



Chicago Metropolitan
Agency for Planning

DRAFT
Fiscal Year 2015
Comprehensive Budget

May 2014

CMAP Board Members

Executive Committee

Gerald Bennett, chair
Rita Athas, vice chair
Elliott Hartstein, vice chair
Al Larson, at-large member
Raul Raymundo, at-large member
Rae Rupp Srch, at-large member

City of Chicago Appointments

Rita Athas, senior advisor, World Business Chicago
Frank Beal, executive director, Metropolis Strategies
Lisa Laws, deputy chief operating officer, City of Chicago
Andrew Madigan, managing director, Mesirow Financial
Raul Raymundo, chief executive officer, Resurrection Project

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)
William Rodeghier, president, Western Springs (West Cook)
Peter Silvestri, commissioner, Cook County Board (Suburban Cook)

Collar County Appointments

Roger Claar, mayor, Bolingbrook (Will)
Elliott Hartstein, former president, Buffalo Grove (Lake)
Rae Rupp Srch, former president, Villa Park (DuPage)
Carolyn Schofield, member, McHenry County Board (McHenry)
Thomas Weisner, mayor, Aurora (Kane/Kendall)

Non-voting Members

Andre Ashmore, senior advisor to the director, Illinois Department of Commerce and Economic Opportunity (Governor's appointee)
Sean O'Shea, deputy chief of staff, Governor of the State of Illinois (Governor's appointee)
Leanne Redden, acting executive director, Regional Transportation Authority (MPO Policy Committee)

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SECTION 1: OVERVIEW

Introduction

This document is the Chicago Metropolitan Agency for Planning's (CMAP) comprehensive activity document for Fiscal Year 2015. The program budget reflects the agency's activities and outcomes for FY 2015. It is a detail of the projects, staff, products and key dates, and anticipated contracts.

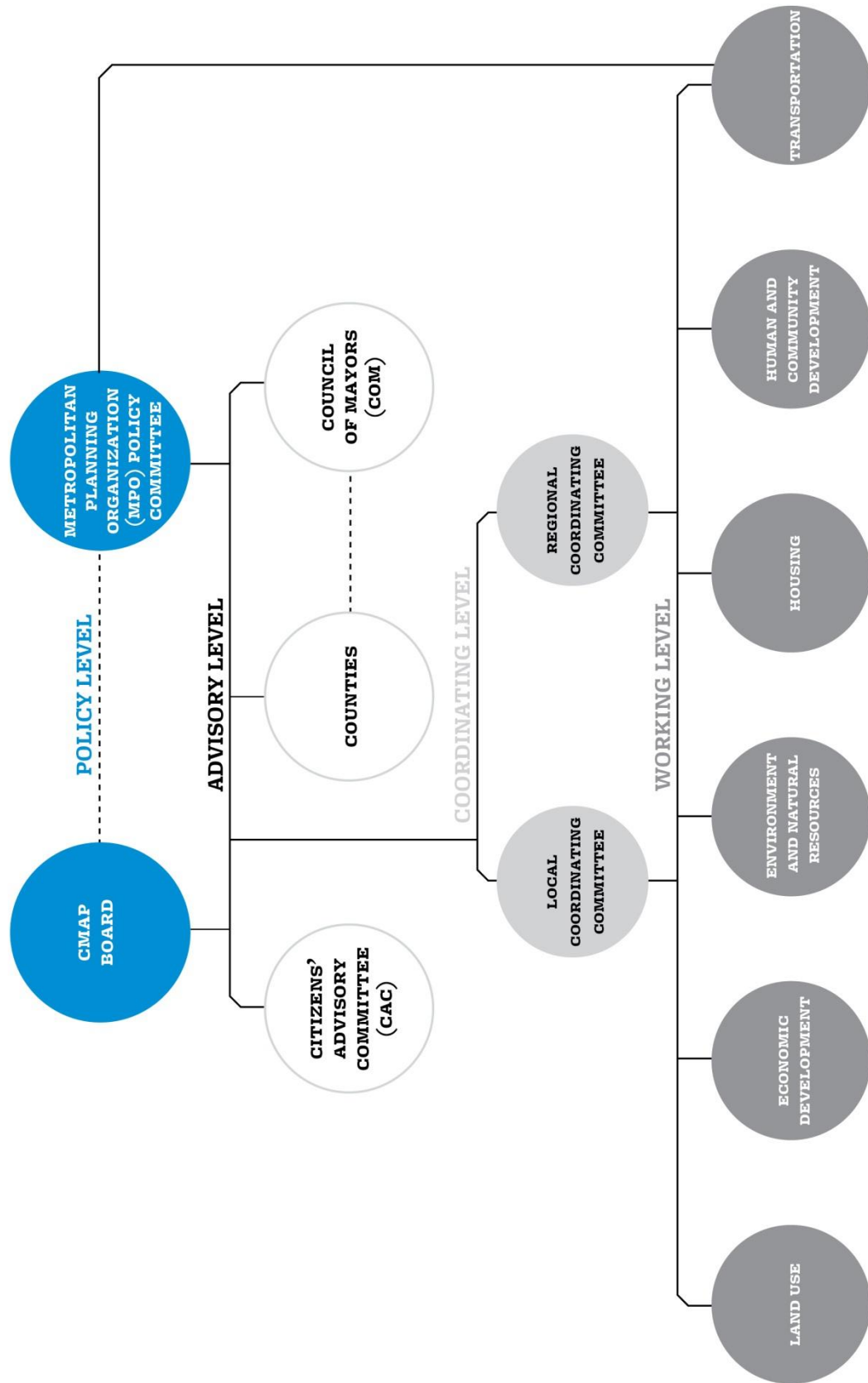
About CMAP

The Chicago Metropolitan Agency for Planning (CMAP) is the official regional planning organization for the northeastern Illinois counties of Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will. CMAP developed and now leads the implementation of GO TO 2040, metropolitan Chicago's first comprehensive regional plan in more than 100 years. To address anticipated population growth of more than 2 million new residents, GO TO 2040 establishes coordinated strategies that help the region's 284 communities address transportation, housing, economic development, open space, the environment, and other quality-of-life issues. See www.cmap.illinois.gov for more information.

CMAP operates under authorizing legislation known as Public Act 095-0677. The CMAP Board's membership reflects the regional consensus that led to the creation of CMAP, featuring balanced representation from across the counties of Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will. (The CMAP planning area also includes Aux Sable Township in Grundy County.) The board is chaired by Gerald Bennett, mayor of Palos Hills.

The agency committee structure is comprised of policy, advisory, coordinating, and working levels that play integral roles in these planning processes.





Staff

The executive director for CMAP is Randy Blankenhorn. The FY 2015 budget reflects total staffing level that changes from 103.5 in the approved FY 2014 budget to 100.5 full-time positions. The proposed budget reflects the reduction of 3 positions. The staffing level in FY 2014 included the core operations budget at 94.5 and two competitive Federal Grants received by CMAP. The U.S. Department of Housing and Urban Development (HUD) grant was received in 2010 and ended in January, 2014 and the U.S. Department of Energy (DOE) grant for the Energy Impact Illinois (EI2) initially was to end in November, 2014. In FY 2014, 7.9 positions were funded through HUD grant and 1.1 positions were funded through the DOE grant. A small portion (.1 of a full time position) of one of the DOE positions will continue to provide administrative responsibilities to end the grant in November, 2014.

In addition, internships are provided in various areas of the organization. The intern programs are coordinated with the University of Illinois, University of Chicago, Northern Illinois University and Northwestern University. CMAP administers the Phillip D. Peters Fellowship program to provide high quality work and learning experiences in regional planning for the Chicago metropolitan area to well qualified graduate students in urban and regional planning and related fields. Additionally, in FY 2015 we will have a year-long fellowship sponsored by Northwestern University.

A comprehensive classification structure has been developed for CMAP staff based on levels of responsibilities. Compensation for this structure is developed from 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.

A competitive benefits package is provided to the employees. The package includes a retirement program, Social Security, Medicare and health, dental and life insurances. Former state employees were offered the option to continue participation in the State Employees' Retirement System (SERS); all other eligible employees must participate in the Illinois Municipal Retirement Fund (IMRF). In FY 2014 the benefits package was 38.99% of salary; in FY 2015 the amount will decrease to 36.91% of salary. The required CMAP retirement contribution to SERS for FY 2015 will increase from 40.312% to 42.339% and IMRF contribution for 2015 will decrease from 14.32% to 12.02%.



Budget Overview

CMAP receives most of its funding from Federal and State grants. Table 1, Budget Overview for Core Activities, summarizes the core budgets for Actual FY 2013 (audited), Budgeted FY 2014 (adopted by Board in June 2013) and Proposed FY 2015 (anticipated adoption by Board in June 2014). Table 2 is the budget overview for the competitive federal grant. The competitive federal grant reflects the last six months of the U.S. Department of Energy grant for the Energy Impact Illinois (EI2).

TABLE 1: CMAP CORE ACTIVITIES

	Actual	Adopted	Proposed
	FY 2013	FY 2014	FY 2015
OPERATIONS			
Revenues			
Federal	11,520,494	12,266,400	12,797,305
State	2,801,848	3,455,287	3,492,614
Other Public Agencies	27,354	0	0
Foundations and Non-Public Agencies	115,000	0	68,750
Local Contributions	352,921	250,000	250,000
Reimbursements	456,955	328,500	35,800
Product Sales, Fees & Interest	45,503	26,700	30,000
Total Revenues	15,320,075	16,326,887	16,674,469
Expenditures			
Personnel	9,375,191	10,212,406	10,878,300
Commodities	422,274	473,500	545,719
Operating Expenses	350,137	459,900	515,350
Occupancy Expenses	1,556,719	1,611,000	1,642,400
Contractual Services	2,889,685	2,790,500	2,507,000
Local Planning Grant Match		288,000	140,000
Capital Outlay	326,683	270,000	325,000
Total Expenditures	14,920,689	16,105,306	16,553,769
NON-OPERATIONS (REVENUE AND EXPENDITURES)			
Pass Through Grants	4,033,125	4,961,270	5,634,270
In-Kind Service	1,062,393	1,039,269	1,476,769



TABLE 2: COMPETITIVE FEDERAL GRANTS

	Actual	Adopted	Projected
	FY 2013	FY 2014	FY 2015
Revenues			
US Department of Energy	1,971,008	1,547,000	65,200
US Housing and Urban Development Dept.	1,152,534	996,300	0
Total Revenues	3,123,542	2,543,300	65,200
OPERATIONAL			
Expenditures			
Personnel	1,188,829	767,200	13,200
Commodities	1,099	200	0
Operating Expenses	31,385	19,400	2,000
Contractual Services	495,187	457,000	50,000
Total Expenditures	1,716,500	1,243,800	65,200
NON-OPERATIONAL			
Pass Through Contracts	730,996	1,000,000	0
In-Kind Services	1,984,955	1,000,000	0
Total, Non-Operations Expenditures	2,715,951	2,000,000	0



Chart 1 reflects the percentage of the core operations revenue from each source and Chart 2 reflects the percentage of expenditures from each category for FY 2015. The charts do not include either the non-operations or the Competitive Federal Grants.

CHART 1: REVENUE FOR CORE ACTIVITIES, PROPOSED FY 2015

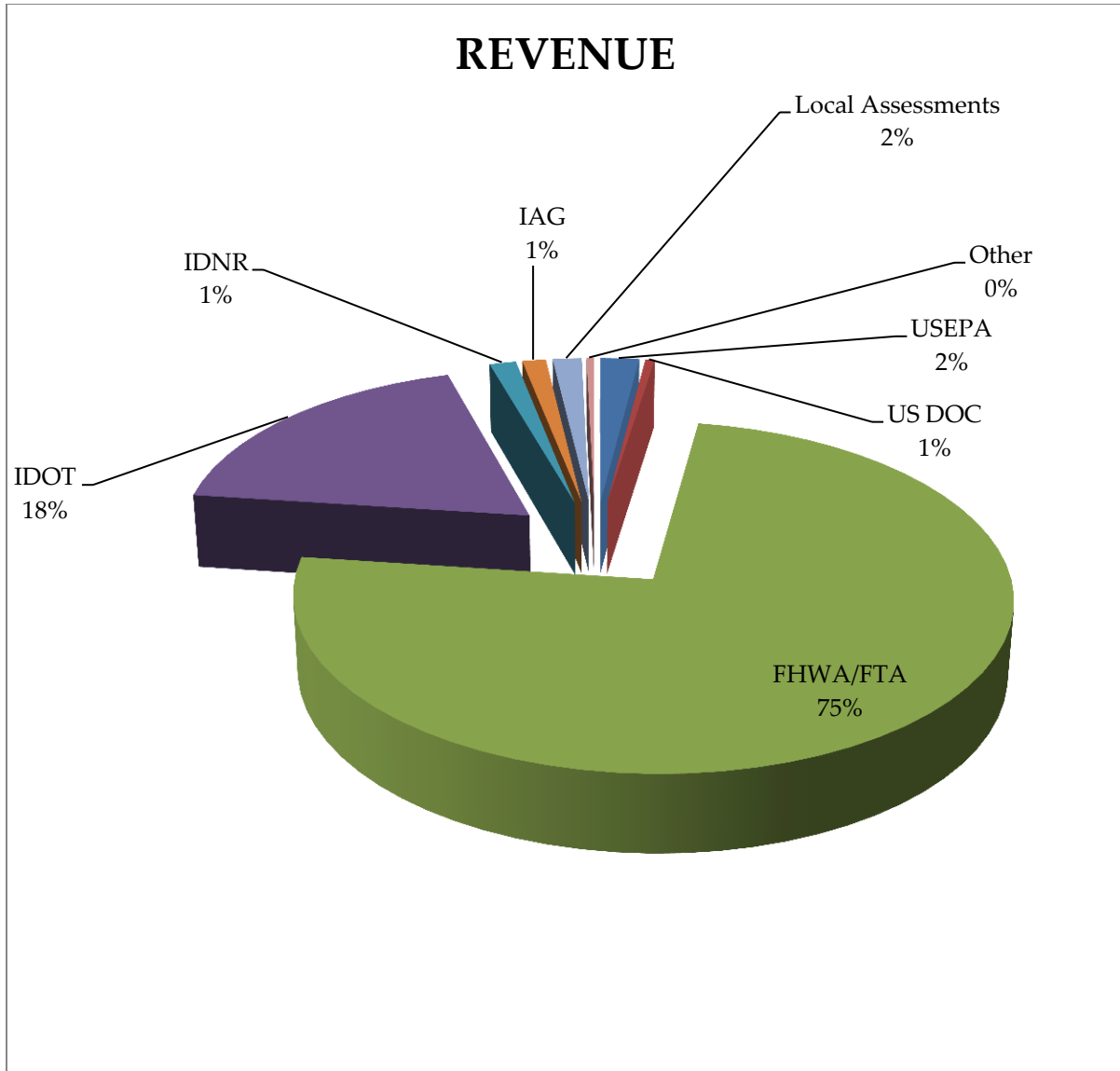
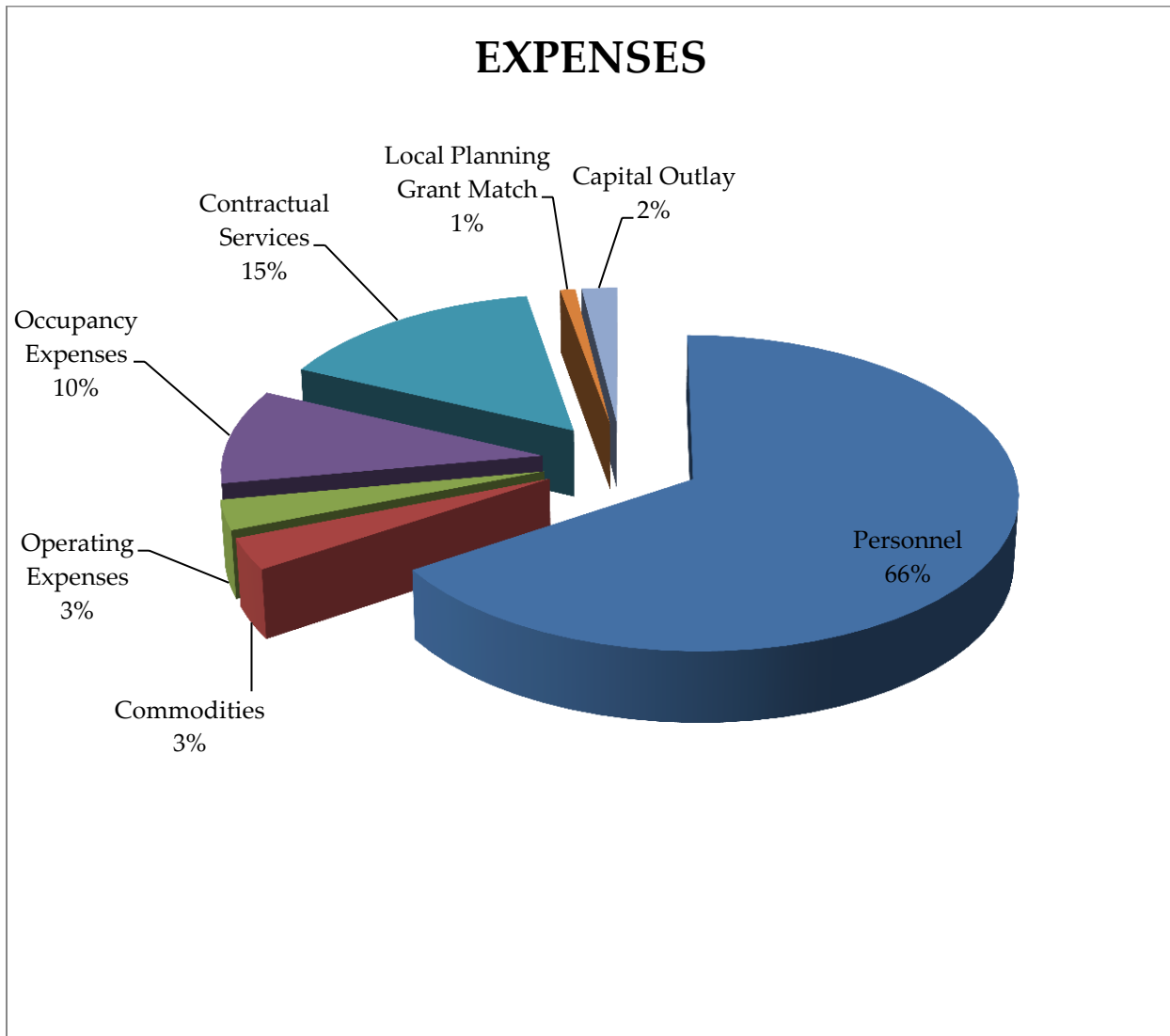


