



LOOKING FORWARD TO 2017

Recognized in 2016 for a renewed focus on promoting, assisting and ensuring diverse participation in all aspects of its operations, the Illinois Tollway is committed to expanding its efforts in 2017 by advancing workforce recruitment, training and employment opportunity in the transportation industry and fostering access to sustainable jobs for African Americans, Asians, Hispanics, Native Americans and women.

Supported by a balanced 2017 Budget, the agency is committed to raising the bar for its ongoing commitment to diversity. The 2017 Budget provides more than \$4 million to support the work and initiatives of the Department of Diversity and Strategic Development, a 61 percent increase from 2016.

Included is \$2.7 million for technical assistance in 2017 to support expansion of programs for certified disadvantaged, minority- and women-owned business enterprise (D/M/WBE) firms and small and veteran-owned businesses in Chicago, Waukegan and Aurora area, as well as establish new resources in the Rockford area. The funds will also seed development of new workforce development centers intended to create a pipeline for diverse, historically underrepresented men and women to enter the primary construction trades for Tollway and other transportation industry related work.

Working in partnership with key industry stakeholders including trade unions and contractors, local workforce development agencies and other governmental agencies, the Tollway's 2017 goal is to foster diversity through the support and creation opportunities for all interested individuals and businesses.

TECHNICAL ASSISTANCE SUCCESS STORY

Jose Aguilar, president of Conin Contractor Services Inc. of Belvidere, says participation in the Illinois Tollway's Technical Assistance Program helped his landscaping design, installation and maintenance firm achieve an increase in revenues beyond his expectations.

In 2014, Conin's revenues grew to more than \$2 million from gross receipts of about \$70,000 in 2012, the company's first full year of operations. Much of the increase is attributed to *Move Illinois* contracts, including work on the Elgin O'Hare Western Access Project, as well as site work at toll plazas, oases and landscaping and erosion control systemwide.

Equipped with many years of hands-on experience as a landscaper, the Technical Assistance Program enabled Aguilar to learn the financial and administrative components of owning his own business – skills needed to transform his small business from residential services into heavy highway construction subcontracting.

2016 BY THE NUMBERS

2016 Diversity Payments

\$231.5 million

DBE payments made in 2016, up from \$33.8 million in 2011

2016 Firms

Of nearly 1,160 firms participating in *Move Illinois*,

nearly **360**

firms, or 30%, are certified D/M/WBE or veteran-owned

Includes:

More than **175** firms that never worked for Tollway before



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 December 31, 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 \$3.3 billion the Tollway paid on construction contracts, \$613.2 million, or **18.9 percent**, went to D/M/WBE businesses.

PROFESSIONAL SERVICES CONTRACTS

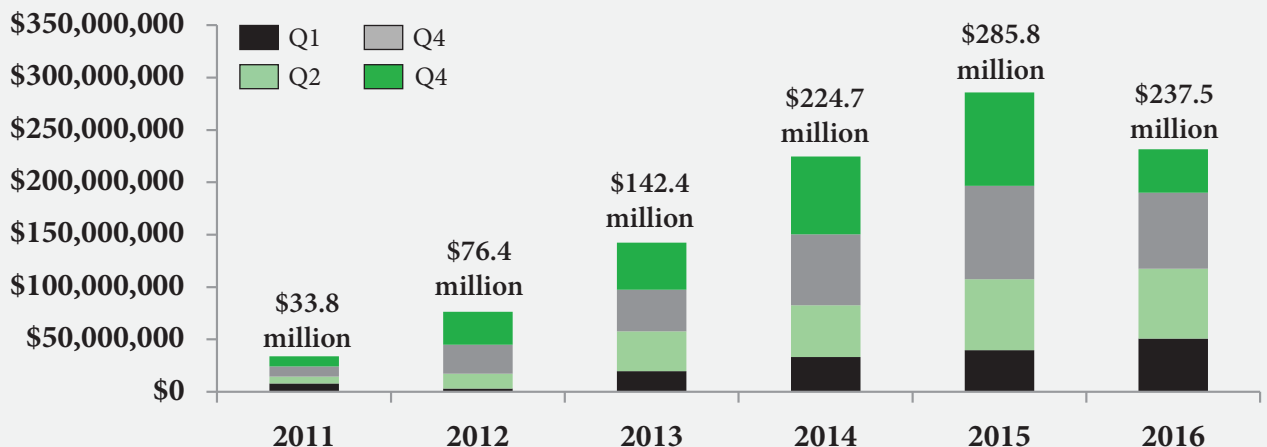
Of the \$1.1 billion the Tollway paid on professional services contracts, \$381.4 million, or **34.8 percent**, went to D/M/WBE businesses.

