



# ILLINOIS TOLLWAY 2025 Annual Report



# 294 CENTERLINE MILES

## 12 COUNTIES

- ▶ Cook
- ▶ Will
- ▶ Boone
- ▶ Ogle
- ▶ Lake
- ▶ Kane
- ▶ Winnebago
- ▶ Lee
- ▶ DuPage
- ▶ McHenry
- ▶ DeKalb
- ▶ Whiteside



## 5 TOLL ROADS



Tri-State Tollway



Jane Addams Memorial Tollway



Veterans Memorial Tollway



Reagan Memorial Tollway



Illinois Route 390 Tollway



# LETTER FROM THE EXECUTIVE DIRECTOR

The Illinois Tollway is entering a new chapter defined by vision, responsibility and partnership. For the first time in more than a decade, the Tollway has developed a Strategic Plan that looks ahead to the future of mobility and access in Northern Illinois. This plan is the product of deliberate engagement with employees, customers and communities, and it reflects the voices and priorities of the people it serves.

The Strategic Plan provides a clear roadmap for the next 20 years. It prepares the agency to meet changing travel patterns, new technologies and the evolving needs of families and businesses across 12 counties. Built around four guiding themes — safety, efficiency, opportunity and innovation — the plan balances immediate improvements with the responsibility to create lasting value for future generations.

Already, the plan is shaping the way the Tollway works. The Tollway continued in its commitment to advance major projects such as new access to O'Hare International Airport, continued progress on the 16-year, \$15 billion *Move Illinois* Program and advancing the \$2 billion *Bridging the Future* capital plan. The Tollway modernized customer-facing systems and expanded workforce programs that create opportunities for small businesses and train the next generation of workers. Each of these efforts connects directly back to the Strategic Plan and the priorities heard from the community.

We are ready to face the challenges of rising costs, shifting travel patterns and complex coordination with clarity and confidence. The Strategic Plan ensures that budgets, capital programs and daily operations all reinforce the same long-term vision. It gives us the ability to adapt while staying true to our mission of delivering safe, reliable travel and supporting the economy of Northern Illinois.

This is a pivotal moment for the Tollway. The Tollway is taking a broad, collaborative approach as it prepares its next capital program, focusing on needs and working closely with stakeholders to shape future investments. We are not only investing in roads and bridges, we are investing in people, communities and the future of this region. Together with our partners and stakeholders, we are building a system that serves today and prepares us for tomorrow.

Sincerely,



Executive Director, Illinois Tollway



# 2025: A NEW STRATEGIC PLAN

## Leading with Infrastructure and Integration

The Illinois Tollway embarked on a bold new chapter with the launch of its new Strategic Plan, setting a clear and ambitious vision for the decade ahead. Developed through extensive engagement and rigorous analysis, the Strategic Plan charts a forward-looking course grounded in five core goals: Mobility and Economic Investment, Diversity and Equity, Innovation and Technology, Sustainability and Organizational Excellence.

By aligning strategic priorities with evolving transportation needs, the Tollway's Strategic Plan positions the agency to deliver even greater value to its customers and the communities it serves.

In July 2025, the Illinois Tollway Board of Directors voted to adopt the agency's new Strategic Plan, marking a significant milestone in setting a clear, unified direction for the agency. Adoption of the Strategic Plan reinforces shared accountability and commitment among the Board, Tollway leadership and staff to deliver measurable results and enhance quality of life.

This year's annual report is organized around these strategic planning goals and provides a framework that provides clarity, strategic engagement and sets a vision for the future.

## A Roadmap for the Future

The Strategic Plan provides a roadmap for delivering infrastructure that connects communities, drives economic growth and enhances quality of life.

Through stronger connections, the Tollway is better positioned to deliver safer roads, equitable opportunities, innovative solutions and sustainable investments that benefit people across Northern Illinois.

Our Bold Steps  
**TOGETHER**

### Strategic Plan Goals:

- ▶ Mobility and Economic Investment
- ▶ Diversity and Equity
- ▶ Innovation and Technology
- ▶ Sustainability
- ▶ Organizational Excellence

# TABLE OF CONTENTS

**08 | Mobility and Economic Investment**  
▶ Customer Service and Tolling  
▶ Building Today. Envisioning Tomorrow.

**28 | Diversity and Equity**  
▶ Continued Commitment to Diversity

**34 | Innovation and Technology**  
▶ Powering the Future

**38 | Sustainability**  
▶ Building Responsibly

**42 | Organizational Excellence**  
▶ Team Tollway In Action  
▶ Engaging the Future Workforce  
▶ Recognizing Excellence

**52 | Financials**  
▶ Driving Fiscal Stewardship

## MISSION STATEMENT

*Leading with infrastructure and integration, the Illinois Tollway delivers the highest customer service and quality of life for all to connect and safely move drivers across 12 counties in Northern Illinois.*





# CUSTOMER SERVICE AND TOLLING

• • • • •

## MOBILITY AND ECONOMIC INVESTMENT

Serving customers drives every decision, every investment and every mile of the Illinois Tollway. Through new programs, expanded services and everyday improvements, we are making travel convenient, safe and reliable. We equip drivers with the tools and resources they need to move through our system with confidence.

With more than 1 billion toll transactions in 2025, the Tollway is indispensable to the movement of people, goods and the regional economy. Continued investment in safety, technology and infrastructure ensures the Tollway remains a vital connector for growing communities and businesses.



## Keeping Customers Connected

Seamless digital tools keep customers connected to the Illinois Tollway anytime, anywhere. We make account access easy, safe and secure.

Through the Official Illinois Tollway App, customers can pay unpaid tolls and enroll in or manage their I-PASS or Pay By Plate accounts directly from a smartphone. These same services – along with the latest Tollway updates – are available 24/7 at [illinoistollway.com](http://illinoistollway.com).

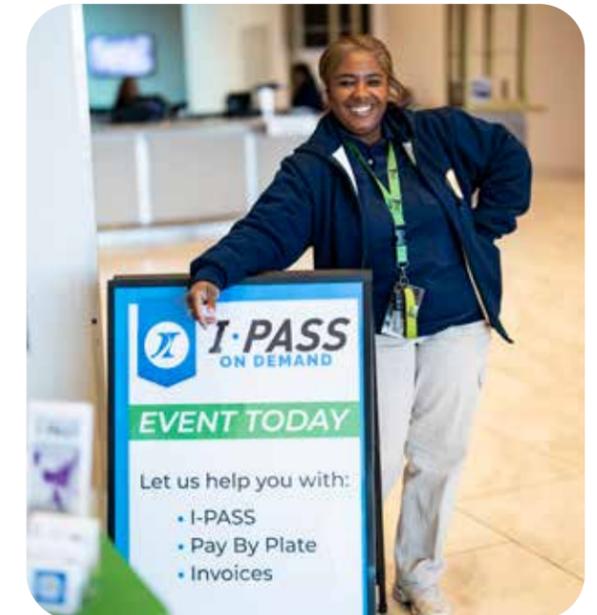
In 2025:

- ▶ More than **1 million** Tollway app downloads
- ▶ Nearly **31 million** users of the Tollway website



## Meeting Customers Where They Live, Work, Gather

We bring Tollway services directly into the communities we serve. In 2025, the Tollway's On-Demand Team delivered in-person assistance at local events, helping customers with I-PASS, Pay By Plate and invoice questions. Operating as extensions of our Customer Service Centers, this outreach provides convenient, community-based access to Tollway services.



