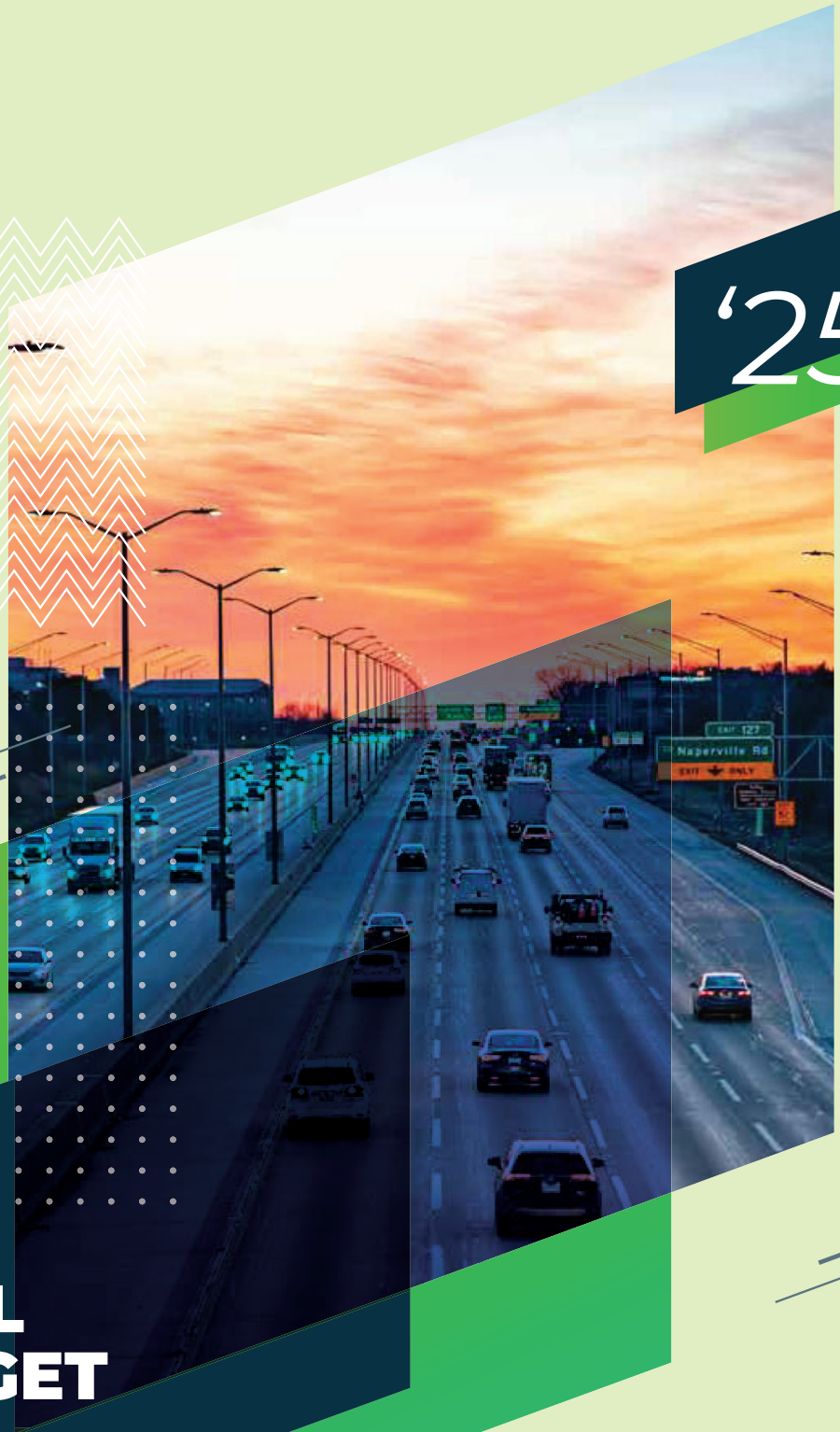




'25

**FINAL
BUDGET**



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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PRESENTED TO

The Illinois State Toll Highway Authority

For the Fiscal Year Beginning

January 01, 2024

Christopher P. Morrill

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 2024. 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 2025 Budget Book, please contact:

Cathy Williams Sam Samra
Chief Financial Officer Senior Budget Manager

Phone: 630-241-6800

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Executive Letter





ILLINOIS TOLLWAY
2700 Ogden Avenue, Downers Grove, IL 60515
(630) 241-6800 • illinoistollway.com

To the Honorable Board Chair and Esteemed Directors,

It is my privilege to present to you the balanced spending plan for the fiscal year 2025 on behalf of the Illinois Tollway. This budget reflects our unwavering commitment to fulfilling the transportation needs of Northern Illinois, encompassing the extensive 294-mile Tollway system that plays a pivotal role in our region's economy and connectivity.

Aligned with the Tollway's long-term financial strategy, the fiscal year 2025 budget includes allocations for essential expenditures, specifically, roadway maintenance, enhanced customer service, safety and security measures, and strategic investments in our workforce to bolster efficiency.

As custodians of the Illinois Tollway's financial stewardship, we have crafted a responsible spending plan that not only sustains our day-to-day operations but also facilitates the realization of Move Illinois, the largest capital program in our agency's history. This program is instrumental in providing safe and efficient services to the 1.6 million daily drivers who rely on our Tollway system.

In 2025, we will invest more than 72 percent of the projected \$1.72 billion in revenue to maintain and enhance our roads, bridges, and overall infrastructure. A critical component of this strategy involves a planned issuance of \$500 million in new bonds to fulfill our commitments and support our goals.

The budget further outlines our plan to deliver an investment of \$1.15 billion for capital spending, including funding for the 14th year of the agency's \$15 billion Move Illinois capital program and funds to begin the first year of the new \$2 billion Bridging the Future capital plan.

This substantial investment, which includes funding for systemwide repairs on roadways, interchanges, and bridges, not only serves to maintain and improve the integrity of our transportation network but also contributes to job creation and fosters economic development within our region. By the close of 2025, we anticipate having expended 86 percent of the Move Illinois capital program budget.

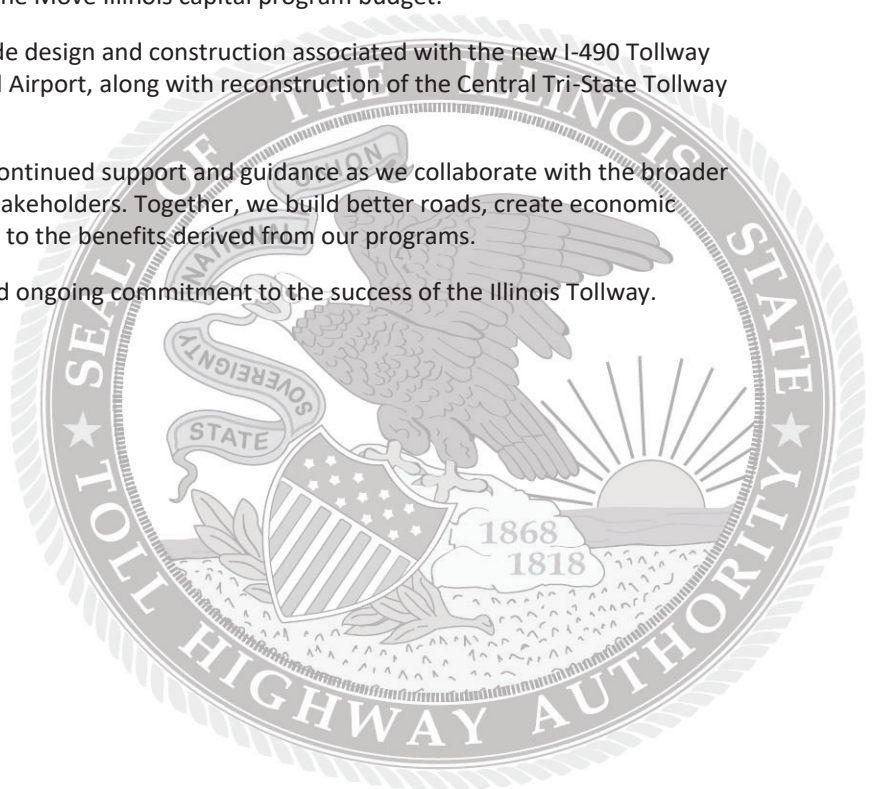
Key highlights of funding for projects include design and construction associated with the new I-490 Tollway and the connection to O'Hare International Airport, along with reconstruction of the Central Tri-State Tollway (I-294).

We extend our sincere gratitude for your continued support and guidance as we collaborate with the broader transportation industry and various local stakeholders. Together, we build better roads, create economic opportunities, and ensure equitable access to the benefits derived from our programs.

Thank you for your time, consideration, and ongoing commitment to the success of the Illinois Tollway.



Cassandra Rouse, Executive Director



2025 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 2025 Budget outlines a balanced spending plan anticipating \$1.72 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 2025 Budget accommodates expenditures to maintain roadway and customer service activities and increases Maintenance and Operations spending to \$470.6 million.

In 2025, the Tollway will support a total budgeted headcount of 1,364 with wages and salaries proposed to increase by 3.1 percent to accommodate the cost of collective bargaining agreements and required retirement contributions. The Maintenance and Operations Budget includes \$109.9 million for wages and salaries in 2025 and \$64.4 million for statutorily required retirement and Social Security contributions.

The 2025 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, security and safety, and employee investments to improve efficiency, as well as the implementation of the largest capital program in the agency's history.

In addition, the 2025 Budget will allow the Tollway to commit \$1.15 billion for capital spending, including funding for the 14th year of the agency's \$15 billion *Move Illinois* capital program and funds to begin the first year of the new \$2 billion Bridging the Future capital plan.

At the end of 2025, the Illinois Tollway will have spent \$12.9 billion of the \$15.0 billion projected cost of the *Move Illinois* Program, 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, 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 and widening the Central Tri-State Tollway (I-294) and delivering the new I-490 Tollway.



2025 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 2025 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 2025 revenues are projected to total \$1.72 billion, an increase of 4.2 percent over the 2024 estimate:

- \$1.65 billion of toll revenues and evasion recovery
- \$16 million of concessions and miscellaneous revenues
- \$55 million of investment income

The 2025 Budget allocates \$1.72 billion of revenues as follows:

- \$470.6 million to fund maintenance and operations
- \$537 million for debt service transfers
- \$712 million for the 2025 Capital Program and capital investments (deposits to Renewal and Replacement and Improvement accounts)

Maintenance and Operations

Overall, the 2025 Budget includes \$470.6 million for maintenance and operations to support activities and services that focus on serving the Illinois Tollway's customers. This includes Information Technology budget of \$45.5 million to modernize processes, \$63.2 million for the Roadway Maintenance budget and \$38.8 million budgeted for Security and Safety, including funding for a service agreement with the Illinois State Police, as well as \$98.2 million budgeted for Operations and Business Systems departments to provide customer services support and enhancements.

Capital Program

The Illinois Tollway will invest \$1.1 billion in 2025 for projects to build and repair roadways, bridges and interchanges and other capital investments across the 294-mile system, to fund the 14th year of the *Move Illinois* Program.

Budgeting for Results

The Illinois Tollway is committed to serving the transportation needs of Northern Illinois and its 1.6 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 2025 Budget includes:

- \$287.9 million to continue with construction, design, utility and right-of-way activities to support ongoing reconstruction and widening for the Central Tri-State Tollway (I-294) to provide congestion relief and access improvements.
- \$412.6 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.
- \$4.7 million to support the Tollway's Diversity program efforts for workforce development and technical assistance to strengthen small, diverse, and veteran-owned businesses to grow and succeed in competing for Tollway contracts through training programs and strategic partnerships.
- \$1 million for ongoing and future pilot programs supporting various intelligent transportation systems (ITS) initiatives, including a small-scale pilot program to test connected vehicles and plan for any associated system enhancements.

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 2025 include:

- \$363.8 million for ongoing bridge, pavement, facilities and fleet maintenance along with safety improvements on the existing Tollway system.
- \$38.8 million for Occupational Safety and Health Administration-related training and other safety training requirements and for Illinois State Police support to patrol the Illinois Tollway System across 12 counties in Northern Illinois and provide comprehensive law enforcement services.

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 2025 Budget include:

- \$110.4 million in support of technology to enable the Tollway to maximize resources and manage its business functions more efficiently and effectively.
- \$204.1 million to support customer service and enhancements systemwide for the Tollway's tolling operations and business systems.

Strengthen Cultural and Environmental Vitality

The 2025 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 2025 include:

- \$17.7 million to continue improvements to Tollway facilities systemwide in compliance with Leadership in Energy and Environmental Design (LEED) certified building standards, including beginning of improvements on the Alsip (M-1) maintenance facility and at the sign shop facility on the Reagan Memorial Tollway (I-88).
- \$1 million to install electric vehicle chargers at four Tollway maintenance sites, as part of a program to add EV charging stations across the system to support an increase in the agency's fleet of EV vehicles and equipment and reduce fuel costs and greenhouse gases.
- \$1.1 million to support planting trees, shrubs and other native plants as part of Tollway's Landscape Master Plan.
- \$1.6 million for research and evaluation of best management practices for roadway stormwater runoff and biological monitoring associated with construction activities.

Conclusion

The Illinois Tollway's Budget for 2025 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 \$470.6 million for maintenance and operations and \$1.1 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.

Illinois Tollway Table of Organization

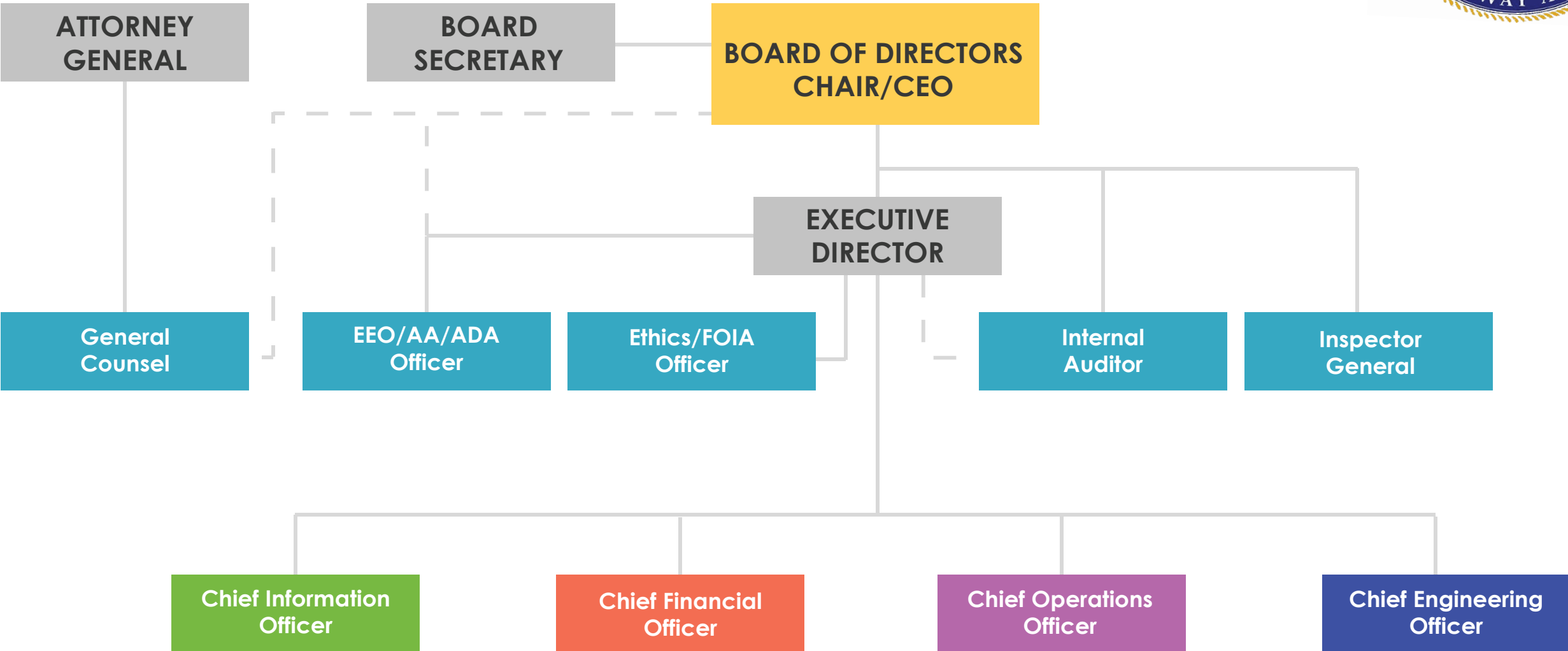


EXHIBIT 1



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 Chairman, Arnaldo Rivera, was initially appointed by Governor JB Pritzker as a Director and Chair of the Tollway on February 17, 2023.

Name	Initial Appointment	Expiration of Current Term
Governor JB Pritzker, ex officio	N/A	N/A
Secretary Omer Osman, ex officio	N/A	N/A
Arnaldo Rivera, Chairman	February 17, 2023	March 1, 2025
James Connolly	February 28, 2019	March 1, 2027
Jacqueline Gomez Fuentes	February 1, 2021	March 1, 2027
Karen McConnaughay	February 28, 2019	March 1, 2025
Melissa Neddermeyer	July 17, 2023	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, 2027
Mark Wright	July 17, 2023	March 1, 2027

EXHIBIT 2

ORGANIZATIONAL STRUCTURE

The Tollway's organizational structure consists of 16 departments: Administration, Business Systems, Diversity and Strategic Development, Engineering, Executive Office and Directors, Facilities and Fleet, Finance, Information Technology, Internal Audit, Legal, Office of the Inspector General, Operations, Planning, Procurement, Security & Safety and Stakeholder Engagement. 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 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 **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 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* and Bridging the Future capital programs, 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 the maintenance and repair of Tollway facilities, vehicles and equipment, including 186 facilities systemwide and 2,300 operational vehicles and pieces of equipment. In addition, the department provides critical support for the agency through the management of the Central Warehouse which delivers materials and supplies to various locations, the Mobile Shop which installs emergency communication equipment in Tollway vehicles, the Mailroom which is responsible for the printing and mailing of all agency related materials, and the CIS Records and Documents Storage Division.

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.

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,

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 tolling customer support services through the I-PASS Customer Service Centers, consumer services, call centers and the field engagement team that supports I-PASS On Demand services.

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 the procurement of all goods and services as well as construction and other professional services, including engineering and design. In addition, the 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 both Tollway employees and Tollway facilities, protecting against internal and external threats. Illinois State Police Officers enforce speed limits and traffic laws on the Tollway's roadways and also assist disabled motorists and provide special details for specific operations, such as overweight vehicle enforcement. The cost of services provided by the Illinois State Police is covered by the Security and Safety Department's budget.

The **Stakeholder Engagement** 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 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

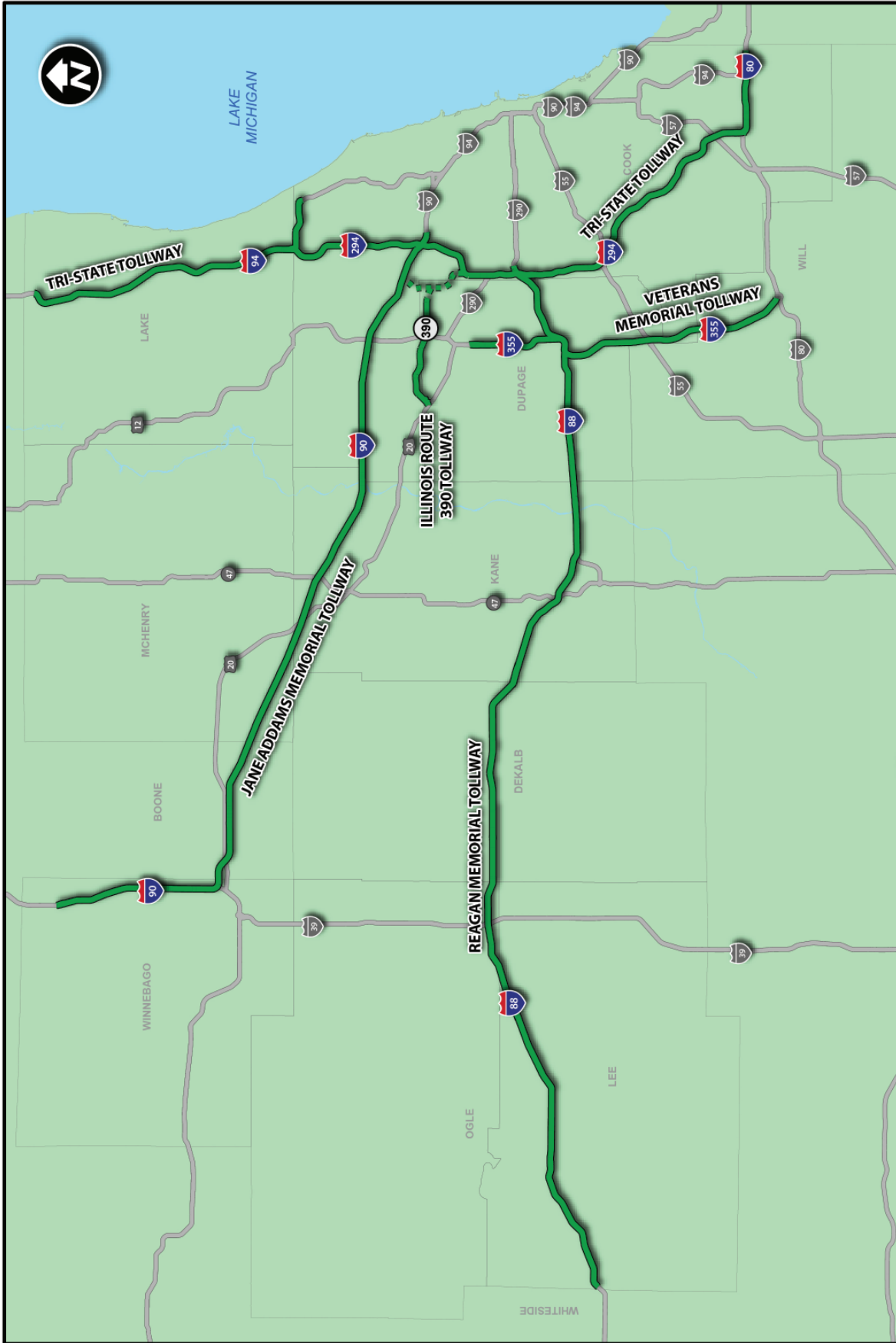
to the west, crossing the Fox River just north of Elgin, Illinois. From there, it runs northwesterly to Rockford, Illinois, and then northerly to a point near the Illinois-Wisconsin border, where it feeds into the Wisconsin portion of I-90 leading to Madison, Wisconsin.

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).



Illinois Tollway System

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 maintenance 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, fines, and collections through the violation enforcement program.

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 three years ending on June 30 of the previous year. Commercial vehicle toll revenues included in this budget book are inclusive of this change. See Debt Management for more information toll increases in support of the *Move Illinois* program.

2025 budgeted revenue of \$1,720 million is 4.2 percent above the 2024 forecast and 4.7 percent above the 2024 budget.

The sum of toll revenues and evasion recovery is estimated to total \$1,651 million in 2024 and projected to total \$1,720 million in 2025. Of these amounts, the evasion recovery portion is estimated at \$131 million in 2024 and \$164 million in 2025. Investment income is projected at \$75 million in 2024 and \$55 million in 2025. Concessions/miscellaneous is estimated at \$18 million in 2024 and \$16 million in 2025.

SOURCES OF REVENUES (\$ MILLIONS)

	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 2024 Forecast	FY 2025 Budget
Toll Revenues and Evasion Recovery	\$1,439	\$1,535	\$1,508	\$1,578	\$1,558	\$1,648
Investment Income	2	25	84	45	75	55
Concessions and Miscellaneous Revenues	22	31	9	18	18	16
Revenues Total	\$1,464	\$1,592	\$1,601	\$1,642	\$1,651	\$1,720

Totals may not add due to rounding.

EXHIBIT 4



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 \$1,651.5 million expected toll revenues in 2024 and \$1,717.2 million for 2025. 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. The Tollway captures images of the license plates of vehicles that pass through without paying the full toll by I-PASS. This system takes multiple images of vehicles' license plates when nonpayment or underpayment occurs. 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. Unpaid invoices incur an additional \$5 per each toll transaction. Evasion Recovery includes adjustments to estimate uncollectible portions of toll and toll fee receivables, as prescribed by accounting procedures established by the Tollway in accordance with generally accepted accounting principles. Occasionally, the Tollway records bad debt expense to align with actual performance.

Public Act 94-0636 allows the Tollway to implement a toll violation enforcement program to pursue violators. Customers that do not pay unpaid tolls and related fees pursuant to the afore-mentioned invoicing process become subject to a \$20 fine. 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.

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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 depositories 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

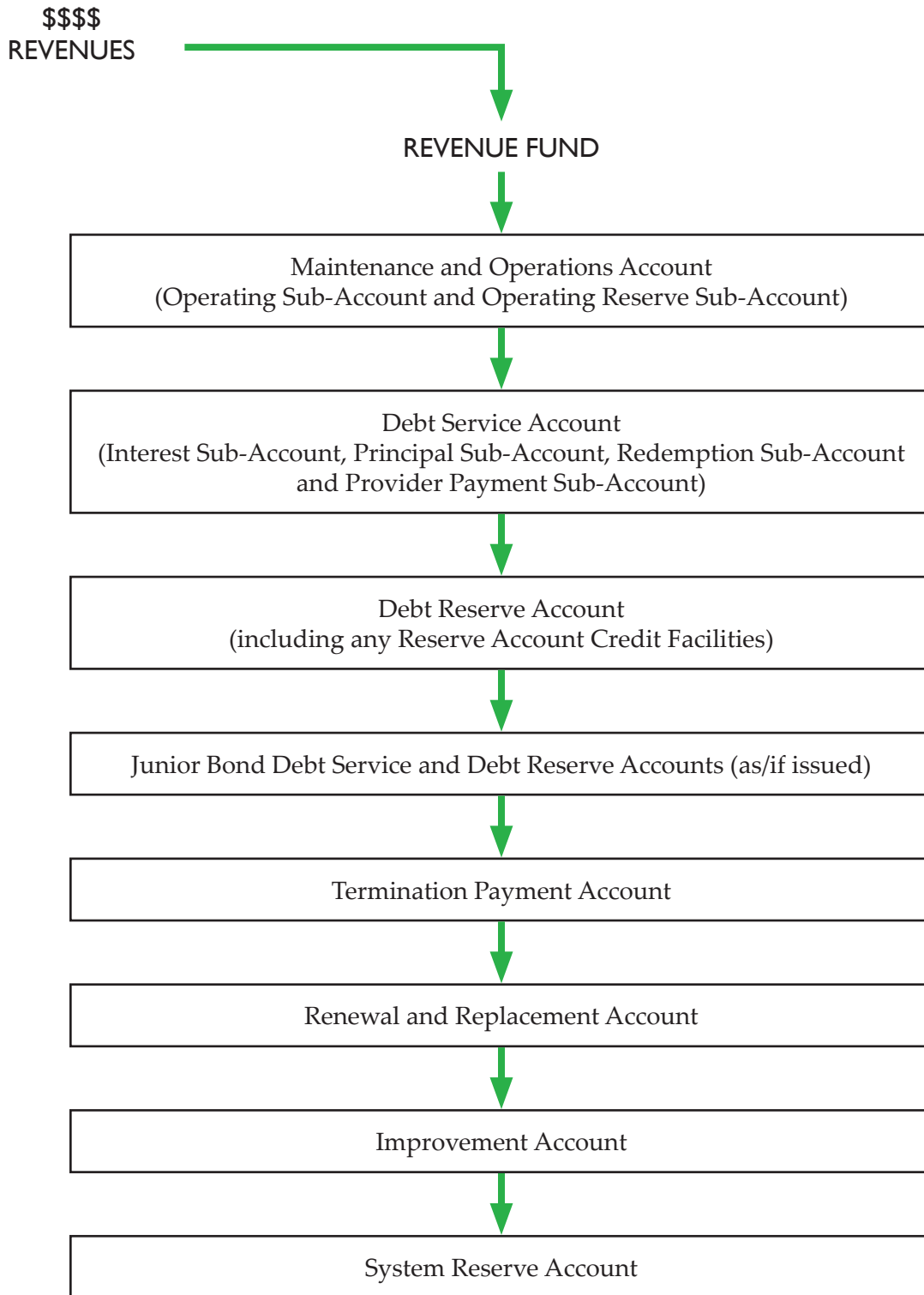


EXHIBIT 5

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 2023-2025
Statement of Revenues/Expenditures/Transfers and
Changes in Accounts and Fund Balances
(\$ millions)

ACCOUNTS/ FUNDS	2023 Actual	2024 Forecast	2025 Budget	2024 to 2025 % Change
<u>Maintenance and Operations Account (1)</u>				
Beginning Balance	\$63.0	\$37.5	\$27.4	
Transfers from Revenue Fund to Operating Sub-Account	390.5	441.2	470.6	
Expenditures	(416.0)	(451.3)	(470.6)	
Ending Balance (1)	\$37.5	\$27.4	\$27.4	0.0%
<u>Debt Service Account (6)</u>				
Beginning Balance	\$55.0	\$167.3	\$173.8	
Transfers from Revenue Fund (2)	504.5	489.4	537.3	
Earned Federal Subsidies Build America Bonds (7)	13.6	13.6	13.6	
Bonds Retired	(45.9)	(155.0)	(162.7)	
Interest Expense	(359.8)	(355.2)	(370.5)	
Other Financing Costs (3)	(0.1)	13.7	(0.1)	
Ending Balance	\$167.3	\$173.8	\$191.3	10.1%
<u>Renewal and Replacement Account</u>				
Beginning Balance	\$183.7	\$373.5	\$370.2	
Transfers from Revenue Fund (2)	294.0	240.0	198.0	
Transfers from Construction Fund	118.7	0.0	0.0	
Expenditures (4)	(222.9)	(243.3)	(316.5)	
Ending Balance	\$373.5	\$370.2	\$251.7	(32.0%)
<u>Improvement Account</u>				
Beginning Balance	\$506.3	\$611.4	\$298.5	
Transfers from Revenue Fund (2)	415.7	480.4	513.7	
Transfers from Construction Fund	417.5	0.0	472.5	
Expenditures (4)	(728.1)	(793.4)	(830.8)	
Ending Balance	\$611.4	\$298.5	\$453.9	52.1%
<u>Construction Fund</u>				
Beginning Balance	\$0.0	\$0.0	\$0.0	
Bond Proceeds for Move IL Program costs (5)	533.7	0.0	472.5	
Investment Income on Bond Proceeds	2.5	0.0	0.0	
Transfers to Renewal and Replacement Account	(118.7)	0.0	0.0	
Transfers to Improvement Account	(417.5)	0.0	(472.5)	
Ending Balance	\$0.0	\$0.0	\$0.0	0.0%

(1) The balance in the Maintenance and Operations Account includes \$27.4 million in an operating reserve account.

(2) Investment income is credited or allocated to the Debt Service, Debt Reserve, Renewal & Replacement, and Improvement accounts.

(3) Other Financing Costs include bond-related costs other than debt service, such as bond trustee and rating agency fees. The 2024 amount also includes \$13,743,461.52 of net funds applied to the Series 2024A refunding of Series 2013A and 2014B.

(4) 2023 expenditures and 2024 estimated expenditures reflect cost recoveries of (\$14.2) million and (\$10.1) million, respectively, pursuant to intergovernmental agreements (IGA).

(5) Bond Proceeds deposited to the Construction Fund are net of any related issuance costs and Debt Reserve Account deposits.

(6) Debt service payments to bondholders are additionally secured by a Debt Reserve Account (DRA) not shown in this table. As of Sep 30, 2024, the \$582.8 million DRA requirement is met by a \$100 million financial guaranty and \$496.1 million cash/investments.

(7) In all years shown, federal partial subsidies of Build America Bonds interest are reduced per federal sequestration by 5.7%. The 2024 subsidy amount includes \$57,356.23 additional from the US Treasury to compensate for the lateness of two of their subsidies.

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BUDGET SUMMARIES

FISCAL YEAR 2025 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	\$1,648 million	Collections via pay by plate, I-PASS or recovery of violation payments
Investment Income	\$55 million	Interest income on Tollway funds and I-PASS cash escrow accounts
Concessions and Miscellaneous	\$16 million	Revenue from overweight trucks, fines, rental of assets for fiber optics, license fees, oases, fuel, food and retail sales
<hr/>		
Total Revenues	\$1,720 million	

Operating Expenses and Debt Service

Maintenance and Operations	\$471 million	Related to toll collections, roadway maintenance, traffic control, safety, insurance and administration
Debt Service Transfers	\$537 million	Principal and interest payments and other financing costs
<hr/>		
Total Operating and Debt Service Expenditures	\$1,008 million	

Capital Program Expenditures	\$1,147 million	Capital expenditures for systemwide maintenance, reconstruction and expansion
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EXHIBIT 7



**Sources of Revenue
FY 2023 – FY 2025
(\$ millions)**

	FY 2024 Budget	FY 2024 Forecast	FY 2025 Budget
Toll Revenues and Evasion Recovery	\$1,578	\$1,558	\$1,648
Investment Income	45	75	55
Concessions and Miscellaneous Revenues	18	18	16
Revenues Total	\$1,642	\$1,651	\$1,720

Totals may not add due to rounding.

