemployed African-Americans, Latinos, Asian-Americans, women, formerly incarcerated people and veterans. Today, more than 165 ECP candidates have collectively earned more than \$3 million in bid credits for use by contractors and subcontractors. In 2013, 61 percent of the 296 construction bids submitted to the Tollway included ECP bid credits, an increase of more than 50 percent over 2012.



**The Illinois Tollway's annual Earth Day XLIII Transportation Summit brought together more than 100 representatives of transit, transportation and planning agencies in Northern Illinois – including Illinois Transportation Secretary Ann L. Schneider and Tollway Board Chair Paula Wolff (pictured) – to discuss ideas on how to best work in collaboration to secure funding for critical transportation infrastructure needs over the next five to 10 years. The summit featured a presentation on the keys to implementing a successful congestion pricing strategy by Dr. Jonas Eliasson of the Royal Institute of Technology in Stockholm, as well as lively working group discussions about the most feasible options to fund transportation infrastructure.**

In 1959, the Belvidere, Des Plaines, Hinsdale, Lake Forest and O'Hare Oases were built by the Standard Oil Co. of Indiana at a cost of \$13 million.

The Fred Harvey Co. operated the over-the-Tollway restaurants and gift shops. The Abraham Lincoln Oasis opened in 1968 followed by the DeKalb Oasis in 1975.



# Making a Green Scene

Our commitment to environmental responsibility and sustainability has become second nature.

For the past several years, the Tollway has been “Building Green” to minimize the environmental impact of roadway construction by reducing, recycling and reusing materials.

In 2013, we achieved significant milestones toward our goal to make *Move Illinois* the “cleanest and greenest” capital program in the agency’s history.

We implemented a wide range of initiatives to protect our natural environment. We also conserved resources and invested in innovative green technologies that support the principles of sustainability.

And, we reinforced our pledge to use renewable energy, as well as adopt research initiatives and best management practices to reduce energy use and costs.

In 2013, the Illinois Tollway:

- Opened our first “green” interchange at Illinois Route 47 and the Jane Addams Memorial Tollway (I-90). The new interchange features a geothermal water piping system, reflective roofs, trellised vegetation, as well as ramp shoulder pavement that allows water to seep through, reducing stormwater runoff.
- Received a \$150,000 grant to implement the Federal Highway Administration’s Infrastructure Voluntary Evaluation Sustainability Tool (INVEST). The grant, coupled with a three-year, \$1.3 million agreement with the University of Illinois to develop life cycle assessment (LCA) tools, will help us better integrate sustainable practices into our construction projects and allow us to evaluate their effectiveness during construction and beyond.

- Broke ground on the Elgin O’Hare Western Access (EOWA) Project, which will be the first all-electronic roadway in the region. All-electronic tolling improves air quality by eliminating the need for vehicles to stop at traditional barrier toll plazas. The EOWA Project will also feature the restoration, enhancement and protection of wetlands and include best management practices to address water quality and manage stormwater runoff during construction, operation and maintenance of the roadway.
- Sought firms to develop plans for reconstructing Tollway maintenance facilities and other buildings that meet standards for Leadership in Energy and Environmental Design (LEED) and other green certification standards. Reconstruction of these buildings – many of which were built in the late 1950s – will optimize the energy efficiency of maintenance operations and reduce annual repair costs in an environmentally sensitive manner by modifying lighting and other utilities, as well as improving stormwater management and soil erosion and sedimentation control.



“Through *Move Illinois*, the Illinois Tollway has been actively promoting the message that women and minority-owned enterprises are capable, confident and can get the job done. The Tollway has made it a point to recruit small and diverse enterprises.”

Brenda Garza Karhoff, P.E., S.E.,  
president of Garza Karhoff Engineering LLC

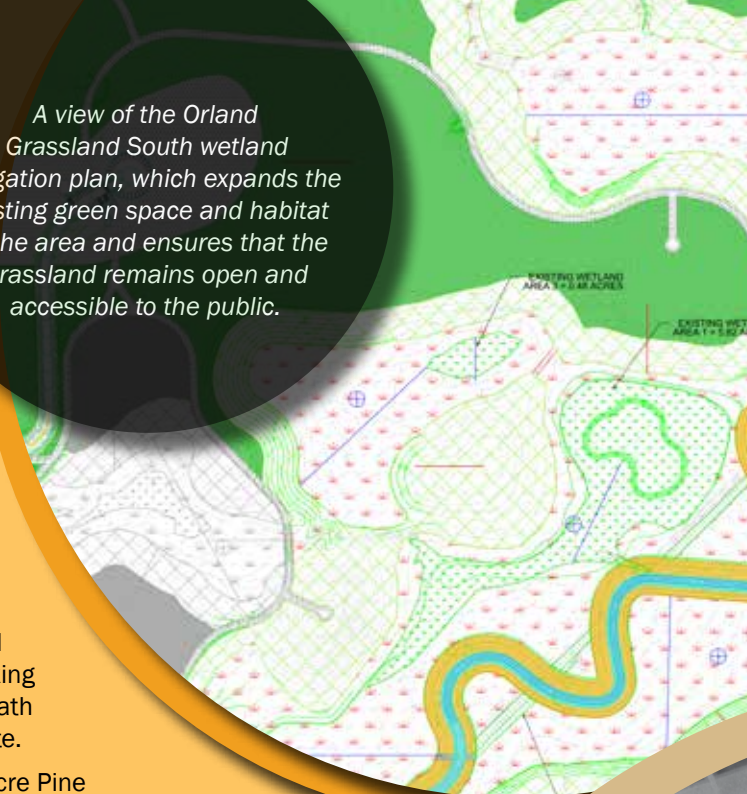


# 1973

At the Tollway, we're not just mitigating for our roadway construction projects. We're working with local communities to build sites that have a greater public purpose. In 2013, we agreed to:

