

# *TIME TO MOVE*

THE ILLINOIS TOLLWAY GETS THINGS ROLLING



2011 Annual Report

# A Letter from

MOVE ILLINOIS:  
ILLINOIS TOLLWAY  
DRIVING THE FUTURE

Southwest Hwy  
180th Street  
Aurora Ave  
149th Street

# in Governor Pat Quinn



## OFFICE OF THE GOVERNOR STATE OF ILLINOIS

Over the past two years, I have put highly ethical, experienced and professional staff in place on the Illinois Tollway Board of Directors to watch over the agency and to ensure that the Tollway better serves the people of Illinois. Each member of the new leadership team is a strong advocate for all of us who use and support our vital Tollway system.

With the guidance of Chair Paula Wolff and Executive Director Kristi Laffeur, the team has brought the agency to a milestone moment for the Tollway system, launching the biggest construction program in the Tollway's history. I also commend them for improving transparency and public access while building its capital program by providing people with the ability to share their opinions and comment on the work the Board and the agency are doing.

The Illinois Tollway is embarking on a 15-year effort that will invest in the existing 286-mile system, expand service in Northern Illinois and promote economic development in our state. While there is much work to be done planning, designing and building, I am confident that this agency will continue to engage the public and its customers in the process of moving the Illinois Tollway forward.

A handwritten signature in black ink that reads "Pat Quinn".

Governor Pat Quinn



# Time to Move

**M**ovement. It's what keeps an economy humming. It's what gets the more than 1.4 million daily drivers on the Illinois Tollway to and from work, school or other daily activities. It's what ensures that the right goods and services are shipped and received at the right place at the right time.

To keep things moving, in 2011, the Illinois Tollway introduced a new capital program, *Move Illinois: The Illinois Tollway Driving the Future*.

*Move Illinois* will address the remaining needs of the existing Tollway system; rebuild and widen the Jane Addams Memorial Tollway (I-90) as a state-of-the-art 21st century corridor; construct a new all-electronic interchange to connect the Tri-State Tollway (I-294) to I-57; build a new, all-electronic Elgin O'Hare West Bypass and fund planning studies for the Illinois Route 53/120 Extension and the Illiana Expressway.

Adhering to Governor Quinn's lifelong mission to give people a voice in government decision-making, the Tollway sought extensive feedback on the *Move Illinois* Program. The 15-year, \$12 billion program was the result of a comprehensive 18-month public review and discussion of the Illinois Tollway's needs. The process involved community, business, tourism and transportation planning leaders and included nearly 1,900 responses from the public through the Tollway's website.

The benefits of *Move Illinois* are clear: It will create an estimated 120,000 permanent jobs, provide a \$21 billion jolt to Illinois' economy, improve mobility, reduce pollution and relieve congestion for motorists across Northern Illinois. Further, *Move Illinois* will ensure that the Chicago area remains competitive with other cities in the U.S. and around the world.

With this in mind, the Illinois Tollway Board of Directors gave *Move Illinois* the green light to get things moving—to put people back to work, strengthen our regional economy and create new opportunities that will propel the state forward in the years to come.

Turning the pages of this annual report, you will see that 2011 marked a continued commitment by the Tollway to work towards the goals Governor Quinn set forth for the agency in 2010: promote the regional economy, increase collaboration with regional transportation agencies, foster environmental responsibility and sustainability, further transparency and accountability and enhance customer service.

Guided by his vision, the Tollway got things rolling in 2011 and we are well-positioned to pick up the pace in 2012.



A handwritten signature in black ink that reads "Kristi J. Lafleur".

Executive Director Kristi Lafleur



A handwritten signature in black ink that reads "Paula Wolff".

Chair Paula Wolff

## The Board's New Plank

The Illinois Tollway Board of Directors includes skilled professionals who are leaders in their respective fields.

In order to strengthen agency efforts to plan for the future and stimulate strategic thinking and innovation, the Board adopted a new structure in June 2011.

The new Board structure created committees to focus on key areas of Tollway operations and customer service, as well as guide discussion and decision-making regarding ways to improve the agency.

The new committees put the Board in the best possible position to evaluate agency performance, policies and procedures and identify long-range strategies and opportunities for investments that will ultimately benefit Tollway customers, the economy and the environment.

*Back row (left to right): Tom Weisner, Carl O. Towns, James Sweeney, David Gonzalez, Mark Peterson*

*Center (left to right): Jeffrey Redick, Terrence D'Arcy, James J. Banks*

*Front: Chair Paula Wolff*





**W**hile looking ahead to the future, the Illinois Tollway continued to invest in operating and maintaining its current system, including roadway rehabilitation, resurfacing and bridge repairs on the Jane Addams Memorial Tollway (I-90) and rehabilitation of the Tri-Level Bridge ramp from the southbound Tri-State Tollway (I-294) to eastbound I-90.

In 2011, the Tollway committed \$237 million to new construction projects and ongoing system maintenance. The agency also made great progress to advance the construction of two new interchanges on its system. Taken together, this work created an estimated 700 jobs.

