

HELPING COMMUNITIES PROSPER

Staff Progress Report

Fiscal Year 2019
Quarter Four

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LOCAL PLANNING PROGRAM

Program Oversight: Stephane Phifer

CMAP adopted ON TO 2050, the region's official long-range plan, in October 2018. The Local Planning program supports the implementation of ON TO 2050 through local planning activities that are consistent with the long-range regional plan and that integrate transportation elements into local planning efforts. It houses the Local Technical Assistance (LTA) program, which provides staff and contract assistance to communities, as well as activities to advance the implementation of LTA projects. The Local Planning Program also researches and develops new tools and approaches to emerging planning topics for use by CMAP and for the region as a whole. Among these topics for FY19 are capacity building, housing, water resources, and community resilience. Partner coordination and external grant seeking are also elements of Local Planning.

Local implementation of ON TO 2050 will be framed by the plan's three core principles of prioritized investment, resilience, and inclusive growth. Local Technical Assistance (LTA) projects will continue to address specific concepts such as mixed use, infill, and sustainable development within a framework that notes how planning and policy elements advance these three principles. This may include prioritized investment recommendations regarding the use of performance measures to identify transportation and other public infrastructure investment priorities, asset management strategies, and pavement condition and flood susceptibility, which also addresses resilience. It may include inclusive growth strategies such as those that can strengthen or stimulate weak development markets in disinvested areas, or assist in planning around transportation projects that improve connections to Economically Disconnected Areas (EDA) using federal funds. And may also include new initiatives to enhance and grow local capacity through conventional capacity-building activities, the LTA program, and new wide-ranging direct assistance, which will forward both the resilience and inclusive growth principles.

The program will continue to support the development of comprehensive plans, corridor plans, and subarea plans, but will also explore other avenues to address the three core principles, through local capacity building such as training, direct staff support, inter-jurisdictional coordination, and shared and coordinated services facilitation.

Local Implementation of ON TO 2050

Project Manager: Kristin Ihnchak

Team: Bayley, Beck, Burch, Day, Navota, Peterson, Phifer, and others as assigned.

Description: ON TO 2050 includes a host of recommendations targeted toward the region's municipalities, counties, and the Local Planning Program itself. As an initial step toward modifying the Program to embody ON TO 2050's objectives, staff will review ON TO 2050 strategy papers, local strategy maps, and the plan narrative to compile relevant recommendations. The management team will then assess priorities for incorporating these



recommendations into LTA projects, capacity building work, and other related fundraising or exploratory projects. The Research and Development of New Approaches team will then move the appropriate selected priorities forward. This work plan item may include exploring other strategies that will support plan implementation, such as building relationships to start new initiatives, or adjusting current program areas (e.g., water resources) to align more closely with ON TO 2050 objectives.

Certain recommendation areas of the plan will require additional definition and development to be applied effectively at the local level. ON TO 2050 will feature a series of place-based local strategy maps, which will define specific areas of the region affected by various issues and planning challenges; each map will be linked to a high-priority plan recommendation. Examples of local strategy maps include areas with high susceptibility to flooding, conservation areas, and locations where concentrations of freight assets require planning for freight-supportive land uses, among several others. Implementation of ON TO 2050 through the Local Planning Program builds upon the underlying local strategy map research and analysis to develop planning guidance for incorporating the regional plan's objectives at the local level. The primary audience for this guidance will be technical in nature, including LTA staff as well as municipal staff and elected officials. This project will determine the most appropriate medium for this guidance, which may take the form of guidebooks, toolkits, sample plan language, case studies, and/or annotated bibliographies and links. Trainings on local strategy maps and related strategies may be performed through the Local Capacity Building work plan item. In addition, a user-friendly, interactive online platform for local strategy maps would increase their accessibility and utility for municipal and county stakeholders. During FY19, the project team will explore the possibility of creating such a platform using skills and tools already available.

This work plan item will also include strategizing about other programmatic ways to implement ON TO 2050, and may feed topics into the Research and Development of New Planning Approaches work plan item. It will explore ways to integrate policy content into local planning projects, such as new or revised sections in existing conditions reports, adjustment to the community data snapshots, development of new best practices, creation of guidance materials for staff, incorporation of transportation programming recommendations, and/or other items.

Products and Key Dates: Memo summarizing potential modifications to Local Planning Program activities per ON TO 2050 recommendations (August 2018); approach to local strategy map guidance and priority topics (December 2018); memo discussing feasibility of online local strategy map platform (December 2018). Strategies for integrating policy outputs into local planning initiatives (Spring 2019).

- Finalized review of ON TO 2050 recommendations and identified topics that could potentially be addressed in LTA projects. Included those items in departmental multi-year work plan.
- Scoped and commenced process to create a guide for LTA project managers on ways to incorporate inclusive growth into planning processes.



1st Quarter Objectives:

- Prioritize identified topics and activities that may serve to forward ON TO 2050 objectives in LTA work and when those activities might be conducted as part of the Planning Department's multi-year work plan.
- Continue development of the Inclusive Growth Guide for LTA Project Managers, which could serve as a model for other ON TO 2050 topics.

Research and Development of New Planning Topics and Approaches

Project Managers: Agata Dryla-Gaca and Jonathan Burch

Team: Bayley, Dixon, Elam, Smith, and others as assigned.

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. The intent is to test the use of new and different data sources and techniques that can be used both internally by CMAP staff, and thereby develop their planning skills, and by local governments as well. This project is one vehicle by which policies adopted in ON TO 2050 are explored for integration at the local level, such as Targeted Reinvestment Areas, as informed by the Local Implementation of ON TO 2050 work plan item. Staff will also continue to explore ways to advance agency policy strategies at the local level through research, coordination, communication strategies (such as via Muni Matters), and other avenues.

This program area will explore ways to advance transportation planning at the local level in order to prepare priority projects for inclusion in the programming pipeline, as well as provide avenues for cross-departmental coordination between Planning, Policy, and Programming around transportation priorities. The goal for FY19 is to initiate coordination across programs, to explore strategies for integrated planning and investment, and to better integrate transportation investment to sound local planning.

Several areas of exploration underway in FY19 will continue, such as community resilience to climate change, economic development and market analysis. Potential new topics and subtopics that may be explored pending a more thorough review of planning program and ON TO 2050 priorities include:

- Exploration of new communication modes for LTA projects, such as online digital plans.
- Development of best practices and approaches to identify and prepare LTA project area transportation projects for inclusion in the transportation programming pipeline; to identify communities where transportation investments should be integrated into broader planning efforts; and to identify opportunities to leverage transportation improvements to support other land use and infrastructure investments. It may also explore approaches to conducting preliminary engineering in order to advance projects more quickly to implementation.



- Other prioritized topics to be identified by the Local Implementation of ON TO 2050 work plan project.

Products and Key Dates: Development and integration of new topics and approaches, including those being developed through ON TO 2050 work plan items, into LTA projects (ongoing). Completion of three to five updates throughout the year to be conveyed to local governments via Muni Matters or updates; topics may include resilience, water and natural resources, housing, and community/economic development.

4th Quarter Progress:

- **Climate Resilience:**
 - Reviewed project guidebook authored by APA.
 - Presented project to CMAP Environment and Natural Resources Committee.
- **Bikeways Prioritization:**
 - On hold due to other priorities.
- **Economic Development and Market Analysis:**
 - Work on the industrial and office aspects of this is postponed until FY20 due to staffing changes.
- **Transportation programing pipeline via LTA projects:**
 - Completed.
- **Innovative Visualizations:**
 - “Best Practices and Considerations” working document created.
 - ON TO 2050 visualizations reviewed and summarized for re-use.
 - Pilot projects selected (Bartlett & Streamwood Bike Pedestrian Plan, Austin Coming Together – Central Ave Corridor Plan).

1st Quarter Objectives:

- **Climate Resilience:**
 - Provide final feedback on guidebook before publication in September.
 - Continue to coordinate with APA staff on webinars for NOAA project.
- **Transportation programing pipeline via LTA projects:**
 - Incorporate into Des Plaines implementation support.
- **Innovative Visualizations:**
 - Initiate conversations with project managers to adjust the scope and reflect final deliverables’ format.
 - Draft a framework for content’s various formats and tools within project’s timeline.



- Collaborate with Communication Team on how to incorporate new outreach tool and understand other website design's requirements and limitations.
- Confirm new format, deliverables and expectations with both projects' sponsors.

Local Capacity Initiatives

Project Managers: Kristin Ihnchak and Patrick Day

Team: Burch, Dryla-Gaca, Evasic, Hallas, Hyland, Jarr, Phifer, Pudlock, and others as assigned.

Description: The capacity of local governments throughout the region to pursue local and regional goals can be an obstacle in the implementation of the ON TO 2050 plan's three core principles of prioritized investment, resilience, and inclusive growth. This work plan project will develop and deploy initiatives to bolster local capacity. A portfolio of initiatives will be developed, to include: expansion of conventional capacity-building activities such as networking, training and resource development; targeted technical assistance in the form of LTA plans and service sharing projects; and new wide-ranging direct assistance which may involve embedded staff ambassadors, process assessments, capital improvement planning, grant reporting and compliance, and other customizable functions. The impact of this work plan item includes growth in the number of: new projects in the CMAQ, TAP, STP and other funding pipelines; local governments collaborating on shared services; and community residents, local government staff, and elected officials engaged in implementing the recommendations of the ON TO 2050 plan.

The objective of enhancing local capacity is a main priority for ON TO 2050, and one which will only be accomplished through coordination with key regional partnerships and by creating a common-thread approach through this and other work plans. Priority topics will be explored, researched, and materials developed for capacity initiatives. Topics will include ON TO 2050 plan implementation, local plan implementation, service sharing/consolidation, financing infrastructure and services, project coordination, outreach, or targeted topical trainings to improve capacity gaps. Some of these topics will be explored through the Research and Development of New Planning Topics and Approaches work plan item and as part of the development of ON TO 2050.

Products and Key Dates: Finalize program approach (July 2018). Identify and build key partnerships and secure funding (Ongoing). Coordinate citizen commission, ArcGIS and Census workshops (Ongoing).

4th Quarter Progress:

- Continued consideration of capacity building strategies through ON TO 2050 local implementation activities.
- Continued development of ESP program structure and standard operating procedures. Finalized ESP Goals and Objectives document.



- Convened second ESP Support Team meeting.
- Continued team consideration of ESP Group Two candidate municipalities.
- Continued meetings with partners to explore complementary activities and partnerships (e.g. planning liaisons, MMC, MPC).

1st Quarter Objectives:

- Continue team consideration of ESP Group Two candidate municipalities.
- Complete ESP Group One Phase I and finalize action plans.
- Scope and begin initial action plan activities.
- Summer session of ArcGIS workshop scheduled for August.
- Scope and initiate development of Leadership Academy.

Local Technical Assistance (LTA) Program

Project Managers: Stephane Phifer, Jason Navota, Kristin Ihnchak, Jonathan Burch

Team: Local Planning, Communications & Outreach, and Policy & Programming staff, and others as assigned.

Description: The LTA program involves working directly with a community or group of communities on a product that is customized for their use, has a specific audience, and is geographically limited. The majority of LTA projects include, either directly or indirectly, the integration of transportation elements into local plans or the inclusion of recommendations that influence the performance of the transportation system. As recognized by the CMAP Board, land use and transportation are inextricably linked and influence the performance and success of the other. Likewise, other planning elements either influence or are influenced by land use and transportation planning and investments, such as housing, economic development, and environmental resources. CMAP will solicit new LTA projects in fall 2018, to allow CMAP to incorporate recommendations from ON TO 2050 into the call for projects.

In FY19, CMAP will increase its focus on using the LTA program to help create a pipeline of projects for CMAP's programming work and explore strategies for integrated local planning and investment through the Research and Development of New Planning Topics and Approaches work plan item and as part of the development of ON TO 2050.

This work plan item includes several components: program administration, staff management and development, 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; quality control of program deliverables;



program and process review and improvement; and internal and external coordination of the program, including alignment with policy and programming priorities, designation of and assistance to Economically Disconnected Areas (EDA), Targeted Reinvestment Areas (TRA), low capacity communities, and other priority areas identified in ON TO 2050. This work plan item includes the annual LTA call for projects and project selection, with close coordination with the Regional Transportation Authority (RTA) and other stakeholders and partners. 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. Program administration also includes fundraising and grant management to support technical assistance not eligible for UWP funding.

Staff management and development includes staff engagement and development activities such as a staff retreat; capacity building brown bags and ideas exchange with internal and external partners; internal monthly newsletter; professional development and training opportunities; and wiki pages and resources including individual staff pages.

Project management and outreach are conducted by a project team led by a designated project manager who is responsible for the management of the project scope, schedule, and budget to ensure projects are completed on time, within the scope, and that the project remains in budget and all funds are spent appropriately. 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, and participating in a dynamic feedback process to assess progress. Project outreach and engagement, a part of most LTA projects, occurs through development and implementation of inclusive public engagement processes, as well as media and legislative outreach.

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 streamlines 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 at the beginning of FY19 are listed below, divided between staff-led and consultant-led projects. Under certain circumstances, the program may take on additional projects during the year provided that capacity and resources are available to support the effort.

Staff-led projects

- Algonquin and Cary Subarea Plan
- Bensenville Zoning Ordinance Update



- Bridgeport and Canaryville Planning Priorities Report
- Chicago Office of Management and Budget Consolidated Plan Assistance
- Coalition for a Better Chinese American Community Parking Study
- Cook County Bureau of Economic Development South Suburban Economic Growth Initiative
- Cook County Unincorporated Areas Plan
- Des Plaines Comprehensive Plan
- Far South Community Development Corporation Planning Support
- Forest Preserves of Cook County River Trail Feasibility Study
- Frankfort Plan Commissioner Training
- Glenview Ordinance Review
- Harvard Zoning Ordinance Update
- Illinois International Port District Planning Priorities Report
- Kane County Land Use Strategy Research
- Kane County / Mill Creek Watershed-based Plan
- Lisle Parking Plan
- Maywood Zoning Reference Guide
- McHenry County Council of Governments Shared Services Study
- McHenry County Fox River Corridor plan
- McKinley Park Neighborhood Plan
- Montgomery Zoning Ordinance Update
- North Avenue Corridor Plan
- North Lawndale Neighborhood Plan
- Northwest Chicago Neighborhood Plan
- Palos Park Trails Plan
- Robbins TOD and Industrial Area Plan
- Sandwich Planning Priorities Report
- South Elgin Unified Development Ordinance
- South Suburban Mayors and Managers Association Capacity Building and Training
- Thornton Planning Priorities Report
- Wilmington Downtown Plan

Consultant-led projects

- Aurora Regional Mobility Plan
- Beach Park Regional Bike Plan
- Beecher Comprehensive Plan
- Berwyn Stormwater Plan
- Calumet Park Comprehensive Plan
- Campton Hills Zoning Ordinance Update
- Carol Stream Zoning and Subdivision Ordinance Update
- Channahon Comprehensive Plan
- DuPage County Corridor Study
- DuPage County/Hanover Park Homes for a Changing Region Study
- Joliet Corridor Study
- Joliet / Public Water Commission Water Supply Planning



- Justice I&M Canal Trail Extension Feasibility Study
- Matteson Streetscape Improvement Plan
- Midlothian Stormwater Management Plan
- Northwest Municipal Conference Multimodal Transportation Plan
- Northwest Side Housing Center Transit-Oriented Economic Development Plan
- Oswego, Montgomery, and Yorkville Shared Water Treatment Plant Study
- Richton Park Stormwater Management Plan
- Sauk Village Comprehensive Plan
- Summit Zoning Code Update

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

4th Quarter Progress:

- Continued to advance previously approved projects, with preparation of one ECR.
- Of 38 projects started since October 2017, all are underway at some stage of administration or execution.
- Approved seventeen LTA full project proposals from the 2018 call for projects, and approved eleven projects for ‘alternative assistance’, a less resource intensive staff effort to support applicants efforts, but not conduct a full LTA project.
- A first of its kind McKinley Park ETOD Expert Panel was held for the McKinley Park Neighborhood Plan

1st Quarter Objectives:

- Advance ongoing projects, with preparation of existing conditions reports, drafts, and final plans. Target completion of no existing project, including:
- Advance administrative tasks and initiate new round of LTA projects.

Project stage	End FY 11	End FY 12	End FY 13	End FY 14	End FY 15	End FY 16	End FY 17	End FY 18	Q3 FY19	Q4 FY19
Completed and adopted (100% complete)	0	10	42	78	108	133	149	178	200	200
Final draft complete (90%)	0	18	48	93	117	148	169	187	201	201
Existing conditions complete (50%)	0	29	62	106	143	163	181	188	214	215
Fully initiated	14	47	95	129	159	178	188	208	224	224



Consultant Management, Evaluation, and Best Practices

Project Manager: Stephen Ostrander

Team: Bayley, Beck, Daly, Day, Evasic, Ihnchak, Lopez, Manno, O'Neal, Persaud, Seid and others as assigned.

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. CMAP designated an internal committee to develop an agency-wide project management process, including best practices for consultant management. The project team will coordinate with the internal CMAP project management committee.

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

4th Quarter Progress:

- Completed the following consultant-led LTA projects:
 - Midlothian Stormwater Management Capital Plan
- Entered into contract for the Illinois International Port District Master Plan.
- Project Authorization Order (PAO) for Valerie S. Kretchmer Associates (on contract) to study market potential of industrial area for Robbins TOD and Industrial Plan (LTA project).
- Completed deliverables for existing projects, including:
 - Beecher Comprehensive Plan
 - Belmont Cragin Avenues for Growth
 - Calumet Park Comprehensive Plan
 - Channahon Comprehensive Plan
 - DuPage County IL-83 Corridor Land Use Study
 - Huntley Zoning Update
 - Justice I&M Canal Trail Extension Feasibility Study
 - Matteson Streetscape Improvement Plan
- Reviewed and provided feedback on several consultant project deliverables.

1st Quarter Objectives:

- Complete the following consultant-led LTA projects:
 - Beecher Comprehensive Plan



- Belmont Cragin Avenues for Growth
- Channahon Comprehensive Plan
- Huntley Zoning Update
- Justice I&M Canal Trail Extension Feasibility Study
- Kick-off Illinois International Port District Master Plan project.
- Select consultant for Will County Freight Transportation and Land Use Strategy project (which is being combined under a single RFP with the Western Will County Truck Routing and Communities Study project), and kickoff project in September 2019.
- PAOs with Valerie S. Kretchmer Associates (VSKA):
 - Complete commercial and residential market analysis to assist Algonquin-Cary Subarea Plan (LTA project).
 - Complete study of market potential of industrial area to assist Robbins TOD and Industrial Plan (LTA project).
 - Proceed with market analysis to implement main recommendation of Village of Thornton Planning Priorities Report (LTA project).
- Continue to review and provide feedback on deliverables, and evaluate consultant performance following project completion.
- Continue to incorporate consultant management expectations into selection and oversight process.

Partner Coordination

Project Manager: Tony Manno

Team: Cefali, Grover, Harris, Hyland, Lopez, Ostrander, Raby, and others as assigned.

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

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



4th Quarter Progress:

- Continued partner involvement in ongoing projects, and also continued to expand partner involvement on the Pullman and North Lawndale implementation efforts.
- The Technical Assistance Providers Group met at CMAP on June 17th to discuss the FY20 LTA project group and how our various partners could offer support on specific projects.

1st Quarter Objectives:

- Continue monthly coordination calls with the Transit Agencies to provide updates on underway LTA projects.
- Continue to establish and expand partnership opportunities with additional implementing agencies and support organizations in the region.
- Work with CMAP partners to participate in the Fall Event Series, including the ON TO 2050 symposium.
- Continue coordination meetings with Chicago DPD to provide updates on underway LTA projects and underway Chicago DPD projects.
- Continue to assist LTA project managers with partner outreach and engagement as underway LTA projects progress.

Plan Implementation Assistance

Project Manager: Tony Manno

Team: Daly, Day, Grover, Jarr, Navota, Persaud, Phifer, Raby, Cambray, and others as assigned.

Description: Following completion of LTA projects, CMAP remains involved at varying levels of effort 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. As opportunities for implementation arise during the plan process and after a plan is completed, CMAP will engage on a deeper, more active level to identify appropriate short-term activities that CMAP can assist with (such as providing trainings and priority-setting workshops, assisting with grant applications, or connecting sponsors with partner organizations). Current examples of implementation activities include Urban Land Institute (ULI) Technical Assistance Panels (TAPs) or other activities to connect municipalities to the development community, providing assistance to communities to promote development opportunities, and guiding communities to funding programs such as Invest in Cook and Congestion Mitigation and Air Quality Improvement (CMAQ). Conducting trainings and priority-setting workshops immediately following plan adoption is a standard practice now, and will continue as new projects commence and are completed.



Products and Key Dates: Advancement of specific local implementation activities (ongoing).

4th Quarter Progress:

- Conducted a developer panel in Bridgeport on July 16th focusing on attracting investment at the corner of 35th/Halsted and along the Halsted corridor south.
- Continued to identify barriers to increased capacity and potential solutions, and identified ways the Implementation Team can provide capacity building and training to past LTA sponsors and upcoming completed LTA plans.
- Continued exploring additional ways CMAP staff can provide grant-seeking and application assistance to past sponsors, including creating an outreach process when grants are announced.
- Continued to meet and communicate with Chicago DPD to coordinate and collaborate on ongoing City of Chicago planning projects.
- Coordinated with ON TO 2050 implementation activities.
- Continued implementation assistance with Pullman, North Lawndale and Des Plaines.

