

RESOLUTION NO. 23042

Background

The Office of the Auditor General performed audits of The Illinois State Toll Highway Authority's ("Tollway") 2024 financial statements and notified the Tollway of its obligation to pay for the audits. *See* 30 ILCS 5/1-1, *et seq.*; 30 ILCS 105/6z-27. Specifically, the Auditor General determined that the Tollway is obligated to pay \$689,750.00 for costs incurred to perform the audits. Accordingly, the Tollway should direct the State Comptroller and State Treasurer to request a transfer of \$689,750.00 to the Audit Expense Fund to reimburse the Auditor General for costs incurred in connection with the referenced audits.

Resolution

Payment of \$689,750.00 to the Audit Expense Fund to reimburse the Auditor General for costs incurred to audit the Tollway's 2024 financial statements is approved. The Chief Financial Officer is authorized to approve the issuance of warrants or other proper form of intra-agency reimbursement in payment thereof.

Approved by: Arnaldo Rivera
Chairman

RESOLUTION NO. 23043

Background

The Illinois State Toll Highway Authority (“Tollway”) is interested in procuring Insurance Brokerage Consultant Services. Pursuant to Tollway Request for Proposal No. 24-0094 and upon evaluation by a selection committee, the Tollway determined that Aon Risk Services Central, Inc. provides the best overall value for Insurance Brokerage Consultant Services for an upper limit of compensation not to exceed \$38,500,000.00.

Resolution

The proposal from Aon Risk Services Central, Inc. for the purchase of Insurance Brokerage Consultant Services is accepted. Contract No. 24-0094 is approved in an amount not to exceed \$38,500,000.00. The Chairman and Chief Executive Officer of the Tollway is authorized to execute the appropriate documents in connection therewith, subject to the approval of the General Counsel and the Chief Financial Officer, and the Chief of Contract Services is authorized to issue the necessary purchase orders, contract purchase orders and any other necessary documents in connection therewith. The Chief Financial Officer is authorized to issue warrants in payment thereof.

Approved by: Arnaldo Rivera
Chairman

RESOLUTION NO. 23044

Background

The Illinois State Toll Highway Authority (“Tollway”) is interested in procuring Microsoft Software, Maintenance, Support, and Services through the Illinois Department of Innovation & Technology’s (“DoIT”) master contract with CDW Government LLC, Tollway Contract No. 25-0113, for an upper limit of compensation not to exceed \$5,500,000.00. These goods and/or services are being procured pursuant to 44 Ill. Admin. Code 1.1040.

Resolution

Utilization of the DoIT master contract for the purchase of Microsoft Software, Maintenance, Support, and Services from CDW Government LLC in an amount not to exceed \$5,500,000.00 is approved. The Chairman and Chief Executive Officer of the Tollway is authorized to execute the appropriate documents in connection therewith, subject to the approval of the General Counsel and the Chief Financial Officer, and the Chief of Contract Services is authorized to issue the necessary purchase orders, contract purchase orders and any other necessary documents in connection therewith. The Chief Financial Officer is authorized to issue warrants in payment thereof.

Approved by: Arnaldo Rivera
Chairman

RESOLUTION NO. 23045

Background

The Illinois State Toll Highway Authority (“Tollway”) is interested in procuring a Tolling Network Hardware Replacement through the Illinois Department of Innovation & Technology’s (“DoIT”) master contract with Presidio Networked Solutions LLC, Tollway Contract No. 25-0111, for an upper limit of compensation not to exceed \$794,458.68. These goods and/or services are being procured pursuant to 44 Ill. Admin. Code 1.1040.

Resolution

Utilization of the DoIT master contract for the purchase of a Tolling Network Hardware Replacement from Presidio Networked Solutions LLC in an amount not to exceed \$794,458.68 is approved. The Chairman and Chief Executive Officer of the Tollway is authorized to execute the appropriate documents in connection therewith, subject to the approval of the General Counsel and the Chief Financial Officer, and the Chief of Contract Services is authorized to issue the necessary purchase orders, contract purchase orders and any other necessary documents in connection therewith. The Chief Financial Officer is authorized to issue warrants in payment thereof.

Approved by: _____



Chairman

RESOLUTION NO. 23046

Background

The Illinois State Toll Highway Authority (“Tollway”) is interested in procuring Super-Tandem Snowplow Trucks through the Central Management Services’ (“CMS”) master contract with Patson, Inc. (d.b.a. TransChicago Truck Group), Tollway Contract No. 25-0046, for an upper limit of compensation not to exceed \$5,016,300.00. These goods and/or services are being procured pursuant to 44 Ill. Admin. Code 1.1040.

Resolution

Utilization of the CMS master contract for the purchase of Super-Tandem Snowplow Trucks from Patson, Inc. (d.b.a. TransChicago Truck Group) in an amount not to exceed \$5,016,300.00 is approved. The Chairman and Chief Executive Officer of the Tollway is authorized to execute the appropriate documents in connection therewith, subject to the approval of the General Counsel and the Chief Financial Officer, and the Chief of Contract Services is authorized to issue the necessary purchase orders, contract purchase orders and any other necessary documents in connection therewith. The Chief Financial Officer is authorized to issue warrants in payment thereof.

Approved by: 
Chairman

RESOLUTION NO. 23047

Background

The Illinois State Toll Highway Authority (“Tollway”) is interested in procuring Building Automation Maintenance, Modification, Parts, and Repair Services from Precision Control Systems of Chicago, Inc. pursuant to a Sole Source Contract, Tollway Contract No. 25-0071, for an upper limit of compensation not to exceed \$1,246,432.00. The Tollway is authorized to procure these services pursuant to Section 20-25 of the Illinois Procurement Code, 30 ILCS 500/20-25. The Tollway currently is working with the State’s Chief Procurement Officer for General Services on the Sole Source process for this procurement, and a contract will be entered only after all predicate steps are successfully completed.

Resolution

The Sole Source Contract with Precision Control Systems of Chicago, Inc. for the purchase of Building Automation Maintenance, Modification, Parts, and Repair Services for an upper limit of compensation not to exceed \$1,246,432.00 is approved, subject to satisfaction of all legal and regulatory requirements necessary to enter into a Sole Source Contract for the procurement. The Chairman and Chief Executive Officer of the Tollway is authorized to execute the appropriate documents in connection therewith, subject to the approval of the General Counsel and the Chief Financial Officer, and the Chief of Contract Services is authorized to issue the necessary purchase orders, contract purchase orders and any other necessary documents in connection therewith. The Chief Financial Officer is authorized to issue warrants in payment thereof.

Approved by: _____



Chairman

RESOLUTION NO. 23048

Background

The Illinois State Toll Highway Authority (“Tollway”) advertised for sealed bids on Contract I-25-2017 for Landscape Planting Improvements on the Tri-State Tollway (I-294) between Mile Post 17.7 (95th Street) and Mile Post 23.1 (I-55). The lowest responsive and responsible bidder on Contract No. I-25-2017 is Cardinal State, LLC in the amount of \$987,695.83.

Resolution

Contract No. I-25-2017 is awarded to Cardinal State, LLC in the amount of \$987,695.83, subject to (i) all required approvals and contract award requirements, (ii) the contractor satisfying applicable DBE, financial and other award requirements, and (iii) execution of all contract documents by the bidder and the Tollway.

The Chairman and Chief Executive Officer of the Tollway is authorized to execute the aforementioned Contract, subject to the approval of the General Counsel and the Chief Financial Officer, and the Chief Financial Officer is authorized to issue warrants in payment thereof.

If the bidder fails to satisfy the contract award requirements, the Executive Director is authorized to approve an award to the next lowest responsible bidder in accordance with the applicable contract award requirements and execution of all contract documents by the bidder and the Tollway. The Chairman and Chief Executive Officer of the Tollway is authorized to execute any contract awarded to the next lowest bidder, subject to the approval of the General Counsel and the Chief Financial Officer, and the Chief Financial Officer is authorized to issue warrants in payment thereof.

Approved by: Arnaldo Rivera

Chairman

RESOLUTION NO. 23049

Background

The Illinois State Toll Highway Authority (“Tollway”) advertised for sealed bids on Contract I-25-2016 for Landscape Planting Improvements on the Tri-State Tollway (I-294) between Mile Post 23.1 (I-55) and Mile Post 24.5 (Plainfield Road). The lowest responsive and responsible bidder on Contract No. I-25-2016 is Cardinal State, LLC in the amount of \$1,072,855.00.

Resolution

Contract No. I-25-2016 is awarded to Cardinal State, LLC in the amount of \$1,072,855.00, subject to (i) all required approvals and contract award requirements, (ii) the contractor satisfying applicable DBE, financial and other award requirements, and (iii) execution of all contract documents by the bidder and the Tollway.