## More than 1 billion toll transactions in 2025

**1.7 million** average daily drivers

**2.8 million** daily toll transactions

**87%** passenger vehicles

**13%** commercial vehicles

## 2025 Customer Service Highlights



Supported **137,000** customers at Illinois Tollway Customer Service Centers in 2025



Handled nearly **2.5 million** calls to customer service representatives in 2025

## I-PASS Assist – Breaking Down Barriers to Mobility

A pioneering, equity-focused program, I-PASS Assist makes travel on the Tollway more accessible and affordable for all Illinois families. Since its launch in 2021, enrollment has increased 30-fold – growing from 2,500 accounts in 2020 to more than 80,000 active accounts today.

Key innovations include eliminating the transponder deposit, reducing upfront costs and lowering automatic replenishment thresholds – recognizing the importance of providing access and supporting customer needs.

Through targeted outreach and a streamlined, automated application process, I-PASS Assist continues to expand its reach, providing low-income residents with equitable access to transportation and setting a new standard for the tolling industry.



More than **34,000** I-PASS Assist accounts added in 2025

**80,000** total I-PASS Assist accounts

## Pay By Plate Makes Toll Payments Easy – No Transponder Needed

No transponder? No problem! With Pay By Plate, customers can drive through toll plazas and pay online.

The system captures license plate images in all conditions – day or night, rain or snow – whether vehicles are moving fast or slow. Customers then have 14 days to visit [illinoistollway.com](http://illinoistollway.com), enter their license plate number and travel dates and submit payment. Flexible payment options make it easy to pay promptly and avoid additional fees.

In 2025:

- ▶ More than **5.5 million** Pay By Plate accounts
- ▶ Nearly **39 million** Pay By Plate transactions



# H.E.L.P. and Safety on the Road

Keeping drivers safe is our top priority. We continuously advance roadway safety, strengthen the highway system and educate the public on traffic laws and best driving practices. Through the Highway Emergency Lane Patrol (H.E.L.P.) and other on-road resources, the Tollway provides direct roadside assistance to motorists, helping keep customers safe and traffic flowing across our system.

## Promoting Work Zone Safety

Every driver, every worker – safety comes first. In 2025, the Illinois Tollway partnered with statewide organizations to remind drivers, "Respect the zone so we all get home." The campaign encouraged slowing down, staying alert and looking out for the people keeping our roads in top condition. From the new outreach initiatives to stronger lane-closure protocols, the Tollway is focused on protecting everyone in and around work zones – ensuring every trip ends safely.



## Ready for Winter

Snow, ice or wind – the Illinois Tollway is always prepared. When winter weather hits, our priority is keeping drivers safe and traffic moving. During the 2025 season, our full fleet of 196 snowplows and more than 200 team members per shift stood ready to respond around the clock to snow, ice and high winds across the Tollway system. From the Tollway's Snow Operations Center, crews monitored conditions in real time, cleared lanes, de-iced pavement and assisted stranded drivers to keep traffic moving safely.



## Spreading Speed Awareness

Slowing down saves lives. In 2025, the Illinois Tollway continued its "If Only" speed awareness campaign, reminding drivers of the real consequences of speeding and distracted driving. Through real stories from first responders and crash survivors, "If Only" highlighted the lasting impact of unsafe driving. Paired with ongoing enforcement and public outreach, the campaign reinforced a clear message that safe travel starts with slowing down, paying attention and respecting everyone on the road.



Tollway H.E.L.P. trucks patrolled more than **1.1 million miles** in 2025

## Dial \*999 for H.E.L.P.

When trouble hits the road, H.E.L.P. crews are usually the first on the scene. The Illinois Tollway provides roadside assistance through \*999 and our Highway Emergency Lane Patrol (H.E.L.P.).

H.E.L.P. crews secure lanes, remove debris and assist stranded motorists with flat tires, jump starts, coolant or fuel and call for tow trucks when needed. Every stranded motorist has a safety net with H.E.L.P.

Nearly **63,000** calls to \*999 service



More than **25,000** roadside assistance contacts



Nearly **1,400** Zero Weather Patrols contacts



Nearly **3,700** Hot Weather Patrols contacts



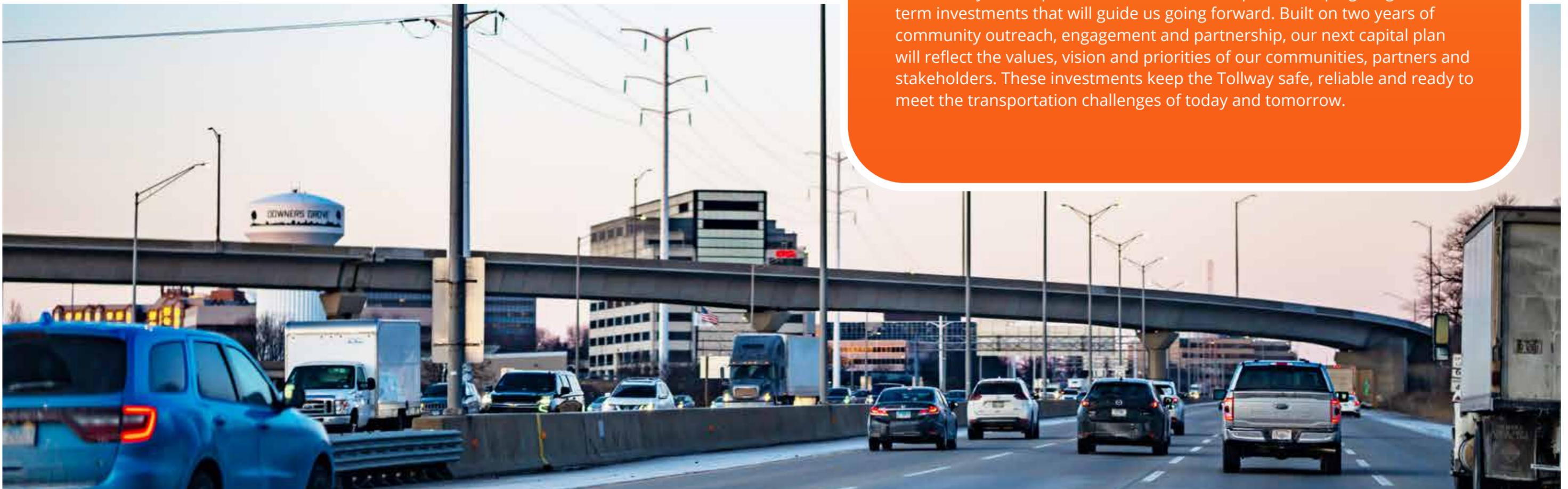


# BUILDING TODAY. ENVISIONING TOMORROW.

## MOBILITY AND ECONOMIC INVESTMENT •••••

Multi-billion-dollar investments are transforming the Illinois Tollway. In 2025, we completed the first full year of the 7-year, \$2 billion *Bridging the Future* capital plan while continuing to reach milestones on the 16-year, \$15 billion *Move Illinois* Program.

The Tollway is now poised to take the next step in developing long-term investments that will guide us going forward. Built on two years of community outreach, engagement and partnership, our next capital plan will reflect the values, vision and priorities of our communities, partners and stakeholders. These investments keep the Tollway safe, reliable and ready to meet the transportation challenges of today and tomorrow.



•••••

## Move Illinois Program Continues to Deliver

Move Illinois is driving the future – and delivering results today. The Illinois Tollway is advancing critical work on its two biggest initiatives: the Central Tri-State Tollway (I-294) Project and the I-490 Tollway Project.

