

# 2020 BUDGET

## **Executive Director's Recommendations**

October 15, 2019



**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, 2019**

*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, 2019. 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

# 2020 Budget

## Executive Director's Recommendations

October 15, 2019

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**Beverly K. Sanders**

Director of Human Resources

**John H. Sudduth**

Director of Information Technology

**Jacqueline Torres**

Clerk/Director of Finance

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### Board of Commissioners



From left to right:

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**Josina Morita**

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Commissioner

**Cameron Davis**

Commissioner

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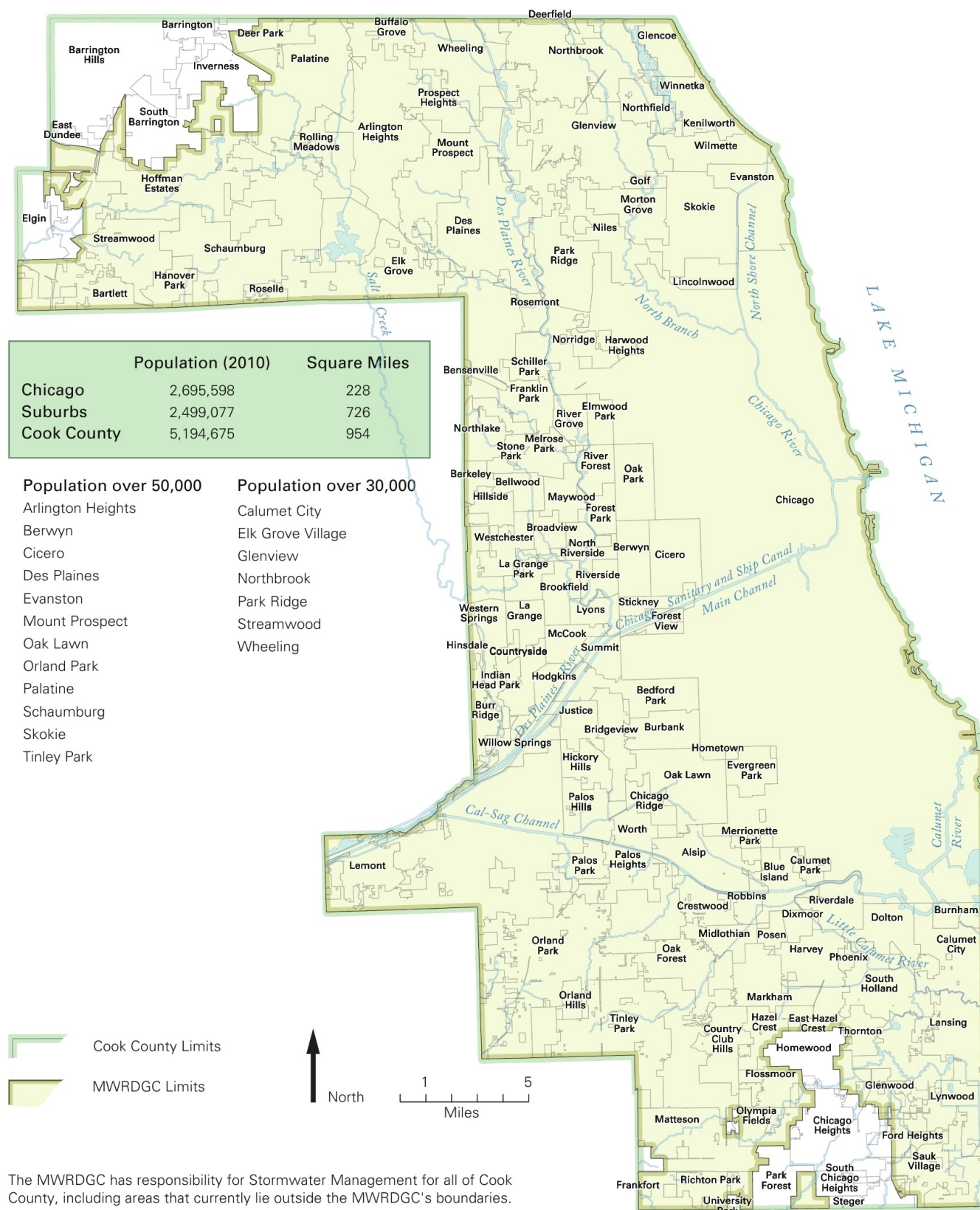
**Kimberly Du Buclet**

Commissioner

**Frank Avila**

Chairman of Finance

## Cook County and Metropolitan Water Reclamation District of Greater Chicago





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

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**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 1.4 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

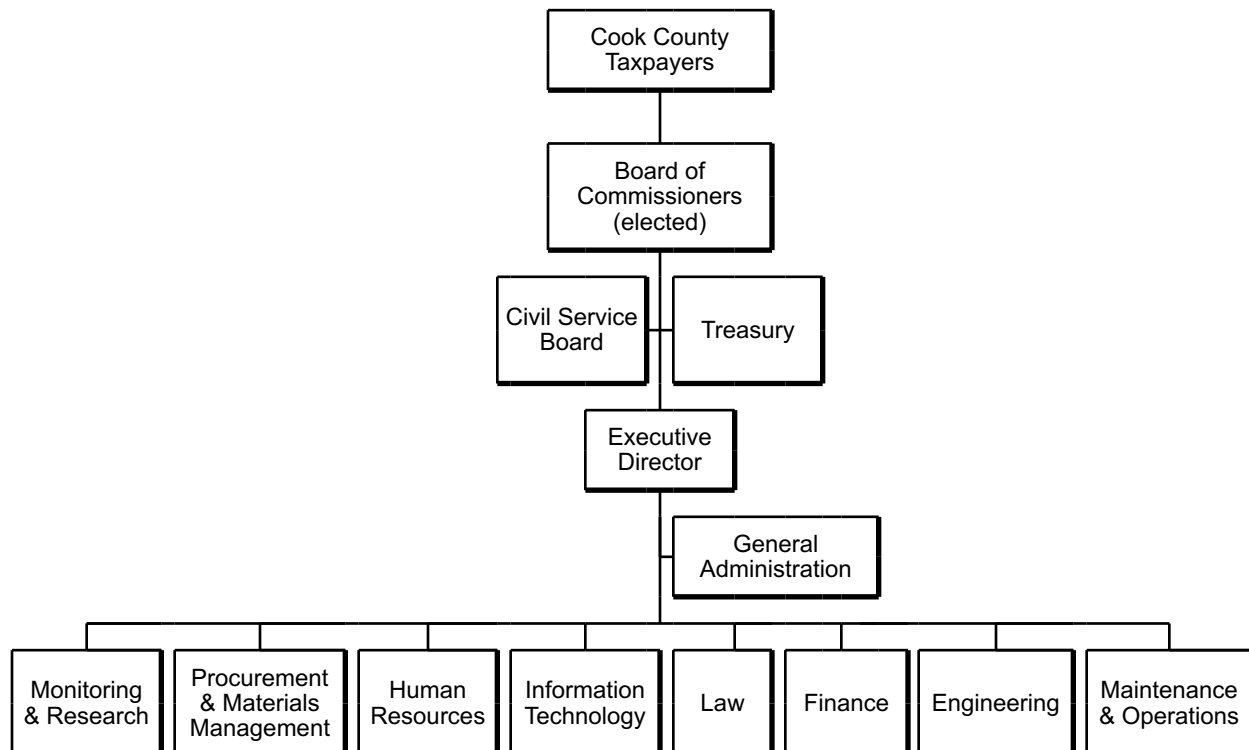
The District is governed by a nine-member Board of Commissioners (Board). Commissioners are elected at large and serve on a salaried basis. Three Commissioners are elected every two years for six-year terms. Biannually, the Board elects from its membership a President, Vice President, and Chairman of 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 2020.
- 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		
2018	2019	2020
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.

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# 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 2020 Budget. It includes the following:

- In the *Budget Message*, the Executive Director discusses his 2020 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 *Report of Committee on Budget and Employment* officially transmits and recommends for approval, the 2020 Budget, Annual Appropriation Ordinance, and tax levy ordinances to the Board of Commissioners of the Metropolitan Water Reclamation District of Greater Chicago.
- 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.

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**Metropolitan Water Reclamation District of Greater Chicago**

100 EAST ERIE STREET

CHICAGO, ILLINOIS 60611-3154

312.751.5600

October 15, 2019

Honorable Ladies and Gentlemen:

I am pleased to present the 2020 Executive Director's Budget Recommendations for the Metropolitan Water Reclamation District of Greater Chicago (District). This spending plan advances the District's mission and Strategic Business Plan goals in a financially responsible manner. The Corporate Fund budget recommendations include an increase of 2.4 percent and emphasize consistent, effective maintenance of our facilities, while the Stormwater Management Fund recommendations include an increase of \$28.4 million to fund construction costs for both Green Infrastructure and major flood control projects. The District continues to implement new technologies that further our commitment to environmental protection. The 2020 Capital Improvement Program utilizes grants, State Revolving Fund loans, and general obligation and alternate revenue bonds, along with pay-as-you-go funding to maximize the value to the taxpayers.

The District serves 128 communities covering nearly all of Cook County, treating an average of 1.4 billion gallons of water each day, with a total treatment capacity of 2.0 billion gallons per day at seven water reclamation plants. The District also controls 76.1 miles of navigable waterways, and owns and operates 34 stormwater detention reservoirs to provide regional flood protection.

**Historic Buildings, Modern Facilities**

During 2019, the District celebrated its 130th anniversary, recognizing past accomplishments and looking to the future. The Lockport Controlling Works was constructed in 1899, followed by the Lockport Powerhouse in 1907. The Controlling Works is located at the confluence of the Chicago Sanitary & Ship Canal and the Des Plaines River and enables the District to regulate water levels of the canal. The Powerhouse marks the southwestern extent of the District's management of the Chicago Area Waterway System (CAWS) and provides approximately 40 million kilowatt hours of hydroelectric power generation annually. In 2004, the National Park Service recognized the Lockport Powerhouse by listing it on the National Register of Historic Places. The 2020 budget includes \$10 million in projects that are currently underway to rehabilitate the Controlling Works and Powerhouse to ensure continued reliable operation into the future.



*Lockport Powerhouse and Controlling Works. The Lockport Powerhouse generates approximately 40 million kilowatt hours of electrical energy annually, generating \$1.2 million in revenue for the District.*

The Calumet Water Reclamation Plant (WRP) was placed into service in 1922, followed by the O'Brien WRP in 1928, and the Stickney WRP in 1939. Four smaller WRPs were built between 1961 and 1980. Within the historic sites, the District operates modern water reclamation facilities with a tradition of operational excellence. In 2018, six of seven WRPs received National Association of Clean Water Agencies Platinum Peak Performance Awards for maintaining 100 percent compliance with National Pollutant Discharge Elimination Permits for at least five consecutive years. All seven WRPs have earned 99.71 percent or higher compliance since 2009.



*In 2020, the District will begin a \$10 million rehabilitation of the steel spandrel beams in the pump and blower house at the O'Brien WRP.*

### Stormwater Management

The District mitigates flooding and provides water quality benefits throughout Cook County through Stormwater Management programs. Changing weather patterns and intense bursts of precipitation can quickly overwhelm systems throughout the region. In 2019, the District updated the Watershed Management Ordinance (WMO). Among the changes made to the WMO, the District increased stormwater detention requirements based on the Illinois State Water Survey's Updated Bulletin 70 rainfall data, published in March 2019, which indicated that annual average rainfall across Illinois has increased by 11 percent over the past century.

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. The District continues to partner with Chicago Public Schools, the Chicago Department of Water Management, Healthy Schools Campaign, and Openlands on the Space to Grow Program implementing Green Infrastructure into schoolyards and creating vibrant places to play and learn. In 2019, five new green schoolyards opened or will open by the end of the year. An additional six are planned to open in 2020. The District also helped build a rain garden with volunteers from around the world at Saucedo Scholastic Academy as part of the Water Environment Federation's Technical Exhibition and Conference (WEFTEC) held in Chicago from September 23-25, 2019.