1st Quarter Objectives:

- Present revised LTA implementation approach to staff
- Continue working with Albany Park, North Lawndale, Pullman, and Des Plaines on priority-setting and partner connections.
- Survey past LTA sponsors to identify additional ways CMAP can provide implementation support.
- Participate in CMAP Fall Event Series.

Partner Coordination on Inclusive Growth

Project Manager: Elizabeth Scott

Team: Tineh, Schuh, and others as assigned.

Description: Inclusive Growth is one of three principles guiding ON TO 2050. Implementation of this principle will require extensive coordination with partners in the region to advance related strategies and build/maintain broad support for future action. This work plan item covers this external coordination, including the identification and cultivation of relationships with key partners by introducing them to CMAP's work, understanding their own work in the space, and producing relevant research and analysis to support or further these efforts. A particular focus will be on building a coalition of partners to participate in the RSA-work related to Inclusive Growth, including needed analytical work, as well as meeting/ convening.

Products and Key Dates: External outreach to partners regarding CMAP's interest in this space (ongoing). External relationship building to determine CMAP's future work in this space



relative to that of external partners (ongoing). Holding internal coordination meetings to collaborate on broader agency inclusive growth efforts (ongoing).

4th Quarter Progress:

- Partner meetings were concluded on the RSA-facilitated Inclusive Growth Accelerator model. Staff initiated development of concepts for future work in this space through CMAP's work planning process.

1st Quarter Objectives:

- To facilitate internal prioritization of ON TO 2050 implementation objectives related to partner coordination on inclusive growth.

Local Government Survey

Project Manager: Patrick Day

Team: G. Smith, Weil, Pudlock, Interns, and others as assigned.

Description: This project will compile, assess, and summarize the biennial survey of municipalities across the region to better understand the region's local plans, programs, and operations. Survey analysis will also be used to determine local government demand for existing and new LTA project types, as well as educational opportunities. The municipal survey began in spring 2018; CMAP will collect and summarize the results. During the outreach phase, staff will gather up-to-date contact information for all of the region's municipalities. Staff will use this information to update CMAP's municipal directory.

This project will also develop an inaugural survey of the region's county governments, to subsequently be conducted on a biennial basis alongside the Municipal Survey. Following internal and external stakeholder engagement, a survey instrument will be created to obtain useful information for both CMAP and the county governments. This survey will enhance CMAP's understanding of county government plans, programs, and operations, fill data gaps, and -- as a partner to the Municipal Survey-- seek data that facilitates symbiotic benefits and greater coordination within the region. Work on the county survey began in spring 2018; CMAP will collect and summarize the results.

Products and Key Dates: Assessment and summary of municipal & county surveys (Throughout FY19); Update internal MARCEL contact database and publish Municipal directory (TBD); finalize County Survey questionnaire (Q3); conduct County Survey (Q4)

4th Quarter Progress:

- Continued analysis of priority 2018 Municipal Survey data:
 - **Coordinated Investments and Partnerships** (Baseline-setting Existing Conditions for Region, Trends).



- **Professional Development, Workshops, and Trainings** (Baseline-setting Existing Conditions for Region, Trends, and Municipalities' Stated Needs).
- **Requested Forms of Implementation Assistance** (LTA Municipalities).
- Confirmed receipt of all response data by relevant CMAP staff; internal distribution closed out (Plans and the planning process; Priority projects and technical assistance; Mapping and spatial data analysis; Coordinated investments and partnerships; Professional development, workshops, and trainings; Local transportation funding and management; Public safety; Municipal directory).
- Established 2018 Municipal Survey reporting schedule for remainder of FY19.
- Created DRAFT 2019 County Survey questionnaire.
- Established a CMAP data distribution policy for Local Government Survey data (Municipal and County).

1st Quarter Objectives:

- Present on 2018 Muni Survey findings at 5/14 COM EC.
- Present 2018 Muni Survey LTA Plan Implementation Assistance findings (perceived barriers & requested assistance) (Q4 Implementation Team meeting b/w expanded agency attendance by relevant staff to allow due exploration of needs & opportunities + additional workshops w/ additional staff as needed).
- Distribute 2019 County Survey and coordinate w/ COS's to ensure completion by seven counties.
- Facilitate discussion of 2019 County Survey findings and future survey needs at 6/7 County Planning Directors Meeting.
- Complete update of Municipal Directory once full roster of April election changes is verified, and publish resource.

Housing Planning

Project Manager: Jonathan Burch

Team: Castillo, Scott, and others as assigned.

Description: ON TO 2050 recognizes the relationship between housing, as a major land use, and transportation. An appropriately balanced regional housing stock can reduce travel costs and congestion while improving housing stability. This program area continues efforts to support communities and funders across the region foster housing choice. Funding for this work comes from UWP as well as potential grants from the Chicago Housing Authority and the Illinois Housing Development Authority. *Technical assistance to communities:* under this activity area Local Planning staff will work with up to five communities assemble a team of outside



experts to meet with local officials to brainstorm possible near-term actions communities can take to address pressing housing issues. *Assistance to housing funders*: this activity involves direct CMAP technical support to managers of federal, state, and local subsidy programs to help improve the efficiency, effectiveness, and coordination of their programs. Example programs include the Regional Housing Initiative (RHI) and the Chicago OMB LTA project.

Products and Key Dates: Identify five LTA projects on which to provide assistance (Summer 2018). Hold five housing policy expert roundtables (ongoing 2018). Complete five recommendations memos (ongoing 2019). Provide assistance to 10 public housing authorities on the operation of RHI and the selection of potential housing projects (Spring 2019). Develop and secure funding to support any additional activities identified throughout the year.

4th Quarter Progress:

- **Assistance to housing funders:**
 - **Regional Housing Initiative:**
 - Worked with public housing authorities, legal representation, and partners to make additional modifications to the draft IGA and supplemental administrative plan.
 - Held pre-application meetings with two developers.
 - Worked with PHAs to agree on a work and funding plan for the next 18 months of RHI work.
- **Housing technical assistance to communities:**
 - Hold expert panel with community 2.
 - Review draft action plan for community 2.
 - Hold kickoff meeting with community 3.
 - Prepared data workup for community 3.
 - Prepared data workup for community 4.

1st Quarter Objectives:

- **Assistance to housing funders:**
 - **Regional Housing Initiative:**
 - Work with CHA on potential RHI contract extension. If completed, then convene public housing authorities to undertake work plan identified in Q4.
- **Housing technical assistance to communities:**
 - Hold final meeting for community 2.
 - Hold focus group meeting for community 3.
 - Prepare action plan for community 3.



- Hold kickoff meeting with community 4.
- Hold focus group for community 4.
- Prepare action plan for community 4.
- Selected communities 5 and 6 assistance via the IHDA/MMC funding.

Water Resources Planning

Project Managers: Jason Navota and Nora Beck

Team: Evasic, Hudson, Pudlock and others as assigned.

Description: The Water Resources Planning program includes activities related to water quality, water supply, wastewater, and stormwater, which influence and are influenced by land use and transportation decisions and investments. Some of this work is guided by CMAP's role as the delegated authority for Areawide Water Quality Planning, GO TO 2040, ON TO 2050, and Water 2050, including 2017 strategy papers. This work plan item typically includes pursuing funding to continue some of the activities described below. This work plan item may include exploration of a regional water resources platform or coalition, or one specific to a particular water issue such as stormwater, for advancing ON TO 2050 policies, such as coordinating flood reduction and water quality improvement efforts. We also intend to lay the groundwork with the state and other funders to prepare an integrated water resource management plan for the region that addresses water quality, water supply, and stormwater management.

Water quality planning activities involve watershed plan development (Mill Creek in Kane County during FY19) and post-plan implementation support for watershed organizations, including assistance with Section 319 funding applications. This also includes coordination of the Volunteer Lake Monitoring Program (VLMP). During FY19, we may revisit some of the activities funded through our Water Quality Management Planning (WQMP) grant from IEPA to better align with ON TO 2050 implementation, to explore innovative strategies such as SRF flexibility, to continue to refine the watershed planning approach.

Wastewater planning activities include reviewing wastewater Facility Planning Area (FPA) amendment applications and staffing the CMAP Wastewater Committee. During FY19, this may also include continued exploration of modifications to the FPA process with IEPA.

Water supply planning activities in FY19 will depend on funding and may include working directly with communities in the Northwest Water Planning Alliance area, publicizing the updated regional water supply planning forecasts, and using water demand forecasts for local planning. Additional IDNR funding may allow for more activities.

Stormwater and flooding activities in FY19 will include working with Cook County communities on stormwater plans, integrating stormwater considerations into other land use and transportation planning efforts, a potential project to examine the impact of flooding and



stormwater challenges on our transportation system (also noted in the R&D work plan item), and use of the Flood Susceptibility Index to target planning assistance.

Products and Key Dates: The Mill Creek watershed planning effort includes quarterly stakeholder meetings, quarterly progress reports, and an executive summary and watershed plan document that are due in September 2019. 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. Stormwater planning will occur throughout FY19.

4th Quarter Progress:

- Continue to advance the IDNR water supply planning activities, and prepare for second year of funding and scope elements to begin. Delivered eight presentations and distributed materials to various groups to communicate regional water demand forecast, reaching an estimated 230 people. Integrated water withdrawal data in CMAP's Community Data Snapshot and drafted internal approach for integrating water supply planning into LTA projects. Support for the Northwest Water Planning Alliance included presentations, agenda development, issuing three newsletters, creating an organizational one-pager, launching a member survey, and updating distribution lists. Support for Will and Grundy counties by MPC included continued strategy sessions.
- Completed all CDBG-DR Year 3 funded projects, and drafted project closeout materials.

1st Quarter Objectives:

- Continue outreach and support activities under the IDNR water supply planning activities. Form steering committee for exploration of water management models. Explore data needs of a water demand forecast methodology that is integrated with CMAP's upcoming land use model. Develop policy update on water supply planning, water withdrawals. Support the Northwest Water Planning Alliance by distributing newsletters, agenda development, and updates to strategic plan. Assess adoption among of lawn watering and turf grass ordinances to inform outreach targets. Continue organizing support via MPC to Will and Grundy counties.

POLICY ANALYSIS AND DEVELOPMENT PROGRAM

Program Oversight: Jesse Elam

ON TO 2050 will address 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 economic 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 the ON TO 2050 Plan and GO TO 2040. Dissemination of this analysis provides the context for strategic coordination on policy with other organizations, including administrative and legislative action. This core program reflects agency priorities, ranging from transportation finance to economic resilience to state and local taxation to broader land use issues including housing and natural resource policies. The main activities include research and analysis, steering work to implement ON TO 2050 priorities and remaining GO TO 2040 items through the agency's committee structure, legislative analysis, and coordination by CMAP staff with other organizations.

AREA 1: Regional Mobility

Federal and State Transportation Policy Analysis

Project Manager: Jeff Schnobrich

Team: Hollander, Schuh, Tineh, Levine, Cefali

Description: At the federal level, implementation of the FAST Act, enacted in December 2015, continues, as does the implementation of MAP-21 performance-measurement rulemakings. The FAST Act will be up for reauthorization in 2020 and work may begin to evaluate the FAST Act's implementation in FY 2019. Further, the new Administration has expressed interest in an aggressive infrastructure bill. At the state level, the transportation system faces many challenges, including stagnant state resources, evolving methodologies for project prioritization, and implementation of the recently enacted "lockbox" for transportation revenues.

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

4th Quarter Progress:

- Conducted analysis of proposed state legislation and enacted budget and capital funding package, including revenue analysis, new/expanded programs, and implications for northeastern Illinois. Published Policy Update on enacted funding package.
- Monitored federal activities and policy development. Tracked progress of FY20 appropriations bills. Briefed Transportation Committee on potential impacts of the FAST Act rescission of federal highway funds.
- Hosted a two-day National Transit Institute course on performance-based planning and programming for CMAP staff and partner agencies.

1st Quarter Objectives (project elements will fall under "Federal and State Legislative Strategy and Engagement" and "Implementation of ON TO 2050 Mobility Priorities"):



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

Regionally Significant Projects Implementation

Project Manager: Liz Schuh

Team: Bayley, Bozic, A. Dixon, Elam, Murtha, Tineh, Schnobrich

Description: While the primary transportation emphasis of ON TO 2050 is to maintain and modernize, the plan contains a handful of fiscally constrained projects that will maximize regional mobility, economic development, and quality of life. 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 ON TO 2050's fiscally constrained priority projects. The implementation of congestion pricing will continue to be a major priority of this work.

In FY 2019, expanding the prior "Major Capital Project" work to encompass the full range of projects in the ON TO 2050 "Regionally Significant Project" (RSPs) list will be a priority. After approval of the draft plan, staff will develop a strategic plan for the next several fiscal years to prioritize projects for additional analysis or assistance, identify broad initiatives to support implementation of RSPs (such as updating the IDOT design manual, expanding asset management, or targeting assistance to economically disconnected areas around RSPs), and identify approaches to aid implementation of RSPs in a manner that supports ON TO 2050 and the principles of resilience, inclusive growth, and prioritized investment.

Products and Key Dates: Technical assistance and involvement with project planning as stipulated in the strategic plan (ongoing); Bi-monthly internal meetings, meetings with external partners, and project updates (ongoing). Strategic plan for implementation of ON TO 2050 fiscally constrained projects (March 2019).

4th Quarter Progress:

- Continued strategic planning process.

1st Quarter Objectives:

- Finalize strategic plan
- Monitor progress of regionally significant projects.

Reasonably Expected Revenues Implementation

Project Manager: Lindsay Hollander



Team: Cefali, Elam, Schnobrich, Schuh, Smith, Weil, and other staff as necessary

Description: Lack of transportation funding for the state and region remains a critical problem. The financial planning process for ON TO 2050 has highlighted the growing gap between system needs and available revenues. ON TO 2050 recommends a set of reasonably expected revenues for the region. This project will explore strategies to implement state, regional, and local revenues, including legislative changes, additional research and educational materials, key partnerships, and other support needs. The project will involve strong stakeholder collaboration and partnerships to provide data, materials, and other resources to support State and regional progress on transportation funding in the near term.

Products and key dates: Stakeholder engagement (ongoing). Policy updates and briefs (ongoing).

4th Quarter Progress:

- Worked on analysis and modeling of implementation considerations for a road usage charge.
- Continued revenue, legislative, and policy analysis for legislative outreach and hearings
- Met with partners and stakeholders.
- Published a Policy Update on the new capital funding package
- Began work on a memorandum analyzing the new capital funding package

1st Quarter Objectives:

- Complete analysis and modeling of implementation considerations for a road usage charge.
- Complete memorandum analyzing the new capital funding package

Freight Policy Implementation

Project Manager: Jeff Schnobrich

Team: Elam, Murtha, Schuh, Tineh

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

Products and key dates: Monitor and support freight-related infrastructure projects (ongoing). Monitor and support implementation of the Regional Truck Permitting Plan (ongoing). Work with select municipalities to develop freight-related LTA program applications for FY 2019 call



for projects (November 2018). Provide ongoing assistance to past freight-related LTA projects, as well as state and local freight-planning efforts conducted by partners (ongoing). Work with partners to prioritize grade separations in the CMAP region (ongoing). Identify policies and practices to promote environmental justice in freight planning (policy update, December 2018).

4th Quarter Progress:

- Continued to monitor freight-related policy developments at federal, state, and regional levels, and attend convenings such as ISFAC to participate in the State of Illinois' freight planning process.
- Hosted workshop for state and regional partners to understand and provide feedback on development of FHWA's Freight Fluidity Supply Chain Monitoring Tool.
- Continued collaboration with the City of Chicago, Cook County, railroads, and other stakeholders to identify priority grade crossings within the region. Presented final document (subject to future revisions) to CMAP Freight Committee.
- Began scoping for a project to analyze the impacts that growth in e-commerce and resulting deliveries may have on transportation, land use, fiscal condition, and the environment.

1st Quarter Objectives (project elements will fall under "Implementation of ON TO 2050 Mobility Priorities" and "Development and Demographic Analysis"):

- Continue to monitor freight-related policy developments at federal, state, and regional levels.
- Finish scoping for e-commerce project and begin research and analysis.

Local Truck Routing, Permitting, and Delivery Management Plans

Manager: Patricia Mangano

Team: Schuh, Murtha, Schnobrich, consultants

Local truck routing, permitting, and demand management policies can aid or impede truck movement throughout the region. Building on recommendations of the Regional Strategic Freight Direction, this project will initiate a series of multijurisdictional plans to improve truck routing, permitting, delivery policies, parking, and other relevant issues. The project will build on the framework established in the O'Hare Truck Routing study, but will also provide implementation assistance such as high-level engineering, changing local routing ordinances, working on state route changes, and similar efforts. Where possible, implementation will also assist local jurisdictions in implementing the recommendations of the Regional Truck Permitting Study. This project is dependent on obtaining outside funding.

Products and Key Dates: Obtain funding for up to three studies (August 2018). Hire staff (November 2018). Initiate study one of three (February 2019); Initiate study two of three (May 2019). Initiate follow-up on the O'Hare Truck Routing study (June 2019).

4th Quarter Progress:

- Released Will County RFP.
- Initiated drafting of RFP for Southwest Side of Chicago study.
- Initiated drafting of RFP for South Suburban Cook County study.

1st Quarter Objectives:

- Initiate Will County consultant contract and study.
- Release RFP for Southwest Side of Chicago.
- Complete draft RFP for South Suburban Cook County study.

Private Sector Mobility Providers Task Force

Project Manager: Aidan Dixon

Team: Kenney, Menninger, Schnobrich

Description: Technology has transformed the way we get around, leveraging a wealth of real time information to move people and goods and share rides, cars, bikes, and trucks. Growing use of data and communication technology have enabled new transportation business models like transportation network companies, enhanced freight logistics firms, and public and private bikeshare. As the transportation ecosystem becomes more diverse, the region faces new opportunities and questions that would benefit from enhanced collaboration between the public and private sector. Building ON TO 2050 development, staff will convene a task force of transit providers, roadway agencies, private transportation providers, and other private transportation entities to discuss major shifts in transportation technology, identify solutions for data sharing, infrastructure development, and transportation service provision, and outline key next steps and policies for the region. The committee will also suggest roles for private providers at CMAP as transportation continues to advance.

Products and Key Dates: Creation and management of an emerging transportation task force (TBD). Final Report (TBD).

4th Quarter Progress:

- Project on hold pending new staff.

1st Quarter Objectives:

- Scope goals, process, and task force membership.



- This project will now be part of the “Implementation of ON TO 2050 Mobility Priorities” project in FY 20.

New and Emerging Trends in Transportation Technology

Project Manager: Aidan Dixon

Team: Schnobrich, Menninger, and other staff as necessary

Description: ON TO 2050 development identifies existing modernization opportunities as well as emerging, cutting edge technologies that have the potential to transform the region’s transportation and development patterns. Issues range from the shift to online retail and the resulting impacts on existing retail development, new industrial facilities, and road networks to the need to rethink our infrastructure investments and demand management policies if autonomous vehicles become the mode of choice. This project will develop a series of implementation-focused issue briefs that provide policy context and offer direction to implementers at varying levels to prepare for technological change. Materials will also include brief scans of work done outside the region and recommendations for regional, municipal, and state-level policy actions.

Products and Key Dates: Topical briefs on the transportation and land use implications of increased TNC use, autonomous fleets for commercial and passenger use, privately-owned autonomous vehicles and changing freight distribution technologies (quarterly).

4th Quarter Progress:

- Published Policy Update on release of transportation network company (TNC) data for the City of Chicago, identifying initial trends and discussing the importance of broader geographic coverage and more detailed data to analyze impacts on the transportation system.

1st Quarter Objectives:

- Contribute to analysis for the Emerging Tech Task force and relevant topics such as TNCs, vehicle electrification, CAVs, shared mobility, and similar.
- This project will now be part of the “Implementation of ON TO 2050 Mobility Priorities” project in FY 20.

Transportation Indicators

Project Manager: Stephanie Levine

Team: Burrell Booth, Cooke, A. Dixon, Elam, Menninger, Schuh, Murtha, N. Peterson, Weil, Schnobrich, Edwards



Description: Similar to the regional economic indicators project, CMAP can better leverage its deep transportation data resources by developing a succinct set of transportation indicators and presenting them in a format understandable to the general public. The project will reflect priorities and principals of ON TO 2050, providing data and clear and succinct analysis to support regional discussions about prioritized investment, resources, and the impacts of the transportation system on residents and commerce.

Products and Key Dates: Scope (January 2019); Development (April 2019); Launch (TBD pending funding).

4th Quarter Progress:

- Data gathering and analysis.
- Draft findings.
- Engagement strategy development and planning with Communications.
- Internal vetting of drafted indicators.

1st Quarter Objectives:

- External engagement strategy refinement.
- Product development.

Equity Analysis of Transportation Fares, Fees, and Enforcement

Project Manager: Aseal Tineh

Team: Murtha, Hollander, Levine, Schnobrich, and others.

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

Products and Key Dates: Scope (January 2019), data collection and analysis (through June, 2019), outreach, conceptual framework, draft recommendations, and final report (FY 2020).

4th Quarter Progress:

- Completed scope and timeline.



- Developed an outline for part I of the report.
- Began research, analysis, and drafting.
- Began to develop an engagement strategy, including brainstorming a resource group.

1st Quarter Objectives:

- Work on a full draft for part I of the report.
- Organize the resource group and began interviews with others.

AREA 2: Regional Economy

Regional Economic Indicators

Project Manager: Austen Edwards

Team: Cooke, Tineh

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 ON TO 2050. 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. In implementing ON TO 2050, staff will evaluate existing indicators, propose any revisions, and potentially revise the cohort of peer regions.