CHART 2: EXPENSES FOR CORE ACTIVITIES, PROPOSED FOR FY 2015



SECTION 2: BUDGET COMPONENTS

Revenue

The primary funding for CMAP is from the Unified Work Program (UWP) for transportation planning for northeastern Illinois programs with metropolitan planning funds from the Federal Transit Administration (FTA), the Federal Highway Administration (FHWA) and state and local sources. The revenues identified for the FY 2015 UWP (Unified Work Program) funds were approved by the UWP Committee, Transportation Committee, Policy Committee and CMAP Board. Public Act 095-0677 initially provided funding for regional comprehensive planning across the state, of which \$3.5 million was allocated to CMAP through the Comprehensive Regional Planning Fund (CRPF). The CRPF allocation was designated as the matching funds for the federal transportation dollars, as well as supporting other planning activities. However, the CRPF was dissolved in 2011. The Governor's FY 2015 state budget proposes \$3.0 million in state transportation funds in lieu of funding for the CRPF.

The UWP funds are allocated for operating activities and for contractual services. IDOT requires the operating funds be expended during the fiscal year (the 2015 UWP funds are available from July 1, 2014 to June 30, 2015) and the contract funds be expended over a three-year period (from July 1, 2014 to June 30, 2017). The contract funds are budgeted in the fiscal year the services are anticipated. The FY 2015 CMAP budget reflects full expenditure of the 2015 UWP operating funds and partial expenditure of 2012, 2013, 2014 and 2015 UWP contract funds.

The state transportation funds over the last four years have provided the required matching funds for the federal UWP funds and approximately \$300,000 annually for other transportation related planning activities. During the last two years, all of the other funds for the related planning activities were used to provide resources to local governments through the Local Technical Assistance (LTA) Program. If the state transportation funds are provided at \$3.0 million, it will not fully meet the matching funds needed for the FY 2015 UWP grant and no additional funds will be available for the other activities.

Other federal revenue is received from U.S. Environmental Protection Agency (EPA), passed through the Illinois EPA (IEPA) for water quality management, watershed planning and other related projects. These funds are normally provided through multi-year grants. Funds not expended during the grant period revert to the funding agency. In addition, in 2014, the U.S. Department of Commerce issued a grant to support activities in the Economic Development.

During FY 2014, other state grants were received from the Illinois Department of Natural Resources (IDNR) and the Illinois Attorney General (IAG). The IDNR provided two grants; one for the continuation of water planning for the region and the other for coastal planning through the LTA program. The IAG grant is to mitigate the effects of Illinois' foreclosure crisis.



The revenue from local assessments and the product sales, fees and interest are considered the CMAP General Fund. The general funds are for activities which cannot be supported by the grants.

The following table reflects the revenue expected to be received during the fiscal year. Some of the revenue is received prior to expenditure; such as, 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; such as 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 is for those funds that are passed through to other organizations (primarily federal funds) and the in-kind match provided by those organizations. Examples would be the UWP Council of Mayors program and the IEPA projects. CMAP, as the MPO, administers all the FY 2015 UWP contracts, such as for the planning projects of the service boards and other government agencies.

TABLE 3: REVENUE DETAIL, CMAP CORE ACTIVITIES

	Actual	Adopted	Proposed
	FY 2013	FY 2014	FY 2015
OPERATIONS			
FEDERAL			
<u>U.S. Environmental Protection Agency</u>			
Grant through IEPA			
IEPA Water Quality Mgt.	167,608	142,400	145,600
IEPA VLMP	52,674	38,000	39,600
IEPA Boone Creek Watershed Plan	0	0	148,700
IEPA Watershed Plans	130,138	124,800	1,850
Total, US EPA	350,420	305,200	335,750
<u>U.S. Department of Commerce</u>			
EDA	0	0	80,100
<u>U.S. Department of Transportation</u>			
Grant through IDOT			
UWP - Operating	9,810,971	10,829,200	11,571,455
UWP - Contracts	1,359,103	1,132,000	810,000
Total, US DOT	11,170,074	11,961,200	12,381,455
Total, Federal	11,520,494	12,266,400	12,797,305
STATE			



	Actual	Adopted	Proposed
	FY 2013	FY 2014	FY 2015
<u>Illinois Department of Transportation</u>			
IDOT	2,801,848	3,455,287	3,059,864
<u>Illinois Department of Natural Resources</u>			
IDNR	0	0	228,450
<u>Illinois Attorney General</u>			
IAG	0	0	204,300
Total, State	2,801,848	3,455,287	3,492,614
OTHER PUBLIC AGENCIES			
Cook County	27,354	0	0
Total, Other Public Agencies	27,354	0	0
FOUNDATIONS AND NON-PUBLIC AGENCIES			
Chicago Community Trust	115,000	0	68,750
Total Foundations and Non-Public Agencies	115,000	0	68,750
LOCAL ASSESSMENTS	352,921	250,000	250,000
REIMBURSEMENTS			
Indirect Charge from Competitive Federal Grants	429,955	298,500	3,800
Metropolitan Mayor's Caucus	27,000	30,000	32,000
Total, Reimbursements	456,955	328,500	35,800
PRODUCT SALES, FEES AND INTEREST			
ArcView Training	11,550	8,000	10,000
Interest Income	1,638	1,500	2,000
Facility Planning Area Fees	9,870	8,000	4,000
Conference and Sponsors	7,006	1,000	4,000
Miscellaneous	15,439	8,200	10,000
Total, Product Sales, Fees and Interest	45,503	26,700	30,000
TOTAL REVENUES	15,320,075	16,326,887	16,674,469



	Actual	Adopted	Proposed
	FY 2013	FY 2014	FY 2015
NON-OPERATIONS			
PASS THROUGH			
UWP - Council of Mayors	1,328,802	1,384,270	1,384,270
UWP - CTA	990,856	600,000	700,000
UWP - City of Chicago	136,309	840,000	860,000
UWP - Metra	219,228	370,000	320,000
UWP - Pace	99,180	150,000	320,000
UWP - RTA	0	250,000	460,000
UWP - Lake County	112,490	0	500,000
UWP - Cook/DuPage Corridor	220,323	50,000	0
UWP - DuPage/Lake	156,360	0	0
UWP - DuPage County	0	0	80,000
UWP - McHenry County	58,617	25,000	0
UWP - Will County	125,291	40,000	300,000
UWP - Cook County	0	100,000	150,000
CMAP - Local Planning Grants	585,669	1,152,000	560,000
Total, Pass Through	4,033,125	4,961,270	5,634,270
IN-KIND SERVICE			
UWP - Council of Mayors	532,730	554,269	554,269
UWP - CTA	247,714	120,000	175,000
UWP - City of Chicago	34,077	168,000	215,000
UWP - Metra	54,807	74,000	80,000
UWP - Pace	24,795	30,000	80,000
UWP - RTA	0	50,000	115,000
UWP - Lake County	28,122	0	125,000
UWP - Cook/DuPage Corridor	55,081	10,000	0
UWP - DuPage/Lake	39,090	0	0
UWP - DuPage County	0	0	20,000
UWP - McHenry County	14,654	5,000	0
UWP - Will County	31,323	8,000	75,000
UWP - Cook County	0	20,000	37,500
Total, In-Kind Service	1,062,393	1,039,269	1,476,769



TABLE 4: REVENUE DETAIL, COMPETITIVE FEDERAL GRANT ACTIVITIES

	Actual	Adopted	Projected
	FY 2013	FY 2014	FY 2015
Revenues			
US Department of Energy	1,971,008	1,547,000	65,200
US Housing and Urban Development Dept.	1,152,534	996,300	0
Total Competitive Federal Grant Revenues	3,123,542	2,543,300	65,200



Budget and Work Program

The following tables reflect, line item by line item, the operations budget for FY 2015. The following table reflects only the core operations. The competitive federal grant is displayed under the Energy Impact Illinois Program. A description of the line items is in the Appendix.

TABLE 5: EXPENSE DETAIL, CMAP CORE ACTIVITIES

	Actual	Adopted	Proposed
	FY 2013	FY 2014	FY 2015
PERSONNEL			
Salaries	6,443,251	7,093,204	7,689,900
Retirement	1,376,274	1,340,105	1,330,400
FICA	372,568	430,949	461,300
Medicare	90,489	103,021	111,300
Health/Dental	831,643	923,127	935,400
Life	43,384	45,000	45,000
Education Reimbursement		37,000	40,000
Other Benefits	35,800	25,000	25,000
Interns	181,782	215,000	240,000
Total, Personnel	9,375,191	10,212,406	10,878,300
Authorized Personnel		94.5	100.4
COMMODITIES			
General Supplies	23,421	20,000	20,000
Publications	5,113	10,000	5,900
Software - Small Value	28,209	20,000	30,000
Equipment - Small Value	60,179	28,500	43,000
Furniture - Small Value	451	3,000	3,000
Data Acquisition	267,251	340,000	400,000
Office Supplies	20,520	32,000	23,819
Copy Room Supplies	17,130	20,000	20,000
Total, Commodities	422,274	473,500	545,719
OPERATING EXPENSES			
Workers' Compensation Insurance	24,322	25,000	25,000
Unemployment Compensation	6,422	25,000	25,000
Staff Assoc. Membership	3,442	12,100	11,700
CMAP Assoc. Membership	24,438	30,500	30,700
Postage/Postal Services	22,284	28,300	32,000
Storage	5,093	5,000	5,000
Legal/Bid Notices	1,641	0	0
Miscellaneous	8,559	14,200	13,000
Meeting Expenses	14,899	18,900	8,700



	Actual	Adopted	Proposed
	FY 2013	FY 2014	FY 2015
Recruitment Expenses	2,753	4,000	2,000
General Insurance	32,812	35,000	35,000
Legal Services	23,375	15,000	35,000
Printing Services	49,690	46,200	87,900
Bank Service Fees	2,860	3,000	3,000
Conference Registrations	16,797	30,900	24,900
Refunds	3,991		
Training	21,463	41,400	35,300
Travel Expenses	85,296	125,400	141,150
Total, Operating Expenses	350,137	459,900	515,350
OCCUPANCY EXPENSES			
Office Maintenance	5,945	12,000	12,000
Rent	1,426,731	1,486,000	1,520,400
Telecommunications	61,024	53,000	50,000
Utilities	63,019	60,000	60,000
Total, Occupancy Expenses	1,556,719	1,611,000	1,642,400
CONTRACTUAL SERVICES			
Audit Services	31,225	37,000	37,000
Office Equipment Leases	1,332	2,000	2,000
Software Maintenance/Licenses	309,145	343,000	356,000
Fiscal Mgt. Maintenance/Licenses	36,965	40,000	40,000
Professional Services	582,980	542,000	540,000
Consulting Services	1,823,088	1,694,500	1,379,000
Office Equipment Maintenance	97,921	125,000	130,000
Co-Location Hosting Services	7,029	7,000	23,000
Total, Contractual Services	2,889,685	2,790,500	2,507,000
LOCAL PLANNING GRANTS			
Community Planning Grant Match		288,000	140,000
Total, Local Government Grants	288,000	288,000	190,000
CAPITAL OUTLAY			
Equipment - Capital	305,418	120,000	180,000
Construction - Capital	14,502	100,000	95,000
Software - Capital	6,763	50,000	50,000
Total, Capital Outlay	326,683	270,000	325,000
TOTAL	15,208,689	16,105,306	16,603,769



Following are the program areas for FY 2015. Under each program is the work plan, then the budget detail and contract descriptions. The work plan was developed to reflect the agency's activities and outcomes for FY 2015. It is a detail of the projects, staff, products and key dates and anticipated contracts. The budget has been developed to assure that the work plan activities are supported with staff, operating costs, and consultant services.



LOCAL PLANNING PROGRAM

Program Oversight: Bob Dean

GO TO 2040 supports the efforts of local governments to improve livability within their communities and to encourage a future pattern of more compact, mixed-use development that focuses growth where transportation infrastructure already exists. The plan recommends that local governments pursue opportunities for development of this type, while recognizing that the interpretation and application of these concepts will vary by community.

AREA 1: REGIONAL TECHNICAL ASSISTANCE

Program Manager: Andrew Williams-Clark

Regional technical assistance includes projects that are conducted at a regional level, rather than working with an individual community. Projects in this area have a broad, region-wide audience

Online Case Study Library

Project Manager: Lindsay Bayley

Team: Project managers of completed LTA projects

Description: This project collects positive case studies from around the region of local governments advancing GO TO 2040 through plans, ordinances, and other regulations. These are organized in a searchable online format. Work in FY 15 will involve maintaining the library and promoting its use.

Products and Key Dates: Maintenance of existing case studies (ongoing).

Municipal Survey

Project Manager: Drew Williams-Clark

Team: interns

Description: This project will conduct a biennial survey of municipalities across the region to understand the degree to which policies recommended in GO TO 2040 are implemented at the local level. Survey analysis will also be used to determine local government demand for toolkits, LTA project types, and educational opportunities. The next survey will be conducted during spring-summer 2014, and the initiation of the survey was already begun in FY 14. The FY 15 work plan includes analysis and summary of the survey results.

Products and Key Dates: Summary of municipal survey results (fall 2014).



Model Toolkits and Ordinances

Project Manager: Drew Williams-Clark

Team: Beck, Ihnchak, Navota, O'Neal, K. Smith, Zwiebach

Description: This project will prepare model planning approaches on topics of interest to local communities and planners. These include ordinances, other regulations, or treatment of other planning issues. Topics addressed in FY 15 were identified based on past municipal survey results and committee feedback, and include sustainability plans, conservation design, complete streets, and aging in place. Fair housing was also identified, but the ability to pursue this topic depends on securing outside funding. Four of these (all but fair housing) were initiated in FY 14, with completion scheduled in FY 15. Once models are produced, CMAP will work with several communities to implement the ordinance locally (covered in more detail in the LTA section). Also in FY 15, topics for model toolkits in FY 16 will be identified based on the municipal survey and stakeholder input.

