



# Stewardship



## 6. Stewardship

In order to achieve the vision and goals set forth in this LRTP, purposeful and regular stewardship between IDOT and the state's transportation stakeholders is key. Implementation of the LRTP will help Illinois enjoy enhanced stewardship of transportation resources through effective planning, efficient decision making, wise investments, proper accountability, and rigorous performance measurement and reporting. Advancing innovative financial approaches, minimizing environmental impacts and continuously collecting information on stakeholder preferences defines IDOT's overall approach to stewardship<sup>1</sup>.

### GOAL

**Safeguard existing funding and increase revenues to support system maintenance, modernization, and strategic growth of Illinois' transportation system.**



### WHAT IS STEWARDSHIP?

The Illinois Department of Transportation (IDOT) and the Illinois Division of the Federal Highway Administration (FHWA) have a joint Stewardship and Oversight Agreement that defines stewardship as the efficient and effective management of public funds. While the Stewardship and Oversight Agreement's primary concern is federal-aid programs, IDOT believes it is imperative that this principle is applied to all public funds whether they are federal, state or local. Stewardship is an ethic that embodies the responsible planning and management of resources and can be applied to the environment and nature, economics, health, property, information and other resources.

FHWA has defined stewardship and oversight as follows:

**STEWARDSHIP IS THE EFFICIENT AND EFFECTIVE MANAGEMENT OF THE PUBLIC FUNDS THAT HAVE BEEN ENTRUSTED TO THE FHWA. OVERSIGHT IS THE ACT OF ENSURING THAT THE FEDERAL HIGHWAY PROGRAM IS DELIVERED CONSISTENT WITH APPLICABLE LAWS, REGULATIONS AND POLICIES.**

<sup>1</sup> <https://www.fhwa.dot.gov/federalaid/stewardship/agreements/il.pdf>, accessed September 6, 2017

## 6.1 TRANSPORTATION STEWARDSHIP IN ILLINOIS

Within the transportation industry, stewardship and oversight encompasses the broad management of a wide range of issues:

- Financial stewardship and oversight of funding programs
- Environmental stewardship and streamlining to advance projects more efficiently
- Stewardship of a Disadvantaged Business Enterprise (DBE) and Equal Employment Opportunity (EEO) program in order to assist small and disadvantaged businesses
- Resource management to effectively monitor and track the use of various supplies and materials

As it relates to IDOT's goal above, stewardship is defined here as the safeguarding of the Illinois transportation funding system used to provide maintenance, preservation, strategic expansion and modernization of Illinois' transportation network and identifying new ways to enhance the system. While the definition is slightly different from the one FHWA is focused on, the intent is the same, which is the efficient and effective management of the public funding within Illinois.

## 6.2 STEWARDSHIP AND IDOT

With such a large amount of state maintained facilities, stewardship is an important part of making sure the state remains mobile. While the overarching role for IDOT is to provide and maintain a transportation network that offers options and alternatives for its users, IDOT is also responsible for effectively managing the funding that Illinois receives from its various sources. In this era of increased funding challenges, IDOT is exploring new ways to be good stewards of public funds in order to best leverage its existing funds to provide the infrastructure that Illinois needs, both now and in the future.

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Illinois boasts the fourth-largest highway system in the nation and the third-largest Interstate network. In 2016, the combined state and local roadway systems in Illinois encompassed 146,958 miles<sup>2</sup>, and 26,770 bridges<sup>3</sup>. IDOT is responsible for 15,918 miles, which is comprised of Interstates, U.S. Highways, and State Routes.<sup>4</sup> According to the Illinois Highway Statistics Sheet for 2016, the Annual Vehicle Miles of Travel (AVMT) was 107,171 million miles.

### 6.2.1 MULTI-YEAR PROPOSED HIGHWAY IMPROVEMENT PROGRAM (MYP)<sup>5</sup>

Resource needs are outpacing available funding sources and financing mechanisms. Aging infrastructure requires greater investments to maintain its safety and extend its useful life. Expansion of the transportation system, while relatively limited, has become expensive. Illinois utilizes all of the conventional funding sources for operation, maintenance and preservation of its system. These funding sources include state and formula federal motor fuel tax revenues, vehicle registration and license fees, bond issuances, and the pursuit of opportunities for competitive federal funding opportunities. However, there remains a long-term funding gap between stagnating revenue streams and rising costs; therefore, the state must consider identifying long-term sustainable funding sources that are protected from the cyclical nature of short-term funding measures. This issue is further addressed within **Chapter 7, Funding**; however, the following details the MYP, which is utilized by IDOT to help them be better stewards of funding sources.

