



Record of Meeting | October 15, 2015

The Illinois State Toll Highway Authority (the “Tollway”) held the Diversity and Inclusion Committee Meeting on Thursday, October 15, 2015 at the Tollway’s Central Administration Building in Downers Grove, Illinois. The Meeting was held pursuant to By-Laws of the Tollway upon call and notice of the Meeting executed by Chairman Robert Schillerstrom and posted in accordance with the requirements of the *Illinois Open Meetings Act*. The Meeting was open to the public.

[Bolded entries indicate issues which may require follow-up to present or report to Directors.]

Call to Order / Roll Call

Committee Chair Corey Brooks called the Meeting to order at approximately 11:40 a.m. and stated that this is the first meeting of the Diversity & Inclusion Committee of the Tollway Board of Directors. He invited attendees to rise and join in the Pledge of Allegiance. He then asked the Board Secretary to call the roll, those Directors present and absent being as follows:

Committee Members Present:
Committee Chair Corey Brooks
Director Earl Dotson
Director Joseph Gomez
Director James Sweeney

Committee Members Not Present:
Director David Gonzalez

The Board Secretary declared a quorum present.

Public Comment

Committee Chair Brooks opened the floor for public comment, requesting that speakers limit their remarks to three minutes.

Michael-Charles Hilson, Vice-President at GBG, Inc. Insurance Agency, addressed the Committee. Mr. Hilson proposed that an owner-controlled insurance program might benefit the Tollway through cost savings, improved coverages and increased diversity. He then offered materials which provide additional information concerning the program. *[Materials offered by Mr. Hilson were accepted by staff.]*



Committee Chair Brooks thanked Mr. Hilson for his comment.

Committee Chair's Items

Purpose and Mission of Committee: Committee Chair Brooks stated that the Diversity and Inclusion Committee is an ad hoc committee of the Board formed for the specific purpose of providing policy direction and oversight of the Tollway's inclusion efforts in construction, professional services and goods and services contracting, as well as internal and external workforce diversity.

Committee Goals and Objectives: Committee Chair Brooks outlined that the Committee has been charged with reporting on a number of goals by May 2016: review of current diversity programs and develop new initiatives which create access to sustainable jobs, new opportunities for small and disadvantaged businesses, support mentoring and training programs, and opportunities for educational and workforce development assistance.

Committee Chair Brooks emphasized that the Diversity and Inclusion Committee is anticipated to have multiple benefits for the workforce in Illinois, the contracting community, and the Tollway, including: assisting the Tollway in breaking down potential barriers to participation for both firms and individual workers, creating a formal vehicle of communication for the Tollway's Board to be updated on diversity issues, providing a forum to discuss policy and explore potential new diversity initiatives, as well as ensuring greater accountability and increased transparency regarding diversity matters. He commented that the workforce of the Tollway's contractors should reflect the diversity of the regions served by the agency and that the new Committee will provide a focus for the Tollway's Board on the issues and options for solutions, and help direct the agency to new opportunities to promote diversity. He then called on Gustavo Giraldo, Chief of Diversity and Strategic Development.

Diversity Reports: Mr. Giraldo provided a brief history and overview of the agency's external diversity efforts, highlighting that in the relatively short period since the inception of the diversity program in 2005 and formation of the Diversity Department in 2012, the Tollway has made important inroads in addressing the significant challenges involved, even standing at the forefront nationally of several diversity initiatives. He then introduced Diversity Department staff members Stephanie Stephens, Bill Jamison, Marlene Vick, and consultant Kristen Hamilton to assist in updating the Committee on the Tollway's external diversity initiatives and the work going forward. [See attached presentation.](#)



At the conclusion of the presentation, Mr. Giraldo provided highlights of the recent meeting of the Diversity Advisory Council, comprised of 16 advocacy and business organizations in the Chicagoland region and established to assist the Tollway in implementation of its diversity programs. He noted that various participating organizations offered suggestions for improvements to the Tollway's diversity programs, including: facilitating additional bonding and financial assistance for small, and veteran-, minority- and women-owned businesses, facilitating access to talented employees, clarifying the guidelines for "good-faith efforts" in compliance with contract goals, and providing additional emphasis and incentives for workforce diversification.

