

2023

ACHIEVING
DELIVERING
TRANSFORMING



FROM THE DESK OF THE EXECUTIVE DIRECTOR

The Illinois Tollway achieved tremendous success in 2023 with another record-breaking year of investing in construction, connecting communities, delivering for our customers and supporting job growth in the region.

This year marked the 12th year of Move Illinois, a multi-year capital program to rebuild, expand and modernize the Tollway. We invested more than \$1 billion throughout the system, helping to create new opportunities for businesses of all sizes and provided communities with access to the transportation network necessary to grow and thrive.

Our success begins with the exemplary work of our dedicated employees, who serve and safeguard our customers. They clear roads during winter storms and assist customers who need a helping hand when traveling on our system. Others diligently assist drivers who call or visit our customer service centers and operate the IT systems that keep our system running.

We have skilled engineers and planners leading contractors and consultants who apply their specialized skills and technical experience to assist us in implementing the critical remaining elements of our 16-year, \$15 billion *Move Illinois* capital program that is rebuilding, expanding and modernizing our system.

More than 1.6 million daily customers across our 12-county region rely on us to get them to their destinations safely, reliably, and efficiently. We remain committed to providing our customers exemplary service by offering cashless tolling using I-PASS, Pay-By-Plate services and interoperability with E-ZPass for seamless travel across the country, and increasing access for all to our system through I-PASS Assist.

The Tollway is grateful for the support offered by its stakeholders and partners, particularly the local communities, industry associations, business and environmental groups it works closely with when planning and implementing roadway improvements. Our success also stems from the close cooperation provided by other transportation and transit agencies.

I thank Governor JB Pritzker and our Board of Directors for their leadership and guidance. The investments we are making together are paving the way for the future as we begin the process to imagine what's next and challenge our staff, partners, stakeholders and communities to think bold and plan for tomorrow.



Cassandra Rouse

Executive Director

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TOLLWAY OVERVIEW

12
COUNTIES IN
NORTHERN
ILLINOIS

Cook
Lake
DuPage
Will
Kane
McHenry

Boone
Winnebago
DeKalb
Ogle
Lee
Whiteside

294
CENTERLINE MILES

5 **TOLL ROADS**

Tri-State Tollway   

Reagan Memorial Tollway 

Jane Addams Memorial Tollway 

Veterans Memorial Tollway 

Illinois Route 390 Tollway 

ADVANCING TOLLING

The Tollway is a user-fee system – no state or federal tax dollars are used to support maintenance and operations. Operations are funded by toll revenues collected from customers paying electronically with I-PASS or E-ZPass transponders or online through the Tollway’s Pay By Plate service.

I·PASS

- More than 5.3 million active total accounts
- More than 9.1 million active total transponders

PAY-BY-PLATE

- Nearly 4.1 million Pay By Plate total accounts
- More than 27 million Pay By Plate transactions



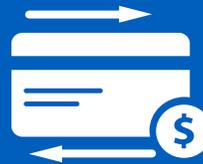
- More than 27,000 new accounts



Nearly
1.6 million
average daily
drivers



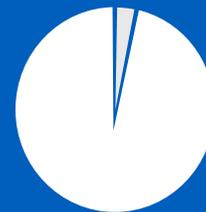
87% passenger
vehicles
13% commercial
vehicles



Average of more
than **2.7 million**
daily toll
transactions



Nearly **24.2 million**
total invoices



Nearly **993 million** total toll transactions

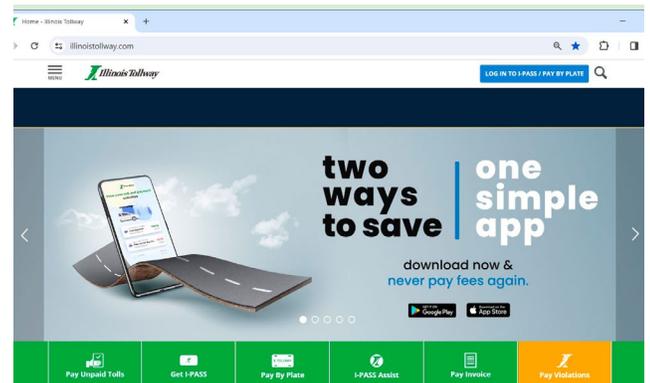
- **86.3%** paid via I-PASS/E-ZPass
- **2.7%** paid with Pay By Plate

DELIVERING PERSONALIZED AND PROMPT SUPPORT

Whether it's customer service, resources on our website or assistance on the road, we are committed to delivering great benefits and services to customers.