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<sup>2</sup> Illinois Highway and Street Mileage Statistics, Tables HS-1, December 2016.

<sup>3</sup> Illinois Highway Statistics Sheet 2016.

<sup>4</sup> Illinois Highway and Street Mileage Statistics, Tables HS-1, December 2016. Total does not include ramp or collector-distributor mileage.

<sup>5</sup> FY 2018-2023 Proposed Highway Improvement Program, IDOT, <http://www.idot.illinois.gov/Assets/uploads/files/Transportation-System/Reports/OP&P/HIP/2018-2023/2018-23%20MYP%20Book.pdf>, accessed January 9, 2018.

IDOT annually develops a fiscally constrained six-year program, the MYP, detailing how it will invest transportation dollars in the state and local highway system. For FY 2018-2023 the MYP totals \$11.65 billion, and includes a FY 2018 annual highway program of \$2.2 billion.

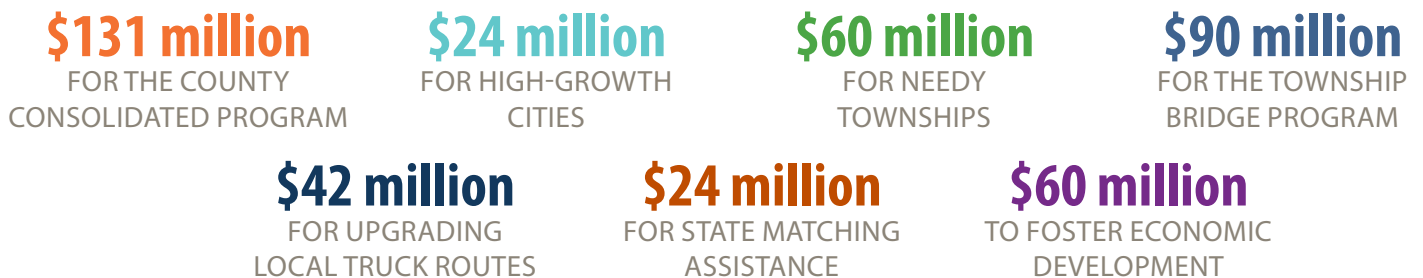
The FY 2018-2023 MYP will:

- Provide funding to maintain 2,463 miles of state maintained roads and replace or rehabilitate 707 bridges.
- Provide funding to maintain 743 miles and 274 bridges on the locally maintained system.
- Provide funding for railroad crossing safety improvements throughout the state.
- Provide funding for traffic and safety improvements that further enhance highway safety as part of IDOT's regular highway improvement program by targeting specific fatal and severe crash locations.
- Enhance public right-of-way accessibility as part of IDOT's regular highway improvement program by removing barriers to accessibility as identified in IDOT's Americans with Disabilities Act (ADA) Transition Plan.

Illinois continues to rank sixth in the nation in terms of aggregate federal funding for highway and bridges under Fixing America's Surface Transportation (FAST) Act. The aforementioned \$11.65 billion available for FY 2018-2023 includes \$8.02 billion for improvements to the state highway system. It is estimated the proposed six-year program will maintain 2,463 miles of highways and rehabilitate 707 bridges. The FY 2018-2023 state program includes:

- **Roadway Maintenance:** \$4.33 billion is scheduled for reconstruction, resurfacing/widening and safety projects. This includes \$730 million for interstate resurfacing projects and \$466 million for safety improvements.
- **Bridge Maintenance:** \$2.6 billion is scheduled to address bridge needs across the state.
- **Congestion Mitigation and Expansion:** \$1.09 billion is scheduled to address traffic congestion. This includes \$326 million for construction of the new I-74 bridge over the Mississippi River and \$12 million for Phase II engineering on I-39.

IDOT also provides local governments funding for the following special programs, which total \$431 million:



#### 6.2.2 TRANSPORTATION ASSET MANAGEMENT PLAN (TAMP)

IDOT is currently in the process of developing the Transportation Asset Management Plan (TAMP), a proactive planning tool to aid IDOT in being good stewards of future highway and bridge investments. The TAMP is a data-driven and performance based document, required by the FHWA, outlining investment strategies for preserving existing assets over the duration of 10 years. A draft of the IDOT TAMP is anticipated in January 2018, with implementation no later than June 30, 2019. Asset management planning is important, as it keeps infrastructure in better overall condition, prevents projects from being delayed until action is absolutely needed, and consistent asset investments overtime helps grow the economy and ensures the system remains competitive.

