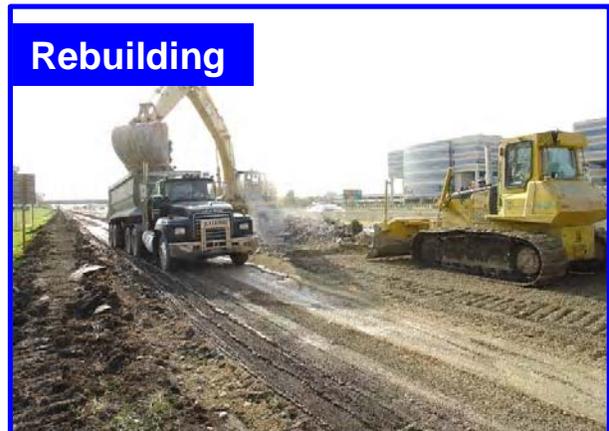


2006 Annual Budget



Governor Rod Blagojevich

Chairman John Mitola

Executive Director Jack Hartman

Rod Blagojevich, Governor

Ex-Officio—Member

John Mitola, Chairman

Term expires May 1, 2007

Jack Hartman, Executive Director

David Andalcio, Director

Term expires: May 1, 2007

James Banks, Director

Term expires: May 1, 2005

Steven Harris, Director

Term expires: May 1, 2009

Ronald Materick, Director

Term expires: May 1, 2007

Betty-Ann Moore, Director

Term expires: May 1, 2007

George Pradel, Director

Term expires: May 1, 2007

James Roof, Director

Term expires: May 1, 2009

Carl O. Towns, Director

Term expires: May 1, 2009

Timothy Martin, Director IDOT

Ex-Officio—Member

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Executive Letter

Executive Letter

December 22, 2005

To the Honorable Chairman and Board of Directors:

The Illinois Tollway continues to blaze a new trail toward congestion relief as the Tollway enters the second year of *Open Roads for a Faster Future*, the largest, fastest and most innovative overhaul of the Tollway in nearly 50 years. Governor Rod R. Blagojevich's comprehensive plan to reduce congestion and travel times is well on its way toward the goal of bringing quality-of-life improvements to drivers, residents, businesses and local municipalities in the 12 Northern Illinois counties served by the Tollway.

The Tollway has already achieved key milestones during the first year of the *Open Roads* Congestion-Relief Plan that will shave travel times for Tollway customers in the second most congested city in the nation. In 2006, drivers will be enjoying the following improvements that are reducing congestion and enhancing safety.

New Open Road Tolling Lanes

They'll be breezing through new Open Road Tolling lanes delivered to 9 mainline toll plazas. Drivers with I-PASS no longer have to slow down, merge, change lanes, or stop to pay tolls, since their tolls are being collected electronically by monotubes overhead.

Improvements on Reagan Memorial

Drivers heading to and from the western suburbs and beyond will be traveling on rebuilt pavement widened to four lanes on the Reagan Memorial Tollway (I-88) between IL Route 59 and Naperville Road.

Farther west on I-88, drivers will be driving on rehabilitated pavement resulting from construction that saved time and money by using a unique Rubblization technique. Crews completed the job in less than six months on a 30-mile stretch of the Reagan Memorial between IL 251 and US 30.

Progress on I-355 South Extension

Meanwhile, communities in Bolingbrook, Lemont and southward charted the steady and on-time progress of crews moving earth and grading the land for the new 12.5 mile South Extension of the North-South Tollway (I-355) from the Stevenson Expressway (I-55) to I-80.

To date, the Tollway has awarded more than \$1.4 billion in contracts to fund the myriad construction projects of the *Open Roads* plan, pumping the equivalent of \$4 billion in benefits to local economies. The promise of good-paying jobs has become a reality for the hard-working men and women who've helped keep the capital plan on target during its first year.

Executive Letter

In 2006, crews and the staff who support them will be funded to ensure additional progress to meet the Governor's demands to provide additional congestion relief as soon as possible.

- Delivering Open Road Tolling (ORT) lanes to remaining mainline toll plazas, for a total of 20 plazas converted to ORT by the end of 2006.
- Completing the rebuild and widening of the 5.4 mile southern leg of the South Tri-State from 167th St. to IL 394, where the Tollway meets the Kingery Expressway (I-80/94). Work on the northbound lanes began in 2005; the southbound lanes will be rebuilt and widened during 2006.
- Beginning Phase II of rebuilding and widening to four lanes the South Tri-State Tollway from 167th Street to 95th Street.
- Rebuilding and widening to four lanes in each direction the Tri-State Tollway from Balmoral Avenue to Dempster Street.
- Rebuild and widening to four lanes the five-mile section of the Reagan Memorial Tollway (I-88) from Washington Street to Finley Road.

Virtually all the initiatives in the 2006 budget are aimed at providing the necessary construction support for the Congestion-Relief Plan; serving and supporting the growing population of 2.4 million I-PASS transponders -- the Tollway's most effective congestion-relief tool; and improving operations through vigilant adherence to the Governor's Tollway reform agenda.

Customer Service - Intelligent Transportation System (ITS)

Funds are devoted to purchasing/distributing new transponders as the Tollway expects continued demand for I-PASS as customers realize the congestion-relief benefits of the new ORT lanes and the advantages of using I-PASS on the Chicago Skyway and the E-ZPass system on the East Coast.

The Tollway is leveraging the power of technology to improve incident management and customer communications by funding ITS. This will include maintenance and operating funds for the network of 33 over-the-road Dynamic Message signs, adding 72 new fixed cameras for a total of 222 closed-circuit cameras and a new automatic vehicle location tool to improve maintenance of traffic through expanded monitoring of incidents, traffic and conditions.

Public Safety

Increasing the presence of Illinois State Police District 15 and enforcing speed limits continue to be priorities. By the end of 2006, 30 new State Police cadets will be serving and protecting customers. State Police will also have 55 new patrol vehicles and a new tool to nab speeders – LIDAR guns, which offer greater accuracy in catching speeders, even when approaching a patrol car from the rear.

Executive Letter

Supporting the Congestion-Relief Plan

The Tollway Congestion-Relief Plan is on track and under budget and initiatives are being funded to ensure continued progress in the Capital Program while progressing the reform mandates. Expertise and support will be expanded in Engineering, Finance, IT and Violation Enforcement.

The Tollway's Disadvantaged Business Enterprise program continues finding innovative ways to provide opportunities for women and minority-owned firms by developing a Mentor/Protégé initiative. Funds are also being allocated to ensure contractors, unions and other participants are keeping their commitments to disadvantaged firms and/or disenfranchised workers involved in various Tollway projects.

Business Efficiencies

Making government run like a business is one of the guiding principles of the Tollway reform agenda, so in 2006 funds will support equipment, software and administrative costs to improve management of toll violations and bring in a new partner, Electronic Transaction Consultants Corp. (ETC) to take over management of the Violation Enforcement System (VES).

The Tollway is overhauling its Information Technology (IT) network and the variety of systems that handle key functions such as budgeting, accounting, purchasing, human resources, fleet, road maintenance and payroll. Implementation of the new Enterprise Resource Planning system, the IT network infrastructure upgrade, and the capacity boost to the highly-visited Tollway web site – www.illinoistollway.com -- are aimed at increasing operating efficiencies and improving service to the Tollway's external and internal customers.

The following pages demonstrate that the Fiscal Year 2006 budget gives priority to the continued and much-needed improvements that will deliver congestion relief to the drivers on the Tollway's 274 mile system. It will also reflect the Tollway's unwavering commitment to reforming the Illinois Tollway and transforming it into a prototype of tollway design and construction for the 21st century.

Sincerely,



Jack Hartman
Executive Director



Executive Summary

Executive Summary

Budget Fiscal Year 2006 – *Open Roads for a Faster Future* Year Two of Systemwide Rebuild Continues

In 2006, the rebuilding of the Illinois Tollway continues as we enter the second year of Governor Rod Blagojevich's Congestion-Relief Plan (CRP) *Open Roads for a Faster Future*. This \$5.3 billion plan to rebuild the Tollway to reduce travel times continues its first major phase of work to:

- Rebuild/restore 90 percent of the system;
- Add lanes to 117 miles of existing roads;
- Convert 20 mainline toll plazas to Open Road Tolling by 2006; and
- Build the long-awaited I-355 South Extension by 2007

The Tollway is on schedule and well on its way to making the systemwide improvements initiated during the first year of the CRP. While designers, engineers, construction crews and support staff work together on multiple road projects, the Tollway is committed to following the principles of the Governor's reform agenda launched nearly three years ago.

Like all operations at the Tollway, the CRP is driven by the goals of increasing accountability, implementing business efficiencies and improving customer service. In the second year of the CRP, the Tollway will continue to devote resources to provide all the necessary support for employees who serve our customers—whether they're rebuilding roads to reduce congestion, providing the most up-to-date construction-related traffic information, helping stranded motorists, or assisting I-PASS customers.

2005 Accomplishments

ACCOUNTABILITY

The Tollway continued efforts to increase accountability and fulfill the pledge to act as a trustworthy steward of toll revenues.

The nation's top three rating agencies responded positively to the Tollway's reform agenda in their reviews conducted before the sale of \$770 million in Tollway bonds required to help finance the CRP. Moody's Investors Service upgraded Tollway bonds to an Aa3 rating with stable outlook from an A1 rating with stable outlook. Fitch Ratings confirmed its AA– rating and improved the Tollway's rating outlook to stable. In addition, Standard & Poor's confirmed its AA– rating with a stable outlook.

All the agencies commended the Tollway's new management team, reform agenda and Congestion-Relief Plan. Their positive responses (in excerpts below) contributed to the Tollway obtaining favorable interest rates when bonds were issued in June.

Fitch Ratings

"...the new management team has made considerable strides in gaining community and political support by incorporating their input into decision-making..."

Executive Summary

Standard & Poor's

(We are) "encouraged in management's hands-on approach to managing the program, which includes rigorous project management oversight systems and careful phasing of construction projects to limit traffic disruptions."

Moody's Investor's Service

"The stable outlook is based on Moody's expectation that the Authority will be able to implement its (Plan) on time and within budget and that the toll increase together with continued growth in traffic will provide revenues sufficient to sustain the Authority's record of sound financial operations."

The Tollway continued to find innovative ways to increase diversity among the firms seeking to do business with the agency. The Tollway initiated a Disadvantaged Business Enterprise (DBE) Program and increased DBE participation in construction contracts from 1.5 percent in 2004 to 15 percent in 2005. Participation from Minority and Women-owned Business Enterprises (M/WBE) seeking professional services consultant contracts increased from 15 percent to 30 percent during the same period.

For the second straight year, the Government Finance Officers Association (GFOA) awarded the Illinois Tollway with its GFOA Distinguished Budget Presentation Award for the 2005 Budget submitted to the Board, made available to the public through public meetings and posted on the Internet. The Illinois Tollway is the only Tollway listed in the GFOA Annual Report as winning this award.

In September, the Illinois Tollway further demonstrated that it is accountable to customers by obtaining ISO 9001:2000 Certification from the International Organization for Standardization (ISO). The Tollway's ISO Certification for Program Management Services capped a year-long application and review process to prove that it is following international standards for quality management throughout the process of producing and delivering quality products to customers. The Tollway is the first tollway in the nation to receive ISO Certification and the only state-level highway agency to receive it for Program Management.

BUSINESS EFFICIENCIES

Since I-PASS continues to be the Tollway's most effective congestion-relief tool, the Tollway continued its unique public-private partnership to sell I-PASS at more than 200 Jewel-Osco stores in the Chicago metropolitan area, Northwest Indiana, and along the Illinois-Wisconsin border.

Additionally, customers in cars were encouraged to buy an I-PASS in order to avoid the toll rate increase that took effect on January 1, 2005. As a result of these efforts, 2.3 million transponders — an increase of 1 million or 78.2 percent over August 2004 to August 2005 — have been distributed. The majority of purchases were made through the Tollway's retail partners, while transponders were also sold online at www.getipass.com, at the Tollway's Customer Care Center, and through the I-PASS

Executive Summary

Customer Call Center. I-PASS usage is now 74 percent overall.

In May, the Tollway reached an agreement with the Chicago Skyway so I-PASS customers can use their transponders on the 7.8 mile bridge that connects the Dan Ryan Expressway (I-94) with the Indiana Toll Road.

In an effort to make interstate travel smoother, the Tollway also integrated with the E-Z Pass system in September. I-PASS customers can now use their transponders on all 22 U.S. Tollways, bridges and tunnels in 11 states that accept E-ZPass (mostly on the East Coast), and E-ZPass is now accepted on the Illinois Tollway.

The Tollway's award-winning Violation Enforcement System (VES) continued working on behalf of 96 percent of honest toll-paying customers who pay their fair share to ride the system. As of October 15, 2005, VES collections totaled \$44.4 million. And the program is meeting its primary goal of deterrence. The toll violation rate remains steady at just under 4 percent, despite an increase in unattended lanes that provide more opportunities to cheat.

In late August, the Tollway launched a 60-day Toll Violation Amnesty Program that took effect after the Governor signed the Tollway Reform Bill. The Amnesty Program collected \$1.7 million from toll violators who chose to clean their slate at a reduced rate in order to avoid stiffer sanctions that were in force when the Amnesty Program expired on October 21, 2005.

CUSTOMER SERVICE

In 2005, four shiny new Oases served as bright, inviting beacons to travelers seeking food and retail services. Representing the new era of customer service at the Illinois Tollway, the newly redeveloped DesPlaines, Lake Forest, and Hinsdale Oases opened on the Tri-State, while the DeKalb Oasis opened on the far western stretch of the Reagan Memorial. The Tollway, along with its partner Wilton Partners, is now operating a total of six Oases, while construction progresses at the last oasis to be opened next spring—the Lincoln Oasis on the South Tri-State.

The new oasis tenants meeting the needs of our customers include: McDonalds; Stonebridge Café; McTreat; Travel Mart; Starbucks, Panda Express; Krispy Kreme Doughnuts; Famous Famiglia, Nickels & Dimes, Massage in a Minute, Foto Fantasy, Mrs. Fields Cookies, Oasis Cellular, Auntie Anne's, Connexus, Music Recyclery, Tobacco Room, Tropicana Smoothies; Subway, and Fifth Third Bank.

The Oasis Redevelopment Project is a 25-year public private venture under which Wilton Partners and ExxonMobil can invest as much as \$100 million to rebuild and modernize the Tollway's seven Oases at no cost to Tollway customers.

To improve on-the-road customer communications, the Tollway added 12 more over-the-road Dynamic Message Signs (DMS), for a total of 33 signs aimed at sharing travel time information and reducing delays caused by weather or traffic-related incidents.

Executive Summary

CONGESTION-RELIEF PLAN—YEAR ONE

Open Road Tolling

The Tollway kicked off work to convert traditional barrier toll plazas to Open Road Tolling (ORT), the cornerstone of the CRP. Work began to deliver ORT at 9 mainline toll plazas by year's end: Boughton Rd. and Army Trail Rd. plazas on the North-South Tollway (I-355), and Touhy Ave., 82nd St., 83rd St., Cermak Rd., Irving Park Rd., and Edens Spur Toll plazas on the Tri-State Tollway (I-94/294), and Aurora toll plaza on the Reagan Memorial Tollway (I-88).

Work also began on most of the remaining mainline plazas where ORT conversion is scheduled to be completed by 2006: South Beloit, Belvidere, Marengo, Elgin, Devon Ave., and River Rd. on the Northwest Tollway (I-90), and Meyers Rd. on the Reagan Memorial Tollway (I-88).

South Tri-State

The massive South Tri-State project continued with the rebuild and widening of 5.4 miles of the northbound lanes from I-394 to 167th St. The reconstruction of the Cal-Sag Bridge was also completed in 2005.

Reagan Memorial Tollway

The 5-mile washboard on I-88 was widened and reconstructed from IL 59 to Naperville Road, which included the reconstruction of the Mill Street Bridge.

The Tollway will complete the 32-mile rubblization on the west end of I-88 from IL 251 to U.S. Rt. 30. Part of this project includes the installation of Barrier Median Cable to improve safety and prevent cross-over accidents. This new device is also being installed on the west end of I-90.

I-355 Extension

Major clearing and earthwork continued on the I-355 South Extension. Construction entrances were also built to move equipment at Cedar Rd., IL Route 6, Bruce Rd., 167th St., Gougar Rd., 163rd St., and 159th St.

SUPPORTING THE CONGESTION-RELIEF PLAN

With major construction projects underway on virtually every segment of the system, the Tollway invested considerable resources in 2005 to ensure that road work projects remained within budget and on schedule. At the same time, initiatives were launched to inform customers about upcoming roadwork and minimize the inconveniences that often accompany major road projects.

The Tollway progressed the development of its Infrastructure Management Services to store, retrieve, map and analyze data about the Tollway system and the CRP.

Phase I of the Tollway's Enterprise Resource planning (ERP) system was implemented

Executive Summary

in 2005, which will improve management processes relating to the general ledger, budget, purchasing, human resources, fleet management, and other agency-wide needs.

Customer Communications were bolstered to provide Tollway drivers with more updates on traffic, construction projects and upcoming congestion relief. In addition to almost daily construction alerts sent to the media outlets and trucking firms so they are aware of construction stage changes that impact drivers, customers can also get lane closure information at www.illinoistollway.com and 1-800-TOLL-FYI. The Tollway also debuted a monthly e-newsletter to I-PASS customers, to keep them updated on construction, I-PASS, and improvements underway as part of the CRP.

The Tollway continued to evaluate, simplify and enhance roadway signage to keep customers informed and improve safety. Additionally, static and over-the-road Dynamic Message Signs (DMS) were deployed to inform drivers of lane shifts and other changes to traffic staging.

In January, the Tollway debuted a new e-mail traffic alert service provided through a unique private-public partnership with NBC5 Chicago. Drivers can sign up for real-time alerts sent to their computers, cell phones, and/or PDAs, that are personalized to their own daily travel routes.

H.E.L.P. Truck patrols were expanded in 2005 to respond and clear the road of incidents/accidents systemwide from 5 a.m. to 8 p.m. and 24 hours a day, 7 days a week in construction zones.

The Tollway expanded its Intelligent Transportation systems (ITS) by installing Queue Detection Warning Systems for detecting back-ups and potential safety risks on ramps, so customers could be immediately alerted about traffic conditions while on the road.

To monitor traffic movement through construction zones, the Tollway expanded the use of closed-circuit video cameras and added wireless cameras.

The Tollway completed a travel time interface with IDOT to provide travel times to downtown Chicago and enhance information on overhead Dynamic Message Signs.

Four Motorcycle Patrols were implemented in construction zones to improve State Police response to accidents.

To improve public safety, the Tollway purchased State Police IWIN computers for each squad car so officers have access to real-time information in law enforcement data banks. Two new K-9 patrols were also created to assist in vehicle searches on the road.

Executive Summary

Fiscal Year 2006 Budget - Overview

Most new initiatives in the 2006 budget reflect the priorities of the *Open Roads For a Faster Future* plan and the need to ramp up operations in support of the extensive program.

As the Tollway continues through year two of the \$5.3 billion Congestion-Relief Plan, it has remained steadfast in the vow to spend toll dollars wisely and do more with existing resources.

CUSTOMER SERVICE

I-PASS Support

\$36.5 million (capital and operations)

- The Tollway is purchasing new transponders, to keep up with demands for I-PASS, at a cost of approximately \$20 million. Demands for new transponders are likely to come from increased I-PASS use on the Chicago Skyway and on the E-ZPass system.

Intelligent Transportation System (ITS)

\$7.4 million (capital)

- Maintaining and operating the expanded network of 33 over-the-road Dynamic Message Signs
- Closed Circuit TV/DMS Digital Conversion, an additional 72 fixed cameras-location based on a site location survey
- Converting camera feeds from analog to digital
- Automatic Vehicle Location - a tool to be installed in various roadway vehicles including H.E.L.P. Trucks and Incident Response Vehicles.
- Ramp Queue Detection - remote traffic monitoring sensors that will provide speed volume and occupancy information of vehicles traveling on the roadway. The ramp locations will provide ramp backup information that can alert technicians of the conditions and can also be tied into the DMS to message the motorists.

Customer Communications/Signage

\$1.325 million (capital)

- This project will provide signage and public information about traffic incidents and construction projects, and also to encourage motorists to travel safely through construction zones, the new Open Road Toll plazas, and throughout the system.

Executive Summary

PUBLIC SAFETY

District 15 State Police

Personnel and Equipment -\$2.5 million (operations and capital)

- 30 additional Troopers will allow District 15 to increase their presence and will assist them in enforcing moving violations more efficiently while improving roadway safety conditions for all Tollway patrons. The Tollway will co-sponsor an Illinois State Police Academy class in mid-2006 at an approximate cost of \$1 million. Cadet Classes have a 26-week duration.
- The addition of 30 Troopers will also require standard issue law enforcement equipment which includes:
 - ◇ Patrol Vehicles - 30 new patrol vehicles for the cadets and 55 new patrol vehicles to replace a portion of the aging fleet at a cost of approximately \$1.9 million.
 - ◇ Speed Detection Equipment –Vehicles will be equipped with Lidar Radar Guns and Talon Direction Radar devices. The Talons allow for the apprehension of speeding motorists that approach from behind a patrol vehicle.
- The addition of 30 Troopers will also generate non-personnel services costs for standard issue law enforcement equipment such as speed detection equipment and IWIN portable computers that would be included in the new patrol vehicles.

SUPPORTING THE CONGESTION-RELIEF PLAN

Increased Staffing

- The Tollway proposes adding 16 new positions in Finance, Engineering, VES, and Information Technology to support the Congestion-Relief Plan. However, the Tollway is reducing headcount by 36 positions due to the elimination of lane walker and toll collector positions as Open Road Tolling continues to be implemented. The overall effect is 20 less positions.

Executive Summary

Disadvantaged Business Enterprise Program

\$480 thousand (capital)

- The Tollway will continue to seek innovative ways to build a diverse vendor base through its Disadvantaged Business Enterprise (DBE) program. During 2005, the National Economic Research Association (NERA) was retained to provide an interim disparity study and availability analysis to ensure that the Tollway reaches the goals of the DBE program. Funds will also be used to: develop a Mentor/Protégé Program for professional service contracts; develop a Bonding and Finance initiative; create DBE payment reporting tools and site monitoring programs, as well as other related activities.

BUSINESS EFFICIENCIES

Toll Collection Implementation, Development and Administration

\$28 million (capital and operations)

- The Tollway is contracting with a new partner to upgrade its ORT implementation and assist with managing toll violations. \$22 million is dedicated to capital equipment purchases and \$6 million is dedicated to administrative purposes.

Violation Enforcement System

\$10 million (operations)

- Funding for the purchase and lease of equipment and the licensing of software and maintenance for the Violation Enforcement System (VES) is increasing \$1.9 million for a partnership with new vendor ETC, which will fully take over the VES system in mid-2006.

Infrastructure Management Services

\$1.8 million (capital and operations)

- The expansion of the Infrastructure Management Service initiative will greatly improve the Tollway's ability to organize, analyze and map geographic information in support of the CRP. Program costs include software licenses and a professional fee.

Executive Summary

Enterprise Resource Planning

\$12.3 million (operations and capital)

- The Tollway has been relying on an aging patchwork of systems to handle many functions, including budgeting, accounting, purchasing, human resources, fleet and roadway maintenance and payroll. The fragmentation hampers operational efficiency and inhibits information access and analysis sought by departments trying to efficiently manage programs and services. Phase I has begun on a new Enterprise Resource Planning (ERP) system, which will provide a detailed assessment of the Tollway's current business systems and the development of an alternative system.

Five new positions are being requested to work in Information Technologies, Finance, and Purchasing to ensure seamless implementation of the project.

IT Network Infrastructure Upgrade

\$8.0 million (capital)

This project represents a comprehensive upgrade and modernization of the Tollway network infrastructure and should dramatically expand capacity and capability that will accommodate Tollway growth.

The role of the network is central to the Tollway's operations from revenue collection and violation enforcement, to roadway incident response and public safety services. The Tollway Next Generation Network (NGN) provides numerous benefits to the Tollway operations including support for the following:

- The increase in I-PASS and violation enforcement network traffic resulting from ORT
- The planned expansion of video surveillance and roadway monitoring
- The support of public safety systems
- Accommodate growth and other external demands (State and Federal requirements) on the Tollway infrastructure

Web and E-Commerce

\$2.0 million (capital)

- With the implementation of ORT and the CRP, the volume of customers seeking information about construction or Tollway programs, or using the website for I-PASS online account management will continue to increase. These funds will be deployed to improve capacity of the Tollway's Web site, www.illinoistollway.com. Using the web site is the most cost-efficient way to communicate with our customers.

Executive Summary

Budget Summary

Revenue Estimates for 2006

Tollway revenues are estimated to total \$624 million in 2006, a decrease of 1 percent from the 2005 revenue estimate of \$630 million.

The principal source of revenue for the Tollway comes from the collection of tolls and recoveries from the violation enforcement program. The Tollway's Traffic Engineers, Wilbur Smith and Associates, estimate expected revenue from toll transactions, indicating toll revenue that would be collected if all transactions were collected at the appropriate toll. The Traffic Engineer estimates are adjusted to reflect losses associated with violations, equipment failure and other minor revenue leakage. The Tollway then adds back revenues collected through its violation enforcement program.

For 2006, Wilbur Smith and Associates estimates expected toll revenue to be \$603 million in toll revenue, a \$6 million decrease from the 2005 estimate. Other 2006 revenues include \$17 million from investment income and \$4 million from concessions and miscellaneous sources.

Revenue Revisions for 2005

The current 2005 revenue projections were revised downward from the estimates prepared last year. Toll revenue estimates were decreased to reflect higher than anticipated I-PASS usage during 2005. Subsequent to the increase in cash tolls effective January 1, 2005, I-PASS usage increased more rapidly than expected, comprising 74 percent of transactions. The increase in I-PASS usage has stabilized in recent months, and is expected to grow slightly in 2006. In addition, Wilbur Smith and Associates has indicated the recent increases in gasoline prices have contributed to a \$6 million reduction in estimated tolls for 2005.

The 2005 revenue reduction has been offset by lower than budgeted debt service payments. The 2005 budget included an allocation of \$120 million for debt service. A later bond sale and low interest rates have allowed the Tollway to allocate only \$99 million for debt service payments in 2005.

Allocation of 2006 Revenues

The Tollway proposed budget allocates revenue to four major accounts. These accounts include Maintenance and Operations (M&O), Debt Service, Renewal and Replacement, and Improvements. Renewal and Replacement and Improvements comprise current resources allocated to fund the Tollway capital program.

The 2006 Tentative Budget allocates \$624 million of revenue as follows:

Executive Summary

The Maintenance and Operations (M&O) budget is \$219.8 million, an increase of \$8.9 million or 4.2 percent over 2005 operating expenses of \$210.9 million.

The Debt Service budget is \$130 million, reflecting \$117 million for outstanding debt and \$13 million for interest and principal on new bonds. The Debt Service payments are increasing \$31 million over the 2005 payment due to the 2005 debt issuance and an anticipated 2006 debt issuance.

Remaining revenues of \$274 million are allocated to the Renewal and Replacement and Improvement Accounts, providing a significant source of funding for the Congestion-Relief Program and other non-roadway capital investments.

In addition to current revenues generated by the Tollway, the 2006 Tentative budget anticipates the sale of \$700 million of bonds to be utilized for the Congestion Relief Plan.

Maintenance & Operations Budget

The M&O Budget will fund the ongoing operating costs of the Illinois Tollway. The Tollway is requesting a \$219.8 million budget, which is an increase of \$8.9 million or 4.2 percent over the 2005 revised budget.

Increased Costs

The Tollway's largest operating cost is personal services such as payroll, Social Security and retirement, representing 52.6 percent of total operating expenditures and 18.5 percent of all spending. The total cost is \$115.5 million, an increase of \$1.3 million, or about a 1 percent increase. However, Salaries and Wages are increasing \$5.3 million, or 5.8 percent to ramp up professional staffing for engineers, finance staff, and information technology support through 2005 and 2006. The increases in those accounts have been offset by the reduction the State Employee Retirement Benefits as directed by the State.

In total, insurance accounts for \$31.2 million or 14.2 percent of the M&O budget. The Tollway pays for group health insurance, property insurance, workman's compensation insurance and the Illinois State Police District 15 group health insurance.

Bonded Indebtedness

The Tollway has budgeted \$130 million in 2006, to pay debt service on \$1.38 billion of outstanding debt, and interest payments on \$700 million in new bonds expected to be issued during 2006.

Net revenues available to pay debt service are estimated to total \$404 million in 2006, providing debt coverage of 3.1 times estimated debt service.

Executive Summary

2006 CAPITAL PROGRAM

During Fiscal Year 2006, the Tollway Capital Program reflects \$1.2 billion for the Renewal/Replacement and Improvement Program, commonly referred to as the Capital Program. The Tollway 10-year Capital Program is divided into two parts: the Congestion-Relief Plan, funded at \$5.3 billion, with another \$600 million budgeted for other capital needs that support the Tollway such as roadway equipment and vehicles, building repair and improvements, and current technologies. The program also included “carry-over” funds that were budgeted and not spent in the previous year. In FY 2006, the Capital Program will also include new funds derived from bond issuance and deposited into the Construction Fund, which will be used to help fund various projects in the Congestion-Relief Plan.

The Capital Program is funded at \$1,210 million, with \$1,088 million for construction projects; and \$122 million for non-roadway system wide maintenance.

More details on the Capital Program can be reviewed in the Capital Program section of this document on page 147.

CONCLUSION

This Fiscal Year 2006 budget reflects the Governor’s goal to reduce travel times and directly responds to customers’ support of Tollway improvements presented during the 2004 public hearings on the Congestion-Relief Plan and the related toll increase. Open Road Tolling and the other massive construction projects underway in 2006 will bring direct, quality-of-life benefits to the drivers and communities in the 12 counties that rely on the access and mobility provided by the Illinois Tollway. I-PASS customers will be realizing the benefits of Open Road Tolling, which will be delivered by the end of 2006. The driving experience will be improved for cash-paying customers too, since major road widening and restoration projects continuing in 2006 will increase capacity and reduce congestion. And finally, the progress in building the I-355 South Extension will bring residents in fast-growing Will County closer to the promise of greater access and economic development.

These improvements are consistent with Governor Rod Blagojevich’s reform mandates: delivering more with less, being frugal with customers’ toll dollars, carefully managing existing resources and providing customer service at the highest levels possible.



Tollway Organization and Background

Tollway Organization and Background

The Tollway System

The Tollway system currently consists of the Tri-State, Northwest, Ronald Reagan Memorial, and North-South Tollway. They form approximately 274 miles of limited-access highways, in 12 counties, all of which are designated as part of the Interstate Highway System.

Since beginning operations in 1958, the Tollway system has served an important role in the development of the northern Illinois economy. During its initial operation, the Tollway system permitted rapid interstate travel between northern Illinois, Indiana, and Wisconsin. As the suburban area surrounding Chicago expanded throughout the 1960's and 1970's, the Tollway system evolved into primarily a commuter travel system, serving suburban Chicago and O'Hare International Airport.

The Tri-State Tollway, I-94, I-294, I-80/I-94, and Edens Spur, is an 84-mile beltway around the Chicago metropolitan area, extending from Indiana at the intersection of the Kingery Expressway and the Calumet Expressway, north to the Wisconsin state line. Completed in 1958, the Tri-State cost about \$242 million to build and includes 41 interchanges, 23 toll plazas, and 4 oases.

The Northwest Tollway, I-90, is a 76-mile route that begins at the intersection of the Tri-State Tollway and the Kennedy Expressway near O'Hare International Airport, continues west to Rockford and then travels north ending near the Wisconsin border. Completed in 1958, construction of the Northwest Tollway totaled just over \$100 million. The Northwest Tollway includes 20 interchanges, 17 toll plazas, and 2 oases.

The Ronald Reagan Memorial Tollway, also known as the East-West Tollway I-88, includes 22 interchanges, covers 96.5 miles beginning just east of the junction of the Tri-State Tollway and the Eisenhower Expressway and continuing west to U.S. Route 30 in the Sterling/Rock Falls area. Initial construction from the Eisenhower Expressway to the Aurora Toll Plaza was completed in 1957. The construction of I-88, from Aurora to U.S. 30 was completed in 1974. The East-West Tollway was renamed the Ronald Reagan Memorial Tollway at the request of Governor Rod Blagojevich and following a unanimous vote of the Tollway Board of Directors on June 11, 2004. The Ronald Reagan Memorial includes 22 interchanges, 16 toll plazas, and 1 oasis.

The North-South Tollway, I-355, is a 17.5-mile-long toll highway generally paralleling Illinois Route 53, beginning to the north at Army Trail Road in DuPage County and extending south to Interstate 55 in Will County. Completed in 1989, the North-South Tollway cost approximately \$523 million to construct. The North-South Tollway includes 11 interchanges and 10 toll plazas.

Tollway Organization and Background

Ronald Reagan Memorial Tollway (I-88)

- ◆ 96-mile road has 6 lanes from its eastern end to Aurora Toll Plaza / 4 lanes from Aurora Toll Plaza to western end
- ◆ This route continues, both on the east and on the west, as a free route
 - Eastern end connects with Eisenhower Expressway (I-290) - a direct route into downtown Chicago
- ◆ Eastern section has been an extremely high growth suburban area over the past several decades
 - Kane county is one of the fastest growing counties in Illinois



Tollway Organization and Background

North-South Tollway (I-355)

- ◆ 18-mile road has a 6-lane configuration with additional auxiliary lanes at various places
- ◆ Entire corridor/route characterized by developed suburban land
- ◆ Primarily serves DuPage County, which has experienced a great amount of growth over past three decades
- ◆ The South Extension will extend the I-355 by 12.5 miles to serve the growing Will County area and will provide a regional connection that improves access and mobility between I-55 and I-80



Tollway Organization and Background

Northwest Tollway (I-90)

- ◆ 76-mile road connects with the Kennedy Expressway, making it a direct route to O'Hare Airport and to downtown Chicago.
- ◆ Connects to I-294/94 to central Wisconsin and Indiana through the Chicago area
- ◆ 6-lane eastern portion (northwest Cook County area) is one of the most heavily used Tollway routes
 - O'Hare Airport, one of the busiest airports in the world, and heavily populated/growing suburban areas, are key traffic generators on I-90



Tollway Organization and Background

Tri-State Tollway (I-294/94)

- ◆ 84-mile road functions as only major circumferential roadway around the City of Chicago
 - Bypass around Chicago forms the intercity travel connection from I-80/94 in Indiana to I-94 in Wisconsin
 - Provides access to O'Hare Airport from northern and southern suburbs
- ◆ 8 lane cross-section in central section and 6 lanes at northern and southern ends
- ◆ Most heavily traveled leg of system, particularly by trucks (largest revenue generator)



Tollway Organization and Background

Population and Demographics

Community Served

What was envisioned in 1953 as a bypass system to route interstate traffic around Chicago has become the hub for growing commerce, commuter travel, as well as interstate traffic. Since August 1958, the Illinois Tollway System has fed the northern Illinois and Chicago-land area's businesses with commuter and local traffic. Initially, the Tollway was thought to be a complement to the existing expressway system to help provide a more effective form of interstate travel between Illinois and its neighbors. However, almost immediately, the Illinois Tollway System has made it possible for the exponential economic and residential development growth of the suburban areas as well as a continued impetus to the inflow of workers into Chicago and in out-lying commercial and industrial hubs. Daily commuters, business travelers, as well as tourists, have made the Illinois Tollway the transportation hub for travel between the suburbs and Chicago. The Chicago area now attracts more than 30 million business and leisure travelers annually.

Today, the Illinois Tollway System provides a vital transportation link between people and their jobs and between businesses and their customers. The Tollway provides access to headquarters for the state's leading employers – McDonald's and Sears – as well as the largest companies in the State, including Allstate and Motorola. Today the Illinois Tollway System sees as many cars traveling into Chicago during rush hour as are traveling out to the suburbs. The region's primary job center began dispersing in 1970 from the Chicago central area to O'Hare Airport and nearby suburbs. Employment increased by nearly 150% from 1970 to 1999 in the five suburban counties surrounding Cook County.

In addition, the Illinois Tollway System increasingly is used to connect people traveling from suburb to suburb – a result of population increases ranging from 60% to 121% in the five collar counties (Kane, DuPage, Will, McHenry, Lake) between 1970 and 1999. A result of this growth, the Illinois Tollway System saw average daily transactions grow from 255 thousand in 1970 to 1.4 million transactions in 2004.

The Tollway component in the region's transportation network is important to the economic vitality of the entire state. Northeastern Illinois propels three quarters of the state's economy. The Tollway is an economic engine and has evolved from a rural bypass into a vital part of the state's transportation system.

Tollway Organization and Background

Household and Population Growth

The dynamic of the regions growth rate has always been directly linked to the Tollway's success. The population and the number of households of the nine-county service area are directly linked to the toll system's usage due to an increased demand for travel. Between the 1990 and 2000 census, the area has showed steady growth in both areas. The number of households has seen a 1.1 percent increase, with Will County and McHenry County having the highest growth rates of approximately 3.7 percent. The service region's growth is just below average for the United States (1.4 percent), but exceeds the average for the state of Illinois (0.7 percent). The nine county's population has also seen the same annual growth rate of 1.1 percent, which is greater than Illinois' growth rate of 0.8 percent. The City of Chicago makes up approximately a third of the regions population with over 2.9 million residents. The city's large populace has overshadowed the exponential growth rates of a few of the "collar counties" in most national and regional demographic surveys and analysis. The Northeastern Illinois Planning Commission has forecasted that, by 2030, Will County will have a population increase from 502,266 to 1,107,778. McHenry County is also forecasted to also see a drastic population increase of 260,077 to 449,823.

Will and McHenry County's expected growth rates, 121 percent and 73 percent respectively, could be contributed to the Tollway presence and its enabling for this low density population growth within the region to take place. This increase in population will have a direct impact on the amount of system usage over the next 25 years. With such an increase in rider ship, the entire Tollway system will need to make adjustments in order to keep up with their growing customer base. One of the many adjustments will need to be the rehabilitation of these aging roadways.

Employment Growth and Business Development

The rate of employment growth is an important factor in considering the Tollway service area's economic growth as a whole. This rate is an important indicator for long and short-run economy health of the area. Between 1990 and 2000, the nine-county region saw a growth rate of 1.5 percent, approximately 700,000 jobs. The largest rate of employment growth was seen in Will County, with an increase of 4 percent. Four of the other eight counties (DuPage, Kane, Lake, and McHenry) saw an approximate 3.4 percent increase in employment. These figures are well above the national rate of 1.8 percent. The collar counties are projected to have had an approximate employment growth rate of 2 percent over the past four years, which is still much greater than the estimated national average of 1.2 percent.

Tollway Organization and Background

Toll Transaction / Revenues

The Tollway system has experienced a steady increase in toll transactions and revenues since its first full year of operation in 1959. In 1959, the Tollway system processed 42.9 million transactions. The latest complete figures show the Tollway processed 819.9 million toll transactions in 2004.

As part of a 2003 management audit of the Illinois Tollway, the State of Illinois Office of the Auditor General found the Illinois Tollway had the second lowest rates among the twenty toll road systems surveyed due to the fact that rates had not been increased in more than 20 years.

In September 2004, the Illinois Tollway Board passed a new 10-year Congestion-Relief Plan which also authorized an increase in tolls. The Tollway immediately embarked on a new 10-Year Capital Program to reduce traffic and congestion by rebuilding and restoring almost the entire system, adding lanes, converting 20 mainline toll plazas to Open Road Tolling by 2006, and building the I-355 South extension into Will County, one of the fastest growing counties in the state.

www.illinoistollway.com

View the 2006 Budget On-line

Detailed information about the Illinois Tollway is available by accessing the Illinois Tollway Web Site.

- **The Toll Highway Act (605 ILCS 10)**
- **Trust Indenture**
- **Financial statements including audit, budget, and quarterly reports**
- **Capital Program**
- **Construction Projects**
- **Maps**
- **Contract Awards and Notices**
- **Contact Information**
- **Toll Rates**

Tollway Organization and Background

Authorization

The Illinois General Assembly created the Illinois State Toll Highway Commission as an instrumentality and administrative agency of the State of Illinois in 1953. The Commission provided for the construction, operation, regulation, and maintenance of a system of toll highways within the State of Illinois. The Commission officially became a Tollway in March 1969 when the Illinois Supreme Court upheld the constitutionality of a new toll road act that had been passed by the General Assembly on August 8, 1967, effective April 1, 1968. The Tollway assumed all the obligations, powers, duties, functions, and assets of the Commission. The Act authorizes the issuance of revenue bonds for the purpose, among others, of financing expansions of the Tollway system.

The Tollway is also empowered to enter into contracts; acquire, own, use, lease, operate, and dispose of personal and real property, including rights of way, franchises, and easements; to establish and amend resolutions, by-laws, rules, regulations, and toll rates; to acquire; construct, relocate, operate, regulate, and maintain the Tollway system; to exercise powers of eminent domain and condemnation; to raise or lower toll rates; and to contract for services and supplies, including services and supplies for the various patron service areas on the Tollway system.

Board of Directors

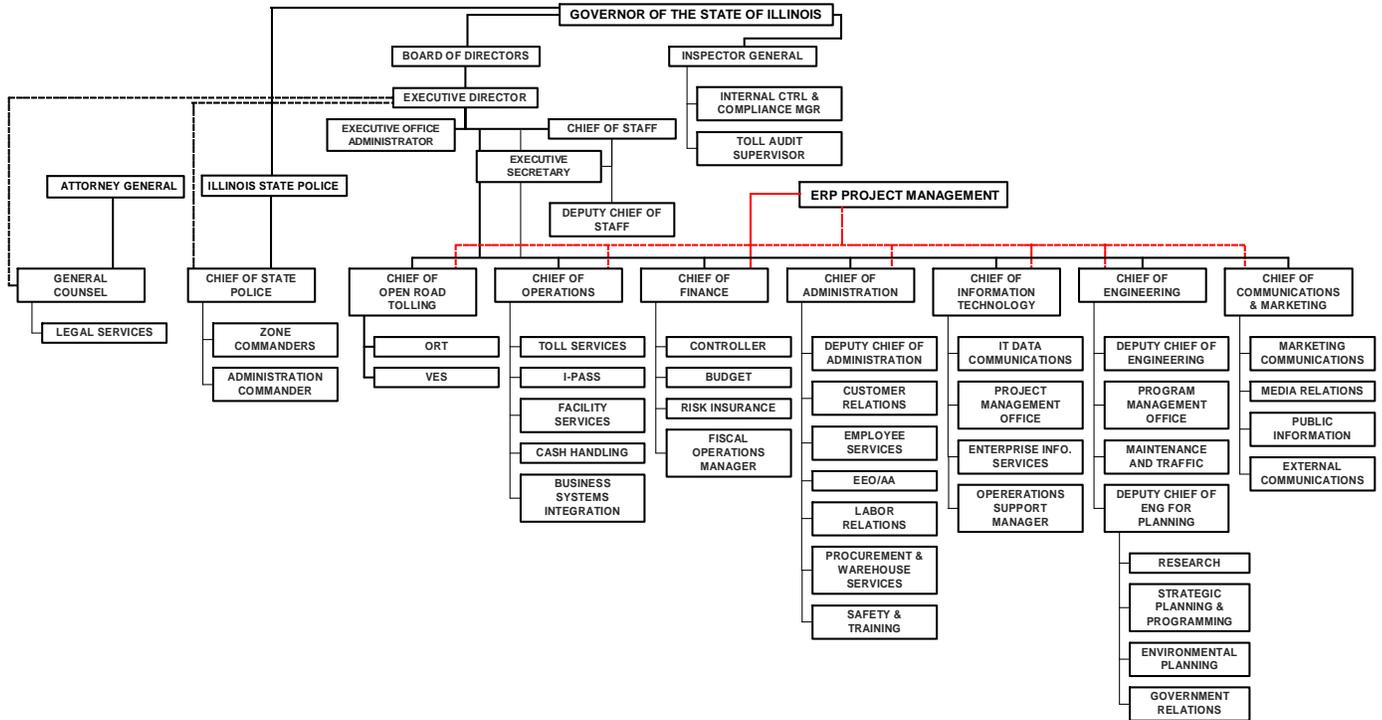
The Tollway is governed by an eleven-member Board of Directors that includes the Governor of Illinois and the Secretary of the Illinois Department of Transportation, ex-officio, and nine directors appointed by the Governor with the advice and consent of the Illinois Senate. Directors are appointed for four years, or in the case of an appointment to fill a vacancy, the unexpired term. No more than five directors may be from the same political party. Of the directors appointed by the Governor, one is appointed as Chairperson of the Tollway.

Organizational Structure

The Governor appoints an Executive Director and employs certain other personnel to administer the Tollway system and implement the policies of the Board of Directors. The Tollway's organizational structure consists of 13 primary functions including the Directors Office, Executive Office, Chief Counsel, Engineering, Operational Services, Finance, Administration, Communications & Marketing, Information Technology, Inspector General, Planning, Open Road Tolling & Violation Enforcement System, and State Police District 15.

Tollway Organization and Background

TABLE OF ORGANIZATION





Strategic Plan

Overview of Tollway Strategic Plan

Mission Statement:

The Illinois Tollway is dedicated to providing and promoting a safe and efficient system of toll supported highways while ensuring the highest possible level of customer service.

The Tollway Mission Statement is linked to the following Strategic Priorities:

Strategic Priorities:

1. Reduce Traffic Congestion
2. Implement the Congestion Relief Plan (10-year Capital Construction Plan)
3. Improve Operational Efficiency and Effectiveness

These Strategic Priorities are in turn, aligned with the following (14) Performance Metrics. The Measurements are reported to Tollway Management as well as the Governor's Office on a quarterly basis to ensure that the Tollway's Mission Statement and corresponding Strategic Priorities are kept on track at all times throughout the organization.

Performance Metrics:

Performance Metric #	Aligned with Strategic Priority #	Performance Metric	Performance Metric Purpose	Current Measurement	Internal Tollway Target	External Benchmark
1	1	I-PASS Rush Hour Transactions Percentage	Measures the number of drivers who use electronic toll collection (i.e., I-PASS) during the Rush Hour period. The use of I-PASS reduces traffic congestion at the toll plazas.	83%	75%	66% - Traffic Technologies, Inc.
2	1	I-PASS Transactions (all hours) Percentage	Measures the number of drivers who use electronic toll collection (i.e., I-PASS) during all hours of the day. The use of I-PASS reduces traffic congestion at the toll plazas.	76%	70%	56% - New Jersey Turnpike and New York State Thruway Authority
3	1	Number of I-PASS Express (ORT) Lanes	Measures the number of I-PASS Express Lanes. I-PASS Express Lanes (or Open Road Tolling Lanes) allow drivers to pay tolls while travelling at normal speeds. I-PASS Express Lanes reduce congestion at toll plazas.	43	96	Not Currently Available
4	1	Travel Time Index Congestion Measure	Measures the amount of system-wide traffic congestion. It is the ratio between the Average Travel Time and the Free Flow Travel Time (60 mph). Values greater than 1.00 reflect congestion.	Current AM Peak = 1.14 Current PM Peak = 1.10 Total Day (TD) = 1.00	Not Currently Available	Atlanta TD = 1.24 Philadelphia TD = 1.21 Houston TD = 1.29 San Francisco TD = 1.12
5	1	Accident Response Time	Measures the Tollway's ability to identify congestion creating traffic incidents and get units promptly to the scene.	Personal Injury Response Time = 6:47 min Fatality Response Time = 4:19 min Property Damage Response Time = 10:46 min	PIR = 6 min FR = 4 min PDR = 10 min	Not Currently Available
6	1	Accident Clearance Time	Measures the Tollway's ability to remedy congestion creating traffic incidents.	Personal Injury Clearance Time = 1:36:10 hr Fatality Clearance Time = 4:37:22 hr Property Damage Clearance Time = 46:05 min	PIC = 1:30 hr FC = 4:30 hr PDC = 45 min	Average per Transportation Research Record (TRR) = 2:50:00 hr
7	2	Program Budget to Awarded Contract Variance	Measures the Tollway's ability to manage its construction program to budget.	-5.7%	0.0%	Not Currently Available

Overview of Tollway Strategic Plan (continued)

Performance Metrics:

Performance Metric #	Aligned with Strategic Priority #	Performance Metric	Performance Metric Purpose	Current Measurement	Internal Tollway Target	External Benchmark
8	2	Pavement Rating	Measures the condition of the Tollway's roads.	Excellent = 47% Good = 29% Transitional = 13% Fair = 9% Poor = 0% Failed = 0% Not Available = 2%	Not Currently Available	Pavement Rating based on the Illinois Department of Transportation's (IDOT) Pavement Condition Rating System or CRS.
9	3	Operating Expenditure per Lane Mile	Measures the ability of the Tollway to operate efficiently, as compared to other toll authorities.	\$36,774	\$30,000	\$59,748 - PA Turnpike
10	3	Operating Expenditure per Transaction	Measures the ability of the Tollway to operate efficiently, as compared to other toll authorities.	\$0.32	Not Currently Available	\$0.97 - NY Thruway
11	3	Frontline Staff Percentage	Measures the percentage of frontline employees to total employees.	76%	80%	Not Currently Available
12	3	Total Transactions per FTE	Measures the efficiency of service delivery.	1151	1200	598 - Oklahoma
13	3	I-PASS Call Center Responsiveness	Measures the responsiveness of the I-PASS Call Center to customer calls.	1) Average time to answer phone = 0:26 min 2) Average time for I-PASS customer to hang up, if phone is not answered = 1:30 min 3) Percentage of I-PASS customer calls answered in 60 seconds or less = 85.05%	Not Currently Available	Not Currently Available
14	3	Customer Satisfaction	Measures Tollway Customer Satisfaction.	Identify the number of customers completing surveys as "satisfied" divided by the total number of customers completing surveys. - currently not available	85%	89% of NY Thruway E-ZPass customers surveyed rated their experience from good to excellent.

Strategic Plan

Tollway Strategic Plan Summary by Metric and Department

Mission Statement:
The Illinois Tollway is dedicated to providing and promoting a safe and efficient system of toll supported highways while ensuring the highest possible level of customer service.

