

FISCAL YEAR 2018 COMPREHENSIVE BUDGET

DRAFT

May 2017

 CMAP

CMAP Board Members

Executive Committee

Gerald Bennett, chair

Rita Athas, vice chair

Elliott Hartstein, vice chair

Andrew Madigan, at-large member

Al Larson, at-large member

Carolyn Schofield, at-large member

City of Chicago Appointments

Rita Athas, senior advisor, World Business Chicago

Frank Beal, senior executive, Civic Consulting Alliance

Andrew Madigan, senior managing director, Mesirow Financial

Peter Skosey, executive director, state government affairs, BNSF Railway

Janel Forde, chief operating officer, City of Chicago

Cook County Appointments

Gerald Bennett, mayor, Palos Hills (Southwest Cook)

Al Larson, president, Schaumburg (Northwest Cook)

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

William Rodeghier, president, Western Springs (West Cook)

Peter Silvestri, commissioner, Cook County Board (Suburban Cook)

Collar County Appointments

Elliott Hartstein, former president, Buffalo Grove (Lake)

John Noak, mayor, Romeoville (Will)

Franco Coladipietro, president, Bloomingdale (DuPage)

Carolyn Schofield, member, McHenry County Board (McHenry)

Matthew Brolley, president, Montgomery (Kane/Kendall)

Non-voting Members

Sean McCarthy, acting director, Illinois Department of Commerce and Economic Opportunity (Governor's appointee)

Brian Oszakiewski, policy advisor for Infrastructure (Governor's appointee)

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

Contents

- SECTION 1: OVERVIEW 3**
 - About CMAP 3
 - Staff 4
 - Budget Overview 5

- SECTION 2: BUDGET COMPONENTS 8**
 - Revenue 8
 - Budget and Work Program..... 12

 - Local Planning Program..... 14**
 - Policy Analysis and Development Program 23**
 - Performance-Based Programming Program..... 34**
 - Vision for the Northeastern Illinois Expressway System 40**
 - Transportation Improvement Program (TIP)..... 43**
 - ON TO 2050 Development 49**
 - Research and Analysis Program..... 57**
 - Communications and Outreach Program 64**
 - Information Technology Management Program 74**
 - Finance and Procurement Program..... 79**
 - Human Resources and Administration Program..... 84**

- APPENDIX A: LOCAL DUES STRUCTURE..... 89**

- APPENDIX B: CATEGORY AND LINE ITEM DEFINITIONS..... 98**

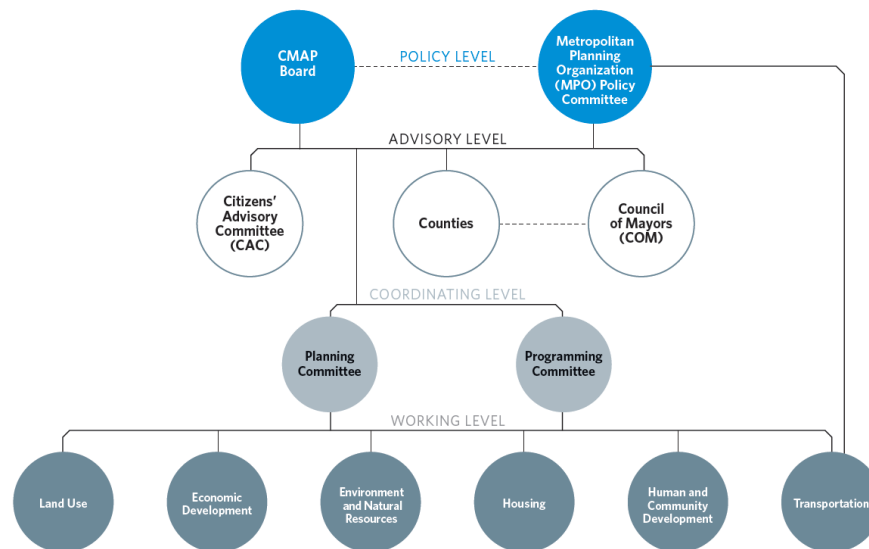
SECTION 1: OVERVIEW

This document is the Chicago Metropolitan Agency for Planning (CMAP) comprehensive activity document for Fiscal Year 2018. The budget and work plan reflect the agency's activities and outcomes for FY 2018, with details of projects, staff, products and key dates, and anticipated contracts.

About CMAP

The Chicago Metropolitan Agency for Planning (CMAP) is the regional planning organization for the northeastern Illinois counties of Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will. CMAP developed and now leads the implementation of the [GO TO 2040](#) comprehensive regional plan. Adopted in 2010 and updated in 2014 to address anticipated population growth of more than 2 million new residents, GO TO 2040 established coordinated strategies that help the region's 284 communities address transportation, housing, economic development, open space, the environment, and other quality-of-life issues. The agency and its partners are now developing [ON TO 2050](#), the new comprehensive plan slated for adoption in 2018.

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



October 20, 2016



Staff

Joseph C. Szabo is the executive director of CMAP. The proposed FY 2018 budget reflects total staffing of 104.5 full-time positions. Funding sources for these positions include the Unified Work Program (UWP), U.S. Environmental Protection Agency, U.S. Department of Commerce, Cook County Community Development Block Grant, and Chicago Community Trust grants.

CMAP provides internships to qualified graduate students in urban and regional planning and related fields. This year's interns come to CMAP from various schools including the University of Illinois, University of Michigan, and University of Florida. The program gives students valuable workplace experience while supporting the agency's comprehensive planning activities. CMAP also administers the Phillip D. Peters Fellowship, which supports one fellow annually. In FY 2018, Northwestern University will sponsor a year-long fellowship at CMAP.

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

Employees receive a competitive benefits package that includes a retirement program, Social Security, Medicare, and insurance for health, dental, and life. Apart from a handful of former State of Illinois employees who took the option to remain part of the State Employees' Retirement System (SERS), all other eligible CMAP employees must participate in the Illinois Municipal Retirement Fund (IMRF). In FY 2017, the benefits package was 34.37 percent of salary; in FY 2018 the amount will decrease to 32.53 percent of salary. The required CMAP retirement contribution to SERS for FY 2018 is proposed to increase from 44.57 percent to 54.01 percent, and the IMRF contribution for 2018 will decrease from 7.88 percent to 7.34 percent in FY 2018.



Budget Overview

CMAP receives most of its funding from federal and state grants. Table 1: CMAP Core Activities summarizes the core budgets for FY 2016, FY 2017, and FY 2018 (with anticipated adoption by Board in June 2017).

TABLE 1: CMAP CORE ACTIVITIES

	Approved	Adopted	Proposed
	FY 2016	FY 2017	FY 2018
OPERATIONS			
Revenues			
Federal	12,973,855	13,426,594	13,803,956
State	3,792,464	3,302,849	3,355,039
Other Public Agencies	251,700	246,800	340,000
Foundations and Non-Public Agencies	265,100	179,000	184,900
Local Contributions	250,000	887,486	887,486
Expressway Project	0	0	2,000,000
General Fund	0	0	2,700
Reimbursements	35,000	35,000	35,000
Product Sales, Fees & Interest	18,000	10,000	12,500
Total Revenues	17,586,119	18,087,729	20,621,581
Expenditures			
Personnel	11,360,000	11,265,112	11,564,565
Commodities	513,219	511,400	483,500
Operating Expenses	398,100	395,631	392,500
Occupancy Expenses	1,677,600	1,727,000	1,788,380
Contractual Services	3,176,500	3,143,500	6,007,350
Local Planning Grant Match	180,000	0	0
Capital Outlay	150,000	150,000	150,000
Total Expenditures	17,455,419	17,192,643	20,386,295
NON-OPERATIONS (REVENUE AND EXPENDITURES)			
Pass Through Grants	4,414,270	4,001,270	3,872,270
In-Kind Service	1,219,269	1,208,519	1,089,269



CMAP continues to face uncertainty as the FY 2018 budget is prepared, as the prospects for a State budget again remain under much debate. Fortunately, in FY 2017 CMAP was able to remain solvent through a combination of local dues, the use of Toll Credits, the receipt of direct payments of federal funds from U.S. Department of Transportation (U.S. DOT), and ultimately a stop-gap State budget. It is believed the likelihood of using a similar combination of tools is good for FY 2018 should a State budget not be passed in a timely manner. Therefore, CMAP has included in its FY 2018 Budget its expected State match of \$3,355,039. If it is determined that a State budget or some other stop-gap measure that will provide the state match required to access federal funds is not available, CMAP will submit a revised budget. Presuming this likelihood will allow CMAP to budget for the competitive projects and advance the Travel Survey. This will potentially prevent planning delays for the recipients of the competitive funding that occurred in FY 2017 because of the budget revision process.

Critical to CMAP operations are the local dues. Maintaining a local dues contribution is necessary to satisfy the deficiency cited by the U.S. DOT in its 2014 certification review of CMAP. Through the commitment of our municipal, county, and transit partners to our efforts, CMAP collected 99 percent or approximately \$875,000 in local dues for FY 2017 and this was vital to the agency remaining solvent with sufficient cash flow. For FY 2018 local dues were scheduled to increase to \$1,479,528. However, because of successful collection efforts and continued uncertainty concerning State funding, CMAP is proposing in its FY 2018 Budget to keep local dues at the FY 2017 levels of \$887,486. This would result in a \$592,042 credit to partners as CMAP committed to doing during the FY 2017 Budget process if the State met its funding commitment. Chart 1 reflects the percentage of the core operations revenue for each source, and Chart 2 reflects the percentage of expenditures from each category for FY 2018. The charts do not include the non-operations activity. Of note in FY 2018 is the approximately \$3 million increase under Contractual Services for two anomalies: the Expressway Study for \$1,700,000 and the Travel Survey for \$1,550,000.



CHART 1: REVENUE FOR CORE ACTIVITIES, PROPOSED FY 2018

CMAP revenues, FY18

Source: Chicago Metropolitan Agency for Planning.