The Chairman and Chief Executive Officer of the Tollway is authorized to execute the aforementioned Contract, subject to the approval of the General Counsel and the Chief Financial Officer, and the Chief Financial Officer is authorized to issue warrants in payment thereof.

If the bidder fails to satisfy the contract award requirements, the Executive Director is authorized to approve an award to the next lowest responsible bidder in accordance with the applicable contract award requirements and execution of all contract documents by the bidder and the Tollway. The Chairman and Chief Executive Officer of the Tollway is authorized to execute any contract awarded to the next lowest bidder, subject to the approval of the General Counsel and the Chief Financial Officer, and the Chief Financial Officer is authorized to issue warrants in payment thereof.

Approved by: 
Chairman

RESOLUTION NO. 23050

Background

The Illinois State Toll Highway Authority (“Tollway”) advertised for sealed bids on Contract I-24-4983 for Plaza Improvements on the Reagan Memorial Tollway (I-88) from Mile Post 125.2 (Winfield Road) to Mile Post 134.3 (Highland Avenue). The lowest responsive and responsible bidder on Contract No. I-24-4983 is K-Five Construction Corporation in the amount of \$21,678,730.01.

Resolution

Contract No. I-24-4983 is awarded to K-Five Construction Corporation in the amount of \$21,678,730.01, subject to (i) all required approvals and contract award requirements, (ii) the contractor satisfying applicable DBE, financial and other award requirements, and (iii) execution of all contract documents by the bidder and the Tollway.

The Chairman and Chief Executive Officer of the Tollway is authorized to execute the aforementioned Contract, subject to the approval of the General Counsel and the Chief Financial Officer, and the Chief Financial Officer is authorized to issue warrants in payment thereof.

If the bidder fails to satisfy the contract award requirements, the Executive Director is authorized to approve an award to the next lowest responsible bidder in accordance with the applicable contract award requirements and execution of all contract documents by the bidder and the Tollway. The Chairman and Chief Executive Officer of the Tollway is authorized to execute any contract awarded to the next lowest bidder, subject to the approval of the General Counsel and the Chief Financial Officer, and the Chief Financial Officer is authorized to issue warrants in payment thereof.

Approved by: 
Chairman

RESOLUTION NO. 23051

Background

It is necessary and in the best interest of The Illinois State Toll Highway Authority (“Tollway”) to obtain Design Services for Plaza Improvements on Contract No. I-25-2006 on the Tri-State Tollway (I-94/I-294). Singh & Associates, Inc. submitted a proposal to provide the necessary construction-related professional services for an upper limit of compensation not to exceed \$6,229,950.80. The services were procured pursuant to Section 30-15(c) of the Illinois Procurement Code, 30 ILCS 500/30-15(c).

Resolution

The Chief Engineering Officer is authorized to negotiate an agreement with Singh & Associates, Inc. to obtain Design Services on Contract No. I-25-2006 with an upper limit of compensation not to exceed \$6,229,950.80, subject to review and approval by the General Counsel. The Chairman and Chief Executive Officer of the Tollway is authorized to execute the agreement, subject to the approval of the Chief Financial Officer, and the Chief Financial Officer is authorized to issue warrants in payment thereof.

Approved by: 
Chairman

RESOLUTION NO. 23052

Background

It is necessary and in the best interest of The Illinois State Toll Highway Authority (“Tollway”) to obtain Design Services for Plaza Improvements on Contract No. I-25-2008 on the Reagan Memorial Tollway (I-88) and Veterans Memorial Tollway (I-355). The Roderick Group, LLC (dba Ardmore Roderick) submitted a proposal to provide the necessary construction-related professional services for an upper limit of compensation not to exceed \$4,970,000.00. The services were procured pursuant to Section 30-15(c) of the Illinois Procurement Code, 30 ILCS 500/30-15(c).

Resolution

The Chief Engineering Officer is authorized to negotiate an agreement with The Roderick Group, LLC (dba Ardmore Roderick) to obtain Design Services on Contract No. I-25-2008 with an upper limit of compensation not to exceed \$4,970,000.00, subject to review and approval by the General Counsel. The Chairman and Chief Executive Officer of the Tollway is authorized to execute the agreement, subject to the approval of the Chief Financial Officer, and the Chief Financial Officer is authorized to issue warrants in payment thereof.

Approved by: Arnaldo Rivera
Chairman

RESOLUTION NO. 23053

Background

It is necessary and in the best interest of The Illinois State Toll Highway Authority (“Tollway”) to obtain Design Services for Roadway and Bridge Rehabilitation on Contract No. RR-25-2010 on the Jane Addams Memorial Tollway (I-90) from Mile Post 2.6 (Rockton Road) to Mile Post 18.3 (Kishwaukee River). Crawford, Murphy & Tilly, Inc. submitted a proposal to provide the necessary construction-related professional services for an upper limit of compensation not to exceed \$8,715,058.94. The services were procured pursuant to Section 30-15(c) of the Illinois Procurement Code, 30 ILCS 500/30-15(c).

Resolution

The Chief Engineering Officer is authorized to negotiate an agreement with Crawford, Murphy & Tilly, Inc. to obtain Design Services on Contract No. RR-25-2010 with an upper limit of compensation not to exceed \$8,715,058.94, subject to review and approval by the General Counsel. The Chairman and Chief Executive Officer of the Tollway is authorized to execute the agreement, subject to the approval of the Chief Financial Officer, and the Chief Financial Officer is authorized to issue warrants in payment thereof.

Approved by: Arnaldo Rivera
Chairman

RESOLUTION NO. 23054

Background

The Illinois State Toll Highway Authority (“Tollway”) is interested in procuring Aluminum Extrusions. Pursuant to Tollway Invitation for Bid No. 24-0062R, the Tollway determined that MDSolutions Inc. is the lowest responsive and responsible bidder for Aluminum Extrusions for an upper limit of compensation not to exceed \$1,221,782.50.

Resolution

The bid from MDSolutions Inc. for the purchase of Aluminum Extrusions is accepted. Contract No. 24-0062R is approved in an amount not to exceed \$1,221,782.50. The Chairman and Chief Executive Officer of the Tollway is authorized to execute the appropriate documents in connection therewith, subject to the approval of the General Counsel and the Chief Financial Officer, and the Chief of Contract Services is authorized to issue the necessary purchase orders, contract purchase orders and any other necessary documents in connection therewith. The Chief Financial Officer is authorized to issue warrants in payment thereof.

Approved by: Arnaldo Rivera
Chairman

RESOLUTION NO. 23055

Background

It is necessary and in the best interest of The Illinois State Toll Highway Authority (“Tollway”) to procure Emergency Bridge Repair Services *via* Emergency Contract No. RR-25-4994 pursuant to 30 ILCS 500/20-30 and 44 Ill. Admin. Code § 1.2030. These goods and/or services are being procured from Lorig Construction Company for an upper limit of compensation not to exceed \$2,000,000.00.

Resolution

Contract No. RR-25-4994 for the procurement of Emergency Bridge Repair Services from Lorig Construction Company is approved in an amount not to exceed \$2,000,000.00. The Chairman and Chief Executive Officer of the Tollway is authorized to execute the appropriate documents in connection therewith, subject to the approval of the General Counsel and the Chief Financial Officer, and the Chief of Contract Services is authorized to issue the necessary purchase orders, contract purchase orders and any other necessary documents in connection therewith. The Chief Financial Officer is authorized to issue warrants in payment thereof.

Approved by: _____



Chairman

RESOLUTION NO. 23056

Background

It is necessary and in the best interest of The Illinois State Toll Highway Authority (“Tollway”) to procure Emergency Canopy Removal Services *via* Emergency Contract No. I-25-4995 pursuant to 30 ILCS 500/20-30 and 44 Ill. Admin. Code § 1.2030. These goods and/or services are being procured from F. H. Paschen, S.N. Nielsen & Associates, LLC for an upper limit of compensation not to exceed \$2,300,000.00.

Resolution

Contract No. I-25-4995 for the procurement of Emergency Canopy Removal Services from F. H. Paschen, S.N. Nielsen & Associates, LLC is approved in an amount not to exceed \$2,300,000.00. The Chairman and Chief Executive Officer of the Tollway is authorized to execute the appropriate documents in connection therewith, subject to the approval of the General Counsel and the Chief Financial Officer, and the Chief of Contract Services is authorized to issue the necessary purchase orders, contract purchase orders and any other necessary documents in connection therewith. The Chief Financial Officer is authorized to issue warrants in payment thereof.