Products and Key Dates: Rolling annual updates to the regional economic indicators section of the CMAP website with the inclusion of recently acquired data from other regions and analysis of indicators and related data through series of policy updates (Quarterly).

4th Quarter Progress:

- Scoped renovations to Regional Economic Indicators microsite to incorporate planning priorities and principles identified through ON TO 2050.
- Evaluating current indicators and identifying potential revisions.

1st Quarter Objectives:

- Gather and analyze data for proposed indicators. Gather internal feedback.
- Coordinate with Communications and project managers on related data products.

Metropolitan Chicago’s Traded Clusters

Project Manager: Austen Edwards



Team: Cooke

Description: ON TO 2050 called for CMAP to continue analysis of the region's industry clusters. The ON TO 2050 Regional Clusters and Economy snapshot in FY17 applied the U.S. Clustermapping Projects traded and local clusters. This report will further CMAP's understanding of traded clusters, identifying challenges and opportunities related to infrastructure, innovation, and changing skills required of the workforce. The report will include special consideration to the transportation system and land use in areas with particularly high concentrations of traded cluster industries throughout the region. The analysis will include examination of the region's traded clusters including service sector industries, freight and logistics clusters, and manufacturing industries. Staff will engage key economic development partners throughout the development process.

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

4th Quarter Progress:

- Discussed primary findings and recommendations with Economic Development Committee.
- Finalizing draft report, develop accompanying products (data interactive, Policy Update, etc.).

1st Quarter Objectives:

- Coordinate with Communications regarding online and print formats, as well as engagement strategy.

Workforce Trends Brief

Project Manager: Diana Cooke

Team: Edwards, Tineh

Description: The ON TO 2050 plan explores career pathways as one tool for promoting inclusive growth in the region. The report will examine the state of jobs in metropolitan Chicago's economy, with an emphasis on understanding the demographic and geographic components of employment trends. It will consider the role of the transportation system and land use in access to economic opportunities. This brief will help further CMAP's understanding of career pathways through an analysis of current workforce development and educational programs. Specifically, this report will provide data analysis and best practices review to support opportunity jobs.

Products and Key Dates: Scope (December 2018); Policy brief (June 2019).

4th Quarter Progress:

- Project largely on hold due to staffing changes, refined some data gathering tools.

1st Quarter Objectives:

- Project on hold due to staffing changes.

Cluster Drill-Down

Project Manager: Austen Edwards

Team: Cooke, Levine

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. This project will build on the Traded Cluster Drill Down report to improve the region's understanding of industry needs, challenges, and opportunities related to infrastructure, land use, and human capital. The report will also incorporate quantitative and qualitative analysis to further CMAP's policy recommendations related to inclusive growth, prioritized investments, and resilience.

Products and Key Dates: Scope (March 2019). Drill Down Report (January 2020).

4th Quarter Progress:

n/a

1st Quarter Objectives:

- Scoping will begin.

Disinvestment Policy Analysis

Project Manager: Staffing TBD

Team: Scott, Tineh

Description: ON TO 2050 incorporates inclusive growth, resilience, and prioritized investment as core principles of the plan. Promoting new investment and economic activity in the region's disinvested areas – places with persistent loss of businesses, residents, and public and private investment – implements each of these principles by fostering high capacity in communities in areas with existing infrastructure and other assets.

This analysis will expand upon ON TO 2050 work identifying this issue and its geography in the region, and assess new state, local, and regional policies and practices that might have replicability in the region. The project will place a particular emphasis on the role of infrastructure investment to incent development and increase access.

Products and Key Dates: Final report (early 2019). Policy update series on Displacement (February-June 2019).

4th Quarter Progress:

- Conducted empirical analysis on how disinvested communities utilize incentives common to northeastern Illinois
- Conducted stakeholder outreach and interviews, convened staff, and presented to HCD and Coordinating Committees
- Substantially drafted the report.

1st Quarter Objectives:

- Continue engaging stakeholders, and present initial findings to HCD and other committees and stakeholder groups.
- Conduct additional empirical analysis on tax policy and fiscal condition.
- Finalize draft for internal and stakeholder review.

Regional Housing and Development Analysis

Project Manager: Elizabeth Schuh

Team: New policy hire, Scott, Tineh

Description: The ON TO 2050 plan 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. This project will also produce issue briefs on topics of near term interest from ON TO 2050, including the impact of federal housing policy on housing form and tenure, local commute patterns and costs, and assessment of the potential for a transfer of development rights program in the state and region. 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). Issue brief on federal housing policy and its impacts on housing types and tenure in the region (December 2018). Issue brief on transfer of development rights (June 2019).

4th Quarter Progress:

- Published a policy update on regional population trends, in response to April Census PEP data release.
- Published a policy update on subregional trends, applying regional findings from the last several census data releases.



- Most analysis deferred for other agency priorities.

1st Quarter Objectives:

- Scope FY20 whitepaper on the changing nature of retail and freight, and regional transportation and land use implications.
- Develop scope for FY 20 updates

Inclusive Growth Indicators and Updates

Project Manager: Aseal Tineh

Team: Scott, Edwards

Description: The ON TO 2050 plan incorporates Inclusive Growth as one of the three principles of the plan, and proposed a set of kindred indicators to track progress on inclusive growth in the region. This project will enhance the agency's understanding of transportation, economic, demographic, and land use changes in the region as related to inclusive growth. Quarterly analyses via Policy Updates and/or issue briefs will cover trends such as travel behavior, workforce demographics, economic outcomes, and broader demographic shifts. The project will also include analysis of inclusive growth kindred indicators and related data.

Products and Key Dates: Analysis and policy updates on select indicators, related data, and relevant local and national initiatives (quarterly). Annual updates of the ON TO 2050 Inclusive Growth indicators (rolling as data is available).

4th Quarter Progress:

- Continued with policy update on the interaction of EDAs and flood-prone areas.
- Integrate inclusive growth concept and indicators in other indicator projects (regional economy and transportation indicators).
- Updates to inclusive growth ON TO 2050 indicators.
- Inclusive Growth Multi-Year Work Plan.

1st Quarter Objectives:

- Complete policy update on the interaction of EDAs and flood-prone areas.
- Explore Sidewalk Labs data connecting demographics to commute characteristics.
- Brainstorm ideas for a new inclusive growth series of policy updates.

Regional Tax Policy and Governance Analysis

Project Manager: Lindsay Hollander



Team: Edwards, New policy hire, Tineh

Description: This project supports CMAP's commitment to efficient governance and state and local tax policy reform through a series of analyses on the key issues affecting transportation, land use, economic development, and equity in northeastern Illinois. This project will also include ongoing outreach to CMAP partners on governance and tax policy issues, as well as work to incorporate tax policy analysis into local planning efforts. Topics are likely to include an analysis of state tax disbursements, the property tax, and/or other tax policy issues.

Products and Key Dates: The project will be executed as a series of four issue briefs or policy updates to be published in October 2018, January 2019, and June 2019. Assess potential for tax policy campaign with partners (internal memo, Winter 2019). Develop best practices for local economic incentives (brochure, April 2019).

4th Quarter Progress:

- Published Policy Update on how other states encourage local government consolidation.
- Completed effective composite property tax rate mapping

1st Quarter Objectives:

- Scope work on a report on state disbursements to local governments
- Continue to provide analysis for various local planning project as needed.

Multijurisdictional Transportation Impacts of Development Corridors

Project Manager: Lindsay Hollander

Team: Bozic, Edwards, Kenney, Peterson

Description: CMAP has provided a series of analyses on the fiscal and economic impacts of various land use types. An FY 2018 project expanded upon that work by analyzing the transportation utilization and cost impacts of retail agglomerations. That case study analyses assessed transportation network utilization and costs across jurisdictions, with particular attention paid to the costs of cumulative development initiatives. The first report on retail agglomerations will be completed in the beginning of FY18. The next report will focus on industrial corridors will begin scoping in FY 2019, with the goal of producing a final report in FY 2020.

Products and Key Dates: Final Retail Corridors Report (December 2018) Scope of industrial corridors approach (November 2018). Final report (FY2020).

4th Quarter Progress:

- Draft of report completed and reviewed internally.
- Performed analysis looking at the impact of other industries on the roadway network



1st Quarter Objectives:

- Complete report.

Municipal Annexation Policy Analysis

Project Manager: Lindsay Hollander

Team: Beck, Kenney, Seid

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

Products and Key Dates: Final deliverable (TBD).

4th Quarter Progress:

- Project deferred for other agency priorities.

1st Quarter Objectives:

- Project deferred for other agency priorities.

Integration of ON TO 2050 recommendations

Project Manager: Elizabeth Schuh, Simone Weil, and Kristin Ihnchak

Team: Edwards, Elam, Hollander, Phifer

Description: ON TO 2050 outlines a number of policies to advance the region's economy, infrastructure, and communities. While the plan also offers many strategies for implementation, this project will identify opportunities to fully integrate recommendations into various ongoing and new policy work products. This project will also coordinate with the same item in the planning work plan to identify opportunities to more strongly integrate recommendations in local plans.

Products and Key Dates: Internal memo on project revisions (February 2019). Coordinate on proposed initiatives with the ON TO 2050 Integration item in the Local Planning Work Plan (Spring 2019).

4th Quarter Progress:



- Policy and Programming and Local Planning staff collaborated extensively on project evaluation for the 2018 LTA call for projects, ensuring capture of ON TO 2050 priorities in the scopes of the selected projects.
- Staff began developing 3 – 5 year work plans of research, partner coordination, and implementation activities as a follow-up to ON TO 2050.

1st Quarter Objectives:

- Staff continues developing 3 – 5 year work plans of research, partner coordination, and implementation activities as a follow-up to ON TO 2050.

AREA 3: CMAP/MPO Committee Support and Legislative Strategy

State Legislative Analysis and Engagement

Project Manager: Gordon Smith

Team: Weil, Cefali, other policy staff

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

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

Products and Key Dates: State Agenda (November 2018). Monthly Board report, final legislative report (September 2019). Veto session report (TBD). Policy Updates on state legislative issues (ongoing). Fact sheets on GO TO 2040 and ON TO 2050 priorities (as needed). Statewide MPO coalition building (ongoing). Convene General Assembly CMAP coalition (biannually). Convene partners (during sessions). General Assembly Member meetings in Springfield (during sessions). General Assembly Member meetings in-region (ongoing).

4th Quarter Progress:



- Met with legislators to discuss State Agenda, policy initiatives, ON TO 2050 implementation update and related activities and CMAP funding.
- ED and GAS met with 3 of the four legislative caucus leaders.
- Communicated with all members of the ILGA re: Transportation Funding Coalition principals and CMAP's capital funding principals.
- Conducted 2 meetings (1 in house, 1 call in meeting) of the 2019 CMAP Legislative Working Group, to focus on partner's individual legislative initiatives.
- Staff continued to track legislative activities.
- Monitored activity in Springfield.

1st Quarter Objectives:

- Continue to meet in district with legislators and staff to discuss, State Legislative Principles, CMAP policy initiatives, ON TO 2050 implementation activities and agency funding needs.
- Continue legislative tracking activities.
- Begin in district meeting with the ILGA members.
- Begin review of Legislative Framework and Agenda documents for revision and updates.

Federal Legislative Strategy

Project Manager: Melissa Porter

Team: Schnobrich, other relevant staff

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

Products and Key Dates: Federal Agenda (January 2019). Policy Updates on federal legislative issues (ongoing).

4th Quarter Progress:

- Held Congressional Delegation District Directors meeting at CMAP.
- Crafted comments with AMPO and NARC in response to DOT request for regulatory streamlining proposals.
- Monitored FY 19 appropriations bills.



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

1st Quarter Objectives:

- Monitor FY 19 appropriations bills.
- Continue technical assistance and outreach to Illinois congressional delegation and administration officials on relevant legislation and administrative action.

CMAP and MPO Committee Support

Team: Porter, Elam, Manning-Hardimon (policy committees); Elam, Navota, Schuh (coordinating committees); Grover, Cefali, T. Dixon (advisory committees); Beck, Dobbs, Edwards, Ostrander, Scott (working committees); Kane, McMahon, Silberhorn, Weil

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

Products: Agendas, meeting minutes, and supporting materials, for policy, coordinating, advisory, working levels (ongoing). Collect and share information on ON TO 2050 implementation occurring throughout the region at the working committee level (ongoing).

4th Quarter Progress:

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

1st Quarter Objectives

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

ON TO 2050 DEVELOPMENT

Program Management: Liz Schuh

This program completed development of ON TO 2050 in October 2018. A draft plan was released in June 2018, and work in early FY 2019 focused on refining recommendations per feedback, completing all technical processes and documentation, and other work essential to



finalizing and implementing the plan. This work culminated in a presentation of the Draft ON TO 2050 plan to the CMAP Board and MPO for approval in October 2018, setting the stage for the agency's work in the near future. ON TO 2050 builds upon GO TO 2040's foundation and refines major policy objectives in a manner that is supportive of the agency's core land use and transportation functions, as well as identifying new policy directions that are complementary to CMAP's role.

AREA 1: Plan Outreach and Communications

Comprehensive Plan Communications Strategy

Project Manager: Tina Fassett Smith

Team: Ilnchak, Schuh, 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. FY 2019 activities will include finalizing messages and communication strategies for key stakeholders around ON TO 2050, completing required supportive web and print materials, and building media and stakeholder awareness of the plan and engagement opportunities. This project will also overlap with activities in the main Communications and Outreach work program centered on conceiving and executing visual assets (e.g., illustrations, animations, photos, and videos) for the draft and final versions of the plan.

Products and Key Dates: Finalize messaging and communications strategies for plan launch (through October 2018). Promote public comment period for draft plan (through August 2018). Prepare public-facing materials in preparation for engagement around the launch and final plan (summer 2018). Deploy and continually enhance interactive infographics and web mapping tool for layers and interactives (ongoing). Finalize plan website for full rollout to coincide with launch event (ongoing). Carry out other ongoing communication activities to be identified in support of ON TO 2050.

4th Quarter Progress:

- Work with staff to develop engagement strategies with a focus on implementation of ON TO 2050 and CMAP's goal of helping every community in the region prosper.

1st Quarter Objectives:

- Continue to support ON TO 2050 implementation activities as necessary.



Comprehensive Plan Outreach Strategy

Project Manager: Jane Grover

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

Description: The outreach strategy for ON TO 2050 will seek to establish a broad coalition of support among a variety of audiences, including elected officials and local governments, service providers, business leaders, nonprofit organizations, philanthropic stakeholders, community organizations, and others. Specific outreach activities in FY 2019 will include engagement for the plan launch, ongoing community workshops and forums, corporate engagement, development and deployment of an online engagement tool, kiosk deployment, holding a required public hearing, and tracking all contacts and feedback. Engagement to support development of ON TO 2050 will also be used to update CMAP's Public Participation Plan, highlighting meaningful and inclusive outreach. In addition, the outreach team will provide support to project leaders in engagement efforts around specific topics of interest to the planning process.

Products and Key Dates: Draft engagement appendix for ON TO 2050 (September 2018). Support all planning and execute logistics for launch event (ongoing, October 2018). Develop and execute strategy for draft plan engagement (ongoing). Targeted stakeholder and partner engagement (ongoing). Hold required public open houses and hearings (July-October 2018).

4th Quarter Progress:

- Support ON TO 2050 implementation activities.
- Target and recruit broad-based private sector support for specific ON TO 2050 implementation initiatives reflecting the diversity of the region's business community.
- Prepare and present interactive ON TO 2050 PowerPoint presentation, "Helping Communities Prosper".

1st Quarter Objectives:

- Continue to support ON TO 2050 implementation activities as necessary.

ON TO 2050 Launch Event

Project Manager: Mandy Burrell Booth

Team: Grover, Fassett Smith, Silverberg, Silberhorn, Apap, Catalan-Sanchez, Schuh, plus other relevant staff

Description: Building on the work initiated in FY 2018, communications, outreach, and other staff will execute the communications and outreach strategy for the launch of ON TO 2050. This includes strategy around the launch of the draft materials for public comment in June of 2018,



the launch event in October 2018, and the immediate post-launch period. This will include modifying messaging and media strategy, inclusive outreach strategy and activities as needed.

Products and Key Dates: Complete execution of communication strategy for public comment period (August 2018). Finalize launch messaging and promote launch event as outlined in ON TO 2050 launch communications strategy document (August to October 2018). Execute launch event in collaboration with external partners, consultants, and agency staff (October 2018). Follow up with media, partners, and stakeholders as needed during immediate post launch period and begin transitioning messaging more clearly to immediate implementation goals (October to November 2018).

4th Quarter Progress:

- Project complete.

AREA 2: Draft Plan Development

Plan Development

Project Manager: Liz Schuh

Team: Beck, Burch, Day, Edwards, Elam, Hollander, Ihnchak, Irvin, Navota, Weil, Williams-Clark, Fassett Smith, and other relevant staff

Description: In FY 2019, CMAP staff will actively engage committees and stakeholders on the draft plan and respond to substantive feedback on its draft recommendations.

Products and Key Dates: Draft Plan (June 2018, occurs in FY 2018). Revised plan draft (September 2018). Final ON TO 2050 Plan (October 2018).

4th Quarter Progress:

- Project complete.

Regionally Significant Project Evaluation

Project Manager: Jesse Elam

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

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



Products and Key Dates: Prepare draft needs analysis and project benefit report (August 2017). Committee engagement (ongoing). Finalize analysis for Transportation Committee review and adoption (FY19-September 2018). Committee engagement (FY19-ongoing).

4th Quarter Progress:

- Project complete.

Financial Plan Development

Project Manager: Lindsay Hollander

Team: Elam, Schuh, Schmidt

Description: This project updated 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. This project will involve close collaboration with the capital project evaluation.

Products and Key Dates: Meetings with stakeholders and committees (Ongoing through October 2018). Final financial plan and ON TO 2050 appendix (September 2018).

4th Quarter Progress:

- Project complete.

Socioeconomic Forecast and Local Area Allocation

Project Manager: David Clark

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

Description: With consultant support, develop tools necessary to support on-going population forecasting and allocation efforts. FY 2019 activities include finalizing the local allocation of the regional population total based on draft plan feedback. Staff will also assist in development of materials to communicate the results of the regional socioeconomic forecast.

Products and Key Dates: Meetings with stakeholders and committees (Ongoing). Finalize analysis for Transportation Committee review and adoption (September 2018).

4th Quarter Progress:

- Project complete.



Plan Indicators Development

Project Manager: Noel Peterson

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

Description: In FY 2019, this project will finalize indicators for ON TO 2050. GO TO 2040 included 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 assessed both the GO TO 2040 indicators and the kindred indicators in the regional economy and tax policy areas.

Products and Key Dates: Meetings with stakeholders and committees (Ongoing through October 2018). Final indicators and plan appendix (September 2018).

4th Quarter Progress:

- Project complete.

Place-Based Approach: Layers Development

Project Managers: Lindsay Bayley

Team: Apap, Catalan, Daly, 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 finalizes development of the selected layers and associated recommendations. CMAP committees and other stakeholders will continue to be strategically engaged in the development of this approach.

Products and Key Dates: Meetings with stakeholders and committees (Ongoing through October 2018). Final plan appendix (September 2018).

4th Quarter Progress:

- Project complete (other layers improvement is ongoing in other parts of the work plan)

AREA 3: ON TO 2050 Implementation

CMAP Committee Evaluation

Project Managers: Simone Weil

Team: Ihnchak, Levine, Porter, Schuh, Williams-Clark, and other staff as assigned



Description: Following the adoption of ON TO 2050, CMAP committees were revised to aid implementation of the plan. Development of the plan also involved collaboration with numerous stakeholders new to CMAP, many of whom could play a strong supporting role on committees. This project will evaluate the existing committee structure and identify options to fully implement the recommendations of ON TO 2050 and leverage regional expertise.

FY 19 Products and Key Dates: Draft proposal for revised current structure, topics, and membership of the CMAP working committees (November 2018). Final proposal for shifts in the current structure, topics, and membership of the CMAP working committees (January 2019).

4th Quarter Progress:

- Implementation of Board-approved changes and implementation of committee management best practices.

1st Quarter Objectives:

- Implementation of committee management best practices.

COMMUNICATIONS AND OUTREACH PROGRAM

Program Oversight: Kathleen Lane

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

Local Planning Support

Project Manager: Melissa Silverberg and Katanya Raby

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

Description: Communications and Outreach staff will work to build awareness of ON TO 2050 local implementation activities through the Planning department. Manage LTA media and outreach, including liaison with external partners as needed. Prepare communication strategies for individual projects as needed, with involvement of outreach and legislative staff. Partner with LTA staff to generate a quarterly Municipal Matters e-newsletter. Oversee production and quality control of local planning print and web materials, including plans, guides, toolkits, and



other documents developed through the group (e.g., model plans, ordinances, and codes). Provide general communications and outreach support for regional technical assistance products, including managing workflow for production of print and electronic LTA materials. Provide general outreach support for LTA projects, including regular LTA/Outreach coordination meetings, develop resources and in-house training on effective public engagement, support use of outreach tools such as MetroQuest and TurningPoint keypad polling.

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

4th Quarter Progress:

- Wrote and sent a press release about the newly adopted LTA plans approved by the CMAP board in early Q4.
- Began planning a series of fall events, “Small Plans, Big Ideas,” to coincide with the next call for projects.
- Continued to provide ongoing support for LTA through promotional materials and final plans.
- Coordinated and promoted media coverage of LTA projects including the McKinley Park Neighborhood Plan and the Sandwich Planning Priorities Report.
- Continued to meet regularly with LTA staff and create individual plans for new and ongoing LTA projects to organize communications, outreach, social media, and media support.