D/M/WBE PAYMENTS (in millions) - January 1, 2011 through December 31, 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	\$53.9	\$67.6	\$121.5	12.2%
Asian Indian-Owned	\$16.4	\$92.5	\$108.9	10.9%
Asian Pacific-Owned	\$3.9	\$56.4	\$60.2	6.1%
Hispanic-Owned	\$357.0	\$92.6	\$449.6	45.2%
Native American-Owned	\$3.4	\$0.0	\$3.5	0.3%
Women-Owned (Caucasian)	\$178.6	\$72.4	\$251.0	25.2%
Total	\$613.2	\$381.4	\$994.6	

The Tollway paid \$304.4 million, or 30.6 percent of total D/M/WBE contract payments, (\$191.7 million to construction contractors and \$112.7 million to professional services firms) to women-owned businesses across all D/M/WBE ethnicities.

DIVERSITY PAYMENTS BY YEAR



Data reported is through December 31, 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	
African-American-Owned	\$1.2	6.3%	\$2.3	5.8%	\$0.9	1.3%	\$8.0	5.8%	\$18.1	9.3%	\$23.4	15.3%
Asian Indian-Owned	\$0.3	1.5%	\$1.0	2.5%	\$2.1	3.0%	\$1.5	1.1%	\$8.6	4.4%	\$2.9	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%	\$119.0	61.3%	\$75.5	49.4%
Native American-Owned	\$0.0	0.0%	\$0.0	0.0%	\$0.0	0.0%	\$0.0	0.0%	\$1.6	0.8%	\$1.8	1.2%
Women-Owned (Caucasian)	\$9.3	49.6%	\$17.0	43.3%	\$19.1	27.3%	\$38.1	27.6%	\$46.1	23.7%	\$49.0	32.1%
Total	\$18.8		\$39.2		\$70.1		\$138.1		\$194.1		\$152.9	

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

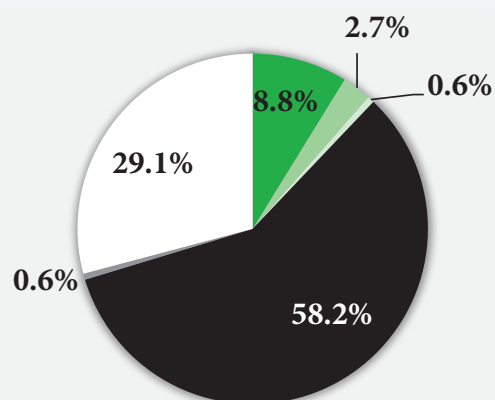
PROFESSIONAL SERVICES CONTRACTS (in millions)

	2011		2012		2013		2014		2015		2016	
African-American-Owned	\$2.6	17.1%	\$6.2	16.7%	\$10.1	13.9%	\$14.6	16.9%	\$17.4	19.0%	\$16.7	21.2%
Asian Indian-Owned	\$2.3	15.2%	\$5.4	14.4%	\$14.1	19.5%	\$22.5	26.0%	\$26.4	28.8%	\$21.8	27.8%
Asian Pacific-Owned	\$3.1	20.8%	\$7.0	18.8%	\$12.5	17.3%	\$13.8	15.9%	\$11.0	12.0%	\$9.0	11.4%
Hispanic-Owned	\$2.2	15.0%	\$11.1	29.7%	\$22.1	30.6%	\$19.9	23.0%	\$20.1	22.0%	\$17.1	21.7%
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%	\$16.7	18.2%	\$14.1	17.9%
Total	\$14.9		\$37.2		\$72.3		\$86.6		\$91.7		\$78.6	

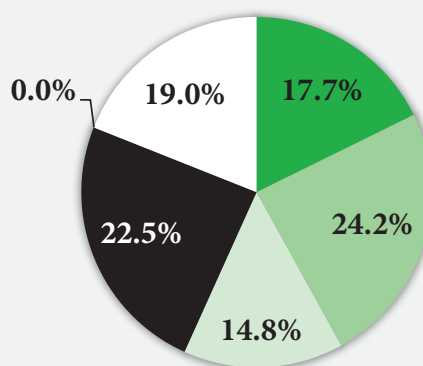
Percent shown is of total D/M/WBE payments.

PERCENT OF D/M/WBE PAYMENTS - January 1, 2016 through December 31, 2016

CONSTRUCTION CONTRACTS



PROFESSIONAL SERVICES CONTRACTS



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

Data reported is through December 31, 2016. Data presented is preliminary and subject to change. Totals may not add due to rounding.

