

Fiscal Year 2020 Comprehensive Budget

June 2019



CMAP

HELPING
COMMUNITIES
PROSPER

CMAP Board Members

Executive Committee

Gerald Bennett, chair

Rita Athas, vice chair

Carolyn Schofield, vice chair

Al Larson, at-large member

Andrew Madigan, at-large member

John Noak, at-large member

City of Chicago Appointments

Rita Athas, senior advisor, World Business Chicago

Frank Beal, senior executive, Civic Consulting Alliance

Andrew Madigan, senior vice president, Mesirow Insurance Services

Mike Montgomery, attorney, Akerman LLP

Anne Sheahan, deputy chief operating officer, City of Chicago

Cook County Appointments

Gerald Bennett, mayor, Palos Hills (Southwest Cook)

Al Larson, president, Schaumburg (Northwest Cook)

Richard Reinbold, president, Village of Richton Park (South Cook)

Matthew Walsh, former trustee, Indian Head Park (West Cook)

Diane Williams, trustee, Village of Flossmoor, (Suburban Cook)

Collar County Appointments

Matthew Brolley, president, Montgomery (Kane/Kendall)

Franco Coladipietro, president, Bloomingdale (DuPage)

John Noak, mayor, Romeoville (Will)

Carolyn Schofield, member, McHenry County Board (McHenry)

Terry Weppeler, mayor, Libertyville (Lake)

Non-Voting Members

Vacant (Governor's appointee)

Vacant (Governor's appointee)

Leanne Redden, executive director, Regional Transportation Authority (MPO Policy Committee)

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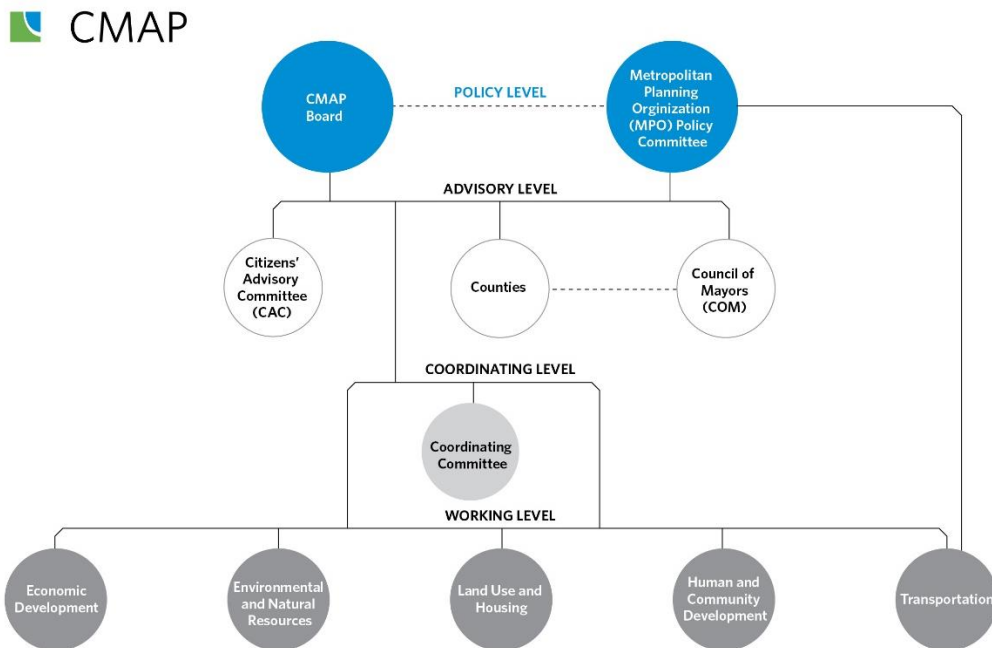
SECTION 1: OVERVIEW

This document is the Chicago Metropolitan Agency for Planning (CMAP) comprehensive activity document for Fiscal Year 2020. The budget and work plan reflect the agency’s activities and outcomes for FY 2020, with details of projects, staff, deliverables and key dates, and anticipated contracts.

About CMAP

The Chicago Metropolitan Agency for Planning (CMAP) is the regional planning organization for the northeastern Illinois counties of Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will. In October 2018, CMAP completed [ON TO 2050](#), the new comprehensive plan, which established coordinated strategies that help the region’s 284 communities address transportation, housing, economic development, open space, the environment, and other quality-of-life issues. It improves upon and adds to the recommendations in the previous comprehensive plan, GO TO 2040, and provides implementable action items surrounding three principles: Inclusive Growth, Resilience, and Prioritized Investment.

CMAP operates under authorizing legislation known as the Regional Planning Act (Public Act 095-0677). The Board's membership has balanced representation from across Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will counties. The CMAP planning area also includes Aux Sable Township in Grundy County and Sandwich and Somonauk townships in DeKalb County. Gerald Bennett, mayor of Palos Hills, chairs the CMAP Board. Policy, advisory, coordinating, and working committees play integral roles in the agency's planning processes.



January 15, 2019



Joseph C. Szabo is the executive director of CMAP. The proposed FY 2020 budget reflects total staffing of 107 full-time positions. CMAP is not requesting an increase in staffing in its FY 2020 budget. Funding sources for CMAP positions include the Unified Work Program (UWP), Illinois Environmental Protection Agency (IEPA), the Illinois Department of Natural Resources (IDNR), and grants from The MacArthur Foundation, the Chicago Community Trust (CCT), and Illinois Housing Development Authority (IHDA).

CMAP provides internships to qualified graduate students in urban and regional planning and related fields. Interns have come to CMAP from various schools including the College of Wooster, DePaul University, Roosevelt University, Purdue University, Illinois State University, Loyola University, University of Illinois at Chicago, Illinois Institute of Technology, Eastern Illinois University, University of Pennsylvania, University of Michigan, and Northwestern University. The program gives students valuable workplace experience while supporting the agency's comprehensive planning activities. CMAP also administers the Phillip D. Peters Fellowship, which supports one fellow annually. In FY 2020, Northwestern University will sponsor a yearlong fellowship at CMAP.

CMAP staff members are classified based on their levels of responsibility, with a compensation structure informed by comparable market data and the Chicago-Gary-Kenosha Consumer Price Indexes (CPI). Employees are evaluated on an annual basis and may be eligible for merit increases.

Employees receive a competitive benefits package that includes a retirement program, Social Security, Medicare, and insurance for health, vision, dental, and life. Apart from a handful of former State of Illinois employees who took the option to remain part of the State Employees' Retirement System (SERS), all other eligible CMAP employees must participate in the Illinois Municipal Retirement Fund (IMRF). In FY 2019, the benefits package was 32.47 percent of salary; in FY 2020, the amount will decrease to 29.87 percent of salary. The required CMAP retirement contribution to SERS for FY 2020 is proposed to increase from 51.61 percent to 55.00 percent and the IMRF contribution for FY 2020 will increase from 4.51 percent to 5.35 percent. Increases in the pension percentages are the result of a reduced estimated rate of return by IMRF on its investments from 7.5 percent to 7.25 percent. IMRF is pursuing a more conservative estimate on the performance of its portfolio based on market conditions experienced in later 2018, while SERS continues to focus its efforts on funding the pension's deficit. These increases in pension rates are offset by a new calculation of salaries based on average salvage, turnover rate and monthly filled FTE positions. CMAP is funding its personnel cost at 96% rate which resulted in a reduction in the salaries calculation. This reduction calculation not only reduces salaries, but reduces expenses related to retirement/pension, FICA and Medicare as they are multipliers of salaries. In addition, two employees under the SERS pension retired in 2018.



Budget Overview

TABLE 1: CMAP CORE ACTIVITIES

CHICAGO METROPOLITAN AGENCY FOR PLANNING			
FY 2020 BUDGET			
	Approved FY 2018	Approved FY 2019	Proposed FY 2020
OPERATIONS			
REVENUES			
Federal	13,803,956	13,653,505	15,130,351
State	3,355,039	3,362,468	3,514,919
Other Public Agencies	340,000	321,500	-
Foundations and Non-Public Agencies	184,900	200,000	279,400
Local Contributions	887,486	887,486	887,486
Expressway Project	2,000,000	-	-
General Fund	2,700	-	-
Reimbursements	35,000	35,000	35,000
Product Sales, Fees & Interest	12,500	17,200	-
TOTAL	20,621,581	18,477,159	19,847,155
EXPENDITURES			
Personnel	11,647,765	11,929,805	11,310,271
Commodities	483,500	504,895	467,054
Operating Expenses	392,500	695,330	908,036
Occupancy Expenses	1,788,380	1,892,880	1,649,240
Contractual Services	5,924,250	2,502,062	4,536,068
Local Planning Grant Match	-	-	-
General Fund	-	783,355	623,419
Capital Outlay	150,000	12,500	54,000
TOTAL	20,386,395	18,320,827	19,548,088
NON-OPERATIONS, (REVENUE AND EXPENDITURES)			
Pass Through Grants	3,872,270	4,615,434	4,443,526
In-Kind Service	1,089,269	1,006,282	975,582



The General Assembly passed an FY 2020 budget on June 2, 2019. Therefore, CMAP has included in its FY 2020 Budget its expected State match of \$3,450,610.

Critical to CMAP operations are the local dues. Maintaining a local dues contribution is necessary to satisfy the deficiency cited by the U.S. DOT in its 2014 certification review of CMAP. In December 2017, CMAP underwent its quadrennial certification review with U.S. DOT. As cited in 2014, it was noted by U.S. DOT during CMAP's meeting that local dues were to remain a critical component to CMAP remaining solvent, and mitigating operational risk against the potential of any funding uncertainties. Based upon informal U.S. DOT guidance, CMAP will retain local dues in reserve equivalent to one full fiscal year's State match (U.S. DOT advised that other MPOs keep a full fiscal year's worth of funding in reserve, which would be infeasible for an agency the size of CMAP). U.S. DOT noted that it is critical for CMAP to remain operational, so access to federal transportation funding for the region would not be significantly impacted, and collecting local dues minimizes this potential outcome. It was proposed that once CMAP has met its reserve requirements, the Agency would use any remaining funding—in the fiscal year following the collection of dues—on programs or projects that directly benefit the communities in the region. In the FY 2019 budget, CMAP was able to use \$783,355 of local dues to offset any operational expenses. However, in FY 2020, due to CMAP's relocation to the Old Main Post Office in August 2020, security deposit requirements (Letter of Credit) for the new location in the amount of \$1.2 million, a new calculation requirement by GATA for rents related to indirect staff, and match commitments to several SPR projects awarded in FY 2019, the agency is unable for FY2020 to apply local dues to offset operational cost.

Through the commitment of our municipal, county, and transportation partners to our efforts, CMAP collected 99 percent or approximately \$875,000 in local dues since the inception of the program in FY 2017. As in previous years, local dues were scheduled to increase to \$1,479,528. However, because of successful collection efforts and other funding strategies, CMAP is proposing in its FY 2020 Budget to keep local dues at its previous levels of \$887,486. This would result in a \$592,042 credit to dues paying partners for FY 2020, for a total of credit \$2,368,168 since the adoption of the program. More importantly, the success of collecting local dues has allowed CMAP to award more funding in competitive programming, increase the operating budgets of the UWP members, and apply for SPR grants that support the work of the region. This could only be achieved through the commitment of our partners.

Chart 1 reflects the percentage of the core operations revenue for each source, and Chart 2 reflects the percentage of expenditures from each category for FY 2020. The charts do not include the non-operations activity. Highlights of increases and decreases in the FY 2020 Budget include a decrease of 5% under Personnel expenses based on the salaries calculation detailed in the previous section. The FY 2020 Budget also reflect increases of 8.5% under Operating expenses for activities primarily related to CMAP's office relocation offset by reductions from FY2019 costs for the launch of ON TO 2050. The 3.5% increase under Occupancy expenses are standard increases outlined in CMAP's lease for rents, real estate taxes, common areas expenses and utilities. Most notable is an increase of 37% under Contractual Services reflecting increases in use of consulting services for the agency for FY 2020, mainly due to implementation activities



related to ON TO 2050; SPR grant projects for Pavement Management, Truck Routing, the Port Master Plan, and LTA projects; MPO required projects such as the ITS Infrastructure project, and completion of the Travel Survey and Land Use Model projects.



CHART 1: REVENUE FOR CORE ACTIVITIES, PROPOSED FY 2020

CMAP revenues, FY20

Source: Chicago Metropolitan Agency for Planning.

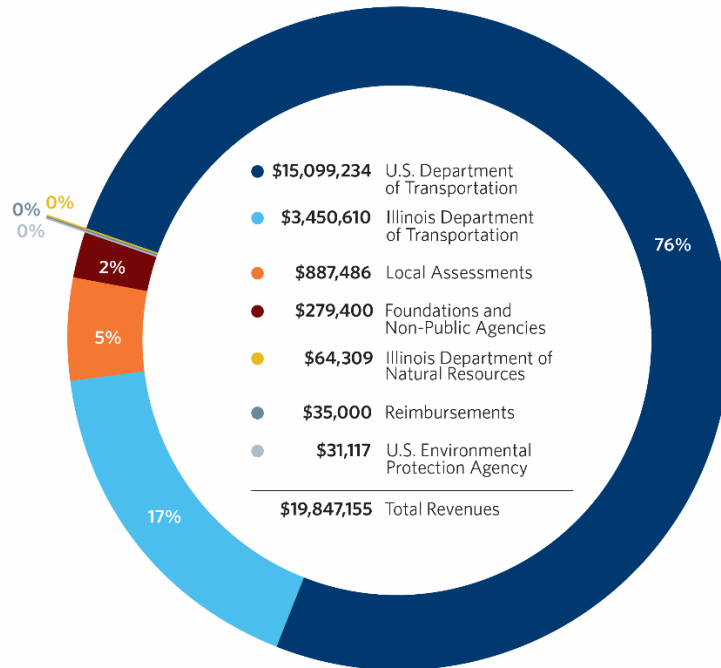
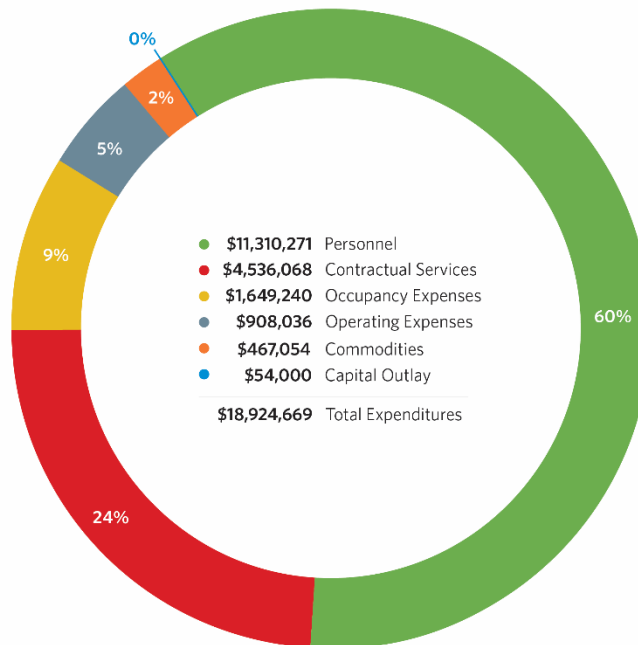


CHART 2: EXPENSES FOR CORE ACTIVITIES, PROPOSED FY 2020

CMAP expenditures, FY20

Source: Chicago Metropolitan Agency for Planning.



SECTION 2: BUDGET COMPONENTS

Revenue

CMAP derives its primary funding from the Unified Work Program (UWP) that supports transportation planning in northeastern Illinois, with metropolitan planning funds from the Federal Highway Administration (FHWA), the Federal Transit Administration (FTA), and state and local sources. Federal dollars require a 20-percent local match, which has been provided since 2011 by the Illinois Department of Transportation (IDOT). The revenues identified from the FY 2020 UWP funds were approved by the UWP Committee, Transportation Committee, Coordinating Committee, MPO Committee, and the CMAP Board.

It is anticipated that the Governor's FY 2020 budget will provide \$3.5 million in state transportation funds for CMAP's local match. The UWP funds are allocated for operating activities and contractual services. IDOT requires the operating funds (3-C Operations Grant) to be expended during the fiscal year (July 1, 2019 to June 30, 2020) and the competitive funds (3-C Competitive Grant) for projects selected by a competitive process be expended over a five-year period (July 1, 2019 to June 30, 2024).

This year's competitive funds of approximately \$1,316,200 in federal funds (plus match) was an decrease of \$190,108 over FY 2019 and was awarded to CMAP/RTA, CDOT, and CTA. This past year, the UWP Committee revised and approved the planning priorities of the program to align with the emphases of ON TO 2050. In the FY 2020 Call for Projects, 8 varied proposals were submitted this year, with the top three projects being awarded with the goal of providing 100% of their federal funding request. In past years due to budget constraints, projects were not funded at 100% of their requested levels. For those competitive projects that were not funded for FY 2020, in April, IDOT released a Call for Projects for SPR funding in which most of the submitted projects would be eligible.

Funding for the competitive program continues to be a high priority for CMAP and the UWP Committee, specifically with the adoption of ON TO 2050 in October 2018 and its regional priorities. Although, CMAP was unable to apply local dues to reduce its operating expenses and increase competitive funding, CMAP did explore other creative methods to increase the amount of funding available for the FY 2020 program. As mentioned in a previous section, a new salary calculation and a focus on reducing costs where possible, allowed for funding at this level to be available for FY 2020.

Other revenue is received from the U.S. Environmental Protection Agency (EPA) as pass through funding from the Illinois Environmental Protection Agency (IEPA) for water quality management, watershed planning, and other related projects. Funds not expended during the grant period revert to the funding agency.

Other sources of revenue include grants from Illinois Department of Natural Resources (IDNR), The Chicago Community Trust (CCT), The MacArthur Foundation, and the Illinois Housing Development Authority (IHDA). CMAP will continue to pursue other grants to support



implementation of ON TO 2050, although a grant will not be reflected in the budget until it is awarded and obligated.

