



January 28, 2019

Speaker Michael J. Madigan
Illinois House of Representatives
300 Capitol Building
Springfield, Illinois 62706

Senate President John J. Cullerton
Illinois Senate
327 Capitol Building
Springfield, Illinois 62706

Re: *The Tollway's Asian-American Employment Plan 2019*

Dear Members of the Illinois General Assembly:

The State Employment Records Act, 5 ILCS 410/1 *et seq.*, requires the Illinois State Toll Highway Authority (Tollway) to report on its activities and its progress in implementing strategies and programs directed toward the hiring and promotion of Hispanics, Asian-Americans, and bilingual persons at supervisory, technical, professional, and managerial levels, including assessments of bilingual service needs and information received from the Auditor General pursuant to its period review responsibilities. *See*, 5 ILCS 410/20. This Act was amended in 2012 to be inclusive of Asian-Americans, making this the sixth year the Tollway has included this population in this reporting requirement.

We have made progress on the 2018 goals and objectives we set for ourselves in our Asian-American Employment Plan for achieving a more diverse workforce through strategies affecting recruitment, hiring, and retention. During 2018, we enlarged our pool of outreach sources to now include over 693 contact e-mails including community groups, professional organizations, colleges and universities, social and traditional media, and other sources in minority communities. We participated in job fairs designed to ensure more Asian-Americans looking for work are aware of the Tollway's employment opportunities.

We are proud to report that during the 2018 calendar year, we continued to maintain a richly diverse workforce. During 2018, over 32% of our workforce (32.38%) was comprised of people of color, exceeding the percentage in 2017 (29.08%). As of December 2018, Asian-Americans comprised 3.66% of Tollway employees, which is a higher representation than the previous year of 3.56%. Asian-American new hires were 4.1% in 2018 representing no change from 2017.

We continue to enrich our diversity. Over the course of 2018, 36% of the employees we hired were people of color, 4.1% were Asian-American. During 2018, 31% of the employees we promoted were people of color.

We welcome any feedback and/or suggestions your members may have for us. Please do not hesitate to contact us with any questions.

Sincerely,



Elizabeth Gorman
Executive Director

Enclosure

cc: Minority Leader Jim Durkin
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Springfield, Illinois 62706

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Clerk of the House
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Illinois Department of Human Rights
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2019

**ASIAN-
AMERICAN**
EMPLOYMENT PLAN



Respectfully Submitted by the
Illinois State Toll Highway Authority
January 28, 2019



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EXECUTIVE SUMMARY

On July 12, 2012, the State Employment Records Act 5 ILCS 410/1 et seq., was amended to include the Asian-American population. This action was taken to improve the number of Asian-Americans employed by the Illinois State Tollway Authority (Tollway) and to report on its activities and its progress in implementing strategies and programs directed toward the hiring and promotion of Asian-Americans, and persons at supervisory, technical, professional and managerial levels. *See* 5 ILCS 410/20.

I. *The Tollway's Progress on its 2018 Goals and Objectives*

In 2018, the Tollway submitted goals and objectives to achieve a more diverse workforce through a variety of approaches. Our Employment Plan included outreach efforts that attracted job candidates with diverse backgrounds to create an inclusive environment. We also carefully monitored our hiring process to ensure openness and accessibility to everyone. We strive to ensure that no EEO group is adversely affected by any of the Tollway's selection procedures, including, but not limited to, written tests, the interview process and the final selection process. The Tollway continues to seek goals and objectives that create maximized diversity.

A. *The Tollway Strengthened its Connection to the Asian-American Community.*

During 2018, we enlarged our pool of outreach sources to include nearly 693 contact e-mails including community groups, professional organizations, colleges and universities, social and traditional media, and other sources in minority communities, including the Asian-American community. In addition to our usual outreach sources, we participated in job fairs to include Asian-Americans.

