

# FISCAL YEAR 2017 COMPREHENSIVE BUDGET

September 2016



CMAP

# **CMAP Board Members**

## **Executive Committee**

Gerald Bennett, chair

Rita Athas, vice chair

Elliott Hartstein, vice chair

Frank Beal, at-large member

Al Larson, at-large member

TBD, 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, former executive vice president, Metropolitan Planning Council (MPC)

TBD (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)

TBD (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)

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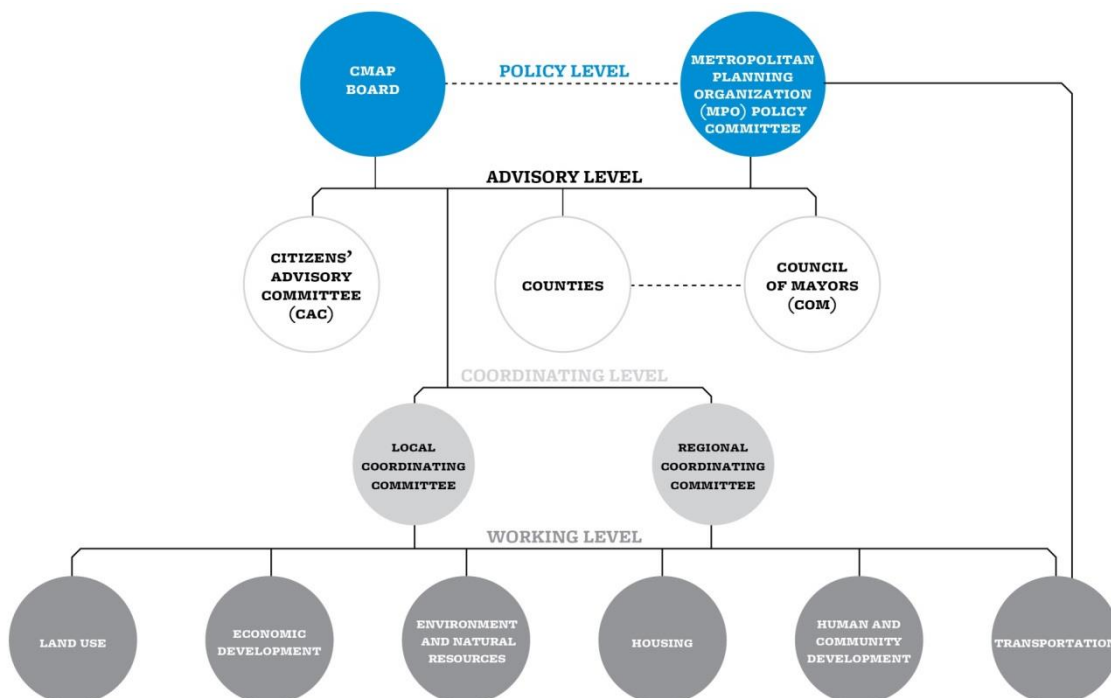
# SECTION 1: OVERVIEW

This document is the Chicago Metropolitan Agency for Planning (CMAP) comprehensive activity document for Fiscal Year 2017. The budget and work plan reflect the agency's activities and outcomes for FY 2017, with details of projects, staff, products and key dates, and anticipated contracts.

## About CMAP

The Chicago Metropolitan Agency for Planning (CMAP) is the official regional planning organization for the northeastern Illinois counties of Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will. CMAP developed and now leads the implementation of the [GO TO 2040](#) comprehensive regional plan. Adopted in 2010 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.



## Staff

Joseph C. Szabo is the executive director of CMAP. The proposed FY 2017 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, Illinois Attorney General, Cook County Community Development Block Grant, MacArthur Foundation, 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 the University of Illinois, University of Michigan, Boston University, DePaul University, MIT, and Berkeley. 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 2017, 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 Indexes (CPI). Employees are evaluated on an annual basis and may be eligible for merit increases.

Employees receive a competitive benefits package that includes a retirement program, Social Security, Medicare, and insurance for health, 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 2016, the benefits package was 35.51 percent of salary; in FY 2017 the amount will decrease to 34.37 percent of salary. The required CMAP retirement contribution to SERS for FY 2017 will decrease from 45.60 percent to 44.57 percent, and the IMRF contribution for 2017 will decrease from 8.77 to 7.88 percent.



# Budget Overview

CMAP receives most of its funding from federal and state grants. Table 1: CMAP Core Activities summarizes the core budgets for FY 2015, FY 2016, and FY 2017 (with anticipated adoption by Board in September 2016).

**TABLE 1: CMAP CORE ACTIVITIES**

	<b>Approved FY 2015</b>	<b>Adopted FY 2016</b>	<b>Proposed FY 2017</b>
<b>OPERATIONS</b>			
<b>Revenues</b>			
Federal	\$12,818,305	\$12,973,855	\$13,103,394
State	\$3,509,814	\$3,792,464	\$3,275,849
Other Public Agencies	\$0	\$251,700	\$597,000
Foundations and Non-Public Agencies	\$68,750	\$265,100	\$179,000
Local Contributions	\$250,000	\$250,000	\$887,486
General Fund	\$0	\$0	\$0
Reimbursements	\$35,800	\$35,000	\$35,000
Product Sales, Fees & Interest	\$16,000	\$18,000	\$10,000
<b>Total Revenues</b>	<b>\$16,698,669</b>	<b>\$17,586,119</b>	<b>\$18,087,729</b>
<b>Expenditures</b>			
Personnel	\$10,890,800	\$11,360,000	\$11,265,112
Commodities	\$545,719	\$513,219	\$511,400
Operating Expenses	\$515,450	\$398,100	\$395,631
Occupancy Expenses	\$1,642,400	\$1,677,600	\$1,727,000
Contractual Services	\$2,588,000	\$3,176,500	\$3,143,500
Local Planning Grant Match	\$140,000	\$180,000	\$0
Capital Outlay	\$319,800	\$150,000	\$150,000
<b>Total Expenditures</b>	<b>\$16,642,169</b>	<b>\$17,455,419</b>	<b>\$17,192,643</b>
<b>NON-OPERATIONS (REVENUE AND EXPENDITURES)</b>			
Pass Through Grants	\$5,634,270	\$4,414,270	\$4,001,270
In-Kind Service	\$1,476,769	\$1,219,269	\$1,208,519



In June 2016, staff presented to the Board a balanced budget that reflected the use of cash reserves, local dues, and a greater allocation of federal dollars to CMAP as revenue sources to cover FY 2017 budgeted expenditures due to the uncertainty of a state budget being passed for fiscal year FY 2017. In addition, the competitive UWP program was suspended, and other beneficial activities for the region were reduced to provide funding for CMAP's core operational activities. CMAP committed that once there was clarity on availability of state resources, a revised FY 2017 budget would be submitted to first replenish critical on-hand reserves, and then determine the feasibility of reconsidering competitive UWP applications and crediting local dues contributions for a portion of the amount owed.

In late June, the General Assembly passed and the Governor approved a stopgap budget that included a full fiscal year appropriation for CMAP that provided the local match required to expend federal dollars and remain operational. This resulted in CMAP submitting to the Board for approval in September this revised FY 2017 budget that replenishes CMAP's cash reserves to June 2015 levels, awards UWP Competitive applications in the amount of \$1.4 million, and institutes local dues contributions to provide cash flow for future operational needs.

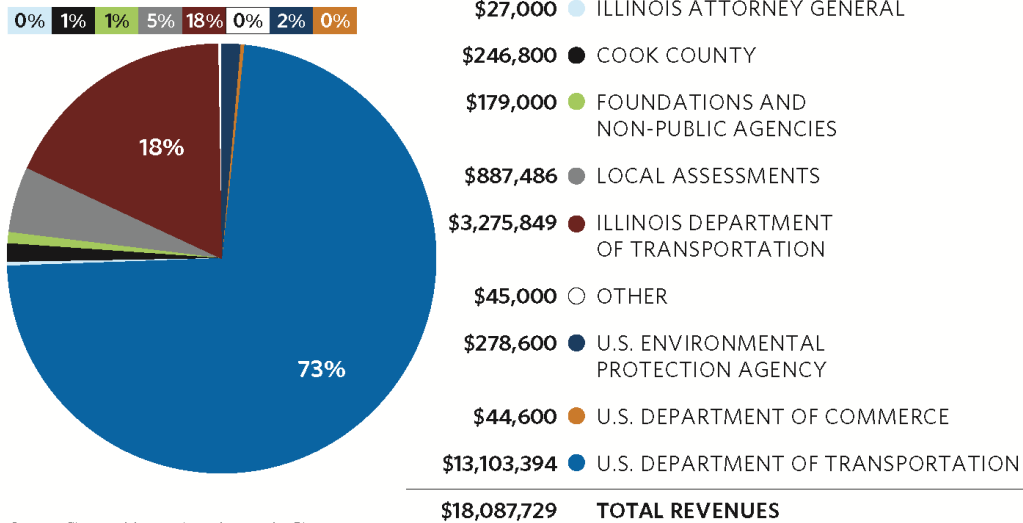
Understanding that ultimately the State of Illinois must meet its responsibility to provide a match for CMAP to access its federal funding, our agency continues to advocate to the General Assembly for legislation that would reinstate the Comprehensive Regional Planning Fund (CRPF). This would provide CMAP with a stable and diverse funding source to remain operational and conduct planning of non-transportation issues in future years.

For the FY 2017 budget approved in June, CMAP reflected local contributions of \$887,486. As of August, CMAP collected \$435,000 or 50 percent of the projected amount of local contributions. Through the commitment of our municipal, county and transit partners to our efforts, CMAP is on target to meet this projection and therefore did not change the amount in the revised FY 2017 budget. Maintaining a local dues contribution is necessary to satisfy the deficiency cited by the U.S. Department of Transportation in its 2014 certification review of CMAP, and FY 2017 will serve as a benchmark for local dues contributions. Based on certainty and flexibility of funding from the State of Illinois, we will explore dues credits to our partners in future years. Chart 1 reflects the percentage of the core operations revenue from each source, and Chart 2 reflects the percentage of expenditures from each category for FY 2017. The charts do not include the non-operations activities.



**CHART 1: REVENUE FOR CORE ACTIVITIES, PROPOSED FY 2017**

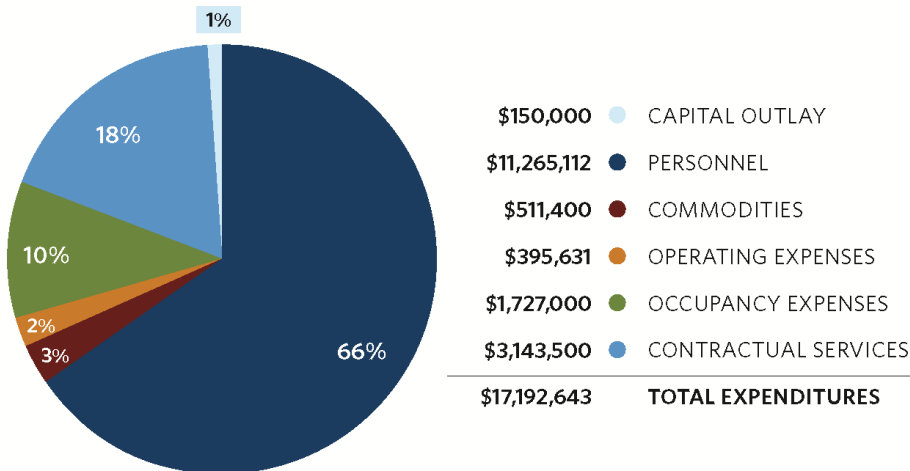
**CMAP revenues, FY17**



Source: Chicago Metropolitan Agency for Planning.

**CHART 2: EXPENSES FOR CORE ACTIVITIES, PROPOSED FY 2017**

**CMAP expenditures, FY17**



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 2017 UWP funds were approved by the UWP Committee, Transportation Committee, Policy Committee, and CMAP Board. The Governor's FY 2017 budget proposes \$3.5 million in state transportation funds in lieu of funding for the CRPF. 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, 2016 to June 30, 2017) and the competitive funds (3-C Competitive Grant) be expended over a five-year period (July 1, 2016 to June 30, 2021). This year's competitive funds of approximately \$1.4 million were awarded to CMAP, Lake County, CTA, and CDOT.

The state transportation funds over the last five years have provided the required matching funds for the federal UWP funds. In addition, CMAP anticipates that IDOT will provide approximately \$300,000 annually for other transportation related planning activities in the form of a state planning grant. The FY 2017 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 the Illinois Attorney General (IAG) for mitigation efforts related to the Illinois foreclosure crisis and from Cook County through the Community Development Block Grant Disaster Recovery (CDBG-DR) program to support CMAP's resilience efforts.

A newly restructured local dues program 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 2017 before increasing to \$1,479,528 in FY 2018. These funds 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 2017 UWP contracts for the planning projects of the service boards and other government agencies.