Table 2 reflects the revenue expected to be received during the fiscal year. Some of the revenue is received prior to expenditure; for example, the foundations normally transfer funds at the time of the award even though the expenditures could be in future fiscal years. Other expenditures are on a reimbursable program; the federal revenue is not received until the expenditure has been made. The majority of the revenue is from reimbursement grants. The non-operations revenue represents the funds (primarily federal) passed through to other organizations and the in-kind match provided by those organizations. Examples would be the UWP Council of Mayors program and the transportation agency UWP projects. CMAP, as the Metropolitan Planning Organization (MPO), administers all the FY 2020 UWP contracts for the planning projects of the mass transit agencies and other government agencies.

TABLE 2: REVENUE DETAIL, CMAP CORE ACTIVITIES

	Approved FY 2018	Approved FY 2019	Proposed FY 2020
OPERATIONS			
FEDERAL			
<u>U.S. Environmental Protection Agency</u>			
Grant through IEPA			
IEPA Water Quality Mgt.	166,700	79,635	-
IEPA VLMP	-	-	-
IEPA Mill Creek North Watershed Plan	93,000	124,000	31,117
IEPA Lower Salt Plan	48,300	-	-
Total	308,000	203,635	31,117
<u>U.S. Department of Commerce</u>			
NOAA	75,800	-	-
Total	75,800	-	-
<u>U.S. Department of Transportation</u>			
Grant through IDOT	-	-	1,296,795
UWP - Operating	12,980,156	13,449,870	13,802,438
UWP - Contracts	440,000	-	-
Total	13,420,156	13,449,870	15,099,234
TOTAL	13,803,956	13,653,505	15,130,351



STATE			
<u>Illinois Department of Transportation</u>			
IDOT	3,355,039	3,362,468	3,450,610
<u>Illinois Department of Natural Resources</u>			
IDNR	-	-	64,309
<u>Illinois Attorney General</u>			
IAG	-	-	-
TOTAL	3,355,039	3,362,468	3,514,919
OTHER PUBLIC AGENCIES			
Cook County	125,000	126,500	-
LTA Local Contributions	215,000	195,000	-
TOTAL	340,000	321,500	-
FOUNDATIONS AND NON-PUBLIC AGENCIES			
MacArthur Foundation	-	-	70,600
Metropolitan Mayor's Caucus IHDA & CCT	-	-	133,800
The Chicago Community Trust	184,900	200,000	75,000
TOTAL	184,900	200,000	279,400
LOCAL ASSESSMENTS	887,486	887,486	887,486
REIMBURSEMENTS			
Indirect Charge from Competitive Federal Grants	-	-	-
Metropolitan Mayor's Caucus	35,000	35,000	35,000
TOTAL	35,000	35,000	35,000
PRODUCT SALES, FEES AND INTEREST			
ArcView Training	5,000	5,000	-
Interest Income	5,000	7,200	-
Facility Planning Area Fees	-	-	-
Conference and Sponsors	500	500	-
Miscellaneous	2,000	4,500	-
TOTAL	12,500	17,200	-
Expressway Project	2,000,000	-	-
General Fund	2,700	-	-
TOTAL REVENUES	20,621,581	18,477,159	19,847,155



NON-OPERATIONS			
PASS THROUGH			
UWP - Council of Mayors	1,384,270	1,467,326	1,467,326
UWP - CTA	400,000	746,800	720,000
UWP - City of Chicago	860,000	797,000	1,013,000
UWP - Metra	320,000	638,000	336,000
UWP - Pace	320,000	126,000	126,000
UWP - RTA	80,000	-	-
UWP - Lake County	-	-	-
UWP - Cook/DuPage Corridor	-	-	-
UWP - DuPage County	-	-	-
UWP - Kane County	-	-	-
UWP - McHenry County	160,000	-	-
UWP - Will County	-	-	240,000
UWP - Cook County	-	250,000	-
CMAP - Local Planning Grants	348,000	590,308	541,200
TOTAL	3,872,270	4,615,434	4,443,526
IN-KIND SERVICE			
UWP - Council of Mayors	554,269	366,832	366,832
UWP - CTA	100,000	186,700	180,000
UWP - City of Chicago	215,000	199,250	253,250
UWP - Metra	80,000	159,500	84,000
UWP - Pace	80,000	31,500	31,500
UWP - RTA	20,000	-	-
UWP - Lake County	-	-	-
UWP - Cook/DuPage Corridor	-	-	-
UWP - DuPage County	-	-	-
UWP - Kane County	-	-	-
UWP - McHenry County	40,000	-	-
UWP - Will County	-	-	60,000
UWP - Cook County	-	62,500	-
TOTAL	1,089,269	1,006,282	975,582



Budget and Work Program

Table 3 reflects, line item by line item, the operations budget for FY 2020. A description of the line items is in Appendix B. This table reflects only the core operations.

TABLE 3: EXPENSE DETAIL, CMAP CORE ACTIVITIES

CORE OPERATIONS - EXPENSES				
	Approved FY 2018	Approved FY 2019	Proposed FY 2020	General Fund 2020
PERSONNEL				
Salaries	8,553,895	8,778,600	8,390,948	-
Retirement	942,100	946,400	687,555	-
FICA	508,800	523,400	503,597	-
Medicare	123,700	127,100	121,763	-
Health/Dental	1,179,270	1,253,200	1,210,589	-
Life	55,000	55,000	55,000	-
Education Reimbursement	40,000	21,500	16,250	-
Other Benefits	50,000	50,000	50,000	-
Interns	195,000	174,605	274,570	-
TOTAL	11,647,765	11,929,805	11,310,271	-
Authorized Personnel				
	105	107	107	
COMMODITIES				
General Supplies	25,000	20,000	-	20,000
Publications	4,500	16,600	13,704	-
Software - Small Value	15,000	25,515	3,350	-
Equipment - Small Value	8,500	39,100	19,700	-
Furniture - Small Value	2,500	2,500	2,500	-
Data Acquisition	400,000	377,430	403,800	-
Office Supplies	15,000	29,750	12,750	2,500
Copy Room Supplies	13,000	16,500	11,250	-
TOTAL	483,500	527,395	467,054	22,500
OPERATING EXPENSES				
Workers' Compensation Insurance	28,000	25,000	25,000	-
Unemployment Compensation	20,000	20,000	20,000	-
Staff Assoc. Membership	13,250	19,550	13,500	-
CMAP Assoc. Membership	20,000	67,000	17,300	-
Postage/Postal Services	13,200	16,470	12,030	-
Storage	5,500	9,160	9,000	-
Moving Expense	-	-	300,000	-
Legal/Bid Notices	-	-	-	-
Miscellaneous	6,500	5,000	5,900	-



Meeting Expenses	15,000	80,100	10,500	7,000
Recruitment Expenses	10,000	10,000	10,000	-
General Insurance	40,000	45,000	48,000	-
Legal Services	20,000	117,500	102,500	-
Printing Services	27,450	105,305	10,607	-
Bank Service Fees	7,500	8,000	26,000	-
Conference Registrations	16,500	32,175	48,935	-
Training	74,600	140,300	124,100	-
Travel Expenses	75,000	130,125	124,664	1,500
TOTAL	392,500	830,685	908,036	8,500
OCCUPANCY EXPENSES				
Office Maintenance	17,500	17,000	18,000	-
Rent	1,625,000	1,736,200	1,538,600	291,810
Telecommunications	75,000	64,400	48,700	9,240
Utilities	65,000	69,400	41,000	7,755
Willis Tower Parking	5,880	5,880	2,940	2,940
TOTAL	1,788,380	1,892,880	1,649,240	311,745
CONTRACTUAL SERVICES				
Audit Services	40,000	40,000	42,000	-
Office Equipment Leases	8,000	8,000	9,000	-
Software Maintenance/Licenses	395,000	405,340	523,862	-
Fiscal Mgt. Maintenance/Licenses	50,000	-	-	-
Professional Services	665,000	901,492	656,392	-
Consulting Services	4,676,250	1,453,070	3,191,326	280,674
Office Equipment Maintenance	70,000	183,404	109,600	-
Co-Location Hosting Services	20,000	34,756	3,888	-
TOTAL	5,924,250	3,026,062	4,536,068	280,674
CAPITAL OUTLAY				
Equipment - Capital	100,000	114,000	54,000	-
Construction - Capital	-	-	-	-
Software - Capital	50,000	-	-	-
TOTAL	150,000	114,000	54,000	-
TOTAL OPERATING FUNDS	20,386,395	18,320,827	18,924,669	623,419
LOCAL PLANNING GRANTS				
Community Planning Grant Match	348,000	590,308	-	-
TOTAL	348,000	590,308	-	-
TOTAL EXPENSES	20,734,395	18,911,135	18,924,669	623,419



Planning

Budget: \$6,071,226

Division oversight: Stephane Phifer

Management Team: Jason Navota, Kristin Ihnchak, Jonathan Burch, Vacant Principal Planner, Vacant Principal Analyst

This division supports the implementation of ON TO 2050 through planning activities. Local implementation of ON TO 2050 will be framed by the plan's three core principles of inclusive growth, resilience, and prioritized investment. The division provides technical assistance, training, and other resources to the region's local communities to further these principles.

Local land use and regional transportation planning and investments are inextricably linked and influence the performance and success of the other. Likewise, other planning elements either influence or are influenced by land use and transportation, such as housing, economic development, and environmental resources and other non-traditional planning elements such as health, arts and culture, workforce development, and others. The division strives to be a resource to local communities to understand, plan for, and take action around these elements.

Operational Areas

Administration

Operational manager: Stephane Phifer

Description: This operational area includes the overall administration and tracking of progress of the Planning program, including internal and external coordination, program and process review and improvement, and quarterly reports on project progress including: milestones, staff time and contract expenditures, and deliverables. Program administration includes program development and planning innovation, staff management and development, project management, consultant management, and fundraising and grant management.

Program development and planning innovation includes exploring new strategies and programs for sound community planning, better integration of transportation investments into local plans, and enhancing coordination across the agency.

Staff management and professional development includes staff engagement and development activities such as staff meetings, professional development and training, internal communications, wiki pages and individual staff pages, activity reports, capacity and team building, and idea exchanges with internal and external partners.



Partner coordination and engagement includes identification of and coordination with formal and informal government, non-profit, community, and philanthropic groups and organizations to participate in planning programs.

Project management is conducted by designated project manager for both staff – and consultant-led projects. Project managers are responsible for the management of a project team, the project scope, schedule, and budget to ensure projects are completed on time, within the scope, and that the project remains in budget and all funds are spent appropriately. For consultant-led projects, project managers will also be responsible for request for proposal (RFP) development, the consultant selection process, and consultant evaluations in coordination with the Finance and Administration team. Using CMAP’s new project management tools, project managers are responsible for identifying needs for additional project support, outreach assistance, and partner coordination. Project managers prepare and review interim and final materials, ensuring high quality for all documents produced, and participate in a dynamic feedback process.

Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation

Local Technical Assistance (LTA) Program Administration

Operational managers: Jason Navota, Kristin Ihnchak, Jonathan Burch, Vacant Principal Planner, Vacant Principal Analyst

Description: This operational area includes the administration of the program, a call for projects, and project selection for the technical assistance services. Through this program technical assistance is provided to communities and local governments as staff and contract assistance, as well as activities to advance the implementation of ON TO 2050.

Call for Projects and project selection are generally done annually, with close coordination with the Regional Transportation Authority (RTA) and other stakeholders and partners. Many projects require further scoping to determine the most appropriate CMAP role. Before startup, technical assistance projects include meetings with project sponsors and key local stakeholders, research on relevant past activities in each community, and preparation of a proposed scope of work. With the next call for projects, CMAP will increase its focus on creating a pipeline of projects for CMAP’s programming work and explore strategies for implementing ON TO 2050 through integrated local planning and investment.



Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation

Local Capacity Building Program Administration

Operational Manager: Vacant Principal Planner

Description: This operational area includes providing local communities with a set of targeted technical assistance services designed to build the capacity of local governments to resolve the increasingly complex issues they face in their communities. This comprehensive program for training, technical assistance, and support targets communities hampered by local resource constraints - specifically, the availability of knowledge and skills, staff time, funding, or all three.

Plan Implementation Assistance following an LTA plan staff will remain involved at varying levels of effort following completion to track project implementation and assist in appropriate ways. For projects that present good opportunities for implementation success, staff will identify appropriate short-term activities that staff can assist with such as providing trainings, assisting with grant applications, conducting developer panels or connecting sponsors with partner organizations. Activities under this component include exploring new innovative ways that the agency can support local planning implementation, with specific attention to activities in the areas of transportation, reinvestment, the natural environment, and intergovernmental coordination.

Comprehensive Professional Development expands on CMAP's existing training activities. . Training will include networking and skill-building for elected officials, staff, and citizen commissions on specific topics.

Partnership Opportunity Studies facilitate discussions and partnerships between interested local governments to find opportunities to save costs through collaboration on public infrastructure and services. Recommendations from these studies can lead to streamlined intergovernmental cooperation and improved local capacity with an increase in the: number of completed capital projects; utilization of state and federal funds; quality, efficiency, and effectiveness of staff and services; and the amount of re-purposed revenue.

Community Planners will place CMAP staff in capacity constrained communities as to serve as temporary, part-time staff planners to providing flexible support for existing local government staff.



Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation

Planning Research

Operational manager: Vacant Principal Analyst

Description: This operational area includes helping communities make informed decisions and navigate complex issues. Planning Research includes data analysis, regional data collection, regional socioeconomic forecasting, data and information sharing, and census data coordination through quality data resources and state-of-the-art analysis tools.

Data analysis and reporting requires customized data preparation, analysis, and mapping support to local projects. Staff are assigned to projects based on availability and needed skills and a set of guidelines for preparing standardized data and mapping products ensures uniform quality control and streamlines preparation of data and map products. New analytical methods and approaches will be used as they are developed.

Regional data collection includes ongoing development and maintenance of specialized datasets used in policy analysis, local planning, and programming decisions and modeling activities. On-going tasks include maintaining and updating regional datasets such as: land use inventory, development database (NDD), employment estimates, community data snapshots, bikeways inventory (BIS), and the bike/pedestrian count database

Regional socioeconomic forecasting involves working with Policy staff in developing a consistent approach to population and employment forecasting activities in post-ON TO 2050 plan cycles. It also includes the management and maintenance of the UrbanSim land use model currently under development (see Regional Land Use Model Development, 2018.018).

Data and information sharing including maintaining Internal Data Depot, Data-Sharing Hub, the Land Use Model, and responding to Developments of Regional Importance (DRI) requests. The Internal Data Depot is an in-house collection of public datasets requiring coordination with staff on acquisition/cataloging of updated datasets and archival of obsolete datasets, and pursuing new public data acquisitions based on agency needs and available resources. The Data-Sharing Hub is a public collection of datasets requiring posting of new, historical, or updated datasets as they become available, maintaining and expanding the data visualization through the Community Data Snapshots, and coordinating maintenance activities with IT.

Census data coordinating agency responsibilities including maintaining status as Census State Data Center (SDC) Coordinating Agency and render assistance to SDC Lead Agency as time



and resources permit. Ensure compliance with Census Bureau policy on embargoed data releases.

Subject Matter Expertise includes planning staff providing direct technical support and working with partners and communities to assemble a team of outside experts to meet with local officials to brainstorm possible near-term actions communities can take to address pressing issues.

Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation

Housing Planning

Operational manager: Jonathan Burch

Description: This operational area includes support for communities and funders across the region to foster sound economic development and housing choice. The relationship between transportation and major land uses such as housing, commerce, and industry is widely recognized, and an appropriately balanced regional economy and housing stock can reduce travel costs and congestion while improving stability. Activities include providing technical assistance to communities and assistance to housing funders.

Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation

Water Resources Planning

Operational manager: Jason Navota

Description: This operational area includes planning related to water quality, water supply, wastewater, and stormwater and flooding, which influence and are influenced by land use and transportation decisions and investments. Some of this work is guided by CMAP’s role as the delegated authority for Areawide Water Quality Planning, ON TO 2050, and Water 2050. Work in this area is dependent on funding availability.

Water quality planning includes technical assistance with watershed plan development and post-plan implementation support for watershed organizations, including assistance with Section



319 funding applications. This also includes coordination of the Volunteer Lake Monitoring Program (VLMP).

Water supply planning activities include working directly with communities in the Northwest Water Planning Alliance area, publicizing the updated regional water supply planning forecasts, using water demand forecasts for local planning and additional activities based on funding.

Wastewater planning activities include reviewing wastewater Facility Planning Area (FPA) amendment applications and staffing the CMAP Wastewater Committee, and continued exploration of modifications to the FPA process with IEPA.

Stormwater and flooding planning including technical assistance with stormwater plans, integrating stormwater considerations into other land use and transportation planning efforts, examining the impact of flooding and stormwater challenges on our transportation system, and use of the Flood Susceptibility Index to target planning assistance.

Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports*	End of each quarter	Report of quarterly activities along with any applicable documentation

* Non-UWP Deliverable



Projects

Local Technical Assistance (LTA) 2017 Project Group (2017.014)

Project duration: July 2018 – June 2023

Program manager: Stephane Phifer

Project manager: Jason Navota

Description: CMAP solicited LTA projects that began in FY17. A list of the projects resulting from that call are listed below divided between staff-led and consultant-led projects. Description of the project, including overall goals, tasks, and other information of the project can be found on CMAP's website.

The Local Technical Assistance (LTA) projects include land use and transportation planning assistance which integrates transportation elements into local planning efforts that are consistent with the long-range regional plan. The technical assistance involves working directly with a community, or multi-jurisdictional group of communities, on a product that is customized for their use, has a specific audience, and is geographically limited. Technical assistance addresses specific concepts such as mixed use, infill, and sustainable development within a framework that advance the goals of GO TO 2040, the regional plan effective at project selection.