- Restore the native prairie and wetlands at the 162-acre Orland Grassland South site near Orland Park. Work includes native planting and seeding, control of invasive plant species, removal of farm drain tiles, as well as restoration of a section of a tributary to Marley Creek. The Tollway will also construct a new entrance road, parking lot, restroom facilities, boardwalks and path system to provide public access to the site.
- Restore and expand access to the 315-acre Pine Dunes Forest Preserve near Wadsworth. Enhancements include removal of man-made drainage features to reestablish natural water flow, control of invasive plant species and native planting and seeding, as well as construction of new trails to better connect the Des Plaines River Trail, a parking lot, restroom facilities, boardwalks, a drinking water well and a new entrance road.
- Help purchase and protect a 53-acre nature preserve site in Elgin by developing the restoration plan for mitigation of a 23-acre forested fen wetland, one of only two forested fen wetlands in Illinois and a habitat for a rich diversity of plants and animals. Improvements to the site, formerly housing the Fox River Country Day School, will preserve a unique environmental resource and ensure public access for environmental education.
- Enhance and restore approximately 64 acres of wetlands in the Indian Boundary Prairies Preserve, a National Natural Landmark in Markham. Work includes removal of fill and invasive vegetation and restoration of native vegetation to enhance habitats for rare plant and insect species, including the federally threatened prairie white-fringed orchid and the state-endangered rattlesnake master moth and regal fritillary butterfly.

*A view of the Orland Grassland South wetland mitigation plan, which expands the existing green space and habitat of the area and ensures that the grassland remains open and accessible to the public.*



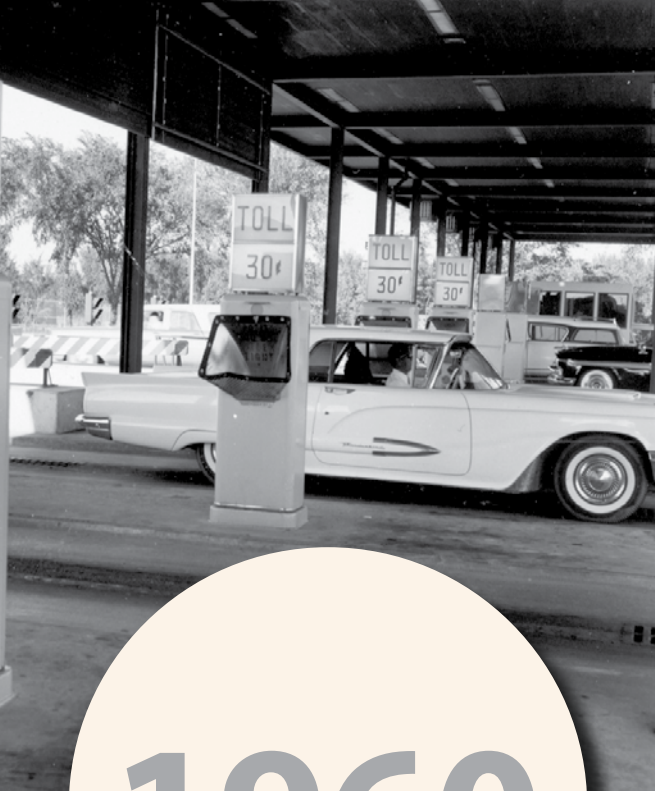
In 1973, the Tollway took some of its first steps to protect the environment. All Tollway vehicles were equipped with pollution control devices, trash compactors replaced incinerators and the agency's maintenance staff began to experiment with liquid calcium chloride to melt snow more efficiently than road salt.





In July 1953, the Illinois General Assembly passed Senate Bill 558, which established the Illinois State Toll Highway Commission to “facilitate vehicular traffic by providing convenient, safe and modern highways.” Illinois was one of five states to create a toll highway authority based on the early success of the Pennsylvania Turnpike. By the end of the year, three members had been appointed and in 1954, the commission recommended construction of the first Illinois toll roads: the Tri-State route around metropolitan Chicago, the North Illinois route to Rockford and the East-West route near Aurora.

1953

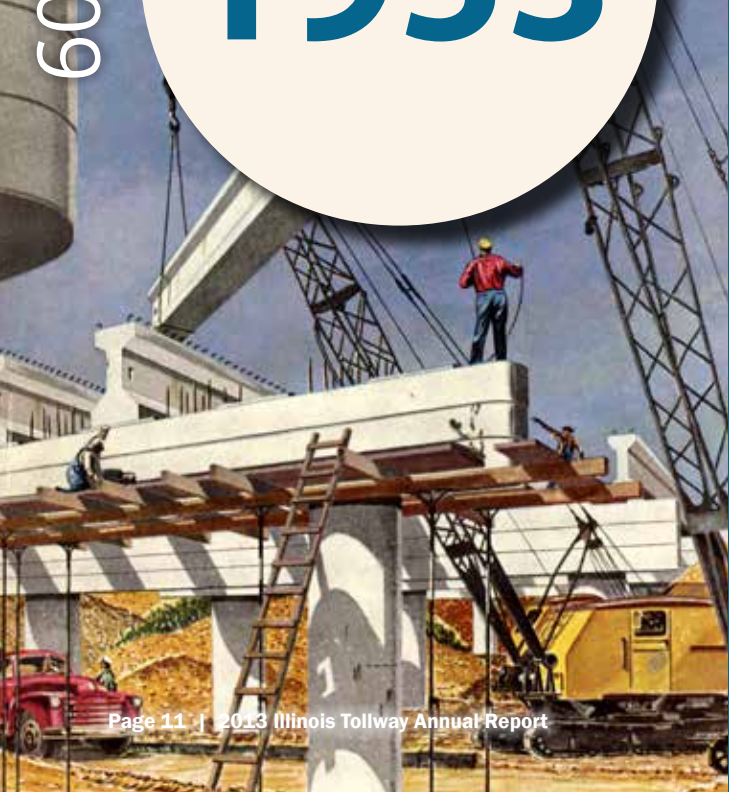


1960

In the 1960s, improvements were already being made to the toll roads to reduce congestion and improve mobility. For example, the agency converted the segment between Elgin and South Beloit on what is now the Jane Addams Memorial Tollway (I-90) from a ticket system to a toll barrier system to minimize delays. It was also becoming clear that customers weren't using the Tollway merely to avoid Chicago's congested streets. More and more people were moving to the suburbs and commuting to the growing number of businesses and factories that relocated along the Tollway.