*WEFTEC volunteers from around the globe installing a rain garden at Saucedo Scholastic Academy in Chicago.*



*Groundbreaking at Arrowhead Lake in Palos Heights on April 30, 2019. The project will bring needed flood relief and provide multi-use trails and other amenities for the Forest Preserves.*

The 2020 Budget highlights the District's commitment to reduce flooding. The Stormwater Management Fund budget is increasing by \$24.8 million over the 2019 appropriation to further our investment in flood control projects and continue to support local stormwater issues. During 2019, construction began on the \$63.3 million Addison Creek Reservoir, partially funded by a \$5 million Community Development Block Grant - Disaster Recovery Program, a federally funded program through the U.S. Department of Housing and Urban Development. The Addison Creek Channel improvements will begin in 2020. Together these large-scale projects will reduce overbank flooding for approximately 2,200 structures.

The District will complete construction on two additional reservoir projects in 2019. Together with the Forest Preserve



District of Cook County, the District is increasing flood storage at Arrowhead Lake and removing 70 structures from the flood plain in Palos Heights. The \$1.6 million project will bring needed relief for area residents and improve forest preserve amenities. The \$9.7 million Buffalo Creek Reservoir expansion increases the storage capacity by 58.6 million gallons and will protect 107 structures from flooding impacts, with additional benefits along Buffalo Creek and the main stem of the Des Plaines River.

### **Tunnel and Reservoir Plan**

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 in 1972. 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 to enhance pollution control benefits of the tunnel system. In 2018, the 3.5 billion gallon McCook Reservoir Stage 1 became operational. Construction on Stage 2 is scheduled to be completed in 2029, adding 6.5 billion gallons of storage. During 2019, with the support of the Army Corps of Engineers Chicago District and the Illinois congressional delegation, the District secured \$33.8 million in federal funding to help complete Stage 2. The District received the lump sum payment as a result of a pilot program established under the Water Resources Development Act of 2014 that evaluates the cost-effectiveness and project delivery efficiency of allowing non-federal interests to carry out construction of projects for flood risk management.

The goal of TARP is to reduce combined sewer overflows; thereby, providing both pollution control and flood control. The system is accomplishing both goals. In its first year in operation in 2018, the McCook Reservoir Stage 1 was filled 39 times and captured 27.2 billion gallons of water that would have overwhelmed area combined sewer systems and flooded streets, homes, and communities. When completed, the McCook Reservoir is estimated to provide more than \$143 million annually in flood reduction benefits to 3.1 million people in Chicago and 36 suburban communities.

In the south suburbs, combined sewer overflows have been nearly eliminated since the 7.9 billion gallon Thornton Composite Reservoir was completed in 2015. Not only do the tunnels and reservoir systems protect from flood damage, findings from a District water quality monitoring study showed water quality improvements. Mean fecal coliform and total suspended solids concentrations decreased and dissolved oxygen concentrations increased significantly in the Calumet River System in 2017-2018. The preliminary results from a microbial health and composition study that the District is conducting with Argonne National Laboratory indicate signs of improvement in the Calumet River System since Thornton Composite Reservoir was completed and disinfection at the Calumet WRP commenced. The study, which began in 2013, released an interim report in 2019. The full study analyzing monthly water samples from 16 different sites throughout the CAWS will continue collecting data through 2019, before the final report is released.



*The Thornton Composite Reservoir in December 2015, following the first time it took in water.*

### **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. In May 2019, the District took an important step in promoting transparency and efficiency by entering into an Intergovernmental Agreement with Cook County to allow the Office of the Independent Inspector General to provide services to the District. These accomplishments speak to the effective leadership of the agency.



The 2020 Budget 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'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. The 2020 Budget continues our conservative fiscal management and includes 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 the 2020 Final Budget, compared to the 2019 Budget as Adjusted is:

	<u>2020</u>	<u>2019 Adjusted</u>	<u>Increase (Decrease)</u>	<u>Percent Change</u>
Total Tax Levy	\$ 652,646,487	\$ 643,374,010	\$ 9,272,477	1.4 %
Aggregate Levy	\$ 353,182,900	\$ 341,239,500	\$ 11,943,400	3.5 %
Appropriation	\$ 1,087,341,167	\$ 1,222,943,041	\$ (135,601,874)	(11.1)%

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 2020 aggregate levy is equal to the estimated CPI plus new property for 2020.

### Conclusion

The 2020 Budget was prepared to incorporate the goals and strategies of the Strategic Business Plan, *Recovering Resources, Transforming Water*. The 2020 update to the plan is included in full on the following pages. The 2020 Executive Director's Budget Recommendations provides a plan to accomplish our goals and fulfill the District's mission of protecting the health and safety of the public, protecting and improving water quality, and providing flood protection.

Respectfully submitted,



Brian A. Perkovich  
Executive Director

# STRATEGIC BUSINESS PLAN

## Recovering Resources, Transforming Water

### 2020 UPDATE TO THE 2015-2020 STRATEGIC BUSINESS PLAN

The District's Strategic Business Plan is used throughout the year to measure results of its service to the communities throughout its 882.1 square mile service area and communicate progress to the Board of Commissioners, staff, and taxpayers. Reviewed and updated annually, this plan serves as a guiding document until replaced by a new Strategic Business Plan.

There have been significant achievements made during this Strategic Business Plan cycle. The Tunnel and Reservoir Plan's (TARP) 7.9 billion gallon Thornton Composite Reservoir came online in 2015 and the 3.5 billion gallon McCook Reservoir Stage 1 was placed into service in 2017. These reservoirs provide over 11 billion gallons of flood protection 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, while at the same time benefiting the treatment process.

The District developed over 100 capital stormwater projects to address regional and local flooding issues. These stormwater projects incorporate elements of both gray and green infrastructure ranging in size from massive reservoirs to green alleys and permeable parking lots. We are also completing design or construction of large regional stormwater projects throughout the county. In addition, we have dozens of active partnerships through intergovernmental agreements with local governmental organizations to address local flooding through the use of green and gray infrastructure improvements, as well as through the acquisition of flood-prone residential structures. These projects are vital to the health and well-being of our constituents.

Illinois just experienced the wettest May on record, and we see our stormwater program as essential to creating a resilient, sustainable Chicagoland. The many stormwater management projects and TARP are more important than ever as we work to address unpredictable weather patterns.

The District strives to be a sustainable partner in the region by recovering resources, lowering carbon emissions, creating new revenue streams, and promoting resiliency. We unveiled new primary settling tanks at the Stickney Water Reclamation Plant (WRP) to increase digester gas production, reduce energy costs, and reduce greenhouse gas emissions. The District produces an effective soil amendment and recovers nutrients, clean water, and energy that can be used to encourage economic job creation and add benefit to our communities. The District's real estate holdings are used to add value to the communities we serve.

The District's Mission Statement and Values continue to guide the District's future. The 2020 update to the Strategic Business Plan follows.

## 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 embrace research as the means through which we acquire information to address challenges and take advantage of opportunities through innovative solutions. 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 and by how we value the contributions that flow from our diversity, the productivity of our relationships, and each well done job, no matter the job. To meet our goals, we depend on the integrity, knowledge, skill, diversity, and teamwork of our employees. Maintaining a respectful, courteous, and fair workplace allows for effective 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.*

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 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:** Excellence is not an act, but a habit.

**Recover Resources:** 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.

**Information 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 adjust 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 a command and control, enforcement business model to one utilizing informed compliance;
- Develop and implement effective flood mitigation programs for our customers;
- Structure a multi-dimensional, culture changing strategy around Green Infrastructure;
- Develop and implement targeted odor control strategies.

**Real Estate:** Explore opportunities for community partnerships aimed at reducing waste and our carbon footprint and achieve other improvements in the environment.

- Work with communities to revitalize the urban forest through the “Restore the Canopy” program;
- Utilize Fulton County property as a test bed for nutrient control research and demonstration to foster partnerships with other organizations for a statewide approach to address excess nutrient discharges.

## **GOAL 2 - Excellence**

*Excellence is not an act, but a habit.* 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 resources;
- Provide base budget targets and assure approvals above base are tied to strategic initiatives;
- Manage resources to ensure financial stability.

**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;
- Sustain 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 contributions of staff.

- Develop measures that automatically captures and reports performance to the public.

## **GOAL 3 - Recover Resources**

*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 to offset operation costs.

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

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

**Phosphorus:** Recover phosphorus for environmentally-friendly reuse.

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

**Energy:** Reduce energy consumption and increase renewable energy production.

- Maximize use of digester gas;
- Optimize aeration processes and reduce energy consumption;
- Document and seek opportunities to reduce the carbon footprint at each WRP.

**Biosolids:** Maximize the utilization of Exceptional Quality (EQ) biosolids and compost throughout our service area.

- Develop partnerships with state and local agencies to use EQ biosolids in construction projects;
- Utilize wood chips as a feedstock for production of biosolids compost;
- Identify, monitor, and evaluate beneficial use opportunities for biosolids;
- Provide bulk distribution points at each WRP for public use.

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

- Recycle demolition material on all District construction projects;
- Ensure disposal availability for medications and other pharmaceutical products;
- Explore opportunities for recycle partnerships;
- Maximize community outreach through event tabling, presentations, facility tours, handouts, photos, videos, and other public communication tools (media advisories, press releases, etc.) to educate the public about wastewater treatment, stormwater management, pollution prevention, and water wellness;
- Expand educational outreach by offering tours of District facilities beginning at the fifth-grade level.



**GOAL 4 - Develop Employees**

*Value is measured through personal contribution and growth.* Employees at the District are the best in the industry. To maintain a leadership role in the water industry, 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;
- Continue to foster 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 organizations and events 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;
- Encourage students to consider a STEM career in the water industry through community outreach and education efforts.

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

- Provide active leadership in local, state, and federal water issues;
- Engage in international conversation to share best management practices.

**GOAL 6 - Information 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 Information Technology 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;
- 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 Information Technology 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;
- Maintain and update applications to improve the user experience on the District's external facing website.

## 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 2020 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 Green Infrastructure.** 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. The District accepted 47 applications and selected 20 projects in the initial round for 2018 funding. In 2018, the District accepted 48 applications and selected another 20 projects for 2019 funding. In 2019, the District accepted 41 applications and selections for 2020 funding 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 and provides social benefits that enhance the livability of communities throughout the region. The 2020 Budget includes \$43.2 million in the Stormwater Management Fund for Intergovernmental Agreements that include Green Infrastructure projects and other stormwater improvements.

**Work with communities to revitalize the urban forest through the "Restore the Canopy" program.** The District launched the "Restore the Canopy" 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 180 different entities and has distributed more than 68,000 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. The District 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. The District's 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 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 179 leases, 394 easements, and 81 permits.



*The new Cricket Field was opened at Skokie Sports Park on District property leased to the Skokie Park District. It was constructed using the District's Exceptional Quality compost as a turf enhancer.*

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 \$23.0 million in 2020 in rental and fee income.

### Goal 2 - Excellence

**Manage resources to ensure financial stability.** 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, 2018, \$132.4 million has been contributed by the District to the OPEB Trust. The advance funding contribution for 2019 was \$5.0 million and the 2020 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.

The accumulated unfunded OPEB obligation is \$133.2 million as of December 31, 2018, based on an update roll-forward calculation from 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.

The District's banking and investment custody fees were reduced by 49 percent in 2019. This substantial decrease was the result of a competitive bid for banking and investment custody services for the next five years.

**Ensure accountability to taxpayers.** For the first time in agency history, the District entered into an Intergovernmental Agreement with Cook County to allow the Office of the Independent Inspector General to provide services to the District. Inspectors General are accountable to the taxpayers. Their role is to detect and prevent waste, fraud, and abuse and thereby build trust in government. The Inspector General investigates complaints or allegations of wrongdoing or misconduct within the programs or operations of the District.