About \$13.7 billion of the \$16 billion program budget has already been committed. In 2025, the Tollway Board of Directors approved 31 construction and professional engineering services contracts totaling \$251 million. Of these, 19 contracts – 61 percent – were unbundled or small business contracts that provided opportunities for small, diverse and veteran-owned firms to take on roles as prime contractors and consultants.

**19** construction contracts awarded in 2025

**12** professional engineering services contracts awarded in 2025

**83.7%**  
of program complete (work in place)

**146,120 jobs**  
created or sustained since 2012

**Improved traffic flow**  
from northbound I-294 to westbound I-290

**Created new access**  
from southbound I-294 to County Line Road

**Relocated runway lights**  
for O'Hare International Airport



•••••  
Central Tri-State Tollway (I-294) Project



•••••  
I-490 Tollway Project

•••••

Tollway staff participated in more than **100** outreach and interagency meetings in 2025 to inform and coordinate capital program improvements



## O'Hare International Airport Runway Approach Lighting Bridges

### Lighting the Way

In 2025, the Tollway completed the fourth and final bridge to relocate and elevate flashing approach lighting for O'Hare International Airport. The new I-490 Tollway path passes through the airport's previous approach lighting system for four runways.

The new bridges allow for the roadway underneath while maintaining uninterrupted, safe landings at one of the nation's busiest airports.



Tollway leadership welcomed Chicago Department of Aviation Commissioner Mike McMurray and staff for a site tour



## Reducing Congestion at the North Avenue Interchange

### County Line Road Ramp Opening

New ramp equals improved access. As part of the North Avenue Interchange Project, the Tollway opened a new ramp from southbound I-294 to County Line Road near Elmhurst. Completed in partnership with Cook County, the improvement reduces congestion at the North Avenue Interchange and supports local business development.

In 2025, Tollway officials were joined by leaders from Cook County, Northlake and Elmhurst to celebrate the improvements.



More than 5,700 daily vehicles projected to use the new ramp

# Transforming Access at the I-290/I-88 Interchange at I-294



The new fly-under ramp will improve travel time by **70%** between I-290 and I-294

## New Fly-Under Ramp Opened Carrying Traffic from Northbound I-294 to Westbound I-290

A faster, smoother connection is now in place for hundreds of thousands of drivers. As part of the Central Tri-State Tollway (I-294) Project, the Tollway opened a new fly-under ramp carrying northbound I-294 traffic to westbound I-290.

The ramp replaces an existing 20-mph loop, improving traffic flow and safety and reducing delays. Travel times between I-294 and I-290 will drop from 10 minutes to 3 minutes. More than 300,000 vehicles use the interchange daily, connecting the Reagan Memorial Tollway (I-88), Eisenhower Expressway (I-290), the Tri-State Tollway (I-294) and surrounding roadways.



**\$800 million**  
project

**7 minutes**  
time savings

**300,000**  
daily vehicles

More than **15**  
regional and local partners

Use the QR code to view a spotlight video



## Delivering for Customers in the Southland

### Markham Plaza on the Tri-State Tollway (I-294)

A modern, customer-focused facility now serves the Chicago Southland. In September 2025, the Illinois Tollway and the City of Markham celebrated the dedication of the 163rd Street Toll Plaza as the newly named Markham Plaza on the Tri-State Tollway (I-294), expanding customer services in the south suburbs and introducing new amenities for commercial trucks traveling northbound on I-294.

The project reflects a shared vision between the Tollway, the City of Markham and leaders from seven surrounding Chicago Southland communities. The project converted aging legacy tolling infrastructure into a modern, customer-focused, environmentally-forward service facility combining a full-service, walk-in I-PASS Customer Service Center with expanded commercial truck parking, future-ready EV charging infrastructure, Shorepower truck-stop electrification and sustainable site features.



Expanded truck parking to accommodate heavily traveled commercial corridor

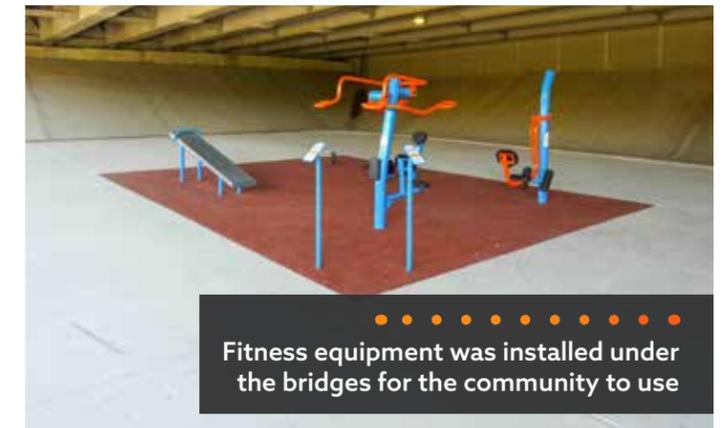


New Shorepower electrification stations and future-ready EV chargers installed

## Partnering for Community-Centered Infrastructure

### Reimagining 87th Street/Roberts Road under I-294 as a community recreation space

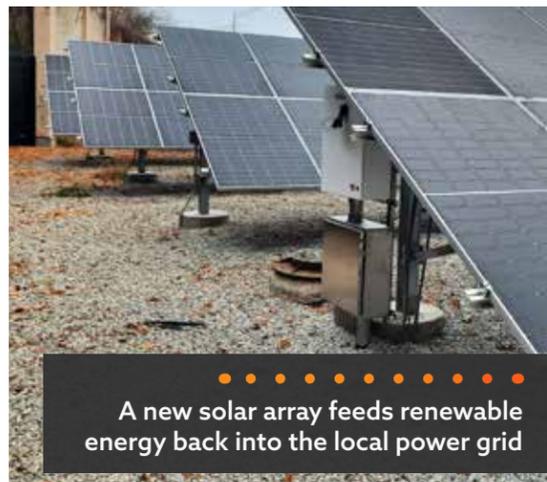
Bridges move traffic and connect communities. In October 2025, the Illinois Tollway celebrated the reconstructed I-294 bridges over the busy 87th Street and Roberts Road intersection. Delivered in partnership with Cook County, the City of Hickory Hills and the villages of Bridgeview and Justice, the project transformed a transportation improvement into a community space. A former vacant gravel lot now features fitness equipment; checkers and chess tables; ADA-accessible, well-lit pathways; and connections to the nearby Prairie Pond walking path.



Fitness equipment was installed under the bridges for the community to use



New Markham Customer Service Center offers in-person account assistance



A new solar array feeds renewable energy back into the local power grid



A new recreation area under the bridges features checkers and chess tables



## Bridging the Future Capital Plan

A \$2 billion plan is putting the Tollway on the fast track to modernization. In 2025, the Tollway completed the first year of this seven-year capital plan. Approved in December 2024, *Bridging the Future* sets the roadmap for 2025-2031, advancing infrastructure modernization, addressing maintenance needs and laying the foundation for the next capital program.

**BRIDGING**   
**THE FUTURE**

### Completing the First Year

Kicking off the program with strong momentum, the Tollway awarded about \$168 million in professional engineering services and construction contracts in 2025.

Professional engineering services primarily supported design work for key projects, including the I-355/I-88 Interchange Master Plan, plaza design, I-90 roadway and bridge rehabilitation, Illinois Route 390 Tollway/U.S. 20 Interchange and bridge reconstruction.

Construction contracts included the I-355 Des Plaines River Bridge rehabilitation, drainage improvements at the I-294/75th Street Interchange, landscaping improvements along I-294, and active traffic management system, intelligent transportation system device and fiber installation on I-294 between North Avenue and Balmoral Avenue.