1970

A new era of expansion began in the 1970s, as the renamed Illinois State Toll Highway Authority extended what is now the Reagan Memorial Tollway (I-88) 69.1 miles from Aurora to its current terminus in Rock Falls. The success of the Tollway allowed it to become the nation's first major toll road agency to actually lower its rates for cars, reducing them from 35 cents to 30 cents. By 1979, the 256-mile Illinois Tollway was also the safest, reporting the lowest fatal accident rate among major toll road agencies even as traffic volume continued to rise.







# 1980

To improve mobility for the growing number of suburban commuters, the Tollway opened a fourth toll road in 1989 – what is now the Veterans Memorial Tollway (I-355). On the drawing board since the 1960s, the original 17.4-mile route to connect the Eisenhower and Stevenson expressways was built as a toll road to ensure its completion. The opening of I-355 cemented the Tollway’s role as an intrastate commuter-based system serving Northern Illinois, as well as an interstate system serving the entire Midwest region. By 1986, commuters represented 69 percent of traffic on the 273.4-mile system.

The 1990s ushered in the age of electronic tolling. Toll collection improvements would help drivers move more quickly through toll plazas and reduce the need for cash to change hands by providing drivers a transponder to automatically pay tolls from prepaid accounts. The I-PASS electronic toll collection system debuted on I-355 in 1993. Two years later, the first I-PASS Only lane for cars opened at the Irving Park Road Toll Plaza on the Tri-State Tollway (I-294). By 1999, I-PASS technology was at all Tollway plazas – serving as the foundation for the systemwide conversion to open road tolling completed in 2006.

# 1990



# 2013

Today, the Illinois Tollway continues to invest in infrastructure that improves mobility, relieves congestion, reduces pollution and links economies across Northern Illinois through its 15-year, \$12 billion capital program, *Move Illinois: The Illinois Tollway Driving the Future*. *Move Illinois* will ensure that Tollway customers have a fully rebuilt, state-of-the-art system that provides better travel conditions and accommodates the needs of the traveling public well into the 21st century while also creating jobs and stimulating local economies to keep the region competitive.

# Efficiency and Accountability in Action

At the Illinois Tollway, we understand that one of the most important things our customers want to see is their toll dollars being spent wisely.

That's why we are dedicated to making every aspect of our operations as open and transparent as possible – actively disclosing contract awards, sharing detailed project information online and seeking feedback from customers about new or updated Tollway policies.

Budgets, public meeting agendas and minutes, financial statements and audits are all readily available on the Tollway's website.

Each contact with customers provides us the opportunity to demonstrate that we are responsible, credible stewards of the public trust – an obligation we take seriously.

Our eye-catching Highway Emergency Lane Patrol (H.E.L.P.) trucks represent accountability in action. In 2013, the Tollway secured a three-year sponsorship agreement with State Farm to serve as the exclusive sponsor of the popular H.E.L.P. program. The innovative public-private partnership provides financial support for the H.E.L.P. program, which provides roadway assistance to Tollway customers in need.

In 2013, we also prioritized lesser-known – but equally important – initiatives to maximize the efficiency of our operations, including pursuit

of new vendor-managed inventory and enterprise resource planning (ERP) system.

We took steps to implement a streamlined system to supply and manage the vehicle parts inventory required to operate the agency's diverse fleet of more than 745 vehicles, including snowplows, emergency assistance vehicles, squad cars, mowing tractors, front-end loaders, trailers, pick-up trucks, roadway sweepers and others. The Tollway is the first state agency to implement this type of vendor-managed inventory program for its entire fleet operation.

We're also helping Tollway employees by replacing aging mainframe systems and miscellaneous supporting systems with a new ERP system. In 2013, the Tollway took major steps forward to implement a new system that more effectively manages and coordinates financial information and business functions. This new system will significantly improve overall business operations and help Tollway employees perform their jobs more efficiently and effectively.



**"I have to thank the Illinois Tollway and the state for putting projects like the Tri-State Tollway (I-294)/I-57 Interchange together and allowing companies like Lorig to hire me and other women. This project is allowing me to step outside my box as a carpenter and work on different things like pile-driving and welding to add to my portfolio, which, as a woman in the trades, can do nothing but help and benefit me."**

*Patricia Reed,  
carpenter, Lorig Construction Co.*



Illinois Tollway  
Customer Service  
Center

In 2013, we further demonstrated our commitment to increased transparency and accountability by:

- Posting our buying plan online to provide potential vendors a tentative list of services, equipment and materials the agency expects to purchase in the coming year. Posting the plan on the Tollway's website gives all prospective vendors and contractors the latest and most accurate information, enabling them to compete fairly for Tollway contracts.
- Posting online a list of Super Scofflaws who owe more than \$1,000 in unpaid tolls and fines. The list, which included several businesses that owed more than \$100,000, is updated quarterly as part of the Tollway's zero-tolerance policy against scofflaws. The Super Scofflaw list serves as a reminder that we will continue to pursue all that is owed to us in fairness to the 98 percent of Tollway customers who pay their tolls on time.
- Reassembling the Illinois Route 53/120 Blue Ribbon Advisory Council and creating new Finance and Lane Use Committees to develop and build consensus around a plan to build Illinois Route 53 as a four-lane, 45 mph tolled highway extending through central Lake County and connecting with Illinois Route 120.