Director Sweeney asked about performance of Tollway construction contracts in meeting Equal Employment Opportunity (EEO) goals. Mr. Giraldo responded that Tollway construction contracts have been meeting or exceeding Federal EEO workforce goals for minority participation, however, the 5.7% level of participation by women is currently below the US Department of Labor goal of 6.9%.

Director Dotson inquired about the data sources used to establish benchmarks and goal-setting for the agency's diversity programs and how the Tollway's programs perform when compared to other agencies. Mr. Giraldo responded that the Tollway's diversity performance is on par with that of other entities in the infrastructure and transportation industries, all of which are experiencing similar challenges to growing participation of specific ethnic groups, most notably African Americans. Executive Director Bedalov responded that goal-setting is developed internally based on multiple resources and is narrowly tailored to address specific program needs.

Director Dotson asked Mr. Giraldo's opinion as to the most significant challenges to developing broader participation of African American firms in Tollway construction contracts. Mr. Giraldo responded that a lack of capacity presents a challenge to broader participation of African American firms which cannot quickly or easily be overcome. He highlighted that the Tollway's technical assistance programs, as well as enhancements to these programs currently being implemented, are designed to help address this challenge by offering targeted training which can provide the tools needed for small and diverse firms to serve as subcontractors or prime contractors on Tollway work. He added that heavy highway construction is a capital-intensive undertaking which can also present a financial barrier to entry. He suggested that exploring options to address bonding requirements and to facilitate access to financing might offer additional opportunities to improve capacity.

Directors and staff then discussed the outreach and communications plan for the Tollway's technical assistance programs.



Director Dotson, commending the implementation underway in Zones 2 and 3, inquired about plans for offering technical assistance in Zone 4 and beyond. Mr. Giraldo responded that the intergovernmental agreements underlying the current technical assistance programs in Zone 1 are expiring in March 2016; therefore, a request for proposal is currently being developed to provide technical assistance in both Zones 1 and 4. Executive Director Bedalov added that performance data is being collected and reviewed and will ultimately guide decision-making regarding expansion of the technical assistance programs to additional areas.

Committee Chair Brooks inquired whether EEO goals for construction contractors are established for individual ethnic groups. Mr. Giraldo responded in the negative, explaining that the US Department of Labor ("DOL") has established a minority participation goal for the Tollway's "economic area" of 19.6% and a nationwide female participation goal of 6.9%. Paul Kovacs, Chief Engineer, clarified that the Federal EEO workforce diversity goals established for construction contractors are distinct from the Tollway's Disadvantaged Business Enterprise ("DBE") Program, which establishes goals for participation of disadvantaged, minority- and women-owned business enterprise (D/M/WBE) certified firms in Tollway construction and professional services contracts.

Director Sweeney asked whether the Tollway establishes its own workforce diversity goals for construction contractors. Mr. Giraldo responded in the negative, explaining that Tollway construction contracts incorporate the Federal EEO goals established by the DOL.

Director Sweeney inquired about the enforcement of Federal EEO participation goals. Mr. Giraldo responded that compliance with the Executive Order applies to Federal or federally assisted construction contracts, and the application of EEO goals otherwise is for aspirational purposes.

Director Sweeney asked whether participation goals for specific under-represented ethnic groups might be incentivized. David Goldberg, General Counsel, responded that the viability of such an approach in a constitutionally defensible program would need to be explored by the Legal Department.

Director Sweeney inquired about the number of registered apprentices working on Tollway construction projects and whether establishing contract goals for participation of apprentices has been considered. He commented it is his understanding that a significant percentage of the applicants for construction apprenticeships are African American. Director Gomez expressed his agreement, suggesting that establishing goals for participation of apprentices on construction contracts should be considered as an element of the Tollway's diversity and inclusion efforts. He also suggested that advocacy organizations engaged by the Tollway to provide technical assistance programs be encouraged to perform outreach to the banking community to help



Minutes of the
Diversity & Inclusion Committee Meeting

facilitate access to capital for the small and minority firms to which they are providing training. **Mr. Giraldo responded that data on the number of apprentices will be provided to Directors post-meeting. Executive Director Bedalov advised that the Directors suggestions regarding goal-setting for apprentice participation and the encouragement of partnering organizations to perform outreach to the banking community will be developed for further discussion at the next meeting of the Committee.**

Executive Director Bedalov then introduced Lisa Williams, Tollway Equal Employment Opportunity (EEO) Officer, to provide a presentation for the Committee on the Tollway’s internal workforce diversity approach and demographics. [See attached presentation.](#)