Connecting to Communities— Assisting Customers

Exemplary customer service is always at the forefront of our agency. We value our connection to customers on the phone, on the road, in need of financial assistance or understanding better ways to pay and avoid fees. We strive to continually enhance our service to our customers.



Online

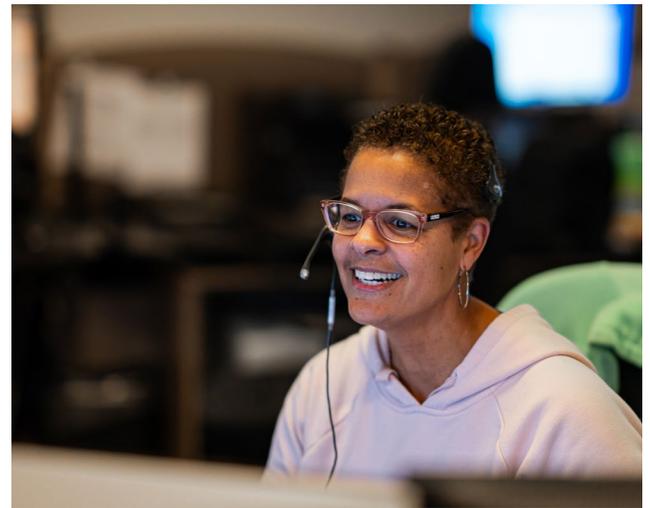
- 42.3 million total website sessions
- Average of nearly 116,000 website sessions a day
- 15.5 million total unique users on getipass.com
- 9.2 million total unique users on Illinoistollway.com

Call Center

- Nearly 2 million customer calls to 1-800-UC-IPASS in 2023
 - Nearly 1.1 million served by the Tollway
 - Nearly 900,000 served by The Chicago Lighthouse

Customer Service Center

- Estimated 800 customers per day



Training and Mentoring Businesses

We always appreciate the accolades from the transportation industry, but we pride ourselves in our commitment to create more economic opportunities for individuals and businesses in the diverse communities we serve across Northern Illinois. As part of its commitment to inclusion, the Tollway expanded successful initiatives like its Technical Assistance and Partnering for Growth programs to provide training and mentoring to more small and diverse businesses to help those firms flourish. Assisting those firms in 2023 will help create a larger pool of qualified businesses able to compete for Tollway contracts in the future, which in turn will help hold down Tollway costs for future work.



Veteran-owned Orion Engineers accelerates growth through Partnering for Growth



Small, woman-owned Foundation Mechanics doubles in size through Diversity programs



Diverse, woman-owned CKL Engineers succeeds as protégé, seeks to mentor others



Mechanic Bob Cowgill saves choking man's life at Bingo match



Maintenance Facility Supervisor Mike Velasco spends free time helping local food pantries



Roadway Electrician Jon Cveticanin cleans up veterans gravestones at suburban cemeteries

Good People Doing Great Things

The exemplary quality and commitment of Team Tollway continued both on the job and after hours. It was after hours that an observant employee noticed a distressed person who was choking. Without hesitation he performed the Heimlich maneuver, dislodging the obstruction in the person's airway. Another team tollway member who is passionate about honoring our veterans noticed neglected headstones and volunteered his off hours to clean these final resting places. Yet another Team Tollway member became aware of community residents who faced hardship in finding food for their families and used his collaborative skills to organize food drives and distribution to alleviate hunger for those in crisis.

ENABLING ECONOMIC DEVELOPMENT AND COMMUNITY CONNECTIVITY

In 2023, the Tollway built new roads, bridges and interchanges to improve and expand our system, but we did much more. We support the communities we serve and generate economic growth in our region. We built better connections between local communities and businesses, and we created new opportunities for small and diverse companies to grow by participating in Tollway projects and we continued to engage our stakeholders throughout the year.

