

PROMISES MADE.  
PROMISES KEPT.



2007 Annual Report

## ILLINOIS—A LAND OF PROMISE.

*In the early years of Illinois  
pioneers, fur trappers and adventurers  
blazed their own trails throughout the territory and beyond.*

*Those first rugged pathways  
through vast prairies and dense forests  
also represented something bigger—Promise.*

*The promise of discovery.  
The promise of opportunity.  
The promise for individuals and communities alike  
to forge ahead and secure a better future.*

*Today, the Illinois Tollway is blazing new trails  
building new roads, introducing new services and innovations  
while always keeping in mind its responsibilities—to serve the people of Illinois.*

*People count on the Illinois Tollway  
as they go to and from their jobs and families.  
The wheels of commerce turn on the critical connections and infrastructure  
that the Illinois Tollway provides and maintains.*

*Wherever tomorrow leads, whatever tomorrow brings,  
the Illinois Tollway will be there—keeping its promise to Illinois.*

*This report from the Illinois Tollway summarizes a year of meeting responsibilities to  
the people of Illinois and all those who utilize our 286 miles of roadway.*

*These are our promises made.  
These are our promises kept.*

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Governor Rod R. Blagojevich:  
*I-355 South Extension  
Opening Ceremony*

## LETTER FROM THE GOVERNOR

Five years ago, I asked Tollway leadership to make the agency work for commuters. They took this challenge seriously and have delivered real and meaningful improvements for the more than one million drivers who use the Tollway's 286-mile system every day.

Over the past five years, we have converted every toll plaza to Open Road Tolling; opened the South

Extension of Veterans Memorial Tollway, Illinois' first new Tollway in two decades; and began work to repave and improve hundreds of miles of roadway. These projects have been finished on time and on budget and are allowing commuters to spend more time with their families and less time stuck in traffic.

The Tollway helps commuters get from point to point—safely and quickly—and plays a vital role in economic development in Illinois by not only creating jobs with each construction project, but also by providing high quality roads that spur economic growth. We are already witnessing the economic benefits of the new Veterans Memorial Tollway in Will County, one of the fastest growing counties in the nation. From creating new roads to helping people and goods move more quickly, the Tollway is an economic engine that helps sustain the economy of northern Illinois and is a crucial part of the region's transportation network.

I appreciate the hard work, dedication, and commitment that the staff and leadership at the Tollway have demonstrated in making lasting improvements to a vital part of Illinois' transportation network. I am confident that their impressive results will continue as our Congestion-Relief Program—*Open Roads For A Faster Future*—transforms our Tollway system and makes the commutes of those that rely on the Tollway every day safer and easier.

Rod R. Blagojevich, Governor



## LETTER FROM THE CHAIRMAN & EXECUTIVE DIRECTOR

At the Tollway, we face challenges head on—confident in our ability to fulfill the bold promises we make. Today, our capital construction program is one of the largest infrastructure rebuilding efforts in the country. Each new benefit of the Congestion-Relief Program directly results from bold planning and thoughtful leadership with clear direction—improve the customer experience, and build roads to drive an economy for the next 50 years.

These accomplishments didn't happen without some pain, and we're thankful to Tollway drivers who recognize the value and convenience we offer and endure these massive construction programs with patience. In fact, motorists continue to seek the advantages of I-PASS, as we celebrated the sale of our 3 millionth I-PASS this year. Now more than 80 percent of our 1.4 million daily drivers use I-PASS to cruise through Open Road Tolling—at the same price they paid in 1983.

Customer service remains at the heart of our organization. We improved connections with our on-the-go customers. We updated our Web site to be more efficient and user-friendly; expanded our Customer Call Center, providing one-stop shopping for all Tollway services; and installed interactive touch-screen kiosks at every Tollway Oasis, providing roadway, flight, and regional information for travelers. Recognizing that good customer relations are earned and not to be taken for granted, we'll continue to innovate and evaluate service offerings.

Finally, we've made a promise to deliver superior leadership. We're proud that our leadership has been recognized nationally. The combined efforts of our board of directors and executive staff continue to propel this agency forward to pursue bold plans, deliver value to customers, and exceed expectations.

We will continue to meet our responsibilities so that wherever tomorrow leads, whatever tomorrow brings, the tollroads of Illinois will help us get there.



