TENTATIVE 2023 BUDGET

Published October 2022
Governor JB Pritzker
Chair and CEO Dorothy Abreu
Executive Director Cassaundra Rouse

Illinois Tollway

PAGE INTENTIONALLY LEFT BLANK

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Illinois State Toll Highway Authority
Illinois

For the Fiscal Year Beginning

January 01, 2022

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Illinois State Toll Highway Authority for the Annual Budget beginning January 2022. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, operations guide, financial plan and communications device.

For questions regarding the 2023 Budget Book, please contact:

Cathy Williams
Chief Financial Officer

Sam Samra
Senior Budget Manager

Phone: 630-241-6800

TABLE OF CONTENTS

Section	Page
Executive Summary	1
Tollway Organization and Background	5
Revenue Sources and Underlying Assumptions	11
Fund Structure	15
Budget Summaries	21
Departmental Maintenance and Operations Budgets and Narratives	31
Administration	33
Business Systems	39
Communications	45
Diversity and Strategic Development	51
Engineering	57
Executive Office and Directors	65
Facilities and Fleet	69
Finance	75
Illinois State Police District 15	81
Information Technology	87
Internal Audit	93
Legal	99
Office of the Inspector General	103
Operations	107
Planning	115
Procurement	121
Security and Safety	125
Capital Program	131
Debt Management	153
Budget Process and Documents	161
Financial Policies and Practices	165
Appendix	169
2023 Annual Toll Revenue Certificate – CDM Smith	171
2023 Renewal and Replacement Deposit Requirement – WSP	182
2023 Certificate of Authorized Officer	184
Acronyms	185
Glossary	191

TABLE OF EXHIBITS

Exhibit Number and Title		Page
Exhibit 1:	Tollway Table of Organization	5
Exhibit 2:	Tollway Board of Directors	6
Exhibit 3:	Tollway System Map	10
Exhibit 4:	Fiscal Year 2021 - Fiscal Year 2023 Sources of Revenue	11
Exhibit 5:	Overview of Flow of Funds	16
Exhibit 6:	Revenues/Expenditures/Transfers and Changes in Accounts and Fund Balances	19
Exhibit 7:	Fiscal Year 2023 Budgeted Revenues and Expenditures	21
Exhibit 8:	Fiscal Year 2022 - Fiscal Year 2023 Sources of Revenue	22
Exhibit 9:	Fiscal Year 2023 Projected Sources of Revenue	22
Exhibit 10:	Fiscal Year 2022 - Fiscal Year 2023 Allocations of Revenue	23
Exhibit 11:	Fiscal Year 2023 Projected Allocations of Revenue	23
Exhibit 12:	Fiscal Year 2023 Projected Capital Expenditures	24
	Fiscal Year 2023 Maintenance and Operations –	
Exhibit 13:	Budget by Major Account	26
Exhibit 14:	Budget by Department	27
Exhibit 15:	Budget by Category	28
Exhibit 16:	Fiscal Year 2023 Requested Headcount	29
Exhibit 17:	Percentage of Total Budget by Department	30
Exhibit 18:	Department Functions Overview	31-32
Exhibit 19:	Administration - Department Functions	33
Exhibit 20:	Administration - Budget	34
Exhibit 21:	Administration - 2022 Accomplishments and 2023 Strategic Plans	35-36
Exhibit 22:	Administration - Department Headcount	37-38
Exhibit 23:	Business Systems - Department Functions	39
Exhibit 24:	Business Systems - Budget	40
Exhibit 25:	Business Systems - 2022 Accomplishments and 2023 Strategic Plans	41-42
Exhibit 26:	Business Systems - Department Headcount	43
Exhibit 27:	Communications - Department Functions	45
Exhibit 28:	Communications - Budget	46
Exhibit 29:	Communications - 2022 Accomplishments and 2023 Strategic Plans	47-48
Exhibit 30:	Communications - Department Headcount	49
Exhibit 31:	Diversity and Strategic Development - Department Functions	51
Exhibit 32:	Diversity and Strategic Development - Budget	52
Exhibit 33:	Diversity and Strategic Development - 2022 Accomplishments and 2023 Strategic Plans	53-54
Exhibit 34:	Diversity and Strategic Development - Department Headcount	55

Exhibit 35: Engineering - Department Functions 57
Exhibit 36: Engineering - Budget 58
Exhibit 37: Engineering - 2022 Accomplishments and 2023 Strategic Plans 59-61
Exhibit 38: Engineering - Department Headcount 62-63
Exhibit 39: Executive Office and Directors - Department Functions 65
Exhibit 40: Executive Office and Directors - Budget 66
Exhibit 41: Executive Office and Directors - Department Headcount 67
Exhibit 42: Facilities and Fleet - Department Functions 69
Exhibit 43: Facilities and Fleet - Budget 70
Exhibit 44: Facilities and Fleet - 2022 Accomplishments and 2023 Strategic Plans 71-72
Exhibit 45: Facilities and Fleet- Department Headcount 73-74
Exhibit 46: Finance - Department Functions 75
Exhibit 47: Finance - Budget 76
Exhibit 48: Finance - 2022 Accomplishments and 2023 Strategic Plans 77-78
Exhibit 49: Finance - Department Headcount 79-80
Exhibit 50: Illinois State Police District 15 - Department Functions 81
Exhibit 51: Illinois State Police District 15 - Budget 82
Exhibit 52: Illinois State Police District 15 - 2022 Accomplishments and 2023 Strategic Plans 83-84
Exhibit 53: Illinois State Police District 15 - Department Headcount 85
Exhibit 54: Information Technology - Department Functions 87
Exhibit 55: Information Technology - Budget 88
Exhibit 56: Information Technology - 2022 Accomplishments and 2023 Strategic Plans 89-90
Exhibit 57: Information Technology - Department Headcount 91-92
Exhibit 58: Internal Audit - Department Functions 93
Exhibit 59: Internal Audit - Budget 94
Exhibit 60: Internal Audit - 2022 Accomplishments and 2023 Strategic Plans 95-96
Exhibit 61: Internal Audit - Department Headcount 97
Exhibit 62: Legal - Department Functions 99
Exhibit 63: Legal - Budget 100
Exhibit 64: Legal - 2022 Accomplishments 101
Exhibit 65: Legal - Department Headcount 102
Exhibit 66: Office of the Inspector General - Department Function 103
Exhibit 67: Office of the Inspector General - Budget 104
Exhibit 68: Office of the Inspector General - 2022 Accomplishments and 2023 Strategic Plan 105
Exhibit 69: Office of the Inspector General - Department Headcount 106
Exhibit 70: Operations - Department Functions 107
Exhibit 71: Operations - Budget 108
Exhibit 72: Operations - 2022 Accomplishments and 2023 Strategic Plan 109-111

Exhibit 73: Operations - Department Headcount 112-113
Exhibit 74: Planning - Department Functions 115
Exhibit 75: Planning - Budget 116
Exhibit 76: Planning - 2022 Accomplishments and 2023 Strategic Plan 117-119
Exhibit 77: Planning - Department Headcount 120
Exhibit 78: Procurement - Department Functions 121
Exhibit 79: Procurement - Budget 122
Exhibit 80: Procurement - 2022 Accomplishments and 2023 Strategic Plan 123
Exhibit 81: Procurement - Department Headcount 124
Exhibit 82: Security and Safety - Department Functions 125
Exhibit 83: Security and Safety - Budget 126
Exhibit 84: Security and Safety - 2022 Accomplishments and 2023 Strategic Plan 127-128
Exhibit 85: Security and Safety - Department Headcount 129
Exhibit 86: Fiscal Year 2023 *Move Illinois* Program Budget 132
Exhibit 87: *Move Illinois* Program Expenditures by Year 135

Fiscal Year 2023 *Move Illinois* Program Budget – Existing System Needs –

Exhibit 88: Jane Addams Memorial Tollway (I-90) 135
Exhibit 89: Tri-State Tollway (I-94/I-294/I-80) 136
Exhibit 90: Veterans Memorial Tollway (I-355) 137
Exhibit 91: Reagan Memorial Tollway (I-88) 138
Exhibit 92: Systemwide Projects 139

Fiscal Year 2023 *Move Illinois* Program Budget – System Expansion –

Exhibit 93: Tri-State Tollway (I-294)/I-57 140
Exhibit 94: Elgin O'Hare Western Access Project 141
Exhibit 95: Other Capital Projects Highlights 143-145
Exhibit 96: Capital Program Construction Highlights Map 151
Exhibit 97: Illinois Tollway Outstanding Bonds as of January 1, 2023 155
Exhibit 98: Tollway Estimated Debt Service Obligation 157
Exhibit 99: Debt Service Coverage**:** Actual 2016-2021, Estimated 2022 and Budgeted 2023 158
Exhibit 100: 2023 Budget Planning Calendar 163-164
Exhibit 101: 2023 Budget The Illinois State Toll Highway Authority Certificate of Authorized Officer 184

2023 BUDGET OVERVIEW

The Illinois Tollway is self-supported with revenue from tolls financing its annual maintenance and operations, capital improvements and debt service for the 294-mile Tollway system serving communities and drivers across 12 counties in Northern Illinois.

The 2023 Budget outlines a balanced spending plan anticipating $1.55 billion in revenues to fund the agency's Maintenance and Operations Budget and Capital Program needs for the fiscal year with the collective goal of serving our customers, communities and contributing to the business and economic development opportunities for the state.

Consistent with the Tollway's long-term financial plan, this 2023 Budget accommodates expenditures to maintain roadway and customer service activities and increases Maintenance and Operations spending to $426.5 million.

In 2023, the Tollway will support a total budgeted headcount of 1,431 with wages and salaries proposed to increase by 3.8 percent to accommodate the cost of collective bargaining agreements and required retirement contributions. The Maintenance and Operations budget includes $121.5 million for wages and salaries in 2023 and $71.9 million for statutorily required retirement and Social Security contributions.

The 2023 Budget presents a responsible spending plan resulting from the agency's strong fiscal management of its day-to-day operations and will allow the Tollway to support customer service, safety and security, and employee investments to improve efficiency, as well as the implementation of the largest capital program in the agency's history.

In 2023, the Tollway plans to invest $1.47 billion in capital spending funded from toll revenues and bond proceeds. These capital funds are allocated to fund the 12th year of the agency's 15-year *Move Illinois* capital program.

At the end of 2023, the Illinois Tollway will have spent $11.5 billion of the $14 billion Move Illinois Program budget, investing in projects that are addressing the needs of the existing Tollway system including rebuilding and widening the Jane Addams Memorial Tollway (I-90) as a state-of-the-art 21st century corridor and delivering the new Illinois Route 390 Tollway and completing the new interchange connecting the Tri-State Tollway (I-294) and I-57. Ongoing work includes reconstructing the Central Tri-State Tollway (I-294) and delivering the new I-490 Tollway.

2023 BUDGET OVERVIEW

The Illinois Tollway's maintenance and operations are funded primarily by revenues from toll collection and evasion recovery, while toll revenues and proceeds from the issuance of revenue bonds are used to fund the expansion, reconstruction and improvement of the Tollway system.

The 2023 Budget is a balanced budget in which revenues provide sufficient resources for operating and maintenance expenses and commits more than 72 percent of revenues allocated to support infrastructure through debt service and deposits to the renewal and replacement and improvement accounts as provided in the Trust Indenture.

In 2023 revenues are projected to total $1.55 billion, an increase of 1.5 percent over the 2022 estimate:

- $1.52 billion of toll revenues and evasion recovery
- $10 million of concessions and miscellaneous revenues
- $20 million of investment income

The 2023 Budget allocates $1.55 billion of revenues as follows:

- $427 million to fund maintenance and operations
- $517 million for debt service transfers
- $606 million for the 2023 Capital Program and capital investments (deposits to Renewal and Replacement and Improvement accounts)

Maintenance and Operations

Overall, the 2023 Budget includes $426.5 million for Maintenance and Operations to support activities and services that focus on the Illinois Tollway's customers. This includes Information Technology budget of $40.7 million which includes $6.6 million in support of new software to modernize processes, $94.3 million for State Police, Roadway Maintenance and Security and Safety services, as well as $99.3 million for Operations and Business Systems departments to provide customer services support and enhancements.

Capital Program

The Illinois Tollway will invest $1.47 billion in 2023 for projects to build and repair roadways, bridges and interchanges and other capital investments across the 294-mile system, to fund the 12th year of the *Move Illinois* Program.

Budgeting for Results

The Illinois Tollway is committed to serving the transportation needs of Northern Illinois and its 1.5 million daily drivers. The Tollway's budget includes desired outcomes outlined in the Governor's Office of Management and Budget, Budgeting for Results. Desired outcomes include (i) increase employment and attract, retain and grow businesses, (ii) improve infrastructure and create safer communities, (iii) support basic functions of government and (iv) strengthen cultural and environmental vitality.

Increase Employment and Attract, Retain and Grow Businesses

The greatest value that the Illinois Tollway provides the communities it serves is access. Mobility is the lifeblood of new economic activity for communities fueling development, transport of goods and services and job growth. The Tollway is committed to investing in roadway infrastructure, technical assistance and workforce development that supports communities, businesses and workers by creating

jobs and stimulating the local and state economies. The 2023 Budget includes:

- $615.3 million to continue with construction, design, utility and right-of-way activities to support planned reconstruction and congestion relief for the Central Tri-State Tollway (I-294).

- $506.3 million to continue design and advance work for the new I-490 Tollway, construction of new interchanges connecting with the Jane Addams Memorial Tollway (I-90) and the Central Tri-State Tollway (I-294) and for construction of portions of the new I-490/Illinois Route 390 Interchange providing western access into O'Hare International Airport.

- $4.6 million to support the Tollway's workforce development and Diversity program to strengthen the capacity for underemployed workers and certified disadvantaged, minority- and women-owned business enterprise (D/M/WBE) firms, and small and veteran-owned businesses interested in competing for contracts with the Tollway.

Improve Infrastructure and Create Safer Communities

The Illinois Tollway is dedicated to providing and promoting a safe and efficient system of highways while ensuring the highest possible level of service to customers. The Tollway is investing in infrastructure, technology and services that help improve quality of life by saving drivers time and money and promoting safe travel. Examples of new enhancements for 2023 include:

- $314.8 million for ongoing bridge, pavement, facilities and fleet maintenance along with infrastructure and safety improvements on the existing Tollway system.

- $45.1 million to fund the operations of the Illinois State Police District 15 and Security and Safety functions. ISP is assigned to patrol the Illinois Tollway System across 12 counties in Northern Illinois and provide comprehensive law enforcement services. The Security and Safety Department manages the OSHA related and other training requirements at the Tollway.

Support Basic Functions of Government

The Illinois Tollway continues to work to find new ways to increase transparency and accountability to its customers and the communities it serves. Operating more like a business than a government agency, the Tollway relies on toll revenue to fund operations, so the agency has adopted a customer-driven approach and is committed to understanding customers' needs and expectations. By developing technology and systems we are able to better support the needs of employees and customers by enabling efficient access to data and resources. Examples included in the 2023 Budget include:

- $20.4 million in support of new technology to enable the Tollway to maximize resources and manage its business functions more efficiently and effectively.

- $134.1 million to support customer service and enhancements systemwide for the Tollway's tolling operations and business systems.

- Nearly $1 million to promote training, employee development and safety initiatives throughout all the agencies' departments to improve job skills and enhance performance.

Strengthen Cultural and Environmental Vitality

The 2023 Budget makes investments to make the Tollway more resilient to changes in the environment and preserve our natural, historic and cultural resources to make Illinois a more attractive place for people to visit, live and work. Examples of investments planned for 2023 include:

- $22.4 million to continue improvements to Tollway facilities systemwide in compliance with Leadership in Energy and Environmental Design (LEED) certified building standards, including continued construction of a new Hoffman Estates (M-5) maintenance site on the Jane Addams Memorial Tollway (I-90)

- $1.7 million to expand use of salt brine associated with winter snow and ice operations. The utilization of salt brine provides a safe and efficient alternative over the strict use of rock salt during snow and ice events.

- $4.4 million to support planting trees, shrubs and other native plants as part of Tollway's Landscape Master Plan.

Conclusion

The Illinois Tollway's Budget for 2023 maintains the agency's commitment to investments in people that enhance customer service and driver safety and continue to build a diverse workforce and pool of qualified businesses ensuring opportunities for minorities, women and veterans. With a balanced budget that includes $426.5 million for maintenance and operations and $1.47 billion for the capital program, the Tollway will have resources essential to continue implementation of the *Move Illinois* Program providing congestion relief and improved regional mobility critical to economic growth throughout the region.

PLACEHOLDER FOR ORG CHART

EXHIBIT 1

THE ILLINOIS TOLLWAY

The Illinois legislature created The Illinois State Toll Highway Commission in 1953. On April 1, 1968, all duties, obligations, functions and powers of The Illinois State Toll Highway Commission, together with all property, rights, privileges, interest and any and all other assets of the Commission, were transferred to The Illinois State Toll Highway Authority ("Tollway"), which, as set forth in the Toll Highway Act ("Act"), is an instrumentality and administrative agency of the State of Illinois. The Tollway is charged with providing for the construction, operation, regulation and maintenance of a system of toll highways within the State of Illinois. The Tollway is vested with all powers necessary and appropriate to enable it to carry out these purposes, including the authority to issue revenue bonds for the purposes, among others, of financing expansions of the Tollway system and reconstructing and improving the Tollway system. The Tollway also is authorized to issue refunding bonds for the purpose of refunding any bonds of the agency then outstanding at maturity or on any redemption date.

Further, the Tollway is authorized to enter into contracts to: acquire, own, use, lease, operate and dispose of personal and real property, including rights-of-way, franchises and easements; establish and amend resolutions, by-laws, rules and regulations; to fix and revise tolls; acquire, construct, relocate, operate, regulate and maintain the Tollway system; exercise the power of eminent domain; and contract for services and supplies, including services and supplies for the various customer service areas on the Tollway system.

BOARD OF DIRECTORS

The Tollway is governed by an 11-member Board of Directors that includes the Governor of Illinois, *ex officio*, and the Secretary of the Illinois Department of Transportation, *ex officio*. Nine directors are appointed by the Governor, with the advice and consent of the Illinois Senate, from the State at large with a goal of maximizing representation from the areas served by the Tollway system. No more than five directors may be from the same political party. Of the directors appointed by the Governor, one is appointed by the Governor as Chair of the Tollway Board of Directors. The current Chair, Dorothy Abreu, was initially appointed by Governor JB Pritzker as a Director and Chair of the Tollway on February 18, 2022.

Name	Initial Appointment	Expiration of Current Term
Governor JB Pritzker, ex officio	N/A	N/A
Secretary of Transportation Omer Osman, ex officio	N/A	N/A
Dorothy Abreu, Chair	February 18, 2022	March 1, 2025
James Connolly	February 28, 2019	March 1, 2023
Alice Gallagher	February 28, 2019	March 1, 2025
Jacqueline Gomez Fuentes	February 1, 2021	February 28, 2023
Karen McConnaughay	February 28, 2019	March 1, 2025
Scott Paddock	February 28, 2019	March 1, 2025
Gary Perinar	February 28, 2019	March 1, 2025
James Sweeney	February 28, 2019	March 1, 2023
Vacancy		March 1, 2023

EXHIBIT 2

ORGANIZATIONAL STRUCTURE

The Tollway's organizational structure consists of 17 departments: Administration, Business Systems, Communications, Diversity and Strategic Development, Engineering, Executive Office and Directors, Facilities and Fleet, Finance, Illinois State Police District 15, Information Technology, Internal Audit, Legal, Office of the Inspector General, Operations, Planning, Procurement and Security and Safety. The Chair of the Board is the Chief Executive Officer of the Tollway and exercises general supervision over all powers, duties, obligations and functions of the agency. The Executive Director manages the day-to-day operations of the Tollway. The Commander of Illinois State Police District 15 reports to the superintendent of the State Police and also to the Tollway's Chair and Chief Executive Officer, and the Tollway's General Counsel reports to the Attorney General of the State of Illinois and the Tollway's Chair and Chief Executive Officer.

The **Administration** Department is responsible for the development and implementation of administrative policies and procedures and employee compliance.

The Department of **Business Systems** is responsible for overseeing the electronic tolling system, collecting toll revenue and assessing and collecting invoicing fees and managing the collection of fines and penalties from toll violators.

The **Communications** Department is responsible for external and internal communications between the Tollway and its constituents, including customers, news media, elected and appointed officials, the general public and employees.

The **Diversity and Strategic Development** Department is responsible for promoting, developing and implementing a comprehensive diversity program on behalf of the Tollway to ensure inclusion and equal opportunity for small and veteran-owned businesses and disadvantaged, minority- and women-owned business enterprise (D/M/WBE) firms in construction and engineering contracts and the supply of other goods and services.

The **Engineering** Department is responsible for the design, construction and maintenance of the Tollway System, which includes coordination and implementation of the *Move Illinois* capital program, the inspection and maintenance of Tollway infrastructure, and 24x7x365 monitoring of traffic operations, roadway maintenance, and incident management to ensure safe and efficient travel for Tollway customers.

The **Facilities and Fleet** Department is responsible for maintenance and repairs at 186 Tollway facilities and the service and repair of approximately 1,700 vehicles and operating equipment. The department also provides support services that include the warehousing and delivery of goods and materials, mail delivery, IT wiring and equipment installations at facilities, communication tower maintenance and repair, and the installation and repair of communication radio equipment in all Illinois State Police District 15 and Tollway vehicles.

The **Executive Office and Directors** manage Tollway affairs consistent with the Toll Highway Act.

The **Finance** Department is responsible for general accounting, budgeting, treasury functions, financial reporting, accounts payable, toll revenue audit, payroll, risk management and debt management. In addition, the Finance Department manages certain Tollway investments.

Illinois State Police District 15 is one of 21 districts of the Illinois State Police, and it is responsible for providing comprehensive law enforcement services across the entire Tollway system. Officers assigned to District 15 patrol the Tollway System to enforce speed limits and traffic laws, assist disabled motorists and provide special details for specific operations, such as overweight vehicle enforcement.

The **Information Technology** Department is responsible for planning, directing, controlling and securing information technologies and telecommunications throughout the Tollway.

The **Internal Audit** Department recommends policies and procedures to ensure that Tollway Board members, employees, contractors and/or vendors adhere to state and federal laws and internal rules and regulations.

The **Legal** Department is a bureau of the Office of the Attorney General of the State of Illinois and is, by law, the Tollway's legal advisor. The Legal Department handles all of the Tollway's legal matters. In addition, it examines and approves all Tollway contracts, leases, bonds and other undertakings or obligations, as to form and constitutionality, prior to their execution and delivery.

The **Office of the Inspector General** is responsible for investigating allegations of waste, fraud, abuse, corruption, misconduct and mismanagement in the day-to-day operations of the Tollway.

The **Operations** Department is responsible for providing the necessary resources and services to maintain tolling operations, as well as all aspects of public tolling and the associated support services through direct and indirect contact with the I-PASS Customer Service Center, oases, call center services, online inquiries and U.S. mail.

The **Planning** Department is responsible for strategic programming and planning, intergovernmental agreements, environmental and landscaping, legislation and policy, community relations, property management, geographic information system and geometrics.

The **Procurement** Department is responsible for agencywide procurement for all goods, services, construction, and all professional services including engineering and design. In addition, the Procurement Department ensures that all contracts are in compliance with stated goals, deliverables and obligations.

The **Security and Safety** Department is responsible for providing a secure and safe work environment for Tollway employees and protecting both employees and Tollway facilities from threats, including natural, human-made, external and internal, while at the workplace. Additionally, the Security and Safety Department provides employees with comprehensive subject-matter training.

THE TOLLWAY SYSTEM

The Tollway system presently consists of approximately 294 miles of limited-access highway in 12 counties in Northern Illinois and is an integral part of the expressway system in Northern Illinois and the U.S. 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 areas surrounding Chicago expanded throughout the 1960s and 1970s, the Tollway system evolved into primarily a commuter travel system, serving suburban Chicago and O'Hare International Airport. At the present time, the five roadways that compose the Tollway system (see "Routes") serve, among other areas, suburban Cook County and the Chicago-area collar counties, which together represent one of the fastest-growing areas in Illinois in terms of population and employment.

ROUTES

The Tollway system is currently made up of five tollways: the Jane Addams Memorial (I-90), the Tri-State (I-94/I-294/I-80), the Veterans Memorial (I-355), the Reagan Memorial (I-88) and the Illinois Route 390 Tollways.

The Jane Addams Memorial Tollway (I-90), constituting a portion of Interstate 90, is a 76-mile roadway. The Jane Addams Memorial Tollway begins east of the intersection of the Kennedy Expressway from downtown Chicago and the Tri-State Tollway in the vicinity of O'Hare International Airport and extends to the west, crossing the Fox River just north of Elgin, Illinois. From there, it runs northwesterly to Rockford, Illinois, and then northerly to a point near the Illinois-Wisconsin border, where it feeds into the Wisconsin portion of I-90 leading to Madison, Wisconsin.

The Tri-State Tollway (I-94/I-294/I-80), constituting portions of Interstates 94, 294 and 80 and including the 5-mile Edens Spur, is an 84-mile beltway around the Chicago metropolitan area. It extends from a point near the Indiana state line where it intersects with the Bishop Ford Freeway and the Kingery Expressway to a point near the Illinois-Wisconsin border, where it connects with U.S. Route 41 and I-94 from Milwaukee. The Tri-State also connects with the Reagan Memorial Tollway (I-88), the Eisenhower Expressway, the Jane Addams Memorial Tollway (I-90), the Kennedy Expressway (I-90/I-94) and the Stevenson Expressway (I-55). From its southern terminus, the Tri-State Tollway has a direct connection to the Indiana Toll Road via the Kingery Expressway and I-80. The Tri-State Tollway is the most traveled Tollway in the system, accounting for approximately 40 percent of the Tollway system's volume.

The Veterans Memorial Tollway (I-355) is a 30-mile highway generally paralleling Illinois Route 53 in DuPage and Will counties between approximately the intersection of Army Trail Road and I-290 in Addison on the north and I-80 near Joliet on the south. The Veterans Memorial Tollway opened in December 1989. On November 12, 2007, a 12.5-mile south extension of the Veterans Memorial Tollway through Will County from I-55 to I-80 opened, increasing the length of the Veterans Memorial Tollway to 30 miles.

The Reagan Memorial Tollway (I-88), constituting a portion of Interstate 88 covers 96.5 miles and begins east of the junction of the Tri-State Tollway (I-294) and the Eisenhower Expressway and runs west, ending at U.S. Route 30 in the Sterling/Rock Falls area. From U.S. Route 30, I-88 is a toll-free facility connecting to I-80 and the Quad Cities.

The Illinois Route 390 Tollway, tolling of the initial 6.5-mile segment of Illinois Route 390 from U.S. Route 20 (Lake Street) to I-290 began in July 2016 and tolling on the 3.5-mile segment from I-290 to Illinois Route 83 began on November 1, 2017. Remaining construction includes the interchange that will connect the Illinois Route 390 Tollway to a new I-490 Tollway to be constructed around the western border of O'Hare International Airport linking the Jane Addams Memorial Tollway (I-90) and the Tri-State Tollway (I-294).

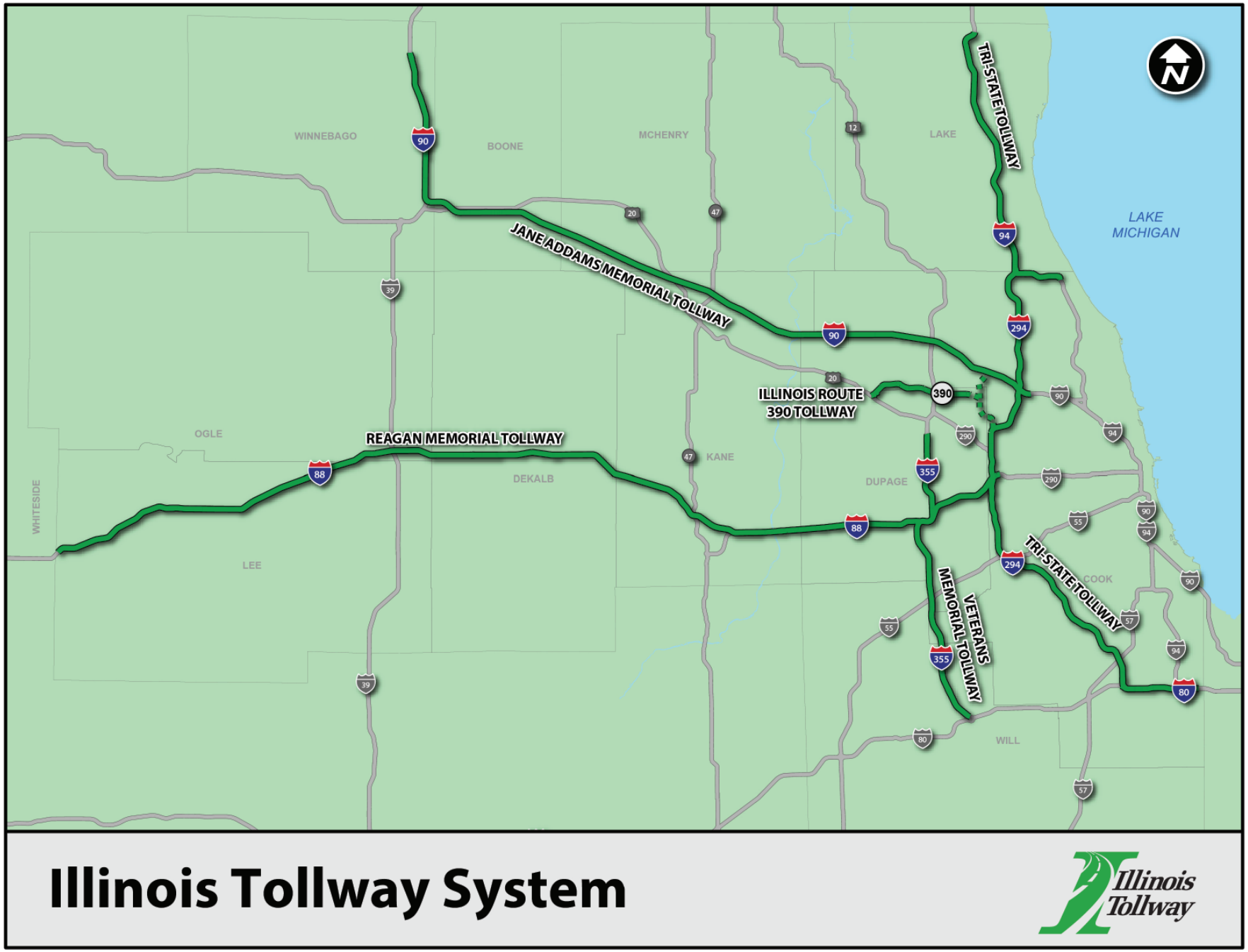

WINNEBAGO
BOONE
MCHENRY
LAKE
LAKE MICHIGAN
JANE ADDAMS MEMORIAL TOLLWAY
TRI-STATE TOLLWAY
ILLINOIS ROUTE 390 TOLLWAY
REAGAN MEMORIAL TOLLWAY
OGLE
WHITESIDE
LEE
DEKALB
KANE
DUPAGE
COOK
WILL
VETERANS MEMORIAL TOLLWAY
Illinois Tollway System
Illinois Tollway

EXHIBIT 3

REVENUE SOURCES AND UNDERLYING ASSUMPTIONS

The Illinois Tollway is an instrumentality and administrative agency of the State of Illinois. The Tollway is not an annually appropriated agency; it is self-supporting from revenues derived from operations and proceeds from the issuance of revenue bonds. These funds are used to support maintenance and operations, debt service and reconstruction of and improvements to the Tollway system.

REVENUES

For budgetary purposes, the Tollway classifies revenues into three categories: toll revenues and evasion recovery; investment income; and concessions and miscellaneous. Revenues generated from toll collection and evasion recovery include tolls, invoicing fees, and fines and fees collected through the violation enforcement system.

On November 20, 2008, the Tollway Board of Directors approved, and affirmed on August 25, 2011 in support of the Move Illinois Program, a 60% increase to commercial vehicle toll rates, phased in over the period 2015 – 2017, and an annual commercial vehicle toll rate adjustment effective on January 1, 2018 and each January 1 thereafter. The annual adjustment effective on each of January 1, 2018 – 2022 was based on the percentage change in the Consumer Price Index for all Urban Consumers ("CPI-U") over the 12 months ending on June 30 of the previous year. On September 15, 2022, the Tollway Board of Directors approved a change to this calculation methodology to one based on the annualized percentage change in the CPI-U over the 3 years ending on June 30 of the previous year. Commercial vehicle toll revenues included in this budget book are inclusive of this change.

2023 budgeted revenue of $1,549 million is 1.5 percent above the 2022 estimate and 3.9 percent above the 2022 budget.

The sum of toll revenues and evasion recovery is estimated to total $1,483 million in 2022 and projected to total $1,519 million in 2023. Of these amounts, the evasion recovery portion is estimated at $144 million in 2022 and $153 million in 2023. Investment income is projected at $10 million in 2022 and $20 million in 2023. Concessions/miscellaneous is estimated at $33 million in 2022 and $10 million in 2023.

SOURCES OF REVENUES ($ MILLIONS)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Forecast	FY 2023 Budget
Toll Revenues and Evasion Recovery	$1,462	$1,242	$1,439	$1,477	$1,483	$1,519
Investment Income	39	14	2	3	10	20
Concessions and Miscellaneous Revenues	9	27	22	11	33*	10
Revenues Total	**$1,510**	**$1,283**	**$1,464**	**$1,491**	**$1,526**	**$1,549**

Totals may not add due to rounding.
**Includes proceeds from the one time sale of property of $18.7 million.*

EXHIBIT 4

COVID-19 IMPACT

The COVID-19 pandemic and response were the primary causes of the significant decline in toll revenues from 2019 to 2020. Toll revenues, inclusive of evasion recovery, is budgeted to recover to $1.519 billion in 2023, or 104 percent of the pre-pandemic 2019 amount. The actual extent of continued recovery from the impacts of COVID-19 is uncertain.

TOLL REVENUE ESTIMATES

Revenues are defined per the Amended and Restated Trust Indenture as (i) all tolls, fees, charges, rents and other income and receipts derived from the operation of the Tollway system, (ii) proceeds of any use and occupancy insurance relating to the Tollway system and of any other insurance that insures against loss of revenues, (iii) investment income from any moneys or securities held in funds, accounts or sub- accounts established under the Indenture other than the Construction Fund and (iv) amounts transferred from the Construction Fund to the Revenue Fund and transfers to the Trustee by the Tollway from the System Reserve Account. Revenues exclude state and federal grants and appropriations, loan proceeds, gifts or donations of any kind, transfers, if any, to the Tollway as permitted under any Escrow Agreement and receipts not related to the Tollway's performance of its obligations under the Indenture or to the operations of the Tollway system. Revenue estimates and budgets include a video tolling fee approved by the Board in 2017 and effective February 1, 2018, and the impacts of certain Tolling 2020 reforms implemented June 2020.

In October of each year, the Illinois Tollway's independent traffic engineer, CDM Smith, provides expected toll revenue estimates for the budget process. An estimate is provided for the current year by using actual data for the first eight months and estimates for the last four months of the year. A month-by-month estimate of toll revenues for the following year is also provided.

Short-term forecasts are based on several key variables. Initially, CDM Smith reviews recent trends in the context of historical averages. This includes a review of actual transaction trends by plaza, direction, month, vehicle classification and payment type. Any variation from the prevailing trends is noted and, where possible, attributed to a particular event or ongoing condition. This includes analysis of factors such as construction both on and off of the Tollway system, weather-related events, land-use developments and any other externality that may have impacted recent performance. By understanding when and where these variances occur, CDM Smith can better estimate how similar events may have an impact on Tollway performance in the future.

Following a thorough review of recent performance, factors that will affect transactions in the coming months and following year are considered. Information addressing scheduled construction, both on and off the system; system improvements, including added capacity or new interchanges; planned developments; and near-term economic trends are analyzed for potential impacts on transactions and toll revenues. A combination of observed historical transaction trends and factors that will affect future transactions are used to make monthly transaction estimates by plaza, direction, month, vehicle classification and payment type.

Once the monthly transaction estimates are finalized, they are converted into expected toll revenue estimates at each plaza by applying the corresponding toll rate to the number of transactions in each transaction category. The revenue estimates for the year are the sum of all the monthly revenues by plaza. CDM Smith has estimated $1,531.2 million expected toll revenues in 2022 and $1,570.1 million for 2023. Estimates are expected revenues and do not include the effects of overpayments, underpayments or toll evasion. Please refer to CDM Smith's Toll Revenue Certificate in the appendix for more information.

ADJUSTMENTS TO TOLL REVENUE ESTIMATES

The expected revenues provided by the Tollway's independent traffic engineer represent the revenues that would be collected if every vehicle paid the published toll based on vehicle class, time of day and payment type. Expected revenues do not account for overpayments, underpayments, exemptions or revenues lost due to toll avoidance.

INVOICING AND EVASION RECOVERY

Expected revenues provided by the traffic engineer do not account for the fees collected from invoicing or fines collected from violations through the toll violation enforcement process. Amounts of revenues reported in the Tollway's annual budget, quarterly statements and annual financial reports include proceeds from invoicing and toll violation enforcement.

In June 2020, as part of Tolling 2020 reforms, the Tollway began a program for invoicing customers for unpaid tolls that are not paid within 14 days. Invoicing seeks to recover such tolls plus a small fee per each toll transaction, ranging from $3 for passenger vehicles to $15 for large commercial vehicles. Lower fees apply to Illinois Route 390 Tollway transactions.

Public Act 94-0636 allows the Tollway to implement a toll violation enforcement system (VES) to pursue violators. Using VES, the Tollway captures images of the license plates of vehicles that pass through without paying the full toll either by I-PASS or cash. This system takes multiple images of vehicles' license plates when nonpayment or underpayment occurs. Customers that do not pay missed tolls and related fees pursuant to the afore-mentioned invoicing process become subject to a $20 fine and the cash toll for each unpaid toll. If a $20 fine notice is ignored, continued nonpayment can lead to suspension of license plate registration. A lower fine of $10 for the fine notice is issued to violators on the Illinois Route 390 Tollway.

OTHER INCOME:

Investment Income

Investment income represents gains and losses on sales of investments, as well as interest income on Tollway funds, I-PASS cash escrow accounts and accounts held by the Bond Trustee.

Concessions and Miscellaneous Revenues

Concessions revenues are generated from Tollway oases, where third-party vendors provide fuel, food and other conveniences to Tollway customers. Miscellaneous income includes revenues from Highway Emergency Lane Patrol (H.E.L.P.) truck sponsorship, overweight truck fines, rental and easement income, tower co-location fees, rental income, fiber-optic lines, transponder fees, insufficient I-PASS fees, finance charges, scrap material sales and other miscellaneous receipts.

PAGE INTENTIONALLY LEFT BLANK

FUND AND ACCOUNT DESCRIPTIONS

The Amended and Restated Trust Indenture effective March 31, 1999, (the "Indenture") is an agreement between the Tollway and Trustee (as fiduciary for bondholders) that pledges the Tollway's Net Revenues and amounts on deposit in certain funds and accounts to secure payment on senior bonds issued by the Tollway. The Indenture establishes two funds, the Revenue Fund and Construction Fund. Revenues are deposited to the Revenue Fund, and net bond proceeds (other than proceeds of bonds issued for refinancing purposes) and any investment earnings thereon are deposited to the Construction Fund.

REVENUE FUND

Within the Revenue Fund, the Indenture establishes the following accounts: Maintenance and Operations, Debt Service, Debt Reserve, Junior Bond (none currently), Termination Payment, Renewal and Replacement, Improvement, and System Reserve. There are sub-accounts within each of the Maintenance and Operations Account and Debt Service Account.

In accordance with the Indenture, the Tollway delivers all revenues (other than investment income) within five business days to the Treasurer of the state of Illinois (the "Treasurer") for deposit in the Revenue Fund with one or more depositaries selected by the Treasurer. On or before the 20th day of each month, the Treasurer, at the direction of the Tollway, transfers or applies the balance in the Revenue Fund not previously transferred or applied in the following order of priority:

- First, to the Operating Sub-Account of the Maintenance and Operations Account;
- Second, to the Operating Reserve Sub-Account of the Maintenance and Operations Account;
- Third, to the Interest Sub-Account, Principal Sub-Account, and Redemption Sub-Account Payment, in that order of priority, of the Debt Service Account;
- Fourth, to the Provider Payment Sub-Account of the Debt Service Account;
- Fifth, to the Debt Reserve Account;
- Sixth, to any Junior Bond Accounts (if any);
- Seventh, to the Termination Payment Account;
- Eighth, to the Renewal and Replacement Account;
- Ninth, to the Improvement Account; and
- Tenth, to the System Reserve Account.

Overview of Flow of Funds

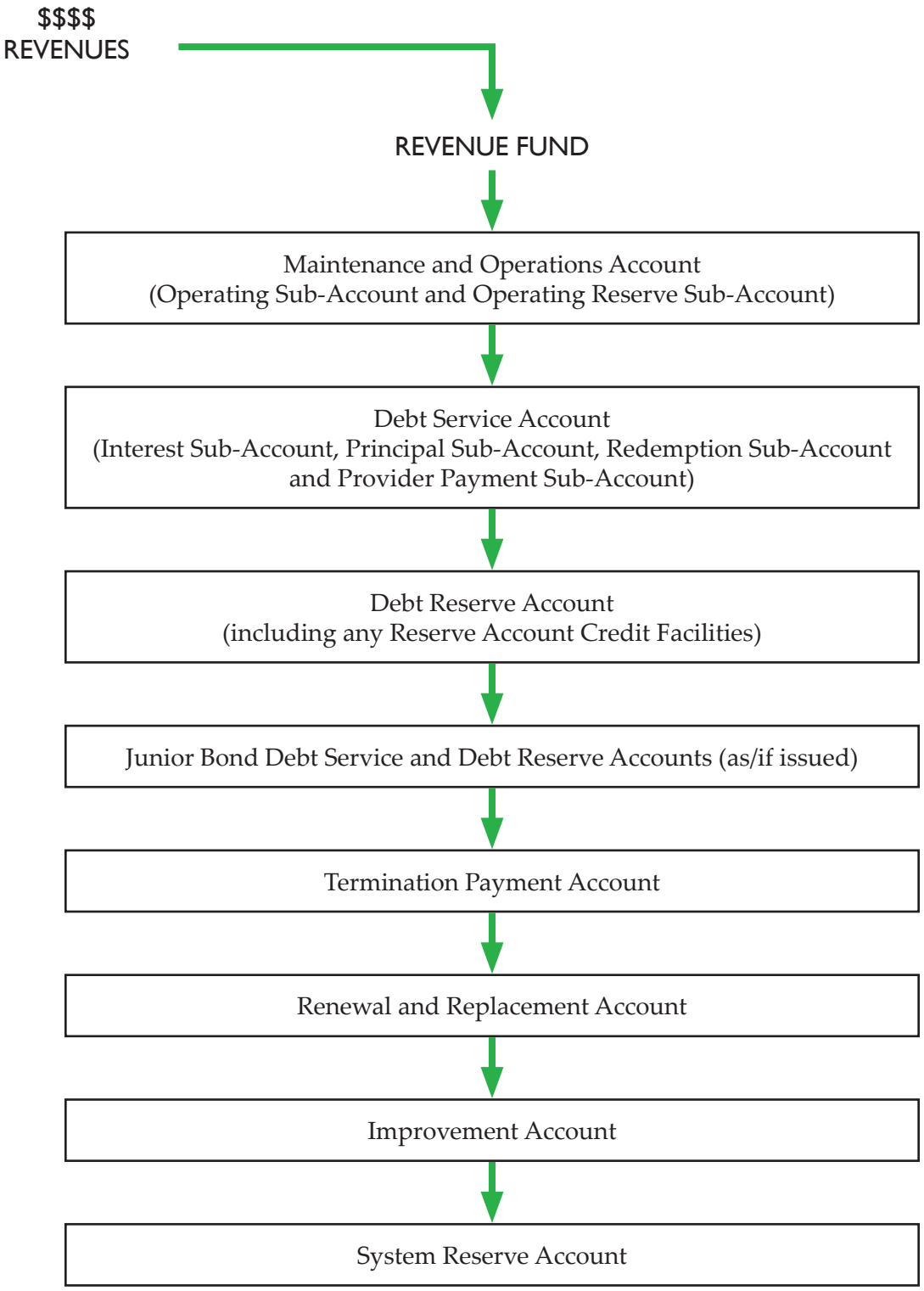


EXHIBIT 5

MAINTENANCE AND OPERATIONS ACCOUNT

The Maintenance and Operations Account consists of the Operating Sub-Account and the Operating Reserve Sub-Account.

