



# Staff Progress Report

Fiscal Year 2018  
Quarter Three



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# LOCAL PLANNING PROGRAM

**Program Oversight:** Jason Navota

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 and other 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.

This program supports the implementation of GO TO 2040 through local planning activities that are consistent with the long-range regional plan. It houses the Local Technical Assistance (LTA) program, which provides staff and contract assistance to communities, as well as activities meant to advance the implementation of LTA projects. The Local Planning Program also researches and develops new tools or approaches to emerging planning topics, both for the use of CMAP and for the region as a whole. Among these topics, this program includes a particularly significant approach to housing, water resources, and community resilience. Partner coordination and external grantseeking are also elements of Local Planning.

## Local Technical Assistance (LTA) Program

**Project Manager:** Jason Navota, Kristin Ihnchak, Jonathan Burch, Andrew Williams-Clark

**Team:** Entire Local Planning staff

**Description:** The LTA program involves working directly with a community or group of communities on a product that is customized for their use. These projects have a specific audience and are geographically limited. New projects are typically added to the LTA program each October, though the FY16 Call for LTA Projects was cancelled due to state budget issues. This work plan item includes several components: program administration; project management and outreach; and data analysis.

*Program administration* includes overall administration and tracking of progress of the LTA program, including monthly reports on project progress; quarterly reviews of project teams, staff time expectations, and contract expenditures; deliverable review; program and process review and improvement; and internal and external coordination of the program, including alignment with policy and programming priorities. It also includes the annual LTA call for projects and project selection, with close coordination with the Regional Transportation Authority and other stakeholders and partners. Following project selection and subsequent CMAP board approval, many LTA projects require further scoping to determine the most appropriate CMAP role. Before startup, LTA projects include meetings with project sponsors and key local stakeholders, research on relevant past activities in each community, and preparation of a proposed scope of work.

*Staff development* includes staff engagement and development activities such as a staff retreat; capacity building brown bags and ideas exchange with internal and external partners;



mentoring program; internal monthly newsletter; professional development and training opportunities; and wiki pages and resources including individual staff pages.

*Project management* is conducted by 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. Project management involves preparation and review of interim and final materials, including maintaining a high standard of quality for all documents produced.

*Outreach and engagement* through development and implementation of inclusive public engagement processes, as well as media and legislative outreach, will be part of each LTA project undertaken.

*Data analysis* is also a significant part of LTA projects, requiring customized data preparation, analysis and mapping support to LTA project managers. Data and analysis staff are 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 ensures uniform quality control and streamline preparation of data and map products. New analytical methods and approaches will be used as they are developed through the Research and Development of New Planning Topics and Approaches work plan item; an example is incorporation of stormwater and resilience into comprehensive plans.

The projects that were currently underway or committed (and the project manager for each) at the beginning of FY18 are listed below, divided between staff-led and consultant-led projects.

**Staff-led projects:**

- Aurora downtown plan (Bayley)
- Beach Park planning priorities report (Lopez)
- Bensenville zoning ordinance update (Seid)
- Cook County unincorporated areas plan (Carlisle)
- Des Plaines comprehensive plan (Persaud)
- Hampshire planning priorities report (Manno)
- Harvard zoning update (Seid)
- Impact DuPage affordable housing plan (Burch)
- Lisle parking plan (Bayley)
- Lower Salt Creek watershed plan (Hudson)
- McHenry County Fox River Corridor plan (Evasic)
- Midlothian 147<sup>th</sup> Street corridor study (Manno)
- MPC Great Rivers (Pudlock)
- North Lawndale neighborhood plan (Nolin)
- Northwest Chicago neighborhood plan (Daly)
- Palos Park trails plan (O'Neal)
- Park Forest zoning ordinance update (Ihnchak)
- South Elgin zoning ordinance update (Day)



- South Holland comprehensive plan (Ostrander)
- Wilmington corridor plan (Jarr)

**Consultant-led projects:**

- Berwyn stormwater plan (Beck)
- Brookfield comprehensive plan (Persaud)
- Campton Hills zoning ordinance update (Ihnchak)
- Chicago DOT Riverdale area transportation plan (Manno)
- Chicago Heights zoning update (Jarr)
- DuPage County Elgin-O'Hare bicycle and pedestrian plan (O'Neal)
- DuPage County/Hanover Park Homes for a Changing Region study (Burch)
- Franklin Park subregional truck route plan (Beata)
- Governors State University transportation and green infrastructure plan (Hudson)
- Huntley zoning ordinance update (Day)
- Joliet corridor study (Ostrander)
- Richton Park stormwater management plan (Evasic)
- Romeoville comprehensive plan (Nolin)
- Westchester zoning ordinance (Ihnchak)

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

**3<sup>rd</sup> Quarter Progress:**

- Continued to advance previously approved projects, with preparation of two existing conditions reports (bringing the total to 188), eight draft plans (bringing the total to 183), and five final plans (bringing the total to 172).
- Of 38 projects started since October 2017, all but six are underway at some stage of administration or execution. 11 of the new projects are fully underway.
- Continued to update Local Planning wiki pages for internal use.

**4<sup>th</sup> Quarter Objectives:**

- Advance ongoing projects, with preparation of existing conditions reports, draft, and final plans. Target completion of ten existing projects, including:
  - Villa Park Zoning, North River Communities, North Lawndale, Lisle Parking, Wilmington Corridor, Bensenville Zoning, Maine-Northfield, Fox River, Joliet, and Berwyn stormwater.
- Launch remaining six new staff and consultant-led projects.



Project stage	End FY 11	End FY 12	End FY 13	End FY 14	End FY 15	End FY 16	End FY 17	3Q FY 18
Completed and adopted (100% complete)	0	10	42	78	108	133	149	172
Final draft complete (90%)	0	18	48	93	117	148	169	183
Existing conditions complete (50%)	0	29	62	106	143	163	181	188
Fully initiated	14	47	95	129	159	178	188	200

## Consultant Management, Evaluation, and Best Practices

**Project Manager:** Stephen Ostrander

**Team:** Bayley, Beck, Burch, Carlisle, Day, Evasic, Hudson, Ihnchak, Jarr, Lopez, Manno, Navota, Nolin, Olson, O’Neal, Persaud, Seid

**Description:** Many projects within the LTA program are conducted by consulting firms and managed by CMAP staff. These are tracked within the LTA work plan item above, but also have separate requirements, including RFP development, consultant selection, and evaluation of consultant performance. The management of numerous projects by consulting firms also provides an opportunity to identify best practices in plan preparation, publicize them, and incorporate them into other projects in the LTA program to advance the state of planning practice across the region.

**Products and Key Dates:** Development of RFPs, selection of consultants, and contract management (ongoing). Evaluation and communication of consultant performance after each project completion (ongoing).

### 3<sup>rd</sup> Quarter Progress:

- Consultants were selected for three new LTA projects (all of which are now underway): Channahon Comprehensive Plan, Justice I&M Canal Trail Extension Feasibility Study, and Sauk Village Comprehensive Plan.
- Also released RFPs for two new consultant-led LTA projects: Beecher Comprehensive Plan and DuPage County Route 83 Corridor Study.
- Developed RFPs for three new consultant-led LTA projects: Beach Park Regional Bike Plan; Belmont Cragin Commercial Corridors Plan; Carol Stream Zoning, Sign, and Subdivision Ordinance Update.
- PAOs were completed for SB Friedman (Maine Northfield & Des Plaines), SCB (Wilmington), and Gewalt Hamilton (Maine Northfield).



- PAOs were initiated for work by Bruce Bondy (Fox River) and TY Lin (Fox River), and MIG (North Lawndale).
- Completed several deliverables for existing projects, including:
  - Algonquin-Carpentersville Fox River Corridor Plan illustrations
  - Berwyn Stormwater Analysis
  - Brookfield Comprehensive Plan and Design Guidelines
  - Campton Hills Zoning and Subdivision Regulations
  - Chicago Heights Zoning Update
  - Chicago Riverdale Area Transportation Plan
  - Governors State University green infrastructure plan
  - Harvard Unified Development Ordinance
  - Huntley Downtown Zoning Recommendations
  - Joliet Chicago Street Plan
  - Northwest DuPage County Area Cluster Homes for a Changing Region Plan
  - Palos Park Bikeways and Trails Plan
  - Villa Park Zoning Ordinance Update Project Direction & Outline Report
- Reviewed and provided feedback on several consultant project deliverables.

**4<sup>th</sup> Quarter Objectives:**

- Issue following RFPs:
  - Aurora, Algonquin, Elgin, McHenry, Naperville, South Elgin Regional Mobility Plan
  - Beach Park Regional Bike Plan
  - Belmont Cragin Commercial Corridors Plan
  - Calumet Park Comprehensive Plan
  - Carol Stream Zoning, Sign, and Subdivision Ordinance Update
  - Matteson Transportation and Streetscape Improvement Plan
  - Northwest Municipal Conference Multimodal Transportation Plan
  - Summit Zoning Code Update
- Complete several existing consultant-led projects.
- Continue to review and provide feedback on deliverables, and evaluate consultant performance following project completion.
- Continue to incorporate new consultant management expectations into selection and oversight process.



## Project Implementation

**Project Manager:** Tony Manno

**Team:** Day, Daly, Jarr, Navota, Persaud

**Description:** Following completion of LTA projects, CMAP remains involved for two years to track project implementation and assist in appropriate ways. Involvement on all completed projects includes discussing implementation progress with the project sponsor and reporting via the Board report on a quarterly basis. For a select group of approximately 10 projects that present good opportunities for implementation success, CMAP will engage on a deeper, more active level to identify appropriate activities that CMAP can assist with (such as providing trainings, assisting with grant applications, or reaching out to partner organizations). This component will continue to explore innovative ways that the agency can support plan implementation, with specific attention to activities in the areas of transportation, reinvestment, the natural environment, and intergovernmental coordination.

In FY18, this program area will expand to explore ways to continue to build municipal capacity by investigating municipal needs and how CMAP can best provide support through training or other approaches. Current capacity building implementation activities include: training workshops for plan commissioners in LTA communities (coordinated with APA-IL, Council of Governments (COGs), neighboring communities, and other relevant groups); ULI Technical Assistance Panels (TAPs) or other activities to connect municipalities to the development community; and guiding communities to CMAP's Transportation Alternatives Program (TAP) and Congestion Mitigation and Air Quality Improvement (CMAQ) funding programs.

Expansion of CMAP's capacity building program may include developing new training workshops on topics such as capital planning, service and cost sharing, budgeting, outreach, or targeted topical trainings to improve capacity gaps, and providing additional suggestions for funding. Priority topics will be explored, researched, and materials developed for capacity building training or other activities. Some of these topics are or will be explored through the Research and Development of New Planning Topics and Approaches work plan item or addressed as part of the development of ON TO 2050.

**Products and Key Dates:** Advancement of specific local implementation activities (Ongoing). Preparation of implementation updates for Board report (quarterly). Progress reports on the priority implementation projects (quarterly). Eight Planning Commissioner workshops, held throughout year (approximately two per quarter). Identify and prioritize potential capacity building topics and activities (December 2016). Prepare approach, materials, and partnerships for capacity building assistance (March 2017). Develop strategy and secure funding to implement capacity building in FY18.

### 3<sup>rd</sup> Quarter Progress:

- Focused outreach efforts to past sponsors to promote various grants that opened this past quarter.





- Continued focus on multiple projects to provide ongoing assistance:

Brookfield Comprehensive Plan  
 Endeleo Institute Planning Priorities Report  
 Franklin Park Comprehensive Plan  
 Wheeling Transportation Plan

- Engaged Polco and the use of their online engagement platform as an implementation tool for LTA sponsors. eight communities have been contacted as a pilot, and staff is currently working with each to determine if this tool will be helpful:

Aurora  
 Brookfield  
 Evanston  
 Crystal Lake  
 Pullman  
 Romeoville  
 Washington Heights/Endeleo Institute  
 Park Forest

- Continued to reach out to communities to re-engage, discuss needs, and identify ways CMAP can provide implementation assistance.
- Provided CMAP Board with implementation updates on completed LTA projects.
- Continued discussions with Comms on creating an Implementation-focused webpage on the CMAP website, which may include blog posts and examples / case studies of our implementation activities.
- Continued efforts coordinate with Chicago DPD on ongoing LTA projects and implementation activities (Quarterly check-ins with DPD).
- Completed a draft RFP document for Franklin Park.
- Met with Endeleo Institute to provide capacity building and training for a visioning exercise along 95<sup>th</sup> Street in Washington Heights.

**4<sup>th</sup> Quarter Objectives:**

- Continue working with identified communities on specific tasks and report to Implementation Team in a bi-weekly basis. As tasks are accomplished, we will identify additional tasks for a community or new projects with implementation opportunities.
- Various LTA PMs will continue to regularly attend bi-weekly implementation meetings to discuss newly-completed projects and potential implementation action items for the team to consider.
- Convene 1-2 Developer Discussion panel in TBD communities by end of the Fiscal Year.
- Continue to identify “implementation success stories” to promote via CMAP media strategies.



- Continue to identify barriers to increased capacity and potential solutions, and identify ways the Implementation Team can provide capacity building and training to past LTA sponsors.
- Continue exploring additional ways CMAP staff can provide grant-seeking and application assistance to past sponsors.
- Launch online engagement websites for eight communities.
- Develop a visioning workshop/charrette training for Endeleo Institute for the 95<sup>th</sup> Street corridor in Washington Heights.
- Continue to meet and communicate with Chicago DPD to coordinate and collaborate on ongoing City of Chicago planning projects.

## Local Capacity Building

**Project Manager:** Patrick Day

**Team:** Dryla-Gaca, Evasic, Ihnchak, Jarr, other staff as needed

**Description:** This program area will explore ways to build municipal capacity by investigating municipal needs and how CMAP can best provide support through training or other approaches. Current activities include workshops for plan commissioners in LTA communities (coordinated with APA-IL, Council of Governments (COGs), neighboring communities, and other relevant groups), as well as GIS training for partners. Expansion of CMAP's capacity building program may include developing new training workshops on topics such as capital planning, service and cost sharing, budgeting, outreach, or targeted topical trainings to improve capacity gaps, and providing additional suggestions for funding. Priority topics will be explored, researched, and materials developed for capacity building training or other activities. Some of these topics are or will be explored through the Research and Development of New Planning Topics and Approaches work plan item or addressed as part of the development of ON TO 2050.

**Products and Key Dates:** Eight Planning Commissioner workshops, held throughout year (approximately two per quarter). Four GIS trainings for partners (approximately one per quarter). Identify and prioritize potential capacity building topics and activities, and integrate within ON TO 2050 (January 2018). Prepare approach, materials, and partnerships for capacity building assistance, to be fully launched after ON TO 2050 adoption (October 2018). Develop strategy and secure funding to implement capacity building following plan adoption.

### 3<sup>rd</sup> Quarter Progress:

- Completed one two-day ArcGIS training (March 29-30).
- Completed two contracted Planning Commissioner trainings (Hampshire; Maywood).
- Designed and completed one LTA pilot training (Frankfort).



- Coordinated with Implementation Team & Village of Brookfield to design pilot capacity-building assistance to support implementation of recently adopted comp plan.
- Presented draft ON TO 2050 governance chapter to committees, solicited feedback on capacity-building recommendations.
- Continued development of full scope of LTA capacity-building activities through ON TO 2050 near term implementation steps.
- Continued meetings with partners to establish complementary activities and pursue additional funding.

#### **4<sup>th</sup> Quarter Objectives:**

- Complete one two-day ArcGIS training (exact date tbd).
- Complete four Planning Commissioner trainings (tbd).
- Continue consideration of capacity building strategies through the development of ON TO 2050.
- Pursue additional funding for CMAP capacity-building activities.
- Meet with potential partner agencies for pilot supplemental staffing project.
- Continue scoping of pilot projects to test capacity-building assistance products.

## **Research and Development of New Planning Topics and Approaches**

**Project Manager:** Agata Dryla-Gaca, Jonathan Burch

**Team:** Beck, Dryla-Gaca, Evasic, Ihnchak, Navota, Nolin, Vernon, Schuh

**Description:** This project will explore and apply new planning ideas as well as the use of innovative analytical techniques, planning tools, and planning approaches as part of LTA projects, both as a way to strengthen individual projects and to test the use of different data sources and techniques that can be used both internally by CMAP staff and by local governments.

Several areas of exploration previously initiated will continue, such as stormwater management planning, community resilience to climate change, and bicycle and pedestrian planning. New topics include production of capital improvement plans (and general approaches to infrastructure investment), incorporation of economic development and market analysis into local plans, local approaches to economic incentives, integration of more discrete project recommendations and outcomes within local plans, and an exploration of the potential for tools such as transfer of development rights or water quality trading in the region.

This project also intends to achieve better integration between the research and experience of the local planning staff with the agency's policy team through research, ongoing coordination activities, planning updates (which will be similar to policy updates, but geared for immediate use by local partners and promoted via the Muni Matters email), and other avenues. Topics for



this work plan item may include resilience; water and natural resources; housing; community/economic development; and best practices in infrastructure investment and efficiency.

**Products and Key Dates:** Development and integration of new topics and approaches, including those being developed through ON TO 2050 work plan items, into LTA projects (ongoing). Establishment of more formal dialogue between policy and local planning teams. Completion of three to five Local Planning updates throughout the year; topics may include resilience, water and natural resources, housing, and community/economic development.

### **3<sup>rd</sup> Quarter Progress:**

#### **Stormwater Management:**

- Developed updated outline and content for guide on how to use the regional flooding susceptibility index in local planning projects.
- Presented on index and local planning applications at the annual IAFSM conference in Tinley Park.

#### **Climate Resilience:**

- Continued NOAA climate resilience data and planning project led by APA, intended to better understand how climate data can be used in local planning efforts.
- Continued to meet with APA on the NOAA climate resilience data and planning project, including updating schedule and scope assignments based on NOAA's 12-month no-cost extension for the project.
- Continued to conduct local vulnerability assessments in pilot communities (Wilmington, Fox River Corridor, Des Plaines, and Berwyn) through data analysis, stakeholder interviews, and written assessment. A full draft of the Wilmington assessment has been completed and shared with APA.

#### **Bikeways Prioritization:**

- Testing with pilot projects in progress.
- Wiki page development in progress.

#### **Economic Development and Market Analysis**

- Market analysis approach for retail/commercial uses was shared with staff via monthly update.
- Other tasks on hold due to staff changes and workloads.

### **4<sup>th</sup> Quarter Objectives:**

#### **Stormwater Management:**

- Finalize guide on how to use the regional flooding susceptibility index in local planning projects.



- Deliver brown bag presentation for staff on how to use the regional flooding susceptibility index in local planning projects.

**Climate Resilience:**

- Continue to meet with APA on the NOAA climate resilience data and planning project to develop framework for data and planning guide for communities.
- Continue to conduct local vulnerability assessments in pilot communities (Fox River Corridor, Berwyn, Des Plaines) through data analysis, stakeholder interviews, and written assessment.

**Bikeways Prioritization:**

- Finalize Des Plaines project as a Case Study, and include in technical documentation.
- Finalize Bicycle Planning and Prioritization Wiki page.

**Economic Development and Market Analysis**

- Continue working on additional topics.
- Test and adjust when applicable.

## Partner Coordination

**Project Manager:** Tony Manno

**Team:** Lopez, Harris, Grover, Ostrander, Smith

**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, the technical assistance providers group, and other formal and informal committees. This project also includes working with partner organizations to incorporate 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).

**3<sup>rd</sup> Quarter Progress:**

- Continued to track partner involvement in ongoing projects and made monthly updates to partners list. Also sought new partner involvement as relevant.
- Continued to hold monthly conference calls with the transit agencies to give updates on underway and upcoming LTA projects, as well as get updates on underway and upcoming Community Planning projects.



#### 4<sup>th</sup> Quarter Objectives:

- Continue partner involvement in ongoing projects, and also continue to expand partner involvement in LTA implementation approach.
- Schedule the next meeting of technical assistance providers group (April) to discuss ON TO 2050 launch and implementation, as well as the next LTA Call for Projects.

## Water Resources Planning

**Project Manager:** Jason Navota

**Team:** Beck, Evasic, Hudson, Pudlock

**Description:** The Water Resources Planning program includes activities related to water quality, water supply, and wastewater, which are guided primarily by CMAP's role as the delegated authority for Areawide Water Quality Planning, GO TO 2040, and Water 2050.

*Water quality planning* activities involve watershed plan development (for the first half of FY18 this is the Lower Salt Creek watershed in DuPage and Cook County, and for the second half it will be Mill Creek in Kane County) and post-plan implementation support for watershed organizations, including assistance with Section 319 funding applications. This also includes the Volunteer Lake Monitoring Program (VLMP).

*Wastewater planning* activities include reviewing wastewater Facility Planning Area (FPA) amendment applications and staffing the CMAP Wastewater Committee.

*Water supply planning* activities were suspended in FY16 due to funding challenges, but were reinstated in mid-FY18 with funding from Illinois DNR.

**Products and Key Dates:** The Lower Salt Creek watershed planning effort includes quarterly stakeholder meetings, quarterly progress reports, and an executive summary and watershed plan document that are due in December 2017. The VLMP program has regular deadlines throughout each program year for reporting, data management, volunteer training, and technical assistance and outreach. Facility Planning Area reviews are conducted as needed

#### 3<sup>rd</sup> Quarter Progress:

- Processed 20 NPDES permit public notices and two Notice of Categorical Exclusions from Detailed Environmental Review reports, and fielded phone calls from parties interested in data and information.
- For Mill Creek watershed-based planning, held a coordination meeting with Kane County staff, began compiling GIS datasets and creating watershed resource inventory maps, and began preparations for stream assessment field work.
- Completed the Lower Salt Creek Watershed-based Plan, incorporating submittals from project partners DuPage County Stormwater Management (BMP load reductions) and





DuPage River Salt Creek Workgroup (2016 stream data and trends analysis, physical stream conditions data) and stakeholders (BMP submittals).