## *Budget Message / Highlights*



*The Thornton Quarry serves as one of the District's Tunnel and Reservoir Plan's three reservoirs for the Chicago area.*

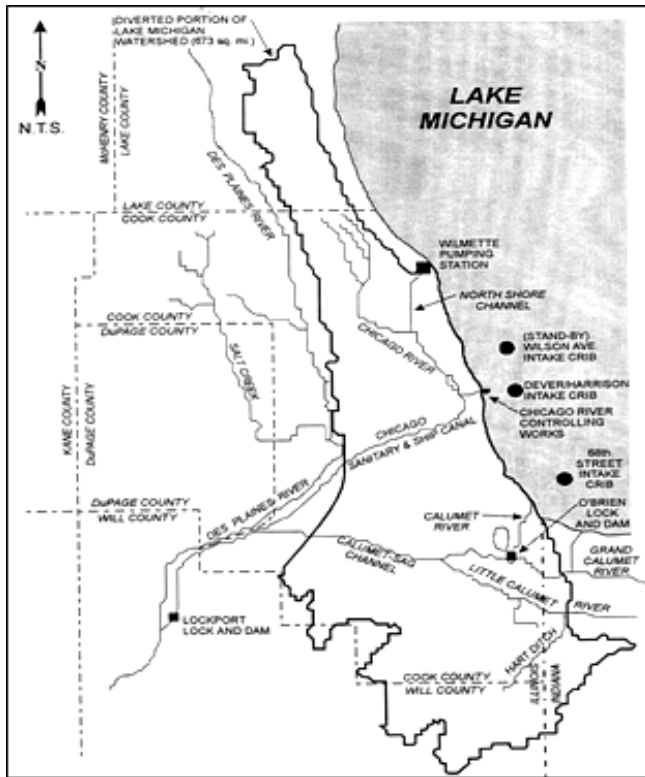
**Optimize energy intensive processes.** The District began working with the Public Building Commission of Chicago to conduct an Investment Grade Energy Audit of the District's facilities in 2014. The Investment Grade Energy Audit was completed by NORESKO, an energy service company. The audit resulted 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 Water Reclamation Plant (WRP) and the Stickney WRP Storeroom. Estimated annual savings resulting from these projects are \$270,000. In addition, the District received rebates of \$129,500 for natural gas and \$270,000 for electrical energy from the Illinois Department of Commerce & Economic Opportunity. The District performed similar projects in the North Service Area and various remote locations in 2018 and 2019. Annual costs savings are estimated at \$204,000. Projects planned for 2019 and 2020 include lighting upgrades at the Stickney WRP and the Mainstream Pumping Station. These projects will result in annual costs savings of \$223,000. The District anticipates planned projects will result in rebates from Nicor Gas and ComEd in amounts similar to natural gas and electrical energy rebates mentioned above.

**Modernize and update aging infrastructure.** The District continually works to maintain, repair, and improve its infrastructure. The District is replacing the 13.2kV switchgear and large power cable associated with the main electrical substation at the Stickney WRP. The infrastructure is over 35 years old. The work began in 2019 and will be completed in 2020 and will provide a reliable power source for the plant for another 35 years at a minimum. New modern features include providing arc resistant switchgear and arc blast walls to maximize safety. Also, dual tie breakers have been installed which will allow one breaker from each bus to be completely isolated. This will allow the WRP to remain in operation during maintenance of the electrical system.

In light of the fact that more than half of the District's intercepting sewer system is greater than 50 years old, the District has developed a Collections Asset Management Plan. The purpose of Collections Asset Management Plan is to ensure intercepting sewers are inspected according to National Association of Sewer Service Companies standards on a regular basis. Severity of defects are quantified and locations are noted. This information is used to develop and prioritize sewer rehabilitation projects. Through implementation of its comprehensive sewer inspection and rehabilitation programs, the District reduces the need for costly and disruptive emergency repairs of its interceptors. Furthermore, the District continues gaining experience with new sewer rehabilitation technologies to determine the best ways to extend the useful life of the intercepting sewer system.



## 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.*

**Sustain 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 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. 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. In 2020, the District will begin a four-year CAWS phosphorus assessment and reduction study to guide future phosphorus reduction planning at the District's three largest WRPs.

**Provide flood protection and improved water quality to residents under the Tunnel and Reservoir Plan (TARP):** 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 370.

**Majewski Reservoir:** This 350 million gallon reservoir was completed in 1998 and has prevented over 6.8 billion gallons of combined sewer overflow from entering the waterways and mitigated over \$510 million in flood damage.

**Thornton Composite Reservoir:** In November 2015, the Thornton Composite Reservoir became operational. Through August of 2019, approximately 29.0 billion gallons of polluted water have been captured.

**McCook Reservoir:** The McCook Reservoir, the last component of the TARP system, serves 3.1 million people in 37 communities, including most of Chicago, and will provide a total volume of 10.0 billion gallons when completed. 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 million annually in flood reduction benefits to residents in its service area. Through August 2019, approximately 44.0 billion gallons of polluted water have been captured.

A new 20-foot diameter inflow tunnel and gate shaft, scheduled to be completed in 2021, 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**

	<b>2020 Budgeted</b>	<b>2019 Budgeted</b>	<b>2018 Actual</b>	<b>2019-2020 % Change</b>
Total cost of collection (millions)	\$51.7	\$52.4	\$49.8	(1.3)%
Total cost of treatment (millions)	\$78.3	\$72.3	\$69.9	8.2 %
Total cost of solids utilization (millions)	\$22.4	\$22.2	\$20.5	0.9 %

Number of full time equivalent employees:

Collection	247	246	100	0.4 %
Treatment	382	384	201	(0.5)%
Solids Utilization	39	42	38	(7.1)%

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:

	<b>2020 Budgeted</b>	<b>2019 Budgeted</b>	<b>2018 Actual</b>	<b>2019-2020 % Change</b>
Stickney WRP (million gallons)	285,000	276,000	284,208	3.3 %
Calumet WRP (million gallons)	95,000	100,000	90,081	(5.0)%
O'Brien WRP (million gallons)	85,000	85,000	90,131	— %
Kirie WRP (million gallons)	15,000	14,500	17,126	3.4 %
Egan WRP (million gallons)	9,050	10,200	9,012	(11.3)%
Hanover Park WRP (million gallons)	3,950	3,700	3,963	6.8 %
Fox River Water Reclamation District (contract agreement)	2,150	2,150	2,156	— %
Lemont WRP (million gallons)	1,000	1,000	909	— %

**Outputs:**

Dry tons of biosolids utilized by area:

	<b>2020 Budgeted</b>	<b>2019 Budgeted</b>	<b>2018 Actual</b>	<b>2019-2020 % Change</b>
North Service Area	1,000	800	993	25.0 %
Calumet Service Area	23,000	29,000	11,762	(20.7)%
Stickney Service Area	76,000	70,000	48,242	8.6 %

**Outcomes:**

Achievement of water reclamation plant pollution permit requirements by plant:

	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
Stickney WRP	99.83%	99.94%	99.77%	100.00 %
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 2020, the District expects to collect and treat approximately 496 billion gallons of wastewater at our seven WRPs. These services will be performed in compliance with discharge permits issued by the United States 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 99.98 percent overall compliance with the National Pollutant Discharge Elimination System (NPDES) requirements in 2018. This compliance resulted in one Silver and six Platinum Peak Performance Awards from the National Association of Clean Water Agencies. See page 13 for Collection, Treatment, and Solids Utilization data.

In 2018, the District successfully renewed their NPDES permit for the Lockport Powerhouse and the Fulton County Land Application permit. In 2019, the District successfully renewed the Land Application of Sewage for the Calumet, Stickney, and Egan WRPs and the Harlem Avenue Solids Drying Area operating permit. The District is currently awaiting responses from the Illinois Environmental Protection Agency for the following renewal applications: Stickney WRP Clean Air Act Permit Program Title V permit, Egan WRP NPDES, Hanover Park WRP NPDES, Kirie WRP NPDES, Lemont WRP NPDES, and Stickney WRP NPDES.

### Goal 3 - Recover Resources

**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. The District expects to produce and ship approximately 1,280 tons of phosphorus pellets in 2020.

**Provide bulk distribution points of biosolids at each WRP for public use.** Regulatory changes in Illinois now allow the unrestricted distribution and use of Exceptional Quality (EQ) biosolids. As a result, the District's EQ compost has grown in popularity among local businesses, non-profit organizations, and governmental agencies. The District's EQ compost and air-dried biosolids products are also registered with the Illinois Department of Agriculture as soil amendments, resulting in the ability to increase distribution of these products locally within our service area. The District now offers EQ compost for no charge to residents, non-profit organizations, and governmental agencies within Cook County.

**Maximize community outreach through event tabling, presentations, facility tours, handouts, photos, videos, and other public communication tools (media advisories, press releases, etc.) to educate the public about wastewater treatment, stormwater management, pollution prevention, and water wellness.**

In 2019, three Road Show events will be held county-wide. One took place in Des Plaines and two others are scheduled on the South Side and North Side of Chicago. These events were so successful we plan to expand the initiative in 2020. These events showcase the work of the various departments and gives the public an opportunity to learn more about the District while meeting commissioners and staff. In 2019, the District also participated in hundreds of community and special events throughout Cook County, including back-to-school and environmental fairs, block club activities, farmers markets, municipal events, career days and STEM-related events. Staff from throughout the District lead lively interactive activities and distribute informative literature that describes and supports our mission. Our staff are experts in their fields and represent various District departments, including engineering, stormwater management, plant operations, microbiology, information technology, water quality/monitoring, and others. Staff strive to educate the public about the work of the District and how that work benefits residents, businesses, and visitors to Cook County.



*As part of the 130th anniversary celebration in 2019, the District is taking "the show on the road" to give the public an opportunity to learn more about the District. There are three events planned for the fall of 2019.*

## *Budget Message / Highlights*

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### **Goal 4 - Develop Employees**

**Continue to foster a culture that recognizes the value of every employee.** The District's female and minority workforce rates are 26 and 43 percent, respectively, as of June 30, 2019. The rates are calculated based on published data from the 2010 census.

A total of 1,953 positions are budgeted for 2020, a decrease of 14 budgeted positions from 2019. 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 53 percent of the Corporate Fund appropriation. It is challenging to match future appropriation requirements with restricted growth in property tax revenue without considering these costs. We continue to leverage technology and look for efficiencies in our processes to reduce staff time.

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 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.

**Develop and implement leadership initiatives that support succession planning.** The District develops employees 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 improve the 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. A new cloud-based system will be implemented in 2020.

### **Goal 5 - Leading Partnerships**

**Develop strategic relationships with constituents through active involvement in a variety of organizations and events 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 557.

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 for a four-year study on recycling drainage water. The study has generated and will continue to produce useful information on 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. In 2019, another four-year \$384,000 study was awarded to the District and its research partners to capture phosphorus from subsurface tile drainage using biochar and use phosphorus-enriched biochar as a slow-released fertilizer.

The District is a member of the Lower Des Plaines Watershed Group, the DuPage River Salt Creek Workgroup, and the North Branch Watershed Workgroup, non-profit organizations to cost effectively improve the health of local watersheds. The District actively collaborates with other member agencies in these groups to implement intensive monitoring and prioritize watershed-based projects to address aquatic life stressors. The District participates on the executive board of the Lower Des Plaines Watershed Group and will join the executive board of the DuPage River Salt Creek Workgroup in 2020.

## *Budget Message / Highlights*

In-kind resources and expertise provided by the District to support local initiatives include the Friends of the Chicago River Mill Creek/Cal-Sag Channel reconnection project, Current's H2NOW project to test real-time microbial sensor technologies in the CAWS, and Urban River's "Wild Mile" project installing floating island habitat in the North Branch Canal at Goose Island.

**Promote the District as one of the top leaders in the water industry.** Tom Kunetz, Assistant Director of Monitoring & Research, recently completed his year-long term as President of the Water Environment Federation. A number of other District employees sit on various committees and task groups within the Water Environment Federation.



*Tom Kunetz, Assistant Director of Monitoring & Research, is seen speaking during the opening session of the Water Environment Federation's Technical and Exhibition Conference held September 21-25 at McCormick Place in Chicago, IL.*

### **Goal 6 - Information 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 online 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 2020 tax levy required to finance the 2020 Budget is \$652.6 million, an increase of \$9.3 million, or 1.4 percent, from the 2019 Adjusted Budget. The increase is due to an aggregate 3.5 percent increase in the Corporate, Construction, Retirement, and Reserve Claim Funds. The Stormwater Management Fund Levy is remaining flat to 2019, while there is a decrease of \$2.7 million, or 1.1 percent in the Bond Redemption & Interest Fund. Among the funds subject to the Property Tax Extension Limitation law, the Corporate Fund levy has an increase of \$11.9 million, or 4.7 percent, while the Retirement Fund levy has an increase of \$0.7 million, or 0.9 percent. The Reserve Claim Fund levy is remaining flat at \$7.5 million and the Construction Fund has a decrease of \$0.6 million from the 2019 Levy.