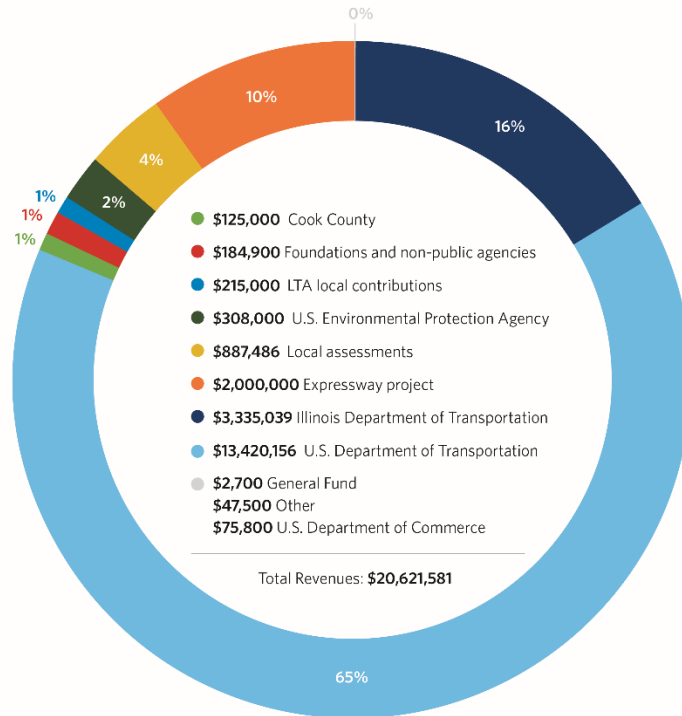
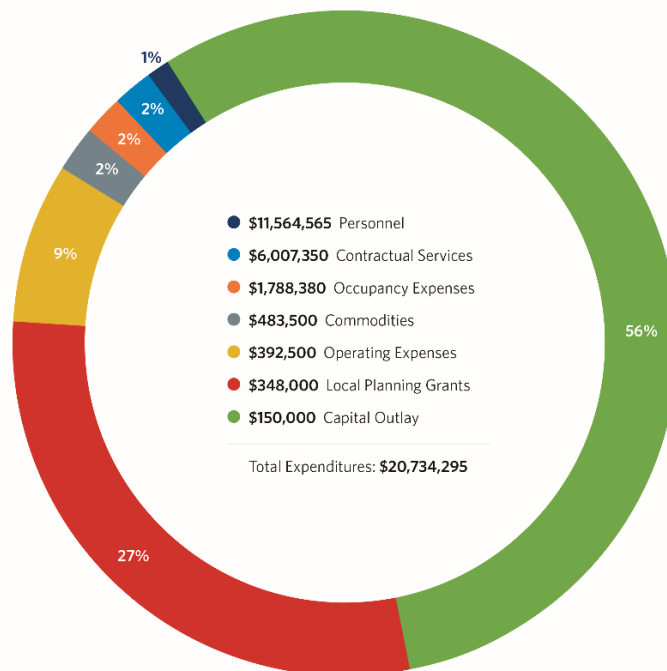


CHART 2: EXPENSES FOR CORE ACTIVITIES, PROPOSED FY 2018

CMAP expenditures, FY18

Source: Chicago Metropolitan Agency for Planning.



SECTION 2: BUDGET COMPONENTS

Revenue

CMAP derives its primary funding from the Unified Work Program (UWP) that supports transportation planning in northeastern Illinois, with metropolitan planning funds from the Federal Highway Administration (FHWA), the Federal Transit Administration (FTA), and state and local sources. Federal dollars require a 20-percent local match, which has been provided since 2011 by the Illinois Department of Transportation (IDOT). The revenues identified from the FY 2018 UWP funds were approved by the UWP Committee and Transportation Committee, and are pending approval by the Programming Committee, MPO Committee, and CMAP Board. It is anticipated that the Governor's FY 2018 budget will provide \$3.5 million in state transportation funds in lieu of funding for the Comprehensive Regional Planning Fund. The UWP funds are allocated for operating activities and contractual services. IDOT requires the operating funds (3-C Operations Grant) to be expended during the fiscal year (July 1, 2017 to June 30, 2018) and the competitive funds (3-C Competitive Grant) for projects selected by a competitive process be expended over a five-year period (July 1, 2017 to June 30, 2022). This year's competitive funds of approximately \$848,000 were awarded to CMAP/RTA, CDOT, and PACE.

The state transportation funds over the last five years have provided the required matching funds for the federal UWP funds. If funding is available, CMAP anticipates that IDOT could potentially provide approximately \$150,000 for other transportation related planning activities in the form of a state planning grant. The FY 2018 State Planning fund grant will be allocated to the development of a new household travel survey that is required to be updated every 10 years.

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

Other sources of revenue include grants from Cook County through the Community Development Block Grant Disaster Recovery (CDBG-DR) program to support CMAP's resilience efforts and a grant with the U.S. Department of Commerce, National Oceanic and Atmospheric Administration (NOAA) to assist communities in incorporating local climate science into community plans for climate extremes.

CMAP's newly restructured local dues program, which is similar to those used by other regional planning organizations across the U.S., was approved by the CMAP Board in April 2016 and is described in Appendix A. These funds would provide \$887,486 in FY 2018. The local dues for FY 2018 were scheduled to be increased to \$1,479,528. However, with the successful collection of dues in FY 2017 and the anticipation of a FY 2018 State Budget or a stop-gap budget being passed, dues will be set at the FY 2017 levels resulting in a credit to CMAP



partners of \$592,042. The FY 2018 local dues will provide an additional revenue source to support CMAP and keep the agency operational.

Table 2 reflects the revenue expected to be received during the fiscal year. Some of the revenue is received prior to expenditure; for example, the foundations normally transfer funds at the time of the award even though the expenditures could be in future fiscal years. Other expenditures are on a reimbursable program; the federal revenue is not received until the expenditure has been made. The majority of the revenue is from reimbursement grants.

The non-operations revenue represents the funds (primarily federal) passed through to other organizations and the in-kind match provided by those organizations. Examples would be the UWP Council of Mayors program and the transportation agency UWP projects. CMAP, as the Metropolitan Planning Organization (MPO), administers all the FY 2018 UWP contracts for the planning projects of the mass transit agencies and other government agencies.

TABLE 2: REVENUE DETAIL, CMAP CORE ACTIVITIES

	Approved	Adopted	Proposed
	FY 2016	FY 2017	FY 2018
OPERATIONS			
FEDERAL			
<u>U.S. Environmental Protection Agency</u>			
Grant through IEPA			
IEPA Water Quality Mgt.	140,100	87,500	166,700
IEPA VLMP	45,700	47,100	0
IEPA Mill Creek Plan	0	0	93,000
IEPA Lower Salt Plan	0	144,000	48,300
IEPA Boone Creek Watershed Plan	62,600	0	0
Total, US EPA	248,400	278,600	308,000
<u>U.S. Department of Commerce</u>			
NOAA	0	44,600	75,800
Total, US Department of Commerce	0	44,600	75,800
<u>U.S. Department of Transportation</u>			
Grant through IDOT			
UWP - Operating	11,837,455	12,315,394	12,980,156
UWP - Contracts	888,000	788,000	440,000
Total, US DOT	12,725,455	13,103,394	13,420,156
Total, Federal	12,973,855	13,426,594	13,803,956



STATE			
<u>Illinois Department of Transportation</u>			
IDOT	3,601,364	3,275,849	3,355,039
<u>Illinois Department of Natural Resources</u>			
IDNR	0	0	0
<u>Illinois Attorney General</u>			
IAG	191,100	27,000	0
Total, State	3,792,464	3,302,849	3,355,039
OTHER PUBLIC AGENCIES			
Cook County	251,700	246,800	125,000
LTA Local Contributions	0	0	215,000
Total, Other Public Agencies	251,700	246,800	340,000
FOUNDATIONS AND NON-PUBLIC AGENCIES			
MacArthur Foundation	125,100	61,500	0
Chicago Community Trust	140,000	117,500	184,900
Total Foundations and Non-Public Agencies	265,100	179,000	184,900
LOCAL ASSESSMENTS	250,000	887,486	887,486
REIMBURSEMENTS			
Indirect Charge from Competitive Federal Grants	0	0	0
Metropolitan Mayor's Caucus	35,000	35,000	35,000
Total, Reimbursements	35,000	35,000	35,000
PRODUCT SALES, FEES AND INTEREST			
ArcView Training	10,000	5,000	5,000
Interest Income	2,500	500	5,000
Facility Planning Area Fees	0	2,000	0
Conference and Sponsors	500	500	500
Miscellaneous	5,000	2,000	2,000
Total, Product Sales, Fees and Interest	18,000	10,000	12,500
Expressway Project	0	0	2,000,000
General Fund	0	0	2,700
TOTAL REVENUES	17,586,119	18,087,729	20,621,581



NON-OPERATIONS			
PASS THROUGH			
UWP - Council of Mayors	1,384,270	1,384,270	1,384,270
UWP - CTA	700,000	1,040,000	400,000
UWP - City of Chicago	860,000	857,000	860,000
UWP - Metra	420,000	320,000	320,000
UWP - Pace	220,000	120,000	320,000
UWP - RTA	230,000	80,000	80,000
UWP - Lake County	0	200,000	-
UWP - Cook/DuPage Corridor	0	0	0
UWP - DuPage County	100,000	0	0
UWP - Kane County	80,000	0	0
UWP - McHenry County	0	0	160,000
UWP - Will County	0	0	0
UWP - Cook County	0	0	0
CMAP - Community Planning Grants	420,000	0	348,000
Total, Pass Through	4,414,270	4,001,270	3,872,270
IN-KIND SERVICE			
UWP - Council of Mayors	554,269	554,269	554,269
UWP - CTA	175,000	260,000	100,000
UWP - City of Chicago	215,000	214,250	215,000
UWP - Metra	105,000	80,000	80,000
UWP - Pace	55,000	30,000	80,000
UWP - RTA	70,000	20,000	20,000
UWP - Lake County	0	50,000	0
UWP - Cook/DuPage Corridor	0	0	0
UWP - DuPage County	25,000	0	0
UWP - Kane County	20,000	0	0
UWP - McHenry County	0	0	40,000
UWP - Will County	0	0	0
UWP - Cook County	0	0	0
Total, In-Kind Service	1,219,269	1,208,519	1,089,269



Budget and Work Program

Table 3 reflects, line item by line item, the operations budget for FY 2018. A description of the line items is in Appendix B. This table reflects only the core operations.

