



WORKING TO INCREASE OPPORTUNITIES FOR VETERAN-OWNED FIRMS

The Illinois Tollway proudly supports the men and women who have served in the United States' armed forces.

To assist veteran-owned firms, the Tollway integrated the Veterans Business Program into the agency's Diversity programs in 2015 to provide technical assistance and promote upcoming construction, professional services and goods and services contract opportunities with the Illinois Tollway and the state of Illinois.

As part of this commitment, one of the ways the Tollway supports veteran-owned businesses is to review solicitations and contracts for the inclusion of veteran-owned small business (VOSB) or service-disabled, veteran-owned small business (SDVOSB) goals.

While state policy requires that solicitations valued at \$250,000 and above go through a goal-setting process, the Tollway felt there was more to be done and has made it a practice is to consider solicitations valued at \$50,000 and above.

Nearly \$32.5 million has been paid to veteran-owned firms on Tollway contracts since the Tollway began assigning veteran goals on contracts in July 2015. As a result, veteran commitments have exceeded the set goals by 38 percent.

Additionally, the Tollway is investigating ways to increase veteran workforce participation including establishing a new bid credit incentive for construction and professional services firms that hire and retain Workforce Innovation and Opportunity Act eligible veterans. This credit will allow contractors and subcontractors to earn bid credits toward future projects when hiring and retaining eligible veteran workers.

ILLINOIS TOLLWAY "ENGAGING OUR VETS" EVENT HELPED VETERAN FIRMS BECOME CERTIFIED

More than 80 individuals representing nearly 40 veteran-owned construction, goods and services and professional service firms attended the Making a Connection: Engaging Our Vets networking event on October 14 at Moraine Valley Community College in Palos Hills.

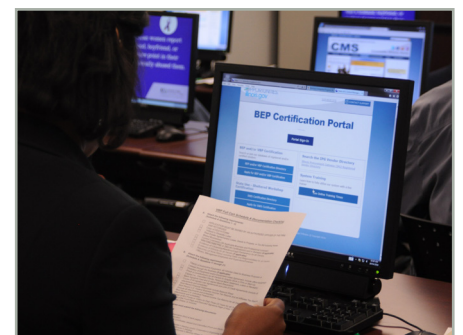
The primary goal of this event was to assist veteran-owned firms to overcome one of the greatest hurdles to doing business with the Illinois Tollway and the state – certification.

The event provided assistance with electronic applications for veteran-owned firms to become certified with the state's Veteran Business Program was provided by CMS. Nearly ten veteran-owned firms were able to submit applications on site.

Also included were workshops tailored for veteran-owned businesses covering topics including why and how to create a capability statement, an overview of the various resources available to assist certified veteran-owned businesses and ideas on business revitalization and increasing profitability.

OUTREACH EFFORTS

The Department of Diversity and Strategic Development participated in 87 events in the first three quarters of 2016 that attracted more than 18,500 attendees.



Attendees had the chance to register for the Veterans Business Program certification with the State of Illinois and gain access to Illinois Tollway contracting opportunities and participation in the competitive procurement process.

D/M/WBE PAYMENTS OVERVIEW

This overview provides data with regard to payments to disadvantaged, minority- and women-owned business enterprise (D/M/WBE) firms that have performed work for the Tollway from January 1, 2011, through September 30, 2016. During this time frame, the Tollway paid \$4.1 billion on construction and professional services contracts. D/M/WBE businesses were paid \$926.9 million, or 22.7 percent.

CONSTRUCTION CONTRACTS

Of the \$3.1 billion the Tollway paid on construction contracts, \$569.0 million, or **18.6 percent**, went to D/M/WBE businesses.

