



2019 Budget

Executive Director's Recommendations
October 16, 2018

Metropolitan Water Reclamation District of Greater Chicago



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Metropolitan Water Reclamation District of Chicago
Illinois**

For the Fiscal Year Beginning

January 1, 2018

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Metropolitan Water Reclamation District of Greater Chicago, Illinois for its Annual Budget for the fiscal year beginning January 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



Metropolitan Water Reclamation District of Greater Chicago

2019 Budget

**Executive Director's
Recommendations**
October 16, 2018

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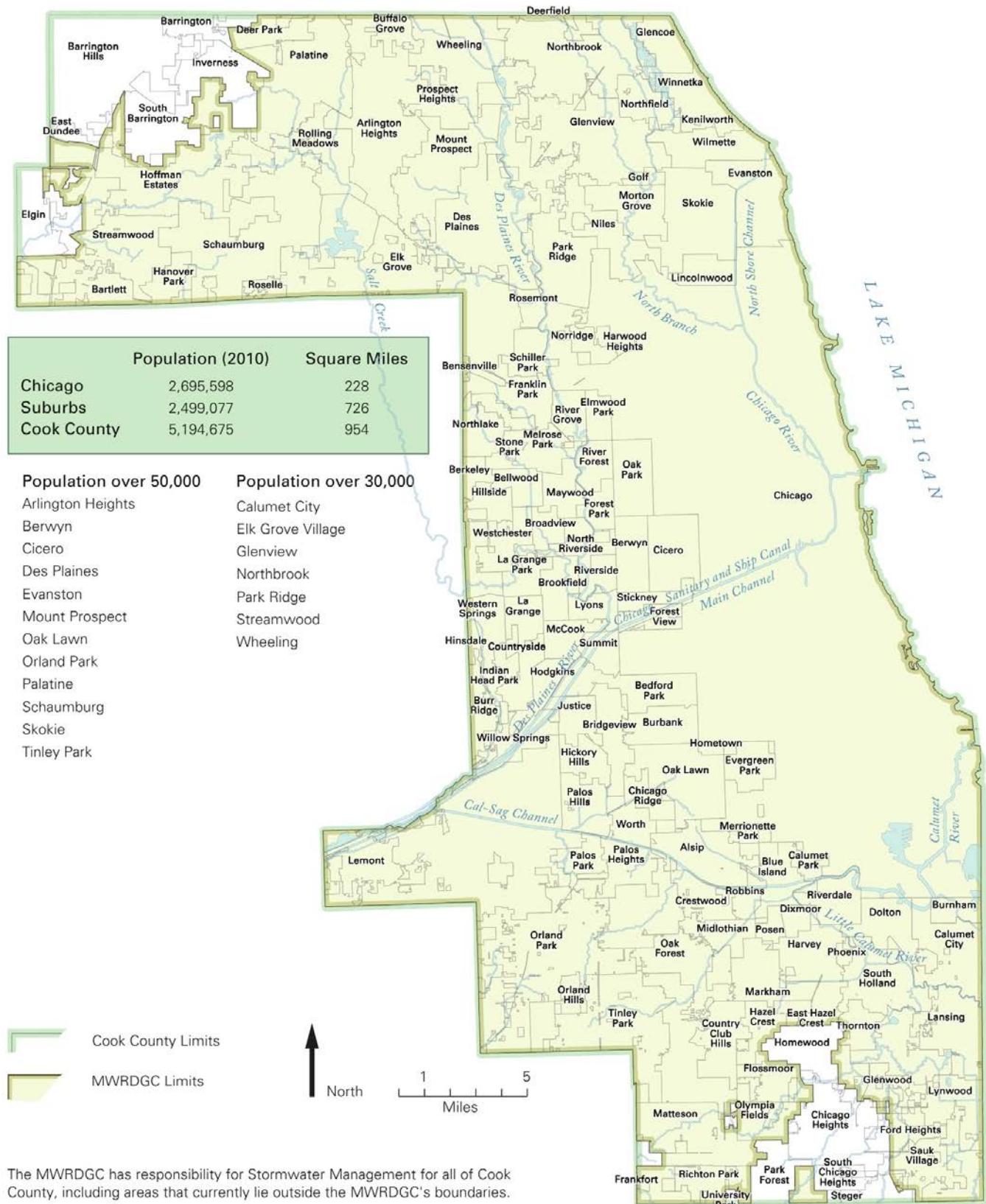
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Cook County and Metropolitan Water Reclamation District of Greater Chicago



DESCRIPTION OF THE METROPOLITAN WATER RECLAMATION DISTRICT OF GREATER CHICAGO: ITS HISTORY, LOCATION, SIZE, POPULATION, AND TYPE OF GOVERNMENT

Origin and History

The Metropolitan Water Reclamation District of Greater Chicago (District) is an independent government and taxing body encompassing approximately 92 percent of the land area and 98 percent of the assessed valuation of Cook County, Illinois.

The District is a separate legal entity sharing an overlapping tax base with the City of Chicago, the Chicago Board of Education, the County of Cook, the Cook County Forest Preserve District, the Chicago Park District, the Chicago Public Building Commission, the Cook County Community College District, and various municipalities and school districts outside the City of Chicago but within the District's boundaries.

The District was originally organized as the Sanitary District of Chicago in 1889 under an act of the Illinois General Assembly, which has been modified from time to time to increase the District's authority and jurisdiction. The enabling act in 1889 was in direct response to a long standing problem with contamination of the water supply and nuisance conditions of the rivers. The District reversed the flow of the Chicago and Calumet River Systems to stop the discharge of sewage to Lake Michigan and instead, discharge it to the Des Plaines River, where it could be diluted as it flowed into the Illinois River and eventually the Mississippi River. Prior to the District's construction of a 61.3 mile system of canals and waterway improvements, the Chicago and Calumet River Systems were tributaries to Lake Michigan. These river systems are now tributaries to the Illinois River system.

From 1955 through 1988, the District was called The Metropolitan Sanitary District of Greater Chicago. In order to provide a more accurate perception of the District's current functions and responsibilities, the name was changed effective, January 1, 1989, to the Metropolitan Water Reclamation District of Greater Chicago.

Mission and Responsibilities

The mission of the District is to protect the health and safety of the public in its service area, protect the quality of the water supply source (Lake Michigan), improve the quality of water in watercourses in its service area, protect businesses and homes from flood damages, and manage water as a vital resource for its service area.

The District collects wastewater from municipalities in its service area, conveys it to wastewater reclamation plants, provides full secondary treatment, and discharges clean water to local waterways. The District is also responsible for stormwater management for all of Cook County, including areas outside of the District's corporate boundaries for wastewater services.

Services

The District's seven modern water reclamation plants provide excellent treatment for residential and industrial wastewater, meeting permitted discharge limits virtually at all times. The treatment process is protected by a pretreatment program to guard against hazardous substances and toxic chemicals. These are strictly regulated pursuant to federal and state requirements. The District routinely monitors industries and non-residential sources to assure that wastes are disposed of in an environmentally responsible and lawful manner.

Treated wastewater, along with runoff from rainfall, enters local canals, rivers, and streams that serve as headwaters of the Illinois River system. Stormwater in the separate sewered area is controlled to reduce flood damages by a number of stormwater detention reservoirs. In the combined sewer area, the District's Tunnel and Reservoir Plan (TARP) has significantly reduced basement backup and overflows to local waterways.

Flow within the District's waterway system and the Lake Michigan discretionary diversion flow are controlled by three inlet structures on Lake Michigan: the Wilmette Pumping Station, the Chicago River Controlling Works, and the O'Brien Lock and Dam. The single outlet control structure is the Lockport Lock and Powerhouse.

While exercising no direct control over wastewater collection systems owned and maintained by cities, villages, sewer districts, and utilities, the District does control municipal sewer construction by permits outside the City of Chicago. It also owns a network of intercepting sewers to convey wastewater from the local collection systems to the water reclamation plants.

Facilities

The District is located primarily within the boundaries of Cook County, Illinois. The District serves an area of 882.1 square miles, which includes the City of Chicago and 128 surrounding suburban communities. The District serves an equivalent population of 10.35 million people; 5.25 million real people, a commercial and industrial equivalent of 4.5 million people, and a combined sewer overflow equivalent of 0.6 million people. The District's 560 miles of intercepting sewers and force mains range in size from 6 inches to 27 feet in diameter, and are fed by approximately 10,000 local sewer system connections.

The TARP is one of the country's largest public works projects for pollution and flood control. Four tunnel systems total 109.4 miles of tunnels, eight to 33 feet in diameter and 150 to 300 feet underground. The tunnels are planned to empty into three large reservoirs to provide storage for the polluted water captured by TARP.

DESCRIPTION OF THE METROPOLITAN WATER RECLAMATION DISTRICT OF GREATER CHICAGO: ITS HISTORY, LOCATION, SIZE, POPULATION, AND TYPE OF GOVERNMENT

The District owns and operates one of the world's largest water reclamation plants, in addition to six other plants and 23 pumping stations. The District treats an average of 1.3 billion gallons of wastewater each day. The District's total wastewater treatment capacity is over 2.0 billion gallons per day.

The District controls 76.1 miles of navigable waterways, which are part of the inland waterway system connecting the Great Lakes with the Gulf of Mexico. It also owns and operates 34 stormwater detention reservoirs to provide regional stormwater flood damage reduction.

The District recycles all of its biosolids through a farm land application program in nearby counties and local use of Exceptional Quality biosolids and composted biosolids in the Chicago metropolitan area.

Governance

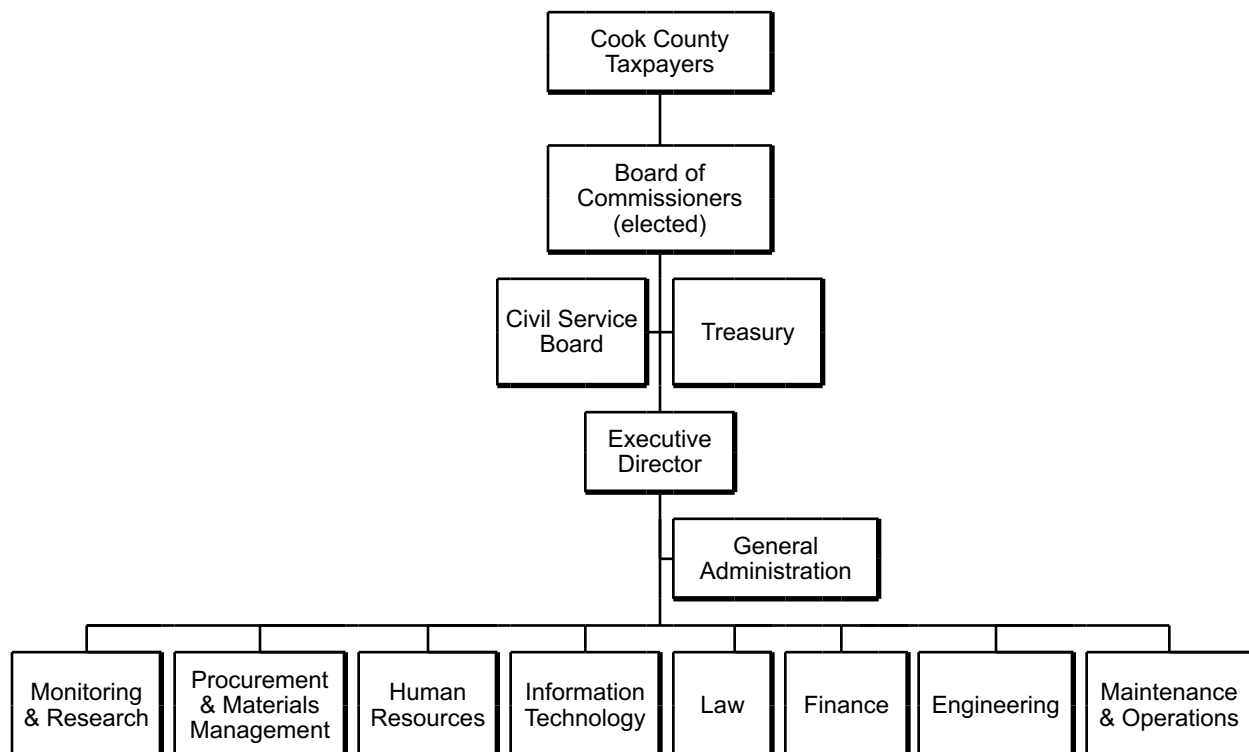
The District is governed by a nine-member Board of Commissioners (Board). Commissioners are elected at large and serve on a salaried basis. Three Commissioners are elected every two years for six-year terms. Biannually, the Board elects from its membership a President, Vice President, and Chairman of the Committee on Finance.

Organization Structure

The Executive Director, who reports directly to the Board, manages the District's day-to-day operations. Eight appointed department heads report to the Executive Director.

The Treasurer of the District, its chief financial officer, is appointed by and reports directly to the Board.

General Administration, which includes the Administrative Services Division, Diversity Section, and Public Affairs Section are direct staff and support units, reporting to the Executive Director.



HOW TO USE THE DISTRICT'S BUDGET

The organization and presentation of the District's Budget is designed to satisfy the needs of citizens, public officials, and District employees. It is organized in compliance with the Illinois Compiled Statutes and structured to meet external and internal managerial needs. As a comprehensive management and balanced financial plan, this document describes the programs, services, and resources the District provides, as well as policies and long-run financial plans.

The District's Budget is organized as follows:

- 1) By Appropriation and Tax Levy Ordinances. Enacted by the Board of Commissioners under the authority of the Illinois Compiled Statutes, these are the legal authority allowing the District to carry out its legally mandated mission.
- 2) By Funds. These are the accounting entities segregating sums of money or other resources for the purpose of carrying on specific activities or government functions in accordance with certain legal restrictions or limitations.
- 3) By Department. These are the primary organizational units of the District.

The District's Budget is presented in various sections, each providing the reader with specific information related to the District's financial plans and services.

The sections are presented as follows:

- I. **BUDGET FOREWORD**. An introductory section that contains: the Executive Director's Budget Message; Strategic Business Plan; narratives on operational goals and accomplishments, major issues, policy and program changes; Budget Highlights; Financial Policies, Objectives, and Accomplishments; Policy Development and the Budget Process; and the beginning of the Annual Appropriation Ordinance, which gives the Budget legal authority. The full Appropriation Ordinance begins on page 36 and sections II through VII.
- II. **BUDGET AND FINANCIAL SUMMARIES, SCHEDULES, AND EXHIBITS**. These provide an overview of the District's Budget and financial plans of the past, present, and future, including proposed tax levies, revenues, and appropriations.
- III. **FINANCIAL STATEMENTS BY FUND**. These contain detailed information on taxes and all other sources of revenue and expenditure, plus financial statements detailing current assets, current liabilities, and the amount of assets available for appropriation in 2019.
- IV. **CORPORATE FUND**. These present detailed information by department, and priority of activities, objectives, programs, performance measures, proposed line item expenditures, and staffing. The legend below shows the placement of data within the text boxes of the organizational charts. Each department provides actual, budgeted, and proposed full-time equivalent (FTE) positions over a three year period. Salary schedules for pay plans and grades, as shown in the Position Analysis, are included in the Appendix.

| Organization Unit Number | | |
|--------------------------|----------|----------|
| Organization Unit Name | | |
| 2017 | 2018 | 2019 |
| FTE | FTE | FTE |
| Count | Count | Count |
| Actual | Budgeted | Proposed |

- V. **CAPITAL BUDGET**. The District's current and long-term programs for capital construction, modernization, and rehabilitation are detailed in the Construction Fund and Capital Improvements Bond Fund.
- VI. **STORMWATER MANAGEMENT FUND**. The District's current and long-term programs for the Stormwater Management Fund are detailed.
- VII. **OTHER FUNDS**. Information detailing the Reserve Claim Fund, Bond Redemption and Interest Sinking Funds, and the MWRD Retirement Fund are provided in this section.
- VIII. **TAX LEVY ORDINANCES**. These present the financial and management plan of the District as a legal document which coordinates and establishes the legal authority for the District to obtain and expend funds during the fiscal year.
- IX. **APPENDIX**. Information detailing the District's compensation plan, glossaries, acronym list, awards, and organizational memberships.

To aid the reader in finding specific information quickly, there is a Table of Contents inserted on the manila tabbed divider before each section.

TABLE OF CONTENTS**INTRODUCTION**

| | |
|--|---------------------------|
| <u>Map of Cook County</u> | <u>i</u> |
| <u>Description of the Metropolitan Water Reclamation District of Greater Chicago</u> | <u>ii</u> |
| <u>How to Use the District's Budget</u> | <u>iv</u> |
| <u>Table of Contents</u> | <u>v</u> |

SECTION I. BUDGET FOREWORD

| | |
|--|---------------------------|
| <u>Executive Director's Budget Message</u> | <u>1</u> |
| <u>Strategic Business Plan</u> | <u>5</u> |
| <u>Budget Message/Highlights</u> | <u>9</u> |
| <u>Financial Policies, Objectives, and Accomplishments</u> | <u>26</u> |
| <u>Policy Development and the Budget Process</u> | <u>32</u> |
| <u>Annual Appropriation Ordinance</u> | <u>36</u> |

SECTION II. BUDGET AND FINANCIAL SUMMARIES, SCHEDULES, AND EXHIBITS

| | |
|---|---------------------------|
| <u>Where the Money Comes From; Where the Money Goes</u> | <u>39</u> |
| <u>Net Assets Appropriable</u> | <u>40</u> |
| <u>Estimated Tax Rate</u> | <u>41</u> |
| <u>Taxable Property (Equalized Assessed Valuation - Table and Graph)</u> | <u>42</u> |
| <u>Appropriations & Expenditures, Tax Levies, and Tax Rates</u> | <u>43</u> |
| <u>Comparative Statement of Appropriations, Tax Levies, and Tax Rates</u> | <u>44</u> |
| Comparative Appropriations: | |
| <u>by Major Object/Character of Expenditure (Graph)</u> | <u>46</u> |
| <u>by Major Object of Expenditure</u> | <u>47</u> |
| <u>by Character of Expenditure</u> | <u>48</u> |
| <u>by Department and Major Program</u> | <u>49</u> |
| <u>by Fund and Major Program (Graph)</u> | <u>50</u> |
| <u>by Program Objective and by Fund</u> | <u>51</u> |
| <u>Annual Debt Service (Graph)</u> | <u>52</u> |
| <u>Outstanding Bonds and Estimated Statutory Debt Margin</u> | <u>53</u> |
| <u>Account and Personnel Summary (Table and Graph)</u> | <u>55</u> |
| <u>Five-Year Financial Forecast, 2019 - 2023</u> | <u>58</u> |

SECTION III. FINANCIAL STATEMENTS BY FUND

| | |
|--|---------------------------|
| <u>Financial Narrative</u> | <u>71</u> |
| <u>Summary of Revenue, Expenditures, and Net Assets Appropriable, 2019 - 2017</u> | <u>75</u> |
| <u>Summary of 2019 Estimated Assets Appropriable for All Funds</u> | <u>79</u> |
| <u>Combined Balance Sheets, 2017 - 2016</u> | <u>80</u> |
| <u>Appropriations for Liabilities, 2019 - 2018</u> | <u>82</u> |
| <u>Taxes Receivable, 2018 and Prior Years, Including Estimate for 2019</u> | <u>83</u> |
| <u>Personal Property Replacement Taxes Receivable, 2019 and Prior Years, Including Estimate for 2019</u> | <u>84</u> |
| Corporate Fund: | |
| <u>Financial Narrative</u> | <u>85</u> |
| <u>Revenue Graphs, 2012 - 2019</u> | <u>86</u> |
| <u>Estimated Balance Sheet, 2019 - 2018</u> | <u>87</u> |
| <u>Appropriable Revenue, 2019 - 2016</u> | <u>88</u> |
| <u>Financing, 2019 - 2014</u> | <u>89</u> |

TABLE OF CONTENTS**SECTION III. FINANCIAL STATEMENTS BY FUND (continued)**

Corporate Working Cash Fund:

| | |
|---|---------------------------|
| <u>Estimated Balance Sheet, 2019 - 2018</u> | <u>90</u> |
| <u>Revenues, 2019 - 2016</u> | <u>90</u> |

Capital Funds:

| | |
|--|---------------------------|
| <u>Financial Narrative</u> | <u>91</u> |
|--|---------------------------|

Capital Improvements Bond Fund:

| | |
|---|---------------------------|
| <u>Estimated Balance Sheet, 2019 - 2018</u> | <u>93</u> |
| <u>Appropriable Revenue, 2019 - 2016</u> | <u>94</u> |

Construction Fund:

| | |
|--|---------------------------|
| <u>Estimated Balance Sheet, 2019 - 2018</u> | <u>95</u> |
| <u>Financing, 2019 - 2014, and Appropriable Revenue, 2019 - 2016</u> | <u>96</u> |

Construction Working Cash Fund:

| | |
|---|---------------------------|
| <u>Estimated Balance Sheet, 2019 - 2018</u> | <u>97</u> |
| <u>Revenues, 2019 - 2016</u> | <u>97</u> |

Other Funds:

| | |
|--|---------------------------|
| <u>Financial Narrative</u> | <u>98</u> |
|--|---------------------------|

Stormwater Management Fund:

| | |
|--|----------------------------|
| <u>Estimated Balance Sheet, 2019 - 2018</u> | <u>99</u> |
| <u>Financing, 2019 - 2014, and Appropriable Revenue, 2019 - 2016</u> | <u>100</u> |

Stormwater Working Cash Fund:

| | |
|---|----------------------------|
| <u>Estimated Balance Sheet, 2019 - 2018</u> | <u>101</u> |
| <u>Appropriable Revenue, 2019 - 2016</u> | <u>101</u> |

Bond Redemption and Interest Fund:

| | |
|---|----------------------------|
| <u>Estimated Balance Sheet, 2019 - 2018</u> | <u>102</u> |
| <u>Appropriable Revenue, 2019 - 2016</u> | <u>103</u> |

Reserve Claim Fund:

| | |
|---|----------------------------|
| <u>Estimated Balance Sheet, 2019 - 2018</u> | <u>104</u> |
| <u>Appropriable Revenue, 2019 - 2016</u> | <u>104</u> |

Retirement Fund:

| | |
|---|----------------------------|
| <u>Estimated Balance Sheet, 2019 - 2018</u> | <u>105</u> |
| <u>Appropriable Revenue, 2019 - 2016</u> | <u>105</u> |

SECTION IV. DETAIL OF DEPARTMENTAL APPROPRIATIONS FOR THE CORPORATE FUND

| | |
|---|----------------------------|
| <u>Corporate Fund Appropriations, Expenditures, and Budgeted FTE Positions, 2010 - 2019</u> | <u>107</u> |
|---|----------------------------|

| | |
|--|----------------------------|
| <u>Corporate Fund Organization Chart</u> | <u>108</u> |
|--|----------------------------|

| | |
|--|----------------------------|
| <u>Corporate Fund Line Item Analysis</u> | <u>109</u> |
|--|----------------------------|

Detailed Appropriations by Department:

| | |
|---|----------------------------|
| <u>Board of Commissioners</u> | <u>113</u> |
| <u>General Administration</u> | <u>123</u> |
| <u>Monitoring & Research</u> | <u>141</u> |
| <u>Procurement & Materials Management</u> | <u>165</u> |
| <u>Human Resources</u> | <u>179</u> |
| <u>Information Technology</u> | <u>197</u> |
| <u>Law</u> | <u>211</u> |
| <u>Finance</u> | <u>227</u> |

TABLE OF CONTENTS**SECTION IV. DETAIL OF DEPARTMENTAL APPROPRIATIONS FOR THE CORPORATE FUND (continued)**Maintenance & Operations

| | |
|---------------------------------|-----|
| <u>Summary of All Divisions</u> | 237 |
| <u>General Division</u> | 253 |
| <u>North Service Area</u> | 268 |
| <u>Calumet Service Area</u> | 284 |
| <u>Stickney Service Area</u> | 297 |
| <u>Engineering</u> | 311 |

SECTION V. CAPITAL BUDGET

| | |
|--|-----|
| <u>Transmittal Letter</u> | 329 |
| <u>Capital Improvement Program Functions and Narrative</u> | 330 |
| <u>Ten-Year Capital Improvement Program Summary, 2014 - 2023</u> | 334 |

Construction Fund:

| | |
|--|-----|
| <u>Narrative</u> | 335 |
| <u>Project List</u> | 337 |
| <u>Projects Listed by Service Area</u> | 339 |
| <u>Project Fact Sheets</u> | 343 |
| <u>Objectives and Program Summary</u> | 383 |
| <u>Line Item Analysis</u> | 385 |

Capital Improvements Bond Fund:

| | |
|--|-----|
| <u>Narrative</u> | 387 |
| <u>Project List</u> | 389 |
| <u>Tunnel and Reservoir Plan (TARP) Project Costs and Status Chart</u> | 392 |
| <u>Projects Listed by Service Area</u> | 394 |
| <u>Project Fact Sheets</u> | 399 |
| <u>Other Project Exhibits</u> | 442 |
| <u>Stormwater Management Project List</u> | 456 |
| <u>Objectives and Program Summary</u> | 457 |
| <u>Line Item Analysis</u> | 459 |

SECTION VI. STORMWATER MANAGEMENT FUND

| | |
|--|-----|
| <u>Transmittal Letter</u> | 461 |
| <u>Appropriations, Expenditures, and Budgeted FTE Positions, 2010 - 2019</u> | 462 |
| <u>Organization Chart</u> | 463 |
| <u>Budget Narrative</u> | 464 |
| <u>Project List</u> | 468 |
| <u>Projects Listed by Service Area</u> | 471 |
| <u>Project Fact Sheets</u> | 475 |
| <u>Project Exhibits</u> | 526 |
| <u>Objectives and Program Summary</u> | 531 |
| <u>Performance Data</u> | 533 |
| <u>Line Item Analysis</u> | 535 |
| <u>Position Analysis</u> | 537 |

TABLE OF CONTENTS**SECTION VII. OTHER FUNDS**

Reserve Claim Fund:

| | |
|--|----------------------------|
| <u>Description of Fund, Purpose, and Operation</u> | <u>541</u> |
| <u>Line Item Analysis</u> | <u>543</u> |

Bond Redemption and Interest Fund:

| | |
|---|----------------------------|
| <u>Description of Fund, Purpose, and Operation</u> | <u>544</u> |
| <u>Appropriation for Payment of Outstanding Bonds, 2019</u> | <u>547</u> |

Retirement Fund:

| | |
|--|----------------------------|
| <u>Description of Fund, Purpose, and Operation</u> | <u>549</u> |
| <u>Appropriation Ordinance</u> | <u>552</u> |

SECTION VIII. TAX LEVY ORDINANCES

| | |
|---|----------------------------|
| <u>Retirement Fund and Corporate Fund</u> | <u>553</u> |
| <u>Construction Fund</u> | <u>554</u> |

Bond Redemption and Interest Fund:

| | |
|--|----------------------------|
| <u>Tax Levy Ordinance for Outstanding Bonds</u> | <u>555</u> |
| <u>Tax Levy for Payment of Outstanding Bonds, 2019</u> | <u>558</u> |

| | |
|---|----------------------------|
| <u>Reserve Claim Fund</u> | <u>560</u> |
| <u>Stormwater Management Fund</u> | <u>561</u> |

SECTION IX. APPENDIX

| | |
|--|----------------------------|
| <u>Compensation Plan Narrative</u> | <u>563</u> |
| <u>Salary Schedules</u> | <u>564</u> |
| <u>Develop Employees</u> | <u>565</u> |
| <u>User Charge Rates/Property Tax Levies and Collections</u> | <u>566</u> |
| <u>Property Tax Base</u> | <u>567</u> |
| <u>Awards and Achievements Recognition</u> | <u>569</u> |
| <u>Leading Partnerships</u> | <u>577</u> |
| <u>Financial Glossary</u> | <u>582</u> |
| <u>Glossary of Technical Terms</u> | <u>586</u> |
| <u>Acronyms</u> | <u>588</u> |

NOTE PAGE

SECTION I

BUDGET FOREWORD

This section introduces the budget with explanations of the organization and structure of the District's Budget. It also presents an overview of the substance of the 2019 Budget. It includes the following:

- In the *Budget Message*, the Executive Director discusses his 2019 Budget Recommendations.
- In the *Strategic Business Plan*, an update of the strategic business plan is presented.
- The *Budget Message/Highlights* section includes a statement of the District's operational goals and accomplishments and a narrative on major issues, policy, and program changes. It is in this section that broad policy, program objectives, and operational accomplishments are defined.
- In the *Financial Policies, Objectives, and Accomplishments* section, an overview of the financial guidelines and accomplishments of the District is presented.
- The *Policy Development and the Budget Process* section describes policy development and the total budget process. The detailed budget process is presented in 12 clearly stated steps with a flowchart of the budget cycle.
- The *Annual Appropriation Ordinance* gives legal effect to the entire budget document as enacted into law by the Board of Commissioners under authority of the Illinois Compiled Statutes. It includes an explanation of the crosshatch (#) symbols used with some personnel positions within the budget, indicating changes to positions once vacated.

| | |
|--|---------------------------|
| <u>Executive Director's Budget Message</u> | <u>1</u> |
| <u>Strategic Business Plan</u> | <u>5</u> |
| <u>Budget Message/Highlights</u> | <u>9</u> |
| <u>Financial Policies, Objectives, and Accomplishments</u> | <u>26</u> |
| <u>Policy Development and the Budget Process</u> | <u>32</u> |
| <u>Annual Appropriation Ordinance</u> | <u>36</u> |



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October 16, 2018

Honorable Ladies and Gentlemen:

I am pleased to present the 2019 Executive Director’s Budget Recommendations for the Metropolitan Water Reclamation District of Greater Chicago (District). The budget recommendations are a fiscally responsible plan that support the District’s mission of protecting our water environment and the health and safety of the public in our service area. The Corporate Fund budget recommendations reflect modest growth of 1.8 percent over the 2018 appropriation and prioritize the maintenance and operation of our seven water reclamation plants. The Stormwater Management Program continues to implement flood control projects and support local stormwater issues. Our Capital Improvement Program provides great value for taxpayers by utilizing a combination of funding options including low interest State Revolving Fund loans, bonds, and pay-as-you-go funding to invest in Cook County infrastructure.

Celebrating 130 Years

The District will celebrate its 130th anniversary during 2019 and our mission to protect public health remains largely the same since our inception as the Sanitary District of Chicago in 1889. While the District’s first assignments of reversing the flow of the Chicago River and constructing a vast network of waterways to protect the quality of Lake Michigan were clear, the District continues to evolve and implement new technologies that further our commitment to environmental protection.

The District operates seven water reclamation plants that treat an average of 1.3 billion gallons of wastewater each day, controls 76.1 miles of navigable waterways, and owns and operates 34 stormwater detention reservoirs to provide regional flood protection. Beginning in 1972, the District began working on the Tunnel and Reservoir Plan (TARP) to meet water quality standards in the 375 square mile combined sewer service area. The tunnel system, which consists of 109.4 miles of tunnels ranging from eight feet to 33 feet in diameter with a storage capacity of 2.3 billion gallons, was completed in 2006. The second phase of TARP is a series of reservoirs that are primarily intended for flood control for the combined sewer area, and enhance pollution control benefits of the tunnel system. In 2018, Stage 1 of the final reservoir in the system, the McCook Reservoir, became operational while construction on Stage 2 is scheduled to be completed in 2029.



The Main Channel of the Sanitary and Ship Canal Extension, including the Lockport Powerhouse and Lock, were completed in 1907. The opening of the Lock connected the Great Lakes to the Mississippi River system. In the photo to the left, officials tour the Lockport Powerhouse and Lock on August 4, 1907.

Reducing the number of combined sewer overflows, improving stormwater management, and developing new technologies at the water reclamation plants have led to cleaner area waterways. The number of fish species in the Chicago Area Waterways System (CAWS) has drastically increased since the 1970s when monitoring of the fish population began. From 10 known species in 1974, the number has increased to 76. In 2018, the District teamed with the Army Corps of Engineers and the Chicago Park District to demolish a century old dam along the North Branch of the Chicago River to allow fish migration and improve navigation for recreational paddlers.

The District's 2015-2020 Strategic Business Plan, *Recovering Resources, Transforming Water*, encompasses the District's mission and provides a framework for evaluating new projects, ensuring sustainability, and providing clean water resources for generations to come.

Improving Infrastructure

Large-scale public works infrastructure projects have been a hallmark of the District's identity from our inception. From the opening of the Chicago Sanitary and Ship Canal in 1900 that successfully reversed the flow of the Chicago River, to construction of TARP tunnels and reservoirs, the District excels at implementing large capital projects.

The District's \$689.3 million 2019 Capital Improvement Program uses a combination of funding options to meet the District's capital needs in a fiscally sound manner. The 2019 Capital Improvement Program includes construction of 21 new pay-as-you-go projects funded through the Construction Fund, 20 new projects funded with State Revolving Fund loans and General Obligation bonds, and four large stormwater projects funded with Alternate Revenue bonds or Stormwater State Revolving Fund loans.



Stage 1 of the McCook Reservoir began taking water for the first time during an unusually warm January 11, 2018.

On January 11, 2018, the McCook Reservoir, Stage 1 began taking on water for the first time, protecting against combined sewer overflows, as well as alleviating flooding for 37 suburban communities. The Stage 1 reservoir has a 3.5 billion gallon storage capacity. Construction is on going for the Stage 2 reservoir, which will have an additional 6.5 billion gallon capacity and is scheduled to be operational in 2029.

In 2019, the District will begin construction on several projects to modernize our aging infrastructure at the seven water reclamation plants that will allow the District to optimize processes, chemical usage, and energy consumption. In 2018, the District will complete a \$23.2 million project to improve the operations at the Stickney Water Reclamation Plant (WRP). Nine new 160-foot diameter primary settling tanks will reduce methane gas emissions by replacing Imhoff tanks that have been in service since 1929. In 2019, construction will begin on a \$15.0 million dollar project to rehabilitate the anaerobic digesters at the Stickney WRP, as well as replace a section of gas piping that will ensure proper gas conveyance from the new primary settling tanks.

Operational Excellence



Workers with a hoist cage at the bottom of a drop shaft during sewer construction on December 21, 1927.

The District continues a tradition of operational excellence from the opening of the Calumet WRP in 1922 through today. The District serves 128 communities in nearly all of Cook County, treating an average of 1.3 billion gallons of water each day, with a total treatment capacity of 2.0 billion gallons per day. In 2017, five of seven water reclamation plants received National Association of Clean Water Agencies Platinum Peak Performance Awards for maintaining 100 percent compliance with National Pollutant Discharge Elimination Permits. The remaining two plants received a Gold Award and a Silver Award. All seven plants have earned 99.7 percent or higher compliance since 2007 and similar results are anticipated for 2018. Disinfection upgrades were implemented at the Calumet WRP in 2015 and an ultraviolet radiation disinfection system was introduced at the O'Brien WRP in 2016.

In addition to investing in technologies at the seven water reclamation plants to eliminate nitrogen and phosphorus from wastewater, the District is working to protect the CAWS from non-point source pollution. In conjunction with the Illinois Environmental Protection Agency (IEPA), the District coordinates stakeholders to address chloride levels in area waterways. In 2018, the District hosted municipal representatives, Illinois Department of Transportation (IDOT) representatives, and the private sector to share best management practices for applying road salt. The District and the University of Illinois were awarded a \$350,000 grant to study agricultural drainage to minimize nitrogen and phosphorus in agricultural runoff.

Stormwater Management

In 2004, the Illinois General Assembly granted authority to the District to manage stormwater for Cook County, expanding the mission of the agency to mitigate flooding and improve water quality throughout the region. Changing weather patterns and intense bursts of precipitation quickly overwhelm systems throughout Cook County. The 2019 Budget highlights the District's commitment to reduce flooding. The Stormwater Management Fund budget recommendation is increasing by \$25.8 million over the 2018 appropriation to further our investment in flood control projects and continue to support local stormwater issues. During 2019, construction will begin on both channel improvements on Addison Creek and the Addison Creek Reservoir. Together these large-scale projects will reduce overbank flooding for over 2,000 structures.

Through flood-prone property acquisition, community partnerships, and cost sharing agreements for local stormwater projects, the District is leveraging tax dollars and investing in both Green Infrastructure projects and large capital projects. Green Infrastructure projects are designed to capture water and allow it to infiltrate into the ground before it enters the traditional conveyance system.



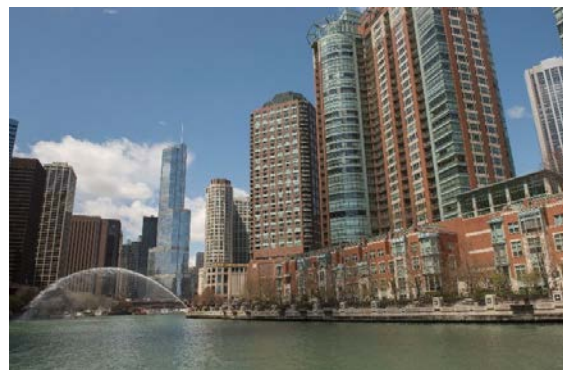
The District partners with local municipalities and other governmental organizations to fund Green Infrastructure projects that capture, store, and infiltrate stormwater by mimicking the natural water cycle. Funding is provided for construction projects that are in flood-prone areas and provide educational opportunities for residents on the benefits of Green Infrastructure. The 2019 Budget includes \$10.7 million for cost sharing on local Green Infrastructure projects.

The District is actively partnering with local governments or has recently completed projects including the following:

- The District partnered with the City of Chicago to complete the Albany Park Stormwater Diversion Tunnel in 2018. The tunnel will convey water overflowing at the North Branch of the Chicago River and convey it more than a mile east to the North Shore Channel. The Albany Park neighborhood experienced major flooding that impacted hundreds of homes in the past, and this project will help protect those homes against future flood damages.
- Permeable pavers are being installed throughout Cook County in partnership with the District. The Village of Arlington Heights is installing a permeable parking lot and a bioinfiltration basin at the Arlington Heights Police Station. Green alleys are being constructed in Chicago's 10th Ward, the City of Des Plaines, the Village of Forest Park, the Village of Harwood Heights, the Village of Maywood, the Village of Posen, and the Village of River Forest.
- The District partnered with the Village of Skokie and the Skokie Park District on two projects that allow for a combined 46,000 gallons of water to be retained at Devonshire Park and the Skokie Police Station Headquarters. The projects include rain gardens and a naturalized detention area.

Financial Summary

The District continues to maintain a AAA bond rating from Fitch Ratings and a AA+ bond rating from Standard & Poor's. The District's funding policies for both the Retirement Fund and Other Postemployment Benefits Fund demonstrate the District's commitment to long-term fiscal management and contribute to strong credit ratings. These accomplishments, in the midst of an uncertain Illinois financial environment, are outstanding achievements and speak to the careful, thoughtful management of the agency as directed by the District's Board of Commissioners.



The Nicholas J. Melas Centennial Fountain was built in 1989 to commemorate the District's 100th anniversary.

The 2019 Executive Director's Budget Recommendations and the Five-Year Financial Plan were developed to maintain budgetary fund balances using the Strategic Business Plan as a guideline to establish priorities. The operation, maintenance, and investment in the District's infrastructure, flood control projects, and other essential services will continue to receive primary focus. The District has been aggressive over the past year in addressing some of the primary drivers of the budget, including energy costs, personnel and health care costs, and unfunded pension liabilities. These recommendations continue our conservative fiscal management and include the policies, objectives, and resources to allow the District to remain true to our mission of protecting our water environment and the health of the residents of Cook County.

The District's appropriation and tax levy for 2019 as recommended, compared to the 2018 Budget as Adjusted is:

| | <u>2019</u> | <u>2018 Adjusted</u> | <u>Increase (Decrease)</u> | <u>Percent Change</u> |
|----------------|------------------|----------------------|--------------------------------|---------------------------|
| Total Tax Levy | \$ 640,649,270 | \$ 621,317,594 | \$ 19,331,676 | 3.1 % |
| Aggregate Levy | \$ 341,239,500 | \$ 329,699,997 | \$ 11,539,503 | 3.5 % |
| Appropriation | \$ 1,079,658,141 | \$ 1,151,051,387 | \$ (71,393,246) | (6.2)% |

The aggregate levy is statutorily limited to an annual increase of five percent or the Consumer Price Index (CPI), whichever is lower. The increase in the 2019 aggregate levy is equal to the estimated CPI plus new property for 2019.

Conclusion

The 2019 Executive Director's Budget Recommendations were prepared to incorporate the goals and strategies of the Strategic Business Plan, *Recovering Resources, Transforming Water*. The 2019 update to the plan is included in full on the following pages. We are committed as an agency to providing the excellent service expected of the District.

Respectfully submitted,



John P. Murray
Acting Executive Director

STRATEGIC BUSINESS PLAN

Recovering Resources, Transforming Water

2019 UPDATE TO THE 2015-2020 STRATEGIC BUSINESS PLAN

The District's Strategic Business Plan is used throughout the year to measure results and communicate progress to the Board of Commissioners and staff. This plan is reviewed and updated on an annual basis. It serves as a guiding document until it is replaced by a new Strategic Business Plan.

There have been significant achievements made during this Strategic Business Plan cycle. The 7.9 billion gallon Thornton Composite Reservoir came online in 2015, and the 3.5 billion gallon McCook Reservoir Stage 1 was placed in service in 2017. Together they provide 11.4 billion gallons of flood protection to residents and water quality improvements to the Chicago Area Waterway System. Also in 2015, the District received authority to recover resources from the treatment process and resell these assets to help offset treatment costs.

Becoming a sustainable partner in the region by recovering resources, lowering carbon emissions, creating new revenue streams, and promoting resiliency are current goals. The District has an excellent soil enhancer product, nutrients, clean water, and energy that can add benefit to our communities. The District's real estate resources are being used to add value to the communities we serve.

The District's Mission Statement and Values continue to guide the District's future.

MISSION

The District will protect the health and safety of the public in its service area, protect the quality of the water supply source (Lake Michigan), improve the quality of water in watercourses in its service area, protect businesses and homes from flood damages, and manage water as a vital resource for its service area. The District's service area is 882.1 square miles of Cook County, Illinois. The District is committed to achieving the highest standards of excellence in fulfilling its mission.

VALUES

Excellence

We believe excellence is a never-ending journey to exceed the expectations placed upon us as individuals and as an organization.

Individual excellence is exhibited by performing one's responsibilities to the best of his or her ability. We promote employee development and encourage everyone to perform at their best. Organizational excellence is obtained by continuous improvement to existing processes. Excellence at both levels is achieved through proactive, resourceful, reliable, and prudent execution of processes and responsibilities. Striving for excellence will result in continuous improvements in the way we operate and the quality of the environment.

Innovation

We seek optimal solutions to provide the best services and products available.

Innovation increases efficiency and performance by being adaptable and strategic in the face of change. Meaningful, productive change involves looking at challenges and opportunities from new perspectives and then developing and implementing new ideas to address the challenge. We are open to implementing new concepts and sharing what we have learned from our diverse experiences and, in the process, evolving. Embracing growth within the District's mission, we continue to be a model of wastewater treatment and stewardship of the water environment.

Respect

We create an atmosphere of open communication that rewards commitment and performance and is responsive to the needs of our employees and our communities.

Respect is measured by how we treat each other, by the contributions that flow from our diversity, by the productivity of our relationships, and by a job well done, no matter what the job. To meet our goals, we depend on the integrity, knowledge, skill, diversity, and teamwork of our employees. Creating a respectful, courteous, and fair workplace will lead to improved communication, heightened levels of workplace participation, and innovation due to diverse thinking.

Safety

We are dedicated to safeguarding our greatest assets - our employees - together with the environment and our communities.

There is always time to do it safely. We strive to provide a safe environment for our employees and our communities. We continually seek new ways to improve safety performance by routinely training employees in safe operating practices and regulatory responsibilities. We incorporate safety in all planning, operations, and activities. Continuously improving our safety practices will improve the well-being of our employees and the District as a whole.

Accountability

We are dedicated to fulfilling our responsibility by being accountable to our taxpayers, coworkers, and the environment in a prudent manner.

As public service employees, we bring a high degree of integrity, professionalism, quality, and caring to our work. We have a commitment to our communities to provide service with the highest level of integrity, transparency, and accountability. Acting with accountability will make us a stronger organization by earning the respect, trust, and confidence of our coworkers and the communities we serve.

VISION

The vision statement “*Recovering Resources, Transforming Water*” captures the changing landscape taking place in the water industry. The District is looking to add value in traditional and non-traditional ways. This vision has produced six main goals for the organization. These goals are listed below with a descriptive statement that captures the thinking behind each goal.

Add Value: Every employee at the District will look for opportunities to add value.

Excellence: Nothing of consequence is accomplished without enthusiasm.

Resource Recovery: The District will pursue the beneficial recovery of natural resources.

Develop Employees: Value is measured through personal contribution and growth.

Leading Partnerships: We recognize the importance of active involvement in the world around us.

Technology: It is essential for the District to have a robust and formal Information Technology (IT) governance model as needs and desired investments in IT outpace the resources available.

GOALS AND STRATEGIES

The Strategic Business Plan outlines six major goals aimed at achieving the vision of the District. Under each goal, strategies to accomplish the goal are described. Each strategy has performance measures. The measures are used to ensure efforts are achieving the desired results. During the annual strategic planning review, the measures are used to make adjustments to the plan as needed so the District can remain focused on continual improvement.

GOAL 1 - Add Value

Every employee at the District will look for opportunities to add value. The District will be focused on adding value at every level in the organization. Each employee is challenged to add value in every interaction either internal or external to the agency. The following specific strategies have been developed to meet this goal:

Customer Service: Every employee’s action should mindfully fulfill the customer’s needs.

- Issue permits in less than 30 days;
- Transition from an enforcement perspective to informed compliance;
- Develop and implement effective flood mitigation programs for our customers;
- Structure a multi-dimensional, culture changing strategy around flood implementation;
- Develop and implement targeted odor control strategies.

Real Estate: Explore opportunities for community partnerships aimed at reducing waste, our carbon footprint, or revitalizing the environment.

- Utilize wood chips in biosolids compost blend;
- Work with community to revitalize the urban forest through the “Restore the Canopy” program;
- Utilize Fulton County property for nutrient control research and demonstration.

Service Levels: The District will establish service level agreements that meet the needs and expectations of the internal customer.

- Establish contract turnaround timeframe agreements for all contract classes;
- Develop planning schedules and adhere to project timeframes;
- Streamline and simplify the budget process.

GOAL 2 - Excellence

Nothing of consequence is accomplished without enthusiasm. Excellence should be our goal in everything we do, from meeting compliance objectives to delivering projects on time. In order to achieve excellence, the organization should focus on results. It is the measure of the result that determines the degree of success.

Finances: Ensure the responsible use of resources in the delivery of services.

- Continue the prioritization of projects to ensure best use of current spending;
- Provide base budget targets and assure approvals above base are tied to strategic initiatives;
- Manage resources to ensure financial stability targets are met.

Process Evaluation: Develop processes that are results oriented.

- Modernize and update aging infrastructure;
- Optimize energy intensive processes;
- Optimize chemical intensive processes;
- Optimize work distribution processes and workflow.

Sense of Urgency: Establish a sense of urgency in delivering community services.

- Deliver and implement a flood relief plan for Cook County;
- Establish excellence in maintenance and operations;
- Expedite capital improvement program projects in design, bid, contract award, and construction schedule.

Performance Management: The District will develop performance measures that reflect the excellent contributions of staff.

- Develop automatic measures that indicate performance to our public.

GOAL 3 - Resource Recovery

The District will pursue the recovery of natural resources. The District understands the obligation of every organization to implement sustainable and resilient practices. The District also understands the importance of a sustainable economy and financial base. Therefore, the District will seek opportunities to recover resources, return materials to the economy, and earn revenue or offset operational costs.

Water: Pursue reuse applications for the high quality water produced at our plants and for the capture and reuse of stormwater.

- Explore reuse opportunities in the Kirie, Calumet, and Stickney industrial corridors.

Phosphorus: Recover phosphorus in a slow release fertilizer for environmentally-friendly reuse.

- Optimize the recovery process at the Stickney WRP;
- Evaluate recovery processes at the Calumet and Egan WRPs;
- Explore algae nutrient reduction processes as an additional recovery resource.

Energy: Reduce energy consumption and increase renewable energy production.

- Maximize use of digester gas;
- Market electrical capacity at Lockport to maximize return on investment;
- Optimize aeration processes and reduce energy consumption in aeration by 25 percent;
- Document the carbon footprint at each WRP.

Biosolids: Maximize the utilization of Class A Exceptional Quality (EQ) biosolids in our service area.

- Develop partnerships with state and local agencies to use EQ biosolids in construction projects;
- Identify, monitor, and evaluate beneficial use opportunities for biosolids;
- Increase local distribution points to reduce hauling costs.

Recycle and Prevention: Promote environmental stewardship through recycling and preventative measures.

- Recycle demolition material on all District projects;
- Ensure availability of medical disposal options;
- Explore opportunities for recycle partnerships;
- Develop and distribute additional prevention education materials.

GOAL 4 - Develop Employees

Value is measured through personal contribution and growth. Employees at the District are the best in the industry. In order to maintain a leadership role in wastewater, the District needs to develop future leadership and pass down competencies. The District will invest in its future by investing in its employees.

- Develop and implement leadership initiatives that support succession planning;
- Develop and implement competency-based individual development plans;
- Develop a culture that recognizes the value of every employee.

GOAL 5 - Leading Partnerships

We recognize the importance of active involvement in the world around us.

Relationships: Develop strategic relationships with constituents through active involvement in a variety of venues and organizations on a local, state, and national level.

- Inventory and align professional memberships and participation;
- Participate in active leadership roles in a variety of organizations;
- Utilize our enhanced awareness from strategic relationships to make informed decisions.

Leadership: Promote the District as one of the top leaders in the water industry.

- Provide active leadership in the invasive species discussion;
- Provide active leadership in water issues in Cook County;
- Provide active leadership in state water issues;
- Provide active leadership in federal water issues.

GOAL 6 - Technology

It is essential for the District to have a robust and formal IT governance model as the needs and desired investments in IT outpace the resources available. IT security, business continuity, and compliance requirements need sensible and enforceable policies. The IT Department will focus on providing the District an appropriate balance between maintaining a secure computing environment and providing readily accessible, easy to use applications.

- Implement a modern web content management system that provides a streamlined approach for storing and delivering web content (e.g., images, videos, department pages);
- Develop a framework for deploying web services and data integration technologies to streamline access to various hosted data systems and applications;
- Continue to improve upon customer service by being transparent via IT Service Management, including providing a service catalog and real-time insight into all service tickets;
- Provide a secure internet environment and implement measures to proactively prevent external infiltration and intrusion.

Budget Message / Highlights

The following pages illustrate how the District is implementing the Strategic Business Plan by summarizing major policies, ongoing programs, and initiatives that directly support the development of the District's 2019 annual budget. Specific strategies for each Goal highlight how the District is meeting our mission and the vision of "Recovering Resources, Transforming Water."

Goal 1 - Add Value

Develop and implement effective flood mitigation programs for our customers. The mission of the Stormwater Management Fund is to protect the safety of Cook County's residents and minimize flood damage by coordinating, planning, implementing, financing, and operating regional stormwater management projects and to administer uniform rules for watershed development. The framework of the District's countywide Stormwater Management Program is presented in the Cook County Stormwater Management Plan.

In 2011, the District completed detailed watershed plans (DWPs) identifying flooding problems within each of the six major watersheds within its service area. As a part of the Capital Improvement Program, the District began preliminary and final engineering for regional projects identified within the DWPs and approved by the Board. In 2014, the Illinois General Assembly expanded the authority of the District's Stormwater Management Program to allow the District to address local drainage problems and acquire flood-prone property from property owners on a voluntary basis. These legislative changes allow the District to identify and assist municipalities with the implementation of projects that address local flooding concerns.

Structure a multi-dimensional, culture changing strategy around flood implementation. Managing stormwater includes not only building traditional flood control measures, but also incorporating Green Infrastructure into regional planning. In 2017, the District began accepting annual applications to help fund local government projects that utilize Green Infrastructure. In 2017, the District accepted 47 applications and selected 20 projects for funding in 2018. In 2018, the District accepted 48 applications and selections for funding in 2019 are ongoing. Green Infrastructure can reduce wet-weather flows to combined sewer systems, reducing combined sewer overflows to local waterways and protecting water quality in these vital waterways. Green Infrastructure also reduces runoff volumes and improves water quality in separate sewer service areas. Green Infrastructure also provides social benefits that enhance the livability of communities. The 2019 Budget includes \$35.1 million in the Stormwater Management Fund for Intergovernmental Agreements that include Green Infrastructure projects and other stormwater improvements.

Work with community to revitalize the urban forest through the "Restore the Canopy, Plant a Tree" program. The District launched the "Restore the Canopy, Plant a Tree" program in April 2016 to replenish Cook County's tree canopy that was decimated due to emerald ash borer and extreme weather events. The District is distributing trees to community groups, municipalities, schools, and residents throughout Cook County. Since the program began, the District has partnered with approximately 155 different entities and has distributed more than 55,000 red oak, pin oak, swamp white oak, black oak, and pecan saplings.



Maximize our real estate portfolio. Over the years, the District has acquired substantial real property holdings to carry out its corporate responsibilities. It currently owns approximately 24,000 acres of land located in Cook, Will, DuPage, and Fulton Counties in Illinois and controls 76.1 miles of navigable waterways, which include the Cal-Sag Channel, Chicago Sanitary and Ship Canal (Main Channel), and the North Shore Channel.

The District's land holdings are necessary to carry out its lawfully authorized corporate purpose of wastewater collection, treatment, disposal, and ancillary activities. The additional corporate responsibility of stormwater management conferred by the Illinois General Assembly in 2004 has increased the District's activities and may result in an increase of its land holdings in Cook County to facilitate the construction of projects.

The District's land holdings are generally categorized as corporate or non-corporate use properties. Its corporate use properties are those land holdings which are used or will soon be used for the District's corporate purposes. Non-corporate use properties are those land holdings which are not immediately required for corporate purposes. The non-corporate use properties may be required for future use or it is in the District's best interest strategically to maintain ownership. An example of the latter is land along the waterway corridors that may be needed for future water quality improvement or stormwater management projects.

Budget Message / Highlights

Currently, non-corporate land holdings include approximately 4,900 acres in Cook County, 450 acres in DuPage County, and 670 acres in Will County. These non-corporate use properties are for the most part managed by the Real Estate/General Administration Division of the District's Law Department. These properties may be leased to other parties until required for corporate purposes in accordance with requirements set forth in state law (70 ILCS 2605/8-8c). State law provides, among other things, that a District lease to a private party/entity may be awarded only upon open and public competitive bidding to the highest responsible bidder. Additionally, state law provides that the District may issue permits or grant easements for others to use District land, provided such use would not interfere with the District's corporate purposes. Management of District land currently includes over 177 leases, 391 easements, and 78 permits.



Centennial Hill, along the Centennial Trail in Willow Springs. The property is owned by the District and leased to the Forest Preserve District of Cook County.

The District continues to pursue a balanced and mixed-use approach with respect to administering its non-corporate use properties. This balanced program seeks to maximize rental income in those instances where District land is made available for private use, while setting aside substantial holdings for public recreational use by leasing to other governmental entities (park districts, municipalities, and forest preserve districts). The leases to other governmental entities are for a nominal fee and typically for the express purpose of enhancing public access to, and the development of parks, hiking and bicycle trails, and passive recreational use along the waterways. The District's balanced approach has resulted in approximately 75 percent of District leased lands being leased to governmental entities for public recreational or other public use. The other approximately 25 percent of District leased lands are leased to private parties for industrial and business purposes from which the District expects to derive approximately \$21.5 million in 2019 in rental and fee income.

Goal 2 - Excellence

Manage resources to ensure financial stability targets are met. The District provides and subsidizes health care benefits for its retirees through a statutorily authorized Other Postemployment Benefits (OPEB) Trust for the purpose of providing for the funding and payment of health benefits for retired, disabled, or terminated employees of the District or for their dependents and beneficiaries.

Since the Trust was established in 2007, the District adopted an OPEB advance funding policy meant to (i) improve the District's financial position by reducing the amount of future employer contributions and (ii) serve to establish a reserve to help ensure the financial ability to provide health care coverage for District retirees and annuitants in the future. The current funding policy includes a 100 percent target funding level, an advance funding period of 12 years, and a defined advance funding amount of \$5.0 million to be contributed in each of the 12 years from 2015 through 2026. No further advance funding contributions are expected after 2026. Through December 31, 2017, \$127.4 million has been contributed by the District to the OPEB Trust. The advance funding contribution for 2018 was \$5.0 million and the 2019 budgeted contribution is \$5.0 million. While authorized by statute, there is currently no legal requirement for the District to partially or fully fund the OPEB Trust.



Workers pose on a dipper dredge bucket on October 16, 1899 during construction of a bypass channel on the South Branch of the Chicago River.

Budget Message / Highlights

The accumulated unfunded OPEB obligation is \$113.5 million as of December 31, 2017, the date of the most recent actuarial valuation. The unfunded liability represents the amount by which the accrued liability exceeds the value of the plan assets that have been placed in a trust and dedicated to providing benefits to retirees and their beneficiaries. The policies adopted by the District are cautious by design, and will provide ample opportunity for adjustment. Future direction may also be changed significantly by national health care policies.

Optimize energy intensive processes. The District began working with the Public Building Commission of Chicago to conduct an Investment Grade Energy Audit of the District's facilities in 2014. The Investment Grade Energy Audit was completed by NORESKO, an energy service company. The audit resulted in a comprehensive list of energy conservation projects that meet District requirements and objectives. Under the Investment Grade Energy Audit report, projects identified to be beneficial to the District include the installation of steam blanket insulation, heating, ventilation, and air condition control upgrades, and interior lighting upgrades to LED fixtures in various locations. In 2018, the District completed work at the Calumet WRP and the Stickney WRP Storeroom. Estimated annual savings resulting from these projects are \$270,000 with a simple payback of 15.6 years. In addition, the District received rebates of \$129,500 for natural gas and \$270,000 for electricity from the Illinois Department of Commerce and Economic Opportunity. The District plans to perform similar projects in the North Service Area and various remote locations for the remainder of 2018. Annual costs savings and payback are \$204,000 and 17.7 years respectively. Projects planned for 2019 include lighting upgrades at the Stickney WRP and the Mainstream Pumping Station. These projects will result in annual costs savings of \$223,000 and a payback in 21.2 years. The District anticipates planned projects will result in rebates from Nicor Gas and ComEd in amounts similar to natural gas and electricity rebates mentioned above.

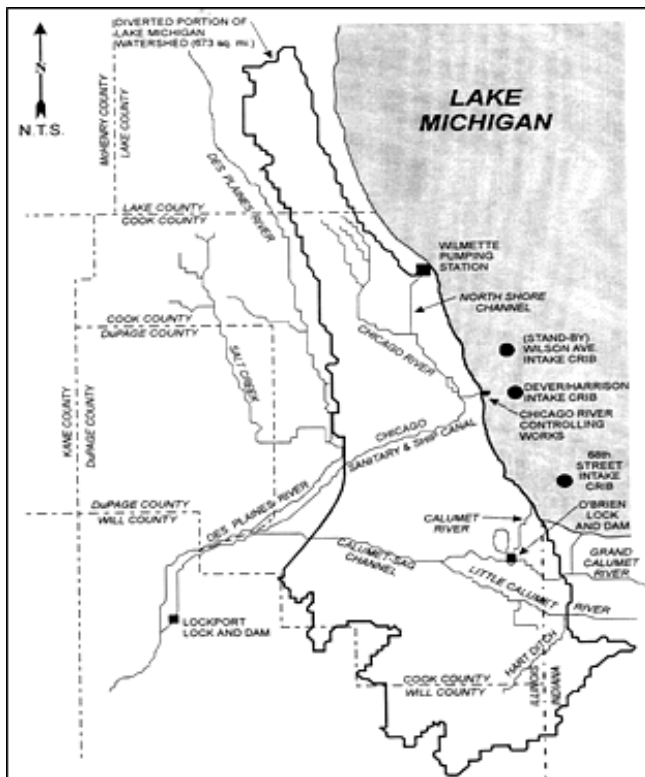
Modernize and update aging infrastructure. The District continually works to maintain and improve its infrastructure. One example is the installation of primary settling tanks under a project in the Capital Improvements Bond Fund. The elimination of the current Imhoff process and replacement with more modern and effective treatment equipment will nearly double digester gas production. Digester gas is utilized in process and space heating throughout the Stickney Water Reclamation Plant, and is considered a renewable resource. Increased gas production will result in reduced demand for natural gas. Electrical demands will also decrease, with the elimination of the necessity of pumping up to 100 million gallons per day of recycle flow from the old grit removal process and the low-pressure compressors necessary for the removal of sludge from the aging Imhoff tanks.

To ensure the accuracy of sewer mapping, the District has developed an innovative partnership with local communities in its service area throughout Cook County as part of the Infiltration/Inflow Control Program. The District lends Global Positioning System (GPS) units to local sewer system owners that discharge directly or indirectly to the District's facilities. The GPS units map the collection systems using Geographic Information System (GIS) software.



Through GIS mapping technologies and GPS units, sewer system owners can pinpoint manholes, inlets, catch basins, cleanouts, lift stations, outfalls, gravity mains, lateral lines, and other items.

Budget Message / Highlights



Drainage from the Chicago watershed was redirected to the Des Plaines River and away from Lake Michigan in 1900, thereby protecting the drinking water supply.

Establish excellence in maintenance and operations. The following examples demonstrate the District's commitment to excellence in maintenance and operations.

Protect the quality of Lake Michigan water: The District has successfully eliminated all sewage discharges to Lake Michigan and strives to minimize discharges to the lake caused by excessive rainfall runoff. To continue to protect Lake Michigan, our region's fresh drinking water supply, and protect the public health, the District will continue to monitor potential sources of discharges that may threaten Lake Michigan and will minimize combined sewer discharges to the lake through careful operation of the TARP project and the waterway system.

Protect aquatic life and public recreation: The District operates instream and sidestream elevated pool aeration (SEPA) stations to maintain sufficient dissolved oxygen in key sections of the Chicago Area Waterway System (CAWS) to protect aquatic life. The District conducts chemical and biological monitoring of district service area waterways and has developed, through collaborators in academia, both a one-dimensional and a three-dimensional water quality model of portions of the CAWS to assess the operation of the waterway to continually improve water quality and protect aquatic life. In 2018, the District continued to implement an operational optimization plan for Lake Michigan discretionary diversion and aeration stations to utilize these resources most efficiently, while improving water quality in the CAWS. Since 2016, the District has implemented disinfection technologies and microbiological monitoring of effluents at the O'Brien and Calumet WRPs to protect water quality in the CAWS to ensure safety for public recreation.

Provide flood protection and improved water quality to residents under the Tunnel and Reservoir Plan: TARP Phase I was fully completed in 2006 and consists of 109.4 miles of deep rock tunnels designed to capture up to 2.3 billion gallons of the first flush of sewage contaminated stormwater from combined sewers that had previously flowed into the area waterways. TARP Phase II includes three storage reservoirs built at the end of the tunnels to provide an additional 15.0 billion gallons of capacity. These reservoirs are described below and additional information for the TARP system projects status is on page 393.

Majewski Reservoir: This 350 million gallon reservoir was completed in 1998 and has prevented over 6.3 billion gallons of combined sewer overflow from entering the waterways and mitigated over \$460.0 million in flood damage.

Thornton Composite Reservoir: In November 2015, the Thornton Composite Reservoir became operational. Through July of 2018, approximately 20.0 billion gallons of polluted water have been captured.

McCook Reservoir: The McCook Reservoir, the last component of the TARP system, will serve 3.1 million people in 37 communities, including most of Chicago, providing a total volume of 10.0 billion gallons. The first stage opened on December 4, 2017 with 3.5 billion gallons of storage. The second stage will provide 6.5 billion gallons of storage, but is still being mined and is expected to be completed in 2029. The McCook Reservoir is projected to bring more than \$140.0 million annually in flood reduction benefits to residents in its service area.

A new 20-foot diameter inflow tunnel and gate shaft, scheduled to be completed in 2020, is being constructed to connect the existing Des Plaines Tunnel system directly to the McCook Reservoir. The new tunnel will provide a greater benefit to the communities served by the Des Plaines Tunnel than using the inflow/outflow tunnels.

*Budget Message / Highlights***Collection, Treatment, and Solids Utilization for the Maintenance & Operations Department**

| | Budgeted 2019 | Budgeted 2018 | 2017 Actual | % Change 2018-2019 |
|---|----------------------|----------------------|--------------------|---------------------------|
| Total cost of collection (millions) | \$52.4 | \$51.6 | \$45.1 | 1.6% |
| Total cost of treatment (millions) | \$69.9 | \$70.1 | \$65.6 | (0.3)% |
| Total cost of solids utilization (millions) | \$24.4 | \$21.5 | \$22.5 | 13.5% |
| Number of full time equivalent employees: | | | | |
| Collection | 246 | 244 | 237 | 0.8% |
| Treatment | 386 | 378 | 381 | 2.1% |
| Solids Utilization | 42 | 38 | 42 | 10.5% |

Design average flow/design maximum flow million gallons per day (MGD) level of treatment by plant:

| | | | |
|-----------------------------|-------------|-------------|-------------|
| Stickney WRP - Secondary | 1,200/1,440 | 1,200/1,440 | 1,200/1,440 |
| Calumet WRP - Secondary | 354/430 | 354/430 | 354/430 |
| O'Brien WRP - Secondary | 333/450 | 333/450 | 333/450 |
| Kirie WRP - Secondary | 52/110 | 52/110 | 52/110 |
| Egan WRP - Tertiary | 30/50 | 30/50 | 30/50 |
| Hanover Park WRP - Tertiary | 12/22 | 12/22 | 12/22 |
| Lemont WRP - Secondary | 2.3/4 | 2.3/4 | 2.3/4 |

Outputs:

Amount of wastewater collected and treated by plant:

| | Budgeted 2019 | Budgeted 2018 | 2017 Actual | % Change 2018-2019 |
|------------------------------------|----------------------|----------------------|--------------------|---------------------------|
| Stickney WRP (million gallons) | 276,000 | 284,000 | 247,598 | (2.8)% |
| Calumet WRP (million gallons) | 100,000 | 100,000 | 93,816 | — % |
| O'Brien WRP (million gallons) | 85,000 | 89,000 | 84,714 | (4.5)% |
| Kirie WRP (million gallons) | 14,500 | 14,000 | 15,298 | 3.6 % |
| Egan WRP (million gallons) | 10,200 | 10,200 | 8,725 | — % |
| Hanover Park WRP (million gallons) | 3,700 | 3,500 | 3,951 | 5.7 % |
| Fox River WRP (contract agreement) | 2,150 | 2,000 | 2,069 | 7.5 % |
| Lemont WRP (million gallons) | 1,000 | 1,000 | 933 | — % |

Outputs:

Dry tons of biosolids utilized by area:

| | Budgeted 2019 | Budgeted 2018 | 2017 Actual | % Change 2018-2019 |
|-----------------------|----------------------|----------------------|--------------------|---------------------------|
| North Service Area | 800 | 1,000 | 698 | (20.0)% |
| Calumet Service Area | 29,000 | 29,000 | 17,077 | — % |
| Stickney Service Area | 70,000 | 70,000 | 57,600 | — % |

Outcomes:

Achievement of water reclamation plant pollution permit requirements by plant:

| | 2017 | 2016 | 2015 | 2014 |
|------------------|-------------|-------------|-------------|-------------|
| Stickney WRP | 99.94% | 99.77% | 100.00% | 99.94% |
| Calumet WRP | 100.00% | 100.00% | 100.00% | 100.00% |
| O'Brien WRP | 100.00% | 100.00% | 100.00% | 100.00% |
| Kirie WRP | 100.00% | 100.00% | 100.00% | 100.00% |
| Egan WRP | 100.00% | 100.00% | 100.00% | 100.00% |
| Hanover Park WRP | 100.00% | 100.00% | 100.00% | 100.00% |
| Lemont WRP | 100.00% | 100.00% | 100.00% | 100.00% |

Budget Message / Highlights

Provide sewage collection and treatment and maintain award-winning plants. In 2019, the District expects to collect and treat approximately 493 billion gallons of wastewater at our seven WRPs. These services will be performed in compliance with discharge permits issued by the US Environmental Protection Agency, which regulates the quality of our effluent as it leaves our treatment plants. Our high level of compliance emphasizes our excellent performance. This is reflected in a 99.99 percent overall compliance with the National Pollutant Discharge Elimination System (NPDES) requirements in 2017. This compliance resulted in one Silver, one Gold and five Platinum Awards from the National Association of Clean Water Agencies (NACWA). Operating performance in 2018 is expected to achieve higher performance levels. See page 13 for Collection, Treatment, and Solids Utilization data.

In 2017, the District successfully renewed their NPDES permits for the Calumet, O'Brien, and Stickney WRPs. The District is currently awaiting responses from the Illinois Environmental Protection Agency for the following renewal applications: Stickney WRP CAAPP Title V permit, Kirie WRP NPDES, Hanover Park WRP NPDES, Lemont WRP NPDES, Egan WRP NPDES, Lockport Powerhouse and General Stormwater NPDES.

Goal 3 - Resource Recovery

Recover phosphorus in a slow release fertilizer for environmentally-friendly reuse. In partnership with Ostara Nutrient Recovery Technologies, the District opened the world's largest nutrient recovery facility at the Stickney WRP. Phosphorus and nitrogen recovery will provide significant environmental benefits to the CAWS and downstream through the Mississippi River to the Gulf of Mexico. Excess phosphorus in waterways can cause algae to grow and bloom, creating toxic conditions that destroy aquatic life and severely limit recreational activities. Ostara's technology recovers phosphorus and nitrogen to create a high value fertilizer that is both economically and environmentally viable.

Increase local distribution of biosolids. Due to changes in Illinois law in 2015, Exceptional Quality (EQ) biosolids and EQ biosolids blend, products are now recognized as soil amendment in Illinois. The District can sell its EQ Compost, produced by composting biosolids with wood chips, and EQ air-dried biosolids, and distribute them more widely, to the general public.

Increase the production of renewable energy from biogas. Four of the District's water reclamation plants produce digester gas, also known as "biogas," as a byproduct of the anaerobic digestion process. The biogas is used as a fuel source in boilers at the four plants to produce steam or hot water which is used to heat the digesters and plant buildings. However, not all of the biogas is fully utilized throughout the year. The District will evaluate technologies and opportunities for utilizing 100 percent of the biogas production at each of the water reclamation plants to increase the quality of resources recovered, reduce dependence on purchased energy, and reduce the District's carbon footprint. The district will also investigate pre-digestion treatment technologies and processes which may increase biogas production. Analysis of options will include a review of financial return on investment, carbon offsets, and market risks.



The District demonstrated stormwater management tips and Exceptional Quality biosolids at the Chicago Flower and Garden Show at Navy Pier, March 14-18, 2018

Goal 4 - Develop Employees

Develop a culture that recognizes the value of every employee. The District's female and minority workforce rates are 26 and 42 percent, respectively, as of July 31, 2018. The rates are calculated based on published data from the 2010 census.

The District continues to look for opportunities to eliminate layers within the organization and consolidate job classifications where possible to provide flexibility in the use of staff. The District continues its policy of staff reductions only through attrition. For two decades, the staff size and composition has been managed through the use of our "crosshatch program." A "#1" following a position title in the budget indicates that the position will be dropped immediately upon becoming vacant. A "#2" after a position title signifies that when the position is vacated, the person filling the vacancy will receive the title in the parentheses. It can also indicate that while a grade level for a class title has been lowered, the incumbent in the position will be retained at the current

Budget Message / Highlights

grade level. This is indicated by a notation of the new grade level in parentheses following the title. A “#4” after a title signifies that while a class title has been assigned to the Technical, Administrative and Managerial (TAM) salary schedule, the incumbent in the position will be compensated under the previously assigned Professional and Managerial or General Service salary schedule. When the position is vacated, the person filling the vacancy by promotion or new appointment will be compensated under the TAM salary schedule.

A total of 1,973 positions are budgeted for 2019, an increase of seven budgeted positions from 2018. The District continues to budget to slow the growth of future salary appropriations to fit within restrictions on property taxes resulting from the Property Tax Extension Limitation Act.

Salary related expenditures, not including benefits, are the largest item in our operating budget, comprising approximately 54 percent of the Corporate Fund appropriation. It is impossible to match future appropriation requirements with restricted growth in property tax revenue without making plans to change the way we work. Efforts have been made since 1995 to reengineer many labor intensive functions and reallocate staff, impacting all areas of District operations, including professional/managerial, clerical, operating, and building trade personnel.

Develop and implement leadership initiatives that support succession planning. The District also develops employees of the organization by providing training, coaching, and leadership opportunities for supervisors and leaders. The combination of these endeavors in addition to employee selection efforts will build depth in the talent of the organizations’ staff and provide ample selection for succession planning.

Develop and implement competency-based individual development plans. The District plans to develop employees on an individual basis through improving its competency based performance evaluation process by including expanding measurable competencies and providing more opportunities for supervisors and employees to set goals, provide coaching, feedback, and individual development plans.

Goal 5 - Leading Partnerships

Develop strategic relationships with constituents through active involvement in a variety of venues and organizations on a local, state, and national level. The District is actively developing strategic partnerships such as those described below. For a complete list of professional memberships, please see page 577.

In 2018, the District along with the University of Illinois Urbana-Champaign was awarded a \$350,000 research partnership grant by the Illinois Nutrient and Education Council. The study will evaluate drainage water recycling as an effective management strategy to reduce nutrients from escaping into local waterways while facilitating the reduction of fertilizer applied to cropland. Runoff from fertilizer is a major source of nutrients impairing the quality of water downstream.



Drainage demonstration projects in Fulton County, Illinois. Recycling runoff water for irrigation generated comparable yields with 50 percent fertilizer rates.

Promote the District as one of the top leaders in the water industry. The District is leading the CAWS Chloride Reduction Initiative Work Group to address the water quality standards for chlorides within the CAWS. An important purpose of the group is to develop and implement Best Management Practices to address chloride issues within the CAWS due to the usage of road salt, particularly in the winter. The chlorides work group consists of municipalities, private industry, and nongovernmental organizations. The group includes four committees: social and economic impact, legal, water quality, and data acquisition, which all seek to provide insight on the most effective method to reduce chlorides within the CAWS.

The District is one of funding members of the Lower Des Plaines Watershed Group (LDPWG), a non-profit organization formed in 2017 to cost effectively improve the health of the Lower Des Plaines River and its tributaries. The District participates on the LDPWG Executive Board and is collaborating with other member agencies to implement intensive monitoring in the watershed and address aquatic life stressors.

Budget Message / Highlights

Goal 6 - Technology

Develop a framework for deploying web services and data integration technologies to streamline access to various hosted data systems and applications. The Information Technology Department continues to balance the technology needs of the District with available resources while focusing on security and service delivery and maintaining transparency. The District plays a vital role in the overall upkeep of critical infrastructure throughout Cook County and keeping the District's information technology systems secure is crucial to maintaining service delivery to the community. To ensure that these systems remain secure from outside attacks, security training is being expanded and new tools are being implemented to enhance the security of the District's systems.

As technology advances, new tools and systems are being developed that help further the District's mission. The role of the Information Technology Department is to assist departments in developing and executing these advancements to help keep costs in line and service levels high. Access to on-line applications and mobile technology is being expanded and internal applications are being deployed to provide departments with the tools they need to maintain and enhance service delivery to the community.

Implement a modern web content management system that provides a streamlined approach for storing and delivering web content. Communication internally and externally is important to ensure operations run smoothly and the public is informed about District services and initiatives. Web content and services are being upgraded to provide transparency in services delivered to District departments and information to District constituents.

*Budget Message / Highlights***Tax Levy, Tax Rate, and Appropriations**

The overall 2019 tax levy required to finance the 2019 Budget is \$640.6 million, an increase of \$19.3 million, or 3.1 percent, from the 2018 Adjusted Budget. This overall increase is driven by a 10.7 percent increase in the Stormwater Management Fund, supporting the District's efforts to address flooding issues throughout Cook County, a 1.1 percent increase in the Bond Redemption & Interest Fund, and an aggregate 3.5 percent increase in the Corporate, Construction, Retirement, and Reserve Claim Funds. Among the funds subject to the Property Tax Extension Limitation law, the Corporate Fund levy has an increase of \$14.1 million, or 5.9 percent, while the Reserve Claim Fund levy is increasing by \$1.5 million, or 25.0 percent. These increases are offset by a decrease of \$4.1 million, or 35.0 percent, in the Construction Fund. The Retirement Fund levy remains flat from 2018 to 2019 at \$71.6 million.

The overall tax rate for 2019, based on the most recent Equalized Assessed Valuation (EAV), totals 40.84 cents, a 0.08 cent increase from the 2018 Adjusted Tax Rate. The allowance for loss in collection of property taxes is budgeted at 3.5 percent, the same as 2018. The budgeted loss will be maintained at this level, based on trends in the required refunds of prior property tax payments.

Overall appropriations for 2019 total \$1,079.7 million, a decrease of \$71.4 million, or 6.2 percent, from the 2018 Adjusted Budget. The decrease is driven by a decrease of \$76.6 million in the Capital Improvement Bond Fund, which is appropriated on an obligation basis and based on project schedules. A decrease in the Bond Redemption & Interest Fund of \$17.9 million is attributable to an advance payment in 2018 of \$28.4 million. Additionally, decreases in the Construction Fund of \$8.5 million and the Retirement Fund of \$2.3 million are offset by an increase of \$25.8 million in the Stormwater Management Fund, a \$6.6 million increase in the Corporate Fund, and a \$1.5 million increase in the Reserve Claim Fund. Explanations of these changes are provided in the following detailed Fund summaries.

| <u>Levies</u> | 2019 | 2018 Adjusted | Increase (Decrease) | Percent Change |
|---------------------------------|-------------------------|-------------------------|--------------------------------|---------------------------|
| Corporate Fund | \$ 254,574,100 | \$ 240,465,800 | \$ 14,108,300 | 5.9 % |
| Construction Fund | 7,600,000 | 11,700,000 | (4,100,000) | (35.0)% |
| Stormwater Management Fund | 52,926,000 | 47,826,000 | 5,100,000 | 10.7 % |
| Retirement Fund | 71,565,400 | 71,534,197 | 31,203 | — % |
| Reserve Claim Fund | 7,500,000 | 6,000,000 | 1,500,000 | 25.0 % |
| Bond Redemption & Interest Fund | 246,483,770 | 243,791,597 | 2,692,173 | 1.1 % |
| TOTAL | \$ 640,649,270 | \$ 621,317,594 | \$ 19,331,676 | 3.1 % |
| <u>Appropriations</u> | 2019 | 2018 Adjusted | Increase (Decrease) | Percent Change |
| Corporate Fund | \$ 376,807,500 | \$ 370,209,200 | \$ 6,598,300 | 1.8 % |
| Construction Fund | 17,602,300 | 26,080,600 | (8,478,300) | (32.5)% |
| Capital Improvements Bond Fund | 236,431,900 | 312,982,900 | (76,551,000) | (24.5)% |
| Stormwater Management Fund | 91,410,100 | 65,581,000 | 25,829,100 | 39.4 % |
| Retirement Fund | 87,281,000 | 89,604,000 | (2,323,000) | (2.6)% |
| Reserve Claim Fund | 31,767,800 | 30,289,500 | 1,478,300 | 4.9 % |
| Bond Redemption & Interest Fund | 238,357,541 | 256,304,187 | (17,946,646) | (7.0)% |
| TOTAL | \$ 1,079,658,141 | \$ 1,151,051,387 | (71,393,246) | (6.2)% |

Comparisons of the estimated taxes paid by the owner of a home with a market value of \$100,000 for 2018 as budgeted, and 2017 as adjusted for the 2016 EAV, are as follows:

| | 2019 Budgeted | 2018 Adjusted | Increase | Percent Change |
|------------------------------------|----------------------|----------------------|-----------------|---------------------------|
| Estimated taxes for \$100,000 home | \$121.00 | \$120.76 | \$0.24 | 0.20% |

Budget Message / Highlights

Basis of Budgeting and Accounting

The basis of budgeting and the basis of accounting determine when revenues and expenditures are recognized for the purposes of budget control and financial reporting. As per Illinois Compiled Statutes, the District's budget is adopted and executed such that receipts are recognized on a cash basis and expenditures on an accrual basis or as soon as they are incurred. The Comprehensive Annual Financial Report is prepared using the modified accrual basis of accounting in conformity with Generally Accepted Accounting Principles (GAAP). The exceptions between the basis of budgeting and the basis of accounting are noted below.

In the Corporate, Construction, and Stormwater Management Fund budgets, revenues are recognized on a cash basis except for property and personal property replacement taxes, which are recognized based on working cash borrowing plus an estimate of collections of property and property replacement taxes over and above the working cash borrowing. Expenditures are recognized on a GAAP basis except for inventory expenditures, which are accounted for on the purchase method for budgetary purposes and on the consumption method for GAAP financial reporting purposes. Transfers out to other funds are budgeted as expenditures, while transfers in are considered other financing sources.



Three laborers posing next to a compressed air rock drill during the construction of the Chicago Sanitary and Ship canal. The estimated date is November 1896.

The Capital Improvements Bond Fund (CIBF) is budgeted on an “obligation” basis of accounting, which records total expenditures and grant revenues in the period in which contracts or grants are awarded.

Appropriations lapse at year-end for the Corporate, Construction, Retirement, Stormwater Management, and Debt Service Funds. Appropriations for the CIBF lapse at the end of the year to the extent of the unencumbered balances. Encumbered balances are not reported as reservations of fund balances, as the amounts are reappropriated in the following year.

The government-wide and fiduciary financial statements are reported using the economic resource measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred, regardless of the period of related cash flows. Property taxes are recognized in the year of levy and personal property replacement taxes are recognized in the year earned. Grants and similar items are recognized as revenue in the fiscal year that all eligibility requirements have been met.

The District's governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis, revenues are recognized when susceptible to accrual, i.e., when measurable and available to finance operations. Expenditures are recognized in the period in which the fund liability is incurred, except for principal and interest on long-term debt, compensated absences, claims, judgments, and arbitrage, which are recognized when due and payable.

The accounting and reporting treatment applied to the capital assets and long-term liabilities associated with a fund are determined by its measurement focus. Since governmental funds are accounted for on the current financial resources measurement focus, only current assets and current liabilities are included on their balance sheets. Their reported fund balance (net current assets) is considered a measure of “available spendable resources.” Governmental fund operating statements present increases (revenues and other financing sources) and decreases (expenditures and other financing uses) in net current assets. Accordingly, they are said to present a summary of sources and uses of “available spendable resources” during a period.

Property taxes, user charge revenue, interest, land rentals, and personal property replacement tax revenue are accrued to the extent that they are measurable and available to satisfy liabilities of the reporting period. In general, the revenue recognition period is limited to amounts collected within 60 days following year-end. Receivables that are unavailable are reported as deferred revenue.

Budget Message / Highlights

Grants from federal and state agencies are recorded as revenues in fund financial statements when reimbursable expenditures are incurred, or other eligibility requirements imposed by the provider are met, and the grant resources are measurable and available.

Property taxes attach as an enforceable lien on property as of January 1 of the levy year. They are levied and recorded as a receivable as of January 1 and are due in two installments in the following year.

Corporate Fund

The Corporate Fund is the District's general operating fund and includes appropriation requests for the day-to-day operational costs anticipated for 2019. The total appropriation for the Corporate Fund in 2019 is \$376.8 million, an increase of \$6.6 million, or 1.8 percent, from the 2018 Adjusted Budget. The 2019 tax levy for the Corporate Fund is \$254.6 million, an increase of \$14.1 million, or 5.9 percent, compared to the 2018 Adjusted Budget. It is the District's intent over the next few years to maintain a fund balance, or net assets appropriable for the Corporate Fund, higher than the \$44 to \$55 million range. A strong fund balance allows the District to balance the competing imperatives of minimizing the annual levy and providing for unexpected shortfalls in revenues.

In 2019, economically sensitive non-property tax revenues, such as interest income, are expected to show stronger growth than has been seen since 2008 based on forecasted local and national economic indicators, including three rate increases throughout 2019. Property taxes and user charge revenues are the primary funding sources for the District's Corporate Fund. Illinois law limits the tax rate of this fund to 41.00 cents per \$100 of EAV. The estimated tax rate for the Corporate Fund in 2019 is 16.22 cents, an increase of 0.44 cents from 2018 Adjusted Tax Rate. User charges, budgeted at \$46.0 million for 2019, are collected from industrial, commercial, and non-profit organizations to recover operations, maintenance, and replacement costs proportional to their sewage discharges, in excess of property taxes collected. The major categories of payers include chemical manufacturers, food processors, and government services, are generally expected to maintain their recent level of discharges.

Stormwater Management Fund

The Stormwater Management Fund is utilized to plan, implement, and finance stormwater management activities throughout all of Cook County, including stream maintenance in areas that currently lie outside the District's boundaries. The fund consolidates the stormwater management activities of the Engineering and Maintenance & Operations Departments and supports the activities outlined in the Cook County Stormwater Management Plan, which serves as a framework for the District's countywide Stormwater Management Program. Starting in 2019, the administration of the District's Watershed Management Ordinance (WMO), a vital tool in helping ensure new development does not exacerbate existing flooding, will be fully integrated into the Stormwater Management Fund.



The Buffalo Creek Reservoir Expansion Project in Buffalo Grove, Illinois that will protect 107 structures and provide in excess of \$25 million in flood relief benefits.

Budget Message / Highlights

One of the initial goals of the Stormwater Management Program was to develop detailed watershed plans (DWPs) for each of the watersheds in Cook County. The DWPs identified and prioritized “regional” stormwater projects based on a benefit to cost ratio. These include streambank stabilization projects, which involve addressing critical active streambank erosion threatening public safety, structures, and/or infrastructure, or flood control projects, which address regional overbank flooding. The Board of Commissioners has approved over 30 regional projects moving forward to design and construction.

In 2014, the State Legislature expanded the authorities of the District’s stormwater management legislation to allow for the District to address local drainage problems and acquire flood-prone property from property owners on a voluntary basis. These legislative changes form the basis of the District’s Phase II Stormwater Management Program, the intent of which is to identify and assist municipalities with the implementation of projects that address local flooding concerns through a variety of engineered solutions—both Green Infrastructure and traditional gray projects, and flood-prone property acquisitions. The District, through its Phase II program, is also conducting Stormwater Master Plan studies to comprehensively address flooding by identifying potential projects within publicly and privately owned property. It is anticipated that Stormwater Master Plans will be developed for all areas of Cook County over the next several years following the process defined through initial pilot studies completed in 2016.



Space to Grow partners unveil a transformed schoolyard today at Cook Academy in Chicago's Auburn Gresham neighborhood on September 5, 2018.

In 2011, the District established a Green Infrastructure Program (GIP), which facilitates the planning, design, and construction of multiple Green Infrastructure projects throughout Cook County. In 2014, the District began a partnership with the Chicago Department of Water Management and the Chicago Public Schools in the Space to Grow program to provide stormwater retention at elementary schools while reconstructing substandard playgrounds. There are currently 15 schools with construction completed, six of which opened in 2018. There are four additional that are planned for construction in 2019.

In addition, since 2017, the District initiated over 25 Green Infrastructure partnerships throughout Cook County for projects that provide flood reduction and other community benefits.

The WMO establishes uniform and minimum stormwater regulations throughout Cook County. The WMO went into effect on May 1, 2014, and the District's Board of Commissioners most recently amended the WMO on February 15, 2018. In 2019, the Stormwater Management Fund will include 27 positions from the Local Sewers Section shifted from the Corporate Fund to fully integrate the WMO.

The Stormwater Management Fund is used to fund operational costs directly related to the Stormwater Management Program, and pay-as-you-go infrastructure projects. It is also used to leverage taxpayer dollars through partnerships with local agencies to fund local Green Infrastructure and stormwater projects. Finally, the funds is used to pay the principal and interest on Alternate Revenue Bonds and Stormwater State Revolving Fund loans for larger scale Stormwater projects such the Addison Creek Reservoir. The 2019 Appropriation for the Stormwater Management Fund is \$91.4 million, an increase of \$25.8 million, or 39.4 percent, over the 2018 Adjusted Budget. This planned growth in the Appropriation supports the District's commitment to mitigate flooding issues throughout Cook County. Property taxes are the primary funding source for the District’s Stormwater Management Fund. Illinois law limits the tax rate of this fund to five cents per \$100 of EAV. The estimated tax rate for the Stormwater Management Fund in 2019 is 3.37 cents, an increase of 0.23 cents from the 2018 Adjusted Tax Rate.

Budget Message / Highlights

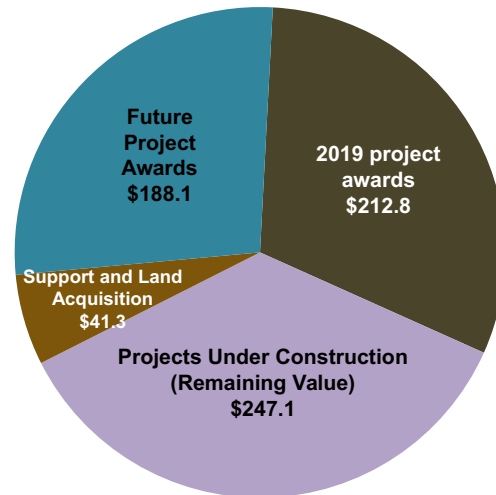
Capital Improvement Program:

Construction Fund and Capital Improvements Bond Fund

The District's overall Capital Improvement Program (CIP) includes 2019 project awards, land acquisition, support, future projects, and the construction value remaining on projects currently under construction. The 2019 CIP has a total estimated cost of \$689.3 million. Capital projects involve the acquisition, improvement, replacement, remodeling, completing, altering, constructing, and enlarging of District facilities. Included are all fixtures which are permanently attached to and made a part of such structures and non-structural improvements.

Projects under construction have been presented and authorized in previous budgets and are recognized in the annual budget as outstanding liabilities in the Capital Improvements Bond Fund (CIBF). In the Construction Fund, projects are re-appropriated. Future projects, not yet appropriated, are included in the annual budget to present a comprehensive picture of the District's CIP. These future projects will be requested for appropriation subject to their priority, design, and available funding.

**Overall Capital Improvement Program
(millions \$)**



The District utilizes two funds for its CIP: the Construction Fund and the CIBF. The Construction Fund is utilized as a pay-as-you-go capital rehabilitation and modernization program. Capital projects are financed by a tax levy or other funding sufficient to pay for project costs as they are constructed. As the District replaces, rehabilitates, and modernizes aged and less effective infrastructure, capital projects are assigned to the Corporate Fund, Construction Fund, or CIBF based on the nature of the project, dollar magnitude, and useful life of the improvement.

The CIBF includes major capital infrastructure projects whose useful lives extend beyond 20 years, and which will be financed by long-term debt, federal and state grants, and State Revolving Fund loans.

The Illinois Property Tax Extension Limitation Law (Tax Cap) limits new debt that the District can issue by a debt service extension base, which allows local governments with non-referendum authority to continue to issue non-referendum debt as long as the annual debt service levies do not exceed the limit. The debt service extension base is increased annually by the Consumer Price Index (CPI) or five percent, whichever is less. However, an exemption for projects initiated before October 1, 1991 was granted to the District to enable completion of the TARP.

Construction Fund

The Construction Fund appropriation for 2019 totals \$17.6 million, a decrease of \$8.5 million, or 32.5 percent, from the 2018 Adjusted Budget.

Capital projects in the Construction Fund are primarily supported by property taxes. The 2019 tax levy planned for the Construction Fund is \$7.6 million, a decrease of \$4.1 million, or 35.0 percent, from the 2018 Adjusted Levy. A listing and description of proposed projects, projects under construction, and scheduled for 2019 award, can be found in the Capital Budget (Section V) of this budget document.

Capital Improvements Bond Fund

The 2019 appropriation for the Capital Improvements Bond Fund is \$236.4 million, a decrease of \$76.6 million, or 24.5 percent, from the 2018 Adjusted Budget. The appropriation is based on the scheduled award of \$202.4 million in construction costs on projects. The decrease in appropriation for the CIBF reflects the pattern in the award of major projects. An appropriation for the open value of existing contracts is also carried forward from the prior year. The remaining \$34.0 million appropriation for this fund will provide for studies and professional services to support District design and administration of proposed and ongoing construction activity, including the TARP reservoirs.

Budget Message / Highlights

A comprehensive narrative and exhibits detailing the CIP is provided in the Capital Budget (Section V) of this budget document. A listing and description of proposed projects, projects under construction, and scheduled for 2019 award, can be found in the Capital Budget (Section V) of this budget document.



Workers pause for a photo during construction of a portion of the Southwest Intersecting Sewer on November 21, 1935.

Retirement Fund

The Retirement Fund of the District is established under Illinois Compiled Statutes to provide funding and administration for a retirement program for District employees. The Fund is financed with employee and employer contributions and investment income, which are distributed to the fund when collected. The annual appropriation requests for this fund are taxes receivable from previous years' tax levies.

To address growing unfunded pension liabilities, Public Act 96-0889, signed by the Governor on April 14, 2010, modifies benefits for most Illinois public pension systems, other than Police and Fire Pension Funds, by creating two tiers within the plans. The provisions apply to a person who first becomes an employee and participant of the fund on or after January 1, 2011. The bill increases the age to receive full retirement benefits to age 67 with at least 10 years of service, and age 62 to receive a reduced benefit. It also increases the number of months used to calculate the final average salary to 96 months within the last 10 years and caps the final average salary used to calculate an annuity.

The District has addressed pension liabilities through both funding policies approved by the Board of Commissioners and supporting legislative changes for the Metropolitan Water Reclamation District Retirement Fund. On August 3, 2012, Public Act 97-0894 was signed into law and increased the employee contributions by one percent per year for three years for employees who were members before January 1, 2011. The increased contribution will remain in place until the fund reaches a 90 percent funding ratio.

The 2019 appropriation for the Retirement Fund is \$87.3 million, a decrease of \$2.3 million, or 2.6 percent, compared to the 2018 Adjusted Budget. The 2019 total tax support for the Retirement Fund is \$89.8 million, which is comprised of \$18.3 million from the District's Personal Property Replacement Tax allocation and a \$71.6 million property tax levy. The property tax levy of \$71.6 million is flat to the 2018 Adjusted Levy. The appropriation is based on a statutorily required formula that bases the District levy, and subsequent appropriations, on employee contributions made in previous years. The 2012 statutory amendment increased the tax levy calculation from a multiplier of 2.19 of employee to a multiplier of 4.19. A detailed explanation of the fund's fiscal status, participation, and income is presented in the Other Funds pages (Section VII) of this budget document.

Reserve Claim Fund

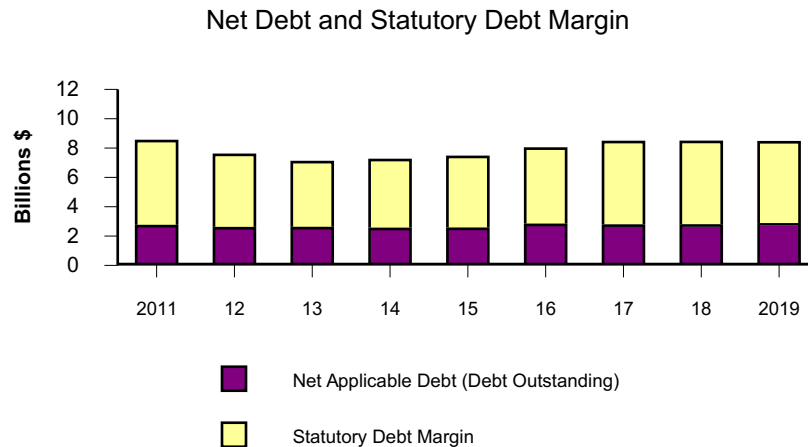
The Reserve Claim Fund acts as the District's insurance fund. The District is partially self-insured and utilizes this fund for emergency repairs and claims against the District. District policy is to annually levy a half-cent annual tax rate to provide funds for current claims and to accumulate a fund reserve towards the statutorily authorized limit of \$74.0 million.

The 2019 appropriation of \$31.8 million is an increase of \$1.5 million, or 4.9 percent, from the 2018 Adjusted Budget. The practice is to fund toward the maximum fund balance allowable. This estimate is reviewed and adjusted annually. A historical profile of the resources available in the fund is provided in Section VII of this budget document. The levy increased \$1.5 million for this fund in 2019. The District is levying against the last known EAV at the maximum rate allowed by state statute in 2019. The Board reaffirmed the policy to permit a levy at the statutorily allowable tax rate to protect the District in the event of catastrophic failure of District operational infrastructure or other claims. For the 2019 Budget, the last known EAV (\$147.9 billion) is for the 2017 levy year.

Budget Message / Highlights

Bond Redemption & Interest Fund

The Bond Redemption & Interest Fund is the District's debt service fund. The District finances its major CIP with the sale of long-term general obligation bonds, grants received from the state and federal government, and loans from the Illinois State Water Pollution Control Revolving Loan Fund, or State Revolving Fund (SRF). Principal and interest payments on District general obligation bonds, and SRF loans, require an annual levy and appropriation.



The SRF Loan Fund provides low-interest loans to finance qualifying projects. Upon project completion, District bonds are issued at the same low-interest rate. The current interest rate for new loans to the District is 1.84 percent. The District has authorized approximately \$2.2 billion of SRF loans since the program's inception. Several projects are currently financed through SRF loans.

The District expects to receive \$120.0 million in 2019 and approximately \$150.0 million annually from SRF loans for the next several years. The SRF Loan Fund replaced the Federal Construction Grants program from which the District had historically received 55 to 75 percent direct funding for qualifying capital improvements.

The 2019 appropriation for the Bond Redemption & Interest Fund totals \$238.4 million, a decrease of \$17.9 million, or 7.0 percent, compared to the 2018 Adjusted Budget. The 2018 appropriation included a \$28.4 million advance payment on seven State Revolving Loan Fund loans that resulted in \$9.6 million in interest savings. A debt service graph is found on page 52 that displays debt service from 2011 through 2023 and one on page 546 that displays debt service from 2019 through retirement. The 2019 tax levy for this fund is \$246.5 million, an increase of \$2.7 million, or 1.1 percent, from the 2018 Adjusted Levy.

Non-Referendum Bonding Authority

The District's Capital Improvement Program (CIP) is financed primarily with State Revolving Fund loans, pay-as-you-go funding, and general obligation bond sale proceeds. The 1995 Tax Extension Limitation Law (Tax Cap), together with subsequent amendments to the statute, limit the District's ability to issue debt. The District has authority to issue bonds without seeking voter approval via referendum through the year 2024, effective January 1, 2011. The statutory debt limit is equal to 5.75 percent of the District's EAV. The District's 2017 EAV is \$147.9 billion, setting the District's statutory debt limit at \$8.5 billion. Outstanding debt applicable to the debt limit as of December 31, 2018, totals \$2.9 billion. The debt margin is \$5.6 billion.

The 2019 debt service extension base limit is \$166.1 million. With the inclusion of the levies for the SRF series of bonds for non-TARP projects, Capital Improvement Bonds, and Refunding Bonds, there is approximately \$7.3 million annual debt service available under the statutory debt service limit related to the tax levy year 2018.

Additional bond issues through 2024 will be used to finance capital projects identified by prioritization. Initial estimates and schedules for the projects were analyzed and compared to bond issuance authority and funding availability. The bond issuance authority will generally accommodate the proposed project expenditures through 2024. Extension or increase in the authority may be necessary for additional projects that may be required to meet more stringent NPDES permit discharge limits, including effluent disinfection, nutrient removal, and supplemental aeration.

Budget Message / Highlights

| History of Legislative Amendments Limiting Borrowing Authority | |
|---|---|
| Public Act 89-0100 | The initial Tax Cap legislation that limited non-referendum authority to projects that were initiated prior to October 1, 1991. Effective July 7, 1995 |
| Public Act 89-0385 | Provided the District with the authority to issue non-referendum “limited bonds” for capital projects initiated after October 1, 1991. Effective August 18, 1995 |
| Public Act 90-0485 | Provided a further modification by authorizing the exclusion of debt for TARP projects from this debt service limit. Effective August 17, 1997 |
| Public Act 93-0279 | Increased the dollar limit on bonds that may be issued during any one budget year to not exceed \$150 million, plus the amounts of any bonds authorized and unissued during the three preceding budget years. Effective July 22, 2003 |
| Public Act 96-0501 | Allows for an annual increase in the debt service extension limitation base by the lesser of five percent or the percentage increase in the Consumer Price Index beginning with the 2009 levy. Effective August 14, 2009 |

Real Estate Tax Levies

The District’s primary source of operating revenue is ad valorem real estate taxes. The passage of the Tax Cap in 1995 limited future increases in property tax levies, except debt service, to the lesser of five percent or the change in the national CPI, plus allowable increases for new property. The District made significant reductions in operating expenditures in 1995 and 1996 to absorb the initial impact of revenue reductions due to the Tax Cap. Since then, restructuring of the Construction Fund projects, a healthy fund balance, interest transfers, and reduced property tax funding requirements for the Working Cash Funds allowed controlled growth in the Corporate Fund within the limits of the Tax Cap.

The CPI has averaged 1.6 percent growth over the last 10 years, while a 2.8 percent increase is anticipated for 2018. The Corporate Fund expenditure rate has been impacted in the past few years by increased contributions to the Retirement Fund. The District remains aggressive in controlling Corporate Fund expenditures. Cook County reassesses property values on a triennial cycle, rotating from North Suburban to South Suburban to City of Chicago. Historically, when the city is reassessed, there are a larger number of assessment appeals that must be resolved before the final EAV can be set, tax rates calculated, and property tax bills prepared. To provide for refunds, the rate for loss in collections is 3.5 percent.

Non-Property Tax Revenues - Fund Balances

A portion of the projected net assets remained unappropriated to provide for a fiscally responsible fund balance. A Corporate Fund balance within \$44 to \$54 million, or 12 to 15 percent of appropriations, is consistent with recommendations of the Government Finance Officers Association (GFOA). The District’s current fund balance exceeds this goal and is viewed by District management and the financial markets as necessary to maintain financial stability and sustain us through economic uncertainties. This is an integral part of a long-term plan that also includes reductions of future expenditures to better match current revenues. Revenues and expenditures are closely monitored, so that favorable variances in revenues are recognized and made available for expenditure or unfavorable revenue variances lead to appropriate restrictions.



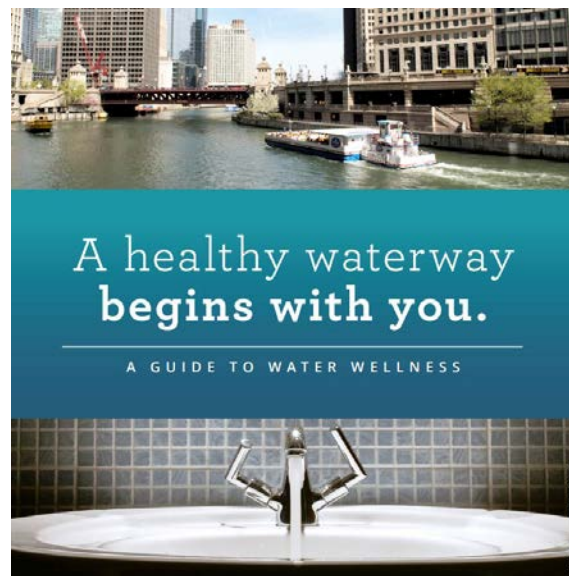
Working on the Oak Park sewer at the intersection of Chicago Avenue and Marion Street, looking east on February 7, 1922.

Budget Message / Highlights

Investment interest income in 2019 is projected to be \$16.9 million, an increase of \$9.1 million from the 2018 Adjusted Budget. The actual revenue for 2017 was \$8.6 million. The Treasurer is statutorily limited to investments in U.S. Government direct and agency securities, and high quality, short-term municipal bonds, bank securities of deposit, certain short-term obligations of corporations (commercial paper) rated in the highest classifications, the State Treasurer's Illinois funds, and certain other investments with a maximum maturity of five years. The variation in investment income is largely due to the decrease in short-term interest rates and cyclical increases and decreases in fund balances. The current level of short-term interest rates is anticipated to continue through 2019. Interest income earned in any fund except the Reserve Claim Fund and the Retirement Fund may be transferred to other funds as necessary.

Personal Property Replacement Tax (PPRT) revenue estimated for 2019 is \$33.3 million, a decrease of \$4.8 million from the 2018 Adjusted Budget. As the PPRT is primarily a tax on corporate income, it trends in parallel with the condition of the state and national economy. PPRT revenue is distributed first to fully fund the Retirement Fund and subsequent receipts are distributed to other non-debt funds.

User charge revenues are collected from industrial, commercial, and non-profit organizations to recover operations, maintenance, and replacement costs proportional to their sewage discharges, in excess of property taxes collected. They typically parallel changes in operations and maintenance costs, as well as the rehabilitation of District facilities in the Construction Fund. The major categories of payers, include chemical manufacturing, food processing, and government services, and are generally expected to maintain their recent level of discharges. User charge revenue is estimated at \$46.0 million for 2019, unchanged from the 2018 Adjusted Budget.



To educate the public on specific ways to protect the waterways, the District prepared a consumer guide that offers information on best practices. The guide offers suggestions for keeping contaminants out of the waterways and promotes simple lifestyle modifications that can improve water quality. This guide and more information are available at www.mwrd.org.

Financial Policies, Objectives, and Accomplishments

Financial Policies, Objectives, and Accomplishments

In order to meet its federal, state, and local responsibilities, while ensuring cost-effective operations, the District adheres to a number of financial policies. These policies are part of a dynamic process whereby the best use is made of available District resources. The following provides an overview of these policies, their objectives, and the measurable accomplishments resulting from their use.

Budgetary Policies

In order to protect the strong financial position of the District, ensure uninterrupted services, and stabilize annual tax levies, the Board adopted the following policies on December 21, 2006 to enhance and maintain budgetary fund balances. The General Corporate Fund policy was amended on December 10, 2009. The Bond Redemption & Interest Funds Investment Income policy was amended on November 3, 2011. The Stormwater Management Fund policy was adopted on December 10, 2009 and amended on November 3, 2011 and December 17, 2015.

General Corporate Fund

- Corporate Fund undesignated fund balance as of January 1 of each budget year must be maintained at between 12 percent and 15 percent of appropriations. The fund balance may be maintained by not fully appropriating prior year fund balances. This level of fund balance will ensure the District's ability to maintain all operations even in the event of unanticipated revenue shortfalls and provide time to adjust budget and operations;
- Corporate Working Cash Fund must be sufficient to finance 95 percent of the full annual expenditure of the Corporate Fund. This will be financed through transfers of surpluses from the Construction Working Cash Fund, direct tax levies, tax levy financed debt (Working Cash Bonds), and transfers of accumulated interest from other funds. This level of fund balance will continue financing of the Corporate Fund in the event of the typical and extraordinary delays in second installment real estate tax collections;
- Reserve Claim Fund balance will be targeted toward the maximum level permitted by statute, 0.05 percent of the equalized assessed valuation (EAV), whenever economically feasible. This will be financed through tax levies at the maximum 0.5 cents per \$100 of EAV when economically feasible and financially prudent. This level of funding will protect the District in the event that environmental remediation costs cannot be recovered from former industrial tenants of District properties, catastrophic failure of District operational infrastructure, or other claims. As the District is partially self-insured, adequate reserves are critical.

The District will appropriate funds from the unassigned fund balance for emergencies and other requirements that the District believes to be in its best interest. In the event that any of these specific component objectives cannot be met, the Executive Director will report this fact and the underlying causes to the Board with a plan to bring the fund balances back into compliance with policy within a two-year period. In order to maintain relevance, this policy will be reviewed every three years following adoption or sooner at the discretion of the Executive Director.

Stormwater Management Fund

The maximum property tax levy of five cents per \$100 of EAV for the Stormwater Management Fund shall be allocated at a maximum two cents per \$100 of EAV to fund operations and maintenance expenditures and the remainder of the levy shall fund direct cash outflows for capital and capital related expenditures and the interest and redemption of general obligation bond issues for capital projects.

Capital Improvements Bond Fund Investment Income

Investment earnings from the Capital Improvements Bond Fund (CIBF) resulting from all future bond issues will fund an equity transfer to the Bond Redemption & Interest Funds and be used to abate property tax levies or for other corporate needs. This practice will also limit the payment of arbitrage rebates.

Bond Redemption & Interest Funds Investment Income

Fund balances in the Bond Redemption & Interest Funds that might accumulate due to investment income will be identified and used to abate Bond Redemption & Interest property tax levies or for other corporate purposes. These abatements appropriately reduce property tax levies by the amount earned on invested balances above what is necessary for paying principal and interest due over the following 12 months, while still maintaining appropriate fund balances and when not required for other corporate

Financial Policies, Objectives, and Accomplishments

purposes. This policy and the subsequent tax abatements will assist in compliance with the Board's overall tax levy policy, which is not to exceed a five percent increase over the prior year, excluding the Stormwater Management Fund tax levy.

Abatement of Interest Rate Subsidies from Build America Bond Issuances

Interest reimbursement payments related to taxes levied for Build America Bond issuances will be presented to the Board for approval to abate, to be used for any lawful corporate purpose, or a combination thereof as determined as part of the annual budget process. Such abatement or alternative lawful use of the funds will be presented to the Board for approval prior to any abatement or use of reimbursement funds.

Capital Improvements Bond Fund Accumulated Income

Revenues that have accumulated in the CIBF from investment income, royalties, grants, or SRF revenues will primarily be used for capital projects. Capital projects are generally in the CIBF; however, capital projects in the Construction or Corporate Funds of critical importance may be financed by transfers from this revenue source. These funds may be transferred to the Bond Redemption & Interest Fund to be used to abate property taxes or may be used for other corporate needs as necessary.

Annual Budget

The District's Annual Budget shall present a complete financial plan for the budget year. The Budget will be prepared and presented as one comprehensive management and balanced financial plan, including capital and operating requirements, financing requirements, requirements for employee retirement, and reserve claim funding.

In addition, the District prepares and manages its budgets based on the following long-standing policies:

- Budget estimates shall be prepared, and appropriations made, in a manner that reflects the use of program and performance principles and unit cost data. Appropriations shall be arranged according to funds, programs, and organizational units;
- Historical levels of funding and expenditure shall be included in the Budget to provide comparisons. Financial forecasting of future requirements shall be included to provide estimates of future financial and operating conditions;
- The Budget shall contain separate and combined estimated balance sheets for each fund, with estimates of current assets and liabilities as available for appropriation at the beginning of the budget year;
- The Budget shall include a statement showing the method of arriving at the net tax figure, and provide estimates of all taxes to be levied for such budget year, as well as all other current receipts to be derived from other revenue sources;
- Statements shall be included in the Budget, which detail bonded indebtedness of the District, and show bonds authorized and unsold, District borrowing capacity, and the maturity dates of bond issues and corresponding rates of interest;
- The District will comply with the 1995 Tax Cap and Board policy limiting increases in the total property tax levy to five percent, excluding the Stormwater Management Fund.

Retirement Fund

On October 2, 2014, the Board adopted a policy establishing the objectives, goals, and funding sources for the annual contribution to the Metropolitan Water Reclamation District Retirement Fund.

Policy Objectives:

- Provide for a funding plan based on actuarially determined contributions;
- Provide funding discipline to ensure promised benefits can be paid;
- Seek reasonable and equitable allocation of the cost of benefits over time;
- Minimize volatility of the District's contributions to the extent reasonably possible and consistent with other policy goals;
- Support the goals of accountability and transparency with clear benchmarks and reporting.

Funding Goal: The funding goal of the District is to contribute annually to the Fund an amount that over time will increase the ratio of Fund assets to accrued liabilities to 100 percent by the year 2050.

Source of Funding: The source of funding for the District's contribution is the annual real estate tax levy and personal property replacement tax receipts as allowed under 40 ILCS 5/13-503.

The District may, at its discretion, transfer excess interest income to the Fund in accordance with 70 ILCS 2605/5.9. Such transfers will be made in addition to the annual tax levy amount funded by real estate and personal property replacement tax receipts.

Financial Policies, Objectives, and Accomplishments

Implementation of Funding Policy:

- In order to achieve the above goals and objectives, the District will annually contribute: (1) an amount equivalent to the maximum employer contribution allowable by statute or (2) if the maximum amount exceeds the amount available for contribution from the District's tax levy in any budget year, the District may contribute an amount determined by the Fund actuary based on a triennial projection that exceeds the minimum employer contribution required by the statute and achieves a funded ratio of 100 percent by the year 2050.

Benchmarks:

- Progress toward the above funding goal will be determined in part by an actuarial projection to be performed by the Fund's actuary every three years. This triennial projection will calculate a consistent multiple through the year 2050 that (1) satisfies the statutory requirements every year and (2) achieves a funded ratio of 100 percent by 2050. The projection multiple will serve as a guide for determining employer contributions until the next projection is performed. In addition to the triennial projection, the funded ratio calculated each year by the Fund actuary will serve as a benchmark to determine progress toward the funding goal.

Budgetary Objectives

- The District shall make every effort to minimize the tax levy through the use of sound management and cost-effective operations.
- The District will maintain a positive relationship between revenues and expenditures.
- The financing of the Corporate, Stormwater Management, and Construction Funds Budgets will be managed through use of the Corporate, Stormwater and Construction Working Cash Funds, respectively. Interfund transfers will be used to minimize property tax levies for the Working Cash Funds.
- The District's Budget shall be prepared and presented in such a manner that it serves as a clear and comprehensive policy document, financial plan, operations guide, and communications device to its staff, public officials, and citizens.

Budgetary Accomplishments

The District's property tax levies are in compliance with the Tax Cap Law. Fiscal plans have been developed and implemented to reduce expenditures as necessary to meet property tax revenue constraints while meeting our statutory and regulatory responsibilities.

The District has effectively institutionalized a financing strategy that avoids short-term financing of District operations. The bond rating agencies have favorably recognized this practice. For 2019, the Working Cash Funds have sufficient balances to provide the desired level of financing without imposing a tax levy.

The Five-Year Financial Forecast component of the Budget and interim budgetary reporting have identified future revenue shortfalls well ahead of time to allow for legislative relief to be sought or for other management plans and programs to be developed to avoid actual revenue shortfalls or financial overcommitments.

For the 34th consecutive year, the GFOA of the United States and Canada has presented the Distinguished Budget Presentation for the District's 2018 Annual Budget. In 2016, the District received special recognition in the category of Performance Measures. The entire 2019 Budget is available at www.mwrd.org.

Investment and Cash Management Policy

The District's formal investment policy, in place since December 1999, and last revised in July 2010, states in its preamble that, "It shall be the policy of the District that all public funds available, not restricted by immediate need, be invested in investment securities so as to maximize return without sacrifice of safety or necessary liquidity." This policy complies with Public Act 90-688 requiring all public entities within the State of Illinois to have a formal investment policy passed by its governing authority and sets forth the parameters and objectives of the District's investment and cash management policy.

The primary objectives of investment activities, in priority order, are safety, liquidity, and yield.

District funds can be invested in such securities as authorized by Illinois Public Act 235, the Public Funds Investment Act. The investments which the District may purchase are limited to the following: (1) securities, which are fully guaranteed by the U.S. Government as to principal and interest; (2) certain U.S. Government Agency securities; (3) certificates of deposit or time deposits of banks and savings and loan associations which are insured by a federal corporation; (4) short-term discount obligations of the Federal National Mortgage Association; (5) certain short-term obligations of corporations (commercial paper) rated in the highest

Financial Policies, Objectives, and Accomplishments

classifications by at least two of the major rating services; (6) fully collateralized repurchase agreements; (7) the State Treasurer's Illinois and Prime Funds; (8) money market mutual funds and certain other instruments; and (9) municipal bonds of the state, or of any other state, or of any political subdivisions thereof, whether interest is taxable or tax-exempt under federal law, rated within the four highest classifications by a major rating service.

Certificates of deposit or time deposits will be collateralized with securities of the U.S. Government, in an amount equal to 105 percent (at market) of the funds on deposit, or with a Federal Home Loan Bank letter of credit equal to 102 percent (at market).

Funds received are to be deposited on the day of receipt and invested as soon as the funds become available, if not immediately required for cash flow needs.

Investment Objectives

- To maintain an average daily investment of at least 99 percent of funds available for investment.
- To increase minority and community development banking and broker/dealer participation in District investments to 30 percent of invested funds.

Investment Accomplishments

In the past ten years, the interest income earned on investments has been:

| | | | |
|------|---------------|-------|------------------------|
| 2009 | \$ 11,000,000 | 2014 | \$ 8,335,000 |
| 2010 | 8,100,000 | 2015 | 6,426,000 |
| 2011 | 9,800,000 | 2016 | 5,892,000 |
| 2012 | 10,300,000 | 2017 | 8,555,000 |
| 2013 | 11,525,000 | 2018 | 13,494,000 (Estimated) |
| | | Total | \$ 93,427,000 |

Bonded Debt Policy

Bonded debt of the District is to be issued only in the amounts and for the purposes to which Illinois Statutes limit the District.

Bonded debt issued for working cash or capital improvement purposes is to be issued as general obligation debt of the District. Capital improvement bonded debt is to be issued to mature no more than 30 years from the year of issue.

Bonded debt is to be issued only when needed, and in amounts necessary for meeting such needs, unless financial market conditions and/or projections indicate that it is in the District's best interest to deviate from this practice.

Excess fund balances in the Bond Redemption & Interest Fund may be identified and used to abate Bond Redemption & Interest Fund levies.

Bonded Debt Objectives

- To maintain or improve the District's Aa2, AAA, and AA+ bond ratings from Moody's Investor Services, Fitch Ratings, and Standard & Poor's Corporation, respectively.
- To provide timely and cost-effective bonded debt financing.
- To structure future debt service so as to provide a stable trend in future debt service tax levies.

Bonded Debt Accomplishments

The District has maintained strong bond ratings despite the economic challenges facing the overlapping governments.

The primary reason for the recent downgrades in ratings is the pressure on the District's tax base due to the significant debt burden and pension liabilities for major governmental agencies in Cook County, reflecting Moody's and Standard & Poor's opinion on the affordability of possible tax increases by other agencies and how this could impact Cook County residents. In addition, Moody's changed its pension rating methodology in April 2013 and implemented different assumptions to estimate the unfunded pension liability than is currently required by governmental accounting standards. (See Bond Rating History on the following page.)

Financial Policies, Objectives, and Accomplishments

Bond Rating History

| Fitch Ratings | | Standard & Poor's Corporation | | Moody's Investor Services | |
|---------------|-----|-------------------------------|-----|---------------------------|-----|
| 2001-present | AAA | 2016-present | AA+ | 2015-present | Aa2 |
| 1999-2001 | AA+ | 2006-2016 | AAA | 2013-2015 | Aa1 |
| 1995-1999 | AA | 2001-2006 | AA+ | 2002-2013 | Aaa |
| | | 1969-2001 | AA | 1999-2002 | Aa1 |
| | | | | 1997-1999 | Aa1 |
| | | | | 1974-1997 | Aa2 |
| | | | | 1968-1974 | Aa |
| | | | | 1944-1968 | A1 |
| | | | | 1938-1944 | Baa |

The Illinois Legislature amended the Metropolitan Water Reclamation District Act to provide that the District must levy a direct annual tax to pay the principal and interest on indebtedness within 30 years after contracting the debt, enabling the District to issue debt for a maximum of 30 years after contracting the debt. In addition, the District's Act was amended to extend non-referendum bonding authority to December 31, 2024.

Financial and Accounting Policies

The significant accounting policies of the District conform to GAAP in the United States of America, promulgated by the Government Accounting Standards Board (GASB) as applicable to governmental units.

The basic accounting and reporting entity of the District is a "fund." The District's governmental funds are reported using the current financial resources measurement focus and modified accrual basis of accounting.

The fiduciary funds of the District are the Pension Trust Fund and the OPEB Trust Fund. Trust fund assets and liabilities are accounted for on the full accrual basis, and investments are recorded at market value. Property taxes, user charge revenue, and the personal property replacement tax are accrued to the extent that they are measurable and available to satisfy liabilities of the reporting period.

An internal audit function is maintained as an independent appraisal activity for the review of accounting, financial, internal control structure, and other operations. It aids managerial control by measuring and evaluating the effectiveness of and compliance with District policies, procedures, and other internal controls, as directed by the Executive Director.

Financial and Accounting Objectives

- District financial information is available through the Comprehensive Annual Financial Report (CAFR), Budget Report, Grantor Agency Reports, and supplementary information.
- District financial reports are prepared in compliance with GAAP to fulfill the District's duty to be publicly accountable while allowing users to assess that accountability.
- District financial reports are designed to assist users in evaluating the District's ongoing operations and assessing the level of services provided and our ability to meet obligations as they become due.
- The annual audit performed by independent certified public accountants ensures compliance with the District's financial objectives. In addition to meeting the requirements as set forth in the State of Illinois Compiled Statutes, Chapter 70, 2605/5.12, the audit will also ensure compliance with the Federal Single Audit Act regulations in OMB Circular A-133.
- The Internal Auditing Section assists the Executive Director by furnishing independent and objective analyses, appraisals, and recommendations for improvement concerning the activities reviewed.
- On July 13, 2006, the Board adopted a policy to address GASB Pronouncement #45, requiring reporting of the future liability for maintaining OPEB, primarily retiree health insurance benefits.

Financial Policies, Objectives, and Accomplishments

- An irrevocable trust was established to fund the future liability with the following operating parameters. On October 2, 2014, the funding policy was amended by the Board with the following parameters:
 - 100 percent maximum funding level;
 - 12 year funding period;
 - \$5 million funding in each of the 12 years 2015 through 2026, with no further advance funding contributions required after 2026. Beginning in 2027, cash to be withdrawn from the Trust to fund claims and insurance premiums will be determined by the plan's actuary with the funding percentage to be maintained at 100 percent for all future years.

On November 19, 2009, the Board adopted the OPEB Trust Investment Policy, which was subsequently amended on December 19, 2013, and states that investments shall be made with judgment and care, with prudence, discretion, and intelligence exercised in the management of the Trust assets. The Trust's investment asset allocation and target percentages were amended, as follows:

| Asset Class | Fund Asset Mix | | |
|--------------------------------------|----------------|--------|---------|
| | Minimum | Normal | Maximum |
| Domestic Equities | 25.0% | 30.0% | 35.0% |
| Developed International Equities | 12.0% | 15.0% | 18.0% |
| Fixed Income Securities (Bonds) | 40.0% | 45.0% | 50.0% |
| Global Balance Portfolio | 7.5% | 10.0% | 12.5% |
| Cash/Cash Equivalents (Money Market) | — | 1.0% | 100.0% |

The District has adopted the following fund balance policy in conformity with GASB Pronouncement #54, Fund Balance Reporting and Governmental Fund Type Definitions:

- *Committed Fund Balances* - The District's Board shall establish, modify, or rescind a fund balance commitment by formal action of the Board;
- *Assigned Fund Balances* - The Executive Director may assign amounts of fund balances to a specific purpose;
- *Accounting Policies of Fund Balances* - The General Corporate Fund is a combination of the Corporate, Working Cash, and Reserve Claim Funds. In the General Corporate Fund, the District considers restricted amounts to have been spent first when an expenditure is incurred for purposes for which both restricted and unrestricted fund balance is available, followed by committed amounts, and then assigned amounts. Unassigned amounts are used only after the other categories of fund balance have been fully utilized. In governmental funds, other than the General Corporate Fund, the District considers restricted amounts to have been spent last. When an expenditure is incurred for purposes for which both restricted and unrestricted fund balance is available, the District will first utilize assigned amounts, followed by committed amounts, and then restricted amounts.

Initiatives are being considered to improve the policies and procedures for the management of capital assets. The process of determining more realistic estimated useful lives and dollar thresholds for capital assets is being examined. Also, an enhanced policy is essential to ensure all bond compliance and regulatory reporting requirements are properly fulfilled.

For the year ended December 31, 2015, the Board adopted a policy to implement GASB 68. The following categories are recognized and reported in the CAFR to better illustrate the pension liability to the District:

- Net pension liability
- Annual pension expense

Financial Accomplishments

The GFOA awarded a Certificate of Achievement for Excellence in Financial Reporting to the District for its CAFR for the year ended December 31, 2017, and for the MWRD Retiree Health Care Trust for the year ended December 31, 2017. This is the 43rd consecutive year and 11th consecutive year that the District has received these prestigious awards, respectively. The CAFRs are available at www.mwrd.org. The external audit of the District's 2017 financial statements, completed on May 11, 2018, includes an unmodified opinion. In 2018, the Internal Audit Section completed 13 audits in addition to financial reviews of lease applications.

Policy Development and The Budget Process

Policy Development and the Budget Process

Policy development for the District, performed on both the legislative and executive level, is ongoing and integrally related to the budget process.

Planning and Policy Development Activities of the Board of Commissioners

The District's Board is the organization's legislative branch wherein planning is done through a standing committee structure, whereby committee chairpersons and vice-chairpersons are elected by the Board concurrent with the biannual election of officers. With the exception of the Committee on Finance, whose chair is specifically referred to in the District's enabling legislation, the focus of each committee is determined by the Board itself. The members of these committees are made up of fellow commissioners. The Board's committees follow:

| | | |
|---|----------------------------|----------------------------------|
| Affirmative Action | Budget and Employment | Engineering |
| Ethics | Federal Legislation | Finance |
| Industrial Waste and Water Pollution | Information and Technology | Judiciary |
| Labor and Industrial Relations | Maintenance and Operations | Monitoring and Research |
| Municipalities | Procurement | Public Information and Education |
| Pension, Human Resources, and Civil Service | Public Health and Welfare | Real Estate Development |
| State Legislation and Rules | Stormwater Management | |

These standing committees develop plans and formulate policies that are then brought before the entire Board for formal adoption. These plans and policies provide direction to both the Board itself and the staff. On critical issues, and where broad discussion is warranted for future consensus building, the committee chairperson periodically calls "study sessions" inviting public testimony and discussion.

District Commissioners participate in regional planning and policy development as members of commissions, associations, and steering committees. By law, the Chairman of Finance serves on the Cook County Public Building Commission. The District has formally designated Commissioner representatives on the Chicago Metropolitan Agency for Planning and Fulton County Steering Committee. District participation in these regional planning committees ensures regional coordination, cooperation, and communication for policy development and planning.

The Board periodically recruits pro bono ad hoc Blue Ribbon Committees made up of government and business leaders to solicit input on issues of either regional interest or where expertise in an area outside the District's primary functions is required.

Formal adoption of District policies is enacted at regularly scheduled Board meetings (semi-monthly) or at special Board meetings focused on a specific issue.

Strategic Business Plan

Policy decisions and budgetary priorities are guided by the District's Strategic Business Plan. 2019 is the fifth year of the current five-year plan, with the vision statement *Recovering Resources, Transforming Water*. The plan sets values, mission, a vision statement, and goals and strategies that guide decision making and is used throughout the year to measure results and communicate progress to the Board of Commissioners and staff. It serves as a guiding document until replaced by a new Strategic Business Plan.

Planning Activities by Staff

The Executive Director serves as the District's Chief Executive Officer and is responsible for the day-to-day administration of the organization. It is through the direction and authority of this office that compliance with the laws governing the agency and the policies established by the Board is assured. Under the direction of these laws and policies, staff planning takes place on various organizational platforms. Through organizational planning units, steering committees, task forces, and general managerial planning, District staff establishes organizational goals, objectives, and priorities. Planning takes place on both an interdepartmental and intradepartmental basis. Each committee or task force has representation that crosses departmental lines to ensure corporate agreement.

Policy Development and The Budget Process

Committees and Task Forces Planning

Other formal planning is accomplished through the utilization of committees and task forces. Committees and task forces meet monthly with the exception of the Board of Standardization, which meets quarterly or as needed. A list of the various staff committees and task forces is as follows:

| | | |
|--------------------------|----------------------|-------------------------------------|
| Inventory Review Board | Biosolids Task Force | Non-Core Business Project Committee |
| Board of Standardization | Injury Task Force | Records Management Committee |
| Natural Gas Committee | Audit Committee | Operations Committee |

Each of these planning groups is delegated the responsibility to serve as District-wide planners for specific organizational needs. The Operations Committee includes subcommittees with designated assignments and purpose. These subcommittees work independently and then report their recommendations to the committee of the whole.

The Budget Process and Budget Procedures

The Management & Budget Section of General Administration, staff to the Executive Director, prepares the Annual Budget and five-year financial plan, including coordinating and consolidating the capital and maintenance plans for the upcoming and future years. Revenue projections and debt service requirements are examined along with the financial feasibility of capital projects in light of external and self-imposed financial constraints. The end product of this process is the Annual Appropriation Ordinance and a Five-Year Financial Forecast.

The Five-Year Financial Forecast is prepared prior to the Executive Director's Budget Recommendations and reflects the best estimates of revenues, fund equity, and appropriation needs available at the time. The forecast is presented to the Executive Director. Subject to his review and approval, it is then included in the Budget. The projections are a tool designed to aid the District in planning and controlling its financial position over a longer range than the Annual Budget. It contributes to making the budget a comprehensive financial plan of District operations, past, present, and future. It summarizes the tax impact of the District's strategic goals and objectives. The 2019-2023 Five-Year Financial Forecast has been updated to incorporate budgetary amendments approved by the Board of Commissioners in the 2019 Final Adopted and Amended Budget, December 20, 2018.

All participants in the planning process are made aware of the District's budget process and cycle. The budget calendar is relatively the same from year-to-year and is distributed to the Board and staff in the first quarter of the preceding budget year. Correspondingly, planning groups develop plans, schedules, and detailed justification for personnel contractual services, materials and supplies, equipment, and capital projects to comply with the annual budgeting process and cycle. Existing facilities' plans, historical expenditures, cash-flow projections, and long-term forecasts provide valuable guidelines as to the availability of resources for the upcoming budget development. These guidelines both facilitate the development of the budget and allow for meaningful debate during the budget review process as to priorities and organizational goals for the budget year, as well as future years. An outline of the Annual Budget process and procedures follows. The Strategic Business Plan guides the development of the Budget and the Five-Year Financial Forecast.

Policy Development and The Budget Process

The fiscal year of the District begins on January 1 and ends on December 31.

1. After the first half of the fiscal year, the Budget Office holds a meeting with departmental budget representatives to discuss policy and procedures for budget preparation that begins in July. Instructions are distributed to departments, together with guidelines from the Executive Director, which indicate the direction the Budget should follow for the coming fiscal year. The basic forms are returned to the Budget Office and a general summary is prepared for the Executive Director, who conducts departmental hearings in August.
2. A revenue meeting is conducted by the Executive Director, Administrative Services Officer, and Budget Officer, along with those departments responsible for revenue items. Available resources used to finance the Budget are analyzed at this meeting.
3. When departmental estimates are approved and final decisions are made, a Budget Message is prepared and the proposals of the Executive Director become the initial budget document. After departmental requests are finalized, the Executive Director's Budget Recommendations are published within 15 days. The Executive Director's Budget Recommendations are published and presented to the Board in October. At all times, the Budget figures are balanced between revenues and expenditures.
4. The Board's Committee on Budget and Employment holds public meetings with the Executive Director and department heads regarding the Executive Director's proposals.
5. At the conclusion of these hearings, the Committee on Budget and Employment recommends the preparation of a second document, a supplement to the Executive Director's Budget Recommendations called the "Tentative Budget," which incorporates changes approved at the hearings. Once printed, this is placed on public display, along with the Executive Director's Budget Recommendations, for a minimum of 10 days. An advertisement is published in a general circulation newspaper announcing the availability of the Tentative Budget for inspection at the main office of the District, and specifying the time and date of the public hearing.
6. At least one public hearing is held between 10 and 20 days after the Budget has been made available for public inspection. All interested individuals and groups are invited to participate.
7. After the public hearing, the Committee on Budget and Employment presents the Tentative Budget, which includes revisions and the approved Appropriation and Tax Levy Ordinances, to the Board for adoption. This action must take place before January 1.
8. The Budget, as adopted by the Board, can be amended once at the next Regular Meeting of the Board. No amendment, however, can be requested before a minimum of five days after the Budget has been adopted. Amendments for contracts and/or services not received before December 31 must be reappropriated in the new Budget and are included through this amendment process.
9. The final budget document "As Adopted and Amended" is produced, and an abbreviated version, known as the "short form" is published in a newspaper of general circulation before January 20 of the fiscal year.
10. Budget implementation begins on January 1. The Finance Department and Budget Office provide control of appropriations and ensure that all expenditures are made in accordance with budget specifications. The manual entitled "Budget Code Book" is published in conformance with the Adopted Budget and is used to administer, control, and account for the Budget.
11. Supplemental appropriations can be made for the appropriation of revenues from federal or state grants, loans, bond issues, and emergencies. The Executive Director is authorized to transfer appropriations between line items within an object class of expenditure within a department. After March 1 of each fiscal year, transfers of appropriations between objects of expenditures or between departments must be presented for approval to the Board in accordance with applicable statutes.
12. The Board can authorize, by a two-thirds majority, the transfer of accumulated investment income between funds and the transfer of assets among the Working Cash Funds.

CALENDAR FOR 2019 BUDGET

Board of Commissioners Holds a Study Session on the Capital Improvement Program immediately following the Regular Board Meeting Thursday, September 6, 2018

Executive Director's Budget Recommendations
Submitted to Board of Commissioners Tuesday, October 16, 2018

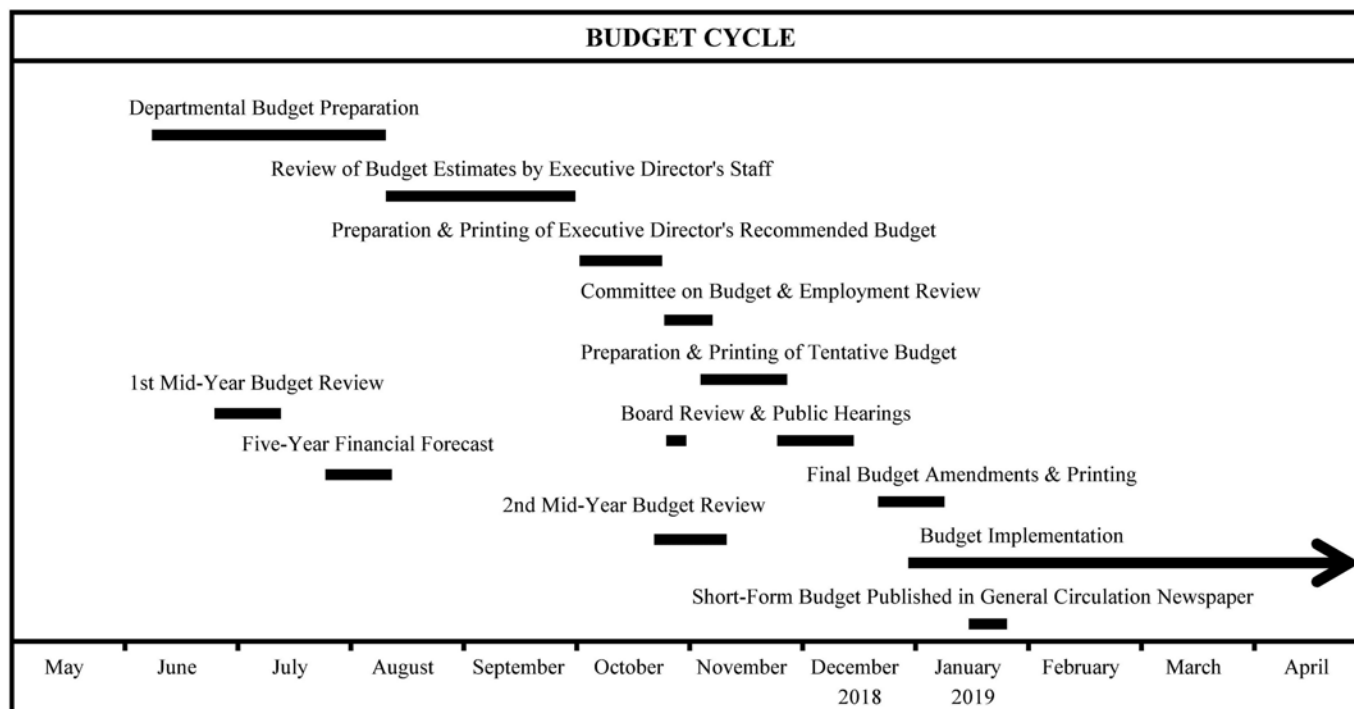
Committee on Budget & Employment Hearings at 1:00 P.M. Thursday, November 1, 2018
(Friday, November 2, 2018, if necessary)

Committee on Budget & Employment Submits Tentative Budget
to Board of Commissioners for Public Display Tuesday, November 20, 2018

Board of Commissioners Holds a Public Hearing
on the Budget at 2:00 P.M. Thursday, December 6, 2018

Board of Commissioners Adopts the Budget Thursday, December 13, 2018

Board of Commissioners Amends the Adopted Budget Thursday, December 20, 2018



The procedure for the annual budget process is detailed on the previous page.

ORDINANCE NUMBER O18-006

**ANNUAL APPROPRIATION ORDINANCE OF THE
METROPOLITAN WATER RECLAMATION DISTRICT
OF GREATER CHICAGO
FOR THE FISCAL YEAR BEGINNING JANUARY 1, 2019
AND ENDING DECEMBER 31, 2019**

BE IT ORDAINED by the Board of Commissioners of the Metropolitan Water Reclamation District of Greater Chicago:

Section 1. That this Ordinance be and the same is hereby termed the “Annual Appropriation Ordinance of the Metropolitan Water Reclamation District of Greater Chicago for the fiscal year beginning January 1, 2019 and ending December 31, 2019.”

Section 2. That the amounts hereinafter set forth or so much thereof as may be authorized by law and as may be needed, and not exceeding the aggregate sum allocated to and expendable by each department or principal division, be and the same are hereby appropriated for the payment of: (a) interest coupons on bonds; (b) sinking fund requirements for the payment of the principal of said bonds; (c) the Metropolitan Water Reclamation District Retirement Fund; (d) Construction Fund purposes; (e) Capital Improvements Bond Fund purposes; (f) Reserve Claim Fund; (g) Stormwater Management Fund purposes; and (h) all other corporate purposes of the Metropolitan Water Reclamation District of Greater Chicago during the fiscal year beginning January 1, 2019 and ending December 31, 2019.

Section 3. That for the purposes of accounting and expenditure control, the budgetary accounts set forth under the recital of estimated resources of the Metropolitan Water Reclamation District of Greater Chicago and budgetary accounts and code designations set forth in this Ordinance, shall be the official code designations of the Metropolitan Water Reclamation District of Greater Chicago and that the manual of Classification of Budgetary Code Accounts issued by General Administration of the Metropolitan Water Reclamation District of Greater Chicago, as revised, shall be in conformity therewith.

Section 4. That the Clerk and the other Heads of Departments of the Metropolitan Water Reclamation District of Greater Chicago shall use the aforesaid official code designations in administering the Appropriation Ordinance and in accounting for expenditures authorized herein.

Section 5. That wherever an appropriation is made under the classification “Personal Services,” “Contractual Services,” “Materials and Supplies,” “Machinery and Equipment,” “Capital Improvements,” “Land” or “Fixed and other Charges,” it is supported by a schedule of Line Items.

The Executive Director is authorized to transfer appropriations between line items within an object class of expenditure within a department. Transfers of appropriations between objects of expenditure or between departments must

be presented for approval to the Board of Commissioners in accordance with applicable statutes.

All expenditures against such appropriations shall be made in accordance with such supporting Line Item Schedules, and no voucher shall be approved by the Clerk for a sum exceeding the amount shown in said schedules; that the titles and the compensations appearing in the Personal Services supporting schedules shall be construed to be the official titles and maximum compensation for the same.

(a) Included in the appropriation for Total Personal Services is Account Number 601010 “Salaries of Regular Employees” that includes District pickup of employees’ contributions to the Pension Fund and in applicable departments, divisions or sections is Account Number 601060 “Compensation Plan Adjustments” provided for the purpose of implementing the Compensation Plan and associated salary and pay grade schedules for classified employees and exempt secretaries as adopted by the Board of Commissioners. The amount set up under Account Number 601060 “Compensation Plan Adjustments” include (1) the adjustment of salaries for employees eligible to receive step increases based on the prescribed standards of service and performance, (2) changes in Labor and Trades Wage Schedule Classifications as authorized by the Board of Commissioners, and (3) payments to eligible employees for incentive pay for unused sick leave, retirements, severance, termination, and unused overtime and/or vacation pay as authorized by the Board of Commissioners.

(b) The symbol “#” or crosshatch followed by a number, when used in the budget document, means the following:

#1. After a title, signifies that the incumbent will retain the title until he or she vacates the position and then the position will be dropped.