Mr. Giraldo then informed the Committee of the upcoming presentation to the Board of the recently completed Illinois Tollway 2014 DBE Disparity Study conducted to review contracting practices and the Tollway’s DBE Program. He noted that the report’s author, Colette Holt, will provide a briefing during the October Board meeting on the issues examined, the results, and the recommendations of the Disparity Study. He further explained that two public information sessions are to then be held, after which, potentially at the December Board meeting, Directors will be asked to consider formal adoption of the study. Executive Director Bedalov noted that new DBE Program goals may be developed upon adoption of the updated study and that Director input on the study is welcomed.

Items for Consideration

[There were no items presented to the Committee for consideration.]

Adjournment

There being no further business before the Committee, Committee Chair Brooks requested a motion to adjourn. Motion to adjourn was made by Director Sweeney; seconded by Director Gomez. Committee Chair Brooks called for a vote. The motion PASSED unanimously.

The Meeting was adjourned at approximately 1:12 p.m.

Minutes taken by: Christi Regnery
Christi Regnery
Board Secretary
Illinois State Toll Highway Authority



**Diversity and Inclusion
Committee**

October 15, 2015

Agenda

- **Committee mission**
- **Committee objectives**
- **External diversity**
- **Internal diversity**
- **Additional items**

Committee Mission

To provide policy direction and oversight of the Tollway's inclusion efforts in construction, professional services and goods and services contracting, as well as internal and external workforce diversity

Committee Objectives

- **Provide policy direction and oversight of Tollway's inclusion efforts**
 - ❑ Assist in breaking down potential barriers to participation for both firm and individual workers
 - ❑ Create a formal vehicle of communication to discuss policy and explore potential new initiatives
 - ❑ Ensure greater accountability and increased transparency
 - ❑ Help direct the Tollway's Board to new opportunities to promote diversity in Tollway activities



External Diversity

October 15, 2015

Diversity Participation Update – D/M/WBE

D/M/WBE Payments January 1, 2010 through September 30, 2015

	Construction Contract Payments	Professional Services Contract Payments	Combined Payments
D/M/WBE payments (millions)	\$404.6	\$289.0	\$693.5
Total payments (billions)	\$2.2	\$0.85	\$3.0
Distribution of total D/M/WBE payments	18.5%	34.0%	22.9%

	Construction Contract Payments (millions)	Professional Services Contract Payments (millions)	Combined Payments (millions)	Distribution of Total D/M/WBE Payments
African American-Owned	\$20.5	\$47.0	\$67.6	9.7%
Asian Indian-Owned	\$13.5	\$67.6	\$81.1	11.7%
Asian Pacific-Owned	\$6.3	\$47.9	\$54.2	7.8%
Hispanic-Owned	\$241.5	\$71.7	\$313.1	45.1%
Native American-Owned	\$1.0	\$0.0	\$1.0	0.153%
Women-Owned (Caucasian)	\$121.7	\$54.8	\$176.5	25.5%



Diversity Participation Update – Small and Veteran Businesses

■ Small businesses

- ❑ Awarded nearly \$8 million in Small Business Set-Aside (SBSA) contracts in 2015
- ❑ More than one-third of the SBSA contracts awarded so far this year went to D/M/WBE small businesses

■ Veteran-owned businesses

- ❑ Awarded more than \$9.3 million to veteran-owned construction and professional service firms
- ❑ Expansion of the Mentor/Protégé Program to include veteran firms



Business Enterprise Program (BEP) Update

2014 BEP Data

Total Budget	\$ 295,455,696	Dollars Subject to BEP Goal	\$58,003,078
BEP Goal	\$11,600,616 (20%)	BEP Achievement	\$24,569,798 (42.4%)*

BEP Achievement by Ethnicity and Gender

African American	\$3,238,705 (13.2%)
Asian American	\$7,590,441 (30.9%)
Hispanic American	\$8,436,563 (34.3%)
Caucasian Female	\$5,303,712 (21.6%)

* Does not include Sheltered Workshop Contracts



Equal Employment Opportunity Update

EEO Hours for Construction Contracts January 1, 2010 through September 30, 2015

Distribution of Hours Reported by Ethnicity

	Hours Reported	Percent
African American	304,320	4.7%
American Indian / AK Native	52,429	0.8%
Asian / Pacific Islander	47,984	0.7%
Caucasian	3,804,032	59.2%
Hispanic / Latino	2,213,805	34.5%
Total	6,422,569	100%

Distribution of Hours Reported by Gender

	Hours Reported	Percent
Female	367,609	5.7%
Male	6,054,961	94.3%
Total	6,422,569	100%

Totals may not add due to rounding.