- Continued LTA projects that have a water quality component: Fox River Corridor Plan in McHenry County (continued drafting plan, presented on the project at the 6<sup>th</sup> Annual Fox River Summit), Berwyn Stormwater Management Plan (refined key recommendations, began drafting plan, held public open house ), South Holland Comprehensive Plan (final revisions to draft plan), Chicago North River Communities Neighborhood Plan (steering committee reviewed draft plan), Cook County (Maine-Northfield) Unincorporated Area Plan (draft plan and benefit-cost analysis completed, including three concept plans for the stormwater chapter), Des Plaines Comprehensive Plan (draft Key Recommendations Memo completed).
- Began several new LTA projects that have a water quality component: Algonquin-Cary Subarea Plan (site visit conducted, scope of work and intergovernmental agreement developed), Beecher Comprehensive Plan (scope of work developed, request for proposals released, and proposal review begun), Channahon Comprehensive Plan (intergovernmental agreement executed, consultant selected), Illinois International Port District Planning Priorities Report (scope of work under development), Sandwich Planning Priorities Report (scope of work developed and research begun), and Robbins Stormwater, TOD and Industrial Area Plan (scope of work developed, outreach phase begun, steering committee formed).
- Continued to coordinate the Volunteer Lake Monitoring Program, including project administration, data management, technical assistance, and assessment of water quality data. Quality assurance/quality control review of 2017 Secchi transparency and dissolved oxygen/temperature profile data was completed. Prepared materials and co-lead a Lake Management Planning workshop with Lake County Health Department. Began tabulating the 2017 water quality data into summary tables and distributing to the volunteers. Preparations began for the 2018 season including conference calls with Illinois EPA Lakes Unit staff and the other regional VLMP Coordinators, review and updates to the Secchi monitoring form, ordering and distribution of starry stonewort (an aquatic invasive species) identification cards to each Coordinator, and finalizing the list of 2018 VLMP lakes. Staff also attended the Illinois Lake Management Association conference in March, provided materials for the VLMP display, and moderated a session; and began participating in Illinois-Indiana Sea Grant's Invasive Crayfish Collaborative and the North American Lake Management Society's Secchi Dip-In and Lakes Appreciation Month committee, representing the Illinois VLMP.
- Participated in the Calumet Stormwater Collaborative, including managing the development of an online repository of stormwater resources as well as participating in strategic discussions about collaborative priorities.
- Finalized CDBG-DR funding from Cook County and selected Year 3 projects: stormwater analysis as part of two LTA comprehensive plans in Sauk Village and



Calumet Park, a stormwater management capital plan for Midlothian, and phase 2 of the stormwater plan for Richton Park.

- Presented at the Des Plaines River Watershed Workgroup annual meeting in February on the history, status, and strategies regarding water quality, water supply, and stormwater and flooding in northeastern Illinois.
- Continued to provide guidance on integrating stormwater management into local planning. Presented at the Illinois Association of Floodplain and Stormwater Managers conference in March on ways that planners can be more engaged in efforts to mitigate urban flooding and CMAP's regional urban flooding susceptibility index. Staff are also updating the Stormwater Management Opportunity Planning: Spatial Analysis Methodology report to include use of the index.
- Attended / supported / monitored watershed planning efforts for: Fox River Ecosystem Partnership; Tyler Creek Watershed Coalition; Silver and Sleepy Hollow Creeks Watershed Coalition; Hickory Creek Watershed Planning Group; Buffalo Creek Clean Water Partnership; Jelkes Creek - Fox River Watershed Coalition; Tower Lakes Drain Partnership; Flint Creek - Spring Creek Watershed Partnership; DuPage River Salt Creek Workgroup; Lake County SMC's Des Plaines River watershed plan development; and MWRD's watershed plan updates.
- Contracted with Illinois-Indiana Sea Grant to assist in updating the regional water demand forecast based on CMAP's ON TO 2050 Socioeconomic forecast. The project team held two meetings with an advisory committee to confirm the purpose and methodology of the forecast, with discussions informed by the team's peer and academic literature review. The project team has worked closely with the Illinois State Water Survey to collect water withdrawal data and has collected various forecast variables.
- Finalized contracts with the Metropolitan Planning Council (MPC) to work on two projects: assisting the Public Water Commission (PWC, composed of Joliet, Lockport, Romeoville, Rockdale, New Lenox, and Frankfort) in a strategic planning process and developing guidance on governance options for Oswego, Montgomery, and Yorkville as they explore shared water supply options. MPC has met with each member of the PWC as well as interested neighboring communities along with Will County staff and the Will County Governmental League. MPC also brought in groundwater modeling experts which anticipate significant quantity problems beginning in five years.

#### **4<sup>th</sup> Quarter Objectives:**

- Continue to process NPDES and SRF notices, as well as clarify CMAP's role in WQMP amendment reviews.
- Finalize the MOU with Kane County for the Mill Creek watershed-based plan, continue development of the watershed resource inventory, and begin physical stream conditions field data collection.





- Publish the Lower Salt Creek watershed-based plan.
- Continue to attend and provide input to the various water related efforts and working groups such as Illinois Nutrient Loss Reduction Strategy, Chicago Wilderness, and the Calumet Stormwater Collaborative.
- Continue LTA water quality related projects.
- VLMP: mail Secchi forms and project updates to VLMP participants in April, conduct training in May, present at homeowners association meetings as requested (two meetings scheduled to date), and provide input to the Statewide Coordinator and technical assistance to volunteers as requested.
- Continue to attend meetings and provide technical support to the following watershed organizations as resources allow: Fox River Ecosystem Partnership, Tyler Creek Watershed Coalition, Silver and Sleepy Hollow Creeks Watershed Coalition, Tower Lakes Drain Partnership, Boone Creek Watershed Alliance, Jelkes Creek - Fox River Watershed Coalition, Blackberry and Ferson-Otter Creek Watershed stakeholders, Hickory Creek Watershed Planning Group, Buffalo Creek Clean Water Partnership, Thorn Creek Watershed stakeholders. Staff will also stay abreast of activities of Des Plaines River Watershed Plan development that Lake Co. SMC is leading, as well as the updates of the MWRD watershed plans.
- Complete the ON TO 2050 regional water demand forecast by June 30, 2018.
- Start the four CDBG-DR Year Three projects – Sauk Village, Calumet Park, Midlothian, and Richton Park – by finalizing contracts with the stormwater engineering consultants and organizing kick-off meetings.
- Hold several strategic planning sessions with the Public Water Commission (PWC); continue outreach to other potential communities in the area; continue one-on-one discussions with PWC members; formalize a list of next steps for the PWC.
- Research different governance options for Oswego, Montgomery, and Yorkville; share preliminary results with the communities for feedback; and finalize guidance in a report.
- Update the Lake Michigan water loss data tool with data from 2014, 2015, and 2016.

## POLICY ANALYSIS AND DEVELOPMENT PROGRAM

**Program Oversight:** Tom Kotarac



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 and new ON TO 2050 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:** Jeff Schnobrich

**Team:** Hollander, Kotarac, Tineh

**Description:** At the federal level, implementation of the FAST Act, enacted in December 2015, continues, as does the implementation of MAP-21 performance-measurement rulemakings. Further, the new Administration has expressed interest in an aggressive infrastructure bill. At the state level, the transportation system faces many challenges, including stagnant state resources, evolving methodologies for project prioritization, and implementation of the recently enacted "lockbox" for transportation revenues.

**Products and Key Dates:** Research on federal and state transportation topics via issue briefs and the Policy Updates blog (ongoing).

#### **3<sup>rd</sup> Quarter Progress:**

- Monitored incoming Administration's activities and policy development. Published Policy Update analyzing the omnibus FY18 appropriations bill. Published policy updates on administration's proposed budget.
- Monitored Great Lakes Basin Transportation's application to Surface Transportation Board.
- Participated in CAGTC activities and IDOT ISFAC activities, including an in-person meeting of ISFAC in Springfield.



#### 4<sup>th</sup> Quarter Objectives:

- Continued monitoring and analysis of federal and state legislative and regulatory activity. Publish Policy Updates and issue briefs as needed; brief CMAP committees as needed.
- Continued outreach with stakeholders and participation in committees.

## Major Capital Projects Implementation

**Project Manager:** Tom Kotarac

**Team:** Bozic, Elam, Patronsky, Schuh

**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. 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:** Technical assistance and involvement with project planning as stipulated in the strategic plan (ongoing); Bi-monthly internal meetings, meetings with external partners, and project updates (ongoing).

#### 3<sup>rd</sup> Quarter Progress:

- Monitored progress of capital projects.

#### 4<sup>th</sup> Quarter Objectives:

- Monitor FASTLANE/INFRA application for 75th St. CIP project.
- Monitor progress of major capital projects.

## Reasonably Expected Revenues Implementation

**Project Manager:** Lindsay Hollander

**Team:** Elam, Ihnchak, Kotarac, Schuh, Smith, Weil, and other staff as necessary

**Description:** Lack of transportation funding for the state and region remains a critical problem. The financial planning process for ON TO 2050 has highlighted the growing gap between system needs and available revenues. ON TO 2050 will recommend a set of reasonably expected revenues for the region. This project will explore strategies to implement state,



regional, and local revenues, including legislative changes, additional research and educational materials, key partnerships, and other support needs. The project will require input from staff across the agency to identify internal resources and key partners. The project will involve strong stakeholder collaboration and feedback, and produce a prioritized set of next steps to advance transportation revenue options as identified in the draft financial plan.

**Products and key dates:** Scope (December 2017). Revenue action plans (March-June 2018).

**3<sup>rd</sup> Quarter Progress:**

- Held Subcommittee on Transportation Revenues to discuss revenue priorities and principles.

**4<sup>th</sup> Quarter Objectives:**

- Scope stakeholder meetings.
- Approval of subcommittee recommendations to the CMAP Board and MPO Policy Committee.
- Draft analysis of implementation considerations for a vehicle miles travelled fee.

## **Regional Strategic Freight Direction**

**Project Manager:** Jeff Schnobrich

**Team:** Project managers and teams as noted, and other relevant staff

**Description:** This project supports analyses for development of the Regional Strategic Freight Direction for the CMAP region, scheduled for publication in January 2018. The plan will highlight major directions for freight planning and policy in the CMAP region. This project contains activities to finalize the draft document, including final research on policies and strategies, stakeholder and committee engagement, and coordination with programming, ON TO 2050, and other CMAP work.

**Products and key dates:**

- Complete draft of Regional Strategic Freight Direction (September 2017).
- Presentation of draft report to MPO Policy Committee and Board (October 2017).
- Layout of Regional Strategic Freight Direction (November 2017).
- Presentation of final report to MPO Policy Committee and Board (January 2018).

**3<sup>rd</sup> Quarter Progress:**

- Present the RSFD to the CMAP Board, MPO, and others as requested.
- Publish the Regional Strategic Freight Direction.



#### 4<sup>th</sup> Quarter Objectives:

- Develop implementation strategy for the RSFD.
- Meet with stakeholders to discuss implementation partnerships and priorities.

## Freight Policy Implementation

**Project Manager:** Jeff Schnobrich

**Team:** Elam, Murtha, Schuh, Tineh, Kotarac

**Description:** This project supports implementation of the policy agenda identified in the Regional Strategic Freight Direction, specifically focused on opportunities related to (1) infrastructure projects, (2) local planning efforts, and (3) ongoing assistance to prior freight-planning efforts. Infrastructure projects would include competitive federal funding opportunities, regionally significant projects, and major freight facility development proposals.

#### Products and key dates:

- Develop internal strategy memo to prioritize staff resources on freight policy implementation (March 2018).
- Monitor and support freight-related infrastructure projects (ongoing).
- Encourage freight-related LTA program applications for FY 2019 call for projects (June 2018).
- Provide ongoing assistance to past freight-related LTA projects, as well as state and local freight-planning efforts conducted by partners (ongoing).

#### 3<sup>rd</sup> Quarter Progress:

- Continued to monitor freight-related policy developments at federal, state, and regional levels.
- Attended ISFAC to participate in the State of Illinois' freight planning process.
- Continued collaboration with the City of Chicago, railroads, and other stakeholders on prioritizing grade crossings within the region.

#### 4<sup>th</sup> Quarter Objectives:

- Continue to monitor freight-related policy developments at federal, state, and regional levels.



# AREA 2: Regional Economy

## Regional Economic Indicators

**Project Manager:** Austen Edwards

**Staff:** Cooke

**Description:** CMAP collects and analyzes 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. This project continues the update of the existing indicators and associated quarterly policy updates. Policy updates will focus on analyses underway for the next plan and the freight plan.

**Products and Key Dates:** Quarterly activities include rolling annual updates to the microsite with the inclusion of recently acquired data from other regions and analysis of indicators and related data through series of policy updates.

### 3<sup>rd</sup> Quarter Progress:

- Published new data for Clusters indicator update.
- Completed data analysis and drafted Policy Updates regarding job market polarization and alternative measures of regional innovative capacity.

### 4<sup>th</sup> Quarter Objectives:

- Publish three Policy Updates on job market polarization and trends in middle-skill jobs.
- Publish Policy Update exploring measure of innovative capacity.
- Publish new data for Trends indicator update.
- Begin analyzing new data for Innovation indicator update.

## Metropolitan Chicago's Traded Clusters

**Project Manager:** Simone Weil

**Team:** Cooke, Edwards

**Description:** GO TO 2040 called for CMAP to continue analysis of the region's industry clusters. The ON TO 2050 Regional Clusters and Economy snapshot in FY17 applied the U.S. Clustermapping Projects traded and local clusters. This report will further CMAP's understanding of traded clusters, identifying challenges and opportunities related to infrastructure, innovation, and changing skills required of the workforce. The analysis will



include examination of the region's traded clusters including service sector industries, freight and logistics clusters, and manufacturing industries.

**Products and Key Dates:** Final report (February 2019).

**3<sup>rd</sup> Quarter Progress:**

- Conducted background research, data collection, and literature review.

**4<sup>th</sup> Quarter Objectives:**

- Compile findings from literature review.
- Collect data and conduct data analysis.
- Draft scope and timeline.
- Convene partners to discuss project scope.

## **National Economic Development and Innovation Policy Updates**

**Manager:** Simone Weil

**Team:** Cooke, Edwards

**Description:** This series of policy updates will examine national best practices in improving regional economic development practices, foster innovation, and address evolving workforce development needs. Topics will include an updated analysis of economic development incentive governance in other states, federal and state innovation programs, and regional workforce development efforts.

**Products and Key Dates:** Quarterly.

**3<sup>rd</sup> Quarter Progress:**

- Drafted study of Pacific Northwest States incentive programs' analysis.

**4<sup>th</sup> Quarter Objectives:**

- Publish Pacific Northwest study.

## **Supply Chain Analyses**

**Project Manager:** Simone Weil

**Staff:** Edwards

**Description:** CMAP's drill down work has indicated the need to improve the movement of goods and workers to support the region's industry clusters. In addition, modernizing



approaches to supply chain management are changing the ways that goods move into and through the region. This project will build on the FY16 Supply Chain report to establish a framework for supply chain analyses in the region via a specific assessment of the metals industry supply chain.

**Products and Key Dates:** CMAP Metals Supply Chain Report (Fall 2016).

**3<sup>rd</sup> Quarter Progress:**

- Published report.
- Shared findings with partners at Chicago Metro Metals Consortium and other stakeholders.

**4<sup>th</sup> Quarter Objectives:**

- Continue to share findings and data with stakeholders.

## **Regional Housing and Development Analysis**

**Project Manager:** Elizabeth Schuh

**Team:** Burch, Kenney, Morck, Z. Vernon

**Description:** GO TO 2040 emphasizes the need to coordinate planning for transportation, land use, and housing. This project will continue to enhance the agency's understanding of housing and land use changes in the region and provide education on topics related to the interaction of land use, transportation, and economic competitiveness. Quarterly analyses via Policy Updates and/or issue briefs will continue to cover trends such as building permits, housing diversity, non-residential land use trends, and demographic shifts. There will be continued integration of the analysis of regional development trends with work under the Regional Tax Policy Analysis project and the Regional Economic Indicators.

**Products and Key Dates:** Analysis and policy updates on the impacts of demographic, housing, and non-residential development change in the region (quarterly).

**3<sup>rd</sup> Quarter Progress:**

- Published a policy update on regional population change according to 2017 census estimates.
- Published policy update series on commute patterns of economically disconnected areas.

**4<sup>th</sup> Quarter Objectives:**

- Present on policy updates as requested.





## Regional Tax Policy Analysis

**Project Manager:** Lindsay Hollander

**Team:** Tineh

**Description:** This project supports CMAP's commitment to efficient governance and 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 governance and tax policy issues, as well as work to incorporate tax policy analysis into local planning efforts. Topics are likely to include an analysis of state tax disbursements, the property tax, and/or other tax policy issues.

**Products and Key Dates:** The project will be executed as a series of three issue briefs or policy updates to be published in October 2016, January 2017, and June 2017. Develop an implementation and engagement strategy for ongoing and emerging ON TO 2050 tax policy analysis (November 2017).

### 3<sup>rd</sup> Quarter Progress:

- Began working on an analysis of the drivers of divergences in state revenue disbursements to municipalities.
- Began collection of 2016 property tax data.
- Continued work on policy updates discussing transportation revenue issues.

### 4<sup>th</sup> Quarter Objectives:

- Complete and publish analysis of the drivers of divergences in state revenue disbursements to municipalities.
- Continue property tax data collection.
- Publish policy updates on transportation revenue issues.
- Continue to provide analysis for various local planning project as needed.

## Multijurisdictional Transportation Impacts of Development Corridors

**Project Manager:** Lindsay Hollander

**Team:** N. Peterson, Bozic

**Description:** CMAP has provided a series of analyses on the fiscal and economic impacts of various land use types. This project will expand upon that work by analyzing the transportation utilization and cost impacts of retail agglomerations and industrial corridors. Tasks include identification of the region's corridors, assessment of the role that transportation implementers play in single and cumulative development approvals, and completion of case



studies of a subset of corridors. The case study analyses will assess transportation network utilization and costs across jurisdictions. The first report on retail agglomerations will be completed in the beginning of FY18. A second report focusing on industrial corridors will begin scoping in FY18, with the goal of producing a final report in FY19.

**Products and Key Dates:** Final Retail Corridors Report (October 2017), Scoping of industrial corridors work (December 2017).

**3<sup>rd</sup> Quarter Progress:**

- None, project progress was deferred for ON TO 2050 development.

**4<sup>th</sup> Quarter Objectives:**

- Use data submitted by consultant and data outputs from the travel model to complete analysis of roadway utilization and costs associated with each agglomeration.
- Conduct research on multijurisdictional issues of transportation improvements and developments.
- Continue drafting report.

## **Municipal Annexation Policy Analysis**

**Project Manager:** Lindsay Hollander

**Team:** Beck, Carlisle

**Description:** As an outgrowth of previous CMAP work analyzing developments at the outer edge of the region through the Lands in Transition strategy paper as well as unincorporated areas within already developed areas of the region, staff will analyze municipal annexation policy. Staff will explore municipal annexation issues through both rural area and built-out community contexts. Topics may include annexation processes and policies, fiscal impacts, alternatives to annexation such as boundary or infrastructure agreements, and possible policy recommendations. The analysis may be published as a memorandum(s) or white paper.

**Products and Key Dates:** Scope (December 2017), final deliverable (June 2018).

**3<sup>rd</sup> Quarter Progress:**

- Began scoping project.

**4<sup>th</sup> Quarter Objectives:**

- Complete scope of project.



# AREA 3: CMAP/MPO Committee Support and Legislative Strategy

## State Legislative Analysis and Engagement

**Project Manager:** Gordon Smith

**Team:** Kotarac, Weil, Cefali, 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 passage of legislation, vetoes, executive orders, or other relevant announcements that impact our region. Staff will maintain relationships with key staff in the Illinois General Assembly, Governor's Office, relevant constitutional offices and state agencies to keep abreast of these activities. Staff will also maintain relationships with CMAP's partners and stakeholders to keep informed with their legislative concerns and initiatives.

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

**Products and Key Dates:** State Agenda (November 2017). Monthly Board report, final legislative report (June 2018). Veto session report (TBD). Policy Updates on state legislative issues (ongoing). Fact sheets on GO TO 2040 and ON TO 2050 priorities (as needed). Statewide MPO coalition building (ongoing). Convene General Assembly CMAP coalition (biannually). General Assembly Member meetings in Springfield (during sessions). General Assembly Member meetings in Region (ongoing).

### 3<sup>rd</sup> Quarter Progress:

- Met with 2 different legislators to discuss CRPF, LTA along with the 2017 State Legislative Principles and Agenda, CMAP funding, policy initiatives, and other GO TO 2040 implementation activities and ON TO 2050 update.
- Continued review and updates to the State and Federal Principles and Agenda documents for Spring 2018 legislative session.
- Staff hosted the fall legislative summit (eight legislators attended and one staffer)
- Continued development of the Spring CMAP Legislative Working Group, to focus on partner's individual legislative initiatives.
- Joe provided testimony at House Transportation hearing on the Cost of Maintaining Current Infrastructure.



- Staff continued to track legislative activities.

#### **4<sup>th</sup> Quarter Objectives:**

- Continue to meet in district with legislators and staff to discuss agency funding, State Legislative Principles, CMAP policy initiatives, and other GO TO 2040 implementation activities and ON TO 2050 development activities.
- Begin tracking introduced legislative activities.
- Convene a meeting of the CMAP legislative working group to discuss spring session initiatives for 2018.
- Develop the spring legislative forum content and format.
- Finalize updates and seek approval of the State Principles and Agenda documents for Spring 2018 legislative session.

## **Federal Legislative Strategy**

**Project Manager:** Tom Kotarac

**Team:** Porter, other relevant staff

**Description:** Under this project, staff will monitor actions in the U.S. Congress and other relevant federal agencies that impact our region. Specific continuing areas of focus include policy related to MPO Reform, the FAST Act, rail safety legislation, annual appropriations bills, and Water Resources Development Acts.

**Products and Key Dates:** Federal Agenda (January 2018). Policy Updates on federal legislative issues (ongoing).

#### **3<sup>rd</sup> Quarter Progress:**

- Held Congressional Delegation District Directors meeting at CMAP.
- Crafted comments with AMPO and NARC in response to DOT request for regulatory streamlining proposals.
- Monitored FY 18 appropriations bills.
- Continue technical assistance and outreach to Illinois congressional delegation and administration officials on relevant legislation and administrative action.

#### **4<sup>th</sup> Quarter Objectives:**

- Monitor FY 18 appropriations bills.



- Continue technical assistance and outreach to Illinois congressional delegation and administration officials on relevant legislation and administrative action.