Strategic Priorities:

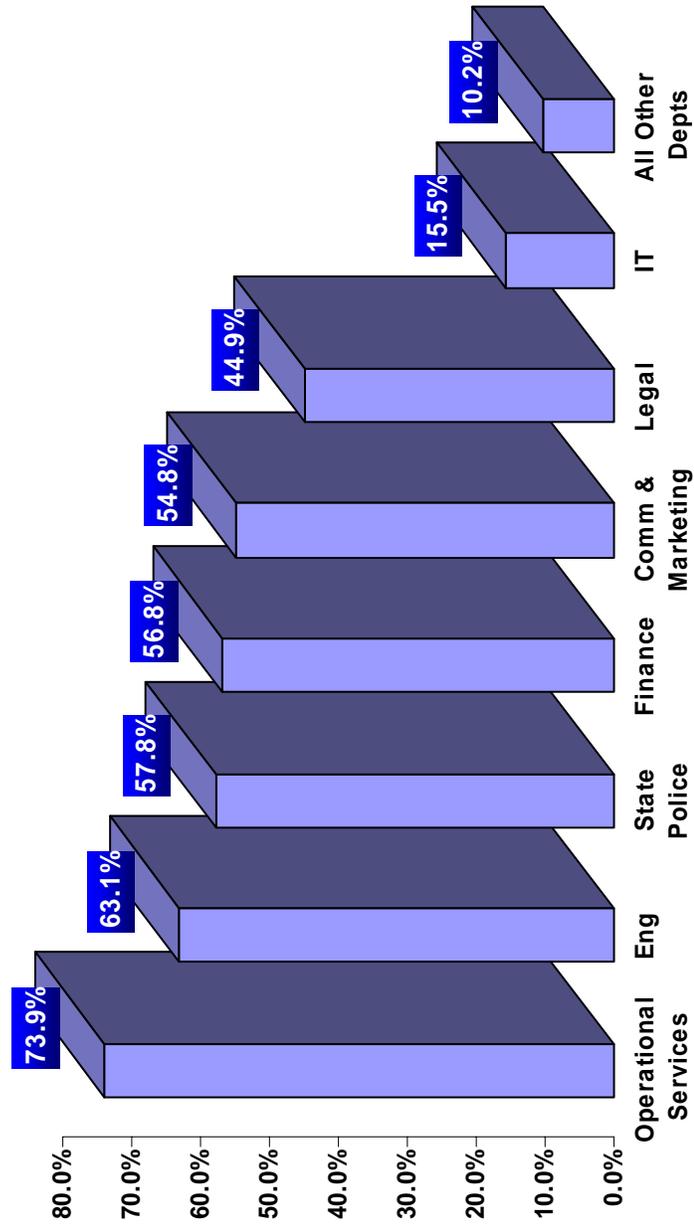
1. Reduce Traffic Congestion
2. Implement Congestion Relief Plan (10-year Capital Construction Plan)
3. Improve Operational Efficiency and Effectiveness

Performance Metrics:

Perf Metric #	Aligned with Strat Priority #	Performance Metric	Admin	Comm & Marketing	Directors	Eng	Executive	Finance	Information Technology	Inspector General	Legal	Operational Services	Planning	Illinois State Police	ORT-VES	Total Cost Identified w/Metric
1	1	I-PASS Rush Hour Transactions Percentage	\$ -	\$ 84,982	\$ -	\$ -	\$ -	\$ 8,529	\$ -	\$ 5,638	\$ 42,558	\$ 447,875	\$ 480	\$ -	\$ -	\$ 590,062
2	1	I-PASS Transactions (all hours) Percentage	\$ 451,223	\$ 90,507	\$ -	\$ -	\$ -	\$ 8,529	\$ 43,808	\$ 5,638	\$ 42,558	\$ 447,875	\$ 480	\$ -	\$ -	\$ 1,090,618
3	1	Number of I-PASS Express (ORT) Lanes	\$ -	\$ -	\$ -	\$ 5,009,638	\$ -	\$ 834	\$ 143,403	\$ -	\$ 42,558	\$ 235,922	\$ -	\$ -	\$ 66,850	\$ 5,499,105
4	1	Travel Time Index Congestion Measure	\$ -	\$ 268,356	\$ -	\$ -	\$ -	\$ 834	\$ -	\$ -	\$ 42,558	\$ 5,525,743	\$ -	\$ -	\$ -	\$ 5,837,491
5	1	Accident Response Time	\$ -	\$ -	\$ -	\$ 4,511,154	\$ -	\$ 834	\$ 146,916	\$ -	\$ 42,558	\$ 96,881	\$ -	\$ 2,195,085	\$ -	\$ 6,993,228
6	1	Accident Clearance Time	\$ -	\$ -	\$ -	\$ 4,284,380	\$ -	\$ 834	\$ 220,612	\$ -	\$ 42,558	\$ -	\$ -	\$ 5,121,865	\$ -	\$ 9,670,249
7	2	Program Budget to Awarded Contract Variance	\$ -	\$ -	\$ -	\$ 1,935,290	\$ -	\$ 334,240	\$ -	\$ -	\$ 42,558	\$ 87,959	\$ -	\$ -	\$ 19,389	\$ 2,419,436
8	2	Pavement Rating	\$ -	\$ -	\$ -	\$ 5,567,330	\$ -	\$ -	\$ -	\$ -	\$ 42,558	\$ -	\$ -	\$ -	\$ -	\$ 5,609,888
9	3	Operating Expenditure per Lane Mile	\$ -	\$ -	\$ -	\$ 2,321,580	\$ -	\$ 379,368	\$ 150,267	\$ -	\$ 42,558	\$ 9,993,364	\$ -	\$ 11,203	\$ 47,986	\$ 12,946,326
10	3	Operating Expenditure per Transaction	\$ -	\$ -	\$ -	\$ 2,321,580	\$ -	\$ 423,774	\$ 153,360	\$ -	\$ 42,558	\$ 9,993,364	\$ -	\$ 11,203	\$ -	\$ 12,945,839
11	3	Frontline Staff Percentage	\$ -	\$ 102,336	\$ -	\$ 3,350,905	\$ -	\$ 18,656,088	\$ -	\$ -	\$ 42,558	\$ 20,500,006	\$ -	\$ 3,686,337	\$ 37,044	\$ 46,375,274
12	3	Total Transactions per FTE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,580	\$ -	\$ -	\$ 42,558	\$ 5,593,732	\$ -	\$ -	\$ 86,894	\$ 5,724,764
13	3	I-PASS Call Center Responsiveness	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42,558	\$ 4,050,000	\$ -	\$ -	\$ -	\$ 4,092,558
14	3	Customer Satisfaction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 834	\$ 393,386	\$ 9,000	\$ 42,558	\$ 6,387,928	\$ -	\$ 145,164	\$ 13,394	\$ 6,991,964
TOTAL BY DEPARTMENT			\$ 451,223	\$ 546,181	\$ -	\$ 29,301,857	\$ -	\$ 19,816,278	\$ 1,251,752	\$ 20,276	\$ 593,812	\$ 63,360,049	\$ 960	\$ 11,170,857	\$ 271,557	\$ 126,786,802

Departmental Allocation to Metrics
 5.9% 54.8% 0.0% 63.1% 0.0% 56.8% 15.5% 1.7% 44.9% 73.9% 0.1% 57.8% 2.5% 57.7%
2006 M&O Budget by Department
 \$ 7,678,800 \$ 996,600 \$ 204,500 \$ 46,431,600 \$ 1,948,850 \$ 34,873,100 \$ 8,091,700 \$ 1,183,100 \$ 1,325,800 \$ 85,695,500 \$ 1,204,600 \$ 10,832,400 \$ 219,797,150

**Tollway Strategic Plan
Departmental Allocation to Metrics**



Tollway Strategic Plan by Metric and Department

PERFORMANCE METRIC #1 - I-PASS RUSH HOUR TRANSACTIONS PERCENTAGE

INPUTS (Resources Utilized)

Department	Cost Center	Number of Employees Related to Metric	Annual Salaries/Wages FICA/Retirement	Percentage of Time Spent on Metric	Estimated Personnel Cost	Other Related Expenses	Total Cost Related to Metric
Inspector General	41	2	\$ 112,752	5%	\$ 5,638	\$ -	\$ 5,638
Finance	14	1	\$ 46,080	17%	\$ 7,695	\$ -	\$ 7,695
Finance	14	1	\$ 83,448	1%	\$ 834	\$ -	\$ 834
Communications	53	5	\$ 446,904	11%	\$ 49,562	\$ 35,420	\$ 84,982
Planning	86	1	\$ 96,000	1%	\$ 480	\$ -	\$ 480
Operations	39	5	\$ 387,372	10%	\$ 38,737	\$ 1,200	\$ 39,937
Operations	55	4	\$ 587,367	6%	\$ 35,242	\$ 372,696	\$ 407,938
Legal	35	12	\$ 1,062,200	3%	\$ 34,097	\$ 8,462	\$ 42,558
Total					\$ 172,285	\$ 417,777	\$ 590,062

OUTPUTS (Activities Performed)

Inspector General - Lane and report testing/verification to ensure accurate data reporting.

Finance (Budget) - Produces weekly, monthly and quarterly reports on I-PASS usage.

Communications - Creates/distributes press releases/stories, advertising and promotional material that raises awareness and generates increased sales/usage.

Planning - Produces daily, monthly, quarterly and annual reports on I-PASS usage

Operations - Manages the development and provides the support for the E-Zpass Reciprocity System.

Legal - Provides legal counsel to Tollway as required regarding scope of performance metric.

EFFICIENCY (Output Measurement)

Measures the number of drivers who use electronic toll collection (i.e., I-PASS) during the Rush Hour period. The use of I-PASS reduces traffic congestion at the toll plazas. Measure Rush Hour I-PASS transactions as a percentage of total transactions.

The current Rush Hour I-PASS rate is 83%, which compares favorably to the original internal target of 55%.

EFFECTIVENESS (Benchmarking)

External Benchmark based on similar toll agencies in U.S. is 66%.

Tollway Strategic Plan by Metric and Department

PERFORMANCE METRIC #2 - I-PASS TRANSACTIONS (ALL HOURS) PERCENTAGE

INPUTS (Resources Utilized)

Department	Center	Cost Metric	Number of Employees Related to Metric	Annual Salaries/Wages FICA/Retirement	Percentage of Time Spent on Metric	Estimated Personnel Cost	Other Related Expenses	Total Cost Related to Metric
Inspector General	41		2	\$ 112,752	5%	\$ 5,638	\$ -	\$ 5,638
Finance	14		1	\$ 46,080	17%	\$ 7,695	\$ -	\$ 7,695
Finance	14		1	\$ 83,448	1%	\$ 834	\$ -	\$ 834
Administration	51		4	\$ 163,656	39%	\$ 63,335	\$ 387,888	\$ 451,223
Communications	53		6	\$ 485,352	11%	\$ 55,087	\$ 35,420	\$ 90,507
Planning	86		1	\$ 96,000	1%	\$ 480	\$ -	\$ 480
Information Tech	82		6	\$ 292,056	15%	\$ 43,808	\$ -	\$ 43,808
Operations	39		5	\$ 387,372	10%	\$ 38,737	\$ 1,200	\$ 39,937
Operations	55		4	\$ 587,367	6%	\$ 35,242	\$ 372,696	\$ 407,938
Legal	35		12	\$ 1,062,200	3%	\$ 34,097	\$ 8,462	\$ 42,558
Total						\$ 284,954	\$ 805,665	\$ 1,090,619

OUTPUTS (Activities Performed)

Inspector General - Lane and report testing/verification to ensure accurate data reporting.
 Finance (Budget) - Produces weekly, monthly and quarterly reports on I-PASS usage.
 Administration - Mail & Duplication Center merges, compiles & mails mo.statements,insufficient funds,expiring credit cards,decline letters, info updates,& post-paid billing for I-PASS.
 Communications - Creates/distributes press releases/stories, advertising and promotional material that raises awareness and generates increased sales/usage.
 Planning - Produces daily, monthly, quarterly and annual reports on I-PASS usage
 Information Tech - Creates backup files for I-PASS transaction data. Invoices post pay I-PASS accounts.
 Information Tech (Operations & Field Support) - Supports, manages and maintains the Fiber Optic cable plant which I-PASS relies upon.
 Operations - Manages the development and provides the support for the E-Zpass Reciprocity System.
 Legal - Provides legal counsel to Tollway as required regarding scope of performance metric.

EFFICIENCY (Output Measurement)

Measures the number of drivers who use electronic toll collection (i.e., I-PASS) during all hours of the day. The use of I-PASS reduces traffic congestion at the toll plazas. Measure I-PASS transactions (all hours) as a percentage of total transactions. The current I-PASS rate is 76%, which compares favorably to the original internal target of 45%.

EFFECTIVENESS (Benchmarking)

External Benchmark based on similar toll agencies in U.S. is 56%.

Tollway Strategic Plan by Metric and Department PERFORMANCE METRIC #3 - NUMBER OF I-PASS EXPRESS (ORT) LANES

INPUTS (Resources Utilized)

Department	Cost Center	Number of Employees Related to Metric	Annual Salaries/Wages FICA/Retirement	Percentage of Time Spent on Metric	Estimated Personnel Cost	Other Related Expenses	Total Cost Related to Metric
ORT-VES	61	2	\$ 189,144	35%	\$ 66,200	\$ 650	\$ 66,850
Finance	14	1	\$ 83,448	1%	\$ 834	-	\$ 834
Information Tech	82	8	\$ 573,612	25%	\$ 143,403	-	\$ 143,403
Operations	39	5	\$ 387,372	25%	\$ 96,843	\$ 3,000	\$ 99,843
Operations	55	4	\$ 587,367	2%	\$ 11,747	\$ 124,232	\$ 135,979
Legal	35	12	\$ 1,062,200	3%	\$ 34,097	\$ 8,462	\$ 42,558
Engineering	53,64,65,68,8	443	\$ 27,141,400	14%	\$ 3,664,995	\$ 1,344,643	\$ 5,009,638
Total					\$ 4,018,120	\$ 1,480,986	\$ 5,499,106

OUTPUTS (Activities Performed)

ORT-VES - Oversee construction, maintenance, and equipment for ORT (Open Road Tolling) Lanes. Work with consultants to achieve goals set by the Open Road Tolling Program.
 Finance (Budget) - Updating performance measurements for Governor's Quarterly Report
 Information Tech (Operations & Field Support) - Supports, monitors and maintains the SONET infrastructure which establishes data connectivity used to carry revenue data to & from all remote locations including existing and planned Plazas and ORT sites.

Operations - The Business Systems Integration Group has oversight of our vendor who manages I-PASS lane operations; coordinates lane conversion and removal activities during construction phases by reviewing the efficacy of all lane conversions/removals requests against current MOT, lane equipment and contractor's resources; reviews the effectiveness of these lane activities; and manages all acquisitions, payment processing and warehousing of ORT equipment and related contractor services.
 Legal - Provides legal counsel to Tollway as required regarding scope of performance metric.

Engineering - Activities performed by Chief of Engineering staff, Roadway Maintenance, Sign Shop, Roadway Lighting, and Permits/Utilities staff.

EFFICIENCY (Output Measurement)

Measures the number of I-PASS Express Lanes. I-PASS Express Lanes (or Open Road Tolling Lanes) allow drivers to pay tolls while travelling at normal speeds. I-PASS Express Lanes reduce congestion at toll plazas.

The current number of I-PASS Express Lanes is 43.

The internal target number is 96. This is the total number to be constructed once the Open Road Tolling Program is complete.

EFFECTIVENESS (Benchmarking)

External Benchmark from similar toll agencies in U.S. or worldwide - not available

Tollway Strategic Plan by Metric and Department

PERFORMANCE METRIC #4 - TRAVEL TIME INDEX CONGESTION MEASURE

INPUTS (Resources Utilized)

Department	Center	Metric	Number of Employees Related to Metric	Annual Salaries/Wages FICA/Retirement	Percentage of Time Spent on Metric	Estimated Personnel Cost	Other Related Expenses	Total Cost Related to Metric
Finance	14	1	1	\$ 83,448	1%	\$ 834	\$ -	\$ 834
Communications	53	7	7	\$ 542,088	27%	\$ 147,556	\$ 120,800	\$ 268,356
Operations	55	4	4	\$ 587,367	6%	\$ 35,242	\$ 372,696	\$ 407,938
Operations	56	613	613	\$ 34,208,977	10%	\$ 3,420,898	\$ 1,430,235	\$ 4,851,133
Operations	57	93	93	\$ 2,634,716	10%	\$ 263,472	\$ 3,200	\$ 266,672
Legal	35	12	12	\$ 1,062,200	3%	\$ 34,097	\$ 8,462	\$ 42,558
Total						\$ 3,902,099	\$ 1,935,392	\$ 5,837,491

OUTPUTS (Activities Performed)

Finance (Budget) - Updating performance measurements for Governor's Quarterly Report

Communications - Provides information to users about road conditions to help minimize congestion.

Operations - Toll Services monitors efficiency of collection personnel and provides proper time-of-day and seasonal staff to ensure minimum congestion at plazas.

Legal - Provides legal counsel to Tollway as required regarding scope of performance metric.

EFFICIENCY (Output Measurement)

Measures the amount of system-wide traffic congestion.

It is the ratio between the Average Travel Time and the Free Flow Travel Time (60mph). Values greater than 1.00 reflect congestion.

Current AM Peak = 1.14

Current PM Peak = 1.10

Total Day (TD) = 1.00

EFFECTIVENESS (Benchmarking)

External Benchmarks from similar toll agencies in U.S. include: Atlanta TD = 1.24, Philadelphia TD = 1.21, Houston TD = 1.29, San Francisco TD = 1.12

Tollway Strategic Plan by Metric and Department

PERFORMANCE METRIC #5 - ACCIDENT RESPONSE TIME

INPUTS (Resources Utilized)

Department	Cost Center	Number of Employees Related to Metric	Annual Salaries/Wages FICA/Retirement	Percentage of Time Spent on Metric	Estimated Personnel Cost	Other Related Expenses	Total Cost Related to Metric
Engineering	66	5	\$ 252,912	10%	\$ 25,291	\$ 58,510	\$ 83,801
Engineering	67	69	\$ 4,563,500	15%	\$ 684,525	\$ 733,523	\$ 1,418,048
Engineering	64,81	387	\$ 23,954,200	11%	\$ 2,696,770	\$ 312,535	\$ 3,009,305
Finance	14	1	\$ 83,448	1%	\$ 834	\$ -	\$ 834
Information Tech	16	2	\$ 164,448	20%	\$ 32,890	\$ -	\$ 32,890
Information Tech	82	7	\$ 380,088	30%	\$ 114,026	\$ -	\$ 114,026
Operations	45	36.5	\$ 2,375,199	1%	\$ 23,752	\$ 4,940	\$ 28,691
Operations	55	4	\$ 587,367	1%	\$ 5,874	\$ 62,116	\$ 67,990
Legal	35	12	\$ 1,062,200	3%	\$ 34,097	\$ 8,462	\$ 42,558
State Police	37	166	\$ 14,516,400	15%	\$ 2,177,460	\$ 17,625	\$ 2,195,085
Total					\$ 5,795,519	\$ 1,197,709	\$ 6,993,228

OUTPUTS (Activities Performed)

Engineering (Traffic Operations) - TIMS analyzes the type of deployment needed to handle an accident, i.e. # of State Police, Help Truck, Roadway Maintenance Truck(s), Caution Signs, Message Signs, Fire Truck, Ambulance, Tow Truck, etc.
 Engineering (Fleet Maintenance) - 15% of M&O cost allocated to this metric.
 Engineering - Activities performed by Roadway Maintenance and Dispatch.
 Finance (Budget) - Updating performance measurements for Governor's Quarterly Report.
 Information Tech (Data Communications) - Manages & maintains electronic messaging, internet connectivity, & Blackberry enterprise servers for emergency response communications.
 Information Tech (Operations & Field Support) - Provides communication support for Two-Way Radio System, Dispatch consoles, SONET Fiber Optic Network for State Police and CAD (Computer Aided Dispatch).
 Operations - On-site maintenance and clearance of automatic collections when emergencies occur at ramps and plazas.
 Legal - Provides legal counsel to Tollway as required regarding scope of performance metric.
 State Police - Provides overall management of accident scene.

EFFICIENCY (Output Measurement)

Measures the Tollway's ability to identify congestion creating traffic incidents and get units promptly to the scene.
 The average amount of time (in minutes) required by the Tollway from incident identification (e.g. accident) to first response unit arrival. Accident Response Time is divided into three categories:
 Personal Injury Response Time (Current) = 6:47 min.
 Fatality Response Time (Current) = 4:19 min.
 Property Damage Response Time (Current) = 10:46 min.

EFFECTIVENESS (Benchmarking)

External Benchmark from similar toll agencies in U.S. or worldwide - not currently available.

Tollway Strategic Plan by Metric and Department

PERFORMANCE METRIC #6 - ACCIDENT CLEARANCE TIME

INPUTS (Resources Utilized)

Department	Cost Center	Number of Employees Related to Metric	Annual Salaries/Wages FICA/Retirement	Percentage of Time Spent on Metric	Estimated Personnel Cost	Other Related Expenses	Total Cost Related to Metric
Engineering	66	5	\$ 252,912	49%	\$ 123,927	\$ 58,510	\$ 182,437
Engineering	67	69	\$ 4,563,500	15%	\$ 684,525	\$ 733,523	\$ 1,418,048
Engineering	64,81	387	\$ 23,954,200	10%	\$ 2,395,420	\$ 288,475	\$ 2,683,895
Finance	14	1	\$ 83,448	1%	\$ 834	\$ -	\$ 834
Information Tech	16	3	\$ 246,456	25%	\$ 61,614	\$ -	\$ 61,614
Information Tech	82	6	\$ 402,624	25%	\$ 100,656	\$ -	\$ 100,656
Information Tech	48	3	\$ 194,472	30%	\$ 58,342	\$ -	\$ 58,342
Legal	35	12	\$ 1,062,200	3%	\$ 34,097	\$ 8,462	\$ 42,558
State Police	37	166	\$ 14,516,400	35%	\$ 5,080,740	\$ 41,125	\$ 5,121,865
Total					\$ 8,540,155	\$ 1,130,094	\$ 9,670,249

OUTPUTS (Activities Performed)

Engineering (Traffic Operations) - activities include staying in communication with various employees on the scene.
 Engineering (Fleet Maintenance) - 15% of M&O cost allocated to this metric.
 Engineering - Activities performed by Roadway Maintenance and Dispatch.
 Finance (Budget) - Updating performance measurements for Governor's Quarterly Report
 Information Tech (Data Communications) - Provides support for the Cisco-based network, PC & electronic messaging platform, and CAD (Computer Aided Dispatch) System used by State Police.
 Information Tech (Operations & Field Support) - Provides technical support for the Two-Way Radio System, Dispatch consoles, TIMS, SONET Fiber Optic Network, and CAD System used by State Police and the Tollway's Maintenance and Help Trucks.
 Information Tech (Enterprise Info Systems) - Provides operational and technical support for the CAD System used by the State Police and the Tollway's Maintenance and Help trucks.
 Legal - Provides legal counsel to Tollway as required regarding scope of performance metric.
 State Police - Provides overall management of accident scene.

EFFICIENCY (Output Measurement)

Measures the Tollway's ability to remedy congestion creating traffic incidents.
 The average amount of time (in minutes) required by the Tollway from the time the first unit arrives on the scene to the time the last unit clears the scene. Accident Clearance Time is divided into three categories:
 Personal Injury Clearance Time (Current) = 1:36:10 hr.
 Fatality Clearance Time (Current) = 4:37:22 hr.
 Property Damage Clearance Time (Current) = 46:05 min.

EFFECTIVENESS (Benchmarking)

External Benchmark from similar toll agencies in U.S. - Average per Transportation Research Record (TRR) = 2:50:00 hr.

Tollway Strategic Plan by Metric and Department
PERFORMANCE METRIC #7 - PROGRAM BUDGET TO AWARDED CONTRACT VARIANCE

INPUTS (Resources Utilized)

<u>Department</u>	<u>Center</u>	<u>Cost</u>	<u>Number of Employees Related to Metric</u>	<u>Annual Salaries/Wages FICA/Retirement</u>	<u>Percentage of Time Spent on Metric</u>	<u>Estimated Personnel Cost</u>	<u>Other Related Expenses</u>	<u>Total Cost Related to Metric</u>
ORT-VES	61	\$	2	189,144	10%	18,914	475	\$ 19,389
Finance	11	\$	12	476,112	33%	157,117	-	\$ 157,117
Finance	14	\$	1	74,592	1%	746	-	\$ 746
Finance	14	\$	1	83,448	1%	834	-	\$ 834
Finance	14	\$	3	250,776	70%	175,543	-	\$ 175,543
Operations	39	\$	5	387,372	5%	19,369	600	\$ 19,969
Operations	55	\$	4	587,367	1%	5,874	62,116	\$ 67,990
Legal	35	\$	12	1,062,200	3%	34,097	8,462	\$ 42,558
Engineering	63,83	\$	59	3,232,800	28%	899,820	1,035,470	\$ 1,935,290
Total		\$		1,312,314		\$ 1,107,122	\$	2,419,436

OUTPUTS (Activities Performed)

ORT-VES - Manage the installation and integration of new ORT equipment.
 Finance (Accounts Payable) - Supports payment of roadway construction costs.
 Finance (Budget) - Activities include budgeting all capital projects, tracking and reporting actual capital expenditures for those projects.
 Operations - Coordinating and tracking lane conversions and lane removals during the construction phases.
 Legal - Provides legal counsel to Tollway as required regarding scope of performance metric.
 Engineering - Activities performed by Chief of Engineering staff and Permits/Utilities staff.

EFFICIENCY (Output Measurement)

Measures the Tollway's ability to manage its construction program to budget.
 Variance between the Budget for the Congestion Relief Plan (10-year Capital Construction Plan) and the Contracts Committed to Date.
 Budget to Committed Contract Variance (Current) = -5.7% (below budget).
 The internal target is 0.0% (on budget or below).

EFFECTIVENESS (Benchmarking)

External Benchmark from similar toll agencies in U.S. or worldwide - not currently available

Tollway Strategic Plan by Metric and Department
PERFORMANCE METRIC #8 - PAVEMENT RATING

INPUTS (Resources Utilized)

Department	Cost Center	Number of Employees Related to Metric	Annual Salaries/Wages FICA/Retirement	Percentage of Time Spent on Metric	Estimated Personnel Cost	Other Related Expenses	Total Cost Related to Metric	
Engineering	63,64	407	\$ 24,827,900	19%	\$ 4,677,310	\$ 890,020	\$ 5,567,330	
Legal	35	12	\$ 1,062,200	3%	\$ 34,097	\$ 8,462	\$ 42,558	
Total						\$ 4,711,407	\$ 898,482	\$ 5,609,888

OUTPUTS (Activities Performed)

Engineering - Activities performed by Chief of Engineering staff and Roadway Maintenance personnel.

Legal - Provides legal counsel to Tollway as required regarding scope of performance metric.

EFFICIENCY (Output Measurement)

Measures the condition of the Tollway's roads.

Pavement Rating based on the Illinois Department of Transportation's (IDOT) Pavement Condition Rating System or CRS.

- Excellent (Current) = 47%
- Good (Current) = 29%
- Transitional (Current) = 13%
- Fair (Current) = 9%
- Poor (Current) = 0%
- Failed (Current) = 0%
- Not Available (Current) = 2%

EFFECTIVENESS (Benchmarking)

External Benchmark - use same pavement rating system as IDOT.

Strategic Plan

Tollway Strategic Plan by Metric and Department

PERFORMANCE METRIC #9 - OPERATING EXPENDITURE PER LANE MILE

INPUTS (Resources Utilized)

Department	Cost Center	Number of Employees Related to Metric	Annual Salaries/Wages FICA/Retirement	Percentage of Time Spent on Metric	Estimated Personnel Cost	Other Related Expenses	Total Cost Related to Metric
ORT-VES	61	2	\$ 189,144	25%	\$ 47,286	\$ 700	\$ 47,986
Finance	11	12	\$ 476,112	34%	\$ 159,498	-	\$ 159,498
Finance	14	1	\$ 74,592	1%	\$ 746	-	\$ 746
Finance	14	1	\$ 83,448	1%	\$ 834	-	\$ 834
Finance	14	9	\$ 606,360	36%	\$ 218,290	-	\$ 218,290
Information Tech	15	3	\$ 261,144	15%	\$ 39,172	-	\$ 39,172
Information Tech	17	3	\$ 189,720	15%	\$ 28,458	-	\$ 28,458
Information Tech	16	9	\$ 550,910	15%	\$ 82,637	-	\$ 82,637
Operations	45	37	\$ 2,375,199	35%	\$ 831,320	\$ 172,883	\$ 1,004,202
Operations	55	4	\$ 587,367	12%	\$ 70,484	\$ 745,391	\$ 815,875
Operations	56	613	\$ 34,208,977	10%	\$ 3,420,898	\$ 1,430,235	\$ 4,851,133
Operations	57	93	\$ 2,634,716	10%	\$ 263,472	\$ 3,200	\$ 266,672
Operations	72	22	\$ 1,383,484	40%	\$ 553,394	\$ 175,017	\$ 728,411
Operations	73	22	\$ 1,451,498	40%	\$ 580,599	\$ 69,480	\$ 650,079
Operations	76	4	\$ 226,231	40%	\$ 90,492	\$ 137,300	\$ 227,792
Operations	77	66	\$ 3,474,600	40%	\$ 1,389,840	\$ 59,360	\$ 1,449,200
Legal	35	12	\$ 1,062,200	3%	\$ 34,097	\$ 8,462	\$ 42,558
State Police	37	6	\$ 426,108	3%	\$ 10,653	\$ 550	\$ 11,203
Engineering	All Eng CC's	559	\$ 34,493,600	5%	\$ 1,724,680	\$ 596,900	\$ 2,321,580
Total					\$ 9,546,847	\$ 3,399,477	\$ 12,946,325

OUTPUTS (Activities Performed)

ORT-VES - Monitor the integration of ORT (Open Road Tolling) and VES (Violation Enforcement System) equipment.
 Finance (Accounts Payable) - Supports payment of all maintenance and operating costs.
 Finance (Budget) - Activities include budgeting all maintenance and operating costs as well as tracking and reporting the actual expenditures.
 Information Tech (Administration) - Responsible for overseeing all IT expenditures in order to stay within budget.
 Information Tech (Project Management) - Provides Budget Office with cost information for each IT Center as well as projected need requirements including justifications.
 Information Tech (Data Communications) - Manages support for Cisco-based wide area network as well as network connectivity for Data Center and I-PASS systems.
 Operations - Monitoring and control of all maintenance & operating budget activities and expenditures.
 Legal - Provides legal counsel to Tollway as required regarding scope of performance metric.
 State Police - Administrative expenses including office staff and office supplies related to this metric.
 Engineering - All Eng Cost Centers are responsible for controlling their expenditures in order to stay within budget.

EFFICIENCY (Output Measurement)

Measures the ability of the Tollway to operate efficiently, as compared to other toll authorities.
 Identify the quarterly operating expenditures divided by the total lane miles - Current = \$36,774
 Internal Target - \$30,000

EFFECTIVENESS (Benchmarking)

External Benchmark from similar toll agencies in U.S. or worldwide - \$59,748 for the PA Turnpike

Tollway Strategic Plan by Metric and Department

PERFORMANCE METRIC #10 - OPERATING EXPENDITURE PER TRANSACTION

INPUTS (Resources Utilized)

Department	Cost Center	Number of Employees Related to Metric	Annual Salaries/Wages FICA/Retirement	Percentage of Time Spent on Metric	Estimated Personnel Cost	Other Related Expenses	Total Cost Related to Metric
Finance	40	5	\$ 293,688	15%	\$ 44,406	\$ -	\$ 44,406
Finance	11	12	\$ 476,112	34%	\$ 159,498	\$ -	\$ 159,498
Finance	14	1	\$ 74,592	1%	\$ 746	\$ -	\$ 746
Finance	14	1	\$ 83,448	1%	\$ 834	\$ -	\$ 834
Finance	14	9	\$ 606,360	36%	\$ 218,290	\$ -	\$ 218,290
Information Tech	48	13	\$ 766,800	20%	\$ 153,360	\$ -	\$ 153,360
Operations	45	36.5	\$ 2,375,199	35%	\$ 831,320	\$ 172,883	\$ 1,004,202
Operations	55	4	\$ 587,367	12%	\$ 70,484	\$ 745,391	\$ 815,875
Operations	56	613	\$ 34,208,977	10%	\$ 3,420,898	\$ 1,430,235	\$ 4,851,133
Operations	57	93	\$ 2,634,716	10%	\$ 263,472	\$ 3,200	\$ 266,672
Operations	72	22	\$ 1,383,484	40%	\$ 553,394	\$ 175,017	\$ 728,411
Operations	73	22	\$ 1,451,498	40%	\$ 580,599	\$ 69,480	\$ 650,079
Operations	76	4	\$ 226,231	40%	\$ 90,492	\$ 137,300	\$ 227,792
Operations	77	66	\$ 3,474,600	40%	\$ 1,389,840	\$ 59,360	\$ 1,449,200
Legal	35	12	\$ 1,062,200	3%	\$ 34,097	\$ 8,462	\$ 42,558
State Police	37	6	\$ 426,108	3%	\$ 10,653	\$ 550	\$ 11,203
Engineering	All Eng CC's	559	\$ 34,493,600	5%	\$ 1,724,680	\$ 596,900	\$ 2,321,580
Total					\$ 9,547,061	\$ 3,398,777	\$ 12,945,838

OUTPUTS (Activities Performed)

Finance (General Accounting) - Provides financial reporting internally as well as externally.
 Finance (Accounts Payable) - Supports payment of all maintenance and operating costs.
 Finance (Budget) - Activities include budgeting all maintenance and operating costs as well as tracking and reporting the actual expenditures.
 Information Tech (Enterprise Info Systems) - Responsible for the support and maintenance of all the Tollway's financial applications including operating expenditures.
 Operations - Monitoring and control of all maintenance & operating budget activities and expenditures.
 Legal - Provides legal counsel to Tollway as required regarding scope of performance metric.
 State Police - Administrative expenses including office staff and office supplies related to this metric.
 Engineering - All Eng Cost Centers are responsible for controlling their expenditures in order to stay within budget.

EFFICIENCY (Output Measurement)

Measures the ability of the Tollway to operate efficiently, as compared to other toll authorities.
 Identify the quarterly operating expenditures divided by the total quarterly transactions - Current = \$0.32
 Internal Target - not currently available

EFFECTIVENESS (Benchmarking)

External Benchmark from similar toll agencies in U.S. or worldwide - \$0.97 for the NY Thruway

Tollway Strategic Plan by Metric and Department

PERFORMANCE METRIC #11 - FRONTLINE STAFF PERCENTAGE

INPUTS (Resources Utilized)

Department	Cost Center	Number of Employees Related to Metric	Annual Salaries/Wages FICA/Retirement	Percentage of Time Spent on Metric	Estimated Personnel Cost	Other Related Expenses	Total Cost Related to Metric
ORT-VES	61	6	\$ 245,627	15%	\$ 36,844	\$ 200	\$ 37,044
Finance	40	1	\$ 31,896	40%	\$ 12,758	-	\$ 12,758
Finance	14	1	\$ 74,592	1%	\$ 746	-	\$ 746
Finance	14	1	\$ 83,448	1%	\$ 834	-	\$ 834
Finance	46	1348	\$ -	100%	\$ -	\$ 18,641,750	\$ 18,641,750
Communications	53	3	\$ 192,384	22%	\$ 41,516	\$ 60,820	\$ 102,336
Operations	43	37	\$ 1,673,153	40%	\$ 669,261	\$ 5,948,400	\$ 6,617,661
Operations	55	4	\$ 587,367	16%	\$ 93,979	\$ 993,855	\$ 1,087,834
Operations	56	613	\$ 34,208,977	25%	\$ 8,552,244	\$ 3,575,588	\$ 12,127,832
Operations	57	93	\$ 2,634,716	25%	\$ 658,679	\$ 8,000	\$ 666,679
Legal	35	12	\$ 1,062,200	3%	\$ 34,097	\$ 8,462	\$ 42,558
State Police	37	181	\$ 15,241,400	24%	\$ 3,686,337	-	\$ 3,686,337
Engineering	63,64,75,81	444	\$ 27,092,000	10%	\$ 2,709,200	\$ 641,705	\$ 3,350,905
Total					\$ 16,496,496	\$ 29,878,779	\$ 46,375,275

OUTPUTS (Activities Performed)

ORT-VES - Administer customer service within the I-PASS Business Center. Represent the Tollway at violation hearings held at the Central Administration Building.

Finance (General Accounting) - Cashiering for violation hearings twice per week.

Finance (Budget) - Updating performance measurements for Governor's Quarterly Report.

Finance (Risk Management) - Allocation of Group Health Insurance for 1348 frontline Tollway employees.

Communications - Activities include promoting to the public the advantages of having I-PASS using various forms of marketing and advertising.

Operations - IPASS Customer Service and Toll Collection personnel are the face of the Tollway. Management ensures that courteous, well-trained staff serve the public.

Legal - Provides legal counsel to Tollway as required regarding scope of performance metric.

State Police - 166 State Troopers and 15 Office Personnel spend approximately 24-25% of their time dealing directly with the public.

Engineering - Activities performed by Chief of Engineering staff, Roadway Maintenance, Oasis Management, and Dispatch personnel.

EFFICIENCY (Output Measurement)

Measures the percentage of frontline employees to total employees.
 Identify the number of frontline employees divided by total employees - Current = 76%
 Internal Target - 80.0%

EFFECTIVENESS (Benchmarking)

External Benchmark from similar toll agencies in U.S. or worldwide - not currently available

Tollway Strategic Plan by Metric and Department
PERFORMANCE METRIC #12 - TOTAL TRANSACTIONS PER FTE

INPUTS (Resources Utilized)

<u>Department Center</u>	<u>Cost</u>	<u>Number of Employees Related to Metric</u>	<u>Annual Salaries/Wages FICA/Retirement</u>	<u>Percentage of Time Spent on Metric</u>	<u>Estimated Personnel Cost</u>	<u>Other Related Expenses</u>	<u>Total Cost Related to Metric</u>
ORT-VES	61	6	\$ 245,627	35%	\$ 85,969	\$ 925	\$ 86,894
Finance	14	1	\$ 74,592	1%	746	\$ -	\$ 746
Finance	14	1	\$ 83,448	1%	834	\$ -	\$ 834
Operations	55	4	\$ 587,367	7%	41,116	\$ 434,812	\$ 475,927
Operations	56	613	\$ 34,208,977	10%	3,420,898	\$ 1,430,235	\$ 4,851,133
Operations	57	93	\$ 2,634,716	10%	263,472	\$ 3,200	\$ 266,672
Legal	35	12	\$ 1,062,200	3%	34,097	\$ 8,462	\$ 42,558
Total					\$ 3,847,131	\$ 1,877,633	\$ 5,724,764

OUTPUTS (Activities Performed)

ORT-VES - Processes violators who have unpaid toll transactions.
 Finance (Budget) - Updates performance measurements for Governor's Quarterly Report.
 Operations (Toll Services) - Manages the size and assignment of staff necessary to meet demand most efficiently.
 Legal - Provides legal counsel to Tollway as required regarding scope of performance metric.

EFFICIENCY (Output Measurement)

Measures the efficiency of service delivery.
 [Quarterly transactions divided by the number of days in the quarter] divided by the number of budgeted FTE's. Current = 1151 Transactions per FTE
 Internal Target - 1200 Transactions per FTE

EFFECTIVENESS (Benchmarking)

External Benchmark from similar toll agencies in U.S. or worldwide - 598 Transactions per FTE for Oklahoma

Tollway Strategic Plan by Metric and Department

PERFORMANCE METRIC #13 - I-PASS Call Center Responsiveness

INPUTS (Resources Utilized)

Department	Center	Metric	Number of Employees Related to Metric	Annual Salaries/Wages FICA/Retirement	Percentage of Time Spent on Metric	Estimated Personnel Cost	Other Related Expenses	Total Cost Related to Metric
Operations	43	0	\$ -	0%	\$ -	\$ 4,050,000	\$ 4,050,000	
Legal	35	12	\$ 1,062,200	3%	\$ 34,097	\$ 8,462	\$ 42,558	
Total							\$ 4,058,462	\$ 4,092,558

OUTPUTS (Activities Performed)

Operations - Estimated cost of Call Center vendor (MAI).

Legal - Provides legal counsel to Tollway as required regarding scope of performance metric.

EFFICIENCY (Output Measurement)

Measures the responsiveness of the I-PASS Call Center to customer calls.

The Tollway's I-PASS Call Center vendor tracks the following metrics under terms of its contract:

- 1) The average time it takes to answer the phone. Current = 0:26 min.
- 2) The average time it takes for an I-PASS customer to hang up, if the phone is not answered. Current = 1:30 min.
- 3) The percentage of I-PASS customer calls answered in 60 seconds or less. Current = 85.05%

EFFECTIVENESS (Benchmarking)

External Benchmark from similar toll agencies in U.S. or worldwide - not currently available

Tollway Strategic Plan by Metric and Department

PERFORMANCE METRIC #14 - CUSTOMER SATISFACTION

INPUTS (Resources Utilized)

Department	Cost Center	Number of Employees Related to Metric	Annual Salaries/Wages FICA/Retirement	Percentage of Time Spent on Metric	Estimated Personnel Cost	Other Related Expenses	Total Cost Related to Metric
ORT-VES	61	3	\$ 131,939	10%	\$ 13,194	\$ 200	\$ 13,394
Inspector Genera	41	1	\$ 45,504	5%	\$ 2,275	-	\$ 2,275
Inspector Genera	41	1	\$ 67,248	10%	\$ 6,725	-	\$ 6,725
Finance	14	1	\$ 83,448	1%	\$ 834	-	\$ 834
Information Tech	16	9	\$ 526,056	30%	\$ 157,817	-	\$ 157,817
Information Tech	48	4	\$ 338,688	30%	\$ 101,606	-	\$ 101,606
Information Tech	82	6	\$ 446,544	30%	\$ 133,963	-	\$ 133,963
Operations	39	5	\$ 387,372	30%	\$ 116,212	\$ 3,600	\$ 119,812
Operations	43	37	\$ 1,673,153	20%	\$ 334,631	\$ 2,974,200	\$ 3,308,831
Operations	55	4	\$ 587,367	5%	\$ 29,368	\$ 310,580	\$ 339,948
Operations	56	613	\$ 34,208,977	5%	\$ 1,710,449	\$ 715,118	\$ 2,425,566
Operations	57	93	\$ 2,634,716	5%	\$ 131,736	\$ 1,600	\$ 133,336
Operations	72	22	\$ 1,383,484	1%	\$ 13,835	\$ 4,375	\$ 18,210
Operations	76	4	\$ 226,231	1%	\$ 2,262	\$ 3,433	\$ 5,695
Operations	77	66	\$ 3,474,600	1%	\$ 34,746	\$ 1,484	\$ 36,230
Legal	35	12	\$ 1,062,200	3%	\$ 34,097	\$ 8,462	\$ 42,558
State Police	37	166	\$ 14,516,400	1%	\$ 145,164	-	\$ 145,164
Total					\$ 2,968,914	\$ 4,023,051	\$ 6,991,964

OUTPUTS (Activities Performed)

ORT-VES - Resolve violation questions or concerns by phone, mail, and within the Business Center. Oversee the Violation Processing Center.

Inspector General - Lane testing and system monitoring to provide a level of reporting accuracy to all transactions.

Finance (Budget) - Updating performance measurements for Governor's Quarterly Report.

Information Tech (Data Communications) - Supports the I-PASS Business Center computers and maintains the Cisco Network which establishes connectivity for local & wide-area connections.

Information Tech (Enterprise Information Systems) - E-Commerce for On-Line I-PASS transactions and information.

Information Tech (Operations & Field Support) - Provides phone and network connectivity to remote locations, maintains Fiber Optic Network for TMS & State Police radio equipment.

Operations - Implementation and oversight of the E-Zpass Reciprocity System that allows IPASS customers to use E-Zpass in other states and vice versa.

Operations - Oversees IPASS modifications/enhancements under the ITCS contract.

Operations - Provides IPASS Business Center, Call Center and Mobile Unit staff to efficiently answer or resolve IPASS questions regarding account opening/maintenance, account replenishment, payment processing, transponder replacement or other IPASS issues.

Operations - Oversees transponder manufacturer, warehousing, retail channels, marketing, inventory and distribution of IPASS services and products.

Operations (Facilities Maintenance) - Ensures that all Plaza Buildings and the Business Center are clean and well-maintained on behalf of the customer.

Legal - Provides legal counsel to Tollway as required regarding scope of performance metric.

State Police - 166 State Troopers spend approximately 1% of their time providing information to Tollway patrons.

EFFICIENCY (Output Measurement)

Measures Tollway Customer Satisfaction.
Identify the number of customers completing surveys as "satisfied" divided by the total number of customers completing surveys - not currently available.
Internal Target - 85%

EFFECTIVENESS (Benchmarking)

External Benchmark from similar toll agencies in U.S. or worldwide - 88.9% of NY Thruway E-ZPass customers surveyed rated their experience from good to excellent.



Financial Policies and Practices

Financial Policies and Practices

The Tollway will follow a defined set of policies and practices for directing the Tollway's fiscal affairs. These policies and practices have been reviewed as part of the financial planning process and are the basis for developing this Financial Plan.

All of the policies and practices are aimed at keeping the cost of operating and maintaining the Tollway as low as possible while providing excellent customer service.

The Financial Plan provides the opportunity for making well-informed decisions, based on adherence to solid, carefully considered policies, and provides a forecast of what the results of today's decisions may reasonably be in the future.

Fiscal Policies and Practices

General

The Tollway has established policies to foster sound financial management and encourage progressive approaches to financing. The annual budget includes a set of policies to be followed in managing the financial and budgetary affairs of the Tollway. These policies will allow the Tollway to maintain its strong financial condition, while providing quality services.

Revenue

Traffic volume assumptions are derived by reviewing historical data and analyzing the impact of current economic conditions, local and regional economic indices, energy price trends, demographic and population trends, employment trends, industry and home building development, household income, and roadway capital projects.

Surpluses identified but not included in the annual base-operating budget are dedicated to the capital plan.

1. The Tollway will maintain a revenue monitoring system to assist in trend analysis and revenue forecasting.
2. The Tollway will support legislation that will allow for expanded and progressive financing measures.
3. The revenue model assumes the toll schedule, which became effective January 1, 2005. The toll rates were passed coinciding with approval of the Congestion Relief Plan on September 30, 2004.

Expenditures

1. The Tollway will maintain a level of expenditures, which will provide for the public well-being and safety of its roads.

Financial Policies and Practices

2. Expenditures will be within the confines of generated revenue, bonds issued for construction and unreserved fund balances.
3. The Tollway will maintain expenditure categories according to state statutes, the Trust Indenture and administrative rules.
4. The Tollway will forecast its capital expenditures for at least the next ten years and may update this forecast annually with five-year plans. Expenditure forecasts will be cognizant of the elastic and inelastic structure of revenues.
5. Annual operating budgets should provide for adequate design, construction, maintenance, and replacement in the Tollway's Capital Plan.

Debt Administration

1. The Tollway will maintain regular communication with credit rating agencies and facilitate disclosure of financial and management issues important to investors. The Tollway will follow a policy of full disclosure in financial reporting.
2. Capital plans proposed for financing through debt should be accompanied by an analysis of the future maintenance and operations costs associated with the projects.
3. The Tollway will oversee and coordinate the timing, process of issuance, and marketing of bonds and other capital financing activities required in support of its Capital Plan.
4. The Tollway will set aside sufficient current revenues to finance ongoing maintenance needs.
5. No debt will be issued for the purpose of funding capital projects until approved by the Board of Directors at a public meeting.
6. Borrowing should be of a duration that does not exceed the economic life of the improvement that it finances and where feasible, should be shorter than the projected economic life. To the extent possible, the Tollway will design the repayment of debt to recapture rapidly its credit capacity for future use.
7. The Tollway will seek to issue its debt obligations through a sale method that will produce the best results for the Tollway.
8. When determined appropriate and approved by the Board of Directors, the Tollway may elect to sell its debt obligations through competitive sealed bid, competitive selection and negotiation, or a private placement.

Financial Policies and Practices

9. The Tollway may issue advance refunding bonds and current refunding bonds (as defined for federal tax law purpose) when advantageous, legally permissible, prudent, and in the best interest of the Tollway and its patrons.
10. The Tollway may choose to defease its outstanding indebtedness through purchase of its securities on the open market when market conditions make such an option financially feasible.

Reserve Policy

1. The Tollway will maintain an operating reserve. The balance of the fund will be maintained at a level of \$17 million or greater in 2006 excluding capital expenditures. The Board may alter the reserve to best suit financial levels of the Tollway. This reserve shall be created and maintained to provide the capacity to:
 - a) Offset unexpected downturns or revisions in revenues
 - b) Provide a sufficient cash flow for daily financial needs at all times
 - c) Offset unexpected increases in expenditures

Cash Management

1. Under this instrument, the Illinois State Toll Highway Investment Policy ("Policy"), it is the intent of the Illinois State Toll Highway Authority ("Tollway") to invest all funds under the Tollway's control in a manner that provides the highest investment return using safe authorized instruments while meeting the Tollway's daily cash flow demands in conformance with all state statutes and any amended and revised Indenture governing the investment of Tollway funds.

The primary objective in the investment of Tollway funds is to ensure the safety of principal, while managing liquidity to pay the financial obligations of the Tollway, and providing the highest investment return using authorized instruments.

2. The cash management system is designed to accurately monitor and forecast expenditures and revenues, enabling the Tollway to invest funds to the fullest extent possible. The Tollway will match funds to projected disbursements.
3. In order to maximize interest earnings, the Tollway co-mingles all funds. Interest revenue derived from co-mingled cash is allocated to the participating funds monthly.
4. Criteria for selecting investments and the order of priority are:

Financial Policies and Practices

- A) Safety. The safety of principal is the foremost objective of the investment program. Tollway investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the portfolio. To attain this objective, diversification is required to ensure that the Tollway prudently manages market, interest rate and credit risk.
- B) Liquidity. The investment portfolio shall remain sufficiently liquid to enable the Tollway to meet all operating requirements that might be reasonably projected.
- C) Return on Investment. The investment portfolio shall be designed to obtain the highest available return, taking into account the Tollway's investment risk constraints and cash flow needs.

Accounting, Auditing and Financial Reporting Policies

1. The Tollway's financial statements include all activities that are part of the Tollway's reporting entity because of the significance of the operational and financial relationship in conformity with Governmental Accounting Standards Board Statement (GASB) No. 14, *The Financial Reporting Entity*.
2. The Tollway uses the accrual basis of accounting. Under the accrual basis of accounting, revenue is recognized in the period in which it is earned, and expenses are recognized in the period in which they are incurred. This is a flow of economic resources measurement focus.
3. The Tollway is established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that costs of providing goods or services to the Tollway customers on a continuing basis be financed or recovered primarily through tolls.
4. The Tollway will establish and maintain a high standard of accounting practices in conformance with Generally Accepted Accounting Principals for governmental entities as promulgated by the Governmental Accounting Standards Board.
5. The accounting system will maintain records on a basis consistent with accepted standards for governmental accounting.
6. An independent firm of certified public accountants will perform an annual financial and compliance audit accruing to Generally Accepted Auditing Standards (GAAS) and will publicly issue an opinion, which will be incorporated in the Comprehensive Annual Financial Report (CAFR).
7. The Tollway will annually seek the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting Program.