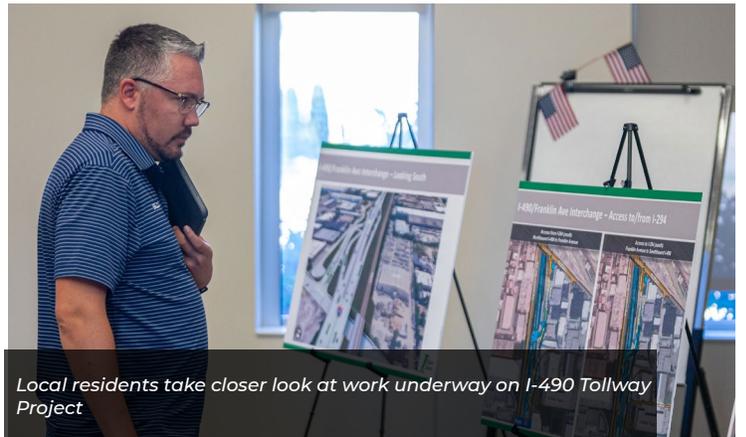
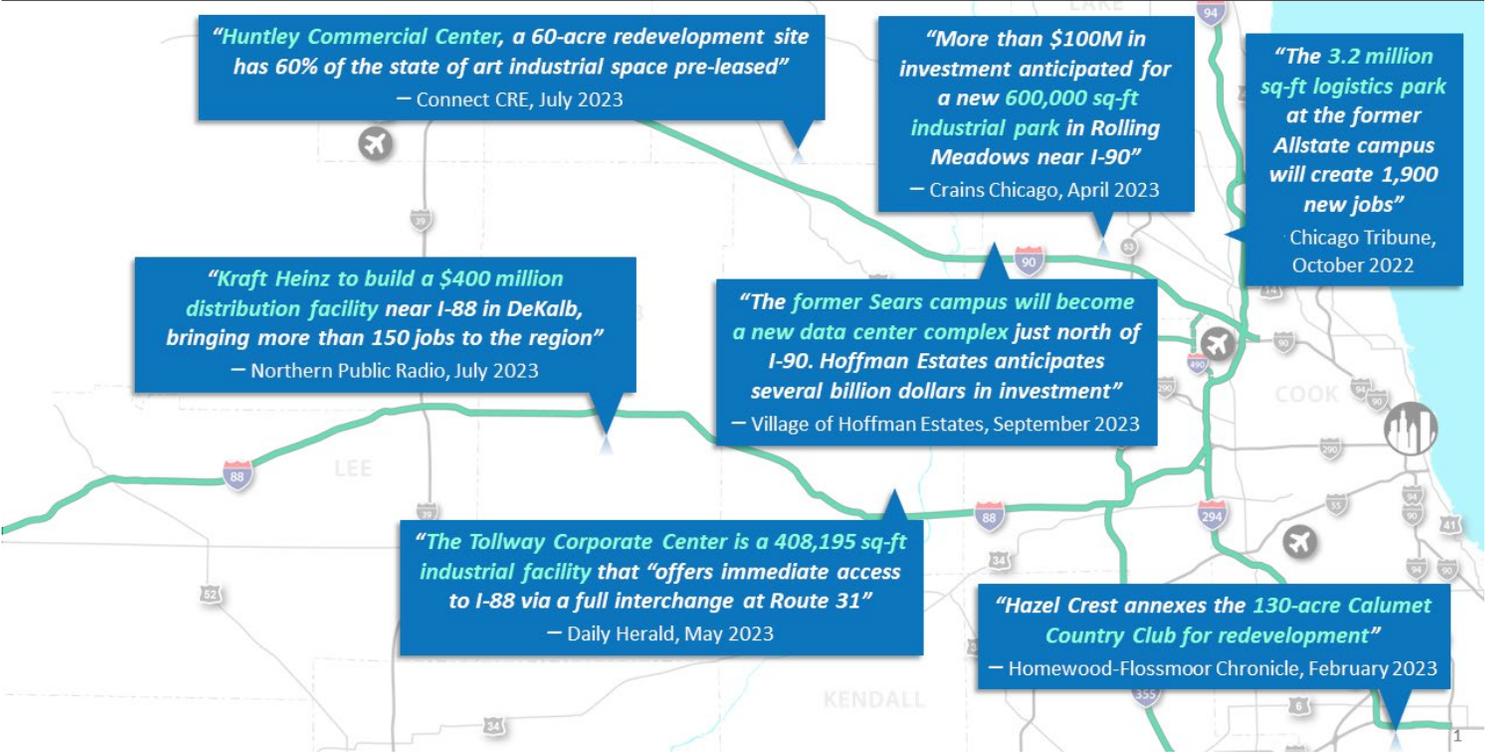
The work done in 2023 showed that we not only provide a world-class roadway system for our 1.6 million daily drivers, we serve as an economic engine that enables people, businesses and communities to continue moving forward.