1st Quarter Objectives:

- Execute engagement strategies for outreach events and for the next call for projects.
- Support internal and external rollout of new branding for planning department programs.
- Work with local planning project managers to develop engagement strategies, message maps, and supporting materials for various projects including capacity building, water, and individual LTA plans.
- Begin scoping and development work to present a few LTA plans in a web-first format.
- Continue providing ongoing support for development of MetroQuest sites and liaison to MetroQuest, while preparing for roll out of Bang the Table in FY19.



- Work with LTA Implementation Team to support implementation activities using the POLCO public engagement platform.

Policy and Programming Support

Project Manager: Mandy Burrell Booth and Cindy Cambray

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

Description: Communications and outreach staff will work with policy and programming staff to build awareness of ON TO 2050 and GO TO 2040 activities at the regional, state, and federal levels. Assist with policy-based media outreach, including liaison with external partners as needed. Prepare communication strategies for individual projects as needed, with involvement of outreach and legislative staff. Oversee production and quality control of programming- and policy-based print and web materials, including drill-down reports, issues-driven content, etc.

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

4th Quarter Progress:

- Continued to support CMAP's work with a group of regional and statewide leaders to secure a new kind of state capital bill for Illinois. Prepared CMAP Executive Director Joseph C. Szabo for an April 29 joint Senate committee hearing in Chicago. Provided media outreach support, including a media release promoting the group's principles. When the Illinois General Assembly approved a new state capital bill, including a motor fuel tax increase indexed to inflation, communications and outreach helped celebrate progress. The work pivoted at the end of the quarter to supporting CMAP staff in assessing the bill and identifying how to tackle remaining policy challenges.
- Finalized a draft full/technical Expressway Vision report by the end of June, to provide to executive staff.
- Deployed sound engagement and messaging strategies during the Regionally Significant Projects amendment process.
- Communicated the successful and early close-out of the My Daily Travel survey in April. A robust and nimble outreach and communications strategy was partly credited with the survey closing more than a month ahead of schedule.
- Helped craft an email that was sent from Szabo to all CMAP partners on May 1, about implementation of the ON TO 2050 principle of Inclusive Growth. The email helped generate a Weekly Update Implementation Spotlight series highlighting partners' efforts to advance Inclusive Growth.
- Supported release and promotion of a number of Policy Updates, including on other states' efforts to support local government consolidation, stagnant international



immigration, new ride hailing data available in Chicago, population growth and decline across the region, and a short update published soon after the state's capital bill was signed into law by the Governor. All updates were either promoted by partners or media, or both.

- Continued to provide strategic communications to advance the policy and programming recommendations of ON TO 2050 through the "Helping communities prosper" campaign. This included ongoing work with staff to hone in on audiences, goals, messaging, and tactics to communicate CMAP projects including our transportation programming work and traded clusters.

1st Quarter Objectives:

- Continue to provide strategic communications and outreach to advance the policy and programming recommendations of ON TO 2050, including rollout of refreshed messaging and a new visual describing CMAP's transportation programming work.
- Continue to develop the Expressway Vision, including how to leverage it—and engage stakeholders in doing the same—to advance key related policy issues.
- Continue to support messaging, report production, and other communications needs for ongoing projects, including the Traded Clusters report, road usage charge white paper, truck routing study, and indicators.
- Continue to support the development and promotion of Policy Updates, while considering refreshed branding for the Updates and CMAP's overall Policy and Programming work.

ON TO 2050 Launch Communications Strategy

Project Manager: Mandy Burrell Booth

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

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

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



through June 2018). Develop adopted plan communications and outreach strategy (November through June 2018).

4th Quarter Progress:

- Working with staff across the agency, promoted ON TO 2050 through the “Helping communities prosper” campaign and brand.
- Internally, provided engagement strategy sessions for specific projects touching every department.
- Externally, ensured the “Helping communities prosper” messaging infiltrated all relevant public-facing messages.

1st Quarter Objectives:

- Develop an ON TO 2050 first-year implementation report and FY2018-19 annual report formatted as a wall calendar, which will tell a monthly story about the value of ON TO 2050 implementation and CMAP’s policy, programming, and planning work.
- Continue to support staff to use clear, concise, and consistent messaging to communicate their work and the agency’s goals.
- Continue to seek speaking engagements, media, and other opportunities to keep the key messages and recommendations of ON TO 2050 central to regional and statewide discussions, with a special emphasis on deploying the agency’s new Executive Director.

Media Relations and Messaging

Project Manager: Tina Fassett Smith

Team: Silverberg, Burrell Booth, Silberhorn

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

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

4th Quarter Progress:



- Updated the [CMAP media archive](#) with all coverage.
- Pitched media stories to the following outlets on the following topics:
 - Announcement of local planning projects – press release followed by local media outreach
 - Announcement of new Executive Director – press release followed by outreach to select transportation reporters at Daily Herald, Chicago Tribune, and Crain’s
 - Demographics analysis – outreach to WBEZ, Chicago Tribune, Crain’s Chicago, Chicago Reporter
 - Capital bill principles – outreach and interviews Springfield NPR, Daily Herald, Chicago Tribune. This included coordinated media efforts with the Mayor of the City of Chicago, the Metropolitan Mayor’s Caucus, MPC, and other partners.
- Fielded media inquiries on a variety of topics for local, regional, and state outlets, including CMAQ, congestion pricing, TNC data, flooding, CMAP’s move to the Old Post Office, and more.

1st Quarter Objectives:

- Continue to expand media relationships with reporters and publications in diverse areas of the region.
- Pitch appropriate media and respond to media requests in a timely manner.
- Continue to update media database in MARCEL.

Graphic Design

Project Manager: Nancy Catalan-Sanchez and Chris Apap

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

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

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



4th Quarter Progress:

- Released RFP for design services and completed procurement and selection process for board approval.
- Continued to work with Expressway Vision team to produce graphics and design for the executive summary report.
- Assisted LTA with outreach materials and/or plans for Montgomery, North Avenue, McKinley, Thornton, Algonquin, Robbins, and Des Plaines.
- Began developing a new look for CMAP with design firm Thirst.
- Completed 40 project requests from our design request form.

1st Quarter Objectives:

- Begin design process for Annual Report/wall calendar.
- Begin design work for rebranding alongside Thirst.
- Host initial Comms training brownbag event for agency, an ongoing quarterly series to keep agency engaged in what our team is doing, and assist in quality control of templates, guides, and software trainings.

ON TO 2050 Imagery for Web and Print

Project Manager: Tina Fassett Smith

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

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

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



4th Quarter Progress:

- Finalized importing and tagging all images from ON TO 2050.

1st Quarter Objectives:

- Respond to requests for graphics in additional formats as needed.

ON TO 2050 Image Galleries

Project Manager: Nancy Catalan-Sanchez and Tina Fassett Smith

Team: Pedersen, Rogus, Bogess, plus other relevant staff.

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

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

4th Quarter Progress:

- Added designed images (infographics, maps, illustrations, etc.) into the photo library.

1st Quarter Objectives:

- Continue to provide trainings on how to upload and search for photos using Adobe Bridge when needed.
- Continue to add designed images (infographics, maps, illustrations, etc.) into the photo library.

Web Administration

Project Manager: Joey-Lin Silberhorn

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

Description: CMAP communications staff is responsible for developing -- and overseeing the development of -- web content using the Liferay content management system and related



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

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

4th Quarter Progress:

- Selected vendor, Omegabit, for website hosting RFP.
- Started discussions and scoping for web development projects in FY20, including homepage redesign and reorganization of the site.
- Worked with consultants on other outstanding website issues, and upgraded hosting servers.

1st Quarter Objectives:

- Continue strategizing and prioritizing web development projects for the next fiscal year.
- Help policy, planning, and programming staff to develop content.
- Continue web content management training for staff as needed.
- Coordinate web activities with media outreach for culminating LTA projects.
- Continue to coordinate with consultants for design tweaks, development debugging, and hosting optimizations.

Digital Content Strategy and User Engagement

Project Manager: Melissa Silverberg and Joey-Lin Silberhorn

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

Description: The CMAP website, along with its accounts on social media platforms Facebook and Twitter, represent the main avenues for any audience to engage with agency work. Communications staff will enhance this engagement by streamlining the look and navigation of the site in FY18, developing and executing promotional strategies based on agreed upon engagement goals, overseeing creation of online content that maximizes user awareness and interaction, collection of online user analytics, and refinement of future strategies based on those analytics. This will include completing an ongoing project to upgrade the website's content management system and to streamline page templates and overall site navigation. It



will also include developing a comprehensive plan for launch of the online (and main) version of ON TO 2050, including plan organization and navigation, theme development, and content needs. Concurrently, Communications staff will work with department leads and subject matter experts to develop promotional strategies and content for the agency's ongoing work and efforts. Quarterly, communications staff will measure user engagement with the website, social media channels, and eblasts (Weekly Update, committee communications, others) to judge whether engagement goals have been met. Promotion strategies will be refined based on related analytics. Many projects will include management of CMAP's design and web consultants.

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

4th Quarter Progress:

- Continued to develop original, engaging content and promote CMAP work for the Weekly Newsletter, social media, and other channels.
- Started working with project managers to revamp their pages to reflect ON TO 2050.
- Develop social media goals and plan for FY20.

1st Quarter Objectives:

- Continue to promote ON TO 2050 and implementation activities across all CMAP channels.
- Continue to work with project managers to ensure their pages are up to date and reflect ON TO 2050.
- Send Municipal Matters newsletter with useful information for municipal partners.
- Work with website team to think about content in developing new web organization and tools.

Data Development Support

Project Manager: Melissa Silverberg

Team: Fassett Smith, Silberhorn, Peterson, Bayley, Cefali plus other relevant staff

Description: Communications staff will assist planning and research and analysis staff in enhancing, expanding, and improving the content and delivery of data products that should be chosen carefully based on maximizing benefits to CMAP stakeholders. Enhancing the Community Data Snapshots will be one activity, with goals including incorporating the local

strategy maps developed for ON TO 2050 and potentially involving design and development resources from CMAP's existing consultants.

Products and Key Dates: Analysis of current data snapshot audience and uses (December 2018). Review of template for enhanced snapshot (March 2019). If needed, create scope of work for website development around enhanced product (March 2019). Preparation of communications strategy for enhanced data product (June 2019). Launch of new product would be in first half of FY 2020

4th Quarter Progress:

- Worked with web development consultants to move story map capabilities to the main CMAP channel and plan for future use of this technology to promote CMAP data products.
- Introduced tools developed for ON TO 2050 to Local Planning staff as part of the conversation about moving local plans online in FY20.

1st Quarter Objectives:

- Meet with Research & Analysis staff to develop an engagement strategy for better promotion of their work, including the CMAP Data Hub and other data products.
- Work with R&A staff to discuss future updates to the Community Data Snapshots.

Broad-Based External Engagement

Project Manager: Jane Grover

Team: Cefali, Cambray, Fassett Smith, Harris, Hyland, Kane, McMahon, Raby, Smith, Szabo, plus other relevant staff.

Description: CMAP depends on a broad and deep base of partners and stakeholders -- in government, business, the nonprofit sector, and in our communities -- to both add value to CMAP's work and to build buy-in for it. In addition, the agency emphasizes broad and deep ongoing public engagement to inform its work. In FY 19, public external engagement will focus on implementation of ON TO 2050 and other agency initiatives, including execution of campaigns to support ON TO 2050's core principles.

Outreach and Communications staff will expand relationships with established partners and identify new partnership opportunities that will include speaking engagements, topical forums, civic events, meeting venues, legislative support, and potential committee members, working with a broad base of CMAP staff to identify and promote these opportunities. Outreach staff will explore convening regional public engagement professionals to share resources, networks, and best practices in inclusive public engagement. Outreach and Communications staff will continue to expand partnerships for student engagement. Outreach staff will continue to identify and support opportunities for the Executive Director and key staff to engage with stakeholders and potential partners in the government, business, and nonprofit sectors, and

collaborate with Executive Staff to strategically schedule external talks that complement CMAP's projects and priorities. Outreach staff will regularly assess the racial, cultural, and socio-economic inclusiveness of its outreach and public engagement process.

Products and Key Dates: Execute corporate and private sector engagement strategy (ongoing). Continue active engagement of community organizations, civic groups, and educational institutions (ongoing). Identify and secure opportunities for external talks by Executive Director and other staff (ongoing). Prepare and finalize Public Participation Plan (July 2018 to December 2018). Expand agency network and targets for private sector and anchor institution engagement (ongoing). Assess the inclusiveness of outreach and public engagement initiatives (ongoing).

4th Quarter Progress:

- Concluded series of six informational focus groups to support transportation funding initiatives; summarized and reported focus group results.
- Continued strategic planning for engagement events to support local planning and ON TO 2050 in FY20, including planning and logistics for six events in Fall 2019.
- Facilitated and participated in ON TO 2050 outreach events with St. Athanasius School, college students from the University of Technology (Jamaica), Cook County Assessor Fritz Kaegi town hall meetings, University of Chicago "Career Trek" event, Metropolitan Family Services youth visit, Antioch Community High School and Lakes High School, two Eisenhower Fellows visits, the Lake County Housing Commission, Downtown Evanston, Lake County Forest Preserve District, Bedford Park Last Mile Mobility Demo Day, Chicago Region Trees Initiative, Chicago Urban League STEM fest, Transport Chicago, H.O.M.E. residents.
- Coordinated agency-wide public engagement activities, resources, and calendars with Communications, Planning, Policy and Programming, Governmental Affairs, Executive Office, and Development.
- Staffed and reported on Councils of Government, Councils of Mayors meetings.
- Supported and promoted public engagement for the successful My Daily Travel survey, which concluded in May 2019.
- Hosted On the Table (Chicago Community Trust) event at CMAP for public engagement professionals group.
- Public Participation Plan: collected, reported, and incorporated public comment into final plan; secured committee and Board approval of the plan.
- Explored new audiences for partnership, ON TO 2050 presentations, and speaking opportunities, including Chicago Architecture Education Network, Pritzker Forum on Global Cities, Proviso Township Ministerial Alliance Network, Women's Transportation Study Urban Street project, and Chicago Latino Network.



- Participated in public engagement peer exchange with R1 Rockford Planning Council.
- Continued to monitor Census 2020 state and regional Complete Count activities, coordinated CMAP involvement, contributed to State and Local Subcommittee of Illinois Complete Count Commission, began research into other MPO support for Census 2020
- Coordinated Expressway Vision presentations to councils of government, transportation committees.
- Managed CMAP's participation in the Women's' Transportation Seminar, Chicago Chapter, events.
- Citizens' Advisory Committee: recruited new members, held June 2019 meeting.
- Continued to expand and deepen the agency's network of allies and advocates, including civic organizations, community groups, municipalities, and the private sector.

1st Quarter Objectives:

- With new agency and department leadership, identify and prioritize public engagement initiatives to support implementation of ON TO 2050 across all departments.
- Continue expansion of CMAP's targeted engagement with community organizations and private sector supporters to support ON TO 2050 implementation initiatives and campaigns.
- Begin to plan public engagement for grade crossing feasibility studies.
- Finalize and implement planning for CMAP's fall implementation events/forums.
- Coordinate agency-wide public engagement activities, resources, and calendars with Communications, Planning, Policy and Programming, Governmental Affairs, Executive Office, and Development.
- Census 2020: monitor state and regional Complete Count activities; contribute to State and Local Subcommittee of Illinois Complete Count Commission; continue research into MPO Census 2020 support; for State of Illinois Notice of Funding Opportunity, if eligible, determine whether to apply, draft grant proposal program.
- Field and coordinate requests for CMAP participation in community, educational, and municipal events.
- Continue to recruit members to the Citizens' Advisory Committee to align with implementation of ON TO 2050 and support CMAP's goals.
- Continue to review the inclusiveness and equity in CMAP's public engagement initiatives.



Corporate and Civic Engagement

Project Manager: Jane Grover

Team: Cambray, Cefali, Harris, Hyland, McMahon, Porter, Raby, Smith, plus other relevant staff

Description: Implementation of ON TO 2050 and its priorities requires support and advocacy of not just CMAP's public partners, but also the region's diverse business interests and corporate anchors. CMAP's private sector partners can provide perspective on challenges regional planning can address and opportunities for implementation and support for prospective campaigns. In FY 2019, CMAP will continue to expand its base of private sector allies and advocates, deepen those connections, seek opportunities to include the private sector in agency initiatives, and track all contacts through MARCEL. Because these relationships are enriched by sharing the full range of CMAP expertise, Outreach staff will include planning, policy and programming staff in private sector engagement activities.

Products and Key Dates: Execute the corporate engagement strategy to build support for ON TO 2050 implementation (ongoing). Identify and secure speaking opportunities for CMAP staff (ongoing).

4th Quarter Progress:

- Continued to identify and generate new corporate contacts at civic and community events and included new contacts in MARCEL.
- Researched and drafted (with Development) strategy for alternative funding sources and structure for CMAP and continued the 501(c)(3) discussion.

1st Quarter Objectives:

- With Chief of Staff and development staff, investigate and develop optimal structure for corporate funding support for CMAP initiatives.
- Update Corporate Engagement Strategy to support CMAP initiatives for implementation of ON TO 2050.
- Expand the agency's network of private sector allies through continual outreach and engagement.

Contacts Management (MARCEL)

Project Manager: Kelwin Harris

Team: Cambray, Grover, Kane, Silberhorn, Raby, plus other relevant staff

Description: Outreach staff created and support the MARCEL contacts management database to harmonize CMAP's extensive network and enable staff to track the timing, nature, and



success of agency engagement efforts, avoid duplication, and expand the agency's network. In FY 2019, Outreach staff will explore and implement enhancements to MARCEL and optimize MARCEL for the new website platform.

Products and Key Dates: Explore and implement enhancements to MARCEL (ongoing). Move MARCEL to new website platform. Track all engagement contacts (ongoing).

4th Quarter Progress:

- Helped transition CRM system to be housed on new agency website (ongoing).
- Tested CRM and continued to advise web development consultant on critical CRM features and fixes along with cost estimates.

1st Quarter Objectives:

- Continue to work with new consultant to port remaining features onto new web platform.
- Deploy updates or bug fixes for further customization and troubleshooting as necessary.
- Continue to grant permissions, educate, and train new staff as needed.
- Manage production of new features with input from staff.
- Researched CRM best practices and engagement strategies with peers at similar MPOs.
- Created timeline and preliminary plan for staff education and usage.

Outreach Reporting and Analysis

Project Manager: Kelwin Harris

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

Description: Outreach and Communications staff will collect, compile, and report on public engagement activities and the input generated through all methods including: kiosks, surveys, MetroQuest, public meetings, keypad polling, and website. Supply reports and analysis of those activities, both qualitative and quantitative as necessary.

Products and Key Dates: Collect and compile public input data and comments on ON TO 2050 public engagement initiatives (ongoing). Support outreach and logging of comments for plan amendments and other activities as needed. Maintain a thorough archive of public engagement activities and input for preparation of CMAP's Public Participation Plan.

4th Quarter Progress:

- Maintained and updated "Activity Tracker" document of outreach prospects and overall outreach activity.



- Collected and reported public comment on Public Participation Plan.
- Recorded, summarized, and reported results of six focus groups conducted to support transportation funding initiative.

1st Quarter Objectives:

- Update website to support any ON TO 2050 amendments, the Programming Department's TIP, and Conformity analysis comment periods.
- Provide feedback and reporting support for additional outreach as needed.

Public Engagement Tools

Project Manager: Katanya Raby and Cindy Cambray

Team: Grover, Harris, plus other relevant staff

Description: CMAP staff use two specialized tools to support and amplify the agency's outreach efforts: MetroQuest and TurningPoint. MetroQuest is a web survey platform used to educate and engage. Most LTA projects include a MetroQuest website customized for the project and its local community. The agency also uses MetroQuest on a regional scale to engage stakeholders and the public on issues ON TO 2050 will address. TurningPoint is an interactive live-polling tool that collects input in public meetings through individual keypads to register survey answers. TurningPoint requires specific equipment and software to deploy. Outreach staff will provide training and support for agency use of MetroQuest and TurningPoint in both LTA projects and regional public engagement initiatives. Outreach staff will continue to explore other cost-effective public engagement tools. In addition, in FY 2019, CMAP will redeploy iPad kiosks in locations throughout the region to support ON TO 2050 outreach and education.

Products and Key Dates: Provide training and support to CMAP staff in MetroQuest and TurningPoint to ensure that they are maximizing those public engagement tools in their projects (ongoing). Assist staff in customizing MetroQuest and TurningPoint for specific projects, including LTA and ON TO 2050 public engagement (ongoing). Continue to explore and test alternative public engagement tools (ongoing). Issue RFP and secure contact for servicing and moving of iPad kiosks (July 2018); monitor and manage deployment of iPad kiosks (July 2018 to June 2019). Develop and issue RFP for online engagement tool for LTA and general outreach use and manage its deployment (November 2018 to June 2018).

4th Quarter Progress:

- Released and successfully processed RFP for procurement of a new online engagement tool resulting in a contact with Bang the Table for both agency-wide and local planning needs.



- Coordinated requests for borrowing of TurningPoint keypad polling equipment and laptop software updates, and renewed the software license from a one-year contract to a two-year contract.

1st Quarter Objectives:

- Plan and begin to implement strategy for roll-out of Bang the Table online engagement tool to primary users and coordinate webpage development to support Bang the Table surveys.
- Coordinate requests for borrowing of TurningPoint keypad polling equipment and laptop software updates.