## **Forging Ahead in Partnership**

Since its beginning, the Tollway has been vital to the success of local economies. Now, more than ever, local communities recognize the value of partnering with the Tollway to jumpstart investments that can help their economies grow.

In 2011, the Tollway entered into several new partnerships that demonstrate the benefits of working together on roadway improvements.

Under a first-of-its-kind agreement with the Tollway, the Village of Rosemont built a new, all-electronic ramp creating access from the northbound Tri-State Tollway (I-294) to Balmoral Avenue.

# Moving Forward



Tri-State Tollway, © Mark McCabe, 2010, courtesy of HNTB

The agreement provides for reimbursement to Rosemont for up to half the cost of the construction through tolls received at the new all-electronic toll collection ramp over the next 25 years.

The \$16 million project, completed in less than six months, provides alternate access to O'Hare International Airport and offers new access to Rosemont's many attractions, including dozens of hotels and a new entertainment district.

Another example of how the Tollway partners with local communities is the Illinois Route 47 Interchange Project on the Jane Addams Memorial Tollway (I-90).

In September, the Tollway approved an intergovernmental agreement with the Village of Huntley, Kane County, McHenry County and the Illinois Department of Transportation authorizing the financing and construction of a full interchange at Illinois Route 47 in Huntley, Illinois. This is the first time in Tollway history that the agency has entered into an intergovernmental agreement with four other government entities: a village, two counties and the state—to move an interchange project forward.

Construction of the new, all-electronic interchange is scheduled to begin in spring 2012, with completion of the estimated \$69 million project anticipated in 2013.

## Expanding Opportunities for All

The Illinois workforce offers an extraordinarily wide range of unharnessed potential right here in our own backyard. In 2011, the Illinois Tollway tapped into that potential by expanding on its traditional role as an economic engine for the region.

Last fall, the Tollway Board approved a \$5.46 million, three-year contract with The Printer's Mark, a subsidiary of Transitions Mental Health Services in Rock Island, Illinois, to print and mail violation notices and related correspondence as part of the Tollway's toll violation enforcement system.

The Board also approved a \$2.64 million, three-year contract with Chicago-based Ada S. McKinley Community Services Inc. for transponder fulfillment services, including the distribution of new transponders and the disposal of old transponders as part of the Tollway's I-PASS system.

Not only did these two contracts represent savings over previous contract costs for the same work, but they also provided jobs for Illinois workers with disabilities. All of these contracts were awarded through Illinois' State Use Program, which is designed to provide long-term employment opportunities for people working in not-for-profit community rehabilitation facilities.

## Cultivating Collaboration

The many challenges facing the region's transportation network are too great for any one agency to overcome on its own. But, by working together, agencies can accomplish a great deal to improve mobility and relieve congestion throughout the Chicago metropolitan area. Here are some examples:

- ▶ **Second Annual Earth Day Transportation Summit.** Nearly 100 transportation leaders from the Tollway and six other Chicago-area transportation agencies agreed that a shared vision for the I-90 Corridor, including the Jane Addams Memorial Tollway (I-90) and Kennedy Expressway, is critical to the region.
- ▶ **I-90 Corridor Planning Council.** Established to help build consensus on a vision for the I-90 Corridor from Chicago's central business district to the Wisconsin state line.
- ▶ **Illinois Route 53/120 Blue Ribbon Advisory Council.** Created to assist in the planning and potential building of a new roadway in Lake County.
- ▶ **Elgin O'Hare West Bypass Advisory Council.** Executive Director Lafleur and former Illinois Department of Transportation Secretary Gary Hannig led efforts to recommend ways to move forward with this project of national significance. The final report was delivered to Governor Quinn in October.