# 1965

In 1965, the Tollway introduced a new UNIVAC 1050 tape-driven computer system, which reduced the time taken to obtain traffic and revenue data by 30 percent. The new system enabled daily revenue reports to be in the hands of Tollway management by 10 a.m. the following morning. "Searching out the most modern business methods... sound management decisions teamed with the talents of unusually knowledgeable and dedicated staff ... have produced a standard of efficiency for the Illinois Tollway that is unsurpassed by any similar operation," said Tollway Comptroller Walter J. Newton.



# Customers in the Driver's Seat

We recognize that the greatest value the Illinois Tollway provides is getting our 1.4 million daily drivers from Point A to Point B quickly and safely. That's why we make it a top priority to focus on improvements that save our customers time and money.

Many of these improvements take place behind the scenes. One of our most ambitious endeavors in 2013 was to contract with Accenture LLP, a global management consulting, technology services and outsourcing company, to implement the world-class SAP product for our customer service and toll violation processing system – the “back office” to our toll collection system.

We raised some eyebrows when we didn't select a traditional toll-road-focused, toll-road-only company for this work. But, we process more than 2.2 million transactions per day and collect nearly \$1 billion in toll and violation revenue each year. It stands to reason that our customers are best served if we're using the same technology platforms used by the biggest banks and Fortune 500 companies. This new system will not only provide enhanced functionality, but it will also serve as a platform for the rollout of future innovations that help customers manage their I-PASS accounts and review, pay and dispute violation notices.

The new customer service and toll violation processing system will include flexibility to update violation notice language, support future innovations like smartphone-based tolling, and communicate and operate successfully with non-E-ZPass tolling organizations. The Tollway's goal is to implement the new, cutting-edge system by 2015.

Even after 20 years of helping customers reach their destinations faster and more conveniently, I-PASS

continues to serve as one of the best examples of how innovation can improve the quality of life for our customers.

Celebrating the 20th birthday of I-PASS in 2013, we unveiled a new I-PASS website allowing customers to manage their accounts from their smartphones and any other mobile electronic devices. The secure site enables I-PASS customers to view their account balances, transponder usage and payment histories, add new vehicles to their accounts and update credit card details.

In addition to the very latest technology, we also recognize the need for exceptional personal customer service for those who need help. In 2013, we opened a larger, more technologically advanced customer service call center at the University of Illinois at Chicago. The new facility enables us to make it easier for our growing number of I-PASS customers to get, one-on-one assistance whenever they need help with their accounts. Staffed by The Chicago Lighthouse, the call center can handle significantly more customer calls while upgraded computer systems let customers use interactive voice-response to remotely access their accounts 24 hours a day, seven days a week.

The Tollway also made life a little simpler for drivers who receive violation notices by giving them more time to pay. The new deadlines will give customers 30 days to respond to each of the three

violation notice deadlines, providing a total of 90 days to pay their violations after receiving the initial notice of violation and before the violations are sent to a collection agency. The additional time should promote more voluntary compliance, while also reducing costs.





# 1967

John Madigan was driving on the Tri-State Tollway (I-94) after pheasant hunting in Wisconsin when his front passenger side tire had a blow-out near Belvidere Road in Gurnee.

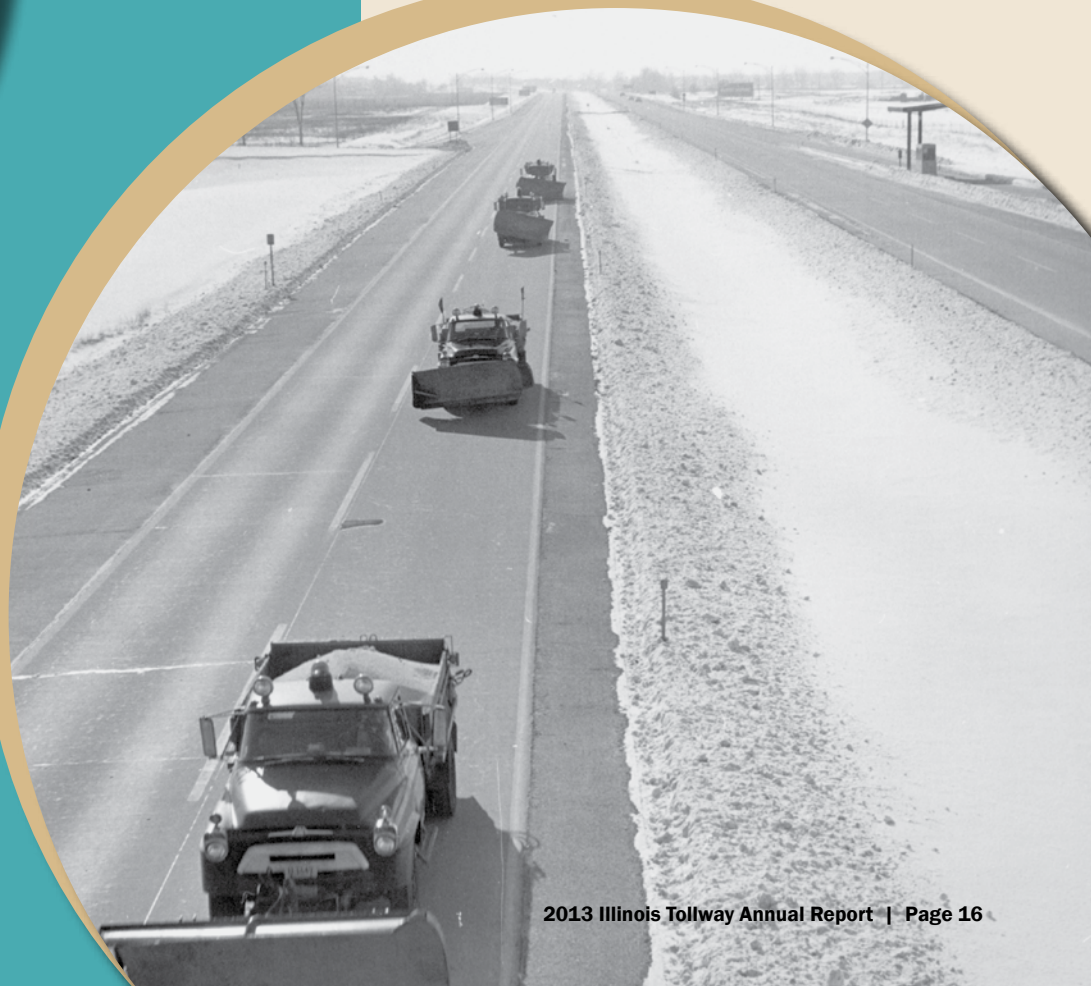
Dressed in camouflage, the retired chairman and CEO of the Tribune Company pulled over to the center shoulder and tried to change the tire while cars and trucks whizzed by at high speeds. But, for some reason, the lug nuts wouldn't budge.