PROFESSIONAL SERVICES CONTRACTS

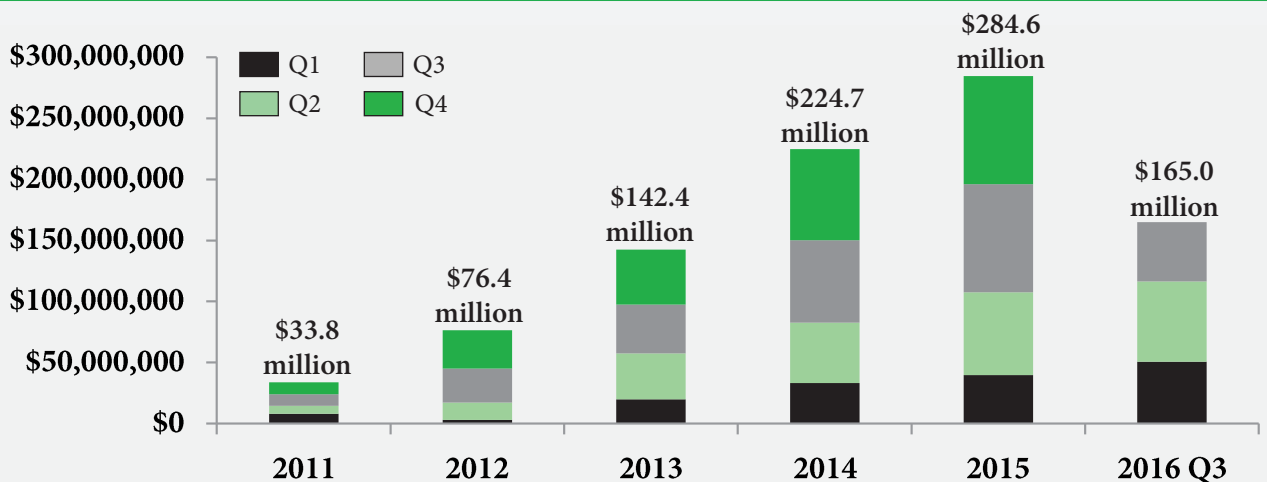
Of the \$1.0 billion the Tollway paid on professional services contracts, \$357.9 million, or **34.7 percent**, went to D/M/WBE businesses.

D/M/WBE PAYMENTS (in millions) - January 1, 2011 through September 30, 2016

	Construction Contract Payments (millions)	Professional Services Contract Payments (millions)	Total D/M/WBE Payments by Group (millions)	Distribution of Total D/M/WBE Contract Payments
African-American-Owned	\$47.4	\$62.4	\$109.8	11.8%
Asian Indian-Owned	\$15.5	\$86.2	\$101.7	11.0%
Asian Pacific-Owned	\$3.9	\$53.6	\$57.4	6.2%
Hispanic-Owned	\$338.3	\$87.8	\$426.1	46.0%
Native American-Owned	\$2.8	\$0.0	\$2.8	0.3%
Women-Owned (Caucasian)	\$161.1	\$68.0	\$229.1	24.7%
Total	\$569.0	\$357.9	\$926.9	

The Tollway paid \$279.9 million, or 30.2 percent of total D/M/WBE contract payments, (\$173.9 million to construction contractors and \$106.0 million to professional services firms) to women-owned businesses across all D/M/WBE ethnicities.

DIVERSITY PAYMENTS BY YEAR



Data reported is through September 30, 2016. Data presented is preliminary and subject to change. Totals may not add due to rounding.

D/M/WBE PAYMENTS BY YEAR

CONSTRUCTION CONTRACTS (in millions)

	2011		2012		2013		2014		2015		2016 Q3	
African-American-Owned	\$1.2	6.3%	\$2.3	5.8%	\$0.9	1.3%	\$8.0	5.8%	\$18.1	9.4%	\$16.9	15.5%
Asian Indian-Owned	\$0.3	1.5%	\$1.0	2.5%	\$2.1	3.0%	\$1.5	1.1%	\$8.6	4.4%	\$2.0	1.9%
Asian Pacific-Owned	\$0.7	3.6%	\$0.0	0.0%	\$0.0	0.1%	\$2.3	1.7%	\$0.7	0.4%	\$0.2	0.1%
Hispanic-Owned	\$7.4	39.1%	\$19.0	48.4%	\$47.9	68.3%	\$88.2	63.9%	\$118.9	61.5%	\$57.0	52.1%
Native American-Owned	\$0.0	0.0%	\$0.0	0.0%	\$0.0	0.0%	\$0.0	0.0%	\$1.6	0.8%	\$1.2	1.1%
Women-Owned (Caucasian)	\$9.3	49.6%	\$17.0	43.3%	\$19.1	27.3%	\$38.1	27.6%	\$45.5	23.5%	\$32.1	29.3%
Total	\$18.8		\$39.2		\$70.1		\$138.1		\$193.4		\$109.3	

Percent shown is of total D/M/WBE payments.