## **CMAP and MPO Committee Support**

**Team:** Porter (policy committees); Elam, Navota, Schuh, Ihnchak (coordinating committees); Grover, Dixon (advisory committees); Beck, Dixon, Ostrander, Burch, Weil (working committees); Garritano, Silberhorn

**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, for policy, coordinating, advisory, working levels (ongoing). Collect and share information on GO TO 2040 implementation and ON TO 2050 activities occurring throughout the region at the working committee level (ongoing).

### **3<sup>rd</sup> Quarter Progress**

- All committees' materials were prepared and meetings were held. Working committee summaries prepared on a monthly basis.

### **4<sup>th</sup> Quarter Objectives**

- Continue to convene committees as scheduled and provide summaries as appropriate.

## **ON TO 2050 DEVELOPMENT**

**Program Management:** Kristin Ihnchak, Liz Schuh

This program will continue developing ON TO 2050, which is due to be complete in 2018. GO TO 2040 provides a solid foundation and vision for the future of the region. Development of the next comprehensive regional plan will build upon that foundation and refine the major policy objectives of GO TO 2040 in a manner that is supportive of the agency's core land use and transportation functions, as well as identify limited new policy directions that are complementary to CMAP's role. More specific policies and recommendations may address both the level of detail in the current plan's policies as well as expand to place-based approaches for some policy areas. Research and analysis performed in FY18 will continue to refine policy approaches as well as finalize the socioeconomic forecast, Alternative Futures process, the financial plan, and transportation project assessment and selection. FY 18 also includes drafting

the plan overall. Continuing stakeholder and public engagement is included in this approach.

## AREA 1: Plan Outreach and Communications

### Comprehensive Plan Communications Strategy

**Project Manager:** Tina Fassett Smith

**Team:** Ihnchak, Schuh, Garritano, and other relevant staff

**Description:** This area will support the comprehensive plan program co-leaders by continuing the implementation of a focused communications strategy to enhance the effectiveness of all projects within the program. This effort will include helping program and project leaders to articulate clear priorities that are necessary for successful stakeholder engagement and for the success of the plan itself. This project will develop a new or updated long-term communications and outreach strategy document annually. FY18 activities will include creating messages and communication strategies for key stakeholders around the draft and final ON TO 2050 plan, developing required supportive web and print materials, and building media and stakeholder awareness of the plan and engagement opportunities. This project will also overlap with activities in the main Communications and Outreach work program centered on conceiving and executing visual assets (e.g., illustrations, animations, photos, and videos) for the draft and final versions of the plan.

**Products and Key Dates:** Continue to develop messaging and communications strategies for plan development work (ongoing). Assist in preparation of ON TO 2050 preview report (October 2017) and snapshot reports (ongoing). Prepare public-facing materials in preparation for engagement around the draft plan (spring 2018). Deploy and continually enhance interactive infographics and web mapping tool for layers and interactives (ongoing). Develop plan website for soft rollout to coincide with draft plan (ongoing). Carry out other ongoing communication activities to be identified in support of ON TO 2050.

#### 3<sup>rd</sup> Quarter Progress:

- Received approval on program for ON TO 2050 launch event and secured keynote speaker. Completed communications strategy for launch event and began execution.
- Received approval on design for ON TO 2050 web channel and began development.
- Completed and launched CMAP Photo Library, which enables plan authors and content creators to search for photos and eventually other visual assets for the plan.
- Completed design and development of the interactive local strategy map web pages, presented them to staff with an accompanying worksheet to facilitate content creation.
- Continued to promote ON TO 2050 interim deliverables and further develop principles messaging and promotion as applicable.



- Completed interviews and portraits of 20 residents and stakeholders who will be featured in the plan.
- Supported release of the final ON TO 2050 the final Snapshot report on Natural Resources and the penultimate Strategy Paper on Health Equity.
- Continued development of visuals for plan chapters.

#### 4<sup>th</sup> Quarter Objectives:

- Confirming theme, design, and continue to identify and confirm speakers for the launch event.
- Release final ON TO 2050 strategy paper on traffic safety.
- Upload and prepare ON TO 2050 draft content.
- Continue development of ON TO 2050 web channel.

## Comprehensive Plan Outreach Strategy

**Project Manager:** Jane Grover

**Team:** Ihnchak, Schuh, Garritano, Harris, Raby-Henry, Cambray, and other relevant staff

**Description:** The outreach strategy for ON TO 2050 will seek to establish a broad coalition of support among a variety of audiences, including elected officials and local governments, service providers, business leaders, nonprofit organizations, philanthropic stakeholders, community organizations, and others. Specific outreach activities in FY18 will include continued engagement around alternative futures, including developing related forums, conducting workshops and forums, deploying kiosks, and summarizing feedback. Engagement to support development of ON TO 2050 will also be used to update CMAP's Public Participation Plan, highlighting meaningful and inclusive outreach. In addition, the outreach team will provide support to project leaders in engagement efforts around specific topics of interest to the planning process. This project will contribute substantially to the long-term communications and outreach strategy document described above, including stakeholder engagement surrounding the draft plan in spring/summer 2018 and preparation for the October 2018 launch event.

**Products and Key Dates:** Organize and develop topical forums (through August 2017). Collect and help analyze engagement inputs from all sources (July through September 2017). Prepare alternative futures engagement summary (October 2017). Preparatory tasks for draft plan engagement (ongoing). Targeted stakeholder and partner engagement (ongoing).





### **3<sup>rd</sup> Quarter Progress:**

- Continued to expand and deepen the agency's network of allies and advocates through public engagement for ON TO 2050, including civic organizations, community groups, municipalities, and the private sector.
- Continued implementation of ON TO 2050 corporate engagement strategy to generate private sector support for ON TO 2050 and the October 2018 adoption/implementation launch. Secured meetings with representatives from Illinois Manufacturers' Association, Motorola Solutions, Lake County Chamber of Commerce, Chicago Regional Growth Corporation, Dearborn Denim, Boeing, Uber, Choose DuPage, T-Mobile, Evanston Chamber of Commerce, Campus Compact, Rolling Meadows Chamber of Commerce, and Leadership Greater Chicago; prepared reports of those meetings.
- Began planning for regional chamber of commerce symposium in June with the Federal Reserve Bank of Chicago and Chicago Regional Growth Corporation.
- Began planning stakeholder engagement for review of the draft plan.
- Initiated planning for open house series and public hearing in June and July for public review of the draft plan.

### **4<sup>th</sup> Quarter Objectives:**

- Continue to expand and deepen the agency's network of allies through on-going outreach events.
- Review structure and membership of the Citizens' Advisory Committee to align with implementation of ON TO 2050 and support CMAP's goals.
- Continue to implement the corporate engagement strategy to generate private sector support for ON TO 2050 and the 2018 adoption/implementation launch.
- Coordinate engagement of targeted stakeholders for review of draft ON TO 2050 plan.
  - Plan and conduct public open house series for the draft plan and plan the public hearing on the draft plan for the end of July 2018.
  - Reengage community organizations (2016 and 2017 workshop hosts) in review of the draft plan.
  - Support other engagement activities for the ON TO 2050 plan chapters and the draft plan.
- Begin preparation of comprehensive report of public engagement activities supporting development of ON TO 2050.
- Support planning for the October launch event.





## Alternative Futures Scenario Development

**Project Managers:** Kristin Ihnchak, Liz Schuh

**Team:** Fassett Smith, Grover, Irvin, Patton, and other relevant staff

**Description:** The summer of 2017 will feature public engagement around potential alternative futures for the region. Final work for this engagement will continue into FY18, including deployment of outreach activities such as workshops, kiosks, and surveys. Staff will also create a comparison of alternative futures and ON TO 2050 proposed strategies to identify strategies of particular impact.

**Products and Key Dates:** Forums on the remaining two futures (July and August 2017). Alternative futures engagement summary (October 2017). Alternative futures and ON TO 2050 strategy analysis (January 2018).

### 3<sup>rd</sup> Quarter Progress:

- Project complete.

### 4<sup>th</sup> Quarter Objectives:

- Project complete.

## AREA 2: Draft Plan Development

### Plan Development

**Project Managers:** Kristin Ihnchak, Liz Schuh

**Team:** Beck, Day, Elam, Ihnchak, Irvin, Hollander, Weil, Williams-Clark, Fassett Smith, Garritano, Grover, and other relevant staff

**Description:** This project will synthesize the substantial research, analysis, and stakeholder feedback collected over the last several years into a draft plan, due to be released for public comment in June 2018. CMAP staff will actively engage committees and stakeholders in development of final recommendations. Since the plan will be presented primarily on the web, in addition to a secondary printed document, this project will also develop the website and print formats of the plan.

**Products and Key Dates:** Annotated plan outline and identification of core components (September 2017). Internal draft plan elements (Feb-April 2018). Internal near term ON TO 2050 implementation plan (March 2018).

### 3<sup>rd</sup> Quarter Progress:

- Completed drafting of the five major topical sections of the plan (land use, environment, economy, transportation, governance).



- Distributed three chapters (land use, economy, governance) for stakeholder review.
- Presented initial recommendations of all chapters to the CMAP Board and Committees, with at least two chapters presented to each committee. Convened additional meetings of Economic Development, Planning, and Transportation committees to encourage review.
- Worked with the communications team to strategize web format and structure that supports the needs of ON TO 2050 content.
- Refined implementation strategies to produce a timeline for pre-launch implementation activities, focused on partnership building and fundraising. Scheduled meetings with topic area teams to monitor progress.

#### 4<sup>th</sup> Quarter Objectives:

- Finalize drafts of plan sections. Complete stakeholder review and revisions. Compile draft plan for web presentation.
- Begin reviewing CMAP committee structure and membership to assess options to support ON TO 2050.
- Continue to meet with topic area implementation teams to monitor and support the accomplishment of the majority of near term implementation activities.

## Regional Snapshot Analyses

**Project Managers:** Kristin Ihnchak, Liz Schuh

**Team:** Project managers and teams as noted, Communications and Outreach staff, and other relevant staff

**Description:** This project will complete the series of snapshot reports that assess existing conditions and regional progress on topics and indicators emphasized in GO TO 2040 as well as selected areas being evaluated for ON TO 2050. Snapshot reports will continue to be brought to CMAP working committees for review and comment. Specific analyses include (project managers are listed first for each team):

**Products and Key Dates:** (July – January 2018).

- **Highway network and trends** (Elam, D. Ferguson, Murtha; August 2017)
  - Project complete.
- **Infill and Transit-Oriented Development (TOD) trends** (Schuh, Menninger, Tineh; August 2017)
  - Project complete.



- **Transit system and trends** (Menninger, Elam, Irvin; October 2017)
  - Project complete.
- **Local food** (Daly, Navota; August 2017)
  - Project complete.
- **Non-motorized transportation** (Bayley, Daly, O'Neal; October 2017)
  - Project complete.
- **Natural resources trends** (Patton, Daly, Beck, Navota, Irvin; February 2018)
  - 3<sup>rd</sup> Quarter Progress:**
    - Design and internal review completed.
    - Report published.
  - 4<sup>th</sup> Quarter Objectives:**
    - Project complete.
- **Placemaking trends** (Boggess, Ihnchak, Lopez; December 2017)
  - 3<sup>rd</sup> Quarter Progress:**
    - Design and internal review completed.
    - Report published.
  - 4<sup>th</sup> Quarter Objectives:**
    - Project complete.
- **Greenhouse gas emissions** (*Illustrated memo*, Patton; May 2018)
  - 3<sup>rd</sup> Quarter Progress:**
    - Completed data collection.
    - Received and approved report template.
  - 4<sup>th</sup> Quarter Objectives:**
    - Publish report.

## Assessment of New Policy Directions

**Project Managers:** Kristin Ihnchak, Liz Schuh

**Team:** Project managers and teams as noted, Communications and Outreach staff, and other relevant staff

**Description:** This area will wrap up evaluation of more specific strategies for selected GO TO 2040 policies and assess some new policy areas through the creation of strategy papers and memos, which will summarize the agency's potential approach to each area. Products



developed under this area will be brought to CMAP working committees and key stakeholders for discussion throughout development and following their completion. Topics for evaluation include (project managers are listed first for each team):

**Products and Key Dates:** Strategy papers and memos (July 2017 – January 2018).

- **Transit Modernization** (Menninger, Irvin, Elam; October 2017)
  - Project complete.
- **Inclusive growth** (Scott, Tineh, Irvin; July 2017)
  - Project complete.
- **Transportation technology** (Irvin, Murtha; August 2017)
  - Project complete
- **Lands in transition** (Beck, Daly, Patton, Navota; July 2017)
  - Project complete.
- **Asset Management** (Murtha, Elam; December 2017)

**3<sup>rd</sup> Quarter Progress:**

- Prepared [ON TO 2050 recommendations](#) for asset management for the January Transportation Committee meeting.
- Issued a [Request for Qualifications](#) for pavement data collection and a pilot pavement management program. Issued a Local Pavement Management Plan pilot program [Call for Projects](#). With these efforts, asset management has moved to the ON TO 2050 implementation stage.

**4<sup>th</sup> Quarter Objectives:**

- Project complete.
- **Water** (Navota, Beck, Hudson; July 2017)
  - Project complete.
- **Municipal capacity** (Day, Hollander; October 2017)
  - Project complete.
- **Stormwater** (Beck, Evasic, Navota; December 2017)
  - Project complete
- **Economic resilience** (Weil, Edwards; September 2017)
  - Project complete



- **Energy** (Patton; June 2017)
  - Project complete.
- **Public health** (Lopez; December 2017)
  - 3<sup>rd</sup> Quarter Progress:**
    - Report published.
  - 4<sup>th</sup> Quarter Objectives:**
    - Project complete.

Key findings from these papers will supported development of the 2050 Preview Report in summer 2017 that summarized findings from the regional snapshot reports and the new policy directions identified.

- 4<sup>th</sup> Quarter Objectives:**
  - Project complete – report adopted by the Board and MPO in October 2017.

## **Place-Based Approach: Layers Development**

**Project Managers:** Lindsay Bayley

**Team:** Apap, Catalan, Daly, Vernon, strategy paper project managers, and other relevant staff

**Description:** One goal of ON TO 2050 is to utilize a “place-based approach” to translate the plan’s broad regional policies into local solutions for a variety of partners. The selected approach, layers, will use data layers and mapping to provide targeted and more localized recommendations for key policy areas. This program area will continue to develop the selected layers and associated recommendations. The team will also identify the web format for these recommendations. CMAP committees and other stakeholders will continue to be strategically engaged in the development of this approach.

**Products and Key Dates:** Recommendations and visuals for selected layers (March 2018).

### **3<sup>rd</sup> Quarter Progress:**

- Presented layers to committees: Economic Development (1/22), Environment and Natural Resources (2/1), Human and Community Development (2/6), Housing (3/15), and Land Use (3/21).
- Developed three sample story map templates for use in the final plan: a basic map to explain data ranges, a comparative map, and map for case studies.
- Collected methodology documentation for all layers.



- Began drafting ON TO 2050 appendix document with a description of each layer and overview of methodology, and map.

#### **4<sup>th</sup> Quarter Objectives:**

- Begin data preparation for public release on the CMAP Data Hub.
- Work with plan authors to finalize content for story maps.
- Work with plan authors to determine which classifications in each layer would trigger a specific recommendation.

## **Regionally Significant Project Evaluation**

**Project Manager:** Jesse Elam

**Team:** Bozic, Frank, Heither, Irvin, N. Peterson, Menninger, Murtha, Schuh, D. Ferguson

**Description:** This project will determine the universe of transportation projects to be considered in ON TO 2050 and evaluate the projects' performance against an appropriate set of metrics. A call for projects to include in the plan is expected early in the fiscal year. Committee engagement will be on-going throughout the process, including verification of the measures to be used and review of the results.

**Products and Key Dates:** Prepare draft needs analysis and project benefit report (August 2017). Committee engagement (ongoing).

#### **3<sup>rd</sup> Quarter Progress:**

- Met with implementers to review evaluation results and understand project priorities.
- Drafted staff-recommended list of projects to fit within fiscal constraint.

#### **4<sup>th</sup> Quarter Objectives:**

- Present to Board, Planning Committee, Transportation Committee and others and refine recommendations as needed.

## **Financial Plan Development**

**Project Manager:** Lindsay Hollander

**Team:** Elam, Schuh, Schmidt

**Description:** This project will update revenue and expenditure information and the overall fiscal constraint of the plan from GO TO 2040 and develop new forecasts for ON TO 2050. There will be a particular emphasis on understanding the tradeoffs of different investment strategies, as well as in engaging key stakeholders throughout the process. Staff will also



conduct analysis of potential new and refined revenue sources, such as a VMT fee. This project will involve close collaboration with the capital project evaluation.

**Products and Key Dates:** Conduct outreach to key stakeholders on typical project costs, lifecycles, and categorization (ongoing). Financial plan completed (November 2017).

**3<sup>rd</sup> Quarter Progress:**

- Held Subcommittee on Transportation Revenues of the CMAP Board and MPO Policy Committee to discuss reasonably expected revenues, principles, and implementation priorities.

**4<sup>th</sup> Quarter Objectives:**

- Approval of subcommittee recommendations to the CMAP Board and MPO Policy Committee.
- Draft Financial Plan for Transportation appendix to ON TO 2050.

## **AREA 3: Technical Analysis**

### **Socioeconomic Forecast and Local Area Allocation**

**Project Manager:** David Clark

**Team:** Ihnchak, Schuh, Heither, N. Peterson, Prasse, and other relevant staff

**Description:** With consultant support, develop tools necessary to support on-going population forecasting and allocation efforts. FY18 activities include finalizing the local allocation of the regional population total based on stakeholder feedback and refined analysis. Staff will also assist in development of materials to communicate the results of the regional socioeconomic forecast. Staff will engage CMAP committees and key stakeholders throughout to generate feedback.

**Products and Key Dates:** Finalize local allocation (June 2018).

**3<sup>rd</sup> Quarter Progress:**

- Received final version of local allocation tool with documentation.
- Modified allocation of workers in the Temporary Services industry in base and forecast years to reflect a more reasonable distribution of temp workers.
- Added updated Development Inventory data to inform near-term growth assumptions.
- Adjusted tool procedures to allow for iterative update of accessibility inputs at five-year intervals.
- Began draft of Plan appendix on the regional forecast and local allocation.



#### **4<sup>th</sup> Quarter Objectives:**

- Complete draft of forecast appendix.
- Finalize local allocation with all updated data inputs and improved procedures in place.

## **Plan Indicators Development**

**Project Manager:** Noel Peterson

**Team:** Ihnchak, Schuh, D. Clark, N. Ferguson, Heither, Vernon, and other relevant staff

**Description:** GO TO 2040 includes a set of indicators to track the plan's progress toward implementation. The 2014 Plan Update revised several of these indicators, including modifying the way in which the indicator was measured to respond to data availability. This project will build upon that analysis to update the GO TO 2040 indicators, identify new indicators for policies that are new to ON TO 2050, and modify existing measures and future targets if appropriate. This project will assess both the GO TO 2040 indicators and the kindred indicators in the regional economy and tax policy areas.

**Products and Key Dates:** Memo on refinement of existing indicators (March 2018). Memo on possible new indicators (April 2018). Memo on proposed ON TO 2050 indicators, including targets (June 2018).

#### **3<sup>rd</sup> Quarter Progress:**

- Updated one kindred indicator (Manufacturing Exports).
- Completed draft Indicator Refinement Memo describing proposed set of Inclusive Growth kindred indicators for ON TO 2050. Continued soliciting and incorporating committee/stakeholder feedback on completed memos.
- Finished setting near-term (2025) and long-term (2050) targets for all core indicators.
- Completed draft of ON TO 2050 Indicators Appendix document, containing descriptions, methodology and targets for all proposed indicators.

#### **4<sup>th</sup> Quarter Objectives:**

- Complete internal review of ON TO 2050 Indicators Appendix for inclusion with the draft plan.
- Work with Communications staff to create all indicator-related charts and maps required for the plan website.
- Continue updates of any finalized ON TO 2050 indicators as data releases become available.

## **Long Range Plan Data and Tool Development**

**Project Manager:** Zachary Vernon

**Team:** Clark, Prasse, Brown, and other relevant staff





**Description:** This project supports various projects underway for development of the next long-range plan. FY18 tasks include working in coordination with Plan project managers to acquire or develop tools needed for analysis of critical topic areas; working with the regional snapshot and strategy paper teams to develop analytical approaches and data analyses; with the Data and Information Services team to acquire existing public and proprietary datasets identified in the Data Resources work plan; and coordinating with Regional Inventories team to develop necessary datasets not available elsewhere.

**Products and Key Dates:** Support the development of layers, snapshots and, strategy papers through tasks such as developing and analyzing related metrics and aiding in data analysis for various topics as needed (ongoing).

**3<sup>rd</sup> Quarter Progress:**

- Final set of Snapshot data (Natural Resources) posted to the Data Hub.

**4<sup>th</sup> Quarter Objectives:**

- N/A. Project complete.

## COMMUNICATIONS AND OUTREACH PROGRAM

**Program Oversight:** Tom Garritano

CMAP requires communications and outreach to fulfill its comprehensive planning objectives. The agency must maintain a high standard of communication with stakeholders, the general public, and news media. Interactions with news media will be coordinated internally and, whenever appropriate, externally with CMAP partners. Outreach efforts will focus on keeping partners, stakeholders, and the public engaged in individual projects (including LTA) and broader agency activities. Communications and Outreach staff will place special emphasis on building awareness of and support for activities to develop ON TO 2050 and implement GO TO 2040.

### Local Planning Support

**Project Manager:** Melissa Silverberg and Katanya Raby

**Team:** Cambray, Catalan, Grover, Harris, Silberhorn, plus other relevant staff.

**Description:** Communications and Outreach staff will work to build awareness of GO TO 2040 local implementation activities through the Planning department. Manage LTA media and outreach, including liaison with external partners as needed. Prepare communication strategies for individual projects as needed, with involvement of outreach and legislative staff. Partner with LTA staff to generate a quarterly Municipal Matters e-newsletter. 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 and outreach support for regional technical assistance products, including managing workflow for production of print and electronic LTA materials. Provide general outreach support for LTA projects, including regular LTA/Outreach coordination meetings, develop resources and in-house training on effective public engagement, support use of outreach tools such as MetroQuest and TurningPoint keypad polling.

**Products:** Help develop supporting and promotional materials for LTA call for projects (spring 2018). Help develop four Municipal Matters e-newsletters (quarterly). Coordinate LTA communication and outreach strategies, working with staff to develop targeted efforts to media and stakeholders and tracking results; train new staff about Communications and Outreach support services (ongoing).