Financial Policies and Practices

8. The Tollway will use accrual basis accounting for its proprietary funds (enterprise and internal service funds). Revenues are recognized in the accounting period they are earned and become measurable. Expenses are recognized in the accounting period in which the liability is incurred.
9. The Tollway will promote full disclosures in its annual financial statements and its bond presentations.
10. For purposes of the Statement of Cash Flows, the Tollway considers all highly liquid investments including restricted assets with a maturity of three months or less when purchased and all investments held by the State Treasurer's Office to be cash equivalents, as these investments are available upon demand.
11. The Tollway adopted GASB Statement No. 31, *Accounting and Financial Reporting for Certain Investments and for External Investment Pools*. This statement requires that governmental entities should report investments at fair value in the balance sheet with the corresponding changes in fair value of investments being recognized as revenue in the operating statement



Fund Structure

Fund Structure

Fund and Account Description:

The Amended and Restated Trust Indenture, effective March 31, 1999, outlines an agreement, or contracts between the Tollway, the Trustee, and the Holders which pledges the Tollway's revenues, moneys, securities in all funds and accounts to secure payment on the bonds. The Trust Indenture defines the following funds, accounts and transfers:

The Revenue Fund

All revenues received by the Tollway other than investment income shall be delivered by the Tollway to the Treasurer, for deposit in the Revenue Fund. On or before the 20th day of each month the Treasurer shall, at the direction of the Tollway, transfer or apply the balance as of such date of transfer in the Revenue Fund not previously transferred or applied in the following order of priority:

- A. To the Operating Sub-Account, Operating Expenses set forth in the Annual Budget for the Fiscal Year in an amount equal to one-twelfth of the total approved budget.
- B. To the Operating Reserve Sub-Account, as specified by the Tollway, but not to exceed thirty percent of the amount budgeted for operating expenses.
- C. To the Interest Sub-Account, an amount equal to interest due on updated bonds, plus one-sixth of the difference between the interest payable on bonds and interest due within the next six months.
- D. To the Principal Sub-Account, an amount equal to any principal due plus one-twelfth of any principal of such Outstanding Senior Bonds payable on the next principal payment date.
- E. To the Redemption Sub-Account, an amount for each bond equal to one-twelfth of any Sinking Fund Installment of Outstanding Bonds payable within the next twelve months.
- F. To the Provider Payment Sub-Account, amounts as provided in any Supplemental Indenture for paying Costs of Credit Enhancement or Qualified Hedge Agreements for Bonds or for making reimbursements to Providers of Credit Enhancement or Qualified Hedge Agreements for Bond.
- G. To the Debt Reserve Account, an amount sufficient to cause the balance in it to equal the Debt Reserve Requirement and to make reimbursement to Providers of Reserve Account Credit Facilities.
- H. To the Junior Bond Debt Service or Junior Bond Debt Reserve Account, any amounts required by Supplemental Indentures.
- I. To the Renewal and Replacement Account, one-twelfth the portion of Renewal and Replacement set forth in the Annual Budget for the fiscal year.

Fund Structure

J. The balance of such amounts in the Revenue Funds are to be applied as follows:

- (1) To the credit of the Improvement Account for allocation to a project as determined by the Tollway in its sole discretion, until the balance in the Account is equal to the Improvement Requirement or a lesser amount as the Tollway may from time to time determine.
- (2) To the credit of the System Reserve Account, the entire amount remaining in the Revenue Fund after depositing or allocating all amounts required to be deposited to the credit of the above Accounts and Sub-Accounts.

Maintenance and Operation Account

The Maintenance and Operation Account consists of the Operating Sub-Account and the Operating Reserve Sub-Account. Moneys in the Operating Sub-Account are applied to Operating Expenses at the direction of the Tollway.

Revenues are transferred to the Operating Sub-Account to cover the Expenses set forth in the Annual Budget for the current Fiscal Year. One-twelfth of the operating expenses outlined in the annual budget are transferred to this account once a month.

The Operating Reserve Sub-Account receives or retains an amount not to exceed 30 percent of the amount budgeted for Operating Expenses in the Annual Budget for the current Fiscal Year. Moneys in the Operating Reserve Sub-Account are held as a reserve for the payment of Operating Expenses and are to be withdrawn from if monies are not available to the credit of the Operating Sub-Account to pay Operating Expenses.

If the Tollway determines that the amount in the Operating Reserve Sub-Account exceeds that amount necessary, the excess will be withdrawn from such Sub-Account and applied as Revenues. By resolution, the Board voted to maintain a \$25 million fund balance in this account and has subsequently authorized a fund balance of \$17 million.

Debt Service Account

The Debt Service Account consists of the Interest Sub-Account, the Principal Sub Account, the Redemption Sub-Account, and the Provider Payment Sub-Account, to be held by the Trustee.

Revenues are required to be deposited to cover the interest and principal amounts due and unpaid for bonds, Credit Enhancement or Qualified Hedge Agreements.

Revenues must also be deposited to the credit of the Debt Reserve Account, in an amount sufficient to cause the balance in it to equal the Debt Reserve Requirement.

Fund Structure

The Debt Reserve Account receives funds to provide an amount sufficient to cause the balance in it to equal the Debt Reserve Requirement to make any required reimbursement to Providers of Reserve Account Credit Facilities.

Renewal and Replacement Account

Revenues must be credited to the Renewal and Replacement Account in an amount set forth in the Annual Budget for the Renewal and Replacement Deposit. An amount set forth in the budget shall be determined based on recommendations of the Consulting Engineer. Additional funds can be transferred to this account by the Tollway, based on the Capital Plan expenditures.

Improvement Account

At the direction of the Tollway, the balance of amounts in the Revenue Fund are applied to the Improvement Account, for allocations to projects, determined by the Tollway, until the balance in the Account is equal to the Improvement Requirement.

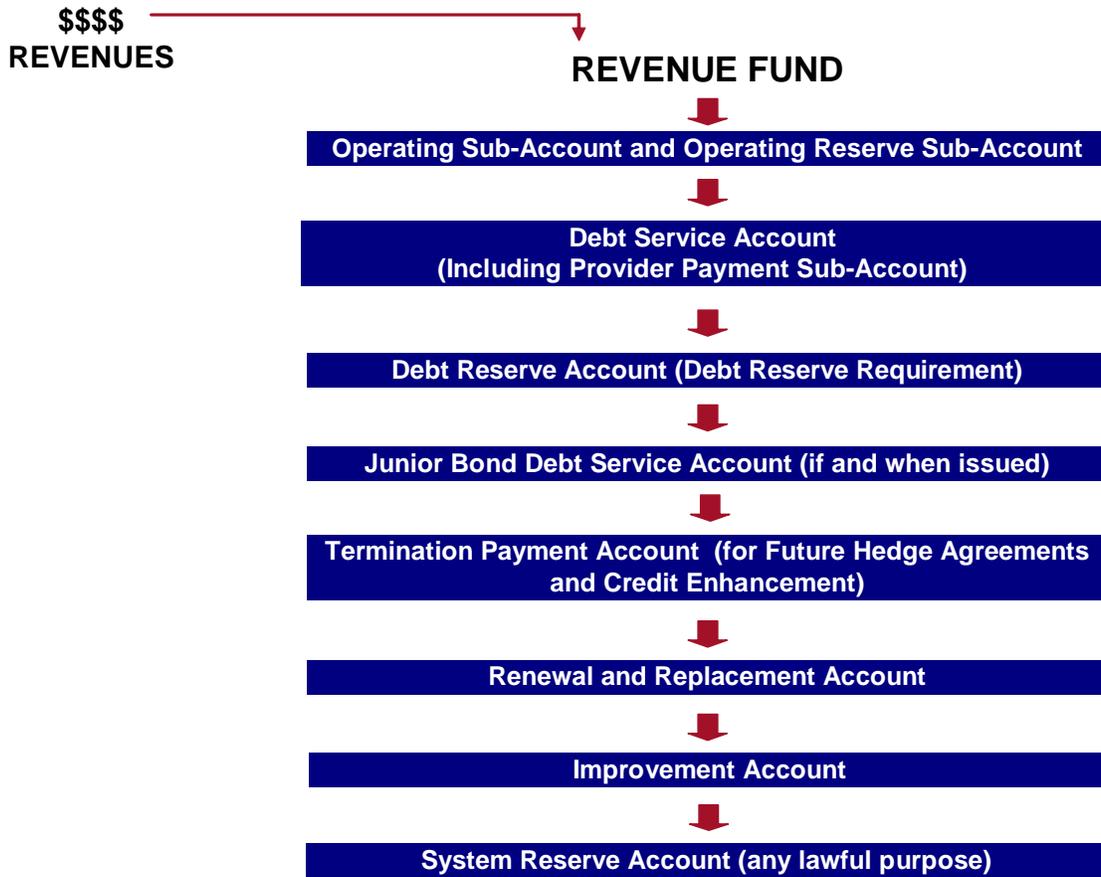
System Reserve Account

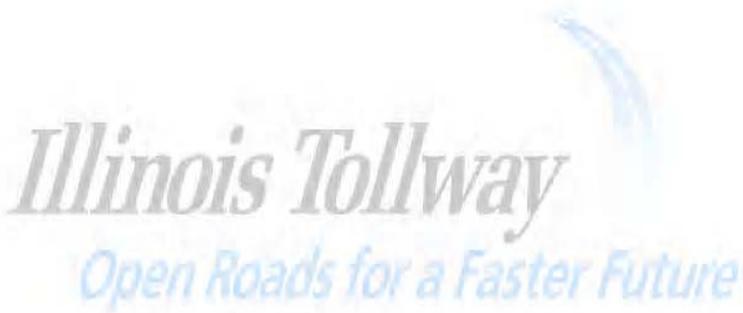
At the direction of the Tollway, the balance in the Revenue Fund is deposited to the credit of the System Reserve Account to provide for deficiencies in any other account or sub-account. If all accounts have sufficient funds System Reserve Account funds can be used to pay off debt, fund construction projects, make improvements or pay for any other lawful Tollway purpose.

The Construction Fund

The Construction Fund is held as a separate segregated fund. The Construction Fund receives funds from the sale of bonds and investment of proceeds. No toll revenues are deposited in this fund. The Treasurer may deposit any such separate, segregated accounts within the Construction Fund with the Trustee, pursuant to the provisions of a Supplemental Indenture.

Overview of Flow of Funds





Revenue Sources and Underlying Assumptions

Revenue Sources and Underlying Assumptions

Toll Revenues & Evasion Recovery

For budgetary purposes, the revenues generated from toll collection and evasion recovery have been combined to correctly associate revenues from evasion recovery programs with toll revenues.

Toll Revenues*

In March of each year, the Illinois Tollway's independent Traffic Engineering consultant, Wilbur Smith Associates, provides annual toll revenue estimates. The toll revenue estimates are updated in October, reflecting actual toll revenues for the first eight months of the year and updated construction schedules. At this time, an estimate of next year's toll revenue is also prepared.

A number of factors combine to influence a motorist's trip making and route choice decisions. These decisions may be influenced by variables such as traffic levels and congestion on existing roads; motor fuel prices; major roadway construction projects; and economic conditions in the county, state, and local area. The process employed attempts to account for all these factors in arriving at the toll revenue estimates.

A review is conducted of the economic and demographic conditions in the State, region, and the specific project corridors, which have historically had an impact on vehicular travel on the Tollway. The actual and anticipated future economic performance of the nation and the State of Illinois are reviewed, in addition to socioeconomic factors such as population, employment, housing, and retail sales trends. Based on qualitative assessment of the performance of these variables over the recent past and expected behavior in the near future, in conjunction with Tollway traffic trend data, roadway improvement information, and capacity constraint considerations, the future year traffic potential of the Tollway System is estimated.

Prior year monthly transactions represent the starting point in the future year estimation process. Prior-year transaction data is entered into a database for each of four vehicle classes. The first class, Passenger Vehicles (Class 1), includes automobiles, motorcycles, taxis and two-axle, four-tire trucks. The other vehicle classes are small, two-axle, six-tire (Class 2); medium, three-and four-axle (Class 3); and large vehicles with five or more axles (Class 4). These classes include cars with trailers.

Vehicles using the Illinois Tollway must pass through and pay a toll at one or more toll plazas from point of entry to point of exit. The toll payment at each plaza is recorded as a vehicle transaction. Experience has shown that the number of transactions in a particular month may be influenced by several variables including construction projects both on and off the Tollway; the local, regional and national economic climate; non-recurring incidents such as weather and special events; and the number of weekdays and weekend days or holidays in the month.

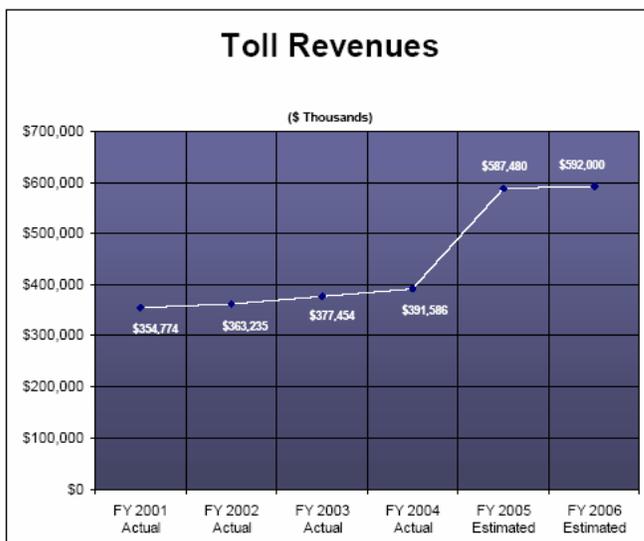
*Wilbur Smith Associates October 2005

Revenue Sources and Underlying Assumptions

Impacts need to be accounted for in several ways before future-year estimates can be finalized. First, the prior-year actual transactions may need to be adjusted to account for temporary impacts, which may have shifted traffic from normal travel patterns onto or off the Tollway. This adjustment allows for a “normalized” base condition (i.e., what traffic would have been in the absence of these special or abnormal conditions) to be established.

Once this new benchmark has been estimated, impacts representing the anticipated effects on traffic during the coming year are accounted for. Some impacts are more difficult to quantify since they are based on unknown or expected future conditions which may occur to a greater or lesser degree than anticipated. For example, economic indicators are used to estimate the percent increase in traffic anticipated during the coming year. These indicators include changes in population, employment and unemployment, household income, CPI and GDP growth, and motor fuel prices, among others.

Major construction projects both on the Tollway and on feeder or competing highways are evaluated to estimate their positive (diverting trips to the Tollway) or negative (diverting trips from the Tollway) traffic impacts. Tollway projects include new interchanges, mainline widening, resurfacing and reconstruction, toll plaza reconstruction, bridge and cross road rehabilitation, and interchange reconstruction, among others. Typical off-Tollway projects have included resurfacing, repair, and/or reconstruction of major arterial and limited-access roadways, roadway widening, intersection reconstruction, and bridge rehabilitation. The various traffic impacts are applied to the prior year annual transactions to generate base case transaction estimates for the forecast year.



The base case transaction estimates for 2005 represented the transactions that would have been expected to occur if toll rates stayed the same as in 2004. As toll rates changed effective January 1, 2005, the effect of these new - - and in some cases higher toll rates - - had to be taken into account. This was done through a travel demand modeling process that simulates trip making and traveler choices based on the difference in travel times on competing routes to the Tollway and on travelers' value of time. As the new toll structure includes rates that depend in part on payment type i.e. cash

Revenue Sources and Underlying Assumptions

or I-PASS, participation rates in the I-PASS program also needed to be estimated. These factors were taken into consideration to adjust base case transactions to estimated transactions by month by vehicle class for each toll plaza.

Once the monthly transaction estimates are finalized, they are converted into toll revenue estimates at each plaza by applying the toll rate at the plaza by and class by payment type to the number of transactions in that category. The system revenues are simply the sum of all the revenues by plaza.

Adjustments to Toll Revenue Estimates

The revenue estimates set forth in the Traffic Engineer's estimates are based on "expected revenues." This revenue is based on the assumption that each vehicle passing through a toll plaza would pay the correct and exact toll published for the vehicle's classification, time of day traveled, and method of payment. This assumption does not take into consideration the presence of toll evaders on the system. The Tollway has adjusted this revenue estimate to reflect an estimate of unpaid toll amounts and revenues recovered through the Violation Enforcement System.

Evasion Recovery

Public Act 94-0636 allows the Tollway to implement an extremely aggressive toll violation enforcement operation to collect toll violations. The Tollway's efforts are designed to discourage patrons from evading tolls.

In the past, Tollway staff had issued toll violations manually on a much smaller scale, and although the technology was in place to capture the violations, the Tollway did not have the capacity to keep up with the billing and collections. The new Violation Enforcement System (VES) has been automated to allow for more effective toll violation enforcement. For toll scofflaws who choose not to pay their fair share, \$20 violation notices are issued for every unpaid toll. The fines increase to \$70 per violation if notices are ignored and can lead to court hearings, suspension of license plates and driver's licenses.

The passing of Public Act 94-0636 enabled the Tollway to authorize a one-time, 60-day Amnesty Program for toll scofflaws with outstanding toll violations. Under the Amnesty Program, violators with outstanding tolls had 60 days to pay a percentage of their original fines and missed tolls, or face harsher sanctions. This program collected \$1.7 million in fines and missed tolls. Of the Tollway's total revenues, violation revenue is expected to generate approximately 2.8 percent or \$18 million of all revenues for 2005.

For budget purposes, the revenues the Tollway obtains from violation enforcement is acknowledged when cash is received due to current uncertainties regarding the timing of collections and adjustments for delinquent accounts.

Revenue Sources and Underlying Assumptions

Investment Income

Income from investments is expected to generate \$17 million for the Revenue Fund in each of fiscal year 2005 and 2006. This estimate is based on an average interest rate of 3.25 percent and average cash balances of approximately \$550 million.

Concessions and Miscellaneous Revenues

Concessions account for \$2 million or nearly half of the miscellaneous revenue. The Illinois Tollway has seven oases located throughout the system. These oases offer food, fuel, and other services to the traveling public. Historically, these services have been provided directly by restaurant and fuel providers with the Tollway receiving rental payments in return.

Other miscellaneous revenues are derived from the following sources:

- Rentals & Easements
- License Fees
- Transponder Fees
- Insufficient I-PASS Fees
- Overweight Vehicles Fines
- Scrap Material Sales
- Finance Charges
- Lease of Fiber Optics
- Other minor sources



Revenues and Expenditures

Revenues and Expenditures

Fiscal Year 2004 - 2006 Statement of Revenues/Expenditures/Transfers and Changes in Fund Balances (Millions)

Maintenance & Operations Account	2004 Actual	2005 Estimate	2006 Budget
Beginning Fund Balance	\$56.3	\$78.7	\$78.7
Revenue	223.4	210.9	219.8
Expenditures	(198.6)	(210.9)	(219.8)
Interfund Transfers/PY Adj.	(2.4)	-	-
Ending Balance	\$78.7	\$78.7	\$78.7

Renewal & Replacement Account	2004 Actual	2005 Estimate	2006 Budget
Beginning Fund Balance	\$117.0	\$101.9	\$73.9
Revenue	143.8	201.0	175.0
Transfer From the Improvement Account	0.2	-	-
Expenditures	(159.1)	(229.0)	(175.0)
Ending Balance	\$101.9	\$73.9	\$73.9

Improvement Account	2004 Actual	2005 Estimate	2006 Budget
Beginning Fund Balance	\$127.2	\$135.4	\$138.7
Revenue	4.8	119.0	99.0
Transfer to Debt Service	0.0	-	0.0
Expenditures	3.4	(115.7)	(100.0)
Interfund Transfers/PY Adj.	0.0	0.0	0.0
Ending Balance	\$135.4	\$138.7	\$137.7

Construction Fund	2004 Actual	2005 Estimate	2006 Budget
Beginning Fund Balance	\$0.0	\$0.0	\$525.5
Bond Proceeds	0.0	762.0	700.0
Investment Income	0.0	8.0	12.0
Expenditures	0.0	(244.5)	(934.9)
Ending Balance	\$0.0	\$525.5	\$302.6

Debt Service	2004 Actual	2005 Estimate	2006 Budget
Beginning Fund Balance	\$42.8	\$14.4	\$14.1
Revenue	49.2	99.1	130.0
Transfer from Improvement Account	(0.2)	0.0	0.0
Bonds retired from revenue	(42.2)	(45.1)	(47.3)
Interest and other financing costs	(35.2)	(54.3)	(82.7)
Ending Balance	\$14.4	\$14.1	\$14.1

Revenues and Expenditures

Fund Balance Changes

Maintenance & Operations Account – This account is used to fund maintenance and operating expenditures generated by the Tollway in its day to day operations. Ending fund balances stayed consistent from FY2004 to FY2005 with funds totaling \$78.7 million. Balances are expected to stay at this same level for FY2006.

Renewal & Replacement Account – This account is used to fund all the necessary maintenance and upkeep of the Tollway's roadways to ensure that they are maintained in a safe condition. Due to Trust Indenture requirements, yearly deposit amounts are made to the RR Account upon recommendation from the Tollway's Consulting Engineers (see Appendix 1). The FY2006 deposit was recommended at \$175 million. The Ending fund balance decreased in FY2005 by \$28.0 million or 27.5 percent from the FY2004 level of \$101.9 million. This decrease in fund balance is due to the increased usage of funds needed to support the CRP. The FY2006 balance is expected to remain at the FY2005 level of \$73.9 million.

Improvement Account – This account is used to fund improvements to the roadway system. The Ending fund balance increased in FY2005 by \$3.3 million or 2.5 percent from the FY2004 level of \$135.4 million. This increase in fund balance can be explained by CRP schedule changes which caused capital expenditures to be less than previously forecasted. The balance is expected to decrease slightly in FY2006 to \$137.7 million.

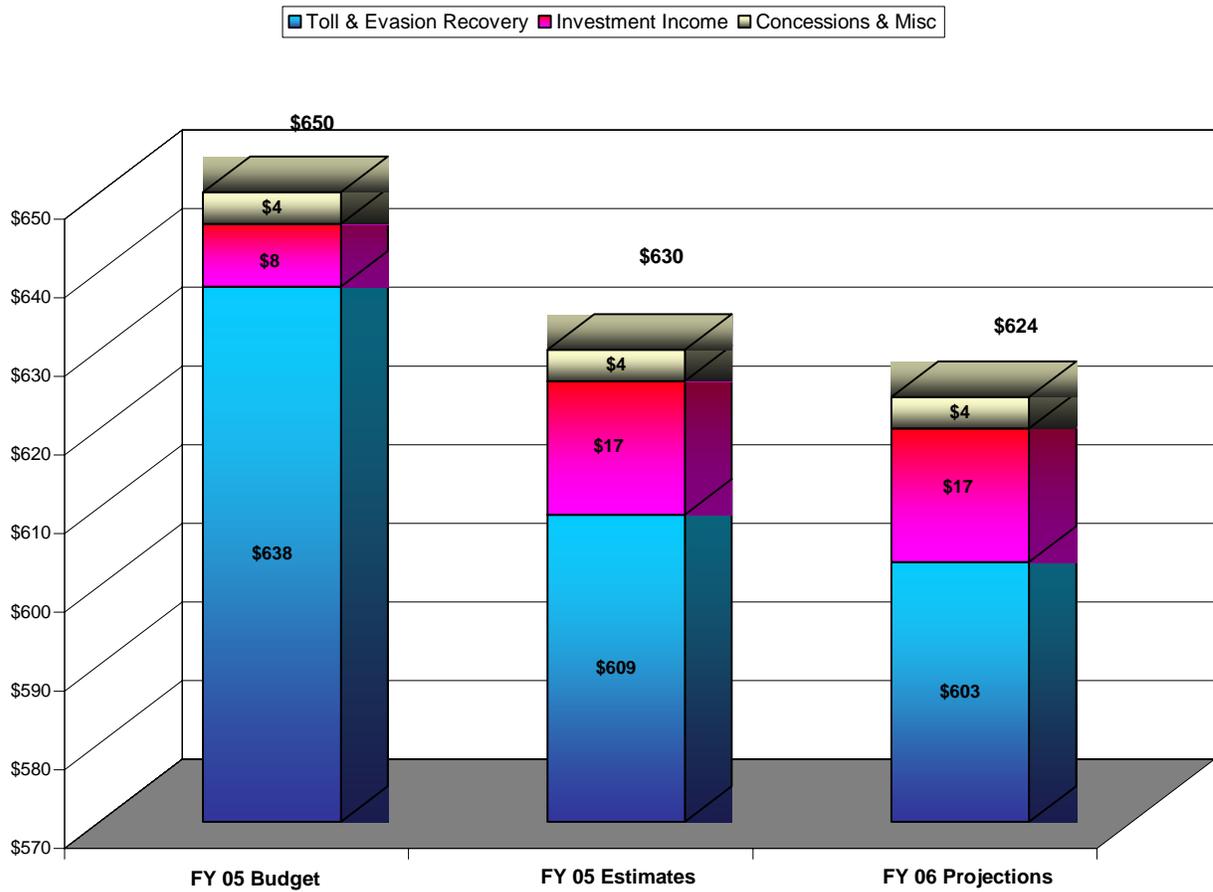
Construction Fund – This account was established to fund systemwide construction related projects. This account is funded through means of bond proceeds. In FY2005, \$762 million in proceeds were deposited in the Construction Fund. The Ending fund balance totaled \$525.5 million for FY2005 and is expected to decrease in FY2006 by \$222.9 million to \$302.6 million due to increased CRP spending.

Debt Service Account – This account is used to fund the yearly amount needed to make interest and current maturities of principal payments on bonds issued by the Tollway. The Ending fund balance decreased slightly from \$14.4 million in FY2004 to \$14.1 million in FY2005. Yearly increases in revenue deposits into the Debt Service Account reflect the issuance of \$770 million in Revenue Bonds in FY2005 and an anticipated issuance of up to \$1 billion in additional Revenue Bonds to support the CRP. Balances are expected to remain at FY2005 levels for FY2006.

Revenues and Expenditures

Fiscal Year 2005 Budget, 2005 Estimates, and 2006 Projections (Millions)

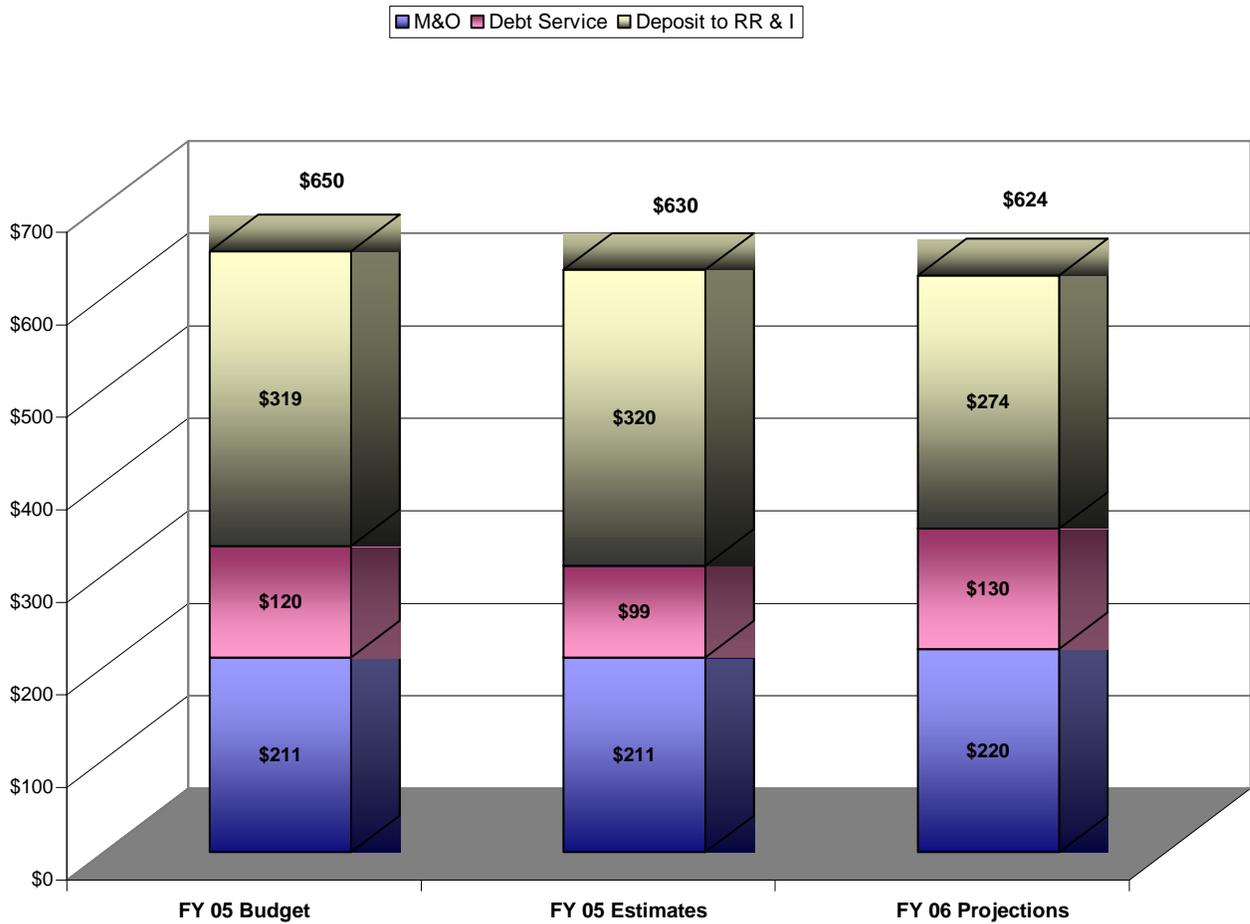
Revenues



Revenues and Expenditures

Fiscal Year 2005 Budget, 2005 Estimates, and 2006 Projections (Millions)

Expenditures



Revenues and Expenditures

Sources of Revenues and Allocations			
Fiscal Year 2006			
(\$ Millions)			
Sources of Revenue	FY 2005 Budget	FY 2005 Estimates	FY 2006 Projection
Toll & Evasion Recovery	\$638	\$609	\$603
Investment Income	8	17	17
Concessions & Misc	4	4	4
Total	\$650	\$630	\$624
Allocations			
M & O	\$211	\$211	\$220
Debt Service	120	99	130
Deposit to RR & I	319	320	274
Total	\$650	\$630	\$624

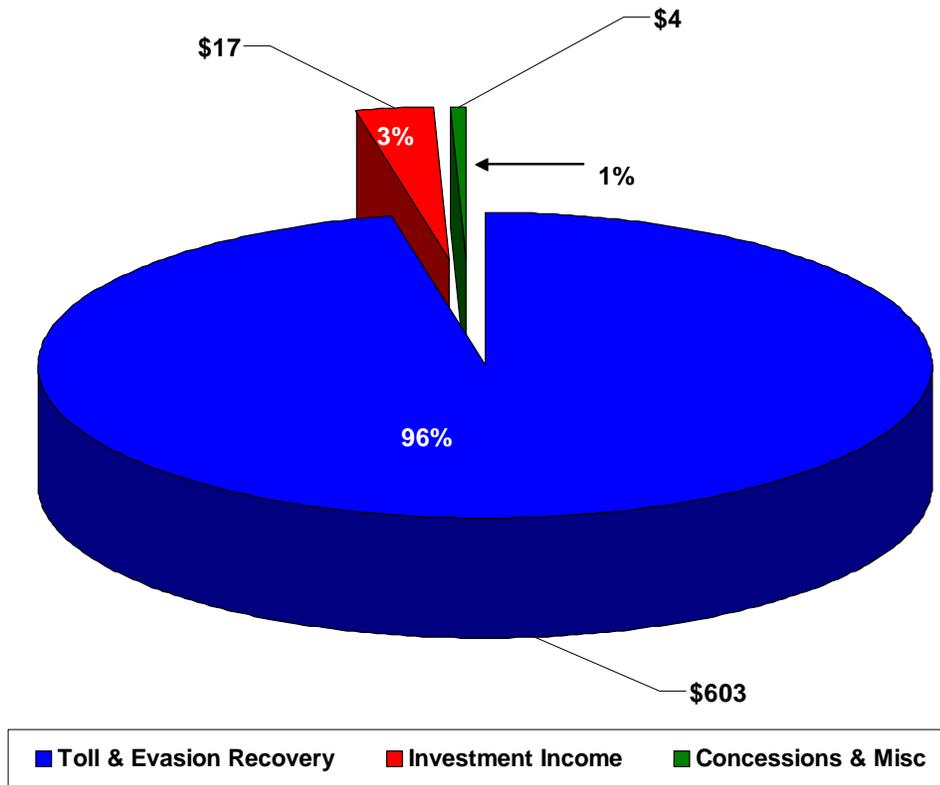
Exhibit 12

Capital Program Projections			
Fiscal Year 2006			
(\$ Millions)			
	FY 2005 Budget	FY 2005 Estimates	FY 2006 Projection
Beginning Balance	\$247	\$237	\$738
Deposit in RRI	319	320	274
Bond Proceeds	700	762	700
Construction Fund Interest	7	8	12
Expenditures	(890)	(589)	(1,210)
Total	\$383	\$738	\$514

Exhibit 13

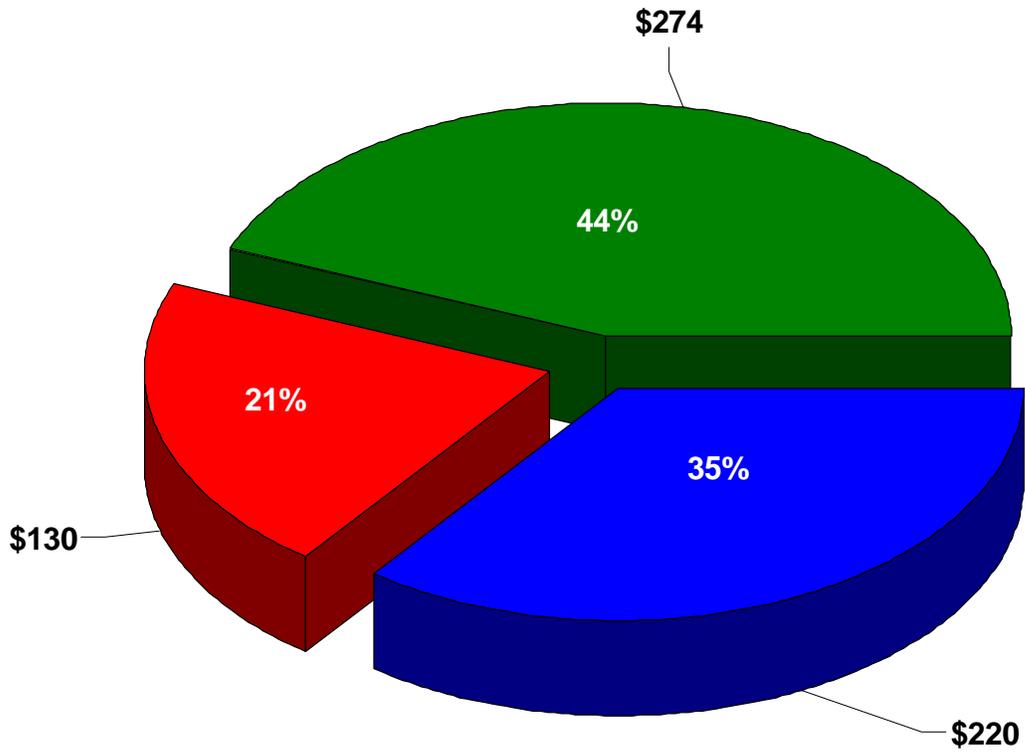
2006 Revenue Projections \$624 Million

(\$ Millions)

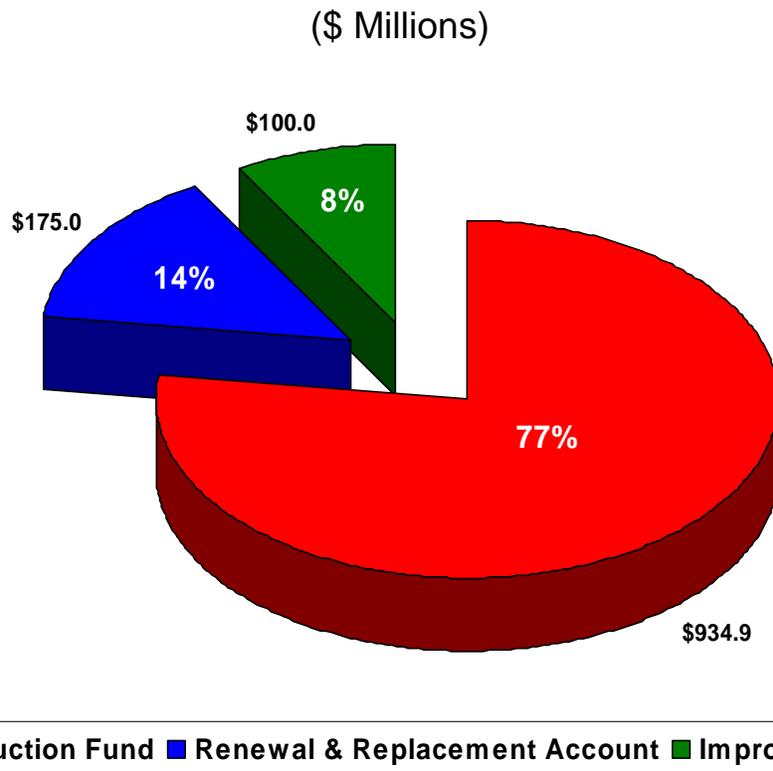


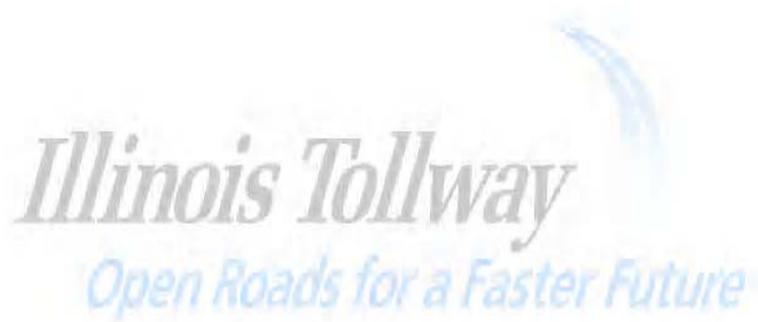
2006 Projected Allocation of Revenue \$624 Million

(\$ Millions)



2006 Projected Capital Expenditures \$1,210 Million





Budget Summaries

Budget Summaries

2006 Maintenance and Operational Budget by Category (Millions)

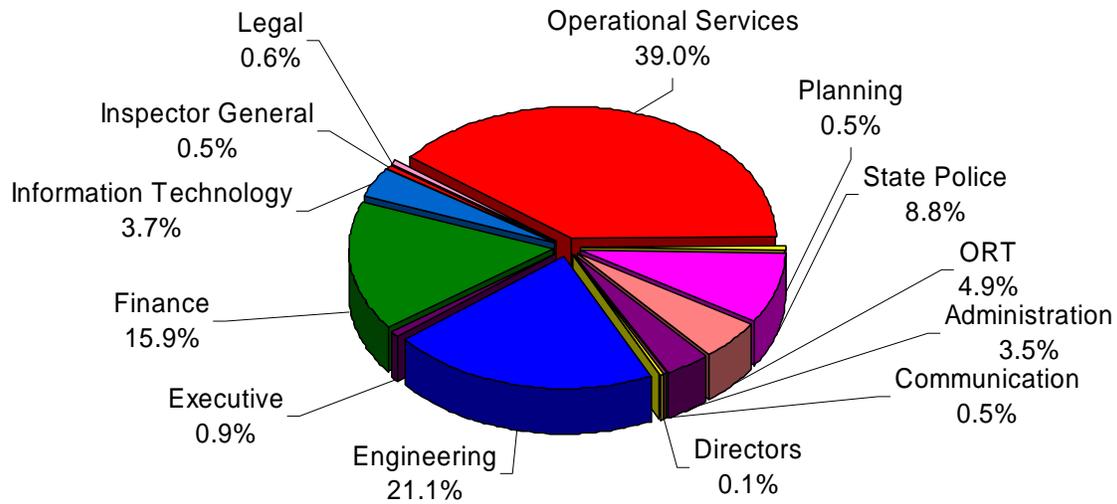
Category	2004 Actual	2005 Revised Budget	2006 Budget Request	\$ Change	% Change
SALARY & WAGES	\$87.7	\$91.9	\$97.2	\$ 5.3	5.8%
FICA & RETIREMENT	22.3	22.3	18.3	(4.0)	-17.9%
GROUP INSURANCE	22.1	24.2	26.5	2.3	9.5%
CONTRACTUAL SERVICES	23.7	26.1	30.0	3.9	14.9%
OPERATIONAL MATERIALS & SUPPLIES	4.7	6.2	5.6	(0.6)	-9.7%
UTILITIES	4.6	4.7	5.0	0.3	6.4%
ALL OTHER INSURANCE	5.1	3.7	4.7	1.0	27.0%
PARTS & FUEL	3.7	4.6	4.8	0.2	4.3%
EQUIPMENT/OFFICE RENTAL & MAINTENANCE	14.3	16.4	16.4	0.0	0.0%
EMPLOYEE DEVELOPMENT	1.1	1.4	1.2	(0.2)	-14.3%
OTHER EXPENSES	10.4	11.3	11.9	0.6	5.3%
RECOVERY OF EXPENSES	(1.5)	(1.9)	(1.8)	0.1	-5.3%
TOTAL	\$198.2	\$210.9	\$219.8	\$8.9	4.2%

Budget Summaries

Fiscal Year 2006 Major Account
Fiscal Year Ending December 31st

Major Account	2004 Actual	2005 Revised Budget	2006 Budget Request	\$ Change
SALARY	\$ 32,954,174	\$ 37,163,000	\$ 40,381,300	\$ 3,218,300
WAGES	\$ 54,788,397	\$ 54,741,000	\$ 56,861,150	\$ 2,120,150
FICA	\$ 6,048,825	\$ 6,257,600	\$ 6,401,780	\$ 144,180
RETIREMENT	\$ 16,294,616	\$ 16,083,500	\$ 11,924,950	\$ (4,158,550)
Payroll Sub-Total	\$ 110,086,012	\$ 114,245,100	\$ 115,569,180	\$ 1,324,080
GROUP INSURANCE	\$ 22,126,975	\$ 24,209,700	\$ 26,458,000	\$ 2,248,300
OTHER OUTSIDE SERVICES	\$ 18,686,852	\$ 17,443,200	\$ 20,674,100	\$ 3,230,900
OTHER EXPENSES	\$ 10,381,539	\$ 11,152,000	\$ 11,356,570	\$ 204,570
EQUIPMENT MAINTENANCE	\$ 11,158,360	\$ 12,586,100	\$ 12,222,700	\$ (363,400)
BANK CHARGES	\$ 3,650,771	\$ 6,722,000	\$ 7,377,000	\$ 655,000
EQUIPMENT RENTALS	\$ 3,143,836	\$ 3,826,300	\$ 4,196,100	\$ 369,800
FUELS AND OILS	\$ 1,811,624	\$ 2,503,200	\$ 3,008,600	\$ 505,400
UTILITIES	\$ 3,454,468	\$ 3,300,000	\$ 3,500,100	\$ 200,100
MATERIALS - OPERATIONAL	\$ 3,172,938	\$ 4,096,500	\$ 3,413,700	\$ (682,800)
PROPERTY INSURANCE	\$ 1,905,714	\$ 2,184,000	\$ 2,293,200	\$ 109,200
WORKMAN'S COMP. INSURANCE	\$ 3,205,750	\$ 1,475,500	\$ 2,400,000	\$ 924,500
CONSULTING SERVICES	\$ 562,146	\$ 938,300	\$ 870,000	\$ (68,300)
REPLACEMENT PARTS	\$ 1,764,702	\$ 2,009,500	\$ 1,654,000	\$ (355,500)
TELEPHONE & TELEGRAPH	\$ 1,103,112	\$ 1,372,200	\$ 1,451,200	\$ 79,000
SUPPLIES - OPERATIONAL	\$ 745,092	\$ 920,300	\$ 977,300	\$ 57,000
POSTAGE	\$ 358,798	\$ 719,800	\$ 765,500	\$ 45,700
EQUIPMENT	\$ 1,195	\$ 145,060	\$ 568,800	\$ 423,740
UNIFORMS & ACCESSORIES	\$ 492,289	\$ 576,900	\$ 517,800	\$ (59,100)
SUPPLIES - OFFICE	\$ 377,781	\$ 477,100	\$ 473,400	\$ (3,700)
EMPLOYEE TRAINING	\$ 104,777	\$ 372,200	\$ 305,600	\$ (66,600)
ARMORED TRUCK SERVICE	\$ 234,425	\$ 282,000	\$ 260,000	\$ (22,000)
CONTRACTED OUTSIDE SERVICE	\$ 191,430	\$ 169,700	\$ 281,400	\$ 111,700
ADVERTISING & PROMOTION	\$ 173,231	\$ 292,700	\$ 257,200	\$ (35,500)
TRAVEL	\$ 142,554	\$ 209,100	\$ 204,300	\$ (4,800)
DUES, BOOKS & SUBSCRIP.	\$ 370,319	\$ 195,330	\$ 186,400	\$ (8,930)
EMPLOYMENT MEDICAL EXPENSE	\$ 30,226	\$ 31,500	\$ 27,000	\$ (4,500)
PRINTING	\$ 65,436	\$ 140,400	\$ 114,000	\$ (26,400)
TOOLS & EQUIPMENT	\$ 83,726	\$ 129,500	\$ 89,500	\$ (40,000)
BOND TRUSTEE	\$ 7,449	\$ 59,900	\$ 80,000	\$ 20,100
SURETY BONDS	\$ 595	\$ 100	\$ -	\$ (100)
RIGHT OF WAY	\$ 103,447	\$ 37,500	\$ -	\$ (37,500)
RECOVERY OF EXPENSES	\$ (1,516,569)	\$ (1,912,794)	\$ (1,755,500)	\$ 157,294
Major Account Lines Sub-Total	\$ 88,094,988	\$ 96,664,796	\$ 104,227,970	\$ 7,563,174
Total	\$ 198,181,000	\$ 210,909,896	\$ 219,797,150	\$ 8,887,254

2006 Budget Departmental Allocations



2006 Budget by Department (\$ in Thousands)				
Department	2004 Actual	2005 Revised Budget	2006 Departmental Request	\$ Change
Administration	\$8,151	\$7,465	\$7,679	\$214
Communications & Marketing	\$739	\$1,024	\$997	(\$27)
Directors	\$264	\$280	\$205	(\$75)
Engineering	\$41,939	\$46,015	\$46,432	\$417
Executive	\$1,617	\$1,888	\$1,950	\$62
Finance	\$30,551	\$31,006	\$34,873	\$3,867
Information Technology	\$6,380	\$7,859	\$8,092	\$233
Inspector General	\$531	\$889	\$1,183	\$294
Legal	\$1,177	\$1,348	\$1,325	(\$23)
Operational Services	\$82,006	\$84,879	\$85,695	\$816
Planning	\$1,300	\$1,151	\$1,204	\$53
State Police	\$15,698	\$18,246	\$19,330	\$1,084
ORT-VES	\$7,828	\$8,859	\$10,832	\$1,973
Total	\$198,181	\$210,909	\$219,797	\$8,888

Budget Summaries

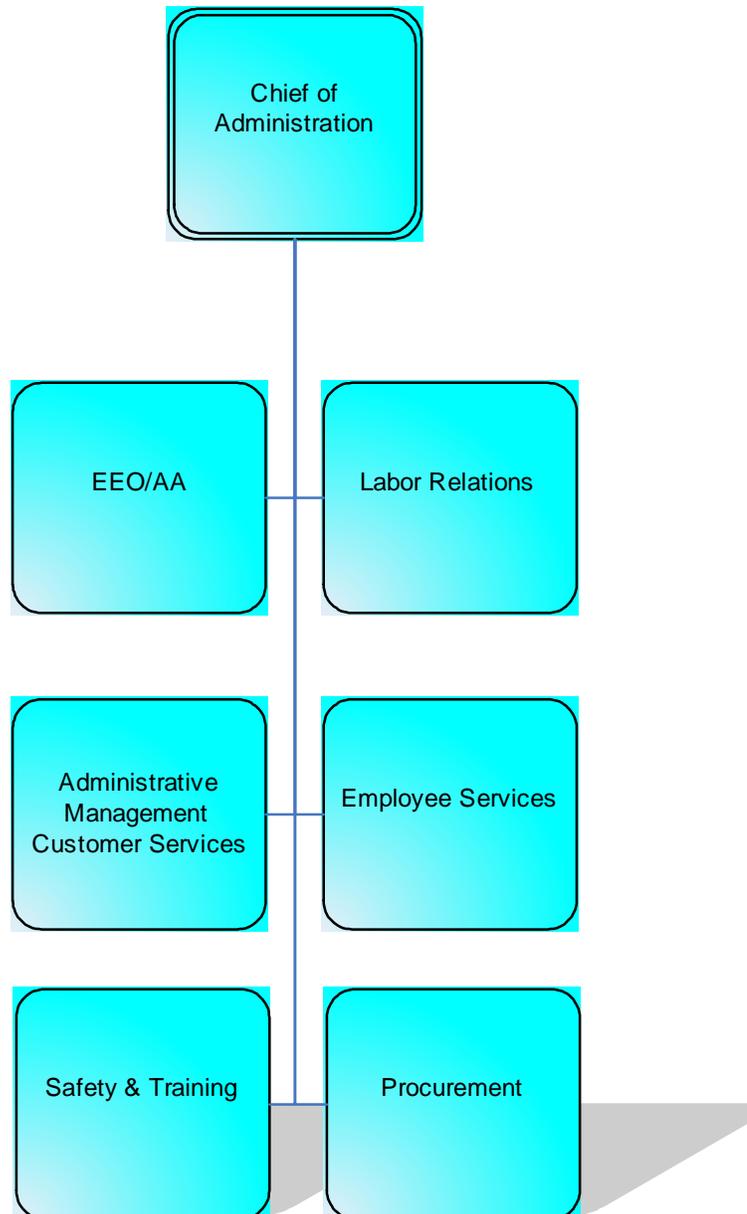
2006 Proposed Budgeted Headcount

Department	2003 Budget	2004 Budget	2005 Budget	2006 Budget	Change From 2005 Budget
Administration	62.0	66.0	88.0	88.0	-
Communications & Marketing	5.0	7.0	8.0	8.0	-
Directors	10.0	4.0	4.0	1.0	(3.0)
Engineering	531.5	512.5	554.5	558.5	4.0
Executive	4.0	4.0	5.0	5.0	-
Finance	45.5	50.0	54.0	57.0	3.0
Information Technology	71.0	71.0	72.0	77.0	5.0
Inspector General	9.0	10.0	13.0	12.0	(1.0)
Legal	22.0	22.0	13.0	12.0	(1.0)
Operational Services	1,052.5	1,010.0	920.0	889.0	(31.0)
Planning	11.0	13.0	12.0	12.0	-
State Police	17.0	17.0	17.0	19.0	2.0
ORT/VES	10.0	10.0	10.0	12.0	2.0
Total Headcount	1,850.5	1,796.5	1,770.5	1,750.5	(20.0)



2006 Departmental Budget and Narratives

Administration



Departmental Budget and Narratives

Administration

Description:

The Administration Department is responsible for the development, implementation, and employee adherence to administrative policies and procedures. The Administration Department insures that all necessary policies and procedures are implemented and followed by all Tollway employees to make certain that the Tollway's operational needs are met. The Department serves as the Tollway's key contact for employee relations and employment issues and insures intradepartmental and intra-organizational issues are addressed so the Tollway functions efficiently and effectively. In addition, Administration is responsible for all purchasing and procurement issues related to the Tollway.