*Governor Pat Quinn at the  
Second Annual Earth Day  
Transportation Summit*

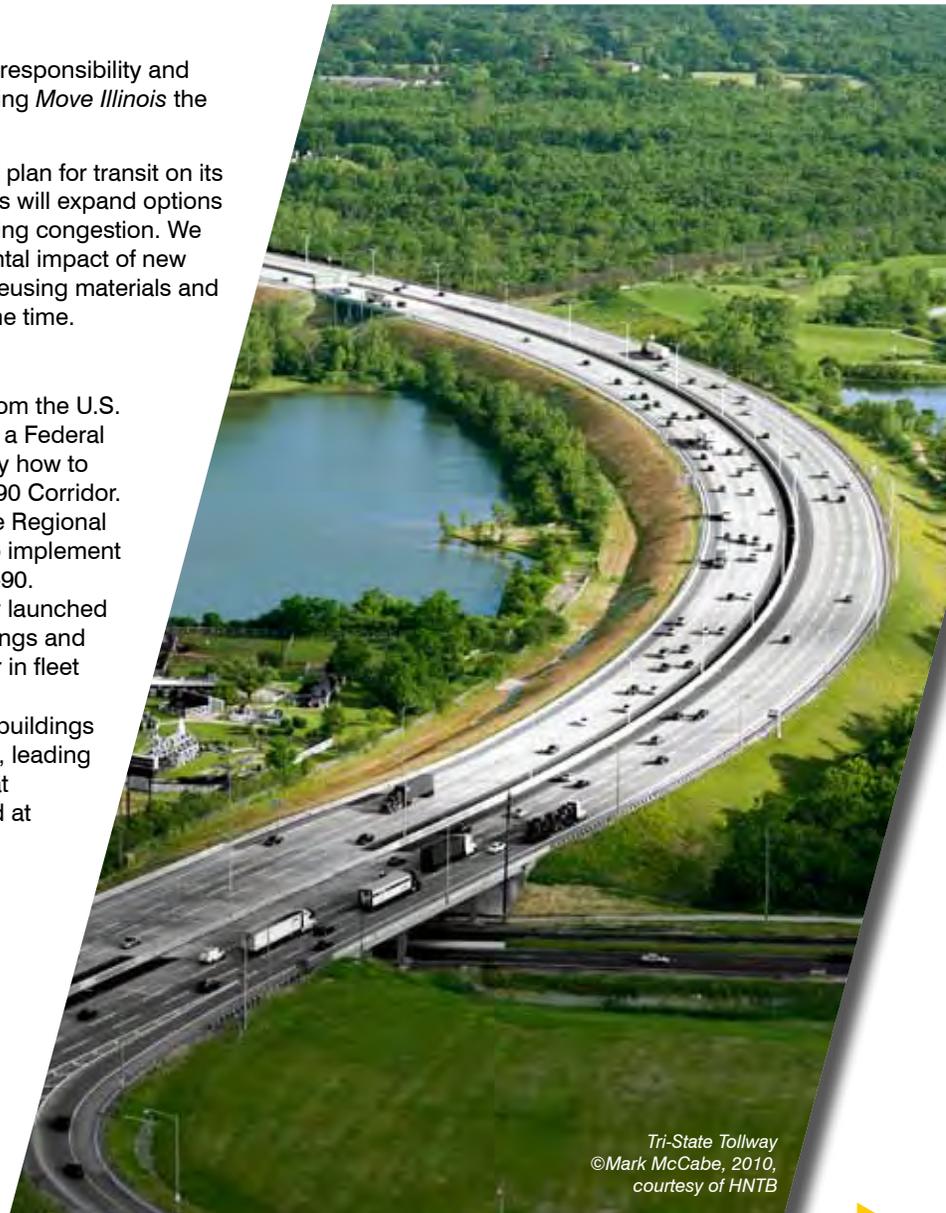
## Going Green

The Illinois Tollway is committed to environmental responsibility and sustainability. That's why we are dedicated to making *Move Illinois* the cleanest and greenest program in Tollway history.

Through the *Move Illinois* Program, the Tollway will plan for transit on its system for the first time in the agency's history. This will expand options for commuters and reduce air pollution by combating congestion. We are also doing our part to minimize the environmental impact of new roadway construction by reducing, recycling and reusing materials and attempting to reduce construction costs at the same time.

Here are some 2011 highlights:

- ▶ The Tollway was awarded a \$528,840 grant from the U.S. Department of Transportation to participate in a Federal Highway Administration pilot program to study how to integrate transit with managed lanes on the I-90 Corridor.
- ▶ The Tollway completed a transit study with the Regional Transportation Authority to determine costs to implement managed lanes with express bus service on I-90.
- ▶ The Tollway and Argonne National Laboratory launched a fleet research study to identify fuel cost savings and efficiencies that will make the Tollway a leader in fleet sustainability.
- ▶ The Tollway completed an energy audit of its buildings to provide a baseline for energy consumption, leading to a number of energy efficiency initiatives that are expected to save the Tollway an estimated at \$180,000 annually in reduced energy usage.



Tri-State Tollway  
©Mark McCabe, 2010,  
courtesy of HNTB

Our world revolves around our customers.

There is no higher priority at the Illinois Tollway than enhancing customer service—on the road, online and on the phone.

We understand that the main purpose of the Tollway is to get drivers to their destinations as safely, quickly and efficiently as possible—even during a nearly record-breaking blizzard.

Our customers choose the Tollway because they recognize these benefits. We work hard every day to make sure our customers get a good value for their money and that their experiences and interactions with the Tollway are positive ones.

In 2011, the Tollway implemented a series of initiatives aimed at enhancing customer service.

## Focus On the Wheel

Executive Director Kristi Laffleur wants to do more to discourage distracted driving on the Tollway.

In January, the Tollway formed partnerships with other state transportation agencies to launch a statewide campaign to raise awareness of the dangers of texting while driving and inform motorists of the state law prohibiting sending or reading text messages while driving.



The Illinois Tollway, Illinois Secretary of State, Illinois Department of Transportation, Illinois State Police and AAA Chicago launched the statewide “Drive Now. Text Later.” campaign.