Revenues are allocated to the Operating Sub-Account to cover operating expenses budgeted for the current fiscal year. One-twelfth of budgeted operating expenses are allocated to the Operating Sub-Account each month, to be applied to operating expenses at the direction of the Tollway.

Revenues are next allocated to the Operating Reserve Sub-Account in an amount, if any, specified by the Tollway, provided that this account's balance may not exceed 30 percent of the current fiscal year's budget for operating expenses. Monies allocated to the Operating Reserve Sub-Account provide a reserve to be withdrawn if monies allocated to the Operating Sub-Account are insufficient to pay operating expenses. If the Tollway determines that the amount in the Operating Reserve Sub-Account exceeds the amount deemed necessary, the excess will be applied as revenues.

DEBT SERVICE ACCOUNT, DEBT RESERVE ACCOUNT AND TERMINATION PAYMENT ACCOUNT

The Debt Service Account, established for the Tollway's senior bonds and required to be held by the Trustee, consists of the Interest Sub-Account, the Principal Sub-Account, the Redemption Sub-Account and the Provider Payment Sub-Account. After each month's allocation of revenues to the Operating Sub-Account and, if applicable, the Operating Reserve Sub-Account, revenues are next deposited to the Debt Service Account to cover senior bonds' interest, principal, sinking fund installments and costs/ reimbursements, except for termination costs of credit enhancements or qualified hedge agreements for senior bonds.

Revenues are next deposited to the Debt Reserve Account as/if necessary to meet the senior bonds' debt reserve requirement (maximum annual debt service) and to make any required reimbursements to providers of Reserve Account Credit Facilities.

Revenues are next deposited, as/if applicable, to any debt service or debt reserve requirements of junior bonds. To date the Tollway has never issued junior bonds.

Revenues are next deposited to the Termination Payment Account, established in the seventh supplemental Indenture dated as of June 1, 2005, as/if necessary to pay costs of terminating credit enhancement or qualified hedge agreements.

RENEWAL AND REPLACEMENT ACCOUNT

Revenues are next allocated to the Renewal and Replacement Account in an amount as set forth in the annual budget and based on the recommendation of the Consulting Engineer.

IMPROVEMENT ACCOUNT

At the direction of the Tollway, amounts are then applied to the Improvement Account for allocation to Improvement projects until the balance in the Account is equal to the Improvement Requirement.

SYSTEM RESERVE ACCOUNT

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 for any other lawful Tollway purpose.

CONSTRUCTION FUND

The Construction Fund is held as a separate segregated fund. The Construction Fund receives funds from the sale of bonds and the investment of bond proceeds. No toll revenues are deposited in this fund unless via transfer from the System Reserve Account. The treasurer may deposit any such separate, segregated accounts within the Construction Fund with the bond trustee, pursuant to the provisions of a Supplemental Indenture.

Fiscal Year 2021-2023
Statement of Revenues/Expenditures/Transfers and Changes in Accounts and Fund Balances
($ millions)

ACCOUNTS/ FUNDS	2021 Actual	2022 Estimate	2023 Budget	2022 to 2023 % Change
Maintenance and Operations Account (1)				
Beginning Balance	**$34.4**	**$35.4**	**$27.4**	
Transfers from Revenue Fund to Operating Sub-Account	372.1	402.9	426.5	
Expenditures	(371.1)	(410.9)	(426.5)	
Ending Balance (1)	**$35.4**	**$27.4**	**$27.4**	**0.0%**
Debt Service Account				
Beginning Balance	**$53.2**	**$59.1**	**$50.7**	
Transfers from Revenue Fund (2)	456.1	475.9	516.9	
Earned Federal Subsidy Build America Bonds	13.6	13.6	13.6	
Bonds Retired	(136.5)	(145.4)	(45.9)	
Interest Expense	(327.3)	(352.3)	(374.4)	
Other Financing Costs (3)	(0.0)	(0.1)	(0.1)	
Ending Balance	**$59.1**	**$50.7**	**$160.8**	**217.0%**
Renewal and Replacement Account				
Beginning Balance	**$185.1**	**$149.2**	**$156.0**	
Transfers from Revenue Fund (2)	228.0	288.0	276.0	
Expenditures (4)	(263.9)	(281.2)	(328.8)	
Ending Balance	**$149.2**	**$156.0**	**$103.2**	**(33.9%)**
Improvement Account				
Beginning Balance	**$598.8**	**$695.4**	**$459.8**	
Transfers from Revenue Fund (2)	396.7	359.3	329.7	
Transfers from Construction Fund	675.3	441.2	696.2	
Expenditures (4)	(975.4)	(1,036.0)	(1,138.5)	
Ending Balance	**$695.4**	**$459.8**	**$347.2**	**(24.5%)**
Construction Fund				
Beginning Balance	**$124.9**	**$290.6**	**$226.2**	
Bond Proceeds (5)	843.3	376.0	470.0	
Investment Income	0.0	0.7	0.0	
Transfers to Improvement Account	(677.6)	(441.2)	(696.2)	
Ending Balance	**$290.6**	**$226.2**	**$0.0**	**0.0%**

(1) The balance in the Maintenance and Operations Account includes $27.4 million in operating reserves.
(2) Transfers in 2021 include allocations of investment income.
(3) Other Financing Costs include bond-related costs other than debt service, costs related to refundings and accounting adjustments.
(4) 2021 expenditures and 2022 estimated expenditures reflect cost recoveries of ($18.4) million and ($7.2) million, respectively, pursuant to intergovernmental agreements (IGA).
(5) Bond Proceeds are net of issuance costs and Debt Reserve Account deposits.
Totals may not add due to rounding.

EXHIBIT 6

PAGE INTENTIONALLY LEFT BLANK

BUDGET SUMMARIES

FISCAL YEAR 2023 BUDGETED REVENUES AND EXPENDITURES

The Illinois Tollway is a self-supporting entity depending on revenue derived from Tollway operations for its support. Unlike other state of Illinois agencies whose budgets are appropriated and approved by the state legislature, the Tollway receives no appropriations from the state of Illinois and the annual budget is approved by the Tollway Board of Directors.

Capital program costs are funded through allocations of current revenue, monies on deposit in the Renewal and Replacement Account and the Improvement Account and proceeds from the sale of bonds.

Revenues		
Toll Revenue and Evasion Recovery	$1,519 million	Collections via cash, I-PASS or recovery of violation payments
Investment Income	$20 million	Interest income on Tollway funds and I-PASS cash escrow accounts
Concessions and Miscellaneous	$10 million	Revenue from overweight trucks, fines, rental of assets for fiber optics, license fees, oases, fuel, food and retail sales
Total Revenues	**$1,549 million**	
Operating Expenses and Debt Service		
Maintenance and Operations	$427 million	Related to toll collections, roadway maintenance, traffic control, safety, insurance and administration
Debt Service Transfers	$517 million	Principal and interest payments and other financing costs
Total Operating and Debt Service Expenditures	**$943 million**	
Capital Program Expenditures	**$1,467 million**	Capital expenditures for systemwide maintenance, reconstruction and expansion

EXHIBIT 7

Sources of Revenue
FY 2022 – FY 2023
($ millions)

	FY 2022 Budget	FY 2022 Forecast	FY 2023 Budget
Toll Revenues and Evasion Recovery	$1,477	$1,483	$1,519
Investment Income	3	10	20
Concessions and Miscellaneous Revenues	11	33	10
Revenues Total	**$1,491**	**$1,526**	**$1,549**

Totals may not add due to rounding.

EXHIBIT 8

Projected Sources of Revenues
Fiscal Year 2023
$1,549 Million

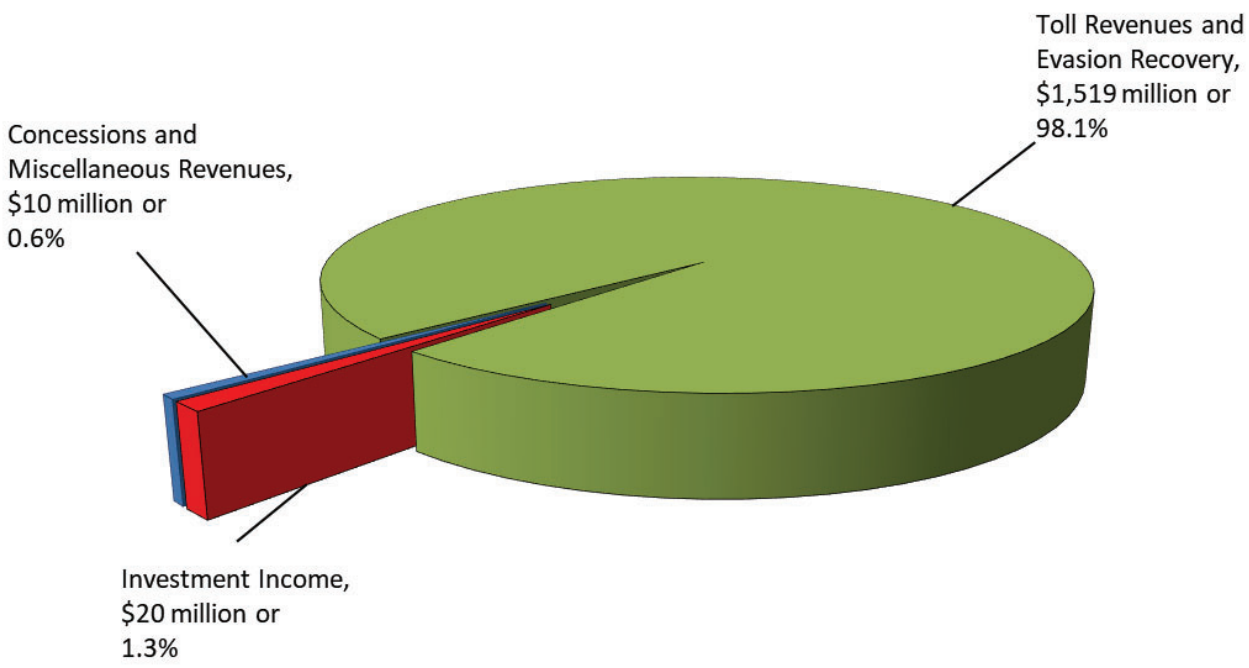


EXHIBIT 9

Allocations of Revenue
FY 2022 – FY 2023
($ millions)

	FY 2022 Budget	FY 2022 Forecast	FY 2023 Budget
Maintenance and Operations	$411	$402	$427
Debt Service Transfers	486	476	517
Deposits to Renewal and Replacement and Improvement	594	648	606
Allocations Total	**$1,491**	**$1,526**	**$1,549**

Totals may not add due to rounding.

Renewal and Replacement and Improvement are Capital Accounts used for preservation, rehabilitation, construction, reconstruction or extension of the system and investment in equipment.

EXHIBIT 10

Projected Allocations of Revenue
Fiscal Year 2023
$1,549 Million

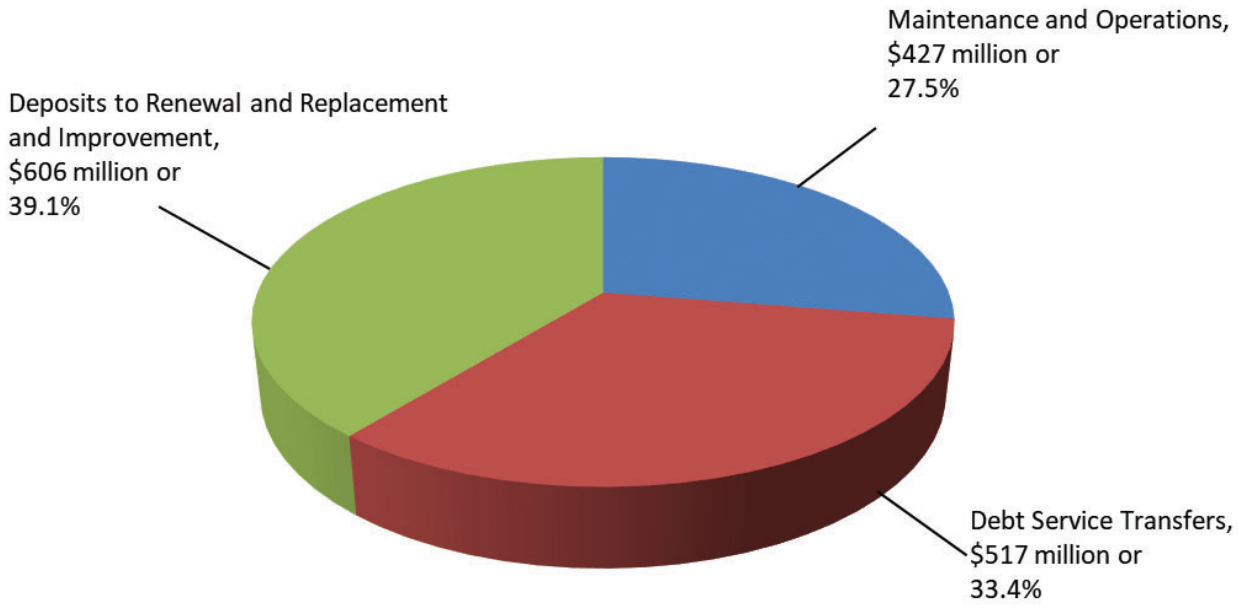


EXHIBIT 11

Projected Capital Program Expenditures
Fiscal Year 2023
$1,467 Million

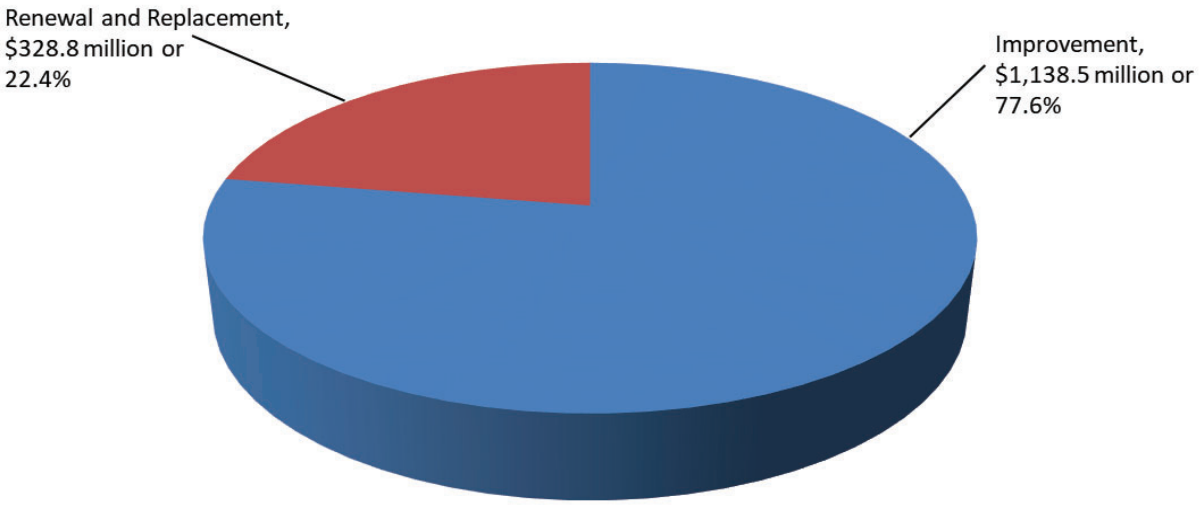


EXHIBIT 12

Capital Program costs are funded through allocations of current revenue, monies on deposit in the Renewal and Replacement account and the Improvement Account and proceeds from the sale of bonds.

MAINTENANCE AND OPERATIONS ACCOUNTS

For fiscal year 2023, Salaries and Wages increased by $4 million due to new positions added, adjustments to salaries and wages, and anticipated turnover.

Retirement cost decreased by $750 thousand due to the State Employees Retirement System (SERS) pension contribution rate decreasing from 55.382 percent to 52.691 percent.

Outside Services decreased by $789 thousand due efficiencies gained in other customer outreach channels.

Employee Group Insurance increased by $3.1 million due to rate increases. This includes group medical, dental, optical and life, as well as retiree health and life insurance.

Credit Card Fees and Bank Charges increased by $3.4 million to accommodate merchant card fees associated with an increase in transactions.

Office/Equipment-Maintenance increased by $4 million due to equipment support and software maintenance.

Consulting Services decreased by $3.8 million due to hiring staff qualified to broaden the department's experience and knowledge base.

Fuels and Oils increased by $3.4 million based on projected fuel usage and prices.

Operational Materials increased by $1.1 million due to increase in cost of winter materials such as salt.

Worker's Compensation Insurance decreased by $1 million to adjust the reserve fund for trends identified in the latest actuarial study.

Utilities increased $1.1 million due to an increase in rates.

By Major Account
FY 2023 Maintenance and Operations Budget

Major Account Description	2021 Actual Expenditures	2022 Budget	2023 Budget Request	$ Change from 2022 Budget	% Change from 2022 Budget
Salary and Wages	$108,293,782	$117,524,477	$121,508,815	$3,984,338	
FICA and Retirement	67,822,536	72,638,930	71,888,510	(750,420)	
Payroll Sub-Total	**$176,116,317**	**$190,163,407**	**$193,397,325**	**$3,233,918**	**1.7%**
Outside Services	41,640,558	49,506,798	48,717,341	(789,457)	
Employee Group Insurance	42,172,955	41,263,250	44,334,000	3,070,750	
Bank Charges	30,476,669	32,850,000	36,245,000	3,395,000	
Office Equipment-Maintenance	28,833,502	31,822,713	35,782,897	3,960,183	
Consulting Services	15,136,402	25,939,282	22,160,834	(3,778,448)	
Fuels and Oils	4,268,660	2,800,000	6,230,640	3,430,640	
Property Insurance	4,270,261	5,741,914	6,300,000	558,086	
Materials - Operational	4,948,168	5,147,680	6,256,600	1,108,920	
Worker's Compensation Insurance	6,691,630	7,158,000	6,154,000	(1,004,000)	
Utilities	4,506,609	4,800,000	5,900,000	1,100,000	
Contracted Maintenance Service	3,955,558	6,103,700	5,734,000	(369,700)	
Replacement Parts	4,402,891	3,146,500	3,996,000	849,500	
Telephone	2,741,754	1,635,200	2,007,110	371,910	
Supplies - Operational	511,830	988,025	1,194,300	206,275	
Employee Training	220,802	926,185	936,349	10,164	
Dues, Books and Subscriptions	140,083	502,890	564,050	61,160	
Supplies - Office	281,067	555,750	422,350	(133,400)	
Advertising and Promotion	106,655	111,200	400,440	289,240	
Uniforms and Accessories	410,375	312,380	353,630	41,250	
Postage and Express	90,198	273,450	295,675	22,225	
Travel	45,843	248,370	232,450	(15,920)	
Tools and Equipment	421,883	124,783	222,648	97,865	
Office Equipment	13,092	25,450	183,793	158,343	
Office Equipment Rentals	433,671	437,103	166,904	(270,199)	
Employment Medical Expenses	92,494	65,000	65,000	-	
Printing and Publications	2,990	51,875	57,040	5,165	
Bond Trustee	21,112	50,000	50,000	-	
Other Capital Equipment	11,978	33,400	48,100	14,700	
Building Equipment	3,302	9,800	41,204	31,404	
Diversity Programs and Outreach	400	36,000	31,000	(5,000)	
Other Expenses	8,821	39,400	23,160	(16,240)	
Other Operating Sub-Total	**$196,862,214**	**$222,706,098**	**$235,106,514**	**$12,400,416**	**5.6%**
Recovery Of Expenses	(1,933,428)	(1,996,000)	(1,996,000)	-	
AUTHORITY TOTAL	**$371,045,103**	**$410,873,506**	**$426,507,840**	**$15,634,334**	**3.8%**

EXHIBIT 13

FY 2023 Maintenance and Operations Budget
By Department
($ thousands)

Department	2021 Actual Expenditures	2022 Budget	2023 Budget Request	$ Change from 2022 Budget	% Change from 2022 Budget
Administration	4,248	6,001	5,189	(812)	(13.5%)
Business Systems	21,272	24,254	25,562	1,308	5.4%
Communications	1,314	1,455	1,690	236	16.2%
Diversity and Strategic Development	4,674	6,728	7,076	348	5.2%
Engineering	65,964	69,202	73,132	3,930	5.7%
Executive Office and Directors	2,592	2,996	3,276	280	9.3%
Facility and Fleet	37,697	40,387	44,709	4,322	15.7%
Finance	86,531	90,100	95,624	5,525	6.1%
Illinois State Police	39,078	38,414	38,615	201	0.5%
Information Technology	25,025	37,479	40,656	3,177	13.2%
Internal Audit	1,264	3,631	4,190	558	15.4%
Legal	1,674	1,991	2,147	156	7.8%
Office of the Inspector General	856	1,205	1,285	80	6.6%
Operations	72,363	78,032	73,706	(4,326)	(5.5%)
Planning	3,686	3,951	4,046	95	2.4%
Procurement	2,407	3,581	3,693	112	3.1%
Safety and Security	472	1,467	1,912	445	30.3%
Authority Total	**$371,118**	**$410,874**	**$426,508**	**$15,634**	**3.8%**

Notes:
Totals may not add due to rounding.

EXHIBIT 14

FY 2023 Maintenance and Operations Budget
By Category
($ thousands)

Category	2021 Actual Expenditures	2022 Budget	2023 Budget Request	$ Change from 2022 Budget	% Change from 2022 Budget
Salary and Wages	$108,294	$117,524	$121,509	$3,984	
FICA and Retirement	67,823	72,639	71,889	(750)	
Credit Card Fees and Bank Charges	30,477	32,850	36,245	3,395	
All Other Contractual Services	61,027	81,828	77,185	(4,643)	
Group Insurance	42,173	41,263	44,334	3,071	
Equipment/ Office Rental/ Maintenance	29,267	32,260	35,950	3,690	
All Other Insurance	10,962	12,900	12,454	(446)	
Operational Materials and Supplies	5,870	7,109	8,496	1,387	
Utilities	7,248	6,435	7,907	1,472	
Parts and Fuels	9,093	6,071	10,449	4,378	
Other Miscellaneous Expenses	817	1,990	2,086	97	
Recovery of Expenses	(1,933)	(1,996)	(1,996)	-	
Total M and O Expenditures	**$371,118**	**$410,874**	**$426,508**	**$15,634**	**3.8%**

Notes:
Totals may not add due to rounding.

EXHIBIT 15

FY 2023 Requested Headcount

Department	2020 Budget	2021 Budget	2022 Budget	2023 Request	Change From 2020 Budget
Administration	30	29	41	37	(4)
Business Systems	16	14	14	16	2
Communications	11	9	9	9	-
Diversity	8	11	12	15	3
Engineering	507	484	482	484	2
Executive and Directors	12	17	17	16	(1)
Facilities and Fleet	240	244	224	224	-
Finance	68	69	69	65	(4)
IT	31	44	73	109	36
Inspector General	8	8	9	9	-
Internal Audit	6	8	10	13	3
Legal	11	10	10	10	-
Operations	428	382	316	316	-
Planning	31	31	29	29	-
Procurement	39	51	57	57	-
Security and Safety	-	7	7	9	2
State Police (Tollway Employee's)	16	16	14	13	(1)
Total Headcount	**1,462**	**1,434**	**1,393**	**1,431**	**38**

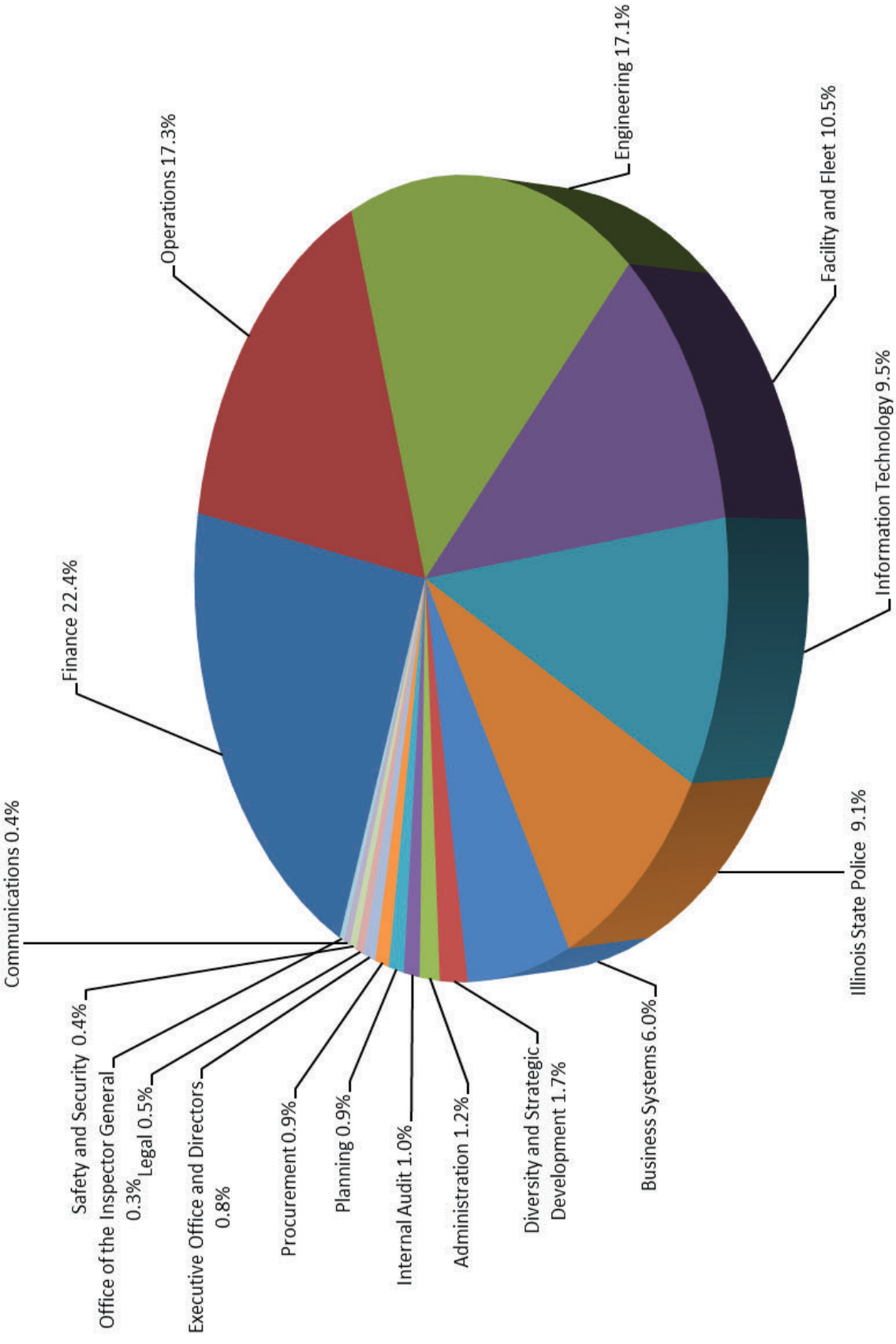
EXHIBIT 16

HEADCOUNT SUMMARY

In order to support the Tollway's goal to service customers, businesses and communities, as well as, operate an efficient system of roadways, the Tollway continues to review headcount, positions, titles and functions for each department. For the 2023 Budget, the Tollway added a total of 48 positions in the following departments; Business Systems, Diversity and Strategic Development, Engineering, Information Technology, Internal Audit, and Security and Safety. The Tollway was able to identify 10 vacant positions to eliminate while continuing to maintain efficiencies in operations. The headcount for the 2023 Budget will have a net increase of 38 positions.

EXHIBIT 17

FY 2023 Maintenance and Operations Budget
Percentage of Total Budget by Department



DEPARTMENT FUNCTIONS OVERVIEW

	2023 Budget Requested
ADMINISTRATION	**$5,188,668**
Responsible for the development and implementation of administrative policies and procedures and employee compliance.	
BUSINESS SYSTEMS	**$25,561,815**
Responsible for the operation and maintenance of the electronic tolling system hardware and software and collection of toll revenue from toll violators.	
COMMUNICATIONS	**$1,690,286**
Responsible for all external and internal communications between the Tollway and its constituents.	
DIVERSITY AND STRATEGIC DEVELOPMENT	**$7,076,210**
Responsible for promoting, developing and implementing a comprehensive diversity program.	
ENGINEERING	**$73,131,531**
Responsible for the program management, construction, and maintenance of the roadways.	
EXECUTIVE OFFICE AND DIRECTORS	**$3,276,373**
Sets policies for the organization and overall management of the Tollway.	
FACILITIES AND FLEET	**$44,709,268**
The Facilities and Fleet Department is responsible for maintenance and repairs at 186 Tollway Facilities and the service and repair of approximately 1700 vehicles and operating equipment.	
FINANCE	**$95,624,401**
Responsible for financial reporting, accounting, budgeting, accounts payable, payroll, risk management, fiscal operations, revenue toll audit and bond issuances.	
ILLINOIS STATE POLICE DISTRICT 15	**$38,614,553**
Responsible for providing comprehensive law enforcement services.	
INFORMATION TECHNOLOGY	**$40,656,183**
Responsible for planning, directing, managing and controlling all information technologies and telecommunications throughout the Tollway.	

	2023 Budget Requested
INTERNAL AUDIT	**$4,189,722**
Responsible for recommending improvements and changes that increase the economy, efficiency and effectiveness of Tollway projects and processes.	
LEGAL	**$2,146,691**
Legal advisor and attorney for the Tollway.	
OFFICE OF INSPECTOR GENERAL	**$1,285,080**
Responsible for investigating instances of waste, inefficiencies, fraud, corruption, misconduct and mismanagement of the day-to-day operations of the Tollway.	
OPERATIONS	**$73,706,090**
Responsible for providing the necessary resources and services to maintain the Tollway's operations, as well as managing the collection and counting of tolls	
PLANNING	**$4,045,736**
Responsible for strategic programming and planning, intergovernmental agreements, environmental and landscaping, legislation and policy, community relations, property management, geographic information system (GIS) and geometrics.	
PROCUREMENT	**$3,693,046**
Responsible for all purchasing and procurement issues and authorized to execute contracts and place orders for goods and services.	
SECURITY AND SAFETY	**$1,912,189**
Responsible for providing both the tollway employees and facilities with a secure and safe work environment and protecting from threats, including natural, human-made, and safety-related while at the workplace. Additionally, providing employees with comprehensive subject-matter training.	

EXHIBIT 18

ADMINISTRATION

SUMMARY

The Administration Department develops and administers policies, procedures and programs to create and shape an equitable and inclusive culture at the Tollway. By recruiting and retaining high performing talent, fostering employee engagement and development and creating a positive and productive work experience the department works to drive organizational diversity, excellence and innovation.

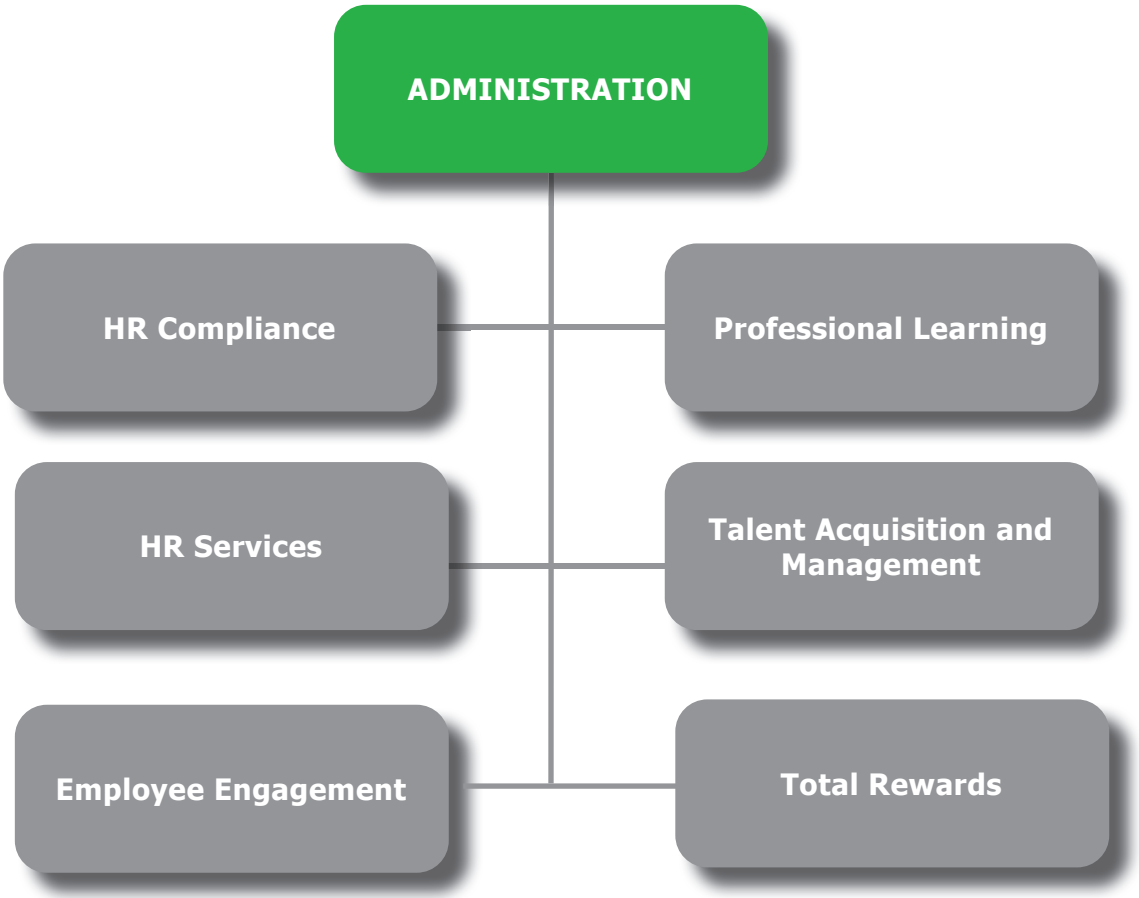


EXHIBIT 19

DEPARTMENT BUDGET

Major Account Description	2021 Actual Expenditures	2022 Budget	2023 Request	$ Change from 2022 Budget	% Change from 2022 Budget
Salary and Wages	$2,369,755	$3,390,469	$2,943,831	($446,637)	
FICA and Retirement	1,481,328	2,137,080	1,776,337	(360,743)	
Payroll Sub-Total	**$3,851,083**	**$5,527,549**	**$4,720,168**	**($807,380)**	**(14.6%)**
Outside Services	127,591	160,000	160,000	-	
Employee Training	86,407	85,000	85,000	-	
Employment Medical Expenses	92,494	65,000	65,000	-	
Advertising and Promotion	5,550	30,000	35,000	5,000	
Diversity Programs and Outreach	400	26,000	26,000	-	
Dues, Books and Subscriptions	1,357	25,000	22,000	(3,000)	
Supplies - Office	4,110	20,500	20,500	-	
Office Equipment Rentals	5,847	15,000	15,000	-	
Travel	1,204	12,500	12,500	-	
Other Expenses	200	10,000	10,000	-	
Office Equipment-Maintenance	-	10,500	7,500	(3,000)	
Postage and Express	1,183	9,500	5,500	(4,000)	
Office Equipment	-	2,500	2,500	-	
Uniforms and Accessories	-	2,000	2,000	-	
Telephone	70,623	-	-	-	
Other Operating Sub-Total	**$396,967**	**$473,500**	**$468,500**	**($5,000)**	**(1.1%)**
Recovery of Expenses	(230)	-	0	-	
DEPARTMENT TOTAL	**$4,247,820**	**$6,001,049**	**$5,188,668**	**($812,380)**	**(13.5%)**

EXHIBIT 20

The Fiscal Year 2023 Budget Request is $5.2 million, a decrease of $812 thousand or 13.5 percent below the Fiscal Year 2022 Budget amount. Total payroll is $4.7 million and includes 37 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages decreased by $447 thousand compared to the 2022 Budget. This decrease reflects vacant positions that were eliminated.
- FICA and Retirement decreased by $361 thousand compared to the 2022 Budget due to eliminating vacant positions and a decrease in the average SERS Pension Contribution Rate from 55.382 percent to 52.691 percent.

KEY DEPARTMENTAL ACCOMPLISHMENTS, GOALS AND STRATEGIC OUTCOMES

1. Increase employment and attract, retain and grow businesses
2. Improve infrastructure and customer safety
3. Support basic functions of government
4. Promote environmental responsibility and culture

2022 ACCOMPLISHMENTS

Outcomes	Administration - 2022 Accomplishments
1,3	Talent Acquisition: Successfully overhauled the hiring process which led to a decrease in time to hire.
1,3	Talent Acquisition: Expanded the internship program for 2022. Resumed in person recruiting events and targeting community institutions and minority serving higher education institutions to increase the diversity pipeline for talent.
1,3	HR Services: Enhanced automated solutions for onboarding and performance review.
3	Wellness: Expanded programmatic options and events.
1,3	Benefits: Deployed a fully automated open enrollment process for 2022
1,3	Benefits: Developed, maintained, and enhanced policies and procedures for Covid-19 Leave of Absences.
3	Professional Learning: Scaled professional development training for internship mentors and new managers. Launched Tollway wide issuance of LinkedIn Learning access for professional development and learning.
3	Engagement: Re-instituted Years of Service recognition and created a Crossroads presence to acknowledge and promote cultural and historical awareness monthly.
3	Business Analyst: Created internal automated tools which streamlined operations across the department
1,3	HR Services: Designed and implemented implicit bias training for all Tollway CMS trained interviewers. Training has become part of the Tollway Annual Training Series.

EXHIBIT 21-1

2023 DEPARTMENT STRATEGIC PLAN

ADMINISTRATION SHORT-TERM GOALS

- Operational efficiencies through technological solutions to optimize and enhance routine function.
- Completion of market study.
- Performance management, onboarding and benefits/wellness platforms through NeoGov.
- Increased employee awareness of Tollway policies and procedures.
- Professional development: professional training and certification for staff.
- Expansion of internship program as a pipeline for diverse talent recruitment.
- Employee engagement re-launch and expansion.
- Expansion of professional learning offerings.
- Expand Wellness offerings.
- Succession planning.
- Updated Employee Policies and Procedures Manual.
- Incorporation of diversity, equity and inclusion in support of the Tollway's diversity goals.

EXHIBIT 21-2

DEPARTMENT HEADCOUNT

Position Title	FY2021	FY2022	FY2023
Administrative Specialist	0	0	1
Business Analyst	1	1	0
Chief Administration Officer	1	1	1
Chief of HR Administration	1	1	0
Compensation Manager	0	1	1
Compensation Specialist	0	0	1
Compliance Coordinator	0	0	1
Deputy Chief Administration Service & CPL	0	1	1
Deputy Chief Health & Benefits	0	1	1
Deputy Chief of HR Services	0	1	1
Diversity and Inclusion Recruitment Specialist	0	1	0
Documents and Records Control Specialist	1	1	1
Employee Benefits Assistant	1	1	1
Employee Benefits Coordinator	1	1	1
Employee Benefits Manager	1	1	1
Employee Benefits Specialist	2	2	2
Employee Engagement Manager	1	0	0
Employee Engagement Specialist	1	2	0
Employee Service Specialist	0	1	1
Employee Services Supervisor	1	0	0
Executive Secretary	1	1	1
H.R. Business Partner	1	0	0
H.R. Compliance Manager	0	1	0
H.R. Compliance Specialist	0	1	0
H.R. Generalist	0	0	1
H.R. Policy and Research Analyst	1	0	0
H.R. Services Manager	0	1	1
HRIS Business Manager	0	0	1
HRIS Implementation Analyst	0	1	0
HRIS Implementation Specialist	0	1	0
Instructional Trainer	1	0	0
Labor Relations Manager	0	1	0
Manager, Talent Acquisition	0	1	1
On-Site Wellness Coordinator	0	1	1
Pipeline Partnership Liaison	0	1	1
Professional Learning Instructional Designer	0	1	1
Professional Learning Manager	1	2	1
Professional Learning Specialist	1	1	1
Project Manager	4	3	2
Recruitment Manager	1	0	0

DEPARTMENT HEADCOUNT

Position Title	FY2021	FY2022	FY2023
Senior Compensation Specialist	0	1	0
Senior Compliance Analyst	0	0	1
Senior Compliance Specialist	0	0	1
Senior Employee Services Specialist	0	0	1
Senior H.R. Policy and Research Advisor	0	1	0
Senior Manager of Employee Services	3	0	0
Success Planning Specialist	0	0	1
Talent Acquisition Coordinator	0	2	3
Talent Acquisition Specialist	3	3	3
TOTAL	**29**	**41**	**37**

EXHIBIT 22

BUSINESS SYSTEMS

SUMMARY

The Department of Business Systems is responsible for the operation, maintenance and improvement of electronic tolling roadside technologies and software applications. The department focuses on tolling innovation and business intelligence with the goals of improving customer experience, increasing revenue and enhancing operating efficiencies.

Areas of responsibility include collecting of toll revenues, I-PASS customer account management, e-commerce solutions and invoicing services for non-I-PASS customers. The department researches, procures, tests, implements and monitors the performance of systems supporting electronic tolling services and develops strategy to support the agency's tolling business model.