TABLE 3: EXPENSE DETAIL, CMAP CORE ACTIVITIES

	Approved	Adopted	Proposed
	FY 2016	FY 2017	FY 2018
PERSONNEL			
Salaries	8,089,100	8,127,349	8,553,895
Retirement	1,215,400	972,519	942,100
FICA	480,400	482,534	508,800
Medicare	117,300	118,095	123,700
Health/Dental	1,142,800	1,224,614	1,179,270
Life	55,000	55,000	55,000
Education Reimbursement	40,000	40,000	40,000
Other Benefits	25,000	50,000	50,000
Interns	195,000	195,000	195,000
Total, Personnel	11,360,000	11,265,112	11,564,565
Authorized Personnel			
	104.5	104.5	104.5
COMMODITIES			
General Supplies	20,000	20,000	25,000
Publications	5,400	5,400	4,500
Software - Small Value	20,000	20,000	15,000
Equipment - Small Value	23,000	23,000	8,500
Furniture - Small Value	3,000	3,000	2,500
Data Acquisition	400,000	400,000	400,000
Office Supplies	21,819	20,000	15,000
Copy Room Supplies	20,000	20,000	13,000
Total, Commodities	513,219	511,400	483,500
OPERATING EXPENSES			
Workers' Compensation Insurance	28,000	28,000	28,000
Unemployment Compensation	30,000	30,000	20,000
Staff Assoc. Membership	10,050	10,050	13,250
CMAP Assoc. Membership	25,700	25,700	20,000
Postage/Postal Services	27,200	27,200	13,200
Storage	5,000	5,000	5,500
Legal/Bid Notices	0	0	0
Miscellaneous	14,500	14,500	6,500
Meeting Expenses	7,000	7,000	15,000
Recruitment Expenses	3,000	3,000	10,000



General Insurance	38,000	38,000	40,000
Legal Services	10,000	10,000	20,000
Printing Services	20,250	17,781	27,450
Bank Service Fees	3,000	3,000	7,500
Conference Registrations	23,700	23,700	16,500
Refunds	0	0	0
Training	35,600	35,600	74,600
Travel Expenses	117,100	117,100	75,000
Total, Operating Expenses	398,100	395,631	392,500
OCCUPANCY EXPENSES			
Office Maintenance	12,000	12,000	17,500
Rent	1,560,600	1,610,000	1,625,000
Telecommunications	45,000	45,000	75,000
Utilities	60,000	60,000	65,000
Willis Tower Parking	0	0	5,880
Total, Occupancy Expenses	1,677,600	1,727,000	1,788,380
CONTRACTUAL SERVICES			
Audit Services	40,000	40,000	40,000
Office Equipment Leases	2,000	2,000	8,000
Software Maintenance/Licenses	323,000	395,000	395,000
Fiscal Mgt. Maintenance/Licenses	45,000	45,000	50,000
Professional Services	390,000	565,000	665,000
Consulting Services	2,223,500	1,946,500	4,759,350
Office Equipment Maintenance	130,000	130,000	70,000
Co-Location Hosting Services	23,000	20,000	20,000
Total, Contractual Services	3,176,500	3,143,500	6,007,350
CAPITAL OUTLAY			
Equipment - Capital	100,000	100,000	100,000
Construction - Capital	0	0	0
Software - Capital	50,000	50,000	50,000
Total, Capital Outlay	150,000	150,000	150,000
Total Operating Funds	17,275,419	17,192,643	20,386,295
LOCAL PLANNING GRANTS			
Community Planning Grant	180,000	0	348,000
Total, Local Government Grants	180,000	0	348,000
TOTAL EXPENDITURES	17,455,419	17,192,643	20,734,295



Local Planning Program

Program Oversight: Bob Dean

GO TO 2040 supports the efforts of local governments to improve livability within their communities and to encourage a future pattern of more compact, mixed-use development that focuses growth where transportation 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 grant seeking are also elements of Local Planning.

Local Technical Assistance (LTA) Program

Project Manager: Bob Dean, Jason Navota, Kristin Ihnchak, Jonathan Burch, new Principal

Team: Entire Planning staff, Outreach 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 147th 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.

Consultant Management, Evaluation, and Best Practices

Project Manager: Stephen Ostrander

Team: Bayley, Beata, Beck, Burch, Day, Evasic, Hudson, Hughes, Ihnchak, Jarr, Manno, Nolin, O'Neal, 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).

Project Implementation

Project Manager: Tony Manno

Team: Carlisle, Daly, Day, Hughes, 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 short-term activities that CMAP can assist with (such as providing trainings, assisting with grant applications, or connecting sponsors with partner organizations). Current examples of implementation activities include ULI Technical Assistance Panels (TAPs) or other activities to connect municipalities to the development community, providing assistance to communities promoting development opportunities, and guiding communities to funding programs such as Invest In Cook, Our Great Rivers, and Congestion Mitigation and Air Quality Improvement (CMAQ). Conducting trainings immediately following plan adoption will also be explored, and will be coordinated with the Local Capacity Building project described below.

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 will include commitment of limited financial resources as well as staff time.

Products and Key Dates: Advancement of specific local implementation activities (ongoing). Preparation of implementation updates for Board report (quarterly).

Local Capacity Building

Project Manager: Patrick Day

Team: TBD

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). 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). 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 (May 2018). Develop strategy and secure funding to implement capacity building following plan adoption.

Research and Development of New Planning Topics and Approaches

Project Managers: Agata Dryla-Gaca, Jason Navota

Team: Beck, Burch, Dryla-Gaca, Edwards, Evasic, Hollander, Hughes, Ihnchak, Navota, Nolin, Oo, Schuh, Vernon

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.

Partner Coordination

Project Manager: Tony Manno

Team: Harris, Grover, Lopez, Ostrander

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).

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 may be reinstated in FY18 if funding can be secured.

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.



TABLE 4: BUDGET DETAIL, LOCAL PLANNING PROGRAM

	Local Planning	Community	CCT	CCT	Cook Co.	IEPA -			NOAA	Total
	Support	Planning Program	Sustain Develop	GO Grant	CDBG	Water Quality	Mill Creek	Lower Salt Creek		
PERSONNEL										
Salaries	\$ 1,596,595	\$ -	\$ 29,600	\$ 33,500	\$ 31,200	\$ 88,800	\$ 43,300	\$ 26,200	\$ 38,900	\$ 1,888,095
Retirement	\$ 121,200	\$ -	\$ 2,300	\$ 2,600	\$ 2,500	\$ 7,000	\$ 3,400	\$ 2,100	\$ 3,100	\$ 144,200
FICA	\$ 92,300	\$ -	\$ 1,800	\$ 2,100	\$ 1,900	\$ 5,500	\$ 2,700	\$ 1,600	\$ 2,300	\$ 110,200
Medicare	\$ 22,300	\$ -	\$ 400	\$ 500	\$ 500	\$ 1,300	\$ 600	\$ 400	\$ 500	\$ 26,500
Health	\$ 209,500	\$ -	\$ 7,100	\$ 5,500	\$ 5,100	\$ 13,200	\$ 7,000	\$ 4,200	\$ 5,000	\$ 256,600
Dental	\$ 11,800	\$ -	\$ 500	\$ 300	\$ 300	\$ 800	\$ 400	\$ 200	\$ 400	\$ 14,700
Vision	\$ 2,400	\$ -	\$ 100	\$ 100	\$ 100	\$ 200	\$ 100	\$ 100	\$ 170	\$ 3,270
Education Reimb.	\$ 19,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,000
Interns	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000
Total, Personnel	\$ 2,145,095	\$ -	\$ 41,800	\$ 44,600	\$ 41,600	\$ 116,800	\$ 57,500	\$ 34,800	\$ 50,370	\$ 2,532,565
Employee PY	18.1	0.0	0.3	0.5	0.5	1.2	0.6	0.3	0.5	22.1
Indirect Charge	\$ 768,800	\$ -	\$ 6,800	\$ 7,200	\$ 6,700	\$ 18,900	\$ 9,300	\$ 5,600	\$ 19,330	\$ 842,630
COMMODITIES										
Publications	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400
Office Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total, Commodities	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 400
OPERATING										
Staff Assoc. Membership	\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ 250	\$ -	\$ -	\$ -	\$ 2,750
Postage / Postal Services	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Meeting Expenses	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 3,500	\$ 200	\$ 100	\$ -	\$ 8,800
Printing Services	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ 50	\$ -	\$ -	\$ -	\$ 1,050
Conference Registrations	\$ 4,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,500
Training	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 1,200	\$ 400	\$ -	\$ -	\$ 11,600
Travel Expenses	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 700	\$ -	\$ 6,100	\$ 21,800
Total, Operating	\$ 38,500	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 1,300	\$ 100	\$ 6,100	\$ 51,000



CONTRACTUAL SERVICES										
Professional Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Consulting Services	\$ 346,000	\$ -	\$ 36,300	\$ 48,200	\$ 76,700	\$ 26,000	\$ 24,900	\$ 7,800	\$ -	\$ 565,900
Total, Contractual Services	\$ 346,000	\$ -	\$ 36,300	\$ 48,200	\$ 76,700	\$ 26,000	\$ 24,900	\$ 7,800	\$ -	\$ 565,900
LOCAL PLANNING GRANTS										
Community Planning Grants	\$ -	\$ 348,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 348,000
Total, Local Planning Grants	\$ -	\$ 348,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 348,000
Total, Expenses	\$ 3,298,795	\$ 348,000	\$ 84,900	\$ 100,000	\$ 125,000	\$ 166,700	\$ 93,000	\$ 48,300	\$ 75,800	\$ 4,340,495
REVENUE										
UWP Operating - FY2018	\$ 2,467,036	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,467,036
Match - FY2018	\$ 616,759	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 616,759
Community Planning - FY2018	\$ -	\$ 278,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 278,400
Community Planning Match - FY2018	\$ -	\$ 69,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 69,600
Chicago Community Trust 772	\$ -	\$ -	\$ 84,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 84,900
IAG	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Chicago Community Trust 782	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
CDBG	\$ -	\$ -	\$ -	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000
IEPA WQMP, Low Salt Crk, Mill Crk	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 166,700	\$ 93,000	\$ 48,300	\$ -	\$ 308,000
IDNR	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NOAA 773	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,800	\$ 75,800
CCT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LTA Local Contributions	\$ 215,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 215,000
Total, Revenue	\$ 3,298,795	\$ 348,000	\$ 84,900	\$ 100,000	\$ 125,000	\$ 166,700	\$ 93,000	\$ 48,300	\$ 75,800	\$ 4,340,495

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: Alex Beata

Team: Hollander, Kotarac, Luo, 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).