Dozens of municipalities, local police departments, high schools, colleges and businesses have joined the campaign to help spread the word about the dangers of texting while driving.

# Trucks on the Move



Tri-State Tollway, ©Mark McCabe, 2010, courtesy of HNTB

## H.E.L.P. is On the Way

Illinois Tollway customers can always rely on getting H.E.L.P. on the Tollway in an emergency.

Highway Emergency Lane Patrol (H.E.L.P.) truck operators assisted 33,290 motorists and logged more than 1.2 million patrol miles in 2011. Services frequently provided included:

- ▶ Changing tires
- ▶ Attending to abandoned vehicles
- ▶ Dispensing fuel
- ▶ Calling for tows
- ▶ Performing well-being checks
- ▶ Assisting in accidents

In February 2011, the Tollway responded to one of the worst blizzards to ever hit Northern Illinois—a wicked winter storm known as “Snowmageddon.” Battling the storm and plowing the roadways over the course of three days, more than 8,200 man-hours were required to restore the roadways to a safe condition. The Tollway and Illinois State Police District 15 helped more than 500 customers.



## Wheeled With a K.I.S.S.

Summer means sunshine, swimsuits and safety seats!

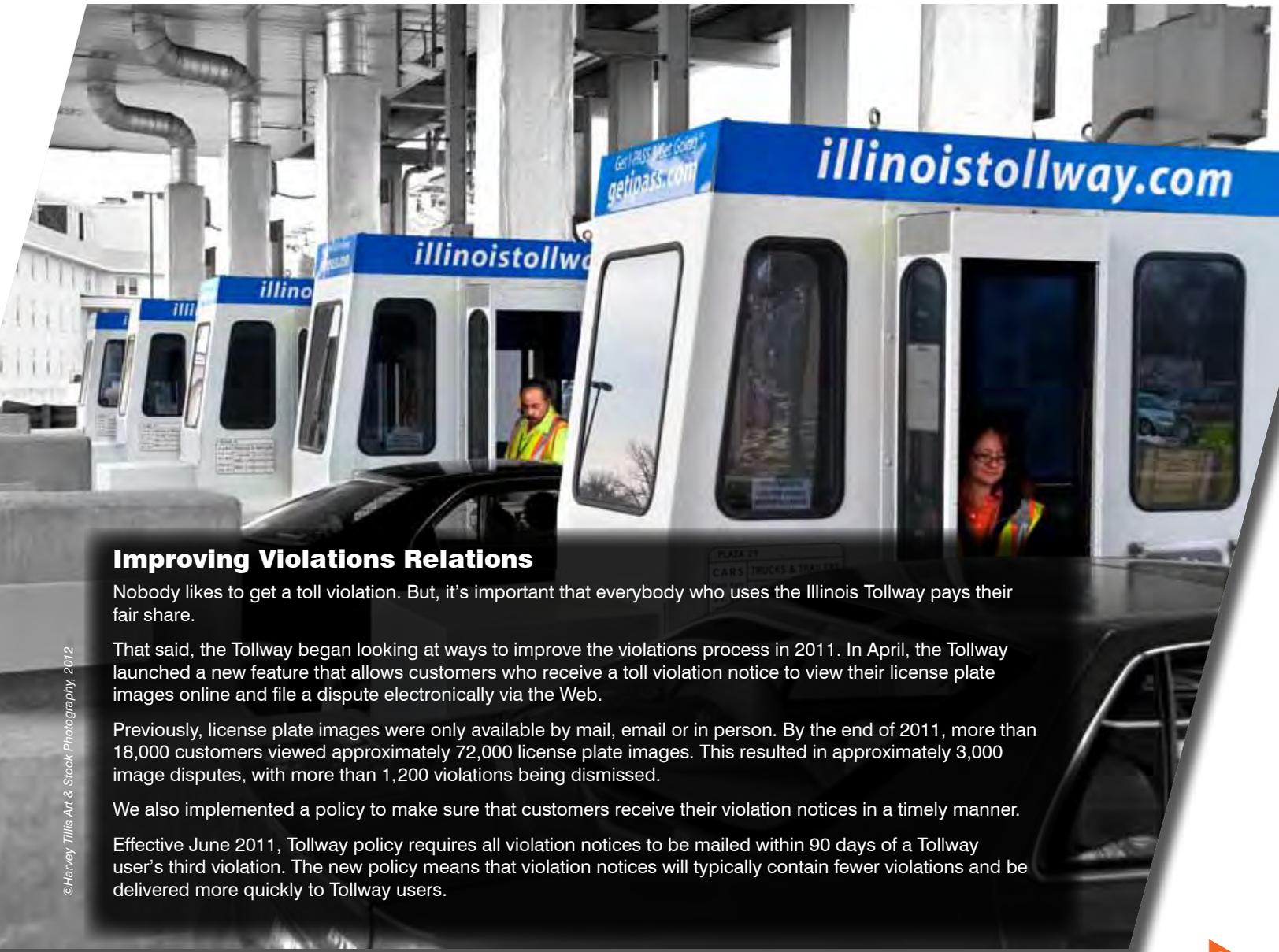
Of course, we care about the safety of our customers and their young passengers year round. But, the busy summer travel season is a good time to remind drivers that it's the law to make sure their children are safely secured in a safety seat each and every trip.