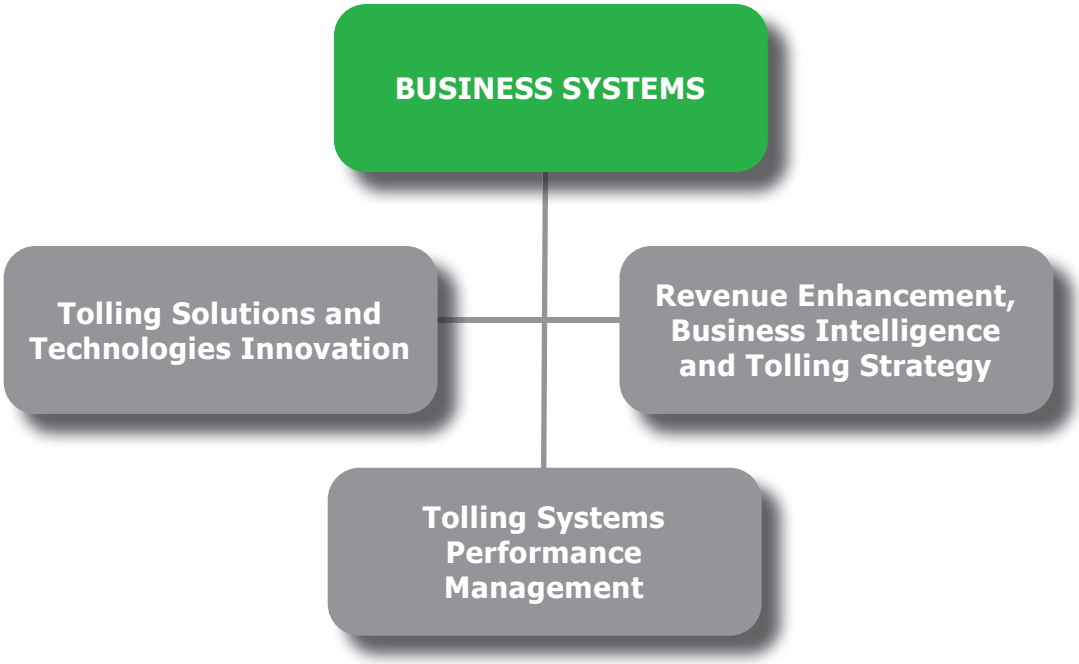


EXHIBIT 23

DEPARTMENT BUDGET

Major Account Description	2021 Actual Expenditures	2022 Budget	2023 Request	$ Change from 2022 Budget	% Change from 2022 Budget
Salary and Wages	$1,449,990	$1,550,757	$1,724,511	$173,755	
FICA and Retirement	914,204	977,472	1,040,586	63,114	
Payroll Sub-Total	**$2,364,194**	**$2,528,229**	**$2,765,097**	**$236,869**	**9.4%**
Office Equipment-Maintenance	17,294,843	17,249,591	18,376,617	1,127,026	
Outside Services	2,341,378	3,634,540	4,120,500	485,960	
Consulting Services	-	950,000	500,000	(450,000)	
Dues, Books and Subscriptions	120	200,000	200,000	-	
Telephone	64,387	230,000	120,000	(110,000)	
Other Capital Equipment	-	20,000	20,000	-	
Travel	-	11,500	20,000	8,500	
Contracted Maintenance Service	6,850	12,000	18,000	6,000	
Employee Training	2,750	14,000	17,500	3,500	
Supplies - Office	285	3,000	3,000	-	
Other Expenses	-	500	500	-	
Postage and Express	500	250	350	100	
Materials - Operational	-	250	250	-	
Other Operating Sub-Total	**$19,711,112**	**$22,325,631**	**$23,396,717**	**$1,071,087**	**4.8%**
Recovery of Expenses	(803,059)	(600,000)	(600,000)	-	
DEPARTMENT TOTAL	**$21,272,247**	**$24,253,860**	**$25,561,815**	**$1,307,955**	**5.4%**

EXHIBIT 24

The Fiscal Year 2023 Budget Request is $25.6 million, an increase of $1.3 million or 5.4 percent above the Fiscal Year 2022 Budget amount. Total payroll is $2.8 million and includes 16 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salary and Wages increased by $174 thousand compared to the 2022 Budget. This increase reflects added positions and adjustments to salaries and wages.
- FICA and Retirement increased by $63 thousand compared to the 2022 Budget due to added positions. The average SERS Pension Contribution Rate decreased from 55.382 percent to 52.691 percent.
- Office Equipment Maintenance increased by $1.1 million due to multiple improvements to toll collection and customer service. These include the development of the mobile app, implementation of a Violation Enforcement Program, enhanced customer self-service options, and introduction of expanded retail payment services.
- Outside Services increased by $486 thousand for out-of-state license plate registration retrieval based on increased traffic forecast and expanded access to digital forms of contacting customers.
- Consulting Services decreased $450 thousand due to transferring the I-PASS assist Program from Business Systems to the Operations department.
- Telephone decreased $110 thousand due to efficiencies gained in other customer outreach channels.

KEY DEPARTMENTAL ACCOMPLISHMENTS, GOALS AND STRATEGIC OUTCOMES

1. Increase employment and attract, retain and grow businesses
2. Improve infrastructure and customer safety
3. Support basic functions of government
4. Promote environmental responsibility and culture

2022 ACCOMPLISHMENTS

Outcomes	Business Systems - 2022 Accomplishments
3,4	Improved mobile app to accept I-PASS and toll invoice payments in addition to Pay By Plate account maintenance allowing for better customer self-service, reduced invoicing expenses, and more effective revenue collections. Pay By Plate service grew to 3 million users.
2,3,4	Upgraded back-office systems to enable sticker tags and worked with E-ZPass to accelerate their timeline to expand usage across the region. This technology will enable environmentally efficient and less costly transponders while improving the accuracy of the I-PASS Program.
1,2,3,4	Finalized the development of an RFP for new tolling back-office system to prepare for and expand the functionality, performance and scope of the back-office system. This improvement will enhance the customer experience by providing a more intuitive and streamlined platform and better decision-making analytics.
3	Launched a Violation Enforcement Program with an outsourced vendor to manage outstanding toll invoice debt. This program will support revenue recovery efforts while reducing many technical and operational costs.
3,4	Developed proof of concept (POC) for Intelligent Automated License Plate Recognition (iALPR) utilizing fingerprinting and machine learning techniques. This innovation will improve accuracy and timeliness of image recognition while reducing manual image review costs.
1,3,4	Developed new Search By Plate capabilities to assist customers seeking convenient payment for non-I-PASS tolls. Additionally, enhanced business intelligence and customer relationship management reports for greater insights into customers needs related to toll payment search.
1,2,3,4	Supported the *Move Illinois* Program and conversion to cashless tolling with modifications to roadside technology and lane consolidations. System improvements deliver a safer travel experience while reducing maintenance and customer service costs.
2	Piloted a nitrogen generator solution to enhance automated camera cleaning and reduce response time for servicing cameras mounted on gantries. The nitrogen generator enhances the performance of the Tollway's patented VES washer by allowing the system to be operated remotely, reducing safety risks and improving revenue collection.

2022 ACCOMPLISHMENTS

Outcomes	Business Systems - 2022 Accomplishments continued
3	Enhanced I-PASS Assist to enable low-income users to access the benefits of the I-PASS program.

EXHIBIT 25-1

2023 DEPARTMENT STRATEGIC PLANS

BUSINESS SYSTEMS SHORT-TERM GOALS

- Implement new violations enforcement program.
- Develop strategy and procurement for industry-best back-office solution.
- Provide expanded retail payments for cash users and unbanked patrons.
- Improve tolling app.
- Improve lane technology performance.
- Develop program to migrate I-PASS patrons to sticker tag usage.
- Implement violation enforcement program.
- Test 3rd Party Pilot payment solutions.
- Develop strategies using automation to improve communication and transparency across the department/Tollway.
- Integrate with E-ZPASS hub to expand interoperability.

EXHIBIT 25-2

DEPARTMENT HEADCOUNT

Position Title	FY2021	FY2022	FY2023
Budget Systems Analyst	1	1	2
Chief of Business Systems	0	0	1
Deputy Chief of Business Systems	1	1	0
Executive Secretary	1	1	1
General Manager Contract Management	1	1	1
General Manager, Electronic Toll, Program & Performance	0	1	1
Operations Project Administrator	0	1	0
Performance Measurement Project Administrator	1	1	1
Project Manager	6	6	6
Quantitative/Data Analyst	0	0	1
Senior Manager	2	0	0
Senior Manager Customer Service - Fleet	1	1	1
Senior Manager Tolling Innovations	0	0	1
TOTAL	**14**	**14**	**16**

EXHIBIT 26

PAGE INTENTIONALLY LEFT BLANK

COMMUNICATIONS

SUMMARY

The Communications Department is responsible for external and internal communications between the Tollway and its constituents including customers, stakeholders, the media, the general public and employees. The department's focus is to ensure consistent and effective communication across all constituencies and channels. The Communications Department oversees all internal and external communications of the agency.

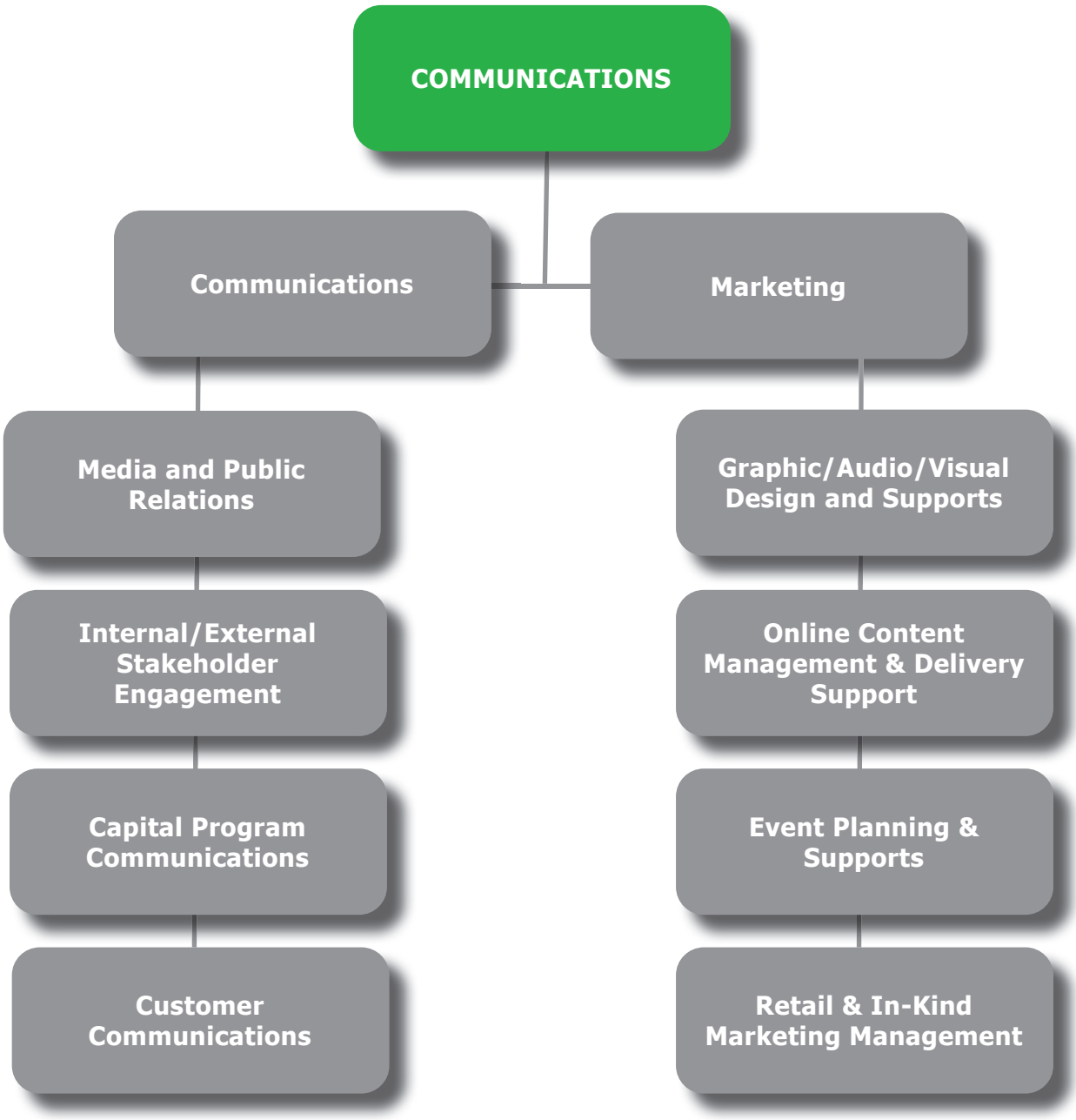


EXHIBIT 27

DEPARTMENT BUDGET

Major Account Description	2021 Actual Expenditures	2022 Budget	2023 Request	$ Change from 2022 Budget	% Change from 2022 Budget
Salary and Wages	$790,523	$821,085	$857,165	$36,080	
FICA and Retirement	499,630	517,546	517,221	(325)	
Payroll Sub-Total	**$1,290,153**	**$1,338,631**	**$1,374,386**	**$35,755**	**2.7%**
Advertising and Promotion	2,055	25,000	225,000	200,000	
Outside Services	3,666	25,000	25,000	-	
Printing and Publications	2,705	20,000	20,000	-	
Employee Training	-	10,000	10,000	-	
Other Capital Equipment	11,978	10,000	10,000	-	
Office Equipment	-	5,000	5,000	-	
Supplies - Office	-	5,000	5,000	-	
Postage and Express	726	5,000	5,000	-	
Dues, Books and Subscriptions	-	3,000	3,000	-	
Travel	-	2,000	2,000	-	
Supplies - Operational	2,509	2,000	2,000	-	
Office Equipment-Maintenance	-	2,000	2,000	-	
Telephone	398	1,400	1,400	-	
Other Expenses	-	500	500	-	
Other Operating Sub-Total	**$24,037**	**$115,900**	**$315,900**	**$200,000**	**172.6%**
DEPARTMENT TOTAL	**$1,314,190**	**$1,454,531**	**$1,690,286**	**$235,755**	**16.2%**

EXHIBIT 28

The Fiscal Year 2023 Budget Request is $1.7 million, an increase of $236 thousand or 16.2 percent above the Fiscal Year 2022 Budget amount. Total payroll is $1.4 million and includes 9 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages increased by $36 thousand, while FICA and Retirement decreased due to the average SERS Pension Contribution Rate decreasing from 55.382 percent to 52.691 percent.
- Advertising & Promotion increased $200 thousand for a pilot marketing and outreach program to engage in safety and customer education messaging.

KEY DEPARTMENTAL ACCOMPLISHMENTS, GOALS AND STRATEGIC OUTCOMES

1. Increase employment and attract, retain and grow businesses
2. Improve infrastructure and customer safety
3. Support basic functions of government
4. Promote environmental responsibility and culture

2022 ACCOMPLISHMENTS

Outcomes	Communications - 2022 Accomplishments
2,3	Concluded a successful amnesty program campaign that in over two years cleared over 34 percent of all outstanding notices realizing over $15.6 million in revenue while saving customers over $143 million in fines, making the program 19x more successful than any previous amnesty campaign.
2,3	Aggressively promoted expanded I-PASS Assist Program aimed at income-eligible customers, and through earned media and direct marketing efforts quadrupled enrollment to nearly by Q2 2020 with additional promotions planned throughout the year with the goal of expanding reach and effectiveness.
2,3,4	Launched multiple email campaigns promoting relief, amnesty, invoice payment, and customer support, while including Tollway accomplishments as appropriate, totaling 12 million emails through Q2, with open rates exceeding 40 percent.
2,3	Effectively continued efforts to ensure former cash-paying customers understand payment options and adopt online payment methods. In 2022 this includes the continued Ready, Set, Pay Online campaign promoting Pay By Plate, which acquired 2.5 million customers in under two years. This also includes this year's additional promotion of the Illinois Tollway app, set to now enable customers the ability to pay unpaid tolls, manage Pay By Plate, I-PASS and receive enhanced push notifications, with a Q3 delivery.
2,3	Facilitated continued communication efforts to promote the ease of self service to customers, which has driven a 900 percent increase in online payments since 2019, protecting call center capacity and driving efficiencies.
1,2,3,3	Provided agencywide communication and public engagement support to employees, stakeholders and agency leadership through the ongoing delivery of editorial, design, award submissions, presentations, external information and media materials in furtherance of the Tollway's mission to deliver a world-class transportation network.
2,3,4	Provided editorial review to all agency communications, including ensuring all capital development communication to ensure consistent messaging from all aspects of the organization.

EXHIBIT 29-1

2023 DEPARTMENT STRATEGIC PLANS

COMMUNICATIONS SHORT-TERM GOALS

- Continued highlighting of agency's initiatives, review of materials, and support of external engagement.
- Continue driving business goals through campaigns and dynamic communication strategies through email acquisition, customer journey building.
- Continue delivering content across all channels including Mileposts, stakeholder newsletters, customer eblasts, social media, blog, earned media, press releases, construction updates, presentations, capital investment updates, earned media reports, and all other developed information.
- Realize Go Green efficiencies and cost reductions.
- Develop staff training recommendations via LinkedIn and other opportunities.
- Develop strategy to engage industry peers to gain insight and knowledge into best practices.
- Reengage internal stakeholders to develop effective public safety messaging.

EXHIBIT 29-2

DEPARTMENT HEADCOUNT

Position Title	FY2021	FY2022	FY2023
Chief of Communications	1	1	1
Digital Media Specialist	2	2	2
Executive Secretary	1	1	1
Manager of Public Affairs	1	1	1
Marketing Manager	1	1	1
Press Secretary	1	1	1
Senior Manager of Communications	1	1	1
Senior Manager of Communications and Marketing	1	1	1
TOTAL	**9**	**9**	**9**

EXHIBIT 30

PAGE INTENTIONALLY LEFT BLANK

DIVERSITY AND STRATEGIC DEVELOPMENT

SUMMARY

The Diversity and Strategic Development Department is responsible for developing and implementing a comprehensive diversity program on behalf of the Tollway to ensure inclusion and equal opportunity for all. The focus is on increasing access to economic opportunities for disadvantaged, minority- and women-owned enterprise (D/M/WBE) firms, veteran-owned businesses, as well as underemployed individuals. The Tollway remains focused on promoting, assisting and ensuring diverse participation in the Move Illinois Program and all aspects of its operations, including contracting, consulting and the supply of goods and services. The department coordinates community relations activities with respect to diversity matters and interaction with community groups, regional planning organizations, industry associations and others. The Diversity and Strategic Development Department seeks to promote a positive and inclusive climate by focusing on promoting, assisting and ensuring participation of a diverse population in all aspects of its operations, especially for construction and engineering contracts and the supply of other goods and services related to the maintenance and operation of the Tollway.

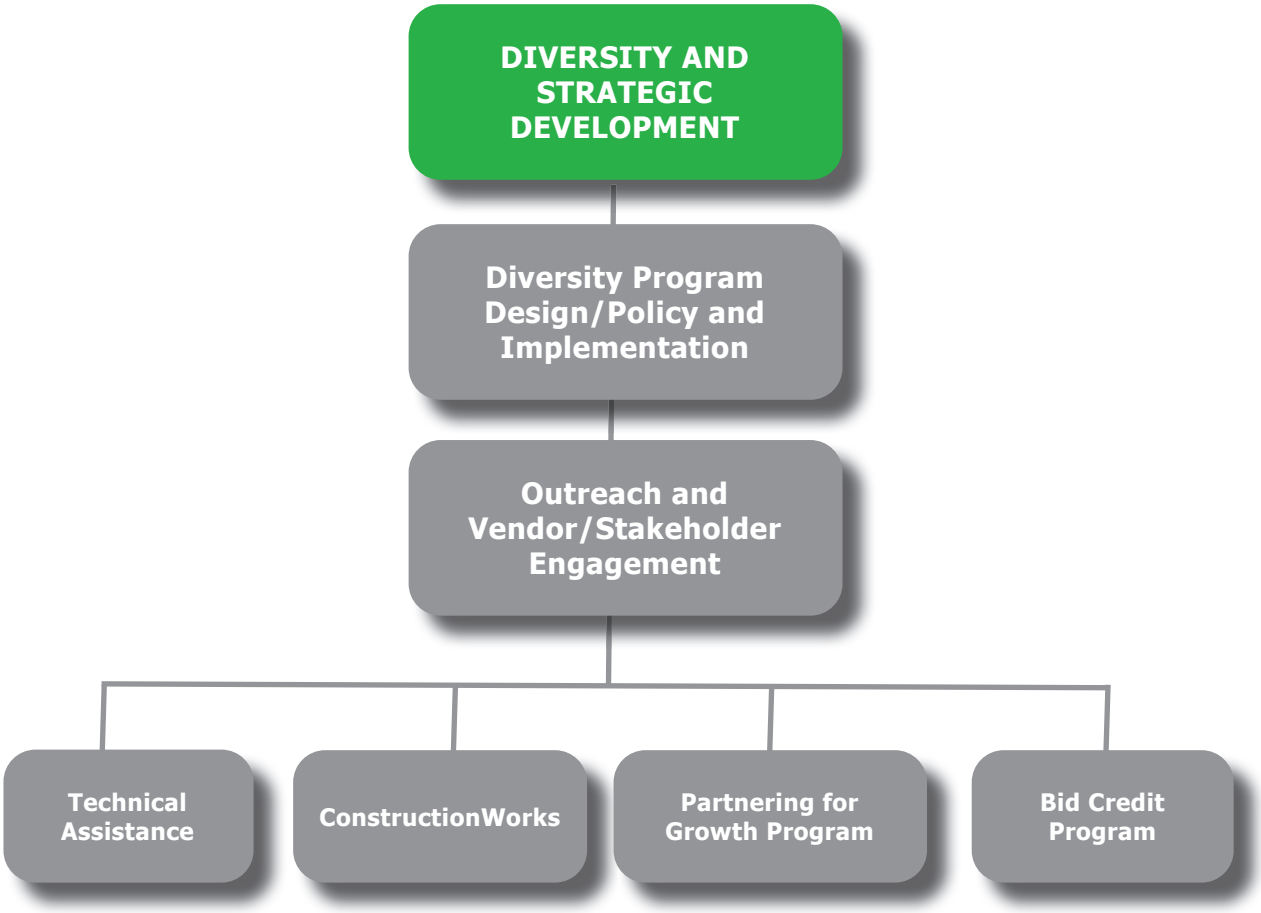


EXHIBIT 31

DEPARTMENT BUDGET

Major Account Description	2021 Actual Expenditures	2022 Budget	2023 Request	$ Change from 2022 Budget	% Change from 2022 Budget
Salary and Wages	$940,326	$1,097,871	$1,476,526	$378,655	
FICA and Retirement	592,975	692,010	890,950	198,940	
Payroll Sub-Total	**$1,533,301**	**$1,789,881**	**$2,367,476**	**$577,595**	**32.3%**
Consulting Services	3,135,995	4,855,482	4,629,634	(225,848)	
Advertising and Promotion	100	50,000	50,000	-	
Travel	-	7,500	15,000	7,500	
Diversity Programs and Outreach	-	10,000	5,000	(5,000)	
Employee Training	75	5,000	5,000	-	
Other Expenses	53	2,700	2,000	(700)	
Dues, Books and Subscriptions	4,600	2,000	1,000	(1,000)	
Supplies - Office	-	4,000	500	(3,500)	
Postage and Express	-	300	400	100	
Supplies - Operational	-	300	200	(100)	
Telephone	-	800	-	(800)	
Other Operating Sub-Total	**$3,140,824**	**$4,938,082**	**$4,708,734**	**($229,348)**	**(4.6%)**
DEPARTMENT TOTAL	**$4,674,125**	**$6,727,963**	**$7,076,210**	**$348,247**	**5.2%**

EXHIBIT 32

TThe Fiscal Year 2023 Budget Request is $7.1 million, an increase of $348 thousand or 5.2 percent above the Fiscal Year 2022 Budget amount. Total payroll is $2.4 million and includes 15 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries increased by $379 thousand compared to the 2022 Budget. This increase reflects added positions and adjustments to salaries and wages.
- FICA and Retirement increased by $199 thousand compared to the 2022 Budget due to added positions. The average SERS Pension Contribution Rate decreased from 55.382 percent to 52.691 percent.
- Consulting Services decreased by $226 thousand due expiring and expected delays of contracts.

KEY DEPARTMENTAL ACCOMPLISHMENTS, GOALS AND STRATEGIC OUTCOMES

1. Increase employment and attract, retain and grow businesses
2. Improve infrastructure and customer safety
3. Support basic functions of government
4. Promote environmental responsibility and culture

2022 ACCOMPLISHMENTS

Outcomes	Diversity - 2022 Accomplishments
1,3	Delivered data and completed staff interviews for the Disparity Study that will examine whether evidence of discrimination on the basis of race and gender continues to operate in the Tollway's construction and BEP markets. Additionally, the study will assess whether disparities exist between the utilization of DBEs and their availability on its construction and BEP contracts and associated subcontracts, as well as throughout the wider Illinois economy. The Study vendor has committed to delivering the final draft of the report in the 4th quarter of 2022.
1,3	Expanded the Partnering for Growth Program to encourage short term relationships between large contractors and small,diverse and veteran firms focused on sharing the latest in construction equipment and technology. As of July 2022, the program includes approximately 220 relationship agreements with 30 protégé firms awarded Tollway prime contracts.
1,3	Completed the fourth year of the ConstructionWorks in 2022. Since launching, more than 270 candidates were hired after receiving pre-apprenticeship training and support services. Of those, more than 50 were hired to work directly on Tollway projects, and two-thirds of all enrolled candidates were diverse (African American or Hispanic).
1,3	Administered the Small Business Initiative by developing cost legends for SBI and Small Business Set-Aside Program contracts so small businesses know the anticipated range before committing resources to pursuing Tollway contracts. Conducted extensive outreach via email blasts and virtual networking events, coordinating with Technical Assistance providers and attending pre-bid conferences to highlight contracting opportunities and expand the pool of registered SBI firms. As of August 2022, approximately 180 contractors are enrolled in the program and nearly 20 SBI/ SBSP contracts have been awarded to small businesses this year alone.
1,3	Worked with Engineering and the Tollway's PMO and GEC to create several new Small Business Initiative construction bid packages with allowances that encouraged the use of automated machine guidance technology for earthwork. This created exclusive prime contracting opportunities for registered small businesses.
1,3	Hosted or attended more than 70 interagency meetings, conferences and webinars in 2022 to raise awareness of current programs/initiatives and upcoming Tollway opportunities.
1,3	Revamped the Building For Success Webinar Series to include more training and education opportunities for small businesses, including topics such as emerging technologies like 3D automated machine guidance, Statement of Interest preparation,

2022 ACCOMPLISHMENTS

Outcomes	Diversity - 2022 Accomplishments continued
1,3	e-Builder and BidBuy, and our first Spanish-language training session for B2G Now. Since the series launched in July 2020, nearly 5,000 people have joined us online to attend one of our informative sessions.
1,3	Continued managing the successful Earned Credit Program that rewards construction contractors for hiring and retaining historically underrepresented individuals for careers and employment opportunities in the construction industry. As of August 2022, the Tollway had nearly 60 contractors enrolled in the program, the largest amount ever. Since the bid credit program was launched, we have surpassed 600 ECP-eligible hires, with participants earning over $35 million in wages on construction contracts throughout the state of Illinois, including the Tollway.
1,3	Expanded the Illinois Tollway Technical Assistance Program to include professional services firms for the first time in the program's history. The Illinois Tollway Technical Assistance Program is designed to prepare emerging and established transportation-related construction and professional engineering services firms, including small, diverse and veteran-owned businesses to participate on highway and vertical construction contracts.

EXHIBIT 33-1

2023 DEPARTMENT STRATEGIC PLAN

DIVERSITY AND STRATEGIC DEVELOPMENT SHORT-TERM GOALS

- Implementation of the Disparity Study Report.
- Continue supporting the Technical Assistance Program by business coaching and development for emerging small and diverse professional service and construction firms.
- Increase the menu of strategic measures to assist small and diverse vendors before and while they engage on Tollway contracts.
- Continue supporting the ConstructionWorks Program that provides pre-apprenticeship training for historically underserved individuals interested in construction industry careers.
- Increase the number of diverse and small business prime contracting opportunities
- Expand programming opportunities to increase the participation of firms in the P4G Program.
- Explore programming/funding for increased access to capital for small and diverse businesses.
- Implement bid credit program enhancements.
- Increase EEO compliance on contracts.
- Implement collaborative efforts to expand outreach in Goods and Services procurements.
- Increase training in emerging technologies and other Tollway commodities.
- Use both the Tollway's on-line presence and in-person attendance at events to increase targeted outreach on Tollway contracting opportunities.
- Increase social media presence for Diversity program successes.

EXHIBIT 33-2

DEPARTMENT HEADCOUNT

Position Title	FY2021	FY2022	FY2023
Business Analyst	0	1	2
Chief of Diversity and Strategic Development	1	1	1
DBE Program Manager	5	5	5
Deputy Chief Diversity & Strategic Development	0	0	1
Diversity Program Coordinator	2	2	2
Executive Secretary	1	1	1
General Manager of Diversity	2	2	1
Senior Manager of Program Development	0	0	2
TOTAL	**11**	**12**	**15**

EXHIBIT 34

PAGE INTENTIONALLY LEFT BLANK

ENGINEERING

SUMMARY

The Engineering Department is responsible for the program management, construction and maintenance of the Tollway. Additionally, the Engineering Department coordinates with community groups, government agencies and planning organizations on transportation and land use policies. This department oversees annual inspections of the pavement, bridges and drainage systems, as well as the overall day-to-day maintenance of the Tollway's roadway system.

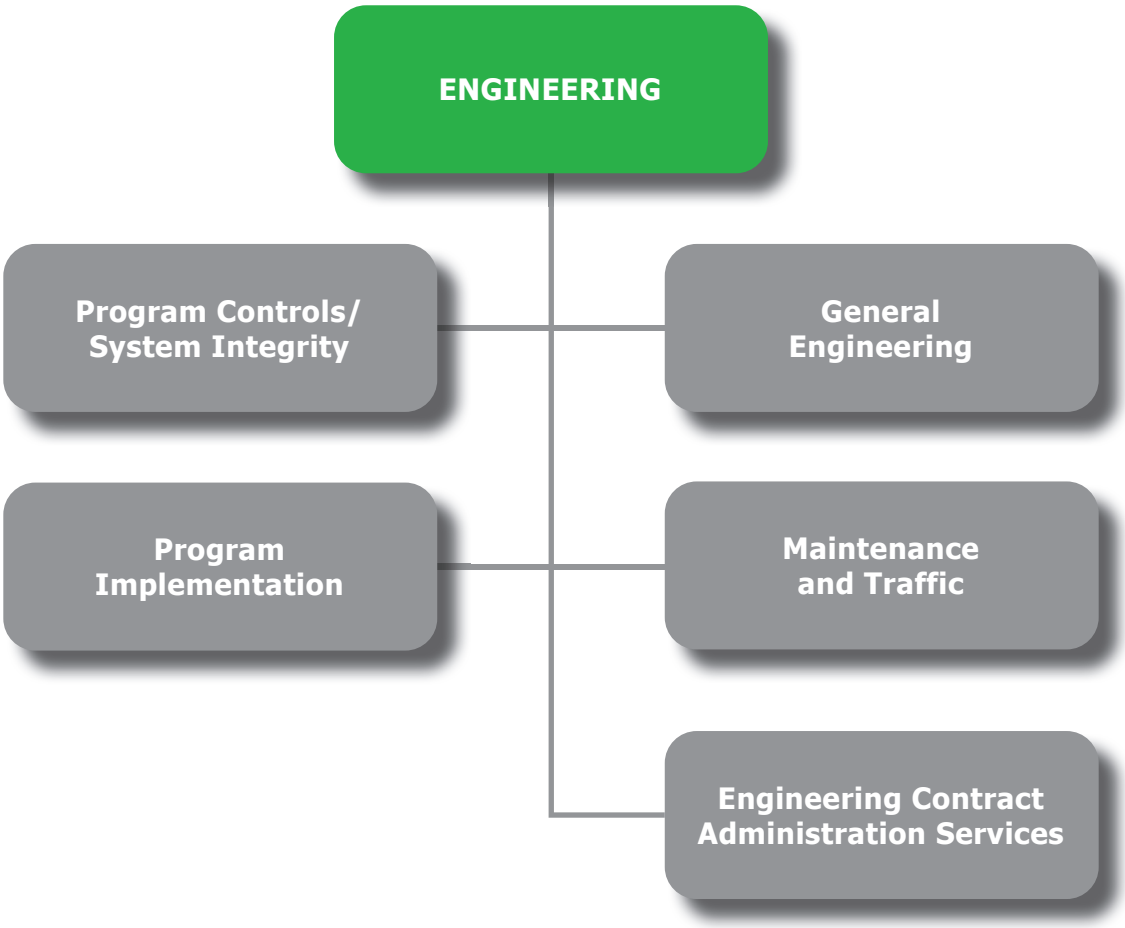


EXHIBIT 35

DEPARTMENT BUDGET

Major Account Description	2021 Actual Expenditures	2022 Budget	2023 Request	$ Change from 2022 Budget	% Change from 2022 Budget
Salary and Wages	$33,689,516	$33,993,826	$35,798,839	$1,805,013	
FICA and Retirement	21,487,399	21,426,990	21,601,376	174,386	
Payroll Sub-Total	**$55,176,915**	**$55,420,816**	**$57,400,215**	**$1,979,399**	**3.6%**
Consulting Services	4,360,207	6,574,800	7,393,000	818,200	
Materials - Operational	4,783,762	4,543,000	5,615,000	1,072,000	
Contracted Maintenance Service	1,811,510	2,300,000	2,287,000	(13,000)	
Outside Services	283,235	522,904	722,947	200,043	
Replacement Parts	279,484	306,500	301,000	(5,500)	
Uniforms and Accessories	156,967	158,500	157,500	(1,000)	
Employee Training	39,608	56,260	71,114	14,854	
Supplies - Office	20,973	67,200	66,500	(700)	
Supplies - Operational	21,617	217,350	65,000	(152,350)	
Tools and Equipment	6,121	26,500	51,000	24,500	
Travel	7,611	45,125	31,780	(13,345)	
Dues, Books and Subscriptions	19,844	28,650	27,100	(1,550)	
Office Equipment-Maintenance	-	-	10,000	10,000	
Telephone	10,053	6,000	5,000	(1,000)	
Printing and Publications	-	3,025	2,000	(1,025)	
Postage and Express	530	-	375	375	
Office Equipment	10,080	-	-	-	
Fuels and Oils	375	-	-	-	
Building Equipment	3,353	-	-	-	
Other Expenses	524	-	-	-	
Other Operating Sub-Total	**$11,815,852**	**$14,855,814**	**$16,806,316**	**$1,950,502**	**13.1%**
Recovery of Expenses	(1,028,507)	(1,075,000)	(1,075,000)	-	
DEPARTMENT TOTAL	**$65,964,260**	**$69,201,630**	**$73,131,531**	**$3,929,901**	**5.7%**

EXHIBIT 36

The Fiscal Year 2023 Budget Request is $73.1 million, an increase of $3.9 million or 5.7 percent above the Fiscal Year 2022 Budget amount. Total payroll is $57.4 million and includes 484 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages increased by $1.8 million compared to the 2022 Budget in Engineering and Roadway Maintenance. This increase reflects added positions and adjustments to salaries and wages.
- FICA and Retirement increased by $174 thousand compared to the 2022 Budget due to added positions and adjustments to salaries and wages. The average SERS Pension Contribution Rate decreased from 55.382 percent to 52.691 percent.

- Consulting Services increased by $818 thousand to comply with national bridge safety standards.
- Materials-Operational increased by $1.1 million due to two additional salt domes at the new Hoffman Estates (M-5) maintenance facility and the Aurora (M-8) maintenance facility.

KEY DEPARTMENTAL ACCOMPLISHMENTS, GOALS AND STRATEGIC OUTCOMES

1. Increase employment and attract, retain and grow businesses
2. Improve infrastructure and customer safety
3. Support basic functions of government
4. Promote environmental responsibility and culture

2022 ACCOMPLISHMENTS – PROGRAM IMPLEMENTATION

Outcomes	Program Implementation - 2022 Accomplishments
1,2,3,4	Successfully delivered construction work on time and within budget, including work associated with the Central Tri-State Tollway (I-294) Project, I-490 Tollway Project, improvements on the Veterans Memorial Tollway (I-355), the I-294/I-57 Interchange Project, bridge construction on I-294 and I-88, bridge and roadway rehabilitation on the Tri-State Tollway (I-94), facility construction at the Hoffman Estates (M-5) maintenance site and systemwide improvement projects.
1,2,3,4	Successfully advanced planning and design projects for the capital program, including those associated with the Central Tri-State Tollway (I-294), the I-490 Tollway, including the interchange at Illinois Route 390 and I-490 near the Bensenville Rail Yard, bridge design work on the Jane Addams Memorial Tollway (I-90) and systemwide improvements such as bridge and retaining wall repairs, signing and striping upgrades, drainage improvements and landscape improvements.
1,2,3	By the end of 2022, the Tollway anticipates advertising up to 55 construction contracts while maintaining change orders and extra work orders at less than 3.2 percent above contract award amount.
1,2,3	Through July 2022, the Tollway awarded 49 construction and professional engineering services contracts totaling more than $420.6 million. Key contracts awarded in 2022 include Central Tri-State Tollway (I-294) Project roadway and bridge reconstruction from Roosevelt Road to St. Charles Road, Hinsdale Oasis to Cermak Road, roadway rehabilitation between Flagg Creek and Cermak Road, I-490 Tollway Project improvements including the I-490 bridge over Bensenville Yard and work at the I-490/Illinois Route 390 Interchange. Other improvements throughout the Tollway system included Tri-State Tollway (I-94) pavement rehabilitation Half Day Road and Atkinson Road, ramp, bridge and retaining walls, signing and striping upgrades, drainage improvements and landscape improvements, as well as design and construction management services along the Central Tri-State Tollway (I-294) Project, the I-490 Tollway Project and other locations across the system.
1,2,3	Continued unbundling larger construction bid packages and advertising Small Business Initiative contracts, providing additional prime and subcontracting opportunities for small, diverse and veteran-owned businesses. The Tollway is on track to advertise 46 unbundled contracts, including 26 Small Business Initiative or Small Business Set-Aside contracts by the end of 2022.

Outcomes	Program Implementation - 2022 Accomplishments
3	Developed new e-Builder processes to improve efficiencies, increase transparency and reduce reliance on hard copy documentation.

EXHIBIT 37-1

2022 ACCOMPLISHMENTS – MAINTENANCE AND TRAFFIC OPERATIONS

Outcomes	Maintenance and Traffic Operations - 2022 Accomplishments
3,4	Completed environmental study performed by CDM Smith aimed at reducing chloride levels.
2,3	Acquired, installed, and trained employees on the use of the lane blade installed on the motorist aid trucks used for debris removal.
1,3	CPR/first aid recertification of maintenance section managers and supervisors.
1,3	Started planning for Roadway Maintenance needs pending the completion of the I-490 Tollway and Central Tri-State Tollway widening (trucks, manpower etc.).
1,3	Launched "push/pull/drag" incident management training for Maintenance staff.
1,2,3	Increased training for dispatch management staff with course participation at Northwestern University School of Public Safety Staff and Command.
2,3	Continue integrating our asset management system from using excel spreadsheets into Cartegraph for better efficiency.
2,3	Started creating a new construction integration process in e-Builder to better track assets and they go from installation to Tollway acceptance.

EXHIBIT 37-2

2023 DEPARTMENT STRATEGIC PLAN

ENGINEERING SHORT-TERM GOALS

- Complete Phase 2 of I-294/I-57 Interchange Project.
- Begin construction of significant projects supporting Elgin O'Hare Western Access Project corridor, including I-490 Tollway north segment contracts and the I-490 at Franklin Ave interchange.
- Complete significant projects along Elgin O'Hare Western Access Project corridor, including the I-490 Bridge over the Bensenville Rail Yard, the I-490/IL 390 interchange, the I-490/I-294 interchange, and I-490/I-90 interchange.
- Complete significant projects along Central Tri-State Tollway (I-294) Project corridor, including Mile Long Bridge and mainline reconstruction and widening.
- Continue identifying unbundling opportunities for small, diverse, and veteran-owned businesses.
- Maintain existing roadways in a state of good repair by facilitating roadway and appurtenance repair as needs arise.

EXHIBIT 37-3

2023 DEPARTMENT STRATEGIC PLAN

MAINTENANCE & TRAFFIC SHORT-TERM GOALS

- Complete all OSHA mandated trainings.
- Institute the Lane Blade technology. The aim is to keep employees out of live lanes of traffic.
- Continue efforts in our chloride reduction commitment, by using newly installed brine stations at select maintenance sites.
- Installation of 9-1-1 system.
- Upgrade fiber for better ITS reliability.
- Continued ITS installations.
- Restructure of Department to more closely align with the other Departments within the agency.

EXHIBIT 37-4

DEPARTMENT HEADCOUNT

Position Title	FY2021	FY2022	FY2023
Assistant Project Manager	1	1	3
Audio Reproduction Specialist	0	0	1
Bridge Inspection Engineer	1	1	0
Chief Engineer Officer	1	1	1
Chief of Maintenance and Traffic	0	0	1
Civilian Call Taker	7	8	8
Communications Supervisor	4	4	4
Construction Contract Supervisor	1	1	1
Contract Payment Expeditor	4	5	5
Contract Payment Expeditor Supervisor	1	1	1
Contracts Manager	0	1	0
Deputy Chief of Maintenance and Traffic	1	1	0
Deputy Chief of Program Implementation	5	6	6
Deputy Chief of Roadway Maintenance	0	0	1
Deputy Chief of Traffic/Incident Management	0	0	1
Deputy Dispatch Manager	1	0	0
Dispatch Manager	1	1	1
Document Control Manager	1	0	1
Document Control Specialist	1	0	0
Engineering Budget and Procurement Manager	1	0	0
Engineering Manager	0	0	1
Equipment Operator Laborer	297	297	297
Executive Project Engineer	5	3	2
Executive Project Manager	3	3	4
Executive Secretary	2	2	2
General Manager of Engineering	0	1	1
General Manager of Roadway Maintenance	0	1	0
General Manager Traffic and Incident Manager	1	1	0
Incident Management Administrator	1	1	1
Incident Manager	0	1	1
ITS Deployment Engineer	1	1	1
ITS Document & Inventory Tech	1	1	1
ITS Field Technician	2	2	2
ITS Manager	1	1	1
ITS Specialist	0	0	1
Maintenance Section Manager	12	12	12
Maintenance Section Supervisor	13	13	13
Maintenance Systems Analyst	1	1	1
Materials Engineer	1	0	0
Night Supervisor	1	0	0

Position Title	FY2021	FY2022	FY2023
Policy Analyst	1	1	1
Project Manager	2	2	1
Project Manager/Engineer	1	0	0
Quality Auditor	1	1	1
Roadway Electrical Manager	1	1	1
Roadway Lighting Laborer	13	13	13
Roadway Maintenance Administrator	1	1	1
Roadway Maintenance District Manager	3	2	2
Roadway Maintenance Manager	1	1	1
Secretary III	1	1	1
Section Clerk	15	15	15
Senior Project Engineer	4	6	5
Senior Project Manager	3	3	4
Sign Maker Hanger	15	15	15
Sign Shop Manager	1	1	1
Sign Shop Supervisor	1	1	1
Telecommunicator	23	23	23
Traffic and Incident Manager	1	1	0
Traffic Operations Center Manager	1	1	1
Traffic Operations Center Supervisor	1	1	1
Traffic Operations Technician	12	12	12
Traffic Permit Technician	2	2	2
Web-Based Project Management Systems Manager	1	0	0
Welder	6	6	6
TOTAL	**484**	**482**	**484**

EXHIBIT 38

PAGE INTENTIONALLY LEFT BLANK

EXECUTIVE OFFICE AND DIRECTORS

SUMMARY

The Executive Office and Directors are comprised of nine appointed directors including the Board Chairman, two ex-officio directors and the executive management staff and the Strategy and Implementation Department. This office provides the management expertise to conceptually identify and set policies for the Tollway agency. This office also develops and implements a strategic plan that allows for the efficient and effective use of all available resources to accomplish the Tollway's mission.