EXHIBIT 8

**Projected Sources of Revenues
Fiscal Year 2025
\$1,720 Million**

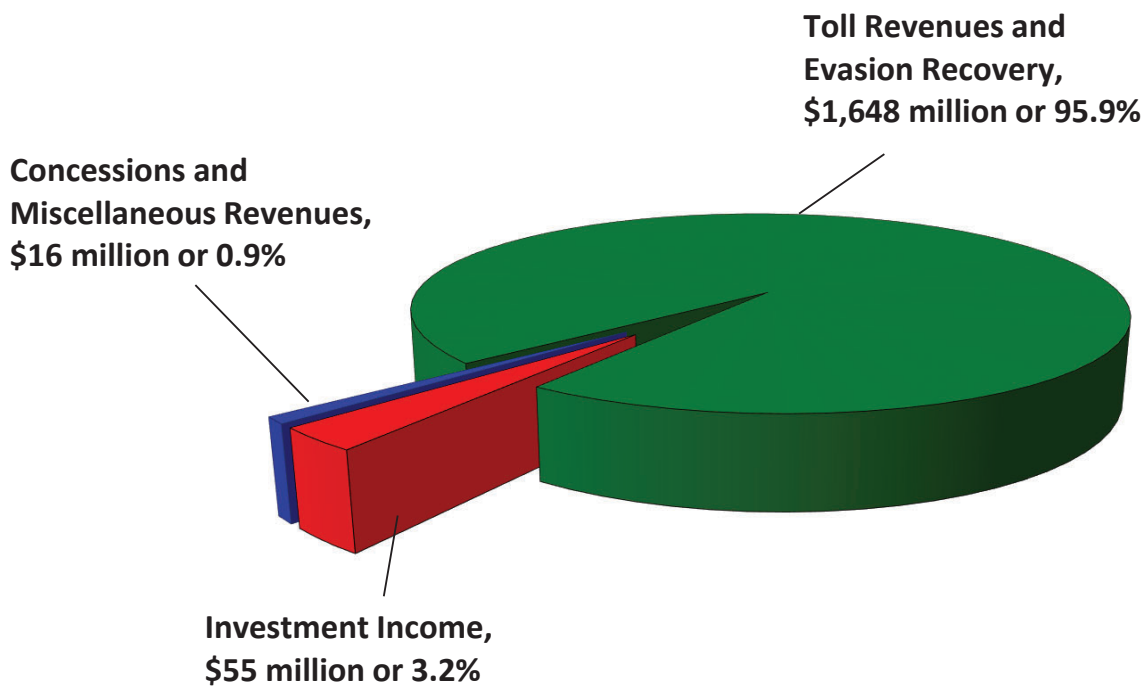


EXHIBIT 9

**Allocations of Revenue
FY 2023 – FY 2025
(\$ millions)**

	FY 2024 Budget	FY 2024 Forecast	FY 2025 Budget
Maintenance and Operations	\$451	\$441	\$471
Debt Service Transfers	529	489	537
Deposits to Renewal and Replacement and Improvement	662	720	712
Allocations Total	\$1,642	\$1,651	\$1,720

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 2025
\$1,720 Million**

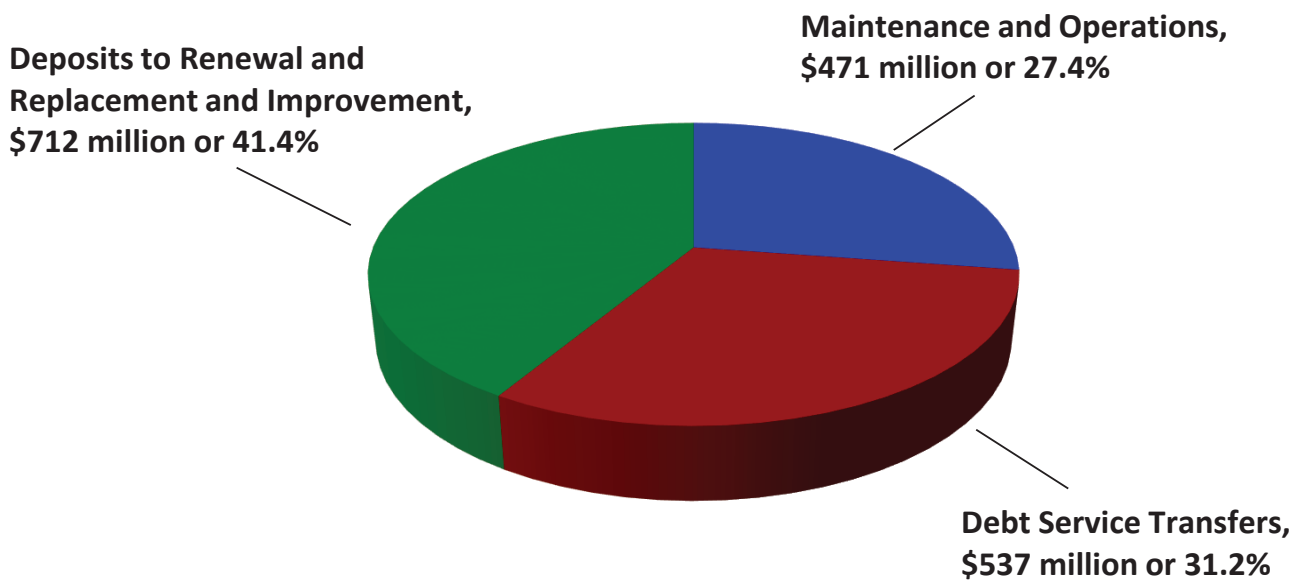


EXHIBIT 11

**Projected Capital Program Expenditures
Fiscal Year 2025
\$1,147 Million**

**Renewal and Replacement,
\$316.5 million or 27.6%**

**Improvement,
\$830.8 million or 72.4%**

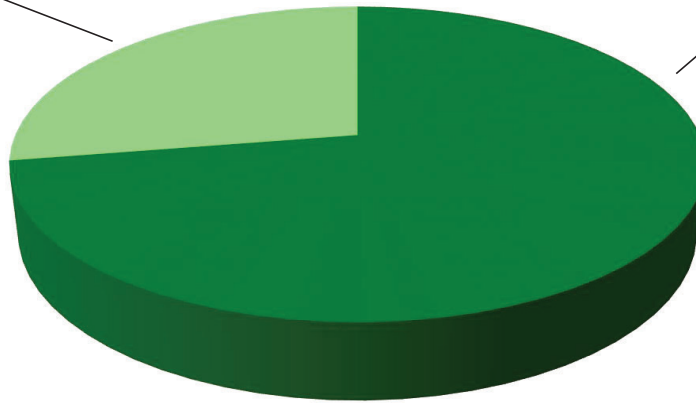


EXHIBIT 12

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

As part of the 2025 Budget, the Tollway added a total of 58 positions in various departments, including Business Systems, Engineering, Finance, Information Technology, Internal Audit, Procurement, and Stakeholder Engagement. Simultaneously, the Tollway has identified and eliminated 118 positions, thereby maintaining operational efficiencies. In the fiscal year 2025, salaries and wages increased by \$3.3 million over the 2024 budget, primarily due to adjustments for contractual increases offset by a net 60 positions eliminated

FICA and Retirement increased by \$391 thousand over the 2024 budget due to adjustments to salaries and wages for contractual increases. The increase was partially offset by an estimated reduction in the State Employees Retirement System's (SERS) average employer contribution rate, from 52.536 percent in calendar year 2024 to an estimated 51.073 percent in calendar year 2025. At SERS' October 29, 2024 Board meeting, SERS released a preliminary employer contribution rate for the State's fiscal year ending June 30, 2026 which, if finalized at the same rate, would further reduce the average employer contribution rate in calendar year 2025 to 48.833 percent, further reducing the estimated dollar cost by approximately \$1 million.

Outside Services increased by \$3.6 million due to the Tollway's outside call center being tasked with handling all customer calls, consistent with Tollway's pre-pandemic operations.

Employee Group Insurance increased by \$1.7 million due to claims experience and other-post employee benefits.

Credit Card Fees and Bank Charges increased by \$4.7 million based on a projected increase in toll transactions.

Office Equipment Maintenance increased by \$962 thousand due to the data center relocation project, enhancements to multiple interfaces and maintenance of the Toll Collection System

Consulting Services increased by \$1 million attributed to several factors, including ramp data collection, condition data processing, updates to the ramp asset management plan, friction testing services, and pavement structural testing aimed at assessing the remaining service life. These activities, originally scheduled for 2024, will now be conducted in 2025 as part of the systemwide pavement roadway management services.

Property and Liability Insurance increased by \$1.6 million due to projected rate increases in the insurance market.

Replacement Parts increased by \$1.1 million driven by both inflation and parts shortages.

Workers' Compensation Insurance decreased by \$378 thousand due to fewer claims consistent with the latest actuarial study.

Fuel and Oils decreased by \$272 thousand due to lower projected usage of fuel.

Telephone decreased by \$294 thousand due to lower estimated enterprise resource planning charges from the Department of Innovation and Technology.

By Major Account: FY 2025 Maintenance and Operations Budget

Major Account Description	2023 Actual Expenditures	2024 Budget	2025 Budget Request	\$ Change from 2024 Budget	% Change from 2024 Budget
Salary and Wages	\$101,217,856	\$106,573,490	\$109,905,049	\$3,331,559	
FICA and Retirement	\$61,392,965	\$64,001,138	\$64,392,713	\$391,575	
Payroll Sub-Total	\$162,610,821	\$170,574,628	\$174,297,762	\$3,723,134	2.2%
Outside Services	83,123,084	95,631,222	99,207,043	3,575,821	
Employee Group Insurance	40,007,524	43,103,196	44,820,000	1,716,804	
Bank Charges	35,866,443	36,500,000	41,200,000	4,700,000	
Office Equipment Maintenance	35,012,992	37,835,496	38,797,786	962,290	
Consulting Services	20,952,928	18,434,002	19,475,672	1,041,670	
Contracted Maintenance Service	5,345,363	8,825,000	9,530,000	705,000	
Property and Liability Insurance	6,452,090	7,100,000	8,743,512	1,643,512	
Materials - Operational	6,217,462	5,523,220	5,941,460	418,240	
Utilities	5,920,808	5,900,000	5,900,000	-	
Workers' Compensation Insurance	2,842,094	6,134,464	5,756,459	(378,005)	
Replacement Parts	2,465,325	3,766,586	4,856,586	1,090,000	
Fuels and Oils	4,908,604	4,772,885	4,500,470	(272,415)	
Telephone	2,530,614	4,110,060	3,816,060	(294,000)	
Dues, Books and Subscription	493,753	757,685	1,087,584	329,899	
Employee Training	181,942	990,799	1,012,108	21,309	
Supplies - Operational	457,065	884,200	964,200	80,000	
Advertising and Promotion	295,853	401,200	501,200	100,000	
Postage	197,057	321,000	330,500	9,500	
Supplies - Office	204,349	289,900	325,400	35,500	
Tools and Equipment	291,869	214,428	299,595	85,167	
Travel	71,306	272,250	297,900	25,650	
Uniforms and Accessories	219,536	251,030	259,940	8,910	
Other Expenses	20,882	22,760	81,950	59,190	
Employment Medical Service	58,734	75,000	75,000	-	
Office Equipment	2,291	63,000	60,500	(2,500)	
Bond Trustee	(2,166)	50,000	50,000	-	
Roadway Equipment	-	50,000	50,000	-	
Building Equipment	93	41,424	41,424	-	
Printing and Publications	879	40,040	40,040	-	
Other Capital Equipment	224	42,600	27,600	(15,000)	
Diversity Programs and Outreach	1,749	5,000	15,000	10,000	
Office Equipment Rentals	62,364	12,200	12,200	-	
Armored Truck Service	-	3,850	-	(3,850)	
Other Operating Sub-Total	254,203,111	282,424,497	\$298,077,188	15,652,691	5.5%
Recovery of Expenses	(794,142)	(1,703,000)	(1,753,000)	(50,000)	
DEPARTMENT TOTAL	416,019,790	451,296,125	470,621,951	19,325,825	4.3%

EXHIBIT 13

**FY 2025 Maintenance and Operations Budget
By Department
(\$ thousands)**

Department	2023 Actual Expenditures	2024 Budget	2025 Budget Request	\$ Change from 2024 Budget	% Change from 2024 Budget
Administration	\$4,651	\$5,802	\$6,067	\$265	4.6%
Business Systems	22,618	28,474	30,205	1,731	6.1%
Diversity and Strategic Development	6,056	7,560	7,034	(525)	(6.9%)
Engineering	81,624	78,022	86,478	8,456	10.8%
Executive Office and Directors	2,686	4,115	4,024	(91)	(2.2%)
Facility and Fleet	47,911	52,909	56,306	3,397	6.4%
Finance	92,822	100,845	109,642	8,797	8.7%
Information Technology	37,438	43,336	45,462	2,126	4.9%
Internal Audit	1,861	3,739	3,666	(73)	(2.0%)
Legal	1,322	2,123	2,075	(48)	(2.3%)
Office of the Inspector General	1,250	1,349	1,390	41	3.0%
Operations	67,277	70,730	67,987	(2,743)	(3.9%)
Planning	4,165	4,168	4,251	84	2.0%
Procurement	3,166	4,096	5,168	1,072	26.2%
Security and Safety	39,839	42,067	38,767	(3,300)	(7.8%)
Stakeholder Engagement	1,332	1,961	2,099	138	7.0%
Authority Total	\$416,020	\$451,296	\$470,622	\$19,326	4.3%

Notes: Totals may not add due to rounding.

EXHIBIT 14

**FY 2025 Maintenance and Operations Budget
By Category
(\$ thousands)**

Category	2023 Actual Expenditures	2024 Budget	2025 Budget Request	\$ Change from 2024 Budget	% Change from 2024 Budget
Salary and Wages	\$101,218	\$106,573	\$109,905	\$3,332	
FICA and Retirement	61,393	64,001	64,393	392	
Credit Card Fees and Bank Charges	35,866	36,500	41,200	4,700	
All Other Contractual Services	109,775	123,460	128,879	5,419	
Group Insurance	40,008	43,103	44,820	1,717	
Equipment/ Office Rental/ Maintenance	35,075	37,848	38,810	962	
All Other Insurance	9,294	13,234	14,500	1,266	
Operational Materials and Supplies	7,101	7,243	7,838	595	
Utilities	8,451	10,010	9,716	(294)	
Parts and Fuels	7,666	8,754	9,657	903	
Other Miscellaneous Expenses	967	2,272	2,658	386	
Recovery of Expenses	(794)	(1,703)	(1,753)	(50)	
Total M and O Expenditures	\$416,020	\$451,296	\$470,622	\$19,326	4.3%

Notes: Totals may not add due to rounding.

EXHIBIT 15

FY 2025 Requested Headcount

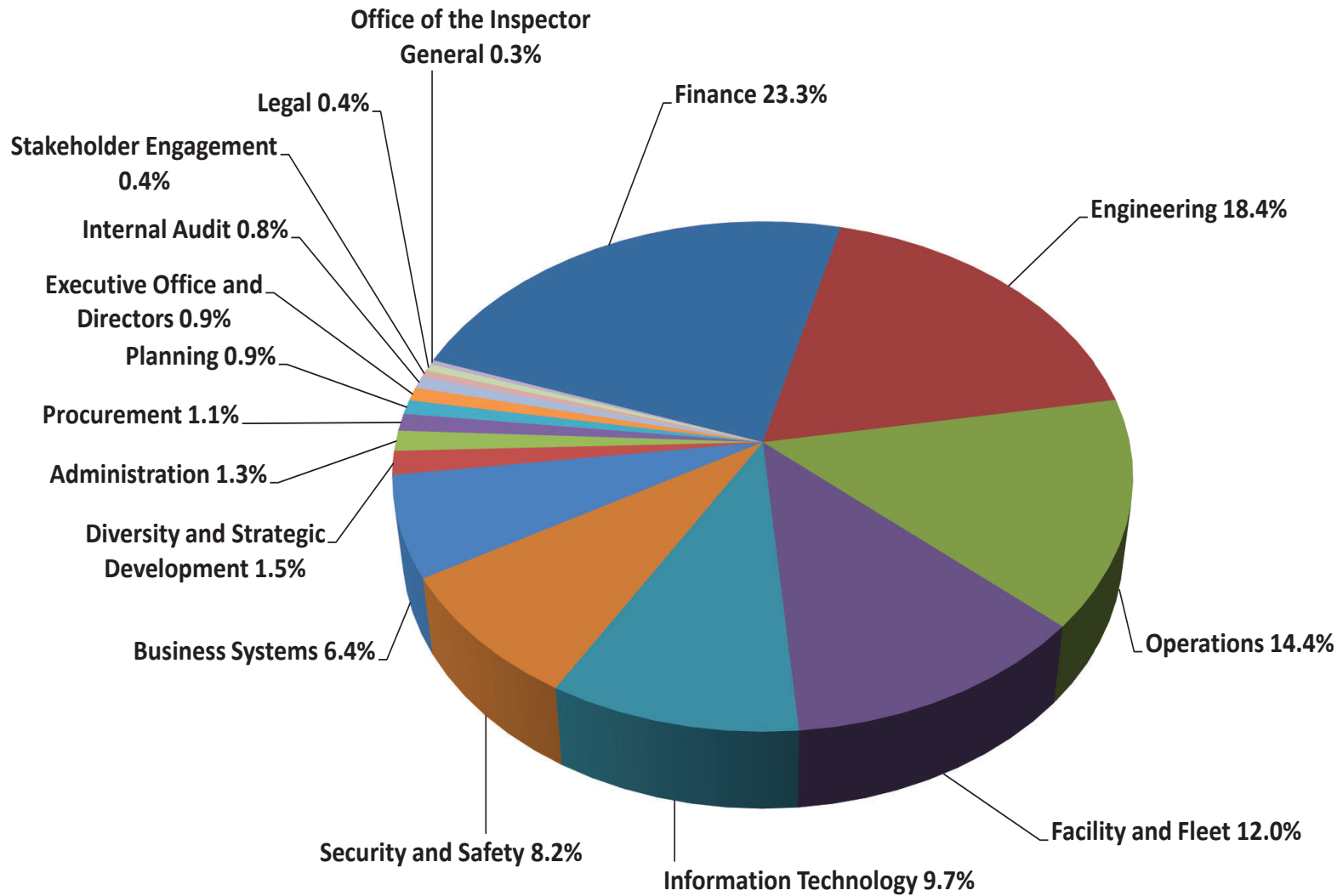
Department	2022 Budget	2023 Budget	2024 Budget	2025 Request	Change From 2024 Budget
Administration	41	37	41	41	-
Business Systems	14	16	16	17	1
Diversity and Strategic Development	12	15	15	14	(1)
Engineering	482	484	499	526	27
Executive Office and Directors	17	16	22	22	-
Facility and Fleet	224	224	227	222	(5)
Finance	69	65	68	71	3
Information Technology	73	109	101	117	16
Internal Audit	10	13	13	14	1
Legal	10	10	9	9	-
Office of the Inspector General	9	9	9	9	-
Operations	316	316	275	167	(108)
Planning	29	29	29	27	(2)
Procurement	57	57	63	71	8
Security and safety	21	22	27	25	(2)
Stakeholder Engagement	9	9	10	12	2
Total Headcount	1,393	1,431	1,424	1,364	(60)

EXHIBIT 16

HEADCOUNT SUMMARY

In order to align with the Tollway's objective of providing excellent service to customers, businesses and communities, while also ensuring the efficient functioning of its roadways, a comprehensive evaluation of headcount, positions, titles and functions was conducted across all departments. As part of the 2025 Budget, the Tollway has made the decision to add a total of 58 positions in various departments including Business Systems, Engineering, Finance, Information Technology, Internal Audit, Procurement and Stakeholder Engagement. Simultaneously, the Tollway has identified and eliminated 118 positions, thereby maintaining operational efficiencies. As a result, the headcount for the 2025 Budget will decrease by a net total of 60 positions.

FY 2025 Maintenance and Operations Budget Percentage of Total Budget by Department



OVERVIEW OF TOLLWAY STRATEGIC PLAN

The Tollway uses a cohesive planning framework to prioritize and allocate resources effectively, ensuring alignment between its mission, goals, and operational needs. This framework consists of three key, interrelated tools that work together to guide capital investments, policy initiatives, and operational procedures:

CORE PLANNING TOOLS

Strategic Plan

- **Purpose:** Sets the foundation for the Tollway’s mission, vision, and goals.
- **Function:** Establishes long-term priorities for policy initiatives, capital investments, and operational procedures.
- **Role:** Serves as the guiding document that informs and aligns the Capital Plan and Annual Budget.

Capital Plan

- **Purpose:** Focuses on prioritizing and allocating resources for specific investments, such as infrastructure, technology, and organizational assets.
- **Function:** Directly supports the goals outlined in the Strategic Plan by turning broad objectives into targeted initiatives.

Annual Budget

- **Purpose:** Provides a detailed, one-year roadmap for securing and deploying resources.
- **Function:** Covers capital projects, daily operations, and maintenance activities while ensuring alignment with the Strategic Plan.

INTEGRATED PLANNING PROCESS

All three components of this framework are updated concurrently to ensure alignment and consistency:

Strategic Plan:

- Establishes the Tollway’s **Mission** (current purpose), **Vision** (future aspirations), and **Goals** (specific outcomes).
- In 2023, the Tollway began updating its Strategic Plan through staff workshops, leadership engagement, and board discussions to refine its direction.

Capital Plan and Budget Integration:

- Leadership has validated alignment between the Strategic Plan’s interim milestones and the 2025 Annual Budget.
- This coordination ensures that investments and operational decisions consistently support long-term goals.



TIMELINE AND IMPLEMENTATION

The updated Strategic Plan will be finalized in early 2025, coinciding with its official launch. To support its implementation:

- A **staff ambassador program** promotes understanding and engagement across the organization.
- Leadership involvement ensures readiness to carry out the plan effectively.

This framework provides a robust foundation for the Tollway to achieve its mission, respond to evolving needs, and maintain operational excellence.



MISSION STATEMENT

The Illinois Tollway is dedicated to providing and promoting a safe and efficient system of highways while ensuring the highest possible level of customer service.

STRATEGIC OUTCOMES

With this mission statement in mind, the Illinois Tollway is guided by the “Budgeting for Results” strategic outcomes that are outlined by the Governor’s Office of Management and Budget:

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

These strategic outcomes represent the Tollway’s long-range goals and objectives which have been clearly defined and given high priority by management. These strategic outcomes are generally considered multi-year programs.

PERFORMANCE METRICS

The strategic outcomes are in turn, aligned with the following performance metrics:

1. I-PASS rush-hour transactions percentage
2. I-PASS all-hours transactions percentage
3. Travel-time index congestion measure
4. Incident response time
5. Incident clearance time
6. Construction Program budget to committed contract variance
7. Pavement rating
8. Frontline staff percentage
9. Total transactions per full-time employee
10. I-PASS Call Center responsiveness

These performance metrics are reported to Tollway management, as well as the Governor’s Office to ensure that the Tollway’s mission statement and corresponding strategic outcomes are kept on track at all times throughout the organization.

INTERNAL TOLLWAY TARGETS

Internal targets are established by Tollway personnel involved in the strategic planning process. In some cases, the bar is raised when actual measurements approach a pre-determined target.

EXTERNAL BENCHMARKS

External benchmarks are established by consultants who match the Tollway’s performance metrics with those of similar roadway systems throughout the U.S.

DEPARTMENTAL ACCOMPLISHMENTS, GOALS AND OBJECTIVES

Included in the Departmental Budgets and Narratives section are the 2024 Accomplishments as well as the 2025 Goals and Objectives for each department. These are aligned to the Tollway's strategic outcomes which are generally long-term in nature, while others pertain to internal departmental goals and objectives which are generally short-term in nature and sometimes not quantifiable. Regarding internal departmental goals and objectives, accountability enters into play when one sees how many goals and objectives were actually accomplished from one year to the next.

Overview of Tollway Operating Metrics

Mission Statement:

The Illinois Tollway is dedicated to providing and promoting a safe and efficient system of toll supported highways while ensuring the highest possible level of customer service.

Strategic Priorities:

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

Performance Metric #	Aligned with Strategic Priority #	Performance Metric	Performance Metric Purpose	2024 YTD (Jan-Sept)	Internal Tollway Target	External Benchmark
1	2, 4	I-PASS Rush Hour Transactions Percentage	Measures the number of drivers who use electronic toll collection (i.e., I-PASS) during the Rush Hour period. The use of I-PASS reduces traffic congestion at the toll plazas.	87.6%	92.0%	78% - FY 2020 76% - FY 2019 Florida Turnpike Mainline Southern Facilities(1)
2	2, 4	I-PASS All Hours Transactions Percentage	Measures the number of drivers who use electronic toll collection (i.e., I-PASS) during all hours of the day. The use of I-PASS reduces traffic congestion at the toll plazas.	86.1%	90.0%	FY 2019: 86.9% FY 2020: 89.2% New Jersey Turnpike Authority
3	2, 3, 4	Travel Time Index Congestion Measure	Measures the amount of systemwide traffic congestion. It is the ratio between the Average Travel Time and the Free Flow Travel Time (60 mph). Values greater than 1.00 reflect congestion.	AM Peak = 0.97 PM Peak = 1.03 Total Day = 0.96	AM Peak = 1.00 PM Peak = 1.00 Total Day = 1.00	Peak Period 1.13 - 2020 1.35 - 2019 Avg. for Very Large Urban Areas(2)
4	2	Incident Response Time Personal Injury Response Time (PIR) Fatality Response Time (FR) Property Damage Response Time (PDR)	Measures the Tollway's ability to identify congestion creating traffic incidents and ensure units arrive promptly to the scene.	PIR = 0:06:16 min(4) FR = 0:04:23 min(4) PDR = 0:11:00 min(4)	PIR = 5:00 min FR = 5:00 min PDR = 9:00 min	Avg. Response Time 18:12 min - 2020 Ohio Turnpike(3)

Sources:

- (1)Florida's Turnpike Traffic Engineer's Annual Report 2019 and 2020. https://floridasturnpike.com/wp-content/uploads/2021/02/06_2020-TEAR_SunPass.pdf (estimated based on chart on p. 39) and https://floridasturnpike.com/wp-content/uploads/2020/04/06_SunPass.pdf (p. 37)
- (2)Texas A&M Transportation Institute - Mobility Division. Urban Mobility Report. <https://static.tti.tamu.edu/tti.tamu.edu/documents/umr/congestion-data/vlgav.pdf>. The Travel Time Index is the ratio of travel time in the peak period to travel time in free-flow. Average is for 15 Very Large Urban Areas.
- (3)Ohio Turnpike Safety. Average estimated based on monthly data. <https://www.ohioturnpike.org/about-us/performance-metrics/safety> Incident Response Time is measured from the time a call is received in the Ohio Turnpike Communications Center until an incident responder arrives on the scene.
- (4)Tollway entered into a new agreement with Illinois State Police (ISP) and due to the transition, 2024 Incident Response and Clearance Time metrics are currently not available. Estimated Incident Response and Clearance Time metrics are shown.

Overview of Tollway Operating Metrics (continued)

Mission Statement:

The Illinois Tollway is dedicated to providing and promoting a safe and efficient system of toll supported highways while ensuring the highest possible level of customer service.

Strategic Priorities:

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

Performance Metric #	Aligned with Strategic Priority #	Performance Metric	Performance Metric Purpose	2024 YTD (Jan-Sept)	Internal Tollway Target	External Benchmark
5	2	Incident Clearance Time Personal Injury Clearance Time (PIC) Fatality Clearance Time (FC) Property Damage Clearance Time (PDC)	Measures the Tollway's ability to remedy congestion creating traffic incidents.	PIC = 0:40:38 min(4) FC = 1:33:25 hrs.(4) PDC = 0:23:54 min(4)	PIC = 28:00 min FC = 2:45:00 hrs. PDC = 12:00 min	59.45 min - 2019 48.57 min - 2020 Florida DOT(5)
6	1, 2, 3	Const. Program Budget to Committed Contract Variance	Measures the Tollway's ability to manage its construction program to budget.	1.3%	0%	Not Available
7	2	Pavement Rating(6)	Measures the condition of the Tollway's roads.	Excellent = 37.9% Good = 54.3% Transitional = 5.3% Fair = 0% Poor = 0% Not Avail. (under const) = 2.5%	Excellent = 70% Good = 25% Transitional = 5% Fair = 0% Poor = 0% NA= 0%	Not Available
8	1, 2, 3, 4	Frontline Staff Percentage	Measures the percentage of frontline employees to total employees.	88%	75%	Not Available
9	2, 3	Total Transactions per FTE	Measures the efficiency of service delivery.	2268	1902	Transactions/FTE/day 2,849 2019 North Texas Tollway Authority(6)
10	2	I-PASS Call Center Responsiveness	Measures the responsiveness of the I-PASS Call Center to customer calls.	1) Average time to answer = .55 sec 2) Average talk time = 7:55 min	1) Average time to answer = 1.30 min 2) Average talk Time = N/A	Not Available

Sources:

(4)Tollway entered into a new agreement with Illinois State Police (ISP) and due to the transition, 2024 Incident Response and Clearance Time metrics are currently not available. Estimated Incident Response and Clearance Time metrics are shown.

(5)Florida DOT. Traffic Incident Management Team. Incident clearance time. <https://sunguide.info/incident-management-service/tim-team/>

(6)North Texas Tollway Authority - 2019 CAFR. https://www.ntta.org/whatwedo/fin_invest_info/NTTAsystem/Documents/2019-CAFR_Digital.pdf

Performance Measurements - Historical Trends

Mission Statement:

The Illinois Tollway is dedicated to providing and promoting a safe and efficient system of toll supported highways while ensuring the highest possible level of customer service.

Strategic Priorities:

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

Performance Metric #	Aligned with Strategic Priority #	Performance Metric	2020	2021	2022	2023	2024 YTD (Jan-Sept)
1	2, 4	I-PASS Rush Hour Transactions Percentage	90.7%	90.4%	88.7%	88.7%	87.6%
2	2, 4	I-PASS All Hours Transactions Percentage	89.1%	88.8%	87.2%	87.2%	86.1%
3	2, 3, 4	Travel Time Index Congestion Measure	AM Peak = 0.88 PM Peak = 0.91 Total Day = 0.89	AM Peak = 0.91 PM Peak = 0.96 Total Day = 0.92	AM Peak = 0.93 PM Peak = 0.98 Total Day = 0.93	AM Peak = 0.93 PM Peak = 0.99 Total Day = 0.93	AM Peak = 0.97 PM Peak = 1.03 Total Day = 0.96
4	2	<u>Incident Response Time</u> Personal Injury Response Time (PIR) Fatality Response Time (FR) Property Damage Response Time (PDR)	PIR = 0:05:41 min FR = 0:04:49 min PDR = 0:09:35 min	PIR = 0:06:31 min FR = 0:04:26 min PDR = 0:11:33 min	PIR = 0:06:31 min FR = 0:04:21 min PDR = 0:12:18 min	PIR = 0:06:21 min FR = 0:03:57 min PDR = 0:11:07 min	PIR = 0:06:16 min(4) FR = 0:04:23 min(4) PDR = 0:11:00 min(4)
5	2	<u>Incident Clearance Time</u> Personal Injury Clearance Time (PIC) Fatality Clearance Time (FC) Property Damage Clearance Time (PDC)	PIC = 0:42:27 min FC = 1:44:57 hrs. PDC = 0:21:15 min	PIC = 0:42:24 min FC = 1:41:47 hrs PDC = 0:25:50 min	PIC = 0:38:17 min FC = 1:22:38 hrs PDC = 0:21:42 min	PIC = 0:39:25 min FC = 1:24:17 hrs. PDC = 0:21:58 min	PIC = 0:40:38 min(4) FC = 1:33:25 hrs.(4) PDC = 0:23:54 min(4)

Sources:

(4) Tollway entered into a new agreement with Illinois State Police (ISP) and due to the transition, 2024 Incident Response and Clearance Time metrics are currently not available. Estimated Incident Response and Clearance Time metrics are shown.

Performance Measurements - Historical Trends (continued)

Mission Statement:

The Illinois Tollway is dedicated to providing and promoting a safe and efficient system of toll supported highways while ensuring the highest possible level of customer service.

Strategic Priorities:

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

Performance Metric #	Aligned with Strategic Priority #	Performance Metric	2020	2021	2022	2023	2024 YTD (Jan-Sept)
6	1, 2, 3	Const. Program Budget to Committed Contract Variance	-12.2%	-14.4%	-13.7%	-6.5%	1.3%
7	2	Pavement Rating(7)	Excellent = 62% Good = 24% Transitional = 4% Fair = 4% Poor = 0% Not Avail. (under const) = 6%	Excellent = 55% Good = 34% Transitional = 3% Fair = 3% Poor = 0% Not Avail. (under const) = 5%	Excellent = 40% Good = 47% Transitional = 4% Fair = 3% Poor = 0% Not Avail. (under const) = 6%	Excellent = 38.2% Good = 46.3% Transitional = 7.4% Fair = 1.3% Poor = 0% Not Avail. (under const) = 6.9%	Excellent = 37.9% Good = 54.3% Transitional = 5.3% Fair = 0% Poor = 0% Not Avail. (under const) = 2.5%
8	1, 2, 3, 4	Frontline Staff Percentage	71%	72%	73%	70%	88%
9	2, 3	Total Transactions per FTE	1795	2135	2183	2232	2268
10	2	I-PASS Call Center Responsiveness	1) Average time to answer = 6:03 min 2) Average talk time = 10:12 min	1) Average time to answer = 6:36 min 2) Average talk time = 11:04 min	1) Average time to answer = 1:19 min 2) Average talk time = 8:49 min	1) Average time to answer = .26 sec 2) Average talk time = 8:20 min	1) Average time to answer = .55 sec 2) Average talk time = 7:55 min

Sources:

(7)Pavement Management System for the Illinois Tollway - 2020 System Update Report (ARA) - dated January 2021

DEPARTMENT FUNCTIONS OVERVIEW

	2025 Budget Requested
ADMINISTRATION	\$6,067,136
Responsible for the development and implementation of administrative policies and procedures and employee compliance.	
BUSINESS SYSTEMS	\$30,205,043
Responsible for the operation and maintenance of the electronic tolling system hardware and software and collection of toll revenue from toll violators.	
DIVERSITY AND STRATEGIC DEVELOPMENT	\$7,034,326
Responsible for promoting, developing and implementing a comprehensive diversity program.	
ENGINEERING	\$86,477,731
Responsible for the program management, construction, and maintenance of the roadways.	
EXECUTIVE OFFICE AND DIRECTORS	\$4,024,266
Sets policies for the organization and overall management of the Tollway.	
FACILITIES AND FLEET	\$56,305,671
The Facilities and Fleet Department is responsible for maintenance and repairs at 186 Tollway facilities and the service and repair of approximately 2,300 vehicles and operating equipment.	
FINANCE	\$109,642,468
Responsible for financial reporting, accounting, budgeting, accounts payable, payroll, risk management, fiscal operations, and debt management.	
INFORMATION TECHNOLOGY	\$45,462,017
Responsible for planning, directing, managing and controlling all information technologies and telecommunications throughout the Tollway.	
INTERNAL AUDIT	\$3,665,926
Responsible for recommending improvements and changes that increase the economy, efficiency and effectiveness of Tollway projects and processes.	
LEGAL	\$2,075,313
Legal advisor and attorney for the Tollway.	



**2025 Budget
Requested**

OFFICE OF INSPECTOR GENERAL

\$1,389,843

Responsible for investigating instances of waste, inefficiencies, fraud, corruption, misconduct and mismanagement of the day-to-day operations of the Tollway.

OPERATIONS

\$67,986,530

Responsible for providing the necessary resources and services to maintain the Tollway’s tolling customer service and support operations.

PLANNING

\$4,251,404

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

\$5,168,154

Responsible for all purchasing and procurement issues and authorized to execute contracts and place orders for goods and services.

SECURITY AND SAFETY

\$38,767,153

Responsible for providing a secure and safe work environment for Tollway employees and protecting both employees and Tollway facilities from internal and external threats. Additionally, the Security and Safety Department provides employees with comprehensive subject-matter training.

STAKEHOLDER ENGAGEMENT

\$2,098,970

Responsible for all external and internal communications between the Tollway and its constituents.