### 6.2.3 PUBLIC/PRIVATE PARTNERSHIPS AND INNOVATIVE PROJECT DELIVERY

Public-Private Partnerships (P3) are a form of project delivery permitted by the State of Illinois for use in transportation projects. As opposed to motor fuel tax and other similar tools, P3s are not a source of funding. Instead, they are a way to provide specific project financing, expedite project delivery, stimulate innovation and generate cost-efficiency through the use of a legal agreement between the public and private sector parties to construct specific projects. There are multiple forms of P3s, ranging from a model in which a developer designs and builds an asset under a single contract (“Design-Build” or “DB”) to a model where the private party designs, builds, finances, operates and maintains an asset (“Design-Build-Finance-Operate-Maintain” or “DBFOM”).

IDOT currently has limited P3 authority, and is one of five DOTs across the country that does not have the ability to utilize the Design-Build delivery method. Expanding P3s and other innovative project delivery methods through work with the state legislature will be important to further enhance IDOT’s project delivery toolbox.

### 6.2.4 PERFORMANCE-BASED PROJECT SELECTION PROCESS

IDOT utilized a performance-based project selection process to evaluate and prioritize major expansion projects within the Proposed Multi-Year Highway Improvement Program (FY 2018-2023) in 2017. The goal of this tool is to identify projects that provide the state with the highest return on investment. The process quantifies the economic development, livability, mobility and other benefits of each project. Through a data-driven process, the tool helps IDOT identify and prioritize projects that provide the greatest benefit to local communities.

Although not all projects will come out on top, a secondary benefit of this process is identifying ways to address individual needs that may be driving the need for a project.

By understanding the need, IDOT can then identify ways to move forward with targeted spot improvements, delivering a portion of the original project’s intended benefit for less money. Use of this tool exhibits IDOT’s recognition of the importance of stewardship as it relates to the future transportation network within the state. Additionally, this informed and open decision-making process provides the following for state taxpayer dollars:

- Evaluates projects using a consistent set of criteria.
- Connects transportation solutions with corridor needs.
- Aligns funding with projects that provide high return on investment.
- Provides opportunity for ongoing public and stakeholder engagement.

### 6.2.5 PROJECT ADMINISTRATION

IDOT is responsible for administration of most of the transportation projects accomplished within the state of Illinois regardless of whether they are on the state system or the local system. This is governed by the **stewardship agreement** with FHWA, the **Bureau of Local Roads and Streets Manual**, and the **Bureau of Design and Environment Manual**. IDOT ensures that federal and state regulations are met for these projects. The implementation of this sometimes may be delayed due to issues with the project and/or processes within IDOT. To be good stewards of public funds, IDOT must ensure they are working as efficiently and effectively to accomplish projects while meeting all federal, state, and public requirements.

### 6.3 IMPORTANCE OF STEWARDSHIP

What constitutes good stewardship is defined differently throughout the U.S., as previously noted; however, the components of the IDOT Long Range Transportation Plan (LRTP) significantly impact stewardship within the state and its communities. There are often parallels between stewardship and the four other fundamental goals of the LRTP. The following details the importance of stewardship as it relates to the other LRTP goals:



#### ECONOMY

Economic activity within Illinois is driven by the entire system, of which transportation, logistics and intermodalism are integral parts. Stewardship means making smart investments in infrastructure and operations increase the economic vitality of the state as a whole.

#### LIVABILITY

Efficient management of its resources can help to build consensus about how IDOT manages physical change and the correlating livability changes within the state. Stewardship advances responsible management and strategic investment in Illinois' existing resources and assets, and taking steps to enhance the integrity of the state's natural resources.

#### MOBILITY


IDOT's overarching goal for the state's transportation network is to move people and freight as effectively as possible. Stewardship recognizes the importance of funding and financing for all modes of transportation and the interaction between them.

#### RESILIENCY

By improving its response to extreme weather and other events, IDOT effectively manages Illinois' transportation network and ensures the resiliency of the system. A stewardship approach to resiliency aims to prevent undesirable changes and prepares for adaptation to rapid and uncertain changes that cannot be avoided within the state.

### importance of stewardship

### 6.4 OBJECTIVES AND STRATEGIES

IDOT has developed four objectives to guide its decisions that support stewardship. Each objective contains recommended actions, performance measures, data sources and implementation strategies that IDOT will pursue. The LRTP content as a whole will be considered guidance for programming decisions; however, each objective below also denotes some of the more specific recommended actions/strategies that will be used to guide programming decisions. These have been denoted with .

