



Record of Meeting | June 18, 2025

The Illinois State Toll Highway Authority (“Tollway”) held a Strategic Planning Committee meeting on Wednesday, June 18, 2025 in the Boardroom of Tollway headquarters in Downers Grove, Illinois. The meeting was held pursuant to the By-Laws of the Tollway upon call and notice of the meeting executed by Chairman Arnaldo Rivera and posted in accordance with the requirements of the Open Meetings Act, 5 ILCS 120/1, *et seq.*

[Bolded entries indicate issues which may require follow-up to present or report to Directors.]

Call to Order / Roll Call

Committee Chair Paddock called the meeting to order at approximately 9:15 a.m. He asked the Board Secretary to call the roll, those Directors present and absent being as follows:

Committee Members Present:
Committee Chair Scott Paddock
Director Jacqueline Gomez
Director Mark Wright

Committee Members Not Present:
Director James Sweeney

Other Directors Present:
Director James Connolly
Director Melissa Neddermeyer
Chairman Arnaldo Rivera

The Board Secretary declared a quorum present.

Public Comment

Committee Chair Paddock opened the floor for public comment. No comment was offered.

Committee Chair’s Items

Committee Chair Paddock entertained a motion to approve **Committee Chair’s Item 1**, the minutes of the Strategic Planning Committee meeting held on December 19, 2024, as presented.



Director Gomez made a motion to approve the minutes, seconded by Director Wright. The motion PASSED unanimously by voice vote.

Committee Chair Paddock opened the meeting by emphasizing that the Strategic Planning Committee, working closely with the Executive Director and staff, has guided the agency-wide strategic planning process from inception to this milestone presentation. He underscored that the plan will serve as the Tollway's framework for setting priorities, aligning actions with mission and values, and ensuring the agency remains both responsive and forward-looking. After noting the committee's year-long effort to address critical questions about future readiness and partnership-driven values, Chair Paddock invited Executive Director Rouse to present the details of the plan and its significance for the Tollway's future direction.

Executive Director's Items

Executive Director Rouse noted that the Tollway has not adopted a new Strategic Plan in nearly 15 years and described the draft presented as the product of more than a year of collaboration among the Committee, the Board, staff, and regional partners. She characterized the plan as a comprehensive "reset" that clarifies the Agency's mission, vision, and goals and explained that the plan will guide decisions from day-to-day operations to major capital investments. She concluded by stating that staff will incorporate the Committee's feedback and bring a final plan to the Board for approval at its July 28 meeting.

Executive Director Rouse then introduced Chief of Staff John Donato and Manjeet Ranu of WSP to present the New Strategic Plan for the Illinois Tollway. [See attached presentation.](#)

Director Wright commended the draft plan for translating strategic goals into actionable initiatives, each tied to clear timelines and performance metrics. He noted that this structure ensures the Tollway will not only articulate its objectives but also execute them and monitor results, providing staff with a practical, well-defined roadmap.

Director Gomez emphasized that the draft plan is grounded on the needs of the Tollway's diverse stakeholders—motorists, small businesses, and construction workers—and prioritizes equity, access, and community value. She praised the plan for balancing responsiveness to changing conditions with a commitment to serving the people and communities the Agency impacts daily.

Chairman Rivera described the draft plan as a pivotal step for the Tollway, emphasizing that it provides a disciplined framework for purposeful, long-term decision-making. He noted that the Agency's projects affect millions of drivers and numerous communities, and the plan will help ensure that the Agency's decisions are made with integrity and public accountability—hallmarks of responsible stewardship.



At the conclusion of the presentation and discussion, Committee Chair Paddock thanked staff and Directors for their engagement in the discussion.

Adjournment

There being no further business before the Committee, Committee Chair Paddock requested a motion to adjourn. Director Gomez made a motion to adjourn, seconded by Director Wright. The motion PASSED unanimously by voice vote.

The Meeting was adjourned at approximately 9:32 a.m.

Minutes taken by: _____

A handwritten signature in cursive script that reads 'Christi Regnery'.

Christi Regnery
Board Secretary
Illinois State Toll Highway Authority

Our Bold Steps
TOGETHER



A New Strategic Plan for the Illinois Tollway

Strategic Planning Committee

18 JUNE 2025



AGENDA

- 1) Background
- 2) About the Strategic Plan
- 3) What It Means
- 4) Implementation

Our Bold Steps
TOGETHER



DRAFT

1. BACKGROUND

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PURPOSE, NEED AND PROCESS

- Existing 2010 Strategic Plan served the Tollway well, notably with the advent of open road tolling the mega Move Illinois capital program
- As the industry leader, the Tollway recognizes now is the time for a comprehensive update to proactively shape the Tollway's future
- Extensive engagement supported this comprehensive plan update

Process to Develop the Strategic Plan



2. ABOUT THE STRATEGIC PLAN



ILLINOIS TOLLWAY'S PLANNING FRAMEWORK

The Strategic Plan is the keystone of this framework, providing broad direction to the Capital Plan and Annual Budget. While the Strategic Plan references the other two planning documents, those must conform to the Strategic Plan.