The Strategy and Implementation Department leads strategic initiatives to establish best practices in governance for the Tollway. The department leads the Enterprise Risk Management Program for the Tollway that provides for a continuous coordinated approach to assess, analyze mitigate and monitor risks that can affect the achievement of Tollway strategic objectives and overall operational performance. The ERM Program framework addresses risk governance, risk assessment, risk quantification, risk monitoring and reporting. The department is responsible for compliance programs that focus on strengthening the internal control framework of the Tollway.

The ERM Program and internal control compliance programs contribute value to and are integrated as part of the overall governance and management process at the Tollway.

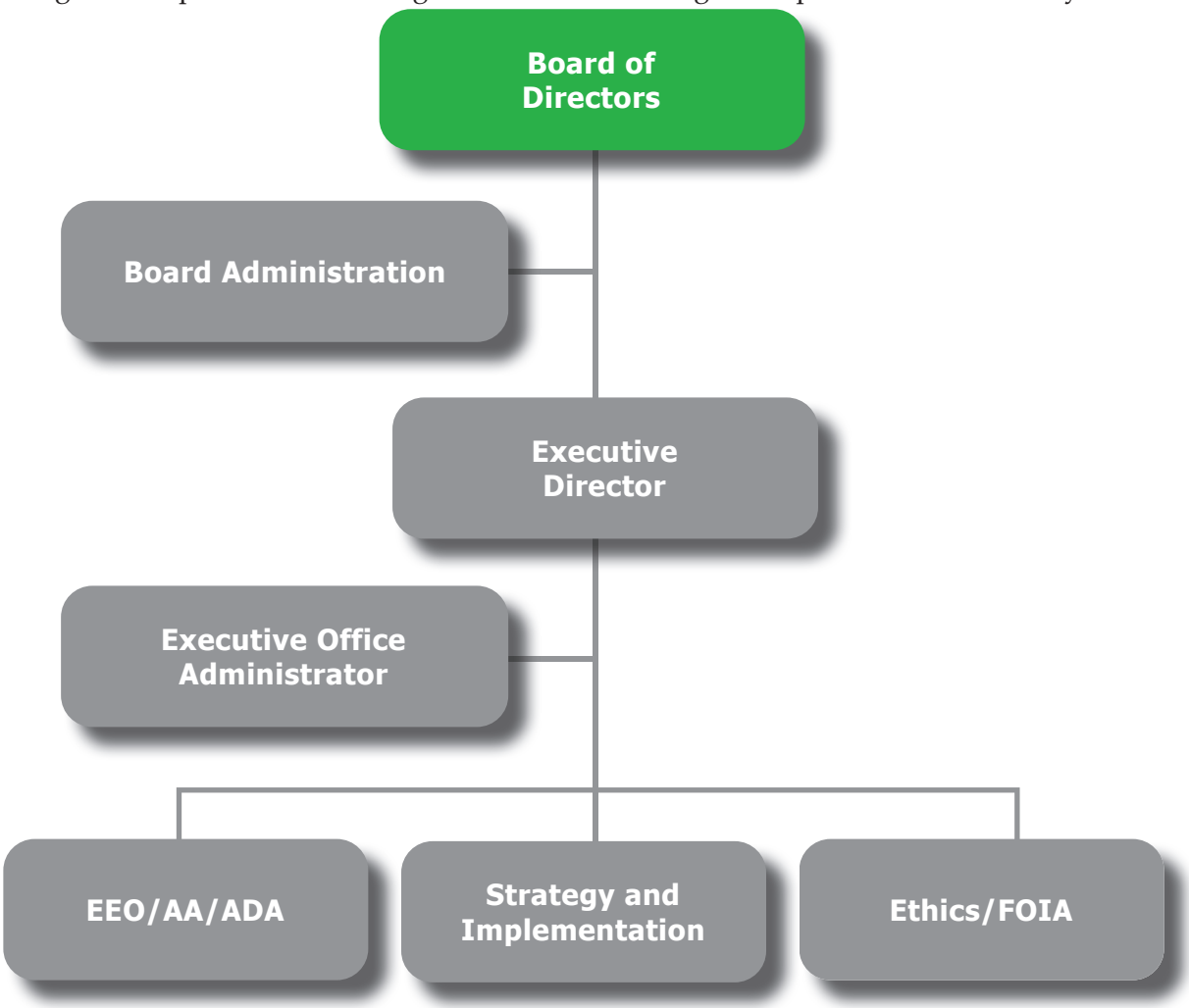


EXHIBIT 39

DEPARTMENT BUDGET

Major Account Description	2021 Actual Expenditures	2022 Budget	2023 Request	$ Change from 2022 Budget	% Change from 2022 Budget
Salary and Wages	$1,668,914	$1,827,236	$2,022,846	$195,611	
FICA and Retirement	896,040	983,646	1,067,926	84,280	
Payroll Sub-Total	**$2,564,954**	**$2,810,882**	**$3,090,773**	**$279,891**	**10.0%**
Dues, Books and Subscriptions	16,711	120,500	121,000	500	
Travel	1,673	23,500	38,000	14,500	
Employee Training	3,030	12,000	12,000	-	
Other Expenses	2,969	20,000	5,000	(15,000)	
Advertising and Promotion	-	5,000	5,000	-	
Other Capital Equipment	-	2,000	2,000	-	
Postage and Express	468	1,000	1,000	-	
Supplies - Operational	-	600	600	-	
Printing and Publications	285	500	500	-	
Supplies - Office	302	500	500	-	
Telephone	1,777	-	-	-	
Other Operating Sub-Total	**$27,215**	**$185,600**	**$185,600**	**$0**	**0.0%**
DEPARTMENT TOTAL	**$2,592,169**	**$2,996,482**	**$3,276,373**	**$279,891**	**9.3%**

EXHIBIT 40

The Fiscal Year 2023 Budget Request is $3.3 million, an increase of $280 thousand or 9.3 percent above the Fiscal Year 2022 Budget amount. Total payroll is $3.1 million and includes 16 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries increased by $196 thousand compared to the 2022 Budget. This increase reflects adjustments to salaries and wages.
- FICA and Retirement increased by $84 thousand compared to the 2022 Budget due to adjustments to salaries and wages. The average SERS Pension Contribution Rate decreased from 55.382 percent to 52.691 percent.

DEPARTMENT HEADCOUNT

Position Title	FY2021	FY2022	FY2023
ADA Coordinator	0	0	1
Administrative Manager to the Board	1	1	1
Chief Operating Officer	1	1	1
Chief Strategy Implementation Officer	1	1	1
Deputy Chief of Staff	1	1	0
EEO Administrative Specialist	1	1	1
EEO Clerk	1	1	0
EEO/AA/ADA Labor Office Administrator	0	0	1
EEO/AA/ADA Officer	1	1	1
Employee Equity & Labor Relations Analyst	1	1	1
Ethics Officer/FOIA Compliance Manager	1	1	1
Ethics Officer/FOIA Officer	1	1	1
Executive Director	1	1	1
Executive Office Administrator	1	1	1
Executive Secretary	1	1	2
FOIA Assistant	1	1	1
Investigator	1	1	0
Labor Relations Manager	0	0	1
Senior Project Manager	1	1	0
Strategy Analyst	1	1	0
TOTAL	**17**	**17**	**16**

EXHIBIT 41

PAGE INTENTIONALLY LEFT BLANK

FACILITIES AND FLEET

SUMMARY

The Facilities and Fleet Department is responsible for maintenance and repairs at 186 Tollway facilities and the service and repair of approximately 1,700 vehicles and operating equipment. The department also provides support services that include the warehousing and delivery of goods and materials, mail delivery, IT wiring and equipment installations at facilities, communication tower maintenance and repair and the installation and repair of communication radio equipment in all Illinois State Police District 15 and Tollway vehicles.

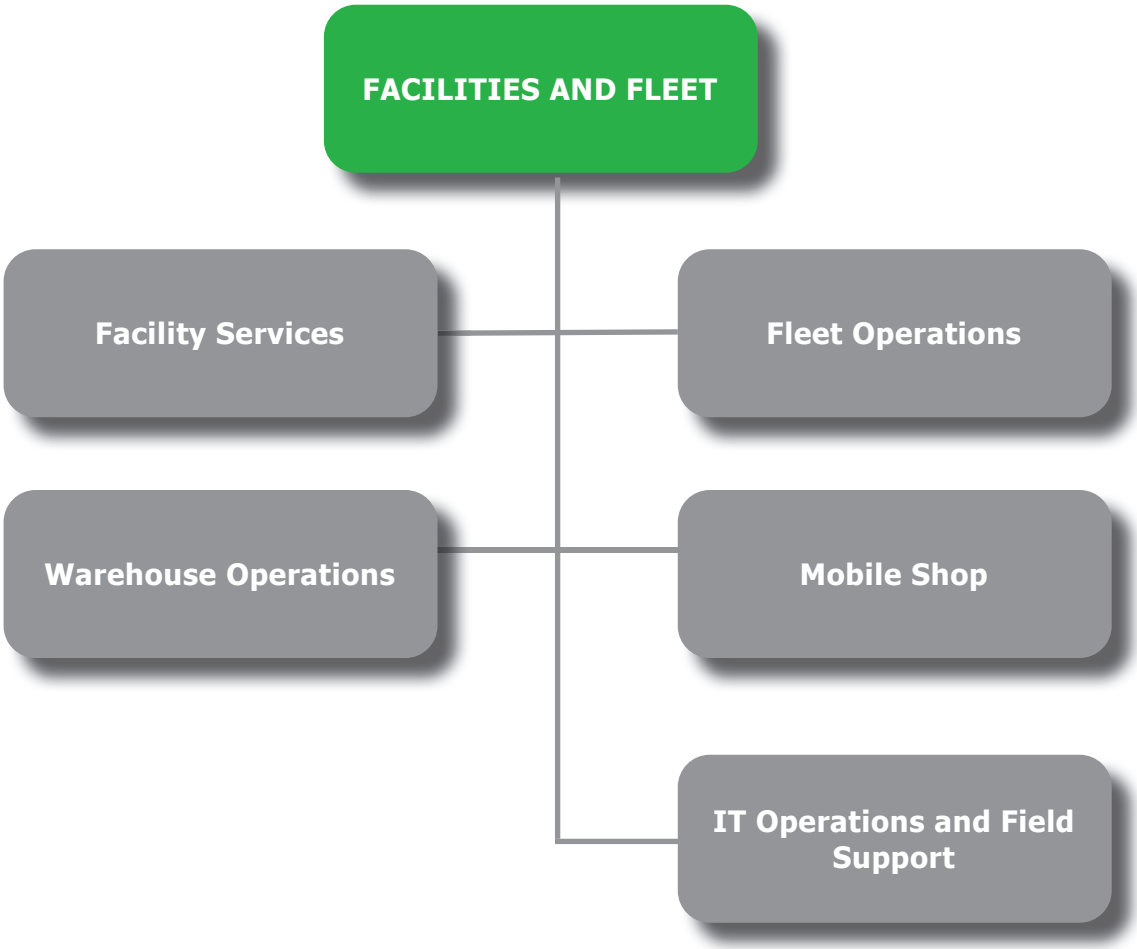


EXHIBIT 42

DEPARTMENT BUDGET

Major Account Description	2021 Actual Expenditures	2022 Budget	2023 Request	$ Change from 2022 Budget	% Change from 2022 Budget
Salary and Wages	$15,384,483	$17,823,063	$17,674,926	($148,137)	
FICA and Retirement	9,939,367	11,234,232	10,665,229	(569,003)	
Payroll Sub-Total	**$25,323,850**	**$29,057,295**	**$28,340,155**	**($717,140)**	**(2.5%)**
Fuels and Oils	4,268,229	2,800,000	6,230,640	3,430,640	
Outside Services	2,409,263	3,228,550	3,883,000	654,450	
Replacement Parts	4,029,734	2,797,000	3,555,000	758,000	
Contracted Maintenance Service	214,858	1,157,700	1,015,000	(142,700)	
Supplies - Operational	367,465	487,500	615,500	128,000	
Materials - Operational	164,406	569,080	596,000	26,920	
Tools and Equipment	415,762	91,883	152,333	60,450	
Office Equipment	3,012	3,150	140,000	136,850	
Office Equipment-Maintenance	64,712	171,000	120,000	(51,000)	
Postage and Express	40,838	96,500	98,000	1,500	
Uniforms and Accessories	182,319	47,880	90,030	42,150	
Supplies - Office	184,230	32,950	31,350	(1,600)	
Employee Training	3,303	36,000	18,000	(18,000)	
Other Capital Equipment	-	900	15,000	14,100	
Office Equipment Rentals	23,285	-	5,000	5,000	
Dues, Books and Subscriptions	894	810	4,360	3,550	
Travel	6,436	2,700	2,000	(700)	
Other Expenses	2,902	900	900	-	
Roadway Equipment	781	-	-	-	
Telephone	16,936	1,800	-	(1,800)	
Building Equipment	-	6,800	-	(6,800)	
Other Operating Sub-Total	**$12,399,364**	**$11,533,103**	**$16,572,113**	**$5,039,010**	**43.7%**
Recovery of Expenses	(25,767)	(203,000)	(203,000)	-	
DEPARTMENT TOTAL	**$37,697,446**	**$40,387,398**	**$44,709,268**	**$4,321,870**	**10.7%**

EXHIBIT 43

The Fiscal Year 2023 Budget Request is $44.7 million, an increase of $4.3 million or 10.7 percent above the Fiscal Year 2022 Budget amount. Total payroll is $28.3 million and includes 224 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages decreased by $148 thousand compared to the 2022 Budget. This decrease reflects adjustments to vacant positions.
- FICA and Retirement decreased by $569 thousand compared to the 2022 Budget due to the average SERS Pension Contribution Rate decrease from 55.385 percent to 52.691 percent.
- Fuels and Oils increased by $3.4 million based on projected fuel usage and projected fuel prices.
- Outside services increased by $654 thousand to build and stock a new vendor-managed inventory (VMI) location.
- Replacement Parts increased by $758 thousand to cover higher costs of parts due to inflation, transportation, and supply chain issues.

KEY DEPARTMENTAL ACCOMPLISHMENTS, GOALS AND STRATEGIC OUTCOMES

1. Increase employment and attract, retain and grow businesses
2. Improve infrastructure and customer safety
3. Support basic functions of government
4. Promote environmental responsibility and culture

2022 ACCOMPLISHMENTS

Outcomes	Facilities and Fleet - 2022 Accomplishments
1,3,4	Constructed a temporary business center at the Central Administration Building to address customer I-PASS issues.
2,3	Constructed four new conference rooms at the Central Administration Building.
1,2,3,4	Began work to repair structural issues related to the east entrance at the Central Administration Building.
2,3,4	Developed a restoration plan to maintain an aging fleet of vehicles while supply chain and production limitations continue.
3	Continued to work on a construction program at the Central Administration Building to better use of existing floor space to reduce operational costs by reducing the need for leased office space.
2,3,4	Continued replacing old and inefficient HVAC equipment to help offset rising utility consumption.
2,3	Reduced warehousing needs and costs by streamlining the ways packages and materials are currently stocked and shipped.

EXHIBIT 44-1

2023 DEPARTMENT STRATEGIC PLAN

FACILITIES AND FLEET SHORT-TERM GOALS

- Plan and implement improvements to the Central Administration building that will provide for a productive workspace based on our new employee types.
- Procure new green vehicles to replace vehicles that meet our replacement criteria.
- Equip facilities with electrical charging stations for electric vehicles.
- Develop and implement a plan for the reutilization of mainline toll plazas.
- Utilize the Job Order Contracting (JOC) Program to advertise and award job contracts for facility and roadway work.
- Align staffing positions at two newly constructed maintenance sites located at Aurora M-08 and Bensenville M-16 maintenance sites while reducing positions that are no longer needed.

EXHIBIT 44-2

DEPARTMENT HEADCOUNT

Position Title	FY2021	FY2022	FY2023
Accounts Payable Representative	3	3	3
Administration Manager	0	1	0
Antenna Specialist	1	1	1
Auto Mechanic	57	59	58
Automotive Attendant	2	2	2
Automotive Body Technician	1	1	1
Building Maintenance Manager	2	2	2
Carpenter Shop Manager-Operations	1	1	1
Carpenter Shop Supervisor	1	1	0
Central Shop Area Supervisor	1	1	0
Central Shop Manager	1	1	1
Central Shop Supervisor	1	1	2
Central Shop Truck & Equipment Repair Man	0	0	1
Chief Facilities Officer	0	1	1
Clothing Room Supervisor	1	1	1
Custodial Supervisor	2	2	2
Custodian III	36	26	22
Custodian Manager	1	1	1
Deputy Chief Facility/Fleet	1	0	0
Driver Messenger	9	9	9
Equipment Operators Laborers	4	4	4
Executive Project Manager	0	1	2
Executive Secretary	0	0	1
Facilities and Fleet Manager	1	0	1
Facility Services Administrator	1	1	1
Facility Services Manager	2	2	2
Field Network Technician	4	4	4
Field Operations Manager	1	0	0
Fleet Services Administrator	0	0	1
Fleet District Manager	2	3	2
Fleet District Supervisor	1	2	2
Fleet Manager	1	0	0
Fleet Supervisor	1	0	0
Fleet Systems Administrator	1	1	0
Fleet Systems Manager	0	0	1
General Manager of Building Maintenance	0	0	1
General Manager of Fleet Operations	1	1	1
General Manager of Quality Control/Oversight	1	1	1
General Manger of Facility Services	1	0	0
Inventory Analysis/Control Supervisor	1	0	0

Position Title	FY2021	FY2022	FY2023
Inventory and Property Manager	1	1	1
Inventory Control Auditor	2	1	1
Inventory Control Clerk	1	0	0
Inventory Planner	3	1	1
Inventory Specialist	1	1	1
Lead Custodian	4	4	5
Mail & Duplication Clerk	1	0	0
Mechanical Electrical	20	19	18
Messenger Services Supervisor	1	1	1
Mobile Bench Technician	2	1	3
Mobile Installer	3	2	2
Mobile Shop Manager	1	1	1
Office Services Supervisor	1	1	1
Painter	7	6	5
Parts Clerks	13	13	13
Project Administrator	2	1	0
Property Control Auditor	2	1	1
Property Control Supervisor	1	1	0
Records & Information Management Manager	0	0	1
Records & Information Management Specialist	1	1	1
Records & Information Management Supervisor	1	1	1
Secretary III	1	1	0
Section Clerk	5	4	4
Senior Building Inspector	1	0	0
Senior Manager of Custodial Service	1	1	1
Senior Manager of Facility Assets	0	1	1
Senior Manager of Fleet Administration	0	0	1
Senior Manager of Fleet Assets	1	1	1
Senior Manager of Quality Control & Oversight	1	1	1
Senior Office Services Specialist	0	1	1
Shipping and Receiving Auditor	1	1	1
Special Projects Coordinator	0	1	1
Structural	11	11	13
System Technician I	3	3	3
Warehouse Asset Manager	0	0	1
Warehouse Manager	1	1	1
Warehouse Materials Distribution Supervisor	1	1	1
Warehouse Workers	5	5	4
TOTAL	**244**	**224**	**224**

EXHIBIT 45

FINANCE

SUMMARY

The Department of Finance is responsible for general accounting, financial reporting, capital and operations budgeting, treasury functions, accounts payable, payroll, risk management and toll revenue audit for the Tollway. In addition, Finance manages all bond, cash and investment analysis and helps coordinate the financial position of the annual audit of the agency.

EXHIBIT 46

DEPARTMENT BUDGET

Major Account Description	2021 Actual Expenditures	2022 Budget	2023 Request	$ Change from 2022 Budget	% Change from 2022 Budget
Salary and Wages	$3,185,422	$3,876,722	$3,717,859	($158,863)	
FICA and Retirement	2,048,516	2,443,576	2,243,392	(200,184)	
Payroll Sub-Total	**$5,233,938**	**$6,320,298**	**$5,961,251**	**($359,047)**	**(5.7%)**
Employee Group Insurance	37,740,204	36,900,000	39,780,000	2,880,000	
Bank Charges	30,476,669	32,850,000	36,245,000	3,395,000	
Property Insurance	4,270,261	5,741,914	6,300,000	558,086	
Worker's Compensation Insurance	6,691,630	7,158,000	6,154,000	(1,004,000)	
Outside Services	2,109,471	1,100,000	1,125,350	25,350	
Bond Trustee	21,112	50,000	50,000	-	
Travel	-	6,000	34,000	28,000	
Employee Training	1,750	20,900	26,700	5,800	
Supplies - Office	6,330	20,000	20,000	-	
Dues, Books and Subscriptions	4,668	11,540	17,100	5,560	
Postage and Express	10,400	10,000	10,000	-	
Office Equipment	-	5,000	5,000	-	
Printing and Publications	-	2,000	2,000	-	
Other Expenses	209	1,500	1,500	-	
Advertising and Promotion	-	1,200	1,200	-	
Office Equipment-Maintenance	-	800	800	-	
Supplies - Operational	3,110	10,500	500	(10,000)	
Other Operating Sub-Total	**$81,335,813**	**$83,889,354**	**$89,773,150**	**$5,883,796**	**7.0%**
Recovery of Expenses	(38,992)	(110,000)	(110,000)	-	
DEPARTMENT TOTAL	**$86,530,760**	**$90,099,652**	**$95,624,401**	**$5,524,749**	**6.1%**

EXHIBIT 47

The Fiscal Year 2023 Budget Request is $95.6 million, an increase of $5.5 million or 6.1 percent above the Fiscal Year 2022 Budget amount. Total payroll is $6 million and includes 65 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages decreased by $159 thousand compared to the 2022 Budget. This decrease reflects vacant positions that were eliminated.
- FICA and Retirement decreased by $200 thousand compared to the 2022 Budget due to eliminating vacant positions and a decrease in the average SERS Pension Contribution Rate from 55.382 percent to 52.691 percent.
- Group Insurance increased by $2.9 million over the 2022 Budget due to rate increases. This includes group medical, dental, optical and life, as well as retiree health and life insurance.

- Credit Card Fees and Bank Charges increased by $3.4 million due to higher estimated toll transactions based on revenue projections.
- Property Insurance increased by $558 thousand due to projections in the insurance market.
- Worker's Compensation Insurance decreased by $1 million to adjust the reserve fund for trends identified in the latest actuarial study.

KEY DEPARTMENTAL ACCOMPLISHMENTS, GOALS AND STRATEGIC OUTCOMES

1. Increase employment and attract, retain and grow businesses
2. Improve infrastructure and customer safety
3. Support basic functions of government
4. Promote environmental responsibility and culture

2022 ACCOMPLISHMENTS

Outcomes	Finance - 2022 Accomplishments
3	Completed the monthly and year-end-close and financial statement preparation within the timelines and met all external audit deadlines.
3	Processed all payrolls timely and accurately.
3	Received the Government Finance Officers' Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the 25th consecutive year. Received the Distinguished Budget Presentation Award for the 19th consecutive year.
3	Made vendor payments in a timely manner while decreasing staffing needs.
3	AP completed rolling contract balances into the new state fiscal year with minimal staff overtime.
3	Develop manual process to email ODV invoices to customers.
3	Approximately $400 million in new bond issuance is expected to be secured in the fourth quarter of 2022 to fund a portion of the *Move Illinois* Program.
3	New reporting to identify and reduce payments over 60 days.

EXHIBIT 48-1

2023 DEPARTMENT STRATEGIC PLAN

FINANCE SHORT-TERM GOALS

- Provide departments insight via reports into payments taking greater than 60 days to process.
- Enhance reporting framework to monitor and analyze results relative to established goals.
  - Develop dashboards that can be shared with Executive Staff that provides a snapshot of key financial indicators at a high level.
- Implement cost allocation model.
- Working with admin to implement benefit programs that will reduce medical claims.
- Reduce workers compensation injury claims by providing more safety training.
- Automate the process and increase collection percentages for property damage and emergency vehicles.
- Issue $1.6 billion in new bonds in 2023–2025 to complete the bond-financed portion of the *Move IL* program.
- Refund outstanding bonds for savings if market conditions permit.
- Finalize GASB 87 accounting for all leases throughout the organization.
- Approximately $500 million in new bond issuance is expected to be secured in the second half of 2023 to fund a portion of the *Move Illinois* Program.

EXHIBIT 48-2

DEPARTMENT HEADCOUNT

Position Title	FY2021	FY2022	FY2023
Accountant	2	2	2
Accounts Payable Manager	1	1	1
Accounts Payable Representative	10	9	7
Accounts Payable Supervisor	2	2	2
Administrative Specialist	1	1	0
Assistant Controller/Financial Reporting Manager	1	1	0
Assistant Supervisor Accounts Payable	2	1	0
Budget Analyst	2	2	2
Budget Manager	1	1	1
Budget/General Accounting Clerk	1	1	1
Capital Budget Analyst	3	3	2
Capital Budget Manager	1	0	0
Capital Finance Analyst	1	1	1
Cashier	1	1	1
Cashier Supervisor	1	1	1
Cashier/General Accounting Assistant	3	3	3
Chief Accountant	2	2	2
Chief Financial Officer	1	1	1
Claims Adjuster	0	1	1
Construction Insurance Analyst	1	1	0
Contract Administrator	4	2	0
Controller	1	1	1
Debt Manager	1	1	1
Deputy Chief of Finance	1	1	1
Emergency Services Collection Analyst	1	1	1
Executive Secretary	1	1	1
Financial Planning Analyst	1	1	1
Financial Reporting Manager	0	0	1
Fiscal Operations Manager	1	0	0
Insurance Claims Supervisor	1	1	1
Insurance Risk Manager	1	0	0
Payroll Analyst	4	4	4
Payroll Manager	1	1	1
Payroll Supervisor	1	1	1
Procurement Liaison Manager	0	0	1
Project Accountant	4	5	6
Project Administrator Finance	1	1	1
Project Manger	1	1	1
Property Recovery Analyst	1	1	1
Secretary III	1	1	1

Position Title	FY2021	FY2022	FY2023
Senior Accountant	4	5	5
Senior Budget Manager	0	1	1
Senior Construction Insurance Analyst	0	0	1
Senior Financial Analyst	0	0	1
Senior Manager Finance, Debt & Treasury	0	1	1
Senior Manager of Fiscal Operations	0	1	1
Senior Manager of Risk Insurance & Controls	0	1	1
Supervisor Workers Comp Claims	1	1	1
TOTAL	**69**	**69**	**65**

EXHIBIT 49

ILLINOIS STATE POLICE DISTRICT 15

SUMMARY

Illinois State Police (ISP) District 15, one of 21 Districts of the Illinois State Police, is responsible for providing comprehensive law enforcement services to the entire Tollway system. District 15 patrols the Tollway system to enforce speed limits, traffic laws, assist disabled motorists and provide special details for operations, such as overweight vehicles. The District 15 commander reports to the Tollway Executive Director and to the Director of the ISP. District 15 is a unique ISP District serving a mobile community comprised of travelers from across the country along with local commuters. Troopers assigned to District 15 cover the Tollway system in 12 counties and coordinate with five other ISP Districts. District 15 operates and is solely responsible for a truck task force and special enforcement teams made up of a K-9 anti-drug unit, a motorcycle patrol unit, a comprehensive investigative unit, an administrative team and patrol operations.

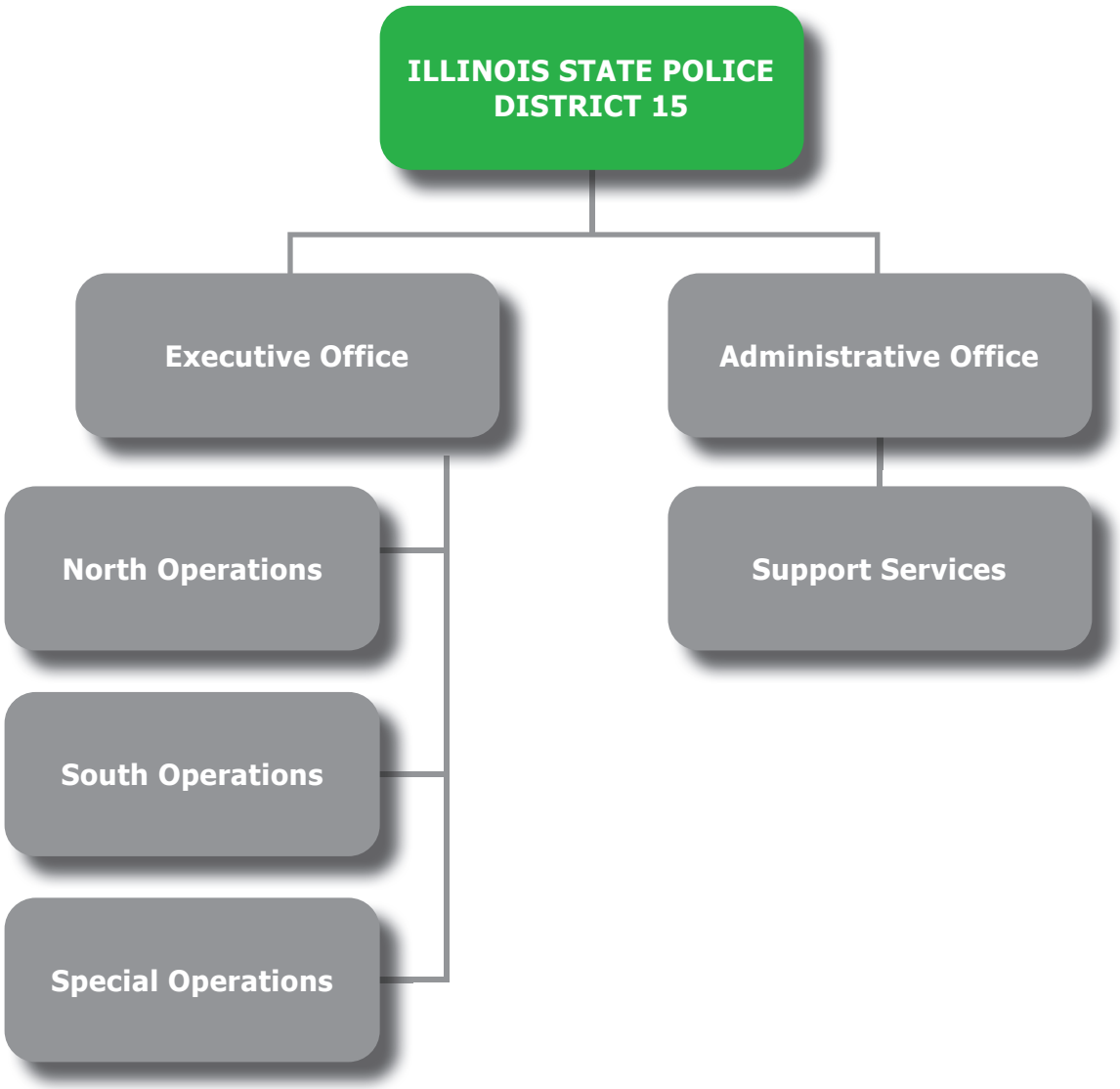


EXHIBIT 50

DEPARTMENT BUDGET

Major Account Description	2021 Actual Expenditures	2022 Budget	2023 Request	$ Change from 2022 Budget	% Change from 2022 Budget
Salary and Wages	$21,659,882	$21,237,471	$21,367,955	$130,484	
FICA and Retirement	12,388,032	12,115,402	11,615,198	(500,204)	
Payroll Sub-Total	**$34,047,914**	**$33,352,873**	**$32,983,153**	**($369,720)**	**(1.1%)**
Employee Group Insurance	4,432,751	4,363,250	4,554,000	190,750	
Supplies - Operational	115,627	100,000	450,000	350,000	
Office Equipment-Maintenance	153,083	150,000	150,000	-	
Supplies - Office	47,799	150,000	150,000	-	
Uniforms and Accessories	71,221	100,000	100,000	-	
Employee Training	45,551	50,000	75,000	25,000	
Outside Services	44,833	50,000	50,000	-	
Telephone	25,449	25,000	30,000	5,000	
Postage and Express	15,159	22,000	22,000	-	
Replacement Parts	83,432	20,000	20,000	-	
Dues, Books and Subscriptions	10,255	14,000	14,000	-	
Tools and Equipment	-	6,000	6,000	-	
Office Equipment	-	5,000	5,000	-	
Travel	20,921	5,000	5,000	-	
Contracted Maintenance Service	-	4,000	4,000	-	
Printing and Publications	-	1,000	1,000	-	
Other Expenses	118	400	400	-	
Other Operating Sub-Total	**$5,066,198**	**$5,065,650**	**$5,636,400**	**$570,750**	**11.3%**
Recovery of Expenses	(36,024)	(5,000)	(5,000)	-	
DEPARTMENT TOTAL	**$39,078,088**	**$38,413,523**	**$38,614,553**	**$201,030**	**0.5%**

EXHIBIT 51

The Fiscal Year 2023 Budget Request is $38.6 million, an increase of $201 thousand or 0.5 percent above the Fiscal Year 2022 Budget amount. Total payroll is $33 million for 13 civilian positions and 196 State Troopers.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages increased by $130 thousand compared to the 2022 Budget. This increase reflects adjustments to salaries and wages.
- FICA and Retirement decreased by $500 thousand compared to the 2022 Budget. This is due to the average SERS Pension Contribution Rate decreasing from 55.382 percent to 52.691 percent.
- Employee Group Insurance increased by $191 thousand due to rate increases.
- Operational Supplies have increased by $350 thousand for new police equipment.

KEY DEPARTMENTAL ACCOMPLISHMENTS, GOALS AND STRATEGIC OUTCOMES

1. Increase employment and attract, retain and grow businesses
2. Improve infrastructure and customer safety
3. Support basic functions of government
4. Promote environmental responsibility and culture

2022 ACCOMPLISHMENTS

Outcomes	Illinois State Police - 2022 Accomplishments
2,3	Continued to partner with Tollway engineers and the Traffic and Incident Management System (TIMS) Center, utilizing intelligence-led policing concepts to promote public safety by improving in the four areas of traffic safety: education, enforcement, engineering and emergency medical services.
1,2,3	Procured and purchased six motorcycles to enhance public safety with emergency response and traffic enforcement. These motorcycles were also on display for National Police Week in Washington DC in October 2021.
2,3	Procured and purchased "Trooper Cooper," a robotic police car, used to teach younger kids safety and education. Primarily used by our safety and education officer, Trooper Cooper has been used at numerous events providing a positive impact and learning.
1,2,3	Hired 19 additional troopers and added them to our rank and file in 2022.

EXHIBIT 52-1

2023 DEPARTMENT STRATEGIC PLAN

ILLINOIS STATE POLICE SHORT-TERM GOALS

- Increase overall personnel.
- Aggressively enforce violations of the Illinois Vehicle Code and Illinois Compiled Statutes.
- Enhance traffic safety through enforcement, education, and emergency response.

EXHIBIT 52-2

DEPARTMENT HEADCOUNT

Position Title	FY2021	FY2022	FY2023
Administration Secretary	1	0	0
Crash Report Call Taker	1	0	0
Executive Secretary	1	1	1
Information Processor Operator	1	0	0
Investigations Secretary III	1	1	1
Police Records Analyst	1	0	0
Police Records Specialist	7	8	6
Senior Manager of Quality Control and Oversight	0	0	1
Support Services Manager	1	1	1
Support Services/Assistant Time Keeper	1	2	2
Video Surveillance Supervisor	1	1	1
TOTAL	**16**	**14**	**13**

Note: Headcount does not include sworn personnel

EXHIBIT 53

PAGE INTENTIONALLY LEFT BLANK

INFORMATION TECHNOLOGY DEPARTMENT

SUMMARY

The Information Technology Department is responsible for planning, directing and controlling all information technologies and telecommunications, as well as providing the Tollway with strategic guidance and user/client services.

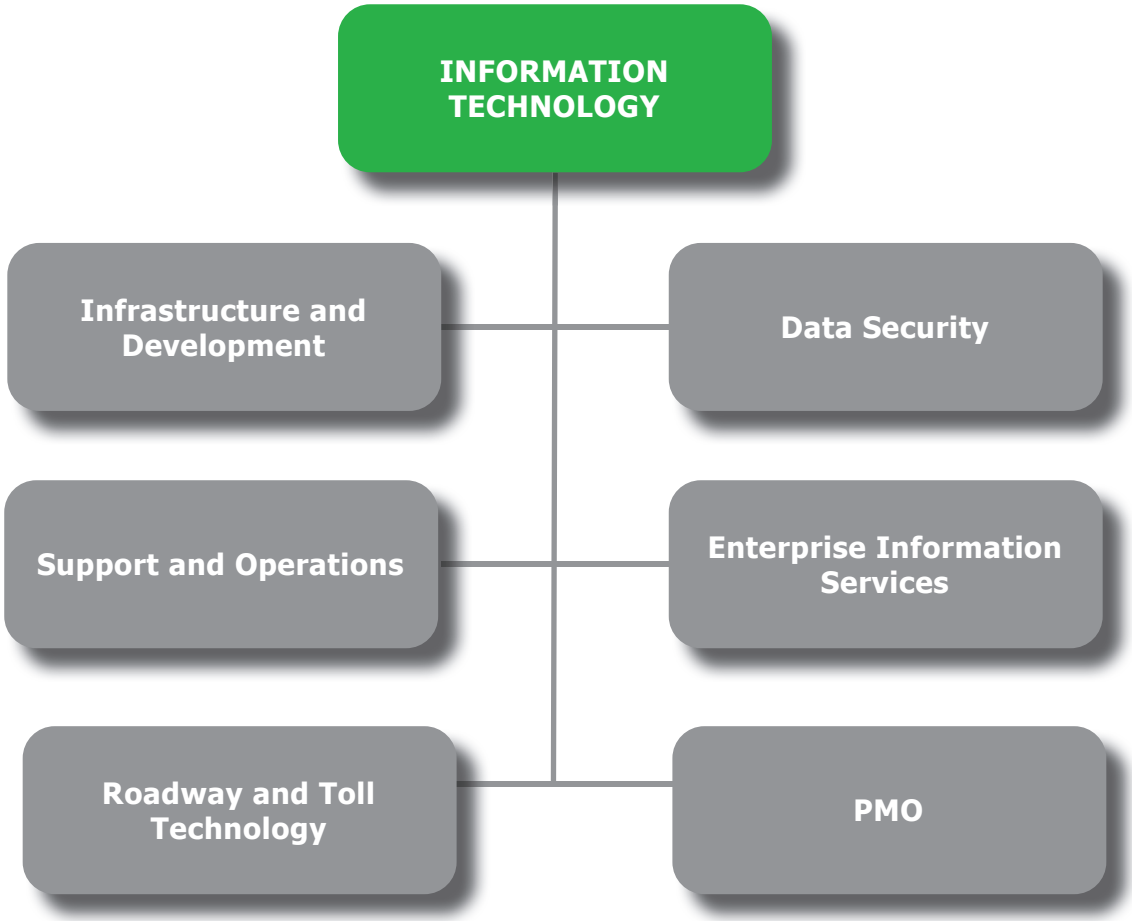


EXHIBIT 54

DEPARTMENT BUDGET

Major Account Description	2021 Actual Expenditures	2022 Budget	2023 Request	$ Change from 2022 Budget	% Change from 2022 Budget
Salary and Wages	$2,611,891	$5,876,449	$8,526,704	$2,650,255	
FICA and Retirement	1,654,210	3,704,043	5,145,099	1,441,056	
Payroll Sub-Total	**$4,266,101**	**$9,580,492**	**$13,671,803**	**$4,091,311**	**42.7%**
Office Equipment-Maintenance	11,320,118	14,238,023	17,115,179	2,877,157	
Consulting Services	7,029,046	10,868,000	6,738,200	(4,129,800)	
Telephone	1,695,338	1,320,000	1,800,000	480,000	
Contracted Maintenance Service	699,694	1,390,000	1,180,000	(210,000)	
Replacement Parts	10,240	23,000	120,000	97,000	
Employee Training	1,200	3,500	20,000	16,500	
Supplies - Office	-	14,000	5,000	(9,000)	
Dues, Books and Subscriptions	3,253	4,500	4,500	-	
Other Capital Equipment	-	500	500	-	
Travel	-	500	500	-	
Tools and Equipment	-	400	300	(100)	
Postage and Express	-	300	200	(100)	
Supplies - Operational	-	23,100	-	(23,100)	
Other Expenses	-	300	-	(300)	
Materials - Operational	-	10,000	-	(10,000)	
Outside Services	-	1,100	-	(1,100)	
Printing and Publications	-	1,000	-	(1,000)	
Other Operating Sub-Total	**$20,758,889**	**$27,898,223**	**$26,984,379**	**($913,843)**	**(3.3%)**
DEPARTMENT TOTAL	**$25,024,989**	**$37,478,715**	**$40,656,183**	**$3,177,468**	**8.5%**

EXHIBIT 55

The Fiscal Year 2023 Budget Request is $40.7 million, an increase of $3.2 million or 8.5 percent above the Fiscal Year 2022 Budget amount. Total payroll is $13.7 million and includes 109 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages increased by $2.7 million compared to the 2022 Budget. This increase reflects added positions and adjustments to salaries and wages.
- FICA and Retirement increased by $1.4 million compared to the 2022 Budget due to added positions. The average SERS Pension Contribution Rate decreased from 55.382 percent to 52.691 percent.
- Office Equipment-Maintenance increased by $2.9 million due to new and ongoing software maintenance and support for the entire agency.
- Consulting Services decreased by $4.1 million due to hiring staff qualified to broaden the department's experience and knowledge base.
- Telephone increased $480 thousand due to increasing bandwidth requirements and additional data circuits to enhance call connectivity.

KEY DEPARTMENTAL ACCOMPLISHMENTS, GOALS AND STRATEGIC OUTCOMES

1. Increase employment and attract, retain and grow businesses
2. Improve infrastructure and customer safety
3. Support basic functions of government
4. Promote environmental responsibility and culture

2022 ACCOMPLISHMENTS

Outcomes	Information Technology - 2022 Accomplishments
2, 3	Completed the third phase of the Next Generation Network II upgrade of the Tollway's fiber network.
2	Continued to perform cybersecurity assessments, remediation activities and enhancements.
2	Completed the implementation and migration of systems to a private cloud infrastructure.
2	Completed the design and began the implementation of a virtual desktop application.
2	Completed the migration of mail services to the public cloud.
2	Completed the design for several major system upgrades with implementation beginning in 2022.
2	Completed projects that improved our customer support experience.

EXHIBIT 56-1

2023 DEPARTMENT STRATEGIC PLAN

INFORMATION TECHNOLOGY SHORT-TERM GOALS

- Technology Consolidation - Migrate all technology to IT department for central support and control.
- Corporate Application Infrastructure (SAP) – Exit the State ERP systems and establish our own instance.
- Systems Infrastructure and Operations Management - Establish ServiceNow platform to assist with managing IT operations and support. Assess risk for all IT assets, systems and data from a security and access perspective.
- Data Governance - Establish Data Governance Program to inventory, classify and secure critical enterprise business data and provide methods to assist in legacy system deprecations.
- End User Computing and Mobility - Establish Virtual Desktop Infrastructure to reduce our dependency on localized hardware and enhance our mobile capabilities.
- General Infrastructure Support - Maintain a secure, current and supportable IT infrastructure.