Approved by: 
Chairman

RESOLUTION NO. 23057

Background

Pursuant to an Intergovernmental Agreement between The Illinois State Toll Highway Authority (“Tollway”), Cook County (“County”), the City of Northlake, and the City of Elmhurst, effective February 21, 2019 (“IGA”), the Tollway is cost participating in a County- led project impacting EOWA project improvements (“Project”) along I-294 at North Avenue/Lake Street/County Line Road. Approximately \$11,027,118 in additional funding is needed to complete extra work deemed necessary to address unforeseen field conditions. Consequently, the Tollway’s cost participation is increasing from an estimated \$7,164,712 to an estimated \$18,191,830.

Resolution

The Tollway is authorized to negotiate and finalize revisions to the IGA in substantially the form attached to this Resolution, subject to the approval of the General Counsel. The Chairman and Chief Executive Officer of the Tollway, subject to the approval of the Chief Financial Officer, is authorized to execute said agreement.

Approved by: Arnaldo Rivera
Chairman

INTERGOVERNMENTAL AGREEMENT ADDENDUM

THE COUNTY OF COOK
THE ILLINOIS TOLLWAY
THE CITY OF NORTHLAKE
AND
THE CITY OF ELMHURST

County Line Road
I-294 Ramp to North Avenue
Section: 16-W7331-00-RP
Federal Project No. V02M(043)

This **Intergovernmental Agreement Addendum** (“Addendum”) is entered into by and between the County of Cook, a body politic and corporate of the State of Illinois (“County”), acting by and through its Department of Transportation and Highways, The Illinois State Toll Highway Authority, an instrumentality and administrative agency of the State of Illinois (“Illinois Tollway”), the City of Northlake, a municipal corporation of the State of Illinois (Northlake), and the City of Elmhurst, a municipal corporation of the State of Illinois (“Elmhurst”). The County, the Illinois Tollway, Northlake and Elmhurst are sometimes referred to herein individually as a “Party” and collectively as the “Parties.”

RECITALS

WHEREAS, on February 21, 2019, the County, the Illinois Tollway, Northlake and Elmhurst entered into an Intergovernmental Agreement (“Agreement”), known for Illinois Tollway recording purposes as IGA No. 004702 and attached as Exhibit 1, associated with Elgin O’Hare Western Access (“EOWA”) project construction Contract I-20-4702 (previously referred to as S01-A), County Line Road I-294 Ramp to North Avenue (“Project”);

WHEREAS, the County’s Project letting was on March 15, 2019, but the Project was not awarded. Subsequently, the Project was on the County’s April 14, 2021 letting and was awarded on June 24, 2021;

WHEREAS, the delay in Project letting required the Project to be re-sequenced to accommodate the Illinois Tollway’s adjacent work along I-294 as part of the Tollway’s Central Tri-State (“CTS”) project, and resulted in increased cost responsibilities identified in the Agreement;

WHEREAS, the Parties agree that the cost responsibilities included in the Agreement have been updated based on the final awarded Project plans and subsequent construction revisions;

WHEREAS, the Parties desire to enter into this Addendum to update the Project funds and associated responsibilities in the Agreement;

WHEREAS, the County is authorized to enter into this Addendum by virtue of its powers as set forth in the Counties Code, 55 ILCS 5/1-1, *et seq.*, and the Illinois Highway Code, 605 ILCS 5/1-101, *et seq.*;

WHEREAS, the Illinois Tollway is authorized to enter into this Addendum by virtue of its powers as set forth in the Toll Highway Act, 605 ILCS 10/1, *et seq.*;

WHEREAS, Northlake and Elmhurst are authorized to enter into this Addendum by virtue of their powers as set forth in the Illinois Municipal Code, 65 ILCS 5/1-1-1, *et seq.*; and

WHEREAS, this Addendum is further authorized under Article VII, Section 10 of the Illinois Constitution and by the provisions of the Intergovernmental Cooperation Act, 5 ILCS 220/1, *et seq.*,

NOW, THEREFORE, in consideration of the aforementioned recitals and the mutual covenants contained herein, the Parties agree as follows:

- A. All provisions contained in the Agreement that are not in conflict with this Addendum shall remain in full force and effect.
- B. Section 3.1 of the Agreement, Project Funds, Federal Funds is hereby stricken in its entirety and replaced with the following:

A total of \$31,824,637 of federal funding from CMAQ funds has been awarded for the Project (Contract I-20-4702, previously referred to as Contract S01-A) and Contract I-20-4713 (previously referred to as Contract S01-B). The awarded amount is to be divided between the Project and Contract I-20-4713, where CMAQ funds will be used for not more than 80% of the CMAQ program eligible costs with the remaining costs being the responsibility of the County subject to reimbursement by the other Parties as described herein. The federal reimbursement for the Project is not to exceed a total amount of \$25,229,887, more specifically, \$22,109,642 for construction and \$3,120,245 for construction engineering.

- C. Section 3.2 of the Agreement Project Funds, County's Share of the Project is hereby stricken in its entirety and replaced with the following:

The County shall finance the entire cost of construction for the Project and construction engineering for the Project, as the Project Sponsor, subject to 100% reimbursement as herein stipulated except for the following:

The costs that the County is responsible for include the federally required 20% local match for construction (estimated at \$42,637) and construction engineering (estimated at \$6,395) of the County Work, or an estimated total of \$49,032. The County shall be responsible for the actual costs and actual quantities associated with the County Work and construction engineering shall be computed as 15% of the actual construction costs. In the event that any portion of the Federal Funds described in above paragraph (B) are not available for the Project through no fault of the Parties, the County shall remain responsible for the actual costs associated with the County Work.

The County is also responsible for the actual design engineering associated with the County Work to be invoiced by Northlake upon completion. The estimated design fee is \$40,854 for the reconstruction of a 600-foot section of County Line Road; the County Work included in the Project is 288-feet of reconstruction along County Line Road with the remaining 312 feet constructed as part of Contract I-20-4713.

- D. Section 3.3 of the Agreement, Project Funds, Illinois Tollway's Share of the Project is hereby stricken in its entirety and replaced with the following:

The Illinois Tollway is responsible for the actual right-of-way acquisition and utility relocation costs associated with the Project.

The Illinois Tollway agrees to reimburse the County for 100% of all Project construction costs (estimated at \$38,123,405) and the actual construction engineering costs (estimated at \$5,743,405), estimated to be a total of \$43,866,810, less the CMAQ program funding (\$25,229,887) received by the County for the Project and described in above paragraph (B), less the cost of the County Work

(estimated to be a total of \$49,032) as described in above paragraph (C), and less the cost of the Northlake Work (estimated to be a total of \$138,192) as described in below paragraph (E), for a total estimated payment of \$18,449,698. The Illinois Tollway's cost responsibility shall be based on actual costs for the Project. In the event that any portion of the Federal Funds described in above paragraph (B) above are not available for the Project through no fault of the Parties, the Illinois Tollway shall remain responsible for the actual costs associated with the Project costs, less the cost of the County Work and Northlake Work.

The Illinois Tollway also agrees to reimburse the County for the actual construction costs associated with the UPRR Storm Sewer Work, which total \$1,260,625. Construction of the UPRR Storm Sewer Work has been completed at the time of this Addendum and payment by the Illinois Tollway has been received by the County.

The Illinois Tollway will also reimburse Northlake for additional final design services associated with the Project as defined under and part of a separate agreement.”

- E. Mislabeled Section 3.3 of the Agreement, Project Funds, Northlake's Share of the Project is hereby stricken in its entirety and replaced with the following:

Section 3.4 Northlake's Share of the Project. The final design engineering costs paid by Northlake are \$2,369,736, contributed by the North Central Council of Mayor's funding and a 20% local funding match of \$649,934 (required to utilize the North Central Council of Mayor's funding), for a total amount of \$3,249,670 to be contributed as part of Northlake's contribution towards EOWA funding. Northlake and Elmhurst (as also described in Section 3.5) are each responsible for 50% of the local match contribution, where Northlake is contributing \$324,967.00 of the total contribution.

Northlake's design engineering costs are subject to reimbursement by the County for the County Work as described in above paragraph (C). The Illinois Tollway will also reimburse Northlake for additional final design services associated with the Project as defined under and part of a separate agreement as described in above paragraph (D).

Northlake is responsible for costs associated with the Northlake Work, which includes an estimated \$125,629 for construction and \$12,563 (10% of construction costs) for construction engineering, for a total estimated cost of \$138,192. Northlake shall be responsible for the actual costs and actual quantities associated with the Northlake Work and construction engineering shall be computed as 10% of the actual construction costs.

- F. Section 3.6 of the Agreement. Project Funds, Cost Estimates is hereby stricken in its entirety and replaced with the following:

A funding breakdown is incorporated into and made a part of this Addendum and is attached as Exhibit 2.