The four objectives are:



Invest in improvements in airports, roads, bridges, rail, freight, ports, waterways, bicycle and pedestrian infrastructure, and new traffic and transit technologies.



Ensure transparency in project selection and prioritization and that project selection is guided by sound data and performance-based processes.



Support innovation in project delivery opportunities.



Maximize funding and leverage resources wisely.

## 6.4.1 OBJECTIVES, STRATEGIES, PERFORMANCE MEASURES, AND IMPLEMENTATION


**OBJECTIVE 1.**

*Invest in improvements for airports, highways/streets, freight, ports, waterways and new traffic and transit technologies.*

**RECOMMENDED ACTIONS/STRATEGIES:**

- **Complete current ongoing major infrastructure improvements.** 

IDOT has made strides to its existing facilities in an effort to improve the user experience. Improvements include the Jane Byrne Interchange, I-74 Mississippi River Bridge, Chicago to St. Louis High Speed Rail, and the O'Hare Modernization Program. Programs like CREATE invest in critically needed improvements to increase the efficiency of the region's passenger and freight rail infrastructure in the Chicago-area. Completion of current major infrastructure improvements allows IDOT to focus on other areas throughout the state that can benefit from the major improvements.

- **Identify needed capacity enhancements, capital improvements and new technology implementation.** 

Illinois is in the heart of the country, and therefore serves as an important link in travelers destinations. IDOT will analyze data and work with stakeholders to identify areas where congestion or improvements are needed to enhance safety and the overall travel experience. Reviewing current and past data and information on file will aid in prioritization of areas needing work.

- **Identify new "mega" projects which will improve the existing transportation system and infrastructure and identify alternative funding opportunities.** 

Mega Projects are multi-billion dollar endeavors that address current and emerging multimodal transportation needs. Typically, the projects span two or more governing jurisdictions and last several years. Current projects include High Speed Rail, Jane Byrne Interchange, I-74 Mississippi River Bridge, and CREATE. Potential projects include the managed lanes project for I-55 and I-290 in DuPage and Cook counties. IDOT should continue to review projects and gather public opinions for potential mega projects, as well as determining ways to fund these multi-billion projects.

- **Identify potential projects or partnerships to address connected/autonomous vehicles (CAV) being introduced within both passenger and commercial/freight fleets.** 

IDOT will work with partners to identify ways and strategies to best implement the use of CAVs. These vehicles will likely be introduced in a transitional phase with existing traffic. This means changes will be required to existing pavement markings, traffic signals, and installing CAV technology.

**PERFORMANCE MEASURES:**

- ✓ **Volume/number of projects completed**  
Utilizing the For the Record (FTR), IDOT's annual report of the awards and obligations made for the Annual Highway Improvement Program, IDOT can track projects for each fiscal year (FY). While FTR covers highways, resources like regional transportation agencies, local transportation agencies, and MPOs can provide information regarding other projects.
- ✓ **Number of projects evaluated through performance based project selection tool**  
New capacity projects are to be evaluated using the performance based project selection tool before funds are identified for the project. Using this tool assists in prioritizing mega projects but also quantifying the benefits achieved by the project.
- ✓ **Funds anticipated to be spent (programmed) on strategic capital and expansion plans addressing system preservation, capacity expansion and technology implementation**  
Plans like the IDOT Statewide Transportation Improvement Program (STIP) and the MPO Transportation Improvement Programs (TIP) are documents of proposed projects within a four-year period. These are developed to secure project funding, but also provide an easy way to classify the type of project. IDOT's Multi-Year Improvement Program (MYP) is a fiscally constrained six-year program detailing how it will invest transportation dollars in the state and local highway system; thus, providing another way of analyzing the distribution of funds. Additionally, regional and local transportation agencies and local partners and organizations can provide information regarding their distribution of funds to project types.
- ✓ **Number of new projects and/or partnerships to address CAVs utilizing the transportation system**  
In order to effectively implement CAVs, IDOT will need to work hand-in-hand and with the assistance of regional and local transportation agencies and local transportation partners/organizations. A transparent working relationship allows for discussion regarding the requirements and implementation of CAVs. From this, IDOT can begin to compile a list of projects which will require support.