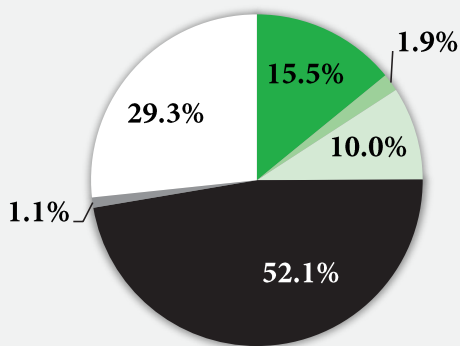
PROFESSIONAL SERVICES CONTRACTS (in millions)

	2011		2012		2013		2014		2015		2016 Q3	
African-American-Owned	\$2.6	17.1%	\$6.2	16.7%	\$10.1	13.9%	\$14.6	16.9%	\$17.2	18.9%	\$11.7	21.0%
Asian Indian-Owned	\$2.3	15.2%	\$5.4	14.4%	\$14.1	19.5%	\$22.5	26.0%	\$26.4	29.0%	\$15.6	28.0%
Asian Pacific-Owned	\$3.1	20.8%	\$7.0	18.8%	\$12.5	17.3%	\$13.8	15.9%	\$10.9	11.9%	\$6.3	11.3%
Hispanic-Owned	\$2.2	15.0%	\$11.1	29.7%	\$22.1	30.6%	\$19.9	23.0%	\$20.1	22.1%	\$12.3	22.0%
Native American-Owned	\$0.0	0.0%	\$0.0	0.0%	\$0.0	0.0%	\$0.0	0.0%	\$0.0	0.0%	\$0.0	0.0%
Women-Owned (Caucasian)	\$4.8	31.9%	\$7.6	20.4%	\$13.5	18.7%	\$15.8	18.2%	\$16.6	18.2%	\$9.8	17.7%
Total	\$14.9		\$37.2		\$72.3		\$86.6		\$91.2		\$55.7	

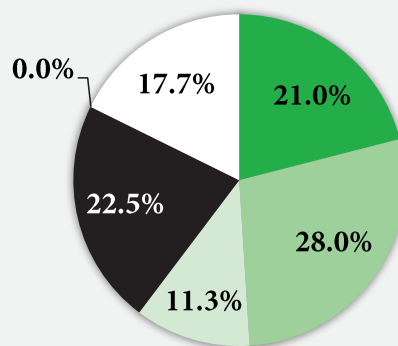
Percent shown is of total D/M/WBE payments.

PERCENT OF D/M/WBE PAYMENTS - January 1, 2016 through September 30, 2016

CONSTRUCTION CONTRACTS



PROFESSIONAL SERVICES CONTRACTS



- African-American-Owned
- Asian Pacific-Owned
- Native American-Owned
- Asian Indian-Owned
- Hispanic-Owned
- Women-Owned (Caucasian)

Data reported is through September 30, 2016. Data presented is preliminary and subject to change. Totals may not add due to rounding.

DIVERSE FIRMS - January 1, 2012 through September 30, 2016

Nearly one third of all firms working on Tollway projects since 2012 are D/M/WBE or veteran-owned firms, accounting for 354 of the nearly 1,160 firms working since *Move Illinois* began. There have been nearly 720 firms that are new to the Tollway since 2012. Nearly one quarter of these are D/M/WBE or veteran owned firms.

DIVERSE FIRMS

Of the nearly 1,160 firms working since 2012, 354, or **30.5 percent**, are certified D/M/WBE or veteran-owned firms.

	Number of Firms
Veteran-Owned Total	27
D/M/WBE Total	335
African-American-Owned	66
Asian Indian-Owned	29
Asian Pacific-Owned	22
Hispanic-Owned	102
Native American-Owned	3
Women-Owned (Caucasian)	113
Total certified D/M/WBE or veteran-owned firms	354

NEW DIVERSE FIRMS

Of the nearly 720 new firms, 173, or **24.0 percent**, are certified D/M/WBE or veteran-owned firms.

	Number of New Firms
Veteran-Owned Total	21
D/M/WBE Total	156
African-American-Owned	36
Asian Indian-Owned	9
Asian Pacific-Owned	5
Hispanic-Owned	52
Native American-Owned	3
Women-Owned (Caucasian)	51
Total certified D/M/WBE or veteran-owned firms	173

VETERAN PAYMENTS OVERVIEW

The Illinois Tollway established its Veterans Goal Program in 2015. Payments to veteran-owned firms accounted for all dollars spent with veteran firms on construction and professional service contracts from January 1, 2015, through September 30, 2016. During this time frame, the Tollway paid \$2.0 billion on construction and professional services contracts. Certified veteran-owned businesses were paid \$32.5 million, or 1.6 percent.

CONSTRUCTION CONTRACTS

Of the \$1.6 billion the Tollway paid on construction contracts, \$28.1 million, or **1.7 percent**, went to veteran-owned businesses.