#2. After a title, signifies that when the position is vacated, the person filling the vacancy will receive the title within the parentheses. It can also indicate that while a grade level for a class title has been lowered, the incumbent in the position will be retained at the current grade level. This is indicated by a notation of the new grade level in parentheses following the title.

#4. After a title, signifies that while a class title has been assigned to the Technical, Administrative and Managerial (TAM) salary schedule, the incumbent in the position will be compensated under the previously assigned Professional and Managerial (PM) or General Service (GS) salary schedule. When the position is vacated, the person filling the vacancy by promotion or

new appointment will be compensated under the TAM salary schedule.

Section 6. That amounts appropriated under classifications other than “Personal Services” to any department or division of the Metropolitan Water Reclamation District of Greater Chicago shall be expended under the following conditions:

(a) Insofar as practicable, all contracts for purchases and open market orders for purchases to be charged against such appropriation shall be based upon specifications which are definite and certain as to character and quality, and which conform to standard specifications for the various classes of Materials and Supplies, Machinery and Equipment already prescribed or hereafter to be prescribed by the Board of Standardization of the Metropolitan Water Reclamation District of Greater Chicago.

(b) The Clerk of the Metropolitan Water Reclamation District of Greater Chicago shall certify to the sufficiency of appropriations out of which such amounts due under contracts are to be paid.

(c) The Director of Procurement and Materials Management shall certify that the specifications for purchases of such Materials and Supplies, and Machinery and Equipment, for which standard specifications have been prescribed by the Board of Standardization of the Metropolitan Water Reclamation District of Greater Chicago, are in conformity with such standard specifications.

(d) All open market orders issued by any department or division for Materials and Supplies, and Machinery and Equipment, for which specifications shall have been prescribed by the Board of Standardization of the Metropolitan Water Reclamation District of Greater Chicago, shall contain a description of the goods ordered and insofar as practicable and feasible conform with such standard specifications.

(e) The Director of Procurement and Materials Management shall, in auditing claims for goods delivered on open market order, determine through inspection or otherwise, whether the goods delivered conform to such standard specifications.

(f) Every contract or purchase order involving amounts in excess of \$10,000.00 shall be signed by the Chairman of the Committee on Finance or other duly authorized officer of the Board of Commissioners, by the Executive Director, by the Clerk, and by the Director of Procurement and Materials Management of the Metropolitan Water Reclamation District of Greater Chicago.

The only exception to the above is for contracts and purchase orders for materials, supplies, and equipment for which the competitive bid threshold is \$25,000.00. These contracts and purchase orders only require the signature of the Director of Procurement and Materials Management of the Metropolitan Water Reclamation District of Greater Chicago.

(g) The Comptroller of the Metropolitan Water Reclamation District of Greater Chicago shall conduct audits of all expenditures. The Comptroller shall report the results of such

audit to the President and the Board of Commissioners of the Metropolitan Water Reclamation District of Greater Chicago.

Section 7. That no employee shall have the right to demand continuous employment and compensation by reason of the appropriation if it becomes necessary to lay an employee off due to lack of work or lack of funds.

Section 8. That the supporting schedules and statements including unpaid bills and the item objects and purposes are appropriated for as follows:

NOTE PAGE

SECTION II

BUDGET AND FINANCIAL SUMMARIES, SCHEDULES, AND EXHIBITS

This section includes a broad overview of the 2019 Budget with comparisons to past years and the projection of future District needs.

It begins by asking two basic questions: Where Does the Money Come From? and Where Does the Money Go? Answers are presented graphically using a dollar bill to illustrate.

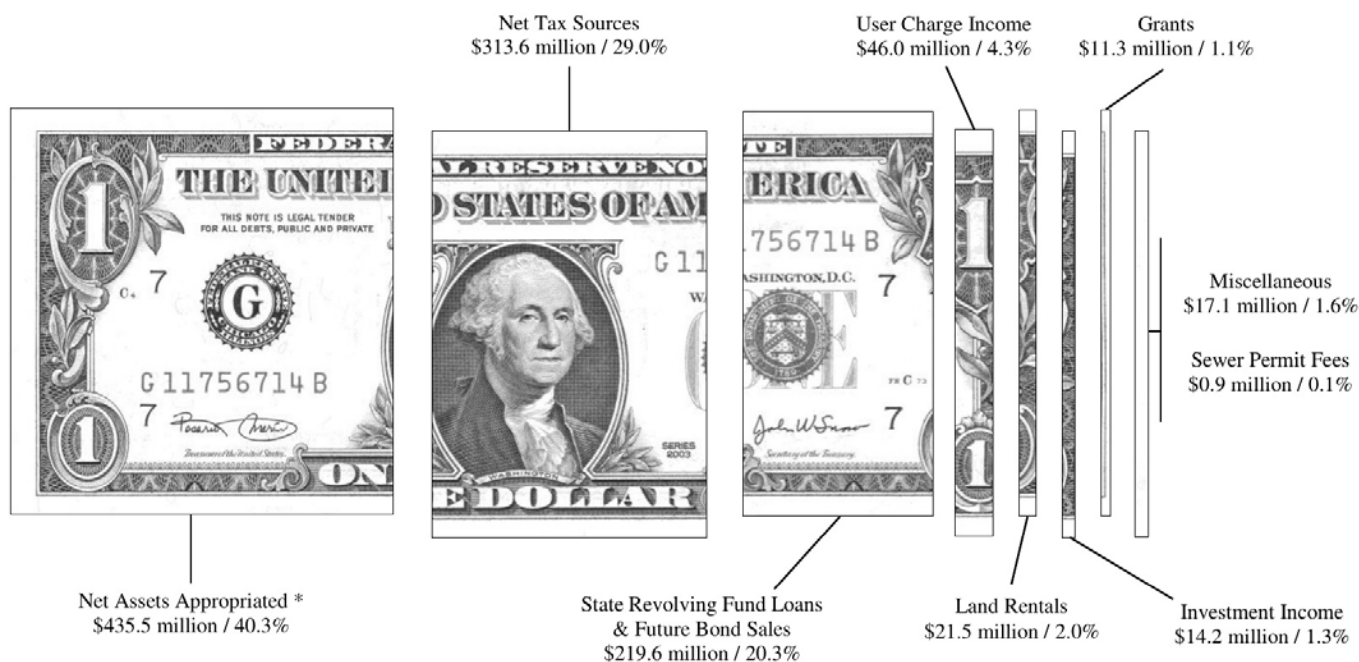
The comparison of budget and current year appropriations, tax levies, and tax rates by fund is one of the most comprehensive and most useful comparisons in the budget.

Continuing to look at the overall picture, this section presents a detailed view of the entire budget, organizing information in different ways so that the user can compare budget and current year appropriations by department, fund, object, and program. Allocation of personnel is also compared by year, department, and fund.

Having looked at the budget plan for 2019 and comparing it to previous years, this section also provides a projection of the future: the comprehensive Five-Year Financial Forecast for 2019 - 2023.

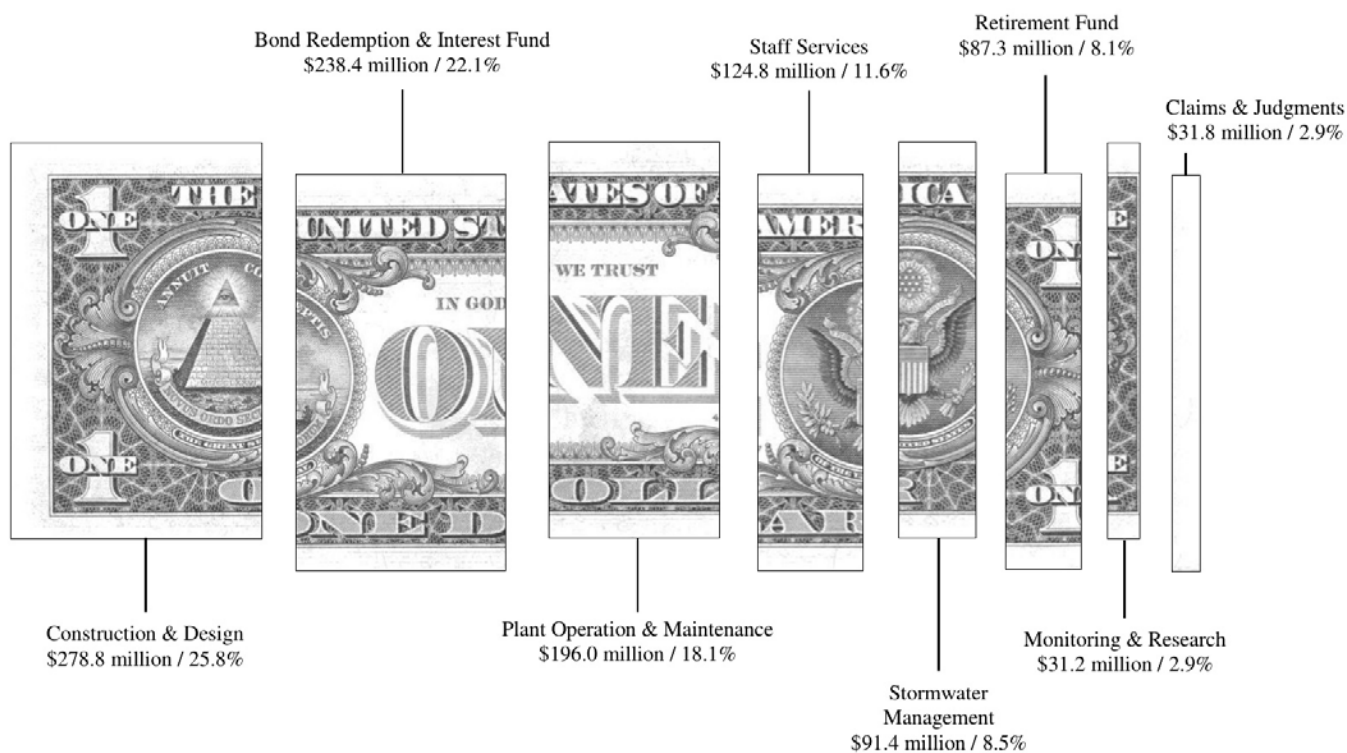
| | |
|--|--------------------|
| Where the Money Comes From; Where the Money Goes | 39 |
| Net Assets Appropriable | 40 |
| Estimated Tax Rate | 41 |
| Taxable Property (Equalized Assessed Valuation - Graph and Table) | 42 |
| Appropriations & Expenditures, Tax Levies, and Tax Rates | 43 |
| Comparative Statement of Appropriations, Tax Levies, and Tax Rates | 44 |
| Comparative Appropriations: | |
| by Major Object/Character of Expenditure (Graph) | 46 |
| by Major Object of Expenditure | 47 |
| by Character of Expenditure | 48 |
| by Department and Major Program | 49 |
| by Fund and Major Program (Graph) | 50 |
| by Program Objective and by Fund | 51 |
| Annual Debt Service (Graph) | 52 |
| Outstanding Bonds and Estimated Statutory Debt Margin | 53 |
| Account and Personnel Summary (Table and Graph) | 55 |
| Five-Year Financial Forecast, 2019 - 2023 | 58 |

WHERE THE MONEY COMES FROM: \$1,079.7 MILLION



* \$435.5 of the \$535.5 Net Assets Appropriable detailed in the analysis on the next page will be appropriated as revenue for 2019 (excludes Capital Improvements Bond Fund).

WHERE THE MONEY GOES: \$1,079.7 MILLION



SUMMARY OF NET ASSETS APPROPRIABLE

at January 1, 2019

(In Millions)

| | FUND | | | | | | | | |
|--|-----------|---------------------------------|--------------|--------------------------|------------|----------------------------------|------------------|------------|--|
| CURRENT ASSETS | CORPORATE | CAPITAL IMPROVEMENTS BOND | CONSTRUCTION | STORMWATER MANAGEMENT | RETIREMENT | BOND REDEMPTION & INTEREST | RESERVE CLAIM | TOTAL | |
| Cash & Investments | \$ 110.0 | \$ 232.0 | \$ 13.6 | \$ 29.1 | — | \$ 112.0 | \$ 25.7 | \$ 522.4 | |
| Restricted Cash | — | — | — | — | — | — | — | — | |
| Deposit with Escrow Agent | — | — | — | — | — | — | — | — | |
| Taxes Receivable | 232.8 | — | 11.3 | 46.6 | 69.0 | 236.2 | 5.8 | 601.8 | |
| Replacement Tax | 15.8 | — | — | — | 18.3 | — | — | 34.1 | |
| Grants | — | 1.0 | — | — | — | — | — | 1.0 | |
| State Revolving Fund Loans Receivable | — | 120.0 | — | — | — | — | — | 120.0 | |
| Due from Other Funds | — | — | — | — | — | — | — | — | |
| Total | \$ 358.7 | \$ 353.0 | \$ 24.9 | \$ 75.7 | \$ 87.3 | \$ 348.2 | \$ 31.5 | \$ 1,279.3 | |

CURRENT LIABILITIES, DESIGNATIONS AND RESTRICTIONS

| | | | | | | | | | | | | | | | | |
|-----------------------------------|----|---------|----|---------|----|------|----|-------|----|------|----|-------|----|------|----|---------|
| Unpaid Bills and | | | | | | | | | | | | | | | | |
| Contingent Liabilities | \$ | 37.4 | \$ | 962.4 | \$ | 3.0 | \$ | 3.4 | \$ | — | \$ | — | \$ | 0.4 | \$ | 1,006.5 |
| Due to Working Cash Funds | | 190.0 | | — | | 12.0 | | 26.5 | | — | | — | | — | | 228.5 |
| Liabilities for Restricted Assets | | — | | — | | — | | — | | — | | — | | — | | — |
| Principal and Interest | | — | | — | | — | | — | | — | | 118.2 | | — | | 118.2 |
| Total | \$ | 227.4 | \$ | 962.4 | \$ | 15.0 | \$ | 29.9 | \$ | — | \$ | 118.2 | \$ | 0.4 | \$ | 1,353.2 |
| *Net Assets Appropriable | \$ | 131.3 | \$ | (609.4) | \$ | 9.9 | \$ | 45.8 | \$ | 87.3 | \$ | 230.1 | \$ | 31.2 | \$ | (73.9) |
| Budget Reserve | \$ | (100.0) | \$ | — | \$ | — | \$ | — | \$ | — | \$ | — | \$ | — | \$ | (100.0) |
| Net Assets Appropriated | \$ | 31.3 | \$ | (609.4) | \$ | 9.9 | \$ | 45.8 | \$ | 87.3 | \$ | 230.1 | \$ | 31.2 | \$ | (173.8) |
| Equity Transfer | \$ | 4.2 | \$ | (4.2) | \$ | — | \$ | (6.4) | \$ | — | \$ | 6.4 | \$ | — | \$ | — |

* Net Assets Appropriable = Current Assets - Current Liabilities

Note: Amounts are rounded.

ESTIMATED TAX RATE

Estimated tax rate to be levied for each \$100.00 of assessed valuation as equalized to finance the appropriations of the Metropolitan Water Reclamation District of Greater Chicago is as follows:

Upon all taxable property within the territorial limits of the Metropolitan Water Reclamation District of Greater Chicago as said territorial limits exist on January 1, 2019.

| | |
|----------------------------------|---------------|
| Gross Corporate Fund | 16.22¢ |
| Construction Fund | 0.48 |
| Stormwater Management Fund | 3.37 |
| Retirement Fund | 4.56 |
| Reserve Claim Fund | 0.48 |
| Subtotal | <u>25.11¢</u> |

Bond Redemption & Interest Fund:

Capital Improvement Bonds - Series:

| | |
|---|-------|
| 2016 Qualified Energy Conservation Limited Tax Series F | 0.01¢ |
| 2009 Limited Tax Series | 2.27 |
| 2011 Limited Tax Series B | 1.21 |
| 2011 Unlimited Tax Series C | 0.16 |
| 2014 Limited Tax Series C | 0.53 |
| 2014 Unlimited Tax Series A | 0.33 |
| 2014 Alternate Revenue Unlimited Tax Series B | 0.22 |
| 2016 Alternate Revenue Unlimited Tax Series E | 0.17 |
| 2016 Unlimited Tax Series C | 0.10 |
| 2016 Limited Tax Series D | 0.07 |

State Revolving Fund Bonds - Series:

| | |
|---------------|-------|
| Various | 6.21¢ |
|---------------|-------|

Refunding Bonds - Series:

| | |
|-----------------------------------|-------|
| 2007 Unlimited Tax Series A | 1.70¢ |
| 2007 Unlimited Tax Series B | 0.32 |
| 2007 Limited Tax Series C | 0.35 |
| 2014 Limited Tax Series D | 1.01 |
| 2016 Unlimited Tax Series A | 0.93 |
| 2016 Limited Tax Series B | 0.14 |

| | |
|--|---------------|
| Subtotal Bond Redemption & Interest Fund | <u>15.73¢</u> |
|--|---------------|

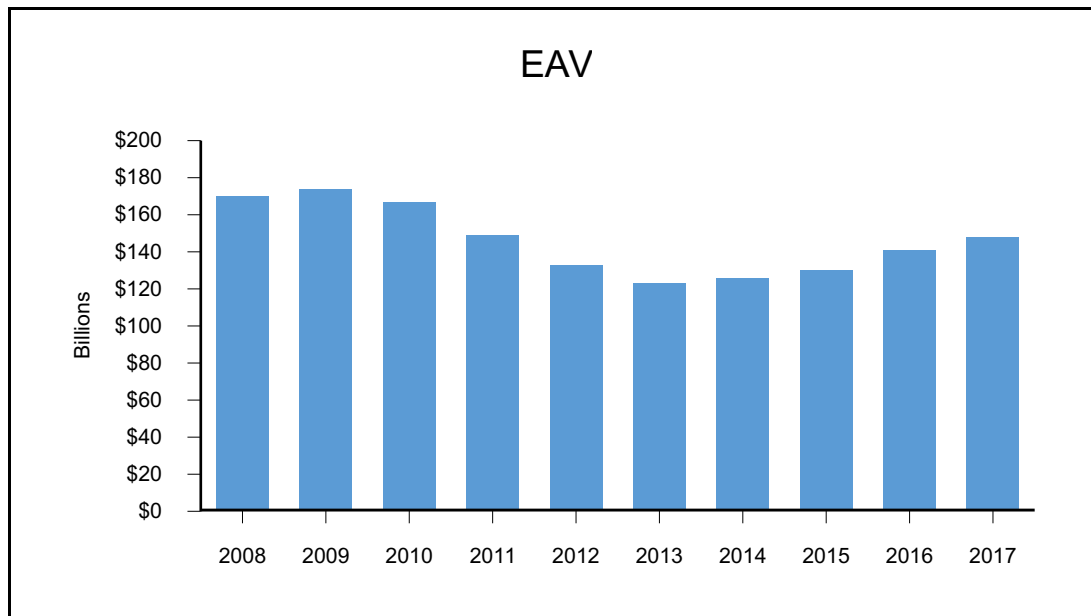
| | |
|--|----------------------|
| TOTAL ESTIMATED TAX RATE - 2019 | <u>40.84¢</u> |
|--|----------------------|

TAXABLE PROPERTY WITHIN THE DISTRICT (Equalized Assessed Valuation)

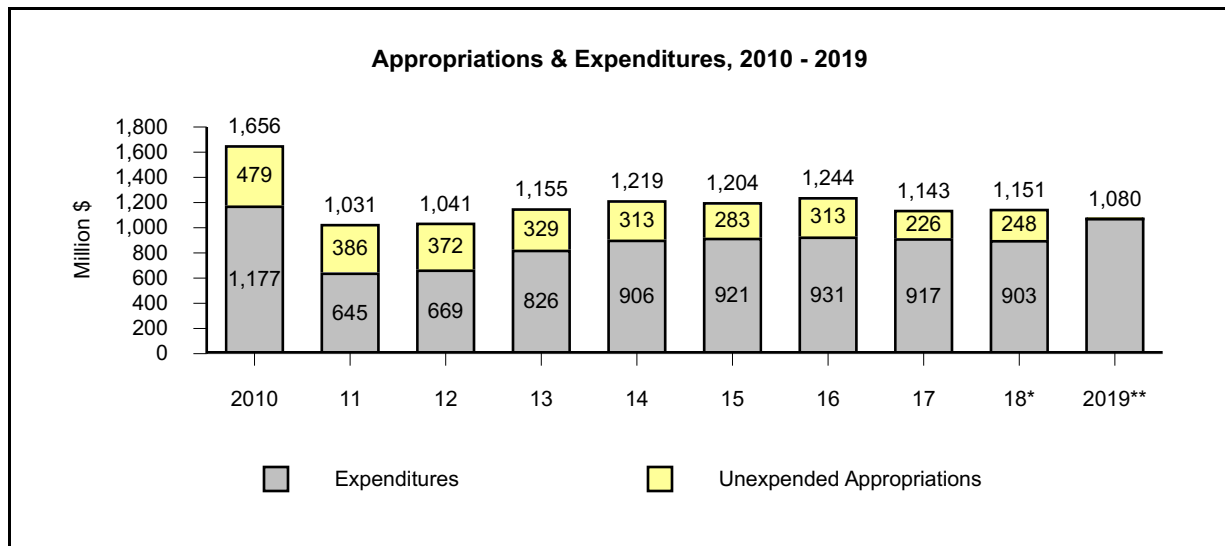
The equalized assessed property valuation (EAV) of the Metropolitan Water Reclamation District increased 8.02 percent from 2015 to 2016, showing the significant recovery after four years of decline from 2010 to 2013. The boundaries of the District encompass 91 percent of the area of Cook County. The District is located in one of the strongest and most economically diverse geographical areas of the country. The growth in commercial, industrial, and residential sectors in both downtown Chicago and the suburbs contributes to the strong base and the growth in the value of properties located within the District. The Cook County Assessor is responsible for all taxable real property within Cook County except for railroad property and pollution control facilities, which are assessed directly by the State of Illinois.

The equalized assessed valuation of real estate property is determined in Cook County based on market values of real estate, reduced by a classification factor determined by property use, and then multiplied by the State of Illinois equalization factor. The statutory objective is to value property at 33 1/3 percent of estimated fair market value.

The equalized assessed property valuation of the District is very important due to the primary reliance of the District on the property tax to fund current operations and future capital programs.



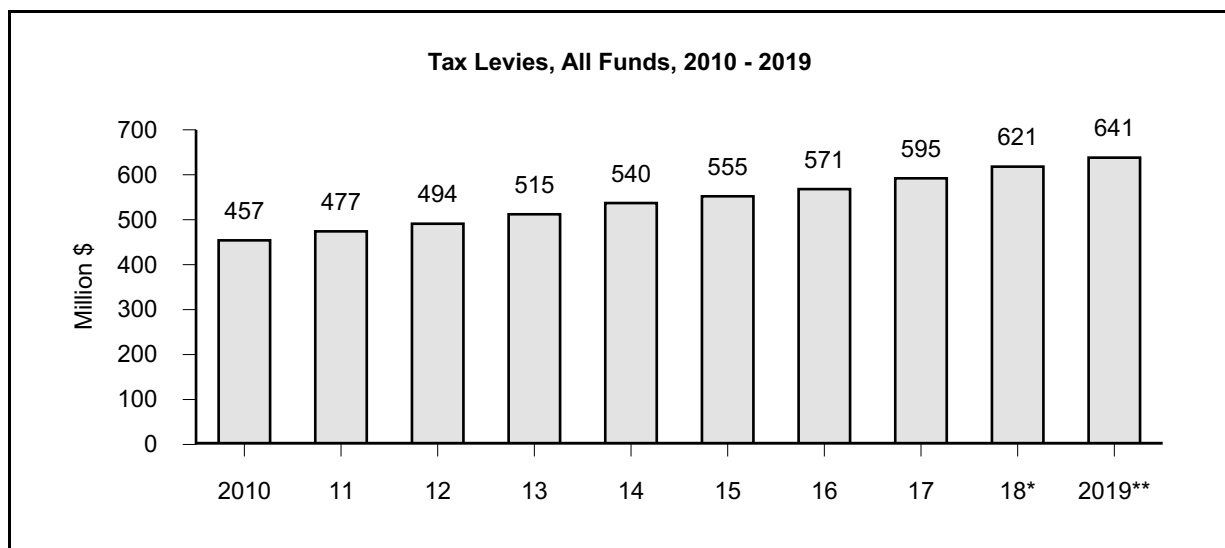
| Year | Real Property | Railroad Property and Pollution Control Facilities | Total |
|------|----------------|--|----------------|
| 2008 | 169.91 billion | 186.24 million | 170.10 billion |
| 2009 | 174.26 billion | 212.23 million | 174.47 billion |
| 2010 | 166.66 billion | 256.49 million | 166.92 billion |
| 2011 | 148.77 billion | 275.01 million | 149.05 billion |
| 2012 | 133.11 billion | 286.93 million | 133.40 billion |
| 2013 | 123.11 billion | 311.53 million | 123.42 billion |
| 2014 | 125.43 billion | 308.36 million | 125.74 billion |
| 2015 | 129.96 billion | 344.38 million | 130.30 billion |
| 2016 | 140.40 billion | 350.47 million | 140.75 billion |
| 2017 | 147.58 billion | 362.43 million | 147.95 billion |



*Adjusted

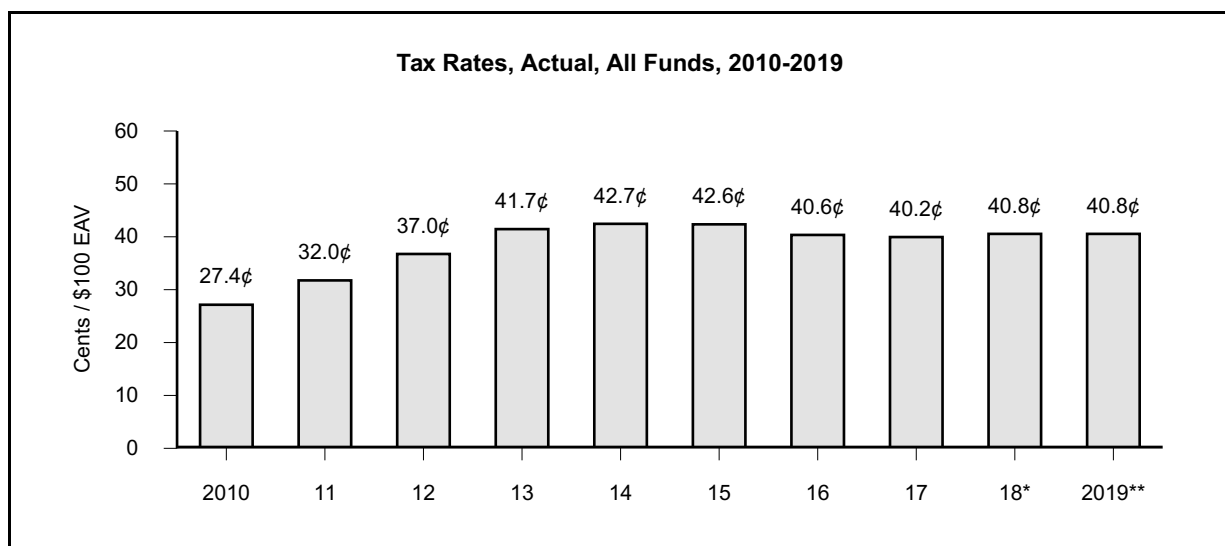
**Estimated

Note: Amounts are rounded.



*Adjusted

**Estimated



*Adjusted

**Estimated using 2017 EAV

COMPARATIVE STATEMENT OF APPROPRIATIONS AND TAX LEVIES

2019-2017 ALL FUNDS

| APPROPRIATIONS | 2019 ** | 2018 AS PASSED | 2018 AS ADJUSTED * | 2017 ACTUAL |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| FUND | | | | |
| Corporate Fund | \$ 376,807,500 | \$ 370,209,200 | \$ 370,209,200 | \$ 368,925,800 |
| Construction Fund | 17,602,300 | 26,080,600 | 26,080,600 | 34,450,400 |
| Capital Improvements Bond Fund *** | 236,431,900 | 312,982,900 | 312,982,900 | 354,625,600 |
| Stormwater Management Fund | 91,410,100 | 65,581,000 | 65,581,000 | 45,800,100 |
| Retirement Fund | 87,281,000 | 89,604,000 | 89,604,000 | 79,505,000 |
| Reserve Claim Fund | 31,767,800 | 30,289,500 | 30,289,500 | 30,617,100 |
| Bond Redemption & Interest Fund | 238,357,541 | 256,304,187 | 256,304,187 | 228,825,813 |
| TOTAL | \$ 1,079,658,141 | \$ 1,151,051,387 | \$ 1,151,051,387 | \$ 1,142,749,813 |
| LEVIES | | | | |
| Corporate Fund | \$ 254,574,100 | \$ 240,465,800 | \$ 240,465,800 | \$ 224,824,731 |
| Construction Fund | 7,600,000 | 11,700,000 | 11,700,000 | 17,000,000 |
| Stormwater Management Fund | 52,926,000 | 47,826,000 | 47,826,000 | 40,856,008 |
| Retirement Fund | 71,565,400 | 71,534,197 | 71,534,197 | 73,438,135 |
| Reserve Claim Fund | 7,500,000 | 6,000,000 | 6,000,000 | 5,900,000 |
| Subtotal | \$ 394,165,500 | \$ 377,525,997 | \$ 377,525,997 | \$ 362,018,874 |
| Bond Redemption & Interest Fund: | | | | |
| Capital Improvement Bonds - Series: | | | | |
| 2016 Qualified Energy Conservation Limited Tax Series F | \$ 165,804 | \$ 165,804 | \$ 165,804 | \$ 165,804 |
| 2009 Limited Tax Series | 35,564,767 | 35,564,767 | 35,564,767 | 35,564,767 |
| 2011 Limited Tax Series B | 18,950,616 | 28,911,239 | 28,911,239 | 41,406,315 |
| 2011 Unlimited Tax Series C | 2,515,991 | 4,184,800 | 4,184,800 | 3,981,898 |
| 2014 Limited Tax Series C | 8,286,788 | 6,763,472 | 6,763,472 | 3,240,156 |
| 2014 Unlimited Tax Series A | 5,181,348 | 5,181,348 | 5,181,348 | 5,181,348 |
| 2014 Alternate Revenue Unlimited Tax Series B **** | 3,391,037 | 3,390,570 | 3,390,570 | — |
| 2016 Alternate Revenue Unlimited Tax Series E **** | 2,590,674 | 2,590,674 | 2,590,674 | — |
| Alternate Revenue Abatement **** | — | — | — | — |
| 2016 Unlimited Tax Series C | 1,554,405 | 1,554,405 | 1,554,405 | 1,554,405 |
| 2016 Limited Tax Series D | 1,036,270 | 1,036,270 | 1,036,270 | 1,036,270 |
| State Revolving Fund Bonds - Series: Various | 97,420,666 | 85,458,595 | 85,458,596 | 77,609,685 |
| Refunding Bonds - Series: | | | | |
| 2007 Unlimited Tax Series A | 26,694,301 | 26,623,057 | 26,623,057 | 26,509,845 |
| 2007 Unlimited Tax Series B | 4,996,749 | 4,996,749 | 4,996,749 | 4,996,749 |
| 2007 Limited Tax Series C | 5,541,607 | 5,541,607 | 5,541,607 | 5,541,607 |
| 2014 Limited Tax Series D | 15,895,337 | 15,130,830 | 15,130,830 | 9,264,767 |
| 2016 Unlimited Tax Series A | 14,555,959 | 14,555,959 | 14,555,959 | 14,555,959 |
| 2016 Limited Tax Series B | 2,141,451 | 2,141,451 | 2,141,451 | 2,141,451 |
| Subtotal Bond Redemption & Interest Fund | \$ 246,483,770 | \$ 243,791,597 | \$ 243,791,597 | \$ 232,751,026 |
| TOTAL | \$ 640,649,270 | \$ 621,317,594 | \$ 621,317,594 | \$ 594,769,900 |
| Abatement after the budget year **** | (6,185,100) | (6,152,228) | (6,152,228) | |
| Total (after planned abatement) | \$ 634,464,170 | \$ 615,165,366 | \$ 615,165,366 | |

NOTES: * As Adjusted reflects the 2017 EAV (\$147,945,823,261) estimated to increase 3.0 percent, plus any subsequent supplemental levies or appropriations.

** 2019 reflects an estimated 3.0 percent increase in EAV from the 2018 estimate.

*** Prior year obligations for the Capital Improvements Bond Fund are included in the Appropriation for Liabilities.

**** As part of the plan of financing, it is intended and anticipated that tax revenues deposited in the Stormwater Management Fund be transferred to the Bond Redemption & Interest Fund and used to abate taxes levied for this issue.

COMPARATIVE STATEMENT OF TAX RATES

2019-2017 ALL FUNDS

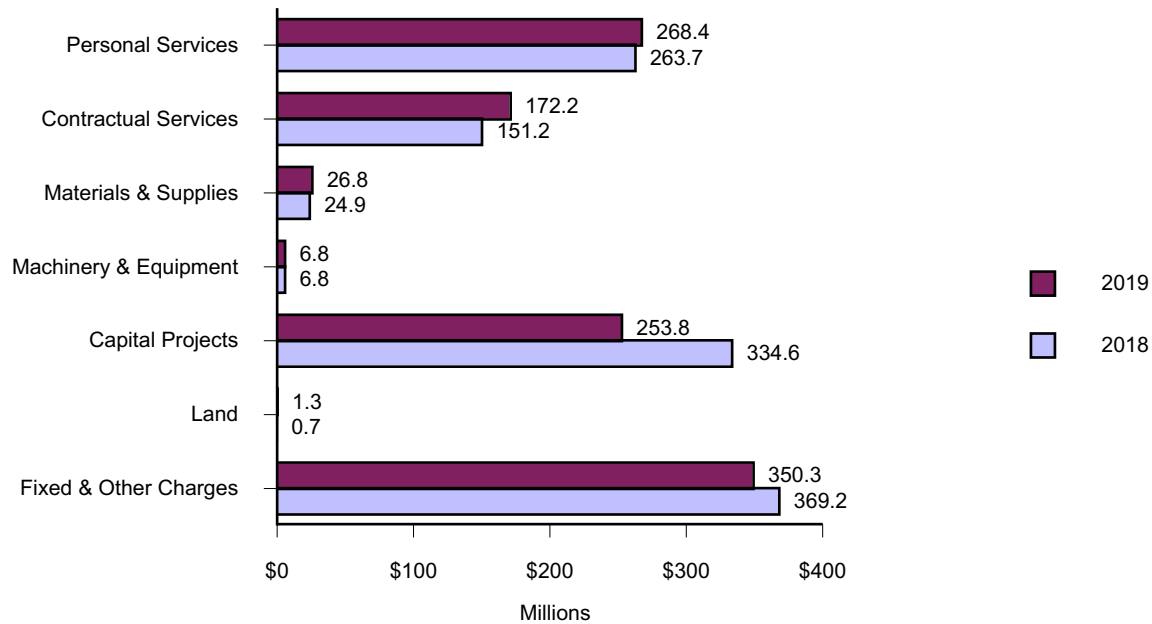
Per \$100 in Equalized Assessed Valuation (EAV)

| FUND | | 2019 ** | 2018 AS PASSED | 2018 AS ADJUSTED * | 2017 ACTUAL |
|---|----------------------|---------------|-------------------|-----------------------|----------------|
| | tax rate limit | | | | |
| Corporate Fund | 41¢ | 16.22¢ | 16.11¢ | 15.78¢ | 15.20¢ |
| Construction Fund | 10¢ | 0.48 | 0.78 | 0.77 | 1.15 |
| Stormwater Management Fund | 5¢ | 3.37 | 3.20 | 3.14 | 2.76 |
| Retirement Fund | | 4.56 | 4.79 | 4.69 | 4.96 |
| Reserve Claim Fund | ½ ¢ | 0.48 | 0.40 | 0.39 | 0.40 |
| Subtotal | | 25.11¢ | 25.28¢ | 24.77¢ | 24.47¢ |
| Bond Redemption & Interest Fund: | | | | | |
| Capital Improvement & Interest Fund: | | | | | |
| 2016 Qualified Energy Conservation Limited Tax Series F | | 0.01¢ | 0.01¢ | 0.01¢ | 0.01¢ |
| 2009 Limited Tax Series | | 2.27 | 2.38 | 2.33 | 2.40 |
| 2011 Limited Tax Series B | | 1.21 | 1.94 | 1.90 | 2.80 |
| 2011 Unlimited Tax Series C | | 0.16 | 0.28 | 0.27 | 0.27 |
| 2014 Limited Tax Series C | | 0.53 | 0.45 | 0.44 | 0.22 |
| 2014 Unlimited Tax Series A | | 0.33 | 0.35 | 0.34 | 0.35 |
| 2014 Alternate Revenue Unlimited Tax Series B *** | | 0.22 | 0.23 | 0.22 | — |
| 2016 Alternate Revenue Unlimited Tax Series E *** | | 0.17 | 0.17 | 0.17 | — |
| Alternate Revenue Abatement *** | | — | — | — | — |
| 2016 Unlimited Tax Series C | | 0.10 | 0.10 | 0.10 | 0.11 |
| 2016 Limited Tax Series D | | 0.07 | 0.07 | 0.07 | 0.07 |
| State Revolving Fund Bonds - Series: | | | | | |
| Various | | 6.21 | 5.72 | 5.61 | 5.25 |
| Refunding Bonds - Series: | | | | | |
| 2007 Unlimited Tax Series A | | 1.70 | 1.78 | 1.75 | 1.79 |
| 2007 Unlimited Tax Series B | | 0.32 | 0.33 | 0.33 | 0.34 |
| 2007 Limited Tax Series C | | 0.35 | 0.37 | 0.36 | 0.37 |
| 2014 Limited Tax Series D | | 1.01 | 1.01 | 0.99 | 0.63 |
| 2016 Unlimited Tax Series A | | 0.93 | 0.97 | 0.96 | 0.98 |
| 2016 Limited Tax Series B | | 0.14 | 0.14 | 0.14 | 0.14 |
| Subtotal Bond Redemption & Interest Fund | | 15.73¢ | 16.30¢ | 15.99¢ | 15.73¢ |
| TOTAL | | 40.84¢ | 41.58¢ | 40.76¢ | 40.20¢ |

NOTES: * As Adjusted reflects the 2017 EAV (\$147,945,823,261) estimated to increase 3.0 percent, plus any subsequent supplemental levies or appropriations.

** 2019 reflects an estimated 3.0 percent increase in EAV from the 2018 estimate.

*** As part of the plan of financing, it is intended and anticipated that tax revenues deposited in the Stormwater Management Fund be transferred to the Bond Redemption & Interest Fund and used to abate taxes levied for this issue.

COMPARATIVE APPROPRIATIONS BY MAJOR OBJECT OF EXPENDITURE**COMPARATIVE APPROPRIATIONS BY MAJOR CHARACTER OF EXPENDITURE**

COMPARATIVE APPROPRIATIONS BY MAJOR OBJECT OF EXPENDITURE

2019-2018 ALL FUNDS

| ORGANIZATION or FUND | YEAR | TOTAL | PERSONAL SERVICES | CONTRACTUAL SERVICES | MATERIALS & SUPPLIES | MACHINERY & EQUIPMENT | CAPITAL PROJECTS | LAND | FIXED & OTHER CHARGES |
|--------------------------------------|------|------------------|----------------------|-------------------------|----------------------------|-----------------------------|---------------------|--------------|-----------------------------|
| Board of Commissioners | 2019 | \$ 5,266,700 | \$ 4,312,800 | \$ 928,400 | \$ 25,500 | \$ — | \$ — | \$ — | \$ — |
| | 2018 | \$ 5,145,200 | \$ 4,249,300 | \$ 890,400 | \$ 5,500 | \$ — | \$ — | \$ — | \$ — |
| General Administration | 2019 | 19,717,900 | 12,980,400 | 4,915,300 | 302,400 | 994,800 | 525,000 | — | — |
| | 2018 | 16,725,400 | 11,895,600 | 4,622,100 | 207,700 | — | — | — | — |
| Monitoring & Research | 2019 | 31,253,400 | 29,325,200 | 996,200 | 537,700 | 394,300 | — | — | — |
| | 2018 | 31,888,700 | 30,150,900 | 964,900 | 482,800 | 290,100 | — | — | — |
| Procurement & Materls. Management | 2019 | 9,786,100 | 5,845,000 | 155,500 | 3,496,400 | 172,200 | 117,000 | — | — |
| | 2018 | 9,466,700 | 5,796,900 | 131,800 | 3,508,000 | 30,000 | — | — | — |
| Human Resources | 2019 | 60,108,000 | 55,096,600 | 4,808,400 | 203,000 | — | — | — | — |
| | 2018 | 59,226,400 | 54,412,200 | 4,531,500 | 257,700 | 25,000 | — | — | — |
| Information Technology | 2019 | 18,352,300 | 8,906,100 | 8,407,400 | 833,300 | 205,500 | — | — | — |
| | 2018 | 17,052,500 | 8,855,300 | 7,478,000 | 689,200 | 30,000 | — | — | — |
| Law | 2019 | 7,168,700 | 5,719,200 | 675,900 | 18,600 | — | — | — | 755,000 |
| | 2018 | 7,502,800 | 5,309,400 | 1,285,200 | 18,200 | — | — | — | 890,000 |
| Finance | 2019 | 3,674,700 | 3,289,100 | 363,000 | 22,600 | — | — | — | — |
| | 2018 | 3,743,900 | 3,335,100 | 393,400 | 15,400 | — | — | — | — |
| Maint. & Operations: | | | | | | | | | |
| General Division | 2019 | 33,888,000 | 13,586,200 | 18,974,800 | 817,000 | 510,000 | — | — | — |
| | 2018 | 26,155,200 | 12,686,000 | 12,716,700 | 752,500 | — | — | — | — |
| North Service Area | 2019 | 43,382,000 | 26,034,900 | 13,386,400 | 3,571,000 | 389,700 | — | — | — |
| | 2018 | 42,258,700 | 25,512,400 | 13,930,300 | 2,709,100 | 106,900 | — | — | — |
| Calumet Service Area | 2019 | 36,634,900 | 19,246,500 | 12,826,000 | 3,648,400 | 914,000 | — | — | — |
| | 2018 | 36,295,300 | 18,749,700 | 13,695,200 | 3,764,700 | 85,700 | — | — | — |
| Stickney Service Area | 2019 | 82,101,500 | 39,183,200 | 29,456,400 | 13,146,900 | 315,000 | — | — | — |
| | 2018 | 86,426,300 | 38,231,300 | 35,901,200 | 12,268,800 | 25,000 | — | — | — |
| TOTAL Maintenance & Operations | 2019 | \$ 196,006,400 | \$ 98,050,800 | \$ 74,643,600 | \$ 21,183,300 | \$ 2,128,700 | \$ — | \$ — | \$ — |
| | 2018 | \$ 191,135,500 | \$ 95,179,400 | \$ 76,243,400 | \$ 19,495,100 | \$ 217,600 | \$ — | \$ — | \$ — |
| Engineering | 2019 | 25,473,300 | 25,076,300 | 342,900 | 54,100 | — | — | — | — |
| | 2018 | 28,322,100 | 27,840,200 | 401,500 | 80,400 | — | — | — | — |
| TOTAL Corporate Fund | 2019 | \$ 376,807,500 | \$ 248,601,500 | \$ 96,236,600 | \$ 26,676,900 | \$ 3,895,500 | \$ 642,000 | \$ — | \$ 755,000 |
| | 2018 | \$ 370,209,200 | \$ 247,024,300 | \$ 96,942,200 | \$ 24,760,000 | \$ 592,700 | \$ — | \$ — | \$ 890,000 |
| Construction Fund | 2019 | 17,602,300 | — | 2,795,900 | — | 2,934,000 | 11,872,400 | — | — |
| | 2018 | 26,080,600 | — | 6,302,500 | — | 5,397,100 | 14,381,000 | — | — |
| Capital Improvements Bond Fund | 2019 | 236,431,900 | — | 20,157,500 | — | — | 214,224,400 | 300,000 | 1,750,000 |
| | 2018 | 312,982,900 | — | 9,472,000 | — | 795,000 | 300,665,900 | 300,000 | 1,750,000 |
| Stormwater Management Fund | 2019 | 91,410,100 | 9,792,200 | 53,004,900 | 131,400 | — | 27,081,600 | 1,000,000 | 400,000 |
| | 2018 | 65,581,000 | 6,683,500 | 38,466,500 | 124,900 | — | 19,506,100 | 400,000 | 400,000 |
| Bond Redemption & Interest Fund | 2019 | 238,357,541 | — | — | — | — | — | — | 238,357,541 |
| | 2018 | 256,304,187 | — | — | — | — | — | — | 256,304,187 |
| Retirement Fund | 2019 | 87,281,000 | — | — | — | — | — | — | 87,281,000 |
| | 2018 | 89,604,000 | — | — | — | — | — | — | 89,604,000 |
| Reserve Claim Fund | 2019 | 31,767,800 | 10,000,000 | — | — | — | — | — | 21,767,800 |
| | 2018 | 30,289,500 | 10,000,000 | — | — | — | — | — | 20,289,500 |
| GRAND TOTAL | 2019 | \$ 1,079,658,141 | \$ 268,393,700 | \$ 172,194,900 | \$ 26,808,300 | \$ 6,829,500 | \$ 253,820,400 | \$ 1,300,000 | \$ 350,311,341 |
| | 2018 | \$ 1,151,051,387 | \$ 263,707,800 | \$ 151,183,200 | \$ 24,884,900 | \$ 6,784,800 | \$ 334,553,000 | \$ 700,000 | \$ 369,237,687 |
| PERCENTAGES | 2019 | 100.0% | 24.9% | 15.9% | 2.5% | 0.6% | 23.5% | 0.1% | 32.4% |
| | 2018 | 100.0% | 22.9% | 13.1% | 2.2% | 0.6% | 29.1% | 0.1% | 32.1% |

Note: Percentages are rounded.

COMPARATIVE APPROPRIATIONS BY CHARACTER OF EXPENDITURE 2019-2018 ALL FUNDS

| ORGANIZATION OR FUND | YEAR | TOTAL | CURRENT EXPENSE | CAPITAL OUTLAY | DEBT RETIREMENT |
|------------------------------------|------|------------------|--------------------|-------------------|--------------------|
| Board of Commissioners | 2019 | \$ 5,266,700 | \$ 5,266,700 | \$ — | \$ — |
| | 2018 | \$ 5,145,200 | \$ 5,145,200 | \$ — | \$ — |
| General Administration | 2019 | 19,717,900 | 18,198,100 | 1,519,800 | — |
| | 2018 | 16,725,400 | 16,725,400 | — | — |
| Monitoring & Research | 2019 | 31,253,400 | 30,859,100 | 394,300 | — |
| | 2018 | 31,888,700 | 31,598,600 | 290,100 | — |
| Procurement & Materials Management | 2019 | 9,786,100 | 9,496,900 | 289,200 | — |
| | 2018 | 9,466,700 | 9,436,700 | 30,000 | — |
| Human Resources | 2019 | 60,108,000 | 60,108,000 | — | — |
| | 2018 | 59,226,400 | 59,201,400 | 25,000 | — |
| Information Technology | 2019 | 18,352,300 | 18,146,800 | 205,500 | — |
| | 2018 | 17,052,500 | 17,022,500 | 30,000 | — |
| Law | 2019 | 7,168,700 | 7,168,700 | — | — |
| | 2018 | 7,502,800 | 7,502,800 | — | — |
| Finance | 2019 | 3,674,700 | 3,674,700 | — | — |
| | 2018 | 3,743,900 | 3,743,900 | — | — |
| Maintenance & Operations: | | | | | |
| General Division | 2019 | 33,888,000 | 33,378,000 | 510,000 | — |
| | 2018 | 26,155,200 | 26,155,200 | — | — |
| North Service Area | 2019 | 43,382,000 | 42,992,300 | 389,700 | — |
| | 2018 | 42,258,700 | 42,151,800 | 106,900 | — |
| Calumet Service Area | 2019 | 36,634,900 | 35,720,900 | 914,000 | — |
| | 2018 | 36,295,300 | 36,209,600 | 85,700 | — |
| Stickney Service Area | 2019 | 82,101,500 | 81,786,500 | 315,000 | — |
| | 2018 | 86,426,300 | 86,401,300 | 25,000 | — |
| TOTAL Maintenance & Operations | 2019 | \$ 196,006,400 | \$ 193,877,700 | \$ 2,128,700 | \$ — |
| | 2018 | \$ 191,135,500 | \$ 190,917,900 | \$ 217,600 | \$ — |
| Engineering | 2019 | 25,473,300 | 25,473,300 | — | — |
| | 2018 | 28,322,100 | 28,322,100 | — | — |
| TOTAL Corporate Fund | 2019 | \$ 376,807,500 | \$ 372,270,000 | \$ 4,537,500 | \$ — |
| | 2018 | \$ 370,209,200 | \$ 369,616,500 | \$ 592,700 | \$ — |
| Construction Fund | 2019 | 17,602,300 | 2,795,900 | 14,806,400 | — |
| | 2018 | 26,080,600 | 6,302,500 | 19,778,100 | — |
| Capital Improvements Bond Fund | 2019 | 236,431,900 | 20,157,500 | 216,274,400 | — |
| | 2018 | 312,982,900 | 9,472,000 | 303,510,900 | — |
| Stormwater Management Fund | 2019 | 91,410,100 | 63,328,500 | 28,081,600 | — |
| | 2018 | 65,581,000 | 45,674,900 | 19,906,100 | — |
| Bond Redemption & Interest Fund | 2019 | 238,357,541 | — | — | 238,357,541 |
| | 2018 | 256,304,187 | — | — | 256,304,187 |
| Retirement Fund | 2019 | 87,281,000 | 87,281,000 | — | — |
| | 2018 | 89,604,000 | 89,604,000 | — | — |
| Reserve Claim Fund | 2019 | 31,767,800 | 31,767,800 | — | — |
| | 2018 | 30,289,500 | 30,289,500 | — | — |
| GRAND TOTAL | 2019 | \$ 1,079,658,141 | \$ 577,600,700 | \$ 263,699,900 | \$ 238,357,541 |
| | 2018 | \$ 1,151,051,387 | \$ 550,959,400 | \$ 343,787,800 | \$ 256,304,187 |
| PERCENTAGES | 2019 | 100% | 53% | 24% | 22% |
| | 2018 | 100% | 48% | 30% | 22% |

Note: Percentages are rounded.

2019 - 2018* PROGRAM APPROPRIATION - ALL FUNDS

BY DEPARTMENT AND MAJOR PROGRAM

(In Millions)

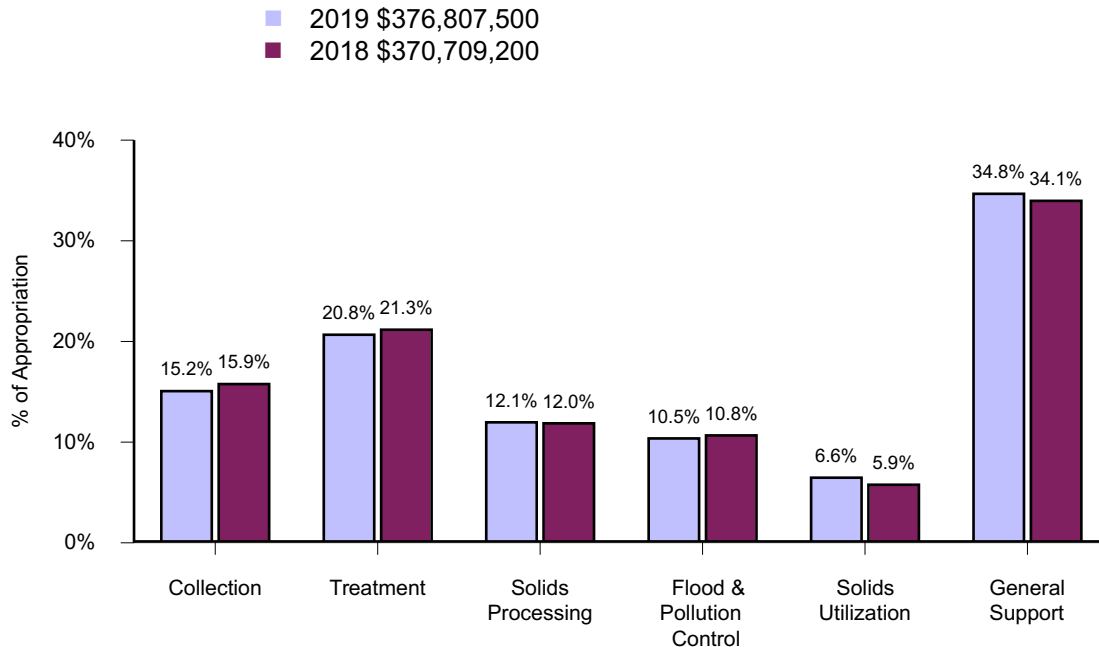
| DEPARTMENT | MAJOR PROGRAM | | | | | | | | | | | | | |
|---|---------------|----------|-----------|----------|-------------------|---------|--------------------|---------|---------------------------|----------|-----------------|----------|------------|------------|
| | COLLECTION | | TREATMENT | | SOLIDS PROCESSING | | SOLIDS UTILIZATION | | FLOOD & POLLUTION CONTROL | | GENERAL SUPPORT | | TOTAL | |
| | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 | 2019 | 2018 |
| Board of Commissioners | \$ — | \$ — | \$ — | \$ — | \$ — | \$ — | \$ — | \$ — | \$ — | \$ — | \$ 5.3 | \$ 5.1 | \$ 5.3 | \$ 5.1 |
| General Administration | — | — | — | — | — | — | — | — | — | — | 19.7 | 16.7 | 19.7 | 16.7 |
| Monitoring & Research | — | — | — | — | — | — | — | — | 30.9 | 31.5 | 0.4 | 0.4 | 31.3 | 31.9 |
| Procurement & Materials Management | — | — | — | — | — | — | — | — | — | — | 9.8 | 9.5 | 9.8 | 9.5 |
| Human Resources | — | — | — | — | — | — | — | — | — | — | 60.1 | 59.2 | 60.1 | 59.2 |
| Information Technology | — | — | — | — | — | — | — | — | — | — | 18.4 | 17.1 | 18.4 | 17.1 |
| Law | — | — | — | — | — | — | — | — | 0.4 | 0.4 | 6.7 | 7.0 | 7.2 | 7.5 |
| Finance | — | — | — | — | — | — | — | — | 0.3 | — | 3.4 | 3.7 | 3.7 | 3.7 |
| Maintenance & Operations | 52.4 | 51.6 | 69.9 | 70.1 | 39.1 | 38.1 | 24.4 | 21.5 | 4.9 | 4.8 | 5.1 | 4.9 | 196.0 | 191.1 |
| Engineering | 4.8 | 7.4 | 8.6 | 8.7 | 6.3 | 6.1 | 0.4 | 0.4 | 3.2 | 3.3 | 2.2 | 2.4 | 25.5 | 28.3 |
| Total Corporate Fund | \$ 57.3 | \$ 59.0 | \$ 78.6 | \$ 78.9 | \$ 45.4 | \$ 44.3 | \$ 24.8 | \$ 21.9 | \$ 39.7 | \$ 40.0 | \$ 131.1 | \$ 126.2 | \$ 376.8 | \$ 370.2 |
| Construction and Capital Improvements Bond Funds | \$ 44.9 | \$ 47.7 | \$ 53.7 | \$ 72.1 | \$ 42.4 | \$ 34.8 | \$ 5.0 | \$ 8.6 | \$ 105.9 | \$ 171.1 | \$ 2.1 | \$ 4.8 | \$ 254.0 | \$ 339.1 |
| Stormwater Management Fund | — | — | — | — | — | — | — | — | 91.3 | 65.5 | 0.1 | 0.1 | 91.4 | 65.6 |
| Miscellaneous (Debt Service, Retirement, and Reserve Funds) | — | — | — | — | — | — | — | — | — | — | 357.4 | 376.2 | 357.4 | 376.2 |
| GRAND TOTAL | \$ 102.2 | \$ 106.7 | \$ 132.3 | \$ 150.9 | \$ 87.8 | \$ 79.1 | \$ 29.7 | \$ 30.5 | \$ 236.9 | \$ 276.6 | \$ 490.8 | \$ 507.2 | \$ 1,079.7 | \$ 1,151.1 |

Notes: Totals are rounded.
*Adjusted Appropriation

APPROPRIATION DISTRIBUTION BY MAJOR PROGRAM

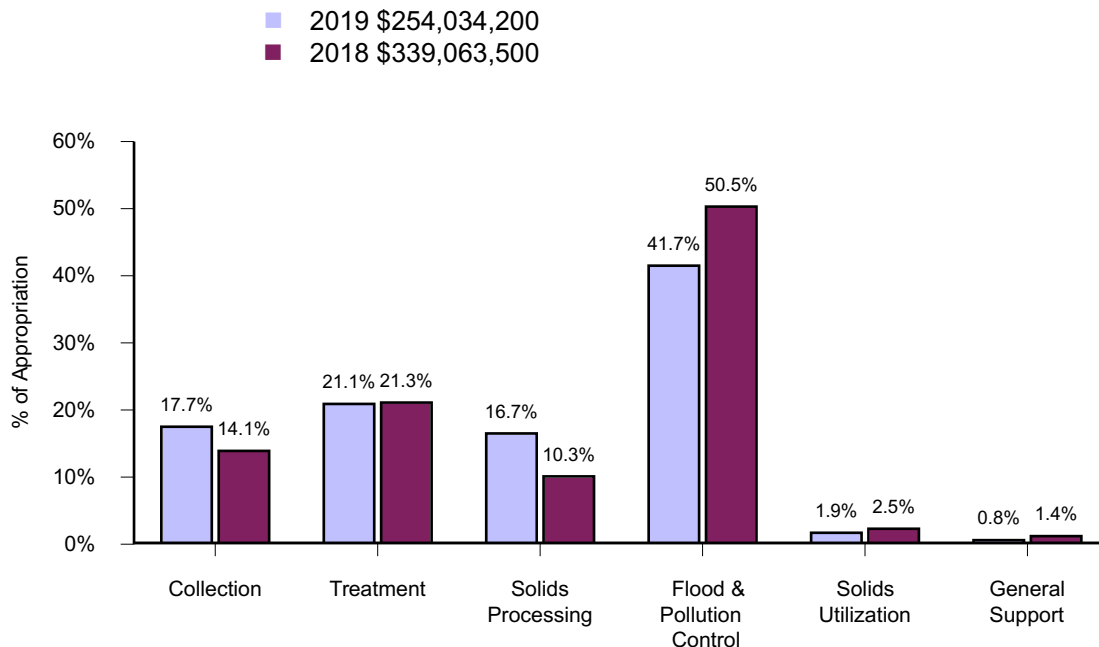
To comply with Illinois State Statute, it is necessary to prepare budget estimates and appropriate funds according to programs, as well as organizational units, performance principles, and unit cost data. The two charts on this page show the relationship of major objectives or functions within the Corporate, Construction, and Capital Improvements Bond Funds. The charts compare major program appropriations to the total fund appropriations for 2019 and 2018, as shown on page 51.

Corporate Fund



Note: Percentages are rounded.

Capital Improvements Bond & Construction Funds



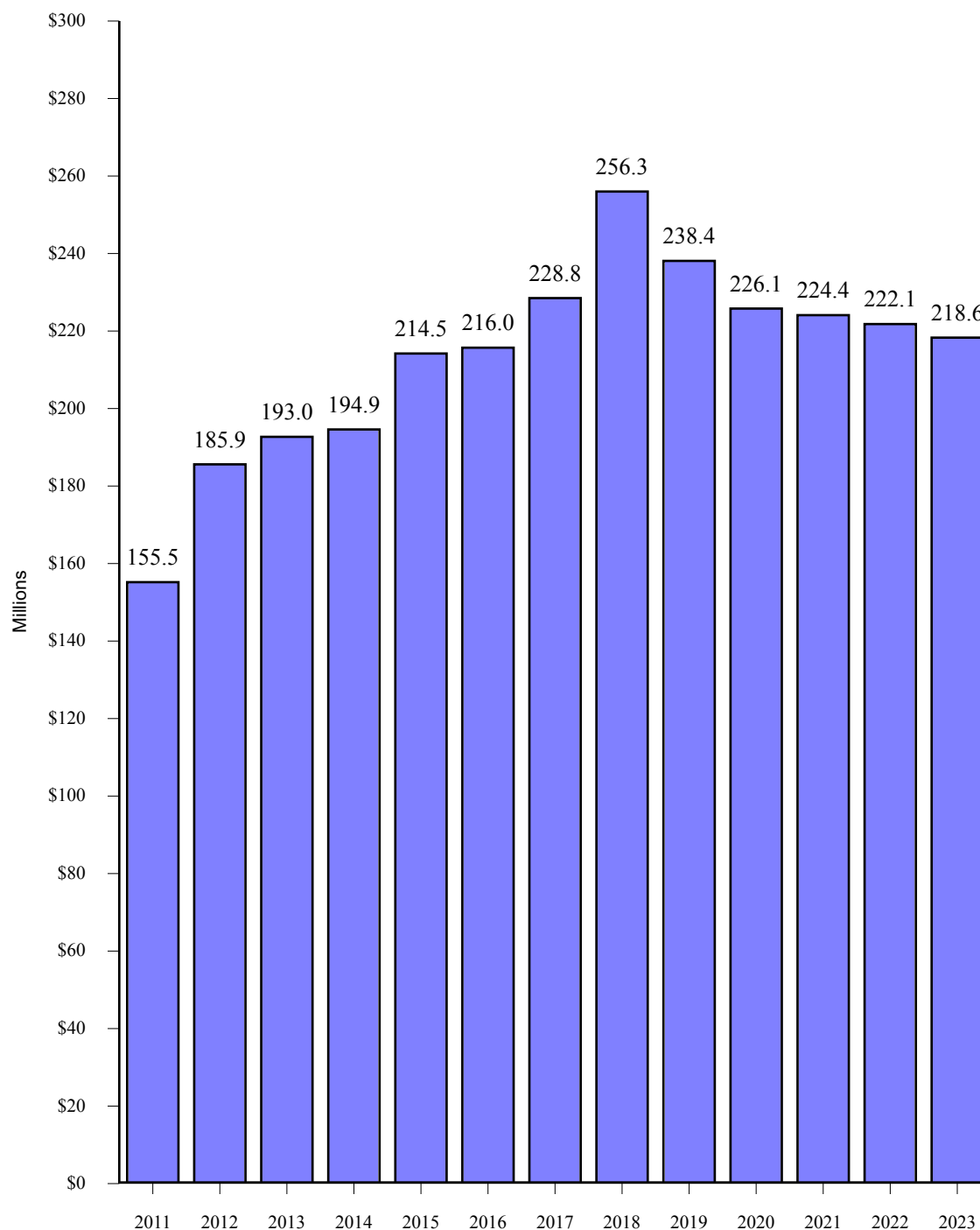
Note: Percentages are rounded.

2019 - 2018 PROGRAM APPROPRIATION COMPARISON ALL FUNDS

PROGRAM OBJECTIVE

| NUMBER | NAME | | | DOLLAR INCREASE (DECREASE) | PERCENT INCREASE (DECREASE) | FTE POSITIONS | |
|--------------|--|------------------------|------------------------|----------------------------------|-----------------------------------|------------------|--------------|
| | | 2019 BUDGET | 2018 BUDGET | | | 2019 | 2018 |
| 1000 | Collection | \$ 102,214,167 | \$ 106,673,907 | \$ (4,459,740) | (4.2) | 286 | 309 |
| 2000 | Treatment | 132,252,382 | 150,946,255 | (18,693,873) | (12.4) | 460 | 454 |
| 3000 | Solids Processing | 87,846,966 | 79,054,980 | 8,791,986 | 11.1 | 254 | 250 |
| 4000 | Flood & Pollution Control | 236,855,475 | 276,602,265 | (39,746,790) | (14.4) | 443 | 423 |
| 5000 | Solids Utilization | 29,726,010 | 30,536,700 | (810,690) | (2.7) | 43 | 41 |
| 7000 | General Support (Debt, Retirement, Law, etc.) | 490,763,141 | 507,237,280 | (16,474,139) | (3.2) | 487 | 489 |
| TOTAL | | \$1,079,658,141 | \$1,151,051,387 | \$ (71,393,246) | (6.2) | 1,973 | 1,966 |

| SUMMARY BY FUND | | | DOLLAR INCREASE (DECREASE) | PERCENT INCREASE (DECREASE) | FTE POSITIONS | |
|---|-------------------------|-------------------------|----------------------------------|-----------------------------------|------------------|--------------|
| | 2019 BUDGET | 2018 BUDGET | | | 2019 | 2018 |
| Corporate Fund | \$ 376,807,500 | \$ 370,209,200 | \$ 6,598,300 | 1.8 | 1,889 | 1,909 |
| Construction & Capital Improvements Bond Funds | 254,034,200 | 339,063,500 | (85,029,300) | (25.1) | — | — |
| Stormwater Management Fund | 91,410,100 | 65,581,000 | 25,829,100 | 39.4 | 84 | 57 |
| Retirement Fund | 87,281,000 | 89,604,000 | (2,323,000) | (2.6) | — | — |
| Bond Redemption & Interest Fund | 238,357,541 | 256,304,187 | (17,946,646) | (7.0) | — | — |
| Reserve Claim Fund | 31,767,800 | 30,289,500 | 1,478,300 | 4.9 | — | — |
| TOTAL | \$ 1,079,658,141 | \$ 1,151,051,387 | \$ (71,393,246) | (6.2) | 1,973 | 1,966 |

ANNUAL DEBT SERVICE - PRINCIPAL AND INTEREST 2011 - 2023

This chart shows debt service for current bonds outstanding. The increase in 2018 is due to the advance payment of \$28.4 million, resulting in a savings of \$9.6 million over the life of the loans. Increases in 2017 and 2015 are due to issuances of July 2016 Limited and Unlimited Tax Series Bonds and December 2014 Limited and Unlimited Tax Series Bonds, respectively. The increase in 2012 is due to the issuance of July 2011 General Obligation Bonds.

Bonds to be sold in the future are not included in this chart and are detailed in the Five-Year Financial Forecast on pages 60 and 68.

OUTSTANDING BONDS AND ESTIMATED STATUTORY DEBT MARGIN **DECEMBER 31, 2018**

| BOND SERIES | DATE OF MATURITY | INTEREST RATES | AMOUNT PAYABLE |
|---|-------------------------|-----------------------|-------------------------|
| Capital Improvements Bonds - Series: | | | |
| 2009 Limited Tax Series | 2038 | 5.72% | \$ 600,000,000 |
| 2011 Limited Tax Series B | 2032 | 3.1% to 5.0% | 237,030,000 |
| 2011 Unlimited Tax Series C | 2031 | 3.0% to 5.0% | 43,735,000 |
| 2014 Unlimited Tax Series A | 2044 | 5.0% | 100,000,000 |
| 2014 Alternate Revenue Unlimited Tax Series B | 2044 | 2.0% to 5.0% | 47,190,000 |
| 2014 Limited Tax Series C | 2028 | 2.0% to 5.0% | 62,535,000 |
| 2016 Unlimited Tax Series C | 2045 | 5.0% | 30,000,000 |
| 2016 Limited Tax Series D | 2030 | 5.0% | 20,000,000 |
| 2016 Alternate Revenue Unlimited Tax Series E | 2045 | 5.0% | 50,000,000 |
| 2016 Qualified Energy Conservation Limited Tax Series F | 2036 | 4.0% | 4,000,000 |
| SUBTOTAL - Capital Improvements Bonds: | | | <u>\$ 1,194,490,000</u> |
| Refunding Bonds - Series: | | | |
| 2007 Unlimited Tax Series A | 2022 | 4.0% to 5.0% | \$ 91,325,000 |
| 2007 Unlimited Tax Series B | 2035 | 4.0% to 5.0% | 91,845,000 |
| 2007 Limited Tax Series C | 2033 | 4.0% to 5.0% | 101,860,000 |
| 2014 Limited Tax Series D | 2022 | 2.0% to 5.0% | 53,125,000 |
| 2016 Unlimited Tax Series A | 2031 | 5.0% | 280,930,000 |
| 2016 Limited Tax Series B | 2031 | 5.0% | 41,330,000 |
| SUBTOTAL - Refunding Bonds: | | | <u>\$ 660,415,000</u> |
| State Revolving Fund Bonds - Series: | | | |
| 97AA SRF L170822 | 2019 | 2.506% | \$ 3,203,445 |
| 97BB SRF L171151 | 2020 | 2.535% | 1,269,943 |
| 97CC SRF L172031 | 2021 | 2.535% | 7,928,891 |
| 97DD SRF L171152 | 2023 | 2.905% | 4,803,225 |
| 01A SRF L172126 | 2024 | 2.57% | 19,357,481 |
| 01B SRF L172127 | 2024 | 2.50% | 22,996,315 |
| 01C SRF L172128 | 2026 | 2.50% | 23,082,086 |
| 04A SRF L172485 | 2028 | 2.50% | 12,654,586 |
| 04B SRF L172488 | 2028 | 2.50% | 14,783,023 |
| 04C SRF L172493 | 2027 | 2.50% | 1,314,718 |
| 04D SRF L172494 | 2027 | 2.50% | 1,260,783 |
| 04E SRF L172495 | 2028 | 2.50% | 4,350,153 |
| 04F SRF L172496 | 2031 | —% | 2,484,180 |
| 04G SRF L172611 | 2027 | 2.50% | 2,048,188 |
| 04H SRF L172849 | 2029 | 2.50% | 32,490,869 |
| 07A SRF L172625 | 2030 | 2.50% | 27,541,161 |
| 07B SRF L172850 | 2030 | 2.50% | 19,080,229 |
| 07C SRF L172770 | 2031 | —% | 41,666,667 |
| 07D SRF L172763 | 2030 | 2.50% | 6,281,836 |
| 09A SRF L173074 | 2032 | 1.25% | 32,968,915 |
| 09B SRF L173064 | 2031 | —% | 4,786,123 |
| 09C SRF L173063 | 2031 | —% | 1,399,464 |
| 09D SRF L174558 | 2033 | 2.295% | 29,269,495 |
| 09E SRF L173005 | 2031 | 1.25% | 27,185,219 |
| 09F SRF L174557 | 2032 | 1.25% | 44,859,856 |
| 09G SRF L173075 | 2032 | 1.25% | 21,043,981 |
| 09H SRF L173800 | 2031 | —% | 459,904 |
| 09I SRF L174675 | 2031 | 1.25% | 7,283,027 |

OUTSTANDING BONDS AND ESTIMATED STATUTORY DEBT MARGIN **DECEMBER 31, 2018**

| BOND SERIES | DATE OF MATURITY | INTEREST RATES | AMOUNT PAYABLE |
|--|-------------------------|-----------------------|--------------------------------|
| State Revolving Fund Bonds - Series (continued): | | | |
| 12A SRF L174710 | 2034 | 2.295% | \$ 6,208,752 |
| 12B SRF L174712 | 2034 | 2.295% | 5,317,315 |
| 12C SRF L174621 | 2036 | 1.995% | 12,484,442 |
| 12D SRF L174988 | 2035 | 1.93% | 23,917,079 |
| 12E SRF L174709 | 2035 | 1.93% | 4,955,103 |
| 12F SRF L174989 | 2035 | 1.93% | 46,565,837 |
| 12G SRF L174923 | 2038 | 1.93% | 32,840,169 |
| 12H SRF L174924 | 2035 | 1.93% | 21,583,947 |
| 12I SRF L175222 | 2036 | 2.21% | 4,644,104 |
| 12J SRF L175172 | 2035 | 1.995% | 2,350,755 |
| 12K SRF L174925 | 2035 | 1.995% | 12,144,738 |
| 12L SRF L175161 | 2036 | 2.21% | 30,943,211 |
| 12M SRF L175168 | 2037 | 2.21% | 11,447,119 |
| 12N SRF L175164 | 2036 | 1.995% | 2,608,184 |
| 12O SRF L175166 | 2035 | 1.995% | 4,199,543 |
| 14A SRF L173076 | 2036 | 2.21% | 74,725,359 |
| 14B SRF L175171 | 2036 | 2.21% | 2,559,300 |
| 14C SRF L174559 | 2036 | 2.295% | 18,805,139 |
| 14D SRF L175263 | 2038 | 1.86% | 11,223,741 |
| 14E SRF L173062 | 2038 | 1.86% | 34,622,669 |
| 14G SRF L175152 | 2038 | 1.86% | 15,369,975 |
| 14H SRF L175355 | 2036 | 1.86% | 1,163,155 |
| 14I SRF L175223 | 2038 | 1.86% | 5,918,088 |
| 14J SRF L175219 | 2036 | 2.21% | 3,075,898 |
| 14K SRF L175366 | 2038 | 1.86% | 4,871,950 |
| 14L SRF L175368 | 2038 | 1.75% | 5,452,385 |
| 14M SRF L175372 | 2038 | 2.221% | 1,441,655 |
| 14N SRF L175371 | 2038 | 1.995% | 1,320,441 |
| 16A SRF L174555 | 2038 | 1.75% | 129,663,954 |
| 16D SRF L175460 | 2038 | 1.75% | 4,872,946 |
| SUBTOTAL - State Revolving Fund Bonds: | | | <u>\$ 955,150,713</u> |
| TOTAL OUTSTANDING BONDS: | | | <u><u>\$ 2,810,055,713</u></u> |

CALCULATION OF ESTIMATED STATUTORY DEBT MARGIN

| | | | |
|--|----|---------------|--------------------------------|
| Debt Applicable to Debt Limit: | | | |
| Outstanding Bonds | \$ | 2,810,055,713 | |
| Less: Alternate Revenue Bonds Outstanding | | (97,190,000) | |
| Bond Anticipation Note - Principal | | 130,000,000 | |
| Bond Anticipation Note - Interest | | 1,000,000 | |
| Capital Lease - Biosolids Facility | | 35,979,558 | |
| Liabilities of Tax Financed Funds | \$ | 3,000,000 | \$ 2,882,845,271 |
| Less Applicable Assets: | | | |
| Cash and Investments - Bond Redemption & Interest Fund | \$ | (112,000,000) | |
| Interest on Bonds Payable in Next Twelve Months | | 115,014,150 | \$ 3,014,150 |
| NET DEBT APPLICABLE TO LIMIT: | | | <u>\$ 2,885,859,421</u> |
| Statutory Debt Limit 5.75% of 2017 EAV | | | \$ 8,506,884,838 |
| Less Net Debt Applicable to Limit | | | <u>2,885,859,421</u> |
| ESTIMATED STATUTORY DEBT MARGIN: | | | <u><u>\$ 5,621,025,417</u></u> |

ACCOUNT SUMMARY COMPARISON

2019 - 2018 ALL FUNDS

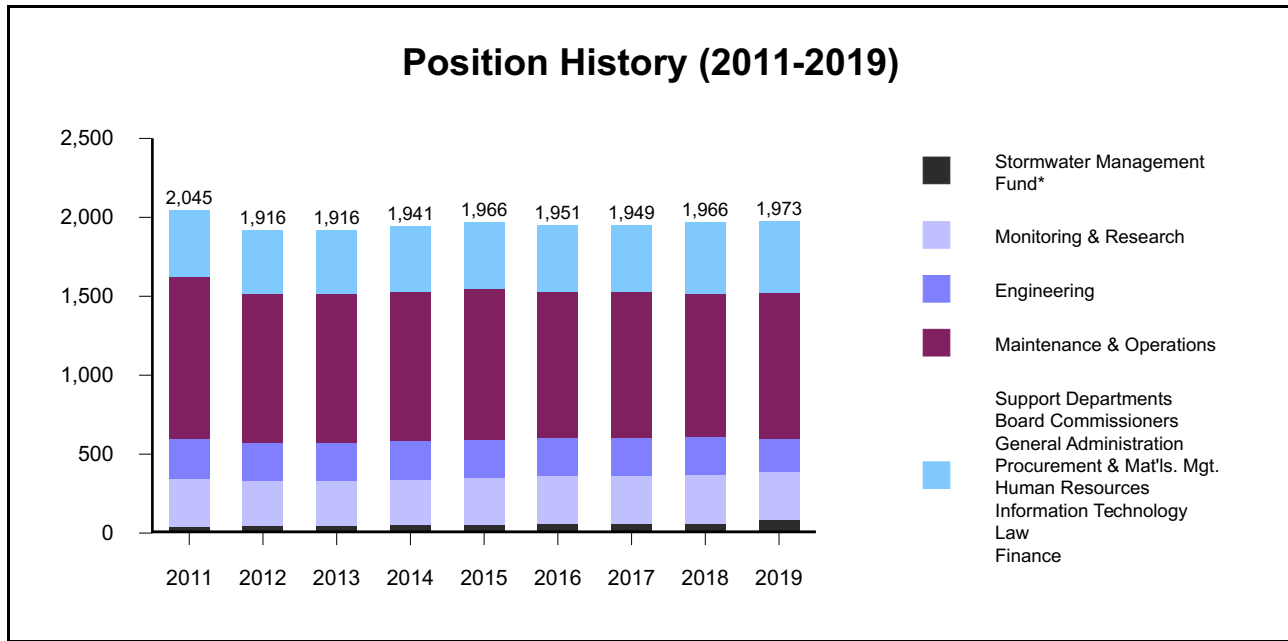
| ORGANIZATION OR FUND | Account Appropriation | | Increase (Decrease) 2019-2018 | |
|---|-----------------------|----------------------|----------------------------------|---------|
| | 2019 | 2018 | Dollars | Percent |
| Board of Commissioners | \$ 5,266,700 | 5,145,200 | \$ 121,500 | 2.4 |
| General Administration | 19,717,900 | 16,725,400 | 2,992,500 | 17.9 |
| Monitoring & Research | 31,253,400 | 31,888,700 | (635,300) | (2.0) |
| Procurement & Materials Management | 9,786,100 | 9,466,700 | 319,400 | 3.4 |
| Human Resources | 60,108,000 | 59,226,400 | 881,600 | 1.5 |
| Information Technology | 18,352,300 | 17,052,500 | 1,299,800 | 7.6 |
| Law | 7,168,700 | 7,502,800 | (334,100) | (4.5) |
| Finance | 3,674,700 | 3,743,900 | (69,200) | (1.8) |
| Maintenance & Operations: | | | | |
| General Division | 33,888,000 | 26,155,200 | 7,732,800 | 29.6 |
| North Service Area | 43,382,000 | 42,258,700 | 1,123,300 | 2.7 |
| Calumet Service Area | 36,634,900 | 36,295,300 | 339,600 | 0.9 |
| Stickney Service Area | <u>82,101,500</u> | <u>86,426,300</u> | <u>(4,324,800)</u> | (5.0) |
| TOTAL Maintenance & Operations | \$ 196,006,400 | 191,135,500 | \$ 4,870,900 | 2.5 |
| Engineering | <u>25,473,300</u> | <u>28,322,100</u> | <u>(2,848,800)</u> | (10.1) |
| TOTAL Corporate Fund | \$ 376,807,500 | 370,209,200 | \$ 6,598,300 | 1.8 |
| Construction Fund | 17,602,300 | 26,080,600 | (8,478,300) | (32.5) |
| Capital Improvements Bond Fund | <u>236,431,900</u> | <u>312,982,900</u> | <u>(76,551,000)</u> | (24.5) |
| TOTAL Capital Budget | \$ 254,034,200 | 339,063,500 | \$ (85,029,300) | (25.1) |
| Stormwater Management Fund | 91,410,100 | 65,581,000 | 25,829,100 | 39.4 |
| Bond Redemption & Interest Fund | 238,357,541 | 256,304,187 | (17,946,646) | (7.0) |
| Retirement Fund | 87,281,000 | 89,604,000 | (2,323,000) | (2.6) |
| Reserve Claim Fund | <u>31,767,800</u> | <u>30,289,500</u> | <u>1,478,300</u> | 4.9 |
| GRAND TOTAL | <u>1,079,658,141</u> | <u>1,151,051,387</u> | <u>(71,393,246)</u> | (6.2) |

PERSONNEL SUMMARY COMPARISON

2019 - 2017 ALL FUNDS

| ORGANIZATION OR FUND | Proposed FTEs 2019 | Budgeted FTEs 2018 | Actual FTEs 2017 | Increase (Decrease) 2019-2018 | |
|---|--------------------------|--------------------------|------------------------|----------------------------------|---------|
| | | | | FTEs | Percent |
| Board of Commissioners | 38 | 38 | 37 | — | — |
| General Administration | 119 | 121 | 122 | (2) | (1.7) |
| Monitoring & Research | 302 | 312 | 305 | (10) | (3.2) |
| Procurement & Materials Management | 63 | 63 | 60 | — | — |
| Human Resources | 93 | 91 | 71 | 2 | 2.2 |
| Information Technology | 74 | 73 | 68 | 1 | 1.4 |
| Law | 40 | 37 | 36 | 3 | 8.1 |
| Finance | 27 | 28 | 28 | (1) | (3.6) |
| Maintenance & Operations: | | | | | |
| General Division | 115 | 107 | 115 | 8 | 7.5 |
| North Service Area | 248 | 245 | 246 | 3 | 1.2 |
| Calumet Service Area | 189 | 185 | 188 | 4 | 2.2 |
| Stickney Service Area | 369 | 367 | 372 | 2 | 0.5 |
| TOTAL Maintenance & Operations | 921 | 904 | 921 | 17 | 1.9 |
| Engineering | 212 | 242 | 242 | (30) | (12.4) |
| TOTAL Corporate Fund | 1,889 | 1,909 | 1,890 | (20) | (1.0) |
| Construction Fund | — | — | — | — | — |
| Capital Improvements Bond Fund | — | — | — | — | — |
| TOTAL Capital Budget | — | — | — | — | — |
| Stormwater Management Fund | 84 | 57 | 59 | 27 | 47.4 |
| Bond Redemption & Interest Fund | — | — | — | — | — |
| Retirement Fund | — | — | — | — | — |
| Reserve Claim Fund | — | — | — | — | — |
| GRAND TOTAL | 1,973 | 1,966 | 1,949 | 7 | 0.4 |

PERSONAL SERVICE APPROPRIATIONS



*In 2019, 84 positions for the Maintenance & Operations and Engineering Departments are budgeted in the Stormwater Management Fund, while the operations remain within the departments.

The Maintenance & Operations, Engineering, and Monitoring & Research Departments are referred to as the District's operating departments. These departments are directly responsible for the daily operations of sewage collection, treatment, environmental monitoring activities, and disposal. The remaining departments are generally termed as support departments. While positions in these departments may be considered indirect or overhead, they are also necessary for technical expertise, statutory compliance, governance, and public accountability.

The staffing reduction in 2012 was part of a five-year plan to restructure the organization to ensure future financial viability. The staffing increases in 2014 and 2015 were necessary to address new and continuing initiatives as presented in the Strategic Business Plan. The staffing increase in 2018 is primarily due to the expansion of the internship and apprenticeship programs. The recommended increase for 2019 is due to the reassessment of staffing needs in the Maintenance & Operations Department.

The exhibit below provides the personal service appropriations for 2018 and 2019, and the actual expenditures for personal services in 2017. The District has introduced a number of initiatives in an effort to control cost increases including actively managing employee health benefit costs.

| Personal Service Summary - All Funds | | | | Increase (Decrease) 2019-2018 | |
|---|-----------------------|-----------------------|-----------------------|----------------------------------|--------------|
| | 2017 Actual Exp. | 2018 Adj. Approp. | 2019 Budgeted | Dollars | Percent |
| Salaries of Regular Employees | \$ 181,002,331 | \$ 193,464,400 | \$ 197,788,600 | \$ 4,324,200 | 2.2 % |
| Compensation Plan Adjustments | 7,393,517 | 7,934,400 | 7,864,200 | \$ (70,200) | (0.9)% |
| Social Security & Medicare Contributions | 2,678,867 | 2,846,200 | 2,929,900 | \$ 83,700 | 2.9 % |
| Employee Claims | 4,255,692 | 10,074,000 | 10,060,000 | \$ (14,000) | (0.1)% |
| Other Employee Personal Services* | 1,770,517 | 2,145,000 | 2,067,700 | \$ (77,300) | (3.6)% |
| Health & Life Insurance Premiums** | 43,402,648 | 47,008,800 | 47,683,300 | \$ 674,500 | 1.4 % |
| Total | \$ 240,503,572 | \$ 263,472,800 | \$ 268,393,700 | \$ 4,920,900 | 1.9 % |
| * Includes Tuition, Training, and Non-budgeted Salaries | | | | | |
| ** Includes Other Postemployment Benefits Distribution | | | | | |

FIVE-YEAR FINANCIAL FORECAST

2019 - 2023

The District's Five-Year Financial Forecast (FYFF), as defined by generally accepted accounting principles, is an interim financial report. Interim financial reports are designed to provide estimates of future financial operating conditions to policymakers and managers. They reflect no legal obligation of the organization, present or future.

The FYFF is prepared prior to the Executive Director's Budget Recommendations and reflects the best estimates of revenues, fund equity, and appropriation needs available at the time. This forecast is presented to the Executive Director. Subject to his review and approval, it is then included in the Budget.

The FYFF presentation is in the form of a letter from the Budget Officer to the Executive Director, which discusses the assumptions used in making the forecast. It also provides a discussion of the changes and trends in operations, which are expected to occur during the FYFF period. Graphs and tables are provided, detailing the financial projections of all funds.

**BOARD OF COMMISSIONERS**

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President

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Kenneth Dunkin

Martin J. Durkan

Josina Morita

Debra Shore

Kari K. Steele

David J. Walsh

October 16, 2018

SUBJECT: FIVE-YEAR FINANCIAL FORECAST, 2019 - 2023

Dear Sir:

I have reviewed the Five-Year Financial Forecast prepared for the fiscal years 2019 - 2023 and offer the following report and summary. Subject to your review and approval, this will be included in the 2019 Budget. These projections are a tool designed to aid the District in planning and controlling its financial position over a longer range than the 2019 Budget itself. They also contribute to making the Budget a comprehensive financial plan of District operations, present, and future.

This forecast is designed to provide the reviewer with a better understanding of how the District's revenues and expenditures are expected to develop during the next five years. It also summarizes the tax impact of the District's strategic goals and objectives. As useful as the forecast is in providing a short- and long-term view of the District's financial position, it should be used with an understanding of the underlying expenditure and revenue assumptions. The report's value lies in the projected trends rather than the absolute numbers. The current trends require the District to remain diligent in cutting costs and increasing efficiencies.

OVERVIEW

Illinois Property Tax Extension Limitation (Tax Cap) statute remains the primary limiting factor for the District's long-term financial planning. This law essentially limits increases in property tax levies for our aggregate or operating funds, to an increase of five percent or the change in the national Consumer Price Index (CPI), whichever is less. Revenue sources for the District are limited by statute and are derived primarily from property taxes. Projections of economic growth in Illinois, reflected in revenues from personal property replacement tax collections, investment income, real estate leases, and user charge collections are anticipated to show slow to moderate growth over the projection period.

The aggregate levy for 2019 is estimated to increase by 3.5 percent over 2018, as adjusted, and is projected to increase an average of 3.5 percent per year for 2020 through 2023. As noted on the graph on page 64, the 2019 levy is projected to be at the Tax Cap limitation. In planning for future years, it is necessary to plan major expenditures such that appropriations and resulting levies do not exceed the statutory limitations on property tax revenues in any given year. The Cook County Clerk ensures that the District's levy remains in compliance by adjusting the levy extension, if required. The District has directed the Cook County Clerk to make any such reduction only to the Construction Fund. The Tax Cap may reduce the 2018 aggregate levy to be collected in 2019, depending on the 2018 CPI. It is not anticipated to be a significant reduction.

In 2001, the Illinois Legislature amended the Metropolitan Water Reclamation District Act to allow the issuance of debt for up to 30 years (previously 20 years). The District's overall non-referendum authority was last extended by the legislature in 2010 through December 31, 2024. In 2004, the District received authority to issue \$150 million (previously \$100 million) of non-referendum bonds during any budget year. These legislated changes provide resources for financing the capital program for the immediate five year time period covered by this forecast.

EXPENDITURES: DEPARTMENTAL GUIDELINES AND METHODOLOGY

The Budget Office asked each department to project its needs for the years 2019 - 2023. The projections were made in current dollars, then inflated based on the most recently provided inflation factors from the Illinois Commission on Government Forecasting and Accountability. These were applied to reflect market forecasts for material and service expenditures appropriate to our industry. The Human Resources Department directly projected health and life insurance costs based on current multi-year agreements and industry trends. Electricity was adjusted for operating needs and contractual rates.

FIVE-YEAR FINANCIAL FORECAST, 2019 - 2023**October 16, 2018****REVENUE AND FINANCING ASSUMPTIONS**

Key assumptions made in the projections of revenues and tax rates are:

- Short-term fluctuations in commodities such as lumber and metals should have little impact over the long term. Over the long term, these costs will be viewed as normal cost increases in tandem with an economy that will continue with modest growth trends for the projection period. The District will monitor the impacts of tariffs, particularly on steel and other commodities;
- Tax collections will be 96.5 percent of what is levied - allowing for loss in collections, Property Tax Appeals Board (PTAB) decisions, circuit court decisions, and other tax refunds;
- The annual Equalized Assessed Valuation (EAV) projection is based on the 2017 amount as provided by the Cook County Clerk, with estimated growth of 3.0 percent annually from 2019 - 2023;
- The estimated annual tax levy increase for the aggregate funds controlled by the Tax Cap is based on projections of available funding, increases in the CPI, estimated at 3.0 percent for the years 2019 - 2023, and allowable adjustments to EAV for new property at just under 0.5 percent annually;
- The planned sale of capital improvement bonds, assumed to be a 30-year level payment, will occur as follows:

| <u>Year</u> | <u>Limited Bonds</u> | <u>Unlimited Bonds</u> |
|-------------|----------------------|------------------------|
| 2019 | | |
| 2020 | | |
| 2021 | \$100 million | \$25 million |
| 2022 | | |
| 2023 | | |

- Bond Redemption & Interest Fund levy estimates are based on a 5.0 percent interest rate on bond issues;
- The District is expected to receive approximately \$120 million in 2019 and \$175 million annually from 2020 - 2023 in State Revolving Fund loans;

APPROPRIATION FORECASTS

Total District appropriations are summarized in the exhibit on page 64, and detailed in Table I on page 65. The year-to-year variation is largely due to the schedule of awards for major capital projects. Changes and explanations within the various District funds are as follows:

Corporate Fund

The Corporate Fund, the District's general fund, includes all appropriations for day-to-day operations. Appropriations for the fund are expected to increase an average of 1.9 percent annually from 2019 through 2023. This relative stability of appropriations is attributed to revenue estimates, as well as planned control of growth in operations and stability in staffing levels. Annual average increases greater than the general price index are anticipated for health care. Following four years of growth in energy and chemical costs, the District anticipates a stable outlook. The District's long-term benefits strategy continues to focus on rising health care costs. Employee and retiree benefits constitute approximately 11.1 percent of the Corporate Fund budget. While strategies to limit cost increases have resulted in average annual increases of 2.3 percent from 2013 to 2018, benefits are projected to increase an average 6.2 percent annually over the next five years. The District continues to fund the Other Postemployment Benefits Trust to ensure future retiree health care benefits by contributing \$5.0 million annually through 2026. Salaries are projected to increase 2.0 percent from 2020 through 2023, while the number of positions is projected to remain stable or decrease slightly.

Energy Costs

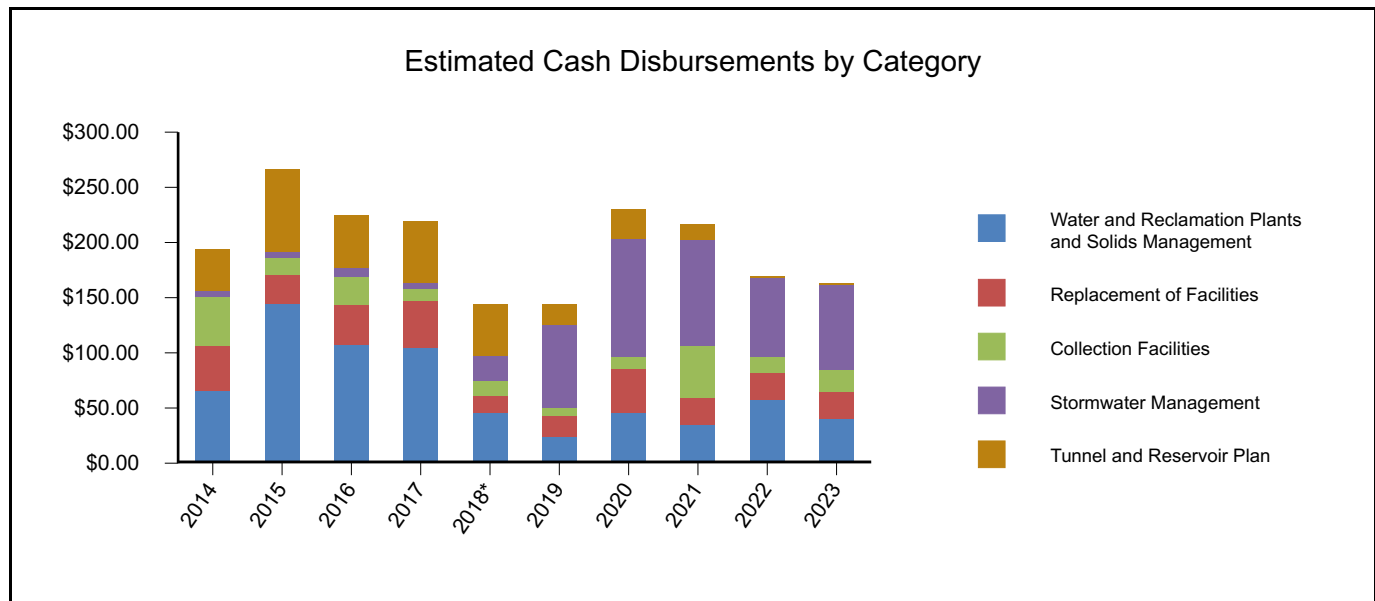
Energy costs are expected to decrease by 14.7 percent from 2018 to 2019 due primarily to a rate reduction and elimination of the Energy Efficiency charge. Projections remain stable from 2019 through 2023. In 2017, the District extended the electricity supply contract for 2019 at a rate that is 13.46 percent lower than the 2018 rate. The District has entered into an agreement with American Powernet LP, to sell Renewable Energy Credits on the open market in Illinois, Maryland and the District of Columbia. Estimated revenue is approximately \$200,000 annually. Finally, the District has completed phase 1 of 3 guaranteed energy performance agreements with the Public Building Commission and NORESO. Work completed in 2017 at the Calumet Water Reclamation

Plant, included replacing lighting, HVAC controls and steam blanket insulation. In 2018, phase 2 work began in the North Area and various outlying stations. The third phase of the project is scheduled for 2019 at the Stickney Water Reclamation Plant.

Capital Improvements Bond and Construction Funds

The Capital Improvements Bond Fund (CIBF) accounts for all resources, principally State Revolving Fund loans, bond proceeds and Build America Bond rebates (categorized as grants), used for the construction of capital projects. Total bond sales to support the CIBF are projected at \$125 million in 2021. This funding will be used in conjunction with federal appropriations from the Army Corps of Engineers to support a major portion of the McCook reservoir projects. The District has agreements with the Army Corps of Engineers to share the funding costs of the CUP reservoirs. In the US Army Corps of Engineers' (Corps) FY 2018 Work Plan, \$34.7 million in federal funds was designated to be transferred to the District to take over the management and complete Stage 2 of the McCook Reservoir. The District is currently working with the Corps to execute a Project Cooperation Agreement (PCA) amendment, that will allow the transfer of funds and responsibility to take place. The authority for this transfer stems from Section 1043 of the Water Resources Development Act of 2014.

The Construction Fund is a pay-as-you go Capital fund used to finance modernization, rehabilitation, and small capital projects, funded primarily through annual property tax levies. Appropriations for this fund lapse at year-end and uncompleted projects must be reappropriated. Initial estimates and schedules have been analyzed and compared to bond issuance authority and funding availability. The estimated cash balances in the CIBF will accommodate the proposed projects through 2023. The table below shows the Estimated Cash Disbursements by Category for construction projects.



*Estimated 2018 Year-end

Retirement Fund

The appropriation for the Retirement Fund is decreasing from 2018 to 2019 by \$2.3 million and is projected to remain stable from 2020 through 2023 due to the full implementation of legislative changes aimed at reducing unfunded pension liabilities. Due to a change in legislation, beginning in 2013, the tax levy is based on the fund's actuarially determined contribution requirement, but shall not exceed an amount equal to employee contributions of two years prior, multiplied by 4.19. The previous multiplier was 2.19, and employee contributions for employees who were fund members before January 1, 2011 increased one percent per year from nine percent in 2012 to 12 percent in 2015.

Debt Service Fund

Debt Service Fund appropriations will decrease slightly, an average of 2.0 percent annually over the next five years due primarily to the utilization of low-interest State Revolving Fund loans. Current debt service schedules, additional debt service requirements for new revolving fund loans, and anticipated bond sales will increase due to increased capital expenditures related to major plant expansion and system improvements, a phosphorus removal project, TARP reservoir projects, and Stormwater Management Program projects, including cost sharing projects with local municipalities that address localized flooding issues and the Addison Creek Reservoir.

FIVE-YEAR FINANCIAL FORECAST, 2019 - 2023**October 16, 2018**Reserve Claim Fund

The appropriation for the Reserve Claim Fund is expected to grow slowly between 2020 and 2023, from \$30.5 million to \$37.0 million. The Reserve Claim Fund is the District's self-insurance fund, and the annual appropriation equals all available resources in the fund. The projected annual appropriation is based on average annual expenditures of \$5.0 million remaining steady. Expenditures related to Workers' Compensation claims have been decreasing over the past three years and are expected to remain stable. Beginning in 2015, the District purchased insurance coverage for roughly \$10.5 billion in assets.

TAX LEVY FORECASTS

Tax levies are projected to increase an average rate of 3.0 percent annually over the five-year period. Efforts will be undertaken to adjust annual variability consistent with meeting our objectives. The District has been very successful in managing its financial resources to limit any increases in the overall tax levy, excluding Stormwater Management, to five percent with tax abatements since before the imposition of the Tax Cap. Projections of tax levies and revenue sources for the various District funds are as follows:

Corporate Fund

Tax levy projections for the Corporate Fund are expected to increase an average of 3.7 percent annually from 2019 through 2023. Property tax revenues account for 65.0 percent of 2019 Corporate Fund projected revenue. Other significant funding sources include industrial user charge fees, investment income, and land rentals. The funding from the user charge system, which by design recovers costs attributable to industrial users, is expected to continue to slowly decline over the next five years from \$46 million to \$43 million. Local governments, and chemical and food processing users pay the majority of user charge fees.

Construction Fund

The tax levy for the Construction Fund is \$7.6 million in 2019. The Levy is projected to remain stable at \$8.0 million through 2021, and then increase to \$15.0 million. The Construction Fund finances small construction projects and equipment replacement on a pay-as-you-go basis.

Retirement Fund

The average increase projected for 2019 through 2022 is 0.8 percent for the Retirement Fund Property Tax levy. The Fund also receives a portion of the District's Personal Property Replacement Tax (PPRT) distribution from the State of Illinois equal to 20.9 percent of the total Retirement Fund revenues. In 2012, changes to the District's pension laws increased both the employee contributions and the District's contribution to the Retirement Fund. From 2015 to 2017, the Retirement Fund tax levy increased by over \$10 million each year as the legislative changes were phased in. From 2019 through 2022, the Property Tax Levy, PPRT distribution, and the appropriation are expected to be stable.

Reserve Claim

The tax levy for the Reserve Claim Fund is projected to be \$7.5 million in 2019 and remain flat at \$7.5 million from 2020 through 2023.

Stormwater Management Fund

The Stormwater Management Fund levy is projected to increase an average of 8.5 percent annually as the District continues to address local flooding issues. Regional stormwater management projects are being vetted for funding in 2019 and the following years.

Bond Redemption and Interest Fund

The 2019 tax levies for the District's Debt Service Fund are based on six refunding bonds, 10 capital improvement bonds, and 63 State Revolving Fund (SRF) loans. Additional projected capital improvement and SRF loans sales will be used to finance TARP, flood prevention, and other capital projects. Debt service funds account for annual property tax levies and certain other revenues, primarily investment income, that is used to finance the payment of interest and principal on general obligation bond issues. Stormwater Alternate Revenue Bonds are paid from the Stormwater Levy and the same amount is abated from the debt service tax levy. The projected debt for the District during 2019 through 2023 appears on page 68. The District's outstanding bonds and ability to issue additional bonds are presented on pages 544 - 548.

TAX RATE FORECASTS

Forecasts of property tax rates are dependent on projected EAV. The estimated tax rates are calculated using the projected levy and EAV applicable for a particular tax year. Assuming a 3.00% annual increase in EAV, the District's tax rate per \$100 of assessed value will remain flat from 2019 through 2023 at approximately \$0.41.

Annual tax rate limits exist for the District's Corporate, Construction, Reserve Claim, and Working Cash Funds. The District's Corporate and Construction Funds annual tax rate limits are 41 and 10 cents per \$100 of assessed value, respectively. Adequate margins exist in both the Corporate and Construction Funds to extend taxes for District operations. A half-cent annual levy is allowed for the Reserve Claim, Corporate, and Construction Working Cash Funds. The Stormwater Management Fund can levy up to five cents and is not limited by the Tax Cap. The rates are expected to increase primarily due to increases for stormwater management and debt service.

SUPPORTING EXHIBITS

The data presented to illustrate the projected financial status of the District is divided into six segments: Summary of All Funds, the Corporate Fund, Capital Improvements Funds, Debt Service, Program Distribution within Fund, and the Combined GAAP-Basis Balance Sheets for the General Corporate Fund.

The graphs on page 64, and the tables on page 65, summarize the projected appropriations, property tax rates, and tax levies for all funds for the years 2019 through 2023. Historical comparisons can be made by reviewing the actual appropriations, tax rates, and levies for the years 2010 through 2019 on page 43.

Table II, on page 66 provides detailed revenue and tax rate projections, as well as appropriations by department and major categories for the Corporate Fund for 2019 through 2023. Corporate Fund appropriations and expenditures for the years 2010 through 2019 can be found on page 107

Projections for revenues, tax rates, and appropriations for the Construction Fund for the years 2019 through 2023, appear on page 67, and projected appropriable resources and appropriations for the Capital Improvements Bond Fund appear on page 68. The table on the bottom of page 66 and the exhibits on page 69 present appropriation projections by major programs. A summary of actual and projected expenditures for both funds, for the years 2014 through 2023, can be found in the Capital Improvement Program Section, on page 334.

The balance sheet statement on page 70 is prepared on a GAAP-basis of accounting and is included to show the effect on the General Corporate Fund, which is comprised of the Corporate, Corporate Working Cash, and Reserve Claim Funds. The total fund equity projection for 2019 is \$331.4 million.

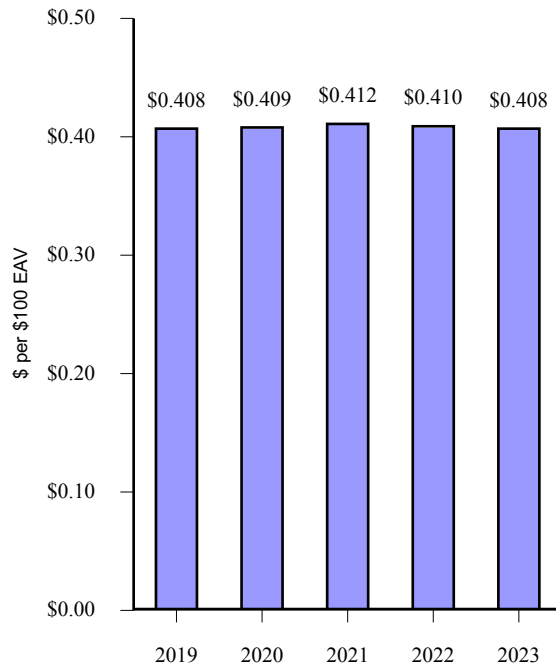
Respectfully submitted,



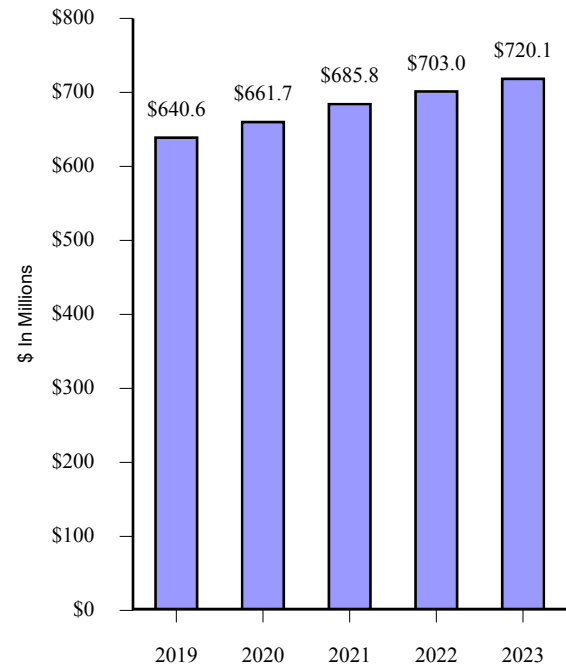
Shellie A. Riedle
Budget Officer

FIVE-YEAR FINANCIAL FORECAST, 2019 - 2023

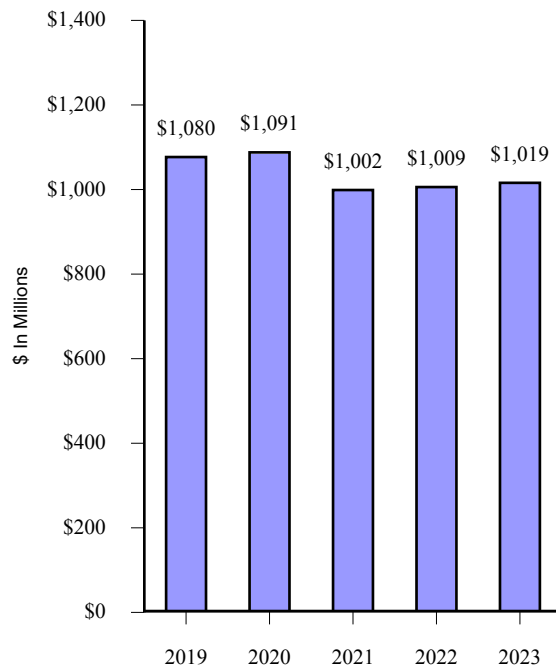
Projected Tax Rates



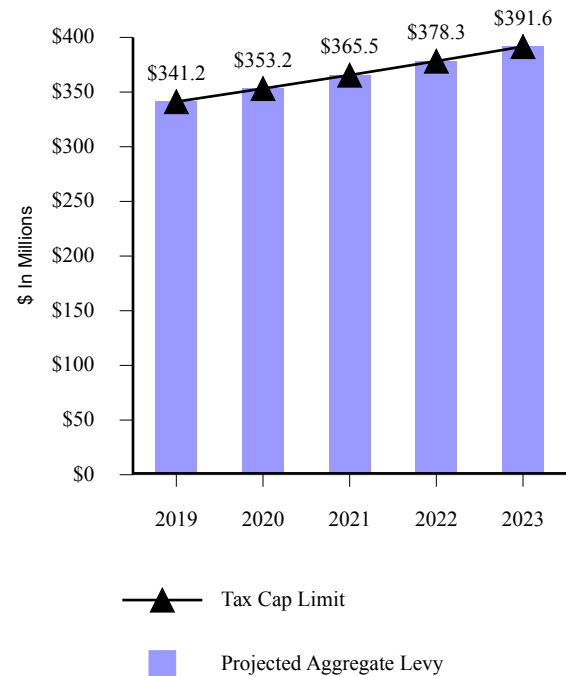
Projected Total Tax Levy



Projected Appropriation



Projected Aggregate Levy



FIVE-YEAR FINANCIAL FORECAST, 2019 - 2023

TABLE I

| | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|
| ALL FUNDS | | | | | |
| Projected Tax Rates | 2019 | 2020 | 2021 | 2022 | 2023 |
| Corporate | \$ 0.1622 | \$ 0.1639 | \$ 0.1661 | \$ 0.1642 | \$ 0.1664 |
| Construction | 0.0048 | 0.0049 | 0.0048 | 0.0087 | 0.0085 |
| Stormwater Management | 0.0337 | 0.0359 | 0.0379 | 0.0398 | 0.0415 |
| Debt Service | 0.1570 | 0.1549 | 0.1544 | 0.1495 | 0.1445 |
| Retirement | 0.0456 | 0.0449 | 0.0441 | 0.0433 | 0.0425 |
| Reserve Claim | 0.0048 | 0.0046 | 0.0045 | 0.0044 | 0.0042 |
| Total (\$ in cents) | \$ 0.4081 | \$ 0.4093 | \$ 0.4118 | \$ 0.4099 | \$ 0.4076 |
| Percentage Change | | 0.30% | 0.62% | (0.47)% | (0.56)% |
| Projected tax rate per \$100 Equalized Assessed Valuation (EAV). Assumes 2018 EAV of \$152.4 billion increasing 3.0% in 2019 and 3% each year thereafter. | | | | | |
| Projected Tax Levies | 2019 | 2020 | 2021 | 2022 | 2023 |
| Corporate | \$ 254,574 | 265,018 | 276,555 | 281,550 | 293,991 |
| Construction | 7,600 | 8,000 | 8,000 | 15,000 | 15,000 |
| Stormwater Management | 52,926 | 58,026 | 63,126 | 68,226 | 73,326 |
| Debt Service- Existing | 246,484 | 243,124 | 239,571 | 236,602 | 231,825 |
| Debt Service- Proposed | — | 7,375 | 17,543 | 19,863 | 23,357 |
| Retirement | 71,565 | 72,665 | 73,489 | 74,288 | 75,090 |
| Reserve Claim | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 |
| Total Levy (\$ in thousands) | \$ 640,649 | \$ 661,708 | \$ 685,784 | \$ 703,029 | \$ 720,088 |
| Percentage Change | 3.31% | 3.29% | 3.64% | 2.51 % | 2.43 % |
| Aggregate Levy (\$ in thousands) | \$ 341,240 | \$ 353,183 | \$ 365,544 | \$ 378,338 | \$ 391,580 |
| Percentage Change | 3.50% | 3.50% | 3.50% | 3.50 % | 3.50 % |
| Projected Annual Appropriations | 2019 | 2020 | 2021 | 2022 | 2023 |
| Corporate | 376,807 | \$ 383,234 | \$ 389,557 | \$ 397,797 | \$ 405,485 |
| Capital Improvements Bond | 236,432 | 241,943 | 181,441 | 173,494 | 174,144 |
| Construction | 17,602 | 16,772 | 10,500 | 16,000 | 16,200 |
| Stormwater Management | 91,410 | 104,804 | 66,906 | 55,000 | 57,500 |
| Debt Service- Existing | 238,358 | 226,148 | 224,352 | 224,352 | 218,578 |
| Debt Service- Proposed | — | — | 7,375 | 17,543 | 19,863 |
| Retirement | 87,281 | 87,319 | 88,660 | 89,666 | 90,641 |
| Reserve Claim | 31,768 | 30,500 | 33,000 | 35,000 | 37,000 |
| Total Appropriation (\$ in thousands) | \$ 1,079,658 | \$ 1,090,720 | \$ 1,001,791 | \$ 1,008,851 | \$ 1,019,410 |
| Projected Positions | 2019 | 2020 | 2021 | 2022 | 2023 |
| Corporate | 1,889 | 1,887 | 1,886 | 1,885 | 1,885 |
| Stormwater Management | 84 | 83 | 83 | 83 | 83 |
| Total Positions | 1,973 | 1,970 | 1,969 | 1,968 | 1,968 |

Note: Totals are rounded.

FIVE-YEAR FINANCIAL FORECAST, 2019 - 2023

TABLE II

| CORPORATE FUND | | | | | | % average annual change |
|--|------------|------------|------------|------------|------------|-------------------------|
| Five-Year Revenue and Tax Rate Projections | 2019 | 2020 | 2021 | 2022 | 2023 | 2019-2023 |
| Property Taxes | \$ 245,664 | \$ 255,743 | \$ 266,876 | \$ 271,696 | \$ 283,701 | 3.67 % |
| Personal Property Replacement Tax | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | — % |
| User Charge | 46,000 | 43,000 | 42,000 | 42,000 | 43,000 | (1.62)% |
| Investment Income | 2,600 | 3,200 | 3,200 | 3,300 | 3,300 | 6.55 % |
| Land Rentals | 21,500 | 22,000 | 22,500 | 23,000 | 23,500 | 2.25 % |
| Miscellaneous | 10,532 | 4,059 | 4,201 | 4,348 | 4,500 | (12.74)% |
| Equity Transfer | 4,200 | — | — | — | — | — % |
| Net Assets Appropriable | 131,297 | 122,594 | 113,020 | 108,404 | 101,775 | (6.16)% |
| Budget Reserve | (99,985) | (82,361) | (77,240) | (69,951) | (69,290) | (8.56)% |
| Total Appropriable Resources (\$ in thousands) | \$ 376,807 | \$ 383,234 | \$ 389,557 | \$ 397,797 | \$ 405,485 | 1.85 % |
| Projected Equalized Assessed Valuation (EAV) | \$ 156.96 | \$ 161.66 | \$ 166.51 | \$ 171.51 | \$ 176.66 | |
| (Based on 2017 EAV, assumes 3.0% increase for 2018 and then 3.0% annually) | billion | billion | billion | billion | billion | |
| Projected Tax Rate Cents per \$100 EAV | 16.2 | 16.4 | 16.6 | 16.4 | 16.6 | |
| Gross Levy - assumes 3.5% uncollectible. | \$ 254,574 | \$ 265,018 | \$ 276,555 | \$ 281,550 | \$ 293,991 | |
| Projected Appropriations by Major Categories | 2019 | 2020 | 2021 | 2022 | 2023 | 2019-2023 |
| Employee Cost - Salaries | \$ 201,797 | \$ 205,833 | \$ 209,950 | \$ 214,149 | \$ 218,432 | 2.00 % |
| Employee Cost - Health Care | 41,804 | 45,048 | 47,761 | 51,079 | 54,478 | 6.85 % |
| Other Postemployment Benefits Trust | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | — % |
| Professional Services | 5,237 | 4,284 | 4,142 | 4,215 | 4,129 | (5.45)% |
| Energy Cost | 39,939 | 39,885 | 39,885 | 39,885 | 39,885 | (0.03)% |
| Chemicals | 12,446 | 12,447 | 12,472 | 12,447 | 12,447 | — % |
| Materials & Supplies | 13,107 | 11,675 | 11,776 | 11,601 | 11,600 | (2.89)% |
| Solids Disposal | 11,081 | 11,026 | 11,026 | 11,026 | 11,026 | (0.12)% |
| Contracted Solids Disposal | 3,943 | 5,402 | 5,594 | 5,792 | 5,996 | 11.90 % |
| Computer Systems & Telecommunications | 8,665 | 8,751 | 8,839 | 8,927 | 9,016 | 1.00 % |
| Repairs to Structures & Equipment | 12,069 | 13,550 | 12,704 | 13,218 | 12,718 | 1.57 % |
| Contractual Services | 17,579 | 17,810 | 18,330 | 18,355 | 18,562 | 1.37 % |
| Machinery & Equipment | 3,385 | 1,698 | 1,170 | 1,105 | 1,098 | (21.78)% |
| Real Estate Taxes | 755 | 825 | 908 | 998 | 1,098 | 9.82 % |
| Total (\$ in thousands) | \$ 376,807 | \$ 383,234 | \$ 389,557 | \$ 397,797 | \$ 405,485 | 1.85 % |
| Projected Appropriations by Department | 2019 | 2020 | 2021 | 2022 | 2023 | 2019-2023 |
| Board of Commissioners | \$ 5,267 | \$ 5,363 | \$ 5,414 | \$ 5,481 | \$ 5,540 | 1.27 % |
| General Administration | 19,718 | 18,269 | 18,433 | 18,687 | 18,945 | (0.92)% |
| Monitoring & Research | 31,253 | 31,635 | 32,153 | 32,396 | 32,784 | 1.20 % |
| Procurement & Materials Management | 9,786 | 8,797 | 8,891 | 9,033 | 9,156 | (1.52)% |
| Human Resources | 60,108 | 63,519 | 66,682 | 70,423 | 74,169 | 5.40 % |
| Information Technology | 18,352 | 18,154 | 18,592 | 18,868 | 19,258 | 1.22 % |
| Law | 7,169 | 7,342 | 7,511 | 7,695 | 7,891 | 2.43 % |
| Finance | 3,675 | 3,631 | 3,698 | 3,791 | 3,816 | 0.96 % |
| Engineering | 25,473 | 25,820 | 26,592 | 26,871 | 27,233 | 1.69 % |
| Maintenance & Operations | 196,006 | 200,704 | 201,591 | 204,552 | 206,693 | 1.34 % |
| Total (\$ in thousands) | \$ 376,807 | \$ 383,234 | \$ 389,557 | \$ 397,797 | \$ 405,485 | 1.85 % |
| Projected Appropriation Distribution by Program | 2019 | 2020 | 2021 | 2022 | 2023 | 2019-2023 |
| 1000 Collection | \$ 57,288 | \$ 57,594 | \$ 58,084 | \$ 58,653 | \$ 59,352 | 0.9 % |
| 2000 Treatment | 78,562 | 81,849 | 82,734 | 83,708 | 84,794 | 1.93 % |
| 3000 Solids Processing | 45,421 | 46,334 | 46,082 | 47,133 | 47,155 | 0.95 % |
| 4000 Flood & Pollution Control | 39,651 | 39,991 | 40,520 | 40,869 | 41,372 | 1.07 % |
| 5000 Solids Disposal | 24,774 | 25,245 | 25,700 | 26,174 | 26,680 | 1.87 % |
| 7000 General Support | 131,111 | 132,221 | 136,437 | 141,260 | 146,132 | 2.8 % |
| Total (\$ in thousands) | \$ 376,807 | \$ 383,234 | \$ 389,557 | \$ 397,797 | \$ 405,485 | 1.85 % |

Note: Totals are rounded.

FIVE-YEAR FINANCIAL FORECAST, 2019 - 2023

TABLE III

| CONSTRUCTION FUND | | | | | |
|---|-------------|-------------|-------------|-------------|-------------|
| Five-Year Revenue and Tax Rate Projections | 2019 | 2020 | 2021 | 2022 | 2023 |
| Property Taxes | \$ 7,334 | \$ 7,720 | \$ 7,720 | \$ 14,475 | \$ 14,475 |
| Personal Property Replacement Tax | — | — | — | — | — |
| Equity Transfer | — | — | — | — | — |
| Investment Income & Miscellaneous Revenue | 406 | 520 | 520 | 520 | 620 |
| Net Assets Appropriable | 9,882 | 3,540 | 40 | 405 | 1,800 |
| Total Revenue & Appropriable Resources (\$ in thousands) | \$ 17,622 | \$ 11,780 | \$ 8,280 | \$ 15,400 | \$ 16,895 |
| Projected Equalized Assessed Valuation (EAV) | \$ 156.96 | \$ 161.66 | \$ 166.51 | \$ 171.51 | \$ 176.66 |
| (Based on 2017 EAV, assumes 3.0% increase for 2018 and then 3.0% annually thereafter) | billion | billion | billion | billion | billion |
| Projected Tax Rate Cents per \$100 of EAV | 0.5¢ | 0.5¢ | 0.5¢ | 0.9¢ | 0.8¢ |
| Gross Levy - assumes 3.5% uncollectible rate. | 7,600 | 8,000 | 8,000 | 15,000 | 15,000 |
| Projected Appropriations | 2019 | 2020 | 2021 | 2022 | 2023 |
| Capital Projects | \$ 14,656 | \$ 11,781 | \$ 5,513 | \$ 10,099 | \$ 10,320 |
| Professional Services | 2,796 | 4,991 | 4,987 | 5,901 | 5,880 |
| Other Charges | 150 | — | — | — | — |
| Total (\$ in thousands) | \$ 17,602 | \$ 16,772 | \$ 10,500 | \$ 16,000 | \$ 16,200 |
| Projected Appropriation Distribution by Program | 2019 | 2020 | 2021 | 2022 | 2023 |
| 1000 Collection | \$ 4,196 | \$ 3,320 | \$ 2,540 | \$ 3,913 | \$ 3,882 |
| 2000 Treatment | 6,262 | 5,167 | 2,059 | 4,258 | 4,062 |
| 3000 Solids Processing | 582 | 550 | 268 | 458 | 454 |
| 4000 Flood & Pollution Control | 3,126 | 4,450 | 3,558 | 4,531 | 4,508 |
| 5000 Solids Disposal | \$ 1,565 | \$ 1,015 | \$ 317 | \$ 829 | \$ 817 |
| 7000 General Support | 1,871 | 2,270 | 1,759 | 2,011 | 2,477 |
| Total (\$ in thousands) | \$ 17,602 | \$ 16,772 | \$ 10,500 | \$ 16,000 | \$ 16,200 |
| STORMWATER MANAGEMENT FUND | | | | | |
| Five-Year Revenue and Tax Rate Projections | 2019 | 2020 | 2021 | 2022 | 2023 |
| Property Taxes | \$ 51,074 | \$ 55,995 | \$ 60,917 | \$ 65,838 | \$ 70,760 |
| Investment Income & Miscellaneous Revenue | 800 | 900 | 900 | 900 | 900 |
| Sewer Permit Fees | 900 | 1,000 | 1,000 | 1,000 | 1,000 |
| Net Assets Appropriable | 45,807 | 28,197 | 5,435 | 11,078 | 14,808 |
| Equity Transfer (Debt Service for Alternate Revenue Bonds) | (6,397) | (7,294) | (10,339) | (14,508) | (17,554) |
| Total Revenue & Appropriable Resources (\$ in thousands) | \$ 92,184 | \$ 78,798 | \$ 57,913 | \$ 64,308 | \$ 69,914 |
| Projected EAV | \$ 156.96 | \$ 161.66 | \$ 166.51 | \$ 171.51 | \$ 176.66 |
| (Based on 2016 EAV, assumes 3.0% increase for 2017 and then 3.0% annually) | billion | billion | billion | billion | billion |
| Projected Tax Rate Cents per \$100 of EAV | 3.4¢ | 3.6¢ | 3.8¢ | 4.0¢ | 4.2¢ |
| Gross Levy - assumes 3.5% uncollectible rate. | \$ 52,926 | \$ 58,026 | \$ 63,126 | \$ 68,226 | \$ 73,326 |
| Projected Appropriations | 2019 | 2020 | 2021 | 2022 | 2023 |
| Employee Cost - Salaries | \$ 8,913 | \$ 9,092 | \$ 9,273 | \$ 9,459 | \$ 9,648 |
| Employee Cost - Health Care | 879 | 940 | 991 | 1,053 | 1,117 |
| Contractual Services | 28,337 | 39,122 | 26,900 | 14,011 | 12,966 |
| Capital Projects | 2,500 | 2,493 | 2,488 | 2,716 | 2,871 |
| Other Charges | 50,781 | 53,158 | 27,255 | 27,761 | 30,898 |
| Total (\$ in thousands) | \$ 91,410 | \$ 104,804 | \$ 66,906 | \$ 55,000 | \$ 57,500 |
| Projection Appropriation Distribution by Program | 2019 | 2020 | 2021 | 2022 | 2023 |
| 4000 Flood & Pollution Control | \$ 91,410 | \$ 104,804 | \$ 66,906 | \$ 55,000 | \$ 57,500 |
| Total (\$ in thousands) | \$ 91,410 | \$ 104,804 | \$ 66,906 | \$ 55,000 | \$ 57,500 |

Note: Totals are rounded.

FIVE-YEAR FINANCIAL FORECAST, 2019 - 2023

TABLE IV

| CAPITAL IMPROVEMENTS BOND FUND* | | | | | |
|---|-------------|-------------|-------------|-------------|-------------|
| Appropriable Resources (Cash) | 2019 | 2020 | 2021 | 2022 | 2023 |
| Bond Sales - Limited | \$ — | \$ — | \$ 100,000 | \$ — | \$ — |
| Bond Sales - Unlimited | — | — | 25,000 | | |
| Bond Sales - Unlimited Stormwater Management | — | — | | | |
| State Revolving Loan Fund Receipts | 120,000 | 175,000 | 175,000 | 175,000 | 175,000 |
| Investment Income & Grant Revenue | 19,067.30 | 18,767.26 | 17,067.26 | 15,367.26 | 13,667.26 |
| Beginning Cash | 232,000 | 206,067 | 174,835 | 266,902 | 207,269 |
| Total Assets Appropriable (\$ in thousands) | \$ 371,067 | \$ 399,835 | \$ 491,902 | \$ 457,269 | \$ 395,936 |
| Expenditures | \$ 165,000 | \$ 225,000 | \$ 225,000 | \$ 250,000 | \$ 250,000 |
| Ending Cash (\$ in thousands) | \$ 206,067 | \$ 174,835 | \$ 266,902 | \$ 207,269 | \$ 145,936 |
| Projected Appropriations by Major Categories | 2019 | 2020 | 2021 | 2022 | 2023 |
| Professional Consulting Services | \$ 20,023 | \$ 15,900 | \$ 15,137 | \$ 10,902 | \$ 15,137 |
| Capital Projects | 214,524 | 224,358 | 162,937 | 160,097 | 156,114 |
| Other Charges | 1,885 | 1,686 | 3,368 | 2,494 | 2,893 |
| Total (\$ in thousands) | \$ 236,432 | \$ 241,943 | \$ 181,441 | \$ 173,494 | \$ 174,144 |
| Projected Appropriation Distribution by Program | 2019 | 2020 | 2021 | 2022 | 2023 |
| 1000 Collection | \$ 40,713 | \$ 72,411 | \$ 38,502 | \$ 18,820 | \$ 27,429 |
| 2000 Treatment | 47,428 | 58,645 | 40,323 | 41,443 | 38,873 |
| 3000 Solids Processing | 41,843 | 28,342 | 26,881 | 49,507 | 26,856 |
| 4000 Flood & Pollution Control | 102,811 | 79,333 | 72,678 | 61,435 | 77,928 |
| 5000 Solids Disposal | 3,388 | 2,792 | 2,649 | 1,933 | 2,649 |
| 7000 General Support | 250 | 419 | 409 | 356 | 409 |
| Total (\$ in thousands) | \$ 236,432 | \$ 241,943 | \$ 181,441 | \$ 173,494 | \$ 174,144 |
| *The Capital Improvements Bond Fund is appropriated on an obligation basis. Expenditures are expected to be disbursed over the term of the projects funded. | | | | | |

| DEBT SERVICE FUNDS | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|
| Projected Debt | | | | | |
| EXISTING DEBT | 2019 | 2020 | 2021 | 2022 | 2023 |
| January 1 Debt | \$ 2,810,056 | \$ 2,806,712 | \$ 2,864,171 | \$ 3,038,883 | \$ 3,080,052 |
| Annual Current Debt Retirement | (123,343) | (115,201) | (117,136) | (118,646) | (118,979) |
| Net Debt | \$ 2,686,712 | \$ 2,691,511 | \$ 2,747,035 | \$ 2,920,237 | \$ 2,961,072 |
| PROPOSED FUTURE DEBT | 2019 | 2020 | 2021 | 2022 | 2023 |
| Annual Sale of Bonds: | | | | | |
| Capital Bonds - Limited | — | — | 100,000 | — | — |
| Capital Bonds - Unlimited | — | — | 25,000 | — | — |
| Alternate Bonds - Unlimited Stormwater | — | — | — | — | — |
| State Revolving Fund Bond Issues | 120,000 | 175,000 | 175,000 | 175,000 | 175,000 |
| Future Debt Retirement | — | (2,340) | (8,153) | (15,185) | (23,456) |
| Proposed New Debt (\$ in thousands) | 120,000 | 172,660 | 291,848 | 159,815 | 151,544 |
| PROJECTED DEBT OUTSTANDING | \$ 2,806,712 | \$ 2,864,171 | \$ 3,038,883 | \$ 3,080,052 | \$ 3,112,617 |
| Gross Levy for Existing Debt | \$ 246,484 | \$ 243,124 | \$ 239,571 | \$ 236,602 | \$ 231,825 |
| Gross Levy for Future Debt | — | 7,375 | 17,543 | 19,863 | 23,357 |
| Total Debt Levy | \$ 246,484 | \$ 250,499 | \$ 257,114 | \$ 256,464 | \$ 255,182 |
| Tax Rate (cents) | — | — | — | — | — |
| Forecasted Stormwater Alternate Revenue Abatement** | \$ (6,397) | \$ (7,294) | \$ (10,339) | \$ (14,508) | \$ (17,554) |
| Projected Levy After Abatement | \$ 240,087 | \$ 243,205 | \$ 246,775 | \$ 241,957 | \$ 237,628 |
| Projected Equalized Assessed Valuation (EAV)*** | \$ 156.96 | \$ 161.66 | \$ 166.51 | \$ 171.51 | \$ 176.66 |
| | billion | billion | billion | billion | billion |

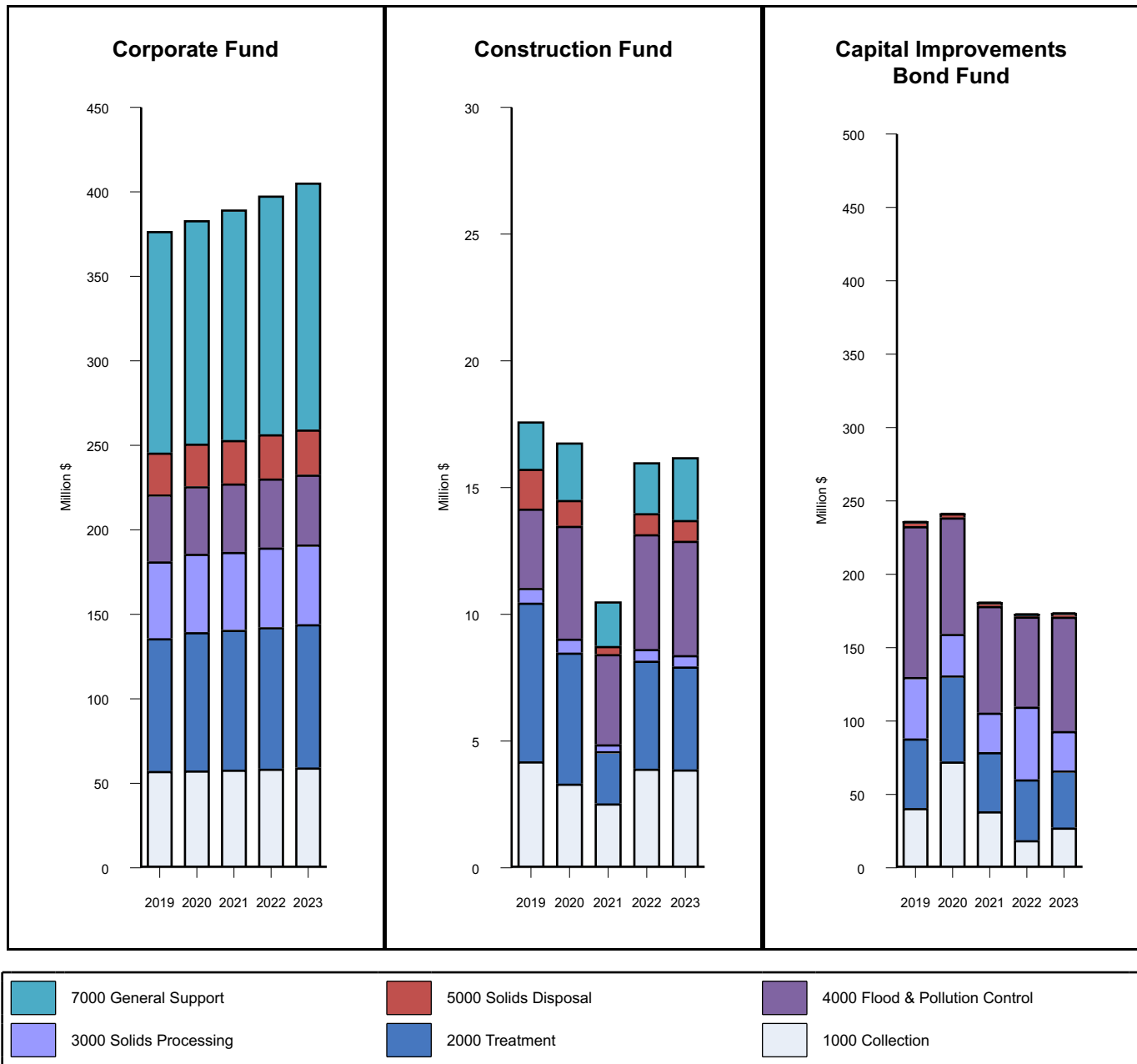
**As part of the plan of financing, it is intended and anticipated that tax revenues deposited in the Stormwater Fund be transferred to the Bond Fund

Note: Totals are rounded.

***Assumes a 3.0% increase in 2018, and a 3.0% increase annually thereafter.

FIVE-YEAR FINANCIAL FORECAST, 2019 - 2023

APPROPRIATIONS



This set of stacked bar charts is a restatement of each fund's appropriation table. The relatively steady proportions across all programs within the Corporate Fund reflect the District's consistent view of its objectives in the near term. The most significant aspect of the Construction Fund involves increasing its use for smaller pay-as-you-go capital projects administered by the Maintenance & Operations Department. The fluctuations in the Capital Improvements Bond Fund's (CIBF) appropriations represent the award of major Master Plan and disinfection projects. The CIBF operates on a full obligation basis and is the only fund where the encumbered appropriations do not lapse at the fiscal year end.

FIVE-YEAR FINANCIAL FORECAST, 2019 - 2023

Combined GAAP Balance Sheets - General Corporate Fund
(in Thousands)

| Assets | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| Cash | 22,017 | 22,457 | 22,906 | 23,364 | 23,831 |
| Prepaid Insurance | 4,267 | 4,352 | 4,439 | 4,528 | 4,619 |
| Investments | 224,896 | 229,394 | 233,982 | 238,662 | 243,435 |
| Receivables: | | | | | |
| Property Taxes | 262,074 | 272,518 | 284,055 | 289,050 | 301,491 |
| Less Allowance for Uncollectible Taxes | (9,173) | (9,538) | (9,942) | (10,117) | (10,552) |
| Net Property Taxes Receivable | 252,901 | 262,980 | 274,113 | 278,933 | 290,939 |
| Personal Property Replacement Tax | — | — | — | — | — |
| User Charges | 2,895 | 2,953 | 3,012 | 3,072 | 3,133 |
| Miscellaneous | 6,052 | 6,173 | 6,296 | 6,422 | 6,550 |
| Due from Stormwater Management Fund | | | | | |
| Restricted Deposits | | | | | |
| Inventories | 36,193 | 36,917 | 37,655 | 38,408 | 39,176 |
| Total Assets | \$ 549,221 | \$ 565,226 | \$ 582,403 | \$ 593,389 | \$ 611,683 |
| Liabilities and Fund Equity | | | | | |
| Liabilities: | | | | | |
| Deferred Tax Revenue | \$ 188,959 | \$ 190,849 | \$ 192,757 | \$ 194,685 | \$ 196,632 |
| Accounts Payable and Other Liabilities | 28,873 | 28,296 | 27,730 | 27,175 | 27,719 |
| Unearned Revenue | — | — | — | — | — |
| Total Liabilities | \$ 217,832 | \$ 219,145 | \$ 220,487 | \$ 221,860 | \$ 224,351 |
| Fund Equity: | | | | | |
| Fund Balances | | | | | |
| Prepaid Insurance | \$ 4,267 | \$ 4,352 | \$ 4,439 | \$ 4,528 | \$ 4,619 |
| Non-spendable - Inventory | \$ 36,193 | \$ 36,917 | \$ 37,655 | \$ 38,408 | \$ 39,176 |
| Restricted - Working Cash | 291,767 | 297,602 | 303,554 | 309,625 | 315,818 |
| Real Estate Escrow | 2,407 | 2,409 | 2,412 | 2,414 | 2,416 |
| Reserve Claim | 26,936 | 27,475 | 28,025 | 28,586 | 29,158 |
| Deposits | — | — | — | — | — |
| Unreserved: | | | | | |
| Undesignated | (30,181) | (22,674) | (14,169) | (12,032) | (3,855) |
| Total Fund Equity | \$ 331,389 | \$ 346,081 | \$ 361,916 | \$ 371,529 | \$ 387,332 |
| Total Liabilities and Fund Equity | \$ 549,221 | \$ 565,226 | \$ 582,403 | \$ 593,389 | \$ 611,683 |

Note: Totals are rounded.

SECTION III

FINANCIAL STATEMENTS BY FUND

In this section, the financial structure of the District is presented with an explanation of the funds used, the accounting basis employed, and the relationships among the various funds. All financial statements, which Illinois Compiled Statutes require to be included in the Budget, are presented in this section. These statements and schedules provide full disclosure of assets and liabilities.

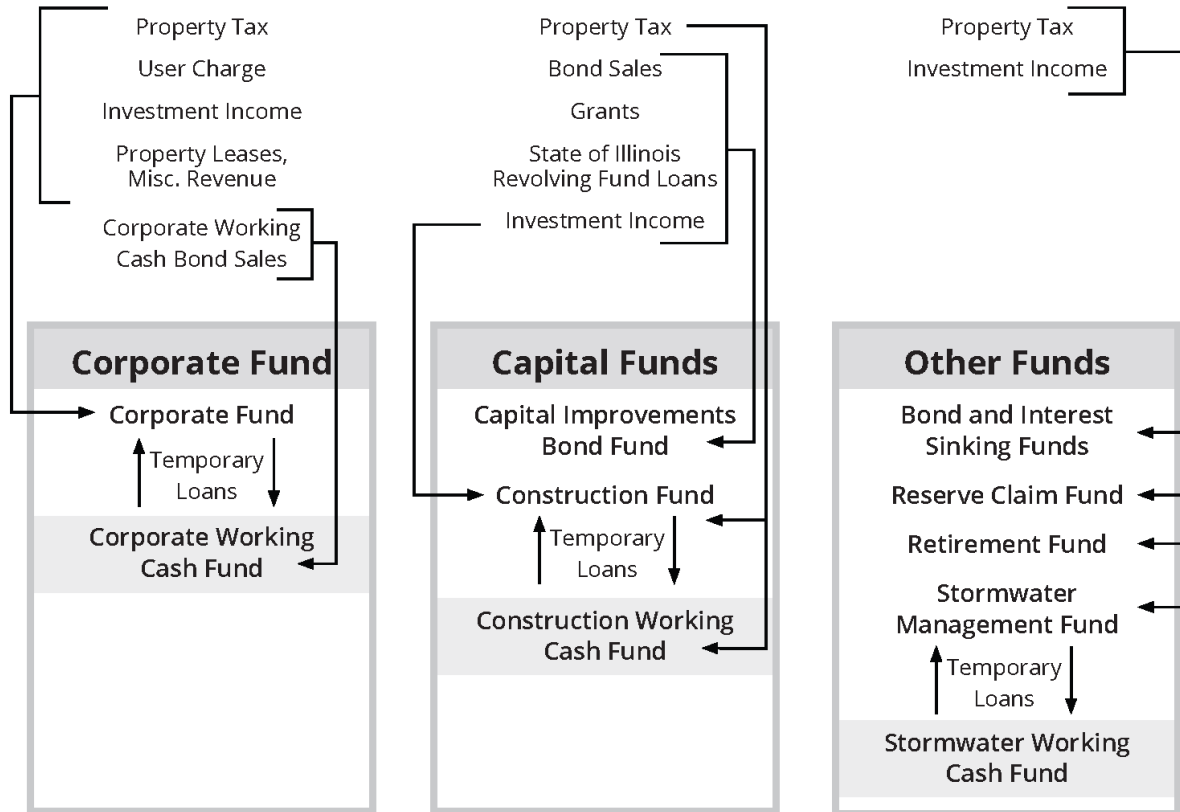
The financial statements are first presented in summary, with an overall financial narrative, then with summary statements of revenue and expenditures for 2017 through the Budget Year 2019. Consolidated statements of taxes receivable, providing historical data on tax levies, are included in this section. A consolidated Appropriation for Liabilities statement is presented, which identifies and provides an appropriation for unpaid bills, contracts, and other liabilities. These liabilities are then subtracted from current assets to determine assets available for appropriation.