Major Capital Projects Implementation

Project Manager: Tom Kotarac

Team: Bozic, Elam, Kotarac, 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).

Reasonably Expected Revenues Implementation

Project Manager: Lindsay Hollander and Alex Beata

Team: Elam, Ihnchack, 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)



Regional Strategic Freight Direction

Project Manager: Alex Beata

Team: Murtha, Schuh, Tineh

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).

Freight policy implementation

Project Manager: Alex Beata

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).

AREA 2: Regional Economy

Regional Economic Indicators

Project Manager: Austen Edwards

Team: New Policy Hire

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.

Metropolitan Chicago's Traded Clusters

Project Manager: Simone Weil

Team: Edwards, New Policy Hire

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 (October 2018).



National Economic Development and Innovation Policy Updates

Manager: Simone Weil

Team: Edwards, New Policy Hire

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.

Supply Chain Analyses

Project Manager: Simone Weil

Team: Edwards, New Policy Hire

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 (December 2017).

Regional Housing and Development Analysis

Project Manager: Elizabeth Schuh

Team: Tineh, 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).

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.

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).



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).

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).

CMAP Operations Funding

Project Managers: Melissa Porter and Bob Dean

Team: Hyland, Garritano, Hollander, Kotarac, Manning-Hardimon, G. Smith, Weil,

Description: Under this project, staff will pursue a strategy that diversifies CMAP's resources for operating revenues that will match federal funds, allow some expansion of non-transportation activities, and enhance the local technical assistance program. Staff will also analyze and develop strategies to revise local dues contribution system based on an evaluation of the program's first year outcomes.

Products and Key Dates: Solicit contributions from restructured dues system (January 2018). Implement revisions to restructured dues, fee-for-service, and external grantseeking, and consider whether adjustments are needed (March 2018).

Federal Legislative Strategy

Project Manager: Tom Kotarac

Team: Beata, 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).



CMAP Committee Support

Team: Porter, Kotarac, Manning-Hardimon (policy committees); Elam, Ihnchak, Navota, Schuh (coordinating committees); Grover, Dixon (advisory committees); Beck, Dixon, Ostrander, Scott, 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. Committees will focus on the continued implementation of GO TO 2040 and development of the ON TO 2050 plan. While many implementation areas of the plan are led by CMAP, other areas require leadership from other implementers. Moving forward, CMAP's committees, primarily at the working level, should be used to ensure that CMAP can develop bold and meaningful policies for the next plan and ensure the region and measure progress toward plan implementation on both staff work and efforts by outside implementers.

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).



TABLE 5: BUDGET DETAIL, POLICY ANALYSIS AND DEVELOPMENT PROGRAM

	Policy
PERSONNEL	
Salaries	\$ 1,602,000
Retirement	\$ 181,100
FICA	\$ 89,500
Medicare	\$ 23,200
Health	\$ 137,100
Dental	\$ 9,400
Vision	\$ 2,200
Education Reimbursement	\$ -
Interns	\$ 20,000
Total, Personnel	\$ 2,064,500
Employee PY	16.3
Indirect Charge	\$ 786,000
COMMODITIES	
Publications	\$ 500
Office Supplies	\$ -
Total, Commodities	\$ 500
OPERATING	
Staff Assoc. Membership	\$ 2,250
CMAF Assoc. Membership	\$ 20,000
Postage/Postal Services	\$ 500
Miscellaneous	\$ 1,000
Legal Services	\$ 10,000
Printing Services	\$ 500
Meeting Expenses	\$ 1,000
Conference Registrations	\$ 5,000
Training	\$ 9,000
Travel Expenses	\$ 27,700
Total, Operating	\$ 76,950
CONTRACTUAL SERVICES	
Software	\$ -
Consulting Services	\$ 80,100
Total, Contractual Services	\$ 80,100
Total, Expenses	\$ 3,008,050



REVENUE	
UWP Operating - FY2018	\$ 2,406,440
Match - FY2018	\$ 601,610
General Fund	\$ -
Total, Revenue	\$ 3,008,050



Performance-Based Programming Program

Program Oversight: Jesse Elam

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

CMAQ and TAP Program Development and Method Refinement

Project Manager: Doug Ferguson

Team: Menninger, Murtha, Patronsky, 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).



A New Programming Framework for STP-L

Manager: Tom Kotarac

Team: Elam, Patronsky, Dixon, 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.

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

Establishment of Performance Targets

Project Manager: Jesse Elam

Team: Murtha, Frank, Menninger, Patronsky, D. Ferguson, Luo

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).



Performance Monitoring

Project Manager: Todd Schmidt

Team: Murtha, 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).

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).



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 (January 2018); draft report (June 2018).

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 (August 2017); final report (October 2017).



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).



TABLE 6: BUDGET DETAIL, PERFORMANCE-BASED PROGRAMMING

PERFORMANCE-BASED PROGRAMMING		EXPRESSWAY PROJECT	TOTAL
PERSONNEL			
Salaries	390,500	159,200	549,700
Retirement	30,800	12,500	43,300
FICA	23,900	9,800	33,700
Medicare	5,700	2,300	8,000
Health	75,200	30,700	105,900
Dental	4,500	1,900	6,400
Vision	1,100	400	1,500
Interns	10,000	-	10,000
Total, Personnel	541,700	216,800	758,500
Employee PY	4.0	3.0	7.0
Indirect Charge	204,400	83,200	287,600
COMMODITIES			
Publications	100	0	100
Office Supplies	0	0	-
Total, Commodities	100	0	100
OPERATING			
Staff Assoc. Membership	1,000	0	1,000
Printing Services	100	0	100
Conference Registrations	500	0	500
Training	1,000	0	1,000
Travel Expenses	6,000	0	6,000
Total, Operating	8,600	0	8,600
CONTRACTUAL SERVICES			
Consulting Services	0	1,700,000	1,700,000
Total, Contractual Services	0	1,700,000	1,700,000
Total, Expenses	754,800	2,000,000	2,754,800
REVENUE			
UWP Operating - FY2018	603,840	2,000,000	2,603,840
Match - FY2018	150,960	0	150,960
Total, Revenue	754,800	2,000,000	2,754,800



Vision for the Northeastern Illinois Expressway System

Program Oversight: Jesse Elam

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 study should reflect and build on CMAP's comprehensive regional plan, GO TO 2040, and contribute to CMAP's next plan, ON TO 2050. 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

Manager: Tom Murtha

Team: Murtha, 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)



Trends and Emerging Strategies

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.

Corridor Recommendations and Implementation

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

Benefits and Revenue

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.

Document Production

Manager: Jesse Elam

Team: Murtha, Fassett-Smith, consultant services

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

Key dates: Draft Vision (March 2018); final Vision (May 2018).



Transportation Improvement Program (TIP)

Program Oversight: Ross Patronsky

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 Development and Management

Project Manager: Teri Dixon

Team: Dobbs, Kos, Maddux, Patronsky, 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).

Regulatory Compliance

Project Manager: Doug Ferguson

Team: Dixon, Dobbs, Kos, Maddux, Patronsky, 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).

Conformity of Plans and Program

Project Manager: Ross Patronsky

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



CMAQ and TAP-L Active Program Management

Project Manager: Jennifer Maddux

Team: Dixon, Dobbs, Ferguson, Patronsky, 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).

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).



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.

Integrated Database Development and Maintenance

Project Manager: Kama Dobbs

Team: Clark, Dixon, Heither, Kos, Maddux, Murtha, Patronskey, 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: On-going maintenance and minor enhancements (ongoing); 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).



TABLE 7: BUDGET DETAIL, TRANSPORTATION IMPROVEMENT PROGRAM (TIP)

PERSONNEL	
Salaries	\$ 557,600
Retirement	\$ 111,100
FICA	\$ 34,600
Medicare	\$ 8,100
Health	\$ 77,400
Dental	\$ 5,500
Vision	\$ 1,300
Education Reimbursement	\$ -
Interns	\$ 10,000
Total, Personnel	\$ 805,600
Employee PY	7
Indirect Charge	\$ 305,900
COMMODITIES	
Publications	\$ 400
Office Supplies	\$ -
Total, Commodities	\$ 400
OPERATING	
Staff Assoc. Membership	\$ 1,000
Postage/Postal Services	\$ -
Miscellaneous	\$ -
Meeting Expenses	\$ -
Printing Services	\$ 100
Conference Registrations	\$ 500
Training	\$ 4,000
Travel Expenses	\$ 6,000
Total, Operating	\$ 11,600
CONTRACTUAL SERVICES	
Software Maintenance	\$ -
Professional Services**	\$ -
Consulting Services	\$ 110,000
Total, Contractual Services	\$ 110,000
Total, Expenses	\$ 1,233,500



REVENUE	
UWP Operating - FY2018	\$ 986,800
Match - FY2018	\$ 246,700
Total, Revenue	\$ 1,233,500



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 FY17 will continue to refine policy approaches as well as develop the required resources for socioeconomic forecasting, scenario planning, the financial plan, and transportation project assessment and selection. Continuing stakeholder and public engagement is also 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.