One of the Tollway's Highway Emergency Lane Patrol (H.E.L.P.) trucks came along and stopped to assist. The driver quickly helped change the tire and Mr. Madigan was able to get on his way home to enjoy a hearty pheasant meal.

"The guy was terrific and took care of the flat with great deportment," Mr. Madigan says. "For him, it was relatively routine. But, when you're lying on your back on the Tollway with traffic just inches away, you immediately appreciate the work these guys do."



During the record Blizzard of 1967, the Tollway not only kept its own roads open, but also assisted the Illinois Division of Highways and city of Chicago. The entire Tollway maintenance and operations crew stayed on duty for three days and nights, performing mechanical work and plowing the roads.



# An Honored System

## **African American Contractors Association**

Outstanding Employment Outreach of the Year Award  
*Illinois Tollway*

## **American Concrete Pavement Association**

Sustainable Practices Recognition Award  
*Illinois Tollway*

## **Construction Industry Service Corporation**

Rehabilitation Project of the Year Award  
I-294/I-90 Tri-Level Bridge Project  
*Illinois Tollway*

## **Cosmopolitan Chamber of Commerce**

Friend of the Chamber Award  
Chief of Diversity and Strategic Development Gustavo Giraldo  
*Illinois Tollway*

## **Illinois Asphalt Pavement Association**

Person of the Year Award  
Materials Engineer Steve Gillen  
*Illinois Tollway*

## **Illinois Association of Chiefs of Police**

Illinois Traffic Safety Challenge, First Place  
*Illinois State Police District 15*

## **Illinois Interagency Committee on Employees with Disabilities**

2013 Agency of the Year Award for Expanding Employment Opportunities for People with Disabilities  
*Illinois Tollway*

## **Innovations Conference on Asphalt and Transportation**

The Heartland Sustainability Award  
*Illinois Tollway*

## **National Asphalt Pavement Association**

Environmental Leadership Award  
*Illinois Tollway*

## **Women's Transportation Symposium Greater Chicago**

Rosa Parks Diversity Leadership Award  
Earned Credit Program  
*Illinois Tollway*

## **Contractor Awards:**

### **American Council of Engineering Companies of Illinois**

Honor Award – Tri-State Tollway (I-294) Roadway Repair with Precast Pavement: Franklin Avenue to Balmoral Avenue  
*AMEC*

### **American Council of Engineering Companies of Illinois**

Special Achievement Award – Illinois Route 47 Interchange at the Jane Addams Memorial Tollway (I-90)  
*Omega Associates*

**“The Tollway’s recycling program represents the most ambitious concrete pavement sustainability effort underway by any U.S. agency.”**

*The American Concrete Pavement Association*

In 2013, the Illinois Tollway:

**Used nearly 946,000 tons of recycled concrete, asphalt and aggregate in the construction of new roads** – enough to build an 1,800-mile bike path from Chicago to San Francisco, CA.

**Used 360,000 tons of recycled asphalt** – enough to build a parking lot the size of Chicago Midway International Airport.

**Recycled 304,643 tons of concrete** – enough to fill a line of cement trucks from Chicago to Milwaukee, WI.

**Recycled 11,354 tons of asphalt shingles** – enough to roof 7,568 Chicago bungalows.

The Tollway is committed to “Building Green” and minimizing the environmental impact of construction by reducing, recycling and reusing materials. All existing pavement is recycled back into the newly reconstructed pavement.

Recycled asphalt aggregate, along with materials like fly ash and ground granulated slag from industrial waste, are green materials used in our concrete pavements. Recycled asphalt shingles and warm-mix asphalt are also used in our asphalt mixtures.

In addition to reducing the cost of this work, reuse of these materials reduces the need for virgin asphalt materials and reduces the volume of material that would otherwise be sent to landfills.



# On the Safe Side

In 2013, The Illinois Tollway joined forces with the Illinois Department of Transportation and the Illinois State Police to encourage drivers to slow down and pay attention to safety while driving in construction work zones.

The Tollway also encouraged motorists to “Drive 45” at all times in the 37-mile work zone for the Jane Addams Memorial Tollway (I-90) Rebuilding and Widening Project from Elgin to Rockford. The reduced speed limit was implemented to protect workers and drivers who need to be aware of changes in traffic patterns and lane configurations.

The work zone safety message was reinforced through the 2014 Tollway Map Cover Art Contest. High school students throughout Northern Illinois were invited to submit original works of art created to remind drivers about the need to drive safely in work zones.

Altogether, the Tollway received 65 entries from student artists attending 16 high schools throughout the region, from Chicago to Rockford. Nearly 22,000 votes by the general public were recorded online to identify four finalists, with the overall winner and runners-up selected by a panel of judges including members of the Illinois Tollway Board of Directors and representatives from U.S. Equities.