### Local Voices, Shared Vision

#### Advancing the I-355/I-88 Interchange Master Plan

Planning the future of one of the region's busiest interchanges starts with local voices. In 2025, the Tollway launched the I-355/I-88 Interchange Project Master Plan, funded through *Bridging the Future*. The interchange is a critical crossroads for east-west and north-south travel in DuPage County and ranks among the most heavily trafficked locations on the Tollway system. The study area spans six miles of the Veterans Memorial Tollway (I-355) and five miles of the Reagan Memorial Tollway (I-88), including 31 ramps and 33 bridges.

To guide the plan, the Tollway convened a corridor working group with municipal, county and agency partners. Kicking off in fall 2025, the group collaborated to identify shared challenges, establish priorities and shape a collective vision for corridor improvements – exemplifying the Tollway's community-led planning approach.

Connecting Infrastructure

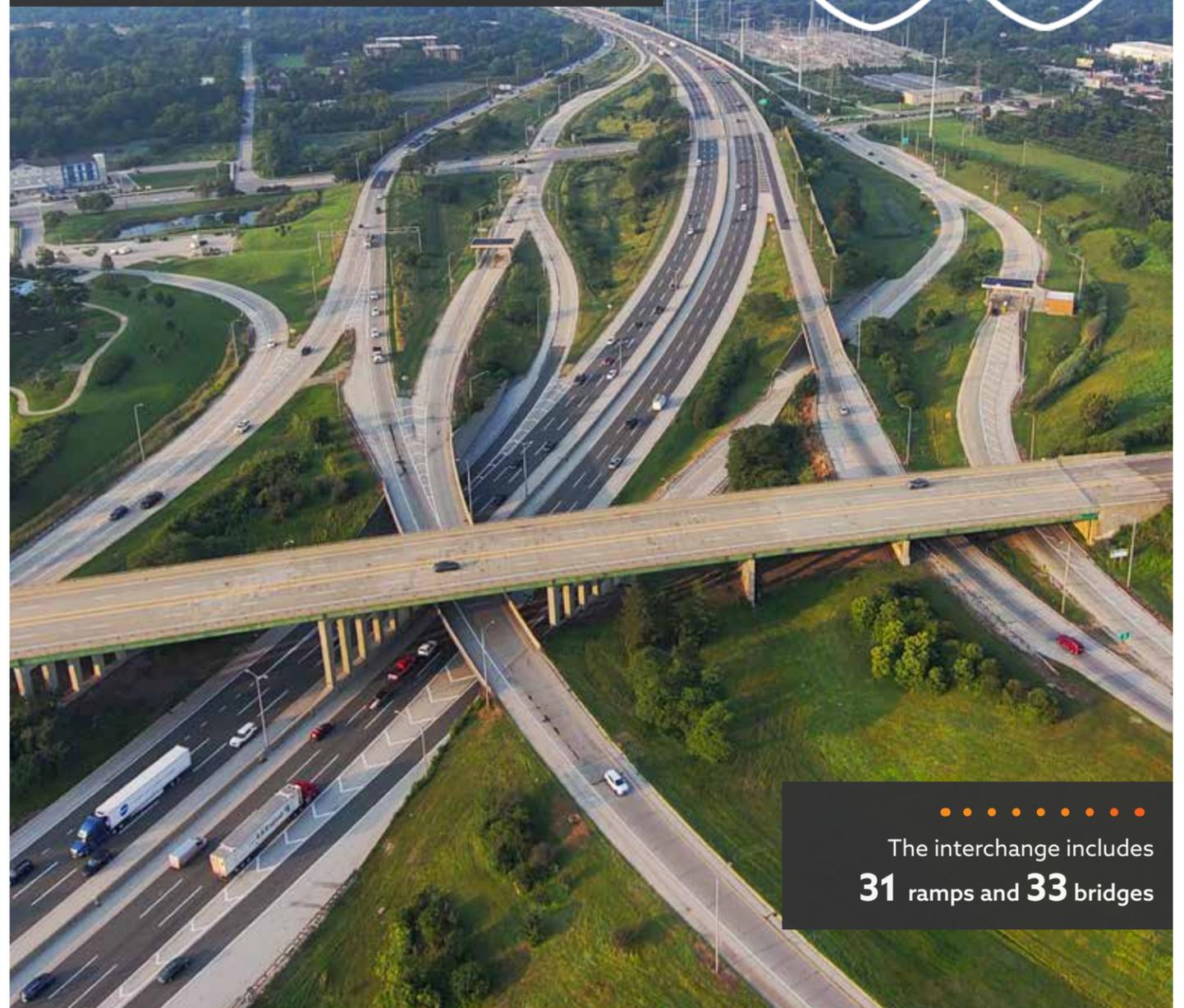
Improving Mobility

Modernizing the System

Preparing for Tomorrow



The I-355/I-88 Interchange Master Plan study area spans **6 miles** of I-355 and **5 miles** of I-88



The interchange includes **31** ramps and **33** bridges

## What is a Capital Program?

Big investments lead to lasting impacts. Unlike day-to-day maintenance, a capital program focuses on multi-year projects – rebuilding roads and bridges, modernizing facilities, improving access and introducing new technologies.

Illinois Tollway capital programs are shaped through careful analysis, stakeholder engagement and public feedback to ensure every investment delivers lasting value for customers and strengthens the region's transportation network. Much of the work happens behind the scenes before a program is even announced.



## A Path Forward for the Region's Transportation Network

We are part of the solution to strengthen the region's transportation future. In 2025, the Illinois Tollway was included in legislation addressing the region's \$771 million transit funding cliff. The Illinois General Assembly approved comprehensive reforms to support a "world-class transportation network," establishing new revenue for transit and authorizing toll adjustments to advance the Tollway's next capital plan.

Under the new law, toll revenue will be dedicated to improving infrastructure, reducing congestion, investing in communities and supporting job growth across the region.



## Transformative Capital Plan Takes Shape

Northern Illinois transportation infrastructure is getting a game-changing upgrade. Following extensive stakeholder outreach in 2024, the focus in 2025 shifted to developing program goals, prioritizing projects, completing technical and financial reviews and building a coalition to ensure the plan reflects the priorities of Tollway customers and the region.

With a forward-thinking approach and more than 1.7 million daily drivers front of mind, the Tollway is preparing to implement a new transformative capital program that will strengthen infrastructure, enhance mobility and support economic vitality across Northern Illinois for generations to come.

Incorporating stakeholder feedback

Evaluating infrastructure

Ensuring financial stability

Solidifying alignment and transparency

## Outreach

Developing the next capital plan is a top priority for the agency and in 2025, the Tollway worked to advance and shape a strategic and impactful plan. A coordinated approach across multiple departments allowed the team to integrate planning priorities, incorporate stakeholder and partner feedback and evaluate infrastructure needs alongside long-term financial stability.

*The resulting work represents a significant step toward a comprehensive and sustainable capital program designed to meet the region's evolving transportation needs.*

The Tollway maintained clear and consistent communication with its stakeholders. Executive leadership delivered capital planning updates with stakeholders, including Tollway-hosted forums such as Illinois Tollway Quarterly and partner associations and organizations. In addition, Tollway leadership provided routine updates and thorough briefings to state executives and agency partners, solidifying alignment, transparency and coordinated input as the planning process advanced.





# CONTINUED COMMITMENT TO DIVERSITY

Expanding opportunity remains central to the Illinois Tollway's mission. The Tollway is committed to creating greater access to economic opportunities for historically underrepresented businesses and individuals. Through the Department of Diversity and Strategic Development, the Tollway works to remove barriers to participation, increase awareness of opportunities and provide resources that help small, diverse and veteran-owned businesses grow and compete – while connecting low-income eligible men and women to careers in the heavy highway construction industry.