Last summer, in an effort to help keep kids safe and parents worry-free, the Tollway and Illinois State Police District 15 teamed up to host 14 free Kids Identification and Safety Seat (K.I.S.S.) events throughout Northern Illinois.

For the first time, K.I.S.S. events offered parents and caregivers the opportunity to have kids' identification cards created. Specially trained professionals took kids' photographs and fingerprints and gathered vital information to include on two personal identification cards—one for home and one for a wallet or purse.

K.I.S.S. events were held at Tollway Oases and with partners including IKEA, DuPage Children's Museum, Jewel-Osco and Walgreens. Certified child passenger safety technicians inspected and installed a total of 436 child safety seats and issued identification cards for nearly 400 kids.





## Improving Violations Relations

Nobody likes to get a toll violation. But, it's important that everybody who uses the Illinois Tollway pays their fair share.

That said, the Tollway began looking at ways to improve the violations process in 2011. In April, the Tollway launched a new feature that allows customers who receive a toll violation notice to view their license plate images online and file a dispute electronically via the Web.

Previously, license plate images were only available by mail, email or in person. By the end of 2011, more than 18,000 customers viewed approximately 72,000 license plate images. This resulted in approximately 3,000 image disputes, with more than 1,200 violations being dismissed.

We also implemented a policy to make sure that customers receive their violation notices in a timely manner.

Effective June 2011, Tollway policy requires all violation notices to be mailed within 90 days of a Tollway user's third violation. The new policy means that violation notices will typically contain fewer violations and be delivered more quickly to Tollway users.



## Enhancing Electronic Tolling

In its July 2011 issue, *Fortune* magazine named electronic tolling one of the “100 Great Things about America.”

While our hearts swelled with patriotic pride, the Illinois Tollway had months earlier decided to find ways to make electronic tolling even better.

In 2011, the Tollway issued a request for information (RFI) to prospective vendors to learn about the latest electronic tolling products and services.

The RFI has allowed the Tollway to learn from more than 25 vendors about the latest technologies and gain insight into national and international industry best practices. Ultimately, this information will be used to develop and implement a new, state-of-the-art system before the end of 2014.

## A Clean Slate for Your Plate

If you were asked to name which group is responsible for more than half of all toll violations, you might never guess the answer is the Illinois Tollway's 3 million I-PASS customers.

I-PASS customers receive more than 700,000 violation notices each year, primarily due to missing or incorrect license plate information.

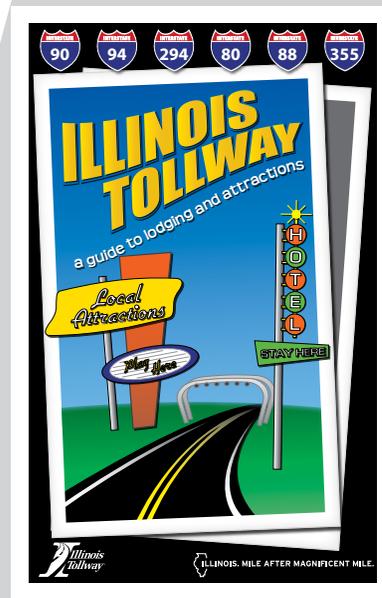
Recognizing that there is always room for improvement, in 2011, the agency developed the "Update Your Account. It's Easy." campaign to help I-PASS customers avoid violations. The campaign helped reduce violations for I-PASS customers by more than 17 percent in 2011.

## Traveling Beyond Expectations

The smooth pavement. The freedom of open road tolling. The conveniently located Oases.

Despite these benefits of traveling on the Tollway, we understand that some people might want to get off the road and take in some of the local attractions.

That's why the Tollway worked with the Illinois Office of Tourism to help guide travelers along the system by providing quick reference guides to area hotels and tourist attractions located near Tollway interchanges, with unique guides for each of the Tollway's four corridors accessible on the Tollway's website.



## Art That Moves

We know that teenagers have active imaginations.

So, the Illinois Tollway decided to partner with Blick Art Materials and U.S. Equities to give area high school students the opportunity to design the cover of our 2012 map.

Students were allowed to choose from one of three transportation-related themes: Distracted Driving, “Green” Transportation and Tollway of the Future.

The Tollway received 76 entries from student artists throughout the region and posted the submissions online and at each of the seven Tollway Oases to let members of the general public help select the winners. More than 10,000 votes were cast to identify nine finalists.