B. *The Tollway Actively Continues to Ensure its Hiring and Selection Process is Fair and Open to Everyone*

The Tollway's Administration department revamped its hiring procedures to include an objective automated scoring system (NEOGOV) with the input and feedback of the EEO/AA Office. As our efforts to continually improve job descriptions, KSA (knowledge, skill, and attribute) criteria, position specific testing, and interview questions, we have been able to both streamline and categorize candidates in an objective format. We select diverse Rutan¹ interview panels whenever possible, and work with the EEO/AA Office to conduct disparate impact analysis on our selection procedures to determine whether there are areas in which any EEO/AA group is adversely affected by our selection criteria. The new process avails every candidate an equal opportunity to advance in the selection process, and is created through systematic scoring or candidate attributes based upon their qualifications and credentials.

¹ The State of Illinois follows the United States Supreme Court's decision in *Rutan v. Republican Party of Illinois*, 497 U.S. 62 (1990) and the ensuing Administrative Orders issued by the Governor's Office regarding the interview and selection process for State jobs.



C. *The Tollway Continues to Enjoy a Richly Diverse Workforce*

We continue to enrich our diversity². During the 2018 calendar year, over 32% of our workforce (32.38%) was comprised of people of color, exceeding the percentage in 2017 of 29.08%. As of December 2018, Asian-Americans comprised 3.66% of Tollway employees, which is a higher representation than the previous year of 3.56%. Asian-American new hires were 4.1% in 2018 representing no change from 2017. When compared with State agencies subject to the Illinois Personnel Code, 20 ILCS 415/1 *et seq.*, the Illinois Tollway is in the top 25% for representation of Asian-Americans in its workforce.³

II. *The Tollway's Continuing Goals and Objectives*

While we are pleased with our successes, we know we have a lot more to accomplish and are excited for the 2019 Plan Year. As reflected in the Tollway's Goals and Objectives, we intend to build on our diversity efforts of 2018, increase our visibility in the Asian-American community, fully integrate our underutilization information into every part of the application and selection process, continue to diversify our Rutan interview panels, continue to scrutinize every juncture of the application and selection process for selection criteria with an adverse impact on Asian-Americans, continue to study reasons for employee turnover, and continue to develop diversity initiatives designed to retain talented employees.

III. *Charts Included in the Illinois Tollway's Asian-American Employment Plan*

The pages that follow include the State Regional Map of the Illinois Department of Human Rights (IDHR), a chart reflecting the Representation of Asian-Americans in Illinois' Available Workforce⁴ and the Tollway Workforce as of December 31, 2018, charts reflecting the representation of minorities and Asian-Americans at the Tollway on a quarterly basis during 2018, charts reflecting the representation of Asian-Americans in new hire pools and promotions during 2018, and the Tollway's list of continuing Goals and Objectives for its Asian-American Employment Plan.