**TABLE 2: REVENUE DETAIL, CMAP CORE ACTIVITIES**

	<b>Approved FY 2015</b>	<b>Adopted FY 2016</b>	<b>Proposed FY 2017</b>
<b>OPERATIONS</b>			
<b>FEDERAL</b>			
<u>U.S. Environmental Protection Agency</u>			
Grant through IEPA			
IEPA Water Quality Mgt.	\$148,100	\$140,100	\$87,500
IEPA VLMP	\$39,600	\$45,700	\$47,100
IEPA Lower Salt Plan	\$0	\$0	\$144,000
IEPA Boone Creek Watershed Plan	\$155,200	\$62,600	\$0
IEPA Watershed Plans	\$1,850	\$0	\$0
Total, U.S. EPA	\$344,750	\$248,400	\$278,600
<u>U.S. Department of Commerce</u>			
EDA	\$80,100	\$0	\$0
NOAA	\$0	\$0	\$44,600
Total, US Department of Commerce	\$80,100	\$0	\$44,600
<u>U.S. Department of Transportation</u>			
Grant through IDOT			
UWP - Operating	\$11,571,455	\$11,837,455	\$12,315,394
UWP - Contracts	\$822,000	\$888,000	\$788,000
Total, US DOT	\$12,393,455	\$12,725,455	\$13,103,394
<b>Total, Federal</b>	<b>\$12,818,305</b>	<b>\$12,973,855</b>	<b>\$13,426,594</b>
<b>STATE</b>			
<u>Illinois Department of Transportation</u>			
IDOT	\$3,067,864	\$3,601,364	\$3,275,849
<u>Illinois Department of Natural Resources</u>			
IDNR	\$237,650	\$0	\$0



	Approved FY 2015	Adopted FY 2016	Proposed FY 2017
<u>Illinois Attorney General</u>			
IAG	\$204,300	\$191,100	\$27,000
<b>Total, State</b>	<b>\$3,509,814</b>	<b>\$3,792,464</b>	<b>\$3,302,849</b>
<b>OTHER PUBLIC AGENCIES</b>			
Cook County	\$0	\$251,700	\$246,800
<b>Total, Other Public Agencies</b>	<b>\$0</b>	<b>\$251,700</b>	<b>\$246,800</b>
<b>FOUNDATIONS AND NON-PUBLIC AGENCIES</b>			
MacArthur Foundation	\$0	\$125,100	\$61,500
Chicago Community Trust	\$68,750	\$140,000	\$117,500
<b>Total Foundations and Non-Public Agencies</b>	<b>\$68,750</b>	<b>\$265,100</b>	<b>\$179,000</b>
<b>LOCAL ASSESSMENTS</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$887,486</b>
<b>REIMBURSEMENTS</b>			
Indirect Charge from Competitive Federal Grants	\$3,800	\$0	\$0
Metropolitan Mayor's Caucus	\$32,000	\$35,000	\$35,000
<b>Total, Reimbursements</b>	<b>\$35,800</b>	<b>\$35,000</b>	<b>\$35,000</b>
<b>PRODUCT SALES, FEES AND INTEREST</b>			
ArcView Training	\$8,000	\$10,000	\$5,000
Interest Income	\$500	\$2,500	\$500
Facility Planning Area Fees	\$2,000	\$0	\$2,000
Conference and Sponsors	\$500	\$500	\$500
Miscellaneous	\$5,000	\$5,000	\$2,000
<b>Total, Product Sales, Fees and Interest</b>	<b>\$16,000</b>	<b>\$18,000</b>	<b>\$10,000</b>
General Fund	\$0	\$0	\$0
<b>TOTAL REVENUES</b>	<b>\$16,698,669</b>	<b>\$17,586,119</b>	<b>\$18,087,729</b>
<b>NON-OPERATIONS</b>			
<b>PASS THROUGH</b>			
UWP - Council of Mayors	\$1,384,270	\$1,384,270	\$1,384,270
UWP - CTA	\$700,000	\$700,000	\$1,040,000
UWP - City of Chicago	\$860,000	\$860,000	\$857,000
UWP - Metra	\$320,000	\$420,000	\$320,000



	<b>Approved FY 2015</b>	<b>Adopted FY 2016</b>	<b>Proposed FY 2017</b>
UWP - Pace	\$320,000	\$220,000	\$120,000
UWP - RTA	\$460,000	\$230,000	\$80,000
UWP - Lake County	\$500,000	\$0	\$200,000
UWP - Cook/DuPage Corridor	\$0	\$0	\$0
UWP - DuPage County	\$80,000	\$100,000	\$0
UWP - Kane County	\$0	\$80,000	\$0
UWP - McHenry County	\$0	\$0	\$0
UWP - Will County	\$300,000	\$0	\$0
UWP - Cook County	\$150,000	\$0	\$0
CMAP - Local Planning Grants	\$560,000	\$420,000	\$0
<b>Total, Pass Through</b>	<b>\$5,634,270</b>	<b>\$4,414,270</b>	<b>\$4,001,270</b>
<b>IN-KIND SERVICE</b>			
UWP - Council of Mayors	\$554,269	\$554,269	\$554,269
UWP - CTA	\$175,000	\$175,000	\$260,000
UWP - City of Chicago	\$215,000	\$215,000	\$214,250
UWP - Metra	\$80,000	\$105,000	\$80,000
UWP - Pace	\$80,000	\$55,000	\$30,000
UWP - RTA	\$115,000	\$70,000	\$20,000
UWP - Lake County	\$125,000	\$0	\$50,000
UWP - Cook/DuPage Corridor	\$0	\$0	\$0
UWP - DuPage County	\$20,000	\$25,000	\$0
UWP - Kane County	\$0	\$20,000	\$0
UWP - McHenry County	\$0	\$0	\$0
UWP - Will County	\$75,000	\$0	\$0
UWP - Cook County	\$37,500	\$0	\$0
<b>Total, In-Kind Service</b>	<b>\$1,476,769</b>	<b>\$1,219,269</b>	<b>\$1,208,519</b>



# Budget and Work Program

Table 3 reflects, line item by line item, the operations budget for FY 2017. A description of the line items is in Appendix B. This table reflects only the core operations.

**TABLE 3: EXPENSE DETAIL, CMAP CORE ACTIVITIES**

	<b>Approved FY 2015</b>	<b>Approved FY 2016</b>	<b>Proposed FY 2017</b>
<b>PERSONNEL</b>			
Salaries	\$7,689,900	\$8,089,100	\$8,127,349
Retirement	\$1,330,400	\$1,215,400	\$972,519
FICA	\$461,400	\$480,400	\$482,534
Medicare	\$111,300	\$117,300	\$118,095
Health/Dental	\$935,300	\$1,142,800	\$1,224,614
Life	\$45,000	\$55,000	\$55,000
Education Reimbursement	\$42,500	\$40,000	\$40,000
Other Benefits	\$25,000	\$25,000	\$50,000
Interns	\$250,000	\$195,000	\$195,000
<b>Total, Personnel</b>	<b>\$10,890,800</b>	<b>\$11,360,000</b>	<b>\$11,265,112</b>
<b>Authorized Personnel</b>	100.5	104.5	104.5
<b>COMMODITIES</b>			
General Supplies	\$20,000	\$20,000	\$20,000
Publications	\$5,900	\$5,400	\$5,400
Software - Small Value	\$30,000	\$20,000	\$20,000
Equipment - Small Value	\$43,000	\$23,000	\$23,000
Furniture - Small Value	\$3,000	\$3,000	\$3,000
Data Acquisition	\$400,000	\$400,000	\$400,000
Office Supplies	\$23,819	\$21,819	\$20,000
Copy Room Supplies	\$20,000	\$20,000	\$20,000
<b>Total, Commodities</b>	<b>\$545,719</b>	<b>\$513,219</b>	<b>\$511,400</b>
<b>OPERATING EXPENSES</b>			
Workers' Compensation Insurance	\$25,000	\$28,000	\$28,000
Unemployment Compensation	\$25,000	\$30,000	\$30,000
Staff Assoc. Membership	\$11,700	\$10,050	\$10,050
CMAP Assoc. Membership	\$30,700	\$25,700	\$25,700
Postage/Postal Services	\$32,000	\$27,200	\$27,200
Storage	\$5,000	\$5,000	\$5,000
Legal/Bid Notices	\$0	\$0	\$0
Miscellaneous	\$13,000	\$14,500	\$14,500



	Approved FY 2015	Approved FY 2016	Proposed FY 2017
Meeting Expenses	\$8,500	\$7,000	\$7,000
Recruitment Expenses	\$2,000	\$3,000	\$3,000
General Insurance	\$35,000	\$38,000	\$38,000
Legal Services	\$35,000	\$10,000	\$10,000
Printing Services	\$87,900	\$20,250	\$17,781
Bank Service Fees	\$3,000	\$3,000	\$3,000
Conference Registrations	\$24,900	\$23,700	\$23,700
Refunds		\$0	\$0
Training	\$35,300	\$35,600	\$35,600
Travel Expenses	\$141,450	\$117,100	\$117,100
<b>Total, Operating Expenses</b>	<b>\$515,450</b>	<b>\$398,100</b>	<b>\$395,631</b>
<b>OCCUPANCY EXPENSES</b>			
Office Maintenance	\$12,000	\$12,000	\$12,000
Rent	\$1,520,400	\$1,560,600	\$1,610,000
Telecommunications	\$50,000	\$45,000	\$45,000
Utilities	\$60,000	\$60,000	\$60,000
<b>Total, Occupancy Expenses</b>	<b>\$1,642,400</b>	<b>\$1,677,600</b>	<b>\$1,727,000</b>
<b>CONTRACTUAL SERVICES</b>			
Audit Services	\$37,000	\$40,000	\$40,000
Office Equipment Leases	\$2,000	\$2,000	\$2,000
Software Maintenance/Licenses	\$346,000	\$323,000	\$395,000
Fiscal Mgt. Maintenance/Licenses	\$40,000	\$45,000	\$45,000
Professional Services	\$540,000	\$390,000	\$565,000
Consulting Services	\$1,470,000	\$2,223,500	\$1,946,500
Office Equipment Maintenance	\$130,000	\$130,000	\$130,000
Co-Location Hosting Services	\$23,000	\$23,000	\$20,000
<b>Total, Contractual Services</b>	<b>\$2,588,000</b>	<b>\$3,176,500</b>	<b>\$3,143,500</b>
<b>LOCAL PLANNING GRANTS</b>			
Community Planning Grant Match	\$140,000	\$180,000	\$0
<b>Total, Local Government Grants</b>	<b>\$140,000</b>	<b>\$180,000</b>	<b>\$0</b>
<b>CAPITAL OUTLAY</b>			
Equipment - Capital	\$175,000	\$100,000	\$100,000
Construction - Capital	\$94,800	\$0	\$0
Software - Capital	\$50,000	\$50,000	\$50,000
<b>Total, Capital Outlay</b>	<b>\$319,800</b>	<b>\$150,000</b>	<b>\$150,000</b>
<b>TOTAL</b>	<b>\$16,642,169</b>	<b>\$17,455,419</b>	<b>\$17,192,643</b>



# 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 grantseeking are also elements of Local Planning.

## Local Technical Assistance (LTA) Program

**Project Manager:** Bob Dean, Jason Navota, Sam Shenbaga, Kristin Ihnchak

**Team:** Entire Planning staff

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

*Program administration* includes overall administration and tracking of progress of the LTA program, including monthly reports on project progress; quarterly reviews of project teams, staff time expectations, and contract expenditures; deliverable review; program and process review and improvement; and internal and external coordination of the program, including alignment with policy and programming priorities. It also includes the annual LTA call for projects (likely postponed until funding issues are resolved) 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; 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 FY17 are listed below, divided between staff-led and consultant-led projects.

**Staff-led projects:**

- Arlington Heights bicycle and pedestrian plan (O'Neal)
- Aurora downtown plan (Bayley)
- Beach Park planning priorities report (Lopez)
- Bensenville zoning ordinance update (Seid)
- Berwyn stormwater plan (Beck)
- Calumet Park planning priorities report (Shenbaga)
- Chicago Heights zoning update (Jarr)
- Cook County growth plan (Burch)
- Cook County unincorporated areas plan (Carlisle)
- Crystal Lake transportation plan (Beck)
- Des Plaines comprehensive plan (Beck)
- Elmwood Park zoning ordinance analysis (Day)
- Franklin Park comprehensive plan (Carlisle)
- Hampshire planning priorities report (Manno)
- Harvard zoning update (Seid)





- Homer Glen plan commissioner training (Day)
- Impact DuPage affordable housing plan (Burch)
- Lisle parking plan (Bayley)
- Lower Salt Creek watershed plan (Hudson)
- McHenry County Fox River Corridor plan (Evasic)
- Midlothian 147<sup>th</sup> Street corridor study (Manno)
- MPC Great Rivers (Zwiebach)
- North Chicago comprehensive plan (Seid)
- North Lawndale neighborhood plan (Nolin)
- Northwest Chicago neighborhood plan (Daly)
- Palos Park trails plan (O'Neal)
- Park Forest zoning ordinance update (Ihnchak)
- Pilsen-Little Village (Chicago) neighborhood plan (Zwiebach)
- Richmond planning priorities report (Jarr)
- Richton Park capital improvement plan (Nolin)
- South Elgin zoning ordinance update (Day)
- South Holland comprehensive plan (Ostrander)
- SSMMA complete streets plan (O'Neal)
- Will County Sugar Run Creek neighborhood plan (Nolin)
- Wilmington corridor plan (TBD)

**Consultant-led projects:**

- Brookfield comprehensive plan (Beck)
- Campton Hills zoning ordinance update (Ihnchak)
- Chicago DOT Riverdale area transportation plan (Manno)
- 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 (Dean)
- Governors State University transportation and green infrastructure plan (Hudson)
- Huntley zoning ordinance update (Day)
- Joliet corridor study (Ostrander)
- Pullman (Chicago) transportation access plan (Bayley)
- Regional truck permitting plan (Beata)
- Richton Park stormwater management plan (Evasic)
- Romeoville comprehensive plan (Nolin)
- Roselle comprehensive plan (Olson)
- Villa Park zoning ordinance update (Day)
- Westchester zoning ordinance (Ihnchak)

**Products and Key Dates:** Monthly reports on progress of current and upcoming projects (On-Going). 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:** Sam Shenbaga

**Team:** Bayley, Beata, Beck, Burch, Day, Dean, Evasic, Hudson, Ihnchak, Jarr, Manno, Nolin, Olson, O'Neal, Ostrander, Seid, Zwiebach

**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 (On-Going). Evaluation and communication of consultant performance after each project completion (On-Going).