The overall tax rate for 2020, based on the most recent Equalized Assessed Valuation (EAV), is estimated to be 39.48 cents per \$100 of assessed valuation, a 0.62 cent decrease from the 2019 Adjusted Tax Rate. The allowance for loss in collection of property taxes is budgeted at 3.5 percent, no change from 2019. The budgeted loss will be maintained at this level, based on trends in the required refunds of prior property tax payments.

Overall appropriations for 2020 total \$1,087.3 million, a decrease of \$135.6 million, or 11.1 percent, from the 2019 Adjusted Budget. The decrease driven by a decrease of \$163.9 million in the Capital Improvements Bond Fund, which is appropriated on an obligation basis and based on project schedules. A decrease in the Bond Redemption & Interest Fund of \$5.3 million is attributable to repayment schedules. Additionally, a decrease in the Construction Fund of \$3.0 million and the Retirement Fund appropriation remaining flat at \$82.3 million are offset by an increase of \$24.8 million in the Stormwater Management Fund, a \$9.1 million increase in the Corporate Fund, and a \$2.6 million increase in the Reserve Claim Fund. Explanations of these changes are provided in the following detailed Fund summaries.

<b><u>Levies</u></b>	<b>2020</b>	<b>2019 Adjusted</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Corporate Fund	\$ 266,455,300	\$ 254,574,100	\$ 11,881,200	4.7 %
Construction Fund	7,000,000	7,600,000	(600,000)	(7.9)%
Stormwater Management Fund	52,926,000	52,926,000	—	— %
Retirement Fund	72,227,600	71,565,400	662,200	0.9 %
Reserve Claim Fund	7,500,000	7,500,000	—	— %
Bond Redemption & Interest Fund	246,537,587	249,208,510	(2,670,923)	(1.1)%
<b>TOTAL</b>	<b>\$ 652,646,487</b>	<b>\$ 643,374,010</b>	<b>\$ 9,272,477</b>	<b>1.4 %</b>
<b><u>Appropriations</u></b>	<b>2020</b>	<b>2019 Adjusted</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
Corporate Fund	\$ 386,697,700	\$ 377,612,500	\$ 9,085,200	2.4 %
Construction Fund	15,343,400	18,340,300	(2,996,900)	(16.3)%
Capital Improvements Bond Fund	214,306,200	378,173,800	(163,867,600)	(43.3)%
Stormwater Management Fund	116,258,000	91,410,100	24,847,900	27.2 %
Retirement Fund	87,319,000	87,281,000	38,000	— %
Reserve Claim Fund	34,395,000	31,767,800	2,627,200	8.3 %
Bond Redemption & Interest Fund	233,021,867	238,357,541	(5,335,674)	(2.2)%
<b>TOTAL</b>	<b>\$ 1,087,341,167</b>	<b>\$ 1,222,943,041</b>	<b>\$ (135,601,874)</b>	<b>(11.1)%</b>

Comparisons of the estimated taxes paid by the owner of a home with a market value of \$100,000 for 2020 as budgeted, and 2019 as adjusted for the 2018 EAV, are as follows:

	<b>2020 Budgeted</b>	<b>2019 Adjusted</b>	<b>Variance</b>	<b>Percent Change</b>
Estimated taxes for \$100,000 home	\$114.84	\$116.26	\$(1.42)	(1.22)%

## 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 in and transfers out to other funds are considered other financing sources and uses.

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 District's team, the Sewer Rats, participates in the Operations Challenge at the Water Environment Federation's WEFTEC in September 2019.*



*The District provides support for community recreation and stormwater management throughout Cook County.*

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.

## *Budget Message / Highlights*

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.

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 2020. The total appropriation for the Corporate Fund in 2020 is \$386.7 million, an increase of \$9.1 million, or 2.4 percent, from the 2019 Adjusted Budget. The 2020 tax levy for the Corporate Fund is \$266.5 million, an increase of \$11.9 million, or 4.7 percent, compared to the 2019 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 2020, property taxes and user charge revenues remain 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 2020 is 16.12 cents, an increase of 0.25 cents from 2019 Adjusted Tax Rate. User charges, budgeted at \$43.0 million for 2020, 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.

One of the initial goals of the Stormwater Management Program was to develop detailed watershed plans 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.



*Permeable pavers on North Street, between Oak Park Avenue and 173rd Street in Tinley Park will provide 69,000 gallons of stormwater storage on site.*



## Budget Message / Highlights

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, along with 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 completed the new schoolyard at Wescott Elementary.*

In 2011, the District established a Green Infrastructure Program 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 20 schools with construction completed, five of which opened or will open in 2019. There are five additional that are planned for construction in 2020.

In addition, since 2017, the District initiated over 65 Green Infrastructure partnerships throughout Cook County for projects that provide flood reduction and other community benefits.

The Watershed Management Ordinance (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 May 16, 2019. The amendment adopted watershed specific release rates, updated requirements for redevelopment, and incorporated recently updated rainfall data. Staff in the Local Sewer Section review permit applications for compliance with the WMO. To ensure reviews of permit applications continue to be thorough while completed in a timely manner, six positions are being transferred from the Corporate Fund to the Stormwater Management Fund in 2020.

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 Stormwater Management Fund 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 2020 Appropriation for the Stormwater Management Fund is \$116.3 million, an increase of \$24.8 million, or 27.2 percent, over the 2019 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 2020 is 3.2 cents, a decrease of 0.10 cents from the 2019 Adjusted Tax Rate.

## Budget Message / Highlights

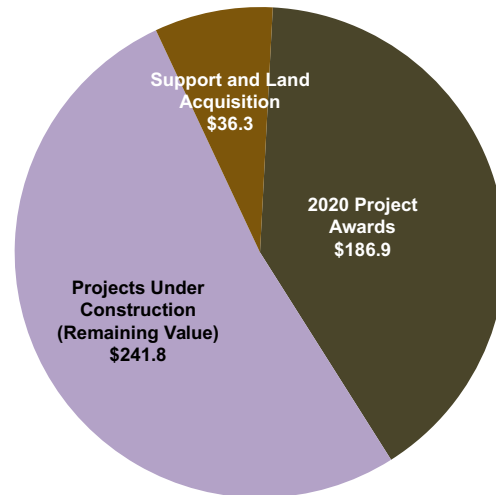
### Capital Improvement Program:

#### **Construction Fund and Capital Improvements Bond Fund**

The District's overall Capital Improvement Program (CIP) includes 2020 project awards, land acquisition, support, future projects, and the construction value remaining on projects currently under construction. The 2020 CIP has a total estimated cost of \$465.0 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 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 2020 totals \$15.3 million, a decrease of \$3.0 million, or 16.3 percent, from the 2019 Adjusted Budget.

Capital projects in the Construction Fund are primarily supported by property taxes. The 2020 tax levy planned for the Construction Fund is \$7.0 million, a decrease of \$0.6 million, or 7.9 percent, from the 2019 Adjusted Levy. A listing and description of proposed projects, projects under construction, and scheduled for 2020 award, can be found in the Capital Budget (Section V) of this budget document.

#### **Capital Improvements Bond Fund**

The 2020 appropriation for the Capital Improvements Bond Fund is \$214.3 million, a decrease of \$163.9 million, or 43.3 percent, from the 2019 Budget. The appropriation is based on the scheduled award of \$181.3 million in construction costs on projects. The increase 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 \$33.0 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 2020 award, can be found in the Capital Budget (Section V) of this budget document.



*The District provides educational opportunities and promotes STEM careers, including plant tours for students in Fifth Grades and above.*

### **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 2020 appropriation for the Retirement Fund is \$87.3 million, an increase of \$38,000, compared to the 2019 Adjusted Budget. The 2020 total tax support for the Retirement Fund is \$90.7 million, which is comprised of \$18.4 million from the District's Personal Property Replacement Tax allocation and a \$72.2 million property tax levy. The property tax levy of \$72.2 million is flat to the 2019 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 District's statutory tax levy calculation multiplier is 4.19 of employee contributions. 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**

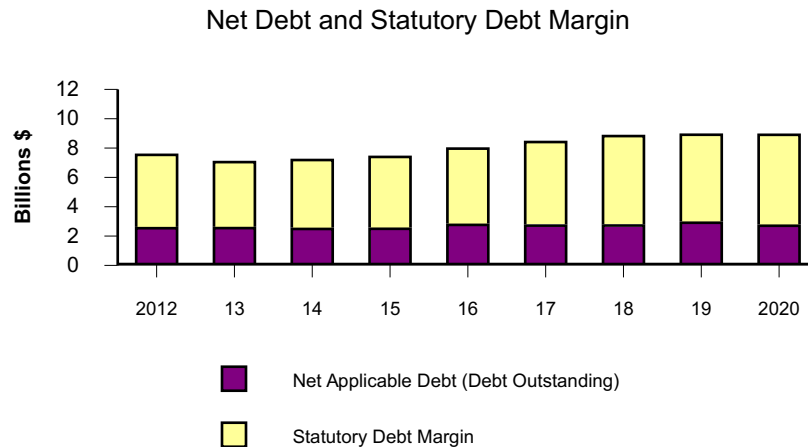
The Reserve Claim Fund acts as the District's insurance fund. The District is partially self-insured and utilizes this fund for emergency repairs and claims against the District. District policy is to annually levy a half-cent annual tax rate to provide funds for current claims and to accumulate a fund reserve towards the statutorily authorized limit of \$77.9 million.

The 2020 appropriation of \$34.4 million is an increase of \$2.6 million, or 8.3 percent, from the 2019 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 will remain the same for the is fund in 2020. The District is levying against the last known EAV at the maximum rate allowed by state statute in 2020. 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 2020 Budget, the last known EAV (\$155.8 billion) is for the 2018 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 2.00 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 \$70.0 million in 2020 and approximately \$100.0 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 2020 appropriation for the Bond Redemption & Interest Fund totals \$233.0 million, a decrease of \$5.3 million, or 2.2 percent, compared to the 2019 Adjusted Budget. A debt service graph is found on page 52 that displays debt service from 2012 through 2024 and one on page 526 that displays debt service from 2020 through retirement. The 2020 tax levy for this fund is \$246.5 million, a decrease of \$2.7 million, or 1.1 percent, from the 2019 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 2034, effective January 1, 2020. The statutory debt limit is equal to 5.75 percent of the District's EAV. The District's 2018 EAV is \$155.8 billion, setting the District's statutory debt limit at \$9.0 billion. Outstanding debt applicable to the debt limit as of December 31, 2018, totals \$2.8 billion. The debt margin is \$6.2 billion.

The 2020 debt service extension base limit is \$169.2 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 \$16.4 million annual debt service available under the statutory debt service limit related to the tax levy year 2019.

Additional bond issues through 2034 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 2034. 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 and the Stormwater Management Fund, 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, accumulated 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. The CPI growth for 2020 is estimated at 3.0 percent. Cook County reassesses property values on a triennial cycle, rotating from North Suburban to South Suburban to City of Chicago. A factor of 0.5 percent is used to account for new property and EAV growth. 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 that is a minimum of 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 to maintain financial stability and sustain the District through economic uncertainties, and provide stability in order to maintain bond ratings to support the District’s capital program. Maintaining a strong fund balance 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.



*District staff demonstrated STEM careers at WEFTEC's Waterpoolza in September 2019.*

Investment interest income in 2020 is projected to be \$18.2 million, a decrease of \$3.4 million from the 2019 year-end estimate. The actual revenue for 2018 was \$14.8 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

## Budget Message / Highlights

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 2020. 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 2020 is \$37.4 million, an increase of \$4.2 million from the 2019 projected year end. The State of Illinois Department of Revenue allocates the PPRT to local governments. In 2019, year-end receipts are expected to be higher than budget due to some one-time allocations from prior-year collections. 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 \$43.0 million for 2020.

### Legislative Changes

The District had one legislative initiative that was passed and signed into law in 2019 by the Governor. Public Act 101-0302 extends the sunset date on the District's non-referendum bonding authority from year 2024 to 2034.