Staff-led projects

- Algonquin and Cary: Subarea Plan (2017.700)
- Chicago: Coalition for a Better Chinese American Community (CBCAC) Parking Study (2017.709)
- Forest Preserve District of Cook County: River Trail Feasibility Study (2017.713)
- Kane County: Farmland Protection Research and Guidance (2017.718)
- Kane County: Mill Creek Watershed-based Plan (2017.719)**
- McHenry County: Coordinated Investment Study (2017.723)**
- McKinley Park: Neighborhood Plan (2017.724)
- Montgomery: Zoning Ordinance Update (2017.725)*
- Robbins: Stormwater, TOD, and Clean Energy Plan (2017.730)

Consultant-led projects

- Beach Park: Northern Lakeshore Trail Connectivity Plan NLTC (2017.702)*
- Beecher: Comprehensive/Land Use Plan (2017.703)
- Calumet Park: Comprehensive Plan (2017.705)
- Carol Stream: Zoning Code Update (2017.706)
- Channahon: Comprehensive Plan Update (2017.707)
- DuPage County: IL-83 Corridor Land Use Study (2017.711)
- Justice: I&M State Trail Extension Feasibility Study (2017.717)



- Matteson: Streetscape Improvement Plan (2017.720)
- Northwest Municipal Conference (NWMC) Multimodal Transportation Plan (2017.727)
- The Northwest Side Housing Center (NWSHC): Belmont Cragin Business and Economic Development Plan (2017.728)
- Summit: Zoning Code Update (2017.734)*

* Indicates projects with UWP and other funding

**Indicates projects with no UWP funding

Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation

Embedded Staff Planner - Demonstration Project (2018.009)

Project duration: January 2019 – March 2022

Program manager: Stephane Phifer

Project manager: Vacant Principal Planner

Description: CMAP launched a set of targeted technical assistance services designed to build the capacity of local governments to resolve the increasingly complex issues they face in their communities. This comprehensive program for training, technical assistance, and support aligns with the Federal Highway Administration’s Transportation Planning Capacity Building (TPCB) program¹, by targeting communities hampered by local resource constraints - specifically, the availability of knowledge and skills, staff time, funding, or all three. These “capacity constrained communities” tend to serve vulnerable populations, including people of color and lower-income households, where the effective deployment of public investment and the attraction of private re-investment is essential for residents to thrive. Some communities that have the greatest need for effective planning also have the least capacity to support such activities.

The national TPCB program has achieved success in developing a high performing workforce, enabling professionals to make better transportation decisions, and facilitating the development of better transportation plans and projects. CMAP seeks to build on that success at the local level.

CMAP established the Community Planner Program as a pilot. Beginning as a three-year demonstration project, CMAP staff will be placed in capacity constrained communities as

¹ For more information on this federal program visit <https://planning.dot.gov/default.asp>

Community Planners to serve as temporary, part-time staff planners to providing flexible support for existing local government staff.

The demonstration project began in January 2019, with planners placed in March 2019, and will proceed through December 2021. During the demonstration period CMAP will commit planners, and other in house support staff, for a two-year engagement in a local government. Community Planners will spend an average of two days per week embedded on-site with the equivalent of one additional day per week, along with support staff time, dedicated to the community from the CMAP offices. In FY 2020, CMAP will place two more planners in additional communities for a two-year engagement.

Community Planners will: implement the ON TO 2050 regional plan; facilitate participation in federal, state, and local transportation investment programs; advance long range planning leading to improved decision making; identify solutions for achieving operational efficiencies; expand or enhance public engagement; build external partnerships both with other local governments and partner agencies; coordinate professional development opportunities; and assist in applying for grants or other support including additional CMAP services.

There will be several activity areas under which the ESP will provide support to the local government, those activity areas are: Transportation Investment Programs; Public Engagement; Capital Improvement Program; Land Use Planning; Training and Outreach; Economic Development; and Governance.

Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation

Homes for a Changing Region Illinois Housing Development Authority (IHDA) Housing Needs Assessment (2018.015)

Project duration: September 2018 – September 2020

Project manager: Jonathan Burch

Description: The Illinois Housing Development Authority provided the Metropolitan Mayors Caucus with a grant to provide housing technical assistance to 10 communities in the CMAP region over two years. Under that grant CMAP is subcontractor, providing services as part of the project, including conducting housing needs assessments, convening expert panels, and creating action plans that will spur the creation of affordable housing for priority populations identified in the Illinois annual Comprehensive Housing Plan.



Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports*	End of each quarter	Report of quarterly activities along with any applicable documentation

*Non-UWP Deliverable

Regional Land Use Model Development (2018.018)

Project duration: July 2017 – June 2021

Program manager: Vacant Principal Analyst

Project manager: David Clark

Description: Development of a land use model capable of generating localized estimates of forecast population and employment distribution based on market, accessibility, land use, and demographic factors while allowing for policy-based scenario testing. FY2020 activity will focus on consultant management, model design, and estimation, with training of relevant staff and development or enhancement of necessary datasets in coordination with Regional Data Collection.



Deliverables:

Deliverable	Completion Timeline	Comment
Year End Report	Q1 FY2021	Final Project report including activities in prior quarter and applicable documentation including: <ul style="list-style-type: none">• Land use model estimation and calibration reports;• Documentation of data pre-processing scripts and proforma model parameters & mechanics;• Workflow documentation for scenario composition and adjusting model output indicators.

Illinois International Port District Master Plan (SPR Grant) (2019.038)

Project duration: October 2018 - June 2021

Program manager: Jason Navota

Project manager: Elizabeth Scott

Description: To maximize its current and long-run performance, Illinois International Port District (IIPD) seeks to create a master plan that will define and chart a path to its future. This plan should provide the IIPD and its stakeholders, including the surrounding communities, with a clear vision of how the Port should develop and change between now and 2050. It should consider the IIPD's position within local, regional, state, national, and international contexts, with special attention to how IIPD can respond to macro trends. It should also reinforce broader but related planning goals, such as those of the City of Chicago, Calumet communities, Chicago region, and State. Thus, while the lands at Lake Calumet and Iroquois Landing are the primary subject of the master plan, planning factors beyond the IIPD's boundaries that will influence and be influenced by the IIPD's activities must also be considered.



Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation



Local Technical Assistance (LTA) FY2020 Project Group (2019.006)

Project duration: July 2019 – June 2023

Program manager: Stephane Phifer

Project manager: Jason Navota

Description: CMAP solicited a call for new LTA projects to begin in FY2020. A list of the projects resulting from that call are listed below divided between staff-led and consultant-led projects. Description of the project, including overall goals, tasks, and other information of the project can be found on CMAP's website.

The Local Technical Assistance (LTA) projects include land use and transportation planning assistance which integrates transportation elements into local planning efforts that are consistent with the long-range regional plan. The technical assistance involves working directly with a community, or multi-jurisdictional group of communities, on a product that is customized for their use, has a specific audience, and is geographically limited. Technical assistance addresses specific concepts such as mixed use, infill, and sustainable development within a framework that advance the three principles of ON TO 2050 of inclusive growth, resilience, and prioritized investment.

This may include strategies such as those that can strengthen or stimulate weak development markets in disinvested areas or assist in planning around transportation projects that improve connections to Economically Disconnected Areas (EDA). It may also include the use of performance measures to identify transportation and other public infrastructure investment priorities, asset management strategies, and pavement condition and flood susceptibility.

Staff-led projects

- Arlington Heights: Livable Communities Plan (2020.801)
- Bartlett & Streamwood: Bicycle & Pedestrian Plan (2020.802)
- Berkeley: Prairie Path & Taft Ave. Corridor Plan (2020.803)
- Burlington: Comprehensive Plan Update (2020.804)
- Central Council of Mayors: Regional Comprehensive Stormwater Study (2020.805)
- Chicago: Austin Coming Together Central Ave. Corridor Study (2020.806)
- Chicago: Elevated Chicago (2020.807)
- Lemont: TOD Parking & Civic Space Study (2020.811)
- McHenry County: Fox River Corridor Plan (2020.812)
- Oswego: Unified Development Code (2020.815)
- Peotone: Planning Priorities Report (2020.816)
- Will County: Comprehensive Freight Transportation & Land Use Plan (2020.817)

Consultant-led projects

- DuPage County: Lake St. Corridor Overlay Zoning (2020.808)



- Ford Heights: Comprehensive Plan (2020.809)
- Fox Lake: Form Based Code (2020.810)
- Minooka: Comprehensive Plan Update (2020.813)
- Monee: Comprehensive Plan Update (2020.814)

Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation



LOCAL PLANNING									
OPERATING									
Funding Source	UWP Local Planning Support	MMC / IDHA Housing Needs Assessment	MMC / CCT C- Build Services	IDNR North Lake Shore Trail Plan	Mac Arthur	CCT FY19 Go Grant	IEPA - Mill Creek North Watershed	SPR - Port District	TOTAL
PERSONNEL									
Salaries	2,412,200	42,000	27,200	4,500	39,500	40,500	14,200	12,900	2,593,000
Retirement	118,900	2,100	1,300	200	1,900	2,000	700	600	127,700
FICA	148,500	2,600	1,700	300	2,400	2,500	900	800	159,700
Medicare	35,000	600	400	100	600	600	200	200	37,700
Health	326,000	5,400	4,500	600	5,400	6,700	2,400	1,700	352,700
Dental	33,200	400	300	-	300	300	100	100	34,700
Vision	4,600	100	100	-	100	100	-	-	5,000
Life	-	-	-	-	-	-	-	-	-
Education Reimbursement	-	-	-	-	-	-	-	-	-
Other Benefits	-	-	-	-	-	-	-	-	-
Interns	142,870	-	-	-	-	-	-	-	142,870
TOTAL	3,221,270	53,200	35,500	5,700	50,200	52,700	18,500	16,300	3,453,370
Employee PY	32.7	0.7	0.4	0.1	0.4	0.4	0.1	0.2	35.0
Indirect Charge	794,200	13,700	9,200	1,500	13,000	13,600	4,800	4,200	854,200



COMMODITIES									
Publications	100	-	-	-	-	-	-	-	100
Data Acquisition	242,800	-	-	-	-	-	-	-	242,800
Office Supplies	250	-	-	-	-	-	-	-	250
TOTAL	243,150	-	-	-	-	-	-	-	243,150
OPERATING EXPENSES									
Staff Assoc. Membership	5,250	-	-	-	-	-	-	-	5,250
Postage/Postal Services	750	-	-	-	-	-	30	-	780
Miscellaneous	-	-	-	-	-	900	-	-	900
Meeting Expenses	1,500	-	-	-	-	-	-	-	1,500
Legal Services	2,500	-	-	-	-	-	-	-	2,500
Printing Services	1,500	-	-	-	-	-	107	-	1,607
Conference Registrations	16,250	-	-	-	-	-	125	-	16,375
Training	5,100	-	-	-	-	-	-	-	5,100
Travel Expenses	49,730	3,000	-	1,050	-	-	223	-	54,003
TOTAL	82,580	3,000	-	1,050	-	900	485	-	88,015
OCCUPANCY EXPENSES									
Rent	555,900	11,700	6,400	1,200	7,000	7,400	2,600	3,200	595,400
Telecommunications	17,600	400	200	-	200	200	100	100	18,800
Utilities	14,800	300	200	-	200	200	100	100	15,900
TOTAL	588,300	12,400	6,800	1,200	7,400	7,800	2,800	3,400	630,100



CONTRACTUAL SERVICES									
Software Maintenance/Licenses	36,000	-	-	-	-	-	-	-	36,000
Professional Services	-	-	-	-	-	-	-	-	-
Consulting Services	557,000	-	-	54,859	-	-	4,532	150,000	766,391
TOTAL	593,000	-	-	54,859	-	-	4,532	150,000	802,391
LOCAL PLANNING GRANTS									
Community Planning Grant Match	-	-	-	-	-	-	-	-	-
TOTAL	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES	5,522,500	82,300	51,500	64,309	70,600	75,000	31,117	173,900	6,071,226
REVENUE									
UWP Operating - FY2020	4,418,000	-	-	-	-	-	-	-	4,418,000
Match - FY2020	1,104,500	-	-	-	-	-	-	-	1,104,500
Chicago Community Trust	-	-	-	-	-	75,000	-	-	75,000
Metropolitan Mayors Caucus IHDA& CCT	-	82,300	51,500	-	-	-	-	-	133,800
Mac Arthur Foundation	-	-	-	-	70,600	-	-	-	70,600
IDNR	-	-	-	64,309	-	-	-	-	64,309
IEPA	-	-	-	-	-	-	31,117	-	31,117
SPR Port District	-	-	-	-	-	-	-	173,900	173,900
General Fund	-	-	-	-	-	-	-	-	-
Contributions	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	5,522,500	82,300	51,500	64,309	70,600	75,000	31,117	173,900	6,071,226



Policy and Programming

Budget: \$8,372,119

Division oversight: Jesse Elam

Policy Development

Management Team: Liz Schuh and Simone Weil

Section overview description: The primary goal of this core program is to use the agency's data resources and research capabilities to generate robust analyses in subject areas aligning with the ON TO 2050 plan. Dissemination of this analysis provides the context for strategic coordination on policy with other organizations, including administrative and legislative action. This core program reflects agency priorities, ranging from transportation finance, economic resilience, state and local taxation, to broader land use issues including housing and natural resource policies. The main activities include research and analysis, steering work to implement ON TO 2050 priorities through the agency's committee structure, legislative analysis, and coordination with other organizations.

Operational Areas

Implementation of ON TO 2050 Mobility Priorities

Operational Manager: Liz Schuh

Team: Hollander, Schnobrich, Tineh, A. Dixon, Menninger, Bozic, A. Brown, new Associate Analyst, new Senior Engineer, Levine, Bayley, and LTA staff

Description: The ON TO 2050 plan designates a set of fiscally constrained, regionally significant projects that help the region effectively meet its goals related to transportation, the economy, communities, and the environment. This activity supports implementation of the RSPs through products supporting policy change (such as system-wide tolling), monitoring and assistance to ongoing project studies, review of ON TO 2050 amendment requests, and other activities as needed. Similarly, the team may provide research, analysis, and information to advance relevant transportation funding recommendations.

Furthermore, technology has transformed the way we get around, using a wealth of real time information to move people and goods and share rides, cars, bikes, and trucks. Staff will convene a task force of transit providers, roadway agencies, private transportation providers, and other private transportation entities to discuss major shifts in transportation technology, identify solutions for data sharing, infrastructure development, and transportation service provision, outline key next steps and policies for the region, and suggest roles for private providers at CMAP as transportation continues to advance.



A special area of focus is the mobility needs of economically disconnected areas. This operational activity may examine ways to better serve these areas, potentially developing pilot programs in concert with partners.

This activity will also begin data collection and analysis preparation for the next update to the ON TO 2050 Regional Comprehensive Plan, specifically the transportation elements. It will leverage new data sources, such as that collected in the pavement management pilots, as well as assess potential to leverage the land use model and other tools to refine the financial forecast. The initiative will also review evaluation methods for candidate transportation projects. The initiative will involve significant collaboration with stakeholders on new methods and methodological improvements.

Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation

Regional Transit Policy and Investment

Operational Manager: Martin Menninger

Team: Levine, Harkness, Bozic

Description: This research builds off of recent analysis of the challenges and opportunities in the region’s transit system including the Transit Modernization Strategy Paper, Transit Ridership Growth Study, and Transit Capacity analysis to develop policy-based methodology for future investments in the transit system. Additional methodological development is needed to tie investment to target achievement, particularly on transit asset condition, where staff may seek to work with RTA and the service boards to develop a network-level scenario tool to compare the benefits of alternative investments. This research will analyze investment options and expand to include policy analysis which will implement the ON TO 2050 plan principles on prioritized investment, resilience, with a particular emphasis on inclusive growth by considering the region’s economically disconnected areas.

Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation



Local Safety Analysis and Implementation

Operational manager: Todd Schmidt

Team: Parry Frank, Art Nicolas, Jose Rodriguez, Vacant Engineer, Vacant Associate Analyst

Description: As part of the Transportation Performance Management program, Safety Performance Management calls for MPOs to take a strategic approach that uses system information to make investment and policy decision to achieve performance goals. This activity will build on data analysis and an exploration of project identification strategies from FY19. It will apply analysis of roadway elements and road safety fundamentals to develop a pipeline of potential capital projects with range of options for funding in a select subregional geography. Development will include collaboration with partners to explore application of decision support tool and identify other resources.

Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation

Governance and Tax Policy Analysis

Operational manager: Lindsay Hollander

Team: McMahon, Tineh, Levine, Vacant Associate Analyst

Description: This supports CMAP's and ON TO 2050's commitment to efficient governance and state and local tax policy reform through periodic analysis and research of trends in tax, incentives, state and local governance, and related policy issues. This will also include ongoing outreach to CMAP partners on governance and tax policy issues, work to incorporate tax policy analysis into local planning efforts, and collection of property tax and other data relevant to the agency's tax policy analysis. In addition, ON TO 2050 recommends reforms to state revenue disbursement criteria across multiple revenue sources in order to reduce wide divergences across municipalities, allow each municipality to support its own desired mix of land uses, and adapt to changing development patterns. This will include an exploration and analysis of different approaches to disbursing state revenues to local governments as well as provide case studies from other states.



Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation

Development and Demographic Analysis

Operational Manager: Liz Schuh

Team: Tineh, Levine, Schnobrich, A. Dixon, Vacant Associate Analyst

Description: ON TO 2050 emphasizes the need to coordinate planning for transportation, land use, and housing. This project will continue to enhance the agency’s understanding of demographic, housing and land use changes and related socioeconomic trends in the region and provide education on topics related to the interaction of land use, transportation, and economic competitiveness. Policy Updates and/or issue briefs will continue to cover trends such as housing diversity, non-residential land use trends, and demographic shifts. A particular focus this year will be on Ecommerce, reviewing emerging transportation investment, adaptation of existing street and curb space, and other strategies that peers are using to respond to the growth of ecommerce. CMAP will identify policies and actions for all levels of government to leverage benefits and mitigate negative externalities of the growth of ecommerce.

Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation

Regional Economic Policy Analysis

Operational managers: Austen Edwards and Lindsay Hollander

Team: Vacant Associate Analysts

Description: This effort will continue ON TO 2050’s focus on economic clusters, exploring trends and discussing strategies that could foster a more inclusive and resilient economy. It will build off of analysis completed in FY19 of overall trends in the region’s traded clusters, featuring more in-depth analysis of one of the region’s priority clusters. The research will also look at the industries that serve local residents and businesses. These local clusters make up two-thirds of the regions jobs but only half the income. The research will highlight workforce and related educational needs, public policy, and discuss implications for infrastructure and



development. The reports will explore challenges and opportunities in how the region’s human capital, institutional, and transportation assets could better support the cluster.

ON TO 2050 recommends that the region prioritize workforce development efforts that foster upward economic mobility. Career pathways enable individuals to build towards career success by connecting them to progressive opportunities for education, training, and employment, while providing crucial guidance and support services along the way. This will explore regional applications of the approach to bridge the gaps between adults seeking to gain marketable skills over time, educational and training institutions, and employers seeking to enhance their workforce. Articulation and expansion of career pathways will enable the labor force to be more resilient, by ensuring workers can better adapt and thrive in an increasingly rapidly changing labor market.

ON TO 2050 recommends that local governments ensure that economic development incentives fit with local and regional economic goals. Staff will research best practices and policies in developing and deploying local economic development incentives to produce a guide for local governments to use when creating or revising local policies on the provision of incentives. Ultimately, the regional economic developers need to coordinate and implement tools that support long-term economic and fiscal viability. The research will also examine related governance issues and economic development practices which impede more coherent regional approaches to supporting business growth and expansion. In today’s increasingly complex economy, ON TO 2050 aims to reorient economic development efforts to be more responsive and strategic to better leverage limited resources and local assets, like the transportation system, industry clusters, and research institutions, into sound local economic development policy. Project development will incorporate substantial collaboration with local governments, economic development organizations, and other practitioners.

Deliverables:

	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation

Establishment of Performance Targets

Operational manager: Martin Menninger

Team: Dobbs, Murtha, Schmidt, Frank, Levine, D. Ferguson

Description: MAP-21 set out a new emphasis in the federal transportation program on achieving performance targets. The rule-makings implementing MAP-21’s requirements were largely completed in spring 2017, with the exception of transit safety targets. This project will undertake numerous activities needed to comply with the rules, including calculating baseline performance, recommending targets for committee discussion, and modifying the TIP to include an estimate of how the region’s investments will help make progress toward the targets.



It will also consider near-term steps for target setting in advance of the forthcoming plan update. CMAP will also consider developing policy guidance on tradeoffs between traffic safety and congestion performance.

Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation

ON TO 2050 Indicator and Performance Monitoring

Operational managers: Noel Peterson and Todd Schmidt

Team: staff with expertise as needed

Description: This activity oversees the diverse efforts undertaken at CMAP to monitor the ON TO 2050 plan indicators and specialized data sets that track the performance of the transportation system. Tasks include ongoing data acquisition, processing, visualization, and making the data available on the CMAP website. ON TO 2050 indicators will be updated with observed data about progress towards targets as data become available.

Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation

Visualization of Performance Measures

Operational manager: Simone Weil

Team: Edwards, Levine, Tineh, Communications Team

Description: Building on the first generation of regional economic indicators, this activity will provide new visualizations of indicators for transportation, the economy, and inclusive growth. Analyses will underscore why these indicators are important, where appropriate, how the trends compare to other regions, and solutions for reversing negative trends.

Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation



Federal and State Legislative Strategy and Engagement

Operational managers: Gordon Smith and Melissa Porter

Team: Cefali, Weil, Schnobrich, Schuh, McMahon

Description: Under this activity, staff will monitor legislative activities of the United States Congress and actions taken by the President, Illinois General Assembly and actions taken by the Governor, such as passage of legislation, vetoes, executive orders, or other relevant announcements that impact our region. Staff will maintain relationships with Congressional Members, Members of the Illinois General Assembly, and key staff, Governor’s Office, relevant constitutional offices, and federal and state agencies to keep abreast of these activities. Staff will also maintain relationships with CMAP’s partners and stakeholders to keep informed with their legislative concerns and initiatives.

Staff will analyze bills of significant interest to CMAP and the status of these bills as they move through the legislative process. Staff will provide written and verbal reports on these activities regularly to executive staff, CMAP board, policy, and working committees. Staff will communicate the board’s key policy positions and CMAP policy, planning, and programming activities to Congress and the General Assembly, and relevant legislative and administrative staff. Staff will convene members of the Illinois General Assembly and staff from the Congressional delegation on a semi-regular basis to provide agency updates and identify shared regional challenges.

Deliverables:

Deliverable	Completion Timeline	Comment
Agenda and Framework	Q3	
Convening ILGA members	Twice a year	



CMAP Committee Support

Team: Porter, Elam, Manning-Hardimon (policy committees); Phifer (coordinating committee); Cefali, T. Dixon, Grover (advisory committees); Daly, Dobbs, Edwards, Evasic, Harris, Lopez, Scott, Tineh, Zubek (working committees); Kane, Levine, McMahon, Silberhorn, T. Smith, Weil, Pietrowiak, Schmidt, Bozic, O'Neal, Maddux, Schnobrich, Zubek (other groups)

Description: CMAP has committees at the policy, coordinating, advisory, and working levels that play integral roles in the agency's planning processes. CMAP provides staff support to these committees. Committees will focus on the implementation of the ON TO 2050 plan. While many implementation areas of the plan are led by CMAP, other areas require leadership from other implementers. Moving forward, CMAP's committees, primarily at the working level, should be used to ensure that CMAP can develop bold and meaningful policies for the next plan and ensure the region and measure progress toward plan implementation on both staff work and efforts by outside implementers.

Deliverables:

Deliverable	Completion Timeline	Comment
Board and meeting agendas	Quarterly Reports with agendas compiled	

Projects

Modernizing Highway Traffic Signals

Project duration: 12 months

Program manager: Jesse Elam

Project manager: Claire Bozic

Team: Tom Murtha, Todd Schmidt, Vacant Associate, Aaron Brown, Senior Engineer

Description: This project builds off action recommendations in ON TO 2050. The project will include a Status Report of the state of highway traffic signals, followed by the development of a regional policy for upgrades and maintenance of the systems. The project will also prepare a recommendation for a program to modernize traffic signals, including the provision of TSP and centralized communications. The project will also include continued updates of the Highway Traffic Signal Inventory for IDOT and the City of Chicago.



Deliverables:

Deliverable	Completion Timeline	Comment
Regional Highway Traffic Signal Modernization Program recommendations	Q4	

Local Truck Routing & Community Plans

Project duration: 36 months

Program manager: Liz Schuh

Project Manager: Patty Mangano

Team: Murtha, Schnobrich, Senior engineer, Lopez, Tineh, consultants

Description: Local truck routing, permitting, and demand management policies can aid or impede truck movement throughout the region. Building on recommendations of ON TO 2050, this project will continue a series of multijurisdictional plans to improve truck routing, permitting, delivery policies, parking, and other relevant issues. The project will build on the framework established in the O'Hare Truck Routing study, but will also provide implementation assistance such as high-level engineering, changing local routing ordinances, working on state route changes, and similar efforts. Where possible, implementation will also assist local jurisdictions in implementing the recommendations of the Regional Truck Permitting Study. The Will County study will coordinate with the Local Technical Assistance Freight Transportation and Land Use Plan for the Joliet and Elwood area.

Deliverables:

Deliverable	Completion Timeline	Comment
RFP/Consultant selection (3 of 3)	Q4	
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation
Ongoing development of the Will County, Chicago, and Cook County Truck Routing & community plans	Q4	Plans in Q2 and Q4 of FY 2021. The Will County Study is being completed concurrently with a Local Technical Assistance plan to coordinate and improve recommendations.



Equity Analysis of Transportation Fares, Fees, and Enforcement

Project duration: 18 months

Program manager: Liz Schuh

Project Manager: Aseal Tineh

Team: Vacant Associate Policy Analyst, Hollander, Levine, Murtha, Schnobrich

Description: This project will develop an analysis and recommendations for policies and initiatives to reduce the impact of transportation-related fees, fares, and fines on people with low incomes, addressing structural issues that now disproportionately impact people of color with consequences up to and including personal bankruptcy. Areas of focus would be maintaining revenues and enforcement while reducing adverse impacts on people with low incomes through such mechanisms as alternative adjudication or equity-conscious fee and fare structures. The project will include an analysis, policy recommendations, and recommendations for a pilot program in one or two communities. This project started in the last half of FY19.

Deliverables:

Deliverable	Completion Timeline	Comment
Equity analysis of transportation fares, fees, and enforcement report	Q4	

Grade Crossings Feasibility Analysis

Project duration: 18 months

Program Manager: Liz Schuh

Project Manager: Tom Murtha

Team: Schnobrich, Senior Engineer, consultants

As part of ON TO 2050 development, areas with excessive delays for motorists at some highway-rail grade crossings were identified. Through subsequent analysis and partner coordination, CMAP staff have developed a prioritized list of grade crossings. For this project, CMAP would dig deeper into the prioritized grade crossings to identify preliminary solutions for individual crossings or groups of crossings, and indicate high-level feasibility. The study will first determine if there is a roadway deficiency, then develop possible solutions to eliminate the delay. The firm, with CMAP staff assistance, will explore ways of incorporating the results of the study into CMAP's programming activities, including working with CREATE partners.



Deliverables:

Deliverable	Completion Timeline	Comment
RFP/Consultant selection	Q1	
Grade crossing engineering analyses (up to 20)	Q4	
Internal memo on implications for project selection	Beyond FY2020 (expected Q2 of FY2021)	

Pavement Management Plans for Chicago Local Agencies**Project duration:** 36 months**Program manager:** Simone Weil**Project manager:** Todd Schmidt**Team:** Rodriguez, D.Ferguson

Description: This project will provide technical assistance to develop pavement management plans (PMPs) for local units of government in the CMAP region. PMPs will give participating local agencies an understanding of the importance and types of pavement preservation, documentation of the current condition of pavement, scenarios evaluating the cost to meet different network-level pavement conditions and a recommended capital plan that emphasizes pavement preservation treatments. In FY2019, CMAP established a pilot program to offer this service. CMAP has also identified interested communities to participate in the program via a call for projects which was held in January-February 2018.

Deliverables:

Deliverable	Completion Timeline	Comment
Municipal pavement management plans for up to 40 communities	Beyond FY20	The State Planning and Research grant agreement does not specify a number of plans.
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation
Report on lessons learned and policy recommendations for pavement data collection	Q4	



Transportation Modeling

Management Team: Craig Heither

Description: This program’s primary mission is to ensure that CMAP staff and planning partners have access to state-of-the-art analysis tools supported by a well-trained research team that is fully engaged in the technical implementation challenges of the plan, including the development and refinement of methodologies to measure the key principals of inclusive growth, resilience, and prioritized investment. This program also serves CMAP’s longstanding commitment to preparing regional forecasts and modeling analyses to support transportation, land use, and environmental planning. In addition to maintaining standard modeling procedures essential to regional program and plan evaluations, this program implements CMAP’s strategic plan for advanced model development in response to priority policy analyses and comprehensive regional planning questions established by ON TO 2050. Major focal points for this program are completing data collection for a new regional household travel survey and estimating travel demand models based on the new survey data.

Operational Areas

Advanced Travel Model Implementation

Operational manager: Craig Heither

Team: Bozic, Peterson, Brown, N. Ferguson, Rodriguez, Harkness, Buchhorn, Vacant Associate Analyst

Description: This continues CMAP’s commitment to developing advanced modeling tools and improving the responsiveness of the agency’s forecasting, evaluation and analysis tools to support the policy objectives of ON TO 2050. In FY20 staff will continue implementing CMAP’s updated vision for developing advanced analysis tools and leveraging third-party system performance and travel behavior datasets. Major tasks for the fiscal year are to continue developing the scenario analysis capabilities of the freight forecasting model, and to explore the potential performance metrics available with dynamic traffic and transit assignment tools to better understand how they may benefit CMAP and its regional partners. This project will also promote and support the use of existing advanced modeling products among partners and ON TO 2050 implementation efforts.

Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation



Travel and Emissions Modeling

Operational manager: Nick Ferguson

Team: Heither, Bozic, Rodriguez, Peterson, Brown, Buchhorn, Vacant Associate Analyst

Description: Ongoing maintenance and enhancement of existing MPO travel demand models, including incorporation of procedural improvements into production models, as well as continuous updates to regional highway and transit network databases. Major tasks are to provide travel demand forecasts, as needed, for regionally-significant project evaluations and semi-annual conformity analyses.

Deliverables:

Deliverable	Completion Timeline	Comment
Conformity analysis modeling results	Q2, Q4	

Transportation Modeling Services to Regional Partners

Operational manager: Jose Rodriguez

Team: Bozic, Buchhorn, Heither, Vacant Associate Analyst

Description: This encapsulates the travel demand modeling services CMAP provides in support of its regional partner agencies, and the related data collection activities. Major tasks are to provide ongoing small area traffic forecast assistance to regional partners as well as to support the modeling needs of regional partners' project studies. This work also includes the catalog of CMAP-prepared traffic projections and houses CMAP's annual traffic count data collection activities. These collections of data are used to develop and enhance transportation analysis methods for planning and policy analysis within CMAP.

Deliverables:

Deliverable	Completion Timeline	Comment
Report on Small Area Traffic Forecasts and project studies completed	Quarterly	



Data Visualization Application Development

Operational managers: Aaron Brown and Brittaney Harkness

Team: N. Ferguson, Buchhorn, Peterson, Clark, Vacant Associate Analyst

Description: The goal of this work is to develop applications that will allow users to summarize and visualize complex planning and modeling data in a manner that is informative and easy to understand. These methods and the applications derived from them will be used to report model results to aid in calibration and validation procedures, and to visualize data about the region to help support planning and policy initiatives. Major tasks for the fiscal year include surveying programming libraries and other open-source tools useful for developing interactive reporting and visualization applications, evaluating datasets for feasibility and usefulness in data reporting, and developing preliminary visualization templates. Whereas some applications will be developed for use by CMAP modeling staff to perform investigations into modeling input/output datasets, other applications will be designed to aid in developing capacity-building strategies within the Local Planning group, with the ultimate goal of making them useful for both internal and external partners.

Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation

Projects

Household Travel Survey Update

Project duration: 36 months

Project manager: Craig Heither

Team: N. Ferguson, Frank, Matthews, Vacant Associate Planner/Analyst, Outreach and Communications staff

Description: This project is the final year of a multi-year effort to conduct a new household travel and activity survey (My Daily Travel) in the region. This represents the largest-scale data collection effort that CMAP undertakes and the data gathered will be used to estimate and calibrate the agency’s travel demand models to reflect the current travel patterns of the region’s residents. The data also help CMAP meet federal requirements including certifying that the regional transportation plan is consistent with current and forecasted transportation and land use conditions and trends. The final round of survey data collection will be completed during FY19. Major tasks are to process all survey data and develop the final dataset, and receive all final contract deliverables.



Deliverables:

Deliverable	Completion Timeline	Comment
Memorandum on final survey data weighting	Q1	
Final weighted survey database	Q2	
Project final report	Q2	
Research brief highlighting major trends in the survey data.	Q4	

Regional Intelligent Transportation System (ITS) Architecture Update

Project duration: 18 months

Program manager: Craig Heither

Project manager: Claire Bozic

Team: Murtha, Schmidt

Description: This project is a continuation of the update to the regional Intelligent Transportation System (ITS) architecture started in FY19 and will help CMAP meet federal requirements. The project will collect sufficient information from transportation system operators to update the northeastern Illinois ITS architecture. Major tasks for the project are to review current architecture entries; investigate existing and planned information flows; explore the topics of vehicle automation, integrated corridor management and other emerging technologies; and determine the communication system status and needs of system operators. To the extent practicable, this work will be informed by the activities of CMAP's forthcoming Emerging Technology Task Force.

Deliverables:

Deliverable	Completion Timeline	Comment
Outreach Interview Summaries	Q1	
Updated ITS Architecture Database	Q3	Will be web-based
Final architecture website files	Q3	
Documentation on architecture changes and architecture website customization, installation and maintenance.	Q3	



Estimation and Calibration of Activity-Based and Production Travel Demand Models

Project duration: 18 months

Project manager: Craig Heither

Team: Bozic, N. Ferguson, Peterson

Description: This project begins a multi-year effort to estimate and calibrate CMAP's travel demand models (Activity-Based Model and trip-based model) using the newly-collected My Daily Travel household and activity survey data. This new data will allow the models to be updated to reflect the current travel patterns of the region's residents. Further the data will allow for the incorporation of emerging trends in personal travel. Beyond providing more accurate information for policy analysis and decision making, updated travel models help CMAP meet federal requirements including certifying that the regional transportation plan is consistent with current and forecasted transportation and land use conditions and trends. Major tasks for the fiscal year include contracting with a consultant, processing survey datasets to support model estimation and performing an evaluation of model uncertainty.

Deliverables:

Deliverable	Completion Timeline	Comment
Detailed project work plan	Q3	
Processed travel survey data suitable for model estimation	Q4	Likely to be delivered as .CSV files

Transportation Capital Programming

Management Team: Teri Dixon

Description: The purpose of the TIP is to establish and implement a short-range transportation program implementing the long-range transportation goals identified in ON TO 2050. This program develops and actively manages the region's TIP as well as programming and managing the funds suballocated to CMAP (the Congestion Mitigation and Air Quality Improvement program, local Transportation Alternatives, and the Surface Transportation Program Shared Fund). Products developed under this work program also assess accomplishment of the TIP and evaluate how it meets the goals of ON TO 2050, and moves the region toward performance-based programming. Federal, state, and local policies and regulations are monitored and analyzed to ensure CMAP's TIP satisfies these requirements. The region is required by federal law to develop and maintain a fiscally constrained TIP which, together with the fiscally constrained major capital projects in ON TO 2050 and imminent goals, conforms to the State Implementation Plan (SIP) demonstrating how the region will attain national ambient air quality standards.