Products and Key Dates: Completion of four toolkit or model ordinances on topics of interest. Identification of new model toolkits and ordinances for FY 16 (spring 2015).

Planning Commissioner Workshops

Project Manager: Erin Aleman

Team: Ambriz, Olson

Description: A series of training workshops for Planning Commissioners will be provided, covering issues such as the importance of updating the comprehensive plan, consistency of local ordinances, legal issues in planning, and placing local land use decisions within a regional context. These will be coordinated with APA-IL, COGs, and other relevant groups. Each workshop will be hosted by a single municipal Planning Commission, with invitations to other nearby communities. The workshops will be targeted to communities recently completing CMAP-led technical assistance projects. In FY 15, expansion of these types of trainings beyond Planning Commissions to include municipal elected officials or other community members will also be examined, and the effectiveness of the current workshop format will be evaluated.

Products and Key Dates: Eight Planning Commissioner workshops, held throughout year (approximately two per quarter). Evaluate current program effectiveness, and investigate and develop strategy for expanding training workshops beyond Planning Commissioners (fall 2014).

AREA 2: LOCAL TECHNICAL ASSISTANCE

Program Manager: Bob Dean

The Local Technical Assistance (LTA) program involves working directly with a community or group of communities on a product that is customized for their use. Projects in this area have a specific audience and are geographically limited. New projects are added to the LTA program



each October. The projects that were currently underway or committed (and the project manager for each) at the beginning of FY 15 include:

- Algonquin-Carpentersville river corridor study (Daly)
- Alsip zoning ordinance analysis (Seid)
- Arlington Heights bicycle and pedestrian plan (O'Neal)
- Barrington area bicycle and pedestrian plan (Pfingston)
- Bensenville comprehensive plan (Shenbaga)
- Berwyn capital improvements plan (Dean)
- Berwyn parking study (Bayley)
- Berwyn zoning ordinance update (Ihnchak)
- Calumet City comprehensive plan (Pfingston)
- Campton Hills zoning ordinance update (Ihnchak)
- Carol Stream comprehensive plan (Woods)
- Chicago Heights comprehensive plan (Smith)
- Chinatown (Chicago) neighborhood plan (Ostrander)
- Cicero comprehensive plan (Burch)
- Cook County consolidated plan / CEDS (Burch)
- Crete comprehensive plan (Pfingston)
- Crystal Lake transportation plan (Beck)
- Des Plaines neighborhood plan (Vallecillos)
- Dixmoor planning prioritization report (Gershman)
- DuPage County sustainability plan (Yeung)
- DuPage County/Addison Homes for a Changing Region study (Smith)
- DuPage County/Hanover Park Homes for a Changing Region study (Williams-Clark)
- Elmwood Park zoning ordinance analysis (Ihnchak)
- Evanston bicycle and pedestrian plan (Pfingston)
- Franklin Park comprehensive plan (Woods)
- Franklin Park industrial areas plan (Woods)
- Glenview natural resources plan (Daly)
- Governors State University green infrastructure plan (TBD)
- Harvard comprehensive plan (Panella)
- Hinsdale parking study (Bayley)
- Joliet corridor study (Ostrander)
- Kane County health impact assessment (Ostrander)
- Kane County local food study (Gershman)
- Kane County transit plan implementation (Dick)
- Kane County/Geneva Homes for a Changing Region study (Williams-Clark)
- Kedzie Avenue (Chicago) corridor plan (Robinson)
- Lake County IL 53/120 corridor plan (Navota)
- Lake County sustainability plan (Ihnchak)
- Lake County/Round Lake Homes for a Changing Region study (Ostrander)
- Lan-Oak Park District master plan (Dick)
- Lansing comprehensive plan (Shenbaga)
- Lyons comprehensive plan (Okoth)



- Morton Grove comprehensive plan (Woods)
- North Aurora comprehensive plan (Pfingston)
- North Chicago comprehensive plan (Seid)
- NWMC bicycle and pedestrian plan (Bayley)
- Olympia Fields subarea plan (Williams-Clark)
- Openlands local food policy study (Navota)
- Oswego-Montgomery-Yorkville shared services study (Yeung)
- Park Forest bicycle and pedestrian plan (Bayley)
- Park Forest zoning ordinance update (Ihnchak)
- Pilsen-Little Village (Chicago) neighborhood plan (Zwiebach)
- Pingree Grove comprehensive plan (Dick)
- Prospect Heights comprehensive plan (Pfingston)
- Richton Park comprehensive plan (Smith)
- Richton Park zoning ordinance update (Seid)
- Riverdale comprehensive plan (Aleman)
- Rosemont comprehensive plan (Shenbaga)
- South Elgin bicycle and pedestrian plan (O'Neal)
- South Elgin zoning ordinance (Seid)
- SSMMA complete streets plan (O'Neal)
- SSMMA workforce development plan (TBD)
- Summit comprehensive plan (Beck)
- UIC multimodal transportation plan (Bayley)
- Waukegan corridor plan (Ostrander)
- West Pullman (Chicago) corridor plan (Panella)
- Westchester comprehensive plan (Robinson)
- Westchester zoning ordinance (Ihnchak)
- Wicker Park-Bucktown parking study (Bayley)
- Will County brownfield inventory (Seid)
- Winthrop Harbor comprehensive plan (Shenbaga)
- Worth planning prioritization report (Ostrander)
- Zion comprehensive plan (Beck)

Program Administration and Monitoring

Project Manager: Drew Williams-Clark

Team: Aleman, Navota, Olson

Description: This work plan item includes overall administration and tracking of progress of the LTA program. The preparation of monthly reports on project progress is a key outcome of this work plan item. It also involves regular updates on project status, quarterly reviews of staff time expectations and contract expenditures, and providing reports on program progress as necessary.

Products and Key Dates: Monthly reports on progress of ongoing and upcoming projects (ongoing). The number of projects at various stages (initiated; 50% complete; 90% complete; 100% complete) will be tracked and reported quarterly.



Project Development and Scoping

Project Manager: Erin Aleman

Team: Bayley, Beck, Burch, Dick, Ihnchak, Navota, Ostrander, Shenbaga, K. Smith, Williams-Clark

Description: This work plan item includes the annual call for projects, application review, and project selection for the LTA program. These activities include close coordination with the RTA, follow-ups with applicants, and review of project applications with stakeholders and partners. It also includes activities following project selection; many LTA projects require significant further scoping before the most appropriate CMAP role can be determined. This work plan item includes meetings with project sponsors and key local stakeholders, research on relevant past activities in each community, and preparation of a proposed scope of work for CMAP's involvement in each project.

Products and Key Dates: Review of applications submitted and project prioritization (October 2014). Call for projects for following year (May 2015). Ongoing scoping of projects as they are submitted through new calls for projects (ongoing).

Management and Review of Staff-Led Projects

Project Manager: Jason Navota

Team: Entire Local Planning division, some involvement from other divisions

Description: Each LTA project is assigned a project manager who is responsible for the timely completion of the project. Project managers are responsible for conducting a large portion of the work required on their projects, as well as identifying needs for additional project support, outreach assistance, and partner coordination (described in the following several work plan items). This work plan item involves preparation and review of interim and final materials, including maintaining a high standard of quality for all documents produced.

Products and Key Dates: Completion of approximately twenty projects using direct staff assistance from CMAP and initiation of a similar number of additional projects (ongoing).

Management and Review of Consultant-Led Projects

Project Manager: Sam Shenbaga

Team: Olson, Pfingston, Williams-Clark, some involvement from other Local Planning staff

Description: This work plan item provides consultant assistance to local governments to support the preparation of comprehensive plans, sub-area plans and ordinance revisions to implement these plans, with a focus on linking land use and transportation. Activities during the year include development of RFPs, selection of consulting firms for each project, management of contracts, and oversight and evaluation of consultant work.



Products and Key Dates: Completion of approximately ten projects using grants or contracts and initiation of a similar number of additional projects (ongoing).

Project Implementation

Project Manager: Dan Olson

Team: Aleman, Dick, Ihnchak, Navota, Williams-Clark, LTA project managers

Description: Following completion of LTA projects, CMAP remains involved for two years to track project implementation and assist in appropriate ways. Involvement includes discussing implementation progress with the project sponsor on a quarterly basis, identifying appropriate activities for CMAP (such as providing trainings, assisting with grant applications, or reaching out to partner organizations) in the upcoming quarter, and providing regular updates on progress through the Board report. An implementation report on the LTA program which summarizes implementation progress and lessons learned to date will be released in fall 2014. Particular coordination with the Performance-Based Programming division will occur related to aligning infrastructure investment with LTA recommendations.

Products and Key Dates: Preparation and release of first formal LTA implementation report (fall 2014). Preparation of implementation updates for Board report (quarterly).

Outreach and Communications

Project Manager: Erin Aleman, Tom Garritano

Team: Gershman, Green, Lopez, Plagman, Reisinger, Robinson, K. Smith, Vallecillos

Description: Inclusive public engagement processes will be part of each LTA project undertaken. This work plan item includes the development and implementation of a public engagement process as part of each project. This project also includes media and legislative outreach during and after each LTA project.

Products and Key Dates: Initial Project Outreach Strategy (PROUST) for each project (ongoing). Final report on public engagement results for each local project (ongoing). Communications strategy for each project (ongoing). Legislative outreach for each project (ongoing).

Data and Mapping Support

Project Manager: Agata Dryla-Gaca

Team: Bayley, Drennan, Okoth, Panella, Pedersen, interns

Description: Provide customized data preparation, analysis and mapping support to LTA project managers. Data and analysis staff will be assigned to projects several months before they are initiated based on availability and needed skills. A set of guidelines for preparing



standardized LTA data and mapping products will ensure uniform quality control and streamline preparation of data and map products.

Products and Key Dates: Data and map products for each LTA project (ongoing).

Research and Analysis Technique Development

Project Manager: Drew Williams-Clark

Team: Burch, Loftus, Vernon, Yeung, others TBD

Description: This project will explore the use of more advanced analytical techniques as part of LTA projects, both as a way to strengthen individual projects and to test the use of different data sources and techniques which ultimately could be used for other purposes. Initial areas of exploration may include housing demand forecasting, water supply analysis, community resilience in terms of climate change adaptation, and transportation analysis.

Products and Key Dates: Incorporation of new analytical methods into individual LTA projects (ongoing). Reports on successes, challenges, and lessons learned for extrapolation to larger geographies (quarterly).

Partner Coordination

Project Manager: Erin Aleman

Team: Olson, Shenbaga

Description: The involvement of partner organizations including government, nongovernmental, and philanthropic groups is a central part of CMAP's approach to the LTA program. This work plan item includes identification of appropriate organizations to participate in local projects and coordination of the project processes to involve these organizations, as well as convening partners through working committees, technical assistance providers group, and other formal and informal committees. This project also includes the incorporation of non-traditional topics within LTA projects, such as health, arts and culture, workforce development, and others.

Products and Key Dates: Identification of appropriate partner organizations and roles for each LTA project (ongoing). Presentation of LTA projects to relevant CMAP working committees (ongoing). Regular updates to transit agencies and other relevant stakeholders (monthly). Periodic meetings of the technical assistance providers group (quarterly).

External Resource Development

Project Manager: Erin Aleman

Team: Navota, Olson, K. Smith, Williams-Clark, others as relevant to specific topics

Description: To cover a breadth of topics, CMAP will need to have access to funding resources beyond transportation sources. This project involves seeking external resources to support the



LTA program and CMAP's work in general, either through competitive applications to public sector (most commonly federal or state) programs or philanthropic organizations, or through cultivation of relationships with potential funders.

Products and Key Dates: Monitoring and evaluation of federal and state grant opportunities (ongoing). Periodic communication with philanthropic groups and other potential funders concerning the value of the LTA program (ongoing). Applications submitted in response to funding opportunities (as needed).

Program Coordination and Evaluation

Project Manager: Bob Dean

Team: Aleman, Dick, Dryla-Gaca, Ferguson, Ihnchak, Navota, Olson, Reisinger, Schuh, Shenbaga, Williams-Clark

Description: This involves overall coordination and oversight of the LTA program, including both staff-led projects and those pursued through contracts or grants. This project includes internal coordination with other departments and alignment of the LTA program with agency priorities. In FY 15, an element of this project is the preparation of a report evaluating the success of the LTA program to date and recommending program changes as necessary.

Products and Key Dates: Preparation of LTA evaluation report (fall 2014).

TABLE 6: BUDGET DETAIL, LOCAL PLANNING PROGRAM

	Local Planning	Community	IAG	IDNR	CCT	US DOC	IDOT	Total
	Support	Planning Program	Homes	Coastal	Coastal Match	EDA	EDA Match	
PERSONNEL								
Salaries	1,463,800		66,100	33,300	14,000	34,000	51,100	1,662,300
Retirement	191,200		8,700	4,400	1,800	4,500	6,700	217,300
FICA	91,500		4,100	2,100	900	2,100	3,200	103,900
Medicare	21,200		1,000	500	200	500	700	24,100
Health	152,000		9,900	2,900	1,200	4,700	5,800	176,500
Dental	11,400		900	200	100	400	400	13,400
Vision	2,600		100	100	0	100	100	3,000
Education Reimbursement	15,000							15,000
Interns	70,000							70,000
Total, Personnel	2,018,700	0	90,800	43,500	18,200	46,300	68,000	2,285,500
Employee PY	20.0		0.87	0.50	0.20	0.7	1.0	23
Indirect Charge	787,100	0	37,000		25,100	18,800	27,700	895,700
COMMODITIES								
Publications	1,500							1,500



	Local Planning	Community	IAG	IDNR	CCT	US DOC	IDOT	Total
	Support	Planning Program	Homes	Coastal	Coastal Match	EDA	EDA Match	
Office Supplies	500					0		500
Total, Commodities	2,000	0	0	0	0	0	0	2,000
OPERATING								
Staff Assoc. Membership	6,000					0		6,000
Postage/Postal Services	500							500
Miscellaneous	500	0				0		500
Meeting Expenses	500					0		500
Printing Services	10,000			50	50			10,100
Conference Registrations	6,000							6,000
Training	5,000							5,000
Travel Expenses	30,000	0	500	0	400	5,000		35,900
Total, Operating	58,500	0	500	50	450	5,000	0	64,500
CONTRACTUAL SERVICES								
Consulting Services	133,000		76,000	25,000	25,000	10,000	10,000	279,000
Total, Contractual Services	133,000	0	76,000	25,000	25,000	10,000	10,000	279,000
LOCAL PLANNING GRANTS								
Community Planning Grants		700,000				0		700,000
Total, Local Planning Grants	0	700,000	0	0	0	0	0	700,000
Total, Expenses	2,999,300	700,000	204,300	68,550	68,750	80,100	105,700	4,226,700
REVENUE								
UWP Operating - FY2015	2,299,440							2,299,440
UWP Contracts - FY 2015	100,000	0						100,000
Match - FY 2015	599,860	0						599,860
UWP Contracts - FY 2014		160,000						160,000
Match - FY 2014		40,000						40,000
UWP Contracts - FY 2012		400,000						400,000
Match - FY 2012		100,000						100,000
IAG			204,300					204,300
US EDA						80,100		80,100
IDNR				68,550				68,550
CCT					68,750			68,750
IDOT							105,700	105,700
Total, Revenue	2,999,300	700,000	204,300	68,550	68,750	80,100	105,700	4,226,700



TABLE 7: CONSULTANT SERVICES DETAIL, LOCAL PLANNING PROGRAM

PROPOSED SUBCONTRACTS	ESTIMATED AMOUNT	FUNDING SOURCE/STATUS
Community Planning Grant Program (Various)	700,000	UWP 2012, 2014 / Contract/ Competitive program conducted and Board approve awards.
LTA Assistance (Various)	133,000	UWP 2015 / Contract and Operating / Marketing, Illustrations, technical assistance
Metropolitan Mayor's Caucus	50,000	IAG / current contract
Metropolitan Planning Commission	26,000	IAG / current contract
Technical assistance	50,000	IDNR/CCT / Coastal Planning / to be awarded
Technical assistance	20,000	EDA/IDOT / Economic Development / to be awarded
TOTAL	979,000	



POLICY ANALYSIS AND DEVELOPMENT PROGRAM

Program Oversight: Jill Leary

GO TO 2040 addresses broad issues of governance and policy, which are equally as important as physical infrastructure to our region's future. The plan's approach in this area is to support activities that create a favorable policy environment for sustainable prosperity and regional job growth. The primary goal of this core program is to use the agency's vast data resources to generate robust analyses in subject areas aligning with GO TO 2040. Dissemination of this analysis provides the context for strategic coordination on policy with other organizations, including administrative and/or legislative action. This core program reflects agency priorities, ranging from transportation finance to economic innovation to state and local taxation to broader land use issues including housing and natural resource policies. The main activities include research and analysis, steering GO TO 2040 priorities through the agency's committee structure, legislative analysis, and coordination by CMAP staff with other organizations.