Chairman John Mitola (*above*) and Executive Director, Brian McPartlin (*below*): I-355 South Extension Opening Ceremony

  
John P. Mitola, Chairman

  
Brian J. McPartlin, Executive Director

## A PROMISE TO DELIVER RESULTS



*The Illinois Tollway delivers results.*

*Some results are more noticeable.*

*Traffic moving more smoothly through  
the Open Road Tolling lanes.*

*Some results aren't as obvious.*

*Improved efficiencies behind the scenes.*

*Some results come sooner.*

*The South Extension of the Veterans  
Memorial Tollway (I-355) opened ahead  
of schedule and within budget.*

*Some results will be seen down the road.*

*Ongoing rebuild and widening projects  
throughout our system.*

## Illinois Tollway Accomplishments

On the path to completing the Congestion-Relief Program on budget and on time.

### New Roadways, New Systems, New Services

Here are some of the results we delivered in 2007:

- ▶ South Extension of I-355. Planning pays off. Initial plans were conceived in the early 1960s, but approval of the Congestion-Relief Program in 2004 launched the action that resulted in the opening of the new roadway on Veteran's Day, November 11, 2007.
- ▶ Advance work on the Reagan Memorial Tollway (I-88), the Tri-State Tollway (I-294/I-94/I-80) and the Jane Addams Memorial Tollway (I-90) prepared the corridors for major rebuilding and widening in 2008 and 2009.
- ▶ Increased Public Safety. Reduced congestion, fewer tollbooth tie-ups, and improved road signage—All of these add up to a safer Tollway system.
- ▶ Business Efficiencies. In 2007 we consolidated a number of internal operations, including a one-stop Customer Call Center (CCC) that is improving service for all of our customers by consolidating all customer calls that relate to I-PASS, violations processing and services, and missed tolls. Hard work and smart decisions have resulted in more efficient and cost-effective performance.

#### Veterans Memorial Tollway—I-355 South Extension

The most visible accomplishment in 2007 was the opening of the South Extension of the Veterans Memorial Tollway (I-355). The South Extension provides a direct north-south connection from I-90 and I-88 to I-80. The opening of this roadway encourages truck traffic to move off local roads and onto the highway.

Local community businesses are seeing benefits. The new extension not only connects families faster, but it delivers a direct route for Joliet businesses on I-80 to the O'Hare Airport corridor, as well as due north through the Woodfield/Schaumburg area and into Lake County. This expansion has sparked dramatic economic expansion throughout all these communities.



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I-PASS sales hit  
3 million

Better Operations.  
Better Efficiencies.

Advance work for I-88,  
I-294/94/80 and I-90

Veterans Memorial  
Tollway Celebration

I-355 South Extension  
Opening



### **Veterans Memorial Tollway Grand Opening Celebration**

The re-naming of the North-South Tollway to Veterans Memorial Tollway pays tribute to the men and women of the State of Illinois who served their country in the military. This dedication included a musical tribute by the Illinois Air National Band of the Midwest, as well as a flyover by Illinois National Guard Blackhawk helicopters. As part of the Governor's commitment to military families, a 5-mile run/walk/roll event raised funds for SALUTE, Inc., an Illinois non-profit organization that supports active military personnel, veterans, and their families. The Illinois Department of Veteran's Affairs sponsored several other military activities and offered more than 20 veteran benefit programs at the opening ceremonies.

Throughout the day, the Tollway and its many partners in the I-355 South Extension project provided the public with insight into the planning and construction of the South Extension. The Tollway also hosted more than 7,000 cyclists for a 20-mile charity ride along the yet unopened roadway to raise seed money for the construction of a bicycle path to parallel the new roadway.

### **Advance work for Reagan Memorial, Tri-State Tollways and Jane Addams**

Completion of advance work for rebuilding of the Reagan Memorial Tollway (I-88), the Tri-State Tollway (I-294/I-94/I-80) and sections of the Jane Addams Memorial Tollway (I-90) means the tollway is ready for major rebuilding and widening of 50-year-old roadways in 2008. Due to advance planning, the rebuilding and widening work along our corridors will happen without losing







a lane. We reconfigure our roads so that in the midst of construction, motorists continue to have the same number of lanes open as before construction began.

### **Better Operations. Better Results. Better Efficiency.**

In 2006, we completed Open Road Tolling, removing outdated barrier style toll plazas. In 2007, we integrated several departments into one to provide for barrier-free customer service. Violation enforcement systems, revenue collection, customer contact management, customer service centers and I-PASS distribution were placed into the same department. This consolidation of staff, services and functions has enabled the agency to operate more efficiently as well as provide greater benefits and accountability to our customers. On the job 24 hours a day, 7 days a week.