We continued to rebuild and widen portions of the Central Tri-State Tollway, including reconfiguring the I-290/I-88 Interchange at I-294 to remove decades-old bottlenecks that slow traffic and create safety hazards.

The Tollway system is a vital link for regional and national freight traffic as well as a crossroads for commuters and local drivers connecting to other expressways and major highways. 2023 economic activity along the Tollway was announced in Hazel Crest, Rolling Meadows, Huntley, DeKalb, Hoffman Estates.

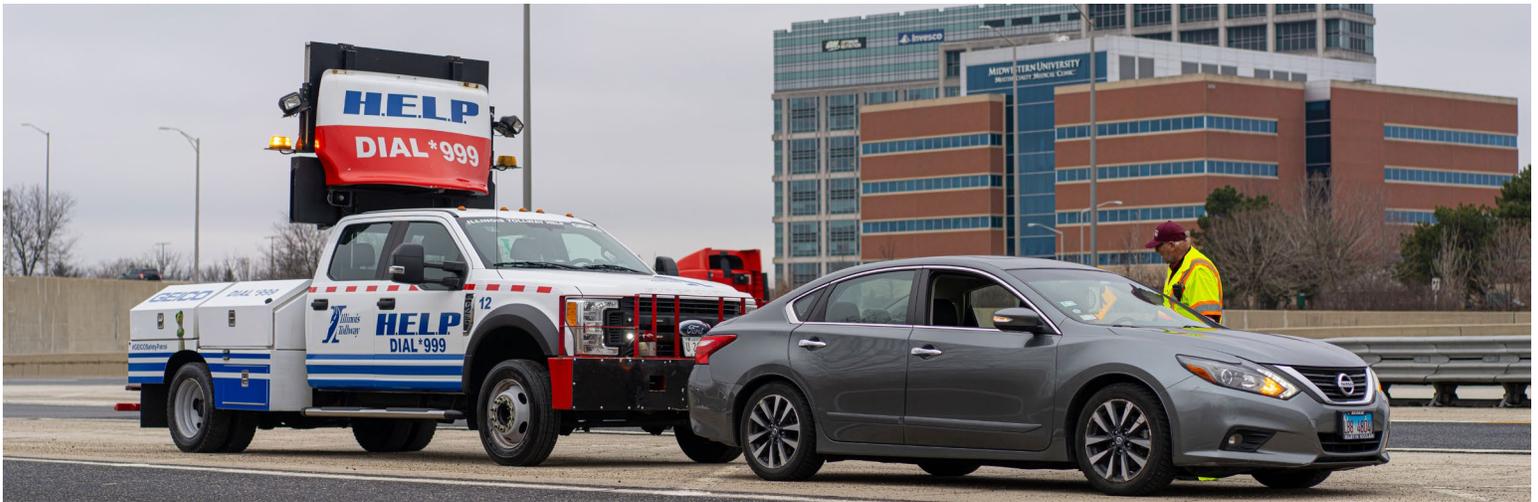


ECONOMIC IMPACTS ALONG THE TOLLWAY



DRIVING SAFETY

Through all the construction this year, the Tollway focused on safety, maintaining the same number of open lanes to reduce bottlenecks and traffic hazards for drivers while still creating safe work zones for construction workers.