## Project Implementation and Capacity Building

**Project Manager:** Tony Manno and Patrick Day

**Team:** Carlisle, Daly, Navota, Shenbaga

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

In FY17, this program area will expand to explore ways to continue to build municipal capacity by investigating municipal needs and how CMAP can best provide support through training or other approaches. Current capacity building implementation activities include: training workshops for plan commissioners in LTA communities (coordinated with APA-IL, Council of Governments (COGs), neighboring communities, and other relevant groups); ULI Technical Assistance Panels (TAPs) or other activities to connect municipalities to the development community; and guiding communities to CMAP's Transportation Alternatives Program (TAP) and Congestion Mitigation and Air Quality Improvement (CMAQ) funding programs.



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

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

## Research and Development of New Planning Topics and Approaches

**Project Managers:** Agata Dryla-Gaca, Jason Navota

**Team:** Beck, Burch, Dean, Dryla-Gaca, Evasic, Ihnchak, Navota, Nolin/Hughes, Vernon, Schuh, Oo

**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. Areas of exploration could include a number of those started in FY16 such as stormwater management planning, community resilience to climate change, production of capital improvement plans, bicycle and pedestrian planning, and incorporation of economic development and market analysis into local plans. New areas to explore may include approaches to infrastructure investment, improvements to Existing Conditions Reports, or integration of more discrete project recommendations and outcomes within local plans.

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, on-going coordination activities, planning updates (which will be similar to policy updates, but geared for immediate use by local partners), 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 (On-



Going). Establishment of more formal dialogue between policy and local planning teams. Completion of three to five policy updates (or Local Planning analogue) throughout the year; topics may include resilience, water and natural resources, housing, and community/economic development.

## **Partner Coordination**

**Project Manager:** Tony Manno

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

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

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

## **Municipal Survey**

**Project Manager:** Patrick Day

**Team:** Interns

**Description:** This project will compile, assess, and summarize the biennial survey of municipalities across the region to understand the degree to which the region's local plans are up-to-date. Survey analysis will also be used to determine local government demand for new LTA project types as well as educational opportunities. The municipal survey began in spring 2016; CMAP will collect and summarize the results.

**Products and Key Dates:** Assessment and summary of municipal survey (December 2016).

## **Water Resources Planning**

**Project Manager:** Jason Navota



**Team:** Beck, Evasic, Hudson

**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 FY17 this is the Lower Salt Creek watershed in DuPage and Cook 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 FY17 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 Support	Community Planning Program	IL Attorney General (Homes)	MacArthur	Cook Co.	IEPA			NOAA	Total
						Water Quality	VLMP	Lower Salt Creek		
<b>PERSONNEL</b>										
Salaries	\$1,250,400	\$0	\$19,900	\$60,500	\$72,500	\$54,700	\$23,100	\$79,200	\$24,100	\$1,584,400
Retirement	\$109,700	\$0	\$1,700	\$5,300	\$6,400	\$4,800	\$2,000	\$6,900	\$2,100	\$138,900
FICA	\$75,600	\$0	\$1,200	\$3,700	\$4,500	\$3,400	\$1,400	\$4,900	\$1,500	\$96,200
Medicare	\$18,100	\$0	\$300	\$900	\$1,100	\$800	\$300	\$1,100	\$300	\$22,900
Health	\$191,700	\$0	\$5,800	\$6,900	\$8,800	\$5,500	\$4,200	\$6,900	\$3,500	\$233,300
Dental	\$12,500	\$0	\$400	\$500	\$600	\$900	\$200	\$1,400	\$200	\$16,700
Vision	\$2,400	\$0	\$100	\$100	\$100	\$200	\$0	\$200	\$100	\$3,200
Education Reimbursement	\$20,000	\$0	\$0	\$0	\$0	\$2,000	\$0	\$0	\$0	\$22,000
Interns	\$70,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$70,000
<b>Total, Personnel</b>	<b>\$1,750,400</b>	<b>\$0</b>	<b>\$29,400</b>	<b>\$77,900</b>	<b>\$94,000</b>	<b>\$72,300</b>	<b>\$31,200</b>	<b>\$100,600</b>	<b>\$31,800</b>	<b>\$2,187,600</b>
<b>Employee PY</b>	<b>17.4</b>		<b>0.3</b>	<b>0.9</b>	<b>1</b>	<b>0.7</b>	<b>0.3</b>	<b>1</b>	<b>0.4</b>	<b>21.4</b>
Indirect Charge	\$667,000	\$0	\$11,800	\$31,300	\$37,800	\$28,200	\$12,500	\$40,400	\$12,800	\$841,800
<b>COMMODITIES</b>										
Publications	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000
Office Supplies	\$1,000	\$0	\$0	\$0	\$0	\$100	\$400	\$0	\$0	\$1,500
<b>Total, Commodities</b>	<b>\$3,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100</b>	<b>\$400</b>	<b>\$0</b>		<b>\$3,500</b>
<b>OPERATING</b>										
Staff Assoc. Membership	\$6,000	\$0	\$0	\$0	\$0	\$200	\$250	\$0	\$0	\$6,450
Postage/Postal Services	\$800	\$0	\$0	\$0	\$0	\$0	\$100	\$0	\$0	\$900
Miscellaneous	\$800	\$0	\$0	\$1,000	\$0	\$100	\$1,700	\$0	\$0	\$3,600
Meeting Expenses	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500
Printing Services	\$3,000	\$0	\$0	\$0	\$0	\$0	\$50	\$0	\$0	\$3,050
Conference Registrations	\$6,800	\$0	\$0	\$0	\$0	\$300	\$0	\$0	\$0	\$7,100
Training	\$8,000	\$0	\$0	\$0	\$0	\$100	\$100	\$0	\$0	\$8,200
Travel Expenses	\$25,000	\$0	\$500	\$1,500		\$800	\$800	\$500	\$0	\$29,100
<b>Total, Operating</b>	<b>\$50,900</b>	<b>\$0</b>	<b>\$500</b>	<b>\$2,500</b>	<b>\$0</b>	<b>\$1,500</b>	<b>\$3,000</b>	<b>\$500</b>	<b>\$0</b>	<b>\$58,900</b>
<b>CONTRACTUAL SERVICES</b>										
Professional	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0



	Local Planning Support	Community Planning Program	IL Attorney General (Homes)	MacArthur	Cook Co.	IEPA			NOAA	Total
						Water Quality	VLMP	Lower Salt Creek		
Services										
Consulting Services	\$256,000	\$500,000	\$16,000	\$15,000	\$115,000	\$7,000	\$0	\$2,500	\$0	\$911,500
<b>Total, Contractual Services</b>	\$256,000	\$500,000	\$16,000	\$15,000	\$115,000	\$7,000	\$0	\$2,500	\$0	\$911,500
<b>LOCAL PLANNING GRANTS</b>										
Community Planning Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total, Local Planning Grants</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total, Expenses</b>	<b>\$2,727,300</b>	<b>\$500,000</b>	<b>\$57,700</b>	<b>\$126,700</b>	<b>\$246,800</b>	<b>\$109,100</b>	<b>\$47,100</b>	<b>\$144,000</b>	<b>\$44,600</b>	<b>\$4,003,300</b>
<b>REVENUE</b>										
UWP Operating - FY 2017	\$2,021,840	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,021,840
Match - FY 2017	\$505,460	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$505,460
UWP Contracts - FY 2017	\$160,000	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$560,000
Match - FY 2017	\$40,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$140,000
Chicago Community Trust	\$0	\$0	\$30,700	\$65,200	\$0	\$21,600	\$0	\$0	\$0	\$117,500
IAG	\$0	\$0	\$27,000	\$0	\$0	\$0	\$0	\$0	\$0	\$27,000
MacArthur	\$0	\$0	\$0	\$61,500	\$0	\$0	\$0	\$0	\$0	\$61,500
Cook Co.	\$0	\$0	\$0	\$0	\$246,800	\$0	\$0	\$0	\$0	\$246,800
IEPA	\$0	\$0	\$0	\$0	\$0	\$87,500	\$47,100	\$144,000	\$0	\$278,600
IDNR	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NOAA	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$44,600	\$44,600
CCT	\$0	\$0	\$0		\$0	\$0	\$0	\$0	\$0	\$0
IDOT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total, Revenue</b>	<b>\$2,727,300</b>	<b>\$500,000</b>	<b>\$57,700</b>	<b>\$126,700</b>	<b>\$246,800</b>	<b>\$109,100</b>	<b>\$47,100</b>	<b>\$144,000</b>	<b>\$44,600</b>	<b>\$4,003,300</b>



# 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, Murdock, Kotarac, New Policy Hire

**Description:** The Fixing America's Surface Transportation (FAST) Act was passed in December 2015. Despite a number of positive reforms, FAST Act has not addressed sustainable funding. There are also opportunities to refine upcoming rulemakings on developing a performance-based approach to investment decisions. The State of Illinois faces similar challenges, given declining state resources, episodic state bond programs, and unclear methodologies for project prioritization. This project will continue CMAP's leadership role on these key issues.

**Products and Key Dates:** Research on federal and state transportation finance issues via issue briefs and the Policy Updates blog (On-Going).

### Major Capital Projects Implementation

**Project Manager:** Tom Kotarac

**Team:** Bozic, Elam, Kotarac, Patronskey, 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. Staff continues to follow an agency strategic plan (FY14-15) for prioritizing opportunities to add value in project development. CMAP will deploy some resources, in coordination with state, regional, and local agencies and groups, to generate the data, information, policy analysis, and outreach to advance implementation of GO TO 2040's fiscally constrained priority projects. The implementation of congestion pricing will continue to be a major priority of this work.

**Products and Key Dates:** Bi-monthly internal meetings and project updates (On-Going); other technical assistance and involvement with project planning as stipulated in the strategic plan (On-Going). Update strategic plan (December 2016).

## **Freight Plan and Policy Development**

**Project Manager:** Alex Beata

**Team:** Project Managers and Teams as noted, and other relevant staff

**Description:** This project supports analyses for development of a Freight Plan for the CMAP region, scheduled to coincide with publication of the State of Illinois Freight Plan in December 2017. The plan will highlight major directions for freight planning and policy in the CMAP region as well as highlight critical project types. This project contains activities to finalize the existing conditions assessment begun in FY16, new research on policies and strategies, and coordination of programming and engagement activities. The following outlines a series of topical memos and a municipal survey to assist development of the freight plan (project managers are listed first).

### **Products and key dates:**

- Survey of Municipal Freight Regulation Practices (Murdock, Day, Beata, October 2016)
- Freight supportive land use preservation and conflict mitigation strategies (Beata, Oo, New Policy Hire, December 2016)
- Definition of Critical Urban Freight Corridors (Murtha, Beata, Murdock, January 2017)
- Summary of emerging federal safety regulations for trucks and rail (Beata, Murtha, new Policy hire, March 2017)
- Truck Routing Policy and Statutory Strategies (New Policy Hire, Murtha, March 2017)
- Environmental Justice Strategies in the Freight Plan (New Policy Hire, Oo, June 2017)
- Intermodal Practice and Strategy Analysis (Beata, Oo, B. Peterson, Schuh, new Policy hire, July 2017)



- Analysis of Concentrated Freight Land Use & Transportation Corridors (Beata, new Policy hire, July 2017)

## **AREA 2: Regional Economy**

### **Regional Economic Indicators**

**Project Manager:** Simone Weil

**Team:** B. Peterson, Komp, Hughes, Beata

**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.

### **Supply Chain Analyses**

**Project Manager:** Brian Peterson

**Team:** Weil, Komp

**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 (October 2016).

### **Regional Housing and Development Analysis**

**Project Manager:** Elizabeth Schuh

**Team:** Burch, Hughes, Morck, Oo, 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:** Murdock, Oo, D. Ferguson

**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 on-going 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 regional transportation funding and obligations, community and tax capacity, and/or service sharing and consolidation.

**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:** Oo, N. Peterson

**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. Tasks include identification of the region's retail corridors, assessment of the role that transportation implementers play in single and cumulative development approvals, and completion of case studies of a subset of retail corridors. The case study analyses will assess transportation network utilization and costs across jurisdictions. A second report focusing on industrial corridors will be scoped in FY17, and an RFP will be issued, with the bulk of the work to be completed in FY18.



**Products and Key Dates:** Draft Retail Corridors Report (April 2017). Consultant contract for the Industrial Corridors Report (June 2017).

## **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 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 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 2016). Monthly Board report, final legislative report (June 2017). Veto session report (TBD). Policy Updates on state legislative issues (On-Going). Fact sheets on GO TO 2040 and ON TO 2050 priorities (as needed). Statewide MPO coalition building (On-Going). Create General Assembly CMAP coalition (July 2016). General Assembly Member meetings in Springfield (during sessions). General Assembly Member meetings in Region (On-Going).