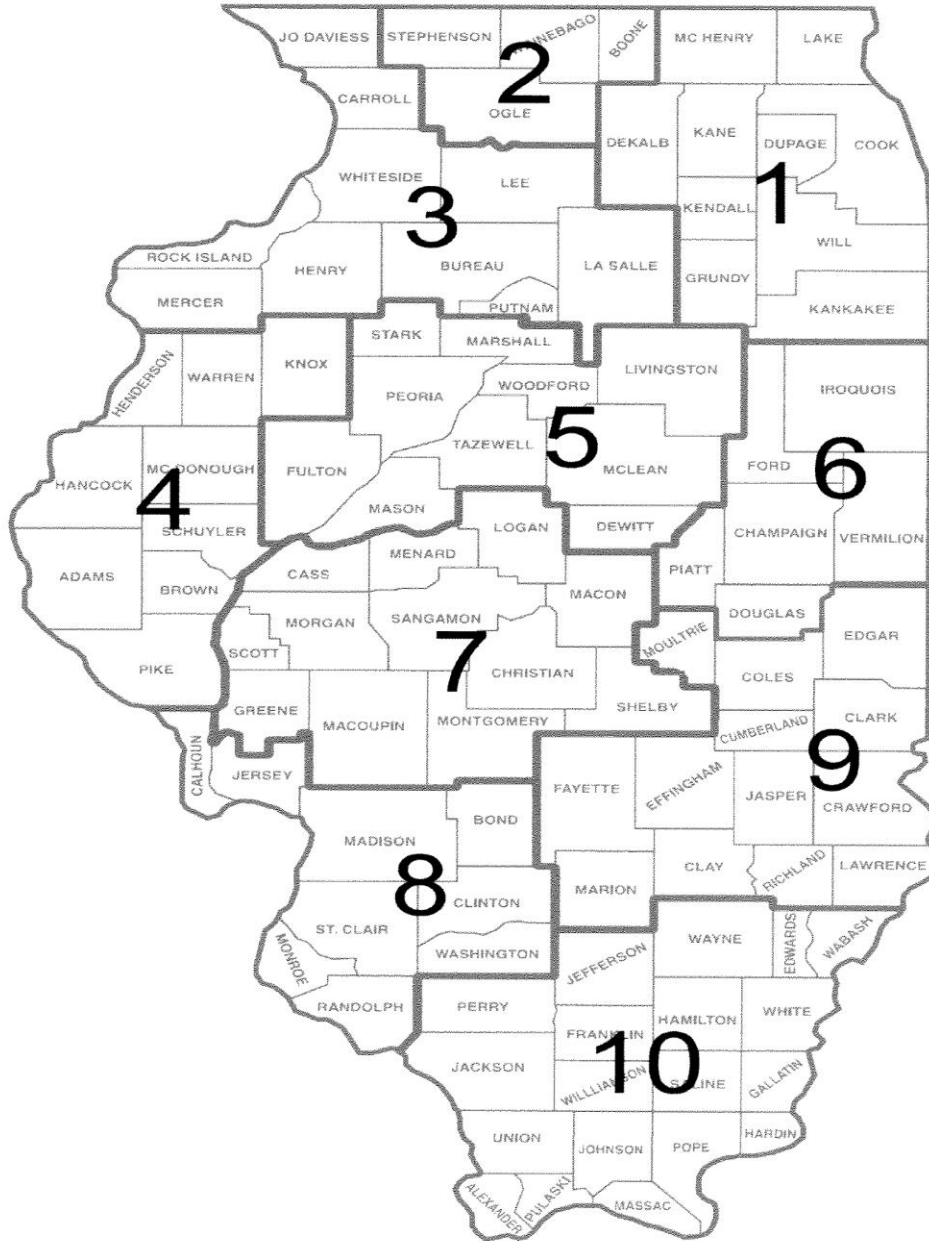
² Based upon available data.

³ The Illinois Tollway is exempt from the Personnel Code. *See*, 20 ILCS 415/4(2)(13).

⁴ From the 2017 IDES Workforce Availability Information Publication, Illinois Department of Employment Security, Economic Information and Analysis Division.



Illinois Department of Human Rights State Regional Map



The Tollway has facilities in Regions 1, 2 and 3.



WORK FORCE DEMOGRAPHICS

Representation of Asian-Americans in Illinois Available Workforce and in the Tollway Workforce*
2017

Region 1				Tollway Employees		
Counties	Total Workforce	# of Asians	% of Asians	Total Employees	Total Asian Employees	% Asian Employees
Cook	2,758,485	198,245	7.2%			
DuPage	514,030	55,294	10.8%			
Kane	277,540	10,378	3.7%			
Lake	369,434	25,707	7.0%			
McHenry	170,566	4,509	2.6%			
Will	362,498	18,337	5.1%			
DeKalb	57,732	1,501	2.6%			
Total	4,510,285	313,971	7.0%			

Region 2				Tollway Employees		
Counties	Total Workforce	# of Asians	% of Asians	Total Employees	Total Asian Employees	% Asian Employees
Boone	27,021	351	1.30%			
Winnebago	147,510	3,822	2.60%			
Total	174,531	4,173	2.4%			

Region 3				Tollway Employees		
Counties	Total Workforce	# of Asians	% of Asians	Total Employees	Total Asian Employees	% Asian Employees
Lee	16,420	158	1.0%			
Total	16,420	158	1.0%			

				Tollway Employees		
Grand Total				Total Employees	Total Asian Employees	% Asian Employees
Counties	Total Workforce	# of Asians	% of Asians			
Total	4,701,236	318,302	6.8%	1376	49	3.56%

*Illinois' Available Workforce data is from the 2016 IDES Workforce Availability Information Publication.
Tollway Workforce data is as of December 31, 2017 as reported on the Tollway's EEO/AA 2nd Quarter Report.