Operational Areas

TIP Development and Management

Operational manager: Kama Dobbs

Team: T. Dixon, D. Ferguson, Kos, Maddux, Pietrowiak, Zubek

Description: This effort includes day-to-day management of the TIP, such as managing TIP project entry and changes and processing TIP amendment approvals through CMAP committees, as well as working with stakeholders in the region to align the TIP with the ON TO 2050 long range plan. Staff will develop and use reporting tools to support project choices implementing the plan and performance-based programming. This activity includes developing public information including brochures, maps, and fact sheets as well as providing trainings on using the TIP.

Deliverables

Deliverable	Completion Timeline	Comment
Quarterly reports on TIP management activities	End of each quarter	

Conformity of Plans and Program

Operational manager: Russell Pietrowiak

Team: Bozic, Buchhorn, T. Dixon, Heither, Kos

Description: Northeastern Illinois does not attain national ambient air quality standards for certain pollutants. To meet air quality requirements, the region must implement a transportation program which will help reduce levels of these pollutants or maintain the existing levels within the budgets established in the Illinois Environmental Protection Agency's State Implementation Plan (SIP). As part of the transportation planning and programming process, the impact of proposed transportation activities on the region's air quality is evaluated. This evaluation, called a conformity analysis, is submitted to the U.S. Environmental Protection Agency for assessment before a long-range regional transportation plan or TIP is approved or amended. The conformity analysis must demonstrate that the emissions resulting from the plan and TIP meet the requirements of ("conform to") the air quality regulations. To ensure the flow of federal transportation funds to the region, state and federal legislative and regulatory changes are tracked and appropriate changes made, informed by the Tier II consultation process. Staff provides support for development of SIPs.



Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation

CMAQ and TAP-L Development

Operational manager: Doug Ferguson

Team: Brown, T. Dixon, Dobbs, Frank, Maddux, Menninger, Nicholas

Description: The Congestion Mitigation and Air Quality Improvement (CMAQ) program and Transportation Alternatives program (TAP) are federal fund sources programmed through CMAP committees. A joint call for projects for these two programs, followed by staff evaluation and discussion by CMAP committees, was in FY19. This will continue in FY20. Following approval of the recommended program of projects in October, staff will begin reviewing the prioritization methods to ensure they align with emerging ON TO 2050 recommendations and other priorities with committee discussion. In discussion with stakeholders, staff will also implement methodological improvements where needed.

Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation

STP Shared Fund Program Development and Local Program Development Support

Operational manager: Kama Dobbs

Team: T. Dixon, D. Ferguson, N. Ferguson, Schmidt, Zubek

Description: This initiative completes the new STP Shared Fund call for projects analyses and develops a multi-year program of projects. It also supports implementation of the requirements of the memorandum of agreement between the CMAP Council of Mayors and the City of Chicago regarding the distribution and active program management of locally programmed surface transportation block grant funds, as well as providing staff support for CMAP's STP Project Selection Committee (PSC).



Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation

Active Program Management

Operational manager: Jen Maddux and Russell Pietrowiak

Team: T. Dixon, Dobbs, D. Ferguson

Description: This initiative actively manages the CMAQ and TAP-L programs developed by CMAP to ensure that transportation projects proceed in a timely manner and all available funding is used efficiently, using adopted policies. Staff prepares active program management reports for the CMAQ and TAP-L Project Selection Committee to document and recommend action on regional expenditure targets and progress towards them. This initiative also maintains fiscal constraint of local STP programs in the TIP and assists local programming staff in implementation of locally sponsored, federally funded projects tracking programmed and obligated funds and the development of active programmed management reports. This effort organizes and oversees locally programmed project status assessments and participates in District 1 and coordination meetings for the Councils and CDOT.

Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation

Council of Mayors

Operational manager: Barbara Zubek

Team: T. Dixon, Dobbs, D. Ferguson, Maddux, Pietrowiak

Description: Provide guidance and support for the Council of Mayors (COM) and Planning Liaison program, including developing and conducting training sessions, working with council staff, and ensuring that council activities support federal and state regulations and guidance. Ensure communication between CMAP and municipal officials by coordinating outreach to and participation in local council of mayors and council of governments meetings and events. Develop talking points for staff use while attending sub-regional Council meetings. Ensure



coordination and communication among CMAP divisions involved with public outreach to the councils. Staff the Council of Mayors Executive Committee and Planning Liaison meeting.

Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation

eTIP Database Development and Maintenance

Operational manager: D. Ferguson

Team: T. Dixon, Dobbs, Kos, Maddux, Zubek

Description: The eTIP database is made up of distinct but connected components: a back end for storing, processing, and organizing data; a user interface for implementers to enter and update data; and a GIS-based mapping application for entering, displaying, querying, and retrieving location-based data. On-going maintenance is required, together with development and implementation of features needed to support programming requirements and other CMAP activities. This will include work orders to consultants, responding to help desk requests, and training.

Deliverables:

Deliverable	Completion Timeline	Comment
Quarterly reports	End of each quarter	Report of quarterly activities along with any applicable documentation



POLICY AND PROGRAMMING					
OPERATING					
Funding Source	UWP	Local Pavement Plans	Truck Routing Studies	General Fund	TOTAL
PERSONNEL					
Salaries	3,079,100	11,248	81,500	-	3,171,848
Retirement	311,600	555	4,000	-	316,155
FICA	184,500	697	5,100	-	190,297
Medicare	44,600	163	1,200	-	45,963
Health	416,400	2,118	8,200	-	426,718
Dental	26,300	139	200	-	26,639
Vision	6,500	32	100	-	6,632
Interns	72,750	-	-	-	72,750
TOTAL	4,141,750	14,951	100,300	-	4,257,001
Employee PY	37.4	0.1	1.0	0.0	38.5
Indirect Charge	1,049,800		25,900	-	1,075,700
COMMODITIES					
Publications	10,394	-	-	-	10,394
Data Acquisition	161,000	-	-	-	161,000
TOTAL	171,394	-	-	-	171,394
OPERATING EXPENSES					
Staff Assoc. Membership	2,500	-	-	-	2,500
CMAP Assoc. Membership	10,250	-	-	-	10,250
Legal Services	50,000	-	-	-	50,000
Conference Registrations	17,560	-	-	-	17,560
Training	14,000	-	-	-	14,000



Travel Expenses	57,247	218	700	-	58,165
TOTAL	151,557	218	700	-	152,475
OCCUPANCY EXPENSES					
Office Maintenance	-	-	-	-	-
Rent	636,800	-	17,700	-	654,500
Telecommunications	20,200	-	600	-	20,800
Utilities	17,000	-	500	-	17,500
Willis Tower Parking	2,940	-	-	-	2,940
TOTAL	676,940	-	18,800	-	695,740
CONTRACTUAL SERVICES					
Software Maintenance/Licenses	7,200	-	-	-	7,200
Consulting Services	769,909	751,126	210,900	280,674	2,012,609
TOTAL	777,109	751,126	210,900	280,674	2,019,809
TOTAL EXPENSES	6,968,550	766,295	356,600	280,674	8,372,119
REVENUE					
UWP Operating - FY2020	5,574,840.00	766,295.46	356,600.00	-	6,697,735
Match - FY2020	1,393,710.00	-	-	-	1,393,710
General Fund Match	-	-	-	280,674.00	280,674
TOTAL REVENUE	6,968,550	766,295	356,600	280,674	8,372,119



Communications and Outreach Program

Budget: \$2,219,680

Division oversight: Kathleen Lane

Description: CMAP requires communications and outreach to fulfill its comprehensive planning objectives. The agency must maintain a high standard of communication with stakeholders, the general public, and news media. Interactions with news media will be coordinated internally and, whenever appropriate, externally with CMAP partners. Inclusive outreach efforts will focus on keeping partners, stakeholders, and the public engaged in individual projects and broader agency activities. Communications and Outreach staff will place special emphasis on implementation of ON TO 2050.

Operational Areas

These include routine activities that do not change year to year; can be considered operational or essential program functions.

Planning Support

Operational managers: Melissa Silverberg and Katanya Raby

Program manager: Tina Fassett Smith

Team: Catalan-Sanchez, Apap, Grover, Harris, Silberhorn, Cambray

Description: Communications and Outreach staff will work to build awareness of ON TO 2050 local implementation activities through the Planning division. Manage LTA media and outreach, including liaising with external partners as needed. Prepare communication and inclusive engagement strategies for individual projects as needed, with involvement of outreach and legislative staff. Partner with LTA staff to generate a quarterly municipal e-newsletter, which focuses on case studies and examples of best practices or tools municipalities can use directly. Consult as needed on and ensure quality control of local planning print and web materials, including plans, guides, toolkits, and other documents developed through the group (e.g., model plans, ordinances, and codes). Provide general communications and outreach support for regional technical assistance products, including managing workflow for production of print and electronic LTA materials. Provide general outreach support for LTA projects, including regular LTA/Outreach coordination meetings, develop resources and in-house training on effective public engagement, support use of outreach tools, such as MetroQuest and TurningPoint keypad polling.



Deliverables:

Deliverable	Completion Timeline	Comment
Support for Call for Projects announcement and project selection	Q4	
Municipal newsletter	Quarterly	
Progress report	Quarterly	

Policy and Programming Support

Operational managers: Mandy Burrell Booth and Cindy Cambray

Program manager: Tina Fassett Smith

Team: Catalan-Sanchez, Apap, Grover, Silverberg, Silberhorn

Description: Communications and Outreach staff will work with policy and programming staff to build awareness of ON TO 2050 activities at the regional, state, and federal levels. Assist with policy-based media outreach, including liaising with external partners as needed. Prepare engagement strategies for individual projects as needed, with involvement of outreach and legislative staff. Oversee production and quality control of programming- and policy-based print and web materials.

Deliverables:

Deliverable	Completion Timeline	Comment
Indicator development and publication	Quarterly	
Progress report	Quarterly	

Media Relations and Messaging

Operational managers: Tina Fassett Smith and Mandy Burrell Booth

Program manager: Tina Fassett Smith

Team: Silverberg

Description: With an emphasis on transparency, Communications staff will proactively identify opportunities for coverage by traditional and new media, while also responding to media requests. We will continue to refine and expand our existing media contacts in MARCEL. Within that database, we will continue to put a special emphasis on building contacts and relationships with editors and reporters at media outlets in identified Economically Disconnected Areas (EDAs). Press releases and advisories will be sent in accordance with defined communications strategy or as needed. Communications staff will train and advise staff



on all interactions with media. Communications staff will develop messaging and messaging tools such as message maps and impart it to staff in support of each project's unique engagement strategy. Maintain up-to-date web archive of news products and media coverage at cmap.illinois.gov/updates/news/coverage.

Deliverables:

Deliverable	Completion Timeline	Comment
Progress report	Quarterly	

Graphic Design

Operational manager: Nancy Catalan-Sanchez and Chris Apap

Program manager: Tina Fassett Smith

Team: Silberhorn

Description: Communications staff will provide graphic design and related assistance to CMAP staff when materials meet that threshold as identified by deputies and CMAP executive leadership. This project entails creating information graphics and laying out many CMAP documents in the appropriate software (primarily Adobe InDesign), and ensuring all CMAP print and online channels follow the agency's design and brand guidelines. Certain projects will require coordination with contracted design consultant(s). Whenever feasible, these materials should be printed in-house, and this project's managers are responsible for determining whether a larger job might require off-site commercial printing.

Deliverables:

Deliverable	Completion Timeline	Comment
Progress report	Quarterly	

Web Administration

Operational manager: Joey-Lin Silberhorn

Program manager: Tina Fassett Smith

Team: Silverberg, Harris

Description: CMAP communications staff is responsible for developing -- and overseeing the development of -- web content using the Liferay content management system and related technologies. This includes helping others at the agency to prepare, post, and maintain their web-based content. Projects may involve overseeing work of consultants to ensure that all web development projects are accessible on mobile devices, follow CMAP's style guides, and meet high standards of accessibility and usability.



Deliverables:

Deliverable	Completion Timeline	Comment
Progress report	Quarterly	

Digital Content Strategy and User Engagement

Operational manager: Melissa Silverberg and Joey-Lin Silberhorn

Program manager: Tina Fassett Smith

Team: Burrell Booth, Catalan-Sanchez, Apap

Description: The CMAP website and its accounts on social media platforms, represent the main avenues for any audience to engage with agency work. Communications staff continuously work to enhance this engagement by developing and executing innovative web delivery and promotional strategies based on agreed upon engagement goals, overseeing creation of online content that maximizes user awareness and interaction, collection of online user analytics, and refinement of future strategies based on those analytics. This will include assisting staff in enhancing and improving the content and delivery of carefully chosen data products. Communications staff will work with department and project leads and subject matter experts to develop promotional strategies and content for the agency’s ongoing work and efforts. Quarterly, communications staff will measure user engagement with the website, social media channels, and eblasts (Weekly Update, committee communications, others) to judge whether engagement goals have been met. Promotion strategies will be refined based on related analytics. Many projects will include management of CMAP’s design and web consultants.

Deliverables:

Deliverable	Completion Timeline	Comment
Analytics report and assessment of digital strategies	Quarterly	
Progress report	Quarterly	



Broad-Based External Engagement

Operational manager: Jane Grover

Program manager: Jane Grover

Team: Cambray, Cefali, Fassett Smith, Harris, Hyland, Kane, McMahon, Porter, Raby, Smith

Description: CMAP depends on a broad and deep base of partners and stakeholders to both add value to CMAP's work and to build buy-in for it. CMAP will broaden and deepen its ongoing, inclusive engagement with audiences both familiar and unfamiliar with CMAP to inform the agency's work, as per federal mandate. As a regional convener, CMAP will foster collaboration among the region's policymakers, municipal officials, organizations, private and civic sectors, and citizens. Outreach staff will leverage CMAP's network and staff's broad base of contacts to identify and promote new opportunities for meaningful public engagement.

In FY2020, CMAP's **public engagement activities** will continue to focus on implementation of ON TO 2050, which will include cross-departmental support for plan implementation projects and for the agency's work in transportation planning and programming, local planning, development, and governmental affairs. Outreach staff will support public engagement for the agency's formal public comment periods. Public engagement activities will also include convening the Citizens' Advisory Committee, targeting outreach for specific plans and events, and identifying and supporting opportunities for the Executive Director and key staff to engage with stakeholders.

Outreach staff will continue to expand relationships with **established partners** and continue to identify **new partnership opportunities** across all sectors, with particular focus on residents and organizations in Economically Disconnected Areas, residents with limited proficiency in English, and regional populations traditionally underserved, in compliance with Title VI and the environmental justice mandates. Outreach will continue to expand CMAP's engagement of the **region's youth** through partnerships with educational institutions and other youth-serving organizations. CMAP will continue to build its base of **private sector** allies and advocates in FY2020, deepen those connections, and seek opportunities to include the private sector in agency initiatives.

The agency will employ a variety of **public engagement tools and resources** to reach stakeholders where they are, including online surveys, keypad polling, workshops, webinars, presentations, focus groups, open houses, public hearings, meeting facilitation, forums, community fairs and festivals, civic events, kiosks, email, toolkits, website portals, web pages, and printed materials. Outreach staff will coordinate with other public engagement professionals to share resources, explore networks, and incorporate best practices in inclusive community engagement.



Outreach staff will collect, compile, and report on public engagement activities and the input generated through iPad-based kiosks, surveys, MetroQuest, public meetings, keypad polling, and website interactions, and will provide relevant reports and analysis of those activities, both qualitative and quantitative. The reporting and analysis will assist in evaluating the inclusiveness of CMAP’s outreach activities. Outreach staff will **regularly assess** the racial, cultural, socio-economic, and geographic inclusiveness of its outreach and public engagement processes. Outreach staff will also **survey** the agency’s stakeholders about the value and effectiveness of engagement with CMAP.

Deliverables:

Deliverable	Completion Timeline	Comment
Stakeholder survey	Q4	
Progress reports	Quarterly	

Public Engagement Tools, CRM

Operational manager: Katanya Raby and Cindy Cambray

Program manager: Jane Grover

Team: Fassett Smith, Harris, Kane, Silberhorn

Description: CMAP staff use specialized tools to support, amplify, and track the agency’s outreach efforts, including an online survey platform, TurningPoint software, interactive kiosks, and a customer relations manager (CRM) called MARCEL.

The **online survey platform** will be used to educate and engage for both LTA projects and regional public engagement initiatives, and could be deployed via a website, as a mobile app, or on iPad Pro kiosks.

TurningPoint is an interactive live-polling tool that collects input in public meetings through individual keypads to register survey answers. TurningPoint requires specific equipment and software.

CMAP also has **mobile kiosks** with iPad pros that can be loaded with educational and interactive content to support education and engagement on specific projects, local and regional.

Outreach staff created and support the **MARCEL contacts management database** to harmonize CMAP’s extensive network and enable staff to track the timing, nature, and success of agency engagement efforts, avoid duplication, and expand the agency’s network.

In FY2020, Outreach staff will provide **training and support** to relevant staff for use of the online survey platform, TurningPoint, and MARCEL, and will manage deployment of the iPad kiosks as needed. Outreach staff will continue to explore other cost-effective public engagement tools and improve MARCEL’s functionality and features.



Deliverables:

Deliverable	Completion Timeline	Comment
Progress reports	Quarterly	

Future Leaders in Planning (FLIP)

Budget: This should include all expenses associated with a project, including staff, consultants, software, materials etc. Will be included as a table.

Project duration: FY2020

Program manager: Jane Grover

Project manager: Katanya Raby and Katie Piotrowska

Team: Harris, Kane, plus other staff as needed.

Description: CMAP directly engages the region’s youth through FLIP, a leadership development program for high school students. FLIP meets for six days over two weeks in July and provides students with the opportunity to learn about past, present, and future regional and local planning issues from elected officials, community leaders, and CMAP staff. Through hands-on activities and field trips, students go “behind the scenes” to explore the region’s communities. Session topics are closely related to ON TO 2050 and include transportation, housing, human services, land use, economic development, and the environment. In addition to learning how local governments address these important issues, students will engage with one another to explore solutions to existing problems. At the conclusion of the program, students will engage the CMAP Board and others in their learning experiences.

Deliverables: (Most of the planning and preparation for FLIP occurs in the last two quarters of the fiscal year and the program itself happens in the first quarter (July) of the next fiscal year.)