**IMPLEMENTATION:**

- ✓ **Deliver completed projects within the ongoing major infrastructure programs.**  
**Lead:** IDOT Office of Highways Project Implementation  
**Partner(s):** MPOs, IDOT District Offices, IDOT Regional Offices, Transportation Agencies
- ✓ **Identify new projects and/or partnerships with the private sector in order to foster the implementation of CAVs and other new technologies within the transportation industry.**  
**Lead:** IDOT Office of Intermodal Project Implementation, IDOT Office of Highways Project Implementation  
**Partner(s):** MPOs, IDOT District Offices, IDOT Regional Offices, Transportation Agencies
- ✓ **Create a long-term plan of major capacity enhancement, infrastructure expansion, and preservation projects, and the associated funding necessary to implement each (i.e., Expressway Vision<sup>6</sup>).**  
**Lead:** IDOT Office of Planning and Programming, IDOT Office of Highway Project Implementation  
**Partner(s):** MPOs, IDOT District Offices, IDOT Regional Offices, Transportation Agencies

6 The Expressway Vision is a multijurisdictional, multimodal approach to guide future capital investments, coordinate transportation operations, address growing freight congestion, and provide game-changing public transit options for the existing expressway system in northeastern Illinois. The vision is due in mid-2018, and is funded by IDOT and the Illinois Tollway, but developed by CMAP. The vision will define key implementation steps, including new policy and management strategies needed to advance recommendations. The vision will also include a financial strategy. <http://www.cmap.illinois.gov/mobility/roads/expressway-vision>, accessed January 3, 2018.



**OBJECTIVE 2.**

*Ensure selection and prioritization decisions on projects is transparent and guided by sound data and performance-based decisions.*

**RECOMMENDED ACTIONS/STRATEGIES:**

- **Develop performance-based project selection process and accompanying tools.** 

IDOT should develop a tool that evaluates projects on their anticipated performance. Additionally, IDOT should complete an inventory of needs that identify what level of funding would be required to achieve a certain level of performance. The relevance of the level is an important consideration in IDOT projects, given limited funding and the need to prioritize investments.

- **Enhance asset management process and accompanying tools.**

IDOT is in the process of developing a Transportation Asset Management Plan. Additionally, large transit agencies within Illinois are required to develop a Transit Asset Management Plan. IDOT is developing a Tier II (smaller transit agencies) Group Transit Asset Management Plan, which will help in the asset management process. The TAMP documents outline investment strategies for preserving existing assets and the anticipated condition of those assets after the horizon of the plan.

- **Develop tools, dashboards, websites and feedback opportunities to demonstrate how projects progress and how funding is spent and the benefits of that funding.**

Currently, several IDOT projects have associated project websites, where the public can find information regarding the project, including pamphlets, informative brochures, meeting announcements, and other interactive features. Utilizing the Internet to allow the public the opportunity to provide feedback, outside of the public comment period, would give instant feedback during the progression of a project. An internal IDOT interface would allow for tracking, document organization, and fund tracking. Developing tools, dashboards, and websites for IDOT performance in achieving identified goals and performance measures will allow stakeholders to understand the performance of IDOT.

- **Ensure projects are meeting established schedules.**

IDOT should develop schedules for all projects and work to ensure projects are accomplished within those schedules. Timely implementation of projects saves costs and produces the project more quickly.

**PERFORMANCE MEASURES:**

- ✓ **Volume/number of projects selected utilizing a performance-based project selection process**

IDOT's MYP uses system performance metrics as a determining factor in creating the program. IDOT will provide support to regional and local transportation agencies in an effort to utilize a performance-based project selection processes.

- ✓ **Pavement/infrastructure/vehicle condition**

With an extensive network of interstates, highways, transit vehicles, transit facilities and bridges, IDOT has many transportation features to manage and maintain. The Illinois Capital Needs Assessment, Illinois Roadway Information System and Illinois Structure Information System help organize the large amount of data into various databases. IDOT and regional/local transportation agencies should work together to streamline tracking and monitoring pavement/infrastructure/vehicle conditions.

- ✓ **Increased life span of pavements and bridges**

IDOT tracks the condition of bridges and pavements, which provides a record of infrastructure over a period of time. This information is retained and can be accessed via the Illinois Roadway Information System and Illinois Structure Information System. Reports on infrastructure from regional and local transportation agencies will also be crucial to monitoring life spans. This information is used to develop the TAMP which also identifies investment strategies for increasing the life span of pavements and bridges.