## **CMAP Operations Funding and Regional Infrastructure Fund**

**Project Managers:** Tom Kotarac and Bob Dean

**Team:** Garritano, G. Smith, Hollander, Porter, Weil, Manning-Hardimon

**Description:** Under this project, staff will pursue expanding regional infrastructure funding, securing sustainable funding, and implementing a strategy that diversifies CMAP's resources for operating revenues that will match federal funds, allow some expansion of non-transportation activities, enhance the local technical assistance program, and provide capital funding for infrastructure projects that have regional benefits.



CMAF staff is working with other MPOs across the state on legislation to reinstate and fund the Comprehensive Regional Planning Fund (CRPF), the state funding source for CMAF, other MPOs and rural planning agencies across Illinois. CMAF is also working with stakeholders to build support for raising revenues at the regional level to better enhance our transportation and associated infrastructure.

**Products and Key Dates:** Advocacy for state legislation to reinstate CRPF and fund CMAF and state-wide MPOs (On-Going). Research and analysis of various regional infrastructure fund concepts (On-Going). Receive contributions from restructured dues system (January 2017). Evaluate first year of restructured dues, fee-for-service, and external grantseeking, and consider whether adjustments are needed (March 2017).

## 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 implementation of the FAST Act, rail safety legislation, annual appropriations bills, and Water Resources Development Acts.

**Products and Key Dates:** Federal Agenda (January 2017). Policy Updates on federal legislative issues (On-Going).

## CMAF Committee Support

**Team:** Porter (policy committees); Dean, Kotarac (coordinating committees); Grover, Dixon (advisory committees); Beck, Dixon, Ostrander, Burch, Weil (working committees); Garritano, Silberhorn

**Description:** CMAF has committees at the policy, coordinating, advisory, and working levels that play integral roles in the agency's planning processes. CMAF provides staff support to these committees. With the adoption of GO TO 2040, committee focus has shifted from the planning process to implementation. While many implementation areas of the plan are led by CMAF, other areas require leadership from other implementers. Moving forward, CMAF's committees, primarily at the working level, should be used to ensure that CMAF can measure progress toward plan implementation on both staff work and efforts by outside implementers.

**Products:** Agendas, meeting minutes, and supporting materials, for policy, coordinating, advisory, working levels (On-Going). Collect and share information on GO TO 2040 implementation and ON TO 2050 activities occurring throughout the region at the working



committee level (On-Going). Revisit committee structure, purpose, and composition based on agency priorities, and restructure as needed (July 2016).

**TABLE 5: BUDGET DETAIL, POLICY ANALYSIS AND DEVELOPMENT PROGRAM**

	<b>Policy</b>	<b>Development</b>	<b>Total</b>
<b>PERSONNEL</b>			
Salaries	\$1,433,600	\$0	\$1,433,600
Retirement	\$178,200	\$0	\$178,200
FICA	\$74,400	\$0	\$74,400
Medicare	\$20,800	\$0	\$20,800
Health	\$145,000	\$0	\$145,000
Dental	\$9,900	\$0	\$9,900
Vision	\$2,100	\$0	\$2,100
Education Reimbursement	\$0	\$0	\$0
Interns	\$20,000	\$0	\$20,000
<b>Total, Personnel</b>	<b>\$1,884,000</b>	<b>\$0</b>	<b>\$1,884,000</b>
<b>Employee PY</b>	<b>14.7</b>		<b>14.7</b>
Indirect Charge	\$748,800	\$0	\$748,800
<b>COMMODITIES</b>			
Publications	\$500	\$0	\$500
Office Supplies	\$500	\$0	\$500
<b>Total, Commodities</b>	<b>\$1,000</b>	<b>\$0</b>	<b>\$1,000</b>
<b>OPERATING</b>			
Staff Assoc. Membership	\$1,000	\$0	\$1,000
CMAA Assoc. Membership	\$20,000	\$0	\$20,000
Postage/Postal Services	\$4,000	\$0	\$4,000
Miscellaneous	\$2,000	\$0	\$2,000
Legal Services	\$5,000	\$0	\$5,000
Printing Services	\$5,000	\$0	\$5,000
Meeting Expenses	\$500	\$0	\$500
Conference Registrations	\$9,000	\$0	\$9,000
Training	\$6,000	\$0	\$6,000
Travel Expenses	\$43,000	\$0	\$43,000
<b>Total, Operating</b>	<b>\$95,500</b>	<b>\$0</b>	<b>\$95,500</b>
<b>CONTRACTUAL SERVICES</b>			
Software	\$0	\$0	\$0
Consulting Services	\$80,000	\$45,000	\$125,000
<b>Total, Contractual Services</b>	<b>\$80,000</b>	<b>\$45,000</b>	<b>\$125,000</b>



	Policy	Development	Total
<b>Total, Expenses</b>	<b>\$2,809,300</b>	<b>\$45,000</b>	<b>\$2,854,300</b>
<b>REVENUE</b>			
UWP Operating - FY 2017	\$2,247,440	\$0	\$2,247,440
Match - FY 2017	\$561,860	\$0	\$561,860
General Fund	\$0	\$45,000	\$45,000
<b>Total, Revenue</b>	<b>\$2,809,300</b>	<b>\$45,000</b>	<b>\$2,854,300</b>



# Performance-Based Programming Program

**Program Oversight:** Jesse Elam

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

## CMAQ and TAP Program Development

**Project Manager:** Doug Ferguson

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

**Description:** CMAP programs the federally-funded Congestion Mitigation and Air Quality Improvement program (CMAQ) and Transportation Alternatives program (TAP). CMAP will issue a joint call for projects for these two programs, followed by staff evaluation and discussion by CMAP committees. Approval of the program is expected to occur in FY18.

**Products and Key Dates:** Refine project prioritization methodology (fall 2016). Call for projects (January 2017). Committee engagement (spring 2017). Staff program released for public comment (July 2017). MPO approval (October 2017).

## Performance Monitoring

**Project Manager:** Tom Murtha

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

**Description:** This project oversees the diverse efforts undertaken at CMAP to monitor the performance of the transportation system, including on-going 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 for this year will include enhancing the analysis of vehicle inspection data to help evaluate the impact of transportation projects and land use on driving behavior as well as improving the understanding of incident clearance times.





**Products and Key Dates:** Draft list of indicators and measures intended for acquisition and processing in FY17 (July 2016). Finalize list (September 2016). Carry out data acquisition and processing (On-Going).

## **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:** Full scope (August 2016). Draft report (May 2017).

## **Transit Ridership Growth Study**

**Project Manager:** Martin Menninger

**Team:** Elam, N. Peterson, Bozic, consultant services

**Description:** The GO TO 2040 plan includes goals to significantly increase public transit ridership over the next 25 years. This study will evaluate more specifically what is needed to reach this goal, including transit investments to increase capacity, policy changes related to parking, roadway pricing, and land use, and changes in external factors related to demographics, travel preferences, and business locations. The results will be used to inform the selection of strategies and the process of setting targets for ridership growth in the region in the next long-range plan. CMAP will collaborate with RTA and the transit service in this project.

**Products and Key Dates:** Draft report (October 2016). Final report (December 2016).

## **Greenways and Trails Plan Update**

**Project Manager:** Brian Daly

**Team:** Bayley, Murtha, O'Neal

**Description:** The Regional Greenways and Trails Plan was published in 2009 and in many cases relied on older data. This project will update the plan by revisiting originally proposed trails to ensure they are still valid recommendations, proposing new linkages where



appropriate, and making any technical corrections needed, such as trail name changes or altering alignments to reflect local planning. CMAP will engage stakeholders on a draft plan, and work to tie this product and Green Infrastructure Vision more closely together.

**Products and Key Dates:** Draft regional trails plan map (September 2016).

## **Truck Freight Movement and Bottleneck Analysis**

**Project Manager:** Tom Murtha

**Team:** Schmidt, A. Brown, Frank, Beata

**Description:** Continuing the freight plan development work from FY16, staff will continue to explore and analyze technical data, including the ATRI and NPMRDS trucking datasets. Specific research tasks include an analysis of truck origins and destinations, with a focus on crosstown intermodal trucking, analysis of trucking bottlenecks, and an overall freight network deficiency analysis.

**Products and key dates:** Truck origin and destination overview (September 2016). Crosstown trucking analysis (November 2016). Updated truck bottleneck analysis (September 2016). Updated freight deficiency analysis (October 2016).

## **Highway Safety Targets and Strategy Development**

**Project Managers:** 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:** Draft report (March 2017); final report (May 2017).

## **Survey Research and Update of Household Travel Survey**

**Project Manager:** Craig Heither



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

**Description:** This project implements the strategic plan for survey research at CMAP, which establishes a strategy and management concept for conducting on-going survey research at the agency. The major FY17 task is to begin CMAP's next regional household travel survey, a multi-year effort that includes procurement of a survey research firm to carry out the survey. For transportation modeling purposes, household travel surveys generally need updating every ten years, and CMAP's last survey was conducted in 2007. Additional tasks will focus on completing data collection for the FY16 bicycle usage survey and subsequent data analysis.

**Products and Key Dates:** Requests for information from survey research firms (July 2017). Complete data collection of bicycle usage survey (September 2016). Request for proposals for household travel survey (October 2016). Post-survey evaluation of bicycle usage data and collection mechanism (November 2016). Household travel survey launch (January 2017).



**TABLE 6: BUDGET DETAIL, PERFORMANCE-BASED PROGRAMMING**

<b>PERSONNEL</b>	
Salaries	\$532,600
Retirement	\$46,700
FICA	\$32,800
Medicare	\$7,700
Health	\$112,300
Dental	\$7,000
Vision	\$1,400
Interns	\$10,000
<b>Total, Personnel</b>	<b>\$750,500</b>
<b>Employee PY</b>	<b>7</b>
Indirect Charge	\$297,500
<b>COMMODITIES</b>	
Publications	\$400
Office Supplies	\$300
<b>Total, Commodities</b>	<b>\$700</b>
<b>OPERATING</b>	
Staff Assoc. Membership	\$1,000
Printing Services	\$500
Conference Registrations	\$1,400
Training	\$2,000
Travel Expenses	\$5,000
<b>Total, Operating</b>	<b>\$9,900</b>
<b>CONTRACTUAL SERVICES</b>	
Consulting Services	\$0
<b>Total, Contractual Services</b>	<b>\$0</b>
<b>Total, Expenses</b>	<b>\$1,058,600</b>
<b>REVENUE</b>	
UWP Operating - FY 2017	\$846,880
Match - FY 2017	\$211,720
<b>Total, Revenue</b>	<b>\$1,058,600</b>



# 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 policies and regulations are monitored and analyzed to ensure CMAP's TIP satisfies these requirements. The region is required by federal law to develop and maintain a fiscally constrained TIP which, together with the fiscally constrained major capital projects in 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. Ensure all local, state, and federal requirements are met including fiscal constraint, public involvement, documentation, conformity (see next project) and reporting. Maintain on-going 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. 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); consultation with local, state, and federal agencies (On-Going); TIP documentation including maps, fiscal marks, general public brochures, training materials/courses, and web pages (On-Going); annual obligation analysis report (October 2016); analysis of expenditure information to identify spending trends (June 2017); fiscal marks (November 2016); Title VI plan as needed (June 2017); data to support certification reviews (June 2017).

## 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, and is in maintenance status for the 1997 fine particulate matter (PM<sub>2.5</sub>) standard.

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 (On-Going). Updated data and methods used in conformity analyses (On-Going). 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 (On-Going). 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:** Doug Ferguson

**Team:** Dixon, Dobbs, Maddux, Patronskey, 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 2016, June 2017); accomplishment of the annual CMAQ obligation goal (September 2017); act on CMAQ project change requests (On-Going); review TAP-L project status (On-Going); act on TAP-L project change requests (On-Going); provide semi-annual updates on the TAP-L program to the Transportation Committee (November 2016, May 2017); prepare agendas, meeting minutes, and supporting materials for the CMAQ Project Selection Committee (as needed); provide



supporting information for CMAQ call for projects (November 2016 through June 2017, continuing to October 2017).

## **Local STP Active Program Management**

**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 (On-Going). Program management reports and recommendations (On-Going). Locally programmed project status assessments (as needed); advance funding analyses and recommendations (as needed)

## **Council of Mayors Support**

**Project Manager:** Teri Dixon

**Team:** Dobbs, Maddux, 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 (On-Going). Agendas, meeting minutes, and supporting materials for the Council of Mayors Executive Committee (as needed, generally four times in a year). Periodic meetings of CMAP divisions involved with public outreach.

## **Integrated Database Development and Maintenance**

**Project Manager:** Kama Dobbs

**Team:** Beata, Bozic, Clark, Dixon, D. Ferguson, Heither, Hollander, Kos, Maddux, Murtha, Patronskey, Peterson, Pietrowiak, Schmidt, Tiedemann, Zubek

**Description:** In 2016 CMAP undertook development of an integrated transportation planning, programming, and tracking database. This 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. The database was rolled out in the spring of 2016. On-going maintenance is required, together with implementation of features not included in the initial rollout.

**Products and Key Dates:** Ongoing maintenance and minor enhancements (On-Going). Implement direct extract of data from FHWA FMIS system (September 2016). Enable display of GIS-based attribute data (December 2016). Implement online call for projects system to be used for CMAQ and TAP-L (January 2017). Identify data associated with federally-required performance measures to associate with TIP projects (June 2017). Develop queries and reports to support production of obligation report and other data summaries (April 2017).