EXHIBIT 56-2

DEPARTMENT HEADCOUNT

Position Title	FY2021	FY2022	FY2023
Application Developer Manager	1	1	1
Business Analyst	0	0	1
Chief Information Officer	0	0	1
Chief of Information Technology	1	1	1
Computer Operator	1	1	2
Data Center Facilities Manager	0	0	1
Data Center Operations Manager	1	1	1
Data Governance and Deprecation Administrator	0	0	1
Data Governance Engineer	0	0	2
Database Administrator	0	0	1
Deputy Chief Data Governance & System Deprecation	0	0	1
Deputy Chief of Application Development	0	0	1
Deputy Chief of Business Systems	1	1	0
Deputy Chief of IT - Infrastructure and Development	1	1	1
Deputy Chief of IT Security	1	1	1
Deputy Chief of IT Support and Operations	1	1	1
Deputy Chief of Project Management	0	0	1
Deputy Chief Public Safety Dispatch and Traffic Operations	0	0	1
Desktop Support Technician	5	7	11
Enterprise Architect	0	0	1
Enterprise Customer Service Manager	1	1	1
Enterprise Information Services Manager	1	1	1
ERP General Manager	0	1	1
Executive Secretary	1	1	1
General Manager of Contract Management	1	0	1
Host System Expert	0	0	1
Inventory/Contract Manager	0	0	1
IT Business Development Coordinator	1	1	1
IT Special Projects Coordinator	1	1	1
Mainframe Developer	0	0	1
Manager Contract Management	0	1	0
Microsoft Developer	0	0	1
Net Developer	1	0	1
Network Administrator	2	2	3
Network Engineer	0	0	2
Network Manager	1	1	1
Network Support Manager	1	1	1
Network Technician	1	1	1
PBX Technician	1	1	1
Project Manager	1	2	7
SAP Business Staff	0	12	8

Position Title	FY2021	FY2022	FY2023
SAP Functional Expert	1	1	2
SAP IT Staff	0	13	12
Sap Program Manager	0	0	1
Sap Trainers	0	0	2
Security Administrator	3	1	1
Security Analyst	0	2	2
Security Engineer	0	2	2
Senior Business analyst	0	0	1
Senior Computer Operator	1	1	1
Senior Manager of Roadway Technology	1	1	0
Senior Network Engineer	0	1	2
Senior Project Manager	1	1	2
Senior Software Engineer	1	1	1
Senior Systems Analyst	3	3	3
System Mainframe Developer	1	0	0
Systems Administrator	5	4	10
TOTAL	**44**	**73**	**109**

EXHIBIT 57

INTERNAL AUDIT

SUMMARY

The Internal Audit Department promotes accountability and integrity by conducting independent audits and reviews regarding the efficiency and effectiveness of Tollway operations. The department is responsible for recommending improvements and changes that increase the economy, efficiency and effectiveness of Tollway projects and processes. It advises other departments on techniques, controls and best practices for mitigating risks, while promoting the highest professional and ethical standards in the issuance and oversight of contracts and ensures accountability and integrity in the handling of public revenues received by the Tollway.

EXHIBIT 58

DEPARTMENT BUDGET

Major Account Description	2021 Actual Expenditures	2022 Budget	2023 Request	$ Change from 2022 Budget	% Change from 2022 Budget
Salary and Wages	$675,581	$950,364	$1,201,859	$251,495	
FICA and Retirement	423,908	599,033	725,213	126,180	
Payroll Sub-Total	**$1,099,489**	**$1,549,397**	**$1,927,072**	**$377,675**	**24.4%**
Consulting Services	150,388	2,026,000	2,200,000	174,000	
Employee Training	10,488	33,100	29,575	(3,525)	
Travel	-	8,500	20,100	11,600	
Dues, Books and Subscription	2,380	7,400	6,900	(500)	
Supplies - Office	1,290	4,500	3,600	(900)	
Office Equipment	-	1,800	1,625	(175)	
Telephone	-	800	850	50	
Other Operating Sub-Total	**$164,545**	**$2,082,100**	**$2,262,650**	**$180,550**	**8.7%**
DEPARTMENT TOTAL	**$1,264,034**	**$3,631,497**	**$4,189,722**	**$558,225**	**15.4%**

EXHIBIT 59

The Fiscal Year 2023 Budget Request is $4.2 million, an increase of $558 thousand or 15.4 percent above the Fiscal Year 2022 Budget amount. Total payroll is $1.9 million and includes 13 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages increased by $251 thousand compared to the 2022 Budget. This increase reflects added positions and adjustments to salaries and wages.
- FICA and Retirement increased by $126 thousand compared to the 2022 Budget due to due to added positions. The average SERS Pension Contribution Rate decreased from 55.382 percent to 52.691 percent.
- Consulting Services increased by $174 thousand for auditing services.
- Travel increased by $12 thousand due to return to in-person training events.

KEY DEPARTMENTAL ACCOMPLISHMENTS, GOALS AND STRATEGIC OUTCOMES

1. Increase employment and attract, retain and grow businesses
2. Improve infrastructure and customer safety
3. Support basic functions of government
4. Promote environmental responsibility and culture

2022 ACCOMPLISHMENTS

Outcomes	Internal Audit - 2022 Accomplishments
3	Completed required cycle audits including Administrative Support Services, Budget Accounting and Reporting, Revenue and Receivables, Property, Equipment and Inventory, and Electronic Data Processing.
3	Completed all administrative requirements set forth within the Fiscal Control and Internal Auditing Act, including, but not limited to, development of the two-year plan, presentations to the Board and Executive management on Internal Audit activities, and completion of the annual certification letter to the Auditor General of the State of Illinois.
3	Completed additional risk-based reviews of Tollway operations per the annual audit plan and/or in response to management requests.
3	Performed follow up procedures on all open internal and external audit findings and presented the results to the Tollway Board and management.
3	Coordinated the external audit, Payment Card Industry (PCI) assessment and other co-sourced assurance reviews.
3	Provided Internal Audit assistance for the Tollway's Enterprise Risk Management program and the Sarbanes Oxley (SOX) internal control program.
3	Examined existing systems and activities to evaluate efficient and effective use of resources, accomplishment of goals and objectives, reliability of information, accuracy of records, compliance with policies and procedures, and integrity of controls.
3	Assisted another state agency in the performance of their required peer review.
3	Provided Internal Audit assistance for evaluating the Third-Party Risk Management process including evaluations of System and Organization Controls (SOC) reports.

EXHIBIT 60-1

2023 DEPARTMENT STRATEGIC PLAN

INTERNAL AUDIT SHORT-TERM GOALS

- Completion of ongoing and annual statutory requirements, including: annual certification letter to the Auditor General, annual external Audit support, annual report to the Executive Director, annual 2-Year Audit Plan submission, completion of required Cycle Audits, meet or exceed state and professional regulation pertaining to Continuing Professional Education (CPE) requirements.
- Implementation and roll out of agile audit methodology.
- Update Internal Audit manual and Internal Audit Charter to align with organizational changes and any professional standard revisions.
- Continue to support the Tollway's SOX and ERM initiatives including training, interacting with key business personnel, and reporting results to Tollway management and executives.
- Offer development and advancement opportunities for staff members.
- Enhance and incorporate audit's data analysis and technology capabilities.

EXHIBIT 60-2

DEPARTMENT HEADCOUNT

Position Title	FY2021	FY2022	FY2023
Chief Internal Auditor	1	1	1
Executive Secretary	1	1	1
Internal Audit Manager	2	2	2
Internal Audit Supervisor	0	0	1
Internal Auditor	2	2	3
Senior Internal Auditor	2	2	2
Senior Internal Auditor Manager	0	1	1
Strategy Analyst	0	1	2
TOTAL	**8**	**10**	**13**

EXHIBIT 61

PAGE INTENTIONALLY LEFT BLANK

LEGAL

SUMMARY

The Legal Department, which is a bureau of the Office of the Attorney General of the State of Illinois, provides all legal services required by the Tollway, including matters involving contract preparation, financing operations, real estate acquisition, procurement, construction activities, employee and labor relations and workers' compensation. The General Counsel reports to the Illinois Attorney General, the Tollway's Chief Executive Officer and the Tollway's Executive Director.

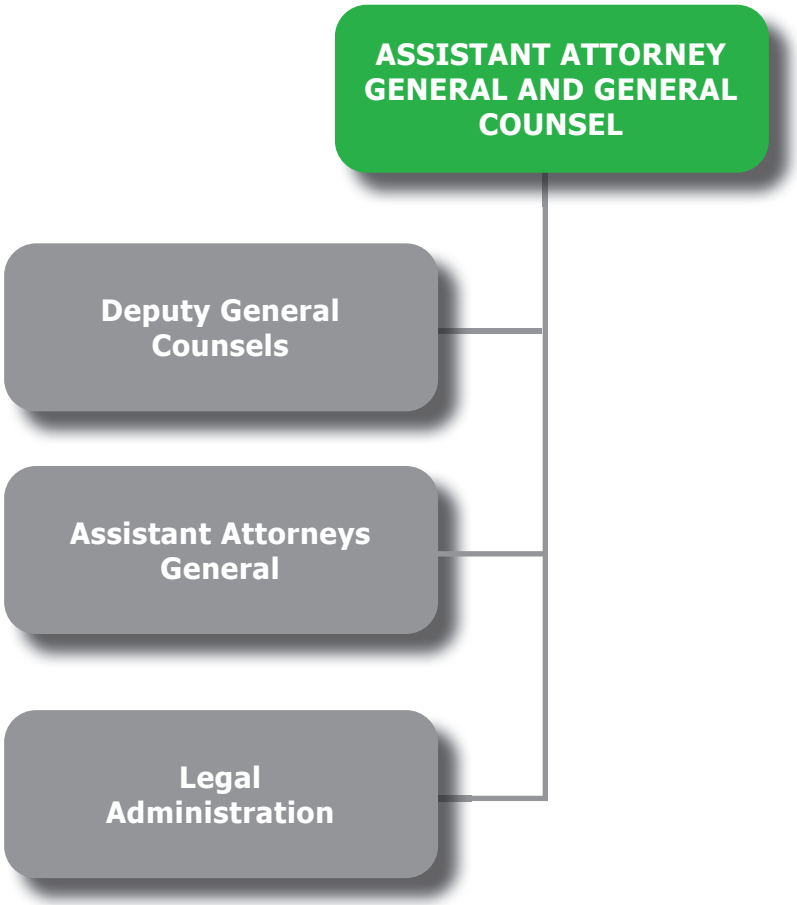


EXHIBIT 62

DEPARTMENT BUDGET

Major Account Description	2021 Actual Expenditures	2022 Budget	2023 Request	$ Change from 2022 Budget	% Change from 2022 Budget
Salary and Wages	$814,415	$921,461	$956,206	$34,745	
FICA and Retirement	518,888	580,816	576,985	(3,831)	
Payroll Sub-Total	**$1,333,303**	**$1,502,277**	**$1,533,191**	**$30,914**	**2.1%**
Outside Services	338,295	250,000	350,000	100,000	
Consulting Services	582	225,000	250,000	25,000	
Dues, Books and Subscriptions	2,045	6,000	6,000	-	
Supplies - Office	-	3,000	3,000	-	
Employee Training	-	3,000	3,000	-	
Travel	568	2,500	2,500	-	
Postage and Express	290	2,000	2,000	-	
Other Operating Sub-Total	**$341,779**	**$491,500**	**$616,500**	**$125,000**	**25.4%**
Recovery of Expenses	(640)	(3,000)	(3,000)	-	
DEPARTMENT TOTAL	**$1,674,442**	**$1,990,777**	**$2,146,691**	**$155,914**	**7.8%**

EXHIBIT 63

The Fiscal Year 2023 Budget Request is $2.1 million, an increase in $156 thousand or 7.8 percent above the Fiscal Year 2023 Budget amount. Total payroll is $1.5 million for 10 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages increased by $35 thousand compared to the 2022 Budget due to adjustments to salaries.
- FICA and Retirement decreased by $4 thousand compared to the 2022 Budget due to a decrease in the average SERS Pension Contribution Rate from 55.382 percent to 52.691 percent.
- Outside Services and Consulting Services increased by $100 thousand and $25 thousand respectively, due to volume and rate increases from outside counsel.

KEY DEPARTMENTAL ACCOMPLISHMENTS, GOALS AND STRATEGIC OUTCOMES

1. Increase employment and attract, retain and grow businesses
2. Improve infrastructure and customer safety
3. Support basic functions of government
4. Promote environmental responsibility and culture

2022 ACCOMPLISHMENTS

Outcomes	Legal - 2022 Accomplishments
3	Provided counsel regarding amnesty program, new Pilot Program relative to escalated penalties, and new violations enforcement system.
2,3	Prepared responses to procurement protests and handled other procurement related matters, included hearing involving significant sole source contract.
2,3	Continued support of I-490 Tollway Project and Central Tri-State Tollway (I-294) Project.
3	Continued management and defense of Tollway litigation and potential litigation, including real estate acquisitions, labor and employment matters (including arbitrations), and tort cases.
2,3	Conducted union contract negotiations and negotiations regarding impact of new safety measures.
3	Provided counsel regarding Tollway management and operational processes, including redevelopment of existing assets.
3	Provided counsel regarding FOIA responses.
3	Provided counsel regarding development of new Design Build process and creation of contract documentation for same.
3	Provided counsel regarding Audit-related matters.
3	Provided counsel and support to Chair/CEO and Board of Directors.
1	Hired a new Assistant Attorney General.

EXHIBIT 64-1

DEPARTMENT HEADCOUNT

Position Title	FY2021	FY2022	FY2023
Assistant Attorney General	3	5	5
Deputy General Counsel	1	1	1
Executive Secretary	1	1	1
General Counsel	1	1	1
Legal Secretary III	1	1	1
Property Management/Paralegal	1	1	1
Senior Assistant Attorney General	2	0	0
TOTAL	**10**	**10**	**10**

EXHIBIT 65

OFFICE OF THE INSPECTOR GENERAL

SUMMARY

The Office of the Inspector General (OIG) was created by statute (605 ILCS 10/8.5) to provide independent oversight essential to maintain public trust in the Illinois Tollway. OIG's mission is to foster effectiveness and efficiency in Tollway administration and operations by promoting integrity and accountability of the Tollway Board, Tollway employees, contractors and vendors. In furtherance of its mission, OIG works to detect, deter and prevent fraud, waste, abuse, corruption, misconduct and mismanagement. OIG reviews Tollway procedures and conducts investigations of alleged violations of law, rule or regulation and gross or aggravated misconduct or mismanagement. OIG reports its findings and makes recommendations to the Tollway Board and Tollway management and provides public semi-annual reports of its activities and recommendations to the Illinois Governor and General Assembly.

EXHIBIT 66

DEPARTMENT BUDGET

Major Account Description	2021 Actual Expenditures	2022 Budget	2023 Request	$ Change from 2022 Budget	% Change from 2022 Budget
Salary and Wages	$516,867	$717,368	$780,917	$63,549	
FICA and Retirement	325,107	452,172	471,213	19,041	
Payroll Sub-Total	**$841,974**	**$1,169,540**	**$1,252,130**	**$82,590**	**7.1%**
Employee Training	8,357	10,000	12,000	2,000	
Outside Services	-	10,000	10,000	-	
Dues, Books and Subscriptions	4,916	12,000	8,000	(4,000)	
Supplies - Office	261	2,500	1,500	(1,000)	
Office Equipment	-	500	500	-	
Travel	-	500	500	-	
Postage and Express	83	200	400	200	
Printing and Publications	-	50	50	-	
Other Operating Sub-Total	**$13,616**	**$35,750**	**$32,950**	**($2,800)**	**(7.8%)**
DEPARTMENT TOTAL	**$855,590**	**$1,205,290**	**$1,285,080**	**$79,790**	**6.6%**

EXHIBIT 67

The Fiscal Year 2023 Budget Request is $1.3 million, an increase of $80 thousand or 6.6 percent above the Fiscal Year 2022 Budget amount. Total payroll is $1.3 million and includes 9 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages increased by $64 thousand compared to the 2022 Budget. This increase reflects adjustments to salaries and wages.
- FICA and Retirement increased by $19 thousand compared to the 2022 Budget due to adjustments to salaries and wages. The average SERS Pension Contribution Rate decreased from 55.382 percent to 52.691 percent.
- Employee Training increased $2 thousand for certification training.
- Dues, Books and Subscription decreased $4 thousand due to research costing less than expected.

KEY DEPARTMENTAL ACCOMPLISHMENTS, GOALS AND STRATEGIC OUTCOMES

1. Increase employment and attract, retain and grow businesses
2. Improve infrastructure and customer safety
3. Support basic functions of government
4. Promote environmental responsibility and culture

2022 ACCOMPLISHMENTS

Outcomes	Office of the Inspector General - 2022 Accomplishments
2,3,4	Conducted investigations and reviews and issued reports with detailed findings and recommendations to enhance Tollway efficiency and effectiveness and promote integrity and accountability in such areas as employee misconduct, secondary employment, hiring, vendor misconduct and conflict of interest.
2,3	Collaborated with Internal Audit, Ethics and Legal departments to review, discuss and advise on Board conflict disclosures and other ethics-related issues. Drafted charter for Ethics Committee.
2, 3	Categorized customer service complaints received by OIG by type of concern and provided suggestions for improved customer service to Board and Tollway Management.
3	Developed and presented orientation for new Board Chair and Interim Executive Director.
1,2,3	Provided investigative assistance to outside law enforcement agencies and other inspectors general offices to facilitate investigative and prosecutorial efforts.
1,3,4	Collaborated with Tollway ethics officer to develop ethics survey and training, such as procurement ethics training for Board and Tollway staff.
2,3	Sought and received training on Tollway Databases and processes.
3	Collaborated with Strategic Development Department staff on integrity initiatives and third party risk management project.

EXHIBIT 68-1

2023 DEPARTMENT STRATEGIC PLAN

OFFICE OF THE INSPECTOR GENERAL SHORT-TERM GOALS

- Fulfill statutory mandate to provide independent, non-partisan oversight to prevent, detect, and deter fraud, waste, abuse, corruption, misconduct, and mismanagement.
- Produce work that promotes integrity and accountability at the Tollway to ensure public trust and improve Tollway operations.
- Provide candid, objective, and uninhibited analysis and recommendations.
- Increasing awareness of, and taking steps to address, issues respecting diversity, equity, and inclusion as it impacts staff and our work.

DEPARTMENT HEADCOUNT

Position Title	FY2021	FY2022	FY2023
Analyst	0	1	1
Deputy Inspector General	1	1	1
Executive Secretary	1	1	1
General Manager Investigations	1	1	1
Inspector General	1	1	1
Investigator	2	2	2
Investigator II	2	2	2
TOTAL	**8**	**9**	**9**

EXHIBIT 69

OPERATIONS

SUMMARY

The Operations Department is responsible for all aspects of public tolling and the associated support services through direct and indirect contact with the I-PASS Customer Service Centers, customer services, toll services and cash handling.

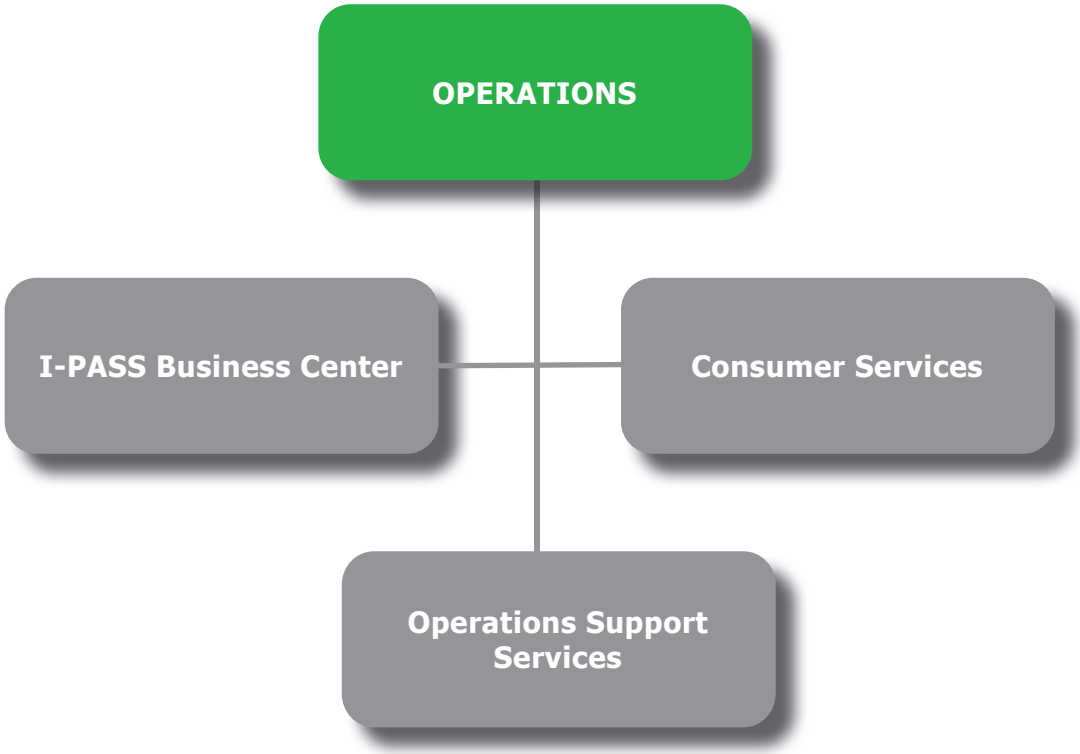


EXHIBIT 70

DEPARTMENT BUDGET

Major Account Description	2021 Actual Expenditures	2022 Budget	2023 Request	$ Change from 2022 Budget	% Change from 2022 Budget
Salary and Wages	$19,577,444	$19,333,340	$17,961,705	($1,371,635)	
FICA and Retirement	12,759,084	12,186,189	10,838,272	(1,347,917)	
Payroll Sub-Total	**$32,336,528**	**$31,519,529**	**$28,799,977**	**($2,719,552)**	**(8.6%)**
Outside Services	34,120,614	40,524,704	38,266,694	(2,258,010)	
Utilities	4,506,609	4,800,000	5,900,000	1,100,000	
Postage and Express	20,000	126,400	150,350	23,950	
Office Equipment Rentals	404,539	422,103	146,904	(275,199)	
Employee Training	1,730	122,000	92,000	(30,000)	
Advertising and Promotion	96,760	-	84,240	84,240	
Supplies - Office	14,116	190,600	80,400	(110,200)	
Telephone	853,572	43,400	45,000	1,600	
Printing and Publications	-	24,000	30,000	6,000	
Contracted Maintenance Service	1,429	40,000	30,000	(10,000)	
Office Equipment	-	2,500	21,000	18,500	
Supplies - Operational	1,561	125,525	20,500	(105,025)	
Travel	4,010	85,150	15,850	(69,300)	
Tools and Equipment	-	-	13,015	13,015	
Armored Truck Service	-	-	3,850	3,850	
Building Equipment	-	3,000	3,000	-	
Other Expenses	1,657	2,600	2,360	(240)	
Other Capital Equipment	-	-	600	600	
Materials - Operational	-	350	350	-	
Other Operating Sub-Total	**$40,026,597**	**$46,512,332**	**$44,906,113**	**($1,606,219)**	**(3.5%)**
DEPARTMENT TOTAL	**$72,363,125**	**$78,031,861**	**$73,706,090**	**($4,325,771)**	**(5.5%)**

EXHIBIT 71

The Fiscal Year 2022 Budget request is $73.7 million, a decrease of $4.3 million or 5.5 percent below the Fiscal Year 2022 Budget amount. Total payroll is $29 million and includes 316 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages decreased by $1.4 million compared to the 2022 budget. This is primarily due to the repurposing vacant positions to I-PASS customer call center services.
- FICA and Retirement decreased by $1.3 million compared to the 2022 Budget due the average SERS Pension Contribution Rate decrease from 55.383 percent to 52.691 percent.
- Outside Services decreased by $2.3 million compared to the 2022 Budget due to an increase of customers going directly to the Tollway's website for service and a shift in call minutes.
- Utilities increased $1.1 million due to an increase in rates.
- Office Equipment Rentals decreased by $275 thousand due to a reduction in lease expense.

KEY DEPARTMENTAL ACCOMPLISHMENTS, GOALS AND STRATEGIC OUTCOMES

1. Increase employment and attract, retain and grow businesses
2. Improve infrastructure and customer safety
3. Support basic functions of government
4. Promote environmental responsibility and culture

2022 ACCOMPLISHMENTS

Outcomes	Operations - 2022 Accomplishments
1,3	Enhanced and expanded I-PASS Assist Program to allow for any invoice incurred by I-PASS Assist customer be eligible for fee dismissal, allowing any I-PASS Assist customer to only ever be responsible for tolls. Developed code within Customer Relationship Management (CRM) system to allow for weekly tracking.
1,3,4	Established a solid foundation for new hire customer service training. Completing a full customer service training curriculum and manual as well as creating a platform to support future retraining as needed. Incorporation of divisional standard operating procedures , targeted trainings to identify and address KPIs/metrics. Coordination and tracking of all mandatory One Net mandatory state employment trainings. Continued development of additional trainings to support all aspects of Toll Operations.
3, 4	Enhanced the administrative directives for the Operations Department to provide better direction on department specific policies and procedures, as a supplement to the Tollway Policy and Procedure Manual.
1,3	Enhanced our customer service capabilities by training 200+ toll collectors as remote call takers growing phone-based customer service needs.
3	Continuation of testing with Accenture to fully develop the program to accept 6C inventory within our CRM system.
3	Along with Business Systems, rolled out the mobile app for I-PASS and violation payments allowing for customers to quickly have access to their I-PASS accounts in order to timely maintain their accounts. Also allows for non-customers to make payments on and dispute invoices.
1,3,4	Developed customer service surveys for both call agents and in-person customer service locations, allowing for the department to gather data in more of a uniform manner to drive the performance goals and develop areas of improvement for the overall I-PASS department.
1,3,4	Renewed the military convoy process and procedures to reflect the current I-PASS operational structure. Updates were made on Illinois Tollway website and within our department to properly assist customers seeking these specialized services.
3	Developed weekly communication update (Customer Service Counts) for I-PASS operations to inform toll collectors, coin counters, money truck drivers and I-PASS ASFCME staff about ongoing practices, policy updates and new information.

2022 ACCOMPLISHMENTS

Outcomes	Operations - 2022 Accomplishments continued
1,3	Designed and implemented a comprehensive customer service quality assurance performance protocol which provides formalized reporting and analysis on the performance of Customer Service Centers.
1,3	Interns 2022 – expanded Operation's professional internship program from one intern in 2021 to five in 2022 to include work exposure and career training. Developed the intern experience to include team building and various trainings, including an overview of Excel features, quick tips, and V-look Up Projects designed to develop proficiency with advanced Excel features.
1,3,4	The implementation and management of the backend technology for a comprehensive Customer Service Call Center. This technology operates and supports two separate work units, a contracted (vendor) remote call center and an inhouse (Tollway) remote call center.
3	Created a centralized tracking system to manage both on-site and remote staff benefit time providing opportunities to maintain optimal staffing levels, balancing approvals for vacation and personal time commensurate with seasonal demand.

EXHIBIT 72-1

2023 DEPARTMENT STRATEGIC PLAN

OPERATIONS SHORT-TERM GOALS

- Multiple targeted initiatives including:
  - New Call Center award – current contract expires 12/31/2022.
  - Collaboration between Business Systems and I-PASS on the integration of new tolling initiatives.
  - Further automate I-PASS Assist application process associated with enhanced I-PASS. Assist Program.
  - Refine global bidding, ongoing process.
  - Continue to establish, incorporate, monitor and communicate KPIs.
  - Enhanced Convoy Procedures.
  - Continue to evaluate and incorporate new standard operating procedures and departmental directives into current collective bargaining agreements as needed.

EXHIBIT 72-2

DEPARTMENT HEADCOUNT

Position Title	FY2021	FY2022	FY2023
Cash Handling Manager	1	0	0
Cash Handling Supervisor	2	1	1
Chief of Toll Operations	1	1	1
Client Services Associate	0	2	0
Client Services Manager	0	16	18
Client Services Training and Development Manager	0	1	1
Coin Counter	12	8	7
Coin Counter/Money Truck Driver	2	1	1
Contract Analyst	0	1	1
Customer Relations Associate	0	1	1
Customer Service Analyst	2	2	3
Customer Service Analytics Manager	1	1	1
Customer Service Inventory Manager	1	1	1
Customer Service Inventory Specialist	2	1	1
Customer Service Manager	2	2	2
Customer Service Representative	41	41	38
Deputy Chief of Operations	1	1	1
Director Electronic Tolling Initiatives	1	1	1
District Supervisor	2	1	0
Executive Office Administrator	1	1	0
Executive Secretary	1	1	1
General Manager of Operation Quality Control & Oversight	1	1	1
General Manager of Toll Services	1	0	0
General Manager of Tolling Logistics	1	1	1
Government Account Associate	0	2	2
Image Research Associate	0	10	10
Image Research Manager	0	1	1
I-PASS Administration Manager	0	2	2
I-PASS Coordinator	1	0	0
I-PASS Support Associate	0	0	1
Manager of Operation Quality Control & Oversight	1	1	1
Manager, Tolling Logistics	1	1	1
Money Truck Drivers	7	2	1
Operations Support Assistant	0	0	5
Operations Support Manager	0	0	1
Plaza Manager	7	0	0
Plaza Supervisor	15	1	0
Project Administrator	2	2	0
Project Coordinator	1	1	1
Quality Assurance Associate	0	0	3

Position Title	FY2021	FY2022	FY2023
Regional Manager of Client Services	0	0	1
Scheduling Manager	0	1	1
Secretary III	2	2	1
Senior Customer Relations Manager	2	1	1
Senior Manager of Customer Services	0	1	1
Senior Manager of Operations	1	1	1
Senior Manager of Program Development	1	1	1
Support Program Associate	0	7	9
Support Program Manager	0	1	1
Switchboard Operator	5	5	0
Toll Collector	257	186	188
Toll Compliance Specialist	1	0	0
Violation Administration Center Manager	2	0	0
TOTAL	**382**	**316**	**316**

EXHIBIT 73

PAGE INTENTIONALLY LEFT BLANK

PLANNING

SUMMARY

The Planning Department is responsible for strategic programming and planning, intergovernmental agreements, environmental resource management and planning, landscaping/aesthetics, geographic information system (GIS), legislation and policy, community relations, utilities and permits, and property and real estate management. This department plays an integral part in the local, regulatory and agency coordination which supports the advancement of capital projects. The department leads the regional and long-range planning efforts by collaborating with various state, regional and local transportation and planning organizations, as well as numerous transportation, planning and environmental advocacy organizations.

Planning staff also develops and maintains systemwide GIS applications and manages the Traffic Engineer. The Traffic Engineer conducts traffic and revenue analysis to be compliant with Trust Indenture requirements.

EXHIBIT 74

DEPARTMENT BUDGET

Major Account Description	2021 Actual Expenditures	2022 Budget	2023 Request	$ Change from 2022 Budget	% Change from 2022 Budget
Salary and Wages	$1,199,252	$1,353,971	$1,398,168	$44,197	
FICA and Retirement	789,289	853,436	843,668	(9,768)	
Payroll Sub-Total	**$1,988,541**	**$2,207,407**	**$2,241,836**	**$34,429**	**1.6%**
Contracted Maintenance Service	1,221,217	1,200,000	1,200,000	-	
Consulting Services	406,093	440,000	450,000	10,000	
Dues, Books and Subscriptions	63,545	63,000	123,000	60,000	
Travel	3,421	15,000	15,000	-	
Supplies - Office	-	15,000	7,500	(7,500)	
Employee Training	835	6,000	6,000	-	
Telephone	1,432	3,600	1,500	(2,100)	
Office Equipment-Maintenance	957	950	800	(150)	
Postage and Express	-	-	100	100	
Other Operating Sub-Total	**$1,697,499**	**$1,743,550**	**$1,803,900**	**$60,350**	**3.5%**
DEPARTMENT TOTAL	**$3,686,040**	**$3,950,957**	**$4,045,736**	**$94,779**	**2.4%**

EXHIBIT 75

The Fiscal Year 2023 Budget Request is $4 million, an increase of $95 thousand or 2.4 percent above the Fiscal Year 2022 Budget amount. Total payroll is $2.2 million and includes 29 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages increased by $44 thousand compared to the 2022 Budget due to adjustments to salaries and wages.
- FICA and Retirement decreased by $10 thousand compared to the 2022 Budget due to the average SERS Pension Contribution Rate decrease from 55.382 percent to 52.691 percent.
- Dues, Books and Subscription increased $60 thousand due to the CMAP (Chicago Metropolitan Agency for Planning) annual fee.

KEY DEPARTMENTAL ACCOMPLISHMENTS, GOALS AND STRATEGIC OUTCOMES

1. Increase employment and attract, retain and grow businesses
2. Improve infrastructure and customer safety
3. Support basic functions of government
4. Promote environmental responsibility and culture

2022 ACCOMPLISHMENTS - PLANNING

Outcomes	Planning - 2022 Accomplishments
2, 3	Implemented an online, over dimension permitting system and cross-trained staff to ensure continual coverage and responsiveness to commercial carriers.
1, 2, 3	Support the State and Tollway commitment to economic development, community connectivity and expansion of broadband, while also generating non-toll revenue through leasing Tollway communication assets (fiber, conduit and cell towers).
1,2,3,4	Collaborated with federal, state and local agencies to advance new interchange projects to enhance mobility, support economic development, provide new access and facilitate the safe and efficient movement of freight.
1,2,3	By the end of 2022, the department will have acquired nearly 50 parcels of land for capital improvement projects.
1,3	Identified and sold nearly $20 million of excess right-of-way in accordance with Tollway policy. Sale of excess right-of-way provides opportunities to support economic development and generate income on underutilized assets.
1,2,3	Partnered with peer agencies to advance more than 50 intergovernmental agreements for acquiring land, university research, cost sharing and leveraging dollars to secure additional funds for infrastructure along or supporting the Tollway.
3	Collected more than $15 million in receivables associated with intergovernmental agreements with the state.
3	Update emergency service agreements with municipal fire departments and fire prevention districts that border the Tollway to ensure the highest degree if safety for Tollway customers and staff.
1, 2, 3	Advanced and coordinated utility relocations in support of the *Move Illinois* Program
1,2,3,4	Identified and formalized partnerships to advance capital projects and comply with the Tollway's Sustainability Policy. Initiatives include water quality improvements, regional stormwater management partnerships, land acquisition, habitat creation and planting initiatives to attain the goal of 58,000 trees.
2,3,4	Developed and completed a comprehensive chloride reduction plan, in conjunction with Roadway Maintenance, to aid the agency in meeting permitting requirements and water quality standards throughout the system.

Outcomes	Planning - 2022 Accomplishments continued
3	Conducted more than 300 stakeholder and community outreach events to collect, disseminate and educate elected officials, partner agencies, tollway customers, neighboring property owners and the public on the status of various capital projects and Tollway initiatives.
1,2,3,4	Continued collaboration with Pace and other stakeholders to integrate transit service along the Central Tri-State (I-294) Project corridor.
1,2,3	Researched and identified potential new partnerships and grant funding opportunities to support the continued delivery of the capital program and to advance statewide technology and economic development goals.
2,3	Initiated a systemwide evaluation of capital assets and infrastructure associated with cash toll collection to formulate options and timelines for the 2021-2030, 10-year Capital Plan.
2,3	Implemented web-based applications to support locating utilities and fiber within the right-of-way, manage utility and construction permits, geographically map environmental permits, traffic noise complaints and reports, and manage roadside vegetation.
2,3	Continued updating and deploying new features for the Geo-Hub GIS web-based application to provide a geographic element to data and asset management and roadway maintenance.
3	Consolidating third party Indefeasible Right of Use and Communication Tower Lease packages to maintain an up-to-date database and transparent storage in support of the GASB 87 requirements.
1,2,3	Proactively coordinated with third-party permitees for utility crossings, construction permits and right-of-way impacts to strengthen relationships with municipal and private partners to support the regional business environment.

EXHIBIT 76-1

2023 DEPARTMENT STRATEGIC PLAN

PLANNING

- Support the implementation of the *Move Illinois* Program through the continued delivery of right-of-way, acquisition of permits, coordination of utility relocations, review of design and MOT plans, relocation of fiber, external stakeholder coordination and completing intergovernmental agreements.
- Advance oases and toll plaza redevelopment RFP.
  - Evaluate existing and potential future right-of-way needs to determine if any land can be deemed excess and sold to be put back into productive use.
  - Continued engagement in state, regional and local transportation planning.
- Secure customer and stakeholder feedback to assist with facility redevelopment plans.
- Advance commercial vehicle parking expansion projects.
- Evaluate current and future fiber needs and prioritize future expansion.
- Evaluate opportunities to generate additional revenue.
- Consider how new technology and innovations can be used on the Tollway to enhance safety, support mobility and improve cost efficiencies.
- Invest in training and staff development.
- Continued development of technology-based tools and business applications for all aspects of Planning agreements, permitting (environmental, land and utility), asset mapping, traffic data and truck routing/permitting.
- Evaluate planning and design of new projects to assess resiliency to extreme events.

EXHIBIT 76-2

DEPARTMENT HEADCOUNT

Position Title	FY2021	FY2022	FY2023
Budget and Data Administrator	1	1	1
Chief Planning Officer	1	1	1
Community Relations Corridor Coordinator	1	1	1
Community Relations/Outreach Manager	1	1	1
Deputy Chief of Planning	1	1	1
Engineering Project Liaison	1	0	0
Environmental Planner	1	1	1
Environmental Policy and Program Manager	1	1	1
Executive Permit & Utility Manger	1	1	0
Executive Project Manager	0	0	1
Executive Secretary	1	1	1
Fiber Optic Utilities Relocation Manager	1	1	0
Finance & Administration Management Trainee	1	0	0
Geometrics Engineer	1	1	1
GIS Support Specialist	1	1	1
GIS Systems Manager DBA Administrator	1	1	1
Government & Legislative Affairs Manager	1	1	1
Intergovernmental Agreement (IGA) Manager	1	1	1
Land Acquisition Manager	1	1	1
Overweight/Over Dimension Permit Tech	1	1	1
Project Manager/Engineer	1	1	1
Property Specialist	1	1	1
Relocation and Acquisition Specialist	1	1	1
Senior Environmental Planner	1	1	1
Senior Landscape Architect	1	1	1
Senior Project Engineer	2	1	0
Senior Project Manager	1	1	3
Senior Property Specialist	0	1	1
Traffic and Revenue Analyst	1	1	1
Transportation Planner	1	1	1
Utilities/IGA Coordinator	1	1	0
Utility Permit Technician	0	0	1
Utility Technician	1	1	1
TOTAL	**31**	**29**	**29**

EXHIBIT 77

PROCUREMENT

SUMMARY

The Procurement Department is responsible for agencywide procurement for all goods, services, construction and all professional services including engineering and design. In addition, the Procurement Department will ensure all contracts are in compliance with stated goals, deliverables and obligations.

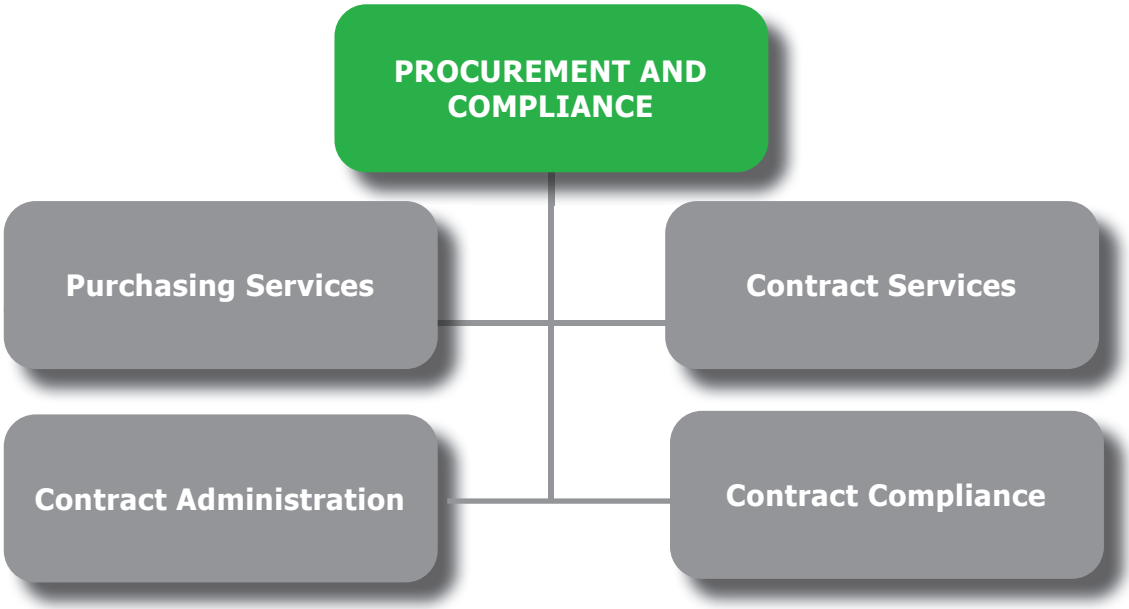


EXHIBIT 78

DEPARTMENT BUDGET

Major Account Description	2021 Actual Expenditures	2022 Budget	2023 Request	$ Change from 2022 Budget	% Change from 2022 Budget
Salary and Wages	$1,455,738	$2,130,236	$2,237,518	$107,281	
FICA and Retirement	936,824	1,342,731	1,350,140	7,409	
Payroll Sub-Total	**$2,392,562**	**$3,472,967**	**$3,587,658**	**$114,690**	**3.3%**
Employee Training	5,927	53,425	47,460	(5,965)	
Supplies - Office	1,371	22,000	22,000	-	
Travel	-	20,395	17,720	(2,675)	
Dues, Books and Subscriptions	5,110	4,490	6,090	1,600	
Uniforms and Accessories	-	4,000	4,100	100	
Telephone	1,790	2,400	3,360	960	
Office Equipment	-	-	3,168	3,168	
Printing and Publications	-	300	1,490	1,190	
Supplies - Operational	-	1,000	-	(1,000)	
Other Operating Sub-Total	**$14,198**	**$108,010**	**105,388**	**($2,622)**	**(2.4%)**
DEPARTMENT TOTAL	**$2,406,760**	**$3,580,977**	**$3,693,046**	**$112,068**	**3.1%**

EXHIBIT 79

The Fiscal Year 2023 Budget Request is $3.7 million, an increase of $112 thousand or 3.1 percent above the Fiscal Year 2022 Budget amount. Total payroll is $3.6 million and includes 57 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages increased by $107 thousand compared to the 2022 Budget. This increase reflects the adjustments to salaries and wages.
- FICA and Retirement increased by $7 thousand compared to the 2022 Budget due to adjustments to salaries and wages. The average SERS Pension Contribution Rate decreased from 55.382 percent to 52.691 percent.