OUR MISSION

Leading with **infrastructure**, **innovation** and **integration**, delivering the highest **customer service** and **quality of life** for all, to connect and safely **move** the Chicagoland, Illinois and the United States forward, **together**.

The Mission clearly and concisely articulates the Tollway's purpose. The Tollway's benefits go beyond moving passengers and freight. Therefore, the Tollway recognizes its broadly beneficial impact locally, regionally and nationally to customers and non-users.

OUR VISION

The Vision extends from the Mission statement and describes the Tollway's aspirations as future outcomes from carrying out its Mission. Its aspirations are internally and externally focused. Our Vision is inclusive, to provide opportunities beyond toll highways.

BEST WORKPLACE AND WORKFORCE

The Illinois Tollway's future begins with a collaborative, diverse and curious workforce nurtured by a culture that proudly builds and grows careers.

DIVERSITY DELIVERS EQUITABLY

Our diversity of perspectives and backgrounds will connect us strongly within and to the communities, economies and environments we equitably serve.

SUSTAINABLY SUPPORTIVE

We remain a collaborative, transparent and trusted partner for the public and environment, acting to broadly care for our present while protecting the future.

INCREASINGLY INNOVATIVE

We continue to demonstrate our leadership — foremost with safety — seamlessly integrating technologies and tools that support our work and service delivery.

ACCELERATE OPPORTUNITIES

Make a leading contribution to design, create and connect economic and social value to broaden opportunities for everyone, supported by diverse revenue sources.

OUR GOALS

Goals are specific outcomes to achieve that advance the Tollway's Mission and Vision. The Goals are also internally and externally focused. Our Goals are bold, delivering broad benefits.



ORGANIZATIONAL EXCELLENCE

Engage employees and support career development for a highly collaborative culture in pursuit of organizational efficiency and customer service for the public good.



DIVERSITY AND EQUITY

Build a culture that brings a diversity of backgrounds and contributions to broadly and equitably maximize the Tollway's value for the organization and all we serve.



INNOVATION AND TECHNOLOGY

Instill culture, technology and design that place improved, expanded safety and services at the forefront, supported by diversified sources of revenue.



INVESTMENT

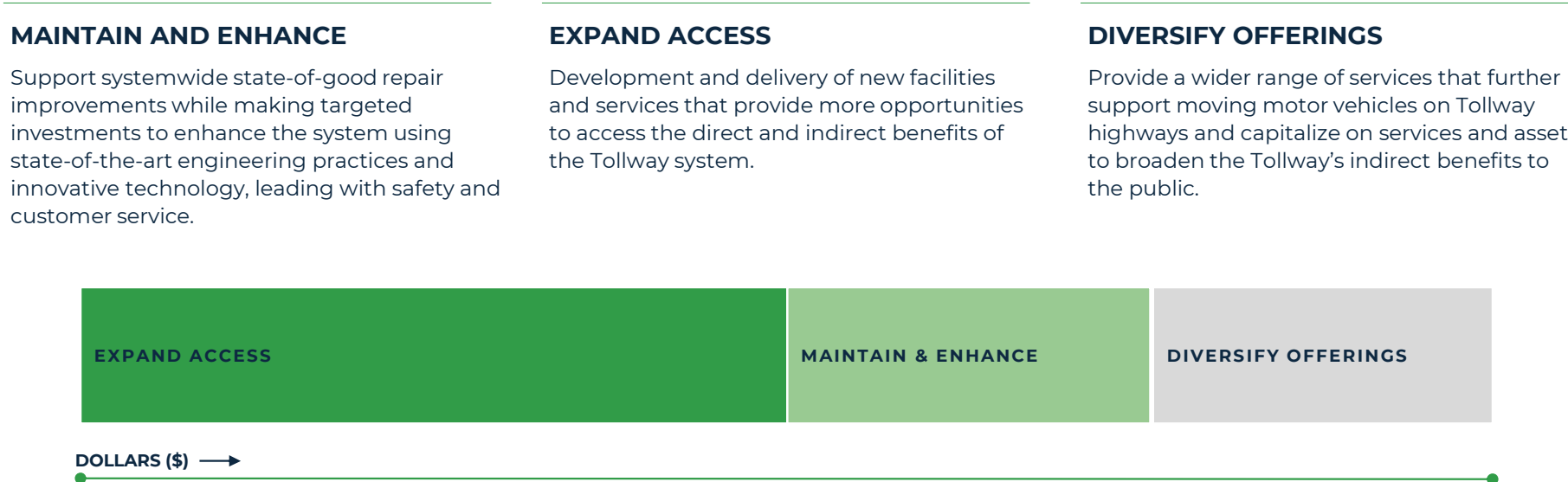
Expand mobility opportunities that support all modes – maintained and enhanced at a high-level state of good repair – with toll highways serving as community investment corridors.