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

<b>PERSONNEL</b>	
Salaries	\$539,800
Retirement	\$110,900
FICA	\$33,500
Medicare	\$7,800
Health	\$94,700
Dental	\$6,300
Vision	\$1,200
Education Reimbursement	\$0
Interns	\$10,000
<b>Total, Personnel</b>	\$804,200
<b>Employee PY</b>	6.9
Indirect Charge	\$319,000
<b>COMMODITIES</b>	
Publications	\$500
Office Supplies	\$1,000
<b>Total, Commodities</b>	\$1,500
<b>OPERATING</b>	
Staff Assoc. Membership	\$100
Postage/Postal Services	\$100





Miscellaneous	\$0
Meeting Expenses	\$0
Printing Services	\$300
Conference Registrations	\$1,000
Training	\$500
Travel Expenses	\$10,000
<b>Total, Operating</b>	<b>\$12,000</b>
<b>CONTRACTUAL SERVICES</b>	
Software Maintenance	\$0
Professional Services**	\$0
Consulting Services	\$110,000
<b>Total, Contractual Services</b>	<b>\$110,000</b>
<b>Total, Expenses</b>	<b>\$1,246,700</b>
<b>REVENUE</b>	
UWP Operating - FY 2017	\$997,360
Match - FY 2017	\$249,340
<b>Total, Revenue</b>	<b>\$1,246,700</b>



# 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. Support in FY17 will include helping to form messaging and communication strategies for key stakeholders around particular topics of interest for ON TO 2050, developing required supportive web and print materials, and building media and stakeholder awareness of the plan and engagement opportunities.

**Products and Key Dates:** Continue to develop messaging and communications strategies for plan development work (On-Going). Assist in preparation of regional priorities report (October 2016) and snapshot reports (On-Going). Prepare public-facing materials in preparation for public engagement around alternative futures (spring 2017). Develop web mapping tool for layers and interactives (On-Going). Carry out other on-going 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, and others. Specific outreach activities in FY17 will include continued engagement around plan kick-off activities, including facilitating regional opportunities and challenges workshops and topical forums, along with preparation for the intensive summer of engagement around alternative futures in 2017. In addition, the outreach team will provide support to strategy paper 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.

**Products and Key Dates:** Assist in preparation of regional priorities report (October 2016). Organize and develop topical forums (On-Going). Preparatory tasks for alternative futures engagement (On-Going). On-going stakeholder and partner engagement as needed.

## Plan Format Development

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

**Team:** Dean, Fassett Smith, Garritano, Grover, Murdock, Weiskind, and other relevant staff

**Description:** This project will develop the format and organizational structure for ON TO 2050 to set the foundation for drafting the plan in FY18. Online and printed formats will be considered, and work may include investigation of web platforms that could help communicate the plan to various audiences. It is anticipated that initial ON TO 2050 plan themes, as well as key audiences, will be identified, and peer MPO plans reviewed, to inform the organizational structure and format. This project will also identify preliminary plan implementation priorities to set the agency up for implementation success directly following the plan's adoption.

**Products and Key Dates:** Review of peer MPOs (December 2016). Proposed plan format (June 2017). Preliminary implementation strategy (June 2017).

## Area 2: Analysis and Strategy Development

### Alternative Futures Scenario Development

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



**Team:** Fassett Smith, Grover, Heither, Irvin, Komp, Oo, Patronskey, Zwiebach, and other relevant staff

**Description:** The summer of 2017 will feature public engagement around potential alternative futures for the region. Preparatory work for this engagement will continue in FY17, including identification of various alternative futures (such as the regional impacts of drastic climate change, increased elderly population, advances in transportation technology, etc.), high-level research and analysis of the probable impacts of those futures, selection of a set of futures to focus on during the engagement process, development of selected futures and workshop format (including MetroQuest), and initial deployment of outreach activities.

**Products and Key Dates:** Research and development of concepts (On-Going). Forum on the set of concepts (October 2016). Proposed alternative futures engagement strategy (March 2017).

## 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 continue developing a 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. They may also be discussed by appropriate ON TO 2050 Resource Groups. Specific analyses will include (project managers are listed first for each team):

- Highway network and trends (Elam, Murtha, Menninger; July 2016)
- Freight system trends (Beata, Murdock, Murtha, new Policy hire; July 2016)
- Transit network and trends (Elam, Murtha, Menninger, Bozic; August 2016)
- Local governance and tax policy trends (Weil, Hollander, Murdock, Komp; November 2016)
- Natural resources trends (Daly, Beck, Navota, Irvin; December 2016)
- Non-motorized transportation (Bayley, Daly, O'Neal; February 2017)
- Local food (Daly, Navota; March 2017)
- Other key topics as identified in the planning process

**Products and Key Dates:** Snapshot reports (April 2016 – March 2017).

## 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 continue to evaluate more specific strategies for selected GO TO 2040 policies and assess some new policy areas through the creation of strategy papers and other narrative products, which will summarize the agency's potential approach to each area. Project areas addressing topics that cross multiple CMAP committees and/or areas of greater potential policy change may utilize Resource Groups comprised of committee representatives and other key stakeholders. Memos and strategy papers developed under this area are expected to be brought to CMAP working committees and key stakeholders for discussion following their completion. Each team will also create a memo assessing options for updated or new related indicators. Topics for evaluation include (project managers are listed first for each team):

- Housing supply and affordability (Burch, Jarr, Oo, New Planning Hire; August 2016)
- Lands in transition (Beck, Daly, Navota, Oo; August 2016)
- Transit modernization (Menninger, Komp, Irvin, Elam; September 2016)
- Reinvestment and infill strategies (Manno and Oo, Zwiebach; September 2016)
- Inclusive growth (Murdock, Harris; October 2016)
- Asset management (Murtha, Elam; November 2016)
- Transportation technology (Irvin, Beata, Murtha; December 2016)
- Community capacity (Day, Hollander, Komp; June 2017)
- Water (Navota, Beck, Hudson; January 2017)
- Stormwater (Beck, Evasic, Navota; February 2017)
- Regional economic cluster analysis (B. Peterson, Komp, Hughes; March 2017)
- Economic resilience ( B. Peterson, Weil, Komp; May 2017)
- Disinvested areas (Oo, Murdock, Burch, Manno; March 2017)
- Energy (Olson, Peterson; March 2017)
- Public health (Zwiebach, Johnson; June 2017)
- Other key policy areas identified in the planning process

**Products and Key Dates:** Strategy papers and other narrative products (March 2016 – June 2017). Regional indicator memos (April 2016 – June 2017).

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

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

**Team:** Daly, Patronskey, Vernon, Zwiebach, 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 further develop the approach by prioritizing potential layers and moving forward with developing the selected layers over the course of FY17. The team will also identify appropriate ways to integrate layers into the context of the regional plan. CMAP committees and other stakeholders will continue to be strategically engaged in the development of this approach.

**Products and Key Dates:** Select layers for FY17 development (July 2016). Memo on pilot layers and framework for layers integration into ON TO 2050 (August 2016). Pilot layers complete (December 2016). Development of selected layers (deadlines TBD).

## Regionally Significant Project Evaluation

**Project Manager:** Jesse Elam

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

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

**Products and Key Dates:** Identify "universe" of regionally significant projects (November 2016). Prepare draft needs analysis and project benefit report (June 2017). Committee engagement (On-Going).

## Financial Plan Development

**Project Manager:** Lindsay Hollander

**Team:** Beata, Elam, Komp, Patronsky, Schuh, Schmidt

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 and/or congestion pricing. 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 (On-Going). Scope of work (July 2016). Confirm revenues (November 2016). Develop expenditure categories (May 2017). Financial plan to be completed in FY17.



## Area 3: Technical Analysis

### Socioeconomic Forecast and Local Area Allocation

**Project Manager:** David Clark

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

**Description:** With consultant support, develop tools and methodologies necessary to support on-going population forecasting and allocation efforts. FY17 activities include finalizing out-year and interim-year regional totals of population and employment, and implementing the technical approach to localized growth projections to be realized in FY17. Staff and the consultant will hold two separate events to solicit input from local jurisdictions on their development and land use plans to inform the local area allocation. 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 horizon and interim-year regional population and employment projections (July 2016). Assist in development of materials to communicate the initial socioeconomic forecast results (August 2016). Finalize small-area allocation tool and initial local allocation (December 2016).

### 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 possible new indicators (January 2017). Memo on refinement of existing indicators (March 2017). Memo on proposed ON TO 2050 indicators (May 2017).

### Long Range Plan Data and Tool Development

**Project Manager:** Zachary Vernon



**Team:** D. Clark, N. Ferguson, Heither, Matthews, and other relevant staff

**Description:** This project supports various projects underway for development of the next long-range plan. FY17 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 snapshots and strategy papers through tasks such as developing and analyzing related metrics (i.e., infill capacity and green coverage) and aiding in data analysis for various topics as needed (On-Going).





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

<b>PERSONNEL</b>	
Salaries	\$852,800
Retirement	\$85,400
FICA	\$52,100
Medicare	\$12,400
Health	\$119,500
Dental	\$8,300
Vision	\$1,700
Education Reimbursement	\$0
Interns	\$10,000
<b>Total, Personnel</b>	<b>\$1,142,200</b>
<b>Employee PY</b>	<b>11.4</b>
Indirect Charge	\$454,800
<b>OPERATING</b>	
Meeting Expenses	\$500
Printing Services	\$100
Travel Expenses	\$3,000
<b>Total, Operating</b>	<b>\$3,600</b>
<b>CONTRACTUAL SERVICES</b>	
Professional Services	\$0
Software License	\$0
Consulting Services	\$140,000
<b>Total, Contractual Services</b>	<b>\$140,000</b>
<b>Total, Expenses</b>	<b>\$1,740,600</b>
<b>REVENUE</b>	
UWP Operating - FY 2017	\$1,392,480
Match - FY 2017	\$348,120
<b>Total, Revenue</b>	<b>\$1,740,600</b>



# 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 on-going data exchange and dissemination activities. It provides data and technical support to several on-going regional planning and policy initiatives including implementation of GO TO 2040. 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.

## Regional Inventories

**Project Manager:** David Clark

**Team:** Brown, Cruise, Dryla-Gaca, Morck, Pedersen, N. Peterson, Prasse, Ross, Vernon, 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 FY17 is a rigorous update of NDD, land use, and employment data, which are critical inputs to the next long-range socioeconomic forecast. Also for FY17 are the continued development of a Local Technical Assistance data archive as well as a traffic signal inventory and a multi-agency assemblage of bicycle count data.

**Products and Key Dates:** 2015 Land Use Inventory update (continues into FY18). Employment data (final 2015 estimates at the local level). NDD and BIS datasets (updated continuously, posted quarterly). Aerial imagery scanning project (complete scanning of 1990 set). FPA, Local Technical Assistance Archive (On-Going). Bike Count Data Repository (prototype, September



2016; in production by December 2016). Traffic Signal Inventory (finalize design and work flow September 2016, production begins in Q2). Product documentation (On-Going). Coordinate with Data and Information Services team for internal and external access (On-Going).

## **Data and Information Services**

**Project Manager:** David Clark

**Team:** Bozic, Brown, Dubernat, N. Ferguson, Hallas, Matthews, Pedersen, Prasse, Vernon

**Description:** Maintain in-house collection of public datasets; acquire and catalog new releases and archive obsolete datasets per established schedule. Monitor procurement and licensing of proprietary datasets and enforce dissemination restrictions. Maintain CMAP Data Hub, posting new, historical, or updated datasets as they become available; coordinate maintenance activities with IT. 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. Maintain status as Census State Data Center (SDC) Coordinating Agency and render assistance to SDC Lead Agency as time and resources permit.

**Products and Key Dates:** Schedule, procure, and document of public and proprietary datasets (On-Going). Populate Data Hub with agency datasets as they are released (On-Going). Accessible documentation of external data (including FOIA) requests, record of responses, and inventory of personnel and level-of-effort required to complete (On-Going).

## **Advanced Travel Model Implementation**

**Project Manager:** Craig Heither

**Team:** Bozic, Rice, N. Peterson, Brown, 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 that provide more robust sensitivity to the policy objectives of GO TO 2040. Major tasks for the fiscal year are to continue developing procedures and input datasets to transition the freight demonstration model into a production-quality analysis tool and to develop future-year scenario inputs for the activity-based model. These tasks can help CMAP address policy questions asked during the development of ON TO 2050. 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:** Support congestion pricing, transit modernization, and major capital project implementation efforts at CMAP and among partners (On-Going). Develop advanced modeling tool input datasets (On-Going). Activity-Based Model validation report (September 2016).

## **Travel and Emissions Modeling**

**Project Manager:** Nick Ferguson

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

**Description:** Maintenance and enhancement of existing MPO travel demand models, including incorporation of procedural improvements into production models as well as continuous updates to regional highway and transit network databases. Major tasks are to provide travel demand forecasts for major capital project evaluations and conformity analyses. Continue evaluating improved methods for representing commercial vehicle movements within the travel demand models and test and evaluate improved transit assignment procedures.

**Products and Key Dates:** Validated regional travel demand model and documentation (On-Going). Air quality conformity analyses (scheduled twice annually). Evaluation of commercial vehicle and transit assignment improvements (May 2017).