Administration manages the following functions:

Labor Relations/Collective Bargaining Agreements/Labor Negotiations
EEO/AA/ADA
Employee Services
Customer Relations
Safety & Training.
Procurement/Purchasing/Warehouse

Accomplishments:

- Implementation of Tollway-wide Automated Time and Attendance.
- Implementation of Docutech System for Central Administration. CIS and Warehouse.
- Developed new standards and processes for Safety and Training Tollway-wide.
- Successful completion of SEIU, Local 73, MAP, Chapter 336 and Certification process for AFSCME, Council 31.
- Reduction of Tollway workforce through successful contract bargaining.

Goals & Objectives:

- Successful negotiation of AFSCME contract for professional and non-professional units.
- Implementation of ERP.
- Continued realignment of departments to improve business efficiencies.
- Implementation of smart card security systems at plazas, ramps and M-Sites to improve employee and contractor/vendor accountability.
- Implement new Tollway-wide management and supervisory leadership training.

Departmental Budget and Narratives

Administration continued

MAJOR ACCOUNT LINE ITEMS:

Account	2004 Actual	2005 Revised Budget	2006 Request	\$ Change
SALARY & WAGES	\$ 3,449,210	\$3,662,190	\$ 3,919,100	\$ 256,910
FICA & RETIREMENT	\$ 812,865	\$882,100	\$ 722,400	\$ (159,700)
OTHER EXPENSES	\$ 2,535,521	\$1,696,550	\$ 1,695,400	\$ (1,150)
TELEPHONE	\$ 493,203	\$504,100	\$ 540,900	\$ 36,800
SUPPLIES - OFFICE	\$ 122,310	\$127,850	\$ 111,500	\$ (16,350)
OTHER OUTSIDE SERVICES	\$ 74,828	\$51,100	\$ 77,000	\$ 25,900
EQUIPMENT MAINTENANCE	\$ 162,194	\$160,500	\$ 53,000	\$ (107,500)
EMPLOYEE TRAINING	\$ 8,588	\$70,600	\$ 50,000	\$ (20,600)
EQUIPMENT RENTALS	\$ 17,457	\$152,700	\$ 340,900	\$ 188,200
SUPPLIES - OPERATIONAL	\$ 119,692	\$31,600	\$ 33,500	\$ 1,900
EMPLOYMENT MEDICAL EXPENS	\$ 30,178	\$31,500	\$ 27,000	\$ (4,500)
EQUIPMENT	\$ -	\$16,300	\$ 38,800	\$ 22,500
ADVERTISING & PROMOTION	\$ 11,949	\$13,900	\$ 22,500	\$ 8,600
CONSULTING SERVICES	\$ -	\$19,950	\$ 20,000	\$ 50
TRAVEL	\$ 8,751	\$14,600	\$ 14,000	\$ (600)
POSTAGE	\$ 41,525	\$19,500	\$ 10,600	\$ (8,900)
DUES, BOOKS & SUBSCRIP.	\$ 5,582	\$9,500	\$ 6,300	\$ (3,200)
OTHER MINOR ACCOUNTS	\$ 11,836	\$5,700	\$ 5,200	\$ (500)
REPLACEMENT PARTS	\$ 172,789	\$0	\$ -	\$ -
OPERATIONAL MATERIALS	\$ 86,387	\$0	\$ -	\$ -
SUBTOTAL	\$ 8,164,865	\$ 7,470,240	\$ 7,688,100	\$ 217,860
RECOVERY OF EXPENSES	\$ (13,671)	\$ (5,500)	\$ (9,300)	\$ (3,800)
DEPARTMENT TOTAL	\$ 8,151,193	\$ 7,464,740	\$ 7,678,800	\$ 214,060

The Fiscal Year 2006 budget request is \$7.68 million; an increase of \$214 thousand or 2.9 percent over the Fiscal Year 2005 budgeted amount. Total payroll is \$3.9 million and includes 88 full time positions and will also cover the hiring of 25-30 seasonal employees and interns.

Headcount:

2003 Budget	2004 Budget	2005 Budget	2006 Budget
62	66	88	88

Departmental Budget and Narratives

Administration continued

Departmental M & O Highlights:

- **Salary and Wages:** The 2006 budget reflects an increase of \$257 thousand or 7 percent over the 2005 Budget. The budget funds 73 salaried employee positions and 15 union employee positions. The budget also includes \$230 thousand for seasonal employees and interns. During 2005, positions that were primarily responsible for construction pay estimates and invoicing were transferred to Engineering to support the CRP. The DBE and EEO positions responsible for building a diverse vendor base were also transferred to Engineering to support the CRP. Three new switchboard operator positions were added for better customer service. Collective bargaining agreements with the union and the annualization of several positions and the reclassification of other positions contributed to the increase in payroll.
- **Equipment Rental and Equipment Maintenance:** Administrative Services will need an additional \$188 thousand to cover the equipment rental costs for the 16 new copiers. This is an increase of 123 percent over the 2005 budget. This increase is offset by the decrease in equipment maintenance of (\$108 thousand). The new rental agreement includes the maintenance of the copiers.
- **Equipment purchase** will increase \$23 thousand over the 2005 budget. The increase reflects a policy change that changed the threshold cost of an item from \$200 to \$5,000 during fiscal year 2005.

Departmental Capital Highlights:

- **Diversity & EEO Program:** DBE participation on construction contracts increased from 1.5 percent to 16 percent and M/WBE participation on professional service consultant contracts increased from 15 percent to 30 percent during 2005. The program will continue during 2006 to increase participation and monitor and enforce the program. Expenditures in 2006 are estimated to be \$163 thousand.

The DBE program is part of the Public Act SB1964 Enrolled (605 ILCS 10/16.3 new) which states:

- ◇ Set goals for the award of contracts to disadvantaged businesses and attempt to meet the goals;
- ◇ Attempt to identify disadvantaged businesses that provide or have potential to provide supplies, materials, equipment or services to the Authority;
- ◇ Give disadvantaged businesses full access to the Authority's contract bidding process, inform the businesses about the process, offer the businesses assistance concerning the process, and identify and take all reasonable steps to remove barriers to the businesses' participation in the process.

Departmental Budget and Narratives

Administration continued

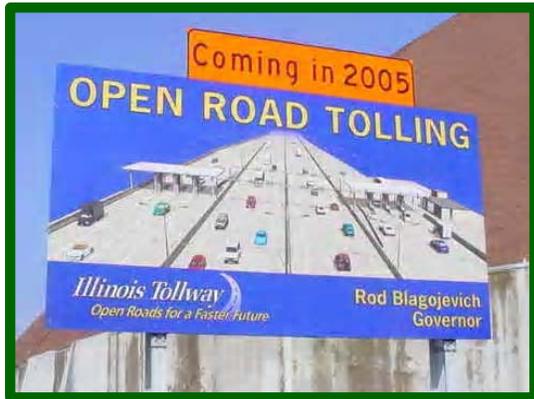
DEPARTMENT POSITION TITLES	MONTHLY SALARY RANGES		NUMBER OF POSITIONS			ESTIMATED EXPENDITURES		
			FISCAL YEARS			FISCAL YEARS		
			2004	2005	2006	2004	2005	2006
Administration								
ADMINISTRATIVE SECRETARY	2421	4035	0.0	1.0	1.0	-	38,880	42,540
ADMINISTRATIVE SERVICES COORD.	2129	3549	1.0	0.0	0.0	29,280	-	-
ADMINISTRATIVE SERVICES MANAGER	4290	7151	1.0	1.0	0.0	59,700	59,520	-
ASSISTANT INVENTORY AUDITOR	1752	2921	0.0	1.0	1.0	-	35,058	36,500
BUYER	2562	4271	5.0	5.0	7.0	233,280	232,200	331,100
CHIEF OF ADMINISTRATION	7007	11763	1.0	1.0	1.0	110,280	115,000	119,640
CIS CAMERA OPERATOR	1390	2318	1.0	1.0	0.0	17,400	17,400	-
CIS CLERK	1390	2318	0.0	1.0	1.0	-	25,020	22,800
CIS SPECIALIST	2421	4035	1.0	1.0	1.0	31,800	31,800	34,000
CIS SUPERVISOR	2421	4035	1.0	1.0	1.0	35,000	45,660	47,520
CLAIMS ADJUSTER	2889	4816	0.0	1.0	0.0	-	57,792	-
CLERK TYPIST	1390	2318	2.0	1.0	0.0	52,719	22,140	-
CLOTHING ROOM CLERK	2129	3549	0.0	0.0	1.0	-	-	30,360
CLOTHING ROOM SUPERVISOR	2129	3549	0.0	1.0	1.0	-	31,200	32,460
COMPUTER OPERATOR	2421	4035	1.0	1.0	0.0	37,980	37,980	-
CONSTRUCTION SERVICES MANAGER	4290	7151	1.0	1.0	0.0	72,480	72,480	-
CONTRACT ADMINISTRATOR	1752	2921	2.0	3.0	2.0	52,620	77,620	54,780
COST ANALYST	1752	2921	1.0	1.0	1.0	22,740	22,740	25,500
CUSTOMER RELATIONS COORDINATOR	2889	4816	0.0	1.0	1.0	-	41,520	43,200
CUSTOMER SERVICES SUPERVISOR	3074	5123	0.0	1.0	1.0	-	49,380	51,360
DEPUTY CHIEF OF ADMINISTRATION	6552	10920	0.0	0.0	1.0	-	-	74,300
DIVERSITY MANAGER	4290	7151	0.0	1.0	0.0	-	60,000	-
DRIVER MESSENGER	2912	4254	4.0	10.0	10.0	142,729	414,960	435,700
EEO/AA OFFICER	3799	6332	1.0	1.0	1.0	57,480	57,480	59,820
EEO/AA SPECIALIST	2562	4271	1.0	1.0	0.0	38,340	38,340	-
EMPLOYEE BENEFITS ADMINISTRATOR	3280	5467	1.0	1.0	1.0	53,280	53,280	55,440
EMPLOYEE BENEFITS SPECIALIST	2421	4035	2.0	2.0	2.0	73,620	73,620	70,248
EMPLOYEE SERVICES COORDINATOR	2889	4816	1.0	1.0	1.0	48,300	50,280	54,420
EMPLOYEE SERVICES MANAGER	5647	9412	1.0	1.0	1.0	72,840	66,540	69,240
ENGINEERING ANALYST	2889	4816	1.0	1.0	0.0	45,000	45,000	-
ENGINEERING PROJECT ANALYST	2889	4816	1.0	1.0	0.0	37,800	45,780	-
ERP MANAGER	4290	7151	0.0	0.0	1.0	-	-	70,000
EXECUTIVE SECRETARY	2562	4271	1.0	1.0	0.0	51,300	45,000	-
H.R. ADMINISTRATOR	3799	6332	1.0	0.0	0.0	66,540	-	-
H.R. CLERK	1390	2318	1.0	1.0	1.0	30,000	26,580	27,660
H.R. COORDINATOR	2889	4816	0.0	0.0	1.0	-	-	44,700
H.R. PLACEMENT CLERK	1390	2318	0.0	0.0	1.0	-	-	37,570
H.R. PLACEMENT SPECIALIST	2889	4816	2.0	2.0	1.0	85,560	70,980	43,380
H.R. REPRESENTATIVE	2889	4816	1.0	1.0	1.0	36,072	36,072	37,572
INFORMATION CUSTOMER SVC REP	2129	3549	0.0	1.0	2.0	-	42,593	72,528
INFORMATION PROCESSOR OPERATOR	1752	2921	2.0	2.0	2.0	57,000	57,000	49,320
INTAKE CLERK	1752	2921	0.0	1.0	1.0	-	25,920	27,000
INTAKE SPECIALIST	2562	4271	0.0	1.0	1.0	-	37,080	38,580
INVENTORY ANALYSIS CONTROL SUPERVISOR	3280	5467	0.0	1.0	1.0	-	49,860	51,900
INVENTORY CONTROL AUDITOR	2129	3549	0.0	1.0	1.0	-	42,593	44,328
INVENTORY PLANNER	2421	4036	0.0	3.0	3.0	-	128,108	133,332
INVENTORY SPECIALIST	2129	3549	0.0	2.0	2.0	-	70,200	73,080

Departmental Budget and Narratives

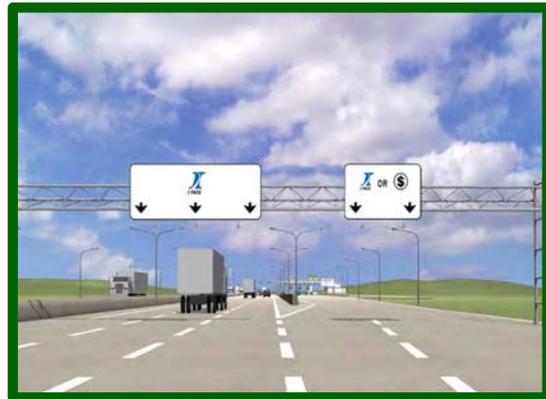
Administration continued

DEPARTMENT POSITION TITLES	MONTHLY SALARY RANGES		NUMBER OF POSITIONS FISCAL YEARS			ESTIMATED EXPENDITURES FISCAL YEARS		
			2004	2005	2006	2004	2005	2006
Administration								
LABOR RELATIONS SPECIALIST	3280	5467	1.0	1.0	1.0	63,660	63,660	68,940
LEAD COST ANALYST	2129	3549	1.0	1.0	0.0	42,593	42,593	-
MAIL & DUPLICATION CLERK	2129	3549	2.0	2.0	3.0	56,880	56,880	98,760
MAIL & DUPLICATION SUPERVISOR	2562	4271	1.0	0.0	0.0	38,760	-	-
MESSENGER SERVICES MANAGER	2889	4816	1.0	1.0	1.0	51,480	51,480	52,380
MULTIMEDIA PROJECTS SPECIALIST	2889	4816	1.0	0.0	0.0	57,792	-	-
PROCUREMENT & CONSTRUCTION SERVICES MGR	6552	10920	0.0	1.0	1.0	-	99,840	103,860
PROPERTY CONTROL AUDITOR	1752	2921	0.0	1.0	1.0	-	28,020	29,160
PROPERTY CONTROL SUPERVISOR	2421	4035	0.0	1.0	1.0	-	39,540	41,160
PURCHASING COORDINATOR	2421	4035	1.0	1.0	1.0	42,960	42,960	37,620
PURCHASING MANAGER	4290	7151	1.0	0.0	1.0	60,000	-	70,860
PURCHASING SERVICES MANAGER	5647	9412	1.0	0.0	0.0	70,860	-	-
PURCHASING SUPERVISOR	3280	5467	1.0	1.0	0.0	45,240	45,240	-
RECEPTIONIST/SWITCHBOARD OPER	1390	2318	4.0	3.0	4.0	105,960	61,140	74,880
SAFETY & TRAINING ADMINISTRATOR	4991	8318	1.0	1.0	1.0	77,760	56,160	58,440
SAFETY & TRAINING INSPECTOR	2562	4271	1.0	1.0	2.0	46,740	46,740	50,040
SAFETY & TRAINING SUPERVISOR	3074	5123	1.0	1.0	1.0	55,286	50,000	53,040
SECRETARY II	2129	3549	3.0	2.0	2.0	102,600	54,580	59,580
SECRETARY III	2421	4035	2.0	1.0	1.0	141,540	43,380	45,120
SENIOR COST ANALYST	1390	2318	0.0	0.0	1.0	-	-	27,660
SENIOR SAFETY TRNG. COUNSELOR	2562	4271	4.0	4.0	0.0	157,512	157,512	-
SHIPPING & RECEIVING AUDITOR	1390	2318	0.0	1.0	1.0	-	24,660	25,680
TRAINING SPECIALIST	2562	4271	0.0	0.0	1.0	-	-	45,000
TRAINING SUPERVISOR	3074	5123	0.0	1.0	1.0	-	55,680	57,960
WAREHOUSE & MATERIALS DISTRIBUTION SUPERVR	3280	5467	0.0	1.0	1.0	-	57,060	59,400
WAREHOUSE MANAGER	4290	7151	0.0	1.0	1.0	-	77,100	80,220
WAREHOUSE WORKERS	2766	3354	0.0	5.0	5.0	-	199,472	209,446

Enhanced Signage for Improved Customer Communications



Construction Information



Simplified Signs

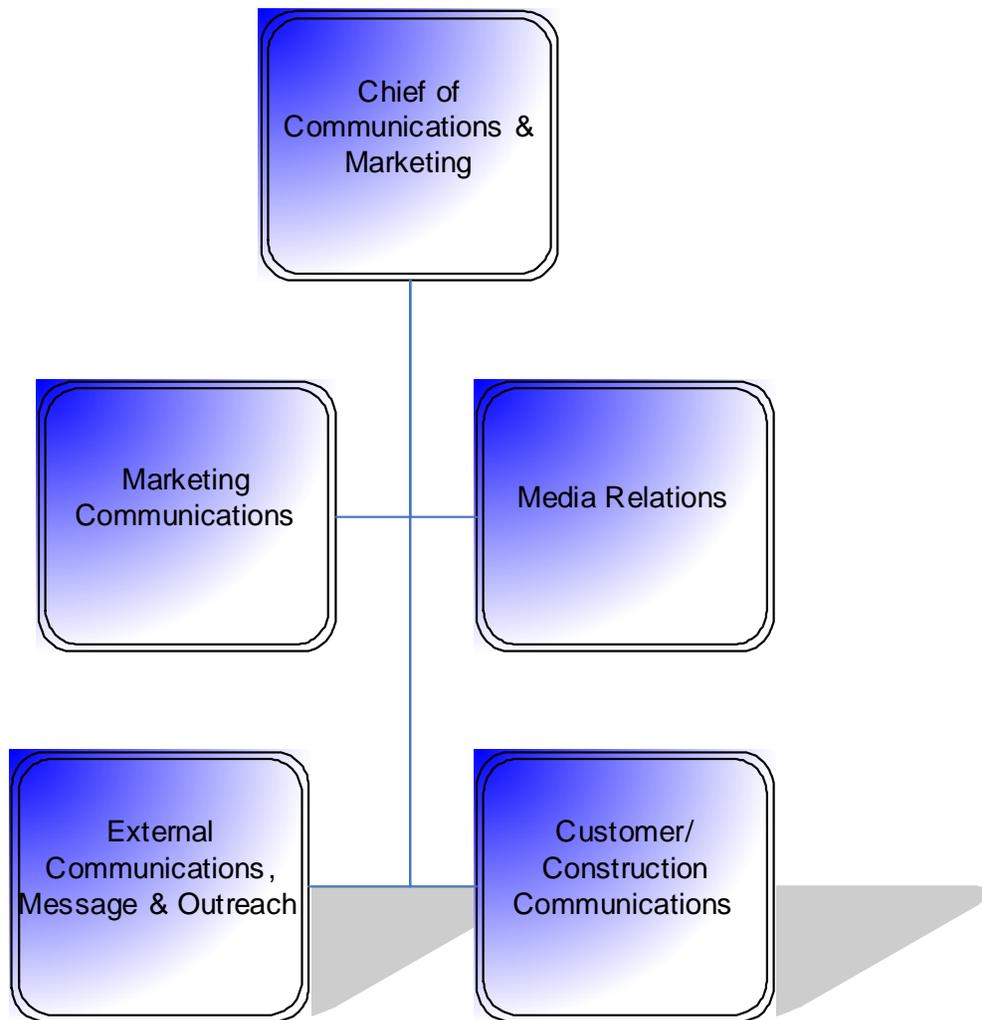


Travel Times



Signs for Faster Incident Clearance

Communications and Marketing



Departmental Budget and Narratives

Communications and Marketing

Description:

The Communications and Marketing Department is responsible for all external and internal communications between the Tollway and its constituents who include customers, news media, elected and appointed officials, the general public and employees. The goal is to effectively communicate with all constituencies to improve customer service and restore public confidence in the Tollway.

The Tollway's Communications and Marketing Department manages the following functions:

- Media Relations
- Marketing and Communications
- External Communications, Message and Outreach
- Customer/Construction Communications

Accomplishments:

Construction Communications Initiative (CCI)

- Created and implemented the CCI to help insure success of Tollway's Congestion-Relief Plan; received two 2005 PCC Golden Trumpet Award in Issues Management for promotion of benefits of Congestion-Relief Plan.
 - ◇ Created/reviewed 100 presentations given by Executive Director and Senior Staff to civic, community and industry groups to get the word out about the Tollway's Congestion-Relief Plan, related construction, and coming benefits.
 - ◇ Wrote/distributed 612 press releases/construction alerts – more than quadruple the number in 2004 – to inform customers about construction and benefits of the Congestion-Relief Plan, as well as project completion.
 - ◇ Enhanced CCI signage program in construction zones to include “after” visuals such as what Open Road Tolling would look like.
 - ◇ Designed 37 different palm cards for distribution by toll collectors, most related to sharing information on ORT construction.
 - ◇ Planned/staged 9 media events/press conferences – 5 with the Governor to promote the debut of Open Road Tolling, 2 to announce opening of oases, 1 to promote inter-agency coordination in Southland Corridor; plus 3 Public Meetings/Hearings
 - Resulted in more than 123 articles about Open Road Tolling
 - Resulted in more than 84 articles about I-355 South Extension
 - ◇ Arranged 6 meetings with Editorial Boards
 - Received 11 positive editorials
 - ◇ Developed/distributed new, monthly eNewsletter to about 700,000 I-PASS customers providing them directly with *Construction News They Can Use*.

Departmental Budget and Narratives

Communications and Marketing continued

I-PASS/VES Promotion

- Designed/installed customer information kiosks at 6 oases to promote Congestion-Relief Program, I-PASS and oasis tenants.
- Continued the promotion of I-PASS and VES to increase usage and improve customer service.
- Developed and tested in focus groups a new logo for I-PASS as part of new ORT directional sign program.
- Developed informational materials and Website content to promote/support VES Amnesty program.
- Designed/reviewed I-PASS marketing materials including direct mail to customers, Jewel Spotlight ads and NBC promotions

Overall Marketing Communications

- 2004 Annual Report – won two 2005 PCC Golden Trumpet Awards
- Updated Tollway Map
- Designed/reviewed 8 tollbooth posters
- Website improvements with focus on redesign of Construction section

Goals & Objectives:

- Continue to enhance Construction Communications efforts/tools to get word out to local media/customers about construction projects, milestones accomplished and longer-term benefits of the Congestion-Relief Program.
- Measurement: positive media coverage & feedback from media, customers and communities.
- Continue success of Tollway eNewsletter
 - ◇ Measurement: Additional subscribers
- Work to continue overall positive media coverage of Tollway (beyond construction)
 - ◇ Measurement: positive media coverage
- Continue to promote I-PASS with a focus on customer services rather than sales
 - ◇ Possible measurements: I-PASS customer satisfaction rate, increase number of customers managing account online, increased sales of gift cards
- Continue to provide customer communications support to I-PASS, VES and any other new Tollway programs/policies
 - ◇ Possible measurement: Program participation

Departmental Budget and Narratives

Communications and Marketing continued

The success of the Tollway's Congestion-Relief Program requires customer acceptance/ understanding of the inconveniences/delays caused by construction projects, and keeping them informed helps to keep traffic moving and frustrations down. It is also important that customers have a knowledge/understanding of the benefits to come as well as the efforts being made to minimize the impact such as speedy project delivery and innovative construction techniques.

Communications and marketing is also central to the promotion and support of I-PASS in an effort to improve customer service and usage of ORT lanes.

MAJOR ACCOUNT LINE ITEMS:

Account	2004 Actual	2005 Revised Budget	2006 Request	\$ Change
SALARIES & WAGES	\$ 398,738	\$ 504,100	\$ 537,000	\$ 32,900
FICA & RETIREMENT	\$ 90,220	\$ 132,100	\$ 94,100	\$ (38,000)
ADVERTISING & PROMOTION	\$ 159,854	\$ 225,600	\$ 225,000	\$ (600)
PRINTING	\$ 44,333	\$ 100,000	\$ 80,000	\$ (20,000)
OTHER OUTSIDE SERVICES	\$ 25,245	\$ 22,000	\$ 22,000	\$ -
EQUIPMENT RENTALS	\$ 8,341	\$ 10,000	\$ 10,000	\$ -
SUPPLIES - OFFICE	\$ 6,266	\$ 8,200	\$ 8,400	\$ 200
EMPLOYEE TRAINING	\$ -	\$ 4,400	\$ 5,000	\$ 600
TRAVEL	\$ 2,350	\$ 8,500	\$ 5,000	\$ (3,500)
OTHER	\$ 3,187	\$ 9,500	\$ 10,100	\$ 600
DEPARTMENTAL TOTAL	\$ 738,534	\$ 1,024,400	\$ 996,600	\$ (27,800)

The Fiscal Year 2006 budget request is \$997 thousand; a decrease of \$28 thousand or 2.7 percent under the Fiscal Year 2005 Budgeted amount. Total payroll is \$537 thousand and includes 8 positions.

Headcount:

2003 Budget	2004 Budget	2005 Budget	2006 Budget
5	7	8	8

Departmental Budget and Narratives

Communications and Marketing continued

Departmental M&O Highlights:

- Salary & Wages increased by \$33 thousand over the 2005 budget due to filling vacancy for full 12 months.

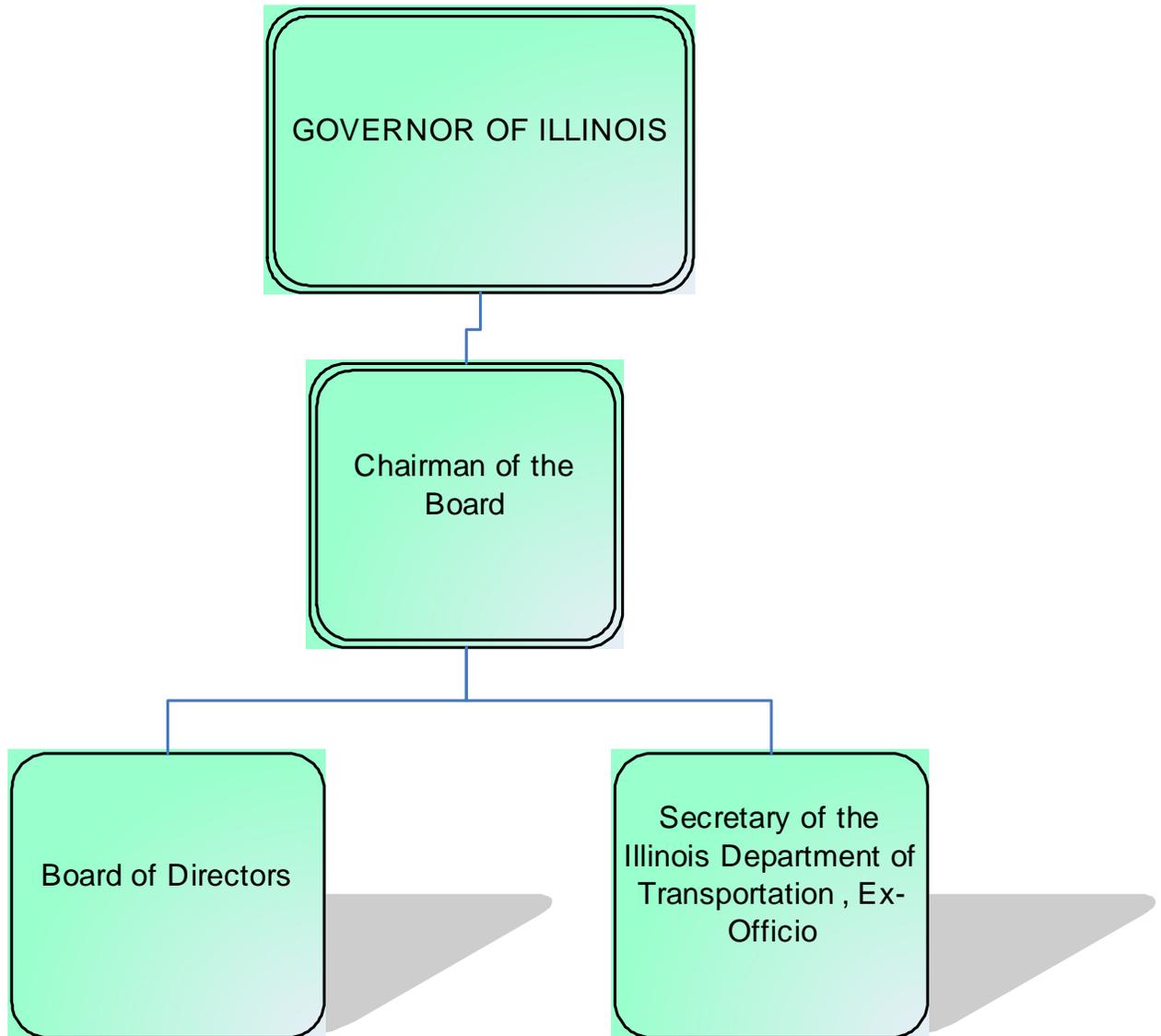
Departmental Capital Highlights:

Customer Communications Signage

- Communications received \$150 thousand in new funding in 2005 to provide more signage and public information about traffic incidents and construction projects, so that customers can make informed decisions. \$75 thousand of this is anticipated to be spent by year-end and the remaining \$75 thousand will carry-over into 2006.

DEPARTMENT POSITION TITLES	MONTHLY SALARY RANGES		NUMBER OF POSITIONS			ESTIMATED EXPENDITURES		
			FISCAL YEARS			FISCAL YEARS		
			2004	2005	2006	2004	2005	2006
Communications								
ASSISTANT PRESS SECRETARY	2562	4271	1.0	1.0	1.0	47,280	47,280	52,560
CHIEF OF COMMUNICATIONS	7007	11763	1.0	1.0	1.0	101,040	115,000	119,640
COMMUNITY RELATIONS COORDINATO	3280	5467	1.0	1.0	0.0	55,020	35,000	-
EXECUTIVE SECRETARY	2562	4271	1.0	1.0	1.0	33,660	32,040	33,360
MARKETING COMMUNICATIONS MANAGER	3280	5467	1.0	1.0	1.0	47,040	47,040	52,380
PRESS SECRETARY	4290	7151	1.0	1.0	1.0	77,880	81,000	84,240
PROGRAM DEVELOPMENT MANAGER	3799	6332	1.0	0.0	1.0	70,020	-	70,000
SR MGR OF COMMUNICATIONS	6552	10919	1.0	1.0	1.0	84,000	87,360	90,900
WRITING SPECIALIST	4290	7151	0.0	1.0	1.0	-	42,000	42,000

Board of Directors



Departmental Budget and Narratives

Board of Directors

Description:

The Department of Board of Directors consists of the Chairman of the Board, eight Directors, two Ex-Officio and one Secretary to the Authority/Administrative Assistant to the Chairman. The Tollway is governed by the members of the Board of Directors that include the Governor of Illinois and the Secretary of the Illinois Department of Transportation, ex-officio.

Goals & Objectives:

To ensure adherence of the Tollway's mission statement.

MAJOR ACCOUNT LINE ITEMS:

Account	2004 Actual	2005 Revised Budget	2006 Request	\$ Change
SALARIES & WAGES	\$ 151,507	\$ 141,200	\$ 68,300	\$ (72,900)
BENEFITS	\$ 34,818	\$ 31,800	\$ 12,000	\$ (19,800)
OTHER OUTSIDE SERVICES	\$ 69,905	\$ 95,400	\$ 100,000	\$ 4,600
OTHER EXPENSES	\$ 3,894	\$ 1,800	\$ 9,500	\$ 7,700
TRAVEL	\$ 137	\$ 4,100	\$ 6,000	\$ 1,900
SUPPLIES - OFFICE	\$ 757	\$ 1,700	\$ 1,200	\$ (500)
POSTAGE	\$ 1,413	\$ 1,100	\$ 1,500	\$ 400
OTHER MINOR ACCOUNTS	\$ 1,355	\$ 3,000	\$ 6,000	\$ 3,000
Departmental Total	\$ 263,786	\$ 280,100	\$ 204,500	\$ (75,600)

The Fiscal Year 2006 budget request is \$205 thousand; a decrease of \$76 thousand or 27 per cent under the Fiscal Year 2005 budgeted amount. There is no compensation for the Directors in 2006. Total payroll is \$68 thousand for the Secretary to the Authority/Administrative Assistant to the Chairman.

Headcount:

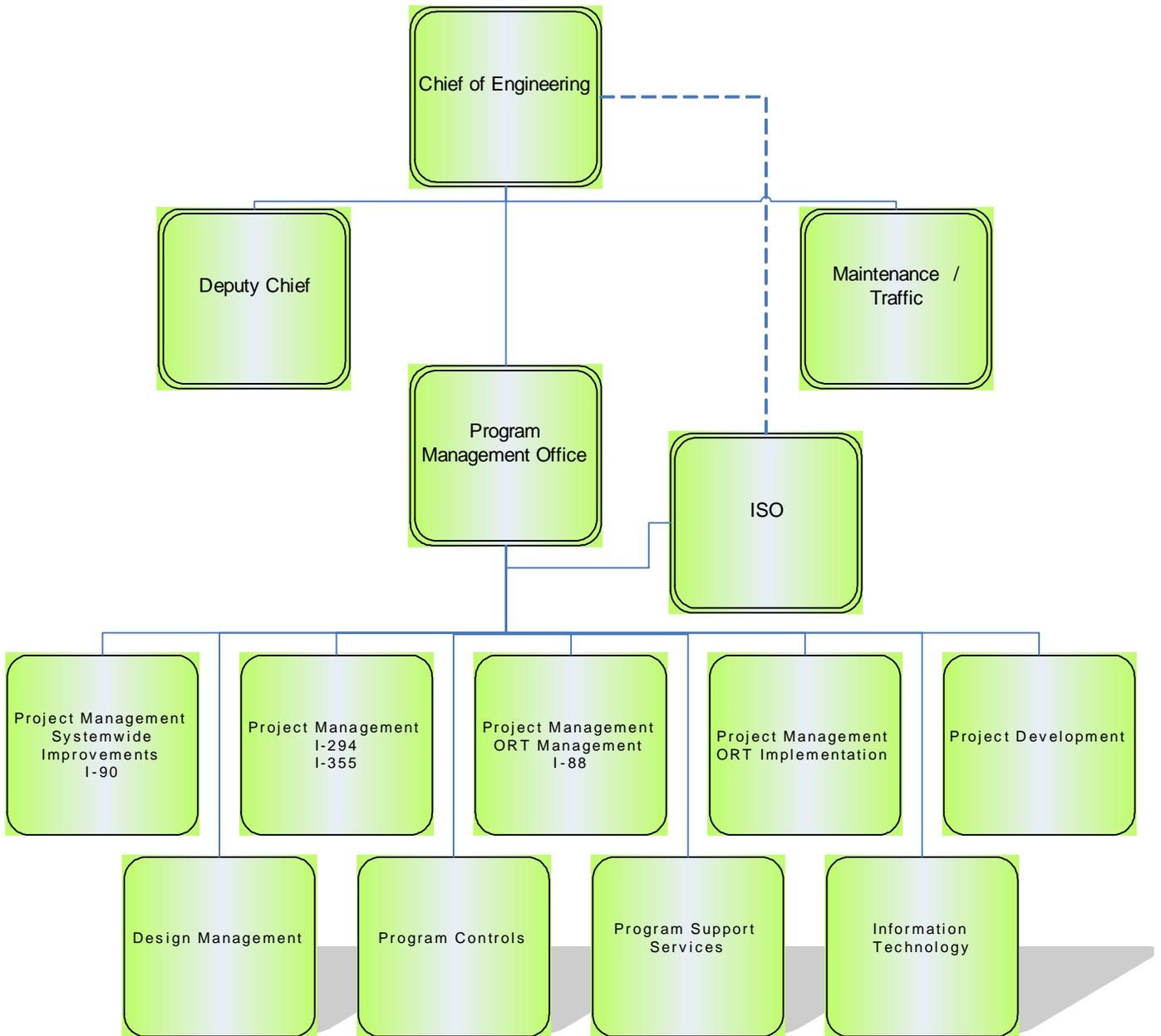
2003 Budget	2004 Budget	2005 Budget	2006 Budget
10	4	4	1

DEPARTMENT POSITION TITLES	MONTHLY SALARY RANGES	NUMBER OF POSITIONS FISCAL YEARS			ESTIMATED EXPENDITURES FISCAL YEARS		
		2004	2005	2006	2004	2005	2006
Directors							
CHAIRMAN	2403 2403	1.0	1.0	0.0	-	-	-
DIRECTORS	2403 2403	2.0	2.0	0.0	230,733	57,688	-
SEC TO AUTH/ADMIN ASST CHAIRMN	3280 5467	1.0	1.0	1.0	65,605	65,605	68,245

Departmental Budget and Narratives



Engineering



Departmental Budget and Narratives

Engineering

Description:

Engineering is responsible for the design, construction, operation and maintenance of our roadway. Annual inspections are made of the pavement, bridges and drainage systems. Short and long-term project plans are refined based upon the inspections and transportation needs to ensure a safe and reliable transportation system. Guiding this effort is the Tollway's 10 year capital program, the Congestion-Relief Plan (CRP), which includes five major areas of need and extends over all four legs of the Tollway.

- Fix It
- Congestion Relief
- Meet Needs of Growing Communities
- Enhance Local Economies
- Cutting-Edge Initiatives

The Engineering Department oversees three major functions:

- Design
- Construction
- Maintenance / Traffic

Accomplishments:

- Quickly expanded the Open Road Tollway project to rebuild I-88 'washboard' to include addition of fourth lane.
- Rehabilitated 32 miles on the west end of I-88 in just five months using Rubblization technique to save time and money.
- Converted nine traditional mainline toll plazas to barrier-free Open Road Tolling to provide non-stop toll collection at highway speeds and improve safety by separating I-PASS from cash payers.
- Rebuilt & widened the northbound lanes of the first five miles of the South Tri-State Tollway work on bridges south of Halsted Street.
- Began road construction on long-anticipated South Extension of I-355 to serve fast-growing Will County.
- Improved quality of life for drivers by reducing travel times.

Goals & Objectives:

- South Tri-State (I-294) Rebuild & Widen
- North Tri-State (I-294) Rebuild & Widen
- North-South (I-355) South Extension
- Open Road Tolling Conversion
- Reagan Memorial Tollway (I-88) Rebuild & Widen
- Rebuild/reconstruct 90 percent of the Tollway system

Departmental Budget and Narratives

Engineering continued

- Widen/add lanes to nearly half the system – 117 miles
- Convert 20 mainline toll plazas to barrier-free, non-stop Open Road Tolling
- Extend I-355 south to I-80 to serve Will County

MAJOR ACCOUNT LINE ITEMS:

Account	2005 Revised			
	2004 Actual	Budget	2006 Request	\$ Change
SALARIES & WAGES	\$ 25,369,135	\$ 26,729,560	\$ 28,455,940	\$ 1,726,380
FICA & RETIREMENT	\$ 6,652,264	\$ 7,340,450	\$ 6,037,700	\$ (1,302,750)
MATERIALS - OPERATIONAL	\$ 2,951,042	\$ 3,827,400	\$ 3,238,300	\$ (589,100)
FUELS AND OILS	\$ 1,801,624	\$ 2,502,500	\$ 3,008,000	\$ 505,500
OTHER EXPENSES	\$ 3,512,475	\$ 2,841,000	\$ 2,840,400	\$ (600)
REPLACEMENT PARTS	\$ 1,352,742	\$ 1,645,200	\$ 1,377,100	\$ (268,100)
OTHER OUTSIDE SERVICES	\$ 690,057	\$ 982,061	\$ 1,253,100	\$ 271,039
CONSULTING SERVICES	\$ -	\$ 500,000	\$ 500,000	\$ -
SUPPLIES - OPERATIONAL	\$ 228,044	\$ 240,100	\$ 234,200	\$ (5,900)
UNIFORMS & ACCESSORIES	\$ 142,287	\$ 121,600	\$ 120,600	\$ (1,000)
EQUIPMENT RENTALS	\$ 130,576	\$ 135,200	\$ 119,000	\$ (16,200)
ROADWAY EQUIPMENT	\$ -	\$ -	\$ 106,500	\$ 106,500
TOOLS & EQUIPMENT	\$ 57,090	\$ 106,300	\$ 67,500	\$ (38,800)
BUILDING EQUIPMENT	\$ -	\$ 21,589	\$ 60,900	\$ 39,311
SUPPLIES - OFFICE	\$ 37,589	\$ 54,400	\$ 48,000	\$ (6,400)
EMPLOYEE TRAINING	\$ 8,159	\$ 40,900	\$ 40,900	\$ -
EQUIPMENT MAINTENANCE	\$ 7,952	\$ 9,900	\$ 38,600	\$ 28,700
TRAVEL AND SUBSISTENCE	\$ 10,526	\$ 20,800	\$ 30,000	\$ 9,200
CONTRACTED OUTSIDE SERVIC	\$ 35,714	\$ 37,000	\$ 27,400	\$ (9,600)
DUES, BOOKS & SUBSCRIP.	\$ 6,999	\$ 12,600	\$ 12,600	\$ -
OFFICE EQUIPMENT	\$ -	\$ 14,300	\$ 11,600	\$ (2,700)
POSTAGE AND EXPRESS	\$ 4,284	\$ 7,400	\$ 8,800	\$ 1,400
PRINTING	\$ 2,094	\$ 6,600	\$ 6,300	\$ (300)
TELEPHONE & TELEGRAPH	\$ 4,926	\$ 5,700	\$ 6,300	\$ 600
OTHER MINOR ACCOUNTS	\$ 24,539	\$ 50,500	\$ 6,400	\$ (44,100)
SUBTOTAL	\$ 43,025,195	\$ 47,247,360	\$ 47,649,840	\$ 402,480
RECOVERY OF EXPENSES	\$ (1,086,399)	\$ (1,232,000)	\$ (1,218,200)	\$ 13,800
DEPARTMENTAL TOTAL	\$ 41,938,796	\$ 46,015,400	\$ 46,431,600	\$ 416,200

The Fiscal Year 2006 budget request is \$46.4 million; an increase of \$416 thousand or 1.0 per cent over the Fiscal Year 2005 budgeted amount. Total payroll is \$28.5 million and includes 558.5 positions.

Departmental Budget and Narratives

Engineering continued

Headcount:

2003 Budget	2004 Budget	2005 Budget	2006 Budget
531.5	512.5	554.5	558.5

Departmental M&O Highlights:

- Salary and Wages reflect an increase of over \$1.7 million or 6.5% over the 2005 budget. Engineering is adding 4 new positions to meet the needs of the new capital plan. (Additional engineers are budgeted in the capital plan).
- Fuels & Oils is budgeted at \$3.0 million due to rising oil costs and additional usage to accommodate the new capital plan, an increase of over \$500 thousand.
- Other Outside Services includes the cost of TIMS maintenance contract and the *999 emergency call program. The budget increases \$271 thousand over the 2005 budget to cover annual maintenance needs for the Computer Aided Dispatch system.
- Roadway and Building Equipment combined are budgeted at over \$167 thousand to allow for replacement and expansion of the Tollway's Fleet Maintenance, Roadway Maintenance and Sign Shop activities.
- Equipment Maintenance reflects a \$29 thousand increase to accommodate annual repairs to equipment, a one-time cost to repaint the fleet, and increasing steel prices.

Departmental Capital Highlights: Intelligent Transportation System (ITS) \$7.4 million

- Maintaining and operating the expanded network of 33 over-the-road Dynamic Message Signs.
- Closed Circuit TV/DMS Digital Conversion, an additional 72 fixed cameras-location based on a site location survey.
- Converting camera feeds from analog to digital.
- Automatic Vehicle Location - a tool to be installed in various roadway vehicles including H.E.L.P. Trucks and Incident Response Vehicles.
- Ramp Queue Detection - remote traffic monitoring sensors that will provide speed volume and occupancy information of vehicles traveling on the roadway. The ramp locations will provide ramp backup information that can alert technicians of the conditions and can also be tied into the DMS to message the motorists.