Grand-prize winner:

- ▶ Lewis Cafaro, senior, Lincoln-Way North High School in Frankfort

Runners-up in each of the three categories:

- ▶ Dominika Rog, senior, Elmwood Park High School in Elmwood Park, for Distracted Driving
- ▶ Ashley Miyagawa, senior, Lincoln-Way East High School in Frankfort, for “Green” Transportation
- ▶ Kaylee Sherrod, junior, Steinmetz Academic Centre in Chicago, for Tollway of the Future

*Top row (left to right): Richard Jacobsohn, Blick Art Materials;  
Chair Paula Wolff; Executive Director Kristi Lafleur;  
Cindy O'Drobinak, U.S. Equities*

*Second row: Kathleen Mussio, Teacher, Elmwood Park High  
School; Rosanna Mark, Teacher, Steinmetz Academic Centre;  
Phil Labriola, Teacher, Lincoln-Way East High School*

*Third row: Dominika Rog, Kaylee Sherrod*

*Bottom row: Lewis Cafaro, Ashley Miyagawa*



# A State of Perpetual Improvement

**M**ovement without direction is just spinning your wheels.

That's why every action we take and every decision we make is guided by a clear set of principles to best serve our customers and make smart investments to stimulate the economic growth of the Midwest.

These principles are rooted in the philosophy that the Illinois Tollway must serve as a responsible steward of the public trust.

We are relentless in achieving operational efficiencies. We are aggressive in responding to customers' needs. And, we are always prepared to pull back the curtain so that the public can not only observe our operations, but also tell us what they think.

## **The Keys to Efficiencies**

The Tollway operated under a streamlined budget in 2011. Management efficiencies identified agencywide resulted in a \$10.3 million, or 3.9 percent, reduction in operating expenses from the original 2010 budget.

This was the first time in the agency's history that the annual operating budget was less than the year before.

The idea was for the Tollway to live within its means, just as our customers have had to do with their household budgets in today's economy. As a result, we found opportunities to reduce spending and do more with less in 2011.



## **Our Approach to Diversity**

The Illinois Tollway believes that the richer the diversity of our people and the opportunities we provide to others, the better we are as an agency.

The smarter we are, the more innovative we are, the more competitive we are.

In 2011, the Tollway created the Department of Diversity and Strategic Development to increase access to economic opportunities for minority- and women-owned and disadvantaged businesses, as well as disenfranchised individuals. The Tollway also began an outreach campaign designed to reach deeply into minority communities in an effort to enhance the diversity of its workforce.

## **Keeping Everyone in the Loop**

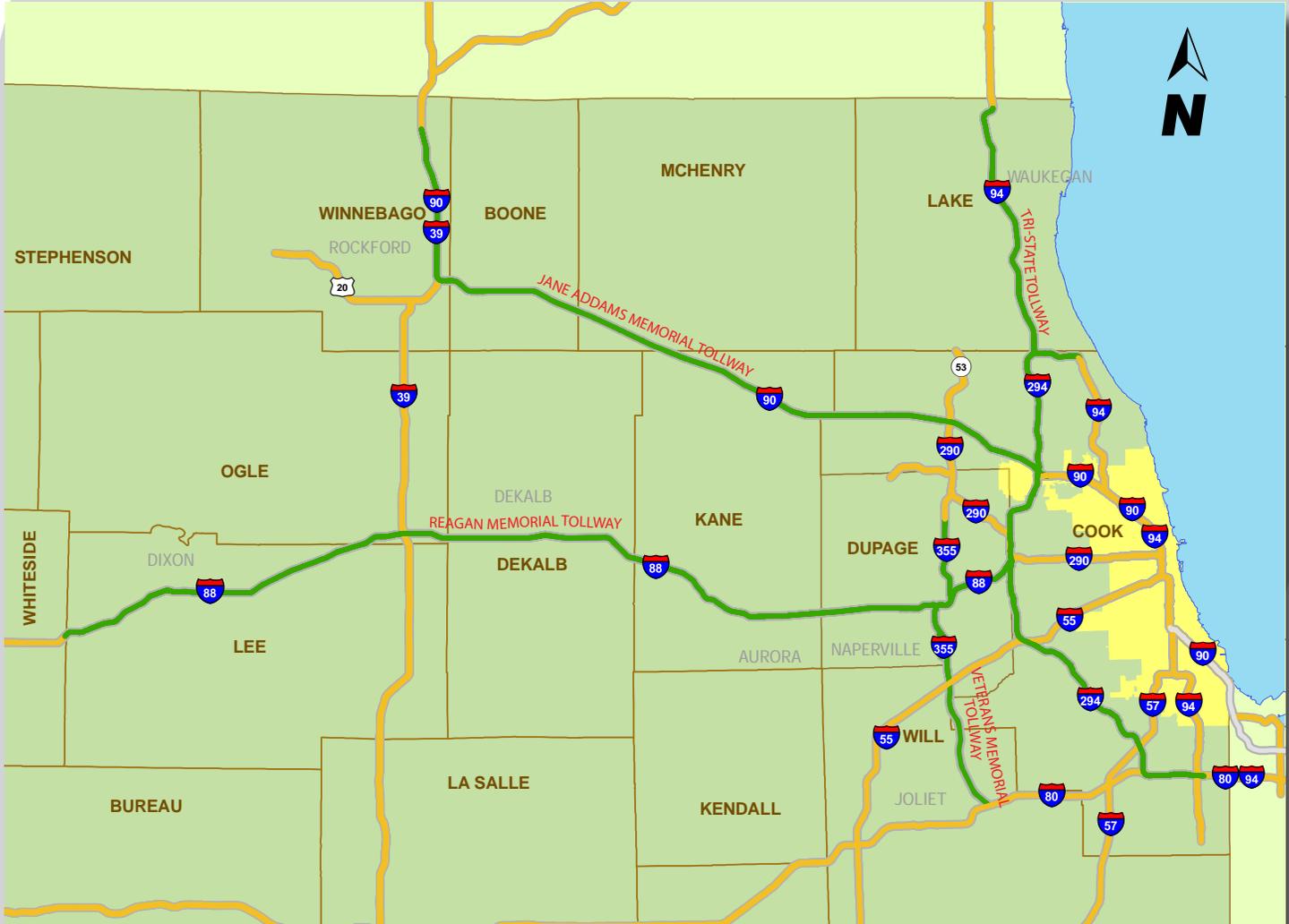
Customers love wide open roads. They expect their government agencies to be just as wide open.