To keep our promise of continuing to improve efficiency, we've put additional measurements in place. We continue to monitor performance, looking to be more effective and efficient.

### **I-PASS. Congestion-Relief.**

*80 percent of traffic is now using I-PASS.* As of June 2007, I-PASS transponder sales passed the 3 million mark. Even with 80 percent of daily drivers using I-PASS, we continue to add new account holders as approximately 18,000 transponders per month are sold through our Jewel-Osco retail partner. Additional transponder sales via the Web, Oases Customer Service Centers and the Call Center yield collective monthly transactions in excess of 30,000.

Every I-PASS on the road means increased efficiency in travel times and gas mileage. This efficiency crossed the Illinois border this year as the Tollway took a firm stance on behalf of I-PASS and E-Z Pass users. We worked with the State of Indiana and the Indiana Toll Road to rescind a plan that proposed to limit electronic toll collection discounts to Indiana i-Zoom account holders only, keeping with interagency group principles of simplicity, reciprocity and interoperability.

"The convenience of I-PASS, systemwide Open Road Tolling and new Customer Service Centers at the Oases has led even occasional Tollway travelers to join the I-PASS family," says Executive Director Brian McPartlin.

## A PROMISE TO CONNECT TO CUSTOMERS



*As a user-funded system our goal is to constantly improve service for our customers.*

*We strive to connect better with our on-the-go users by utilizing new technology and exceptional service.*

## Illinois Tollway Accomplishments

On the path to completing the Congestion-Relief Program on budget and on time.

### Keeping Connected

Meeting the challenge of communicating to our on-the-go users with more connection points along the road helps our customers arrive at their destination safely and quickly.

#### Our Award-Winning Web site

The Internet is an important connection point to our customers and contractors. It brings outstanding levels of cost efficiency and customer service 24/7.

The Tollway's informative, user-friendly, easy-to-navigate Web site was re-launched in June. Easy navigation is important to those doing business with the Tollway, as well as those looking for information about the road or their I-PASS account. Our Web site gives motorists a quick way to find travel, construction and mapping information *before* they get on the road.

We launched our summer campaign *Know Before You Go* in efforts to educate motorists about the projects and services available on the road, over the phone, or in person. Customers connect before traveling, with increased information available online and on the phone. We're committed to continued customer communications improvement.

Every day, every year, we're working to build a better system—one that connects with those we serve.

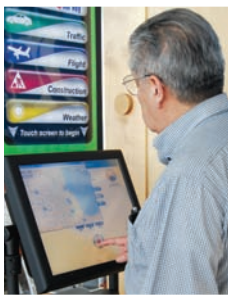
#### New Customer Service Centers

In 2007, we added new Customer Service Centers at five Tollway Oases (locations highlighted on the System Map, pg. 17). These facilities allow customers to update account information, add money to an account or sign up for auto-replenishment, test a transponder battery, learn how to use online account management services or purchase an I-PASS. The Illinois Tollway is committed to offering motorists access to customer service representatives on each of our roadway corridors, in addition to our main center located in Downers Grove.

"Adding new benefits for Tollway travelers is an integral part of the Tollway's mission to put our customers first," says Executive Director Brian McPartlin.

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- Child Safety Initiative
- Opened 5 New Customer Service Centers
- Award-Winning Web site
- I-PASS sales hit 3 million
- Better Operations. Better Efficiencies.
- Advance work for I-88, I-294/94/80 and I-90
- Veterans Memorial Tollway Celebration
- I-355 South Extension Opening





### **Customer Call Center**

We consolidated all customer service phone calls into a single Customer Call Center (CCC).

The Center features the highest quality multi-channel phone, Internet and mail applications, as well as order-fulfillment functions. All calls related to I-PASS, violations, and missed tolls are under one operational “roof” and within a single operational chain of command. Our customers are now able to open and manage their accounts seven days a week—person-to-person—with the assistance of our comprehensive CCC.

### **Interactive Kiosks**

In 2007, Information Technology Kiosks were installed in five Tollway Oases.

These kiosks provide weather and traffic updates, maps and other travel information, such as flight updates for Chicago area airports. They also serve as a point of customer feedback. We launched an interactive survey function in the early fall in efforts to better understand the driving habits, opinions, and needs of those visiting our Oases.