PROFESSIONAL SERVICES CONTRACTS

Of the \$399.2 million the Tollway paid on professional services contracts, \$4.3 million, or **1.1 percent**, went to veteran-owned business.

VETERAN PAYMENTS BY YEAR (in millions) - January 1, 2015 through September 30, 2016

	2015		2016 Q3	
Construction Contracts	\$19.2	1.76%	\$8.9	1.60%
Professional Services Contracts	\$2.1	0.86%	\$2.2	1.45%
Total Contracts	\$21.3	1.60%	\$11.2	1.57%

Percent shown is of total payments.

Tollway established Veteran Goals Program in 2015. Data reported is through September 30, 2016. Data presented is preliminary and subject to change. Totals may not add due to rounding.

CONSTRUCTION CONTRACT EQUAL EMPLOYMENT OPPORTUNITY STATISTICS

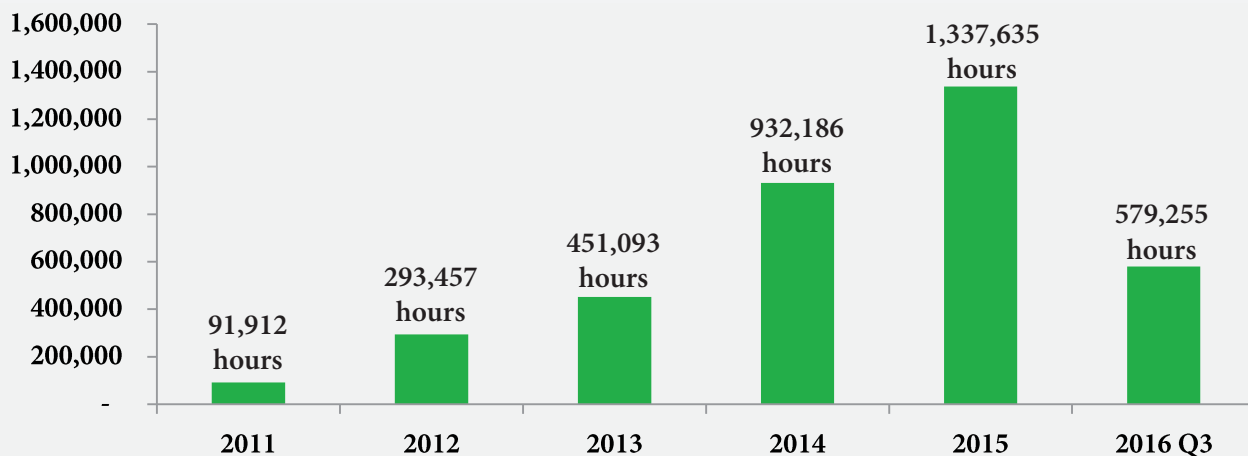
On construction contracts, the Illinois Tollway adheres to federal workforce requirements and works in conjunction with local unions and awarded contractors to facilitate achievement of all workforce goals.

WORKFORCE HOURS - January 1, 2011 through September 30, 2016

	Hours Reported	Percent		Hours Reported	Percent
African-American	430,564	4.8%	Female	512,747	5.7%
Asian/Pacific Islander	70,809	0.8%	Male	8,543,706	94.3%
Hispanic-American	3,114,187	34.4%	Total	9,056,453	
American Indian/Alaska Native	69,976	0.8%			
Caucasian	5,370,917	59.3%			
Total	9,056,453				

MINORITY WORKFORCE HOURS BY YEAR

	2011	2012	2013	2014	2015	2016 Q3
African-American	11,348	31,199	49,256	113,580	162,180	63,002
Asian/Pacific Islander	1,580	4,484	7,304	21,627	21,683	14,132
Hispanic-American	78,268	253,850	383,380	776,311	1,130,660	491,718
American Indian/Alaska Native	716	3,923	11,153	20,669	23,112	10,403
Total	91,912	293,457	451,093	932,186	1,337,635	579,255



ILLINOIS TOLLWAY EARNED CREDIT PROGRAM

The Earned Credit Program (ECP) is a rewards initiative that allows contractors and subcontractors to earn bid credits toward future Tollway construction bids when they hire from a pool of qualified, pre-screened job candidates, including underemployed African Americans, Hispanic Americans, Asian Americans, women, eligible offenders and exonerated individuals, veterans and other Workforce Investment Act eligible individuals.