Youth Engagement and Future Leaders in Planning (FLIP)

Project Manager: Katanya Raby

Team: Grover, Harris, Kane, Silverberg, plus other relevant staff

Description: Outreach will continue to expand CMAP’s engagement of the region’s youth through partnerships with educational institutions and other youth-serving organizations, workshops, and other engagement activities to support education and implementation of ON TO 2050. An important component of CMAP’s direct engagement of the region’s student is FLIP, a leadership development program for high school students that meets for one week in July. FLIP provides students with the opportunity to learn about past, present, and future regional and local planning issues from elected officials, community leaders, and CMAP staff. Through hands-on activities and field trips, students go “behind the scenes” to explore the region’s communities. Session topics are closely related to ON TO 2050 and 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 engage the CMAP Board and others in their learning experience.

Products and Key Dates: Secure contacts and explore engagement opportunities with additional youth-serving organizations, specifically, organizations serving youth in economically disconnected areas (ongoing). For FLIP’s 2019 program: finalize 2019 program application development (January 2019); recruit for 2019 program (January to April 2019); develop program curriculum (February to June 2019); student selection and notification (June 2019). Parent orientation (July 2019); week-long session (July 2019); final presentation (July 2019).

4th Quarter Progress:

- Released the FLIP Summer 2019 application and began recruiting students to participate; partnered with youth-service organizations for program recruiting.
- Developed program curriculum; managed program logistics and procurement.



- Recruited and trained FLIP staff team on the 2019 program.

1st Quarter Objectives:

- Continue to expand network of youth-serving organizations to promote ON TO 2050 and FLIP and participate in regional school events.
- Maintain the relationship with UIC to develop future FLIP boot camps and workshops.
- Execute the FLIP 2019 program.
- Prepared a FLIP 10-year review as a video feature.
- Debrief and evaluate the FLIP 2019 program.
- Incorporate project management tools in planning for FLIP 2020 program.

PERFORMANCE-BASED PROGRAMMING PROGRAM

Program Oversight: Jesse Elam

Prioritized transportation investment through performance-based funding is a major transportation policy priority of ON TO 2050 and GO TO 2040. While these plans recommend new or innovative revenue sources, the larger emphasis for this program is on making more cooperative, transparent, prioritized decisions that promote inclusive growth, using the best evaluation criteria possible. This core program carries out MPO programming functions (CMAQ, Transportation Alternatives, STP) and refines the region’s capacity to evaluate the larger universe of transportation expenditures and needs in northeastern Illinois. It also carries out federal requirements related to performance measurement and the Congestion Management Process.

CMAQ and TAP-L Program Development and Method Refinement

Project Manager: Doug Ferguson

Team: Menninger, Frank, Nicholas, Brown, Ross, Irvin

Description: The Congestion Mitigation and Air Quality Improvement (CMAQ) program and Transportation Alternatives program (TAP) are federal fund sources programmed by CMAP. A joint call for projects for these two programs will be held starting in January 2019, followed by staff evaluation and discussion by CMAP committees. In advance of the call for projects, staff will review the evaluation and prioritization methods to ensure they align with draft ON TO 2050 recommendations and other priorities with committee discussion. This will also include internal processes to incorporate feedback from planning and policy staff on project selection. In



discussion with stakeholders, staff will also implement methodological improvements where needed.

Products and Key Dates: Revisions to methods (ongoing); call for projects released (January 2019). Call for Projects (Jan-March 2019).

4th Quarter Progress:

- Completed evaluation criteria analysis and scored applications submitted during the open call for CMAQ and TAP-L projects.
- Presented the CMAQ and TAP-L applications and their scores to the Bike-Ped Task Force and the Regional Transportation Operations Coalition for review and solicited input on individual applications and evaluation results.
- Began the process of developing the staff recommended program of projects for the CMAQ and TAP-L call for projects.

1st Quarter Objectives:

- Complete the staff recommended program of CMAQ and TAP-L projects for CMAQ Project Selection Committee (PSC) consideration.
- Release the CMAQ PSC recommended program of CMAQ and TAP-L projects for a public comment period lasting until August 16, 2019.
- Draft responses to recommended program public comments for CMAQ PSC consideration.
- Present recommended program for Transportation Committee consideration on September 20, 2019.

STP Shared Fund Program Development

Project Manager: Kama Dobbs

Team: Bozic, Menninger, Murtha, Frank, Brown, Schmidt, D. Ferguson

Description: The local Surface Transportation Program agreement approved in October 2017 includes a new shared fund for municipalities and regional partners to undertake larger, more transformative projects than the Councils of Mayors would be able to fund with their local allotments. Working with the STP Project Selection Committee, this project will define eligibility rules, develop methods for evaluating proposals, and undertake other tasks needed to establish the details of the shared fund. A call for projects will be held starting in January 2019 in conjunction with the CMAQ/TAP call.

Products and Key Dates: Revisions to methods (ongoing); call for projects released (January 2019)



4th Quarter Progress:

- Completed application evaluation and scoring of applications submitted during the call for projects.
- Distributed scores to the STP Project Selection Committee, Council of Mayors Planning Liaisons, and applicant contacts for review and comment.
- Made minor adjustments to scoring based on applicant feedback and began development of the staff recommended Active and Contingency programs.

1st Quarter Objectives:

- None. Program development has been shifted to Transportation Capital Programming.

Establishment of Performance Targets

Project Manager: Martin Menninger

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

Description: MAP-21 set out a new emphasis in the federal transportation program on achieving performance targets. The rule-makings implementing MAP-21's requirements were completed in spring 2017. This project will undertake numerous activities needed to comply with the rules, including calculating baseline performance, recommending targets for committee discussion, and modifying the TIP to include an estimate of how the region's investments will help make progress toward the targets. Additional methodological development is needed to tie investment to target achievement, particularly on transit asset condition, where staff may seek to work with RTA and the service boards to develop a network-level scenario tool to compare the benefits of alternative investments. CMAP will also consider developing policy guidance on tradeoffs between traffic safety and congestion performance.

Products and Key Dates: Calculate performance measure targets (ongoing); refine methods of tying investment to target achievement (ongoing).

4th Quarter Progress:

- Completed analysis of HSP funding.
- Initial analysis of TIP program intersection with IDOT safety tiers.
- Reached out to partners for latest data.

1st Quarter Objectives:

- Update baseline for several measures with new data.
- Refine analysis linking TIP projects to safety measures.



Performance Monitoring

Project Manager: Todd Schmidt

Team: Murtha, Nicholas, Frank, Bozic, Rodriguez, interns

Description: This project oversees the diverse efforts undertaken at CMAP to monitor the performance of the transportation system, including ongoing data acquisition, processing, visualization, and updating of the performance measurement pages on the CMAP website. One purpose is for basic performance tracking through a selection of transportation indicators while another is the continued refinement of the information used to guide project programming. Focus areas will continue to include updating performance measure website with more recent data and visualizations and use of the Regional Data Archive, the National Performance Research Dataset, and IDOT safety data together to understand the impacts of incidents on highway performance. This project also includes development and support of the Transportation Data Archive, which this year will focus on user-friendliness and determining the best approach to archiving transit operations data as well as scoping a potential regional FY 2019 Comprehensive Budget parking pricing study. Traffic signal and non-motorized facility and count field data collection and inventory work will continue.

Products and Key Dates: Update performance measure website (October 2018); Deliver VMT data to IDOT (February 2019); introduce new applications for Transportation Data Archive (June 2019).

4th Quarter Progress:

- Continued grade crossing delay analysis, comparing ICC estimates to CMAP field data. Building off the newly revised method for estimating motorist delay, we gathered more data to determine the number of daily trains at regional crossings – a key piece of information for delay estimates.
- Began collection of 24-hour turning-vehicle classification counts in support of upcoming truck route studies.
- Purchased truck waypoint data for upcoming truck route studies, railroad crossing delay analysis, and highway model validation. The two datasets purchased together give us approximately 200 million truck waypoints for analysis.
- Began processing of probe data (e.g., the National Performance Measurement Research Dataset) to update our bottleneck analysis and other work.
- Other work was deferred pending completion of the prioritized Regional Expressway Vision.

1st Quarter Objectives:

- Begin a regional estimate of motorist delay at highway-rail grade crossings, consistent with the newly revised methodology. This will include an estimate of delay associated with the presence of trains, but will also include a new component of delay at the



crossings not associated with the presence of a train (as when, for example, a truck or bus must by law stop at a crossing).

- Complete update of truck bottleneck analysis. Continue analysis of highway incidents.
- Continue collection of municipal signal data.
- Integration of 2018 bicycle and pedestrian counts into the regional database.

Analysis of Emerging Issues in Transportation

Project Manager: Liz Schuh

Team: Bozic, Menninger, Weil

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

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

4th Quarter Progress:

- Project largely on hold for ON TO 2050 work and City of Chicago task force. Work continues to enhance the IL EPA dataset by adding information on vehicle characteristics, including fuel economy information.

1st Quarter Objectives:

- Moved to Policy Analysis and Development (see Private Sector Mobility Providers Task Force and New and Emerging Trends in Transportation Technology).

Transit Ridership and Capacity Analysis

Manager: Martin Menninger

Team: Bozic, Ross

Description: Following up on work in the transit ridership growth study in the previous fiscal year, this project will analyze transit capacity needs across the system based on expected



growth in usage. Project start depends on completion of efforts to introduce a capacity constraint into the transit assignment process in the travel model in the Research and Analysis program. The project will also follow up with additional details on the analyses carried out in the ridership growth study, likely including an identification of the stations that might benefit most from upgrades.

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

4th Quarter Progress:

- Completed initial model runs for all baseline scenarios.

1st Quarter Objectives:

- Evaluate initial scenario results.
- Reach out to key stakeholders with initial results for feedback.

Pavement Management Pilot Program

Project Manager: Todd Schmidt

Team: D. Ferguson, Manno, Rodriguez

Description: Asset management is a process to minimize the life-cycle asset costs necessary to attain performance goals, providing superior outcomes within constrained budgets. In northeastern Illinois, most of the counties have pavement management systems for their jurisdictional routes. However, the state of the practice is less advanced for municipalities, only half of which indicated they used pavement management systems in CMAP's 2016 municipal survey. Furthermore, data on pavement condition is not collected in a complete database. As part of the new local Surface Transportation Program agreement approved October 2017, the region is to acquire pavement condition data on the local jurisdiction Federal-aid system to use as a factor in funding distribution. This project will have two main tasks: (1) collect or assemble existing pavement condition data for all federal-aid local jurisdiction roads in the CMAP region and (2) complete pavement management asset plans for a select number of municipalities. A final report will include lessons learned and recommendations for continuation of the program.

Products and Key Dates: Procurement and selection of participating municipalities (before FY 2019 begins); complete pavement management plans and final report (June 2019).

4th Quarter Progress:

- Consultant completed 3 municipal pavement management plans.
- Two consultants presented results of pavement management plans to 4 municipalities.
- Received deliverable for task 1: pavement condition data for federal aid eligible roads in the region. Staff working with consultant to resolve issues with deliverable.



1st Quarter Objectives:

- Review and receive final deliverable of pavement condition data for federal aid eligible routes.
- Kick off round 2 of pavement management plans.
- Wrap up remaining 9 municipal pavement management plans from pilot project.
- Work with PMO to select next round of municipalities for pavement management plans funded through SPR grant.

Local Safety Analysis

Project Manager: Todd Schmidt

Team: Nicholas, Frank, interns

Description: As part of the Transportation Performance Management (TPM) program, the Safety Performance Management (Safety PM) requires MPOs to integrate safety goals into the planning and programming process to help meet the safety targets. CMAP completed a safety white paper that identified a number of ways CMAP can incorporate safety into its planning and programming process. One way identified in the paper was to produce actionable safety analysis for communities. First, this project will develop a series of reports that will identify locations that would benefit from roadway safety projects. Next, CMAP staff will conduct outreach to communities that have jurisdiction at the locations identified in the first step to see if and how CMAP can use its resources to assist in securing funding to address safety at the location.

Products and Key Dates: Scope (August 2018), reports (December 2018), outreach (February 2019), HSIP submittal due (TBD).

4th Quarter Progress:

- Obtained usRAP software and coded sample corridors
- Developed network for usRAP software
- Started coding network for usRAP
- Participated in a number of CDOT's Vision Zero meetings and IDOT's Traffic Records Coordinating Committee meetings.

1st Quarter Objectives:

- Complete coding network for usRAP
- Wrap up countermeasure cost estimates that are required for usRAP



- Continue to participate in safety related groups around the region

Regional Intelligent Transportation System (ITS) Architecture Update

Project Manager: Claire Bozic

Team: Murtha, Schmidt

Description: ON TO 2050 identified the need to improve traffic operations. In addition, both county and IDOT partners have identified the need to move from a distributed traffic management center model to a more unified system capable of such tasks as integrated corridor management and coordinated operations response. This will require substantial planning for information collection and flows, the result of which would be a revision to the Regional Intelligent Transportation System (ITS) Architecture. The architecture update will also include the development of more robust concepts of operations, and incorporation of ON TO 2050 goals, objectives, and performance measures in the ITS architecture's planning section. A new element of the ITS architecture will be a document recommending regional communication system implementation standards with a foundation based on research into the region's existing communication infrastructure, emerging communication technologies, and best practices in communications technology implementation. The project will require extensive outreach and coordination with our partners. Procurement of consultant support is expected. A final architecture that includes required documents and a web-based presentation is expected in 2019.

Products and Key Dates: Scope (August 2018), outreach (February 2019 - June 2019), procurement (winter 2018), final architecture update (January 2020).

4th Quarter Progress:

- Pre interview material completed.
- Stakeholder interviews completed.
- Findings memorandum complete.

1st Quarter Objectives:

- Complete interview summaries.
- Complete draft of communications white paper.
- Update ITS Architecture database.
- Presentation to ATTF/RTOC of findings and concepts of operations.

Freight Bottleneck Elimination Conceptual Engineering Analysis

Manager: Tom Murtha



Team: Bozic, Schnobrich, consultant services

As part of the ON TO 2050 Freight Snapshot, truck bottleneck locations were identified in the region on the National Highway System (NHS) using vehicle probe data. Truck bottlenecks occur at locations that consistently experience low travel speeds due to an operational or network deficiency. In addition, excessive delays for motorists occur at some highway-rail grade crossings. This project will focus on grade crossings with excessive delay and on truck bottlenecks that occur off the Interstate system. Many of these locations are on arterials around O'Hare International Airport, the southwest side of Chicago, and the southwest part of the region in Will County. For this project, CMAP would dig deeper into CMAP's grade crossings (building off of previous CREATE work) and truck bottleneck locations. The engineering study will first determine if there is a roadway deficiency. Next, the study will develop possible solutions to eliminate the delay. The firm, with CMAP staff assistance, will explore ways of incorporating the results of the study into CMAP's programming activities, including working with CREATE partners.

Products and Key Dates: Scope (January 2019, dependent on further prioritization of Regional Strategic Freight Plan follow-up), Procurement and selection of engineering firm (third and fourth quarters of FY2019).

4th Quarter Progress:

- After being unsuccessful at hiring an engineer to manage this project, we determined to proceed with the project using existing staff.
- Began work on an RFQ for the grade separation feasibility analysis.
- After multi-agency consultation, we arrived at a consensus on the list of priority grade crossings for analysis.

1st Quarter Objectives:

- Complete the development of project scope.
- Consult with local and regional agencies to develop a list of grade crossings to advance to feasibility studies of separations.

AREA 2: Vision for the Northeastern Illinois Expressway System

Project Oversight: Jesse Elam

Team: Schmidt, Bozic, Irvin, Menninger

In cooperation with the Illinois Department of Transportation (IDOT) and the Illinois State Toll Highway Authority (Tollway), CMAP is developing a vision for the northeastern Illinois expressway system. The document will be a comprehensive, planning-level examination of the



investments and management strategies needed to improve the condition and performance of the expressway system, including corridor recommendations supported by conceptual engineering and order-of-magnitude cost estimation. The project will also include estimating revenue from tolling and value capture as well as solutions for traffic diversion impacts. The study will also evaluate policy changes needed to effectively operate a cohesive, multi-modal regional transportation system. The objective is to take a fresh, innovative look at the expressways and chart a bold, long-term course for the system, regardless of ownership, that future IDOT and Tollway capital programs and operating policies can draw from.

Goal Development

Project Manager: Tom Murtha

Team: Grover, Schuh, Ihnchak, Elam, Bozic

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

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

4th Quarter Progress:

- Goals were included in the technical document prepared for review in the fourth quarter.

1st Quarter Objectives:

- Obtain review and comment for the project's technical report.

Trends and Emerging Strategies

Project Manager: Tom Murtha

Team: Irvin, Elam, Bozic, Schmidt

Description: This task will first identify a shortlist of trends and emerging strategies to consider – such as vehicle and communications technology, transportation funding and financing, climate, freight demand, land use change, etc. – then characterize the most likely future conditions, by corridor where applicable, and potential responses to these trends. This project will utilize consultant services. The CMAP committees will also be asked to review and comment on the findings. The public will also be asked to comment on trends during planned



public engagement activities in summer 2017, but CMAP staff will be responsible for undertaking that engagement. The consultant deliverable will be a memo that becomes a technical appendix.

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

4th Quarter Progress:

- The Trends and Emerging Strategies technical memo had been completed by CH2M, our consultants, earlier this year. The results were checked and included in the project's technical report, where appropriate. In the fourth quarter, the technical report was prepared for review.

1st Quarter Objectives:

- Obtain review and comment for the project's technical report.

Corridor Recommendations and Implementation

Project Manager: Tom Murtha

Team: Bozic, Grover, Irvin, Menninger, Elam

Description: The core of the project will be translating existing performance, expected trends, desired goals, and policy considerations into innovative recommendations for specific corridors. Given the short timeline of the project, these recommendations will be conceptual in nature but should include a discussion of how well each responds to the goals and objectives identified through public outreach. It is expected that the plan will focus on approximately 15 expressway corridors of 5 – 10 miles each, with some corridors receiving more in-depth treatment than others. Conceptual engineering will include operational and construction feasibility review, along with order-of-magnitude total project cost, for roadway, freight-specific, and transit elements. This task includes an outreach element in the form of open houses on the corridor recommendations, with organizational support from CMAP staff, as well as soliciting feedback from the CMAP committees and Councils of Mayors. Lastly, this task will consider actions needed to accomplish the projects in the Vision. This includes recommended delivery vehicles for the corridor projects. If significant federal and state legislation, interagency agreements or policy changes are required to accomplish any of the proposals in the Vision, these changes will be included as recommendations. Under this task, furthermore, the consultant will consider how to include projects in ON TO 2050 and how to stage the projects for implementation.

Key dates: Dependent on consultant schedule.

4th Quarter Progress:

- Finalized cash flow analysis.



- Incorporated corridor and implementation recommendations into the project’s technical report.

1st Quarter Objectives:

- Obtain review and comment for the project’s technical report.

Benefits and Revenue

Project Manager: Claire Bozic

Team: Murtha, Heither, Elam, Schuh

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

Key dates: Dependent on consultant schedule.

4th Quarter Progress:

- Finalized cash flow analysis.
- Incorporated this work into the project’s technical report.

1st Quarter Objectives:

- Obtain review and comment for the project’s technical report.

Communications Strategy

Project Manager: Mandy Burrell Booth

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

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

Key dates: Vision document (first half of 2019).



4th Quarter Progress:

- Completed a draft of the project's technical report, including working with CMAP staff, CH2M, and Urban Lab to prepare necessary graphics.

1st Quarter Objectives:

- Engage stakeholders.
- Obtain review and comment for the project's technical report.

RESEARCH AND ANALYSIS PROGRAM

Program Oversight: David Clark and Craig Heither

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, including the development and refinement of methodologies to measure the key principles of inclusive growth, resilience, and prioritized investment.

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

This program also serves CMAP's longstanding commitment to preparing regional forecasts and modeling analyses to support transportation, land use, and environmental planning. In addition to maintaining standard modeling procedures essential to regional program and plan evaluations, this program implements CMAP's strategic plan for advanced model development in response to priority policy analyses and comprehensive regional planning questions established by ON TO 2050. Major focal points for this core program are development of a land use model and conducting a new regional household travel survey.

Regional Inventories

Project Manager: David Clark

Team: Brown, Dryla-Gaca, Morck, Pedersen, Peterson, 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 FY19 is the development of additional datasets necessary for successful implementation of a land use model. Also for FY19 are the continued development of the Local Technical Assistance data archive, as deployment of a multi-agency assemblage of bicycle count data, and preparation of an updated regional map for external distribution.

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

4th Quarter Progress:

- Land Use Inventory: Production of the 2015 Update has begun with summer interns. Round 1 (review of flagged residential parcels) 50% complete.
- Community Data Snapshots: Completion and release of the “2017” set (based on 2013 – 2017 ACS) on the CMAP website, with raw data posted on the CMAP Data Hub.
- Development Database: Continued data entry, focusing on Tinley Park, Bolingbrook and Romeoville. Contacted staff in Orland Park, Tinley Park and Bolingbrook to set up meetings. Began review of Metrostudy records post-2015. Posted quarterly snapshot to CMAP data library.
- New Regional Map: All cartographic work has been completed.
- Employment Data: Submitted revised internal controls questionnaire to IDDES so that we can continue to receive ES-202 data.
- Sidewalk Inventory: Production completed; QA underway. Draft of user documentation completed.