### **3<sup>rd</sup> Quarter Progress:**

- Updated Communications-Outreach support guide.
- Held brownbag training session with LTA staff to go over the support guide and best practices. Subsequent discussions also led to an update of the LTA design templates at their request.
- Coordinated media coverage of LTA projects including the Bridgeport-Canaryville Planning Priorities report, Berwyn Stormwater Management plan, and Channahon Comprehensive Plan.
- Continued to meet regularly with LTA staff and create individual plans for new and ongoing LTA projects to organize communications, outreach, social media, and media support.
- Facilitated communications support for completion of the Downtown Aurora Master Plan.
- Worked with Planning leadership to define timeline for FY19 RFP to potentially procure a new engagement tool that could serve both local and regional outreach needs.

### **4<sup>th</sup> Quarter Objectives:**

- Continue to provide ongoing support for LTA promotional materials and final plans, as well as relevant media outreach.
- Participate in project kickoffs with project managers working on new LTA projects and support their needs, including developing project web pages as needed.
- Promote various LTA projects through media outreach to reporters.
- Publish next issue of Municipal Matters e-blast.



- Continue providing ongoing support for development of MetroQuest sites, while preparing for FY19 engagement tool RFP.
- Work with LTA Implementation Team to create a presence for implementation activities on the CMAP website.

## Policy and Programming Support

**Project Manager:** Mandy Burrell Booth and Cindy Cambray

**Team:** Fassett Smith, Catalan, Grover, Silberhorn, plus other relevant staff

**Description:** Communications and outreach staff will work with policy and programming staff to build awareness of ON TO 2050 and GO TO 2040 activities at the regional, state, and federal levels. Assist with 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 programming- and policy-based print and web materials, including drill-down reports, issues-driven content, etc.

**Products:** Manage publication and promotion of quarterly updates to the Regional Economic Indicator microsite and support ongoing publication and promotion of Policy Updates, including major demographic data releases (ongoing). Support various reports as needed.

### 3<sup>rd</sup> Quarter Progress:

- Supported release and promotion of Policy Updates on development trends and housing affordability by walkability within the CMAP region, commutes for residents of Economically Disconnected Areas, analysis of the FY19 White House infrastructure and budget proposal, and analysis of the FY18 federal Omnibus spending bill and its potential impact on the CMAP region.
- Supported production and release of the State and Federal legislative agendas.
- Completed updates to the Clusters section of the Regional Economic Indicators microsite.
- Supported development of the Expressway Vision, specifically visuals that will accompany the report.
- Supported stakeholder engagement for review of ON TO 2050 plan chapters.

### 4<sup>th</sup> Quarter Objectives:

- Continue support of the draft Expressway Vision.
- Provide support for the implementation of the new Surface Transportation Program agreement, including stakeholder engagement.



- Support release of working draft RSPs list, including media engagement.
- Support continued production and promotion of Policy Updates.

## **ON TO 2050 Launch Communications Strategy**

**Project Manager:** Mandy Burrell Booth

**Team:** Fassett Smith, Silverberg, Silberhorn, Ihnchak, Schuh, plus other relevant staff.

**Description:** As mentioned in the Plan Development section of this FY18 Budget and Work Plan, Communications staff will develop a communications strategy for the launch of ON TO 2050. This strategy will encompass the launch of the draft materials for public comment through the immediate post-launch period for the adopted plan in October 2018. This document will include messaging and publications required, as well as media strategy, and the launch event itself. It will also incorporate any project or funding announcements that coincide with launch.

**Products and Key Dates:** With agency leadership, determine a preferred launch date and location so that a reservation can be secured, a "save the date" announcement can be sent, and VIPs invited (August 2017). Develop a draft communications and outreach strategy (August through October 2017). Execute materials needed for draft plan communications (October through June 2018). Develop adopted plan communications and outreach strategy (November through June 2018).

### **3<sup>rd</sup> Quarter Progress:**

- Secured Clarence Anthony, executive director of the National League of Cities, as keynote speaker for launch event. Confirmed basic program for entire event.
- Issued an RFP for selection of an A/V team to manage audio and visual needs at the event.
- Developed and began to execute communications strategy for promotion of launch event.
- Continued to promote event via postcards, the Weekly, CMAP's website, social media, and partners' newsletters.
- With design team, continue to develop the look and feel of the event.

### **4<sup>th</sup> Quarter Objectives:**

- Invite panelists and other speakers for launch program and confirm their participation.
- Select A/V team based on replies to RFP.



- Execute communications strategy around launch, develop registration page and begin to promote and accept registrations.
- Finalize look and feel and, with approval of core team, finalize printed and display materials for event.

## Media Relations and Messaging

**Project Manager:** Tom Garritano and Tina Fassett Smith

**Team:** Silverberg, Burrell Booth, Silberhorn

**Description:** With an emphasis on transparency, Communications staff will proactively identify opportunities for coverage by traditional and new media, while also responding to media requests. Press releases and advisories are sent as needed. Maintain a current database of media contacts. Manage staff interactions with media. Develop messaging and impart it to staff in support of each project's unique engagement strategy. Maintain up-to-date web archive of news products and media coverage at [www.cmap.illinois.gov/news](http://www.cmap.illinois.gov/news).

**Products and Key Dates:** Further develop and execute media strategy as part of long-term ON TO 2050 engagement plans, including near-term promotion of snapshot reports and forum series and longer-term promotion of ON TO 2050 public draft and final plan (ongoing). Continue helping staff to use standardized agency messaging and message maps when communicating with both the public and media (ongoing). Carry out broad-based ON TO 2050 media outreach, including in preparation for the October 2018 launch (ongoing).

### 3<sup>rd</sup> Quarter Progress:

- Facilitated coverage of a three-part Policy Update series on Economically Disconnected Areas and commute challenges including an article in [Crain's Chicago Business](#).
- Facilitated coverage of the latest release of U.S. Census data including articles in [Chicago Magazine](#), [Bisnow](#), and [Crain's Chicago Business](#).
- Facilitated an interview with CMAP staff for a [Chicago Magazine](#) story about the future of the Chicago region in the face of a changing climate.
- Fielded media inquiries related to local transportation improvements, regional development projects, and ON TO 2050 plan development.

### 4<sup>th</sup> Quarter Objectives:

- Conduct media roll-out of RSPs (April) and public comment draft ON TO 2050 plan (June).
- Continue to build awareness of topics and principles in the next comprehensive plan.



- Continue to develop high-level messaging for staff as a whole to speak consistently about the agency and its priorities, including ON TO 2050.
- Begin execution of media strategy for ON TO 2050 launch.
- Develop media strategy for FY19 implementation campaigns.

## Graphic Design

**Project Manager:** Nancy Catalan-Sanchez and Chris Apap

**Team:** Catalan, Fassett Smith, Garritano, Silberhorn, 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 in the appropriate software (primarily Adobe InDesign), and ensuring all CMAP print and online channels follow the agency's design and brand guidelines. Certain projects will require coordination with CMAP's design consultant, Thirst. 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 FY17. Continuously pursue improvements in standardizing CMAP materials, including publications and infographics.

### 3<sup>rd</sup> Quarter Progress:

- Completed the ON TO 2050 Natural Resources snapshot report, Heath Equity strategy paper, and Placemaking memo.
- Completed ON TO 2050 Launch Event Save the Date.
- Supported or completed LTA plans or promotional materials for Berwyn, North Lawndale, and Aurora.
- Completed graphics for multiple Policy Updates.
- Completed Flip promotional materials for both web and print.
- Completed the Federal Agenda and State Legislative Principles booklets.
- Completed the Metals Supply Chain Report and Regional Freight Report.
- With CMAP consultants, continued development, design, production, and implementation of interactive web graphics.



#### 4<sup>th</sup> Quarter Objectives:

- Continue production of LTA reports.
- Continue design of graphics for Policy Updates and regional economic indicators.
- Continue design of graphics for web usage.
- With CMAP consultants, continue to develop, design, and implementation of interactive web graphics.
- Release the RFP for printing needs of ON TO 2050 plan.

## ON TO 2050 Imagery for Web and Print

**Project Manager:** Tom Garritano and Tina Fassett Smith

**Team:** Catalan-Sanchez, Apap, Burrell Booth, Silverberg, Silberhorn, plus other relevant staff.

**Description:** To create imagery that maximizes the impact of ON TO 2050 materials, CMAP staff will work with contractors for urban design (UrbanLab), design integration (Thirst), and photo/videography (Dave Burk Photography) produce a variety of visual assets for eventual inclusion in the plan website and printed materials. The firms will work closely with Plan Development and Communications staff to develop illustrations, photographs, renderings, videos, animations, and other graphics that help convey plan principles and priorities to engage key stakeholders and the general public. This project will coordinate with the Expressway Vision team to ensure consistently high-quality imagery.

**Products and Key Dates:** This project is divided into two phases, the first of which consists of a six-month exploration of plan concepts and principles (April through September 2017). The second phase (October 2017 through October 2018) will focus on the development of multiple types of visualizations, including conceptual renderings, animated photo-renderings, and videos. The final visualizations will be used to build excitement and awareness of the draft plan (spring 2018) and to promote implementation of the plan upon its adoption (October 2018).

#### 3<sup>rd</sup> Quarter Progress:

- Presented progress on ON TO 2050 plan visuals to staff, including ON TO 2050 website design, photo library, and process for the development of remaining visuals for the plan.
- Completed refinement of interactive map/Local Strategy Map online presentation.
- Began development of ON TO 2050 web channel, including basic navigation and all interactive elements. Basic development is scheduled to be complete by the end of the 4<sup>th</sup> quarter.
- Continued Phase 2 of Urban Design project, defining needed visuals by chapter and working with plan authors to refine initial visuals presented.





- Completed ON TO 2050 profile portraits, with portraits of 20 residents and stakeholders to be featured in the plan.

#### **4<sup>th</sup> Quarter Objectives:**

- Continue to define and refine visuals for both ON TO 2050 and Expressway Vision.
- Continue to refine ON TO 2050 web channel design and visuals as development continues.

## **Photo Library**

**Project Manager:** Nancy Catalan

**Team:** Fassett Smith, Pedersen, Rogus, Bogess, plus other relevant staff.

**Description:** Communications staff is responsible for offering guidance and coordinating with LTA staff in development of a shared agency-wide photo library for use by both departments. The purpose of this project is to develop a shared and searchable photo library using photo-archiving software and an organizational system that best meet staff needs and agency resources. This project entails researching and creating recommendations for appropriate systems and coordinating with LTA staff to ensure training and implementation are successful. This project is meant to address the building of a photo library that will be used into the future and is not a system for archiving past photos.

**Products and Key Dates:** Present written instructions and guidelines for library to staff (July-September 2017). Conduct training and/or otherwise guide staff in contributing to maintenance of the photo library (November 2017). Ensure that the library is maintained as an agency-wide resource (ongoing).

#### **3<sup>rd</sup> Quarter Progress:**

- Formally launched CMAP Photo Library.
- Reviewed and tagged all Phase 1 photography.
- Finalized the Adobe Bridge Staff User Guide.
- Worked with IT staff to have Adobe Bridge installed on staff computers as needed.
- Trained staff on basic use of Adobe Bridge.

#### **4<sup>th</sup> Quarter Objectives:**

- Train additional staff on Bridge as necessary.
- Refine user guide, tag words, or other processes as necessary.





## Web Administration

**Project Manager:** Joey-Lin Silberhorn

**Team:** Catalan-Sanchez, Apap, Fassett Smith, Garritano, Vernon, 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. This includes helping others at the agency to prepare, post, and maintain their web-based content. Projects may involve overseeing work of consultants to ensure that all web development projects are accessible on mobile devices, follow CMAP's style guides, and meet high standards of accessibility and usability.

**Products and Key Dates:** Work with agency staff to train and assist with development of interactive graphics and maps (ongoing). Work with CMAP staff to keep their web content current, complete, and engaging, including providing tutorial materials for Liferay and Google Analytics, both via written documentation and video (ongoing). Work with web development consultants to manage large-scale website enhancements and interactive projects, including an upgrade to Liferay 7 (through September 2017).

### 3<sup>rd</sup> Quarter Progress:

- Issued RFP for web development services, reviewed responses, interviewed and scored candidates.
- Continued clean up and refinement of CMAP channel post migration to Liferay DXP platform.
- With web consultants, continued work on interactive tools for ON TO 2050 as well as provided support to outreach on the custom contact management system.
- Helped policy, planning, and programming staff to develop and update content.
- Continued promotion via social media of the ON TO 2050 materials..
- Coordinated with consultants for design tweaks, development debugging, and hosting optimizations.

### 4<sup>th</sup> Quarter Objectives:

- Prepare for and execute transition to new web development consultants with Board approval.
- Continue web content management training for staff, including training on the new content management system.
- Coordinate web activities with media outreach for culminating LTA projects.



- Help policy, planning, and programming staff to develop content.
- Continue to coordinate with consultants for design tweaks, development debugging, and hosting optimizations.

## Digital Content Strategy and User Engagement

**Project Manager:** Melissa Silverberg and Joey-Lin Silberhorn

**Team:** Fassett Smith, Silberhorn, Catalan-Sanchez, Apap, plus other relevant staff.

**Description:** The CMAP website, along with its accounts on social media platforms Facebook and Twitter, represent the main avenues for any audience to engage with agency work. Communications staff will enhance this engagement by streamlining the look and navigation of the site in FY18, developing and executing promotional strategies based on agreed upon engagement goals, overseeing creation of online content that maximizes user awareness and interaction, collection of online user analytics, and refinement of future strategies based on those analytics. This will include completing an ongoing project to upgrade the website's content management system and to streamline page templates and overall site navigation. It will also include developing a comprehensive plan for launch of the online (and main) version of ON TO 2050, including plan organization and navigation, theme development, and content needs. Concurrently, Communications staff will work with department leads and subject matter experts to develop promotional strategies and content for the agency's ongoing work and efforts. Quarterly, communications staff will measure user engagement with the website, social media channels, and eblasts (Weekly Update, committee communications, others) to judge whether engagement goals have been met. Promotion strategies will be refined based on related analytics. Many projects will include management of CMAP's design and web consultants.

**Products and Key Dates:** Communications staff will work with design and web consults to streamline site templates and navigation (2<sup>nd</sup> Quarter, FY 18). Develop of promotional strategies and related content (ongoing). Collect user engagement and create reports on engagement efforts (quarterly).

### 3<sup>rd</sup> Quarter Progress:

- Created CMAP Instagram account and mapped out strategy and posts for the first several weeks of use, to start in early 4<sup>th</sup> Quarter.
- Continued strategic posting and engagement on CMAP Twitter, Facebook, and LinkedIn accounts and tracked analytics through professional social media management platform.

### 4<sup>th</sup> Quarter Objectives:

- Continue design for the ON TO 2050 website channel, and start implementing the back end to support content.



- Develop and execute plans for further original blog-type content to highlight and promote CMAP's work.
- Ramp up use of CMAP social media channels, including Instagram, to build awareness and enthusiasm for ON TO 2050 launch.
- Continue to plan and execute social media campaigns around key deliverables.

## External Engagement of Partners, Stakeholders, and Public

**Project Manager:** Jane Grover

**Team:** Harris, Cambray, Raby, Fassett Smith, Garritano, Hyland, plus other relevant staff.

**Description:** CMAP depends on a broad and deep base of partners and stakeholders -- in government, business, the nonprofit sector, and in our communities -- to both add value to CMAP's work and to build buy-in for it. In addition, the agency emphasizes broad and deep ongoing public engagement to inform its work. In FY 18, public external engagement will support ongoing implementation of GO TO 2040 and development of ON TO 2050. Outreach and Communications staff will expand relationships with established partners and identify new partnership opportunities that will include speaking engagements, topical forums, civic events, meeting venues, legislative support, and potential committee members, working with a broad base of CMAP staff to identify and promote these opportunities. Outreach and Communications staff will continue to identify and support opportunities for the Executive Director and key staff to engage with stakeholders and potential partners in the government, business, and nonprofit sectors, and collaborate with Executive Staff to strategically schedule external talks that complement CMAP's projects and priorities, as well as prepare talking points and other materials as needed.

**Products and Key Dates:** Collect and compile public input data and comments on ON TO 2050 Alternative Futures outreach initiatives (July through September 2017). Expand agency network and targets for private sector and anchor institution engagement (ongoing). Conduct engagement activities based on targeted list and supporting information (October 2017 to June 2018). Continue support of ON TO 2050 monthly forum series (August 2017). Identify and secure opportunities for external talks by Executive Director and other staff (ongoing).

### 3<sup>rd</sup> Quarter Progress:

For general agency public engagement:

- Continued to expand and deepen the agency's network of allies and advocates through public engagement for ON TO 2050, including civic organizations, community groups, municipalities, with focus on the private sector.
- Coordinated outreach activities with LTA and Governmental Affairs; staffed and reported on Councils of Government, Councils of Mayors meetings.



- Secured CMAP's participation in the Shared Mobility Summit and the Transport Chicago conference; began planning CMAP's participation in the Chicago Humanities Festival and Chicago Ideas Week.

Continued implementing ON TO 2050 corporate engagement strategy:

- Secured meetings with representatives from Illinois Manufacturers' Association, Motorola Solutions, Lake County Chamber of Commerce, Chicago Regional Growth Corporation, Dearborn Denim, Boeing, Uber, Choose DuPage, T-Mobile, Evanston Chamber of Commerce, Campus Compact, Rolling Meadows Chamber of Commerce, and Leadership Greater Chicago; prepared reports of those meetings.
- Began planning for regional chamber of commerce symposium in June with Federal Reserve Bank of Chicago and Chicago Regional Growth Corporation.
- For the ON TO 2050 draft plan, began planning stakeholder engagement and the public open house series in June/July.

#### **4<sup>th</sup> Quarter Objectives:**

For general agency public engagement:

- Continue expansion of CMAP's engagement with community organizations and private sector supporters through implementation of the corporate engagement strategy.
- Continue preparation of Public Participation Plan.
- Field and coordinate requests for CMAP participation in community, educational, and municipal events.
- Coordinate public engagement efforts with LTA, LTA implementation group, and Governmental Affairs.
- Review structure and membership of the Citizens' Advisory Committee to align with implementation of ON TO 2050 and support CMAP's goals.
- Prepare public participation plan.

For ON TO 2050:

- Begin preparation of comprehensive report of public engagement activities supporting development of ON TO 2050.
- Consolidate gains in corporate outreach by following up 1.) clearly defining the "ask" for launch and implementation phase, and 2.) Beginning second-round engagement, continuing in Q1 FY19 and beyond.
- Coordinate engagement of targeted stakeholders for review of draft ON TO 2050 plan.
  - Plan and conduct public open house series for the draft plan.



- Reengage community organizations (2016 and 2017 workshop hosts) in review of the draft plan.
- Plan the public hearing on the draft plan for the end of July 2018.
- Support other public engagement activities for the plan chapters and draft plan.
- Assist with planning and activities for the October launch event.

## Contacts Management (MARCEL)

**Project Manager:** Kelwin Harris

**Team:** Grover, Kane, Silberhorn, Cambray, plus other relevant staff.

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

**Products and Key Dates:** Implement staff training and support in use of MARCEL (ongoing). Maintain and improve MARCEL (ongoing).

### 3<sup>rd</sup> Quarter Progress:

- Helped transition CRM system to new URL after deployment of new website.
- Maintained CRM system and supported staff in using tool for multiple forms of outreach including corporate engagement.
- Created Wiki page with instructions, illustrations and video tutorials.
- Trained core staff representatives from respective departments.
- Led interns in inputting new subscribers to weekly newsletter into CRM and following up with new kiosk survey respondents.
- Incorporated CRM requirements into RFP for potential new website vendor and explained features and requirements.

### 4<sup>th</sup> Quarter Objectives:

- Deploy updates or bug fixes for further customization and troubleshooting as necessary.
- Manage transition of CRM system to new Liferay DXP site.
- Continue to grant permissions, educate and train new staff as needed.
- Manage production of new features with input from staff.



## Outreach Reporting and Analysis

**Project Manager:** Kelwin Harris

**Team:** Grover, Cambray, Raby, Silberhorn, plus other relevant staff.

**Description:** Outreach and Communications staff will collect, compile, and report on public engagement activities and the input generated through iPad-based kiosks, surveys, MetroQuest, public meetings, keypad polling, and website interactions, and will provide reports and analysis of those activities, both qualitative and quantitative.

**Products and Key Dates:** Collect and compile public input data and comments on ON TO 2050 public engagement initiatives. Generate and publish summary report on Alternative Futures engagement. Maintain thorough archive of public engagement activities and input, which will become an appendix to the ON TO 2050 plan (ongoing).

### 3<sup>rd</sup> Quarter Progress:

- Maintained ongoing “Activity Tracker” document of outreach prospects, successfully scheduled workshops, and overall outreach activity.
- Presented to CMAP committees on public engagement activities, including private sector outreach.
- Helped identify, analyze and document corporate outreach targets on spreadsheet and CRM/MARCEL.

### 4<sup>th</sup> Quarter Objectives:

- Focus outreach on corporate and private sector partnerships.
- Record outreach activity in CRM database.
- Track and record all public engagement activity for review of the draft ON TO 2050 plan, including targeted stakeholder outreach on plan chapters, municipal and community organizations’ feedback on the draft plan.
- Draft ON TO 2050 plan appendix summarizing engagement 2016-18, on model of GO TO 2040 [process archive](#) and [public engagement appendix](#).

## Public Engagement Tools

**Project Manager:** Katanya Raby and Cindy Cambray

**Team:** Catalan, Grover, Harris, plus other relevant staff.

**Description:** CMAP staff use two specialized tools to support and amplify the agency’s outreach efforts: MetroQuest and TurningPoint. MetroQuest is a web survey platform used to educate and engage. Most LTA projects include a MetroQuest website customized for the



project and its local community. The agency also uses MetroQuest on a regional scale to engage stakeholders and the public on issues ON TO 2050 will address. TurningPoint is an interactive live-polling tool that collects input in public meetings through individual keypads to register survey answers. TurningPoint requires specific equipment and software to deploy. Outreach staff will provide training and support for agency use of MetroQuest and TurningPoint in both LTA projects and regional public engagement initiatives. Outreach staff will continue to explore other cost-effective public engagement tools.

**Products and Key Dates:** Provide training and support to CMAP staff in MetroQuest and TurningPoint to ensure that they are maximizing those public engagement tools in their projects (ongoing). Assist staff in customizing MetroQuest and TurningPoint for specific projects, including LTA and ON TO 2050 public engagement (ongoing).