AREA 1: Regional Mobility

Federal and State Transportation Policy Analysis

Project Manager: Alex Beata

Team: Hollander, Murdock

Description: The current federal transportation authorization, MAP-21, will expire in September 2014. Despite a number of positive reforms, MAP-21 has not addressed sustainable funding, the need for a robust, multimodal freight program, or a performance-based approach to investment decisions. The State of Illinois faces similar challenges, given declining state resources, episodic state bond programs, and unclear methodologies for project prioritization. This project will continue CMAP's leadership role on these key issues.

Products and Key Dates: CMAP reauthorization principles (Fall 2014); Major Metro reauthorization principles (Fall 2014); ongoing research on federal and state transportation finance issues via issue briefs and the Policy Updates blog (ongoing).

Regional Freight Policy and Capital Prioritization

Project Manager: Alex Beata

Team: Murdock, Murtha

Description: The Regional Freight Leadership Task Force recommended to the CMAP Board that the agency include robust freight planning as an element of the next regional plan. Working through the Freight Committee, this project will establish a framework for that regional freight planning process. More specifically, this framework will provide policy guidance, identifying the types of projects to be considered in the freight planning process, as



well as preferred strategies and work types to be prioritized. This framework will not inventory data needs for the freight planning process, nor will it identify specific projects. This project team will work in close coordination with project managers from the performance-based programming area to align policy, planning, and programming approaches.

Products and Key Dates: Scope of work (July 2014), draft policy framework (September 2014), revised policy framework (November 2014), draft programming framework (January 2015), revised programming framework (March 2015), final policy and programming framework (May 2015)

Major Capital Projects Implementation

Project Manager: Jill Leary

Team: Blankenhorn, Bozic, Dean, Elam, Leary, Schmidt, Schuh, Wies

Description: While the primary transportation emphasis of GO TO 2040 is to maintain and modernize, the plan contains a handful of fiscally constrained major capital projects that will maximize regional benefits of mobility and economic development. Staff continues to follow an agency strategic plan (FY 14/15) for prioritizing opportunities to add value in project development. CMAP will deploy some resources, in coordination with state, regional, and local agencies and groups, to generate the data, information, policy analysis, and outreach to advance implementation of GO TO 2040's fiscally constrained priority projects. The implementation of congestion pricing will continue to be a major priority of this work.

Products and Key Dates: Monthly internal meetings and project updates (ongoing); other technical assistance and involvement with project planning as stipulated in the strategic plan (ongoing)

Green Infrastructure Vision

Project Manager: Louise Yeung

Team: Beck, Navota, Elam, consultant contract

Description: Last fiscal year, staff produced a report on recommended policy applications for the Green Infrastructure Vision (GIV), including its potential use for transportation project development, facility planning area review, municipal comprehensive plans, and land conservation. This year, staff will further develop the GIV to support local planning and transportation programming, and will support the effort of partners in Chicago Wilderness to apply the GIV to land conservation decisions and to prepare updates to the analysis behind the GIV. With consultant support, staff will prepare a report estimating the economic value of protecting the landscapes identified in the GIV, which could be used to build support for conservation efforts.



Products and Key Dates: Economic valuation report (January 2015).

AREA 2: Economy

Challenges and Opportunities in State and Regional Economic Development Policy

Project Manager: Lindsay Hollander

Team: Murdock, Peterson, Weil

Description: CMAP's two industry cluster drill down reports include a number of recommendations encouraging the reorientation of economic development policies and practices both regionally and statewide. A FY 14 Phase 1 report focused on analyzing best practices in state and regional economic development in the United States. The report's summary of best practices include: strategic planning to establish investment priorities, coordinated and streamlined programs, accessible information and evaluation of programs, and an outward facing metropolitan strategy. With these best practices in hand, Phase 2 now focuses on the challenges and opportunities of State of Illinois and metropolitan Chicago's economic development policies and procedures.

Products and Key Dates: Final report (November 2014).

Regional Housing and Development Analysis

Project Manager: Elizabeth Schuh

Team: Burch, Morck, Murdock, Z. Vernon

Description: GO TO 2040 emphasizes the need to coordinate planning for transportation, land use, and housing. This project will focus on continuing to enhance the agency's understanding of ongoing housing and land use change in the region and education on topics related to the interaction of land use, transportation, and economic competitiveness. In FY 15, staff will review prior analyses under this project and identify data to be updated annually as well as key topics for more in-depth analysis. Annual analyses will continue to cover trends such as building permits, housing diversity, housing tenure changes, and income trends. In-depth topic areas will build on recent policy analysis work and are likely to include demographics of differing housing types, regional industrial and commercial vacancy trends, and the relationship of housing diversity and economic competitiveness. In addition, there will be some integration of the analysis of regional development trends with work under the Regional Tax Policy Analysis project

Products and Key Dates: Proposal of annual update datasets and expanded topic areas for FY15 (August 2014); Analysis and policy blog updates on the impacts of housing and non-residential development change in the region (quarterly).



Regional Tax Policy Analysis

Project Manager: Lindsay Hollander

Team: Murdock

Description: This project supports CMAP's commitment to state and local tax policy reform through a series of analyses on the key issues affecting transportation, land use, economic development, and equity in northeastern Illinois. This project will also include ongoing outreach to CMAP partners on tax policy issues. The analysis and outreach will be used to develop an approach for defining and contextualizing the region's tax policy reform priorities. Topics are likely to include updated analysis of the effect of property tax classification, exploratory analysis of local revenue reliance compared to tax rates, an integration of tax policy analysis with the land use and development analysis being undertaken in Regional Housing and Development Analysis, and potential replacements for the motor fuel tax.

Products and Key Dates: The project will be executed as a series of four issue briefs or policy updates to be published in October, January, April, and June. Scopes for each piece will be delivered one month in advance (September, December, March, and May).

Freight and Manufacturing Clusters: Regional Policy Analysis

Project Manager: Elizabeth Schuh

Team: Morck, Murdock, B. Peterson, Vernon, Weil

Description: In this next fiscal year, CMAP will continue its focus on analyzing the specific infrastructure, workforce, and innovation challenges and opportunities in the freight and manufacturing clusters. Projects will include: 1) next steps on the implementation of the O'Hare Subregional Drill-Down report; 2) analysis of spatial mismatch between jobs and housing, where workers live, and policy implications for infrastructure and operations, affordable housing, and workforce development; 3) supply-chain analysis of key innovative industries inside these clusters to further examine supplier, customer, and support industries; 4) assessments of the current state of "incubators" and "accelerators" in the region, and their relevance to the freight and manufacturing clusters.

Products and Key Dates: Implementation approach to O'Hare subregional drill-down (July 2015); Analysis of data resources for jobs-housing report or blogs (August 2014); Final Jobs-Housing report or blog (December 2014); Incubator Analysis report or blogs (March 2015); Supply-chain analysis (June 2015).



Regional Economic Indicator Analysis

Project Manager: Simone Weil

Team: B. Peterson

Description: CMAP intends to play a greater role in collecting and analyzing data on regional economic indicators to keep our partners and the general public aware of the region's broad economic trends, especially related to our major industry clusters and the workforce and innovation recommendations of GO TO 2040. In FY 14, a larger set of primary and kindred indicators were prioritized in the GO TO 2040 Plan Update process. Staff will now focus on updating the data and delivering a set of analyses on why these indicators are important, how they compare to other metro areas, and public/private solutions to reversing downward trends.

Products and Key Dates: The project will be executed as a series of ongoing issue briefs or policy blogs.

Regional Equity Analysis

Project Manager: Andrew Williams-Clark

Team: Murdock, K. Smith

Description: CMAP has addressed certain aspects of equity in GO TO 2040 and, more recently, through the LTA program's Fair Housing and Equity Assessment. In a long range comprehensive planning process, it is appropriate for CMAP to revisit equity and define its relevance within a number of focus areas. This project will work to define equity, scan how other regions have incorporated equity into their long range plans, create initial indicators that cut across multiple categories such as transportation, housing, economic development, environmental justice, and tax policy, and identify major policy challenges and opportunities.

Products and Key Dates: Final Report (December 2014).

AREA 3: CMAP/MPO Committee Support and Legislative Strategy

State Legislative Strategy

Project Manager: Gordon Smith

Team: Allen, Maloney, Plagman, Weil, other policy staff

Description: Under this project, staff will monitor legislative activities at the Illinois General Assembly during regular and veto session and actions taken by the Governor, such as vetoes, executive orders, or other relevant announcements that impact our region. Staff will maintain relationships with key staff in the House, Senate, Governor's Office, other constitutional offices and state departments 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 provide an analysis of 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, and the CAC. Staff will often submit Policy Updates on relevant topics of interest.

Products and Key Dates: State Agenda (October 2013); Monthly Board Report, Final Legislative Report (June 2014), Veto Session Report (TBD), Policy Updates on state legislative issues (ongoing), Factsheets on GO TO 2040 priorities (as needed); Outreach Strategy Outline (as needed); Regional Legislative Briefings (June-July); Congressional Staff Briefings (TBD).

CMAP Operations Funding and Regional Infrastructure Fund

Project Manager: Blankenhorn

Team: Leary, Dowdle, Dean, Garritano, Smith

Description: Under this project, staff will develop a sustainable funding plan and implementation strategy that diversifies CMAP's resources for operating revenues that will match federal funds, allow some expansion of non-transportation activities, enhance the local technical assistance program and provide capital funding for infrastructure projects that have regional benefits. Staff will develop an action plan that leads to the development of legislation enabling these activities for the spring 2015 legislative session. Should support for this approach not be realized, staff will develop alternative means for diversifying CMAP revenues.

Products and Key Dates: Draft implementation strategy for Board review, build coalition of support, draft legislation (July through December 2014). Introduce legislation in the Illinois General Assembly (January-February 2015). Develop and present to Board alternative funding options should legislation not be successful (spring 2015).

Federal Legislative Strategy

Project Manager: Beata

Team: Kopec, Leary, Maloney, Murdock, other relevant staff

Description: Under this project, staff will monitor actions in the U.S. Congress and other relevant federal announcements that impact our region. Specific continuing areas of focus include reauthorization of the transportation legislation as well as other focus areas germane to CMAP's mission.

Products and Key Dates: Federal Agenda (January 2014); Policy Updates on federal legislative issues (ongoing).



CMAP and MPO Committee Support

Team: Kopec, Leary (policy committees); Dean, Maloney (coordinating committees); Aleman, Berry, tbd (advisory committees); Beck, Dixon, Ostrander, Plagman, Robinson, K. Smith (working committees)

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. With the adoption of GO TO 2040, committee focus has shifted from the planning process to implementation. 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 measure progress toward plan implementation on both staff work and efforts by outside implementers.

Products: Agendas, meeting minutes, and supporting materials (policy, coordinating, advisory, working levels); implement mechanism to collect and share information on GO TO 2040 implementation activities occurring throughout the region (working committee level) – quarterly.

TABLE 8: BUDGET DETAIL, POLICY ANALYSIS AND DEVELOPMENT PROGRAM

POLICY ANALYSIS	
PERSONNEL	
Salaries	1,240,000
Retirement	266,400
FICA	66,000
Medicare	18,000
Health	119,800
Dental	9,400
Vision	1,800
Education Reimbursement	5,000
Interns	20,000
Total, Personnel	1,746,400
Employee PY	13.0
Indirect Charge	700,600
COMMODITIES	
Publications	1,000
Office Supplies	500
Total, Commodities	1,500
OPERATING	
Staff Assoc. Membership	2,000
CMAP Assoc. Membership	25,000



POLICY ANALYSIS	
Postage/Postal Services	4,000
Miscellaneous	2,000
Legal Services	20,000
Printing Services	5,000
Meeting Expenses	500
Conference Registrations	9,000
Training	6,000
Travel Expenses	45,000
Total, Operating	118,500
CONTRACTUAL SERVICES	
Consulting Services	255,000
Total, Contractual Services	255,000
Total, Expenses	2,822,000
REVENUE	
UWP Operating - FY2015	2,053,600
UWP Contracts - FY 2015	60,000
Match - FY 2015	528,400
UWP Contracts - FY 2012	80,000
Match - FY 2012	20,000
General Fund	80,000
IDOT	0
Total, Revenue	2,822,000

TABLE 9: CONSULTANT SERVICES DETAIL, POLICY ANALYSIS AND DEVELOPMENT PROGRAM

PROPOSED SUBCONTRACTS	ESTIMATED AMOUNT	FUNDING SOURCE/STATUS
Federal Policy Analysis (Wilkison)	40,000	General Fund/Ongoing contract
State Policy Analysis	40,000	General Fund/ RFP to be developed, Board to approve contract
Comprehensive Freight Asset and Financing	100,000	UWP 2012/ RFP to be developed, Board to approve contract
Economic Impact	75,000	UWP 2015 – Contract/RFP to be developed, Board to approve contract
TOTAL	255,000	



PERFORMANCE-BASED PROGRAMMING PROGRAM

Program Oversight: Jesse Elam

Performance-based funding is a major transportation policy priority of GO TO 2040, and the “Invest Strategically in Transportation” chapter devotes an implementation action area section to “Finding Cost and Investment Efficiencies.” While the Plan also recommends new or innovative revenue sources, the larger emphasis is on making more cooperative, transparent, and prioritized decisions, using the best evaluation criteria possible. This core program carries out MPO programming functions (CMAQ, Transportation Alternatives) and refines the region’s capacity to evaluate the larger universe of transportation expenditures and needs in northeastern Illinois. It also carries out federal requirements related to performance measurement and the Congestion Management Process.

CMAQ and TAP Program Development

Project Manager: Doug Ferguson

Team: Schmidt, Murtha, Bozic, Patronskey, Frank, Elam

Description: The Congestion Mitigation and Air Quality Improvement program and Transportation Alternatives program are federal fund sources programmed by CMAP. A joint call for projects will be held for these two programs, following the new project scoring processes developed during the FY 14 work plan.

Products and Key Dates: Finalize project prioritization methodology (Fall 2014); call for projects (January 2015); committee engagement (spring 2015); staff program released for public comment (July 2015); MPO approval (October 2015).

Local Surface Transportation Program: a Summary of Programming Methods

Project Manager: Doug Ferguson

Team: New hire, Elam

Description: In the Chicago region, CMAP suballocates federal Surface Transportation Program (STP) funding through subregional councils of mayors (CoMs). CMAP passes STP funding through to the councils on the basis of total population and tracks their expenditures. Each council handles project selection and tracking differently. This project will catalog the methods used by each council and identify any areas where information resources developed by CMAP could be provided to the councils to aid their programming decisions. This project will also explore performance-based criteria by which to distribute federal funds from a future reauthorization.

Products and Key Dates: Report on STP-L programming methods (September 2014); presentation to councils and CoM Executive Committee (late fall 2014).



Summary of Transportation Agency Programming Methods

Project Manager: Ostdick, Beata

Team: New hire, Schmidt, Ferguson, Murtha, Berry, Elam

Description: One critical part of a shift toward performance-based programming is to fully understand the current basis of decision-making by transportation agencies that are part of the MPO. This project will use meetings with stakeholders and other methods to help document the approaches taken by the counties, transit agencies, IDOT, and CDOT to prioritizing transportation projects.