1st Quarter Objectives:

- Land Use Inventory: Complete round 1 (residential) and round 2 (non-residential) work on the 2015 Update. Begin QA and provide pre-release versions where requested to support LTA projects.
- Development Database: Continued review and update of records. Hold on-line development review meetings as they are scheduled.
- Employment: Begin work on 2017 employment estimates pending approval of new internal controls procedures requested by IDDES.
- New Regional Map: Communications team adds non-cartographic elements to finalize layout.



- Sidewalk Inventory: Finish QA and documentation, post on CMAP Data Hub.
- Highway Traffic Signal Inventory: Begin processing data provided by municipalities in 2018.

Data and Information Services

Project Manager: David Clark

Team: Matthews, other staff as assigned

Description: Internal Data Library (Matthews): Maintain in-house collection of public datasets; coordinate with staff on acquisition/cataloging of updated datasets and archival of obsolete datasets; pursue new public data acquisitions based on agency needs and available resources. Ensure documentation of all regularly collected datasets on the CMAP Wiki (Matthews). Data-Sharing Hub (Clark): Maintain CMAP Data Hub, posting new, historical, or updated datasets as they become available; coordinate maintenance activities with IT. Other (Hallas/Clark): Maintain status as Census State Data Center (SDC) Coordinating Agency and render assistance to SDC Lead Agency as time and resources permit. Ensure compliance with Census Bureau policy on embargoed data releases (Matthews). Respond to Developments of Regional Importance (DRI) requests.

Products and Key Dates: Acquire, process, and document public and CMAP-created datasets on internal Data Depot (ongoing). Populate Data Hub with agency datasets as they are released or updated (ongoing).

4th Quarter Progress:

- Internal Data Library: The latest Community Data Snapshots series was posted in the CMAP data library, and an archive was created to make data from all earlier releases accessible to staff. Also posted were updated IDNR Heritage datasets along with the 2018 vintage population estimates from the Census Bureau's Population Estimates Program.
- Data-Sharing Hub: Data for the most recent Conformity Analysis (2019 Q1) was posted in April. In June the latest set of Community Data Snapshots (CDS) raw .csv tables were posted, along with archived sets of earlier CDS releases.
- Other: Ongoing discussions with Outreach and Governmental Affairs staff regarding strategies for assisting the Census Bureau and local groups in Complete Count efforts. Discussions with State Data Center counterpart at NIU on strategies for reviving the Illinois State Data Center network.

1st Quarter Objectives:

- Internal Data Library: Prepare a new internal data and information services survey. Continue to acquire data following the public data acquisition calendar schedule;



continue to develop wiki pages for those public datasets that currently lack one. Assist staff in acquiring/documenting datasets not currently in the CMAP data library.

- Data-Sharing Hub: Add new datasets and update recurring datasets as they become available.
- Other: Continue to work with Outreach and Governmental Affairs staff to assist with Complete Count and other Census activities.

Regional Land Use Model Development

Project Manager: David Clark

Team: Peterson, Heither, other staff as needed

Description: Continue development of a land use model capable of generating localized estimates of forecast population and employment distribution based on market, accessibility, land use, and demographic factors while allowing for policy-based scenario testing. FY 2019 activity will focus on consultant management, model design, and estimation, with training of relevant staff and development or enhancement of necessary datasets (in coordination with Regional Inventories).

Products and Key Dates: Data development (including enhancement of existing datasets) completed by Q4. Model design and estimation throughout FY 2019. Testing and calibration (late FY 2019, continuing into FY 2020).

4th Quarter Progress:

- CMAP tasks: Ongoing development of parcel, building, and employment data required for model estimation. Delivered updated/improved set of model inputs for Lake County and used documented approaches to streamline development of Cook and DuPage sets.
- UrbanSim (consultant) tasks: Incorporated updated Lake County data (including zoning and synthetic population). Update/refinement of modeling infrastructure and code. Enhancement of UrbanCanvas interface including refinement of data uploaders and validators.
- Communication & coordination: Bi-weekly online meetings to review progress and outline next steps.

1st Quarter Objectives:

- CMAP: Deliver initial set of model input data for Cook, DuPage, and Will Counties. Perform QA on region-wide zoning data. Begin work to convert CMAP Development Database records to “pipeline” development inputs. Collect data for 14-county surrounding region as inputs for lower-resolution external modelling area.



- UrbanSim: Continue to develop notebooks and code for data validation and model estimation.
- Communication & coordination: Continued online check-ins to discuss data requirements and model development progress.

Regional Indicators

Project Manager: Noel Peterson and Brittaney Harkness

Team: Silverberg, Silberhorn

Description: Develop dashboards and tools to track ONTO 2050 Regional Indicators, make them more accessible to stakeholders, and make them useful for decision making in a local government context. This will include support for the development and refinement of measures for the plan’s key principals of inclusive growth, resilience, and prioritized investment; updating and improving community data snapshots; and exploring new types of static and interactive visualizations.

Products and Key Dates: Improved Community Data Snapshots (November 2018). Scope and timeline (March 2019). Prototype Inclusive Growth dashboard (June 2019). Regional dashboard (FY20).

4th Quarter Progress:

- Updated 14 ON TO 2050 indicators with latest available data, bringing the total number of indicators updated since plan adoption in Q2 to 23 (of 47).
- Published community-level measures of nine ON TO 2050 indicators in the June 2019 set of Community Data Snapshots.

1st Quarter Objectives:

- Update ON TO 2050 Regional Indicators, as new source data becomes available.
- Continue researching options for indicator dashboard interfaces, in coordination with staff working on Transportation Indicators, Regional Economic Indicators, and Inclusive Growth Indicators and Updates projects (under the Policy Analysis and Development Program).

Advanced Travel Model Implementation

Project Manager: Craig Heither

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

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 the region's first comprehensive plan incorporate advanced agent-based and microsimulation techniques, which provide more robust sensitivity to analyze the policy objectives of ON TO 2050. FY 2019 is the first year staff will begin implementing CMAP's updated vision for developing advanced analysis tools and leveraging third-party system performance and travel behavior datasets. Major tasks for the fiscal year are to continue developing the scenario analysis capabilities of the freight forecasting model, to continue conducting model calibration and validation activities using newly-available datasets, and to begin exploring analysis opportunities for a dynamic traffic assignment tool. This project will also promote and support the use of existing advanced modeling products among partners and ON TO 2050 implementation efforts.

Products and Key Dates: Develop and implement advanced modeling tool procedures and input datasets (On-Going). Complete supplementary activity-based model validation analyses (April 2019). Evaluation of dynamic traffic assignment opportunities (June 2019).

4th Quarter Progress:

- Activity-Based Model:
 - Continued finalizing template of ABM calibration and validation report using GitHub pages. Finalized interactive mapping applications and chart options.
 - Conducted a brownbag for staff on the data visualization activities and methods being used.
 - Tested, evaluated and implemented revised procedures to reduce the runtime of the model. Investigated a competing piece of ABM software for its potential application at CMAP.
- Freight forecasting:
 - Tested and implemented updated firm synthesis code that scales industry employment based on the Quarterly Census of Employment and Wages.
 - Finalized import/export commodity value adjustment to account for missing industries. Updated industry-commodity crosswalk to account for missing construction employment.
 - Continued coordination with USDOT freight model consultants on model improvements and updates.
- Completed some test runs of dynamic transit assignment software CMAP has to begin investigating its potential to provide useful level of service metrics not available through the standard modeling software.



1st Quarter Objectives:

- Activity-Based Model:
 - Post final ABM calibration/validation report to agency website. Complete ABM documentation update.
 - Continue evaluating improvements to increase the flexibility and efficiency of the model.
- Freight forecasting:
 - Review and test updated national supply chain model code from the national consultants.
 - Finalize development of model calibration data files. Begin calibration of the national supply chain model.

Travel and Emissions Modeling

Project Manager: Nick Ferguson

Team: Heither, Bozic, Rodriguez, N. Peterson, Buchhorn

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. Complete all procedural updates required to migrate the trip-based travel demand model to use a finer-grained modeling zone system.

Products and Key Dates: Validated regional travel demand model and documentation (ongoing). Air quality conformity analyses (scheduled twice annually). Incorporation of finer-grained modeling zone system and associated procedures into modeling scheme (June 2019).

4th Quarter Progress:

- Compiled current toll rates for all Illinois Tollway, Chicago Skyway, and Indiana Toll Road plazas into a highway network correspondence file and updated MHN tolls.
- Finished testing stochasticity reduction methods and applied them to c19q3 model version.
- Began GTFS processing improvements for transit network itinerary update.

1st Quarter Objectives:

- Develop public web repository for trip-based model code.



- Continue GTFS processing improvements for transit network update.
- Begin evaluating current transit assignment methods by comparing results to O-D surveys from transit agencies.

Transportation Modeling Services to Regional Partners

Project Manager: Jose Rodriguez

Team: Heither, Bozic, Cruise, Schmidt

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

Products and Key Dates: Complete small area traffic forecast requests (ongoing). Provide travel modeling assistance and scenario testing to regional partners' major project studies (as needed upon request). Continue expanding intersection traffic count data stored in internal Traffic Forecast Mapping Tool and explore options to develop an external-facing tool (ongoing).

4th Quarter Progress:

- **Small Area Traffic Analysis:**
 - Completed 75 traffic projection requests for year 2050 ADT (ONTO 2050, March 2019 conformity) from April 1 to June 30.
 - *Regionally Significant Projects-* I-190 EB – Bessie Coleman Dr to I-294 (Thru + Weaving Lanes) and (former Elgin-O'Hare Expy) IL 390 @ US 20 (West Terminus) - add direct EB and WB Ramp Access from/to County Farm Road
 - *Intersection Improvements-* Roberts Road (2): @ 87th Street (Hickory Hills) and @ 111th Street (Palos Hills), IL 7 @ IL 53 (Romeoville), US 52 @ Shorewood Drive (Shorewood), Park Boulevard @ Devon Ave and @ Pierce Rd (Itasca)
 - *Local Planning Supportive Projects-* Geneva, Mill Race Inn Area, Fox River near IL 38 @ IL 25; Mount Prospect, 97 Apartment Unit Development, Central @ Main (IL 83); School District 209, Proviso East / Proviso Math & Science Campus Capital Improvements



- **Travel Modeling Assistance to Partners:**
 - South Lakefront Framework Plan Submitted Final Memorandum featuring Year 2050 ADT under No-Change, Capacity-Removal Only, and Full Improvement scenarios to CDOT for Federal EPA and National Park Service reviews, May 3.
 - Lake County /Tri-County Access Area: Expanded analysis of alternate build/no-build scenarios for IL 83/IL 137 (from Petite Lake Rd to US 45) plus initiated analysis of Buffalo Grove Road/Fairview Drive add-lane expansion using current C19q1 conformity, notable for expanded number of TAZs.
- **Field Data Collection:**
 - Completed remaining Kane County and Cook County Sidewalk Inventory segments, corrected small link geography errors and began entry of non-paved footpaths.
 - Test-coded corridors in south suburbs and Chicago West Side for US Road Assessment Program (US-RAP) Safety Inventory.
 - Obtained 24-hour gate-down time data at 6 at-grade intersections in SW side of Chicago and Dolton. 3 locations are grade separations and 1 is near interlocking improvement proposed in CREATE program.

1st Quarter Objectives:

- **Small Area Traffic Analysis:**
 - Continue fulfillment of SATF forecast requests, with March 2019 conformity network (July – September 2019); 2050 ADT updates expected to continue.
 - Continue support of intertwined IDOT and locally-derived Arterial/RSP projects in Will County (I-80 auxiliary and managed lane, I-55 interchanges) as requested.
 - Continue support of CDOT Regionally Significant Projects (South Lakefront, North Branch Area, North Lake Shore Drive).
 - Finalize/Document findings of IL 53/IL 120 (Tri-County Access) Alternative Analyses (IL 83/137, Buffalo Grove Road).
- **Transportation Data Archive:**
 - Obtain 2018 Intersection Count sets from IDOT and convert to .csv usable format.
 - Develop improved Traffic Forecast CMAPGIS based Traffic Tool to focus on 2040 and emerging 2050 results and include .csv-enabled IDOT 24-hour counts.



- **Field Data Collection:**
 - Complete 24-hour intersection traffic counts at additional locations for CDOT Southwest Side (I-55 corridor) Freight Studies (July – August).
 - Code road segments for US-RAP road safety inventory (July - August).
 - Complete footpath and edit of excess link geography, Sidewalk Inventory.

Household Travel Survey Update

Project Manager: Craig Heither

Team: N. Ferguson, Frank, Matthews, Elam, Outreach staff, consultant services

Description: This project is the second year of a multi-year effort to conduct a new household travel and activity survey (My Daily Travel) in the region. This represents the largest-scale data collection effort that CMAP undertakes and the data gathered will be used to estimate and calibrate the agency’s travel demand models to reflect the current travel patterns of the region’s residents. The data also help CMAP meet federal requirements including certifying that the regional transportation plan is consistent with current and forecasted transportation and land use conditions and trends. Major tasks are to complete survey data collection in the fall of 2018 and spring of 2019, representing the two data collection periods of the survey.

Products and Key Dates: Launch core travel survey (August 2018). Complete first data collection period (November 2018). Receive interim data file deliverable of first data collection period for internal review (December 2018). Complete second data collection period (May 2019).

4th Quarter Progress:

- Completed survey data collection. Implemented revisions to agency and survey websites to reflect survey status.
- Provided comments on survey data weighting methodology memo. Provided comments on final report outline. Developed letters to participating school districts to accompany incentive payments.
- Consultants continued processing survey data for development of final dataset. Staff continued review of interim data deliveries for data quality and completeness.

1st Quarter Objectives:

- Continue processing survey data for development of final dataset. Continue evaluating quality and completeness of survey data collected, with a focus on data processing for transit itineraries, and toll rates.



- Receive final memos detailing the survey data weighting methodology and describing the benefits and challenges of moving to a recurrent household survey framework that operates more frequently than once a decade.
- Draft final project report.

Quality Assessment Tool Development for Modeling Inputs

Project Manager: Aaron Brown

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

Description: This project focuses on the creation of GIS procedures and other automated methods to assist CMAP staff in maintaining and developing modeling tool input databases. These methods will ensure that the datasets required by increasingly sophisticated analysis tools meet quality standards and are consistently maintained. This project will also develop a set of template tools that can be used to display and evaluate the quality of modeling input datasets, which should result in new ways to visualize model calibration and validation data. Major tasks for the fiscal year include continuing refinement of the procedures that run the agency's bicycle switching model used for CMAQ project evaluations, development of improved GIS procedures to reflect travel demand model transit service availability, and development of a modeling zone input data evaluation scheme.

Products and Key Dates: Bicycle switching model refinements (January 2019). Preliminary templates to evaluate zonal travel demand model input data for internal review (June 2019).

4th Quarter Progress:

- **Bicycle Switching Model:**
 - Completed evaluation of CMAQ\TAP bicycle projects.
- **Model Input Validation:**
 - Created an interactive prototype visualizing the spatial distribution of various modeled household types vs. observed households.
 - Work for this project will continue in FY20 under the Data Visualization Application Development project for Policy and Programming.

Modeling and Performance Data Visualization Prototype

Project Manager: Brittaney Ross

Team: Brown, Schmidt, Heither, Elam, Levine

Description: This project focuses on the presentation of complex modeling and analysis results in an informative way. The goal is to demonstrate that the voluminous amount of data being

output by sophisticated analysis tools or stored in archived system performance databases can be distilled into useful information to inform policy decisions. This project will develop two prototype applications as proofs-of-concept: one to explain the results of freight modeling scenario testing, and a second one to clarify roadway system performance data stored in the Regional Transportation Data Archive. Data visualizations will be designed with the ultimate goal of making them external facing.

Products and Key Dates: Regional Transportation Data Archive prototype (January 2019). Freight model scenario comparison prototype (June 2019).

4th Quarter Progress:

- **Freight Scenario Comparison Prototype:**
 - Developed prototype using R Flex dashboards to visualize and compare commodity flows for two freight scenarios.

Work for this project will continue in FY20 under the Data Visualization Application Development project for Policy and Programming

Data Visualization Application Development

Operational managers: Aaron Brown and Brittaney Harkness

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

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

1st Quarter Objectives:

- Develop a literature review of programming libraries and other open-source visualization tools applicable to CMAP visualization products
- Continue development of specific reporting & visualization templates for planning and/or modeling datasets.



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

Project Manager: Craig Heither

Team: Bozic, N. Ferguson, Peterson

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

Products and Key Dates: Detailed project work plan (3rd quarter). Processed travel survey data suitable for model estimation (4th quarter).

1st Quarter Objectives:

- Develop and release RFP.

TRANSPORTATION IMPROVEMENT PROGRAM (TIP)

Program Oversight: Teri Dixon

The purpose of the TIP is to establish and implement a short-range transportation program implementing the long-range transportation goals identified in ON TO 2050. 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 ON TO 2050, and moves the region toward performance-based programming.

Federal, state, and local laws, policies and regulations are monitored and evaluated to ensure CMAP's TIP satisfies these requirements. The region is required by federal law to develop and maintain a fiscally constrained TIP which, together with the fiscally constrained major capital projects in ON TO 2050, conforms to the State Implementation Plan (SIP) demonstrating how the region will attain national ambient air quality standards.



Transportation Improvement Program (TIP) Development and Management

Project Manager: Kama Dobbs

Team: Dixon, Kos, Ferguson, Maddux, Pietrowiak, Zubek

Description: Work with stakeholders in the region to align the TIP with ON TO 2050. Develop and use reporting tools to support project choices implementing ON TO 2050 and performance-based programming. Manage TIP project entry and changes and process TIP change approvals through CMAP committees. Produce the annual obligation report documenting expenditure of funds and progress of capital projects in the region.

Products and Key Dates: TIP with updates and amendments (as needed); TIP documentation including maps, fiscal marks, general public brochures, training materials/courses, and web pages (ongoing); annual obligation analysis report (October 2018); chart analysis of expenditure information to identify spending trends (Nov 2019); fiscal marks (November 2018); FFY2019-2024 TIP document (October 2018); digitized catalog all TIP/MPO related information (June 2019); Agendas, meeting minutes, and supporting materials for the Transportation Committee (as needed, approximately 8 times per year).

4th Quarter Progress:

- **TIP with Updates and Amendments:**
 - Regular reviews of TIP updates and amendment requests from programmers and programmer assistance continued. Two formal amendments to the TIP (19-05 and 19-06) were approved by the Transportation Committee, IDOT, FHWA and FTA.
- **TIP Documentation:**
 - No activity this quarter.
- **Analysis of Expenditure Information to identify spending trends:**
 - No activity this quarter.
- **Annual Obligation Analysis Report:**
 - Data collection and analysis for the FFY 2018 obligation report continued.
- **Fiscal Marks:**
 - No activity this quarter.
- **Catalog of TIP/MPO information:**
 - No activity this quarter.
- **Transportation Committee Support:**



- The committee met twice this quarter (April 26 and June 7). In addition to approving TIP amendments, the committee recommended MPO Policy Committee and CMAP Board approval FFY 2019 FTA funding allocations, CMAP's FY 2020 Unified Work Program, and CMAP's Public Participation Plan.

1st Quarter Objectives:

- Assist programmers with the completion and submittal of TIP change requests and process the two regularly scheduled TIP amendments (19-07 and 19-08) for Transportation Committee consideration in August and September.
- Process the semi-annual conformity amendment (19-09) in coordination with the semi-annual conformity analysis, and release for public comment from August 2 to September 3. Prepare comment responses as needed and present the analysis and amendment to the Transportation Committee for recommendation of approval to the MPO Policy Committee.
- Coordinate development of updated TIP summary documents with the Communications team.
- Continue providing eTIP user training to programmers throughout the region.
- Identify federal fiscal year (FFY) 2020 state and regional resources, including those resources carried forward from past FFYs and develop FFY 2020 programming marks for inclusion in the eTIP database.

Conformity of Plans and Program

Project Manager: Russell Pietrowiak

Team: Bozic, Dixon, Heither, Kos

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 2015.

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 within the budgets established in the Illinois Environmental Protection Agency's State Implementation Plan (SIP). As part of the transportation planning and programming process, the impact of proposed transportation activities on the region's air quality is evaluated. This evaluation, called a conformity analysis, is submitted to the U.S. Environmental Protection Agency for 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. Staff provides support for the development of SIPs.



Products: ON TO 2050/TIP conformity analyses (as needed, generally twice a year); Updated data and methods used in conformity analyses (On-Going); 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).

4th Quarter Progress:

- **ON TO 2050/TIP conformity analyses:**
 - In June TIP changes were submitted by programmers and reviewed by staff for the ON TO 2050/2019-2024 TIP Conformity Analysis and TIP Amendment 19-09.
 - Prior to TIP amendment 19-09 opening up for TIP changes training/information regarding conformity in the TIP was presented to the PL's as part of their ongoing TIP training.
- **Updated data and methods used in conformity analyses:**
 - Provided data inputs for MOVES modeling to the IEPA and LADCO to be used as part of the new SIP and Motor Vehicle Emissions Budget (MVEB) development. Specifically information regarding vehicle population was discussed with US EPA and LADCO.
 - CMAP participated in the AMPO air quality working group 2 day meeting in Atlanta in April in which data quality issues, specifically with passenger cars, SUV's, pickup trucks, and long haul trucks were discussed.
 - Attended a Midwest air quality summit put together by LADCO in April.
 - Continued to review and update various data sources, inputs, and outputs that are used in emissions modeling.
- **Analyses of air quality issues for regional decision-makers:**
 - Continued monitoring the South Coast Air Quality Management District vs EPA ruling court decision as it may impact the 8-Hour Ozone designation for the region and potentially our Motor Vehicle Emissions Budget and emissions modeling.
 - Continued to follow a lawsuit challenging the attainment status of McHenry County under the 2015 Ozone NAAQS.
 - Provided an update on current issues regarding conformity and air quality to the transportation committee in June.
 - Staff has continued attending IDOT's monthly FHWA-BDE coordination meeting to be proactively engaged with implementers regarding projects that are or will need to be conformed.