EXHIBIT 20

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 21



DEPARTMENT BUDGET

Major Account Description	2023 Actual Expenditures	2024 Budget	2025 Request	\$ Change from 2024 Budget	% Change from 2024 Budget
Salary and Wages	\$2,753,103	\$3,239,908	\$3,440,671	\$200,762	
FICA and Retirement	\$1,656,633	\$1,949,970	\$2,020,465	\$70,495	
Payroll Sub-Total	\$4,409,735	\$5,189,878	\$5,461,136	\$271,257	5.2%
Outside Services	93,176	248,000	248,000	-	
Employee Training	55,077	150,000	150,000	-	
Employment Medical Service	58,734	75,000	75,000	-	
Advertising and Promotion	17,412	60,000	60,000	-	
Dues, Books and Subscription	2,705	25,000	25,000	-	
Supplies - Office	(329)	20,000	15,000	(5,000)	
Diversity Programs and Outreach	-	-	10,000	10,000	
Other Expenses	6,348	10,000	10,000	-	
Travel	-	10,000	10,000	-	
Postage	8,271	7,000	3,000	(4,000)	
Recovery of Expenses	(150)	-	-	-	
Uniforms and Accessories	-	2,000	-	(2,000)	
Office Equipment Maintenance	-	2,500	-	(2,500)	
Office Equipment	-	2,500	-	(2,500)	
Other Operating Sub-Total	\$241,245	\$612,000	\$606,000	(\$6,000)	(1.0%)
DEPARTMENT TOTAL	\$4,650,980	\$5,801,878	\$6,067,136	\$265,257	4.6%

EXHIBIT 22

The fiscal year 2025 budget request is \$6.1 million, an increase of \$265 thousand, or 4.6 percent, above the fiscal year 2024 budget amount. Total payroll is \$5.5 million and includes 41 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages increased by \$201 thousand primarily due to adjustments for contractual increases.
- FICA and Retirement increased by \$70 thousand due to the increase in salaries and wages. The increase was partially offset by a reduction in the State Employees Retirement System (SERS) pension contribution rate, which decreased from 52.536 percent to 51.073 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

2024 ACCOMPLISHMENTS

Outcomes	Administration - 2024 Accomplishments
1, 3	Compensation: Developed 2024 compensation strategy to attract and retain qualified workers.
1, 3	Compensation: Restructured pay matrix for collective bargaining agreements (Teamsters, AFSCME and SEIU).
1, 3, 4	Talent Acquisition: Attended more than 450 recruitment and job fairs events to build community awareness of Tollway opportunities.
1, 3, 4	Talent Acquisition: The third year of the Tollway Internship Program expanded program length from 8 to 10 weeks; increased participation from 18 to 31 interns across 12 departments and made plans to extend beyond 10 weeks and include international students.
1, 3, 4	Talent Acquisition: 181 total hires for 2023; 120 hires for first 6 month in 2024, on track to exceeds 2023 total hires.
1, 3, 4	Talent Acquisition: Upgraded the Tollway website Career Opportunities page to be a hub for employment tips and Tollway opportunities.
1, 3, 4	Talent Acquisition: Integrated trade careers awareness into the recruitment pipeline enhancing talent strategy by attracting a diverse pool of skilled candidates.
1, 3	HR Services: Enhanced new employee onboarding experience by re-introducing in-person presentations to replace video presentations, reducing overall presentation time. Launched post onboarding survey for continuous process improvements.
2, 3	HR Services: Neo Gov Electronic Forms and Policy Acknowledgement Process - implementation in collaboration with Administration Compliance and various user departments.
1,3	Professional Learning: Eleven-month collaboration with IT to support software build and training development, resulting in the creation of seven courses and job aides, four all Tollway virtual trainings, four in-person IT professional trainings with a total of 261 attendees.
1, 3, 4	Engagement: Successful creation of the Executive Director’s Driving for Success Award to acknowledge high performing employees.

2025 DEPARTMENT STRATEGIC PLAN**ADMINISTRATION SHORT-TERM GOALS**

- SAP SuccessFactors implementation is planned for 2025. It will be central database of employees information to assist with enhancing operational efficiency in all aspects of HR and Payroll:
 - » Employee Experience Management.
 - » Core HR and Payroll.
 - » Talent Management.
 - » HR Analytics and Workforce Planning.
 - » Applicant Tracking System (ATS).
 - » Client Relationship Management (CRM).
 - » DOT Tracking Platform.
 - » Implement resources to mitigate ERM risks.
 - » Performance Management (SAP SuccessFactors 2025).
 - » Workforce Succession Planning (Baker Tilly 2024 - 2025).
- Revise performance evaluation process to link goals to compensation, training and development opportunities (Neo Gov, LMS, SAP SuccessFactors).
- Create compliance training modules for policy knowledge refresh:
 - » Review disciplines and audit findings to develop process resolutions.
- Launch DEI Analysis survey to gather data on the DEI landscape and employee experience.
- Launch compensation structure aligned with market conditions to attract and retain top talent:
 - » Add comp analyst tool to assist with reporting, analysis and market data trends.
 - » Add new grade levels and salary bands to system.
 - » Update job descriptions and add to system.
 - » Conduct annual internal pay equity and compression analysis.
- Expand Professional Learning and Development offerings:
 - » Implement LMS to provide e-learning opportunities.
 - » Continued enhancement of quarterly Managerial Trainings.
 - » Increase LinkedIn Learning participants.
 - » Create Tollway University branding, curriculum and Learning Ambassadors.
- Mitigate health insurance claims by:
 - » Increasing knowledge and usage of existing offerings.
 - » Adding new wellness offerings to target top health conditions.
- Expand Workforce Pipeline.

EXHIBIT 23-2

DEPARTMENT HEADCOUNT

Position Title	FY2023	FY2024	FY2025
Administrative Specialist	1	0	0
Business Analyst	0	1	0
Chief of Administration	1	1	1
Compliance Administrator	0	0	1
Compensation Analyst	0	1	1
Compensation Manager	1	1	1
Compensation Specialist	1	0	0
Compliance Coordinator	1	0	0
Compliance Specialist	0	1	1
Deputy Chief Administration Service & CPL	1	1	1
Deputy Chief Health & Benefits	1	0	0
Deputy Chief HR Administration	0	1	1
Deputy Chief of HR Services	1	1	1
Documents and Records Control Specialist	1	1	1
DOT Specialist	0	1	1
Employee Benefits Administrator	0	1	1
Employee Benefits Assistant	1	1	1
Employee Benefits Coordinator	1	1	1
Employee Benefits Manager	1	1	1
Employee Benefits Specialist	2	1	1
Employee Engagement Coordinator	0	1	1
Employee Services Specialist	1	2	2
Executive Secretary	1	1	1
Human Resources Generalist	1	1	1
H.R. Services Administrator	0	1	1
H.R. Services Manager	1	1	1
HCM Coordinator	0	0	1
HCM Manager	0	0	1
HRIS Business Manager	1	1	0
Manager, Talent Acquisition	1	1	1
On-Site Wellness Coordinator	1	1	1
Pipeline Partnership Liaison	1	1	1
Professional Learning Instructional Designer	1	1	1
Professional Learning Manager	1	1	1
Professional Learning Specialist I	1	1	1
Professional Learning Specialist II	0	1	1
Project Manager	2	3	2
Recruiter	0	0	1
Senior Compliance Analyst	1	0	0
Senior Compliance Specialist	1	0	0

DEPARTMENT HEADCOUNT

Position Title	FY2023	FY2024	FY2025
Senior Employee Services Specialist	1	0	0
Success Planning Specialist	1	0	0
Talent Acquisition Coordinator	3	2	2
Talent Acquisition Field Recruiter	0	1	0
Talent Acquisition Partner	0	1	0
Talent Acquisition Specialist	3	4	4
Workforce Partnership Administrator	0	0	1
TOTAL	37	41	41

EXHIBIT 24

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 performs research, procures, tests, implements and monitors the performance of systems supporting electronic tolling services and develops strategy to support the agency’s tolling business model.

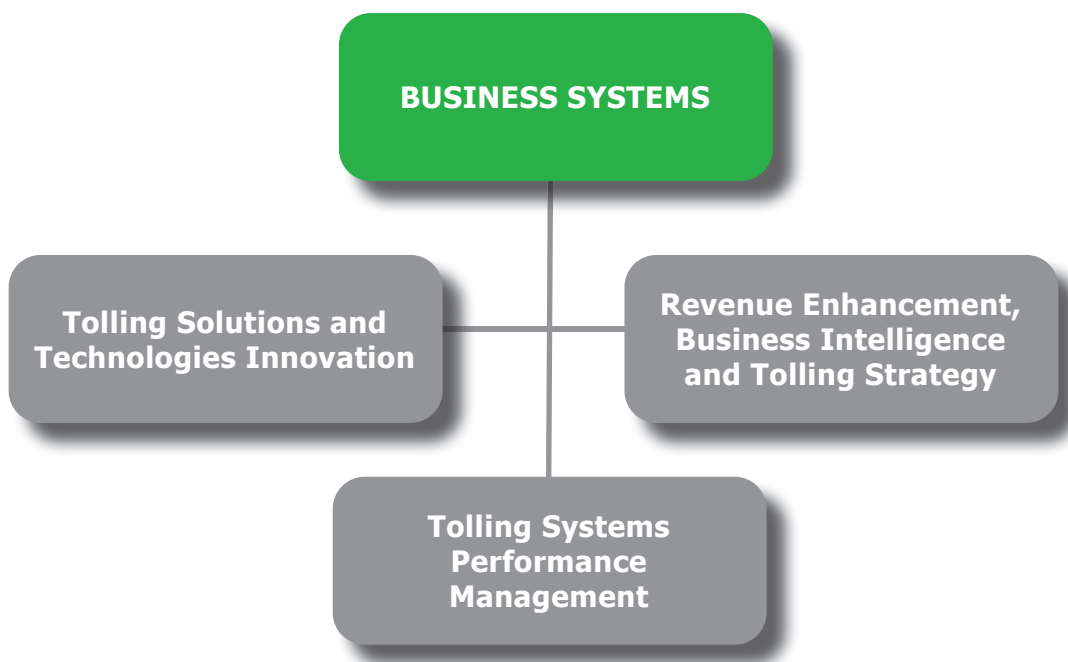


EXHIBIT 25



DEPARTMENT BUDGET

Major Account Description	2023 Actual Expenditures	2024 Budget	2025 Request	\$ Change from 2024 Budget	% Change from 2024 Budget
Salary and Wages	\$1,654,993	\$1,881,253	\$2,108,503	\$227,251	
FICA and Retirement	\$995,110	\$1,132,251	\$1,238,177	\$105,926	
Payroll Sub-Total	\$2,650,103	\$3,013,504	\$3,346,680	\$333,177	11.1%
Office Equipment Maintenance	17,041,904	19,683,651	20,589,163	905,512	
Outside Services	3,233,311	5,492,850	5,955,000	462,150	
Dues, Books and Subscription	130,000	280,000	300,000	20,000	
Telephone	73,958	270,000	275,000	5,000	
Consulting Services	-	250,000	250,000	-	
Travel	11,330	20,000	23,000	3,000	
Employee Training	7,150	17,500	20,000	2,500	
Other Capital Equipment	-	20,000	20,000	-	
Contracted Maintenance Service	5,800	18,000	18,000	-	
Supplies Office	2,480	7,000	7,000	-	
Other Expenses	496	500	500	-	
Postage	100	450	450	-	
Materials Operational	-	250	250	-	
Other Operating Sub-Total	\$20,506,528	\$26,060,201	\$27,458,363	\$1,398,162	5.4%
Recovery of Expenses	(538,491)	(600,000)	(600,000)	-	
DEPARTMENT TOTAL	\$22,618,140	\$28,473,705	\$30,205,043	\$1,731,338	6.1%

EXHIBIT 26

The fiscal year 2025 budget request is \$30.2 million, an increase of \$1.7 million, or 6.1, percent above the fiscal year 2024 budget amount. Total payroll is \$3.3 million and includes 17 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages increased by \$227 thousand primarily due to adjustments for contractual increases.
- FICA and Retirement increased by \$106 thousand due to the increase in salary and wages. The increase was partially offset by a reduction in the State Employees Retirement System (SERS) pension contribution rate, which decreased from 52.536 percent to 51.073 percent.
- Office Equipment Maintenance increased by \$906 thousand to enhancements in customer service and toll collection systems.
- Outside Services increased by \$462 thousand due to intergovernmental agreements with other agencies for access to out-of-state license plate registration data.

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

2024 ACCOMPLISHMENTS

Outcomes	Business Systems - 2024 Accomplishments
2,3,4	Launched 6C I-PASS Sticker Tag technology. This technology enabled an environmentally efficient and less costly transponder while improving the accuracy of the I-PASS program.
1,2,3,4	Published an RFP for a new tolling back-office solution. This solution will provide for new payment mechanisms, drive new services and revenue opportunities, and enhance customer experience by providing a more intuitive and streamlined platform for better decision-making analytics.
3,4	Developed strategy and procurement for a new unregistered vehicle identification and payment solution. This improvement will provide unique technology solutions for identifying vehicles and improving the efficiency and effectiveness of toll revenue collection from unregistered vehicles (vehicles that are not equipped with a valid electronic toll transponder issued by the Tollway or an interoperable toll agency).
3,4	Enhanced the self-service website and Official Illinois Tollway App with functionality to improve the customer experience: I-PASS registration forms, GPS trip builder, customer retail location information for ease of purchasing I-PASS Sticker Tags.
1,3	Developed a proof of concept clearing house using distributed ledger technology to allow processing of transactions between third-party service providers and allowing for integration with new toll facilities. This proof of concept can be expanded to provide additional toll and service revenue opportunities and support services to new regional or national toll operators.
3,4	Developed a conversation analytics and language modeling framework designed to analyze calls, using machine learning techniques, extract valuable insights, improve communication and delivery operation efficiency through resource optimization.
3,4	Initiated development of generative artificial intelligent proof of concept showing promise of significant advantages including enhanced productivity, improved decision-making and user experience.
2,4	Initiated development of a road usage charge proof of concept which focuses on creating a more sustainable, equitable and efficient transportation system by aligning the costs of road maintenance and infrastructure more closely with actual usage.

EXHIBIT 27-1

2025 DEPARTMENT STRATEGIC PLANS

BUSINESS SYSTEMS SHORT-TERM GOALS

- Provide customers additional payment options (ACH, Google/Apple Pay)
 - Improve Violation Enforcement Program
 - Launch and integrate retail payment services for cash users and unbanked patrons
 - Develop clearing house services/proof of concept
 - Develop road usage charging proof of concept
 - Implement industry-best new back-office applications and storage solutions.
 - Improve tolling app
 - Improve lane technology performance
-

EXHIBIT 27-2

DEPARTMENT HEADCOUNT

Position Title	FY2023	FY2024	FY2025
Budget Systems Analyst	2	0	0
Business Systems Analyst	0	2	2
Chief of Business Systems	1	1	1
Deputy Chief of Business Systems	0	0	1
Executive Secretary	1	1	1
General Manager Contract Management	1	1	1
General Manager, Electronic Toll, Program & Performance	1	1	1
Performance Measurement Project Administrator	1	1	1
Project Manager	6	6	6
Quantitative/Data Analyst	1	1	1
Senior Manager Customer Service - Fleet	1	1	1
Senior Manager Tolling Innovations	1	1	1
TOTAL	16	16	17

EXHIBIT 28

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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.

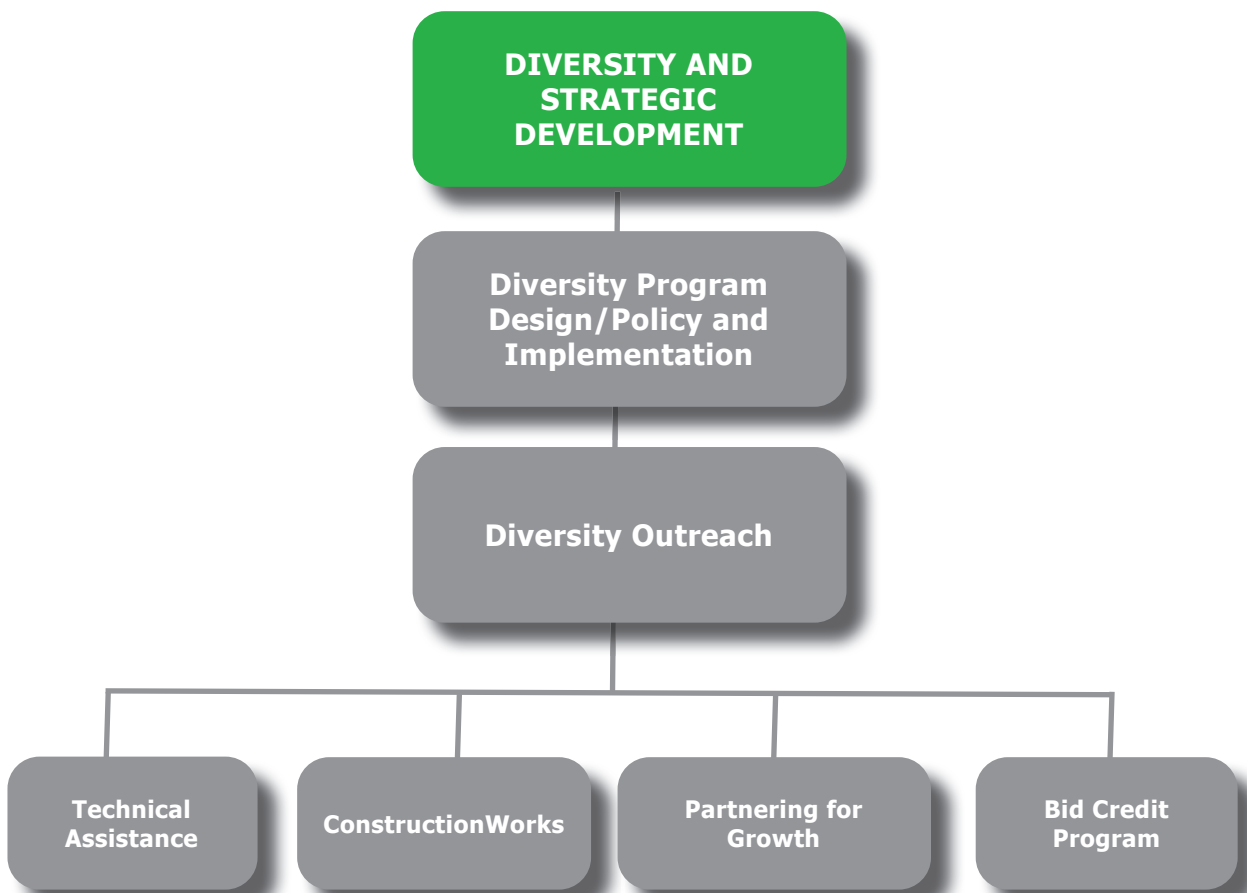


EXHIBIT 29

Diversity and Strategic Development



DEPARTMENT BUDGET

Major Account Description	2023 Actual Expenditures	2024 Budget	2025 Request	\$ Change from 2024 Budget	% Change from 2024 Budget
Salary and Wages	\$1,158,183	\$1,472,541	\$1,369,591	(\$102,951)	
FICA and Retirement	\$697,226	\$886,263	\$804,265	(\$81,998)	
Payroll Sub-Total	\$1,855,409	\$2,358,804	\$2,173,856	(\$184,949)	(7.8%)
Consulting Services	4,130,820	5,112,000	4,721,620	(390,380)	
Advertising and Promotion	56,613	50,000	100,000	50,000	
Travel	3,887	25,000	25,000	-	
Diversity Programs and Outreach	1,749	5,000	5,000	-	
Employee Training	7,346	5,000	5,000	-	
Other Expenses	-	2,000	2,000	-	
Dues, Books and Subscription	-	1,000	1,000	-	
Postage	95	400	400	-	
Supplies - Office	426	250	250	-	
Supplies - Operational	-	200	200	-	
Other Operating Sub-Total	\$4,200,935	\$5,200,850	\$4,860,470	(\$340,380)	(6.5%)
DEPARTMENT TOTAL	\$6,056,344	\$7,559,654	\$7,034,326	(\$525,329)	(6.9%)

EXHIBIT 30

The fiscal year 2025 budget request is \$7 million, a decrease of \$525 thousand, or 6.9 percent, below the fiscal year 2024 budget amount. The payroll is \$2.2 million and includes 14 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages decreased by \$103 thousand primarily due to the reduction of one vacant position. This was offset by adjustments for contractual increases.
- FICA and Retirement decreased by \$82 thousand due to the decrease in salaries and wages. The State Employees Retirement System (SERS) pension contribution rate also decreased from 52.536 percent to 51.073 percent.
- Consulting Services decreased by \$390 thousand due to lower costs associated with the Technical Assistance and ConstructionWorks programs.
- Advertising and Promotion increased \$50 thousand due to initiatives to promote supplier diversity and awareness of the Tollway's goods and services procurements.

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

2024 ACCOMPLISHMENTS

Outcomes	Diversity - 2024 Accomplishments
1,3	<p>Launched the implementation of the tracking software to report KPIs for all Diversity programs. Diversity staff worked with the vendor and Tollway’s IT Department to procure, develop and implement a customized software package. Before launch, Diversity staff worked with the vendor to complete training of Tollway staff, PMO staff and Technical Assistance providers working directly with clients to document and submit monthly activity reports.</p>
1,3	<p>Tollway Diversity staff utilized both the Tollway's online presence and in-person attendance at events to increase targeted outreach for Tollway contracting opportunities. Through June staff has hosted or attended more than 115 events with sister agencies and external stakeholders to recruit and expand the small and diverse vendor pool that is currently contracting with Tollway in professional services, construction and goods and services. Staff has created a new internal process to ensure communication timeliness and effectiveness with user departments and Procurement. Finally, staff increased collaboration with the Tollway’s Stakeholder Engagement Department, Technical Assistance and ConstructionWorks vendors to create videos, social, photography, news releases and blogs.</p>
1,3	<p>Achieved the expansion of the Tollway’s Small Business Initiative. After several years of discussion with key internal and external stakeholders, the Illinois Legislature approved a five-year pilot program that will create a new category of contracts for firms with annual revenues between \$14 million and \$45 million. The goal of the new Small Business Initiative Midsize Program is to create construction bid packages in either specialized scopes of work or larger bid packages up to \$10 million in value that registered businesses can perform on as primes.</p>
1,3	<p>Implement enhancements and monitoring of the Technical Assistance program, including increased collection and review of KPI by providers; client satisfaction surveys to obtain feedback on current program services; and engage internal and external stakeholders to provide program feedback. Diversity staff will integrate feedback from clients and stakeholders into the next RFP for Technical Assistance services.</p>

Outcomes	Diversity - 2024 Accomplishments
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1,3

Implement collaborative efforts within workforce programs to expand and enhance outcomes. Earlier this year the Tollway selected a vendor to operate the new ConstructionWorks contract. Under the new ConstructionWorks contract, Tollway staff are responsible for ensuring the vendor and their subs increase the transparency and the effectiveness and efficiency of the program; increase and improve recruitment and screening process of program participants to ensure a more diverse candidate pool to hire to meet EEO outcomes; proactively reach out to low bid contractors to identify needs and help them reach EEO contract goals. Tollway staff has also proactively conducted additional outreach to unions and construction contractors to ensure they are knowledgeable about the benefits of our workforce programs. This year, Tollway staff has continued to host or attend trainings and presentations on our workforce development programs to clearly market the benefits and recruit new potential candidates. Finally, the enhancements implemented in the Great Arc Hiring Portal as well as the bid credit processing system will enable better management and oversight of the program.

1,3

Diversity staff continues to implement enhancements to the Partnering for Growth program. As mentioned before, the implementation of the Diversity software package will streamline data collection and reporting for Technical Assistance vendors and staff. The elimination of paper documentation will increase efficiency because of the ability to run queries and track additional metrics. We enhanced monitoring of professional engineering service agreements with virtual meetings with participants. And through our Emerging Technology Initiative, Diversity staff continues to offer trainings in selected scopes, such as 3D grading for earthwork, drone training and CCTV camera installation to expose small businesses to key technology in use on major construction projects.

1,3

Tollway Diversity staff in collaboration with Procurement and Finance Departments organized a goods and services outreach event to create an open, educational platform for businesses that do goods and services to understand how to do business with the Tollway. A space where Tollway could provide transparency and resources to vendors to successfully prepare themselves to bid on upcoming opportunities. The objective was to help uncover the barriers to business growth and engagement with Tollway procurement process that in turn lead to greater participation in Tollway programming and improves stakeholder outcomes.

EXHIBIT 31-1

2025 DEPARTMENT STRATEGIC PLAN

DIVERSITY SHORT-TERM GOALS

- Expand outreach, networking, and training.
- Implement enhancements and monitoring of the Technical Assistance Program.
- Implement collaborative efforts within workforce programs to expand and enhance outcomes.
- Implement expansion of the Small Business Initiative.
- Implement enhancements and monitoring of the Partnering for Growth Program.

EXHIBIT 31-2

DEPARTMENT HEADCOUNT

Position Title	FY2023	FY2024	FY2025
Business Analyst	2	2	2
Chief of Diversity and Strategic Development	1	1	1
DBE Program Manager	5	5	3
Deputy Chief Diversity & Strategic Development	1	1	1
Diversity Program Coordinator	2	2	2
Executive Secretary	1	1	1
General Manager of Diversity	1	1	1
Senior Diversity Program Manager	0	1	0
Senior Manager of Diversity Outreach	0	0	1
Senior Manager of Diversity Programs	2	0	1
Senior Manager Strategic Engagement	0	1	0
Small Business Program Manager	0	0	1
TOTAL	15	15	14

EXHIBIT 32

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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.

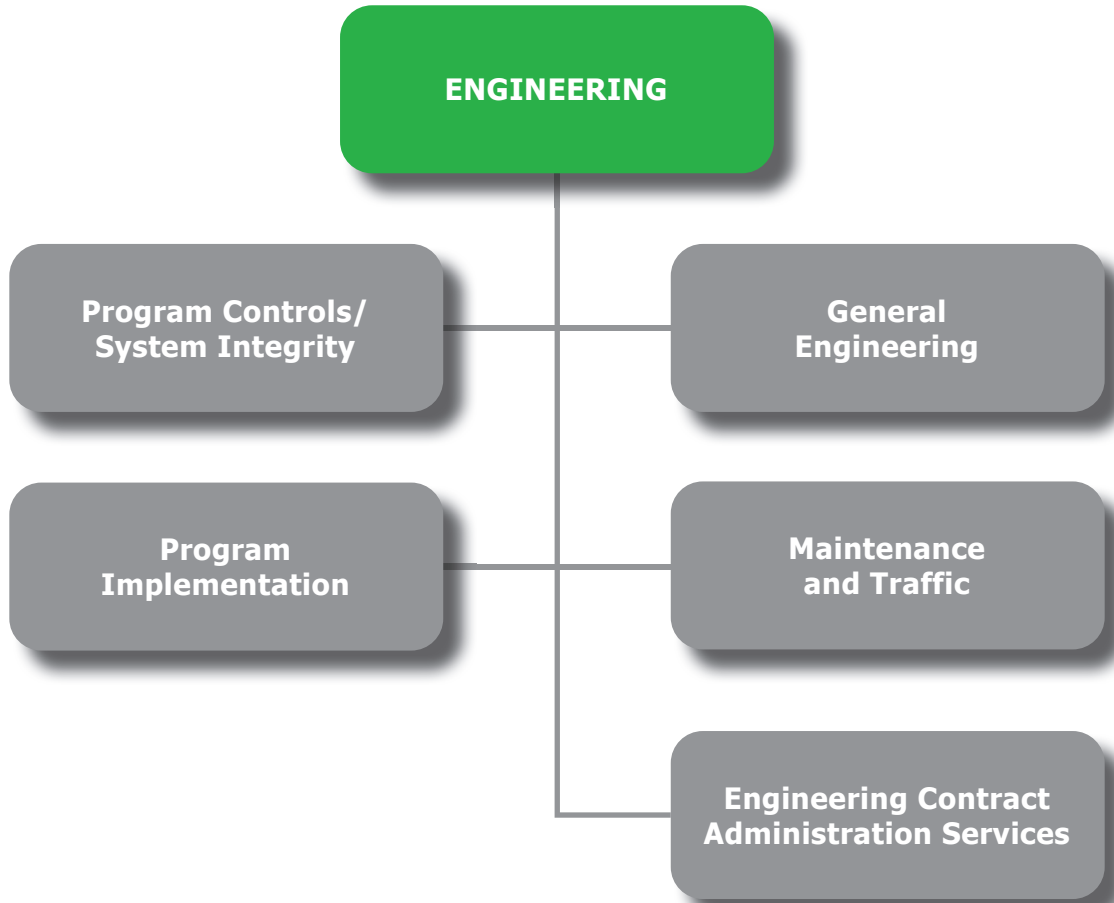


EXHIBIT 33



DEPARTMENT BUDGET

Major Account Description	2023 Actual Expenditures	2024 Budget	2025 Request	\$ Change from 2024 Budget	% Change from 2024 Budget
Salary and Wages	\$40,869,574	\$39,162,616	\$43,366,956	\$4,204,340	
FICA and Retirement	24,903,751	23,570,411	25,466,380	1,895,969	
Payroll Sub-Total	\$65,773,326	\$62,733,027	\$68,833,336	\$6,100,309	9.7%
Consulting Services	7,231,706	7,102,002	8,819,052	1,717,050	
Materials - Operational	5,719,711	4,956,620	5,374,860	418,240	
Contracted Maintenance Service	2,257,493	2,262,000	2,537,000	275,000	
Replacement Parts	230,846	630,000	735,000	105,000	
Outside Services	391,126	789,044	553,700	(235,344)	
Supplies - Operational	16,498	215,000	295,000	80,000	
Uniforms and Accessories	140,892	157,500	157,500	-	
Supplies - Office	26,562	64,500	66,000	1,500	
Employee Training	12,477	25,880	60,514	34,634	
Tools and Equipment	16,946	51,000	53,000	2,000	
Roadway Equipment	-	50,000	50,000	-	
Dues, Books and Subscription	18,814	27,000	31,500	4,500	
Travel	16,040	24,600	27,300	2,700	
Telephone	6,763	6,500	6,500	-	
Postage	1,421	1,000	1,000	-	
Printing and Publications	-	1,000	1,000	-	
Fuels and Oils	972	470	470	-	
Other Operating Sub-Total	\$16,088,266	\$16,364,116	\$18,769,396	\$2,405,280	14.7%
Recovery of Expenses	(237,665)	(1,075,000)	(1,125,000)	(50,000)	
DEPARTMENT TOTAL	\$81,623,927	\$78,022,143	\$86,477,731	\$8,455,589	10.8%

EXHIBIT 34

The fiscal year 2025 budget request is \$86.5 million, an increase of \$8.5 million, or 10.8 percent, above the fiscal year 2024 budget amount. Total payroll is \$68.8 million and includes 526 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages increased by \$4.2 million primarily due to adjustments for contractual increases and the addition of 27 new positions.
- FICA and Retirement increased by \$1.9 million due to the increase in salaries and wages. The increase was partially offset by a reduction in the State Employees Retirement System (SERS) pension contribution rate, which decreased from 52.536 percent to 51.073 percent.
- Consulting Services increased by \$1.7 million due to the upcoming systemwide pavement roadway management services scheduled for 2025, which were not carried out in 2024. Additionally, this increase is linked to the national bridge inspection program, which last occurred in 2020.
- Materials-Operational increased by \$418 thousand due to patching material and luminaries needed.

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

2024 ACCOMPLISHMENTS – PROGRAM IMPLEMENTATION

Outcomes	Program Implementation - 2024 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, toll plaza and parking improvements on I-294, grading improvements along the Jane Addams Memorial Tollway (I-90), facility construction at the Alsip (M-1), Gurnee (M-4) and Hoffman Estates (M-5) maintenance sites 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 I-490/IL 390 and I-490/Franklin Avenue Interchanges, bridge design work on the Reagan Memorial Tollway (I-88), roadway and bridge rehabilitation on the Illinois Route 390 Tollway and systemwide improvements such as bridge and retaining wall repairs, roadway repairs, drainage improvements and grading improvements.
1,2,3	By the end of 2024, the Tollway anticipates advertising up to 38 construction contracts while maintaining change orders and extra work orders at less than 4 percent above contract award amount.
1,2,3	Through November 2024, the Tollway awarded 47 construction and professional engineering services contracts totaling more than \$794 million. Key contracts awarded in 2024 include interchange construction at I-490/I-90 and I-490/IL 390, I-490 roadway and bridge construction between I-294 and Franklin Ave, I-490 Runway 10R runway lighting relocation and bridge construction, roadway reconstruction at the I-490/IL 390 Interchange along York Road, southbound interchange construction at I-294/I-290/I-88, plaza improvements at I-294 and Halsted St, York Road over I-88 bridge construction, landscape planting improvements along the Tri-State Tollway (I-294), and roadway rehabilitation along the Reagan Memorial Tollway (I-88). Other improvements throughout the Tollway system included ramp, pavement and bridge repairs, facility improvements, plaza improvements, noise abatement wall repairs as well as design and construction management services for the I-490 Tollway Project, for toll plaza improvements, planning studies, bridge construction and other construction 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 28 unbundled contracts, including 12 Small Business Initiative or Small Business Set-Aside contracts by the end of 2024.
1, 2, 3	Advanced the agency’s first Design-Build project in accordance with the Innovations for Transportation Infrastructure Act signed into law June 15, 2022, providing the agency with another mechanism to quickly and efficiently implement regional transportation improvements.

Outcomes	Program Implementation - 2024 Accomplishments
3	Developed new and improved e-Builder processes to improve efficiencies, increase transparency and reduce reliance on hard copy documentation.

EXHIBIT 35-1

2024 ACCOMPLISHMENTS – MAINTENANCE AND TRAFFIC OPERATIONS

Outcomes	Maintenance and Traffic Operations- 2024 Accomplishments
1,2,3	Completed the training of approximately 45 new employees in the Entry Level Driver Training Program as outlined by the Federal Motor Carrier Safety Administration. Additional training scheduled throughout the year.
1,2,3	Ongoing efforts to fill equipment operator laborer positions, with 64 positions onboarded. Though the goal is to reach 325 employees, that target has not been met due to attrition.
2,3	Continued safety initiatives with the safety department to reach injury reduction goals, as well as providing broader education on workplace safety. Safety devices have been installed on 12 front end Loaders to increase visibility and awareness while operating in the garage. Pavement markings are being installed to limit pedestrian traffic while equipment is operational.
2,3	Continued safety initiatives with “Safety Wednesdays” to improve safety with conducting equipment training, policy and safety meetings to reduce injuries and provide employees with the necessary skills to be successful in the work environment.
2,3,4	Ongoing work with the General Engineering Consultant to identify and repair guardrail and other appurtenances to address deficiencies aimed at promoting and providing a safe environment for travel.
1,2,3	Commissioned 12 new Highway Emergency Lane Patrol (H.E.L.P.) trucks that were distributed throughout the maintenance sites to increase awareness and customer safety
2,3	Implementation and further use of new Fotokite and expanded drone technology for maintenance of traffic and incident management, to enhance safety for employees and customers.
2,3	Continued efforts to increase fiber-optic cable availability and video analytic software for wrong-way drivers and incidents on the road, truck parking availability monitoring and video storage for cameras on the road.
1,3	Continued work with the Fleet Department on the specifications and requirements for a driver training simulator.
2,3,4	Continued efforts with brine and other winter materials to compliment our snow and ice operation with the addition of brine making and storage capabilities at the new Hoffman Estates (M-5) facility.

2,3	Commenced a project to install "public safety" grade telephone systems in the dispatch center to enhance the reliability and functionality of operations.
2,3	Started construction on new ITS field location for storage and troubleshooting at the Hoffman Estates (M-5) maintenance facility.

EXHIBIT 35-2

2025 DEPARTMENT STRATEGIC PLAN

ENGINEERING SHORT-TERM GOALS

- Begin construction of significant projects supporting Elgin O'Hare Western Access Project corridor, including I-490 Tollway north segment contracts.
- Complete or continue construction on significant projects along Elgin O'Hare Western Access Project corridor including the UPRR and I-490 Bridge over the Bensenville Rail Yard, the I-490/IL 390 Interchange, the I-490/I-294 Interchange, the I-490 at Franklin Avenue Interchange, the I-490/I-90 Interchange and advance work along I-490.
- Continue construction of significant projects supporting the Central Tri-State Tollway (I-294) Project corridor, including the I-290/I-88 Interchange contract and mainline reconstruction and widening from Flagg Creek to Cermak Road and Roosevelt Road to North Avenue.
- 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.
- Begin implementation of barrier-free tolling at various plazas systemwide.