## 2014 Illinois Tollway Map Cover Art Contest Winners

*Bottom row: Vlad Malinovic, Lyons Township High School in LaGrange, first runner-up; Crystal Thorns, Lincoln-Way North High School in Frankfort, grand prize winner*

*Second row: Austin Rice, Lyons Township High School, second runner-up; Nathan Eisenhut from Downers Grove North High School, third runner-up*

*Third row (left to right): Phil Labriola, Lincoln-Way North High School in Frankfort; Jamie Ormond, Lyons Township High School in LaGrange; Marty Voelker, Downers Grove North High School*

*Fourth row: Executive Director Kristi Lafleur and Chair Paula Wolff*

*Top row: Director Earl Dotson Jr., U.S. Equities Senior Vice President/Portfolio Manager Cindy O’Drobinak, Director James Sweeny, U.S. Equities Vice President David Myles, Director Mark Peterson, Blick Art Materials Officer of Highland Park Administration and Professional Development Richard Jacobsohn, Director David Gonzalez, Director Terrence D’Arcy, Director Jeffrey Redick*



## About the Tollway

286<sub>system miles</sub>

2,053<sub>total lane miles</sub>

24<sub>mainline toll plazas</sub>

51<sub>ramp plazas</sub>

## Customer Service

32,752<sub>motorists assisted by H.E.L.P truck services in 2013</sub>

4.5 million<sub>customer calls to 1-800-UC-IPASS in 2013</sub>

674,136<sub>Customer Service Center visits in 2013</sub>

22 million<sub>total website visits in 2013</sub>

61,110<sub>average daily website visits</sub>

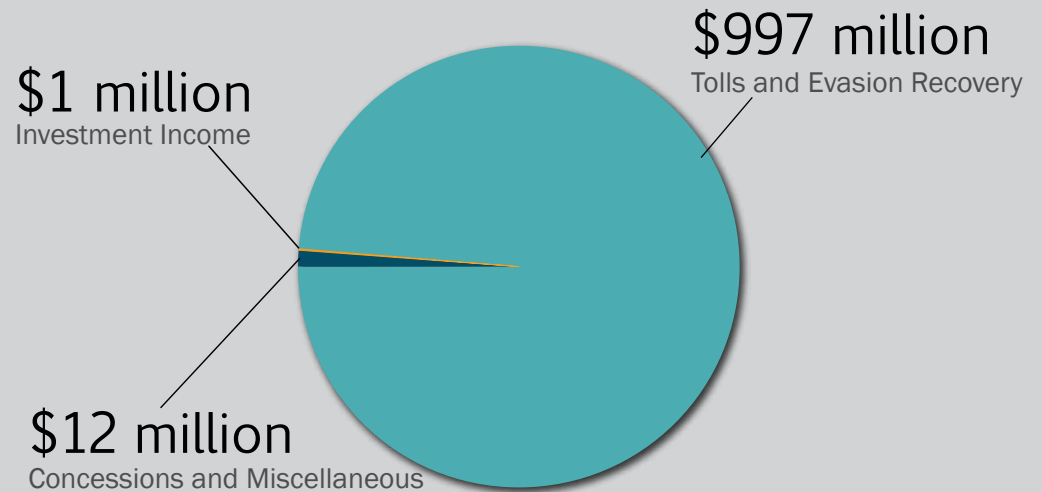
128 million<sub>total page views in 2013</sub>

5,776<sub>Twitter followers</sub>

## Measures of Success

### 2013 Sources of Revenue (preliminary and unaudited)

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



#### Sources of Revenue

- **Tolls and Evasion Recovery** – Collections via cash, I-PASS and violation recovery payments
- **Concessions and Miscellaneous** – Oases fuel, food and other retail sales; overweight truck fines; income from leasing towers; rental and easement income
- **Investment Income** – Interest earned on Tollway funds and I-PASS escrow account

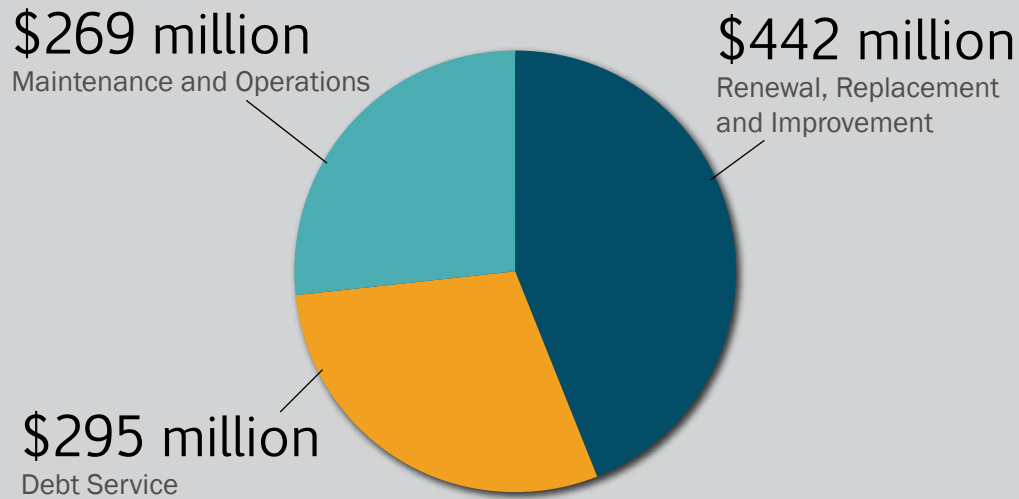
#### Capital Program Expenditures \$632 Million

Capital expenditures for roadway reconstruction, expansion and systemwide maintenance. Does not reflect reimbursements of \$12 million received pursuant to intergovernmental agreements.



## 2013 Allocations (preliminary and unaudited)

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



### Allocations of Revenue

- **Maintenance and Operations** – Related to toll collection, roadway maintenance, traffic control, safety, insurance and administration
- **Debt Service** – Principal and interest payments on outstanding Tollway bonds
- **Renewal, Replacement and Improvement** – Deposits to Renewal and Replacement account and Improvement account

For more information, please see our 2013 Comprehensive Annual Financial Report, which will be available once a formal audit is complete in summer 2014. The report will be posted on the Illinois Tollway's website, [www.illinoistollway.com](http://www.illinoistollway.com).