Major fund category narratives are presented for the Corporate Fund, Capital Funds, and Other Funds, which discuss revenue sources, trends in revenue and expenditures, fiscal/financial policies, and other elements of these funds. Estimated balance sheets, statements of appropriable revenue, and statements of financial sources are then presented individually for each fund.

| | |
|---|---------------------|
| Financial Narrative | 71 |
| Summary of Revenue, Expenditures, and Net Assets Appropriable, 2019 - 2017 | 75 |
| Summary of 2019 Estimated Assets Appropriable for All Funds | 79 |
| Combined Balance Sheets, 2017 - 2016 | 80 |
| Appropriation for Liabilities, 2019 - 2018 | 82 |
| Taxes Receivable, 2018 and Prior Years, Including Estimate for 2019 | 83 |
| Personal Property Replacement Taxes Receivable, 2019 and Prior Years, Including Estimate for 2019 | 84 |
| Corporate Fund: Financial Narrative | 85 |
| Revenue Graphs, 2012 - 2019 | 86 |
| Estimated Balance Sheet, 2019 - 2018 | 87 |
| Appropriable Revenue, 2019 - 2016 | 88 |
| Financing, 2019 - 2014 | 89 |
| Corporate Working Cash Fund: | |
| Estimated Balance Sheet, 2019 - 2018 | 90 |
| Revenues, 2019 - 2016 | 90 |
| Capital Funds: Financial Narrative | 91 |
| Capital Improvements Bond Fund: | |
| Estimated Balance Sheet, 2019 - 2018 | 93 |
| Appropriable Revenue, 2019 - 2016 | 94 |
| Construction Fund: | |
| Estimated Balance Sheet, 2019 - 2018 | 95 |
| Financing, 2019 - 2014, and Appropriable Revenue, 2019 - 2016 | 96 |
| Construction Working Cash Fund: | |
| Estimated Balance Sheet, 2019 - 2018 | 97 |
| Revenues, 2019 - 2016 | 97 |
| Other Funds: Financial Narrative | 98 |
| Stormwater Management Fund: | |
| Estimated Balance Sheet, 2019 - 2018 | 99 |
| Financing, 2019 - 2014, and Appropriable Revenue, 2019 - 2016 | 100 |
| Stormwater Working Cash Fund: | |
| Estimated Balance Sheet, 2019 - 2018 | 101 |
| Appropriable Revenue, 2019 - 2016 | 101 |
| Bond Redemption & Interest Fund: | |
| Estimated Balance Sheet, 2019 - 2018 | 102 |
| Appropriable Revenue, 2019 - 2016 | 103 |
| Reserve Claim Fund: | |
| Estimated Balance Sheet, 2019 - 2018 | 104 |
| Appropriable Revenue, 2019 - 2016 | 104 |
| Retirement Fund: | |
| Estimated Balance Sheet, 2019 - 2018 | 105 |
| Appropriable Revenue, 2019 - 2016 | 105 |

District's Flow of Funds Structure

Revenue Sources



Uses of Funds

General Operational Expenditures

Permanent Facilities
Environmental Facilities
Stormwater Management Projects
Other Capital Expenditures

Principal and Interest on Bond Issues
Payments for Claims and Damages
Employee Pension Payments
Stormwater Management Expenditures

Note: Working Cash can be transferred between other Working Cash Funds.

FINANCIAL NARRATIVE

FUND STRUCTURE, PURPOSE, AND ACCOUNTING BASIS

The financial structure of the Metropolitan Water Reclamation District of Greater Chicago (District) is organized on a fund accounting basis. Each statutorily authorized fund maintains a self-balancing set of accounts that are reported separately in their own financial statements. The District's use of funds ensures that public money is spent appropriately and within the amounts authorized. Established funds account for the different types of activities and legal restrictions that are associated with a particular government function. The use of funds and the budgeting, accounting, and auditing that are associated with this type of structure are governed by Illinois Compiled Statutes and Generally Accepted Accounting Principles (GAAP), as determined by the Governmental Accounting Standards Board (GASB).

The District uses the following funds to control its financial activities:

- Corporate
- Capital Improvements Bond
- Construction
- Stormwater Management
- Reserve Claim
- Corporate Working Cash
- Bond Redemption & Interest (Debt Service)
- Construction Working Cash
- Stormwater Working Cash
- Retirement

BASIS OF BUDGETING AND ACCOUNTING

The budget is prepared using a cash basis of accounting for revenue recognition and an accrual basis for recording expenditures, as prescribed by Illinois Compiled Statutes. Revenues are recognized when received in cash, and expenditures are recorded at the time the liability is incurred, except for principal and interest on long-term debt, compensated absences, claims, judgments, and arbitrage, which are recognized when due and payable.

Encumbrance accounting is used in the budgetary process for all funds. Appropriations lapse at year end for the Corporate, Stormwater Management, Reserve Claim, Construction, Retirement, and Bond Redemption & Interest Funds. Appropriations for the Capital Improvements Bond Fund use a full encumbrance (obligation) method of budgetary accounting, which means that appropriations lapse at year-end only to the extent of the unencumbered balances. The appropriation for the Capital Improvements Bond Fund is adjusted to carry forward the open value of encumbrances from the prior year.

All of the funds in the previous section are defined as governmental-type funds, except for the pension trust fund. For GAAP purposes, the governmental-type funds are accounted for on a spending or "financial flow" measurement focus using the modified accrual basis of accounting, which means that only current assets and liabilities are generally included on the balance sheets. The reported fund balances (net current assets) are considered a measure of "available spendable resources."

The Comprehensive Annual Financial Report of the District is prepared on a GAAP basis. GASB Statement Number 34 became effective for the 2002 fiscal year, and the District is in compliance with all of its provisions. The District is using the modified approach for assessing infrastructure, except for Tunnel and Reservoir Plan (TARP) deep tunnels and drop shafts, which will be depreciated. The District uses specific accounts to record the repair or preservation of existing capital assets, in addition to the construction of new assets or enhancements of existing capital assets. Inventory is accounted for on the purchase method for budgetary purposes and on the consumption method for GAAP financial reporting.

The District is a special district government created by the State of Illinois. Its powers and authority, in regard to revenue sources, are generally restricted to those powers granted by applicable state statutes. The following exhibits, 1 - 6, are derived from the summary of revenue and expenditures found on pages 76 - 78 of the 2019 Budget and similar summaries in prior years' budgets. This section contains a summary of all District funds.

TAX SOURCES

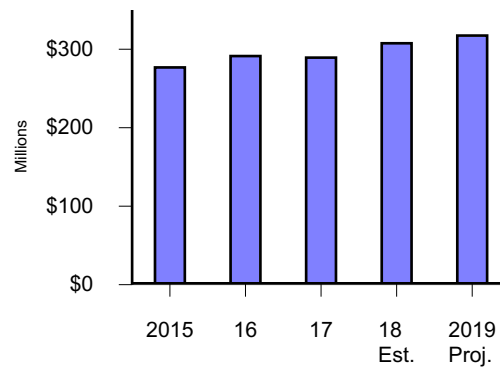
The main source of revenue for the District is ad valorem property taxes. The authority to levy property taxes for the various funds generally specifies a tax rate limit per hundred dollars of property value, which when applied, yields a maximum amount of money which can be levied or collected against property owners. All District funds, with the exception of the District's Capital Improvements Bond Fund, derive their revenues primarily from property taxes. Approximately 71.4 percent of the 2019 appropriation is supported by property taxes. Taxes levied in one year are collected in the next year, and Working Cash Funds for the Corporate, Construction, and Stormwater Management Funds provide temporary financing while awaiting property tax receipts. Net Tax Sources displayed in Exhibit 1 reflect only property tax revenue for the Corporate, Construction, and Stormwater Management Funds. The estimate for uncollectible taxes for 2019 is 3.5 percent, based on annual review of prior years' tax collections.

A personal property replacement tax provides income tax revenue from corporations, partnerships, and the invested capital of public utilities to replace the personal property taxes, which were once received from these sources. These revenues are received

directly from the State of Illinois. Revenue from this source is estimated at \$33.3 million for 2019, a decrease of \$4.8 million from the 2018 Original Budget, or 12.7 percent. This revenue source typically trends with the state of the economy. Beginning with the State's FY2018 Budget, funds have been diverted from the local government allocation, accounting for the decline.

Exhibit 1 presents revenue from net tax sources for the years 2015 - 2019. Beginning in 1995, the Illinois Tax Cap laws limit increase in property tax levies in the aggregate to the lesser of 5.0 percent or the change in the national Consumer Price Index (CPI), plus new property. The Stormwater Management Fund and the payment of Bond principal and interest are exempt from the tax cap extension limitations. For 2019, an increase of 3.5 percent is forecast, consisting of an estimated 3.0 percent growth in the CPI plus an estimated 0.5 percent for new development and newly annexed properties.

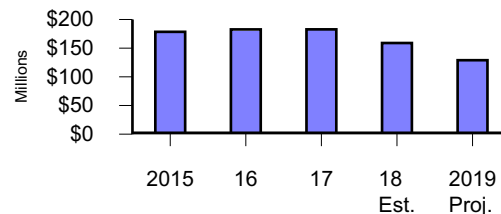
Exhibit 1 - Net Tax Sources



GRANTS AND LOANS

Federal and state grants, and state loans contribute to finance the District's capital programs. For 2019, \$120.0 million in Wastewater/Stormwater State Revolving Fund (SRF) loan revenue and \$11.3 million in federal grants is budgeted. In the past, the District has been successful in obtaining some grant funding and will continue to pursue grants for Stormwater and other projects. Exhibit 2 shows the grants and loans for the years 2015 - 2019. The District anticipates receiving an annual allocation of up to \$175.0 million in State Revolving Fund loans in each of the next four years.

Exhibit 2 - Grants and Loans



BOND SALES

The District's Capital Program is financed primarily with State Revolving Fund loans and general obligation bond sale proceeds. Bonds are used to provide necessary revenue for capital project cash flows. The District last issued bonds in 2016 and does not plan on new bond sales until 2020.

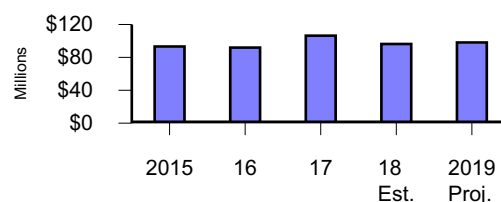
In both 2014 and 2016, General Obligation Unlimited Tax Bonds were issued as "alternate revenue bonds" pursuant to the Debt Reform Act. The 2014 Series B and 2016 Series E bonds will be paid by the District from the levy and collection of Stormwater Management tax receipts, which constitute a "revenue source" pledged as security for the payment of principal and interest on the bonds. 2016 Series F bonds are Qualified Energy Conservation Bonds to fund energy efficiency projects in the WRPs.

The District is continuing to follow the implementation of new federal legislation limiting tax exempt advance refunding on outstanding debt. The Capital Funds narrative on page 91 provides a more detailed discussion. The statement of outstanding bonds and statutory debt margin on pages 53 and 54 shows the District's strong position. The Five-Year Financial Forecast on pages 60 and 68 details future bond sale projections.

PROPERTY, SERVICES, AND MISCELLANEOUS

Exhibit 3 summarizes revenue from property, services, and miscellaneous items. A major revenue source is the user charge system, which imposes a surcharge above property tax payments for commercial, industrial, and tax-exempt users of the sewage systems. Estimated User Charge revenues in 2019 are \$46.0 million.

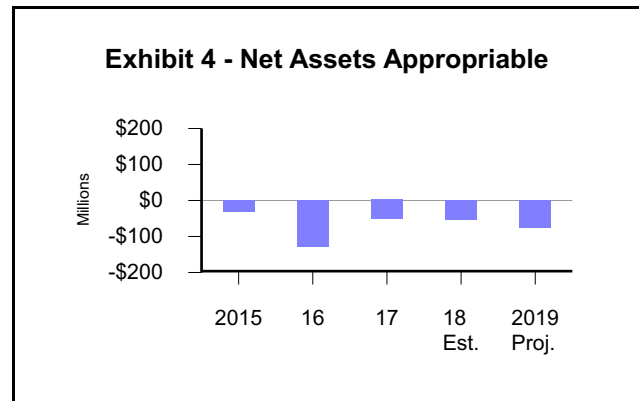
Exhibit 3 - Property, Services & Misc.



Land rentals, investment income, sewer permit fees, connection impact fees, and other revenues will provide an estimated \$53.7 million in 2019. Estimates for land rental revenues are based on existing and renegotiated leases. Investment income is based on projections of cash flow and interest rates for 2019. Interest rates on short-term securities are expected to increase three to four times during 2019. Our investments are predominately short-term in nature. Sewer permit revenue estimates are based on anticipated projects and 2018 rates. Connection impact fees were established in 1998 to require new service areas to contribute to the past investment in the District's infrastructure.

NET ASSETS APPROPRIABLE

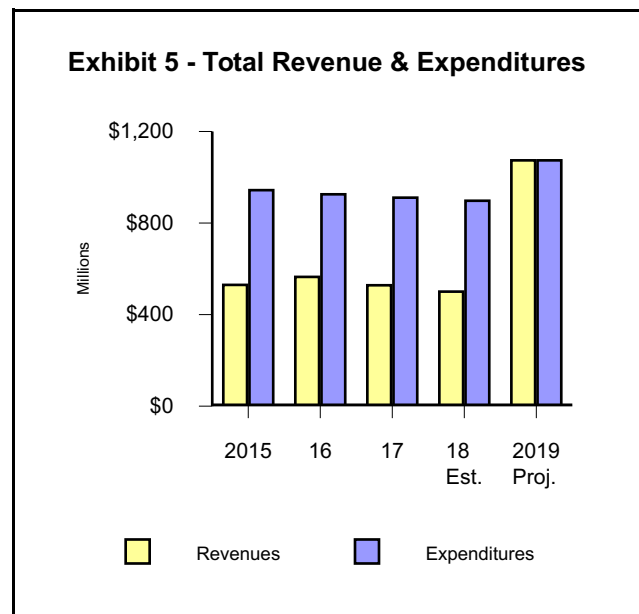
Exhibit 4 shows the trend in net assets appropriable, which is primarily impacted by bond sales, expenditures for capital projects, and the reservation of future years' principal and interest payments in the debt service funds. Net assets appropriable have been used to reduce future years' taxes. Beginning in 2005, a portion of the projected Corporate Fund net assets was left unappropriated to maintain a fiscally sound fund balance. The negative amounts in 2015 - 2019 are attributable to use of the obligation basis of budgetary accounting for the Capital Improvements Bond Fund and indicated that future bond sales or State Revolving Fund loans are necessary to finance projects.



TOTAL REVENUES AND EXPENDITURES

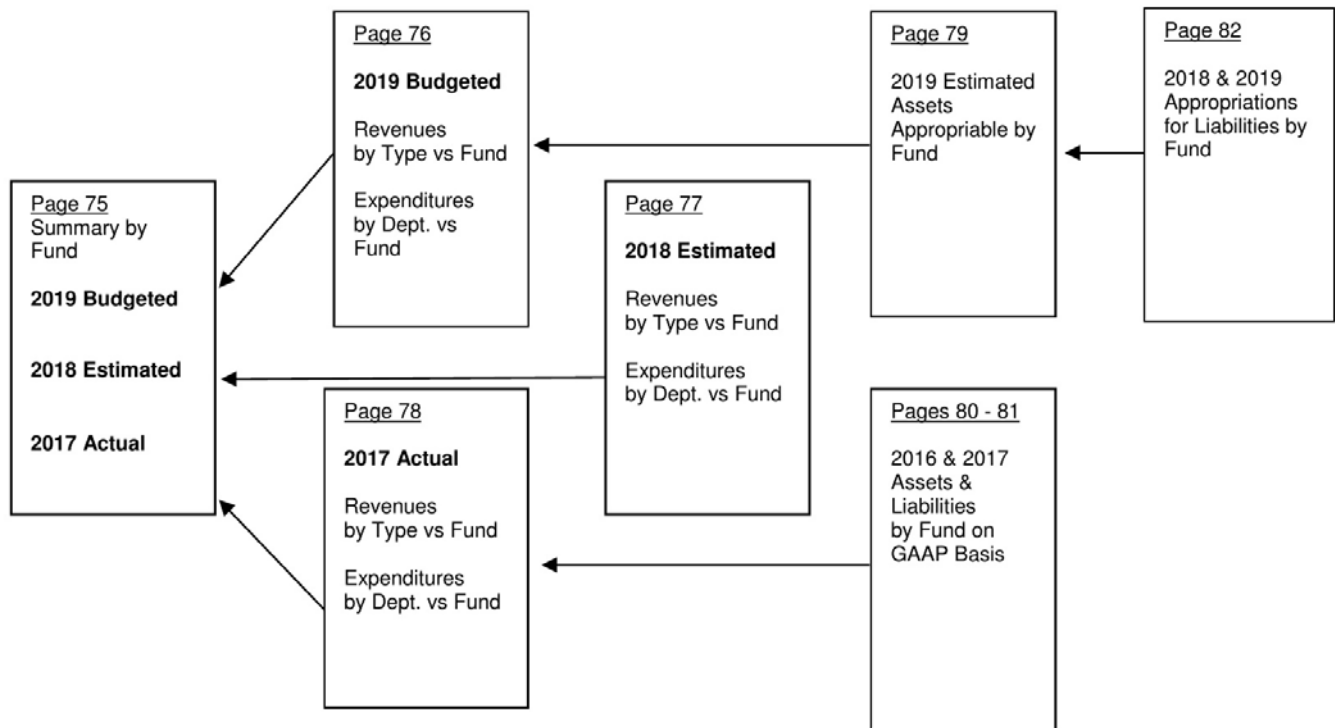
Exhibit 5 displays the relationship between revenues and expenditures. The difference between revenues and expenditures is primarily accounted for by bond sale proceeds to finance future payments for capital projects. In general, the Capital Improvements Bond Fund aside, a balance is maintained between revenues and expenditures to fully utilize net assets appropriable, therefore, limiting property taxes.

For 2019, a portion of the Corporate Fund projected net assets will remain unappropriated to ensure a fiscally responsible fund balance. District management and the financial markets view a Corporate Fund balance within the \$45 to \$55 million range as necessary to maintain financial stability in the face of economic uncertainties. This fund balance level is consistent with the level recommended by the Government Finance Officers Association. This strategy is an integral part of a long-term plan that also includes reductions of future expenditures to better match current revenues.



SUMMARY FINANCIAL STATEMENTS

Summary financial statements presented on pages 75 - 78 provide comparisons of revenues and expenditures for all funds for the years 2017 - 2019. These statements provide a financial summarization by fund of the 2019 Budget as proposed, the estimated status at 2018 fiscal year-end, and the actual results of operations for fiscal year 2017. The relationships among the pages are diagrammed below.



The table of taxes receivable on page 83 provides detailed data on property tax levies and tax receipts from 2014 to 2018. While 2014 through 2016 show high levels of collection, delayed refunds continue to be processed through the Property Tax Appeals Board and the Circuit Courts. Estimated refunds affecting levy years prior to 2014 are summarized.

Specific details about all revenue sources, assets, liabilities, and appropriable revenue are presented in the various funds' financial narratives and statements on pages 85 through 105.

ALL FUNDS**SUMMARY OF REVENUE, EXPENDITURES, AND NET ASSETS APPROPRIABLE (b)**
2019 BUDGETED, 2018 ESTIMATED, AND 2017 ACTUAL

(In Thousands)

| | FUND | | | | | | | | |
|---|--------------|---------------------------------|--------------|--------------------------|-------------------|---|-------------------------|----------------|--|
| | CORPORATE | CAPITAL IMPROVEMENTS BOND | CONSTRUCTION | STORMWATER MANAGEMENT | RETIREMENT (d) | BOND REDEMPTION & INTEREST (d) | RESERVE CLAIM (d) | TOTAL | |
| <u>2019 BUDGETED</u> | | | | | | | | | |
| Net Assets Appropriable | \$ 131,296.6 | \$ (609,357.7) | \$ 9,882.3 | \$ 45,807.0 | \$ 87,281.0 | \$ 230,060.6 | \$ 31,167.8 | \$ (73,862.4) | |
| Net Assets Appropriated | \$ 31,311.5 | \$ (609,357.7) | \$ 9,882.3 | \$ 45,807.0 | \$ 87,281.0 | \$ 230,060.6 | \$ 31,167.8 | \$ (173,847.5) | |
| Revenue | 345,496.0 | 845,789.6 | 7,720.0 | 45,603.1 | — | 8,296.9 | 600.0 | 1,253,505.6 | |
| Appropriation | \$ 376,807.5 | \$ 236,431.9 | \$ 17,602.3 | \$ 91,410.1 | \$ 87,281.0 | \$ 238,357.5 | \$ 31,767.8 | \$ 1,079,658.1 | |
| <u>2018 ESTIMATED</u> | | | | | | | | | |
| Beginning Net Assets Appropriable as adjusted (c) | \$ 143,474.1 | \$ (615,827.5) | \$ 15,526.9 | \$ 35,706.1 | \$ 89,604.0 | \$ 248,287.6 | \$ 30,591.2 | \$ (52,637.6) | |
| Revenue (a) | 338,517.0 | 164,360.5 | 11,451.0 | 40,229.3 | — | 8,016.6 | 458.1 | \$ 563,032.5 | |
| Adjustment for 2017 receipts | (3,319.3) | — | (461.8) | (369.2) | — | — | — | \$ (4,150.3) | |
| Expenditures | (347,375.2) | (157,890.7) | (16,633.8) | (29,759.2) | (89,604.0) | (256,304.2) | (5,600.0) | \$ (903,167.1) | |
| Ending Net Assets Appropriable | \$ 131,296.6 | \$ (609,357.7) | \$ 9,882.3 | \$ 45,807.0 | \$ — | \$ — | \$ 25,449.3 | \$ (396,922.5) | |
| <u>2017 ACTUAL</u> | | | | | | | | | |
| Beginning Net Assets Appropriable as adjusted (c) | \$ 142,061.5 | \$ (549,041.4) | \$ 6,384.0 | \$ 13,843.2 | \$ 79,505.0 | \$ 224,536.5 | \$ 31,455.6 | \$ (51,255.6) | |
| | | | | | | | | \$ — | |
| Revenue | 339,836.6 | 178,242.3 | 22,936.2 | 39,264.3 | — | 4,625.7 | 310.0 | \$ 585,215.1 | |
| Expenditures | (338,424.1) | (245,028.4) | (13,793.3) | (17,401.4) | (79,505.0) | (215,647.3) | (6,905.1) | (916,704.6) | |
| Ending Net Assets Appropriable | \$ 143,474.1 | \$ (615,827.5) | \$ 15,526.9 | \$ 35,706.1 | \$ — | \$ 13,514.9 | \$ 24,860.5 | \$ (382,745.0) | |
| | | | | | | | | | |
| Adjusted NAA 1/1/2018 | \$ 140,154.8 | | \$ 15,065.1 | \$ 35,336.9 | | | | | |
| Adjustment (a) | \$ (3,319.3) | | \$ (461.8) | \$ (369.2) | | | | | |

(a) Adjustment to NAA required due to current 2018 estimate on collection of property tax levies and PPRT. See the Balance Sheets and Appropriable Revenue statements 01/01/2018 for the Corporate (pages 87-88), Construction (pages 95-96), and Stormwater Management (pages 99-100) Funds. The adjustment is reflected in the 2018 revenues.

(b) This statement is a summary presentation of pages 76-78, separating current revenue and NAA from the revenue category.

(c) Ending NAA for one year are revised for accounting adjustments, equity transfers, and changes in the amount of designations to establish beginning net assets for the next year.

(d) Revenue for the Retirement, Reserve Claim, and Bond Redemption & Interest Funds does not include the current year tax levies, which are reflected in the next year's NAA.

ALL FUNDS
SUMMARY OF REVENUE AND EXPENDITURES
2019 BUDGETED
(In Thousands)

| | FUND | | | | | | | | |
|------------------------------------|--------------|---------------------------|--------------|-----------------------|-------------|----------------------------|---------------|----------------|--|
| | CORPORATE | CAPITAL IMPROVEMENTS BOND | CONSTRUCTION | STORMWATER MANAGEMENT | RETIREMENT | BOND REDEMPTION & INTEREST | RESERVE CLAIM | TOTAL | |
| REVENUE | | | | | | | | | |
| Net Assets Appropriable | \$ 131,296.6 | \$ (609,357.7) | \$ 9,882.3 | \$ 45,807.0 | \$ 87,281.0 | \$ 230,060.6 | \$ 31,167.8 | \$ (73,862.4) | |
| Budget Reserve | (99,985.1) | — | — | — | — | — | — | (99,985.1) | |
| Net Property Taxes | 245,664.0 | — | 7,334.0 | 51,073.6 | — | — | — | 304,071.6 | |
| Personal Property Replacement Tax | 15,000.0 | — | — | — | — | — | — | 15,000.0 | |
| Working Cash Borrowings Adjustment | (4,564.0) | — | (134.0) | (773.6) | — | — | — | (5,471.6) | |
| Bond Sales (Present & Future) | — | 708,922.3 | — | — | — | — | — | 708,922.3 | |
| Grants (Federal & State) | — | 11,267.3 | — | — | — | — | — | 11,267.3 | |
| Investment Income | 2,600.0 | 7,800.0 | 500.0 | 800.0 | — | 1,900.0 | 600.0 | 14,200.0 | |
| State Revolving Fund Loans | — | 120,000.0 | — | — | — | — | — | 120,000.0 | |
| Property & Services | 21,500.0 | — | — | 900.0 | — | — | — | 22,400.0 | |
| User Charge | 46,000.0 | — | — | — | — | — | — | 46,000.0 | |
| TIF Differential Fee & Impact Fee | 9,725.0 | — | 20.0 | — | — | — | — | 9,745.0 | |
| Equity Transfer | 4,200.0 | (4,200.0) | — | (6,396.9) | — | 6,396.9 | — | — | |
| Resource Recovery | 600.0 | — | — | — | — | — | — | 600.0 | |
| Miscellaneous | 4,771.0 | 2,000.0 | — | — | — | — | — | 6,771.0 | |
| TOTAL REVENUE | \$ 376,807.5 | \$ 236,431.9 | \$ 17,602.3 | \$ 91,410.1 | \$ 87,281.0 | \$ 238,357.5 | \$ 31,767.8 | \$ 1,079,658.1 | |
| EXPENDITURES | | | | | | | | | |
| Board of Commissioners | \$ 5,266.7 | \$ — | \$ — | \$ — | \$ — | \$ — | \$ — | \$ 5,266.7 | |
| General Administration | 19,717.9 | — | — | — | — | — | — | 19,717.9 | |
| Monitoring & Research | 31,253.4 | — | — | — | — | — | — | 31,253.4 | |
| Procurement & Materials Mgmt. | 9,786.1 | — | — | — | — | — | — | 9,786.1 | |
| Human Resources | 60,108.0 | — | — | — | — | — | — | 60,108.0 | |
| Information Technology | 18,352.3 | — | — | — | — | — | — | 18,352.3 | |
| Law | 7,168.7 | — | — | — | — | — | — | 7,168.7 | |
| Finance | 3,674.7 | — | — | — | — | — | — | 3,674.7 | |
| Engineering | 25,473.3 | 236,431.9 | 17,602.3 | — | — | — | — | 279,507.5 | |
| Maintenance & Operations | 196,006.4 | — | — | — | — | — | — | 196,006.4 | |
| Stormwater Management Fund | — | — | — | 91,410.1 | — | — | — | 91,410.1 | |
| Retirement Fund | — | — | — | — | 87,281.0 | — | — | 87,281.0 | |
| Bond Redemption & Interest Fund | — | — | — | — | — | 238,357.5 | — | 238,357.5 | |
| Reserve Claim Fund | — | — | — | — | — | — | 31,767.8 | 31,767.8 | |
| TOTAL EXPENDITURES | \$ 376,807.5 | \$ 236,431.9 | \$ 17,602.3 | \$ 91,410.1 | \$ 87,281.0 | \$ 238,357.5 | \$ 31,767.8 | \$ 1,079,658.1 | |

* The Capital Improvements Bond Fund is budgeted on an "obligation" basis, which records expenditures in the period in which the contracts or grants are awarded.

ALL FUNDS
SUMMARY OF REVENUE AND EXPENDITURES
2018 ESTIMATED
(In Thousands)

| | FUND | | | | | | | | |
|------------------------------------|--------------|---------------------------|--------------|-----------------------|-------------|----------------------------|---------------|---------------|--|
| | CORPORATE | CAPITAL IMPROVEMENTS BOND | CONSTRUCTION | STORMWATER MANAGEMENT | RETIREMENT | BOND REDEMPTION & INTEREST | RESERVE CLAIM | TOTAL | |
| REVENUE | | | | | | | | | |
| Net Assets Appropriable | \$ 143,474.1 | \$ (615,827.5) | \$ 15,526.9 | \$ 35,706.1 | \$ 89,604.0 | \$ 248,287.6 | \$ 30,591.2 | \$ (52,637.6) | |
| Adjustment for Receipts | (3,319.3) | — | (461.8) | (369.2) | — | — | — | (4,150.3) | |
| Net Property Taxes | 232,049.5 | — | 11,290.5 | 46,152.1 | — | — | — | 289,492.1 | |
| Personal Property Replacement Tax | 19,849.5 | — | — | — | — | — | — | 19,849.5 | |
| Working Cash Borrowings Adjustment | (4,599.0) | — | (190.5) | (752.1) | — | — | — | (5,541.6) | |
| Bond Sales (Present & Future) | — | — | — | — | — | — | — | — | |
| Grants (Federal & State) | — | 11,294.5 | — | — | — | — | — | 11,294.5 | |
| Investment Income | 2,594.0 | 5,266.0 | 341.0 | 595.0 | — | 2,226.0 | 458.1 | 11,480.1 | |
| State Revolving Fund Loans | — | 150,000.0 | — | — | — | — | — | 150,000.0 | |
| Property & Services | 22,003.0 | — | — | — | — | — | — | 22,003.0 | |
| User Charge | 46,000.0 | — | — | — | — | — | — | 46,000.0 | |
| TIF Differential Fee & Impact Fee | 10,725.0 | — | 10.0 | — | — | — | — | 10,735.0 | |
| Equity Transfer | 4,200.0 | (4,200.0) | — | (5,770.6) | — | 5,770.6 | — | — | |
| Miscellaneous | 5,695.0 | 2,000.0 | — | 4.9 | — | 20.0 | — | 7,719.9 | |
| TOTAL REVENUE | \$ 478,671.8 | \$ (451,467.0) | \$ 26,516.1 | \$ 75,566.2 | \$ 89,604.0 | \$ 256,304.2 | \$ 31,049.3 | \$ 506,244.6 | |
| EXPENDITURES | | | | | | | | | |
| Board of Commissioners | \$ 4,610.2 | \$ — | \$ — | \$ — | \$ — | \$ — | \$ — | \$ 4,610.2 | |
| General Administration | 15,947.9 | — | — | — | — | — | — | 15,947.9 | |
| Monitoring & Research | 28,857.7 | — | — | — | — | — | — | 28,857.7 | |
| Procurement & Materials Mgmt. | 8,981.4 | — | — | — | — | — | — | 8,981.4 | |
| Human Resources | 56,030.1 | — | — | — | — | — | — | 56,030.1 | |
| Information Technology | 14,866.1 | — | — | — | — | — | — | 14,866.1 | |
| Law | 6,465.4 | — | — | — | — | — | — | 6,465.4 | |
| Finance | 3,494.5 | — | — | — | — | — | — | 3,494.5 | |
| Engineering | 26,101.4 | 157,890.7 | 16,633.8 | — | — | — | — | 200,625.9 | |
| Maintenance & Operations | 182,020.5 | — | — | — | — | — | — | 182,020.5 | |
| Stormwater Management Fund | — | — | — | 29,759.2 | — | — | — | 29,759.2 | |
| Retirement Fund | — | — | — | — | 89,604.0 | — | — | 89,604.0 | |
| Bond Redemption & Interest Fund | — | — | — | — | — | 256,304.2 | — | 256,304.2 | |
| Reserve Claim Fund | — | — | — | — | — | — | 5,600.0 | 5,600.0 | |
| Equity Transfer | — | — | — | — | — | — | — | — | |
| TOTAL EXPENDITURES | \$ 347,375.2 | \$ 157,890.7 | \$ 16,633.8 | \$ 29,759.2 | \$ 89,604.0 | \$ 256,304.2 | \$ 5,600.0 | \$ 903,167.1 | |

* The Capital Improvements Bond Fund is budgeted on an "obligation" basis, which records expenditures in the period in which the contracts or grants are awarded.

ALL FUNDS
SUMMARY OF REVENUE AND EXPENDITURES
2017 ACTUAL
(In Thousands)

| | FUND | | | | | | | | TOTAL |
|------------------------------------|--------------|---------------------------|--------------|-----------------------|-------------|----------------------------|---------------|---------------|-------|
| | CORPORATE | CAPITAL IMPROVEMENTS BOND | CONSTRUCTION | STORMWATER MANAGEMENT | RETIREMENT | BOND REDEMPTION & INTEREST | RESERVE CLAIM | | |
| REVENUE | | | | | | | | | |
| Net Assets Appropriable | \$ 142,061.5 | \$ (549,041.4) | \$ 6,384.0 | \$ 13,843.2 | \$ 79,505.0 | \$ 224,536.5 | \$ 31,455.6 | \$ (51,255.6) | |
| Adjustment for Receipts | 7,254.5 | — | (1,201.1) | 212.8 | — | — | — | 6,266.2 | |
| Net Property Taxes | 216,955.9 | — | 16,405.0 | 39,426.0 | — | — | — | 272,786.9 | |
| Personal Property Replacement Tax | 18,164.0 | — | — | — | — | — | — | 18,164.0 | |
| Working Cash Borrowings Adjustment | (4,272.0) | — | (205.0) | (626.0) | — | — | — | (5,103.0) | |
| Bond Sales | — | — | — | — | — | — | — | — | |
| Grants (Federal & State) | — | 16,137.2 | — | — | — | — | — | 16,137.2 | |
| Investment Income | 1,523.4 | 3,938.8 | 196.4 | 222.8 | — | 1,346.2 | 310.0 | 7,537.6 | |
| State Revolving Fund Loans | — | 168,986.7 | — | — | — | — | — | 168,986.7 | |
| Property & Services | 21,779.4 | — | — | — | — | — | — | 21,779.4 | |
| User Charge | 53,252.0 | — | — | — | — | — | — | 53,252.0 | |
| TIF Differential Fee & Impact Fee | 12,036.3 | — | 740.3 | — | — | — | — | 12,776.6 | |
| Equity Transfer | 6,000.0 | (13,000.0) | 7,000.0 | — | — | 3,269.3 | — | 3,269.3 | |
| Miscellaneous | 7,143.1 | 2,179.6 | 0.6 | 28.7 | — | 10.2 | — | 9,362.2 | |
| TOTAL REVENUE | \$ 481,898.1 | \$ (370,799.1) | \$ 29,320.2 | \$ 53,107.5 | \$ 79,505.0 | \$ 229,162.2 | \$ 31,765.6 | \$ 533,959.5 | |
| EXPENDITURES | | | | | | | | | |
| Board of Commissioners | \$ 4,073.0 | \$ — | \$ — | \$ — | \$ — | \$ — | \$ — | \$ 4,073.0 | |
| General Administration | 15,729.4 | — | — | — | — | — | — | 15,729.4 | |
| Monitoring & Research | 29,089.3 | — | — | — | — | — | — | 29,089.3 | |
| Procurement & Materials Mgmt. | 8,727.2 | — | — | — | — | — | — | 8,727.2 | |
| Human Resources | 54,172.3 | — | — | — | — | — | — | 54,172.3 | |
| Information Technology | 14,556.9 | — | — | — | — | — | — | 14,556.9 | |
| Law | 5,920.2 | — | — | — | — | — | — | 5,920.2 | |
| Finance | 3,529.7 | — | — | — | — | — | — | 3,529.7 | |
| Engineering | 26,061.0 | 245,028.4 | 13,793.3 | — | — | — | — | 284,882.7 | |
| Maintenance & Operations | 176,565.1 | — | — | — | — | — | — | 176,565.1 | |
| Stormwater Management Fund | — | — | — | 14,132.2 | — | — | — | 14,132.2 | |
| Retirement Fund | — | — | — | — | 79,505.0 | — | — | 79,505.0 | |
| Bond Redemption & Interest Fund | — | — | — | — | — | 215,647.3 | — | 215,647.3 | |
| Reserve Claim Fund | — | — | — | — | — | — | 6,905.1 | 6,905.1 | |
| Equity Transfer | — | — | — | 3,269.3 | — | — | — | 3,269.3 | |
| TOTAL EXPENDITURES | \$ 338,424.1 | \$ 245,028.4 | \$ 13,793.3 | \$ 17,401.5 | \$ 79,505.0 | \$ 215,647.3 | \$ 6,905.1 | \$ 916,704.7 | |

* The Capital Improvements Bond Fund is budgeted on an "obligation" basis which records expenditures in the period in which the contracts or grants are awarded.

SUMMARY OF ESTIMATED ASSETS APPROPRIABLE FOR THE CORPORATE, CAPITAL IMPROVEMENTS BOND, RETIREMENT, CONSTRUCTION, STORMWATER MANAGEMENT, BOND REDEMPTION & INTEREST, AND RESERVE CLAIM FUNDS FOR THE YEAR 2019

| DESCRIPTION | FUND | | | | | | | |
|--|-----------------------|---------------------------|----------------------|-----------------------|----------------------|----------------------------|----------------------|-------------------------|
| | CORPORATE | CAPITAL IMPROVEMENTS BOND | CONSTRUCTION | STORMWATER MANAGEMENT | RETIREMENT | BOND REDEMPTION & INTEREST | RESERVE CLAIM | TOTAL |
| 2019 Revenue | \$ 341,296,000 | \$ 849,989,585 | \$ 7,720,000 | \$ 52,000,000 | \$ — | \$ 1,900,000 | \$ 600,000 | \$ 1,253,505,585 |
| Resources Available at 01/01/2019 | 358,664,581 | 353,000,000 | 24,880,000 | 75,707,666 | 87,281,000 | 348,244,870 | 31,546,693 | \$ 1,279,324,810 |
| Total Resources | \$ 699,960,581 | \$ 1,202,989,585 | \$ 32,600,000 | \$ 127,707,666 | \$ 87,281,000 | \$ 350,144,870 | \$ 32,146,693 | \$ 2,532,830,395 |
| Liabilities: | | | | | | | | |
| Payable From Restricted Assets | — | — | — | — | — | — | — | — |
| Liabilities and Designations at 01/01/2019 | 227,368,016 | 962,357,685 | 14,997,700 | 29,900,666 | — | 118,184,246* | 378,893 | 1,353,187,206 |
| Equity Transfer | 4,200,000 | (4,200,000) | — | (6,396,900) | — | 6,396,900 | — | — |
| Budget Reserve | 99,985,065 | — | — | — | — | — | — | 99,985,065 |
| ASSETS APPROPRIABLE | \$ 376,807,500 | \$ 236,431,900 | \$ 17,602,300 | \$ 91,410,100 | \$ 87,281,000 | \$ 238,357,524 | \$ 31,767,800 | \$ 1,079,658,124 |

* Liabilities for the Bond Redemption & Interest Fund are for future Years' Principal and Interest

GAAP Basis Statement From 2017 CAFR - Exhibit A-1
Governmental Funds Balance Sheets / Statements of Net Assets

December 31, 2017 (with comparative amounts for prior year)

| | <i>(in thousands of dollars)</i> | | General Corporate Fund | | Debt Service Fund | | Capital Improvement Bond Funds | |
|---|----------------------------------|------------|-------------------------------|------------|--------------------------|------------|---------------------------------------|------|
| | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 |
| Assets and deferred outflows of resources | | | | | | | | |
| Assets: | | | | | | | | |
| Cash | \$ 21,162 | \$ 19,388 | \$ 11,145 | \$ 3,478 | \$ 14,113 | \$ 7,514 | | |
| Certificates of deposit | 116,881 | 65,675 | 10,051 | 20,009 | 56,219 | 82,187 | | |
| Investments (note 4) | 99,282 | 146,736 | 88,768 | 92,185 | 255,468 | 233,557 | | |
| Prepaid insurance | 4,101 | 2,117 | — | — | — | — | | |
| Taxes receivable, net (note 5) | 221,802 | 223,793 | 224,578 | 219,040 | — | — | | |
| Other receivables, net (note 5) | 8,599 | 14,294 | — | — | 42,497 | 97,261 | | |
| Due from other funds (note 12) | 101 | 101 | — | — | — | — | | |
| Restricted deposits | 527 | 285 | — | — | — | — | | |
| Inventories | 34,787 | 35,502 | — | — | — | — | | |
| Capital assets not being depreciated/amortized (note 6) | — | — | — | — | — | — | | |
| Capital assets being depreciated/amortized, net (note 6) | — | — | — | — | — | — | | |
| Total assets | 507,242 | 507,891 | 334,542 | 334,712 | 368,297 | 420,519 | | |
| Deferred outflows of resources: | | | | | | | | |
| Loss on prior debt refunding | — | — | — | — | — | — | | |
| Deferred outflows for pension related amounts | — | — | — | — | — | — | | |
| Total deferred outflows of resources | — | — | — | — | — | — | | |
| Total assets and deferred outflows of resources | \$ 507,242 | \$ 507,891 | \$ 334,542 | \$ 334,712 | \$ 368,297 | \$ 420,519 | | |
| Liabilities, deferred inflows of resources, and fund balances/net position | | | | | | | | |
| Liabilities: | | | | | | | | |
| Accounts payable and other liabilities (note 5) | \$ 21,924 | \$ 28,126 | \$ — | \$ — | \$ 55,356 | \$ 45,543 | | |
| Due to Pension Trust Fund (note 12) | — | — | — | — | — | — | | |
| Due to other funds (note 12) | — | — | — | — | — | — | | |
| Accrued interest payable | — | — | — | — | — | — | | |
| Unearned Revenue (note 5) | 8,139 | 4,855 | — | — | — | — | | |
| Long-term liabilities: (note 11) | | | | | | | | |
| Due within one year | — | — | — | — | — | — | | |
| Due in more than one year | — | — | — | — | — | — | | |
| Total liabilities | 30,063 | 32,981 | — | — | 55,356 | 45,543 | | |
| Deferred inflows of resources: | | | | | | | | |
| Unavailable tax revenue (note 5) | 185,236 | 174,919 | 187,542 | 171,204 | — | — | | |
| Other unavailable revenue (note 5) | — | — | — | — | 944 | 941 | | |
| Deferred inflows for other pension amounts | — | — | — | — | — | — | | |
| Total deferred inflows of resources | 185,236 | 174,919 | 187,542 | 171,204 | 944 | 941 | | |
| Fund balances: | | | | | | | | |
| Nonspendable: | | | | | | | | |
| Prepaid insurance | 4,101 | 2,117 | — | — | — | — | | |
| Inventories | 34,787 | 35,502 | — | — | — | — | | |
| Restricted for: | | | | | | | | |
| Deposits | 527 | 285 | — | — | — | — | | |
| Working cash | 280,437 | 279,390 | — | — | — | — | | |
| Reserve claims | 25,890 | 27,125 | — | — | — | — | | |
| Debt service | — | — | 147,000 | 163,508 | — | — | | |
| Capital projects | — | — | — | — | 164,524 | 228,694 | | |
| Construction | — | — | — | — | — | — | | |
| Assigned | — | — | — | — | 147,473 | 145,341 | | |
| Unassigned (Deficit) | (53,799) | (44,428) | — | — | — | — | | |
| Total fund balances | 291,943 | 299,991 | 147,000 | 163,508 | 311,997 | 374,035 | | |
| Total liabilities, deferred inflows, and fund balances | \$ 507,242 | \$ 507,891 | \$ 334,542 | \$ 334,712 | \$ 368,297 | \$ 420,519 | | |
| Net position: | | | | | | | | |
| Net investment in capital assets | | | | | | | | |
| Restricted for corporate working cash | | | | | | | | |
| Restricted for reserve claim | | | | | | | | |
| Restricted for debt service | | | | | | | | |
| Restricted for capital projects | | | | | | | | |
| Restricted for construction working cash | | | | | | | | |
| Restricted for stormwater working cash | | | | | | | | |
| Unrestricted (Deficit) | | | | | | | | |
| Total net position | | | | | | | | |

Metropolitan Water Reclamation District of Greater Chicago

| Retirement Fund | | Other Governmental / Nonmajor Funds | | Total Governmental Funds | | Adjustments (Note 2a) | | Statements of Net Position | |
|--|-----------|-------------------------------------|-----------|--------------------------|--------------|-----------------------|--------------|----------------------------|--------------|
| 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 | 2017 | 2016 |
| | | | | | | | | | |
| \$ — | \$ — | \$ 2,590 | \$ 5,081 | \$ 49,010 | \$ 35,461 | \$ — | \$ — | \$ 49,010 | \$ 35,461 |
| — | — | 29,069 | 5,003 | 212,220 | 172,874 | — | — | 212,220 | 172,874 |
| — | — | 32,958 | 31,360 | 476,476 | 503,838 | — | — | 476,476 | 503,838 |
| — | — | 79 | 1 | 4,180 | 2,118 | — | — | 4,180 | 2,118 |
| 75,042 | 69,200 | 55,128 | 45,865 | 576,550 | 557,898 | — | — | 576,550 | 557,898 |
| — | — | 746 | — | 51,842 | 111,555 | — | — | 51,842 | 111,555 |
| — | — | — | — | 101 | 101 | (101) | (101) | — | — |
| — | — | — | — | 527 | 285 | — | — | 527 | 285 |
| — | — | — | — | 34,787 | 35,502 | — | — | 34,787 | 35,502 |
| — | — | — | — | — | — | 5,910,375 | 5,730,902 | 5,910,375 | 5,730,902 |
| — | — | — | — | — | — | 1,684,067 | 1,696,032 | 1,684,067 | 1,696,032 |
| 75,042 | 69,200 | 120,570 | 87,310 | 1,405,693 | 1,419,632 | 7,594,341 | 7,426,833 | 9,000,034 | 8,846,465 |
| | | | | | | | | | |
| — | — | — | — | — | — | 4,899 | 5,426 | 4,899 | 5,426 |
| — | — | — | — | — | — | 182,036 | 187,959 | 182,036 | 187,959 |
| — | — | — | — | — | — | 186,935 | 193,385 | 186,935 | 193,385 |
| \$ 75,042 | \$ 69,200 | \$ 120,570 | \$ 87,310 | \$ 1,405,693 | \$ 1,419,632 | \$ 7,781,276 | \$ 7,620,218 | \$ 9,186,969 | \$ 9,039,850 |
| | | | | | | | | | |
| \$ — | \$ — | \$ 4,886 | \$ 5,430 | \$ 82,166 | \$ 79,099 | \$ — | \$ — | \$ 82,166 | \$ 79,099 |
| 15,868 | 20,051 | — | — | 15,868 | 20,051 | 73,990 | 60,208 | 89,858 | 80,259 |
| — | — | 101 | 101 | 101 | 101 | (101) | (101) | — | — |
| — | — | — | — | — | — | 15,899 | 16,145 | 15,899 | 16,145 |
| — | — | — | — | 8,139 | 4,855 | — | — | 8,139 | 4,855 |
| — | — | — | — | — | — | 167,351 | 140,400 | 167,351 | 140,400 |
| — | — | — | — | — | — | 4,192,025 | 4,179,147 | 4,192,025 | 4,179,147 |
| 15,868 | 20,051 | 4,987 | 5,531 | 106,274 | 104,106 | 4,449,164 | 4,395,799 | 4,555,438 | 4,499,905 |
| | | | | | | | | | |
| 59,174 | 49,149 | 46,028 | 35,849 | 477,980 | 431,121 | (477,980) | (431,121) | — | — |
| — | — | — | — | 944 | 941 | (944) | (941) | — | — |
| — | — | — | — | — | — | 15,102 | — | 15,102 | — |
| 59,174 | 49,149 | 46,028 | 35,849 | 478,924 | 432,062 | (463,822) | (432,062) | 15,102 | — |
| | | | | | | | | | |
| — | — | 79 | 1 | 4,180 | 2,118 | (4,180) | (2,118) | | |
| — | — | — | — | 34,787 | 35,502 | (34,787) | (35,502) | | |
| — | — | — | — | 527 | 285 | (527) | (285) | | |
| — | — | 59,713 | 59,454 | 340,150 | 338,844 | (340,150) | (338,844) | | |
| — | — | — | — | 25,890 | 27,125 | (25,890) | (27,125) | | |
| — | — | — | — | 147,000 | 163,508 | (147,000) | (163,509) | | |
| — | — | 4,146 | — | 168,670 | 228,694 | (168,670) | (228,694) | | |
| — | — | 5,696 | — | 5,696 | — | (5,696) | — | | |
| — | — | — | — | 147,473 | 145,341 | (147,473) | (145,341) | | |
| — | — | (79) | (13,525) | (53,878) | (57,953) | 53,878 | 57,954 | | |
| — | — | 69,555 | 45,930 | 820,495 | 883,464 | (820,495) | (883,464) | | |
| \$ 75,042 | \$ 69,200 | \$ 120,570 | \$ 87,310 | \$ 1,405,693 | \$ 1,419,632 | | | | |
| Net position: | | | | | | | | | |
| Net investment in capital assets | | | | | | 4,710,123 | 4,591,899 | 4,710,123 | 4,591,899 |
| Restricted for corporate working cash | | | | | | 280,437 | 279,390 | 280,437 | 279,390 |
| Restricted for reserve claim | | | | | | 9,976 | 2,128 | 9,976 | 2,128 |
| Restricted for debt service | | | | | | 318,646 | 318,575 | 318,646 | 318,575 |
| Restricted for capital projects | | | | | | 32,067 | 75,762 | 32,067 | 75,762 |
| Restricted for construction working cash | | | | | | 22,204 | 22,070 | 22,204 | 22,070 |
| Restricted for stormwater working cash | | | | | | 37,509 | 37,384 | 37,509 | 37,384 |
| Unrestricted (Deficit) | | | | | | (794,533) | (787,263) | (794,533) | (787,263) |
| Total net position | | | | | | \$ 4,616,429 | \$ 4,539,945 | \$ 4,616,429 | \$ 4,539,945 |

Notes reference the 2017 CAFR of the District - Available on the internet at www.mwrd.org

APPROPRIATION FOR LIABILITIES - BY FUND **JANUARY 1, 2019 AND 2018**

| CORPORATE FUND | 2019 | 2018 |
|--|-------------------------|-------------------------|
| Unpaid Bills: | | |
| Accrued Salaries & Wages | \$ 3,685,000 | \$ 3,850,000 |
| Personal Services - Other | 2,700,000 | 1,022,559 |
| Payroll Withholding & Miscellaneous | 2,000,000 | 2,000,000 |
| Contractual Services | 28,983,016 | 28,000,000 |
| Due to Corporate Working Cash Fund | 190,000,000 | 190,000,000 |
| Designated for Future Claims Liabilities | — | — |
| Total Liabilities of Corporate Fund | \$ 227,368,016 | \$ 224,872,559 |
| CONSTRUCTION FUND | | |
| Unpaid Bills: | | |
| Contracts Payable | \$ 2,497,700 | \$ 2,340,000 |
| Contractual Services | 500,000 | 1,300,000 |
| Machinery & Equipment | — | — |
| Due to Construction Working Cash Fund | 12,000,000 | 12,000,000 |
| Total Liabilities of Construction Fund | \$ 14,997,700 | \$ 15,640,000 |
| CAPITAL IMPROVEMENTS BOND FUND | | |
| Unpaid Bills: | | |
| Contractual Services | \$ 74,000,000 | \$ 73,937,199 |
| Contracts Payable | 888,357,685 | 1,040,318,906 |
| Total Liabilities of Capital Improvements Bond Fund | \$ 962,357,685 | \$ 1,114,256,105 |
| RESERVE CLAIM FUND | | |
| Accounts Payable & Other Liabilities | \$ 378,893 | \$ 241,216 |
| BOND REDEMPTION & INTEREST FUND | | |
| Future Payment of Principal & Interest | \$ 238,357,524 | \$ 256,304,186 |
| STORMWATER MANAGEMENT FUND | | |
| Accrued Salaries & Wages | \$ 100,000 | \$ 104,000 |
| Vouchers Payable | 1,300,000 | 2,000,000 |
| Contracts Payable | 2,000,666 | 1,461,208 |
| Due to Stormwater Working Cash Fund | 26,500,000 | 26,500,000 |
| Total Liabilities of Stormwater Management Fund | \$ 29,900,666 | \$ 30,065,208 |
| TOTAL LIABILITIES JANUARY 1, 2019 AND 2018 | \$ 1,473,360,484 | \$ 1,641,379,274 |

**STATEMENT OF TAXES RECEIVABLE FOR 2018 AND PRIOR YEARS AT JANUARY 1, 2019
INCLUDING THE ESTIMATED COLLECTIONS FOR THE YEAR 2019**

| YEAR FUND | | TAX EXTENSION | COLLECTED THRU 12/31/18 | % | UNCOLLECTED AT 12/31/18 | RESERVE \$ | % | ESTIMATED NET TAXES RECEIVABLE | CASH ESTIMATED IN 2019 |
|-------------------------------|----------------------------|------------------|----------------------------|-------|----------------------------|----------------|------|---|------------------------------|
| 2018 | Corporate | \$ 240,465,800 | \$ — | —% | \$ 240,465,800 | \$ 8,416,303 | 3.5% | \$ 232,049,497 | \$ 234,454,155 |
| | Bond Redemption & Interest | 243,791,597 | — | —% | 243,791,597 | 8,532,706 | 3.5% | 235,258,891 | 237,696,807 |
| | Retirement | 71,534,197 | — | —% | 71,534,197 | 2,503,697 | 3.5% | 69,030,500 | 69,030,500 |
| | Construction | 11,700,000 | — | —% | 11,700,000 | 409,500 | 3.5% | 11,290,500 | 11,407,500 |
| | Stormwater Management | 47,826,000 | — | —% | 47,826,000 | 1,673,910 | 3.5% | 46,152,090 | 46,630,350 |
| | Reserve Claim | 6,000,000 | — | —% | 6,000,000 | 210,000 | 3.5% | 5,790,000 | 5,850,000 |
| | Total | \$ 621,317,594 | \$ — | —% | \$ 621,317,594 | \$ 21,746,116 | 3.5% | \$ 599,571,478 | \$ 605,069,312 |
| 2017 | Corporate | \$ 223,946,065 | \$ 218,347,413 | 97.5% | \$ 5,598,652 | \$ 7,838,112 | 3.5% | \$ — | \$ 2,463,407 |
| | Bond Redemption & Interest | 233,887,123 | 228,039,945 | 97.5% | 5,847,178 | 8,186,049 | 3.5% | — | 2,572,758 |
| | Retirement | 73,438,135 | 71,602,182 | 97.5% | 1,835,953 | 2,570,335 | 3.5% | — | — |
| | Construction | 17,000,000 | 16,575,000 | 97.5% | 425,000 | 595,000 | 3.5% | — | 187,000 |
| | Stormwater Management | 40,856,008 | 39,834,608 | 97.5% | 1,021,400 | 1,429,960 | 3.5% | — | 449,416 |
| | Reserve Claim | 5,900,000 | 5,752,500 | 97.5% | 147,500 | 206,500 | 3.5% | — | 64,900 |
| | Total | \$ 595,027,331 | \$ 580,151,648 | 97.5% | \$ 14,875,683 | \$ 20,825,957 | 3.5% | \$ — | \$ 5,737,481 |
| 2016 | Corporate | \$ 226,742,879 | \$ 223,568,479 | 98.6% | \$ 3,174,400 | \$ 7,936,001 | 3.5% | \$ — | \$ (1,587,200) |
| | Bond Redemption & Interest | 225,714,902 | 222,554,893 | 98.6% | 3,160,009 | 7,900,022 | 3.5% | — | (1,580,004) |
| | Retirement | 65,161,200 | 62,880,558 | 96.5% | 2,280,642 | 2,280,642 | 3.5% | — | — |
| | Construction | 13,784,956 | 13,591,967 | 98.6% | 192,989 | 482,473 | 3.5% | — | (96,495) |
| | Stormwater Management | 34,250,000 | 33,770,500 | 98.6% | 479,500 | 1,198,750 | 3.5% | — | (239,750) |
| | Reserve Claim | 5,800,000 | 5,718,800 | 98.6% | 81,200 | 203,000 | 3.5% | — | (40,600) |
| | Total | \$ 571,453,937 | \$ 562,085,197 | 98.4% | \$ 9,368,740 | \$ 20,000,888 | 3.5% | \$ — | \$ (3,544,049) |
| 2015 | Corporate | \$ 227,659,785 | \$ 224,700,208 | 98.7% | \$ 2,959,577 | \$ 7,968,092 | 3.5% | \$ — | \$ (1,593,618) |
| | Bond Redemption & Interest | 224,487,727 | 221,569,387 | 98.7% | 2,918,340 | 7,857,070 | 3.5% | — | (1,571,414) |
| | Retirement | 58,004,000 | 55,973,860 | 96.5% | 2,030,140 | 2,030,140 | 3.5% | — | — |
| | Construction | 15,196,952 | 14,999,392 | 98.7% | 197,560 | 531,893 | 3.5% | — | (106,379) |
| | Stormwater Management | 24,050,000 | 23,737,350 | 98.7% | 312,650 | 841,750 | 3.5% | — | (168,350) |
| | Reserve Claim | 5,700,000 | 5,625,900 | 98.7% | 74,100 | 199,500 | 3.5% | — | (39,900) |
| | Total | \$ 555,098,464 | \$ 546,606,096 | 98.5% | \$ 8,492,368 | \$ 19,428,446 | 3.5% | \$ — | \$ (3,479,661) |
| 2014 | Corporate | \$ 230,415,559 | \$ 225,576,832 | 97.9% | \$ 4,838,727 | \$ 8,064,545 | 3.5% | \$ — | \$ (691,247) |
| | Bond Redemption & Interest | 218,319,348 | 213,734,642 | 97.9% | 4,584,706 | 7,641,177 | 3.5% | — | (654,958) |
| | Retirement | 50,530,700 | 49,267,433 | 97.5% | 1,263,268 | 1,768,575 | 3.5% | — | — |
| | Construction | 17,400,000 | 17,034,600 | 97.9% | 365,400 | 609,000 | 3.5% | — | (52,200) |
| | Stormwater Management | 21,000,000 | 20,559,000 | 97.9% | 441,000 | 735,000 | 3.5% | — | (63,000) |
| | Reserve Claim | 3,000,000 | 2,937,000 | 97.9% | 63,000 | 105,000 | 3.5% | — | (9,000) |
| | Total | \$ 540,665,607 | \$ 529,109,506 | 97.9% | \$ 11,556,101 | \$ 18,923,296 | 3.5% | \$ — | \$ (1,470,405) |
| Prior | Corporate | | | | | | | | \$ (230,416) |
| Years' | Bond Redemption & Interest | | | | | | | | (218,319) |
| Levies | Retirement | | | | | | | | — |
| | Construction | | | | | | | | (17,400) |
| | Stormwater Management | | | | | | | | (21,000) |
| | Reserve Claim | | | | | | | | (3,000) |
| | Total | | | | | | | | \$ (490,135) |
| RECAPITULATION BY FUND | | | | | | | | | |
| | Corporate | \$ 1,149,230,088 | \$ 892,192,932 | | \$ 257,037,156 | \$ 40,223,053 | | \$ 232,049,497 | \$ 232,815,081 |
| | Bond Redemption & Interest | 1,146,200,697 | 885,898,867 | | 260,301,830 | 40,117,024 | | 235,258,891 | 236,244,870 |
| | Retirement | 318,668,232 | 239,724,032 | | 78,944,200 | 11,153,388 | | 69,030,500 | 69,030,500 |
| | Construction | 75,081,908 | 62,200,958 | | 12,880,950 | 2,627,867 | | 11,290,500 | 11,322,027 |
| | Stormwater Management | 167,982,008 | 117,901,458 | | 50,080,550 | 5,879,370 | | 46,152,090 | 46,587,666 |
| | Reserve Claim | 26,400,000 | 20,034,200 | | 6,365,800 | 924,000 | | 5,790,000 | 5,822,400 |
| | Total | \$ 2,883,562,933 | \$ 2,217,952,447 | | \$ 665,610,486 | \$ 100,924,703 | | \$ 599,571,478 | \$ 601,822,543 |

**STATEMENT OF PERSONAL PROPERTY REPLACEMENT TAXES
RECEIVABLE FOR 2019 AND PRIOR YEARS AT JANUARY 1, 2019
INCLUDING THE ESTIMATED COLLECTIONS FOR THE YEAR 2019**

| LEVY YEAR | FUND | BUDGETED RECEIVABLE | ACTUAL/ESTIMATED COLLECTED THROUGH 2018 | CASH ESTIMATED IN 2019 |
|--------------|--------------|------------------------|--|---------------------------|
| 2019 | Corporate | \$ 15,000,000 | \$ — | \$ — |
| | Retirement | 18,258,400 | — | — |
| | Construction | — | — | — |
| | Total | \$ 33,258,400 | \$ — | \$ — |
| 2018 | Corporate | \$ 19,849,500 | \$ — | \$ 15,849,500 |
| | Retirement | 18,250,500 | — | 18,250,500 |
| | Construction | — | — | — |
| | Total | \$ 38,100,000 | \$ — | \$ 34,100,000 |
| 2017 | Corporate | \$ 18,164,000 | \$ 16,162,500 | \$ — |
| | Retirement | 18,736,200 | 18,736,200 | — |
| | Construction | — | — | — |
| | Total | \$ 36,900,200 | \$ 34,898,700 | \$ — |
| 2016 | Corporate | \$ 24,676,000 | \$ 23,751,730 | \$ — |
| | Retirement | 16,624,500 | 16,624,500 | — |
| | Construction | 1,100,000 | — | — |
| | Total | \$ 42,400,500 | \$ 40,376,230 | \$ — |
| 2015 | Corporate | \$ 23,101,600 | \$ 23,435,980 | \$ — |
| | Retirement | 14,798,400 | 14,798,400 | — |
| | Construction | — | — | — |
| | Total | \$ 37,900,000 | \$ 38,234,380 | \$ — |
| 2014 | Corporate | 18,608,149 | 30,257,802 | — |
| | Retirement | 12,891,851 | 12,891,851 | — |
| | Construction | 10,500,000 | — | — |
| | Total | \$ 42,000,000 | \$ 43,149,653 | \$ — |

CORPORATE FUND FINANCIAL NARRATIVE

The Corporate Fund is the general fund of the District and used to account for the general operations and expenditures. The 2019 Budget is \$376.8 million, an increase of \$6.6 million, or 1.8 percent, from the 2018 Adjusted Budget. Property taxes are the major source of revenue for the Corporate Fund. In 2019, the net property tax levy will provide 65.2 percent of the fund's revenue. The property tax levy for 2019 is \$254.6 million, an increase of \$14.1 million, or 5.9 percent, from the 2018 Adjusted Levy.

The Corporate Fund receives significant funding from user charge revenue, estimated at \$46.0 million in 2019, unchanged from the 2018 Adjusted Budget. While industries have made adjustments to reduce their loadings and associated expenses, current user charge rates continue to provide revenue paralleling the costs of treatment. The state economy significantly impacts the food processing and chemical industries, two major categories of user charge payers. The third major segment of user charge payers is government-operated airports and water filtration facilities. The revenues from these sources are more affected by weather conditions than the general economy. The 2018 year-end estimated revenue is stable at \$46.0 million.

User charge rates and revenues parallel changes in operations and maintenance costs. User charge rates are based on United States Environmental Protection Agency's required review of the classes of users to ensure that each class pays its proportionate share of actual operations, maintenance, and replacement (OM&R) costs. Large commercial, industrial, and tax exempt users are charged fees based on the volume and strength of biochemical oxygen demand and suspended solids in their effluents, with credit given for the OM&R portion of any property taxes paid. The OM&R credit is adjusted for any users in tax increment financing districts to give credit only for property taxes actually received. Residential and small commercial/industrial classes pay only property taxes. This rate method ensures that the costs of providing service to these classes of users are fully recaptured. The user charge rate history appears in the Appendix.

Personal Property Replacement Tax (PPRT) revenue is primarily based on a corporate income tax. The Corporate Fund allocation is budgeted at \$15.0 million for 2019, a decrease of \$4.8 million compared to the 2018 Adjusted Budget of \$19.8 million for the Corporate Fund. PPRT revenues are accounted for in arrears and compared against the prior year tax estimate. Beginning in FY2018, the State of Illinois began allocating additional PPRT funds to fund community colleges, which decreased the funds available for local government allocations. The District projects revenue received in 2018 to be \$16.2 million, short of budgetary expectations. The PPRT is allocated first to the Retirement Fund to pay 20.9 percent of the Retirement Fund total levy.

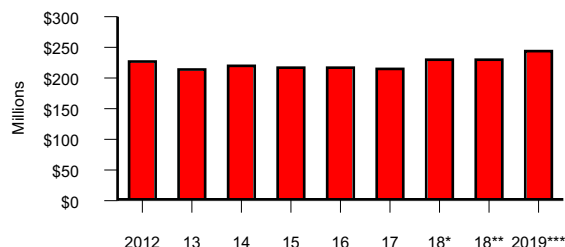
In 2019, land rental revenue is budgeted at \$21.5 million, an increase of \$0.5 million from the 2018 Adjusted Budget. Real estate income for the District has trended upwards in recent years. Expiring leases are reviewed and necessary environmental or other types of property remediation are performed, when possible, well ahead of lease expiration to expedite re-leasing at current market rates.

For 2019, the District anticipates a \$9.5 million Tax Increment Financing (TIF) surplus distribution primarily from the expiration of TIF districts within the City of Chicago. A \$4.2 million equity transfer from the Capital Improvements Bond Fund's accumulated interest income, which can be used for any corporate purpose, will be used to supplement the Corporate Fund. Investment income is budgeted for 2019 at \$2.6 million, an increase of \$1.3 million from the 2018 Original Budget. This Investment Income estimates assumes two rate hikes in 2018 and three in 2019 after several years of relatively stable but low short-term interest rates.

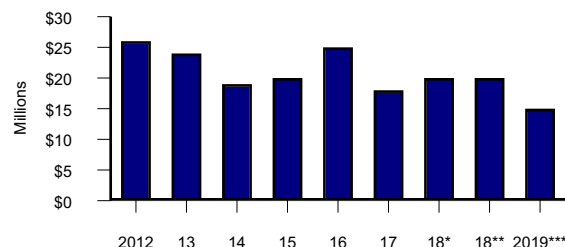
Overall, 2018 non-tax revenue is projected to end the year over the 2018 Original Budget by \$2.4 million, or 2.9 percent. This increase is driven by solid investment returns based on increasing interest rates and higher than anticipated TIF surplus distributions from the City of Chicago and suburban Cook County. In 2018, sewer permit fee revenues are expected to total \$1.0 million. Beginning in 2019, sewer permit fees will be recorded in the Stormwater Management Fund to offset a portion of operational costs related to the administration of the Watershed Management Ordinance being transferred from the Corporate Fund.

A fund balance within the \$44.0 to \$55.0 million range is viewed by District management and the financial markets as necessary to maintain financial stability and sustain us through economic uncertainties. This fund balance level is consistent with the level recommended by the Government Finance Officers Association. In order to ensure that an adequate fund balance is maintained, all net assets appropriable have not been reappropriated as revenue for the subsequent year. For 2019, a portion amounting to \$100.0 million of the projected net assets will remain unappropriated to provide for a fiscally responsible fund balance.

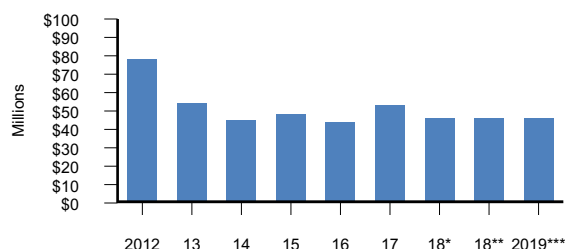
The Corporate Working Cash Fund is used to provide short-term financing to the Corporate Fund. As the property tax levy for one year is not collected until the next year, short-term financing of the current year tax levy is necessary. The District is authorized to sell Working Cash Bonds and is authorized to extend a property tax levy to meet these needs, but neither a tax levy nor bond sale is planned for 2019. The estimated amount the District will allocate as available for loan in 2019 is \$256.1 million, or 95 percent, of the maximum.

REVENUE - CORPORATE FUND (BUDGETARY BASIS)**Net Property Tax Levy**

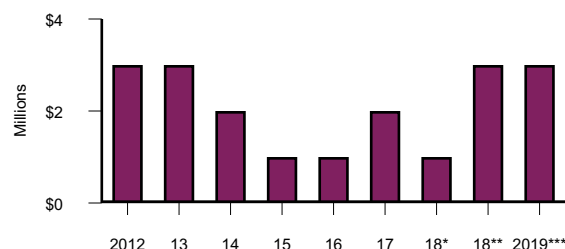
The property tax levy is the primary source of revenue for the Corporate Fund. Its increase, therefore, trends with increases in appropriations.

Personal Property Replacement Tax

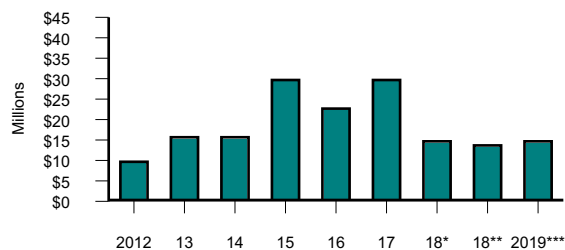
Beginning in 2014, the District's distribution to the Retirement Fund increased. Errors in the State's calculations and changes in the allocation have resulted in decreased PPRT revenue.

User Charge

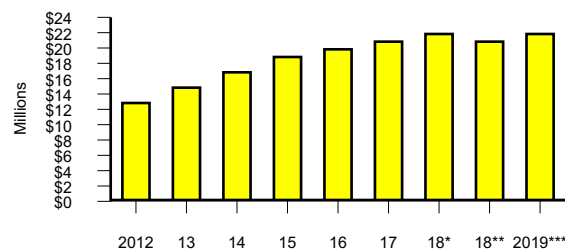
The growth in the food processing and chemical industries has been offset by improvements in processing and reduced discharges, resulting in steady revenue projections.

Investment Income

Investment income is expected to increase due to anticipated rate increases in 2018 and 2019. In both 2015 and 2016, low rates and smaller investment balances resulted in lower returns.

Other

In 2015, TIF surplus distribution and land sales were higher than anticipated. In 2017, the Corporate Fund received a \$6.0 million equity transfer from the Capital Improvement Bond Fund and a higher than normal TIF surplus distribution.

Land Rentals

Land rentals have continue to gradually increase since 2012. The projects are expected to remain stable at \$21.5 million.

Note: Other includes sewer permit and permit services fees, land sales, agricultural product sales, Tax Increment Finance (TIF) district surplus distribution, and other small revenue sources. Beginning in 2019, sewer permit fees will be recorded to the Stormwater Management Fund.

2012-2017 actual

* 2018 as budgeted

** 2018 adjusted estimated

*** 2019 estimate

CORPORATE FUND
ESTIMATED BALANCE SHEET
JANUARY 1, 2019 AND 2018

| | ASSETS | | | |
|--|-----------------------|-----------------------------|-----------------------|-----------------------------|
| | 2019 | | 2018 | |
| | AMOUNT | AVAILABLE FOR APPROPRIATION | AMOUNT | AVAILABLE FOR APPROPRIATION |
| CURRENT ASSETS | | | | |
| Cash & Investments | \$ 110,000,000 | \$ 110,000,000 | \$ 127,347,300 | \$ 127,347,300 |
| Taxes Receivable | 232,049,497 | 232,815,081 | 216,107,953 | 216,737,459 |
| Replacement Tax | 15,849,500 | 15,849,500 | 18,164,000 | 18,164,000 |
| Total Current Assets | \$ 357,898,997 | \$ 358,664,581 | \$ 361,619,253 | \$ 362,248,759 |
| LIABILITIES & FUND EQUITY | | | | |
| CURRENT LIABILITIES | | | | |
| Unpaid Bills: | | | | |
| Accrued Salaries & Wages | \$ 3,685,000 | \$ 3,685,000 | \$ 3,850,000 | \$ 3,850,000 |
| Personal Services - Other | 2,700,000 | 2,700,000 | 1,022,559 | 1,022,559 |
| Payroll Withholding & Miscellaneous | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| Contractual Services | 28,983,016 | 28,983,016 | 28,000,000 | 28,000,000 |
| Due to Corporate Working Cash Fund | 190,000,000 | 190,000,000 | 190,000,000 | 190,000,000 |
| Total Current Liabilities | \$ 227,368,016 | \$ 227,368,016 | \$ 224,872,559 | \$ 224,872,559 |
| Total Liabilities & Designations | | \$ 227,368,016 | | \$ 224,872,559 |
| ASSETS APPROPRIABLE FOR 2019 & 2018 | | | | |
| Net Assets Appropriable | | \$ 131,296,565 | | \$ 137,376,200 |
| Budget Reserve | | \$ (99,985,065) | | \$ (103,261,000) |
| Net Assets Appropriated | | \$ 31,311,500 | | \$ 34,115,200 |
| Estimated Revenue | | \$ 345,496,000 | | \$ 336,094,000 |
| Total Assets Appropriable | | \$ 376,807,500 | | \$ 370,209,200 |
| FUND EQUITY | | | | |
| Undesignated | \$ 130,530,981 | | \$ 136,746,694 | |
| Total Fund Equity | \$ 130,530,981 | | \$ 136,746,694 | |
| Total Liabilities & Fund Equity | \$ 357,898,997 | | \$ 361,619,253 | |

CORPORATE FUND

APPROPRIABLE REVENUE

2019 - 2016

| REVENUE DESCRIPTION | ESTIMATED | | | ACTUAL | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | 2019 BUDGET | 2018 ADJUSTED | 2018 BUDGET | 2017 | 2016 |
| Revenue from Property Taxes | | | | | |
| Gross Tax Levy | \$ 254,574,100 | \$ 240,465,800 | \$ 240,465,800 | \$ 224,824,731 | \$ 226,742,879 |
| Less Allowance for Uncollectible Taxes | (8,910,094) | (8,416,303) | (8,416,303) | (7,868,866) | (7,936,001) |
| Net Property Taxes | \$ 245,664,006 | \$ 232,049,497 | \$ 232,049,497 | \$ 216,955,865 | \$ 218,806,878 |
| Revenue from Personal Property | | | | | |
| Replacement Tax | \$ 15,000,000 | \$ 19,849,500 | \$ 19,849,500 | \$ 18,164,000 | \$ 24,676,000 |
| Net Tax Sources | \$ 260,664,006 | \$ 251,898,997 | \$ 251,898,997 | \$ 235,119,865 | \$ 243,482,878 |
| Adjustment to match working cash borrowings | (4,564,007) | (4,598,997) | (4,598,997) | (4,271,953) | (4,671,474) |
| Working Cash Financing at 95% of Gross Tax Sources | \$ 256,100,000 | \$ 247,300,000 | \$ 247,300,000 | \$ 230,800,000 | \$ 238,800,000 |
| Investment Income | \$ 2,600,000 | \$ 2,594,000 | \$ 1,300,000 | \$ 1,523,399 | \$ 1,020,669 |
| Land Rentals | 21,500,000 | 21,000,000 | 21,500,000 | 20,628,245 | 20,458,550 |
| Sewer Permit Fees | — | 1,000,000 | 900,000 | 1,100,992 | 1,007,195 |
| Sewer Service Agreement Revenue | 1,500,000 | 1,500,000 | 1,500,000 | 2,286,078 | 1,497,979 |
| User Charge | 46,000,000 | 46,000,000 | 46,000,000 | 53,252,035 | 44,487,370 |
| Resource Recovery | 600,000 | 600,000 | 1,600,000 | 295,602 | — |
| Lockport Electricity Generation | 1,200,000 | 1,300,000 | 1,000,000 | 1,323,132 | 1,176,146 |
| Miscellaneous (details below) | 11,796,000 | 13,023,000 | 10,794,000 | 15,620,329 | 12,438,302 |
| Subtotal | \$ 85,196,000 | \$ 87,017,000 | \$ 84,594,000 | \$ 96,029,812 | \$ 82,086,211 |
| Adjustment to Net Assets Available for Projected Receipts | — | (3,319,300) | — | 7,254,500 | 11,314,834 |
| Equity Transfer | 4,200,000 | 4,200,000 | 4,200,000 | 6,000,000 | — |
| GRAND TOTAL | \$ 345,496,000 | \$ 335,197,700 | \$ 336,094,000 | \$ 340,084,312 | \$ 332,201,045 |
| <hr/> | | | | | |
| TIF Surplus Distribution | \$ 9,500,000 | \$ 10,500,000 | \$ 9,500,000 | \$ 11,811,280 | \$ 8,431,979 |
| TIF Differential Fee | 225,000 | 225,000 | 225,000 | 225,000 | 225,000 |
| Land Sales | — | 3,000 | — | 50,200 | 1,233,562 |
| Claims & Damage Settlements | — | 200,000 | — | 213,158 | 186,573 |
| Scrap Sales | 50,000 | 55,000 | 50,000 | 116,041 | 67,015 |
| Sales of Automobiles | 18,000 | 20,000 | 16,000 | 42,440 | 23,707 |
| Interest on Taxes - Cook County Treasurer | 3,000 | 20,000 | 3,000 | 10,265 | 3,774 |
| Other | 2,000,000 | 2,000,000 | 1,000,000 | 3,151,945 | 2,266,692 |
| Total | \$ 11,796,000 | \$ 13,023,000 | \$ 10,794,000 | \$ 15,620,329 | \$ 12,438,302 |

CORPORATE FUND

FINANCING

2019 - 2014

| | ESTIMATED | | | ACTUAL | | | |
|---------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------|
| | 2019 (1) | 2018 REVISED | 2018 ORIGINAL | 2017 | 2016 | 2015 | 2014 |
| BORROWINGS | | | | | | | |
| Working Cash Loans Current Year | \$ 256,100,000 | \$ 190,000,000 | \$ 247,300,000 | \$ 190,000,000 | \$ 190,000,000 | \$ 190,000,000 | \$236,200,000 |
| Working Cash Loans Prior Year | — | — | — | — | — | — | — |
| Total Borrowings | \$ 256,100,000 | \$ 190,000,000 | \$ 247,300,000 | \$ 190,000,000 | \$ 190,000,000 | \$ 190,000,000 | \$236,200,000 |
| REPAYMENTS | | | | | | | |
| Working Cash Loans Repaid | | | | | | | |
| Current | \$ 190,000,000 | \$ 190,000,000 | \$ 190,000,000 | \$ 190,000,000 | \$ 190,000,000 | \$ 236,200,000 | \$190,000,000 |
| Working Cash Loans Repaid | | | | | | | |
| Prior | — | — | — | — | — | — | — |
| Total Repayments | \$ 190,000,000 | \$ 190,000,000 | \$ 190,000,000 | \$ 190,000,000 | \$ 190,000,000 | \$ 236,200,000 | \$190,000,000 |

(1) FINANCING LIMITATION

2019

(In Millions)

| | |
|-----------------------------------|----------|
| Property Tax Levy | \$ 254.6 |
| Personal Property Replacement Tax | 15.0 |
| Total | \$ 269.6 |
| * Borrowing Limitation | 95.0% |
| Total Available for Financing | \$ 256.1 |

* Statutory limitation is 100%

CORPORATE WORKING CASH FUND
ESTIMATED BALANCE SHEET
JANUARY 1, 2019 AND 2018
AND ESTIMATED AMOUNTS AVAILABLE FOR 2019 AND 2018

| | ASSETS | | | |
|---|-----------------------|-----------------------------|-----------------------|-----------------------------|
| | 2019 | | 2018 | |
| | AMOUNT | AVAILABLE FOR APPROPRIATION | AMOUNT | AVAILABLE FOR APPROPRIATION |
| CURRENT ASSETS | | | | |
| Cash & Investments | \$ 91,228,000 | \$ 91,228,000 | \$ 89,986,148 | \$ 89,986,148 |
| Due from Corporate Fund | 190,000,000 | 190,000,000 | 190,000,000 | 190,000,000 |
| Total Current Assets | <u>\$ 281,228,000</u> | <u>\$ 281,228,000</u> | <u>\$ 279,986,148</u> | <u>\$ 279,986,148</u> |
| FUND EQUITY | | | | |
| Estimated Revenue & Other Financing Sources | | \$ 2,100,000 | | \$ 800,000 |
| ASSETS AVAILABLE FOR 2019 AND 2018 | | <u>\$ 283,328,000</u> | | <u>\$ 280,786,148</u> |
| FUND EQUITY | | | | |
| | <u>\$ 281,228,000</u> | | <u>\$ 279,986,148</u> | |

CORPORATE WORKING CASH FUND
REVENUES
2019 - 2016

| REVENUE DESCRIPTION | ESTIMATED | | | ACTUAL | |
|------------------------------------|---------------------|---------------------|-------------------|-------------------|-------------------|
| | 2019 BUDGET | 2018 ADJUSTED | 2018 BUDGET | 2017 | 2016 |
| Revenue from Money & Property | | | | | |
| Investment Income | \$ 2,100,000 | \$ 1,630,000 | \$ 800,000 | \$ 817,809 | \$ 537,822 |
| Revenue from Miscellaneous Sources | — | — | — | — | — |
| TOTAL | <u>\$ 2,100,000</u> | <u>\$ 1,630,000</u> | <u>\$ 800,000</u> | <u>\$ 817,809</u> | <u>\$ 537,822</u> |

CAPITAL FUNDS FINANCIAL NARRATIVE

The Capital Funds of the District are the Capital Improvements Bond Fund (CIBF) and the Construction Fund. These funds are used to account for the acquisition of capital facilities and other capital assets through the Capital Improvement Program. The District's major functions of sewage collection and treatment, solids processing, solids utilization, flood control, and stormwater management are capital intensive, requiring significant investments in infrastructure. The District's mission of protecting the Lake Michigan drinking water supply from pollution and stormwater management drives the capital program for the District. Funding for the national, state, and local priorities that drive the District's program is provided by bonds, loans, grants, and other financial assistance available to the District.

The District utilizes a combination of funding methods to finance the Capital Improvement Program. The 2019 revenue sources include 11.6 percent from property taxes, grants, investment income or other miscellaneous revenues. Low-interest Wastewater and Stormwater State Revolving Fund loans account for 48.3 percent of 2019 revenues, while General Obligation and Alternate Revenue Bonds account for 40.1 percent. Stormwater Alternate Revenue bonds and Stormwater State Revolving Fund loans finance large stormwater projects that address overland flooding throughout Cook County backed by the Stormwater Management Fund Property Tax Levy to pay the principal and interest on the loans.

The Construction Fund is supported primarily by Property Taxes and is used to finance smaller construction projects on a pay-as-you-go basis, while the Capital Improvements Bond Fund is used to budget and account for larger infrastructure and stormwater projects.

Capital Improvement Bond Fund

The CIBF is used to provide resources from Wastewater and Stormwater State Revolving Fund loans, grants, bonds, and other sources to design and construct major capital facilities that are structures of permanent duration. The 2019 appropriation is \$236.4 million, a decrease of \$76.6 million from the 2018 Adjusted Budget, or 24.5 percent. The appropriation varies by the scheduled awards of major projects.

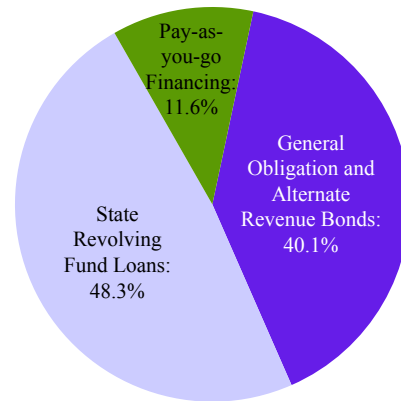
The CIBF balance sheet (page 93) estimates the net assets appropriable for 2019 at (\$609.4) million and (\$626.1) million million for 2018. The CIBF balance sheet estimated negative net assets appropriable for 2019 and 2018 are a result of accounting for the full value of the contract awards as a liability, without recognizing the bonds to be sold during the course of the projects to meet financial needs. An obligation basis of budgetary accounting is used for this fund. Liabilities are recognized as the total value of all project awards at the time of award, even though cash disbursements are made over several future years. On a cash flow basis, the District has a goal to keep expenditures at a maximum of \$250.0 million per year.

Since 1969, the District has issued approximately \$6.0 billion in bonds in order to support its capital program. The District is authorized to issue \$150.0 million in nonreferendum Capital Improvements Bonds in any one year, plus amounts unissued from the prior three years. Bonds for State Revolving Fund loans are excluded. The District's nonreferendum bonding authority was extended to 2024 by state statute, effective January 1, 2011, and the annual debt issuance authorization was increased from \$100.0 million to \$150.0 million in 2003. This level of authority allows the District to proceed with the award of multi-year contracts, then sell bonds as cash flow requirements demand during the course of the project. The Five-Year Financial Forecast on pages 59 - 70 presents detailed projections of the financial aspects of the capital program into the future.

Illinois property tax limitation laws limit the District's authority to issue bonds without a referendum. Projects initiated prior to October 1, 1991, which generally cover only Tunnel and Reservoir Plan (TARP) projects, are excluded from the limitation. The District is authorized to issue "limited tax bonds" without a voter referendum. Limited bonds can be issued to the extent that any new debt when combined with existing debt service does not exceed the debt service extension base. The extension base limitation for the 2018 levy year is \$166.1 million and \$170.7 million for the 2019 levy year.

The State of Illinois Stormwater/Wastewater Revolving Loan Fund (SRF) provides low-interest loans to finance qualifying projects. The current interest rate for new loans to the District is 1.84 percent. The District expects to receive an allocation of \$120.0 million in 2019 and \$175.0 million annually for the following four years. The District continues to plan for the use of SRF loans and other low cost financing options. SRF loans will make up 58.3 percent of construction cost financing for projects currently under construction and those with projected 2019 construction contract award dates. For 2019, a Build America Bonds (BABs) subsidy

**2019 Capital Improvement Plan
Revenue Sources**



of \$11.3 million and \$2.0 million in miscellaneous revenue is available for capital projects in the Capital Improvements Bond Fund, while \$4.2 million in accumulated interest income will be transferred to the Corporate Fund.

Construction Fund

The 2019 tax levy for the Construction Fund is \$7.6 million, a decrease of \$4.1 million, or 35.0 percent, from the 2018 Adjusted Budget. The fund will also be supported by existing assets appropriable to fund capital projects. Additionally, 2017 marked the end of a 10-year payment agreement with the City of Chicago for sewer connection impact fees reducing revenue by \$745,000 annually beginning in 2018.

The 2019 appropriation is \$17.6 million, a decrease of \$8.5 million, or 32.5 percent, from the 2018 Adjusted Budget. This decreased appropriation level reflects the anticipated expenditures for existing projects and the appropriations required to fund projects with 2019 award dates.

The Construction Fund is a property tax supported fund designed to provide resources for capital projects for which long-term bond funding is not desirable or is not available. This fund is intended for pay-as-you-go capital projects to perform major rehabilitation of facilities, extending their useful life, and to acquire other capital assets. The funding mechanism is a working cash fund that provides loans in anticipation of tax collections. The liabilities for contracts not completed during a fiscal year are reappropriated in the next year. Net assets appropriable, therefore, fluctuate based on the value of contract liabilities carried forward to the following year. For 2019, there is \$7.2 million budgeted for projects currently under construction and \$8.0 for projects scheduled for award in 2019.

CAPITAL IMPROVEMENTS BOND FUND
ESTIMATED BALANCE SHEET
JANUARY 1, 2019 AND 2018

| | ASSETS | | | |
|---|--------------------------------------|-----------------------------------|-------------------------|-----------------------------------|
| | 2019 | | 2018 | |
| | AMOUNT | AVAILABLE FOR APPROPRIATION | AMOUNT | AVAILABLE FOR APPROPRIATION |
| CURRENT ASSETS | | | | |
| Cash & Investments | \$ 232,000,000 | \$ 232,000,000 | \$ 337,222,198 | \$ 337,222,198 |
| Grants Receivable | 1,000,000 | 1,000,000 | 941,207 | 941,207 |
| State Revolving Fund Loans Receivable | 120,000,000 | 120,000,000 | 150,000,000 | 150,000,000 |
| Total Current Assets | <u>\$ 353,000,000</u> | <u>\$ 353,000,000</u> | <u>\$ 488,163,405</u> | <u>\$ 488,163,405</u> |
| | LIABILITIES & FUND EQUITY | | | |
| CURRENT LIABILITIES | | | | |
| Unpaid Bills: | | | | |
| Contractual Services | \$ 74,000,000 | \$ 74,000,000 | \$ 73,937,199 | \$ 73,937,199 |
| Contracts Payable | 888,357,685 | 888,357,685 | 1,040,318,906 | 1,040,318,906 |
| Total Current Liabilities | <u>\$ 962,357,685</u> | <u>\$ 962,357,685</u> | <u>\$ 1,114,256,105</u> | <u>\$ 1,114,256,105</u> |
| Designated for Future Claims Liabilities | — | — | — | — |
| Total Liabilities | <u>\$ 962,357,685</u> | <u>\$ 962,357,685</u> | <u>\$ 1,114,256,105</u> | <u>\$ 1,114,256,105</u> |
| ASSETS APPROPRIABLE | | | | |
| Net Assets Appropriaible | | <u>\$ (609,357,685)</u> | | <u>\$ (626,092,700)</u> |
| Net Assets Appropriated | | (609,357,685) | | (626,092,700) |
| Estimated Revenue | | 845,789,585 | | 939,075,600 |
| Total Assets Appropriable | | <u>\$ 236,431,900</u> | | <u>\$ 312,982,900</u> |
| FUND EQUITY | <u>\$ (609,357,685)</u> | | <u>\$ (626,092,700)</u> | |
| Total Liabilities & Fund Equity | <u>\$ 353,000,000</u> | | <u>\$ 488,163,405</u> | |

CAPITAL IMPROVEMENTS BOND FUND
APPROPRIABLE REVENUE
2019 - 2016

| REVENUE DESCRIPTION | ESTIMATED | | | ACTUAL | |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | 2019 BUDGET | 2018 ADJUSTED | 2018 BUDGET | 2017 | 2016 |
| Revenue from Money & Property | | | | | |
| Bond Sales (Present & Future) | \$ 708,922,285 | \$ — | \$ 776,281,100 | \$ — | \$ 125,003,513 |
| Investment Income | 7,800,000 | 5,266,000 | 3,700,000 | 3,938,820 | 2,395,116 |
| Subtotal | \$ 716,722,285 | \$ 5,266,000 | \$ 779,981,100 | \$ 3,938,820 | \$ 127,398,629 |
| Revenue from Miscellaneous Sources | | | | | |
| Federal & State Grants | \$ 11,267,300 | \$ 11,294,500 | \$ 11,294,500 | \$ 16,137,198 | \$ 11,233,702 |
| State Revolving Fund Loans | 120,000,000 | 150,000,000 | 150,000,000 | 168,986,700 | 173,739,000 |
| Miscellaneous | 2,000,000 | 2,000,000 | 2,000,000 | 2,179,586 | 2,468,262 |
| Subtotal | \$ 133,267,300 | \$ 163,294,500 | \$ 163,294,500 | \$ 187,303,484 | \$ 187,440,964 |
| Total Revenue | \$ 849,989,585 | \$ 168,560,500 | \$ 943,275,600 | \$ 191,242,304 | \$ 314,839,593 |
| Other Financing Sources (Uses) | | | | | |
| Equity Transfer | \$ (4,200,000) | \$ (4,200,000) | \$ (4,200,000) | \$ (13,000,000) | \$ — |
| GRAND TOTAL | \$ 845,789,585 | \$ 164,360,500 | \$ 939,075,600 | \$ 178,242,304 | \$ 314,839,593 |

| | | ASSETS | | | |
|---|--|----------------------|-----------------------------|----------------------|-----------------------------|
| | | 2019 | | 2018 | |
| CURRENT ASSETS | | AMOUNT | AVAILABLE FOR APPROPRIATION | AMOUNT | AVAILABLE FOR APPROPRIATION |
| Cash & Investments | | \$ 13,558,000 | \$ 13,558,000 | \$ 13,926,461 | \$ 13,926,461 |
| Taxes Receivable | | 11,290,500 | 11,322,000 | 16,405,000 | 16,454,139 |
| Replacement Tax | | — | — | | |
| Total Current Assets | | \$ 24,848,500 | \$ 24,880,000 | \$ 30,331,461 | \$ 30,380,600 |
| | | | | | |
| LIABILITIES & FUND EQUITY | | | | | |
| CURRENT LIABILITIES | | | | | |
| Unpaid Bills: | | | | | |
| Contracts Payable | | \$ 2,497,700 | \$ 2,497,700 | \$ 2,340,000 | \$ 2,340,000 |
| Contractual Services | | 500,000 | 500,000 | 1,300,000 | 1,300,000 |
| Machinery & Equipment | | — | — | — | — |
| Due to: | | | | | |
| Construction Working Cash Fund | | 12,000,000 | 12,000,000 | 12,000,000 | 12,000,000 |
| Total Current Liabilities | | \$ 14,997,700 | \$ 14,997,700 | \$ 15,640,000 | \$ 15,640,000 |
| Total Current Liabilities and Designations | | | \$ 14,997,700 | | \$ 15,640,000 |
| | | | | | |
| ASSETS APPROPRIABLE FOR 2019 AND 2018 | | | | | |
| Net Assets Appropriable | | | \$ 9,882,300 | | \$ 14,740,600 |
| Net Assets Appropriated | | | \$ 9,882,300 | | \$ 14,740,600 |
| Estimated Revenue | | | 7,720,000 | | 11,340,000 |
| Total Assets Appropriable | | | \$ 17,602,300 | | \$ 26,080,600 |
| | | | | | |
| FUND EQUITY | | | | | |
| Designated for Future Claims Liabilities | | — | | — | |
| Undesignated | | \$ 9,850,800 | | \$ 14,691,461 | |
| Total Fund Equity | | \$ 9,850,800 | | \$ 14,691,461 | |
| Total Liabilities & Fund Equity | | \$ 24,848,500 | | \$ 30,331,461 | |

CONSTRUCTION FUND FINANCING**2019 - 2014**

| | ESTIMATED | | | ACTUAL | | | |
|---------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | 2019 | 2018 REVISED | 2018 ORIGINAL | 2017 | 2016 | 2015 | 2014 |
| BORROWINGS | | | | | | | |
| Working Cash Loans | \$ 7,200,000 | \$ 11,100,000 | \$ 11,100,000 | \$ 12,000,000 | \$ 12,000,000 | \$ 12,000,000 | \$ 10,000,000 |
| Total Borrowings | \$ 7,200,000 | \$ 11,100,000 | \$ 11,100,000 | \$ 12,000,000 | \$ 12,000,000 | \$ 12,000,000 | \$ 10,000,000 |
| REPAYMENTS | | | | | | | |
| Working Cash Loans Repaid | | | | | | | |
| Current | \$ 11,100,000 | \$ 12,000,000 | \$ 12,000,000 | \$ 12,000,000 | \$ 12,000,000 | \$ 10,000,000 | \$ 7,000,000 |
| Prior Year | — | — | — | — | — | — | — |
| Total Repayments | \$ 11,100,000 | \$ 12,000,000 | \$ 12,000,000 | \$ 12,000,000 | \$ 12,000,000 | \$ 10,000,000 | \$ 7,000,000 |

(1) FINANCING LIMITATION

| | |
|--------------------------------------|--------------------------------------|
| 2019 | |
| (In Millions) | |
| Property Tax Levy | \$ 7.6 |
| Personal Property Replacement Tax | — |
| Total | \$ 7.6 |
| Borrowing Limitation* | 95.0% * Statutory limitation is 100% |
| Total Available for Financing | \$ 7.2 |

**CONSTRUCTION FUND
APPROPRIABLE REVENUE****2019 - 2016**

| REVENUE DESCRIPTION | ESTIMATED | | ACTUAL | | |
|---|---------------------|----------------------|----------------------|----------------------|----------------------|
| | 2019 BUDGET | 2018 ADJUSTED | 2018 BUDGET | 2017 | 2016 |
| Revenue from Property Taxes | | | | | |
| Gross Tax Levy | \$ 7,600,000 | \$ 11,700,000 | \$ 11,700,000 | \$ 17,000,000 | \$ 13,784,956 |
| Less: Allowance for Uncollectible Taxes | (266,000) | (409,500) | (409,500) | (595,000) | (581,000) |
| Net Property Taxes | \$ 7,334,000 | \$ 11,290,500 | \$ 11,290,500 | \$ 16,405,000 | \$ 13,302,483 |
| Revenue from Personal Property | | | | | |
| Replacement Tax | — | — | — | — | 1,100,000 |
| Net Tax Sources | \$ 7,334,000 | \$ 11,290,500 | \$ 11,290,500 | \$ 16,405,000 | \$ 14,402,483 |
| Adjustment to Match Working Cash Borrowings | (134,000) | (190,500) | (190,500) | (205,000) | (319,000) |
| Working Cash Financing (Maximum 95% of Gross Tax Sources) | 7,200,000 | 11,100,000 | 11,100,000 | 16,200,000 | 14,100,000 |
| Connection Impact Fees | 20,000 | 10,000 | 40,000 | 740,250 | 1,491,000 |
| Investment Income | 500,000 | 341,000 | 200,000 | 196,389 | 178,062 |
| Miscellaneous | — | — | — | 624 | 43,039 |
| User Charge | — | — | — | — | — |
| Equity Transfer from the Capital Improvement Bond Fund | — | — | — | 7,000,000 | — |
| Subtotal | \$ 520,000 | \$ 351,000 | \$ 240,000 | \$ 7,937,263 | \$ 1,712,101 |
| Adjustment to Net Assets Available for Projected Receipts | — | (461,800) | — | (1,201,100) | (4,451,800) |
| Total | \$ 7,720,000 | \$ 10,989,200 | \$ 11,340,000 | \$ 22,936,163 | \$ 11,360,301 |

CONSTRUCTION WORKING CASH FUND
ESTIMATED BALANCE SHEET
JANUARY 1, 2019 AND 2018
AND ESTIMATED AMOUNTS AVAILABLE FOR 2019 AND 2018

| | ASSETS | | | |
|--|----------------------|-----------------------------------|----------------------|-----------------------------------|
| | 2019 | | 2018 | |
| | AMOUNT | AVAILABLE FOR APPROPRIATION | AMOUNT | AVAILABLE FOR APPROPRIATION |
| CURRENT ASSETS | | | | |
| Cash & Investments | \$ 11,260,000 | 11,260,000 | \$ 10,212,039 | \$ 10,212,039 |
| Due from Construction Fund | 11,100,000 | 11,100,000 | 12,000,000 | 12,000,000 |
| Total Current Assets | <u>\$ 22,360,000</u> | <u>22,360,000</u> | <u>\$ 22,212,039</u> | <u>\$ 22,212,039</u> |
| | FUND EQUITY | | | |
| Estimated Revenue & Other Financing Sources | | \$ 300,000 | | \$ 200,000 |
| ASSETS APPROPRIABLE FOR 2019 & 2018 | | <u>\$ 22,660,000</u> | | <u>\$ 22,412,039</u> |
| FUND EQUITY | <u>\$ 22,360,000</u> | | <u>\$ 22,212,039</u> | |

CONSTRUCTION WORKING CASH FUND
REVENUES
2019 - 2016

| REVENUE DESCRIPTION | ESTIMATED | | | ACTUAL | |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 2019 BUDGET | 2018 ADJUSTED | 2018 BUDGET | 2017 | 2016 |
| Revenue from Money & Property | | | | | |
| Investment Income | \$ 300,000 | \$ 206,000 | \$ 200,000 | \$ 116,028 | \$ 122,332 |
| Revenue from Miscellaneous Sources | — | — | — | — | — |
| TOTAL | <u>\$ 300,000</u> | <u>\$ 206,000</u> | <u>\$ 200,000</u> | <u>\$ 116,028</u> | <u>\$ 122,332</u> |

OTHER FUNDS FINANCIAL NARRATIVE

The Stormwater Management Fund was established in 2005 to fund stormwater management activities throughout all of Cook County. The 2019 property tax levy for the Stormwater Management Fund is \$52.9 million, an increase of \$5.1 million, or 10.7 percent from the 2018 Adjusted Budget. An equity transfer to the Bond Redemption & Interest Fund is planned in the amount of \$6.4 million to pay the principal and interest on two Stormwater Alternative Revenue Bonds. No tax levy is recommended for the Stormwater Working Cash Fund, which provides temporary loans to the Stormwater Management Fund in anticipation of tax collections. Details of this fund's purpose and \$91.4 million appropriation for 2019 are presented in Section VI.

The Bond Redemption & Interest (B&I) Fund is a series of subfunds that account for the property tax levies and other revenues received to pay for the principal and interest of bonds issued by the District and State Revolving Fund loans. The 2019 property tax levy for the B&I Fund is \$246.5 million, an increase of \$2.7 million, or 1.1 percent, from the 2018 Adjusted Budget. Appropriations and tax levies are adjusted for new bond sales or state revolving fund loans. The 2019 appropriation for this fund is \$238.4 million, a decrease \$17.9 million, or 7.0 percent from the 2018 Original Budget. The 2018 budget included a \$28.4 million advance payment on seven state revolving fund loans that will result in \$9.6 million in interest savings.

Property tax levy collections are invested prior to the time when actual principal and interest payments must be made. Investment income earned on tax collections is credited to the specific sub-funds for each bond issue. The amount of estimated investment income for 2018 projected year end is \$2.2 million, while 2019 estimate is \$1.9 million, an increase of \$0.9 million from the 2018 Original Budget. As mentioned above, an equity transfer from the Stormwater Management Fund of \$6.4 million will be used for the principal and interest on two bonds, and an abatement in a corresponding amount is anticipated. Whenever possible, excess investment income will be used to abate a portion of the levy. A detailed presentation on the B&I Fund is found on pages 544-548.

The Reserve Claim Fund is the District's self-insurance fund, and is financed through an annual property tax levy of no more than one-half cent (0.5¢) per \$100 of the last known equalized assessed valuation (EAV). This one-half cent tax rate is the maximum allowed by state statute. It is Board policy to levy the maximum whenever possible. For 2019, a \$7.5 million levy is budgeted. The available fund balance and amount available for appropriation for the Reserve Claim Fund are based on the net impact of current revenues and current expenditures.

The 2019 appropriation for this fund is \$31.8 million, an increase of \$1.5 million, or 4.9 percent, from the 2018 Adjusted Budget. The maximum fund balance that can be accumulated is 0.05 percent of the last known EAV. For the 2019 Budget, using the last known EAV of 2016, the maximum accumulation is estimated at \$74.0 million. The allowance for accounts payable and estimated liabilities is estimated at \$0.4 million.

The financial status of this fund is closely monitored. Administrative risk management programs in the Claims and Safety areas are in place to help control the rate of growth for the employee disability component. A detailed presentation of this fund begins on page 541.

The Retirement Fund receives the proceeds of the annual tax levy that the District extends on behalf of the Metropolitan Water Reclamation District Retirement Fund, a pension trust fund. The amounts, as certified by the Retirement Fund Board, are levied by the District and appropriated when received. The property tax levy for 2019 is \$71.6 million, an increase of \$31,203 from the 2018 Adjusted Levy. The levy is calculated based on a statutory multiplier of 4.19 times employee contributions made two years prior, or 2017 and 2016, respectively. Additionally, \$18.7 million from Personal Property Replacement Tax is allocated to the Retirement Fund tax levy for 2019. The appropriable resources and appropriation consist of the collection of the previous year's property tax levy plus personal property replacement tax receipts. The 2019 appropriation is \$87.3 million, a decrease of \$2.3 million, or 2.6 percent, from the 2018 Adjusted Budget. An expanded presentation on the Retirement Fund is made on pages 549 through 551.

STORMWATER MANAGEMENT FUND
ESTIMATED BALANCE SHEET
JANUARY 1, 2019 AND 2018

| | ASSETS | | | |
|---|--------------------------------------|-----------------------------------|----------------------|-----------------------------------|
| | 2019 | | 2018 | |
| | AMOUNT | AVAILABLE FOR APPROPRIATION | AMOUNT | AVAILABLE FOR APPROPRIATION |
| CURRENT ASSETS | | | | |
| Cash & Investments | \$ 29,120,000 | 29,120,000 | \$ 16,000,800 | \$ 16,000,800 |
| Taxes Receivable | 46,152,090 | 46,587,666 | 39,426,048 | 39,816,008 |
| Total Current Assets | \$ 75,272,090 | 75,707,666 | \$ 55,426,848 | \$ 55,816,808 |
| | LIABILITIES & FUND EQUITY | | | |
| CURRENT LIABILITIES | | | | |
| Unpaid Bills: | | | | |
| Accrued Salaries & Wages | \$ 100,000 | \$ 100,000 | \$ 104,000 | \$ 104,000 |
| Contracts Payable | 2,000,666 | 2,000,666 | 1,461,208 | 1,461,208 |
| Vouchers Payable | 1,300,000 | 1,300,000 | 2,000,000 | 2,000,000 |
| Due to: | | | | |
| Stormwater Working Cash Fund | 26,500,000 | 26,500,000 | 26,500,000 | 26,500,000 |
| Total Current Liabilities | \$ 29,900,666 | \$ 29,900,666 | \$ 30,065,208 | \$ 30,065,208 |
| Designated for Future Claims Liabilities | | — | | — |
| Total Current Liabilities and Designations | | \$ 29,900,666 | | \$ 30,065,208 |
| ASSETS APPROPRIABLE FOR 2019 & 2018 | | | | |
| Net Assets Appropriable | | \$ 45,807,000 | | \$ 25,751,600 |
| Net Assets Appropriated | | \$ 45,807,000 | | \$ 25,751,600 |
| Equity Transfer to Bond and Interest Fund | | | | |
| Estimated Revenue | | 45,603,100 | | 38,800,000 |
| Total Assets Appropriable | | \$ 91,410,100 | | \$ 64,551,600 |
| FUND EQUITY | \$ 45,371,424 | | \$ 25,361,640 | |
| Total Liabilities & Fund Equity | \$ 75,272,090 | | \$ 55,426,848 | |

STORMWATER MANAGEMENT FUND FINANCING**2019 - 2014**

| | ESTIMATED | | | ACTUAL | | | |
|---------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | 2019 | 2018 REVISED | 2018 ORIGINAL | 2017 | 2016 | 2015 | 2014 |
| BORROWINGS | | | | | | | |
| Working Cash Loans | \$ 50,300,000 | \$ 26,500,000 | \$ 45,400,000 | \$ 26,500,000 | \$ 26,500,000 | \$ 12,400,000 | \$ 10,000,000 |
| Total Borrowings | \$ 50,300,000 | \$ 26,500,000 | \$ 45,400,000 | \$ 26,500,000 | \$ 26,500,000 | \$ 12,400,000 | \$ 10,000,000 |
| REPAYMENTS | | | | | | | |
| Working Cash Loans Repaid | | | | | | | |
| Current | \$ 26,500,000 | \$ 26,500,000 | \$ 26,500,000 | \$ 26,500,000 | \$ 12,400,000 | \$ 10,000,000 | \$ 19,000,000 |
| Prior Year | — | — | — | — | — | — | — |
| Total Repayments | 26,500,000 | 26,500,000 | 26,500,000 | 26,500,000 | 12,400,000 | 10,000,000 | 19,000,000 |

(1) FINANCING LIMITATION**2019**

(In Millions)

| | |
|--------------------------------------|--------------------------------------|
| Property Tax Levy | \$ 52.9 |
| Personal Property Replacement Tax | — |
| Total | \$ 52.9 |
| Borrowing Limitation* | 95.0% * Statutory limitation is 100% |
| Total Available for Financing | \$ 50.3 |

STORMWATER MANAGEMENT FUND**APPROPRIABLE REVENUE****2019 - 2016**

| REVENUE DESCRIPTION | ESTIMATED | | | ACTUAL | |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
| | 2019 BUDGET | 2018 ADJUSTED | 2018 BUDGET | 2017 | 2016 |
| Revenue from Property Taxes | | | | | |
| Gross Tax Levy | \$ 52,926,000 | \$ 47,826,000 | \$ 47,826,000 | \$ 40,856,008 | \$ 34,250,000 |
| Less: Allowance for Uncollectible Taxes | (1,852,410) | (1,673,910) | (1,673,910) | (1,429,960) | (1,198,750) |
| Net Property Taxes | \$ 51,073,590 | \$ 46,152,090 | \$ 46,152,090 | \$ 39,426,048 | \$ 33,051,250 |
| Adjustment to Match Working Cash Borrowings | (773,590) | (752,090) | (752,090) | (626,048) | (551,250) |
| Working Cash Financing at 95% of Gross Tax Sources | \$ 50,300,000 | \$ 45,400,000 | \$ 45,400,000 | \$ 38,800,000 | \$ 32,500,000 |
| Revenue from Money & Property | | | | | |
| Investment Income | \$ 800,000 | \$ 595,000 | \$ 200,000 | \$ 222,780 | \$ 117,260 |
| Sewer Permit Fees | 900,000 | — | — | — | — |
| Miscellaneous | — | 4,927 | — | 28,745 | 399 |
| Grants | — | — | — | — | — |
| Subtotal | \$ 1,700,000 | \$ 599,927 | \$ 200,000 | \$ 251,525 | \$ 117,659 |
| Adjustment to Net Assets Available for Projected Receipts | \$ — | \$ (369,200) | \$ — | \$ 212,750 | \$ 721,400 |
| Equity Transfer to Bond Redemption & Interest Fund | \$ (6,396,900) | (5,770,600) | (5,770,600) | — | — |
| Total | \$ 45,603,100 | \$ 39,860,127 | \$ 39,829,400 | \$ 39,264,275 | \$ 33,339,059 |

STORMWATER WORKING CASH FUND
ESTIMATED BALANCE SHEET
JANUARY 1, 2019 AND 2018

| | ASSETS | | | |
|--|----------------------|-----------------------------------|----------------------|-----------------------------------|
| | 2019 | | 2018 | |
| | AMOUNT | AVAILABLE FOR APPROPRIATION | AMOUNT | AVAILABLE FOR APPROPRIATION |
| CURRENT ASSETS | | | | |
| Cash & Investments | \$ 11,128,000 | 11,128,000 | \$ 10,769,633 | \$ 10,769,633 |
| Due from Stormwater Management Fund | 26,500,000 | 26,500,000 | 26,500,000 | 26,500,000 |
| Total Current Assets | \$ 37,628,000 | 37,628,000 | \$ 37,269,633 | \$ 37,269,633 |
| FUND EQUITY | | | | |
| Estimated Revenue & Other Financing Sources | | \$ 300,000 | | \$ 100,000 |
| ASSETS APPROPRIABLE FOR 2019 AND 2018 | | \$ 37,928,000 | | \$ 37,369,633 |
| FUND EQUITY | \$ 37,628,000 | | \$ 37,269,633 | |

STORMWATER WORKING CASH FUND
APPROPRIABLE REVENUE
2019 - 2016

| REVENUE DESCRIPTION | ESTIMATED | | ACTUAL | | |
|---------------------|-------------------|-------------------|-------------------|---------------------|-------------------|
| | 2019 BUDGET | 2018 ADJUSTED | 2018 BUDGET | 2017 | 2016 |
| Investment Income | \$ 300,000 | \$ 178,000 | \$ 100,000 | \$ 94,364.57 | \$ 168,037 |
| GRAND TOTAL | \$ 300,000 | \$ 178,000 | \$ 100,000 | \$ 94,364.57 | \$ 168,037 |

BOND REDEMPTION & INTEREST FUND
ESTIMATED BALANCE SHEET
JANUARY 1, 2019 AND 2018

| | ASSETS | | | |
|--|---------------------------|-----------------------------------|-----------------------|-----------------------------------|
| | 2019 | | 2018 | |
| | AMOUNT | AVAILABLE FOR APPROPRIATION | AMOUNT | AVAILABLE FOR APPROPRIATION |
| CURRENT ASSETS | | | | |
| Cash & Investments | \$ 112,000,000 | \$ 112,000,000 | \$ 112,917,005 | \$ 112,917,005 |
| Restricted Cash | — | — | — | — |
| Deposits with Escrow Agent | — | — | — | — |
| Taxes Receivable | 235,258,891 | 236,244,870 | 225,701,074 | 226,617,605 |
| Total Current Assets | \$ 347,258,891 | \$ 348,244,870 | \$ 338,618,079 | \$ 339,534,610 |
| | | | | |
| | LIABILITIES & FUND EQUITY | | | |
| | 2019 | | 2018 | |
| | AMOUNT | AVAILABLE FOR APPROPRIATION | AMOUNT | AVAILABLE FOR APPROPRIATION |
| CURRENT LIABILITIES | | | | |
| Bonds Payable | \$ 123,343,344 | | \$ 141,435,815 | |
| Interest Payable | 115,014,180 | | 114,868,371 | |
| Program Expense Payable | | | — | |
| Equity Transfer | — | | — | |
| Total Current Liabilities | \$ 238,357,524 | | \$ 256,304,186 | |
| ASSETS APPROPRIABLE FOR 2019 AND 2018 | | | | |
| Net Assets Appropriable | | \$ 348,244,870 | | \$ 339,534,610 |
| Equity Transfer from Stormwater Management Fund | | 6,396,900 | | 5,770,600 |
| Estimated Revenue | | 1,900,000 | | 1,000,000 |
| Total Assets Available | | \$ 356,541,770 | | \$ 346,305,210 |
| Liabilities Payable from Restricted Assets | | — | | — |
| Less: Assets Available for Future Years (Principal & Interest Payments) | | (118,184,246) | | (90,001,024) |
| Total Assets Appropriable | | \$ 238,357,524 | | \$ 256,304,186 |
| | | | | |
| FUND EQUITY | | | | |
| Undesignated | \$ 108,901,367 | | \$ 82,313,893 | |
| TOTAL FUND EQUITY | \$ 108,901,367 | | \$ 82,313,893 | |
| Total Liabilities & Fund Equity | \$ 347,258,891 | | \$ 338,618,079 | |

BOND REDEMPTION & INTEREST FUND
APPROPRIABLE REVENUE
2019-2016

| REVENUE DESCRIPTION | ESTIMATED | | ACTUAL | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | 2019 BUDGET | 2018 ADJUSTED | 2018 BUDGET | 2017 | 2016 |
| Revenue from Taxes | | | | | |
| Real Estate | | | | | |
| Current | \$ 237,696,807 | \$ 228,039,945 | \$ 228,039,945 | \$ 224,164,748 | \$ 223,010,587 |
| Prior | (1,451,937) | (1,422,340) | (1,422,340) | (1,191,583) | (952,025) |
| Total | \$ 236,244,870 | \$ 226,617,605 | \$ 226,617,605 | \$ 222,973,165 | \$ 222,058,562 |
| Revenue from Money & Property | | | | | |
| Investment Income | \$ 1,900,000 | \$ 2,226,000 | \$ 1,000,000 | \$ 1,346,189 | \$ 1,020,000 |
| Revenue from Miscellaneous Sources | | | | | |
| Cash Available | 112,000,000 | 112,917,005 | 112,917,005 | 110,265,700 | 10,853,283 |
| Other | — | 20,000 | — | 10,220 | — |
| Other Financing Sources (Uses) | | | | | |
| Bond Premium | — | — | — | — | — |
| Sale of Capital Improvement Bonds (CIB) | — | — | — | — | — |
| Bond Redemption | — | — | — | — | — |
| Refunding Transaction Costs | — | — | — | — | — |
| Equity Transfer From Stormwater | | | | | |
| Management Fund | 6,396,900 | 5,770,600 | 5,770,600 | 3,269,250 | 3,272,650 |
| Less: Amount to Be | | | | | |
| Expended After Budget Year | (118,184,246) | (91,247,024) | (90,001,024) | (122,217,224) | (21,557,195) |
| GRAND TOTAL | \$ 238,357,524 | \$ 256,304,186 | \$ 256,304,186 | \$ 215,647,300 | \$ 215,647,300 |

RESERVE CLAIM FUND
ESTIMATED BALANCE SHEET
JANUARY 1, 2019 AND 2018

| | ASSETS | | | |
|---|----------------------|-----------------------------|----------------------|-----------------------------|
| | 2019 | | 2018 | |
| | AMOUNT | AVAILABLE FOR APPROPRIATION | AMOUNT | AVAILABLE FOR APPROPRIATION |
| CURRENT ASSETS | | | | |
| Cash & Investments | \$ 25,724,293 | \$ 25,724,293 | \$ 24,500,000 | \$ 24,500,000 |
| Taxes Receivable | 5,790,000 | 5,822,400 | 5,693,500 | 5,730,716 |
| Total Current Assets | \$ 31,514,293 | \$ 31,546,693 | \$ 30,193,500 | \$ 30,230,716 |
| LIABILITIES & FUND EQUITY | | | | |
| ACCOUNTS PAYABLE & OTHER LIABILITIES | \$ 378,893 | \$ 378,893 | \$ 241,216 | \$ 241,216 |
| ASSETS APPROPRIABLE FOR 2019 AND 2018 | | | | |
| Net Assets Appropriable | | \$ 31,167,800 | | \$ 29,989,500 |
| Equity Transfer to Bond and Interest Fund | | — | | — |
| Estimated Revenue | | 600,000 | | 300,000 |
| Total Assets Appropriable | | \$ 31,767,800 | | \$ 30,289,500 |
| FUND EQUITY | \$ 31,135,400 | | \$ 29,952,284 | |
| Total Liabilities & Fund Equity | \$ 31,514,293 | | \$ 30,193,500 | |

RESERVE CLAIM FUND
APPROPRIABLE REVENUE
2019 - 2016

| REVENUE DESCRIPTION | ESTIMATED | | | ACTUAL | |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | 2019 BUDGET | 2018 ADJUSTED | 2018 BUDGET | 2017 | 2016 |
| Revenue from Taxes | | | | | |
| Real Estate - Current | \$ 5,850,000 | \$ 5,752,500 | \$ 5,752,500 | \$ 5,655,000 | \$ 5,555,316 |
| Real Estate - Prior | (27,600) | (21,784) | (21,784) | (28,177) | 11,690 |
| Replacement Tax | — | — | — | — | — |
| SUBTOTAL | \$ 5,822,400 | \$ 5,730,716 | \$ 5,730,716 | \$ 5,626,823 | \$ 5,567,006 |
| Investment Income & Miscellaneous | 600,000 | 458,062 | 300,000 | 309,988 | 405,179 |
| GRAND TOTAL | \$ 6,422,400 | \$ 6,188,778 | \$ 6,030,716 | \$ 5,936,811 | \$ 5,972,185 |

**RETIREMENT FUND
ESTIMATED BALANCE SHEET
JANUARY 1, 2019 AND 2018**

| | ASSETS | | | |
|---|----------------------|--|----------------------|--|
| | 2019 | | 2018 | |
| | AMOUNT | AVAILABLE FOR APPROPRIATION | AMOUNT | AVAILABLE FOR APPROPRIATION |
| CURRENT ASSETS | | | | |
| Taxes Receivable | \$ 69,030,500 | 69,030,500 | \$ 70,867,800 | \$ 70,867,800 |
| Replacement Tax | 18,250,500 | 18,250,500 | 18,736,200 | 18,736,200 |
| Total Current Assets | \$ 87,281,000 | 87,281,000 | \$ 89,604,000 | \$ 89,604,000 |
| LIABILITIES & FUND EQUITY | | | | |
| ASSETS APPROPRIABLE FOR 2019 AND 2018 | | | | |
| Net Assets Appropriable | | \$ 87,281,000 | | \$ 89,604,000 |
| Total Assets Appropriable Due to Retirement Fund | | \$ 87,281,000 | | \$ 89,604,000 |
| FUND EQUITY | | | | |
| Total Fund Equity | \$ 87,281,000 | | \$ 89,604,000 | |

**RETIREMENT FUND
APPROPRIABLE REVENUE
2019 - 2016**

| REVENUE DESCRIPTION | ESTIMATED | | | ACTUAL | |
|----------------------------|----------------------|--------------------------|----------------------|----------------------|----------------------|
| | 2019 BUDGET | 2018 ADJUSTED | 2018 BUDGET | 2017 | 2016 |
| Revenue from Taxes | | | | | |
| Real Estate - Current | \$ 69,030,500 | \$ 70,867,800 | \$ 70,867,800 | \$ 62,880,558 | \$ 55,973,860 |
| Replacement Tax | 18,250,500 | 18,736,200 | 18,736,200 | 16,624,500 | 14,798,400 |
| GRAND TOTAL | \$ 87,281,000 | \$ 89,604,000 | \$ 89,604,000 | \$ 79,505,058 | \$ 70,772,260 |

NOTE PAGE

SECTION IV

CORPORATE FUND

The Corporate Fund provides for day-to-day staff services as well as the operations and maintenance of water reclamation plants, pumping stations, collection sewers, tunnels, and related facilities. This section provides appropriation detail for the operations and support departments.

Graphs indicate staffing, appropriations, and expenditures budgeted from 2010 through 2019. The structure of sub-units and sections, the number of actual 2017 full-time equivalent (FTE) positions, as well as FTE positions budgeted for 2018 and 2019 are shown in the organization chart. In this section, and throughout the Budget, actual expenditures are used for 2017 with estimated costs for 2018 and budgeted costs for 2019. Additional information for each department includes:

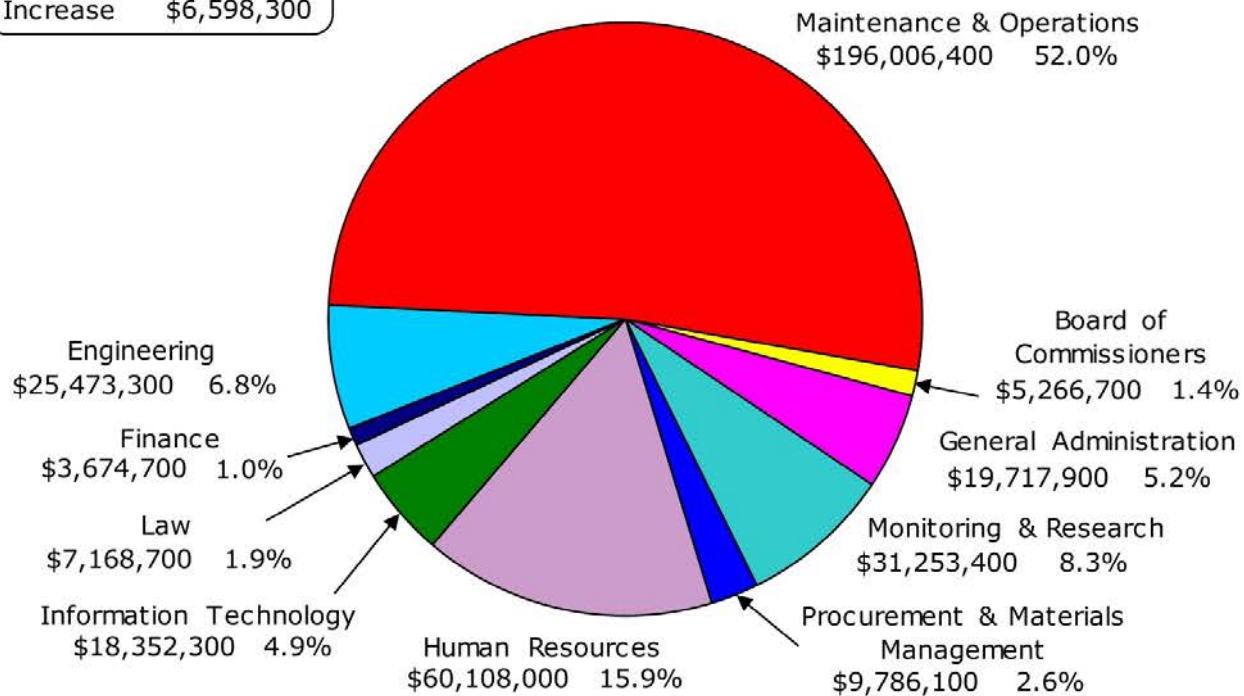
- A *Department Head Transmittal Letter* provides an outline of department plans for the 2019 budget year.
- A *Narrative* explanation of the responsibilities of the department, changes in appropriation from the 2018 Budget, accomplishments during 2018, and significant features for the 2019 Budget. The mission statement, major goals, and initiatives are also provided.
- A list of *Objectives by Priority* describes each objective, assigns the costs associated with it, and indicates its percentage of the total department budget.
- *Programs by Priority* includes major department functions and projected costs and staffing levels with comparison to budgeted 2018. Actual costs are shown for 2017.
- *Performance Data* measures specific department activities by cost and, where possible, measurable units, and compares budgeted costs for 2019 and 2018 with actual costs for 2017.
- The *Line Item Analysis* provides detailed line item appropriations over a three-year period. Appropriations for 2019 are shown as proposed by the Executive Director. Original and adjusted appropriations and estimated expenditures are shown for 2018. Actual 2017 expenditures are provided.
- The *Position Analysis* provides comparative departmental personnel position information for the previous, current, and budget years. Position counts and appropriations for the current and budget years are provided as totals by section or unit, division, and department. The pay plan and grade for each class title is provided and can be used to reference the salary schedules contained in the appendix to determine the applicable salary range. The 2019 salary appropriation is adjusted for vacancies in the Line Item Analysis.

| | |
|--|-----|
| Corporate Fund Appropriations, Expenditures, and Budgeted FTE Positions, 2010 - 2019 | 107 |
| Corporate Fund Organization Chart | 108 |
| Corporate Fund Line Item Analysis | 109 |
| Detailed Appropriations by Department: | |
| Board of Commissioners | 113 |
| General Administration | 123 |
| Monitoring & Research | 141 |
| Procurement & Materials Management | 165 |
| Human Resources | 179 |
| Information Technology | 197 |
| Law | 211 |
| Finance | 227 |
| Maintenance & Operations | |
| Summary of All Divisions | 237 |
| General Division | 253 |
| North Service Area | 268 |
| Calumet Service Area | 284 |
| Stickney Service Area | 297 |
| Engineering | 311 |

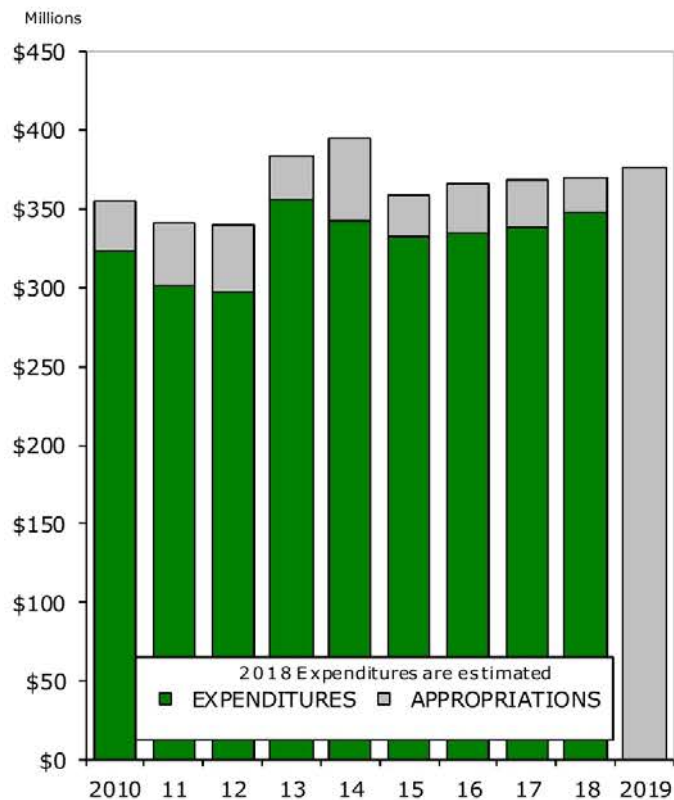
CORPORATE FUND

FUNCTIONS

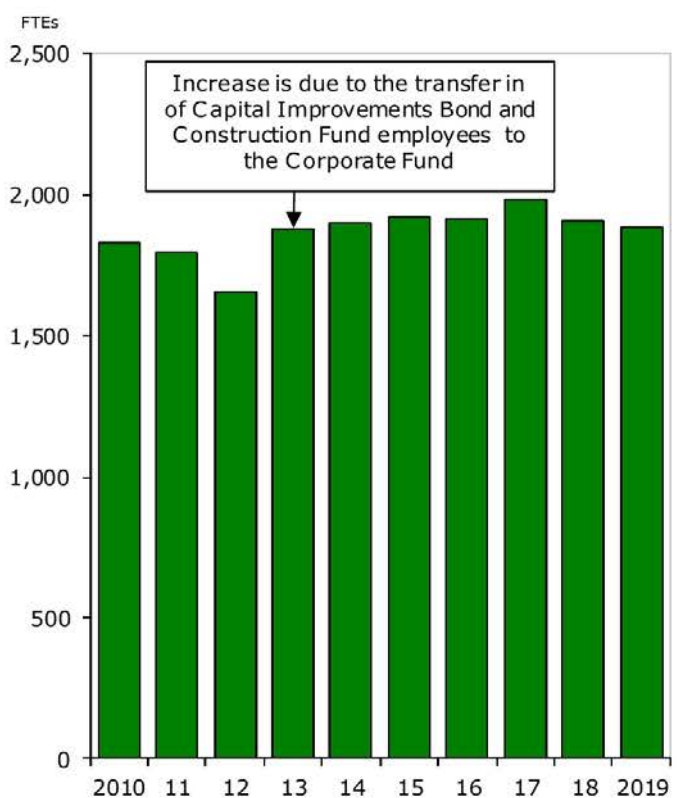
| | |
|----------|---------------|
| 2019 | \$376,807,500 |
| 2018 | \$370,209,200 |
| Increase | \$6,598,300 |



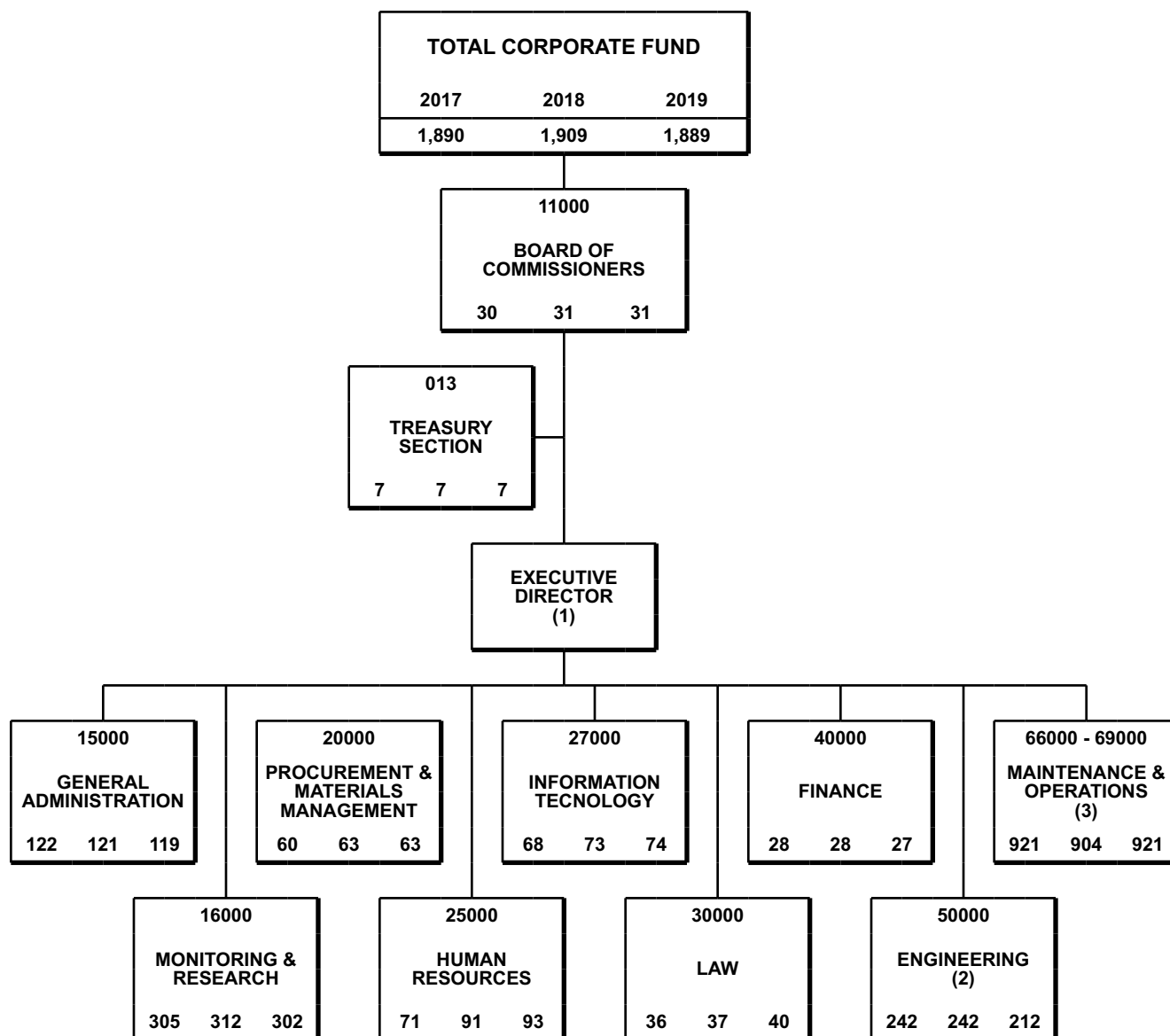
APPROPRIATIONS & EXPENDITURES



BUDGETED FTE POSITIONS



CORPORATE FUND



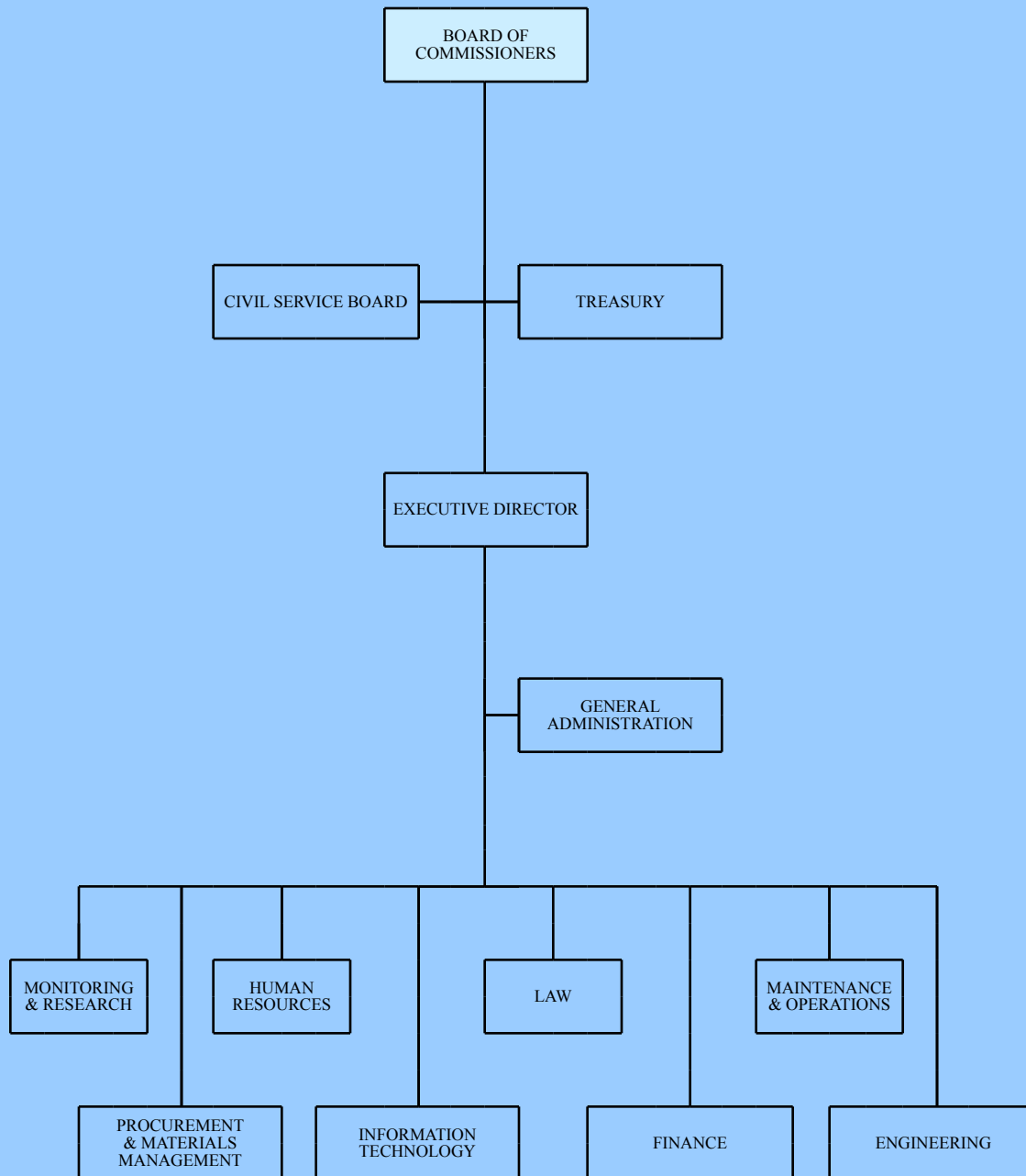
- (1) Personnel count for the Executive Director's Office is reflected in General Administration.
- (2) 57 positions are funded by the Stormwater Management Fund, the management of which remains in the Engineering Department.
- (3) 27 positions are funded by the Stormwater Management Fund, the management of which remains in the Maintenance & Operations Department.

| 101 11000 - 69000 | Fund: Corporate Department: All | LINE ITEM ANALYSIS | | | | | | |
|-------------------------|---|--------------------|------------------------|---------------------------------|---|--------------------------------|--------------------------------|---|
| | | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 601010 | Salaries of Regular Employees | \$175,631,950 | \$ 187,998,400 | \$ 187,653,500 | \$ 126,892,065 | \$178,532,300 | \$188,038,300 | \$ — |
| 601060 | Compensation Plan Adjustments | 7,285,145 | 7,642,200 | 7,742,200 | 5,638,269 | 7,390,000 | 7,651,400 | — |
| 601070 | Social Security and Medicare Contributions | 2,602,035 | 2,762,800 | 2,762,800 | 1,955,793 | 2,835,900 | 2,805,900 | — |
| 601080 | Salaries of Nonbudgeted Employees | 64,939 | 31,900 | 31,900 | — | — | 5,300 | — |
| 601090 | Employee Claims | 21,969 | 60,000 | 74,000 | 54,634 | 60,000 | 60,000 | — |
| 601100 | Tuition and Training Payments | 1,028,242 | 1,139,300 | 1,149,200 | 717,928 | 1,014,700 | 1,243,400 | — |
| 601250 | Health and Life Insurance Premiums | 42,900,978 | 46,455,800 | 46,441,800 | 30,517,675 | 44,636,900 | 46,804,400 | — |
| 601270 | General Salary Adjustments | — | — | — | — | — | 1,204,800 | — |
| 601300 | Personal Services, N.O.C. | 668,566 | 933,900 | 933,900 | 472,382 | 788,000 | 788,000 | — |
| 100 | TOTAL PERSONAL SERVICES | 230,203,824 | 247,024,300 | 246,789,300 | 166,248,746 | 235,257,800 | 248,601,500 | — |
| 612010 | Travel | 55,863 | 117,500 | 117,600 | 39,670 | 94,000 | 105,700 | — |
| 612030 | Meals and Lodging | 144,671 | 221,200 | 220,600 | 103,029 | 187,800 | 193,700 | — |
| 612040 | Postage, Freight, and Delivery Charges | 104,794 | 93,000 | 93,500 | 89,801 | 112,800 | 122,900 | — |
| 612050 | Compensation for Personally-Owned Automobiles | 150,807 | 203,600 | 203,600 | 101,308 | 160,800 | 158,500 | — |
| 612080 | Motor Vehicle Operating Services | 69,267 | 64,800 | 64,800 | 58,953 | 57,100 | 65,000 | — |
| 612090 | Reprographic Services | 123,837 | 140,900 | 140,900 | 136,457 | 123,400 | 126,400 | — |
| 612150 | Electrical Energy | 36,219,039 | 38,941,900 | 38,766,900 | 24,088,738 | 35,603,300 | 34,718,600 | — |
| 612160 | Natural Gas | 2,954,432 | 2,820,300 | 2,995,300 | 2,038,237 | 3,075,400 | 2,970,200 | — |
| 612170 | Water and Water Services | 1,868,726 | 1,803,900 | 1,803,900 | 1,220,427 | 1,849,900 | 2,124,200 | — |
| 612210 | Communication Services | 1,505,737 | 2,063,300 | 2,074,800 | 1,809,020 | 1,861,300 | 1,578,200 | — |
| 612240 | Testing and Inspection Services | 118,984 | 276,300 | 276,300 | 215,161 | 209,200 | 166,700 | — |
| 612250 | Court Reporting Services | 76,779 | 112,000 | 121,000 | 109,850 | 71,000 | 88,500 | — |
| 612260 | Medical Services | 90,281 | 97,300 | 103,800 | 103,360 | 92,000 | 121,100 | — |
| 612280 | Subscriptions and Membership Dues | 720,582 | 816,700 | 816,700 | 690,537 | 816,600 | 865,800 | — |
| 612290 | Insurance Premiums | 3,058,107 | 3,080,300 | 3,080,300 | 2,794,444 | 3,075,300 | 3,471,100 | — |
| 612330 | Rental Charges | 472,532 | 533,000 | 533,000 | 511,539 | 513,300 | 753,300 | — |
| 612340 | Discount Loss | 2,651 | 1,500 | 1,500 | 883 | 1,500 | 3,000 | — |
| 612360 | Advertising | 94,659 | 124,000 | 123,000 | 97,831 | 102,000 | 133,000 | — |
| 612370 | Administration Building Operation | 1,014,937 | 1,015,800 | 1,178,500 | 1,178,451 | 1,154,400 | 1,313,200 | — |
| 612390 | Administration Building McMillan Pavilion Operation | 736,741 | 645,700 | 733,000 | 732,213 | 642,300 | 782,900 | — |
| 612410 | Governmental Service Charges | 3,577,199 | 3,540,800 | 3,540,800 | 2,555,712 | 3,384,400 | 3,491,100 | — |
| 612420 | Maintenance of Grounds and Pavements | 828,992 | 1,013,500 | 1,013,500 | 943,877 | 906,800 | 1,430,900 | — |

| 101 11000 - 69000 | Fund: Corporate Department: All | LINE ITEM ANALYSIS | | | | | | |
|-------------------------|--|--------------------|------------------------|---------------------------------|---|--------------------------------|--------------------------------|---|
| | | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 612430 | Payments for Professional Services | 3,044,450 | 5,221,000 | 5,205,400 | 3,902,482 | 3,578,000 | 4,594,500 | — |
| 612440 | Preliminary Engineering Reports and Studies | 13,440 | — | — | — | — | — | — |
| 612490 | Contractual Services, N.O.C. | 1,092,951 | 1,705,600 | 1,529,700 | 1,193,674 | 1,270,100 | 1,618,000 | — |
| 612520 | Waste Material Disposal Charges | 10,284,686 | 10,894,000 | 10,872,900 | 10,860,911 | 9,724,000 | 10,926,400 | — |
| 612530 | Farming Services | 24,700 | 24,700 | 24,700 | 20,000 | 20,000 | 154,700 | — |
| 612590 | Sludge Disposal | 3,600,138 | 3,700,000 | 3,700,000 | 3,700,000 | 3,669,600 | 6,193,300 | — |
| 612600 | Repairs to Collection Facilities | 3,075,735 | 3,249,300 | 3,225,700 | 3,010,736 | 2,874,600 | 3,486,100 | — |
| 612620 | Repairs to Waterway Facilities | 86,663 | 89,900 | 89,900 | 87,632 | 87,700 | 119,000 | — |
| 612650 | Repairs to Process Facilities | 4,648,489 | 5,528,900 | 5,518,900 | 5,391,527 | 5,024,200 | 5,582,800 | — |
| 612670 | Repairs to Railroads | 266,937 | 368,700 | 322,500 | 299,986 | 310,000 | 266,900 | — |
| 612680 | Repairs to Buildings | 637,081 | 1,092,100 | 1,103,600 | 979,312 | 897,200 | 1,134,700 | — |
| 612760 | Repairs to Material Handling and Farming Equipment | 280,002 | 313,600 | 313,600 | 302,106 | 294,000 | 315,900 | — |
| 612780 | Safety Repairs and Services | 340,819 | 459,500 | 459,500 | 402,007 | 356,700 | 442,000 | — |
| 612790 | Repairs to Marine Equipment | 80,328 | 94,600 | 94,600 | 93,358 | 46,900 | 89,000 | — |
| 612800 | Repairs to Office Furniture and Equipment | 91,871 | 124,300 | 124,900 | 124,022 | 114,200 | 54,500 | — |
| 612810 | Computer Equipment Maintenance | 237,365 | 364,200 | 334,200 | 182,785 | 187,800 | 340,100 | — |
| 612820 | Computer Software Maintenance | 3,844,881 | 4,224,400 | 4,226,200 | 3,930,898 | 3,822,200 | 4,311,200 | — |
| 612840 | Communications Equipment Maintenance (Includes Software) | 701,834 | 758,700 | 784,200 | 778,544 | 769,600 | 800,500 | — |
| 612860 | Repairs to Vehicle Equipment | 507,702 | 611,100 | 655,900 | 612,154 | 549,100 | 588,200 | — |
| 612970 | Repairs to Testing and Laboratory Equipment | 353,884 | 356,500 | 356,500 | 345,250 | 296,300 | 396,800 | — |
| 612990 | Repairs, N.O.C. | 16,775 | 33,800 | 33,800 | 28,232 | 26,100 | 38,000 | — |
| 200 | TOTAL CONTRACTUAL SERVICES | 87,220,346 | 96,942,200 | 96,980,000 | 75,865,112 | 88,012,900 | 96,236,600 | — |
| 623030 | Metals | 150,296 | 139,300 | 132,300 | 89,989 | 128,500 | 134,800 | — |
| 623070 | Electrical Parts and Supplies | 2,061,270 | 2,327,800 | 2,901,800 | 2,683,667 | 2,561,000 | 2,950,100 | — |
| 623090 | Plumbing Accessories and Supplies | 837,421 | 1,135,700 | 1,127,100 | 935,600 | 1,076,600 | 1,174,800 | — |
| 623110 | Hardware | 110,328 | 102,200 | 102,200 | 86,359 | 95,700 | 104,100 | — |
| 623130 | Buildings, Grounds, Paving Materials, and Supplies | 428,907 | 629,300 | 586,100 | 412,533 | 596,100 | 504,800 | — |
| 623170 | Fiber, Paper, and Insulation Materials | 51,955 | 52,100 | 52,100 | 48,353 | 47,800 | 53,800 | — |
| 623190 | Paints, Solvents, and Related Materials | 55,995 | 57,900 | 57,900 | 46,263 | 55,400 | 64,300 | — |
| 623250 | Vehicle Parts and Supplies | 177,464 | 161,700 | 177,300 | 175,411 | 160,800 | 178,400 | — |
| 623270 | Mechanical Repair Parts | 2,398,403 | 2,691,600 | 3,805,400 | 3,651,820 | 3,617,900 | 4,060,600 | — |

| 101 11000 - 69000 | Fund: Corporate Department: All | LINE ITEM ANALYSIS | | | | | | |
|-------------------------|--|--------------------|------------------------|---------------------------------|---|--------------------------------|--------------------------------|---|
| | | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 623300 | Manhole Materials | 10,266 | 6,900 | 6,900 | 6,045 | 6,600 | 25,000 | — |
| 623520 | Office, Printing, and Photo Supplies, Equipment, and Furniture | 316,659 | 367,000 | 368,000 | 329,899 | 336,500 | 360,300 | — |
| 623530 | Farming Supplies | 38,338 | 41,700 | 41,700 | 29,872 | 26,600 | 32,000 | — |
| 623560 | Processing Chemicals | 9,134,723 | 12,878,200 | 11,169,200 | 11,022,334 | 10,142,700 | 12,445,500 | — |
| 623570 | Laboratory Testing Supplies, Small Equipment, and Chemicals | 992,092 | 988,200 | 1,024,500 | 912,773 | 930,500 | 1,065,600 | — |
| 623660 | Cleaning Supplies | 297,967 | 266,300 | 268,800 | 199,959 | 258,600 | 269,400 | — |
| 623680 | Tools and Supplies | 478,341 | 293,300 | 294,300 | 279,832 | 279,500 | 352,600 | — |
| 623700 | Wearing Apparel | 219,987 | 191,600 | 200,700 | 175,404 | 182,700 | 243,600 | — |
| 623720 | Books, Maps, and Charts | 16,504 | 20,900 | 23,000 | 17,013 | 16,500 | 20,100 | — |
| 623780 | Safety and Medical Supplies | 226,466 | 363,600 | 361,100 | 197,814 | 310,400 | 291,500 | — |
| 623800 | Computer Software | 80,645 | 143,100 | 197,300 | 139,816 | 147,700 | 138,800 | — |
| 623810 | Computer Supplies | 488,286 | 519,600 | 519,600 | 460,251 | 479,800 | 765,800 | — |
| 623820 | Fuel | 448,396 | 614,000 | 635,200 | 547,242 | 606,600 | 616,000 | — |
| 623840 | Gases | 76,620 | 71,200 | 71,200 | 64,554 | 66,000 | 85,700 | — |
| 623850 | Communications Supplies | 97,557 | 134,200 | 164,200 | 159,154 | 118,100 | 219,500 | — |
| 623860 | Lubricants | 234,253 | 247,500 | 245,000 | 138,207 | 224,000 | 234,100 | — |
| 623990 | Materials and Supplies, N.O.C. | 269,397 | 315,100 | 316,100 | 279,516 | 291,400 | 285,700 | — |
| 300 | TOTAL MATERIALS AND SUPPLIES | 19,698,534 | 24,760,000 | 24,849,000 | 23,089,680 | 22,764,000 | 26,676,900 | — |
| 634600 | Equipment for Collection Facilities | 45,129 | 44,200 | 44,200 | 44,118 | 43,600 | 60,000 | — |
| 634650 | Equipment for Process Facilities | 108,984 | 178,400 | 237,600 | 215,264 | 243,800 | 166,700 | — |
| 634760 | Material Handling and Farming Equipment | — | — | 11,900 | 11,627 | — | 454,200 | — |
| 634790 | Marine Equipment | — | — | — | — | — | 80,000 | — |
| 634810 | Computer Equipment | 36,706 | — | 7,100 | 6,920 | 7,000 | 312,000 | — |
| 634820 | Computer Software | — | 55,000 | 25,000 | 14,200 | 14,200 | 182,000 | — |
| 634840 | Communications Equipment (Includes Software) | — | — | — | — | — | 16,500 | — |
| 634860 | Vehicle Equipment | — | — | — | — | — | 2,099,000 | — |
| 634970 | Testing and Laboratory Equipment | 424,452 | 315,100 | 363,100 | 359,046 | 309,900 | 394,300 | — |
| 634990 | Machinery and Equipment, N.O.C. | — | — | 12,000 | 11,225 | 12,000 | 130,800 | — |
| 400 | TOTAL MACHINERY AND EQUIPMENT | 615,271 | 592,700 | 700,900 | 662,400 | 630,500 | 3,895,500 | — |
| 645680 | Buildings | — | — | — | — | — | 642,000 | — |
| 500 | TOTAL CAPITAL PROJECTS | — | — | — | — | — | 642,000 | — |

| 101 11000 - 69000 | Fund: Corporate Department: All | LINE ITEM ANALYSIS | | | | | | |
|--|------------------------------------|--------------------|------------------------|---------------------------------|---|--------------------------------|--------------------------------|---|
| | | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 667130 | Taxes on Real Estate | 686,083 | 890,000 | 890,000 | 683,013 | 710,000 | 755,000 | — |
| 700 | TOTAL FIXED AND OTHER CHARGES | 686,083 | 890,000 | 890,000 | 683,013 | 710,000 | 755,000 | — |
| TOTAL CORPORATE FUND | | \$338,424,057 | \$ 370,209,200 | \$ 370,209,200 | \$ 266,548,952 | \$347,375,200 | \$376,807,500 | \$ — |
| NOTES: 1. Amounts may not add up due to rounding. 2. Departmental appropriation totals for salaries in the Line Item Analysis may differ from those contained in the Position Analysis by a factor identified to adjust for vacancies. Additionally, Estimated Expenditure may either exceed Adjusted Appropriation when transfers of funds are anticipated or be less than Expenditure (Committed Budget plus Disbursement) when not all commitments are anticipated to be completed by year-end. | | | | | | | | |





Metropolitan Water Reclamation District of Greater Chicago

100 EAST ERIE STREET CHICAGO, ILLINOIS 60611-3154 312.751.5600

BOARD OF COMMISSIONERS

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September 11, 2018

Mr. John P. Murray
Acting Executive Director
OFFICE

Dear Sir:

Subject: 2019 Program for the Board of Commissioners

The Board of Commissioners' program for 2019, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of the department's 2019 initiatives in alignment with and in support of the Strategic Business Plan. The budget requests include all amendments as directed by you during the Executive Director Budget Hearings in August of this year.