Nearly

1.2

million miles of
roadway patrolled

24/7/365

hours/days of service
provided

39,000

calls received

Nearly

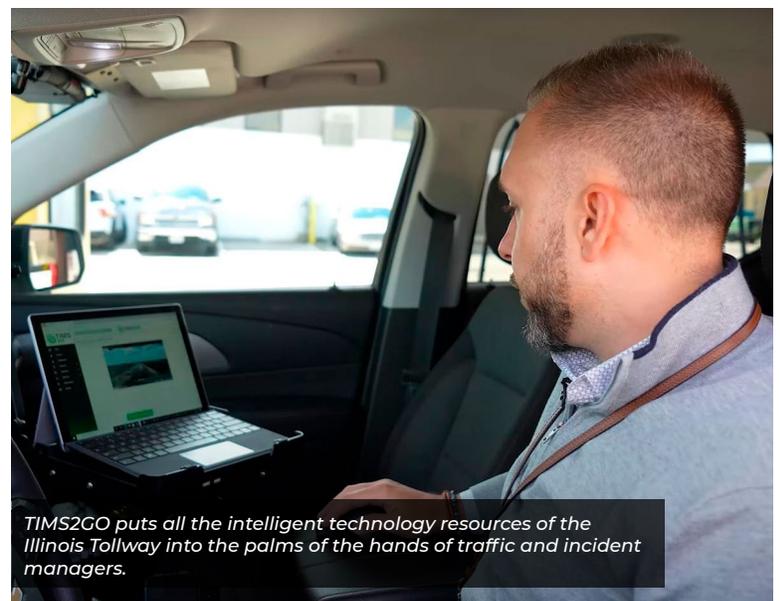
29,000

customers assisted

During extreme weather conditions during the winter and summer, we deployed Zero Weather Road Patrols and Hot Weather Patrols to search for and quickly assist stranded drivers in 2023.

- Zero Weather Road Patrol assists More than 1,100
- Hot Weather Patrol assists: More than 1,600

To better manage emergency situations, we developed the TIMS2Go app, which provides our incident management team with immediate access to video images and other data from the Traffic Operations Center. When seconds count, this tool—which won multiple national safety awards—allows the incident management team to rapidly respond as critical situations evolve on the roadway.



TIMS2GO puts all the intelligent technology resources of the Illinois Tollway into the palms of the hands of traffic and incident managers.

DELIVERING CONSTRUCTION

Move Illinois: The Illinois Tollway Driving the Future, continues to improve mobility, relieve congestion, reduce pollution and create as many as 165,220 jobs and link economies throughout the region. The first 12 years of *Move Illinois* are on schedule and within budget. Progress continues on projects addressing the remaining needs of the existing Tollway system, delivering the new I-490 Tollway Project and reconstruction of the Central Tri-State Tollway (I-294).

72 percent
of the program is complete
(work in place)

\$12.6 billion
or 82.6 percent
of the program budget committed

\$7.8 billion
or approximately 51.3 percent in
construction work

\$3.1 billion
or approximately 20.3 percent, in
consultant services

\$1.7 billion
or approximately 11.2 percent, in other
costs (utilities, right-of-way, misc.)

\$210.6 million
in reimbursement agreements has been
approved; reducing overall program costs
by 1.4 percent

Construction and Professional Services Contract Awards

Throughout 2023, the Illinois Tollway did its part to help keep businesses running and people working as we work to deliver roadway and infrastructure improvements to our customers.

In all, 57 construction and professional engineering services contracts totaling \$534 million were approved by the Tollway Board in 2023.

- 52 of the 57 – or 91 percent – of all construction and professional engineering services contracts awarded were unbundled or Small Business Initiative contracts that provided opportunities for small, diverse and veteran-owned firms to take on roles as prime contractors and consultants.

- 41 construction contracts
- 11 professional engineering services contracts



ADVANCING DIVERSITY

The Illinois Tollway is a driving force for increasing economic opportunities providing small, diverse and veteran businesses and individuals with opportunities to grow and succeed through training programs, business assistance and strategic partnerships.