WORKFORCE DEMOGRAPHICS

Representation of Asian-Americans in Illinois' Available Workforce and in the Tollway Workforce*
2018

Region 1				Tollway Employees		
Counties	Total Workforce	# of Asians	% of Asians	Total Employees	Total Asian Employees	% Asian Employees
Cook	2,762,042	203,928	7.4%			
DuPage	513,464	56,543	11.0%			
Kane	280,346	11,342	4.0%			
Lake	371,027	27,358	7.4%			
McHenry	171,397	4,701	2.7%			
Will	364,671	19,097	5.2%			
DeKalb	57,470	1,540	2.7%			
Total	4,520,417	324,509	7.2%			

Region 2				Tollway Employees		
Counties	Total Workforce	# of Asians	% of Asians	Total Employees	Total Asian Employees	% Asian Employees
Boone	27,254	287	1.1%			
Winnebago	146,914	3,783	2.6%			
Total	174,168	4,070	2.3%			

Region 3				Tollway Employees		
Counties	Total Workforce	# of Asians	% of Asians	Total Employees	Total Asian Employees	% Asian Employees
Lee	16,350	142	.9%			
Total	16,350	142	.9%			

				Tollway Employees		
Grand Total	Total Workforce	# of Asians	% of Asians	Total Employees	Total Asian Employees	% Asian Employees
Total	4,710,935	328,721	7%	1,313	48	3.66%

*Illinois' Available Workforce data is from the 2017 IDES Workforce Availability Information Publication. Tollway Workforce data is as of December 31, 2018 as reported on the Tollway's EEO/AA 2nd Quarter Report



WORKFORCE DEMOGRAPHICS (CONT.)

Representation of Minorities* at the Illinois Tollway

January 1, 2017 - December 31, 2017

Grand Total			
	Grand Total	# Minority Employees	% Minority Employees
January - March	1417	407	28.72%
April - June	1416	407	28.74%
July - September	1400	401	28.64%
October - December	1376	450	32.70%

January 1, 2018 - December 31, 2018

Grand Total			
	Grand Total	# Minority Employees	% Minority Employees
January - March	1375	448	32.58%
April - June	1358	439	32.33%
July - September	1337	428	32.01%
October - December	1313	428	32.60%

*Minority is used as an umbrella term including anyone who does not self-identify as Caucasian

Representation of Asians at the Illinois Tollway

January 1, 2017 - December 31, 2017

Grand Total			
	Grand Total	# Asians Employees	% Asians Employees
January - March	1417	49	3.46%
April - June	1416	49	3.46%
July - September	1400	48	3.43%
October - December	1376	48	3.49%

January 1, 2018 - December 31, 2018

Grand Total			
	Grand Total	# Asians Employees	% Asians Employees
January - March	1375	49	3.56%
April - June	1358	48	3.53%
July - September	1337	47	3.52%
October - December	1313	48	3.66%



WORKFORCE DEMOGRAPHICS (CONT.)

New Hires between January 1, 2017 and December 31, 2017

EEO Category	Total Tollway New Hires	# Asian-American Employees Hired	% Asian-American Employees Hired
Officials / Managers	1	0	0.0%
Professionals	7	0	0.0%
Technicians	23	2	0.0%
Administrative Support	19	2	10.5%
Skilled Craft	56	1	1.8%
Service / Maintenance	1	0	0.0%
Total	107	5	4.7%

Promotions between January 1, 2017 and December 31, 2017

EEO Category	Total Tollway Promotions	# Asian-American Employees Promoted	% Asian-American Employees Promoted
Officials / Managers	0	0	0.0%
Professionals	4	0	0.0%
Technicians	14	0	0.0%
Administrative Support	4	0	0.0%
Skilled Craft	7	0	0.0%
Service / Maintenance	0	0	0.0%
Total	29	0	0.0%



WORKFORCE DEMOGRAPHICS (CONT.)