That's why the Tollway makes sure that its customers have easy access to important information about the agency and its operations. In 2011, The Tollway redesigned and relaunched its website, [www.illinoistollway.com](http://www.illinoistollway.com), to make it easier for Tollway customers to access the information they need, when they need it.

The Tollway's website includes the Construction Tracker, which provides budget, contractor and construction completion information; Freedom of Information Act (FOIA) requests and responses; and live webcasts of board meetings, as well as all public meetings.

It also provides information about goods and services contracts, assigned fleet vehicles, staff travel expenses and information about the agency's policies and procedures.

# Illinois Tollway System Map

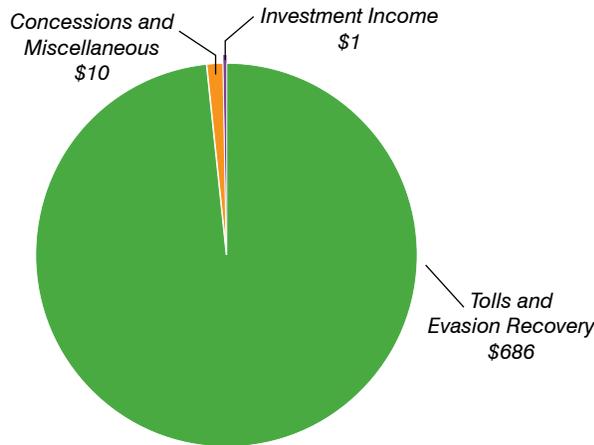


# Funding Sources and Allocations

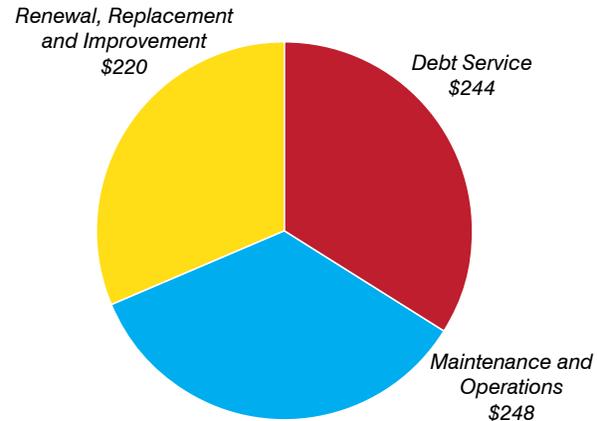
(Preliminary and unaudited)

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

**Sources of Revenue**  
(\$ Millions)



**Allocations**  
(\$ Millions)



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

**Sources of Revenue (Est. \$ Millions)**

- ▶ Tolls and Evasion Recovery—Collections via cash, I-PASS and violation recovery payments
- ▶ Investment Income—Interest earned on Tollway funds and I-PASS cash escrow accounts
- ▶ Concessions and Miscellaneous—Oases fuel, food and other retail sales; overweight truck fines, rental and easement income

**Allocation of Revenue (Est. \$ Millions)**

- ▶ Maintenance and Operations—Related to toll collection, roadway maintenance, traffic control, safety, insurance and administration
- ▶ Debt Service—Principal and interest payments on outstanding Tollway bonds
- ▶ Renewal, Replacement and Improvement—Deposit to Renewal and Replacement account and improvement account

**Capital Program Expenditures \$167 Million**

Capital expenditures for roadway reconstruction, expansion and systemwide maintenance. Does not reflect reimbursements received pursuant to intergovernmental agreements.