Departmental Budget and Narratives

Engineering continued

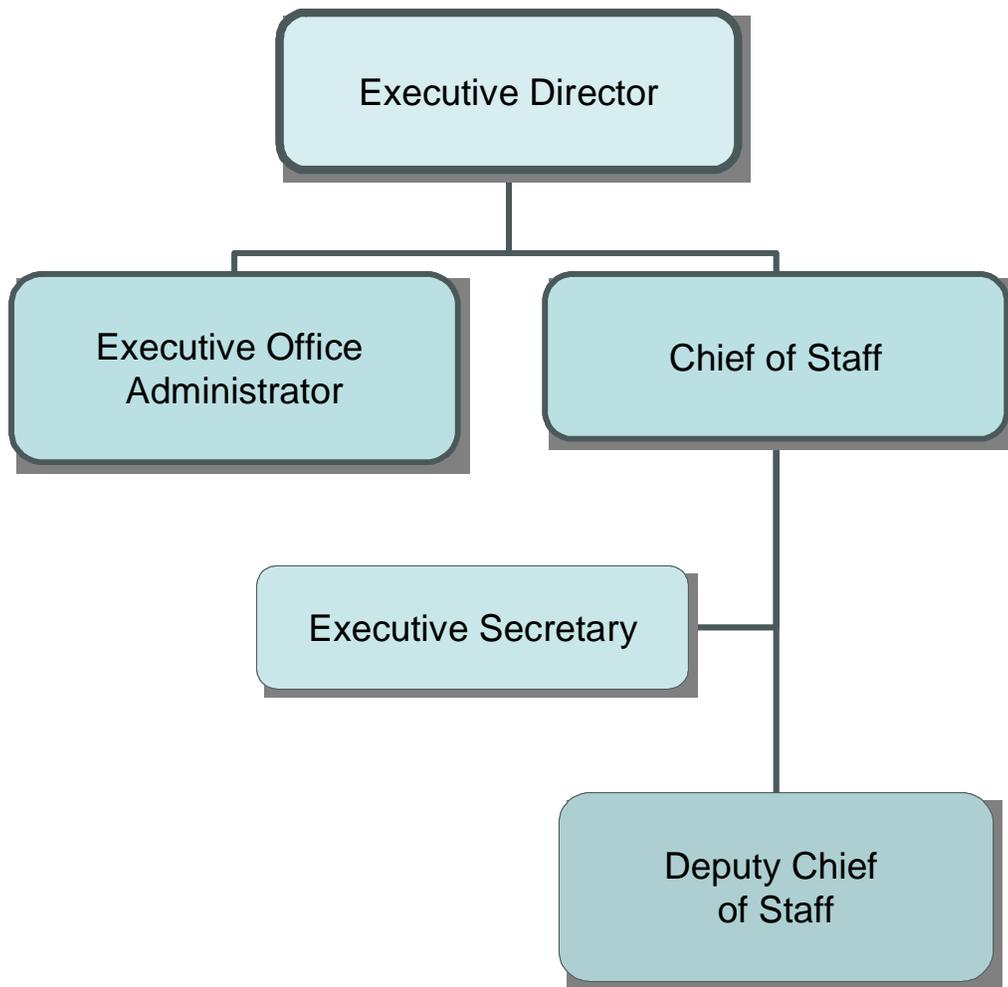
DEPARTMENT POSITION TITLES	MONTHLY SALARY RANGES		NUMBER OF POSITIONS			ESTIMATED EXPENDITURES		
			FISCAL YEARS			FISCAL YEARS		
			2004	2005	2006	2004	2005	2006
Engineering								
ADMINISTRATION SUPPORT SUPERVISOR	3280	5467	0.0	1.0	1.0	-	58,440	60,780
ADMINISTRATIVE ASSISTANT	2129	3549	0.0	0.0	1.0	-	-	45,000
ASSISTANT FOREMAN	2889	4816	11.0	12.0	0.0	415,320	620,880	-
AUTO MECHANIC	3071	4132	44.0	44.0	44.0	2,273,357	2,328,269	2,444,860
AUTOMOTIVE ATTENDANT	2452	2816	2.0	2.0	2.0	69,342	72,100	75,700
AUTOMOTIVE BODY TECHNICIAN	3071	4132	1.0	1.0	0.0	49,171	53,123	-
BUILDING INSPECTOR	1752	2921	1.0	1.0	1.0	35,058	35,058	35,058
CENTRAL SHOP AREA SUPERVISOR	3799	6332	1.0	1.0	1.0	57,000	57,000	59,280
CENTRAL SHOP CLERKS	2575	3336	0.0	0.0	3.0	-	-	118,560
CENTRAL SHOP MANAGER	3074	5123	0.0	0.0	1.0	-	-	65,520
CENTRAL SHOP SUPERVISOR	3074	5123	2.0	2.0	1.0	106,320	106,320	58,320
CHIEF ENGINEER	7007	11763	1.0	1.0	1.0	115,020	115,020	119,640
CIVILIAN CALL TAKER	2129	3549	6.0	6.0	7.0	160,660	190,644	227,200
CLERICAL	2129	3549	0.0	3.0	0.0	-	90,000	-
COMMUNICATIONS SUPERVISOR	3074	5123	4.0	4.0	4.0	222,440	175,822	237,300
CONSTRUCTION SERVICES MANAGER	4991	8319	0.0	0.0	1.0	-	-	80,676
CONTRACT ADMINISTRATOR	2129	3549	0.0	0.0	1.0	-	-	44,700
DATA TECHNICIAN	1752	2921	0.0	0.0	1.5	-	-	54,264
DEPUTY CHIEF OF ENGINEERING	6552	10920	0.0	0.0	1.0	-	-	97,020
DEPUTY PROJECT MANAGER	4290	7151	0.0	6.0	3.0	-	550,000	280,000
DISPATCH MANAGER	4290	7151	1.0	1.0	1.0	70,500	70,500	76,440
DISPATCH SHIFT SUPERVISOR	3280	5467	0.0	1.0	0.0	-	52,140	-
DRAINAGE CREW FOREMAN	3280	5467	1.0	1.0	0.0	54,360	54,360	-
EEO PROGRAM MANAGER	4290	7151	0.0	0.0	2.0	-	-	138,300
ENGINEER OF CONSTRUCTION	6552	10920	1.0	0.0	0.0	94,440	-	-
ENGINEER OF DESIGN	6552	10920	1.0	0.0	0.0	90,480	-	-
ENGINEERING PROJECT ANALYST	3280	5467	0.0	0.0	3.0	-	-	140,400
ENGINEERING PROJECT COORDINATOR	2129	3549	0.0	0.0	1.0	-	-	37,620
EQUIPMENT OPERATOR LABORER	2652	3924	294.0	300.0	300.0	12,562,839	13,728,000	14,414,000
EXECUTIVE OF ENGINEERING	6552	10920	0.0	1.0	1.0	-	97,020	100,920
EXECUTIVE PROJECT ENGINEER	6552	10920	0.0	1.0	2.0	-	92,280	189,600
EXECUTIVE SECRETARY	2562	4271	1.0	0.0	1.0	50,760	-	52,440
FLEET MAINTENANCE SUPERVISOR	3280	5467	2.0	2.0	2.0	131,210	131,210	136,488
FLEET MANAGER	4991	8318	1.0	1.0	1.0	84,660	88,080	91,620
FLEET SYSTEMS ADMINISTRATOR	3280	5467	1.0	1.0	1.0	65,605	65,605	68,244
FLEET SYSTEMS ANALYST	2129	3549	1.0	1.0	1.0	42,593	42,593	44,328
FOREMAN CENTRAL SHOP-NIGHTS	3280	5467	1.0	1.0	0.0	59,218	59,218	-
GEOMETRICS ENGINEER	4991	8318	1.0	1.0	1.0	86,280	86,280	89,760
GEOMETRICS TECHNICIAN	3074	5123	1.0	0.0	0.0	44,340	-	-
GIS APPLICATION SUPPORT SPECIALIST	2890	4816	0.0	2.0	2.0	-	87,750	87,750
INCIDENT MANAGER	4991	8319	0.0	0.0	1.0	-	-	75,000
ITS DEPLOYMENT ENGINEER	4991	8319	0.0	0.0	1.0	-	-	75,000
LAND ACQUISITION MANAGER	4991	8319	0.0	1.0	1.0	-	86,550	90,060
LEAD MECHANIC	3244	4305	11.0	11.0	11.0	577,676	604,947	635,200
MAINT. SYSTEMS SUPPORT CLERK	1752	2921	1.0	1.0	1.0	31,140	31,140	32,400
MAINTENANCE & TRAFFIC MANAGER	6552	10919	1.0	1.0	1.0	114,000	114,000	118,560
MAINTENANCE SECTION MANAGER	3280	5467	0.0	0.0	12.0	-	-	786,240

Departmental Budget and Narratives

Engineering continued

DEPARTMENT POSITION TITLES	MONTHLY SALARY RANGES		NUMBER OF POSITIONS FISCAL YEARS			ESTIMATED EXPENDITURES FISCAL YEARS		
			2004	2005	2006	2004	2005	2006
Engineering								
MAINTENANCE SECTION SUPERVISOR	3071	5123	0.0	0.0	12.0	-	-	699,840
MAINTENANCE SYSTEMS ANALYST	2889	4816	1.0	1.0	1.0	30,000	44,580	44,580
MATERIALS ENGINEER	4290	7151	1.0	1.0	1.0	73,500	73,500	76,440
OASIS PROJECT MANAGER	4991	8318	1.0	1.0	1.0	73,020	73,020	79,020
PARTS CLERK	2575	3336	11.0	11.0	11.0	438,553	442,728	447,762
PERMITS MANAGER	4290	7151	0.0	1.0	1.0	-	77,640	80,760
POLICY ANALYST	3280	5467	0.0	1.0	1.0	-	64,980	67,080
PROJECT COORDINATOR	3074	5123	0.0	0.0	1.0	-	-	44,424
PROJECT ENGINEER	4290	7151	2.0	0.0	0.0	141,000	-	-
PROJECT MANAGER	4290	7151	0.0	6.0	6.0	-	431,080	405,200
PROJECT TECHNICIAN	2890	4816	1.0	1.0	1.0	58,860	58,860	61,260
PROPERTY SPECIALIST	2890	4816	0.0	1.0	1.0	-	55,260	57,480
RELOCATION AND ACQUISITION SPECIALIST	2890	4816	0.0	1.0	1.0	-	41,160	42,840
ROADWAY ELECTRIC FOREMAN	3280	5467	1.0	1.0	1.0	56,880	60,000	65,520
ROADWAY LIGHTING	2652	3924	10.0	10.0	11.0	453,524	487,552	554,611
ROADWAY MAINTENANCE FOREMAN	3280	5467	11.0	11.0	0.0	644,760	644,760	-
ROADWAY MAINTENANCE MANAGER	5647	9412	1.0	1.0	1.0	90,300	90,300	93,960
ROADWAY MAINTENANCE SUPERVISOR	4290	7151	2.0	2.0	2.0	147,360	147,360	153,300
SECRETARY II	2129	3549	3.0	2.0	3.0	101,100	69,960	96,000
SECRETARY III	2421	4035	3.0	4.0	3.0	122,940	156,600	108,000
SECTION CLERK	2575	3336	11.0	11.0	11.0	427,469	442,728	447,762
SENIOR BUILDING INSPECTOR	2421	4035	1.0	1.0	1.0	41,580	41,580	43,260
SENIOR LANDSCAPE ARCHITECT	4290	7151	1.0	1.0	0.0	67,920	67,920	-
SENIOR PROJECT ENGINEER	4991	8318	8.0	9.0	5.0	555,173	717,060	406,500
SENIOR PROJECT MANAGER	4991	8318	0.0	6.0	7.0	-	450,000	549,000
SIGN MAKER HANGER	2652	3924	14.0	15.0	15.0	625,021	717,600	756,288
SIGN SHOP CLERK	2129	3549	0.0	0.0	1.0	-	-	39,520
SIGN SHOP FOREMAN	3280	5467	1.0	1.0	0.0	59,580	59,580	-
SIGN SHOP MANAGER	3280	5467	0.0	0.0	1.0	-	-	65,520
SIGN SHOP SUPERVISOR	3071	5123	0.0	0.0	1.0	-	-	58,320
SR. PROFESSIONAL LAND SURVEYOR	4290	7151	1.0	0.0	0.0	73,320	-	-
SYSTEMS MANAGER DATABASE	4991	8319	0.0	1.0	1.0	-	52,500	52,500
TELECOMMUNICATOR	2965	3958	21.5	21.5	21.0	891,030	850,888	889,500
TRAFFIC OPERATIONS CTR. SUPVR.	3799	6332	1.0	1.0	1.0	62,100	62,100	64,740
TRAFFIC OPERATIONS MANAGER	4290	7151	1.0	1.0	1.0	75,780	75,780	75,780
TRAFFIC OPERATIONS TECHNICIAN	2421	4035	2.0	6.0	6.0	78,600	175,420	182,430
TRAFFIC PERMIT TECHNICIAN	2129	3549	1.0	1.0	1.0	34,080	34,080	34,100
UTILITY ADMINISTRATOR	4991	8319	0.0	1.0	1.0	-	63,060	35,580
UTILITY TECHNICIAN	2890	4816	0.0	1.0	2.0	-	34,200	106,680
WEB BASED APPLICATION ADMINISTRATOR	4991	8319	0.0	2.0	2.0	-	100,000	100,000
WELDER (2005 part of Equipment Operator Laborers)	2652	3924	8.0	0.0	0.0	375,562	-	-

Executive



Departmental Budget and Narratives

Executive

Description:

The Executive Office is comprised of the executive management staff.

This office provides the management expertise to conceptually identify and then set policies for the organization. The Executive Office also develops and implements a strategic plan that allows for the efficient and effective use of all available resources to accomplish the mission of the Tollway.

Accomplishments:

- Increased commercial vehicle I-PASS use by joining national/umbrella consortium (E-Z Pass),
- Adopted and implemented comprehensive long-range capital plan,
- Utilized financial advisors and investment bankers expertise to develop transactions which netted greater funding for the Tollway.

Goals & Objectives:

Uphold the Tollway's Mission Statement

MAJOR ACCOUNT LINE ITEMS:

Account	2005 Revised			
	2004 Actual	Budget	2006 Request	\$ Change
SALARY & WAGES	\$ 366,975	\$ 367,000	\$ 444,100	\$ 77,100
BENEFITS	\$ 77,949	\$ 96,700	\$ 77,200	\$ (19,500)
OTHER EXPENSES	\$ 1,132,676	\$ 1,376,450	\$ 1,376,450	\$ -
TRAVEL	\$ 6,261	\$ 7,500	\$ 9,500	\$ 2,000
DUES, BOOKS & SUBSCRIP.	\$ 30,638	\$ 33,100	\$ 33,100	\$ -
OTHER MINOR ACCOUNTS	\$ 2,560	\$ 7,300	\$ 8,500	\$ 1,200
DEPARTMENTAL TOTAL	\$ 1,617,059	\$ 1,888,050	\$ 1,948,850	\$ 60,800

The Fiscal Year 2006 budget request is \$1.9 million; an increase of \$61 thousand or 3.2 percent over the Fiscal Year 2005 budgeted amount. Total payroll is \$444 thousand and includes five positions.

Headcount:

2003 Budget	2004 Budget	2005 Budget	2006 Budget
4	4	5	5

Departmental Budget and Narratives

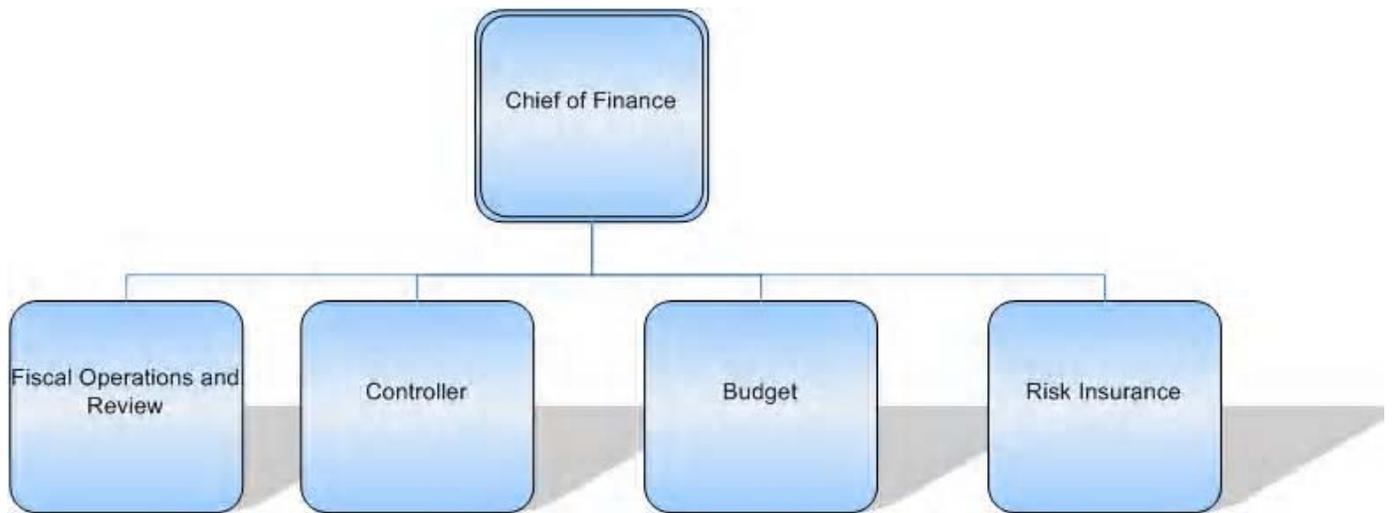
Executive continued

Departmental M&O Highlights:

- Salary & Wages is budgeted at \$444 thousand, an increase of \$77 thousand or 21.0 percent and includes five positions. This increase is to annualize a new executive staff position.

DEPARTMENT POSITION TITLES	MONTHLY SALARY RANGES	NUMBER OF POSITIONS FISCAL YEARS			ESTIMATED EXPENDITURES FISCAL YEARS		
		2004	2005	2006	2004	2005	2006
Executive							
CHIEF OF STAFF	7007 11763	1.0	1.0	1.0	115,020	115,020	124,920
DEPUTY CHIEF OF STAFF	4991 8319	0.0	0.0	1.0	-	-	88,440
EXECUTIVE DIRECTOR	8178 13630	1.0	1.0	1.0	122,520	122,520	127,440
EXECUTIVE OFFICE ADMINISTRATOR	3799 6332	1.0	1.0	1.0	68,040	70,800	73,680
EXECUTIVE SECRETARY	2562 4271	1.0	1.0	1.0	51,300	57,180	57,180

Finance



Departmental Budget and Narratives

Finance

Description:

The Finance Department is responsible for all general accounting, financial reporting, budgeting, treasury functions, accounts payable, major contract review, payroll, and risk management. In addition, Finance manages all bond, cash and investment analysis.

Finance is comprised of the following six units:

General Accounting
Budget Office
Accounts Payable
Payroll
Risk Management
Fiscal Operations and Review

Accomplishments:

- Budget Submissions - The Budget Office, in conjunction with the Information Technology Department created and implemented a new electronic Budget Submission System to enhance budget reporting.
- Capital Program – The Budget Office assumed responsibility for tracking the entire capital program, including the CRP (Congestion Relief Plan), to improve efficiency and accuracy.
- Financial Practices - Instituted best practices of banking/financial service industries to improve controls on cash collection, handling and deposits.
- Bond Issuance - All three of the nation's top bond rating agencies responded positively to the Tollway's reform agenda and sound financial operations; either upgraded (to Aa3) or confirmed (AA-) the Tollway's bond ratings. This contributed to the Tollway obtaining favorable interest rates when bonds were issued in June, 2005.
- Budget Reporting - For the second straight year, the Government Finance Officers Association (GFOA) awarded the Tollway with its GFOA Distinguished Budget Presentation Award for the Tollway's 2005 Budget Presentation.
- Enterprise Resource Planning System - The Finance Department supported the implementation of Phase I of the Tollway's Enterprise Resource Planning (ERP) system, which will improve management processes relating to the general ledger, budget, purchasing, human resources, fleet management and other agency-wide needs.
- Issued \$770 million in revenue bonds and entered into two Forward Starting Interest Rate Exchange Agreements for additional debt issuances in 2006 and 2007 needed to fund the Tollway's CRP.
- The Budget Office, in conjunction with the Planning Department developed a "in-house" Traffic and Revenue Reporting program. This program generated reports and analysis used by the Executive staff to track the effects of the CRP on the Tollway's traffic volumes, I-PASS participation, and toll revenues generated.
- In conjunction with the Planning Division, update the performance measurements for strategic planning.
- Provide for effective treasury management and risk management program.

Departmental Budget and Narratives

Finance continued

Goals & Objectives:

- The Budget Office continues to support the development and implementation of the comprehensive CRP (10-year Capital Construction Plan).
- Continue to successfully implement the new ERP system.
- Ensure a successful debt management program.
- Strive to maintain a fiscally sound governmental organization that conforms to legal requirements and to generally accepted financial management principles.

MAJOR ACCOUNT LINE ITEMS:

Account	2004 Actual	2005 Revised Budget	2006 Request	\$ Change
SALARY & WAGES	\$ 1,826,190	\$ 1,967,000	\$ 2,456,500	\$ 489,500
FICA & RETIREMENT	\$ 982,018	\$ 498,100	\$ 430,500	\$ (67,600)
GROUP INSURANCE	\$ 20,560,098	\$ 22,109,700	\$ 24,208,000	\$ 2,098,300
PROPERTY INSURANCE	\$ 1,890,686	\$ 2,184,000	\$ 2,293,200	\$ 109,200
WORKMAN'S COMP. INSURANCE	\$ 3,205,750	\$ 1,475,500	\$ 2,400,000	\$ 924,500
OTHER EXPENSES	\$ 1,544,193	\$ 1,794,300	\$ 1,794,200	\$ (100)
OTHER OUTSIDE SERVICES	\$ 747,041	\$ 1,211,400	\$ 1,395,000	\$ 183,600
BANK CHARGES	\$ 8,964	\$ 22,000	\$ 147,000	\$ 125,000
BOND TRUSTEE	\$ 7,449	\$ 59,900	\$ 80,000	\$ 20,100
EMPLOYEE TRAINING	\$ 420	\$ 20,000	\$ 15,000	\$ (5,000)
SUPPLIES - OFFICE	\$ 13,182	\$ 20,300	\$ 15,000	\$ (5,300)
OFFICE EQUIPMENT	\$ -	\$ 15,000	\$ 15,000	\$ -
POSTAGE	\$ 11,621	\$ 11,500	\$ 8,800	\$ (2,700)
DUES, BOOKS & SUBSCRIP.	\$ 4,197	\$ 4,700	\$ 5,500	\$ 800
TRAVEL	\$ 4,023	\$ 5,200	\$ 5,000	\$ (200)
OTHER MINOR ACCOUNTS	\$ 3,721	\$ 7,800	\$ 4,400	\$ (3,400)
SUBTOTAL	\$ 30,809,553	\$ 31,406,400	\$ 35,273,100	\$ 3,866,700
RECOVERY OF EXPENSES	\$ (258,887)	\$ (400,000)	\$ (400,000)	\$ -

DEPARTMENTAL TOTAL \$ 30,550,666 \$ 31,006,400 \$ 34,873,100 \$ 3,866,700

The Fiscal Year 2006 budget request is \$34.9 million; an increase of \$3.9 million or 12.5 percent over the Fiscal Year 2005 budgeted amount. Total payroll is \$2.5 million and includes 57 positions.

2003 Budget	2004 Budget	2005 Budget	2006 Budget
45.5	50	54	57

Departmental Budget and Narratives

Finance continued

Departmental M&O Highlights:

- In 2006, salaries, wages, FICA and retirement increased by \$422 thousand or 17.1 percent over the 2005 Revised Budget. This increase resulted from the annualization of several positions that were phased during 2005, the reclassification of other jobs and the addition of three new positions to Finance. The 2006 request proposes the addition of an ERP Project Manager. It also proposes the addition of one Budget Analyst and one Construction Insurance Analyst. These two positions are needed to support the CRP. Included in this category for 2006, is a 2.07 percent reduction in the retirement percentage.
- Group Health Insurance has increased by \$2.1 million or 9.5 percent over the 2005 Revised Budget. This percentage is based on recent publications that indicate both national and state averages for 2006.
- Property Insurance has increased by \$109 thousand or 5.0 percent over the 2005 Revised Budget.
- Workers' Compensation has increased by \$925 thousand or 62.7 percent over the 2005 Revised Budget. The workers' compensation actuarial study showed an increase in the Tollway's average claim during the last two years due to increasing medical costs. Funding for the claim reserve has been adjusted based on these recommendations.
- Other Outside Services has increased by \$184 thousand or 15.2 percent to fund two new "Best Practices" programs that involve audits for Risk Management as well as the PPO Program.
- For 2006, the Finance budget includes \$147 thousand to cover Bank Charges that, in the past, were funded by offsets in investment income.

Departmental Capital Highlights:

Enterprise Resource Planning (ERP)

\$12.3 million

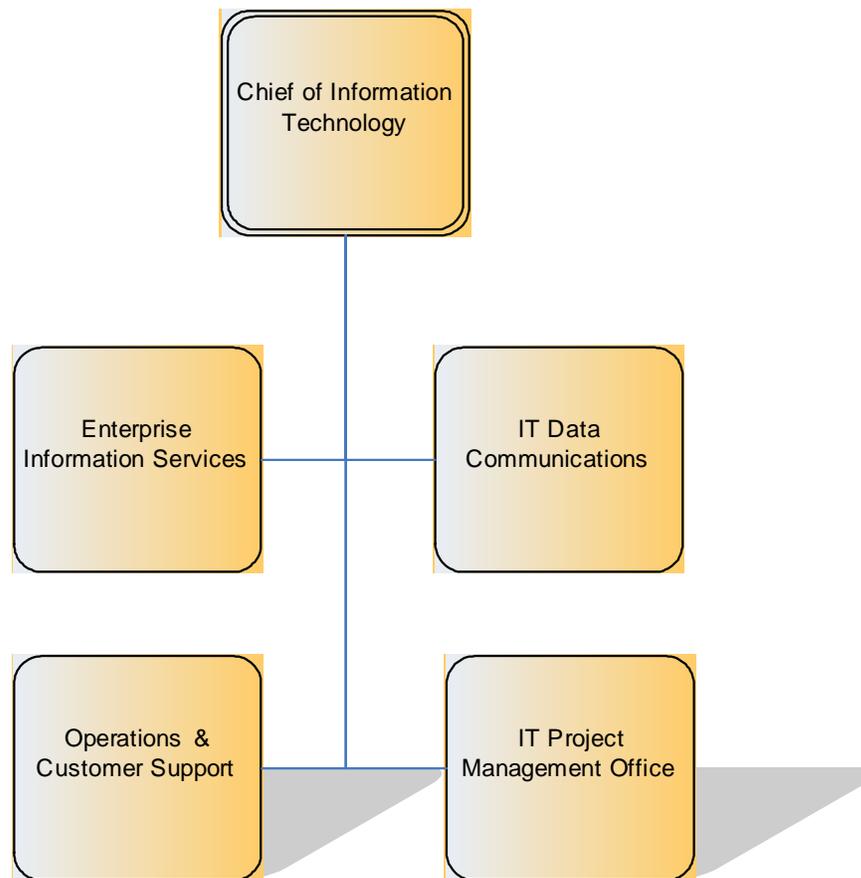
- The Tollway has been relying on an aging patchwork of systems to handle many functions, including budgeting, accounting, purchasing, human resources, fleet and roadway maintenance and payroll. This fragmentation hampers operational efficiency and inhibits information access and any analysis sought by departments that are charged with efficiently managing programs and services.
- For 2006, \$12.3 million has been allocated to continue toward implementation of a new ERP. In 2005, the GFOA was retained to review existing systems, develop a business case for a new ERP solution, and assist with the preparation of a Request for Proposal.
- Five new positions are being requested to ensure seamless implementation of the project. New employees will work in Information Technology, Finance, and Purchasing.
- The total budget is \$20 million, with a scheduled completion date in 2007.

Departmental Budget and Narratives

Finance continued

DEPARTMENT POSITION TITLES	MONTHLY SALARY RANGES	NUMBER OF POSITIONS FISCAL YEARS			ESTIMATED EXPENDITURES FISCAL YEARS			
		2004	2005	2006	2004	2005	2006	
Finance								
ACCOUNTANT	3280 5467	1.0	2.0	2.0	46,080	99,540	92,000	
ACCOUNTS PAYABLE CLERK	2129 3549	1.0	1.0	1.0	33,660	33,600	28,800	
ACCOUNTS PAYABLE REPRESENTATIVE	2129 3549	4.0	3.0	1.0	108,940	84,660	29,820	
ACCOUNTS PAYABLE SPECIALIST	2129 3549	0.0	1.0	1.0	-	36,420	37,920	
ASST SUPERVISOR ACCTS PAYABLE	2421 4035	1.0	1.0	1.0	35,400	35,400	38,700	
BUDGET ANALYST	3074 5123	0.0	0.0	3.0	-	-	148,220	
BUDGET MANAGER	4991 8318	1.0	1.0	1.0	82,500	82,500	85,800	
BUDGET RECORDS SPECIALIST	2563 4271	0.0	0.0	2.0	-	-	77,328	
BUDGET/GENERAL ACCOUNTING CLK.	2421 4035	1.0	1.0	1.0	20,000	25,000	35,040	
BUSINESS SYSTEMS PROJECT MGR	6552 10919	1.0	0.0	0.0	91,440	-	-	
CAPITAL BUDGET ANALYST	3799 6332	0.0	0.0	1.0	-	-	61,680	
CAPITAL BUDGET SPECIALIST	4291 7151	0.0	0.0	1.0	-	-	67,200	
CASH MANAGEMENT POSITION	4291 7151	0.0	0.0	1.0	-	-	55,000	
CASHIER	2129 3549	4.0	3.0	3.0	106,320	79,740	80,820	
CASHIER/GENERAL ACNT. ASST.	2129 3549	0.0	1.0	0.0	-	26,580	-	
CHIEF ACCOUNTANT	4290 7151	1.0	1.0	1.0	53,580	55,740	58,020	
CHIEF OF FINANCE	7007 11763	1.0	1.0	1.0	114,360	114,360	119,640	
CLAIMS ADJUSTER	3074 5123	0.0	0.0	1.0	-	-	60,132	
CLAIMS SPECIALIST	2562 4271	1.0	1.0	0.0	36,420	36,420	-	
CLERICAL SUPPORT	1753 2922	0.0	0.0	1.0	-	-	26,580	
CONSTRUCTION INSURANCE ANALYST	3074 5123	0.0	0.0	1.0	-	-	40,000	
CONTROLLER	6552 10919	1.0	1.0	1.0	95,040	95,040	110,040	
COST ACCOUNTANT III	2129 3549	2.0	2.0	5.0	74,700	74,700	150,720	
DISBURSEMENT CONTROL SUPERVISOR	3799 6332	1.0	1.0	1.0	80,000	45,900	45,660	
EMRGNCY SVCS COLLECTN ANALYST	2129 3549	1.0	1.0	1.0	28,800	28,800	32,100	
ENGINEERING FISCAL COORDINATOR	2889 4816	1.0	1.0	0.0	45,780	45,780	-	
ENGINEERING PROGRAMMER	3799 6332	1.0	1.0	0.0	57,000	57,000	-	
ERP MANAGER	4291 7151	0.0	0.0	1.0	-	-	70,000	
EXECUTIVE SECRETARY	2562 4271	1.0	1.0	1.0	32,760	34,080	37,224	
FINANCIAL PLANNING ANALYST	3799 6332	2.0	2.0	1.0	126,780	126,780	64,680	
FINANCIAL SERVICES MANAGER	4991 8318	1.0	0.0	0.0	81,600	-	-	
FISCAL OPERATIONS MANAGER	4991 8319	0.0	0.0	1.0	-	-	88,440	
FISCAL PLANNING ANALYST	4291 7151	0.0	1.0	0.0	-	50,000	-	
GENERAL ACCOUNTING CLERK	1752 2921	1.0	1.0	2.0	31,920	31,920	60,720	
INSURANCE CLAIMS SUPERVISOR	3799 6332	1.0	1.0	1.0	68,160	68,160	70,920	
INSURANCE CLERK	1752 2921	1.0	1.0	1.0	28,560	33,300	34,680	
INSURANCE RISK MANAGER	4991 8318	1.0	1.0	1.0	93,240	93,240	97,020	
IT FISCAL COORDINATOR	2890 4816	1.0	1.0	0.0	45,240	45,240	-	
OPERATIONAL SVCS. FISCAL COORD	2890 4816	1.0	1.0	0.0	53,820	53,820	-	
PAYROLL ANALYST	2890 4816	1.0	1.0	1.0	41,100	41,100	47,460	
PAYROLL CLERK	2421 4036	0.0	0.0	1.0	-	-	26,640	
PAYROLL MANAGER	4291 7151	0.0	0.0	1.0	-	-	57,360	
PAYROLL SPECIALIST	2421 4035	3.0	3.0	2.0	91,980	90,257	64,860	
PAYROLL SUPERVISOR	3280 5467	1.0	1.0	0.0	50,100	50,100	-	
POLICY ANALYST	3280 5467	1.0	0.0	0.0	64,500	-	-	
PROJECT ACCOUNTANT	2421 4035	1.0	1.0	2.0	41,760	41,760	85,648	
PROJECT ADMINISTRATOR	3280 5467	1.0	1.0	1.0	43,680	65,640	68,280	
PROPERTY RECOVERY ANALYST	2562 4271	1.0	1.0	1.0	34,620	34,620	36,060	
ROADWAY SERVICES SPECIALIST	1752 2921	1.0	1.0	0.0	24,120	24,120	-	
SECRETARY II	2129 3549	1.0	1.0	0.0	26,340	29,640	-	
SECRETARY III	2421 4035	1.0	0.0	1.0	33,300	-	32,100	
SENIOR ACCOUNTANT	3280 5467	2.0	1.0	4.0	105,600	52,140	192,040	
SR FINANCIAL PLANNING ANALYST	4291 7151	0.0	0.0	1.0	-	-	72,360	
SUPVR. WORKERS COMP CLAIMS	2889 4816	1.0	1.0	1.0	50,220	50,220	52,260	
TECHNICAL ASSISTANT	3280 5467	1.0	0.0	0.0	57,540	-	-	

Information Technology



Departmental Budget and Narratives

Information Technology

Description:

The Information Technology Department is responsible for planning, directing, managing and controlling all Information Technologies and Telecommunications as well as providing strategic guidance and User/Client services to the Tollway.

Information Technology oversees four different functions:

IT Project Management Office

Enterprise Information Services

Data Communications

Operations and Customer Support

Accomplishments:

- Paperless Office – provided an automated web based routing of Tollway forms and audio visual requests.
- Expanded E-Commerce - Implemented an efficient on-line account management system that provides I-PASS customers with the capability to manage and maintain their accounts on-line.
- E-Procurement - Replaced the Non-Inventory Need paper-based process with an electronic routing and approval.
- Biometric Time and Attendance - IT and Administration implemented the Kronos Time and Attendance system through a web-based process. The device uses fingerprints to identify employees as well as track and approve scheduling of vacation and overtime.
- Router and switch upgrades to enhance network stability on the WAN (wide area network), which improved internet connection. Deployed additional firewalls for enhanced internet security. Improved network security via automated OS (operating system) updates.
- Made network modifications and improvements to support the deployment of the I-PASS E-Commerce site, new I-PASS Call Center, and Violation Enforcement System (VES).
- Disaster Recovery Upgrades – Additional technology infrastructure upgrades related to enabling business continuity.
- Monitoring and Alerting – Monitoring and alerting systems have been implemented to improve service levels and customer support.
- Anti-Virus Protection – Steps taken to protect Tollway users and technology assets from computer viruses and implemented anti-spam solutions.

Departmental Budget and Narratives

Information Technology continued

- Windows Migration – Significant efforts to upgrade servers and desktops from older Microsoft technologies and support the migration of applications to the new platforms:

Assistance to Other Departments:

Finance –

- Implementation of an interface to banking services, collection agencies and report reconciliation.
- Modified the Billing system and General Ledger/Accounts Payable applications to manage the transactions from the Chicago Skyway.
- Developed and implemented an employee travel payment application to deposit checks directly to an employee's bank account.

Operational Services –

- Created application provides I-PASS Customer Care Center with the ability to process payments for "Insufficient Funds" fees.

Engineering –

- Installation of equipment for the new Starcom 21.

Goals & Objectives:

To be recognized as a world-class provider of best-suited information technology, services and support. To help the Tollway achieve its financial goals and business objectives by focusing information technology efforts on increased revenue growth, improved productivity and customer and employee satisfaction.

Update financial and business systems to obtain greater efficiency and expand the use of paperless systems.

MAJOR ACCOUNT LINE ITEMS:

Account	2004 Actual	2005 Revised Budget	2006 Request	\$ Change
SALARY & WAGES	\$ 3,485,330	\$ 3,888,700	\$ 4,284,500	\$ 395,800
FICA & RETIREMENT	\$ 804,853	\$ 891,100	\$ 750,900	\$ (140,200)
EQUIPMENT MAINTENANCE	\$ 1,381,306	\$ 1,690,900	\$ 1,905,000	\$ 214,100
TELEPHONE	\$ 312,694	\$ 475,000	\$ 425,000	\$ (50,000)
SUPPLIES - OPERATIONAL	\$ 52,020	\$ 197,500	\$ 192,600	\$ (4,900)
CONSULTING SERVICES	\$ 19,500	\$ 148,300	\$ 50,000	\$ (98,300)
OTHER OUTSIDE SERVICES	\$ 130,783	\$ 137,000	\$ 156,000	\$ 19,000
EMPLOYEE TRAINING	\$ 66,384	\$ 178,000	\$ 125,000	\$ (53,000)
REPLACEMENT PARTS	\$ 91,351	\$ 152,000	\$ 107,000	\$ (45,000)
SUPPLIES - OFFICE	\$ 18,027	\$ 33,856	\$ 21,000	\$ (12,856)
MATERIALS - OPERATIONAL	\$ 2,687	\$ 30,000	\$ 20,000	\$ (10,000)
TOOLS & EQUIPMENT	\$ 1,090	\$ 2,500	\$ 10,500	\$ 8,000
OFFICE EQUIPMENT	\$ -	\$ 15,000	\$ 25,000	\$ 10,000
TRAVEL	\$ 1,845	\$ 4,800	\$ 7,800	\$ 3,000
OTHER MINOR ACCOUNTS	\$ 12,277	\$ 14,700	\$ 11,400	\$ (3,300)
DEPARTMENTAL TOTAL	\$ 6,380,147	\$ 7,859,356	\$ 8,091,700	\$ 232,344

Departmental Budget and Narratives

Information Technology continued

The Fiscal Year 2006 budget request is \$8.1 million; an increase of \$232 thousand or 3.0 percent over the Fiscal Year 2005 budgeted amount. Total payroll is \$4.3 million and includes 77 positions.

Headcount:

2003 Budget	2004 Budget	2005 Budget	2006 Budget
71	71	72	77

Departmental M&O Highlights:

- In 2006, salaries and wages increased by \$396 thousand or 10.2 percent with the addition of 5 new positions that support two new initiatives, the ERP Program and new electronic toll collection partner:
 - ERP will require three new positions that include: a Business Analyst to identify requirements of the Tollway in order to develop processes and test plans for the overall project; one ERP Database Manager to develop and implement IT strategies and platforms that meet the Tollway's current and future business needs; and one ERP Project Manager who is responsible for team management regarding scope, design and successful delivery of the project.
 - Two ETC System Techs to support toll collection equipment and systems that will still be in use at the Tollway after the Transcore contract has expired.
- The salary increase above is partially offset by a \$140 thousand or 15.7 percent decrease resulting from a reduction in the retirement percentage.
- For 2006, Equipment Maintenance has increased by \$214 thousand or 12.7 percent to support the Unisys, NGN, ERP, and Kronos maintenance costs as well as ongoing hardware and software maintenance costs.
- Consulting Services was reduced by \$98 thousand or 66.3 percent due to the transfer of GEAC support from IT to Engineering for 2006.

Departmental Budget and Narratives

Information Technology continued

Departmental Capital Highlights:

IT Network Infrastructure Upgrade

\$8.0 million

- This project encompasses the upgrade of fiber-optic transmission equipment expanding available bandwidth (64 times current capacity) and the deployment of advanced transport technology, merging several single-service networks (voice, video, and data) into a single network. This project represents a comprehensive upgrade and modernization of the Tollway network infrastructure. The configuration and technologies involved should dramatically expand capacity and capability that will accommodate Tollway growth through 2012 and beyond.

Web and E-Commerce

\$2.0 million

- With the implementation of Open Road Tolling and the CRP, the volume of patrons using the website will continue to increase. This growth in I-PASS will require increased capacity and upgrading. The Tollway website provides customers with a full self-service environment. The system supports online customer identification and password/PIN management, I-Pass account application, transponder ordering, account information updates and account balance checking. The site also serves as an information repository, providing customer service information, construction updates, maps, and Oases information, etc.

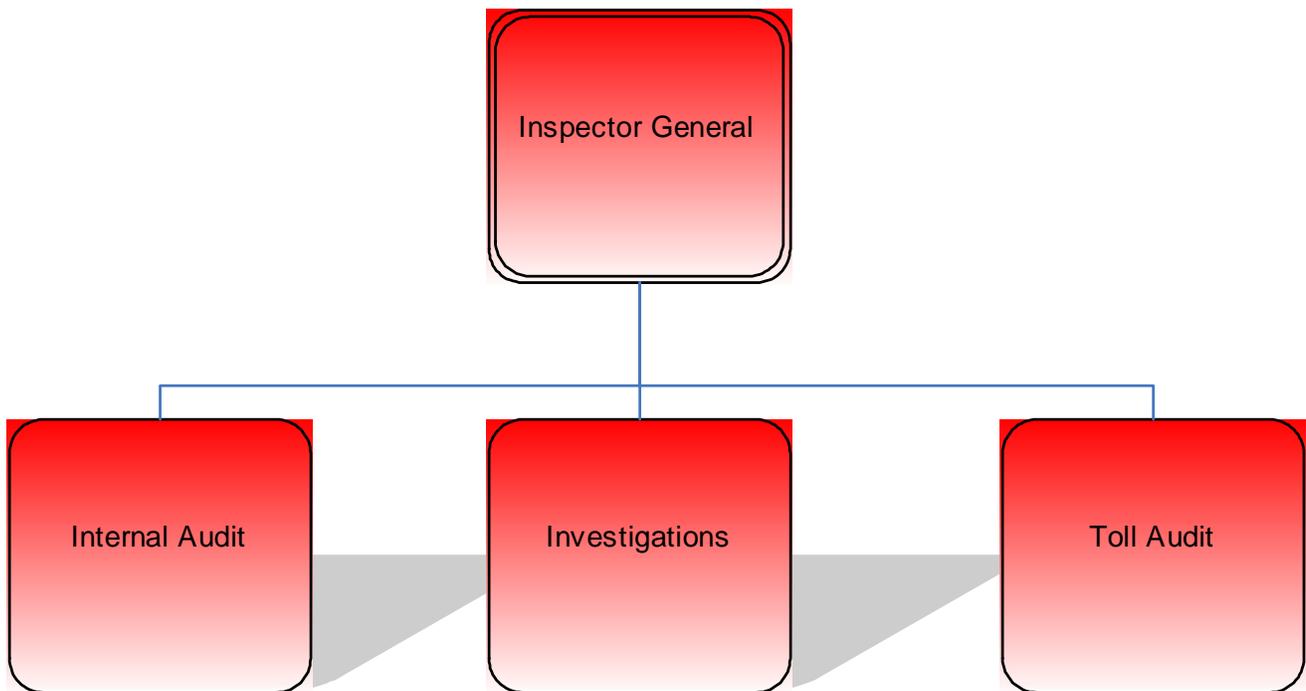
DEPARTMENT POSITION TITLES	MONTHLY SALARY RANGES	NUMBER OF POSITIONS FISCAL YEARS			ESTIMATED EXPENDITURES FISCAL YEARS		
		2004	2005	2006	2004	2005	2006
Information Technology							
ANTENNA SPECIALIST	3280 5467	2.0	2.0	2.0	88,800	88,800	90,540
ASSET & INVENTORY SUPVR.	2421 4035	1.0	1.0	1.0	46,080	46,080	47,940
ASSISTANT MULTIMEDIA PROJECT SPECIALIST	2421 4035	0.0	1.0	1.0	-	31,320	33,900
ASSISTANT WEB MASTER	3280 5467	1.0	1.0	0.0	50,820	50,820	-
BUSINESS ANALYST	3280 5467	0.0	0.0	1.0	-	-	60,000
CHIEF OF INFORMATION TECHNOLOGY	7007 11763	1.0	1.0	1.0	116,314	110,000	119,640
COMM. INSTALLATION TECHNICIAN	3280 5467	1.0	1.0	0.0	52,500	52,500	-
COMMUNICATIONS EQUIPMENT OPERATOR	2129 3549	1.0	1.0	1.0	36,300	36,300	37,800
COMPUTER OPERATOR	2421 4035	3.0	2.0	2.0	95,580	64,260	66,900
CUSTOMER SERVICE REPRESENTATIVE	2129 3549	1.0	0.0	0.0	27,240	-	-
CUSTOMER SERVICE SUPERVISOR	3280 5467	0.0	1.0	1.0	-	58,560	60,960
DATA CENTER OPERATIONS MANAGER	4290 7151	1.0	1.0	1.0	55,740	55,740	58,020
DATA COMMUNICATION SPECIALIST	3799 6332	1.0	1.0	1.0	71,400	71,400	74,280
DATA COMMUNICATIONS MANAGER	4991 8318	1.0	0.0	0.0	48,000	-	-
DATA COMMUNICATIONS TECHNICIAN	3074 5123	2.0	2.0	2.0	117,341	117,341	122,100
DATABASE MANAGER	4290 7151	1.0	0.0	1.0	70,560	-	70,000
DESKTOP SUPPORT TECHNICIAN	2421 4035	0.0	1.0	1.0	-	37,020	38,520
ENTERPRISE INFO. SERVICES MGR	5647 9412	1.0	1.0	1.0	92,880	92,880	96,600
ERP MANAGER	4290 7151	0.0	0.0	1.0	-	-	70,000
ETC SYSTEM TECHNICIAN	3074 5123	0.0	0.0	2.0	-	-	90,000
EXECUTIVE SECRETARY	2562 4271	1.0	1.0	1.0	46,500	46,500	48,360

Departmental Budget and Narratives

Information Technology continued

DEPARTMENT POSITION TITLES	MONTHLY SALARY RANGES		NUMBER OF POSITIONS			ESTIMATED EXPENDITURES		
			FISCAL YEARS			FISCAL YEARS		
			2004	2005	2006	2004	2005	2006
Information Technology								
FIELD NETWORK ENGINEER	3280	5467	5.0	5.0	5.0	313,670	313,670	326,328
FIELD OPERATIONS MANAGER	4290	7151	1.0	1.0	1.0	79,080	79,080	82,260
HELP DESK SUPERVISOR	3074	5123	1.0	0.0	0.0	58,560	-	-
INVENTORY CONTROL CLERK	2129	3549	2.0	2.0	2.0	73,140	73,140	71,760
IT BUSINESS DEVELOPMENT COORDINATOR	4290	7151	0.0	0.0	1.0	-	-	60,120
IT PLANNING & ADMIN. MANAGER	4290	7151	1.0	0.0	0.0	76,980	-	-
IT SPECIAL PROJECTS COORDINATOR	2890	4816	0.0	1.0	1.0	-	35,040	36,480
IT TRAINING COORDINATOR	2562	4271	0.0	1.0	1.0	-	36,180	42,780
JR NETWORK ADMINISTRATOR	3280	5467	0.0	1.0	0.0	-	46,800	-
MANAGER OF PROJECT MANAGEMENT OFFICE	4991	8318	1.0	1.0	1.0	80,000	90,000	80,000
MOBILE BENCH TECHNICIAN	3074	5123	2.0	2.0	2.0	91,680	91,680	95,400
MOBILE INSTALLER	2562	4271	3.0	2.0	3.0	114,120	114,120	118,800
MOBILE SHOP MANAGER	3280	5467	1.0	1.0	1.0	59,340	59,340	61,680
MULTIMEDIA PROJECT SPECIALIST	3280	5467	0.0	1.0	1.0	-	57,792	60,132
NETWORK ADMINISTRATOR	3280	5467	2.0	2.0	3.0	101,520	104,760	164,285
NETWORK SUPPORT ADMINISTRATOR	3280	5467	0.0	1.0	1.0	-	76,020	79,080
OPER. & CUSTOMER SUPPORT MGR	5647	9412	1.0	1.0	1.0	82,920	82,920	86,280
ORACLE DBA	6552	10920	0.0	0.0	1.0	-	-	100,000
PBX ADMINISTRATOR	3074	5123	1.0	1.0	1.0	51,720	51,720	53,820
PBX TECHNICIAN	3074	5123	1.0	1.0	1.0	49,860	49,860	51,900
PROJECT MANAGER	4290	7151	3.0	5.0	5.0	209,520	357,060	376,740
SECRETARY III	2421	4035	3.0	2.0	2.0	112,680	76,500	78,180
SECURITY ADMINISTRATOR	4290	7151	1.0	1.0	1.0	56,100	56,100	58,380
SENIOR COMPUTER OPERATOR	2562	4271	2.0	2.0	2.0	71,100	71,100	73,980
SENIOR PROGRAMMER	3280	5467	3.0	0.0	0.0	129,540	-	-
SENIOR SOFTWARE ENGINEER	3280	5467	0.0	3.0	3.0	-	129,540	134,820
SENIOR SYSTEMS ANALYST	3799	6332	3.0	3.0	3.0	171,840	171,840	178,740
SQL/ACCESS DEVELOPER	3799	6332	1.0	1.0	1.0	45,000	40,000	60,000
SR NETWORK ADMINISTRATOR	4290	7151	1.0	0.0	0.0	45,000	-	-
SYSTEM ARCH. & ENG. MANAGER	4290	7151	1.0	0.0	0.0	75,000	-	-
SYSTEM TECHNICIAN 1	3074	5123	5.0	5.0	5.0	237,195	231,421	216,240
SYSTEM TECHNICIAN 2	2890	4816	0.0	1.0	1.0	-	35,050	36,480
SYSTEMS ARCHITECTURE & ENGINEERING	4991	8318	1.0	1.0	1.0	75,000	75,000	78,000
SYSTEMS MANAGER (WEB, GROUPWARE)	4991	8318	1.0	1.0	1.0	60,540	60,540	60,540
SYSTEMS SUPERVISOR	4290	7151	1.0	1.0	1.0	72,240	72,240	75,180
TECHNICAL SERVICES MANAGER	5647	9412	1.0	0.0	0.0	72,883	-	-
UNIX ADMINISTRATOR	4290	7151	1.0	1.0	1.0	68,340	68,340	71,100
WAN SYSTEMS ARCHITECTURE & ENGINEERING	4991	8318	0.0	1.0	0.0	-	71,220	-
WEB DEVELOPMENT COORDINATOR	3280	5467	1.0	1.0	1.0	49,800	49,800	60,120
WIRELESS NETWORK ADMINISTRATOR	3280	5467	1.0	1.0	1.0	51,600	51,600	53,700

Inspector General



Departmental Budget and Narratives

Office of Inspector General

Description:

The Office of the Inspector General (“OIG”) at the Illinois State Toll Highway Authority (“Tollway”) was created in accordance with Governor Blagojevich’s reform agenda for the Tollway.

The mission of the OIG is to foster and promote public accountability and integrity in the day to day administration of the Tollway by providing the Governor, through the Executive Inspector General, Tollway Board and Tollway management with an independent view of operations through objective and professional audits, investigations, reviews and evaluations of the economy, efficiency or effectiveness of Tollway projects and operations.

The OIG’s office includes the following units:

- Investigations
- Enterprise Control & Compliance (formerly internal audit)
- Toll Audit

Accomplishments:

- Monthly money room audits, annual change fund audits in selected plazas, and quarterly audits of the oasis project.
- Pre-implementation reviews (also known as advisory services)
 - ◊ Part of the \$69 million Traffic Revenue Maintenance and Management Project (TRMMP) RFP development and selection committee. Pre-implementation meetings for TRMMP contract relating to Violation Processing System, Host Computer, Customer Service Center (IPASS), and Reciprocity Server.
 - ◊ Computer systems and application review (software/source code, data validation, audit trails & record retention) of Traffic Revenue Maintenance and Management Project TRMMP contract.
 - ◊ Pre-implementation meetings for new Customer Service Center contract.
- Processed 188 complaints through the hotline and by mail.
- Opened 24 cases
 - ◊ 7 were investigated and resulted in the termination or resignation of a Tollway employee.
 - ◊ 1 involved the theft of more than \$45,000 from the Tollway by an MAI employee. In conjunction with local authorities, the individual was successfully prosecuted and MAI reimbursed the Tollway for the funds.
 - ◊ 7 were reviewed and/or investigated and determined to be unfounded (1 was investigated by the EEO Officer).
 - ◊ 9 were still open at the end of 2005 (3 are being handled by the State Police).

Departmental Budget and Narratives

Inspector General continued

Goals & Objectives:

- Assisting the Tollway in meetings its mission by developing short and long-range plans through a risk-based process to provide the most effective coverage of the Department's programs, processes, systems and contracts with outside entities.
- Developing written policies and procedures for the OIG.
- Fully staffing the OIG consistent with budget allocations.
- Informing Department chiefs, senior management, and outside agencies and entities of our mission, activities and planned coverage.
- Familiarizing staff, both within the OIG and within the Tollway, with ethics requirements and helping them meet the highest ethical standards.
- Conducting contract compliance reviews to ensure costs charged to the Tollway through contracts and agreements with outside entities are allowable and appropriate.
- Timely investigating reports of fraud, waste and abuse. At the beginning of 2006, the office had 11 cases open; 4 were active and substantive investigations. Based on trends in the 4th Quarter 2005, we expect to review 45 cases and conduct 15 substantive investigations.
- Conduct advisory services (also known as pre-implementation reviews) prior to, or concurrent with, implementation of new policies and systems to provide timely information to management to make better decisions and avoid costly mistakes that may expose the Tollway to risks (financial, legal, public perception, etc.).

MAJOR ACCOUNT LINE ITEMS:

Account	2005 Revised			
	2004 Actual	Budget	2006 Request	\$ Change
SALARY & WAGES	\$ 424,203	\$ 596,100	\$ 600,900	\$ 4,800
FICA & RETIREMENT	\$ 94,930	\$ 177,100	\$ 105,000	\$ (72,100)
OTHER OUTSIDE SERVICES (CMS Audit)	\$ -	\$ 90,000	\$ 450,000	\$ 360,000
EMPLOYEE TRAINING	\$ 1,844	\$ 4,400	\$ 12,500	\$ 8,100
EQUIPMENT MAINTENANCE	\$ 6,598	\$ 7,000	\$ 5,900	\$ (1,100)
OTHER MINOR ACCOUNTS	\$ 4,314	\$ 14,000	\$ 8,800	\$ (5,200)
DEPARTMENTAL TOTAL	\$ 531,889	\$ 888,600	\$ 1,183,100	\$ 294,500

The Fiscal Year 2006 budget request is \$1.2 million; an increase of \$295 thousand or 33 percent over the Fiscal Year 2005 budgeted amount. Total payroll is \$601 thousand and includes 12 positions.

Headcount:

2003 Budget	2004 Budget	2005 Budget	2006 Budget
9	10	13	12

Departmental Budget and Narratives

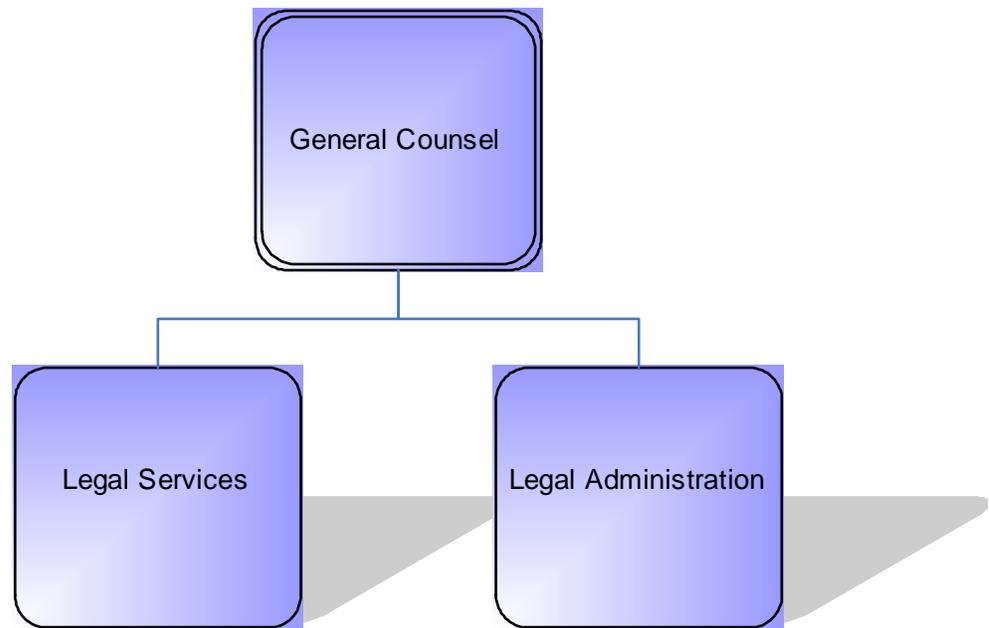
Inspector General continued

Departmental M&O Highlights:

- Salary, Wages, FICA & Retirement decreased \$67 thousand or 0.8 percent due to reduction in retirement contribution.
- Increase in Employee Training to \$12 thousand for continuing education to maintain professional standards.
- Funding for the CMS internal audit has been included in the amount of \$450 thousand. CMS has taken over all internal auditing for the State.