## I-PASS

account holders	3.6 million
active transponders	4.9 million
new I-PASS accounts in 2013	228,834
new transponders activated in 2013	354,539
On the Road	
average daily vehicles	1.4 million
total daily transactions	2.2 million
total toll transactions in 2013	816 million

# Our People

Wendy Abrams • Dragoljub Adamovic • Daniel Adams • Linda Adams • Linda Adams • Eric Adler • Kwasi Ador • Cervante Agee • Jeffery Agonath • Margaret Aguilar • Edward Ahrens • Elias Ajami • Prasad Alavilli • James Albans • Barry Alberts • Byron Aldridge • Guy Alfors • Stacy Alicea • William Alicea • Jeffrey Allen • Juan Alvarez Jr. • Keith Amedio • Gina Andalina • Patrick Anderson • Beverly Anderson • Jennifer Anderson • Keith Anderson • Keith Anderson • Mark Anderson • Matthew Anderson • Zona Anderson • Thomas Andres • Thomas Andruscavage • Peter Angelopoulos • Joseph Annoreno • Robert Anthony • Pedro Aquino • John Aragon • Richard Arehart • Timothy Argubright • Louis Argus • Richard Arnone • Greg Arredia • Michael Arroyo Jr. • Shannon Arroyo • Brett Ashens • Marie Ashford-Suggs • Vasilios Athanasoulas • William Atwater • Stacy Austin • Bobbie Auten • Victor Avecilla • Maria Avila • Eustacia Awotwi • Victor Azar • Juan Baez • Juanda Bailey • Shanel Bailey • George Baker III • Jeffrey 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Bonnie Calderon • Meghan Callahan • Anthony Caloia • Thomas Cameron • Scott Campbell • Theresa Campbell • Melissa Campeglia • Danny Campobasso • Maria Campuzano • Susanne Canik • Andre Canlas • Lashawn Cannon • Edgar Cano • Robert Capuzi • Angela Carey • Derek Carlson • Phillip Carlson • Frances Carnagio-Lopez • Lenon Carpenter Jr. • Nicholas Carr • Anthony Carracio • Ernesto Carrero • David Carriglio • Adam Carter • Matthew Carter • Pamela Carter • Tony Carter • Judith Caselman • Cynthia Casimir • Phillip Cassman • Monroe Caston • Daniel Cataudella • Frank Cataudella • Lorrie Cataudella • Anthony Catezone • Michael Catolico • Michael Cavanaugh • Jose Cavazos • Rogelio Cavazos • Anthony Cella • LaShonda Chambers • Victor Chang • Jon Eli Chanin • Gurmeet Chavla • Binu Cherian • Thomas Chesniak • Elizabeth Chesser • Shalena Chester • Mario Chiaromonte • Chrystal Chizim • Carrie Choquette • Samuel Christner • Anthony Christopher • Dominic Christopher • Leo Chuskas • David Cibulskis • 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Anthony Dominick • Michael Dominick • Kevin Donahue • John Donato • John Donley • Patrick Donlon • David Donovan • Gary Doorn • Mary Dornbusch • Ramona Dorobantu • Thomas Dosch Jr. • John Dougherty • Patrick Dougherty • William Downey • Richard Downs • Michael Doyle • Joseph Dragovich • Lorraine Drehobl • Rick Dudzinski • Tierra Duke • Glenda Dumas • Sidney Dumas • Thomas Dunlap • Dennis Dunne • Georgia Sue Durham • Kerry Durham • Jeffrey Dusthimer • Richard Egilske • Chance Eiker • Gus Eikosidekas • John Elbl • Paula Elem • Henry Eley • Brian Elhenicky • Travis Elliott • Donald Ellis • Karen Ellis • Steven Ellman • Lola Engelkes • Patrick Enright • Michael Erwin • Ramon Espejo • Rocco Esposito • Samuel Esposito • Daniel Evans • Glenn Evans • Michael Evans • Jodie Everitt • George Everritt • Edward Fabian • Richard Faldstein • Anthony Falzone • Mohamad Faraj • Jeanne Farmer • Ryan Farster • Elizabeth Fedele • Mary Fegan • Joanne Fehn • Deborah Feigl • Christina Feilen • Donald Feltz 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“We take great pride in the service we provide to motorists throughout Illinois. We want to thank all of our people for making the Illinois Tollway the great agency that it is.”