KEY DEPARTMENTAL ACCOMPLISHMENTS, GOALS AND STRATEGIC OUTCOMES

1. Increase employment and attract, retain and grow businesses
2. Improve infrastructure and customer safety
3. Support basic functions of government
4. Promote environmental responsibility and culture

2022 ACCOMPLISHMENTS

Outcomes	Procurement - 2022 Accomplishments
3	Reduced the overall construction contract procurement processing times in the busiest year in Tollway history.
3	Increased procurement training for vendors and with Tollway user-departments on procurement processes and systems.
1	Increased staff training opportunities to encourage staff to obtain procurement industry certifications.
3	Increased procurement coordination between Tollway departments to foster collaboration and issue resolution.

EXHIBIT 80-1

2023 DEPARTMENT STRATEGIC PLAN

PROCUREMENT SHORT TERM GOALS

- Reduce Procurement processing times with the use of a contract management system.
- Reduce the number of non-responsive submittals by the end of 2023.
- Improve communication and coordination between Tollway Departments. The short-term goal is to assist User Departments to initiate their procurements timely (i.e. well in advance of existing contract expiration) and longer-term goal is to work with user department to develop procurements timely with a collaborative effort between User Departments and Procurement.

EXHIBIT 80-2

DEPARTMENT HEADCOUNT

Position Title	FY2021	FY2022	FY2023
Business Enterprise Program Manager	1	1	1
Buyer	1	0	0
Chief of Contract Compliance	1	1	1
Chief of Contract Services	1	1	1
Chief of Procurement	0	0	1
Chief Procurement & Compliance Officer	1	1	0
Contract Compliance Analyst	10	10	8
Contract Compliance Coordinator	0	1	1
Contract Compliance Manager	0	1	1
Contract Negotiator	0	2	2
Contract Specialist	4	4	5
Contracts Analyst	5	5	6
Contracts Manager	1	1	1
DBE Program Manager	1	0	0
Deputy Chief of Contract Compliance	1	1	1
Deputy Chief of Procurement	2	2	2
Executive Secretary	3	2	2
Information Processing Operator	1	1	1
Procurement & Construction Service Manager	1	1	1
Procurement Training Specialist	0	2	2
Purchasing Coordinator	1	1	0
Purchasing Services Manager	1	1	1
Senior Buyer	6	6	4
Senior Contract Compliance Analyst	0	2	2
Senior Contract Negotiator	7	8	10
Senior Manager of Program Development	0	0	1
Senior Procurement Training Specialist	2	2	2
TOTAL	**51**	**57**	**57**

EXHIBIT 81

SECURITY AND SAFETY

SUMMARY

The Security and Safety Department is responsible for ensuring Tollway employees and facilities have a secure and safe work environment.

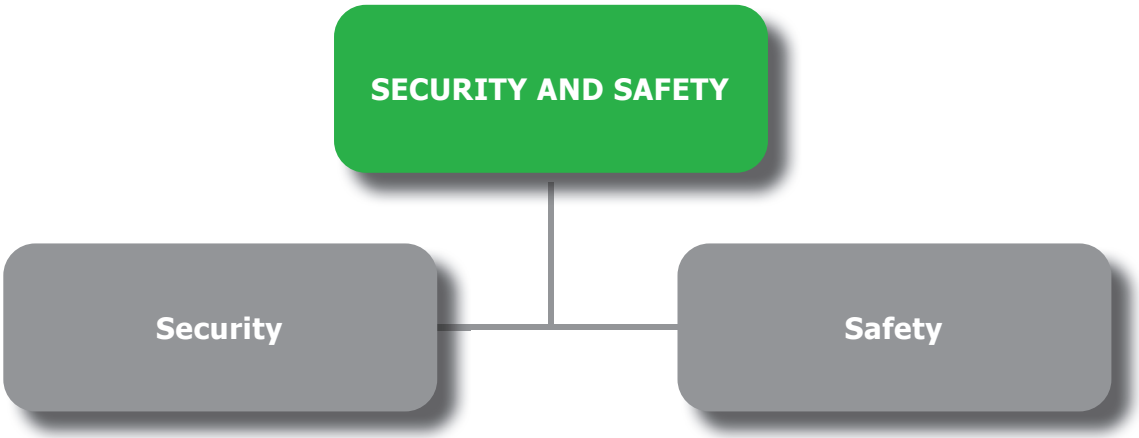


EXHIBIT 82

DEPARTMENT BUDGET

Major Account Description	2021 Actual Expenditures	2022 Budget	2023 Request	$ Change from 2022 Budget	% Change from 2022 Budget
Salary and Wages	$303,784	$622,788	$861,280	$238,492	
FICA and Retirement	167,734	392,556	519,705	127,149	
Payroll Sub-Total	**$471,518**	**$1,015,344**	**$1,380,985**	**$365,641**	**36.0%**
Employee Training	-	406,000	406,000	-	
Materials - Operational	-	25,000	45,000	20,000	
Supplies - Operational	-	20,000	40,000	20,000	
Building Equipment	-	-	38,204	38,204	
Supplies - Office	-	1,000	2,000	1,000	
Other Operating Sub-Total	**-**	**$452,000**	**$531,204**	**$79,204**	**17.5%**
DEPARTMENT TOTAL	**$471,518**	**$1,467,344**	**$1,912,189**	**$444,845**	**30.3%**

EXHIBIT 83

The Fiscal Year 2023 Budget Request is $1.9 million, an increase of $444 thousand or 30.3 percent above the Fiscal Year 2022 Budget amount. Total payroll is $1.4 million and includes 9 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages increased by $238 thousand compared to the 2022 Budget. This increase reflects added positions and adjustments to salaries and wages.
- FICA and Retirement increased by $127 thousand compared to the 2022 Budget due to added positions. The average SERS Pension Contribution Rate decreased from 55.382 percent to 52.691 percent.
- The Employee Training budget of $406 thousand includes safety-related training classes and workshops for Tollway employees.
- Material- Operational increased $20 thousand due to updates in OHSA regulations for agency to be compliant.
- Supplies-Operational expenses increased $20 thousand due the department piloting different safety equipment to improve employee safety and to promote safety in the field/day-to-day work assignments.

KEY DEPARTMENTAL ACCOMPLISHMENTS, GOALS AND STRATEGIC OUTCOMES

1. Increase employment and attract, retain and grow businesses
2. Improve infrastructure and customer safety
3. Support basic functions of government
4. Promote environmental responsibility and culture

2022 ACCOMPLISHMENTS

Outcomes	Security and Safety - 2022 Accomplishments
2,3	Security and Safety conducted site survey visits of all the Tollway facilities.
3	Directed and assisted in the development of RFP to replace our security video management system.
2,3	Implemented procedures to bring the Tollway up to OSHA standards regarding respirator and crane programs.
2,3	Created and continually updating the Operation Security Plan that outlines how to protect the Illinois Tollway's employees and facilities from threats and how to handle these types of situations should they occur
3	Safety is conducting CPR training in all the maintenance facilities.
2,3	Safety conducted a safety survey to determine the overall view/perception of how safety is performed at the Tollway.
2,3	Security conducted a security analysis of Central Administration Building with ISP District 15.
3	Safety has implemented procedures to investigate all Tollway employee incidents and injuries. The safety team has investigated over 90 incidents/injuries relating to Tollway employees.
3	Security has researched 21 subpoena and 20+ general video requests and provided video clips burned to DVD as needed.
3	Worked with IT to develop a new video request process that utilizes a shared site which departments may view the video clips requested.
2,3	The department has hired additional personnel, including a senior security manager, health and safety training specialist and safety incident investigation specialist.
3	Safety has continued to pilot two lane blades, a roadway clearing device. This pilot has been successful and received great feedback from our employees.
3	The Safety trainer has developed a Safety presentation to present to all new Tollway employees during the onboarding presentations.

EXHIBIT 84-1

2023 DEPARTMENT STRATEGIC PLAN

SECURITY AND SAFETY

- Install interior and exterior cameras at CA to enhance security.
- Secure parking lot gates at CA.
- Address the ERM risks.
  - Goals and objectives related to business continuity.
  - Goals and objectives related to safety.
- Implementing both Security and Safety emergency/crisis training (table top and Field training exercises).
- Security and Safety Culture (Implementing Safety Committees and Implementing the OPSEC Plan).
- Obtain and maintain industry standard security equipment and reviewing and implementing security measures.

EXHIBIT 84-2

DEPARTMENT HEADCOUNT

Position Title	FY2021	FY2022	FY2023
Chief Security Officer	1	1	1
Health & Safety Training Specialist	0	0	1
Health and Safety Manager	2	2	2
Manned Lanes Control Clerk	1	1	0
Project Manager	1	1	1
Safety Incident Inv Specialist	0	0	1
Senior Manager of Security	0	0	1
Toll Audit Manager	1	1	1
Toll Audit Supervisor	1	1	1
TOTAL	**7**	**7**	**9**

EXHIBIT 85

PAGE INTENTIONALLY LEFT BLANK

Roadway and bridge reconstruction is underway along the Central Tri-State Tollway (i-294) as part of the I-490/I-294 Interchange Project near Franklin Park.

Bridge piers are constructed along the Jane Addams Memorial Tollway (I-90) as part of the I-490/I-90 Interchange near Des Plaines.

Completed I-294/I-57 Interchange near Harvey, Markham.

I-294 Southbound Mile Long Bridge Project near Willow Springs.

CAPITAL

MOVE ILLINOIS: THE ILLINOIS TOLLWAY DRIVING THE FUTURE

In August 2011, the Illinois Tollway approved a comprehensive 15-year (2012-2026) capital program – *Move Illinois: The Illinois Tollway Driving the Future* – to improve mobility, relieve congestion, reduce pollution and link economies across Northern Illinois. In April 2017, the Board of Directors agreed to expand the original reconstruction of the Central Tri-State Tollway (I-294) by $2.1 billion and bring the estimated capital investments in the *Move Illinois* Program to $14.2 billion.

($ millions)	2021 Actual Expenditures	2022 Budget	2022 Estimated Expenditures	2023 Request
Existing System Needs				
Jane Addams Memorial Tollway (I-90)	$3.6	$3.7	$1.4	$4.9
Tri-State Tollway (I-94/I-294/I-80)	695.0	690.1	699.5	615.3
Veterans Memorial Tollway (I-355)	7.1	1.1	2.0	7.4
Reagan Memorial Tollway (I-88)	18.5	5.5	2.4	3.5
Systemwide Improvements	220.3	296.8	216.3	314.8
Existing System Needs Total	**$944.5**	**$997.1**	**$921.6**	**$945.9**
System Expansion				
Tri-State Tollway (I-294)/I-57 Interchange	$80.8	$46.2	$36.2	$10.2
Elgin O'Hare Western Access Project	230.9	439.9	364.2	506.3
Other Emerging Projects	1.5	3.1	2.4	4.9
System Expansion Total	**$313.2**	**$489.3**	**$402.8**	**$521.4**
Agreement Reimbursements and Other Adjustments	(18.4)		($7.2)	
***Move Illinois* Program Total**	**$1,239.3**	**$1,486.4**	**$1,317.2**	**$1,467.3**

Notes:

1. 2021 Actual Expenditures and 2022 estimated expenditures reflect cost recoveries of ($18.4) million and ($7.2) million pursuant to intergovernmental agreements (IGA). 2023 Request does not reflect any IGA reimbursements.
2. Totals may not add due to rounding.

EXHIBIT 86

Overview: 2022 *Move Illinois* Program – Year Eleven

Existing System Needs

The *Move Illinois* capital program commits funds to deliver improvements across the Illinois Tollway system – including rebuilding and widening the Jane Addams Memorial Tollway (I-90) from the Tri-State Tollway (I-294) to Rockford and the Central Tri-State Tollway from 95th Street to Balmoral Avenue with accommodations for transit. The program also provides for rehabilitation of the Reagan Memorial Tollway (I-88), interchange improvements, repair and maintenance of bridges systemwide and reconstruction and rehabilitation of maintenance facilities. The program provides upgrades for toll collection technology, intelligent transportation systems (ITS) technology, program support and other capital need.

Jane Addams Memorial Tollway (I-90)
The current *Move Illinois* Program budget for the Jane Addams Memorial Tollway (I-90) is $2.5 billion, including $220 million made available from the Congestion-Relief Program. On the project's western segment, rebuilding and widening from Mill Road to the Elgin Toll Plaza was completed in 2014.

Rebuilding and widening the eastern segment of the roadway from the Elgin Toll Plaza to the Tri-State Tollway (I-294) was completed in 2016. In 2022, $1.4 million was allocated to complete various close out activities and cathodic protection.

Tri-State Tollway (I-94/I-294/I-80)
In 2022, the Tollway expects to spend $699.5 million on the corridor. Design services for the Central Tri-State Tollway (I-294) reconstruction from 95th Street to Balmoral Avenue were ongoing. Advance work continued on the corridor along with closeout activities on the reconstruction of the Burlington Northern Santa Fe Railway Bridge over I-294. Construction continued on the Mile Long Bridge with the construction of the new southbound bridge, with $51.3 million in expected spend, while closeout activities continued on the completed northbound bridge. Work continued on reconstruction and widening the mainline roadway between 95th Street and the 83rd Street Toll Plaza, between the 82nd Street Toll Plaza and LaGrange Road and between 75th Street and the I-55 ramps for approximately $133.3 million of work. Work also continued on the I-290/I-88 Interchange with approximately $71.3 million in work. Also, construction continued between Grand Avenue and Wolf Road, including construction of the I-490/I-294 Interchange ramp bidge, totaling $66.7 million in 2022. In advance of construction scheduled for 2022 and beyond, $12.5 million was provided for right-of-way acquisition along with $14.6 million for utility relocations.

Work also began on rehabilitation of the North Tri-State Tollway (I-94) between Atkinson Road and Half Day Road with $30.0 million in expected spend, while closeout continued on Edens Spur (I-94) in 2022, with construction expenditures totaling $0.4 million.

Veterans Memorial Tollway (I-355)
Approximately $2.0 million is anticipated to be spent on the Veterans Memorial Tollway (I-355) in 2022, primarily to complete noise abatement wall repairs and various closeout activities as part of the resurfacing from I-55 to Army Trail Road.

Reagan Memorial Tollway (I-88)
In 2022, aapproximately $2.4 million is anticipated to be spent on the Reagan Memorial Tollway (I-88). Closeout activities occurred for roadway and bridge rehabilitation between Aurora Toll Plaza and Illinois Route 59, Windsor Drive Bridge widening and reconstruction, as well as the Deerpath Road Bridge reconstruction.

Systemwide Projects
In 2022, $216.3 million was designated for systemwide improvements including $48.2 million for bridge, pavement and safety improvements and $34.9 million for toll plaza improvements and information technology projects. Maintenance facility upgrades continued in 2022 with more than $25.2 million in improvements including ongoing construction at the Hoffman Estates (M-5) maintenance site. Closeout activities also continued at the Aurora (M-8) maintenance site, and at the Bensenville (M-16) maintenance site.

Approximately $60.0 million was allocated for non-roadway and other capital projects and roughly$47.3 million was expended on program support activities, including project management services, materials engineering services, utility relocations, support staff and land acquisition support services.

System Expansion

The *Move Illinois* Program includes regional projects that will promote economic development by providing an opportunity to stimulate local economies and provide infrastructure improvements necessary to continue to support the quick and efficient transport of goods, services and workers.

Tri-State Tollway (I-294)/I-57 Interchange

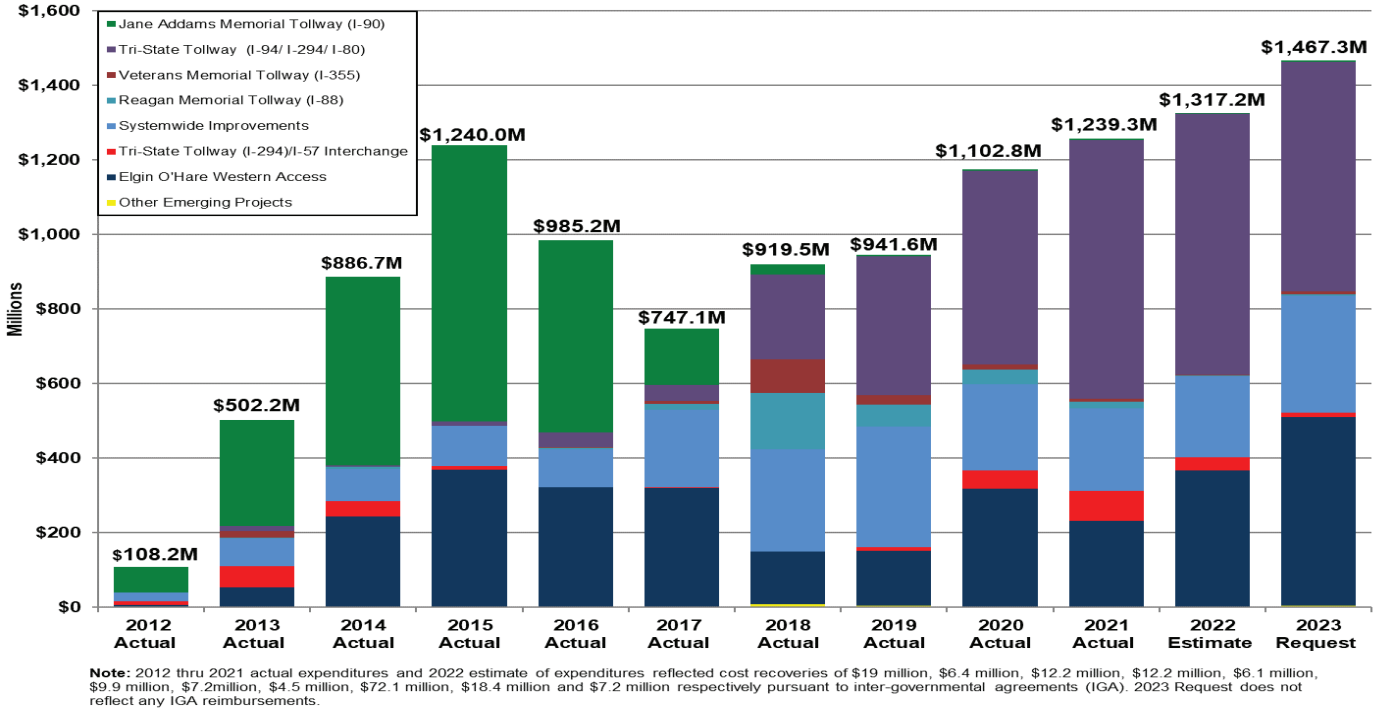
The first phase of construction was completed in October 2014, allowing movements from northbound I-57 to I-294 and from I-294 to southbound I-57, as well as a new access at 147th Street. In 2022, the second phase of the interchange was completed with more than $36.2 million anticipated to be spent. Roadway and bridge widening between Kedzie Avenue and CSX Railroad was completed with approximately $11 million allocated while work continued on several I-294/I-57 ramp connections, totaling $20.7 million in 2020.

Elgin O'Hare Western Access Project

The anticipated 2022 expenditure related to construction of the new I-490 Tollway is approximately $364.2 million. Approximately $233.4 million is anticipated in 2022 for construction, including $102.5 million allocated for work on the railroad and I-490 bridges at the CPR Bensenville Yard. Work began on the railroad track relocation from south of Grand Avenue to Illinois Route 19. Construction also continued on the I-490/IL 390 Interchange with approximately $23.8 million in spend anticipated. Also included in the 2022 expenditures was funding for land acquisitions and utility relocation along I-490 to support future construction.

Overview: 2023 *Move Illinois* Program – Year Twelve

In 2023, the fiscal year capital budget includes funding for the twelfth year of the 15-year, $14.2 billion *Move Illinois* Program. For fiscal year 2023, approximately $1.47 billion is allocated for *Move Illinois*.



Note: 2012 thru 2021 actual expenditures and 2022 estimate of expenditures reflected cost recoveries of $19 million, $6.4 million, $12.2 million, $12.2 million, $6.1 million, $9.9 million, $7.2million, $4.5 million, $72.1 million, $18.4 million and $7.2 million respectively pursuant to inter-governmental agreements (IGA). 2023 Request does not reflect any IGA reimbursements.

EXHIBIT 87

Existing System Needs

Jane Addams Memorial Tollway (I-90)

Jane Addams Memorial Tollway (I-90)
($ millions)

Need	Project Type	Project Limits	Length (miles)	Construction Period	2023 Request
Reconstruct					
Infrastructure Replacement/ Congestion Relief	Reconstruct 6 Lanes/ Add 2 Lanes	Kennedy Expressway to Elgin Toll Plaza (9) (MP 79.0 to 54.0)	25.0	2013-2016	$4.9
Infrastructure Replacement/ Congestion Relief	Reconstruct 4 Lanes/ Add 2 Lanes	Elgin Toll Plaza (9) to Illinois Route 47 (MP 54.0 to 46.5)	7.5	2013-2016	$0.0
Infrastructure Replacement/ Congestion Relief	Reconstruct 4 Lanes/ Add 2 Lanes	Illinois Route 47 to I-39 (MP 46.5 to 17.5)	29.0	2013-2016	$0.0
Infrastructure Renewal	Bridge and Ramp Repairs	Corridorwide		2013-2026	$0.0
	Utilities / ROW and Corridor Support	Corridorwide			$0.0
		Jane Addams Memorial Tollway (I-90) Total:			**$4.9**

EXHIBIT 88

The current *Move Illinois* Program budget for the Jane Addams Memorial Tollway (I-90) is $2.5 billion including $220 million made available from the Congestion-Relief Program to fund reconstruction and widening work completed in 2016 and bridge and ramp repairs. Approximately $4.9 million will be expended on the Jane Addams Memorial Tollway in 2023 to complete grading improvement.

Tri-State Tollway (I-94/I-294/I-80)

Tri-State Tollway (I-94/I-294/I-80)
($ millions)

Need	Project Type	Project Limits	Length (miles)	Construction Period	2023 Request
Reconstruct					
Infrastructure Replacement	Reconstruct 8 Lanes/ Add 2 Lanes	95th Street to Balmoral Avenue (MP 17.7 to 40.0)	22.3	2019-2026	$547.0
Infrastructure Replacement	Reconstruct 4 Lanes	Edens Spur (MP 25.0 to 30.0)	5.0	2018-2020	$0.0
Infrastructure Renewal	Bridge and Ramp Repairs	Corridorwide		2018-2026	$29.4
	Utilities/ROW and Corridor Support	Corridorwide			$38.9
				Tri-State Tollway (I-94/I-294/I-80) Total:	**$615.3**

EXHIBIT 89

As part of the *Move Illinois* Program, the Tollway will invest more than $4 billion to reconstruct and improve the Central Tri-State Tollway from 95th Street to Balmoral Avenue, reconstruct the Edens Spur and complete bridge and ramp repairs. In 2023, the Tollway has allocated $615.3 million for the corridor.

Mainline widening and reconstruction between 95th Street and the I-55 ramps will be completed and total approximately $45.5 million in 2023. Construction associated with the southbound Mile Long Bridge will be completed while removal of the existing southbound structure will begin with approximately $31.2 million allocated. More than $43.6 million has been allocated toward the mainline reconstruction and widening between Grand Avenue and Wolf Road, including construction of the I-490/I-294 Interchange ramp bridge. Construction will continue to reconstruct and widen the mainline roadway between St. Charles Road and Grand Avenue for approximately $52.3 million of work. Construction will also continue on the I-290/I-88 Interchange at I-294 with approximately $102.8 million allocated.

Edens Spur (I-94) reconstruction has largely been completed as of the end of 2021.

Veterans Memorial Tollway (I-355)

Veterans Memorial Tollway (I-355)
($ millions)

Need	Project Type	Project Limits	Length (miles)	Construction Period	2023 Request
Restore					
Infrastructure Renewal	Mill, Patch and Overlay	I-55 to Boughton Road, Collector-Distributor Roads, and North Avenue to Army Trail Road (MP 12.5 to 30.0)	17.5	2013	$0.0
Infrastructure Renewal	Mill, Patch and Overlay	I-55 to Army Trail Rd (MP 12.3 to 30.0)	17.5	2018-2019	$1.6
Infrastructure Renewal	Bridge & Ramp Repairs	I-80 to Army Trail Rd (MP 0.0 to 30.0)	30.0	2012-2026	$5.8
	Utilities / ROW and Corridor Support	Corridorwide			$0.0
				Veterans Memorial Tollway (I-355) Total:	**$7.4**

EXHIBIT 90

Approximately $7.4 million is allocated in 2023 to complete noise abatement wall repairs, as well as begin repairs on the Des Plaines River Bridge and other various bridge repairs.

Reagan Memorial Tollway (I-88)

Reagan Memorial Tollway (I-88)
($ millions)

Need	Project Type	Project Limits	Length (miles)	Construction Period	2023 Request
Reconstruct					
Infrastructure Replacement	Reconstruct 6 Lanes	York Road to I-290 (MP 139.0 to 140.5)	1.5	2018-2019	$0.0
Infrastructure Replacement	Reconstruct 4 Lanes	East-West Connector between I-294 / I-88	3.7	2018-2020	$0.4
				Sub Total:	**$0.4**
Restore					
Infrastructure Renewal	Mill, Patch and Overlay	Illinois Route 251 to Illinois Route 56 (MP 76.0 to 114.0)	38.1	2017-2019	$1.1
Infrastructure Renewal	Mill, Patch and Overlay	Aurora Toll Plaza (61) to Illinois Route 59 (MP 118.0 to 123.5)	5.5	2020-2021	$0.0
Infrastructure Renewal	Bridge and Ramp Repairs	Corridorwide		2018-2026	$2.0
	Utilities / ROW and Corridor Support	Corridorwide			$0.0
				Sub Total:	**$3.0**
				Reagan Memorial Tollway (I-88) Total:	**$3.5**

EXHIBIT 91

Approximately $3.5 million will be spent in 2023 for construction work on ramp resurfacing at the Illinois Route 31 Interchange, as well as fiber optic construction upon request.

Systemwide Projects

An estimated $314.8 million will be spent in 2023 on systemwide improvements including $56.6 million for bridge, pavement and safety improvements. Tollway systemwide facility upgrades will continue in 2022 with approximately $14.1 million budgeted for improvements to the Hoffman Estates (M-5) maintenance facility and $2 million for a truck wash at the Alsip (M-1) maintenance facility.

In addition, $182.9 million is budgeted for other capital expenditures such as, fleet, General Engineering Consultant, Traffic Engineer, ITS, traffic and incident management system, Job Order Contracting Program, back-office system replacement and approximately $47.3 million will be spent on program support activities, including program management services, materials engineering services, utility relocations, support staff and land acquisition support services.

Systemwide
($ millions)

Need	Project Type	Project Limits	Length (miles)	Construction Period	2023 Request
Systemwide Maintenance Facilities					
Infrastructure Replacement	Reconstruct	All	n/a	2014-2026	$22.4
				Systemwide Maintenance Facilities Subtotal	**$22.4**
Systemwide Improvements					
Infrastructure Renewal	Bridge, Pavement, Drainage and Safety Appurtenance Repairs	Systemwide	n/a	2012-2026	$56.6
Infrastructure Enhancement	Information Technology	Systemwide	n/a	2012-2026	$18.0
Capital Requirements	Other Capital Projects	Systemwide	n/a	2017-2026	$130.0
Access Expansion	Service Interchanges	Systemwide	n/a	2012-2026	$5.7
Toll Collection Upgrades	Business Systems/ Plaza Modifications for Electronic Tolling Upgrades	Systemwide	n/a	2012-2026	$34.8
	Utilities/ROW and Corridor Support	Systemwide	n/a	2012-2026	$1.0
	Program Support	Systemwide	n/a	2012-2026	$46.3
				Systemwide Improvements Subtotal:	**$292.4**
				Systemwide Total:	**$314.8**

EXHIBIT 92

System Expansion

Tri-State Tollway (I-294)/I-57 Interchange

The *Move Illinois* Program includes construction of a new interchange at the Tri-State Tollway (I-294) and I-57. The first phase of construction was completed in October 2014, allowing movements from northbound I-57 to I-294 and from I-294 to southbound I-57, as well as new access at 147th Street.

The second phase of interchange construction began in 2019 and was completed in September 2022, with $10.2 million estimated to be spent in 2023 largely for ongoing construction of the northbound/ southbound CSX Railroad bridges.

Tri-State (I-294)/I-57 Interchange

($ millions)

Need	Project Type	Project Limits	Length (miles)	Construction Period	2023 Request
System Expansion	New Ramps, Structures and Toll Plazas	New Ramps to and from I-294 and I-57 and to and from 147th Street	n/a	2012-2014	$0.0
System Expansion	New Ramps, Structures and Toll Plazas	Other Ramps	n/a	2019-2023	$9.7
	Utilities / ROW and Corridor Support		n/a	2019-2023	$0.5
				Tri-State (I-294)/I-57 Interchange Total:	**$10.2**

EXHIBIT 93

Elgin O'Hare Western Access Project

The Elgin O'Hare Western Access Project includes delivery of the new Illinois Route 390 Tollway from U.S. Route 20 to the west side of O'Hare International Airport. The project also includes construction of portions of the new I-490 Tollway from Jane Addams Memorial Tollway (I-90) to the Tri-State Tollway (I-294) under the current phase. These improvements will provide access to O'Hare International Airport from the west and improve travel efficiency by reducing congestion on the local roadway network. The Tollway continues to pursue planning and design to deliver the new I-490 tollway.

Elgin O'Hare Western Access

($ millions)

Need	Project Type	Project Limits	Length (miles)	Construction Period	2023 Request
System Expansion	Repair 4 Lanes/ Add 2 Lanes and Construct Tolling Facilities	Existing Elgin O'Hare Expressway U.S. Route 20 to Rohlwing Road	6.0	2013-2016	$0.0
System Expansion	Construct 4 New Lanes	Elgin O'Hare Extension Rohlwing Road to York Road via Thorndale Avenue	4.8	2014-2022	$29.9
System Expansion	Construct 4 New Lanes	South Leg of Western Access Thorndale Avenue to I-294 via York Road	3.0	2016-2025	$286.8
System Expansion	Construct 4 New Lanes	North Leg of Western Access Thorndale Avenue to I-90 via York Road	3.2	2015-2025	$121.1
	Utilities / ROW and Corridor Support		n/a	2012 - 2026	$104.4
	Local Contribution *		n/a	2014-2023	($35.9)
				Elgin O'Hare Western Access Total:	**$506.3**

* 2023 Total Budget Request of $506.3 million includes ($35.9) million estimated to be non-Tollway funding.

EXHIBIT 94

In 2023, approximately $506.3 million is allocated for the I-490 Tollway Project, plus an additional expected $35.9 million of federal Congestion Mitigation and Air Quality (CMAQ) Improvement Program grant funds and other local contributions. Design services will continue with planned expenditures of $33.4 million. Approximately $358.4 million will be spent on construction and inspection in 2023. Construction is continuing for the replacement of the at-grade crossing at the Union Pacific Railroad with a new bridge over Franklin Avenue, Canadian Pacific Railroad Bensenville Yard and Metra Rail as well as construction of a new I-490 bridge crossing. Construction in 2023 will also include ongoing work for the I-490 Tollway interchanges connecting I-490 to the Tri-State Tollway (I-294), the Jane Addams Memorial Tollway (I-90), and the Illinois Route 390 Tollway. Multiple unbundled construction contracts are also planned as part of the 2023 construction work. Right-of-way acquisitions and utility relocations will also continue in support of the new I-490 Tollway.

2023 Other Capital Projects

In addition to the Move Illinois Program, other capital projects are needed to support ongoing operations of the Tollway and ensure that the existing roadway network is well-maintained and safe for travel. While the Move Illinois Program has major components of the Tollway's capital program, other elements include new technologies to manage congestion, reduce travel times and provide enhanced customer service, improvements to maintenance buildings and other structures to maintain the Tollway's assets, additional equipment for Illinois State Police District 15 and maintenance staff to improve efficiency and enhance public safety. The Tollway anticipates spending $110 million in 2023 to support these ongoing other capital projects.

General Consulting Services - $27.3 Million
The Professional Services category includes funding for general consulting services related to general and traffic engineering, as well as design and construction management.

Equipment - $51.2 Million
The 2023 Capital Budget for equipment includes $17.2 million that is anticipated to be spent in 2023 for technology-related equipment including new technology, network diverse communications, software enhancements, wrong Way vehicle detection system and CCTV cameras. Approximately $5.4 million will be spent for projects related to intelligent transportation systems (ITS). This includes New Weigh in Motion Permanent scales, and Traffic Management System Enhancements. In addition, $16 million will be spent on fleet vehicles.

Building Repairs and Maintenance - $21.7 Million
Expenditures for systemwide initiatives include facility improvement, rehabilitation and parking lot rehabilitation.

Roadway - $10 Million
The capital budget will fund roadway projects maintenance, reparires and improvements to roadways and roadway signage.

Agency Wide Research - $216 thousand
The 2023 Capital Budget allocates $216 thousand in new funds for agencywide research projects to support the capital program.

Other Capital Project Highlights	2022 Carry-Over	2023 New Request
PROFESSIONAL SERVICES	**$887,978**	**$27,298,102**
General Consulting Services	**$887,978**	**$27,298,102**
General Engineering Consultant	-	17,823,000
Traffic Engineering Consultant	-	4,800,000
Systemwide Design Upon Request (DUR)	500,000	2,546,465
Systemwide Construction Management Upon Request (CUR)	118,755	2,128,637
Print Services, Web Plan, Advertising	269,224	-
EQUIPMENT	**$34,542,465**	**$51,223,366**
Technology	**$15,137,594**	**$17,151,406**
Enterprise Resource Planning System (ERP)	11,400,000	2,400,000
Wireless 911	1,100,000	3,250,000
Server and Storage Infrastructure	-	3,100,000
EV Charging Stations at 12 M-sites	-	3,000,000
Software Enhancements	-	2,050,000
CCTV Camera Coverage Gap Analysis	-	1,500,000
SW Ramp Count/Queue Detector Installation	1,200,000	300,000
CAD upgrade	535,000	-
RWIS Expansion	140,000	360,000
Computer Infrastructure Modernization	172,594	227,406
CA Camera's	-	394,000
Wrong Way Vehicle Detection System	340,000	-
Kronos	-	300,000
Document Scanning Equipment	200,000	-
DMS Expansion (South I-294, I-94, I-88)	-	200,000
Fixed Cameras for Video Analytics Expansion	-	50,000
IWINS Wireless Connectivity	50,000	-
Connected Vehicle Pilot	-	20,000
Miscellaneous Equipment Systemwide	**-**	**$10,900,000**
Systemwide I-Pass Transponders	-	10,000,000
Brine Tank System at M-16	-	900,000
Roadway Vehicles and Trucks	**$15,509,790**	**$16,036,424**
Fleet Rolling Stock List	15,509,790	16,036,424
State Police	**$2,145,081**	**$1,690,536**
Axon Taser and Accessories	278,527	708,121
Crash Reconstruction station	572,250	-
State Police Manpower for Construction Sites	-	540,000
State Police Administrative Office Remodel	456,000	-
Itouch Fingerprinting Systems	345,240	-

Other Capital Project Highlights	2022 Carry-Over	2023 New Request
ISP - Crash Reconstruction Officer Equipment	237,061	-
Lidars - Pro 4	-	150,880
Breaching Tools	-	124,200
AED's - Automated Internal Defibrillators	74,200	-
Ballistic Helmets	71,303	-
Unmanned Aircraft Systems	55,500	-
P.I.T. Bumpers	-	51,750
Mic and Ear Piece Kit	-	48,000
Maglites and accessory wires	-	33,585
Mobile Fingerprint Devices	32,000	-
Stop Sticks	3,000	18,000
K9s	20,000	-
Training Matts and Training Supplies	-	8,000
Stop the Bleed Prosthetic Trainers	-	8,000
Intelligent Transportation Systems	**$1,750,000**	**$5,445,000**
New Weigh-in-Motion on I-88 near Plaza 61 and Permanent Scale Installation	1,750,000	1,500,000
ITS Fiber Redundancy	-	2,000,000
TIMS	-	995,000
ITS DM/CM Svcs Upon Request	-	600,000
ITS Network Support and Maintenance Management	-	350,000
BUILDING REPAIRS AND MAINTENANCE	**$10,650,329**	**$21,650,000**
Systemwide	**$10,650,329**	**$21,650,000**
Electrical/Information Technology – Traffic Operation Center and Dispatch Center	10,045,398	-
System Wide-Facility Rehab/Improvements	-	7,200,000
JOC Program Support	-	4,000,000
CA Office Reconfiguration Project	-	3,000,000
Canopy Repairs & Painting at 9 Plazas	-	2,000,000
New Salt Dome Roof at M-01	-	1,800,000
New Roof at M-14	-	1,500,000
Washroom Remodeling & Plumbing Repairs at Central Warehouse	-	800,000
New HVAC System at Central Warehouse	-	800,000
JOC Administrative Services	604,931	-
CA Parking Lot Security Gates	-	300,000
Flooring Replacement at CA	-	250,000

Other Capital Project Highlights	2022 Carry-Over	2023 New Request
ROADWAY	**$2,216,380**	**$10,001,871**
Signage	**$1,227,883**	**$800,000**
Project Signing	538,000	550,000
Sign Panel Fabrication and Installation Upon Request Systemwide	589,883	-
Aluminum Extrusion Refurbishing	100,000	250,000
Maintenance, Repairs and Improvements	**$988,497**	**$9,201,871**
Systemwide Pavement Marking Contract	-	4,780,066
Systemwide Pavement Roadway Management Services	628,497	2,538,360
Bridge Inspection and Structural Services Upon Request	-	1,000,000
Debris Blades for 10 Maintenance Vehicles	360,000	400,000
Enhancing Tollway Bioswale Capacity with Biochar	-	149,395
Utilization of Fourier-Transform Infrared Spectroscopy (FTIR) for Material Characterization and Forensic Analysis	-	122,165
Miscellaneous Roadway Enhancement/Purchases	-	100,000
Phase Change Material in Pavement and Other Innovative Methods to Reduce Chloride Deicer Usage	-	63,934
Improving Bridge Expansion Joint Performance	-	47,951
Geographic Information Systems	**$400,058**	**$216,497**
Environmental/ Governmental	**$400,058**	**$216,497**
Agencywide Research Program	400,058	216,497
OTHER CAPITAL PROJECTS TOTAL	**$48,697,210**	**$110,389,836**

EXHIBIT 95

CAPITAL PLANNING

Long Term Capital Plan

As required by the Toll Highway Act, the Illinois Tollway developed a comprehensive 15-year capital program in August 2011 to complete the rebuilding of the 52-year-old system and commit more than $14 billion (includes an additional $2.1 billion approved by the Board in April 2017).

The *Move Illinois* Program was developed to improve mobility, relieve congestion, reduce pollution and create as many as 120,000 jobs and link economies across the Midwest. At the completion of 2023, the Illinois Tollway will have spent about 81 percent of the $14 billion *Move Illinois* Program budget.

Move Illinois maps out the Illinois Tollway's capital program for 2012-2027.

Projects Include:

- Reconstruction and widening the Jane Adams Memorial Tollway (I-90) from the Tri State (I-294) near O'Hare Airport to the I-39 Interchange in Rockford as a state-of-the-art 21st century corridor
- Reconstructing the Central Tri-State Tollway (I-294) from 95th Street to Balmoral Avenue and the Edens Spur Tollway (I-94)
- Preserving the Reagan Memorial Tollway (I-88)
- Preserving the Veterans Memorial Tollway (I-355)
- Repairing roads and bridges
- Updating and modernizing support facilities including maintenance facilities, the Customer Service Center and Illinois State Police facilities
- Other capital projects
- Constructing the new Tri-State Tollway (I-294)/I-57 Interchange
- Constructing the Elgin O'Hare Western Access Project including two new, all-electronic tollways, the I-490 Tollway and the Illinois Route 390 Tollway along with direct access to and from O'Hare International Airport
- Integrating transit on the Jane Addams Memorial Tollway (I-90) and planning for other emerging projects

Planning Overview

The Illinois Tollway works in partnership with local communities and officials to provide the 12-county region it serves with strategic transportation solutions, recognizing the value of an integrated approach to project development and implementation. This helps balance local interests with a shared vision for the region and promotes a fair distribution of benefits.

Input from local communities is instrumental in the successful development and implementation of regionally significant transportation projects. Additionally, ongoing dialogue with local businesses ensures that long-term benefits of an improved transportation network are understood and the short-term impact of construction is clearly communicated.

The Tollway's leadership continues to work closely with residents, business owners, local and state

government officials, as well as other transportation agencies to continuously evaluate needs and establish priorities for providing Northern Illinois with a coordinated transportation plan.

Planning Process

The Tollway uses a comprehensive capital planning process, which includes analyzing and evaluating the needs of the Tollway and its surrounding communities, as well as developing strategies to increase system efficiency.

The planning process begins with stakeholder departments, including Finance, Engineering, Information Technology, Business Systems and Operations sharing information on departmental needs. During this process, projects are reviewed for consideration in accordance with near-term and long-range Tollway goals. Projects are evaluated through a rigorous and thoughtful prioritization process based on several criteria, including:

- Condition - assessment of existing roadway network and facilities
- Benefit - congestion relief and improved operations
- Safety - incident reduction, improved traffic flow and response time
- Timing - coordination of construction and maintenance project schedules to minimize disruption to commuters
- Community - anticipated local and regional growth
- Financing - impact on revenue, future maintenance and operating costs
- Cost - estimated project cost and risk
- Land use - assessment of right-of-way needs and environmental resources
- Multi-agency implementation support - consideration of external agency projects and initiatives

Proposed projects are evaluated against detailed asset inventories and condition assessments to assist the Tollway in developing priorities and investment strategies. Then, a thorough cost-benefit analysis is performed to justify the proposed capital expenditures and impacts to the operating budget.

The capital planning process was deployed throughout 2020 to aid in the development of the 2021-2030 10-year capital plan as required by the Toll Highway Act. This effort evaluated the status of the *Move Illinois* Program and defined needs through the next capital plan timeline of 2030. The 2021- 2030 Plan was finalized in March 2021 and includes the completion of the *Move Illinois* Program as well as identified improvements spanning the timeframe between the expected completion of *Move Illinois* in 2027 through 2030 to ensure that the Tollway assets remain in a state of good repair.

The Tollway uses a public and transparent process to evaluate potential future projects, policies and initiatives. Working with the Illinois Department of Transportation, transit agencies and local and regional transportation and planning agencies, the Tollway continuously updates project analyses, and seeks to identify projects that would significantly reduce congestion, expand economic opportunities and improve the region's transportation infrastructure and foster environmental responsibility and sustainability. The planning process identifies approximate costs, regional and local support and financing options for projects for review by the Tollway Board of Directors. These comprehensive reviews for major capital projects are publicly presented and posted on the Tollway's website.

In 2019, the State of Illinois approved a $45 billion statewide capital program to rebuild and improve the state's infrastructure. In 2021, the federal government approved the Infrastructure Investment and Jobs Act (IIJA) for transportation and infrastructure. The Tollway will coordinate projects and investments with other state agencies to minimize commuter impacts and evaluate opportunities to leverage investments.

Budget Development

Program and project reviews are ongoing throughout the fiscal year, however, the annual capital budget process begins each summer. The Finance Department's budget division meets with the Tollway's department chiefs and division managers to explain the overall process and to provide pertinent information regarding any funding or expenditure issues, budget process changes and general instructions. At this meeting, the budget manager outlines the Tollway's goals and direction for the new budget.