Deliverable	Completion Timeline	Comment
FLIP program, parent orientation	July 2019	
Program application	Q3	
Program curriculum	Q4	



COMMUNICATIONS AND OUTREACH			
OPERATING			
Funding Source	UWP	General Fund	TOTAL
		FLIP	
PERSONNEL			
Salaries	843,500	-	843,500
Retirement	41,600	-	41,600
FICA	51,000	-	51,000
Medicare	12,200	-	12,200
Health	126,400	-	126,400
Dental	7,300	-	7,300
Vision	1,800	-	1,800
Interns	29,250	-	29,250
TOTAL	1,113,050	-	1,113,050
Employee PY	11.0	0.0	11.0
Indirect Charge	279,600	-	279,600
COMMODITIES			
Publications	2,210	-	2,210
Software - Small Value	350	-	350
Office Supplies	500	2,500	3,000
Copy Room Supplies	250	-	250
TOTAL	3,310	2,500	5,810
OPERATING EXPENSES			
Staff Assoc. Membership	2,750	-	2,750
Postage/Postal Services	750	-	750
Meeting Expenses	4,000	7,000	11,000



Printing Services	8,000	-	8,000
Conference Registrations	5,000	-	5,000
Training	9,000	-	9,000
Travel Expenses	4,000	1,500	5,500
TOTAL	33,500	8,500	42,000
OCCUPANCY EXPENSES			
Rent	186,800	-	186,800
Telecommunications	5,900	-	5,900
Utilities	4,900	-	4,900
TOTAL	197,600	-	197,600
CONTRACTUAL SERVICES			
Software Maintenance/Licenses	33,620	-	33,620
Professional Services	25,000	-	25,000
Consulting Services	523,000	-	523,000
TOTAL	581,620	-	581,620
TOTAL EXPENSES	2,208,680	11,000	2,219,680
REVENUE			
UWP Operating - FY2020	1,766,944	-	1,766,944
Match - FY2020	441,736	-	441,736
General Fund	-	11,000	11,000
TOTAL REVENUE	2,208,680	11,000	2,219,680



Information Technology and Facilities

Budget: \$2,553,318

Division Oversight: Angela Manning-Hardimon

This program provides for the design, acquisition, deployment and management of technology and telecommunications resources at CMAP. This includes managing the resiliency and security of these resources. This program also facilitates the electronic exchange of raw data within CMAP and with other agencies and organizations, and the management of internal documentation systems. Information Technology (IT) will serve as CMAP technical lead in evaluating all new technology efforts to ensure compatibility with network, and reviewing RFPs for new technology to provide for appropriate technical support, defined technical requirements, and deliverables.

Operational Areas

Internal Hardware and Software Management

Operational Manager: Matt Rogus

Team: Stromberg, Tiedemann, consultant services, intern

Description: CMAP's daily operation depends on a robust and functional computer network for data analysis, work program documentation, employee communications, and software applications. This program consists of daily management and monitoring of the internal computer network performance. It includes the acquisition, licensing, installation, and maintenance of all software applications, as well as server hardware systems and other related equipment. It also provides limited user-support to CMAP employees.

Deliverables:

Deliverable	Completion Timeline	Comments
Quarterly Reports	End of each quarter	Report of quarterly activities along with any applicable documentation



Web Infrastructure Management

Operational Manager: Lance Tiedemann

Team: Stromberg, Rogus, consultant services, CMAP project managers of web sites and services

Description: Web infrastructure management consists of procuring, deploying, and administering the hardware, software, and network infrastructure used by web applications and data services hosted at CMAP. Externally, web applications and data services, such as the datahub and the aerial imagery explorer have become critical to the ongoing agency mission of deploying technical analysis content to a broader audience. The web infrastructure management defined by this program supports web applications and data services, such as SharePoint (collaboration), CKAN (data sharing web application), MediaWiki (collaboration), ON TO 2050 iPad kiosk application, GIS web mapping, Imagery Explorer (web application), and several others. Support for these applications and data services include: defining content requirements and user controls; user interface designs; and access and integration controls. Under this specific program, updates to the Wiki interface and core content will be implemented in coordination with the policy and programming, planning, and communications groups as necessary. Content development will require internal coordination. In addition, this program includes management of web-specific network infrastructure, such as domain name registration and DNS record management. This program also includes managing Github code repositories for development projects.

Deliverables:

Deliverable	Completion Timeline	Comments
Quarterly Reports	End of each quarter	Report of quarterly activities along with any applicable documentation

Information Security

Operational Manager: Lance Tiedemann

Team: Rogus, consultant services, CMAP project managers of web sites and services

Description: This program consists of proactively planning, implementing, and verifying the various tools used to protect CMAP infrastructure and data as well as reactively responding to existing threats. This program fulfills these network roles: enhance network assessment processes with vulnerability testing, automate assessment of local environments, develop additional plans, policies and standards, train staff, recommend improvements for increased network and data protection, and implement new tools or services to aid in identifying and reacting to critical conditions (e.g., cyber-attacks, malicious traffic, etc.). Patch management of



third-party software is also covered. This program fulfills these web sites and services roles: enhance website assessment processes with vulnerability testing, develop additional plans, policies and standards, and continue training staff. In addition, this program fulfills the data management role to develop policies and process improvements to ensure that sensitive data is processed and stored under appropriate access controls in compliance with program and regulatory requirements. These roles are fulfilled through the management of security tools, such as SSL certificates, firewall and IPS policies, VPN access, security scanning applications, and monitoring services. Under this program, an annual security analysis will be conducted by a third party provider to test security of network, validate security controls and access procedures, provide enhancement recommendations, and provide CMAP with required documentation of a secure network. CMAP staff will also be regularly trained on proper security protocols for email, phone, and internet usage.

Deliverables:

Deliverable	Completion Timeline	Comments
Quarterly Reports	End of each quarter	Report of quarterly activities along with any applicable documentation

Office Systems Management

Operational Manager: Ben Stromberg

Team: Kelley, Rivera, Tiedemann, consultant services, intern, plus other relevant staff

Description: Staff productivity depends on robust systems for managing office operations. This program includes technical support of office support systems including telephone, mobile communication, fax, copiers, web conferencing, live streaming, internet services, audio-visual, etc. In addition to technical support, new technology projects and services relating to the above categories will be evaluated and implemented when necessary including the research and development of converting paper documents into digital documents.

Deliverables:

Deliverable	Completion Timeline	Comments
Quarterly Reports	End of each quarter	Report of quarterly activities along with any applicable documentation



User Support

Operational Manager: Ben Stromberg

Team: Kelley, Rivera, intern, consultant services

Description: This program serves as a training and instructional resource for internal users. It also serves as technical intermediary in resolving IT related problems encountered by CMAP staff, and provide internal IT technical support for OneSolution financial system such as resolving OneSolution support tickets, modifying workflow groups, user and group management, timecard management, reporting, and server administration.

Deliverables:

Deliverable	Completion Timeline	Comments
Quarterly Reports	End of each quarter	Report of quarterly activities along with any applicable documentation

Facilities

Operational Manager: Matt Rogus

Team: Rivera, Kelly, Stromberg, plus other relevant staff

Description: This program provides administrative support for CMAP operations in the area of conference room management; management of CMAP's library and publication materials; on/off sight storage management; mailroom activities; and office and break room inventories. This program also coordinates facility maintenance and support; building related safety activities, and other related activities as required.

Deliverables:

Deliverable	Completion Timeline	Comments
Quarterly Reports	End of each quarter	Report of quarterly activities along with any applicable documentation



Freedom of Information Act (FOIA) Response Coordination

Operational Manager: Matt Rogus

Team: Matthews, other relevant staff

Description: This program is responsible for fulfilling or directing public requests for static data and information to appropriate sources of information such as CMAP staff, Census, or other agencies. This includes timely responses to Freedom of Information Act (FOIA) requests; and compiling FOIA-eligible staff communication when requested.

Deliverables:

Deliverable	Completion Timeline	Comments
Quarterly Reports	End of each quarter	Report of quarterly activities along with any applicable documentation

Projects

Server Infrastructure Virtualization Upgrade

Project Duration: 9 months

Program Manager: Matt Rogus

Project Manager: Lance Tiedemann

Team: Stromberg, consultant services

Description: This project will involve the upgrade of CMAP’s server, storage, and networking infrastructure that supports the agency’s virtual server environment. It will include the acquisition, licensing, design and installation of new hardware, software and other related equipment. At the center of this project is a Dell VxRail system, which will consist of seven hyper-converged infrastructure (HCI) appliances running Dell/EMC’s industry-standard VMware software. The VxRail system will host the agency’s virtualized servers and the storage associated with them. As a hyper-converged, turnkey solution, this system will reduce infrastructure management overhead, enhance redundancy, and unify all software and hardware support under Dell/EMC. The VxRail system will replace aging equipment and be an upgrade of our environment hosting virtual servers and storage.



Deliverables:

Deliverable	Completion Timeline	Comments
Quarterly Reports	End of each quarter	Report of quarterly activities along with any applicable documentation
Hardware Procurement	Q1	Report progress in quarterly report due to cyber security concerns
Solution Design and Plan Document	Q2	Report progress in quarterly report due to cyber security concerns
Infrastructure Implementation	Q3	Report progress in quarterly report due to cyber security concerns

Office Relocation and Construction Project

Project Duration: 16 months

Program Manager: Angela Manning-Hardimon

Project Manager: Matt Rogus

Team: Stromberg, Tiedemann, Rivera, plus other relevant staff from Relocation Committee, Cresa (Realtor/PM), Wright-Heerema (Architect), other contracted services

Description: CMAP, CRESA (External Project Manager) and Wright-Heerema (Architect) will work with the Mechanical, Electrical, Plumbing, and Fire Protection (MEPFP) contractor to design the new office layout. The project will include the design of a new data center, staff offices, staff work areas, conference rooms, the town hall room and other related areas. This project includes the development of RFP's for a General Contractor and Audio Visual (AV) Integrator, and design and develop plan for a new Data Center including the procurement and installation of new IT Data Center infrastructure.



Deliverables:

Deliverable	Completion Timeline	Comments
Quarterly Reports	End of each quarter	Report of quarterly activities along with any applicable documentation – This will be the only IDOT deliverable under this project.
Floor Plan Schematic Design Drawings	Q1	Design Development phase Schematic Floor Plan Drawings
RFP GC Services	Q1	RFP document for GC Services
Data Center Design Plan Document	Q1	Equipment List & Drawings of new Data Center
GC Consultant Selection	Q2	Contract
AV Development Plan Document	Q2	Equipment List & Drawings of Audio-Video for conference rooms
Furniture Design Plan	Q2	Development of Furniture Selection Plan
Construction Documents	Q2	Architectural and MEPFP construction drawings
Construction Permit	Q2	Construction drawing submittal and review by City of Chicago
RFP for Moving Services	Q3	RFP document for Moving Services
Office Build Out	Q4	Construction of physical office
AV Implementation	Q4	Implementation of AV equipment
Furniture Implementation	Q4	Delivery of Furniture & Installation
Data Center Implementation	Q4	Implementation of Data Center equipment
Mover Selection	Q4	Contract



INFORMATION TECHNOLOGY			
OPERATING			
Funding Source	UWP	General Fund	TOTAL
PERSONNEL			
Salaries	433,700	-	433,700
Retirement	88,900	-	88,900
FICA	26,400	-	26,400
Medicare	6,300	-	6,300
Health	57,800	-	57,800
Dental	3,500	-	3,500
Vision	1,000	-	1,000
Interns	29,700	-	29,700
TOTAL	647,300	-	647,300
Employee PY	6.0	-	6.0
Indirect Charge	159,300	-	159,300
COMMODITIES			
Software - Small Value	1,000	-	1,000
Equipment - Small Value	17,200	-	17,200
TOTAL	18,200	-	18,200
OPERATING EXPENSES			
Postage/Postal Services	500	-	500
Moving Expense	300,000	-	300,000
Conference Registrations	6,000	-	6,000
Training	21,000	-	21,000



Travel Expenses	2,496	-	2,496
TOTAL	329,996	-	329,996
OCCUPANCY EXPENSES			
Rent	101,900	-	101,900
Telecommunications	3,200	-	3,200
Utilities	2,700	-	2,700
TOTAL	107,800	-	107,800
CONTRACTUAL SERVICES			
Software Maintenance/Licenses	444,542	-	444,542
Professional Services	543,692	-	543,692
Consulting Services	170,000	-	170,000
Office Equipment Maintenance	74,600	-	74,600
Co-Location Hosting Services	3,888	-	3,888
TOTAL	1,236,722	-	1,236,722
CAPITAL OUTLAY			
Equipment - Capital	54,000	-	54,000
TOTAL	54,000	-	54,000
TOTAL EXPENSES	2,553,318	-	2,553,318
REVENUE			
UWP Operating - FY2020	2,042,654	-	2,042,654
Match - FY2020	510,664	-	510,664
General Fund	-	-	-
TOTAL REVENUE	2,553,318	-	2,553,318



Finance and Administration Program

Budget: \$2,700,545

Division Oversight: Angela Manning-Hardimon

This division provides for the design, implementation, and management of finance, accounting, and procurement activities at CMAP. The finance program is responsible for ensuring that the agency is effectively operating within a fiscally constrained budget and meeting its core MPO responsibilities within the funding structure. This program is also responsible for the financial reporting on all Federal, State and foundation grants awarded to CMAP. For federal and state funded work, this includes the reporting of performance, deliverables and budget expended (GATA reporting). This program is accountable for managing the accounting and reporting activities of the agency in accordance with accounting and auditing standards as required by the Office of Management and Budget (OMB), and for facilitating the annual audit to ensure the agency achieve an “unqualified” audit rating. In addition to finance and accounting responsibilities, the procurement of all and services required on behalf of the agency are managed under this program. The Procurement program is responsible for ensuring that all goods and services procured on behalf of the agency comply with the grant source and federal contracting assurances.

Operational Areas

Finance and Accounting

Operational Manager: Vacant Controller

Team: Becerra, Garrity, Doan, Olson, Vacant Accounts Payable Specialist

Description: This operational area provides administration and support for the accounts payable and accounts receivable activities ensuring timely payments to vendors and collection of funds. The processing of payroll to ensure timely and accurate payments to employees and associated reporting of taxes, insurance, pension and other benefits are a core responsibility of this program. Additional responsibilities include: ensuring that grants are properly funded and expenditures are appropriate based on grant agreements and CFR 200 federal regulations; providing the financial reporting required by federal, state, the CMAP Board, and other grantors; managing all banking activities including the reconciliation of bank statements and general ledger accounts; issuance and reporting of 1099, 1094/1095s, W2s and 941s, and performing other financial management for CMAP, as required. In addition, Finance and Accounting staff are responsible for facilitating the annual audit of CMAP’s financial records to achieve unqualified results, preparing the annual indirect cost allocation plan to IDOT, and providing oversight and training for CMAP’s financial and payroll software system.



Deliverables:

Deliverable	Completion Timeline	Comments
BOBs 2832 Reports	Quarterly	Performance and Budget Reports required by IDOT
Agency and Sub recipient Invoices	10 th Day of Month following invoicing period	IDOT Requirement
Single Financial Audits from Sub recipients	Q1	CMAP Sub recipient oversight requirement in grant agreement
Programmatic Risk Assessments (PRAs) from Sub recipients	Q1	CMAP Sub recipient oversight requirement in grant agreement
FY2019 Indirect Rate Plan	Q2	IDOT Requirement
Single Financial Audit	Q2	Not an IDOT Requirement
Employee W2s	Q3	Not an IDOT Requirement
Employee 1095s (ACA)	Q3	Not an IDOT Requirement
Annual Financial Report to the State Comptroller's Office	January 2020	

Procurements, Contracts and Commercial Datasets

Operational Manager: Penny Dubernat

Team: Matthews, Vacant Procurement Associate

Description: This program is responsible for managing all procurements for professional consulting services, and other goods and services required for CMAP operations. This include ensuring that Request for Proposals (RFP), Request for Qualifications (RFQ), Invitations for Bids, cooperative competitive agreements, and sole sources comply with CMAP's procurement policy and federal requirements. Specific responsibilities include assisting in the drafting of scope and cost analysis; posting and advertising procurements; participating in procurement selection; and preparing and negotiating contracts, amendments and Intergovernmental agreements. The collection of all deliverables outlined in vendor contracts and CMAP's Operating and Competitive grants are collected, evaluated and delivered to IDOT from this program. A core responsibility of this program is ensuring that contracts are updated to reflect appropriate federal guidelines as a compliance requirement of federal and state funding. Additional work performed under this program includes securing and managing the licensing of proprietary datasets.



Deliverables:

Deliverable	Completion Timeline	Comments
BOBs 2832 Report – Deliverables	Quarterly	IDOT Requirement as identified by Grant Agreements
Annual Procurement Training	Q2	Copy of Power point Training to IDOT with memo
Annual Evaluation of Federal and State Grant Agreement Provisions	Q4	IDOT Requirement – Memo to IDOT

OneSolution Business Process and Functionality Improvements

Operational Manager: Accounting, Principal

Team: Garrity, Stromberg, King, Becerra

Description: To maximize the full capabilities and functionality of the Agency’s Enterprise Resource System (ERP), CMAP will engage Accounting, HR and IT staff, and as needed, its enterprise software provider, CentralSquare, to identify opportunities for improvements, document the processes and workflows, and prioritize these improvements based on most critical functions, time, and cost and implementation risks. CentralSquare will also assist in the agency’s effort to upgrade to version 18.X for development, test and production environments, and implement Cognos reporting tools and dashboard to reduce the agency’s reliance on spreadsheets. This program will be responsible for training staff as new functionality and processes are developed and implemented.

Deliverables:

Deliverable	Completion Timeline	Comments
Semi Annual Update Report	Q2 and Q4	Purpose is to advise IDOT of changes that are being made to the system to enhance internal controls, accountability and reporting.