*Kristi Lafleur, Executive Director*



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• Douglas McCormack • Bradley McCoy • Scott McCullough • Tomeca McDaniel • Thomas McDevitt • Kelly McDonald • Patrick McGing • Michael McGinn • Joelle McGinnis Rivara • Cynthia McKeating • Terrell McKinnis • Andrew McKissack • Colleen McShane • David Meade • Julie Medina • Steven Mendis • Donald Mehoczky • Emilio Mendez • Michael Menini • Timothy Menzer • Kevin Merrill • Johanna Metz • Michael Meurer • Gregory Meyer • Larry Michael • Therese Michalak • Gary Michalowski • Malgorzata Michniewicz • John Mika • Alan Milczarek • Donald Miles • Debra Millea • Angela Miller • Darlene Miller • David Miller • Deborah Miller • Jennifer Miller • Kathleen Miller • Joseph Mineo • Mary Mineo • John Misk Jr. • Jeffrey Mohan • Aura Mojica • Lida Molaro • Pamela Molczan • Susan Molinare • Maria Molliconi • David Montavon • Guillermina Montes • Ann Montgomery • Jacqueline Moore • Jetant Moore • Thelma Moore • David Morache • Russell Morache III • Thomas Morache • Celso Morales Jr. • David Morgan • Elyse Morgan • Dale Morris • Eliot Morris • Patti Mortell • Linda Morton • Edward Mueller • Michael Mueller • Steven Muir • Tina Muir • Reid Mullin • Javier Munoz • Erin Murphy • James Murphy • Michael Murphy • Terrence Murphy • Lynn Murray • John Musich • Steven Musser • Joseph Musso • Karen Musto • Ervin Mysliwicz • Julie Nachampassack • Marlene Nagel • Tracey Napora • Joseph Nardiello • James Narel • Jennifer Narel • Janiqua Nash • John Nash • Marilyn Nash • Manar Nashif • Thomas Navratil • Virginia Naydenova • Asif Nazir • Farrukh Nazir • Thomas Nee • Charles Nelson • Donna Nelson • Kevin Nelson • Nicholas Neofotistos • Kari Ness • Carolyn Neven • Katrice Nicholson • Constantina Nicosia • Dianne Nielsen • Laurie Nielsen • James Nieman • Laura Niemyer • Edith Niewegowski • Bryan Nowak • Edward Nowak • Kenneth Nudo • Richard Nytko • Alexandru Oancea • Kerry O'Brien • Michael O'Brien • Juan Ocegueda • Jason Ochenschlager • William O'Connell • Scott Odachowski • Kenneth O'Dell • John O'Hara • Kelly Olesen • Baby Olickal • Maria Olivares • Keith Olson • Williams Oluwagbemi • Rene Ontiveros • Charles Oplawski Jr. • Donald Opolka • Michael Orłowski • Anthony Orsi • Joseph Ortiz • Terence Osei-Mensah-Acquah • Beverly O'Shea • Irina Otto • Todd Overlin • Arthur Padron • Ernesto Paguntalan Jr. • Robert Palamar • Antonios Palas • Ronald Palasz III • Ronald Palasz • Madhvi Pandya • Eric Paniak • Henry Pankoff Jr. • Reed Panther • Nick Pappas • Billy Parker • Gerald Parker • Judith Parks • Byron Patterson • Wayne Pauley • Carolyn Payne • Patricia Pearn • Anthony Pearson • Stanley Peca Jr. • Paul Pecoraro • Roy Pedersen • Jay Pelikan • Margit Pelley • Alkeem Peoples • Hector Perez • Nicholas Perez • Brian Perfect • Steven Perreault • Robert Perry • George Peters • Jeffrey Peters • Shirley Peters • Philip Peterson Jr. • Kelly Peterson • Mark Peterson • Philip Peterson • Reginald Peterson • Nick Pietrecca • Vincenzo Petrella • Thomas Pfeeger • Bradley Phillips • Cynthia Phillips • 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 And I'll take the Tollway,  
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Now's motoring designed with you in mind. Let your watch tick off the quick miles and the pleasant minutes. Let your tires whisper softly that you're safe... with no hand-on traffic, no cross traffic, no stop signs, no traffic lights. Let the curves and grades guide your car, while the road traffic lanes and patrol shoulders help keep you and your family safe. Try the Tollway soon. It's a business trip or your Labor Day weekend. After that, you'll travel the Tollway often... daily if you commute.

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**Northwest Tollway**

**TOLLS:** Between Elgin and Rockton Rd you receive a toll ticket when you enter and you pay when you leave. Westbound Ave. 124) or at Ill. 53 (10¢) and if you leave at Route 31 (10¢). Eastbound, you pay 10¢ if you leave at Ill. 53 or 30¢ when you leave at Higgins Rd.

**North Tri-State Tollway OPENS 8 P.M. THURSDAY, AUGUST 28!** From Wisconsin to Eden's Expressway.

**BY THE END OF THE YEAR—157 miles of Illinois Tollway linking Wisconsin and Illinois with Chicago and the East.**

**FEATURES TO NOTE**

- The broad, gently sloping median separating cars traveling in opposite directions.
- The interchanges where cars enter and leave without disturbing the flow of traffic.
- The special pavement striping to make driving easier and safer.
- The fencing that keeps off pedestrians and animals.
- The well-maintained operation of the toll plazas.

broader asphalt surface wide. Raise your hood or display a handkerchief. The 24-hour Tollway Patrol will spot you quickly.

**GAS AND SERVICE.** Temporary facilities at Devon Ave., Route 31, and Rockton Road Toll Plazas pending completion of Restaurant-Service Areas.

Write for free map and descriptive folder:  
**ILLINOIS STATE TOLL HIGHWAY COMMISSION**  
 20 North Wacker Drive

Designed for your motoring pleasure!





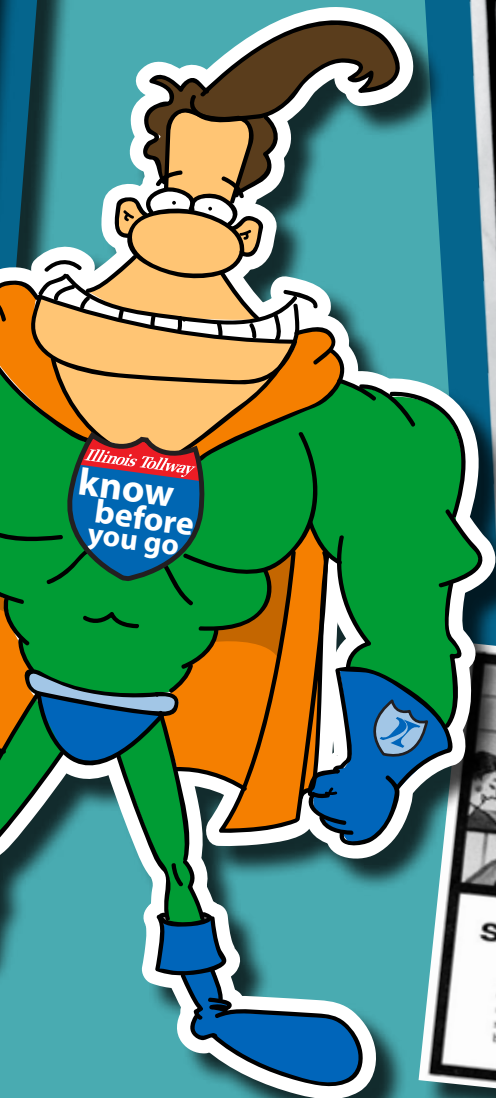


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**EAST-WEST TOLLWAY**  
Chicago-Aurora-U. S. 30 West

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