EXHIBIT 35-3

2025 DEPARTMENT STRATEGIC PLAN

MAINTENANCE AND TRAFFIC SHORT-TERM GOALS

- Streamline internal/external contract processes and approvals to support department objectives.
- Research, pilot, and implement technology to support a cost-effective operation.
- Continued training for Roadway Maintenance and Traffic staff.
- Adding night supervisory staff to oversee trainings for shift staffing to include safety, policy, SOP, etc.
- Develop internal contract to capture hot mix/cold mix asphalt and abrasives.
- Develop year-round weather forecasting contract.
- Roadway sweeper leasing.
- Continue developing the CDL training curriculum for internal training aimed at satisfying the ELDT (Entry-Level Driver Training) required by the state of Illinois.
- Develop internal roadway Grainger Contract
- Procure electric/rechargeable mowers and weed whips for maintenance sites.

- Continued efforts to identify de-icing materials.
- Develop a strategic plan to expand installation of back-lit LED "wrong way" signage on exit ramps.
- Coordination with vendors to support our ITS training efforts
- Increased fiber-optic cable availability, video analytic software for wrong way driver and criminal incidents on the road, truck parking availability monitoring, and video storage for cameras on the road.
- New contract for Traffic and Incident Management Systems application maintenance and enhancements.
- Add one additional ITS Field Technician position.
- Include DEIA practices in our hiring and promotion processes.

EXHIBIT 35-4

DEPARTMENT HEADCOUNT

Position Title	FY2023	FY2024	FY2025
*999 Call Taker	0	0	12
Assistant Project Manager	3	3	1
Audio Reproduction Specialist	1	0	0
Chief Engineer Officer	1	1	1
Chief of Maintenance and Traffic	1	1	1
Civilian Call Taker	8	6	8
Communications Supervisor	4	4	7
Construction Contract Supervisor	1	1	1
Contract Payment Expeditor	5	5	5
Contract Payment Expeditor Supervisor	1	1	1
Deputy Chief of Program Implementation	6	6	6
Deputy Chief of Roadway Maintenance	1	1	1
Deputy Chief of Traffic/Incident Management	1	1	1
Dispatch Manager	1	1	1
Document Control Manager	1	1	1
Engineering Manager	1	1	0
Engineering Services Manager	0	0	1
Equipment Operator Laborer	297	319	319
Executive Project Engineer	2	1	0
Executive Project Manager	4	6	6
Executive Secretary	2	2	2
General Manager of Engineering	1	1	1

Position Title	FY2023	FY2024	FY2025
Incident Management Administrator	1	1	1
Incident Manager	1	1	1
Incident Support Supervisor	0	0	1
ITS Deployment Engineer	1	1	1
ITS Document & Inventory Tech	1	1	1
ITS Field Technician	2	2	3
ITS Manager	1	1	1
ITS Specialist	1	1	1
Maintenance Section Manager	12	12	12
Maintenance Section Supervisor	13	13	13
Maintenance Systems Analyst	1	1	1
Policy Analyst	1	1	1
Project Manager	1	2	4
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	2	2	2
Roadway Maintenance Manager	1	1	1
Secretary III	1	1	1
Section Clerk	15	15	15
Senior Contract Administrator	0	0	1
Senior Project Engineer	5	3	3
Senior Project Manager	4	4	4
Sign Maker Hanger	15	15	15
Sign Shop Manager	1	1	1
Sign Shop Supervisor	1	1	1
Telecommunicator	23	15	23
Traffic Operations Center Manager	1	1	1
Traffic Operations Center Supervisor	1	1	1
Traffic Operations Technician	12	16	16
Traffic Permit Technician	2	2	2
Welder	6	6	6
TOTAL	484	499	526

EXHIBIT 36

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EXECUTIVE OFFICE AND DIRECTORS

SUMMARY

The Executive Office and Directors are comprised of nine appointed directors including the Board Chairman, two ex-officio directors, the executive management staff, the Strategy and Implementation Department, the EEO/ADA and Ethics/FOIA Officer. 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 initiatives to establish best practices in governance for the Illinois Tollway. The department leads the Enterprise Risk Management Program that provides for a continuous coordinated approach to assess, analyze mitigate and monitor risks that can affect the achievement of 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.

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

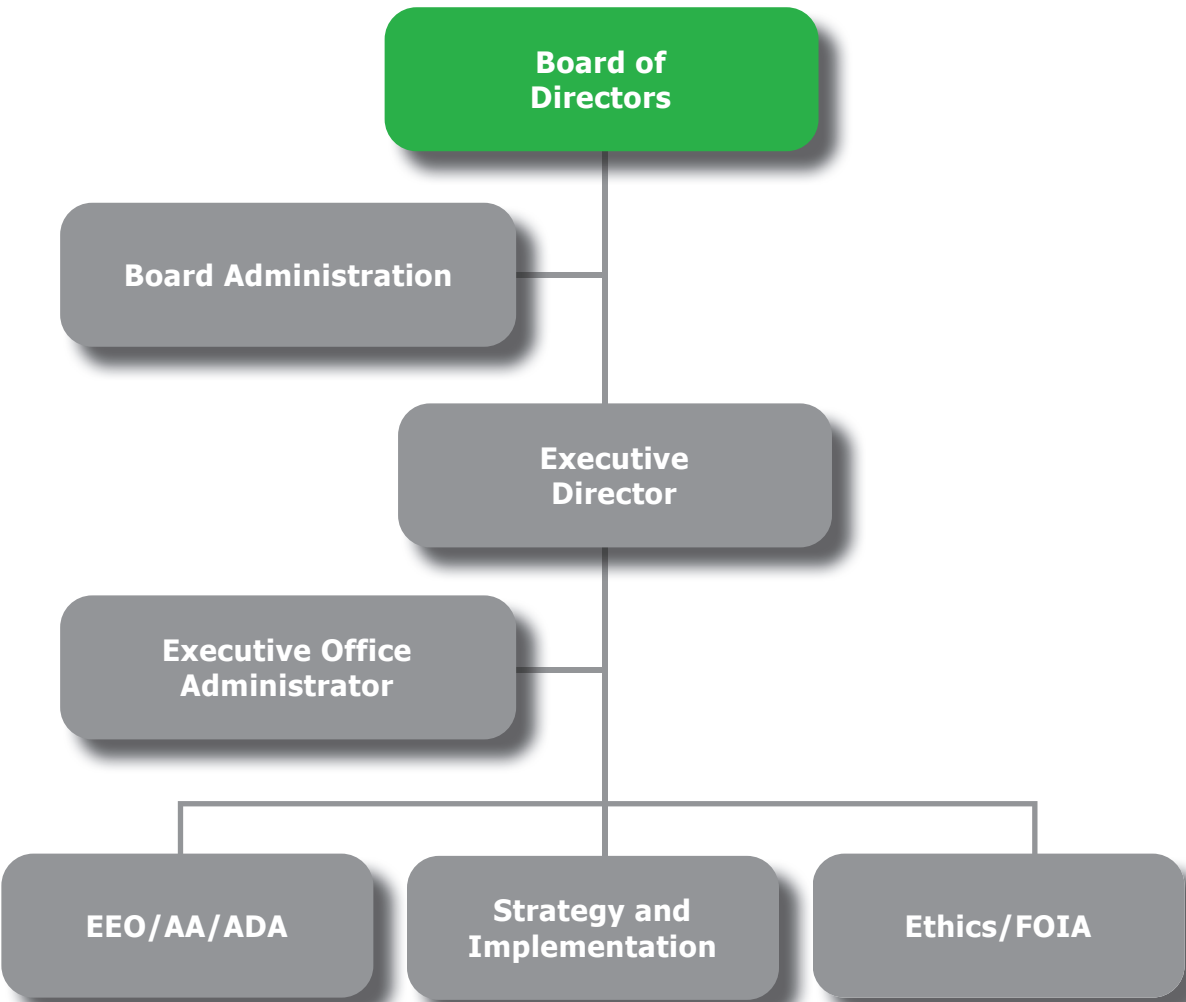


EXHIBIT 37



DEPARTMENT BUDGET

Major Account Description	2023 Actual Expenditures	2024 Budget	2025 Request	\$ Change from 2024 Budget	% Change from 2024 Budget
Salary and Wages	\$1,713,212	\$2,533,254	\$2,502,690	(\$30,564)	
FICA and Retirement	\$876,703	\$1,383,481	\$1,322,826	(\$60,655)	
Payroll Sub-Total	\$2,589,915	\$3,916,735	\$3,825,516	(\$91,219)	(2.3%)
Dues, Books and Subscription	63,039	102,000	102,000	-	
Travel	17,046	41,750	41,750	-	
Office Equipment	1,241	30,000	30,000	-	
Employee Training	5,605	11,000	11,000	-	
Advertising and Promotion	-	5,000	5,000	-	
Other Expenses	7,637	5,000	5,000	-	
Other Capital Equipment	-	2,000	2,000	-	
Postage	1,020	1,000	1,000	-	
Printing and Publications	-	500	500	-	
Supplies - Office	-	500	500	-	
Uniforms and Accessories	380	-	-	-	
Outside Services	93	-	-	-	
Other Operating Sub-Total	96,061	\$198,750	\$198,750	\$0	0.0%
DEPARTMENT TOTAL	\$2,685,976	\$4,115,485	\$4,024,266	(\$91,219)	(2.2%)

EXHIBIT 38

The fiscal year 2025 budget request is \$4 million, a decrease of \$91 thousand, or 2.2 percent, below the fiscal year 2024 budget amount. Total payroll is \$3.8 million and includes 22 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages decreased by \$31 thousand primarily due to adjustments to salaries.
- FICA and Retirement decreased by \$61 thousand due to the decrease in salaries and wages as well as a reduction in the State Employees Retirement System (SERS) pension contribution rate, which decreased from 52.536 percent to 51.073 percent.

DEPARTMENT HEADCOUNT

Position Title	FY2023	FY2024	FY2025
ADA Coordinator	1	1	1
Administrative Manager to the Board	1	1	1
Business Analyst	0	1	0
Chief of Staff	0	1	1
Chief of Strategy and Implementation	0	1	1
Chief Operating Officer	1	1	1
Chief Strategy Implementation Officer	1	0	0
EEO Administrative Specialist	1	0	0
EEO/AA/ADA Labor Office Administrator	1	1	1
EEO/AA/ADA Officer	1	1	1
Employee Equity & Labor Relations Analyst	1	1	1
Ethics & 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	2	2	2
FOIA Assistant	1	0	0
Government and Legislative Affairs Manager	0	1	1
Government and Policy Liaison	0	1	1
Innovation Manager	0	0	1
Investigator	0	1	1
Labor Relations Manager	1	1	1
Policy Analyst	0	1	1
Project Manager	0	1	1
Senior Manager of Strategic Planning	0	1	1
TOTAL	16	22	22

EXHIBIT 39

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FACILITIES AND FLEET

SUMMARY

The Department of Facilities and Fleet Operations is responsible for the maintenance and repair of Tollway facilities, vehicles and equipment, including 186 facilities systemwide and 2,300 operational vehicles and pieces of equipment. In addition, the department provides critical support for the agency through the management of the Central Warehouse which delivers materials and supplies to various locations, the Mobile Shop which installs emergency communication equipment in Tollway vehicles, the Mailroom which is responsible for the printing and mailing of all agency-related materials, and the CIS Records and Documents Storage Divisions.

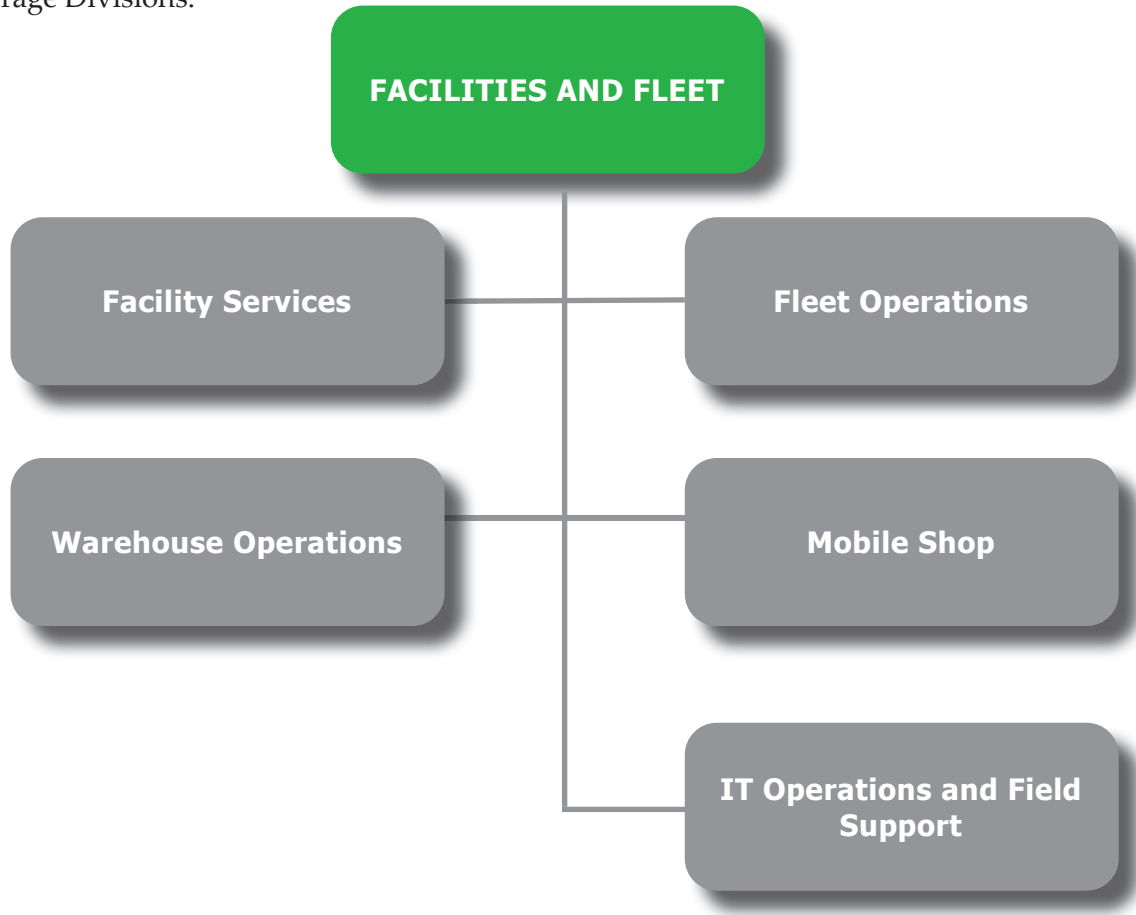


EXHIBIT 40



DEPARTMENT BUDGET

Major Account Description	2023 Actual Expenditures	2024 Budget	2025 Request	\$ Change from 2024 Budget	% Change from 2024 Budget
Salary and Wages	\$18,807,418	\$19,491,833	\$21,202,852	\$1,711,019	
FICA and Retirement	11,431,222	11,731,355	12,450,949	719,594	
Payroll Sub-Total	\$30,238,640	\$31,223,188	\$33,653,801	\$2,430,613	7.8%
Utilities	5,920,808	5,900,000	5,900,000	-	
Outside Services	2,120,430	5,132,000	5,192,000	60,000	
Fuels and Oils	4,907,632	4,772,415	4,500,000	(272,415)	
Replacement Parts	2,165,263	3,015,000	4,000,000	985,000	
Contracted Maintenance Service	1,039,149	1,015,000	1,195,000	180,000	
Supplies - Operational	435,846	625,500	625,500	-	
Materials - Operational	482,361	546,000	546,000	-	
Office Equipment Maintenance	110,024	220,000	220,000	-	
Tools and Equipment	274,923	149,833	183,000	33,167	
Uniforms and Accessories	78,144	91,030	102,440	11,410	
Postage	17,037	102,000	102,000	-	
Supplies - Office	112,806	35,850	35,850	-	
Employee Training	6,767	50,500	33,500	(17,000)	
Office Equipment Rentals	1,528	5,000	5,000	-	
Travel	-	4,500	4,500	-	
Dues, Books and Subscription	2,250	4,360	4,360	-	
Telephone	1,273	1,500	2,500	1,000	
Building Equipment	93	220	220	-	
Other Expenses	485	-	-	-	
Other Capital Equipment	224	15,000	-	(15,000)	
Other Operating Sub-Total	\$17,677,043	\$21,685,708	\$22,651,870	\$966,162	4.5%
Recovery of Expenses	(4,320)	-	-	-	
DEPARTMENT TOTAL	\$47,911,363	\$52,908,896	\$56,305,671	\$3,396,775	6.4%

EXHIBIT 41

The fiscal year 2025 budget request is \$56.3 million, an increase of \$3.4 million, or 6.4 percent, above the fiscal year 2024 budget amount. Total payroll is \$33.7 million and includes 222 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages increased by \$1.7 million primarily due to adjustments for contractual increases and partially offset by the reduction of five vacant positions.

- FICA and Retirement increased by \$720 thousand due to the increase in salaries and wages. The increase was partially offset by a reduction in the State Employees Retirement System (SERS) pension contribution rate, which decreased from 52.536 percent to 51.073 percent.
- Replacement Parts increased by \$985 thousand driven by both inflation and parts shortages.

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

2024 ACCOMPLISHMENTS

Outcomes	Facilities and Fleet - 2024 Accomplishments
1,2,3	Performed various repairs on facilities to provide a safe work environment for our employees and customers.
1,2,4	Selected and awarded a new contract for Job Order Contracting Program for General Construction and Mechanical Services and Job Order Contracting Program Administrator Services.
2,3,4	Collaborated with internal stakeholders to create a strategy for optimizing space within the Central Administration building and across other facilities throughout the system. Designed a hybrid workspace that accommodates 60 workstations and includes two huddle conference rooms for employee use.
2,3,4	Developed a plan to transition from older vehicles to a compact electric fleet, alongside the installation of electric vehicle charging stations. Order the first two electric light-duty trucks.
1,3,4	Continued replacing vehicles and equipment that have reached established replacement criteria.

EXHIBIT 42-1

2025 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 EV charging stations for electric vehicles.
- Work with the engineering department to 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.

EXHIBIT 42-2

DEPARTMENT HEADCOUNT

Position Title	FY2023	FY2024	FY2025
Accounts Payable Representative	3	2	2
Antenna Specialist	1	1	0
Auto Mechanic	58	57	57
Automotive Attendant	2	3	3
Automotive Body Technician	1	2	2
Building Maintenance Manager	2	2	2
Carpenter Shop Manager-Operations	1	1	0
Central Shop Manager	1	1	1
Central Shop Supervisor	2	1	1
Central Shop Truck & Equipment Repair Man	1	1	1
Chief of Facilities and Fleet	1	1	1
Clothing Room Supervisor	1	1	1
Custodial Supervisor	2	2	1
Custodian III	22	21	26
Custodian Manager	1	1	1
Deputy Chief of Facilities and Fleet Operations	0	1	1
Driver Messenger	9	9	9
Equipment Operator Laborer	4	4	4
Executive Project Manager	2	2	2
Executive Secretary	1	1	0
Facilities and Fleet Manager	1	0	1
Facilities Services Specialist	0	0	2
Facility Services Administrator	1	1	1
Facility Services Manager	2	2	3
Field Network Technician	4	4	0
Field Operations Manager	0	1	0
Fleet District Manager	2	2	2
Fleet District Supervisor	2	2	2
Fleet Services Administrator	1	1	1
Fleet Systems Manager	1	1	1
General Manager of Building Maintenance	1	1	1
General Manager of Fleet Operations	1	1	1
General Manager of Quality Control/Oversight	1	1	1
Intake Specialist	0	1	2
Inventory and Property Manager	1	0	0
Inventory Control Auditor	1	1	1
Inventory Planner	1	1	1
Inventory Specialist	1	1	1
JOC Administrator	0	2	0
Lead Custodian	5	5	5

Position Title	FY2023	FY2024	FY2025
Mechanical Electrical	18	17	17
Messenger Services Supervisor	1	1	1
Mobile Bench Technician	3	2	2
Mobile Installer	2	4	4
Mobile Shop Manager	1	1	1
Office Services Supervisor	1	1	1
Painter	5	5	5
Parts Clerk	13	13	12
Property Control Auditor	1	1	1
Property Control Manager	0	1	1
Records & Information Management Manager	1	0	0
Records & Information Management Specialist	1	1	1
Records & Information Management Supervisor	1	1	1
Records & Information Specialist	0	1	0
Section Clerk	4	4	5
Senior Manager of Custodial Service	1	1	1
Senior Manager of Facility Assets	1	1	1
Senior Manager of Fleet Administration	1	1	1
Senior Manager of Fleet Assets	1	1	1
Senior Manager of Quality Control & Oversight	1	1	1
Senior Office Services Specialist	1	1	2
Shipping and Receiving Auditor	1	1	1
Special Projects Coordinator	1	1	1
Structural	13	13	12
Support Services Manager	0	1	0
System Technician I	3	2	0
Utilities Manager	0	1	1
Warehouse Asset Manager	1	2	2
Warehouse Manager	1	1	1
Warehouse Materials Distribution Supervisor	1	1	1
Warehouse Workers	4	3	3
TOTAL	224	227	222

EXHIBIT 43

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 debt management for the Tollway. In addition, Finance manages cash and investments and works with external auditors to coordinate the annual audit of the agency.



EXHIBIT 44



DEPARTMENT BUDGET

Major Account Description	2023 Actual Expenditures	2024 Budget	2025 Request	\$ Change from 2024 Budget	% Change from 2024 Budget
Salary and Wages	\$3,692,037	\$3,963,307	\$4,500,291	\$536,984	
FICA and Retirement	\$2,218,954	\$2,385,357	\$2,642,706	\$257,349	
Payroll Sub-Total	\$5,910,991	\$6,348,664	\$7,142,997	\$794,333	12.5%
Employee Group Insurance	40,007,524	43,103,196	44,820,000	1,716,804	
Bank Charges	35,866,443	36,500,000	41,200,000	4,700,000	
Property and Liability Insurance	6,452,090	7,100,000	8,743,512	1,643,512	
Workers' Compensation Insurance	2,842,094	6,134,464	5,756,459	(378,005)	
Outside Services	1,717,110	1,500,000	1,807,250	307,250	
Bond Trustee	(2,166)	50,000	50,000	-	
Employee Training	3,768	30,700	30,700	-	
Travel	1,974	30,000	30,000	-	
Postage	20,574	14,000	27,500	13,500	
Supplies - Office	10,444	25,000	25,000	-	
Dues, Books and Subscription	3,033	22,300	22,300	-	
Office Equipment	-	5,000	5,000	-	
Other Expenses	1,177	2,250	2,250	-	
Printing and Publications	400	2,000	2,000	-	
Advertising and Promotion	-	1,200	1,200	-	
Office Equipment Maintenance	-	800	800	-	
Supplies Operational	-	500	500	-	
Other Operating Sub-Total	\$86,924,465	\$94,521,410	\$102,524,471	\$8,003,061	8.5%
Recovery of Expenses	(13,516)	(25,000)	(25,000)	-	
DEPARTMENT TOTAL	\$92,821,940	\$100,845,074	\$109,642,468	\$8,797,394	8.7%

EXHIBIT 45

The fiscal year 2025 budget request is \$109.6 million, an increase of \$8.8 million, or 8.7 percent, above the fiscal year 2024 budget amount. Total payroll is \$7.1 million and includes 71 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages increased by \$537 thousand primarily due to adjustments for contractual increases. Furthermore, the addition of three new positions also contributed to this increase.
- FICA and Retirement increased by \$257 thousand due to the increase in salaries and wages. The increase was partially offset by a reduction in the State Employees Retirement System (SERS) pension contribution rate, which decreased from 52.536 percent to 51.073 percent.
- Employee Group Insurance increased by \$1.7 million due to claims experience and other-post employee benefits.
- Credit Card Fees and Bank Charges increased by \$4.7 million based on a projected increase in toll transactions.

- Property Insurance increased by \$1.6 million due to projected rate increases in the insurance market.

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

2024 ACCOMPLISHMENTS

Outcomes	Finance - 2024 Accomplishments
3	Received the Government Finance Officers’ Association (GFOA) certificate of achievement for excellence in financial reporting for the 27th consecutive year. Received the distinguished budget presentation award for the 21st consecutive year.
3	Workers Compensation Reserve Fund was able to be reduced by \$1.9 million due to favorable claims history.
3	Implemented the agency’s second Rolling-Owner Controlled Insurance Program.
3	Reconciliation of back-office system that allows timely identification and resolution of potential issues.
4	Increased paperless payment support process. Around 90 percent of payment documents are submitted electronically.
3	Updated processes and procedures including locally held fund check issuance and travel summary documents.
3	Automated and refined processing of over dimension vehicle permit invoices. Cut emailing timeframe to two hours from two days.
3	Successfully and accurately implemented the new accounting standard for subscription-based information technology arrangements – GASB 96.
3	Processed complex pay structures for several newly ratified collective bargaining agreements in 2024.
3	Successfully completed the 2024 external financial audit with no findings.

Outcomes	Finance - 2024 Accomplishments
2,3	Took advantage of favorable market conditions to issue \$873.7 million of Series 2024A fixed rate refunding bonds at an average yield of 3.44 percent, to refund \$1 billion of Series 2013A and 2014B bonds, reducing Tollway debt service obligations by \$188 million over years 2024-2038, including \$73 million during 2024-2027, the remaining years of the <i>Move Illinois</i> Program, as currently scheduled.

EXHIBIT 46-1

2025 DEPARTMENT STRATEGIC PLAN

FINANCE SHORT-TERM GOALS

- 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 a claims system to create efficiencies and rely less on paper within the Risk Management Department.
- Coordinate compliance with service level agreements with procurement.
- Increase collection percentages for property damage.
- Issue \$500 million of new money bonds in the first quarter of 2025, and additional bond issuance after 2025 as necessary to complete the *Move Illinois* Program. In addition to the \$500 million expected to be issued in 2025, the Board has authorized up to \$1 billion of additional issuance, which is expected to accommodate the Program’s completion.
- Refund outstanding bonds for savings as market conditions permit; the Series 2014C and Series 2015A bonds become callable in 2025.
- Implement GASB 101 – Compensated Absences.
- Secure new payment processor.

EXHIBIT 46-2

DEPARTMENT HEADCOUNT

Position Title	FY2023	FY2024	FY2025
Accountant	2	2	2
Accounts Payable Manager	1	1	1
Accounts Payable Representative	7	8	8
Accounts Payable Supervisor	2	2	2
Budget Analyst	2	2	2
Budget Manager	1	1	1
Budget/General Accounting Clerk	1	1	1
Business Analyst	0	2	3
Capital Budget Analyst	2	2	2
Capital Finance Analyst	1	1	1
Cashier	1	1	1
Cashier Supervisor	1	1	1
Cashier/General Accounting Assistant	3	2	2
Chief Accountant	2	2	2
Chief Financial Officer	1	1	1
Claims Adjuster	1	1	1
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
Finance Procurement Liaison	1	1	1
Financial Planning Analyst	1	1	1
Financial Reporting Manager	1	1	2
Insurance Claims Supervisor	1	1	1
Payroll Administrator	0	0	1
Payroll Analyst	4	4	5
Payroll Manager	1	1	1
Payroll Supervisor	1	1	0
Project Accountant	6	7	7
Project Administrator Finance	1	1	1
Project Manager	1	1	1
Property Recovery Analyst	1	1	1
Secretary III	1	1	1
Senior Accountant	5	5	5
Senior Budget Manager	1	1	1

Position Title	FY2023	FY2024	FY2025
Senior Construction Insurance Analyst	1	1	1
Senior Financial Analyst	1	1	1
Senior Manager Finance, Debt & Treasury	1	1	1
Senior Manager of Fiscal Operations	1	1	1
Senior Manager of Risk Insurance & Controls	1	1	1
Supervisor Workers Comp Claims	1	1	1
TOTAL	65	68	71

EXHIBIT 47

INFORMATION TECHNOLOGY

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.

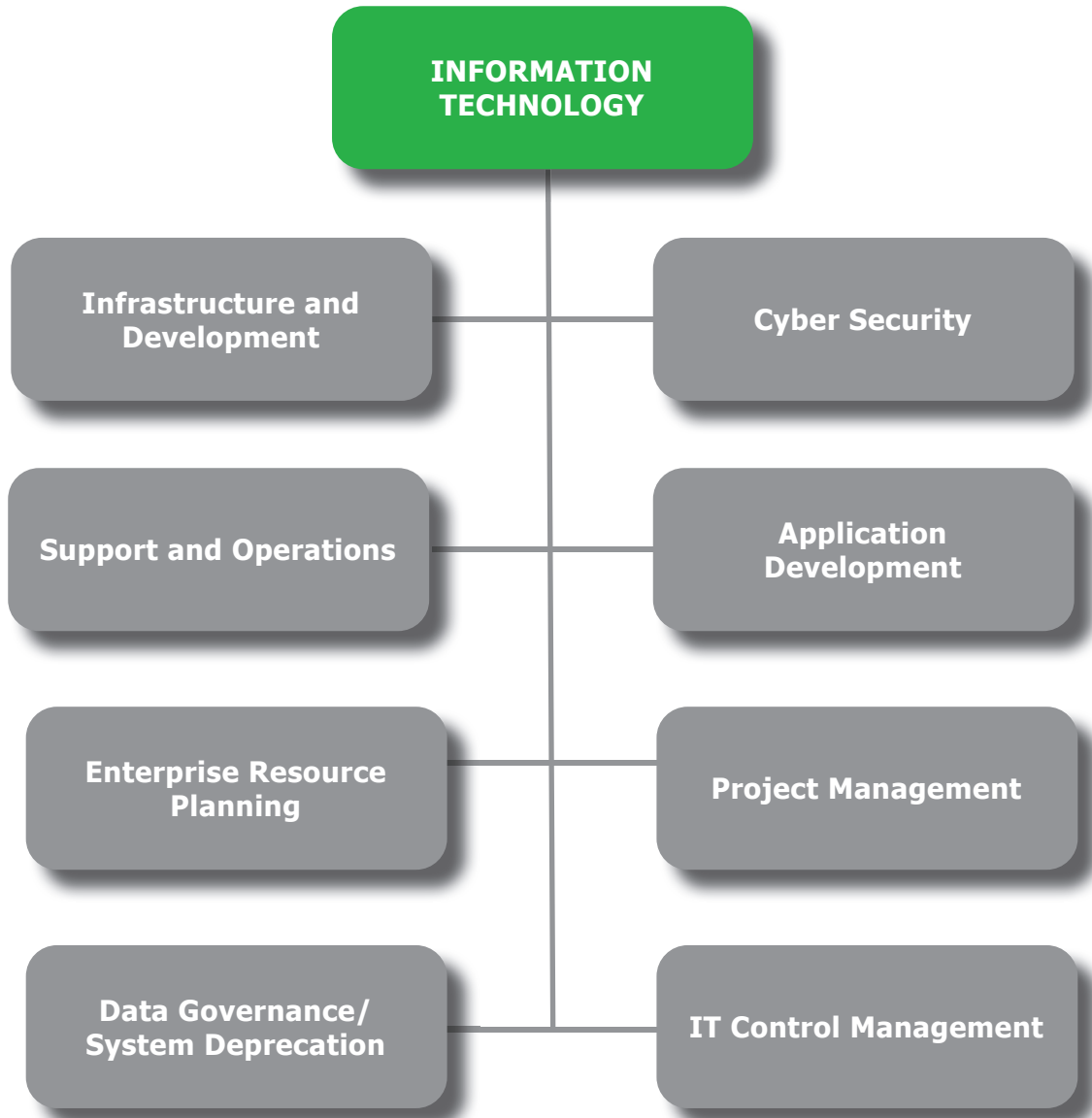


EXHIBIT 48

Information Technology



DEPARTMENT BUDGET

Major Account Description	2023 Actual Expenditures	2024 Budget	2025 Request	\$ Change from 2024 Budget	% Change from 2024 Budget
Salary and Wages	\$4,918,813	\$8,258,691	\$9,476,546	\$1,217,856	
FICA and Retirement	2,959,599	4,970,577	5,564,913	594,336	
Payroll Sub-Total	\$7,878,412	\$13,229,268	\$15,041,459	\$1,812,192	13.7%
Office Equipment Maintenance	17,861,518	17,925,745	17,985,023	59,278	
Contracted Maintenance Service	1,107,144	4,300,000	4,550,000	250,000	
Telephone	2,428,489	3,780,000	3,480,000	(300,000)	
Consulting Services	8,062,361	3,250,000	3,250,000	-	
Outside Services	302	501,000	500,000	(1,000)	
Dues, Books and Subscription	1,442	140,000	443,249	303,249	
Replacement Parts	69,215	121,586	121,586	-	
Employee Training	3,016	60,500	60,500	-	
Travel	1,309	18,000	18,000	-	
Supplies - Office	24,739	10,000	12,000	2,000	
Postage	89	200	200	-	
Other Operating Sub-Total	\$29,559,624	\$30,107,031	\$30,420,558	\$313,527	1.0%
DEPARTMENT TOTAL	\$37,438,036	\$43,336,299	\$45,462,017	\$2,125,719	4.9%

EXHIBIT 49

The fiscal year 2025 budget request is \$45.5 million, an increase of \$2.1 million, or 4.9 percent, above the fiscal year 2024 budget amount. Total payroll is \$15 million and includes 117 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages increased by \$1.2 million due to adjustments for contractual increases. Furthermore, the addition of 16 new positions also contributed to this increase.
- FICA and Retirement increased by \$594 thousand due to the increase in salaries and wages. The increase was partially offset by a reduction in the State Employees Retirement System (SERS) pension contribution rate, which decreased from 52.536 percent to 51.073 percent.
- Contracted Maintenance service increased by \$250 thousand due to tower maintenance and retainer services.
- Telephone decreased by \$300 thousand due to lower estimated enterprise resource planning charges from the Department of Innovation and Technology.
- Dues books and subscription increased by \$303 thousand due to additional enterprise licenses, subscriptions and memberships associated with technology research and analytics.

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

2024 ACCOMPLISHMENTS

Outcomes	Information Technology - 2024 Accomplishments
1	Continuation of IT governance using two Groups: 1) Technical Steering Work Group comprised of two Board Members, the Executive Director, all Department Chiefs and all IT Deputy Chiefs. This work group leads IT project decisions, project estimate approvals and they serve as an approval gate in the project governance process. 2) the IT Governance Group comprised of the Tollway CIO, Chief of Business Systems, and Deputy Chiefs/General Managers within IT and Business Systems. This group leads initial discussions regarding a project, it’s solutioning and is an approval gate in the project governance process.
1	Continuation of project governance process – which is comprised of five gates throughout the life cycle of a project. The gates are in place to determine if we are engaging in the proper strategy, architecture, delivery method and that the project will be value to the Tollway and eliminate departmental silos.
1	Continuously improve the project management methodology for IT projects comprised of 36 overall templates (24 mandatory for all projects and 12 circumstantial templates). Marked improvements made in streamlining status reporting and updated Stage process documentation as changes in procurement were realized. There have also been marked improvements in implementation time and increased accountability within projects.
1	Continued the data governance (DG) framework that will help establish proper data governance strategies. Specifically defining a data governance charter, selecting/piloting a data governance tool, developing roles and responsibilities/RACI chart, institutionalizing Policies/Procedures/Standards/Controls for Data Governance at the Tollway, creating a data governance operating model, identifying high value data asset inventory, and creating a data certification process for the Tollway practice.
1,3	Implementation of the Service Now enterprise application that has proven to be extremely impactful with a KPI improvement in average incident turnaround Time from 23.3 hours down to an average of 4.5 hours. Monthly tickets range from 600 to 1000 a month. We have also gain great efficiency with service requests and the automated routing for approval. Addressing on average 900 service request per month.
1,3	Unisys EAE to AB Suite Upgrade: Upgraded the end-of-life Unisys EAE Developer Suite to the Unisys supported AB Suite Developer Suite. The primary focus was on a comprehensive infrastructure revamp, rearchitecting developer workstations, application servers, source control solutions, and build servers to align with AB Suite requirements. This overhaul included enhancements to comply with IT SOX findings, addressing previous audit issues. The upgrade significantly enhanced developer productivity through training and optimized workflows, ensured we remain on a supported platform, and positioned the organization for future growth and continuous improvement in development processes.