Supported 68 training and business education events

Delivered Disparity Study

Program Performance in 2023

Technical Assistance Program

- **50 clients** submitted bids on Tollway contracts
- **136 clients** obtained certification including for D/M/WBE, veteran or small business
- **313 total clients** served
- **\$28.8 million** in construction and professional engineering services contracts awarded



Prepares **construction and professional services** firms to participate on **heavy highway and vertical construction contracts**

Partnering for Growth Program

Professional Engineering Services

- **12 new agreements** with primes/protégés
- **217 agreements** since program inception

Construction

- **1 new agreement** with primes/protégés
- **26 agreements**
- **5 agreements** extended

Encourages **prime consultants and contractors to assist D/M/WBE firms and VOSBs** in remaining **self-sufficient, competitive and profitable**

Emerging Technology Initiative



Offers training to small, diverse contractors so they can use those skills to compete for work being done by the Tollway and other organizations.

As part of the program, the Tollway partners with larger construction firms and equipment manufacturers to provide training sessions with sophisticated equipment.

In 2023, Tollway staff and partners supported three training and business education events

- Two Axis Communications' CCTV installation trainings
- Digital Construction Contractor Training Workshop at Local 150



Chief of Diversity & Strategic Development Terry Miller

Small Business Initiative

- 240 unique firms enrolled
- \$23.5 million of all small business contracts awarded
- 15 small business contracts awarded
- 55 bids received from 19 unique firms

Increases opportunities for small construction companies to participate on Tollway construction contracts

Earned Credit Program

Provides opportunities for historically underrepresented segments of the heavy highway construction workforce

- 34 hires in 2023
- 679 hires since program inception in 2005

ConstructionWorks Program

Creates a qualified pipeline of diverse men and women ready to enter careers in the heavy highway and related construction industry

- 5 hires on Tollway projects in 2023
- 457 candidates placed on construction jobs throughout the region since inception in 2018
 - 77 hires worked directly on Tollway projects

Building for Success Webinar Series



21 webinar events

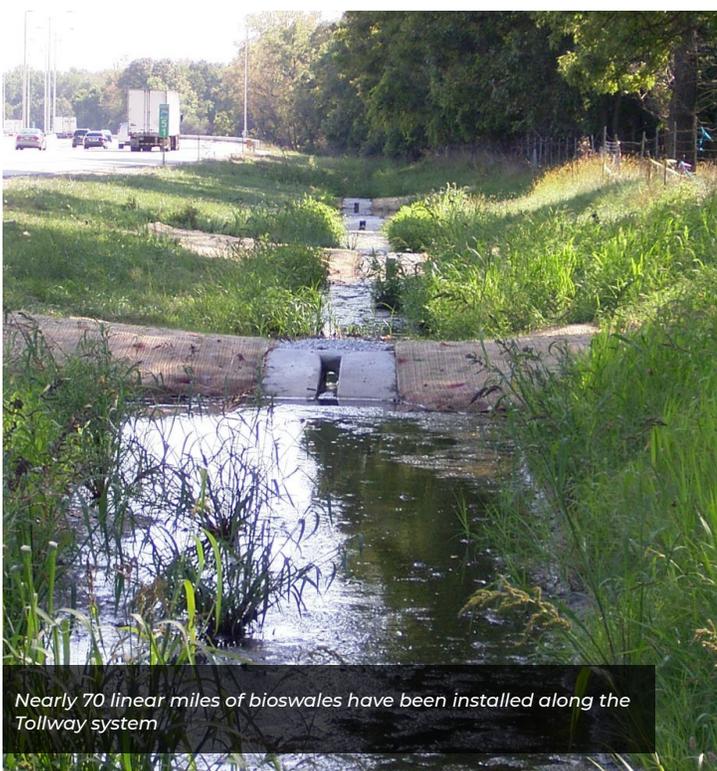
1,312 attendees

Rolling Owner-Controlled Insurance Program (ROCIP)

- 15 contracts awarded with ROCIP, award value of \$23.5 million
- 1 contract awarded with ROCIP to a first-time prime

DEMONSTRATING SUSTAINABILITY

In 2023, the Tollway demonstrated its strong commitment to sustainability through its innovative practices related to recycling and reusing materials from our operations and other industries by finding a new purpose for them, reducing the burden on our local landfills. Old aggregates and concrete are reused and recycled to create new pavement bases, and industrial slag, shingles and old tires are recycled into new pavement. Our Environmental team continues to engage in environmental mitigation through wetland restoration, stream enhancement and native planting programs to help restore and improve our communities' natural resources.