- G. Section 4.14 of the Agreement, County's Responsibilities, County Work is hereby stricken and replaced with the following:

The County is responsible for the federally required 20% local match for construction and construction engineering of the County Work, or an estimated \$49,032, as further described in above paragraph (C).

- H. Section 5.7 and associated subsections of the Agreement, Illinois Tollway's Obligations, Other Payment to the County are hereby stricken in its entirety and replaced with the following:

The costs that the Illinois Tollway is obligated to pay to the County as described in above section 3.3 for an amount equal to 100% of the Project construction and construction engineering costs less the CMAQ program funding received by the County for the Project, less the cost of the County Work, and less the cost of the Northlake Work, estimated at \$18,449,698, are to be reimbursed as follows:

- The first installment in the amount of \$9,224,849 (approximately 50% of the estimated Project cost) shall be invoiced by the County within ninety (90) days following execution of this Addendum, and the Illinois Tollway shall pay the County within sixty (60) days after receipt of invoice from the County.
 - The second installment in the amount of \$5,534,909 (approximately 30% of the estimated Project cost) shall be invoiced by the County one (1) year following the execution of this Addendum, and the Illinois Tollway shall pay the County within sixty (60) days after receipt of invoice from the County.
 - The final installment estimated at \$3,689,940, for the remaining balance of Illinois Tollway obligations for the Project and based upon the actual costs for construction and construction engineering, shall be invoiced by the County subsequent to completion of Project construction contract, and the Illinois Tollway shall pay the County within sixty (60) days after receipt of invoice from the County.
 - Payments to the County shall be by check payable to the Cook County Treasurer, for deposit into the County's Motor Fuel Tax Fund (600-585 Account) and identified as Section: 16-W7331-00-RP. The check shall be delivered to the Superintendent, Cook County Department of Transportation and Highways.
- I. Section 6.6 and associated subsections of the Agreement, Northlake's Obligations, Payment to the County are hereby stricken in its entirety and replaced with the following:

Northlake is responsible for the actual costs associated with the construction and construction engineering of the Northlake Work, estimated at \$138,192, to be included in the Project and is obligated to pay to the County, as described in above paragraph (E). Northlake shall pay the County in two (2) installments as follows:

- The initial installment in the amount of 80% of the total Northlake Work, estimated at \$110,554, shall be invoiced by the County within ninety (90) days following the execution of this Addendum, and Northlake shall pay the County within sixty (60) days after receipt of invoice from the County.
- Northlake agrees that within sixty (60) days after receipt of an invoice from the County following completion of the Project, Northlake shall make a final payment to the County for the balance of Northlake's obligation for construction and construction engineering costs for the Northlake Work, estimated at \$27,638. The amount of the final installment shall be based upon the actual quantities used and the contract unit prices as awarded.

- J. This Addendum may be executed in counterparts or electronically, each of which shall be deemed an original and all of which shall be deemed one and the same document.
- K. This Addendum shall be binding upon and inure to the benefit of the Parties and their permitted successors and assigns exclusively. A Party shall not assign its obligations under this Addendum without the other Party's express and advance written consent, such consent not to be unreasonably withheld or delayed. The Addendum does not, and shall not be interpreted to, create any rights, responsibilities, liabilities, or causes of action in any third party, except as may be expressly provided in this Addendum or in the Agreement.
- L. The information contained in the Recitals section of this Addendum is agreed to and incorporated in this Addendum.

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Intergovernmental Agreement Addendum
County Line Road
I-294 Ramp to North Avenue
Section: 16-W7331-00-RP
Federal Project No. V02M(043)

IN WITNESS WHEREOF, the County, the Illinois Tollway, Northlake and Elmhurst have caused this Addendum to be executed by their respective officials on the dates as shown.

EXECUTED BY COUNTY:

Toni Preckwinkle
President
Board of County Commissioners

This ____ day of _____ 2025.

ATTEST: _____
County Clerk
(SEAL)

RECOMMENDED BY:

Jennifer "Sis" Killen, P.E., PTOE
Superintendent
County of Cook
Department of Transportation and Highways

APPROVED AS TO FORM:
Eileen O'Neill Burke, State's Attorney

Assistant State's Attorney

Intergovernmental Agreement Addendum
County Line Road
I-294 Ramp to North Avenue
Section: 16-W7331-00-RP
Federal Project No. V02M(043)

EXECUTED BY THE ILLINOIS STATE
TOLL HIGHWAY AUTHORITY

By: _____
Arnaldo Rivera
Chairman/CEO

Date: _____

By: _____
Cathy Williams
Chief Financial Officer

Date: _____

By: _____
Kathleen Pasulka-Brown
General Counsel

Date: _____

Approved as to Form and Constitutionality

Assistant Attorney General

Intergovernmental Agreement Addendum
County Line Road
I-294 Ramp to North Avenue
Section: 16-W7331-00-RP
Federal Project No. V02M(043)

EXECUTED BY THE CITY OF NORTHLAKE:

By: _____
Jeffrey T. Sherwin
Mayor

Date: _____

ATTEST: _____
City Clerk
(SEAL)

Intergovernmental Agreement Addendum
County Line Road
I-294 Ramp to North Avenue
Section: 16-W7331-00-RP
Federal Project No. V02M(043)

EXECUTED BY THE CITY OF ELMHURST:

By: _____
Scott M. Levin
Mayor

Date: _____

ATTEST: _____
City Clerk
(SEAL)

07/28/25

6.5/2

**DEFERRED
RESOLUTION NO.**

Background

Resolution

RESOLUTION NO. 23058

Background

It is in the best interest of The Illinois State Toll Highway Authority (“Tollway”) to settle *ISTHA v. BCORE Corridor Chicago LLC, et al.*, 2020 L 050206, an eminent domain matter concerning Tollway parcels TW-6C-16-002, TW-6C-16-002.P & TW-6C-16-002.T., for final just compensation in the amount of \$900,000. In view of the Tollway’s prior payment of preliminary just compensation in the amount of \$639,500, pursuant to the proposed settlement, the Tollway will pay additional compensation in the amount of \$260,500.

Resolution

The above-proposed litigation settlement is approved. The General Counsel is authorized to finalize the settlement agreement consistent with the terms presented to the Board of Directors in Executive Session. The Chairman and Chief Executive Officer of the Tollway is authorized to execute any and all necessary documents to effectuate this settlement and resolve all related legal matters, subject to the approval of the Chief Financial Officer, and the Chief Financial Officer is authorized to issue warrants in payment thereof.

Approved by: 
Chairman

RESOLUTION NO. 23059

Background

Work under Contract I-21-4736 for Elgin O'Hare Western Access Tollway (I-490) Railroad Bridge Construction east of the Tri-State Tollway (I-294) and Contract I-21-4737 for Railroad Retaining Wall Construction on the Elgin O'Hare Western Access Tollway (I-490), which The Illinois State Toll Highway Authority ("Tollway") awarded to Judlau Contracting, Inc. ("Judlau"), has been significantly delayed, and the delays have given rise to claims by Judlau for additional compensation. To allow the parties time to try and resolve said claims through mediation, the Tollway and Judlau agreed to enter into a Second Interim Agreement.

Resolution

The Second Interim Agreement is approved. The General Counsel is authorized to finalize the Agreement consistent with the terms presented to the Board in Executive Session. The Chairman and Chief Executive Officer of the Tollway is authorized to execute any and all necessary documents to effectuate the Interim Agreement and resolve all related legal matters, subject to the approval of the Chief Financial Officer, and Chief Financial Officer is authorized to issue warrants in payment thereof.

Approved by: _____



Chairman

RESOLUTION NO. 23060

Background

The Illinois State Toll Highway Authority (“Tollway”) is interested in procuring Security Services through the Central Management Services’ (“CMS”) master contract with Universal Protection Service, LLC (d.b.a. Allied Universal Security Services), Tollway Contract No. 25-0075, for an upper limit of compensation not to exceed \$2,600,000.00. These goods and/or services are being procured pursuant to 44 Ill. Admin. Code 1.1040.

Resolution

Utilization of the CMS master contract for the purchase of Security Services from Universal Protection Service, LLC (d.b.a. Allied Universal Security Services) in an amount not to exceed \$2,600,000.00 is approved. The Chairman and Chief Executive Officer of the Tollway is authorized to execute the appropriate documents in connection therewith, subject to the approval of the General Counsel and the Chief Financial Officer, and the Chief of Contract Services is authorized to issue the necessary purchase orders, contract purchase orders and any other necessary documents in connection therewith. The Chief Financial Officer is authorized to issue warrants in payment thereof.