Current Technical Assistance Programs

	Construction Business Development Center	Construction Coaching for Growth
Approach	Situational; addresses specific question or issue a firm may have; not structured; occasional workshops	Assist small and diverse businesses; 3 months of structured courses in a cohort group setting
Target	Any type, primarily start-ups	At least three years in business and \$250,000 in annual revenues
Services	One-on-one individual attention to address a specific issue or question	Structured courses as well as one-on-one counseling
Locations	Zone 1	Zone 1
Results	<p>158 participants reporting more than \$12.6 million increase in revenue 44 bids submitted as prime, 6 awarded 90 bids submitted as subcontractors, 31 awarded More than 30 new jobs created</p>	

Upcoming Technical Assistance Program

	2015 Awarded Technical Assistance <i>Illinois Black Chamber of Commerce</i> <i>HACIA Scholarship Foundation</i>
Approach	Multi-year, highly structured mentorship program with courses and workshops
Target	Recruits firms with industry experience and strong revenues that have bid on contracts in the past
Services	Multi-year 'mentorship' type of assistance Customized services to address challenges work One-on-one counseling Workshops Long-term assistance
Locations	Zone 2: Lake County and surrounding communities Zone 3: Kane County and surrounding communities

Workforce Development

■ Earned Credit Program (ECP)

- ❑ More than 200 hires
- ❑ More than \$9.3 million in wages paid
- ❑ Tollway investment of \$489,000

■ Transportation Construction Apprenticeship Readiness Training Program (TCART)

- ❑ Strategic partnership with Illinois Department of Transportation
- ❑ Hiring incentive of \$15 per hour worked



Compliance Initiatives

- **Disadvantaged Business Enterprise (DBE) Program and Equal Employment Opportunity (EEO) Program compliance**
- **Monitor program requirements during construction**
 - ❑ Verification of commercially useful function by DBEs
 - ❑ Interview of workforce and check to EEO forms/certified payroll
 - ❑ Facilitate diversity documentation from project start to close-out

Outreach Initiatives

- **The Tollway sponsors and participates in outreach and networking events throughout the year**
- **Thus far in 2015 Tollway Diversity staff has attended or hosted more than 100 meetings**
- **Meetings and networking sessions enable Diversity staff to emphasize Tollway's commitment to D/M/WBE participation on all contracts**





Internal Diversity

October 15, 2015

Internal Workforce Diversity

Greater innovation

Enhanced problem solving

Required by law

Representative of the Tollway's communities

More competitive

Equitable



Holistic Approach



Recruitment

- Outreach
- Visibility
- Access



Selection

- Test scrutiny
- Diverse *Rutan* interview panels
- ADA accommodations
- Selection Process Tracking System