✓ **Number of tools developed to share project and funding information with the public**

IDOT is divided into supporting offices, which have individual coordination responsibilities. IDOT also has a suite of publications (IDOT MYP and IDOT FTR) to provide information to the public regarding projects and their funding. IDOT should continue to expand the methods and media types they use in disseminating this information to the public.

✓ **Number of projects meeting established schedules**

IDOT's FTR compares road, bridges and safety, and traffic improvements planned to be accomplished during a FY, relative to those actually accomplished. This report, in combination with other documents, should be used to track the progression of a project from conception to completion. Tools for public consumption, such as a dashboard should be considered when relaying project accomplishment information.

✓ **Federally required performance measures**

In 2012, the Moving Ahead for Progress in the 21st Century Act (MAP-21) mandated—and in 2015 the Fixing America's Surface Transportation Act (FAST) reauthorized—USDOT to measure the performance of the system. MAP-21 created a performance-based and multimodal program to strengthen the U.S. transportation system, which is comprised of a series of nine rules overseen by FTA and FHWA. The following required MAP-21 performance measures will be integrated throughout IDOT's planning and programming process, regarding Objective 2 of the overall stewardship goal. These measures are comprehensive in nature and require no further explanation:

- |   |   |   |
|---|---|---|
| ■ Transit equipment – state of good repair      | ■ Percentage of Interstate pavement in good condition                                   | ■ Percentage of non-interstate NHS pavement in poor condition |
| ■ Transit facilities – state of good repair     | ■ Percentage of Interstate pavement in poor condition                                   | ■ Percentage of NHS bridges classified as in good condition   |
| ■ Transit infrastructure – state of good repair | ■ Percentage of non-interstate National Highway System (NHS) pavement in good condition | ■ Percentage of NHS bridges classified as in poor condition   |
| ■ Transit rolling stock – state of good repair  |   |   |

## IMPLEMENTATION:

✓ **Develop web-based/app-based tools, dashboards and websites, and expand feedback opportunities in order to demonstrate to stakeholders and the public how projects advance through the development process and how funding is spent.**

**Lead:** IDOT Office of Communications

**Partner(s):** IDOT Bureau of Communication Services

✓ **Enhance internal IDOT tracking tools in order to ensure projects are achieving timely schedules and progressively advancing through the development process.**

**Lead:** IDOT Office of Planning and Programming

**Partner(s):** IDOT Office of Highways Project Implementation

✓ **Fully integrate the recently developed performance-based project selection tool into project programming and planning to track results (e.g., public-facing tools ranking projects).**

**Lead:** IDOT Office of Planning and Programming

**Partner(s):** IDOT Bureau of Planning, IDOT Bureau of Programming, IDOT Bureau of Local Roads

✓ **Expand and enhance asset management tools both for IDOT and local transportation partners.**

**Lead:** IDOT Office of Planning and Programming, IDOT Office of Intermodal Project Implementation

**Partner(s):** MPOs, Transit Agencies

**OBJECTIVE 3.***Support innovative project opportunities.***RECOMMENDED ACTIONS/STRATEGIES:**

- **Support public-private partnerships (P3s) and private sector project financing initiatives.** 

Public-private partnerships (P3s) and private sector funding provides a new way to drive projects without solely relying on state resources. Subsequently, this could result in shorter construction times and savings on project budgets.
- **Explore innovative project financing and delivery methods.** 

Innovative project financing allows multiple ways for a project to be funded, or a project to be funded that would not have originally received consideration due to cost. Additionally, looking outside of typical delivery methods provides the opportunity for more projects to be completed and possibly better completion times.
- **Work with industry to gain authority for Design-Build and Construction Manager/General Contractor through legislation.**

Design-Build (DB) and Construction Manager/General Contractor (CMGC) provide more certainty, or earlier certainty, when it comes to project schedule and budget/cost. They also provide innovation, with increased opportunity and better constructability. As of 2016, Illinois is authorized to use DB with certain limitations, and does not have authority for CMGC usage.
- **Explore outreach and education for MPOs and local government officials on innovative project financing and delivery initiatives.**

MPOs and local governments should partner with the state; thus, providing a new route for project funding and delivery. Outreach and education allows MPOs and local governments to see how valuable of a role they can play in improvements throughout the state.
- **Explore processes within the department to make administration of projects more efficient yet effective.**

At times, project administration through IDOT can be delayed or hit bureaucratic road bumps. This can cause project costs to increase as over time materials and other resources become more expensive. While the department must ensure all federal, state, and public requirements are met, efficiencies may be found with review of processes.