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

**Project Manager:** Jose Rodriguez

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

**Description:** This project encapsulates the travel demand modeling services CMAP provides in support of its regional partner agencies, and the related data collection activities. Major tasks are to provide on-going 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 development and support of the Transportation Data Archive, incorporates the catalog of CMAP-prepared traffic projections and houses CMAP's annual traffic count data collection activities, which are used to develop and maintain transportation data and analysis methods for planning and policy analysis within CMAP.

**Products and Key Dates:** Complete small area traffic forecast requests (On-Going). Provide travel modeling assistance to partner's project studies (as needed). Develop and introduce new applications for Transportation Data Archive (June 2017).



## Survey Research and Update of Household Travel Survey

**Project Manager:** Craig Heither

**Team:** N. Ferguson, Matthews, Lopez.

**Description:** This project implements the strategic plan for survey research at CMAP, which establishes a strategy and management concept for conducting on-going survey research at the agency. FY17 tasks are focused on continuing to build professional capacity in survey development, execution and analysis in preparation for the future launch of CMAP's next regional household travel survey. Major tasks will focus on completing data collection for the bicycle usage survey and subsequent data analysis, continued investigation of the use of passively-collected spatial data to infer travel information, and investigation of emerging trends in travel survey data collection and management.

**Products and Key Dates:** Complete data collection of bicycle usage survey (September 2016).  
Post-survey evaluation of bicycle usage data and collection mechanism (November 2016).  
Compendium of travel survey "best practices" research scans (June 2017).

## 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 modeling data inputs and in understanding the outputs of agency analysis tools through data visualization techniques. Data visualization tools will be designed with the ultimate goal of making them external-facing. Major tasks for the fiscal year include refining the user interface for the newly developed bicycle switching model, incorporating additional functionality into the GIS tools supporting highway needs analysis, and developing initial visualization and reporting tools to summarize shipment and commodity flow data from CMAP's freight model.

**Products and Key Dates:** Bicycle switching model user interface refinements (October 2016).  
Highway needs analysis functionality improvements (December 2016). Preliminary freight model reporting tools for internal review (June 2017).



**TABLE 9: BUDGET DETAIL, RESEARCH AND ANALYSIS PROGRAM**

<b>PERSONNEL</b>	
Salaries	\$1,036,700
Retirement	\$144,200
FICA	\$65,500
Medicare	\$15,300
Health	\$188,800
Dental	\$12,500
Vision	\$2,200
Interns	\$30,000
<b>Total, Personnel</b>	<b>\$1,495,200</b>
<b>Employee PY</b>	<b>14.4</b>
Indirect Charge	\$588,600
<b>COMMODITIES</b>	
Publications	\$500
Data Acquisition	\$400,000
Office Supplies	\$500
<b>Total, Commodities</b>	<b>\$401,000</b>
<b>OPERATING</b>	
Staff Assoc. Membership	\$1,000
CMAA Assoc. Membership	\$5,200
Postage/Postal Services	\$200
Miscellaneous	\$500
Meeting Expenses	\$0
Printing Services	\$500
Conference Registrations	\$2,000
Training	\$5,000
Travel Expenses	\$18,000
<b>Total, Operating</b>	<b>\$32,400</b>
<b>CONTRACTUAL SERVICES</b>	
Software Maintenance	\$0
Professional Services	\$0
Consulting Services	\$50,000
<b>Total, Contractual Services</b>	<b>\$50,000</b>
<b>Total, Expenses</b>	<b>\$2,567,200</b>
<b>REVENUE</b>	
UWP Operating - FY 2017	\$2,053,760
Match - FY 2017	\$513,440
<b>Total, Revenue</b>	<b>\$2,567,200</b>



# Communications and Outreach Program

**Program Oversight:** Tom Garritano

CMAF 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 CMAF 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 Communications and Outreach Support

**Project Manager:** Tina Fassett Smith

**Team:** Catalan, Grover, Harris, Silberhorn, Weiskind, 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.

**Products:** Develop supporting and promotional materials for LTA call for projects (spring 2017). Develop quarterly Municipal Matters e-newsletter (launch August 2016). 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 support services (On-Going).

## Policy and Programming Communications and Outreach Support

**Project Manager:** Tina Fassett Smith

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

**Description:** Communications and outreach staff will work with policy and programming staff to build awareness of ON TO 2050 and GO TO 2040 activities at the regional, state, and federal





levels. Assist with policy-based media outreach, including liaison with external partners as needed. Prepare communication strategies for individual projects as needed, with involvement of outreach and legislative staff. Oversee production and quality control of programming- and policy-based print and web materials, including drill-down reports, issues-driven content, etc.

**Products:** Manage publication and promotion of quarterly updates to the Regional Economic Indicator microsite and support on-going publication and promotion of Policy Updates, including major demographic data releases (On-Going). Support and promotion of Metals Supply Chain report and up to three ON TO 2050 Snapshot reports and as many as five strategy papers (July-September 2016). Support and promote up to three Snapshot reports and as many as two strategy papers (October-December 2016). Support and promote any additional snapshot and strategy papers as needed (January-June 2017).

## External Talks

**Project Manager:** Jacki Murdock

**Team:** Kane, Fassett Smith, Garritano, Grover, Porter, Szabo, plus other relevant staff.

**Description:** CMAP's experience as a nationally-recognized leader in land use and transportation planning and policy analysis creates an opportunity to share the lessons it has learned and build an on-going conversation about the value of a regional outlook. To identify and create opportunities for the Executive Director and key staff to engage with stakeholders and potential partners in the government, business, and nonprofit sectors, outreach and communications staff will work with external partners. Outreach, communications, and executive staff will collaborate to strategically schedule and organize external talks to complement CMAP's project and priorities, and also prepare talking points and other materials as needed.

**Products and Key Dates:** Identify and act upon targeted opportunities for external talks by executive director and, as appropriate, by other staff. Work with executive and project staff to develop talking points, remarks, and messaging on topics including but not limited to the ON TO 2050 plan.

## External Engagement of Partners, Stakeholders, and Public

**Project Manager:** Jane Grover

**Team:** Harris, Fassett Smith, Garritano, 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. At key moments, the agency emphasizes engagement





of the broader public. Outreach staff will expand relationships with established partners and identify new partnership opportunities through its outreach for ON TO 2050, opportunities that should include speaking engagements, topical forums, meeting venues, legislative support, and potential committee members. Outreach and communications staff will work with policy, planning, programming, and governmental affairs staff to identify and promote these opportunities.

**Products and Key Dates:** Collect public comments on draft engagement summary report, which should then be presented to Board and MPO Policy Committee for adoption (July to September 2016). Develop a strategic plan and target list for private sector partnerships, including specific asks for each target along with supporting information about “what CMAP has done for you lately” (September 2016). Conduct engagement activities based on targeted list and supporting information (October 2016 to June 2017). Lead execution of ON TO 2050 monthly forum series (On-Going).

## Media Relations and Messaging

**Project Manager:** Tom Garritano

**Team:** Fassett Smith, Silberhorn

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

**Products and Key Dates:** Develop media strategy as part of long-term ON TO 2050 engagement plan, including near-term promotion of snapshot reports and forum series (July-September 2016). Refine “elevator speech” (July 2016), then identify and train staff to use it along with related messaging, regardless of whether they interact with reporters (September 2016). Prepare media outreach surrounding early 2017 publication of scenario-based interim plan content (October-November 2016). Prepare for media outreach supporting spring/summer period of broadest ON TO 2050 engagement (March-April 2017). Carry out broad-based ON TO 2050 media outreach (June-August 2017).

## 2016 Poster

**Project Managers:** Tina Fassett Smith, Adam Weiskind

**Team:** Catalan, Garritano, Ihnchak, Schuh, plus other relevant staff.



**Description:** In 2015, rather than do another annual GO TO 2040 implementation poster and report, CMAP produced an ON TO 2050 poster to coincide with the new plan's launch in February 2016. For release in early 2017, the agency should develop a poster or comparable publication with qualitative and quantitative content geared to on-going development of the new regional plan. Precise format is subject to internal discussion but should be graphically consistent with prior posters. Approximately 4,000 copies should be printed commercially.

**Products and Key Dates:** Develop poster concept in consultation with plan leadership and consultants (October 2016). Draft design and text for executive review (November 2016). Send final to printer (mid-December 2016). Print copies for the February 2017 board meeting.

## Graphic Design

**Project Manager:** Adam Weiskind

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

**Description:** Communications staff will provide graphic design and related publications assistance to CMAP staff when materials meet that threshold as identified by deputies and CMAP executive leadership. This project entails creating information graphics and laying out most primary CMAP documents in the appropriate software, primarily Adobe InDesign. Whenever feasible, these materials should be printed in-house, and this project's manager is responsible for determining whether a larger job might require off-site commercial printing.

**Products and Key Dates:** Various electronic and print materials, as needed throughout FY17. Continuously pursue improvements in standardizing CMAP materials, including publications and infographics.

## Photo Library

**Project Manager:** Nancy Catalan

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

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



**Products and Key Dates:** Present written plan and guidelines for library (including technological approach and implications for staff) to affected deputies, directors, and principals (July-September 2016). Conduct training and/or otherwise guide staff in contributing to maintenance of the photo library (October 2016). Ensure that the library is maintained as an agency-wide resource (On-Going).

## Web Administration and Content Management

**Project Manager:** Joey-Lin Silberhorn

**Team:** Catalan, Fassett Smith, Garritano, Vernon, Weiskind, plus other relevant staff.

**Description:** CMAP communications staff is responsible for developing -- and overseeing the development of -- web content using the Liferay content management system and related technologies. Also includes helping others at the agency to prepare, post, and maintain their web-based content. Oversee 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. Encourage and coordinate efforts of staff to communicate via the web. As part of the responsibility, this project also includes management of CMAP's web consultants. Includes management of e-blasts (Weekly Update, committee communications, others) and social media (Twitter, Facebook, Pinterest, YouTube, and others as they emerge).

**Products and Key Dates:** Work with consultants and ON TO 2050 leadership to develop (July-October 2016) and deploy (December 2016-June 2017) interactive mapping and infographics capabilities. Conduct web survey of CMAP customers, gaining insight about perception of agency in general and about web and Weekly Update in particular (September 2016). Work with CMAP staff to keep their web content current, complete, and engaging; provide tutorial materials for Liferay and Google Analytics, both via written documentation and video; work with web development consultants to manage large-scale website enhancements and interactive projects, including mapping and infographics for the ON TO 2050 plan and supporting materials (On-Going).

## Contacts Management

**Project Manager:** Kelwin Harris

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

**Description:** Communications and Outreach staff will identify and implement an optimal tool and process to manage CMAP's extensive contacts database and community outreach activities. A unified tool customer relationship management (CRM) will enable both local planning and outreach staff to track the timing, nature, and success of agency engagement efforts, avoid duplication, and expand the agency's network.



**Products and Key Dates:** Develop an up-to-date to support partnering, planning, and outreach activities. Write scope for customer relationship management system (July 2016). Initiate procurement, if needed (September 2016). Develop system (November-December 2016). Deploy system and train staff (January 2017). Maintain system (On-Going).

## **Outreach Reporting and Analysis**

**Project Manager:** Kelwin Harris

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

**Description:** Communications and Outreach staff will collect, document, and report agency engagement activity data in support of general outreach and provide reports and analysis of those activities, both qualitative and quantitative.

**Products and Key Dates:** Conduct public comment period on summary report of FY16 Q3-Q4 engagement in support of ON TO 2050 (July-September 2016). Collect public input for final summary report prior to adoption (October 2016). Provide various support for outreach activities and ON TO 2050 engagement reporting; maintain thorough archive of engagement activities and feedback, which will become an appendix to the ON TO 2050 plan (On-Going).

## **MetroQuest Administration and Content Management**

**Project Manager:** New outreach hire

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

**Description:** CMAP staff use the proprietary MetroQuest web software to facilitate input and engagement of individuals and communities across the region. Generally any LTA project will include a website customized for its purposes and local community. The software is also useful at a regional scale, for example to get stakeholders and even the general public to comment on possible scenarios and other comprehensive plan outcomes. Managing the schedule is important for each MetroQuest implementation, including arranging graphic design and text review in a timely and efficient manner.

**Products and Key Dates:** Work with the CMAP staff to ensure that they are maximizing benefits of MetroQuest through their projects. Provide assistance for staff to customize the software for individual projects and communities. Work with ON TO 2050 leadership to ensure that MetroQuest is being used effectively in support of the new plan's input and engagement. In particular, prepare to use it for scenario-based outreach in mid-2017.



## Future Leaders in Planning (FLIP)

**Project Manager:** Ricardo Lopez and Marisa Prasse

**Team:** Daly, Grover, Harris, Irving, Johnson, Maddux, Rivera, Seid, plus other relevant staff.

**Description:** The FLIP project is a leadership development program for high school students. This year's FLIP program will meet for six days total over two weeks in July rather than its original format of monthly Saturday meetings throughout the school year. The program 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 2016 program application development (January 2016). Recruitment (January to April 2016). Develop program curriculum (February to June 2016). Student selection and notification (June 2016). Parent orientation (June 18, 2016). Week-long session (July 11-13 and July 18-20, 2016). Final presentation (July 20, 2016). 2017 program application development (January 2017). Recruitment (January to April 2017). Develop program curriculum (February to June 2017). Student selection and notification (June 2017).