The narrative provides a summary of the department, 2019 major initiatives and challenges, and 2018 accomplishments. Supporting schedules of objectives, performance, and staffing levels present three years of detailed budgetary information.

Thank you for the opportunity to present the proposed Board of Commissioners budget for 2019.

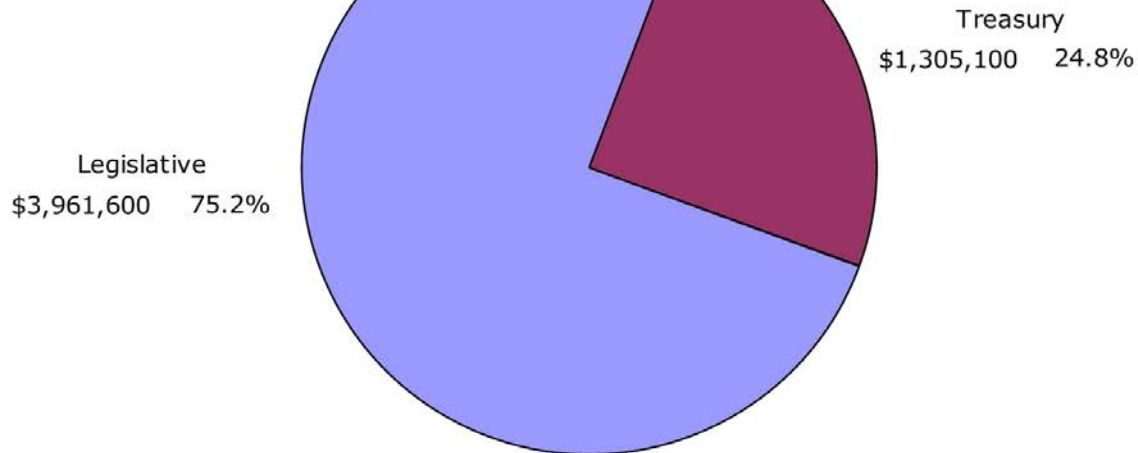
Respectfully submitted,

Mary Ann Boyle
Treasurer

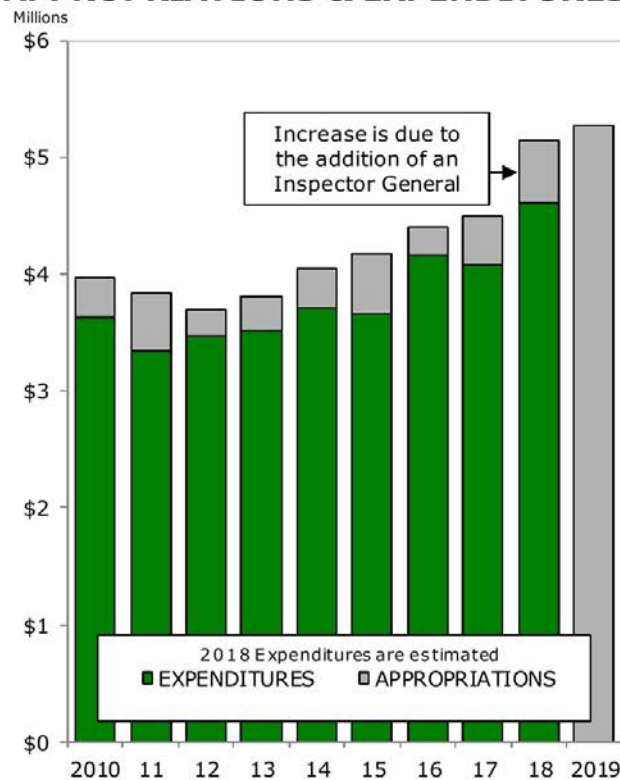
BOARD OF COMMISSIONERS

FUNCTIONS

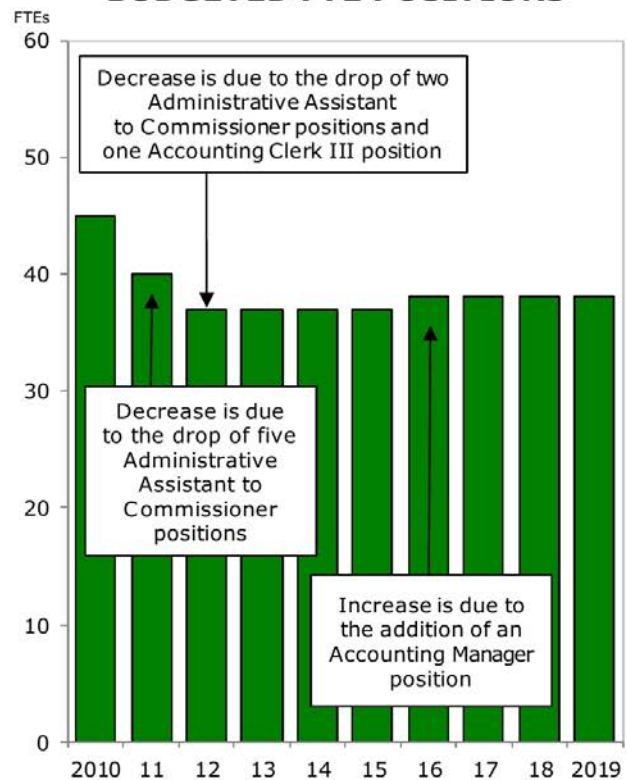
| | |
|----------|-------------|
| 2019 | \$5,266,700 |
| 2018 | \$5,145,200 |
| Increase | \$121,500 |



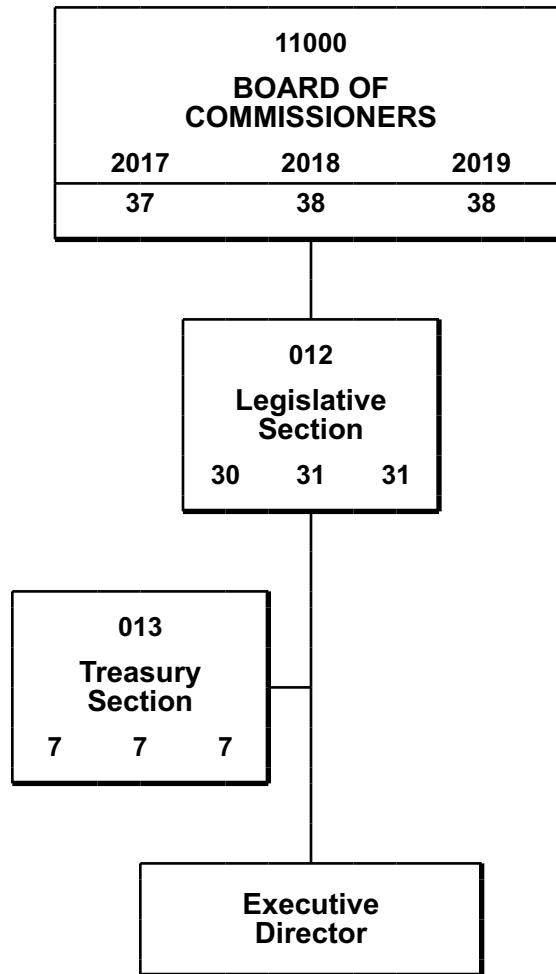
APPROPRIATIONS & EXPENDITURES



BUDGETED FTE POSITIONS



BOARD OF COMMISSIONERS



BOARD OF COMMISSIONERS

The mission of the Board of Commissioners is the mission of the District: to protect the health and safety of the public in its service area, protect the quality of the water supply source (Lake Michigan), improve the quality of waterways in its service area, protect businesses and homes from flood damages, and manage water as a vital resource for its service area.

The mission of the Treasury Section is to provide quality management of the District's financial resources by maximizing income on investments with minimal risk, issuing bonds to finance the wastewater collection, treatment, and flood control facilities' capital needs, cost-effectively meeting the cash requirements of the District's operations through the utilization of appropriate technology and efficient banking practices, and maintaining the District's outstanding bond rating.

Departmental Summary

The Board of Commissioners comprises two sections: Legislative and Treasury. The Legislative Section is the policy-making entity of the District, responsible for establishing policies and procedures consistent with the District's mission of protecting the water environment for the citizens of Cook County and providing a forum to facilitate community involvement. The Treasury Section is responsible for the collection and investment of District revenues, the issuance of bonds to meet District capital requirements, the payment of principal and interest on outstanding bonds as required, and the maintenance of the District's bond ratings.

Summary of 2018 Accomplishments

- Investment interest income earned for the year was approximately \$13.5 million reflecting higher yields on interest-bearing investments due to four interest rate increases by the Federal Reserve during 2018;
- For the sixth consecutive year, the District had access to \$200 million in low-interest loans made available from the Illinois Environmental Protection Agency's State Revolving Fund Program that will be used for wastewater and stormwater capital improvement projects. The Illinois Clean Water Initiative provides loans to fund construction projects and aid to communities to comply with the United States Environmental Protection Agency's guidelines and standards, addresses critical infrastructure needs, and stimulates local economic development;
- The District continued toward the funding policy goals for the Retirement Fund and the Other Postemployment Benefits (OPEB) Trust Fund. As of December 31, 2017, the Retirement Fund's funded ratio was 58.3 percent and the OPEB Trust Fund's funded ratio was 63.2 percent (based upon the most recent actuarial valuation in 2017);
- The District was presented with the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the 2017 Retiree Health Care Trust Comprehensive Annual Financial Report. This marks the 11th consecutive year that the Retiree Health Care Trust has been presented with the award.

Budget Highlights

The 2019 appropriation for the Board of Commissioners is \$5,266,700, an increase of \$121,500, or 2.4 percent, from 2018. The staffing level remains unchanged at 38 positions.

The significant feature of the Treasury Section 2019 Budget is:

- Investment Interest Income Estimate: \$16.9 million or less - The Federal Reserve is expected to raise rates at least twice in 2019, which will lead to higher investment yields for the year.

2019 Initiatives in Support of the Strategic Business Plan Include the Following:

• Add Value

The Treasury Section will continue to leverage professional service providers selected through the Request for Proposal process to provide cost-effective services for District taxpayers.

The Treasury Section will continue to develop tools to monitor and ensure financial stability and to analyze and leverage market conditions to implement best strategies for investment and debt management.

The Treasury Section will explore new and different ideas on investment and debt management to maximize returns and cost efficiency for District taxpayers while adhering to District policies.

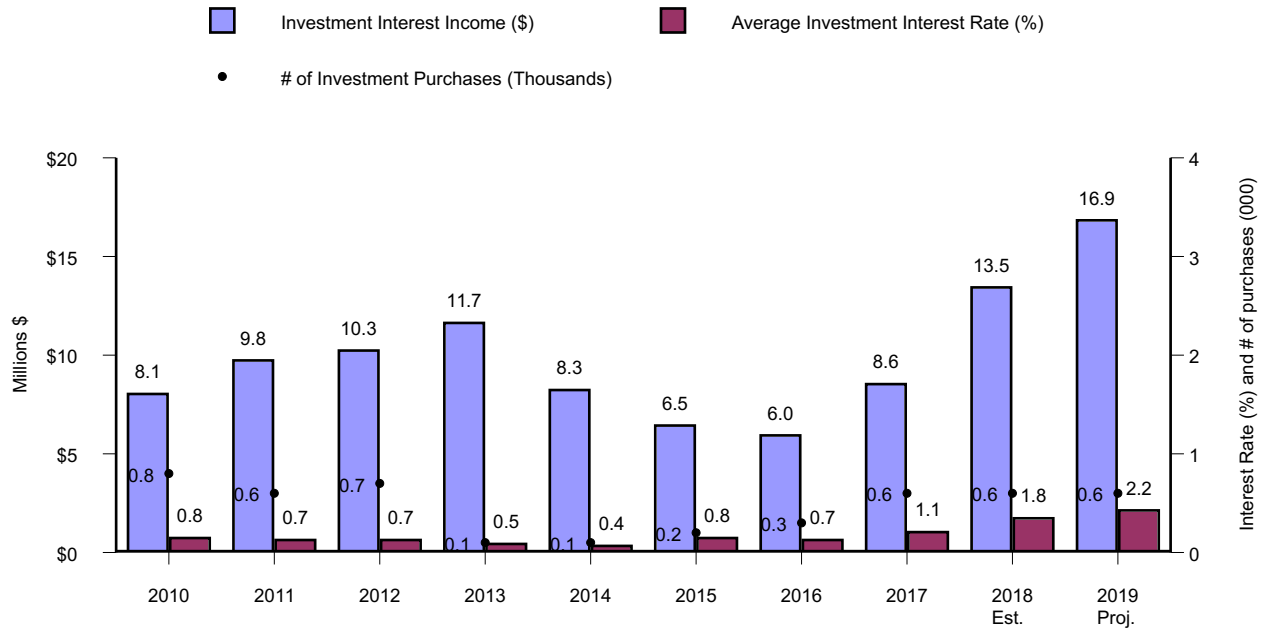
• Excellence

The Treasury Section will continue to provide excellent customer service to District taxpayers through the responsible management of cash, investments, and debt to ensure financial stability targets are met.

The Treasury Section will maintain sufficient liquidity to meet the District's payment requirements for operations, payroll, and capital expenditures, fund all expenditures in compliance with federal law and state statute, and maintain pension and OPEB funding strategies to ensure the long-term health of the retirement programs.

The Treasury Section will maximize investment yield on District investments while safeguarding the principal by investing excess cash to maximize investment returns within the statutory and investment policy guidelines.

Investment Interest Income / Average Investment Interest Rate All Funds 2010-2019



| Ending Investment Inventory (Par Value) (Dollars in Millions) | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 Est. | 2019 Proj. |
|--|---------|---------|---------|---------|---------|---------|---------|---------|--------------|---------------|
| | \$660.8 | \$990.4 | \$975.0 | \$717.0 | \$547.2 | \$715.2 | \$711.3 | \$736.7 | \$647.9 | \$587.9 |

The Treasury Section will continue to focus the Capital Finance Program on the prudent use of debt financing for capital needs and debt service savings, while issuing debt financings in compliance with federal securities laws and state statutory authorization.

• Develop Employees

Treasury Section employees will continue to attend seminars and conferences in 2019 to develop knowledge and skills in the areas of investment, treasury, and debt management. Employees will also continue to cross-train to ensure business continuity at all times.

11000 BOARD OF COMMISSIONERS**OBJECTIVES AND PROGRAM SUMMARY**

| OBJECTIVES BY PRIORITY: | | Cost | Percent |
|--|--|--------------|---------|
| 1. | Establish policies and priorities to guide the Executive Director in meeting the District's responsibilities: ensuring the protection of the environment and the health and welfare of people in the community in the most responsive, efficient, and economical manner. | \$ 3,961,600 | 75.2% |
| 2. | Provide cash management services to maximize investment interest return without sacrifice of principal or required liquidity, measured by exceeding the benchmark 90-day Treasury bill rate and investment on average of over 99 percent of available funds. | \$ 1,305,100 | 24.8% |
| Enhance the District's image in national financial markets through the prudent use of debt financing for capital needs and debt service savings. | | | |
| Total | | \$ 5,266,700 | 100.0% |

| MEASURABLE GOALS: | | 2017 Actual | 2018 Estimated | 2019 Proposed |
|-------------------|--|----------------|-------------------|------------------|
| 1. | Maximize investment earnings by exceeding the interest rate benchmark monthly. | 100% | 100% | 100% |
| 2. | Invest 99 percent of available funds on a daily basis. | 100% | 100% | 100% |
| 3. | Achieve AAA bond rating with all three major rating agencies. | 33% | 33% | 33% |
| 4. | Maintain minority broker/dealer investment participation at 30 percent or more of applicable investment purchases. | 30% | 30% | 30% |

| PROGRAMS BY PRIORITY: | | | Budgeted | | | Change | |
|-----------------------|---|--------------|----------|------|--------------|------------|---------|
| Number | Name | Actual | | FTEs | Dollars | Dollars | Percent |
| 7110 | Legislative | \$ 2,844,660 | 2019 | 31 | \$ 3,874,700 | \$ 41,700 | 1.1 |
| | | | 2018 | 31 | \$ 3,833,000 | | |
| 7210 | Treasury Activities | \$ 661,872 | 2019 | 4 | \$ 801,500 | \$ 75,200 | 10.4 |
| | | | 2018 | 4 | \$ 726,300 | | |
| 7316 | Other Postemployment Benefits Trust Management and Report Preparation | \$ 141,877 | 2019 | 1 | \$ 151,600 | \$ 3,700 | 2.5 |
| | | | 2018 | 1 | \$ 147,900 | | |
| 7601 | Capital Financing Program and Other Related Costs | \$ 347,893 | 2019 | 2 | \$ 352,000 | \$ (500) | (0.1) |
| | | | 2018 | 2 | \$ 352,500 | | |
| 7604 | Social Security and Medicare Contributions | \$ 76,680 | 2019 | — | \$ 86,900 | \$ 1,400 | 1.6 |
| | | | 2018 | — | \$ 85,500 | | |
| Totals | | \$ 4,072,982 | 2019 | 38 | \$ 5,266,700 | \$ 121,500 | 2.4% |
| | | | 2018 | 38 | \$ 5,145,200 | | |

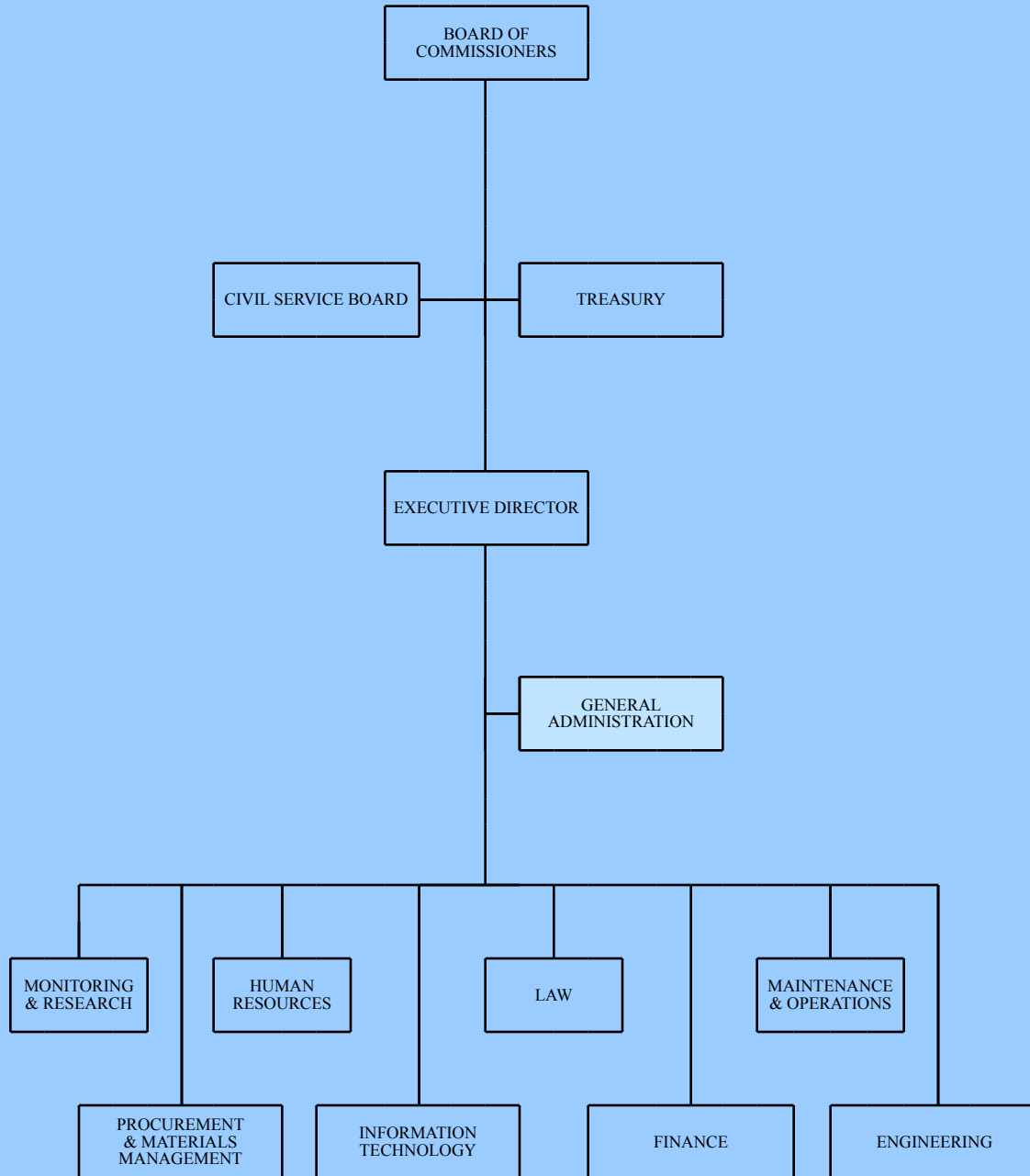
11000 BOARD OF COMMISSIONERS**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated |
|----------------|---|--------|----------------|------------------|-------------------|
| 7110 | Legislative | Cost | \$ 2,844,660 | \$ 3,833,000 | \$ 3,874,700 |
| 7210 | Treasury Activities | Cost | \$ 661,872 | \$ 726,300 | \$ 801,500 |
| 7316 | Other Postemployment Benefits Trust Management and Report Preparation | Cost | \$ 141,877 | \$ 147,900 | \$ 151,600 |
| 7601 | Capital Financing Program and Other Related Costs | Cost | \$ 347,893 | \$ 352,500 | \$ 352,000 |
| 7604 | Social Security and Medicare Contributions | Cost | \$ 76,680 | \$ 85,500 | \$ 86,900 |
| | | Totals | \$ 4,072,982 | \$ 5,145,200 | \$ 5,266,700 |

| 101 11000 | Fund: Corporate Department: Board of Commissioners | LINE ITEM ANALYSIS | | | | | | |
|--|--|--------------------|------------------------|---------------------------------|---|--------------------------------|--------------------------------|---|
| | | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 601010 | Salaries of Regular Employees | \$ 3,421,654 | \$ 3,682,100 | \$ 3,682,100 | \$ 2,413,355 | \$ 3,456,200 | \$ 3,716,000 | \$ — |
| 601060 | Compensation Plan Adjustments | 10,968 | 38,600 | 38,600 | 21,122 | 30,800 | 61,800 | — |
| 601070 | Social Security and Medicare Contributions | 76,680 | 85,500 | 85,500 | 56,640 | 84,200 | 86,900 | — |
| 601100 | Tuition and Training Payments | 16,233 | 15,100 | 15,100 | 11,081 | 15,100 | 20,100 | — |
| 601300 | Personal Services, N.O.C. | 309,316 | 428,000 | 428,000 | 232,664 | 428,000 | 428,000 | — |
| 100 | TOTAL PERSONAL SERVICES | 3,834,851 | 4,249,300 | 4,249,300 | 2,734,861 | 4,014,300 | 4,312,800 | — |
| 612010 | Travel | 8,345 | 20,100 | 20,100 | 5,842 | 20,100 | 19,700 | — |
| 612030 | Meals and Lodging | 9,777 | 30,300 | 30,300 | 8,807 | 30,300 | 21,700 | — |
| 612280 | Subscriptions and Membership Dues | 34,802 | 38,600 | 38,600 | 38,600 | 38,600 | 27,700 | — |
| 612430 | Payments for Professional Services | 178,572 | 800,900 | 800,900 | 267,789 | 500,900 | 858,800 | — |
| 612490 | Contractual Services, N.O.C. | 435 | 500 | 500 | 435 | 500 | 500 | — |
| 200 | TOTAL CONTRACTUAL SERVICES | 231,930 | 890,400 | 890,400 | 321,473 | 590,400 | 928,400 | — |
| 623520 | Office, Printing, and Photo Supplies, Equipment, and Furniture | 6,201 | 5,500 | 5,500 | 4,352 | 5,500 | 25,500 | — |
| 300 | TOTAL MATERIALS AND SUPPLIES | 6,201 | 5,500 | 5,500 | 4,352 | 5,500 | 25,500 | — |
| TOTAL BOARD OF COMMISSIONERS | | \$ 4,072,982 | \$ 5,145,200 | \$ 5,145,200 | \$ 3,060,686 | \$ 4,610,200 | \$ 5,266,700 | \$ — |
| NOTES: 1. Amounts may not add up due to rounding. 2. Departmental appropriation totals for salaries in the Line Item Analysis may differ from those contained in the Position Analysis by a factor identified to adjust for vacancies. Additionally, Estimated Expenditure may either exceed Adjusted Appropriation when transfers of funds are anticipated or be less than Expenditure (Committed Budget plus Disbursement) when not all commitments are anticipated to be completed by year-end. | | | | | | | | |

| Fund: Corporate Dept: Board of Commissioners | | POSITION ANALYSIS | | | | |
|---|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| 012 | Legislative Section | | | | | |
| EX22 | President | 1 | 1 | | 1 | |
| EX21 | Vice President | 1 | 1 | | 1 | |
| EX01 | Commissioner (Chairman, Committee on Finance) | 1 | 1 | | 1 | |
| EX02 | Commissioner | 6 | 6 | | 6 | |
| EX03 | Administrative Aide to President | 1 | 1 | | 1 | |
| EX04 | Administrative Assistant to Commissioner (Secretary) | 20 | 21 | | 21 | |
| TOTAL | Legislative Section | 30 | 31 | 2,726,809.53 | 31 | 2,731,383.72 |
| 013 | Treasury Section | | | | | |
| EX05 | Treasurer | 1 | 1 | | 1 | |
| HP20 | Assistant Treasurer | 1 | 1 | | 1 | |
| HP18 | Accounting Manager | 1 | 1 | | 1 | |
| HP16 | Financial Analyst | 3 | 3 | | 3 | |
| EX06 | Secretary to Officer | 1 | 1 | | 1 | |
| TOTAL | Treasury Section | 7 | 7 | 973,677.00 | 7 | 1,003,302.30 |
| TOTAL | Board of Commissioners | 37 | 38 | 3,700,486.53 | 38 | 3,734,686.02 |
| NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix. | | | | | | |

NOTE PAGE





Metropolitan Water Reclamation District of Greater Chicago

100 EAST ERIE STREET CHICAGO, ILLINOIS 60611-3154 312.751.5600

BOARD OF COMMISSIONERS

Mariyana T. Spyropoulos
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Chairman of Finance
Kenneth Dunkin
Martin J. Durkan
Josina Morita
Debra Shore
Kari K. Steele
David J. Walsh

September 11, 2018

Mr. John P. Murray
Acting Executive Director
OFFICE

Dear Sir:

Subject: 2019 Program for General Administration

General Administration's program for 2019, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of 2019 initiatives in alignment with and in support of the Strategic Business Plan. The budget requests include all amendments as directed by you during the Executive Director Budget Hearings in August of this year.

The narrative provides a summary of General Administration's organization, 2019 major initiatives and challenges, and 2018 accomplishments. Supporting schedules of objectives, performance, and staffing levels present three years of detailed budgetary information.

Thank you for the opportunity to present the proposed General Administration budget for 2019.

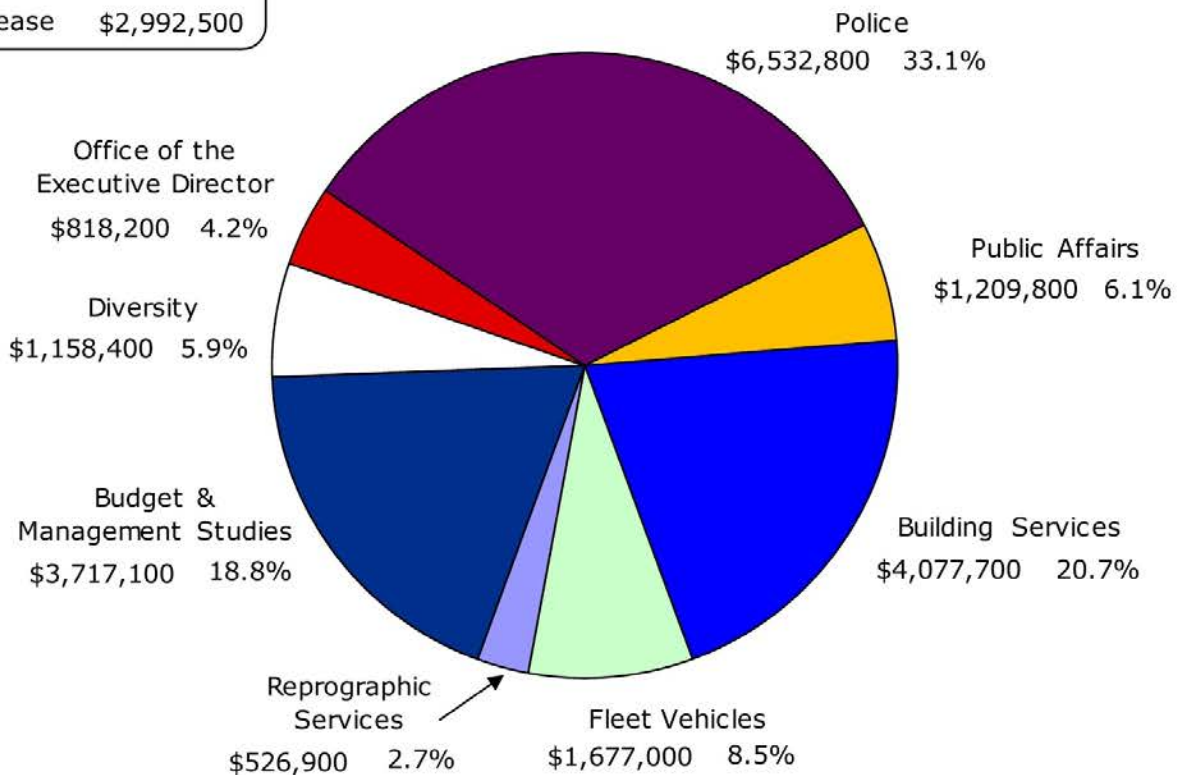
Respectfully submitted,

Eileen M. McElligott
Administrative Services Officer

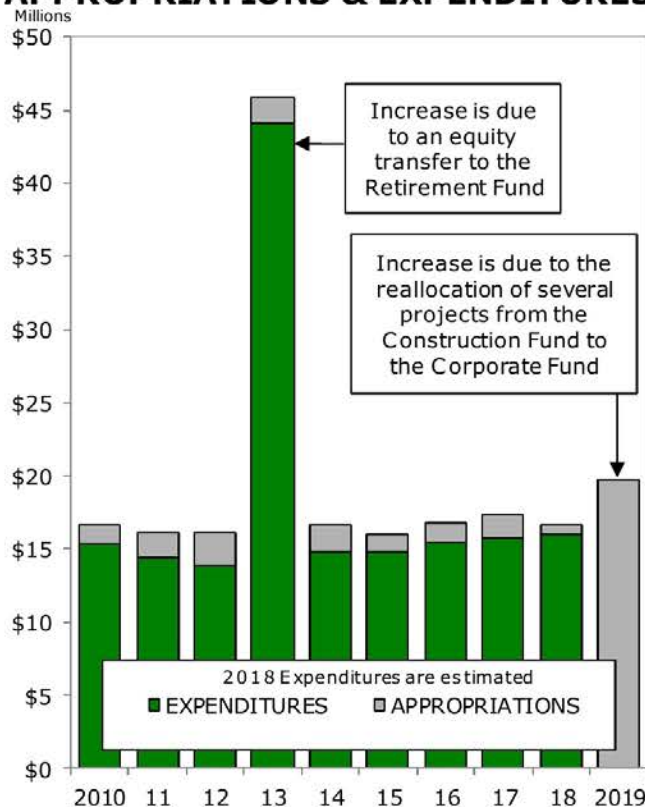
GENERAL ADMINISTRATION

| | |
|----------|--------------|
| 2019 | \$19,717,900 |
| 2018 | \$16,725,400 |
| Increase | \$2,992,500 |

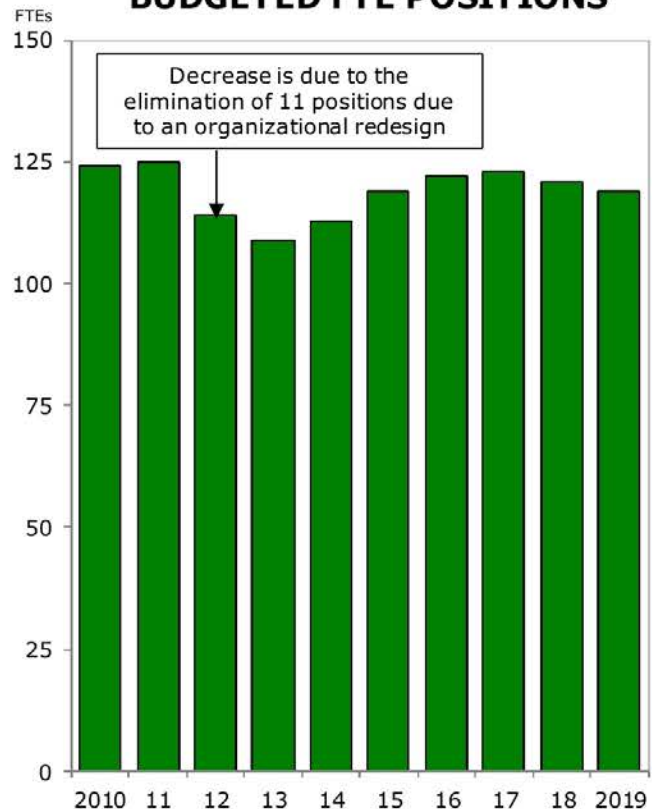
FUNCTIONS



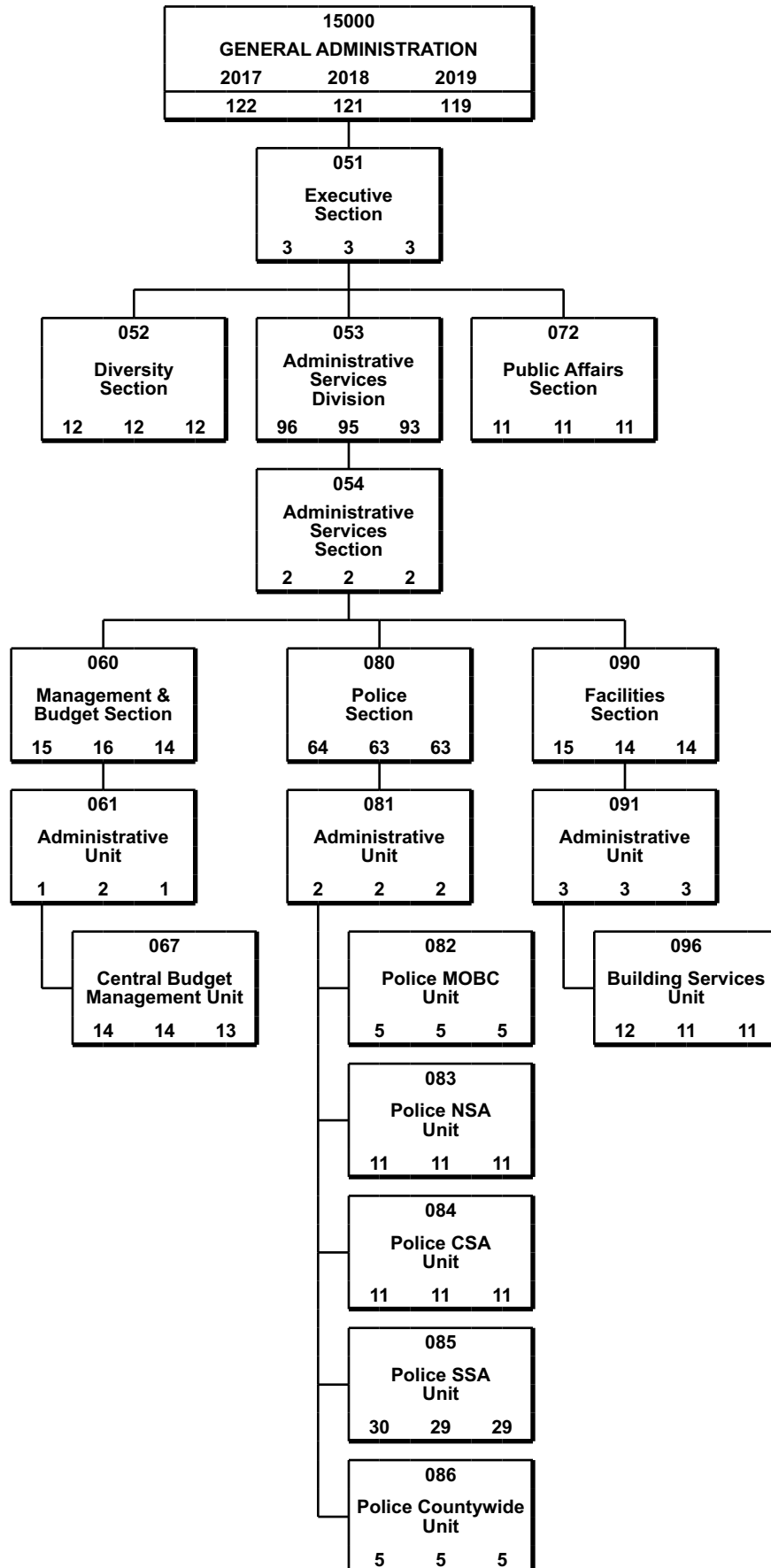
APPROPRIATIONS & EXPENDITURES



BUDGETED FTE POSITIONS



GENERAL ADMINISTRATION



GENERAL ADMINISTRATION

The mission of the Administrative Services Division is to prepare and administer the annual budget, provide a secure work environment for all employees, visitors, contractors, and citizens, and provide support services to maintain the Main Office Building Complex (MOBC).

The mission of the Diversity Section is to ensure that minority owned (MBE), women owned (WBE), and small (SBE) business enterprises are given equal opportunities to participate in the performance of the District's construction program and professional service contracts in excess of \$100,000, in accordance with case law and the District's policies.

The mission of the Public Affairs Section is to promote a broader understanding and appreciation of the District and the valuable services it provides, present clear and accurate information about the work of the District and its areas of responsibility, cultivate relationships and facilitate communication with all stakeholders, and plan and implement targeted promotional efforts and social marketing campaigns.

Departmental Summary

General Administration supports the Office of the Executive Director in implementing Board policies. General Administration includes the Office of the Executive Director, the Administrative Services Division, the Diversity Section, and the Public Affairs Section.

Summary of 2018 Accomplishments

- The 2018 Budget received the 34th consecutive Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA);
- Continued to train in-house staff on several topics intended to increase the efficiency of the budgeting process by implementing a new budget publishing solution;
- Began modernization of two elevators at the Main Office Building (MOB) with the goal of eliminating service stoppage;
- Completed an overhaul of the MOB roof to extend service life an additional ten years;
- Facilities Section expects another year of reduced utility expenditures resulting in savings of roughly 13 percent from 2015;
- Continued to increase the number of Protected Class Enterprise vendors included on the District's vendor list;
- Hosted two MBE/WBE/SBE vendor outreach events, servicing over 400 subcontractors;
- Participated in two of the United States Drug Enforcement Administration's National Prescription Drug Take Back Day Initiative at three water reclamation plants and the MOBC;
- Continued to manage the District's Prescription Drug Take Back Program at four District locations;
- The Police Section continued to reduce Police overtime expenditures resulting in savings of roughly 56 percent from 2015;
- Promoted Restore the Canopy tree distribution, compost, and Space to Grow green schoolyard projects;
- Facilitated the Buffalo Creek Reservoir Expansion and Melvina Ditch Reservoir Expansion groundbreaking ceremonies;
- Participated in the Chicago Flower and Garden Show, showcasing composted biosolids and best management practices in stormwater management and Green Infrastructure;
- Organized the 6th Annual Sustainability Summit, honoring individuals and organizations promoting a sustainable environment;
- Published approximately 100 press releases and captured thousands of photos and hundreds of hours of footage of District properties and events using drone, photography, and videography equipment;
- Hosted the District's African American History Celebration titled "Ascent to the National Stage", which gave an overview of Illinois elected officials' rise from a local to a national arena;
- Hosted 190 tours/open houses with over 5,000 visitors, attended over 60 outreach events impacting more than 37,000 people, and visited over 30 schools and other organizations to educate more than 1,800 people.

Budget Highlights

The 2019 appropriation for General Administration is \$19,717,900, an increase of \$2,992,500, or 17.9 percent, from 2018. The staffing level has decreased from 121 to 119 positions, which includes the drop of two Administrative Specialist positions.

Significant features of the 2019 Budget include:

- Major projects include construction of a plenum fan array, replacement of two chillers, and replacement of the main production equipment in the printshop at the Main Office Building Annex;
- Continue the reduction of fleet inventory and pursue replacement of vehicles, with hybrid vehicles when possible, at 10 years or 100,000 miles. Vehicles not meeting the minimum usage criteria may be designated as pool vehicles for better utilization;
- Continue the management of the District's positive public image through proactive communications and by hosting ribbon cutting ceremonies as major projects are completed.

2019 Administrative Services Division Initiatives in Support of the Strategic Business Plan Include the Following:

The Administrative Services Division is comprised of three distinct support service functions, consisting of the Management & Budget, Police, and Facilities Sections. It is focused on the goals established in the Strategic Business Plan and is committed to using the established strategies for continuous improvement in 2019.

- **Add Value**

The Management & Budget Section will continue to develop time saving methods for developing the budget. In 2018, a new financial reporting tool was implemented that increased efficiencies in the data consolidation and publication of the budget book.

- **Excellence**

The Management & Budget Section will provide capital budget analyses to assist in the prioritization of projects to ensure best use of current spending.

The Management & Budget Section will analyze recent expenditure data to develop base budget targets for all departments. Budget requests above the base will be reviewed and analyzed to ensure such requests are aligned to strategic initiatives.

The Management & Budget Section continually strives to produce a budget that provides transparency to the public. The section's goals include earning Special Capital Recognition and Special Performance Measures Recognition from the GFOA.

The Police Section will protect employees, contractors, visitors, and the District's assets through access control and patrolling and monitoring District land and facilities in a professional and service-oriented manner.

The Facilities Section is responsible for the maintenance and operations of the MOBC, which includes building operations, automotive fleet services, mailroom, and print services. It is committed to providing a functional and cost-effective office environment for staff and delivering efficient and cost-effective automotive fleet services, mailroom, and print services. The Facilities Section will continue to support the MOBC through the careful management of our physical assets and staff services.

- **Resource Recovery**

The Police Section operates the District's Prescription Drug Take Back Program at four locations and will continue to participate in the United States Drug Enforcement Administration's National Prescription Drug Take Back Initiative. Together, the programs prevent and reduce the accidental contamination of streams, rivers, and lakes by disposing of pharmaceuticals in an environmentally-friendly manner.

The Facilities Section will continue to improve its single-stream recycling program at the MOBC, reducing waste by removing recyclable materials and containers from the waste stream. Moreover, in 2019, the food waste produced by the MOB cafeteria for the compost recycling program will continue.

- **Develop Employees**

The Administrative Services Division will continue to develop employees through participation in training seminars and conferences to increase professional knowledge and skills. In-house training, webinars, and eLearning opportunities are utilized whenever possible to extend training to multiple employees in a cost-effective manner.

- **Leading Partnerships**

The Management & Budget Section will work with all departments to develop and execute the District's program of subscriptions and memberships. The names of employees in leadership roles in a variety of organizations will be published in the budget.

The Management & Budget Section will work with the GFOA, the Civic Federation, and other agencies to promote best practices and continuous improvement in our budget document.

The Police Section will participate as a member of the Law Enforcement Mutual Aid Agreement, and work with other agencies and municipalities to protect people and assets.

- **Technology**

The Management & Budget Section implemented a new budget publishing solution in 2018 for the preparation of the 2019 Budget. This system streamlines the budget book preparation process.

The Facilities Section will replace its main print production equipment with the latest generation of production technology. A digital storefront will also be added to the printshop for electronic submission of print jobs and automated tracking of expenditures by department and by job.

2019 Diversity Section Initiatives in Support of the Strategic Business Plan Include the Following:

The Diversity Section is focused on the goals established in the Strategic Business Plan and is committed to using the established strategies for continuous improvement in 2019.

• Add Value

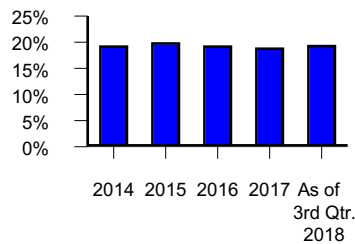
The Diversity Section will continue to fulfill its community leadership role regarding contract and employment diversity in the District's service communities by establishing and monitoring goals for construction-related projects, as well as participating in outreach activities, including trade shows, conferences, and contractor training sessions covering District business practices. These activities directly impact the development of MBE, WBE, and SBE vendors. The Diversity Section will continue to be a part of the discussions for pending legislation, agreements, and programs that could adversely affect goal attainment. The Diversity Section will strive to increase the District's MBE, WBE, and SBE vendor list by 10 percent in 2019.

| Construction & Consulting Contracts | 2014* | 2015 | 2016 | 2017 | As of 2018 3rd Quarter |
|-------------------------------------|---------------|---------------|---------------|--------------|------------------------|
| Minority-owned Business Enterprises | \$75,053,441 | \$23,292,180 | \$39,402,363 | \$9,800,078 | \$9,378,306 |
| Women-owned Business Enterprises | \$39,870,628 | \$10,855,589 | \$27,298,129 | \$5,565,425 | \$6,003,293 |
| Small Business Enterprises * | \$857,220 | \$375,118 | \$307,759 | \$1,364,898 | \$1,804,394 |
| Total Contracts Awarded | \$386,198,534 | \$116,523,512 | \$202,973,188 | \$51,475,204 | \$48,164,379 |

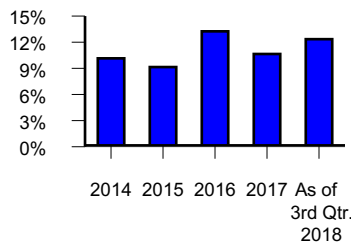
For years 2016-2018, SBE contract award amounts only include non-MBEs and non-WBEs.

*\$236 million contract awarded in 2014 for 04-128-3P, Westside Primary Settling Tanks at the Stickney Water Reclamation Plant

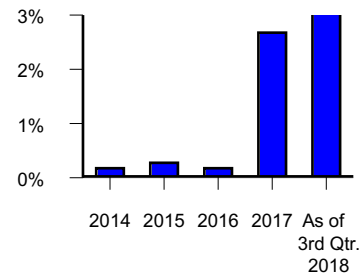
Minority-owned Business Enterprises



Women-owned Business Enterprises



Small Business Enterprises



• Excellence

The Diversity Section began implementation of the Disparity Study recommendation to develop a small business program that provides tangible participation opportunities on a race- and gender-neutral basis. By meeting or exceeding the participation targets, the small business program will ensure that bona fide MBEs, WBEs, and SBEs are given an equal and increasing opportunity to participate in the performance of District construction and consulting contracts. The Diversity Section will work with the Engineering Department in a contract unbundling process to increase race- and gender-neutral small business participation to reach a two percent goal.

• Develop Employees

The Diversity Section will continue the development of performance management metrics to better measure the performance of staff. In 2018, the Diversity staff was trained in contract compliance through the American Contract Compliance Association, which highlights new and pending rules and legislation regarding Affirmative Action. In 2019, Diversity staff will be trained in team building and interviewing techniques.

• Leading Partnerships

The Diversity Section will host two vendor outreach events, providing prospective vendors access to District officers and commissioners. The Diversity Section will continue to partner with the District's sister government agencies to discover more efficient methods to help vendors become successful government contractors and develop sustainable relationships with prime contractors and financial institutions. Staff will continue to co-host workshops and other meetings with sister agencies to train their members on how to do business with the District and provide information on new District contract opportunities. Additionally, the Diversity Section will continue working internally with user departments to provide MBE, WBE, and SBE opportunities on District contracts.

2019 Public Affairs Section Initiatives in Support of the Strategic Business Plan Include the Following:

The Public Affairs Section has embraced the goals established in the Strategic Business Plan and is committed to using the established strategies to maintain the District's public image in 2019.

- **Add Value**

The Public Affairs Section will work with subject matter experts to develop materials that educate the public on how to manage stormwater and prevent water pollution. The Public Affairs Section will also continue to oversee the distribution of thousands of tree saplings, in addition to several programs promoting the District's stormwater management mission.

- **Excellence**

The Public Affairs Section exhibits a sense of urgency in all activities. The Public Affairs Section is determined to enthusiastically achieve excellence in all work products and through interactions with colleagues, stakeholders, reporters, and the public. Quality communications will continue to feature professionally written and designed materials that reflect the organization's important role and history of excellence. The Public Affairs Section will strive to produce deliverables of professional quality in all forms of media. The Public Affairs Section will work to inform the public about the value the District adds to our community and stakeholders. The Public Affairs Section will continue to produce fact sheets, talking points, photos, videos, press releases, and other materials that will help staff educate the public about the value of the District's work and areas of responsibility. Microsoft PowerPoint presentations, exhibits, and displays provided by the Public Affairs Section will continue to enhance speaking engagements, while press releases researched and prepared by the Public Affairs Section will be distributed to stakeholders and media members. The Public Affairs Section utilizes social media, participates in and supports community events with presenters and handouts, hosts tours and open houses, and provides photos and imagery to targeted audiences that help to educate the public on the value and importance of the District's work. The Public Affairs Section will also add value to the scholars and reporters interested in past and present imagery by making photo files and imagery freely available and promote the District's real estate portfolio by publicizing properties and their varied uses.

- **Resource Recovery**

The Public Affairs Section will educate and inform the public about the District's resource recovery work by producing targeted, audience-appropriate materials that clearly explain this subject. The phosphorus recovery facility at the Stickney Water Reclamation Plant offers an opportunity to educate the public about the impact that phosphorus has on waterways and the positive impact the recovery facility will have on improving our water environment locally as well as nationally. The Public Affairs Section will also continue to support biosolids and compost marketing efforts.

- **Develop Employees**

The Public Affairs Section will continue to learn new skills and techniques in order to keep up-to-date with current communication practices and technology. Staff will be encouraged to pursue classroom training, online training, webinars, and to read industry publications and books. The Public Affairs Section will also continue to keep abreast of changes and new developments within the District and the industry and the current trends in water treatment reported throughout the world. The Public Affairs Section is aware that all employees influence the public image of the District. Therefore, the Public Affairs Section will continue to produce resources, such as fact sheets, that will help educate staff about the District's work and areas of responsibility. The Public Affairs Section will continue to send out daily "MWRD in the News" emails that help all employees remain knowledgeable about new developments at the District and in the water industry. These daily reminders also help cultivate a sense of urgency among staff.

- **Leading Partnerships**

The Public Affairs Section will foster partnerships and engagement with organizations, communities, and individuals who share in the commitment to the water environment and an interest in District work and areas of responsibility. The Public Affairs Section will continue to develop strategic relationships with the public through participation in local events by developing communication materials and by providing requested resources, such as photos and brochures.

- **Technology**

The Public Affairs Section will continue to use technology to efficiently and effectively educate the public and the District's stakeholders about the value and importance of our work. Our two Federal Aviation Administration licensed drone pilots will continue to record videos and photograph District facilities and processes. The Public Affairs Section will continue to use technology both as a tool for creating communications by using appropriate and up-to-date software, hardware, and technical processes and as a medium of communication, using social media, email, and databases. The Public Affairs Section will continue to update the District's website with fresh, current information; utilize social media as an interactive communications tool; continue to update and send email blasts and mailings to targeted officials, stakeholders, and the media; produce a bi-monthly employee newsletter; maintain electronic message signs at all seven water reclamation plants; and generate online photo archives which will include current photos and scanned historical imagery.

15000 GENERAL ADMINISTRATION**OBJECTIVES AND PROGRAM SUMMARY**

| OBJECTIVES BY PRIORITY: | | Cost | Percent |
|-------------------------|--|---------------|---------|
| 1. | Physically protect and secure District personnel, facilities, and outlying properties through access control, police patrol, and proactive crime prevention. | \$ 6,532,800 | 33.1% |
| 2. | Carry out policies established by the elected Board of Commissioners for the protection of the water environment of the District. | \$ 818,200 | 4.2% |
| 3. | Reach participation goals established by the Board of Commissioners for Minority-owned Business Enterprises, Women-owned Business Enterprises, and Small Business Enterprises for construction and professional services contracts. | \$ 1,158,400 | 5.9% |
| 4. | Prepare and administer the District's annual budget to be used as a policy, financial, operations, and communications plan in the furtherance of the District's mission and statutory requirements. | \$ 3,373,400 | 17.1% |
| 5. | Operate and maintain the Main Office Building Complex to provide a functional and cost-effective office environment for staff, contractors, and visitors. | \$ 4,077,700 | 20.7% |
| 6. | Provide public understanding of District functions and activities through media, publications, and tours. | \$ 1,209,800 | 6.1% |
| 7. | Provide fleet management services by administering the operation, maintenance, repair, and procurement of the District's fleet. | \$ 1,677,000 | 8.5% |
| 8. | Reproduce and distribute materials used for the District's internal and external communications and records purposes in a timely, efficient, and cost-effective manner. | \$ 526,900 | 2.7% |
| 9. | Perform organization and management research studies and compliance audits to evaluate the District's various business activities for cost-saving opportunities, compliance with legal mandates, and policies established by the Board of Commissioners. | \$ 343,700 | 1.7% |
| Total | | \$ 19,717,900 | 100.0% |

| MEASURABLE GOALS: | | 2017 Actual | 2018 Actual | 2019 Proposed |
|-------------------|--|----------------|----------------|------------------|
| 1. | Receive the Government Finance Officers Association Distinguished Budget Presentation Award annually. | Yes | Yes | Yes |
| 2. | Increase public awareness of the District and its mission through growth in social media followers of at least 10 percent per year among the principal social media sites including Facebook, Twitter, LinkedIn, YouTube, and Instagram. | | | |

| Year | Facebook | | Twitter | | LinkedIn | | YouTube | | Instagram | |
|------------------|---------------------|-------------------------------------|---------------------|-------------------------------------|---------------------|-------------------------------------|---------------------|-------------------------------------|---------------------|-------------------------------------|
| | Number of Followers | Percent Increase from Previous Year | Number of Followers | Percent Increase from Previous Year | Number of Followers | Percent Increase from Previous Year | Number of Followers | Percent Increase from Previous Year | Number of Followers | Percent Increase from Previous Year |
| 2019 - Proposed | 4,000 | 20% | 3,200 | 16% | 2,500 | 22% | 225 | 97% | 400 | 123% |
| 2018 - Estimated | 3,340 | 26% | 2,752 | 30% | 2,056 | 20% | 114 | 90% | 179 | 100% |
| 2017 - Actual | 2,646 | 22% | 2,112 | 35% | 1,719 | 23% | 60 | 100% | N/A | N/A |

15000 GENERAL ADMINISTRATION**OBJECTIVES AND PROGRAM SUMMARY**

| PROGRAMS BY PRIORITY: | | | 2017 | | Budgeted | | Change | | |
|---|---|----|--------------|------|----------|---------------|--------------|---------|----|
| Number | Name | | Actual | | FTEs | Dollars | Dollars | Percent | |
| 7100 | Office of the Executive Director | \$ | 486,967 | 2019 | 3 | \$ 476,700 | \$ (20,500) | (4.1) | |
| | | | | 2018 | 3 | \$ 497,200 | | | |
| 7110 | Legislative | \$ | 424,203 | 2019 | — | \$ 341,500 | \$ (99,800) | (22.6) | a) |
| | | | | 2018 | — | \$ 441,300 | | | |
| 7220 | Reprographic Services | \$ | 501,119 | 2019 | 2 | \$ 526,900 | \$ (7,400) | (1.4) | |
| | | | | 2018 | 2 | \$ 534,300 | | | |
| 7240 | Public Affairs | \$ | 1,102,084 | 2019 | 11 | \$ 1,209,800 | \$ (103,000) | (7.8) | |
| | | | | 2018 | 11 | \$ 1,312,800 | | | |
| 7251 | Corporate Budget Preparation, Monitoring, and Administration | \$ | 1,956,320 | 2019 | 8 | \$ 3,005,400 | \$ 1,174,000 | 64.1 | b) |
| | | | | 2018 | 9 | \$ 1,831,400 | | | |
| 7252 | Management and Organization Studies | \$ | 259,543 | 2019 | 3 | \$ 343,700 | \$ (900) | (0.3) | |
| | | | | 2018 | 3 | \$ 344,600 | | | |
| 7253 | Support Department Budget Preparation, Monitoring, and Administration | \$ | — | 2019 | 3 | \$ 280,800 | \$ (300) | (0.1) | |
| | | | | 2018 | 3 | \$ 281,100 | | | |
| 7254 | Enterprise System | \$ | 87,945 | 2019 | 1 | \$ 87,200 | \$ (500) | (0.6) | |
| | | | | 2018 | 1 | \$ 87,700 | | | |
| 7340 | Security of Plants and Properties | \$ | 6,151,030 | 2019 | 63 | \$ 6,372,500 | \$ 17,800 | 0.3 | |
| | | | | 2018 | 64 | \$ 6,354,700 | | | |
| 7460 | Main Office Building Complex Services | \$ | 3,039,055 | 2019 | 11 | \$ 4,077,700 | \$ 1,000,300 | 32.5 | c) |
| | | | | 2018 | 11 | \$ 3,077,400 | | | |
| 7470 | Contract Diversity | \$ | 990,351 | 2019 | 12 | \$ 1,158,400 | \$ 20,000 | 1.8 | |
| | | | | 2018 | 12 | \$ 1,138,400 | | | |
| 7490 | Automotive Fleet Operations | \$ | 576,347 | 2019 | 2 | \$ 1,677,000 | \$ 1,006,900 | 150.3 | d) |
| | | | | 2018 | 2 | \$ 670,100 | | | |
| 7604 | Social Security and Medicare Contributions | \$ | 154,459 | 2019 | — | \$ 160,300 | \$ 5,900 | 3.8 | |
| | | | | 2018 | — | \$ 154,400 | | | |
| Totals | | | \$15,729,423 | 2019 | 119 | \$ 19,717,900 | \$ 2,992,500 | 17.9% | |
| | | | | 2018 | 121 | \$ 16,725,400 | | | |
| a) Decrease is due to the reduction in Federal consulting activity required due to the completion of McCook Reservoir Phase I (\$100,000). b) Increase is due to the contingency for District-wide Corporate Fund general salary adjustments (\$1,204,800). c) Increase is due to the reallocation of the paint and carpet replacement project in the Main Office Building (\$425,000) and the Main Office Building Annex common area major projects (\$100,000) from the Construction Fund to the Corporate Fund, and the estimated increases in man-hour rates for 18-416-11, Building Engineers Services (\$377,900) and 18-408-11, Janitorial Services (\$52,700). d) Increase is due to the reallocation of replacement fleet vehicles from the Construction Fund to the Corporate Fund (\$900,000) and the overhaul of in-plant fueling systems at various locations (\$94,800). | | | | | | | | | |

15000 GENERAL ADMINISTRATION**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated | |
|---|---|------------------|----------------|------------------|-------------------|----|
| 7100 | Office of the Executive Director | Cost | \$ 486,967 | \$ 497,200 | \$ 476,700 | |
| 7110 | Legislative | Cost | \$ 424,203 | \$ 441,300 | \$ 341,500 | a) |
| 7220 | Reprographic Services | | | | | |
| 7221 | Duplication Services | # of Impressions | 3,068,687 | 3,000,000 | 3,030,000 | |
| | | Cost | \$ 489,211 | \$ 521,300 | \$ 505,600 | |
| | | Cost/Impression | \$ 0.16 | \$ 0.17 | \$ 0.17 | |
| 7224 | Design Services | Cost | \$ 11,908 | \$ 13,000 | \$ 21,300 | b) |
| 7240 | Public Affairs | | | | | |
| 7247 | Internal Public Affairs | | | | | |
| | Interdepartmental Support | Cost | \$ 298,431 | \$ 363,200 | \$ 331,000 | |
| 7248 | External Public Affairs | | | | | |
| | Respond to Public Inquiries and Furnish Public Information Pamphlets | # of Responses | 46,000 | 47,000 | 48,000 | |
| | | Cost | \$ 268,297 | \$ 317,022 | \$ 293,385 | |
| | | Cost/Response | \$ 5.83 | \$ 6.75 | \$ 6.11 | |
| | Coordinate District Communications with Public, Civic, and Social Groups | # of Contacts | 23,000 | 24,000 | 25,000 | |
| | | Cost | \$ 146,599 | \$ 173,222 | \$ 160,307 | |
| | | Cost/Contact | \$ 6.37 | \$ 7.22 | \$ 6.41 | |
| | Monitor Public Hearings, Board Meetings, Internet, and Media and Issue Press Releases | Cost | \$ 189,289 | \$ 223,664 | \$ 206,988 | |
| | Special Public Events | Cost | \$ 199,468 | \$ 235,692 | \$ 218,120 | |
| 7250 | Budget Preparation and Management Studies | | | | | |
| 7251 | Corporate Budget Preparation, Monitoring, and Administration | Cost | \$ 1,956,320 | \$ 1,831,400 | \$ 3,005,400 | c) |
| 7252 | Management and Organization Studies | Cost | \$ 259,543 | \$ 344,600 | \$ 343,700 | |
| 7253 | Support Department Budget Preparation, Monitoring, and Administration | Cost | \$ — | \$ 281,100 | \$ 280,800 | |
| 7254 | Enterprise Systems | Cost | \$ 87,945 | \$ 87,700 | \$ 87,200 | |
| a) Decrease is due to the reduction in Federal consulting activity required due to the completion of McCook Reservoir Phase I (\$100,000). | | | | | | |
| b) Increase is due to additional design services required for the 130th anniversary of the District in 2019. Design services have been consolidated into one budget item for 2019 (\$17,500). | | | | | | |
| c) Increase is due to the contingency for District-wide Corporate Fund general salary adjustments (\$1,204,800). | | | | | | |

15000 GENERAL ADMINISTRATION**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated | |
|--|--|----------------|---------------|---------------|----------------|----|
| 7340 | Security of Plants and Properties | | | | | |
| | Patrol of District Facilities | # of Miles | 136,610 | 115,803 | 136,600 | d) |
| | | Cost | \$ 1,190,759 | \$ 1,230,186 | \$ 1,233,632 | |
| | | Cost/Mile | \$ 8.72 | \$ 10.62 | \$ 9.03 | |
| | Patrol of District Real Estate | # of Miles | 265,182 | 230,000 | 265,200 | e) |
| | | Cost | \$ 3,367,260 | \$ 3,478,756 | \$ 3,488,500 | |
| | | Cost/Mile | \$ 12.70 | \$ 15.13 | \$ 13.15 | |
| | Access Control to Facilities | # of Hours | 46,121 | 46,000 | 46,100 | |
| | | Cost | \$ 1,593,011 | \$ 1,645,758 | \$ 1,650,368 | |
| | | Cost/Hour | \$ 34.54 | \$ 35.78 | \$ 35.80 | |
| 7460 | Main Office Building Complex Services | | | | | |
| 7461 | Main Office Building Complex Operations | Area (Sq. Ft.) | 198,901 | 198,901 | 198,901 | |
| | | Cost | \$ 2,694,665 | \$ 2,702,100 | \$ 3,677,400 | f) |
| | | Cost/Sq. Ft. | \$ 13.55 | \$ 13.59 | \$ 18.49 | |
| 7463 | Collect and Distribute Mail | # of Pieces | 1,008,726 | 756,730 | 893,300 | |
| | | Cost | \$ 259,564 | \$ 289,800 | \$ 313,900 | |
| | | Cost/Piece | \$ 0.26 | \$ 0.38 | \$ 0.35 | |
| 7464 | Telephone Switchboard Operations at Main Office Building Complex | Cost | \$ 84,826 | \$ 85,500 | \$ 86,400 | |
| 7470 | Contract Diversity | | | | | |
| 7471 | Contract Compliance | Cost | \$ 442,905 | \$ 505,800 | \$ 520,300 | |
| 7472 | Community Activity | Cost | \$ 326,794 | \$ 378,700 | \$ 383,100 | |
| 7473 | Contract Diversity Support | Cost | \$ 220,652 | \$ 253,900 | \$ 255,000 | |
| 7490 | Automotive Fleet Operations | | | | | |
| 7491 | Automotive Fleet Procurement | Cost | \$ 8,633 | \$ — | \$ 900,000 | g) |
| 7496 | Automotive Fleet Disposal | Cost | \$ 6,684 | \$ — | \$ — | |
| 7499 | Automotive Fleet Operations | Cost | \$ 561,030 | \$ 670,100 | \$ 777,000 | h) |
| 7604 | Social Security and Medicare Contributions | Cost | \$ 154,459 | \$ 154,400 | \$ 160,300 | |
| | Totals | | \$ 15,729,423 | \$ 16,725,400 | \$ 19,717,900 | |
| <p>d) Increase is due to the increased number of patrols through more efficient utilization of staff.</p> <p>e) Increase is due to mandatory property checks for special business reasons.</p> <p>f) Increase is due to the reallocation of the paint and carpet replacement project in the Main Office Building (\$425,000) and the Main Office Building Annex common area major projects (\$100,000) from the Construction Fund to the Corporate Fund, and the estimated increases in man-hour rates for 18-416-11, Building Engineers Services (\$377,900) and 18-408-11, Janitorial Services (\$52,700).</p> <p>g) Increase is due to the reallocation of replacement fleet vehicles from the Construction Fund to the Corporate Fund (\$900,000).</p> <p>h) Increase is due to the overhaul of in-plant fueling systems at various locations. (\$94,800).</p> | | | | | | |

| 101 15000 | Fund: Corporate Department: General Administration | LINE ITEM ANALYSIS | | | | | | |
|-------------------|--|--------------------|---------------------------|---------------------------------------|---|--------------------------------------|--------------------------------------|--|
| | | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 601010 | Salaries of Regular Employees | \$ 10,214,862 | \$ 10,863,500 | \$ 10,728,500 | \$ 7,454,476 | \$ 10,457,900 | \$ 10,917,700 | \$ — |
| 601060 | Compensation Plan Adjustments | 781,971 | 840,000 | 740,000 | 429,155 | 553,300 | 664,600 | — |
| 601070 | Social Security and Medicare Contributions | 154,459 | 154,400 | 154,400 | 113,592 | 168,100 | 160,300 | — |
| 601080 | Salaries of Nonbudgeted Employees | 1,248 | — | — | — | — | — | — |
| 601100 | Tuition and Training Payments | 80,968 | 37,700 | 37,700 | 13,435 | 18,100 | 33,000 | — |
| 601270 | General Salary Adjustments | — | — | — | — | — | 1,204,800 | — |
| 100 | TOTAL PERSONAL SERVICES | 11,233,507 | 11,895,600 | 11,660,600 | 8,010,658 | 11,197,400 | 12,980,400 | — |
| 612010 | Travel | 7,777 | 7,200 | 7,200 | 3,756 | 8,400 | 10,000 | — |
| 612030 | Meals and Lodging | 12,433 | 11,000 | 11,000 | 5,591 | 13,700 | 17,200 | — |
| 612040 | Postage, Freight, and Delivery Charges | 97,267 | 84,800 | 84,800 | 81,559 | 106,100 | 109,700 | — |
| 612050 | Compensation for Personally- Owned Automobiles | 1,928 | 3,000 | 3,000 | 1,900 | 2,600 | 3,700 | — |
| 612080 | Motor Vehicle Operating Services | 68,058 | 62,700 | 62,700 | 58,161 | 55,600 | 62,700 | — |
| 612090 | Reprographic Services | 116,109 | 118,000 | 118,000 | 115,597 | 113,600 | 103,400 | — |
| 612150 | Electrical Energy | 318,240 | 340,000 | 340,000 | 195,078 | 336,100 | 325,200 | — |
| 612160 | Natural Gas | 25,934 | 24,000 | 24,000 | 14,490 | 22,800 | 24,900 | — |
| 612170 | Water and Water Services | 5,492 | 5,200 | 5,200 | 4,335 | 6,300 | 6,500 | — |
| 612210 | Communication Services | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | — |
| 612280 | Subscriptions and Membership Dues | 685,780 | 778,100 | 778,100 | 651,937 | 778,000 | 838,100 | — |
| 612330 | Rental Charges | 14,010 | 8,700 | 8,700 | 8,376 | 8,600 | 93,500 | — |
| 612360 | Advertising | 12,417 | 13,000 | 13,000 | 960 | 12,000 | 13,000 | — |
| 612370 | Administration Building Operation | 1,014,937 | 1,015,800 | 1,178,500 | 1,178,451 | 1,154,400 | 1,313,200 | — |
| 612390 | Administration Building McMillan Pavilion Operation | 736,741 | 645,700 | 733,000 | 732,213 | 642,300 | 782,900 | — |
| 612430 | Payments for Professional Services | 407,640 | 474,000 | 474,000 | 421,775 | 399,000 | 324,000 | — |
| 612490 | Contractual Services, N.O.C. | 235,074 | 428,300 | 362,000 | 309,169 | 337,600 | 331,800 | — |
| 612680 | Repairs to Buildings | 21,557 | 26,500 | 26,500 | 9,500 | 8,000 | 41,300 | — |
| 612800 | Repairs to Office Furniture and Equipment | 90,251 | 118,200 | 118,200 | 117,400 | 108,000 | 47,900 | — |
| 612840 | Communications Equipment Maintenance (Includes Software) | 17,784 | 17,800 | 42,800 | 42,784 | 37,800 | 22,800 | — |
| 612860 | Repairs to Vehicle Equipment | 383,733 | 437,100 | 481,900 | 447,595 | 404,000 | 440,500 | — |
| 200 | TOTAL CONTRACTUAL SERVICES | 4,276,163 | 4,622,100 | 4,875,600 | 4,403,627 | 4,557,900 | 4,915,300 | — |
| 623070 | Electrical Parts and Supplies | 9,275 | 7,600 | 7,600 | 7,600 | 5,500 | 8,600 | — |

| 101 15000 | Fund: Corporate Department: General Administration | LINE ITEM ANALYSIS | | | | | | |
|--|--|--------------------|---------------------------|---------------------------------------|---|--------------------------------------|--------------------------------------|--|
| | | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 623090 | Plumbing Accessories and Supplies | 11,869 | 7,500 | 7,500 | 7,500 | 7,400 | 8,500 | — |
| 623110 | Hardware | 16,618 | 14,400 | 14,400 | 14,400 | 14,300 | 16,000 | — |
| 623520 | Office, Printing, and Photo Supplies, Equipment, and Furniture | 111,618 | 115,100 | 114,500 | 110,784 | 114,500 | 136,600 | — |
| 623660 | Cleaning Supplies | 997 | 1,300 | 1,300 | 1,000 | 1,200 | 1,300 | — |
| 623700 | Wearing Apparel | 24,201 | 28,400 | 35,500 | 35,401 | 19,300 | 53,400 | — |
| 623720 | Books, Maps, and Charts | 497 | 500 | 500 | 44 | 400 | 1,000 | — |
| 623850 | Communications Supplies | — | — | — | — | — | 25,000 | — |
| 623990 | Materials and Supplies, N.O.C. | 44,679 | 32,900 | 32,900 | 32,574 | 30,000 | 52,000 | — |
| 300 | TOTAL MATERIALS AND SUPPLIES | 219,753 | 207,700 | 214,200 | 209,303 | 192,600 | 302,400 | — |
| 634860 | Vehicle Equipment | — | — | — | — | — | 900,000 | — |
| 634990 | Machinery and Equipment, N.O.C. | — | — | — | — | — | 94,800 | — |
| 400 | TOTAL MACHINERY AND EQUIPMENT | — | — | — | — | — | 994,800 | — |
| 645680 | Buildings | — | — | — | — | — | 525,000 | — |
| 500 | TOTAL CAPITAL PROJECTS | — | — | — | — | — | 525,000 | — |
| TOTAL GENERAL ADMINISTRATION | | \$ 15,729,423 | \$ 16,725,400 | \$ 16,750,400 | \$ 12,623,588 | \$ 15,947,900 | \$ 19,717,900 | \$ — |
| NOTES: 1. Amounts may not add up due to rounding. 2. Departmental appropriation totals for salaries in the Line Item Analysis may differ from those contained in the Position Analysis by a factor identified to adjust for vacancies. Additionally, Estimated Expenditure may either exceed Adjusted Appropriation when transfers of funds are anticipated or be less than Expenditure (Committed Budget plus Disbursement) when not all commitments are anticipated to be completed by year-end. | | | | | | | | |

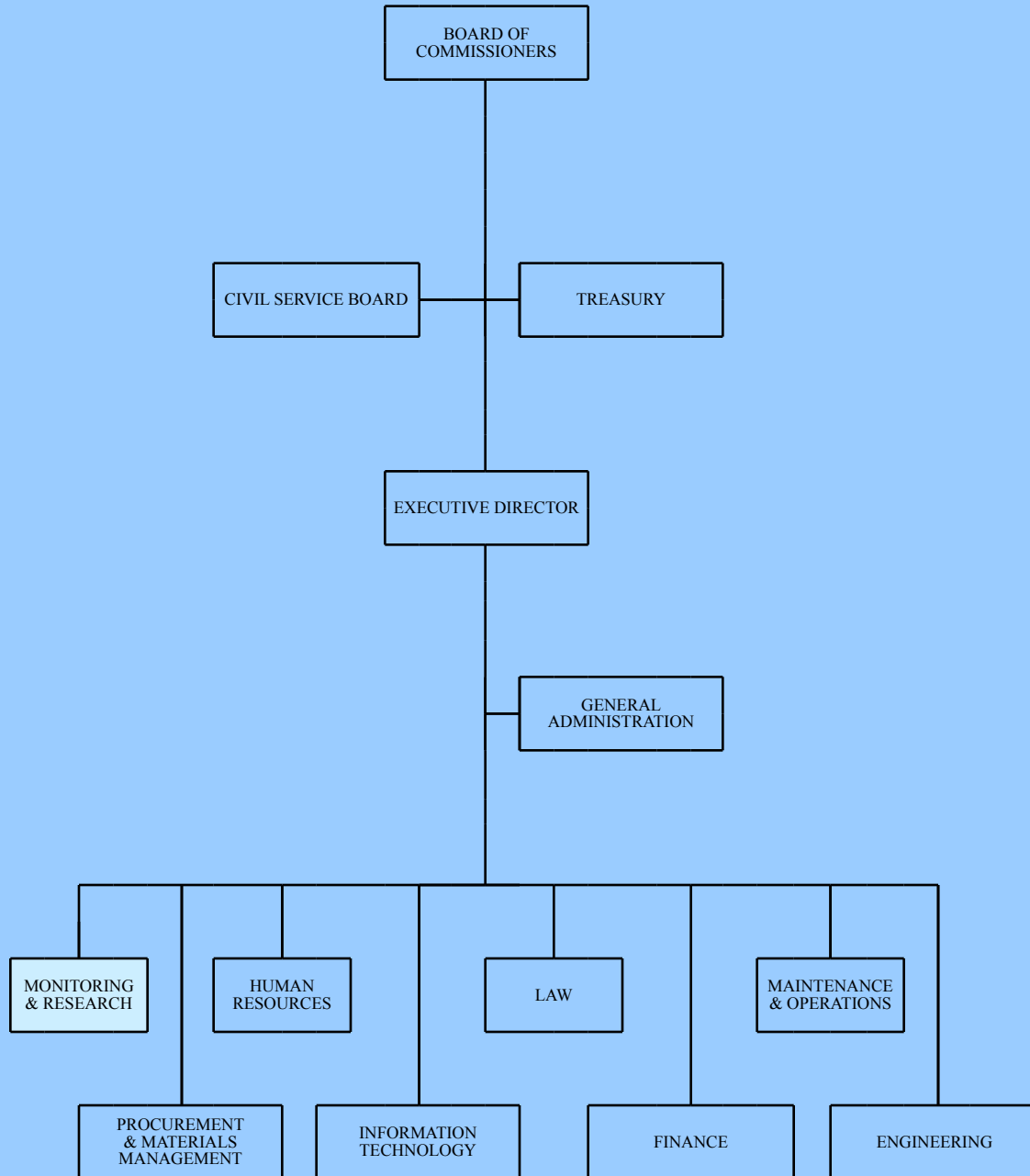
| Fund: Corporate Dept: General Administration | | POSITION ANALYSIS | | | | |
|---|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| 051 | Executive Section | | | | | |
| EX07 | Executive Director | 1 | 1 | | 1 | |
| EX06 | Secretary to Officer | 2 | 2 | | 2 | |
| TOTAL | Executive Section | 3 | 3 | 492,312.24 | 3 | 474,023.94 |
| 052 | Diversity Section | | | | | |
| HP18 | Diversity Administrator | 1 | 1 | | 1 | |
| HP16 | Senior Diversity Officer | 2 | 2 | | 2 | |
| HP15 | Compliance Officer #2 (Diversity Officer) (New Grade HP14) | 3 | 1 | | 1 | |
| HP14 | Diversity Officer | 3 | 5 | | 5 | |
| HP11 | Administrative Specialist | 2 | 2 | | 2 | |
| HP09 | Administrative Clerk | 1 | 1 | | 1 | |
| TOTAL | Diversity Section | 12 | 12 | 1,045,948.21 | 12 | 1,057,586.40 |
| 053 | Administrative Services Division | | | | | |
| 054 | Administrative Services Section | | | | | |
| EX19 | Administrative Services Officer | 1 | 1 | | 1 | |
| EX06 | Secretary to Officer | 1 | 1 | | 1 | |
| TOTAL | Administrative Services Section | 2 | 2 | 339,787.75 | 2 | 339,787.76 |
| 060 | Management & Budget Section | | | | | |
| 061 | Administrative Unit | | | | | |
| HP20 | Budget Officer | 1 | 1 | | 1 | |
| HP11 | Administrative Specialist | — | 1 | | — | |
| TOTAL | Administrative Unit | 1 | 2 | 221,091.67 | 1 | 163,116.46 |
| 067 | Central Budget Management Unit | | | | | |
| HP18 | Supervising Budget & Management Analyst | 1 | 1 | | 1 | |
| HP17 | Management Analyst III #2 (Senior Budget & Management Analyst) (New Grade HP16) | 1 | — | | — | |
| HP16 | Senior Budget & Management Analyst | 3 | 4 | | 4 | |
| HP14 | Budget & Management Analyst | 8 | 8 | | 8 | |

| Fund: Corporate Dept: General Administration | | POSITION ANALYSIS | | | | |
|---|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP11 | Administrative Specialist | 1 | 1 | | — | |
| TOTAL | Central Budget Management Unit | 14 | 14 | 1,334,318.62 | 13 | 1,287,756.06 |
| TOTAL | Management & Budget Section | 15 | 16 | 1,555,410.29 | 14 | 1,450,872.52 |
| 080 | Police Section | | | | | |
| 081 | Administrative Unit | | | | | |
| HP18 | Chief of Police | 1 | 1 | | 1 | |
| HP12 | Administrative Assistant #2 (Administrative Specialist) (New Grade HP11) | 1 | 1 | | 1 | |
| TOTAL | Administrative Unit | 2 | 2 | 241,562.19 | 2 | 245,498.24 |
| 082 | Police Main Office Building Complex Unit | | | | | |
| NR2483 | Police Officer | 5 | 5 | | 5 | |
| TOTAL | Police Main Office Building Complex Unit | 5 | 5 | 405,496.00 | 5 | 421,928.00 |
| 083 | Police North Service Area Unit | | | | | |
| HP14 | Police Sergeant | 1 | 1 | | 1 | |
| NR2483 | Police Officer | 10 | 10 | | 10 | |
| TOTAL | Police North Service Area Unit | 11 | 11 | 910,815.67 | 11 | 943,679.62 |
| 084 | Police Calumet Service Area Unit | | | | | |
| HP14 | Police Sergeant | 1 | 1 | | 1 | |
| NR2483 | Police Officer | 10 | 10 | | 10 | |
| NR2483 | Police Officer #1 | — | | | | |
| TOTAL | Police Calumet Service Area Unit | 11 | 11 | 920,536.04 | 11 | 953,399.98 |
| 085 | Police Stickney Service Area Unit | | | | | |
| HP16 | Police Lieutenant | 2 | 2 | | 2 | |
| HP14 | Police Sergeant | 5 | 5 | | 5 | |
| NR2483 | Police Officer | 22 | 22 | | 22 | |
| NR2483 | Police Officer #1 | 1 | — | | — | |
| TOTAL | Police Stickney Service Area Unit | 30 | 29 | 2,550,566.38 | 29 | 2,627,728.22 |

| Fund: Corporate Dept: General Administration | | POSITION ANALYSIS | | | | |
|---|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| 086 | Police Countywide Unit | | | | | |
| NR2483 | Police Officer | 5 | 5 | | 5 | |
| TOTAL | Police Countywide Unit | 5 | 5 | 405,496.00 | 5 | 421,928.00 |
| TOTAL | Police Section | 64 | 63 | 5,434,472.28 | 63 | 5,614,162.06 |
| 090 | Facilities Section | | | | | |
| 091 | Administrative Unit | | | | | |
| HP16 | Senior Budget & Management Analyst | 1 | 1 | | 1 | |
| HP11 | Administrative Specialist | 2 | 2 | | 2 | |
| TOTAL | Administrative Unit | 3 | 3 | 240,214.44 | 3 | 223,371.21 |
| 096 | Building Services Unit | | | | | |
| HP14 | Budget & Management Analyst | 1 | 1 | | 1 | |
| HP14 | Chief Printing Press Operator | 1 | 1 | | 1 | |
| HP12 | Printing Press Operator | 1 | 1 | | 1 | |
| HP11 | Administrative Specialist | 2 | 2 | | 2 | |
| HP09 | Administrative Clerk | 3 | 3 | | 3 | |
| HP09 | Administrative Clerk #1 | 1 | — | | — | |
| NR8661 | Motor Vehicle Dispatcher Supervisor | 1 | 1 | | 1 | |
| NR8660 | Motor Vehicle Dispatcher | 2 | 2 | | 2 | |
| TOTAL | Building Services Unit | 12 | 11 | 735,782.60 | 11 | 748,329.41 |
| TOTAL | Facilities Section | 15 | 14 | 975,997.04 | 14 | 971,700.62 |
| TOTAL | Administrative Services Division | 96 | 95 | 8,305,667.36 | 93 | 8,376,522.96 |
| 072 | Public Affairs Section | | | | | |
| EX18 | Public & Intergovernmental Affairs Officer | 1 | 1 | | 1 | |
| EX06 | Secretary to Officer | 1 | 1 | | 1 | |
| HP17 | Senior Public Affairs Specialist #2 (New Grade HP16) | 1 | 1 | | 1 | |
| HP15 | Community Education Specialist #2 (Public Affairs Specialist) (New Grade HP14) | 1 | — | | — | |
| HP15 | Public Affairs Specialist #2 (New Grade HP14) | 3 | 3 | | 3 | |
| HP14 | Public Affairs Specialist | — | 1 | | 1 | |

| Fund: Corporate Dept: General Administration | | POSITION ANALYSIS | | | | |
|---|----------------------------------|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP13 | Graphic Artist | 2 | 2 | | 2 | |
| HP13 | Senior Administrative Specialist | 1 | 1 | | 1 | |
| HP11 | Administrative Specialist | — | 1 | | 1 | |
| HP09 | Administrative Clerk | 1 | — | | — | |
| TOTAL | Public Affairs Section | 11 | 11 | 1,047,474.24 | 11 | 1,064,144.12 |
| TOTAL | General Administration | 122 | 121 | 10,891,402.05 | 119 | 10,972,277.42 |
| NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix. | | | | | | |

NOTE PAGE





Metropolitan Water Reclamation District of Greater Chicago

100 EAST ERIE STREET CHICAGO, ILLINOIS 60611-3154 312.751.5600

BOARD OF COMMISSIONERS

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September 11, 2018

Mr. John P. Murray
Acting Executive Director
OFFICE

Dear Sir:

Subject: 2019 Program for the Monitoring & Research Department

The Monitoring & Research Department's program for 2019, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of the department's 2019 initiatives in alignment with and in support of the Strategic Business Plan. The budget requests include all amendments as directed by you during the Executive Director Budget Hearings in August of this year.

The narrative provides a summary of the department, 2019 major initiatives and challenges, and 2018 accomplishments. Supporting schedules of objectives, performance, and staffing levels present three years of detailed budgetary information.

Thank you for the opportunity to present the proposed Monitoring & Research Department budget for 2019.

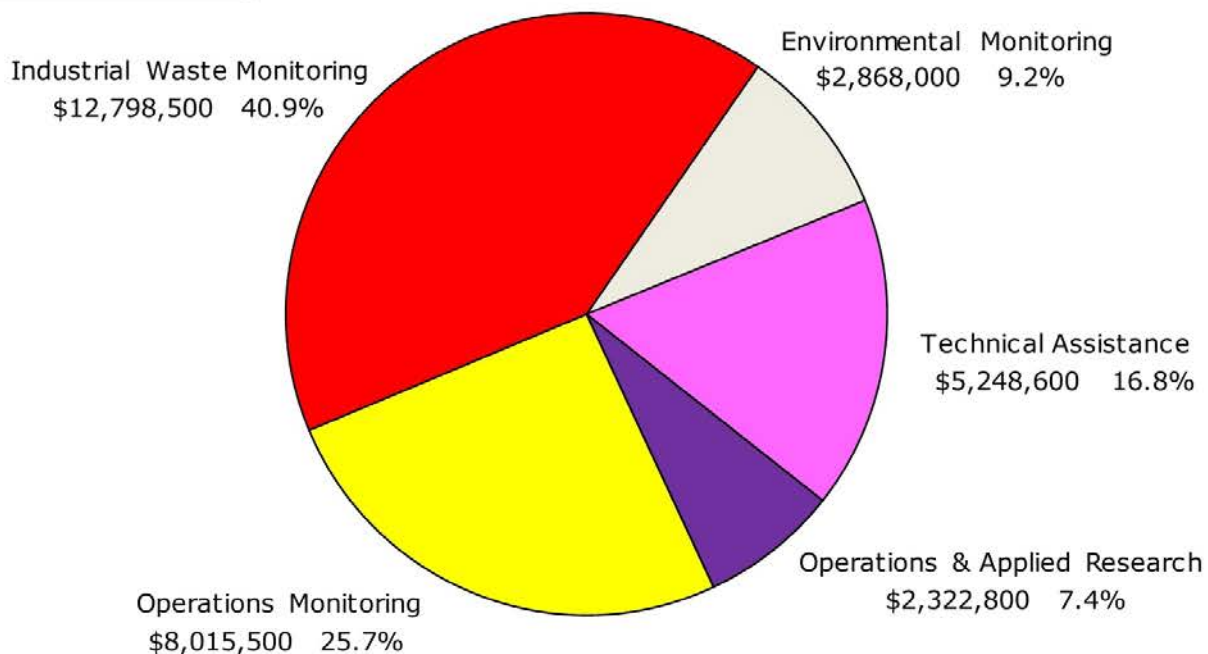
Respectfully submitted,

Edward W. Podczerwinski
Director of Monitoring & Research

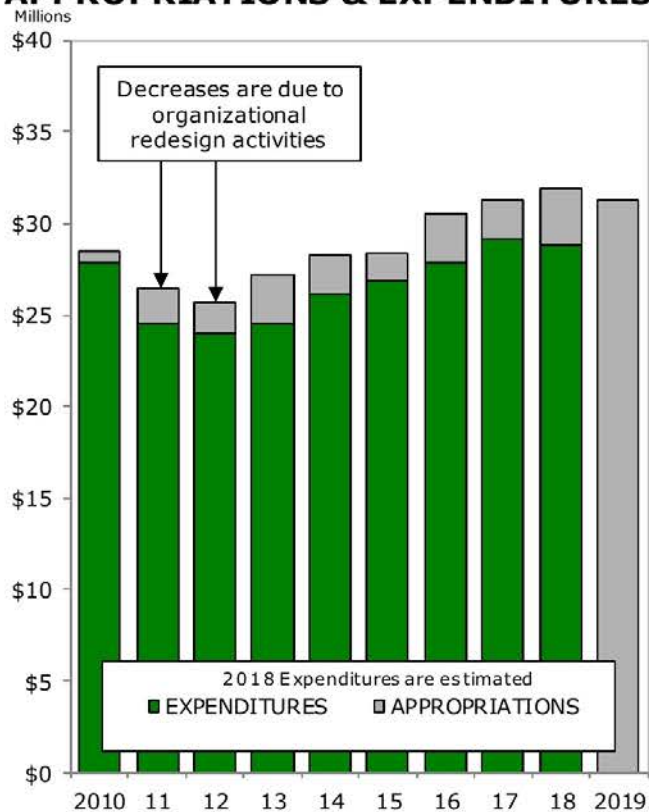
MONITORING & RESEARCH

| | |
|----------|--------------|
| 2019 | \$31,253,400 |
| 2018 | \$31,888,700 |
| Decrease | (\$635,300) |

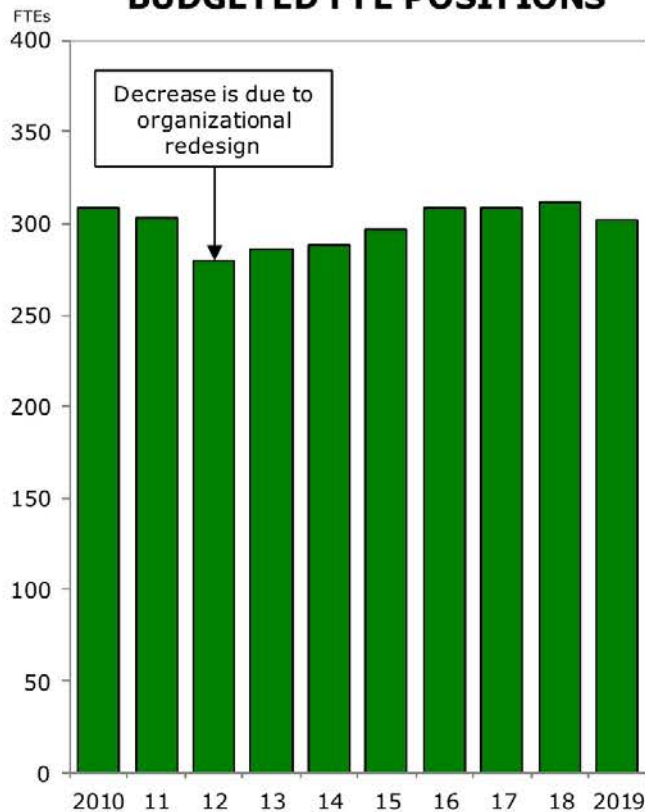
FUNCTIONS



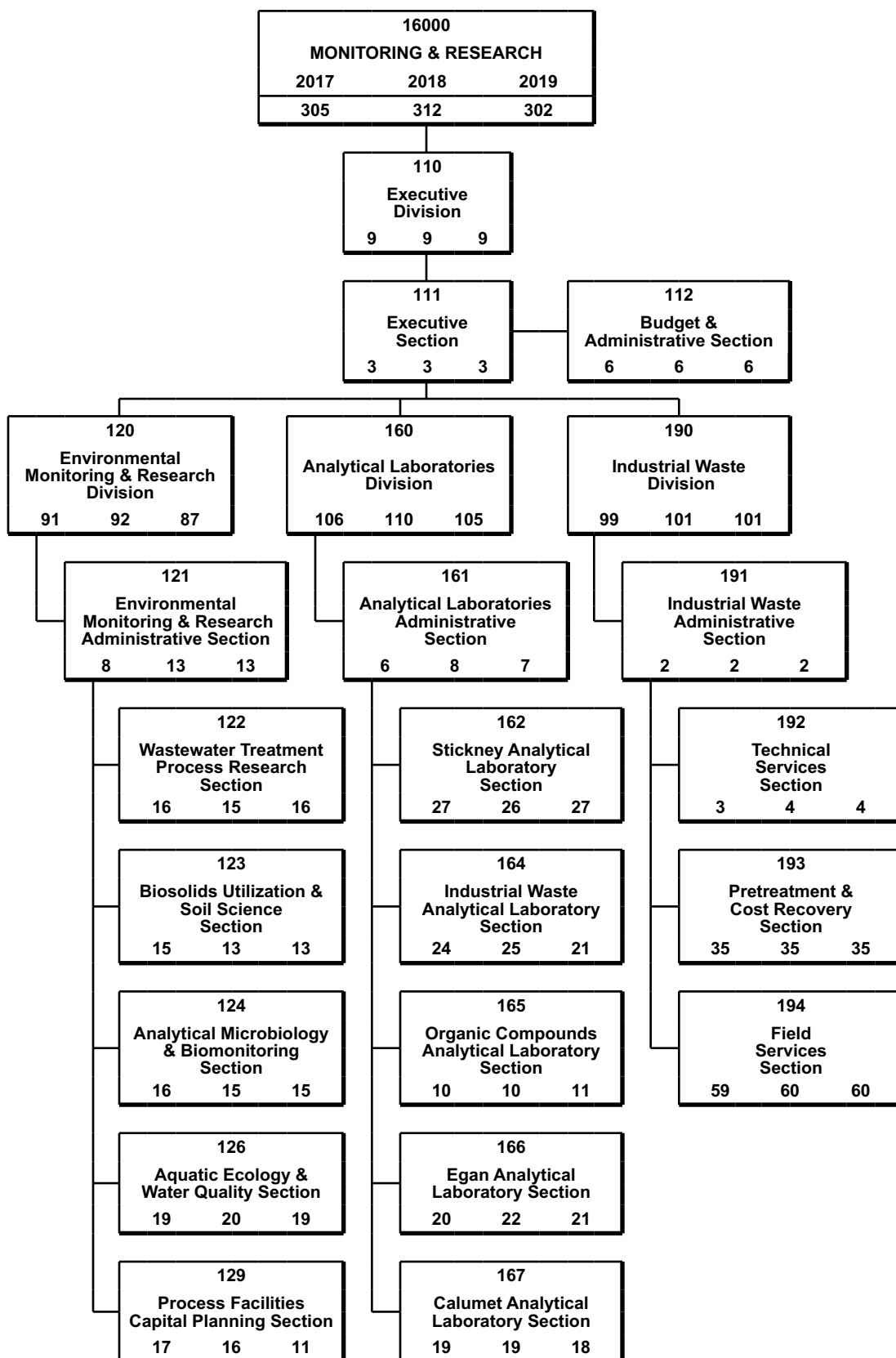
APPROPRIATIONS & EXPENDITURES



BUDGETED FTE POSITIONS



MONITORING & RESEARCH



MONITORING & RESEARCH

The Monitoring & Research (M&R) Department's mission is to dependably provide industrial waste program ordinance administration, cost-effective monitoring and surveillance, high quality analytical data, technical support, long-term planning, and research to protect and improve District facilities, operations, and the environment.

Departmental Summary

The department's primary responsibilities include:

- Monitoring liquid and solids process trains for operational control, regulatory compliance, and odor emissions;
- Administering the Pretreatment, Resource Recovery, and User Charge Programs in compliance with federal regulations;
- Monitoring improvements in water quality of area rivers, canals, and groundwater to document regulatory compliance;
- Providing process facility capital planning and technical assistance to address operational challenges and regulatory issues;
- Conducting applied research to reduce the cost of District operations and to improve water quality.

Summary of 2018 Accomplishments

- Completed the redesign of the Chemist and Laboratory Technician series;
- Screened and tested 47 high strength organic materials (HSOM) to determine their suitability for acceptance under the Resource Recovery Program and began receiving materials at the Stickney and Calumet Water Reclamation Plants (WRP);
- Completed start-up monitoring and support of the Anita™ Mox ammonia removal process at the Egan WRP and began start-up monitoring and support of the WASSTRIP® process for enhanced phosphorus recovery at the Stickney WRP;
- Installed tile and denitrifying bioreactors at the Fulton County site as part of the collaboration with the agricultural sector on development and demonstration of best management practices to reduce nutrient discharge from the state;
- Completed conceptual designs for a biological phosphorus removal pilot at the Egan WRP and a sidestream return activated sludge fermentation pilot at the Calumet WRP;
- Conducted wet weather monitoring in the Calumet River System to assess the effectiveness of the Thornton Composite Reservoir portion of the Tunnel and Reservoir Plan (TARP);
- Finalized the study to optimize Lake Michigan discretionary diversion and existing aeration station operation to achieve maximum attainment of dissolved oxygen standards in the Chicago Area Waterway System (CAWS);
- Hired an industrial hygiene consultant to conduct an air quality study in the laboratories to ensure a clean working environment. This will continue annually in each laboratory facility on a rotating basis.

Budget Highlights

The 2019 appropriation for M&R is \$31,253,400, a decrease of \$635,300, or 2.0 percent, from 2018. The staffing level has decreased from 312 to 302 positions, which includes the addition of four Laboratory Technician II positions and one Senior Environmental Research Scientist, offset by the drop of one Assistant Environmental Chemist #1, one Senior Laboratory Technician #1, one Assistant Aquatic Biologist #1, one Senior Environmental Chemist #1, four Environmental Chemists, one Laboratory Technician I, one Associate Civil Engineer, and one Associate Electrical Engineer position, and the transfer out of one Senior Mechanical Engineer, one Senior Electrical Engineer, one Associate Mechanical Engineer, and one Associate Electrical Engineer to the Maintenance & Operations (M&O) Department. Also, a crosshatch #1 was added to three Laboratory Technician I positions and an Administrative Specialist position was reclassified to a Senior Administrative Specialist.

Significant features of the 2019 budget include:

- Continue to lead the phosphorus feasibility studies and implement biological phosphorus removal at District WRPs;
- Continue implementation of a District-wide Odor Reduction Strategy;
- Conduct the final year of a seven-year microbial source tracking study to determine the sources and distribution of microbes in portions of the CAWS designated for primary contact recreation;
- Continue to lead the Mainstream Shortcut Biological Nitrogen Removal Task Force to study energy-saving processes;
- Continue to conduct permit-required groundwater monitoring for four TARP systems, three reservoirs, six biosolids management sites, and Fischer Farm in Hanover Park;
- Continue to lead and develop the Resource Recovery Programs for supporting the District's energy recovery, phosphorus removal, and biosolids composting initiatives;
- Initiate development of a phosphorus assessment and reduction plan for the CAWS;
- Complete the Post Construction Monitoring Report evaluating effectiveness of the Calumet TARP System.

2019 Initiatives in Support of the Strategic Business Plan Include the Following:

• Add Value

M&R continuously works to make improvements to its business practices and to maintain a clear focus on its mission, while striving to decrease the number of budgeted positions in an increasingly complex environment and maintaining all essential technical support, analytical laboratory, and industrial waste program ordinance administration functions. This is a testament to M&R's highly skilled, professional, and dedicated staff.

M&R generates an important revenue stream through the recovery of operations, maintenance, and replacement costs incurred from treating wastewater discharges from Large Commercial/Industrial Users and Tax- Exempt Users of the sewerage system and the costs of administering the District's Pretreatment and User Charge Programs. The User Charge Program assesses charges to recover operations, maintenance, and replacement costs incurred by the District, beyond those recovered through payment of ad valorem property taxes, based on the annual volume and the biochemical oxygen demand and suspended solids loadings of wastewater discharged. Projected 2019 User Charge revenue, based on 2019 rates and a three-year (2015-2017) average of user clearing data, is \$46.0 million. The User Charge rates take into account the costs budgeted in the Corporate Fund for operations and maintenance, as well as in the Construction Fund for the required rehabilitation of District facilities.

| Five-Year Trend in User Charge Revenue | |
|--|----------------------|
| Year | User Charge Receipts |
| 2015 | \$48,476,512 |
| 2016 | \$44,487,370 |
| 2017 | \$53,252,035 |
| 2018 Estimated | \$46,000,000 |
| 2019 Projected | \$46,000,000 |

In 2019, M&R will administer approximately 1,000 accounts, which are required to submit annual reports as part of M&R's User Charge and Pretreatment Programs. For these accounts, M&R will conduct approximately 1,000 inspections and sampling events, and anticipates processing about 2,600 reports and filings to reconcile User Charge liabilities. Another 2,800 accounts will be administered via an automatic review and billing process in a continuing effort to simplify the administrative process and reduce administrative costs, as allowed under the District's User Charge Ordinance. M&R will continue to encourage users who are eligible for reduced reporting and self-monitoring to migrate to this automated process. M&R remains vigilant in identifying and classifying new users and, in 2019, has a goal of identifying and classifying 50 new users to be administered under the User Charge Program to recover the costs associated with treating those users' wastewater. In addition, M&R continues to monitor industrial users that require higher scrutiny to safeguard the water reclamation plants and local waterways.

M&R will continue a collaborative research project with Argonne National Laboratory to use microbial source tracking tools, methodologies, and assessments for the reaches of the CAWS that have been designated for Primary Contact Recreation use by the Illinois Pollution Control Board. This multi-year project is budgeted for \$263,400 in the Construction Fund in 2019.

M&R will continue to provide technical support to the M&O Department in 2019 with the production of a value-added product by co-composting biosolids with wood chips and other vegetative materials to produce Exceptional Quality biosolids compost for utilization in the Chicago metropolitan area. M&R will conduct public outreach and marketing for local utilization of the composted biosolids product to reduce hauling cost.

• Excellence

M&R is committed to automating and streamlining its business practices. Staff from M&R and the Information Technology Department have worked together to further improve the Laboratory Information Management System to increase data processing and reporting and to enhance data acquisition from automated instruments. M&R and the Information Technology Department began a major Laboratory Information Management System upgrade to SampleManager V12. This upgrade is expected to reduce customization by 70 percent and allow future updates to the system to happen seamlessly. M&R will seek to further streamline operations by consolidating staffing and analyses. This is made possible in large part by reductions in discretionary monitoring of WRP processes, industrial users, and environmental impacts of District operations through a series of service-level agreements between M&R, other departments, and permitting authorities. M&R will continue to evaluate technological improvements in analytical instrumentation that are helpful in conserving resources and are less expensive to operate.

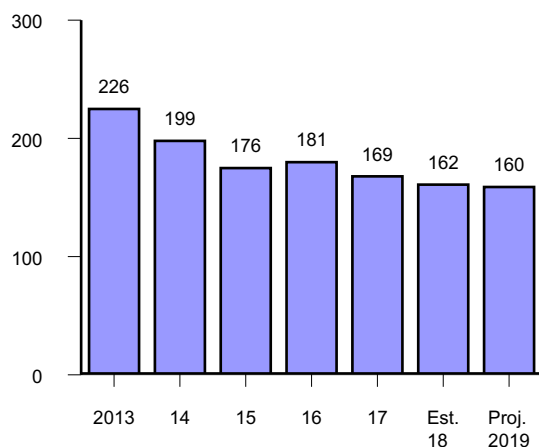
M&R is also committed to stopping pollution at its source by operating an effective Industrial Waste Pretreatment Program in full compliance with all federal and state statutes. During 2019, the administration of the District's Industrial Waste Pretreatment Program will require the issuance or renewal of Discharge Authorizations for approximately 70 Significant Industrial Users and the review of approximately 700 Continued Compliance Reports and 20 Spill Prevention, Containment, and Countermeasure Plans. During 2019, M&R expects to conduct approximately 1,000 inspections associated with administering the District's Sewage

and Waste Control Ordinance and will randomly sample and analyze at least 50 percent of the anticipated 1,800 chemical toilet disposals at the Stickney WRP. During 2019, M&R is not anticipating any substantial variation in the number of enforcement activities. As a result of the District's Industrial Waste Pretreatment Program, all of the biosolids produced by the District in 2019 are expected to meet the highest quality criteria for trace metals in the United States Environmental Protection Agency Biosolids Rule (40 CFR Part 503) and the WRP effluents are expected to meet all National Pollutant Discharge Elimination System permit limits for regulated industrial pollutants.

Five-Year Trend in Enforcement Activities

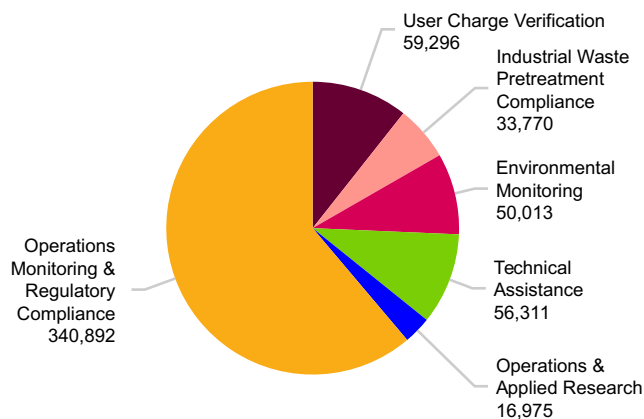
| Year | Cease and Desist Orders |
|----------------|-------------------------|
| 2015 | 71 |
| 2016 | 56 |
| 2017 | 72 |
| 2018 Estimated | 70 |
| 2019 Projected | 70 |

Number of Emergency Responses



2014, 2015 - Decrease is due to lower industrial activity and fewer heavy precipitation events

2019 Projected Laboratory Analyses by Program



M&R provides first-response services for hazardous materials emergencies and complaints of pollution and will conduct approximately 160 investigations in response to requests from federal, state, and local agencies, municipalities, private citizens, self-reported industrial activities, and requests from the M&O Department in 2019.

In 2019, M&R will collect and analyze approximately 650 samples from 111 TARP groundwater monitoring wells and three reservoirs and will compile 10 annual monitoring reports for the four TARP tunnel systems, including the Mainstream, Calumet, Des Plaines (below Weller Creek), and Upper Des Plaines (above Weller Creek - O'Hare) systems and three reservoirs, the Gloria Alitto Majewski Reservoir, the Thornton Composite Reservoir, and the McCook Reservoir, to meet the operating permit requirements of these facilities. These samples also include groundwater monitoring at six biosolids management facilities, including Fischer Farm in Hanover Park, in accordance with permits issued by the Illinois Environmental Protection Agency. In 2019, a total of 32 monitoring reports will be submitted to the Illinois Environmental Protection Agency.

M&R monitors the liquid and solids process trains daily at multiple critical control points at each of the seven WRPs to inform process control and to improve operations and the quality of effluents and biosolids, which will generate 557,257 projected tests in 2019. This includes chemical, biological, and microbiological monitoring. Whole effluent toxicity tests and fecal bacteria indicator analyses will be conducted as required by National Pollutant Discharge Elimination System permits. M&R provides support to the M&O Department by making non-proprietary reagents that are needed to operate online ammonia and chlorine analysis systems.

M&R provides Quality Assurance support to M&O by providing calibration and check standards for the analysis of pH and residual chloride. This support allows the District to provide defensible results for these important operational parameters. M&R will continue this support in 2019.

The District conducts an Odor Monitoring Program to minimize or eliminate nuisance odors in the communities surrounding its facilities. In 2019, M&R will continue to lead the development of a District-wide Odor Reduction Strategy for the District's facilities, collection systems, and biosolids drying areas to target odor problem areas and reduce odors that may affect the communities.

M&R will continue to implement some of the recommendations from the interdepartmental, long-term, process facility capital planning process. The review includes District business initiatives, anticipated regulatory requirements, and community service level expectations. In addition, the District's capital plan was updated over a 20-year timeframe. In 2019, M&R will continue to address issues such as updating the water reclamation plant process and hydraulic models, as well as incorporating findings from the ongoing development of the District's Biosolids Strategy and Odor Reduction Strategy.

- **Resource Recovery**

Nutrient enrichment of the water environment has become a national concern. M&R is leading the District's Phosphorus Removal and Recovery Task Force that will assist the M&O Department in implementing and optimizing Enhanced Biological Phosphorus Removal at the Stickney, Calumet, O'Brien, Kirie, and Egan WRPs. The District began accepting HSOM from various industries at the Calumet and Stickney WRPs as a source of carbon to improve biological phosphorus removal in 2017 and anticipates the delivery of 600 loads of HSOM from its permitted haulers in 2019. M&R will continue to support the operation of the WASSTRIP® process at the Stickney WRP to help increase the phosphorus recovery in the Ostara facility. M&R is leading the effort to monitor the HSOM to screen out material that is harmful to water reclamation plant operations or unsuitable for use in phosphorus removal. M&R is continuing the investigation of technologies to reduce energy costs such as mainstream shortcut biological nitrogen removal, membrane aerated bioreactors, biocatalysts for activated sludge replacement, ammonia aeration control, and co-digestion. M&R will also continue work with the Engineering and M&O Departments to evaluate phycoremediation (algae-based) strategies to reduce nutrients in the O'Brien WRP's effluent and to reduce the District's energy footprint.

The District has developed a sound, local biosolids distribution program. Under this program, Exceptional Quality air-dried biosolids and composted biosolids are used as a soil amendment by local park and school districts in the Chicago metropolitan area for maintaining high-quality vegetation on fields and landscaping. M&R will continue the promotion of biosolids and sustainability practices through a sustainability workshop, biosolids beneficial reuse awards, and other public events.

- **Develop Employees**

M&R is committed to providing continuing education and professional development to all of its employees. M&R conducts a monthly environmental issues and research seminar series at the Lue-Hing Research and Development Complex, which is video conferenced to multiple facilities and is archived in streaming online video format through the District's web portal. The seminar series is approved by the Illinois Society of Professional Engineers for professional development credits and is available to all employees and the local community. Based on the 2,050 attendees in 2018, it is anticipated that attendance for 2019 will be approximately 2,000.

M&R employees benefit from participation at local, regional, and national professional society meetings and workshops as speakers, session chairs and moderators, or committee chairs or members. M&R economizes where possible by providing its employees access to webinars that are presented by the Water Environment Federation, Water Research Foundation, National Association of Clean Water Agencies, United States Environmental Protection Agency, National Environmental Laboratory Accreditation Conference Institute, American Chemical Society, and others. In 2019, M&R will continue to encourage professional staff to attend relevant conferences and view webinars to promote professional growth and request all staff to utilize the District's eLearning resources to enhance working knowledge and job skills. In addition, M&R continues to develop employees through cross-training and job shadowing opportunities.

M&R emphasizes employee safety in their work environment. M&R maintains a Chemical Hygiene Plan to ensure employee safety at its laboratories and conducts monthly safety training. Also, M&R provides an annual indoor air quality assessment for each facility in the Analytical Laboratories Division. A M&R staff member has been certified to handle the radioactive materials by the laboratory in a safe and secure manner.

- **Leading Partnerships**

M&R will continue to work with the Public Affairs Section to develop fact sheets regarding important issues on water quality in area waterways, public health risks of recreation on the waterways, risk of exposure to pathogens in wastewater-to-wastewater water reclamation plant operations, and utilizing biosolids for land application. M&R will provide support to outreach activities, such as school science fair projects, District laboratory tours, local public meetings, and parades.

M&R has been providing assistance to oversight agencies studying and controlling the migration of invasive aquatic species for decades. In 2019, M&R will continue to assist the United States Fish and Wildlife Service and the Army Corps of Engineers with surveillance for the presence of Asian carp (*Hypophthalmichthys spp.*) in the CAWS and for the Great Lakes and Mississippi River Interbasin Study, respectively.

M&R provides support to the Illinois Environmental Protection Agency by participating in various work groups for implementing the Illinois Nutrient Loss Reduction Strategy and developing nutrient water quality standards for Illinois. M&R is also continuing to work through the Illinois Association of Wastewater Agencies in 2019 to partner with a consortium of agricultural industry organizations to investigate watershed approaches for improving water quality in the Illinois River basin. The activities under this partnership include research and demonstration projects and field days at the District's Fulton County site and exploration of developing a nutrient trading program as a tool to achieve statewide nutrient management goals.

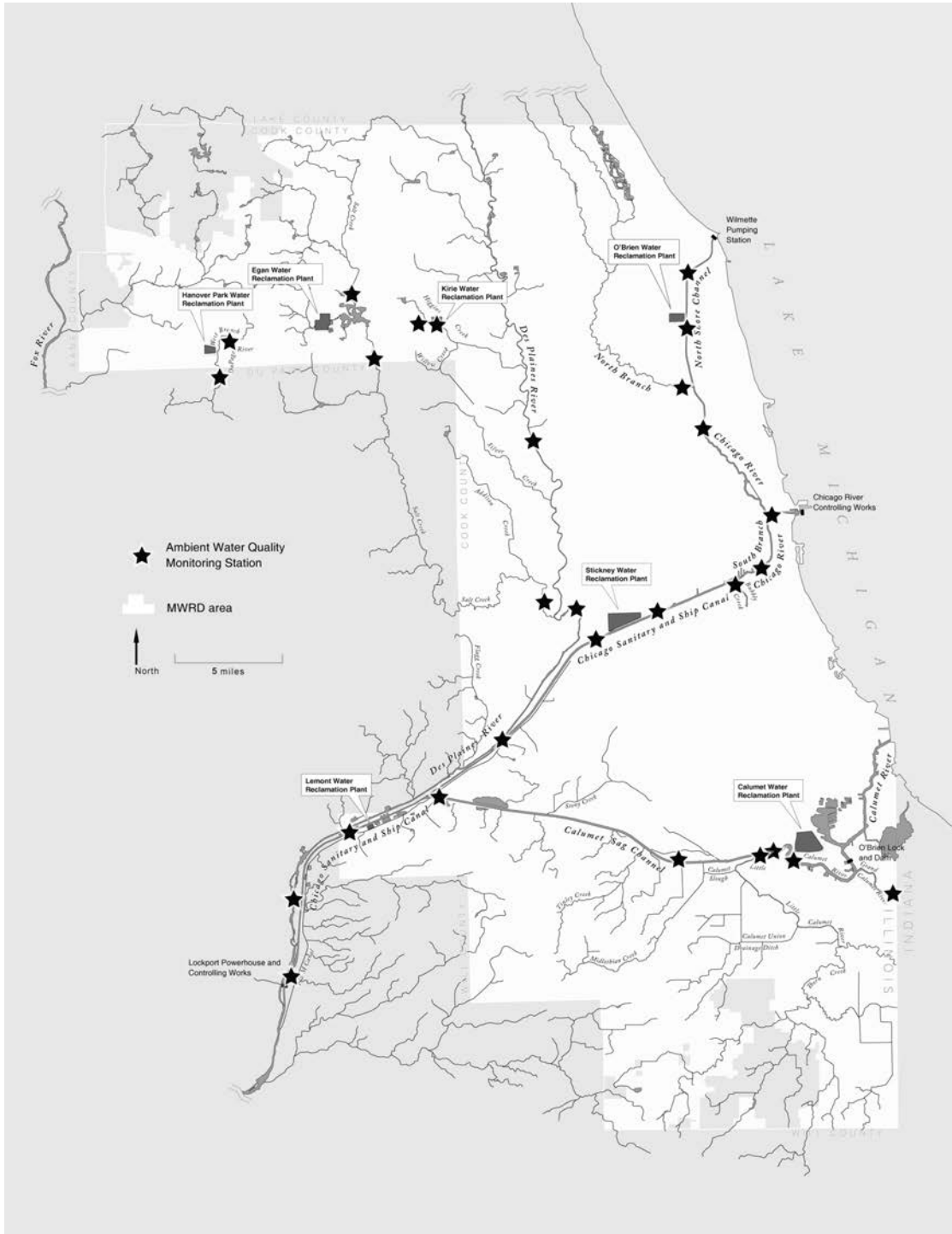
- **Technology**

The internet-based Publicly owned treatment works Administration and Compliance System (iPACS) is used to monitor Commercial/Industrial User compliance with United States Environmental Protection Agency regulations. In 2019, enhancements to iPACS will allow M&R to continue implementing electronic management of assignment scheduling and reporting, as well as Industrial User self-reporting.

In 2019, M&R and the Information Technology Department will continue to use consultants and in-house expertise to make enhancements to the Laboratory Information Management System SampleManager V12 upgrade that will support the continued attainment of laboratory accreditation. M&R will apply the new technology of ion chromatography to the analysis of anions. This will enable the laboratories to streamline operations by concentrating four anion analyses to one location, saving money on instrumentation and consumables.

Monitoring & Research

Waterways Monitoring Program 4672 - Waterways Monitoring Stations



Operations of the District meet stringent standards contained in National Pollutant Discharge Elimination System permits issued for each WRP. Processing and utilization of solids are regulated by Illinois Environmental Protection Agency permits and federal regulations. M&R monitors ambient water quality at 28 sampling locations, and operates 22 continuous dissolved oxygen monitoring stations in the shallow and deep-draft waterways within the District's service area. The environmental information is used to demonstrate compliance with water quality standards and the beneficial effects of the District's operational improvements on water quality in the waterways. Fish sampling in the District service area is also conducted at select locations to characterize the biological integrity of the waterways.

16000 MONITORING & RESEARCH**OBJECTIVES AND PROGRAM SUMMARY**

| OBJECTIVES BY PRIORITY: | | Cost | Percent |
|---|---|---------------|---------|
| 1. WATER RECLAMATION PLANT OPERATIONS MONITORING: Monitor the District's collection, treatment, and disposal operations to ensure compliance with National Pollutant Discharge Elimination System, Illinois Environmental Protection Agency, and other regulations. | Liquid Process Analyses | \$ 5,236,700 | 16.8% |
| | Solids Process Analyses | \$ 2,612,200 | 8.4% |
| | Air Quality Monitoring | \$ 166,600 | 0.5% |
| | | \$ 8,015,500 | 25.7% |
| 2. INDUSTRIAL WASTE PROGRAMS: Administer the Sewage and Waste Control Ordinance (Pretreatment Program), User Charge Ordinance (User Charge Program), Environmental Remediation Wastewater Ordinance, and Chemical Toilet Wastes Disposal Ordinance. * Note: "SIUs" refers to Significant Industrial Users. | Residential Users | \$ 739,900 | 2.4% |
| | Tax-Exempt Users | \$ 2,042,500 | 6.5% |
| | Large Commercial/Industrial Users | \$ 3,545,800 | 11.3% |
| | Environmental Remediation | \$ 213,600 | 0.7% |
| | Chemical Toilet Waste | \$ 193,300 | 0.6% |
| | SIUs* - Pretreatment Program | \$ 4,689,900 | 15.0% |
| | SIUs* - Extraordinary Monitoring/ Enforcement | \$ 692,100 | 2.2% |
| | Other Industrial Users | \$ 278,800 | 0.9% |
| | All Other - General | \$ 402,600 | 1.3% |
| | | \$ 12,798,500 | 40.9% |
| 3. ENVIRONMENTAL MONITORING: Monitor the water quality of Lake Michigan and the waterways in order to detect and reduce the incidence of pollution. | Lake Michigan Monitoring | \$ 68,000 | 0.2% |
| | Waterways Monitoring | \$ 2,168,300 | 6.9% |
| | Inspection Events | \$ 159,900 | 0.5% |
| | Groundwater Monitoring | \$ 471,800 | 1.6% |
| | | \$ 2,868,000 | 9.2% |
| 4. TECHNICAL ASSISTANCE: Conduct a program of independent review of water reclamation plant operations, regular consultation, and assistance for the solution of operating problems, provide technical assistance to other agencies upon request, provide review and response to proposed regulations issued by federal, state, and local governments, and provide long-term facility planning. | M&O Assistance | \$ 1,614,100 | 5.2% |
| | General Assistance | \$ 637,300 | 2.0% |
| | Regulatory Review and Response | \$ 615,200 | 2.0% |
| | Engineering Process Design Support | \$ 1,301,900 | 4.2% |
| | Regulatory Compliance Reporting | \$ 284,400 | 0.9% |
| | Facility Capital Planning | \$ 795,700 | 2.5% |
| | | \$ 5,248,600 | 16.8% |
| 5. OPERATIONS AND APPLIED RESEARCH: Conduct operations and applied research for process improvement and cost reduction in District operations. | | \$ 2,322,800 | 7.4% |
| | Total | \$ 31,253,400 | 100.0% |

16000 MONITORING & RESEARCH**OBJECTIVES AND PROGRAM SUMMARY**

| MEASURABLE GOALS: | | 2017 | 2018 | 2019 |
|-------------------|--|--------|-----------|----------|
| | | Actual | Estimated | Proposed |
| 1. | Submit all required environmental monitoring reports on time. | 100% | 100% | 100% |
| 2. | Maintain laboratory accreditation. | 100% | 100% | 100% |
| 3. | Continue a seven-year microbiome microbial source monitoring study of the Chicago Area Waterways. 2019 is the seventh and final year of this study. | 70% | 90% | 100% |
| 4. | Provide sample data for Illinois Environmental Protection Agency monitoring compliance reports by the 13th of the following month 100 percent on time. | 100% | 100% | 100% |
| 5. | Provide sample data for industrial surveillance and Pretreatment and Cost Recovery Section by the 15th of the following month 100 percent on time. | 100% | 100% | 100% |
| 6. | Provide water quality sample data by the 15th of the following month 100 percent on time. | 100% | 100% | 100% |
| 7. | Issue Discharge Authorizations in response to all SIU requests and enforcement actions within the timeframes established under the Sewage and Waste Control Ordinance. | 100% | 100% | 100% |
| 8. | Process User Charge Annual Certified Statements submitted by Commercial/Industrial Users by September 30th. | 100% | 100% | 100% |
| 9. | Respond to emergency assistance requests from fire and police departments, citizens, state and federal agencies, municipalities, industries, and the District. | 169 | 162 | 160 |

| PROGRAMS BY PRIORITY: | | 2017 | Budgeted | | Change | |
|---|--|--------------|----------|---------------|----------------|---------|
| Number | Name | Actual | FTEs | Dollars | Dollars | Percent |
| 4650 | Operations Monitoring | \$ 7,462,653 | 2019 79 | \$ 8,015,500 | \$ 14,600 | 0.2 |
| | | | 2018 81 | \$ 8,000,900 | | |
| 4660 | Industrial Waste Monitoring | \$10,579,403 | 2019 122 | \$ 12,395,900 | \$ 869,500 | 7.5 |
| | | | 2018 117 | \$ 11,526,400 | | |
| 4670 | Environmental Monitoring | \$ 2,896,586 | 2019 28 | \$ 2,868,000 | \$ (264,300) | (8.4) |
| | | | 2018 30 | \$ 3,132,300 | | |
| 4680 | Technical Assistance | \$ 5,775,101 | 2019 50 | \$ 5,248,600 | \$ (1,184,700) | (18.4) |
| | | | 2018 61 | \$ 6,433,300 | | |
| 4690 | Operations and Applied Research | \$ 2,007,686 | 2019 23 | \$ 2,322,800 | \$ (58,200) | (2.4) |
| | | | 2018 23 | \$ 2,381,000 | | |
| 7604 | Social Security and Medicare Contributions | \$ 367,913 | 2019 — | \$ 402,600 | \$ (12,200) | (2.9) |
| | | | 2018 — | \$ 414,800 | | |
| | | \$29,089,342 | 2019 302 | \$ 31,253,400 | \$ (635,300) | (2.0)% |
| | | | 2018 312 | \$ 31,888,700 | | |
| a) Increase is due to the reallocation of salaries to more accurately reflect current activities (\$963,600). b) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$181,700) and the drop of one FTE position (\$90,300). c) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$581,000), the transfer of one Senior Mechanical Engineer position, one Senior Electrical Engineer position, one Associate Electrical Engineer position, and one Associate Mechanical Engineer position to the Maintenance & Operations Department (\$490,400), and the drop of two FTE positions (\$246,200). | | | | | | |

16000 MONITORING & RESEARCH**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated | |
|----------------|---|--------------------------------------|---------------|---------------|----------------|----|
| 4650 | Operations Monitoring: Monitoring of water reclamation plant operations to inform operations and comply with permits and regulations | | | | | |
| 4652 | Liquid Monitoring: Monitoring of the District's liquid process trains (primarily effluent) to inform operations and comply with permits and regulations | Liquid Process Analyses | 257,095 | 250,666 | 246,737 | |
| | | Program Cost | \$ 4,886,972 | \$ 5,188,800 | \$ 5,236,700 | |
| | | Program Cost/Analysis | \$ 19.01 | \$ 20.70 | \$ 21.22 | |
| 4653 | Solids Monitoring: Monitoring of the District's sludge and biosolids generated from the wastewater treatment process to inform operations and comply with permits and regulations | Number of Analyses | 97,098 | 102,262 | 90,905 | |
| | | Program Cost | \$ 2,392,469 | \$ 2,638,900 | \$ 2,612,200 | |
| | | Program Cost/Analysis | \$ 24.64 | \$ 25.81 | \$ 28.74 | |
| 4654 | Air Monitoring: Air quality monitoring at the District's WRPs and solids management areas to comply with regulations and identify odors affecting surrounding areas resulting in citizen complaints | Number of Analyses | 3,244 | 3,500 | 3,250 | |
| | | Sampling Events | 389 | 600 | 450 | a) |
| | | Program Cost | \$ 183,212 | \$ 173,200 | \$ 166,600 | |
| | | Program Cost/Analysis | \$ 56.48 | \$ 49.49 | \$ 51.26 | |
| 4660 | Industrial Waste Monitoring: Activities associated with sampling, analysis, enforcement, and administration of users so classified below to monitor compliance with the User Charge and Pretreatment Programs | | | | | |
| 4661 | User Charge Ordinance - Residential and Small Non-Residential Commercial/Industrial Users | Number of Users | 6,154 | 6,200 | 6,200 | |
| | | Program Cost | \$ 155,289 | \$ 154,500 | \$ 739,900 | b) |
| | | Program Cost/User | \$ 25.23 | \$ 24.92 | \$ 119.34 | b) |
| 4662 | User Charge Ordinance - Tax-Exempt Users | Number of Users | 2,958 | 2,970 | 2,970 | |
| | | Program Cost | \$ 1,268,760 | \$ 1,423,000 | \$ 2,042,500 | c) |
| | | Program Cost/User | \$ 428.92 | \$ 479.12 | \$ 687.71 | c) |
| | | Revenue | \$ 13,206,505 | \$ 12,880,000 | \$ 13,000,000 | |
| | | Revenue/User | \$ 4,464.67 | \$ 4,336.70 | \$ 4,377.10 | |
| 4663 | User Charge Ordinance - Large Commercial/Industrial Users | Number of Users | 645 | 630 | 630 | |
| | | Program Cost | 3,383,445 | 3,669,100 | 3,545,800 | |
| | | Program Cost/User | \$ 5,245.65 | \$ 5,823.97 | \$ 5,628.25 | |
| | | Revenue | \$ 40,045,530 | \$ 33,120,000 | \$ 33,000,000 | |
| | | Revenue/User | \$ 62,086.09 | \$ 52,571.43 | \$ 52,380.95 | |
| | | Industrial Waste Monitoring Analyses | 69,289 | 75,858 | 59,296 | d) |
| | | Program Cost/Analysis | \$ 48.83 | \$ 48.37 | \$ 59.80 | |
| 4664 | Environmental Remediation Wastewater Ordinance | Permits Issued | 10 | 15 | 15 | |
| | | Program Cost | \$ 118,756 | \$ 97,400 | \$ 213,600 | e) |
| | | Program Cost/Permit | \$ 11,875.60 | \$ 6,493.33 | \$ 14,240.00 | |
| 4665 | Chemical Toilet Wastes Disposal Ordinance | Permits Issued | 3 | 3 | 4 | f) |
| | | Program Cost | \$ 43,730 | \$ 87,900 | \$ 193,300 | g) |
| | | Program Cost/Permit | \$ 14,576.67 | \$ 29,300.00 | \$ 48,325.00 | |

a) Decrease is due to the cessation of odor monitoring at the pelletizer facility as of June 2018.

b) Increase is due to the reallocation of salaries to more accurately reflect current activities (\$582,900).

c) Increase is due to the reallocation of salaries to more accurately reflect current activities (\$652,200).

d) Decrease is due to estimates based on actual data collected for the first half of 2018.

e) Increase is due to the reallocation of salaries to more accurately reflect current activities (\$115,900).

f) Increase is due to the issuance of an additional Chemical Toilet Waste Permit during 2018.

g) Increase is due to the reallocation of salaries to more accurately reflect current activities (\$104,700).