DEPARTMENT POSITION TITLES	MONTHLY SALARY RANGES	NUMBER OF POSITIONS FISCAL YEARS			ESTIMATED EXPENDITURES FISCAL YEARS		
		2004	2005	2006	2004	2005	2006
Inspector General							
CHIEF INTERNAL AUDITOR	5647 9412	1.0	1.0	0.0	77,820	77,820	-
EDIT CONTROL CLERK	1752 2921	0.0	0.0	0.0	-	-	-
EXECUTIVE SECRETARY	2562 4271	0.0	1.0	1.0	-	30,000	34,080
INSPECTOR GENERAL	7007 11763	1.0	1.0	1.0	110,040	110,040	110,040
INTERNAL AUDITOR	2889 4816	1.0	2.0	1.0	52,320	89,940	49,920
INTERNAL CONTROL & COMPLIANCE MANAGER	5647 9412	0.0	0.0	1.0	-	-	62,880
INVESTIGATOR	4290 7151	1.0	2.0	1.0	50,000	100,000	50,000
MANNED LANES AUDIT/PROJ ANALST	2562 4271	1.0	1.0	1.0	37,920	37,920	39,480
MANNED LANES CONTROL CLERK	2129 3549	1.0	1.0	1.0	28,200	28,200	29,340
REVENUE AUDITOR	2889 4816	0.0	1.0	1.0	-	39,780	39,780
REVENUE LOSS SPECIALIST	2889 4816	0.0	0.0	1.0	-	-	35,000
SECRETARY III	2421 4035	1.0	0.0	0.0	31,300	-	-
SENIOR INSPECTOR	5647 9412	1.0	1.0	1.0	80,000	80,000	80,000
TOLL AUDIT CLERK	1752 2921	1.0	1.0	1.0	22,020	28,200	29,340
TOLL AUDIT SUPERVISOR	3280 5467	1.0	1.0	1.0	52,080	52,080	58,320

Legal



Departmental Budget and Narratives

Legal

Description:

The Law Department is a Bureau of the Office of the Attorney General of the State of Illinois assigned to provide legal services to the Tollway. The General Counsel reports to the Executive Director and to the Attorney General.

Accomplishments:

- Provided counsel for largest bond issue in Tollway's history.
- Provided counsel for largest interest rate swap in Tollway's history.
- Provided counsel for largest non-construction contract in Tollway's history.
- Settled defective bridge design case at full value.
- Obtained dismissal of several personal injury cases involving death and/or severe injuries.
- Obtained \$2 million settlement from shopping mall developer using third party beneficiary theory.
- Obtained \$300,000 in damages and other consideration from Program Manager as a result of failed implementation of web-based project management system.

Goals & Objectives:

- Obtain more money through recovery/collections than amount of Law Department's budget.
- Improve VES collections effort.
- Work with Engineering to improve collection of liquidated damages under construction contracts.
- Work with Engineering to identify and errors/omissions and collect damages.
- Provide effective counsel on upcoming bond issue.
- Implement an electronic business process for VES/bankruptcies.
- Work with Risk Management/Operations to implement an accident response protocol.

MAJOR ACCOUNT LINE ITEMS:

Account	2005 Revised			
	2004 Actual	Budget	2006 Request	\$ Change
SALARY & WAGES	\$ 819,894	\$ 849,000	\$ 903,800	\$ 54,800
FICA & RETIREMENT	\$ 182,545	\$ 224,300	\$ 158,400	\$ (65,900)
OTHER OUTSIDE SERVICES	\$ 140,367	\$ 200,000	\$ 200,000	\$ -
OTHER EXPENSES	\$ 3,356	\$ 20,000	\$ 20,000	\$ -
DUES, BOOKS & SUBSCRIP.	\$ 19,486	\$ 31,130	\$ 16,000	\$ (15,130)
TRAVEL AND SUBSISTENACE	\$ 7,194	\$ 10,000	\$ 8,000	\$ (2,000)
EMPLOYEE TRAINING	\$ 888	\$ 6,700	\$ 8,400	\$ 1,700
SUPPLIES - OFFICE	\$ 3,846	\$ 5,200	\$ 6,000	\$ 800
OFFICE EQUIPMENT	\$ -	\$ 1,000	\$ 5,000	\$ 4,000
OTHER MINOR ACCOUNTS	\$ (428)	\$ 170	\$ 200	\$ 30
DEPARTMENTAL TOTAL	\$ 1,177,148	\$ 1,347,500	\$ 1,325,800	\$ (21,700)

Departmental Budget and Narratives

Legal continued

The Fiscal Year 2006 budget request is \$1.3 million; a decrease of \$22 thousand or 1.6 percent under Fiscal Year 2005 budgeted amount. Total payroll is \$904 thousand and includes 12 positions.

Headcount:

2003 Budget	2004 Budget	2005 Budget	2006 Budget
22	22	13	12

Departmental M&O Highlights:

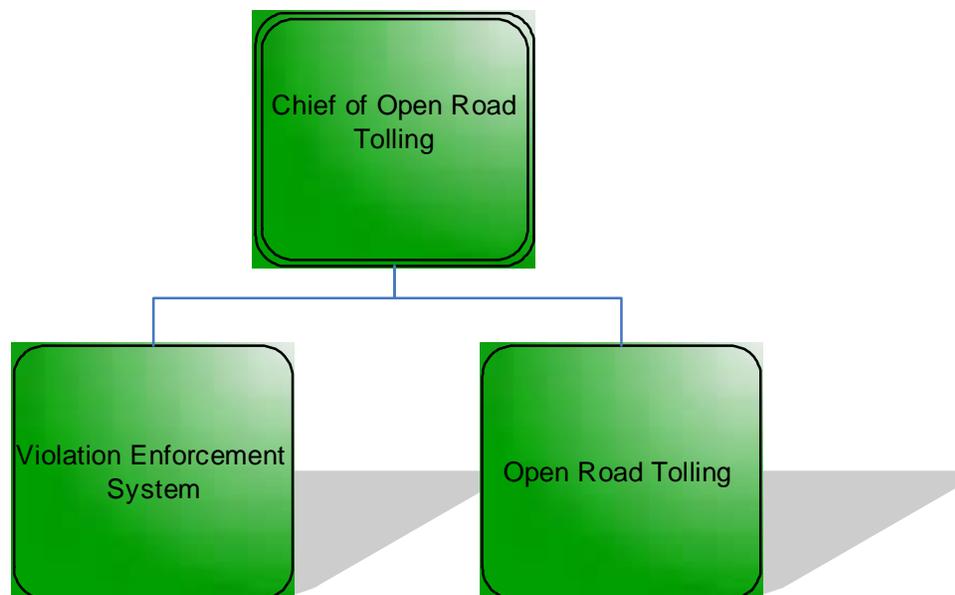
- Salary & Wages are budgeted at \$904 thousand, an increase of \$55 thousand or 6.5 percent, due to the annualization of vacancies.
- Employee training is increasing \$2 thousand due to the Illinois Supreme Court's recent mandate requiring continuing education for all attorneys.

DEPARTMENT POSITION TITLES	MONTHLY SALARY RANGES		NUMBER OF POSITIONS FISCAL YEARS			ESTIMATED EXPENDITURES FISCAL YEARS		
			2004	2005	2006	2004	2005	2006
Legal								
ADMINISTRATIVE SUPPORT SUPVR.	3280	5467	1.0	1.0	0.0	56,160	56,160	-
ASSISTANT ATTORNEY GENERAL	4991	8318	3.0	3.0	4.0	212,220	212,220	324,840
CHIEF COUNSEL	7007	11763	1.0	1.0	1.0	110,261	115,020	119,640
CONDEMNATION ENGINEER	4991	8318	1.0	0.0	0.0	71,100	-	-
EXECUTIVE SECRETARY	2562	4271	1.0	1.0	1.0	43,980	43,980	47,640
LEGAL ANALYST	2129	3549	1.0	0.0	0.0	29,640	-	-
LEGAL SECRETARY	2129	3549	2.0	2.0	2.0	40,560	75,560	80,760
PARALEGAL	2421	4035	2.0	1.0	1.0	79,860	40,680	42,360
PROPERTY MANAGER	5647	9412	1.0	1.0	0.0	81,120	81,120	-
PROPERTY SPECIALIST	3280	5467	1.0	0.0	0.0	55,260	-	-
REAL PROPERTY MANAGER	4991	8318	1.0	0.0	0.0	79,980	-	-
RELOCATION & ACQUISITION SPEC.	3074	5123	1.0	0.0	0.0	41,160	-	-
SENIOR ASST ATTORNEY GENERAL	5647	9412	3.0	3.0	3.0	247,980	247,980	273,480
TECHNICAL MGR. FOR UTILITIES	4290	7151	1.0	0.0	0.0	74,640	-	-
UTILITY ADMINISTRATOR	2562	4271	1.0	0.0	0.0	34,200	-	-
UTILITY TECHNICIAN	3280	5467	1.0	0.0	0.0	63,060	-	-

Departmental Budget and Narratives



Open Road Tolling / VES



Departmental Budget and Narratives

Open Road Tolling / Violation Enforcement System

Description:

The Violation Enforcement System (VES) is responsible for recouping uncollected toll revenue and assessing fines and other sanctions against toll scofflaws as a meaningful deterrent to future toll evasion. In 2002, the Illinois Tollway began to pursue the small percentage of habitual toll cheaters. In 2003, state-of-the-art video surveillance procedures and noticing functions were outsourced to provide for swift and meaningful prosecution of alleged toll cheaters, while affording the opportunity for due process of law.

VES received the prestigious "Toll Excellence Award" from the International, Bridge, Tunnel and Turnpike Association (IBTTA). This is the first time that the Tollway has received the industry's highest award. VES became a unit under a department called ORT (Open Road Tolling) in June of 2005. VES is the only unit reporting to ORT.

Accomplishments:

- Delivered on Governor's congestion relief and quality-of-life initiative to implement Open Road Tolling at 9 mainline plazas.
- The Illinois Tollway's award-winning Violation Enforcement System collected over \$16,700,000 in 2005. This marks the third year in a row that the program had exceeded over \$13,500,000 in collections. Prior to Governor Blagojevich's administration, the highest total collected by VES was a mere \$439,000 in 2002.

Goals & Objectives:

- Delivered on Governor's congestion relief and quality-of-life initiative to implement Open Road Tolling at 11 remaining mainline plazas, making Illinois the first state in the Nation to covert its entire system to Open Road Tolling.
- Continue to aggressively pursue and deter toll evaders on behalf of our paying patrons.
- In coordination with our Operations Department implement a unified customer service center where patrons can readily address all service needs.
- The implementation of Open Road Tolling on the entire toll system is the cornerstone of the Governor's congestion relief plan.
- Becoming the first state in the Nation to covert its entire system to Open Road Tolling delivers on the Governor's pledge to make the Tollway and Illinois the model for the rest of the Nation.
- Aggressively pursuing and deterring scofflaws on behalf of our paying customers continues to deliver on the Governor's pledge to run the Tollway and the Illinois like a business.

Departmental Budget and Narratives

Open Road Tolling / Violation Enforcement System continued

MAJOR ACCOUNT LINE ITEMS:

Account	2005 Revised			\$ Change
	2004 Actual	Budget	2006 Request	
SALARY & WAGES	\$ 400,386	\$ 550,000	\$ 581,000	\$ 31,000
FICA & RETIREMENT	\$ 89,587	\$ 76,200	\$ 101,300	\$ 25,100
OTHER OUTSIDE SERVICES (VES System)	\$ 7,249,950	\$ 8,163,100	\$ 10,000,000	\$ 1,836,900
OTHER EXPENSES	\$ -	\$ -	\$ -	\$ -
BANK CHARGES	\$ 37,826	\$ 35,000	\$ 130,000	\$ 95,000
OFFICE EQUIPMENT	\$ -	\$ 7,000	\$ 5,000	\$ (2,000)
TRAVEL	\$ 5,051	\$ 2,500	\$ 5,000	\$ 2,500
OTHER MINOR ACCOUNTS	\$ 45,176	\$ 25,700	\$ 10,100	\$ (15,600)
DEPARTMENTAL TOTAL	\$ 7,827,976	\$ 8,859,500	\$ 10,832,400	\$ 1,972,900

The Fiscal Year 2006 budget request is \$10.8 million; an increase of \$2 million or 22 percent over the Fiscal Year 2005 budgeted amount. Total payroll is \$581 thousand and includes 12 positions.

2003 Budget	2004 Budget	2005 Budget	2006 Budget
10	10	10	12

Departmental M&O Highlights:

- Other Outside Services has increased \$1.8 million or 22.5 percent. This account funds the Violation Enforcement System maintenance and system modification, Secretary of State suspension requests, and payments to Hearing Officers for violation hearings. A new vendor for the Toll Revenue Management and Maintenance Program started in August 2005. This new vendor will perform system integration, and provide and maintain hardware and software for computers relating to the violation enforcement system. The 2006 total budget includes both the current and new vendor for the first six months of 2006 where they will work in tandem. This amount is \$9.7 million. This account will decrease in 2007 when the new vendor alone performs the services noted above.

Departmental Capital Highlights:

Toll Violation Enforcement System

\$4.9 million

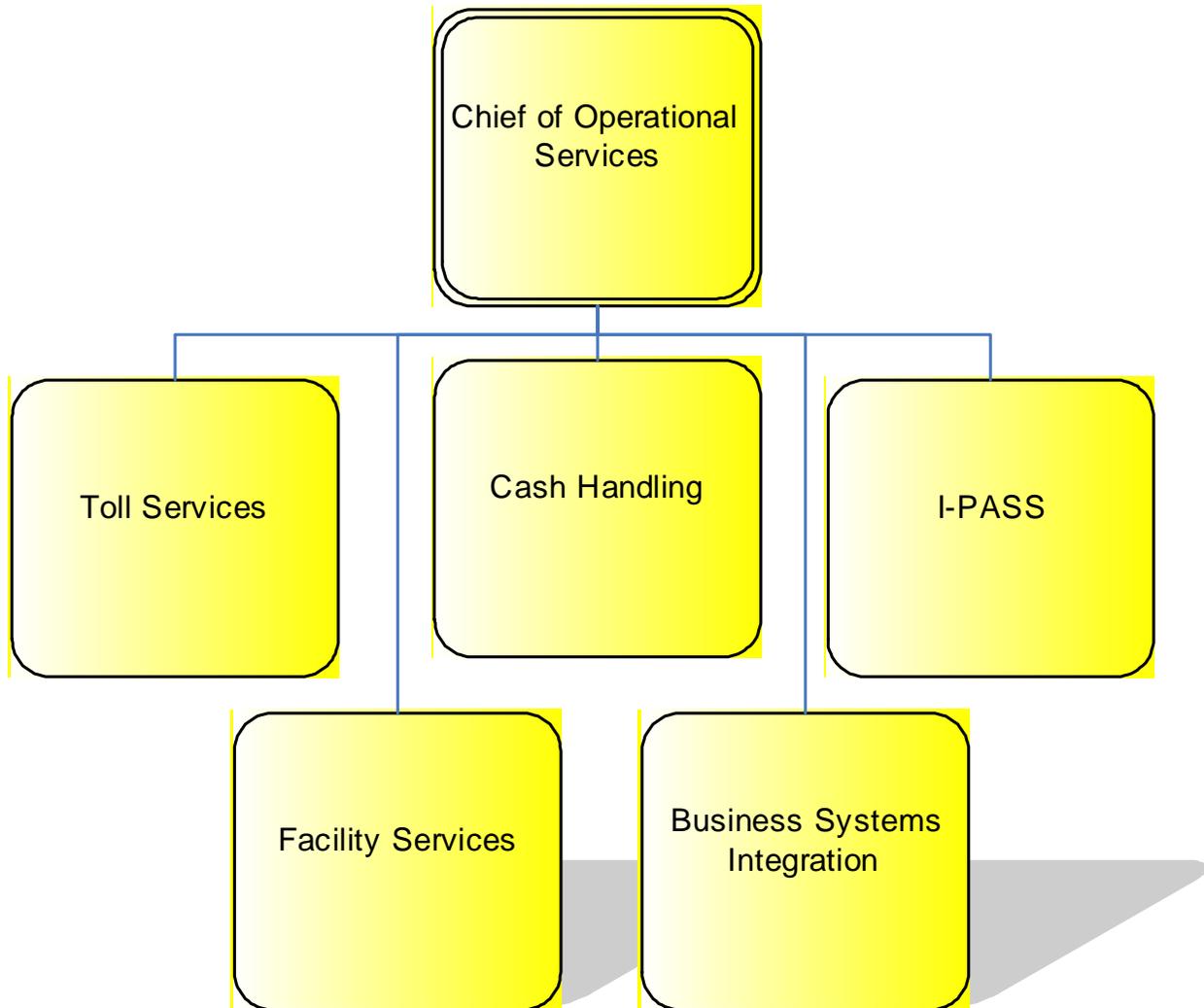
- Funding for equipment and services for the Tollway's' Violation Enforcement System.

Departmental Budget and Narratives

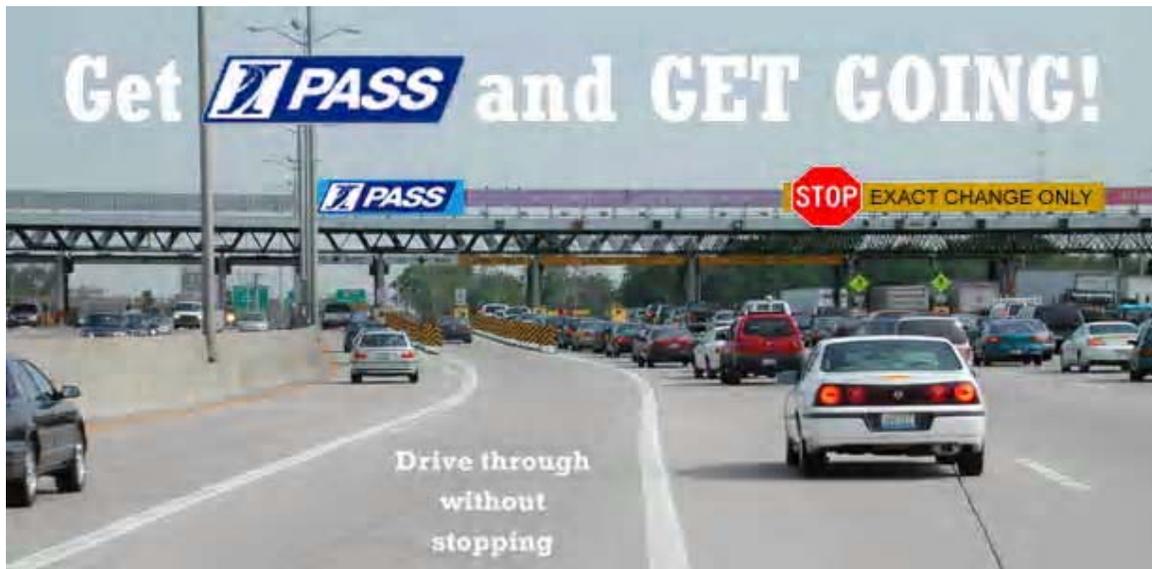
Open Road Tolling / Violation Enforcement System continued

DEPARTMENT POSITION TITLES	MONTHLY SALARY RANGES		NUMBER OF POSITIONS			ESTIMATED EXPENDITURES		
			FISCAL YEARS			FISCAL YEARS		
			2004	2005	2006	2004	2005	2006
Open Road Tolling / VES								
BUSINESS SYSTEM PROJECT ADMINISTRATOR	4290	7151	0.0	1.0	0.0	-	76,560	-
BUSINESS SYSTEM PROJECT MANAGER	6552	10920	0.0	1.0	0.0	-	91,440	-
CASHIER	1753	2922	0.0	0.0	1.0	-	-	26,580
CHIEF OF OPEN ROAD TOLLING	6552	10920	0.0	0.0	1.0	-	-	119,640
EXECUTIVE VIOLATION ENFORCEMENT SYS	6552	10919	1.0	1.0	0.0	90,000	90,000	-
ORT MANAGER	3280	5467	0.0	0.0	1.0	-	-	44,340
ORT SPECIAL PROJECT MANAGER	3799	6332	0.0	0.0	1.0	-	-	74,340
PROJECT ADMINISTRATOR	3280	5467	0.0	2.0	0.0	-	101,220	-
SECRETARY 3	2421	4036	0.0	1.0	1.0	-	46,560	35,000
SENIOR MANAGER VES	4991	8319	0.0	0.0	1.0	-	-	77,160
VES CUSTOMER SERVICE REP	2129	3549	9.0	5.0	5.0	275,993	171,293	178,140
VES CUSTOMER SUPERVISOR	2890	4816	0.0	1.0	1.0	-	35,443	36,900
VIOLATION ADMIN CENTER MANAGER	4290	7151	0.0	1.0	0.0	65,021	67,890	-

Operational Services



Departmental Budget and Narratives



Departmental Budget and Narratives

Operational Services

Description:

The Department of Operational Services provides the necessary resources and services to maintain the Illinois Tollway's facilities, fosters electronic toll collection through sales of transponders, collects, counts and deposits tolls, and monitors the delivery of excellent customer service.

Operational Services is responsible for the following functions:

Toll Collection
Facility Services
I-PASS
Cash Handling
Business Systems Integration

Accomplishments:

- Implemented new toll rates at all plazas that included retraining over 600 employees.
- Implemented V-Tolling to recapture lost revenue. From mid-July 2005 to December 30, 2006 collected \$1.5 million in revenue.
- In support of seamless open road tolling, provided programming to allow EZ-Pass transponders and I-Pass transponders to be interchangeably read throughout the country.
- Installed smart loops at all ramp plazas. This technology allowed the Tollway to over-ride transponder classes that do not correspond to a vehicle.
- In response to open road tolling, reduced the toll collector workforce by over 70 positions and a savings of (\$3,500,000).
- Moved the number of active transponders on the road from 1,696,749 in December, 2004 to 2,451,751 in December 2005, a 44% increase.
- Brought numerous (over 20,000) insufficient I-Pass accounts into good standing.
- Completed contract negotiations with SEIU Local 73 providing a four-year contract.
- Received two awards, one from the National Council of Public-Private Partnerships and one in toll services from IBTTA.

Goals & Objectives:

- Develop a computer-based toll services scheduling program that ties hour-by-hour traffic in cash paying lanes to employees needed at that time. It is estimated that this may reduce 20 positions (\$1,000,000).
- Move all I-Pass commercial accounts to pre-pay rather than post-pay.
- Decentralize toll services to drive responsibility down deeper at the plaza level.
- Evaluate two plazas to see if they can be changed to unmanned plazas. If the analyses allows, this will save \$750,000 per year.
- Change the payment of grace period toll violations from cash to credit card by building an e-commerce site. This would save over \$250,000 per year.

Departmental Budget and Narratives

Operational Services continued

- Complete most of the requirements for ISO-9001 certification for toll services and cash handling and customer services.
- Consolidate customer services into a “one-stop-shop” whereby one vendor can handle I-Pass accounts and updates, violation notices and payments, equipment malfunctions. This will provide better controls over all customer services.
- Provide better technological solutions such as programs that can be accessed on the internet to answer most frequently asked I-Pass or violation questions.

MAJOR ACCOUNT LINE ITEMS:

Account	2004 Actual	2005 Revised Budget	2006 Request	\$ Change
SALARY & WAGES	\$ 39,016,138	\$ 39,298,250	\$ 40,653,300	\$ 1,355,050
FICA & RETIREMENT	\$ 10,065,374	\$ 9,766,000	\$ 8,116,300	\$ (1,649,700)
EQUIPMENT MAINTENANCE (ITCS)	\$ 9,507,646	\$ 10,624,400	\$ 10,064,500	\$ (559,900)
BANK CHARGES (I-PASS Support)	\$ 3,603,981	\$ 6,665,000	\$ 7,100,000	\$ 435,000
OTHER OUTSIDE SERVICES (I-PASS Support)	\$ 9,553,167	\$ 6,486,900	\$ 6,887,000	\$ 400,100
UTILITIES	\$ 3,455,483	\$ 3,300,000	\$ 3,500,000	\$ 200,000
EQUIPMENT RENTALS (ITCS)	\$ 2,981,765	\$ 3,506,700	\$ 3,714,600	\$ 207,900
OTHER EXPENSES	\$ 1,612,120	\$ 2,497,450	\$ 2,490,200	\$ (7,250)
POSTAGE	\$ 275,652	\$ 654,300	\$ 704,800	\$ 50,500
TELEPHONE	\$ 260,287	\$ 360,000	\$ 450,000	\$ 90,000
SUPPLIES - OPERATIONAL	\$ 295,278	\$ 395,100	\$ 478,000	\$ 82,900
ARMORED TRUCK SERVICE	\$ 234,425	\$ 282,000	\$ 260,000	\$ (22,000)
UNIFORMS & ACCESSORIES	\$ 247,435	\$ 284,100	\$ 261,700	\$ (22,400)
CONTRACTED OUTSIDE SERVICE	\$ 120,493	\$ 130,000	\$ 254,000	\$ 124,000
SUPPLIES - OFFICE	\$ 141,271	\$ 199,500	\$ 223,300	\$ 23,800
REPLACEMENT PARTS	\$ 99,613	\$ 172,800	\$ 163,800	\$ (9,000)
MATERIALS - OPERATIONAL	\$ 142,057	\$ 197,300	\$ 153,400	\$ (43,900)
TRAVEL	\$ 65,933	\$ 103,700	\$ 89,000	\$ (14,700)
DUES, BOOKS & SUBSCRIP.	\$ 269,937	\$ 76,200	\$ 76,000	\$ (200)
OFFICE EQUIPMENT	\$ 600	\$ 15,000	\$ 35,000	\$ 20,000
EMPLOYEE TRAINING	\$ 10,767	\$ 15,200	\$ 25,000	\$ 9,800
CONSULTING SERVICES	\$ 20,000	\$ 20,000	\$ 25,000	\$ 5,000
PRINTING	\$ 14,579	\$ 15,800	\$ 15,000	\$ (800)
TOOLS & EQUIPMENT	\$ 22,946	\$ 17,400	\$ 11,000	\$ (6,400)
ADVERTISING & PROMOTION	\$ 400	\$ 50,000	\$ 7,500	\$ (42,500)
OTHER MINOR ACCOUNTS	\$ 534	\$ 500	\$ 40,100	\$ 39,600
SUBTOTAL	\$ 82,017,883	\$ 85,133,600	\$ 85,798,500	\$ 664,900
RECOVERY OF EXPENSES	\$ (11,489)	\$ (255,000)	\$ (103,000)	\$ 152,000
DEPARTMENTAL TOTAL	\$ 82,006,394	\$ 84,878,600	\$ 85,695,500	\$ 816,900

The Fiscal Year 2006 budget request is \$85.7 million; an increase of \$817 thousand or 1 percent over the Fiscal Year 2005 budgeted amount. Total payroll is \$40.7 million and includes 889 positions.

Departmental Budget and Narratives

Operational Services continued

Headcount:

2003 Budget	2004 Budget	2005 Budget	2006 Budget
1,052.5	1,010	920	889

Departmental M&O Highlights:

- Salary and Wages reflect an increase of \$1.4 million or 3.3 percent due to union contract increases. The headcount has been reduced by 31 positions and the Lane Walker positions will be eliminated.
- Other Outside Services include costs for I-PASS distribution through IGOR and customer services provided by Marketing Alternatives Inc. (MAI). The 2006 budget is \$6.9 million, an increase of \$400 thousand or 6.2 percent over 2005 budget. Late in 2004 and in January 2005, I-PASS sales experienced rapid growth. Current sales have stabilized in accordance with recent Tollway usage growth projections, and 2006 funding is based on I-PASS usage leveling off to current growth projections.
- Bank Charges increased \$435 thousand or 6.1 percent to coincide with an anticipated increase in credit card charges directly related to the dollar amount of tolls paid through credit cards.
- Equipment maintenance is \$10 million, a decrease of \$560 thousand or 5.6 percent. This also includes maintenance for 27 currency counters.

Departmental Capital Highlights:

Mark IV - Transponder Purchases

\$20 million

- Funding for the purchase of transponders from Mark IV, to meet the needs of current I-PASS usage growth and in anticipation of additional growth following implementation of Open Road Tolling. Additionally, as transponders age they require upgrading, so older transponders will be replaced with newer updated units.

Departmental Budget and Narratives

Operational Services continued

Integrated Toll Collection System (ITCS)

\$3.1 million

- This project includes the leasing and maintenance agreement with our current vendor. As part of the agreement, the vendor will continue to maintain and service all the installed ITCS equipment. Also, appropriate reporting capabilities will be provided as required.

Operational Repairs/Replacement Projects

\$4.5 million

- Operational repairs and replacement projects include upgrade of HVAC network, roof replacement for salt domes, updating the halon system, replacement of the main fire panel, installation and replacement of liebert units and other miscellaneous projects.

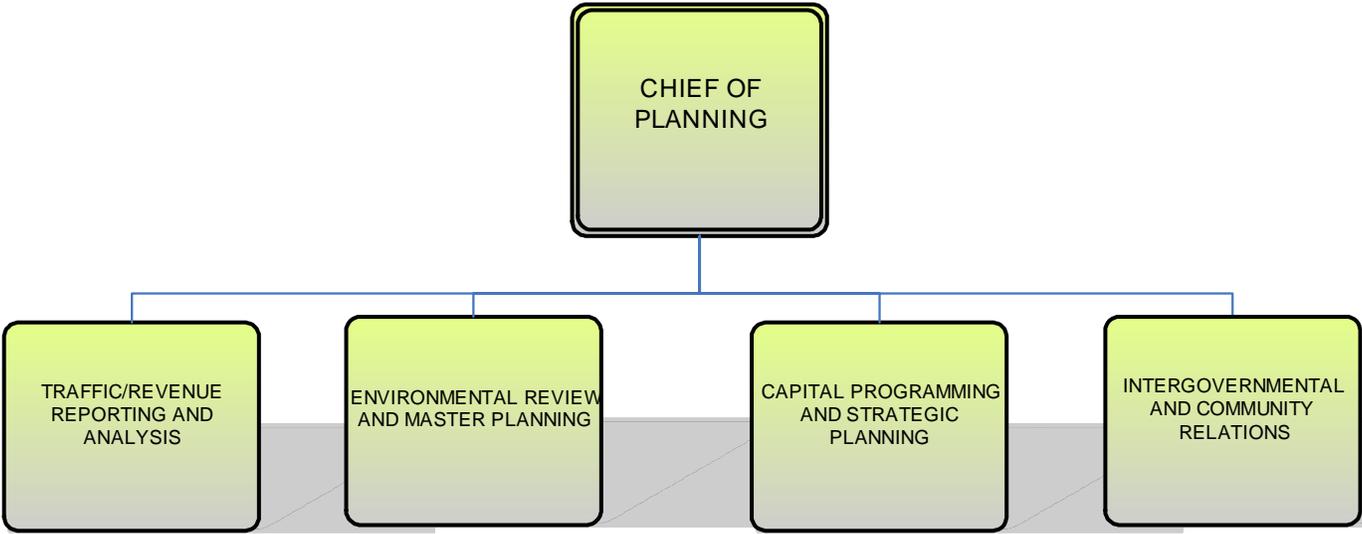
DEPARTMENT POSITION TITLES	MONTHLY SALARY RANGES		NUMBER OF POSITIONS			ESTIMATED EXPENDITURES		
			FISCAL YEARS			FISCAL YEARS		
			2004	2005	2006	2004	2005	2006
Operational Services								
ACCOUNTS RECEIVABLE REP	2129	3549	4.0	1.0	0.0	126,301	27,960	-
ACCOUNTS RECEIVABLE SUPERVISOR	3799	6332	1.0	0.0	0.0	73,740	-	-
ADMINISTRATIVE SUPPORT MANAGER	4991	8318	1.0	1.0	1.0	86,940	86,940	90,420
ASSISTANT INVENTORY AUDITOR	1752	2921	1.0	0.0	0.0	35,058	-	-
ASSISTANT PLAZA SUPERVISOR	2889	4816	29.0	29.0	0.0	1,254,600	1,254,600	-
ASST CARPENTER SHOP FOREMAN	3074	5123	1.0	1.0	0.0	57,600	57,600	-
BUILDING MAINTENANCE FOREMAN	3280	5467	2.0	2.0	0.0	118,320	118,320	-
BUILDING MAINTENANCE MANAGER	4991	8319	0.0	0.0	2.0	-	-	145,680
BUSINESS SYSTEM PROJECT ADMINISTRATOR	3799	6332	0.0	0.0	1.0	-	-	79,680
BUSINESS SYSTEM PROJECT MANAGER	4991	8319	0.0	0.0	1.0	-	-	95,100
CARPENTER SHOP CLERK	2421	4036	0.0	0.0	1.0	-	-	39,520
CARPENTER SHOP FOREMAN	3280	5467	1.0	1.0	0.0	65,605	65,605	-
CARPENTER SHOP MANAGER	3280	5467	0.0	0.0	2.0	-	-	131,120
CASH HANDLING MANAGER	3799	6332	1.0	1.0	1.0	71,460	60,120	64,500
CASH HANDLING SUPERVISOR	3280	5467	0.0	0.0	1.0	-	-	54,060
CHIEF OF OPERATIONS	7007	11763	1.0	1.0	1.0	115,020	115,020	119,640
CLERK	2480	3232	3.0	3.0	2.0	120,510	124,300	79,040
CLERK TYPIST II	1390	2318	1.0	0.0	0.0	22,140	-	-
CLOTHING ROOM SUPERVISOR	2129	3549	1.0	0.0	0.0	31,200	-	-
COIN COUNTER FULL TIME	2383	2716	23.0	18.0	19.0	796,602	725,587	790,400
COIN COUNTER PART TIME	2322	2496	1.5	2.0	0.0	45,427	46,300	-
COMMERCIAL I-PASS ACCOUNT MANAGER	4991	8318	0.0	1.0	1.0	-	55,020	55,020
CUSTODIAL ASSISTANT SUPERVISOR	2562	4271	3.0	3.0	0.0	125,280	125,280	-
CUSTODIAN I	2192	2626	0.5	0.0	0.0	34,600	-	-
CUSTODIAN II	2291	2745	52.0	51.0	51.0	1,841,227	1,911,562	2,015,520
CUSTODIAN III	2369	2873	11.0	11.0	11.0	413,250	419,390	457,600
CUSTODIAN MANAGER	4991	8319	0.0	0.0	1.0	-	-	65,520
CUSTODIAN SUPERVISOR	3280	5467	1.0	1.0	3.0	56,940	56,940	144,360
CUSTOMER SVC REP - I PASS	2129	3549	18.0	20.0	19.0	397,120	570,140	592,496
CUSTOMER SVC REP/MOBILE I-PASS	2129	3549	4.0	0.0	3.0	106,940	-	84,300

Departmental Budget and Narratives

Operational Services continued

DEPARTMENT POSITION TITLES	MONTHLY SALARY RANGES		NUMBER OF POSITIONS			ESTIMATED EXPENDITURES		
			FISCAL YEARS			FISCAL YEARS		
			2004	2005	2006	2004	2005	2006
Operational Services								
DISTRICT SUPERVISOR	4290	7151	2.0	3.0	3.0	132,840	202,800	196,620
DRIVER MESSENGER	3029	3484	5.0	0.0	0.0	230,886	-	-
EQUIPMENT OPERATOR LABORER	2652	3924	0.0	4.0	4.0	-	183,040	199,680
EXECUTIVE SECRETARY	2562	4271	1.0	1.0	1.0	51,256	51,256	53,360
E-Z PASS ANALYST	2890	4816	0.0	1.0	1.0	-	32,580	33,900
FACILITY SERVICES MANAGER	5647	9412	1.0	1.0	1.0	82,320	83,320	89,100
GENERAL MANAGER I-PASS & BUS. PARTNERSHIP	6552	10920	0.0	0.0	1.0	-	-	86,700
GENERATOR MAINTENANCE TECH	3074	5123	1.0	1.0	1.0	51,960	51,960	51,960
INVENTORY ANALYSIS/CONTROL SPV	3280	5467	1.0	0.0	0.0	49,860	-	-
INVENTORY CONTROL AUDITOR	2129	3549	1.0	0.0	0.0	42,593	-	-
INVENTORY PLANNER	2421	4035	3.0	0.0	0.0	128,108	-	-
INVENTORY SPECIALIST	2129	3549	2.0	0.0	0.0	70,200	-	-
I-PASS ANALYST	2562	4271	1.0	1.0	1.0	33,420	33,420	34,800
I-PASS CLERK	2130	3549	0.0	0.0	2.0	-	-	54,360
I-PASS COMMERCIAL SUPERVISOR	3280	5467	0.0	1.0	1.0	-	66,420	69,120
I-PASS COORDINATOR	2889	4816	1.0	0.0	0.0	43,860	-	-
I-PASS INVENTORY SPECIALIST	2421	4036	0.0	0.0	1.0	-	-	31,800
I-PASS MANAGER	4991	8318	1.0	0.0	0.0	67,140	-	-
I-PASS OPERATIONS SUPERVISOR	3280	5467	0.0	1.0	1.0	-	60,480	60,480
I-PASS SPECIAL PROJECT SUPERVISOR	3280	5467	0.0	1.0	1.0	-	59,400	61,800
I-PASS SPECIALIST	2421	4035	1.0	1.0	0.0	35,820	38,340	-
I-PASS SUPERVISOR	3280	5467	1.0	1.0	2.0	47,580	46,980	93,600
LANE WALKER	2184	2846	100.0	93.0	30.0	3,515,140	3,404,544	1,185,600
LEAD SUPERVISOR MONEY ROOM	2889	4816	1.0	1.0	1.0	57,792	48,780	54,300
MECHANICAL ELECTRICAL	2652	3924	16.0	13.0	13.0	769,760	662,480	690,602
MOBILE I-PASS PROGRAM SUPERVISOR	2889	4816	0.0	1.0	1.0	-	47,580	49,500
MOBILE I-PASS SUPERVISOR	2889	4816	1.0	1.0	1.0	41,040	41,040	41,040
MONEY ROOM CLERK	2478	2846	2.0	1.0	1.0	75,498	35,360	39,520
MONEY TRUCK DRIVER	2340	3354	11.0	11.0	11.0	499,608	513,656	531,960
OFFICE SUPERVISOR	2889	4816	1.0	1.0	1.0	49,920	57,792	42,900
OPERATIONAL PLANNING ANALYST	3799	6332	0.0	0.0	1.0	-	-	52,440
OPERATIONS PROJECT ADMINISTRATOR	4991	8319	0.0	0.0	3.0	-	-	217,620
PAINTER	2652	3924	10.0	10.0	11.0	466,471	483,600	549,120
PLAZA MANAGER	3280	5467	0.0	0.0	23.0	-	-	1,255,800
PLAZA SUPERVISOR	3074	5123	7.0	9.0	30.0	343,260	435,260	1,443,600
PLAZA SUPERVISOR II	3280	5467	14.0	14.0	0.0	720,420	720,420	-
PROJECT ADMINISTRATOR	4291	7151	0.0	0.0	1.0	-	-	59,880
PROPERTY CONTROL AUDITOR	1752	2921	1.0	0.0	0.0	25,140	-	-
PROPERTY CONTROL SUPERVISOR	2421	4035	1.0	0.0	0.0	39,540	-	-
SECRETARY II	2129	3549	4.0	2.0	2.0	132,840	64,380	67,740
SECRETARY III	2421	4035	1.0	1.0	3.0	38,880	38,880	126,300
SENIOR MANAGER ETC	4991	8318	1.0	1.0	0.0	73,020	74,940	-
SENIOR TOLL COLLECTOR	2184	2846	405.0	405.0	400.0	13,094,243	14,826,240	15,808,000
SHIPPING/RECEIVING AUDITOR	1390	2318	1.0	0.0	0.0	24,660	-	-
STRUCTURAL	2652	3924	9.0	9.0	9.0	386,317	411,840	449,280
SUPERVISOR MONEY ROOM	2562	4271	2.0	2.0	1.0	93,660	94,800	46,680
SYSTEM MAINTENANCE TECHNICIAN	3074	5123	2.0	2.0	2.0	108,792	108,792	109,344
TOLL COLLECTOR	2184	2846	227.0	184.0	198.0	8,203,036	6,735,872	7,824,960
TOLL COMPLIANCE SPECIALIST	2563	4271	0.0	1.0	1.0	-	36,540	38,040
TOLL SERVICES MANAGER	6552	10919	1.0	1.0	1.0	97,860	83,340	86,700
WAREHOUSE MANAGER	4290	7151	1.0	0.0	0.0	77,100	-	-
WAREHOUSE WORKER	2480	3232	5.0	0.0	0.0	199,243	-	-
WAREHOUSE&MATERIALS DIST SUPVR	3280	5467	1.0	0.0	0.0	57,060	-	-
WATER SEWER	2652	3924	2.0	2.0	2.0	99,918	101,920	104,000

Planning



Departmental Budget and Narratives

Planning

Description:

The Planning Department is responsible for long-range capital planning, strategic planning, intergovernmental relations, community outreach, research, environmental resource and regulatory agency coordination, and context sensitive solution planning. In 2005, the Department has worked to implement the Tollway's Congestion-Relief Plan by coordinating work with other agencies both before the project is developed and after the project has started construction. Throughout the remainder of 2005 and for the duration of the Plan, the Department will continue to focus on long-term regional planning objectives and community outreach efforts.

The Planning Department has the following primary responsibilities

- Develop and maintain the Congestion-Relief Plan.
- Establish the priorities for future maintenance and expansion.
- Coordinate with political leaders, community groups, government agencies, and planning organizations on land-use policy and development issues.
- Coordinate with the Engineering Department on environmental review and permitting processes.
- Work with the Finance Department on traffic/revenue forecasting and capital spending tracking.
- Participate in the Master Planning Process.
- Lead planning studies, such as the system-wide interchange feasibility study
Coordinate the implementation of the Tollway's agency-wide Infrastructure Management Services.

Accomplishments:

- Conducted over 200 public meetings and outreach session as part of the roll-out of the Tollway's Congestion-Relief Plan.
- Joined "Clean Air Counts", a proactive partnership that solicits voluntary commitments from communities and businesses to adopt clean air strategies. Clean Air Counts partners help evaluate opportunities to reduce emission and conserve energy.
- Obtained all the necessary environmental permits for the I-355 South Extension project.
- Created a working group to protect and expand potential habitat for federally endangered species.
- Received a \$1.6 million Congestion Mitigation and Air Quality (CMAQ) grant for the installation of truck stop elec-emissions equipment, which is the first of its kind in Illinois.
- Worked with Traffic Engineer to produce new performance measure metrics for measuring traffic congestion.
- Developed in-house capacity with Finance Department for tracking traffic and revenue data to improve accuracy or reporting on traffic volumes, I-PASS usage, violation rates and revenue receipts.
- Coordinated with political leaders, community groups, government agencies, and planning organizations.

Departmental Budget and Narratives

Planning continued

Goals & Objectives:

- Develop an in-house short term model for traffic/revenue forecasting.
- Update external benchmarks and internal targets for strategic planning performance measures.
- Develop a coordinated approach to regional corridor planning that integrates traffic, revenue, interchange, land use, environmental, development, policy and other planning issues.
- Coordinate with the Engineering Department on environmental review and permitting compliance.
- Manage the implementation of the Tollway's agency-wide Geographic Information System. Coordinate with federal and state resource and regulatory agencies to ensure that projects are implemented in accordance with the latest environmental best management practices.

MAJOR ACCOUNT LINE ITEMS:

Account	2004 Actual	2005 Revised Budget	2006 Request	\$ Change
SALARY & WAGES	\$ 596,063	\$ 655,500	\$ 689,300	\$ 33,800
FICA & RETIREMENT	\$ 141,176	\$ 133,200	\$ 127,700	\$ (5,500)
WILBUR SMITH & ASSOCIATES	\$ 522,646	\$ 250,000	\$ 275,000	\$ 25,000
INFRASTRUCTURE MANAGEMENT SERVICES	\$ -	\$ -	\$ 36,000	\$ 36,000
DUES, BOOKS & SUBSCRIP.	\$ 25,412	\$ 25,400	\$ 27,000	\$ 1,600
TRAVEL	\$ 4,996	\$ 12,000	\$ 17,000	\$ 5,000
SUPPLIES - OFFICE	\$ 5,791	\$ 7,700	\$ 10,000	\$ 2,300
EMPLOYEE TRAINING	\$ 1,475	\$ 12,500	\$ 8,000	\$ (4,500)
PRINTING	\$ 61	\$ 4,100	\$ 5,000	\$ 900
EQUIPMENT	\$ -	\$ 15,000	\$ 5,000	\$ (10,000)
OTHER MINOR ACCOUNTS	\$ 2,284	\$ 36,300	\$ 4,600	\$ (31,700)
DEPARTMENTAL TOTAL	\$ 1,299,905	\$ 1,151,700	\$ 1,204,600	\$ 52,900

The Fiscal Year 2006 budget request is \$1.2 million; an increase of \$53 thousand or 4.5 percent over the Fiscal Year 2005 budgeted amount. Total payroll is \$689 thousand and includes 12 positions.

Headcount:

2003 Budget	2004 Budget	2005 Budget	2006 Budget
11	13	12	12

Departmental Budget and Narratives

Planning continued

Departmental M&O Highlights:

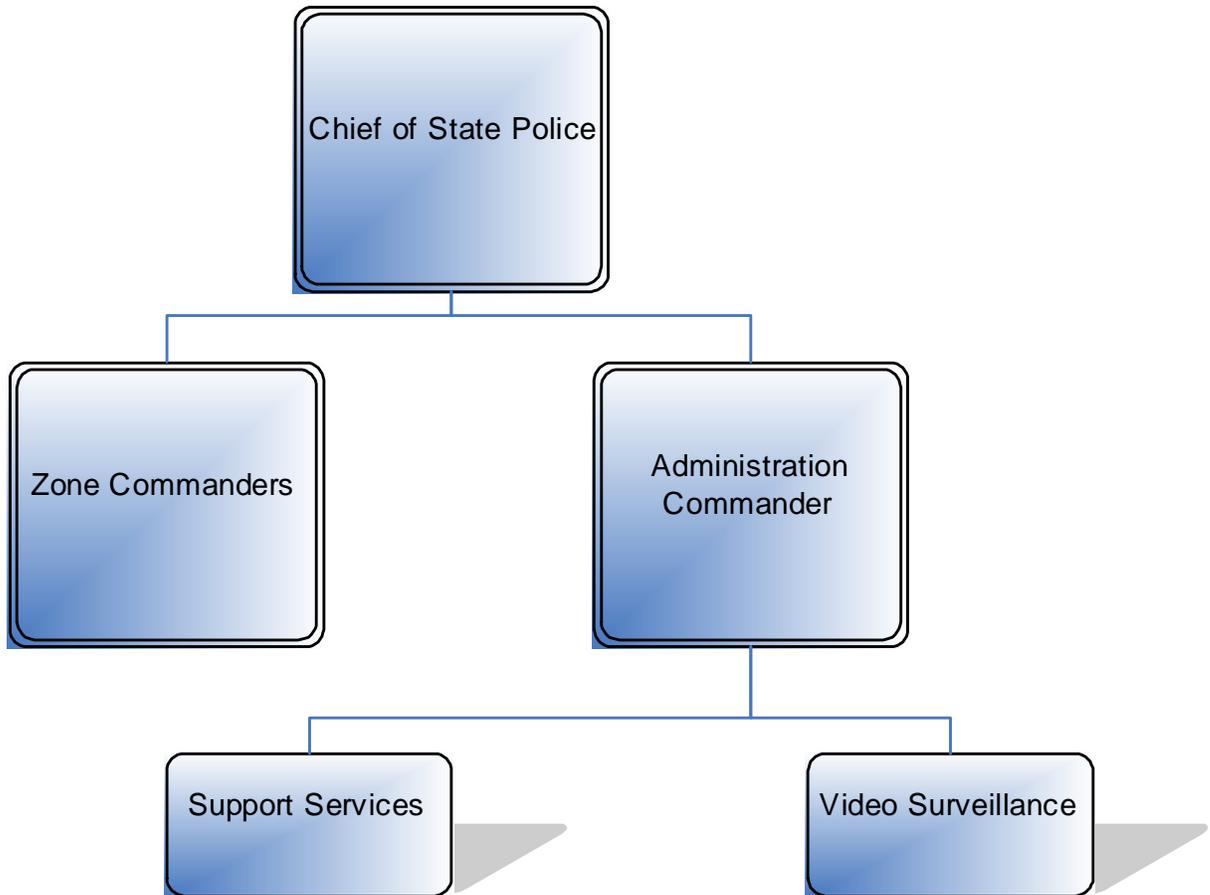
- Salaries increase by \$34 thousand to support the expansion of the Community Relations branch of the Planning department.
- Consulting Services reflect costs for the administration of our independent traffic consultant and our independent consulting engineer. The Tollway Trust Indenture requires services of the Consulting Engineer to include a wide range of technical, planning, forecasting, engineering, maintenance and operational services to complete the Tollway's projects.

Departmental Capital Highlights:

- For 2006, \$190 thousand has been allocated to support an Environmental Research and Support Program. This program will support ad hoc environment services needed to support the Congestion-Relief Plan.
- \$650 thousand has been earmarked to fund additional developmental support for the Tollway's Infrastructure Management Services in 2006. Infrastructure Management Services is a technology that is used to view and analyze data from a geographic perspective. This technology will become a piece of the Tollway's overall information system framework. Continued funding is needed for development in 2006. The scope of this work includes the development of the following items: 1) data foundation, 2) data viewer, 3) ROW and Land Acquisition Tool, 4) LEICA survey system, 5) intranet Portal, 6) pavement management system, and 7) asset management system.
- In conjunction with the continuing Congestion-Relief Plan, the Planning Department has implemented a Technical Support Program, totaling \$250 thousand, to assist their staff with the presentation needs for community and legislative outreach.