This commitment is especially critical as the Tollway completes its *Move Illinois* Program, advances the *Bridging the Future* capital plan and prepares for its next major capital program.

.....

## DIVERSITY AND EQUITY



## Tollway DBE Programs Drive Growth and Opportunity in 2025

Expanding opportunity, delivering results. In 2025, the Tollway strengthened its commitment to small, diverse and veteran-owned businesses, awarding millions in contracts through the Small Business Initiative and expanding mentorship through Partnering for Growth. Nearly 500 firms and individuals received training, coaching or workforce support – leading to new certifications, successful bids and hundreds of hires across the construction field. Through strong participation and measurable outcomes, the Tollway continues to build a more inclusive, competitive regional heavy highway construction industry.

## Diversity Program Snapshot Highlights-to-Date

Nearly **\$205 million** paid to veteran-owned firms (since 2015)

Nearly **\$1.4 billion** paid to DBE firms (since 2021)

### Technical Assistance

Through comprehensive, customized business development assistance, the Tollway's Technical Assistance Program prepares construction and professional services firms – including small, diverse and veteran-owned businesses – to participate on construction contracts.

#### 2025 Highlights:

- ▶ The Technical Assistance Program served nearly **470** clients, with more than **80** clients submitting bids on Tollway contracts
- ▶ A total of **\$24.1 million** in construction and professional engineering services contracts were awarded to Technical Assistance clients
- ▶ More than **190** clients obtained certification including for D/M/WBE, veteran or small businesses

### Small Business Initiative

The Illinois Tollway's Small Business Initiative is intended to increase opportunities for small construction companies with gross revenues of \$14 million or less annually to participate on Tollway construction contracts.

#### 2025 Highlights:

- ▶ **200** total unique firms enrolled
- ▶ **4** small business contracts awarded worth **\$7.9 million**
- ▶ **16** bids received from **8** unique firms

### Partnering for Growth

Partnering for Growth encourages prime consultants and contractors to assist disadvantaged, minority- and women-owned business enterprise firms and veteran-owned small businesses in remaining self-sufficient, competitive and profitable businesses.

#### 2025 Highlights:

##### Professional Engineering Services

- ▶ Executed **23** new agreements with primes/proteges, totaling **265** agreements since program inception

##### Construction

- ▶ Executed **2** new agreements with primes/proteges, totaling **37** agreements since program inception
- ▶ **12** agreements extended

### ConstructionWorks

In partnership with the Chicago Cook Workforce Partnership, ConstructionWorks assists individuals into entering careers in the heavy highway and related construction industry.

The program creates a pool of diversified candidates who are ready to work and connects them with hiring construction contractors throughout Illinois.

#### 2025 Highlights:

- ▶ **177** ConstructionWorks participants
- ▶ Of the 177 participants, **43** were hired to work directly on Tollway projects

### Bid Credits

The Tollway provides contractors and subcontractors the opportunity to earn bid credits by participating in select construction assistance programs, including ConstructionWorks, Partnering for Growth and the Earned Credit Program. Bid credits may be used toward future Tollway construction bids to lower their bid amount and increase the chances of winning the contract as the low bidder.

#### 2025 Highlights:

- ▶ **36** total hires
- ▶ Nearly **\$3 million** in bid credits accrued
- ▶ Nearly **\$28 million** in bid credits accrued since inception

### Extensive Outreach

In 2025, the Diversity team hosted, attended or participated in nearly 180 events, including webinars, trainings and various stakeholder activities such as panel discussions and exhibit tables.

The ConstructionWorks Program hosted nearly 330 recruiting events throughout the region, while the Tollway met with agencies such as the Metropolitan Water Reclamation District of Greater Chicago, the Southeast Philadelphia Public Transportation Authority and the Philadelphia Mayor's Office on their interest in replicating the Partnering for Growth Program.



Participated in nearly **180** events in 2025

More than **800** attendees participated in 14 Building for Success Webinar Series events

Sent nearly **100** email blasts for Tollway opportunities in 2025

## Award-Winning Diversity Advisory Council

### Celebrating 10 years of impact



A decade of leadership. A national award for results. In 2025, the Tollway's Diversity Advisory Council marked 10 years of providing guidance and insight to expand participation among small, diverse and veteran-owned businesses.

In October, the Council earned the International Bridge, Tunnel and Turnpike Association Outreach, Opportunity and Engagement Award, which recognizes organizations that make meaningful progress in advancing racial justice, inclusion and societal opportunities. IBTTA is the global association representing owners and operators of toll facilities and the businesses that support them.

More than **20**  
advocacy agencies

Held more than **50**  
meetings



Use the QR code to  
view a spotlight video

## Contracting with Government

We're connecting businesses to opportunities. The Tollway's Contracting with Government forums link small, diverse and veteran-owned firms to the training and resources they need to compete for goods and services contracts with the Tollway and other government agencies.

Annual procurement buying plans are shared with the business community, along with workshops that demystify the state procurement process and certification requirements. In 2025, the Tollway hosted two Contracting with Government forums in Elgin and Naperville, expanding access and strengthening participation across the region.

Nearly **500**  
total attendees

**2** Contracting with Government  
forums held in 2025



## Paving the Road to Success, Together

Success takes more than knowing the rules – it takes standing out. Businesses need more than guidance through complex processes; they need strong branding, compelling marketing materials and a confident public presence.

In 2025, the Tollway launched the Paving the Road to Success Invitational, pairing two teams of emerging and diverse businesses with mentors to refine their marketing strategies and elevate their public-facing profiles. The teams then competed at the fall Illinois Tollway Quarterly Meeting before an audience of more than 300 industry participants.

**10**  
competing firms

More than **300**  
industry participants





# POWERING THE FUTURE



## INNOVATION AND TECHNOLOGY

Smart technology leads to smart decisions. Technology at the Illinois Tollway powers real-time decision-making and system performance in an increasingly complex environment. Guided by our Strategic Plan, we invest in integrated tools and advanced analytics that strengthen today's operations and equip our workforce to adapt quickly as conditions evolve.

These investments enhance traffic management, improve system reliability and strengthen cybersecurity protections across our network. By leveraging real-time data and modernized platforms, the Tollway can respond more quickly to incidents, reduce disruptions for drivers and ensure our infrastructure remains resilient and ready for the future.





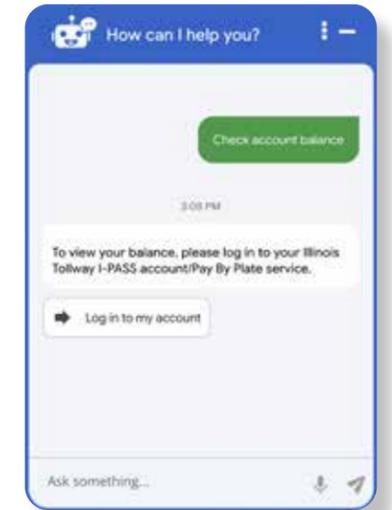
Illinois Tollway IT team

## Improving Customer Support with Advanced Technology

Every day, Illinois Tollway customer service representatives assist thousands of drivers – answering questions and resolving issues.

To make that experience seamless, the Tollway continues enhancing its website with advanced tools such as AI-powered search functions and a virtual assistant to help customers easily find information and manage their accounts.

By blending innovative technology with the expertise of its customer service team, the Tollway is modernizing support services and delivering a faster, more intuitive experience for customers.