DIVERSE FIRMS - January 1, 2012 through December 31, 2016

Nearly one third of all firms working on Tollway projects since 2012 are D/M/WBE or veteran-owned firms, accounting for 359 of the more than 1,170 firms working since *Move Illinois* began. There have been nearly 725 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 more than 1,170 firms working since 2012, 359, or **30.6 percent** are certified D/M/WBE or veteran-owned firms.

	Number of Firms
Veteran-Owned Total	29
D/M/WBE Total	338
African-American-Owned	67
Asian Indian-Owned	29
Asian Pacific-Owned	22
Hispanic-Owned	103
Native American-Owned	3
Women-Owned (Caucasian)	114
Total certified D/M/WBE or veteran-owned firms	367

NEW DIVERSE FIRMS

Of the nearly 725 new firms, 176, or **24.3 percent** are certified D/M/WBE or veteran-owned firms.

	Number of New Firms
Veteran-Owned Total	23
D/M/WBE Total	157
African-American-Owned	37
Asian Indian-Owned	9
Asian Pacific-Owned	5
Hispanic-Owned	53
Native American-Owned	2
Women-Owned (Caucasian)	51
Total certified D/M/WBE or veteran-owned firms	180

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 December 31, 2016. During this time frame, the Tollway paid \$2.3 billion on construction and professional services contracts. Certified veteran-owned businesses were paid \$38.6 million, or 1.67 percent.

CONSTRUCTION CONTRACTS

Of the \$1.8 billion the Tollway paid on construction contracts, \$33.1 million, or **1.8 percent**, went to veteran-owned businesses.

PROFESSIONAL SERVICES CONTRACTS

Of the \$469.4 million the Tollway paid on professional services contracts, \$5.5 million, or **1.17 percent**, went to veteran-owned business.

VETERAN PAYMENTS BY YEAR (in millions) - January 1, 2015 through December 31, 2016

	2015		2016	
Construction Contracts	\$19.4	1.78%	\$13.7	1.81%
Professional Services Contracts	\$2.1	0.87%	\$3.4	1.48%
Total Contracts	\$21.5	1.62%	\$17.0	1.74%

Percent shown is of total payments.

Tollway established Veteran Goals Program in 2015. Data reported is through December 31, 2016. Data presented is preliminary and subject to change. Totals may not add due to rounding.

CONSTRUCTION CONTRACT EQUAL EMPLOYMENT OPPORTUNITY STATISTICS

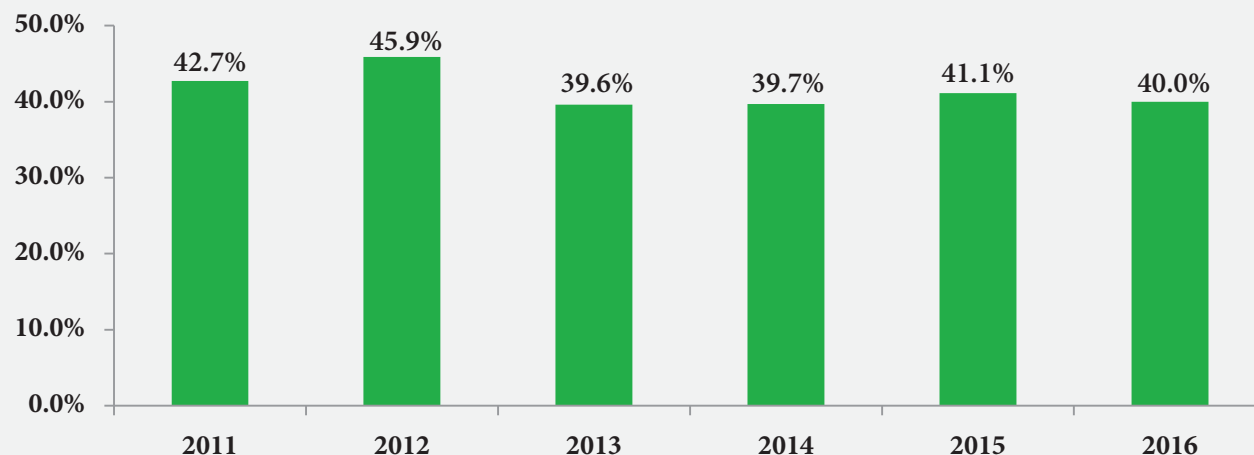
On construction contracts, the Illinois Tollway adheres to federal workforce requirements and works in conjunction with local unions and awarded contractors to facilitate achievement of all workforce goals.