Approved by: _____



Chairman

RESOLUTION NO. 23061

Background

Through a series of staff discussions, workshop charrettes, briefings and working sessions with The Illinois State Toll Highway Authority's ("Tollway") Board of Directors, the Tollway updated the Strategic Plan it adopted in 2010. The updated Strategic Plan guides Tollway policy and provides oversight to the Agency's strategic and capital planning processes and articulates the purpose and broad priorities pursuant to which the Tollway will fulfill its statutory responsibilities. In addition, the updated Strategic Plan reflects the Tollway's proactive preparation for the future in alignment with its updated Mission, Vision and Goals.

Resolution

The Tollway's July 2025 Strategic Plan, which is attached to this Resolution as Exhibit A, is approved. The Tollway's Executive Director is authorized to undertake all necessary and appropriate administrative actions to finalize, record and publish the Strategic Plan and shall cause it to be distributed to key partners and stakeholders. Additionally, the Executive Director shall cause the Strategic Plan to be implemented, and on a quarterly basis, the Executive Director shall report on the status of the Tollway's efforts to implement the Strategic Plan. Further, staff reports recommending actions to the Board of Directors should include a finding of consistency with the Strategic Plan.

Approved by:

_____
Chairman



Our Bold Steps
TOGETHER



**INFRASTRUCTURE
INNOVATION
INTEGRATION**

Strategic Plan

JULY 2025



The Illinois Tollway is proud to have served more than 1.6 million daily customers in 2024 across 12 counties in Northern Illinois by connecting communities, investing in construction, delivering for our customers, supporting job growth in the region and creating economic development. To broaden how the Tollway serves its customers and supports the region in the coming years, I am pleased to present this comprehensive and updated Strategic Plan.

This Strategic Plan is the roadmap for the Tollway, guiding decisions over the next two decades in a region and world with rapidly evolving mobility requirements, travel patterns, technologies, economic conditions and social needs. As a result, our mission is to realize the vision and achieve our goals, as outlined in the Strategic Plan, which will be strengthened so our customers and partners are best served today and in the future. Moreover, we will be diligent in reviewing this Strategic Plan periodically to address rapid changes in technology, growth and safety.

The Strategic Plan will support our ability to implement the critical remaining elements of the 16-year, \$15 billion *Move Illinois* capital program, the Bridging the Future capital plan and the forthcoming long-term capital plan to repair, expand and modernize our system. The Strategic Plan will also provide an understanding of the return on investment that will guide the Annual Budget and Capital Plan to provide consistent and forward-thinking resource allocation.

The Strategic Plan was developed with extensive engagement of our exemplary Tollway employees in 2024 and 2025, who serve and safeguard our customers. Its preparation was also guided by early engagement with key partners and stakeholders in 2023. Our employees clear roads, assist customers, operate critical information technology and maintain equipment. They plan, design and construct capital projects. All these services and more allow the Tollway to succeed in its mission.

With this Strategic Plan, the investments we are making are paving the way for the future as we imagine what is next and challenge our staff, partners, stakeholders and communities to plan for tomorrow and take **our bold steps, together.**

Cassandra Rouse
Executive Director

I am pleased and privileged to have guided the preparation of our new Strategic Plan in my role as Chairman of the Board of Director’s Strategic Planning Committee. This Strategic Plan is a defining moment for the Illinois Tollway. It represents priorities, values and a two-decade vision. It is the foundation we use to evaluate, adapt and lead with intention. Our Strategic Plan provides a platform for making important business decisions that drive economic opportunity, growth and a significant return on investment.

During the process of preparing this Strategic Plan, the Strategic Planning Committee asked key questions. How do we prepare for the future while delivering today? How do we ensure the Tollway’s actions reflect its mission not just in projects, but in values and partnerships?

This is a full reset—moments like this occur infrequently. We have undertaken the work to make sure the Illinois Tollway remains not only a responsive agency, but a proactive one, grounded in purpose and prepared for what is ahead. This work provides clarity on what matters and where we are going. It puts purpose behind our policies, structure behind our priorities and meaning behind the work we do every day.

Since I had the opportunity to participate in the process of preparing this Strategic Plan, I was able to interact closely with Team Tollway. I always knew we had a remarkable workforce. But engaging with the staff who plan, design, operate and maintain the Tollway showed how eager Team Tollway is to implement this Strategic Plan, since they helped create it.

Sustaining, innovative and transformational investments are established in this new Strategic Plan. Team Tollway, customers and non-users alike will benefit broadly from this plan, as we take **our bold steps, together.**

Scott Paddock
Chairman, Strategic Planning Committee of the Board of Directors



PUBLICATION AND CREDITS

Adopted by the Board of Directors on 28 July 2025

STATE OF ILLINOIS

Governor JB Pritzker

ILLINOIS TOLLWAY BOARD OF DIRECTORS

Arnie Rivera, Chairman

Scott Paddock, Strategic Planning Committee Chair

Jim Connolly, Vice Chairman

Jacqueline Gomez Fuentes

Melissa Neddermeyer

Gary Perinar

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Mark Wright

Manish Mehta

Governor JB Pritzker, Ex Officio

Secretary Gia Biagi, Illinois Department of Transportation, Ex Officio

STRATEGIC PLAN DEVELOPMENT TEAM

Lauren Platt, Project Manager

Dan Baer, WSP USA, Consultant

Manjeet Ranu, WSP USA, Consultant

EXECUTIVE STAFF

Cassandra Rouse, Executive Director

John Donato, Chief of Staff

Cathy Williams, Chief Financial Officer

Manar Nashif, Chief Engineering Officer

Michael Shay, Chief Information Officer

Thaddeus Wilkins, Chief Operating Officer

Karyn Robles, Chief of Planning

Angela Jenkins, Chief of Administration

Michael Catolico, Chief of Business Systems

William Eric Occomy, Chief of Contract Services

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Sharon Ferguson, EEO/AA/ADA Officer

Bret Angelos, Ethics Officer/FOIA Officer

David Donovan, Chief of Facilities and Fleet

Shaun Farmer, Chief Internal Auditor

Rohan Gayle, Chief of Maintenance and Traffic

Peter Foernsler, Chief of Procurement

Arthur Grist, Chief of Security and Safety

Quentin Jay Ford, Chief of Stakeholder Engagement

GLOSSARY

TERM	DEFINITION
Strategic Plan	A big picture plan, broadly establishing priorities for policies, capital projects and operational procedures.
Capital Plan	The prioritization and allocation of specific investments tied directly to the Strategic Plan, including resources for physical, technological and organizational assets.
Annual Budget	The annual financial plan for obtaining and investing resources on capital projects, organizational operations and maintenance of assets over a period of time, tied directly to the Strategic Plan.
Mission	Clearly and concisely articulates the Tollway's purpose.
Vision	Describes the Tollway's aspirations as future outcomes from carrying out its Mission, which are internally and externally focused.
Goals	Specific outcomes to achieve that advance the Tollway's Mission and Vision, which are internally and externally focused.
Strategy	A general action to support achieving a Goal through methods and measures used to make the link between Strategic Plan direction and a work program needed to achieve it.
Initiatives	A program that shapes how a Strategy is carried out to achieve a Goal, which can extend over a short-, medium- or long-range timescale.
Maintain and Enhance	Support systemwide state of good repair improvements while making targeted investments to enhance the system using state-of-the-art engineering practices and innovative technology.
Expand Access	Development and delivery of new facilities and services that provide more opportunities to access the direct and indirect benefits of the Tollway system.
Diversify Offerings	Provide a wider range of services that further support moving motor vehicles on Tollway highways and capitalize on services and assets to broaden the Tollway's indirect benefits.
Early Investments	Quick impact Initiatives that are initiated and delivered in short period, spanning up to about three years.
Broad Results	Many Initiatives that are delivered in about four to seven years but can be initiated earlier due to a longer lead time.
Transformational	A few, highly complex activities that are delivered in about eight to ten or more years but can be initiated earlier due to a longer lead time.
Program	A grouping of related projects or services that are coordinated to efficiently and effectively deliver individual outcomes from completing projects.
Project	A work plan comprised of funding, staffing and scheduling to delivery a specific outcome.
Initiative Delivery Plan	A work plan led by one department, supported by one or more departments and possibly external partners that serves to define, organize, resource and deliver one or more policy activities, capital projects or operational activities to fulfill an Initiative.
Ambassador Program	A group of mid-managers who support building awareness of the Strategic Plan within the organization to support its implementation.