## Traffic Operations and Dispatch Center Improvements

We serve customers around the clock, so we're always ready to respond when drivers need us most. To keep pace with increasing travel demand and a growing system, the Illinois Tollway expanded its Traffic Operations and Dispatch Center located at our Central Administration Building. Since the center was originally constructed in 2002, more than 600 lane miles have been added to the Tollway system, increasing the scale and complexity of daily operations.

Operating 24/7/365, the center monitors traffic conditions, coordinates incident response and serves as a critical link to first responders on the roadway. The upgraded facility includes new conference rooms, offices and training spaces, along with a shared video wall that enhances real-time collaboration between Traffic Operations Center and Dispatch staff – enhancing our ability to respond quickly, minimize disruptions and keep customers moving safely and efficiently.



New Traffic Operations Center



Tollway Telecommunication team

## Recognizing a Cyber Hero



Deputy Chief of IT Security Kividi Kikama, was recognized as a “Cyber Hero” at the International Bridge, Tunnel and Turnpike Association’s 93rd Annual Meeting & Exhibition in October 2025.

Kikama was honored alongside industry colleagues from the Pennsylvania Turnpike Commission, E-470 Public Highway Authority and the Oklahoma Turnpike Authority to highlight a nationwide partnership to combat texting scams received by customers.

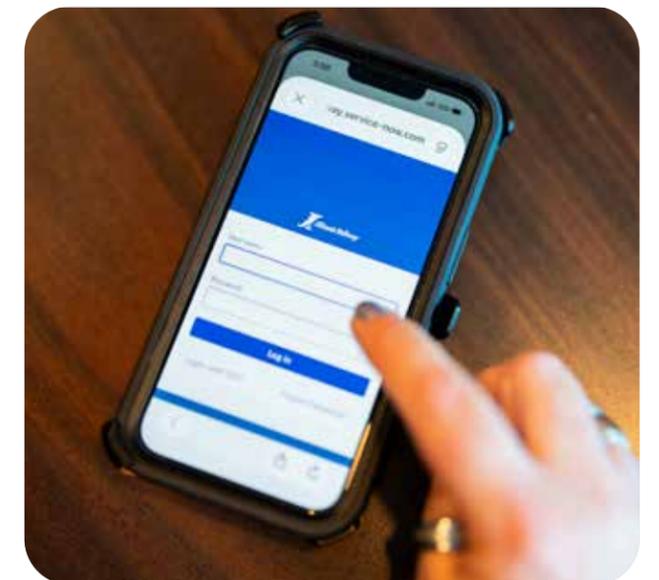


## Driving Efficiency with ServiceNow Mobile Platform

Behind the scenes, ServiceNow is transforming how the Tollway gets things done.

In 2025, the Illinois Tollway expanded the platform with the launch of the Now Mobile and Now Agent apps, bringing secure, on-the-go IT services to employees in the field and office.

Users can submit and manage requests in real time, while support teams can resolve tickets and handle assignments directly from their devices – improving efficiency and responsiveness across the agency.





# BUILDING RESPONSIBLY

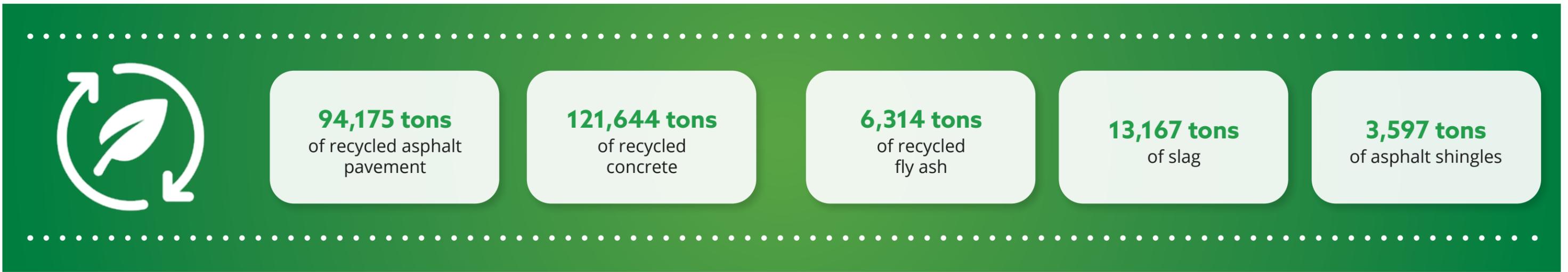
• • • • •

## SUSTAINABILITY

Sustainability is part of everything we do – by design! Sustainability at the Illinois Tollway is reflected in how the system is planned, built and maintained across a large and heavily traveled network. Environmental responsibility is embedded in decisions that support safe mobility, economic vitality and the long-term health of our region. From reducing construction impacts to improving stormwater management and enhancing roadside environments, the Tollway integrates sustainable practices into daily operations. Modernized facilities, energy-efficient systems and cleaner fleet investments further bolster our commitment to responsible stewardship while delivering reliable service to customers.

By planning for resilience and long-term environmental stewardship, the Illinois Tollway ensures that sustainability is more than a goal, it is part of every mile we manage.





## Restoring the Spring Brook

Spring Brook, a tributary of the West Branch DuPage River, has been transformed into a resilient natural stream. Supporting the Forest Preserve District of DuPage County, the Tollway has played a role in restoring Spring Brook to a healthier, more natural system that supports wildlife, improves water quality and reduces flood risk. The U.S. Army Corps of Engineers approved Phase 3 of the Central Tri-State Tollway (I-294) Spring Brook Creek and Wetland Mitigation Project, advancing work that transforms a once-degraded drainage ditch into a thriving waterway.

The project restores the waterway to a more natural alignment, reconnects it to its floodplain, removes the dam to improve aquatic passage and creates more than 18 acres of new wetlands. Together, these improvements enhance water quality, strengthen habitat for more than 1,000 native species – including threatened and endangered wildlife – boost flood resilience and expand public access to this revitalized natural resource.



**18 acres**  
of wetlands added

**1,115 linear feet**  
added to the stream

**700**  
native plant species supported



# TEAM TOLLWAY IN ACTION

• • • • •

## ORGANIZATIONAL EXCELLENCE

Behind every mile of progress is a team committed to keeping Tollway customers moving safely and efficiently. From clearing snow and managing work zones to supporting small businesses and serving communities across 12 counties, the Tollway team keeps the system running day in and day out.

In 2025, collaboration, connection and commitment defined the work – proving once again that infrastructure isn't just built with steel and concrete, but by people for people.



## Cultivating Talent

The best and brightest are who we want at the Tollway. Through job fairs, student site visits and targeted outreach, the Talent Acquisition Team connects local communities with meaningful career opportunities across the agency. From application to interview to onboarding, the team supports candidates at every step – while also helping current employees explore new roles and advance their careers within the organization.

Following adoption of the Strategic Plan in July, the Tollway intensified its focus on developing existing talent, aligning professional growth with long-term goals and solidifying the foundation for organizational excellence.



## 2025 Chicago Auto Show

Connecting with customers face-to-face, the Illinois Tollway brings service, safety and a little fun to the Chicago Auto Show. At the annual show at McCormick Place, the Tollway provided I-PASS account assistance, showcased safety vehicles, offered Kids Safety IDs and shared information about summer internships, business opportunities and environmental initiatives.

The Tollway also invited attendees to help name its new interactive H.E.L.P. truck. The winning entry – H.E.L.P. Truck Hank – now belongs to a 34-inch-tall, remote-controlled vehicle designed to teach youngsters about safe driving and roadway awareness in an engaging hands-on way.