### **3<sup>rd</sup> Quarter Progress:**

- Continued researching and reviewing products for potential procurement.
- Issued “mini” RFP for new engagement platform to support implementation of LTA projects, secured POLCO as new vendor, and began deployment of POLCO tool with selected communities.
- Fielded requests for borrowing of TurningPoint keypad polling equipment.

### **4<sup>th</sup> Quarter Objectives:**

- Continue deployment of POLCO online public engagement tool for implementation of LTA projects. .
- Perform maintenance on TurningPoint keypads – battery replacement.
- Continue to field requests for borrowing of TurningPoint keypad polling equipment.

## **Future Leaders in Planning (FLIP)**

**Project Manager:** Marisa Prasse and Katanya Raby

**Team:** Various staff

**Description:** FLIP is a leadership development program for high school students that meets for one week in July. FLIP provides students with the opportunity to learn about past, present, and future regional and local planning issues from elected officials, community leaders, and CMAP staff. Through hands-on activities and field trips, students go “behind the scenes” to explore the region’s communities. Session topics are closely related to ON TO 2050 and its three principles: Inclusive Growth, Prioritized Investment, and Resilience. While learning CMAP’s plan development process and how local governments address these important issues, students will engage with one another to explore solutions to existing problems. At the end of the





program, students will present through visualizations to be presented at the ON TO 2050 launch in October.

**Products and Key Dates:** FLIP 2018 program application development (January 2018). Recruitment (January to May 2018). Develop program curriculum (February to June 2018). Student selection and notification (June 2018). Parent orientation (June 23, 2017). Week-long session (July 9-14, 2018). Final presentation (July 14, 2017). Finalize 2019 FLIP program application development (January 2019). Recruitment for 2019 program (January to May 2019). Develop 2019 program curriculum (February to June 2019). Student selection and notification for 2019 program (June 2019).

### **3<sup>rd</sup> Quarter Progress:**

- Tenth anniversary edition FLIP application designed and made available to applicants in early March.
- Developed and implemented strategies for program promotion.
- FLIP staff team has been finalized; curriculum and activities are being developed. Student final project to be featured at the ON TO 2050 launch has been conceptualized.
- UIC's College of Urban Planning and Policy has committed to hosting GIS Bootcamps during the 2018-19 school year. The Chicago Architecture Foundation is a partner with FLIP for summer 2018. CAF will send 10-15 of their Teen Fellows to participate in FLIP before the start of their summer program.

### **4<sup>th</sup> Quarter Objectives:**

- Screen and select applicants for participation.
- Firm up curriculum and activities.
- Finalize procurements and scheduling for field trips, guest speakers, supplies, and SWAG.
- Prepare for an amazing program!

# **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-L Program Development and Method Refinement**

**Project Manager:** Doug Ferguson

**Team:** Menninger, Murtha, Frank, Nicholas, Elam, Brown, Ross, Irvin

**Description:** The Congestion Mitigation and Air Quality Improvement (CMAQ) program and Transportation Alternatives program (TAP) are federal fund sources programmed by CMAP. A joint call for projects was held for these two programs, followed by staff evaluation and discussion by CMAP committees, was held in FY17. This will continue in FY18. Following approval of the recommended program of projects in October, staff will begin reviewing the prioritization methods to ensure they align with emerging ON TO 2050 recommendations and other priorities with committee discussion. In discussion with stakeholders, staff will also implement methodological improvements where needed.

**Products and Key Dates:** Staff program released for public comment (July 2017); CMAP Board and MPO approval (October 2017). Refinement of methods (ongoing).

### **3<sup>rd</sup> Quarter Progress:**

- Began the work of refining the project prioritization methodology in advance of the next call for projects.

### **4<sup>th</sup> Quarter Objectives:**

- Present proposed changes of the project prioritization methodology to Project Selection Committee in advance of the next call for projects.

## **Establishment of Performance Targets**

**Project Manager:** Jesse Elam

**Team:** Murtha, Frank, Menninger, D. Ferguson

**Description:** MAP-21 set out a new emphasis in the federal transportation program on achieving performance targets. The rule-makings implementing MAP-21’s requirements were



completed in spring 2017. This project will undertake numerous activities needed to comply with the rules, including calculating baseline performance, recommending targets for committee discussion, and modifying the TIP to include an estimate of how the region's investments will help make progress toward the targets. Additional methodological development is needed to tie investment to target achievement, particularly on transit asset condition, where staff may seek to work with RTA to revise its Capital Optimization Support Tool (COST) or develop a network-level scenario tool to compare the benefits of alternative investments.

**Products and Key Dates:** Set highway safety targets (February 2018); update transit asset condition targets (spring or summer 2018); calculate system performance measures (ongoing); refine methods of tying investment to target achievement (ongoing).

### **3<sup>rd</sup> Quarter Progress:**

- 2018 safety targets approved by CMAP Board and MPO Policy Committee.
- Presented select federal performance measure targets and baselines to Transportation Committee as part of ON TO 2050 indicators process.
- Drafted approach to linking safety and transit asset targets to the TIP, circulated memo describing transit asset approach to the RTA and service boards, and added initial performance measure fields to eTIP.

### **4<sup>th</sup> Quarter Objectives:**

- Complete target setting for remaining federal performance measures and include in ON TO 2050 indicators appendix.
- Further develop eTIP to support performance measure information.

## **Performance Monitoring**

**Project Manager:** Tom Murtha/Todd Schmidt

**Team:** Schmidt, Nicholas, Frank, Irvin, Bozic

**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 while another is the continued refinement of the information used to guide project programming. Focus areas will continue to include freight data analysis, including further development of truck movement patterns using ATRI data and refinement of the truck bottleneck analysis. This project also includes development and support of the Transportation Data Archive, which this year will focus on making the archive external facing and determining the best approach to archiving transit operations data.



**Products and Key Dates:** Deliver VMT data to IDOT (February 2018); develop and introduce new applications for Transportation Data Archive (June 2018); refinement of measures in quarterly congestion report (January 2018).

**3<sup>rd</sup> Quarter Progress:**

- Completed annual estimate of vehicle miles travelled for the regional expressway system.
- Requested biennial odometer data from Illinois Environmental Protection Agency.
- Continued analyses of newly available National Performance Measurement Research dataset and Regional Transportation Data Archive data. This included an analysis of incident data using safety, incident, and highway performance records. Presented this analysis to the Regional Transportation Operations Coalition (RTOC).
- Began traffic signal data collection from local municipalities.
- Completed second-level screening of grade crossings based on new ICC delay and crash data.
- Began discussions with IDOT regarding revisions to the National Highway System, the system of roads on which federal performance measures are based. Used ATRI truck data to inform NHS intermodal freight recommendations for the NHS.

**4<sup>th</sup> Quarter Objectives:**

- Continue field data analyses of delays for motorists at highway-rail grade crossings. Continue engagement of public-agency working group.
- Initiate FY 2018 truck data purchase.
- Update CMAP's quarterly congestion report using new federal National Performance Measurement Research Dataset.
- Continue collection of municipal signal data.
- Begin analysis of 2017 IEPA odometer data.
- Approval of revisions to the National Highway System by the Transportation Committee, ideally in April, and the MPO Policy Committee in June.

## **Analysis of Emerging Issues in Transportation**

**Project Manager:** Elizabeth Irvin

**Team:** Bozic, Menninger, Weil



**Description:** In FY17, CMAP developed biennial estimates of vehicle miles driven for municipalities and census tracts for 2007-2015. This data can now be used in policy analyses of planning topics, including changes in travel behavior in transit oriented development areas, potential impacts of a vehicle miles traveled fee, and the effect of land use on travel behavior. This project will produce a series of research briefs or policy updates on these subjects. As automated vehicle technology comes closer to commercial adoption, decision-makers at local and regional levels are increasingly thinking about needed public sector investments in communications technology and other infrastructure to enable these technologies to achieve congestion reduction benefits. CMAP will use its data resources to help identify areas that are likely to see early autonomous vehicle deployment.

**Products and Key Dates:** Research briefs and policy updates on emerging transportation topics (ongoing).

**3<sup>rd</sup> Quarter Progress:**

- Project largely on hold for ON TO 2050 work, but requested additional year of VMT data from IL EPA.

**4<sup>th</sup> Quarter Objectives:**

- Continue background research and development of private sector mobility providers task force.

## **Transit Ridership and Capacity Analysis**

**Manager:** Martin Menninger

**Team:** Bozic, N. Peterson

**Description:** Following up on work in the transit ridership growth study in the previous fiscal year, this project will analyze transit capacity needs across the system based on expected growth in usage. Project start depends on completion of efforts to introduce a capacity constraint into the transit assignment process in the travel model in the Research and Analysis program. The project will also follow up with additional details on the analyses carried out in the ridership growth study, likely including an identification of the stations that might benefit most from upgrades.

**Key dates:** Complete project scope (Summer 2018); draft report (Fall 2018).

**3<sup>rd</sup> Quarter Progress:**

- Project on hold for ON TO 2050 work.

**4<sup>th</sup> Quarter Objectives:**

- Finalize scope.



## Congestion Reduction Indicator Refinement

**Project Manager:** Claire Bozic

**Team:** Schmidt, Murtha, Ross

**Description:** The GO TO 2040 plan includes a goal to significantly reduce congestion in the region over the next 25 years. This study will evaluate more specifically what is needed to reach this goal, including highway operations strategies, capacity expansion, etc., and will include consideration of technology and demographic changes. The results will be used to inform the selection of strategies and the process of setting targets for congestion in the region.

**Products and Key Dates:** Draft report (May 2018); final report (June 2018).

### 3<sup>rd</sup> Quarter Progress:

- Presented progress to Transportation Committee.
- Completed modeling of arterial strategies.
- Completed modeling additional strategies suggested by RTOC.
- Continued drafting report.

### 4<sup>th</sup> Quarter Objectives:

- Complete draft report.

## Highway Safety Strategy Development

**Project Manager:** Todd Schmidt and Parry Frank

**Team:** Nicholas

**Description:** Ensuring the safety of all transportation system users, motorized and non-motorized, is a top priority for all transportation agencies in the region. After declining sharply in the late 2000s, traffic-related serious injuries and fatalities remained steady for several years and now appear to be climbing again. MPOs also have new responsibilities for performance measurement and target-setting under MAP-21 and the FAST Act. This project will provide a synopsis of current crash trends in the region, identify safety strategies and policies for CMAP to consider in ON TO 2050, and develop potential safety targets for the region to meet new requirements under federal law.

**Products and Key Dates:** Final report (September 2017).

### 3<sup>rd</sup> Quarter Progress:

- Presented draft paper to Transportation Committee and Bicycle Pedestrian Task Force.



- Sent draft paper to communications team for final reviews.

#### **4<sup>th</sup> Quarter Objectives:**

- Complete paper and post to CMAP website.

## **AREA 2: Vision for the Northeastern Illinois Expressway System**

**Project Oversight:** Jesse Elam

**Team:** Schmidt, Bozic, Irvin, Menninger, new policy hire

In cooperation with the Illinois Department of Transportation (IDOT) and the Illinois State Toll Highway Authority (Tollway), CMAP is developing a vision for the northeastern Illinois expressway system. The document will be a comprehensive, planning-level examination of the investments and management strategies needed to improve the condition and performance of the expressway system, including corridor recommendations supported by conceptual engineering and order-of-magnitude cost estimation. The project will also include estimating revenue from tolling and value capture as well as solutions for traffic diversion impacts. The study will also evaluate policy changes needed to effectively operate a cohesive, multi-modal regional transportation system. The objective is to take a fresh, innovative look at the expressways and chart a bold, long-term course for the system, regardless of ownership, that future IDOT and Tollway capital programs and operating policies can draw from.

### **Goal Development**

**Project Manager:** Tom Murtha

**Team:** Grover, Schuh, Ihnchak, Elam, Bozic

**Description:** A critical element of the expressway Vision is conducting the outreach needed to define and build consensus for its goals. Staff will be responsible for this aspect of the Vision project. All CMAP working committees will be asked to review the goals, likely twice, as well as special groups such as RTOC and the Freight Committee. As part of normal CMAP staff outreach to the Councils of Mayors, feedback will be solicited from those groups also. During planned ON TO 2050 public engagement activities in summer 2017, the public will also weigh in on the goals for the system.

**Key dates:** Committee outreach begins (March 2017), integration with ON TO 2050 summer of engagement (summer 2017), goals document complete (August 2017).

#### **3<sup>rd</sup> Quarter Progress:**



The goals statements have been completed with CMAP committee input.

#### **4<sup>th</sup> Quarter Objectives:**

Integrate goals statements into a final report. The goals section of the report is anticipated to be approximately two pages.

## **Trends and Emerging Strategies**

**Project Manager:** Tom Murtha

**Team:** Irvin, Elam, Bozic, Schmidt

**Description:** This task will first identify a shortlist of trends and emerging strategies to consider – such as vehicle and communications technology, transportation funding and financing, climate, freight demand, land use change, etc. – then characterize the most likely future conditions, by corridor where applicable, and potential responses to these trends. This project will utilize consultant services. The CMAP committees will also be asked to review and comment on the findings. The public will also be asked to comment on trends during planned public engagement activities in summer 2017, but CMAP staff will be responsible for undertaking that engagement. The consultant deliverable will be a memo that becomes a technical appendix.

**Key dates:** Integration with ON TO 2050 summer of engagement (summer 2017); TBD – dependent on consultant schedule.

**3<sup>rd</sup> Quarter Progress:** Began integration of modern highway operations strategies into graphics prepared by Urban Lab.

**4<sup>th</sup> Quarter Objectives:** Integrate the results of the report into the policy recommendations of the Vision, in the form of text and graphics.

## **Corridor Recommendations and Implementation**

**Project Manager:** Tom Murtha

**Team:** Bozic, Grover, Irvin, Menninger, Elam

**Description:** The core of the project will be translating existing performance, expected trends, desired goals, and policy considerations into innovative recommendations for specific corridors. Given the short timeline of the project, these recommendations will be conceptual in nature but should include a discussion of how well each responds to the goals and objectives identified through public outreach. It is expected that the plan will focus on approximately 15 expressway corridors of 5 – 10 miles each, with some corridors receiving more in-depth treatment than others. Conceptual engineering will include operational and construction feasibility review, along with order-of-magnitude total project cost, for roadway, freight-specific, and transit





elements. This task includes an outreach element in the form of open houses on the corridor recommendations, with organizational support from CMAP staff, as well as soliciting feedback from the CMAP committees and Councils of Mayors. Lastly, this task will consider actions needed to accomplish the projects in the Vision. This includes recommended delivery vehicles for the corridor projects. If significant federal and state legislation, interagency agreements or policy changes are required to accomplish any of the proposals in the Vision, these changes will be included as recommendations. Under this task, furthermore, the consultant will consider how to include projects in ON TO 2050 and how to stage the projects for implementation.

**Key dates:** Dependent on consultant schedule.

**3<sup>rd</sup> Quarter Progress:** Refined corridor recommendations, including transit elements, based on first model outputs from the benefits and revenue analysis. Sought committee and stakeholder feedback.

**4<sup>th</sup> Quarter Objectives:** Finalize corridor recommendations. Continue to seek committee feedback. Begin development of graphics to illustrate corridor recommendations. Develop final document text to support the recommendations. Develop recommendations for key remaining segments, including Ashland/Armitage and the I-80 truck corridor. Determine steps to address increased truck arterial VMT. Restart Joint Agency Meetings.

## Benefits and Revenue

**Project Manager:** Claire Bozic

**Team:** Murtha, Heither, Elam, Schuh

**Description:** Revenue from tolling and value capture, and their use for financing project recommendations, will be a key element of funding the corridor recommendations. This task will make sketch-level estimates of revenue net of collection and maintenance and operation costs as well as the amount that can be financed thereby. Options will be developed to mitigate traffic impacts to arterial streets in instances in which tolling existing capacity is recommended, and the consultant will describe the incidence of any tolls on low-income populations. In order to convey the importance of pursuing the recommended investments, this task will estimate the economic impacts of the corridor recommendations with specific attention given to personal income and jobs. Furthermore, the corridor-level travel benefits of the improvements will also be reported, focusing on metrics that best measure benefits from a local and customer perspective.

**Key dates:** Dependent on consultant schedule.

**3<sup>rd</sup> Quarter Progress:** Consultant developed preliminary corridor-based revenue estimates for most of the corridor improvements. CMAP coded transportation networks for a potential system of managed lanes as well as the Vision transit improvements. CMAP developed a method to calibrate tolls based on target speeds within the modeling system. System alternatives were modeled and summarized including 2015 no-build, 2015 managed lanes system with base tolls, 2015 managed lanes with calibrated tolls, and 2015 managed lanes with





base tolls + Vision transit improvements. Travel demand model benefits were summarized and provided to the consultants for consideration in recommendation development and revenue estimates. A GIS file allowing insights into impacts on local roadways was also produced and provided to the consultants.

**4<sup>th</sup> Quarter Objectives:** Complete corridor revenue estimates, adjusting base estimates for transit use. Revise existing procedures used to estimate road use by residents of economically disconnected areas so that tolls are appropriately reflected. Revise toll calibration method to consider longer road segments and include bounds of acceptable tolls. Estimate the potential shift of heavy truck use to overnight periods and implement new time of day fractions to reflect this.

## Communications Strategy

**Project Manager:** Mandy Burrell Booth

**Team:** Murtha, Fassett-Smith, Elam, Garritano, consultant services

**Description:** This task will produce needed messaging, supporting materials, the Vision document and associated animations, renderings, and sketches illustrating proposed corridor improvements and other illustrative charts.

**Key dates:** Vision document December 2018).

**3<sup>rd</sup> Quarter Progress:** Begin preparation of final document, including working with CMAP staff, CH2M, and Urban Lab to prepare necessary graphics.

**4<sup>th</sup> Quarter Objectives:** Continue working on final document.

## RESEARCH AND ANALYSIS PROGRAM

**Program Oversight:** Drew Williams-Clark and Craig Heither

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.

This program serves as a primary data resource for regional land use and transportation planning in our region and supports CMAP's on-going data exchange and dissemination activities. It provides data and technical support to several on-going regional planning and policy initiatives including implementation of GO TO 2040 and development of the ON TO 2050 Plan. The program benefits CMAP staff and partners who rely on current and reliable data resources to conduct planning analyses.



This program also serves CMAP's longstanding commitment to preparing regional forecasts and modeling analyses to support transportation, land use, and environmental planning. In addition to maintaining standard modeling procedures essential to regional program and plan evaluations, this program implements CMAP's strategic plan for advanced model development in response to priority policy analyses and comprehensive regional planning questions established by GO TO 2040. Major focal points for this core program are development of a land use model and conducting a new regional household travel survey.

## Regional Inventories

**Project Manager:** David Clark

**Team:** Brown, Dryla-Gaca, Morck, Pedersen, Peterson, Prasse, Ross, Vernon, new Associate Analyst, Interns

**Description:** Development and maintenance of specialized datasets used in policy analysis, local planning, programming decisions and modeling activities. On-going tasks include maintaining and updating regional datasets such as: land use inventory, development database (NDD), employment estimates, bikeways inventory (BIS), and Facilities Planning Area (FPA) boundaries. A priority for FY18 is the development of additional datasets necessary for successful implementation of a land use model. Also for FY18 are the continued development of the Local Technical Assistance data archive, as deployment of a multi-agency assemblage of bicycle count data, and preparation of an updated regional map for external distribution.

**Products and Key Dates:** 2015 Land Use Inventory update (continues into FY19). Employment data (annual county-level estimates and first draft of 2017 estimates at the local level). NDD and BIS datasets (updated continuously, posted as needed). Aerial imagery scanning project (complete scanning of 1975 set). FPA, Local Technical Assistance Archive (ongoing). Bike Count Data Repository (in production by September 2017). Traffic Signal Inventory (in production Q1). Product documentation (ongoing). Coordinate with Data and Information Services team for internal and external access (ongoing). New regional map for external distribution (June 2018).

### 3<sup>rd</sup> Quarter Progress:

- Land Use Inventory: Updated documentation to support new workflow. Pre-processing completed for all counties except Cook and DuPage. Preliminary work (coding residential parcels) underway for Kane, Kendall, and McHenry Counties.
- Development Database: Continuing update and cleanup of records. Posted 3rd quarter snapshot to internal data library. Held on-line development review meeting with planning staff from the Village of Gurnee.
- Employment: Script developed to automate generation of local-area estimates at varying geographic levels. Refined localized estimates for the Socioeconomic



Forecast by re-assigning Temporary Help Services worker estimates to the industries they are most likely to work in. Request submitted to IDES for 2017 ES-202 data.

- Bikeways Inventory: Upgraded Regional Greenways and Trails Plan layer within the BIS to help maintain data integrity (topology).
- New Regional Map: Continued data collection; ongoing discussions with Communications team regarding overall map appearance. Research and testing of GIS-to-Illustrator conversion.
- Highway Traffic Signal Inventory: The inaugural version of the HTSI was released in Q3, internally as well as externally on the CMAP Data Hub. An overview of the Inventory was presented at the March Regional Transportation Operations Coalition meeting. Staff are currently obtaining signal data from municipalities to incorporate in a later release.
- Historic Aerials Archive: Scanning the final set of aerials (1985) has been postponed to 2019.

#### **4<sup>th</sup> Quarter Objectives:**

- Land Use Inventory: Continued work on residential land uses for 2015 Update. Finalize pre-processing of remaining counties (Cook & DuPage).
- Development Database: Continued review and update of records. Produce 4<sup>th</sup> quarter snapshot for internal data library. Hold on-line development review meetings with St. Charles and Orland Park.
- Employment: Refine data summary script to incorporate various control total methods. Generate final 2015 and interim 2016 estimates. Start processing 2017 file upon receipt from IDES.
- Bikeways Inventory: Continue adding local plans as they arrive, and updating the Regional Greenways and Trails layer as trail status changes.
- LTA Archive: Create layers for three additional areas; post to-date collection on the internal data library.
- New Regional Map: Finalize data collection & processing. Interview staff with subject matter expertise on data accuracy and representation. Optimize files for conversion from GIS to Illustrator format. Begin design process in collaboration with Communications team.
- Highway Traffic Signal Inventory: Continue collecting municipal signal data and begin processing for inclusion in the Inventory.
- Bike-Ped Count Database: Continue processing data from existing counts; prepare for new counts to take place over the summer.