**TABLE 10: BUDGET DETAIL, COMMUNICATIONS AND OUTREACH PROGRAM**

	<b>Communications and Outreach</b>	<b>FLIP</b>	<b>Total</b>
<b>PERSONNEL</b>			
Salaries	\$764,249	\$0	\$764,249
Retirement	\$67,019	\$0	\$67,019
FICA	\$45,634	\$0	\$45,634
Medicare	\$11,095	\$0	\$11,095
Health	\$84,226	\$0	\$84,226
Dental	\$5,824	\$0	\$5,824
Vision	\$1,264	\$0	\$1,264
Education Reimbursement	\$10,000	\$0	\$10,000
Interns	\$20,000	\$0	\$20,000
<b>Total, Personnel</b>	<b>\$1,009,312</b>		<b>\$1,009,312</b>
<b>Employee PY</b>	<b>10.2</b>		<b>10.2</b>
Indirect Charge	\$393,400	\$0	\$393,400
<b>COMMODITIES</b>			
Publications	\$500	\$0	\$500
Office Supplies	\$200	\$0	\$200
<b>Total, Commodities</b>	<b>\$700</b>	<b>\$0</b>	<b>\$700</b>
<b>OPERATING</b>			
Staff Assoc. Membership	\$0	\$0	\$0
Postage/Postal Services	\$500	\$500	\$1,000
Miscellaneous	\$500	\$2,400	\$2,900
Meeting Expenses	\$0	\$5,000	\$5,000
Printing Services	\$7,531	\$300	\$7,831
Conference Registrations	\$200	\$0	\$200
Training	\$5,000	\$1,900	\$6,900
Travel Expenses	\$1,000	\$3,000	\$4,000
<b>Total, Operating</b>	<b>\$14,731</b>	<b>\$13,100</b>	<b>\$27,831</b>
<b>CONTRACTUAL SERVICES</b>			
Professional Services	\$0	\$0	\$0
Consulting Services	\$495,000	\$0	\$495,000
<b>Total, Contractual Services</b>	<b>\$495,000</b>	<b>\$0</b>	<b>\$495,000</b>
<b>Total, Expenses</b>	<b>\$1,913,143</b>	<b>\$13,100</b>	<b>\$1,926,243</b>



<b>REVENUE</b>			
UWP Operating - FY 2017	\$1,302,514	\$6,480	\$1,308,994
Match - FY 2017	\$325,629	\$1,620	\$327,249
UWP Contracts - FY 2017	\$228,000	\$0	\$228,000
Match - FY 2017	\$57,000	\$0	\$57,000
General Fund	\$0	\$5,000	\$5,000
<b>Total, Revenue</b>	<b>\$1,913,143</b>	<b>\$13,100</b>	<b>\$1,926,243</b>



# Information Technology Management Program

**Program Oversight:** Matt Rogus

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

## Internal Hardware and Software Management

**Project Manager:** Matt Rogus

**Team:** Stromberg, Tiedemann, contract support, intern

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

**Products:** Agency data products, documentation, and employee communications (On-Going).

## 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 on-going agency mission of deploying technical analysis content to a broader audience. The web infrastructure management defined





by this project supports web applications and data services, such as SharePoint (collaboration), CKAN (data sharing web application), MediaWiki (collaboration), the TIP Website (web application), the TIP Map (data service), 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, a redesign of 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 (On-Going). Wiki Enhancements (July).

## 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 (On-Going). Annual security audit (September 2016). Staff training (March 2017).

## **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, audio-visual, etc.

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

## **User Support**

**Project Manager:** Ben Stromberg

**Team:** Kelley, Rivera, intern

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

**Products:** Documentation of training and instructional resources. Documentation of IT related problems encountered by CMAP staff (On-Going).



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

<b>PERSONNEL</b>	
Salaries	\$255,300
Retirement	\$68,900
FICA	\$15,300
Medicare	\$3,700
Health	\$33,300
Dental	\$2,000
Vision	\$500
Interns	\$10,000
<b>Total, Personnel</b>	<b>\$389,000</b>
<b>Employee PY</b>	<b>3</b>
Indirect Charge	\$152,300
<b>COMMODITIES</b>	
Publications	\$500
Software-Small Value	\$20,000
Equipment - Small Value	\$20,000
Office Supplies	\$1,000
<b>Total, Commodities</b>	<b>\$41,500</b>
<b>OPERATING</b>	
Postage/Postal Services	\$1,000
Miscellaneous	\$500
Meeting Expenses	\$0
Printing Services	\$0
Conference Registrations	\$2,000
Training	\$5,000
Travel Expenses	\$2,000
<b>Total, Operating</b>	<b>\$10,500</b>
<b>CONTRACTUAL SERVICES</b>	
Software	\$395,000
Maintenance/Licenses	
Professional Services	\$565,000



Contractual Services	\$75,000
Co-Location Hosting Services	\$20,000
Office Equipment Maintenance	\$10,000
<b>Total, Contractual Services</b>	<b>\$1,065,000</b>
<b>CAPITAL OUTLAY</b>	
Equipment - Capital	\$100,000
Office Construction - Capital	\$0
Software - Capital	\$50,000
<b>Total, Capital Outlay</b>	<b>\$150,000</b>
<b>Total, Expenses</b>	<b>\$1,808,300</b>
<b>REVENUE</b>	
UWP Operating - FY 2017	\$1,446,640
Match - FY 2017	\$361,660
<b>Total, Revenue</b>	<b>\$1,808,300</b>



# 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 (On-Going). Annual financial statements (November). Expenditure and revenue reports for grant programs (On-Going).

## Budget

**Project Manager:** Angela Manning-Hardimon

**Team:** Management; Olson



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

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

## **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 (On-Going).

## **External Resources Development and Management**

**Project Manager:** New development/fundraising lead

**Team:** New finance principal, others 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 FY17 are from the Chicago Community Trust, Cook County Department of Planning and Development, Illinois Attorney General, Illinois Environmental Protection Agency, John D. and Catherine T. MacArthur Foundation, and U.S. Department of Commerce (National Oceanic and Atmospheric Administration).

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

**TABLE 12: BUDGET DETAIL, FINANCE AND ADMINISTRATION PROGRAM**

<b>PERSONNEL</b>	
Salaries	\$1,127,900
Retirement	\$132,300
FICA	\$67,100
Medicare	\$16,400
Health	\$121,900
Dental	\$7,200
Vision	\$2,300
Life	\$55,000
Education Reimbursement	\$8,000
Other Benefits	\$50,000
Interns	\$15,000
<b>Total, Personnel</b>	<b>\$1,603,100</b>
<b>Employee PY</b>	<b>15</b>
<b>COMMODITIES</b>	
General Supplies	\$20,000
Publications	\$500
Equipment - small value	\$3,000
Furniture - small value	\$3,000
Office Supplies	\$15,000
Copy Room Supplies	\$20,000
<b>Total, Commodities</b>	<b>\$61,500</b>
<b>OPERATING EXPENSES</b>	
Workers' Compensation Insurance	\$28,000
Unemployment Compensation	\$30,000
Staff Assoc. Membership	\$500
CMAA Assoc. Membership	\$500



Postage/Postal Services	\$20,000
Storage	\$5,000
Miscellaneous	\$5,000
Meeting Expenses	\$500
Recruitment Expenses	\$3,000
General Insurance	\$38,000
Legal Services	\$5,000
Printing Services	\$500
Bank Service Fees	\$3,000
Conference Registrations	\$1,000
Training	\$2,000
Travel Expenses	\$3,000
<b>Total, Operating Expenses</b>	<b>\$145,000</b>
<b>OCCUPANCY EXPENSES</b>	
Office Maintenance	\$12,000
Rent	\$1,610,000
Telecommunications	\$45,000
Utilities	\$60,000
Willis Tower Parking	\$0
<b>Total, Occupancy Expenses</b>	<b>\$1,727,000</b>
<b>CONTRACTUAL SERVICES</b>	
Professional Services (Sungard)	\$40,000
Audit Services	\$40,000
Office Equipment Leases	\$2,000
Fiscal Mgt. Maintenance/Licenses	\$45,000
Office Equipment Maintenance	\$120,000
<b>Total, Contractual Services</b>	<b>\$247,000</b>
<b>Total, Expenses</b>	<b>\$3,783,600</b>
<b>Overhead Charged to Programs</b>	<b>\$3,796,200</b>





# 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:** HR Principal

**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:** Review of affordable, comprehensive benefits package (December).

## Diversity and Inclusion

**Project Manager:** Nicole Ellis

**Team:** Diversity and Inclusion Group

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

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



advancement for all employees (On-Going).

## **Employee Relations**

**Project Manager:** HR Principal

**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). Guidelines and direction for providing employees with performance feedback and professional development opportunities to improve performance (On-Going).

## **Facilities**

**Project Manager:** Curtis Kelley

**Team:** Rivera, Witherspoon

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

## **Payroll Administration**

**Project Manager:** HR Principal

**Team:** Doan, Ellis, King

**Description:** Human Resources is responsible for the bi-weekly processing of payroll and routine 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 (On-Going).

## **Human Resources Policy Development**

**Project Manager:** HR Principal

**Team:** Executive Team

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

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

## **Recruitment and Training**

**Project Manager:** Nicole Ellis

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

**Description:** Human Resources will expand recruitment efforts to provide CMAP with the greatest exposure possible to recruit the best qualified candidates. These efforts will include attending job fairs, universities, and exploring diverse job posting opportunities. Human Resources will also enhance its diversity recruitment efforts by 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 developing resource plans for cross training opportunities.

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



# APPENDIX A: LOCAL DUES STRUCTURE

At its [meeting](#) on April 13, 2016, the CMAP Board approved establishment of a local dues structure to reduce the agency's overreliance on the state to match its federal funding. As shown in Table 13, dues are anticipated to total nearly \$1.5 million in FY18, after beginning in FY17 with an intermediate level of approximately \$900,000.

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, and \$500,000 in dues in FY18. 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. As of May 2016, CMAP is 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	\$224,705
DuPage	\$36,359	\$60,598
Kane	\$27,143	\$45,238
Kendall	\$17,822	\$29,703
Lake	\$31,102	\$51,836
McHenry	\$22,030	\$36,717
Will	\$30,721	\$51,202
<b>County subtotal</b>	<b>\$300,000</b>	<b>\$500,000</b>
City of Chicago	\$101,928	\$169,880
Suburban municipalities	\$185,558	\$309,648
<b>Municipal subtotal</b>	<b>\$287,486</b>	<b>\$479,528</b>
Transit agencies (through RTA)	\$240,000	\$400,000
Tollway	\$60,000	\$100,000
<b>Transportation agency subtotal</b>	<b>\$300,000</b>	<b>\$500,000</b>
<b>Total</b>	<b>\$887,486</b>	<b>\$1,479,528</b>



**TABLE 14: MUNICIPAL DUES STRUCTURE, FY17 AND FY18**

<b>Municipality</b>	<b>Population (2014 Census)</b>	<b>Waived or Reduced</b>	<b>FY 2017 Dues</b>	<b>FY 2018 Dues (will be adjusted based on population change)</b>
Addison	37,297		\$1,396	\$2,327
Algonquin	30,410		\$1,139	\$1,898
Alsip	19,427		\$727	\$1,212
Antioch	14,411		\$540	\$899
Arlington Heights	76,024		\$2,846	\$4,744
Aurora	200,456		\$7,505	\$12,509
Bannockburn	1,575		\$59	\$98
Barrington	10,373		\$388	\$647
Barrington Hills	4,259		\$159	\$266
Bartlett	41,632		\$1,559	\$2,598
Batavia	26,424		\$989	\$1,649
Beach Park	13,988		\$524	\$873
Bedford Park	576	waived (size)	\$0	\$0
Beecher	4,461		\$167	\$278
Bellwood	19,152	reduced (economic)	\$359	\$598
Bensenville	18,487		\$692	\$1,154
Berkeley	5,230		\$196	\$326
Berwyn	56,693		\$2,123	\$3,538
Big Rock	1,160		\$43	\$72
Bloomington	22,299		\$835	\$1,391
Blue Island	23,785	waived (economic)	\$0	\$0
Bolingbrook	74,180		\$2,777	\$4,629
Braceville	775	waived (size)	\$0	\$0
Braidwood	6,185		\$232	\$386
Bridgeview	16,491		\$617	\$1,029
Broadview	7,959		\$298	\$497
Brookfield	19,023		\$712	\$1,187
Buffalo Grove	41,701		\$1,561	\$2,602
Bull Valley	1,107		\$41	\$69
Burbank	29,218		\$1,094	\$1,823
Burlington	636	waived (size)	\$0	\$0
Burnham	4,229	reduced (economic)	\$79	\$132
Burr Ridge	10,761		\$403	\$671
Calumet City	37,213	reduced	\$697	\$1,161