DEPARTMENT POSITION TITLES	MONTHLY SALARY RANGES	NUMBER OF POSITIONS FISCAL YEARS			ESTIMATED EXPENDITURES FISCAL YEARS		
		2004	2005	2006	2004	2005	2006
Planning							
CHIEF OF PLANNING	7007 11763	1.0	1.0	1.0	110,040	110,040	119,640
COMMUNITY RELATIONS MANAGER	3799 6332	0.0	0.0	1.0	-	-	65,000
COMMUNITY RELATIONS SPECIALIST	3074 5123	0.0	0.0	1.0	-	-	36,900
ENG. OF PLANNING & PROGRAMMING	6552 10919	1.0	0.0	0.0	91,320	-	-
ENGINEERING PROJECTS LIAISON	3799 6332	1.0	1.0	1.0	60,480	60,480	62,940
ENVIRONMENTAL ENGINEER	3799 6332	0.0	1.0	1.0	-	45,600	47,460
LEGISLATIVE & POLICY ANALYST	4291 7151	0.0	0.0	1.0	-	-	57,240
MASTER PLANNING MANAGER	4291 7151	0.0	1.0	0.0	-	65,000	-
PLANNING & RESEARCH ANALYST	3074 5123	1.0	1.0	0.0	51,360	55,020	-
POLICY & ENVIRONMENTAL ANALYST	3799 6332	1.0	0.0	0.0	65,040	-	-
POLICY & ENVIRONMENTAL PLANNER	3799 6332	0.0	1.0	1.0	-	45,590	47,460
PROJECT ENGINEER	4290 7151	2.0	0.0	0.0	64,980	-	-
SECRETARY	2421 4035	2.0	2.0	1.0	74,880	67,620	36,900
SENIOR ENVIRONMENTAL PLANNER	4991 8318	1.0	1.0	1.0	68,160	70,920	79,020
SENIOR LANDSCAPE ARCHITECT	4991 8319	0.0	0.0	1.0	-	-	67,920
SENIOR PROJECT ENGINEER	4991 8318	3.0	1.0	1.0	215,160	72,960	55,000
SR MGR-STRATEGIC PLANNING & PROGRAMMING	4991 8319	0.0	1.0	1.0	-	79,020	82,800

State Police



Departmental Budget and Narratives

State Police

Description:

Illinois State Police District 15 is a separate contingent of the Illinois State Police. It provides law enforcement and patrols to the Tollway System to assist disabled motorists and provide special details for overweight vehicles, construction zone safety, investigations and toll collection operations. The District Commander reports to the Executive Director of the Tollway and to the Director of the State Police.

District 15 is a unique State Police district serving a unique mobile community made up of travelers from across the country and local commuters, traversing the 274 miles of the Illinois Tollway. Troopers assigned to District 15 cover 12 different counties, 5 state police districts and 4 toll roads.

The district operates and is solely responsible for a Truck Task Force, Special Enforcement Teams made up of a K-9 anti-drug unit and motorcycle patrol unit, a Comprehensive Investigative Unit, an Administrative team, and Tollway patrol operations.

Accomplishments:

- Established the first ever motorcycle unit, which consists of four certified police motor officers. They are used as a resource to increase safety for workers in construction zones and to reduce the response time to crashes which occur in heavy traffic.
- Established the first canine unit which consists of two troopers and two canines. The canines are trained in drug detection, recovery, searching for bodies and crowd control, to support drug interdiction efforts.
- Completed over one thousand seat belt enforcement zones which helped to increase in seat belt compliance from 84 percent to 87 percent on the Tollways. A seat belt enforcement zone consists of at least two troopers stationed at a toll plaza at least one hour, who target seat belt and child safety efforts.
- Conducted "Operation Full House" traffic enforcement detail which engaged all available resources to "flood" the entire length of Interstate (I-294) from Indiana to Wisconsin. Operation Full House details are conducted 2-3 times per month.
- Developed "Operation Hardhat" as an innovative response to speeding vehicles in the construction areas. Operation Hardhat calls for a Trooper to dress in construction gear and stand in a safe place in the construction zone. The officer uses a portable LIDAR unit and clocks traffic as it passes through the construction area. He radios any violator information to waiting squad cars. This detail is hugely successful and continues at least once a week.

Departmental Budget and Narratives

State Police continued

Activity:

- District 15 officer have increased their total activity by 27 percent or 30,227 contacts
- Increased ticket issuance by 15,000
- DUI arrests have increased by 154
- Seat belt tickets have increased by 1,000
- Criminal arrests have increased by 384
- Motor Carrier Safety Inspections have been raised by 39 percent (+2,343)
- Investigations Unit has increased the amount of cases opened by over 100 percent to 262 cases. 208 arrests have resulted from the 262 cases. This is a 200 percent increase.

Goals & Objectives:

- Reduce the number of alcohol-related crashes: (Long term and short term).
- Reduce the number of crashes involving commercial vehicles by 5 percent by focusing on safety equipment and vehicle safety.
- Decrease the number of fatal and personal injury crashes by maintaining the seatbelt compliance rate of 87 percent on the Illinois Tollway System.
- Increase Seat Belt Enforcement Zones in identified high crash locations.
- Reduce the number of injuries to children in motor vehicle crashes on the Illinois Tollway System by 10 percent.
- Increase number of drug interdiction seizures by 15 percent on the Illinois Tollway System.
- Maintain and implement, as needed, a comprehensive rapid deployment of officers in the event of a major threat or incident.

MAJOR ACCOUNT LINE ITEMS:

Account	2005 Revised			
	2004 Actual	Budget	2006 Request	\$Change
SALARY AND WAGES	\$ 11,421,268	\$ 12,414,100	\$ 13,648,600	\$ 1,234,500
FICA & RETIREMENT	\$ 2,311,142	\$ 2,349,600	\$ 1,593,400	\$ (756,200)
GROUP INSURANCE	\$ 1,566,877	\$ 2,100,000	\$ 2,250,000	\$ 150,000
OTHER EXPENSES	\$ 27,912	\$ 924,883	\$ 1,130,000	\$ 205,117
EQUIPMENT	\$ -	\$ 10,571	\$ 210,000	\$ 199,429
OTHER OUTSIDE SERVICES (Photo Radar Enforcement/LiveScan)	\$ 5,438	\$ 5,200	\$ 134,000	\$ 128,800
UNIFORMS & ACCESSORIES	\$ 130,242	\$ 160,000	\$ 130,000	\$ (30,000)
EQUIPMENT MAINTENANCE (IWIN SURCHARGE)	\$ 92,664	\$ 85,200	\$ 117,500	\$ 32,300
SUPPLIES - OPERATIONAL	\$ 47,762	\$ 52,700	\$ 35,000	\$ (17,700)
TELEPHONE	\$ 26,597	\$ 20,400	\$ 26,000	\$ 5,600
SUPPLIES - OFFICE	\$ 20,654	\$ 22,000	\$ 22,000	\$ -
POSTAGE	\$ 16,365	\$ 15,400	\$ 18,900	\$ 3,500
EMPLOYEE TRAINING	\$ 5,358	\$ 18,500	\$ 12,000	\$ (6,500)
EQUIPMENT RENTALS	\$ 1,789	\$ 8,000	\$ 7,000	\$ (1,000)
TRAVEL	\$ 25,058	\$ 15,500	\$ 7,000	\$ (8,500)
REPLACEMENT PARTS	\$ 14,181	\$ 39,200	\$ 5,000	\$ (34,200)
OTHER MINOR ACCOUNTS	\$ 4,567	\$ 19,400	\$ 4,200	\$ (15,200)
SUBTOTAL	\$ 15,717,873	\$ 18,260,654	\$ 19,350,600	\$ 1,089,946
RECOVERY OF EXPENSES	\$ (19,796)	\$ (15,000)	\$ (20,000)	\$ (5,000)
DEPARTMENTAL TOTAL	\$ 15,698,077	\$ 18,245,654	\$ 19,330,600	\$ 1,084,946

Departmental Budget and Narratives

State Police continued

The Fiscal Year 2006 budget request is \$19.3 million; an increase of \$1.1 million or 5.9 percent over the Fiscal Year 2005 budgeted amount. Total payroll is \$13.6 million for 19 civilian positions and 196 troopers.

Headcount:

2003 Budget	2004 Budget	2005 Budget	2006 Budget	
17	17	17	19	Civilian
166	145	166	196	Sworn

Departmental M&O Highlights:

- Other Outside Services was increased by \$128 thousand to support the implementation of the Photo Radar Enforcement vehicles and additional LiveScan fingerprint operational service fees.
- Sworn Salary and Benefit accounts were increase by \$536 thousand or 2.3 percent to support the addition of 30 cadets and planned contract increases. Group Insurance was also increase by \$150 thousand or 7.1 percent. The proposed increase is to support an additional patrol zone. The North-South Tollway would become its own zone, currently it is encompassed by another zone. This zone was deemed necessary due to the increase in congestion, increase in response time, as well as the addition of the I-355 Extension.
- Other Expenses account was increase by \$200 thousand or 22.2 percent to support the cost of an ISP Academy class; these costs include uniforms, side arms, training supplies, food, and lodging.
- Police Equipment increased by \$200 thousand to fund the purchase of accessories for 85 new patrol vehicles; these purchases include decals, lighting, and push bumpers.

Departmental Capital Highlights:

For 2006, the State Police have enacted several Capital Projects to support the standard equipment needs of the 30 cadets to be added to the headcount. These projects are:

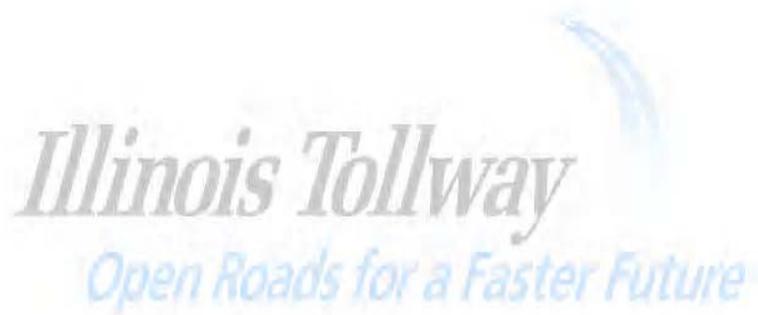
- ◇ \$705 thousand to purchase additional patrol vehicles in 2006.
- ◇ \$114 thousand to procure Lidar and Golden Eagle directional radar detection equipment in 2006.
- ◇ \$685 thousand to fund the purchase and installation of vehicle mounted radios and IWIN portable computers in 2006.

The State Police will also implement a \$120 thousand LiveScan Project in 2006. This project will fund the purchase of five new LiveScan fingerprint machines. These additional machines will enable the State Police to reduce their downtime by no longer relying on other municipalities for fingerprinting support.

Departmental Budget and Narratives

State Police continued

DEPARTMENT POSITION TITLES	MONTHLY SALARY RANGES		NUMBER OF POSITIONS			ESTIMATED EXPENDITURES		
			FISCAL YEARS			FISCAL YEARS		
			2004	2005	2006	2004	2005	2006
State Police								
ADMINISTRATION SECRETARY	2129	3549	2.0	2.0	2.0	63,780	63,780	66,360
CIVILIAN CALL TAKER	1752	2921	1.0	1.0	2.0	25,000	26,580	55,286
CRASH REPORT CALL TAKER	1752	2921	0.0	0.0	1.0	-	-	26,580
EXECUTIVE SECRETARY	2562	4271	1.0	1.0	1.0	33,840	33,840	42,720
INFORMATION PROCESSOR OPERATOR	1752	2921	4.0	4.0	4.0	102,360	96,660	106,740
INVESTIGATIONS SECRETARY III	2421	4035	1.0	1.0	1.0	32,040	32,040	33,360
POLICE RECORDS ANALYST	2421	4035	1.0	1.0	1.0	40,980	40,980	42,660
POLICE RECORDS SPECIALIST	2129	3549	3.0	3.0	3.0	85,300	83,880	86,100
SUPPORT SERVICES MANAGER	3280	5467	1.0	1.0	1.0	63,720	63,720	66,300
SUPPORT SVCS/ASST TIMEKEEPING	2889	4816	1.0	1.0	1.0	36,120	36,120	37,620
VIDEO SURV/SERVICE OPER SUPVR	2889	4816	1.0	1.0	1.0	56,040	56,040	58,320
VIDEO SURVEILLANCE SUPERVISOR	2421	4035	1.0	1.0	1.0	43,620	43,620	45,420



2006 Capital Program

Capital Program

Impact of Capital Program on Maintenance & Operations Budget

Each Fiscal Year, the Illinois Tollway prepares a separate Capital Budget as well as a Maintenance and Operations (M&O) Budget, but the two budgets are closely linked. The Capital Budget, as distinguished from the M&O Budget, is a multi-year capital plan for the renewal, replacement and improvement (RR&I) of the Tollway. A long-range capital program can not come to fruition without the resources (personal services, consultants, etc.) included in the M&O budget that are required for its planning, design and implementation. In general, ongoing maintenance and operating costs may either increase or decrease after implementation, depending on the scope of the capital program.

The Renewal and Replacement Program consists of capital projects to maintain the integrity of the existing Tollway System. The Renewal and Replacement Program includes the preservation, replacement, repairs, renewal, and reconstruction or modification of the Tollway System, but does not include System Expansion Projects.

The Improvement Program includes any System Expansion Project, or any acquisition, installation, construction, reconstruction, modification or enhancement of or to any real or personal property (other than Operating Expenses).

Most initiatives in the 2006 Budget reflect the priorities of the *Open Roads for a Faster Future* plan and the need to ramp up operations in support of this extensive program. As the Tollway proceeds into year two of its ten year \$5.3 billion Congestion-Relief Plan, both the Capital Budget and M&O Budget are in sync in order to make this program a reality.

Estimated Impact of Capital Program on M&O Budget

<u>Department</u>	<u>Link to Capital Program</u>	<u>M&O \$ Impact</u>
Engineering	Engineering is responsible for the design, construction, operation and maintenance of the Tollway during the implementation of the 10 year capital program known as the Congestion Relief Plan (CRP).	\$25.8M
Planning	Planning works with Engineering and other key Departments to help implement the CRP. In addition, it also does inter-agency coordination, permitting, and regional planning for this program.	\$1.2M

Capital Program

<u>Department</u>	<u>Link to Capital Program</u>	<u>M&O \$ Impact</u>
Operational Services	Coordinates and tracks all lane conversions and removals during construction phases of the CRP. This includes the removal of existing toll equipment and installation of new ORT equipment.	\$0.4M
ORT/VES	The Open Road Tolling/Violation Enforcement System Department oversees the construction, maintenance and new lane equipment for ORT.	\$10.2M
Information Technology	With the implementation of Open Road Tolling and the CRP, the Tollway website will require increased capacity and upgrading to handle the growth in I-PASS. A new electronic toll collection system will require two additional System Technicians.	\$0.2M
Finance	Two Financial Analysts are required to keep the ten year \$5.3 billion Congestion-Relief Plan on track and within the approved budget.	\$0.1M
Communications & Marketing	Communications provides Tollway patrons with increased Construction Alerts and Signage.	\$0.1M
State Police	District 15's M&O budget was increased in FY2006 in order to ensure safety for the public and construction-site workers during the CRP. Public safety initiatives include: Photo radar enforcement vans for construction-site speed enforcement, motorcycle patrols for construction-sites and more State Troopers to support the I-355 South Extension.	\$1.2M
Total Estimated M&O Impact		<u>\$39.2M</u>

Capital Program



Capital Program

The Illinois Tollway has developed a comprehensive, 10-year Capital Program for modernizing and rebuilding the 274-mile Tollway to create a more efficient transportation system for its customers. The \$5.3 billion Congestion-Relief Plan (CRP), the main component of the 10-year Capital Program, is a roadmap for providing customers with faster, safer and more reliable travel in the decades to come. Other elements of the 10-year Capital Program build on the CRP by incorporating strategies, improvements and new technologies to manage congestion, reduce travel times, and guide future Tollway operations and maintenance.

Fiscal Year 2006 - Capital Program 10-Year Capital Program (2005-2014) (\$ in millions)

	2005 Budget	2005 Year-End Estimated Expenditures*	2006 Final Budget	10-Year Total Project Budget
Open Road Tolling (ORT)	167.3	174.0	153.3	327.3
Tri-State Tollway (I-94/294)	240.1	146.8	335.4	1,638.6
Northwest Tollway (I-90)	142.6	11.1	89.1	1,615.4
Reagan Memorial Tollway (I-88)	154.1	108.0	80.2	679.6
North-South Tollway (I-355)	76.3	55.8	311.3	760.1
Systemwide Improvements / Enhancements	24.4	23.4	118.6	265.1
Congestion-Relief Plan Subtotal	\$ 804.8	\$ 519.1	\$ 1,087.9	\$ 5,286.1
"Other" Capital Projects Subtotal	\$ 85.2	\$ 70.1	\$ 122.0	\$ 600.0
TOTAL CAPITAL PROGRAM	\$ 890.0	\$ 589.2	\$ 1,209.9	\$ 5,886.1

*Year-End Expenditures are as of 12/01/05

2005 Accomplishments

The Capital Program continues to focus on five initiatives that include congestion relief, rebuilding and widening the existing infrastructure, regional growth, system-wide enhancements and cutting-edge initiatives.

Congestion-Relief Plan

Open Road Tolling (ORT)

- In 2005, expenditures are estimated to total approximately \$174 million for delivering ORT lanes to nine mainline plazas and to begin converting most of the remaining plazas to ORT for completion in fall 2006.

Capital Program

I-355 South Extension

- Construction began with estimated expenditures at \$55.8 million for clearing, major earthwork, and the building of new construction entrances for moving heavy equipment.

Tri-State Tollway

- Over \$120 million is estimated to be expended to widen and rebuild northbound lanes from I-394 to 167th Street.
- Rebuild and widen of the Cal-Sag Bridge was completed in October with estimated expenditures totaling over \$3.6 million.
- Approximately \$1.7 million is estimated to be expended in right-of-way costs to accommodate the widening of the South Tri-State.
- \$7.5 million is estimated to be expended for the completion of designs for the roadway and bridge widening from Balmoral to Dempster.
- More than \$2.5 million in expenditures are estimated for the Master Plan development for the rebuilding/resurfacing and widening from Dempster Ave. to Russell Rd.

Reagan Memorial Tollway

- Approximately \$46.6 million will be expended for widening and rebuilding from IL 59 to Naperville Road, including the Mill Street Bridge.
- Over \$50.8 million is estimated to be expended for the Rehabilitation (Rubblization) project from IL 251 to U.S. Route 30.

Northwest Tollway

- Approximately \$1.2 million in expenditures are estimated for the development of the I-39/I-90 Interchange Improvement Master Plan.

Other Capital Projects

Customer Communications

- Over \$3 million will be expended for the completion of Phase I and II of the Dynamic Message Sign (DMS) installation. An additional 12 signs were installed in 2005, for a total of 33 DMS signs located at key decision points before entering the Tollway or interstate/major route interchanges.
- Expenditures are estimated to total approximately \$760 thousand to purchase Portable Changeable Message Signs (PCMS), enhancing the ability to provide relevant messages to motorists and change messages quickly and remotely for Incident Management and construction. In 2005, 22 trailer-mounted and 5 truck-mounted signs were purchased. The Tollway now has a total of 35 operational PCMS.



Capital Program

Public Safety

- Highway Emergency Lane Patrol (H.E.L.P.) Trucks were purchased totaling approximately \$1.3 million in order to increase emergency response time to 24 hours seven days a week in construction zones.
- Expenditures are estimated at more than \$4 million to install a new device, Cable Median Barrier, to improve safety and reduce cross-over accidents on the west end of the Northwest Tollway and western portions of the Reagan Memorial Tollway.

Business Efficiencies

- Approximately \$2.6 million will be expended to support Web and E-Commerce, which provides the Tollway website customers with a full self service environment. The system supports online customer identification and password/PIN management, I-PASS account application, transponder ordering, account information updates, and account balance checking. The site also serves as an information repository, providing customers service information, construction updates, maps, and Oases information.

2006 Highlights

Fiscal Year 2006 begins the second year of the 10-Year Capital Program with over \$1.2 billion budgeted for systemwide enhancements and CRP construction projects on all four major interstates.

Congestion-Relief Plan

Open Road Tolling (ORT)

- Approximately \$153 million is budgeted to deliver ORT to all mainline toll plazas by fall 2006.

I-355 South Extension

- More than \$306 million is budgeted for projects that include the clearing and grading from Des Plaines River to Interstate 55, building the Des Plaines Valley Bridge, and starting construction on several other bridges and interchanges.

Tri-State Tollway

- \$139.6 million is budgeted to begin the southbound widening and rebuilding from I-394 to 167th St.
- Over \$75 million is allocated for the widening and rebuilding from Balmoral Ave. to Dempster St.

Reagan Memorial Tollway

- Approximately \$41 million is allocated to begin widening and rebuilding from Naperville Road to I – 355.

Capital Program

Other Capital Projects

Public Safety / Customer Communications

- \$7.4 million for the Tollway's Intelligent Transportation System (ITS).
 - Automatic Vehicle Location – a tool to be installed in various roadway vehicles including H.E.L.P. Trucks and Incident Response Vehicles.
 - Ramp Queue Detection – remote traffic monitoring sensors to provide information on ramp backups that can alert technicians of potential roadway safety risks and can be tied into the DMS messages to motorists.
 - Maintaining and operating the expanded network of 33 over-the-road Dynamic Message Signs (DMS)
 - Closed Circuit TV/DMS Digital Conversion - adding 72 cameras
- Over \$1.3 million is budgeted for Customer Communications/Signage to guide and encourage motorists to travel safely through construction zones and throughout the system.

Business Efficiencies

- Over \$11 million is allocated for an Enterprise Resource Planning system that will enable the Tollway to more efficiently manage and control the multiple business activities of the Tollway, such as equipment and supplies purchasing, I-PASS sales, finance, accounts payable, inventory management, and human resources management.
- Approximately \$8 million is identified for an Information Technology Infrastructure Upgrade of fiber optic transmission equipment, which represents a comprehensive upgrade and modernization of the Tollway network infrastructure. The configuration and technologies expand capacity and capability that will accommodate Tollway growth.
- Approximately \$2 million is budgeted for Web and E-Commerce to provide added capacity for the growing number of users to the Tollway's web site, www.illinoistollway.com, who go online for I-PASS account management, and construction information and general Tollway information.
- \$20 million for the purchase of transponders to keep up with growing demands for I-PASS stemming from I-PASS acceptance on the Chicago Skyway and 11 state toll systems that are part of the E-ZPass Interagency Group.
- Approximately \$480 thousand is identified for the Disadvantage Business Enterprise Program to build a diverse vendor base.

Capital Program

2006 Congestion-Relief Plan

(\$ in millions)

Open Road Tolling (not including Mainline Pavement costs)	\$ 153.3
Tri-State Tollway (I-94 / I-294)	
Under Construction	
Plaza 21 (Waukegan) Reconstruction	\$ 25.2
Plaza 41 (163rd St) Retrofit	\$ 13.4
Plaza 37 (Joliet Rd) Reconstruction and Modifications	\$ 1.4
Northwest Tollway (I-90)	
Under Construction	
Plaza 17 (Devon Avenue) Reconstruction	\$ 14.8
Plaza 19 (River Rd) Roadway and Bridge Reconstruction	\$ 9.8
Plaza 1 (Beloit) Reconstruction	\$ 20.1
Plaza 5 / 6 (Belvidere and Genoa Road)	\$ 7.2
Plaza 7 Modifications (Marengo)	\$ 8.5
Plaza 9 (Elgin) Reconstruction	\$ 12.7
Ronald Reagan Memorial Tollway (I-88)	
Under Construction	
Plaza 52 (Meyers Rd) New Construction	\$ 11.5
Plaza 51 (York Rd) Reconstruction	\$ 5.2
Plaza 66 (De Kalb), Reconstruction	\$ 12.0
Plaza 69 (Dixon), Reconstruction	\$ 10.1
Other	\$ 1.4



Capital Program

2006 Congestion-Relief Plan		(\$ in millions)
Tri-State Tollway (I-94/I-294)		\$ 335.4
South Tri-State		
I-394 to 167th Street (Phase I)		
Under Construction	\$	137.3
Other Corridor Project Costs	\$	2.3
167th Street to 95th Street (Phase II)		
Begin Construction - Advance Work (Substructure Widening)	\$	11.0
Inspection - Mainline	\$	14.0
Other Corridor Project Costs	\$	0.7
North Tri-State		
Balmoral Avenue to Dempster Street		
Design / Begin Construction	\$	75.5
Dempster Street to Lake Cook Road		
Master Planning	\$	1.4
Design	\$	13.0
Edens Spur		
In Design	\$	0.3
Edens Spur to Half Day Road		
In Design	\$	0.3
Half Day Road to IL 176		
Master Planning	\$	0.4
Design	\$	3.6
Ill 176 to Russell Road		
Master Planning	\$	1.2
Design	\$	16.3
Other Projects	\$	0.1
ORT - Congestion Relief (Mainline Pavement Costs only)		
Construction	\$	58.0
Northwest Tollway (I-90)		\$ 89.1
East Riverside Boulevard to Rockton Road		
Master Planning	\$	3.2
IL 39 Interchange		
In Design	\$	2.9
Other Corridor Project Costs		
Construction	\$	4.3
ORT Congestion Relief (Mainline Pavement Costs only)		
Construction	\$	78.7

Capital Program

2006 Congestion-Relief Plan		(\$ in millions)
Ronald Reagan Tollway (I-88)		\$ 95.0
I-290 to IL 83		
In Design		\$ 6.3
Finley Road to Naperville Road		
Begin Construction		\$ 41.1
Naperville Road to IL 59		
Inspection		\$ 0.6
Orchard Road to Aurora Plaza		
In Design		\$ 7.6
IL 251 to Orchard Road		
In Design		\$ 1.3
US 30 to IL 251		
Inspection		\$ 0.1
Other Corridor Project Costs		
Construction		\$ 0.3
ORT Congestion Relief (Mainline Pavement Costs only)		
Construction		\$ 37.7



Capital Program

2006 Congestion-Relief Plan

(\$ in millions)

North-South Tollway (I-355)	\$ 311.3
ORT Congestion relief (Mainline Pavement Costs only)	
Construction	\$ 4.6
Regional Growth - South Extension	
Under Construction	
Grading, 135th to I-80	\$ 8.3
Low Level Bridge over DesPlaines River	\$ 1.2
Des Plaines Valley Bridge	\$ 69.0
Grading and Drainage - I-55 to 135th St.	\$ 32.6
Cross Road Bridges, 151st, 159th, 163rd, Gougar, 167th, Bruce)	\$ 21.3
US 6 Interchange	\$ 15.5
Roadway and Bridges - I-80 Interchange and Cedar Rd.	\$ 18.4
143rd to North of US 6	\$ 18.4
Roadway and Bridges - 143rd / Archer Interchange	\$ 13.1
Roadway Bridges - I-55 Interchange	\$ 28.7
Plazas - Mainline and Ramp Plazas	\$ 4.1
Roadway and Bridge - 127th Interchange	\$ 13.9
Roadway and Bridge - I-55 to Valley Bridge	\$ 13.8
Other Corridor Project Costs	\$ 48.4
 System-Wide Projects	 \$ 103.8
ORT Congestion Relief (Mainline Pavement Costs only)	
Construction	\$ 6.5
Other Corridor Project Costs	\$ 31.0
Other	\$ 13.8
Systemwide Projects	
Construction	\$ 19.1
Master Planning	\$ 1.8
Other Project Costs	\$ 31.6
 2006 CONGESTION-RELIEF PLAN TOTAL \$ 1,087.9	



Capital Program

2006 Other Capital Project Highlights

(\$'s in thousands)

Intelligent Transportation System (ITS) Program	\$ 7,445	
CCTV/DMS Digital Conversion - 72 Cameras and Site Location Survey	\$	4,360
TIMS Enhancements NET	\$	845
Convert Camera Feeds from Analog to Digital	\$	80
Travel Time Data Archiving	\$	100
Web Enabling TIMS	\$	300
Incident Detection	\$	300
Automatic Vehicle Location	\$	450
Ramp Queue Detection - Portable Equipment at Two (2) Locations	\$	150
Miscellaneous Projects	\$	860
Information Technology Projects	\$ 23,395	
Mainframe Legacy System Replace and Upgrade	\$	4,500
Next Generation Network (NGN)	\$	7,980
Upgrade/Replace 800mhz Radios	\$	1,840
Web, E-Commerce, and PKI	\$	2,000
Disaster Recovery	\$	1,300
Tower Preservation	\$	1,080
LAN/WAN Maintenance Upgrade	\$	950
Wireless Technology	\$	300
Fiber Optic Improvements	\$	1,000
Plaza Intercom Replacement	\$	350
Miscellaneous Projects	\$	2,095



Capital Program

2006 Other Capital Project Highlights

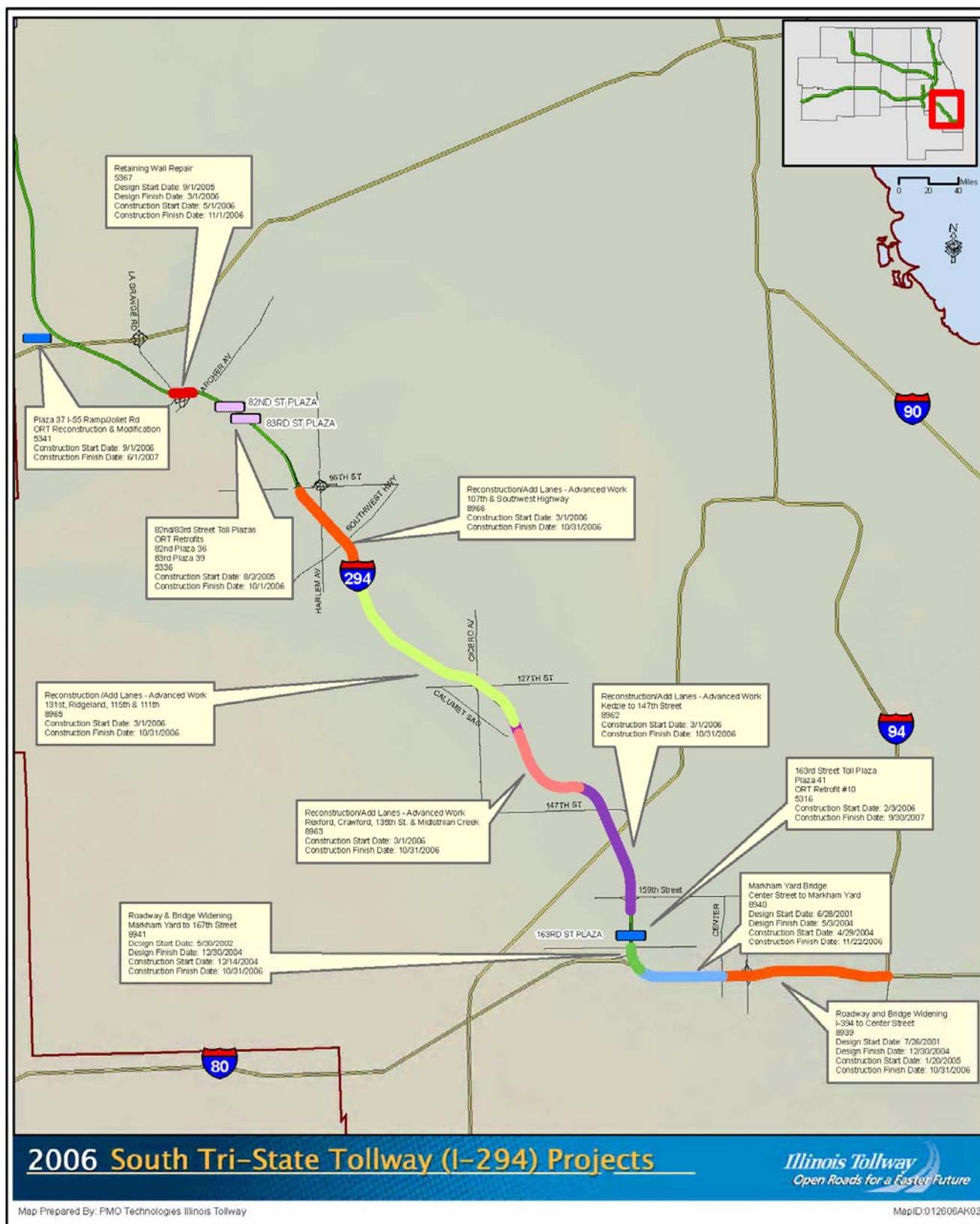
(\$'s in thousands)

Operations Repairs/Replacement Projects	\$	4,490	
Upgrade HVAC Network	\$	520	
Roof Replacement for Salt Domes	\$	500	
Asbestos Removal and Scraping, Various Locations, Systemwide	\$	100	
Plaza 37 HVAC Replacement	\$	150	
M-12 Heating and Installation	\$	140	
Central Support Permanent Standby Generator	\$	110	
Replace Generators and Upgrade Services at Lisle Tower	\$	150	
Roof Replacements	\$	250	
Installation and Replacement of Liebert Units	\$	430	
Replacement of Main Fire Panel	\$	420	
Updating Halon System	\$	230	
Miscellaneous Projects	\$	1,490	
General Engineering Consultant	\$	5,500	
Traffic Engineering Consultant	\$	1,750	
Intermittent Pavement Repairs	\$	9,500	
Roadway Maintenance and Equipment	\$	8,400	
Enterprise Resource Planning System	\$	11,880	
Toll Violation	\$	4,900	
Transponder Purchases	\$	20,000	
Other Miscellaneous Projects	\$	24,655	
Disadvantage Business Enterprise Program	\$	480	
Portable Changeable Message Signs	\$	3,400	
Roadway Pavement Management Services	\$	900	
Roadway and Facility Maintenance	\$	4,300	
Roadway Signing and Lighting	\$	1,325	
Pavement Epoxy Marking	\$	1,000	
E-ZPass Reciprocity Integration	\$	200	
ITCS Lane Conversion	\$	3,110	
Infrastructure Management Services	\$	1,850	
Retaining Walls	\$	750	
Equip New Office with IT Equipment (portable radios, IWIN Computers, etc.)	\$	685	
Miscellaneous Projects	\$	6,655	
2006 OTHER CAPITAL PROJECTS TOTAL	\$	121,915	

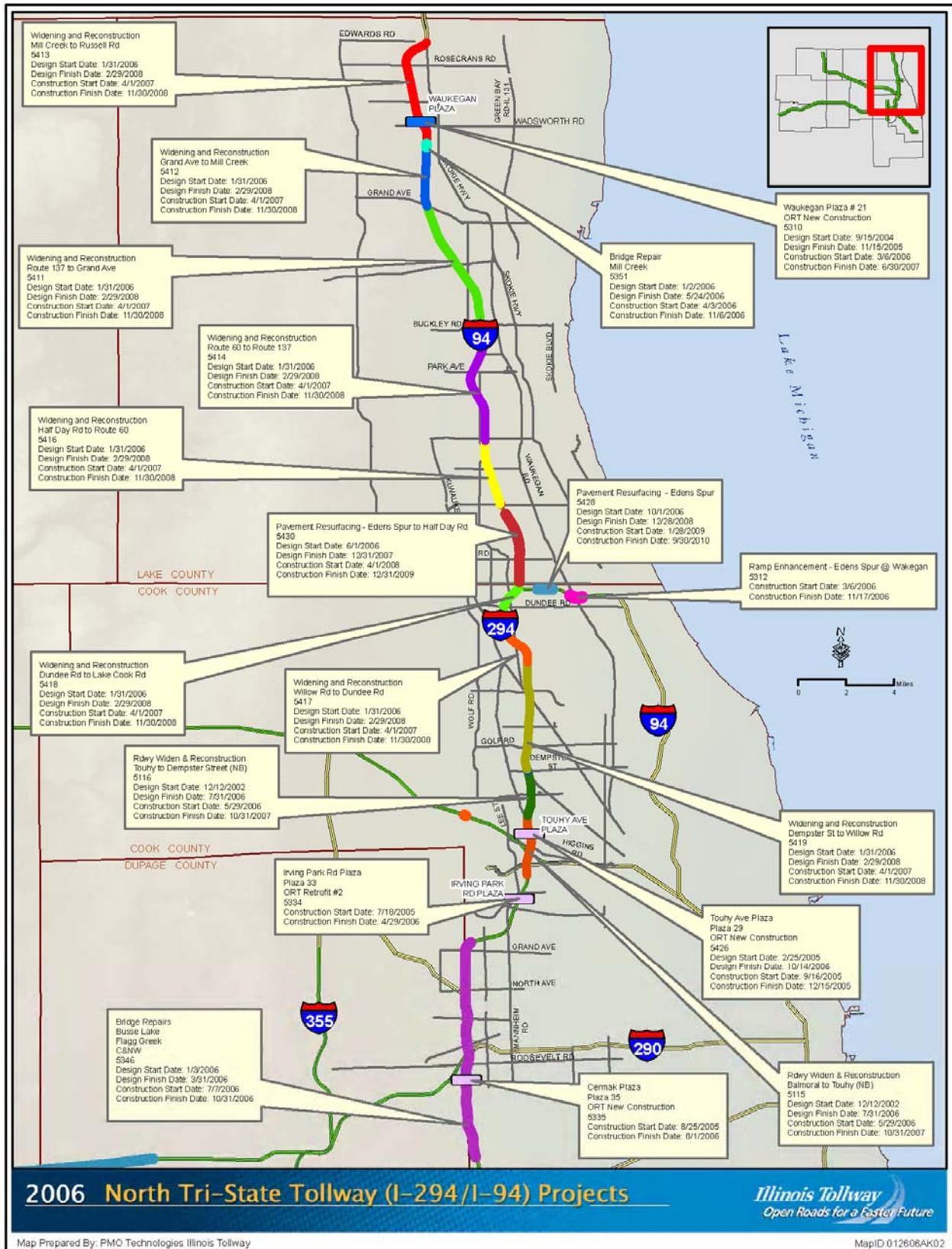
Capital Program



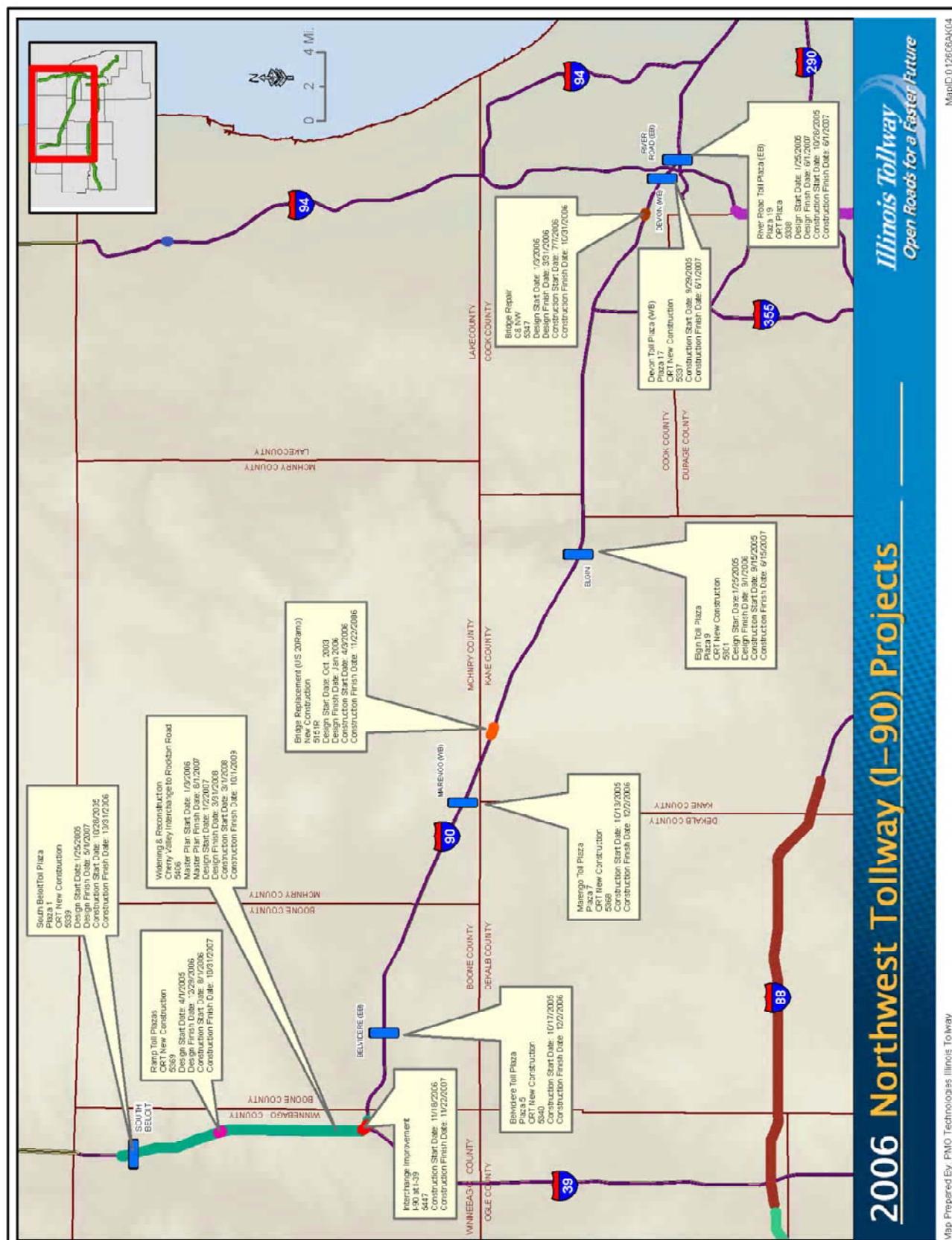
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Capital Program



Capital Program



Illinois Tollway
Open Roads for a Faster Future

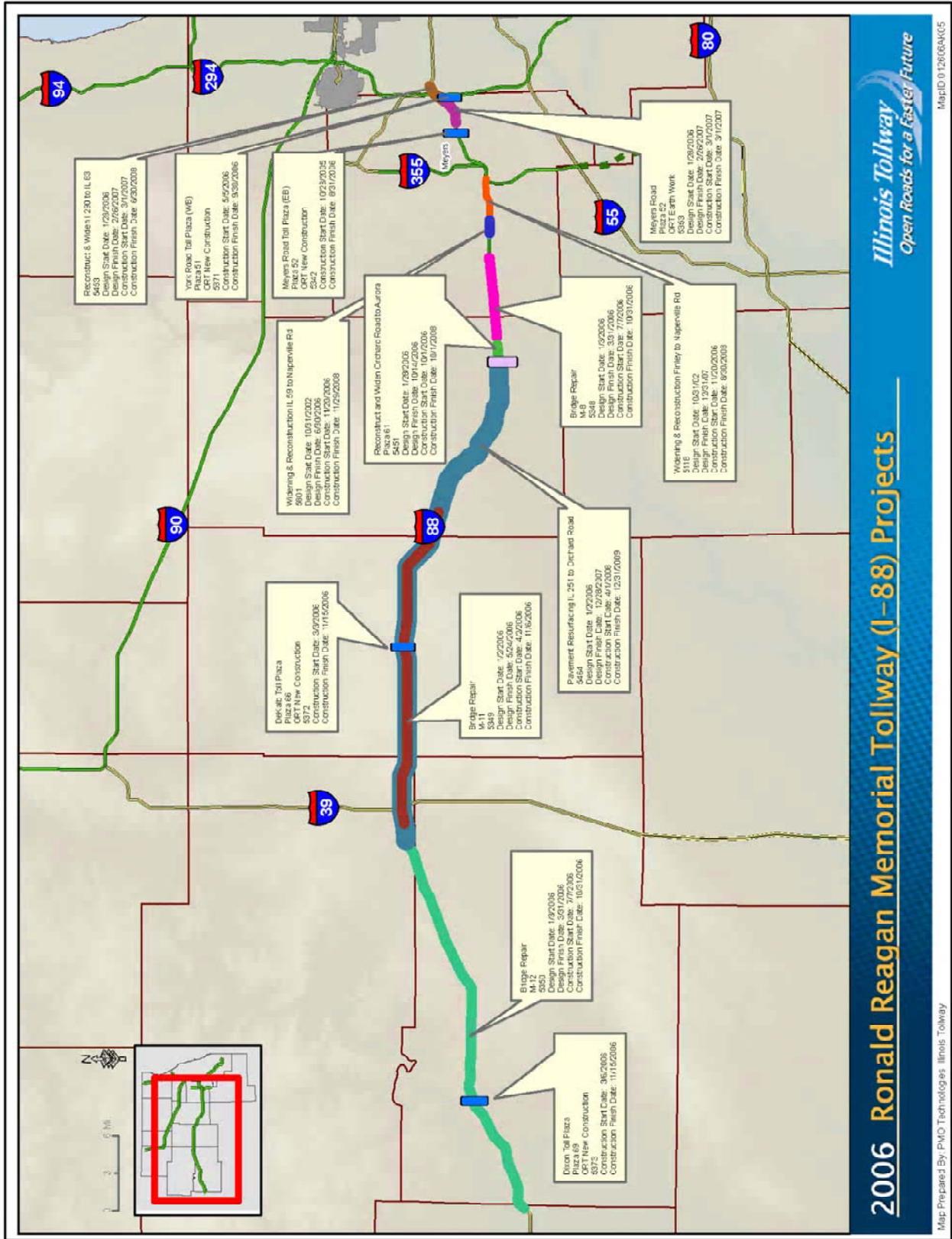
2006 Northwest Tollway (I-90) Projects

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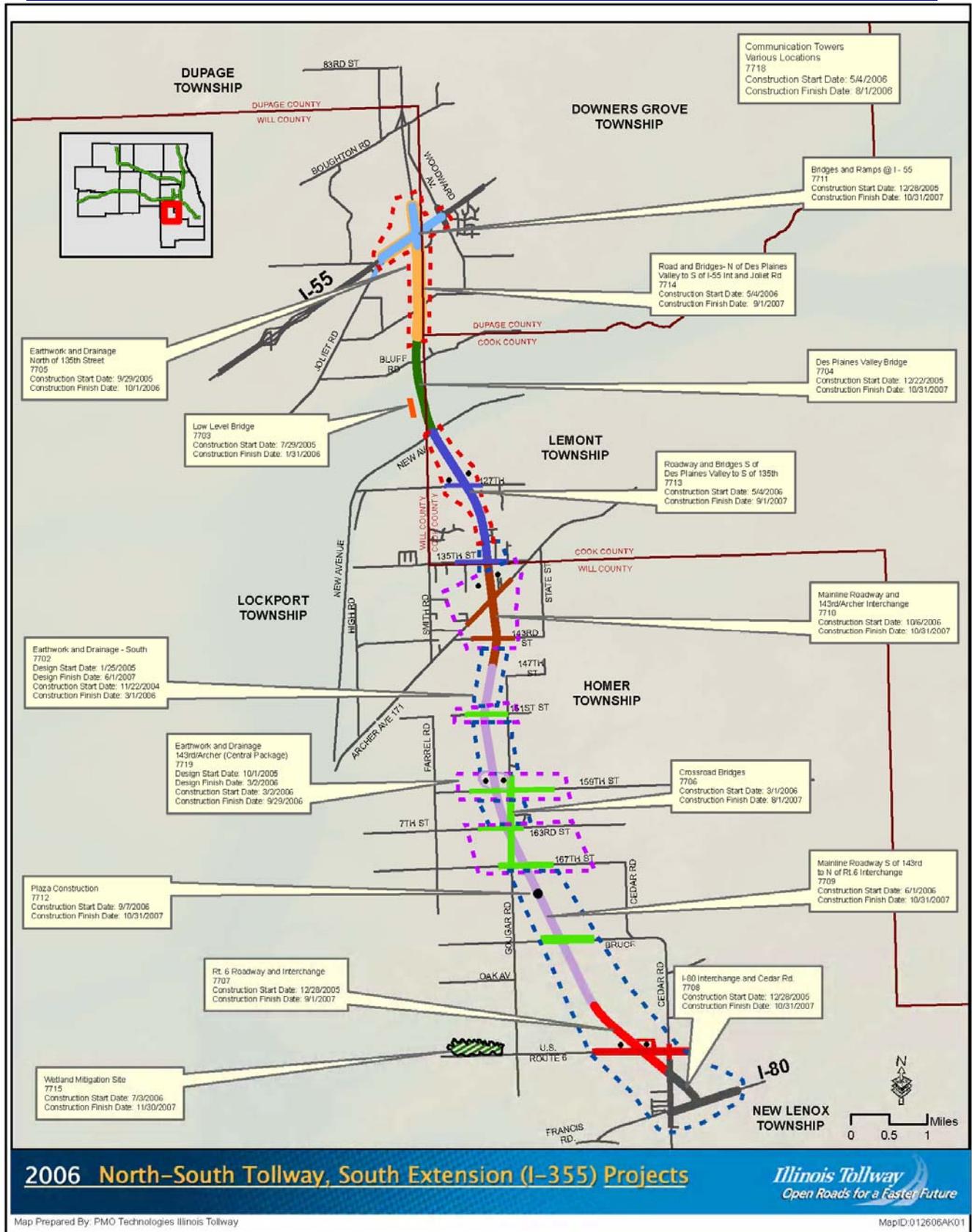
Map Prepared By: PNO Technologies Illinois Tollway

Exhibit 25

Capital Program



Capital Program



2006 North-South Tollway, South Extension (I-355) Projects

Illinois Tollway
Open Roads for a Faster Future

Map Prepared By: PMO Technologies Illinois Tollway

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Bond and Debt Obligations

Bond and Debt Obligation

In September 2004, the Illinois Tollway Board of Directors approved a ten-year \$5.3 billion Congestion-Relief Plan. The plan called for financing as much as \$3 billion of the program through the issuance of bonds supported by revenues of the Tollway. The plan anticipated the sale of as much as \$1 billion in bonds in 2005, with the remainder to be issued throughout the first five years of the plan.

The Illinois Tollway issued Toll Highway Senior Priority Revenue Bonds, Series 2005A, in the par amount of \$770 million in June 2005. The bonds were sold at a premium, generating \$824.3 million for the Tollway, including \$762.4 million which was deposited into the Construction Fund and \$61.9 million for the Debt Service Reserve Account. The bonds were issued at a true interest cost of 4.21 percent.

Additionally, the Tollway executed forward starting Interest Rate Exchange Agreements to hedge against rising interest costs for future financing needs. The Tollway executed four such agreements with four separate counterparties in the total notional amount of \$700 million. Exchange payments are timed to commence with capital financing transactions planned for 2006 and 2007.

During 2006, the Tollway budget accommodates the issuance of an additional \$700 million of bonds to provide funding for the Congestion-Relief Plan. The 2006 Tentative Budget includes \$117.3 million for debt service on \$1.38 billion of outstanding debt and \$12.7 million for debt service on bonds issued during 2006. Net revenues available to pay debt service are estimated to total \$404 million, providing coverage of 3.1 times estimated debt service.