Retention

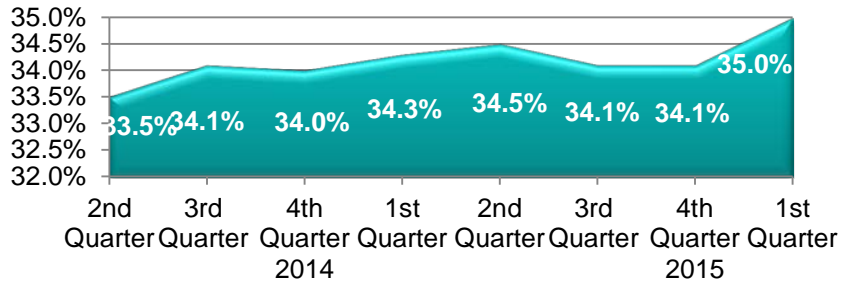
- EEO Analyses
- Trainings



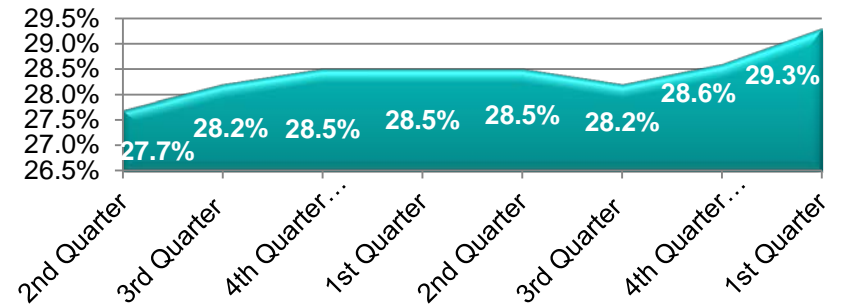
Demographics – Workforce

Two Year Look Back

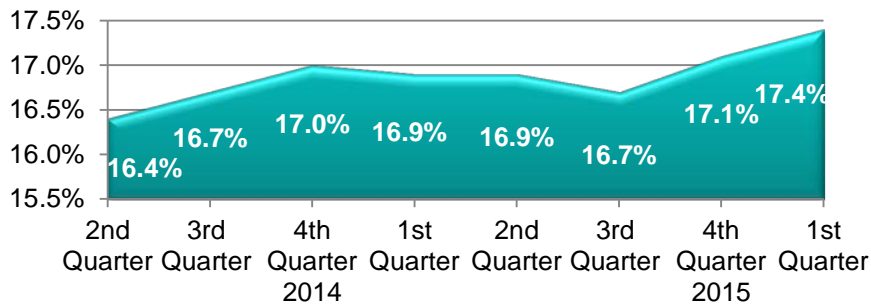
Females



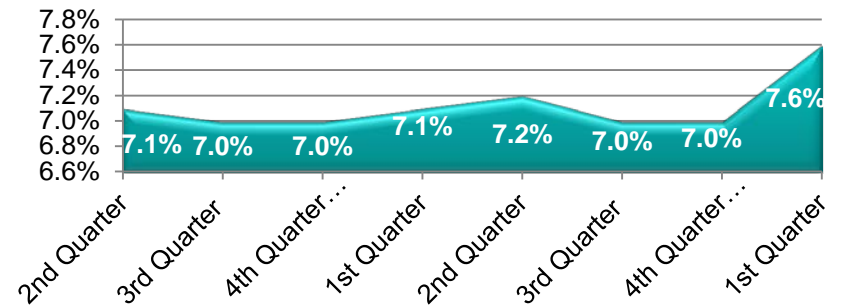
People of Color



African-American



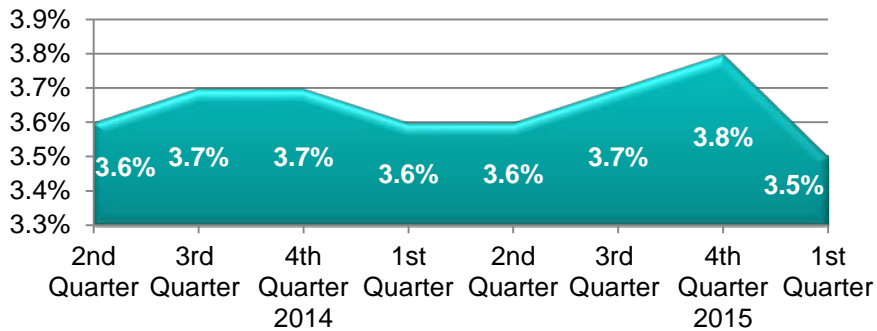
Latino



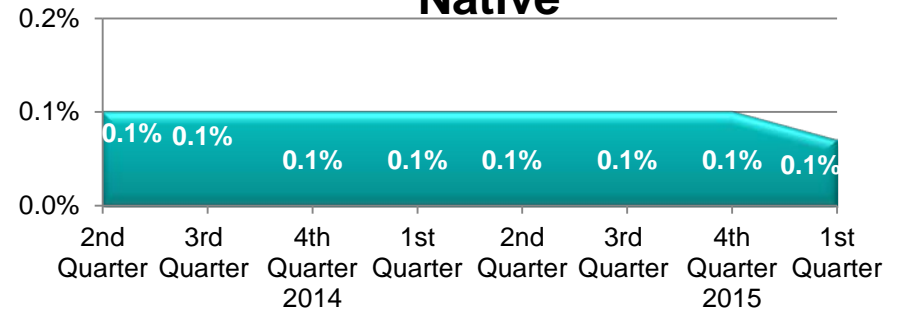
Demographics – Workforce

Two Year Look Back

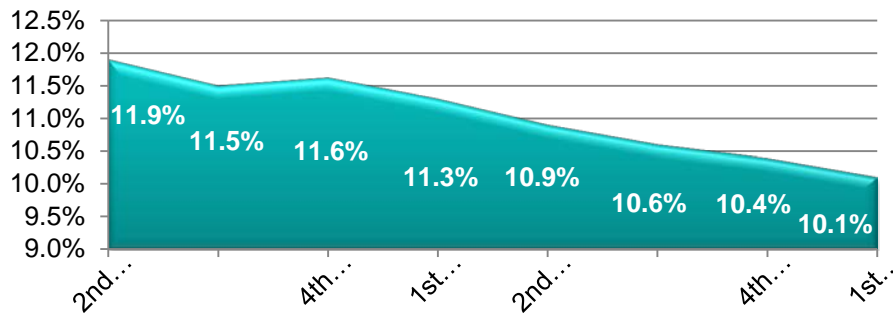
Asian-American



American Indian/ Alaska Native



People with Disabilities



Organizational Levels

New Hires between January 1, 2011 through September 30, 2015

EEO Category	Total Tollway New Hires	# African-American Employees Hired	# Latino Employees Hired	# Female Employees Hired	% African-American Employees Hired	% Latino Employees Hired	% Female Employees Hired
Officials / Managers	14	2	1	3	14.3%	7.1%	21.4%
Professionals	50	6	1	27	12.0%	2.0%	54.0%
Technicians	79	26	2	39	32.9%	2.5%	49.4%
Office / Clerical	101	27	8	55	26.7%	7.9%	54.5%
Skilled Craft	96	11	9	2	11.5%	9.4%	2.1%
Service / Maintenance	286	137	19	198	47.9%	6.6%	69.2%
Total	626	209	40	324	33.4%	6.4%	51.8%

Current Workforce as of September 30, 2015

EEO Category	Total Tollway Employees	# African-American Employees	# Latino Employees	# Female Employees	% African-American Employees	% Latino Employees	% Female Employees
Officials / Managers	17	2	1	6	11.8%	5.9%	35.3%
Professionals	103	9	5	40	8.7%	4.9%	38.8%
Technicians	233	36	14	108	15.5%	6.0%	46.4%
Office / Clerical	146	30	13	97	20.5%	8.9%	66.4%
Skilled Craft	399	27	31	2	6.8%	7.8%	0.5%
Service / Maintenance	543	147	45	244	27.1%	8.3%	44.9%
Total	1441	251	109	497	17.4%	7.6%	34.5%