New Hires between January 1, 2018 and December 31, 2018

EEO Category	Total Tollway New Hires	# Asians-American Employees Hired	% Asian-American Employees Hired
Officials / Managers	4	0	0.0%
Professionals	7	0	0.0%
Technicians	18	1	5.6%
Administrative Support	11	2	18.2%
Skilled Craft	33	0	0.0%
Service / Maintenance	0	0	0.0%
Total	73	3	4.1%

Promotions between January 1, 2018 and December 31, 2018

EEO Category	Total Tollway Promotions	# Asian-American Employees Promoted	% Asian-American Employees Promoted
Officials / Managers	1	0	0.0%
Professionals	5	0	0.0%
Technicians	7	0	0.0%
Administrative Support	7	0	0.0%
Skilled Craft	2	0	0.0%
Service / Maintenance	0	0	0.0%
Total	22	0	0.0%



WORKFORCE DEMOGRAPHICS (CONT.)

EEO breakdown of Tollway Workforce

	2017				2018			
	Jan-March	April-June	July-Sept	Oct-Dec	Jan-March	April-June	July-Sept	Oct-Dec
Men	65.07%	65.54%	66.00%	66.13%	65.96%	66.57%	66.57%	67.10%
Women	34.93%	34.46%	34.00%	33.87%	34.04%	33.43%	33.43%	32.90%
Caucasian	67.40%	67.51%	67.64%	67.51%	67.56%	67.82%	68.14%	67.63%
Minority	28.72%	28.74%	28.64%	32.56%	32.44%	32.18%	31.86%	32.37%
African-American	17.6%	17.37%	17.29%	17.37%	17.4%	17.16%	16.98%	17.21%
Hispanic	7.55%	7.84%	7.93%	8.07%	7.93%	8.03%	8.08%	8.30%
Asian	3.46%	3.46%	3.43%	3.49%	3.56%	3.53%	3.52%	3.66%
Native-American	0.07%	0.07%	0.15%	0.15%	0.15%	0.15%	0.15%	0.23%
Hawaiian-Pacific Islander	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other	3.88%	3.74%	3.57%	3.60%	3.60%	3.50%	3.30%	3.20%
TOTAL #	1,417	1,416	1,400	1,376	1,375	1,358	1,337	1,313

EEO breakdown of New Hire pools

	2017				2018			
	Jan-March	April-June	July-Sept	Oct-Dec	Jan-March	April-June	July-Sept	Oct-Dec
Men	63.64%	76.92%	79.17%	66.67%	56.00%	85.71%	16.67%	85.71%
Women	36.36%	23.08%	20.83%	33.33%	44.00%	14.29%	83.00%	14.29%
Caucasian	36.36%	76.92%	70.83%	66.67%	64.00%	71.43%	50.00%	64.29%
Minority	63.6%	23.1%	25.00%	33.33%	36.00%	28.57%	50.00%	34.48%
African-American	39.4%	7.7%	16.67%	33.33%	28.00%	14.29%	50.00%	17.86%
Hispanic	3.03%	11.54%	8.33%	0.00%	0.00%	14.29%	0.00%	14.29%
Asian	12.12%	3.85%	0.00%	0.00%	8.00%	0.00%	0.00%	3.57%
Native-American	0.00%	0.00%	4.17%	0.00%	0.00%	0.00%	0.00%	3.57%
Hawaiian-Pacific Islander	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other	9.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL #	33	26	24	24	25	14	6	28



WORKFORCE DEMOGRAPHICS (CONT.)