*To educate the public on specific ways to protect the waterways, the District prepared a consumer guide, Water Wellness, 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](http://www.mwrd.org).*

### Minimize the risk



THINK



CONSIDER



CHOOSE

*Think about how you will use or discard a product before you purchase it. Is there an environmentally friendly alternative?*

*Consider how the things you use in your everyday life and your actions affect the waterways and the environment.*

*Choose to do something different - use environmentally friendly products; dispose of medications properly; pick up your pet waste; discard waste properly and teach your children to do the same.*



## ***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 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 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.



## ***Financial Policies, Objectives, and Accomplishments***

### 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 Retirement Fund an amount that over time will increase the ratio of Retirement 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 2020, 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 35th consecutive year, the GFOA of the United States and Canada has presented the Distinguished Budget Presentation for the District's 2019 Annual Budget. The entire 2020 Budget is available at [www.mwrd.org](http://www.mwrd.org).

### Investment and Cash Management Policy

The District's formal investment policy, in place since December 1999, and last revised in November 2018, 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 classifications by at least two of the major rating services; (6) fully collateralized repurchase agreements; (7) the State Treasurer's

## ***Financial Policies, Objectives, and Accomplishments***

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:

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		14,829,000
2014		8,335,000	2019		18,245,000 (Estimated)
			Total	\$	102,007,000

### **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 during 2019 to extend non-referendum bonding authority to December 31, 2034, effective on January 1, 2020.

### **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 generally accepted accounting principles including GASB statements. 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.
- GASB 87 will be implemented in 2020 as required in order to improve lease reporting. Going forward, leases will be accounted for and reported as financings for the right to use an underlying asset. As the District is the lessor for hundreds of leases and easements, the new reporting model will have a substantial impact on the District's reporting for leases.
- 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 45, requiring reporting of the future liability for maintaining Other Postemployment Benefits (OPEB), primarily retiree health insurance benefits.

## ***Financial Policies, Objectives, and Accomplishments***

- An irrevocable trust, the Metropolitan Water Reclamation District Retiree Health Care Trust, was established to fund the future OPEB 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 designed to control risk and provide guidance in establishing a prudent investment strategy for the Trust. The policy was subsequently revised most recently on November 15, 2018 to allow for new asset allocation targets structured to provide competitive performance while minimizing the potential for losses. The current policy allows for a range of exposure to four aggregate asset classes including domestic equities, international equities, fixed income securities, along with money market funds and cash.

The District has adopted the following fund balance policy in conformity with GASB 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.

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, 2018, and for the MWRD Retiree Health Care Trust for the year ended December 31, 2018. This is the 44th consecutive year and 12th consecutive year that the District has received these prestigious awards, respectively. The CAFRs are available at [www.mwrd.org](http://www.mwrd.org). The external audit of the District's 2018 financial statements, completed on May 10, 2019, includes an unmodified opinion. In 2019, the Internal Audit Section completed 8 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. While the plan is updated annually, 2020 is the final year of the current plan, *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***

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### **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 2020-2024 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.

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.

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## *Policy Development and The Budget Process*

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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 holds a study session on the Capital Improvement Program in October.
5. The Board's Committee on Budget and Employment holds public meetings with the Executive Director and department heads regarding the Executive Director's proposals.
6. 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.
7. 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.
8. 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.
9. 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.
10. 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.
11. 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.
12. 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.
13. 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 2020 BUDGET

### Executive Director's Budget Recommendations

Submitted to Board of Commissioners ..... Tuesday, October 15, 2019

### Board of Commissioners Holds a Study Session on the Capital

Improvement Program immediately following the Regular Board Meeting ..... Thursday, October 17, 2019

### Committee on Budget & Employment Hearings at 1:00 P.M.

..... Thursday, November 7, 2019  
(Friday, November 8, 2019, if necessary)

### Committee on Budget & Employment Submits Tentative Budget

to Board of Commissioners for Public Display ..... Tuesday, November 19, 2019

### Board of Commissioners Holds a Public Hearing

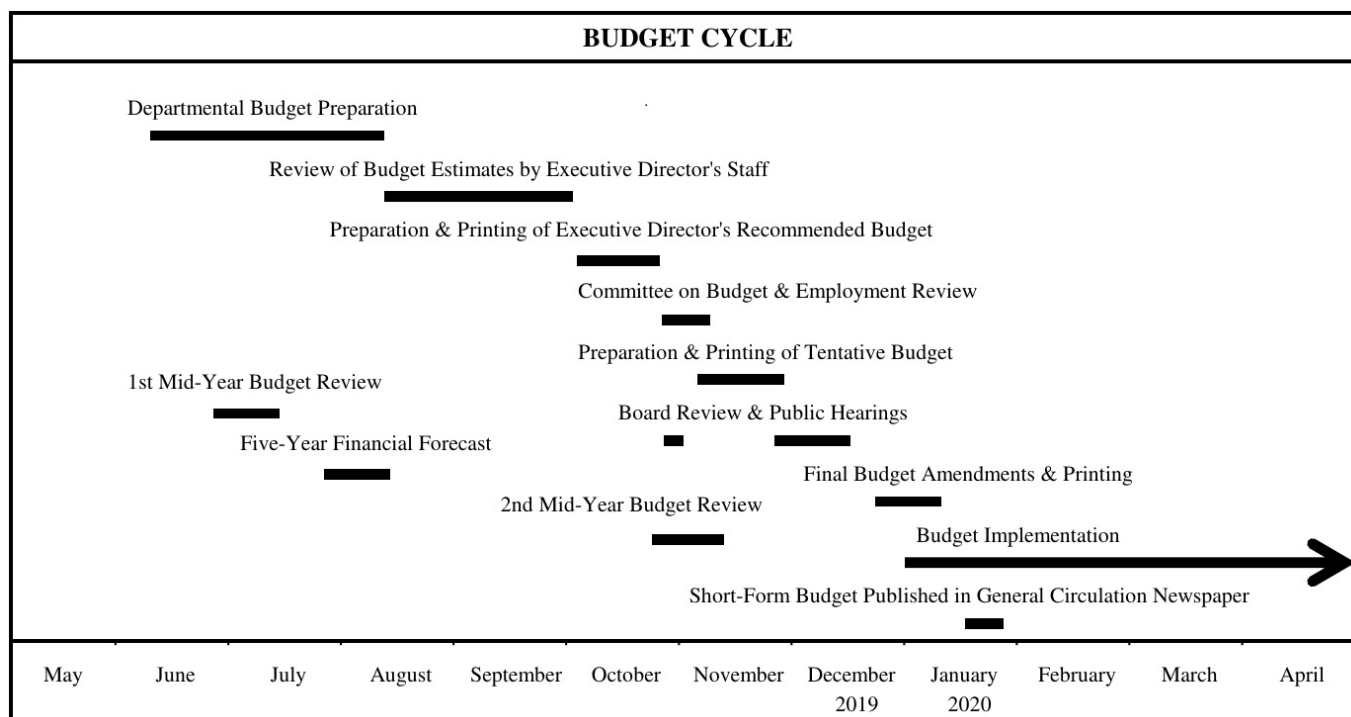
on the Budget at 2:00 P.M. .... Thursday, December 5, 2019

### Board of Commissioners Adopts the Budget

..... Thursday, December 12, 2019

### Board of Commissioners Amends the Adopted Budget

..... Thursday, December 19, 2019



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

**ORDINANCE NUMBER 019-008**

**ANNUAL APPROPRIATION ORDINANCE OF THE  
METROPOLITAN WATER RECLAMATION DISTRICT  
OF GREATER CHICAGO  
FOR THE FISCAL YEAR BEGINNING JANUARY 1, 2020  
AND ENDING DECEMBER 31, 2020**

**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, 2020 and ending December 31, 2020.”

*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, 2020 and ending December 31, 2020.

*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” includes (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. Contracts and purchase orders for these items that do not involve amounts in excess of \$25,000 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 2020 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 2020 and comparing it to previous years, this section also provides a projection of the future: the comprehensive Five-Year Financial Forecast for 2020 - 2024.

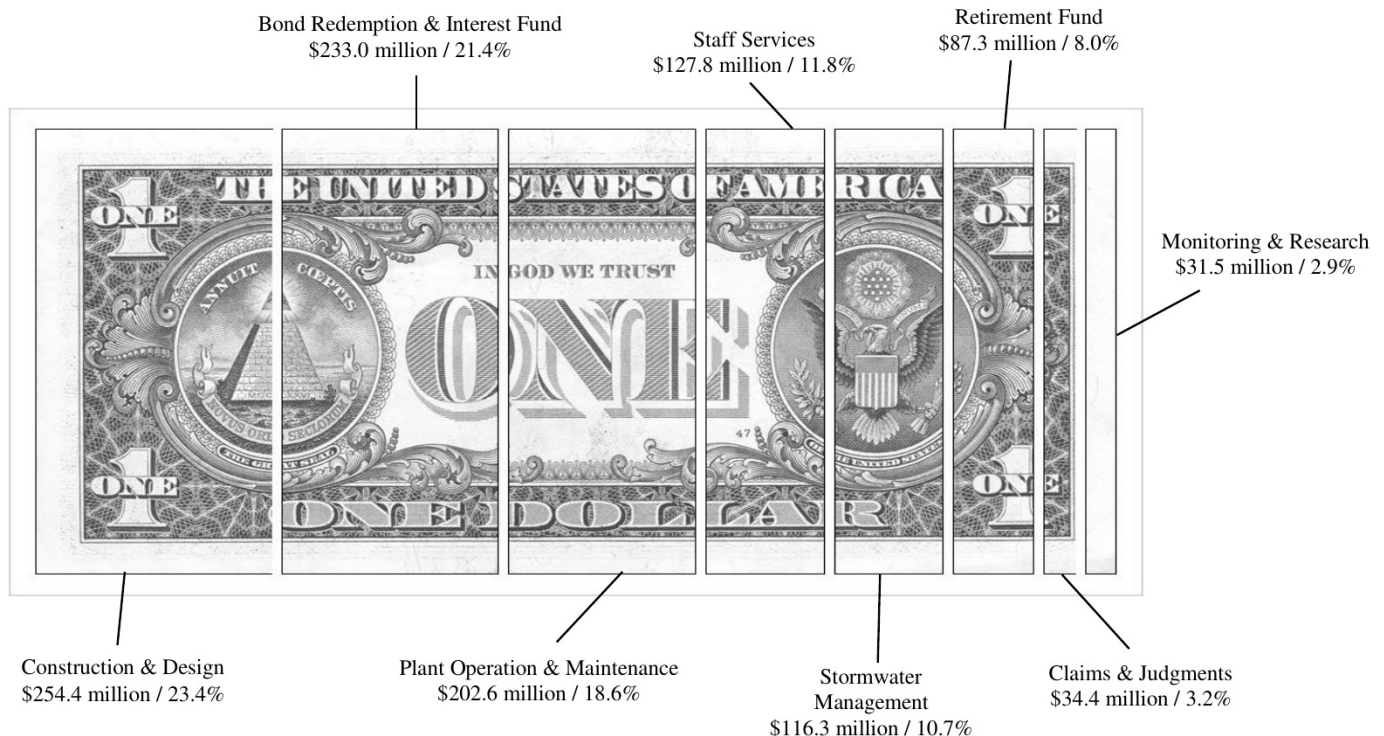
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## WHERE THE MONEY COMES FROM: \$1,087.3 MILLION



\* \$450.3 of the \$554.6 Net Assets Appropriable detailed in the analysis on the next page will be appropriated as revenue for 2020 (excludes Capital Improvements Bond Fund).