THE STRATEGIC PLAN

Strategic Plan's Purpose and Need

The Strategic Plan articulates the purpose and broad priorities the Tollway is carrying out through its statutory responsibilities in consideration of policy options, all bound by the very real constraints of a budget. This Strategic Plan reflects the Tollway's proactive preparation for the future in alignment with its Mission, Vision and Goals. This Strategic Plan is forward-thinking and provides an aspirational vision over the next two decades. It identifies the Initiatives of the Tollway, from organizational and technological, to infrastructure investment, funding and financing strategies, matching the Tollway's Initiatives to available funding. It is our platform for driving economic growth and prosperity.

POSITIONING THE TOLLWAY FOR CHANGE

This Strategic Plan is the first update since 2010 and was developed with a major focus on internal engagement across Tollway administrative departments. With the evolution of I-PASS open road tolling and the advancement of *Move Illinois*, the Tollway has been innovative in seeking new ways to serve its customers and support an enhanced quality of life. Much has changed since the implementation of the previous strategic plan, including a global pandemic that significantly changed commuting patterns. Moreover, much will change in the future. The Tollway is committed to reviewing and updating this Strategic Plan regularly to address changes and innovations.

A LEADING AND ADAPTABLE STRATEGIC PLAN

The Tollway created this dynamic Strategic Plan, reflective of its innovative nature in being a leader in a rapidly changing world. The Initiatives identified in this Strategic Plan will be calibrated and aligned with the Mission, Vision and Goals on a periodic basis, so that the Strategic Plan is current with the community and innovative technology, and its policies continue to address an evolving world. Innovation requires self-reflection. This Strategic Plan establishes a new baseline from which the Tollway can grow and measure its progress.

ABOUT THE TOLLWAY

Service Delivery and Broad Benefits

STATUTORY AUTHORITY AND STRUCTURE

The Illinois State Toll Highway Authority (Illinois Tollway or Tollway) is an administrative agency of the State of Illinois authorized by the Toll Highway Act (605 ILCS 10/) to “promote the public welfare, and to facilitate vehicular traffic by providing convenient, safe, modern and limited access highways designed for the accommodation of the needs of the traveling public through and within the State of Illinois.” It is governed by an 11-member board, supported by an Executive Director.



ADMINISTRATION AND SERVICE DELIVERY

The Tollway is staffed by more than 1,400 employees across 16 departments, each of whom are vital to achieving this Strategic Plan. The Tollway maintains and operates 294 centerline miles of roadway in 12 counties of Northern Illinois, supported by 12 maintenance facilities across the system, known as M-sites. In 2023, Tollway roads saw an average of more than 1.6 million vehicles per day, with nearly 2.8 million average daily toll transactions; 87 percent of these are in passenger vehicles and 13 percent are commercial vehicles.

REVENUE AND EXPENDITURES

As a user fee funded system, the Tollway does not receive any state or federal tax dollars for maintenance and operations. Revenues used to maintain and operate the Tollway are primarily generated by vehicles passing through open road tolling, paying via an electronic transponder (I-PASS and E-ZPass) or through a mailed bill (Pay By Plate). The 2025 \$1.6 billion revenue forecast from tolls and evasion recovery, combined with \$75 million forecast investment income and \$18 million forecast from concessions and miscellaneous incomes, fund the \$441 million forecast in annual maintenance and operations costs, \$489 million forecast debt service transfer and \$720 million forecast in deposits to renewal, replacements and improvement of Tollway infrastructure. (source: 2025 adopted Annual Budget)

THE TOLLWAY'S BENEFICIAL AND EQUITABLE IMPACTS

The next era for the Illinois Tollway is not simply about maintaining this success—it is about building upon it with a bold vision and decisive action to drive even greater public good and economic growth. As we look ahead, we recognize that mobility is more than just moving goods and people—it is about economic vitality, social equity and environmental responsibility. By investing in smart technologies, enhancing workforce development and strengthening partnerships with communities and businesses, the Tollway can continue to set new standards for what an always forward-thinking transportation agency can achieve.

Tollway's Equitable Impact Programs

- The Technical Assistance Program has helped small, diverse and veteran-owned businesses grow and be awarded contracts that once seemed out of reach.
- Lives changed by workforce development activities like ConstructionWorks and the Earned Credit Program, helping individuals launch careers in heavy-highway construction.
- The impact of I-PASS Assist, ensuring that cost is not a barrier to access for lower-income drivers who rely on our roadways every day.

The Tollway's Planning Framework

Three key, interrelated planning tools are used to prioritize and organize how the Tollway obtains and allocates resources to deliver and service Initiatives, which are represented by capital investments, policy activities and operating procedures:

STRATEGIC PLAN

A big picture plan, broadly establishing priorities for policies, capital projects and operational procedures, which collectively support economic growth and prosperity.

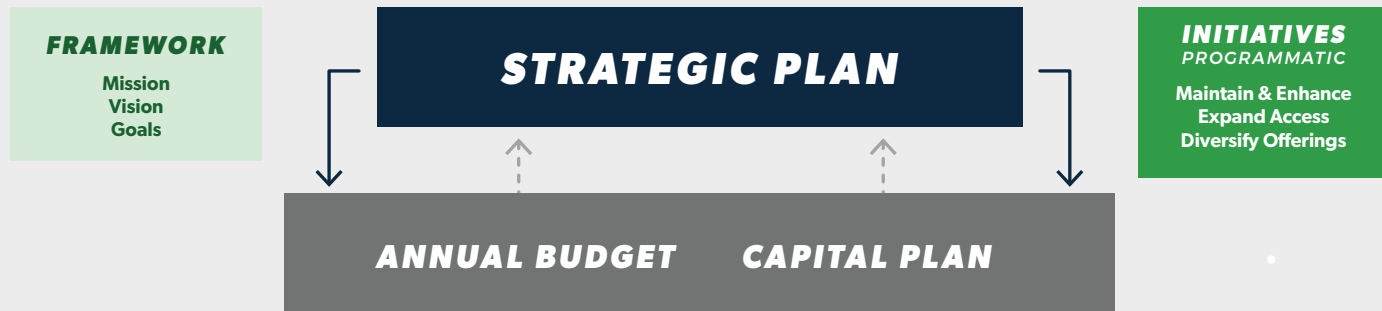
CAPITAL PLAN

The prioritization and allocation of specific investments tied directly to the Strategic Plan, including resources for physical, technological and organizational assets.

ANNUAL BUDGET

The annual financial plan for obtaining and investing resources on capital projects, organizational operations and maintenance of assets over a period of time, tied directly to the Strategic Plan.

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.



How the Strategic Plan's framework and Initiatives prioritization provides direction to the Annual Budget and Capital Plan, while the Strategic Plan is informed by these plans.

PROCESS

Preparing this Strategic Plan

The Tollway began the process of updating the Strategic Plan in 2023 with extensive staff discussions and workshop charrettes. With that foundation of understanding, meaningful staff engagement at key milestones was critical to constructing the updated Strategic Plan. Briefings and a work session with the Board of Directors provided crucial input and supported alignment across the planning framework. Coordination between the update processes for the Strategic Plan, Capital Plan and Annual Budget, coupled with engagement of Tollway leadership staff, validated consistency between the 2025 budget and the building blocks of the Strategic Plan. The Strategic Plan was adopted by the Board of Directors on 28 July 2025, making it the launch year.

Planning with Partners Delivered Broad Benefits

Unique partnership with Pace Suburban Bus to expand transit, deliver roadway improvements and improve overall mobility on the Jane Addams Memorial Tollway (I-90).

Built structures along the western edge of O'Hare International Airport to support approach lighting systems with sequence flashing lights that help guide commercial jets to safe landings, especially at night or in poor visibility.

Completed the Tri-State Tollway (I-294)/I-57 Interchange, in partnership with the Illinois Department of Transportation, to deliver a new gateway for commerce and economic development in the Chicago Southland region.

MISSION

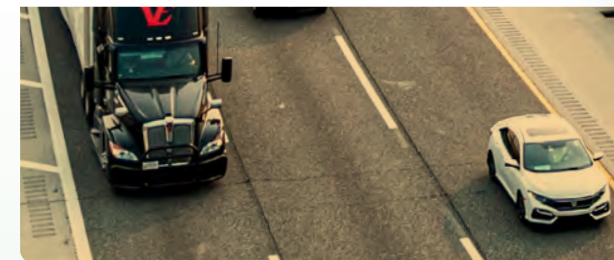
OUR PURPOSE

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.



The Tollway has a terrific track record of working with communities to ensure they maximize their economic development opportunities in an equitable way – whether it’s commercial development, data centers or good-paying entry-level jobs in communities where good jobs have been scarce for far too long. Look no further than the Southland, where the Tollway connected Interstate 294 to Interstate 57. Working with the local communities – especially Markham, Harvey, Posen and Midlothian – the region attracted an Amazon distribution hub that today employs 3,000 Illinoisans. This is just one example of the thousands of jobs that exist today because the Tollway worked with local planners.”