WORKFORCE HOURS - January 1, 2011 through December 31, 2016

	Percent		Percent
African-American	4.7%	Female	5.7%
Asian/Pacific Islander	0.8%	Male	94.3%
Hispanic-American	34.5%	Total	
American Indian/Alaska Native	0.8%		
Caucasian	59.3%		
Total			

MINORITY WORKFORCE HOURS BY YEAR

	2011	2012	2013	2014	2015	2016
African-American	5.3%	4.9%	4.3%	4.8%	5.0%	4.1%
Asian/Pacific Islander	0.7%	0.7%	0.6%	0.9%	0.7%	1.0%
Hispanic-American	36.4%	39.7%	33.6%	33.1%	34.8%	34.1%
American Indian/Alaska Native	0.3%	0.6%	1.0%	0.9%	0.7%	0.7%
Total	42.7%	45.9%	39.6%	39.7%	41.1%	40.0%



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 in partnership with various agencies, trade schools, training programs and educational institutions throughout Northern Illinois to expand outreach efforts and promote diversity.

In the quarter ending December 31, 2016, notices of Tollway job postings were shared with more than 700 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.

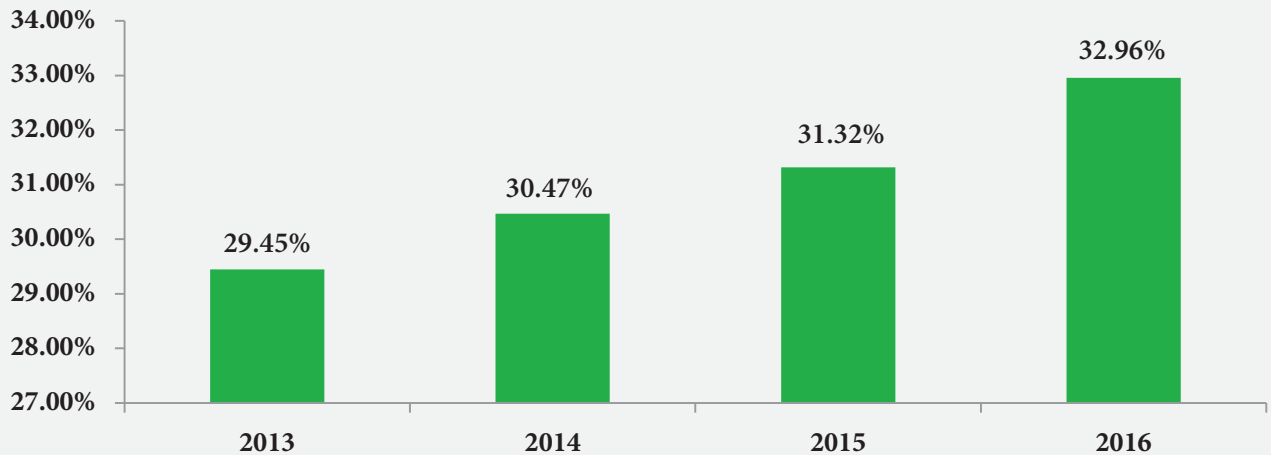
TOTAL NUMBER OF EMPLOYEES	
2013	1,287
2014	1,306
2015	1,277
2016	1,420

The Tollway hosted a free Career Opportunities Expo event in Rockford and also participated in career and hiring events hosted by Congressman Luis Gutierrez and the Mexican Consulate of Chicago, Congresswoman Robin Kelly, State Sen. Bill Cunningham and State Rep. Fran Hurley, State Sen. Patricia VanPelt and the Illinois Legislative Latino Caucus Foundation.

Other events included the Illinois Association of Hispanic State Employees Training Conference and Career Fair, the Robert Morris University Fall Career Event, the Elgin Community College Resource and Job Fair, the Illinois Department of Employment Security/American Legion Post 1080 Veterans Hiring/Resource Fair.

TOLLWAY WORKFORCE DEMOGRAPHICS

	2013	2014	2015	2016
African-American	18.10%	18.68%	19.03%	17.46%
Hispanic-American	7.23%	7.27%	7.91%	7.82%
Asian-American	3.73%	3.91%	3.60%	3.31%
American Indian/Alaska Native	0.08%	0.08%	0.08%	0.07%
Veterans	n/a	4.40%	7.10%	6.2%
Females	33.95%	34.46%	35.16%	35%
People with Disabilities	11.03%	10.26%	11.20%	11.64%
Total Minorities	29.45%	30.47%	31.32%	32.96%



2016 Tollway workforce demographics reported from April 1, 2016 through December 31, 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)^

* Policy Committee Member ^ Program Committee Member + Workforce Diversity Committee Member

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
 Neli Vazquez Rowland, Director
 James Sweeney, 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 ILLINOISTOLLWAY.COM