Outcomes	Information Technology - 2024 Accomplishments
3	The Active Directory project verified and updated departmental and divisional structures, ensuring accurate employee records. We validated manager assignments and updated critical details such as cost centers, locations, phone numbers and employee IDs. By leveraging collaborative data collection and automated tools, we streamlined updates and maintained data integrity. This effort established Active Directory as a trusted source of truth, enabling seamless data integration into other systems and enhancing overall operations and workflows across the organization.
1,3	Updates were implemented in our payroll and HR systems to comply with contract changes regarding union contracts and IOC policy adjustments. Programming updates ensured accurate and compliant payroll processing, while adjustments to IOC payroll configurations aligned with state changes, enabling seamless integrations and operational continuity. These updates collectively strengthened our systems' capability to manage payroll effectively in accordance with new contractual and policy requirements.
3	Complied with the Payment Card Industry (PCI) Digital Security Standard 4.0. The PCI standard implemented significant changes to security requirements for this year. The Tollway was required to enhance our documentation and processes to comply with these new requirements. Compliance to PCI requirements enable the Tollway to collect, process, store and transfer customer credit card data.
3	Implemented work orders on the Cartegraph asset management system for all maintenance work. This reduces costs and improves efficiency to allow us to better maintain assets and manage the work and resources needed. Cartegraph provides additional capabilities to accomplish their work and replaces a paper based process that has been in place for decades.

EXHIBIT 50-1

2025 DEPARTMENT STRATEGIC PLAN

INFORMATION TECHNOLOGY SHORT-TERM GOALS

- Protect Illinois Tollway resources with a proactive and collaborative security operations program.
- Implement enterprise-wide applications that improve operational efficiency and productivity.
- Develop, document and implement a formal data classification, governance, retention, archival, and disposal policies for all organizational data.
- Continue to enhance our virtual desktop infrastructure to reduce our dependency on localized hardware and enhance our mobile capabilities.
- Maintain a secure, current and supportable IT infrastructure.
- Ensure public safety at all times.

EXHIBIT 50-2

DEPARTMENT HEADCOUNT

Position Title	FY2023	FY2024	FY2025
Antenna Specialist	0	0	1
Application Developer	0	2	3
Application Developer Manager	1	1	1
Assistant Mainframe Administrator	0	0	1
Business System Analyst	1	2	3
Business Intelligence Developer	0	1	0
Chief Information Officer	1	1	1
Chief of Information Technology	1	1	0
Citrix Systems Administrator	0	0	2
Computer Operator	2	1	1
Data Center Facilities Manager	1	0	0
Data Center Operations Manager	1	0	0
Data Governance Analyst	0	0	1
Data Governance and Deprecation Administrator	1	0	0
Data Governance Engineer	2	1	1
Database Administrator	1	1	1
Database Developer	0	2	1
Deputy Chief Data Governance & System Deprecation	1	0	0
Deputy Chief of Application Development	1	1	1
Deputy Chief of IT - Infrastructure and Development	1	1	1
Deputy Chief of IT Controls	0	0	1
Deputy Chief of IT Finance	0	1	0
Deputy Chief of IT Security	1	1	1
Deputy Chief of IT Support and Operations	1	1	1
Deputy Chief of Project Management	1	1	1
Deputy Chief Public Safety Dispatch and Traffic Operations	1	0	0
Desktop Support Technician	11	7	7
Enterprise Architect	1	0	0
Enterprise Customer Service Manager	1	0	0
Enterprise Information Services Manager	1	0	0
Enterprise Network Administrator ID Management	0	2	2
ERP General Manager	1	0	0
Executive Secretary	1	1	1
Field Network Technician	0	0	4
Field Operations Manager	0	0	1
General Manager of Contract Management	1	1	1
General Manager of Data Governance & System Depreciation	0	1	1
General Manager of Enterprise Information Services	0	1	1
General Manager of Enterprise Resource Planning	0	1	1
General Manager of Infrastructure	0	0	1
General Manager of Public Safety, Dispatch, and Traffic Operations	0	1	0

Position Title	FY2023	FY2024	FY2025
Host System Expert	1	0	0
Infrastructure Manager	0	1	0
Inventory/Contract Manager	1	0	0
IT Asset Manager	0	0	1
IT Business Development Coordinator	1	1	1
IT Business Relationship Manager	0	0	1
IT Desktop Supervisor	0	1	1
IT Educator	0	1	1
IT Enterprise Customer Service Manager	0	1	1
IT Enterprise Data Center Service Manager	0	1	1
IT Quality Manager	0	1	1
IT Special Projects Coordinator	1	1	1
Mainframe Developer	1	0	0
Microsoft Developer	1	0	0
Net Developer	1	0	0
Network Administrator	3	0	0
Network Administrator - CISCO	0	1	1
Network Engineer	2	2	2
Network Manager	1	1	1
Network Support Manager	1	0	0
Network Technician	1	1	1
PBX Technician	1	1	1
Project Manager	7	6	4
SailPoint Administrator	0	0	2
SAP Application Analyst	0	2	2
SAP BI Report Analyst/Developer	0	3	3
SAP Business Staff	8	0	0
SAP Developer	0	2	2
SAP Functional Expert	2	0	0
SAP Functional Expert/Architect	0	1	1
SAP IT Staff	12	0	0
SAP Program Manager	1	0	0
SAP Tech Analyst/Developer	0	2	2
SAP Trainers	2	1	1
Security Administrator	1	0	0
Security Analyst	2	2	2
Security Architect	0	0	1
Security Engineer	2	2	2
Senior Business Analyst	1	0	0
Senior Computer Operator	1	0	0
Senior Desktop Support Technician	0	3	3

Position Title	FY2023	FY2024	FY2025
Senior IT SAP Analyst	0	0	1
Senior Network Engineer	2	2	2
Senior Project Manager	2	2	3
Senior SAP Data Analyst	0	1	1
Senior SAP Finance Application Analyst	0	1	1
Senior SAP Procurement Application Analyst	0	1	0
Senior Software Engineer	1	1	1
Senior System Administrator	0	2	3
Senior Systems Analyst	3	3	3
ServiceNow Administrator	0	2	2
ServiceNow Discovery Administrator	0	0	1
ServiceNow Integration Specialist	0	0	1
ServiceNow Platform Architect	0	1	1
ServiceNow Platform General Manager	0	1	1
SharePoint Administrator	0	1	0
SharePoint Developer	0	0	1
System Depreciation Analyst	0	0	1
System Depreciation Engineer	0	1	1
System Technician I	0	0	2
Systems Administrator	10	9	7
Windows Desktop Admin	0	1	1
TOTAL	109	101	117

EXHIBIT 51

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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.



**INTERNAL
AUDIT**

EXHIBIT 52

Internal Audit



DEPARTMENT BUDGET

Major Account Description	2023 Actual Expenditures	2024 Budget	2025 Request	\$ Change from 2024 Budget	% Change from 2024 Budget
Salary and Wages	\$584,794	\$1,046,785	\$1,200,992	\$154,207	
FICA and Retirement	363,907	630,018	705,259	75,241	
Payroll Sub-Total	\$948,701	\$1,676,803	\$1,906,251	\$229,448	13.7%
Consulting Services	895,064	2,000,000	1,700,000	(300,000)	
Employee Training	5,572	28,825	27,000	(1,825)	
Travel	6,785	19,900	18,600	(1,300)	
Dues, Books and Subscription	2,955	7,025	8,175	1,150	
Supplies - Office	2,222	3,300	3,300	-	
Office Equipment	-	1,500	1,500	-	
Telephone	-	800	800	-	
Postage	36	300	300	-	
Outside Services	186	-	-	-	
Office Equipment Maintenance	(454)	-	-	-	
Uniforms and Accessories	-	500	-	(500)	
Other Operating Sub-Total	912,364	\$2,062,150	\$1,759,675	(\$302,475)	(14.7%)
DEPARTMENT TOTAL	\$1,861,065	\$3,738,953	\$3,665,926	(\$73,027)	(2.0%)

EXHIBIT 53

The fiscal year 2025 budget request is \$3.7 million, a decrease of \$73 thousand, or 2.0 percent, below the fiscal year 2024 budget amount. Total payroll is \$1.9 million and includes 14 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages increased by \$154 thousand due to adjustments for contractual increases. Furthermore, the addition of one new position also contributed to this increase.
- FICA and Retirement increased by \$75 thousand due to the increase in salaries and wages. The increase was partially offset by a reduction in the State Employees Retirement System (SERS) pension contribution rate, which decreased from 52.536 percent to 51.073 percent.
- Consulting Services decreased by \$300 thousand due to fewer projects scheduled for 2025.

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

2024 ACCOMPLISHMENTS

Outcomes	Internal Audit - 2024 Accomplishments
2	Completed required cycle audits including Property, Equipment and Inventories, Budgeting Accounting and Reporting, Revenues and Receivables, Electronic Data Processing, Administrative Support Services, Grant Administration and Petty Cash.
2	Successfully completed the statutorily required quality assurance review and obtained highest rating indicating compliance with professional standards.
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 Board and Tollway 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	Provided Internal Audit assistance for evaluating the third-party risk management process including evaluations of system and organization controls (SOC) reports.
3	Supported other governmental agencies in risk and internal control matters.
3	Enhanced methodologies and techniques to foster adaptiveness and align with industry direction.
3	Completed the state required self-assessment with independent external validation quality assurance review of the Internal Audit Department.

EXHIBIT 54-1

2025 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, peer review, meet or exceed state and professional regulation pertaining to continuing professional education (CPE) requirements.
 - Build out and application of agile audit methodology.
 - Update Internal Audit manual, Internal Audit Charter, and other applicable documents to align with organizational changes and any professional standard revisions.
 - Continue to lead/support efforts to implement the Sarbanes-Oxley (SOX) program for the Tollway, focusing on the identification and evaluation of key internal controls over financial reporting. Continue to lead/support efforts to mature the Enterprise Risk Management (ERM) program for the Tollway.
 - Offer development and advancement opportunities for staff members.
 - Enhance and incorporate audit's data analysis and technology capabilities.
-

EXHIBIT 54-2

DEPARTMENT HEADCOUNT

Position Title	FY2023	FY2024	FY2025
Chief Internal Auditor	1	1	1
Executive Secretary	1	1	1
Internal Audit Manager	2	2	3
Internal Audit Supervisor	1	1	1
Internal Auditor	3	3	3
Senior Internal Auditor	2	2	2
Senior Internal Auditor Manager	1	1	1
Strategy Analyst	2	2	2
TOTAL	13	13	14

EXHIBIT 55

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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.

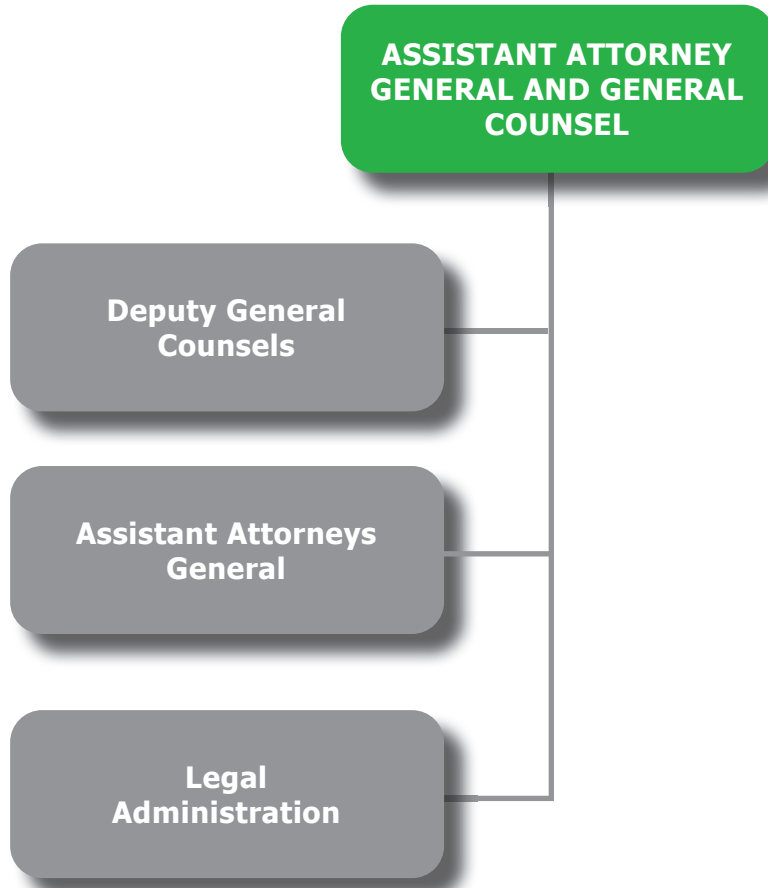


EXHIBIT 56

Legal



DEPARTMENT BUDGET

Major Account Description	2023 Actual Expenditures	2024 Budget	2025 Request	\$ Change from 2024 Budget	% Change from 2024 Budget
Salary and Wages	\$678,426	\$942,433	\$920,984	(\$21,449)	
FICA and Retirement	404,727	567,213	540,829	(26,384)	
Payroll Sub-Total	\$1,083,153	\$1,509,646	\$1,461,813	(\$47,833)	(3.2%)
Outside Services	231,068	350,000	350,000	-	
Consulting Services	-	250,000	250,000	-	
Dues, Books and Subscription	6,309	6,000	6,000	-	
Supplies - Office	63	3,000	3,000	-	
Employee Training	-	3,000	3,000	-	
Travel	507	2,500	2,500	-	
Postage	709	2,000	2,000	-	
Other Operating Sub-Total	\$238,655	\$616,500	\$616,500	\$0	0.0%
Recovery of Expenses	-	(3,000)	(3,000)	-	
DEPARTMENT TOTAL	\$1,321,808	\$2,123,146	\$2,075,313	(\$47,833)	(2.3%)

EXHIBIT 57

The fiscal year 2025 budget request is \$2.1 million, a decrease of \$48 thousand, or 2.3 percent, below the fiscal year 2025 budget amount. Total payroll is \$1.5 million and includes nine positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages decreased by \$21 thousand primarily due to adjustments to salaries.
- FICA and Retirement decreased by \$26 thousand due to the decrease in salaries and wages. The State Employees Retirement System (SERS) pension contribution rate also decreased from 52.536 percent to 51.073 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

2024 ACCOMPLISHMENTS

Outcomes	Legal - 2024 Accomplishments
2,3	Conducted union contract negotiations and concluded several new collective bargaining agreements.
3	Continued management and defense of Tollway litigation and potential litigation, including real estate acquisitions, employment discrimination and other employment matters, labor arbitrations, tort cases and workers' compensation.
3	Provided counsel regarding potential legislative proposals.
3	Initiated negotiation of revised contract with Illinois State Police.
3	Provided counsel regarding Tollway management and operational processes, including preparation of remote work policy.
3	Provided counsel and support to Chair/CEO and Board of Directors.
3	Provided counsel regarding FOIA responses and defended judicial and administrative requests for review.
2, 3	Prepared responses to procurement protests and handled other procurement related matters.
3	Continued management of subpoena process.

EXHIBIT 58

DEPARTMENT HEADCOUNT

Position Title	FY2023	FY2024	FY2025
Assistant Attorney General	5	5	4
Deputy General Counsel	1	1	1
Executive Secretary	1	1	1
General Counsel	1	1	1
Legal Secretary III	1	0	0
Paralegal	0	1	1
Property Management/Paralegal	1	0	0
Supervising Attorney	0	0	1
TOTAL	10	9	9

EXHIBIT 59

OFFICE OF THE INSPECTOR GENERAL

SUMMARY

The Illinois Tollway 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 60

Office of the Inspector General



DEPARTMENT BUDGET

Major Account Description	2023 Actual Expenditures	2024 Budget	2025 Request	\$ Change from 2024 Budget	% Change from 2024 Budget
Salary and Wages	\$770,603	\$821,363	\$850,786	\$29,423	
FICA and Retirement	465,297	494,345	499,607	5,262	
Payroll Sub-Total	\$1,235,900	\$1,315,708	\$1,350,393	\$34,685	2.6%
Employee Training	7,400	12,000	15,000	3,000	
Outside Services	77	10,000	12,000	2,000	
Dues, Books and Subscription	6,077	8,000	9,000	1,000	
Supplies - Office	503	1,500	1,500	-	
Travel	503	1,000	1,000	-	
Office Equipment	-	500	500	-	
Postage	25	400	400	-	
Printing and Publications	-	50	50	-	
Other Operating Sub-Total	\$14,585	\$33,450	\$39,450	\$6,000	17.9%
DEPARTMENT TOTAL	\$1,250,486	\$1,349,158	\$1,389,843	\$40,685	3.0%

EXHIBIT 61

The fiscal year 2025 budget request is \$1.4 million, an increase of \$41 thousand or 3.0 percent above the fiscal year 2024 budget amount. Total payroll is \$1.4 million and includes 9 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages increased by \$29 thousand primarily due to adjustments to salaries.
- FICA and Retirement increased by \$5 thousand due to the increase in salaries and wages. The increase was partially offset by a reduction in the State Employees Retirement System (SERS) pension contribution rate, which decreased from 52.536 percent to 51.073 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

2024 ACCOMPLISHMENTS

Outcomes	Office of the Inspector General - 2024 Accomplishments
3	Satisfy all statutory responsibilities, including improving receipt and review of reports from all sources, issuing timely semi-annual reports and publishing appropriate reports.
2,3,4	Conducted investigations and reviews and issued reports with findings and recommendations to enhance Tollway efficiency and effectiveness and promote integrity and accountability in such areas as employee misconduct (PPP loan fraud, improper secondary employment, conflicts of interest), policy violations, contract mismanagement and hiring.
1,2,3	Provided twice monthly presentations to new employees about work expectations as well as the role of the OIG.
1,2,3,4	Provide public presentation to Board twice per year outlining OIG activities and Tollway responses to OIG recommendations for disciplinary or administrative action.
1,2,3	Provided investigative assistance to outside law enforcement agencies and other inspectors general offices to facilitate investigative and prosecutorial efforts.
1,2,3,4	Collaborated with Tollway Ethics Officer to develop training and monthly ethics reminders for the Tollway.
1,3	Collaborated with Internal Audit, Ethics and Legal Departments to review, discuss and provide advice to the Board on conflict disclosures and other ethics-related issues.
1,3	Collaborated with Strategic Development and Internal Audit on integrity initiatives and third-party risk and enterprise risk management project.

EXHIBIT 62-1

2025 DEPARTMENT STRATEGIC PLAN

OFFICE OF THE INSPECTOR GENERAL SHORT-TERM GOALS

- Continue to fulfill statutory mandate to provide independent, non-partisan oversight to prevent, detect, and deter fraud, waste, abuse, corruption, misconduct, and mismanagement.
- Provide candid, objective, and uninhibited analysis and recommendations.
- Enhance outreach methods and efforts to Tollway stakeholders and the public.
- Continue to collaborate with the Ethics Officer to develop training and education that promotes awareness of Tollway policies.
- Continue to develop staff and identify areas for improvement in IG operations.
- Learn and incorporate effective data analysis techniques into our work.
- Identify and address issues respecting diversity, equity, and inclusion as it impacts staff and our work.
- Identify and integrate technology solutions to ensure internal operational efficiency and reduce reliance on paper.

EXHIBIT 62-2

DEPARTMENT HEADCOUNT

Position Title	FY2023	FY2024	FY2025
Analyst	1	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	9	9	9

EXHIBIT 63

OPERATIONS

SUMMARY

The Operations Department is committed to being a leader in tolling support. We manage critical support services and engage with customers through multiple channels, including I-PASS Customer Service Centers, consumer services, call centers, and our dynamic On Demand Field Team. Our mission is to provide an outstanding experience through the integration of advanced technology, a data-driven approach, and a dedicated commitment to customer satisfaction. We continually innovate and adapt, empowering our team through comprehensive training and development to deliver timely, accurate, and courteous service.

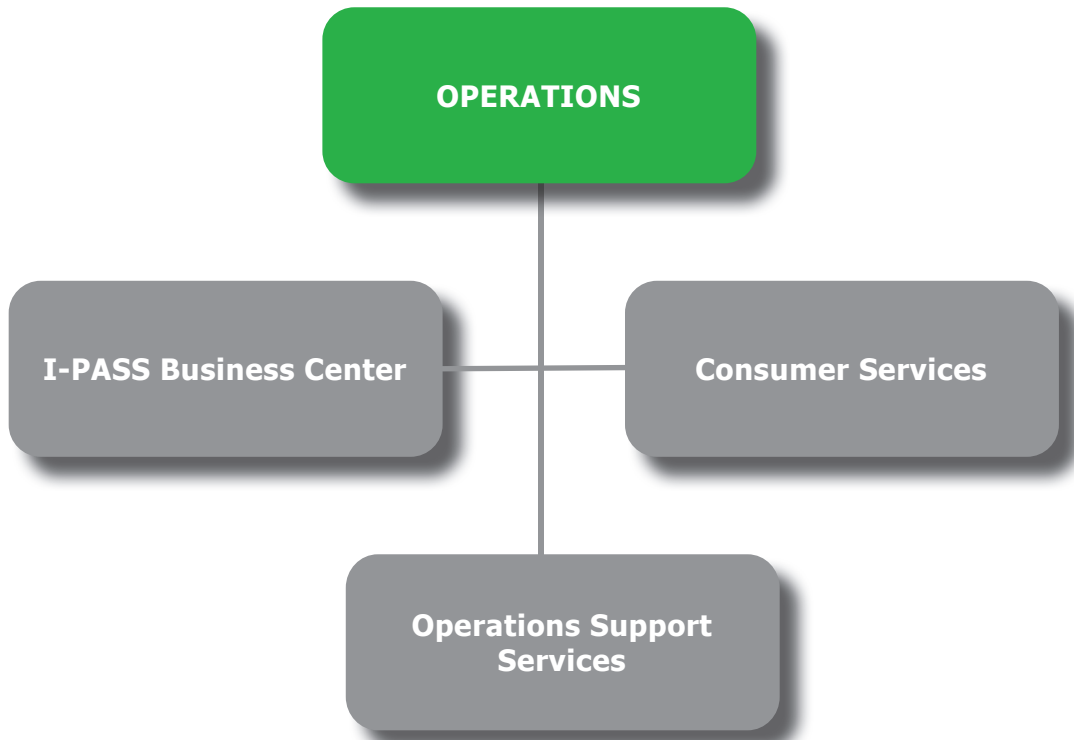


EXHIBIT 64



DEPARTMENT BUDGET

Major Account Description	2023 Actual Expenditures	2024 Budget	2025 Request	\$ Change from 2024 Budget	% Change from 2024 Budget
Salary and Wages	\$17,620,920	\$16,830,120	\$11,062,430	(\$5,767,690)	
FICA and Retirement	10,794,357	10,129,377	6,496,190	(3,633,187)	
Payroll Sub-Total	\$28,415,277	\$26,959,497	\$17,558,620	(\$9,400,877)	(34.9%)
Outside Services	38,401,107	43,100,000	49,700,000	6,600,000	
Postage	138,154	190,750	190,750	-	
Supplies - Office	24,254	100,000	140,000	40,000	
Employee Training	3,155	92,000	92,000	-	
Travel	5,726	50,250	71,500	21,250	
Advertising and Promotion	204,634	60,000	60,000	-	
Telephone	18,143	45,000	45,000	-	
Contracted Maintenance Service	1,307	30,000	30,000	-	
Printing and Publications	479	30,000	30,000	-	
Office Equipment	-	21,000	21,000	-	
Supplies - Operational	2,127	20,500	20,500	-	
Tools and Equipment	-	13,000	13,000	-	
Office Equipment Rentals	60,836	7,200	7,200	-	
Other Expenses	1,686	3,010	3,010	-	
Building Equipment	-	3,000	3,000	-	
Other Capital Equipment	-	600	600	-	
Materials - Operational	-	350	350	-	
Armored Truck Service	-	3,850	-	(3,850)	
Uniforms and Accessories	120	-	-	-	
Other Operating Sub-Total	38,861,728	\$43,770,510	\$50,427,910	6,657,400	15.2%
DEPARTMENT TOTAL	\$67,277,005	\$70,730,007	\$67,986,530	(\$2,743,477)	(3.9%)

EXHIBIT 65

The fiscal year 2025 budget request is \$68 million, a decrease of \$2.7 million, or 3.9 percent, below the fiscal year 2024 budget amount. Total payroll is \$17.6 million and includes 167 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages decreased by \$5.8 million due to the reduction of 108 positions.
- FICA and Retirement decreased by \$3.6 million due to the decrease in salaries and wages. The State Employees Retirement System (SERS) pension contribution rate also decreased from 52.536 percent to 51.073 percent.
- Outside Services increased by \$6.6 million mostly due to the Tollway’s outside call center being tasked with handling all customer calls, consistent with Tollway’s pre-pandemic operations.

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

2024 ACCOMPLISHMENTS

Outcomes	Operations - 2024 Accomplishments
2, 3,4	Successfully launched a new environmentally friendly transponder – the I-PASS Sticker Tag. The new sticker tag will eventually replace all traditional box transponders and there are currently more than 500,000 active sticker tags in circulation.
2, 3, 4	Enhanced the transponder swap process to now provide customers with replacement I-PASS Sticker Tags directly through the mail for their expired traditional box transponders, allowing for a seamless, rapid replacement process. As part of this enhancement customers no longer need to return their transponder to the Tollway and can responsibly discard the transponder to receive their \$10 transponder deposit back into their account balance.
1, 2, 3	Created, developed and launched the I-PASS field engagement team – I-PASS On Demand - to speak directly to customers in the community about I-PASS Assist, I-PASS Sticker Tags and other beneficial programs. The team has travelled over 390 miles across the Illinois Tollway and attended 50+ events.
1, 3	Continued evolution and enhancement of the standard-bearing I-PASS Assist Program, including fast-tracking customers toward an I-PASS account for better financial sustainability
2, 3	The image research team has processed more than 17 million images since 2021 with a team average of more than 800 images per hour. The team maintains an error rate of about 1 percent and are constantly improving.
1,2	Training and Development continues to support I-PASS with training on SAP CRM system and expanded training to include training on DaVinci/Twilio, so that I-PASS employees can perform duties remotely as specified. Continued training of staff on changes in procedures and practices as well as updated all training documents to reflect current procedures.
3	Work with the Business Systems department for continued enhancements to the Official Illinois Tollway App allowing customers to have access to their accounts and allows for customers to make payments on and resolve invoice concerns.
1,3,4	Developed and implemented a quality assurance program for customer service calls. Team has reviewed and evaluated over 5,000 calls with customers identifying strengths, weaknesses and opportunities to improve in each call reviewed.

EXHIBIT 66-1

2025 DEPARTMENT STRATEGIC PLAN

OPERATIONS SHORT-TERM GOALS

- **Improve Infrastructure:** Update infrastructure plans to reflect current needs and integrate new technologies.
- **Enhance Customer Service:** Refine retail payment systems and implement effective feedback mechanisms.
- **Strengthen Resource Management:** Ensure balanced distribution of resources to critical projects and address budget constraints.
- **Automate and grow I-PASS Assist:** Further enhance IPASS Assist process and implement a field team for greater adoption.
- **Reduce Cost:** Fully implement I-PASS Sticker Tag swap program for direct-to-consumer delivery of replacement transponders, saving customers time and the tollway money on end-of-life legacy units.
- **Continuous Improvement:** Continue to work with Baker Tilly creating new process maps and continuing to update as programs change and become more enhanced.

EXHIBIT 66-2

DEPARTMENT HEADCOUNT

Position Title	FY2023	FY2024	FY2025
Cash Handling Supervisor	1	1	1
Chief of Toll Operations	1	1	1
Client Services Manager	18	19	15
Client Services Training and Development Manager	1	1	1
Coin Counter	7	6	0
Coin Counter/Money Truck Driver	1	1	0
Contract Analyst	1	0	0
Customer Relations Associate	1	1	1
Customer Service Analyst	3	3	4
Customer Service Analytics Manager	1	1	1
Customer Service Inventory Manager	1	1	1
Customer Service Inventory Specialist	1	2	2
Customer Service Manager	2	4	4
Customer Service Representative	38	37	52
Deputy Chief of Operations	1	1	1
Director Electronic Tolling Initiatives	1	1	1
District Supervisor	0	2	2
Escalations Assistant	0	0	20
Executive Office Administrator	0	1	1
Executive Secretary	1	2	2
General Manager of Operation Quality Control & Oversight	1	1	2
General Manager of Tolling Logistics	1	1	1
Government Account Associate	2	2	2
Image Research Associate	10	8	7
Image Research Manager	1	1	1
I-PASS Administration Manager	2	2	2
I-PASS Field Engagement Assistant	0	0	15
I-PASS Field Engagement Management	0	0	1
I-PASS Revenue and Inventory Driver	0	0	1
I-PASS Support Associate	1	1	1
Manager of Operation Quality Control & Oversight	1	1	0
Manager, Tolling Logistics	1	1	1
Money Truck Drivers	1	1	0
Operations Support Assistant	5	2	5
Operations Support Manager	1	0	0
Project Coordinator	1	1	1
Quality Assurance Associate	3	3	3
Regional Manager of Client Services	1	0	0
Scheduling Manager	1	1	1

Position Title	FY2023	FY2024	FY2025
Secretary III	1	0	0
Senior Customer Relations Manager	1	1	1
Senior Manager of Customer Services	1	1	1
Senior Manager of Operations	1	1	1
Senior Manager of Program Development	1	1	0
Support Program Associate	9	9	9
Support Program Manager	1	1	1
Switchboard Operator	0	3	0
Toll Collector	168	147	0
Toll Escalations Associate	18	0	0
Toll Escalations Manager	1	0	0
Toll Escalations Supervisor	1	0	0
TOTAL	316	275	167

EXHIBIT 67

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 68



DEPARTMENT BUDGET

Major Account Description	2023 Actual Expenditures	2024 Budget	2025 Request	\$ Change from 2024 Budget	% Change from 2024 Budget
Salary and Wages	\$1,436,348	\$1,463,338	\$1,520,009	\$56,670	
FICA and Retirement	906,765	880,725	892,595	11,870	
Payroll Sub-Total	\$2,343,113	\$2,344,063	\$2,412,604	\$68,540	2.9%
Contracted Maintenance Service	934,470	1,200,000	1,200,000	-	
Consulting Services	632,977	470,000	485,000	15,000	
Dues, Books and Subscription	249,049	125,000	125,000	-	
Travel	1,752	15,000	15,000	-	
Employee Training	1,769	6,000	6,000	-	
Supplies - Office	-	5,000	5,000	-	
Telephone	875	1,500	1,500	-	
Office Equipment Maintenance	-	800	800	-	
Postage	941	500	500	-	
Other Expenses	123	-	-		
Other Operating Sub-Total	1,821,957	\$1,823,800	\$1,838,800	\$15,000	0.8%
DEPARTMENT TOTAL	\$4,165,069	\$4,167,863	\$4,251,404	\$83,540	2.0%

EXHIBIT 69

The fiscal year 2025 budget request is \$4.3 million, an increase of \$84 thousand, or 2.0 percent, above the fiscal year 2024 budget amount. Total payroll is \$2.4 million and includes 27 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages increased by \$57 thousand primarily due to adjustments for contractual increases.
- FICA and Retirement increased by \$12 thousand due to the increase in salaries and wages. The increase was partially offset by a reduction in the State Employees Retirement System (SERS) pension contribution rate, which decreased from 52.536 percent to 51.073 percent.
- Outside Services increased by \$15 thousand due to annual increases for work performed under this contract.

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

2024 ACCOMPLISHMENTS - PLANNING

Outcomes	Planning - 2024 Accomplishments
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-optic cable, 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 2024, the department will have acquired all land for the Central Tri-State Tollway (I-294) Project and approximately 98 percent of the land needed for the I-490 Tollway Project.
1,2,3	To date, partnered with peer agencies to advance more than 15 intergovernmental agreements for acquiring land, university research, cost sharing and leveraging dollars to secure additional funds for infrastructure along or supporting the Tollway, with an additional 15 expected to be completed by year end.
2,3	Continued efforts to integrate all Tollway parcels into the IROW system in order to provide real-time information, enhance the efficiency and accuracy of project planning and execution and to create a comprehensive, GIS-based database of all Tollway parcels.
1,2,3	Advanced and coordinated utility relocations in support of the <i>Move Illinois</i> Program.
1,2,3,4	Identified and formalized partnerships to advance capital projects and comply with the Tollway Sustainability Policy. Initiatives include water quality improvements, regional stormwater management partnerships, land acquisition and habitat creation.
2,3,4	Continued implementation of a comprehensive chloride reduction plan, in conjunction with the Roadway Maintenance Department, to aid the agency in meeting permitting requirements and water quality standards throughout the system.
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 Tollway including along the Central Tri-State (I-294) Project corridor.

Outcomes	Planning - 2024 Accomplishments
2,3,4	Became a member of the Dig Once Interagency Broadband Working Group to help set policies that will protect both the customer and the agencies.
1,2,3,4	Completed Phase I Preliminary Design for the U.S. Route 20 Interchange Improvement Study in coordination with the Village of Hanover Park, DuPage County and the Illinois Department of Transportation. Began Phase I Engineering of the Tri-State Tollway (I-294) Irving Park Road (Illinois Route 19) Interchange Improvement Project in coordination with the Villages of Schiller Park, Franklin Park and the Illinois Department of Transportation.
2,3	Advanced work to address existing toll plazas along the system including issuing notices to proceed for the design of all Tier I toll plazas and developing an RFP for Tier III toll plazas. Work was also completed at the 163rd Street Toll Plaza (Plaza 41) in Markham, which included installation of electric vehicle charging stations, shore power stations, additional truck parking and a customer service center.
1,2,3,4	Issued a Request for Proposals (RFP) for the design, construction, financing, operation and maintenance of food and beverage related services at all oases locations systemwide beginning May 1, 2027. Issued a Request for Proposals (RFP) for the redevelopment, operation and maintenance of the fuel stations and convenience stores located at all oases locations systemwide beginning May 1, 2027.
2,3	Deployed a new permits and utility work order application to streamline permit processes, improve customer service and drive efficiency.
1,2,3	Proactively coordinated with third-party permittees for utility crossings, construction permits and right-of-way impacts to strengthen relationships with municipal and private partners to support the regional business environment.
1,2,3	Continued to advance the capital planning process including the launch of a Stakeholder Advisory Team and a Tollway Board of Directors Strategic Planning Committee. The Tollway also hosted extensive outreach and stakeholder engagement opportunities including more than 20 speaking engagements with more than 1,500 attendees. Feedback was also obtained through more than 1,100 survey responses.
2,3,4	Established a multi-department EV Working Group to coordinate the Tollway’s efforts to advance sustainable projects and programs including the deployment of Level 3 chargers on the system, completing a fleet electrification plan and conducting research on inductive pavement charging.