### **Signs of the Times**

Better information *on the road* and *about the road ahead* delivers a whole range of benefits. Not just greater efficiency and traffic flow, but improved motorist safety.

Better informed drivers are safer drivers. Road signage is an important way that we connect with our customers. It's a promise we take seriously and statistics support the increased safety along our roads.

The Tollway is committed to providing signage that communicates changes in traffic patterns, night-time and off-peak lane closures and alternative drive routes.

We continue to update the technology on our roads to provide high-quality information to the public, providing a safer and more efficient roadway network.

Intelligent Transportation Systems were deployed along the roadway to monitor traffic flow and provide delay and routing information to our customers.

### **H.E.L.P. Along the Road**

H.E.L.P. stands for Highway Emergency Lane Patrol, of which the Tollway has 13 of these vehicles on the road at any given time.

Last year, H.E.L.P. operators assisted 37,500 motorists while logging nearly 1.5 million patrol miles. This reflects a 6 percent service increase from 2006.



420,200	New I-PASS transponders activated
3,200,000	Active transponders
2,600,000	I-PASS accounts
1,400,000	Average vehicles on a daily basis
37,500	Motorists assisted by H.E.L.P. operators
200,000	Customer visits at the Customer Service Centers
182	Community Outreach meetings
35,000	Veterans Memorial Tollway South Extension grand opening participants/visitors

**Child Safety Initiative.**

In Illinois, 80 percent of child safety seats are not installed correctly. The Illinois Tollway and Illinois State Police District 15 are committed to ensuring the safety of passengers and drivers on the Illinois Tollway.

Under Illinois law, children under age 8 must be properly secured in an appropriate child restraint system, which includes booster seats.

Illinois State Police District 15 and the Illinois Tollway offered free child safety seat inspection events at Tollway Oases and other community locations along the Tollway system.

Certified Child Passenger Safety Technicians were on hand to check child safety seats and help with proper installation and use.

In 2007 approximately 600 child safety seats were checked for proper installation and 45 of those were replaced due to expiration, breakage, or recall. With over a dozen child safety seat events planned in the coming year, we'll continue to grow the number of events and expand the coverage area in years to come.

## A PROMISE TO EXCEL AT LEADERSHIP



*Recognition via national industry awards is a constant at the Illinois Tollway.*

*Our leadership developed an electronic toll collection program that has one of the highest usage rates among motorists—yet we keep our toll rates low.*

## Illinois Tollway Accomplishments

On the path to completing the Congestion-Relief Program on budget and on time.

### Leadership in Every Area

Leadership comes from not only recognizing high-value people, practices and processes, but also by providing guidance—Not only to the Illinois drivers, but to others who look to us for guidance. In engineering, management, environmental stewardship and consumer programs, we continually strive for excellence.

#### Leadership in our Management Team.

Our Board of Directors and Executive Staff have accepted the challenge to improve traffic flow and save our customers valuable time. Their efforts have won recognition in engineering, safety and environmental matters.

#### Leadership in Congestion-Relief.

In 2007 Tollway customers enjoyed the first full year of Open Road Tolling systemwide through our Congestion-Relief Program. The rewards of the Congestion-Relief Program are seen in time and energy saved.

#### Board of Directors



*Back row from left:* Thomas Canham, Steven Harris, James M. Roof, David R. Andalcio. *Front row from left:* Carl Towns, Chairman John Mitola, George Pradel, Betty-Ann Moore, James J. Banks. *Not Pictured:* Governor Rod R. Blagojevich, Ex-officio; IDOT Secretary Milton R. Sees, Ex-officio.

#### Executive Staff



*Back row from left:* Matthew Beudet, Electronic Tolling; Mike King, Communications and Marketing; Jeff Redding, Toll Operations; Paul Kovacs, Engineering; Tracy Smith, Inspector General; Thomas Bamonte, General Counsel. *Front row from left:* Capt. Tami Haukedahl, Illinois State Police District 15; Ted Young, Information Technology; Dawn Catuara, Chief of Staff; Brian McPartlin, Executive Director; Tracey E. Smith, Administration; Michael Colsch, Finance.

➤ Environmental Awards

➤ Financial Awards

➤ Engineering Awards

➤ Excel at Leadership

➤ Child Safety Initiative

➤ Opened 5 New Customer Service Centers

➤ Award-Winning Web site

➤ I-PASS sales hit 3 million

➤ Better Operations. Better Efficiencies.