Comprehensive Plan Outreach Strategy

Project Manager: Jane Grover

Team: Ihnchak, Schuh, Garritano, Harris, 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).

Alternative Futures Scenario Development

Project Managers: Kristin Ihnchak, Liz Schuh

Team: Fassett Smith, Grover, Irvin, Oo, Patronskey, 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).

Area 2: Draft Plan Development

Plan Development

Project Managers: Kristin Ihnchak, Liz Schuh

Team: Beata, Beck, Day, Elam, Irvin, Oo, Weil, Dean, 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).

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):

Snapshot Reports:

- Infill and TOD trends (Oo, Tineh; August 2017)
- Transit network and trends (Elam, Murtha, Menninger, Bozic; October 2017)
- Natural resources trends (Patton, Beck, Navota; January 2018)



Illustrated Memos:

- Non-motorized transportation (Bayley, Daly, O’Neal; October 2017)
- Placemaking (Lopez, Boggess; December 2017)
- Greenhouse gas emissions (Patton; December 2017)

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

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):

Strategy Papers:

- Reinvestment and infill strategies (Manno and Oo, Zwiebach; June 2017)
- Inclusive growth (Scott, Harris; July 2017)
- Lands in transition (Beck, Daly, Navota, Oo; August 2017)
- Energy (Olson, Peterson; September 2017)
- Transportation technology (Irvin, Beata, Murtha; October 2017)
- Municipal capacity (Day, Hollander; November 2017)
- Stormwater (Beck, Evasic, Navota; January 2018)
- Water (Navota, Beck, Hudson; August 2017)
- Public health (Lopez; January 2018)

Memos:

- Regional economy (Weil, Edwards; September 2017)
- Transportation safety (Frank, Schmidt, Elam; September 2017)
- Transit modernization (Menninger, Elam, Irvin; October 2017)
- Asset management (Murtha, Elam; November 2017)

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



Place-Based Approach: Layers Development

Project Managers: Kristin Ihnchak, Liz Schuh

Team: Bayley, Daly, Dean, Oo, 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).

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. Transit project evaluation will be carried out in collaboration with the RTA. Committee engagement will be ongoing 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).



Financial Plan Development

Project Manager: Lindsay Hollander

Team: Beata, Elam, D. Ferguson, Patronskey, 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).

Area 3: Technical Analysis

Socioeconomic Forecast: 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 ongoing 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).

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).

Long Range Plan Data and Tool Development

Project Manager: Zachary Vernon

Team: D. Clark, Prasse, A. 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).



**TABLE 8: BUDGET DETAIL, COMPREHENSIVE REGIONAL PLAN
DEVELOPMENT PROGRAM**

PERSONNEL	
Salaries	\$ 618,900
Retirement	\$ 55,400
FICA	\$ 37,800
Medicare	\$ 9,000
Health	\$ 72,700
Dental	\$ 5,000
Vision	\$ 1,200
Education Reimbursement	\$ -
Interns	\$ 10,000
Total, Personnel	\$ 810,000
Employee PY	7.7
Indirect Charge	\$ 307,500
OPERATING	
Meeting Expenses	\$ 2,200
Printing Services	\$ -
Travel Expenses	\$ -
Total, Operating	\$ 2,200
CONTRACTUAL SERVICES	
Professional Services	\$ -
Software License	\$ -
Consulting Services	\$ -
Total, Contractual Services	\$ -
Total, Expenses	\$ 1,119,700

REVENUE	
UWP Operating - FY2018	\$ 895,760
Match - FY2018	\$ 223,940
Total, Revenue	\$ 1,119,700



Research and Analysis Program

Program Oversight: Craig Heither and David Clark

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 ongoing data exchange and dissemination activities. It provides data and technical support to several ongoing regional planning and policy initiatives including implementation of GO TO 2040 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, N. 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 well as deployment of a multi-agency assemblage of bicycle count data.



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).

Data and Information Services

Project Manager: TBD

Team: Dubernat, Hallas, Matthews, assigned Data Stewards

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).



Regional Land Use Model Development

Project Manager: David Clark

Team: Peterson, Heather, 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).

Advanced Travel Model Implementation

Project Manager: Craig Heither

Team: Bozic, Rice, N. Peterson, Brown, N. Ferguson, Rodriguez, Cruise, 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 (ongoing). Strategic vision for advanced modeling tool development version 2 (June 2018).



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 (ongoing). Air quality conformity analyses (scheduled twice annually). Evaluation of transit cost simulation and transit assignment improvements (June 2018).

Transportation Modeling Services to Regional Partners

Project Manager: Jose Rodriguez

Team: Heither, Bozic, Cruise, Ross

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: Complete small area traffic forecast requests (ongoing). Provide travel modeling assistance to regional partner's project studies (as needed upon request). Expand intersection traffic count data stored in internal Traffic Forecast Mapping Tool and explore options to develop an external-facing tool (ongoing).



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).

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 2017). Preliminary dynamic traffic assignment results viewer for internal review (June 2018).



TABLE 9: BUDGET DETAIL, RESEARCH AND ANALYSIS PROGRAM

PERSONNEL	
Salaries	1,219,800
Retirement	158,300
FICA	77,900
Medicare	18,200
Health	192,800
Dental	12,200
Vision	2,500
Interns	30,000
Total, Personnel	1,711,700
Employee PY	16.3
Indirect Charge	646,500
COMMODITIES	
Publications	100
Data Acquisition	400,000
Office Supplies	0
Total, Commodities	400,100
OPERATING	
Staff Assoc. Membership	2,250
CMAP Assoc. Membership	0
Postage/Postal Services	0
Miscellaneous	0
Meeting Expenses	0
Printing Services	100
Conference Registrations	1,000
Training	9,000
Travel Expenses	4,000
Total, Operating	16,350
CONTRACTUAL SERVICES	
Software Maintenance	0
Professional Services	0
Consulting Services	1,585,000
Total, Contractual Services	1,585,000
Total, Expenses	4,359,650



REVENUE	
UWP Operating - FY2018	2,487,720
UWP Contracts - FY2018	440,000
Match - FY 2018	621,930
Match - FY 2018	110,000
FY18 Local Contributions	700,000
Total, Revenue	4,359,650



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 Managers: Melissa Silverberg and Katanya Raby-Henry

Team: Catalan-Sanchez, Apap, 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 and Key Dates: 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).



Policy and Programming Support

Project Manager: Mandy Burrell Booth and Cindy Cambray

Team: Catalan-Sanchez, 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 and Key Dates: 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.

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 (July 2017). Develop draft plan 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).



Media Relations and Messaging

Project Manager: Tom Garritano and Tina Fassett Smith

Team: Burrell Booth, Silverberg, and other relevant staff.

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.

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).

Graphic Design

Project Manager: Nancy Catalan-Sanchez and Chris Apap

Team: 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 FY18. Continuously pursue improvements in standardizing CMAP materials, including publications and infographics.



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).

Photo Library

Project Manager: Nancy Catalan-Sanchez

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

Description: Communications staff is responsible for offering guidance and coordinating with LTA staff for the rollout of a shared agency-wide photo library for use by both departments. The purpose of this project is to ensure staff is effectively using Adobe Bridge as a shared and searchable photo library. This project entails coordinating with LTA staff to ensure training and implementation are successful. As visual assets are developed and delivered, communications staff will be responsible for ensuring they are archived appropriately and that staff understand appropriate usage.

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).



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).

Digital Content Strategy and User Engagement

Project Manager: Mandy Burrell Booth and Melissa Silverberg

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 (August 2017). Develop of promotional strategies and related content (ongoing). Collect user engagement and create reports on engagement efforts (quarterly).

External Engagement of Partners, Stakeholders, and Public

Project Manager: Jane Grover

Team: Cefali, Fassett Smith, Garritano, Harris, Hyland, Kane, McMahon, Porter, Smith, Szabo, 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).



Contacts Management (MARCEL)

Project Manager: Kelwin Harris and Cindy Cambray

Team: Garritano, Grover, Kane, Silberhorn, 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).

Outreach Reporting and Analysis

Project Manager: Kelwin Harris

Team: Cambray, Grover, Raby-Henry, 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 (April through September 2017). Generate and publish summary report on Alternative Futures engagement (October 2017). Maintain thorough archive of public engagement activities and input, which will become an appendix to the ON TO 2050 plan (ongoing).

Public Engagement Tools

Project Manager: Katanya Raby-Henry and Cindy Cambray

Team: 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).

Future Leaders in Planning (FLIP)

Project Manager: Marisa Prasse and Katanya Raby-Henry

Team: Boggess, Daly, Day, Irvin, Jarr, Lopez, Seid, Silverberg, plus other relevant staff.

Description: FLIP is a leadership development program for high school students that meets for six days total over two weeks 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 include transportation, housing, human services, land use, economic development, and the environment. In addition to learning how local governments address these important issues, students will engage with one another to explore solutions to existing problems. At the end of the program, students will present what they learn to the CMAP Board and others.

Products and Key Dates: FLIP 2017 program application development (January 2017). Recruitment (January to May 2017). Develop program curriculum (February to June 2017). Student selection and notification (June 2017). Parent orientation (July 15, 2017). Week-long session (July 24-29, 2017). Final presentation (July 29, 2017). Finalize 2018 FLIP program application development (January 2018). Recruitment for 2018 program (January to April 2018). Develop 2018 program curriculum (February to June 2018). Student selection and notification for 2018 program (June 2018).