WORKFORCE DIVERSITY STATISTICS

The Illinois Tollway works with various agencies, trade schools, training programs and educational institutions throughout Northern Illinois to expand outreach efforts to enhance Tollway diversity.

In the quarter ending September 30, 2016, the Tollway sent external job postings to nearly 600 individuals in community, professional and advocacy groups that work on behalf of African Americans, Asian Americans, Hispanic Americans and women, as well as community colleges and universities that include historically black and Hispanic institutions.

Tollway staff also participated this quarter in numerous job fairs, including the Illinois Tollway Veterans Career Expo and events hosted by State Sen. Bill Cunningham, State Sen. Christine Radogno, State Sen. Ira Silverstein, State Rep. Jim Durkin, State Rep. Fran Hurley, State Rep. Sheri Jesiel, State Rep. Rita Mayfield and Chicago Alderman Debra Silverstein.

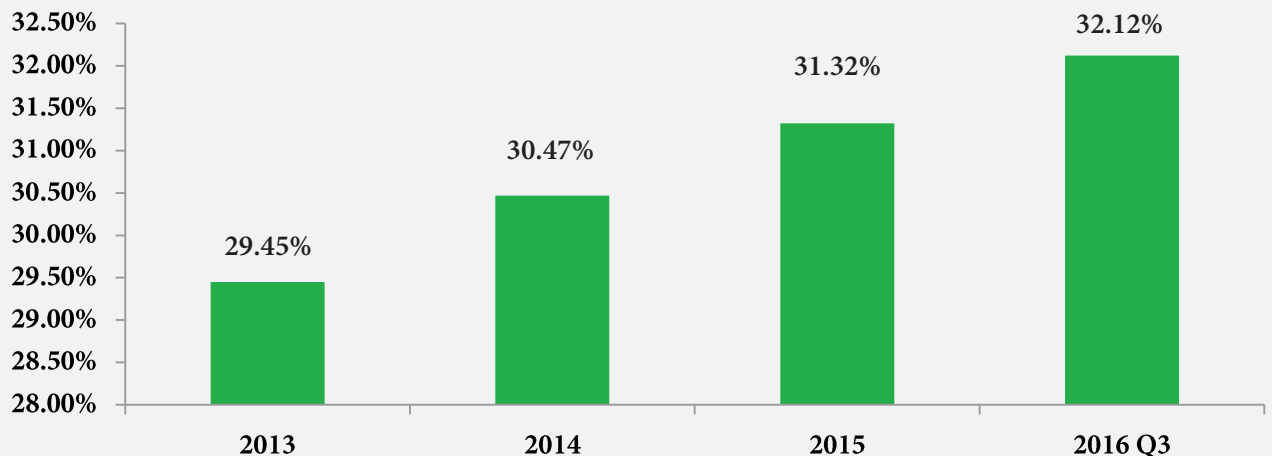
Other events included the Chicago Urban League Citywide Job Fair, IllinoisWorkNet/Illinois Department of Employment Security (IDES) Job Fair, Cicero Workforce Center Manufacturing and Transportation Job Fairs and the IDES Rockford Veterans Hiring Event.

TOTAL NUMBER OF EMPLOYEES

2013	1,287
2014	1,306
2015	1,277
January through September 2016	1,429

TOLLWAY WORKFORCE DEMOGRAPHICS

	2013	2014	2015	2016 Q3
African-American	18.10%	18.68%	19.03%	17.42%
Hispanic-American	7.23%	7.27%	7.91%	7.98%
Asian-American	3.73%	3.91%	3.60%	3.43%
American Indian/Alaska Native	0.08%	0.08%	0.08%	0.07%
Veterans	n/a	4.40%	7.10%	6.60%
Females	33.95%	34.46%	35.16%	34.85%
People with Disabilities	11.03%	10.26%	11.20%	12.25%
Total Minorities	29.45%	30.47%	31.32%	32.12%



2016 Tollway workforce demographics reported from April 1, 2016 through September 30, 2016 in accordance with Illinois Department of Human Rights requirements. Data presented is preliminary and subject to change. Totals may not add due to rounding.

ILLINOIS TOLLWAY DIVERSITY ADVISORY COUNCIL

The Diversity Advisory Council works cooperatively with the Diversity and Inclusion Committee to help determine the best methods for providing more disadvantaged, minority- and women-owned businesses with opportunities to participate in Tollway projects and is comprised of members from various advocacy and business organizations. In addition, three sub-committees were established to further explore options for Tollway Diversity efforts - Policy, Program and Workforce Diversity. Members and committee involvement are listed below.