## Data and Information Services

**Project Manager:** Zachary Vernon

**Team:** Clark, Dubernat, Hallas, Matthews, other staff as assigned

**Description:** Internal Data Library (Matthews): Maintain in-house collection of public datasets; acquire and catalog new releases and archive obsolete datasets per Public Data Acquisition Calendar schedule. Monitor procurement and licensing of proprietary datasets and enforce dissemination restrictions. Maintain documentation of all regularly collected datasets on the CMAP Wiki. Data-Sharing Hub (Clark): Maintain CMAP Data Hub, posting new, historical, or updated datasets as they become available; coordinate maintenance activities with IT. External Data Requests (Hallas): Respond to public requests for static data and information. 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. Respond to Freedom of Information Act (FOIA) and Developments of Regional Importance (DRI) requests. Other: Maintain status as Census State Data Center (SDC) Coordinating Agency and render assistance to SDC Lead Agency as time and resources permit. Ensure compliance with Census Bureau policy on embargoed data releases.

**Products and Key Dates:** Schedule, procure, and document public and proprietary datasets (ongoing). Populate Data Hub with agency datasets as they are released or updated (ongoing). Timely response to all external/FOIA requests (ongoing).

### 3<sup>rd</sup> Quarter Progress:

- Internal Data Library: Data Depot activity in Q3 comprised two data updates and five new data additions; updates included the latest 5-year American Community Survey data (2012-2016). Staff also submitted final justification memos and overall budget for commercial dataset acquisition/renewal in FY19.
- External Data Requests/FOIA: Staff handled thirty-eight external requests and one FOIA request in Q3.
- Data Sharing Hub: In Q3, seven new datasets were posted to the Data Sharing Hub, including the Highway Traffic Signal Inventory.

### 4<sup>th</sup> Quarter Objectives:

- Internal Data Library: Continue to acquire data following the public data acquisition calendar schedule; continue to develop wiki pages for those public datasets that currently lack one. Assist staff in acquiring/documenting datasets not currently in the CMAP data library, and begin working through list of requested additions.
- External Data Requests/FOIA: Respond to/document external and FOIA requests as they arise.



- Data Sharing Hub: Add new datasets/update recurring datasets as they become available, including ON TO 2050 Layers. Continue to work with I.T. to test and implement DKAN-based version of Data Hub.

## Regional Land Use Model Development

**Project Manager:** David Clark

**Team:** Peterson, Heither, new Associate Analyst

**Description:** Initiate development of a land use model capable of generating localized estimates of forecast population and employment distribution based on market, accessibility, land use, and demographic factors while allowing for policy-based scenario testing. FY18 activity will center on the development of a Request for Proposals and the subsequent procurement process, followed by training of relevant staff and development or enhancement of necessary datasets (in coordination with Regional Inventories).

**Products and Key Dates:** Post RFP (November 2017); evaluate proposals and select vendor (February 2018). Training, testing and data development (March 2018 – into FY19).

### 3<sup>rd</sup> Quarter Progress:

- Vendor interviews held in January.
- UrbanSim was selected and recommended for approval by the CMAP Board.
- Contract with UrbanSim approved at the March Board meeting.

### 4<sup>th</sup> Quarter Objectives:

- Hold kickoff meeting (early April).
- Set up Github repository for project coordination.
- Inventory existing data resources, identify data gaps and develop strategies for addressing them.

## Advanced Travel Model Implementation

**Project Manager:** Craig Heither

**Team:** Bozic, Rice, Peterson, Brown, N. Ferguson, Rodriguez, Ross

**Description:** This project continues CMAP's commitment to developing advanced modeling tools and improving the policy responsiveness of the agency's forecasting, evaluation and analysis tools. Many of the modeling improvements implemented since the adoption of GO TO 2040 incorporate advanced agent-based and microsimulation techniques; these provide more robust sensitivity to analyze the objectives of GO TO 2040 and the policy questions being asked



during the ON TO 2050 development process. FY18 provides an opportunity to refine the vision for the development of advanced tools at the agency, as CMAP has largely completed implementation of the strategic plan for advanced model development adopted prior to GO TO 2040. Major tasks for the fiscal year are to continue developing the analysis capabilities of the freight forecasting model, to begin exploring analysis opportunities for the dynamic traffic assignment tool and to develop guidelines and priorities for improving the agency's forecasting and analysis tools over the next decade. This project will also promote and support the use of existing advanced modeling products among partners and GO TO 2040 implementation efforts.

**Products and Key Dates:** Develop and implement advanced modeling tool procedures and input datasets (On-Going). Strategic vision for advanced modeling tool development version 2 (June 2018).

### **3<sup>rd</sup> Quarter Progress:**

- Activity-Based Model:
  - Continued validation of ABM results. Continued adjusting calibration of components to better reflect patterns in observed data, especially transit trips. Developed additional script options to validate ABM results using iPython Notebook.
  - Updated ABM procedures to run using newest version of Emme. Revised macros to take advantage of multithreading. Updated documentation of subzone data input file.
  - Began revising synthetic population procedures to utilize multithreaded processing.
  - Developed initial thoughts on ways to modify the ABM procedures moving forward to increase the model's flexibility and to promote the ON TO 2050 guiding principles. Discussed with modeling staff.
- Freight forecasting:
  - Tested model implementation using multiple servers to reduce runtime. Evaluated the stability of the procurement market games by testing various closing parameters.
  - Began investigating the availability of agricultural employment data to incorporate into the freight model so that two additional agricultural commodities can be represented in the model.
  - Upgraded the tools used to maintain and update the model freight transportation network by storing them in an ArcGIS toolbox; and improved the functionality.



- Updated the Quick Start Guide documentation for staff on running the freight model.
- Continued development of data input files for a 2040 freight model scenario; focus on imports and exports by commodity and country, and employment forecasts by industry for the entire U.S.
- Continued coordination with national freight model consultants on model improvements and updates.
- Began drafting the update to the agency's strategic plan for developing advanced modeling tools.

#### **4<sup>th</sup> Quarter Objectives:**

- Activity-Based Model:
  - Finalize mode choice calibration in support of the transit capacity analysis. Finalize summaries of ABM model calibration and validation results. Post summaries to agency website.
  - Complete revisions to synthetic population procedures to utilize multithreaded processing. Evaluate the transition of population synthesis procedures to 2010 Census data given the agency's contract with UrbanSim and its inclusion of a population synthesizer.
  - Continue development of final 2010 Census data files for use in the population synthesizer. Begin testing the population synthesizer using the new files and evaluate results.
- Freight forecasting:
  - Incorporate agricultural commodity flows into the freight model.
  - Complete data development for 2040 freight model scenario; develop procedures to generate future freight scenario input files.
  - Continue validating freight model data, including truck tour validation analysis and synthesized firms within the CMAP region. Review the dashboard code for potential improvements.
- Complete update to the agency's strategic plan for developing advanced modeling tools.

## **Travel and Emissions Modeling**

**Project Manager:** Nick Ferguson





**Team:** Heither, Bozic, Rodriguez, N. Peterson, Clark, Rice

**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. Evaluate improved methods for simulating transit trip cost components and implementing more-sophisticated transit assignment procedures.

**Products and Key Dates:** Validated regional travel demand model and documentation (On-Going). Air quality conformity analyses (scheduled twice annually). Evaluation of transit cost simulation and transit assignment improvements (June 2018).

### **3<sup>rd</sup> Quarter Progress:**

- Continued development and testing of improved model setup for ON TO 2050/c18q3.
- Began update of trip-based model documentation for ON TO 2050.
- Began updating zone partition files for new zone system.
- Began updating zone centroids and centroid connectors for new zone system.
- Coded ON TO 2050 RSPs into MHN and MRN and performed test RSP model runs.

### **4<sup>th</sup> Quarter Objectives:**

- Complete update of trip-based model documentation.
- Complete c18q3 scenario modeling with improved model setup.
- Continue to make progress on modeling zone system update.
- Begin to investigate improvements to transit assignment methods.

## **Transportation Modeling Services to Regional Partners**

**Project Manager:** Jose Rodriguez

**Team:** Heither, Bozic, Cruise, Schmidt

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





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

### **3<sup>rd</sup> Quarter Progress:**

#### **Small Area Traffic Analysis**

- Completed 72 traffic projection requests in January – February – March.
- Multi-scenario analyses arterial corridors: 1. IL 83 Add-Lanes, 63rd St to Midway Drive, Willowbrook (IDOT); 2. Plainfield Road from County Line Road to Wolf Road, Indian Head Park (Cook Co. DOTD).
- Developed estimation of peak hour and peak daily bicycle volume along with motorized ADT at crossing arterials for Skokie Valley Path, Skokie to Highland Park.

#### **Travel Modeling Assistance to Partners**

- Obama Presidential Library / South Lakefront Framework Plan: 1. Provided year 2040 ADT for scenario with complete closure (for staging purposes) of SB Lake Shore Drive from 57<sup>th</sup> Street to Hayes Drive (Sam Schwartz Consultants); 2. Completed network assignment on 3 cumulative improvement scenarios, added capacity on South Stony Island, improved signals and geometry on Hayes Drive and additional southbound lane on South Lakeshore Drive.
- Work on North Lake Shore Drive continues with new work for IDOT's managed lane consultant, testing combinations of managed lanes conversions and toll rates.
- Modeling for the Central Lake Corridor (Tri-County Access) study.
- Generate travel model data for Highland Park Greenhouse Gas Inventory
- Began assisting Cook County DOTD with modeling work to support the Cook County Freight plan (will finish in Q4).
- Provided technical assistance to consultant working on *National Cooperative Freight Research Program 50: Improving Freight Transportation Resilience in Response to Supply Chain Disruptions*.

#### **Transportation Data Archive**

Converted 18 IDOT intersection traffic count files (24-Hour turning movement) from .pdf to .csv; this completes calendar year 2016 set received from IDOT Traffic Systems Center.



## 4<sup>th</sup> Quarter Objectives:

### Small Area Traffic Analysis

- Continue fulfillment of SATF forecast requests, with March 2017 conformity network (April-June 2018).
- Continue support of Will County-based regionally significant projects I-80 and Joliet Access (I-55/IL 59).
- Continue support of South Lakefront Framework Plan/Obama Library project.
- Initiate build v. no-build analysis and support for North Branch Transitway.
- Expand archive batch processing capability to multi-scenario projects.

### Transportation Data Archive

- Obtain 2017 IDOT Traffic Count Datasets and convert to usable .csv format from .pdf –via both manual and programming script methods.

### Summer Field Data Collection

- Interview and hire three interns.

Execute 20 to 30 freight vehicle counts and bicycle/pedestrian utilization counts using both manual site observation and video, June.

## Household Travel Survey Update

**Project Manager:** Craig Heither

**Team:** N. Ferguson, Frank, Matthews, Elam, consultant services

**Description:** This project continues a multi-year effort to conduct a new household travel and activity survey in the region, a follow-up to the 2007-08 Travel Tracker survey that began in FY17. This represents the largest-scale data collection effort that CMAP undertakes and the data gathered will be used to estimate and calibrate the agency’s travel demand models to reflect the current travel patterns of the region’s residents. The data also help CMAP meet federal requirements including certifying that the regional transportation plan is consistent with current and forecasted transportation and land use conditions and trends. Major tasks are to complete the pre-planning activities for the survey and to conduct a pilot study prior to implementation of the core survey.

**Products and Key Dates:** Complete public outreach plan (July 2017). Conduct survey pilot study and complete evaluation (January 2018). Revised survey methods and materials (February 2018). Commence core household travel survey data collection (March 2018).



### 3<sup>rd</sup> Quarter Progress:

- Survey research staff completed multiple rounds of testing and evaluation of the travel data collection smart phone app to improve the overall user experience and reduce respondent burden. Staff completed an initial analysis and evaluation of a sample of the GPS trace data and trip information collected from pilot study participants using the app.
- Conducted a third pilot test using a two-stage survey design rather than the initial three-stage design. Monitored survey completion rates, and evaluated incentive levels and one vs. two days of assigned travel reporting.
- Pilot test results showed that using probability sampling by itself will not be a cost-effective way to collect the data on the number of households CMAP desires. Began investigating nonprobability sampling methods to augment data collection; consultant had initial discussion with Phoenix MPO staff who faced the same issue with their recently-completed survey.
- Finalized survey introduction letter by CMAP Executive Director for core survey data collection. Finalized public outreach letter to partner agencies for publicizing survey; developed English and Spanish versions of press release for the survey.
- NIRPC officially joined the survey team and will conduct the survey in three Indiana counties.

### 4<sup>th</sup> Quarter Objectives:

- Develop an overall survey methodology that includes a probability sampling frame, as well as nonprobability sampling methods. Determine the best method to integrate data collected using the different survey methods, while maintaining the overall integrity of the data for weighting.
- Continue discussions with Phoenix MPO staff on their experiences using nonprobability sampling approaches and the effectiveness of different methods. Review the survey data weighting methodology they employed.
- Collect information on school contacts as a means of administering the survey. Begin discussions with CMAP outreach staff to gain their perspective and input.

## Modeling Activity GIS Tool Development

**Project Manager:** Aaron Brown

**Team:** Rice, N. Ferguson, Ross, Heither, Clark

**Description:** This project focuses on the development of GIS procedures and tools to assist CMAP staff in maintaining and applying modeling tools. Work tasks address procedures to



streamline and maintain data files and analysis tool inputs, and methods to employ data visualization techniques to clarify modeling tool outputs. Data visualization tools will be designed with the ultimate goal of making them external facing. Major tasks for the fiscal year include refining and unifying the procedures that run the agency's bicycle switching model, continuing development of visualization and reporting tools to summarize shipment and commodity flow data from CMAP's freight model, and developing an initial prototype application to view dynamic traffic assignment results.

**Products and Key Dates:** Bicycle switching model refinements (December 2017). Revised freight model reporting tools (March 2018). Preliminary dynamic traffic assignment results viewer for internal review (June 2018).

### **3<sup>rd</sup> Quarter Progress:**

- **Freight Model:**
  - Began work to extend preliminary freight reporting tools beyond map-based visualizations, to include summary charts illustrating shipment and commodity flows.
- **Bicycle Switching Model:**
  - Continued research of alternative methods for improving modeling efficiency of the Bike Model.
- **Data processing and visualization support:**
  - In support of the Advanced Travel Model Implementation project, developed an interactive tool and other products for visualizing forecast year county-level employment.

### **4<sup>th</sup> Quarter Objectives:**

- **Bicycle Switching Model:**
  - Test implementation of new method for performing bike model path-building.
  - Examine Bicycle Survey response data for feasibility of calibrating coefficients used to predict mode split in the Bicycle Switching Model.
- **Highway Traffic Signal Inventory:**
  - Provide assistance/consultation as needed to staff using the HTSI loading tools for database population.
- **Freight Model:**



- Continue development of Freight Model reporting and visualization tools summarizing shipment and commodity flow data.
- Provide data processing and visualization assistance to staff as requested.

# TRANSPORTATION IMPROVEMENT PROGRAM (TIP)

**Program Oversight:** Teri Dixon

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. This program develops and actively manages the region's TIP. Products developed under this work program also assess accomplishment of the TIP and evaluate how it meets the goals of GO TO 2040, and moves the region toward performance-based programming.

Federal, state, and local laws, policies and regulations are monitored and evaluated to ensure CMAP's TIP satisfies these requirements. The region is required by federal law to develop and maintain a fiscally constrained TIP which, together with the fiscally constrained major capital projects in 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:** Kama Dobbs

**Team:** Dixon, Dobbs, Kos, Maddux, Pietrowiak, Zubek

**Description:** Work with stakeholders in the region to align the TIP with GO TO 2040. Develop and use reporting tools to support project choices implementing GO TO 2040 and performance-based programming. Manage TIP project entry and changes and process TIP change approvals through CMAP committees. Produce the annual obligation report documenting expenditure of funds and progress of capital projects in the region.

**Products and Key Dates:** TIP with updates and amendments (as needed); TIP documentation including maps, fiscal marks, general public brochures, training materials/courses, and web pages (ongoing); annual obligation analysis report (October 2017); analysis of expenditure information to identify spending trends (June 2018); fiscal marks (November 2017).

**3<sup>rd</sup> Quarter Progress:**

- TIP with Updates and Amendments



- Regular reviews of TIP updates and amendment requests from programmers and programmer assistance continued. The semi-annual GO TO 2040/TIP conformity analysis and TIP Amendment (18-04) was released for public comment in January and approved by the MPO Policy Committee in March. Two formal amendments to the TIP (18-02 ad 18-03) were approved by the Transportation Committee, IDOT, FHWA and FTA.
- **TIP Documentation**
  - The TIP summary brochure was updated to reflect TIP amendments made this quarter and TIP related web pages were updated as needed. Work continued on the FY2019-2024 TIP document.
- **Analysis of Expenditure Information to identify spending trends**
  - No activity this quarter.
- **Annual Obligation Analysis Report**
  - Work continued on the FFY 16 report, which is now about 90% complete. Compilation of data for the FFY 17 report is ongoing.
- **Fiscal Marks**
  - No activity this quarter.

#### 4<sup>th</sup> Quarter Objectives:

- **TIP with Updates and Amendments**
  - The semi-annual conformity analysis and TIP Amendment (18-09) will be released for public comment in June, for consideration by the MPO Policy Committee and CMAP Board in October. Two formal amendments to the TIP (18-05 and 18-06) are anticipated for consideration by the Transportation Committee. Formal amendment 18-07 is also anticipated to open for user submittals this quarter.
- **TIP Documentation**
  - The TIP summary brochure will be updated to reflect TIP amendments made this quarter. TIP related web pages will be updated as needed. Staff anticipates beginning to update other brochures and training materials this quarter, including training materials for the Planning Liaisons and STP-related materials for a variety of audiences. The draft FY2019-2024 TIP will be presented to the Transportation Committee for release for public comment, which will begin in the 4<sup>th</sup> quarter and continue in the 1<sup>st</sup> quarter of FY19.



- **Analysis of Expenditure Information to identify spending trends**
  - No activity anticipated this quarter.
- **Annual Obligation Analysis Report**
  - Completion of the FFY 16 report is expected this quarter and work will continue on the FFY 17 report.
- **Fiscal Marks**
  - No activity anticipated this quarter.

## **STP-L Agreement Implementation**

**Manager:** Teri Dixon

**Team:** Elam, Irvin, Dobbs, D. Ferguson, Pietrowiak

**Description:** FHWA’s 2014 MPO certification review for CMAP found that the distribution of local Surface Transportation Program (STP-L) funds did not follow federal regulations. Furthermore, the agreement between the Council of Mayors and the City of Chicago on suballocation of STP-L is up for renewal. CMAP will provide staff support to a group composed of representatives from the Councils of Mayors, the City of Chicago, and the planning liaisons to develop a consensus approach to programming the funding that meets federal requirements and meets regional and local goals.

**Key Dates:** Approximately quarterly meetings (ongoing); approval of new framework by CMAP Board/MPO Policy Committee (October 2017).

### **3<sup>rd</sup> Quarter Progress:**

- The STP Project Selection Committee met in January and March to discuss Active Program Management and in February to discuss project eligibility for the new Shared Fund.

### **4<sup>th</sup> Quarter Objectives:**

- The STP Project Selection Committee is expected to meet in early May and June to continue discussing the Shared Fund, including scoring and selection criteria, and in late May to continue discussing Active Program Management.

## **Regulatory Compliance**

**Project Manager:** Doug Ferguson

**Team:** Dixon, Dobbs, Kos, Maddux, Pietrowiak, Zubek





**Description:** Ensure all local, state, and federal requirements are met including public involvement, documentation, conformity (see next project) and reporting. Maintain ongoing communication with partner agencies to ensure that the region meets state and federal requirements and that these agencies support the programming needs of the region.

**Products and Key Dates:** Consultation with local, state, and federal agencies (ongoing); conversion of MPO Policy Committee minutes to electronic format (June 2018); documentation of procedures to maintain agreements, resolutions, and documents required to comply with planning regulations; responses to certification review questions (August 2017); prepare and host certification review site visit (October 2017); respond to draft certification review report (January 2018). Agendas, meeting minutes, findings and interagency agreements, and supporting materials for the Tier II Consultation Team (as needed).

### **3<sup>rd</sup> Quarter Progress:**

- Documentation of procedures to maintain agreements, resolutions, and documents required to comply with planning regulations.

CMAP's MPO Policy Committee endorsed the cooperative agreement for coordination of land use-transportation planning in Round Lake Beach-McHenry-Grayslake, IL-WI Urbanized Area on January 11, 2018. SEWRPC adopted the agreement February 15, 2018 and has forwarded the agreement to WISDOT for their endorsement as well.

Discussion about the Intergovernmental Agreement regarding sharing data between the State, CMAP and our transportation partners is in process to meet the May 27 deadline.

- Responses to certification review questions

No action this quarter.

- Respond to draft certification review report

No action this quarter.

- Agendas, meeting minutes, findings and interagency agreements, and supporting materials for the Tier II Consultation Team (as needed)

Held a Consultation meeting on February 22<sup>nd</sup> to review comments on conformity amendment.

- Conversion of MPO Policy Committee minutes to electronic format

No action this quarter.

### **4<sup>th</sup> Quarter Objectives:**

- Documentation of procedures to maintain agreements, resolutions, and documents required to comply with planning regulations.



Establish a system for tracking and documenting relevant materials.

- Respond to draft certification review report.

Staff anticipates receiving a draft report and providing feedback to our federal partners.

- Conversion of MPO Policy Committee minutes to electronic format.

Continue the conversion process.

- Agendas, meeting minutes, findings and interagency agreements, and supporting materials for the Tier II Consultation Team (as needed).

Hold a meeting of the Consultation Team.

## Conformity of Plans and Program

**Project Manager:** Russell Pietrowiak

**Team:** Bozic, Heither, Kos, Pietrowiak

**Description:** Northeastern Illinois does not attain national ambient air quality standards for certain pollutants. It is currently classified as a non-attainment area for the eight-hour ozone standard adopted in 2008.

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 levels once the area is in attainment. As part of the transportation planning and programming process, the impact of proposed transportation activities on the region's air quality is evaluated. This evaluation, called a conformity analysis, is submitted to the U.S. Environmental Protection Agency for review before a long-range regional transportation plan or TIP is approved or amended. The conformity analysis must demonstrate that the emissions resulting from the plan and TIP meet the requirements of ("conform to") the air quality regulations. To ensure the flow of federal transportation funds to the region, state and federal legislative and regulatory changes are tracked and appropriate changes made, informed by the Tier II consultation process.