Comparison to Coded State Agencies: Asian-Americans

AGENCY	Employees		
	Asian-American	TOTAL	% Asian-American
INDEPENDENT TAX TRIBUNAL	1	1	100%
INVESTMENT BOARD	1	3	33%
LABOR RELATIONS BD ILL	2	13	15%
INNOVATION & TECHNOLOGY	91	1,242	7%
ARTS COUNCIL	1	14	7%
PUBLIC HEALTH	82	1,154	7%
ENVIRONMENTAL PROTECTION	42	601	7%
HUMAN SERVICES	621	12,595	5%
LAW ENF TRNG&STANDARD BD	1	22	5%
CRIMINAL JUSTICE AUTH	2	45	4%
INSURANCE	9	208	4%
REVENUE	56	1,420	4%
ILLINOIS TOLL HIGHWAY AUTHORITY	48	1,313	4%
WORKERS COMPENSATION COM	4	113	4%
EMPLOYMENT SECURITY	37	1,105	3%
FIN & PROF REG	12	385	3%
EMERGENCY MGMT AGENCY	2	65	3%
CAPITAL DEVELOPMENT BD	1	34	3%
HEALTHCARE & FAMILY SRV	44	1,531	3%
LABOR	2	72	3%
COMM & ECON OPPORTUNITY	6	227	3%
HUMAN RIGHTS DEPARTMENT	3	114	3%
LOTTERY	3	143	2%
STATE POLICE	19	913	2%
CHILDREN & FAMILY SVCS	54	2,669	2%
STATE RETIREMENT SYSTEMS	2	99	2%
VETERANS AFFAIRS	21	1,214	2%
GAMING BOARD	2	151	1%
AGRICULTURE	4	330	1%
GUARDIANSHIP & ADVOCACY	1	97	1%
CENTRAL MANAGEMENT SVCS	8	846	1%
NATURAL RESOURCES	10	1,192	1%
AGING	1	132	1%
MILITARY AFFAIRS	1	137	1%
JUVENILE JUSTICE	6	869	1%
CORRECTIONS	78	12,686	1%
TRANSPORTATION	9	2,321	0%
A LINCOLN PRES LIB&MUS	0	73	0%
CIVIL SERVICE COMMISSION	0	3	0%
COMMERCE COMMISSION	0	51	0%
DEAF&HARD OF HEARING COM	0	3	0%
DEV DISABILITIES COUNCIL	0	5	0%
HUMAN RIGHTS COMMISSION	0	12	0%
IL TORTURE INQRY RLF COM	0	3	0%
LABOR REL BD EDUCATIONAL	0	11	0%
POLLUTION CONTROL BOARD	0	16	0%
PRISONER REVIEW BOARD	0	23	0%
PROPERTY TAX APPEAL BD	0	32	0%
RACING BOARD	0	3	0%
STATE FIRE MARSHAL	0	128	0%
STATE POLICE MERIT BOARD	0	6	0%
STATE WIDE TOTALS :	1,239	46,445	3%

* Coded Agency data is from the State of Illinois 2018 Asian-American Employment Plan As of January 2, 2019.



GOALS AND OBJECTIVES

The Illinois Tollway reviews its 2018 goals and objectives and offers the following goals and objectives to strive for during the 2019 Asian-American Employment Plan year:

RECRUITMENT

1. In our efforts to continue to pursue relationships with Asian-American Advocacy organizations and reach underserved job seekers we will

2018	2019
<p><i>In 2018, we plan to expand our visibility in minority communities, including the Asian-American community, by disseminating our job opportunities through a greater number of outreach sources, through the media, and through job fairs. We will also expand and refine our use of social media for outreach purposes. We also plan to partner with community leaders to co-sponsor job fairs and education events targeting various minority communities.</i></p> <p><i>In 2018, we will continue to utilize our e-recruiting hiring and selection system to further enable us to pinpoint potential disparate impact and allow us to proactively design tailored and effective recruitment, hiring, and retention initiatives.</i></p>	<p><i>In 2019, the automated e-recruiting candidate hiring and selection system will continue to enhance our selection criteria and hiring results, and will serve as the driving mechanism for enhanced recruitment, hiring, and retention initiatives. We will continue diversity recruitment efforts in traditionally Asian-American communities, organizations, and educational groups. The utilization of more hiring platforms that reach a greater pool of candidates will be utilized as well. This will include subscriptions to career builder, indeed, and monster. Utilizing more traditional recruiting means, including job boards, job fairs, recruitment and education seminars, and web site advertisements will highlight new recruiting goals for 2019.</i></p>



2. Revamp the Illinois Tollway’s website to make it more inviting and attractive to Asian-American candidates.

2018	2019
<p><i>We will continue to partner with communications to expand the utilization of social media platforms, webinars, and other online channels to attract minority candidates in order to increase the visibility to a diverse population</i></p>	<p><i>Eliminating as much bias in the process is the optimal goal. Utilizing the e-recruitment system will greatly enhance the interview pool to ensure diversity in the interview and selection process. Candidates will be objectively ranked based upon submitted answers and their interview selections will be determined based on their respective scores. Continued partnerships interdepartmentally, will enhance efforts to recruit Asian-American candidates.</i></p>