The budget division works with each department to compile a comprehensive list of capital needs, which is used in identifying new projects to be recommended for funding. This list identifies preliminary project information such as name, location, description or scope, estimated cost and any operating impact. New projects and initiatives are also incorporated into the capital needs list. The requesting department prepares and submits a capital program project request form which provides all necessary information including the priority of the project (scale of 1-100, 1 being the highest), schedule of the project (start and completion dates), purpose/objective of the project, the proposed project description, location and scope, operating budget impacts, cost-benefit analysis, future year funding impact analysis, alternatives, other affected departments and basis for cost estimate.

Along with identifying new projects, the budget division works with departments to gather updated information regarding ongoing projects. Draft documents are developed showing all projects - both ongoing and proposed. These draft documents are distributed to departments for review and the opportunity to add or revise any information. In conjunction with department chiefs, the budget division compiles a list of proposed and ongoing projects to be presented to key decisionmakers. The budget division meets with the chief financial officer to discuss financial impacts and projects to be included in the proposed capital budget. The budget division coordinates with department chiefs and managers to obtain further justification of projects as requested by the chief financial officer.

The revised proposed project list is compiled and reviewed again with department chiefs prior to presentation to executive management. Review and sign-off is completed by the executive director, and a tentative capital budget is presented to the Board of Directors in October for approval. Requested changes by the Board of Directors and executive management are incorporated into the tentative budget. In November, various public outreach activities take place, including inviting the public to view webcasts of Board presentations and discussion, attend a public hearing, review budget materials and share comments to be presented to the Board of Directors. The budget division reviews and incorporates changes from the Board of Directors, executive management and public comments. A final budget is then presented to the Board of Directors for adoption in December.

Funding Sources

Funding for capital projects comes from three sources including current revenues, proceeds from the sale of revenue bonds and interest income. Current revenues are deposited in the Revenue Fund and transferred to the Renewal and Replacement Account and the Improvement Account; bond proceeds are deposited into the Construction Fund.

Use of Funds

Capital expenditures are related to the Capital Program, which is comprised of the *Move Illinois* Program and other capital needs, such as roadway equipment and vehicles and new technologies and

enhancements. For reporting purposes, the program is divided into corridors. Other capital needs are divided into building repairs and maintenance, equipment, professional services and roadway.

Capital Projects Operating Impacts

Planning for the operational impact of the capital program is an important consideration during the Tollway's budget process. The cost of operating new and enhanced infrastructure is included in the operating budget in the fiscal year the asset becomes operational. Debt service payments on the debt issued for capital projects are also included in the debt service budget.

The existing Tollway system features a toll collection system incorporating mainline plazas and ramp plazas with accommodations for the combined use of I-PASS, automatic toll payment machines, automatic coin machines and manual lanes. Toll collection options changed in 2020 due in part to COVID-19. Beginning in March 2020 cash collection was temporarily suspended as an option. In 2020 the Illinois Tollway implemented toll reform to expand payment options to include on-line payment and invoicing. Complimentary to expanded toll payment methods numerous toll reform measures were implemented. As capital projects are implemented, the toll collection system is expanded. Since 2012, Tollway has added 243.6 lane miles or an increase of about 11.9 percent to bring total lane miles to 2,292.5 in 2021. The expansion is primarily due to addition of the new Illinois Route 390 Tollway, widening of the Jane Addams Memorial Tollway (I-90) through the addition of lanes and construction of additional interchanges, and the addition of the I-90 eastbound Cumberland flyover ramp.

Cost Monitoring

The Tollway maintains a project management database that is used to monitor and measure program status, provide early identification of problem areas, provide for alternative analysis and ensure that pertinent information is communicated to project participants. Information on budgets, commitments, expenditures, cash flows, forecasts and performance status are tracked. Timely reporting of this information allows decisions to be made in advance and provides for effective cost control of the program.

Regularly published reports include performance measures to assess the magnitude of variations that occur on projects. The Tollway analyzes the causes of the variances and determines what corrective actions are required. Examples of financial reports that are developed to assist in the variance analysis include:

- Monthly project status reports focus on schedule and cost status, proposed/pending changes and current project issues. These reports include detailed financial and schedule performance for each project, including change orders and expenditure tracking. In addition, these reports provide a tool for management to follow the progress of each project.
- Exception reports provide a forum for the initial disclosure of project issues that could potentially cause a project delay or cause a budget overrun. These reports provide an opportunity to quickly address project impediments and trigger necessary actions to bring the anticipated project performance into line with the project plan.
- Change order reports reflect the original budget and indicate all subsequent changes approved by the Tollway or currently in the approval process. Recording anticipated changes provides a realistic assessment of the program and shows the remaining contingency by contract.

Schedule Monitoring

Program status and schedule changes are monitored and reported on a monthly basis via the master program schedule. The main goal of the schedule reporting process is to detect adverse trends in design, construction and administrative activities early enough to correct them. Modifications to schedule information may or may not require adjustments to other aspects of the overall program.

The master program schedule serves the following purposes:

- Validates the funding schedule and budget presently established by the capital budget
- Explores various combinations of project implementation
- Projects a consistent and reasonable level of effort and expenditure over the program term
- Adjusts scopes of work and/or the distribution of funding as needed to respond to unforeseen conditions and capitalize on opportunities to meet implementation goals
- Establishes funding requirements for subsequent capital budgets

Revisions to start and finish dates for the approved program schedule are generally made in response to scope changes. As potential delays/changes become apparent, a special schedule study will be initiated to determine if the lost time could be recovered and how changes to the originally anticipated schedule logic/sequence should best be reflected.

Change Management Control

In order to reduce delay claims and complete projects on time and within budget, the Tollway has empowered staff to direct field changes to reduce the time for authorizing construction contractors to proceed, which helps maintain construction schedules. The process begins when the contract cost change controls committee (C5) analyzes the scope of work, the estimated cost of the proposed change and identifies the cause of the change (design error, owner requested change, change in conditions, etc.). The C5 committee recommends approval, rejection or requests additional information and provides an authorization to proceed for those changes that are recommended for approval.

The Tollway's approval model is as follows:

- Project Manager up to $30,000
- Chief Engineering Officer up to $100,000
- Executive Director up to $150,000
- Chair up to $200,000
- Board over $200,000

On a weekly basis, a list of potential change orders is entered into the project management database along with the pending and approved change orders. This information is used to develop various change management reports including:

- Program change order/potential change order log – this log is used to compare the current change order status versus the allocated construction contingency reserve funds at a summary level for all projects within the program.
- Outstanding change order report – this report provides an analysis of pending and potential change orders, including number of days outstanding, ball-in-court reporting and forecasted final contract amount.
- Project change order/potential change order log – this log identifies all approved, pending and potential contract changes at a detail level for all projects. It has the ability to provide process-related performance measures for all participants.

2023 Capital Program Construction Highlights

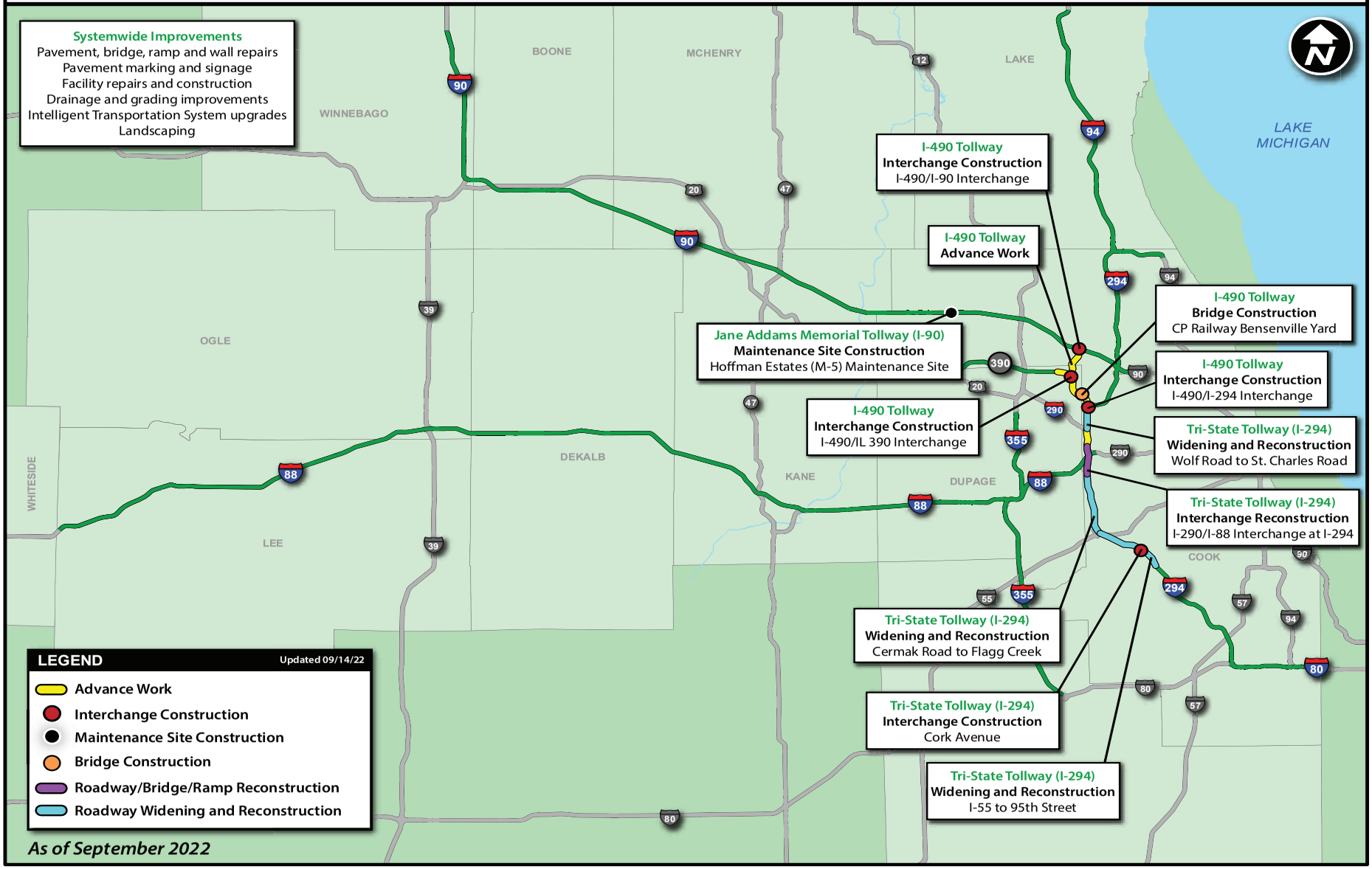


EXHIBIT 96

PAGE INTENTIONALLY LEFT BLANK

DEBT MANAGEMENT

CURRENT CAPITAL PROGRAMS

Move Illinois Program

On August 25, 2011, the Tollway's Board of Directors approved the 15-year, $12.15 billion capital program *Move Illinois: The Illinois Tollway Driving the Future.* The *Move Illinois* Program is being financed with a combination of current revenue and bond proceeds. The Board's approval of the *Move Illinois* Program: (i) included increased passenger vehicle toll rates effective January 1, 2012, raising toll rates at a typical* mainline toll plaza from

$0.40 to $0.75 for users paying electronically and from $0.80 to $1.50 for cash payments; and (ii) affirmed a prior increase on commercial vehicle toll rates of approximately 60 percent, in three phases of 40 percent/10 percent/10 percent effective January 1, 2015/2016/2017, implemented in each year based off of the rates effective in 2014. The affirmed prior commercial vehicle toll rate increase also included, starting January 1, 2018, annual toll rate adjustments based on the Consumer Price Index for all Urban Consumers ("CPI-U"). Such annual adjustments for 2018, 2019, 2020, 2021, and 2022 were based on CPI-U based increases of 1.839 percent, 2.254 percent, 2.072 percent, 1.564 percent, and 2.302 percent, respectively. The annual toll rate adjustment for 2023 is expected to be based on the 3.650 percent annualized percentage increase in the CPI-U over a three-year period, consistent with the Board's September 15, 2022 approval to change the calculation of the commercial vehicle toll rate's annual adjustment from one based on the year-over-year percentage change in the CPI-U over a 12-month period, to one based on the annualized percentage change in the CPI-U over a 3-year period. This change in calculation method was undertaken to reduce volatility in the annual adjustment, increase its predictability to facilitate budgeting and near-term financial planning, and incorporate the recent sharp increase in inflation more gradually.

On April 27, 2017, the Tollway's Board of Directors approved a modification of the *Move Illinois* Program, increasing its cost to $14.3 billion to provide for enhancements of previously identified improvements, primarily on the central portion of the Tri- State Tollway (I-294). The Program is currently estimated to run through 2027.

The Tollway's Board of Directors has authorized, on December 13, 2012, June 26, 2014, September 24, 2015, February 25, 2016, September 28, 2017, February 22, 2018, October 15, 2020, February 25, 2021, September 9, 2021, and May 19, 2022, the issuance of revenue bonds in support of the *Move Illinois* Program. The total bond par amount of such authorizations is $4.8 billion. To date, the Tollway has issued revenue bonds with par amounts totaling $4.3 billion in support of the *Move Illinois* Program, consisting of the following:

Series	Date of Issue	Par Amount	Net Proceeds for *Move Illinois* Program
2013A	May 16, 2013	$500 million	$523 million
2014B	June 04, 2014	$500 million	$516 million
2014C	Dec 04, 2014	$400 million	$424 million
2015A	July 30, 2015	$400 million	$414 million
2015B	Dec 17, 2015	$400 million	$422 million
2016B	June 16, 2016	$300 million	$342 million

Series	Date of Issue	Par Amount	Net Proceeds for *Move Illinois* Program
2017A	Dec 06, 2017	$300 million	$332 million
2019A	July 11, 2019	$300 million	$336 million
2020A	Dec 17, 2020	$500 million	$625 million
2021A	Dec 16, 2021	$700 million	$841 million
Totals		**$4,300 million**	**$4,775 million**

The Tollway currently anticipates issuing an estimated $400 million par amount of additional senior lien, fixed rate bonds in the fourth quarter of 2022, which the Tollway estimates will provide approximately $375 million for *Move Illinois* Program costs. Amount and timing is subject to change.

DEBT PROFILE

Outstanding Debt

On January 1, 2023, after payment of the three principal payments due January 1, 2023 totaling $45,925,000, and assuming the issuance of the estimated $400 million of additional bonds described in the preceding paragraph, the Tollway will have $7,228,515,000 bonds outstanding. Of such outstanding par amount of bonds:

i. $4,700,000,000 financed or will finance portions of the *Move Illinois* Program; and
ii. $2,676,155,000 financed or refinanced portions of the Tollway's prior capital program known as the Congestion-Relief Program.

Bond par amount typically differs from capital expenditures financed, due to bond issue discounts/premiums, the funding of issuance costs, capitalized interest (if applicable), debt reserve account deposits, and, in the case of refunding bond issues, the extent by which the cost of the cash/investments in a refunding escrow differs from the principal amount of the refunded bonds.

All outstanding Tollway bonds are senior lien bonds bearing fixed interest rates. The Tollway's debt portfolio includes no exposure to variable interest rate risk. There are no swaps, interest rate hedge agreements or other derivative instruments associated with any outstanding Tollway bonds, nor are there any "stand-alone" derivative instruments.

The following table lists each outstanding series and its respective final maturity, principal outstanding after scheduled principal payments due January 1, 2023, and interest rate type.

Illinois Tollway Outstanding Bonds as of January 1, 2023
(after payments of principal due January 1, 2023) *

Series	Final Maturity	Principal Outstanding	Interest Rate
2009 Series A**	1/1/2034	400,000,000	Fixed
2009 Series B**	12/1/2034	280,000,000	Fixed
2013 Series A***	1/1/2038	500,000,000	Fixed
2014 Series A (refunding)**	12/1/2022	101,715,000	Fixed
2014 Series B***	1/1/2039	500,000,000	Fixed
2014 Series C***	1/1/2039	400,000,000	Fixed
2014 Series D (refunding)**	1/1/2025	140,935,000	Fixed
2015 Series A***	1/1/2040	400,000,000	Fixed
2015 Series B***	1/1/2040	400,000,000	Fixed
2016 Series A (refunding)**	12/1/2032	333,060,000	Fixed
2016 Series B***	1/1/2041	300,000,000	Fixed
2017 Series A***	1/1/2042	300,000,000	Fixed
2018 Series A (refunding)**	1/1/2031	455,540,000	Fixed
2019 Series A***	1/1/2044	300,000,000	Fixed
2019 Series B (refunding)**	1/1/2031	225,245,000	Fixed
2019 Series C (refunding)**	1/1/2031	693,735,000	Fixed
2020 Series A***	1/1/2045	500,000,000	Fixed
2021 Series A***	1/1/2046	700,000,000	Fixed
2022 Series A (ESTIMATED)	1/1/2047	400,000,000	Fixed
Total		**$7,228,515,000**	

* Amounts shown are after principal payments due January 1, 2023, the entirety of funds for which will have been remitted to the Bond Trustee during the prior fiscal year (2022).

** Financing or refinancing for the Tollway's prior capital program, known as the Congestion-Relief Program.

*** *Move Illinois* Program financing.

EXHIBIT 97

PLANNED 2022-2023 BOND ISSUANCE

New Money

There is outstanding authorization for the Tollway to issue up to $500 million par amount of senior lien, fixed rate bonds to finance a portion of the *Move Illinois* Program. The Tollway currently anticipates issuing $400 million of such bonds in the fourth quarter of 2022 . The amount, timing and structure of new money bond issuance is subject to change based on cash flow need and market conditions.

Refunding Bonds

The Tollway monitors the credit markets for opportunities to reduce debt service by refunding its outstanding fixed-rate bonds. The Tollway's Board of Directors has authorized the issuance of up to $900,000,000 of senior-lien, fixed-rate revenue bonds to refund all or portions of its Series 2013A and Series 2014B revenue bonds, for purposes of reducing debt service. Such authorization to refund is contingent on achieving total net present value savings of at least 8% of the aggregate par amount of refunded bonds, and such authorization is scheduled to expire December 31, 2022. No savings from refunding have been assumed in the 2023 Budget.

PROJECTED FUTURE BOND ISSUANCE TO FUND PORTIONS OF THE MOVE ILLINOIS

During the years 2013–2021, the Tollway issued ten series of fixed-rate, senior-lien revenue bonds totaling $4,300,000,000 par amount to fund portions of the *Move Illinois* Program. The following table lists currently projected future issuance for the bond-financed portion of the *Move Illinois* Program.

Timing	Amount	Board Authorization
July 2022	$400,000,000	Partial ($100M)
July 2023	$500,000,000	No
July 2024	$600,000,000	No
Total	**$1,500,000,000**	

Bond issue amounts and timing are subject to change, depending on rate of capital spending, market conditions, and/or other factors

ESTIMATED DEBT SERVICE OBLIGATIONS

The following graph shows estimated debt service obligations on Tollway bonds, including $400 million senior lien, fixed rate bonds expected to be issued in the fourth quarter of 2022 and $500 million senior lien, fixed rate bonds expected to be issued in the third quarter of 2023. The graph shows gross debt service; it does not net out anticipated federal subsidies in connection with outstanding Build America Bonds, i.e. the $400 million Series 2009A and $280 million Series 2009B. Per the provisions of the American Recovery and Reinvestment Act's Build America Bonds program, the Tollway expects to receive subsidy payments on these taxable Series 2009A/B bonds. Such earned subsidies reduced debt service by $13.6 million in 2021 and are also expected to reduce each of 2022 and 2023 debt service by approximately $13.6 million. The subsidy payments were originally expected to be higher, but since 2013 have been reduced due to federal sequestration. The current sequestration-related reduction in effect is a reduction of 5.7 percent.

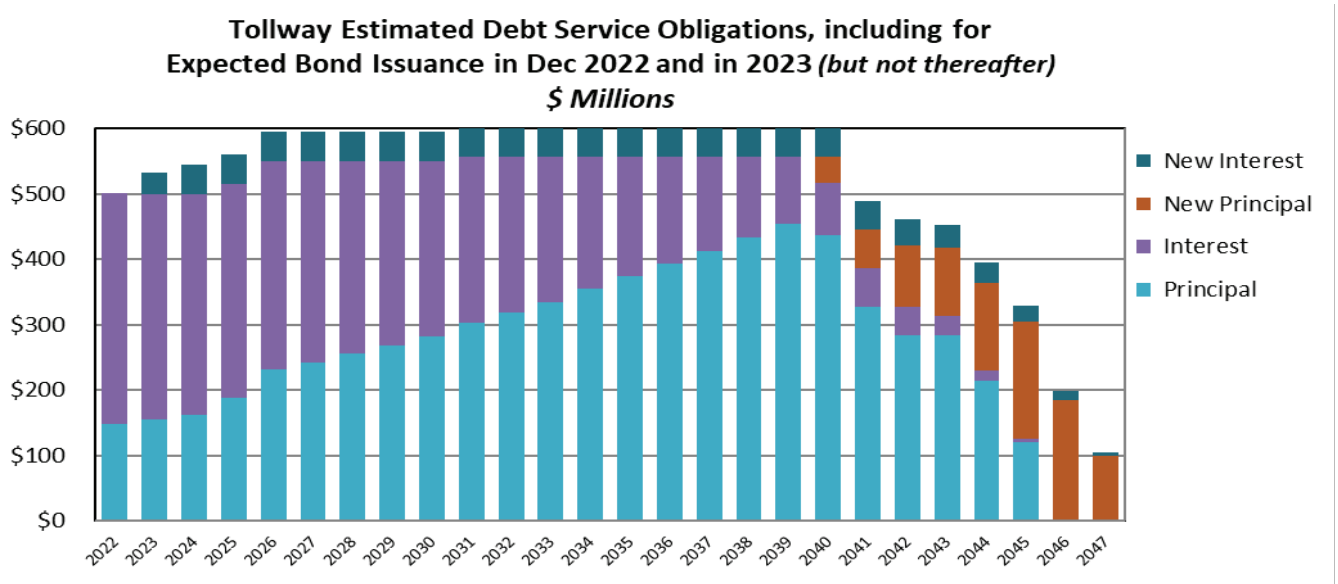


EXHIBIT 98

In addition to transfers of revenues to the Debt Service Account for payments of principal and interest, there may also be transfers of revenues into the Provider Payment Account, a sub-account of the Debt Service Account for certain third-party costs such as bond rating agencies and bond trustee. Transfers totaling approximately $60 thousand are estimated to be made to the Provider Payment Account in 2023.

SECURITY FOR THE BONDS

The Tollway's bonds are secured by a pledge of and lien on the net revenues generated by the Tollway system in accordance with the Amended and Restated Trust Indenture of 1999 ("Master Indenture") and each respective Supplemental Indenture. Net revenues are defined in the Master Indenture as the annual revenues of the system net of operating expenses. To help ensure a sufficient amount of revenues to cover debt service, the Master Indenture, through which all Tollway outstanding bonds have been issued, includes a toll rate covenant that requires tolls to be set at rates which will produce a minimum of 1.3X debt service coverage. Furthermore, additional bonds may be issued only to the extent that the Tollway certifies: (i) compliance with the toll rate covenant for a consecutive 12-month period within the preceding 18 months; and (ii) projected compliance with the toll rate covenant for each year through five years after the completion of projects financed by the additional bonds.

Additional security is provided by the Tollway's Debt Reserve Account, funded at maximum annual debt service ("MADS") on all senior lien debt. As of August 31, 2022, MADS is $557,160,000 (the debt service obligation for fiscal year 2037), and the Debt Reserve Account is valued at $558,831,742, consisting of $458,831,742 in investments and a $100 million financial guaranty from Berkshire Hathaway Assurance Corp., which qualifies as a Debt Reserve Account Credit Facility under the Master Indenture and which expires on January 1, 2033. Berkshire Hathaway Assurance Corp. is rated "Aa1" by Moody's and "AA+" by Standard & Poor's. The surety policy is guaranteed by Colombia Insurance Company, which is rated "A++" (highest rating) by A.M. Best. Assuming an additional $400 million bond issuance in December 2022 and $500 million bond issuance in 2023, MADS is projected to become $602,160,000, the projected debt service obligation for fiscal year 2037.

DEBT SERVICE COVERAGE

The Tollway has historically maintained debt service coverage well above required ratios. Debt Service Coverage Ratios are calculated by dividing the Net Revenues (i.e. revenues net of operating expenses) by the Aggregate Debt Service for a given year. The Tollway's debt service coverage is estimated to be 2.21x in 2022 and budgeted at 2.15x in 2023, both before adjustments for expected federal subsidies related to the Build America Bond program. Using debt service net of such expected federal subsidies, debt service coverage is estimated to be 2.27x in 2022 and budgeted at 2.21x in 2023. Each is well above the 1.3x covenant level. The following chart shows actual debt service coverage for fiscal years 2016 through 2021, estimated debt service coverage for 2022 and budgeted debt service coverage for 2023. Note that debt service in the following chart includes annual liquidity and remarketing fees associated with variable rate bonds in years before the variable rate bonds were refunded into fixed rate (i.e. the years before 2020).

Debt Service Coverage: Actual 2016-2021, Estimated 2022 and Budgeted 2023

($thousands)

	Actual						Estimated	Budgeted
	2016	2017	2018	2019	2020	2021	2022	2023
Operating Revenues	$1,298,800	$1,401,818	$1,458,141	$1,509,624	$1,282,540	$1,463,777	$1,526,023	$1,572,110
Operating Expenses	$309,239	$319,538	$336,361	$350,207	$360,203	$371,118	$382,086	$426,500
Net Operating Revenues	$989,561	$1,082,279	$1,121,780	$1,159,418	$922,337	$1,092,659	$1,143,937	$1,145,610
Debt Service (incl. Liq. Fees)	$387,933	$398,411	$424,244	$420,796	$442,114	$467,926	$503,631	$531,468
Debt Service Coverage (X)	2.55	2.72	2.64	2.76	2.09	2.34	2.27	2.16
Build America Bond ("BAB") Subsidies & Pre-paid Interest	($15,131)	($15,148)	($15,205)	($13,555)	($13,611)	($13,631)	($13,571)	($13,571)
Debt Service Coverage after BAB Subsidies & Pre-paid Interest (X)	2.65	2.82	2.74	2.85	2.15	2.41	2.33	2.21

EXHIBIT 99

Annual transfers of revenues to the Trustee-held Debt Service Account included in the "Executive Summary" and "Fund Structure" sections will not match debt service included in the preceding chart, due to: (i) certain advance funding requirements and other timing-related differences between the funding of the Trustee-held Debt Service Account and the payments of debt service from that Account; and (ii) the additional source of funds from the Build America Bond subsidies (see separate line-item in the above chart) which reduces the amount of revenues required to fund debt service for those bonds.

The significant decline in revenues from 2019 to 2020 shown in the preceding chart was caused by the COVID-19 pandemic. Please see the "Revenue Sources and Underlying Assumptions" section and CDM Smith's Toll Revenue Certificate in the appendix for more information

MUNICIPAL BOND RATINGS

In concert with each new bond issuance, the Tollway applies for municipal bond ratings from Fitch Ratings, Moody's Investor Services and Standard & Poor's. Each rating agency reviews the Tollway's fiscal condition, capital financing plan, debt coverage ratios and various other factors to assess the Tollway's ability to repay its debt obligations. The underlying ratings of the Tollway's bonds are Aa3, AA- and AA- by Moody's Investors Service, Fitch Ratings and Standard & Poor's, respectively. These

ratings were last affirmed in connection with the December 2, 2021, sale of Series 2021A Bonds. Each of the rating agencies has assigned a Stable Outlook to its Tollway's rating.

INTEREST RATE EXCHANGE AGREEMENTS

In the past the Tollway has utilized variable-to-fixed interest rate exchange agreements (swaps) to produce a "synthetic fixed interest rate" in which the Tollway pays a fixed interest rate to a swap provider in exchange for the swap provider's payment of a variable interest rate intended to approximate the variable interest rate paid by the Tollway to bondholders. In 2019, the Tollway refunded all outstanding variable rate bonds and terminated all related swap agreements. The Tollway has no current plans to utilize swap agreements in the future.

PAGE INTENTIONALLY LEFT BLANK

BUDGET PROCESS AND DOCUMENTS

GENERAL

The Trust Indenture and the Toll Highway Act provide a basis for the Tollway's budget process. The Trust Indenture requires the preparation of a tentative budget of the operating expenses for the ensuing fiscal year on or before October 31 of each fiscal year. The Tollway must demonstrate that revenues are sufficient to pay for operating costs, debt service and required deposits for the maintenance and repair of the toll roads as certified by an independent consulting engineer. The tentative budget includes the amounts budgeted for operating expenses and amounts required to be deposited into the Renewal and Replacement Account. The Tollway must also provide accompanying estimates of the amount that will be available for credit to the Improvement Account (for improvements to the Tollway system). The tentative budget also includes 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 tentative budget is submitted to the trustee, the consulting engineer and other entities, as required.

On or before January 31 of each fiscal year, the Tollway will adopt the annual budget for such fiscal year.

BUDGET REVIEW PROCESS AND IMPLEMENTATION

The Tollway's budget process begins in early July each year. The budget office prepares and distributes a preliminary budget for each department at department and cost center levels based on actual and projected expenditures. Departments are asked to submit planning requirements, new initiatives, programs, headcount changes or other assumptions to be incorporated into their upcoming Maintenance and Operations Budget requests, as well as their Capital Budget requests. Once the departmental budget requests are returned to the budget office, the initial preliminary budget is compared to the departmental budget request indicating dollar and percent changes along with proper justification.

The preliminary/departmental comparison budget is then presented to the Chief Financial Officer (CFO) by the budget office. Financial impacts are discussed, and the CFO reviews the requests based on the justification provided. Meetings are then held with budget staff, department chiefs and the CFO to discuss and finalize the budget requests. The budget requests are then reviewed by the CFO and Executive Director for final review and sign-off prior to Board approval. This process results in the tentative budget that will be submitted to the Board of Directors.

The tentative budget is presented to the Board of Directors in October. Requested changes by the Board of Directors and executive management will be incorporated into the tentative budget and public hearings will be held in November. The budget office will review and incorporate changes from the Board of Directors, executive management, and public comments. A final budget is then presented to the Board of Directors in December.

The budget is monitored throughout the fiscal year. Quarterly financial reviews that report budget vs. actuals are provided to the Board and posted on the Illinois Tollway's website.

BUDGET AMENDMENT

The Illinois Tollway Board of Directors may at any time adopt an amended annual budget. If the Tollway adopts an amended budget for total operating expenses exceeding 110 percent of the annual budget initially adopted, the Tollway shall give the consulting engineers not less than 10 days prior written notice, including a copy of the proposed amended annual budget. If the consulting engineer files an objection to such notice, such amended budget shall not be effective or supersede any prior annual budget until the 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.

BUDGETARY BASIS OF ACCOUNTING

The Tollway's financial statements are prepared in accordance with Generally Accepted Accounting Principles (GAAP). The Tollway uses accrual basis of accounting for its proprietary 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.

The annual budget is prepared on a basis of accounting that differs from GAAP. Under the provisions of the Trust Indenture, the basis of accounting followed for the revenue fund and the construction fund differs from GAAP. The following are some of the major differences in accounting treatment:

1. Capital construction and asset acquisitions are charged against fund balance as incurred. In addition, there is no provision for depreciation.
2. Monies received from sale of assets are recorded as revenue when the cash is received.
3. Monies received for long-term fiber optic leases are recorded as revenue when received.
4. Principal retirements on revenue bonds are expensed when paid. The results of defeasement are accounted for as revenue or expense at the time of the transaction.
5. Bond proceeds (including premiums) are recorded as income in the year received. Amounts received from refunding issuances or discounts, if any, are recorded net of transfers to the escrow agent.
6. Capital lease obligations are not recorded. Payments under capital leases are expensed in the period payments are made.
7. GASB 89 was implemented by the Tollway in 2018 which eliminated the requirement to capitalize construction period interest. We continue to amortize previously capitalized interest, but no additional interest has been capitalized since January 1, 2018.
8. Recoveries of expenses are classified as decreases in operating expenses for Trust Indenture and as miscellaneous operating revenue for GAAP.
9. Construction expenses incurred under intergovernmental agreements are decreased by payments received under these intergovernmental agreements.
10. Transponder purchases and other miscellaneous expenses are reflected in the Renewal and Replacement Fund as a capital expense but reflected as operating expense for purposes of GAAP.
11. Prepaid expenses, except for bond issuance, are recorded only if refundable.
12. The provisions of GASB 68 regarding net pension liability and deferred outflows and inflows of resources are not reflected in the trust indenture statements.
13. The provisions of GASB 75 regarding the net OPEB liability and deferred outflows and inflows of resources are not reflected in trust indenture statements.

2023 Budget Planning Calendar by Task	Date(s)	
Prepare capital planning materials including current expenditures for roadway and non-roadway capital projects, new capital budget request forms and instructions.	6/15/2022	6/24/2022
Prepare economic assumptions for salaries, wages, FICA and retirement, and guidelines regarding overall operating budget growth or reduction based on current or future programs.	7/12/2022	7/19/2022
Executive Director and CFO review and approve budget package which includes budget guidance, instructions and spreadsheets requesting justification.	7/12/2022	7/19/2022
Departments develop operating budget and new capital requests through internal planning meetings and information gathering. Department chiefs manage the review process before the request is submitted to the budget office.	7/22/2022	8/23/2022
Request Annual Toll Revenue Certificate from Traffic Engineer	7/11/2022	9/27/2022
Budget office reviews departmental budget requests with the CFO. Financial impacts are discussed and new initiatives are evaluated based on the justifications provided by each department.	7/25/2022	9/9/2022
Meetings are held with department chiefs, the CFO and budget staff to discuss and finalize the departmental budget requests.	7/11/2022	9/1/2022
Budget office incorporates any changes to department requests from the meetings held.	9/1/2022	9/5/2022
Meetings are held with the Executive Director, COO, CFO and Senior Budget Manager to discuss any modifications to each department's budget request.	9/8/2022	9/15/2022
Traffic Engineer submits Annual Toll Revenue Certificate.	9/20/2022	9/27/2022
Renewal & Replacement and Improvements (RRI) Cash Flow is developed with Revenue, Debt Service & RRI costs for review by Consultant Engineer for the R&R deposit recommendation letter.	9/15/2022	9/27/2022
Consulting Engineer submits R&R deposit letter.	9/27/2022	10/6/2022
Budget office - Develops 2023 Tentative Budget presentation.	9/12/2022	9/30/2022
Meeting with department chiefs, Executive Director and CFO are held, if necessary to finalize 2023 Tentative Budget.	9/19/2022	10/14/2022
CFO and Executive Director/review and approve 2023 Tentative Budget presentation.	10/3/2022	10/13/2022
The CFO, Senior Budget Manager and the Communications Department review and edit budget book.	9/2/2022	10/14/2022

2023 Budget Planning Calendar by Task	Date(s)	
Budget does a final review of the budget book and presentation after final comments/updates are received.	10/13/2022	10/17/2022
The 2023 Tentative Budget is presented to the Finance, Administration and Operations Committee via presentation; copies of the budget book are distributed.	10/17/2022	10/20/2022
2023 Tentative Budget Book and presentation are posted on Tollway's website.	10/20/2022	10/20/2022
Public hearings for public comments.	November 2022	
Public comment (with public hearing transcripts) report prepared by Communications Department and distributed to Board members.	November 2022	
Budget Office develops the 2023 Final Budget book and presentation to include changes resulting from public hearings, executive letter, strategic plans and demographic sections.	10/21/2022	12/06/2022
The 2023 Final Budget is presented to the Board for approval.	12/15/2022	12/15/2022
The 2023 Final Budget book is posted on the Tollway website.	12/15/2022	12/15/2022
The 2023 Final Budget books are distributed to Springfield, rating agencies and other entities for compliance with continuing disclosure requirements.	12/15/2022	12/15/2022
A written statement and report covering activities for the preceding calendar year is filed.	1/6/2023	3/1/2023
GFOA application and budget book is submitted for budget award consideration.	2/1/2023	3/10/2023

EXHIBIT 100

FINANCIAL POLICIES AND PRACTICES

GENERAL

The Tollway follows 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 the annual budget, as well as our long-term financial plan. These policies will allow the Tollway to keep operating costs low and maintain its strong financial condition while providing quality services to its customers.

REVENUES

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.

The Tollway maintains a revenue monitoring system to assist in trend analysis and revenue forecasting.

The Tollway will support legislation that will allow for expanded, progressive and fiscally responsible financing measures.

The revenue model assumes the new passenger vehicle toll schedule, which went into effect January 1, 2012, and previously approved increases in commercial vehicle toll rates beginning January 1, 2015. The passenger vehicle toll rates were passed, and the commercial vehicle toll rates were affirmed coinciding with approval of the *Move Illinois* Program on August 25, 2011.

EXPENDITURES

1. The Tollway will maintain a level of expenditures, which will provide for the public well-being and safety of its roads.
2. Expenditures will be within the availability of generated revenues, 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 the duration of the *Move Illinois* Program and may update this forecast annually with multi-year plans. Expenditure forecasts will be cognizant of the elastic and inelastic structure of revenues.
5. Annual operating and capital budgets should provide for adequate design, construction, maintenance and replacement in the Tollway's capital program.

DEBT ADMINISTRATION

1. The Tollway will maintain regular communication with credit rating agencies and facilitate disclosure of financial and management issues important to investors.
2. Capital plans proposed for financing through debt should be accompanied by an

analysis of the future maintenance and operations costs.

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 program.
4. The Tollway will allocate sufficient revenues to finance ongoing maintenance needs.
5. No debt will be issued for the purpose of funding capital projects until authorized by the Board of Directors at a public meeting.
6. Borrowing should be of a duration that does not exceed the average economic life of the project(s) that it finances. 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, legally permissible 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.
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 customers and authorized by the Board.
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 its operating reserve. The Board of Directors may alter the reserve to best suit financial levels of the Tollway. This reserve shall be maintained to provide the capacity to:
   (a) Offset unexpected downturns or reductions in revenues
   (b) Ensure sufficient cash flow for daily financial needs at all times
   (c) Offset unexpected increases in expenditures, that are not otherwise addressed by an amended budget.

CASH MANAGEMENT

1. The Illinois Tollway's Investment Policy ("Policy") describes the Tollway's intent 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 Trust Indenture governing the investment of Tollway funds.
2. 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.
3. The cash management process is designed to accurately monitor and forecast expenditures and revenues, enabling the Tollway to invest funds for investment purpose to the fullest extent possible. The Tollway will match fund flows to projected disbursements.
4. The Tollway comingles funds. Interest revenue derived from comingled investments is allocated to the participating funds monthly. Criteria for selecting investments and the order of priority are:
   (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 risks.

(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 requirements.

ACCOUNTING, AUDITING AND FINANCIAL REPORTING POLICIES

1. The Tollway is a component unit of the state of Illinois and is accounted for as a proprietary fund (enterprise fund) using the flow of economic resources measurement focus.
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.
3. The Tollway accounts for operations and financing in a manner similar to private business enterprises. The intent is that costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.
4. The Tollway has established and maintains high standards for accounting practices in conformance with Generally Accepted Accounting Principles (GAAP) for governmental entities as promulgated by the Governmental Accounting Standards Board (GASB).
5. The accounting systems maintain records on bases consistent with accepted standards for governmental accounting.
6. Each year, an independent firm of certified public accountants, selected and contracted by the Auditor General of Illinois and paid by the Tollway, performs an annual financial audit in accordance with accounting principles generally accepted in the United States (GAAP) and publicly issues a Financial Audit report and related opinion letter. At least every other year, the audit firm also issues a Compliance Examination report, separate from the Financial Audit report. Additionally, the Authority issues an Annual Comprehensive Financial Report (ACFR) which consists of the management's discussion and analysis, auditor opinion letter, main financial statements and related notes, and supplementary information and related notes, identical to the Financial Audit report, and additional, unaudited information consisting of an introductory section and a statistical section.
7. The Tollway annually seeks the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting Program. This certificate has been awarded to the Tollway annually since 1995.
8. The Tollway promotes full disclosure in its annual financial statements and its bond presentations and official statements.
9. The Tollway considers highly liquid investments with a maturity of three months or less when purchased to be cash equivalents.

PAGE INTENTIONALLY LEFT BLANK

Appendix

PAGE INTENTIONALLY LEFT BLANK

701 Warrenville Road, Suite 110
Lisle, Illinois 60532
tel: 630 874-7854

September 27, 2022

Ms. Cathy Williams
Chief Financial Officer
Illinois State Toll Highway Authority
2700 Ogden Avenue
Downers Grove, Illinois 60515

Subject: Annual Toll Revenue Certificate 2023

Dear Ms. Williams:

In accordance with the Trust Indenture of the Illinois State Toll Highway Authority (Tollway), Section 713(3), the Tollway's Traffic Engineer must submit an annual written estimate of toll revenue for the remainder of the current fiscal year 2022 and the subsequent fiscal year 2023. Estimates of expected revenue contained in this document incorporate the current construction schedule, system improvements, rate schedule changes, state of the economy, and other considerations pertaining to near-term estimated system performance.

Estimates are of expected revenue, which is the sum of all toll revenue that would be realized if 100 percent of transactions were recorded at the proper rate and resulted in full payment. Expected revenue does not include the effects of overpayments, underpayments, toll evasion, or toll evasion recovery. The term "revenue" in this document means expected revenue.

Short-term revenue forecasts are based on several key variables. CDM Smith reviews recent trends in the context of historical averages. This includes a review of actual transactions and revenue by plaza, month, vehicle classification, and payment type. Any variation from the prevailing trends is noted and, where possible, attributed to a particular event or ongoing condition. By understanding when and where these variances occur, CDM Smith can better estimate how similar events may impact Tollway performance in the future.

The next section discusses recent system performance, which includes the impact of the COVID-19 pandemic. The sections that follow present a review of recent economic performance, planned construction projects, and a description of CDM Smith's forecasting methodology and findings.

Recent Performance, 2018–2022

Over the past five years, the COVID-19 pandemic has significantly impacted transaction and revenue performance on the Tollway. The most significant impacts occurred in April and May 2020 when transactions dipped to 40 to 50 percent below 2019 levels. Performance has since improved. While traffic volumes began to stabilize at 5 to 7 percent below 2019 levels beginning in summer 2021, traffic performance was subsequently impacted by the resurgence in COVID-19 cases due to

the omicron variant in the winter of 2021–2022, as well as changing macroeconomic conditions. The latter includes general inflation and high gas prices, which peaked in midsummer. In July and August 2022, traffic volumes were closer to 8 percent below 2019 volumes.

Table 1 presents monthly transaction trends for 2018, 2019, 2020, 2021, and 2022. For January through August 2022, transactions were 3.6 percent above the same period in 2021 and 6.8 percent below the same period in 2019.