TABLE 10: BUDGET DETAIL, COMMUNICATIONS AND OUTREACH PROGRAM

PERSONNEL	Communications	FLIP	Total
Salaries	\$ 813,400	\$ -	\$ 813,400
Retirement	\$ 59,200	\$ -	\$ 59,200
FICA	\$ 48,100	\$ -	\$ 48,100
Medicare	\$ 11,800	\$ -	\$ 11,800
Health	\$ 110,600	\$ -	\$ 110,600
Dental	\$ 7,900	\$ -	\$ 7,900
Vision	\$ 1,700	\$ -	\$ 1,700
Education Reimbursement	\$ -	\$ -	\$ -
Interns	\$ 20,000	\$ -	\$ 20,000
Total, Personnel	\$ 1,072,700		\$ 1,072,700
Employee PY	10.8		10.8
Indirect Charge	\$ 404,700	\$ -	\$ 404,700
COMMODITIES			
Publications	\$ 2,000	\$ -	\$ 2,000
Office Supplies	\$ -	\$ -	\$ -
Total, Commodities	\$ 2,000	\$ -	\$ 2,000
OPERATING			
Staff Assoc. Membership	\$ 1,500	\$ -	\$ 1,500
Postage/Postal Services	\$ 100	\$ 100	\$ 200
Miscellaneous	\$ -	\$ 500	\$ 500
Meeting Expenses	\$ 2,000	\$ 500	\$ 2,500
Printing Services	\$ 25,000	\$ 100	\$ 25,100
Conference Registrations	\$ 2,500	\$ -	\$ 2,500
Training	\$ 4,000	\$ -	\$ 4,000
Travel Expenses	\$ 4,000	\$ 1,500	\$ 5,500
Total, Operating	\$ 39,100	\$ 2,700	\$ 41,800
CONTRACTUAL SERVICES			
Professional Services	\$ -	\$ -	\$ -
Consulting Services	\$ 605,150	\$ -	\$ 605,150
Total, Contractual Services	\$ 605,150	\$ -	\$ 605,150
Total, Expenses	\$ 2,123,650	\$ 2,700	\$ 2,126,350



REVENUE			
UWP Operating - FY2018	\$ 1,698,920	\$ -	\$ 1,698,920
Match - FY2018	\$ 424,730	\$ -	\$ 424,730
UWP Contracts - FY2018	\$ -	\$ -	\$ -
Match - FY2018	\$ -	\$ -	\$ -
General Fund	\$ -	\$ 2,700	\$ 2,700
Total, Revenue	\$ 2,123,650	\$ 2,700	\$ 2,126,350



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, contracted 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).

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).

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).



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.

User Support

Project Manager: Ben Stromberg

Team: Kelley, Rivera, intern, contracted services

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.



**TABLE 11: BUDGET DETAIL, INFORMATION TECHNOLOGY
MANAGEMENT PROGRAM**

PERSONNEL	
Salaries	\$ 274,900
Retirement	\$ 71,200
FICA	\$ 16,300
Medicare	\$ 4,000
Health	\$ 36,600
Dental	\$ 1,800
Vision	\$ 500
Interns	\$ 10,000
Total, Personnel	\$ 415,300
Employee PY	3
Indirect Charge	\$ 155,800
COMMODITIES	
Publications	\$ 500
Software-Small Value	\$ 13,000
Equipment - Small Value	\$ 6,000
Office Supplies	\$ -
Total, Commodities	\$ 19,500
OPERATING	
Staff Assoc. Membership	\$ 750
Postage/Postal Services	\$ -
Miscellaneous	\$ -
Meeting Expenses	\$ -
Printing Services	\$ -
Conference Registrations	\$ 1,500
Training	\$ 2,000
Travel Expenses	\$ 2,000
Total, Operating	\$ 6,250
CONTRACTUAL SERVICES	
Software Maintenance/Licenses	\$ 395,000
Professional Services	\$ 565,000
Contractual Services	\$ 30,000
Co-Location Hosting Services	\$ 20,000
Office Equipment Maintenance	\$ 35,000



Total, Contractual Services	\$	1,045,000
CAPITAL OUTLAY		
Equipment - Capital	\$	100,000
Office Construction - Capital	\$	-
Software - Capital	\$	50,000
Total, Capital Outlay	\$	150,000
Total, Expenses	\$	1,791,850
REVENUE		
UWP Operating - FY2018	\$	1,433,480
Match - FY 2018	\$	358,370
Total, Revenue	\$	1,791,850



Finance and Procurement Program

Program Oversight: Angela Manning-Hardimon

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, HR Principal, 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 (ongoing). Annual financial statements (November). Expenditure and revenue reports for grant programs (ongoing).



OneSolution Business Process Review (BPR) – Financial System

Project Manager: Stan Ryniewski

Team: Becerra, Contreras, Doan, Olson

Description: To maximize the full capabilities and functionality of the Agency's financial system, CMAP will engage its enterprise software provider, 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 (October 2017).

Budget

Project Manager: Angela Manning-Hardimon

Team: Management; Ryniewski, Olson

Description: Prepares annual CMAP budget to ensure that the MPO core and contract activities are funded through the appropriated UWP funding and other grant sources 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. Coordinate UWP Committee review and approval of annual UWP program budget requests. Coordinate the approval of the annual budget through the Transportation Committee, Programming Committee, MPO and CMAP Board. Submit annual core and contract budgets and indirect cost allocation to IDOT through the new GATA process.

Products and Key Dates: UWP budget (February). UWP Budget approval by UWP Committee (March). Transportation budget approval (April). Programming approval and draft budget submission to CMAP Board (May). CMAP Board and MPO approval of budget (June). Draft Budget to IDOT (April) . Indirect Allocation Request to IDOT (May)



Procurements, Contracts and Commercial Datasets

Project Manager: Yesenia Ambriz, Penny DuBernat, Daniel Olson

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.

Products: RFP/RFQ/RFIs, contracts, intergovernmental agreements, Purchase Authorization Orders, and contract amendments (ongoing).

External Resources Development and Management

Project Manager: Tricia Hyland

Team: Stan Ryniewski, Bob Dean, Penny DuBernat, Daniel Olson, 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 Bureau of Economic Development, Illinois Environmental Protection Agency, and U.S. Department of Commerce (National Oceanic and Atmospheric Administration).

Products : External Grant Seeking Strategic Plan (September). Monitoring and evaluation of federal and state grant opportunities (ongoing). Periodic communication with philanthropic groups and other potential funders concerning the value of the LTA program (ongoing). Applications submitted in response to funding opportunities (as needed). Quarterly, biannual, or annual reports to funders (ongoing). Implementation of grant management tools to assist with tracking and reporting (September). Quarterly internal grant meetings with relevant financial and programmatic leads (ongoing).



TABLE 12: BUDGET DETAIL, FINANCE AND ADMINISTRATION PROGRAM

PERSONNEL	2018 Overhead
Salaries	\$ 1,029,500
Retirement	\$ 118,300
FICA	\$ 60,700
Medicare	\$ 14,900
Health	\$ 102,600
Dental	\$ 7,600
Vision	\$ 2,300
Life	\$ 55,000
Education Reimbursement	\$ 21,000
Other Benefits	\$ 50,000
Interns	\$ 15,000
Total, Personnel	\$ 1,476,900
Employee PY	14
COMMODITIES	
General Supplies	\$ 25,000
Publications	\$ 500
Software - Small Value	\$ 2,000
Equipment - small value	\$ 2,500
Furniture - small value	\$ 2,500
Office Supplies	\$ 15,000
Copy Room Supplies	\$ 13,000
Total, Commodities	\$ 60,500
OPERATING EXPENSES	
Workers' Compensation Insurance	\$ 28,000
Unemployment Compensation	\$ 20,000
Staff Assoc. Membership	\$ 1,750
CMAP Assoc. Membership	\$ -
Postage/Postal Services	\$ 12,000
Storage	\$ 5,500
Miscellaneous	\$ 5,000
Meeting Expenses	\$ 500
Recruitment Expenses	\$ 10,000
General Insurance	\$ 40,000
Legal Services	\$ 10,000
Printing Services	\$ 500
Bank Service Fees	\$ 7,500



Conference Registrations	\$ 1,000
Training	\$ 34,000
Travel Expenses	\$ 2,000
Total, Operating Expenses	\$ 177,750
OCCUPANCY EXPENSES	
Office Maintenance	\$ 17,500
Rent	\$ 1,625,000
Telecommunications	\$ 75,000
Utilities	\$ 65,000
Willis Tower Parking	\$ 5,880
Total, Occupancy Expenses	\$ 1,788,380
CONTRACTUAL SERVICES	
Professional Services (Sungard)	\$ 100,000
Audit Services	\$ 40,000
Office Equipment Leases	\$ 8,000
Fiscal Mgt. Maintenance/Licenses	\$ 50,000
Office Equipment Maintenance	\$ 35,000
Total, Contractual Services	\$ 233,000
Total, Expenses	\$ 3,736,530
Overhead Charged to Programs	\$ 3,736,530



Human Resources and Administration Program

Program Oversight: Angela Manning-Hardimon

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, Ellis

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 any and all federal or state regulations to maintain compliance with various programs.

Products: Issue RFP for new broker services (June 2017). Award new broker service contract (August 2017). Review of comprehensive benefits package and cost structure (October 2017). Issue RFP for new Employee Assistance Program (August 2017). Award new Employee Assistance Program (October 2017). Develop new Employee Assistance Program training requirements (December 2017).



Diversity and Inclusion

Project Manager: Jake Koepsel

Team: Management and Diversity and Inclusion Working 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: Quarterly training sessions (brown bags, guest speakers, video presentations, etc.) (March, June, September and December). Implement annual Diversity and Inclusion training in the EAP contract (December 2017). Explore online training (On-going).