16000 MONITORING & RESEARCH**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated | |
|---|---|---------------------------|--------------|---------------|----------------|----|
| 4666 | Sewage and Waste Control Ordinance - SIU Minimum Regulatory Requirement Activities: Annual sampling and inspection of SIU facilities, as required by federal regulation | Number of SIUs | 353 | 340 | 345 | |
| | | Waste Monitoring Analyses | 31,105 | 42,000 | 33,770 | h) |
| | | Program Cost | \$ 3,309,407 | \$ 3,653,600 | \$ 4,689,900 | i) |
| | | Program Cost/Analysis | \$ 106.39 | \$ 86.99 | \$ 138.88 | |
| | | Program Cost/SIU | \$ 9,375.09 | \$ 10,745.88 | \$ 13,593.91 | |
| 4667 | Sewage and Waste Control Ordinance - SIU Extraordinary Monitoring and Enforcement Activities: SIUs that have been the subject of violation-related enforcement actions to verify compliance through inspection and/or sampling | Number of SIUs | 107 | 120 | 120 | |
| | | Program Cost | \$ 1,718,477 | \$ 1,810,600 | \$ 692,100 | j) |
| | | Program Cost/SIU | \$ 16,060.53 | \$ 15,088.33 | \$ 5,767.50 | |
| 4668 | Other Regulatory Activities - Industrial Users | Number of IUs | 219 | 300 | 300 | |
| | | Program Cost | \$ 581,539 | \$ 630,300 | \$ 278,800 | k) |
| | | Program Cost/IU | \$ 2,655.43 | \$ 2,101.00 | \$ 929.33 | |
| 4670 | Environmental Monitoring: Regulatory required monitoring or discretionary sampling and analysis to address or evaluate the impact of wastewater conveyance, treatment, and discharge of treated effluent on local surface water and groundwater | Sampling Events | — | — | — | |
| | | Number of Backflows | — | — | — | |
| 4671 | Lake Michigan Monitoring: Sampling and analysis to determine the impact of Combined Sewer Overflow backflow, due to storm events, on the water quality of Lake Michigan | Environmental Analyses | 422 | 100 | 383 | l) |
| | | Program Cost | \$ 73,785 | \$ 63,700 | \$ 68,000 | |
| | | Program Cost/Analysis | \$ 174.85 | \$ 637.00 | \$ 177.55 | |
| 4672 | Waterways Monitoring: Sampling and analysis of Chicago Area Waterways to assess the impact of treated effluent discharge and comply with regulations | Sampling Events | 1,029 | 900 | 1,000 | |
| | | Environmental Analyses | 40,010 | 33,354 | 33,663 | |
| | | Program Cost | \$ 2,120,343 | \$ 2,298,100 | \$ 2,168,300 | |
| | | Program Cost/Analysis | \$ 53.00 | \$ 68.90 | \$ 64.41 | |
| 4673 | Inspection Events: Inspections in response to complaints from citizens and requests from fire and police departments, and municipal and regulatory agencies. Also, activities related to enforcement of the Sewage and Waste Control Ordinance for direct discharges to waterways | Inspection Events | 169 | 156 | 160 | |
| | | Program Cost | \$ 242,639 | \$ 258,200 | \$ 159,900 | m) |
| | | Program Cost/Inspection | \$ 1,435.73 | \$ 1,655.13 | \$ 999.38 | |
| 4674 | Groundwater Monitoring: Sampling and analysis conducted at various sites such as wells and reservoirs associated with the TARP System, and lysimeters and wells at solids management areas to comply with IEPA permits | Number of Analyses | 10,070 | 12,284 | 15,967 | n) |
| | | Sampling Events | 609 | 1,300 | 650 | o) |
| | | Number of Sites | 160 | 160 | 165 | |
| | | Program Cost | \$ 459,819 | \$ 512,300 | \$ 471,800 | |
| | | Program Cost/Analysis | \$ 45.66 | \$ 41.70 | \$ 29.55 | |
| h) Decrease is due to estimates based on actual data collected for the first half of 2018. | | | | | | |
| i) Increase is due to the reallocation of salaries to more accurately reflect current activities (\$983,300). | | | | | | |
| j) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$1,114,900). | | | | | | |
| k) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$347,900). | | | | | | |
| l) Increase is due to estimates based on actual data collected for the first half of 2018. | | | | | | |
| m) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$96,500). | | | | | | |
| n) Increase in analyses is due to more samples collected as a result of the recently completed Phase I of the McCook Reservoir. | | | | | | |
| o) Decrease is due to the implementation of the Illinois Environmental Protection Agency-approved plan for reduced monitoring of Tunnel and Reservoir Plan wells. | | | | | | |

16000 MONITORING & RESEARCH**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated | |
|---|--|----------------------------------|--------------|---------------|----------------|----|
| 4680 | Technical Assistance | | | | | |
| 4681 | Assistance to Maintenance & Operations Department Troubleshoot problems in plant operations or evaluate options to improve the effectiveness and cost efficiencies in plant operations | Responses Completed | 224 | 170 | 218 | p) |
| | | Number of Analyses | 43,215 | 45,602 | 41,103 | |
| | | Sampling Events | 453 | 792 | 300 | q) |
| | | Program Cost | \$ 1,939,397 | \$ 2,187,600 | \$ 1,614,100 | r) |
| | | Program Cost/Analysis | \$ 44.88 | \$ 47.97 | \$ 39.27 | r) |
| | | Program Cost/Sampling Event | \$ 4,281.23 | \$ 2,762.12 | \$ 5,380.33 | r) |
| 4682 | General Assistance to All Other Departments: Technical assistance based on requests, primarily to the Law Department | Responses Completed | 231 | 234 | 240 | |
| | | Number of Analyses | 1,152 | 1,737 | 342 | s) |
| | | Sampling Events | 45 | 40 | 35 | |
| | | Program Cost | \$ 626,875 | \$ 701,800 | \$ 637,300 | |
| | | Program Cost/Analysis | \$ 544.16 | \$ 404.03 | \$ 1,863.45 | |
| | | Program Cost/Sampling Event | \$ 13,930.56 | \$ 17,545.00 | \$ 18,208.57 | |
| 4683 | Regulatory Review and Response: Review of current or pending federal, state, and local regulations to determine the impact and cost on District operations | Responses Completed | 198 | 244 | 141 | t) |
| | | Program Cost | \$ 765,995 | \$ 871,400 | \$ 615,200 | u) |
| 4684 | Engineering Process Design Support: Technical assistance to the Engineering Department to improve District facilities and optimize process design | Number of Analyses | 16,947 | 13,615 | 14,861 | |
| | | Responses Completed | 150 | 114 | 130 | |
| | | Sampling Events | 110 | 118 | 10 | v) |
| | | Program Cost | \$ 1,264,395 | \$ 1,422,400 | \$ 1,301,900 | |
| | | Program Cost/Analysis | \$ 74.61 | \$ 104.47 | \$ 87.61 | |
| 4685 | Regulatory Compliance Reporting: Preparation of reports and letters required by regulatory agencies, such as USEPA and IEPA, to comply with permits and other regulatory requirements or to justify modifications of regulatory requirements | Reports/Data Transmittal Letters | 56 | 56 | 56 | |
| | | Number of Analyses | 18 | 12 | 5 | w) |
| | | Program Cost | \$ 249,838 | \$ 265,000 | \$ 284,400 | |
| | | Program Cost/Analysis | \$ 13,879.89 | \$ 22,083.33 | \$ 56,880.00 | |
| 4686 | Facility Capital Planning and Capital/Maintenance Project Evaluations: Activities to develop, facilitate, prioritize, and document the District's capital plan alternatives to improve the District's treatment plant processes and infrastructure | Program Cost | \$ 928,601 | \$ 985,100 | \$ 795,700 | x) |
| <p>p) Increase is due to estimates based on actual data collected for the first half of 2018.</p> <p>q) Decrease is due to the sampling for the enhanced biological phosphorus removal project being terminated at the O'Brien WRP and reduced at the Stickney and Calumet WRPs.</p> <p>r) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$293,700) and the transfer of two FTE positions to the Maintenance & Operations Department (\$268,400).</p> <p>s) Decrease is due to a reduction in special projects.</p> <p>t) Decrease is due to estimates based on actual data collected for the first half of 2018.</p> <p>u) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$251,500).</p> <p>v) Decrease is due to a significant reduction in the number of new high strength waste suppliers that require sampling of their materials.</p> <p>w) Decrease is due to a reduction in required analyses, which vary based on the schedule of the National Pollutant Discharge Elimination System permits.</p> <p>x) Decrease is due to the transfer of one FTE position to the Maintenance & Operations Department (\$138,600).</p> | | | | | | |

16000 MONITORING & RESEARCH**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated | |
|--|--|-----------------------|---------------|---------------|----------------|----|
| 4690 | Operations and Applied Research: Basic and applied research to generate information to improve District operations, evaluate the impact of District activities on the environment, and to address the potential impact of regulations on District operations | Sampling Events | 1,169 | 1,210 | 1,000 | y) |
| | | Research Projects | 65 | 70 | 60 | |
| | | Laboratory Analyses | 20,405 | 18,764 | 16,975 | |
| | | Program Cost | \$ 2,007,686 | \$ 2,381,000 | \$ 2,322,800 | |
| | | Program Cost/Analysis | \$ 98.39 | \$ 126.89 | \$ 136.84 | |
| 7604 | Social Security and Medicare Contributions | Program Cost | \$ 367,913 | \$ 414,800 | \$ 402,600 | |
| | | Totals | \$ 29,089,342 | \$ 31,888,700 | \$ 31,253,400 | |
| y) Decrease is due to estimates based on actual data collected for the first half of 2018. | | | | | | |

| 101 16000 | Fund: Corporate Department: Monitoring & Research | LINE ITEM ANALYSIS | | | | | | |
|----------------|--|--------------------|------------------------|---------------------------------|---|--------------------------------|--------------------------------|---|
| | | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 601010 | Salaries of Regular Employees | \$ 26,103,909 | \$ 29,031,800 | \$ 29,031,800 | \$ 18,968,175 | \$ 26,518,100 | \$ 28,065,000 | \$ — |
| 601060 | Compensation Plan Adjustments | 803,658 | 644,200 | 644,200 | 598,842 | 644,200 | 779,900 | — |
| 601070 | Social Security and Medicare Contributions | 367,913 | 414,800 | 414,800 | 275,164 | 405,000 | 402,600 | — |
| 601080 | Salaries of Nonbudgeted Employees | 56,764 | 2,000 | 2,000 | — | — | — | — |
| 601100 | Tuition and Training Payments | 66,481 | 58,100 | 58,100 | 41,876 | 52,300 | 77,700 | — |
| 100 | TOTAL PERSONAL SERVICES | 27,398,725 | 30,150,900 | 30,150,900 | 19,884,056 | 27,619,600 | 29,325,200 | — |
| 612010 | Travel | 10,231 | 22,000 | 22,000 | 8,941 | 16,000 | 18,000 | — |
| 612030 | Meals and Lodging | 27,053 | 34,700 | 34,700 | 22,968 | 31,000 | 39,700 | — |
| 612040 | Postage, Freight, and Delivery Charges | 5,394 | 4,400 | 4,400 | 4,370 | 3,700 | 8,700 | — |
| 612050 | Compensation for Personally-Owned Automobiles | 25,773 | 27,300 | 27,300 | 17,671 | 22,000 | 27,400 | — |
| 612080 | Motor Vehicle Operating Services | 346 | 800 | 800 | 411 | 500 | 300 | — |
| 612090 | Reprographic Services | — | 100 | 100 | — | — | — | — |
| 612170 | Water and Water Services | 413 | 400 | 400 | 400 | 400 | — | — |
| 612330 | Rental Charges | 900 | 2,300 | 2,300 | — | 100 | 1,300 | — |
| 612410 | Governmental Service Charges | 17,000 | 67,000 | 67,000 | 13,600 | 17,000 | 17,000 | — |
| 612430 | Payments for Professional Services | 92,591 | 102,900 | 102,900 | 81,008 | 30,900 | 102,400 | — |
| 612490 | Contractual Services, N.O.C. | 233,583 | 319,900 | 279,900 | 214,123 | 134,300 | 365,600 | — |
| 612790 | Repairs to Marine Equipment | 26,643 | 29,600 | 29,600 | 28,358 | 13,400 | 24,000 | — |
| 612970 | Repairs to Testing and Laboratory Equipment | 352,192 | 353,500 | 353,500 | 342,268 | 293,400 | 391,800 | — |
| 200 | TOTAL CONTRACTUAL SERVICES | 792,118 | 964,900 | 924,900 | 734,118 | 562,700 | 996,200 | — |
| 623520 | Office, Printing, and Photo Supplies, Equipment, and Furniture | 23,683 | 30,100 | 31,800 | 26,428 | 27,100 | 30,000 | — |
| 623530 | Farming Supplies | 33,727 | 38,000 | 38,000 | 26,472 | 23,200 | 28,000 | — |
| 623570 | Laboratory Testing Supplies, Small Equipment, and Chemicals | 348,277 | 354,900 | 351,200 | 308,236 | 300,400 | 415,000 | — |
| 623700 | Wearing Apparel | 15,193 | 10,200 | 12,200 | 11,589 | 10,700 | 12,600 | — |
| 623720 | Books, Maps, and Charts | 2,320 | 600 | 600 | 450 | 600 | 600 | — |
| 623810 | Computer Supplies | — | 2,400 | 2,400 | 2,054 | 2,300 | 500 | — |
| 623820 | Fuel | 11,909 | 9,400 | 9,400 | 9,296 | 9,000 | 13,400 | — |
| 623990 | Materials and Supplies, N.O.C. | 44,676 | 37,200 | 37,200 | 34,788 | 30,100 | 37,600 | — |
| 300 | TOTAL MATERIALS AND SUPPLIES | 479,785 | 482,800 | 482,800 | 419,313 | 403,400 | 537,700 | — |

| 101 16000 | Fund: Corporate Department: Monitoring & Research | LINE ITEM ANALYSIS | | | | | | |
|--|--|--------------------|------------------------|---------------------------------|---|--------------------------------|--------------------------------|---|
| | | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 634970 | Testing and Laboratory Equipment | 418,714 | 290,100 | 330,100 | 328,143 | 272,000 | 394,300 | — |
| 400 | TOTAL MACHINERY AND EQUIPMENT | 418,714 | 290,100 | 330,100 | 328,143 | 272,000 | 394,300 | — |
| TOTAL MONITORING & RESEARCH | | \$ 29,089,342 | \$ 31,888,700 | \$ 31,888,700 | \$ 21,365,630 | \$ 28,857,700 | \$ 31,253,400 | \$ — |
| NOTES: 1. Amounts may not add up due to rounding. 2. Departmental appropriation totals for salaries in the Line Item Analysis may differ from those contained in the Position Analysis by a factor identified to adjust for vacancies. Additionally, Estimated Expenditure may either exceed Adjusted Appropriation when transfers of funds are anticipated or be less than Expenditure (Committed Budget plus Disbursement) when not all commitments are anticipated to be completed by year-end. | | | | | | | | |

| Fund: Corporate Dept: Monitoring & Research | | POSITION ANALYSIS | | | | |
|--|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| 110 | Executive Division | | | | | |
| 111 | Executive Section | | | | | |
| EX11 | Director of Monitoring & Research | 1 | 1 | | 1 | |
| EX06 | Secretary to Officer | 1 | 1 | | 1 | |
| HP12 | Secretary #2 (Administrative Specialist) (New Grade HP11) | — | — | | 1 | |
| HP11 | Administrative Specialist | 1 | 1 | | — | |
| TOTAL | Executive Section | 3 | 3 | 427,449.88 | 3 | 451,170.72 |
| 112 | Budget & Administrative Section | | | | | |
| HP23 | Deputy Director of Monitoring & Research | 1 | — | | — | |
| HP22 | Assistant Director of Monitoring & Research | — | 1 | | 1 | |
| HP18 | Supervising Budget & Management Analyst | 1 | 1 | | 1 | |
| HP17 | Management Analyst III #2 (Senior Budget & Management Analyst) (New Grade HP16) | 1 | — | | — | |
| HP16 | Senior Budget & Management Analyst | — | 1 | | 1 | |
| HP14 | Budget & Management Analyst | 2 | 2 | | 2 | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |
| TOTAL | Budget & Administrative Section | 6 | 6 | 744,084.92 | 6 | 735,993.46 |
| TOTAL | Executive Division | 9 | 9 | 1,171,534.80 | 9 | 1,187,164.18 |
| 120 | Environmental Monitoring & Research Division | | | | | |
| 121 | Environmental Monitoring & Research Administrative Section | | | | | |
| HP22 | Assistant Director of Monitoring & Research | 1 | 1 | | 1 | |
| HP20 | Environmental Monitoring & Research Manager | 1 | 1 | | 1 | |
| HP20 | Managing Civil Engineer | 1 | 1 | | 1 | |
| HP18 | Biostatistician | 1 | 1 | | 1 | |
| HP18 | Principal Environmental Scientist | — | 2 | | 2 | |
| HP15 | Associate Civil Engineer | 1 | 1 | | 1 | |
| HP13 | Senior Administrative Specialist | 1 | 2 | | 2 | |
| HP11 | Administrative Specialist | 2 | 4 | | 4 | |
| TOTAL | Environmental Monitoring & Research Administrative Section | 8 | 13 | 1,503,580.86 | 13 | 1,555,250.83 |

| Fund: Corporate Dept: Monitoring & Research | | POSITION ANALYSIS | | | | |
|--|---|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| 122 | Wastewater Treatment Process Research Section | | | | | |
| HP18 | Principal Environmental Scientist | — | 1 | | 1 | |
| HP18 | Supervising Environmental Research Scientist | 1 | — | | — | |
| HP17 | Senior Environmental Research Scientist | 3 | 3 | | 3 | |
| HP15 | Environmental Research Scientist | 3 | 3 | | 3 | |
| HP13 | Senior Environmental Research Technician | 1 | 1 | | 1 | |
| HP11 | Administrative Specialist | 1 | — | | — | |
| HP11 | Environmental Research Technician | 2 | 6 | | 6 | |
| HP11 | Laboratory Technician II | 3 | — | | 1 | |
| HP11 | Laboratory Technician II #2 (Environmental Research Technician) | 1 | — | | — | |
| HP10 | Laboratory Technician I | 1 | 1 | | — | |
| HP10 | Laboratory Technician I #1 | — | — | | 1 | |
| TOTAL | Wastewater Treatment Process Research Section | 16 | 15 | 1,375,438.88 | 16 | 1,391,154.21 |
| 123 | Biosolids Utilization & Soil Science Section | | | | | |
| HP18 | Principal Environmental Scientist | — | 1 | | 1 | |
| HP18 | Supervising Environmental Soil Scientist | 1 | — | | — | |
| HP17 | Senior Environmental Soil Scientist | 2 | 2 | | 2 | |
| HP15 | Environmental Soil Scientist | 3 | 3 | | 3 | |
| HP15 | Environmental Chemist | 1 | 1 | | 1 | |
| HP14 | Assistant Environmental Chemist #1 | 1 | — | | — | |
| HP11 | Administrative Specialist | 1 | — | | — | |
| HP11 | Environmental Research Technician | 3 | 5 | | 5 | |
| HP11 | Laboratory Technician II | 1 | — | | — | |
| HP11 | Laboratory Technician II #2 (Environmental Research Technician) | 1 | — | | — | |
| HP09 | Laboratory Assistant | 1 | 1 | | 1 | |
| TOTAL | Biosolids Utilization & Soil Science Section | 15 | 13 | 1,152,902.63 | 13 | 1,172,459.59 |
| 124 | Analytical Microbiology & Biomonitoring Section | | | | | |
| HP18 | Principal Environmental Scientist | — | 1 | | 1 | |
| HP18 | Supervising Environmental Microbiologist | 1 | — | | — | |

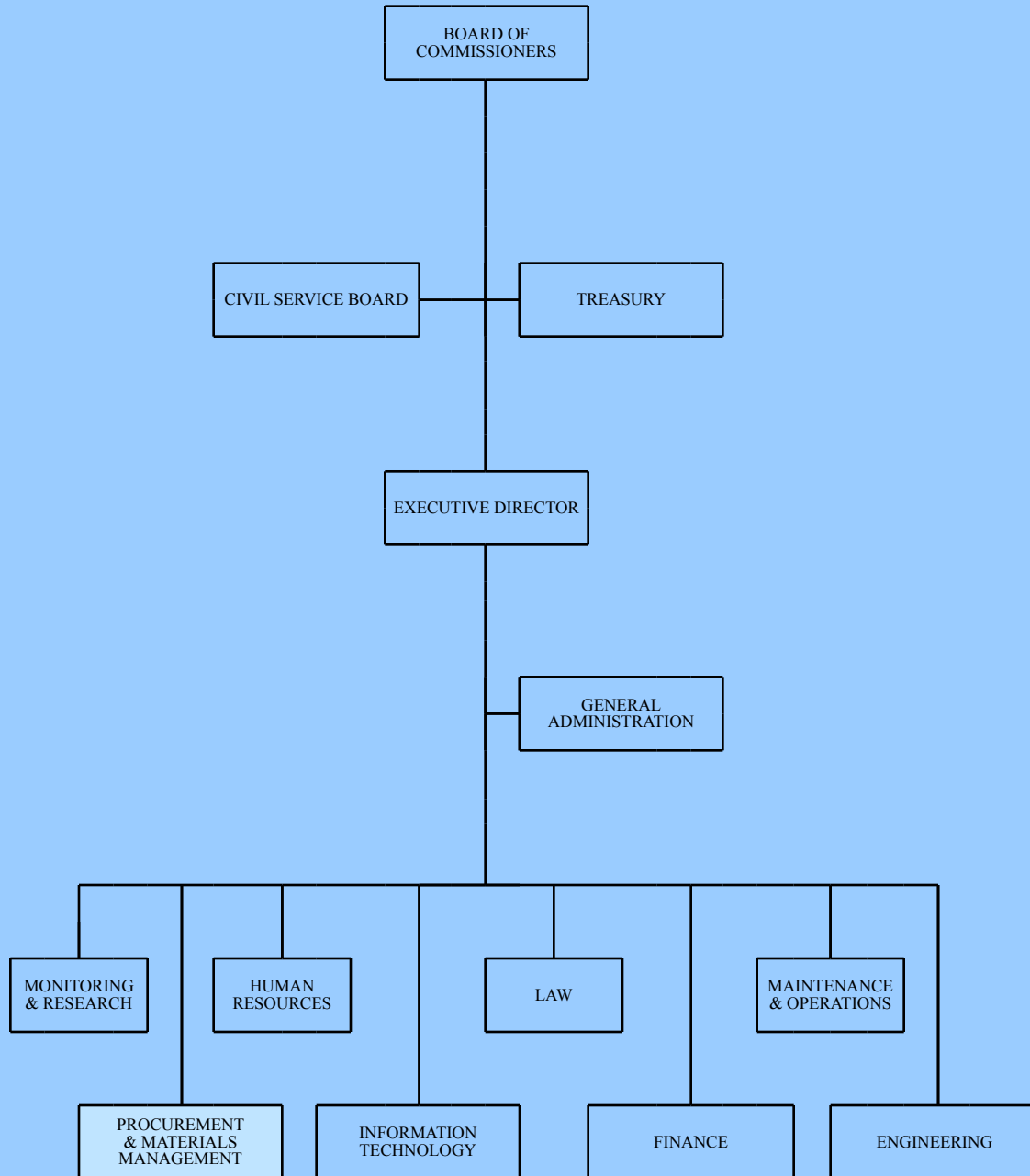
| Fund: Corporate Dept: Monitoring & Research | | POSITION ANALYSIS | | | | |
|--|---|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP17 | Senior Environmental Microbiologist | 1 | 1 | | 1 | |
| HP16 | Associate Environmental Microbiologist #2 (Environmental Microbiologist) (New Grade HP15) | 1 | 1 | | 1 | |
| HP15 | Environmental Microbiologist | 1 | 1 | | 1 | |
| HP14 | Assistant Environmental Microbiologist #1 | 1 | — | | — | |
| HP13 | Senior Laboratory Technician | 1 | 1 | | 1 | |
| HP11 | Administrative Specialist | 1 | — | | — | |
| HP11 | Laboratory Technician II | 5 | 7 | | 7 | |
| HP11 | Laboratory Technician II #4 | 2 | 1 | | 1 | |
| HP09 | Laboratory Assistant | 2 | 2 | | 2 | |
| TOTAL | Analytical Microbiology & Biomonitoring Section | 16 | 15 | 1,187,727.68 | 15 | 1,203,011.94 |
| 126 | Aquatic Ecology & Water Quality Section | | | | | |
| HP18 | Principal Environmental Scientist | — | 1 | | 1 | |
| HP18 | Supervising Aquatic Biologist | 1 | — | | — | |
| HP17 | Senior Aquatic Biologist | 1 | 1 | | 1 | |
| HP16 | Associate Aquatic Biologist #2 (Aquatic Biologist) (New Grade HP15) | 2 | 2 | | 2 | |
| HP15 | Aquatic Biologist | — | 1 | | 1 | |
| HP14 | Assistant Aquatic Biologist #1 | 1 | 1 | | — | |
| HP13 | Senior Environmental Research Technician | 1 | 1 | | 1 | |
| HP11 | Environmental Research Technician | 1 | 5 | | 5 | |
| HP11 | Laboratory Technician II | 2 | — | | — | |
| HP11 | Laboratory Technician II #2 (Environmental Research Technician) | 2 | — | | — | |
| NR6441 | Patrol Boat Operator | 2 | 2 | | 2 | |
| NR3642 | Pollution Control Technician II | 2 | 2 | | 2 | |
| NR3641 | Pollution Control Technician I | 4 | 4 | | 4 | |
| TOTAL | Aquatic Ecology & Water Quality Section | 19 | 20 | 1,638,512.80 | 19 | 1,585,566.86 |
| 129 | Process Facilities Capital Planning Section | | | | | |
| HP18 | Principal Civil Engineer | 1 | 1 | | 1 | |
| HP17 | Senior Civil Engineer | 2 | 2 | | 2 | |

| Fund: Corporate Dept: Monitoring & Research | | POSITION ANALYSIS | | | | |
|--|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP17 | Senior Electrical Engineer | 1 | 1 | | — | |
| HP17 | Senior Environmental Research Scientist | 2 | 2 | | 3 | |
| HP17 | Senior Mechanical Engineer | 2 | 2 | | 1 | |
| HP15 | Associate Civil Engineer | 2 | 2 | | 1 | |
| HP15 | Associate Electrical Engineer | 2 | 2 | | — | |
| HP15 | Environmental Research Scientist | 2 | 2 | | 2 | |
| HP15 | Associate Mechanical Engineer | 3 | 2 | | 1 | |
| TOTAL | Process Facilities Capital Planning Section | 17 | 16 | 1,853,698.65 | 11 | 1,290,384.68 |
| TOTAL | Environmental Monitoring & Research Division | 91 | 92 | 8,711,861.50 | 87 | 8,197,828.11 |
| 160 | Analytical Laboratories Division | | | | | |
| 161 | Analytical Laboratories Administrative Section | | | | | |
| HP22 | Assistant Director of Monitoring & Research | 1 | 1 | | 1 | |
| HP18 | Supervising Environmental Chemist | 1 | 1 | | 1 | |
| HP17 | Senior Environmental Chemist | 1 | 1 | | 1 | |
| HP17 | Senior Environmental Chemist #1 | — | 1 | | — | |
| HP15 | Environmental Chemist | 1 | 2 | | 2 | |
| HP13 | Senior Administrative Specialist | 1 | 1 | | 2 | |
| HP12 | Administrative Assistant #2 (Administrative Specialist) (New Grade HP11) | 1 | — | | — | |
| HP11 | Administrative Specialist | — | 1 | | — | |
| TOTAL | Analytical Laboratories Administrative Section | 6 | 8 | 980,126.96 | 7 | 845,410.53 |
| 162 | Stickney Analytical Laboratory Section | | | | | |
| HP18 | Supervising Environmental Chemist | 1 | 1 | | 1 | |
| HP17 | Senior Environmental Chemist | 1 | 2 | | 2 | |
| HP15 | Environmental Chemist | 6 | 5 | | 4 | |
| HP14 | Assistant Environmental Chemist #1 | 1 | — | | — | |
| HP13 | Senior Laboratory Technician | 3 | 3 | | 3 | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |
| HP11 | Laboratory Technician II | 9 | 9 | | 11 | |

| Fund: Corporate Dept: Monitoring & Research | | POSITION ANALYSIS | | | | |
|--|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP10 | Laboratory Technician I | 2 | 2 | | — | |
| HP10 | Laboratory Technician I #1 | — | — | | 2 | |
| HP09 | Laboratory Assistant | 3 | 3 | | 3 | |
| TOTAL | Stickney Analytical Laboratory Section | 27 | 26 | 2,034,613.08 | 27 | 2,091,013.06 |
| 164 | Industrial Waste Analytical Laboratory Section | | | | | |
| HP18 | Supervising Environmental Chemist | 1 | 1 | | 1 | |
| HP17 | Senior Environmental Chemist | 1 | 2 | | 2 | |
| HP15 | Environmental Chemist | 4 | 5 | | 4 | |
| HP14 | Assistant Environmental Chemist #1 | 1 | 1 | | — | |
| HP13 | Senior Laboratory Technician | 3 | 3 | | 3 | |
| HP11 | Laboratory Technician II | 13 | 12 | | 10 | |
| HP09 | Laboratory Assistant | 1 | 1 | | 1 | |
| TOTAL | Industrial Waste Analytical Laboratory Section | 24 | 25 | 2,116,039.97 | 21 | 1,823,596.84 |
| 165 | Organic Compounds Analytical Laboratory Section | | | | | |
| HP18 | Supervising Instrumentation Chemist | 1 | 1 | | 1 | |
| HP17 | Senior Instrumentation Chemist | 2 | 2 | | 2 | |
| HP16 | Instrumentation Chemist II #2 (Instrumentation Chemist) (New Grade HP15) | 2 | 2 | | 2 | |
| HP15 | Instrumentation Chemist | 2 | 2 | | 2 | |
| HP13 | Senior Laboratory Technician | 1 | 1 | | 1 | |
| HP11 | Laboratory Technician II | 2 | 2 | | 3 | |
| TOTAL | Organic Compounds Analytical Laboratory Section | 10 | 10 | 1,118,452.68 | 11 | 1,160,991.24 |
| 166 | Egan Analytical Laboratory Section | | | | | |
| HP18 | Supervising Environmental Chemist | 1 | 1 | | 1 | |
| HP17 | Senior Environmental Chemist | 1 | 2 | | 2 | |
| HP15 | Environmental Chemist | 3 | 4 | | 3 | |
| HP14 | Assistant Environmental Chemist #1 | 2 | 1 | | 1 | |
| HP13 | Senior Laboratory Technician | 2 | 2 | | 2 | |
| HP13 | Senior Laboratory Technician #1 | — | 1 | | — | |

| Fund: Corporate Dept: Monitoring & Research | | POSITION ANALYSIS | | | | |
|--|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP12 | Administrative Assistant #2 (Administrative Specialist) (New Grade HP11) | 1 | 1 | | 1 | |
| HP11 | Laboratory Technician II | 6 | 6 | | 8 | |
| HP11 | Laboratory Technician II #4 | 1 | 1 | | 1 | |
| HP10 | Laboratory Technician I | 1 | 1 | | — | |
| HP09 | Laboratory Assistant | 2 | 2 | | 2 | |
| TOTAL | Egan Analytical Laboratory Section | 20 | 22 | 1,868,973.95 | 21 | 1,726,849.78 |
| 167 | Calumet Analytical Laboratory Section | | | | | |
| HP18 | Supervising Environmental Chemist | 1 | 1 | | 1 | |
| HP17 | Senior Environmental Chemist | 1 | 2 | | 2 | |
| HP15 | Environmental Chemist | 4 | 4 | | 3 | |
| HP13 | Senior Laboratory Technician | 2 | 2 | | 2 | |
| HP12 | Administrative Assistant #2 (Administrative Specialist) (New Grade HP11) | 1 | 1 | | 1 | |
| HP11 | Laboratory Technician II | 7 | 7 | | 7 | |
| HP10 | Laboratory Technician I #1 | 1 | — | | — | |
| HP09 | Laboratory Assistant | 2 | 2 | | 2 | |
| TOTAL | Calumet Analytical Laboratory Section | 19 | 19 | 1,625,614.51 | 18 | 1,521,609.38 |
| TOTAL | Analytical Laboratories Division | 106 | 110 | 9,743,821.15 | 105 | 9,169,470.83 |
| 190 | Industrial Waste Division | | | | | |
| 191 | Industrial Waste Administrative Section | | | | | |
| HP22 | Assistant Director of Monitoring & Research | 1 | 1 | | 1 | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |
| TOTAL | Industrial Waste Administrative Section | 2 | 2 | 301,142.29 | 2 | 301,142.14 |
| 192 | Technical Services Section | | | | | |
| HP18 | Supervising Environmental Specialist | — | 1 | | 1 | |
| HP17 | Senior Environmental Specialist | 1 | 1 | | 1 | |
| HP15 | Environmental Specialist | 2 | 2 | | 2 | |
| TOTAL | Technical Services Section | 3 | 4 | 475,962.39 | 4 | 475,962.49 |

| Fund: Corporate Dept: Monitoring & Research | | POSITION ANALYSIS | | | | |
|---|---|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| 193 | Pretreatment & Cost Recovery Section | | | | | |
| HP18 | Supervising Environmental Specialist | 2 | 2 | | 2 | |
| HP17 | Senior Civil Engineer | 1 | 1 | | 1 | |
| HP17 | Senior Environmental Specialist | 3 | 3 | | 3 | |
| HP15 | Associate Civil Engineer | 7 | 7 | | 7 | |
| HP15 | Associate Mechanical Engineer #2 (Associate Civil Engineer) | 1 | 1 | | 1 | |
| HP15 | Environmental Specialist | 16 | 16 | | 16 | |
| HP12 | Secretary #2 (Administrative Specialist) (New Grade HP11) | 1 | 1 | | — | |
| HP11 | Administrative Specialist | 2 | 2 | | 3 | |
| HP09 | Administrative Clerk | 2 | 2 | | 2 | |
| TOTAL | Pretreatment & Cost Recovery Section | 35 | 35 | 3,597,481.48 | 35 | 3,582,816.99 |
| 194 | Field Services Section | | | | | |
| HP18 | Supervising Environmental Specialist | 1 | 1 | | 1 | |
| HP17 | Senior Environmental Specialist | 5 | 5 | | 5 | |
| HP15 | Environmental Specialist | 29 | 29 | | 29 | |
| HP13 | Senior Administrative Specialist | 1 | 1 | | 1 | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |
| NR3642 | Pollution Control Technician II | 1 | 2 | | 2 | |
| NR3641 | Pollution Control Technician I | 21 | 21 | | 21 | |
| TOTAL | Field Services Section | 59 | 60 | 5,519,055.38 | 60 | 5,486,537.73 |
| TOTAL | Industrial Waste Division | 99 | 101 | 9,893,641.54 | 101 | 9,846,459.35 |
| TOTAL | Monitoring & Research | 305 | 312 | 29,520,858.99 | 302 | 28,400,922.47 |
| NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix. | | | | | | |





Metropolitan Water Reclamation District of Greater Chicago

100 EAST ERIE STREET CHICAGO, ILLINOIS 60611-3154 312.751.5600

BOARD OF COMMISSIONERS

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September 11, 2018

Mr. John P. Murray
Acting Executive Director
OFFICE

Dear Sir:

Subject: 2019 Program for Procurement & Materials Management Department

The Procurement & Materials Management Department's program for 2019, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of 2019 initiatives in alignment with and in support of the Strategic Business Plan. The budget requests include all amendments as directed by you during the Executive Director Budget Hearings in August of this year.

The narrative provides a summary of the department, 2019 major initiatives and challenges, and 2018 accomplishments. Supporting schedules of objectives, performance, and staffing levels present three years of detailed budgetary information.

Thank you for the opportunity to present the proposed Procurement & Materials Management Department budget for 2019.

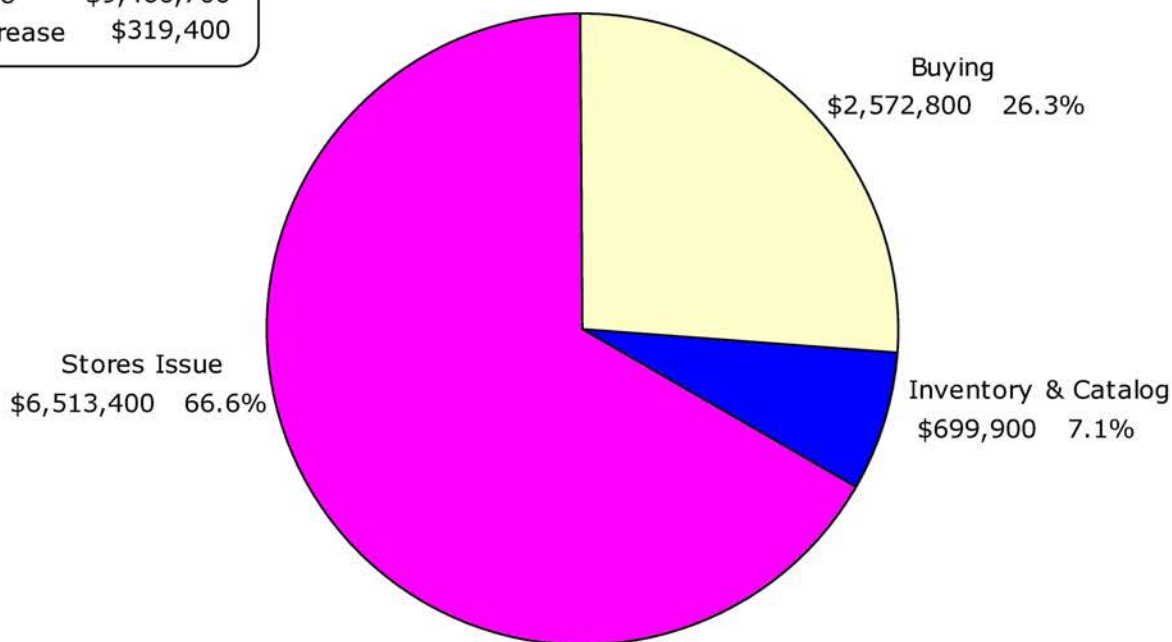
Respectfully submitted,

Darlene A. LoCascio
Director of Procurement & Materials Management

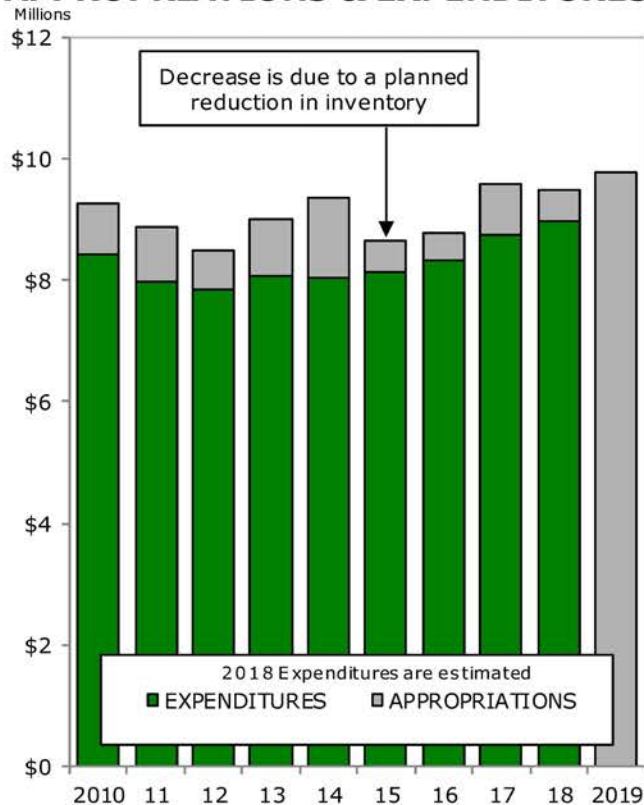
PROCUREMENT & MATERIALS MANAGEMENT

| | |
|----------|-------------|
| 2019 | \$9,786,100 |
| 2018 | \$9,466,700 |
| Increase | \$319,400 |

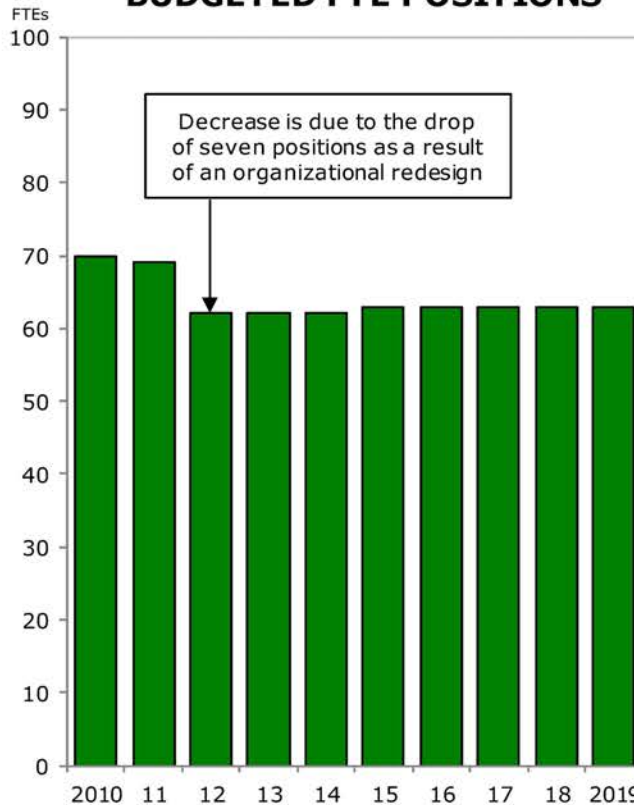
FUNCTIONS



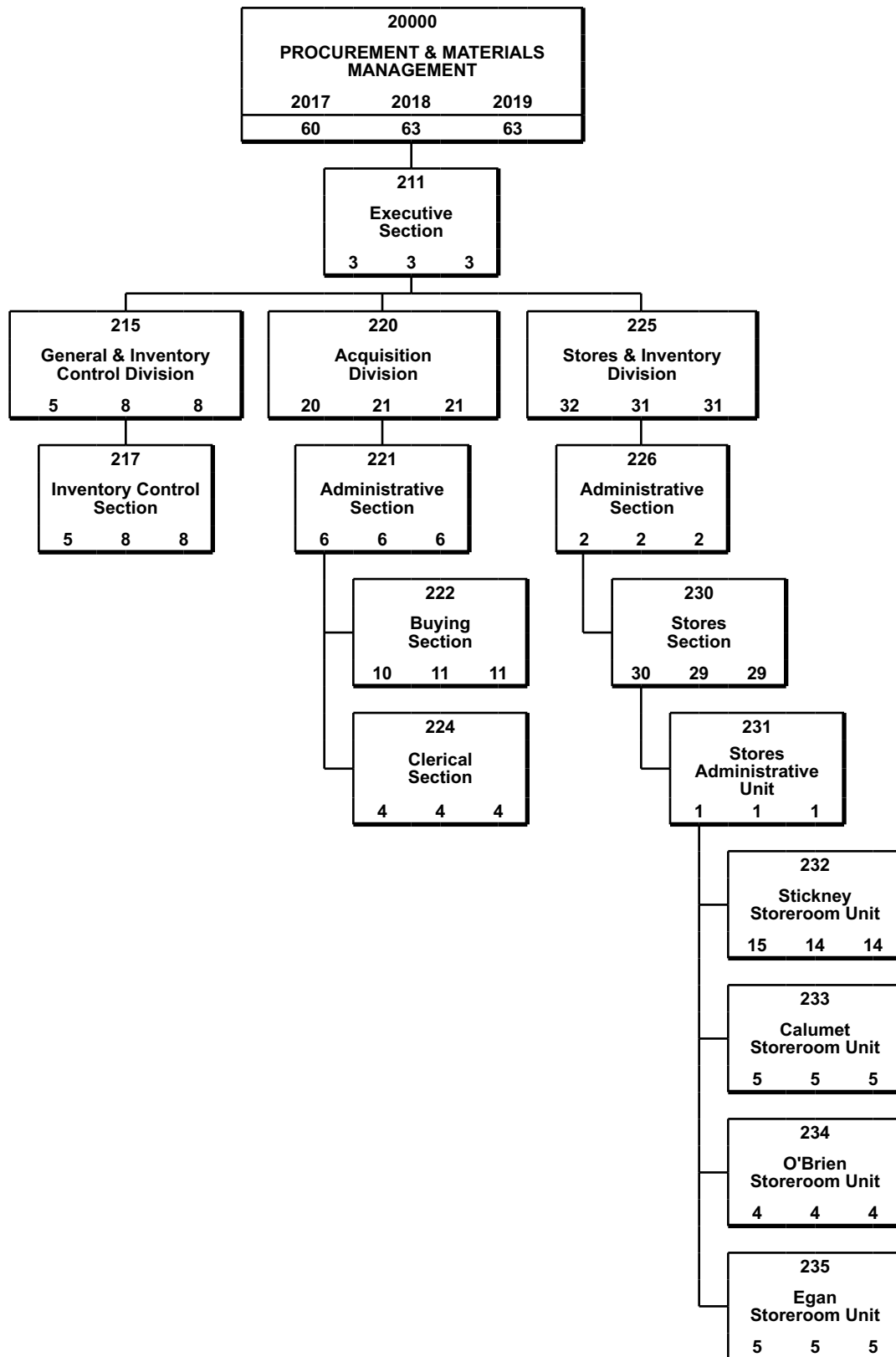
APPROPRIATIONS & EXPENDITURES



BUDGETED FTE POSITIONS



PROCUREMENT & MATERIALS MANAGEMENT



PROCUREMENT & MATERIALS MANAGEMENT

The mission of the Procurement & Materials Management Department (P&MM) is to procure goods and services required for District operations in compliance with the Purchasing Act.

Departmental Summary

P&MM is charged with the responsibility of procuring all of the materials and services that are used by the District. The Purchasing Act for the District delineates both the authority and operating regulations. This Act outlines the duties and responsibilities of the Director of Procurement & Materials Management in the various areas of purchasing supplies and services, requesting and receiving bids, determining control and operation of the storerooms, disposing of obsolete, surplus, and unusable materials, and verifying quality and testing of materials.

Summary of 2018 Accomplishments

- Enhanced the evaluation process to include other departments in the selection of engineering consultants and attorneys. In April 2018, a request for qualifications for attorneys was advertised to attract additional legal firms to be included in the vendor database. This allowed legal firms to be classified in specialized areas;
- Continued to purchase recyclable plastic pallets to replace wooden pallets in the storerooms. This is the third and final year of the planned replacement;
- Collaborated with the Maintenance & Operations Department (M&O) and sold electrical energy from Lockport in 2018, as a Pennsylvania-New Jersey-Maryland Interconnection (PJM) service provider on the wholesale market;
- Secured the electricity supply price for 2020 at \$.02744 per kilowatt-hour (kWh), for a total unit price of \$.02968 kWh, including a bandwidth of 100 percent;
- Reduced engineering spare parts inventory;
- Redesigned the oil room at the Stickney Water Reclamation Plant (WRP) storeroom with pallet flow racking to accommodate 55-gallon drums to ensure stock rotation and space utilization;
- Planned replacement of lighting using high-efficiency, light-emitting diode fixtures in the Egan WRP storeroom.

Budget Highlights

The 2019 appropriation for P&MM is \$9,786,100, an increase of \$319,400, or 3.4 percent, from 2018. The staffing level remains unchanged at 63 positions.

Significant features of the 2019 Budget are:

- Implement improvements to the Fertilizer Building at the Stickney WRP to secure and store materials from outlying areas;
- Enhance the vendor on-line application process, including allowing vendors to update their profile information;
- Develop a request for qualifications for the Engineering Department, and search criteria for the vendor information database;
- Sell renewable energy credits as a PJM service provider on the wholesale market.

2019 Initiatives in Support of the Strategic Business Plan Include the Following:

• Add Value

In 2018, P&MM had an active role in the selection of engineering consultants and attorneys. In April 2018, a request for qualifications for attorneys was advertised to attract additional legal firms to be included in the vendor database. This allowed legal firms to be classified in specialized areas for easier identification when a particular expertise is needed. In 2019, a request for qualifications for engineering consultant firms will be advertised to attract additional engineering firms to be included in the vendor database. This will include search criteria for the database.

P&MM will continue to collaborate with M&O to ensure that 100 percent of materials and supplies required for preventive maintenance work orders are available in the storerooms.

In 2015, P&MM reviewed the processing of requisitions under \$25,000 for materials and supplies, and under \$10,000 for services, to reduce the turnaround time to five days. Modifications were made to the process in 2016. In 2018, P&MM reviewed the data after seven months and found a decrease in turnaround time from 10.6 days in 2015 to 8.3 days. P&MM will determine what additional modifications need to be implemented in order to reach the goal of a five-day turnaround time from requisition to purchase order by 2019.

The above will improve service levels to meet the needs and expectations of the internal customer, to improve planning schedules, and to adhere to project timeframes.

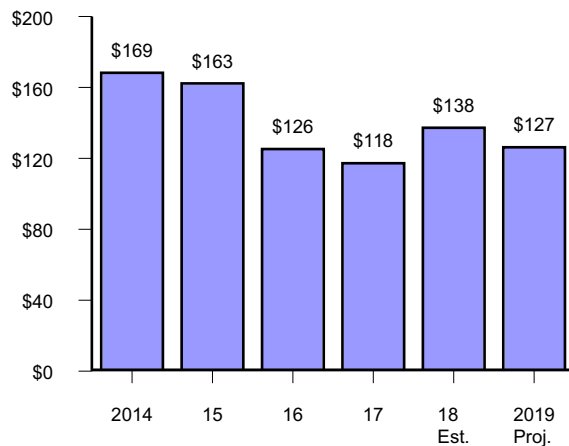
• Excellence

In 2018, the District secured the electricity supply price for 2020 at \$.02744 per kWh for a total unit price of \$.02968 per kWh, including a bandwidth of 100 percent. As a result of this one year extension, the District will realize a cost savings of approximately \$1.1 million in 2020. By 2020, P&MM will be able to purchase electricity for the year 2021 on the open market as a PJM member which can assist efforts to obtain a price for electricity that is equal to or less than the 2020 price.

It is estimated that the value of engineering spare parts inventory will decrease by approximately \$1 million in 2019. P&MM is continuing to monitor levels of engineering parts for obsolescence and optimum reorder points.

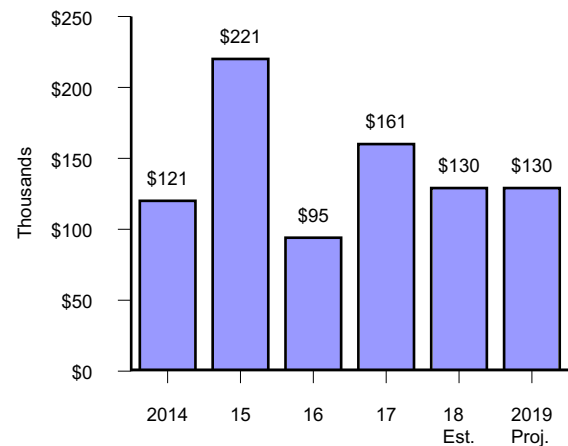
Both of these points reflect our commitment to ensure the best use of current spending.

Cost to Prepare a Purchase Order



– 2016 - Decrease is due to vacancies in Acquisition Division

Sales of Surplus Goods



– 2015 - Beginning in 2015, sales of vehicles were included in Revenue totals
 – 2016 - Decrease is due to fewer materials being identified as surplus
 – 2018 - Decrease is due to a projected reduction of surplus materials

• Resource Recovery

In collaboration with M&O, the District has become a PJM service provider. In 2018, the District was able to market electricity generated from the Lockport Powerhouse. In 2019, the District will be allowed to purchase electrical energy for 2021, and sell Renewable Energy Credits on the wholesale market.

• Develop Employees

The development of employees is important to P&MM. We continue to develop and implement leadership initiatives that support succession planning.

• Technology

P&MM will be working with the Information Technology Department to combine the Engineering database with the P&MM vendor database. P&MM will also establish criteria to search for vendors that meet the requirements of a task or project. This will ensure consistent data input from all users to produce useful information.

P&MM will also be working with the Information Technology Department to enhance the vendor portal to allow vendors to update information in their vendor profile. This will ensure that vendor information is current and accurate.

As always, P&MM is committed to supporting the District's Strategic Business Plan.

20000 PROCUREMENT & MATERIALS MANAGEMENT**OBJECTIVES AND PROGRAM SUMMARY**

| OBJECTIVES BY PRIORITY: | | Cost | Percent |
|-------------------------|---|--------------|---------|
| 1. | Provide purchasing services for all outside labor, materials, services, and equipment through contracts and purchase orders with an estimated value of \$200.1 million. The estimated number of contracts and purchase orders is 129 and 5,500, respectively. Maximize participation in District purchases by administering the Minority-owned, Women-owned, and Small Business Enterprise programs. Support for the department's budget preparation. | \$ 2,572,800 | 26.3% |
| 2. | Service the District's user departments' material and supply requirements by operating and maintaining an effective and economical storeroom function by ordering, receiving, storing, and issuing inventory valued at \$33,400,000 and consisting of 68,000 items. | \$ 6,513,400 | 66.6% |
| 3. | Support the material and supply requirements of the District by planning, monitoring, cataloging, and controlling \$33,400,000 of inventory consisting of 68,000 items. | \$ 699,900 | 7.1% |
| Total | | \$ 9,786,100 | 100.0% |

| MEASURABLE GOALS: | | 2017 Actual | 2018 Estimated | 2019 Proposed |
|-------------------|---|----------------|-------------------|------------------|
| 1. | Process all requisitions and issue the related purchase orders within 25 days. | | | |
| | Percent of Purchase Orders Processed within 25 days | 79% | 92% | 92% |
| | Percent of Purchase Orders Processed within 10 days | 55% | 65% | 65% |
| | Percent of Purchase Orders (Board approved) Processed within 120 days | 100% | 100% | 100% |
| 2. | Maintain an inventory level of at least 97 percent for operating supplies and engineering material in stock. | | | |
| | Total Number of Inventory Items | 67,235 | 65,100 | 68,000 |
| | Total Stock-outs (Storeroom stock items only) | 986 | 900 | 900 |
| | Stock Issues (Number of Stock Documents) | 16,112 | 16,400 | 16,200 |
| | Total Quantity SKUs (Individual Items) Issued | 1,171,161 | 1,255,000 | 1,120,000 |
| | Multi-Issues of Like Items | 37,396 | 38,000 | 37,500 |
| | Total Stock Transports and Two-Steps | 27,758 | 27,000 | 26,000 |
| | Percent of Stock-outs (Maintain a level below three percent) | 2.6% | 2.4% | 2.4% |
| 3. | Achieve inventory accuracy of 98 percent of operating supplies. | | | |
| | Total Cycle Counts (Periodic physical inventory) | 75,817 | 76,000 | 78,000 |
| | Total Errors | 538 | 475 | 450 |
| | Percent Accuracy | 99.3% | 99.4% | 99.4% |
| 4. | Maximize participation in District purchases under \$10,000 by pursuing Minority-owned , Women-owned, and Small Business Enterprise solicitation initiatives. | | | |
| | Minority-owned Business Enterprises Solicited | 3.5% | 6.0% | 6.0% |
| | Women-owned Business Enterprises Solicited | 4.5% | 6.0% | 6.0% |
| | Small Business Enterprises Solicited | 0.1% | 1.0% | 1.0% |
| | Total Percent Solicited | 8.1% | 13.0% | 13.0% |

20000 PROCUREMENT & MATERIALS MANAGEMENT**OBJECTIVES AND PROGRAM SUMMARY**

| PROGRAMS BY PRIORITY: | | | 2017 | | Budgeted | | Change | |
|-----------------------|---|--------------|--------|----|--------------|-------------|---------|---------|
| Number | | | Actual | | FTEs | Dollars | Dollars | Percent |
| 7253 | Support Department Budget Preparation, Monitoring, and Administration | \$ 40,076 | 2019 | 1 | \$ 124,600 | \$ 3,600 | 3.0 | a) |
| | | | 2018 | 1 | \$ 121,000 | | | |
| 7260 | Buying Procedures | \$ 2,109,249 | 2019 | 23 | \$ 2,448,200 | \$ (37,100) | (1.5) | |
| | | | 2018 | 23 | \$ 2,485,300 | | | |
| 7270 | Inventory and Cataloging | \$ 772,525 | 2019 | 8 | \$ 699,900 | \$ 7,300 | 1.1 | |
| | | | 2018 | 8 | \$ 692,600 | | | |
| 7280 | Stores Operation and Issue | \$ 5,732,979 | 2019 | 31 | \$ 6,430,500 | \$ 343,400 | 5.6 | |
| | | | 2018 | 31 | \$ 6,087,100 | | | |
| 7604 | Social Security and Medicare Contributions | \$ 72,353 | 2019 | — | \$ 82,900 | \$ 2,200 | 2.7 | |
| | | | 2018 | — | \$ 80,700 | | | |
| Totals | | \$ 8,727,182 | 2019 | 63 | \$ 9,786,100 | \$ 319,400 | 3.4% | |
| | | | 2018 | 63 | \$ 9,466,700 | | | |

a) Increase is due to the purchase of cantilever racking (\$117,000), a multi-directional forklift (\$82,000), bar-coding equipment (\$55,000), a standard forklift (\$35,200), and professional services for the bar-coding project (\$15,000).

20000 PROCUREMENT & MATERIALS MANAGEMENT**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated |
|----------------|--|----------------------|----------------|------------------|-------------------|
| 7253 | Support Department Budget Preparation, Monitoring, and Administration | Cost | \$ 40,076 | \$ 121,000 | \$ 124,600 |
| 7260 | Buying Procedures | | | | |
| | Purchase of all Labor, Materials, Services, and Equipment for the District | | | | |
| 7261 | Prepare, Issue, and Maintain Purchase Orders to Appropriate Suppliers | Purchase Orders | 5,552 | 5,000 | 5,500 |
| | | Cost | \$ 476,675 | \$ 482,300 | \$ 484,600 |
| | | Cost/Purchase Order | \$ 85.86 | \$ 96.46 | \$ 88.11 |
| 7262 | Process Requisition Requirements into Inquiries for Competitive Purchases | Requisitions | 8,828 | 7,500 | 8,000 |
| | | Cost | \$ 217,096 | \$ 252,300 | \$ 251,100 |
| | | Cost/Requisition | \$ 24.59 | \$ 33.64 | \$ 31.39 |
| 7263 | Purchase all Labor, Materials, Services, and Equipment through Formal Contracts | Contracts Advertised | 152 | 150 | 150 |
| | | Cost | \$ 860,586 | \$ 989,300 | \$ 978,200 |
| | | Cost/Contract | \$ 5,661.75 | \$ 6,595.33 | \$ 6,521.33 |
| 7264 | Prepare, Receive, and Evaluate Quotations from Various Suppliers | Inquiries | 36,325 | 34,000 | 35,000 |
| | | Cost | \$ 276,997 | \$ 260,800 | \$ 266,800 |
| | | Cost/Inquiry | \$ 7.63 | \$ 7.67 | \$ 7.62 |
| 7265 | Advertise, Evaluate Bids, and Award the Sale of Obsolete Inventory, Scrap, Surplus Materials, and Document Fees | Revenue | \$ 160,581 | \$ 71,000 | \$ 130,000 |
| | | Cost | \$ 13,832 | \$ 105,000 | \$ 108,300 |
| | | Cost/\$1,000 Revenue | \$ 86.14 | \$ 1,478.87 | \$ 833.08 |
| 7269 | Buying Procedures - All Other (General) | Cost | \$ 264,063 | \$ 395,600 | \$ 359,200 |
| 7270 | Inventory and Cataloging | | | | |
| | Plan and Control Inventory to Support Material and Supply Requirements of the District | | | | |
| 7271 | Identify, Classify, Code, and Maintain Catalog Descriptions for Equipment, Materials, and Supplies in District Storerooms | Inventory | \$ 34,775,347 | \$ 33,400,000 | \$ 33,400,000 |
| | | Cost | \$ 171,631 | \$ 176,900 | \$ 179,600 |
| | | Cost/Million | \$ 4,935.42 | \$ 5,296.41 | \$ 5,377.25 |
| 7272 | Cycle Counting and Transaction File Maintenance to Ensure Optimum Levels of Inventory and Accountability of District Stock | Inventory | \$ 34,775,347 | \$ 33,400,000 | \$ 33,400,000 |
| | | Cost | \$ 299,668 | \$ 352,000 | \$ 354,200 |
| | | Cost/Million | \$ 8,617.25 | \$ 10,538.92 | \$ 10,604.79 |
| 7273 | Requirement Planning, Controlling, Monitoring, and Analyzing Commodity Index Coded Items in an Optimum and Economic Manner | Cost | \$ 162,941 | \$ 137,800 | \$ 139,900 |
| 7279 | Inventory and Cataloging - All Other (General) | Cost | \$ 138,285 | \$ 25,900 | \$ 26,200 |

20000 PROCUREMENT & MATERIALS MANAGEMENT**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated | |
|--|--|------------------|---------------|---------------|----------------|----|
| 7280 | Stores Operation and Issue | | | | | |
| | Operate and Maintain an Effective and Economical Storeroom Function | | | | | |
| 7282 | Initiate and Prepare Requisitions, Material Requirement Planning Runs, Systems Contracts, Total Stock Transports, Two-Steps, and Miscellaneous Purchases in Accordance with Established Policies and Rules | Requisitions | 6,570 | 6,700 | 6,700 | |
| | | Cost | \$ 285,205 | \$ 467,800 | \$ 482,700 | |
| | | Cost/Requisition | \$ 43.41 | \$ 69.82 | \$ 72.04 | |
| 7283 | Receive, Inspect, and Move Purchased Materials, Both Stock and Non-Stock Items, to Ensure Compliance with Quantity, Quality, and Specifications of Purchase Orders | Receipts | 19,306 | 14,500 | 20,000 | |
| | | Cost | \$ 756,497 | \$ 660,400 | \$ 680,100 | |
| | | Cost/Receipt | \$ 39.18 | \$ 45.54 | \$ 34.01 | |
| 7284 | Provide the Proper Storage Facilities, People, and Equipment to Effectively Store Materials and Supplies to Protect Against Damage, Malfunction or Loss, and to Move Materials in a Safe and Economical Manner | Inventory | \$ 34,775,347 | \$ 33,400,000 | \$ 33,400,000 | |
| | | Cost | \$ 735,408 | \$ 595,700 | \$ 852,700 | a) |
| | | Cost/Million | \$ 21,147.40 | \$ 17,835.33 | \$ 25,529.94 | |
| 7285 | Provide Controlled Disbursement of Stored Materials and Supplies to Requesting Departments | Issue Slips | 16,112 | 16,000 | 16,200 | |
| | | Cost | \$ 633,294 | \$ 624,600 | \$ 648,500 | |
| | | Cost/Issue Slip | \$ 39.31 | \$ 39.04 | \$ 40.03 | |
| 7286 | Stores Operation and Issue - All Other (General) | Cost | \$ 82,603 | \$ 293,800 | \$ 357,300 | b) |
| 7289 | Inventory Purchases | Cost | \$ 3,239,972 | \$ 3,444,800 | \$ 3,409,200 | |
| 7604 | Social Security and Medicare Contributions | Cost | \$ 72,353 | \$ 80,700 | \$ 82,900 | |
| | | Total | \$ 8,727,182 | \$ 9,466,700 | \$ 9,786,100 | |
| a) Increase is due to the purchase of cantilever racking (\$117,000), a multi-directional forklift (\$82,000), and a standard forklift (\$35,200). | | | | | | |
| b) Increase is due to the purchase of bar-coding equipment (\$55,000) and professional services for the bar-coding project (\$15,000). | | | | | | |

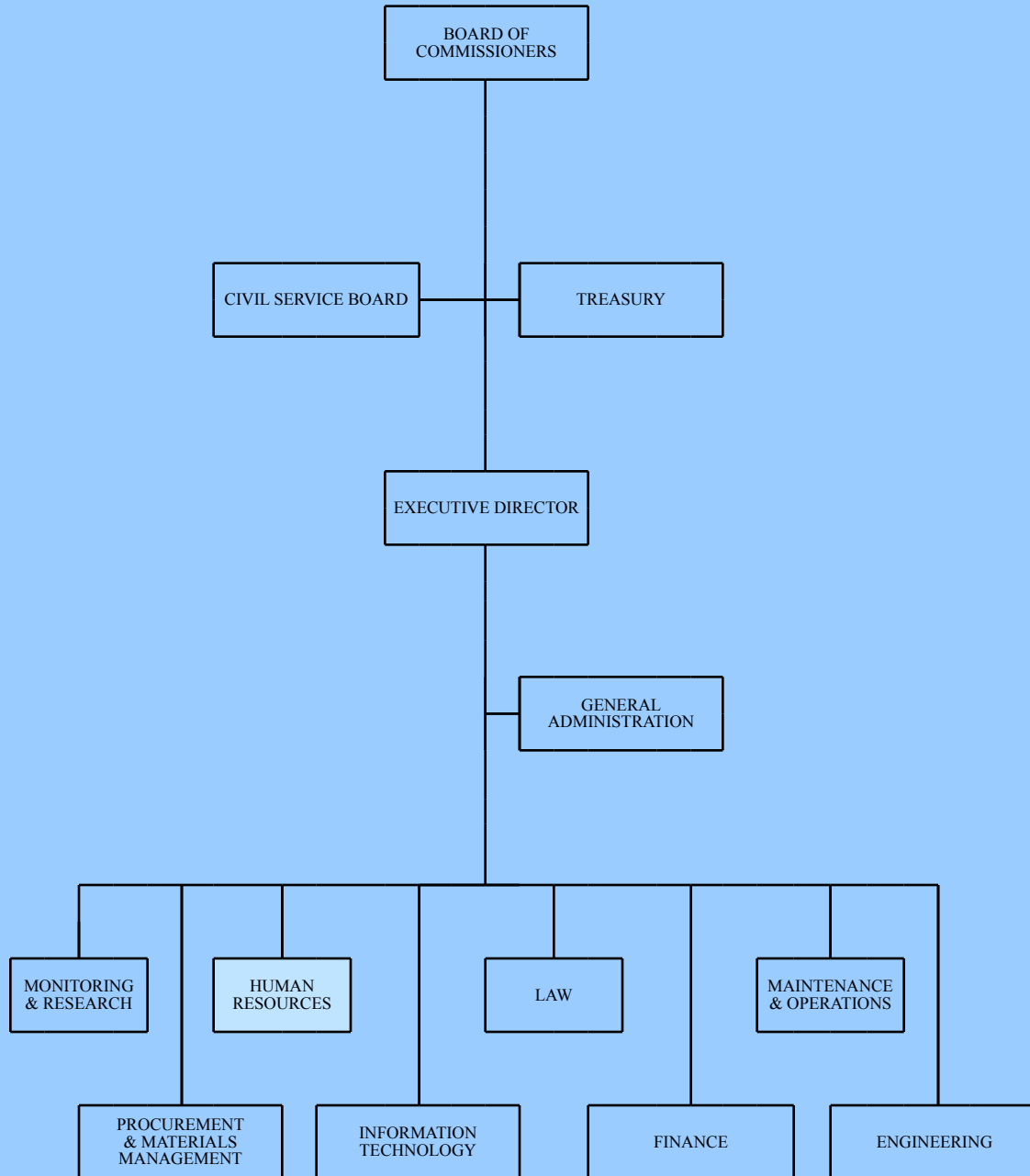
| 101 20000 | Fund: Corporate Department: Procurement & Materials Management | LINE ITEM ANALYSIS | | | | | | |
|----------------|--|--------------------|------------------------|---------------------------------|---|--------------------------------|--------------------------------|---|
| | | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 601010 | Salaries of Regular Employees | \$ 5,118,659 | \$ 5,590,700 | \$ 5,590,700 | \$ 3,747,144 | \$ 5,285,600 | \$ 5,686,900 | \$ — |
| 601060 | Compensation Plan Adjustments | 62,538 | 123,900 | 123,900 | 55,516 | 70,000 | 74,600 | — |
| 601070 | Social Security and Medicare Contributions | 72,353 | 80,700 | 80,700 | 54,619 | 80,300 | 82,900 | — |
| 601100 | Tuition and Training Payments | 596 | 1,600 | 1,600 | 1,140 | 200 | 600 | — |
| 100 | TOTAL PERSONAL SERVICES | 5,254,146 | 5,796,900 | 5,796,900 | 3,858,419 | 5,436,100 | 5,845,000 | — |
| 612010 | Travel | — | 1,500 | 1,500 | 535 | 1,000 | 1,500 | — |
| 612030 | Meals and Lodging | 245 | 2,000 | 1,500 | 871 | 1,000 | 800 | — |
| 612050 | Compensation for Personally-Owned Automobiles | 1,146 | 1,900 | 1,900 | 394 | 600 | 1,100 | — |
| 612360 | Advertising | 82,243 | 111,000 | 110,000 | 96,871 | 90,000 | 120,000 | — |
| 612430 | Payments for Professional Services | — | — | — | — | — | 15,000 | — |
| 612490 | Contractual Services, N.O.C. | — | — | 500 | 415 | 500 | — | — |
| 612680 | Repairs to Buildings | 3,424 | 6,500 | 6,500 | 5,147 | 6,500 | 8,400 | — |
| 612800 | Repairs to Office Furniture and Equipment | 1,621 | 1,200 | 1,700 | 1,700 | 1,200 | 1,600 | — |
| 612840 | Communications Equipment Maintenance (Includes Software) | — | — | 500 | 400 | — | — | — |
| 612860 | Repairs to Vehicle Equipment | 8,983 | 7,700 | 7,700 | 7,049 | 6,700 | 7,100 | — |
| 200 | TOTAL CONTRACTUAL SERVICES | 97,662 | 131,800 | 131,800 | 113,382 | 107,500 | 155,500 | — |
| 623030 | Metals | 122,624 | 103,700 | 96,700 | 59,535 | 100,700 | 104,300 | — |
| 623070 | Electrical Parts and Supplies | 300,921 | 313,300 | 313,300 | 193,860 | 308,300 | 303,100 | — |
| 623090 | Plumbing Accessories and Supplies | 305,075 | 342,600 | 342,600 | 261,819 | 337,600 | 342,500 | — |
| 623110 | Hardware | 78,287 | 79,800 | 79,800 | 64,233 | 74,800 | 79,800 | — |
| 623130 | Buildings, Grounds, Paving Materials, and Supplies | 303,267 | 456,500 | 413,300 | 272,500 | 446,500 | 356,500 | — |
| 623170 | Fiber, Paper, and Insulation Materials | 46,410 | 42,200 | 42,200 | 39,053 | 39,200 | 42,700 | — |
| 623190 | Paints, Solvents, and Related Materials | 51,131 | 51,300 | 51,300 | 39,973 | 49,000 | 51,300 | — |
| 623250 | Vehicle Parts and Supplies | 9,376 | 10,500 | 12,500 | 11,551 | 10,000 | 10,400 | — |
| 623270 | Mechanical Repair Parts | 195,315 | 237,500 | 237,500 | 183,664 | 236,000 | 237,500 | — |
| 623520 | Office, Printing, and Photo Supplies, Equipment, and Furniture | 14,457 | 11,100 | 12,600 | 11,981 | 10,000 | 15,000 | — |
| 623570 | Laboratory Testing Supplies, Small Equipment, and Chemicals | 620,673 | 607,700 | 647,700 | 585,488 | 607,700 | 625,000 | — |
| 623660 | Cleaning Supplies | 293,194 | 263,300 | 263,300 | 196,058 | 253,300 | 265,900 | — |
| 623680 | Tools and Supplies | 98,540 | 73,000 | 78,000 | 72,855 | 73,000 | 100,000 | — |

| 101 20000 | Fund: Corporate Department: Procurement & Materials Management | LINE ITEM ANALYSIS | | | | | | |
|--|--|--------------------|------------------------|---------------------------------|---|--------------------------------|--------------------------------|---|
| | | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 623700 | Wearing Apparel | 172,487 | 145,200 | 145,200 | 121,376 | 145,200 | 175,000 | — |
| 623780 | Safety and Medical Supplies | 88,223 | 100,000 | 100,000 | 51,722 | 86,000 | 71,300 | — |
| 623810 | Computer Supplies | 66,910 | 48,000 | 48,000 | 28,698 | 43,300 | 40,000 | — |
| 623820 | Fuel | 181,152 | 265,900 | 265,900 | 180,789 | 255,900 | 285,000 | — |
| 623840 | Gases | 75,779 | 70,100 | 70,100 | 63,833 | 65,100 | 85,100 | — |
| 623850 | Communications Supplies | 7,755 | 8,100 | 8,100 | 3,961 | 7,100 | 7,400 | — |
| 623860 | Lubricants | 227,260 | 226,100 | 226,100 | 131,090 | 211,100 | 226,400 | — |
| 623990 | Materials and Supplies, N.O.C. | 116,537 | 52,100 | 52,100 | 42,770 | 52,000 | 72,200 | — |
| 300 | TOTAL MATERIALS AND SUPPLIES | 3,375,374 | 3,508,000 | 3,506,300 | 2,616,808 | 3,411,800 | 3,496,400 | — |
| 634650 | Equipment for Process Facilities | — | 30,000 | 19,800 | 19,752 | 26,000 | — | — |
| 634760 | Material Handling and Farming Equipment | — | — | 11,900 | 11,627 | — | 117,200 | — |
| 634810 | Computer Equipment | — | — | — | — | — | 55,000 | — |
| 400 | TOTAL MATERIALS AND SUPPLIES | — | 30,000 | 31,700 | 31,379 | 26,000 | 172,200 | — |
| 645680 | Buildings | — | — | — | — | — | 117,000 | — |
| 500 | TOTAL CAPITAL PROJECTS | — | — | — | — | — | 117,000 | — |
| TOTAL PROCUREMENT & MATERIALS MANAGEMENT | | \$ 8,727,182 | \$ 9,466,700 | \$ 9,466,700 | \$ 6,619,988 | \$ 8,981,400 | \$ 9,786,100 | \$ — |
| NOTES: 1. Amounts may not add up due to rounding. 2. Departmental appropriation totals for salaries in the Line Item Analysis may differ from those contained in the Position Analysis by a factor identified to adjust for vacancies. Additionally, Estimated Expenditure may either exceed Adjusted Appropriation when transfers of funds are anticipated or be less than Expenditure (Committed Budget plus Disbursement) when not all commitments are anticipated to be completed by year-end. | | | | | | | | |

| Fund: Corporate Dept: Procurement & Materials Management | | POSITION ANALYSIS | | | | |
|---|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| 211 | Executive Section | | | | | |
| EX08 | Director of Procurement & Materials Management | 1 | 1 | | 1 | |
| EX06 | Secretary to Officer | 2 | 2 | | 2 | |
| TOTAL | Executive Section | 3 | 3 | 442,079.12 | 3 | 442,079.04 |
| 215 | General & Inventory Control Division | | | | | |
| 217 | Inventory Control Section | | | | | |
| HP17 | Supervising Stores Specialist #2 (New Grade HP16) | 1 | 1 | | 1 | |
| HP16 | Materials Planning Supervisor #2 (Senior Stores Specialist) (New Grade HP14) | 1 | 1 | | 1 | |
| HP12 | Stores Specialist | 3 | 5 | | 5 | |
| HP09 | Administrative Clerk | — | 1 | | 1 | |
| TOTAL | Inventory Control Section | 5 | 8 | 658,811.94 | 8 | 669,799.51 |
| TOTAL | General & Inventory Control Division | 5 | 8 | 658,811.94 | 8 | 669,799.51 |
| 220 | Acquisition Division | | | | | |
| 221 | Administrative Section | | | | | |
| HP20 | Assistant Director of Procurement & Materials Management | 1 | 1 | | 1 | |
| HP14 | Budget & Management Analyst | 1 | 1 | | 1 | |
| HP13 | Senior Administrative Specialist | 1 | 1 | | 1 | |
| HP12 | Administrative Assistant #2 (Administrative Specialist) (New Grade HP11) | 1 | 1 | | 1 | |
| HP11 | Administrative Specialist | 2 | 2 | | 2 | |
| TOTAL | Administrative Section | 6 | 6 | 586,022.80 | 6 | 581,980.60 |
| 222 | Buying Section | | | | | |
| HP18 | Head Buyer | 2 | 2 | | 2 | |
| HP17 | Buyer III #2 (Senior Buyer) (New Grade HP16) | 1 | — | | — | |
| HP16 | Senior Buyer | 4 | 5 | | 5 | |
| HP14 | Buyer | 3 | 4 | | 4 | |
| TOTAL | Buying Section | 10 | 11 | 1,180,469.40 | 11 | 1,172,912.44 |
| 224 | Clerical Section | | | | | |
| HP11 | Administrative Specialist | 2 | 2 | | 2 | |

| Fund: Corporate Dept: Procurement & Materials Management | | POSITION ANALYSIS | | | | |
|---|---|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP09 | Administrative Clerk | 2 | 2 | | 2 | |
| TOTAL | Clerical Section | 4 | 4 | 209,248.37 | 4 | 218,483.73 |
| TOTAL | Acquisition Division | 20 | 21 | 1,975,740.57 | 21 | 1,973,376.77 |
| 225 | Stores & Inventory Division | | | | | |
| 226 | Administrative Section | | | | | |
| HP19 | Stores & Inventory Manager #2 (New Grade HP18) | 1 | 1 | | 1 | |
| HP15 | Senior Stores Specialist #2 (New Grade HP14) | 1 | 1 | | 1 | |
| TOTAL | Administrative Section | 2 | 2 | 274,289.72 | 2 | 279,363.24 |
| 230 | Stores Section | | | | | |
| 231 | Stores Administrative Unit | | | | | |
| HP17 | Supervising Stores Specialist #2 (New Grade HP16) | 1 | 1 | | 1 | |
| TOTAL | Stores Administrative Unit | 1 | 1 | 129,958.60 | 1 | 129,958.64 |
| 232 | Stickney Storeroom Unit | | | | | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |
| HP09 | Administrative Clerk | 2 | 1 | | 1 | |
| NR1857 | Principal Storekeeper | 2 | 2 | | 2 | |
| NR1853 | Storekeeper | 8 | 8 | | 8 | |
| NR8651 | Maintenance Laborer Class A | 1 | 1 | | 1 | |
| NR1835 | Materials Handler Laborer #1 | 1 | 1 | | 1 | |
| TOTAL | Stickney Storeroom Unit | 15 | 14 | 1,103,873.78 | 14 | 1,143,164.87 |
| 233 | Calumet Storeroom Unit | | | | | |
| HP09 | Administrative Clerk | 1 | 1 | | 1 | |
| NR1857 | Principal Storekeeper | 1 | 1 | | 1 | |
| NR1853 | Storekeeper | 2 | 2 | | 2 | |
| NR8651 | Maintenance Laborer Class A | 1 | 1 | | 1 | |
| TOTAL | Calumet Storeroom Unit | 5 | 5 | 369,153.44 | 5 | 384,840.56 |
| 234 | O'Brien Storeroom Unit | | | | | |
| HP09 | Administrative Clerk | 1 | 1 | | 1 | |
| NR1857 | Principal Storekeeper | 1 | 1 | | 1 | |

| Fund: Corporate Dept: Procurement & Materials Management | | POSITION ANALYSIS | | | | |
|---|------------------------------------|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| NR1853 | Storekeeper | 1 | 1 | | 1 | |
| NR8651 | Maintenance Laborer Class A | 1 | 1 | | 1 | |
| TOTAL | O'Brien Storeroom Unit | 4 | 4 | 290,554.28 | 4 | 302,954.34 |
| 235 | Egan Storeroom Unit | | | | | |
| HP09 | Administrative Clerk | 1 | 1 | | 1 | |
| NR1857 | Principal Storekeeper | 1 | 1 | | 1 | |
| NR1853 | Storekeeper | 2 | 2 | | 2 | |
| NR8651 | Maintenance Laborer Class A | 1 | 1 | | 1 | |
| TOTAL | Egan Storeroom Unit | 5 | 5 | 374,152.73 | 5 | 389,840.10 |
| TOTAL | Stores Section | 30 | 29 | 2,267,692.83 | 29 | 2,350,758.51 |
| TOTAL | Stores & Inventory Division | 32 | 31 | 2,541,982.55 | 31 | 2,630,121.75 |
| TOTAL | Procurement & Materials Management | 60 | 63 | 5,618,614.18 | 63 | 5,715,377.07 |
| NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix. | | | | | | |





Metropolitan Water Reclamation District of Greater Chicago

100 EAST ERIE STREET CHICAGO, ILLINOIS 60611-3154 312.751.5600

BOARD OF COMMISSIONERS

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September 11, 2018

Mr. John P. Murray
Acting Executive Director
OFFICE

Dear Sir:

Subject: 2019 Program for the Human Resources Department

The Human Resources Department's program for 2019, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of 2019 initiatives in alignment with and in support of the Strategic Business Plan. The budget requests include all amendments as directed by you during the Executive Director Budget Hearings in August of this year.

The narrative provides a summary of the department, 2019 major initiatives and challenges, and 2018 accomplishments. Supporting schedules of objectives, performance, and staffing levels present three years of detailed budgetary information.

Thank you for the opportunity to present the proposed Human Resources Department for 2019.

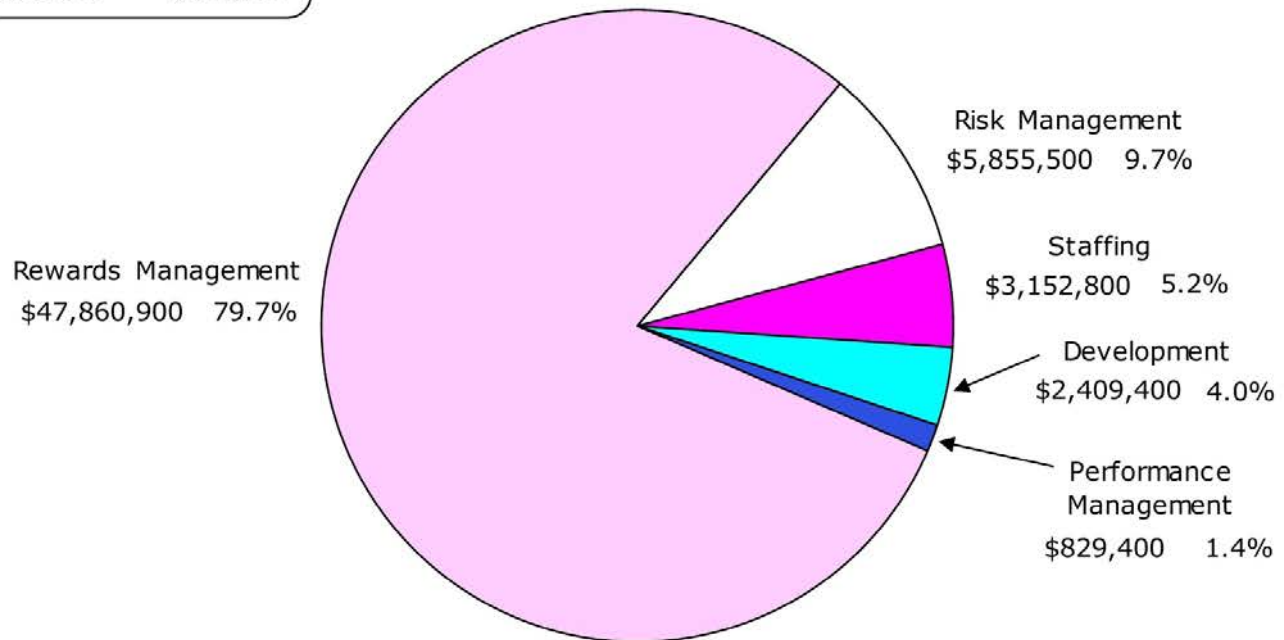
Respectfully submitted,

Beverly K. Sanders
Director of Human Resources

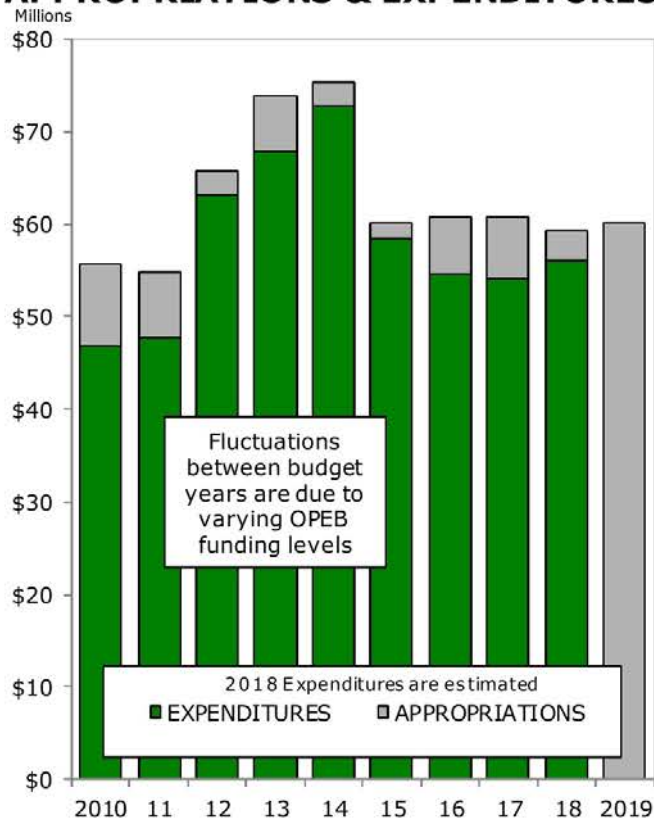
HUMAN RESOURCES

| | |
|----------|--------------|
| 2019 | \$60,108,000 |
| 2018 | \$59,226,400 |
| Increase | \$881,600 |

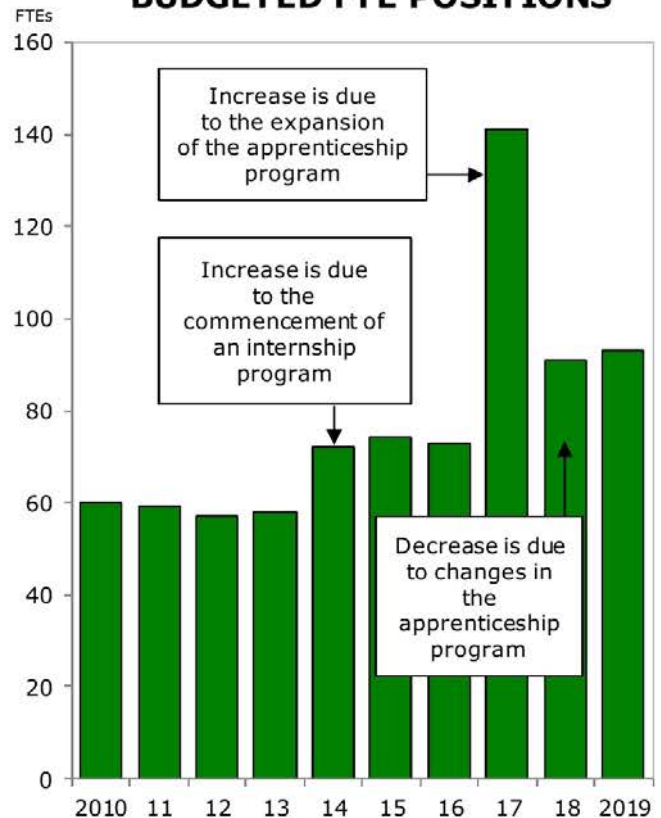
FUNCTIONS



APPROPRIATIONS & EXPENDITURES



BUDGETED FTE POSITIONS



HUMAN RESOURCES

| 25000 | | | |
|-----------------|------|------|--|
| HUMAN RESOURCES | | | |
| 2017 | 2018 | 2019 | |
| 71 | 91 | 93 | |

| |
|----------------|
| 252 |
| Executive Unit |
| 777 |

| |
|----------------------------|
| 254 |
| Employee Selection Section |
| 141414 |

| |
|------------------------------|
| 255 |
| Employee Development Section |
| 193939 |

| |
|--|
| 256 |
| Classification, Compensation, & Benefits Section |
| 889 |

| |
|-----------------------------|
| 257 |
| Risk Management Section (1) |
| 004 |

| |
|----------------------------|
| 258 |
| Employee Relations Section |
| 888 |

| |
|------------------------|
| 259 |
| Safety Section (1) (2) |
| 151512 |

(1) Effective 01/01/19, four positions from Section 259 were transferred to Section 257.

(2) Effective 01/01/19, Section 259 was retitled from Risk Management Section to Safety Section.

HUMAN RESOURCES

Through strategic partnerships, the Human Resources Department develops and delivers innovative, efficient, and cost effective programs and services that are aligned with the District's core business strategies.

Departmental Summary

The department's primary responsibilities include:

- Staffing: ensure that the District plans for recruiting, hiring, and retaining the diverse talent needed to meet its organizational goals;
- Development: guide staff in acquiring and maintaining the skills needed to properly perform their roles within the organization;
- Performance Management: assist managers and employees by developing and implementing a performance management system that supports the goals of the organization;
- Rewards Management: develop and implement appropriate incentives to aid in recruiting and retaining the highest quality staff;
- Risk Management: develop and administer a comprehensive risk management program that protects the assets of the District;
- Safety: develop and supervise the safety guidelines and procedures, provide safety training, and make recommendations to provide a safe working environment for employees and others on District property.

Summary of 2018 Accomplishments

The following initiatives and accomplishments strengthened the District's financial stability and better assured the continuity of operations in adverse circumstances:

- The District's Emergency Operations Plan was updated and successfully tested in a tabletop exercise for senior and plant management; staff also made a presentation at the Utility Management Conference on the same topic;
- The District's Business Continuity Plan and Critical Operational Guidance documents were updated and expanded for the Maintenance & Operations Department for mission-essential functions. Training was conducted for plant-level business continuity staff.

The following initiatives and accomplishments supported process improvement, were results-oriented, and decreased costs for the District:

- The District's Return-to-Work Program continued to reduce both the number and severity of employee injuries. Area-specific online dashboards continued to provide access to key workers' compensation claims information at all times;
- Safety staff conducted approximately 1,300 Occupational Safety and Health Administration focused training sessions, with approximately 10,000 attendees, including OSHA 10 classes for 54 field-level engineering personnel, as well as plant-level hands-on training for the revised and enhanced Lockout/Tagout program to safeguard employees from the unexpected startup of machinery and equipment.

Developed and implemented leadership initiatives that support succession planning:

- A leaders coaching leaders program was developed and delivered to approximately 70 District supervisors;
- Twelve employees were offered leadership training through an emerging leaders program, water and wastewater leaderships program, and executive coaching;
- Twenty engineering employees participated in mentoring activities.

Developed a culture that recognized the value of every employee:

- All employees received mandatory refresher compliance training for ethics in the workplace;
- Over 5,000 individuals, including employees and the public, were served by Employee Selection staff through the recruitment and selection process;
- An ongoing training program was provided to new hires in specific job classifications, providing job readiness skills and an introduction to District core values and ethics;
- A Parental Leave Policy was adopted for employees to allow paid time-off benefits for the birth or adoption of a child.

Other major accomplishments include:

- The internship program continued to provide meaningful projects and educational training experiences for students interested in wastewater management and District operations;
- Civil Service examinations were administered for 42 classifications.

Budget Highlights

The 2019 appropriation for the Human Resources Department is \$60,108,000, an increase of \$881,600, or 1.5 percent, from 2018. The staffing level has increased from 91 to 93 positions, which includes the addition of one Human Resources Manager and one Safety Manager. The number of employees budgeted in the Human Resources Department includes 13 Apprentices, 20 full-time equivalent Interns, and three Civil Service Board members.

2019 Initiatives in Support of the Strategic Business Plan Include the Following:

• Add Value

In 2019, the Risk Management Section will continue its focus on the development and administration of a comprehensive and sustainable risk management program. Key areas of focus include use of the risk management information system for risk analysis and enhanced communication on risk issues across the organization and further development of key programs, including return-to-work, emergency operations, and continuity of operations.

The Safety Section will continue to focus on safe work procedures, a safe work environment, preventive health measures, life protection, accident prevention and investigations, and recordkeeping. Increased emphasis will be placed on targeting programs to address the District's key cost drivers. The emphasis will be on walking and working surfaces in order to reduce slip and fall accidents. Additionally, back safety classes will continue to take place in 2019 in an effort to reduce back injuries and improve body mechanics. Safety staff will work closely with Claims staff to reduce overall workers' compensation costs for the District.

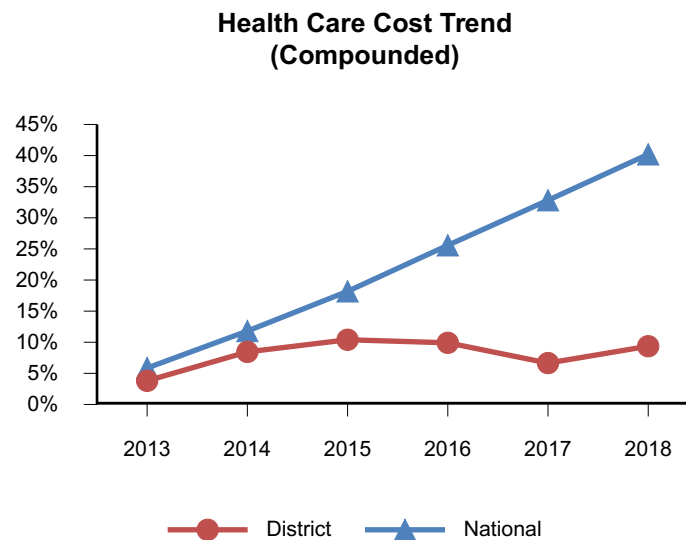
The Human Resources Department's merit-based selection practices provide the District with a pool of candidates who have demonstrated the essential job-related knowledge, skills, and abilities to perform effectively. The Human Resources Department plans to administer 45 examinations in 2019. All employment applications are submitted and received online.

• Excellence

The District's benefits program plays an integral part in its ability to attract and retain a high quality workforce. The District offers health care benefits to employees and eligible dependents, as well as approximately 1,990 retirees. The core components of the program are a Participating Provider Option and Health Maintenance Organization, a Medicare Advantage Plan (Medicare-eligible retirees only), and prescription drug coverage. Dental and vision benefits are also provided to active employees.

The cost of these health care benefits has a significant impact on the District's budget each year with total spending of approximately \$49 million. While these costs are partially offset by employee and retiree contributions, they must be actively managed. The District continues to implement programs and plan design elements that help in managing these costs. In addition, the District continues its wellness initiatives with annual on-site health fairs, free on-site flu shots, and wellness events such as the Mainstream March 5K Walk/Run. The goal of these wellness initiatives is to build a work environment that promotes health and wellness for all District employees.

As a result of these efforts, the District has been able to control its health care spending. From 2013 through 2018, the national trend has been an average annual increase of 6.91 percent in health care costs resulting in a total increase of 40.20 percent during this period. The District's health care trend over that same period has been 1.56 percent annually or a total of 9.36 percent.



In 2019, the District will introduce a new employee benefits software platform. This platform will provide a robust employee portal with consumerism tools such as cost calculators and educational videos to help employees select the most appropriate health plan, better navigate their insurance benefits and be a more educated consumer of health care. The platform will also include a robust communication module to assist the District in keeping employees informed about the benefits plans and changes in the health care market overall. These consumer tools can play a key role in helping employees be more conscious of their health care needs, which can assist the District in controlling health care costs.

• **Develop Employees**

The District provides its employees with training and development opportunities through tuition reimbursement, seminars and conferences, in-house training, and online eLearning courses.

Employee Development Participation

| | Tuition Reimbursement * | In-House Training | eLearning Courses Accessed |
|----------------|--------------------------------|--------------------------|-----------------------------------|
| 2016 | 53 | 3,854 | 6,219 |
| 2017 | 53 | 3,977 | 4,912 |
| Estimated 2018 | 55 | 2,700 | 6,400 |
| Projected 2019 | 55 | 3,800 | 6,400 |

*Number of participants who were reimbursed

To ensure the ongoing professional development of all District employees in 2019, the Human Resources Department will continue to offer eLearning classes in business, financial management, and information technology, development courses for specific classifications and supervisors, and specialized training as requested by departments. The Human Resources Department will continue to develop competency-based job classifications and build new measures of employee performance, while providing a basis for individual development plans. Executive coaching services will continue to be used for succession planning and to conduct individual assessments of employee talents, skills, and career objectives that will help identify developmental needs to prepare employees for leadership roles.

The Human Resources Department administers seven collective bargaining agreements for the District's approximately 786 represented employees and provides advice and counseling to managers and supervisors regarding investigations and disciplinary matters for both represented and non-represented employees. The Human Resources Department will continue to promote the use of proactive and timely discussions between managers, employees, and their representatives to address grievance and complaint activities.

The Human Resources Department also ensures the District's compliance with the Family and Medical Leave Act and the Americans with Disabilities Act and is responsible for receiving and investigating complaints of workplace violence, discrimination, sexual harassment, and other types of harassment and complaints.

• **Leading Partnerships**

As of October 1, 2013, the District began using the revised external labor rates for females and minorities, based on published data from the 2010 census. The District's minority workforce representation, as of July 31, 2018, was 42 percent, which compares favorably with the Cook County minority labor force availability rate of 36 percent. The District's female workforce representation, as of July 31, 2018, was 26 percent, compared to the Cook County female labor force availability rate of 41 percent, when adjusted for District-specific occupations.

| Percentage of District Employees Who Are Minorities or Females | | | | | | | 2000 Census External Availability | 2010 Census External Availability |
|---|-------------|-------------|-------------|-------------|-------------|-------------------|--|--|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 Proj. | | |
| Minorities | 40% | 40% | 41% | 41% | 42% | 42% | 33% | 36% |
| Females | 26% | 26% | 26% | 26% | 26% | 26% | 25% | 41% |

It is important to note that a majority of the District's job categories include classifications that are nontraditional for women. Nontraditional occupations, as defined by the United States Department of Labor, are those occupations wherein 25 percent or fewer women have the requisite skills or work in that occupation. Consequently, the external female labor force rates are adjusted for District-specific occupations. They include only job classifications found at the District and exclude occupations such as teachers, registered nurses, and social workers.

The Human Resources Department coordinates the District-wide recruitment program. Ongoing advertising in print and electronic media assists the District in attracting a diverse and qualified applicant pool for current and future examinations. In 2019, the District will continue to target its recruitment efforts on increasing minority and female representation in specific job categories in which they are underrepresented. A large part of the public image of the District is dependent on employee behaviors and interactions with the public. To assist employees in representing the District well, various training programs will continue. Uniform application of disciplinary processes and the Civil Service Board forum will provide unambiguous expectations of employees and will assure employees that good work is rewarded.

- **Technology**

The Employee Selection Section initiated implementation of a new applicant tracking system to manage the employee selection and appointment process. The system will facilitate use on multiple platforms, including smartphones and tablets, posting of job information to social media site platforms, and automation of the employment requisition, certification, and appointment process.

As part of its efforts to manage health care costs, the District will be introducing an employee benefits software platform in 2019. This system will include an employee portal to assist employees in managing their health benefits and provide consumerism tools to allow employees to make informed decisions when selecting a benefits plan. The District will benefit from improved communication of benefit programs, a reduction in the need for paper mailings to employees, and a streamlined process for collecting benefits information from employees. This will result in a more efficient benefits administration process.

The Employee Relations Section worked with the Information Technology Department to develop an electronic transfer program for represented employees. It is planned to fully implement this process in 2019. The benefit of this program will be to reduce the use of paper and to increase the speed, transparency and accuracy of the transfer process.

25000 HUMAN RESOURCES**OBJECTIVES AND PROGRAM SUMMARY**

| OBJECTIVES BY PRIORITY: | | Cost | Percent |
|--|--|---------------|---------|
| 1. Review employment applications and develop and administer 45 examinations to meet Civil Service requirements and current operational needs. Oversee the certification process to fill positions. Develop and maintain a targeted advertising program necessary to establish recruitment resources, administer college and campus recruitment activities, and administer diversity outreach activities. | | \$ 1,796,700 | 3.0 |
| 2. Develop and administer a comprehensive risk management program and provide a safe work environment for District employees through training, accident prevention initiatives, and workplace monitoring. | | \$ 5,855,500 | 9.7 |
| 3. Maintain comparative wage and salary data, administer non-represented and management compensation systems, and recommend changes to the Civil Service Board and the Board of Commissioners in order to ensure internal pay equity and external competitiveness. Maintain a highly competitive employee benefits package, including health, life, and dental insurance, a vision plan, and a deferred compensation plan, as well as administer other related benefit programs, such as Employee Assistance Program services, a flexible spending account plan, and voluntary insurance products. | | \$ 29,435,300 | 49.0 |
| 4. Administer seven collective bargaining agreements, covering 786 employees, and manage employee relations programs, which include investigation of employee complaints and performance rating reviews on behalf of the Director of Human Resources, and administer the unemployment compensation and performance management programs. | | \$ 829,400 | 1.4 |
| 5. Provide health insurance benefits and administration for retirees and annuitants, which include Other Postemployment Benefits pre-funding for retiree health care expenses. | | \$ 18,425,600 | 30.7 |
| 6. Implement the District's equal employment opportunity and affirmative action objectives through targeted recruitment, counseling, and complaint investigation. | | \$ 382,000 | 0.6 |
| 7. Provide the necessary administrative support to the District and Human Resources Department sections by maintaining centralized files; overseeing the hiring, promotion, transfer, termination, return-to-work, or any other action affecting an employee's status; and managing computerized information to perform departmental functions with greater efficiency at a lower cost. Comply with state Civil Service statutes by arranging for hearing of complaints from employees or other persons, the hearing of charges against employees for discharge, and the ratification of amendments to the Personnel Rules and the compensation and classification plan. | | \$ 974,100 | 1.6 |
| 8. Provide educational opportunities for employees through professional development, technical training, and tuition reimbursement. | | \$ 2,409,400 | 4.0 |
| Total | | \$ 60,108,000 | 100.0% |

| MEASURABLE GOALS: | 2017 | 2018 | 2019 |
|--|--------|-----------|----------|
| | Actual | Estimated | Proposed |
| 1. Minimize the number of days between an original entrance appointment and the start date for the new employee. | 32 | 35 | 32 |
| 2. Reduce the number of workers' compensation claims per 100 employees. | 5.44 | 6.26 | 6.00 |
| 3. Reduce the number of lost time claims per 100 employees. | 1.22 | 2.44 | 2.00 |

25000 HUMAN RESOURCES**OBJECTIVES AND PROGRAM SUMMARY**

| PROGRAMS BY PRIORITY: | | | 2017 | | Budgeted | | Change | | |
|--|---|--------------|------|----|---------------|--------------|---------|---------|--|
| Number | Name | Actual | | | FTEs | Dollars | Dollars | Percent | |
| 7290 | Examinations and Employment Activities | \$ 1,816,624 | 2019 | 13 | \$ 1,796,700 | \$ 77,800 | 4.5 | | |
| | | | 2018 | 13 | \$ 1,718,900 | | | | |
| 7295 | Equal Employment Opportunity Activities | \$ 352,383 | 2019 | 3 | \$ 382,000 | \$ 28,500 | 8.1 | | |
| | | | 2018 | 3 | \$ 353,500 | | | | |
| 7310 | Training and Development Activities | \$ 1,522,783 | 2019 | 39 | \$ 2,409,400 | \$ (22,000) | (0.9) | | |
| | | | 2018 | 39 | \$ 2,431,400 | | | | |
| 7315 | Retiree Benefits | \$13,364,690 | 2019 | 1 | \$ 13,425,600 | \$ (193,800) | (1.4) | a) | |
| | | | 2018 | 1 | \$ 13,619,400 | | | | |
| 7316 | Other Postemployment Benefits Trust Management and Report Preparation | \$ 5,000,000 | 2019 | — | \$ 5,000,000 | \$ — | — | | |
| | | | 2018 | — | \$ 5,000,000 | | | | |
| 7320 | Employee Benefits | \$25,184,945 | 2019 | 4 | \$ 29,296,800 | \$ 735,800 | 2.6 | b) | |
| | | | 2018 | 4 | \$ 28,561,000 | | | | |
| 7325 | Labor and Employee Relations | \$ 756,485 | 2019 | 7 | \$ 829,400 | \$ (9,200) | (1.1) | | |
| | | | 2018 | 7 | \$ 838,600 | | | | |
| 7330 | Human Resources Administration | \$ 847,617 | 2019 | 10 | \$ 974,100 | \$ 26,100 | 2.8 | | |
| | | | 2018 | 9 | \$ 948,000 | | | | |
| 7480 | Safety Program | \$ 1,206,205 | 2019 | 12 | \$ 1,576,800 | \$ 48,600 | 3.2 | | |
| | | | 2018 | 11 | \$ 1,528,200 | | | | |
| 7500 | Risk Management Operations | \$ 4,005,782 | 2019 | 4 | \$ 4,278,700 | \$ 184,900 | 4.5 | c) | |
| | | | 2018 | 4 | \$ 4,093,800 | | | | |
| 7604 | Social Security and Medicare Contributions | \$ 114,787 | 2019 | — | \$ 138,500 | \$ 4,900 | 3.7 | | |
| | | | 2018 | — | \$ 133,600 | | | | |
| Totals | | \$54,172,301 | 2019 | 93 | \$ 60,108,000 | \$ 881,600 | 1.5% | | |
| | | | 2018 | 91 | \$ 59,226,400 | | | | |
| a) Decrease is due to the suspension of an Affordable Care Act fee for 2019 (\$1,112,600) and a reduction in insurance premiums for retirees (\$240,000), offset by an anticipated increase in the cost of retiree pharmacy benefits (\$804,900) and the Medicare Advantage Plan (\$352,900). b) Increase is due to the projected growth in health insurance premiums for active employee PPO (\$1,900,500) and HMO (\$171,800), offset by an anticipated reduction in the cost of active employee pharmacy benefits (\$1,344,900). c) Increase is due to an anticipated increase in the cost of premiums for property (\$94,800) and casualty (\$80,000) insurance. | | | | | | | | | |

25000 HUMAN RESOURCES**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated | |
|--|--|-------------------|-------------|---------------|----------------|----|
| 7290 | Examinations and Employment Activities | | | | | |
| | Candidates | | 2,229 | 2,900 | 2,100 | a) |
| | Examinations | | 61 | 50 | 45 | |
| | Applications | | 4,272 | 6,500 | 3,500 | a) |
| | Requisitions | | 290 | 275 | 280 | |
| | Cost | \$ | 1,699,889 | \$ 1,599,067 | \$ 1,796,700 | b) |
| | Recruitment and Marketing Activities | | | | | |
| | Diversity/Outreach Recruitment | Cost | \$ 59,045 | \$ 62,324 | \$ — | c) |
| | Campus Recruitment | Cost | \$ 57,690 | \$ 57,509 | \$ — | c) |
| 7295 | Equal Employment Opportunity Activities | | | | | |
| | Provide Counseling and Investigate Complaints | Actions | 1,000 | 1,000 | 1,000 | |
| | | Cost | \$ 352,383 | \$ 353,500 | \$ 382,000 | |
| | | Cost/Action | \$ 352.38 | \$ 353.50 | \$ 382.00 | |
| 7310 | Training and Development Activities | | | | | |
| | In-House Training and Professional Development | Courses | 3,977 | 2,300 | — | d) |
| | | Cost | \$ 837,031 | \$ 799,037 | \$ — | |
| | | Cost/Course | \$ 210.47 | \$ 347.41 | \$ — | |
| | Seminars and Conferences | Cost | \$ 3,770 | \$ 10,100 | \$ — | |
| | eLearning | Courses | 4,912 | 6,400 | — | |
| | | Cost | \$ — | \$ 25,000 | \$ — | |
| | | Cost/Course | \$ — | \$ 3.91 | \$ — | |
| | Training and Professional Development | Training Courses | — | — | 3,800 | |
| | | eLearning Courses | — | — | 6,400 | |
| | | Cost | \$ — | \$ — | \$ 956,600 | d) |
| | Apprenticeship Program | Cost | \$ — | \$ 777,363 | \$ 795,000 | |
| | Administer and Finance the Tuition Reimbursement Program for the Entire District | Participants | 53 | 50 | 55 | |
| | | Cost | \$ 322,732 | \$ 314,000 | \$ 297,800 | |
| | | Cost/Participant | \$ 6,089.28 | \$ 6,280.00 | \$ 5,414.55 | |
| | Internship Program | Cost | \$ 359,250 | \$ 505,900 | \$ 360,000 | e) |
| <p>a) Decrease is due to a declining trend in employment applicants due to low unemployment rates and fewer large scale exams planned for 2019.</p> <p>b) Increase is due to the consolidation of Recruitment and Marketing Activities with the Examinations and Employment Activities (\$119,800), and the addition of a Human Resources Manager (\$95,400).</p> <p>c) Starting with Budget Year 2019, Recruitment and Marketing Activities were consolidated with Examinations and Employment Activities (\$119,800).</p> <p>d) Starting with Budget Year 2019, In-house Training and Professional Development, Seminars and Conferences, and eLearning are consolidated and renamed Training and Professional Development. The 2019 cost includes the addition of live instructor-led Harassment Awareness training (\$100,000).</p> <p>e) Decrease is due to a change in the number of budgeted Interns and improved estimates of hours worked based on historical data (\$145,900).</p> | | | | | | |

25000 HUMAN RESOURCES**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated | |
|---|---|------------------|---------------|---------------|----------------|----|
| 7315 | Retiree Benefits | | | | | |
| | Health Insurance - Corporate Fund Retirees | Retirees | 1,973 | 1,970 | 1,975 | |
| | | Cost | \$ 8,660,473 | \$ 9,758,600 | \$ 8,759,900 | f) |
| | | Cost/Retiree | \$ 4,389.49 | \$ 4,953.60 | \$ 4,435.39 | |
| | Prescription Drug Retirees | Participants | 1,973 | 1,970 | 1,975 | |
| | | Cost | \$ 4,704,217 | \$ 3,860,800 | \$ 4,665,700 | g) |
| | | Cost/Participant | \$ 2,384.30 | \$ 1,959.80 | \$ 2,362.38 | g) |
| 7316 | Other Postemployment Benefits Trust Management and Report Preparation | Cost | \$ 5,000,000 | \$ 5,000,000 | \$ 5,000,000 | |
| 7320 | Employee Benefits | | | | | |
| | Health Insurance - Corporate Fund Employees (includes vision care) ¹ | Participants | 1,684 | 1,708 | 1,706 | |
| | | Cost | \$ 19,962,506 | \$ 20,973,200 | \$ 22,618,700 | h) |
| | | Cost/Participant | \$ 11,854.22 | \$ 12,279.39 | \$ 13,258.32 | |
| | Prescription Drugs - Corporate Fund Employees ¹ | Participants | 1,684 | 1,708 | 1,706 | |
| | | Cost | \$ 3,753,215 | \$ 5,806,900 | \$ 4,462,000 | i) |
| | | Cost/Participant | \$ 2,228.75 | \$ 3,399.82 | \$ 2,615.47 | i) |
| | Dental Insurance - Corporate Fund Employees ¹ | Participants | 1,673 | 1,702 | 1,700 | |
| | | Cost | \$ 1,143,026 | \$ 1,428,900 | \$ 1,351,500 | |
| | | Cost/Participant | \$ 683.22 | \$ 839.54 | \$ 795.00 | |
| | Life Insurance - Corporate Fund Employees ¹ | Employees | 1,765 | 1,798 | 1,775 | |
| | | Cost | \$ 80,159 | \$ 86,300 | \$ 85,400 | |
| | | Cost/Employee | \$ 45.42 | \$ 48.00 | \$ 48.11 | |
| | Deferred Compensation Administration | Cost | \$ 38,000 | \$ 38,000 | \$ 78,000 | j) |
| | Other Benefits | | | | | |
| | Employee Assistance Program | Cost | \$ 51,082 | \$ 42,000 | \$ 42,000 | |
| | Flexible Spending Accounts Program | Cost | \$ 36,957 | \$ 42,000 | \$ 43,000 | |
| | Compensation and Classification Activities | Cost | \$ 120,000 | \$ 143,700 | \$ 616,200 | k) |
| <p>f) Decrease is due to the suspension of an Affordable Care Act fee for 2019 (\$1,112,600).</p> <p>g) Increase is due to an anticipated increase in the cost of retiree pharmacy benefits (\$804,900).</p> <p>h) Increase is due to the projected growth in health insurance premiums for active employee PPO (\$1,900,500) and HMO (\$171,800), offset by the reallocation of salaries from Health Insurance - Corporate Fund Employees to Compensation and Classification Activities (\$435,100) to better classify activities.</p> <p>i) Decrease is due to an updated projection model based on the District's population for employee pharmacy benefits (\$1,344,900).</p> <p>j) Increase is due to the cost of the request for proposal work for the Deferred Compensation Plan Consultant (\$40,000).</p> <p>k) Increase is due to the reallocation of salaries from Health Insurance - Corporate Fund Employees to Compensation and Classification Activities (\$435,100) and an increase in the Severance, Retirement and Termination Pay projection based on anticipated employee retirements (\$86,500), offset by the move of Health & Welfare Consulting (\$22,500) and the Wellness Program (\$25,000) from Compensation and Classification Activities to Health Insurance - Corporate Fund Employees to better classify activities.</p> <p>¹ Additional funds are budgeted in the Stormwater Management Fund. The 2019 projections reflect the cost of medical, pharmacy, dental, life, and vision benefits for 27 employees transferred from the Corporate Fund to the Stormwater Management Fund in 2019 (\$292,962).</p> | | | | | | |

25000 HUMAN RESOURCES**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated | |
|--|--|------------------|-------------|---------------|----------------|----|
| 7325 | Labor and Employee Relations | | | | | |
| | Labor and Employee Relations Activities | Employees Served | 1,949 | 1,966 | 1,973 | |
| | | Cost | \$ 602,966 | \$ 677,266 | \$ 635,200 | l) |
| | Compliance with Unemployment Compensation Requirements | Claims | 12 | 15 | 15 | |
| | | Cost | \$ 21,969 | \$ 59,014 | \$ 60,000 | |
| | | Cost/Claim | \$ 1,830.75 | \$ 3,934.27 | \$ 4,000.00 | |
| | Employee Performance Management | Cost | 131,550 | 102,320 | 134,200 | l) |
| 7330 | Human Resources Administration | | | | | |
| | Personnel Activity Administration | Employees Served | 1,949 | 1,966 | 1,973 | |
| | | Cost | \$ 691,589 | \$ 791,376 | \$ 750,500 | |
| | | Cost/Employee | \$ 354.84 | \$ 402.53 | \$ 380.39 | |
| | Medical Services Payments and Record Maintenance | Examinations | 500 | 500 | — | m) |
| | | Cost | \$ 46,028 | \$ 59,782 | \$ — | m) |
| | | Cost/Examination | \$ 92.06 | \$ 119.56 | \$ — | |
| | Pre-employment Activities | New Hires | — | — | 105 | m) |
| | | Cost | \$ — | \$ — | \$ 66,000 | m) |
| | | Cost/New Hire | \$ — | \$ — | \$ 628.57 | |
| | Civil Service Board Procedures | | | | | |
| | Hear and Render Decisions on Appeals from Employees, Ratify Amendments to the Personnel Rules, Hear and Render Decisions on Discharges | Actions | 23 | 40 | 35 | |
| | | Cost | \$ 110,000 | \$ 96,842 | \$ 157,600 | n) |
| | | Cost/Action | \$ 4,782.61 | \$ 2,421.05 | \$ 4,502.86 | |
| l) Starting with Budget Year 2019, salaries were reallocated from Labor and Employee Relations Activities to Employee Performance Management to better classify costs related to that activity (\$31,900). | | | | | | |
| m) Starting with Budget Year 2019, the measurement for Medical Services Payments and Record Maintenance was changed to track the number of New Hires instead of Examinations, and Medical Services Payments and Record Maintenance was renamed Pre-employment Activities to enhance clarity. | | | | | | |
| n) Starting with Budget Year 2019, salaries were reallocated from Personnel Activity Administration to Civil Service Board Procedures activity to better classify costs related to that activity (\$60,800). | | | | | | |

25000 HUMAN RESOURCES**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated | |
|---|--|----------------|-------------|---------------|----------------|----|
| 7480 | Safety Program | | | | | |
| | Occupational Safety and Health Administration (OSHA) Compliance, OSHA Inspections, Reporting, and Accident Investigation | Cost | \$ 548,325 | \$ 625,700 | \$ — | o) |
| | Contract Review for Compliance with Safety Standards | # of Reviews | 18 | 30 | — | p) |
| | | Cost | \$ 6,353 | \$ 7,200 | \$ — | |
| | | Cost/Review | \$ 352.94 | \$ 240.00 | \$ — | |
| | Safety Equipment | | | | | |
| | New/Rental | Cost | \$ 100,655 | \$ 138,750 | \$ — | q) |
| | Replacement | Cost | \$ 2,195 | \$ 23,750 | \$ — | |
| | Maintenance | Cost | \$ 9,445 | \$ 79,200 | \$ — | |
| | Medical Health Surveillance | | | | | |
| | First Aid Assistance | Cost | \$ 1,016 | \$ 35,000 | \$ — | |
| | Hearing Tests | People Tested | 363 | 450 | — | |
| | | Cost | \$ 6,256 | \$ 9,500 | \$ — | |
| | | Cost/Test | \$ 17.23 | \$ 21.11 | \$ — | |
| | Respiratory Evaluations | People Tested | 38 | 60 | — | |
| | | Cost | \$ 2,088 | \$ 5,000 | \$ — | |
| | | Cost/Test | \$ 54.95 | \$ 83.33 | \$ — | |
| | Safety Training | | | | | |
| | CPR and First Aid | People Trained | 389 | 250 | — | |
| | | Cost | \$ 40,678 | \$ 38,600 | \$ — | |
| | | Cost/Trainee | \$ 104.57 | \$ 154.40 | \$ — | |
| | Confined Spaces | People Trained | 112 | 100 | — | |
| | | Cost | \$ 9,177 | \$ 9,400 | \$ — | |
| | | Cost/Trainee | \$ 81.94 | \$ 94.00 | \$ — | |
| <p>o) Starting with Budget Year 2019, Occupational Safety and Health Administration (OSHA) Compliance, OSHA Inspections, Reporting, and Accident Investigation, Contract Review for Compliance with Safety Standards, First Aid Assistance and Safety Training activities were grouped and renamed Occupational Safety and Health Administration (OSHA) Compliance, OSHA Inspections, Reporting, and Accident Investigation, Contract Review for Compliance with Safety Standards, Safety Training, and Professional Development. Hearing Tests, Respiratory Evaluations, Fire Prevention and Protection, and Hazardous Materials Abatement were grouped together and renamed Payment for External Services to Support Safety Activities to improve the classification of activities.</p> <p>p) Starting with Budget Year 2019, the Safety Program measures were changed to track the number of classes and the number of attendees instead of the number of reviews, people trained, and people tested to enhance clarity and better reflect current operations.</p> <p>q) Starting with Budget Year 2019, the Safety Equipment categories of New/Rental, Replacement, and Maintenance were grouped and renamed Safety Equipment Purchase, Rental, and Maintenance to better reflect current operations. Decrease in cost is due to modified requirements to the annual schedule for maintenance of safety equipment (\$35,100).</p> | | | | | | |

25000 HUMAN RESOURCES**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated | |
|---|---|----------------|---------------|---------------|----------------|----|
| | Lockout/Tagout | People Trained | 196 | 500 | — | r) |
| | | Cost | \$ 4,235 | \$ 4,800 | \$ — | |
| | | Cost/Trainee | \$ 21.61 | \$ 9.60 | \$ — | |
| | General Safety | People Trained | 7,822 | 7,500 | — | |
| | | Cost | \$ 381,369 | \$ 423,800 | \$ — | |
| | | Cost/Trainee | \$ 48.76 | \$ 56.51 | \$ — | |
| | Professional Safety | Cost | \$ 17,471 | \$ 16,200 | \$ — | |
| | Industrial Hygiene/Right to Know | People Trained | 350 | 650 | — | |
| | | Cost | \$ 25,942 | \$ 28,400 | \$ — | |
| | | Cost/Trainee | \$ 74.12 | \$ 43.69 | \$ — | |
| | Fire Prevention and Protection | Cost | \$ — | \$ 22,200 | \$ — | |
| | Hazardous Materials Abatement | Cost | 51,000 | 60,700 | — | |
| | Occupational Safety and Health Administration (OSHA) Compliance, OSHA Inspections, Reporting, and Accident Investigation, Contract Review for Compliance with Safety Standards, Safety Training, and Professional Development | Cost | \$ — | \$ — | \$ 1,267,700 | |
| | Safety Training | # of Classes | — | — | 1,100 | s) |
| | | # of Attendees | — | — | 8,000 | |
| | Safety Equipment Purchase, Rental, and Maintenance | Cost | \$ — | \$ — | \$ 178,000 | t) |
| | Payment for External Services to Support Safety Activities | Cost | \$ — | \$ — | \$ 131,100 | |
| 7500 | Risk Management Operations | | | | | |
| | Administration and Professional Development (formerly Administration) | Cost | \$ 437,910 | \$ 448,007 | \$ 472,600 | |
| | Asset Appraisal and Other Services | Cost | \$ 273,565 | \$ 315,493 | \$ — | u) |
| | Broker Services | Cost | \$ 236,200 | \$ 250,000 | \$ — | u) |
| | Third Party Services | Cost | \$ — | \$ — | \$ 551,500 | u) |
| | Insurance Premiums (such as property insurance) | Cost | \$ 3,058,107 | \$ 3,080,300 | \$ 3,254,600 | v) |
| 7604 | Social Security and Medicare Contributions | Cost | \$ 114,787 | \$ 133,600 | \$ 138,500 | |
| | Total | | \$ 54,172,301 | \$ 59,226,400 | \$ 60,108,000 | |
| <p>r) Starting with Budget Year 2019, Occupational Safety and Health Administration (OSHA) Compliance, OSHA Inspections, Reporting, and Accident Investigation, Contract Review for Compliance with Safety Standards, First Aid Assistance and Safety Training activities were grouped and renamed Occupational Safety and Health Administration (OSHA) Compliance, OSHA Inspections, Reporting, and Accident Investigation, Contract Review for Compliance with Safety Standards, Safety Training, and Professional Development. Hearing Tests, Respiratory Evaluations, Fire Prevention and Protection, and Hazardous Materials Abatement were grouped together and renamed Payment for External Services to Support Safety Activities to improve the classification of activities.</p> <p>s) Starting with Budget Year 2019, the Safety Program measures were changed to track the number of classes and the number of attendees instead of the number of reviews, people trained, and people tested to enhance clarity and better reflect current operations.</p> <p>t) Starting with Budget Year 2019, the Safety Equipment categories of New/Rental, Replacement, and Maintenance were grouped and renamed Safety Equipment Purchase, Rental, and Maintenance to better reflect current operations. Decrease in cost is due to modified requirements to the annual schedule for maintenance of safety equipment (\$35,100).</p> <p>u) Starting with Budget Year 2019, Asset Appraisal and Other Services, and Broker Services were grouped and renamed Third Party Services, and salaries were reallocated from Asset Appraisal and Other Services to Administration and Professional Development to improve the classification of activities (\$15,500).</p> <p>v) Increase is due to an anticipated increase in the cost of premiums for property (\$94,800) and casualty (\$80,000) insurance.</p> | | | | | | |

| 101 25000 | Fund: Corporate Department: Human Resources | LINE ITEM ANALYSIS | | | | | | |
|-----------------------|--|--------------------|------------------------|---------------------------------|---|--------------------------------|--------------------------------|---|
| | | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 601010 | Salaries of Regular Employees | \$ 5,591,181 | \$ 6,489,600 | \$ 6,489,600 | \$ 3,994,897 | \$ 5,481,900 | \$ 6,709,300 | \$ — |
| 601060 | Compensation Plan Adjustments | 199,621 | 213,700 | 213,700 | 106,899 | 145,600 | 314,600 | — |
| 601070 | Social Security and Medicare Contributions | 114,787 | 133,600 | 133,600 | 100,526 | 110,100 | 138,500 | — |
| 601090 | Employee Claims | 21,969 | 60,000 | 74,000 | 54,634 | 60,000 | 60,000 | — |
| 601100 | Tuition and Training Payments | 492,329 | 553,600 | 553,600 | 402,874 | 544,000 | 709,800 | — |
| 601250 | Health and Life Insurance Premiums | 42,900,978 | 46,455,800 | 46,441,800 | 30,517,675 | 44,636,900 | 46,804,400 | — |
| 601300 | Personal Services, N.O.C. | 359,250 | 505,900 | 505,900 | 239,718 | 360,000 | 360,000 | — |
| 100 | TOTAL PERSONAL SERVICES | 49,680,114 | 54,412,200 | 54,412,200 | 35,417,224 | 51,338,500 | 55,096,600 | — |
| 612010 | Travel | 2,478 | 5,800 | 5,800 | 2,301 | 5,000 | 5,200 | — |
| 612030 | Meals and Lodging | 7,825 | 18,200 | 18,200 | 4,151 | 16,000 | 17,300 | — |
| 612040 | Postage, Freight, and Delivery Charges | — | 200 | 200 | — | 200 | — | — |
| 612050 | Compensation for Personally-Owned Automobiles | 523 | 2,200 | 2,200 | 280 | 700 | 1,100 | — |
| 612080 | Motor Vehicle Operating Services | 24 | — | — | — | — | 100 | — |
| 612250 | Court Reporting Services | 7,327 | 12,000 | 12,000 | 9,999 | 12,000 | 11,500 | — |
| 612260 | Medical Services | 90,281 | 97,300 | 103,800 | 103,360 | 92,000 | 121,100 | — |
| 612290 | Insurance Premiums | 3,058,107 | 3,080,300 | 3,080,300 | 2,794,444 | 3,075,300 | 3,471,100 | — |
| 612330 | Rental Charges | 7,925 | 26,700 | 26,700 | 10,130 | 24,600 | 21,500 | — |
| 612430 | Payments for Professional Services | 1,040,556 | 1,107,300 | 1,100,800 | 952,249 | 1,040,200 | 979,900 | — |
| 612490 | Contractual Services, N.O.C. | 54,781 | 46,400 | 46,400 | 40,217 | 44,000 | 72,100 | — |
| 612780 | Safety Repairs and Services | 60,445 | 135,100 | 135,100 | 116,001 | 133,100 | 107,500 | — |
| 200 | TOTAL CONTRACTUAL SERVICES | 4,330,272 | 4,531,500 | 4,531,500 | 4,033,132 | 4,443,100 | 4,808,400 | — |
| 623520 | Office, Printing, and Photo Supplies, Equipment, and Furniture | 61,413 | 58,300 | 55,200 | 44,190 | 53,300 | 30,500 | — |
| 623720 | Books, Maps, and Charts | 1,615 | 2,500 | 4,600 | 4,120 | — | 500 | — |
| 623780 | Safety and Medical Supplies | 95,424 | 193,500 | 193,500 | 96,033 | 177,600 | 166,500 | — |
| 623990 | Materials and Supplies, N.O.C. | 3,463 | 3,400 | 4,400 | 3,548 | 3,400 | 5,500 | — |
| 300 | TOTAL MATERIALS AND SUPPLIES | 161,915 | 257,700 | 257,700 | 147,891 | 234,300 | 203,000 | — |
| 634820 | Computer Software | — | 25,000 | 25,000 | 14,200 | 14,200 | — | — |
| 400 | TOTAL MATERIALS AND SUPPLIES | — | 25,000 | 25,000 | 14,200 | 14,200 | — | — |
| TOTAL HUMAN RESOURCES | | \$ 54,172,301 | \$ 59,226,400 | \$ 59,226,400 | \$ 39,612,447 | \$ 56,030,100 | \$ 60,108,000 | \$ — |

NOTES: 1. Amounts may not add up due to rounding.

2. Departmental appropriation totals for salaries in the Line Item Analysis may differ from those contained in the Position Analysis by a factor identified to adjust for vacancies.

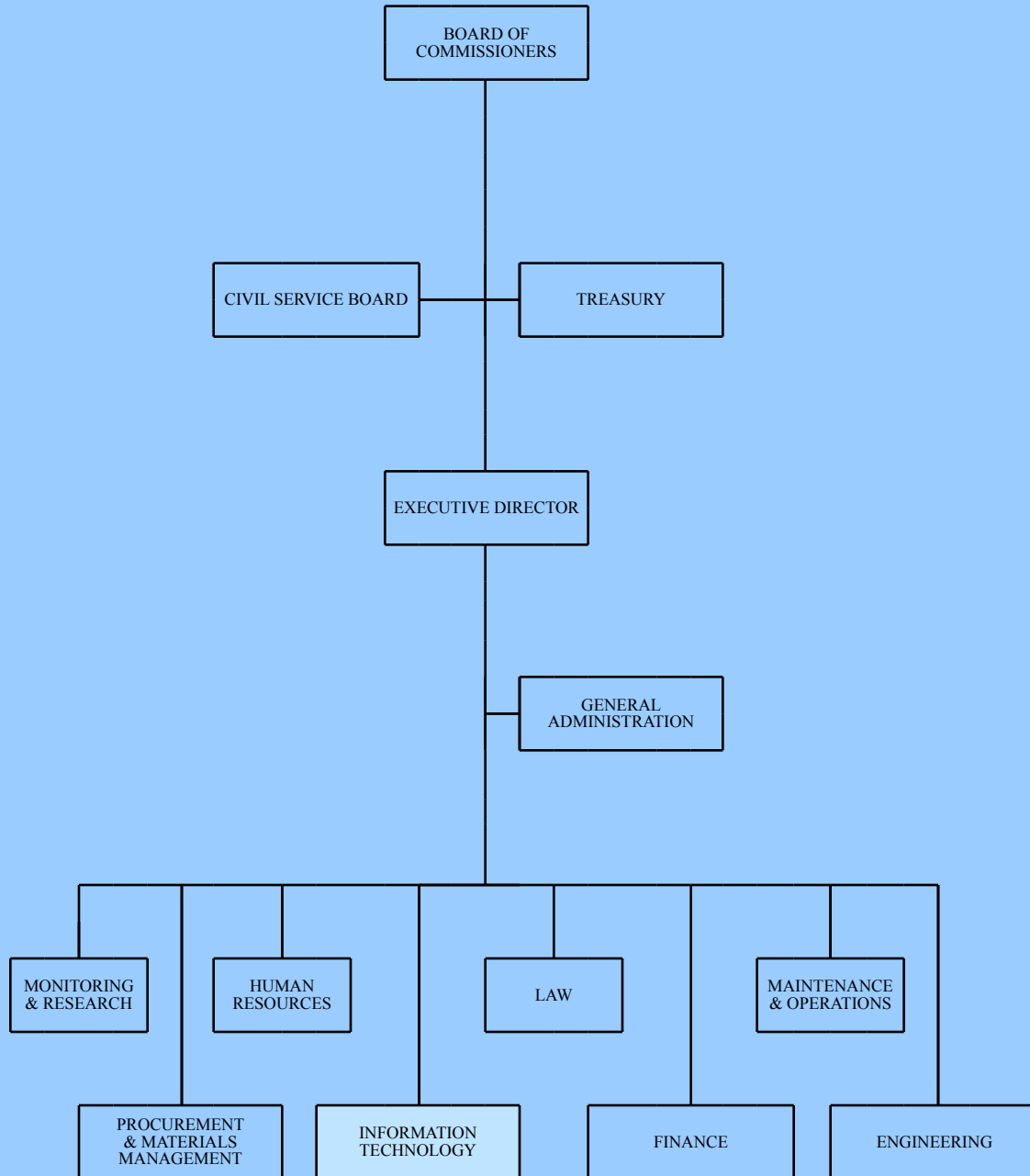
Additionally, Estimated Expenditure may either exceed Adjusted Appropriation when transfers of funds are anticipated or be less than Expenditure (Committed Budget plus Disbursement) when not all commitments are anticipated to be completed by year-end.

| Fund: Corporate Dept: Human Resources | | POSITION ANALYSIS | | | | |
|--|---|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| 252 | Executive Unit | | | | | |
| EX10 | Director of Human Resources | 1 | 1 | | 1 | |
| HP20 | Assistant Director of Human Resources | 1 | 1 | | 1 | |
| EX06 | Secretary to Officer | 1 | 1 | | 1 | |
| EX16 | Civil Service Board Chairman | 1 | 1 | | 1 | |
| EX09 | Civil Service Board Member | 2 | 2 | | 2 | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |
| TOTAL | Executive Unit | 7 | 7 | 632,697.10 | 7 | 617,776.63 |
| 254 | Employee Selection Section | | | | | |
| HP19 | Human Resources Manager #1 | — | — | | 1 | |
| HP19 | Human Resources Manager #2 (New Grade HP18) | 1 | 1 | | — | |
| HP18 | Human Resources Manager | — | — | | 1 | |
| HP17 | Senior Human Resources Analyst #2 (New Grade HP16) | 1 | — | | — | |
| HP16 | Senior Human Resources Analyst | 1 | 2 | | 2 | |
| HP16 | Senior Human Resources Analyst #2 (Human Resources Analyst) (New Grade HP14) | 1 | — | | — | |
| HP15 | Associate Human Resources Analyst #2 (Human Resources Analyst) (New Grade HP14) | 1 | 1 | | 1 | |
| HP14 | Human Resources Analyst | 4 | 5 | | 5 | |
| HP13 | Senior Administrative Specialist | 2 | 2 | | 2 | |
| HP11 | Administrative Specialist | 3 | 3 | | 2 | |
| TOTAL | Employee Selection Section | 14 | 14 | 1,328,447.53 | 14 | 1,398,704.06 |
| 255 | Employee Development Section | | | | | |
| HP19 | Human Resources Manager #2 (New Grade HP18) | 1 | 1 | | 1 | |
| HP17 | Senior Human Resources Analyst #2 (New Grade HP16) | 1 | 1 | | — | |
| HP16 | Senior Human Resources Analyst | — | — | | 1 | |
| HP14 | Human Resources Analyst | 2 | 2 | | 2 | |
| HP12 | Human Resources Assistant #2 (Administrative Specialist) (New Grade HP11) | 1 | 1 | | 1 | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |

| Fund: Corporate Dept: Human Resources | | POSITION ANALYSIS | | | | |
|--|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| TM01 | Intern | 12 | 20 | | 20 | |
| PR1025 | Apprentice | 1 | 13 | | 13 | |
| TOTAL | Employee Development Section | 19 | 39 | 1,917,061.96 | 39 | 1,880,949.72 |
| 256 | Classification, Compensation, & Benefits Section | | | | | |
| HP19 | Human Resources Manager #2 (New Grade HP18) | 1 | 1 | | 1 | |
| HP17 | Senior Human Resources Analyst #2 (New Grade HP16) | 2 | 2 | | 2 | |
| HP15 | Associate Human Resources Analyst #2 (Human Resources Analyst) (New Grade HP14) | 1 | — | | — | |
| HP14 | Human Resources Analyst | 2 | 3 | | 3 | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |
| HP11 | Administrative Specialist #1 | — | — | | 1 | |
| HP11 | Administrative Specialist #4 | 1 | 1 | | 1 | |
| TOTAL | Classification, Compensation, & Benefits Section | 8 | 8 | 834,702.67 | 9 | 900,904.94 |
| 257 | Risk Management Section | | | | | |
| HP19 | Risk Manager #2 (New Grade HP18) | — | — | | 1 | |
| HP17 | Claims Administrator #2 (New Grade HP16) | — | — | | 1 | |
| HP17 | Senior Risk Analyst #2 (New Grade HP16) | — | — | | 1 | |
| HP11 | Administrative Specialist | — | — | | 1 | |
| TOTAL | Risk Management Section | — | — | — | 4 | 463,530.86 |
| 258 | Employee Relations Section | | | | | |
| HP18 | Human Resources Manager | 1 | 1 | | 1 | |
| HP16 | Senior Human Resources Analyst | 2 | 2 | | 2 | |
| HP15 | Associate Human Resources Analyst #2 (Human Resources Analyst) (New Grade HP14) | 1 | 1 | | 1 | |
| HP14 | Human Resources Analyst | 2 | 2 | | 2 | |
| HP11 | Administrative Specialist | 2 | 2 | | 2 | |
| TOTAL | Employee Relations Section | 8 | 8 | 820,659.01 | 8 | 820,750.32 |
| 259 | Safety Section (formerly Risk Management Section) | | | | | |
| HP19 | Risk Manager #2 (New Grade HP18) | 1 | 1 | | — | |
| HP18 | Safety Manager | — | — | | 1 | |

| Fund: Corporate Dept: Human Resources | | POSITION ANALYSIS | | | | |
|--|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP17 | Claims Administrator #2 (New Grade HP16) | 1 | 1 | | — | |
| HP17 | Senior Risk Analyst #2 (New Grade HP16) | 1 | 1 | | — | |
| HP17 | Senior Safety Specialist #2 (New Grade HP16) | 1 | 1 | | 1 | |
| HP15 | Safety Coordinator #2 (Safety Specialist) (New Grade HP14) | 4 | 3 | | 3 | |
| HP14 | Safety Specialist | 5 | 6 | | 6 | |
| HP11 | Administrative Specialist | 2 | 2 | | 1 | |
| TOTAL | Safety Section (formerly Risk Management Section) | 15 | 15 | 1,529,378.70 | 12 | 1,201,398.38 |
| TOTAL | Human Resources | 71 | 91 | 7,062,946.97 | 93 | 7,284,014.91 |

NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix.





Metropolitan Water Reclamation District of Greater Chicago

100 EAST ERIE STREET CHICAGO, ILLINOIS 60611-3154 312.751.5600

BOARD OF COMMISSIONERS

Mariyana T. Spyropoulos
President
Barbara J. McGowan
Vice President
Frank Avila
Chairman of Finance
Kenneth Dunkin
Martin J. Durkan
Josina Morita
Debra Shore
Kari K. Steele
David J. Walsh

September 11, 2018

Mr. John P. Murray
Acting Executive Director
OFFICE

Dear Sir:

Subject: 2019 Program for the Information Technology Department

The Information Technology Department's program for 2019, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of the department's 2019 initiatives in alignment with and in support of the Strategic Business Plan. The budget requests include all amendments as directed by you during the Executive Director Budget Hearings in August of this year.

The narrative provides a summary of the department, 2019 major initiatives and challenges, and 2018 accomplishments. Supporting schedules of objectives, performance, and staffing levels present three years of detailed budgetary information.

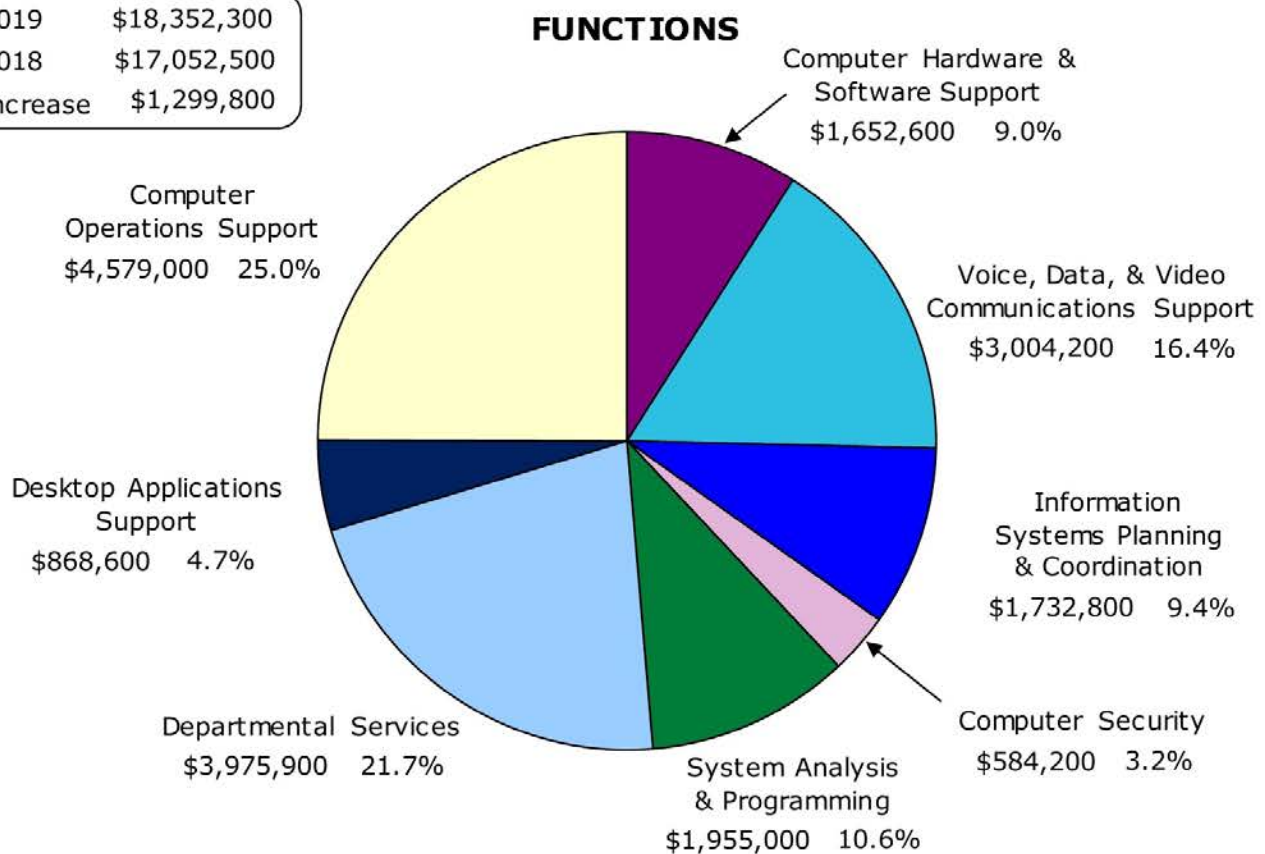
Thank you for the opportunity to present the proposed Information Technology Department budget for 2019.