**Products:** GO TO 2040/TIP conformity analyses (as needed, generally twice a year in October and March). Documentation of conformity process (ongoing). Updated data and methods used in conformity analyses (ongoing). Support for development of SIPs (as needed). Analyses of air quality issues for regional decision-makers (as needed). Mobile source greenhouse gas emissions estimate to support other agency work (ongoing).

### 3<sup>rd</sup> Quarter Progress:

- A Tier II Consultation meeting was held on February 22. The highlight of this meeting were 3 project presentations: Houbolt Rd, I-80, and I-55 and the discussions regarding modeling and conformity for these projects.



- Monitoring a court case ruling (South Coast Air Quality Management District vs EPA) as it may impact the 8-Hour Ozone designation for the region and potentially our Motor Vehicle Emissions Budget and emissions modeling.
- Began testing the ONTO 2050 regionally significant projects using The Motor Vehicle Emission Model (MOVES) to see if the projects in the long range plan would be generate emissions that were under the region's VOC and NOX budgets the 2025 scenario year which is the year that is the most problematic.

#### **4<sup>th</sup> Quarter Objectives:**

- Conduct conformity analysis for ONTO 2050 so that it can be released for public comment at the June MPO Policy committee meeting.
- Continue monitoring the South Coast Air Quality Management District vs. EPA case.
- Participate in AMPO's Air Quality working group. The first meeting is at the end of April.
- Have a Tier II Consultation meeting if needed to review the ON TO 2050 conformity analysis and any regulatory or modeling changes.
- Update the Tier II consultation web page.
- Documentation of conformity process will be finished.
  - Complete update to travel demand model documentation.
  - Update data used in conformity analyses.
  - Document data sources and review the update cycle for MOVES data sets.
- Support for development of State Implementation Plans.
- Analyses of air quality issues for regional decision-makers.
- Monitor federal actions with respect to criteria pollutants and greenhouse gases.
- Agendas, meeting minutes, findings and interagency agreements, and supporting materials for the Tier II Consultation Team.
- Support emissions performance measures for CMAQ.

## **CMAQ and TAP-L Active Program Management**

**Project Manager:** Jen Maddux

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



**Description:** Actively manage the CMAQ and TAP-L programs developed by CMAP to ensure that transportation projects proceed in a timely manner and all available funding is used efficiently, using adopted policies. Prepare active program management reports to document regional expenditure targets and progress towards them.

**Products and Key Dates:** Review CMAQ project status (December 2017, June 2018); accomplishment of the annual CMAQ obligation goal (September 2018); act on CMAQ project change requests (ongoing); review TAP-L project status (ongoing); act on TAP-L project change requests (ongoing); provide semi-annual updates on the TAP-L program to the Transportation Committee (November 2017, May 2018); prepare agendas, meeting minutes, and supporting materials for the CMAQ Project Selection Committee (as needed, generally six times/year); provide supporting information for the CMAQ call for projects (October 2017).

### **3<sup>rd</sup> Quarter Progress:**

- **Review of CMAQ/TAP-L project status**
  - Continued analysis of status update information to identify trends among projects that have fallen behind and to inform a revision of the status updates to be requested in May 2018.
- **Accomplishment of the annual CMAQ obligation goal**
  - Established a CMAQ obligation goal for FFY 2017 of obligating the northeastern Illinois apportionment - \$128.2 million. At the end of the 3rd quarter, obligations totaled \$41.2 million (38%) of the \$128.2 million obligation goal.
- **CMAQ/TAP-L Project Change Request Actions**
  - Staff evaluated and analyzed eleven project change requests for the April 12, 2018 CMAQ Project Selection Committee meeting.
- **CMAQ Project Selection Committee support**
  - Held the January 5, 2018 committee meeting and prepared meeting materials for the April 12, 2018 committee meeting.
- **Supporting information for CMAQ/TAP-L call for projects**
  - No action in 3rd quarter; activity directly related to the call for projects will be reported under Performance-Based Programming.

### **4<sup>th</sup> Quarter Objectives:**

- **Review of CMAQ/TAP-L project status**
  - Request project status updates from sponsors, adjust program years, assess the CMAQ program's ability to meet obligation goals and summarize the results for the CMAQ Project Selection Committee.



- **Accomplishment of the annual CMAQ obligation goal**
  - Continue monitoring obligations.
- **CMAQ/TAP-L Project Change Request Actions**
  - Receive and process change requests for the June 14, 2018 CMAQ Project Selection Committee meetings.
- **CMAQ Project Selection Committee support**
  - Prepare agenda and supporting materials for the June 14, 2018 CMAQ Project Selection Committee meeting.
- **Supporting information for CMAQ/TAP-L call for projects**
  - As needed support based upon the response of committee members to suggested programming changes by the Performance-Based Programming group.

## **Active Program Management – Locally Programmed Projects**

**Project Manager:** Russell Pietrowiak

**Team:** Dixon, Dobbs, Maddux, Zubek

**Description:** Develop fiscal marks and maintain fiscal constraint for local STP programs in the TIP. Develop active program management reports and facilitate advance funding.

**Products and Key Dates:** Fiscal marks (November 2017 and as needed). Program management reports and recommendations (ongoing); organize and oversee locally programmed project status assessments (August 2017, February 2018 and as needed); participate in District 1 and coordination meetings for Councils and CDOT (as needed, generally 2-3 times/year); advance funding analyses and recommendations (as needed).

### **3<sup>rd</sup> Quarter Progress:**

- **Fiscal Marks**
  - No action this quarter.
- **Program Management Reports and Recommendations**
  - Staff continued to track STP-Local obligations this quarter. With the implementation of the new STP Agreement underway, staff began developing a new format for reporting STP-L expenditures. Staff continued to discuss strategies for project implementation with IDOT and the Planning Liaisons to ensure that projects remain on track and the region remains fiscally constrained in the TIP.



- \$142M in STP-L has been obligated as of 3/30/18. Over 100m has been obligated in this quarter, which is more than the region's annual allotment.
- **Locally Programmed Project Status Assessments**
  - To implement the FFY 18-20 STP-Local programmed projects staff worked with IDOT and the PL's to review the status of every STP-Local project 2 weeks prior to each TIP change deadline this quarter, giving CMAP staff, the PL's and IDOT time to update the status of projects and make any necessary TIP changes.
  - Staff also met with IDOT and the PL's in February as part of our semi-annual coordination meeting of locally programmed projects.
  - Staff met with IDOT District 3 and the PL's that have projects in District 3 to go over the programming process and discuss the current and future STP-L program.
  - Continued to implement a set of procedures/programming policies to be used by CMAP staff, IDOT, and the PL's to program STP-Local projects in eTIP between FFY 18-20.
  - Continued working with KDOT and the county engineers to develop both a multi-year program for STP-C projects and programming procedures to be used starting in FFY 18.

#### 4<sup>th</sup> Quarter Objectives:

- **Fiscal Marks**
  - Maintain and update if necessary.
- **Program Management reports and recommendations**
  - With a new STP-Local agreement, staff will continue to monitor and report on the status of the STP-Local program with increased regularity.
- **Review local STP programs and determine the amount of funding needed to complete them as part of the STP-Local programming review**
  - Provide assistance to programmers to help locally programmed projects progress. Continue to work with the PLs and IDOT on Advanced Construction and Advanced Construction Conversions to maintain fiscal constraint in the TIP.
  - Staff will meet regularly with IDOT, the PL's, and the City of Chicago to insure that projects are not needlessly delayed, are continuing to progress, and are accurately represented in the TIP, with particular attention being paid to project phase schedules.



- Continue to support councils so that projects and programming continues unabated.

## Council of Mayors Support

**Project Manager:** Teri Dixon

**Team:** Dobbs, Maddux, Pietrowiak, Zubek

**Description:** Provide guidance and support for the Council of Mayors (COM) and Planning Liaison program. Develop talking points for use while attending sub-regional Council meetings. Ensure communication between CMAP and municipal officials. Ensure coordination and communication among CMAP divisions involved with public outreach. Staff the Council of Mayors Executive Committee.

**Products and Key Dates:** Talking points for CMAP staff participating in COM/COG/Transportation Committee meetings (ongoing); agendas, meeting minutes, and supporting materials for the Council of Mayors Executive Committee (as needed, generally four times in a year); attend sub-regional Council meetings (as needed, approximately sixty meetings per year); coordination with Planning Liaisons regarding ongoing transportation issues and activities; periodic meetings of CMAP divisions involved with public outreach.

### 3<sup>rd</sup> Quarter Progress:

- **Talking points for COM/COG/TC meetings**
  - Talking points were updated as needed to reflect the status of the Local Surface Transportation Program (STP) and CMAQ programs, calls for projects announcements, opportunities for public comment, legislative updates, ON TO 2050 development progress, and other CMAP news and updates.
- **Council of Mayors Executive Committee support**
  - Staff prepared materials and staffed the regularly scheduled January meeting of the committee.
- **Subregional Council meetings**
  - Staff attended numerous subregional council transportation and technical committee and full council meetings this quarter to report on CMAP activities.
- **Coordination with Planning Liaisons**
  - Staff assisted the planning liaisons (PLs) with completion of TIP changes, and provided guidance on changes to the eTIP database, and other general issues at three PL meetings this quarter.
- **Coordination with CMAP divisions responsible for outreach**





- Staff implemented new procedures for sharing meeting information, including a shared calendar containing meeting agendas and staff assignments, and a monthly report of meeting highlights.

#### 4<sup>th</sup> Quarter Objectives:

- **Talking points for COM/COG/TC meetings**
  - Continue to update the talking points as needed.
- **Council of Mayors Executive Committee materials**
  - Prepare materials for the regularly scheduled May committee meeting.
- **Subregional Council meetings**
  - Staff will continue to attend subregional council transportation and technical committee and full council meetings this quarter to report on CMAP activities and seek feedback on implementation of the STP Agreement, the 2019-2024 TIP, and the draft ON TO 2050 plan.
- **Coordination with Planning Liaisons**
  - Staff will continue to provide guidance to the PLs through regular communications, individual, and group meetings.
- **Coordination with CMAP divisions responsible for outreach**
  - Staff will continue to coordinate outreach efforts and exchange information obtained at COM/COG meetings and will participate in ON TO 2050 workshops scheduled this quarter and the first quarter of FY19.

## Integrated Database Development and Maintenance

**Project Manager:** Kama Dobbs

**Team:** Clark, Dixon, Heither, Kos, Maddux, Murtha, Pietrowiak, Schmidt, Zubek

**Description:** The integrated transportation planning, programming, and tracking database is made up of distinct but connected components: a back end for storing, processing, and organizing data; a user interface for implementers to enter and update data; a GIS-based mapping application for entering, displaying, querying, and retrieving location-based data; and an analysis and visualization component for displaying and querying data interactively via tables, charts, and/or graphs. On-going maintenance is required, together with implementation of features as needed to support programming requirements.

**Products and Key Dates:** Ongoing maintenance and minor enhancements (On-Going); enhance display of GIS-based attribute data (June 2018); incorporate data associated with federally-



required performance measures to associate with TIP projects (June 2018); develop queries and reports to support production of obligation report and other data summaries (April 2018).

### **3<sup>rd</sup> Quarter Progress:**

- **Ongoing maintenance and minor enhancements**
  - In response to user comments and questions, enhancements to the functionality of the database have continued, including the addition of new local fund sources. Development of additional features and reports continued, including the addition of new project categories to facilitate creating targeted reports for these categories.
- **Implement direct extract of data from FHWA FMIS system**
  - Staff continued to use the tools within the eTIP software to identify mismatches between eTIP project records and federal obligation records and continued working with users to improve data entry on individual projects to ensure complete obligation data is available.
- **Enable display of GIS-based attribute data**
  - Staff began discussions with the database consultant to facilitate updating the base GIS-layers. However the display of attribute data has been delayed.
- **Implement online call for projects system**
  - No activity this quarter.
- **Identify data associated with federally-required performance measures**
  - A set of “Project Questions” was added to the database to allow users to identify projects that may influence federal performance targets. Work to develop more detailed data collection mechanisms continued.
- **Implement obligation report and other data summaries**
  - No activity this quarter.

### **4<sup>th</sup> Quarter Objectives:**

- **Ongoing maintenance and minor enhancements**
  - Address issues identified by internal and external users and continue to enhance reporting.
- **Enhance display of GIS-based attribute data**
  - Continue development of a prioritized plan for GIS module enhancements for this fiscal year, including the ability to extract, display, and download the



attributes associated with selected features (roads, structures, etc.) and enhancements to the public site interactive map to display performance-based data.

- **Incorporate data associated with federally-required performance measures**
  - Staff will continue to develop strategies for collecting, displaying, and analyzing appropriate data within eTIP to enable analysis of how projects included in the TIP will move the region toward meeting performance targets.
- **Support production of obligation report and other data summaries**
  - Work will continue to customize existing eTIP reports, and develop new reports and interactive tools for obligation reports and other data summaries.

## INFORMATION TECHNOLOGY MANAGEMENT PROGRAM

**Program Oversight:** Matt Rogus

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

### 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, employee communications, and software applications. This project consists of daily management and monitoring of the internal computer network performance. It includes the acquisition, licensing, installation, and maintenance of all software applications, as well as server hardware systems and other related equipment. It also provides limited user-support to CMAP employees.

**Products:** Agency data products, Office 365 portal, modeling infrastructure upgrade documentation, and employee communications (ongoing).



### 3<sup>rd</sup> Quarter Progress:

- Hardware: Continued deploying staff desktops and implementing Windows 10.
- Software: Implemented Adobe Bridge for Photo library.
- Researched and extracted information for data recovery requests.
- Issued RFP for IT support services.

### 4<sup>th</sup> Quarter Objectives:

- Hardware: Continue deploying upgraded staff desktops and implementation of Microsoft Windows 10. Acquire new monitors, PCs, laptops and networking equipment.
- Evaluated vendor proposals and selected vendor for IT support services.

## 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), DKAN (data sharing web application), MediaWiki (collaboration), the TIP Website (web application), ON TO 2050 iPad kiosk application, GIS web mapping, Imagery Explorer (web application), the applicant tracking system (for Human Resources) and several others. Support for these applications and data services include: defining content requirements and user controls; user interface designs; and access and integration controls. Under this specific project, updates to the Wiki interface and core content will be implemented in coordination with the policy, planning, and communications groups as necessary. Content development will require internal coordination. In addition, this project includes management of web-specific network infrastructure, such as domain name registration and DNS record management.

**Products:** Web applications, data services, and collaboration portals (ongoing). Wiki Enhancements (ongoing). iPad and kiosk remote management services (ongoing).

### 3<sup>rd</sup> Quarter Progress:

- CMAP.Wiki project: Continued creating pages and updating content.



- Data Sharing Hub: Continued working with R&A team on testing DKAN application.
- Network Security Analysis: Initiated annual network security analysis for CMAP's internet facing resources.
- Website Support RFP: Assisted the Communication Department with the creation of RFP, review of proposals and interviews of bidders for the website support service RFP.

#### 4<sup>th</sup> Quarter Objectives:

- CMAP.Wiki project: Continue creating pages and updating content.
- Data Sharing Hub: Continue supporting R&A team with datahub application.
- Network Security Analysis: Complete annual network security analysis for CMAP's internet facing resources.
- Regional Data Archive RFP: Assist PBP Group with the creation of a Regional Data Archive RFP and the evaluation of submitted proposals.

## Information Security

**Project Manager:** Lance Tiedemann

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

**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. Under this project, annual security audits will be conducted by a third party provider to test security of network, validate security controls and access procedures, provide enhancement recommendations, and provide CMAP with required documentation of a secure network. CMAP staff will also be regularly trained on proper security protocols for email, phone, and internet usage.



**Products:** Infrastructure auditing and monitoring (ongoing). Annual security audit (April 2017). Staff training (ongoing).

### **3<sup>rd</sup> Quarter Progress:**

- Staff Security Training: Completed two phishing campaigns and presented a security update for entire staff.
- Network Monitoring and AV Platform: Provided ongoing support, network monitoring, anti-virus, and software patching.
- New AV and Patch Management Platform: Researched and selected new AV and patch management platforms.

### **4<sup>th</sup> Quarter Objectives:**

- VPN: Training staff in using new VPN client.
- AV and Patch Management Platform Replacement: Implement new AV and patch management platforms.

## **Office Systems Management**

**Project Manager:** Ben Stromberg

**Team:** 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, live streaming, audio-visual, etc.

**Products:** Telephones, iPads, audio-visual equipment, live streaming services, internet services, computer peripherals, kiosks, copiers and printers.

### **3<sup>rd</sup> Quarter Progress:**

- Facilities: Managed facilities team on operations throughout the office. Selected Vendor and completed two phases of installation for the Sit/Stand desks. Began working on key inventory database management system.
- AV Support: Completed live streams of the January, February, and March Board meetings. AV support for various meetings/events.
- Telecommunications Support: Renewed GoToMeeting licenses for staff. Began researching new switches, licenses, and support services for the phone environment.

### **4<sup>th</sup> Quarter Objectives:**

- Print Management: Continue providing printer support for CMAP staff.



- Communications and Outreach Support: Continue providing kiosk/iPad support for Communications.
- Facilities: Complete implementation of the Sit/Stand desks.
- Telecommunications Support: Continue providing phone support to staff. Procure new switches and renew licenses for the phone environment. Procure support services contract.
- AV Support: Continue to provide live streaming for the agency during board meetings. Continue providing AV support for various meetings/events.

## User Support

**Project Manager:** Ben Stromberg

**Team:** 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. Provide internal IT technical support for OneSolution financial system (ongoing).

**Products:** Documentation of training and instructional resources. Documentation of IT related problems encountered by CMAP staff (ongoing). Implementation of Cognos reporting system.

### 3<sup>rd</sup> Quarter Progress:

- OneSolution financial system project: Continued managing BPR project for F&A. Assisted F&A team with testing for the upgrade of the production environment to v16.2. Assisted F&A team with OneSolution tickets.
- User support: Completed 123 helpdesk tickets.
- R&A support: Continued working with R&A team to develop documentation of external requests process, procurement of data, FOIA requests.

### 4<sup>th</sup> Quarter Objectives:

- OneSolution financial system project: Upgrade production environment to v16.2. Continue assisting F&A team with OneSolution tickets.
- User support: Continue deploying new PC's to staff. Rotate old PC's out of production. Continue to update user documents for staff as needed. Continue to assist staff with PC/phone problems as needed.
- R&A support: Complete documentation of FOIA and external requests process. Implement process for offering Census webinars through GoToMeeting.





## Facilities

**Project Manager:** Curtis Kelley

**Team:** Rivera, Witherspoon

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

### 3<sup>rd</sup> Quarter Progress:

- Rented 34 cars for staff for work related business.
- Reserved rooms for 12 external partners totaling approximately 510 guests with an average of 43 guests.
- Used 774 (329 Chicago's Best @\$1.50ea. and 445 Starbucks @\$2.78ea. from our current vendor).
- Initiated 14 service calls for issues regarding plumbing, electrical, housekeeping and locksmith issues.
- Coordinated conference room set-ups for 104 meetings along with attending one board meeting.
- Scheduled one evacuation drill for next quarter.
- Finalized two employee and intern separation forms.
- Finalized four new employee forms and new employee orientations.
- Reissued two ID badges for current staff members.
- Completed 61 print jobs for CMAP and MMC staff.
- Reordered and stocked all break room supplies.
- Contacted COTG for six service calls on Xerox machines and all were resolved within one day.
- Coordinated with Henricksen the installation of 35 adjustable height desks throughout office.
- Managed copier repairs and maintained print totals for the Xerox copiers.



	B + W	Color	Total
<b>C60</b>	4,417	4,035	8,452
<b>NEXerox</b>	19,583	8,278	27,861
<b>NWXerox</b>	10,108	8,673	18,781
<b>SEXerox</b>	28,557	14,525	43,082
<b>SWXerox</b>	15,819	24,355	40,174
<b>Totals</b>	78,484	59,866	138,350

#### 4<sup>th</sup> Quarter Objectives:

- Direct building repairs with electricians and carpenters.
- Coordinate conference room set-ups for various meetings.
- Badge new employees, provide life safety tours and train employees on printer/copier use.
- Complete print jobs for CMAP and MMC staff.
- Reorder and stock all break room supplies.
- Manage copier repairs and maintain print totals for the Xerox copiers.
- Update wiki pages regarding copying and printing, ID badges and supply orders.
- Have scheduled evacuation drill with office of the building.

## FINANCE AND ADMINISTRATION PROGRAM

**Program Oversight:** Angela Manning-Hardimon

### AREA 1: Finance and Procurement Program

This program provides for the design, implementation, and management of finance and procurement activities at CMAP. The Finance program is responsible for ensuring that the agency is effectively operating within a fiscally constrained budget and meeting its core MPO responsibilities within the funding structure. This includes managing the accounting and reporting activities of the agency in accordance with accounting and auditing standards as required by the Office of Management and Budget (OMB). The Procurement program is responsible for ensuring that all goods and services procured on behalf of the agency are in compliance with the grant source and federal contracting assurances.



## Finance and Accounting

**Project Manager:** Stan Ryniewski

**Team:** Becerra, Contreras, Doan, Garrity, Olson

**Description:** Provides administration and support for the accounts payable and accounts receivable activities ensuring timely payments to vendors and collection of funds; processes payroll to ensure timely and accurate payments to employees and associated reporting of taxes, insurance, pension and other benefits; ensures that grants are properly funded and expenditures are appropriate based on grant agreements; provides the financial reporting required by federal, state, the CMAP Board, and others; manages all banking activities including the reconciliation of bank statements and general ledger accounts; and performs other financial management for CMAP, as required. In addition, Finance and Accounting staff are responsible for facilitating the annual audit of CMAP's financial records to achieve unqualified results. Provides oversight and training for CMAP's financial and payroll software system.

**Products:** Issuance of payroll and vendor checks/ETFs, monthly expenditure reports, monthly revenue reports, monthly/quarterly reimbursement requests of funders (On Going). Expenditure and revenue reports for grant programs (On Going).