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 through the use of CMAP annual performance evaluation process, performance improvement plans, regular employee performance feedback, and performance documentation.

Products: Annual Performance Evaluations (July). Mid-Year Performance Reviews (January) Annual Performance Plans with identified professional development (July). Annual Performance Evaluation Training (June). Guidelines and direction for providing employees with performance feedback and professional development opportunities to improve performance (ongoing).



Facilities

Project Manager: Matt Rogus

Team: Rivera, Kelly, 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.

Payroll Administration

Project Manager: Jake Koepsel

Team: Doan, Ellis, King

Description: Human Resources is responsible for the bi-weekly processing of payroll through the administration of employee changes in OneSolution to ensure that employee benefits and compensation are accurate. Human Resources 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, paycheck information, and W2s, in OneSolution is implemented under this program.

Products: Accurate and timely bi-weekly payroll and reporting (ongoing).

OneSolution Business Process Review (BPR) – HR System

Project Manager: Jake Koepsel

Team: Doan, King, Ellis

Description: To maximize the full capabilities and functionality of the Agency's HR system, CMAP will engage its enterprise software provider, SunGard, 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). Documented proposed processes and workflows (July 2017). Implementation project plan (August 2017). Upgrade to version 16.2 (October 2017).



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 (ongoing). Annual Employee Survey (May). Policy and procedure trainings (ongoing).

Recruitment and Training

Project Manager: Jake Koepsel

Team: Deputy Executive Directors, Ellis, Ambriz, King

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 partnering 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 through the use of 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 is in compliance 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 assisting in the development of resource plans for cross training opportunities.

Products: Identification, development and facilitation of professional development and training (ongoing). Recruitment of talent (ongoing)



APPENDIX A: LOCAL DUES STRUCTURE

At its [meeting](#) on April 13, 2016, the CMAP Board approved the establishment of a local dues structure to reduce the agency’s overreliance on the state to match its federal funding. In FY17 invoiced fees totaled \$887,486 as shown in Table 13. To date, CMAP has collected 99% of the FY17 local dues totaling approximately \$875,000. It was anticipated that in FY18 local dues would be invoiced at \$1,479,528. However, with the successful collection of dues in FY17, and the anticipation of a FY18 State Budget being passed, dues will be invoiced at the FY17 levels resulting in a credit to CMAP partners of \$592,042. The FY18 local dues will provide an additional revenue source to support CMAP and keep the agency operational.

Local dues are proposed to be split evenly between the three types of agencies that support and govern CMAP: Counties, municipalities, and transportation agencies. Each of these agency types would be charged \$300,000 in dues in FY17. Total local dues in FY17 -- after waivers and reductions for selected municipalities based on size and economic distress -- are anticipated to be \$887,486. Table 13 shows contributions by agency, grouping suburban municipalities together; Table 14 shows contributions by municipality, along with the waivers and reductions. CMAP is currently in discussion with other transportation stakeholders, such as railroads and private transportation providers, about providing their fair share.

TABLE 13: OVERALL DUES STRUCTURE, FY17 AND FY18

	FY 2017	FY 2018
Cook	\$134,823	\$134,823
DuPage	\$36,359	\$36,359
Kane	\$27,143	\$27,143
Kendall	\$17,822	\$17,822
Lake	\$31,102	\$31,102
McHenry	\$22,030	\$22,030
Will	\$30,721	\$30,721
County subtotal	\$300,000	\$300,000
City of Chicago	\$101,928	\$101,928
Suburban municipalities	\$185,558	\$185,558
Municipal subtotal	\$287,486	\$287,486
Transit agencies (through RTA)	\$240,000	\$240,000
Tollway	\$60,000	\$60,000
Transportation agency subtotal	\$300,000	\$300,000
Total	\$887,486	\$887,486



TABLE 14: MUNICIPAL DUES STRUCTURE, FY17 AND FY18

Municipality	Population (2014 Census)	Waived or Reduced	FY 2017 Dues	FY 2018 Dues (Unchanged from FY 2017)
Addison	37,297		\$1,396	\$1,396
Algonquin	30,410		\$1,139	\$1,139
Alsip	19,427		\$727	\$727
Antioch	14,411		\$540	\$540
Arlington Heights	76,024		\$2,846	\$2,846
Aurora	200,456		\$7,505	\$7,505
Bannockburn	1,575		\$59	\$59
Barrington	10,373		\$388	\$388
Barrington Hills	4,259		\$159	\$159
Bartlett	41,632		\$1,559	\$1,559
Batavia	26,424		\$989	\$989
Beach Park	13,988		\$524	\$524
Bedford Park	576	waived (size)	\$0	\$0
Beecher	4,461		\$167	\$167
Bellwood	19,152	reduced (economic)	\$359	\$359
Bensenville	18,487		\$692	\$692
Berkeley	5,230		\$196	\$196
Berwyn	56,693		\$2,123	\$2,123
Big Rock	1,160		\$43	\$43
Bloomington	22,299		\$835	\$835
Blue Island	23,785	waived (economic)	\$0	\$0
Bolingbrook	74,180		\$2,777	\$2,777
Braceville	775	waived (size)	\$0	\$0
Braidwood	6,185		\$232	\$232
Bridgeview	16,491		\$617	\$617
Broadview	7,959		\$298	\$298
Brookfield	19,023		\$712	\$712
Buffalo Grove	41,701		\$1,561	\$1,561
Bull Valley	1,107		\$41	\$41
Burbank	29,218		\$1,094	\$1,094
Burlington	636	waived (size)	\$0	\$0
Burnham	4,229	reduced (economic)	\$79	\$79
Burr Ridge	10,761		\$403	\$403
Calumet City	37,213	reduced (economic)	\$697	\$697



Municipality	Population (2014 Census)	Waived or Reduced	FY 2017 Dues	FY 2018 Dues (Unchanged from FY 2017)
Calumet Park	7,903	reduced (economic)	\$148	\$148
Campton Hills	11,317		\$424	\$424
Carol Stream	40,349		\$1,511	\$1,511
Carpentersville	38,407		\$1,438	\$1,438
Cary	17,991		\$674	\$674
Channahon	12,616		\$472	\$472
Chicago	2,722,389		\$101,928	\$101,928
Chicago Heights	30,436	reduced (economic)	\$570	\$570
Chicago Ridge	14,434		\$540	\$540
Cicero	84,354	reduced (economic)	\$1,579	\$1,579
Clarendon Hills	8,658		\$324	\$324
Coal City	5,521		\$207	\$207
Country Club Hills	16,865		\$631	\$631
Countryside	6,023		\$226	\$226
Crest Hill	20,771		\$778	\$778
Crestwood	11,029		\$413	\$413
Crete	8,227		\$308	\$308
Crystal Lake	40,493		\$1,516	\$1,516
Darien	22,315		\$835	\$835
Deer Park	3,245		\$121	\$121
Deerfield	18,385		\$688	\$68
Des Plaines	58,947		\$2,207	\$2,207
Diamond	2,501		\$94	\$94
Dixmoor	3,622	waived (economic)	\$0	\$0
Dolton	23,307	reduced (economic)	\$436	\$436
Downers Grove	49,715		\$1,861	\$1,861
East Dundee	3,198		\$120	\$120
East Hazel Crest	1,552	waived (economic)	\$0	\$0
Elburn	5,682		\$213	\$213
Elgin	111,117		\$4,160	\$4,160
Elk Grove Village	33,379		\$1,250	\$1,250
Elmhurst	45,751		\$1,713	\$1,713
Elmwood Park	24,954		\$934	\$934
Elwood	2,267		\$85	\$85



Municipality	Population (2014 Census)	Waived or Reduced	FY 2017 Dues	FY 2018 Dues (Unchanged from FY 2017)
Evanston	75,658		\$2,833	\$2,833
Evergreen Park	19,935		\$746	\$746
Flossmoor	9,522		\$357	\$357
Ford Heights	2,785	waived (economic)	\$0	\$0
Forest Park	14,196		\$532	\$532
Forest View	697	waived (size)	\$0	\$0
Fox Lake	10,578		\$396	\$396
Fox River Grove	4,704		\$176	\$176
Frankfort	18,446		\$691	\$691
Franklin Park	18,404		\$689	\$689
Geneva	21,742		\$814	\$814
Gilberts	7,556		\$283	\$283
Glen Ellyn	27,763		\$1,039	\$1,039
Glencoe	8,923		\$334	\$334
Glendale Heights	34,530		\$1,293	\$1,293
Glenview	46,767		\$1,751	\$1,751
Glenwood	9,036		\$338	\$338
Godley	670	waived (size)	\$0	\$0
Golf	506	waived (size)	\$0	\$0
Grayslake	21,018		\$787	\$787
Green Oaks	3,854		\$144	\$144
Greenwood	252	waived (size)	\$0	\$0
Gurnee	31,207		\$1,168	\$1,168
Hainesville	3,682		\$138	\$138
Hampshire	5,976		\$224	\$224
Hanover Park	38,476		\$1,441	\$1,441
Harvard	9,230	reduced (economic)	\$173	\$173
Harvey	25,347	waived (economic)	\$0	\$0
Harwood Heights	8,675		\$325	\$325
Hawthorn Woods	7,875		\$295	\$295
Hazel Crest	14,182	reduced (economic)	\$265	\$265
Hebron	1,205		\$45	\$45
Hickory Hills	14,177		\$531	\$531
Highland Park	29,871		\$1,118	\$1,118
Highwood	5,387		\$202	\$202
Hillside	8,195		\$307	\$307