JB PRITZKER
Illinois Governor



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

VISION

OUR FUTURE

The Vision describes the Tollway’s aspirations as future outcomes from carrying out its Mission. Its aspirations are focused internally on guiding the organization and externally on supporting its customers, the public and its partners. Our Vision is inclusive, to provide opportunities beyond toll highways.

The Illinois Tollway envisions an organizational culture that is innovative and mindful of economic, environmental and equity needs of those we serve to achieve **our bold steps, together.**

THRIVING WORKPLACE AND WORKFORCE

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

DIVERSITY DELIVERS BROADLY AND EQUITABLY

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

PARTNER FOR SUSTAINABILITY

We remain a collaborative, transparent and trusted partner for the public, environment and economy, 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, service delivery and fiscal capacity for investment.

ACCELERATE OPPORTUNITIES

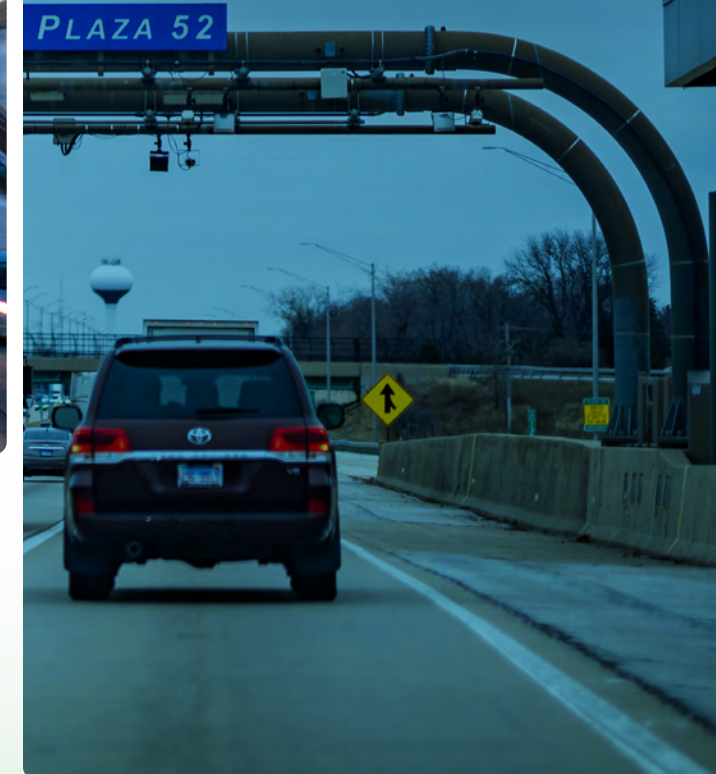
Make a leading contribution to design, create and connect economic and social value to broaden opportunities for everyone, supported by diverse revenue sources.



The Illinois Tollway’s vision is built upon a foundation of collaboration, innovation and equity. By fostering a diverse and dynamic workforce, embracing cutting-edge technologies and strengthening our connections to the communities we serve, we are ensuring a future of sustainable growth, enhanced quality of life and greater opportunities for all.

SCOTT PADDOCK

Illinois Tollway Board Director and Chair of the Strategic Planning Committee



GOALS

OUR OBJECTIVES

Goals are specific outcomes to achieve that advance the Tollway’s Mission and Vision. The Goals are also focused internally within the organization and externally to those it serves and partners. Our Goals are bold, delivering broad benefits.



ORGANIZATIONAL EXCELLENCE

Engage employees through a collaborative environment and support career development in pursuit of organizational and customer service efficiencies.



DIVERSITY AND EQUITY

Build a culture that brings a diversity of backgrounds and contributions to maximize organizational value broadly and equitably.



INNOVATION AND TECHNOLOGY

Invest in leading technology and design that enhances safety and service, and supports the opportunity to diversify sources of revenue for capital and operating investments.



MOBILITY AND ECONOMIC INVESTMENT

Maintain and expand mobility opportunities that support all modes, create extensive economic benefits and results in a positive return on investment.



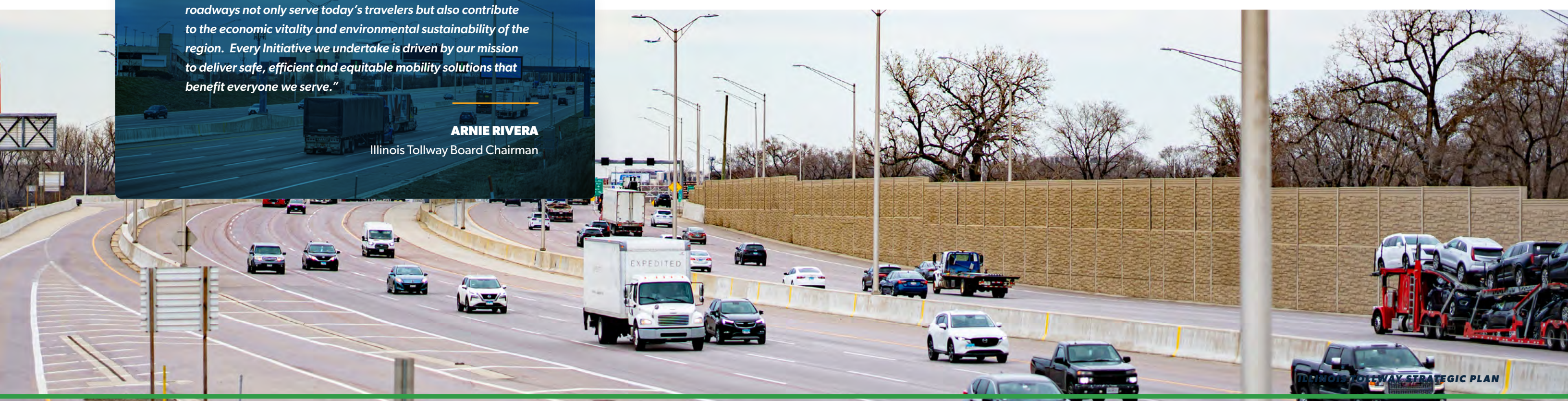
SUSTAINABILITY

Support investments in healthy human and natural environments, and those that enhance economic investment and vitality.



The Illinois Tollway is committed to advancing a future built on organizational excellence, diversity, investment, sustainability and innovation. By fostering a collaborative and inclusive culture, investing in our infrastructure as community corridors and embracing cutting-edge technologies, we ensure that our roadways not only serve today’s travelers but also contribute to the economic vitality and environmental sustainability of the region. Every Initiative we undertake is driven by our mission to deliver safe, efficient and equitable mobility solutions that benefit everyone we serve.”

ARNIE RIVERA
Illinois Tollway Board Chairman





IMPLEMENTATION PROGRAM

Strategies and Initiatives

A Strategy is a general action to support achieving a Goal. Strategies are the methods and measures the Tollway uses to make the link between the direction the Strategic Plan will take the Tollway and a work program needed to achieve this bold plan. An Initiative is a program that shapes how a Strategy is carried out to achieve the Goal. Initiatives can extend over a short-, medium- or long-range timescale. To carry out the Initiatives, the Capital Plan will develop programs and projects and the Annual Budget will fund those capital investments, along with policy activities and operating procedures.

There are three categories of Initiatives that are required to achieve the Goals identified in this Strategic Plan to guide how the Tollway invests in capital and maintains a state of good repair. Grouping Initiatives into these three broad categories provides clear direction to the Capital Plan and Annual Budget, allocating and expending revenues for capital investments and projects; organizational operations; and maintenance of the organization and its capital assets.

The Initiatives Categories

EXPAND ACCESS

Development and delivery of new facilities and services that provide more opportunities to access the direct and indirect benefits of the Tollway system.

MAINTAIN AND ENHANCE

Support state of good repair improvements while making targeted investments to enhance the system using state-of-the-art engineering practices and innovative technology, leading with safety and customer service.

DIVERSIFY OFFERINGS

Provide a wider range of services that further support moving motor vehicles on Tollway highways and capitalize on services and assets to broaden the Tollway's indirect benefits to the public.

The Strategic Plan establishes the general need for investments and how to prioritize investment dollars for each of these Initiatives categories by aligning these with available revenues in the Annual Budget and prioritizing projects in the Capital Plan. Because of the Tollway's broad benefits and to drive forward the Mission, Vision and Goals, Expand Access represents about half of the Tollway's investment emphasis to maximize connecting opportunities to direct customers and indirect beneficiaries of Tollway assets. Maintain and Enhance and Diversify Offerings roughly represent the other half of the Tollway's investments.