Respectfully submitted,

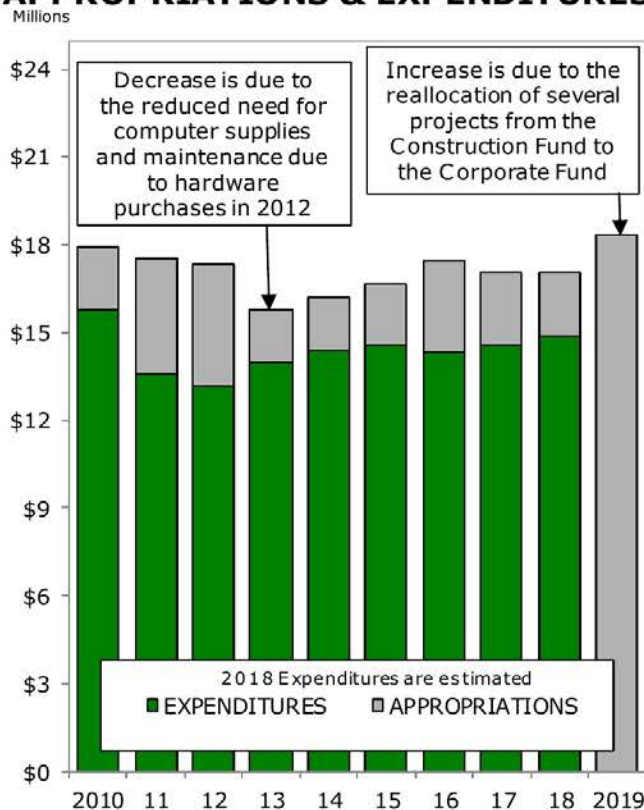
John H. Sudduth
Director of Information Technology

INFORMATION TECHNOLOGY

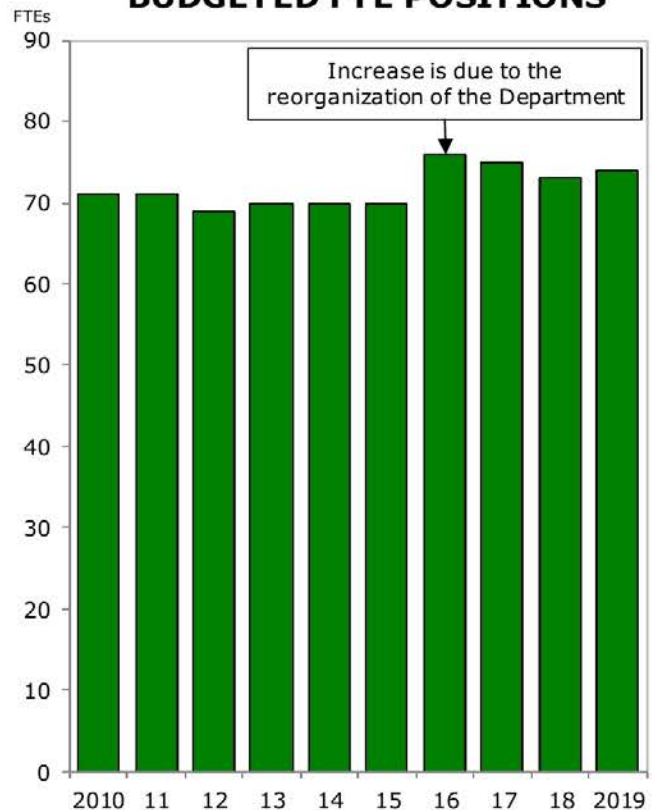
| | |
|----------|--------------|
| 2019 | \$18,352,300 |
| 2018 | \$17,052,500 |
| Increase | \$1,299,800 |



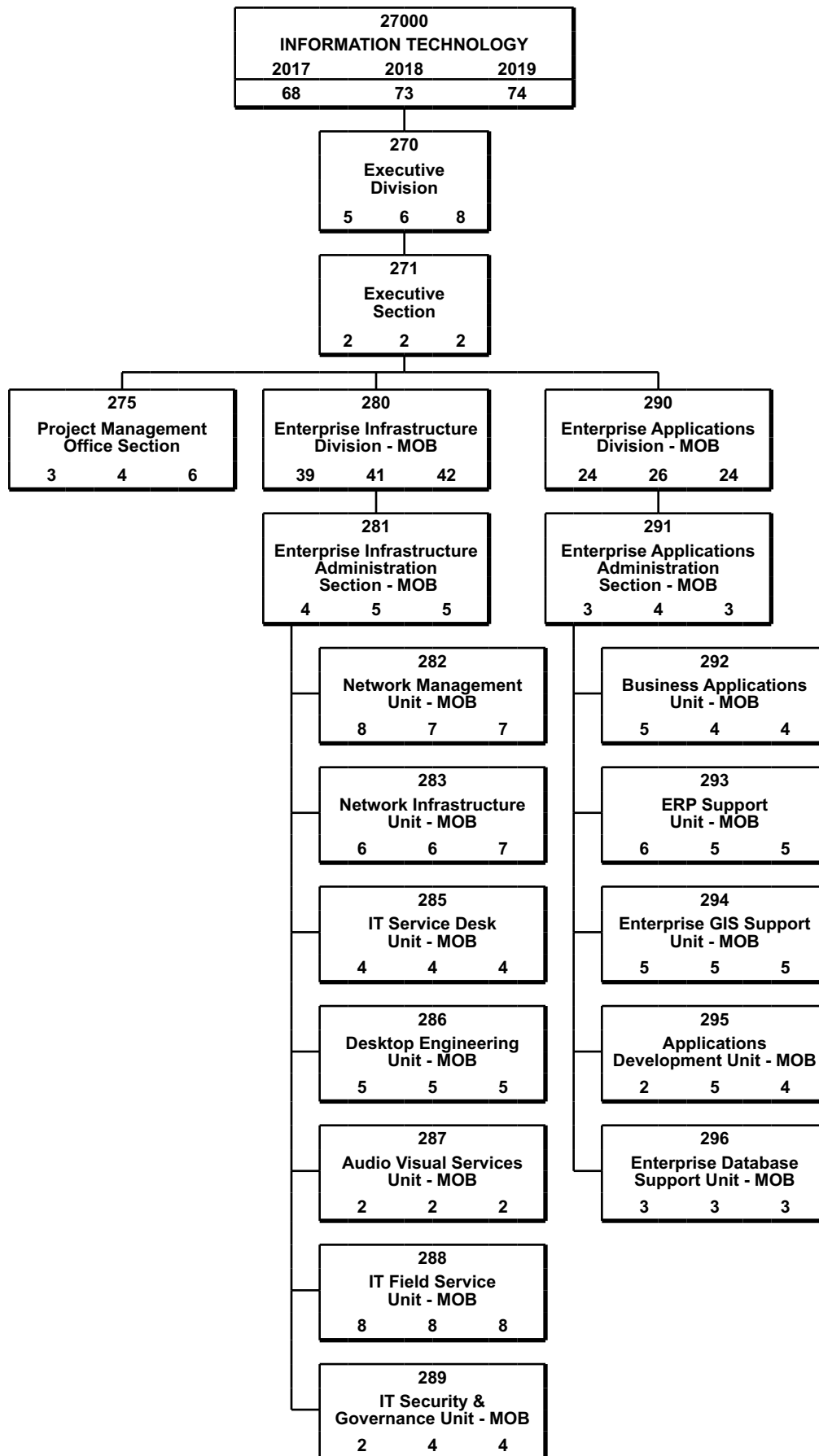
APPROPRIATIONS & EXPENDITURES



BUDGETED FTE POSITIONS



INFORMATION TECHNOLOGY



INFORMATION TECHNOLOGY

The mission of the Information Technology Department (ITD) is to promote successful achievement of the District's Strategic Business Plan through targeted information technology (IT) investments and services and to maintain technology infrastructures and architectures at levels that promote efficacy, efficiency, and sustainable practices throughout the District.

Departmental Summary

In pursuit of its mission, the ITD coordinates the planning and implementation of IT throughout the District. The ITD establishes District-wide computer standards and provides services in the following key areas: IT planning and program management, design and implementation, applications development and support, infrastructure operations and maintenance, user support, security, and disaster recovery.

Summary of 2018 Accomplishments

- Continued updating the District's Main Office Building Complex networking hardware, increasing stability and efficiency;
- Continued the implementation of the IT Infrastructure Strategy, including the replacement of networking equipment at the Main Office Building, Stickney Water Reclamation Plant, and the Egan Water Reclamation Plant;
- Continued the upgrade of the District's videoconferencing infrastructure, including Polycom-based desktop and mobile device client capabilities, allowing videoconferencing from desktops and mobile devices;
- Continued the implementation of the IT service catalog;
- Completed phase one of the implementation of single sign-on technology in the effort to streamline user passwords;
- Continued the upgrade of the District's voicemail system;
- Implemented the replacement of antiquated communication lines.

Budget Highlights

The 2019 appropriation for the ITD is \$18,352,300, an increase of \$1,299,800, or 7.6 percent, from 2018. The staffing level has increased from 73 to 74 positions, which includes the addition of a Senior Project Manager, a Project Manager, and a Network Analyst, offset by the drop of an Applications Administrator and an Assistant Director of Information Technology.

Significant features of the 2019 budget are:

- Continue the evaluation and alignment of the ITD's existing strategic plan to promote the achievement of the District's Strategic Business Plan;
- Continue the replacement of antiquated communication lines in the effort to reduce telecommunications cost;
- Develop a new application for issuing local sewer permits;
- Develop a new application for tracking Combined Sewer Overflow events;
- Complete the implementation of the IT Service Catalog, which will increase transparency, by detailing the services offered by the Information Technology Department;
- Continue the upgrade of the District's desk phone system, transforming the District's phone system to digital from analog;
- Implement additional cyber security protection, including email filtering and advanced intrusion detection;
- Evaluate additional consolidation of infrastructure and software technologies to streamline administration, leading to reduced costs and optimized performance;
- Complete post-implementation reviews with stakeholders to assess the effectiveness of existing applications;
- Complete the upgrade of the District's website.

2019 Initiatives in Support of the Strategic Business Plan Include the Following:

• Add Value

The ITD supports the various systems that are used by departments to implement their strategies. Among these are the internet-based Publicly owned treatment works Administration and Compliance System, the Laboratory Information Management System, the Combined Sewer Overflow Notification System, the Small Streams Maintenance Reporting System, the Metropolitan Water Reclamation District Incident Reporting System, the Stormwater Inundation Mapping Application, and the Stormwater Management Reporting Application.

• Excellence

The ITD will continue to assist the Public Affairs Section in improving the delivery and maintenance of the District's website content, www.mwrdd.org, providing easy and transparent access to reports and data and clear, consistent, accurate, and accessible information about the District and its areas of responsibility. The ITD will complete a project to upgrade the District's public website.

The development and use of current technologies, such as mobile applications, will facilitate interaction with the public and deliver reliable and useful information. The first District-developed mobile application, the Metropolitan Water Reclamation District Citizen Incident Reporting System, available at www.mwrd.org, was developed for use by the public to report odor, water pollution, waterway blockage, or other incidents.

- **Resource Recovery**

The ITD supports systems that are used by the departments to implement their strategies to pursue the recovery of natural resources. Among these are the internet-based Publicly owned treatment works Administration and Compliance System, the Laboratory Information Management System, and the Scales application. In addition, the ITD is committed to maintaining a reliable and flexible technology infrastructure to support new initiatives.

- **Develop Employees**

The ITD will continue to develop a culture that encourages a collaborative environment where the contributions of every employee are recognized. The ITD will continue to develop process and people-focused skill sets to meet the challenges of the changing demands of user departments and current technology platforms. When projects require highly specialized subject matter expertise, the ITD may partner with outside resources. Management will work with staff to develop competency-based individual development plans and ensure that employees recognize and understand their accountabilities.

The ITD will continue to facilitate the overall development of the District's employees by providing the audio and video infrastructure to prepare in-house training sessions, which will be available to all employees via the District's portal. The portal also supports other training materials.

The ITD will continue to support the use of videoconferencing technologies and webinars to facilitate meetings and on-site training. Infrastructure improvements will facilitate the anticipated increased use of web-based training, managed by the Human Resources Department, from employee workstations.

- **Leading Partnerships**

The ITD will maintain its relationship with the Water and Wastewater Chief Information Officer Forumsm, which is the only water and wastewater agency-focused organization for IT executives in the industry. The Water and Wastewater Chief Information Officer Forumsm provides its members with the unique opportunity to discuss specific IT leadership challenges and solutions with their industry counterparts. It also provides an opportunity for members to engage with industry leaders from global technology companies regarding the future state of systems relevant to the District.

ITD staff will continue to attend the Water Environment Federation's Annual Technical Exhibition and Conference to stay abreast of IT developments in water quality.

- **Technology**

The ITD will continue efforts to simplify the SAP enterprise resource planning system to increase utilization and maximize effectiveness by reducing the amount of customization and leveraging standard built-in functionality.

The Geographic Information System program will continue to grow via data and application development and continued systems integration. Application and data development will continue to focus on providing District staff with the richest geographic information available while integrating it with the current business systems to support various business decisions. Also in 2019, the Geographic Information System program will continue to deliver data and applications to District field staff via mobile devices, providing them with a more streamlined and efficient mechanism to enter data at the point of origin.

The ITD will continue to upgrade technology infrastructure, such as storage area networks, servers, VMware, Citrix, and desktops, which will provide higher reliability and availability, as well as reduce power and cooling requirements.

The ITD will continue to evolve the District's information technology security offering by implementing new protection mechanisms in the effort to combat spam, malware, and other cyber security threats.

The ITD will continue to pursue opportunities for enterprise solutions to ensure that efforts can be shared across agency resources. Efforts are currently underway in the areas of document management, project management, and completing the rollout of Microsoft Office 365. The move to the use of Microsoft Office 365 provides employees with the latest versions of Microsoft Office software and also moves them into the mobile workspace by providing access to District email and documents on up to five different devices (including Windows Phone, iOS, and Android devices). The ITD expects considerable savings over time in infrastructure, administration, and licensing costs due to the Microsoft Office 365 implementation.

27000 INFORMATION TECHNOLOGY**OBJECTIVES AND PROGRAM SUMMARY**

| OBJECTIVES BY PRIORITY: | | Cost | Percent |
|--|--|---------------|---------|
| 1. COMPUTER HARDWARE AND SOFTWARE SUPPORT: The Information Technology Department (ITD) provides maintenance and operations of all hardware, including SAP servers, storage area networks/thin client central computer hardware, and software for nine major locations. | | \$ 1,652,600 | 9.0% |
| 2. VOICE, DATA, AND VIDEO COMMUNICATIONS SUPPORT: The Enterprise Infrastructure Division maintains the District's wide area network as well as the Main Office Building Complex local area networks. Staff is responsible for planning, installing, and maintaining voice, data, and video communications for the entire District. | | \$ 3,004,200 | 16.4% |
| 3. INFORMATION SYSTEMS PLANNING AND COORDINATION: Provides a strategic perspective used to align the ITD with the stated goals and objectives of the District and its departments. Staff is responsible for services such as strategic planning of technology and communications as well as disaster recovery planning. | | \$ 1,732,800 | 9.4% |
| 4. SYSTEMS ANALYSIS AND PROGRAMMING: The Enterprise Applications Division is responsible for the system management of the Enterprise Financial System applications which includes ongoing database maintenance, system configuration, and enhancement using Advanced Business Application Programming techniques. Internet/intranet services will continue to expand to meet the District's needs. | | \$ 1,955,000 | 10.6% |
| 5. COMPUTER OPERATIONS SUPPORT: The ITD operates two computer rooms which house the District's Sun and ALPHA systems, storage area networks, network servers, and ancillary equipment. | | \$ 4,579,000 | 25.0% |
| 6. DEPARTMENTAL SERVICES: The ITD provides direct consulting, planning, and maintenance assistance to all departments as well as the administration of storage area networks/thin clients and necessary networking. Additional services include support of department-specific software such as the Laboratory Information Management System, Maintenance Management System, and the internet-based Publicly owned treatment works Administration and Compliance System, along with Treasury Section and real estate applications. | | \$ 3,975,900 | 21.7% |
| 7. COMPUTER SECURITY: The ITD is responsible for the security of all District information systems, disaster recovery system, and data, which includes monitoring and enforcing compliance with software licensing agreements, District security directives, and the disaster recovery plan. Staff is also responsible for auditing remaining workstations to verify compliance. | | \$ 584,200 | 3.2% |
| 8. DESKTOP APPLICATIONS SUPPORT: The assigned staff will continue to provide applications and technical support to approximately 1,970 computer system users. | | \$ 868,600 | 4.7% |
| Total | | \$ 18,352,300 | 100.0% |

| MEASURABLE GOALS: | 2017 | 2018 | 2019 |
|--|-------------|------------|------------|
| | Actual | Estimated | Proposed |
| 1. Call Center - Timeframe: Response time to call center requests for assistance. | < 24 Hrs. | < 24 Hrs. | < 24 Hrs. |
| 2. Call Center - Total Repeats: Reduce number of repeat calls for service. | Reduced 10% | Reduce 20% | Reduce 20% |
| 3. Project Schedule: Ensure project completion consistent with Request For Proposal/Budget requests. | On Time | On Time | On Time |
| 4. Project Budget: Ensure the completion of ITD projects at or below budget. | At Budget | At Budget | At Budget |
| 5. Customer Satisfaction: Ensure user satisfaction with ITD systems, applications, and infrastructure. On a scale of one to five, where five is the highest. | 3 | 4 | 4 |

27000 INFORMATION TECHNOLOGY**OBJECTIVES AND PROGRAM SUMMARY**

| PROGRAMS BY PRIORITY: | | 2017 | Budgeted | | | Change | |
|---|--|--------------|----------|------|---------------|--------------|---------|
| Number | | Actual | | FTEs | Dollars | Dollars | Percent |
| 7381 | Systems Analysis and Programming | \$ 1,534,352 | 2019 | 17 | \$ 1,955,000 | \$ 48,900 | 2.6 |
| | | | 2018 | 17 | \$ 1,906,100 | | |
| 7382 | Desktop Applications Support | \$ 891,511 | 2019 | 6 | \$ 868,600 | \$ (65,200) | (7.0) |
| | | | 2018 | 6 | \$ 933,800 | | |
| 7383 | Voice, Data, and Video Communications Support | \$ 1,964,692 | 2019 | 10 | \$ 3,004,200 | \$ 814,700 | 37.2 |
| | | | 2018 | 9 | \$ 2,189,500 | | |
| 7384 | Central Computer Hardware and Proprietary Software Support | \$ 1,397,869 | 2019 | 8 | \$ 1,652,600 | \$ (166,900) | (9.2) |
| | | | 2018 | 9 | \$ 1,819,500 | | |
| 7385 | Computer Operations, Maintenance, and Support | \$ 3,915,022 | 2019 | 7 | \$ 4,579,000 | \$ 123,100 | 2.8 |
| | | | 2018 | 7 | \$ 4,455,900 | | |
| 7387 | Computer Security | \$ 313,826 | 2019 | 4 | \$ 584,200 | \$ 11,000 | 1.9 |
| | | | 2018 | 4 | \$ 573,200 | | |
| 7388 | Information Systems Planning | \$ 684,685 | 2019 | 6 | \$ 982,400 | \$ 154,000 | 18.6 |
| | | | 2018 | 5 | \$ 828,400 | | |
| 7389 | Information Systems Coordination | \$ 416,613 | 2019 | 4 | \$ 750,400 | \$ 233,900 | 45.3 |
| | | | 2018 | 3 | \$ 516,500 | | |
| 7800 | Information Technology Services | \$ 3,332,460 | 2019 | 12 | \$ 3,852,600 | \$ 142,900 | 3.9 |
| | | | 2018 | 13 | \$ 3,709,700 | | |
| 7604 | Social Security and Medicare Contributions | \$ 105,834 | 2019 | — | \$ 123,300 | \$ 3,400 | 2.8 |
| | | | 2018 | — | \$ 119,900 | | |
| Totals | | \$14,556,864 | 2019 | 74 | \$ 18,352,300 | \$ 1,299,800 | 7.6% |
| | | | 2018 | 73 | \$ 17,052,500 | | |
| a) Increase is due to the addition of telemetry services (\$595,600) and the addition of network fiber cable runs (\$150,000). b) Decrease is due to the reduced need for enterprise consulting services (\$150,000). c) Increase is due to the addition of general information technology consulting services (\$75,000) and the addition of information technology project management consulting (\$75,000). d) Increase is due to the addition of one FTE position (\$107,700), higher severance payments due to expected retirements in 2019 (\$78,400), and the addition of telecommunication expense management services (\$50,000). | | | | | | | |

27000 INFORMATION TECHNOLOGY**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated | |
|----------------|--|-------------------------------|---------------|---------------|----------------|----|
| 7380 | Information Technology and Telecommunications | | | | | |
| 7381 | Systems Analysis and Programming | Application Modules Supported | 80 | 90 | 90 | |
| | | Cost | \$ 1,534,352 | \$ 1,906,100 | \$ 1,955,000 | |
| | | Cost/Module | \$ 19,179.40 | \$ 21,178.89 | \$ 21,722.22 | |
| 7382 | Desktop Applications Support | # of Service Calls | 12,126 | 13,002 | 13,002 | |
| | | Cost | \$ 891,511 | \$ 933,800 | \$ 868,600 | |
| | | Cost/Service Call | \$ 73.52 | \$ 71.82 | \$ 66.81 | |
| 7383 | Voice, Data, and Video Communications Support | Cost | \$ 1,964,692 | \$ 2,189,500 | \$ 3,004,200 | a) |
| 7384 | Central Computer Hardware and Proprietary Software Support | Cost | \$ 1,397,869 | \$ 1,819,500 | \$ 1,652,600 | b) |
| 7385 | Computer Operations, Maintenance, and Support | Cost | \$ 3,915,022 | \$ 4,455,900 | \$ 4,579,000 | |
| 7387 | Computer Security | Cost | \$ 313,826 | \$ 573,200 | \$ 584,200 | |
| 7388 | Information Systems Planning | Cost | \$ 684,685 | \$ 828,400 | \$ 982,400 | c) |
| 7389 | Information Systems Coordination | Cost | \$ 416,613 | \$ 516,500 | \$ 750,400 | d) |
| 7800 | Information Technology Services | # of Users | 1,949 | 2,000 | 1,970 | |
| | | Cost | \$ 3,332,460 | \$ 3,709,700 | \$ 3,852,600 | |
| | | Cost/User | \$ 1,709.83 | \$ 1,854.85 | \$ 1,955.63 | |
| 7604 | Social Security and Medicare Contributions | Cost | \$ 105,834 | \$ 119,900 | \$ 123,300 | |
| | | Total | \$ 14,556,864 | \$ 17,052,500 | \$ 18,352,300 | |

a) Increase is due to the addition of telemetry services (\$595,600) and the addition of network fiber cable runs (\$150,000).

b) Decrease is due to the reduced need for enterprise consulting services (\$150,000).

c) Increase is due to the addition of general information technology consulting services (\$75,000) and the addition of information technology project management consulting (\$75,000).

d) Increase is due to the addition of one FTE position (\$107,700), higher severance payments due to expected retirements in 2019 (\$78,400), and the addition of telecommunication expense management services (\$50,000).

| 101 27000 | Fund: Corporate Department: Information Technology | LINE ITEM ANALYSIS | | | | | | |
|---------------------------------|--|--------------------|---------------------------|---------------------------------------|---|--------------------------------------|--------------------------------------|--|
| | | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 601010 | Salaries of Regular Employees | \$ 7,504,043 | \$ 8,514,700 | \$ 8,514,700 | \$ 5,551,744 | \$ 7,796,800 | \$ 8,516,000 | \$ — |
| 601060 | Compensation Plan Adjustments | 185,067 | 154,700 | 154,700 | 49,727 | 66,500 | 228,800 | — |
| 601070 | Social Security and Medicare Contributions | 105,834 | 119,900 | 119,900 | 78,993 | 115,900 | 123,300 | — |
| 601100 | Tuition and Training Payments | 31,967 | 66,000 | 66,000 | 36,774 | 12,000 | 38,000 | — |
| 100 | TOTAL PERSONAL SERVICES | 7,826,911 | 8,855,300 | 8,855,300 | 5,717,237 | 7,991,200 | 8,906,100 | — |
| 612010 | Travel | 446 | 800 | 900 | 881 | 900 | 2,000 | — |
| 612030 | Meals and Lodging | 890 | 2,400 | 2,300 | 684 | 700 | 5,000 | — |
| 612040 | Postage, Freight, and Delivery Charges | 790 | 500 | 1,000 | 1,000 | 800 | 1,500 | — |
| 612050 | Compensation for Personally- Owned Automobiles | 834 | 2,100 | 2,100 | 918 | 1,500 | 1,500 | — |
| 612210 | Communication Services | 948,399 | 1,177,600 | 1,177,600 | 1,125,950 | 975,100 | 1,575,200 | — |
| 612330 | Rental Charges | 293,970 | 325,500 | 325,500 | 325,407 | 325,400 | 475,500 | — |
| 612430 | Payments for Professional Services | 99,973 | 602,500 | 602,500 | 506,548 | 178,500 | 915,200 | — |
| 612490 | Contractual Services, N.O.C. | — | 49,600 | 17,800 | 9,750 | 9,800 | 10,000 | — |
| 612810 | Computer Equipment Maintenance | 237,365 | 364,200 | 334,200 | 182,785 | 187,800 | 340,100 | — |
| 612820 | Computer Software Maintenance | 3,839,570 | 4,216,900 | 4,216,900 | 3,921,598 | 3,813,000 | 4,303,700 | — |
| 612840 | Communications Equipment Maintenance (Includes Software) | 684,050 | 735,900 | 735,900 | 730,360 | 727,300 | 777,700 | — |
| 200 | TOTAL CONTRACTUAL SERVICES | 6,106,286 | 7,478,000 | 7,416,700 | 6,805,881 | 6,220,800 | 8,407,400 | — |
| 623520 | Office, Printing, and Photo Supplies, Equipment, and Furniture | 9,763 | 18,700 | 18,700 | 17,452 | 16,000 | 15,500 | — |
| 623800 | Computer Software | 76,921 | 118,400 | 172,600 | 121,696 | 126,300 | 99,700 | — |
| 623810 | Computer Supplies | 410,474 | 431,500 | 431,500 | 394,984 | 398,500 | 555,300 | — |
| 623850 | Communications Supplies | 89,803 | 120,600 | 150,600 | 150,293 | 106,300 | 162,800 | — |
| 300 | TOTAL MATERIALS AND SUPPLIES | 586,960 | 689,200 | 773,400 | 684,425 | 647,100 | 833,300 | — |
| 634810 | Computer Equipment | 36,706 | — | 7,100 | 6,920 | 7,000 | 7,000 | — |
| 634820 | Computer Software | — | 30,000 | — | — | — | 182,000 | — |
| 634840 | Communications Equipment (Includes Software) | — | — | — | — | — | 16,500 | — |
| 400 | TOTAL MACHINERY AND EQUIPMENT | 36,706 | 30,000 | 7,100 | 6,920 | 7,000 | 205,500 | — |
| TOTAL INFORMATION TECHNOLOGY | | \$ 14,556,864 | \$ 17,052,500 | \$ 17,052,500 | \$ 13,214,464 | \$ 14,866,100 | \$ 18,352,300 | \$ — |

NOTES: 1. Amounts may not add up due to rounding.

2. Departmental appropriation totals for salaries in the Line Item Analysis may differ from those contained in the Position Analysis by a factor identified to adjust for vacancies.

Additionally, Estimated Expenditure may either exceed Adjusted Appropriation when transfers of funds are anticipated or be less than Expenditure (Committed Budget plus Disbursement) when not all commitments are anticipated to be completed by year-end.

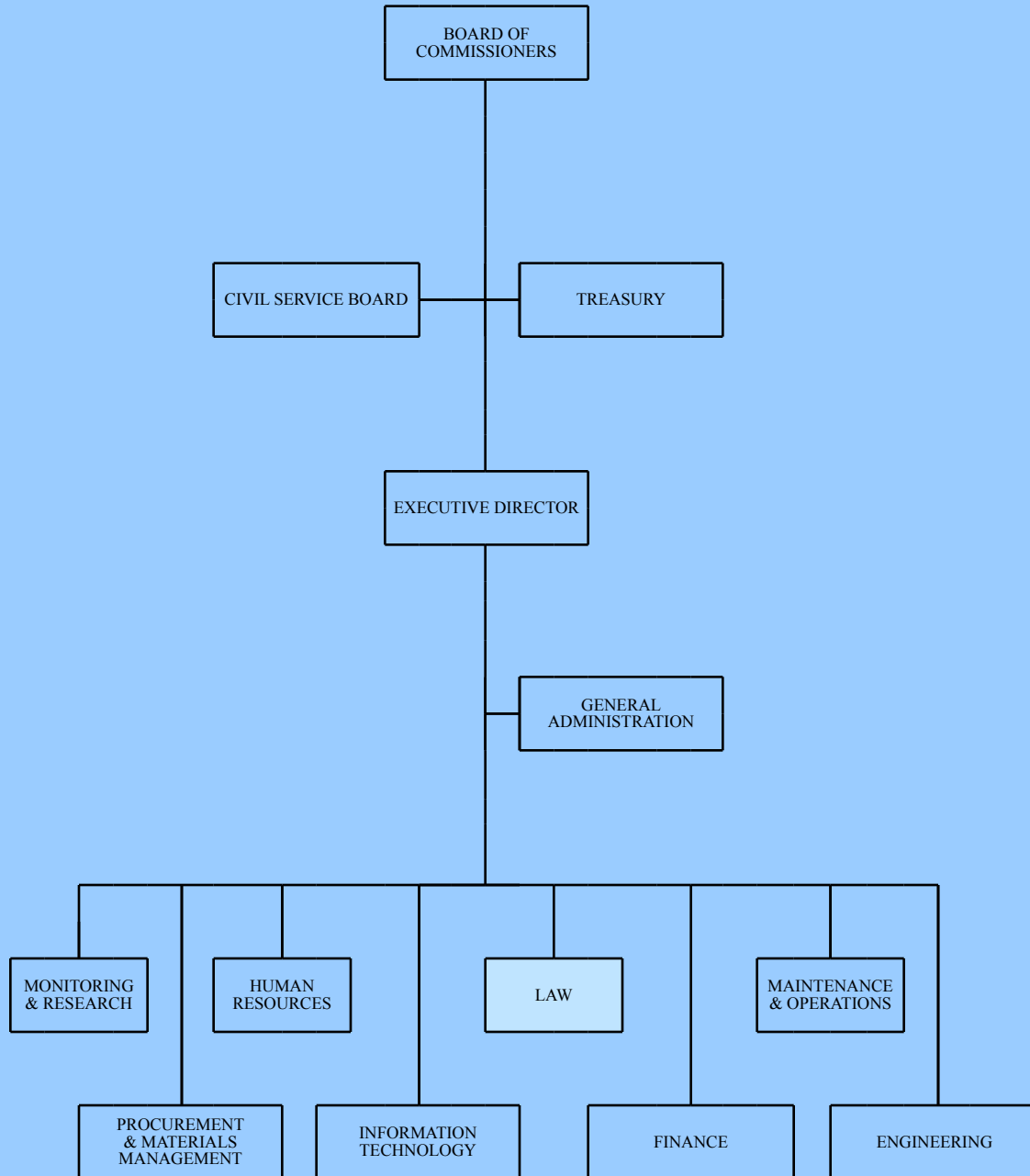
| Fund: Corporate Dept: Information Technology | | POSITION ANALYSIS | | | | |
|---|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| 270 | Executive Division | | | | | |
| 271 | Executive Section | | | | | |
| EX17 | Director of Information Technology | 1 | 1 | | 1 | |
| EX06 | Secretary to Officer | 1 | 1 | | 1 | |
| TOTAL | Executive Section | 2 | 2 | 339,787.74 | 2 | 339,787.76 |
| 275 | Project Management Office Section | | | | | |
| HP19 | Project Management Office Manager | 1 | 1 | | 1 | |
| HP18 | Senior Project Manager | — | — | | 1 | |
| HP16 | Applications Administrator | — | 1 | | — | |
| HP16 | Applications Administrator #2 (Project Manager) | — | — | | 1 | |
| HP16 | Project Manager | — | — | | 2 | |
| HP16 | Senior Business Analyst | 1 | 1 | | — | |
| HP14 | Business Analyst | 1 | 1 | | 1 | |
| TOTAL | Project Management Office Section | 3 | 4 | 419,261.57 | 6 | 652,528.51 |
| TOTAL | Executive Division | 5 | 6 | 759,049.31 | 8 | 992,316.27 |
| 280 | Enterprise Infrastructure Division - MOB | | | | | |
| 281 | Enterprise Infrastructure Administration Section - MOB | | | | | |
| HP20 | Assistant Director of Information Technology | 1 | 1 | | 1 | |
| HP19 | Information Technology Manager | 2 | 3 | | 3 | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |
| TOTAL | Enterprise Infrastructure Administration Section - MOB | 4 | 5 | 637,118.05 | 5 | 651,948.44 |
| 282 | Network Management Unit - MOB | | | | | |
| HP18 | Senior Network Engineer #1 | 1 | — | | — | |
| HP18 | Senior Systems Administrator | 1 | 1 | | 1 | |
| HP18 | Senior Systems Administrator #1 | 1 | 1 | | 1 | |
| HP17 | Computer Systems Administrator #2 (Systems Administrator) (New Grade HP16) | 3 | 3 | | 3 | |
| HP17 | Senior Systems Programmer #2 (Systems Administrator) (New Grade HP16) | 1 | 1 | | 1 | |

| Fund: Corporate Dept: Information Technology | | POSITION ANALYSIS | | | | |
|---|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP16 | Systems Administrator | 1 | 1 | | 1 | |
| TOTAL | Network Management Unit - MOB | 8 | 7 | 928,696.45 | 7 | 934,034.14 |
| 283 | Network Infrastructure Unit - MOB | | | | | |
| HP18 | Senior Network Engineer | 1 | 1 | | 1 | |
| HP16 | Network Engineer | 4 | 4 | | 4 | |
| HP14 | Network Analyst | — | — | | 1 | |
| NR1541 | Telecommunications Specialist | 1 | 1 | | — | |
| NR1541 | Telecommunications Specialist #1 | — | — | | 1 | |
| TOTAL | Network Infrastructure Unit - MOB | 6 | 6 | 691,673.81 | 7 | 780,633.36 |
| 285 | IT Service Desk Unit - MOB | | | | | |
| HP15 | IT Support Coordinator | 1 | 1 | | 1 | |
| HP12 | Systems Support Specialist II #2 (IT Support Analyst I) (New Grade HP11) | 1 | 1 | | 1 | |
| HP11 | IT Support Analyst I | 2 | 2 | | 2 | |
| TOTAL | IT Service Desk Unit - MOB | 4 | 4 | 293,749.84 | 4 | 281,981.44 |
| 286 | Desktop Engineering Unit - MOB | | | | | |
| HP18 | Senior Desktop Engineer | 1 | 1 | | 1 | |
| HP17 | Computer Systems Administrator #2 (Desktop Engineer) (New Grade HP16) | 3 | 3 | | 3 | |
| HP15 | Computer Systems Coordinator #2 (Desktop Analyst) (New Grade HP14) | 1 | 1 | | 1 | |
| TOTAL | Desktop Engineering Unit - MOB | 5 | 5 | 665,672.94 | 5 | 670,748.52 |
| 287 | Audio Visual Services Unit - MOB | | | | | |
| HP16 | A/V Administrator | 1 | 1 | | 1 | |
| HP14 | A/V Analyst | 1 | 1 | | 1 | |
| TOTAL | Audio Visual Services Unit - MOB | 2 | 2 | 188,759.01 | 2 | 193,618.36 |
| 288 | IT Field Service Unit - MOB | | | | | |
| HP18 | Senior Computer Systems Administrator #2 (IT Support Coordinator) (New Grade HP15) | 1 | 1 | | 1 | |
| HP17 | Computer Systems Administrator #2 (IT Support Analyst II) (New Grade HP13) | 3 | 2 | | 1 | |

| Fund: Corporate Dept: Information Technology | | POSITION ANALYSIS | | | | |
|---|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP15 | Computer Systems Coordinator #2 (IT Support Analyst II) (New Grade HP13) | 1 | 1 | | 1 | |
| HP15 | Computer Systems Coordinator #2 (IT Support Analyst I) (New Grade HP11) | 1 | 1 | | 1 | |
| HP13 | IT Support Analyst II | — | 1 | | 2 | |
| HP11 | IT Support Analyst I | 2 | 2 | | 2 | |
| TOTAL | IT Field Service Unit - MOB | 8 | 8 | 832,290.40 | 8 | 779,858.30 |
| 289 | IT Security & Governance Unit - MOB | | | | | |
| HP18 | Senior IT Security Administrator | 1 | 1 | | 1 | |
| HP17 | Computer Systems Administrator #2 (IT Security Analyst) (New Grade HP14) | 1 | 1 | | 1 | |
| HP16 | IT Security Administrator | — | 1 | | 1 | |
| HP14 | IT Security Analyst | — | 1 | | 1 | |
| TOTAL | IT Security & Governance Unit - MOB | 2 | 4 | 474,311.52 | 4 | 474,311.49 |
| TOTAL | Enterprise Infrastructure Division - MOB | 39 | 41 | 4,712,272.02 | 42 | 4,767,134.05 |
| 290 | Enterprise Applications Division - MOB | | | | | |
| 291 | Enterprise Applications Administration Section - MOB | | | | | |
| HP20 | Assistant Director of Information Technology | — | 1 | | — | |
| HP19 | Information Technology Manager | 2 | 2 | | 2 | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |
| TOTAL | Enterprise Applications Administration Section - MOB | 3 | 4 | 526,793.02 | 3 | 383,775.34 |
| 292 | Business Applications Unit - MOB | | | | | |
| HP18 | Senior Applications Administrator | 1 | 1 | | 1 | |
| HP17 | Webmaster #1 | 1 | 1 | | 1 | |
| HP16 | Applications Administrator | 2 | 1 | | 1 | |
| HP14 | Applications Analyst | 1 | 1 | | 1 | |
| TOTAL | Business Applications Unit - MOB | 5 | 4 | 491,535.47 | 4 | 502,406.58 |
| 293 | ERP Support Unit - MOB | | | | | |
| HP18 | Senior Applications Administrator | 1 | 1 | | 1 | |
| HP17 | Senior Systems Programmer #1 | 2 | 2 | | 2 | |

| Fund: Corporate Dept: Information Technology | | POSITION ANALYSIS | | | | |
|---|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP16 | Applications Administrator | 1 | 1 | | 1 | |
| HP14 | Applications Analyst | 2 | 1 | | 1 | |
| TOTAL | ERP Support Unit - MOB | 6 | 5 | 645,851.37 | 5 | 650,711.08 |
| 294 | Enterprise GIS Support Unit - MOB | | | | | |
| HP18 | Senior Applications Administrator | 1 | 1 | | 1 | |
| HP16 | Applications Administrator #2 (GIS Analyst) (New Grade HP14) | 2 | 2 | | 1 | |
| HP14 | GIS Analyst | 2 | 2 | | 3 | |
| TOTAL | Enterprise GIS Support Unit - MOB | 5 | 5 | 570,701.40 | 5 | 549,195.14 |
| 295 | Applications Development Unit - MOB | | | | | |
| HP18 | Senior Applications Developer | 1 | 1 | | 1 | |
| HP16 | Applications Administrator | — | 1 | | — | |
| HP16 | Applications Developer | — | 1 | | 1 | |
| HP14 | Applications Analyst | 1 | 2 | | 2 | |
| TOTAL | Applications Development Unit - MOB | 2 | 5 | 464,394.10 | 4 | 409,592.30 |
| 296 | Enterprise Database Support Unit - MOB | | | | | |
| HP18 | Senior Database Administrator | 1 | 1 | | 1 | |
| HP16 | Database Administrator | 2 | 2 | | 2 | |
| TOTAL | Enterprise Database Support Unit - MOB | 3 | 3 | 386,785.19 | 3 | 386,785.09 |
| TOTAL | Enterprise Applications Division - MOB | 24 | 26 | 3,086,060.55 | 24 | 2,882,465.53 |
| TOTAL | Information Technology | 68 | 73 | 8,557,381.88 | 74 | 8,641,915.85 |
| NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix. | | | | | | |

NOTE PAGE





Metropolitan Water Reclamation District of Greater Chicago

100 EAST ERIE STREET CHICAGO, ILLINOIS 60611-3154 312.751.5600

BOARD OF COMMISSIONERS

Mariyana T. Spyropoulos
President
Barbara J. McGowan
Vice President
Frank Avila
Chairman of Finance
Kenneth Dunkin
Martin J. Durkan
Josina Morita
Debra Shore
Kari K. Steele
David J. Walsh

September 11, 2018

Mr. John P. Murray
Acting Executive Director
OFFICE

Dear Sir:

Subject: 2019 Program for the Law Department

The Law Department's program for 2019, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of 2019 initiatives in alignment with and in support of the Strategic Business Plan. The budget requests include all amendments as directed by you during the Executive Director Budget Hearings in August of this year.

The narrative provides a summary of the department, 2019 major initiatives and challenges, and 2018 accomplishments. Supporting schedules of objectives, performance, and staffing levels present three years of detailed budgetary information.

Thank you for the opportunity to present the proposed Law Department for 2019.

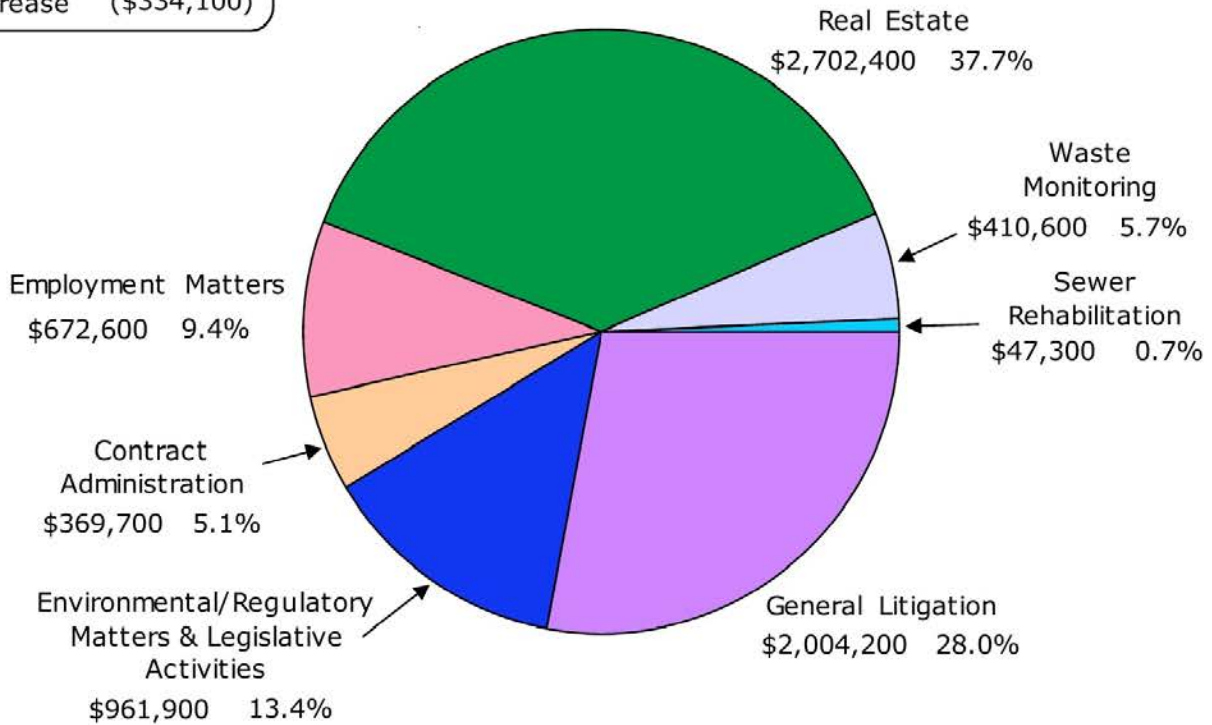
Respectfully submitted,

Susan T. Morakalis
General Counsel

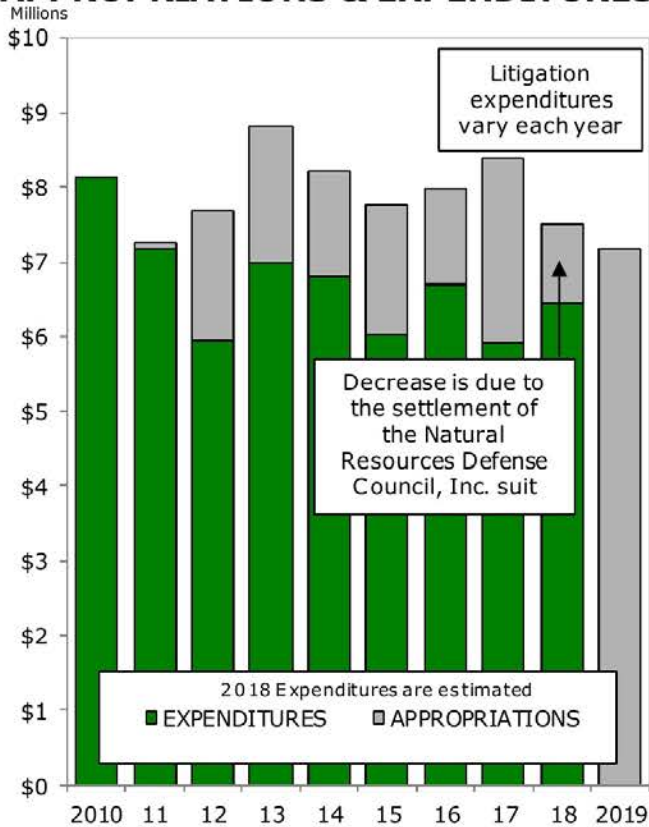
LAW

FUNCTIONS

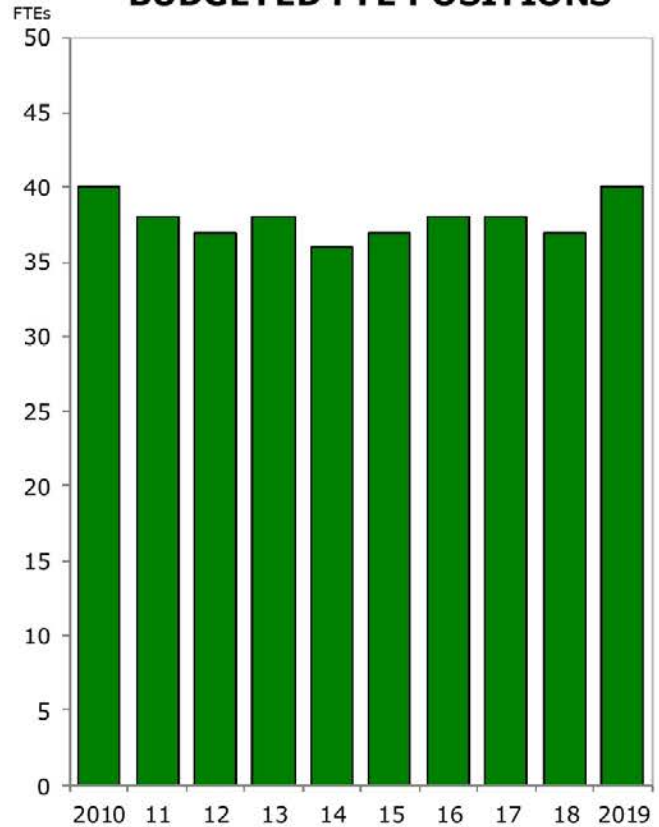
| | |
|----------|-------------|
| 2019 | \$7,168,700 |
| 2018 | \$7,502,800 |
| Decrease | (\$334,100) |

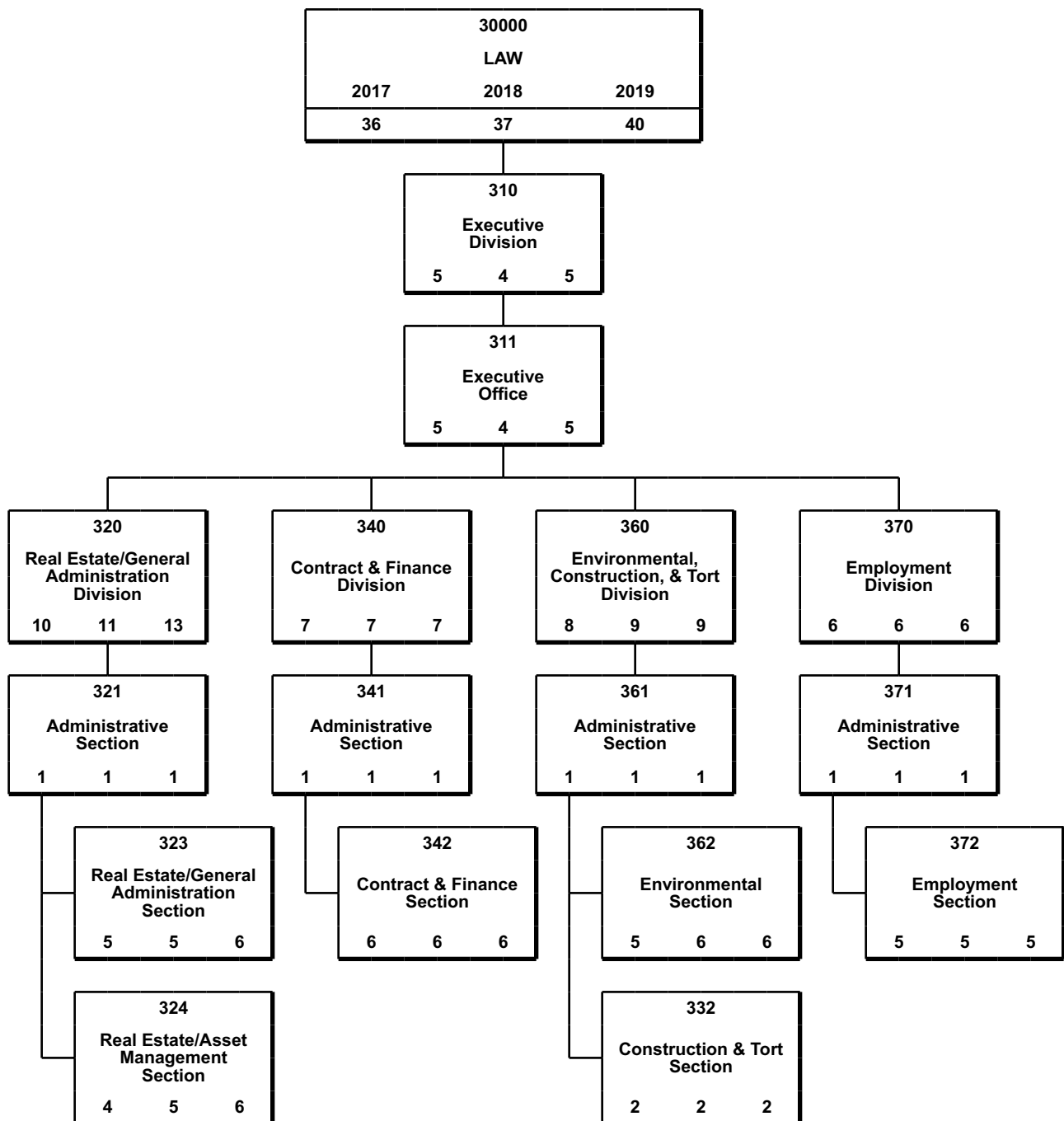


APPROPRIATIONS & EXPENDITURES



BUDGETED FTE POSITIONS



LAW

LAW

The mission of the Law Department is to provide high quality cost-effective legal counsel, representation, litigation and transactional services, and real estate administration services to the District.

Departmental Summary

The department's primary responsibilities include:

- Providing legal counsel to the Board of Commissioners, Executive Director, and department heads;
- Working with other departments to implement initiatives;
- Ensuring compliance with laws, regulations, and ordinances applicable to the District;
- Performing all necessary legal actions regarding environmental, tort, contractual, financial, employment, municipal, and real estate matters, including litigation;
- Representing the District in administrative hearings, arbitration, and litigation at the trial and appellate levels in state and federal courts;
- Administering approximately 24,000 acres of District real estate;
- Representing the District's legislative interests with the Illinois General Assembly, including drafting, introducing, testifying on, and passing legislation as necessary, and protecting the District's interests against adversarial legislation.

Summary of 2018 Accomplishments

- Processed 289 Freedom of Information Act requests;
- Drafted and implemented Procedural Rules for the Watershed Management Ordinance;
- Assisted with the drafting and negotiation of numerous Intergovernmental Agreements with local municipalities to assist in stormwater management efforts;
- Defended an appeal of the District's Lake Michigan diversion allotment;
- Handled all legal issues for the naming and labeling of the District's compost product;
- Successfully negotiated a lease in which a public entity agreed to demolish an existing dilapidated building in exchange for leasing the site for public recreational purposes;
- Developed and implemented an updated Cook County Multi-Project Labor Agreement for District construction projects;
- Handled seven lawsuits in the U.S. District Court for the Northern District of Illinois. In representing all named defendants, staff attorneys successfully navigated the discovery process, which involved extensive motion practice, multiple court appearances and depositions, extensive written and e-discovery, and lengthy correspondence with opposing counsel;
- Defended a proposed class action lawsuit alleging an unconstitutional taking of private property during severe rain events;
- Worked cooperatively with the Finance and Monitoring & Research Departments to collect outstanding user charges, record liens, and prosecute collection lawsuits as needed;
- Obtained full or partial dismissals in six of the seven federal employment lawsuits by thoroughly researching a wide range of legal issues and filing on point motions to dismiss and support memoranda of law;
- Prevailed in two evidentiary hearings before the Civil Service Board, obtaining rulings upholding the District's disciplinary actions and charges;
- Developed and implemented a new Request for Qualification process for procurement of professional legal services;
- With the assistance of the Finance and Monitoring & Research Departments, brought an enforcement action against a user for multiple violations under the District's Sewage and Waste Control Ordinance. The enforcement action resulted in a settlement requiring the user to implement best management practices, including substantial investment in its facilities infrastructure and wastewater pretreatment process;
- In furtherance of the Board of Commissioners' policy direction, provided legal research, drafting, review, and guidance to the Human Resources Department in implementing the District's first paid parental leave policy;
- In conjunction with the Engineering Department, obtained numerous temporary and permanent easements and fee simple titles on nearly 400 parcels of land pertaining to regional stormwater projects, including Addison Creek Reservoir, Addison Creek Channel Improvements, Midlothian Creek, Lyons Levee, and the Plainfield Road Corridor Study, and created a list of Land Acquisition Procedures to streamline the land acquisition process.

Budget Highlights

The 2019 appropriation for the Law Department is \$7,168,700, a decrease of \$334,100, or 4.5 percent, from 2018. The staffing level has increased from 37 to 40 positions, which includes the addition of one Deputy General Counsel position, an Investigator position, a Senior Administrative Specialist position, and two Senior Attorney positions, offset by the drop of two Assistant Attorney positions. The significant features of the 2019 budget are:

- Generate real estate lease and easement income at approximately \$21,500,000;
- Continue to work cooperatively with the Finance and Monitoring & Research Departments to develop a more efficient process by which to seek collection of past-due user charges from tax-exempt users.

2019 Initiatives in Support of the Strategic Business Plan Include the Following:

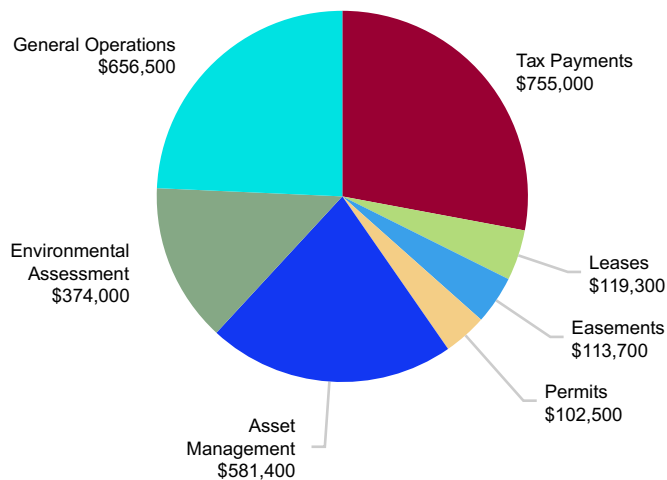
• Add Value

The Law Department continues to administer a cost-effective real estate program. The Real Estate/General Administration Division has continued to pursue a multi-pronged approach to the administration of District lands not currently required for its corporate purposes. This balanced program seeks to maximize rental income in those instances where District land is made available for private use in accordance with state law, incorporate Green Infrastructure into leases whenever possible, improve the aesthetics of, and create greater opportunity for public access and use of District land located along its waterways, and ensure the protection of District lands including, but not limited to, environmental remediation.

The District's rental revenues continue to increase, while efforts to re-lease expired and remediated leaseholds at higher rentals continue. While maximizing rentals from private use of District land, the Real Estate/General Administration Division has remained committed to improving the aesthetics, public access, and public recreational opportunities along its waterways. Toward that end, the District continues to lease some of its land, for a nominal fee, to local park districts, the Forest Preserve District, and municipalities for the specific purpose of providing the general public with greater access to recreational opportunities along the waterways. The Real Estate/General Administration Division plays an integral role in acquiring land rights necessary for the District's regional Stormwater Management projects.

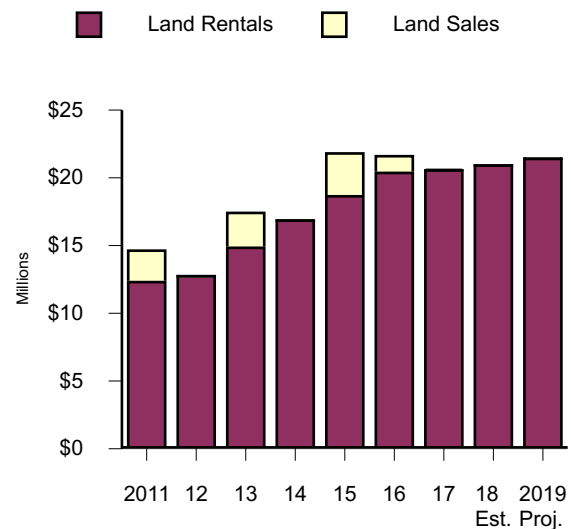
The Law Department evaluates a variety of contracts and agreements for the acquisition of equipment, labor, software, construction, and professional services. The different categories include sole source, furnish and deliver, emergency matters, as well as maintenance. The dollar amounts of the agreements reviewed range from the thousands to the hundreds of millions. The agreements also vary in complexity. The Contract & Finance Division reviews approximately 100 agreements per year. The average number of workdays to review all contracts, from the fairly routine to the more complex, is approximately eight workdays. While the overall goal is to review and comment on all contracts within the timeframe requested by the operating department, the Law Department is striving to further reduce the average turnaround time.

2019 Real Estate Program Budget



Total \$2,702,400

**Real Estate Income
Land Sales, Leases, Easements, &
Permits**



Land Sale Details

2011 - 315.3 acres sold in Will County
 2013 - 326.4 acres sold in Will County
 2014 - 5.9 acres sold in Cook County
 2015 - 4.2 acres sold to the IL State Toll Highway Authority
 2016 - 4.4 acres sold to the City of Chicago
 2017 - .05 acres sold to the Wm. Wrigley Jr. Company

- **Excellence**

The Law Department employs multiple-tactic strategies to achieve optimal results for the District in the legal arena. First, by making sure the District maintains compliance with all applicable laws, we keep claim filings low. We continually counsel, train, and advise management as to best practices. When potential claims do arise, we assess the potential liability and costs and recommend actions to resolve them or maximize the District's position. If litigation cannot be avoided, we use all tools at our disposal to obtain dismissal or summary judgment, negotiate favorable settlements, or if necessary, to prevail at trial. If necessary, we will pursue our cases all the way to the Supreme Court. Our careful preparation, skill, resource management, risk management, and determination allow the District to take the most advantageous route to accomplish its goals at the lowest possible cost.

- **Resource Recovery**

In 2019, the Law Department will continue the implementation of the District's Resource Recovery Plan by assisting the operating departments in the administration of the District's Resource Recovery Ordinance. The ordinance outlines the District's program to sell or otherwise dispose of recovered resources or renewable energy resources resulting from the operation of District facilities. The Law Department will provide counsel and continuous support to the District's Board of Commissioners, technical, and financial professionals in connection with various renewable energy initiatives that will enable the District to achieve its goal of energy neutrality by 2023.

Another component of these initiatives is to obtain high strength liquid waste to aid in the biological removal of phosphorus from the District's effluent water.

The Law Department continues to support the District's efforts to beneficially reuse biosolids that are a byproduct of the District's wastewater treatment operations.

- **Develop Employees**

The Law Department encourages employees to attend professional development conferences and seminars, as well as to complete eLearning courses and wellness programs that are beneficial to the District. In addition, access to continuing legal education webinars is offered through an economical subscription package. The Law Department will continue to support the Human Resources Department in the legal aspects of the Tuition Reimbursement Program policy and procedures. Internally, the Law Department will enhance its onboarding procedure and develop orientation materials for staff new to the department. We will also resume our intradepartmental seminar series to further enhance employee development.

- **Leading Partnerships**

In 2019, the Law Department will continue to work with numerous local governments and non-governmental organizations and community groups in Cook County to draft, review, and negotiate various types of Intergovernmental Agreements for projects that fulfill the District's stormwater management and flood control legislative mandate, including both regional and local stormwater management capital projects, Green Infrastructure, and the acquisition and removal of repetitive loss flood-prone properties. Additionally, in order to continue implementation of the District's Resource Recovery Ordinance, the Law Department will continue to assist the operating departments with negotiation of any Intergovernmental Agreements to further the purpose of the Resource Recovery Ordinance.

The Local Governmental Law Consortium that the Law Department established in 2015 provides a professional network with other local government in-house counsel in Cook County. Regular semi-annual meetings have been conducted and the Local Government Law Consortium is currently comprised of 16 public bodies, including eight Cook County municipalities, the City of Chicago Corporation Counsel, City of Chicago Department of Water Management, City Colleges, Chicago Housing Authority, Forest Preserve District of Cook County, Metropolitan Pier and Exposition Authority, and the Public Building Commission of Chicago.

In furtherance of the District's leadership role in the Local Governmental Law Consortium, the Law Department hosted a Freedom of Information Act and Open Meetings Act panel discussion forum comprised of panelists including the District's Freedom Of Information Act Officer and representatives from the Office of the Illinois Attorney General, the City of Chicago Chief Assistant Corporation Counsel, the Citizen Advocacy Center and the Better Government Association. The forum was moderated by District staff, with introductory remarks by President Mariyana Spyropoulos, and was attended by 31 attorneys, representing 12 governmental agencies and public access organizations.

- **Technology**

A Geographic Information System mapping component is available on the District's website. It includes pertinent data and visuals for every parcel of real estate owned by the District.*

The Law Department will continue to utilize electronic filing options before both the federal and state courts and the newly expanded electronic filing options available before the Equal Employment Opportunity Commission and the Illinois Pollution Control Board. In accordance with our goals to become paperless and efficient, the Law Department staff has been trained in the

Circuit Court of Cook County electronic filing system in order to comply with procedures that became mandatory on January 1, 2018.

Additionally, all of the Law Department's claims data is tracked electronically within our Legal Files Document Management System and is readily reported on-demand to the Human Resources Department. The Law Department's electronic claims data report is able to be directly utilized and imported by the Human Resources Department's Origami Risk Management System. The Risk Management Information System (RMIS) integrates relevant case data tracked by the Law Department in our case management software, specifically for RMIS purposes. This RMIS information being tracked by the Law Department's case management software is an essential component used to analyze and report on risk and exposure data arising from the litigation of claims.

30000 LAW**OBJECTIVES AND PROGRAM SUMMARY**

| OBJECTIVES BY PRIORITY: | | Cost | Percent |
|--|--|--------------|---------|
| 1. Provide prosecution, defense, and appellate services in litigation. Provide other direct legal services and counseling, as necessary, to the Board of Commissioners, the Executive Director, and the Officers of the District to further the corporate purposes and protect the interests of the District. | | \$ 2,004,200 | 28.0 % |
| 2. Handle all environmental matters and monitor all state legislation and legislative activities. | | \$ 961,900 | 13.4 % |
| 3. Work with other departments to manage legal aspects of employment-related matters and litigation before the Civil Service Board and in the state and federal courts. | | \$ 672,600 | 9.4 % |
| 4. Provide for the administration of all vacant and unoccupied District real estate; administer the leasing and disposition or other use of District real estate when not presently needed for its corporate purposes; assist in and administer the acquisition of right-of-way for District construction and capital improvement projects and other corporate uses; administer environmental and remediation activities; supervise real estate tax litigation; provide assistance in developing and processing the real estate agenda for meetings of the Board of Commissioners. | | \$ 2,702,400 | 37.7 % |
| Through its leasing and easement grant activities, the Real Estate Division will generate approximately \$21.5 million in income in 2019. | | | |
| 5. Provide legal services to ensure the proper disposal of wastes through the sewer systems in the Chicagoland area; oversee the diversion of water from Lake Michigan for water quality services; provide legal representation, counseling, and administrative support in connection with enforcement of the Sewage and Waste Control Ordinance, Watershed Management Ordinance, and User Charge Ordinance of the District. | | \$ 410,600 | 5.7 % |
| 6. Review proposed contracts, execute awarded contracts, review bond surety and insurance matters, and process Freedom of Information Act requests. | | \$ 369,700 | 5.1 % |
| 7. Sewer Rehabilitation. Upon referral from the Engineering Department, the Law Department conducts administrative hearings to enforce compliance with the Watershed Management Ordinance. | | \$ 47,300 | 0.7 % |
| Total | | \$ 7,168,700 | 100.0 % |

| MEASURABLE GOALS: | | Unit of Measure | 2017 Actual | 2018 Estimated | 2019 Proposed |
|---|--|-------------------------------------|-------------|----------------|---------------|
| 1. Revise lease procedures and policies to enhance the marketability of District real estate while increasing the use of Green Infrastructure. | | Millions | \$20.6 | \$21.0 | \$21.5 |
| 2. Conduct training for managers and supervisors at four District locations on Freedom of Information Act requests. | | Training Sessions | — | 2 | 2 |
| 3. Preparation of draft Intergovernmental Agreements for technical projects within 30 days of referral. | | Percentage Completed | — | 50% | 100% |
| 4. Complete the acquisition of approximately 175 properties for proposed channel improvements along Addison Creek in the municipalities of Northlake, Melrose Park, Stone Park, Westchester, Bellwood, and Broadview. | | Percentage of Right of Way Acquired | 75% | 80% | 100% |

30000 LAW**OBJECTIVES AND PROGRAM SUMMARY**

| PROGRAMS BY PRIORITY: | | | 2017 | | Budgeted | | Change | |
|---|---|----|-----------|------|----------|--------------|--------------|---------|
| Number | Name | | Actual | | FTEs | Dollars | Dollars | Percent |
| 1571 | Local Sewer Rehabilitation Ordinance Enforcement Activity | \$ | 46,133 | 2019 | 1 | \$ 47,300 | \$ 500 | 1.1 |
| | | | | 2018 | 1 | \$ 46,800 | | |
| 4660 | Waste Monitoring | \$ | 408,903 | 2019 | 3 | \$ 410,600 | \$ (34,900) | (7.8) |
| | | | | 2018 | 3 | \$ 445,500 | | |
| 7350 | General Legal Matters | \$ | 3,245,263 | 2019 | 22 | \$ 3,928,400 | \$ (256,500) | (6.1) |
| | | | | 2018 | 21 | \$ 4,184,900 | | |
| 7360 | Real Estate Operations | \$ | 2,152,593 | 2019 | 14 | \$ 2,702,400 | \$ (50,200) | (1.8) |
| | | | | 2018 | 12 | \$ 2,752,600 | | |
| 7604 | Social Security and Medicare Contributions | \$ | 67,312 | 2019 | — | \$ 80,000 | \$ 7,000 | 9.6 |
| | | | | 2018 | — | \$ 73,000 | | |
| Totals | | \$ | 5,920,204 | 2019 | 40 | \$ 7,168,700 | \$ (334,100) | (4.5)% |
| | | | | 2018 | 37 | \$ 7,502,800 | | |
| a) Decrease is due to the reduction in outside professional services for special counsel on environmental matters (\$400,700) and the drop of an Assistant Attorney (\$62,500), offset by the addition of a Senior Attorney and a Deputy General Counsel (\$313,300). | | | | | | | | |

30000 LAW**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated | |
|--|--|---------------|----------------|------------------|-------------------|----|
| 1571 | Local Sewer Rehabilitation Ordinance Enforcement Activity | Cases | 18 | 20 | 20 | |
| | | Cost | \$ 46,133 | \$ 46,800 | \$ 47,300 | |
| | | Cost/Case | \$ 2,562.94 | \$ 2,340.00 | \$ 2,365.00 | |
| 4660 | Waste Monitoring | | | | | |
| | Provide Legal Representation and Administrative Support for: | | | | | |
| 4662 | User Charge Ordinance - Tax-Exempt Users | Cases | 15 | 7 | 30 | a) |
| | | Cost | \$ 45,701 | \$ 52,500 | \$ 52,600 | |
| | | Cost/Case | \$ 3,046.73 | \$ 7,500.00 | \$ 1,753.33 | |
| 4663 | User Charge - Large Commercial/Industrial Users | Cases | 26 | 21 | 21 | |
| | | Cost | \$ 214,049 | \$ 240,800 | \$ 214,000 | |
| | | Cost/Case | \$ 8,232.65 | \$ 11,466.67 | \$ 10,190.48 | |
| 4667 | Sewage and Waste Control Ordinance - Significant Industrial Users | Cases | 12 | 13 | 13 | |
| | | Cost | \$ 149,153 | \$ 152,200 | \$ 144,000 | |
| | | Cost/Case | \$ 12,429.42 | \$ 11,707.69 | \$ 11,076.92 | |
| 7350 | General Litigation | | | | | |
| | Provide Prosecution and Defense Services to Protect the Interests of the District: | | | | | |
| 7351 | Legislative | Cost | \$ 147,198 | \$ 190,800 | \$ 196,100 | |
| 7352 | Financial Matters | Cost | \$ 155,110 | \$ 168,000 | \$ 170,000 | |
| 7353 | Environmental and Regulatory Matters | Cost | \$ 657,699 | \$ 740,600 | \$ 765,800 | |
| 7354 | Contract Administration | Cost | \$ 332,945 | \$ 372,100 | \$ 369,700 | |
| 7355 | Litigation | Cost | \$ 606,779 | \$ 1,196,500 | \$ 750,800 | b) |
| 7356 | Employment Matters | Cost | \$ 609,488 | \$ 744,100 | \$ 672,600 | |
| 7359 | General Legal Services | Cost | \$ 736,044 | \$ 772,800 | \$ 1,003,400 | c) |
| 7360 | Real Estate Operations | | | | | |
| | Provide Administration of All District Land: | | | | | |
| 7361 | Real Estate Leases - Administration of Leases and Granting of Leases | Leases | 172 | 180 | 177 | |
| | | Cost | \$ 110,279 | \$ 116,600 | \$ 119,300 | |
| | | Cost/Lease | \$ 641.16 | \$ 647.78 | \$ 674.01 | |
| 7362 | Real Estate Easements - Administration of Easements and Granting of New Easements | Easements | 387 | 382 | 391 | |
| | | Cost | \$ 108,899 | \$ 112,800 | \$ 113,700 | |
| | | Cost/Easement | \$ 281.39 | \$ 295.29 | \$ 290.79 | |
| 7363 | Real Estate Permits - Administration of Permits and Granting of New Permits | Permits | 75 | 73 | 78 | |
| | | Cost | \$ 97,813 | \$ 101,600 | \$ 102,500 | |
| | | Cost/Permit | \$ 1,304.17 | \$ 1,391.78 | \$ 1,314.10 | |
| a) Increase is due to a change in collection procedures to address uncollectible accounts in a more systematic manner. | | | | | | |
| b) Decrease is due to the reduction in outside professional services for special counsel on environmental matters (\$400,700). | | | | | | |
| c) Increase is due to the addition of a Deputy General Counsel (\$194,000). | | | | | | |

30000 LAW**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated | |
|--|--|-------|--------------|---------------|----------------|----|
| 7367 | Real Estate Asset Management - Administer Plan to Increase Revenue by Lease/Sale of Real Estate Holdings | Cost | \$ 426,475 | \$ 447,400 | \$ 581,400 | d) |
| 7368 | Real Estate Environmental Assessment - Administer Activities Related to Environmental Assessment and Remediation of Real Estate Holdings | Cost | \$ 186,744 | \$ 455,400 | \$ 374,000 | e) |
| 7369 | Other Real Estate Operations, Including Development of Agenda, Providing Information, Tax Litigation, and Support Services to the Board of Commissioners | Cost | \$ 533,383 | \$ 628,800 | \$ 656,500 | |
| | Payment of Real Estate Taxes | Cost | \$ 689,000 | \$ 890,000 | \$ 755,000 | f) |
| 7604 | Social Security and Medicare Contributions | Cost | \$ 67,312 | \$ 73,000 | \$ 80,000 | |
| | | Total | \$ 5,920,204 | \$ 7,502,800 | \$ 7,168,700 | |
| <p>d) Increase is due to the addition of a Senior Administrative Specialist and an Investigator (\$130,400).</p> <p>e) Decrease is due to the reduction in legal fees for environmental assessments (\$99,600) and the drop of an Assistant Attorney (\$48,100), offset by the addition of a Senior Attorney (\$59,600).</p> <p>f) Decrease is due to the reduction of the assessed value of Will County properties (\$135,000).</p> | | | | | | |

| 101 30000 | Fund: Corporate Department: Law | LINE ITEM ANALYSIS | | | | | | |
|----------------|--|--------------------|------------------------|---------------------------------|---|--------------------------------|--------------------------------|---|
| | | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 601010 | Salaries of Regular Employees | \$ 4,682,750 | \$ 5,083,100 | \$ 5,083,100 | \$ 3,381,456 | \$ 4,877,900 | \$ 5,485,500 | \$ — |
| 601060 | Compensation Plan Adjustments | 111,951 | 139,300 | 139,300 | 133,239 | 138,000 | 139,700 | — |
| 601070 | Social Security and Medicare Contributions | 67,312 | 73,000 | 73,000 | 50,628 | 74,900 | 80,000 | — |
| 601100 | Tuition and Training Payments | 10,819 | 14,000 | 14,000 | 5,777 | 13,000 | 14,000 | — |
| 100 | TOTAL PERSONAL SERVICES | 4,872,831 | 5,309,400 | 5,309,400 | 3,571,099 | 5,103,800 | 5,719,200 | — |
| 612010 | Travel | 4,284 | 5,000 | 5,000 | 1,453 | 4,500 | 5,000 | — |
| 612030 | Meals and Lodging | 9,320 | 13,000 | 13,000 | 3,030 | 12,000 | 13,000 | — |
| 612040 | Postage, Freight, and Delivery Charges | 368 | 1,000 | 1,000 | 850 | 800 | 1,000 | — |
| 612050 | Compensation for Personally-Owned Automobiles | 3,776 | 5,100 | 5,100 | 1,134 | 4,500 | 5,100 | — |
| 612090 | Reprographic Services | 1,632 | 17,000 | 17,000 | 15,100 | 4,000 | 17,000 | — |
| 612250 | Court Reporting Services | 10,074 | 50,000 | 59,000 | 49,851 | 9,000 | 27,000 | — |
| 612430 | Payments for Professional Services | 237,587 | 1,090,300 | 1,081,300 | 731,916 | 500,000 | 500,000 | — |
| 612490 | Contractual Services, N.O.C. | 81,746 | 103,800 | 103,800 | 81,954 | 102,000 | 107,800 | — |
| 200 | TOTAL CONTRACTUAL SERVICES | 348,787 | 1,285,200 | 1,285,200 | 885,289 | 636,800 | 675,900 | — |
| 623520 | Office, Printing, and Photo Supplies, Equipment, and Furniture | 2,993 | 5,500 | 5,500 | 2,150 | 3,500 | 5,200 | — |
| 623720 | Books, Maps, and Charts | 9,509 | 12,300 | 12,300 | 9,627 | 11,000 | 13,000 | — |
| 623990 | Materials and Supplies, N.O.C. | — | 400 | 400 | — | 300 | 400 | — |
| 300 | TOTAL MATERIALS AND SUPPLIES | 12,502 | 18,200 | 18,200 | 11,777 | 14,800 | 18,600 | — |
| 667130 | Taxes on Real Estate | 686,083 | 890,000 | 890,000 | 683,013 | 710,000 | 755,000 | — |
| 700 | TOTAL FIXED AND OTHER CHARGES | 686,083 | 890,000 | 890,000 | 683,013 | 710,000 | 755,000 | — |
| TOTAL LAW | | \$ 5,920,204 | \$ 7,502,800 | \$ 7,502,800 | \$ 5,151,179 | \$ 6,465,400 | \$ 7,168,700 | \$ — |

NOTES: 1. Amounts may not add up due to rounding.

2. Departmental appropriation totals for salaries in the Line Item Analysis may differ from those contained in the Position Analysis by a factor identified to adjust for vacancies.

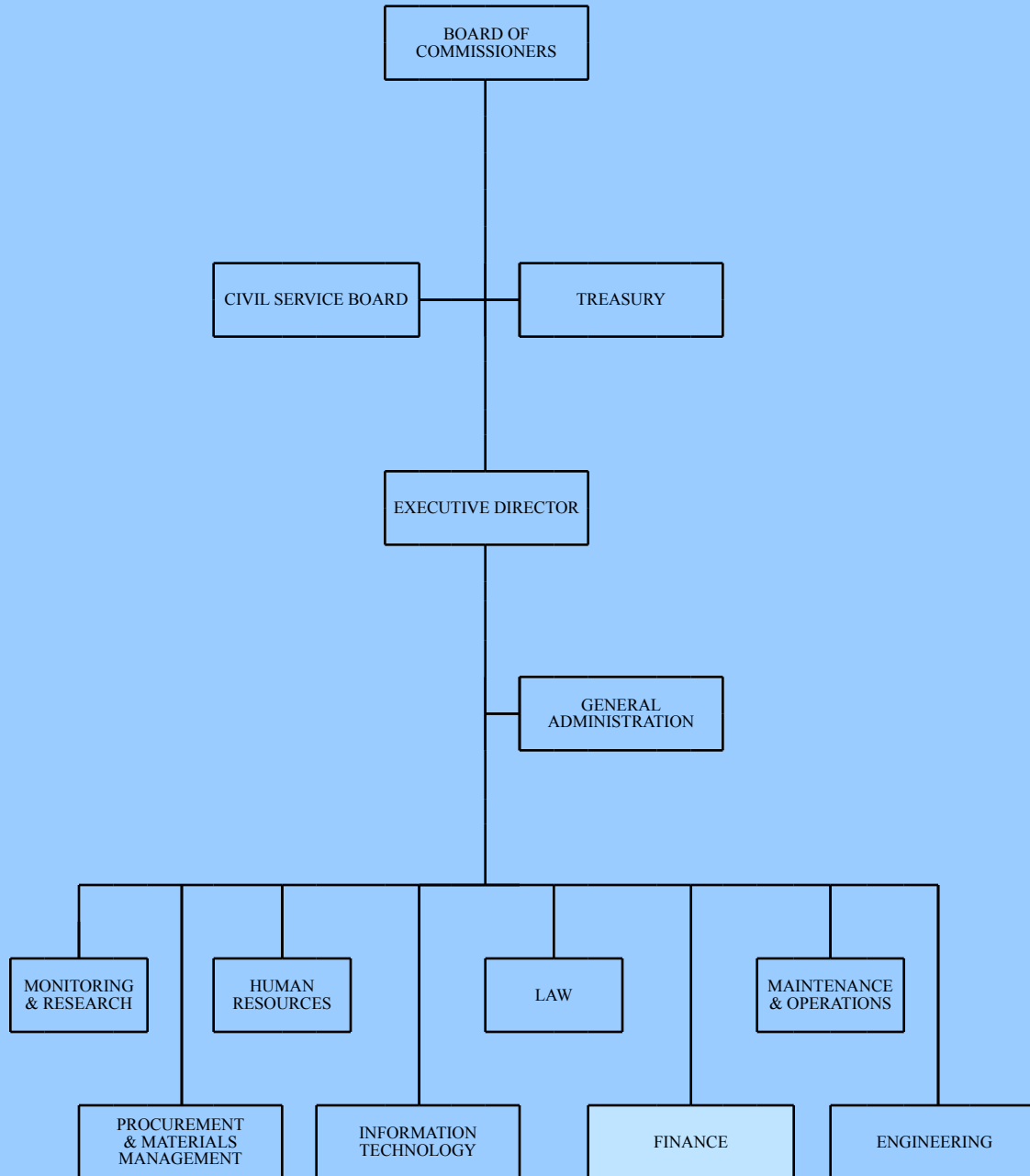
Additionally, Estimated Expenditure may either exceed Adjusted Appropriation when transfers of funds are anticipated or be less than Expenditure (Committed Budget plus Disbursement) when not all commitments are anticipated to be completed by year-end.

| Fund: Corporate Dept: Law | | POSITION ANALYSIS | | | | |
|------------------------------|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| 310 | Executive Division | | | | | |
| 311 | Executive Office | | | | | |
| EX12 | General Counsel | 1 | 1 | | 1 | |
| HP23 | Deputy General Counsel | 1 | — | | 1 | |
| HP22 | Head Assistant Attorney | 1 | 1 | | 1 | |
| EX06 | Secretary to Officer | 1 | 1 | | 1 | |
| HP13 | Senior Administrative Specialist | 1 | 1 | | 1 | |
| TOTAL | Executive Office | 5 | 4 | 667,135.78 | 5 | 871,657.27 |
| TOTAL | Executive Division | 5 | 4 | 667,135.78 | 5 | 871,657.27 |
| 320 | Real Estate / General Administration Division | | | | | |
| 321 | Administrative Section | | | | | |
| HP22 | Head Assistant Attorney | 1 | 1 | | 1 | |
| TOTAL | Administrative Section | 1 | 1 | 166,444.29 | 1 | 175,961.23 |
| 323 | Real Estate / General Administration Section | | | | | |
| HP18 | Senior Attorney | 1 | 1 | | 1 | |
| HP15 | Senior Legal Assistant | 2 | 2 | | 2 | |
| HP13 | Investigator | — | 1 | | 1 | |
| HP13 | Investigator #1 | — | — | | 1 | |
| HP13 | Investigator #2 (Legal Assistant) | 1 | — | | — | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |
| TOTAL | Real Estate / General Administration Section | 5 | 5 | 518,543.96 | 6 | 599,416.98 |
| 324 | Real Estate / Asset Management Section | | | | | |
| HP20 | Principal Attorney | 1 | 1 | | 1 | |
| HP18 | Senior Attorney | 1 | 1 | | 2 | |
| HP16 | Assistant Attorney | — | 1 | | — | |
| HP13 | Legal Assistant | 1 | 1 | | 1 | |
| HP13 | Senior Administrative Specialist | 1 | 1 | | 2 | |
| TOTAL | Real Estate / Asset Management Section | 4 | 5 | 578,310.19 | 6 | 686,865.14 |
| TOTAL | Real Estate / General Administration Division | 10 | 11 | 1,263,298.44 | 13 | 1,462,243.35 |

| Fund: Corporate Dept: Law | | POSITION ANALYSIS | | | | |
|------------------------------|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| 340 | Contract & Finance Division | | | | | |
| 341 | Administrative Section | | | | | |
| HP22 | Head Assistant Attorney | 1 | 1 | | 1 | |
| TOTAL | Administrative Section | 1 | 1 | 233,060.93 | 1 | 233,060.88 |
| 342 | Contract & Finance Section | | | | | |
| HP20 | Principal Attorney | 1 | 1 | | 1 | |
| HP18 | Senior Attorney | 2 | 2 | | 2 | |
| HP17 | Management Analyst III #2 (Senior Budget & Management Analyst) (New Grade HP16) | 1 | 1 | | 1 | |
| HP15 | Senior Legal Assistant | 1 | 1 | | 1 | |
| HP14 | Public Affairs Specialist | 1 | 1 | | 1 | |
| TOTAL | Contract & Finance Section | 6 | 6 | 829,235.30 | 6 | 829,235.40 |
| TOTAL | Contract & Finance Division | 7 | 7 | 1,062,296.23 | 7 | 1,062,296.28 |
| 360 | Environmental, Construction, & Tort Division | | | | | |
| 361 | Administrative Section | | | | | |
| HP22 | Head Assistant Attorney | 1 | 1 | | 1 | |
| TOTAL | Administrative Section | 1 | 1 | 233,060.93 | 1 | 204,511.83 |
| 362 | Environmental Section | | | | | |
| HP20 | Principal Attorney | 1 | 1 | | 1 | |
| HP18 | Senior Attorney | 2 | 2 | | 3 | |
| HP16 | Assistant Attorney | — | 1 | | — | |
| HP13 | Legal Assistant | 1 | 1 | | 1 | |
| HP12 | Secretary #2 (Administrative Specialist) (New Grade HP11) | 1 | 1 | | 1 | |
| TOTAL | Environmental Section | 5 | 6 | 661,631.79 | 6 | 709,067.31 |
| 332 | Construction & Tort Section | | | | | |
| HP20 | Principal Attorney | 2 | 2 | | 2 | |
| TOTAL | Construction & Tort Section | 2 | 2 | 376,422.23 | 2 | 342,962.10 |
| TOTAL | Environmental, Construction, & Tort Division | 8 | 9 | 1,271,114.95 | 9 | 1,256,541.24 |

| Fund: Corporate Dept: Law | | POSITION ANALYSIS | | | | |
|---|-------------------------------|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| 370 | Employment Division | | | | | |
| 371 | Administrative Section | | | | | |
| HP22 | Head Assistant Attorney | 1 | 1 | | 1 | |
| TOTAL | Administrative Section | 1 | 1 | 233,060.94 | 1 | 233,060.88 |
| 372 | Employment Section | | | | | |
| HP20 | Principal Attorney | 1 | 1 | | 1 | |
| HP18 | Senior Attorney | 2 | 2 | | 2 | |
| HP13 | Legal Assistant | 1 | 1 | | 1 | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |
| TOTAL | Employment Section | 5 | 5 | 611,464.98 | 5 | 626,855.32 |
| TOTAL | Employment Division | 6 | 6 | 844,525.92 | 6 | 859,916.20 |
| TOTAL | Law | 36 | 37 | 5,108,371.32 | 40 | 5,512,654.34 |
| NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix. | | | | | | |

NOTE PAGE



Protecting Our Water Environment

Metropolitan Water Reclamation District of Greater Chicago

100 EAST ERIE STREET CHICAGO, ILLINOIS 60611-3154 312.751.5600

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September 11, 2018

Mr. John P. Murray
Acting Executive Director
OFFICE

Dear Sir:

Subject: 2019 Program for the Finance Department

The Finance Department's program for 2019, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of the department's 2019 initiatives in alignment with and in support of the Strategic Business Plan. The budget requests include all amendments as directed by you during the Executive Director Budget Hearings in August of this year.

The narrative provides a summary of the department, 2019 major initiatives and challenges, and 2018 accomplishments. Supporting schedules of objectives, performance, and staffing levels present three years of detailed budgetary information.

Thank you for the opportunity to present the proposed Finance Department budget for 2019.

Respectfully submitted,

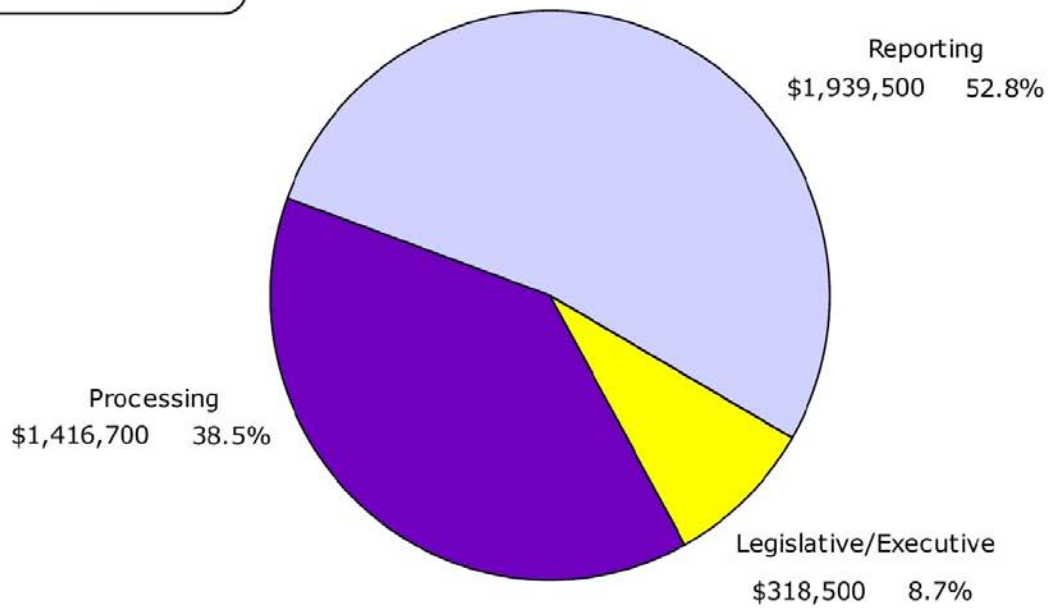


Jacqueline Torres
Clerk/Director of Finance

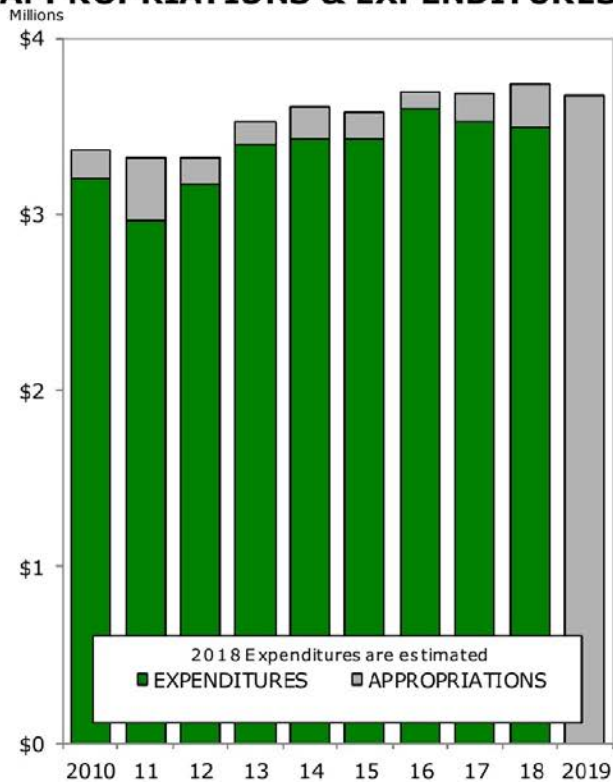
FINANCE

FUNCTIONS

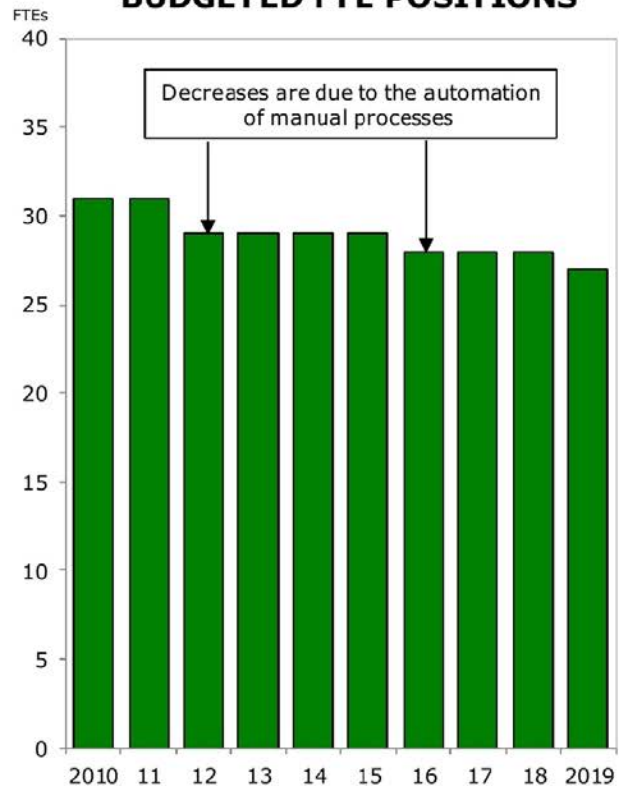
| | |
|----------|-------------|
| 2019 | \$3,674,700 |
| 2018 | \$3,743,900 |
| Decrease | (\$69,200) |

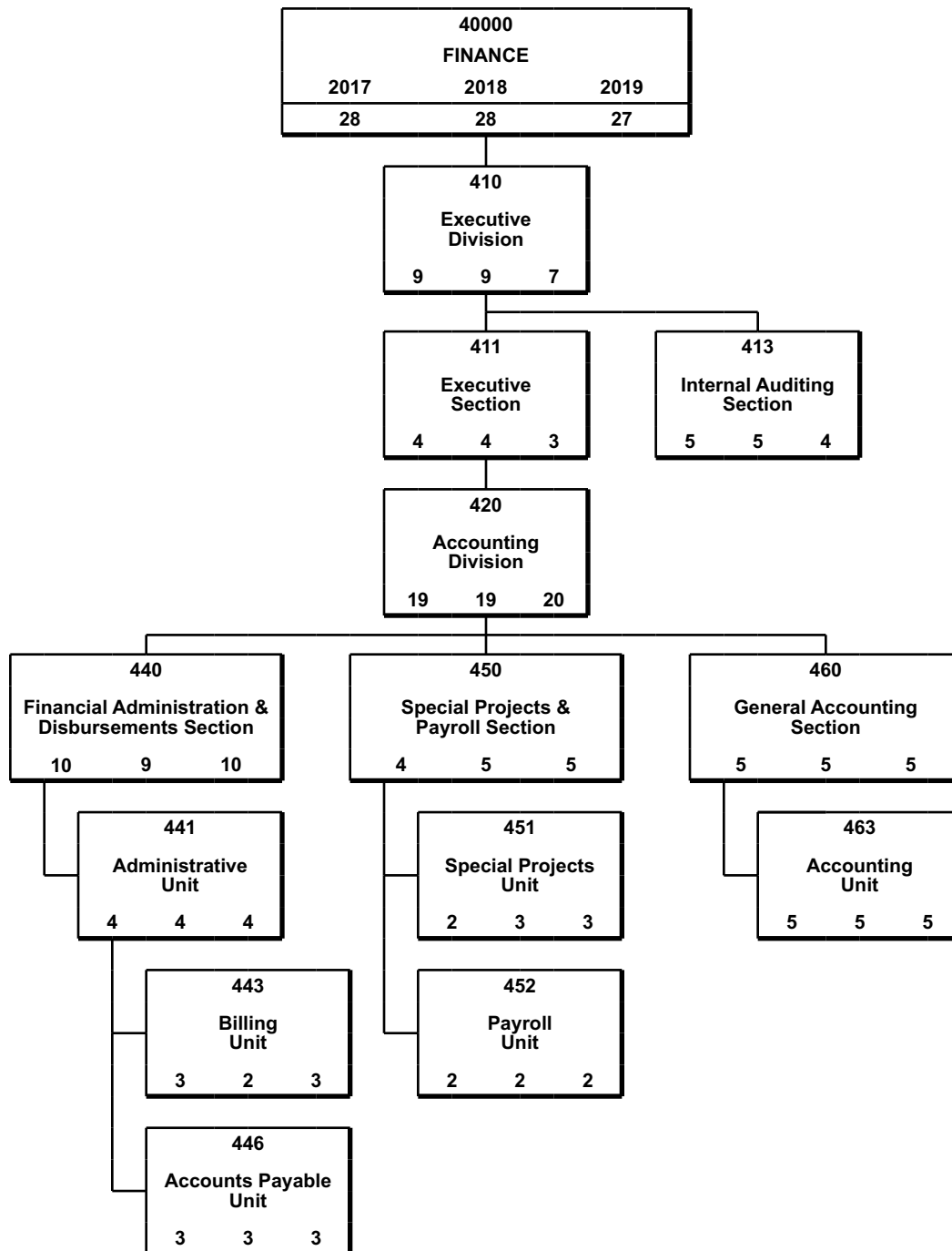


APPROPRIATIONS & EXPENDITURES



BUDGETED FTE POSITIONS



FINANCE

FINANCE

The mission of the Finance Department is to provide leadership in developing cost saving strategies for transaction processing, optimize operations, provide reliable financial reports, and ensure compliance with all applicable statutes, regulations, professional standards, and policies for the benefit of District stakeholders.

Departmental Summary

The Finance Department's primary responsibilities include:

- Auditing and reporting District financial information and auditing of operational performance, compliance, and internal controls;
- Processing District financial transactions including vendor payments, payroll, billing, and collection activities;
- Creating Board of Commissioner agenda and minutes and maintaining official records of the Board's legislative actions.

Central to the Finance Department's activities is the financial reporting function which enables diverse users to readily assess the District's financial position and the results of its operations. Excellent bond ratings, external auditors' unmodified opinions, and Certificates of Achievement for Excellence in Financial Reporting demonstrate the effectiveness of District fiscal management and financial reporting excellence.

Summary of 2018 Accomplishments

- The District was presented with the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the 2017 Comprehensive Annual Financial Report (CAFR) for the 43rd consecutive year;
- The District received an unmodified opinion on the fair presentation, in all material aspects, of the District's 2017 financial statements from external auditors. This achievement aids in maintaining the District's excellent bond credit rating;
- Completed the 2018 CAFR using the newly implemented CAFR publishing solution, resulting in a more efficient report process;
- Implemented Government Accounting Standards Board (GASB) pronouncement 75, Accounting and Financial Reporting for Postemployment Benefits other than Pensions, to improve transparency of Other Post-Employment Benefits obligations;
- Completed 13 internal audit projects and provided complex financial reviews of all prospective tenant lease applications. Additionally, Internal Audit completed a request for proposal for court reporting services. Internal Audit reviewed and assessed various District processes and provided recommendations to improve efficiencies and mitigate risk. Audits also assessed compliance with various District processes and suggested best practice improvements when applicable. Routine internal audits included reviews and monitoring of internal system controls, employee expense reimbursements, procurement card expenditures, and contract compliance. Specialized reviews included residency compliance, statutory spending compliance, utilization of vendor cash discounts, and condition assessment ratings of capitalized infrastructure assets;
- Modified the WorkForce automated time management system to implement a new parental leave benefit with the addition of a new pay code and added a reimbursement column to the manager approval screen;
- Continued to administer the District's Whistleblower Hotline service that is used to improve accountability and transparency for District management, officials, staff, and taxpayers.

Budget Highlights

The 2019 appropriation for the Finance Department is \$3,674,700, a decrease of \$69,200, or 1.8 percent, from 2018. The staffing level has decreased from 28 to 27 positions, which includes the drop of one Secretary to Officer position.

Significant features of the 2019 Budget are:

- Increase compliance, efficiency, and accuracy with the implementation of a cloud based travel and expense management software with the ability to capture expenses electronically;
- Early implementation of GASB pronouncement 87, Leases, to improve accounting and financial reporting for leases by governments.

2019 Initiatives in Support of the Strategic Business Plan Include the Following:

• Add Value

The Finance Department will focus on adding value at every level within the department to improve its interactions with customers. The Finance Department plans to ensure compliance with the Prompt Payment Act for District vendor payments, and ensure timely payment of payroll and other employee expenses.

- **Excellence**

The Finance Department will continue to focus on excellence in delivering services and achieving compliance. The Finance Department will continue to obtain an unmodified audit opinion on the District's financial statements, earn the Certificate of Excellence in Financial Reporting from the GFOA, and ensure that all applicable GASB pronouncements are implemented.

- **Develop Employees**

Employee recognition for excellence will be an ongoing focus for the Finance Department. Training efforts have resulted in promotions for 33 percent of staff in the last five years. The Finance Department will continue to develop a workforce that is competent, motivated, and adaptive to change. The Finance Department will continue its cross-training program for professional and support staff to ensure that institutional knowledge is retained and improved through ongoing training, the utilization of eLearning, the encouragement of tuition reimbursement programs, and the expansion of webinar opportunities.

- **Leading Partnerships**

The Finance Department stays current with government accounting and financial reporting standards by actively participating in GFOA conferences and training. The Finance Department also remains current with Enterprise and other financial systems by attending SAP conferences and other related webinars. It is equally important for the Finance Department to work closely with the operating departments to understand the changes in processes to meet the reporting needs of operations. Employees are encouraged to attend the Water Environment Federation Technical Exhibition and Conference and partner with operating departments to support the District's mission.

- **Technology**

The Finance Department will continue to embrace technology to reduce transaction processing costs and optimize operations. Plans are underway for the following initiatives:

- Develop solutions for data collection and monitoring for GASB 87, Leases;
- Implement cloud based travel and expense management software with the ability to capture expenses electronically;
- Improve the Accounts Payable system by increasing the number of vendors paid via the Automated Clearing House;
- Provide on-line access to vendor payment information.

40000 FINANCE**OBJECTIVES AND PROGRAM SUMMARY**

| OBJECTIVES BY PRIORITY: | | Cost | Percent |
|-------------------------|---|--------------|---------|
| 1. | Provide for the processing of all District expenditures, which consist of vendor payments, employee wages, expenses, and fringe benefits. Vendor payments are made in compliance with the Prompt Payment Act. Provide for the accounting, billing and collection of all revenue such as user charge, State Revolving Fund, real estate, and other miscellaneous billings. | \$ 1,416,700 | 38.5% |
| 2. | Provide for the external audit, general accounting, and reporting of financial information (financial statement preparation, fixed assets, cost accounting analysis, general ledger maintenance, and bank account reconciliation). Provide for the independent appraisal and analysis of departmental internal activities approved for internal audit by the Audit Committee. | \$ 1,939,500 | 52.8% |
| 3. | Provide for the preparation of Board meeting agendas and minutes reports and for the documentation, retention, and retrieval of all official records of the Board of Commissioners. | \$ 318,500 | 8.7% |
| Total | | \$ 3,674,700 | 100.0% |

| MEASURABLE GOALS: | | 2017 Actual | 2018 Estimated | 2019 Proposed |
|-------------------|---|----------------|-------------------|------------------|
| 1. | Maintain 100 percent compliance with the Prompt Payment Act. | 100% | 100% | 100% |
| 2. | Maintain a 95 percent or better collection rate for user charge and other fees. | 95% | 95% | 95% |
| 3. | Complete 95 percent of audits proposed by the Audit Committee. | 98% | 95% | 95% |
| 4. | Maintain an unmodified audit opinion on Financial and Single Audit statements and submit all required filings by June 30. | 100% | 100% | 100% |

| PROGRAMS BY PRIORITY: | | 2017 Actual | Budgeted | | Change | |
|--|---|----------------|----------|--------------|--------------|---------|
| Number | Name | | FTEs | Dollars | Dollars | Percent |
| 4663 | User Charge Ordinance - Large Commercial/Industrial Users | \$ — | 2019 3 | \$ 272,900 | \$ 272,900 | 100.0 |
| | | | 2018 — | \$ — | | |
| 7394 | Transaction Processing | \$ 1,317,114 | 2019 11 | \$ 1,143,800 | \$ (179,300) | (13.6) |
| | | | 2018 13 | \$ 1,323,100 | | |
| 7396 | Reporting | \$ 1,716,219 | 2019 11 | \$ 1,894,200 | \$ (30,400) | (1.6) |
| | | | 2018 12 | \$ 1,924,600 | | |
| 7398 | Legislative/Executive | \$ 453,759 | 2019 2 | \$ 318,500 | \$ (131,700) | (29.3) |
| | | | 2018 3 | \$ 450,200 | | |
| 7604 | Social Security and Medicare Contributions | \$ 42,562 | 2019 — | \$ 45,300 | \$ (700) | (1.5) |
| | | | 2018 — | \$ 46,000 | | |
| Totals | | \$ 3,529,654 | 2019 27 | \$ 3,674,700 | \$ (69,200) | (1.8)% |
| | | | 2018 28 | \$ 3,743,900 | | |
| a) Increase is due to the reallocation of salaries to more accurately reflect current activities (\$271,000). b) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$174,600). c) Decrease is due to the drop of one Secretary to Officer position (\$101,800) and the reallocation of salaries to more accurately reflect current activities (\$31,800). | | | | | | |

40000 FINANCE**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated | |
|--|---|------------------|--------------|---------------|----------------|----|
| 4660 | Waste Monitoring | | | | | |
| 4663 | User Charge Ordinance - Large Commercial/Industrial Users | Cost | \$ — | \$ — | \$ 272,900 | a) |
| 7390 | Accounting and Auditing | | | | | |
| 7394 | Transaction Processing | Transactions | 73,680 | 77,700 | 77,700 | |
| | | Cost | \$ 1,317,114 | \$ 1,323,100 | \$ 1,143,800 | b) |
| | | Cost/Transaction | \$ 17.88 | \$ 17.03 | \$ 14.72 | |
| 7396 | Reporting | Cost | \$ 1,716,219 | \$ 1,924,600 | \$ 1,894,200 | |
| 7398 | Legislative/Executive | Cost | \$ 453,759 | \$ 450,200 | \$ 318,500 | c) |
| 7604 | Social Security and Medicare Contributions | Cost | \$ 42,562 | \$ 46,000 | \$ 45,300 | |
| | | Total | \$ 3,529,654 | \$ 3,743,900 | \$ 3,674,700 | |
| a) Increase is due to the reallocation of salaries to more accurately reflect current activities (\$271,000). b) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$174,600). c) Decrease is due to the drop of one Secretary to Officer position (\$101,800) and the reallocation of salaries to more accurately reflect current activities (\$31,800). | | | | | | |

| 101 40000 | Fund: Corporate Department: Finance | LINE ITEM ANALYSIS | | | | | | |
|----------------|--|--------------------|------------------------|---------------------------------|---|--------------------------------|--------------------------------|---|
| | | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 601010 | Salaries of Regular Employees | \$ 3,052,435 | \$ 3,217,600 | \$ 3,207,700 | \$ 2,132,307 | \$ 3,000,000 | \$ 3,101,900 | \$ — |
| 601060 | Compensation Plan Adjustments | 21,234 | 41,500 | 41,500 | 6,125 | 20,000 | 111,900 | — |
| 601070 | Social Security and Medicare Contributions | 42,562 | 46,000 | 46,000 | 30,611 | 45,100 | 45,300 | — |
| 601100 | Tuition and Training Payments | 29,993 | 30,000 | 39,900 | 36,788 | 39,900 | 30,000 | — |
| 100 | TOTAL PERSONAL SERVICES | 3,146,224 | 3,335,100 | 3,335,100 | 2,205,831 | 3,105,000 | 3,289,100 | — |
| 612010 | Travel | 770 | 12,800 | 12,800 | 968 | 3,000 | 11,000 | — |
| 612030 | Meals and Lodging | 2,459 | 13,600 | 13,600 | 4,429 | 7,500 | 6,100 | — |
| 612040 | Postage, Freight, and Delivery Charges | 40 | 100 | 100 | 22 | 100 | 500 | — |
| 612050 | Compensation for Personally-Owned Automobiles | 416 | — | — | — | — | 100 | — |
| 612090 | Reprographic Services | 2,298 | 2,300 | 2,300 | 2,260 | 2,300 | 2,500 | — |
| 612250 | Court Reporting Services | 59,378 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | — |
| 612340 | Discount Loss | 2,651 | 1,500 | 1,500 | 883 | 1,500 | 3,000 | — |
| 612430 | Payments for Professional Services | 304,426 | 306,700 | 306,600 | 279,610 | 306,600 | 282,800 | — |
| 612490 | Contractual Services, N.O.C. | 1,015 | 1,500 | 1,500 | 1,095 | 1,500 | 2,000 | — |
| 612800 | Repairs to Office Furniture and Equipment | — | 4,900 | 5,000 | 4,922 | 5,000 | 5,000 | — |
| 200 | TOTAL CONTRACTUAL SERVICES | 373,452 | 393,400 | 393,400 | 344,189 | 377,500 | 363,000 | — |
| 623520 | Office, Printing, and Photo Supplies, Equipment, and Furniture | 9,934 | 13,400 | 13,400 | 6,873 | 10,000 | 20,600 | — |
| 623720 | Books, Maps, and Charts | 44 | 1,500 | 1,500 | 96 | 1,500 | 1,500 | — |
| 623990 | Materials and Supplies, N.O.C. | — | 500 | 500 | 60 | 500 | 500 | — |
| 300 | TOTAL MATERIALS AND SUPPLIES | 9,978 | 15,400 | 15,400 | 7,029 | 12,000 | 22,600 | — |
| TOTAL FINANCE | | \$ 3,529,654 | \$ 3,743,900 | \$ 3,743,900 | \$ 2,557,049 | \$ 3,494,500 | \$ 3,674,700 | \$ — |

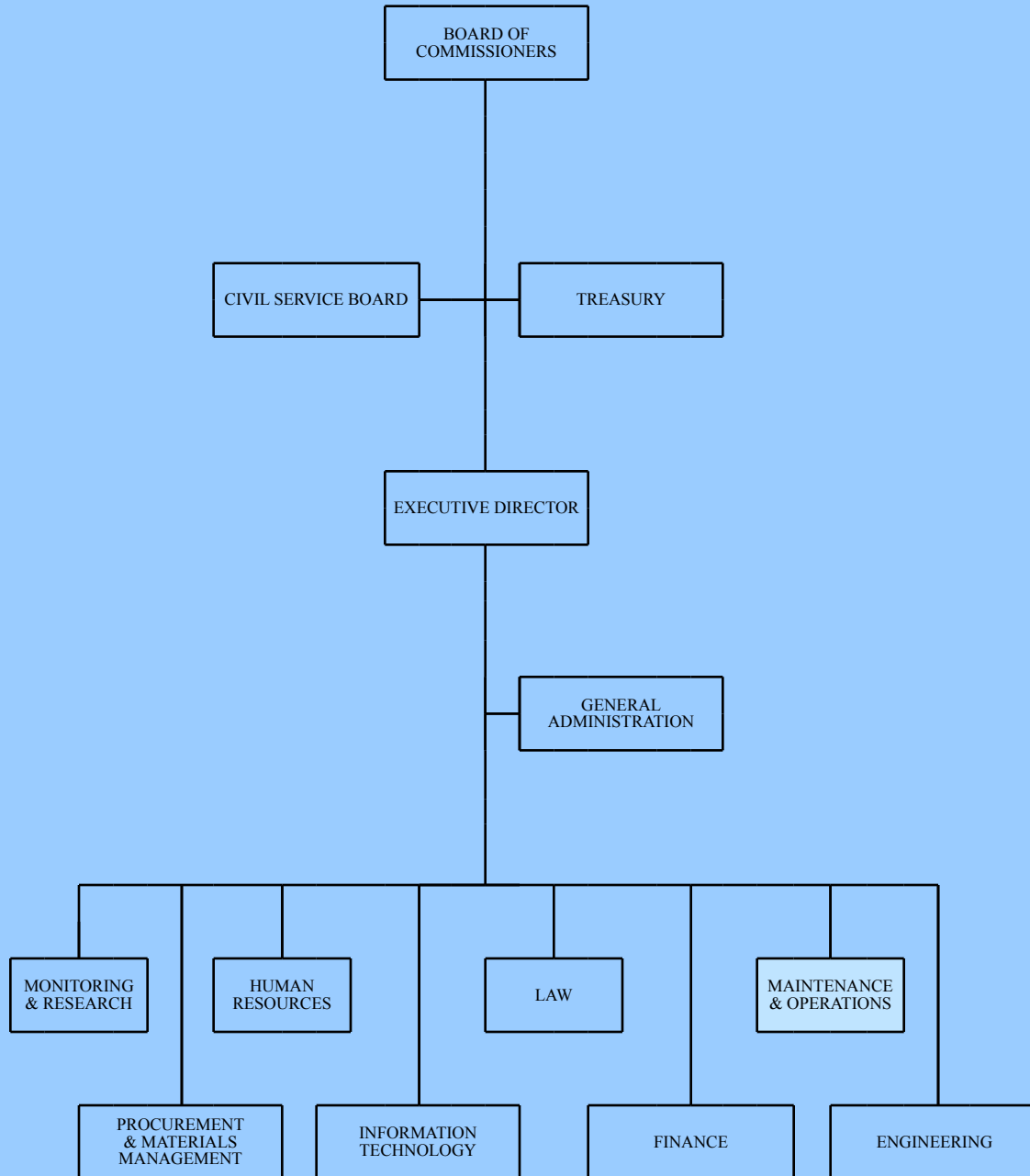
NOTES: 1. Amounts may not add up due to rounding.

2. Departmental appropriation totals for salaries in the Line Item Analysis may differ from those contained in the Position Analysis by a factor identified to adjust for vacancies.

Additionally, Estimated Expenditure may either exceed Adjusted Appropriation when transfers of funds are anticipated or be less than Expenditure (Committed Budget plus Disbursement) when not all commitments are anticipated to be completed by year-end.

| Fund: Corporate Dept: Finance | | POSITION ANALYSIS | | | | |
|----------------------------------|---|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| 410 | Executive Division | | | | | |
| 411 | Executive Section | | | | | |
| EX13 | Clerk/Director of Finance | 1 | 1 | | 1 | |
| HP21 | Comptroller #4 | 1 | 1 | | 1 | |
| EX06 | Secretary to Officer | 2 | 2 | | 1 | |
| TOTAL | Executive Section | 4 | 4 | 658,384.72 | 3 | 524,092.14 |
| 413 | Internal Auditing Section | | | | | |
| HP19 | Accounting Manager #2 (New Grade HP18) | 1 | 1 | | 1 | |
| HP17 | Supervising Accountant #2 (Financial Analyst) (New Grade HP16) | 1 | 2 | | 2 | |
| HP16 | Financial Analyst | 2 | 1 | | 1 | |
| HP12 | Accounting Associate | 1 | 1 | | — | |
| TOTAL | Internal Auditing Section | 5 | 5 | 598,957.91 | 4 | 529,064.12 |
| TOTAL | Executive Division | 9 | 9 | 1,257,342.63 | 7 | 1,053,156.26 |
| 420 | Accounting Division | | | | | |
| 440 | Financial Administration & Disbursements Section | | | | | |
| 441 | Administrative Unit | | | | | |
| HP19 | Accounting Manager #2 (New Grade HP18) | 1 | 1 | | 1 | |
| HP17 | Supervising Accountant #2 (Financial Analyst) (New Grade HP16) | 2 | 1 | | 1 | |
| HP16 | Financial Analyst | — | 1 | | 1 | |
| HP13 | Senior Administrative Specialist | 1 | 1 | | 1 | |
| TOTAL | Administrative Unit | 4 | 4 | 508,937.37 | 4 | 508,937.52 |
| 443 | Billing Unit | | | | | |
| HP12 | Accounting Associate | 3 | 2 | | 3 | |
| TOTAL | Billing Unit | 3 | 2 | 135,834.65 | 3 | 213,592.34 |
| 446 | Accounts Payable Unit | | | | | |
| HP13 | Accounting Clerk III #2 (Accounting Associate) (New Grade HP12) | 1 | 1 | | 1 | |

| Fund: Corporate Dept: Finance | | POSITION ANALYSIS | | | | |
|---|---|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP12 | Accounting Associate | 2 | 2 | | 2 | |
| TOTAL | Accounts Payable Unit | 3 | 3 | 231,649.01 | 3 | 232,285.04 |
| TOTAL | Financial Administration & Disbursements Section | 10 | 9 | 876,421.03 | 10 | 954,814.90 |
| 450 | Special Projects & Payroll Section | | | | | |
| 451 | Special Projects Unit | | | | | |
| HP19 | Accounting Manager #2 (New Grade HP18) | 1 | 1 | | 1 | |
| HP16 | Financial Analyst | 1 | 1 | | 1 | |
| HP14 | Budget & Management Analyst | — | 1 | | 1 | |
| TOTAL | Special Projects Unit | 2 | 3 | 334,132.91 | 3 | 334,609.86 |
| 452 | Payroll Unit | | | | | |
| HP16 | Financial Analyst | 1 | 1 | | 1 | |
| HP12 | Accounting Associate | 1 | 1 | | 1 | |
| TOTAL | Payroll Unit | 2 | 2 | 185,447.20 | 2 | 198,658.20 |
| TOTAL | Special Projects & Payroll Section | 4 | 5 | 519,580.11 | 5 | 533,268.06 |
| 460 | General Accounting Section | | | | | |
| 463 | Accounting Unit | | | | | |
| HP19 | Accounting Manager #2 (New Grade HP18) | 1 | 1 | | 1 | |
| HP16 | Financial Analyst | 2 | 2 | | 2 | |
| HP13 | Accounting Clerk III #2 (Accounting Associate) (New Grade HP12) | 1 | 1 | | 1 | |
| HP12 | Accounting Associate | 1 | 1 | | 1 | |
| TOTAL | Accounting Unit | 5 | 5 | 580,263.43 | 5 | 576,325.88 |
| TOTAL | General Accounting Section | 5 | 5 | 580,263.43 | 5 | 576,325.88 |
| TOTAL | Accounting Division | 19 | 19 | 1,976,264.57 | 20 | 2,064,408.84 |
| TOTAL | Finance | 28 | 28 | 3,233,607.20 | 27 | 3,117,565.10 |
| NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix. | | | | | | |





Metropolitan Water Reclamation District of Greater Chicago

100 EAST ERIE STREET CHICAGO, ILLINOIS 60611-3154 312.751.5600

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Kari K. Steele
David J. Walsh

September 11, 2018

Mr. John P. Murray
Acting Executive Director
OFFICE

Dear Sir:

Subject: 2019 Program for the Maintenance & Operations Department

The Maintenance & Operations Department's program for 2019, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of the department's 2019 initiatives in alignment with and in support of the Strategic Business Plan. The budget requests include all amendments as directed by you during the Executive Director Budget Hearings in August of this year.

The narrative provides a summary of the department, 2019 major initiatives and challenges, and 2018 accomplishments. Supporting schedules of objectives, performance, and staffing levels present three years of detailed budgetary information.

Thank you for the opportunity to present the proposed Maintenance and Operations Department budget for 2019.

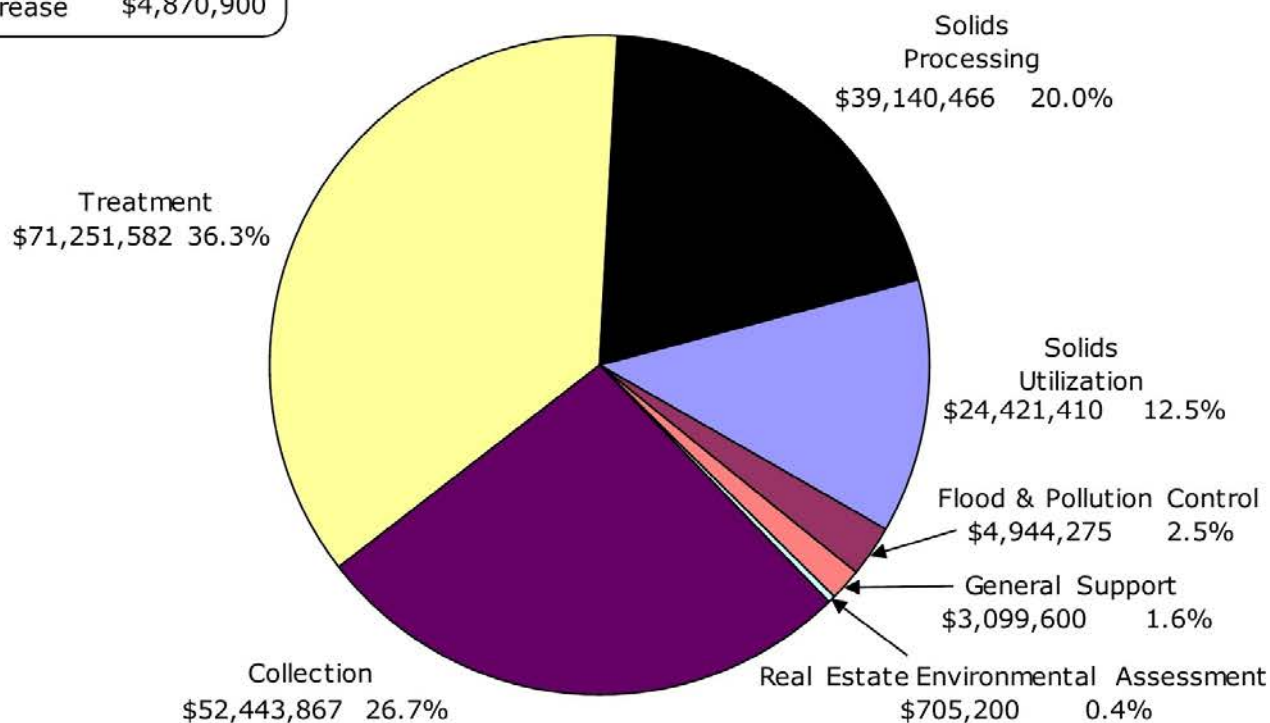
Respectfully submitted,

Thomas M. Conway
Acting Director of Maintenance & Operations

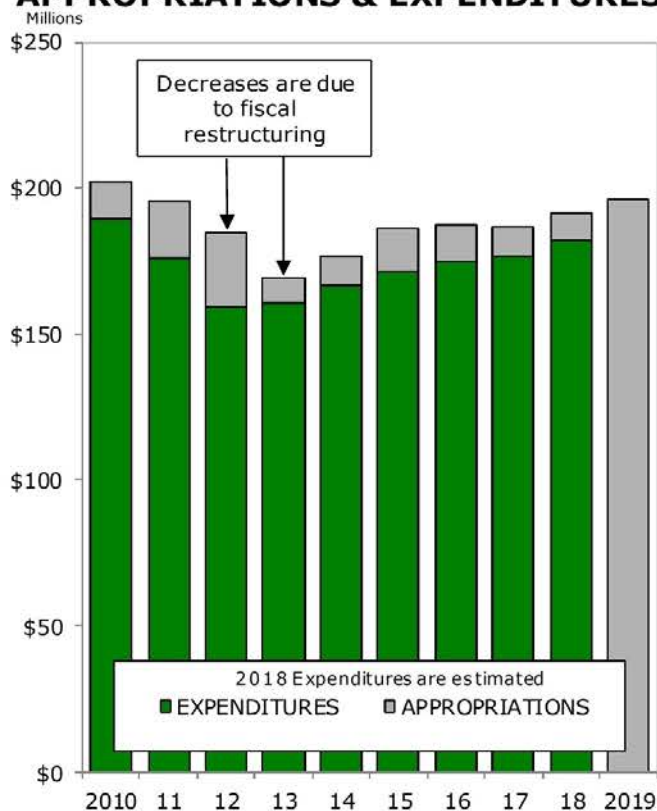
MAINTENANCE & OPERATIONS – ALL DIVISIONS

| | |
|----------|---------------|
| 2019 | \$196,006,400 |
| 2018 | \$191,135,500 |
| Increase | \$4,870,900 |

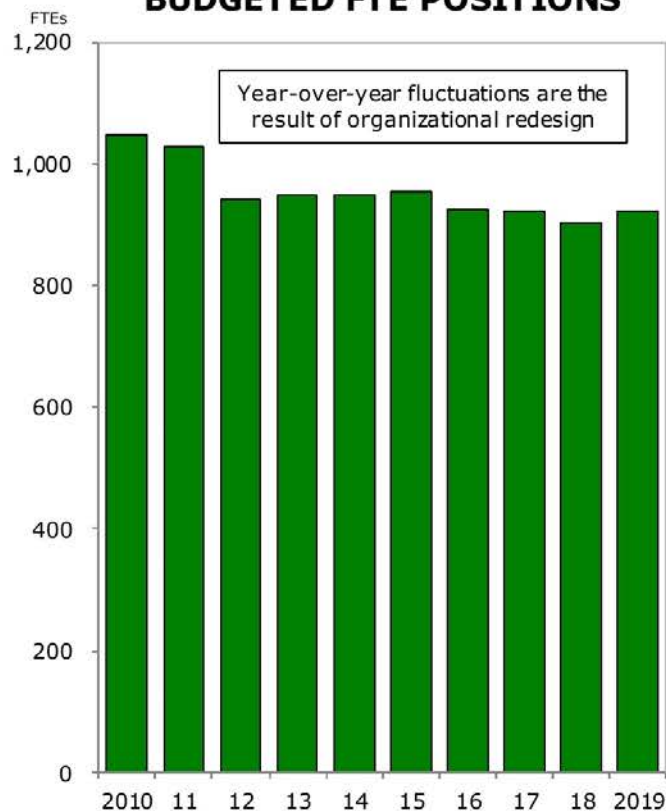
FUNCTIONS



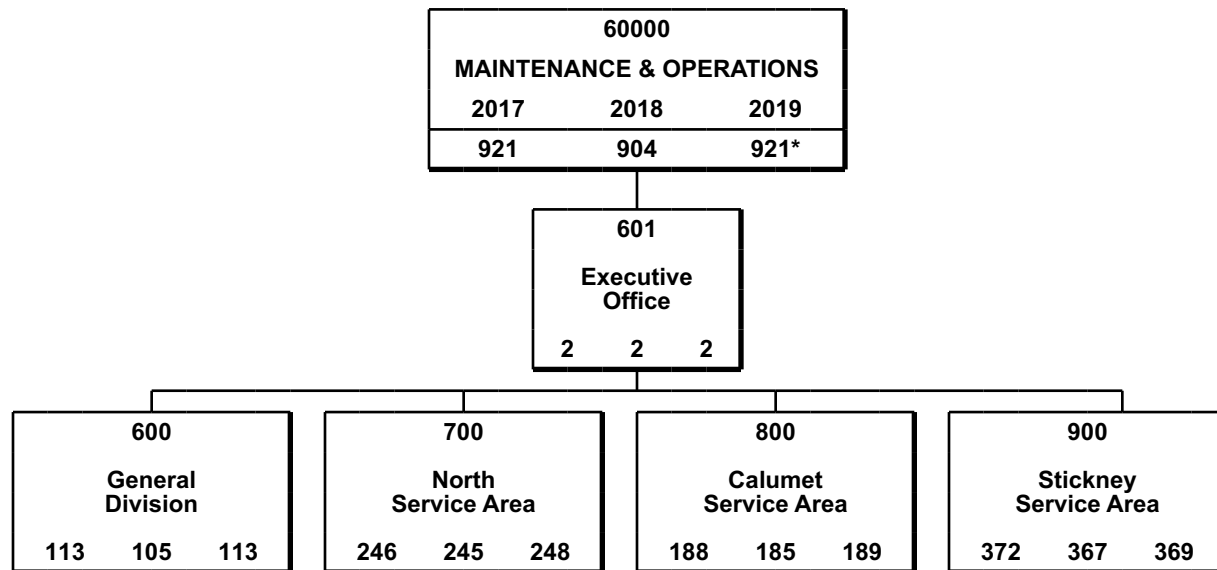
APPROPRIATIONS & EXPENDITURES



BUDGETED FTE POSITIONS



MAINTENANCE & OPERATIONS - ALL DIVISIONS



- * The 2019 position total for the Maintenance & Operations Department is 921. There are an additional 27 positions funded by the Stormwater Management Fund, while the operations remain in the Maintenance & Operations Department.

MAINTENANCE & OPERATIONS

The mission of the Maintenance & Operations Department (M&O) is to maintain and operate the District's facilities at an optimal level, to protect our environment by collecting and treating wastewater, minimizing flooding, maintaining our waterways free of pollution, producing and beneficially reusing high quality biosolids, and providing environmental remediation for District-owned real estate in the most economical and environmentally sustainable manner.

Departmental Summary

M&O consists of four divisions. Three of the divisions, referred to as the Calumet Service Area, the North Service Area, and the Stickney Service Area, collectively maintain and operate the collection systems and treatment plants within the District's 882.1 square mile service area, serving a population equivalent of 5,073,092 people. The fourth division, referred to as the General Division, maintains and operates the Lockport Powerhouse, the waterways, the collection systems, and nine solids management areas. The department's primary responsibilities include:

- Collecting and treating approximately 492.6 billion gallons of wastewater annually by operating seven wastewater treatment plants and through a contract agreement with the Fox River Water Reclamation District, a 560 mile network of intercepting sewers, 109.4 miles of the Tunnel and Reservoir Plan tunnels, and three ancillary reservoirs;
- Improving the quality of water in the area waterways by maintaining and operating five sidestream elevated pool aeration stations and two instream aeration stations;
- Providing flood relief to Cook County by maintaining 532 miles of small streams and rivers and 37 detention reservoirs, of which 34 are dedicated solely to stormwater retention;
- Processing high quality biosolids, which is the byproduct of wastewater treatment, for beneficial reuse.

Summary of 2018 Accomplishments

- Created a pilot-scale bagging program for marketing the District's Class A Exceptional Quality (EQ) compost, while also completing marketing improvements for EQ biosolids, including website updates and creating online order forms;
- Installed drainage water management and denitrifying bioreactor systems at the District's Fulton County site to assist the Monitoring & Research Department's demonstration of nutrient runoff recapture as a means of enhancing watershed health;
- Began installation of a second turbo blower at the Hanover Park Water Reclamation Plant (WRP), which will improve aeration process efficiency and reduce electrical costs;
- Rehabilitated six main sewage pump motors at the O'Brien WRP, which District staff accomplished by cleaning via dry ice blasting, re-varnishing, performing electrical testing, and correcting abnormalities that were discovered;
- Completed performance testing of ANITA™ Mox system for sidestream deammonification process at the Egan WRP, which will treat post-dewatering process centrate and thereby minimize its pumping to the O'Brien WRP for treatment;
- Completed installation of an upgraded sludge concentration conveyor at the Calumet WRP, which will ensure efficient debris removal from sludge screenings and decrease future maintenance costs;
- Began installation of programmable fire alarm panels and network components at the Calumet WRP, which will replace existing obsolete equipment and improve the ability to maintain critical life-safety systems;
- Completed installation of an upgraded vacuum priming system at the 95th Street Pumping Station, which will increase the overall dependability of the vacuum system and reduce the risk of flooding during heavy rain events;
- Introduced high strength organic waste to Aeration Battery D at the Stickney WRP, to enhance the biological phosphorus removal process.

Budget Highlights

The 2019 appropriation for the M&O Corporate Fund is \$196,006,400, an increase of \$4,870,900, or 2.5 percent, from 2018. The Corporate Fund staffing level has increased from 904 to 921. The increase is due to the addition of two Associate Process Control Engineers, two Electrical Mechanics, two Engineering Technician V positions, one Machinist, two Maintenance Laborer Class A positions, one Maintenance Laborer Class A Shift, one Master Mechanic, one Operating Engineer II, and one Systems Dispatcher, and the transfer in of one Associate Electrical Engineer, one Associate Mechanical Engineer, one Senior Electrical Engineer, and one Senior Mechanical Engineer from the Monitoring & Research Department and one Associate Civil Engineer from the Engineering Department, offset by the drop of one Assistant Engineer of Treatment Plant Operations II. Five of the added positions will not be filled until five existing positions, one Engineering Technician IV, one Maintenance Laborer Class A Shift, two Maintenance Laborer Class B positions, and one Master Mechanic I, are vacated and dropped. An additional 27 positions are funded in the Stormwater Management Fund. The total 2019 position count is 948, compared to the total 2018 position count of 931.

For M&O, like the rest of the District, the Strategic Business Plan (SBP) guides and informs the department's activities. From a large-scale project to a routine task, each activity links to the plan. In 2019, M&O will continue to advance the SBP, its six goals, and accompanying strategies.

2019 Initiatives in Support of the Strategic Business Plan Include the Following:

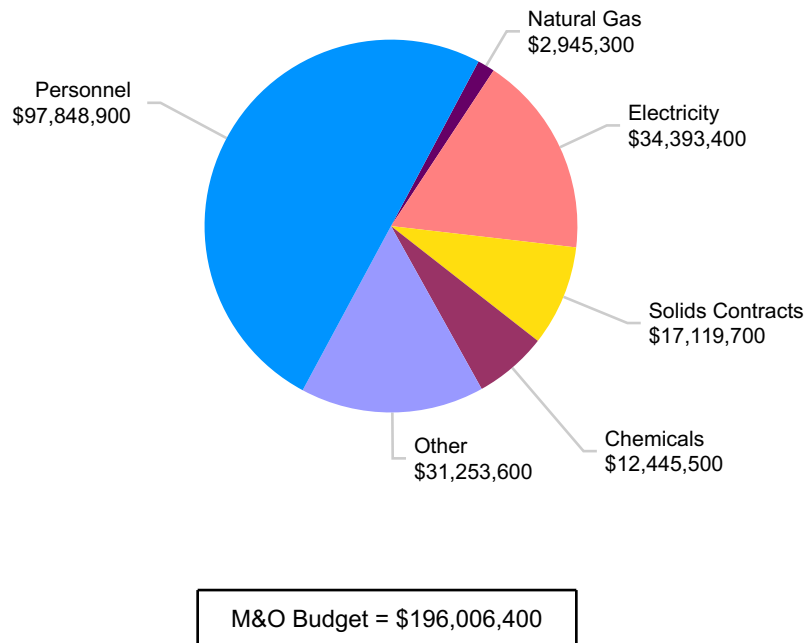
• Add Value

The Lockport Powerhouse was built in 1907 and marks the southwestern extent of the District-managed Chicago Area Waterway System (CAWS). It was recognized by the National Park Service with a listing on the National Register of Historic Places on March 10, 2004. However, its value is not just as a site with architectural or historic merit. The facility is integral to managing the CAWS and reducing the risk of flooding throughout the District's service area. The Lockport Powerhouse enables the District to control the levels of the canal.

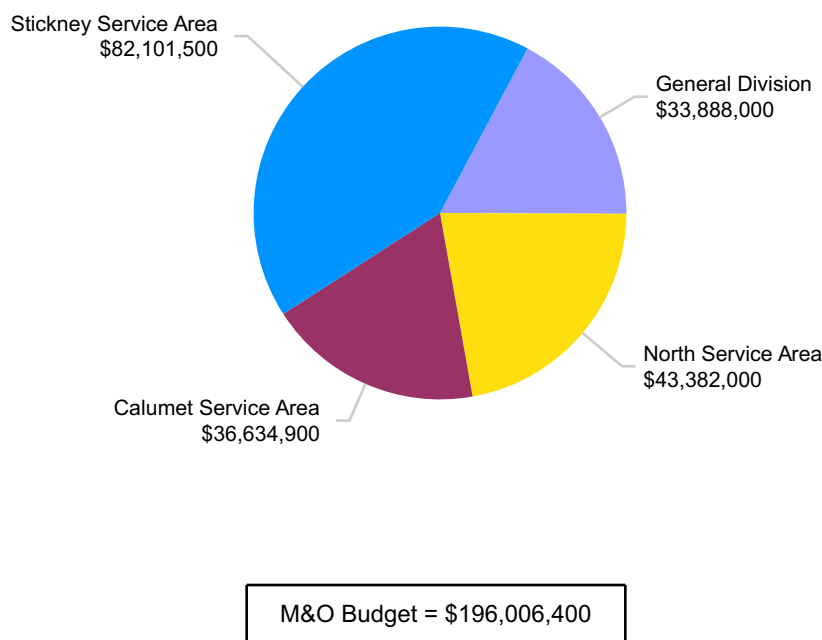
In addition to its role in managing the waterways, the Lockport Powerhouse also adds value by providing financial benefits from hydroelectric power generation. The water flowing through the facility is harnessed by two turbines to provide a safe and environmentally friendly hydroelectric energy source that is sold back to Commonwealth Edison. By the end of December 2017, the Lockport Powerhouse generated 37,583,707 kilowatt hours of power and \$1.3 million in revenue. Projected generation for 2018 and 2019 is 40,000,000 kilowatt-hours annually, with a projected annual value of approximately \$1.3 million for 2018 and \$1.2 million for 2019.

To add value, the District actively looks for opportunities to leverage existing resources, including real estate, a strategy specified in the SBP. In support of that strategy, M&O is partnering with the Monitoring & Research Department to use the District's Fulton County, Illinois property for research related to nutrient recovery and control, another strategy defined in the SBP. Beginning in 2018, two drainage water management systems and three denitrifying bioreactor systems covering 82 acres of farmland will be installed. The systems are part of a project to demonstrate and study the recapture of nutrient runoff as a means of enhancing watershed health.

2019 Appropriations by Major Line Item



2019 Appropriations by Service Area



• Excellence

Creating and maintaining a culture of excellence is no small task. The District's commitment to this goal was once again made apparent when the National Association for Clean Water Agencies recently honored the organization for successfully meeting the highest standards in producing clean water. In recognition of decades of complete and consistent compliance of National Pollutant Discharge Elimination System permits, the District received Platinum Peak Performance awards at five of its WRPs, a distinction provided to treatment plants that have reached this status for five consecutive years. The following facilities have earned Platinum status: the Calumet WRP for 26 years; the Lemont WRP for 21 years, the Kirie WRP for 13 years, the O'Brien WRP for 12 years, and the Hanover Park WRP for 10 years. In addition, the Egan WRP earned a gold award for the fourth straight year, and the Stickney WRP earned a silver award for meeting 99.94 percent compliance. For 2017, the year most recently considered, the District achieved an overall compliance rate of 99.99 percent. These awards represent the District's enduring excellence in the face of more stringent regulatory requirements, aging infrastructure, changing weather patterns, and new demands for waterway activity.

The SBP clearly establishes the strategies necessary to achieve excellence, with process optimization as one of the central themes. Using the SBP as a guide to operations, M&O is working to optimize energy intensive processes, a strategy that is particularly important in the face of increasing external challenges. Going forward, disinfection, more stringent effluent requirements, and changing operations will only serve to amplify energy costs, which account for approximately 20 percent of the department's budget. To counterbalance these cost drivers, the department is aggressively pursuing energy efficiencies, especially in energy-intensive areas of the treatment process, such as aeration. To that end, the department continues to refine its air usage reduction program, which includes the installation of better performing equipment, the creation of key performance indicators to monitor energy consumption, and the reduction of dissolved oxygen set points while still complying with permit requirements.

When considering the electrical energy required to run a wastewater treatment plant, and the substantial costs involved, both the demand side and the supply side of the equation need to be managed effectively. On the supply side, the District is driving down energy costs by purchasing electricity at discounted rates through a competitive auction. The District also participates in a voluntary energy curtailment program and expects to receive a \$1.1 million rebate for the 2018-2019 period. The program requests participants to reduce energy use voluntarily when the region's electricity grid is on the verge of a brownout or blackout due to high electricity usage.

Since 1998, when it first joined the curtailment program, the District has received approximately \$12.97 million in total revenue for reducing electricity usage at designated times. Historically, the District has used a curtailment service provider (CSP) to register for the program. On average, a CSP charges 10 percent of the total compensation. Fortunately, the District no longer needs the

services of a CSP because on May 3, 2018, the Board of Commissioners approved the District's membership in Pennsylvania-New Jersey-Maryland Interconnection, a regional transmission organization that coordinates the movement of wholesale electricity in several states, including Illinois. As a member, the District can register assets to participate in the base residual auction without assistance of a CSP. For the 2021-2022 calendar year (the earliest available), the District will commit to curtail 36.887 megawatt hours. The committed amount will be pooled with other members' commitments and sold at the demand response auction. Each participating member will receive an equal dollar value per megawatt hour. Energy curtailment is a smart choice for the District as it saves money and helps the environment by reducing energy usage, which reduces the emission of greenhouse gases. Curtailment also follows the SBP strategy that calls for the responsible use of resources in the delivery of services.