In 2023, Tollway projects made use of a variety of recycled materials.



156,133
tons of recycled asphalt paving



222,325
tons of recycled concrete



9,972
tons of recycled fly ash



12,903
tons of slag



5,566
tons of asphalt shingles



25,997
recycled tires

STRENGTHENING TEAM TOLLWAY



- Budgeted headcount: 1,424
- Workforce headcount: 1,202
 - 65 percent male
 - 35 percent female
 - 41.9 percent minorities
 - 5.9 percent people with disabilities
 - 3.7 percent veterans
- Unions

Together, the four unions represent 856 employees, or about 71.2 percent of the Tollway's workforce



Inaugural Executive Director's Driving for Success awards recognizing Team Tollway accomplishments in 2023

WINNING AWARDS

International Bridge, Tunnel and Turnpike Association

- *President's Award*–TIMS2GO Mobile Incident Response Tool
- *Diversity, Equity and Inclusion Award*–Partnering for Growth Program
- *Toll Excellence Awards*–Technology–TIMS2GO Mobile Incident Response Tool



Advocacy Award

Terry Miller, Chief of Diversity and Strategic Development
Presented by the Black Contractors, Owners and Executives

Agency of the Year Award

Illinois Tollway
Presented by the Interagency Committee on Employees with Disabilities

Appreciation for Partners Award

Illinois Tollway
Presented by The Forest Preserve District of Will County

Excellence in Structural Engineering Award

Mile Long Bridge Project
Presented by the Structural Engineering Association of Illinois

Illinois Engineering Excellence Awards

- The Mile Long Bridge Project
 - Aurora (M-8) and Bensenville (M-16) Maintenance Facilities
- Presented by the American Council of Engineering Companies, Illinois*

No. 1, Top 10 Bridges

Mile Long Bridge
Named by Roads & Bridges magazine

National Engineering Excellence Awards

- Tri-State Tollway (I-294)/I-57 Interchange Project
 - Burlington Northern Santa Fe Railway Bridge Project
 - Mile Long Bridge Gantry System
- Presented by the American Council of Engineering Companies, National*

National Roadway Safety Foundation Award–Infrastructure & Operational Improvements category

TIMS2GO Mobile Incident Response Tool
Presented by the Roadway Safety Foundation/ Federal Highway Administration

Notable CFOs

Cathy Williams, Chief Financial Officer
Named by Crain's Chicago Business

Notable Leaders in DEI

Terry Miller, Chief of Diversity and Strategic Development
Named by Crain's Chicago Business

Notable Leaders in Sustainability

Bryan Wagner, Environmental Policy and Program Manager
Named by Crain's Chicago Business

BUILDING A STUDENT PIPELINE

The Illinois Tollway is committed to building a pipeline of qualified and talented workers, encouraging students to pursue careers in construction and engineering.

The Tollway Internship Program continues expanding to develop the next generation of transportation professionals, providing college students and recent graduates with real-world experiences in a wide range of agency departments.

The Tollway also provides boots-on-the-ground experiences for area high school students at major construction sites and maintenance facilities. Site visits showcase career paths available for students right in their own backyards in both STEM careers and in the skilled trades, including auto mechanics, carpenters and electricians.

To address the growing need for construction workers, the Tollway expanded outreach for its ConstructionWorks program, hosting a series of information sessions in several South Side communities to increase awareness about career assistance available for diverse men and women ready to enter careers in the heavy highway construction industry.