➤ Advance work for I-88, I-294/94/80 and I-90

➤ Veterans Memorial Tollway Celebration

➤ I-355 South Extension Opening



## Measuring Our Leadership

One standard of effective leadership is how others measure you. By that standard, the Tollway has demonstrated leadership across the board.

Awards for our initiatives in engineering, environmental, safety and customer service reflect the dedication, cooperation and excellence of Tollway staff and partners. Major awards include:

### Engineering

*American Council of Engineering Companies of Illinois, Engineering Excellence Award:* Open Road Tolling, & I-355 South Extension.

*American Society of Civil Engineers, Illinois Government Civil Engineer of the Year:* Paul Kovacs.

*Institute of Transportation Engineers, Transportation Achievement Award:* South Tri-State Tollway reconstruction.

### Construction

*American Road Transportation Builders Association, Pride Award:* CCI Communications.

*Construction Management Association of America, Person of the Year Award and Program Management Award.*

*Federation of Women Contractors, Innovative Program:* Earned-Credit Program.

*Midwest Construction, Best of 2007 Award:* I-355 South Extension; *and Award of Merit:* South Tri-State Phase I and Des Plaines River Valley Bridge.

### Environmental

*American Council of Engineering Companies of Illinois, Engineering Excellence Award:* Bioswales for Stormwater/Water Quality Benefit I-294.

*Illinois Green Government Coordinating Council, Green Government Award:* Sustainable Construction Activities Systemwide.

### Finance

*The Government Finance Officers Association (GFOA), GFOA Distinguished Budget Presentation Award.*

### Communications

*Publicity Club of Chicago, Golden Trumpet Award:* Annual Report; *and Silver Trumpet Award:* ORT Communications.

*Public Relations Society of America, Chicago Chapter, Merit Award:* ORT Communications.

*Web Marketing Association, Web Awards:* Tollway's new Web site.

### Information Technology

*Forbes Award: Outsourcing Center, 2007 Outsourcing Excellence Award:* Tollway and Unisys (www.getipass.com) for Best IT Application.

*Illinois Road & Transportation Builders, Technology Advancement Award:* Proliance On Demand.

*Web Marketing Association, Outstanding Achievement in Website Development Award.*

### Illinois State Police District 15

*Alliance Against Intoxicated Motorists, Top 10 for DUI Education.*

*IDOT Illinois Traffic Safety Challenge, first place.*

*IDOT Speed Awareness, first place.*

Congratulations to all who contributed to this excellent record of achievement and leadership.



## A PROMISE TO PAY OUR WAY: 2007 BUDGET

The plans are in place for a promising future.

We are making great progress in meeting the goals of the Governor Rod R. Blagojevich's Congestion-Relief Program.

But excellence is not only a goal—it's a process.

With every completed construction project, a new challenge arises in its place.

In 2008, we plan to continue the aggressive timeline we have established to enhance existing infrastructure, implement new technologies and continue our efforts to provide a level of service that exceeds expectations.

Drivers, businesses and local communities served by the Illinois Tollway will benefit from both new and ongoing projects scheduled for 2008 and beyond.

The economic benefit to Illinois: The Tollway has stimulated billions of dollars of economic growth in local communities and provided thousands of good-paying jobs for men and women in the construction trades—for decades to come.

Toll Revenue and Evasion Recovery  
**\$592 million**  
Collections via cash, I-PASS or recovery violation payments

Concessions  
**\$2 million**  
Oases, fuel, food and retail sales

Investment Income  
**\$40 million**  
Interest income on Tollway funds and I-PASS cash escrow accounts

Miscellaneous Fines  
**\$2 million**  
Revenue from overweight truck, Rental of assets for fiber optics, Data towers, etc.

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**TOTAL CURRENT REVENUES**  
**\$636 million**