Products and Key Dates: Finalize scope (August 2014); Stakeholder focus group meetings and key person interviews (fall 2014); design and administration of survey (winter 2015); report to CMAP committees on results (June 2015).

Sketch Model Development for Programming Analysis

Project Manager: Wies

Team: Bozic, Frank, Murtha, N. Peterson, new hire, etc.

Description: The analytical deployment plan and CMAQ process review undertaken in FY 14 identified several enhancements needed to adequately analyze projects submitted for CMAP's grant programs. The focus of this work plan item is (1) development of an improved method for estimating bicycle travel demand for the CMAQ air quality analysis, (2) development of a general sketch model for estimating ridership from transit improvements, (3) development of a sketch model for estimating ridership response to vehicle and station improvements in particular, (4) development of a sketch technique for analyzing intersection performance, and (5) development of an approach to predict the change in travel time reliability from highway projects. These sketch models will likely have utility for CMAP's planning work beyond the CMAQ and TAP programs.

Products and Key Dates: Complete scope for transit sketch model (July 2014); Develop scope for bicycle analysis tool (September 2014); develop scope for sketch intersection performance tool (September 2014); complete prototype transit modernization sketch tool (October 2014); complete intersection performance sketch model (December 2014); develop bicycle analysis tool prototype (January 2015); develop general transit sketch tool prototype (February 2015); develop method for estimating change in highway travel time reliability (April 2015)

Performance Monitoring

Project Manager: Murtha

Team: Schmidt, Nicholas, Frank, Rodriguez

Description: This project oversees the diverse efforts undertaken at CMAP to monitor the performance of the transportation system, including ongoing data acquisition, processing, visualization, and updating of the performance measurement pages on the CMAP website. One



purpose is for basic performance tracking through a selection of transportation indicators (e.g., carpooling frequency, incident response time, etc.), while another is the continued refinement of the information used to guide project programming (e.g., transit asset condition, speed probe data for congestion, etc.) This project will also coordinate the ITS, signal, and parking databases for the agency as well as the summer data collection program.

Products and Key Dates: Draft list of indicators and measures intended for acquisition and processing in FY 14 (July 2014); finalize list (September 2014); carry out data acquisition and processing (ongoing).

Highway Needs Analysis and Improvement of Project Evaluation Methods

Project Manager: Bozic

Team: Elam, Heither, Murtha, Schmidt, Berry

Description: This project will continue FY 14 work done under Modeling and Analytical Deployment for Programming Analysis to develop (a) scoring procedures for a highway deficiency analysis and (b) methods for predicting the benefits of smaller scale highway projects. In addition, this project will also develop a detailed outline for a highway deficiency analysis to begin in FY 16, including resolution of the categories of deficiencies to consider, normal maintenance needs versus modernization/expansion, project types and cost thresholds for highway improvements to consider, and contracting needs. It will include an engagement process with highway agencies along with any alterations needed to the UWP process to accommodate closer cooperation with CMAP staff in planning. A proof of concept analysis will be carried out for an example area, likely a county.

Products and Key Dates: Draft outline of highway needs analysis (October 2014); selection of partner county (December 2014); complete proof of concept of highway needs analysis with recommendations on full implementation (June 2015).

Transit Needs Analysis and Improvement of Project Evaluation Methods

Project Manager: Elam

Team: New hire, Bozic, Heither, Murtha, Patronskey

Description: This project will continue FY 14 work done under Modeling and Analytical Deployment for Programming Analysis to develop scoring procedures for a transit deficiency analysis and methods of evaluating project benefits. This project will also develop a detailed scope of work for a transit deficiency analysis to begin in FY 16, including resolution of the categories of needs to consider, normal maintenance needs versus modernization/ expansion, project types and cost thresholds for improvements to consider, and an engagement process with the RTA/service boards.



Products and Key Dates: Draft outline of transit needs analysis (June 2015); complete proof of concept of transit needs analysis with recommendations on full implementation (FY 2016).

Linking Roadway and Transit Asset Condition to Expenditures

Project Manager: Lindsay Hollander

Team: Schmidt, Murtha, Ostdick, Dobbs, new hire

Description: A major policy issue for the region is the amount and type of expenditure needed to achieve acceptable roadway and transit asset conditions. This information is critical to help allocate the proper amount of capital funding to each program area (maintenance, modernization, and enhancement) and will help enable connecting the financial plan to the long-range plan's indicators for system condition. Software expected to be available from FHWA (Highway Economic Requirements System – State Version) and from the RTA (Capital Optimization Support Tool, a customized version of the Transit Economic Requirements Model) should enable CMAP to do this. Close collaboration with regional partners is expected in this effort.

Products and Key Dates: COST and HERS model fully operational (September 2014); Report on amount of funding required to meet pavement condition targets established in GO TO 2040 (March 2015); report on whether HERS can be used to estimate costs to achieve other highway GO TO 2040 indicators (March 2015); initial draft of transit infrastructure condition targets and financial requirements to meet them (June 2015).



TABLE 10: BUDGET DETAIL, PERFORMANCE-BASED PROGRAMMING

Performance-Based Programming	
PERSONNEL	
Salaries	499,000
Retirement	65,700
FICA	31,200
Medicare	7,200
Health	83,400
Dental	6,400
Vision	1,200
Interns	15,000
Total, Personnel	709,100
Employee PY	6.8
Indirect Charge	282,500
COMMODITIES	
Publications	400
Office Supplies	300
Total, Commodities	700
OPERATING	
Staff Assoc. Membership	1,000
Printing Services	500
Conference Registrations	1,400
Training	2,000
Travel Expenses	5,000
Total, Operating	9,900
Total, Expenses	1,002,200
REVENUE	
UWP Operating - FY2015	801,760
Match - FY 2015	200,440
Total, Revenue	1,002,200



TRANSPORTATION IMPROVEMENT PROGRAM (TIP)

Program Oversight: Management Staff

This program develops and actively manages the region's TIP. The CMAP Board and MPO Policy Committee program, track and actively manage the use of local, state, and federal transportation funds through the Transportation Improvement Program (TIP). The purpose of the TIP is to establish and implement a short-range transportation program implementing the long-range transportation goals identified in GO TO 2040. Products developed under this work program also assess accomplishment of the TIP, evaluate how it meets the goals of GO TO 2040, and move the region toward performance-based programming.

Federal, state, and local policies and regulations are analyzed to assure 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 GO TO 2040, conforms to the State Implementation Plan (SIP) demonstrating how the region will attain national ambient air quality standards.

Transportation Improvement Program (TIP) Development and Management

Project Manager: Patricia Berry

Team: Berry, Dixon, Dobbs, Kos, Ostdick, Patronsky, Pietrowiak

Description: Work with stakeholders in the region to align the TIP with GO TO 2040. Use robust reporting to influence implementers' project choices and move the region toward performance-based programming. Ensure all local, state and federal requirements are met including fiscal constraint, public involvement, data accuracy, documentation and reporting. Maintain ongoing communication with state and federal agencies to ensure that the region is aware of changes to state and federal requirements and that these agencies understand the programming needs of the region. Manage TIP line item project entry and changes; process TIP change approvals through the Transportation Committee and MPO Policy Committee. Develop an annual obligation report, documenting accomplishment of capital projects in the region.

Products and Key Dates: TIP with updates and amendments (as needed); consultation with local, state and federal agencies (ongoing); analyses of TIP performance with respect to indicators (June 2015); TIP documentation including map, fiscal marks, general public brochures, training materials/courses and web pages (ongoing); comprehensive TIP document update (October 2014); annual obligation analysis report (July 2014, December 2014); fiscal marks (October 2014); update to TIP procedures (March 2015).



Conformity of Plans and Program

Project Manager: Ross Patronsky

Team: Berry, Bozic, Dobbs, Heither, Kos, Pietrowiak, Wies

Description: Northeastern Illinois has historically not attained national ambient air quality standards for certain pollutants. It is currently classified as a non-attainment area for the 8-hour ozone standard adopted in 2008, and is recommended for non-attainment status for the 2012 fine particulate matter (PM_{2.5}) standard. In addition, federal regulations require the region take steps to continue meeting prior ozone and PM_{2.5} standards.

To meet the air quality requirements, the region must implement a transportation program which will help reduce levels of these pollutants or maintain the existing low levels. 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 Illinois Environmental Protection Agency and U.S. Environmental Protection Agency for their review before a long-range regional transportation plan or Transportation Improvement Program (TIP) is approved or amended. The conformity analysis must demonstrate that the emissions resulting from the plan and TIP meet the requirements of ("conform with") the regulations governing air quality. 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.

Products: GO TO 2040/TIP Conformity analyses (as needed, minimum of twice a year in October and March); documentation of conformity process (ongoing); updated data used in conformity analyses (ongoing); support for development of State Implementation Plans (as needed); findings and interagency agreements from consultation process (ongoing, four to six meetings per year); analyses of air quality issues for regional decision-makers (as needed); mobile source greenhouse gas emissions estimates to support other agency work (ongoing); Agendas, meeting minutes, and supporting materials for the Tier II Consultation Team (as needed).

CMAQ and TAP-L Active Program Management

Project Manager: Kama Dobbs

Team: Berry, Dixon, Ostdick, Patronsky, Pietrowiak

Description: Actively manage programs developed by CMAP to ensure that transportation projects proceed in a timely manner and all available funding is used efficiently. Manage the adopted CMAQ and TAP-L programs as specified in the policies adopted by the CMAP Board and MPO Policy Committee. Prepare active program management reports to achieve regional expenditure targets.

Products and Key Dates: Review of CMAQ project status (November 2014 and May 2015); accomplishment of CMAQ obligation goal for FFY 2015 (ongoing); CMAQ project cost/scope



change request actions (ongoing); updated CMAQ management database (ongoing); review of TAP-L project status (ongoing); TAP project cost/scope change request actions (ongoing); Agendas, meeting minutes, and supporting materials for the CMAQ Project Selection Committee (as needed – typically eight meetings per year).

Local STP Active Program Management and Council of Mayors Support

Project Manager: Holly Ostdick

Team: Berry, Dixon, Dobbs, Pietrowiak

Description: Develop fiscal marks and maintain fiscal constraint in local programs in the TIP. Provide guidance and support for the Council of Mayors (COM) and Planning Liaison program. Ensure communication between CMAP and municipal officials. Staff the Council of Mayors Executive Committee.

Products and Key Dates: Fiscal marks (ongoing), program management reports and recommendations (ongoing); locally programmed project status assessments; talking points for CMAP staff participating in COM/COG/TC meetings (ongoing); agendas, meeting minutes, and supporting materials for the Council of Mayors Executive Committee (September 2014, November 2014, January 2015, May 2015).

TIP Database Management

Project Manager: Kama Dobbs

Team: Berry, Dixon, Kos, Ostdick, Patronskey, Pietrowiak

Description: Maintain and enhance the TIP database for use by local elected officials, implementers, staff and the public. Maintain and enhance reports, analyses and visualization tools for use by local elected officials, implementers, staff and the public. Provide data on how the project developers in the region invest capital transportation funds and ensure that fiscal constraint requirements are met.

Products and Key Dates: TIP database maintenance to improve data validation and ease of implementer, staff and public use (ongoing); regularly updated documentation and training materials to keep internal and external users, partners and the public informed of the use of the TIP (ongoing); geocoding of TIP projects and associated outputs (shapefile and maps); exports of TIP data for use in public maps, analytic maps, dashboard presentations and other TIP analyses; visualization products; ongoing maintenance and enhancements in response to user needs; review and recommendation for updates to existing database in coordination with following project (April 2015).



Integrated Transportation Planning, Programming and Tracking Database Development

Project Manager: TBD

Team: Beata, Berry, Bozic, Dobbs, Elam, Heither, Hollander, Murtha, Ostlick, Patronsky, TBD

Description: The TIP database must have the capacity to interact with other agency tools and products, such as the Congestion Management Process, the Regional ITS infrastructure and the Regional Transportation Data Archive to meet the agency's needs for performance-based programming. Significant extensions of the data structure and backend logic will be required to incorporate new data and analyze it for project programming. Active program management of the TIP must also be enhanced, in particular increasing the scope and timeliness of reporting on accomplishments.

Specific database requirements will be developed in late FY 2014, in coordination with the results of Regional Transportation Performance Measures: Phase 1 Prioritization and Development, Capital Program Data Transformation, and Transportation Data Analysis projects to be completed in FY 2014. The requirements are anticipated to include capabilities to support more robust project descriptions and cost breakdowns, more detailed obligation and expenditure data, and project-level performance measures. Performance measure data will also be needed for the entire transportation network to support predictive analyses and deficiency analyses.

Products and Key Dates: RFP for consultant services (August 2014); Database schema, including the data to be stored, the relationships between the data, the structure of the user interface and the desired output reports (April 2015). Design and implementation plan (June 2015). Actual database design and implementation will begin in FY 2016.

TABLE 11: BUDGET DETAIL, TRANSPORTATION IMPROVEMENT PROGRAM (TIP)

TIP	
PERSONNEL	
Salaries	725,200
Retirement	142,800
FICA	43,400
Medicare	10,500
Health	77,500
Dental	6,500
Vision	1,300
Education Reimbursement	8,000
Interns	
Total, Personnel	1,015,200
Employee PY	8.0



TIP	
Indirect Charge	410,000
COMMODITIES	
Publications	500
Office Supplies	1,500
Total, Commodities	2,000
OPERATING	
Staff Assoc. Membership	100
Postage/Postal Services	100
Conference Registrations	1,500
Training	500
Travel Expenses	15,000
Total, Operating	17,200
CONTRACTUAL SERVICES	
Software Maintenance	15,000
Consulting Services	75,000
Total, Contractual Services	90,000
Total, Expenses	1,534,400
REVENUE	
UWP Operating - FY2015	1,167,520
UWP Contracts - FY 2015	60,000
Match - FY 2014	306,880
IDOT	
Total, Revenue	1,534,400

TABLE 12: CONSULTANT SERVICES DETAIL, TIP

PROPOSED SUBCONTRACTS	ESTIMATED AMOUNT	FUNDING SOURCE/STATUS
Update TIP database	75,000	UWP 2015 – Contract/RFP to be developed, Board to approve contract
TOTAL	75,000	



COMPREHENSIVE REGIONAL PLAN UPDATE & PLAN DEVELOPMENT

GO TO 2040 Comprehensive Regional Plan Update Program

Program Management: Drew Williams-Clark

MAP-21 continues the federal requirement that the Metropolitan Transportation Plan must be prepared and updated every 4 years in nonattainment areas. CMAP's Comprehensive Regional Plan, GO TO 2040, serves as the region's metropolitan transportation plan. No new policy changes to the plan are anticipated. The update will include new elements required by MAP-21 and other necessary updates. The final update is due October 2014.

Major Capital Projects

Project Manager: Jesse Elam

Team: Schmidt, Beata, Patronskey, Bozic, Heither

Description: The GO TO 2040 update will include a fiscally constrained list of major capital projects, per federal requirements. The projects identified in GO TO 2040, as adopted in October 2010, will be used as a baseline. These projects, as well as projects that are currently considered fiscally unconstrained, will be re-evaluated in the context of the updated financial plan, socioeconomic forecasts, and the four main themes of GO TO 2040 (livability, human capital, efficient governance, and regional mobility). The objective of this project is the refinement of the Major Capital Projects appendix per public comment and the completion of the Air Quality Conformity Analysis appendix for final plan approval.

Products and Key Dates: Major Capital Projects appendix for final plan update (September 2014). Air Quality Conformity Analysis appendix for final plan update (September 2014).

Plan Preparation

Project Manager: Justine Reisinger and other project managers as needed for final appendix revisions (Hollander, Clark, Elam, Beata, Heither).

Team: Garritano, Weiskind

Description: The GO TO 2040 update will consist of a brief summary narrative and a series of appendices. Appendices will include the Financial Plan for Transportation, constrained list of Major Capital Projects, Socioeconomic Validation and Forecasting Method, Implementation Action Areas, Indicator Methodology, Air Quality Conformity Analysis, and Public Engagement Summary. These updated materials will be revised, based on a public comment ending in August. This project involves the preparation and revision of the materials that will be approved by the CMAP Board and MPO Policy Committee in October.