DIVERSITY ADVISORY COUNCIL MEMBERS

Anas Alkhatib PE, Arab American Association of Engineers and Architects (AAAEA)*
Melissa Angelucci, Women's Transportation Seminar^
Elba Aranda-Suh, National Latino Education Institute (NLEI)+
Phillip Barreda, Chicago Minority Supplier Development Council (ChicagoMSDC)^
Reverend Larry Bullock, U.S. Minority Contractors Association (USMCA)+
Matthew Cooper, Cosmopolitan Chamber of Commerce^+
Cate Costa, Chicago Urban League*
Victor Davis, Chicago Urban League*
Emilia DiMenco, Women's Business Development Center (WBDC)^
Beth Doria, Federation of Women Contractors (FWC)*
Omar Duque, Illinois Hispanic Chamber of Commerce (IHCC)^
Elder Kevin A. Ford, St. Paul Church of God in Christ Community Development Ministries, Inc.+
Marzette Fox, U.S. Minority Contractors Association (USMCA)+
Vincent Gilbert, Illinois Black Chamber of Commerce (IBCC) and The Gardner Initiative (GI)*^+
Linda Hannah, Chicago Women in Trades (CWIT)+
Diana Hennington, National Organization of Minority Engineers (NOME)*
Terrence Hill, Office of the Governor*^+
Teresa Hollingbird-Jackson, U.S. Minority Contractors Association (USMCA)+
Natalia Homedi, Women's Transportation Seminar^
Shawna Huley, YouthBuild Lake County (YBLC) and Lake County Community Church+
Melinda Kelly, Chatham Business Association (CBA)+
Edward McKinnie, Black Contractors United (BCU)*
Perry Nakachi, Association of Asian Construction Enterprise*
A'ndrea Paxton, Harvey Area Chamber of Commerce+
Jorge Perez, Hispanic American Construction Industry Association (HACIA)*
Cirse Ruiz, Hispanic American Construction Industry Association (HACIA)*
Shari Runner, Chicago Urban League*
Julie Savitt, Federation of Women Contractors (FWC)^
John Scifers, Elite SDVOB Network^
Jason Swan, Chatham Business Association (CBA)+
Jayne Vellinga, Chicago Women in Trades (CWIT)+
Calvin Williams, Illinois Black Chamber of Commerce (IBCC)*^
Lillian Yan, Women Transportation Seminar (WTS)^

ILLINOIS TOLLWAY LEADERSHIP

The Tollway has an 11-member board, including Governor Bruce Rauner and Secretary of Transportation Randall S. Blankenhorn who serve as *ex-officio* members. The Chairman and Directors are appointed by the Governor and serve four-year terms; no more than five of the members may be from one political party. The Board of Directors sets policy for the operation, maintenance and construction of the roadways. In addition, the Tollway created committees to focus on key areas of Tollway operations and customer service, as well as guide discussion and decision-making regarding ways to improve the agency — Finance Administration and Operations, Customer Service and Planning, Audit, and Diversity and Inclusion committees.

TOLLWAY BOARD OF DIRECTORS

Bob Schillerstrom, Chairman
James J. Banks, Director
Corey Brooks, Director
Earl Dotson, Jr., Director
Joseph Gomez, Director
David Gonzalez, Director
Craig Johnson, Director
James Sweeney, Director
Neli Vazquez Rowland, Director

ILLINOIS TOLLWAY DIVERSITY AND INCLUSION COMMITTEE

The Diversity and Inclusion Committee focuses on diversity issues and initiatives, fostering access to sustainable jobs for African-Americans, Asian-Americans, Hispanic-Americans, Native Americans and women. The Committee strives to identify opportunities for certified disadvantaged, minority- and women-owned business enterprise (D/M/WBE) firms related to the Tollway's business operations and expenditures.

The Diversity and Inclusion Committee provides 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 in order to:

- Assist in breaking down existing and potential barriers to participation for both small non-majority firms and individuals seeking employment
- 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

One of the first actions taken by the Diversity and Inclusion Committee was to authorize the creation of the Diversity Advisory Council.

COMMITTEE MEMBERS

Chairman Bob Schillerstrom, *Ex-Officio*
Director Corey Brooks, *Chair*
Director Earl Dotson, Jr.
Director Joseph Gomez
Director David Gonzalez
Director James Sweeney



FOR MORE INFORMATION ON TOLLWAY DIVERSITY, VISIT THE TOLLWAY'S WEBSITE AT WWW.ILLINOISTOLLWAY.COM