THANK YOU

State Agency Comparison*

Latinos

Tollway 7.6% State: 5.5%

Coded Hispanic Employees as of 12/1/2014*			
Agency	Employees		Hispanic %
	Hispanics	Total	
HUMAN RIGHTS COMMISSION	5	14	35.7%
ARTS COUNCIL	4	17	23.5%
HUMAN RIGHTS DEPARTMENT	27	138	19.6%
LABOR	17	91	18.7%
EMPLOYMENT SECURITY	201	1,261	15.9%
PROPERTY TAX APPEAL BOARD	3	31	9.7%
CRIMINAL JUSTICE AUTHORITY	5	53	9.4%
FINANCIAL & PROFESSIONAL REGULATIONS	131	439	9.3%
WORKERS COMPENSATION COMMISSION	11	126	8.7%
HUMAN SERVICES	1034	12,308	8.4%
AGING	11	135	8.1%
CHILDREN & FAMILY SERVICES	203	2,649	7.7%
ILLINOIS Tollway			7.6%
HEALTHCARE & FAMILY SERVICES	132	2,061	6.4%
COMMERCE & ECONOMIC OPPORTUNITY	22	358	6.1%
LOTTERY	8	132	6.1%
LAW ENFORCEMENT & STANDARD BOARD		77	5.9%
PRISONER REVIEW BOARD	1	17	5.9%
GAMING BOARD	0	159	5.7%
LABOR RELATIONS BOARD	1	18	5.60%
JUVENILE JUSTICE	53	1,020	5.2%
GUARDIANSHIP & ADVOCACY	5	105	4.8%
PUBLIC HEALTH	52	1,139	4.6%
MILITARY AFFAIRS	5	123	4.10%
TRANSPORTATION**	88	2,202	4.0%
STATE FIRE MARSHAL	5	128	3.9%
INSURANCE	7	237	3.8%
AGRICULTURE	12	343	3.5%
STATE POLICE*	36	1,095	3.3%
COMMERCE COMMISSION	2	69	2.9%
VETERANS AFFAIRS	38	1,351	2.8%
CORRECTIONS	290	10,904	2.7%
CENTRAL MANAGEMENT SERVICES	36	1,394	2.6%
REVENUE	42	1,698	2.5%
ENVIRONMENTAL PROTECTION	18	788	2.3%
HISTORIC PRESERVATION	2	154	1.3%
NATURAL RESOURCES	14	1,216	1.2%
STATE RETIREMENT SYSTEMS	1	95	1.1%
CAPITAL DEVELOPMENT BOARD	0	47	0.0%
CIVIL SERVICE COMMISSION	0	4	0.0%
DEAF & HARD OF HEARING COMMISSION	0	7	0.0%
DEVELOPMENTAL DISABILITIES COUNCIL	0	9	0.00%
EMERGENCY MANAGEMENT AGENCY	0	81	0.0%
IL TORTURE INQUIRY RELIEF COMMISSION	0	3	0.0%
INDEPENDENT TAX TRIBUNAL	0	1	0.0%
INVESTMENT BOARD	0	4	0.0%
LABOR RELATIONS BOARD EDUCATIONAL	0	11	0.0%
POLLUTION CONTROL BOARD	0	20	0.0%
RACING BOARD	0	2	0.0%
STATE POLICE MERIT BOARD	0	5	0.0%
STATEWIDE	2444	44,279	5.50%

*Source: State of Illinois Hispanic Employment Plan 2015

African-Americans Tollway

17.4% State: 21.6%

Coded African-American Employees as of 12/1/2014*			
Agency	Employees		African-American %
	African-Americans	Total	
RACING BOARD	2	2	100.0%
INVESTMENT BOARD	2	4	50.0%
HUMAN RIGHTS COMMISSION	6	14	42.9%
CHILDREN & FAMILY SVCS	1036	2,649	39.1%
HUMAN SERVICES	4522	12,308	36.7%
HUMAN RIGHTS DEPARTMENT	49	138	35.5%
DEY DISABILITIES COUNCIL	3	9	33.3%
IL TORTURE INQUIRY RELIEF COM	1	3	33.3%
JUVENILE JUSTICE	331	1,020	32.5%
WORKERS COMPENSATION COM	39	126	31.0%
GUARDIANSHIP & ADVOCACY	32	105	30.5%
EMPLOYMENT SECURITY	365	1,261	28.9%
ARTS COUNCIL	4	17	23.5%
CRIMINAL JUSTICE AUTH	11	53	20.8%
LABOR	18	91	19.8%
LABOR REL BOARD EDUCATIONAL	2	11	18.2%
HEALTHCARE & FAMILY SRV	362	2,061	17.6%
PRISONER REVIEW BOARD	3	17	17.6%
ILLINOIS Tollway			17.4%
FIN & PROF REG	72	439	16.4%
CAPITAL DEVELOPMENT BD	7	47	14.9%
AGING	20	135	14.8%
PUBLIC HEALTH	165	1,139	14.5%
REVENUE	237	1,698	14.0%
VETERANS AFFAIRS	187	1,351	13.8%
COMM. & ECON OPPORTUNITY	49	358	13.7%
CORRECTIONS	1387	10,904	12.7%
GAMING BOARD	20	159	12.6%
INSURANCE	28	237	11.8%
STATE POLICE	127	1,095	11.6%
LOTTERY	15	132	11.4%
MILITARY AFFAIRS	13	123	10.6%
POLLUTION CONTROL BOARD	2	20	10.0%
CENTRAL MANAGEMENT SVCS	129	1,394	9.3%
TRANSPORTATION	194	2,202	8.8%
STATE FIRE MARSHAL	10	128	7.8%
EMERGENCY MGMT AGENCY	6	81	7.4%
COMMERCE COMMISSION	5	69	7.2%
ENVIRONMENTAL PROTECTION	55	788	7.0%
LAW ENFORCEMENT & STANDARD BOARD		17	5.9%
AGRICULTURE	20	343	5.8%
HISTORIC PRESERVATION	9	154	5.8%
STATE RETIREMENT SYSTEMS	...	95	3.2%
NATURAL RESOURCES	...	1,216	2.7%
CIVIL SERVICE COMMISSION	0	4	0.0%
DEAF & HARD OF HEARING COM.	0	7	0.0%
LABOR RELATIONS BOARD ILL	0	18	0.0%
PROPERTY TAX APPEAL BD	0	31	0.0%
STATE POLICE MERIT BOARD	0	5	0.0%
INDEPENDENT TAX TRIBUNAL	0	1	0.0%
STATEWIDE	9582	44,279	21.6%