## WHERE THE MONEY GOES: \$1,087.3 MILLION



# SUMMARY OF NET ASSETS APPROPRIABLE

## at January 1, 2020

(In Millions)

	FUND								
CURRENT ASSETS	CORPORATE	CAPITAL IMPROVEMENTS BOND	CONSTRUCTION	STORMWATER MANAGEMENT	RETIREMENT	BOND REDEMPTION & INTEREST	RESERVE CLAIM	TOTAL	
Cash & Investments	\$ 96.3	\$ 251.3	\$ 13.8	\$ 50.5	\$ —	\$ 90.1	\$ 26.7	\$ 528.7	
Restricted Cash	—	—	—	—	—	—	—	—	
Deposit with Escrow Agent	—	—	—	—	—	—	—	—	
Taxes Receivable	246.8	—	7.3	51.5	69.1	241.5	7.3	623.4	
Replacement Tax	15.0	—	—	—	18.3	—	—	33.3	
Grants	—	14.5	—	—	—	—	—	14.5	
State Revolving Fund Loans Receivable	—	70.0	—	—	—	—	—	70.0	
Due from Other Funds	—	—	—	—	—	—	—	—	
<b>Total</b>	<b>\$ 358.1</b>	<b>\$ 335.8</b>	<b>\$ 21.1</b>	<b>\$ 102.0</b>	<b>\$ 87.3</b>	<b>\$ 331.6</b>	<b>\$ 34.0</b>	<b>\$ 1,269.8</b>	
<b>CURRENT LIABILITIES, DESIGNATIONS AND RESTRICTIONS</b>									
Unpaid Bill and Contingent Liabilities	\$ 36.8	\$ 989.1	\$ 1.7	\$ 6.9	\$ —	\$ —	\$ 0.3	\$ 1,034.9	
Due to Working Cash Funds	190.0	—	11.1	26.5	—	—	—	227.6	
Liabilities for Restricted Assets	—	—	—	—	—	—	—	—	
Principal and Interest	—	—	—	—	—	106.1	—	106.1	
<b>Total</b>	<b>\$ 226.8</b>	<b>\$ 989.1</b>	<b>\$ 12.8</b>	<b>\$ 33.4</b>	<b>\$ —</b>	<b>\$ 106.1</b>	<b>\$ 0.3</b>	<b>\$ 1,368.6</b>	
<b>*Net Assets Appropriable</b>	<b>\$ 131.3</b>	<b>\$ (653.4)</b>	<b>\$ 8.2</b>	<b>\$ 68.6</b>	<b>\$ 87.3</b>	<b>\$ 225.5</b>	<b>\$ 33.7</b>	<b>\$ (98.8)</b>	
Budget Reserve	(104.2)	—	—	—	—	—	—	(104.2)	
<b>Net Assets Appropriated</b>	<b>\$ 27.1</b>	<b>\$ (653.4)</b>	<b>\$ 8.2</b>	<b>\$ 68.6</b>	<b>\$ 87.3</b>	<b>\$ 225.5</b>	<b>\$ 33.7</b>	<b>\$ (203.0)</b>	
Equity Transfer	\$ 5.5	(5.5)	—	(6.0)	—	6.0	—	—	

\* 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, 2020.

Gross Corporate Fund .....	16.12¢
Construction Fund .....	0.42
Stormwater Management Fund .....	3.20
Retirement Fund .....	4.37
Reserve Claim Fund .....	0.45
Subtotal .....	<u>24.56¢</u>

### Bond Redemption & Interest Fund:

#### Capital Improvement Bonds - Series:

2016 Qualified Energy Conservation Limited Tax Series F .....	0.01¢
2009 Limited Tax Series .....	2.15
2011 Limited Tax Series B .....	1.26
2011 Unlimited Tax Series C .....	0.13
2014 Limited Tax Series C .....	0.45
2014 Unlimited Tax Series A .....	0.31
2014 Alternate Revenue Unlimited Tax Series B .....	0.21
2016 Alternate Revenue Unlimited Tax Series E .....	0.16
2016 Unlimited Tax Series C .....	0.09
2016 Limited Tax Series D .....	0.06

#### State Revolving Fund Bonds - Series:

Various .....	5.97¢
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#### Refunding Bonds - Series:

2007 Unlimited Tax Series A .....	1.62¢
2007 Unlimited Tax Series B .....	0.30
2007 Limited Tax Series C .....	0.34
2014 Limited Tax Series D .....	0.85
2016 Unlimited Tax Series A .....	0.88
2016 Limited Tax Series B .....	0.13

Subtotal Bond Redemption & Interest Fund .....	<u>14.92¢</u>
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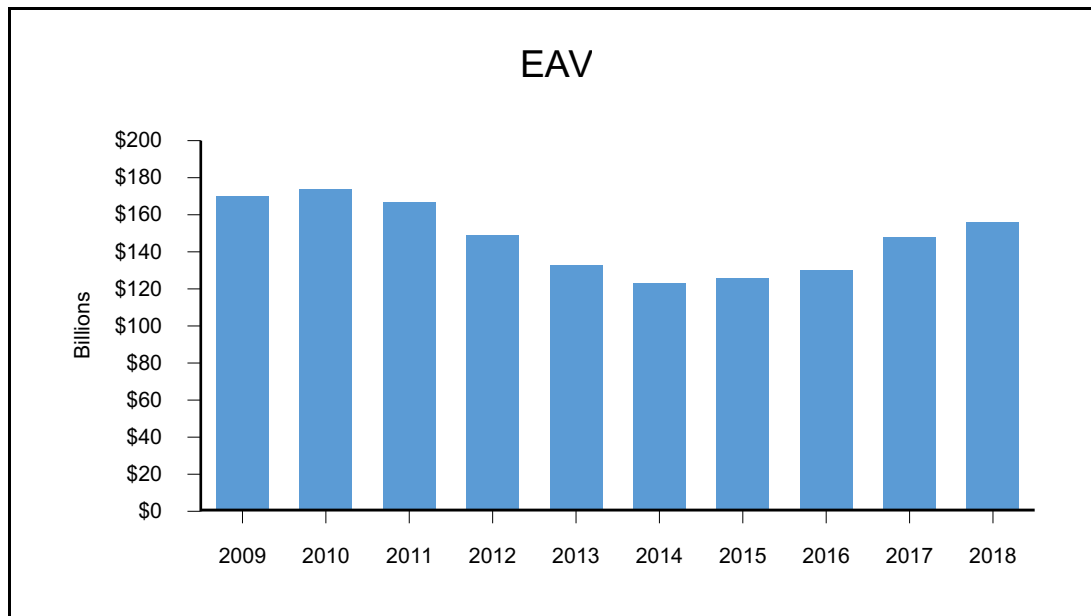
<b>TOTAL ESTIMATED TAX RATE - 2020 .....</b>	<b><u>39.48¢</u></b>
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## TAXABLE PROPERTY WITHIN THE DISTRICT (Equalized Assessed Valuation)

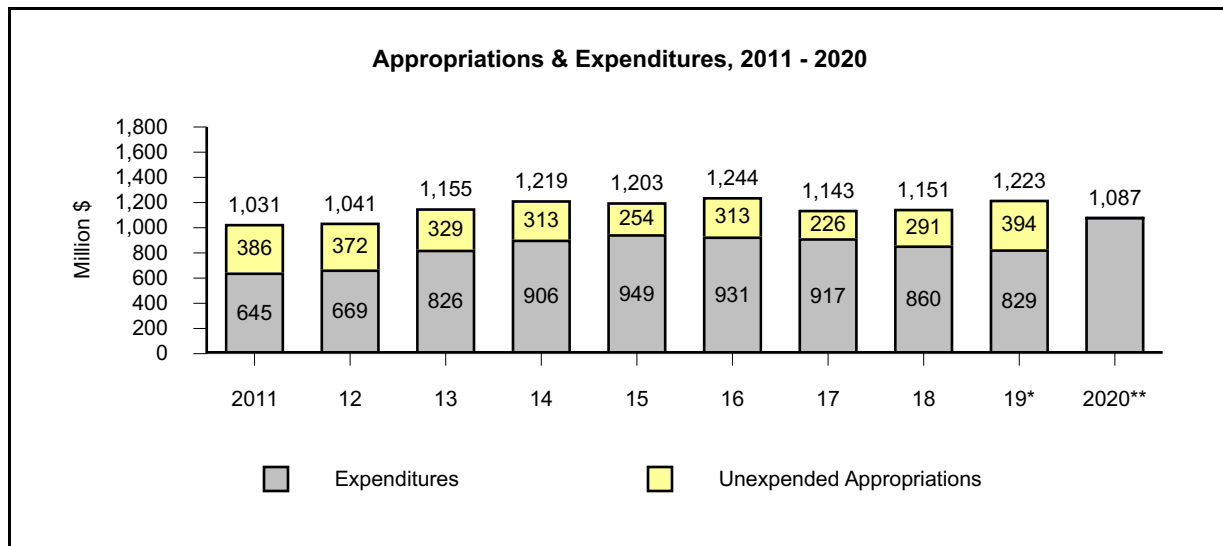
The equalized assessed property valuation (EAV) of the Metropolitan Water Reclamation District increased 5.3 percent from 2017 to 2018, showing the sustained growth for the fourth straight year. The boundaries of the District encompass 91 percent of the area of Cook County. The District is located in 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.



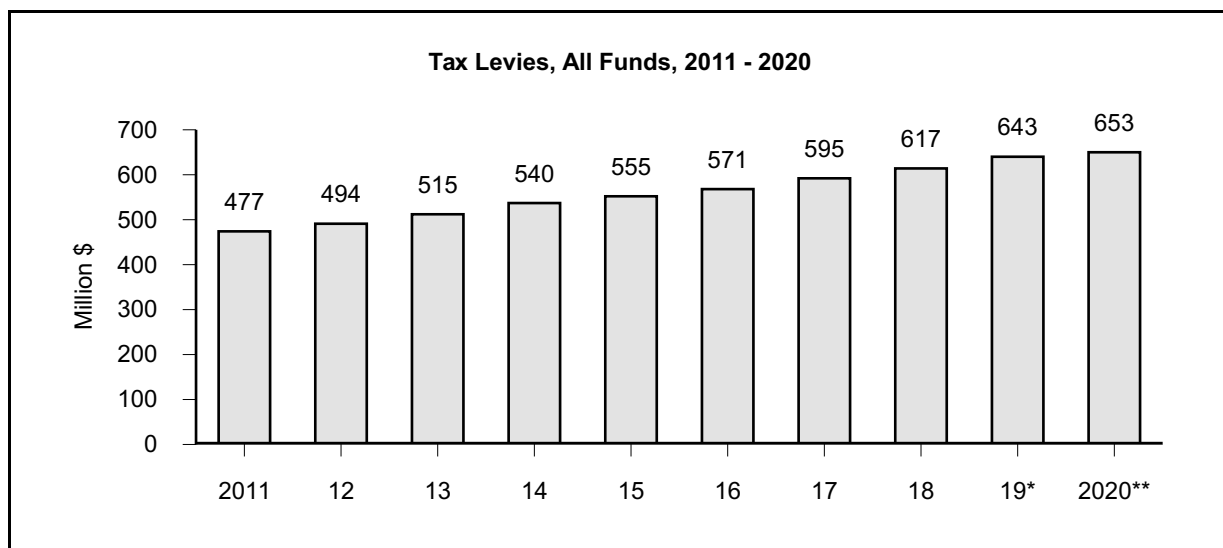
Year	Real Property	Railroad Property and Pollution Control Facilities	Total
2009	174.26 billion	212.23 million	174.47 billion
2010	166.66 billion	256.49 million	166.92 billion
2011	148.77 billion	275.01 million	149.05 billion
2012	133.11 billion	286.93 million	133.40 billion
2013	123.11 billion	311.53 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
2018	155.39 billion	397.83 million	155.79 billion



\*Adjusted

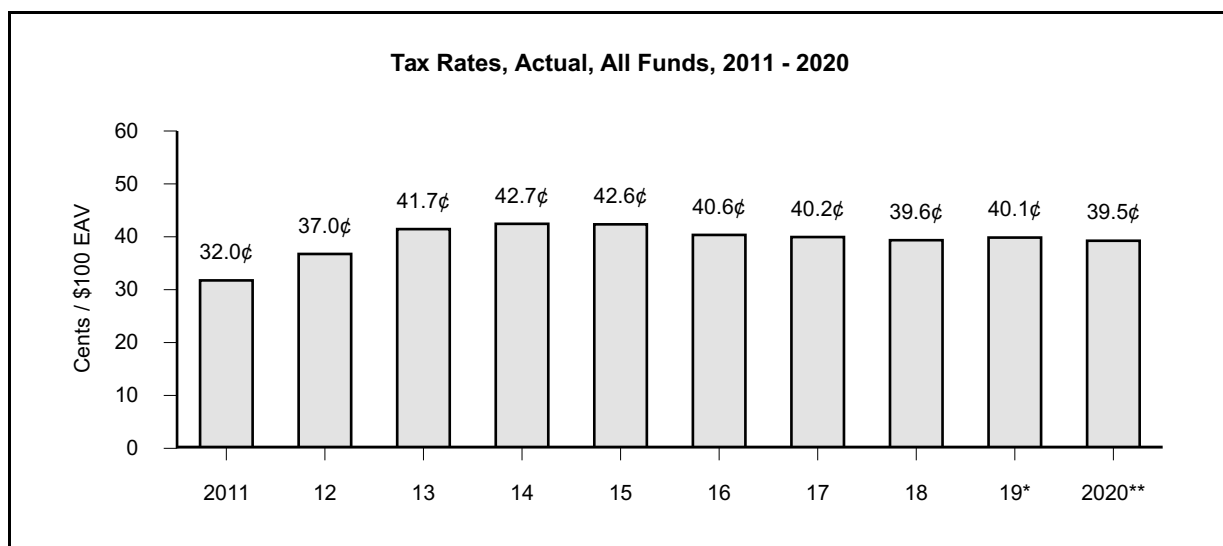
\*\*Estimated

Note: Amounts are rounded.