EXHIBIT 70-1

2025 DEPARTMENT STRATEGIC PLAN

PLANNING SHORT-TERM GOALS

- Advance the development of the next capital plan that will allow the Tollway to ensure the ongoing investment in the Tollway system and delivery of the plan's four guiding principles.
- Continued engagement in state, regional and local transportation 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 maintenance of traffic plans, relocation of fiber-optic cable, external stakeholder coordination and completing intergovernmental agreements.
- 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.
- Develop a long-term strategy for the redevelopment and reuse of Tollway property as property is deemed excess or underutilized.
- Adopt communication strategies to align with the evolving needs of our customers and stakeholders.
- Aid in the development of sustainability plans and projects for the agency.
- Evaluate planning and design of new projects to assess resiliency to extreme events and to assist in regional efforts to address climate change.
- Evaluate current policies to ensure they are aligned with the vision of the Board and to support staff – environmental, noise, land, agreement, interchange, co-location, etc.
- Advance commercial vehicle parking expansion projects.
- Evaluate current and future fiber needs and prioritize future expansion.
- Track systemwide congestion and crashes, identifying and studying potential future operational improvements for Tollway customers.
- Re-evaluate existing and develop new Tollway policies around infrastructure investment in support of the guiding principles of the next capital plan.

EXHIBIT 70-2

DEPARTMENT HEADCOUNT

Position Title	FY2023	FY2024	FY2025
Budget and Data Administrator	1	1	0
Chief of Planning	1	1	1
Community Relations Corridor Coordinator	1	1	0
Community Relations/Outreach Manager	1	1	1
Deputy Chief of Planning	1	2	1
Environmental Planner	1	1	1
Environmental Policy and Program Manager	1	1	0
Executive Project Manager	1	1	1
Executive Secretary	1	1	1
Geometrics Engineer	1	1	1
GIS Project Manager	0	0	1
GIS Support Specialist	1	1	1
GIS Systems Manager DBA Administrator	1	1	1
Government & Legislative Affairs Manager	1	0	0
Intergovernmental Agreement Manager	1	1	1
Permit Technician	1	1	1
Planning Analyst	0	0	1
Project Manager/Engineer	1	1	0
Property Specialist	1	1	1
Real Estate and Land Acquisition Manager	1	1	1
Relocation and Acquisition Specialist	1	1	1
Senior Environmental Planner	1	1	1
Senior Landscape Architect	1	1	1
Senior Project Manager	3	3	3
Senior Property Specialist	1	1	1
Sustainability Manager	0	0	1
Traffic and Revenue Analyst	1	1	1
Transportation Planner	1	1	1
Utility Permit Technician	1	0	0
Utility Technician	1	2	2
TOTAL	29	29	27

EXHIBIT 71

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.

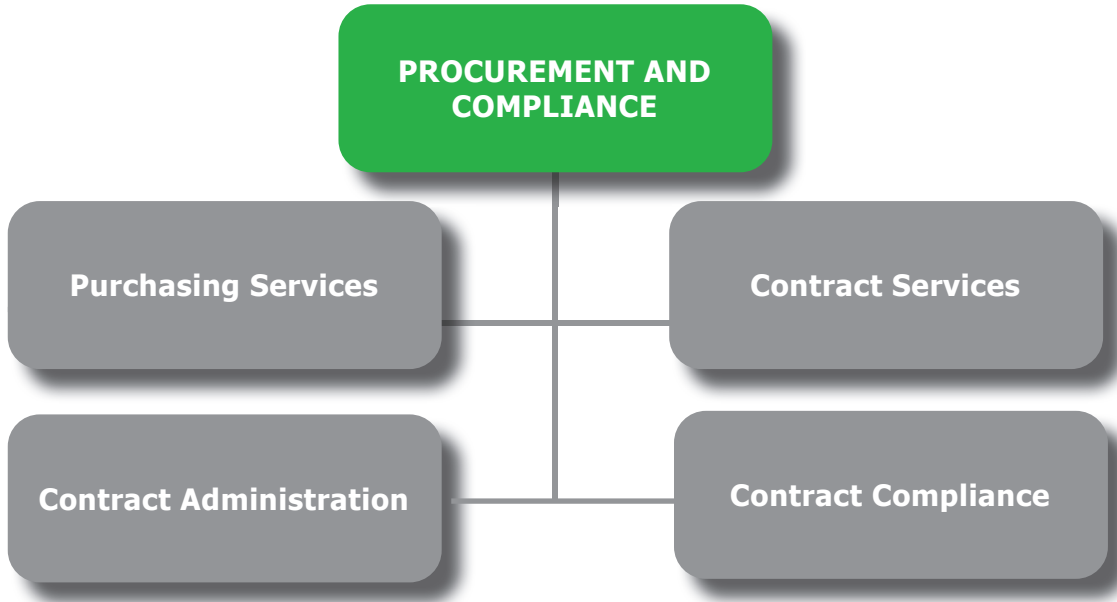


EXHIBIT 72



DEPARTMENT BUDGET

Major Account Description	2023 Actual Expenditures	2024 Budget	2025 Request	\$ Change from 2024 Budget	% Change from 2024 Budget
Salary and Wages	\$1,962,266	\$2,516,441	\$3,215,339	\$698,897	
FICA and Retirement	1,179,566	1,514,546	1,888,142	373,596	
Payroll Sub-Total	\$3,141,832	\$4,030,987	\$5,103,481	\$1,072,493	26.6%
Employee Training	10,833	39,479	39,479	-	
Travel	4,169	7,750	7,750	-	
Dues, Books and Subscription	8,080	7,000	7,000	-	
Supplies - Office	-	5,000	5,000	-	
Telephone	1,114	3,360	3,360	-	
Printing and Publications	-	1,490	1,490	-	
Tools and Equipment	-	595	595	-	
Postage	84	-	-	-	
Other Operating Sub-Total	\$24,279	\$64,674	\$64,674	\$0	0.0%
DEPARTMENT TOTAL	\$3,166,111	\$4,095,661	\$5,168,154	\$1,072,493	26.2%

EXHIBIT 73

The fiscal year 2025 budget request is \$5.2 million, an increase of \$1.1 million, or 26.2 percent, above the fiscal year 2024 budget amount. Total payroll is \$5.1 million and includes 71 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages increased by \$699 thousand primarily due to adjustments for contractual increases and the addition of eight new positions.
- FICA and Retirement increased by \$374 thousand due to the increase in salaries and wages. The increase was partially offset by a reduction in the State Employees Retirement System (SERS) pension contribution rate, which decreased from 52.536 percent to 51.073 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

2024 ACCOMPLISHMENTS

Outcomes	Procurement - 2024 Accomplishments
3	Contract compliance team processed more than 1,900 items as of end of second quarter 2024.
3	Kept average processing time of items at 1.91 days against the team goal of 5 days as of second quarter 2024.
3	More than 91 percent of all contracts were compliant in meeting or exceeding their DBE, BEP and VOSB requirements as of end of second quarter 2024.
3	Overall diverse firm spend increased from about 30 percent last year to over 31 percent as of first quarter 2024.
3	Carried out 111 one-on-one vendor trainings and meetings to further enhance vendor contract compliance skills and resolve noncompliance issues as of end of the second quarter 2024.
3	27 contract compliance team trainings were conducted to further improve team members’ knowledge and skills in contract compliance monitoring, processes, procedures and systems as of second quarter 2024.
3	Carried out seven capital construction project site visits to a total of 10 projects to monitor DBE, EEO and prevailing wage compliance requirements as of the end of second quarter 2024.
3	95 interviews were conducted with employees of Tollway contractors and subcontractors during the site visits to ensure that they were being paid prevailing wages/benefits, as of end of second quarter 2024.
1	Two contract compliance team members attended the B2Gnow DRIVE 2024 user training to further improve contract compliance monitoring and reporting.
3	Prepared and submitted various compliance reports to the state, Tollway leadership, and relevant user departments to keep them informed about contract compliance progress.
1	Increased compliance staff training opportunities to further improve staff knowledge of compliance laws, policies, procedures, systems and requirements.
3	Continue to reduce the overall construction contract procurement processing times in the busiest year in Tollway history.

Outcomes	Procurement - 2024 Accomplishments
3	Increased procurement training for vendors and with Tollway user-departments on procurement processes and systems.
3	Increased procurement coordination with all Tollway departments to foster collaboration and issue resolution.
3	Initiated planning and development of procurement contract management system to be implemented in late 2024/early 2025.
1	Continued to support staff training opportunities to encourage staff to obtain procurement industry certifications.

EXHIBIT 74-1

2025 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.
- 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 departments to develop procurements timely with a collaborative effort between user departments and Procurement.
- Increase the number of construction contract site visits by 3 percent by end of 2025.
- Improve labor compliance monitoring by enhancing staff skills in using the LCP tracker software during 2025 (by sending two contract compliance staff to the 2025 LCP tracker annual user training event).

EXHIBIT 74-2

DEPARTMENT HEADCOUNT

Position Title	FY2023	FY2024	FY2025
Administrative Assistant	0	0	1
Business Enterprise Program Manager	1	1	1
Chief of Contract Compliance	1	1	1
Chief of Contract Services	1	1	1
Chief of Procurement	1	1	1
Contract Compliance Analyst	8	8	7
Contract Compliance Coordinator	1	1	1
Contract Compliance Manager	1	1	0
Contract Negotiator	2	4	5
Contract Specialist	5	6	6
Contracts Analyst	6	8	9
Contracts Manager	1	2	2
Deputy Chief of Contract Compliance	1	1	1
Deputy Chief of Procurement	2	2	2
Executive Secretary	2	2	2
General Manager of Procurement	0	0	1
Information Processing Operator	1	1	1
Legal Procurement Liaison	0	0	1
Outreach Specialist	0	0	1
Procurement & Construction Service Manager	1	1	1
Procurement Software Administrator	0	1	1
Procurement Training Specialist	2	2	2
Procurement Writer	0	2	2
Project Manager	0	1	1
Purchasing Services Manager	1	2	2
Senior Buyer	4	2	1
Senior Contract Compliance Analyst	2	2	3
Senior Contract Compliance Manager	0	0	1
Senior Contract Negotiator	10	9	11
Senior Manager of Program Development	1	1	1
Senior Procurement Training Specialist	2	0	0
Support Services Manager	0	0	1
TOTAL	57	63	71

EXHIBIT 75

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SECURITY AND SAFETY

SUMMARY

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

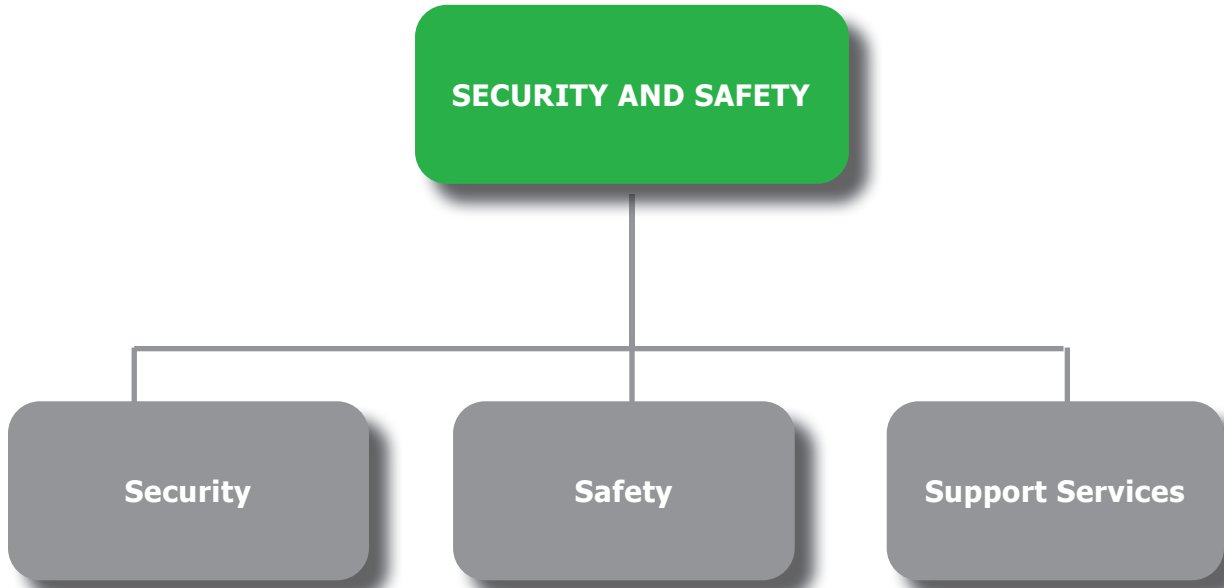


EXHIBIT 76

Security and Safety



DEPARTMENT BUDGET

Major Account Description	2023 Actual Expenditures	2024 Budget	2025 Request	\$ Change from 2024 Budget	% Change from 2024 Budget
Salary and Wages	\$1,778,771	\$1,906,558	\$2,026,960	\$120,401	
FICA and Retirement	1,046,704	1,147,479	1,190,291	42,812	
Payroll Sub-Total	\$2,825,475	\$3,054,037	\$3,217,251	\$163,213	5.3%
Outside Services	36,935,098	38,482,328	34,863,093	(3,619,235)	
Employee Training	52,007	448,415	448,415	-	
Other Expenses	2,931	-	59,190	59,190	
Advertising and Promotion	-	-	50,000	50,000	
Tools and Equipment	-	-	50,000	50,000	
Building Equipment	-	38,204	38,204	-	
Office Equipment	-	20,000	20,000	-	
Materials - Operational	15,391	20,000	20,000	-	
Supplies - Operational	-	4,000	1,000	(3,000)	
Supplies - Office	8,455	-	-	-	
Other Operating Sub-Total	37,013,882	39,012,947	\$35,549,902	(\$3,463,045)	(8.9%)
DEPARTMENT TOTAL	\$39,839,356	\$42,066,984	\$38,767,153	(\$3,299,832)	(7.8%)

EXHIBIT 77

The fiscal year 2025 budget request is \$35.1 million, a decrease of \$7.0 million, or 16.6, percent below the fiscal year 2024 budget amount. Total payroll is \$3.2 million and includes 25 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages increased by \$120 thousand primarily due to adjustments for contractual increases.
- FICA and Retirement increased by \$43 thousand due the increase in salaries and wages. The increase was partially offset by a reduction in the State Employees Retirement System (SERS) pension contribution rate, which decreased from 52.536 percent to 51.073 percent.
- Outside Services decreased by \$3.6 million mostly due to the reorganization of personnel related to Illinois State Police.

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

2024 ACCOMPLISHMENTS

Outcomes	Security and Safety - 2024 Accomplishments
2, 3	Performed quarterly walkthroughs of Central Administration building to enforce the Tollway’s clean desk policy; violations were reported directly to department chiefs.
2, 3	Represented the Tollway at multiple community service projects (i.e., safety events).
2, 3	Rebranded our Kids Identification and Safety Seat events to Tollway Tykes. Obtained new Tollway tents, tablecloths, polos shirts with Tollway logos on the child ID cards. We currently have scheduled 28 events with 3,372 child safety ID’s issued.
2, 3	Started the Overweight Enforcement Project. Created a process to collect funds from 18 court houses that pertain to overweight citations that are written by ISP personnel assigned to Tollway / Sector 5. To date we have collected \$119,482 with the inbound transferring of three more truck enforcement officers into Sector 5 Tollway on 7/1/24.
4	Reduced the number of employee injuries to the lowest in history of the agency.
4	Completed 77 new hire safety training sessions for new employees.
2,3	Collaborated with the IT and Administration Departments to implement a new Tollway-wide key tracking system for accountability, handling and distribution of all keys within the Tollway.
2,3	Closed out 288 exit checklists for employees exiting the Tollway due to resignation, retirement or termination. Provided checklist completion instructions/guidance to all Tollway departments, collected all Tollway-assigned assets from former employees and returned the equipment to the originating department.

EXHIBIT 78-1

2025 DEPARTMENT STRATEGIC PLAN

SECURITY AND SAFETY SHORT TERM GOALS

- The Security and Safety department ensures Tollway employees and facilities have a secure and safe work environment.
 - Secure parking lot gates at the Central Administration building.
 - Improve Technology for entry access for Central Administration building.
- Implement both security and safety emergency/crisis training.
- Partner with local circuit courts and the Tollway to recoup fees owed to the Tollway for overweight citations.
- Increase engagements with the public by supporting and attending special events where the staff provide families with child IDs with a fingerprint attached and also inspect and reinstall child safety seats by our inhouse certified child car seat installers.

EXHIBIT 78-2

DEPARTMENT HEADCOUNT

Position Title	FY2023	FY2024	FY2025
Chief of Security & Safety	1	1	1
Construction Health and Safety Manager	0	2	0
Data Analyst	0	1	1
Executive Secretary	1	1	1
Health & Safety Training Specialist	1	1	1
Health and Safety Manager	2	2	2
Investigations Secretary III	1	1	1
Manager of Quality Control & Oversight	0	1	1
Police Records Specialist	6	7	7
Project Manager	1	1	1
Safety Incident Inv Specialist	1	1	1
Safety Specialist	0	1	1
Security Manager	0	1	1
Security Specialist	0	1	1
Senior Manager of Quality Control and Oversight	1	0	0
Senior Manager of Security	1	1	1
Support Services Manager	1	1	1
Support Services/Assistant Timekeeper	2	1	1
Toll Audit Manager	1	0	0
Toll Audit Supervisor	1	1	1
Video Surveillance Supervisor	1	1	1
TOTAL	22	27	25

EXHIBIT 79

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STAKEHOLDER ENGAGEMENT

SUMMARY

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



Stakeholder Engagement



DEPARTMENT BUDGET

Major Account Description	2023 Actual Expenditures	2024 Budget	2025 Request	\$ Change from 2024 Budget	% Change from 2024 Budget
Salary and Wages	\$818,397	\$1,043,050	\$1,139,451	\$96,401	
FICA and Retirement	\$492,444	\$627,770	\$669,119	\$41,349	
Payroll Sub-Total	\$1,310,841	\$1,670,820	\$1,808,570	\$137,750	8.2%
Advertising and Promotion	17,194	225,000	225,000	-	
Outside Services	-	26,000	26,000	-	
Employee Training	-	10,000	10,000	-	
Printing and Publications	-	5,000	5,000	-	
Supplies - Office	180	5,000	5,000	-	
Other Capital Equipment	-	5,000	5,000	-	
Dues, Books and Subscription	-	3,000	3,000	-	
Supplies - Operational	2,594	2,500	2,500	-	
Office Equipment	1,050	2,500	2,500	-	
Travel	280	2,000	2,000	-	
Office Equipment Maintenance	-	2,000	2,000	-	
Telephone	-	1,400	1,400	-	
Postage	46	1,000	1,000	-	
Other Operating Sub-Total	\$21,344	\$290,400	\$290,400	\$0	0.0%
DEPARTMENT TOTAL	\$1,332,184	\$1,961,220	\$2,098,970	\$137,750	7.0%

EXHIBIT 81

The fiscal year 2025 budget request is 2.1 million, an increase of \$138 thousand, or 7.0 percent, above the fiscal year 2024 budget amount. Total payroll is \$1.8 million and includes 12 positions.

MAINTENANCE AND OPERATIONS HIGHLIGHTS

- Salaries and Wages increased by \$96 thousand primarily due to adjustments for contractual increases. Furthermore, the addition of two new positions also contributed to this increase.
- FICA and Retirement increased by \$41 thousand due to the increase in salaries and wages. The increase was partially offset by a reduction in the State Employees Retirement System (SERS) pension contribution rate, which decreased from 52.536 percent to 51.073 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

2024 ACCOMPLISHMENTS

Outcomes	Stakeholder Engagement - 2024 Accomplishments
4	Designed and implemented a more intuitive and user-friendly redesign of our Crossroads intranet main page to ensure that critical information, department portals, and relevant Tollway news is easily accessible to Team Tollway.
1,2,4	Supported Operations and promoted expanded I-PASS Assist Program aimed at income-eligible customers through a program to segment audiences and reach these target groups through a coordinated approach of email and social media campaigns to increase applications and program growth.
2, 3	Led the planning for the 2024 Chicago Auto Show that premiered our new I-PASS Sticker Tag Transponders where visitors could pick up tags and learn more about the benefits, promoted our customer service team who were on hand to assist with account needs and answer client questions, supported career day providing insights into career opportunities, and showcased our Touch a Truck allowing attendees to explore our Tollway plow up close.
2, 3	Supported Engineering and Planning Departments by facilitating continued communication efforts supporting coordination and communication with residents, businesses and communities affected by Tollway construction projects.
2, 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	Provided editorial review to all agency communications, including ensuring all capital development communication to ensure consistent messaging from all aspects of the organization.

EXHIBIT 82-1

2025 DEPARTMENT STRATEGIC PLANS

STAKEHOLDER ENGAGEMENT SHORT-TERM GOALS

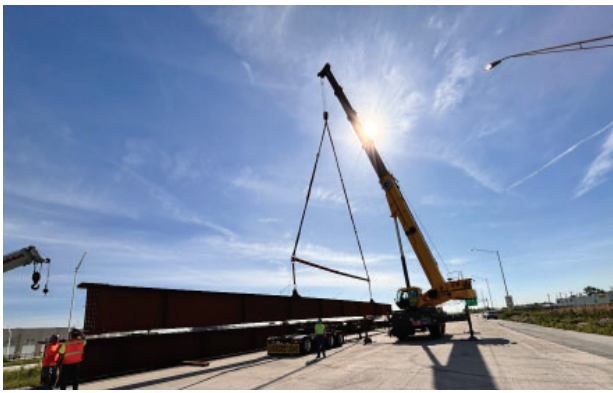
- Staff augmentation, training & education of team, obtain required technology enablers, launch of digital social outreach, launch of email automation, creation of measurement (dashboards, project management) solutions, eliminate/streamline/outsource menial or dated processes, up level teaming with partners, expansion of short form video.
 - Advocating our cause and our social mission, and how our brand plays a community leadership role in that mission.
-

EXHIBIT 82-2

DEPARTMENT HEADCOUNT

Position Title	FY2023	FY2024	FY2025
Chief of Communications	1	0	0
Chief of Stakeholder Engagement	0	1	1
Deputy Chief of Stakeholder Engagement	0	0	1
Digital Media Specialist	2	2	3
Executive Secretary	1	1	1
Manager of Public Affairs	1	1	1
Marketing Manager	1	1	1
Press Secretary	1	1	0
Senior Manager of Communications	1	1	1
Senior Manager of Communications and Marketing	1	1	1
Social Media Analyst	0	1	1
Writing Specialist	0	0	1
TOTAL	9	10	12

EXHIBIT 83



Beams are delivered to construct the new I-490 Tollway near Bensenville



I-290/I-88 Interchange Project at I-294 progress at I-290 facing west near Berkeley.



Bridge deck work for the new I-490/I-90 Interchange near Des Plaines



Roadway reconstruction along the Central Tri-State Tollway (I-294) near Hinsdale.



CAPITAL

MOVE ILLINOIS: THE ILLINOIS TOLLWAY DRIVING THE FUTURE

In August 2011, the Illinois Tollway's Board of Directors approved a comprehensive \$12.15 billion 15-year (2012-2026) capital program – *Move Illinois: The Illinois Tollway Driving the Future* – to improve mobility, relieve congestion, reduce pollution, link economies across Northern Illinois and keep the Tollway System in a state of good repair. By resolution adopted in April 2017, the Board of Directors approved certain enhancements to the *Move Illinois* capital program, primarily with respect to the central portion of the Tri-State Tollway (I-294) and increased the authorized total cost to \$14.3 billion. By resolution adopted in December 2023, the Board of Directors approved additional funding for the *Move Illinois* capital program, primarily with respect to the Elgin O'Hare Western Access Project and other emerging projects, increasing the authorized total cost to \$15.2 billion and a duration of 16 years.

As of the December 2024, the *Move Illinois* capital program is expected to be completed in 2027 at projected cost of \$15.2 billion. Currently, program expenditures are projected to total \$12.9 billion through the end of 2025.

(\$ millions)	2023 Actual Expenditures	2024 Budget	2024 Forecasted Expenditures	2025 Request
Existing System Needs				
Jane Addams Memorial Tollway (I-90)	\$4.0	\$6.1	\$3.8	\$2.1
Tri-State Tollway (I-94/I-294/I-80)	539.8	464.6	419.6	287.9
Veterans Memorial Tollway (I-355)	4.8	7.0	1.3	7.5
Reagan Memorial Tollway (I-88)	8.4	13.5	10.7	20.1
Systemwide Improvements	204.5	386.8	258.2	363.8
Existing System Needs Total	\$761.4	\$878.0	\$693.7	\$681.3
System Expansion				
Tri-State Tollway (I-294)/I-57 Interchange	\$10.8	\$0.1	\$3.6	\$0.0
Elgin O'Hare Western Access Project	191.5	501.5	336.4	412.6
Other Emerging Projects	1.5	17.7	13.1	53.4
System Expansion Total	\$203.8	\$519.3	\$353.1	\$466.0
Agreement Reimbursements and Other Adjustments	(14.2)		(10.1)	
<i>Move Illinois</i> Program Total	\$951.0	\$1,397.4	\$1,036.7	\$1,147.3

Notes:

1. 2023 Actual Expenditures and 2024 Forecasted expenditures reflect cost recoveries and other adjustments of (\$14.2) million and (\$10.1) million pursuant to intergovernmental agreements (IGA). The 2025 Request does not reflect any IGA reimbursements.
2. Totals may not add due to rounding.

EXHIBIT 84

Overview: 2024 Move Illinois Program – Year Thirteen

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 needs.

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 corridor’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 2024, \$3.8 million was allocated for grading improvements and watermain cathodic protection.

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

In 2024, the Tollway anticipated spending \$419.6 million on the corridor. Design efforts for roadway reconstruction and widening between 95th Street and Balmoral Avenue were largely completed, with expenditures of \$9.1 million. Mainline overlay construction between was completed with \$4.1 million in expenditures. Reconstruction and widening of mainline roadway between North Avenue and Wolf Road was completed, while reconstruction and widening between St. Charles Road and North Avenue continued with \$47.8 million in spending. Roadway reconstruction and widening continued from Flagg Creek near I-55 to Cermak Road with \$107.4 million in spending. The I-290/I-88 Interchange work in 2024 included northbound mainline reconstruction and the start of southbound mainline reconstruction for a total of \$116.6 million. Fabrication and installation of ITS devices and fiber-optic cable included approximately \$17.6 million. Toll plaza improvements and truck parking completed at the 163rd Street Toll Plaza in 2024 with expenditures of approximately \$9.5 million. Construction inspection services across the corridor totaled more than \$56.9 million in 2024.

Work on various bridge and ramp repairs, as well as pavement overlay and markings continued with roughly \$10.1 million in expenditures, while work has been completed on Edens Spur (I-94).

Veterans Memorial Tollway (I-355)

Approximately \$1.3 million was spent on the Veterans Memorial Tollway (I-355) in 2024, primarily to complete noise abatement wall repairs and various roadway and bridge ramp repairs from I-55 to Army Trail Road.

Reagan Memorial Tollway (I-88)

In 2024, approximately \$10.7 million was spent on the Reagan Memorial Tollway (I-88). Design work was completed and advance work initiated for the York Road Bridge reconstruction, and bridge repairs along the corridor and pavement repairs between Illinois Route 251 and Illinois Route 56 also occurred.

Systemwide Projects

In 2024, \$258.2 million was designated for systemwide improvements including \$61.1 million for bridge, pavement and safety improvements and \$34.3 million for toll plaza improvements and ITS projects. Maintenance facility upgrades continued in 2024 with more than \$13.0 million in improvements including the closeout of construction at the Hoffman Estates (M-5) maintenance site along with the beginning of construction for a new storage building at the Gurnee M-4 maintenance facility, and other improvements at the Alsip M-1 maintenance facility. Approximately \$95.8 million was allocated for non-roadway and other capital projects and roughly \$49.8 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

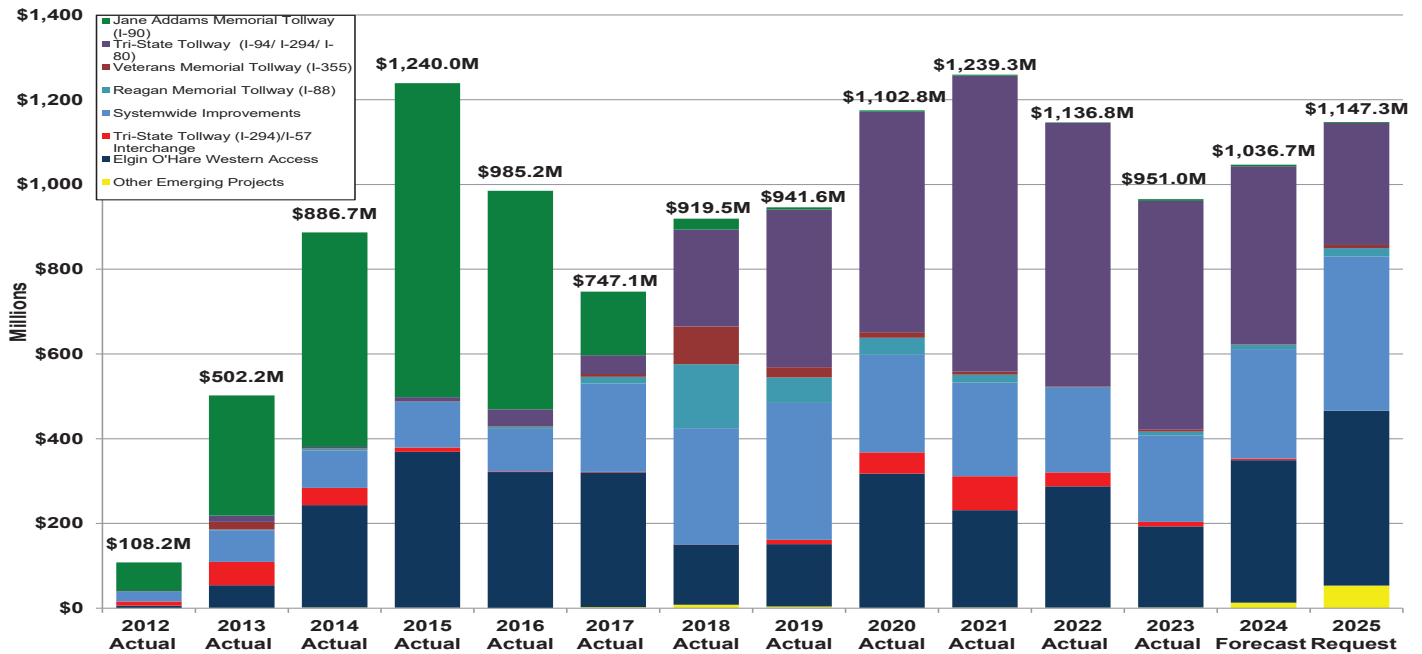
The first phase of construction was completed in October 2014, allowing movements from northbound I-57 to I-294 and from I-294 to southbound I-57, as well as a new access at 147th Street. In 2022, the second phase of the interchange opened providing traffic access to four new ramps connecting southbound I-57 to I-294 and I-294 to northbound I-57. In 2024, \$3.6 million was spent to complete project closeout activities on I-57 between Kedzie Avenue and CSX Railroad and on several I-294/I-57 ramp connections.

Elgin O'Hare Western Access Project

In 2024 expenditures related to construction of the new I-490 Tollway included approximately \$336.4 million. Approximately \$130.7 million is anticipated for construction activities, including \$83.5 million allocated for work on the Union Pacific Railroad and I-490 Bridges over the CPKC Railroad Bensenville Yard and Metra Railroad. Work also continued on the on new I-490 Tollway roadway construction between the Illinois Route 390 Tollway and Irving Park Road, as well as on the O'Hare International Airport Runway 10C approach lighting system bridge with \$4.0 million in spend. Work began on the I-490/IL 390 Interchange ramp bridges with approximately \$10.0 million in spend, as well as on the I-490 bridges over Higgins Creek and the Metropolitan Water Reclamation District with \$11.1 million in spend. Also included in the 2024 expenditures was funding for land acquisitions and utility relocation along I-490 to support future construction.

Overview: 2025 Move Illinois Program – Year Fourteen

In 2025, the fiscal year capital budget includes funding for the 14th year of the *Move Illinois* Program. For fiscal year 2025, approximately \$1.15 billion is allocated for *Move Illinois*.



Note: The total amount of the actual inter-governmental agreement (IGA) from 2012 to 2023 is \$196.9 million, with an estimated \$10.1 million for 2024. The request for 2025 does not include any reimbursements related to the IGA.

EXHIBIT 85

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	2025 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	\$2.1
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:					\$2.1

EXHIBIT 86

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 \$2.1 million will be expended in 2025 to complete grading improvements.

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	2025 Request
Reconstruct					
Infrastructure Replacement	Reconstruct 8 Lanes/ Add 2 Lanes	95th Street to Balmoral Avenue (MP 17.7 to 40.0)	22.3	2019-2027	\$273.6
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	\$6.5
	Utilities/ROW and Corridor Support	Corridorwide			\$7.7
Tri-State Tollway (I-94/I-294/I-80) Total:					\$287.9

EXHIBIT 87

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 2025, the Tollway has allocated \$287.9 million for the corridor.

Design efforts for roadway reconstruction and widening between 95th Street and Balmoral Avenue are largely complete, with minimal design efforts planned in 2025 estimated at \$6.6 million. Closeout for the reconstruction and widening of mainline roadway between North Avenue and Wolf Road will continue while reconstruction and widening between St. Charles Road and North Avenue will continue with \$36.7 million planned. Roadway reconstruction and widening from Flagg Creek near I-55 to Cermak Road will continue with \$120.2 million planned for 2025. Closeout activities for the I-290/I-88 Interchange northbound mainline reconstruction will continue, and the southbound mainline reconstruction will continue for a total of \$68.1 million in 2025. Closeout of toll plaza improvements and truck parking is anticipated at the 163rd Street Toll Plaza for approximately \$1.0 million. Construction inspection services across the corridor are expected to total \$33.5 million in 2025.

Veterans Memorial Tollway (I-355)

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

Need	Project Type	Project Limits	Length (miles)	Construction Period	2025 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	\$0.0
Infrastructure Renewal	Bridge & Ramp Repairs	I-80 to Army Trail Rd (MP 0.0 to 30.0)	30.0	2012-2026	\$7.5
	Utilities / ROW and Corridor Support	Corridorwide			\$0.0
Veterans Memorial Tollway (I-355) Total:					\$7.5

EXHIBIT 88

Approximately \$7.5 million is allocated in 2025 largely to begin rehabilitation on the Des Plaines River Valley Bridge.

Reagan Memorial Tollway (I-88)

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

Need	Project Type	Project Limits	Length (miles)	Construction Period	2025 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	\$0.0
Sub Total:					\$0.0
Restore					
Infrastructure Renewal	Mill, Patch and Overlay	Illinois Route 251 to Illinois Route 56 (MP 76.0 to 114.0)	38.1	2017-2019	\$0.6
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		2018-2027	\$19.4
	Utilities / ROW and Corridor Support	Corridorwide			\$0.0
Sub Total:					\$20.1
Reagan Memorial Tollway (I-88) Total:					\$20.1

EXHIBIT 89

Approximately \$20.1 million will be spent in 2025 for work including York Road Bridge reconstruction totaling roughly \$7.8 million, pavement repairs between Illinois Route 251 and Illinois Route 56 totaling approximately \$5.3 million, as well as bridge repairs over the Union Pacific Railroad for approximately \$2.1 million.