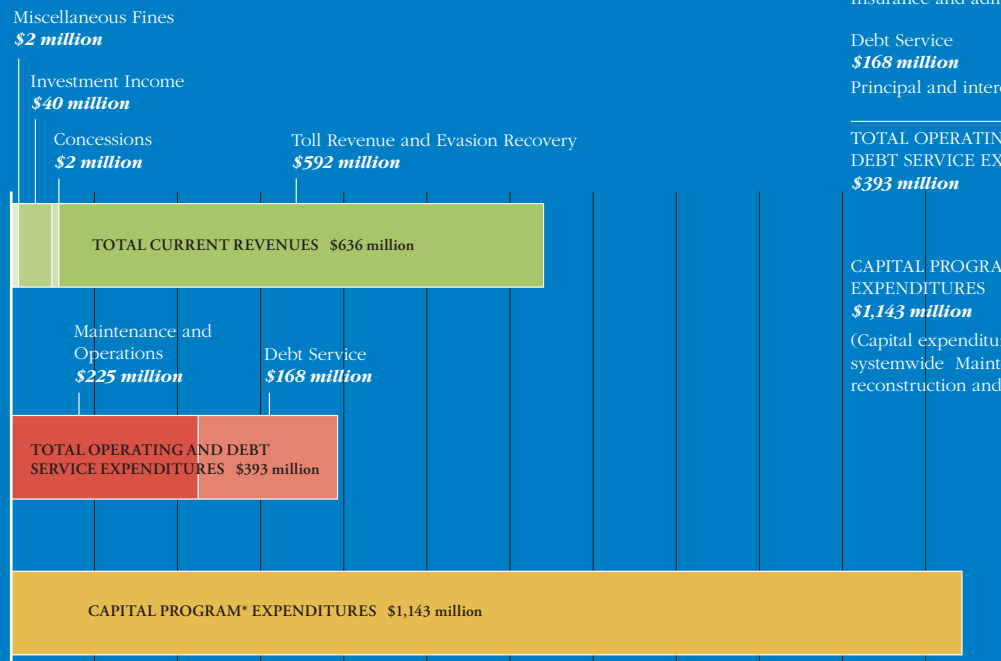
Maintenance and Operations  
**\$225 million**  
Related to toll collections, roadway maintenance, traffic control, safety, Insurance and administration

Debt Service  
**\$168 million**  
Principal and interest payments on

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**TOTAL OPERATING AND DEBT SERVICE EXPENDITURES**  
**\$393 million**

**CAPITAL PROGRAM EXPENDITURES**  
**\$1,143 million**  
(Capital expenditures for systemwide Maintenance, reconstruction and Expansion)



\*Capital Program costs are funded through allocations of current revenue and funds derived from the sale of bonds.

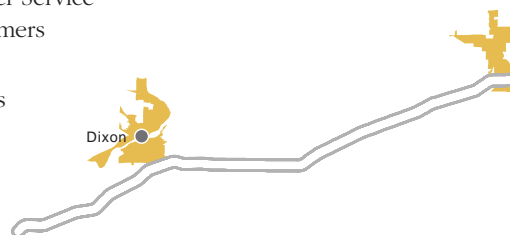


## THE ROAD AHEAD: FUTURE MILESTONES

The successful completion of the I-355 South Extension project, as well as the conversion of 20 mainline plazas to Open Road Tolling in 2006, paves the path for us to focus our energies and resources on the other aspects of the Congestion-Relief Program—primarily, rebuilding and widening many miles of major roadways.

Here are some examples of what to expect on the road ahead:

- Adding Internet services and Customer Service Center locations to better assist customers
- Continuing to engage our audience via “open houses” in the communities we serve
- More than doubling the number of child safety seat events to ensure family safety