- **Mobile source greenhouse gas emissions estimate to support other agency work:**
 - Monitored federal actions with respect to criteria pollutants and greenhouse gases.
- **Tier II Consultation Team Support:**
 - No activity this quarter

1st Quarter Objectives:

- **ON TO 2050/TIP conformity analyses:**
 - Moves modeling for the TIP amendment 19-09 will take place in July. In August the Transportation will be asked to release TIP amendment 19-09 for public comment period in August with final MPO consideration for approval at the MPO Policy Committee in October.
- **Updated data and methods used in conformity analyses:**
 - Continue to review and update various data sources, inputs, and outputs that are used in emissions modeling.
- **Analyses of air quality issues for regional decision-makers:**
 - The AMPO Air Quality working will next meet November. In preparation for this meeting members will be asked to comment and provide information on a variety of working papers, one of which is the conformity process used by various MPO's.
 - A new Motor Vehicle Emissions budget may be ready for review in August. Staff we need to evaluate the new budget to be used for conformity.
 - Continue monitoring the South Coast Air Quality Management District vs. EPA case.
 - Work with IEPA on air quality issues in the region.
 - Support emissions performance measures for CMAQ.
- **Mobile source greenhouse gas emissions estimate to support other agency work:**
 - Monitor federal actions with respect to criteria pollutants and greenhouse gases.
- **Tier II Consultation Team Support:**
 - A Tier II consultation meeting will likely be held in September after the public comment period closes for the conformity analysis and TIP amendment 19-09.
 - Update the Tier II consultation web page.



CMAQ and TAP-L Active Program Management

Project Manager: Jen Maddux

Team: Dixon, Dobbs, D. Ferguson, 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 for the CMAQ Project Selection Committee to document and recommend action on regional expenditure targets and progress towards them.

Products and Key Dates: Semi-annual project reviews and action recommendations (November 2018 and May 2019); Report on the accomplishment of the annual CMAQ obligation goal (September 2018); update CMAQ and TAP-L project change requests in project change memos containing staff recommendations for action (ongoing); agendas, meeting minutes, and supporting materials for the CMAQ Project Selection Committee (as needed, generally six times/year); Supporting information for the CMAQ and TAP-L calls for projects (as needed).

4th Quarter Progress:

- **Review of CMAQ/TAP-L project status**
 - Requested and analyzed project status updates from sponsors in May 2019, assessed CMAQ program's ability to meet obligation goals and analyzed and summarized the results for the CMAQ Project Selection Committee.
- **Accomplishment of the annual CMAQ obligation goal**
 - At the end of the 4th quarter, obligations totaled \$213.5 million (140%) of the \$152.8 million obligation goal. Coordinated with transit agencies, IDOT, FHWA and FTA to transfer CMAQ funds to transit project grants totaling \$135 million.
- **CMAQ/TAP-L Project Change Request Actions**
 - Received and analyzed six project change requests for the April 11, 2019 CMAQ Project Selection Committee meeting.
- **CMAQ Project Selection Committee support**
 - Prepared materials for and held the April 11, 2019 CMAQ Project Selection Committee meeting.
- **Supporting information for CMAQ/TAP-L call for projects**
 - Activity directly related to the call for projects will be reported under Performance-Based Programming.



1st Quarter Objectives:

- **Review of CMAQ/TAP-L project status**
 - No formal action anticipated in Q1.
- **Accomplishment of the annual CMAQ obligation goal**
 - Continue monitoring obligations and consider how high obligation rate in FFY 2019 affects FFY 2020 obligation goal setting. Continue to coordinate with transit agencies, IDOT, FHWA and FTA to transfer CMAQ funds to transit project grants.
- **CMAQ/TAP-L Project Change Request Actions**
 - Receive and analyze change requests for the July 18, 2019 CMAQ Project Selection Committee meetings.
- **CMAQ Project Selection Committee support**
 - Hold the July 18, 2019 CMAQ Project Selection Committee meeting. Prepare agenda and supporting materials for the September 5, 2019 CMAQ Project Selection Committee meeting.
- **Supporting information for CMAQ/TAP-L call for projects**
 - As needed support based upon the response of committee members to suggested programming changes.

Active Program Management – Locally Programmed Projects

Project Manager: Russell Pietrowiak

Team: Dixon, Dobbs, Maddux, Zubek

Description: Develop annual fiscal marks and maintain fiscal constraint for local STP programs in the TIP. Develop active program management reports, track funding and continue implementation of locally programmed projects. Organize and oversee locally programmed project status assessments. Participate in District 1 and coordination meetings for the Councils and CDOT.

Products and Key Dates: Fiscal marks (November 2018 with updates as needed). Program management reports and recommendations (ongoing); Monitor and analysis programmed projects and produce a report of activities (generally 2-3 times/year); funding analyses and recommendations (as needed).



4th Quarter Progress:

- **Fiscal Marks:**
 - While no changes to the fiscal marks were needed during this quarter staff did work with RTA staff to develop a process to enable unawarded FTA funds to be carried forward to the next fiscal year.
- **Program Management Reports and Recommendations:**
 - Staff continued to track STP-Local obligations this quarter. With the implementation of the new STP Agreement underway, staff developed a new format for reporting STP-L expenditures. Staff continued to discuss strategies for project implementation with IDOT and the Planning Liaisons to ensure that projects remain on track and the region remains fiscally constrained in the TIP.
 - \$148.4M in STP-L had been obligated in FFY 19 by the end of June.
 - \$29.7M in local bridge, enhancements, earmarks, and safe routes to school funds that are processed through IDOT BLRS were also obligated through March.
 - Continued to closely monitor STP-L funded project phases in the TIP and review all TIP changes that involve STP-L funds.
- **Programmed projects report of activities:**
 - Staff reported to on the status of the current STP-L program to the council of mayor's executive committee meeting in May.
- **Funding analyses and recommendations:**
 - To implement the FFY 18-20 STP-Local programmed projects staff has continued to remain actively engaged with IDOT and the PLs reviewing the status of every STP-Local project prior to each TIP change deadline this quarter, giving CMAP staff, the PLs and IDOT time to update the status of projects and make any necessary TIP changes.
 - Continued to implement a set of procedures/programming policies to be used by CMAP staff, IDOT, and the PLs to program STP-Local projects in eTIP between FFY 18-20.
 - Worked with Lake County PLs and the county engineers to update the multi-year program for STP-C projects for FFY 19-23.

1st Quarter Objectives:

- **Fiscal Marks:**
 - Develop local program marks for FFY 2020 to be used in the TIP



- Continue to monitor fiscal constraint in the TIP with close attention being given to STP-L and STP-Bridge in FFY 2020 and update marks when new information is available from IDOT or FHWA.
- Discuss with IDOT the STP-L mark to ensure that the region has the resources necessary to implement STP-L funded projects.
- Begin implementing the STP-L accounting MOU between IDOT and CMAP.
- **Program Management reports and recommendations:**
 - Staff will continue to monitor and report on the status of the current STP-Local program. STP-L obligations in FFY 19 are on track to be as much or more than FFY 18's record number. This will require constant monitoring and coordination to implement such a robust program in FFY 19 and FFY 20.
- **Programmed projects report of activities:**
 - Staff has been attending monthly coordination meetings between project sponsors, PL's, FHWA, and IDOT staff to be proactive regarding programming in the TIP and to assist with coordination efforts.
 - Staff will work with FHWA staff to enhance the use of the TIP prior to federal authorizations with an emphasis on changes to already obligated or authorized project phases.
- **Funding analyses and recommendations:**
 - Provide assistance to programmers to help locally programmed projects progress. Continue to work with the PLs and IDOT on Advanced Construction and Advanced Construction Conversions to maintain fiscal constraint in the TIP.
 - Continue to support councils so that projects and programming continues unabated.

Council of Mayors Support

Project Manager: Teri Dixon

Team: Dobbs, Maddux, Pietrowiak, Zubek

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



coordination and communication between CMAP divisions involved with public outreach to the councils. 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); supporting materials for Planning Liaison meetings (as needed, approximately 8 times per year) general and topic-specific training materials for planning liaisons (as needed).

4th Quarter Progress:

- **Talking points for COM/COG/TC meetings:**
 - Talking points were updated as needed.
 - Staff attended numerous subregional council transportation and technical committee and full council meetings this quarter to report on CMAP activities and assist with development of council STP project selection and management methodologies.
- **Council of Mayors Executive Committee support:**
 - Staff prepared materials and staffed the May meeting of the committee.
- **Planning Liaison meeting support:**
 - Staff assisted the planning liaisons (PLs) with completion of TIP changes, and provided guidance on changes to the eTIP database, and other general issues at one PL meeting this quarter.
- **Planning Liaison training materials:**
 - No new training materials

1st Quarter Objectives:

- **Talking Points and Subregional Council Meetings:**
 - Continue to update the talking points as needed.
- **Council of Mayors Executive Committee support:**
 - Prepare materials for the August meeting committee meeting.
- **Planning Liaison Coordination:**
 - Attend and participate in subregional council transportation and technical committee and full council meetings to report on CMAP activities and policies.
 - Staff will continue to provide guidance and assistance to the PLs through regular communications individually and at group meetings.



- Staff will continue to coordinate outreach efforts and exchange information obtained at COM/COG meetings.

STP Program Management and Development

Project Manager: Kama Dobbs

Team: Dixon, Elam, D. Ferguson, Maddux, Pietrowiak, Zubek

Description: The local Surface Transportation Program agreement approved in October 2017 includes provisions to develop guidelines and procedures for active program management (APM) and to refine local project selection methodologies to incorporate the use of performance based measures to support implementation of ON TO 2050. Working with the STP Project Selection Committee (PSC), a system for ensuring timely implementation of projects selected for shared fund and local STP funding will be developed. Assistance will be provided to the local councils and City of Chicago to develop and update project selection methodologies that support the approved agreement. Together with the STP Shared Fund Program Development team, staff support for the STP Project Selection Committee and communication and outreach to the councils, counties, and other partners will be provided.

Products and Key Dates: Active Program Management system (September 2018); agendas, meeting minutes, and supporting materials for the STP Project Selection Committee (monthly reports, presentations and supporting materials for outreach meetings (as needed); Updated local council and CDOT methodologies (ongoing).

4th Quarter Progress:

- **Active Program Management (APM) system:**
 - No activity this quarter.
- **STP Project Selection Committee support:**
 - The committee met once in April to discuss a summary of applications received during the call for projects, and the approach for developing a multi-year program of projects.
- **Local Program Methodologies:**
 - Staff provided support for council staff in the development of methodologies and facilitated announcement of individual councils' public comment periods.

1st Quarter Objectives:

- Complete development of the staff recommended Active and Contingency program for STP Project Selection Committee (PSC) consideration.
- Release the draft programs for public comment through August 16, 2019.



- Draft responses to public comment for STP PSC consideration.
- Complete TIP changes for the recommended program for Transportation Committee consideration on September 20, 2019.
- Begin an assessment of the lessons learned during the development of the programs.
- Develop quarterly status update form(s) for incorporation into the eTIP database.
- Complete performance-based distribution allotments by September 30, 2019.
- Begin development of reporting methods for tracking, summarizing, and reporting on program implementation status.
- Begin development of Active Program Management training materials
- Continue to assist local councils and CDOT with the development of updated project selection and management methodologies and adoption of those methodologies by the end of the quarter.
- Begin development of methods for recalibrating distribution of funds to account for improved performance.

eTIP Database Development and Maintenance

Project Manager: Doug Ferguson

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

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

Products and Key Dates: Up-to-date, fully functional user interface (Ongoing); Up-to-date, fully functional administrator interface (Ongoing); Up-to-date, fully functional public interface (Ongoing).

4th Quarter Progress:

- **User Interface:**
 - Addressed issues identified by internal and external users and continued to enhance reporting, as needed.



- Continued development of strategies and methods for collecting, displaying, and analyzing appropriate data within eTIP to enable analysis of how projects included in the TIP will move the region toward meeting performance targets.
- **Administrator Interface:**
 - No activity this quarter.
- **Public Interface:**
 - No activity this quarter

1st Quarter Objectives:

- **User Interface:**
 - Address issues identified by internal and external users and continue to enhance reporting, as needed.
 - Continue development of strategies and methods for collecting, displaying, and analyzing appropriate data within eTIP to enable analysis of how projects included in the TIP will move the region toward meeting performance targets.
 - Continue development of a prioritized plan for GIS module enhancements for this fiscal year, including the ability to extract, display, and download the attributes associated with selected features (roads, structures, etc.)
 - Upload IRIS road mapping data to enhance the GIS module.
 - Add quarterly project update functionality specifically for STP-Shared Fund projects to collect status information as required by the STP Distribution and Active Program Management Agreement.
- **Administrator Interface:**
 - Address issues identified by users, as needed.
- **Public Interface:**
 - Work with the consultant to enable display of fiscal constraint and other select reports on the public site.
 - Begin development of revisions to the public site project information display to include performance target data.



INFORMATION TECHNOLOGY MANAGEMENT PROGRAM

Program Oversight: Matt Rogus

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

Internal Hardware and Software Management

Project Manager: Matt Rogus

Team: Stromberg, Tiedemann, contract support, intern

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

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

4th Quarter Progress:

- **Hardware:** Implemented new backup system hardware infrastructure. Implemented additional storage infrastructure for Policy team. Continued researching new server room infrastructure for new Post Office build out. Processed annual hardware maintenance renewals for FY20.
- **Software:** Continued deploying and patching software updates to staff computers, continued researching Project Management processes and software applications, Processed annual software maintenance renewals for FY20. Upgraded GIS software for all staff to latest version.
- **Disaster Recovery:** Began process of migrating DR services to new cloud service provider.



- Reports: Completed reports for Backup and Storage Systems and Backup Policy and Procedures

1st Quarter Objectives:

- Hardware: Continue deploying upgraded staff desktops and implementation of Microsoft Windows 10. Acquire new monitors, PCs, laptops and networking equipment. Continue researching new server room infrastructure for new Post Office build out.
- Software: Continue researching Project Management software applications.
- Disaster Recovery: Continue migrating DR services to new cloud service provider.

Web Infrastructure Management

Project Manager: Lance Tiedemann

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

Description: Web infrastructure management consists of procuring, deploying, and administering the hardware, software, and network infrastructure used by web applications and data services hosted at CMAP. Internally, project collaboration and project management have been augmented by several specialized content management systems. Externally, web applications and data services have become critical to the ongoing agency mission of deploying technical analysis content to a broader audience. The web infrastructure management defined by this project supports web applications and data services, such as SharePoint (collaboration), DKAN (data sharing web application), MediaWiki (collaboration), the TIP Website (web application), ON TO 2050 iPad kiosk application, GIS web mapping, Imagery Explorer (web application), the applicant tracking system (for Human Resources) and several others. Support for these applications and data services include: defining content requirements and user controls; user interface designs; and access and integration controls. Under this specific project, updates to the Wiki interface and core content will be implemented in coordination with the policy, planning, and communications groups as necessary. Content development will require internal coordination. In addition, this project includes management of web-specific network infrastructure, such as domain name registration and DNS record management.

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

4th Quarter Progress:

- CMAP.Wiki project: Continued creating pages and updating content.
- Data Sharing Hub: Met with State of Illinois Chief Data Officer to discuss CKAN data migration.



- DNS: Renewed domain name CMAP.IS.

1st Quarter Objectives:

- CMAP.Wiki project: Continue creating pages and updating content.
- Data Sharing Hub: Continue reviewing options for moving hosting to State of Illinois. Develop policies and procedures for approving data posted to site.
- Aerials Archive and Data Sharing Hub: Remediate potential vulnerabilities and implement recommendations based on annual security analysis.

Information Security

Project Manager: Lance Tiedemann

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

Description: Information security consists of proactively planning, implementing, and verifying the various tools used to protect CMAP infrastructure and data as well as reactively responding to existing threats. This project fulfills these network roles: enhance network assessment processes with invasive testing, automate assessment of local environments, develop additional plans, policies and standards, continue training staff, recommend improvements for increased network and data protection, and implement new tools or services to aid in identifying and reacting to critical conditions (e.g., cyber-attacks, malicious traffic, etc.). This project fulfills these web sites and services roles: enhance website assessment processes with invasive testing, automate assessments of code, develop additional plans, policies and standards, and continue training staff. In addition, this project fulfills the data management role to develop policies and process improvements to ensure that sensitive data is processed and stored under appropriate access controls in compliance with program and regulatory requirements. These roles are fulfilled through the management of security tools, such as SSL certificates, firewall and IPS policies, VPN access, security scanning applications, and monitoring services. Under this project, annual security audits will be conducted by a third party provider to test security of network, validate security controls and access procedures, provide enhancement recommendations, and provide CMAP with required documentation of a secure network. CMAP staff will also be regularly trained on proper security protocols for email, phone, and internet usage.

Products: Infrastructure auditing and monitoring (ongoing). Annual security audit (April 2018). Staff training (ongoing).

4th Quarter Progress:

- Staff Security Training: Performed five phishing campaigns for all staff.
- Staff Security Training: Assigned security awareness training for all staff.



- Network Security: Completed annual network security analysis.
- Network Security: Renewed endpoint security monitoring and patching tools.

1st Quarter Objectives:

- Network Security: Remediate potential vulnerabilities and implement recommendations based on annual security analysis.
- Staff Security Training: Continue to train staff with phishing campaigns.

Office Systems Management

Project Manager: Ben Stromberg

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

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

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

4th Quarter Progress:

- Facilities: Managed facilities team on operations throughout the office.
- Print Management: Renewed COTG maintenance agreement for an additional two years. Procured and implemented new HP Plotter for staff.
- AV Support: Completed live streams of the April, May, and June Board meetings. Ordered replacement batteries for Crestron tablets.

1st Quarter Objectives:

- Print Management: Continue providing printer support for CMAP staff.
- Communications and Outreach Support: Continue providing kiosk/iPad support for Communications.
- Facilities: Continue working with staff reviewing file cabinet content. Complete documentation for ordering and shipping supplies.
- Telecommunications Support: Continue providing phone support to staff. Complete procurement of SIP integration and implementation. Distribute new Mi-Fi devices to staff. Complete implementation of new switches for the phone environment.



- AV Support: Continue to provide live streaming for the agency during board meetings. Continue providing AV support for various meetings/events. Procure new service contract with AV support vendor.

User Support

Project Manager: Ben Stromberg

Team: Kelley, Rivera, intern

Description: Serve as training and instructional resource for internal users. Serve as technical intermediary in resolving IT related problems encountered by CMAP staff. Provide internal IT technical support for OneSolution financial system (ongoing).

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

4th Quarter Progress:

- OneSolution financial system project: Completed data refresh of the test environment for April and May. Completed OneSolution training classes for both managers and staff. Uploaded training documentation to the intranet. Completed development environment upgrade to 18.2 and Cognos upgrade.
- User support: Completed 115 helpdesk tickets. Purchased 40 new PC's for staff. Implemented 24 new monitors to staff. Procured new check printers and scanners for F&A.

1st Quarter Objectives:

- OneSolution financial system project: Continue to refresh data in the test environment as needed. Work with F&A to complete backup strategy guide for OS processes and procedures as it relates to payroll and check printing. Review Work with F&A to procure services as related to next steps in the BPR. Adjust timecard approval for employees as needed. Continue assisting F&A team with OneSolution tickets.
- User support: Complete deployment of new PC's to staff. Implement new check printers and scanners for F&A. Rotate old PC's out of production. Continue to update user documents for staff as needed. Continue to assist staff with PC/phone problems as needed.

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.

4th Quarter Progress:

- Rented 41 cars for staff for work related business.
- Reserved rooms for 16 external partners totaling approximately 523 guests with an average of 33 guests.
- Used 723 (288 Chicago's Best @\$1.50ea. and 435 Starbucks @\$2.80ea. from our current vendor).
- Initiated 12 service calls to the office of the building for issues regarding plumbing, electrical, housekeeping and locksmith issues.
- Coordinated conference room set-ups for 53 meetings along with attending 3 board meetings.
- Finalized 13 employee and intern separation forms.
- Finalized 22 new employee/intern forms and new employee/intern orientations.
- Reissued 2 replacement ID badges for current staff members.
- Completed 46 print jobs for CMAP and MMC staff.
- Reordered and stocked all break room supplies.
- Contacted COTG for 5 service calls on Xerox machines and all were resolved within one day.
- Managed copier repairs and maintained print totals for the Xerox copiers.
- Coordinated CPR/AED training for 9 employees.
- Records Management: Processed over 200 cubic feet of approved records/files for disposal.
- Document Management: Converted over 1100 paper publications to digital documents.
- Office Move: Coordinated contract amendments for PM and Architect services. Worked with team to evaluate RFP for MEP services. Worked with team on schematic design. Coordinated tour of new office site.