Systemwide Projects

An estimated \$363.8 million is expected to be spent in 2025 on systemwide improvements including \$85.5 million for bridge, pavement and safety improvements. Tollway systemwide facility upgrades will continue in 2025 with approximately \$6.0 million budgeted for improvements to the Alsip (M-1) maintenance facility and the Central Warehouse and Sign Shop facilities with approximately \$2.6 million budgeted

In addition, \$219.9 million is budgeted for other capital expenditures such as, fleet, General Engineering Consultant, Traffic Engineer, intelligent transportation systems (ITS) technology, traffic and incident management system, the Job Order Contracting Program and back-office system replacement. Approximately \$38.3 million is anticipated to 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	2025 Request
Systemwide Maintenance Facilities					
Infrastructure Replacement	Reconstruct	All	n/a	2014-2026	\$17.7
Systemwide Maintenance Facilities Subtotal					\$17.7
Systemwide Improvements					
Infrastructure Renewal	Bridge, Pavement, Drainage and Safety Appurtenance Repairs	Systemwide	n/a	2012-2026	\$85.5
Infrastructure Enhancement	Information Technology	Systemwide	n/a	2012-2026	\$18.5
Capital Requirements	Other Capital Projects	Systemwide	n/a	2017-2026	\$136.8
Access Expansion	Service Interchanges	Systemwide	n/a	2012-2026	\$2.1
Toll Collection Upgrades	Business Systems/ Plaza Modifications for Electronic Tolling Upgrades	Systemwide	n/a	2012-2026	\$64.7
	Utilities/ROW and Corridor Support	Systemwide	n/a	2012-2026	\$0.3
	Program Support	Systemwide	n/a	2012-2026	\$38.3
Systemwide Improvements Subtotal:					\$346.2
Systemwide Total:					\$363.8

EXHIBIT 90

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.

**Tri-State (I-294)/I-57 Interchange
(\$ millions)**

Need	Project Type	Project Limits	Length (miles)	Construction Period	2025 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	2019-2025	\$0.0
	Utilities / ROW and Corridor Support		n/a	2019-2024	\$0.0
Tri-State (I-294)/I-57 Interchange Total:					\$0.0

EXHIBIT 91

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, completed in 2017. 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) currently under construction. 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. In 2025, the Tollway continues to pursue planning, design and construction to deliver the new I-490 Tollway.

Elgin O'Hare Western Access
(\$ millions)

Need	Project Type	Project Limits	Length (miles)	Construction Period	2025 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	2014-2023	\$61.2
System Expansion	Construct 4 New Lanes	South Leg of Western Access Thorndale Avenue to I-294 via York Road	3.0	2016-2027	\$291.4
System Expansion	Construct 4 New Lanes	North Leg of Western Access Thorndale Avenue to I-90 via York Road	3.2	2015-2027	\$46.7
	Utilities / ROW and Corridor Support		n/a	2012 - 2027	\$13.3
Elgin O'Hare Western Access Total:					\$412.6

EXHIBIT 92

In 2025, approximately \$412.6 million is allocated for the I-490 Tollway Project. Design services will continue with planned expenditures of \$15.9 million. Approximately \$361.6 million is anticipated to be spent on construction and inspection in 2025. Construction is continuing for the replacement of Union Pacific Railroad bridge over Franklin Avenue, the Canadian Pacific Railroad Bensenville Yard and Metra rail, as well as construction of a new I-490 bridge crossing. Construction in 2025 will also include ongoing work for the I-490 Tollway system interchanges connecting to the Jane Addams Memorial Tollway (I-90), the Tri-State Tollway (I-294) and the Illinois Route 390 Tollway, including work on the I-490/IL 390 ramp bridges. Other I-490 efforts in 2025 include the O'Hare International Airport 10R runway approach lighting relocation, as well as construction of the new I-490 at Franklin Avenue Interchange. Right-of-way acquisitions and utility relocations will also continue in support of the new I-490 Tollway.

BRIDGING THE FUTURE

Bridging the Future is a \$2 billion, seven-year capital plan approved by the Illinois Tollway Board of Directors in December 2024. This plan provides for planning, design and construction services that complement infrastructure investments already underway. Bridging the Future establishes a path forward for 2025-2031, allowing the Tollway to continue modernization of its infrastructure and address maintenance needs across the Tollway system. In addition, the new plan lays a foundation for advance work to support a future capital program and provide consistent delivery of infrastructure investment in the region.

(\$ millions)	2023 Actual Expenditures	2024 Budget	2024 Forecasted Expenditures	2025 Request(1)
Connecting Infrastructure	0	0	0	\$6.0
Preparing For Tomorrow	0	0	0	5.5
Improving Mobility	0	0	0	5.3
Modernizing The System	0	0	0	4.1
Bridging The Future Plan Total	\$0	\$0	\$0	\$20.9

(1) Projected spending of \$20.9 million in 2025 from Bridging the Future plan can be accommodated in Tollway's 2025 capital spending budget of \$1.15 billion.

Overview: 2025 Bridging the Future Plan – Year One

Connecting Infrastructure

The current Bridging the Future budget for Connecting Infrastructure is \$258 million. Connecting Infrastructure provides funding for interchange design and construction that adds and improves access to communities along the Tollway system that unlocks opportunities and maximize system potential.

In 2025, \$6 million is allocated to master planning for the I-355 / I-88 Interchange.

Preparing For Tomorrow

Preparing For Tomorrow will invest \$485 million to continue the Tollway's commitment to innovation and advancing the Tollway system. This includes allocating funds for pilot programs and studies that will allow the Tollway to remain a leader in innovation, sustainability and regional mobility.

In 2025, \$3.6 million is allocated to planning and feasibility studies and \$1.9 million is allocated to design for emerging technologies, such as active traffic management and fiber upgrades.

Improving Mobility

Under Improving Mobility the Tollway will invest \$725 million to continue a commitment to improving mobility by providing additional investments for bridge reconstruction across the system and investing in strategic widening projects that reduce potential congestion and improve driver experience.

In 2025, \$5.3 million is allocated to design services for future improvements on the I-355 Veterans Memorial Tollway, I-94/I-294 Tri State Tollway and I-88 Reagan Memorial Tollway.

Modernizing the System

Modernizing the System includes investments of \$532 million that reaffirm the Tollway's reputation of maintaining its roadways to the highest standards and incorporating the latest technology. Modernizing the System will ensure continued investments in system improvements and maintenance priorities, including for bridge repairs, pavement rehabilitation, and funding for upgrades to Tier 2 plazas and Tollway facilities.

In 2025, \$4.1 million is allocated to design services for future resurfacing work on I-90 Jane Addams Memorial Tollway.

2025 Other Capital Projects

In order to sustain the Tollway's operations and ensure the continued maintenance and safety of the existing roadway network, it is imperative to implement additional capital projects alongside the Move Illinois Program. While the *Move Illinois* Program encompasses significant aspects of the Tollway's capital program, there are other crucial elements that need to be addressed. These include the implementation of new technologies aimed at managing congestion, reducing travel times and enhancing customer service. Furthermore, improvements to maintenance buildings and other structures are necessary to effectively preserve the Tollway's assets. To support these ongoing capital projects, the Tollway has allocated a budget of \$104 million for the year 2025 to support these other ongoing capital projects.

General Consulting Services - \$29.7 Million

In 2025 funding for general consulting services are needed related to General Engineering and Traffic Engineering services, as well as design and construction management.

Equipment - \$51.0 Million

The Capital Budget for equipment in 2025 includes \$25.5 million allocated for new technology-related equipment, server and storage infrastructure, software enhancements, wrong-way vehicle detection systems and CCTV cameras. Additionally, approximately \$17.9 million is expected to be spent for projects pertaining to intelligent transportation systems (ITS), which will cover network support, device installation and maintenance management.

Building Repairs and Maintenance - \$11.6 Million

Expenditures for systemwide initiatives include facility improvement and rehabilitation.

Roadway - \$10.9 Million

The capital budget will fund roadway projects maintenance, repairs and improvements to roadways and roadway signage.

Agency Wide Research - \$854,000

The 2025 Capital Budget allocates \$854,000 for agencywide research projects to support the capital program.

Other Capital Project Highlights	2024 Carry-Over	2025 New Request
PROFESSIONAL SERVICES	\$70,000	\$29,675,875
General Consulting Services	\$70,000	\$29,675,875
General Engineering Consultant	-	20,365,297
Traffic Engineering Consultant	-	5,090,000
Systemwide Construction Management Upon Request (CUR)	50,000	2,477,500
Systemwide Design Upon Request (DUR)	-	1,743,078
Print Services, Web Plan, Advertising	20,000	-
EQUIPMENT	\$12,308,435	\$51,032,976
Technology	\$10,335,250	\$25,517,203
Software Enhancements	2,600,000	11,062,000
Server And Storage Infrastructure	-	9,750,000
Enterprise Resource Planning System (ERP)	5,150,000	-
Computer Infrastructure Modernization	-	2,290,000
Dynamic Message Sign (DMS) Expansion	200,000	1,226,803
EV Charging Stations At 12 Maintenance Sites	1,000,000	-
Tire Anomaly Classification Deployment At I-294 Chicago Southland Lincoln Oasis Weigh-In-Motion	-	400,000
Central Administration Cameras	394,000	-
Dispatch	-	330,000
Kronos	300,000	-
Systemwide CCTV Camera Installation	294,250	-
Equipment Technology (CCTV, Security Camera)	-	250,000
Wrong-Way Vehicle Detection System	240,000	-
Pilot Project To Test IDOT Identification Read-Out Cameras Mounted On Monotube	-	100,000
Road Weather Information System (RWIS) Expansion	100,000	-
Fixed Cameras For Video Analytics Expansion	25,000	50,000
Connected Vehicle Pilot Project	20,000	30,000
Weapon Detectors	12,000	28,400
Miscellaneous Equipment Systemwide	\$1,420,000	\$0
Systemwide I-PASS Sticker Tags	1,100,000	-
Automatic Floor Scrubbers	320,000	-
Roadway Vehicles and Trucks	\$0	\$7,638,273
Fleet Rolling Stock List	\$0	\$7,638,273
Intelligent Transportation Systems	\$0	\$2,209,631
Technical Information Management System (TIMS)	-	15,000,000
ITS Design Upon Request (DUR)	-	1,500,000
ITS Construction Management Upon Request (CUR)	-	1,000,000
ITS Services Upon Request	485,685	-
ITS Network Support And Maintenance Management	67,500	377,500

Other Capital Project Highlights	2024 Carry-Over	2025 New Request
BUILDING REPAIRS AND MAINTENANCE	\$19,550,345	\$11,637,359
Systemwide	\$19,550,345	\$11,637,359
Systemwide-Facility Rehab/Improvements	8,700,000	5,900,000
Job Order Contracting Program Support	2,461,832	2,304,834
Central Administration Office Reconfiguration Project	2,000,000	1,000,000
New Roof At Downers Grove (M-14) Maintenance Site	1,500,000	-
VAC Improvements At Central Warehouse And Sign Shop Facilities	1,200,000	300,000
Facility Improvements	743,000	257,000
Plaza Exterior Façade Improvements	-	1,000,000
LED Tower Lighting Upgrades	600,000	400,000
Washroom Remodeling and Plumbing Repairs At Central Warehouse Facility	800,000	-
Tower Gate Security Upgrades	632,570	35,664
Job Order Contracting Program Administrative Services	200,139	189,861
Central Administration Building Parking Lot Security Gates	300,000	-
Flooring Replacement At Central Administration Building	-	250,000
General/Coordinating Traffic Operations Center And Dispatch Improvements	250,000	-
Systemwide Fiber-Optic Lateral Conversion	162,804	-
ROADWAY	\$733,504	\$10,917,143
Signage	\$0	\$2,144,501
Project Signing	-	1,210,000
Sign Panel Fabrication And Installation Upon Request Systemwide	-	684,501
Aluminum Extrusion Refurbishing	-	250,000
Maintenance, Repairs and Improvements	\$733,504	\$8,772,642
Systemwide Pavement Roadway Management Services	733,504	8,655,972
Miscellaneous Roadway Enhancement/Purchases	-	100,000
Applications For Foamed Glass Lightweight Aggregate	-	16,670
Geographic Information Systems	\$0	\$854,169
Environmental/ Governmental	\$0	\$854,169
Agencywide Research Program	-	854,169
OTHER CAPITAL PROJECTS TOTAL	\$32,662,285	\$104,117,522

EXHIBIT 93

CAPITAL PLANNING

Long-Term Capital Plan

As required by the Toll Highway Act, the Illinois Tollway developed a comprehensive capital program in August 2011 to complete the rebuilding of the 52-year-old system and commit more than \$15 billion (includes an additional funding and schedule changes approved by the Board in April 2017 and December 2023).

The *Move Illinois* Program was developed to improve mobility, relieve congestion, reduce pollution and create as many as 165,220 jobs and link economies across the Midwest. At the completion of 2025, the Illinois Tollway will have spent about 86 percent of the \$15.2 billion projected cost of the *Move Illinois* Program.

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 Tollway (I-294) near O'Hare Airport to the I-39 Interchange in Rockford as a state-of-the-art 21st century corridor, including integration of transit.
- Reconstructing and widening 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 systemwide.
- Updating and modernizing support facilities including maintenance facilities and Customer Service Centers.
- Other capital projects and planning for other emerging projects.
- Constructing the new Tri-State Tollway (I-294)/I-57 Interchange.
- Constructing the Elgin O'Hare Western Access Project including two new tollways, the I-490 Tollway and the Illinois Route 390 Tollway along with direct access to and from O'Hare International Airport.

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.

Bridging the Future Capital Plan

At the December 2024 Board meeting, the Directors also approved Bridging the Future a \$2 billion, seven-year capital plan. This plan provides for planning, design and construction services that complement infrastructure investments already underway. Bridging the Future establishes a path forward for 2025-2031, allowing the Tollway to continue modernization of its infrastructure and address maintenance needs across the Tollway system. In addition, the new plan lays a foundation for advance work to support a future capital program and provide consistent delivery of infrastructure investment in the region. Projected spending of \$20.9 million in 2025 from Bridging the Future plan can be accommodated in Tollway's 2025 capital spending budget of \$1.15 billion.

Capital Planning 2021-2030

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. A mandatory 10-year capital plan for 2021-2030 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

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.

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* and Bridging the Future Programs 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 use of I-PASS, E-ZPass and cashless toll collection services. Toll collection options changed in 2020 due in part to COVID-19. Beginning in March 2020 cash collection was suspended. In 2020, the Illinois Tollway implemented toll reform to expand payment options to include online 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 247.5 lane miles or an increase of about 12.1 percent to bring total lane miles to 2,296.4 in 2024. The expansion is primarily due to addition of the new Illinois Route 390 Tollway, widening of the Jane Addams Memorial Tollway (I-90) to provide for the addition of lanes and construction of additional interchanges, widening of the Central Tri-State Tollway (I-294) to provide for the addition of lanes and the addition of the Illinois Department of Transportation's 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 and Board over \$200,000.

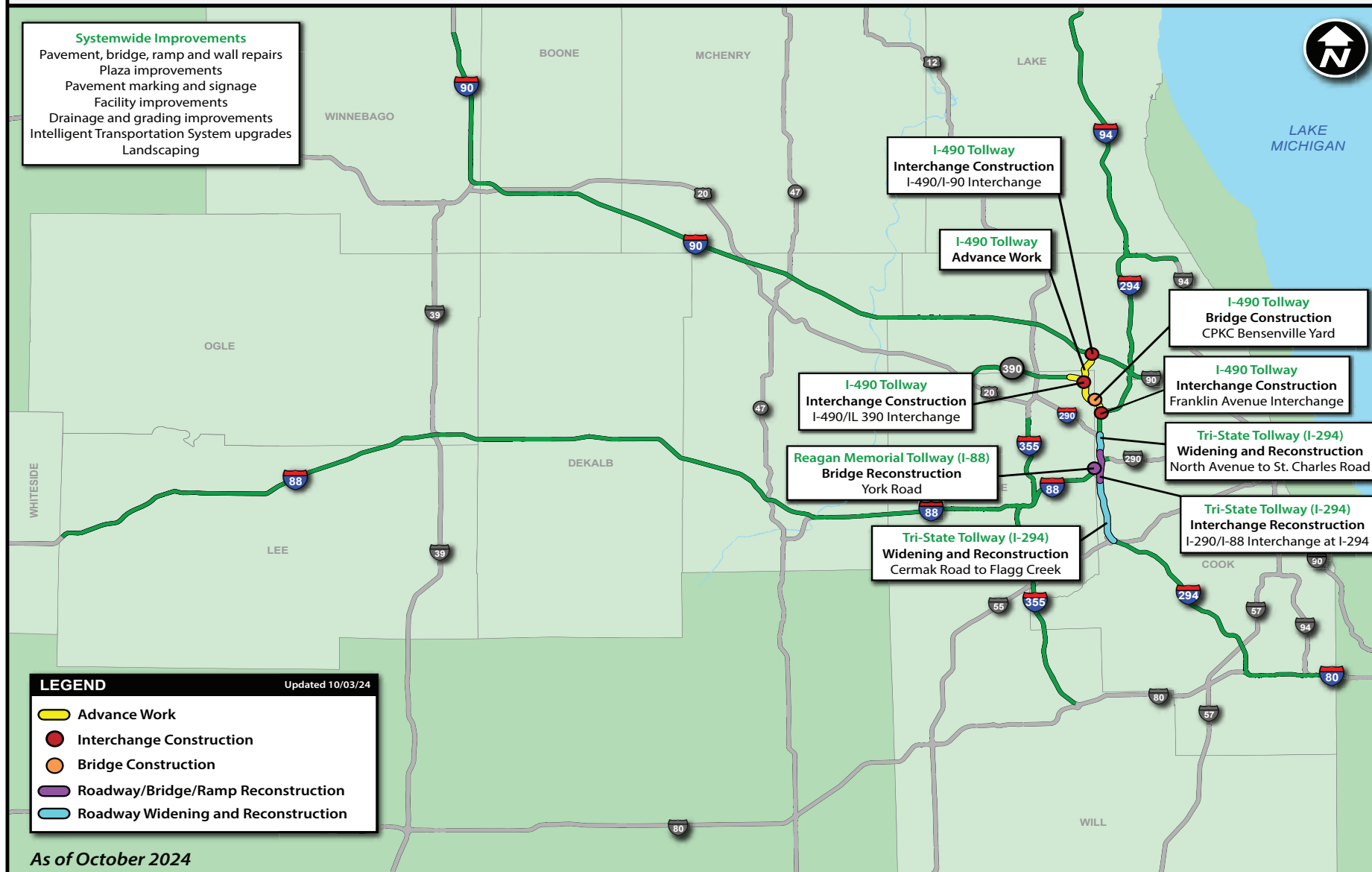
On a weekly basis, a list of potential change orders is entered into the project management database along with the pending and approved change orders. This information is used to develop various change management reports including:

- 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.

2025 Capital Program Construction Highlights



- Systemwide Improvements**
- Pavement, bridge, ramp and wall repairs
 - Plaza improvements
 - Pavement marking and signage
 - Facility improvements
 - Drainage and grading improvements
 - Intelligent Transportation System upgrades
 - Landscaping



As of October 2024

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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 increases 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 to 2022 were based on CPI-U based increases ranging from 1.564 percent to 2.302 percent. On September 15, 2022, the Board approved a change in the calculation methodology of the commercial vehicle toll rate's annual adjustments, from one based on year-over-year percentage changes in the CPI-U over a 12-month period, to one based on annualized percentage changes in the CPI-U over a 3-year period. This change in calculation methodology was undertaken to reduce volatility in the annual adjustments, increase its predictability to facilitate budgeting and near-term financial planning, and incorporate the recent spike in inflation more gradually. Under such changed calculation methodology, the annual CPI-U based adjustments for 2023 and 2024 were approximately 3.650 percent and 5.224 percent, respectively, and the adjustment scheduled to begin January 1, 2025, is approximately 5.565%.

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.

On December 14, 2023, the Tollway's Board of Directors approved a modification of the *Move Illinois* Program, increasing its cost to \$15.2 billion and extending the anticipated substantial completion date to December 31, 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, May 19, 2022, March 30, 2023, and May 16, 2024, the issuance of revenue bonds in support of the *Move Illinois* Program. The total bond par amount of such authorizations is \$6.3 billion.

To date, the Tollway has issued revenue bonds with par amounts totaling \$4.8 billion in support of the *Move Illinois* Program, consisting of the following:

Series	Date of Issue	Par Amount	Net Proceeds for <i>Move Illinois</i> 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



Series	Date of Issue	Par Amount	Net Proceeds for <i>Move Illinois Program</i>
2015A	July 30, 2015	\$400 million	\$414 million
2015B	Dec 17, 2015	\$400 million	\$422 million
2016B	June 16, 2016	\$300 million	\$342 million
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
2023A	May 18, 2023	\$500 million	\$534 million
Totals		\$4,800 million	\$5,309 million

DEBT PROFILE

Outstanding Debt

On January 1, 2025, after payment of the four (Series 2014D, 2018A, 2019B, 2019C) principal payments totaling \$162,715,000 due January 1, 2025, the Tollway's total outstanding bond par amount is \$6,884,485,000. Of such total outstanding bond par amount.

- i. \$4,673,710,000 (68%) financed or refinanced portions of the *Move Illinois Program*; and
- ii. \$2,210,775,000 (32%) 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), and debt reserve account deposits, and, for refunding bond issues, the extent by which the cost of the cash/investments in a refunding escrow differs from the principal amount of bonds refunded.

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 table on the following page lists each outstanding bond series and its respective final maturity, principal outstanding after scheduled principal payments due January 1, 2025, and interest rate type.

**Illinois Tollway Outstanding Bonds as of January 1, 2025
(after payments of principal due January 1, 2025) ***

<u>Series</u>	<u>Final Maturity</u>	<u>Principal Outstanding</u>	<u>Interest Rate</u>
2009 Series A**	1/1/2034	400,000,000	Fixed
2009 Series B**	12/1/2034	280,000,000	Fixed
2014 Series C***	1/1/2039	400,000,000	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	396,300,000	Fixed
2019 Series A***	1/1/2044	300,000,000	Fixed
2019 Series B (refunding)**	1/1/2031	188,575,000	Fixed
2019 Series C (refunding)**	1/1/2031	612,840,000	Fixed
2020 Series A***	1/1/2045	500,000,000	Fixed
2021 Series A***	1/1/2046	700,000,000	Fixed
2023 Series A***	1/1/2045	500,000,000	Fixed
2024 Series A***	1/1/2039	873,710,000	Fixed
2020 Series A***	1/1/2045	500,000,000	Fixed
2021 Series A***	1/1/2046	700,000,000	Fixed
2023 Series A***	1/1/2045	500,000,000	Fixed
2024 Series A(refunding)***	1/1/2039	873,710,000	Fixed
Total		\$6,884,485,000	

* Amounts shown are after principal payments due January 1, 2025 (for Series 2018A, 2019C, and a final payment on Series 2014D), the entirety of funds for which will have been remitted to the Bond Trustee during the prior fiscal year (2024).

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

*** Financing or refinancing for the Tollway's current capital program, the Move Illinois Program

EXHIBIT 95

PLANNED 2025 BOND ISSUANCE

New Money

There is outstanding authorization for the Tollway to issue up to \$1.5 billion par amount of senior lien, fixed rate bonds to finance a portion of the *Move Illinois* Program. This budget assumes that \$500 million of such issuance occurs in the first quarter of 2025. The amount, timing and structure of new money bond issuance is subject to change based on rate of capital spending, market conditions, the extent of any Program modifications, and/or other factors.

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 \$800,000,000 of senior-lien, fixed-rate revenue bonds to refund all or portions of its Series 2014C and Series 2015A revenue bonds, for purposes of reducing debt service. No savings from refunding have been assumed in the 2025 Budget.

ESTIMATED DEBT SERVICE OBLIGATIONS

The following graph shows estimated debt service obligations on Tollway bonds, including \$500 million senior lien, fixed rate bonds expected to be issued in the first quarter of 2025. 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 Tollway debt service by \$13.6 million in 2023 and such subsidies are expected to reduce each of 2024 and 2025 Tollway debt service by approximately the same amount of \$13.6 million. The subsidy payments were originally (i.e., when issued in 2009) 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.

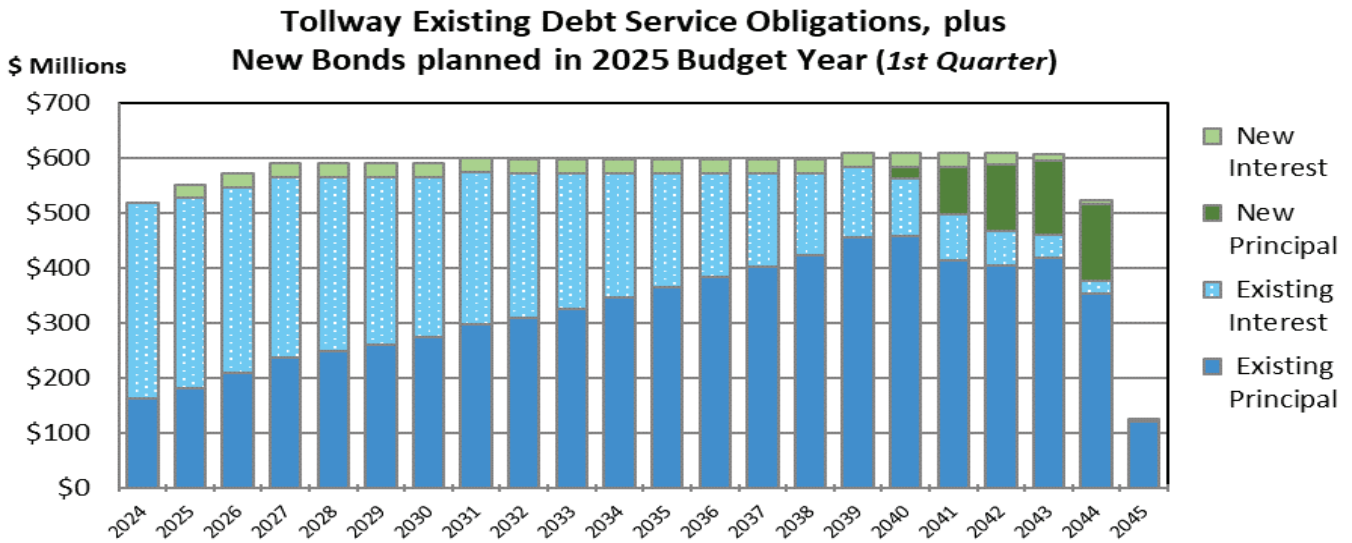


EXHIBIT 96

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 \$120 thousand are estimated to be made to the Provider Payment Account in 2025.

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 outstanding senior lien bonds. All outstanding Tollway bonds are senior lien. As of September 30, 2024, MADS is \$582,804,500, which is the debt service obligation for fiscal year 2039. Also as of September 30, 2024, the Debt Reserve Account is valued at \$596,088,522, consisting of \$496,088,522 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 Columbia Insurance Company, which is rated “A++” (highest rating) by A.M. Best.

DEBT SERVICE COVERAGE

The Tollway has historically maintained debt service coverage well above required ratios. The Debt Service Coverage Ratio for a given year is calculated by dividing Net Revenues (i.e., revenues net of operating expenses) by Aggregate Debt Service. The Tollway's debt service coverage ratio is estimated to be 2.38x in 2024 and budgeted at 2.27x in 2025, both before adjustments for expected federal subsidies related to the Build America Bonds program. Using debt service net of such expected federal subsidies, debt service coverage is estimated to be 2.45x in 2024 and budgeted at 2.33x in 2025. Each is well above the 1.3x covenant level.

The following chart shows actual debt service coverage for the five fiscal years 2019 through 2023, estimated debt service coverage for 2024, and budgeted debt service coverage for 2025. Note that 2019 debt service in the following chart includes annual liquidity and remarketing fees associated with variable rate bonds in that year, before the variable rate bonds were refunded into fixed rate.

Debt Service Coverage: Actual 2019-2023, Estimated 2024 and Budgeted 2025

	(\$thousands)						
	Actual					Estimated	Budgeted
	2019	2020	2021	2022	2023	2024	2025
Operating Revenues	\$1,509,624	\$1,282,540	\$1,463,777	\$1,591,679	\$1,601,357	\$1,649,787	\$1,719,646
Operating Expenses	\$350,207	\$360,203	\$371,118	\$374,861	\$416,020	\$416,018	\$470,622
Net Operating Revenues	\$1,159,418	\$922,337	\$1,092,659	\$1,216,818	\$1,185,337	\$1,233,769	\$1,249,024
Debt Service (incl. Liq. Fees)	\$420,796	\$442,114	\$467,926	\$500,297	\$514,857	\$517,878	\$550,746
Debt Service Coverage (X)	2.76	2.09	2.34	2.43	2.30	2.38	2.27
Build America Bond ("BAB") Subsidies & Pre-paid Interest	(\$13,555)	(\$13,611)	(\$13,631)	(\$13,571)	(\$13,571)	(\$13,629)	(\$13,571)
Debt Service Coverage after BAB Subsidies & Pre-paid Interest (X)	2.85	2.15	2.41	2.50	2.36	2.45	2.33

EXHIBIT 97

Annual transfers of revenues to the Trustee-held Debt Service Account included in the "Executive Summary" and "Fund Structure" sections may 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 in the preceding chart was caused by the COVID-19 pandemic and response thereto.

MUNICIPAL BOND RATINGS

In concert with each new bond issuance, the Tollway applies for municipal bond ratings from Fitch Ratings, Moody's Investors Service, and S&P Global Ratings. 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 current ratings of the Tollway's bonds are Aa3, AA- and AA- by Moody's Investors Service, Fitch Ratings and S&P Global Ratings, respectively. Each of the rating agencies assigns a Stable Outlook to its Tollway rating.

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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 and amortization.
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. GASB 87 regarding capitalization of all lease activities are not reflected in trust indenture statements.
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. The provisions of GASB 96 regarding subscription-based technology arrangements are not reflected in Trust Indenture reporting. (This was newly added in 2023)

2025 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.	6/14/2024	6/24/2024
Prepare economic assumptions for salaries, wages, FICA and retirement, and guidelines regarding overall operating budget growth or reduction based on current or future programs.	7/11/2024	7/19/2024
Executive Director and CFO review and approve budget package which includes budget guidance, instructions and spreadsheets requesting justification.	7/11/2024	7/19/2024
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.	7/22/2024	8/26/2024
Request Annual Toll Revenue Certificate from Traffic Engineer	7/11/2024	9/25/2024
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.	7/25/2024	9/16/2024
Meetings are held with department chiefs, the CFO and budget staff to discuss and finalize the departmental budget requests.	7/11/2024	9/3/2024
Budget office incorporates any changes to department requests from the meetings held.	9/3/2024	9/9/2024
Meetings are held with the Executive Director, COO, CFO and Senior Budget Manager to discuss any modifications to each department's budget request.	9/11/2024	9/16/2024
Traffic Engineer submits Annual Toll Revenue Certificate.	9/25/2024	10/11/2024
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.	9/16/2024	10/11/2024
Consulting Engineer submits R&R deposit letter.	10/10/2024	10/11/2024
Budget office - Develops 2025 Tentative Budget presentation.	9/12/2024	9/30/2024
Meeting with department chiefs, Executive Director and CFO are held, if necessary to finalize 2025 Tentative Budget.	9/19/2024	10/11/2024
CFO and Executive Director/review and approve 2025 Tentative Budget presentation.	10/8/2024	10/10/2024
The CFO, Senior Budget Manager and the Stakeholder Engagement Department review and edit budget book.	9/23/2024	10/9/2024

2025 Budget Planning Calendar by Task	Date(s)	
Budget does a final review of the budget book and presentation after final comments/updates are received.	10/10/2024	10/11/2024
The 2025 Tentative Budget is presented to the Finance and Audit Committee via presentation; copies of the budget book are distributed.	10/16/2024	10/17/2024
2025 Tentative Budget Book and presentation are posted on Tollway's website.	10/25/2024	10/28/2024
Public hearings for public comments.	November 2024	
Public comment (with public hearing transcripts) report prepared by Stakeholder Engagement Department and distributed to Board members.	November 2024	
Budget Office develops the 2025 Final Budget book and presentation to include changes resulting from public hearings, executive letter, strategic plans and demographic sections.	10/28/2024	12/09/2024
The 2025 Final Budget is presented to the Board for approval.	12/19/2024	12/19/2024
The 2025 Final Budget book is posted on the Tollway website.	12/20/2024	12/23/2024
The 2025 Final Budget books are distributed to Springfield, rating agencies and other entities for compliance with continuing disclosure requirements.	12/20/2024	12/23/2024
A written statement and report covering activities for the preceding calendar year is filed.	1/6/2025	3/3/2025
GFOA application and budget book is submitted for budget award consideration.	2/3/2025	3/7/2025

EXHIBIT 98

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.

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POPULATION AND DEMOGRAPHICS

Community Served

From its beginnings in the late 1950s, the Illinois Tollway was planned to provide efficient interstate travel between Wisconsin, Illinois, and Indiana around the city of Chicago, complementing the Chicago expressway network. The Tollway helped facilitate the economic and residential development of suburban Chicago and served a significant suburban commuter system market. In the 1970s and 1980s, suburban employment grew rapidly and the use of the Tollway system for suburb-to-suburb work trips grew accordingly. In response, the Tollway added interchanges throughout the urbanized area and, in 1989, constructed the North-South Tollway, now the Veterans Memorial Tollway (I-355), to better serve the suburb-to-suburb work trip market. A 12-mile extension of that route into Will County was opened to traffic in 2007. The newest Tollway route, the Illinois Route 390 Tollway, opened in 2016, with an extension opening in November 2017. As a result of this growth, the Tollway saw average daily transactions grow from 485 thousand in 1970 to 2.8 million in 2019 and average daily vehicle counts increased from 255,000 to more than 1.6 million. In 2020, transactions declined to 2.2 million due to social distancing measures and other impacts related to the COVID-19 pandemic. Although transactions improved to 2.7 million in 2023, they remained below 2019 levels due to the continued impacts of the pandemic.

Today, the Tollway provides vital transportation links between people and their jobs and between businesses and their customers. The Tollway provides access to headquarters for the state’s leading employers and largest companies, serving travel to and from Chicago, within and between suburban communities, and beyond.

Tollway Service Area Map



EXHIBIT 99



User Profile

Passenger cars account for approximately 87 percent of the Tollway usage and commercial vehicles account for the remainder. The heaviest usage of the Tollway is on weekdays. On Saturdays, traffic is typically down about 6 percent from an average day and Sundays sees the lowest use, down about 20 percent from an average day. Seasonal variation in traffic also exists. The summer months of June, July, and August have the highest levels of usage, with average daily traffic approximately 6 percent higher than the yearly average. During the summer, both passenger car recreational usage and commercial vehicle activity is higher. January typically has the lowest usage, with average daily traffic about 12 percent below the average month.

Traffic patterns were impacted by the COVID-19 pandemic and its social and economic consequences. The pandemic has had a greater impact on passenger car performance than commercial vehicle performance, and as a result the passenger car share of total transactions declined from 88 percent in 2019 to as low as 85 percent in 2020, although it has since risen to 87 percent in 2023. In addition, it is estimated that work trips now make up a smaller portion of weekday trips, based on time-of-day trends showing peak period trips below pre-pandemic levels and midday trips similar to previous levels. Day-of-week trends have also changed, with weekend trips accounting for a higher proportion of total transactions..

Population

Tollway routes pass through 12 counties in Northern Illinois. Counties served by Tollway routes include Boone, Cook, DeKalb, DuPage, Kane, Lake, Lee, McHenry, Ogle, Whiteside, Will, and Winnebago counties.

The 12 counties of the Tollway service area had a combined 2023 population of over 8.8 million, mostly living within the Chicago metropolitan area. The largest county in the area, Cook County, has a population of nearly 5.1 million and includes mature population centers such as the city of Chicago and inner-ring suburbs. DuPage County, the second most populous county in the metropolitan area, had over 920,000 residents in 2023. Both Cook and DuPage counties are well served by the Tollway and have a mix of residential and employment-generating land uses. Other counties, including Kane, Lake, McHenry and Will, include a mix of mature suburban population centers, satellite cities, and recent suburban development.