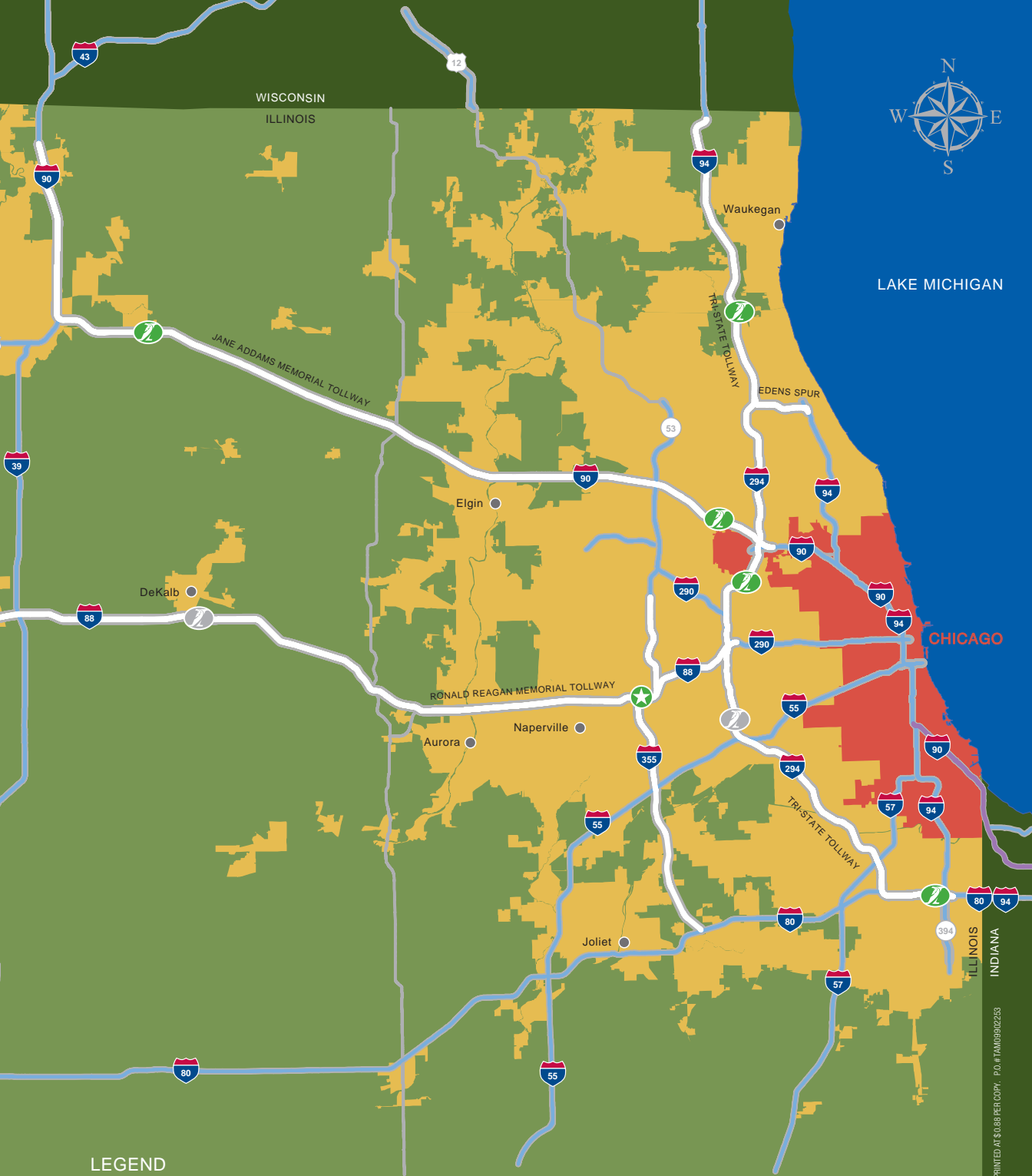


**I-88—Reagan Memorial Tollway.** Work will continue rebuilding and widening lanes, replacing bridges, building new bridges and reconstruction of two toll plazas throughout 2008 and 2009.










**I-294/I-94/I-80—Tri-State Tollway.** A variety of important rebuild and widening projects are on-going from Indiana to Wisconsin. This is the most heavily traveled corridor on our entire system. Extensive work along the north end of the Tri-State gets underway in 2008. We anticipate four lanes of traffic in each direction from the Indiana border to just south of the Wisconsin border by 2010. We already have seen the benefits of the Congestion-Relief Program with the completion of the additional lane and rebuilding of the southernmost section between IL Route 394 and 167th Street, just north of I-80. The Tollway is fully committed to keeping as many lanes open during construction as were available before construction began (all lanes open during this major overhaul) whenever possible.

**I-90—Jane Addams Memorial Tollway.** Formerly the Northwest Tollway, the Jane Addams has more than a new name—Master planning and design work is in progress for the east end and reconstruction and widening begins on the west end, along with the reconfiguration of an interstate-to-interstate interchange at I-90/I-39.

As we drive into the future, we’re widening lanes and blazing new trails, allowing our customers to get ahead.



**LEGEND**

-  ILLINOIS TOLLWAY
-  EXPRESSWAY
-  CHICAGO SKYWAY/INDIANA TOLL ROAD
-  ILLINOIS TOLLWAY HEADQUARTERS AND CUSTOMER SERVICE CENTER
-  OASIS WITH CUSTOMER SERVICE CENTER
-  OASIS WITHOUT CUSTOMER SERVICE CENTER
-  PRINCIPAL CITY
-  CHICAGO CITY LIMIT
-  URBAN AREA (FROM US CENSUS)



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