Table 1. Total Transactions by Month (Millions)

	2018		2019		2020		2021		2022		2022/ 2019
	% Chng	*Trxns*	*% Chng*	*Trxns*	*% Chng*	*Trxns*	*% Chng*	*Trxns*	*% Chng*	*Trxns*	*%*
January	*4.6%*	77.6	*-6.6%*	72.5	*8.1%*	78.3	*-21.9%*	61.2	*9.7%*	67.1	*-7.4%*
February	*-0.4%*	70.8	*3.0%*	72.9	*4.4%*	76.2	*-23.1%*	58.5	*13.5%*	66.4	*-8.9%*
March	*5.1%*	85.6	*-1.1%*	84.7	*-25.1%*	63.4	*17.3%*	74.4	*7.6%*	80.0	*-5.5%*
April	*4.1%*	83.9	*0.6%*	84.4	*-51.3%*	41.1	*86.0%*	76.4	*3.9%*	79.4	*-5.9%*
May	*3.8%*	90.4	*-0.1%*	90.3	*-41.3%*	53.1	*54.8%*	82.1	*2.8%*	84.5	*-6.5%*
June	*1.8%*	89.3	*0.2%*	89.5	*-25.3%*	66.9	*25.9%*	84.1	*0.5%*	84.6	*-5.5%*
July	*2.0%*	89.6	*2.9%*	92.2	*-18.4%*	75.2	*17.3%*	88.2	*-3.5%*	85.1	*-7.7%*
August	*0.1%*	90.5	*3.2%*	93.4	*-19.2%*	75.4	*15.6%*	87.2	*-0.4%*	86.9	*-7.0%*
September	*-2.5%*	82.8	*3.7%*	85.8	*-15.1%*	72.8	*14.5%*	83.4			
October	*0.9%*	87.4	*4.1%*	91.0	*-17.6%*	74.9	*12.4%*	84.3			
November	*-3.9%*	80.2	*2.8%*	82.5	*-23.1%*	63.4	*24.7%*	79.0			
December	*-1.2%*	80.8	*4.0%*	84.0	*-21.5%*	66.0	*17.8%*	77.7			
Total	***1.2%***	**1,009.0**	***1.4%***	**1,023.2**	***-21.2%***	**806.6**	***16.1%***	**936.6**			
Jan–Aug				**679.9**				**612.2**	***3.6%***	**634.0**	***-6.8%***

The pandemic impacted passenger cars (PCs) more significantly than commercial vehicles (CVs). PC transactions for January through August 2022 were 4.0 percent above the same period in 2021 and 8.6 percent below the same period in 2019. **Table 2** presents monthly trends for PC transactions.

Table 2. Passenger Car Transactions by Month (Millions)

Month	2018		2019		2020		2021		2022		2022/ 2019
	% Chng	*Trxns*	*% Chng*	*Trxns*	*% Chng*	*Trxns*	*% Chng*	*Trxns*	*% Chng*	*Trxns*	*% Chng*
January	*4.1%*	68.4	*-7.4%*	63.3	*8.4%*	68.7	*-24.9%*	51.6	*11.5%*	57.5	*-9.3%*
February	*-1.2%*	62.2	*2.7%*	63.9	*5.1%*	67.2	*-26.3%*	49.5	*15.3%*	*57.0*	*-10.8%*
March	*5.0%*	75.7	*-1.1%*	74.8	*-28.2%*	53.7	*17.6%*	63.2	*8.6%*	68.7	*-8.3%*
April	*3.4%*	74.1	*0.2%*	74.2	*-56.2%*	32.5	*101.6%*	65.5	*4.7%*	68.6	*-7.6%*
May	*3.3%*	79.6	*-0.1%*	79.6	*-44.8%*	43.9	*62.1%*	71.2	*2.8%*	73.2	*-8.0%*
June	*1.5%*	78.8	*0.4%*	79.2	*-28.6%*	56.5	*28.6%*	72.6	*0.3%*	72.9	*-7.9%*
July	*1.0%*	79.2	*2.8%*	81.4	*-20.9%*	64.4	*19.5%*	76.9	*-3.5%*	74.3	*-8.7%*
August	*-0.4%*	79.5	*3.4%*	82.3	*-21.4%*	64.6	*17.1%*	75.7	*-0.9%*	75.0	*-8.8%*
September	*-2.9%*	73.0	*3.3%*	75.4	*-17.8%*	62.0	*16.3%*	72.0			
October	*0.0%*	76.4	*4.1%*	79.5	*-20.2%*	63.5	*14.9%*	72.9			
November	*-4.4%*	70.5	*3.0%*	72.6	*-26.6%*	53.3	*28.1%*	68.3			
December	*-1.4%*	71.8	*3.8%*	74.6	*-25.1%*	55.9	*20.6%*	67.4			
Total	***0.6%***	**889.2**	***1.3%***	**900.8**	***-23.8%***	**686.1**	***17.6%***	**806.8**			
Jan–Aug				**598.7**				**526.2**	***4.0%***	***547.1***	***-8.6%***

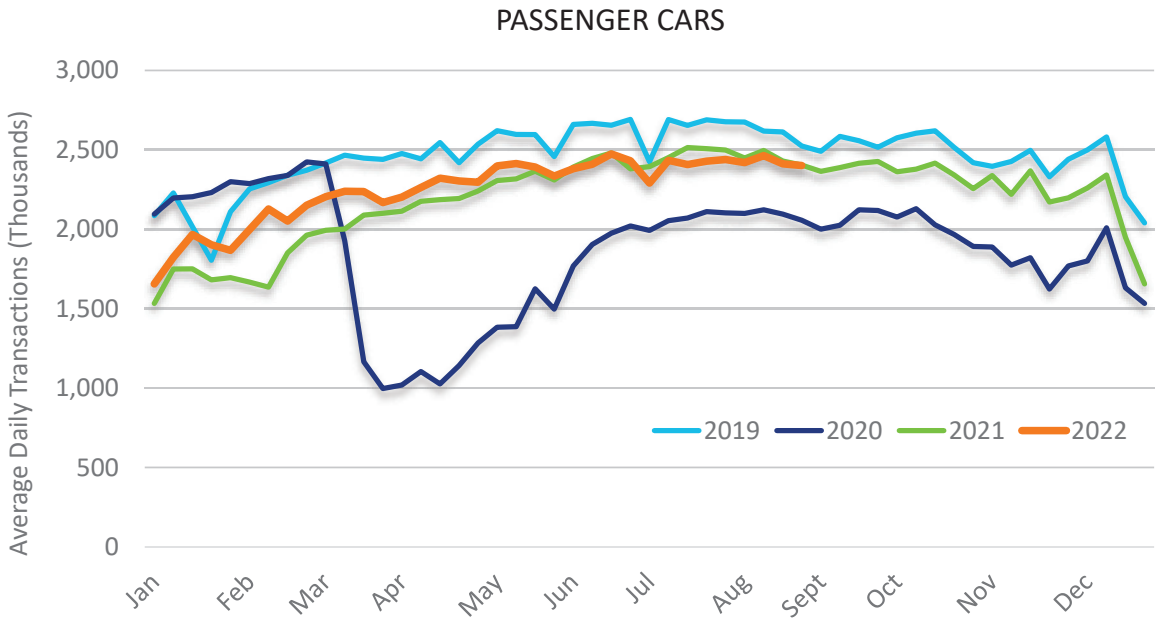
In contrast, CVs have experienced significant growth, following an initial dip in the first months of the pandemic. For January through August 2022, transactions were 1.0 percent above the same period in 2021 and 6.9 percent above the same period in 2019. **Table 3** present monthly trends for CV transactions.

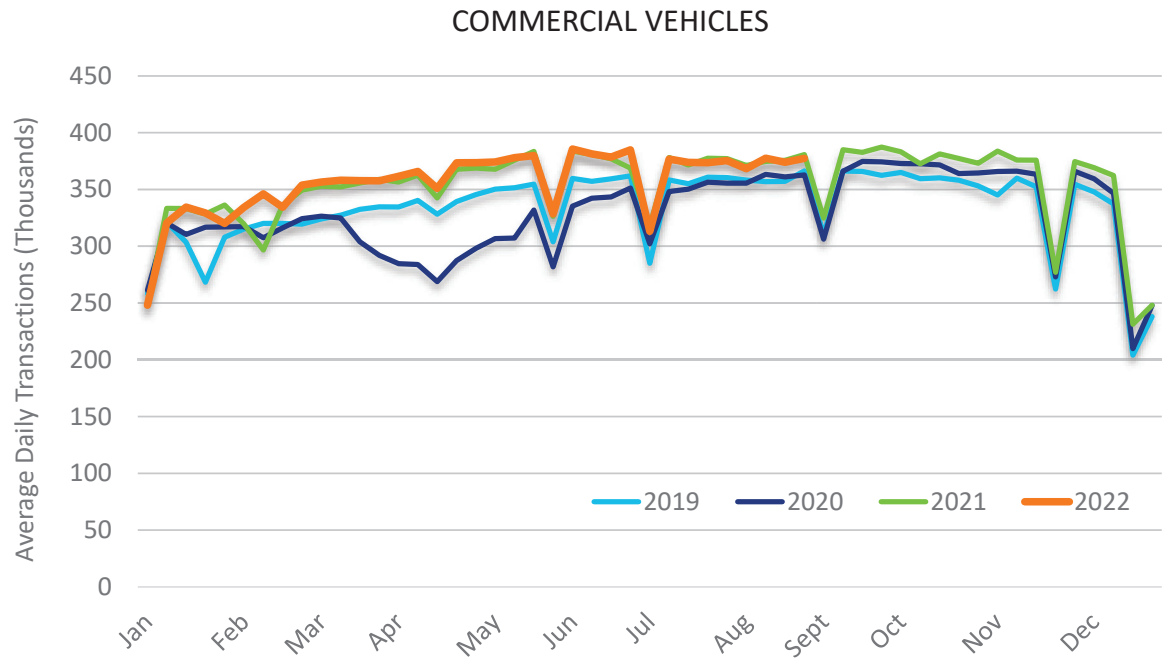
Figure 1 presents 2022 passenger car and commercial vehicle average daily transaction trends through August, by week, as compared to performance in 2021, 2020, and 2019.

Ms. Cathy Williams
September 27, 2022
Page 4

Table 3. Commercial Vehicle Transactions by Month (Millions)

Month	2018		2019		2020		2021		2022		2022/ 2019
	% Chng	Trxns	*% Chng*	Trxns	*% Chng*	*Trxns*	*% Chng*	*Trxns*	*% Chng*	*Trxns*	*% Chng*
January	*8.5%*	9.2	*-0.8%*	9.1	*5.9%*	9.7	*-0.7%*	9.6	*-0.2%*	9.6	*5.7%*
February	*6.1%*	8.6	*5.2%*	9.0	*-0.2%*	9.0	*0.8%*	9.0	*4.5%*	9.4	*4.3%*
March	*5.8%*	10.0	*-1.6%*	9.8	*-1.5%*	9.7	*16.0%*	11.2	*17.6%*	11.4	*15.8%*
April	*9.4%*	9.8	*4.2%*	10.2	-15.7%	8.6	*26.9%*	10.9	*26.0%*	10.8	*6.2%*
May	*7.7%*	10.8	*-0.1%*	10.8	-15.2%	9.1	*19.7%*	10.9	*23.0%*	11.2	*4.3%*
June	*3.8%*	10.5	*-1.5%*	10.4	*-0.3%*	10.4	*11.1%*	11.5	*12.9%*	11.7	*12.6%*
July	*9.9%*	10.4	*3.9%*	10.8	*0.2%*	10.8	*3.9%*	11.2	*0.2%*	10.8	*0.3%*
August	*3.4%*	10.9	*1.6%*	11.1	*-2.7%*	10.8	*6.8%*	11.5	*9.6%*	11.8	*6.6%*
September	*1.1%*	9.8	*6.3%*	10.4	*4.3%*	10.9	*4.4%*	11.3			
October	*7.9%*	11.0	*4.2%*	11.4	*0.4%*	11.5	*-1.2%*	11.3			
November	*-0.3%*	9.8	*0.9%*	9.9	*2.2%*	10.1	*6.8%*	10.8			
December	*-0.3%*	9.0	*4.9%*	9.5	*6.8%*	10.1	*2.2%*	10.4			
Total	***5.2%***	**119.8**	***2.2%***	**122.4**	***-1.5%***	**120.6**	***7.6%***	**129.8**			
Jan–Aug				**81.2**				**86.0**	***1.0%***	**86.8**	***6.9%***





CDM Smith

SYSTEMWIDE AVERAGE DAILY TRANSACTIONS BY WEEK

FIGURE 1

The impact of the pandemic on systemwide revenue has been less pronounced due to strong performance in CV transactions. CVs accounted for 13.9 percent of systemwide transactions in 2021—up from 12.0 percent in 2019—and 52.2 percent of systemwide expected revenue. Expected revenue in 2021 was 9.4 percent above expected revenue in 2020. **Table 4** presents expected revenue by month for 2018, 2019, 2020, 2021, and 2022.

For January through August 2022, expected revenue is 4.4 percent higher than the same period in 2021. Revenue growth in 2022 can be attributed, in part, to the 2022 inflation-based CV toll rate increase. In addition, strong year-over-year performance in the first quarter of 2022 is due to lower COVID-19 impacts compared to the first quarter of 2021 when vaccinations were still in early distribution.

Table 4. Expected Revenue by Month (Millions)

Month	2018		2019		2020		2021		2022	
	% Chng	Exp Rev	% Chng	Exp Rev	% Chng	Exp Rev	% Chng	Exp Rev	% Chng	Exp Rev
January	*4.2%*	$ 108.7	*-3.3%*	$ 105.1	*8.6%*	$ 114.1	*-10.2%*	$ 102.5	*6.6%*	$ 109.2
February	*1.0%*	$ 101.1	*3.9%*	$ 105.2	*4.0%*	$ 109.3	*-11.0%*	$ 97.2	*10.9%*	$ 107.9
March	*4.7%*	$ 121.1	*-0.8%*	$ 120.1	*-14.3%*	$ 102.9	*19.3%*	$ 122.7	*6.6%*	$ 130.9
April	*3.7%*	$ 117.7	*3.0%*	$ 121.2	*-34.9%*	$ 78.9	*55.5%*	$ 122.7	*3.6%*	$ 127.2
May	*5.1%*	$ 127.7	*1.2%*	$ 129.2	*-28.5%*	$ 92.3	*38.7%*	$ 128.0	*4.9%*	$ 134.3
June	*0.9%*	$ 126.3	*0.7%*	$ 127.2	*-13.0%*	$ 110.6	*20.8%*	$ 133.7	*2.2%*	$ 136.6
July	*2.5%*	$ 126.0	*4.4%*	$ 131.6	*-8.4%*	$ 120.5	*12.7%*	$ 135.8	*-1.3%*	$ 134.0
August	*-0.4%*	$ 128.8	*3.9%*	$ 133.9	*-10.3%*	$ 120.1	*13.3%*	$ 136.1		
September	*-1.7%*	$ 116.5	*6.0%*	$ 123.4	*-4.6%*	$ 117.7	*11.5%*	$ 131.2		
October	*2.0%*	$ 125.4	*5.3%*	$ 132.1	*-7.6%*	$ 122.1	*7.8%*	$ 131.6		
November	*-1.9%*	$ 114.2	*3.3%*	$ 118.0	*-10.0%*	$ 106.1	*17.7%*	$ 124.9		
December	*0.1%*	$ 111.4	*5.7%*	$ 117.7	*-7.7%*	$ 108.7	*11.8%*	$ 121.5		
Total	***1.7%***	**$ 1,424.8**	***2.8%***	**$ 1,464.7**	***-11.0%***	**$ 1,303.4**	***14.2%***	**$ 1,488.0**		

Economic Trends

CDM Smith reviewed recent socioeconomic trends and projections for the Chicago metropolitan area, the Midwest, and the United States. Metrics reviewed included regional long-term population and employment history and forecasts; historical variations in regional and national gross domestic product (GDP) and unemployment; and short-term projections of GDP, unemployment, and inflation from various sources. CDM Smith reviewed and incorporated data from more than 20 independent economic-forecasting organizations.

The COVID-19 pandemic significantly impacted the national and regional economies. In 2020, the U.S. GDP declined by 3.4 percent compared to 2019, and the Chicago region's GDP declined even more, by 5.4 percent. In 2021, national GDP increased 5.7 percent, rebounding beyond pre-pandemic GDP in real terms. Real GDP declined slightly in the first quarter of 2022, at an annualized rate of 1.6 percent, and 0.6 decline in the second quarter, with quarter-over-quarter performance relatively stable. The National Bureau of Economic Research's (NBER) Business Cycle Dating Committee has not declared an official recession in 2022 as of the time of writing.

In 2020, the national unemployment rate increased to 8.1 percent because of the impacts of the COVID-19 pandemic. Unemployment rates in the Tollway service area were above the national level, with rates of 9.2 percent in Illinois and 9.5 percent in the Chicago metropolitan area. In 2021, unemployment rates declined to 5.3, 6.1, and 6.2 percent for the nation, Illinois, and Chicago metropolitan area, respectively. Since then, national unemployment rates steadily decreased to about 3.5 percent from March through August 2022, which most economists consider at, or very close to, full structural employment levels. Illinois and the Chicago region continue to exhibit unemployment rates slightly higher than the United States as a whole.

Because of the convergence of various factors, recent inflation has exceeded the long-term 2.0 percent annual rate. In 2021, the Consumer Price Index (CPI) increased 4.7 percent, reflecting very low inflation in the early months of the year, but over 7.0 percent in the last months as calculated on a year-over-year basis (e.g., Dec. 2021/Dec. 2020). In the first half of 2022, CPI continued to increase, to a peak year-over-year rate of 9.1 percent in June. Inflation decreased slightly in July and August, though it remained relatively high at 8.5 percent and 8.3 percent, respectively, on a year-over-year basis.

Across multiple sources, forecasts for national real GDP growth average 2.5 percent for 2022, ranging from 1.7 percent to 4.2 percent. In 2023, GDP is forecasted to continue growth, but at a slower rate, averaging 1.8 percent, with a range between 1.7 percent and 2.8 percent. Unemployment forecasts average 3.7 percent for 2022, with individual forecasts ranging from a 3.5 percent to a 3.9 percent unemployment rate. In 2023, the unemployment rate is forecast on average to rise slightly to 3.8 percent. A narrow consensus for national unemployment in the next few years indicates that most macroeconomists believe that the currently strong, effectively full structural employment will continue.

Inflation is forecasted to be relatively high in 2022, compared to 2021, which itself exhibited relatively high inflation by historical standards. On average, the inflation forecast is 6.9 percent in 2022, ranging between 4.2 percent and 8.6 percent. This wide range in forecasts indicates uncertainty in how effective inflationary control policies will be through the remainder of the year. While there is a relatively wide range of forecasts for 2022, most sources expect inflation to come down considerably by 2023, with an average forecast of 3.4 percent.

Construction Projects

In 2011, the Tollway adopted the 15-year, $12 billion capital program, *Move Illinois: The Illinois Tollway Driving the Future*. Major projects in that program include the reconstruction and widening of the Jane Addams Memorial Tollway (I-90), completion of the I-294/I-57 interchange, and the construction of the Elgin O'Hare Western Access project (IL 390 and I-490). In April 2017, the Tollway Board of Directors authorized an additional $2.1 billion for the reconstruction and expansion of the central Tri-State Tollway, increasing the *Move Illinois* program to slightly more than $14 billion.

Table 5 identifies the Tollway construction projects anticipated to have a significant impact on Illinois Tollway traffic and revenue in 2022 and 2023.

Table 5. 2022 and 2023 Major Construction Projects on the Illinois Tollway System

Location	Description of Work	Construction Period
Tri-State Tollway (I-94/I-294/I-80)		
95th Street to Balmoral Avenue	Reconstruction and capacity improvements (Central Tri-State Master Plan)	2018 to 2026
Jane Addams Memorial Tollway (I-90)		
I-90 at I-490	Interchange construction	2019 to summer 2022
IL 390		
Lake Street to Lively Boulevard	Structural rehabilitation	Spring to fall 2022

Methodology and Assumptions

CDM Smith's core methodology in developing the 2023 Revenue Certificate is similar to the methodology used in previous years. The forecast is based on historical performance evaluated at a monthly level. This level of detail allows construction impacts to be isolated and analyzed more effectively across years. Construction activity in particular has been found to significantly impact transactions, especially during the peak construction months, generally April to October. In addition, analysis at a monthly level allows CDM Smith to account for holiday- and weather-related anomalies.

Other assumptions were used to calculate the forecasted expected revenue for the 2023 Revenue Certificate. Since 2018, CV toll rates have increased annually at the rate of inflation.[1] CV rates increased 1.84 percent in 2018, 2.25 percent in 2019, 2.07 percent in 2020, 1.56 percent in 2021,

[1] Consumer Price Index for all Urban Consumers, or its successor index, over the 12-month period ending on June 30th of the previous year. Source: Illinois Tollway Board Resolution No. 18516, dated November 20, 2008.

and 2.30 percent in 2022. In September 2022, the Tollway adopted a new policy to calculate the annual CV toll rate increase, in which rate increases are based on CPI over a 36-month period ending June 30th of the prior year, rather than the previous 12-month period.[2] Under this new policy, CV toll rates will increase by 3.65 percent in 2023. In addition to annual inflation-based toll rate increases, the distribution of CV classes impacts CV forecasts. CV forecasts are adjusted to reflect the most recent plaza-level classification distribution.

Lastly, an adjustment process is applied to account for variations in the monthly weekday/weekend distribution, the impacts of holidays, and weather impacts. Holiday impacts vary depending on the day of the week on which a holiday falls. Weather impacts vary in timing and severity. Expected monthly weather impacts are applied to November through March based on average impacts for those months between 2007 and 2019 (excluding the very severe winters, such as 2013–2014). Winter weather is inherently unpredictable and could result in relatively volatile revenue performance. Applying average winter weather impacts to these five months helps account for potential variability, but it does not eliminate the risk of revenue impacts, as compared to forecast.

Estimated 2022 and 2023 Toll Transactions and Expected Revenue

Although traffic and revenue volumes have largely stabilized over the last year, significant uncertainty remains to both short-term and long-term travel impacts of the COVID-19 pandemic. A combination of factors, including macroeconomic conditions, continued hybrid work arrangements, and recent high fuel prices, contribute to continued uncertainly in traffic and revenue performance. CDM Smith used the best available information at the time of developing these forecasts.

For the remainder of 2022, transactions are expected to remain consistent with performance observed year to date, with the usual seasonal decreases expected during the fall and winter seasons. In 2023, growth in PC and CV transactions is expected to be dampened by continued construction work on the central Tri-State and the continued hybrid work arrangements.

Table 6 presents actual transactions and revenue for January through August 2022 and estimated transactions and revenue for September through December 2022. **Table 7** presents estimates for 2023. Total expected toll revenue is estimated at approximately $1.53 billion in 2022 and $1.57 billion in 2023.

[2] Illinois Tollway Board Resolution No. 22525, dated September 15, 2022.

Table 6. Estimated 2022 Transactions and Expected Toll Revenue

Month	Transactions (in thousands)			Expected Revenue (in thousands)		
	PC	CV	Total	PC	CV	Total
January[1]	57,470	9,644	67,115	$49,437	$59,801	$109,238
February[1]	57,041	9,381	66,423	$49,556	$58,302	$107,857
March[1]	68,651	11,374	80,026	$60,249	$70,612	$130,861
April[1]	68,581	10,840	79,421	$60,481	$66,699	$127,180
May[1]	73,231	11,224	84,456	$65,574	$68,738	$134,312
June[1]	72,880	11,690	84,571	$65,251	$71,308	$136,559
July[1]	74,272	10,836	85,108	$68,062	$65,976	$134,038
August[1]	75,018	11,843	86,862	$65,874	$72,514	$138,389
September	71,788	11,331	83,119	$62,894	$69,210	$132,104
October	72,183	11,323	83,506	$63,076	$69,394	$132,471
November	68,240	10,804	79,044	$60,153	$66,571	$126,725
December	67,070	10,221	77,291	$58,132	$63,310	$121,442
Total[2]	**826,427**	**130,513**	**956,940**	**$728,740**	**$802,436**	**$1,531,176**

[1] Actual transactions and expected toll revenue as reported by the Illinois Tollway.
[2] Values may not sum due to rounding.

Table 7. Estimated 2023 Transactions and Expected Toll Revenue

Month	Transactions (in thousands)			Expected Revenue (in thousands)		
	PC	CV	Total	PC	CV	Total
January	61,300	9,737	71,037	$53,397	$62,647	$116,044
February	59,202	9,557	68,759	$50,945	$61,600	$112,545
March	69,511	11,351	80,862	$60,429	$73,043	$133,472
April	68,773	10,666	79,440	$60,604	$68,094	$128,698
May	74,416	11,614	86,030	$67,416	$73,658	$141,074
June	73,957	11,686	85,643	$65,043	$73,897	$138,940
July	74,566	10,765	85,331	$67,202	$67,897	$135,099
August	75,157	11,996	87,153	$66,370	$75,709	$142,079
September	72,241	11,078	83,319	$63,045	$70,159	$133,203
October	73,189	11,628	84,818	$63,730	$73,817	$137,546
November	68,937	10,836	79,774	$60,547	$69,213	$129,760
December	67,920	9,817	77,737	$58,685	$62,993	$121,679
Total[1]	**839,169**	**130,732**	**969,901**	**$737,414**	**$832,726**	**$1,570,140**

[1] Values may not sum due to rounding.

CDM Smith will continue to monitor economic activity, traffic growth, impacts of construction activities on the Tollway, and other trends affecting traffic and revenue performance. We trust the information herein meets your needs. Please let us know if you have questions or need additional information.

Sincerely,

Jonathon D. Hart, AICP, PMP
CDM Smith Inc.
Principal Planner – Senior Project Manager

ILLINOIS
TOLLWAY GEC

October 6, 2022

Ms. Cathy R. Williams
Chief Financial Officer
Illinois State Toll Highway Authority
2700 Ogden Avenue
Downers Grove, Illinois 60515

RE: Consulting Engineers Services - RR-21-9982
2023 Renewal and Replacement Deposit

Dear Ms. Williams:

WSP USA Inc. (WSP) as the Consulting Engineers for the Illinois Tollway, reviewed the renewal and replacement needs of the Illinois Tollway system in order to develop our recommendation for the deposit to be made to the Renewal and Replacement (R&R) Account in 2023. 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 R&R Account.

On September 27, 2022, the Illinois Tollway provided WSP with projected annual capital expenditures for the R&R Account for the years 2023 through 2024. Capital expenditures beyond 2024 is not anticipated to impact the 2023 R&R deposit, hence not included in the forecast provided by the Illinois Tollway. These projected expenditures were developed by the Program Management Office (PMO) based upon methods understood by WSP to be consistent with sound engineering practice. The Illinois Tollway also identified the projected ending balance of the R&R Account for 2022 as approximately $156 million, which includes the 2022 R&R deposit. The PMO has estimated total draws for the R&R Program in 2022 to be approximately $281 million.

WSP reviewed the data provided by the Illinois Tollway to identify the estimated deposits through 2024 required to maintain reasonable account balances based upon the estimated funds available and potential capital expenditures for the R&R Program. The combination of deposits and draws on the cash balance of the R&R Account will fund the projects in the Program, I-PASS Transponders, Information Technology projects, the Intelligent Transportation Systems program, and other Capital Projects. These values appear reasonable under the circumstances under which this letter was prepared. Based on these values, we recommend a deposit of $276 million to the R&R Account for 2023.

2200 WESTERN COURT · SUITE 120 · LISLE, IL 60532

ILLINOIS
TOLLWAY GEC

The Illinois Tollway did not request WSP to provide and WSP does not offer to provide any services constituting the services of "municipal advisor" as defined in Federal Law (such as the Dodd-Frank Wall Street Reform and Consumer Protection Act), nor does WSP owe a fiduciary duty pursuant to Section 15B of the Securities Exchange Act of 1934 to the Illinois Tollway with respect to the information and material contained in this letter. This letter is based on WSP's professional judgement regarding the Illinois Tollway's practices, our understanding and judgment regarding setting levels for the R&R Account for 2023, and our reliance of information supplied to us by the PMO. WSP does not make any warranty or representation that projected values mentioned here will actually be realized or achieved in 2023.

If we can be of further assistance, please feel free to contact me.

Sincerely,

WSP USA Inc.

Ryan Hanks, P.E.
Project Manager

cc: Manar Nashif, William O'Connell, Sam Samra, Michael McIntyre, Cindy Williams, Mike Wicks, Nick Smith, Mike Valentino

2200 WESTERN COURT · SUITE 120 · LISLE, IL 60532

2023 BUDGET
THE ILLINOIS STATE TOLL HIGHWAY AUTHORITY
CERTIFICATE OF AUTHORIZED OFFICER

Set forth below is a statement showing actual and estimated Revenues (based on expected toll revenues* prepared by CDM Smith as Traffic Engineers), Operating Expenses, Aggregate Debt Service, and Renewal and Replacement Deposits (as per letters prepared by WSP as Consulting Engineers) for the years 2022 and 2023. This statement is prepared for the purpose of determining whether the Net Revenues, as projected, will be sufficient to at least equal the Net Revenue Requirement in each of such years, in accordance with the requirements of Section 713 of the Trust Indenture.

NET REVENUES AND THE NET REVENUE REQUIREMENT	***(All amounts in $millions)***	
Actual 2022 Revenues - First Eight Months:	**FY 2022**	
Toll Revenues *	$887.7	
Evasion Recovery	116.1	
Investment Income	8.3	
Concessions and Miscellaneous	28.1 **	
First Eight Months Actual 2022 Revenues	**$1,040.2**	
Estimated 2022 Revenues - Last Four Months:	**FY 2022**	
Toll Revenues *	$452.1	
Evasion Recovery	27.4	
Investment Income	1.7	
Concessions and Miscellaneous	4.6	
Last Four Months Estimated 2022 Revenues	**$485.8**	
Estimated Revenues:	**FY 2022**	**FY 2023**
Toll Revenues *	$1,339.8	$1,366.0
Evasion Recovery	143.5	153.1
Investment Income	10.0	20.0
Concessions and Miscellaneous	32.7 **	10.0
Total Estimated Revenues	**$1,526.0**	**$1,549.1**
Less Budgeted Operating Expenses:	**($410.9)**	**($426.5)**
ESTIMATED NET REVENUES	**$1,115.1**	**$1,122.6**
Aggregate Debt Service	$500.3	$532.5
Renewal and Replacement Account Deposits per WSP	$288.0	$276.0
Net Revenue Requirement is the greater of the following:		
1.3 x Aggregate Debt Service	$650.4	$692.2
Debt Service + Renewal and Replacement Account Deposits	$788.3	$808.5
NET REVENUE REQUIREMENT	**$788.3**	**$808.5**
Net Revenues in Excess of Net Revenue Requirement	**$326.9**	**$314.1**
Build America Bond subsidies reduce transfers required for Debt Service	$13.6	$13.6
Other adjustments to transfers from Revenue Fund to Operating and Debt Service Accts	-	-
Deposits to Renewal and Replacement Account and Improvement Account	**$628.4**	**$603.7**
(Net Revenues less Aggregate Debt Service plus Build America Bond subsidies, net of other adjustments)		

* CDM Smith has estimated expected toll revenues to total $1,531.2 million in 2022 and $1,570.1 million in 2023. The amounts induded in this certificate are adjusted to reflect the Tollway's estimate of evaded tolls and underpayments. These adjustments reduce toll revenues by $144 million in 2022 and $153 million in 2023.

** Indudes one time sale of property of $18.7 million.

Totals may not add due to rounding.

EXHIBIT 101

Acronyms

ACRONYMS

AA	Affirmative Action
ACEC	American Council of Engineering Companies
ACM	Automatic Coin Machine
ACPA	American Concrete Pavement Association
ACT	Toll Highway Act
ADA	Americans with Disabilities Act
AFSCME	American Federation of State, County and Municipal Employees
ALI	Automatic Location Identification
ANI	Automatic Number Identification
ATPM	Automatic Toll Payment Machine
ATM	Active Traffic Management
ATP	Authorization to Proceed
ATS	Accenture Tolling Solutions
BEP	Business Enterprise Program
C5	Contract Cost Change Controls Committee
CAD	Computer-Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CEC	Continuing Education Credit
CIS	Central Information Services
CMAQ	Congestion Mitigation and Air Quality
CRP	Congestion-Relief Program
CW	Central Warehouse
DBE	Disadvantaged Business Enterprise
D/M/WBE	Disadvantaged, Minority- and Women-Owned Business Enterprise firms
DQS	Data Quality Services

DUI	Driving Under the Influence
ECP	Earned Credit Program
ECW	Electrical Conductive Weapon
EEO	Equal Employment Opportunity
EMS	Emergency Medical Services
EO/L	Equipment Operator/Laborers
EPASS	Electronic Pay Stub System
ERP	Enterprise Resource Planning
FCIAA	Fiscal Control and Internal Auditing Act
FHWA	Federal Highway Administration
FICA	Federal Insurance Contributions Act
GAAP	Generally Accepted Accounting Principles
GAAS	Generally Accepted Auditing Standards
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information System
HVAC	Heating, Ventilation and Air Conditioning
ICED	Interagency Committee on Employees with Disabilities
IDOT	Illinois Department of Transportation
IGA	Intergovernmental Agreement
INVEST	Infrastructure Voluntary Evaluation Sustainability Tool
IPDC	Intermediate Power Distribution and Communication
IRTBA	Illinois Road and Transportation Builders Association
ISO	International Organization for Standardization
ISP	Illinois State Police
IT	Information Technology

ITS	Intelligent Transportation Systems
IV&V	Independent Validation and Verification
JOC	Job Order Contracting
K.I.S.S.	Kids Identification and Safety Seat
LAC	Local Advisory Committee
LCA	Life Cycle Assessment
LED	Light-Emitting Diode
LEED	Leadership in Energy and Environmental Design
LIDAR	Light Detection and Ranging
M and O	Maintenance and Operations
MADS	Maximum Annual Debt Service
MAP	Metropolitan Alliance of Police
MIG	Metal Inert Gas
MP	Milepost
MPS	Master Program Schedule
NCR	Non-Conformance Report
NOC	Network Operations Center
PBX	Private Branch Exchange Telephone System
PCI	Payment Card Industry
PMO	Program Management Office
PSB	Professional Service Bulletin
QFR	Quarterly Financial Review
R and R	Renewal and Replacement
RFP	Request for Proposal
ROW	Right-of-Way
RTA	Regional Transportation Authority

SDVOSB	Service Disabled, Veteran-Owned Small Business
SEIU	Service Employees International Union
SERS	State Employees Retirement System
SIFMA	Securities Industry and Financial Markets Association
SOP	Standard Operating Procedure
SQL	Structured Query Language
TIG	Tungsten Inert Gas
TIMS	Traffic and Incident Management System
UL	Underwriters Laboratories
UPS	Uninterruptible Power Supply
VASCAR	Visual Average Speed Computer and Recorder
VES	Violation Enforcement System
VMI	Vendor Managed Inventory
VOIP	Voice Over Internet Protocol
VOSB	Veteran-Owned Small Business
WIM	Weigh-in-Motion

PAGE INTENTIONALLY LEFT BLANK

Glossary

GLOSSARY

APPROPRIATION – Spending authority from a specific fund for a specific amount, purpose and time period. The Tollway's budget is not subject to annual appropriation by the State of Illinois.

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 RATING – An assessment of credit risk by a nationally recognized credit rating agency with respect to either (i) a specific bond issue; or (ii) the issuer. If in reference to an issuer, the bond rating typically refers to the issuer's senior lien rating.

BUDGET REQUEST – The Budget Office's recommended budget to be presented to the Board for final approval.

CAPITAL EXPENDITURE – Non–recurring expenditures for the preservation, replacement, repair, renewal, reconstruction, modification or expansion of Tollway assets.

CONSTRUCTION FUND – The fund that receives proceeds from the sale of bonds to be used for capital projects.

CONSULTING ENGINEER – An independent engineer or engineering firm retained by the Tollway for the purpose of carrying out the duties imposed on the Consulting Engineer by the Trust Indenture and other duties as assigned.

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

DEBT SERVICE – Principal, interest and other obligations associated with bond indebtedness.

DEBT SERVICE ACCOUNT – A sub-account of the Revenue Fund from which Debt Service payments are made.

DYNAMIC MESSAGE SIGN (DMS) – Over-the-road message signs that the Traffic and Incident Management System (TIMS) uses to communicate with customers.

ELECTRONIC TOLL COLLECTION – An electronic means for motorists to pay toll charges. Method of electronic toll collection include attachment of an electronic signal device, known as a transponder, onto the windshield to automatically deduct a toll charge from a pre-paid balance as the vehicle passes through a toll plaza. This method of electronic toll collection is used by many toll highway systems, including the Illinois Tollway, which calls it I-PASS.

ENVIRONMENTAL IMPACT STATEMENT – An EIS is a full disclosure document that details the process through which a transportation project was developed, includes consideration of a range of reasonable alternatives, analyzes applicable environmental laws and executive orders. The EIS process in completed in the following ordered steps: Notice of Intent (NOI), draft EIS, final EIS, and record of decision (ROD).

E-ZPASS GROUP – An association of 29 toll agencies, including the Illinois Tollway, in 17 states whose primary purpose is to help facilitate toll interoperability among its member agencies.

FICA AND RETIREMENT – Line item for employee retirement, consisting of: (i) employer (i.e. the Tollway) payments into Social Security; and (ii) employer contributions into the State Employees' Retirement System (SERS).

FISCAL YEAR – The annual period used for purposes of accounting and preparing financial statements. The Tollway's fiscal year is January 1 through December 31. The State of Illinois' fiscal year is July 1 through June 30. The fiscal year is the period for which annual appropriations are authorized, although it should be noted that the Tollway's budget is not subject to annual appropriation by the State of Illinois.

FULL-TIME EMPLOYEE – For purposes of certain "per full–time employee" performance metrics, a full–time employee's work is based on a 40–hour work week for 52 weeks or 2,080 hours per year.

FUND – A fund, which may include one or multiple accounts and sub-accounts, established by the Trust Indenture to hold money for specific programs, activities or objectives.

FUND BALANCE – The difference between fund assets and fund liabilities, typically as reported at the end of a financial reporting period. For annual budgetary purposes, this represents the sum of over–realized and unanticipated net revenues and unspent reserves at the end of each fiscal year.

GROUP INSURANCE – Life and health insurance program for all Tollway employees, retirees and their dependents.

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 trucks are designed to enhance roadside assistance given to Tollway customers.

IMPROVEMENT – 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) for which a currently effective resolution of the Tollway has been adopted authorizing the deposit of revenues to the credit of the improvement account for such system expansion project or acquisition, installation, construction, reconstruction, modification or enhancement including, without limitation, the cost of related feasibility studies, plans, designs or other related expenditures.

I-PASS – The name of the Illinois Tollway's prepaid electronic toll collection system that allows for automatic payments of tolls by using a small radio-frequency identified device (transponder) that mounts in a vehicle.

KAPSCH – International technology company, including serving as a supplier of technology, solutions and services for the Intelligent Transportation Systems (ITS) market.

MAINLINE PLAZA – Toll collection plaza that spans the roadway. The Illinois Tollway has mainline plazas located throughout its system, all of which offer electronic payment of tolls via open road tolling and most of which offer cash payment of tolls.

MAINTENANCE AND OPERATIONS (M AND O) – Maintenance and Operations covers the day-to-day operating cost of the Illinois Tollway.

METAL INERT GAS WELDING - An arc welding process that uses a continuous solid wire electrode heated and fed into the weld pool from a welding gun

MONEY ROOM – The Tollway's centralized cash and coin counting operation.

MOVE ILLINOIS: THE ILLINOIS TOLLWAY DRIVING THE FUTURE – Capital Program for 2012 - 2026 approved by the Illinois Tollway Board of Directors on August 25, 2011 to address existing needs of the Tollway System and certain system expansion projects.

PROFESSIONAL SERVICE BULLETIN (PSB) – Contains information pertaining to the advertisement for Statements of Interest and Requests for Proposals for professional services for the Illinois Tollway.

PROJECT – Any Improvement or Renewal and Replacement.

PROGRAM MANAGEMENT OFFICE (PMO) – The engineer or firm of engineers and their duly authorized employees, agents and representatives engaged by the Tollway to observe the work to determine whether or not it is being performed and constructed in compliance with Project contracts.

RECORD OF DECISION (ROD) – This is issued by the Federal Highway Administration (FHWA) to signal formal federal approval of an Environmental Impact Statement (EIS) or Environmental Assessment (EA) concerning a proposed highway project. The ROD authorizes the respective state transportation agency to proceed with design, land acquisition and construction based on the availability of funds.

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 AND REPLACEMENT – Preservation, replacement, repairs, renewals and reconstruction or modification of the Tollway system or any part of it constituting real or personal property, whether leased or purchased, but does not include system expansion projects.

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

REVENUES – (i) All tolls, fees, charges, rents and other income and receipts derived from the operations of the Tollway system, (ii) the proceeds of any use and occupancy insurance relating to the Tollway system and of any other insurance that insures against loss of revenues, (iii) investment income from any monies or securities held in Funds, Accounts or Sub-Accounts established under the Trust Indenture, other than the Construction Fund (iv) transfers to the Revenue Fund of excess amounts in the Construction Fund for any project(s) upon their completion and (v) transfers from the System Reserve Account to remedy any deficiencies in the various accounts and sub–accounts of the Revenue Fund. Revenues excludes federal and State grants and appropriations, loan proceeds, gifts or donations of any kind, transfers, if any to the Tollway as permitted under any escrow agreement and receipts not related to the Tollway's performance of its obligations under the Trust Indenture or to the operations of the Tollway system.

REVENUE FUND – The fund that receives revenues, to be applied to the following accounts, listed in order of priority: Maintenance and Operations Account; Debt Service Account; Debt Reserve Account; Junior Bond Accounts (not currently applicable); Renewal and Replacement Account; Improvement Account; and System Reserve Account.

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

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

STATE EMPLOYEES' RETIREMENT SYSTEM (SERS) – Single-employer, public employee defined-benefit pension plan for State employees, including substantially all employees of the Tollway.

SHIELD METAL ARC WELDING - Also known as manual metal arc welding, flux shielded arc welding or informally as stick welding, is a manual arc welding process that uses a consumable electrode covered with a flux to lay the weld

SYSTEM EXPANSION PROJECT – Any acquisition, improvement, betterment, enlargement or capital addition that extends the Tollway system.

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 – Limited–access highway including all facilities and appurtenances thereto which requires payment of tolls by the user and was built or is proposed to be built by the Illinois Tollway.

TOLLWAY SYSTEM – Collectively the 294 miles (plus any additional miles subsequently added from current or future projects) of toll highways operated and maintained by the Tollway and projects, properties, equipment and facilities to the extent used in connection with such operation and maintenance.

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

TRAFFIC AND INCIDENT MANAGEMENT SYSTEM (TIMS) – System that allows the Tollway to monitor weather, traffic incidents and construction areas that may affect the flow of traffic. This system can also alert customers 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 Travel Midwest website - www.travelmidwest.com.

TRAFFIC ENGINEER – An independent engineer or engineering firm (Other than the Consulting Engineer and Program Management Office) retained by the Tollway for the purpose of carrying out the duties imposed on the Traffic Engineers by the Trust Indenture, and other duties as assigned.

TRUST INDENTURE – A contract between the Tollway and its bondholders that establishes the rights and obligations of both parties. The Trust Indenture, as amended, restated and supplemented from time to time including as amended and restated effective March 31, 1999, establishes for senior bondholders a pledge of and lien on the Tollway's net revenues and amounts on deposit in all funds, accounts and sub-accounts except for the Maintenance and Operation Account and any junior lien bond account.

TUNGSTEN INERT GAS WELDING - An arc welding process that uses a non-consumable tungsten electrode to produce the weld. The weld area and electrode are protected from oxidation or other atmospheric contamination by an inert shielding gas

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

PAGE INTENTIONALLY LEFT BLANK

Printed by the authority of the State of Illinois. October 2022. Qty: 65. $0.05 per page.