**PERFORMANCE MEASURES:**

- ✓ **Number of P3 projects in the state**

IDOT publishes several documents or reports, like the MYP and For the Record, which provide details on funding, processes, and proposed projects and initiatives. Reviewing these and budgets for various agencies (i.e. IDOT, regional, local, partners) can determine the number of P3 projects in the state.

✓ **Number of events and publications, per year, providing information on innovative financing and delivery programs and financing-related opportunities**

IDOT views their role as one of providing resources on IDOT initiatives. Providing resources, events, or training on innovative financing, delivery programs, and financing-related information is a way to support these initiatives. Each year, the IDOT Fall Planning Conference is hosted, providing discussion on topics regarding metropolitan and rural transportation. Events like this can expand and briefly touch on financing topics, or events can be developed specifically to discuss financing and delivery programs.

✓ **Time to implement projects**

IDOT should review processes for administration of projects and attempt to identify efficiencies. Tracking project delivery from programming to final invoice will allow the department to understand the time expected for project accomplishment.

✓ **Number of events focused on outreach to MPOs and local governments on innovative financing and delivery programs**

IDOT should look to expand current conferences or publications aimed to MPOs and local governments to include financing and delivery discussion. Alternatively, IDOT should look to possibly create events specifically catered to discussion of financing and delivery.

#### IMPLEMENTATION:

✓ **Conduct outreach and education events for MPOs and local government officials on innovative project financing and delivery methods in order to increase knowledge and understanding of methods and benefits, and uses in other states.**

**Lead:** IDOT Office of Communications, IDOT Office of Planning and Programming

**Partner(s):** MPOs, Local transportation officials

✓ **Educate stakeholders and the public on innovative project financing and delivery methods in order to increase knowledge of methods and use in other states.**

**Lead:** IDOT Office of Planning and Programming

**Partner(s):** IDOT Bureau of Innovative Project Delivery, MPOs, Local government officials

✓ **Study innovative project financing and delivery methods and their use within Illinois to advance various major projects.**

**Lead:** IDOT Office of Planning and Programming

**Partner(s):** IDOT Bureau of Innovative Project Delivery

✓ **Review project processes for efficiency and effectiveness.**

**Lead:** IDOT Office of Fiscal Administration

**Partner(s):** IDOT Bureau of Local Roads and Streets, IDOT Bureau of Design and Environment, Local Agencies

**OBJECTIVE 4.**

*Identify funding sources and leverage resources wisely to maximize the value of investments.*

**RECOMMENDED ACTIONS/STRATEGIES:**

- **Explore increase in state transportation funding, including new revenue sources.**

IDOT should work with the legislature to identify where funding opportunities are available. For example, the “lockbox” amendment to the Illinois Constitution (passed in November 2016), requires revenues raised from transportation-related fees and taxes to be spent only on transportation projects. Additionally, working with partners may open access to new revenue sources.

- **Identify opportunities to support non-highway funding program(s) for all multimodal transportation projects.** 

IDOT should work with regional and local agencies to identify Areas where funding would be beneficial to the overall improvement of multimodal transportation. Illinois has the second largest public transportation system, second largest rail system, and one of the busiest airports in the nation. Maintaining non-highway transportation features is critical for maintaining Illinois’ success and accessibility.

- **Develop time/money/effort saving platforms across transportation agencies.**

Central Management Services (CMS) currently offers local governments joint purchasing for many commodities, services and equipment, which is a beneficial partnership between local governments and the State. IDOT and other agencies throughout the state should look into options like joint purchasing and common management tools, among others, to help save time and money.

- **Expand Economic Development Program (EDP) to better define projects that provide greater benefits for investments.** 

The purpose of the EDP is the provide state assistance in improving highway access to new or expanding industrial, distribution or tourism developments. By evaluating the project benefits, the limited funding will be distributed to projects that help meet the focus of the EDP.

**PERFORMANCE MEASURES:**

- ✓ **Value of new transportation revenue sources**  
Budgets from IDOT, regional and local transportation agencies, and local transportation partners will help classify incoming revenue, which can be linked to a source.
- ✓ **Number of successful joint procurements and estimated cost savings**  
IDOT is only authorized to handle construction related procurements. The Chief Procurement Office is responsible for advertising procurements, and the Chief Procurement Officer contains information including awards of procurements.