*Source: State of Illinois African-American Employment Plan 2015

Asian-Americans

Tollway 3.5% State: 2.5%

Coded Asian-American Employees as of 12/1/2014*			
Agency	Employees		Asian-American %
	Asian-American	Total	
INDEPENDENT TAX TRIBUNAL	1	1	100.0%
CRIMINAL JUSTICE AUTHORITY	6	53	11.3%
PUBLIC HEALTH	81	1,139	7.1%
ENVIRONMENTAL PROTECTION	48	788	6.1%
ARTS COUNCIL	1	17	5.9%
LAW ENFORCEMENT & STANDARD BOARD	1	77	5.9%
LABOR RELATIONS BOARD	1	18	5.6%
REVENUE	73	1,698	4.3%
HUMAN SERVICES	523	12,308	4.2%
INSURANCE	10	237	4.2%
EMPLOYMENT SECURITY	48	1,261	3.8%
ILLINOIS Tollway			3.5%
HEALTHCARE & FAMILY SERVICES	66	2,061	3.2%
HUMAN RIGHTS DEPARTMENT	1	138	2.9%
WORKERS COMPENSATION COMMISSION	...	126	2.4%
LOTTERY	...	132	2.3%
AGING	...	135	2.2%
COMMERCE & ECONOMIC OPPORTUNITY	...	358	2.2%
LABOR	...	91	2.2%
CAPITAL DEVELOPMENT BOARD	...	47	2.1%
CHILDREN & FAMILY SERVICES	53	2,649	2.1%
STATE RETIREMENT SYSTEMS	...	95	2.1%
CENTRAL MANAGEMENT SERVICES	26	1,394	1.9%
FINANCIAL & PROFESSIONAL REGULATIONS	...	439	1.8%
STATE POLICE*	...	1,095	1.6%
VETERANS AFFAIRS	...	1,351	1.3%
AGRICULTURE	...	343	1.2%
GUARDIANSHIP & ADVOCACY	...	105	1.0%
JUVENILE JUSTICE	...	1,020	0.9%
NATURAL RESOURCES	...	1,216	0.7%
GAMING BOARD	...	159	0.6%
CORRECTIONS	...	10,904	0.5%
TRANSPORTATION**	...	2,202	0.3%
CIVIL SERVICE COMMISSION	...	4	0.0%
COMMERCE COMMISSION	...	69	0.0%
DEVELOPMENTAL DISABILITIES COUNCIL	...	9	0.0%
EMERGENCY MANAGEMENT AGENCY	...	81	0.0%
HISTORIC PRESERVATION	...	154	0.0%
HUMAN RIGHTS COMMISSION	...	14	0.0%
IL TORTURE INQUIRY RELIEF COMMISSION	...	3	0.0%
INVESTMENT BOARD	...	4	0.0%
MILITARY AFFAIRS	...	123	0.0%
PRISONER REVIEW BOARD	...	17	0.0%
RACING BOARD	...	2	0.0%
STATE FIRE MARSHAL	...	128	0.0%
STATE POLICE MERIT BOARD	...	5	0.0%
DEAF & HARD OF HEARING COMMISSION	...	7	0.0%
POLLUTION CONTROL BOARD	...	20	0.0%
LABOR RELATIONS BOARD EDUCATIONAL	...	11	0.0%
PROPERTY TAX APPEAL BOARD	...	31	0.0%
STATE POLICE MERIT BOARD	...	5	0.0%
INDEPENDENT TAX TRIBUNAL	...	1	0.0%
STATEWIDE	1098	44,279	2.5%

*Source: State of Illinois African-American Employment Plan 2015