Products and Key Dates: Revised plan update per public comment (August 2014). Final plan update (September 2014). Final plan update printing (October 2014).

Public, Stakeholder, and Committee Engagement

Project Manager: Jessica Simoncelli

Team: Outreach staff and project managers as needed for summer outreach (Hollander, Clark, Elam, Beata, Heither, Ostdick).

Description: This project will ensure adequate feedback from stakeholders and committees during the plan update process.

Products and Key Dates: Public and stakeholder outreach (July 2014). Draft public engagement and plan update revision summary (August 2014). Public Engagement Summary appendix for final plan update (September 2014).

Plan Development Program

Program Management: Management Staff

This program will lay the groundwork to develop the successor to GO TO 2040, which is due to be complete in 2018. Limited work on plan development will occur in FY 15, but this program will scope priorities and needs to prepare CMAP to begin plan development in earnest in FY 16.

AREA 1: Process and Tools Development

Communication Strategy

Project Manager: Tom Garritano

Description: While GO TO 2040 was a broad policy-based plan, its successor may sharpen the region's focus on core transportation investments and land use. This project will develop an initial series of short briefing documents and engage stakeholders to shape the focus of the next plan. This project will be completed early in FY 15, and the results will be used to communicate the plan's purpose from that point on.

Products and Key Dates: Short description of intent for new plan and how it will differ from GO TO 2040 (November 2014). On-going refinements and additions to the description as needed.

Review of National Best Practices

Project Manager: TBD



Description: This project will research other major metropolitan areas that have completed plans since GO TO 2040, identifying best practices, particularly in addressing issues that are expected to be a focus in the new plan.

Products and Key Dates: Draft report (January 2015); final report (April 2015).

Analytical Tools and Methods

Project Manager: Craig Heither

Description: This project will evaluate the ability of existing analytical tools and methods (including the regional transportation model, forecasting process, and similar methods) to answer research questions posed by new plan. The project will inventory available analysis tools and their strengths/weaknesses, identify methodological gaps and deficiencies, and coordinate tool development and data collection needs. Staff will develop a prioritized list of analytical improvements needed and strategy for making these improvements in future fiscal years. The project will specifically scope new highway and transportation network coding needs.

Products and Key Dates: Multi-year work plan (June 2015)

Outreach Tools and Methods

Project Manager: Erin Aleman

Description: The successor to GO TO 2040 will require a major communications and outreach strategy targeting stakeholders in CMAP's committee structure, transportation implementers, the business community, civic organizations, underserved populations, and the public at large. This project will evaluate the ability of existing outreach tools and methods, such as MetroQuest, to meet the agency's goals for outreach for the new plan.

Products and Key Dates: Multi-year work plan (June 2015)

Data Resources

Project Manager: David Clark

Description: This project will prepare an assessment of data resources needed to support development of the next regional plan. It will inventory available data resources and their strengths/weaknesses, identify data gaps and deficiencies, and coordinate tool development and data collection needs. The project will also scope new forecast and base year estimate procedures.

Products and Key Dates: Multi-year work plan (June 2015)

Process Development

Project Manager: management staff



Description: Plan development requires a structured, multi-phase process that involves the region directly in prioritizing policies and investment decisions. Some of these phases may include vision development, socioeconomic forecasting, policy and scenario development, and other interim deliverables. This project will develop the overall work plan and resource allocation for the next long range plan.

Products and Key Dates: Multi-year work plan (June 2015)

Targeting Infrastructure Investment for Plan Implementation

Project Manager: Bob Dean

Description: GO TO 2040 calls for the development of implementation programs that link transportation, land use, and housing in support of plan goals. This project will investigate the potential for coordinating infrastructure investments from multiple sources to implement local plans that advance the goals of GO TO 2040. This project will be oriented in part toward making recommendations for including in the new plan, but may make shorter-term policy recommendations as well.

Products and Key Dates: Brief summary of approach (July 2014); report on similar programs in other regions (November 2014); summary of existing relevant programs (March 2015).

AREA 2: Topical Planning and Policy Analysis

Transportation Strategy Development

Project Manager: TBD

Description: Examine expected approach to transportation planning and policy in the next long-range plan. Catalogue activities related to transportation that the agency has conducted since GO TO 2040, such as performance-based planning and programming, congestion pricing campaign, freight policy and funding, modeling advances, and the major capital projects amendment process, and generalize findings from these activities. Consider the next plan's potential approach to regional transportation policy and financial challenges, prioritization schemes, evaluation criteria, targeting infrastructure investment, cost/project type thresholds, and the alignment between planning and programming. Identify whether any transportation modes require special attention to prepare for new plan development. Determine whether current knowledge base and analytical tools are adequate, or whether additional research, analytical methods, or stakeholder discussions need to be conducted.

Products and Key Dates: White paper (January 2015)

Land Use Strategy Development

Project Manager: TBD



Description: Examine expected approach to land use in the next long-range plan. Determine whether, and in what ways, the new plan should go beyond GO TO 2040. Catalogue activities related to land use that the agency has conducted since GO TO 2040, primarily including comprehensive and corridor plans conducted through the LTA program, and generalize findings from these activities. Consider more “drilled down” and locally-specific approach versus giving general policy directions. Determine whether current knowledge base and analytical tools are adequate, or whether additional research, analytical methods, or stakeholder discussions need to be conducted.

Products and Key Dates: White paper (January 2015)

Housing Strategy Development

Project Manager: TBD

Description: Examine expected approach to housing in long-range plan. Determine whether, and in what ways, new plan should go beyond GO TO 2040. Catalogue activities related to housing that the agency has conducted since GO TO 2040, such as Homes for a Changing Region and quarterly reports on housing conditions, and generalize findings from these activities. Consider whether more specific policy recommendations are appropriate versus broad support for housing choice. Determine whether current knowledge base and analytical tools are adequate, or whether additional research, analytical methods, or stakeholder discussions need to be conducted. Particularly examine housing finance and determine whether CMAP requires enhanced understanding of how this works.

Products and Key Dates: White paper (January 2015)

Economic Strategy Development

Project Manager: TBD

Description: Examine expected approach to economic development in long-range plan. Determine whether, and in what ways, the new plan should go beyond GO TO 2040. Catalogue activities related to economic development that the agency has conducted since GO TO 2040, such as the freight and manufacturing reports and follow-up activities, and generalize findings from these activities. Address how the findings of these activities can be best reflected in a long-range plan. Determine whether current knowledge base and analytical tools are adequate, or whether additional research, analytical methods, or stakeholder discussions need to be conducted.

Products and Key Dates: White paper (January 2015)

Environmental Strategy Development

Project Manager: TBD



Description: Examine expected approach to natural environment in long-range plan. Determine whether, and in what ways, new plan should go beyond GO TO 2040. Catalogue activities related to the natural environment that the agency has conducted since GO TO 2040, including GIV improvements, LTA products, and toolkits, and generalize findings from these activities. Determine which issues require further attention and can be linked with other agency priorities (for example, linking transportation systems with resilience considerations). Determine whether current knowledge base and analytical tools are adequate, or whether additional research, analytical methods, or stakeholder discussions need to be conducted.

Products and Key Dates: White paper (January 2015)

Human and Community Development Strategy Development

Project Manager: TBD

Description: Examine expected approach to human and community development in long-range plan. Determine whether, and in what ways, new plan should go beyond GO TO 2040. Catalogue activities related to human and community development that the agency has conducted since GO TO 2040, including LTA products and toolkits, and generalize findings from these activities. Determine which issues require further attention and can be linked with other agency priorities. Determine whether current knowledge base and analytical tools are adequate, or whether additional research, analytical methods, or stakeholder discussions need to be conducted.

Products and Key Dates: White paper (January 2015)

**Please note, the resources for these projects need to be allocated, therefore the budget for this core program will change accordingly. This will be completed for the June Board meeting and the final draft of the work plan and budget.



**TABLE 13: BUDGET DETAIL, GO TO 2040 COMPREHENSIVE REGIONAL PLAN
UPDATE PROGRAM**

GOTO 2040 PLAN UPDATE	
PERSONNEL	
Salaries	76,000
Retirement	12,200
FICA	4,700
Medicare	1,100
Health	7,300
Dental	600
Vision	100
Total, Personnel	102,000
Employee Months	1.00
Indirect Charge	41,500
OPERATING	
Meeting Expenses	500
Printing Services	50,000
Travel Expenses	2,000
Total, Operating	52,500
Total, Expenses	196,000
REVENUE	
UWP Operating - FY2015	156,800
Match - FY 2015	39,200
Total, Revenue	196,000



WATER RESOURCE PLANNING PROGRAM

Program Oversight: Management Staff

The Water Resource Planning program features the agency's water quality planning activities and water supply activities, guided by CMAP's role as the delegated authority for Areawide Water Quality Planning, GO TO 2040 and Water 2050.

Water quality planning activities are informed by the Clean Water Act (CWA), related guidance documents including regional plans, and typically involve watershed plan development, some degree of post-plan support, and technical assistance or guidance provided to watershed groups as funding allows. Activities also include formal review of Facility Planning Area (FPA) amendment applications that lead to a CMAP staff recommendation made to the Illinois Environmental Protection Agency (IEPA). Facility Planning Area application review and recommendations are shared with the CMAP Wastewater Committee who also makes a recommendation to IEPA. The Volunteer Lake Monitoring Program (VLMP) is another water quality oriented program that has been carried out by CMAP and its predecessor agency for many years. Activities can also include administrative and technical support for CWA Section 319 funded implementation grants awarded to various "stakeholders" throughout the region. Such support can extend to application preparation. The Financial Assistance Agreement 604121 with the IEPA ends December 31, 2014. This agreement covers the FPA, VLMP, and several other activities. A new agreement will need to be negotiated with IEPA prior to the end of the calendar year to continue this work throughout the fiscal year. With the addition of funding from the Illinois Department of Natural Resources, water supply planning support will be expanded to the Northwest Water Planning Alliance and users of Lake Michigan water to assist them as they respond to new rules and regulations.

Facilities Planning Area (FPA) Review Process

Project Manager: Dawn Thompson

Team: Tim Loftus, Holly Hudson

Description: A facility planning area is defined as "a centralized sewer service area to be considered for possible wastewater treatment facilities within a 20-year planning period." CMAP is the state designated water-quality planning agency for the seven-county region, with responsibility for reviewing wastewater permits and facility plan amendment proposals to ensure consistency with the federally approved Illinois Water Quality Management Plan (of which the Areawide Water Quality Plan is a component). CMAP's Wastewater Committee considers the amendment application review conducted by staff and staff recommendation, and makes a recommendation to the Illinois EPA. Illinois EPA maintains final decision-making authority for amendments to the plan. Staff will also provide information, via an outreach and education effort, related to water quality plan implementation.

During FY14, CMAP developed a proposal for revised criteria with which to evaluate FPA amendment applications. The revised criteria eliminated a number of criteria which dealt primarily with analyses requiring specific engineering type assessments. Instead, the emphasis



of the proposed criteria will focus on the examination of planning factors. In addition to conducting amendment reviews, the revised evaluation methodology will be finalized.

Products and Key Dates: Reviews as needed. Revised review procedures manual (December 2014).

Watershed Planning

Project Manager: Holly Hudson

Team: Dawn Thompson, Tim Loftus

Description: Staff will begin the development of a watershed-based plan for the Boone and Dutch Creek Watersheds, located in eastern McHenry County. Following a watershed-based planning process, the plan will inventory the natural, human and man-made resources and finalize the development of a watershed-based plan covering both watersheds. The project will produce a watershed resources inventory and a final plan which will include site-specific best management practices (BMP) recommendations.

While the Nine Lakes TMDL Implementation Plan will be submitted during FY14, the project does not close out until August 1, 2014. Project closeout activities not completed during FY14 may include data entry to Illinois' RMMS (Resource Management Mapping Service) and a self-assessment of the plan using USEPA Region 5's checklist.

Products and Key Dates: Quarterly stakeholder meetings, development of a problem statement, goals, and objectives and quarterly progress reports due to Illinois EPA. A draft watershed resources inventory will be due September 1, 2014 with the final inventory due October 1, 2014. An Executive Summary and plan document will be due during FY 2016.

Watershed Management Coordination

Project Manager: Tim Loftus

Team: Holly Hudson, Dawn Thompson

Description: Staff will provide technical assistance, guidance, and/or regional coordination to water quality related planning and management activities led by others in the region. As funding allows, and consistent with the water quality management planning work approved by Illinois EPA, staff will direct efforts at those entities either undertaking watershed planning initiatives or implementation of an Illinois EPA approved plan. Such entities include those funded through the Clean Water Act or those focused on addressing CWA Section 303(d) listed (i.e., impaired) waters.

Products and Key Dates: Activities will be enumerated in the annual Water Quality Activities Report submitted to Illinois EPA at the end of each calendar year.



Volunteer Lake Monitoring Program (VLMP)

Project Manager: Holly Hudson

Description: The Volunteer Lake Monitoring Program (VLMP) was established by Illinois EPA in 1981. Additional program guidance was developed in 1992 pursuant to the Illinois Lake Management Program Act (P.A. 86-939) and is found in the Illinois Lake Management Program Act Administrative Framework Plan, a report made to the Illinois General Assembly by the Illinois EPA in cooperation with other state agencies. CMAP staff coordinates Illinois EPA's VLMP for the seven county region (excluding Lake County since 2010), typically involving more than 50 volunteer monitors at 30 to 40 lakes. Staff provides additional lake management planning technical assistance to support the core program activities.

Products and Key Dates: Quarterly progress reports due to Illinois EPA, data review and management (ongoing), technical assistance (ongoing), audits of Tier 3 volunteers (July-August 2014), lake maps and monitoring site coordinates for new lakes in the program (November 2014), VLMP workshop (November 2014), monitoring data QA/QC and editing in Illinois EPA's lakes database (December 2014), assistance with annual report preparation (as requested by Illinois EPA), distribution of Secchi monitoring forms to continuing volunteers (April 2015), volunteer training (May 2015) and follow up visits (as needed).

Thorn Creek Total Maximum Daily Load (TMDL) Implementation Plan and Watershed Plan Update

Project Manager: Holly Hudson

Team: Dawn Thompson

Description: This project will produce a table documenting a watershed-wide summary of the BMPs recommended for implementation within the Thorn Creek Watershed, located in southern Cook and eastern Will Counties, to update and supplement the recommendations of the Thorn Creek Watershed Based Plan (CMAP, December 2005) and the Thorn Creek TMDL Implementation Plan (under development by Illinois EPA).

Products and Key Dates: Consultant services have been secured to produce the required table identifying best management practices and estimated load reductions. A final table is due by December 1, 2014. Quarterly progress reports are also due to Illinois EPA.

Water Supply Planning

Project Manager: Tim Loftus

Team: Nora Beck

Description: Through a two-year grant agreement, the Illinois Department of Natural Resources (IDNR) is providing funding in support of *Water 2050* implementation efforts. Specific efforts for FY 2015 will include support for the Northwest Water Planning Alliance (NWWPA), support for users of Lake Michigan water, data collection and analysis and other



activities in support of *Water 2050*. Support for the NWPA will focus on the implementation of their strategic plan; begin the implementation of annual water-loss reporting; serve on a Technical Advisory Committee; and, assist communities in the development of and updates to comprehensive plans and zoning ordinances. Support for the users of Lake Michigan water will take the form of introducing the industry standard M36 water loss audit tool to permittees for improving water-loss control and annual reporting; various data collection efforts; and, assistance with adoption of full cost of service water use.

Products and Key Dates: A comprehensive plan for the City of Harvard (June 2015); updated zoning ordinances for the Village of Campton Hills (June 2015).