\*Adjusted

\*\*Estimated



\*Adjusted

\*\*Estimated using 2018 EAV

# COMPARATIVE STATEMENT OF APPROPRIATIONS AND TAX LEVIES

## 2020-2018 ALL FUNDS

APPROPRIATIONS	2020 **	2019 AS PASSED	2019 AS ADJUSTED *	2018 ACTUAL
<b>FUND</b>				
Corporate Fund	\$ 386,697,700	\$ 377,612,500	\$ 377,612,500	\$ 370,209,200
Construction Fund	15,343,400	18,340,300	18,340,300	26,080,600
Capital Improvements Bond Fund ***	214,306,200	378,173,800	378,173,800	312,982,900
Stormwater Management Fund	116,258,000	91,410,100	91,410,100	65,581,000
Retirement Fund	87,319,000	87,281,000	87,281,000	89,604,000
Reserve Claim Fund	34,395,000	31,767,800	31,767,800	30,289,500
Bond Redemption & Interest Fund	233,021,867	238,357,541	238,357,541	256,304,187
<b>TOTAL</b>	<b>\$ 1,087,341,167</b>	<b>\$ 1,222,943,041</b>	<b>\$ 1,222,943,041</b>	<b>\$ 1,151,051,387</b>
<b>LEVIES</b>				
Corporate Fund	\$ 266,455,300	\$ 254,574,100	\$ 254,574,100	\$ 241,153,834
Construction Fund	7,000,000	7,600,000	7,600,000	11,700,000
Stormwater Management Fund	52,926,000	52,926,000	52,926,000	47,826,000
Retirement Fund	72,227,600	71,565,400	71,565,400	71,534,197
Reserve Claim Fund	7,500,000	7,500,000	7,500,000	6,000,000
Subtotal	\$ 406,108,900	\$ 394,165,500	\$ 394,165,500	\$ 378,214,031
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	20,865,901	18,950,616	18,950,616	28,911,238
2011 Unlimited Tax Series C	2,142,417	2,515,991	2,515,991	4,184,800
2014 Limited Tax Series C	7,434,975	8,286,788	8,286,788	6,763,472
2014 Unlimited Tax Series A	5,181,348	5,181,348	5,181,348	5,181,348
2014 Alternate Revenue Unlimited Tax Series B ****	3,390,570	3,391,037	3,391,037	3,390,570
2016 Alternate Revenue Unlimited Tax Series E ****	2,590,674	2,590,674	2,590,674	2,590,674
Alternate Revenue Abatement ****	—	—	—	(5,981,244)
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	98,657,072	99,555,205	100,145,406	86,551,302
State Revolving Fund Stormwater Abatement****				(170,984)
Refunding Bonds - Series:				
2007 Unlimited Tax Series A	26,727,980	26,694,301	26,694,301	26,623,057
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	13,989,638	15,895,337	15,895,337	15,130,830
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	\$ 246,537,587	\$ 248,618,309	\$ 249,208,510	\$ 238,732,075
<b>TOTAL</b>	<b>\$ 652,646,487</b>	<b>\$ 642,783,809</b>	<b>\$ 643,374,010</b>	<b>\$ 616,946,106</b>
Abatement after the budget year ****	(6,184,633)	(6,185,100)	(6,185,100)	
<b>Total (after planned abatement)</b>	<b>\$ 646,461,854</b>	<b>\$ 636,598,709</b>	<b>\$ 637,188,910</b>	

NOTES: \* As Adjusted reflects the 2018 EAV (\$155,788,046,903) estimated to increase 3.0 percent, plus any subsequent supplemental levies or appropriations.

\*\* 2020 reflects an estimated 3.0 percent increase in EAV from the 2019 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

### 2020-2018 ALL FUNDS

Per \$100 in Equalized Assessed Valuation (EAV)

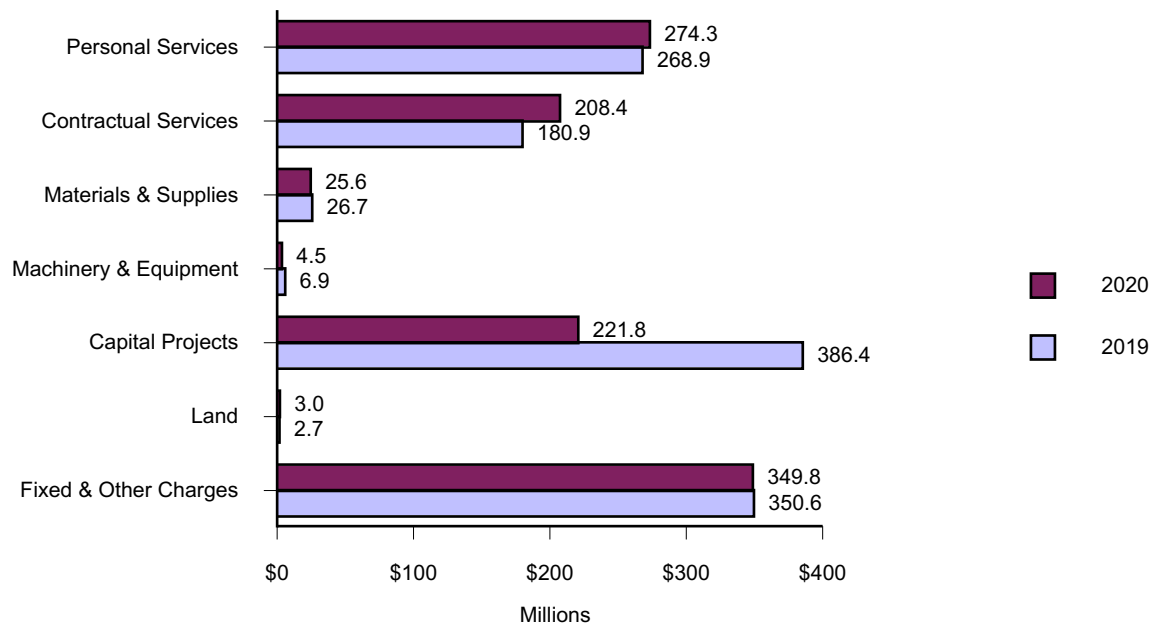
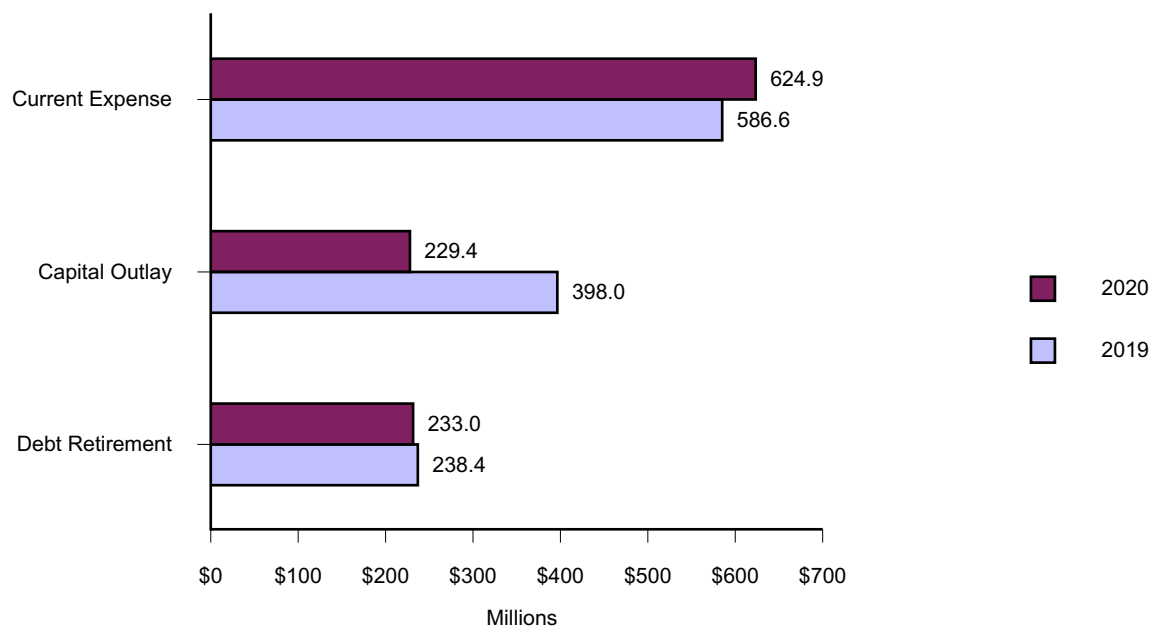
FUND		2020 **	2019 AS PASSED	2019 AS ADJUSTED *	2018 ACTUAL
	tax rate limit				
Corporate Fund	41¢	16.12¢	16.22¢	15.87¢	15.48¢
Construction Fund	10¢	0.42	0.48	0.47	0.75
Stormwater Management Fund	5¢	3.20	3.37	3.30	3.07
Retirement Fund		4.37	4.56	4.46	4.59
Reserve Claim Fund	½ ¢	0.45	0.48	0.47	0.39
Subtotal		24.56¢	25.11¢	24.57¢	24.28¢
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		2.15	2.27	2.22	2.28
2011 Limited Tax Series B		1.26	1.21	1.18	1.86
2011 Unlimited Tax Series C		0.13	0.16	0.16	0.27
2014 Limited Tax Series C		0.45	0.53	0.52	0.43
2014 Unlimited Tax Series A		0.31	0.33	0.32	0.33
2014 Alternate Revenue Unlimited Tax Series B ***		0.21	0.22	0.21	0.22
2016 Alternate Revenue Unlimited Tax Series E ***		0.16	0.17	0.16	0.17
Alternate Revenue Abatement ***		—	—	—	(0.39)
2016 Unlimited Tax Series C		0.09	0.10	0.10	0.10
2016 Limited Tax Series D		0.06	0.07	0.06	0.07
State Revolving Fund Bonds - Series:					
Various		5.97	6.34	6.24	5.56
Refunding Bonds - Series:					
2007 Unlimited Tax Series A		1.62	1.70	1.66	1.71
2007 Unlimited Tax Series B		0.30	0.32	0.31	0.32
2007 Limited Tax Series C		0.34	0.35	0.35	0.36
2014 Limited Tax Series D		0.85	1.01	0.99	0.97
2016 Unlimited Tax Series A		0.88	0.93	0.91	0.93
2016 Limited Tax Series B		0.13	0.14	0.13	0.14
Subtotal Bond Redemption & Interest Fund		14.92¢	15.86¢	15.53¢	15.34¢
<b>TOTAL</b>		<b>39.48¢</b>	<b>40.97¢</b>	<b>40.10¢</b>	<b>39.62¢</b>

NOTES: \* As Adjusted reflects the 2018 EAV (\$155,788,046,903) estimated to increase 3.0 percent, plus any subsequent supplemental levies or appropriations.