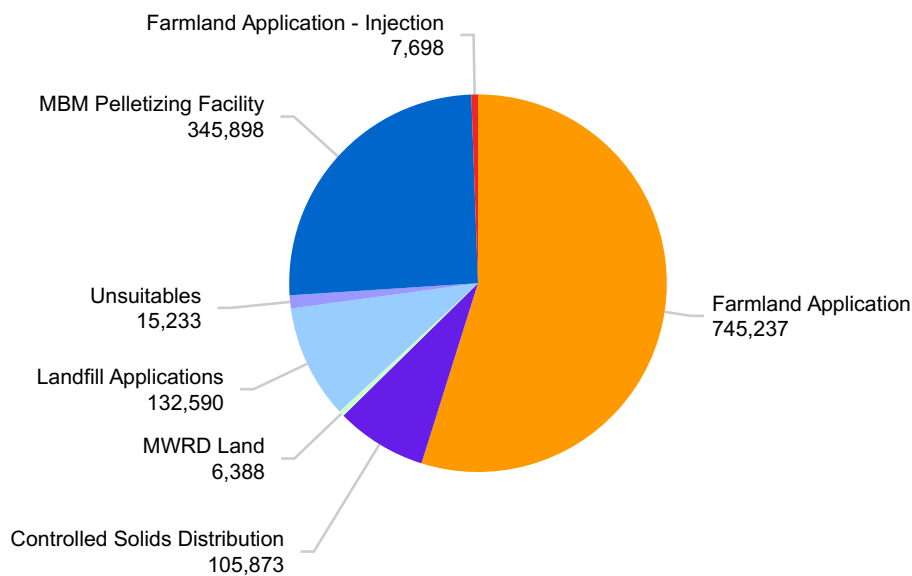
• Resource Recovery

The major pillars of the resource recovery program include biosolids, phosphorus, and energy. M&O is actively pursuing programs and initiatives that align with all three.

At the District, biosolids are produced as a resource to be beneficially reused as a safe and environmentally friendly alternative to synthetic fertilizer. In recognition of their value, the SBP identifies the sale of biosolids as a high-value, high-priority strategy. As a first step in executing that strategy, the District successfully lobbied the State of Illinois to recognize EQ biosolids in the same manner as the United States Environmental Protection Agency: as a product safe for distribution and sale. As proof of their quality and inherent value, the District's compost and air-dried biosolids products are registered with the Illinois Department of Agriculture as soil amendments, which affords the District the ability to create a commercial market for these products within its service area. The District has made strides in developing that market through several initiatives including a pilot program to distribute bags of composts at different venues, attendance at trade and landscaping events to showcase our EQ product, and a mutually beneficial arrangement with the Illinois Tollway to provide compost for their extensive landscaping work. In order to receive the necessary bulking agents to create high-quality composted biosolids, the District has developed a successful yard waste acceptance program, two major elements of which are an intergovernmental agreement with the City of Chicago and the District's Resource Recovery Ordinance. All of these programs, actions, and initiatives are designed to cultivate a local customer base, improve product performance, and advance the goal of Resource Recovery.

The chart below illustrates how biosolids have been beneficially reused over the years. Given the District's ongoing efforts to transform the biosolids market, the allocation of biosolids reuse will undoubtedly evolve over time.

Resource Recovery: Biosolids Reuse (in Dry Tons) 2008 - 2017



Total: 1,358,917 Dry Tons

Regulations regarding the amount of phosphorus contained in treated effluent have become increasingly strict. While too much phosphorus in water can cause algae to bloom, depleting the oxygen supply and killing other aquatic life, phosphorus is also essential to plant growth and is a key ingredient in agricultural fertilizer. In 2016, in partnership with Ostara Nutrient Recovery Technology Inc. (Ostara), the Ostara Pearl® Process was launched at the Stickney WRP to address nutrient recovery. This innovative technology addresses both the positive and negative aspects of phosphorus as it occurs in a wastewater treatment plant. It allows the waste stream to be disposed of in an efficient way, while recovering phosphorus in a slow-release fertilizer for environmentally friendly reuse. Called the Ostara Pearl® Process, it uses patented fluid bed reactors (43-foot high stainless steel vats) to extract phosphorus and ammonia from the waste stream by adding appropriate doses of magnesium chloride and caustic to form a precipitation reaction. The result is fertilizer pellets rich in phosphorus, nitrogen, and magnesium that are dried and bagged for sale. It is a solution that benefits the environment while providing a revenue stream to the District from the sale of the high value fertilizer back to Ostara. The production estimate is approximately four to seven tons of pellets per day. However, as with any new process, the assumptions and estimates will be reevaluated as additional experience is acquired. Currently, other chemical options, such as using magnesium oxide to reduce consumption of the more costly sodium hydroxide and magnesium chloride, are being explored with process optimization as the goal.

This nutrient recovery facility, the largest of its kind, is an example of how progressive technology can be implemented to transform a wastewater treatment facility into a resource recovery center, providing significant environmental benefits to the CAWS. Moreover, it serves as an example of the District's commitment to evaluating projects along multiple dimensions: financial, societal, and environmental. With initiatives like this, the District is charting a trajectory from a traditional utility to a Utility of the Future.

Another resource recovery project with high strategic value is the rehabilitation of the digester gas turbine at the Stickney WRP. The project is perfectly aligned with the goal of resource recovery as it relates to energy, specifically the maximization of digester gas usage. A contract to rehabilitate the turbine was awarded in 2016 and will be completed in late 2018. During the summer months, the turbine will operate using digester gas, a byproduct of the treatment process, to power equipment, such as pumps and aeration blowers. The digester gas will be consumed in the combustor of a three-megawatt electric generator. The generated electricity will, in turn, be delivered back to the grid and distributed throughout the plant, thereby reducing total electrical demand.

The turbine has hardly been turned on and already the department is pursuing measures to optimize its performance. In the first quarter of 2019, gas cleaning equipment will be installed to remove the undesirable components from the digester gas stream. Gas that has not been "scrubbed" or cleaned can leave deposits on the turbine blades, leading to blade erosion and a significant drop in operating efficiency. Scrubbed gas, on the other hand, can decrease maintenance intervals, improve fuel (heat) value, and improve performance.

- **Develop Employees**

Understanding that a skilled workforce creates a strong organization, M&O is committed to providing training opportunities to all of its employees. Illustrating that point, a Senior Engineer from the Kirie WRP will travel to Denmark in late 2018 to visit the water treatment facility of Aarhus Vand, an independent regional waste and wastewater enterprise located in southern Denmark that is owned by the municipality of Aarhus. The Danish facility is in the process of expanding and renovating to become 150 percent energy self-sufficient. The knowledge and experience gained by the employee will be of great value.

A strong training program is also increasingly important as M&O reduces its reliance on maintenance outsourcing. In order to perform the maintenance function well, employees must be adequately trained. In 2019, staff will attend conferences and training sessions on a variety of topics, including electrical troubleshooting, generators and emergency power, pump repair, and programmable logic controllers.

- **Leading Partnerships**

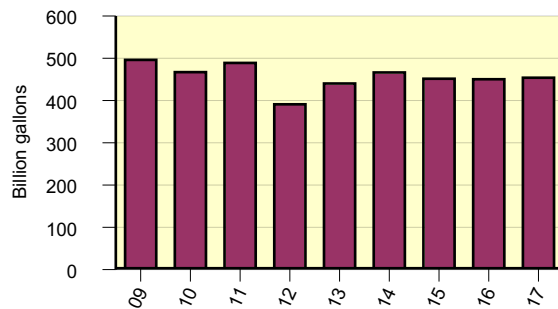
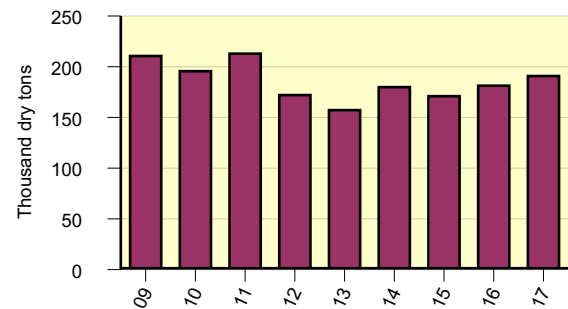
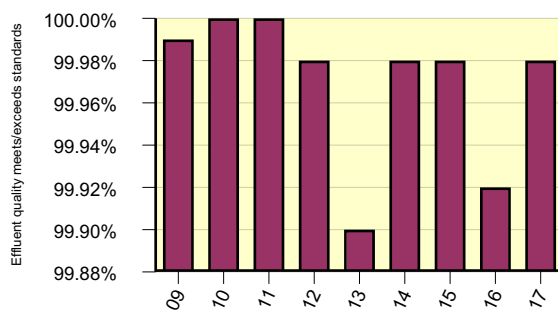
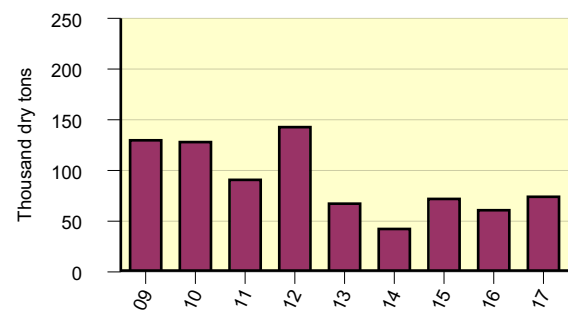
In 2018, the District entered into an agreement with Siga Sec Global, Inc. (Siga) for a pilot project at the Lockport Powerhouse to install cyber security equipment to monitor gate movements and analyze data for anomalies. Siga was referred to the District by Current Innovation, NFP, which is a non-profit water entity based in Chicago and launched in 2016 as a public-private partnership of the City of Chicago, the District, and World Business Chicago. Siga develops anomaly detection and cyber security solutions for supervisory control and data acquisition systems, with the purpose of protecting and monitoring mission-critical operational assets. Siga has agreed to conduct this pilot study at no cost to the District. Pilot testing of the technology will allow the District to verify its stated benefits and determine if it is a viable option for full-scale implementation or use at other District facilities. Siga is currently collecting data for analysis. Reports based on the retrieved data will be developed and may eventually provide an additional layer of monitoring and detection for greater cyber security. This project is consistent with the District's SBP, particularly with respect to nurturing strategic partnerships and pursuing technology solutions for optimized performance.

- **Technology**

Two projects are currently underway to install disc filter technology at the Egan and Hanover Park WRPs. The disc filters will replace the existing gravity filter beds, which have degraded over time. Gravity filtration is a physical process to separate solids from liquids. It is used for filtering treated wastewater effluent in tertiary treatment, which involves the removal of residual suspended solids. Tertiary treatment is performed before disinfection to improve chlorination or ultraviolet disinfection. Following a thorough investigation by M&O and the District's project vetting committee, disc filter technology was identified as the preferred replacement option. There are several advantages to disc filter technology, including the high-quality effluent it provides, its smaller physical footprint, its reduced energy demand, and its relatively simple operation and maintenance requirements. These projects, which are funded in the District's Capital Improvements Bond Fund, exemplify the organization's commitment to designing an operating budget and a capital improvement program that work together to fulfill the SBP.

60000 M&O - ALL DIVISIONS**OBJECTIVES AND PROGRAM SUMMARY****OBJECTIVES BY PRIORITY:**

| | Cost | Percent |
|---|-----------------------|---------------|
| 1. COLLECTION & TREATMENT: The M&O Department will collect and treat approximately 492.6 billion gallons of wastewater through its seven treatment facilities and through a contract agreement with the Fox River Water Reclamation District. | \$ 123,695,449 | 63.0% |
| 2. SOLIDS PROCESSING: The M&O Department will remove and process approximately 182,600 dry tons of concentrated sewage through various systems, including heated digestion, centrifuging, concentration, and aging low solids sludge and centrifuge cake in lagoons. | \$ 39,140,466 | 20.0% |
| 3. SOLIDS UTILIZATION: The M&O Department will utilize approximately 99,800 dry tons of biosolids for application at final utilization sites, such as farm applications and daily and final cover at sanitary landfills. | \$ 24,421,410 | 12.5% |
| 4. FLOOD & POLLUTION CONTROL: The M&O Department, in cooperation with local communities, will strive to minimize local area flooding and pollution of Lake Michigan through continuous control of the water levels in 76.1 miles of canals and 532 miles of small streams and rivers, and through the operation of 37 detention reservoirs, of which 34 are dedicated solely to stormwater retention. It will also work to maintain the quality of the waterways system and associated District properties through the activities of the debris boats and the channel maintenance crews. | \$ 4,944,275 | 2.5% |
| 5. GENERAL SUPPORT: The M&O Department provides technical and administrative support for other departments indirectly related to the operational activities of Collection & Treatment, Solids Processing, Flood & Pollution Control, and Solids Utilization. | \$ 3,099,600 | 1.6% |
| 6. REAL ESTATE ENVIRONMENTAL ASSESSMENT: The M&O Department inspects and evaluates District properties for compliance with the United States Environmental Protection Agency and the Illinois Environmental Protection Agency requirements. | \$ 705,200 | 0.4% |
| Total | \$ 196,006,400 | 100.0% |

Collection & Treatment**Solids Processing****NPDES Permit Compliance****Solids Utilization**

60000 M&O - ALL DIVISIONS**OBJECTIVES AND PROGRAM SUMMARY**

| PROGRAMS BY PRIORITY: | | | 2017 | | Budgeted | | Change | |
|-----------------------|------------------------------------|--|---------------|------|----------|---------------|----------------|---------|
| Number | Name | | Actual | | FTEs | Dollars | Dollars | Percent |
| 1000 | Collection | | \$ 45,098,039 | 2019 | 246 | \$ 52,443,867 | \$ 885,060 | 1.7 |
| | | | | 2018 | 244 | \$ 51,558,807 | | |
| 1100 | Surface Interceptor Systems | | \$ 4,061,806 | 2019 | 27 | \$ 3,789,100 | \$ (161,500) | (4.1) |
| | | | | 2018 | 27 | \$ 3,950,600 | | |
| 1200 | Tunnel and Reservoir System | | \$ 10,340,307 | 2019 | 43 | \$ 14,079,600 | \$ 601,000 | 4.5 |
| | | | | 2018 | 43 | \$ 13,478,600 | | |
| 1300 | Pumping Station Facilities | | \$ 14,081,661 | 2019 | 74 | \$ 15,245,300 | \$ (187,400) | (1.2) |
| | | | | 2018 | 74 | \$ 15,432,700 | | |
| 1900 | Collection - Indirect Costs | | \$ 16,614,265 | 2019 | 102 | \$ 19,329,867 | \$ 632,960 | 3.4 |
| | | | | 2018 | 100 | \$ 18,696,907 | | |
| 2000 | Treatment | | \$ 65,316,889 | 2019 | 386 | \$ 69,915,082 | \$ (218,073) | (0.3) |
| | | | | 2018 | 378 | \$ 70,133,155 | | |
| 2000 | Pre-Treatment | | \$ 3,812,181 | 2019 | 29 | \$ 3,437,700 | \$ 82,200 | 2.4 |
| | | | | 2018 | 29 | \$ 3,355,500 | | |
| 2100 | Primary Treatment | | \$ 3,441,404 | 2019 | 37 | \$ 3,482,500 | \$ 72,000 | 2.1 |
| | | | | 2018 | 36 | \$ 3,410,500 | | |
| 2200 | Secondary Treatment | | \$ 23,071,525 | 2019 | 95 | \$ 19,178,800 | \$ (2,533,200) | (11.7) |
| | | | | 2018 | 94 | \$ 21,712,000 | | |
| 2300 | Tertiary Treatment | | \$ 2,560,671 | 2019 | 18 | \$ 3,995,300 | \$ (217,100) | (5.2) |
| | | | | 2018 | 18 | \$ 4,212,400 | | |
| 2900 | Treatment - Indirect Costs | | \$ 32,431,108 | 2019 | 207 | \$ 39,820,782 | \$ 2,378,027 | 6.4 |
| | | | | 2018 | 201 | \$ 37,442,755 | | |
| 3000 | Solids Processing | | \$ 34,051,350 | 2019 | 203 | \$ 39,140,466 | \$ 1,008,786 | 2.6 |
| | | | | 2018 | 200 | \$ 38,131,680 | | |
| 3100 | Thickening | | \$ 5,921,273 | 2019 | 39 | \$ 6,012,900 | \$ 91,200 | 1.5 |
| | | | | 2018 | 39 | \$ 5,921,700 | | |
| 3200 | Stabilization | | \$ 5,971,832 | 2019 | 43 | \$ 6,160,300 | \$ 138,100 | 2.3 |
| | | | | 2018 | 43 | \$ 6,022,200 | | |
| 3300 | Dewatering | | \$ 10,630,203 | 2019 | 42 | \$ 13,440,000 | \$ (104,200) | (0.8) |
| | | | | 2018 | 41 | \$ 13,544,200 | | |
| 3900 | Solids Processing - Indirect Costs | | \$ 11,528,042 | 2019 | 79 | \$ 13,527,266 | \$ 883,686 | 7.0 |
| | | | | 2018 | 77 | \$ 12,643,580 | | |

Note: Explanations of significant changes are provided by individual division.

60000 M&O - ALL DIVISIONS**OBJECTIVES AND PROGRAM SUMMARY**

| PROGRAMS BY PRIORITY: | | | 2017 | | Budgeted | | Change | |
|-----------------------|---|----|-------------|------|----------|----------------|--------------|---------|
| Number | Name | | Actual | | FTEs | Dollars | Dollars | Percent |
| 4000 | Flood & Pollution Control | \$ | 4,487,433 | 2019 | 23 | \$ 4,944,275 | \$ 128,610 | 2.7 |
| | | | | 2018 | 23 | \$ 4,815,665 | | |
| 4200 | Waterways Control and Stormwater Reservoirs | \$ | 2,375,265 | 2019 | 18 | \$ 2,330,700 | \$ (164,700) | (6.6) |
| | | | | 2018 | 17 | \$ 2,495,400 | | |
| 4210 | Maintenance of Waterways | \$ | 162,617 | 2019 | — | \$ 314,000 | \$ 82,900 | 35.9 |
| | | | | 2018 | — | \$ 231,100 | | |
| 4300 | Stormwater Management | \$ | 164,285 | 2019 | — | \$ 31,300 | \$ (1,100) | (3.4) |
| | | | | 2018 | — | \$ 32,400 | | |
| 4400 | Aeration Facilities | \$ | 1,006,503 | 2019 | 2 | \$ 1,048,900 | \$ 34,200 | 3.4 |
| | | | | 2018 | 2 | \$ 1,014,700 | | |
| 4900 | Flood & Pollution Control - Indirect Costs | \$ | 778,763 | 2019 | 3 | \$ 1,219,375 | \$ 177,310 | 17.0 |
| | | | | 2018 | 4 | \$ 1,042,065 | | |
| 5000 | Solids Utilization | \$ | 22,463,922 | 2019 | 42 | \$ 24,421,410 | \$ 2,871,810 | 13.3 |
| | | | | 2018 | 38 | \$ 21,549,600 | | |
| 5100 | Solids Drying | \$ | 5,369,720 | 2019 | 10 | \$ 6,361,800 | \$ 250,900 | 4.1 |
| | | | | 2018 | 9 | \$ 6,110,900 | | |
| 5200 | Solids Distribution | \$ | 10,320,993 | 2019 | 8 | \$ 12,885,500 | \$ 2,277,100 | 21.5 |
| | | | | 2018 | 7 | \$ 10,608,400 | | |
| 5900 | Solids Utilization - Indirect Costs | \$ | 6,773,209 | 2019 | 24 | \$ 5,174,110 | \$ 343,810 | 7.1 |
| | | | | 2018 | 22 | \$ 4,830,300 | | |
| 7000 | General Support (excluding program numbers 7368 & 7604) | \$ | 2,918,228 | 2019 | 19 | \$ 3,099,600 | \$ 80,007 | 2.6 |
| | | | | 2018 | 19 | \$ 3,019,593 | | |
| 7368 | Real Estate Environmental Assessment | \$ | 979,665 | 2019 | 2 | \$ 705,200 | \$ 49,500 | 7.5 |
| | | | | 2018 | 2 | \$ 655,700 | | |
| 7604 | Social Security and Medicare Contributions | \$ | 1,249,621 | 2019 | — | \$ 1,336,500 | \$ 65,200 | 5.1 |
| | | | | 2018 | — | \$ 1,271,300 | | |
| Totals | | \$ | 176,565,147 | 2019 | 921 | \$ 196,006,400 | \$ 4,870,900 | 2.5% |
| | | | | 2018 | 904 | \$ 191,135,500 | | |

* The 2019 position total for the M&O Department is 948, which includes 27 positions funded by the Stormwater Management Fund.
Note: Explanations of significant changes are provided by individual division.

60000 M&O - ALL DIVISIONS**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated |
|--|---|--------------------------|----------------|----------------|----------------|
| 1000-2900 | Collection & Treatment | | | | |
| | Collect and Treat Wastewater at Seven Treatment Facilities and Through a Contract Agreement with the Fox River Water Reclamation District | Mil. Gallons | 457,104 | 503,700 | 492,550 |
| | | Cost | \$ 110,414,928 | \$ 121,691,962 | \$ 122,358,949 |
| | | Cost/Mil. Gallons | \$ 241.55 | \$ 241.60 | \$ 248.42 |
| 3000 | Solids Processing | | | | |
| | Remove and Process Solids from Concentrated Sewage Using Systems Including Heated Digestion, Centrifuging, Concentration, and Aging Low Solids Sludge and Centrifuge Cake in Lagoons | Dry Tons | 192,104 | 188,500 | 182,600 |
| | | Cost | \$ 34,051,350 | \$ 38,131,680 | \$ 39,140,466 |
| | | Cost/Dry Ton | \$ 177.25 | \$ 202.29 | \$ 214.35 |
| 4000 | Flood & Pollution Control | | | | |
| | Operation and Maintenance of the Waterways to Minimize Area Flooding and Pollution | | | | |
| 4200 | Minimize Area Flooding and Pollution of Lake Michigan Through the Continuous Control of Water Levels in Major Rivers and Canals | Cost | \$ 534,053 | \$ 978,400 | \$ 895,800 |
| | Generate Electricity at Lockport Powerhouse to Obtain Approximately \$1.2 million in Revenue | kWh | 37,583,707 | 40,000,000 | 40,000,000 |
| | | Cost | \$ 556,239 | \$ 139,700 | \$ 501,800 |
| | | Cost/kWh | \$ 0.0148 | \$ 0.0035 | \$ 0.0125 |
| | | * Revenue Generated | \$ 1,323,132 | \$ 1,000,000 | \$ 1,200,000 |
| | Minimize Diversion of Lake Michigan Water in Accordance with the U.S. Supreme Court Decree | Mil. Gal./Year Diversion | 41,632 | 60,152 | 60,152 |
| | | Cost | \$ 447,544 | \$ 309,800 | \$ 408,200 |
| | | Cost/Mil. Gal./Year | \$ 10.75 | \$ 5.15 | \$ 6.79 |
| | Operation of Detention Reservoirs | Reservoirs | 36 | 37 | 37 |
| | | Cost | \$ 837,429 | \$ 1,067,500 | \$ 524,900 |
| | | Cost/Reservoir | \$ 23,261.92 | \$ 28,851.35 | \$ 14,186.49 |
| 4210 | Maintenance of the Waterways and Canal Banks Within the Jurisdiction of the District. Activities Include Debris Removal, Insect and Rodent Control, Bridge Repairs, and Aeration Costs. | Cost | \$ 162,617 | \$ 231,100 | \$ 314,000 |
| 4300 | Stormwater Management | Cost | \$ 164,285 | \$ 32,400 | \$ 31,300 |
| 4400 | Aeration Facilities | Cost | \$ 1,006,503 | \$ 1,014,700 | \$ 1,048,900 |
| 4900 | Flood & Pollution Control - Indirect Costs | Cost | \$ 778,763 | \$ 1,042,065 | \$ 1,219,375 |
| 5000 | Solids Drying/Utilization | | | | |
| | Utilize Biosolids for Application at Final Utilization Sites Such as the Land Reclamation Fields in Fulton County, the Fischer Farm, Daily and Final Cover at Sanitary Landfills, and Other Farm Applications | Dry Tons | 75,375 | 100,000 | 99,800 |
| | | Cost | \$ 18,191,073 | \$ 17,169,900 | \$ 17,599,210 |
| | | Cost/Dry Ton | \$ 241.34 | \$ 171.70 | \$ 176.34 |
| 5271 | Pelletizer Disposal | Dry Tons | 37,143 | 40,000 | 80,000 |
| | Control Management and Disposal of Solids by Private Contracts | Cost | \$ 4,272,849 | \$ 4,379,700 | \$ 6,822,200 |
| | | Cost/Dry Ton | \$ 115.04 | \$ 109.49 | \$ 85.28 |
| 7000 | General Support (excluding program numbers 7368 & 7604) | | | | |
| | Technical and Administrative Support for Other Departments' Activities Indirectly Related to the Operational Activities of Collection & Treatment, Solids Processing, Flood & Pollution Control, and Solids Utilization | Cost | \$ 2,918,228 | \$ 3,019,593 | \$ 3,099,600 |
| 7368 | Real Estate Environmental Assessment | Cost | \$ 979,665 | \$ 655,700 | \$ 705,200 |
| 7604 | Social Security and Medicare Contributions | Cost | \$ 1,249,621 | \$ 1,271,300 | \$ 1,336,500 |
| Departmental Total | | | \$ 176,565,147 | \$ 191,135,500 | \$ 196,006,400 |
| Note: Explanations of significant changes are provided by individual division. | | | | | |
| * Revenue generated not included in total costs. | | | | | |

| Account Number | Account Name | LINE ITEM ANALYSIS | | | | | | |
|----------------|--|--------------------------------------|------------------------|---------------------------------|---|--------------------------------|--------------------------------|---|
| | | Fund: Corporate | | | | | | |
| | | Department: Maintenance & Operations | | | | | | |
| Account Number | Account Name | Division: All Divisions | | | | | | |
| | | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 601010 | Salaries of Regular Employees | \$ 85,103,264 | \$ 88,536,900 | \$ 88,536,900 | \$ 61,693,259 | \$ 86,857,500 | \$ 91,677,700 | \$ — |
| 601060 | Compensation Plan Adjustments | 4,713,807 | 5,102,100 | 5,102,100 | 3,848,044 | 5,284,300 | 4,829,400 | — |
| 601070 | Social Security and Medicare Contributions | 1,249,621 | 1,271,300 | 1,271,300 | 939,240 | 1,375,900 | 1,336,500 | — |
| 601080 | Salaries of Nonbudgeted Employees | 6,927 | 29,900 | 29,900 | — | — | 5,300 | — |
| 601100 | Tuition and Training Payments | 197,837 | 239,200 | 239,200 | 121,611 | 220,100 | 201,900 | — |
| 100 | TOTAL PERSONAL SERVICES | 91,271,456 | 95,179,400 | 95,179,400 | 66,602,153 | 93,737,800 | 98,050,800 | — |
| 612010 | Travel | 14,735 | 30,300 | 30,300 | 9,931 | 25,500 | 23,300 | — |
| 612030 | Meals and Lodging | 58,039 | 71,000 | 71,000 | 38,219 | 57,400 | 55,300 | — |
| 612050 | Compensation for Personally-Owned Automobiles | 108,549 | 144,900 | 144,900 | 72,572 | 119,900 | 108,500 | — |
| 612080 | Motor Vehicle Operating Services | 653 | 900 | 900 | 361 | 900 | 1,700 | — |
| 612150 | Electrical Energy | 35,900,800 | 38,601,900 | 38,426,900 | 23,893,660 | 35,267,200 | 34,393,400 | — |
| 612160 | Natural Gas | 2,928,497 | 2,796,300 | 2,971,300 | 2,023,747 | 3,052,600 | 2,945,300 | — |
| 612170 | Water and Water Services | 1,858,821 | 1,795,000 | 1,795,000 | 1,212,392 | 1,839,600 | 2,113,700 | — |
| 612210 | Communication Services | 554,338 | 882,700 | 894,200 | 680,070 | 883,200 | — | — |
| 612240 | Testing and Inspection Services | 118,984 | 276,300 | 276,300 | 215,161 | 209,200 | 166,700 | — |
| 612330 | Rental Charges | 155,665 | 169,700 | 169,700 | 167,625 | 154,600 | 161,500 | — |
| 612410 | Governmental Service Charges | 3,560,199 | 3,473,800 | 3,473,800 | 2,542,112 | 3,367,400 | 3,474,100 | — |
| 612420 | Maintenance of Grounds and Pavements | 828,992 | 1,013,500 | 1,013,500 | 943,877 | 906,800 | 1,430,900 | — |
| 612430 | Payments for Professional Services | 543,957 | 535,400 | 535,400 | 515,656 | 483,300 | 489,500 | — |
| 612490 | Contractual Services, N.O.C. | 404,189 | 673,500 | 635,200 | 454,456 | 557,800 | 645,100 | — |
| 612520 | Waste Material Disposal Charges | 10,284,686 | 10,894,000 | 10,872,900 | 10,860,911 | 9,724,000 | 10,926,400 | — |
| 612530 | Farming Services | 24,700 | 24,700 | 24,700 | 20,000 | 20,000 | 154,700 | — |
| 612590 | Sludge Disposal | 3,600,138 | 3,700,000 | 3,700,000 | 3,700,000 | 3,669,600 | 6,193,300 | — |
| 612600 | Repairs to Collection Facilities | 3,075,735 | 3,249,300 | 3,225,700 | 3,010,736 | 2,874,600 | 3,486,100 | — |
| 612620 | Repairs to Waterway Facilities | 43,619 | 46,700 | 46,700 | 44,588 | 44,600 | 47,900 | — |
| 612650 | Repairs to Process Facilities | 4,648,489 | 5,528,900 | 5,518,900 | 5,391,527 | 5,024,200 | 5,582,800 | — |
| 612670 | Repairs to Railroads | 266,937 | 368,700 | 322,500 | 299,986 | 310,000 | 266,900 | — |
| 612680 | Repairs to Buildings | 612,100 | 1,059,100 | 1,070,600 | 964,665 | 882,700 | 1,085,000 | — |
| 612760 | Repairs to Material Handling and Farming Equipment | 280,002 | 313,600 | 313,600 | 302,106 | 294,000 | 315,900 | — |
| 612780 | Safety Repairs and Services | 280,374 | 324,400 | 324,400 | 286,006 | 223,600 | 334,500 | — |
| 612790 | Repairs to Marine Equipment | 53,685 | 65,000 | 65,000 | 65,000 | 33,500 | 65,000 | — |
| 612820 | Computer Software Maintenance | 5,311 | 7,500 | 9,300 | 9,300 | 9,200 | 7,500 | — |

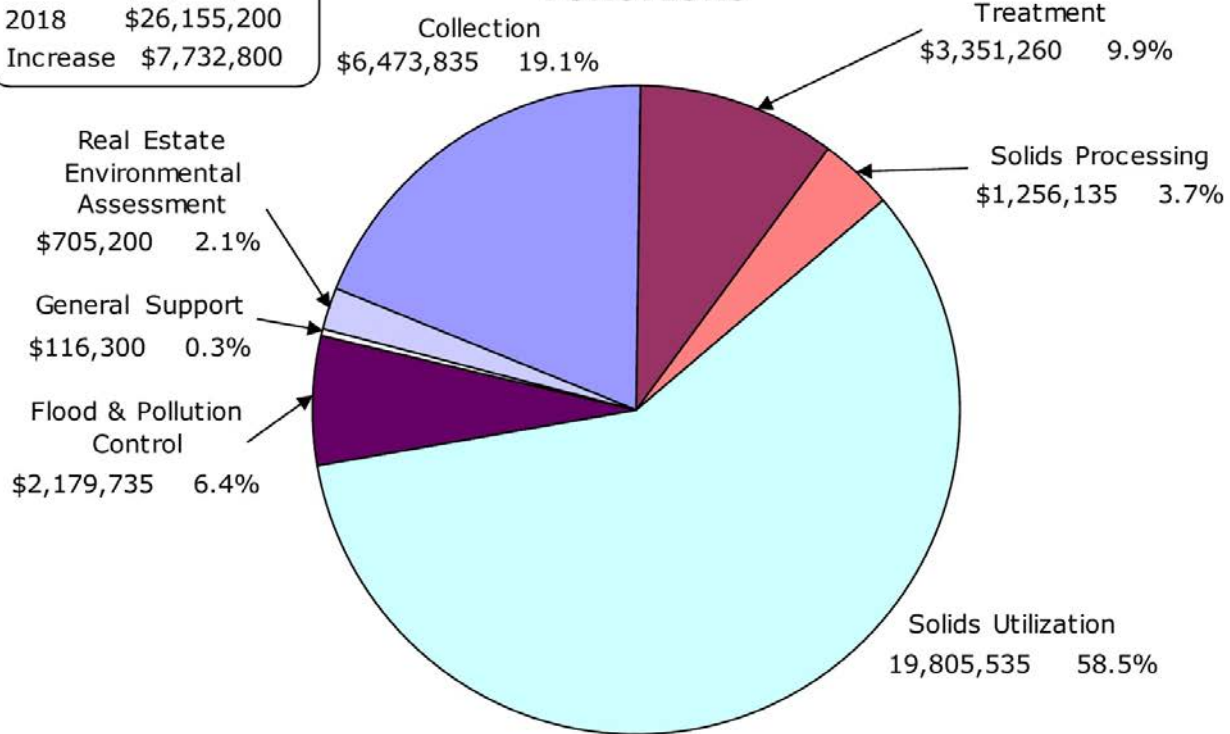
| 101 60000 | Fund: Corporate | LINE ITEM ANALYSIS | | | | | | |
|----------------|--|--------------------|------------------------|---------------------------------|---|--------------------------------|--------------------------------|---|
| | Department: Maintenance & Operations | | | | | | | |
| | Division: All Divisions | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 612840 | Communications Equipment Maintenance (Includes Software) | — | 5,000 | 5,000 | 5,000 | 4,500 | — | — |
| 612860 | Repairs to Vehicle Equipment | 114,985 | 166,300 | 166,300 | 157,510 | 138,400 | 140,600 | — |
| 612990 | Repairs, N.O.C. | 8,668 | 25,000 | 25,000 | 19,520 | 18,000 | 28,000 | — |
| 200 | TOTAL CONTRACTUAL SERVICES | 70,335,845 | 76,243,400 | 76,129,000 | 57,906,694 | 70,196,300 | 74,643,600 | — |
| 623030 | Metals | 27,671 | 35,600 | 35,600 | 30,455 | 27,800 | 30,500 | — |
| 623070 | Electrical Parts and Supplies | 1,751,074 | 2,006,900 | 2,580,900 | 2,482,207 | 2,247,200 | 2,638,400 | — |
| 623090 | Plumbing Accessories and Supplies | 520,477 | 785,600 | 777,000 | 666,281 | 731,600 | 823,800 | — |
| 623110 | Hardware | 15,423 | 8,000 | 8,000 | 7,726 | 6,600 | 8,300 | — |
| 623130 | Buildings, Grounds, Paving Materials, and Supplies | 125,640 | 172,800 | 172,800 | 140,033 | 149,600 | 148,300 | — |
| 623170 | Fiber, Paper, and Insulation Materials | 5,545 | 9,900 | 9,900 | 9,300 | 8,600 | 11,100 | — |
| 623190 | Paints, Solvents, and Related Materials | 4,864 | 6,600 | 6,600 | 6,290 | 6,400 | 13,000 | — |
| 623250 | Vehicle Parts and Supplies | 168,088 | 151,200 | 164,800 | 163,860 | 150,800 | 168,000 | — |
| 623270 | Mechanical Repair Parts | 2,203,088 | 2,454,100 | 3,567,900 | 3,468,156 | 3,381,900 | 3,823,100 | — |
| 623300 | Manhole Materials | 10,266 | 6,900 | 6,900 | 6,045 | 6,600 | 25,000 | — |
| 623520 | Office, Printing, and Photo Supplies, Equipment, and Furniture | 43,120 | 48,900 | 46,400 | 45,151 | 44,100 | 38,800 | — |
| 623530 | Farming Supplies | 4,610 | 3,700 | 3,700 | 3,400 | 3,400 | 4,000 | — |
| 623560 | Processing Chemicals | 9,134,723 | 12,878,200 | 11,169,200 | 11,022,334 | 10,142,700 | 12,445,500 | — |
| 623570 | Laboratory Testing Supplies, Small Equipment, and Chemicals | 23,141 | 25,600 | 25,600 | 19,049 | 22,400 | 25,600 | — |
| 623660 | Cleaning Supplies | 3,776 | 1,700 | 4,200 | 2,901 | 4,100 | 2,200 | — |
| 623680 | Tools and Supplies | 375,583 | 210,300 | 210,300 | 202,832 | 201,100 | 244,600 | — |
| 623700 | Wearing Apparel | 1,404 | 1,300 | 1,300 | 538 | 1,000 | 2,600 | — |
| 623780 | Safety and Medical Supplies | 42,819 | 70,100 | 67,600 | 50,060 | 46,800 | 53,700 | — |
| 623800 | Computer Software | 3,724 | 24,700 | 24,700 | 18,120 | 21,400 | 39,100 | — |
| 623810 | Computer Supplies | 10,902 | 37,700 | 37,700 | 34,514 | 35,700 | 170,000 | — |
| 623820 | Fuel | 255,334 | 338,700 | 359,900 | 357,157 | 341,700 | 317,600 | — |
| 623840 | Gases | 841 | 1,100 | 1,100 | 721 | 900 | 600 | — |
| 623850 | Communications Supplies | — | 5,500 | 5,500 | 4,900 | 4,700 | 24,300 | — |
| 623860 | Lubricants | 6,993 | 21,400 | 18,900 | 7,117 | 12,900 | 7,700 | — |
| 623990 | Materials and Supplies, N.O.C. | 58,890 | 188,600 | 188,600 | 165,776 | 175,100 | 117,500 | — |
| 300 | TOTAL MATERIALS AND SUPPLIES | 14,797,997 | 19,495,100 | 19,495,100 | 18,914,923 | 17,775,100 | 21,183,300 | — |
| 634600 | Equipment for Collection Facilities | 45,129 | 44,200 | 44,200 | 44,118 | 43,600 | 60,000 | — |

| 101 60000 | Fund: Corporate Department: Maintenance & Operations Division: All Divisions | LINE ITEM ANALYSIS | | | | | | |
|---|--|--------------------|------------------------|---------------------------------|---|--------------------------------|--------------------------------|---|
| | | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 634650 | Equipment for Process Facilities | 108,984 | 148,400 | 217,800 | 195,513 | 217,800 | 166,700 | — |
| 634760 | Material Handling and Farming Equipment | — | — | — | — | — | 337,000 | — |
| 634790 | Marine Equipment | — | — | — | — | — | 80,000 | — |
| 634810 | Computer Equipment | — | — | — | — | — | 250,000 | — |
| 634860 | Vehicle Equipment | — | — | — | — | — | 1,199,000 | — |
| 634970 | Testing and Laboratory Equipment | 5,737 | 25,000 | 33,000 | 30,904 | 37,900 | — | — |
| 634990 | Machinery and Equipment, N.O.C. | — | — | 12,000 | 11,225 | 12,000 | 36,000 | — |
| 400 | TOTAL MACHINERY AND EQUIPMENT | 159,850 | 217,600 | 307,000 | 281,760 | 311,300 | 2,128,700 | — |
| TOTAL MAINTENANCE & OPERATIONS | | \$176,565,148 | \$ 191,135,500 | \$ 191,110,500 | \$ 143,705,530 | \$182,020,500 | \$196,006,400 | \$ — |
| NOTES: 1. Amounts may not add up due to rounding. 2. Departmental appropriation totals for salaries in the Line Item Analysis may differ from those contained in the Position Analysis by a factor identified to adjust for vacancies. Additionally, Estimated Expenditure may either exceed Adjusted Appropriation when transfers of funds are anticipated or be less than Expenditure (Committed Budget plus Disbursement) when not all commitments are anticipated to be completed by year-end. 3. For the M&O Department, Expenditure (Committed Budget plus Disbursement) may exceed Adjusted Appropriation for a specific division as funding is controlled at the M&O Overall department-level. | | | | | | | | |

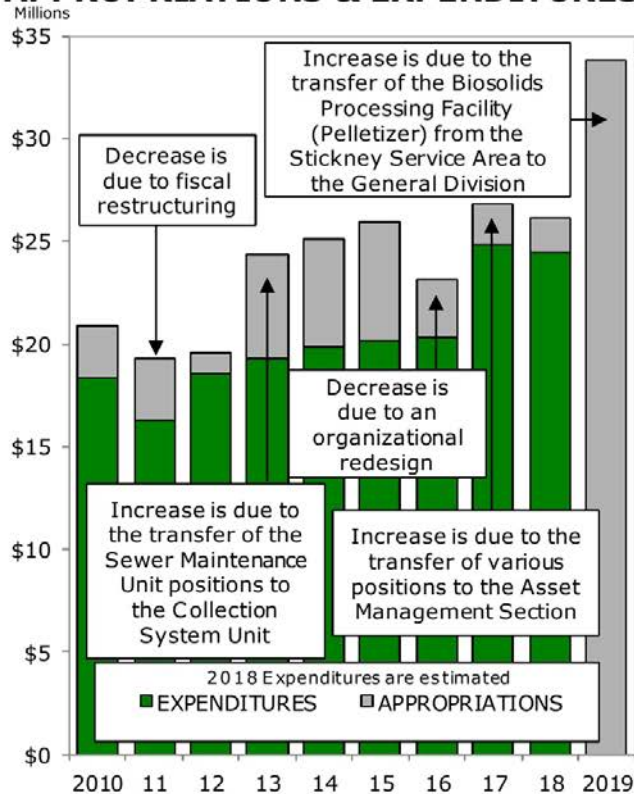
MAINTENANCE & OPERATIONS – GENERAL DIVISION

2019 \$33,888,000
2018 \$26,155,200
Increase \$7,732,800

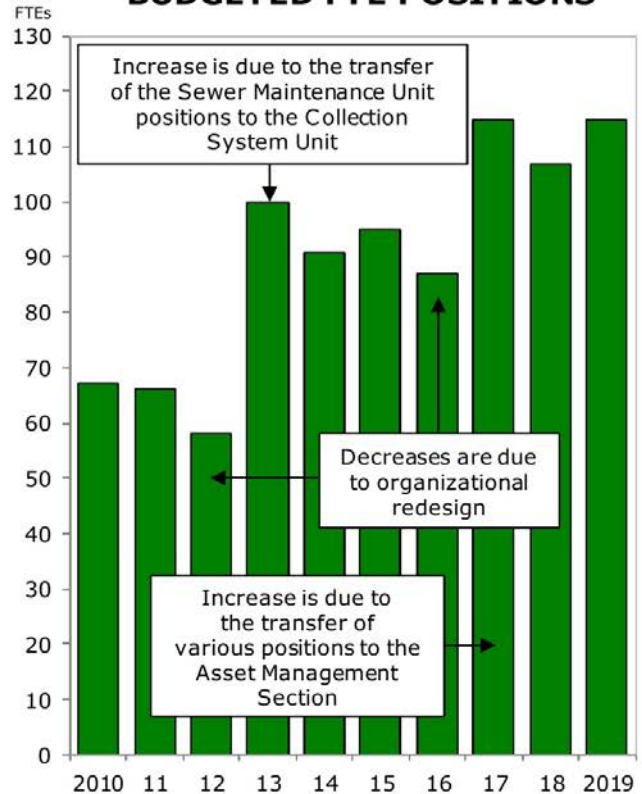
FUNCTIONS



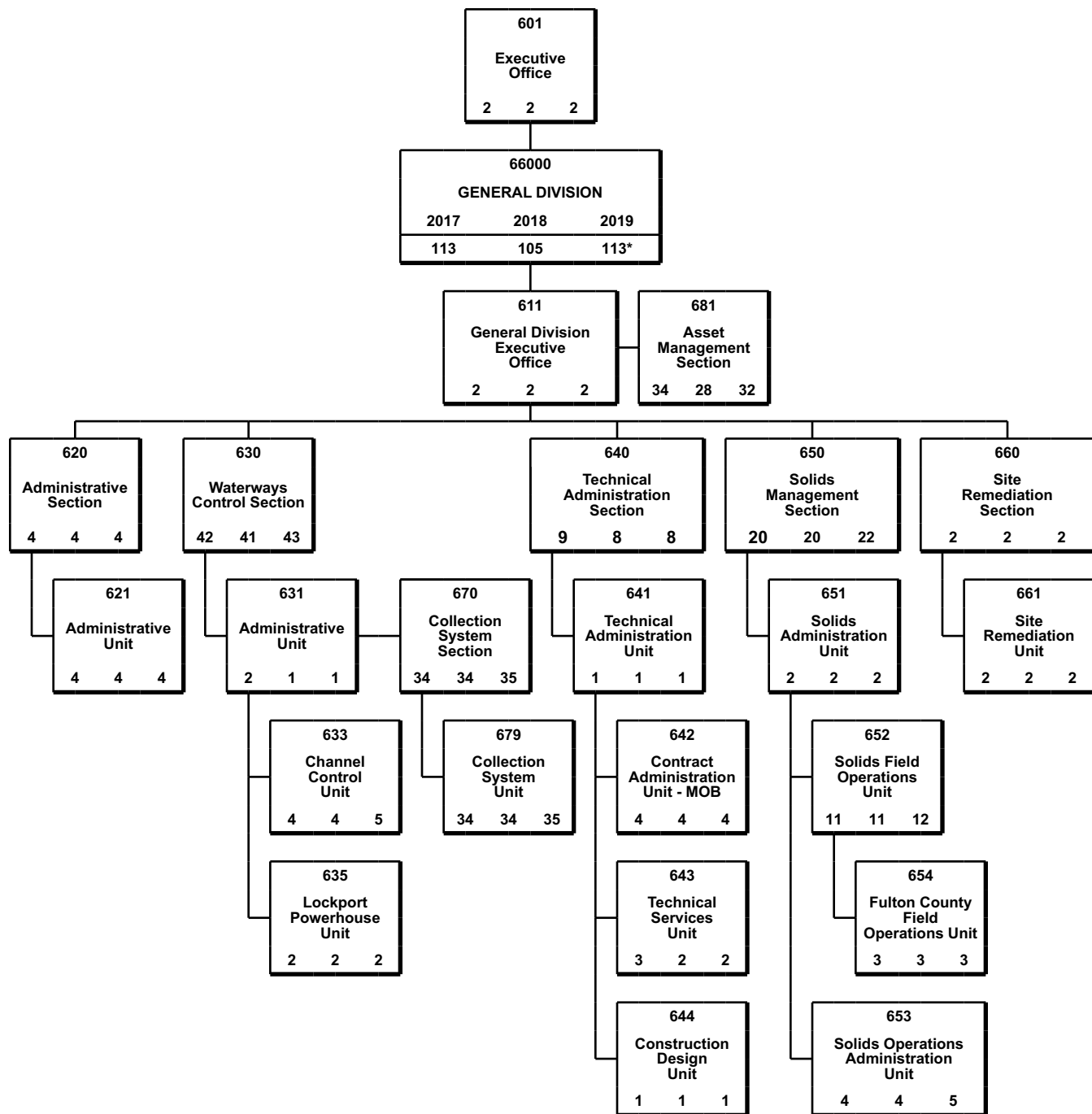
APPROPRIATIONS & EXPENDITURES



BUDGETED FTE POSITIONS



MAINTENANCE & OPERATIONS - GENERAL DIVISION



* In 2019, 18 positions in the General Division are funded by the Stormwater Management Fund while the operations remain in the Maintenance & Operations Department: two in Unit 634, six in Unit 636, four in Unit 639, and six in Unit 679.

66000 M&O - GENERAL DIVISION**OBJECTIVES AND PROGRAM SUMMARY**

| OBJECTIVES BY PRIORITY: | | Cost | Percent |
|--|--|---------------|---------|
| 1. COLLECTION & TREATMENT: The General Division provides technical and administrative support to the Maintenance & Operations Department's seven treatment facilities. It provides management and coordination of the collection system related activities. | | \$ 9,825,095 | 29.0% |
| 2. SOLIDS PROCESSING: The General Division provides technical and administrative support for the removal and processing of solids from concentrated sewage through various systems including heated digestion, centrifuging, air drying, and conditioning of low solids sludge and centrifuge cake in lagoons. | | \$ 1,256,135 | 3.7% |
| 3. SOLIDS UTILIZATION: The General Division provides management and coordination of biosolids processing and utilization of District-wide activities. | | \$ 19,805,535 | 58.5% |
| 4. FLOOD & POLLUTION CONTROL: The Waterways Control Section minimizes flooding and pollution of Lake Michigan through continuous control of the water levels of major rivers and canals, while limiting diversion of water from the lake in accordance with the U.S. Supreme Court Decree of 1967. In addition, the Waterways Control Section operates the Lockport Powerhouse and will generate an estimated 40 million kWh of electricity resulting in approximately \$1.2 million in revenue. | | \$ 2,179,735 | 6.4% |
| 5. GENERAL SUPPORT: The General Division provides technical and administrative support for other departments not directly related to the operational activities of Collection & Treatment, Solids Processing, Solids Utilization, and Flood & Pollution Control. | | \$ 116,300 | 0.3% |
| 6. REAL ESTATE ENVIRONMENTAL ASSESSMENT: The General Division inspects and evaluates District properties for compliance with the United States Environmental Protection Agency and the Illinois Environmental Protection Agency requirements. | | \$ 705,200 | 2.1% |
| Total | | \$ 33,888,000 | 100.0% |

| MEASURABLE GOALS: | | 2017 | 2018 | 2019 |
|--|----------------------------|---------------------|---------------------|---------------------|
| | Unit of Measure | Actual | Estimated | Proposed |
| 1. The operation of the Lockport Powerhouse will generate the equivalent of \$1.2 million worth of electricity revenue in 2019. | kWh Generated | 37,583,707 | 40,000,000 | 40,000,000 |
| | <i>* Revenue Generated</i> | <i>\$ 1,323,132</i> | <i>\$ 1,300,000</i> | <i>\$ 1,200,000</i> |
| 2. The General Division will minimize diversion of Lake Michigan water in accordance with U.S. Supreme Court Decree, through control of water levels. | Mil. Gal./Yr. Diversion | 41,632 | 60,152 | 60,152 |
| 3. The Solids Management Section will oversee the utilization of 99,000 dry tons of biosolids in 2019. (North Service Area's 800 dry tons of solids remain in that division. | Dry Tons | 74,677 | 99,000 | 99,000 |
| <i>* Revenue generated not included in total costs.</i> | | | | |

66000 M&O - GENERAL DIVISION**OBJECTIVES AND PROGRAM SUMMARY**

| PROGRAMS BY PRIORITY: | | 2017 | Budgeted | | Change | |
|---|------------------------------------|--------------|----------|--------------|------------|---------|
| Number | Name | Actual | FTEs | Dollars | Dollars | Percent |
| 1000 | Collection | \$ 5,279,232 | 2019 44 | \$ 6,473,835 | \$ 750,165 | 13.1 |
| | | | 2018 43 | \$ 5,723,670 | | |
| 1100 | Surface Interceptor Systems | \$ 2,676,316 | 2019 20 | \$ 2,807,900 | \$ 57,500 | 2.1 |
| | | | 2018 20 | \$ 2,750,400 | | |
| 1200 | Tunnel and Reservoir System | \$ 908,601 | 2019 7 | \$ 988,000 | \$ 348,700 | 54.5 |
| | | | 2018 7 | \$ 639,300 | | |
| 1300 | Pumping Station Facilities | \$ 407,597 | 2019 6 | \$ 687,800 | \$ 37,200 | 5.7 |
| | | | 2018 6 | \$ 650,600 | | |
| 1900 | Collection - Indirect Costs | \$ 1,286,718 | 2019 11 | \$ 1,990,135 | \$ 306,765 | 18.2 |
| | | | 2018 10 | \$ 1,683,370 | | |
| 2000 | Treatment | \$ 2,436,561 | 2019 23 | \$ 3,165,360 | \$ 342,740 | 12.1 |
| | | | 2018 19 | \$ 2,822,620 | | |
| 2000 | Pre-Treatment | \$ 104,879 | 2019 1 | \$ 135,400 | \$ 25,300 | 23.0 |
| | | | 2018 1 | \$ 110,100 | | |
| 2100 | Primary Treatment | \$ 127,440 | 2019 2 | \$ 167,200 | \$ 19,800 | 13.4 |
| | | | 2018 1 | \$ 147,400 | | |
| 2200 | Secondary Treatment | \$ 319,978 | 2019 3 | \$ 401,300 | \$ 75,400 | 23.1 |
| | | | 2018 2 | \$ 325,900 | | |
| 2300 | Tertiary Treatment | \$ 70,906 | 2019 1 | \$ 61,000 | \$ (3,400) | (5.3) |
| | | | 2018 1 | \$ 64,400 | | |
| 2900 | Treatment - Indirect Costs | \$ 1,813,358 | 2019 16 | \$ 2,400,460 | \$ 225,640 | 10.4 |
| | | | 2018 14 | \$ 2,174,820 | | |
| 3000 | Solids Processing | \$ 1,214,020 | 2019 9 | \$ 1,256,135 | \$ 45,165 | 3.7 |
| | | | 2018 9 | \$ 1,210,970 | | |
| 3100 | Thickening | \$ 224,307 | 2019 2 | \$ 254,800 | \$ 11,500 | 4.7 |
| | | | 2018 2 | \$ 243,300 | | |
| 3200 | Stabilization | \$ 87,311 | 2019 1 | \$ 116,600 | \$ 29,800 | 34.3 |
| | | | 2018 1 | \$ 86,800 | | |
| 3300 | Dewatering | \$ 96,777 | 2019 1 | \$ 70,000 | \$ 300 | 0.4 |
| | | | 2018 1 | \$ 69,700 | | |
| 3900 | Solids Processing - Indirect Costs | \$ 805,625 | 2019 5 | \$ 814,735 | \$ 3,565 | 0.4 |
| | | | 2018 5 | \$ 811,170 | | |
| a) Increase is due to the anticipated award of 19-656-11, Services to Inspect & Maintain TARP Electrical Control Structures (\$250,000) and the higher demand for 19-654-11, Limitorque - TARP Sluice Gate & Actuators (\$96,800). b) Increase is due to the planned award to furnish and deliver a diesel step van truck (\$320,000). c) Increase is due to the reallocation of salaries to more accurately reflect current activities (\$25,300). d) Increase is due to the net transfer in of one FTE position from the Stickney WRP (\$78,200). e) Increase is due to the transfer in of two FTE positions from the Stickney WRP (\$240,400). f) Increase is due to the reallocation of salaries to more accurately reflect current activities (\$30,000). | | | | | | |

66000 M&O - GENERAL DIVISION**OBJECTIVES AND PROGRAM SUMMARY**

| PROGRAMS BY PRIORITY: | | 2017 | Budgeted | | Change | |
|---|--|--------------|----------|--------------|--------------|---------|
| Number | Name | Actual | FTEs | Dollars | Dollars | Percent |
| 4000 | Flood & Pollution Control | \$ 2,174,600 | 2019 12 | \$ 2,179,735 | \$ 94,565 | 4.5 |
| | | | 2018 12 | \$ 2,085,170 | | |
| 4200 | Waterways Control and Stormwater Reservoirs | \$ 1,537,836 | 2019 10 | \$ 1,403,800 | \$ (133,000) | (8.7) |
| | | | 2018 9 | \$ 1,536,800 | | |
| 4210 | Maintenance of Waterways | \$ 162,617 | 2019 — | \$ 202,500 | \$ 80,300 | 65.7 |
| | | | 2018 — | \$ 122,200 | | |
| 4300 | Stormwater Management | \$ 164,285 | 2019 — | \$ 31,300 | \$ (1,100) | (3.4) |
| | | | 2018 — | \$ 32,400 | | |
| 4400 | Aeration Facilities | \$ 113,204 | 2019 1 | \$ 140,500 | \$ 37,400 | 36.3 |
| | | | 2018 1 | \$ 103,100 | | |
| 4900 | Flood & Pollution Control - Indirect Costs | \$ 196,658 | 2019 1 | \$ 401,635 | \$ 110,965 | 38.2 |
| | | | 2018 2 | \$ 290,670 | | |
| 5000 | Solids Utilization | \$12,475,138 | 2019 24 | \$19,805,535 | \$ 6,500,065 | 48.9 |
| | | | 2018 21 | \$13,305,470 | | |
| 5100 | Solids Drying | \$ 5,117,953 | 2019 5 | \$ 5,827,800 | \$ 240,500 | 4.3 |
| | | | 2018 4 | \$ 5,587,300 | | |
| 5200 | Solids Distribution | \$ 5,676,749 | 2019 7 | \$11,988,000 | \$ 6,029,300 | 101.2 |
| | | | 2018 6 | \$ 5,958,700 | | |
| 5900 | Solids Utilization - Indirect Costs | \$ 1,680,436 | 2019 12 | \$ 1,989,735 | \$ 230,265 | 13.1 |
| | | | 2018 11 | \$ 1,759,470 | | |
| 7000 | General Support (excludes program numbers 7368 and 7604) | \$ 150,707 | 2019 1 | \$ 116,300 | \$ (68,000) | (36.9) |
| | | | 2018 1 | \$ 184,300 | | |
| 7368 | Real Estate Environmental Assessment | \$ 979,665 | 2019 2 | \$ 705,200 | \$ 49,500 | 7.5 |
| | | | 2018 2 | \$ 655,700 | | |
| 7604 | Social Security and Medicare Contributions | \$ 169,974 | 2019 — | \$ 185,900 | \$ 18,600 | 11.1 |
| | | | 2018 — | \$ 167,300 | | |
| Totals | | \$24,879,897 | 2019 115 | \$33,888,000 | \$ 7,732,800 | 29.6% |
| | | | 2018 107 | \$26,155,200 | | |
| g) Increase is due to the anticipated delivery of a pontoon boat in 2019 (\$80,000). h) Increase is due to the reallocation of salaries to more accurately reflect current activities (\$37,200). i) Increase is due to the higher demand for a distribution control unit at the Waterways Control Room (\$110,000). j) Increase is due to the higher demand for 18-699-11, Services of Heavy Equipment With Operator (\$103,000), 19-691-11, Truck Hauling of Processed Solids (\$98,000), and 19-672-11, Tires for Heavy Equipment (\$15,000). k) Increase is due to the transfer of a multi-year 98-RFP-10, Pelletizing Facility from the Stickney Service Area to the General Division (\$6,193,300). l) Increase is due to the transfer of city water services from the Stickney Service Area to the General Division (\$158,000). m) Decrease is due to the reduced demand for compost probes (\$65,100). | | | | | | |
| * The 2019 position total for the General Division is 115, with 18 positions budgeted in the Stormwater Management Fund. | | | | | | |

66000 M&O - GENERAL DIVISION**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated | |
|---|--|----------------------------|---------------|---------------|----------------|----|
| 1000-2900 | Collection & Treatment | | | | | |
| | Technical and Administrative Support for Collection and Treatment Activities | Cost | \$ 7,715,793 | \$ 8,546,290 | \$ 9,639,195 | a) |
| 3000 | Solids Processing | | | | | |
| | Technical and Administrative Support for Solids Removal and Processing | Cost | \$ 1,214,020 | \$ 1,210,970 | \$ 1,256,135 | |
| 4000 | Flood & Pollution Control | | | | | |
| 4200 | Operation and Maintenance of the Waterways to Minimize Area Flooding and Pollution | Cost | \$ 534,053 | \$ 1,087,300 | \$ 895,800 | b) |
| | Generate Electricity at Lockport Powerhouse to Obtain Approximately \$1.2 million in Revenue | kWh | 37,583,707 | 40,000,000 | 40,000,000 | |
| | | Cost | \$ 556,239 | \$ 139,700 | \$ 166,900 | c) |
| | | Cost/kWh | \$ 0.0148 | \$ 0.0035 | \$ 0.0042 | |
| | | <i>* Revenue Generated</i> | \$ 1,323,132 | \$ 1,000,000 | \$ 1,200,000 | |
| | Minimize Diversion of Lake Michigan Water in Accordance with the U.S. Supreme Court Decree | Mil. Gal./Year | 41,632 | 60,152 | 60,152 | |
| | | Cost | \$ 447,544 | \$ 309,800 | \$ 341,100 | |
| | | Cost/Mil. Gal./Year | \$ 10.75 | \$ 5.15 | \$ 5.67 | |
| 4210 | Maintenance of the Waterways and Canal Banks Within the Jurisdiction of the District. Activities Include Debris Removal, Insect and Rodent Control, Bridge Repairs, and Aeration Costs | Cost | \$ 162,617 | \$ 122,200 | \$ 202,500 | d) |
| 4300 | Stormwater Management | Cost | \$ 164,285 | \$ 32,400 | \$ 31,300 | |
| 4400 | Aeration Facilities | Cost | \$ 113,204 | \$ 103,100 | \$ 140,500 | e) |
| 4900 | Flood & Pollution Control - Indirect Costs | Cost | \$ 196,658 | \$ 290,670 | \$ 401,635 | f) |
| 5000 | Solids Drying/Utilization | | | | | |
| | Management and Coordination of the Solids Utilization Program | Dry Tons | 74,677 | 99,000 | 99,000 | |
| | | Cost | \$ 12,475,138 | \$ 13,305,470 | \$ 13,612,235 | g) |
| | | Cost/Dry Ton | \$ 167.05 | \$ 134.40 | \$ 137.50 | |
| 5271 | Pelletizer Disposal | Dry Tons | — | — | 40,000 | |
| | Control Management and Disposal of Solids by Private Contracts | Cost | \$ — | \$ — | \$ 6,193,300 | h) |
| | | Cost/Dry Ton | \$ — | \$ — | \$ 154.83 | |
| <p>a) Increase is due to the transfer in of three FTEs from the Hanover Park WRP and Stickney WRP (\$390,200), the planned award to furnish and deliver a diesel step van truck (\$320,000), the anticipated award of 19-656-11, Services to Inspect & Maintain TARP Electrical Control Structures (\$250,000), and the addition of an Engineering Technician V position (\$79,300).</p> <p>b) Decrease is due to the transfer of Telemetry Services to the Information Technology Department (\$272,600), offset by the addition of a Systems Dispatcher position (\$70,800).</p> <p>c) Increase is due to addition of a Systems Dispatcher (\$23,600).</p> <p>d) Increase is due to the anticipated delivery of a pontoon boat in 2019 (\$80,000).</p> <p>e) Increase is due to the reallocation of salaries to more accurately reflect current activities (\$37,200).</p> <p>f) Increase is due to the higher demand for a distribution control unit at the Waterways Control Room (\$110,000).</p> <p>g) Increase is due to the transfer of city water services from the Stickney Service Area to the General Division (\$158,000), 18-699-11, Service of Heavy Equipment Biosolids (\$103,000), and the higher demand for 19-691-11, Truck Hauling of Processed Solids (\$98,000).</p> <p>h) Increase is due to the transfer of a multi-year 98-RFP-10, Pelletizing Facility from the Stickney Service Area to the General Division (\$6,193,300).</p> | | | | | | |

66000 M&O - GENERAL DIVISION**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated | |
|---|---|------|---------------|---------------|----------------|----|
| 7000 | General Support (excludes program numbers 7368 and 7604) | | | | | |
| | Technical and Administrative Support for Other Departments' Activities Indirectly Related to the Operational Activities of Collection & Treatment, Solids Processing, Flood & Pollution Control, and Solids Utilization | Cost | \$ 150,707 | \$ 184,300 | \$ 116,300 | i) |
| 7368 | Real Estate Environmental Assessment | Cost | \$ 979,665 | \$ 655,700 | \$ 705,200 | |
| 7604 | Social Security and Medicare Contributions | Cost | \$ 169,974 | \$ 167,300 | \$ 185,900 | |
| Division Total | | | \$ 24,879,897 | \$ 26,155,200 | \$ 33,888,000 | |
| i) Decrease is due to reduced demand for compost probes (\$65,100). | | | | | | |
| * Revenue generated not included in total costs. | | | | | | |

| 101 66000 | Fund: Corporate | LINE ITEM ANALYSIS | | | | | | |
|----------------|--|--------------------|------------------------|---------------------------------|---|--------------------------------|--------------------------------|---|
| | Department: Maintenance & Operations | | | | | | | |
| | Division: General | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 601010 | Salaries of Regular Employees | \$ 11,677,399 | \$ 11,816,900 | \$ 11,816,900 | \$ 8,285,999 | \$ 11,706,200 | \$ 12,676,600 | \$ — |
| 601060 | Compensation Plan Adjustments | 493,328 | 665,300 | 665,300 | 277,370 | 597,500 | 676,900 | — |
| 601070 | Social Security and Medicare Contributions | 169,974 | 167,300 | 167,300 | 122,410 | 179,200 | 185,900 | — |
| 601080 | Salaries of Nonbudgeted Employees | — | 19,700 | 19,700 | — | — | 3,800 | — |
| 601100 | Tuition and Training Payments | 14,881 | 16,800 | 16,800 | 11,749 | 11,200 | 43,000 | — |
| 100 | TOTAL PERSONAL SERVICES | 12,355,582 | 12,686,000 | 12,686,000 | 8,697,528 | 12,494,100 | 13,586,200 | — |
| 612010 | Travel | 2,203 | 3,400 | 3,400 | 1,184 | 2,500 | 2,900 | — |
| 612030 | Meals and Lodging | 10,917 | 9,700 | 9,700 | 5,004 | 8,000 | 7,500 | — |
| 612050 | Compensation for Personally-Owned Automobiles | 17,346 | 7,100 | 7,100 | 4,111 | 5,000 | 9,500 | — |
| 612080 | Motor Vehicle Operating Services | 166 | 300 | 300 | 170 | 200 | 300 | — |
| 612150 | Electrical Energy | 66,741 | 75,600 | 75,600 | 51,174 | 73,000 | 71,400 | — |
| 612160 | Natural Gas | 7,408 | 8,600 | 8,600 | 6,011 | 7,900 | 8,000 | — |
| 612170 | Water and Water Services | 64,768 | 53,200 | 53,200 | 31,878 | 44,800 | 210,100 | — |
| 612210 | Communication Services | 164,760 | 276,300 | 192,900 | 143,689 | 189,300 | — | — |
| 612240 | Testing and Inspection Services | 6,359 | 13,800 | 13,800 | 13,789 | 13,600 | 6,100 | — |
| 612330 | Rental Charges | 14,830 | 8,600 | 8,600 | 8,544 | 8,300 | 8,600 | — |
| 612410 | Governmental Service Charges | 19,138 | 18,600 | 18,600 | 14,787 | 14,100 | 18,400 | — |
| 612420 | Maintenance of Grounds and Pavements | 659,089 | 679,700 | 679,700 | 678,230 | 616,600 | 668,300 | — |
| 612430 | Payments for Professional Services | 525,957 | 516,400 | 516,400 | 497,116 | 464,700 | 470,500 | — |
| 612490 | Contractual Services, N.O.C. | 192,107 | 222,500 | 220,700 | 188,350 | 182,500 | 227,500 | — |
| 612520 | Waste Material Disposal Charges | 8,829,928 | 9,402,000 | 9,402,000 | 9,398,490 | 8,352,400 | 9,413,000 | — |
| 612590 | Sludge Disposal | — | — | — | — | — | 6,193,300 | — |
| 612600 | Repairs to Collection Facilities | 895,224 | 940,100 | 938,800 | 850,450 | 850,500 | 1,187,200 | — |
| 612620 | Repairs to Waterway Facilities | 43,619 | 46,700 | 46,700 | 44,588 | 44,600 | 47,900 | — |
| 612650 | Repairs to Process Facilities | 11,436 | 14,300 | 14,300 | 14,300 | 12,700 | 14,800 | — |
| 612680 | Repairs to Buildings | 10,718 | 40,400 | 28,000 | 22,740 | 24,700 | 23,000 | — |
| 612760 | Repairs to Material Handling and Farming Equipment | 223,023 | 239,900 | 239,900 | 229,500 | 228,500 | 239,500 | — |
| 612780 | Safety Repairs and Services | 14,986 | 14,000 | 14,000 | 12,855 | 12,800 | 16,500 | — |
| 612790 | Repairs to Marine Equipment | 53,685 | 65,000 | 65,000 | 65,000 | 33,500 | 65,000 | — |
| 612820 | Computer Software Maintenance | 5,311 | 7,500 | 9,300 | 9,300 | 9,200 | 7,500 | — |
| 612860 | Repairs to Vehicle Equipment | 33,647 | 49,500 | 57,900 | 57,900 | 48,000 | 54,500 | — |

| 101 66000 | Fund: Corporate Department: Maintenance & Operations Division: General | LINE ITEM ANALYSIS | | | | | | |
|------------------------|--|--------------------|------------------------|---------------------------------|---|--------------------------------|--------------------------------|---|
| | | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 612990 | Repairs, N.O.C. | 1,474 | 3,500 | 3,700 | 2,650 | 2,700 | 3,500 | — |
| 200 | TOTAL CONTRACTUAL SERVICES | 11,874,838 | 12,716,700 | 12,628,200 | 12,351,808 | 11,250,100 | 18,974,800 | — |
| 623070 | Electrical Parts and Supplies | 10,880 | 10,600 | 13,600 | 11,671 | 11,200 | 17,000 | — |
| 623090 | Plumbing Accessories and Supplies | 4,819 | 11,000 | 11,000 | 10,571 | 10,600 | 11,000 | — |
| 623110 | Hardware | 1,703 | 2,000 | 1,500 | 1,500 | 1,400 | 2,000 | — |
| 623130 | Buildings, Grounds, Paving Materials, and Supplies | 36,390 | 47,000 | 41,000 | 31,877 | 38,500 | 34,000 | — |
| 623250 | Vehicle Parts and Supplies | 79,674 | 67,000 | 66,000 | 65,963 | 64,700 | 82,000 | — |
| 623270 | Mechanical Repair Parts | 63,302 | 91,600 | 102,600 | 85,216 | 93,600 | 157,800 | — |
| 623300 | Manhole Materials | 10,266 | 6,900 | 6,900 | 6,045 | 6,600 | 25,000 | — |
| 623520 | Office, Printing, and Photo Supplies, Equipment, and Furniture | 5,970 | 7,000 | 7,000 | 6,235 | 6,200 | 4,000 | — |
| 623530 | Farming Supplies | 4,610 | 3,700 | 3,700 | 3,400 | 3,400 | 4,000 | — |
| 623560 | Processing Chemicals | 254,724 | 197,000 | 210,500 | 208,732 | 184,600 | 247,000 | — |
| 623660 | Cleaning Supplies | 1,116 | 500 | 500 | 500 | 500 | 500 | — |
| 623680 | Tools and Supplies | 16,405 | 15,800 | 15,800 | 15,169 | 14,400 | 15,300 | — |
| 623700 | Wearing Apparel | 1,229 | 700 | 700 | 538 | 600 | 2,000 | — |
| 623780 | Safety and Medical Supplies | 5,082 | 8,000 | 9,600 | 8,598 | 8,600 | 8,000 | — |
| 623810 | Computer Supplies | 30 | 400 | 400 | — | 200 | 1,400 | — |
| 623820 | Fuel | 139,970 | 184,400 | 193,600 | 193,509 | 185,500 | 172,200 | — |
| 623860 | Lubricants | 906 | 1,500 | 2,000 | 1,900 | 2,000 | 1,500 | — |
| 623990 | Materials and Supplies, N.O.C. | 12,401 | 97,400 | 97,400 | 95,108 | 93,900 | 32,300 | — |
| 300 | TOTAL MATERIALS AND SUPPLIES | 649,477 | 752,500 | 783,800 | 746,532 | 726,500 | 817,000 | — |
| 634790 | Marine Equipment | — | — | — | — | — | 80,000 | — |
| 634810 | Computer Equipment | — | — | — | — | — | 110,000 | — |
| 634860 | Vehicle Equipment | — | — | — | — | — | 320,000 | — |
| 634970 | Testing and Laboratory Equipment | — | — | 23,000 | 23,000 | 22,000 | — | — |
| 400 | TOTAL MACHINERY AND EQUIPMENT | — | — | 23,000 | 23,000 | 22,000 | 510,000 | — |
| TOTAL GENERAL DIVISION | | \$ 24,879,897 | \$ 26,155,200 | \$ 26,121,000 | \$ 21,818,868 | \$ 24,492,700 | \$ 33,888,000 | \$ — |

NOTES: 1. Amounts may not add up due to rounding.

2. Departmental appropriation totals for salaries in the Line Item Analysis may differ from those contained in the Position Analysis by a factor identified to adjust for vacancies.

Additionally, Estimated Expenditure may either exceed Adjusted Appropriation when transfers of funds are anticipated or be less than Expenditure (Committed Budget plus Disbursement) when not all commitments are anticipated to be completed by year-end.

3. For the M&O Department, Expenditure (Committed Budget plus Disbursement) may exceed Adjusted Appropriation for a specific division as funding is controlled at the M&O Overall department-level.

| Fund: Corporate Dept: Maintenance & Operations Division: General | | POSITION ANALYSIS | | | | |
|--|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| 601 | Executive Office | | | | | |
| EX14 | Director of Maintenance & Operations | 1 | 1 | | 1 | |
| EX06 | Secretary to Officer | 1 | 1 | | 1 | |
| TOTAL | Executive Office | 2 | 2 | 369,474.75 | 2 | 369,474.81 |
| 611 | General Division Executive Office | | | | | |
| HP22 | Assistant Director of Maintenance & Operations | 1 | 1 | | 1 | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |
| TOTAL | General Division Executive Office | 2 | 2 | 291,036.06 | 2 | 294,403.74 |
| 620 | Administrative Section | | | | | |
| 621 | Administrative Unit | | | | | |
| HP18 | Supervising Budget & Management Analyst | 1 | 1 | | 1 | |
| HP16 | Senior Budget & Management Analyst | 1 | 1 | | 1 | |
| HP14 | Budget & Management Analyst | 2 | 2 | | 2 | |
| TOTAL | Administrative Unit | 4 | 4 | 453,557.51 | 4 | 469,767.97 |
| TOTAL | Administrative Section | 4 | 4 | 453,557.51 | 4 | 469,767.97 |
| 630 | Waterways Control Section | | | | | |
| 631 | Administrative Unit | | | | | |
| HP20 | Managing Civil Engineer | 1 | — | | — | |
| HP20 | Managing Engineer | — | 1 | | 1 | |
| HP11 | Administrative Specialist | 1 | — | | — | |
| TOTAL | Administrative Unit | 2 | 1 | 188,211.11 | 1 | 196,576.64 |
| 633 | Channel Control Unit | | | | | |
| NR6271 | Systems Dispatcher | 4 | 4 | | 5 | |
| TOTAL | Channel Control Unit | 4 | 4 | 459,596.80 | 5 | 597,688.00 |
| 634 | Channel Maintenance Unit | | | | | |
| | (* Number of positions budgeted and funded by the Stormwater Management Fund appears below position count) | | | | | |
| HP18 | Principal Engineer | — | — (*1) | | — (*1) | |
| HP17 | Senior Civil Engineer | — (*1) | — | | — | |

| Fund: Corporate Dept: Maintenance & Operations Division: General | | POSITION ANALYSIS | | | | |
|--|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP15 | Associate Civil Engineer | — (*1) | — (*1) | | — (*1) | |
| TOTAL | Channel Maintenance Unit | — | — | — | — | — |
| TOTAL | Stormwater Management Fund Positions | (*2) | (*2) | | (*2) | |
| 635 | Lockport Powerhouse Unit | | | | | |
| NR7394 | Powerhouse Mechanic Leadman | 1 | 1 | | 1 | |
| NR7393 | Powerhouse Mechanic | 1 | 1 | | 1 | |
| TOTAL | Lockport Powerhouse Unit | 2 | 2 | 238,097.60 | 2 | 247,728.00 |
| 636 | Boat Operations Unit | | | | | |
| | (* Number of positions budgeted and funded by the Stormwater Management Fund appears below position count) | | | | | |
| HP14 | Engineering Technician V | — (*1) | — (*1) | | — (*2) | |
| HP14 | Engineering Technician V #4 | — (*1) | — (*1) | | — | |
| HP12 | Engineering Technician IV | — (*1) | — (*1) | | — (*2) | |
| HP12 | Engineering Technician IV #4 | — (*1) | — (*1) | | — | |
| NR8650 | Maintenance Laborer Class A Shift | — (*2) | — (*2) | | — (*2) | |
| TOTAL | Boat Operations Unit | — | — | — | — | — |
| TOTAL | Stormwater Management Fund Positions | (*6) | (*6) | | (*6) | |
| 639 | Channel Maintenance Unit (formerly Stickney Service Area Channel Maintenance Unit) | | | | | |
| | (* Number of positions budgeted and funded by the Stormwater Management Fund appears below position count) | | | | | |
| HP14 | Engineering Technician V | — (*1) | — (*1) | | — (*1) | |
| HP14 | Engineering Technician V #4 | — (*1) | — (*1) | | — (*1) | |
| NR8650 | Maintenance Laborer Class A Shift | — (*2) | — (*2) | | — (*2) | |
| TOTAL | Channel Maintenance Unit (formerly Stickney Service Area Channel Maintenance Unit) | — | — | — | — | — |
| TOTAL | Stormwater Management Fund Positions | (*4) | (*4) | | (*4) | |

| Fund: Corporate Dept: Maintenance & Operations Division: General | | POSITION ANALYSIS | | | | |
|--|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| 670 | Collection System Section | | | | | |
| 679 | Collection System Unit | | | | | |
| | (* Number of positions budgeted and funded by the Stormwater Management Fund appears below position count) | | | | | |
| HP17 | Senior Civil Engineer | 1 | — | | — | |
| HP17 | Senior Engineer | — | 1 | | 1 | |
| HP15 | Associate Civil Engineer | 1 | 1 | | — | |
| HP15 | Associate Civil Engineer #1 | — | — | | 1 | |
| HP14 | Engineering Technician V | 4 | 5 | | 6 | |
| HP12 | Engineering Technician IV | 1 | — | | — | |
| HP11 | Engineering Technician III | 1 | 1 | | 1 | |
| NR8331 | Laborer Foreman | 6 | 6 | | 6 | |
| | | (*1) | (*1) | | (*1) | |
| NR8650 | Maintenance Laborer Class A Shift | 14 | 14 | | 14 | |
| | | (*4) | (*4) | | (*4) | |
| PR6473 | Truck Driver | 6 | 6 | | 6 | |
| | | (*1) | (*1) | | (*1) | |
| TOTAL | Collection System Unit | 34 | 34 | 2,953,305.42 | 35 | 3,121,579.77 |
| TOTAL | Stormwater Management Fund Positions | (*6) | (*6) | | (*6) | |
| TOTAL | Collection System Section | 34 | 34 | 2,953,305.42 | 35 | 3,121,579.77 |
| TOTAL | Stormwater Management Fund Positions | (*6) | (*6) | | (*6) | |
| TOTAL | Waterways Control Section | 42 | 41 | 3,839,210.93 | 43 | 4,163,572.41 |
| TOTAL | Stormwater Management Fund Positions | (*18) | (*18) | | (*18) | |
| 640 | Technical Administration Section | | | | | |
| 641 | Technical Administration Unit | | | | | |
| HP20 | Managing Civil Engineer | 1 | — | | — | |
| HP20 | Managing Engineer | — | 1 | | 1 | |
| TOTAL | Technical Administration Unit | 1 | 1 | 196,576.59 | 1 | 196,576.65 |
| 642 | Contract Administration Unit - MOB | | | | | |
| HP18 | Principal Civil Engineer | 1 | — | | — | |
| HP18 | Principal Engineer | — | 1 | | 1 | |
| HP17 | Senior Mechanical Engineer | 1 | 1 | | 1 | |

| Fund: Corporate Dept: Maintenance & Operations Division: General | | POSITION ANALYSIS | | | | |
|--|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP15 | Associate Civil Engineer | 1 | 1 | | 1 | |
| HP12 | Administrative Assistant #2 (Administrative Specialist) (New Grade HP11) | 1 | 1 | | 1 | |
| TOTAL | Contract Administration Unit - MOB | 4 | 4 | 477,810.03 | 4 | 488,530.11 |
| 643 | Technical Services Unit | | | | | |
| HP17 | Senior Civil Engineer | 1 | — | | — | |
| HP17 | Senior Engineer | — | 1 | | 1 | |
| HP15 | Associate Civil Engineer | 1 | 1 | | 1 | |
| HP11 | Administrative Specialist | 1 | — | | — | |
| TOTAL | Technical Services Unit | 3 | 2 | 237,958.12 | 2 | 237,958.25 |
| 644 | Construction Design Unit | | | | | |
| HP18 | Principal Civil Engineer | 1 | — | | — | |
| HP18 | Principal Engineer | — | 1 | | 1 | |
| TOTAL | Construction Design Unit | 1 | 1 | 155,928.59 | 1 | 155,928.50 |
| TOTAL | Technical Administration Section | 9 | 8 | 1,068,273.33 | 8 | 1,078,993.51 |
| 650 | Solids Management Section | | | | | |
| 651 | Solids Administration Unit | | | | | |
| HP20 | Managing Civil Engineer | 1 | — | | — | |
| HP20 | Managing Engineer | — | 1 | | 1 | |
| HP12 | Administrative Assistant #2 (Administrative Specialist) (New Grade HP11) | 1 | 1 | | 1 | |
| TOTAL | Solids Administration Unit | 2 | 2 | 257,115.91 | 2 | 265,479.24 |
| 652 | Solids Field Operations Unit | | | | | |
| HP18 | Principal Engineer | 1 | 1 | | 1 | |
| HP17 | Senior Civil Engineer | 1 | — | | — | |
| HP17 | Senior Engineer | — | 1 | | 1 | |
| HP15 | Associate Civil Engineer | — | — | | 1 | |
| HP14 | Engineering Technician V | 3 | 3 | | 3 | |
| HP14 | Engineering Technician V #4 | 2 | 2 | | 2 | |

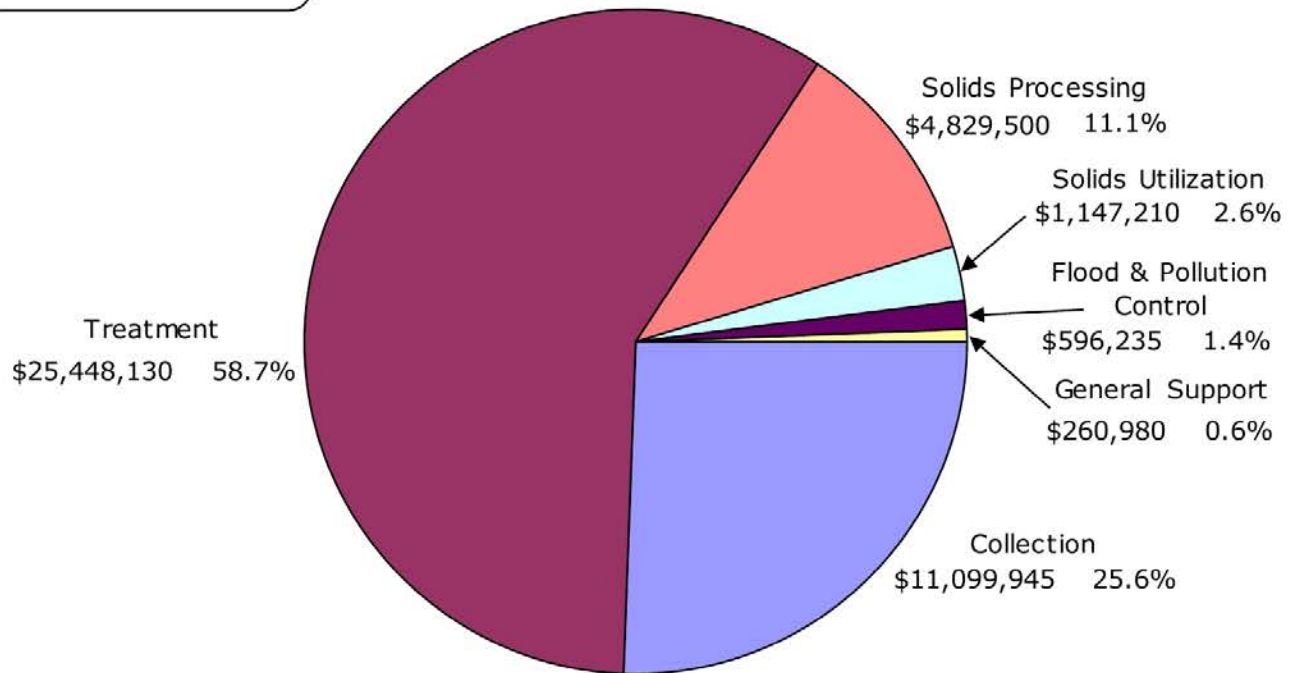
| Fund: Corporate Dept: Maintenance & Operations Division: General | | POSITION ANALYSIS | | | | |
|--|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP12 | Engineering Technician IV | 3 | 3 | | 3 | |
| HP11 | Engineering Technician III | 1 | 1 | | 1 | |
| TOTAL | Solids Field Operations Unit | 11 | 11 | 1,098,655.46 | 12 | 1,216,323.92 |
| 653 | Solids Operations Administration Unit | | | | | |
| HP17 | Senior Civil Engineer | 1 | — | | — | |
| HP17 | Senior Engineer | — | 1 | | 1 | |
| HP15 | Associate Civil Engineer | 1 | 1 | | 1 | |
| HP12 | Engineering Technician IV #4 | 1 | 1 | | 1 | |
| NR8651 | Maintenance Laborer Class A | — | — | | 1 | |
| NR8652 | Maintenance Laborer Class B | 1 | 1 | | — | |
| NR8652 | Maintenance Laborer Class B #1 | — | — | | 1 | |
| TOTAL | Solids Operations Administration Unit | 4 | 4 | 403,931.80 | 5 | 486,445.45 |
| 654 | Fulton County Field Operations Unit | | | | | |
| HP12 | Agricultural Technician II | 1 | 1 | | 1 | |
| HP11 | Agricultural Technician I | 1 | 1 | | 1 | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |
| TOTAL | Fulton County Field Operations Unit | 3 | 3 | 221,226.39 | 3 | 224,593.99 |
| TOTAL | Solids Management Section | 20 | 20 | 1,980,929.56 | 22 | 2,192,842.60 |
| 660 | Site Remediation Section | | | | | |
| 661 | Site Remediation Unit | | | | | |
| HP20 | Engineer of Site Remediation | 1 | 1 | | 1 | |
| HP17 | Site Remediation Specialist | 1 | 1 | | 1 | |
| TOTAL | Site Remediation Unit | 2 | 2 | 323,818.21 | 2 | 323,818.30 |
| TOTAL | Site Remediation Section | 2 | 2 | 323,818.21 | 2 | 323,818.30 |
| 681 | Asset Management Section | | | | | |
| HP20 | Managing Engineer | 1 | 1 | | 1 | |
| HP18 | Principal Electrical Engineer | 3 | 1 | | 1 | |
| HP18 | Principal Engineer | — | 1 | | 1 | |

| Fund: Corporate Dept: Maintenance & Operations Division: General | | POSITION ANALYSIS | | | | |
|---|---|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP18 | Principal Mechanical Engineer | 3 | 3 | | 3 | |
| HP17 | Senior Electrical Engineer | 6 | 4 | | 5 | |
| HP17 | Senior Engineer | — | — | | 1 | |
| HP17 | Senior Mechanical Engineer | 4 | 4 | | 4 | |
| HP15 | Associate Electrical Engineer | 6 | 6 | | 7 | |
| HP15 | Associate Mechanical Engineer | 3 | 4 | | 5 | |
| HP15 | Associate Process Control Engineer | 3 | — | | — | |
| HP14 | Assistant Electrical Engineer | 1 | — | | — | |
| HP14 | Assistant Mechanical Engineer | 2 | 2 | | 2 | |
| HP14 | Assistant Mechanical Engineer #2 (Engineering Technician IV) (New Grade HP12) | 1 | 1 | | 1 | |
| HP14 | Engineering Technician V | — | 1 | | 1 | |
| HP11 | Administrative Specialist | 1 | — | | — | |
| TOTAL | Asset Management Section | 34 | 28 | 3,490,252.87 | 32 | 4,012,380.76 |
| TOTAL | Maintenance & Operations General Division | 115 | 107 | 11,816,553.22 | 115 | 12,905,254.10 |
| TOTAL | Stormwater Management Fund Positions | (*18) | (*18) | | (*18) | |
| Note: Eighteen positions budgeted in Sections 634, 636, 639, and 679 are funded by the Stormwater Management Fund while the operations remain in the Maintenance & Operations Department. | | | | | | |
| NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix. | | | | | | |

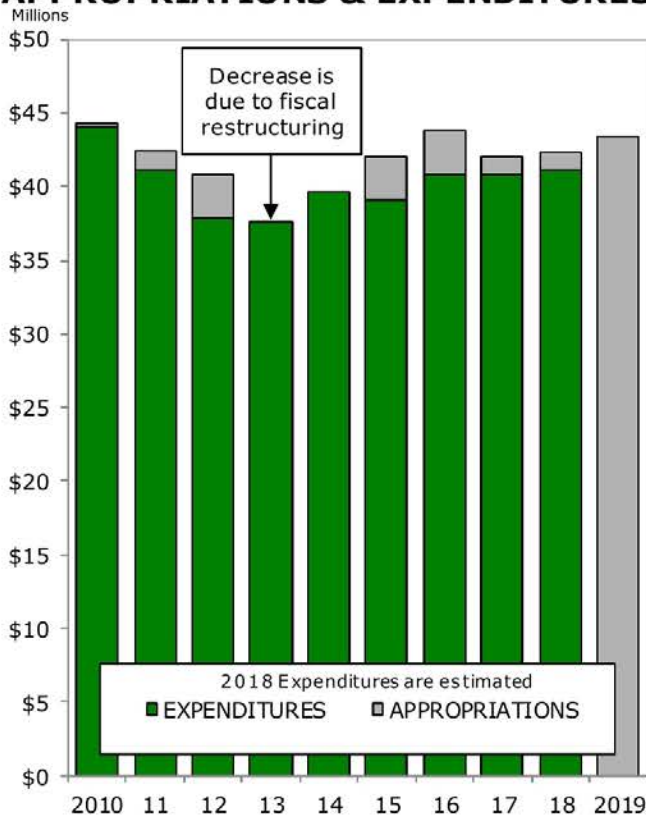
MAINTENANCE & OPERATIONS – NORTH SERVICE AREA

| | |
|----------|--------------|
| 2019 | \$43,382,000 |
| 2018 | \$42,258,700 |
| Increase | \$1,123,300 |

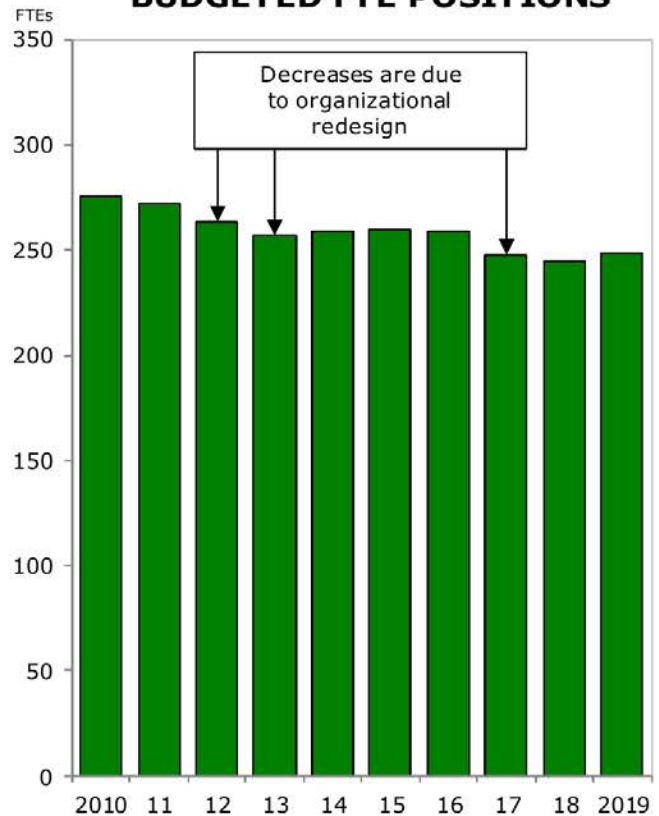
FUNCTIONS



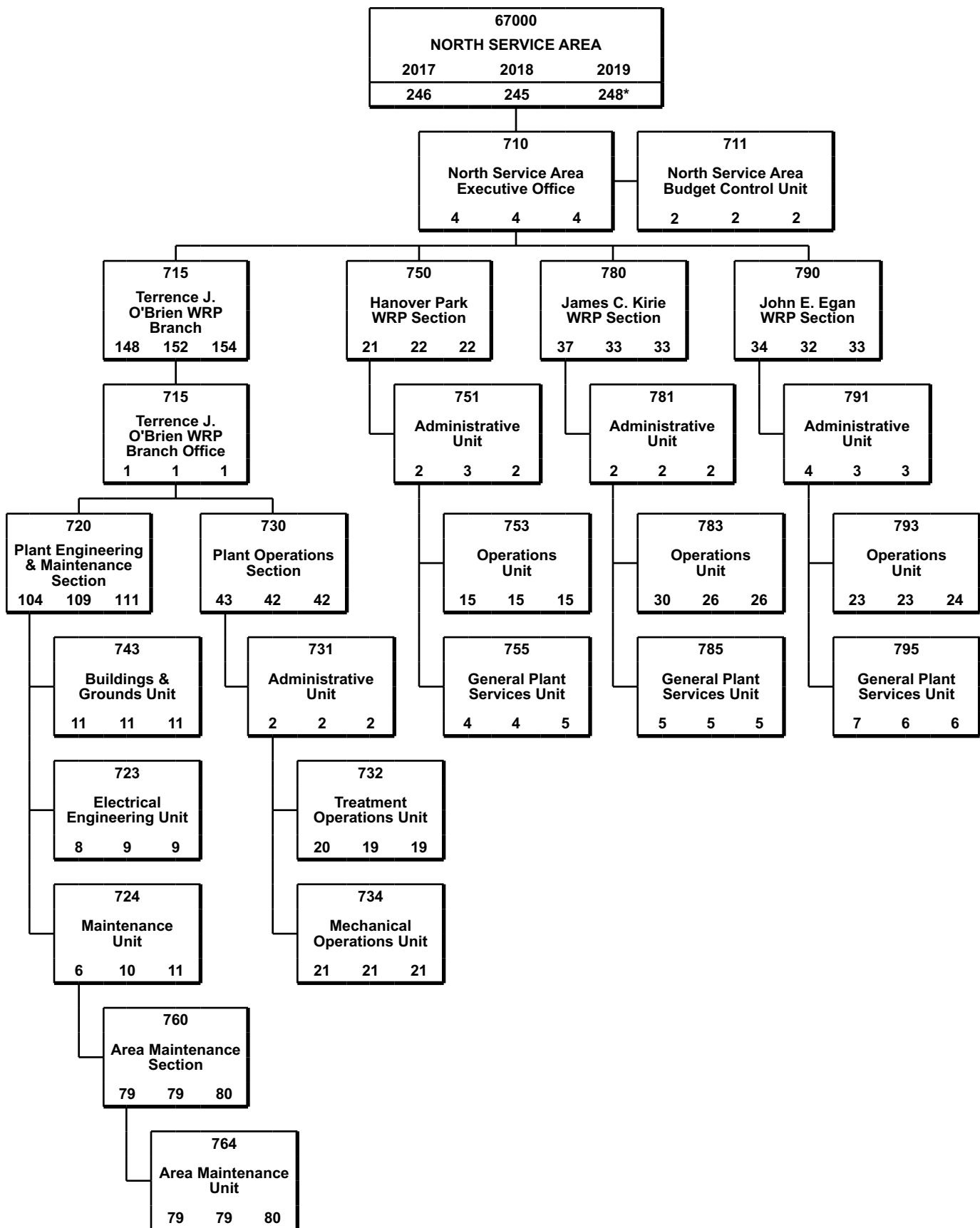
APPROPRIATIONS & EXPENDITURES



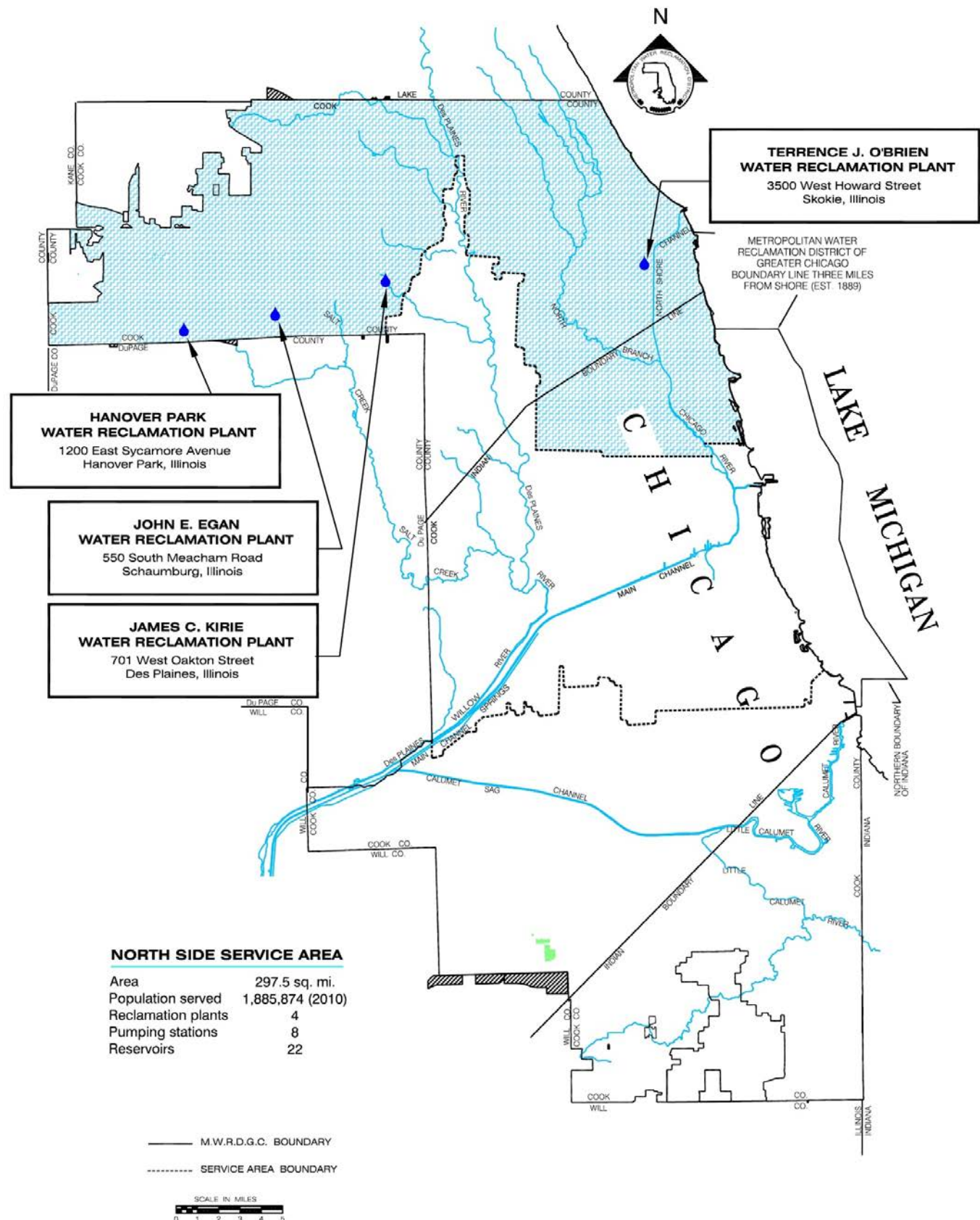
BUDGETED FTE POSITIONS



MAINTENANCE & OPERATIONS - NORTH SERVICE AREA



* In 2019, there are no positions funded by the Stormwater Management Fund.



67000 M&O - NORTH SERVICE AREA**OBJECTIVES AND PROGRAM SUMMARY**

| OBJECTIVES BY PRIORITY: | | | | Cost | Percent |
|---|---------|---------|---------|--------------|---------------------|
| 1. COLLECTION & TREATMENT: The North Service Area will collect and treat approximately 115.6 billion gallons of wastewater through its treatment facilities and a contract agreement with the Fox River Water Reclamation District. | | | | \$36,548,075 | 84.3% |
| | Design: | Flows ^ | CBOD * | SS * | |
| Terrence J. O'Brien Water Reclamation Plant (WRP) | | 333 MGD | 10 mg/L | 12 mg/L | |
| John E. Egan Water Reclamation Plant | | 30 MGD | 10 mg/L | 12 mg/L | |
| Hanover Park Water Reclamation Plant | | 12 MGD | 10 mg/L | 12 mg/L | |
| James C. Kirie Water Reclamation Plant | | 52 MGD | 4 mg/L | 5 mg/L | |
| Fox River Water Reclamation District | | 4 MGD | — | — | |
| ^ In millions of gallons per day (MGD). | | | | | |
| * National Pollutant Discharge Elimination System monthly effluent quality standards in milligrams per liter: | | | | | |
| CBOD - Carbonaceous Biochemical Oxygen Demand | | | | | |
| SS - Suspended Solids | | | | | |
| 2. SOLIDS PROCESSING: The North Service Area will remove 60,600 dry tons and process 15,600 dry tons of concentrated sewage through various systems including heated digestion, centrifuging, concentration, and centrifuge cake in lagoons at CALSMA** and LASMA**. | | | | \$ 4,829,500 | 11.1% |
| 3. SOLIDS UTILIZATION: The North Service Area will provide support to utilize 800 dry tons of biosolids for the Fischer Farm in Hanover Park and other agricultural applications. | | | | \$ 1,147,210 | 2.6% |
| 4. FLOOD & POLLUTION CONTROL: The North Service Area will work to prevent local area flooding and control diversion of water from Lake Michigan through the operation of 22 detention reservoirs in cooperation with local communities and by assisting in the operation of the Wilmette Controlling Works and the North Shore Channel. The North Service Area will also work to maintain the quality of the waterways system and associated District property by utilizing debris boats and channel maintenance crews. | | | | \$ 596,235 | 1.4% |
| 5. GENERAL SUPPORT: The North Service Area will provide technical and administrative support for other departments not directly related to the operational activities of Collection & Treatment, Solids Processing, Solids Utilization, and Flood & Pollution Control. | | | | \$ 260,980 | 0.6% |
| | | | | Total | \$43,382,000 100.0% |
| **CALSMA - Calumet Solids Management Area and LASMA - Lawndale Avenue Solids Management Area | | | | | |

| MEASURABLE GOALS: | | 2017 | 2018 | 2019 |
|--|-------------------------|---------|-----------|----------|
| | Unit of Measure | Actual | Estimated | Proposed |
| 1. The North Service Area will collect and treat approximately 115.6 billion gallons of wastewater in 2019. | Billion Gallons | 114.8 | 115.6 | 115.6 |
| 2. The North Service Area will remove 60,600 dry tons and process 15,600 dry tons of concentrated sewage. | Dry Tons Process Solids | 15,893 | 15,600 | 15,600 |
| 3. The North Service Area will obtain 100 percent permit compliance in 2019 for National Pollutant Discharge Elimination System effluent limits. | Percent | 100.00% | 100.00% | 100.00% |
| 4. The North Service Area will provide support to utilize 800 dry tons of biosolids in 2019. | Dry Tons | 698 | 800 | 800 |

67000 M&O - NORTH SERVICE AREA**OBJECTIVES AND PROGRAM SUMMARY**

| PROGRAMS BY PRIORITY: | | | 2017 | | | | Budgeted | | Change | |
|---|-----------------------------|--------------|------|-----|---------------|-------------|----------|--|---------|---------|
| Number | Name | Actual | | | FTEs | Dollars | | | Dollars | Percent |
| 1000 | Collection | \$10,119,650 | 2019 | 67 | \$ 11,099,945 | \$ 37,495 | 0.3 | | | |
| | | | 2018 | 67 | \$ 11,062,450 | | | | | |
| 1100 | Surface Interceptor Systems | \$ 361,919 | 2019 | 3 | \$ 321,900 | \$ 7,700 | 2.5 | | | |
| | | | 2018 | 3 | \$ 314,200 | | | | | |
| 1200 | Tunnel and Reservoir System | \$ 1,567,973 | 2019 | 14 | \$ 1,506,900 | \$ 28,700 | 1.9 | | | |
| | | | 2018 | 14 | \$ 1,478,200 | | | | | |
| 1300 | Pumping Station Facilities | \$ 4,408,862 | 2019 | 25 | \$ 4,720,000 | \$ 31,300 | 0.7 | | | |
| | | | 2018 | 25 | \$ 4,688,700 | | | | | |
| 1900 | Collection - Indirect Costs | \$ 3,780,896 | 2019 | 25 | \$ 4,551,145 | \$ (30,205) | (0.7) | | | |
| | | | 2018 | 25 | \$ 4,581,350 | | | | | |
| 2000 | Treatment | \$23,252,320 | 2019 | 154 | \$ 25,096,530 | \$ 626,580 | 2.6 | | | |
| | | | 2018 | 151 | \$ 24,469,950 | | | | | |
| 2000 | Pre-Treatment | \$ 948,077 | 2019 | 7 | \$ 810,500 | \$ 15,500 | 2.0 | | | |
| | | | 2018 | 7 | \$ 795,000 | | | | | |
| 2100 | Primary Treatment | \$ 634,595 | 2019 | 6 | \$ 604,800 | \$ (13,400) | (2.2) | | | |
| | | | 2018 | 6 | \$ 618,200 | | | | | |
| 2200 | Secondary Treatment | \$ 8,132,062 | 2019 | 44 | \$ 8,275,800 | \$ 94,700 | 1.2 | | | |
| | | | 2018 | 44 | \$ 8,181,100 | | | | | |
| 2300 | Tertiary Treatment | \$ 1,397,460 | 2019 | 12 | \$ 1,807,600 | \$ 37,100 | 2.1 | | | |
| | | | 2018 | 11 | \$ 1,770,500 | | | | | |
| 2900 | Treatment - Indirect Costs | \$12,140,126 | 2019 | 85 | \$ 13,597,830 | \$ 492,680 | 3.8 | | | |
| | | | 2018 | 83 | \$ 13,105,150 | | | | | |
| a) Increase is due to the purchase of a Distributed Control System multi-network for the Kirie, Egan, and Hanover Park WRPs (\$140,000), the reallocation of salaries to more accurately reflect current activities (\$105,100), the addition of one Associate Process Control Engineer and one Electrical Mechanic (\$103,700), the purchase of Endress Hauser repair parts and service for the O'Brien and Kirie WRPs (\$70,000), and motor protection relays (\$25,000). | | | | | | | | | | |

67000 M&O - NORTH SERVICE AREA**OBJECTIVES AND PROGRAM SUMMARY**

| PROGRAMS BY PRIORITY: | | | Budgeted | | | | Change | |
|---|---|--------------|----------|------|--------------|--------------|---------|---------|
| Number | Name | 2017 Actual | | FTEs | Dollars | | Dollars | Percent |
| 3000 | Solids Processing | \$ 3,485,923 | 2019 | 23 | \$ 4,829,500 | \$ 336,325 | 7.5 | |
| | | | 2018 | 23 | \$ 4,493,175 | | | |
| 3100 | Thickening | \$ 706,089 | 2019 | 5 | \$ 804,200 | \$ 33,000 | 4.3 | |
| | | | 2018 | 5 | \$ 771,200 | | | |
| 3200 | Stabilization | \$ 761,823 | 2019 | 6 | \$ 742,000 | \$ (8,600) | (1.1) | |
| | | | 2018 | 6 | \$ 750,600 | | | |
| 3300 | Dewatering | \$ 972,164 | 2019 | 6 | \$ 1,472,000 | \$ 215,200 | 17.1 | b) |
| | | | 2018 | 6 | \$ 1,256,800 | | | |
| 3900 | Solids Processing - Indirect Costs | \$ 1,045,847 | 2019 | 6 | \$ 1,811,300 | \$ 96,725 | 5.6 | |
| | | | 2018 | 6 | \$ 1,714,575 | | | |
| 4000 | Flood & Pollution Control | \$ 744,474 | 2019 | 2 | \$ 596,235 | \$ (22,640) | (3.7) | |
| | | | 2018 | 2 | \$ 618,875 | | | |
| 4200 | Waterways Control and Stormwater Reservoirs | \$ 481,537 | 2019 | 2 | \$ 292,000 | \$ (24,700) | (7.8) | |
| | | | 2018 | 2 | \$ 316,700 | | | |
| 4400 | Aeration Facilities | \$ 178,199 | 2019 | — | \$ 172,700 | \$ (5,800) | (3.2) | |
| | | | 2018 | — | \$ 178,500 | | | |
| 4900 | Flood & Pollution Control - Indirect Costs | \$ 84,738 | 2019 | — | \$ 131,535 | \$ 7,860 | 6.4 | |
| | | | 2018 | — | \$ 123,675 | | | |
| 5000 | Solids Utilization | \$ 2,661,549 | 2019 | 1 | \$ 1,147,210 | \$ 121,085 | 11.8 | |
| | | | 2018 | 1 | \$ 1,026,125 | | | |
| 5200 | Solids Distribution | \$ 184,176 | 2019 | — | \$ 178,700 | \$ (3,200) | (1.8) | |
| | | | 2018 | — | \$ 181,900 | | | |
| 5900 | Solids Utilization - Indirect Costs | \$ 2,477,373 | 2019 | 1 | \$ 968,510 | \$ 124,285 | 14.7 | |
| | | | 2018 | 1 | \$ 844,225 | | | |
| 7000 | General Support (excluding program number 7604) | \$ 201,263 | 2019 | 1 | \$ 260,980 | \$ 11,955 | 4.8 | |
| | | | 2018 | 1 | \$ 249,025 | | | |
| 7604 | Social Security and Medicare Contributions | \$ 331,337 | 2019 | — | \$ 351,600 | \$ 12,500 | 3.7 | |
| | | | 2018 | — | \$ 339,100 | | | |
| Totals | | \$40,796,516 | 2019 | 248 | \$43,382,000 | \$ 1,123,300 | 2.7% | * |
| | | | 2018 | 245 | \$42,258,700 | | | |
| b) Increase is due to the purchase of a screw conveyor coupling and shaft (\$100,000) and an increased need for Polymer to reflect the current operational capabilities at the Egan WRP (\$90,100). | | | | | | | | |
| * The 2019 position total for the North Service Area is 248, with no positions budgeted in the Stormwater Management Fund. | | | | | | | | |

67000 M&O - NORTH SERVICE AREA**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated | |
|--|---|-------------------|---------------|---------------|----------------|----|
| 1000-2900 | Collection & Treatment | | | | | |
| | Collect and Treat Wastewater at Treatment Facilities and Through a Contract Agreement with the Fox River Water Reclamation District | | | | | |
| | Terrence J. O'Brien Water Reclamation Plant | Mil. Gallons | 84,714 | 89,000 | 85,000 | |
| | | Cost | \$ 18,728,208 | \$ 19,572,500 | \$ 20,268,900 | a) |
| | | Cost/Mil. Gallons | \$ 221.08 | \$ 219.92 | \$ 238.46 | |
| | John E. Egan Water Reclamation Plant | Mil. Gallons | 8,725 | 10,200 | 10,200 | |
| | | Cost | \$ 5,623,400 | \$ 5,677,650 | \$ 5,780,250 | |
| | | Cost/Mil. Gallons | \$ 644.52 | \$ 556.63 | \$ 566.69 | |
| | Hanover Park Water Reclamation Plant | Mil. Gallons | 3,951 | 3,500 | 3,700 | |
| | | Cost | \$ 2,701,783 | \$ 2,680,800 | \$ 2,694,470 | |
| | | Cost/Mil. Gallons | \$ 683.82 | \$ 765.94 | \$ 728.24 | |
| | James C. Kirie Water Reclamation Plant | Mil. Gallons | 15,298 | 14,000 | 14,500 | |
| | | Cost | \$ 5,852,695 | \$ 6,098,450 | \$ 5,949,855 | |
| | | Cost/Mil. Gallons | \$ 382.58 | \$ 435.60 | \$ 410.33 | |
| | Fox River Water Reclamation District | Mil. Gallons | 2,069 | 2,000 | 2,150 | |
| | | Cost | \$ 465,884 | \$ 1,503,000 | \$ 1,503,000 | |
| | | Cost/Mil. Gallons | \$ 225.17 | \$ 751.50 | \$ 699.07 | |
| 3000 | Solids Processing | | | | | |
| | Remove 60,600 Dry Tons of Solids, Transfer 45,000 Dry Tons to the Stickney WRP and Process 15,600 Dry Tons from Concentrated Sewage Through Various Systems | Dry Tons | 15,893 | 13,500 | 15,600 | b) |
| | | Cost | \$ 3,485,923 | \$ 4,493,175 | \$ 4,829,500 | c) |
| | | Cost/Dry Ton | \$ 219.34 | \$ 332.83 | \$ 309.58 | |
| <p>a) Increase is due to the reallocation of salaries to more accurately reflect current activities (\$453,200), and the scheduled replacement of ultraviolet bulbs for disinfection (\$307,900).</p> <p>b) Increase is due to an updated estimate for solids processing to reflect current operational capabilities at the Egan WRP.</p> <p>c) Increase is due to the purchase of a screw conveyor coupling and shaft for the Egan WRP (\$100,000), an increased need for Polymer to reflect the current operational capabilities at the Egan WRP (\$90,100), and landscaping services for the North Service Area (\$75,000).</p> | | | | | | |

67000 M&O - NORTH SERVICE AREA**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated | |
|----------------|---|----------------|---------------|---------------|----------------|----|
| 4000 | Flood & Pollution Control | | | | | |
| | Operation and Maintenance of the Waterways to Minimize Area Flooding and Pollution | | | | | |
| 4200 | Minimize Area Flooding and Pollution of Lake Michigan Through the Continuous Control of Water Levels in Major Rivers and Canals and the Operation of Detention Reservoirs | Reservoirs | 22 | 22 | 22 | |
| | | Cost | \$ 481,537 | \$ 316,700 | \$ 292,000 | |
| | | Cost/Reservoir | \$ 21,888.05 | \$ 14,395.45 | \$ 13,272.73 | |
| 4400 | Aeration Facilities | Cost | \$ 178,199 | \$ 178,500 | \$ 172,700 | |
| 4900 | Flood & Pollution Control - Indirect Costs | Cost | \$ 84,738 | \$ 123,675 | \$ 131,535 | |
| 5000 | Solids Utilization | | | | | |
| | Utilize Biosolids for Application at Final Utilization Sites Such as Fischer Farm at Hanover Park and Other Farm Application Sites | Dry Tons | 698 | 1,000 | 800 | d) |
| | | Cost | \$ 2,661,549 | \$ 1,026,125 | \$ 1,147,210 | |
| | | Cost/Dry Ton | \$ 3,813.11 | \$ 1,026.13 | \$ 1,434.01 | |
| 7000 | General Support (excluding program number 7604) | | | | | |
| | Technical and Administrative Support for Other Departments' Activities Indirectly Related to the Operational Activities of Collection & Treatment, Solids Processing, Flood & Pollution Control, and Solids Utilization | Cost | \$ 201,263 | \$ 249,025 | \$ 260,980 | |
| 7604 | Social Security and Medicare Contributions | Cost | \$ 331,337 | \$ 339,100 | \$ 351,600 | |
| | Division Total | | \$ 40,796,516 | \$ 42,258,700 | \$ 43,382,000 | |

d) Decrease is due to an updated estimate of solids utilization that includes wet weather patterns.

| Account Number | Account Name | LINE ITEM ANALYSIS | | | | | | |
|----------------|--|--------------------------------------|------------------------|---------------------------------|---|--------------------------------|--------------------------------|---|
| | | Fund: Corporate | | | | | | |
| | | Department: Maintenance & Operations | | | | | | |
| Account Number | Account Name | Division: North Service Area | | | | | | |
| | | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 601010 | Salaries of Regular Employees | \$ 22,635,492 | \$ 23,691,800 | \$ 23,691,800 | \$ 16,555,599 | \$ 23,327,400 | \$ 24,285,900 | \$ — |
| 601060 | Compensation Plan Adjustments | 1,418,077 | 1,443,100 | 1,168,100 | 1,014,876 | 1,443,100 | 1,354,500 | — |
| 601070 | Social Security and Medicare Contributions | 331,337 | 339,100 | 339,100 | 250,405 | 366,900 | 351,600 | — |
| 601080 | Salaries of Nonbudgeted Employees | 6,927 | — | — | — | — | — | — |
| 601100 | Tuition and Training Payments | 35,419 | 38,400 | 46,700 | 35,409 | 38,400 | 42,900 | — |
| 100 | TOTAL PERSONAL SERVICES | 24,427,252 | 25,512,400 | 25,245,700 | 17,856,288 | 25,175,800 | 26,034,900 | — |
| 612010 | Travel | 4,205 | 5,900 | 11,400 | 6,374 | 8,100 | 8,000 | — |
| 612030 | Meals and Lodging | 19,097 | 15,400 | 21,400 | 14,553 | 14,900 | 16,200 | — |
| 612050 | Compensation for Personally-Owned Automobiles | 17,611 | 30,300 | 30,300 | 14,092 | 26,000 | 19,000 | — |
| 612080 | Motor Vehicle Operating Services | 110 | 200 | 100 | 45 | 200 | 1,000 | — |
| 612150 | Electrical Energy | 7,831,673 | 7,709,800 | 7,534,800 | 4,940,433 | 7,190,400 | 7,088,800 | — |
| 612160 | Natural Gas | 540,130 | 460,900 | 635,900 | 456,416 | 460,900 | 475,500 | — |
| 612170 | Water and Water Services | 77,378 | 56,200 | 56,200 | 43,821 | 52,900 | 75,800 | — |
| 612210 | Communication Services | 137,230 | 174,500 | 196,900 | 149,658 | 196,900 | — | — |
| 612240 | Testing and Inspection Services | 29,891 | 39,300 | 43,300 | 42,120 | 30,400 | 42,200 | — |
| 612330 | Rental Charges | 1,839 | 10,400 | 10,400 | 9,400 | 7,000 | 3,000 | — |
| 612410 | Governmental Service Charges | 3,352,900 | 3,262,500 | 3,262,500 | 2,356,490 | 3,162,500 | 3,262,500 | — |
| 612420 | Maintenance of Grounds and Pavements | 7,500 | 35,000 | 35,000 | 34,750 | 20,200 | 112,600 | — |
| 612490 | Contractual Services, N.O.C. | 3,929 | 9,400 | 9,400 | 3,368 | 6,600 | 3,400 | — |
| 612520 | Waste Material Disposal Charges | 519,210 | 506,400 | 509,600 | 504,867 | 484,400 | 514,800 | — |
| 612530 | Farming Services | 24,700 | 24,700 | 24,700 | 20,000 | 20,000 | 154,700 | — |
| 612600 | Repairs to Collection Facilities | 61,042 | 66,800 | 43,200 | 28,149 | 45,100 | 74,100 | — |
| 612650 | Repairs to Process Facilities | 1,058,187 | 1,199,200 | 1,196,200 | 1,170,085 | 1,087,700 | 1,138,700 | — |
| 612680 | Repairs to Buildings | 126,908 | 178,000 | 190,500 | 189,519 | 153,500 | 278,700 | — |
| 612760 | Repairs to Material Handling and Farming Equipment | 9,597 | 21,700 | 21,700 | 20,776 | 20,400 | 24,400 | — |
| 612780 | Safety Repairs and Services | 55,574 | 85,000 | 85,000 | 85,000 | 76,200 | 85,000 | — |
| 612860 | Repairs to Vehicle Equipment | 7,593 | 38,700 | 30,300 | 29,630 | 13,900 | 8,000 | — |
| 200 | TOTAL CONTRACTUAL SERVICES | 13,886,303 | 13,930,300 | 13,948,800 | 10,119,545 | 13,078,200 | 13,386,400 | — |
| 623030 | Metals | 9,097 | 15,100 | 15,100 | 11,022 | 11,000 | 10,000 | — |
| 623070 | Electrical Parts and Supplies | 684,655 | 679,800 | 938,800 | 1,052,477 | 815,300 | 1,151,900 | — |
| 623090 | Plumbing Accessories and Supplies | 133,922 | 156,400 | 156,400 | 129,008 | 156,400 | 155,400 | — |
| 623110 | Hardware | 11,207 | — | — | — | — | — | — |

| 101 67000 | Fund: Corporate Department: Maintenance & Operations Division: North Service Area | LINE ITEM ANALYSIS | | | | | | |
|--------------------------|---|--------------------|------------------------|---------------------------------|---|--------------------------------|--------------------------------|---|
| | | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 623130 | Buildings, Grounds, Paving Materials, and Supplies | 18,560 | 29,700 | 29,700 | 26,483 | 26,500 | 20,100 | — |
| 623190 | Paints, Solvents, and Related Materials | 1,377 | 2,500 | 500 | 400 | 500 | 1,400 | — |
| 623250 | Vehicle Parts and Supplies | 12,775 | 8,700 | 16,700 | 16,202 | 13,700 | 12,000 | — |
| 623270 | Mechanical Repair Parts | 485,177 | 501,800 | 676,800 | 634,516 | 481,800 | 681,400 | — |
| 623520 | Office, Printing, and Photo Supplies, Equipment, and Furniture | 13,829 | 20,900 | 16,400 | 16,296 | 16,400 | 13,800 | — |
| 623560 | Processing Chemicals | 801,647 | 1,143,500 | 1,336,500 | 1,303,295 | 972,400 | 1,315,700 | — |
| 623570 | Laboratory Testing Supplies, Small Equipment, and Chemicals | 22,902 | 25,600 | 23,600 | 17,478 | 22,000 | 25,600 | — |
| 623660 | Cleaning Supplies | 82 | — | — | — | — | — | — |
| 623680 | Tools and Supplies | 105,308 | 73,200 | 73,200 | 72,264 | 73,200 | 66,900 | — |
| 623700 | Wearing Apparel | 175 | — | — | — | — | — | — |
| 623780 | Safety and Medical Supplies | 21,535 | 18,100 | 15,600 | 11,884 | 15,600 | 24,000 | — |
| 623800 | Computer Software | 124 | 1,600 | 1,600 | — | 800 | 21,000 | — |
| 623810 | Computer Supplies | 6,486 | 8,600 | 10,000 | 8,570 | 7,900 | 25,000 | — |
| 623820 | Fuel | 15,570 | 14,000 | 19,400 | 16,818 | 15,400 | 13,000 | — |
| 623840 | Gases | 281 | — | — | — | — | — | — |
| 623850 | Communications Supplies | — | — | — | — | — | 24,300 | — |
| 623860 | Lubricants | 4,852 | 3,100 | 4,600 | 3,646 | 4,600 | 3,000 | — |
| 623990 | Materials and Supplies, N.O.C. | 9,160 | 6,500 | 6,500 | 5,646 | 6,500 | 6,500 | — |
| 300 | TOTAL MATERIALS AND SUPPLIES | 2,358,719 | 2,709,100 | 3,341,400 | 3,326,004 | 2,640,000 | 3,571,000 | — |
| 634600 | Equipment for Collection Facilities | 45,129 | 44,200 | 44,200 | 44,118 | 43,600 | 60,000 | — |
| 634650 | Equipment for Process Facilities | 73,376 | 62,700 | 115,300 | 107,048 | 115,300 | 87,700 | — |
| 634760 | Material Handling and Farming Equipment | — | — | — | — | — | 37,000 | — |
| 634810 | Computer Equipment | — | — | — | — | — | 140,000 | — |
| 634860 | Vehicle Equipment | — | — | — | — | — | 65,000 | — |
| 634970 | Testing and Laboratory Equipment | 5,737 | — | — | — | — | — | — |
| 400 | TOTAL MACHINERY AND EQUIPMENT | 124,242 | 106,900 | 159,500 | 151,166 | 158,900 | 389,700 | — |
| TOTAL NORTH SERVICE AREA | | \$ 40,796,516 | \$ 42,258,700 | \$ 42,695,400 | \$ 31,453,003 | \$ 41,052,900 | \$ 43,382,000 | \$ — |

NOTES: 1. Amounts may not add up due to rounding.

2. Departmental appropriation totals for salaries in the Line Item Analysis may differ from those contained in the Position Analysis by a factor identified to adjust for vacancies.

Additionally, Estimated Expenditure may either exceed Adjusted Appropriation when transfers of funds are anticipated or be less than Expenditure (Committed Budget plus Disbursement) when not all commitments are anticipated to be completed by year-end.

3. For the M&O Department, Expenditure (Committed Budget plus Disbursement) may exceed Adjusted Appropriation for a specific division as funding is controlled at the M&O Overall department-level.

| Fund: Corporate Dept: Maintenance & Operations Division: North Service Area | | POSITION ANALYSIS | | | | |
|---|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| 710 | North Service Area Executive Office | | | | | |
| HP22 | Assistant Director of Maintenance & Operations | 1 | 1 | | 1 | |
| HP20 | Managing Engineer | 1 | 1 | | 1 | |
| HP14 | Engineering Technician V | 1 | 1 | | 1 | |
| HP12 | Secretary #2 (Administrative Specialist) (New Grade HP11) | 1 | 1 | | 1 | |
| TOTAL | North Service Area Executive Office | 4 | 4 | 615,526.81 | 4 | 628,751.23 |
| 711 | North Service Area Budget Control Unit | | | | | |
| HP16 | Senior Budget & Management Analyst | — | 1 | | 1 | |
| HP14 | Budget & Management Analyst | 2 | 1 | | 1 | |
| TOTAL | North Service Area Budget Control Unit | 2 | 2 | 206,290.59 | 2 | 201,907.41 |
| 715 | Terrence J. O'Brien Water Reclamation Plant Branch | | | | | |
| 715 | Terrence J. O'Brien Water Reclamation Plant Branch Office | | | | | |
| HP21 | Engineer of Treatment Plant Operations I #2 (Managing Engineer) (New Grade HP20) | 1 | 1 | | 1 | |
| TOTAL | Terrence J. O'Brien Water Reclamation Plant Branch Office | 1 | 1 | 213,312.56 | 1 | 213,312.59 |
| 720 | Plant Engineering & Maintenance Section | | | | | |
| 743 | Buildings & Grounds Unit | | | | | |
| HP14 | Engineering Technician V | 1 | 1 | | 1 | |
| HP09 | Administrative Clerk | 1 | 1 | | 1 | |
| NR8331 | Laborer Foreman | 1 | 1 | | 1 | |
| NR8651 | Maintenance Laborer Class A | 3 | 3 | | 3 | |
| NR8652 | Maintenance Laborer Class B | 5 | 5 | | 5 | |
| TOTAL | Buildings & Grounds Unit | 11 | 11 | 722,990.34 | 11 | 754,124.27 |
| 723 | Electrical Engineering Unit | | | | | |
| HP15 | Associate Process Control Engineer | — | 1 | | 1 | |
| NR6251 | Chief Electrical Operator | 1 | 1 | | 1 | |
| NR6233 | Electrical Operator II | 5 | 5 | | 5 | |
| NR6232 | Electrical Operator I | 2 | 2 | | 2 | |
| TOTAL | Electrical Engineering Unit | 8 | 9 | 896,236.11 | 9 | 913,068.27 |

| Fund: Corporate Dept: Maintenance & Operations Division: North Service Area | | POSITION ANALYSIS | | | | |
|---|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| 724 | Maintenance Unit | | | | | |
| HP19 | Master Mechanic II | 1 | 1 | | — | |
| HP19 | Master Mechanic | — | — | | 1 | |
| HP17 | Assistant Master Mechanic | 4 | 4 | | 4 | |
| HP17 | Senior Electrical Engineer | — | 2 | | 2 | |
| HP15 | Associate Process Control Engineer | — | — | | 1 | |
| HP14 | Assistant Electrical Engineer | — | 1 | | 1 | |
| HP12 | Engineering Technician IV | — | 1 | | 1 | |
| HP11 | Administrative Specialist | — | 1 | | 1 | |
| HP09 | Administrative Clerk | 1 | — | | — | |
| TOTAL | Maintenance Unit | 6 | 10 | 1,224,321.29 | 11 | 1,321,041.45 |
| 760 | Area Maintenance Section | | | | | |
| 764 | Area Maintenance Unit | | | | | |
| PR5933 | Architectural Ironworker | 2 | 2 | | 2 | |
| PR5353 | Bricklayer | 1 | 1 | | 1 | |
| PR5153 | Carpenter | 2 | 2 | | 2 | |
| PR7425 | Electrical Instrument & Testing Mechanic Foreman | 1 | 1 | | 1 | |
| PR7424 | Electrical Instrument & Testing Mechanic Leadman | 1 | 1 | | 1 | |
| PR7423 | Electrical Instrument & Testing Mechanic | 12 | 12 | | 12 | |
| PR7347 | Electrical Mechanic Foreman | 1 | 1 | | 1 | |
| PR7349 | Electrical Mechanic Sub-Foreman | 1 | 1 | | 1 | |
| PR7343 | Electrical Mechanic | 13 | 13 | | 14 | |
| PR6453 | Hoisting Engineer | 1 | 1 | | 1 | |
| PR7579 | Machinist Foreman | 1 | 1 | | 1 | |
| PR7575 | Machinist Leadman | 1 | 1 | | 1 | |
| PR7573 | Machinist | 16 | 16 | | 16 | |
| PR5553 | Painter | 2 | 2 | | 2 | |
| PR7779 | Pipefitter Foreman | 1 | 1 | | 1 | |

| Fund: Corporate Dept: Maintenance & Operations Division: North Service Area | | POSITION ANALYSIS | | | | |
|---|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| PR7775 | Pipefitter Leadman | 1 | 1 | | 1 | |
| PR7773 | Pipefitter | 12 | 12 | | 12 | |
| PR5753 | Plumber | 2 | 2 | | 2 | |
| PR5975 | Structural Ironworker Leadman | 1 | 1 | | 1 | |
| PR5973 | Structural Ironworker | 2 | 2 | | 2 | |
| PR6473 | Truck Driver | 5 | 5 | | 5 | |
| TOTAL | Area Maintenance Unit | 79 | 79 | 7,847,008.00 | 80 | 8,117,657.60 |
| TOTAL | Area Maintenance Section | 79 | 79 | 7,847,008.00 | 80 | 8,117,657.60 |
| TOTAL | Plant Engineering & Maintenance Section | 104 | 109 | 10,690,555.74 | 111 | 11,105,891.59 |
| 730 | Plant Operations Section | | | | | |
| 731 | Administrative Unit | | | | | |
| HP19 | Assistant Engineer of Treatment Plant Operations II #2 (Principal Engineer) (New Grade HP18) | 1 | 1 | | 1 | |
| HP12 | Engineering Technician IV | 1 | 1 | | 1 | |
| TOTAL | Administrative Unit | 2 | 2 | 245,440.20 | 2 | 255,840.26 |
| 732 | Treatment Operations Unit | | | | | |
| HP16 | Treatment Plant Operator III | 1 | 1 | | 1 | |
| HP14 | Treatment Plant Operator II | 6 | 8 | | 8 | |
| HP14 | Treatment Plant Operator II #4 | 2 | — | | — | |
| HP12 | Treatment Plant Operator I | 4 | 4 | | 4 | |
| NR8650 | Maintenance Laborer Class A Shift | 4 | 4 | | 4 | |
| NR8650 | Maintenance Laborer Class A Shift #1 | 1 | — | | — | |
| NR8651 | Maintenance Laborer Class A | 2 | 2 | | 2 | |
| TOTAL | Treatment Operations Unit | 20 | 19 | 1,592,212.04 | 19 | 1,667,146.70 |
| 734 | Mechanical Operations Unit | | | | | |
| HP17 | Chief Operating Engineer I | 1 | 1 | | 1 | |
| HP16 | Assistant Chief Operating Engineer | 1 | 1 | | 1 | |
| NR6810 | Fireman-Oiler | 6 | 6 | | 6 | |
| NR6832 | Operating Engineer II | 8 | 8 | | 8 | |

| Fund: Corporate Dept: Maintenance & Operations Division: North Service Area | | POSITION ANALYSIS | | | | |
|---|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| NR6831 | Operating Engineer I | 5 | 5 | | 5 | |
| TOTAL | Mechanical Operations Unit | 21 | 21 | 2,101,092.77 | 21 | 2,159,127.61 |
| TOTAL | Plant Operations Section | 43 | 42 | 3,938,745.01 | 42 | 4,082,114.57 |
| TOTAL | Terrence J. O'Brien Water Reclamation Plant Branch | 148 | 152 | 14,842,613.31 | 154 | 15,401,318.75 |
| 750 | Hanover Park Water Reclamation Plant Section | | | | | |
| 751 | Administrative Unit | | | | | |
| HP20 | Managing Engineer | — | 1 | | 1 | |
| HP19 | Assistant Engineer of Treatment Plant Operations II #2 (Principal Engineer) (New Grade HP18) | 1 | 1 | | — | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |
| TOTAL | Administrative Unit | 2 | 3 | 391,978.86 | 2 | 268,025.67 |
| 753 | Operations Unit | | | | | |
| HP17 | Senior Civil Engineer | 1 | — | | — | |
| HP17 | Senior Engineer | — | 1 | | — | |
| HP17 | Senior Mechanical Engineer | — | — | | 1 | |
| HP16 | Treatment Plant Operator III | 1 | 1 | | 1 | |
| HP14 | Treatment Plant Operator II | 6 | 6 | | 6 | |
| HP14 | Treatment Plant Operator II #4 | 1 | 1 | | 1 | |
| HP12 | Treatment Plant Operator I | 5 | 5 | | 5 | |
| NR6810 | Fireman-Oiler | 1 | 1 | | 1 | |
| TOTAL | Operations Unit | 15 | 15 | 1,398,899.27 | 15 | 1,407,430.40 |
| 755 | General Plant Services Unit | | | | | |
| HP14 | Engineering Technician V | 1 | 1 | | 1 | |
| NR8651 | Maintenance Laborer Class A | 1 | 1 | | 2 | |
| NR8652 | Maintenance Laborer Class B | 2 | 2 | | 1 | |
| NR8652 | Maintenance Laborer Class B #1 | — | — | | 1 | |
| TOTAL | General Plant Services Unit | 4 | 4 | 289,555.44 | 5 | 377,373.09 |
| TOTAL | Hanover Park Water Reclamation Plant Section | 21 | 22 | 2,080,433.57 | 22 | 2,052,829.16 |

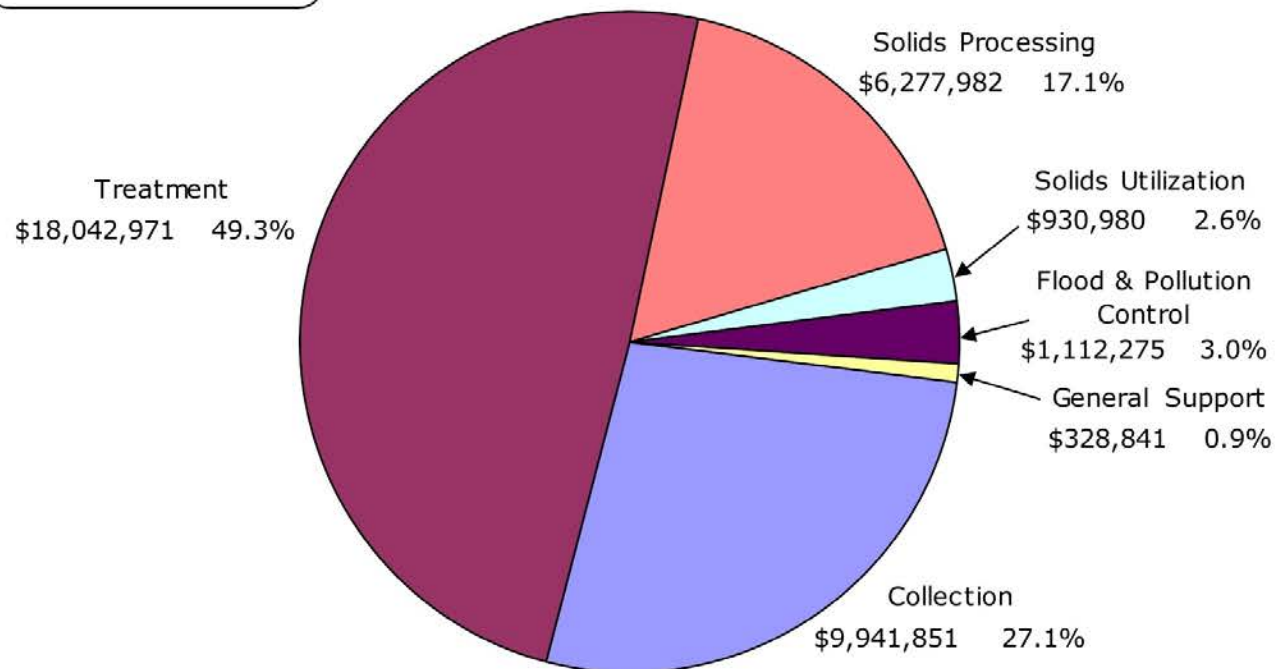
| Fund: Corporate Dept: Maintenance & Operations Division: North Service Area | | POSITION ANALYSIS | | | | |
|---|---|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| 780 | James C. Kirie Water Reclamation Plant Section | | | | | |
| 781 | Administrative Unit | | | | | |
| HP20 | Managing Engineer | 1 | 1 | | 1 | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |
| TOTAL | Administrative Unit | 2 | 2 | 242,818.18 | 2 | 237,820.70 |
| 783 | Operations Unit | | | | | |
| HP18 | Principal Engineer | 1 | — | | — | |
| HP17 | Senior Civil Engineer | 1 | — | | — | |
| HP17 | Senior Engineer | — | 1 | | 1 | |
| HP16 | Assistant Chief Operating Engineer | 1 | 1 | | 1 | |
| HP16 | Treatment Plant Operator III | 1 | 1 | | 1 | |
| HP14 | Treatment Plant Operator II | 5 | 6 | | 6 | |
| HP14 | Treatment Plant Operator II #4 | 2 | 1 | | 1 | |
| HP12 | Treatment Plant Operator I | 4 | 4 | | 4 | |
| NR6810 | Fireman-Oiler | 2 | 2 | | 2 | |
| NR8650 | Maintenance Laborer Class A Shift | 4 | 4 | | 3 | |
| NR8650 | Maintenance Laborer Class A Shift #1 | 3 | — | | 1 | |
| NR6831 | Operating Engineer I | 6 | 6 | | 6 | |
| TOTAL | Operations Unit | 30 | 26 | 2,456,923.90 | 26 | 2,508,852.32 |
| 785 | General Plant Services Unit | | | | | |
| HP14 | Engineering Technician V | — | 1 | | 1 | |
| HP14 | Engineering Technician V #4 | 1 | — | | — | |
| NR8651 | Maintenance Laborer Class A | 3 | 3 | | 3 | |
| NR8652 | Maintenance Laborer Class B | 1 | 1 | | 1 | |
| TOTAL | General Plant Services Unit | 5 | 5 | 385,282.86 | 5 | 396,826.81 |
| TOTAL | James C. Kirie Water Reclamation Plant Section | 37 | 33 | 3,085,024.94 | 33 | 3,143,499.83 |

| Fund: Corporate Dept: Maintenance & Operations Division: North Service Area | | POSITION ANALYSIS | | | | |
|---|---|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| 790 | John E. Egan Water Reclamation Plant Section | | | | | |
| 791 | Administrative Unit | | | | | |
| HP20 | Managing Engineer | 1 | 1 | | 1 | |
| HP18 | Principal Engineer | 2 | 1 | | 1 | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |
| TOTAL | Administrative Unit | 4 | 3 | 420,586.51 | 3 | 414,574.94 |
| 793 | Operations Unit | | | | | |
| HP16 | Assistant Chief Operating Engineer | 1 | 1 | | 1 | |
| HP16 | Treatment Plant Operator III | — | 1 | | 1 | |
| HP16 | Treatment Plant Operator III #4 | 1 | — | | — | |
| HP14 | Treatment Plant Operator II | 7 | 7 | | 7 | |
| HP12 | Treatment Plant Operator I | 4 | 4 | | 4 | |
| NR6810 | Fireman-Oiler | 2 | 2 | | 2 | |
| NR8650 | Maintenance Laborer Class A Shift | — | — | | 1 | |
| NR8651 | Maintenance Laborer Class A | 1 | 1 | | 1 | |
| NR6832 | Operating Engineer II | 1 | 1 | | 1 | |
| NR6831 | Operating Engineer I | 6 | 6 | | 6 | |
| TOTAL | Operations Unit | 23 | 23 | 2,111,176.84 | 24 | 2,238,331.06 |
| 795 | General Plant Services Unit | | | | | |
| HP14 | Engineering Technician V | 1 | — | | — | |
| NR8331 | Laborer Foreman | 1 | 1 | | 1 | |
| NR8651 | Maintenance Laborer Class A | 4 | 4 | | 4 | |
| NR8652 | Maintenance Laborer Class B | 1 | 1 | | 1 | |
| TOTAL | General Plant Services Unit | 7 | 6 | 449,134.40 | 6 | 467,292.80 |
| TOTAL | John E. Egan Water Reclamation Plant Section | 34 | 32 | 2,980,897.75 | 33 | 3,120,198.80 |
| TOTAL | Maintenance & Operations North Service Area | 246 | 245 | 23,810,786.97 | 248 | 24,548,505.18 |
| Note: There are no positions budgeted for the Stormwater Management Fund for 2019. | | | | | | |
| NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix. | | | | | | |

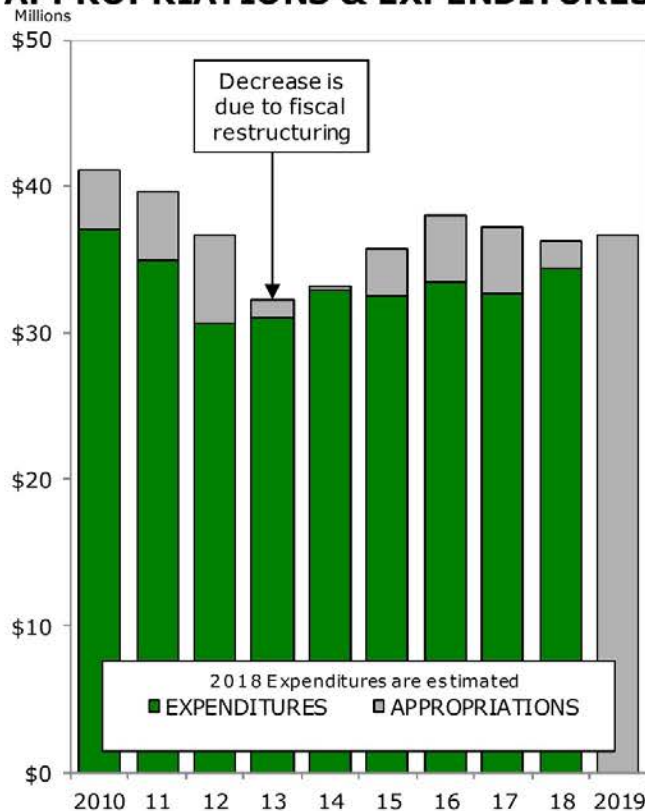
MAINTENANCE & OPERATIONS – CALUMET SERVICE AREA

| | |
|----------|--------------|
| 2019 | \$36,634,900 |
| 2018 | \$36,295,300 |
| Increase | \$339,600 |

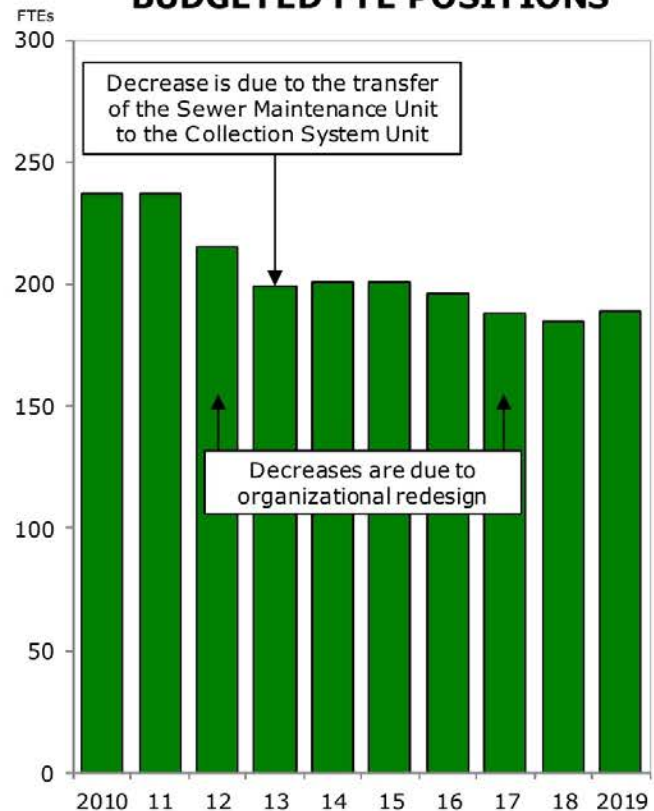
FUNCTIONS



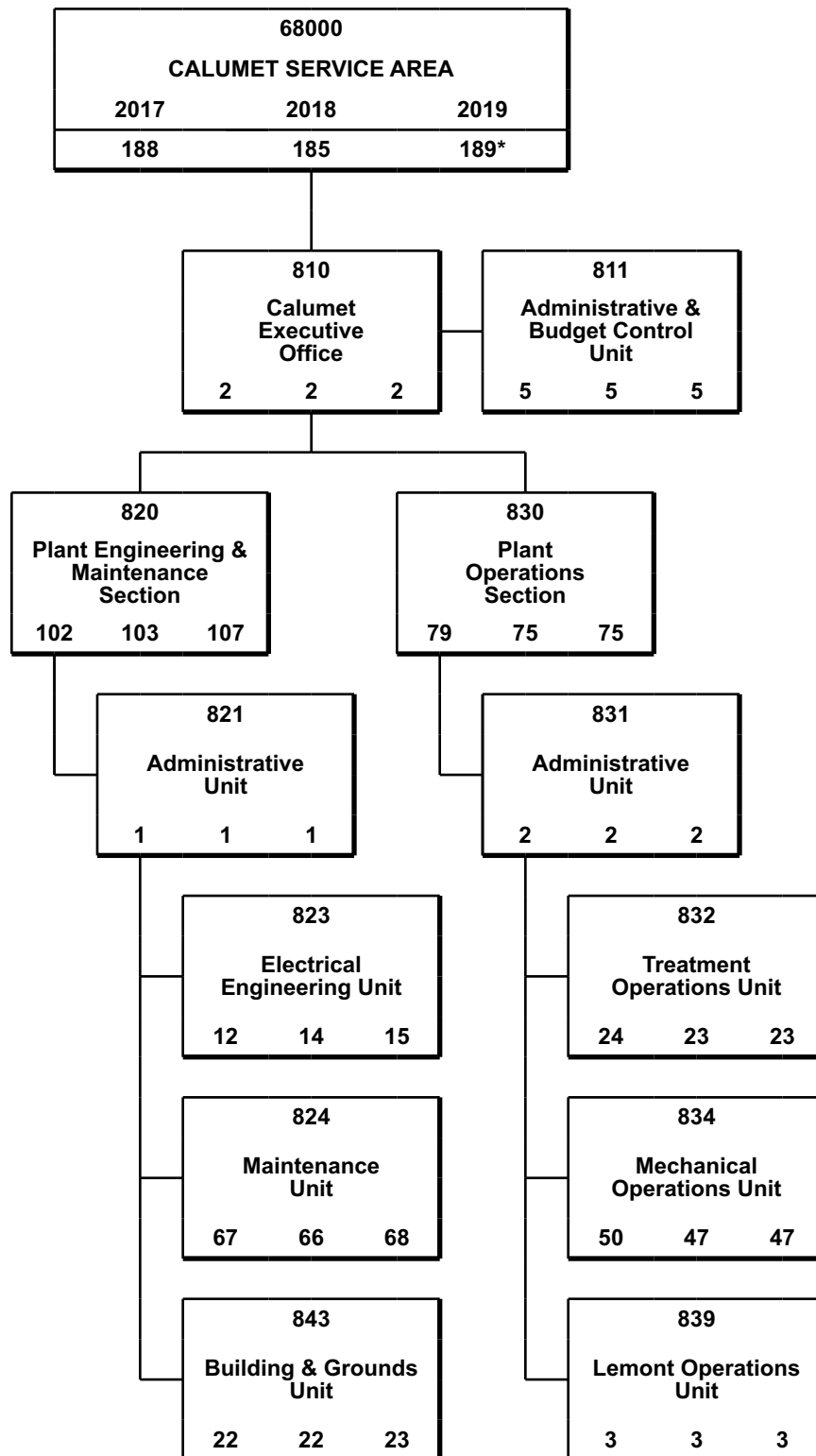
APPROPRIATIONS & EXPENDITURES



BUDGETED FTE POSITIONS



MAINTENANCE & OPERATIONS - CALUMET SERVICE AREA



* In 2019, there are no positions funded by the Stormwater Management Fund.