TABLE 14: BUDGET DETAIL, WATER RESOURCE PLANNING PROGRAM

Water Resource Planning						
Funding Source	IEPA			IDNR		
Project	VLMP	Water Quality	9 Lakes	Boone Creek	Water Planning	Total
Personnel						
Salaries	18,600	75,100	700	77,400	70,400	242,200
Retirement	2,400	9,900	100	10,200	8,900	31,500
FICA	1,200	4,700	0	4,800	4,400	15,100
Medicare	200	1,100	0	1,100	1,000	3,400
Health	2,600	4,600	100	6,000	4,300	17,600
Dental	200	1,600	0	1,200	300	3,300
Vision	0	300	0	200	100	600
Education Reimbursement	0	2,000				2,000
Total, Personnel	25,200	99,300	900	100,900	89,400	315,700
Employee PY	0.5	0.8	0.0	1.0	0.8	3.1
Indirect Charge	10,200	39,600	400	41,100	36,400	127,700
COMMODITIES						
Office Supplies	300	100		200	0	600
Total, Commodities	300	100	0	200	0	600
OPERATING						
Staff Assoc. Membership	400	200			500	1,100
Postage/Postal Services	200	0			0	200
Miscellaneous	2,000	100				2,100
Meeting Expenses	0	0			200	200
Printing Services	0	0	500			500
Conference Registrations	0	600			400	1,000
Training	200	100			0	300
Travel Expenses	1,100	600	50	1,500	3,000	6,250
Total, Operating	3,900	1,600	550	1,500	4,100	11,650
CONTRACTUAL SERVICES						
Contractual Services						
Projects	0	0			30,000	30,000
Engineering support	0	5,000		5,000	0	10,000
Total, Contractual Services	0	5,000	0	5,000	30,000	40,000
TOTAL GRANT	39,600	145,600	1,850	148,700	159,900	495,650
REVENUE						
IEPA Projects	39,600	145,600	1,850	148,700	159,900	495,650
Total, Revenue	39,600	145,600	1,850	148,700	159,900	495,650



ENERGY IMPACT ILLINOIS (EI2) PROGRAM

The following budget is for oversight of closing out this grant.

TABLE 15: BUDGET DETAIL, ENERGY IMPACT ILLINOIS (EI2) PROGRAM

Energy Retrofits	
PERSONNEL	
Salaries	7,300
Retirement	1,000
FICA	500
Medicare	100
Health	500
Total, Personnel	9,400
Employee PY	0.1
Indirect Charge	3,800
OPERATING	
Travel Expenses	2,000
Total, Operating	2,000
CONTRACTUAL SERVICES	
Consulting Services	
Implementation	50,000
Total, Contractual Services	50,000
Total, Expenses	65,200
REVENUE	
DOE	65,200
Total, Revenue	65,200



RESEARCH AND ANALYSIS PROGRAM

Program Oversight: Kermit Wies

GO TO 2040 calls for improved access to information and development of advanced modeling and forecasting tools. This core program's primary mission is to ensure that CMAP staff and planning partners have access to quality data resources and 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.

AREA 1: Regional Information and Data Development

Program Manager: David Clark

This program serves as a primary data resource for regional land use and transportation planning in our region and supports CMAP's ongoing data exchange and dissemination activities. It provides data and technical support to several ongoing regional planning and policy initiatives including implementation of GO TO 2040. The program benefits CMAP staff and partners who rely on current and reliable data resources to conduct planning analyses.

Regional Inventories

Project Manager: David Clark

Team: A. Brown, Dryla-Gaca, Morck, Drennan, Pedersen, N. Peterson, Chau, Vernon, Interns

Description: Development and maintenance of specialized datasets used in policy analysis, programming decisions and modeling activities. Ongoing tasks include maintaining and updating regional datasets such as: land use inventory, development database, and employment estimates. New in FY15 are maintenance of the bikeways inventory (BIS), Facilities Planning Area (FPA) geography, and development of a searchable archive of Local Technical Assistance data for staff access.

Products and Key Dates: Land Use Inventory (October, 2014). Employment data (updated 2x/year). Development data (updated quarterly). Bikeways Inventory (updated quarterly beginning September, 2014). Aerial imagery scanning project: (1970 set completed September, 2014; Webmap launch December 2014). Local Technical Assistance Archive (ongoing after January, 2015). Update and document datasets per maintenance schedule and coordinate with Data Library Management and Data Sharing Hub for internal and external access (ongoing).

Data Library Management

Project Manager: Jessica Matthews

Team: Dubernat, Clark, Vernon, Hallas, N. Ferguson

Description: Acquire and catalog new data and archive obsolete datasets. Monitor procurement and licensing of proprietary datasets. Maintain agreement for regional aerial



imagery acquisition efforts. Establish protocols for metadata and attribution. Enforce proprietary dissemination and license agreements. Import and catalog Census and other public data products upon release. Document data library practices on SharePoint and ensure that datasets forwarded to the data-sharing hub include sufficient metadata.

Products and Key Dates: Data library architecture and content, procurement documentation, metadata, user documentation, management documentation (ongoing).

Data Sharing Hub

Project Manager: Claire Bozic

Team: Matthews, Vernon, Clark, Rogus, Garritano

Description: Maintain CMAP's public data-sharing hub. Major tasks include ensuring that CMAP data products are made available and properly documented for public download. Suggest and test improvements to the current product. Promote use of the data-sharing hub over use of conventional file transfer protocols for disseminating large data resources. Coordinate promotion and maintenance activities with communications and information technology teams.

Products and Key Dates: Internal testing of data-sharing hub and loading of inaugural datasets (September, 2014). Promotion of data-sharing hub for disseminating CMAP data products (November, 2014).

External Data Requests

Project Manager: Jon Hallas

Team: Matthews, other staff as needed.

Description: Respond to public requests for static data and information. Major tasks are to respond to external requests for data housed at CMAP and to assist in directing requestors to appropriate sources of information such as Census or other agencies. Included are responding to Freedom of Information Act (FOIA) and Developments of Regional Importance (DRI) requests.

Products and Key Dates: Accessible documentation of external data requests, record of responses and inventory of personnel and level-of-effort required to complete (ongoing).

AREA 2: Regional Forecasting and Modeling

Program Manager: Craig Heither

This program 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 GO TO 2040.

Advanced Urban Model Development

Project Manager: Kermit Wies

Team: Heither, Bozic, Rice

Description: Conclude implementation of the current strategic plan for advanced modeling at CMAP. This plan establishes guidelines and priorities for improving the policy responsiveness of CMAP's forecasting, evaluation and analysis tools over a ten year period. Many of the improvements incorporate advanced agent-based and microsimulation techniques that provide more robust sensitivity to the policy objectives of GO TO 2040. Major tasks in this FY are to provide support to consulting teams in the final year of developing 1) Network Microsimulation Extension to Activity-Based Travel Model and 2) Agent-Based Economic Extension to Mesoscale Freight Model, as well as promote and support use of existing advanced modeling products among partners and GO TO 2040 implementation efforts.

Products and Key Dates: Support congestion pricing, transit modernization and major capital project implementation efforts at CMAP and among partners (ongoing); demonstrate application and sensitivity of Transit Modernization Model (December, 2014). Phase 3 deliverables of advanced modeling contracts (June, 2015).

Survey Research

Project Manager: Kermit Wies

Team: N. Ferguson, Matthews, Vernon, Frank, graphics and outreach support as needed.

Description: Implement strategic plan for survey research at CMAP, which establishes a strategy and management concept for conducting on-going survey research at the agency. Major tasks are to continue populating the Travel Tracker Survey with additional observations. The focus this fiscal year is to enrich the survey database with more responses about non-motorized travel, which will be used to inform CMAP's performance-based programming evaluation methods. Conduct pilot test among staff and partners.

Products and Key Dates: Scope for Non-Motorized Travel Tracker survey (July, 2014). Retain survey consultant (September, 2014). Survey design and sampling plan (October, 2014). Evaluation of pilot test (January, 2015). Launch full survey (March, 2015).

Travel and Emissions Modeling

Project Manager: Craig Heither

Team: Bozic, Rodriguez, N. Peterson, N. Ferguson, A. Brown, Chau, Cruise, Clark



Description: 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 for major capital project evaluations and conformity analyses, and on-going small-area traffic forecast assistance to regional partners. Continue evaluating improved methods for representing commercial vehicle movements within the travel demand models.

Products and Key Dates: Validated regional travel demand model and documentation (on-going). Air Quality Conformity analyses (scheduled twice annually). Support major capital project evaluations and other GO TO 2040 initiatives (as prescribed).

Transportation Data Analysis

Project Manager: Craig Heither

Team: Wies, Bozic, Rice, Rodriguez, Clark, A. Brown

Description: Develop and maintain transportation data and analysis methods for planning and policy analysis within CMAP. Major tasks are to support transportation program development and performance analyses. Specific tasks are to develop a tool to analyze bicycle level-of-service metrics and estimate facility demand for the CMAQ project evaluation process. This project also includes development and support of the Transportation Data Archive, incorporates the catalog of CMAP-prepared traffic projections and houses CMAP's annual traffic count data collection activities.

Products and Key Dates: Scope CMAQ bicycle analysis tool (September, 2014). Develop bicycle analysis tool prototype (January, 2015). Develop and introduce new applications for Transportation Data Archive (June, 2015). Populate central data resource and maintain resource documentation (on-going).

GO TO 2040 Indicator Tracking

Project Manager: Craig Heither

Team: N. Ferguson, Chau, Cruise

Description: The GO TO 2040 plan update includes an expanded set of indicators to track the plan's progress toward implementation. The major task for the fiscal year is collection and analysis of indicator data in order to update CMAP's database of current plan indicator values. This will support continued analysis of plan implementation progress and development of the Year 4 implementation report.

Products and Key Dates: Indicator data maintenance plan and schedule (September 2014). Maintenance and update of plan indicator values (on-going). Data analysis and support for Year 4 implementation report (November 2014).



TABLE 16: BUDGET DETAIL, RESEARCH AND ANALYSIS PROGRAM

Regional Information and Data Development	
PERSONNEL	
Salaries	1,215,700
Retirement	242,900
FICA	74,300
Medicare	17,600
Health	156,500
Dental	13,000
Vision	2,400
Interns	70,000
Total, Personnel	1,792,400
Employee PY	17.1
Indirect Charge	701,100
COMMODITIES	
Publications	500
Data Acquisition	400,000
Office Supplies	500
Total, Commodities	401,000
OPERATING	
Staff Assoc. Membership	1,000
CMAA Assoc. Membership	5,200
Postage/Postal Services	200
Miscellaneous	500
Printing Services	500
Conference Registrations	2,000
Training	5,000
Travel Expenses	18,000
Total, Operating	32,400
CONTRACTUAL SERVICES	
Software Maintenance	11,000
Consulting Services	235,000
Total, Contractual Services	246,000
Total, Expenses	3,172,900
REVENUE	
UWP Operating - FY2015	2,350,320
Match - FY 2015	587,580
UWP Contracts - FY 2014	80,000



Regional Information and Data Development	
Match - FY 2014	20,000
UWP Contracts - FY 2012	108,000
Match - FY 2013	27,000
Total, Revenue	3,172,900

TABLE 17: CONSULTANT SERVICES DETAIL, RESEARCH AND ANALYSIS PROGRAM

PROPOSED SUBCONTRACTS	ESTIMATED AMOUNT	FUNDING SOURCE/STATUS
Regional Network Microsimulation Model (Parsons Brinckerhoff, Inc.)	50,000	UWP 2013 – Contracts/Ongoing contract
Macroscale Freight Model (Resource Systems Group, Inc)	50,000	UWP 2013 – Contracts/Ongoing contract
Advanced Model (TBD)	100,000	UWP 2014 – Contracts/ RFP to be developed, Board to approve contract
Regional Data Archive (Pangaea)	35,000	UWP 2012 – Contract/ Ongoing contract
TOTAL	235,000	



COMMUNICATIONS PROGRAM

Program Oversight: Tom Garritano

CMAP must maintain a high standard of communication with stakeholders, the general public, and news media. Outreach to external media will be coordinated internally and, whenever appropriate, externally with CMAP partners. Communications staff will place special emphasis on building awareness of and support for GO TO 2040 implementation activities.

Local Planning Communications and Outreach Support

Project Manager: Justine Reisinger

Team: Aleman, Catalan, Garritano, Green, Silberhorn, Weiskind, plus other relevant staff.

Description: Communications staff will work with outreach staff to build awareness of GO TO 2040 local implementation activities through the Local Planning Support group. Manage Local Technical Assistance (LTA) media outreach, including liaison with external partners as needed. Prepare communication strategies for individual projects as needed, with involvement of outreach and legislative staff. Oversee production and 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 support for regional technical assistance products, which are also promoted through a quarterly Muni-Blast e-newsletter.

Products: Support for various planning projects, as needed throughout FY 2015. Quarterly Muni-Blast e-newsletter. Coordination support on annual LTA call for projects.

Policy Communications and Outreach Support

Project Manager: Tom Garritano

Team: Aleman, Catalan, Green, Reisinger, Silberhorn, Weiskind, plus other relevant staff.

Description: Communications staff will work with outreach staff to build awareness of GO TO 2040 policy activities at the regional, state, and federal levels. Manage policy-based media outreach, including liaison with external partners as needed. Prepare communication strategies for individual projects as needed, with involvement of outreach and legislative staff. Oversee production and quality control of policy-based print and web materials, including drill-down reports, issues-driven content, etc.

Products: Support for various policy projects, as needed throughout FY 2015.



Outreach and Communications Strategy Development and Implementation

Project Managers: Erin Aleman, Tom Garritano

Team: Dixon, Gershman, Green, Lopez, Ostdick, Plagman, Reisinger, K. Smith, Vallecillos, Weil.

Description: The next comprehensive regional plan's requirements for outreach and communications will likely differ significantly from our GO TO 2040 processes for development and implementation. In preparation for the next full plan update, and in an effort to communicate comprehensively about agency projects and priorities, this team will work across departments to develop and implement an agency-wide outreach strategy. This will begin with the development of a coordinated strategy document for promoting ongoing projects, activities, and identified agency priorities. This strategy will include outreach activities and communication strategies focusing on broad stakeholder groups vital to CMAP's continued implementation of GO TO 2040 and to establishing broad support for the next plan. Targets will include elected officials and local governments, service providers, business community, non-profit, and philanthropic stakeholders and others identified by the team. It is anticipated that this working group will develop a new or updated outreach and communications strategy document annually.

Products and Key Dates: The first half of the year will be devoted to developing a shared understanding of internal departments' activities and goals, culminating with a coordinated outreach and communications strategy document. The strategy document will include a timeline of activities and target audiences the team plans to engage during the remainder of the year. Upon completion of the strategy document, the final half of the year will be spent implementing the activities agreed upon.

External Talks and Partnerships

Project Manager: Justine Reisinger

Team: Plagman, Aleman, Kane, Garritano, Green, Silberhorn, plus other relevant staff.

Description: GO TO 2040 implementation depends on a continually expanding base of engaged stakeholders, including governments, businesses, non-profits, and residents. To identify and engage such targets, communications staff will work with staff in policy and outreach. The executive staff can help with coordination, scheduling, preparation of talking points and other materials, etc. Tasks include finding opportunities for the executive director and other staff to give public talks, especially to audiences that include potential partners targeted strategically for timely CMAP products and priorities. Outreach and policy staff should work together with communications to identify and take on-going advantage of these opportunities.

Products: Various support for external talks and partnering activities, as needed throughout FY 2015.



Media Relations

Project Manager: Tom Garritano

Team: Green, Reisinger, Silberhorn.

Description: Communications staff will proactively identify opportunities for coverage by traditional and new media, while also responding to media requests. The emphasis is on transparency, including advocacy when appropriate. Monthly tip sheets will be sent to keep reporters apprised of CMAP activities. Press releases and advisories are sent as needed. Maintain a current database of media contacts. Manage staff interactions with media. Maintain up-to-date web archives of news products and media coverage at <http://www.cmap.illinois.gov/news>.

Products: Various electronic and print materials, as needed throughout FY 2015.

Moving Forward, 2014: Implementation Report

Project Manager: Garritano

Team: Weiskind, Catalan, Green, Reisinger, plus other relevant staff.

Description: The annual GO TO 2040 implementation report describes progress qualitatively and quantitatively stakeholders' implementation successes. Precise format is subject to internal discussion but should be graphically consistent with the prior report posters. This report may serve as a summary of the GO TO 2040 update, which will involve the preparation of updated implementation action area tables. Approximately 4,000 units of the report poster should be printed commercially.