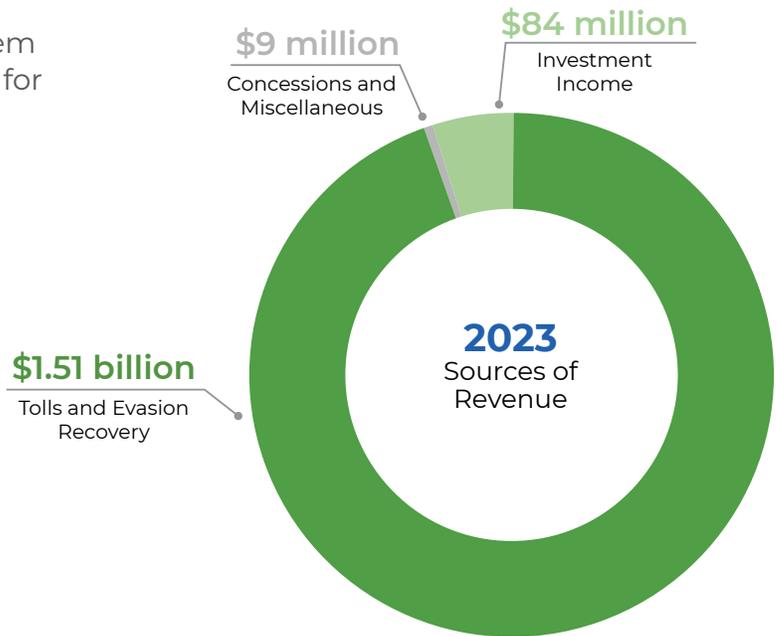


2023 FINANCIALS

2023 financial information is preliminary and subject to change

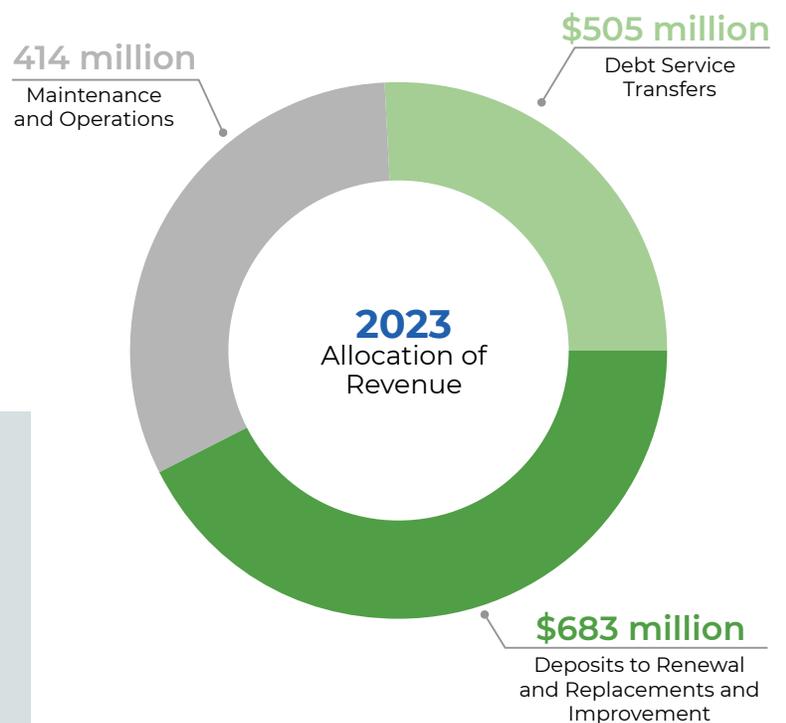
2023 Sources of Revenue

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



2023 Allocation of Revenue

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



\$1.0 billion in Capital Program Expenditures are for roadway reconstruction, expansion and systemwide maintenance. Does not reflect reimbursements received pursuant to intergovernmental agreement. The capital program is also funded by proceeds from bond sales.

PREPARING FOR OUR FUTURE



*Chairman Arnie Rivera and Executive Director
Cassandra Rouse*

In 2023, the Illinois Tollway launched a strategic planning process to help inform, shape and develop its next capital plan and to provide a framework that will guide the agency in advancing long-term capital priorities.

Following guiding principles set by Gov. JB Pritzker – innovation, equitable economic development, diversity and inclusion, and sustainability – the Tollway is working to prioritize the essential needs for this region, our state's economic hub.

Moving forward into 2024, we will continue to bring together voices from stakeholders, drivers and partners across the region to inform and deliver an open, transparent and impactful capital plan to serve the region and strategic plan for our agency.



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