## Measuring Success

### Effectively Managing Tollway Resources

- ▶ 22 mainline toll plazas
- ▶ 52 ramp toll plazas
- ▶ 286 system miles

### On the Road

- ▶ 1,460,000 average daily vehicles (preliminary)
- ▶ 2,282,000 daily toll transactions
- ▶ 832,800,000 annual toll transactions

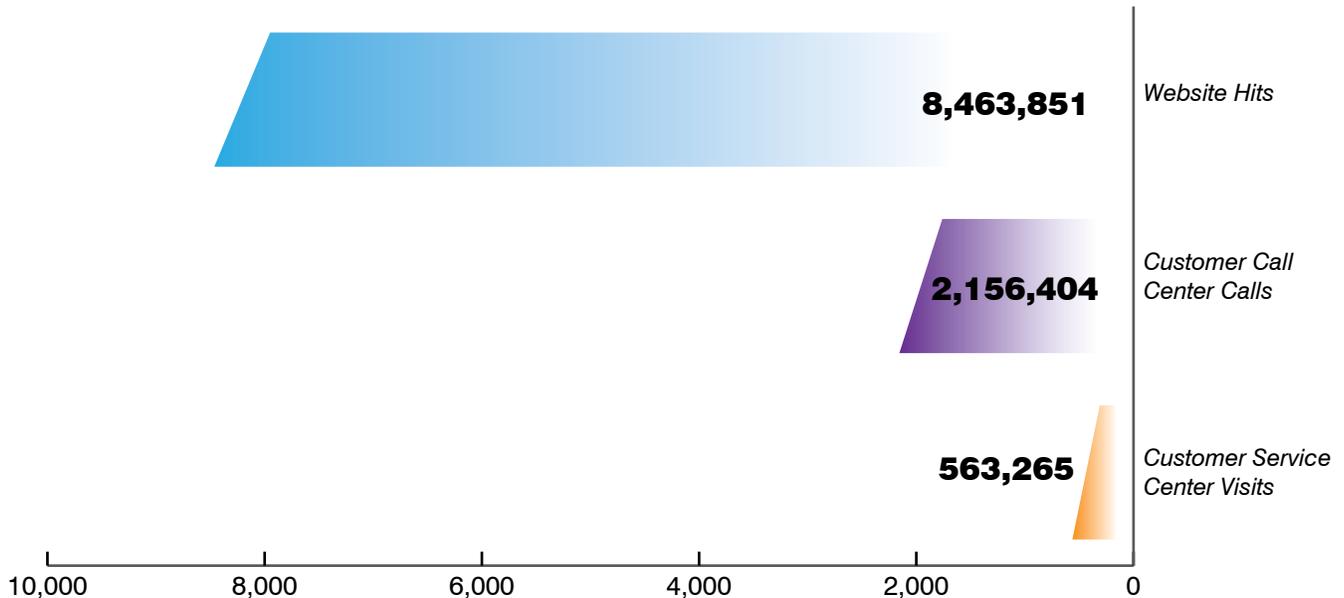
### On the Web

- ▶ 23,189 daily hits
- ▶ 76 percent online I-PASS account management
- ▶ 688,103 online orders for I-PASS (new and replenishment payments)
- ▶ 67,959 online violation payments
- ▶ 1,508,440 online missed toll payments

### I-PASS Milestones

- ▶ 201,496 new accounts opened in 2011
- ▶ 657,268 new transponders activated in 2011
- ▶ 3,237,904 active I-PASS accounts
- ▶ 4,344,724 active transponders
- ▶ 84 percent of all transactions are I-PASS

## Annual Customer Connections



## Awards Highlights

- ▶ Illinois Tollway Executive Director Kristi Lafleur and Illinois Department of Transportation Secretary Ann Schneider were named Women of the Year by the Women's Transportation Seminar Greater Chicago Chapter.
- ▶ The “Drive Now. Text Later.” distracted driving campaign received a Platinum Award and the “Update Your Account. It’s Easy.” campaign’s video public service announcement received a Gold Award from MarCom.
- ▶ The “Drive Now, Text Later” campaign was a finalist in *PR News*’ Platinum PR Awards program in the “PR On a Shoestring” category.
- ▶ The Edens Spur (I-94) Roadway and Bridge Rehabilitation and the Reagan Memorial Tollway (I-88) Rebuild and Widening projects won Honor Awards from the Illinois Section of the American Council of Engineering Companies (ACEC Illinois).
- ▶ Work to sustain the Hines emerald dragonfly habitat also received an Honor Award from ACEC Illinois.
- ▶ The Veterans Memorial Tollway (I-355) Rehabilitation—Butterfield Road to Army Trail Road—won a Special Achievement Award from ACEC Illinois.
- ▶ Illinois Tollway Geometrics Engineer Adam Lintner named the Young Government Civil Engineer of the Year by the Illinois Section of the American Society of Civil Engineers (ASCE Illinois).



MarCom  
platinum statuette



Tri-State Tollway, ©Harvey Tillis Art & Stock Photography, 2012



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