The largest of the remaining counties in the Tollway service area is Winnebago County, which has more than 280,000 residents and includes Rockford, the state's fifth-largest city. The other five counties are generally rural in character, with populations of roughly 100,000 or fewer.

Service Area Population 1980 vs. 2023

County	1980 Population*	2023 Population**	Net Change	Annual % Change
Boone	28,600	53,200	24,600	1.5%
Cook	5,253,600	5,087,100	-166,500	-0.1%
DeKalb	74,600	100,300	25,700	0.7%
DuPage	658,900	921,200	262,300	0.8%
Kane	278,400	515,000	236,600	1.4%
Lake	440,400	708,800	268,400	1.1%
Lee	36,300	33,700	-2,600	-0.2%
McHenry	147,900	312,800	164,900	1.8%
Ogle	46,300	51,300	5,000	0.2%
Whiteside	66,000	54,500	-11,500	-0.4%
Will	324,500	700,700	376,200	1.8%
Winnebago	250,900	280,900	30,000	0.3%
Total	7,606,400	8,819,400	1,213,000	0.3%

*US Census Bureau, 1980 census

**Annual Estimates of the Resident Population for Counties in Illinois: April 1, 2020 to July 1, 2023 (CO-EST2023-POP-17)

EXHIBIT 100

Service Area Population 2010 vs. 2023

County	2010 Population*	2023 Population**	Net Change	Annual % Change
Boone	54,200	53,200	-1,000	-0.1%
Cook	5,194,700	5,087,100	-107,600	-0.2%
DeKalb	105,200	100,300	-4,900	-0.4%
DuPage	916,900	921,200	4,300	0.0%
Kane	515,300	515,000	-300	0.0%
Lake	703,500	708,800	5,300	0.1%
Lee	36,000	33,700	-2,300	-0.5%
McHenry	308,800	312,800	4,000	0.1%
Ogle	53,500	51,300	-2,200	-0.3%
Whiteside	58,500	54,500	-4,000	-0.5%
Will	677,600	700,700	23,100	0.3%
Winnebago	295,300	280,900	-14,400	-0.4%
Total	8,919,300	8,819,400	-99,900	-0.1%

*US Census Bureau, 2010 census

**Annual Estimates of the Resident Population for Counties in Illinois: April 1, 2020 to July 1, 2023 (CO-EST2023-POP-17)

EXHIBIT 101

Tollway Service Area Population 2023 – 2050 Forecast

The population of the 12-county service area is expected to grow modestly over the next two to three decades. By the year 2050, the total population is estimated to be nearly 9.0 million. Nine of the Tollway's service area counties are expected to grow in population over the coming decades, with relatively higher growth rates of at least 0.5 percent annually projected for Will, Kane, Boone, and McHenry counties. Out of all counties in the Tollway service area, Will County is anticipated to have the highest growth rate of 1.0 percent annually. By 2050, Will County is projected to surpass Lake County as the third most populous county in the Tollway service area and will nearly match the population of DuPage County.

Service Area Population 2023 vs. 2050

County	2023 Population*	2050 Population Estimate**	Net Change	Annual % Change
Boone	53,200	64,000	10,800	0.7%
Cook	5,087,100	4,813,500	-273,600	-0.2%
DeKalb	100,300	110,400	10,100	0.4%
DuPage	921,200	938,700	17,500	0.1%
Kane	515,000	639,000	124,000	0.8%
Lake	708,800	728,300	19,500	0.1%
Lee	33,700	32,100	-1,600	-0.2%
McHenry	312,800	362,800	50,000	0.6%
Ogle	51,300	52,200	900	0.1%
Whiteside	54,500	53,100	-1,400	-0.1%
Will	700,700	917,400	216,700	1.0%
Winnebago	280,900	287,000	6,100	0.1%
Total	8,819,400	8,998,500	179,100	0.1%

*Annual Estimates of the Resident Population for Counties in Illinois: April 1, 2020 to July 1, 2023 (CO-EST2023-POP-17)

**Woods & Poole Economics, Inc. (W&P), 2024 Complete Economic and Demographic Data Source (CEDDS).

EXHIBIT 102

Employment

Employment growth is a key indicator of the Tollway service area's economic growth, as well as an important factor in predicting Tollway traffic. The following tables show 2023 employment data. Despite the temporary impacts on employment related to the COVID-19 pandemic, regional employment rose from 5.9 million in 2019 to 6.2 million in 2023, representing an average increase of 1.2 percent annually..

Tollway Service Area Employment 2010 – 2023

Employment in the 12-county service area increased by almost 915,000 jobs from 2010 to 2023. The largest employment increase occurred in Cook County with 564,600 new jobs followed by 120,900 new jobs in DuPage County. Will County saw the highest employment growth rate over that time period, adding more than 100,000 jobs while growing at 2.6 percent annually. It should be noted that 2010 employment reflected the lingering effects of the national economic recession that began in the fall of 2007.

Service Area Employment 2010 vs. 2023

County	2010 Employment*	2023 Employment**	Net Change	Annual % Change
Boone	18,400	22,700	4,300	1.6%
Cook	3,157,300	3,721,900	564,600	1.3%
DeKalb	50,300	52,600	2,300	0.3%
DuPage	707,300	828,200	120,900	1.2%
Kane	247,800	298,300	50,500	1.4%
Lake	441,400	490,300	48,900	0.8%
Lee	16,800	16,600	-200	-0.1%
McHenry	135,200	146,500	11,300	0.6%
Ogle	23,300	22,700	-600	-0.2%
Whiteside	27,400	28,300	900	0.2%
Will	272,600	378,900	106,300	2.6%
Winnebago	160,300	166,100	5,800	0.3%
Total	5,258,100	6,173,000	914,900	1.2%

Employment reported based on U.S. Commerce Dept. Bureau of Economic Analysis definition.

*US Bureau of Economic Analysis.

**Woods & Poole Economics, Inc. (W&P), 2024 Complete Economic and Demographic Data Source (CEDDS).

EXHIBIT 103

Tollway Service Area Employment 2023 – 2050 Forecast

The following table shows forecasted change in employment for the 12 counties. Moderate employment growth of slightly under 1 percent annually is generally expected in the Tollway service area. By 2050, the number of jobs in the service area is forecasted to grow by almost 1.5 million.

Service Area Employment 2023 vs. 2050

County	2023 Employment *	2050 Forecast Employment**	Net Change	Annual % Change
Boone	22,700	37,000	14,300	1.8%
Cook	3,721,900	4,485,400	763,500	0.7%
DeKalb	52,600	65,300	12,700	0.8%
DuPage	828,200	1,011,800	183,600	0.7%
Kane	298,300	361,200	62,900	0.7%
Lake	490,300	583,000	92,700	0.6%
Lee	16,600	17,000	400	0.1%
McHenry	146,500	169,500	23,000	0.5%
Ogle	22,700	25,000	2,300	0.4%
Whiteside	28,300	30,700	2,400	0.3%
Will	378,900	671,000	292,100	2.1%
Winnebago	166,100	179,700	13,600	0.3%
Total	6,173,000	7,636,500	1,463,500	0.8%

*Woods & Poole Economics, Inc. (W&P), 2024 Complete Economic and Demographic Data Source (CEDDS).

EXHIBIT 104

Appendix



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

October 10, 2024

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

Subject: Annual Toll Revenue Certificate 2025

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 2024 and the subsequent fiscal year 2025. 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, 2019–2024

Over the past several 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 markedly. Overall, total transactions in 2024 have grown 2.1 percent year to date compared to





Ms. Cathy Williams
October 10, 2024
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2023 and are 0.9 percent below the same period in 2019. Note that the extra February weekday in 2024 due to leap year contributes in part to the growth observed in that month.

Table 1 presents monthly transaction trends for 2019, 2020, 2021, 2022, 2023, and 2024.

Table 1. Total Transactions by Month (Millions)

	2019		2020		2021		2022		2023		2024		2024/ 2019
	Trxns	Trxns	% Chng	Trxns	% Chng	Trxns	% Chng	Trxns	% Chng	Trxns	% Chng	% Chng	
Jan	72.5	78.3	8.1%	61.2	-21.9%	67.1	9.7%	73.8	9.9%	71.6	-2.9%	-1.2%	
Feb	72.9	76.2	4.4%	58.5	-23.1%	66.4	13.5%	70.0	5.4%	75.4	7.6%	3.3%	
Mar	84.7	63.4	-25.1%	74.4	17.3%	80.0	7.6%	80.9	1.1%	82.7	2.2%	-2.3%	
Apr	84.4	41.1	-51.3%	76.4	86.0%	79.4	3.9%	80.8	1.8%	83.3	3.1%	-1.3%	
May	90.3	53.1	-41.3%	82.1	54.8%	84.5	2.8%	88.3	4.5%	90.3	2.3%	0.0%	
June	89.5	66.9	-25.3%	84.1	25.9%	84.6	0.5%	88.4	4.5%	88.0	-0.4%	-1.7%	
July	92.2	75.2	-18.4%	88.2	17.3%	85.1	-3.5%	87.5	2.8%	90.5	3.5%	-1.8%	
Aug	93.4	75.4	-19.2%	87.2	15.6%	86.9	-0.4%	90.0	3.6%	91.8	2.0%	-1.7%	
Sep	85.8	72.8	-15.1%	83.4	14.5%	83.2	-0.2%	84.1	1.1%				
Oct	91.0	74.9	-17.6%	84.3	12.4%	84.8	0.7%	87.3	2.9%				
Nov	82.5	63.4	-23.1%	79.0	24.7%	78.3	-1.0%	81.6	4.2%				
Dec	84.0	66.0	-21.5%	77.7	17.8%	76.8	-1.1%	80.3	4.6%				
Tot	1,023.2	806.6	-21.2%	936.6	16.1%	957.1	2.2%	993.0	3.7%				
Jan–Aug	679.9							659.6	4.0%	673.7	2.1%	-0.9%	

While the pandemic impacted PCs more significantly than CVs, PCs appear to be trending back to pre-pandemic levels. PC transactions for January through August 2024 were 1.8 percent below the same period in 2019. As recently as 2022, PCs were 8.6 percent below 2019 levels through August.

Table 2 presents monthly trends for PC transactions.





Ms. Cathy Williams
October 10, 2024
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Table 2. Passenger Car Transactions by Month (Millions)

	2019		2020		2021		2022		2023		2024		2024/ 2019
	Trxns	Trxns	% Chng	Trxns	% Chng	Trxns	% Chng	Trxns	% Chng	Trxns	% Chng	% Chng	
Jan	63.3	68.7	8.4%	51.6	-24.9%	57.5	11.5%	63.9	11.2%	61.8	-3.3%	-2.4%	
Feb	63.9	67.2	5.1%	49.5	-26.3%	57.0	15.3%	60.8	6.6%	65.5	7.7%	2.4%	
Mar	74.8	53.7	-28.2%	63.2	17.6%	68.7	8.6%	70.1	2.1%	72.4	3.3%	-3.3%	
Apr	74.2	32.5	-56.2%	65.5	101.6%	68.6	4.7%	70.6	3.0%	72.5	2.6%	-2.4%	
May	79.6	43.9	-44.8%	71.2	62.1%	73.2	2.8%	76.9	5.0%	78.9	2.6%	-0.9%	
June	79.2	56.5	-28.6%	72.6	28.6%	72.9	0.3%	76.9	5.5%	77.2	0.4%	-2.5%	
July	81.4	64.4	-20.9%	76.9	19.5%	74.3	-3.5%	76.9	3.5%	79.3	3.1%	-2.6%	
Aug	82.3	64.6	-21.4%	75.7	17.1%	75.0	-0.9%	78.2	4.2%	80.3	2.7%	-2.4%	
Sep	75.4	62.0	-17.8%	72.0	16.3%	72.0	-0.1%	73.4	2.0%				
Oct	79.5	63.5	-20.2%	72.9	14.9%	73.7	1.0%	75.9	3.0%				
Nov	72.6	53.3	-26.6%	68.3	28.1%	67.8	-0.6%	71.0	4.6%				
Dec	74.6	55.9	-25.1%	67.4	20.6%	67.0	-0.5%	70.7	5.4%				
Tot	900.8	686.1	-23.8%	806.8	17.6%	827.7	2.6%	865.2	4.5%				
Jan-Aug	598.7							574.2	4.9%	587.8	2.4%	-1.8%	

In contrast, CVs experienced significant growth after an initial dip in early 2020, reaching their peak in mid-2022. Growth began to slow and then decline in the latter half of 2022, and year-over-year losses continued through the end of 2023. CV transactions have stabilized recently, however, and are slightly positive year to date in 2024. January through August 2024 transactions were 0.6 percent above the same period in 2023. CV performance also remains well above pre-pandemic levels despite the losses in 2022 and 2023. Through August 2024, transactions are 5.7 percent above the same period in 2019. **Table 3** presents monthly trends for CV transactions.

Figure 1 compares 2024 passenger car and commercial vehicle average daily transaction trends through August, by week, with performance in 2019, 2022, and 2023.



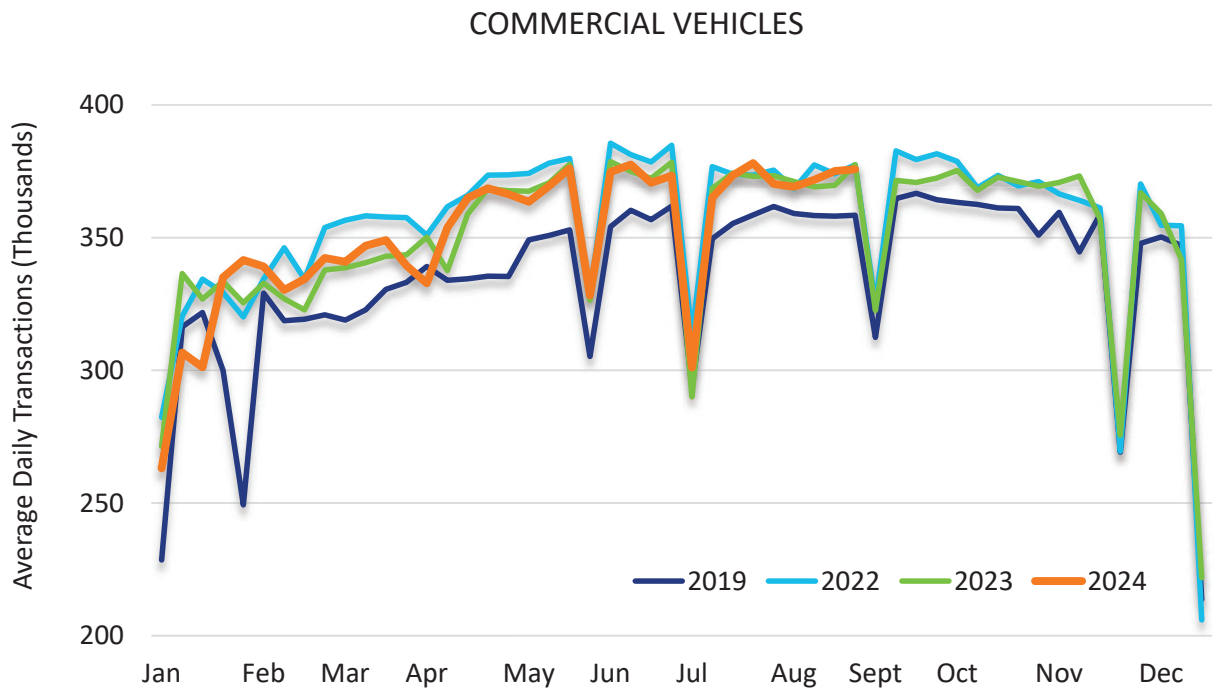
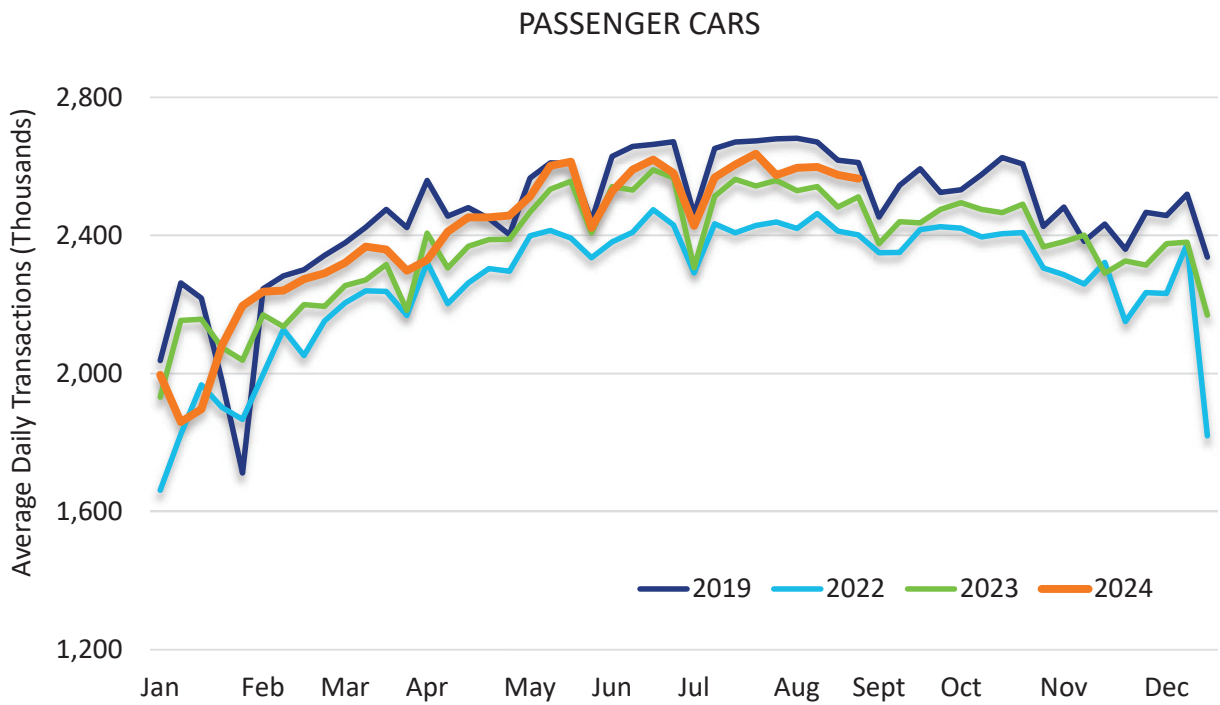
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Table 3. Commercial Vehicle Transactions by Month (Millions)

	2019		2020		2021		2022		2023		2024		2024/ 2019
	Trxns	Trxns	% Chng	Trxns	% Chng	Trxns	% Chng	Trxns	% Chng	Trxns	% Chng	% Chng	
Jan	9.1	9.7	5.9%	9.6	-0.7%	9.6	0.5%	9.8	1.9%	9.8	-0.5%	7.2%	
Feb	9.0	9.0	-0.2%	9.0	0.8%	9.4	3.7%	9.2	-1.9%	9.8	7.1%	9.5%	
Mar	9.8	9.7	-1.5%	11.2	16.0%	11.4	1.4%	10.8	-4.9%	10.3	-4.7%	4.9%	
Apr	10.2	8.6	-15.7%	10.9	26.9%	10.8	-0.7%	10.2	-5.8%	10.9	6.5%	6.6%	
May	10.8	9.1	-15.2%	10.9	19.7%	11.2	2.8%	11.4	1.8%	11.4	0.0%	6.2%	
June	10.4	10.4	-0.3%	11.5	11.1%	11.7	1.7%	11.5	-1.9%	10.8	-5.6%	4.3%	
July	10.8	10.8	0.2%	11.2	3.9%	10.8	-3.6%	10.6	-2.0%	11.3	6.1%	4.2%	
Aug	11.1	10.8	-2.7%	11.5	6.8%	11.8	2.6%	11.8	-0.3%	11.5	-2.4%	3.8%	
Sep	10.4	10.9	4.3%	11.3	4.4%	11.2	-1.0%	10.7	-4.6%				
Oct	11.4	11.5	0.4%	11.3	-1.2%	11.2	-1.6%	11.4	2.3%				
Nov	9.9	10.1	2.2%	10.8	6.8%	10.5	-2.9%	10.6	1.2%				
Dec	9.5	10.1	6.8%	10.4	2.2%	9.8	-5.4%	9.7	-1.4%				
Tot	122.4	120.6	-1.5%	129.8	7.6%	129.5	-0.2%	127.7	-1.3%				
Jan–Aug	81.2							85.4	-1.7%	85.9	0.6%	5.7%	



Annual Toll Revenue Certificate 2025



SYSTEMWIDE AVERAGE DAILY TRANSACTIONS BY WEEK

FIGURE 1



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The impact of the pandemic on systemwide revenue has been less pronounced due to strong performance in CV transactions and annual CV toll rate increases. CVs accounted for 12.9 percent of systemwide transactions in 2023—up from 12.0 percent in 2019—and 50.9 percent of systemwide expected revenue. Expected revenue in 2023 was 3.7 percent above expected revenue in 2022.

Table 4 presents expected revenue by month for 2019, 2020, 2021, 2022, 2023, and 2024.

For January through August 2024, expected revenue is 4.4 percent higher than the same period in 2023. Revenue growth in 2024 can be attributed, in part, to the annual inflation-based CV toll rate increase of 5.22 percent that went into effect on January 1, 2024.

Table 4. Expected Revenue by Month (Millions)

	2019		2020		2021		2022		2023		2024	
	Exp Rev	Exp Rev	% Chng	Exp Rev	% Chng	Exp Rev	% Chng	Exp Rev	% Chng	Exp Rev	% Chng	
Jan	\$105.1	\$114.1	8.6%	\$102.5	-10.2%	\$109.2	6.6%	\$119.5	9.4%	\$120.6	0.9%	
Feb	\$105.2	\$109.3	4.0%	\$97.2	-11.0%	\$107.9	10.9%	\$112.8	4.6%	\$124.6	10.5%	
Mar	\$120.1	\$102.9	-14.3%	\$122.7	19.3%	\$130.9	6.6%	\$131.6	0.6%	\$134.6	2.2%	
Apr	\$121.2	\$78.9	-34.9%	\$122.7	55.5%	\$127.2	3.6%	\$128.0	0.6%	\$137.6	7.5%	
May	\$129.2	\$92.3	-28.5%	\$128.0	38.7%	\$134.3	4.9%	\$141.4	5.3%	\$147.4	4.2%	
June	\$127.2	\$110.6	-13.0%	\$133.7	20.8%	\$136.6	2.2%	\$142.2	4.1%	\$142.6	0.3%	
July	\$131.6	\$120.5	-8.4%	\$135.8	12.7%	\$134.0	-1.3%	\$137.6	2.7%	\$147.4	7.1%	
Aug	\$133.9	\$120.1	-10.3%	\$136.1	13.3%	\$139.9	2.8%	\$145.4	3.9%	\$150.1	3.2%	
Sep	\$123.4	\$117.7	-4.6%	\$131.2	11.5%	\$133.0	1.4%	\$133.8	0.6%			
Oct	\$132.1	\$122.1	-7.6%	\$131.6	7.8%	\$134.3	2.0%	\$140.5	4.7%			
Nov	\$118.0	\$106.1	-10.0%	\$124.9	17.7%	\$124.7	-0.1%	\$131.0	5.1%			
Dec	\$117.7	\$108.7	-7.7%	\$121.5	11.8%	\$119.8	-1.4%	\$125.0	4.3%			
Tot	\$1,464.7	\$1,303.4	-11.0%	\$1,488.0	14.2%	\$1,531.8	2.9%	\$1,588.8	3.7%			
Jan–Aug	\$973.5							\$1,058.5	3.8%	\$1,104.9	4.4%	

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.





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The COVID-19 pandemic significantly impacted the national and regional economies over the past several years:

- In 2020, national GDP declined 2.2 percent, and economic activity in the Chicago region declined by 5.4 percent. However, in 2021 the national GDP increased 5.8 percent, rebounding beyond pre-pandemic levels in real terms. The national GDP then grew 1.9 percent in 2022 and 2.5 percent in 2023. In the first and second quarters of 2024, national GDP grew at annualized rates of 1.4 percent and 1.8 percent, respectively.
- In 2020, the national unemployment rate increased to 8.1 percent. Unemployment rates in the Tollway service area were above the national rate, at 9.3 percent in Illinois and 9.6 percent in the Chicago metropolitan area. In 2021, rates declined to 5.3 percent, 6.1 percent, and 6.2 percent for the nation, Illinois, and Chicago metropolitan area, respectively. In 2022, they reduced further to 3.6 percent, 4.6 percent, and 4.6 percent, and remained close to those levels in 2023. National unemployment increased slightly in the first half of 2024, with some months slightly above 4.0 percent, and reached 4.2 percent in August. In Illinois and the Chicago region, unemployment rates continue to be slightly higher than the national level.
- Recent inflation rates have exceeded the Federal Reserve's (FED) target of 2.0 percent. In 2021, the Consumer Price Index (CPI) increased 4.7 percent, with low inflation in the early months but high inflation in the later months, including a year-over-year rate of 7.0 percent in December. High inflation continued into 2022, with the highest year-over-year increase of 9.1 percent in June. Inflation decelerated in 2023, to 4.1 percent, and has continued to slow in 2024, with the most recent estimate for August being 2.5 percent.

To provide insight into potential near-term economic conditions, CDM Smith reviewed and incorporated data from more than 20 independent economic forecasting organizations.

- Across multiple sources, national real GDP growth forecasts average 2.3 percent for 2024, ranging from 1.4 percent to 2.7 percent. In 2025, real GDP is forecasted to grow, but at a slower rate, averaging 1.9 percent and ranging between 1.5 percent and 2.1 percent.
- Unemployment forecasts average 4.0 percent for 2024, with individual forecasts narrowly ranging from 3.9 percent to 4.1 percent. In 2025, the unemployment rate is forecast on average to rise slightly to 4.2 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. The belief is supported by recent actions of the FED, which cut rates in September 2024 from the 20-year high of 5.3 percent to 4.8 percent, citing progress on inflation and a need to balance risks to employment.
- The average forecast for annual inflation in 2024 is 3.0 percent, which is slightly above the historical FED inflation target of 2.0 percent. Forecasts range between 2.4 percent and 3.5





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percent, indicating confidence in inflationary controls set for the remainder of the year. In 2025, the average inflation forecast declines to 2.3 percent, as most sources expect Federal Open Market Committee (FOMC) monetary policy to continue to effectively reduce inflation to the target.

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), the 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 approximately \$14.3 billion. In December 2023, the Board approved an additional modification increasing its cost to \$15.2 billion and extending the anticipated substantial completion date to December 31, 2027.

Table 5 identifies the Tollway construction projects anticipated to have a significant impact on Illinois Tollway traffic and revenue in 2024 and 2025.

Table 5. 2024 and 2025 Major Construction Projects on the Illinois Tollway System

Location	Description of Work	Construction Period
Tri-State Tollway (I-94/I-294/I-80)		
I-55 to Balmoral Avenue	Reconstruction and capacity improvements (part of the Central Tri-State Master Plan)	2018 to 2027
Jane Addams Memorial Tollway (I-90)		
I-90 at I-490	Interchange construction	2019 to 2025

Methodology and Assumptions

CDM Smith's core methodology in developing the 2025 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.





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Other assumptions were used to calculate the forecasted expected revenue for the 2025 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, 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 increased by 3.65 percent in 2023, 5.22 percent in 2024, and will increase by 5.56 percent in 2025. 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. 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 the forecast.

Estimated 2024 and 2025 Toll Transactions and Expected Revenue

Although traffic and revenue volumes have largely stabilized over the last two years, significant uncertainty remains for both short-term and long-term travel patterns. A combination of factors, including macroeconomic conditions and continued hybrid work arrangements, contribute to continued uncertainty in traffic and revenue performance. CDM Smith used the best available information at the time of developing these forecasts.

For the remainder of 2024, 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 2025, growth in PC and CV transactions is expected to be dampened by continued construction work on the central Tri-State.

Table 6 presents actual transactions and revenue for January through August 2024 and estimated transactions and revenue for September through December 2024. **Table 7** presents estimates for

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.

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





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2025. Total expected toll revenue is estimated at approximately \$1.65 billion in 2024 and \$1.72 billion in 2025.

Table 6. Estimated 2024 Transactions and Expected Toll Revenue

Month	Transactions (in thousands)			Expected Revenue (in thousands)		
	PC	CV	Total	PC	CV	Total
January ⁽¹⁾	61,827	9,782	71,608	\$54,600	\$65,984	\$120,584
February ⁽¹⁾	65,505	9,849	75,354	\$58,071	\$66,546	\$124,616
March ⁽¹⁾	72,385	10,306	82,690	\$65,218	\$69,374	\$134,593
April ⁽¹⁾	72,463	10,881	83,344	\$65,007	\$72,632	\$137,640
May ⁽¹⁾	78,873	11,427	90,301	\$71,730	\$75,699	\$147,429
June ⁽¹⁾	77,191	10,832	88,023	\$71,008	\$71,633	\$142,641
July ⁽¹⁾	79,289	11,257	90,546	\$73,237	\$74,118	\$147,354
August ⁽¹⁾	80,293	11,529	91,822	\$73,972	\$76,094	\$150,067
September	74,793	10,718	85,510	\$67,501	\$70,935	\$138,436
October	77,918	11,836	89,754	\$70,025	\$78,566	\$148,591
November	71,460	10,234	81,694	\$64,284	\$68,138	\$132,423
December	70,829	9,506	80,334	\$63,498	\$63,655	\$127,153
Total⁽²⁾	882,825	128,156	1,010,982	\$798,152	\$853,375	\$1,651,527

⁽¹⁾ Actual transactions and expected toll revenue as reported by the Illinois Tollway.

⁽²⁾ Values may not sum due to rounding.

Table 7. Estimated 2025 Transactions and Expected Toll Revenue

Month	Transactions (in thousands)			Expected Revenue (in thousands)		
	PC	CV	Total	PC	CV	Total
January	65,766	10,116	75,882	\$58,184	\$72,339	\$130,524
February	63,559	9,335	72,894	\$56,405	\$66,659	\$123,064
March	73,336	10,352	83,688	\$65,932	\$73,639	\$139,571
April	74,816	10,918	85,734	\$67,095	\$77,043	\$144,138
May	80,970	11,235	92,205	\$73,664	\$78,670	\$152,334
June	78,721	11,068	89,790	\$72,196	\$77,279	\$149,475
July	83,067	11,440	94,507	\$76,738	\$79,743	\$156,482
August	81,475	11,211	92,686	\$75,116	\$78,443	\$153,559
September	76,525	11,081	87,606	\$68,568	\$77,435	\$146,002
October	79,614	11,804	91,418	\$71,190	\$82,787	\$153,977
November	71,972	9,915	81,887	\$64,418	\$69,842	\$134,260
December	73,027	9,729	82,756	\$65,039	\$68,748	\$133,787
Total⁽¹⁾	902,849	128,204	1,031,052	\$814,547	\$902,627	\$1,717,173

⁽¹⁾ Values may not sum due to rounding.



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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,

A handwritten signature in blue ink that reads "J Hart". The signature is fluid and cursive, with a long horizontal stroke extending from the end of the name.

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



October 8, 2024

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
2025 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 2025. 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 October 7, 2024, the Illinois Tollway provided WSP with projected annual capital expenditures (for renewal and replacement needs) for the R&R Account for the years 2024 through 2027. These projected expenditures were developed by the Program Management Office (PMO), not independently verified by WSP, but based upon methods understood by WSP to be consistent with sound engineering practice. The Illinois Tollway also identified a projected ending balance of the R&R Account for 2024 as approximately \$370 million, which includes the 2024 R&R Deposit. The PMO has estimated total draws for renewal and replacement in 2024 to be approximately \$243 million.

WSP reviewed the data provided by the Illinois Tollway and PMO to identify the estimated deposits through 2025 required to maintain reasonable R&R Account balance based upon the estimated funds available and potential capital expenditures for renewal and replacement. The combination of the R&R Account balance and projected deposits to the balance of the R&R Account will fund the R&R projects in the Program, including 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 \$198 million to the R&R Account for 2025.



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 2025, 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 2025.

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

Sincerely,

WSP USA Inc.

A handwritten signature in blue ink, appearing to read 'Ryan Hanks', is written over a light blue circular stamp.

Ryan Hanks, P.E.
Project Manager

cc: Manar Nashif, William O’Connell, Sam Samra, Michael McIntyre, Cindy Williams, Laura Thompson, Mike Valentino, Nick Smith

2025 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 2024 and 2025. 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 2024 Revenues - First Eight Months:**

	<u>FY 2024</u>
Toll Revenues *	\$954.9
Evasion Recovery	107.7
Investment Income	59.7
Concessions and Miscellaneous	17.7
First Eight Months Actual 2023 Revenues	<u>\$1,140.1</u>

Estimated 2024 Revenues - Last Four Months:

	<u>FY 2024</u>
Toll Revenues *	\$472.4
Evasion Recovery	22.9
Investment Income	15.3
Concessions and Miscellaneous	0.4
Last Four Months Estimated 2023 Revenues	<u>\$510.9</u>

Estimated Revenues:

	<u>FY 2024</u>	<u>FY 2025</u>
Toll Revenues *	\$1,427.4	\$1,484.1
Evasion Recovery	130.6	164.3
Investment Income	75.0	55.0
Concessions and Miscellaneous	18.1	16.2
Total Estimated Revenues	<u>\$1,651.1</u>	<u>\$1,719.6</u>

Less Budgeted Operating Expenses (net \$10.1M beginning M&O balance in 2024):

<u>(\$441.2)</u>	<u>(\$470.6)</u>
-------------------------	-------------------------

ESTIMATED NET REVENUES

\$1,209.9	\$1,249.0
------------------	------------------

Aggregate Debt Service

\$517.9	\$550.7
---------	---------

Renewal and Replacement Account Deposits per WSP

\$240.0	\$198.0
---------	---------

Net Revenue Requirement is the greater of the following:

1.3 x Aggregate Debt Service

\$673.2	\$716.0
---------	---------

Debt Service + Renewal and Replacement Account Deposits

\$757.9	\$748.7
---------	---------

NET REVENUE REQUIREMENT

\$757.9	\$748.7
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Net Revenues in Excess of Net Revenue Requirement

\$452.0	\$500.3
----------------	----------------

Build America Bond subsidies reduce transfers required for Debt Service

\$13.6	\$13.6
--------	--------

Other adjustments re. transfers of revenues to M&O and Debt Service Accts

14.8	(0.1)
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*(\$13.7M of the 2024 adjustment is related to the refunding of the Series 2013A/2014B Bonds)***Deposits to Renewal and Replacement Account and Improvement Account**

\$720.4	\$711.7
----------------	----------------

(Net Revenues less Aggregate Debt Service plus Build America Bond subsidies, net other adjustments)

* CDM Smith has estimated expected toll revenues to total \$1,651.5 million in 2024 and \$1,717.2 million in 2025. The amounts included in this certificate are adjusted to reflect the Tollway's estimate of evaded tolls and underpayments. These adjustments reduce toll revenues by \$224.2 million in 2024 and \$233.1 million in 2025.

Totals may not add due to rounding.

EXHIBIT 105

Acronyms



ACRONYMS

AA	Affirmative Action
ACEC	American Council of Engineering Companies
ACFR	Annual Comprehensive Financial Report
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
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

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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 is 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 PROGRAM (VEP) – 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.

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