Municipality	Population (2014 Census)	Waived or Reduced	FY 2017 Dues	FY 2018 Dues (Unchanged from FY 2017)
Hinsdale	17,446		\$653	\$653
Hodgkins	1,881		\$70	\$70
Hoffman Estates	52,347		\$1,960	\$1,960
Holiday Hills	593	waived (size)	\$0	\$0
Homer Glen	24,364		\$912	\$912
Hometown	4,365	reduced (economic)	\$82	\$82
Homewood	19,464		\$729	\$729
Huntley	25,603		\$959	\$959
Indian Creek	546	waived (size)	\$0	\$0
Indian Head Park	3,839		\$144	\$144
Inverness	7,592		\$284	\$284
Island Lake	8,031		\$301	\$301
Itasca	8,800		\$329	\$329
Johnsburg	6,297		\$236	\$236
Joliet	147,928		\$5,539	\$5,539
Justice	13,022	reduced (economic)	\$244	\$244
Kaneville	491	waived (size)	\$0	\$0
Kenilworth	2,562		\$96	\$96
Kildeer	3,958		\$148	\$148
La Grange	15,759		\$590	\$590
La Grange Park	13,665		\$512	\$512
Lake Barrington	4,985		\$187	\$187
Lake Bluff	5,698		\$213	\$213
Lake Forest	19,379		\$726	\$726
Lake in the Hills	28,893		\$1,082	\$1,082
Lake Villa	8,825		\$330	\$330
Lake Zurich	20,054		\$751	\$751
Lakemoor	6,005		\$225	\$225
Lakewood	3,811		\$143	\$143
Lansing	28,522		\$1,068	\$1,068
Lemont	16,661		\$624	\$624
Libertyville	20,512		\$768	\$768
Lily Lake	1,024		\$38	\$38
Lincolnshire	7,292		\$273	\$273
Lincolnwood	12,687		\$475	\$475
Lindenhurst	14,468		\$542	\$542
Lisbon	295	waived (size)	\$0	\$0



Municipality	Population (2014 Census)	Waived or Reduced	FY 2017 Dues	FY 2018 Dues (Unchanged from FY 2017)
Lisle	22,827		\$855	\$855
Lockport	25,119		\$940	\$940
Lombard	43,893		\$1,643	\$1,643
Long Grove	8,181		\$306	\$306
Lynwood	9,313	reduced (economic)	\$174	\$174
Lyons	10,773		\$403	\$403
Manhattan	7,302		\$273	\$273
Maple Park	1,313		\$49	\$49
Marengo	7,508		\$281	\$281
Markham	12,688	reduced (economic)	\$238	\$238
Matteson	19,156		\$717	\$717
Maywood	24,133	waived (economic)	\$0	\$0
McCook	231	waived (size)	\$0	\$0
McCullom Lake	1,026	waived (economic)	\$0	\$0
McHenry	26,630		\$997	\$997
Melrose Park	25,511		\$955	\$955
Merrionette Park	1,897		\$71	\$71
Mettawa	571	waived (size)	\$0	\$0
Midlothian	14,911		\$558	\$558
Millbrook	347	waived (size)	\$0	\$0
Millington	665	waived (size)	\$0	\$0
Minooka	11,194		\$419	\$419
Mokena	19,447		\$728	\$728
Monee	5,105		\$191	\$191
Montgomery	19,301		\$723	\$723
Morton Grove	23,497		\$880	\$880
Mount Prospect	54,951		\$2,057	\$2,057
Mundelein	31,562		\$1,182	\$1,182
Naperville	146,128		\$5,471	\$5,471
New Lenox	25,426		\$952	\$952
Newark	1,017		\$38	\$38
Niles	30,000		\$1,123	\$1,123
Norridge	14,674		\$549	\$549
North Aurora	17,342		\$649	\$649
North Barrington	3,029		\$113	\$113



Municipality	Population (2014 Census)	Waived or Reduced	FY 2017 Dues	FY 2018 Dues (Unchanged from FY 2017)
North Chicago	30,395	waived (economic)	\$0	\$0
North Riverside	6,698		\$251	\$251
Northbrook	33,655		\$1,260	\$1,260
Northfield	5,483		\$205	\$205
Northlake	12,372		\$463	\$463
Oak Brook	8,065		\$302	\$302
Oak Forest	28,174		\$1,055	\$1,055
Oak Lawn	57,034		\$2,135	\$2,135
Oak Park	52,008		\$1,947	\$1,947
Oakbrook Terrace	2,171		\$81	\$81
Oakwood Hills	2,070		\$78	\$78
Old Mill Creek	224	waived (size)	\$0	\$0
Olympia Fields	5,045		\$189	\$189
Orland Hills	7,277		\$272	\$272
Orland Park	58,666		\$2,196	\$2,196
Oswego	33,099		\$1,239	\$1,239
Palatine	69,387		\$2,598	\$2,598
Palos Heights	12,597		\$472	\$472
Palos Hills	17,627		\$660	\$660
Palos Park	4,906		\$184	\$184
Park City	7,440	waived (economic)	\$0	\$0
Park Forest	22,034	reduced (economic)	\$412	\$412
Park Ridge	37,856		\$1,417	\$1,417
Peotone	4,136		\$155	\$155
Phoenix	1,969	waived (economic)	\$0	\$0
Pingree Grove	5,878		\$220	\$220
Plainfield	42,138		\$1,578	\$1,578
Plano	11,175		\$418	\$418
Plattville	251	waived (size)	\$0	\$0
Port Barrington	1,508		\$56	\$56
Posen	6,021	reduced (economic)	\$113	\$113
Prairie Grove	1,876		\$70	\$70
Prospect Heights	16,418		\$615	\$615
Richmond	1,895		\$71	\$71



Municipality	Population (2014 Census)	Waived or Reduced	FY 2017 Dues	FY 2018 Dues (Unchanged from FY 2017)
Richton Park	13,751	reduced (economic)	\$257	\$257
Ringwood	825		\$31	\$31
River Forest	11,208		\$420	\$420
River Grove	10,271		\$385	\$385
Riverdale	13,604	waived (economic)	\$0	\$0
Riverside	8,881		\$333	\$333
Riverwoods	3,659		\$137	\$137
Robbins	5,480	waived (economic)	\$0	\$0
Rockdale	1,957		\$73	\$73
Rolling Meadows	24,279		\$909	\$909
Romeoville	39,679		\$1,486	\$1,486
Roselle	23,030		\$862	\$862
Rosemont	4,226		\$158	\$158
Round Lake	18,536		\$694	\$694
Round Lake Beach	28,012		\$1,049	\$1,049
Round Lake Heights	2,734		\$102	\$102
Round Lake Park	7,371	reduced (economic)	\$138	\$138
Sandwich	7,410		\$277	\$277
Sauk Village	10,545	waived (economic)	\$0	\$0
Schaumburg	74,896		\$2,804	\$2,804
Schiller Park	11,857		\$444	\$444
Shorewood	16,569		\$620	\$620
Skokie	65,112		\$2,438	\$2,438
Sleepy Hollow	3,340		\$125	\$125
South Barrington	4,822		\$181	\$181
South Chicago Heights	4,157		\$156	\$156
South Elgin	22,226		\$832	832
South Holland	22,144		\$829	\$829
Spring Grove	5,725		\$214	\$214
St. Charles	33,387		\$1,250	\$1,250
Steger	9,557	reduced (economic)	\$179	\$179
Stickney	6,818		\$255	\$255
Stone Park	4,957	reduced (economic)	\$93	\$93
Streamwood	40,345		\$1,511	\$1,511
Sugar Grove	9,192		\$344	\$344



Municipality	Population (2014 Census)	Waived or Reduced	FY 2017 Dues	FY 2018 Dues (Unchanged from FY 2017)
Summit	11,447		\$429	\$429
Symerton	89	waived (size)	\$0	\$0
Third Lake	1,194		\$45	\$45
Thornton	2,401		\$90	\$90
Tinley Park	57,280		\$2,145	\$2,145
Tower Lakes	1,264		\$47	\$47
Trout Valley	530	waived (size)	\$0	\$0
Union	562	waived (size)	\$0	\$0
University Park	7,095		\$266	\$266
Vernon Hills	25,911		\$970	\$970
Villa Park	22,038		\$825	\$825
Virgil	336	waived (size)	\$0	\$0
Volo	3,870		\$145	\$145
Wadsworth	3,759		\$141	\$141
Warrenville	13,336		\$499	\$499
Wauconda	13,896		\$520	\$520
Waukegan	88,915		\$3,329	\$3,329
Wayne	2,442		\$91	\$91
West Chicago	27,507		\$1,030	\$1,030
West Dundee	7,391		\$277	\$277
Westchester	16,807		\$629	\$629
Western Springs	13,284		\$497	\$497
Westmont	24,963		\$935	\$935
Wheaton	53,644		\$2,008	\$2,008
Wheeling	38,010		\$1,423	\$1,423
Willow Springs	5,709		\$214	\$214
Willowbrook	8,631		\$323	\$323
Wilmette	27,446		\$1,028	\$1,028
Wilmington	5,712		\$214	\$214
Winfield	9,569		\$358	\$358
Winnetka	12,490		\$468	\$468
Winthrop Harbor	6,730		\$252	\$252
Wonder Lake	3,944		\$148	\$148
Wood Dale	13,945		\$522	\$522
Woodridge	33,378		\$1,250	\$1,250
Woodstock	25,178		\$943	\$943
Worth	10,838		\$406	\$406
Yorkville	18,096		\$678	\$678
Zion	24,264		\$908	\$908



APPENDIX B: CATEGORY AND LINE ITEM DEFINITIONS

Personnel Object Codes

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

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

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

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

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

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

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

Commodities Object Codes

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

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

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



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

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

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

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

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

Professional Services Object Codes

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

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

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

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

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

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

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

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



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

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

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

General Operating Object Codes

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

Rent/Office Maintenance Object Codes

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

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

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

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

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



Capital Object Codes

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





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The Chicago Metropolitan Agency for Planning (CMAP) is our region's official comprehensive planning organization. The agency and its partners are developing ON TO 2050, a new comprehensive regional plan to help the seven counties and 284 communities of northeastern Illinois implement strategies that address transportation, housing, economic development, open space, the environment, and other quality-of-life issues.

See www.cmmap.illinois.gov for more information.

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