Budget Management

Operational Manager: Angela Manning-Hardimon

Team: Management, Olson, Vacant Controller

Description: This program is responsible for preparing the Agency’s annual UWP budget and comprehensive budget to ensure that core MPO activities and required contract funding is appropriated with a fiscally constrained budget. This includes working with CMAP divisions to develop budgets for other grants as required. This program will work with the various



managers to develop annual budgets that reflect actual funding needs and work plans that outline the work that will be performed with requested funding. Primary responsibilities include assigning and set-up of funding lines and object codes as determined by the budget; monitoring expenditures and revenues during the fiscal year to ensure that the fiscally constrained budget is being maintained and adjusted as needed to meet that goal. Under this program resides the coordinating of the UWP Committee meetings and its review and approval of annual UWP program budget requests.

Deliverables:

Deliverable	Completion Timeline	Comments
Uniform Budget Template for FY2021 UWP	Q3	
Internal Controls Questionnaire for FY2021 UWP	Q3	
Programmatic Risk Assessment Form for FY2021 UWP	Q3	
FY2021 UWP Budget	Q4	
FY2021 CMAP Comprehensive Budget	Q4	Not an IDOT Requirement

Project and Performance Management

Operational Manager: Dan Olson

Team: Finance and Administration staff, management and other staff from planning, policy and programming, and communications.

Description: This program has the primary responsibility of implementing tools, processes and guidance in the implementation of project management and performance measurement standards at CMAP. With the implementation of GATA (Grant Accountability and Transparency Act) and its focus to increase accountability and transparency in the use of grant funds, CMAP must report quarterly its performance on time, budget and deliverables as it relates to projects. It must also report general expenditures to ensure that funds are being expended in a timely manner and in accordance to the terms under which the grants are awarded. The levels of detail and documentation requirements associated with CMAP’s grant funding are increasing, and therefore, CMAP must institute measures to track and report this information.

Under this program, the agency rollout of the Project Management Tool Kit will occur during the summer of FY2019, prior to the start of the FY2020 budget year. Operating under a committee structure of staff from the various representative divisions, next steps include potentially contracting with a vendor to assist in assisting the agency in implementing the project management practice, identifying and implementing a software solution that incorporates with that practice, and training staff on the software. This becomes critical as the



agency moves to time and effort reporting, developing performance measurements and monitoring performance of projects for purposes of GATA reporting. The recent trend experienced by CMAP from various state and federal grantors is updates on performance of grant activities. Quarterly performance reporting and the means under which this is managed is an ongoing activity.

Deliverables:

Deliverable	Completion Timeline	Comments
Software and Project Management Implementation Vendor Selected	Q2	Not an IDOT Requirement
Deliverables and Performance Measurements Training	Q2	Not an IDOT Requirement
Project Management Procedural Review and Recommendations	Q3	Not an IDOT Requirement
Project Management Software Selected	Q3	Not an IDOT Requirement
Project Management Software Implemented	Q4	Not an IDOT Requirement
Training Plan Developed	Q4	Not an IDOT Requirement

External Resources Development and Management

Operational Manager: Tricia Hyland

Team: Finance and Administration staff, other staff from planning, policy, government affairs, and communications as relevant to specific topics.

Description: To cover a breadth of topics, CMAP will need to have access to funding resources beyond transportation funding. This program involves seeking external resources to support the LTA program and CMAP’s work in general, through competitive applications to public sector (most commonly federal or state) programs or philanthropic organizations, cultivation of relationships with potential funders, and fee-for-service activities. It also involves managing these grants, ensuring that all grant requirements are met, providing periodic financial and program reports, and other activities. Under this program, an external grant seeking strategic plan will be developed to prioritize efforts, provide direction, and performance guidelines.

Current grants, which fund the LTA program in FY20, are from the Chicago Community Trust, MacArthur Foundation, Illinois Environmental Protection Agency, and Illinois Department of Natural Resources.



Deliverables:

Deliverable	Completion Timeline	Comments
Annual Grant Fraud Training	Q4	IDOT Requirement

Human Resources and Administration Program

Operational Manager: Jake Koepsel

Team: King, Ambriz, Roby

This program provides the administrative support to assist with the recruitment and retention of employees, and to assist internal staff in implementing CMAP's work plan initiatives and goals. CMAP views employees as organizational assets and this program is tasked with ensuring employee job satisfaction, efficiency, and effectiveness. This will be accomplished by providing competitive salaries and employee benefits; establishing policies and procedures to inform, supporting balanced work life, and managing employee development and performance. This program also provides access to training and other resources to support the growth of employees and to foster the development of an organization that supports diversity and inclusion.

Benefits Administration

Project Manager: Jake Koepsel

Team: Ambriz, King

Description: This programs with Empower; and complete employment verifications and professional development and reimbursement applications. This program is also responsible for ensuring that the Agency is compliant with all federal or state regulations.

Deliverables:

Deliverable	Completion Timeline	Comments
457 Deferred Compensation Benefit Educational Seminars	Quarterly	Not an IDOT Requirement
FY2020 Benefits Package (Medical, Dental, Vision and Insurance)	Q1	Not an IDOT Requirement
Benefits Open Enrollment Meeting	Q2	Not an IDOT Requirement
Annual Benefits Study	Q4	Not an IDOT Requirement



Diversity and Inclusion

Operational Manager: Jake Koepsel

Team: Diversity and Inclusion Working Group (DIWG)

Description: The Diversity and Inclusion group will focus on educating employees on the importance of diversity and inclusion, and explore opportunities to improve across the agency by implementing various programs or initiatives. This group will be comprised of a representative from each functional area within CMAP with the goal of improving employee, partner, and constituent relationships. Human Resources involvement in this area is to facilitate quarterly (or as requested) discussions with the DIWG to identify opportunities to build awareness, education, and provide general guidance and programming recommendations. Areas of focus that have been identified are training and education, recruitment and hiring process, and social/community engagements.

Employee Relations

Operational Manager: Jake Koepsel

Team: Senior Managers

Description: The primary focus of this program is to work with employees and the management team to address employee performance and professional development. Assistance will be provided to employees and/or management in the implementation of plans to improving work performance and relationships, and professional development. Assistance will also be provided on documentation, communication and other approaches to addressing performance matters. This process should be formalized with CMAP annual performance evaluation process, mid-year performance check in meetings, performance improvement plans, regular employee performance feedback, and performance documentation. This program is also responsible for working with employees in managing personnel conflicts that may exist in the workplace.

Deliverables:

Deliverable	Completion Timeline	Comments
Merit Increase and Promotion Letters	Q1	Not an IDOT Requirement
Guidelines for Mid-Year Check In Meetings	Q2	Not an IDOT Requirement
Guidelines for Annual Performance Evaluation Process	Q3	Not an IDOT Requirement
Management Training on Annual Performance Evaluation Process	Q3	Not an IDOT Requirement



Human Resources Policy Development

Operational Manager: Jake Koepsel

Team: Executive Team

Description: This program provides policies and procedures to assist employees in understanding federal, state, and CMAP adapted polices including standards of conduct; performance expectation; and certain internal administrative activities. Human Resources will develop or update policies routinely and distribute to employees at orientation and electronically and via CMAP's intranet. Reference to these policies can be found in the Personnel Handbook. As required, orientation of certain policies and procedures will be facilitated through training sessions (online or presentation). It is also through this program where annual employee surveys will be developed, administered, and results compiled for Executive Management decision making and agency implementation consideration.

Deliverables:

Deliverable	Completion Timeline	Comments
FY2020 Personnel Handbook Released	Q1	Not an IDOT Requirement
Management Training on FY2020 Personnel Handbook	Q1	Not an IDOT Requirement
Employee Training on FY2020 Personnel Handbook	Q1	Not an IDOT Requirement
Management Association HR Check-Up Review of CMAP Polices	Q3	Not an IDOT Requirement

Recruitment and Training

Operational Manager: Jake Koepsel

Team: Deputy Executive Directors, Ambriz, Roby

Description: This program is responsible for expanding recruitment efforts to provide CMAP with the greatest exposure possible to recruit the best-qualified candidates. These efforts will include attending job fairs, universities, and exploring diverse job posting opportunities. Human Resources will also enhance its diversity recruitment efforts by collaborating with various programs that give CMAP access to a multitude of candidates from varying backgrounds.

Human Resources are also responsible for maintaining job postings and recruitment efforts on CMAP website and with the Hyrell Applicant Tracking System.

On-going professional development and training is fundamental to the success of every employee and as such, appropriate opportunities will be provided to CMAP employees to



ensure CMAP complies with federal and state regulations, as well as to improve knowledge, skills, leadership ability, and performance. To advance new employees' acclimation to CMAP and provide orientation support, this program will develop, by division, a checklist for managers to use as a core employee integration tool. Focus areas to include: benefits, CMAP policy and procedures, identifying an appropriate mentor, overview of CMAP and the responsibilities of each division, review of ON TO 2050, training on required tools to perform job, performance expectations and evaluation process, professional development plan, and training on non-job related activities such as telephone system, audio/meeting technology, cyber-security and other training as developed.



OVERHEAD			
OPERATING			
Funding Source	Overhead	General Fund	TOTAL
PERSONNEL			
Salaries	1,348,900	-	1,348,900
Retirement	113,200	-	113,200
FICA	76,200	-	76,200
Medicare	19,600	-	19,600
Health	146,700	-	146,700
Dental	10,700	-	10,700
Vision	3,000	-	3,000
Life	55,000	-	55,000
Education Reimbursement	16,250	-	16,250
Other Benefits	50,000	-	50,000
TOTAL	1,839,550	-	1,839,550
Employee PY	16.5	-	16.5
COMMODITIES			
General Supplies	-	20,000	20,000
Publications	1,000	-	1,000
Software - small value	2,000	-	2,000
Equipment - small value	2,500	-	2,500
Furniture - small value	2,500	-	2,500
Office Supplies	12,000	-	12,000
Copy Room Supplies	11,000	-	11,000
TOTAL	31,000	20,000	51,000



OPERATING EXPENSES			
Workers' Compensation Insurance	25,000	-	25,000
Unemployment Compensation	20,000	-	20,000
Staff Assoc. Membership	3,000	-	3,000
CMAP Assoc. Membership	7,050	-	7,050
Postage/Postal Services	10,000	-	10,000
Storage	9,000	-	9,000
Miscellaneous	5,000	-	5,000
Meeting Expenses	5,000	-	5,000
Recruitment Expenses	10,000	-	10,000
General Insurance	48,000	-	48,000
Legal Services	50,000	-	50,000
Printing Services	1,000	-	1,000
Bank Service Fees	26,000	-	26,000
Conference Registrations	4,000	-	4,000
Training	75,000	-	75,000
Travel Expenses	6,000	-	6,000
TOTAL	304,050	-	304,050
OCCUPANCY EXPENSES			
Office Maintenance	18,000	-	18,000
Rent	-	291,810	291,810
Telecommunications	-	9,240	9,240
Utilities	-	7,755	7,755
Willis Tower Parking	-	2,940	2,940
TOTAL	18,000	311,745	329,745



CONTRACTUAL SERVICES			
Audit Services	42,000	-	42,000
Office Equipment Leases	9,000	-	9,000
Software Maintenance / Licenses	2,500	-	2,500
Professional Services	87,700	-	87,700
Office Equipment Maintenance	35,000	-	35,000
TOTAL	176,200	-	176,200
TOTAL EXPENSES	2,368,800	331,745	2,700,545
REVENUE			
General Fund	-	331,745	331,745
TOTAL REVENUE	-	331,745	331,745
Overhead Charged to UWP Programs	2,282,900	-	2,282,900



APPENDIX A: Local Dues Structure

At its meeting on April 13, 2016, the CMAP Board approved the establishment of a local dues structure to reduce the agency’s overreliance on the state to match its federal funding. In FY 2019 invoiced fees totaled \$887,486 as shown in Table 13. Since the adoption of local dues, CMAP has consistently collected 99% of local dues for each fiscal year totaling approximately \$875,000 for per year. It was anticipated that in FY 2020 local dues would be invoiced at \$1,479,528. However, with the successful collection of local dues and the anticipation of a FY 2020 State budget being passed, dues will be invoiced at previous levels resulting in a credit to CMAP partners of \$592,042, for a total credit of \$2,368,168 to CMAP partners since the adoption of the program. The FY 2020 local dues will provide an additional revenue source to support CMAP and keep the agency operational.

Local dues are proposed to be split evenly between the three types of agencies that support and govern CMAP: Counties, municipalities, and transportation agencies. Each of these agency types would be charged \$300,000 in dues in FY 2020. Total local dues in FY 2020 -- after waivers and reductions for selected municipalities based on size and economic distress -- are anticipated to be \$887,486. Table 13 shows contributions by agency, grouping suburban municipalities together; Table 14 shows contributions by municipality, along with the waivers and reductions.

TABLE 4: OVERALL DUES STRUCTURE, FY 2019 AND FY 2020

	FY 2019	FY 2020
Cook	\$134,823	\$134,823
DuPage	\$36,359	\$36,359
Kane	\$27,143	\$27,143
Kendall	\$17,822	\$17,822
Lake	\$31,102	\$31,102
McHenry	\$22,030	\$22,030
Will	\$30,721	\$30,721
County subtotal	\$300,000	\$300,000
City of Chicago	\$101,928	\$101,928
Suburban municipalities	\$185,558	\$185,558
Municipal subtotal	\$287,486	\$287,486
Transit agencies (through RTA)	\$240,000	\$240,000
Tollway	\$60,000	\$60,000
Transportation agency subtotal	\$300,000	\$300,000
Total	\$887,486	\$887,486



TABLE 5: MUNICIPAL DUES STRUCTURE, FY 2019 AND FY 2020

Municipality	Population (2014 Census)	Waived or Reduced	FY 2019 Dues	FY 2020 Dues (Unchanged from FY 2019)
Addison	37,297		\$1,396	\$1,396
Algonquin	30,410		\$1,139	\$1,139
Alsip	19,427		\$727	\$727
Antioch	14,411		\$540	\$540
Arlington Heights	76,024		\$2,846	\$2,846
Aurora	200,456		\$7,505	\$7,505
Bannockburn	1,575		\$59	\$59
Barrington	10,373		\$388	\$388
Barrington Hills	4,259		\$159	\$159
Bartlett	41,632		\$1,559	\$1,559
Batavia	26,424		\$989	\$989
Beach Park	13,988		\$524	\$524
Bedford Park	576	waived (size)	\$0	\$0
Beecher	4,461		\$167	\$167
Bellwood	19,152	reduced (economic)	\$359	\$359
Bensenville	18,487		\$692	\$692
Berkeley	5,230		\$196	\$196
Berwyn	56,693		\$2,123	\$2,123
Big Rock	1,160		\$43	\$43
Bloomington	22,299		\$835	\$835
Blue Island	23,785	waived (economic)	\$0	\$0
Bolingbrook	74,180		\$2,777	\$2,777
Braceville	775	waived (size)	\$0	\$0
Braidwood	6,185		\$232	\$232
Bridgeview	16,491		\$617	\$617
Broadview	7,959		\$298	\$298
Brookfield	19,023		\$712	\$712
Buffalo Grove	41,701		\$1,561	\$1,561
Bull Valley	1,107		\$41	\$41
Burbank	29,218		\$1,094	\$1,094
Burlington	636	waived (size)	\$0	\$0
Burnham	4,229	reduced (economic)	\$79	\$79
Burr Ridge	10,761		\$403	\$403
Calumet City	37,213	reduced (economic)	\$697	\$697
Calumet Park	7,903	reduced (economic)	\$148	\$148



Municipality	Population (2014 Census)	Waived or Reduced	FY 2019 Dues	FY 2020 Dues (Unchanged from FY 2019)
Campton Hills	11,317		\$424	\$424
Carol Stream	40,349		\$1,511	\$1,511
Carpentersville	38,407		\$1,438	\$1,438
Cary	17,991		\$674	\$674
Channahon	12,616		\$472	\$472
Chicago	2,722,389		\$101,928	\$101,928
Chicago Heights	30,436	reduced (economic)	\$570	\$570
Chicago Ridge	14,434		\$540	\$540
Cicero	84,354	reduced (economic)	\$1,579	\$1,579
Clarendon Hills	8,658		\$324	\$324
Coal City	5,521		\$207	\$207
Country Club Hills	16,865		\$631	\$631
Countryside	6,023		\$226	\$226
Crest Hill	20,771		\$778	\$778
Crestwood	11,029		\$413	\$413
Crete	8,227		\$308	\$308
Crystal Lake	40,493		\$1,516	\$1,516
Darien	22,315		\$835	\$835
Deer Park	3,245		\$121	\$121
Deerfield	18,385		\$688	\$68
Des Plaines	58,947		\$2,207	\$2,207
Diamond	2,501		\$94	\$94
Dixmoor	3,622	waived (economic)	\$0	\$0
Dolton	23,307	reduced (economic)	\$436	\$436
Downers Grove	49,715		\$1,861	\$1,861
East Dundee	3,198		\$120	\$120
East Hazel Crest	1,552	waived (economic)	\$0	\$0
Elburn	5,682		\$213	\$213
Elgin	111,117		\$4,160	\$4,160
Elk Grove Village	33,379		\$1,250	\$1,250
Elmhurst	45,751		\$1,713	\$1,713
Elmwood Park	24,954		\$934	\$934
Elwood	2,267		\$85	\$85
Evanston	75,658		\$2,833	\$2,833
Evergreen Park	19,935		\$746	\$746
Flossmoor	9,522		\$357	\$357