INITIATIVES PRIORITIZATION IN DOLLARS



DOLLARS (\$) →

Maintaining and enhancing are necessary and support stewardship of assets, continuous innovation and employee retention/recruitment. Expanding access broadens and increases access to opportunities by making more connections to existing and future Tollway assets. Diversifying offerings is strongly aligned with expanding access, growing the range of services that build from existing and future investments in the Tollway system made possible by collaborating with many partners. Collaboration is a hallmark of the Tollway's approach that is important to expanding access. The 45 Initiatives in the following table demonstrate care for both internal and external Initiatives. The duration it takes to complete an Initiative corresponds to delivery time frames, represented by Early Investments, Broad Results and the Transformational periods.



GOAL	STRATEGY	INITIATIVE MAINTAIN AND ENHANCE	INITIATIVE EXPAND ACCESS	INITIATIVE DIVERSIFY OFFERINGS
Organizational Excellence Engage employees through a collaborative environment and support career development in pursuit of organizational and customer service efficiencies.	Create tools and procedures that accommodate engagement from internal and external stakeholders	<ol style="list-style-type: none"> Establish an employee listening platform to support meaningful, supportive actions Strengthen employee recruitment, retention, advancement and competitive compensation Improve and streamline processes and procedures, while continuing to assure financial controls and risk management 	<ol style="list-style-type: none"> Develop opportunities for current and future staff through internal training programs and partnering with colleges and trade schools Broaden partner, stakeholder and industry relationships to further strengthen the organization, along with the quality of its services and assets Outfit maintenance facilities to support current and future needs of operations staff 	<ol style="list-style-type: none"> Anticipate changing customer needs and deliver services accordingly Develop a records, asset and performance management system that is digital and smart for greater efficiencies with predictive capabilities Reinforce and standardize cross-departmental collaboration, resources and transparency
Diversity and Equity Build a culture that brings a diversity of backgrounds and contributions to maximize organizational value broadly and equitably.	Use data and planning to identify and fill opportunity gaps	<ol style="list-style-type: none"> Create and use an equity screening tool to guide decision-making and allocation of resources, equitably Address the needs of those who are not customers but would benefit from Tollway services by continuously assessing the market Establish additional equal opportunity programs and procedures throughout the organization 	<ol style="list-style-type: none"> Partner with transit providers to deliver expanded, frequent and faster transit service through mobility hubs at key access points and transit priority highway corridors to make the Tollway system more accessible Incorporate multiuse active transportation paths along Tollway highways in rural areas to improve access and facilitate economic development Accommodate compatible activities in oases that support the needs of adjacent communities, which are resourced by Tollway partners 	<ol style="list-style-type: none"> Support connections to communities and places for greater access to opportunities and better quality of life Expand supplier and contractor opportunities to grow the economy and increase competitive, innovative offerings that expand choices for the Tollway Support intrastate van and bus transportation, to increase access to opportunities across Northern Illinois
Mobility and Economic Investment Maintain and expand mobility opportunities that support all modes, create extensive economic benefits and results in a positive return on investment.	Explore how to leverage existing and new assets to achieve multiple benefits	<ol style="list-style-type: none"> Identify opportunities for express lanes through conversion of existing lanes or development of new lanes Complete the <i>Move Illinois</i> capital program and Bridging the Future capital plan Prioritize keeping Tollway assets in a state of good repair 	<ol style="list-style-type: none"> Increase interchange access points while maintaining safe and efficient operations of through lanes Engage in collaborative, regional planning to identify, prioritize and deliver extensions to existing highways and new highways Reduce bottlenecks through capacity improvements and modernize legacy toll plazas 	<ol style="list-style-type: none"> Leverage assets by making available compatible commercial leases and dispose of surplus land in partnership with the local land use jurisdiction Conduct beautification projects along the Tollway system Modernize, diversify and add attractive amenities to oases for superior customer service
Sustainability Support investments in healthy human and natural environments, and those that enhance economic investment and vitality.	Be mindful of how activities can improve the present and protect the future, environmentally, socially and economically	<ol style="list-style-type: none"> Regularly update toll rates and explore dynamic pricing Reduce criteria pollutants, greenhouse gas emissions and stormwater runoff contaminants to improve air and water quality Make good neighbor livability improvements in collaboration with partners to reduce noise and improve the environment 	<ol style="list-style-type: none"> Collaborate with municipal and developer partners for economic development Electrify the Tollway fleet in a phased manner, commensurate with proven technologies Accommodate high-speed electric vehicle charging 	<ol style="list-style-type: none"> Support and accommodate habitat corridors Support the deployment of zero-emissions freight corridors Explore offsets to direct and indirect pollutants resulting from constructing, operating or using Tollway assets
Innovation and Technology Invest in leading technology and design that enhances safety and service, and supports the opportunity to diversify sources of revenue for capital and operating investments.	Continuously assess what is needed to deliver leading services	<ol style="list-style-type: none"> Strengthen safety and weather resiliency projects Modernize—or replace with superior features—intelligent and active transportation management systems in smart corridors Continuously update information technology tools and incorporate artificial intelligence 	<ol style="list-style-type: none"> Provide data sharing, integration, interoperability and productivity tools Develop energy production and storage capabilities for redundancy and cost savings Allow for alternative procurement and delivery methods, along with pilot, investment and commercialization partnerships 	<ol style="list-style-type: none"> Develop technology to prevent near misses and incidents based on real-time analytics of vehicle behavior Make truck freight capacity improvements Provide Tollway back-office systems as a service to other providers or license existing intellectual property

Initiative Delivery Plans

Plans and policies guide how the Tollway prioritizes and provides services and delivers projects. This Strategic Plan uses Initiatives to implement and deliver strategic services, operations and projects, including guiding the Capital Plan. Every Initiative is assigned to a responsible department. Initiative Delivery Plans organize how each Initiative is further developed and implemented. These plans include an understanding, approach, scope of work, deliverables, organizational chart, schedule, funding and performance measures. Crucially, Initiative Delivery Plans support preparation of the Annual Budget to ensure alignment with the Strategic Plan. Progress is measured and reported on achieving the milestones identified in the Initiative Delivery Plans. The Executive Director will provide the Board of Directors periodic progress report on achieving this Strategic Plan.

Ambassador Program

A staff Ambassador Program will facilitate readiness to implement the Strategic Plan. The Ambassador Program includes a group of mid-managers who develop deep knowledge about the Strategic Plan to support its implementation within the Tollway organization. This program also supports staff leadership development. The ambassadors are an innovative approach to implementing the Strategic Plan.

Updating the Capital Plan

The Tollway's comprehensive Capital Plan updates consider a broad range of potential capital investments without consideration to available funding. A short-range plan is then prepared that is fiscally prioritized and a long-range, comprehensive projects list that is further developed and prioritized over time. It is continuously updated, in conformance to this Strategic Plan. The Initiative Delivery Plans provide direction about specific projects to include in the Capital Plan.

Calibrating the Strategic Plan

Successful plans provide direction through structure while remaining nimble, adapting to incremental and significant changes that arise internally and externally during the two-decade vision set forth in this Strategic Plan. The Mission, Vision and Goals comprise the overarching framework of this Strategic Plan, so these are expected to remain relatively stable over the long-term but can be modified to address changing needs and opportunities. The Initiatives and supporting Strategies should be calibrated every two to three years. Calibration should be done against a reasonable range of scenarios, which also consider revenues and expenditures. Scenarios to test should include incremental and significant variables. This calibration process is a part of monitoring performance measurement. This calibration also evaluates the effectiveness in achieving desired results.

BRIDGING THE FUTURE

EARLY IMPLEMENTATION CAPITAL INVESTMENTS INITIATED IN DECEMBER 2024

- Connecting Infrastructure
- Improving Mobility
- Modernizing the System
- Preparing for Tomorrow

Bridging the Future is a capital plan that will serve as a bridge between the Tollway's current long-term capital plan, Move Illinois and its next major capital plan. Bridging the Future consists of initial planning, design and construction services that complement investments already underway. Focused on the four themes listed, this plan addresses system needs and ongoing modernization efforts, allowing the Tollway to continue making investments into the region's transportation network.

These prioritized investment categories built on the momentum behind preparing the concurrent updates to the Tollway's planning framework. The early activation projects within these categories of capital investments are consistent with the Strategic Plan. Expand Access is the emphasis in Bridging the Future. Investments also seek to Maintain and Enhance and Diversify Offerings.

THE ILLINOIS TOLLWAY IS
READY TO TAKE...

Our Bold Steps
TOGETHER



**INFRASTRUCTURE
INNOVATION
INTEGRATION**

STRATEGIC PLAN