68000 M&O - CALUMET SERVICE AREA**OBJECTIVES AND PROGRAM SUMMARY**

| OBJECTIVES BY PRIORITY: | | Cost | Percent |
|---|---------|--------------|---------|
| 1. COLLECTION & TREATMENT: The Calumet Service Area will collect and treat approximately 101 billion gallons of wastewater through its Calumet and Lemont treatment facilities. | | \$27,984,822 | 76.4% |
| Design: Flows ^ CBOD * SS * | | | |
| Calumet Water Reclamation Plant | 354 MGD | 10 mg/L | 15 mg/L |
| Lemont Water Reclamation Plant | 2.3 MGD | 20 mg/L | 25 mg/L |
| ^ In millions of gallons per day (MGD). | | | |
| * National Pollutant Discharge Elimination System monthly effluent quality standards in milligrams per liter: | | | |
| CBOD - Carbonaceous Biochemical Oxygen Demand | | | |
| SS - Suspended Solids | | | |
| 2. SOLIDS PROCESSING: The Calumet Service Area will remove and process 30,000 dry tons of concentrated sewage through various systems including heated digestion, centrifuging, concentration, and aging low solids sludge and centrifuge cake in lagoons. | | \$ 6,277,982 | 17.1% |
| 3. SOLIDS UTILIZATION: The Calumet Service Area will provide support to the Solids Management Section to utilize approximately 29,000 dry tons of biosolids for application at final utilization sites such as daily and final cover in sanitary landfills. | | \$ 930,980 | 2.6% |
| 4. FLOOD & POLLUTION CONTROL: The Calumet Service Area will work to prevent local area flooding through the operation of 10 detention reservoirs, in cooperation with local communities. It will also work to maintain the quality of the waterways system and associated District property, in cooperation with the channel maintenance and debris boat crews. | | \$ 1,112,275 | 3.0% |
| 5. GENERAL SUPPORT: The Calumet Service Area will provide technical and administrative support for other departments not directly related to the operational activities of Collection & Treatment, Solids Processing, Solids Utilization, and Flood & Pollution Control. | | \$ 328,841 | 0.9% |
| Total | | \$36,634,900 | 100.0% |

| MEASURABLE GOALS: | | 2017 | 2018 | 2019 |
|--|-------------------------|---------|-----------|----------|
| | Unit of Measure | Actual | Estimated | Proposed |
| 1. The Calumet Service Area will collect and treat approximately 101 billion gallons of wastewater in 2019. | Billion Gallons | 95 | 101 | 101 |
| 2. The Calumet Service Area will remove and process solids from 30,000 dry tons of concentrated sewage. | Dry Tons Process Solids | 29,261 | 30,000 | 30,000 |
| 3. The Calumet Service Area will obtain 100 percent permit compliance in 2019 for National Pollutant Discharge Elimination System effluent limits. | Percent | 100.00% | 100.00% | 100.00% |
| 4. The Calumet Service Area will provide support to utilize 29,000 dry tons of biosolids in 2019. | Dry Tons | 17,077 | 29,000 | 29,000 |

68000 M&O - CALUMET SERVICE AREA**OBJECTIVES AND PROGRAM SUMMARY**

| PROGRAMS BY PRIORITY: | | | Budgeted | | Change | | |
|--|-----------------------------|--------------|----------|---------------|--------------|---------|----|
| Number | Name | 2017 Actual | FTEs | Dollars | Dollars | Percent | |
| 1000 | Collection | \$ 9,653,815 | 2019 56 | \$ 9,941,851 | \$ (283,703) | (2.8) | |
| | | | 2018 55 | \$ 10,225,554 | | | |
| 1100 | Surface Interceptor Systems | \$ 607,125 | 2019 4 | \$ 465,400 | \$ (200,400) | (30.1) | a) |
| | | | 2018 4 | \$ 665,800 | | | |
| 1200 | Tunnel and Reservoir System | \$ 3,292,782 | 2019 10 | \$ 2,926,700 | \$ (279,900) | (8.7) | b) |
| | | | 2018 10 | \$ 3,206,600 | | | |
| 1300 | Pumping Station Facilities | \$ 2,426,246 | 2019 15 | \$ 2,608,800 | \$ (19,700) | (0.7) | |
| | | | 2018 15 | \$ 2,628,500 | | | |
| 1900 | Collection - Indirect Costs | \$ 3,327,662 | 2019 27 | \$ 3,940,951 | \$ 216,297 | 5.8 | c) |
| | | | 2018 26 | \$ 3,724,654 | | | |
| 2000 | Treatment | \$14,489,932 | 2019 84 | \$ 17,775,371 | \$ 150,856 | 0.9 | |
| | | | 2018 83 | \$ 17,624,515 | | | |
| 2000 | Pre-Treatment | \$ 623,801 | 2019 4 | \$ 494,400 | \$ 15,100 | 3.2 | |
| | | | 2018 4 | \$ 479,300 | | | |
| 2100 | Primary Treatment | \$ 849,252 | 2019 11 | \$ 1,062,500 | \$ 8,700 | 0.8 | |
| | | | 2018 11 | \$ 1,053,800 | | | |
| 2200 | Secondary Treatment | \$ 5,403,066 | 2019 22 | \$ 5,479,700 | \$ (125,200) | (2.2) | |
| | | | 2018 22 | \$ 5,604,900 | | | |
| 2300 | Tertiary Treatment | \$ 1,046,539 | 2019 5 | \$ 2,111,700 | \$ (251,100) | (10.6) | d) |
| | | | 2018 6 | \$ 2,362,800 | | | |
| 2900 | Treatment - Indirect Costs | \$ 6,567,274 | 2019 42 | \$ 8,627,071 | \$ 503,356 | 6.2 | e) |
| | | | 2018 40 | \$ 8,123,715 | | | |
| <p>a) Decrease is due to the transfer of telemetry service (\$196,500) to the Information Technology Department.</p> <p>b) Decrease is due to reduced demand for electrical service at the Tunnel and Reservoir Plan Pumping Station (\$303,400), offset by the reallocation of salaries to more accurately reflect current activities (\$32,500).</p> <p>c) Increase is due to the replacement of one dump truck and two stake body trucks (\$90,000), the addition of one FTE position (\$83,100), and the replacement of one end loader (\$60,000).</p> <p>d) Decrease is due to a reduction to 18-632-11, Sodium Hypochlorite (\$255,600) based on the need for fewer chemicals than originally anticipated in the disinfection process.</p> <p>e) Increase is due to the replacement of one dump truck and two stake body trucks (\$184,500), landscaping services for the Calumet Service Area (\$125,000), the replacement of one end loader (\$123,000), the addition of one FTE position (\$121,600), and the upgrade of Foxboro input/output equipment (\$54,000), offset by a reduced need for boiler repair parts (\$120,000).</p> | | | | | | | |

68000 M&O - CALUMET SERVICE AREA**OBJECTIVES AND PROGRAM SUMMARY**

| PROGRAMS BY PRIORITY: | | | Budgeted | | Change | |
|--|---|--------------|----------|---------------|-------------|---------|
| Number | Name | 2017 Actual | FTEs | Dollars | Dollars | Percent |
| 3000 | Solids Processing | \$ 6,175,476 | 2019 39 | \$ 6,277,982 | \$ 367,571 | 6.2 |
| | | | 2018 38 | \$ 5,910,411 | | |
| 3100 | Thickening | \$ 800,323 | 2019 7 | \$ 924,300 | \$ 20,800 | 2.3 |
| | | | 2018 7 | \$ 903,500 | | |
| 3200 | Stabilization | \$ 1,827,325 | 2019 9 | \$ 1,613,900 | \$ (16,300) | (1.0) |
| | | | 2018 9 | \$ 1,630,200 | | |
| 3300 | Dewatering | \$ 314,113 | 2019 3 | \$ 259,300 | \$ 7,300 | 2.9 |
| | | | 2018 3 | \$ 252,000 | | |
| 3900 | Solids Processing - Indirect Costs | \$ 3,233,715 | 2019 20 | \$ 3,480,482 | \$ 355,771 | 11.4 |
| | | | 2018 19 | \$ 3,124,711 | | |
| 4000 | Flood & Pollution Control | \$ 1,010,749 | 2019 2 | \$ 1,112,275 | \$ 29,002 | 2.7 |
| | | | 2018 2 | \$ 1,083,273 | | |
| 4200 | Waterways Control and Stormwater Reservoirs | \$ 204,312 | 2019 1 | \$ 207,000 | \$ 1,400 | 0.7 |
| | | | 2018 1 | \$ 205,600 | | |
| 4400 | Aeration Facilities | \$ 715,100 | 2019 1 | \$ 735,700 | \$ 2,600 | 0.4 |
| | | | 2018 1 | \$ 733,100 | | |
| 4900 | Flood & Pollution Control - Indirect Costs | \$ 91,337 | 2019 — | \$ 169,575 | \$ 25,002 | 17.3 |
| | | | 2018 — | \$ 144,573 | | |
| 5000 | Solids Utilization | \$ 795,158 | 2019 6 | \$ 930,980 | \$ 63,613 | 7.3 |
| | | | 2018 5 | \$ 867,367 | | |
| 5100 | Solids Drying | \$ 61,605 | 2019 — | \$ 52,900 | \$ 1,100 | 2.1 |
| | | | 2018 — | \$ 51,800 | | |
| 5200 | Solids Distribution | \$ 61,605 | 2019 1 | \$ 52,900 | \$ 1,100 | 2.1 |
| | | | 2018 1 | \$ 51,800 | | |
| 5900 | Solids Utilization - Indirect Costs | \$ 671,948 | 2019 5 | \$ 825,180 | \$ 61,413 | 8.0 |
| | | | 2018 4 | \$ 763,767 | | |
| 7000 | General Support (excluding program number 7604) | \$ 287,544 | 2019 2 | \$ 328,841 | \$ (1,439) | (0.4) |
| | | | 2018 2 | \$ 330,280 | | |
| 7604 | Social Security and Medicare Contributions | \$ 248,267 | 2019 — | \$ 267,600 | \$ 13,700 | 5.4 |
| | | | 2018 — | \$ 253,900 | | |
| Totals | | \$32,660,941 | 2019 189 | \$ 36,634,900 | \$ 339,600 | 0.9%* |
| | | | 2018 185 | \$ 36,295,300 | | |
| f) Increase is due to the replacement of one dump truck and two stake body trucks (\$139,500), the addition of one FTE position (\$101,200), and the replacement of one end loader (\$93,000). | | | | | | |
| g) Increase is due to the replacement of one dump truck and two stake body trucks (\$13,500) and the replacement of one end loader (\$9,000). | | | | | | |
| * The 2019 position total for the Calumet Service Area is 189, with no positions budgeted in the Stormwater Management Fund. | | | | | | |

68000 M&O - CALUMET SERVICE AREA**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated | |
|---|---|-------------------|---------------|---------------|----------------|----|
| 1000-2900 | Collection & Treatment | | | | | |
| | Collect and Treat Wastewater at the Calumet and Lemont Water Reclamation Plants | | | | | |
| | Calumet Water Reclamation Plant | Mil. Gallons | 93,816 | 100,000 | 100,000 | |
| | | Cost | \$ 23,698,417 | \$ 27,388,999 | \$ 27,282,947 | |
| | | Cost/Mil. Gallons | \$ 252.61 | \$ 273.89 | \$ 272.83 | |
| | Lemont Water Reclamation Plant | Mil. Gallons | 933 | 1,000 | 1,000 | |
| | | Cost | \$ 445,330 | \$ 461,070 | \$ 434,275 | |
| | | Cost/Mil. Gallons | \$ 477.31 | \$ 461.07 | \$ 434.28 | |
| 3000 | Solids Processing | | | | | |
| | Remove and Process Solids from Concentrated Sewage Through Various Systems Including Heated Digestion, Centrifuging, Concentration, and Aging Low Solids Sludge and Centrifuge Cake in Lagoons | Dry Tons | 29,261 | 40,000 | 30,000 | |
| | | Cost | \$ 6,175,476 | \$ 5,910,411 | \$ 6,277,982 | a) |
| | | Cost/Dry Ton | \$ 211.05 | \$ 147.76 | \$ 209.27 | |
| 4000 | Flood & Pollution Control | | | | | |
| | Operation and Maintenance of the Waterways to Minimize Area Flooding and Pollution | | | | | |
| 4200 | Minimize Area Flooding and Pollution of Lake Michigan Through the Continuous Control of Water Levels in Major Rivers and Canals and the Operation of Detention Reservoirs | Reservoirs | 10 | 10 | 10 | |
| | | Cost | \$ 204,312 | \$ 205,600 | \$ 207,000 | |
| | | Cost/Reservoir | \$ 20,431.20 | \$ 20,560.00 | \$ 20,700.00 | |
| 4400 | Aeration Facilities | Cost | \$ 715,100 | \$ 733,100 | \$ 735,700 | |
| 4900 | Flood & Pollution Control - Indirect Costs | Cost | \$ 91,337 | \$ 144,573 | \$ 169,575 | b) |
| 5000 | Solids Utilization | | | | | |
| | Utilize Biosolids for Application at Final Utilization Sites, such as for Daily and Final Cover in Sanitary Landfills | Dry Tons | 17,077 | 29,000 | 29,000 | |
| | | Cost | \$ 795,158 | \$ 867,367 | \$ 930,980 | |
| | | Cost/Dry Ton | \$ 46.56 | \$ 29.91 | \$ 32.10 | |
| 7000 | General Support (excluding program number 7604) | | | | | |
| | Technical and Administrative Support for Other Departments' Activities Indirectly Related to the Operational Activities of Collection and Treatment, Solids Processing, Flood & Pollution Control, and Solids Utilization | Cost | \$ 287,544 | \$ 330,280 | \$ 328,841 | |
| 7604 | Social Security and Medicare Contributions | Cost | \$ 248,267 | \$ 253,900 | \$ 267,600 | |
| | Division Total | | \$ 32,660,941 | \$ 36,295,300 | \$ 36,634,900 | |
| a) Increase is due to the replacement of one dump truck and two stake body trucks (\$139,500), the addition of one FTE position (\$101,200), the replacement of one end loader (\$93,000), and the reallocation of salaries to more accurately reflect current activities (\$54,300). | | | | | | |
| b) Increase is due to the replacement of one dump truck and two stake body trucks (\$13,500) and the replacement of one end loader (\$9,000). | | | | | | |

| 101 68000 | Fund: Corporate | LINE ITEM ANALYSIS | | | | | | |
|----------------|--|--------------------|------------------------|---------------------------------|---|--------------------------------|--------------------------------|---|
| | Department: Maintenance & Operations | | | | | | | |
| | Division: Calumet Service Area | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 601010 | Salaries of Regular Employees | \$ 16,774,746 | \$ 17,605,700 | \$ 17,605,700 | \$ 12,281,297 | \$ 17,161,100 | \$ 18,159,200 | \$ — |
| 601060 | Compensation Plan Adjustments | 898,280 | 850,100 | 1,125,100 | 956,008 | 1,000,100 | 795,200 | — |
| 601070 | Social Security and Medicare Contributions | 248,267 | 253,900 | 253,900 | 191,201 | 281,800 | 267,600 | — |
| 601100 | Tuition and Training Payments | 10,778 | 40,000 | 37,000 | 28,334 | 31,500 | 24,500 | — |
| 100 | TOTAL PERSONAL SERVICES | 17,932,071 | 18,749,700 | 19,021,700 | 13,456,839 | 18,474,500 | 19,246,500 | — |
| 612010 | Travel | — | 6,000 | 3,500 | — | 2,000 | 5,000 | — |
| 612030 | Meals and Lodging | 4,540 | 17,100 | 14,100 | 5,924 | 7,000 | 10,000 | — |
| 612050 | Compensation for Personally-Owned Automobiles | 27,792 | 45,000 | 45,000 | 24,717 | 38,400 | 40,000 | — |
| 612080 | Motor Vehicle Operating Services | 179 | 100 | 200 | 110 | 300 | 100 | — |
| 612150 | Electrical Energy | 9,050,447 | 9,330,700 | 9,330,700 | 5,858,953 | 8,824,100 | 8,558,300 | — |
| 612160 | Natural Gas | 802,678 | 597,000 | 597,000 | 426,533 | 597,000 | 565,200 | — |
| 612170 | Water and Water Services | 374,780 | 390,200 | 390,200 | 252,021 | 374,300 | 390,200 | — |
| 612210 | Communication Services | 152,242 | 196,500 | 322,000 | 238,319 | 322,000 | — | — |
| 612240 | Testing and Inspection Services | 31,278 | 66,600 | 66,600 | 57,091 | 30,200 | 66,900 | — |
| 612330 | Rental Charges | 17,000 | 10,000 | 10,000 | 9,900 | 9,300 | 10,000 | — |
| 612410 | Governmental Service Charges | 98,780 | 103,000 | 103,000 | 97,836 | 101,400 | 103,000 | — |
| 612420 | Maintenance of Grounds and Pavements | 6,091 | 20,000 | 20,000 | — | 20,000 | 145,000 | — |
| 612490 | Contractual Services, N.O.C. | 2,966 | 16,200 | 16,200 | 10,774 | 8,700 | 10,500 | — |
| 612520 | Waste Material Disposal Charges | 374,583 | 379,100 | 354,800 | 351,055 | 350,200 | 392,100 | — |
| 612600 | Repairs to Collection Facilities | 60,902 | 159,900 | 159,900 | 88,882 | 94,000 | 153,300 | — |
| 612650 | Repairs to Process Facilities | 1,279,879 | 1,752,900 | 1,731,900 | 1,671,324 | 1,543,800 | 1,748,600 | — |
| 612680 | Repairs to Buildings | 185,511 | 471,400 | 480,400 | 415,338 | 384,500 | 494,300 | — |
| 612760 | Repairs to Material Handling and Farming Equipment | 47,381 | 52,000 | 52,000 | 51,830 | 45,100 | 52,000 | — |
| 612780 | Safety Repairs and Services | 20,720 | 20,000 | 20,000 | 20,000 | 19,600 | 20,000 | — |
| 612860 | Repairs to Vehicle Equipment | 55,610 | 53,500 | 53,500 | 53,450 | 53,500 | 53,500 | — |
| 612990 | Repairs, N.O.C. | 4,228 | 8,000 | 8,000 | 8,000 | 3,900 | 8,000 | — |
| 200 | TOTAL CONTRACTUAL SERVICES | 12,597,586 | 13,695,200 | 13,779,000 | 9,642,057 | 12,829,300 | 12,826,000 | — |
| 623030 | Metals | 4,722 | 10,100 | 10,100 | 10,073 | 7,800 | 10,100 | — |
| 623070 | Electrical Parts and Supplies | 301,011 | 347,800 | 637,800 | 462,823 | 480,700 | 427,800 | — |
| 623090 | Plumbing Accessories and Supplies | 153,932 | 294,600 | 294,600 | 286,284 | 294,600 | 204,600 | — |
| 623110 | Hardware | — | 2,800 | 2,800 | 2,800 | 2,000 | 2,800 | — |
| 623130 | Buildings, Grounds, Paving Materials, and Supplies | 30,526 | 42,000 | 50,000 | 42,636 | 38,700 | 54,000 | — |

| 101 68000 | Fund: Corporate Department: Maintenance & Operations Division: Calumet Service Area | LINE ITEM ANALYSIS | | | | | | |
|----------------------------|---|--------------------|------------------------|---------------------------------|---|--------------------------------|--------------------------------|---|
| | | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 623190 | Paints, Solvents, and Related Materials | 817 | 2,800 | 2,700 | 2,500 | 2,500 | 2,800 | — |
| 623250 | Vehicle Parts and Supplies | 28,541 | 36,000 | 39,000 | 39,000 | 31,500 | 36,000 | — |
| 623270 | Mechanical Repair Parts | 432,111 | 705,800 | 696,800 | 684,839 | 685,800 | 844,600 | — |
| 623520 | Office, Printing, and Photo Supplies, Equipment, and Furniture | 10,744 | 10,000 | 12,000 | 11,660 | 12,000 | 10,000 | — |
| 623560 | Processing Chemicals | 1,009,356 | 2,167,800 | 1,475,800 | 1,407,658 | 1,267,900 | 1,916,800 | — |
| 623570 | Laboratory Testing Supplies, Small Equipment, and Chemicals | — | — | 1,500 | 1,230 | 100 | — | — |
| 623660 | Cleaning Supplies | 1,394 | 700 | 3,200 | 2,038 | 3,200 | 1,000 | — |
| 623680 | Tools and Supplies | 69,803 | 38,300 | 38,300 | 32,706 | 35,500 | 38,300 | — |
| 623780 | Safety and Medical Supplies | 14,785 | 20,300 | 20,300 | 8,880 | 17,600 | 20,300 | — |
| 623810 | Computer Supplies | 70 | 300 | 300 | — | 200 | 300 | — |
| 623820 | Fuel | 26,326 | 38,500 | 42,100 | 42,036 | 42,100 | 45,000 | — |
| 623860 | Lubricants | — | 14,900 | 10,900 | 1,000 | 5,000 | 2,000 | — |
| 623990 | Materials and Supplies, N.O.C. | 11,537 | 32,000 | 32,000 | 19,571 | 28,000 | 32,000 | — |
| 300 | TOTAL MATERIALS AND SUPPLIES | 2,095,675 | 3,764,700 | 3,370,200 | 3,057,735 | 2,955,200 | 3,648,400 | — |
| 634650 | Equipment for Process Facilities | 35,608 | 85,700 | 102,500 | 88,464 | 102,500 | 79,000 | — |
| 634760 | Material Handling and Farming Equipment | — | — | — | — | — | 300,000 | — |
| 634860 | Vehicle Equipment | — | — | — | — | — | 535,000 | — |
| 400 | TOTAL MACHINERY AND EQUIPMENT | 35,608 | 85,700 | 102,500 | 88,464 | 102,500 | 914,000 | — |
| TOTAL CALUMET SERVICE AREA | | \$ 32,660,941 | \$ 36,295,300 | \$ 36,273,400 | \$ 26,245,096 | \$ 34,361,500 | \$ 36,634,900 | \$ — |

NOTES: 1. Amounts may not add up due to rounding.

2. Departmental appropriation totals for salaries in the Line Item Analysis may differ from those contained in the Position Analysis by a factor identified to adjust for vacancies.

Additionally, Estimated Expenditure may either exceed Adjusted Appropriation when transfers of funds are anticipated or be less than Expenditure (Committed Budget plus Disbursement) when not all commitments are anticipated to be completed by year-end.

3. For the M&O Department, Expenditure (Committed Budget plus Disbursement) may exceed Adjusted Appropriation for a specific division as funding is controlled at the M&O Overall department-level.

| Fund: Corporate Dept: Maintenance & Operations Division: Calumet Service Area | | POSITION ANALYSIS | | | | |
|---|---|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| 810 | Calumet Executive Office | | | | | |
| HP22 | Assistant Director of Maintenance & Operations | 1 | 1 | | 1 | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |
| TOTAL | Calumet Executive Office | 2 | 2 | 307,879.42 | 2 | 307,879.24 |
| 811 | Administrative & Budget Control Unit | | | | | |
| HP14 | Budget & Management Analyst | 2 | 2 | | 2 | |
| HP12 | Secretary #2 (Administrative Specialist) (New Grade HP11) | 1 | 1 | | 1 | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |
| HP09 | Administrative Clerk | 1 | 1 | | 1 | |
| TOTAL | Administrative & Budget Control Unit | 5 | 5 | 396,101.12 | 5 | 403,461.48 |
| 820 | Plant Engineering & Maintenance Section | | | | | |
| 821 | Administrative Unit | | | | | |
| HP20 | Managing Engineer | 1 | 1 | | 1 | |
| TOTAL | Administrative Unit | 1 | 1 | 196,576.57 | 1 | 196,576.64 |
| 823 | Electrical Engineering Unit | | | | | |
| HP15 | Associate Process Control Engineer | — | 1 | | 2 | |
| HP14 | Engineering Technician V | — | 1 | | 1 | |
| NR6251 | Chief Electrical Operator | 1 | 1 | | 1 | |
| NR6233 | Electrical Operator II | 5 | 5 | | 5 | |
| NR6232 | Electrical Operator I | 6 | 6 | | 6 | |
| TOTAL | Electrical Engineering Unit | 12 | 14 | 1,375,653.95 | 15 | 1,515,628.13 |
| 824 | Maintenance Unit | | | | | |
| HP19 | Master Mechanic | — | — | | 1 | |
| HP18 | Master Mechanic I | 1 | 1 | | — | |
| HP18 | Master Mechanic I #1 | — | — | | 1 | |
| HP17 | Assistant Master Mechanic | 3 | 3 | | 3 | |
| PR5353 | Bricklayer | 1 | 1 | | 1 | |
| PR5155 | Carpenter Leadman | 1 | 1 | | 1 | |
| PR5153 | Carpenter | 2 | 2 | | 2 | |

| Fund: Corporate Dept: Maintenance & Operations Division: Calumet Service Area | | POSITION ANALYSIS | | | | |
|---|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| PR7425 | Electrical Instrument & Testing Mechanic Foreman | 1 | 1 | | 1 | |
| PR7423 | Electrical Instrument & Testing Mechanic | 7 | 7 | | 7 | |
| PR7347 | Electrical Mechanic Foreman | 1 | 1 | | 1 | |
| PR7349 | Electrical Mechanic Sub-Foreman | 1 | 1 | | 1 | |
| PR7343 | Electrical Mechanic | 9 | 9 | | 10 | |
| PR6453 | Hoisting Engineer | 3 | 3 | | 3 | |
| PR6453 | Hoisting Engineer #1 | 1 | — | | — | |
| PR7579 | Machinist Foreman | 1 | 1 | | 1 | |
| PR7573 | Machinist | 10 | 10 | | 10 | |
| PR5553 | Painter | 2 | 2 | | 2 | |
| PR7779 | Pipefitter Foreman | 1 | 1 | | 1 | |
| PR7773 | Pipefitter | 9 | 9 | | 9 | |
| PR5753 | Plumber | 2 | 2 | | 2 | |
| PR5975 | Structural Ironworker Leadman | 1 | 1 | | 1 | |
| PR5973 | Structural Ironworker | 5 | 5 | | 5 | |
| PR6479 | Truck Driver Foreman | 1 | 1 | | 1 | |
| PR6473 | Truck Driver | 4 | 4 | | 4 | |
| TOTAL | Maintenance Unit | 67 | 66 | 6,686,592.03 | 68 | 7,062,806.15 |
| 843 | Buildings & Grounds Unit | | | | | |
| HP14 | Engineering Technician V | — | — | | 1 | |
| HP12 | Engineering Technician IV | 2 | 2 | | 1 | |
| HP12 | Engineering Technician IV #1 | — | — | | 1 | |
| NR8331 | Laborer Foreman | 2 | 2 | | 2 | |
| NR8651 | Maintenance Laborer Class A | 8 | 8 | | 8 | |
| NR8652 | Maintenance Laborer Class B | 10 | 10 | | 10 | |
| TOTAL | Buildings & Grounds Unit | 22 | 22 | 1,492,305.69 | 23 | 1,610,728.60 |
| TOTAL | Plant Engineering & Maintenance Section | 102 | 103 | 9,751,128.24 | 107 | 10,385,739.52 |

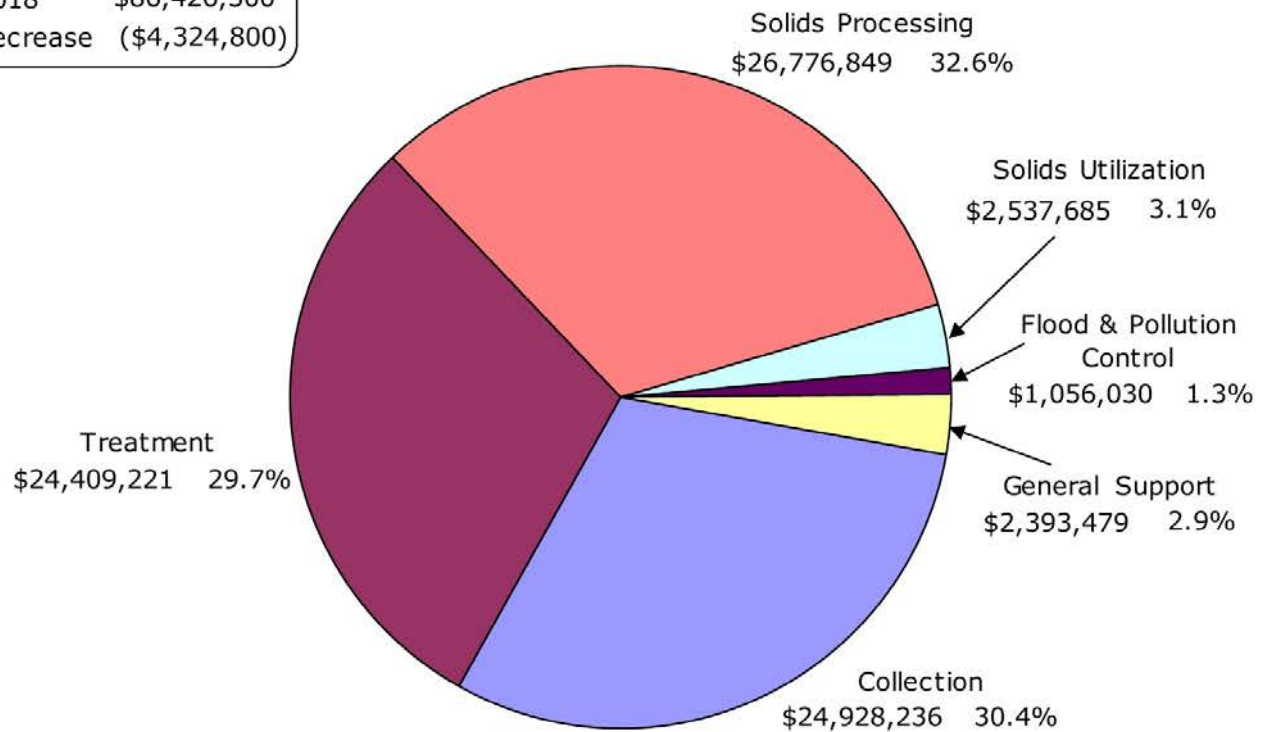
| Fund: Corporate Dept: Maintenance & Operations Division: Calumet Service Area | | POSITION ANALYSIS | | | | |
|---|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| 830 | Plant Operations Section | | | | | |
| 831 | Administrative Unit | | | | | |
| HP21 | Engineer of Treatment Plant Operations I #2 (Managing Engineer) (New Grade HP20) | 1 | 1 | | 1 | |
| HP18 | Principal Engineer | 1 | 1 | | 1 | |
| TOTAL | Administrative Unit | 2 | 2 | 369,241.14 | 2 | 369,241.07 |
| 832 | Treatment Operations Unit | | | | | |
| HP16 | Treatment Plant Operator III | 1 | 1 | | 1 | |
| HP14 | Treatment Plant Operator II | 7 | 7 | | 7 | |
| HP14 | Treatment Plant Operator II #4 | 1 | 1 | | 1 | |
| HP12 | Treatment Plant Operator I | 5 | 5 | | 5 | |
| NR8650 | Maintenance Laborer Class A Shift | 8 | 8 | | 8 | |
| NR8650 | Maintenance Laborer Class A Shift #1 | 1 | — | | — | |
| NR8651 | Maintenance Laborer Class A | 1 | 1 | | 1 | |
| TOTAL | Treatment Operations Unit | 24 | 23 | 2,053,798.55 | 23 | 2,033,681.55 |
| 834 | Mechanical Operations Unit | | | | | |
| HP17 | Chief Operating Engineer I | 1 | 1 | | 1 | |
| HP16 | Assistant Chief Operating Engineer | 2 | 2 | | 2 | |
| NR6810 | Fireman-Oiler | 5 | 5 | | 5 | |
| NR8650 | Maintenance Laborer Class A Shift | 7 | 7 | | 7 | |
| NR8650 | Maintenance Laborer Class A Shift #1 | 2 | — | | — | |
| NR6832 | Operating Engineer II | 12 | 12 | | 12 | |
| NR6831 | Operating Engineer I | 18 | 18 | | 18 | |
| PR6473 | Truck Driver | 2 | 2 | | 2 | |
| PR6473 | Truck Driver #1 | 1 | — | | — | |
| TOTAL | Mechanical Operations Unit | 50 | 47 | 4,548,244.02 | 47 | 4,697,556.24 |
| 839 | Lemont Operations Unit | | | | | |
| HP14 | Treatment Plant Operator II | 1 | 1 | | 1 | |

| Fund: Corporate Dept: Maintenance & Operations Division: Calumet Service Area | | POSITION ANALYSIS | | | | |
|---|---|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP12 | Treatment Plant Operator I | 2 | 2 | | 2 | |
| TOTAL | Lemont Operations Unit | 3 | 3 | 268,076.88 | 3 | 272,935.77 |
| TOTAL | Plant Operations Section | 79 | 75 | 7,239,360.59 | 75 | 7,373,414.63 |
| TOTAL | Maintenance & Operations Calumet Service Area | 188 | 185 | 17,694,469.37 | 189 | 18,470,494.87 |
| Note: There are no positions budgeted for the Stormwater Management Fund for 2019. | | | | | | |
| NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix. | | | | | | |

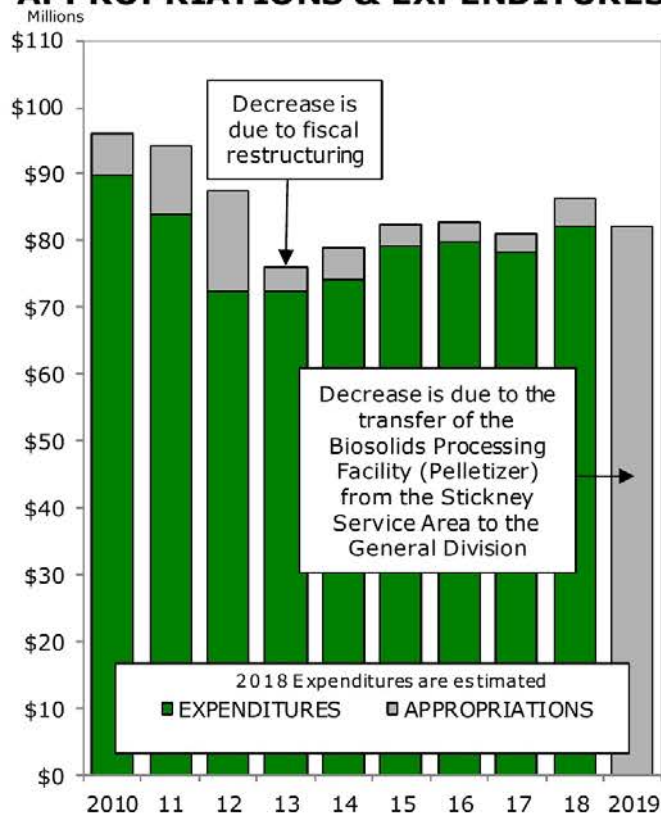
MAINTENANCE & OPERATIONS – STICKNEY SERVICE AREA

| | |
|----------|---------------|
| 2019 | \$82,101,500 |
| 2018 | \$86,426,300 |
| Decrease | (\$4,324,800) |

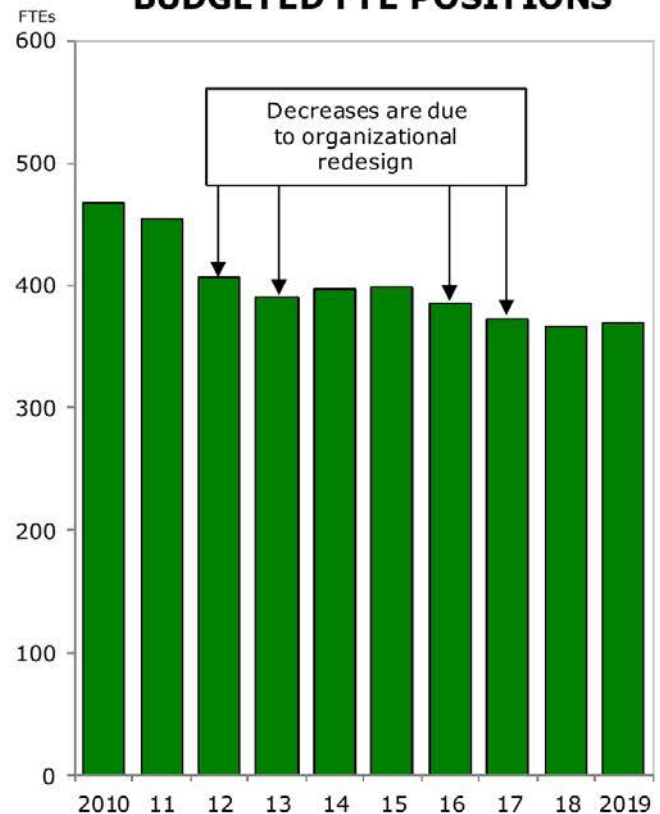
FUNCTIONS



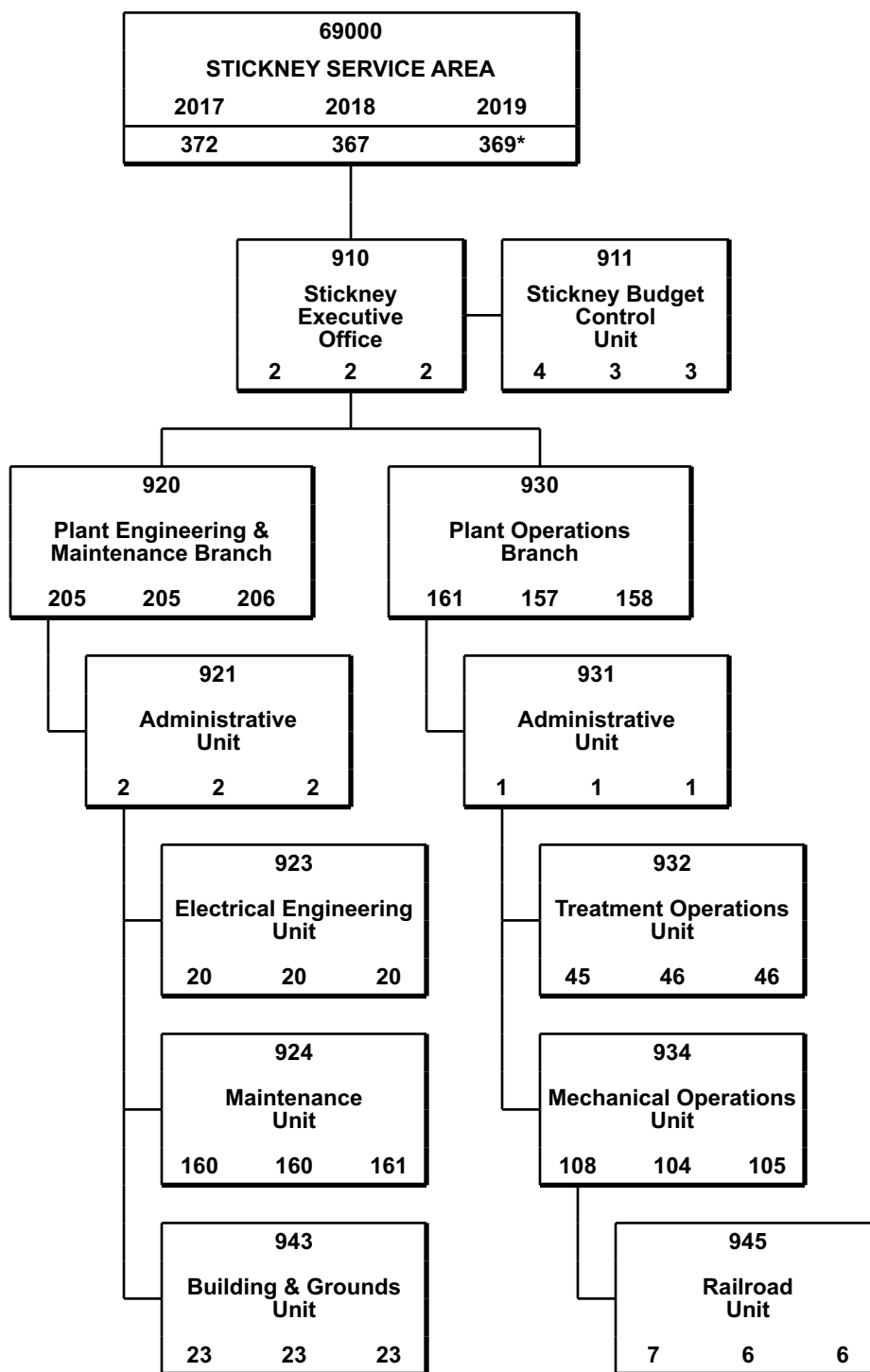
APPROPRIATIONS & EXPENDITURES



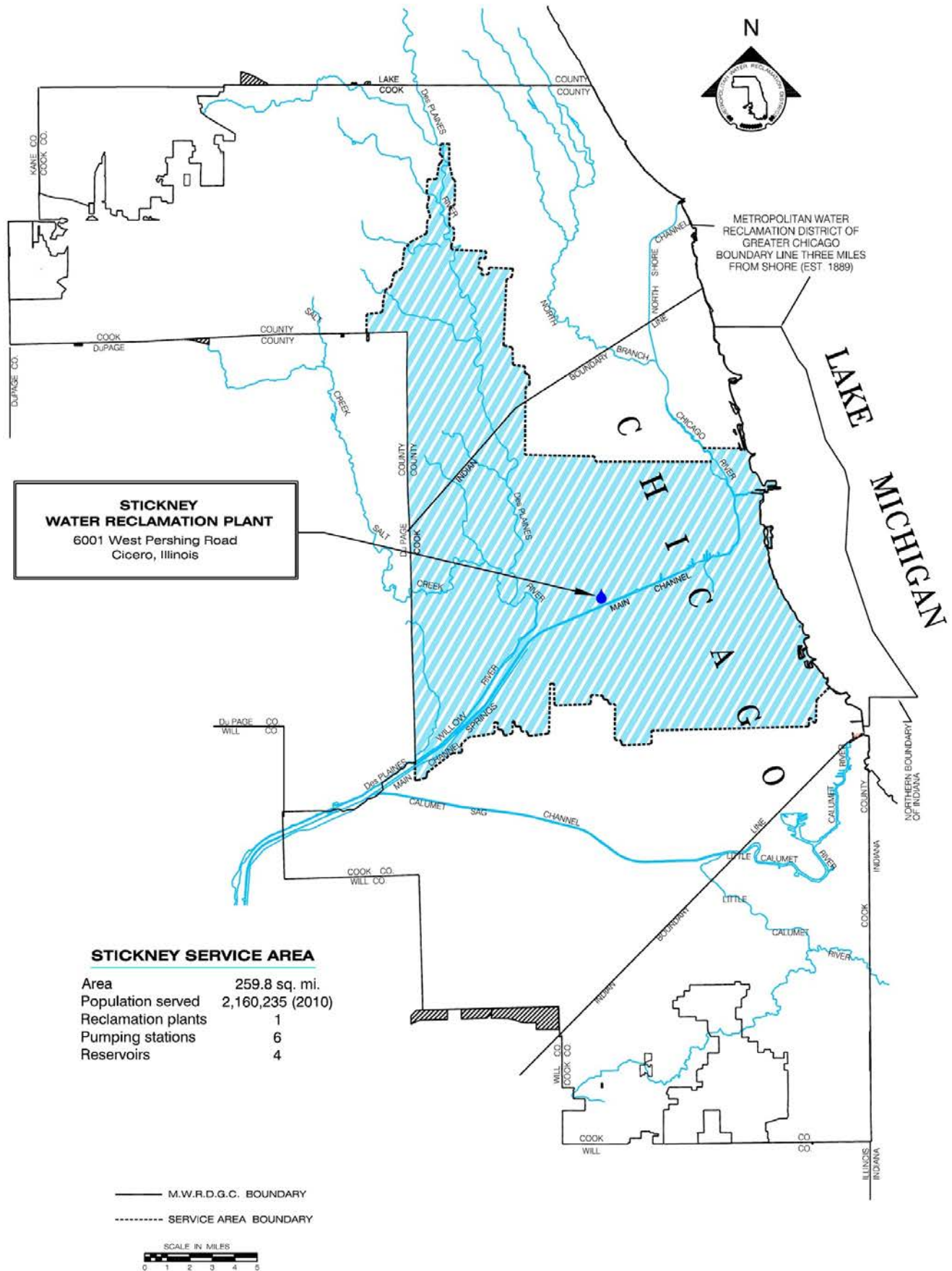
BUDGETED FTE POSITIONS



MAINTENANCE & OPERATIONS - STICKNEY SERVICE AREA



* In 2019, nine positions in the Stickney Service Area are funded by the Stormwater Management Fund while the operations remain in the Maintenance & Operations Department, one in Unit 924 and eight in Unit 934.



69000 M&O - STICKNEY SERVICE AREA**OBJECTIVES AND PROGRAM SUMMARY**

| OBJECTIVES BY PRIORITY: | | Cost | Percent |
|--|--|--------------|---------|
| 1. COLLECTION & TREATMENT: The Stickney Service Area will collect and treat approximately 276 billion gallons of wastewater through its treatment facilities. | | \$49,337,457 | 60.1% |
| <p>Design: Flows ^ CBOD * SS *</p> <p>Stickney Water Reclamation Plant 1,200 MGD 10 mg/L 12 mg/L</p> <p>^ In millions of gallons per day (MGD).</p> <p>* National Pollutant Discharge Elimination System monthly effluent quality standards in milligrams per liter:</p> <p>CBOD - Carbonaceous Biochemical Oxygen Demand</p> <p>SS - Suspended Solids</p> | | | |
| 2. SOLIDS PROCESSING: The Stickney Service Area will remove 95,000 dry tons and process solids from 137,000 dry tons of concentrated sewage (includes 45,000 dry tons from North Service Area) through various systems including heated digestion, centrifuging, concentration, and aging low solids sludge and centrifuge cake in lagoons. | | \$26,776,849 | 32.6% |
| 3. SOLIDS UTILIZATION: The Stickney Service Area will provide support to the Solids Management Section to utilize 70,000 dry tons of biosolids for application at final utilization sites, such as farm application, and as daily and final cover in sanitary landfills. | | \$ 2,537,685 | 3.1% |
| 4. FLOOD & POLLUTION CONTROL: The Stickney Service Area will work to prevent local area flooding through the operation of five detention reservoirs, in cooperation with local communities. It will also work to maintain the quality of the waterways system and associated District property, in cooperation with the debris boats and the channel maintenance and debris boat crews. | | \$ 1,056,030 | 1.3% |
| 5. GENERAL SUPPORT: The Stickney Service Area will provide technical and administrative support for other departments not directly related to the operational activities of Collection & Treatment, Solids Processing, Solids Utilization, and Flood & Pollution Control. | | \$2,393,479 | 2.9% |
| Total | | \$82,101,500 | 100.0% |

| MEASURABLE GOALS: | | 2017 | 2018 | 2019 |
|--|-------------------------|---------|-----------|----------|
| | Unit of Measure | Actual | Estimated | Proposed |
| 1. The Stickney Service Area will collect and treat approximately 276 billion gallons of wastewater in 2019. | Billion Gallons | 248 | 276 | 276 |
| 2. The Stickney Service Area will remove and process solids from 137,000 dry tons of concentrated sewage, including 45,000 dry tons transferred from the North Service Area. | Dry Tons Process Solids | 146,950 | 137,000 | 137,000 |
| 3. The Stickney Service Area will obtain 100 percent permit compliance in 2019 for National Pollutant Discharge Elimination System effluent limits. | Percent | 99.94% | 100.00% | 100.00% |
| 4. The Stickney Service Area will provide support to utilize 70,000 dry tons of biosolids in 2019 (does not include Pelletizer Facility Operations). | Dry Tons | 57,600 | 70,000 | 70,000 |

69000 M&O - STICKNEY SERVICE AREA**OBJECTIVES AND PROGRAM SUMMARY**

| PROGRAMS BY PRIORITY: | | 2017 | Budgeted | | Change | |
|--|-----------------------------|--------------|----------|-------------------|----------------|---------|
| Number | Name | Actual | FTEs | Dollars | Dollars | Percent |
| 1000 | Collection | \$20,045,342 | 2019 | 79 \$ 24,928,236 | \$ 381,103 | 1.6 |
| | | | 2018 | 79 \$ 24,547,133 | | |
| 1100 | Surface Interceptor Systems | \$ 416,446 | 2019 | — \$ 193,900 | \$ (26,300) | (11.9) |
| | | | 2018 | — \$ 220,200 | | |
| 1200 | Tunnel and Reservoir System | \$ 4,570,951 | 2019 | 12 \$ 8,658,000 | \$ 503,500 | 6.2 |
| | | | 2018 | 12 \$ 8,154,500 | | |
| 1300 | Pumping Station Facilities | \$ 6,838,956 | 2019 | 28 \$ 7,228,700 | \$ (236,200) | (3.2) |
| | | | 2018 | 28 \$ 7,464,900 | | |
| 1900 | Collection - Indirect Costs | \$ 8,218,989 | 2019 | 39 \$ 8,847,636 | \$ 140,103 | 1.6 |
| | | | 2018 | 39 \$ 8,707,533 | | |
| 2000 | Treatment | \$25,138,076 | 2019 | 125 \$ 23,877,821 | \$ (1,338,249) | (5.3) |
| | | | 2018 | 125 \$ 25,216,070 | | |
| 2000 | Pre-Treatment | \$ 2,135,424 | 2019 | 17 \$ 1,997,400 | \$ 26,300 | 1.3 |
| | | | 2018 | 17 \$ 1,971,100 | | |
| 2100 | Primary Treatment | \$ 1,830,117 | 2019 | 18 \$ 1,648,000 | \$ 56,900 | 3.6 |
| | | | 2018 | 18 \$ 1,591,100 | | |
| 2200 | Secondary Treatment | \$ 9,216,419 | 2019 | 26 \$ 5,022,000 | \$ (2,578,100) | (33.9) |
| | | | 2018 | 26 \$ 7,600,100 | | |
| 2300 | Tertiary Treatment | \$ 45,766 | 2019 | — \$ 15,000 | \$ 300 | 2.0 |
| | | | 2018 | — \$ 14,700 | | |
| 2900 | Treatment - Indirect Costs | \$11,910,350 | 2019 | 64 \$ 15,195,421 | \$ 1,156,351 | 8.2 |
| | | | 2018 | 64 \$ 14,039,070 | | |
| <p>a) Increase is due to higher demand for electric energy for the Mainstream Pumping Station and Tunnel and Reservoir Plan facilities, based on the McCook Reservoir coming online (\$545,600), offset by the transfer of telemetry service for the Tunnel and Reservoir Plan to the Information Technology Department (\$52,500).</p> <p>b) Decrease is due to reduced demand for electrical energy for pumping stations and control gates at the Stickney WRP and the Racine Avenue Pumping Station (\$352,100), offset by increases due to reallocation of salaries to more accurately reflect current activities (\$78,100), electric parts for exciter controls (\$25,000), and Basler excitation equipment commissioning (\$10,000).</p> <p>c) Decrease is due to reduced demand for electric energy service for aeration blowers (\$2,571,500).</p> <p>d) Increase is due to the addition of 19-605-11, Personnel Carriers (\$204,000), landscaping services for the Stickney Service Area (\$200,000), increase in natural gas for process and building heating (\$165,700), Emerson Distributed Control System workstations (\$130,000), the reallocation of salaries to more accurately reflect current activities (\$126,900), parts for dewatering centrifuges (\$97,800), replacement parts under outline agreements for Walker, Flow-Technics, and Drydon equipment (\$81,400), one medium lift gate truck for the Stickney Service Area (\$75,000), and parts for thickening centrifuges (\$69,000).</p> | | | | | | |

69000 M&O - STICKNEY SERVICE AREA**OBJECTIVES AND PROGRAM SUMMARY**

| PROGRAMS BY PRIORITY: | | 2017 | Budgeted | | Change | | |
|--|---|--------------|----------|---------------|----------------|---------|----|
| Number | Name | Actual | FTEs | Dollars | Dollars | Percent | |
| 3000 | Solids Processing | \$23,175,931 | 2019 132 | \$ 26,776,849 | \$ 259,725 | 1.0 | |
| | | | 2018 130 | \$ 26,517,124 | | | |
| 3100 | Thickening | \$ 4,190,554 | 2019 25 | \$ 4,029,600 | \$ 25,900 | 0.6 | |
| | | | 2018 25 | \$ 4,003,700 | | | |
| 3200 | Stabilization | \$ 3,295,373 | 2019 27 | \$ 3,687,800 | \$ 133,200 | 3.7 | |
| | | | 2018 27 | \$ 3,554,600 | | | |
| 3300 | Dewatering | \$ 9,247,149 | 2019 32 | \$ 11,638,700 | \$ (327,000) | (2.7) | e) |
| | | | 2018 31 | \$ 11,965,700 | | | |
| 3900 | Solids Processing - Indirect Costs | \$ 6,442,855 | 2019 48 | \$ 7,420,749 | \$ 427,625 | 6.1 | f) |
| | | | 2018 47 | \$ 6,993,124 | | | |
| 4000 | Flood & Pollution Control | \$ 557,610 | 2019 7 | \$ 1,056,030 | \$ 27,683 | 2.7 | |
| | | | 2018 7 | \$ 1,028,347 | | | |
| 4200 | Waterways Control and Stormwater Reservoirs | \$ 151,580 | 2019 5 | \$ 539,400 | \$ (5,800) | (1.1) | |
| | | | 2018 5 | \$ 545,200 | | | |
| 4900 | Flood & Pollution Control - Indirect Costs | \$ 406,030 | 2019 2 | \$ 516,630 | \$ 33,483 | 6.9 | |
| | | | 2018 2 | \$ 483,147 | | | |
| 5000 | Solids Utilization | \$ 6,532,077 | 2019 11 | \$ 2,537,685 | \$ (3,812,953) | (60.0) | |
| | | | 2018 11 | \$ 6,350,638 | | | |
| 5100 | Solids Drying | \$ 190,162 | 2019 5 | \$ 481,100 | \$ 9,300 | 2.0 | |
| | | | 2018 5 | \$ 471,800 | | | |
| 5200 | Solids Distribution | \$ 4,398,463 | 2019 — | \$ 665,900 | \$ (3,750,100) | (84.9) | g) |
| | | | 2018 — | \$ 4,416,000 | | | |
| 5900 | Solids Utilization - Indirect Costs | \$ 1,943,452 | 2019 6 | \$ 1,390,685 | \$ (72,153) | (4.9) | |
| | | | 2018 6 | \$ 1,462,838 | | | |
| 7000 | General Support (excluding program number 7604) | \$ 2,278,714 | 2019 15 | \$ 2,393,479 | \$ 137,491 | 6.1 | |
| | | | 2018 15 | \$ 2,255,988 | | | |
| 7604 | Social Security and Medicare Contributions | \$ 500,043 | 2019 — | \$ 531,400 | \$ 20,400 | 4.0 | |
| | | | 2018 — | \$ 511,000 | | | |
| Totals | | \$78,227,793 | 2019 369 | \$ 82,101,500 | \$ (4,324,800) | (5.0)% | * |
| | | | 2018 367 | \$ 86,426,300 | | | |
| <p>e) Decrease is due to the reduced demand for 19-934-11 Magnesium Chloride (\$480,000) and parts for dewatering centrifuges (\$190,000), offset by the addition of one FTE position (\$131,800) and the higher demand for 18-959-11, Furnish and Deliver Sulfuric Acid (\$49,500), Ostara parts (\$45,000), 18-935-11, Furnish and Deliver Sodium Hydroxide (\$30,000), four sludge discharge valves (\$25,000), Alfa Laval centrifuge drives (\$10,000), and a pressure vessel inspection (\$10,000).</p> <p>f) Increase is due to the addition of centrifuge parts (\$246,500), replacement parts under the outline agreements for Walker, Flow-Technics and Drydon equipment (\$120,400), the reallocation of salaries to more accurately reflect current activities (\$108,200), 19-602-11, Furnish and Deliver Chains, Sprockets and Appurtenances (\$68,000), and Distributed Control System replacement parts (\$51,000), offset by the reduced demand for spare electrical and mechanical repair parts (\$161,100).</p> <p>g) Decrease is due to the transition of 98-RFP-10, Design, Build, Operate and Maintain a Biosolids Processing Facility to General Division (\$3,700,000).</p> | | | | | | | |
| * The 2019 position total for the Stickney Service Area is 369, with an additional nine positions budgeted in the Stormwater Management Fund. | | | | | | | |

69000 M&O - STICKNEY SERVICE AREA**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated | |
|--|---|-------------------|---------------|---------------|----------------|----|
| 1000-2900 | Collection & Treatment | | | | | |
| | Collect and Treat Wastewater at the Stickney Water Reclamation Plant | Mil. Gallons | 247,598 | 284,000 | 276,000 | |
| | | Cost | \$ 45,183,418 | \$ 49,763,203 | \$ 48,806,057 | a) |
| | | Cost/Mil. Gallons | \$ 182.49 | \$ 175.22 | \$ 176.83 | |
| 3000 | Solids Processing | | | | | |
| | Remove 95,000 Dry Tons of Solids and Process 137,000 Dry Tons of Solids (Includes 45,000 Dry Tons from North Service Area) from Concentrated Sewage Through Various Systems Including Heated Digestion, Centrifuging, Concentration, and Aging Low Solids Sludge and Centrifuge Cake in Lagoons | Dry Tons | 146,950 | 135,000 | 137,000 | |
| | | Cost | \$ 23,175,931 | \$ 26,517,124 | \$ 26,776,849 | b) |
| | | Cost/Dry Ton | \$ 157.71 | \$ 196.42 | \$ 195.45 | |
| 4000 | Flood & Pollution Control | | | | | |
| | Operation and Maintenance of the Waterways to Minimize Area Flooding and Pollution | | | | | |
| 4200 | Minimize Area Flooding and Pollution of Lake Michigan Through the Continuous Control of Water Levels in Major Rivers and Canals and the Operation of Detention Reservoirs | Reservoirs | 4 | 5 | 5 | |
| | | Cost | \$ 151,580 | \$ 545,200 | \$ 539,400 | |
| | | Cost/Reservoir | \$ 37,895.00 | \$ 109,040.00 | \$ 107,880.00 | |
| 4900 | Flood & Pollution Control - Indirect Costs | Cost | \$ 406,030 | \$ 483,147 | \$ 516,630 | |
| 5000 | Solids Utilization | | | | | |
| | Utilize Biosolids for Application at Final Utilization Sites Such as Daily Cover for Chicago Industrial Dump Landfill, Final Cover of Landfills, and Farm/Land Application | Dry Tons | 57,600 | 70,000 | 70,000 | |
| | | Cost | \$ 2,259,228 | \$ 1,970,938 | \$ 1,908,785 | |
| | | Cost/Dry Ton | \$ 39.22 | \$ 28.16 | \$ 27.27 | |
| 5271 | Pelletizer Disposal | Dry Tons | 37,143 | 40,000 | 40,000 | |
| | Control Management and Disposal of Solids by Private Contracts | Cost | \$ 4,272,849 | \$ 4,379,700 | \$ 628,900 | c) |
| | | Cost/Dry Ton | \$ 115.04 | \$ 109.49 | \$ 15.72 | c) |
| 7000 | General Support (excluding program number 7604) | | | | | |
| | Technical and Administrative Support for Other Departments' Activities Indirectly Related to the Operational Activities of Collection and Treatment, Solids Processing, Flood & Pollution Control, and Solids Utilization | Cost | \$ 2,278,714 | \$ 2,255,988 | \$ 2,393,479 | |
| 7604 | Social Security and Medicare Contributions | Cost | \$ 500,043 | \$ 511,000 | \$ 531,400 | |
| Division Total | | | \$ 78,227,793 | \$ 86,426,300 | \$ 82,101,500 | |
| <p>a) Decrease is due to a reduced demand for electrical energy for the Stickney Service Area (\$2,464,900), offset by an increase due to the reallocation of salaries to more accurately reflect current activities (\$483,400), higher demand for water services for the Stickney Service Area (\$267,600), the addition of 19-605-11, Personnel Carriers (\$204,000), landscaping services for the Stickney Service Area (\$200,000), natural gas for the Stickney Service Area (\$166,800), Emerson Distributed Control System workstations (\$130,000), and one medium lift gate truck for the Stickney Service Area (\$75,000).</p> <p>b) Increase is due to the reallocation of salaries to more accurately reflect current activities (\$366,900), the addition of two FTE positions (\$206,900), parts for dewatering centrifuges (\$144,500), replacement parts under the outline agreements for Walker, Flow-Technics and Drydon equipment (\$120,400), increased demand for plumbing supplies for solids heat digestion (\$96,200), and 19-602-11, Chains, Sprockets and Appurtenances (\$68,000), offset by the reduced demand for 19-934-11 Magnesium Chloride (\$480,000) and electrical energy for the Stickney Service Area (\$251,400).</p> <p>c) Decrease is due to the transition of 98-RFP-10, Design, Build, Operate and Maintain a Biosolids Processing Facility to General Division (\$3,700,000).</p> | | | | | | |

| 101 69000 | Fund: Corporate | LINE ITEM ANALYSIS | | | | | | |
|----------------|--|--------------------|------------------------|---------------------------------|---|--------------------------------|--------------------------------|---|
| | Department: Maintenance & Operations | | | | | | | |
| | Division: Stickney Service Area | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 601010 | Salaries of Regular Employees | \$ 34,015,627 | \$ 35,422,500 | \$ 35,422,500 | \$ 24,570,364 | \$ 34,662,800 | \$ 36,556,000 | \$ — |
| 601060 | Compensation Plan Adjustments | 1,904,122 | 2,143,600 | 2,143,600 | 1,599,791 | 2,243,600 | 2,002,800 | — |
| 601070 | Social Security and Medicare Contributions | 500,043 | 511,000 | 511,000 | 375,224 | 548,000 | 531,400 | — |
| 601080 | Salaries of Nonbudgeted Employees | — | 10,200 | 10,200 | — | — | 1,500 | — |
| 601100 | Tuition and Training Payments | 136,759 | 144,000 | 138,700 | 46,119 | 139,000 | 91,500 | — |
| 100 | TOTAL PERSONAL SERVICES | 36,556,550 | 38,231,300 | 38,226,000 | 26,591,498 | 37,593,400 | 39,183,200 | — |
| 612010 | Travel | 8,328 | 15,000 | 12,000 | 2,372 | 12,900 | 7,400 | — |
| 612030 | Meals and Lodging | 23,485 | 28,800 | 25,800 | 12,738 | 27,500 | 21,600 | — |
| 612050 | Compensation for Personally-Owned Automobiles | 45,801 | 62,500 | 62,500 | 29,652 | 50,500 | 40,000 | — |
| 612080 | Motor Vehicle Operating Services | 198 | 300 | 300 | 36 | 200 | 300 | — |
| 612150 | Electrical Energy | 18,951,938 | 21,485,800 | 21,485,800 | 13,043,100 | 19,179,700 | 18,674,900 | — |
| 612160 | Natural Gas | 1,578,281 | 1,729,800 | 1,729,800 | 1,134,787 | 1,986,800 | 1,896,600 | — |
| 612170 | Water and Water Services | 1,341,896 | 1,295,400 | 1,295,400 | 884,671 | 1,367,600 | 1,437,600 | — |
| 612210 | Communication Services | 100,106 | 235,400 | 182,400 | 148,404 | 175,000 | — | — |
| 612240 | Testing and Inspection Services | 51,457 | 156,600 | 152,600 | 102,161 | 135,000 | 51,500 | — |
| 612330 | Rental Charges | 121,996 | 140,700 | 140,700 | 139,781 | 130,000 | 139,900 | — |
| 612410 | Governmental Service Charges | 89,380 | 89,700 | 89,700 | 73,000 | 89,400 | 90,200 | — |
| 612420 | Maintenance of Grounds and Pavements | 156,311 | 278,800 | 278,800 | 230,897 | 250,000 | 505,000 | — |
| 612430 | Payments for Professional Services | 18,000 | 19,000 | 19,000 | 18,540 | 18,600 | 19,000 | — |
| 612490 | Contractual Services, N.O.C. | 205,188 | 425,400 | 388,900 | 251,965 | 360,000 | 403,700 | — |
| 612520 | Waste Material Disposal Charges | 560,966 | 606,500 | 606,500 | 606,500 | 537,000 | 606,500 | — |
| 612590 | Sludge Disposal | 3,600,138 | 3,700,000 | 3,700,000 | 3,700,000 | 3,669,600 | — | — |
| 612600 | Repairs to Collection Facilities | 2,058,566 | 2,082,500 | 2,083,800 | 2,043,255 | 1,885,000 | 2,071,500 | — |
| 612650 | Repairs to Process Facilities | 2,298,987 | 2,562,500 | 2,576,500 | 2,535,819 | 2,380,000 | 2,680,700 | — |
| 612670 | Repairs to Railroads | 266,937 | 368,700 | 322,500 | 299,986 | 310,000 | 266,900 | — |
| 612680 | Repairs to Buildings | 288,964 | 369,300 | 371,700 | 337,069 | 320,000 | 289,000 | — |
| 612780 | Safety Repairs and Services | 189,094 | 205,400 | 205,400 | 168,151 | 115,000 | 213,000 | — |
| 612840 | Communications Equipment Maintenance (Includes Software) | — | 5,000 | 5,000 | 5,000 | 4,500 | — | — |
| 612860 | Repairs to Vehicle Equipment | 18,135 | 24,600 | 24,600 | 16,530 | 23,000 | 24,600 | — |
| 612990 | Repairs, N.O.C. | 2,967 | 13,500 | 13,300 | 8,870 | 11,400 | 16,500 | — |
| 200 | TOTAL CONTRACTUAL SERVICES | 31,977,118 | 35,901,200 | 35,773,000 | 25,793,283 | 33,038,700 | 29,456,400 | — |
| 623030 | Metals | 13,852 | 10,400 | 10,400 | 9,360 | 9,000 | 10,400 | — |

| 101 69000 | Fund: Corporate Department: Maintenance & Operations Division: Stickney Service Area | LINE ITEM ANALYSIS | | | | | | |
|-----------------------------|--|--------------------|------------------------|---------------------------------|---|--------------------------------|--------------------------------|---|
| | | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 623070 | Electrical Parts and Supplies | 754,528 | 968,700 | 990,700 | 955,236 | 940,000 | 1,041,700 | — |
| 623090 | Plumbing Accessories and Supplies | 227,804 | 323,600 | 315,000 | 240,418 | 270,000 | 452,800 | — |
| 623110 | Hardware | 2,513 | 3,200 | 3,700 | 3,426 | 3,200 | 3,500 | — |
| 623130 | Buildings, Grounds, Paving Materials, and Supplies | 40,165 | 54,100 | 52,100 | 39,037 | 45,900 | 40,200 | — |
| 623170 | Fiber, Paper, and Insulation Materials | 5,545 | 9,900 | 9,900 | 9,300 | 8,600 | 11,100 | — |
| 623190 | Paints, Solvents, and Related Materials | 2,670 | 1,300 | 3,400 | 3,390 | 3,400 | 8,800 | — |
| 623250 | Vehicle Parts and Supplies | 47,099 | 39,500 | 43,100 | 42,695 | 40,900 | 38,000 | — |
| 623270 | Mechanical Repair Parts | 1,222,498 | 1,154,900 | 2,091,700 | 2,063,584 | 2,120,700 | 2,139,300 | — |
| 623520 | Office, Printing, and Photo Supplies, Equipment, and Furniture | 12,576 | 11,000 | 11,000 | 10,960 | 9,500 | 11,000 | — |
| 623560 | Processing Chemicals | 7,068,996 | 9,369,900 | 8,146,400 | 8,102,649 | 7,717,800 | 8,966,000 | — |
| 623570 | Laboratory Testing Supplies, Small Equipment, and Chemicals | 239 | — | 500 | 341 | 300 | — | — |
| 623660 | Cleaning Supplies | 1,184 | 500 | 500 | 363 | 400 | 700 | — |
| 623680 | Tools and Supplies | 184,067 | 83,000 | 83,000 | 82,693 | 78,000 | 124,100 | — |
| 623700 | Wearing Apparel | — | 600 | 600 | — | 400 | 600 | — |
| 623780 | Safety and Medical Supplies | 1,417 | 23,700 | 22,100 | 20,698 | 5,000 | 1,400 | — |
| 623800 | Computer Software | 3,600 | 23,100 | 23,100 | 18,120 | 20,600 | 18,100 | — |
| 623810 | Computer Supplies | 4,317 | 28,400 | 27,000 | 25,944 | 27,400 | 143,300 | — |
| 623820 | Fuel | 73,468 | 101,800 | 104,800 | 104,794 | 98,700 | 87,400 | — |
| 623840 | Gases | 560 | 1,100 | 1,100 | 721 | 900 | 600 | — |
| 623850 | Communications Supplies | — | 5,500 | 5,500 | 4,900 | 4,700 | — | — |
| 623860 | Lubricants | 1,235 | 1,900 | 1,400 | 570 | 1,300 | 1,200 | — |
| 623990 | Materials and Supplies, N.O.C. | 25,792 | 52,700 | 52,700 | 45,453 | 46,700 | 46,700 | — |
| 300 | TOTAL MATERIALS AND SUPPLIES | 9,694,125 | 12,268,800 | 11,999,700 | 11,784,653 | 11,453,400 | 13,146,900 | — |
| 634860 | Vehicle Equipment | — | — | — | — | — | 279,000 | — |
| 634970 | Testing and Laboratory Equipment | — | 25,000 | 10,000 | 7,904 | 15,900 | — | — |
| 634990 | Machinery and Equipment, N.O.C. | — | — | 12,000 | 11,225 | 12,000 | 36,000 | — |
| 400 | TOTAL MACHINERY AND EQUIPMENT | — | 25,000 | 22,000 | 19,129 | 27,900 | 315,000 | — |
| TOTAL STICKNEY SERVICE AREA | | \$ 78,227,793 | \$ 86,426,300 | \$ 86,020,700 | \$ 64,188,563 | \$ 82,113,400 | \$ 82,101,500 | \$ — |

NOTES: 1. Amounts may not add up due to rounding.

2. Departmental appropriation totals for salaries in the Line Item Analysis may differ from those contained in the Position Analysis by a factor identified to adjust for vacancies.

Additionally, Estimated Expenditure may either exceed Adjusted Appropriation when transfers of funds are anticipated or be less than Expenditure (Committed Budget plus Disbursement) when not all commitments are anticipated to be completed by year-end.

3. For the M&O Department, Expenditure (Committed Budget plus Disbursement) may exceed Adjusted Appropriation for a specific division as funding is controlled at the M&O Overall department-level.

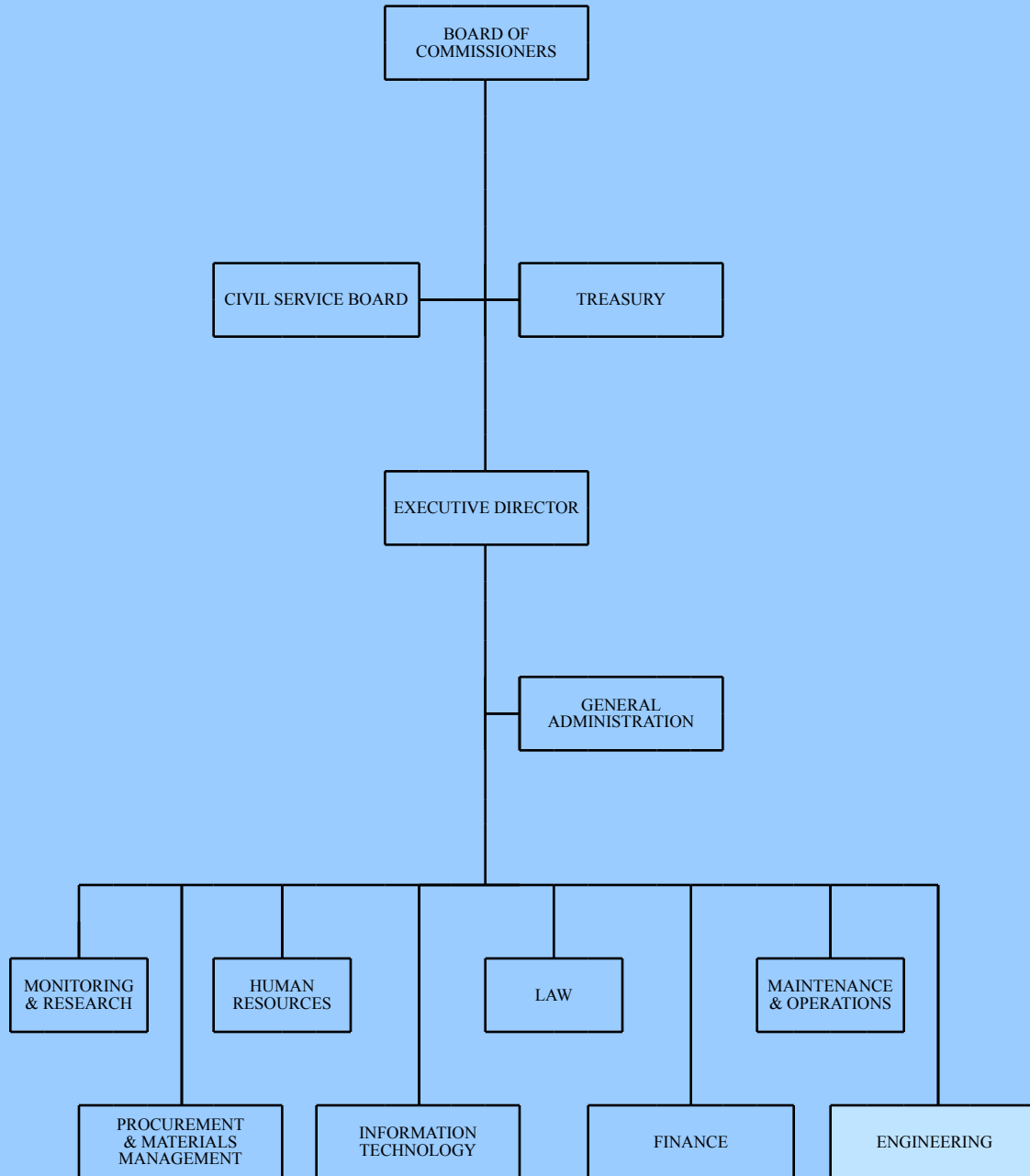
| Fund: Corporate Dept: Maintenance & Operations Division: Stickney Service Area | | POSITION ANALYSIS | | | | |
|--|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| 910 | Stickney Executive Office | | | | | |
| HP23 | Deputy Director of Maintenance & Operations #2 (Assistant Director of Maintenance & Operations) (New Grade HP22) | 1 | 1 | | 1 | |
| HP12 | Secretary #2 (Administrative Specialist) (New Grade HP11) | 1 | 1 | | 1 | |
| TOTAL | Stickney Executive Office | 2 | 2 | 339,457.57 | 2 | 343,393.68 |
| 911 | Stickney Budget Control Unit | | | | | |
| HP17 | Management Analyst III #2 (Senior Budget & Management Analyst) (New Grade HP16) | 1 | — | | — | |
| HP14 | Budget & Management Analyst | 2 | 2 | | 2 | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |
| TOTAL | Stickney Budget Control Unit | 4 | 3 | 264,746.27 | 3 | 274,465.62 |
| 920 | Plant Engineering & Maintenance Branch | | | | | |
| 921 | Administrative Unit | | | | | |
| HP21 | Engineer of Treatment Plant Operations I #2 (Managing Engineer) (New Grade HP20) | 1 | 1 | | 1 | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |
| TOTAL | Administrative Unit | 2 | 2 | 281,393.91 | 2 | 284,761.62 |
| 923 | Electrical Engineering Unit | | | | | |
| HP18 | Principal Electrical Engineer | — | 1 | | 1 | |
| HP15 | Associate Process Control Engineer | — | 1 | | 1 | |
| HP14 | Engineering Technician V | 3 | 1 | | 1 | |
| HP12 | Engineering Technician IV | 1 | 1 | | 1 | |
| NR6275 | Chief Powerhouse Dispatcher I | 1 | 1 | | 1 | |
| NR6272 | Powerhouse Dispatcher | 4 | 4 | | 4 | |
| NR6233 | Electrical Operator II | 11 | 11 | | 11 | |
| TOTAL | Electrical Engineering Unit | 20 | 20 | 2,083,146.01 | 20 | 2,153,267.45 |
| 924 | Maintenance Unit | | | | | |
| | (* Number of positions budgeted and funded by the Stormwater Management Fund appear below position count) | | | | | |
| HP19 | Master Mechanic II | 1 | 1 | | — | |
| HP19 | Master Mechanic | — | — | | 1 | |
| HP17 | Assistant Master Mechanic | 5 | 5 | | 5 | |

| Fund: Corporate Dept: Maintenance & Operations Division: Stickney Service Area | | POSITION ANALYSIS | | | | |
|--|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP14 | Engineering Technician V | 1 | 2 | | 2 | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |
| PR5935 | Architectural Ironworker Leadman | 1 | 1 | | 1 | |
| PR5933 | Architectural Ironworker | 3 | 3 | | 3 | |
| PR5933 | Architectural Ironworker #1 | 1 | — | | — | |
| PR5353 | Bricklayer | 1 | 1 | | 1 | |
| PR5159 | Carpenter Foreman | 1 | 1 | | 1 | |
| PR5155 | Carpenter Leadman | 1 | 1 | | 1 | |
| PR5153 | Carpenter | 6 | 6 | | 6 | |
| PR7425 | Electrical Instrument & Testing Mechanic Foreman | 1 | 1 | | 1 | |
| PR7424 | Electrical Instrument & Testing Mechanic Leadman | 1 | 1 | | 1 | |
| PR7423 | Electrical Instrument & Testing Mechanic | 13 | 13 | | 13 | |
| PR7347 | Electrical Mechanic Foreman | 1 | 1 | | 1 | |
| PR7349 | Electrical Mechanic Sub-Foreman | 2 | 2 | | 2 | |
| PR7343 | Electrical Mechanic | 18 | 18 | | 18 | |
| PR6459 | Hoisting Engineer Foreman | 1 | 1 | | 1 | |
| PR6453 | Hoisting Engineer | 10 | 10 | | 10 | |
| PR5989 | Ironworker Foreman | 1 | 1 | | 1 | |
| PR5973 | Structural Ironworker | 9 | 9 | | 9 | |
| PR7579 | Machinist Foreman | 1 | 1 | | 1 | |
| PR7575 | Machinist Leadman | 2 | 2 | | 2 | |
| PR7573 | Machinist | 25 | 25 | | 26 | |
| PR5555 | Painter Leadman | 1 | 1 | | 1 | |
| PR5553 | Painter | 3 | 3 | | 3 | |
| PR7743 | Pipecoverer | 2 | 2 | | 2 | |
| PR7779 | Pipefitter Foreman | 1 | 1 | | 1 | |
| PR7775 | Pipefitter Leadman | 2 | 2 | | 2 | |
| PR7773 | Pipefitter | 23 (*1) | 23 (*1) | | 23 (*1) | |

| Fund: Corporate Dept: Maintenance & Operations Division: Stickney Service Area | | POSITION ANALYSIS | | | | |
|--|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| PR5759 | Plumber Foreman | 1 | 1 | | 1 | |
| PR5753 | Plumber | 4 | 4 | | 4 | |
| PR5955 | Sheet Metal Worker Leadman | 1 | 1 | | 1 | |
| PR5953 | Sheet Metal Worker | 6 | 6 | | 6 | |
| PR6479 | Truck Driver Foreman | 1 | 1 | | 1 | |
| PR6473 | Truck Driver | 8 | 8 | | 8 | |
| TOTAL | Maintenance Unit | 160 | 160 | 16,028,465.44 | 161 | 16,465,577.33 |
| TOTAL | Stormwater Management Fund Positions | (*1) | (*1) | | (*1) | |
| 943 | Buildings & Grounds Unit | | | | | |
| HP18 | Principal Mechanical Engineer | 1 | 1 | | 1 | |
| HP15 | Associate Civil Engineer | 1 | 1 | | 1 | |
| HP14 | Engineering Technician V | 2 | 2 | | 2 | |
| HP09 | Administrative Clerk | 1 | 1 | | 1 | |
| NR8331 | Laborer Foreman | 2 | 2 | | 2 | |
| NR8651 | Maintenance Laborer Class A | 7 | 7 | | 7 | |
| NR8652 | Maintenance Laborer Class B | 9 | 9 | | 9 | |
| TOTAL | Buildings & Grounds Unit | 23 | 23 | 1,719,939.91 | 23 | 1,773,285.26 |
| TOTAL | Plant Engineering & Maintenance Branch | 205 | 205 | 20,112,945.27 | 206 | 20,676,891.66 |
| TOTAL | Stormwater Management Fund Positions | (*1) | (*1) | | (*1) | |
| 930 | Plant Operations Branch | | | | | |
| 931 | Administrative Unit | | | | | |
| HP20 | Managing Engineer | 1 | 1 | | 1 | |
| TOTAL | Administrative Unit | 1 | 1 | 179,845.65 | 1 | 188,211.15 |
| 932 | Treatment Operations Unit | | | | | |
| HP19 | Assistant Engineer of Treatment Plant Operations II #2 (Principal Engineer) (New Grade HP18) | 1 | 1 | | 1 | |
| HP17 | Senior Civil Engineer | 1 | — | | — | |
| HP17 | Senior Engineer | — | 1 | | 1 | |
| HP16 | Treatment Plant Operator III | 6 | 6 | | 6 | |
| HP14 | Treatment Plant Operator II | 8 | 8 | | 8 | |

| Fund: Corporate Dept: Maintenance & Operations Division: Stickney Service Area | | POSITION ANALYSIS | | | | |
|--|---|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP14 | Treatment Plant Operator II #4 | 1 | 1 | | 1 | |
| HP12 | Treatment Plant Operator I | 6 | 6 | | 6 | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |
| HP11 | Engineering Technician III | — | 1 | | 1 | |
| NR8331 | Laborer Foreman | 1 | 1 | | 1 | |
| NR8650 | Maintenance Laborer Class A Shift | 15 | 15 | | 15 | |
| NR8651 | Maintenance Laborer Class A | 5 | 5 | | 5 | |
| TOTAL | Treatment Operations Unit | 45 | 46 | 4,143,629.36 | 46 | 4,255,929.01 |
| 934 | Mechanical Operations Unit | | | | | |
| | (* Number of positions budgeted and funded by the Stormwater Management Fund appear below position count) | | | | | |
| HP18 | Chief Operating Engineer II | 1 | 1 | | 1 | |
| HP17 | Chief Operating Engineer I | 2 | 2 | | 2 | |
| HP16 | Assistant Chief Operating Engineer | 6 | 6 | | 6 | |
| NR6810 | Fireman-Oiler | 10 | 11 | | 11 | |
| NR8650 | Maintenance Laborer Class A Shift | 20 | 20 | | 20 | |
| | | (*4) | (*4) | | (*4) | |
| NR8650 | Maintenance Laborer Class A Shift #1 | 5 | — | | — | |
| | | (*2) | | | | |
| NR8651 | Maintenance Laborer Class A | 4 | 4 | | 4 | |
| NR6832 | Operating Engineer II | 34 | 34 | | 35 | |
| NR6831 | Operating Engineer I | 26 | 26 | | 26 | |
| | | (*4) | (*4) | | (*4) | |
| TOTAL | Mechanical Operations Unit | 108 | 104 | 10,067,975.38 | 105 | 10,489,262.16 |
| TOTAL | Stormwater Management Fund Positions | (*10) | (*8) | | (*8) | |
| 945 | Railroad Unit | | | | | |
| HP11 | Engineering Technician III | 1 | — | | — | |
| NR8331 | Laborer Foreman | 1 | 1 | | 1 | |

| Fund: Corporate Dept: Maintenance & Operations Division: Stickney Service Area | | POSITION ANALYSIS | | | | |
|---|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| NR8650 | Maintenance Laborer Class A Shift | 5 | 5 | | 5 | |
| TOTAL | Railroad Unit | 7 | 6 | 491,961.60 | 6 | 511,888.00 |
| TOTAL | Plant Operations Branch | 161 | 157 | 14,883,411.99 | 158 | 15,445,290.32 |
| TOTAL | Stormwater Management Fund Positions | (*10) | (*8) | | (*8) | |
| TOTAL | Maintenance & Operations Stickney Service Area | 372 | 367 | 35,600,561.10 | 369 | 36,740,041.28 |
| TOTAL | Stormwater Management Fund Positions | (*11) | (*9) | | (*9) | |
| Note: Nine positions budgeted in Sections 924 and 934 are funded by the Stormwater Management Fund while the operations remain in the Maintenance & Operations Department. | | | | | | |
| NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix. | | | | | | |



Protecting Our Water Environment

Metropolitan Water Reclamation District of Greater Chicago

100 EAST ERIE STREET CHICAGO, ILLINOIS 60611-3154 312.751.5600

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September 11, 2018

Mr. John P. Murray
Acting Executive Director
OFFICE

Dear Sir:

Subject: 2019 Program for the Engineering Department - Corporate Fund

The Engineering Department - Corporate Fund's program for 2019, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of the department's 2019 initiatives in alignment with and in support of the Strategic Business Plan. The budget requests include all amendments as directed by you during the Executive Director Budget Hearings in August of this year.

The narrative provides a summary of the department, 2019 major initiatives and challenges, and 2018 accomplishments. Supporting schedules of objectives, performance, and staffing levels present three years of detailed budgetary information.

Thank you for the opportunity to present the proposed Engineering Department - Corporate Fund budget for 2019.

Respectfully submitted,



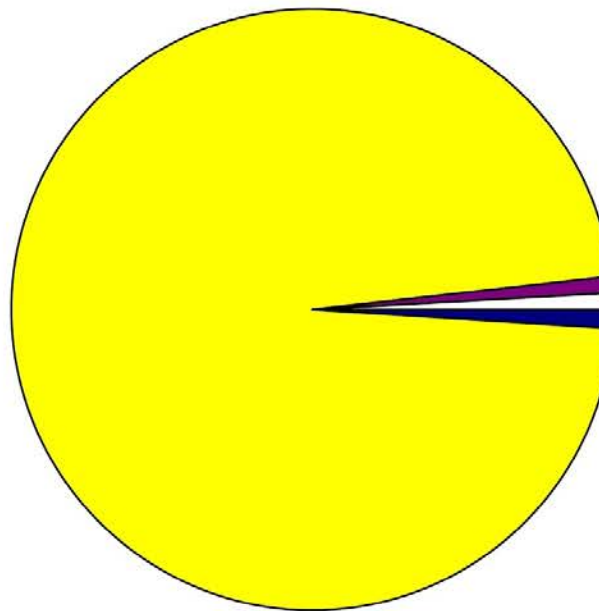
Catherine A. O'Connor
Director of Engineering

ENGINEERING – CORPORATE FUND

| | |
|----------|---------------|
| 2019 | \$25,473,300 |
| 2018 | \$28,322,100 |
| Decrease | (\$2,848,800) |

FUNCTIONS

Salaries & Costs
Related to the Capital
Improvement Program
\$24,767,000 97.2%

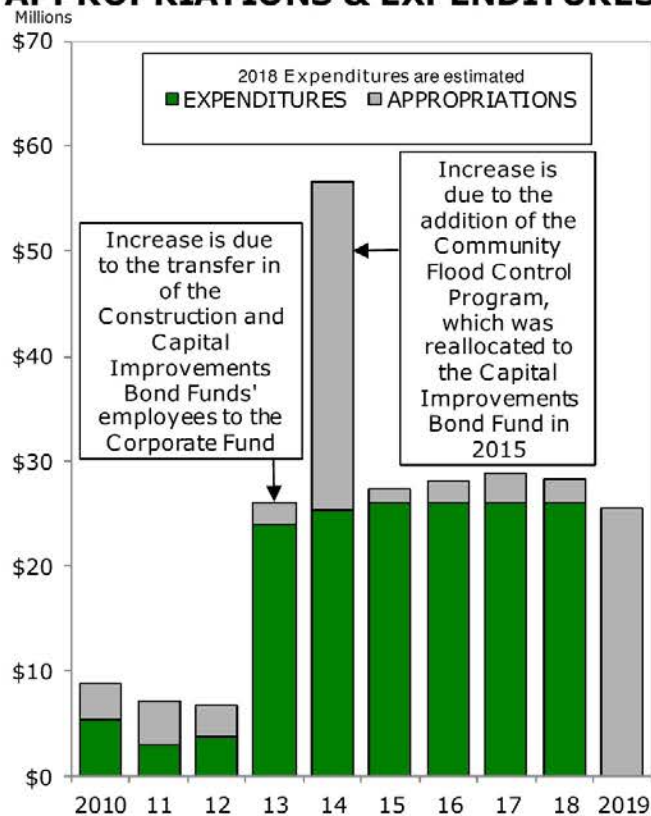


Infiltration &
Inflow Reduction
\$224,200 0.9%

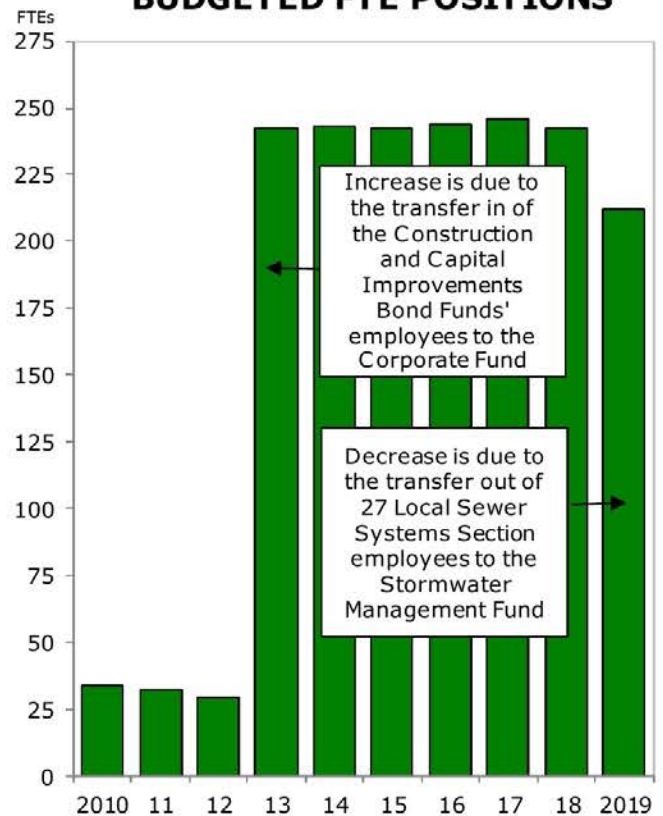
Public Services &
Interagency Relations
\$225,800 0.9%

Sewer Permit Review
\$256,300 1.0%

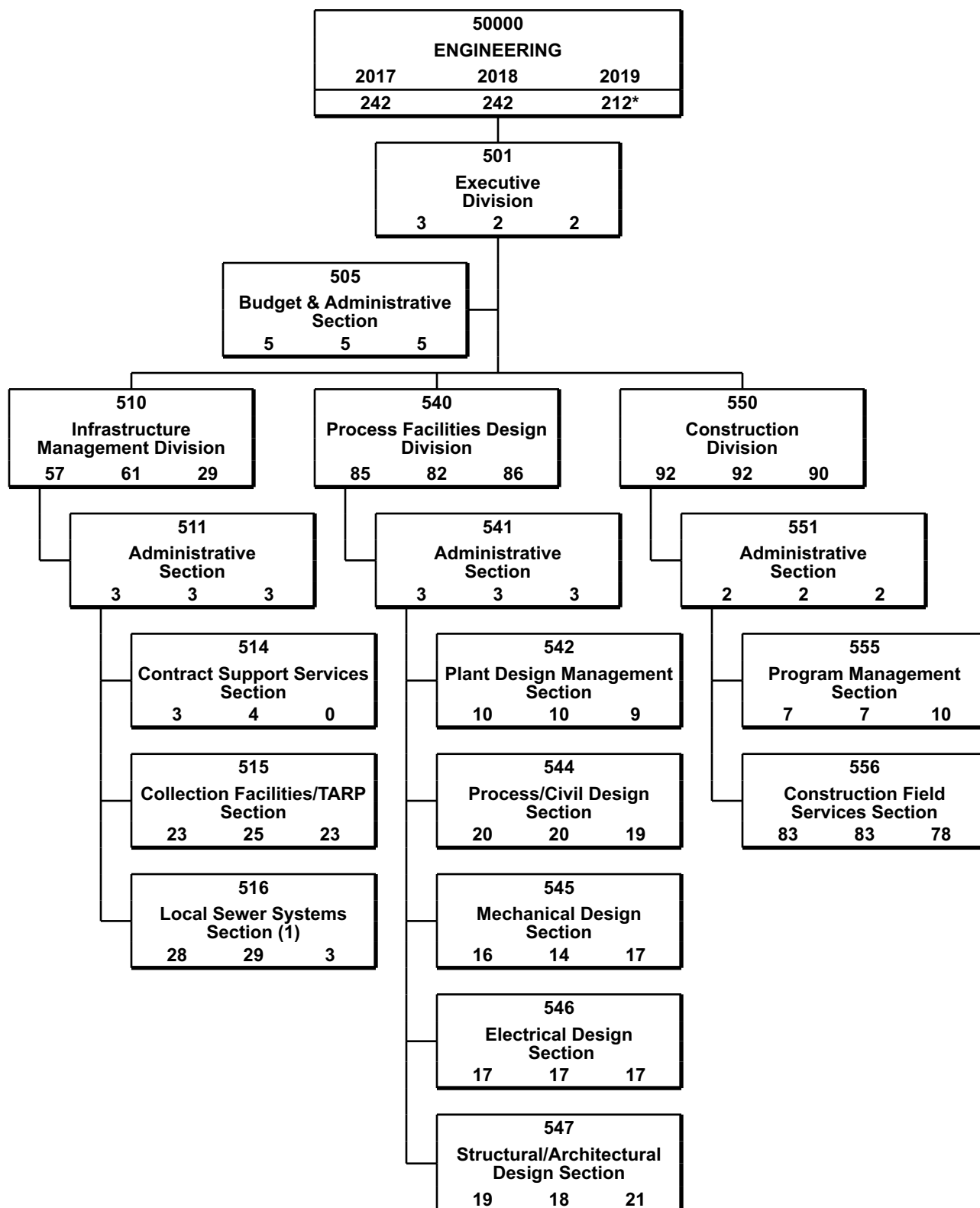
APPROPRIATIONS & EXPENDITURES



BUDGETED FTE POSITIONS



ENGINEERING



* The 2019 position total for the Engineering Department - Corporate Fund is 212. There are an additional 57 positions funded by the Stormwater Management Fund while the operations remain in the Engineering Department.

- (1) Effective 01/01/19, 27 positions were transferred from the Engineering Department - Corporate Fund to the Stormwater Management Fund.

ENGINEERING CORPORATE FUND

The mission of the Engineering Department is to plan, design, and construct projects prioritized in the Capital Improvement Program and to regulate stormwater management, flood protection areas, and construction and maintenance of local sewers, which are tributary to the District's intercepting sewer system.

Departmental Summary

The programs of the Engineering Department are described in three sections of the budget: the Corporate Fund, described below, the Capital Budget, described in Section V, and the Stormwater Management Fund, which is described in Section VI. The Corporate Fund finances most of the Engineering positions, with the rest financed by the Stormwater Management Fund. The Capital Budget is used to finance projects executed by the Infrastructure Management Division, Process Facilities Design Division, and the Construction Division, with the Stormwater Management Fund making up the balance of project funding by the District.

The department's primary responsibilities include:

- Plan, develop, and implement a Capital Improvement Program that meets the District's statutory responsibilities, complies with applicable state and federal regulations and requirements, and responds to the needs of the District's residents, as directed through the policies adopted by its Board of Commissioners in the areas of sewage treatment, stormwater management, resource recovery, and pollution control;
- Provide requested and required engineering assistance to other departments within the District in support of their missions. The Engineering Department engages internal staff for all intercepting sewer rehabilitation design, all construction management, and roughly half of the District's process facilities design. Employing a rigorous qualifications-based selection process, the balance of design work is completed by engineering consulting firms. By blending District staff design expertise with design expertise of highly qualified outside firms, the Engineering Department is able to ensure that water reclamation plant upgrade, rehabilitation, and resource recovery projects are state of the art.

The Corporate Fund budget is also used for repair and maintenance projects not eligible for Capital Improvement Program funding.

Summary of 2018 Accomplishments

- The District and the Chicago District of the Army Corps of Engineers were presented with the Outstanding Civil Engineering Achievement Award (Mega Project) for the McCook Reservoir Project by the American Society of Civil Engineers - Illinois Section.

Budget Highlights

The 2019 appropriation for the Engineering Department - Corporate Fund is \$25,473,300, a decrease of \$2,848,800, or 10.1 percent, from 2018. This decrease is largely due to the change in funding of salaries and benefits for Local Sewer Systems Section employees from the Corporate Fund to the Stormwater Management Fund. These positions administer the Watershed Management Ordinance, which is closely aligned with the objectives and strategies of the Cook County Stormwater Management Plan. Revenues generated from Watershed Management Ordinance permit review fees will offset a portion of operational costs being transferred to the Stormwater Management Fund.

The staffing level has decreased from 242 to 212 positions, a net decrease of 30 positions from 2018, as a result of transferring 27 Local Sewer Systems Section employees to the Stormwater Management Fund and one Associate Civil Engineer to the Maintenance & Operations Department, the drop of one Administrative Clerk, one Engineering Draftsman II, and three Engineering Technician III positions, and the add of one Senior Structural Engineer and two Engineering Draftsman II positions.

The 2019 Budget provides financing for Engineering Department positions, which allows approximately \$24 million in personnel costs to be utilized for direct capital project expenditures in the Construction Fund and Capital Improvements Bond Fund.

2019 Initiatives in Support of the Strategic Business Plan Include the Following:

• Develop Employees

The Engineering Department encourages staff to attend professional development conferences and seminars that present state-of-the-art technologies and provide information on the latest developments in engineering design and construction. Engineering staff includes numerous licensed professional engineers who are leaders in their respective fields. Staff regularly attend national and international conferences, seminars, and society meetings where they present papers and act as chairs or moderators in their areas of expertise. Additionally, the Engineering Department rotates staff between the design and construction administration sections in order to gain perspective and understanding of all aspects of contract development and execution. Further efforts will be made in 2019 to expand this program to more staff members.

- **Leading Partnerships**

Efforts are underway to work with local municipalities and engage local industries to explore the use of effluent water for commercial and industrial purposes that require clean, but not necessarily potable water. Developing these partnerships will help reduce the local industry's dependence on water from Lake Michigan, provide economic development incentives for local municipalities, and further the District's goal of recovering water as a precious resource. The Engineering Department continues to pursue several partnerships with local and national business enterprises, including Koppers Inc. and Intren, LLC, and will continue to seek and expand the District's plant effluent water reuse opportunities.

- **Technology**

An electronic project management system, e-Builder, has been implemented to manage all of the District's Capital Improvement Plan projects and report on the \$250 million in expenditures, as well as the various metrics used in the department. These include tracking project design and construction schedules, forecasting award dates, cash flow projections for budgeting, and all construction contractor submittals and documentation. Use of this system will improve work flow and efficiency and allow for more accurate predictions of our project expenditures.

50000 ENGINEERING**OBJECTIVES AND PROGRAM SUMMARY**

| OBJECTIVES BY PRIORITY: | | Cost | Percent |
|--|--|---------------|---------|
| 1. Protect public health by administering the Watershed Management Ordinance to regulate local sewer connections to local treatment plants, discharges to District waters, and migration of runoff from new developments and redevelopments. | | \$ 256,300 | 1.0% |
| 2. Provide information to the public and local communities regarding District ordinances, coordinate solutions to regional problems with other governmental agencies, and review and evaluate new cost-effective sewer construction procedures and products. | | \$ 225,800 | 0.9% |
| 3. Reduce treatment costs by eliminating excessive infiltration/inflow of stormwater into sanitary sewers through a comprehensive rehabilitation program of local sewer systems. | | \$ 224,200 | 0.9% |
| 4. Ongoing maintenance projects, salaries, and employee expenses related to the Capital Improvement Program. | | \$ 24,767,000 | 97.2% |
| Total | | \$ 25,473,300 | 100.0% |

| MEASURABLE GOALS: | | 2017 Actual | 2018 Estimated | 2019 Proposed |
|--|--|----------------|-------------------|------------------|
| 1. Compliance status of the 114 satellite entities (sewer system owners) with the requirements of the Infiltration/Inflow Control Program. | | | | |
| Number of satellite entities that have completed the Short Term Requirements ¹ | | — | — | 10 |
| Percentage Complete | | 0% | 0% | 9% |
| Annual Summary Reports Received | | 109 | 114 | 114 |
| Annual Summary Reports in Compliance ² | | 85 | 60 | 114 |
| ¹ Under the Short Term Requirements, each satellite entity will perform a prioritized condition assessment of their high-risk public sewers, conduct rehabilitation work to address infiltration/inflow sources, and develop and submit their individual Private Sector Program and Long Term Operation and Maintenance Program to the District for approval. The deadline to complete the Short Term Requirements is July 10, 2019. It is anticipated that satellite entities will take until July 10, 2019 to complete the Short Term Requirements due to the number of requirements and extensive amount of work required. The District will work with satellite entities that have not completed the Short Term Requirements by July 10, 2019 to ensure that the work will be completed in a reasonable time frame. | | | | |
| ² Annual Summary Reports in compliance with the reporting requirements of the Infiltration/Inflow Control Program. The District is continually providing assistance and collaborating with the satellite entities to produce compliant Annual Summary Reports. | | | | |

50000 ENGINEERING**OBJECTIVES AND PROGRAM SUMMARY**

| PROGRAMS BY PRIORITY: | | | Budgeted | | Change | |
|--|---|--------------|----------|--------------|----------------|---------|
| Number | Name | 2017 Actual | FTEs | Dollars | Dollars | Percent |
| 1000 | Collection | \$ 6,499,670 | 2019 38 | \$ 4,795,900 | \$ (2,567,500) | (34.9) |
| | | | 2018 65 | \$ 7,363,400 | | |
| 1530 | Local Sewer Permit Activity | \$ 1,962,378 | 2019 2 | \$ 256,300 | \$ (2,006,500) | (88.7) |
| | | | 2018 22 | \$ 2,262,800 | | |
| 1560 | Local Sewer Public Service Coordination | \$ 651,635 | 2019 1 | \$ 225,800 | \$ (461,600) | (67.2) |
| | | | 2018 6 | \$ 687,400 | | |
| 1571 | Local Sewer Rehabilitation Ordinance Enforcement Activity | \$ 232,701 | 2019 2 | \$ 224,200 | \$ (180,700) | (44.6) |
| | | | 2018 3 | \$ 404,900 | | |
| 1700 | Collection System Design | \$ 1,099,399 | 2019 9 | \$ 1,219,200 | \$ 300 | — |
| | | | 2018 9 | \$ 1,218,900 | | |
| 1800 | Collection Construction | \$ 2,553,557 | 2019 24 | \$ 2,870,400 | \$ 81,000 | 2.9 |
| | | | 2018 25 | \$ 2,789,400 | | |
| 2000 | Treatment | \$ 8,075,278 | 2019 75 | \$ 8,647,700 | \$ (76,000) | (0.9) |
| | | | 2018 75 | \$ 8,723,700 | | |
| 2700 | Treatment Design | \$ 2,985,072 | 2019 26 | \$ 3,215,500 | \$ 38,100 | 1.2 |
| | | | 2018 25 | \$ 3,177,400 | | |
| 2800 | Treatment Construction | \$ 5,090,206 | 2019 49 | \$ 5,432,200 | \$ (114,100) | (2.1) |
| | | | 2018 50 | \$ 5,546,300 | | |
| 3000 | Solids Processing | \$ 5,800,444 | 2019 51 | \$ 6,280,900 | \$ 143,900 | 2.3 |
| | | | 2018 51 | \$ 6,137,000 | | |
| 3700 | Solids Processing Design | \$ 2,826,592 | 2019 24 | \$ 3,072,300 | \$ 191,400 | 6.6 |
| | | | 2018 23 | \$ 2,880,900 | | |
| 3800 | Solids Processing Construction | \$ 2,973,852 | 2019 27 | \$ 3,208,600 | \$ (47,500) | (1.5) |
| | | | 2018 28 | \$ 3,256,100 | | |
| a) Decrease is due to the transfer of Local Sewer Systems Section positions from the Corporate Fund to the Stormwater Management Fund. | | | | | | |
| b) Increase is due to the net addition of one FTE position (\$54,200) and an increased estimate for retirement, severance, and termination payments (\$160,000). | | | | | | |

50000 ENGINEERING**OBJECTIVES AND PROGRAM SUMMARY**

| PROGRAMS BY PRIORITY: | | | 2017 | Budgeted | | Change | | |
|--|---|--------------|------|----------|--------------|----------------|---------|----|
| Number | Name | Actual | FTEs | Dollars | Dollars | Percent | | |
| 4000 | Flood and Pollution Control | \$ 3,181,908 | 2019 | 28 | \$ 3,172,400 | \$ (127,900) | (3.9) | |
| | | | 2018 | 28 | \$ 3,300,300 | | | |
| 4216 | Bridge and Road Maintenance | \$ 33,256 | 2019 | — | \$ 49,900 | \$ (55,100) | (52.5) | c) |
| | | | 2018 | — | \$ 105,000 | | | |
| 4322 | Storm and Flood Ordinance Development | \$ 16,790 | 2019 | — | \$ 17,800 | \$ 700 | 4.1 | |
| | | | 2018 | — | \$ 17,100 | | | |
| 4341 | Planning/Design | \$ 63,411 | 2019 | — | \$ 64,200 | \$ 700 | 1.1 | |
| | | | 2018 | — | \$ 63,500 | | | |
| 4342 | Contract Administration | \$ 104,549 | 2019 | 1 | \$ 107,900 | \$ — | — | |
| | | | 2018 | 1 | \$ 107,900 | | | |
| 4343 | Construction | \$ 98,310 | 2019 | 1 | \$ 100,900 | \$ — | — | |
| | | | 2018 | 1 | \$ 100,900 | | | |
| 4700 | Flood and Pollution Control Design | \$ 630,108 | 2019 | 6 | \$ 663,400 | \$ (8,700) | (1.3) | |
| | | | 2018 | 6 | \$ 672,100 | | | |
| 4800 | Flood and Pollution Control Construction | \$ 2,235,484 | 2019 | 20 | \$ 2,168,300 | \$ (65,500) | (2.9) | |
| | | | 2018 | 20 | \$ 2,233,800 | | | |
| 5000 | Solids Disposal | \$ 343,833 | 2019 | 3 | \$ 352,100 | \$ (10,000) | (2.8) | |
| | | | 2018 | 3 | \$ 362,100 | | | |
| 5700 | Solids Disposal Design | \$ 10,221 | 2019 | — | \$ 10,200 | \$ — | — | |
| | | | 2018 | — | \$ 10,200 | | | |
| 5800 | Solids Disposal Construction | \$ 333,612 | 2019 | 3 | \$ 341,900 | \$ (10,000) | (2.8) | |
| | | | 2018 | 3 | \$ 351,900 | | | |
| 7000 | General Support (excluding program number 7604) | \$ 1,809,311 | 2019 | 17 | \$ 1,874,700 | \$ (177,300) | (8.6) | d) |
| | | | 2018 | 20 | \$ 2,052,000 | | | |
| 7604 | Social Security and Medicare Contributions | \$ 350,514 | 2019 | — | \$ 349,600 | \$ (34,000) | (8.9) | |
| | | | 2018 | — | \$ 383,600 | | | |
| Totals | | \$26,060,958 | 2019 | 212 | \$25,473,300 | \$ (2,848,800) | (10.1)% | |
| | | | 2018 | 242 | \$28,322,100 | | | |
| c) Decrease is due to reduced funding required for 13-059-1D, Biennial Bridge Inspection, based on scheduled contract payments (\$55,100). | | | | | | | | |
| d) Decrease is due to the transfer out and drop of two FTE positions (\$141,500), reduced requests for participation in utility programs (\$19,000), and the reallocation of salaries to more accurately reflect current activities (\$5,300). | | | | | | | | |

50000 ENGINEERING**PERFORMANCE DATA**

| Program Number | Measurable Activity | | 2017 Actual | 2018 Budgeted | 2019 Estimated | |
|---|---|-----------------|---------------|---------------|----------------|----|
| 1500 | Local Sewer - Engineering Activity | | | | | |
| 1530 | Local Sewer Permit Activity | | | | | |
| 1531 | Review/Issuance of MWRD Sewer Permits (includes standard permits and notification and request for inspection permits) | Permits | 545 | 557 | 624 | |
| | | Cost | \$ 966,052 | \$ 1,204,100 | \$ 76,000 | a) |
| | | Cost/Permit | \$ 1,772.57 | \$ 2,161.76 | \$ 121.79 | a) |
| 1533 | Review of Other Permits | Cost | \$ 146,838 | \$ 149,000 | \$ 126,200 | a) |
| 1535 | Local Sewer Construction Surveillance/Enforcement | Inspections | 4,536 | 543 | 556 | |
| | | Cost | \$ 768,334 | \$ 823,500 | \$ 25,500 | a) |
| | | Cost/Inspection | \$ 169.39 | \$ 1,516.57 | \$ 45.86 | a) |
| 1537 | Permit Revision | Revisions | 69 | 76 | 79 | |
| | | Cost | \$ 81,154 | \$ 86,200 | \$ 28,600 | a) |
| | | Cost/Revision | \$ 1,176.14 | \$ 1,134.21 | \$ 362.03 | a) |
| 1560 | Local Sewer - Public Service Coordination | | | | | |
| 1561 | Public Service | Requests | 1,021 | 560 | 615 | |
| | | Cost | \$ 418,162 | \$ 447,100 | \$ 54,500 | a) |
| | | Cost/Request | \$ 409.56 | \$ 798.39 | \$ 88.62 | a) |
| 1563 | Interagency Coordination | Cost | \$ 233,473 | \$ 240,300 | \$ 171,300 | a) |
| 1571 | Local Sewer Rehabilitation Ordinance Enforcement Activity | Systems | 250 | 114 | 114 | |
| | | Cost | \$ 232,701 | \$ 404,900 | \$ 224,200 | a) |
| | | Cost/System | \$ 930.80 | \$ 3,551.75 | \$ 1,966.67 | a) |
| 1700 | Collection System Design | Cost | \$ 1,099,399 | \$ 1,218,900 | \$ 1,219,200 | |
| 1800 | Collection Construction | Cost | \$ 2,553,557 | \$ 2,789,400 | \$ 2,870,400 | |
| 2700 | Treatment Design | Cost | \$ 2,985,072 | \$ 3,177,400 | \$ 3,215,500 | |
| 2800 | Treatment Construction | Cost | \$ 5,090,206 | \$ 5,546,300 | \$ 5,432,200 | |
| 3700 | Solids Processing Design | Cost | \$ 2,826,592 | \$ 2,880,900 | \$ 3,072,300 | b) |
| 3800 | Solids Processing Construction | Cost | \$ 2,973,852 | \$ 3,256,100 | \$ 3,208,600 | |
| 4200 | Waterways Control and Stormwater Detention Reservoirs | Cost | \$ 33,256 | \$ 105,000 | \$ 49,900 | c) |
| 4300 | Stormwater Management | Cost | \$ 283,060 | \$ 289,400 | \$ 290,800 | |
| 4700 | Flood and Pollution Control Design | Cost | \$ 630,108 | \$ 672,100 | \$ 663,400 | |
| 4800 | Flood and Pollution Control Construction | Cost | \$ 2,235,484 | \$ 2,233,800 | \$ 2,168,300 | |
| 5700 | Solids Disposal Design | Cost | \$ 10,221 | \$ 10,200 | \$ 10,200 | |
| 5800 | Solids Disposal Construction | Cost | \$ 333,612 | \$ 351,900 | \$ 341,900 | |
| 7000 | General Support (excluding program number 7604) | Cost | \$ 1,809,311 | \$ 2,052,000 | \$ 1,874,700 | d) |
| 7604 | Social Security and Medicare Contributions | Cost | \$ 350,514 | \$ 383,600 | \$ 349,600 | |
| | | Total | \$ 26,060,958 | \$ 28,322,100 | \$ 25,473,300 | |
| <p>a) Decrease is due to the transfer of Local Sewer Systems Section positions from the Corporate Fund to the Stormwater Management Fund.</p> <p>b) Increase is due to the net addition of one FTE position (\$54,200) and an increased estimate for retirement, severance, and termination payments (\$160,000).</p> <p>c) Decrease is due to reduced funding required for 13-059-1D, Biennial Bridge Inspection, based on scheduled contract payments (\$55,100).</p> <p>d) Decrease is due to the transfer and drop of two FTE positions (\$141,500), reduced requests for participation in utility programs (\$19,000), and the reallocation of salaries to more accurately reflect current activities (\$5,300).</p> | | | | | | |

| 101 50000 | Fund: Corporate Department: Engineering | LINE ITEM ANALYSIS | | | | | | |
|-------------------|--|--------------------|------------------------|---------------------------------|---|--------------------------------|--------------------------------|---|
| | | 2017 | 2018 | | | | 2019 | |
| Account Number | Account Name | Expenditure | Original Appropriation | Adjusted Appropriation 09/30/18 | Expenditure (Committed Budget plus Disbursement) 09/30/18 | Estimated Expenditure 12/31/18 | Proposed by Executive Director | Recommended by Committee on Budget and Employment |
| 601010 | Salaries of Regular Employees | \$ 24,839,194 | \$ 26,988,400 | \$ 26,788,400 | \$ 17,555,252 | \$ 24,800,400 | \$ 24,162,300 | \$ — |
| 601060 | Compensation Plan Adjustments | 394,330 | 344,200 | 544,200 | 389,601 | 437,300 | 446,100 | — |
| 601070 | Social Security and Medicare Contributions | 350,514 | 383,600 | 383,600 | 255,781 | 376,400 | 349,600 | — |
| 601100 | Tuition and Training Payments | 101,020 | 124,000 | 124,000 | 46,573 | 100,000 | 118,300 | — |
| 100 | TOTAL PERSONAL SERVICES | 25,685,058 | 27,840,200 | 27,840,200 | 18,247,206 | 25,714,100 | 25,076,300 | — |
| 612010 | Travel | 6,796 | 12,000 | 12,000 | 5,062 | 9,600 | 10,000 | — |
| 612030 | Meals and Lodging | 16,631 | 25,000 | 25,000 | 14,279 | 18,200 | 17,600 | — |
| 612040 | Postage, Freight, and Delivery Charges | 935 | 2,000 | 2,000 | 2,000 | 1,100 | 1,500 | — |
| 612050 | Compensation for Personally-Owned Automobiles | 7,862 | 17,100 | 17,100 | 6,439 | 9,000 | 10,000 | — |
| 612080 | Motor Vehicle Operating Services | 186 | 400 | 400 | 19 | 100 | 200 | — |
| 612090 | Reprographic Services | 3,797 | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | — |
| 612170 | Water and Water Services | 4,000 | 3,300 | 3,300 | 3,300 | 3,600 | 4,000 | — |
| 612330 | Rental Charges | 63 | 100 | 100 | — | — | — | — |
| 612430 | Payments for Professional Services | 139,150 | 201,000 | 201,000 | 145,932 | 138,600 | 126,900 | — |
| 612440 | Preliminary Engineering Reports and Studies | 13,440 | — | — | — | — | — | — |
| 612490 | Contractual Services, N.O.C. | 82,128 | 82,100 | 82,100 | 82,059 | 82,100 | 83,100 | — |
| 612620 | Repairs to Waterway Facilities | 43,044 | 43,200 | 43,200 | 43,044 | 43,100 | 71,100 | — |
| 612970 | Repairs to Testing and Laboratory Equipment | 1,693 | 3,000 | 3,000 | 2,981 | 2,900 | 5,000 | — |
| 612990 | Repairs, N.O.C. | 8,107 | 8,800 | 8,800 | 8,712 | 8,100 | 10,000 | — |
| 200 | TOTAL CONTRACTUAL SERVICES | 327,831 | 401,500 | 401,500 | 317,327 | 319,900 | 342,900 | — |
| 623520 | Office, Printing, and Photo Supplies, Equipment, and Furniture | 33,477 | 60,400 | 64,400 | 60,538 | 52,500 | 42,600 | — |
| 623680 | Tools and Supplies | 4,218 | 10,000 | 6,000 | 4,145 | 5,400 | 8,000 | — |
| 623700 | Wearing Apparel | 6,702 | 6,500 | 6,500 | 6,500 | 6,500 | — | — |
| 623720 | Books, Maps, and Charts | 2,520 | 3,500 | 3,500 | 2,676 | 3,000 | 3,500 | — |
| 623990 | Materials and Supplies, N.O.C. | 1,152 | — | — | — | — | — | — |
| 300 | TOTAL MATERIALS AND SUPPLIES | 48,068 | 80,400 | 80,400 | 73,859 | 67,400 | 54,100 | — |
| TOTAL ENGINEERING | | \$ 26,060,958 | \$ 28,322,100 | \$ 28,322,100 | \$ 18,638,392 | \$ 26,101,400 | \$ 25,473,300 | \$ — |

NOTES: 1. Amounts may not add up due to rounding.

2. Departmental appropriation totals for salaries in the Line Item Analysis may differ from those contained in the Position Analysis by a factor identified to adjust for vacancies.

Additionally, Estimated Expenditure may either exceed Adjusted Appropriation when transfers of funds are anticipated or be less than Expenditure (Committed Budget plus Disbursement) when not all commitments are anticipated to be completed by year-end.

| Fund: Corporate Dept: Engineering | | POSITION ANALYSIS | | | | |
|--------------------------------------|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| 501 | Executive Division | | | | | |
| EX15 | Director of Engineering | 1 | 1 | | 1 | |
| HP22 | Assistant Director of Engineering | 1 | — | | — | |
| EX06 | Secretary to Officer | 1 | 1 | | 1 | |
| TOTAL | Executive Division | 3 | 2 | 369,474.80 | 2 | 369,474.82 |
| 505 | Budget & Administrative Section | | | | | |
| HP18 | Supervising Budget & Management Analyst | 1 | 1 | | 1 | |
| HP17 | Management Analyst III #2 (Senior Budget & Management Analyst) (New Grade HP16) | 1 | 1 | | 1 | |
| HP15 | Management Analyst II #2 (Budget & Management Analyst) (New Grade HP14) | 1 | 1 | | 1 | |
| HP14 | Budget & Management Analyst | 1 | 1 | | 1 | |
| HP13 | Senior Administrative Specialist | 1 | 1 | | 1 | |
| TOTAL | Budget & Administrative Section | 5 | 5 | 611,433.46 | 5 | 617,444.88 |
| 510 | Infrastructure Management Division | | | | | |
| 511 | Administrative Section | | | | | |
| HP22 | Assistant Director of Engineering | 1 | 1 | | 1 | |
| HP20 | Managing Civil Engineer | 1 | 1 | | 1 | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |
| TOTAL | Administrative Section | 3 | 3 | 507,823.79 | 3 | 501,086.58 |
| 514 | Contract Support Services Section | | | | | |
| HP14 | Engineering Technician V #4 | 1 | 1 | | — | |
| HP12 | Engineering Technician IV | 1 | 1 | | — | |
| HP11 | Administrative Specialist | — | 1 | | — | |
| HP09 | Administrative Clerk | 1 | 1 | | — | |
| TOTAL | Contract Support Services Section | 3 | 4 | 301,568.45 | — | — |
| 515 | Collection Facilities / TARP Section | | | | | |
| HP20 | Managing Civil Engineer | 1 | 1 | | 1 | |
| HP18 | Principal Civil Engineer | 3 | 3 | | 3 | |
| HP17 | Senior Civil Engineer | 6 | 6 | | 6 | |

| Fund: Corporate Dept: Engineering | | POSITION ANALYSIS | | | | |
|--------------------------------------|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP15 | Associate Civil Engineer | 3 | 3 | | 3 | |
| HP14 | Assistant Civil Engineer | 3 | 3 | | 3 | |
| HP14 | Engineering Technician V | 1 | 1 | | 1 | |
| HP14 | Engineering Technician V #4 | 1 | 1 | | 1 | |
| HP13 | Engineering Draftsman III | 1 | 1 | | 1 | |
| HP12 | Engineering Technician IV | 2 | 3 | | 3 | |
| HP11 | Engineering Technician III | 2 | 3 | | 1 | |
| TOTAL | Collection Facilities / TARP Section | 23 | 25 | 2,695,038.77 | 23 | 2,590,235.68 |
| 516 | Local Sewer Systems Section | | | | | |
| | (* Number of positions budgeted and funded by the Stormwater Management Fund appears below position count) | | | | | |
| HP18 | Principal Civil Engineer | 2 (*1) | 2 (*1) | | 1 (*2) | |
| HP17 | Senior Civil Engineer | 7 (*2) | 7 (*2) | | 1 (*8) | |
| HP15 | Associate Civil Engineer | 6 (*3) | 6 (*3) | | 1 (*8) | |
| HP14 | Assistant Civil Engineer | 2 (*2) | 3 (*2) | | — (*6) | |
| HP14 | Assistant Mechanical Engineer | 1 | — | | — | |
| HP14 | Assistant Mechanical Engineer #2 (Assistant Civil Engineer) | — | 1 | | — | |
| HP14 | Engineering Technician V | 3 | 3 | | — (*3) | |
| HP12 | Engineering Technician IV | 2 (*1) | 2 (*1) | | — (*4) | |
| HP12 | Engineering Technician IV #4 | 1 | 1 | | — (*1) | |
| HP11 | Administrative Specialist | 1 | 1 | | — (*1) | |
| HP11 | Engineering Technician III | 1 | 1 | | — (*1) | |

| Fund: Corporate Dept: Engineering | | POSITION ANALYSIS | | | | |
|--------------------------------------|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP09 | Administrative Clerk | 2 | 2 | | — (*2) | |
| TOTAL | Local Sewer Systems Section | 28 | 29 | 2,942,519.24 | 3 | 392,010.07 |
| TOTAL | Stormwater Management Fund Positions | (*9) | (*9) | | (*36) | |
| TOTAL | Infrastructure Management Division | 57 | 61 | 6,446,950.25 | 29 | 3,483,332.33 |
| TOTAL | Stormwater Management Fund Positions | (*9) | (*9) | | (*36) | |
| 522 | Stormwater Management Section (* Number of positions budgeted and funded by the Stormwater Management Fund appears below position count) | | | | | |
| HP20 | Managing Civil Engineer | — (*1) | — (*1) | | — (*1) | |
| HP18 | Principal Civil Engineer | — (*3) | — (*3) | | — (*3) | |
| HP17 | Senior Civil Engineer | — (*7) | — (*7) | | — (*7) | |
| HP15 | Associate Civil Engineer | — (*6) | — (*6) | | — (*6) | |
| HP14 | Assistant Civil Engineer | — (*3) | — (*3) | | — (*3) | |
| HP11 | Administrative Specialist | — (*1) | — (*1) | | — (*1) | |
| TOTAL | Stormwater Management Section | — | — | — | — | — |
| TOTAL | Stormwater Management Fund Positions | (*21) | (*21) | | (*21) | |
| 540 | Process Facilities Design Division | | | | | |
| 541 | Administrative Section | | | | | |
| HP22 | Assistant Director of Engineering | 1 | 1 | | 1 | |
| HP11 | Administrative Specialist | 2 | 2 | | 2 | |
| TOTAL | Administrative Section | 3 | 3 | 356,337.60 | 3 | 369,222.13 |
| 542 | Plant Design Management Section | | | | | |
| HP20 | Managing Civil Engineer | 1 | 1 | | — | |
| HP18 | Principal Civil Engineer | 2 | 2 | | 2 | |
| HP17 | Senior Civil Engineer | 3 | 4 | | 4 | |
| HP16 | Computer Aided Drafting and Design Administrator | 1 | 1 | | 1 | |
| HP15 | Associate Civil Engineer | 2 | 1 | | 1 | |

| Fund: Corporate Dept: Engineering | | POSITION ANALYSIS | | | | |
|--------------------------------------|---|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP12 | Engineering Technician IV | 1 | 1 | | 1 | |
| TOTAL | Plant Design Management Section | 10 | 10 | 1,318,920.42 | 9 | 1,144,150.30 |
| 544 | Process / Civil Design Section (formerly Process Design Section) | | | | | |
| HP20 | Managing Civil Engineer | 1 | 1 | | 1 | |
| HP18 | Principal Civil Engineer | 3 | 3 | | 3 | |
| HP17 | Senior Civil Engineer | 7 | 6 | | 5 | |
| HP17 | Senior Process Control Engineer | 1 | 1 | | 1 | |
| HP15 | Associate Civil Engineer | 2 | 3 | | 3 | |
| HP15 | Associate Process Control Engineer | 1 | 1 | | 1 | |
| HP14 | Assistant Civil Engineer | 2 | 2 | | 2 | |
| HP13 | Engineering Draftsman III | — | — | | 1 | |
| HP13 | Engineering Draftsman III #4 | 1 | 1 | | — | |
| HP12 | Engineering Draftsman II | 1 | 2 | | 2 | |
| HP12 | Engineering Draftsman II #4 | 1 | — | | — | |
| TOTAL | Process / Civil Design Section (formerly Process Design Section) | 20 | 20 | 2,385,211.40 | 19 | 2,268,242.34 |
| 545 | Mechanical Design Section | | | | | |
| HP20 | Managing Mechanical Engineer | 2 | — | | 1 | |
| HP18 | Principal Mechanical Engineer | 2 | 2 | | 2 | |
| HP17 | Senior Mechanical Engineer | 4 | 4 | | 5 | |
| HP15 | Associate Mechanical Engineer | 4 | 4 | | 4 | |
| HP14 | Assistant Mechanical Engineer | 1 | 1 | | 2 | |
| HP13 | Engineering Draftsman III | 1 | 1 | | 1 | |
| HP12 | Engineering Draftsman II | 1 | 1 | | 1 | |
| HP12 | Engineering Draftsman II #4 | 1 | 1 | | 1 | |
| TOTAL | Mechanical Design Section | 16 | 14 | 1,602,407.32 | 17 | 1,982,514.29 |
| 546 | Electrical Design Section | | | | | |
| HP20 | Managing Electrical Engineer | 1 | 1 | | 1 | |
| HP18 | Principal Electrical Engineer | 2 | 2 | | 2 | |
| HP17 | Senior Electrical Engineer | 5 | 5 | | 5 | |

| Fund: Corporate Dept: Engineering | | POSITION ANALYSIS | | | | |
|--------------------------------------|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP15 | Associate Electrical Engineer | 5 | 5 | | 5 | |
| HP14 | Assistant Electrical Engineer | 1 | 1 | | 1 | |
| HP13 | Engineering Draftsman III | 1 | 1 | | 1 | |
| HP12 | Engineering Draftsman II | 2 | 2 | | 2 | |
| TOTAL | Electrical Design Section | 17 | 17 | 2,061,162.13 | 17 | 2,047,759.17 |
| 547 | Structural / Architectural Design Section | | | | | |
| HP20 | Managing Structural Engineer | 1 | 1 | | 1 | |
| HP18 | Principal Architect | 1 | 1 | | 1 | |
| HP18 | Principal Structural Engineer | 2 | 2 | | 2 | |
| HP17 | Senior Architect | 2 | 2 | | 2 | |
| HP17 | Senior Structural Engineer | 3 | 3 | | 4 | |
| HP15 | Associate Architect | 3 | 3 | | 3 | |
| HP15 | Associate Structural Engineer | 2 | 2 | | 3 | |
| HP14 | Assistant Structural Engineer | 3 | 3 | | 3 | |
| HP13 | Engineering Draftsman III | 1 | 1 | | 1 | |
| HP12 | Engineering Draftsman II | — | — | | 1 | |
| HP12 | Engineering Draftsman II #4 | 1 | — | | — | |
| TOTAL | Structural / Architectural Design Section | 19 | 18 | 2,080,466.61 | 21 | 2,369,719.28 |
| TOTAL | Process Facilities Design Division | 85 | 82 | 9,804,505.48 | 86 | 10,181,607.51 |
| 550 | Construction Division | | | | | |
| 551 | Administrative Section | | | | | |
| HP22 | Assistant Director of Engineering | 1 | 1 | | 1 | |
| HP11 | Administrative Specialist | 1 | 1 | | 1 | |
| TOTAL | Administrative Section | 2 | 2 | 301,142.30 | 2 | 301,142.15 |
| 555 | Program Management Section | | | | | |
| HP20 | Managing Civil Engineer | 1 | 1 | | 1 | |
| HP18 | Principal Civil Engineer | — | — | | 1 | |
| HP17 | Senior Civil Engineer | — | — | | 1 | |
| HP17 | Senior Electrical Engineer | 1 | 1 | | — | |

| Fund: Corporate Dept: Engineering | | POSITION ANALYSIS | | | | |
|--------------------------------------|--|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP15 | Associate Civil Engineer | 2 | 2 | | 2 | |
| HP14 | Assistant Civil Engineer | 1 | 1 | | 1 | |
| HP14 | Assistant Electrical Engineer | — | — | | 1 | |
| HP14 | Assistant Mechanical Engineer | 1 | 1 | | — | |
| HP14 | Engineering Technician V | — | — | | 1 | |
| HP13 | Senior Administrative Specialist | 1 | 1 | | 1 | |
| HP11 | Administrative Specialist | — | — | | 1 | |
| TOTAL | Program Management Section | 7 | 7 | 826,463.18 | 10 | 1,147,633.99 |
| 556 | Construction Field Services Section | | | | | |
| HP20 | Managing Civil Engineer | 1 | 1 | | 2 | |
| HP20 | Managing Mechanical Engineer | — | 1 | | — | |
| HP18 | Principal Civil Engineer | 4 | 4 | | 3 | |
| HP18 | Principal Electrical Engineer | 3 | 2 | | 2 | |
| HP17 | Senior Civil Engineer | 10 | 10 | | 10 | |
| HP17 | Senior Electrical Engineer | 3 | 3 | | 4 | |
| HP17 | Senior Mechanical Engineer | 2 | 2 | | 1 | |
| HP15 | Associate Civil Engineer | 11 | 11 | | 10 | |
| HP15 | Associate Civil Engineer #2 (Engineering Technician V) (New Grade HP14) | 1 | — | | — | |
| HP15 | Associate Electrical Engineer | 3 | 3 | | 3 | |
| HP15 | Associate Mechanical Engineer | 4 | 4 | | 4 | |
| HP15 | Associate Structural Engineer | 1 | 1 | | — | |
| HP14 | Assistant Civil Engineer | 4 | 4 | | 4 | |
| HP14 | Assistant Electrical Engineer | 2 | 2 | | 1 | |
| HP14 | Assistant Mechanical Engineer | 1 | 1 | | 1 | |
| HP14 | Engineering Technician V | 12 | 11 | | 11 | |
| HP14 | Engineering Technician V #4 | 3 | 2 | | 2 | |
| HP12 | Administrative Assistant #2 (Administrative Specialist) (New Grade HP11) | 1 | 1 | | 1 | |
| HP12 | Engineering Technician IV | 9 | 9 | | 10 | |

| Fund: Corporate Dept: Engineering | | POSITION ANALYSIS | | | | |
|---|--------------------------------------|-------------------|------------------|-----------------------------|--|-----------------------------|
| | | 2017 | 2018 | | 2019 | |
| | | | | | PROPOSED BY THE EXECUTIVE DIRECTOR | |
| PAY PLAN & GRADE | CLASS TITLE | ACTUAL FTEs | BUDGETED FTEs | APPROPRIATION IN DOLLARS | BUDGETED FTEs | APPROPRIATION IN DOLLARS |
| HP12 | Engineering Technician IV #4 | 1 | 1 | | — | |
| HP11 | Engineering Technician III | 7 | 10 | | 9 | |
| TOTAL | Construction Field Services Section | 83 | 83 | 8,763,580.88 | 78 | 8,182,976.26 |
| TOTAL | Construction Division | 92 | 92 | 9,891,186.36 | 90 | 9,631,752.40 |
| TOTAL | Engineering | 242 | 242 | 27,123,550.35 | 212 | 24,283,611.94 |
| TOTAL | Stormwater Management Fund Positions | (*30) | (*30) | | (*57) | |
| Note: Fifty-seven positions budgeted in Sections 516 and 522 are funded by the Stormwater Management Fund while the operations remain in the Engineering Department. | | | | | | |
| NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix. | | | | | | |

NOTE PAGE