<b>Municipality</b>	<b>Population (2014 Census)</b>	<b>Waived or Reduced</b>	<b>FY 2017 Dues</b>	<b>FY 2018 Dues (will be adjusted based on population change)</b>
		(economic)		
Calumet Park	7,903	reduced (economic)	\$148	\$247
Campton Hills	11,317		\$424	\$706
Carol Stream	40,349		\$1,511	\$2,518
Carpentersville	38,407		\$1,438	\$2,397
Cary	17,991		\$674	\$1,123
Channahon	12,616		\$472	\$787
Chicago	2,722,389		\$101,928	\$169,880
Chicago Heights	30,436	reduced (economic)	\$570	\$950
Chicago Ridge	14,434		\$540	\$901
Cicero	84,354	reduced (economic)	\$1,579	\$2,632
Clarendon Hills	8,658		\$324	\$540
Coal City	5,521		\$207	\$345
Country Club Hills	16,865		\$631	\$1,052
Countryside	6,023		\$226	\$376
Crest Hill	20,771		\$778	\$1,296
Crestwood	11,029		\$413	\$688
Crete	8,227		\$308	\$513
Crystal Lake	40,493		\$1,516	\$2,527
Darien	22,315		\$835	\$1,392
Deer Park	3,245		\$121	\$202
Deerfield	18,385		\$688	\$1,147
Des Plaines	58,947		\$2,207	\$3,678
Diamond	2,501		\$94	\$156
Dixmoor	3,622	waived (economic)	\$0	\$0
Dolton	23,307	reduced (economic)	\$436	\$727
Downers Grove	49,715		\$1,861	\$3,102
East Dundee	3,198		\$120	\$200
East Hazel Crest	1,552	waived (economic)	\$0	\$0
Elburn	5,682		\$213	\$355
Elgin	111,117		\$4,160	\$6,934
Elk Grove Village	33,379		\$1,250	\$2,083
Elmhurst	45,751		\$1,713	\$2,855



<b>Municipality</b>	<b>Population (2014 Census)</b>	<b>Waived or Reduced</b>	<b>FY 2017 Dues</b>	<b>FY 2018 Dues (will be adjusted based on population change)</b>
Elmwood Park	24,954		\$934	\$1,557
Elwood	2,267		\$85	\$141
Evanston	75,658		\$2,833	\$4,721
Evergreen Park	19,935		\$746	\$1,244
Flossmoor	9,522		\$357	\$594
Ford Heights	2,785	waived (economic)	\$0	\$0
Forest Park	14,196		\$532	\$886
Forest View	697	waived (size)	\$0	\$0
Fox Lake	10,578		\$396	\$660
Fox River Grove	4,704		\$176	\$294
Frankfort	18,446		\$691	\$1,151
Franklin Park	18,404		\$689	\$1,148
Geneva	21,742		\$814	\$1,357
Gilberts	7,556		\$283	\$472
Glen Ellyn	27,763		\$1,039	\$1,732
Glencoe	8,923		\$334	\$557
Glendale Heights	34,530		\$1,293	\$2,155
Glenview	46,767		\$1,751	\$2,918
Glenwood	9,036		\$338	\$564
Godley	670	waived (size)	\$0	\$0
Golf	506	waived (size)	\$0	\$0
Grayslake	21,018		\$787	\$1,312
Green Oaks	3,854		\$144	\$240
Greenwood	252	waived (size)	\$0	\$0
Gurnee	31,207		\$1,168	\$1,947
Hainesville	3,682		\$138	\$230
Hampshire	5,976		\$224	\$373
Hanover Park	38,476		\$1,441	\$2,401
Harvard	9,230	reduced (economic)	\$173	\$288
Harvey	25,347	waived (economic)	\$0	\$0
Harwood Heights	8,675		\$325	\$541
Hawthorn Woods	7,875		\$295	\$491
Hazel Crest	14,182	reduced (economic)	\$265	\$442
Hebron	1,205		\$45	\$75
Hickory Hills	14,177		\$531	\$885





<b>Municipality</b>	<b>Population (2014 Census)</b>	<b>Waived or Reduced</b>	<b>FY 2017 Dues</b>	<b>FY 2018 Dues (will be adjusted based on population change)</b>
Highland Park	29,871		\$1,118	\$1,864
Highwood	5,387		\$202	\$336
Hillside	8,195		\$307	\$511
Hinsdale	17,446		\$653	\$1,089
Hodgkins	1,881		\$70	\$117
Hoffman Estates	52,347		\$1,960	\$3,267
Holiday Hills	593	waived (size)	\$0	\$0
Homer Glen	24,364		\$912	\$1,520
Hometown	4,365	reduced (economic)	\$82	\$136
Homewood	19,464		\$729	\$1,215
Huntley	25,603		\$959	\$1,598
Indian Creek	546	waived (size)	\$0	\$0
Indian Head Park	3,839		\$144	\$240
Inverness	7,592		\$284	\$474
Island Lake	8,031		\$301	\$501
Itasca	8,800		\$329	\$549
Johnsburg	6,297		\$236	\$393
Joliet	147,928		\$5,539	\$9,231
Justice	13,022	reduced (economic)	\$244	\$406
Kaneville	491	waived (size)	\$0	\$0
Kenilworth	2,562		\$96	\$160
Kildeer	3,958		\$148	\$247
La Grange	15,759		\$590	\$983
La Grange Park	13,665		\$512	\$853
Lake Barrington	4,985		\$187	\$311
Lake Bluff	5,698		\$213	\$356
Lake Forest	19,379		\$726	\$1,209
Lake in the Hills	28,893		\$1,082	\$1,803
Lake Villa	8,825		\$330	\$551
Lake Zurich	20,054		\$751	\$1,251
Lakemoor	6,005		\$225	\$375
Lakewood	3,811		\$143	\$238
Lansing	28,522		\$1,068	\$1,780
Lemont	16,661		\$624	\$1,040
Libertyville	20,512		\$768	\$1,280
Lily Lake	1,024		\$38	\$64



<b>Municipality</b>	<b>Population (2014 Census)</b>	<b>Waived or Reduced</b>	<b>FY 2017 Dues</b>	<b>FY 2018 Dues (will be adjusted based on population change)</b>
Lincolnshire	7,292		\$273	\$455
Lincolnwood	12,687		\$475	\$792
Lindenhurst	14,468		\$542	\$903
Lisbon	295	waived (size)	\$0	\$0
Lisle	22,827		\$855	\$1,424
Lockport	25,119		\$940	\$1,567
Lombard	43,893		\$1,643	\$2,739
Long Grove	8,181		\$306	\$511
Lynwood	9,313	reduced (economic)	\$174	\$291
Lyons	10,773		\$403	\$672
Manhattan	7,302		\$273	\$456
Maple Park	1,313		\$49	\$82
Marengo	7,508		\$281	\$469
Markham	12,688	reduced (economic)	\$238	\$396
Matteson	19,156		\$717	\$1,195
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	\$1,662
Melrose Park	25,511		\$955	\$1,592
Merrionette Park	1,897		\$71	\$118
Mettawa	571	waived (size)	\$0	\$0
Midlothian	14,911		\$558	\$930
Millbrook	347	waived (size)	\$0	\$0
Millington	665	waived (size)	\$0	\$0
Minooka	11,194		\$419	\$699
Mokena	19,447		\$728	\$1,214
Monee	5,105		\$191	\$319
Montgomery	19,301		\$723	\$1,204
Morton Grove	23,497		\$880	\$1,466
Mount Prospect	54,951		\$2,057	\$3,429
Mundelein	31,562		\$1,182	\$1,970
Naperville	146,128		\$5,471	\$9,119
New Lenox	25,426		\$952	\$1,587
Newark	1,017		\$38	\$63



<b>Municipality</b>	<b>Population (2014 Census)</b>	<b>Waived or Reduced</b>	<b>FY 2017 Dues</b>	<b>FY 2018 Dues (will be adjusted based on population change)</b>
Niles	30,000		\$1,123	\$1,872
Norridge	14,674		\$549	\$916
North Aurora	17,342		\$649	\$1,082
North Barrington	3,029		\$113	\$189
North Chicago	30,395	waived (economic)	\$0	\$0
North Riverside	6,698		\$251	\$418
Northbrook	33,655		\$1,260	\$2,100
Northfield	5,483		\$205	\$342
Northlake	12,372		\$463	\$772
Oak Brook	8,065		\$302	\$503
Oak Forest	28,174		\$1,055	\$1,758
Oak Lawn	57,034		\$2,135	\$3,559
Oak Park	52,008		\$1,947	\$3,245
Oakbrook Terrace	2,171		\$81	\$135
Oakwood Hills	2,070		\$78	\$129
Old Mill Creek	224	waived (size)	\$0	\$0
Olympia Fields	5,045		\$189	\$315
Orland Hills	7,277		\$272	\$454
Orland Park	58,666		\$2,196	\$3,661
Oswego	33,099		\$1,239	\$2,065
Palatine	69,387		\$2,598	\$4,330
Palos Heights	12,597		\$472	\$786
Palos Hills	17,627		\$660	\$1,100
Palos Park	4,906		\$184	\$306
Park City	7,440	waived (economic)	\$0	\$0
Park Forest	22,034	reduced (economic)	\$412	\$687
Park Ridge	37,856		\$1,417	\$2,362
Peotone	4,136		\$155	\$258
Phoenix	1,969	waived (economic)	\$0	\$0
Pingree Grove	5,878		\$220	\$367
Plainfield	42,138		\$1,578	\$2,629
Plano	11,175		\$418	\$697
Plattville	251	waived (size)	\$0	\$0
Port Barrington	1,508		\$56	\$94
Posen	6,021	reduced	\$113	\$188



<b>Municipality</b>	<b>Population (2014 Census)</b>	<b>Waived or Reduced</b>	<b>FY 2017 Dues</b>	<b>FY 2018 Dues (will be adjusted based on population change)</b>
		(economic)		
Prairie Grove	1,876		\$70	\$117
Prospect Heights	16,418		\$615	\$1,025
Richmond	1,895		\$71	\$118
Richton Park	13,751	reduced (economic)	\$257	\$429
Ringwood	825		\$31	\$51
River Forest	11,208		\$420	\$699
River Grove	10,271		\$385	\$641
Riverdale	13,604	waived (economic)	\$0	\$0
Riverside	8,881		\$333	\$554
Riverwoods	3,659		\$137	\$228
Robbins	5,480	waived (economic)	\$0	\$0
Rockdale	1,957		\$73	\$122
Rolling Meadows	24,279		\$909	\$1,515
Romeoville	39,679		\$1,486	\$2,476
Roselle	23,030		\$862	\$1,437
Rosemont	4,226		\$158	\$264
Round Lake	18,536		\$694	\$1,157
Round Lake Beach	28,012		\$1,049	\$1,748
Round Lake Heights	2,734		\$102	\$171
Round Lake Park	7,371	reduced (economic)	\$138	\$230
Sandwich	7,410		\$277	\$462
Sauk Village	10,545	waived (economic)	\$0	\$0
Schaumburg	74,896		\$2,804	\$4,674
Schiller Park	11,857		\$444	\$740
Shorewood	16,569		\$620	\$1,034
Skokie	65,112		\$2,438	\$4,063
Sleepy Hollow	3,340		\$125	\$208
South Barrington	4,822		\$181	\$301
South Chicago Heights	4,157		\$156	\$259
South Elgin	22,226		\$832	\$1,387
South Holland	22,144		\$829	\$1,382
Spring Grove	5,725		\$214	\$357
St. Charles	33,387		\$1,250	\$2,083
Steger	9,557	reduced	\$179	\$298



<b>Municipality</b>	<b>Population (2014 Census)</b>	<b>Waived or Reduced</b>	<b>FY 2017 Dues</b>	<b>FY 2018 Dues (will be adjusted based on population change)</b>
		(economic)		
Stickney	6,818		\$255	\$425
Stone Park	4,957	reduced (economic)	\$93	\$155
Streamwood	40,345		\$1,511	\$2,518
Sugar Grove	9,192		\$344	\$574
Summit	11,447		\$429	\$714
Symerton	89	waived (size)	\$0	\$0
Third Lake	1,194		\$45	\$75
Thornton	2,401		\$90	\$150
Tinley Park	57,280		\$2,145	\$3,574
Tower Lakes	1,264		\$47	\$79
Trout Valley	530	waived (size)	\$0	\$0
Union	562	waived (size)	\$0	\$0
University Park	7,095		\$266	\$443
Vernon Hills	25,911		\$970	\$1,617
Villa Park	22,038		\$825	\$1,375
Virgil	336	waived (size)	\$0	\$0
Volo	3,870		\$145	\$241
Wadsworth	3,759		\$141	\$235
Warrenville	13,336		\$499	\$832
Wauconda	13,896		\$520	\$867
Waukegan	88,915		\$3,329	\$5,548
Wayne	2,442		\$91	\$152
West Chicago	27,507		\$1,030	\$1,716
West Dundee	7,391		\$277	\$461
Westchester	16,807		\$629	\$1,049
Western Springs	13,284		\$497	\$829
Westmont	24,963		\$935	\$1,558
Wheaton	53,644		\$2,008	\$3,347
Wheeling	38,010		\$1,423	\$2,372
Willow Springs	5,709		\$214	\$356
Willowbrook	8,631		\$323	\$539
Wilmette	27,446		\$1,028	\$1,713
Wilmington	5,712		\$214	\$356
Winfield	9,569		\$358	\$597
Winnetka	12,490		\$468	\$779
Winthrop Harbor	6,730		\$252	\$420
Wonder Lake	3,944		\$148	\$246



<b>Municipality</b>	<b>Population (2014 Census)</b>	<b>Waived or Reduced</b>	<b>FY 2017 Dues</b>	<b>FY 2018 Dues (will be adjusted based on population change)</b>
Wood Dale	13,945		\$522	\$870
Woodridge	33,378		\$1,250	\$2,083
Woodstock	25,178		\$943	\$1,571
Worth	10,838		\$406	\$676
Yorkville	18,096		\$678	\$1,129
Zion	24,264		\$908	\$1,514



# 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.





# CMAP

233 South Wacker Drive, Suite 800  
Chicago, IL 60606

312-454-0400  
[info@cmmap.illinois.gov](mailto:info@cmmap.illinois.gov)

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

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.cmap.illinois.gov](http://www.cmap.illinois.gov) for more information.

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