Bond and Debt Obligation

Summary of Current Outstanding Debt as of September 30, 2005

Fiscal Year	New 2005 Series A Bonds		Debt Service on Series 1992A, 1993B, 1996A, 1998A&B Outstanding		Total Debt Service All Bonds
	Principal	Interest	Principal	Interest	
2006	\$0	\$37,608,069	\$47,350,000	\$32,342,000	\$117,300,069
2007	\$0	\$37,608,069	\$50,030,000	\$29,870,900	\$117,508,969
2008	\$0	\$37,608,069	\$52,750,000	\$27,259,240	\$117,617,309
2009	\$0	\$37,608,069	\$45,465,000	\$24,502,570	\$107,575,639
2010	\$0	\$37,608,069	\$49,910,000	\$22,272,295	\$109,790,364
2011	\$0	\$37,608,069	\$53,040,000	\$19,142,460	\$109,790,529
2012	\$0	\$37,608,069	\$56,365,000	\$15,816,150	\$109,789,219
2013	\$33,390,000	\$37,608,069	\$59,465,000	\$12,716,075	\$143,179,144
2014	\$35,060,000	\$35,938,569	\$62,735,000	\$9,445,500	\$143,179,069
2015	\$36,810,000	\$34,185,569	\$66,100,000	\$5,995,075	\$143,090,644
2016	\$38,650,000	\$32,345,069	\$69,200,000	\$2,992,900	\$143,187,969
2017	\$92,460,000	\$30,412,569	\$0	\$0	\$122,872,569
2018	\$97,085,000	\$25,789,569	\$0	\$0	\$122,874,569
2019	\$101,935,000	\$20,935,319	\$0	\$0	\$122,870,319
2020	\$106,140,000	\$16,730,500	\$0	\$0	\$122,870,500
2021	\$111,450,000	\$11,423,500	\$0	\$0	\$122,873,500
2022	\$117,020,000	\$5,851,000	\$0	\$0	\$122,871,000
	\$770,000,000	\$514,476,216	\$612,410,000	\$202,355,165	\$2,099,241,381

Bond and Debt Obligation

Debt Requirement and Coverage Ratio

The Trust Indenture requires the Tollway to collect tolls for the use of the Tollway system as shall be required so each Fiscal Year New Revenues be at least equal to the New Revenue Requirement, or the amount necessary to cure deficiencies, if any, in the Debt Service Accounts plus the greater of the sum of Aggregate Debt Service and the Renewal and Replacement Deposit or 1.3 times the Aggregate Debt Service for such period.

In September, 2005 the Tollway executed a junior lien bond indenture authorizing the issuance of \$700 million in junior lien bonds. The junior lien bond indenture requires a debt service coverage of 1.1 times.

The Tollway has historically maintained debt service coverages well in excess of required coverage ratios. The Tollway will continue its conservative use of debt, which will allow increased flexibility to accommodate emergency capital needs or other events that may affect our system.

REVENUE BOND COVERAGE

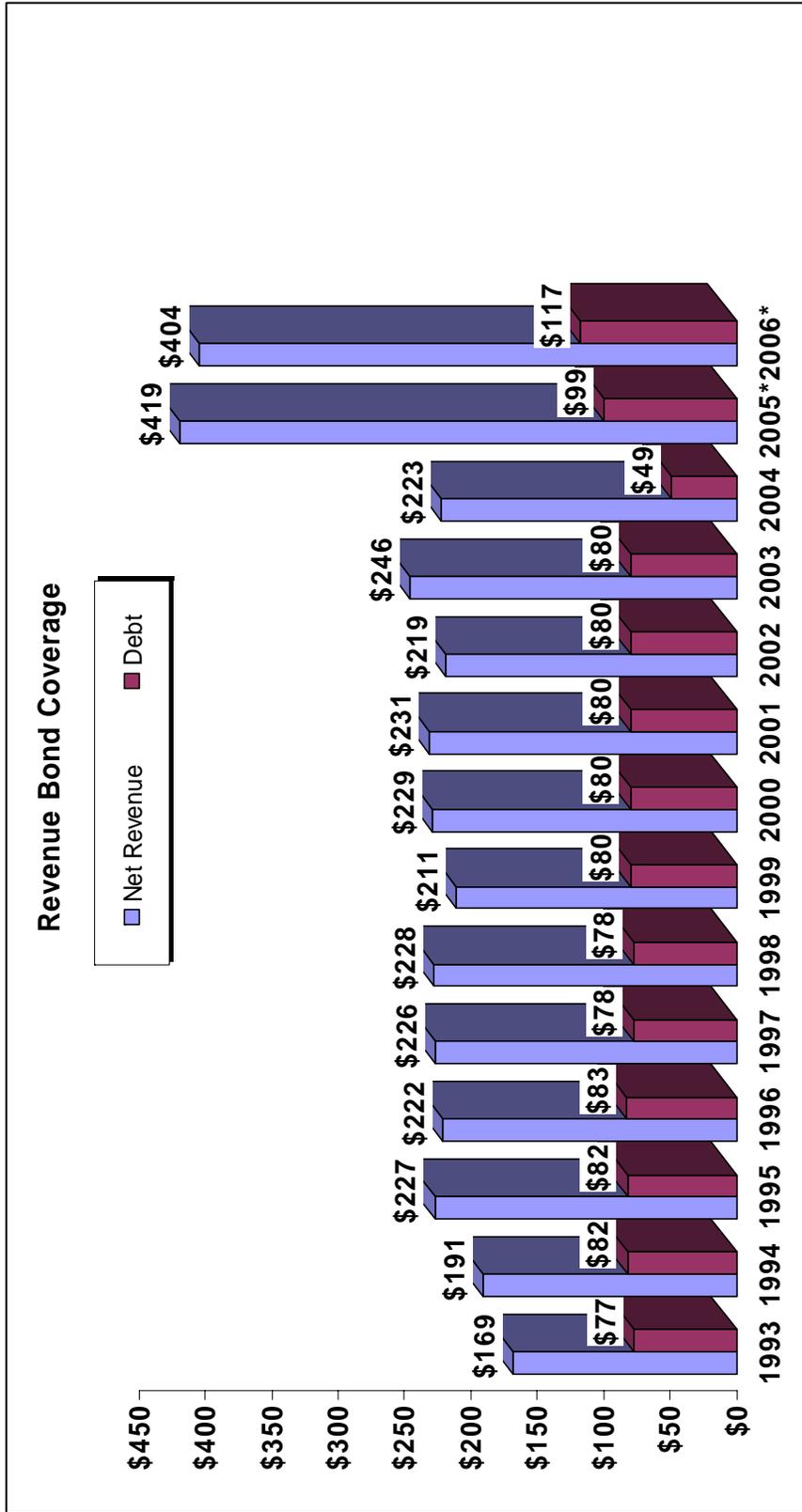
(Millions)

	Gross Revenue (1)	Operating Expenses (2)	Net Revenue Available for Debt Service	Debt Service Requirements			Revenue Bond Coverages
				Principal	Interest	Total	
2006 budget	\$624.0	\$219.8	\$404.2	\$47.4	\$70.0	\$117.3	3.45
2005 estimated	\$630.0	\$210.9	\$419.1	\$45.0	\$54.3	\$99.4	4.22
2004	\$421.2	\$198.6	\$222.6	\$13.5	\$35.2	\$48.7	4.57
2003	\$441.7	\$195.7	\$246.0	\$41.2	\$38.4	\$79.7	3.09
2002	\$384.9	\$165.9	\$219.0	\$39.4	\$40.3	\$79.7	2.75
2001	\$391.7	\$160.7	\$231.0	\$37.6	\$42.1	\$79.7	2.90
2000	\$380.1	\$151.4	\$228.7	\$35.9	\$43.8	\$79.7	2.87
1999	\$358.0	\$146.9	\$211.1	\$33.6	\$46.3	\$79.8	2.64
1998	\$361.1	\$133.3	\$227.8	\$27.8	\$49.8	\$77.6	2.94
1997	\$356.9	\$130.5	\$226.4	\$26.6	\$51.0	\$77.6	2.92
1996	\$344.0	\$122.5	\$221.5	\$30.3	\$52.5	\$82.7	2.68
1995	\$342.2	\$115.0	\$227.2	\$25.8	\$56.3	\$82.0	2.77
1994	\$311.0	\$120.3	\$190.7	\$24.3	\$57.8	\$82.0	2.32
1993	\$276.8	\$108.3	\$168.5	\$21.5	\$55.5	\$77.1	2.19

Note 1 - Gross revenue includes operating and non-operating revenue.

Note 2 - Operating expenses exclusive of depreciation and amortization.

Bond and Debt Obligation



2005* & 2006* Estimated Revenue



Budget Process and Documents

Budget Process and Documents

The Trust Indenture requires a tentative budget of the Operating Expenses for the ensuing Fiscal Year on or before October 31 of each Fiscal Year. The tentative budget must also be submitted to the Trustee and the Consulting Engineer. The tentative budget must include the recommendations of the Consulting Engineers as to the Renewal and Replacement Deposit (for preservation of the Tollway System). The Tollway must provide accompanying estimates of the amount which will be available for credit to the Improvement Account (for improvements to the Tollway System). The Tollway must also provide a statement of the actual revenues for the first eight months of the current Fiscal Year and estimated revenues for the next four months of the current Fiscal Year and for the ensuing Fiscal Year. The budget must be divided into reasonable classifications and divisions. The tentative budget shall include the amounts budgeted for Operating Expenses and amounts required to be deposited into the Renewal and Replacement Account.

The Trust Indenture and budgetary calendar govern the budget process. The Tollway budget is required to generate revenues sufficient to pay for operating costs, debt service, and a required deposit for the maintenance and repair of the toll roads as certified by an independent engineer.

This was the third year the budget was submitted for public review and comment before the final adoptions by the Board. The Tollway held 2 public meetings for the 2006 budget. Questions raised at the meeting were answered and posted on the Tollway web site. If the Tollway does not adopt the annual budget before January 31 of any Fiscal Year, the budget for the preceding Fiscal Year shall be deemed to be in effect for such Fiscal Year until the Annual Budget for such Fiscal Year is adopted.

Budget Implementation and Monitoring

Management actively monitors the budget through monthly reports detailing monthly and year-to-date budget to actual status. Quarterly meetings are set up with each department to discuss current spending trends and other potential budget needs. Quarterly reports are available on the Tollway's web site.

Budget Amendment

The Tollway Board may at any time adopt an amended Annual Budget. If the Tollway adopts an amended budget for total Operating Expenses exceeding one hundred ten percent of the Annual Budget initially adopted, the Tollway shall give the Consulting Engineers not less than ten days prior written notice, including a copy of the proposed amended Annual Budget. If the Consulting Engineers files an objection to such notice, such amended budget shall not be effective or supersede any prior Annual Budget until the Tollway Board of Directors adopts the amended budget by not less than a three-fifths vote of all Directors at a public meeting. Notice of such public meetings shall be given in accordance with the law.

Budget Process and Documents

2006 BUDGET - Planning Calendar

EVENT	DATE(S)
Issue 2006 Budget Instructions/Initiatives, Strategic Plan	7/6/2005
Distribution of payroll information to Executive team	7/20/2005
Executive team reviews strategic plan, and updates goals and objectives outlined in the strategic plan	8/3/2005
Finance Department submits historic spending, estimated expenditures, and suggested 2006 budget	8/31/2005
Budget Request by Department	9/7/2005
Budget Office reviews 2006 Budget requests from all Departments	9/7/2005 - 9/14/2005
Budget Office and CFO review Department budget requests	9/14/2005 - 9/23/2005
Finance Department reviews completed annual operating budget and financial plan with Executive Director	10/3/2005
Budgets are sent back to Department heads for final review	10/6/2005
Budgets are sent to Executive Director for final review	10/10/2005
Present 2006 Tentative Budget to Board	10/27/2005
Incorporate requested changes by the Board and Executive Management	10/28/2005-11/04/2005
Public Hearing	11/14/2005-11/15/2005
Present Tentative Budget to Board	11/17/2005
Review and incorporate changes from Board/Executive Management/Public Comments	11/18/2005 - 12/2/2005
Present Final Budget to Board	12/22/2005

Budget Process and Documents

Budgetary Basis of Accounting

The Tollway is required by its Trust Indenture to prepare a Tentative Budget for the ensuing Fiscal Year, on or before October 31 of each Fiscal Year, and to adopt the Annual Budget for such Fiscal Year on or before January 31 of each Fiscal Year.

The Tollway's Budgetary Basis of Accounting (as required by its Trust Indenture) differs from the Tollway's GAAP Basis of Accounting with respect to the following:

For budgetary purposes, the Tollway does not capitalize purchases of furniture, fixtures, and operating equipment; construction costs are not depreciated; investments are recorded at cost; bond issue costs are expensed as incurred; capital lease obligations are not recorded; interest is capitalized before, during and after the construction period; gains or losses from early retirement of debt, interest income and interest expense derived from the proceeds of revenue bonds during construction are treated as reductions or additions to construction costs; refunds of previously paid expenses decrease current year expenses and are not treated as a prior period adjustment; and revenue is measured on a cash basis, where as under GAAP, revenue for financial statement purposes is recognized when measurable.

Last of all, the Tollway's Budget allocates Revenue to four major accounts. These accounts include Maintenance and Operations (M&O), Debt Service, Renewal and Replacement, and Improvements. The Renewal and Replacement and Improvements accounts comprise current resources allocated to fund the Tollway's Capital Program.

Budget Process and Documents

12/22/05

5.2/b

RESOLUTION NO.

WHEREAS, The Illinois State Toll Highway Authority (the "Tollway"), pursuant to the Toll Highway Act, 605 ILCS 10/1 *et seq.* (the "Act"), is granted all powers necessary to carry out its legislative purposes as to the construction, operation, regulation and maintenance of its system of toll highways; and

WHEREAS, Article VII, Section 710, of the Tollway's "Amended and Restated Trust Indenture (3/31/1999)" (the "Trust Indenture") requires that the Directors of the Authority adopt an Annual Budget for each Fiscal Year; and

WHEREAS, Section 713 of the Trust Indenture requires, among other things, that tolls for the use of the Tollway System be at rates not less than that set forth in an established schedule of tolls meeting the requirements of said Section 713 and that the Tollway shall cause the Traffic Engineers to make a written estimate of the revenues from tolls for the last four months of the current fiscal year and for the ensuing fiscal year, and that the Tollway complete a review of its financial condition; and

WHEREAS, Section 10(c) of the Toll Highway Act provides in part that the Tollway, in fixing the rate for tolls for the privilege of using the toll highways, is authorized and directed, in fixing such rates, to base the same upon estimates to be made, recorded and filed with the Tollway that include the estimated total amount of the use of the toll highways and the estimated amount of the revenue to be derived therefrom, so that said revenue, when added to all other receipts and income, will be sufficient to pay the expense of maintaining and operating said toll highways, including the administrative expenses of the Tollway, and to discharge all obligations of the Tollway as they become due and payable; and

WHEREAS, Section 19 of the Toll Highway Act requires, in part, that the Tollway fix and revise, from time to time, tolls or charges or rates for the privilege of using the toll highways at rates calculated to provide the lowest reasonable toll rates that will provide funds sufficient with other revenues of the Tollway to pay (a) the cost of the construction of a toll highway authorized by joint resolution of the General Assembly pursuant to Section 14.1 of the Toll Highway Act and the reconstruction, major repairs or improvements of toll highways, (b) the cost of maintaining, repairing, regulating and operating the toll highways including only the necessary expenses of the Tollway, and (c) the principal of all bonds, interest thereon and all sinking fund requirements and other requirements provided by resolutions authorizing the issuance of the bonds as they shall become due; and

WHEREAS, the Chief of Finance has completed a review of the financial condition of the Tollway taking into consideration the requirements of the Tollway's Trust Indenture and the Toll Highway Act, including estimates of the Traffic Engineer filed with the Tollway, and has heretofore provided information and recommendations to the Board regarding the tolls to be charged for the use of the Tollway System and taking into consideration the Operating Expense Budget, the Renewal and Replacement Deposit, the Improvement Requirement, the debt service and the debt service obligations of the Tollway; and

Budget Process and Documents

WHEREAS, Section 32 of the Toll Highway Act establishes that the Tollway's discretionary power to determine tolls is conclusive and not subject to review.

NOW, THEREFORE, BE IT RESOLVED by The Illinois State Toll Highway Authority as follows:

1. The amount budgeted for Operating Expenses of The Illinois State Toll Highway Authority for the fiscal year 2006 is \$219,797,150 in the estimated classifications and divisions as set forth below:

Executive Management, Policy Administration and Community Relations	\$10,828,750
Engineering Management and Infrastructure Maintenance	\$46,431,600
Financial Services, Investments and Insurance Management	\$34,873,100
Information and Communication Technology	\$8,091,700
Inspector General and Audit Functions	\$1,183,100
Legal Services	\$1,325,800
Operational Services, Toll Collection and Customer Relations	\$85,695,500
Executive Planning and Capital Allocations	\$1,204,600
State Police and Public Safety	\$19,330,600
Violation Enforcement and Consumer Services	\$10,832,400
Total Operating Expense Budget	\$219,797,150

2. The amount budgeted for the Required Renewal and Replacement Deposit for the fiscal year 2006, as recommended by the Consulting Engineer, is \$175,000,000.

3. The current toll rate schedules heretofore established for the use of the toll highways are determined to be proper in accordance with the Tollway's Trust Indenture and are determined to be at the lowest reasonable rate in accordance with the Toll Highway Act.

The Budget Process and Budget Documents



CTE
303 East Wacker Drive, Suite 600, Chicago, IL 60601-5276
T 312.938.0300 F 312.938.1109 www.aecom.com

December 16, 2005

Mr. Michael Colsch
Chief of Finance
Illinois State Toll Highway Authority
2700 Ogden Avenue
Downers Grove, Illinois 60515

Subject: 2006 Renewal and Replacement Deposit

Dear Mr. Colsch:

We have reviewed the renewal and replacement needs of the Tollway system in order to develop our recommendation for the deposit to be made to the Renewal and Replacement Account in 2006. In addition to the maintenance and rehabilitation needs of the system, the Amended and Restated Trust Indenture, dated March 31, 1999, also permits the purchase of capital equipment under the Renewal and Replacement Account.

Based on the most recent cash flow analysis prepared by Tollway Finance and furnished to us on October 17, 2005, we recommend depositing \$175,000,000 to the Renewal and Replacement (RR) Account for 2006 in order to fund the projects in the Authority's Draft Program of roadway, bridge, and facility repair, rehabilitation and reconstruction. We also estimate that approximately \$99.0 million of additional revenue will be available for projects.

Total draws for the Final Program are estimated at \$1.210 billion. Based upon revenue generated from bond sales being committed to the Capital Program, the combination of bond revenue, deposits and draws on the cash balance of the RR Account will fund the projects in the Draft Program including capital equipment purchases of \$8.4 million for fleet vehicle purchases, \$20.0 million for I-PASS Transponders, \$23.4 million for Information Technology, \$7.4 million for the Intelligent Transportation Systems program and \$62.7 million for other capital projects.

If you have any questions or we can be of any further assistance, please contact the undersigned.

Sincerely,

CONSOER TOWNSEND ENVIRODYNE ENGINEERS, INC.

Bruce A. Dinkheller P.E.
Associate Vice President

ID:\C:\Tollway\2006 RR Deposit\RR Deposit Rec 2006 Ltr-01 Final Revised 12-16.doc

c: J. Hartman, ISTHA M. Johnson, ISTHA J. Dailey, ISTHA
R. Zuccherro, ISTHA J. Berman, ISTHA C. Reckamp, ISTHA
W. Swafford, CTE B. Dinkheller, CTE

The Budget Process and Budget Documents

2006 BUDGET ILLINOIS STATE TOLL HIGHWAY AUTHORITY CERTIFICATE OF AUTHORIZED OFFICER

Set fourth below is a statement showing actual and estimated Revenues (including estimates of Toll Revenues prepared by the Traffic Engineer, Wilbur Smith Associates, Inc.), Operating Expenses, Aggregate Debt and Service and Renewal and Replacement Deposit (formerly Major Improvement and prepared by the Consulting Engineer, Conseor Townsend Envirodyne Engineers, Inc.) for the years 2005 and 2006. This statement is prepared for the purpose of determining whether the Net Revenues, as projected will be sufficient to at least equal the New Revenue Requirements for such years, in accordance with the requirements of Section 713 of the Trust Indenture.

		(millions)	
		FY 2005	FY 2006
Net Revenues :			
Actual Revenues - First Eight Months :			
	Toll Revenue and Evasion Recovery *	\$409.9	
	Investment Income	12.1	
	Concession and Miscellaneous	2.7	
	First Eight Months Revenues	\$424.7	
Estimated Revenues - Last Four Months :			
	Toll Revenue and Evasion Recovery *	\$199.1	
	Investment Income	4.9	
	Concession and Miscellaneous	1.3	
	Last Four Months Revenues	\$205.3	
Estimated Revenues :			
	Toll Revenue and Evasion Recovery *	\$609.0	\$603.0
	Investment Income	17.0	17.0
	Concession and Miscellaneous	4.0	4.0
	Total Estimated Revenues	\$630.0	\$624.0
	Less: Total Budgeted Operating Expenses	\$210.9	\$219.8
	Estimated Net Revenues	\$419.1	\$404.2
	Net Revenue Requirement		
	Aggregate Debt Service Requirement	\$99.1	\$130.0
	Renewal/Replacement Deposit per CTE	175.0	175.0
	Estimated Net Revenue Requirement	\$274.1	\$305.0
	Additional Available for Deposit to Renewal, Replacement and Improvement	\$145.0	\$99.2

* Evasion Recovery is reflected on a cash basis



Appendix

Appendix

October 18, 2005

Michael Colsch
Chief of Finance

Illinois State Toll Highway Authority
2700 Ogden Avenue
Downers Grove, IL 60515



1111 Burlington Avenue
Suite 105
Lisle, Illinois 60532
(630) 434-8111
(630) 434-8163 fax
www.wilbursmith.com

Re: Annual Toll Revenue Certificate

Dear Mr. Colsch:

As Traffic Engineers for the Illinois State Toll Highway Authority, Wilbur Smith Associates (WSA) is pleased to provide the toll revenue estimates required by the Trust Indenture, Section 713(3). This letter provides updated monthly toll revenue estimates for 2005 and toll revenue estimates for 2006. The revenue estimates are based on the new toll rate structure which became effective on January 1, 2005. This new structure includes a doubling of toll rates for passenger car customers who pay by cash. There is no change for passenger car customers who pay via I-PASS. The class structure for commercial vehicles is simplified and the rates increased. Discounts for commercial vehicles in the overnight hours and for I-PASS users in the off-peak hours are provided.

The toll revenue estimates are “*expected revenues*”. This revenue is what would be obtained if each vehicle passing through a toll collection plaza paid exactly the published toll rate based on the vehicle’s classification system, time of day, and toll payment method. It does not include the effects of overpayments, underpayments or toll evasion.

Estimated Toll Revenue

The revised 2005 system-wide *expected* toll revenue estimate is \$615,292,000. This estimate includes the Illinois Tollway’s *expected* revenues from the *Statement of Expected Revenues (Adjusted)* for the first eight months and WSA estimates for the last four months of 2005. The revenue estimates for the last four months of 2005 have been revised after considering impacts of Open Road Tolling (ORT) construction and the record high gasoline prices witnessed in the month of September. The results are summarized in Table 1. The estimated system wide *expected* revenue for 2006 is \$617,483,000. Monthly *expected* revenue estimates for 2006 are presented in Table 2. These estimates are based on a detailed review of recent traffic revenue trends; assessment of economic conditions within the Tollway study corridor; and the estimated impact of construction projects on and off the Tollway system.

Appendix

Construction Impacts

Implementation of the Capital Plan will require substantial construction activity on the system. In particular, conversion of twenty (20) mainline toll plazas to Open Road Tolling will be undertaken in two phases during 2005 and 2006. Phase I of the construction began in summer 2005 on the eight (8) plazas to be retrofit in 2005, including the Army Trail Road and Boughton Road Toll Plazas on North-South Tollway; the Edens Spur, 82nd St., 83rd St., Cermak Road, and Irving Park Road Toll Plazas on Tri-State Tollway. The conversion of Aurora Toll Plaza on Ronald Reagan Memorial Tollway was completed earlier in 2005. Phase II of ORT construction on the remaining 12 plazas is scheduled to begin in summer/fall of 2006 with completion of Open Road Tolling lanes by the end of 2006. Construction impacts due to ORT plaza conversions at Irving Park Road (Plaza 33), Cermak Road (Plaza 35), 82nd Street (Plaza 36), and 83rd Street (Plaza 39) were analyzed in order to assess the impact of ORT conversion on revenues. Our ORT construction impact estimates assume all stages of MOT plans will continue to maintain the existing number of mainline lanes.

In 2006, the Tollway will be undertaking reconfiguration of two mainline plazas on the North-West Tollway at Belvidere (Plaza 5) and Morengo (Plaza 7). Toll collection will be suspended in one direction at each of these plazas in March 2006 while doubling the tolls in the other direction. At Plaza 5, tolls will be charged only in the westbound direction whereas at Plaza 7 tolls will be charged in eastbound direction only. WSA estimated the impact of splitting the toll plazas based on the Rockford Area Transportation Study (RATS) model and O-D survey we conducted at the Genoa Road Interchange.

Another major Tollway construction project to be undertaken from 2005 through 2009 is the widening of the Tri-State Tollway from I-394 to 95th Street. It is our understanding that three mainline lanes at reduced width will be in operation at all times during construction for this project limiting diversions. Also, limiting diversions will be construction activity during 2005 and 2006 on the Dan Ryan Expressway, the major alternate to the south Tri-State Tollway for longer distance trips.

The Ronald Reagan Memorial Tollway is undergoing reconstruction and widening between IL-59 and Naperville Road which will continue through 2007. We understand that at least three lanes of traffic will remain available in both directions during daytime hours throughout this project through the use of shoulders and a crossover lane. Another construction project involving rehabilitating between U.S. 30 and IL-251 is also being undertaken on this facility in 2005. Under this project, traffic will be reduced to one lane in each direction during construction. In 2006, construction is also scheduled to begin to add one lane in each direction between Finley Road and Naperville Road and between Orchard Road and Aurora mainline toll plaza (Plaza 61).

We believe the construction impacts on toll revenue are reasonable given the information we have at this time. As additional information becomes available on 2006 construction activity and maintenance of traffic plans, the estimates may be revised.

Appendix

Gasoline Price Impacts

In September 2005, gasoline prices peaked in the wake of Hurricane Katrina with monthly nation-wide average of retail reformulated gasoline at \$2.99. The Energy Information Administration's (EIA) short term energy outlook released on Sept 7, 2005 projects that for the remaining months of 2005, the average US retail gasoline price will remain either higher than or close to \$2.50. According to EIA, the projected average for the year 2006 is \$2.40. A review of system wide revenues from Illinois Tollway's *Weekly by Payment Type* report for the first 29 days of September indicates that the *expected* revenues for the month of September would be about 5.5 percent lower than the earlier estimate. Year to date, this is the largest difference witnessed between the previous estimates and the observed revenues, being more than twice for any other month. WSA analyzed the price elasticities of Tollway patrons and took into account the impacts resulting from projected gasoline prices.

Impact of I-PASS Participation Rates

WSA tracked the actual I-PASS participation on the Illinois Tollway for the first eight months of 2005. Monthly I-PASS participation rates were compared with the assumed participation rates used earlier in 2005 to estimate revenues. The analysis indicated that the actual I-PASS participation was lower than the assumed participation rates for the summer months when recreational traffic is higher as compared to other months. Based on this experience, I-PASS participation for summer months of 2006 was revised.

Other factors that were taken into consideration while estimating I-PASS participation were the anticipated increase in I-PASS penetration due to conversion to Open Road Tolling, natural growth in I-PASS participation, and the increase resulting from the move to allow E-ZPass customers to use their transponders to pay tolls electronically on the Illinois Tollway.

WSA will continue to monitor economic activity, traffic growth and the impacts of construction on the Illinois Tollway. We trust the information herein meets your needs. Please let me know if you have questions or need additional information.

Yours truly,

WILBUR SMITH ASSOCIATES



Kamran A. Khan
Vice President

KK:lcm
Cc: Leanne Redden
Carol Reckamp
Attachments

Table 1
Illinois Tollway 2005 Monthly Systemwide
Estimates of Expected Revenues
(000's)

Month	Expected Revenue
January	\$46,337 ¹
February	45,280 ¹
March	51,836 ¹
April	50,930 ¹
May	53,933 ¹
June	55,830 ¹
July	54,938 ¹
August	55,561 ¹
September	49,985 ²
October	52,195 ²
November	49,226 ²
December	49,240 ²
Yearly Total	\$615,292

1. *Illinois Tollway Statement of Expected Revenues (Adjusted)*

2. *Wilbur Smith Estimate of Expected Revenues*

Table 2
2006 Monthly Systemwide
WSA Estimates of Expected Revenues
(000's)

Month	Expected Revenue
January	\$46,047
February	44,380
March	51,772
April	51,157
May	52,900
June	54,494
July	54,170
August	56,742
September	52,506
October	53,559
November	50,333
December	49,423
Yearly Total	\$617,483

Appendix

Annual Toll Revenues - Passenger and Commercial Vehicles For selected years from 1959 to 2006

(Thousands)

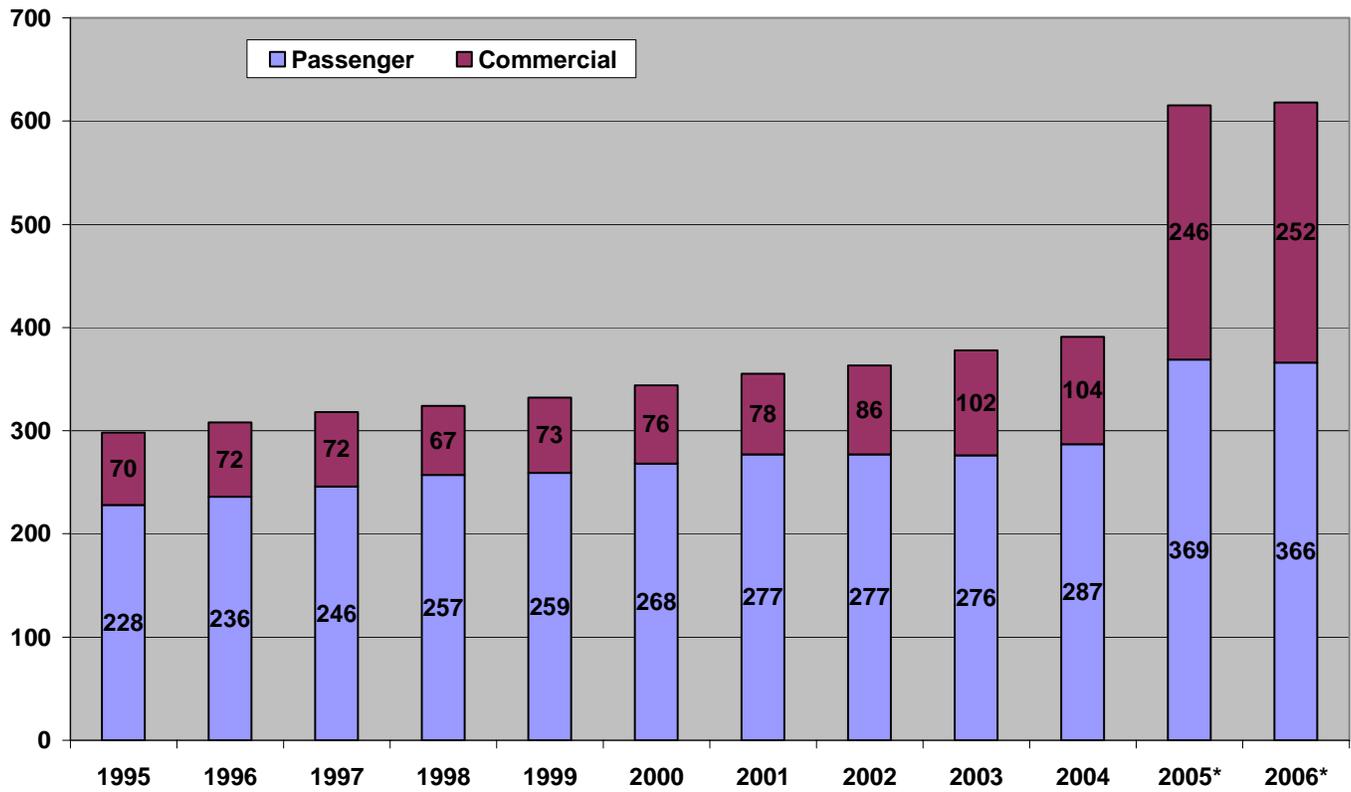
Year	Passenger	Commercial	Total	% Passenger
1959	\$11,943	\$2,593	\$14,536	82.16%
1964	\$26,284	\$4,888	\$31,172	84.32%
1969	\$46,872	\$8,803	\$55,675	84.19%
1970	\$47,565	\$9,343	\$56,908	83.58%
1971	\$47,941	\$10,638	\$58,579	81.84%
1972	\$50,093	\$11,149	\$61,242	81.80%
1973	\$54,420	\$13,558	\$67,978	80.06%
1974	\$55,419	\$14,891	\$70,310	78.82%
1975	\$58,784	\$13,277	\$72,061	81.58%
1976	\$63,578	\$15,975	\$79,553	79.92%
1977	\$66,939	\$19,855	\$86,794	77.12%
1978	\$70,946	\$21,922	\$92,868	76.39%
1979	\$73,048	\$24,068	\$97,116	75.22%
1980	\$73,248	\$22,204	\$95,452	76.74%
1981	\$75,361	\$23,387	\$98,748	76.32%
1982	\$76,004	\$23,148	\$99,152	76.65%
1983	\$88,074	\$29,154	\$117,228	75.13%
1984	\$114,233	\$43,094	\$157,327	72.61%
1985	\$120,397	\$43,901	\$164,298	73.28%
1986	\$131,620	\$47,541	\$179,161	73.46%
1987	\$139,629	\$50,486	\$190,115	73.44%
1988	\$150,803	\$57,410	\$208,213	72.43%
1989	\$155,394	\$57,387	\$212,781	73.03%
1990	\$183,237	\$57,842	\$241,079	76.01%
1991	\$192,518	\$56,010	\$248,528	77.46%
1992	\$197,241	\$56,903	\$254,144	77.61%
1993	\$200,908	\$59,188	\$260,096	77.24%
1994	\$215,221	\$66,922	\$282,143	76.28%
1995	\$227,519	\$70,389	\$297,908	76.37%
1996	\$236,381	\$72,186	\$308,567	76.61%
1997	\$246,310	\$71,670	\$317,980	77.46%
1998	\$256,799	\$66,724	\$323,523	79.38%
1999	\$259,448	\$73,178	\$332,626	78.00%
2000	\$268,277	\$75,668	\$343,945	78.00%
2001	\$276,724	\$78,050	\$354,774	78.00%
2002	\$276,763	\$86,472	\$363,235	76.19%
2003	\$275,751	\$101,703	\$377,454	73.06%
2004	\$287,218	\$104,368	\$391,586	73.35%
2005*	\$369,228	\$246,063	\$615,291	60.01%
2006*	\$365,931	\$251,552	\$617,483	59.26%

*Estimated

Source: Supplemental information in Audited Trust Indenture Financial Statement of the Authority.

Appendix

Toll Revenues
1995-2006
(Millions)



Appendix

Annual Toll Transactions - Passenger and Commercial Vehicles For selected years from 1959 - 2006

(Thousands)

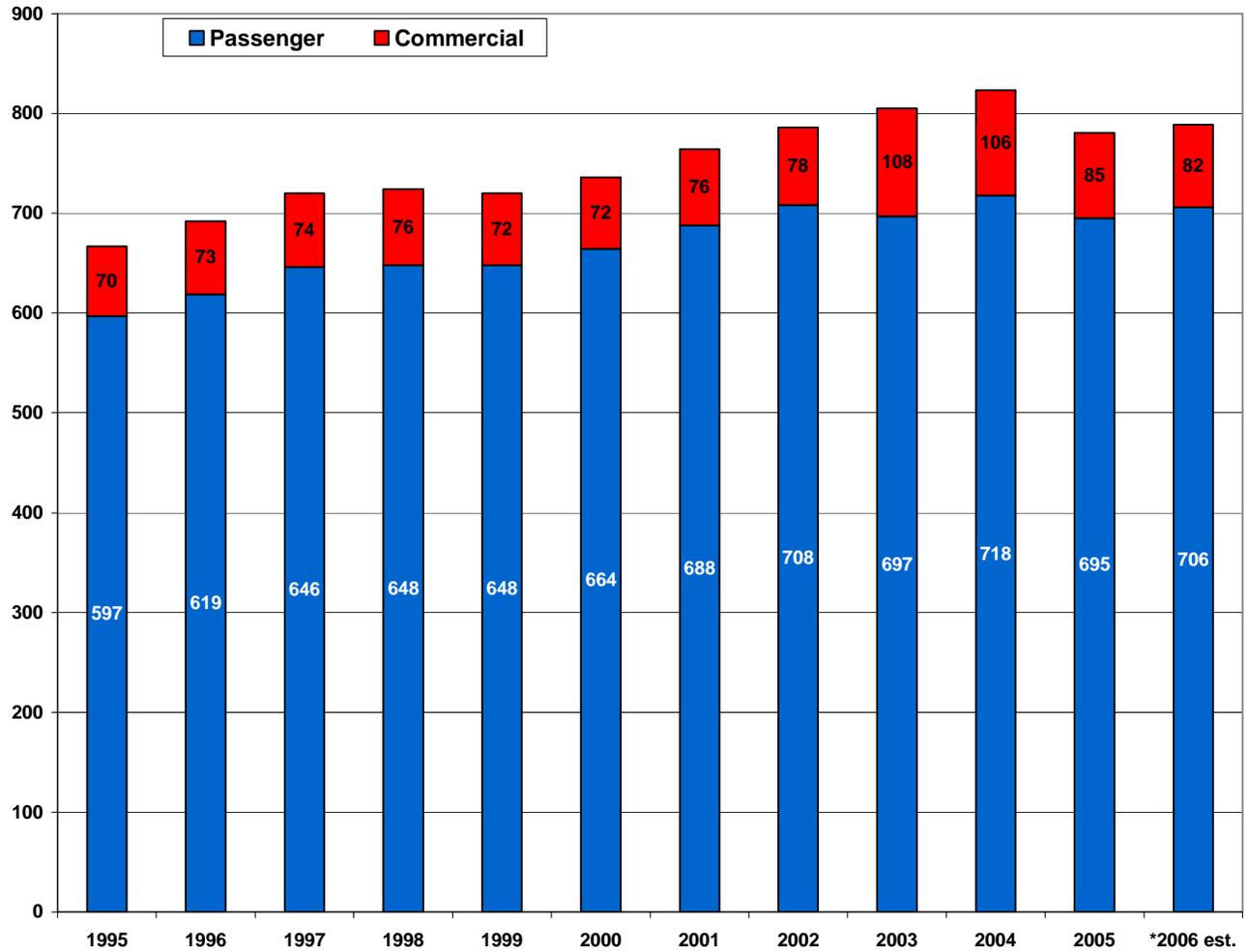
<u>Year</u>	<u>Passenger</u>	<u>Commercial</u>	<u>Total</u>	<u>% Passenger</u>
1959	37,884	5,053	42,937	88.23%
1964	72,721	7,005	79,726	91.21%
1969	146,476	14,488	160,964	91.00%
1970	160,916	16,187	177,103	90.86%
1971	174,757	19,876	194,633	89.79%
1972	183,763	21,627	205,390	89.47%
1973	201,139	25,856	226,995	88.61%
1974	204,360	28,446	232,806	87.78%
1975	216,180	26,914	243,094	88.93%
1976	233,564	31,091	264,655	88.25%
1977	246,051	35,317	281,368	87.45%
1978	261,486	39,305	300,791	86.93%
1979	268,051	42,606	310,657	86.29%
1980	269,106	40,183	309,289	87.01%
1981	275,863	40,336	316,199	87.24%
1982	278,508	38,993	317,501	87.72%
1983	290,687	40,116	330,803	87.87%
1984	308,104	42,890	350,994	87.78%
1985	324,673	43,543	368,216	88.17%
1986	355,325	47,056	402,381	88.31%
1987	377,924	50,171	428,095	88.28%
1988	408,233	56,507	464,740	87.84%
1989	428,745	57,193	485,938	88.23%
1990	485,085	57,962	543,047	89.33%
1991	507,927	56,762	564,689	89.95%
1992	518,872	56,751	575,623	90.14%
1993	528,120	58,608	586,728	90.01%
1994	565,601	66,693	632,294	89.45%
1995	597,026	70,179	667,205	89.48%
1996	619,491	72,563	692,054	89.51%
1997	646,456	74,443	720,899	89.67%
1998	648,251	76,249	724,500	89.48%
1999	648,269	71,835	720,104	90.02%
2000	664,002	72,308	736,310	90.18%
2001	687,856	76,429	764,285	90.00%
2002	708,137	77,763	785,900	90.11%
2003	693,507	108,096	801,603	86.52%
2004	717,581	105,563	823,144	87.18%
2005	695,378	85,068	780,446	89.10%
2006*	706,181	82,448	788,629	89.55%

*Estimated

Source: Supplemental information in Audited Trust Indenture Financial Statement of the Authority.

Appendix

TOLL TRANSACTIONS
1995-2006
(Millions)





Glossary

Glossary

Acronyms:

AASHTO	American Association of State Highway and Transportation Officials
ADT	Average Daily Traffic
ANSI	American National Standards Institute
ASA	American Standards Association
ASCE	American Society of Civil Engineers
ASTM	American Society for Testing Materials
AUTOCAD	Auto Computer Aided Dispatch
CA	Central Administration for the Illinois Tollway
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CATS	Chicago Area Transportation Study
CDB	Capital Development Board
CECI	Consulting Engineers Council of Illinois
CG	Central Garage
CMS	Central Management System
CRP	Congestion-Relief Plan
CSS	Central Sign Shop
CTE	Consoer Townsend Environdyne
CW	Central Warehouse
DBE	Disadvantaged Business Enterprise
DMS	Dynamic Message Signs
ERP	Enterprise Resource Planning
ES	Edens Spur
EW	East-West Tollway
FHWA	Federal Highway Administration, Department of Transportation
FOIA	Freedom of Information Act
GCM	Gary-Chicago-Milwaukee
IBTTA	International Bridge, Tunnel & Turnpike Association
IDOT	Illinois Department of Transportation
IEPA	Illinois Environmental Protection Agency
IPE	I-PASS Express
IPO	I-PASS Only
ISO	International Organization for Standardization
IT	Information Technology
M&O	Maintenance & Operations Budget
MP	Mile Post
M-Site	Maintenance Site
NIPC	Northern Illinois Planning Commission
NS	North-South Tollway
ORT	Open Road Tolling
PCMS	Portable Changeable Message Signs
PSB	Professional Service Bulletin
RRI	Renewal, Replacement and Improvement
TS	Tri-State Tollway
UA	Unattended Plaza

Glossary

APPROPRIATION – Spending authority from a specific fund for a specific amount, purpose and time period.

AVAILABLE FUND BALANCE – The total money in a fund at a particular point in time, typically at the beginning of a month or year end.

BASIS OF ACCOUNTING – The method of accounting used to track and report revenues and expenditures, for example, cash, budgetary, or accrual.

BEST PRACTICES - Best practices are the processes, practices, and systems identified in public and private organizations that performed exceptionally well and are recognized as improving an organization's performance and efficiency in specific areas. Successfully identifying and applying best practices can reduce business expenses and improve organizational efficiency.

BOND FUND - A fund that receives proceeds from the sale of bonds to be used for capital projects.

BOND RATING - An assessment of the credit risk with respect to a specific bond issue.

BOND RETIREMENT AND INTEREST - A fund used to repay principal and interest on bonds or other debt obligations, typically spent pursuant to a continuing and irrevocable appropriation.

2005 ORIGINAL BUDGET - The 2005 budget as approved by the Board of Directors 2003.

2005 REVISED BUDGET - The 2005 Revised Budget reflects the addition of funding for the State Administrative Charge as well as the transfer of funds between accounts.

2006 BUDGET REQUEST - The 2006 budget request presented to the Board for final approval.

CONSOER TOWNSEND ENVIRONDYNE (CTE) - Consulting Engineer for the Illinois State Toll Highway Authority.

CONSTRUCTION SECTION - Any one of the numerous divisions into which construction of the roadway, facilities and appurtenances of the Toll Highway may be divided for the purpose of awarding contracts.

CONSTRUCTION SECTION ENGINEER (CSE) - The Engineer or firm of engineers and their duly authorized employees, agents and representatives engaged by the Authority to observe The Work to determine whether or not it is being performed and constructed in compliance with the Contract.

CONSULTING ENGINEER - The Engineer or firm of Engineers retained by the Tollway for the purpose of carrying out the duties imposed on the Consulting Engineer by the Trust Indenture and such other duties as assigned.

DEPARTMENT - A major administrative division of the Tollway which has overall management responsibility for an operation or group of related operations within a functional area.

DEBT SERVICE - Payment of principal, interest and other obligations associated with the retirement of debt.

DYNAMIC MESSAGE SIGN (DMS) - Dynamic Message Signs are the changeable message signs that TIMS uses to communicate with patrons.

Glossary

ELECTRONIC TOLL COLLECTION (ETC) - An electronic means for motorists to pay toll charges without using coins or currency. Motorists attach an electronic signal device, known as a transponder, on their windshield to automatically deduct the toll charge as they drive through a toll plaza. ETC is used by many toll highway systems, including the Illinois Tollway which calls it "I-PASS".

EMPLOYEE RETIREMENT CONTRIBUTIONS - Line item for payment of an employee's required contribution to the State Employee's Retirement System (SERS), which an agency has chosen or contracted to make on behalf of the employee.

EZ-PASS – Program which allows Illinois Tollway customers with an I-PASS to use their transponders to pay tolls in all states that accept E-ZPass.

FISCAL YEAR - The Tollway's fiscal year is January 1 through December 31. This is the period in which obligations are incurred, encumbrances are made and appropriations are expended. The State of Illinois's fiscal year is July 1 through June 30.

FULL-TIME EMPLOYEE - A full-time employee's work is based on a 40 hour work week for 52 weeks, or 2080 hours per year.

FUND - An account established by the bond indenture to hold money for specific programs, activities or objectives.

GROUP INSURANCE - Line item for life and health insurance program for all Tollway employees, retirees and their dependents.

HALON SYSTEM - Fire suppression system for the computer rooms.

HEADCOUNT - A statement or description of the number of employees for a specific time period, usually the actual number or the calculated full-time equivalent.

H.E.L.P. TRUCKS - Highway Emergency Lane Patrol program was designed to enhance roadside assistance given to Tollway customers.

I-PASS - The Illinois Tollway's electronic toll collection system (see definition above).

LANE WALKER - A Tollway employee hired to check the lanes for passability and to assist patrons as needed.

LIEBERT UNIT - Individual cooling units tied to the Central Administration Building's A/C cooling system.

LIMITED ACCESS TOLL HIGHWAY - A toll highway system (e.g., Illinois Tollway) in which the user pays tolls at plazas along the toll road.

MAINLINE PLAZAS - The type of toll collection plazas that span the roadways and are located throughout the system. These plazas may have manual, automatic and I-PASS lanes.

MAINTENANCE & OPERATIONS BUDGET (M&O) - The Maintenance & Operations Budget covers the day-to-day operating cost of the Illinois State Toll Highway Authority.

MILLION VEHICLE MILE - MVM is a common highway industry model that can be compared to other cost factors to compute a measure of performance.

OASIS - Junction on the system which provides services to patrons such as food, gas and rest rooms,

Glossary

and generally a safe area for patrons to relax. It also provides a rest area for interstate commerce such as truck stops.

PART-TIME EMPLOYEE - An employee who performs less than 2,080 hours of work in one fiscal year.

PERSONAL SERVICES - Line item for salaries and wages to be paid to employees.

RECOVERY OF EXPENSES - This process claims and recovers damages caused to Tollway property or fixtures such as light poles, guard rails, toll gates, etc. Charges for emergency vehicles such as Ambulances, and Fire Equipment are also recovered.

RENEWAL, REPLACEMENT AND IMPROVEMENT (RR&I) - Tollway projects that maintain, repair, or improve the existing infrastructure; such projects are less extensive than capital reconstruction projects.

RESERVE - Portion of appropriation intentionally set aside and not spent either to increase lapse or as a contingency for increased liabilities in other line items.

RETIREMENT PICK-UP - Line item for employer's share of contributions to the state retirement system.

REVENUE BONDS - A certificate of debt issued by an organization in order to raise revenue. It guarantees payment of the original investment plus interest by a specified date using the organization's revenues.

RIGHT-OF-WAY - A general term denoting land, property, or interests therein, acquired for or devoted to a highway.

RUBBLIZATION - Breaking concrete pavement slabs into small pieces, which then become an in-place, crushed, high-quality aggregate base for new pavement.

SPECIFICATIONS - The general term comprising the direction, provision, instruction, and requirement

SYSTEM - The 274 miles which makes up the roadway/Tollway?

TOLL - A fee for usage or passage such as over a highway.

TOLL COLLECTOR - A Tollway employee hired to take tolls manually from customers.

TOLL HIGHWAY OR TOLLWAY - The limited access highway built or proposed to be built by the Authority, including all facilities and appurtenances thereto.

TRANSPONDER - The device that communicates through radio signals with the toll plaza as the vehicle it is attached to passes through the lane, making a record of a paid toll.

TRANSPORTATION INFORMATION MANAGEMENT SYSTEM (TIMS) - System which allows the Tollway to monitor weather, traffic incidents, and construction areas which may affect the flow of traffic. This system can also alert patrons by communicating to them, specific areas of interests or concern, by using the message signs along the system. The system also generates travel times that are available to motorists via the Gary-Chicago-Milwaukee Corridor Web site - www.gcmtravel.com.

TRUST INDENTURE - A contract between the Tollway and its bondholders that establishes the rights and obligations of both parties (e.g., it creates a pledge of toll revenue to the bondholders).

Glossary

VEHICLE MILES TRAVELED (VMT) - The number of miles driven annually by all vehicles using the roadway.

VIOLATION ENFORCEMENT SYSTEM (VES) - A system that has been developed for the Tollway to collect unpaid tolls from violators. The system takes photographs of license plates of the vehicle and a fine notice will be mailed to toll violators.

WILBUR SMITH ASSOCIATES (WSA) - The Traffic Engineer for the Illinois Tollway.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Illinois State Toll Highway Authority

Illinois

For the Fiscal Year Beginning

January 1, 2005

Nancy Zelle
President

Jeffrey R. Egan
Executive Director