## Award-Winning Transitional Duty Program

Reimagining workforce care, the Illinois Tollway's Transitional Duty Program is keeping employees supported, connected and on the path to recovery. The program earned the International Bridge, Tunnel and Turnpike Association's 2025 Toll Excellence Award in Administration and Finance for its innovative approach to employee well-being. Launched in 2022, the program integrates 24/7 nurse triage, telehealth services, real-time injury analytics and modified duty assignments. By creating flexible roles and providing smart health resources, the Tollway ensures employees remain engaged and supported during recovery. Putting people first allows the Tollway to continue delivering reliable service and safe roadways for customers across Northern Illinois.



**54%**  
reduction in total costs

**56%**  
fewer lost work days



## 2025 Bud Billiken Parade

Marching in celebration of heritage, education and opportunity, the Illinois Tollway proudly joined one of Chicago's most treasured traditions. In 2025, employees, community partners and Scouting youth proceeded through Chicago's South Side as part of the historic Bud Billiken Parade – the nation's largest African American parade and a cherished tradition for nearly a century.

The parade, which celebrates community pride and the start of a new school year, provided the perfect backdrop to spotlight the Tollway's Trailblazers program. Through hands-on learning, career exploration and mentorship opportunities, Tollway Trailblazers connects students of all ages to pathways that inspire future leaders and innovators.



## Promoting Employee Wellness

Healthy employees are the foundation of a healthy transportation system. Taking care of the people who keep the Tollway running is essential to taking care of the system itself. Through wellness fairs, health resources, safety programs and professional development opportunities, the agency fosters a work environment that supports employees on the front lines, in the field and behind the scenes.

In 2025, the Wellness Team hosted a series of health-focused events at the Central Administration Building and across maintenance sites throughout the system – bringing resources directly to employees and reinforcing a culture centered on well-being and prevention.



# ENGAGING THE FUTURE WORKFORCE



Today's students are tomorrow's engineers, technicians and public servants. Preparing the next generation of transportation professionals is part of the Illinois Tollway's responsibility to the region. Through internships, student outreach and engagement with schools and training programs, the Tollway connects young people to real-world careers in transportation infrastructure and public service, building pathways that reflect how the workforce and the industry are evolving.

## 2025 HIGHLIGHTS

**34**  
Illinois Tollway  
Interns

**75**  
Boy and Girl  
Scouts engaged

**160**  
high school  
students engaged

**6,800**  
kids identification  
cards issued



# Tollway trailblazers

## Inspiring the Next Generation

Launched in 2025, the Tollway Trailblazers initiative is designed to spark innovation and curiosity in students of all ages by providing opportunities to explore real-world challenges and career paths.



### Illinois Tollway Internship

Real-world experience is the foundation of a strong transportation workforce. In 2025, the Illinois Tollway continued investing in the future through its Internship Program, providing college students with hands-on experience, mentorship and meaningful projects across engineering, IT, finance, communications and more.

- ▶ Hosted **34** interns in the Professional Services Internship and Engineering Co-Op
- ▶ Interns came from **25** different colleges and universities across **seven** states

### Tollway Tykes

To help keep children safe and parents worry-free, Tollway Tykes participates in events across the region. Events include free child safety seat inspection and installation, free kids safety identification cards, interactive touch-a-truck displays and H.E.L.P. Truck Hank – a talking, child-size vehicle who offers safety tips to young children.

- ▶ In 2025, Tollway Tykes participated in **48** community events throughout Northern Illinois
- ▶ Nearly **6,800** kids identification cards issued

### STEAM Scouts

The STEAM Scout series is aimed at inspiring the next generation of female leaders in science, technology, engineering, arts and math. In 2025, the Tollway marked "Introduce a Girl to Engineering Day," an annual national event designed to encourage girls to consider careers in STEAM fields.

- ▶ More than **two dozen Girl Scouts** participated in lessons and hands-on projects at the Tollway

### Scout Tech

The Tollway hosted its first Scouting of America merit badge event to provide local Scouts with education and hands-on practice toward an Automotive Maintenance badge. The event is designed to spark innovation and curiosity in students of all ages by providing opportunities to explore real-world challenges and career paths.

- ▶ More than **50 local Scouts** attended the Scouting of America merit badge event

### Roadway Scholars High School Student Visits

Inspiring the next generation starts long before college. In 2025, the Illinois Tollway's Roadway Scholars program hosted four high school visits, engaging more than 160 students from nine schools in hands-on learning experiences. Students toured a Tollway maintenance site, explored heavy-highway equipment and visited active construction sites. They also heard directly from agency leadership about internship opportunities and long-term careers at the Tollway and across the transportation industry.

**9**  
high schools welcomed

**160**  
students engaged

#### High schools

Argo High School | Curie High School | Dunbar High School | Elk Grove High School | Fenton High School | Foreman High School | Homewood Flossmoor High School | Rich Township High School | Simeon High School



# RECOGNIZING EXCELLENCE

- ◆ **African American Contractors Association, ACCA Outstanding Community Outreach of the Year Award**  
*Chief of Diversity Marlene Vick*
- ◆ **American Council of Engineering Companies, Illinois, Engineering Excellence Awards, Honor Award**  
*Central Tri-State Tollway (I-294) Bridges Over 87th Street/Roberts Road Project*
- ◆ **American Society of Civil Engineers, Illinois Section, Government Civil Engineer of the Year Award**  
*Deputy Chief of Program Implementation Jeff Allen*
- ◆ **American Society of Civil Engineers, Illinois Section, Young Government Civil Engineer of the Year Award**  
*Senior Project Manager, Planning, Ahmad Nafakh*
- ◆ **Asphalt Pavement Alliance, Perpetual Pavement by Design Award**  
*Jane Addams Memorial Tollway (I-90) Bridge and Roadway Reconstruction*
- ◆ **Black Contractors, Owners and Executives, BCOE Advocate Award**  
*Chief of Diversity Marlene Vick*
- ◆ **ChicagoCIO, ORBIE Awards**  
*Chief Information Officer Mike Shay*
- ◆ **Federation of Women Contractors, Infrastructure Investment Award**  
*Move Illinois capital program*
- ◆ **Institute of Internal Auditors Chicago Chapter, Special Recognition Award**  
*Audit Manager Chad Hayden*
- ◆ **International Bridge, Tunnel and Turnpike Association, Outreach, Opportunity and Engagement Award**  
*Diversity Advisory Council*
- ◆ **International Bridge, Tunnel and Turnpike Association, Toll Excellence Awards**  
*Transitional Duty Program*
- ◆ **ITS Midwest, Agency of the Year**  
*ITS technologies and strategies to enhance performance and safety*
- ◆ **National Forum for Black Public Administrators, Chicago Chapter, Marks of Excellence Awards**  
*Executive Director Cassaundra Rouse*
- ◆ **Publicity Club of Chicago, Golden Trumpet Award**  
*Stakeholder Advisory Team*
- ◆ **Rich Township, Amazing Women of Rich Township**  
*Executive Director Cassaundra Rouse*
- ◆ **U.S. Minority Contractors Association, 2025 Government Chief Executive of the Year Award**  
*Executive Director Cassaundra Rouse*
- ◆ **WTS Greater Chicago, Woman of the Year**  
*Executive Director Cassaundra Rouse*
- ◆ **WTS International, Woman of the Year**  
*Executive Director Cassaundra Rouse*



**18 AWARDS  
IN 2025**





# DRIVING FISCAL STEWARDSHIP



## FINANCIALS

Strategic financing is helping power the Illinois Tollway's next generation of infrastructure.