3. Maintain and enhance our efforts in recruitment at job fairs and hiring events.

2018	2019
<p><i>In 2018, we plan to partner with community leaders to co-sponsor job fairs and education events targeting various minority communities. We look forward to exploring ways to develop partnerships with Asian-American entities involved with the employment of Asian-Americans.</i></p>	<p><i>Utilizing Inter- Agency partnership between Administration and Communications to filter pertinent information to community leaders, educational institutions and trade organizations has increased candidate pools. We intend to continue developing new partnerships within the Asian-American surrounding communities.</i></p>



HIRING

1. Examine job descriptions, hiring criteria, and planned interview questions to make sure they do not have a disparate impact on Asian-Americans.

2018	2019
<p><i>We plan to continue to prioritize these objectives. The Illinois Tollway’s Administration Department will be assuming a greater role in ensuring completion of these tasks. This is an on-going effort. We prioritize and review these objectives, when creating a new test, the test is validated by a diverse in-house pool of employee to ensure no adverse impact.</i></p>	<p><i>In 2019, we will solidify a hiring Standard Operating Procedure for the e-recruiting process. These efforts are ongoing, but priority has been placed on defined attribute questions, specific position attribute testing, and refined interview questions all aimed at identifying the ideal candidate for a position. Department leaders and subject matter experts will receive e-recruiting training to establish goals and tasks for position submission, job posting, and interviews. We will continue to ensure that old and newly administered tests are reviewed by the EEO/AA Office to ensure no minority group is adversely impacted. The EEO Office will also continue to review all hiring packets and hiring monitors to reduce underutilization numbers in EEO job categories.</i></p>

2. Expand the pool of persons eligible to serve on Rutan interview panels and ensure that whenever possible Rutan interview panels reflect the diversity the Illinois Tollway is trying to achieve.

2018	2019
<p><i>The Illinois Tollway will continue to make efforts to ensure that its Rutan interview panels are diverse and will send staff for initial and refresher Rutan training as appropriate. Panelist whose Rutan certifications were more than three years old had refresher training.</i></p>	<p><i>Candidates will be objectively ranked based upon submitted answers and their interview selections will be determined based on their respective scores. Eliminating as much bias in the process is the optimal goal. Utilizing the e-recruitment system will greatly enhance the interview pool to ensure diversity in the interview and selection process. This includes ensuring that interview panelist have proper and up-to-date interview credentials and have received new Rutan interview criteria guidelines.</i></p>



3. Ensure hiring personnel are informed of the areas of underutilization of Asian-Americans and the Tollway’s goals for increasing diversity.

2018	2019
<p><i>Underutilization information has been included on job requisitions prepared before the job is posted. In addition, we review underutilization information with key hiring personnel before a job is posted and after it has been filled. We continue to work with the Department of Central Management Services, the Department of Human Rights, and the Department of Employment Security on targeted recruitment.</i></p>	<p><i>Hiring personnel will continue to use underutilization as a tool to increase outreach to areas in need of additional diversity recruitment support. Continued efforts to increase interdepartmental interactions have increased, and are anticipated to be the driving force behind enhanced minority hiring. As we continue to work with other State Agencies, including but not limited to the Department of Central Management Services and the Department of Human Rights, the Tollway aims to achieve its desired candidate recruitment goals.</i></p>



RETENTION

1. Analyze exit interview data to identify barriers to retention and promotion.

2018	2019
<p><i>Track exit interviews quarterly to identify patterns and area of concern to be addressed. Why people leave and what positions. Note any unusual frequency in a particular position.</i></p>	<p><i>The Tollway will continue to meet with as many employees leaving the Tollway as possible. We will continue to analyze exit interview data to determine best practices on improving employee performance, enhancing the work environment and improving retention.</i></p>

2. Review Illinois Tollway forms and policies to make sure they are inclusive.

2018	2019
<p><i>We continue to ensure our policies are up to date and consistent with applicable laws and are not unnecessarily and/or unintentionally exclusive.</i></p>	<p><i>The Tollway will continue to evaluate its policies and forms to make sure they are inclusive.</i></p>



CONCLUSION

Questions about the Illinois Tollway's Asian-American Employment Plan may be directed to:

Sharon Ferguson
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ADA Coordinator
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