FY19 Q4 Copier Usage Report

<u>Machine</u>	<u>Black and White</u>	<u>Color</u>	<u>Total</u>
NEXerox	23,057	10,555	33,612
NWXerox	11,116	10,273	21,389
SEXerox	26,228	15,476	41,704
SWXerox	15,518	20,718	36,236
Xerox C60	7,445	9,628	17,073
Totals	83,364	66,650	150,014

1st Quarter Objectives:

- Records Management: Continue to process and prepare records/files for disposal.
- Document Management: Continue Converting paper publications to digital documents.
- Direct building repairs with electricians and carpenters.
- Coordinate conference room set-ups for various meetings.
- Badge new employees, provide life safety tours and train employees on printer/copier use.
- Complete print jobs for CMAP and MMC staff.
- Reorder and stock all break room supplies.
- Manage copier repairs and maintain print totals for the Xerox copiers.
- Update OneNote documentation.
- Office Move: Coordinate RFP for GC services. Continue working with team on schematic design process for new offices.

Freedom of Information Act (FOIA) Response Coordination

Project Manager: Jessica Matthews

Team: other relevant staff

Description: Direct public requests for static data and information to appropriate sources of information such as CMAP staff, Census, or other agencies. Timely responses to Freedom of Information Act (FOIA) requests; compile FOIA-eligible staff communication when requested.



Products: Timely response to external and Freedom of Information Act (FOIA) requests (ongoing).

4th Quarter Progress:

- External Data Requests/FOIA: Staff responded to eight (8) external requests and one (1) FOIA requests in Q4.

1st Quarter Objectives:

- External Data Requests/FOIA: Respond to and document FOIA requests as they arise.

FINANCE AND ADMINISTRATION PROGRAM

Program Oversight: Angela Manning-Hardimon

AREA 1: Finance and Procurement Program

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

Finance and Accounting

Project Manager: Angela Manning-Hardimon

Team: Becerra, Doan, Garrity, Olson

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



responsible for facilitating the annual audit of CMAP’s financial records to achieve unqualified results. Provides oversight and training for CMAP’s financial and payroll software system.

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

4th Quarter Progress:

- Payroll: During the 4th quarter of the fiscal year, we processed six regular and four supplemental payrolls. The State and Federal 941 reports for the 4th quarter of the fiscal year were completed and filed in a timely manner. The monthly and quarterly unemployment compensation reports were filed with the State of Illinois on a timely basis.
- Accounts Payable: The table below provides information on the number of invoices processed, checks issued and ACH payments paid. Approximately 60% of payments were made via ACH during the 4th quarter of the fiscal year. The wire transfer activity shown in the fourth column is for all payments made directly from our checking account and processed with journal entries such as payments for the payroll, IMRF, state and federal payroll taxes, employee transit passes, etc. The 4th quarter remains open as the closure of the fiscal year will end August 15th as opposed to originally scheduled July 10th.

Month	Checks	ACH	INV	WT	Total Paid
April	41	44	174	20	\$2,154,405.68
May	35	63	214	18	\$2,641,412.93
June	48	80	346	24	\$1,653,387.91
4 th Qtr.	124	187	734	62	\$6,449,206.52

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

Month	Invoices	Amount
April	20	\$2,126,344.40
May	26	\$2,074,546.05
June	23	\$1,786,391.62
4 th Qtr	69	\$5,987,282.07

- Journal Entries: We had approximately 29 normal journal entries in each month of this quarter. These journal entries are to process payroll related payments for state and federal taxes, deferred compensation payments, rent, telecommunication and utilities allocation, and employee transit payments. Additionally, each month we process journal entries to allocate rent, telecommunication and utility expenses based on actual FTE usage associated with grants and move postage and printing costs from the



Overhead key into the appropriate grant keys based on usage reports. We also process journal entries to move revenue earned each month into the grant from the grant advance liability object code; this allows us to tie revenues earned to expenditures incurred.

- Bank reconciliations: Our bank reconciliations were done within the first few days of each month. We have not had any problems with the reconciliations and we have very few outstanding checks each month due to the reduced number of actual checks issued.
- General: Processed 2019 calendar year 941s, and 1099 Miscellaneous tax forms. Prepared and submitted the financial statements for April and May 2019 to the Executive Committee.

1st Quarter Objectives:

- Process payroll and accounts payable in a timely manner. Send out invoices for work performed during the first week of each month. Continue to perform all financial related activity in an accurate and timely manner.

OneSolution Business Process Review (BPR) – Financial System

Project Manager: Angela Manning-Hardimon

Team: Becerra, Doan, Garrity, Olson

Description: To maximize the full capabilities and functionality of the Agency's financial system, CMAP engaged its enterprise software provider, Superior (formally SunGard), to document existing financial processes and workflows, work with CMAP staff to identify opportunities for improvements, document the proposed processes and workflows and develop a plan to prioritize these improvements based on most critical functions, time, cost and implementation risks. This business process review also included an upgrade of the system from version 14.3 to version 16.2 that has been completed, and implementation of Cognos reporting tools and dashboard to reduce the agency's reliance on spreadsheets.

Products: Implementation of Phase I BPR recommendations to address workflow and general ledger improvements.

4th Quarter Progress:

- Continued progress with CMAP's Business Process Re-engineering (BPR) project to implement enhancements within OneSolution. Implemented a new workflow process for receiving on purchase requests as well as a new timecard approval process. Continue to obtain additional knowledge pertaining to the Payroll system.

1st Quarter Objectives:

- Plan to implement an electronic leave request process and a new budget setup for fiscal year 2020 within OneSolution, as well as a streamlined purchase request and accounts



payable workflow. Will further review and prioritize the schedule regarding the Phase I recommendations from the BPR report. Continue to document system anomalies and work with CentralSquare to implement required corrections.

Budget

Project Manager: Angela Manning-Hardimon

Team: Management, Olson, Ryniewski

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

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

4th Quarter Progress:

- The FY2020 UWP Budget and Work Plan was approved by the Transportation Committee, Coordinating Committee, CMAP Board and the MPO Policy Committee. CMAP's FY2020 Comprehensive Budget was approved by the CMAP Board in June. The FY2020 UWP Budget and Work Plan were published late June and the GATA budget templates and required documentation was submitted to IDOT to develop the FY2020 Operating and Competitive grant agreements.

1st Quarter Objectives:

- Complete BOBS 4th quarter reporting to IDOT for FY2019 Operating and Competitive Grants, and for SPR grants related to Truck Routing project, Pavement Management project, Crash Data project, Port project and LTA projects. Execute FY2020 Operating and Competitive grant agreements with IDOT. Set-up FY2020 Budgets in OneSolution and staff allocations.

Procurements, Contracts and UWP Grant Compliance

Project Manager: Penny DuBernat

Description: Manage all procurements for professional consulting services, and other goods and services required for CMAP operations; ensure Request for Proposals comply with policy and federal requirements; participate in procurement selection; and prepare and negotiate contracts, amendments and Intergovernmental agreements. Responsible for ensuring that



contracts are updated to reflect appropriate federal requirements. Managing UWP grant compliance. Responsible for posting and archiving RFP/RFQ/RFIs on CMAP's website.

4th Quarter Progress:

Procurements

- Reviewed, processed and approved 112 procurements and PO changes

Contracts/Amendments/Audits

- Conducted 2 contract/IGA negotiations
- Prepared 30 new contracts, contract amendments, IGA's or Agreements
- Reviewed 4 Vendor Justification Reports
- Drafted 11 Board Reports
- Drafted 3 Executive Committee Report
- Prepared 5 RFP's/RFQ's/RFB
- Attended 7 interviews
- Attended 5 pre-bid meetings
- Secured 5 concurrence from IDOT/Third party
- Reviewed 19 RFP responses
- Prepared 0 FOIA requests
- Reviewed 7 Consultant Performance Evaluation or Mid Term Reports
- Conferred Procurement meetings bi-weekly or as needed
- Closed 21 contracts
- Collected and transmitted all available Q4 work products to IDOT 51 due, 25 received.
- Conducted 2 Accounting Meeting with Vendors
- Conducted 0 Procurement Investigation
- Conducted 0 Risk Committee Meeting
- Reviewed and processed 31 vendor concurrence requests
- Obtained 16 Certificates or Workman's Compensation Insurance for open contracts

1st Quarter Objectives:

Procurements

- Review and process any new procurements originated by staff
- Continue to maintain and update Contract files
- Develop content for Contract Management presentation planned for 4th quarter
- Continue to develop and maintain a comprehensive database to manage UWP grant compliance.



Contracts/Amendments/IGAs

- Prepare RFPs as necessary
- Negotiate IGA's as necessary
- Prepare and process any new contracts, PAOs, IGAs, amendments and agreements as necessary

External Resources Development and Management

Project Manager: Tricia Hyland

Team: Finance and Administration staff, other staff from Planning, Policy, Government Affairs, and Communications as relevant to specific topics

Description: To cover a breadth of topics, CMAP will need to have access to funding resources beyond transportation funding. This project involves seeking external resources to support the LTA program and CMAP's work in general, through competitive applications to public sector (federal or state) programs or private/philanthropic organizations, cultivation of relationships with potential funders, and fee-for-service activities. It also involves managing the agency's current portfolio of grants to ensure that all grant requirements are met, provide periodic financial and program reports, and other activities as required. Under this program, pre-established agency priorities will strategically guide external fundraising efforts.

Current non-UWP grants, which fund the LTA program in FY20, are from the Chicago Community Trust, The John D. and Catherine T. MacArthur Foundation, Illinois Environmental Protection Agency, and Illinois Department of Natural Resources.

Products and Key Dates: Strategic external grant seeking to fund non-transportation work (ongoing). Monitoring and evaluation of federal, state, and philanthropic grant opportunities (ongoing). Periodic communication with philanthropic groups and other potential funders concerning the value of the LTA program (ongoing). Applications submitted in response to funding opportunities (as needed). Quarterly, biannual, or annual reports to funders (ongoing).

4th Quarter Progress:

- Assisted with agency GATA documentation and overall coordination of IDOT Statewide Planning & Research grant applications submitted on 4/30/2019 for the Commercial Services Vehicle Touring Model Project, Northeastern Illinois Signal Operation Program Development Project, Information Architecture and Platform Project, and Northeastern Illinois Fiber Optic Network Information System Project.
- Continued efforts to update the agency's indirect rate through budget modification requests to current state and federal funders are nearly complete. At this time, the Illinois Environmental Protection Agency's Mill Creek grant is the only request still pending approval as the agency is in the process of updating internal GATA procedures.



- Worked in collaboration with the Cook County Bureau of Economic Development to close out CMAP's 3-year \$750,000 Community Development Block Grant Disaster Recovery grant. Official closeout meeting is currently scheduled for July 24, 2019.
- Attended Grant Management training with other F&A staff on May 2-3 offered through Grant Writing USA on federal grant management.
- Developed "Grant Management" staff presentation to offer a review of best practices and provide a general overview on the topic. Expected to be presented in Q1.
- Created draft "Grant Closeout Evaluation Survey" currently under review for implementation in Q1.
- External grant seeking efforts continued to focus on the agency's ON TO 2050 implementation priorities with a particular emphasis on water research.

1st Quarter Objectives:

- A staff "Brown Bag" will be offered in coordination with additional F&A trainings on the topic of Grants Management with a particular emphasis on best practices for sourcing, identifying, and managing external grants. As not all staff members have had experience with managing non-UWP grants, this will provide an overview of grantor expectations and CMAP best practices.
- Roll out the "Grant Closeout Evaluation Survey" with completed CDBG and housing grants to evaluate the overall funding opportunity by obtaining institutional staff knowledge, identify best practices for future projects, and continuously improve CMAP's Grant Life Cycle Process.
- External grant seeking efforts will continue to focus on the agency's ON TO 2050 implementation priorities with an emphasis on water, local government capacity building, and potential census outreach activities among others.
- Quarterly grant team meetings will continue with "grant teams" to ensure adherence to funder requirements (i.e. reporting, closeout requirements, budget). These efforts are intended to mitigate risk by minimizing extension requests and providing additional resources and support, as needed.



FY19 GRANTS AND AGREEMENTS UPDATES

(* denotes new grant/agreement in Q4)

<u>Grantor</u>	<u>Amount</u>	<u>Dates</u>	<u>Purpose</u>
<u>FY19 Grants Received:</u>			
MacArthur Foundation	\$500,000	09/01/2018 - 08/31/2020	Local Government Capacity Building Program
Illinois Department of Natural Resources	\$75,000	10/22/2018 - 6/30/2020	Northern Lakeshore Bike Trail Connectivity Project
Illinois Housing Development Authority	\$140,240	9/1/2018 – 8/31/2020	Support of Homes for a Changing Region Program
Chicago Housing Authority (IGA)	\$140,000	6/13/2018 – 6/30/2019	Regional Housing Initiative review of affordable housing developers for project based vouchers.
Illinois Department of Transportation – Statewide Planning and Research Grant	\$355,997	Two year term	International Port District Master Plan Project
Illinois Department of Transportation – Statewide Planning and Research Grant	\$400,000	3/1/2019 – 6/30/2023	Local Technical Assistance Program Planning Support
Illinois Department of Transportation – Statewide Planning and Research Grant	\$1,600,000	8/15/18 – 12/30/21	Pavement Management Plans for Chicago Local Agencies
Illinois Department of Transportation – Statewide Planning and Research Grant	\$695,682	10/1/2018 – 6/30/2021	Truck Routing and Community Studies Project
*Illinois Department of Transportation – Statewide Planning and Research Grant	\$100,000	01/01/2020 – 01/31/2021	Service Vehicle Tours Project
Metropolitan Mayors Caucus (Chicago Community Trust funding)	\$100,000	11/2018 – 12/2019	Local Government Capacity Building Project in partnership with the Metropolitan Mayors Caucus (lead

FY19 GRANTS AND AGREEMENTS UPDATES			
(* denotes new grant/agreement in Q4)			
<u>Grantor</u>	<u>Amount</u>	<u>Dates</u>	<u>Purpose</u>
			grantee) and the Metropolitan Planning Council
Illinois Department of Natural Resources	\$120,000	7/1/2018 – 6/30/2019	Regional water supply planning
*Illinois Department of Natural Resources (FY20 Renewal)	\$125,000	7/1/2019 – 6/30/2020	Regional water supply planning
Chicago Community Trust	\$75,000	3/1/2019 – 3/1/2020	General Operating Exit Grant
*Enterprise Community Partners	\$35,975	7/1/2019 – 6/30/2020	Assessment of Fair Housing

<u>FY19 Grants & Agreements Pending:</u>			
Illinois Environmental Protection Agency	\$258,915	10/1/2019 – 9/30/2021	Indian Creek Watershed-based Plan (Kane – DuPage Counties)
Illinois Environmental Protection Agency	\$276,474	10/1/2019 – 9/30/2021	Water Quality Management Planning

AREA 2: Human Resources and Administration Program

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

Benefits Administration

Project Manager: Jake Koepsel

Team: Ambriz, King, Roby

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

4th Quarter Progress:

- 457(b) Retirement Savings Plan: Empower enhancements, communication, performance monitoring (April – June).

1st Quarter Objectives:

- Plan / schedule IMRF all staff educational meeting followed by individual employee meetings (September).
- Benefit Planning and Strategy with Assurance: review of plan performance metrics; HSA / PPO alternate plan design; alternate PPO plan; analysis of benefit benchmarking information / communication strategy (Ongoing).

Diversity and Inclusion

Project Manager: Jake Koepsel

Team: Diversity and Inclusion Group

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

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

4th Quarter Progress:

- All Staff DIWG meeting conducted May 1st.
- All Employee Meeting and DIWG Pot Luck conducted June 20th.

1st Quarter Objectives:



- All Staff DIWG meeting to be scheduled (August – September).
- DIWG Leadership Team to prioritize workplan and develop initiatives supporting diversity and inclusion (August - September).
- Review of additional training resources and offerings, capabilities, and resources required for comprehensive training (D & I, communications, culture) and costs (Ongoing).

Employee Relations

Project Manager: Jake Koepsel

Team: Senior Managers

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

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

4th Quarter Progress:

- Communicated results of performance plan and review document and performance management process analysis; presented alternatives (May – June).
- Conducted analysis of historical merit increases and promotions by manager; developed alternative scenarios for FY20 (June).
- Utilized HR Source resources for policy and procedure reference and development; legislative updates; training; general and compliance questions (Ongoing).

1st Quarter Objectives:

- Guide analysis and discussion of historical merit increases and promotions, consideration of alternative scenarios for FY20 and beyond (July).
- Complete performance reviews and merit planning (July – August).
- Provide support to performance planning. Emphasis: enhance the management of expectations with more specific and quantifiable goals, as well as managing actionable



development plans; work with DED's to enhance effectiveness of performance plans. (August).

- Communicate changes to performance plan and review document, performance management process, ratings, and merit increase changes (August).

Payroll Administration

Project Manager: Accounting Team

Team: Doan, King, Garrity

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

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

4th Quarter Progress:

- Processed 137 payroll related changes in OneSolution/online.
- Processed two payrolls in April for a total of \$381,364.38.
- Processed two payrolls in May for a total of \$373,217.75.
- Processed two payrolls in June for a total of \$396,334.16.

1st Quarter Objectives:

- Participate in implementation of HR / Payroll BPR enhancements and recommendations.
- Continue to process payroll and payroll changes to ensure timely processing (Ongoing).

OneSolution Business Process Review (BPR) – HR System

Project Manager: Jake Koepsel

Team: Ambriz, Doan, King, Roby

Description: To maximize the full capabilities and functionality of the Agency's HR system, CMAP engaged its enterprise software provider, Superior, to document existing HR processes and workflows; work with CMAP staff to identify opportunities for improvements; document the proposed processes and workflows; and develop a plan to prioritize these improvements based on most critical functions, time, cost and implementation risks. This business process review also included an upgrade of the system from version 14.3 to version 16.2 that has been



completed, and implementation of Cognos reporting tools and dashboard to reduce the agency's reliance on spreadsheets.

Products: Implementation of Phase I BPR recommendations to address workflow and general database maintenance.

4th Quarter Progress:

- Participate in implementation of HR / Payroll BPR enhancements and recommendations.

1st Quarter Objectives:

- Participate in implementation of HR / Payroll BPR enhancements and recommendations.

Human Resources Policy Development

Project Manager: Jake Koepsel

Team: Executive Team

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

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

4th Quarter Progress:

- Communicated results of Telework Pilot evaluation and recommendation: Expand (March Management Meeting).
- Developed prioritization and implementation plan for HR Source policy review recommendations (June).
- Utilized HR Source resources for policy and procedure reference and development; legislative updates; training; general and compliance questions (Ongoing).

1st Quarter Objectives:

- Consider implementing expanded Telework Policy (August).



- Evaluate Flex and Compressed Schedule utilization; update as necessary based on impact of expanded Telework Policy (August).
- Update first priority policies using HR Source policy review recommendations and take to the Executive Committee for approval, as appropriate (September).
- Utilize HR Source resources for policy and procedure reference and development; legislative updates; training; general and compliance questions (Ongoing).

Recruitment and Training

Project Manager: Yesenia Ambriz

Team: Deputy Executive Directors, King, Roby, Witherspoon

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

On-going professional development and training is fundamental to the success of every employee and as such, appropriate opportunities will be provided to CMAP employees to ensure CMAP complies with federal and state regulations, as well as to improve knowledge, skills, leadership ability, and performance. To advance new employees' acclimation to CMAP and provide orientation support, this program will develop, by department, a checklist for managers to use as a core employee integration tool. Focus areas to include: benefits, CMAP policy and procedures, identifying an appropriate mentor, overview of CMAP and the responsibilities of each department, review of GO TO 2040 and ON TO 2050, training on required tools to perform job, performance expectations and evaluation process, professional development plan, and training on non-job related activities such as telephone system, audio/meeting technology, cyber-security and other training as developed.

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: Identification, development and facilitation of professional development and training (Ongoing). Identification and utilization of more diverse job posting opportunities (Ongoing).

4th Quarter Progress:

- Successfully placed Peters' and NUPIP Fellows (March - April).
- Created, reviewed and posted job advertisements/posting for the A/P Specialist (April).



- Created structured interview questions / template for all positions including Interns (April – June).
- Trained interview teams involved in the hiring process on interviewing techniques, legal compliance and diversity considerations, and the use of Hyrell for their role in the hiring process (April - June).
- Screened and interviewed candidates for the Principals, Planning and Analysis; Associate Procurement; Assistant Analyst / Modeler R & A; Associate Transportation Analyst / Planner; A/P Specialist as well as the following interns: (April - June).
 - Communications & Outreach Intern (2)
 - Planning Intern (3)
 - Transportation / Policy Planning Intern (2)
 - Data Analyst Modeling Intern (1)
 - Field Data Collection Intern (3)
 - TIP Intern (1)
 - Planning Research GIS Intern (4)
 - Information Technology Intern (2)
 - Engage Chicago Intern (1).
- Successfully placed Deputy Executive Director Communications & Outreach; Associate Transportation Planner / Analyst; Associate Policy Analyst; all Interns (18) (April – June).
- Created, reviewed and posted job advertisements/posting for the Controller; Associate Procurement; Associate Policy Analyst (second) (April - June).
- Conducted exit interviews and termination processing for 5 regular employees: 3 voluntary separations and 2 retirements; 9 full-year interns.

1st Quarter Objectives:

- Screen and interview candidates for the A/P Specialist; Controller; Associate Procurement; Associate Policy Analyst (July – August).
- Plan, schedule and conduct exit process for departing Interns including Exit Interview Questionnaires (August).
- Train interview teams involved in the hiring process on interviewing techniques, legal compliance and diversity considerations, and the use of Hyrell for their role in the hiring process (Ongoing).



Compensation and Organization Structure

Project Manager: Jake Koepsel

Team: Roby, Other staff as assigned

Description and Product: Organization review and compensation study.

4th Quarter Progress:

- Implement approved recommendations (June).

1st Quarter Objectives:

- Continue implementation.



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