### 3<sup>rd</sup> Quarter Progress:

- **Budget:** Finalized 2019 program budget request with Deputy Executive Directors and senior management. In the 3<sup>rd</sup> quarter, 15 allocation adjustments were made for programs relating to the 2018 budget.
- **Payroll:** During the 3<sup>rd</sup> quarter of the fiscal year, we processed seven regular and three supplemental payrolls. The State and Federal 941 reports for the 3<sup>rd</sup> quarter of the fiscal year were completed and filed in a timely manner. The monthly and quarterly unemployment compensation reports were filed with the State of Illinois on a timely basis.
- **Accounts Payable:** The table below provides information on the number of invoices processed, checks issued and ACH payments paid. Approximately 59% of payments were made via ACH during the 3<sup>rd</sup> quarter of the fiscal year. The wire transfer activity shown in the fourth column is for all payments made directly from our checking account and processed with journal entries such as payments for the payroll, IMRF, state and federal payroll taxes, employee transit passes, etc.

Month	Checks	ACH	INV	WT	Total Paid
January	49	54	209	21	\$1,468,884.19
February	37	72	228	18	\$1,525,943.28
March	61	83	317	23	\$1,737,009.94
3 <sup>rd</sup> Qtr.	147	209	754	62	\$4,731,837.41



- Accounts Receivable: Billing of invoices was completed within the first ten days of each month. The table below shows the number and dollar amount of invoices processed each month.

Month	Invoices	Amount
January	20	\$1,518,284.52
February	26	\$1,596,703.67
March	23	\$1,621,107.47
3rd Qtr.	55	\$4,736,095.66

- Journal Entries: We had approximately 24 normal journal entries in each month of this quarter. These journal entries are to process payroll related payments for state and federal taxes, deferred compensation payments, and employee transit payments. Additionally, each month we process journal entries to move postage and printing costs from the Overhead key into the appropriate grant keys based on usage reports. We also process journal entries to move revenue earned each month into the grant from the grant advance liability object code; this allows us to tie revenues earned to expenditures incurred.
- Bank reconciliations: Our bank reconciliations were done within the first few days of each month. We have not had any problems with the reconciliations and we have very few outstanding checks each month due to the reduced number of actual checks issued.
- General: Prepared and submitted the financial statements for January, February, and March 2018 to the Executive Committee. Staff continues to test on the 16.2 version upgrade of the ONESolution accounting software system. Continued working with Maximus, our outside consultant in preparing a comprehensive Cost Allocation Plan for the agency. Needed to get audit work papers from Sikich to reconcile the cost allocation spreadsheets to audited financial reports.

#### 4<sup>th</sup> Quarter Objectives:

- Process payroll and accounts payable in a timely manner. Send out invoices for work performed during the first week of each month. Continue to perform all financial related activity in an accurate and timely manner. Finalize budget documentation and work papers for 2019. Complete the testing of the 16.2 version upgrade of the ONESolution accounting software system and have scheduled implementation for April 13, 2018. Complete FY 2016 & 2017 documentation and submit Cost Allocation Plans to GATA along with CMAP's Cost policy Statement by mid-May.

## OneSolution Business Process Review (BPR) – Financial System

**Project Manager:** Stan Ryniewski

**Team:** Becerra, Contreras, Doan, Garrity, Olson



**Description:** To maximize the full capabilities and functionality of the Agency's financial system, CMAP will engage its enterprise software provider, Superior (formally SunGard), to document existing financial processes and workflows, work with CMAP staff to identify opportunities for improvements, document the proposed processes and workflows and develop a plan to prioritize these improvements based on most critical functions, time, cost and implementation risks. SunGard will also assist in the agency's effort to upgrade to version 16.2 and implement Cognos reporting tools and dashboard to reduce the agency's reliance on spreadsheets.

**Products:** Document current processes and workflows (June 2017). Documented proposed processes and workflows (June 2017). Implementation project plan (July 2017). Upgrade to version 16.2 (April 2018).

### **3<sup>rd</sup> Quarter Progress:**

- Worked with outside vendor (Koa Hills Consulting/SunGard) regarding CMAP's Business Process Re-engineering (BPR) project to finalize "As Is" maps and to prioritize BPR recommendations. Train new Accounting staff on financial system. Commenced testing on the new software Version 16.2 in the test environment before upgrading to production environment.

### **4<sup>th</sup> Quarter Objectives:**

- Complete testing on the new software Version 16.2 in the test environment before upgrading to production environment. Upgrade of the production environment to Version 16.2 on April 13, 2018. Document any system challenges encountered and work with Superior to implement required corrections.

## **Budget**

**Project Manager:** Angela Manning-Hardimon

**Team:** Management, Olson, Ryniewski

**Description:** Prepares annual CMAP budget to ensure that the MPO core activities and contract funding is appropriated. Monitor expenditures and revenues during the fiscal year to ensure that the fiscally constrained budget is being maintained and adjusted as needed to meet that goal. Coordinates UWP Committee review and approval of annual UWP program budget requests. Prepares annual indirect allocation for IDOT identifying costs that are not directly related to specific programs.

**Products and Key Dates:** UWP budget (January). Semi-annual revisions of budget (January). Draft CMAP budget (May). Annual CMAP budget and UWP Annual report (June). Indirect Allocation Request (September).



### 3<sup>rd</sup> Quarter Progress:

- Issued UWP Call for Projects January 2<sup>nd</sup>. Facilitated presentation of UWP Committee core and competitive proposals at February 14<sup>th</sup> meeting. Finalized CMAP's FY2019 Budget submission and recommended FY2019 UWP Budget for UWP Committee members. March 4<sup>th</sup>, FY2019 UWP Budget was approved by UWP Committee with minor changes reprogramming funding from CMAP to the Counties and RTA to CTA and Metra.

### 4<sup>th</sup> Quarter Progress:

- Complete the work plan and draft FY2019 CMAP Budget book. In April, submit for approval to Transportation Committee FY2019 UWP Budget. In May, submit CMAP's FY2019 Budget for CMAP Board review. In June, submit for approval to the MPO Committee, CMAP Board and Programming Committee the FY2019 UWP Budget. Also in June, submit to the CMAP Board CMAP's FY2019 Budget for approval. Finalize FY19 UWP Budget book for June 30<sup>th</sup> publication.

## Procurements, Contracts and Commercial Datasets

**Project Manager:** Penny DuBernat

**Description:** Manage all procurements for professional consulting services, and other goods and services required for CMAP operations; ensure Request for Proposals comply with policy and federal requirements; participate in procurement selection; and prepare and negotiate contracts, amendments and Intergovernmental agreements. Responsible for ensuring that contracts are updated to reflect appropriate federal requirements. Manage licensing of proprietary datasets. Enforce proprietary dissemination and license agreements. Responsible for posting and archiving RFP/RFQ/RFIs on CMAP's website.

### 3<sup>rd</sup> Quarter Progress:

#### Procurements

- Reviewed, processed and approved 49 procurements.

#### Contracts/Amendments/Audits

- Prepared six PAOs or PAO Amendments under current contracts.
- Conducted two contract/IGA negotiations.
- Prepared 28 new contracts, contract amendments or IGAs.
- Reviewed 10 Vendor Justification Reports.
- Drafted 12 Board Reports.
- Drafted three Executive Committee Reports.
- Prepared 10 RFPs.



- Prepared zero RFIs.
- Attended 22 interviews.
- Scheduled 10 pre-bid meetings.
- Secured 10 concurrence from IDOT/Third party.
- Reviewed 42 RFP responses.
- Prepared one FOIA request.
- Reviewed four mid-term/final Consultant Evaluation Reports.
- Conferred Procurement meetings bi-weekly or as needed.
- Assisted one vendor in registering for the System for Award Management.
- Closed five contracts-audits pending.
- Audited two closed contracts or open contracts with invoice issues.
- Collected and transmitted all available Q3 work products to IDOT.
- Drafted two MOUs.
- Began development of the Project Management Database for Procurements use only.
- Conducted three vendor Accounting Meetings.
- Drafted six Agreements.
- Reviewed and drafted six Concurrence Request/Revised Price Proposal Forms.
- Collected 106 Workmen's Compensation Certificates of Insurance.

#### **4<sup>th</sup> Quarter Objectives:**

##### Procurements

- Review and process any new procurements originated by staff.
- Continue to maintain and update Contract files.

##### Contracts/Amendments/IGAs

- Prepare at least 12 RFPs-currently pending.
- Prepare at least five IGA's-currently pending.
- Prepare and process any new contracts, PAOs, IGAs, amendments and agreements as necessary-15 currently pending.
- Conduct five audits on closed contracts.
- Revise all contract, IGA and PAO templates.

## **External Resources Development and Management**

**Project Manager:** Tricia Hyland





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

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

Current grants, which fund the LTA program in FY18, are from the Chicago Community Trust, Cook County Department of Planning and Development, Illinois Environmental Protection Agency, Illinois Department of Natural Resources, and U.S. Department of Commerce (National Oceanic and Atmospheric Administration).

### **Products and Key Dates:**

Development of External Grant Seeking Strategic Plan (3rd Quarter). Monitoring and evaluation of federal and state grant opportunities (On Going). Periodic communication with philanthropic groups and other potential funders concerning the value of the LTA program (On Going). Applications submitted in response to funding opportunities (as needed). Quarterly, biannual, or annual reports to funders (On Going).

### **3<sup>rd</sup> Quarter Progress:**

- Initiated development of the External Grant Seeking Strategic Plan to increase strategic development efforts supporting ON TO 2050 implementation priorities. The strategic plan will direct ongoing external grant seeking efforts. An online version of the "Grant & Contract Fraud, Waste and Abuse" presentation was created to support CMAP's continued efforts to maintain GATA compliance.

### **4<sup>th</sup> Quarter Objectives:**

- The ongoing development of the External Grant Seeking Strategic Plan will progress with the identification of ON TO 2050 implementation priorities informed by bi-weekly implementation meetings, overall agency objectives, and strategic priorities. In the interim, CMAP has continued to pursue ON TO 2050 development conversations in areas of inclusive growth and municipal capacity with targeted funders and potential partners as implementation priorities are determined internally.



## AREA 2: Human Resources and Administration Program

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

### Benefits Administration

**Project Manager:** Jake Koepsel

**Team:** Ambriz, King

**Description:** Human Resources will work with third party brokers to obtain knowledge of trending benefits and the best, cost effective employee benefits possible. Human Resources will also stay abreast of all federal or state regulations to maintain compliance with various programs.

#### 3<sup>rd</sup> Quarter Progress:

- Processed high volume of changes for various reasons: transit, benefits, taxes. (January)
- Reviewed results of RFI fee benchmarking analysis of Principal versus other potential 457 record-keepers; recommendations and preliminary planning for potential record-keeper change. (January)
- Benefit Planning and Strategy discussion with Assurance: streamline administration / enhance compliance of new hire processing and annual open enrollment; review and analysis of benefit benchmarking information; HSA / PPO alternate plan design; benefit statement preparation alternatives. (February)

#### 4<sup>th</sup> Quarter Objectives:

- Final process all FY17 Performance Reviews; prepare FY18 Performance Plans for upcoming review cycle.

### Diversity and Inclusion

**Project Manager:** Jake Koepsel

**Team:** Diversity and Inclusion Group



**Description:** The Diversity and Inclusion group will focus on educating employees on the importance of diversity and inclusion, and explore opportunities to improve across the agency by implementing various programs or initiatives. This group will be comprised of a representative from each functional area within CMAP with the goal of improving employee, partner, and constituent relationships. The results from the Annual Employee Survey will be instrumental in defining the program and monitoring future performance of efforts.

**Products:** A diversity and inclusion program that promotes respect for all employees and values each employee contributes to the agency. It will also promote equal opportunity advancement for all employees (On Going).

**3<sup>rd</sup> Quarter Progress:**

- Review and feedback analysis of DePaul University Diversity & Inclusion sessions: Senior Management, All-Employee and External Assignment sessions. (January)
- Review of Second City Works' offerings, capabilities, and resources required for comprehensive training (D & I, communications, culture) and costs. (February)
- Work with Diversity & Inclusion group to identify and plan for discussion speaker (Roberto Requejo) to help define charter, role and focus efforts. (February - March)

**4<sup>th</sup> Quarter Objectives:**

- Coordinate discussion with speaker for Diversity & Inclusion group to define charter, role and focus efforts. (late April)
- Develop initiatives supporting diversity and inclusion. (Ongoing)

## Employee Relations

**Project Manager:** Jake Koepsel

**Team:** Senior Managers

**Description:** Human Resources will work with employees and the management team to address employee performance and professional development. Assistance will be provided to employees and/or management in the implementation of plans to improving work performance and relationships, and professional development. Assistance will also be provided on documentation, communication and other approaches to addressing performance matters. This process should be formalized with CMAP annual performance evaluation process, performance improvement plans, regular employee performance feedback, and performance documentation.

**Products:** Annual performance evaluations (July). Guidelines and direction for providing employees with performance feedback and professional development opportunities to improve performance (On Going).



### 3<sup>rd</sup> Quarter Progress:

- Performance planning support and feedback to mid-year review discussions. Emphasis: enhance the management of expectations with more specific and quantifiable goals, as well as managing actionable development plans.
- Developed framework for accommodating employee participation in international study fellowship utilizing existing policies and practices. Employee feedback extremely favorable.
- Prepared Non-Discrimination and Anti-Harassment Policy; presented Adoption Resolution to Board; policy approved and implemented (January - February).
- Utilized Management Association resources for policy and procedure reference and development; legislative updates; training; general and compliance questions.
- Coordinated administration of multisource 360° leadership assessment as a continuation of the Leadership Effectiveness Training at DePaul, as well as a three-hour session that provided feedback, tools to understand and utilize the feedback, and instruction on how to establish a short-term action plan for a particular category to sustain improvement over time. (January)

### 4<sup>th</sup> Quarter Objectives:

- Schedule Management Association HR Check-Up to review CMAP policies, procedures and practices, identify any compliance issues, and prioritize action planning, including policy updates and new policy development. (May – June)
- Initiate next round of performance management process: communication of timeline and process overview mid-May, refresher training late May to early June.
- Review and update CMAP policies and Employee Handbook. (Ongoing)

## Payroll Administration

**Project Manager:** Stan Ryniewski

**Team:** Doan, King

**Description:** Finance is responsible for the bi-weekly processing of payroll and HR is responsible for routine employee changes in OneSolution to ensure that employee benefits and compensation are accurate. Finance will also process all updates to federal and state tax rates in compliance with federal and state regulations. Improvements that enhance employees access to their personal information, such as time off accruals and paycheck information in OneSolution is implemented under this program.

**Products:** Accurate and timely bi-weekly payroll and reporting (On Going).



### 3<sup>rd</sup> Quarter Progress:

- Processed 153 payroll related changes in OneSolution/online.
- Processed two payrolls in January for a total of \$379,422.65.
- Processed two payrolls in February for a total of \$391,709.18.
- Processed three payrolls in March for a total of \$596,550.60.
- Issued 2017 W2s to all staff and reported to the Social Security Administration by January 31, 2018 deadline.
- Participate in Version 16.2 conversion planning and testing. (January - March 2018)
- Issued 1094/1095-C's to all staff and report to the IRS by the March 2, 2018 deadline.

### 4<sup>th</sup> Quarter Objectives:

- Participate in Version 16.2 conversion and implementation. (April 2018)
- Continue to process payroll and payroll changes to ensure timely processing. (Ongoing)

## OneSolution Business Process Review (BPR) – HR System

**Project Manager:** Jake Koepsel

**Team:** Ambriz, Doan, King

**Description:** To maximize the full capabilities and functionality of the Agency's HR system, CMAP will engage its enterprise software provider, Superior, to document existing HR processes and workflows; work with CMAP staff to identify opportunities for improvements; document the proposed processes and workflows; and develop a plan to prioritize these improvements based on most critical functions, time, cost and implementation risks. SunGard will also assist in the agency's effort to upgrade to version 16.2 and implement Cognos reporting tools and dashboard to reduce the agency's reliance on spreadsheets.

**Products:** Document current processes and workflows (July 2017). Proposed processes and workflows (July - November 2017). Implementation project plan (August 2017). Upgrade to version 16.2 (April 2018).

### 3<sup>rd</sup> Quarter Progress:

- Participated in Superior Human Resources / Payroll Boot Camp February 6 – 9, 2018.
- Participated in continuing Human Resources / Payroll Business Process Review analysis; processes, procedures, workflows, OneSolution system capabilities through testing; identify desired capabilities and suggested improvements. (January – March)



- Participated in developing a plan to prioritize and implement improvements based on most critical functions, time, and cost and implementation risks.
- Participated in Version 16.2 conversion planning and preliminary testing. (January - March)

#### **4<sup>th</sup> Quarter Objectives:**

- Participate in Version 16.2 conversion planning and final testing. (April)
- Participate in Version 16.2 conversion and implementation. (April)
- Participate in continuing Human Resources / Payroll Business Process Review analysis; processes, procedures, workflows, OneSolution system capabilities through implementation of new system; identify desired capabilities and suggested improvements. (May – June)
- Participate in developing recommendations from mapping and analysis that incorporate HR Boot Camp findings to create a plan to prioritize and implement improvements based on most critical functions, time, and cost and implementation risks. (May – June)
- Participate in development of Cognos based reports. (May - June)

## **Human Resources Policy Development**

**Project Manager:** Jake Koepsel

**Team:** Executive Team

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

**Products:** Review of policies and the personnel handbook (On Going). Annual Employee Survey (May). Policy and procedure trainings (On Going).

#### **3<sup>rd</sup> Quarter Progress:**

- Prepared Non-Discrimination and Anti-Harassment Policy; presented Adoption Resolution to Board; policy approved and implemented (January - February).



- Utilized Management Association resources for policy and procedure reference and development; legislative updates; training; general and compliance questions.

#### **4<sup>th</sup> Quarter Objectives:**

- Schedule Management Association HR Check-Up to review CMAP policies, procedures and practices, identify any compliance issues, and prioritize action planning, including policy updates and new policy development. (May – June)
- Review and update all CMAP policies and Employee Handbook as needed. (Ongoing)
- Issue Annual Employee Survey (May)

## **Recruitment and Training**

**Project Manager:** Yesenia Ambriz

**Team:** Deputy Executive Directors, King, Witherspoon

**Description:** Human Resources will expand recruitment efforts to provide CMAP with the greatest exposure possible to recruit the best-qualified candidates. These efforts will include attending job fairs, universities, and exploring diverse job posting opportunities. Human Resources will also enhance its diversity recruitment efforts by collaborating with various programs that give CMAP access to a multitude of candidates from varying backgrounds. Human Resources are also responsible for maintaining job postings and recruitment efforts on CMAP website and with the Hyrell Applicant Tracking System.

On-going professional development and training is fundamental to the success of every employee and as such, appropriate opportunities will be provided to CMAP employees to ensure CMAP complies with federal and state regulations, as well as to improve knowledge, skills, leadership ability, and performance. To advance new employees' acclimation to CMAP and provide orientation support, this program will develop, by department, a checklist for managers to use as a core employee integration tool. Focus areas to include: benefits, CMAP policy and procedures, identifying an appropriate mentor, overview of CMAP and the responsibilities of each department, review of GO TO 2040, training on required tools to perform job, performance expectations and evaluation process, professional development plan, and training on non-job related activities such as telephone system, audio/meeting technology, cyber-security and other training as developed.

This program will also be responsible for developing and maintaining a list of staff expertise for access by all employees to be archived on CMAP intranet. Human Resources will also be responsible for developing resource plans for cross training opportunities.

**Products:** New Employee Integration Checklist (January). Identification, development and facilitation of professional development and training (On Going). Develop cross training resource plan (January).





### **3<sup>rd</sup> Quarter Progress:**

- Successfully placed Communications & Outreach Interns (2) (01/03), Senior Policy Analyst Transportation (01/29), Deputy Executive Director for Planning (03/29).
- Initiated recruitment process to select and hire Peters' Fellow. (January)
- Initiated recruitment process to select and hire NUPIP Fellow. (January)
- Interviewed and/or reviewed candidates for the following positions: Assistant Analyst, Assistant Planner, Associate Policy Analyst, Generalist Human Resources, Deputy Executive Director for Policy & Programming. (January – March)
- Conducted new hire orientations with benefits for 2 regular employees and without for two interns.
- Conducted exit interviews and termination processing for 3 regular employees and 2 interns.
- Successfully designed, developed and conducted finalist presentation pilot for DED Planning vacancy. (March)

### **4<sup>th</sup> Quarter Objectives:**

- Successful recruitment of Peters' Fellow to begin June 25, 2018. (April)
- Successful recruitment of Assistant Analyst (04/05), Associate Policy Analyst (04/09), Generalist Human Resources (04/10). (April)
- Develop and conduct finalist presentations for DED Policy & Programming vacancy. (April)
- Complete recruitment process, select and hire Assistant Planner, Deputy Executive Director for Policy & Programming. (April)
- Complete recruitment process, select and hire one NUPIP Fellow, one Communications & Outreach Intern, two IT Interns, three LTA Interns, three Field Data Collection Interns, one TIP Intern, two Transportation Planning Intern, three R & A Interns. (April – May)
- Train employees involved in the hiring process on interviewing and the use of Hyrell for their role in the hiring process. (Ongoing)
- Initiate revised CMAP Mentoring Program (requirements and materials); prepare for re-launch to include interns, fellows, and new hires looking to be assigned with mentor candidates. (July - September)



## Compensation and Organization Structure

Organization review and compensation study.

### 3<sup>rd</sup> Quarter Progress:

- Plan and initiate efforts to appropriately document all jobs from consolidated class descriptions. Confirm level and characteristics of work, supervision received / supervision exercised, education and experience, physical and special requirements. Plan and coordinate Deputy and Principal review and revision of class descriptions, conduct brief trainings on job documentation and evaluation methodology to facilitate their ability to confirm / revise essential functions, and knowledge, skills and abilities. (January – March)
- Reviewed and analyzed draft Organization Structure Report; requested supplemental organizational metrics. (February)

### 4<sup>th</sup> Quarter Objectives:

- Review and analyze revised draft Organization Structure Report with metrics; construct meaningful framework for analysis and comparison of organizational metrics. (April)
- Complete efforts to document all jobs. Prepare class descriptions for market pricing. Analyze comparability data; develop pay plan and organization structure recommendations; communication and implementation of accepted recommendations. (April - May)

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Chicago Metropolitan  
Agency for Planning

233 South Wacker Drive, Suite 800  
Chicago, IL 60606

312-454-0400

[info@cmap.illinois.gov](mailto:info@cmap.illinois.gov)

[www.cmap.illinois.gov](http://www.cmap.illinois.gov)

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