SUSTAINABILITY

Make leading contributions to support healthy human and natural environments backed by the financial capacity to meet responsibilities and sustain economic vitality.

INITIATIVES PRIORITIZATION IN DOLLARS



3. WHAT IT MEANS





WHAT THE STRATEGIC PLAN MEANS

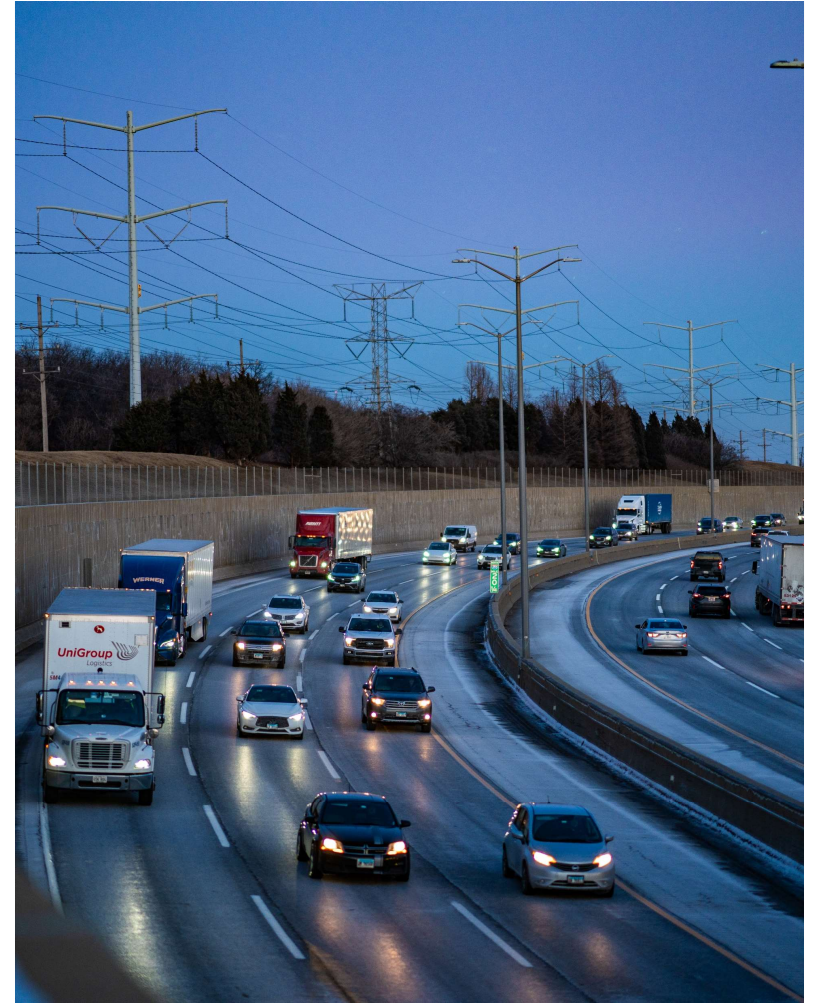
- Transparently provides clarity of purpose for the Tollway, internally and externally, consistent with the Toll Highway Act
- Establishes a program of Initiatives for capital investments, policy initiatives and operational procedures to be delivered over 10+ years
- Decision-making needs to be consistent with the Strategic Plan

4. IMPLEMENTATION



IMPLEMENTATION TOOLS AND PROCESS

1. Annual Budget preparation
2. Initiative Delivery Work Plans
3. Capital Plan alignment and project prioritization
4. Aligning the Initiatives temporally
5. Decision-making consistency with Strategic Plan
6. Ambassador program
7. Progress reporting
8. Periodic scenario testing and calibration





ILLINOIS
ROUTE 390
TOLLWAY



JANE ADDAMS
MEMORIAL
TOLLWAY



REAGAN
MEMORIAL
TOLLWAY



VETERANS
MEMORIAL
TOLLWAY



TRI-STATE TOLLWAY

THANK YOU, *TEAM TOLLWAY!*

Our Bold Steps
TOGETHER



INFRASTRUCTURE
INNOVATION
INTEGRATION