Municipality	Population (2014 Census)	Waived or Reduced	FY 2019 Dues	FY 2020 Dues (Unchanged from FY 2019)
Ford Heights	2,785	waived (economic)	\$0	\$0
Forest Park	14,196		\$532	\$532
Forest View	697	waived (size)	\$0	\$0
Fox Lake	10,578		\$396	\$396
Fox River Grove	4,704		\$176	\$176
Frankfort	18,446		\$691	\$691
Franklin Park	18,404		\$689	\$689
Geneva	21,742		\$814	\$814
Gilberts	7,556		\$283	\$283
Glen Ellyn	27,763		\$1,039	\$1,039
Glencoe	8,923		\$334	\$334
Glendale Heights	34,530		\$1,293	\$1,293
Glenview	46,767		\$1,751	\$1,751
Glenwood	9,036		\$338	\$338
Godley	670	waived (size)	\$0	\$0
Golf	506	waived (size)	\$0	\$0
Grayslake	21,018		\$787	\$787
Green Oaks	3,854		\$144	\$144
Greenwood	252	waived (size)	\$0	\$0
Gurnee	31,207		\$1,168	\$1,168
Hainesville	3,682		\$138	\$138
Hampshire	5,976		\$224	\$224
Hanover Park	38,476		\$1,441	\$1,441
Harvard	9,230	reduced (economic)	\$173	\$173
Harvey	25,347	waived (economic)	\$0	\$0
Harwood Heights	8,675		\$325	\$325
Hawthorn Woods	7,875		\$295	\$295
Hazel Crest	14,182	reduced (economic)	\$265	\$265
Hebron	1,205		\$45	\$45
Hickory Hills	14,177		\$531	\$531
Highland Park	29,871		\$1,118	\$1,118
Highwood	5,387		\$202	\$202
Hillside	8,195		\$307	\$307
Hinsdale	17,446		\$653	\$653
Hodgkins	1,881		\$70	\$70
Hoffman Estates	52,347		\$1,960	\$1,960
Holiday Hills	593	waived (size)	\$0	\$0



Municipality	Population (2014 Census)	Waived or Reduced	FY 2019 Dues	FY 2020 Dues (Unchanged from FY 2019)
Homer Glen	24,364		\$912	\$912
Hometown	4,365	reduced (economic)	\$82	\$82
Homewood	19,464		\$729	\$729
Huntley	25,603		\$959	\$959
Indian Creek	546	waived (size)	\$0	\$0
Indian Head Park	3,839		\$144	\$144
Inverness	7,592		\$284	\$284
Island Lake	8,031		\$301	\$301
Itasca	8,800		\$329	\$329
Johnsburg	6,297		\$236	\$236
Joliet	147,928		\$5,539	\$5,539
Justice	13,022	reduced (economic)	\$244	\$244
Kaneville	491	waived (size)	\$0	\$0
Kenilworth	2,562		\$96	\$96
Kildeer	3,958		\$148	\$148
La Grange	15,759		\$590	\$590
La Grange Park	13,665		\$512	\$512
Lake Barrington	4,985		\$187	\$187
Lake Bluff	5,698		\$213	\$213
Lake Forest	19,379		\$726	\$726
Lake in the Hills	28,893		\$1,082	\$1,082
Lake Villa	8,825		\$330	\$330
Lake Zurich	20,054		\$751	\$751
Lakemoor	6,005		\$225	\$225
Lakewood	3,811		\$143	\$143
Lansing	28,522		\$1,068	\$1,068
Lemont	16,661		\$624	\$624
Libertyville	20,512		\$768	\$768
Lily Lake	1,024		\$38	\$38
Lincolnshire	7,292		\$273	\$273
Lincolnwood	12,687		\$475	\$475
Lindenhurst	14,468		\$542	\$542
Lisbon	295	waived (size)	\$0	\$0
Lisle	22,827		\$855	\$855
Lockport	25,119		\$940	\$940
Lombard	43,893		\$1,643	\$1,643
Long Grove	8,181		\$306	\$306



Municipality	Population (2014 Census)	Waived or Reduced	FY 2019 Dues	FY 2020 Dues (Unchanged from FY 2019)
Lynwood	9,313	reduced (economic)	\$174	\$174
Lyons	10,773		\$403	\$403
Manhattan	7,302		\$273	\$273
Maple Park	1,313		\$49	\$49
Marengo	7,508		\$281	\$281
Markham	12,688	reduced (economic)	\$238	\$238
Matteson	19,156		\$717	\$717
Maywood	24,133	waived (economic)	\$0	\$0
McCook	231	waived (size)	\$0	\$0
McCullom Lake	1,026	waived (economic)	\$0	\$0
McHenry	26,630		\$997	\$997
Melrose Park	25,511		\$955	\$955
Merrionette Park	1,897		\$71	\$71
Mettawa	571	waived (size)	\$0	\$0
Midlothian	14,911		\$558	\$558
Millbrook	347	waived (size)	\$0	\$0
Millington	665	waived (size)	\$0	\$0
Minooka	11,194		\$419	\$419
Mokena	19,447		\$728	\$728
Monee	5,105		\$191	\$191
Montgomery	19,301		\$723	\$723
Morton Grove	23,497		\$880	\$880
Mount Prospect	54,951		\$2,057	\$2,057
Mundelein	31,562		\$1,182	\$1,182
Naperville	146,128		\$5,471	\$5,471
New Lenox	25,426		\$952	\$952
Newark	1,017		\$38	\$38
Niles	30,000		\$1,123	\$1,123
Norridge	14,674		\$549	\$549
North Aurora	17,342		\$649	\$649
North Barrington	3,029		\$113	\$113
North Chicago	30,395	waived (economic)	\$0	\$0
North Riverside	6,698		\$251	\$251
Northbrook	33,655		\$1,260	\$1,260
Northfield	5,483		\$205	\$205
Northlake	12,372		\$463	\$463



Municipality	Population (2014 Census)	Waived or Reduced	FY 2019 Dues	FY 2020 Dues (Unchanged from FY 2019)
Oak Brook	8,065		\$302	\$302
Oak Forest	28,174		\$1,055	\$1,055
Oak Lawn	57,034		\$2,135	\$2,135
Oak Park	52,008		\$1,947	\$1,947
Oakbrook Terrace	2,171		\$81	\$81
Oakwood Hills	2,070		\$78	\$78
Old Mill Creek	224	waived (size)	\$0	\$0
Olympia Fields	5,045		\$189	\$189
Orland Hills	7,277		\$272	\$272
Orland Park	58,666		\$2,196	\$2,196
Oswego	33,099		\$1,239	\$1,239
Palatine	69,387		\$2,598	\$2,598
Palos Heights	12,597		\$472	\$472
Palos Hills	17,627		\$660	\$660
Palos Park	4,906		\$184	\$184
Park City	7,440	waived (economic)	\$0	\$0
Park Forest	22,034	reduced (economic)	\$412	\$412
Park Ridge	37,856		\$1,417	\$1,417
Peotone	4,136		\$155	\$155
Phoenix	1,969	waived (economic)	\$0	\$0
Pingree Grove	5,878		\$220	\$220
Plainfield	42,138		\$1,578	\$1,578
Plano	11,175		\$418	\$418
Plattville	251	waived (size)	\$0	\$0
Port Barrington	1,508		\$56	\$56
Posen	6,021	reduced (economic)	\$113	\$113
Prairie Grove	1,876		\$70	\$70
Prospect Heights	16,418		\$615	\$615
Richmond	1,895		\$71	\$71
Richton Park	13,751	reduced (economic)	\$257	\$257
Ringwood	825		\$31	\$31
River Forest	11,208		\$420	\$420
River Grove	10,271		\$385	\$385
Riverdale	13,604	waived (economic)	\$0	\$0
Riverside	8,881		\$333	\$333



Municipality	Population (2014 Census)	Waived or Reduced	FY 2019 Dues	FY 2020 Dues (Unchanged from FY 2019)
Riverwoods	3,659		\$137	\$137
Robbins	5,480	waived (economic)	\$0	\$0
Rockdale	1,957		\$73	\$73
Rolling Meadows	24,279		\$909	\$909
Romeoville	39,679		\$1,486	\$1,486
Roselle	23,030		\$862	\$862
Rosemont	4,226		\$158	\$158
Round Lake	18,536		\$694	\$694
Round Lake Beach	28,012		\$1,049	\$1,049
Round Lake Heights	2,734		\$102	\$102
Round Lake Park	7,371	reduced (economic)	\$138	\$138
Sandwich	7,410		\$277	\$277
Sauk Village	10,545	waived (economic)	\$0	\$0
Schaumburg	74,896		\$2,804	\$2,804
Schiller Park	11,857		\$444	\$444
Shorewood	16,569		\$620	\$620
Skokie	65,112		\$2,438	\$2,438
Sleepy Hollow	3,340		\$125	\$125
South Barrington	4,822		\$181	\$181
South Chicago Heights	4,157		\$156	\$156
South Elgin	22,226		\$832	832
South Holland	22,144		\$829	\$829
Spring Grove	5,725		\$214	\$214
St. Charles	33,387		\$1,250	\$1250
Steger	9,557	reduced (economic)	\$179	\$179
Stickney	6,818		\$255	\$255
Stone Park	4,957	reduced (economic)	\$93	\$93
Streamwood	40,345		\$1,511	\$1,511
Sugar Grove	9,192		\$344	\$344
Summit	11,447		\$429	\$429
Symerton	89	waived (size)	\$0	\$0
Third Lake	1,194		\$45	\$45
Thornton	2,401		\$90	\$90
Tinley Park	57,280		\$2,145	\$2,145
Tower Lakes	1,264		\$47	\$47
Trout Valley	530	waived (size)	\$0	\$0
Union	562	waived (size)	\$0	\$0



Municipality	Population (2014 Census)	Waived or Reduced	FY 2019 Dues	FY 2020 Dues (Unchanged from FY 2019)
University Park	7,095		\$266	\$266
Vernon Hills	25,911		\$970	\$970
Villa Park	22,038		\$825	\$825
Virgil	336	waived (size)	\$0	\$0
Volo	3,870		\$145	\$145
Wadsworth	3,759		\$141	\$141
Warrenville	13,336		\$499	\$499
Wauconda	13,896		\$520	\$520
Waukegan	88,915		\$3,329	\$3,329
Wayne	2,442		\$91	\$91
West Chicago	27,507		\$1,030	\$1,030
West Dundee	7,391		\$277	\$277
Westchester	16,807		\$629	\$629
Western Springs	13,284		\$497	\$497
Westmont	24,963		\$935	\$935
Wheaton	53,644		\$2,008	\$2,008
Wheeling	38,010		\$1,423	\$1,423
Willow Springs	5,709		\$214	\$214
Willowbrook	8,631		\$323	\$323
Wilmette	27,446		\$1,028	\$1,028
Wilmington	5,712		\$214	\$214
Winfield	9,569		\$358	\$358
Winnetka	12,490		\$468	\$468
Winthrop Harbor	6,730		\$252	\$252
Wonder Lake	3,944		\$148	\$148
Wood Dale	13,945		\$522	\$522
Woodridge	33,378		\$1,250	\$1,250
Woodstock	25,178		\$943	\$943
Worth	10,838		\$406	\$406
Yorkville	18,096		\$678	\$678
Zion	24,264		\$908	\$908



APPENDIX B: Category and Line Item Definition

Personnel Object Codes

Regular Salaries. Includes expenditures to all permanent CMAP employees paid on a bi-weekly basis for the entire budget year. Includes both full time and part time employees.

Medicare – ER Contribution. Includes all payments made to the IRS by CMAP for the employer share of Medicare taxes related to payroll costs paid.

FICA – ER Contribution. Includes all payments made to the IRS by CMAP for the employer share of Federal Insurance Contributions Act (FICA) taxes related to payroll costs paid.

Retirement – ER Contribution. Includes all payments made to the Illinois Municipal Retirement System Fund (IMRF) and the State Employee Retirement System Fund (SERS) for the employer share of pension costs. These payments are a percentage of salary costs for all regular employees covered under the pension plan.

Life Insurance – ER Contribution. Includes the employer share of life insurance benefits paid for all regular employees.

Medical/Dental/Vision – ER Contribution. Includes the employer share of medical, dental and vision insurance benefits paid for all regular employees.

Other Benefits – ER Contribution. Includes any other miscellaneous employer paid costs related to employee benefits provided. An example of this type of costs would be administrative fees paid to the financial services company that monitors the International City/County Management Association (ICMA) accounts or the firm that processes the employee flexible spending accounts.

Commodities Object Codes

Commodities are supplies, materials, and articles which are consumed during their use or are materially altered when used. These items have a unit cost under \$3,000, a limited life, and are not subject to depreciation. Commodities are materials and supplies purchased by CMAP for use by CMAP employees.

General Supplies. Includes supplies used in the break room and at various coffee stations throughout the CMAP office. This includes coffee, tea, sugar/sugar substitutes, paper supplies, and cleaning supplies.

Publications. Includes the costs of books, subscriptions, journals, newspapers, etc.



Software – Small Value. Purchase of computer software that has a unit cost of under \$3,000 in value.

Equipment – Small Value. Includes office machines, furnishings and equipment with a unit cost under \$3,000; such as, adding machines, printers, calculators, computers, etc.

Data Acquisition. This object code is used for the acquisition of data sets used by CMAP staff in the completion of the work.

Office Supplies. Includes supplies and materials necessary for the general operation of the CMAP office; such as, pens, pencils, folders, files, adding machine paper and ribbons. These would be items ordered by the administrative assistance team from the office supply catalogs.

Copy Room Supplies. Includes the purchase of paper, toner, ink used in the operations of the copy room and the related copy machines.

Professional Services Object Codes

Contractual services are expenditures for services performed by non-employees which are required by a division or the board in the execution of its assigned function. Contractual services are further broken down into three sections: Professional Services; General Operating; and Rent/Utilities. These are described below in detail.

Professional services are expenditures for services performed by non-employees which are required by CMAP to carry out its function. Included under this category of object codes will be consulting contracts, professional services, audit services, etc.

The Office Equipment Maintenance object code refers to those contractual services which tend to preserve or restore the original value of real or personal property but which do not increase the original value. This includes any parts or materials used by the vendor in the course of the repair or maintenance activity.

Audit Services. Includes charges for the performance of the annual CMAP audit.

Office Equipment Leases. Includes the rental of office and data processing equipment used in the CMAP offices.

Software Maintenance/Licenses. Includes payments for software maintenance and the purchase of licenses for software used by CMAP.

Fiscal Management Maintenance/Licenses. Includes payments for the maintenance and licenses related to the use of the fiscal management software used by CMAP.

Professional Services. This object code is for contracts with various vendors who provide professional services to CMAP and are located in the CMAP offices.



Consulting Services. This object code is for contracts entered into with vendors to provide consulting services to CMAP staff.

Office Equipment Maintenance. Includes service charges associated with the repair and maintenance of office equipment and machinery used by CMAP.

Web-based Software Licenses. This object code is for the purchase and renewal of licenses of web-based software used by CMAP staff.

General Operating Object Codes

General operating expenses include payments for services provided to CMAP in the normal operations of a business. These include postage, meeting expenses, memberships, conferences, etc. Employee travel reimbursements are also under this category of expenditure including both in-region and out-of-region travel and related training expenses. These object codes are not to be used for the purchase of tangible items. Direct purchases of tangible items are charged to the proper commodity or capital object code.

Workers' Compensation Insurance. This object code is for premiums and/or related workers' compensation expenses.

Unemployment Compensation. This object code is for premiums and/or claims for the payment of unemployment related costs as billed by the State of Illinois.

Staff Association Memberships. Includes payments for dues and memberships to professional organizations by individual CMAP staff members. This is limited to a maximum of \$250 per year at the discretion of the employee's deputy executive director.

CMAP Association Memberships. Includes the payment of dues and memberships to professional organizations for the agency; these are not individual memberships.

Postage/Postal Services. Includes stamps, stamped envelopes, stamped postal cards, postage meter settings, postal permit deposits, and charges for couriers such as FedEx, UPS, etc.

Storage. Includes payment of monthly fees for the use of off-site facilities for the storage of CMAP materials and documents and remote IT servers.

Moving Expenses. Includes the payment of fees incurred for the moving of CMAP materials and equipment from one location to another.

Legal/Bid Notices. Include costs related to the posting of required legal and/or bid notices.

Miscellaneous. This object code will be used for various operating costs incurred that do not meet the definition of any other operating cost object code.

Meeting Expenses. This object code will be used for expenses incurred to conduct various meeting held by CMAP.



Recruitment Expenses. Includes the costs related to the recruitment of CMAP staff, such as posting of employment ads, job fair costs, etc.

General Insurance. This object code is for premiums and/or related liability insurance expenses paid by CMAP.

Legal Services. Includes payments to attorneys or law firms for services rendered to CMAP.

Printing Services. Includes printing services, microfilm services, photographic services and survey maps prepared by non-employees.

Bank Service Fees. This object code is used to record service fees paid related to CMAP's checking accounts and merchant service fees charged by credit card companies for the collection of payments made to CMAP.

Conference Registrations. This object code is for the payment of registration fees for attendance at conferences by CMAP staff and board members.

Training and Education Reimbursement. Includes payments made to employees for tuition reimbursement or non-credit classes taken at the discretion of their deputy executive director. Related covered expenses such as books and/or fees would also be paid from this object code.

Travel Expenses. Includes all expenses related to both in and out of region travel by CMAP staff and board members; such as, hotel, mileage, car rental, per diem, gas, tolls, parking, etc. Amounts requested for reimbursement must be in compliance with the CMAP travel policy.

Rent/Office Maintenance Object Codes

Rent/office maintenance expenses include payment of utility costs, real estate taxes, lease, telephone charges, monthly parking fees related to the leases, and office maintenance provided by the building operations, covering all costs paid by CMAP to occupy the physical office space.

Office Maintenance. Includes all office maintenance costs billed to CMAP by the landlord. This would include replacement of light bulbs, repair work completed, employee access cards, office construction/remodeling performed by the landlord, etc.

Rent. Includes the monthly rental fee for the office space occupied in the Willis Tower.

Telecommunications. Includes all payments made to vendors for telecommunication monthly charges, such as payments made to Verizon, AT&T, etc.

Utilities. Includes all payments made to vendors for the various utility costs; such as, electricity, heat, water, etc.



Capital Object Codes

Capital expenses include payments for the acquisition, replacement or substantial increase in value of assets that are not expendable in first use, with a life expectancy exceeding one year, subject to depreciation and with a unit cost greater than \$3,000. Capital object codes should be charged with any freight or delivery costs incidental to delivering these items to CMAP.



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The Chicago Metropolitan Agency for Planning (CMAP) is our region's comprehensive planning organization. The agency and its partners developed and are now implementing ON TO 2050, a new long-range plan to help the seven counties and 284 communities of northeastern Illinois implement strategies that address transportation, housing, economic development, open space, the environment, and other quality-of-life issues. See www.cmap.illinois.gov for more information.