Products and Key Dates: Draft for executive review before Thanksgiving, with final to the printer by mid-December. Print copies for the January board meeting.

Graphic Design and Publication Management

Project Manager: Adam Weiskind

Team: Catalan, Garritano, Green, Reisinger, plus other relevant staff.

Description: Communications staff will provide graphic design and related publications 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 most primary CMAP documents with InDesign. Also includes overseeing the efforts of non-communications staff who are using InDesign for their own documents where CMAP is in a support role (e.g., for local comprehensive plans and related outreach). Whenever feasible, these materials should be printed in-house, and this project's manager is responsible for determining whether a larger job might require off-site commercial printing.

Products and Key Dates: Various electronic and print materials, as needed throughout FY 2015. Continuously pursue improvements in standardizing CMAP materials, including



publications and infographics.

Web Content Management

Project Manager: Hillary Green

Team: Garritano, Reisinger, Silberhorn, Weiskind, plus other relevant staff.

Description: CMAP communications staff is responsible for helping others at the agency to prepare, post, and maintain their web-based content. Encourage and coordinate efforts of staff to communicate via the web. As part of the responsibility, this project also includes (with the Web Development and Administration project) co-management of CMAP's web consultants. Includes management of social media, including Twitter, Facebook, Google Plus, Pinterest, and YouTube.

Products and Key Dates: Work with the CMAP staff to keep their web content current, complete, and engaging. Provide tutorial materials for Liferay and Google Analytics, both via written documentation and video.

Web Development and Administration

Project Manager: TBD

Team: Catalan, Garritano, Green, Reisinger, Weiskind, plus other relevant staff.

Description: CMAP communications staff is responsible for developing -- and overseeing the development of -- web content using the Liferay content management system and related technologies (java, SQL, etc.). This project also includes (with the Web Content Management project) co-management of CMAP's web consultants, especially pertaining to technical tasks of development, maintenance, and security of the agency's main site. With IT and data staff, help to make technical decisions about and to oversee successful development of any public-facing CMAP systems that are not part of the main agency website (i.e., hosted on data.cmap.illinois.gov or elsewhere). For all web development projects, ensure that they have the ability to extend for mobility, that they follow CMAP's style guides, and that they work continually to improve accessibility and usability. Help the CMAP web communications specialist and other staff with Google Analytics.

Products and Key Dates: TBD, pending hire of new front-end developer.

Public Data Support

Project Manager: Tom Garritano

Team: Catalan, Green, Weiskind, Heither, Clark, Rogus, Tiedemann, plus other relevant staff.

Description: Communications staff will work with staff from Research and Analysis, IT, and other groups to help make technical decisions about and to oversee successful development of any public-facing CMAP systems that are not part of the main agency website (i.e., hosted on



data.cmap.illinois.gov or elsewhere). Initially, emphasis should be on making data available through simple web pages (browse, search, download) rather than development of new interfaces.

Products and Key Dates: Support the established [process](#) for facilitating decisions and for making high-priority content available through the main CMAP website. Facilitate usability design at earliest stage of all projects, before development begins. Convene Google Analytics training for selected CMAP staff. Identify opportunities to improve public access to CMAP data via www.cmap.illinois.gov. Develop a series of data-driven web narratives using GO TO 2040 indicators to reinforce CMAP priorities, starting with Mobility (for completion in December 2014), followed by Livability (June 2015) and Economy (December 2015).

Future Leaders in Planning (FLIP)

Project Manager: Ricardo Lopez

Team: Aleman, Bayley, Daly, Rivera, Yeung

Description: This is a leadership development program for high school students. Selected participants will collaborate with and learn from elected officials and planners who are implementing the GO TO 2040 comprehensive regional plan. The program runs from October 2014 to May 2015 and provides ongoing leadership development, teaching them about past, present, and future regional planning issues from elected officials, community leaders and CMAP staff. Through multimedia tools, interactive activities and field trips, students go “behind the scenes” to explore our region’s communities. Topics include: transportation, housing, human services, land use, economic development and the environment. In addition to learning how local governments interact to address these important regional needs, students will have opportunities to engage with other students to think about the ways planning could be improved and/or changed. Students will present their resolutions at the end of the sessions to the CMAP Board.

Products and Key Dates: recruitment strategy with application (March 2014); program curriculum (August 2014); student selection and notification (September 2014); site selection for Final Project (March 2015); monthly meetings and activities (September 2014 – April 2015); Final Project (May 2015).



TABLE 18: BUDGET DETAIL, COMMUNICATIONS PROGRAM

	Communications	FLIP	Total
PERSONNEL			
Salaries	738,000		738,000
Retirement	97,100		97,100
FICA	44,500		44,500
Medicare	10,700		10,700
Health	97,100		97,100
Dental	8,400		8,400
Vision	1,700		1,700
Education Reimbursement	10,000		10,000
Interns	30,000		30,000
Total, Personnel	1,037,500		1,037,500
Employee PY	10.4		10.4
Indirect Charge	406,000		406,000
COMMODITIES			
Publications	1,000		1,000
Office Supplies	500		500
Total, Commodities	1,500		1,500
OPERATING			
Postage/Postal Services	500	500	1,000
Miscellaneous	500	2,400	2,900
Meeting Expenses	1,000	5,000	6,000
Printing Services	20,000	300	20,300
Conference Registrations	1,000		1,000
Training	8,000	1,500	9,500
Travel Expenses	6,000	3,000	9,000
Total, Operating	37,000	12,700	49,700
CONTRACTUAL SERVICES			
Professional Services	40,000		40,000
Consulting Services	225,000		225,000
Total, Contractual Services	265,000		265,000
Total, Expenses	1,747,000	12,700	1,759,700
REVENUE			
UWP Operating - FY2015	1,217,600	4,240	1,221,840



	Communications	FLIP	Total
UWP Contracts - FY 2015	60,000		60,000
Match - FY 2015	319,400	1,060	320,460
UWP contracts - FY 2014	40,000		40,000
Match - FY 2014	10,000		10,000
UWP contracts - FY 2012	80,000		80,000
Match - FY 2012	20,000		20,000
General Fund		7,400	7,400
Total, Revenue	1,747,000	12,700	1,759,700

TABLE 19: CONSULTANT SERVICES DETAIL, COMMUNICATIONS PROGRAM

PROPOSED SUBCONTRACTS	ESTIMATED AMOUNT	FUNDING SOURCE/STATUS
Web Development and Maintenance (Workstate)	50,000	UWP 2014– Contracts/Ongoing contract
Design Integration Services (Thirst)	75,000	UWP 2015 – Contracts/Ongoing contract
Visualization Development	100,000	UWP 2012– Contracts/ Board to approve contract
TOTAL	225,000	



INFORMATION TECHNOLOGY MANAGEMENT PROGRAM

Program Oversight: Matt Rogus

This program provides for the design, acquisition, deployment and management of computing and telecommunications resources at CMAP. This program also facilitates the electronic exchange of raw data within and between CMAP and other agencies and organizations.

Internal Hardware and Software Management

Project Manager: Matt Rogus

Team: Stromberg, Tiedemann, contract support, intern

Description: CMAP's daily operation depends on a robust and functional computer network for data analysis, work program documentation and employee communications. This project consists of daily management and monitoring of 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.

Resources: Server and workstation hardware, data storage, desktop software applications.

Products: Agency data products, documentation, and employee communications.

Web Infrastructure Management

Project Manager: Lance Tiedemann

Team: Stromberg, Rogus, contracted support, 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. Internally, project collaboration and project management have been augmented by several specialized content management systems. Externally, web applications and data services have become critical to the ongoing agency mission of deploying technical analysis content to a broader audience. The web infrastructure management defined by this project supports web applications and data services, such as SharePoint (collaboration), ckan (data sharing web application), MediaWiki (collaboration), the TIP Website (web application), the TIP Map (data service), GO TO 2040 Case Studies (data service), GIS web mapping, Imagery Explorer (web application) and several others. In addition, this project includes management of web-specific network infrastructure, such as domain name registration and DNS record management.

Resources: Hardware, software, and network infrastructure used by web applications and data services hosted at CMAP



Products: Web applications, data services, collaboration portals, and project management applications.

Information Security

Project Manager: Lance Tiedemann

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

Description: Information security 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 project fulfills these network roles: enhance network assessment processes with invasive testing, automate assessment of local environments, develop additional plans, policies and standards, continue training 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.) This project fulfills these web sites and services roles: enhance website assessment processes with invasive testing, automate assessments of code, develop additional plans, policies and standards, and continue training staff. In addition, this project 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.

Office Systems Management

Project Manager: Ben Stromberg

Team: Brown, Kelley, Rivera, intern, plus other relevant staff

Description: Staff productivity depends on robust systems for managing office operations. This project includes technical support of office support systems including telephone, mobile communication, fax, copiers, web conferencing, audio-visual, etc.

Resources: Software applications, telephone system, copiers and printers

Products: Telephones, internet services, computer peripherals, copiers and printers.

User Support

Project Manager: Ben Stromberg

Team: Brown, Kelley, Rivera, intern

Description: Serve as training and instructional resource for internal users. Serve as technical intermediary in resolving IT related problems encountered by CMAP staff.



Products: Documentation of training and instructional resources. Documentation of IT related problems encountered by CMAP staff.

TABLE 20: BUDGET DETAIL, INFORMATION TECHNOLOGY MANAGEMENT PROGRAM

Information Technology Management	
PERSONNEL	
Salaries	237,700
Retirement	64,700
FICA	14,900
Medicare	3,400
Health	23,000
Dental	2,200
Vision	400
Interns	20,000
Total, Personnel	366,300
Employee PY	3.0
Indirect Charge	141,000
COMMODITIES	
Publications	500
Software-Small Value	30,000
Equipment - Small Value	40,000
Office Supplies	4,419
Total, Commodities	74,919
OPERATING	
Postage/Postal Services	1,000
Conference Registrations	2,000
Training	5,000
Travel Expenses	2,000
Total, Operating	10,000
CONTRACTUAL SERVICES	
Software Maintenance/Licenses	330,000
Professional Services	350,000
Contractual Services	270,000
Co-Location Hosting Services	23,000
Office Equipment Maintenance	10,000
Total, Contractual Services	983,000
CAPITAL OUTLAY	



Information Technology Management	
Equipment - Capital	180,000
Office Construction - Capital	95,000
Software - Capital	50,000
Total, Capital Outlay	325,000
Total, Expenses	1,900,219
REVENUE	
UWP Operating - FY2015	1,520,175
Match - FY 2015	380,044
Total, Revenue	1,900,219

TABLE 21: CONSULTANT SERVICES DETAIL, INFORMATION TECHNOLOGY MANAGEMENT PROGRAM

PROPOSED SUBCONTRACTS	ESTIMATED AMOUNT	FUNDING SOURCE/STATUS
IT Consulting Service Support (SLG)	550,000	UWP 2015– Operating/Ongoing contract
SharePoint Support (Tahoe Partners)	35,000	UWP 2015– Operating/Ongoing contract
Security Services (TBD)	35,000	UWP 2015 – Operating/RFP to be developed, Board to approve contract
TOTAL	620,000	



FINANCE AND ADMINISTRATION PROGRAM

Program Oversight: Dolores Dowdle

This program provides for the design, implementation and management of finance, procurement, and human resources at CMAP. This program also provides the administrative support to the CMAP operations. Activities will continue to fully implement and improve the financial software system (IFAS). The costs for administration are distributed to the projects based on a percentage of direct personnel costs. The projected indirect cost for FY 2014 is 38.91% and for FY 2015 is 40.70%.

Finance and Accounting

Project Manager: Lorrie Kovac

Team: Becerra, Doan, Sears, Preer

Description: Support for accounts payable, accounts receivable, payroll, oversee grants to CMAP, and other required activities for financial management of CMAP. Responsible for annual audit of financial records. Responsible for the financial and payroll software system.

Resources: IFAS financial software system

Products: Issuance of payroll and vendor checks; monthly expenditure reports; monthly revenue reports; monthly reimbursement requests of funders; annual financial statement.

Budget

Project Manager: Dolores Dowdle

Team: Management

Description: Preparation of annual CMAP budget. Monitor expenditures and revenues during the fiscal year to determine if any revisions are required. Coordinate UWP Committee review and approval of annual UWP program requests.

Products and Key Dates: Annual CMAP budget (May); semiannual revisions of budget (January); UWP Annual report (June).

Procurement

Project Manager: Margaret McGrath

Description: Manage all procurements for professional consulting services; assure Request for Proposals comply with policy and are clear and consistent; participate in procurement selection; and prepare and negotiate contracts and amendments.



Commercial Datasets and Other Purchases

Project Manager: Penny DuBernat

Description: Manage procurement and licensing of proprietary datasets. Enforce proprietary dissemination and license agreements. Manage procurements for all items other than professional consulting services, assure Request for Proposals comply with policy and are clear and consistent; participate in procurement selection; and prepare contracts.

Human Resources

Project Manager: Doriennne Preer

Team: Holland-Hatcher, King

Description: Responsible for human resource activities for CMAP; includes recruitment, benefit management, salary administration, payroll process, performance program and policy development.

Administration/Administrative Support

Project Managers: Doriennne Preer

Team: Ambriz, Brown, Kelley, Witherspoon, Rivera

Description: Provide administrative support for CMAP

TABLE 21: BUDGET DETAIL, FINANCE AND ADMINISTRATION PROGRAM

Overhead	
PERSONNEL	
Salaries	1,053,800
Retirement	189,800
FICA	63,300
Medicare	15,300
Health	89,400
Dental	9,500
Vision	2,100
Life	45,000
Other Benefits	25,000
Interns	15,000
Total, Personnel	1,508,200
Employee PY	14.8
COMMODITIES	
General Supplies	20,000



Overhead	
Publications	500
Equipment - small value	3,000
Furniture - small value	3,000
Office Supplies	15,000
Copy Room Supplies	20,000
Total, Commodities	61,500
OPERATING EXPENSES	
Workers' Compensation Insurance	25,000
Unemployment Compensation	25,000
Staff Assoc. Membership	500
CMAP Assoc. Membership	500
Postage/Postal Services	25,000
Storage	5,000
Miscellaneous	5,000
Meeting Expenses	1,000
Recruitment Expenses	2,000
General Insurance	35,000
Legal Services	15,000
Printing Services	1,000
Bank Service Fees	3,000
Conference Registrations	1,000
Training	2,000
Travel Expenses	3,000
Total, Operating Expenses	149,000
OCCUPANCY EXPENSES	
Office Maintenance	12,000
Rent	1,513,400
Telecommunications	50,000
Utilities	60,000
Sears Tower Parking	7,000
Total, Occupancy Expenses	1,642,400
CONTRACTUAL SERVICES	
Professional Services (Sungard)	150,000
Audit Services	37,000
Office Equipment Leases	2,000
Fiscal Mgt. Maintenance/Licenses	40,000
Office Equipment Maintenance	120,000
Total, Contractual Services	349,000
Total, Expenses	3,710,100



APPENDIX: Category and Line Item Definitions

Personnel Object Codes

Regular Salaries – includes expenditures to all permanent CMAP employees paid on a bi-weekly basis for the entire budget year. This includes both full time and permanent 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 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 ICMA accounts or the firm that process 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 \$3,000.00, 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, soda, 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 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.

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 will be used for contracts with various vendors who provide professional services to CMAP and are located in the CMAP offices

Consulting Services – this object code will be used 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 used for the purchases 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 should be 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 legal 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 will be 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 will be used for the payment of registration fees for attendance at conferences by CMAP staff and board members.

Training and Education Reimbursement – this includes payments made to employees for tuition reimbursement or non-credit classes taken at the direction of their deputy 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, office lease, telephone charges, monthly parking fees related to the leases and office maintenance provided by the building operations. This would include 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 Sears Tower.

Telecommunications – includes all payments made to vendors for telecommunication monthly charges; such as payments made to Version, A T & 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 which are not expendable in first use, with a life expectancy exceeding one year, subject to depreciation and with a unit cost greater than \$3,000.00. Capital object codes should be charged with any freight or delivery costs incidental to delivering these items to CMAP.