**IMPLEMENTATION:**

- ✓ **Work with regional and local transportation agencies and other local transportation partners on joint tools to save time/money/effort.**  
**Lead:** IDOT Office of Planning and Programming  
**Partner(s):** IDOT Bureau of Local Roads and Streets, Transportation Agencies
- ✓ **Work with state and/or federal legislators to create dedicated non-highway funding program(s) for multimodal transportation projects.**  
**Lead:** IDOT Office of Planning and Programming, IDOT Office of Legislative Affairs, IDOT Office of Intermodal Project Implementation  
**Partner(s):** Multimodal stakeholders, Transportation Agencies

## 6.4.2 IMPLEMENTATION SUMMARY

The IDOT LRTP has a long-term horizon, but several short-term and long-term actions are necessary prerequisites to long-term results. The following provides more specific guidance about how to implement the various objectives supporting the goal of stewardship and begin transforming ideas into action. The actions to implement the stewardship goal have been delineated into four categories; whereby, each category clearly defines the desired directive of the action.

TABLE 6.1: Implementation Actions

| IMPLEMENTATION ACTION  | LEAD   | PARTNER(S)  |
|--|--|---|
| <b>Collaboration/Outreach &amp; Engagement</b>   |  |   |
| Deliver completed projects within the ongoing major infrastructure programs.   | IDOT Office of Highways Project Implementation   | MPOs, IDOT District Offices, IDOT Regional Offices, Transportation Agencies                   |
| Identify new projects and/or partnerships with the private sector in order to foster the implementation of C/AVs and other new technologies within the transportation industry.  | IDOT Office of Intermodal Project Implementation, IDOT Office of Highways Project Implementation | MPOs, IDOT District Offices, IDOT Regional Offices, Transportation Agencies                   |
| Develop web-based/app-based tools, dashboards and websites, and expand feedback opportunities in order to demonstrate to stakeholders and the public how projects advance through the development process and how funding is spent.    | IDOT Office of Communications  | IDOT Bureau of Communication Services   |
| Enhance internal IDOT tracking tools in order to ensure projects are achieving timely schedules and progressively advancing through the development process.   |  | IDOT Office of Highways Project Implementation  |
| Conduct outreach and education events for MPOs and local government officials on innovative project financing and delivery methods in order to increase knowledge and understanding of methods and benefits, and uses in other states. | IDOT Office of Planning and Programming  | MPOs, Local transportation officials  |
| Educate stakeholders and the public on innovative project financing and delivery methods in order to increase knowledge of methods and use in other states.  | IDOT Office of Communications, IDOT Office of Planning and Programming                           | IDOT Bureau of Innovative Project Delivery, MPOs, Local government officials                  |
| <b>Plans/Guidance</b>  |  |   |
| Create a long-term plan of major capacity enhancement, infrastructure expansion, and preservation projects, and the associated funding necessary to implement each (i.e., Expressway Vision).  | IDOT Office of Planning and Programming, IDOT Office of Highway Project Implementation           | MPOs, IDOT District Offices, IDOT Regional Offices, Transportation Agencies                   |
| Fully integrate the recently developed performance-based project selection tool into project programming and planning to track results (e.g., public-facing tools ranking projects).   | IDOT Office of Planning and Programming  | IDOT Bureau of Planning, IDOT Bureau of Programming, IDOT Bureau of Local Roads               |
| Review project processes for efficiency and effectiveness.   | IDOT Office of Fiscal Administration   | IDOT Bureau of Local Roads and Streets, IDOT Bureau of Design and Environment, Local Agencies |
| Work with regional and local transportation agencies and other local transportation partners on joint tools to save time/money/effort.   | IDOT Office of Planning and Programming  | IDOT Bureau of Local Roads and Streets, Transportation Agencies                               |

| IMPLEMENTATION ACTION   | LEAD  | PARTNER(S)                                       |
|---|---|--|
| <b>Multimodal</b>   |   |  |
| Expand and enhance asset management tools both for IDOT and local transportation partners.  | IDOT Office of Planning and Programming, IDOT Office of Intermodal Project Implementation                                     | MPOs, Transit Agencies                           |
| <b>Funding</b>  |   |  |
| Study innovative project financing and delivery methods and their use within Illinois to advance various major projects.                | IDOT Office of Planning and Programming   | IDOT Bureau of Innovative Project Delivery       |
| Work with state and/or federal legislators to consider dedicated non-highway funding program(s) for multimodal transportation projects. | IDOT Office of Planning and Programming, IDOT Office of Legislative Affairs, IDOT Office of Intermodal Project Implementation | Multimodal Stakeholders, Transportation Agencies |