In 2025, the Illinois Tollway's December 2025 bond issuance marked a significant step in sustaining long-term investment in the system. By securing favorable financing to support major capital projects, the agency demonstrated disciplined financial management and reinforced investor confidence in its governance, planning, and ability to deliver complex infrastructure responsibly over time.



# 2025 Financials

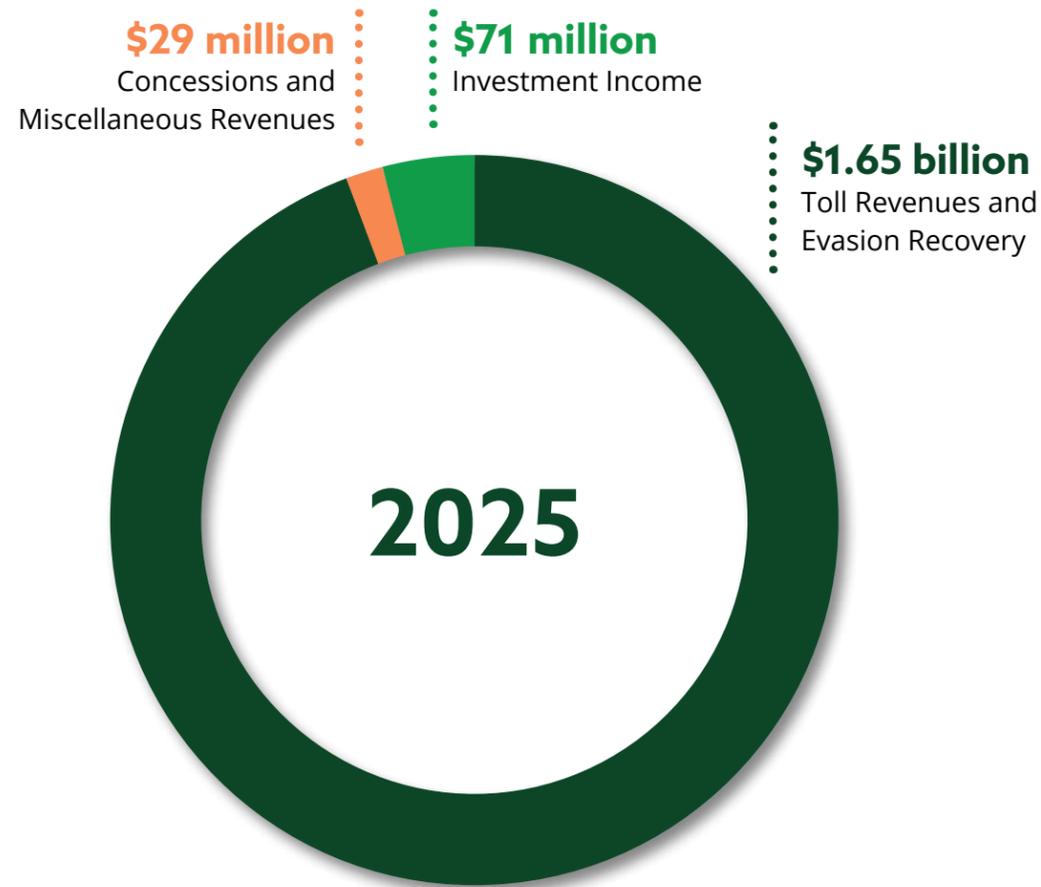
The Illinois Tollway presents the 2025 financial information including revenue sources and allocation of revenues. This information is preliminary and subject to change.

Approximately \$1 billion of capital program expenditures are designated for roadway reconstruction, expansion and systemwide maintenance. This figure does not reflect reimbursements received pursuant to any intergovernmental agreements. The capital programs are also funded by proceeds from bond sales.



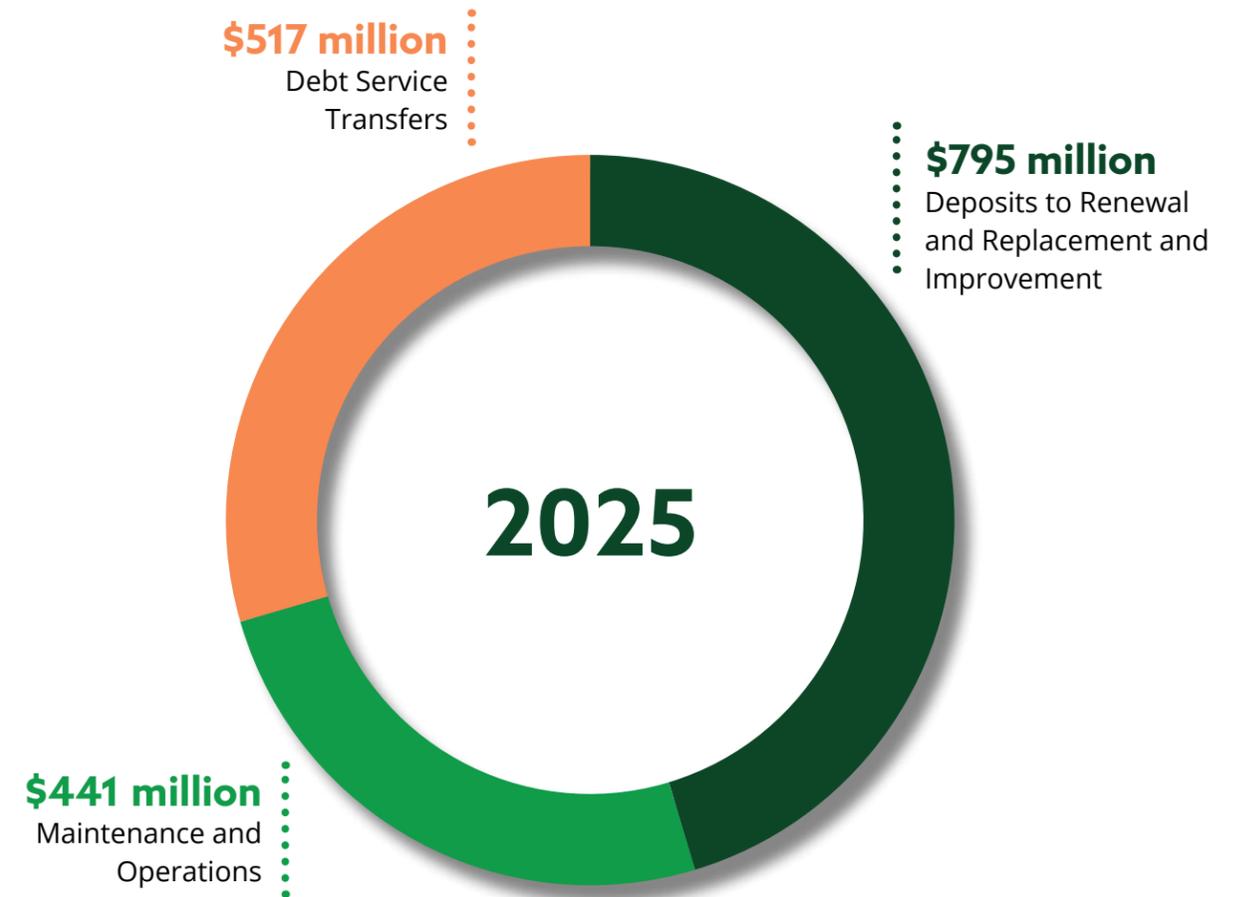
## Sources of Revenue

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



## 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.





2700 Ogden Avenue, Downers Grove, IL 60515  
630.241.6800 | [illinoistollway.com](http://illinoistollway.com)