\*\* 2020 reflects an estimated 3.0 percent increase in EAV from the 2019 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 2020-2019 ALL FUNDS

ORGANIZATION or FUND	YEAR	TOTAL	PERSONAL SERVICES	CONTRACTUAL SERVICES	MATERIALS & SUPPLIES	MACHINERY & EQUIPMENT	CAPITAL PROJECTS	LAND	FIXED & OTHER CHARGES
Board of Commissioners	2020	\$ 5,242,200	\$ 4,249,600	\$ 977,100	\$ 15,500	\$ —	\$ —	\$ —	\$ —
	2019	\$ 5,256,000	\$ 4,302,100	\$ 928,400	\$ 25,500	\$ —	\$ —	\$ —	\$ —
General Administration	2020	21,305,200	14,725,900	5,004,100	425,200	1,150,000	—	—	—
	2019	18,713,800	11,880,900	5,535,700	302,400	994,800	—	—	—
Monitoring & Research	2020	31,546,700	29,449,300	1,084,100	460,300	553,000	—	—	—
	2019	31,548,300	29,620,100	1,005,800	538,100	384,300	—	—	—
Procurement & Materls. Management	2020	9,809,700	5,971,400	260,300	3,448,000	130,000	—	—	—
	2019	9,821,100	5,880,000	155,500	3,496,400	172,200	117,000	—	—
Human Resources	2020	61,329,200	56,116,800	4,916,300	296,100	—	—	—	—
	2019	60,229,600	55,193,200	4,833,400	203,000	—	—	—	—
Information Technology	2020	18,353,500	8,872,200	7,946,400	1,213,900	321,000	—	—	—
	2019	18,592,700	8,746,500	8,804,500	827,700	214,000	—	—	—
Law	2020	7,234,100	5,647,000	812,900	19,200	—	—	—	755,000
	2019	7,177,700	5,728,200	675,900	18,600	—	—	—	755,000
Finance	2020	3,834,400	3,432,600	390,800	11,000	—	—	—	—
	2019	3,739,800	3,379,200	338,000	22,600	—	—	—	—
Maint. & Operations:									
General Division	2020	31,680,800	13,857,000	16,663,400	802,900	357,500	—	—	—
	2019	31,771,800	13,717,000	16,772,400	832,400	450,000	—	—	—
North Service Area	2020	45,383,700	26,091,600	15,754,100	3,185,000	353,000	—	—	—
	2019	43,582,000	26,234,900	13,374,700	3,609,700	362,700	—	—	—
Calumet Service Area	2020	38,960,500	19,889,500	15,945,800	2,966,200	159,000	—	—	—
	2019	36,727,200	19,338,800	12,826,000	3,648,400	914,000	—	—	—
Stickney Service Area	2020	86,564,800	40,306,400	33,550,000	12,620,900	87,500	—	—	—
	2019	84,511,300	39,346,000	31,910,300	12,940,000	315,000	—	—	—
TOTAL Maintenance & Operations	2020	\$ 202,589,800	\$ 100,144,500	\$ 81,913,300	\$ 19,575,000	\$ 957,000	\$ —	\$ —	\$ —
	2019	\$ 196,592,300	\$ 98,636,700	\$ 74,883,400	\$ 21,030,500	\$ 2,041,700	\$ —	\$ —	\$ —
Engineering	2020	25,452,900	24,796,800	579,400	76,700	—	—	—	—
	2019	25,941,200	25,544,200	342,900	54,100	—	—	—	—
TOTAL Corporate Fund	2020	\$ 386,697,700	\$ 253,406,100	\$ 103,884,700	\$ 25,540,900	\$ 3,111,000	\$ —	\$ —	\$ 755,000
	2019	\$ 377,612,500	\$ 248,911,100	\$ 97,503,500	\$ 26,518,900	\$ 3,807,000	\$ 117,000	\$ —	\$ 755,000
Construction Fund	2020	15,343,400	—	3,980,700	—	50,000	11,312,700	—	—
	2019	18,340,300	—	3,765,700	—	3,070,000	11,504,600	—	—
Capital Improvements Bond Fund	2020	214,306,200	—	24,412,500	—	1,200,000	187,251,200	300,000	1,142,500
	2019	378,173,800	—	27,209,100	—	—	347,256,100	1,664,700	2,043,900
Stormwater Management Fund	2020	116,258,000	10,901,800	76,129,400	101,900	125,000	23,199,900	2,650,000	3,150,000
	2019	91,410,100	9,956,500	52,407,100	131,400	—	27,515,100	1,000,000	400,000
Bond Redemption & Interest Fund	2020	233,021,867	—	—	—	—	—	—	233,021,867
	2019	238,357,541	—	—	—	—	—	—	238,357,541
Retirement Fund	2020	87,319,000	—	—	—	—	—	—	87,319,000
	2019	87,281,000	—	—	—	—	—	—	87,281,000
Reserve Claim Fund	2020	34,395,000	10,000,000	—	—	—	—	—	24,395,000
	2019	31,767,800	10,000,000	—	—	—	—	—	21,767,800
<b>GRAND TOTAL</b>	2020	\$ 1,087,341,167	\$ 274,307,900	\$ 208,407,300	\$ 25,642,800	\$ 4,486,000	\$ 221,763,800	\$ 2,950,000	\$ 349,783,367
	2019	\$ 1,222,943,041	\$ 268,867,600	\$ 180,885,400	\$ 26,650,300	\$ 6,877,000	\$ 386,392,800	\$ 2,664,700	\$ 350,605,241
PERCENTAGES	2020	100.0%	25.2%	19.2%	2.4%	0.4%	20.4%	0.3%	32.2%
	2019	100.0%	22.0%	14.8%	2.2%	0.6%	31.6%	0.2%	28.7%

Note: Percentages are rounded.

## COMPARATIVE APPROPRIATIONS BY CHARACTER OF EXPENDITURE 2020-2019 ALL FUNDS

ORGANIZATION OR FUND	YEAR	TOTAL	CURRENT EXPENSE	CAPITAL OUTLAY	DEBT RETIREMENT
Board of Commissioners	2020	\$ 5,242,200	\$ 5,242,200	\$ —	\$ —
	2019	\$ 5,256,000	\$ 5,256,000	\$ —	\$ —
General Administration	2020	21,305,200	20,155,200	1,150,000	—
	2019	18,713,800	17,719,000	994,800	—
Monitoring & Research	2020	31,546,700	30,993,700	553,000	—
	2019	31,548,300	31,164,000	384,300	—
Procurement & Materials Management	2020	9,809,700	9,679,700	130,000	—
	2019	9,821,100	9,531,900	289,200	—
Human Resources	2020	61,329,200	61,329,200	—	—
	2019	60,229,600	60,229,600	—	—
Information Technology	2020	18,353,500	18,032,500	321,000	—
	2019	18,592,700	18,378,700	214,000	—
Law	2020	7,234,100	7,234,100	—	—
	2019	7,177,700	7,177,700	—	—
Finance	2020	3,834,400	3,834,400	—	—
	2019	3,739,800	3,739,800	—	—
Maintenance & Operations:					
General Division	2020	31,680,800	31,323,300	357,500	—
	2019	31,771,800	31,321,800	450,000	—
North Service Area	2020	45,383,700	45,030,700	353,000	—
	2019	43,582,000	43,219,300	362,700	—
Calumet Service Area	2020	38,960,500	38,801,500	159,000	—
	2019	36,727,200	35,813,200	914,000	—
Stickney Service Area	2020	86,564,800	86,477,300	87,500	—
	2019	84,511,300	84,196,300	315,000	—
TOTAL Maintenance & Operations	2020	\$ 202,589,800	\$ 201,632,800	\$ 957,000	\$ —
	2019	\$ 196,592,300	\$ 194,550,600	\$ 2,041,700	\$ —
Engineering	2020	25,452,900	25,452,900	—	—
	2019	25,941,200	25,941,200	—	—
TOTAL Corporate Fund	2020	\$ 386,697,700	\$ 383,586,700	\$ 3,111,000	\$ —
	2019	\$ 377,612,500	\$ 373,688,500	\$ 3,924,000	\$ —
Construction Fund	2020	15,343,400	3,980,700	11,362,700	—
	2019	18,340,300	3,765,700	14,574,600	—
Capital Improvements Bond Fund	2020	214,306,200	25,305,000	189,001,200	—
	2019	378,173,800	27,209,100	350,964,700	—
Stormwater Management Fund	2020	116,258,000	90,283,100	25,974,900	—
	2019	91,410,100	62,895,000	28,515,100	—
Bond Redemption & Interest Fund	2020	233,021,867	—	—	233,021,867
	2019	238,357,541	—	—	238,357,541
Retirement Fund	2020	87,319,000	87,319,000	—	—
	2019	87,281,000	87,281,000	—	—
Reserve Claim Fund	2020	34,395,000	34,395,000	—	—
	2019	31,767,800	31,767,800	—	—
GRAND TOTAL	2020	\$ 1,087,341,167	\$ 624,869,500	\$ 229,449,800	\$ 233,021,867
	2019	\$ 1,222,943,041	\$ 586,607,100	\$ 397,978,400	\$ 238,357,541
PERCENTAGES	2020	101%	58%	21%	21%
	2019	100%	48%	33%	19%

Note: Percentages are rounded.

# 2020 - 2019\* PROGRAM APPROPRIATION - ALL FUNDS

## BY DEPARTMENT AND MAJOR PROGRAM

(In Millions)

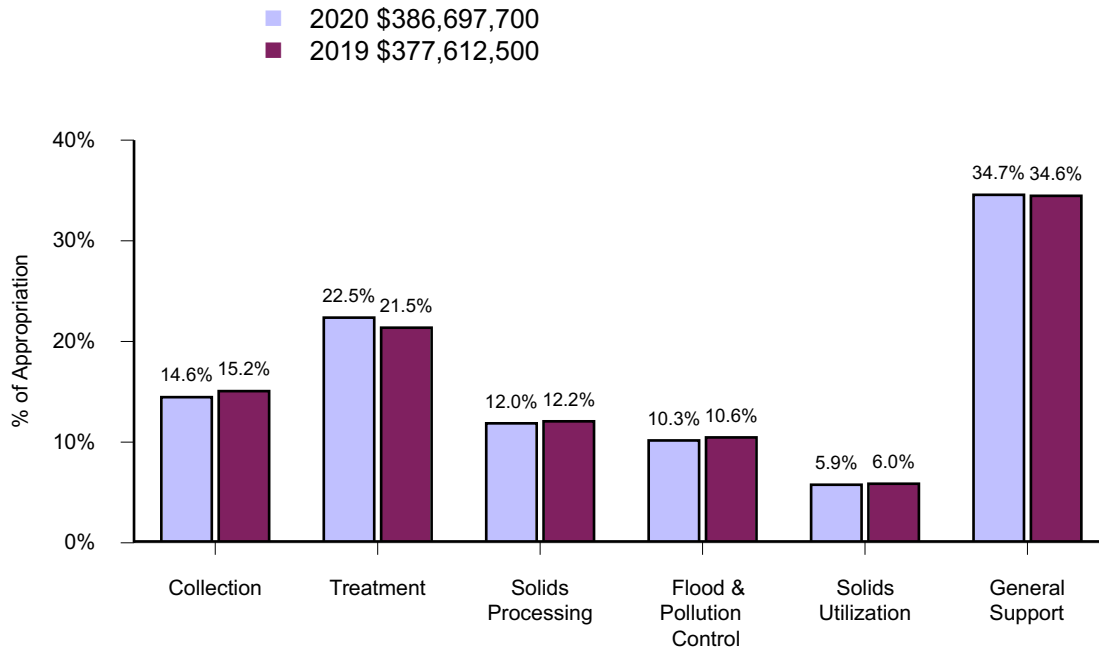
DEPARTMENT	MAJOR PROGRAM													
	COLLECTION		TREATMENT		SOLIDS PROCESSING		SOLIDS UTILIZATION		FLOOD & POLLUTION CONTROL		GENERAL SUPPORT		TOTAL	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Board of Commissioners	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ 5.2	\$ 5.3	\$ 5.2	\$ 5.3
General Administration	—	—	—	—	—	—	—	—	—	—	21.3	18.7	21.3	18.7
Monitoring & Research	—	—	—	—	—	—	—	—	31.1	31.1	0.4	0.4	31.5	31.5
Procurement & Materials Management	—	—	—	—	—	—	—	—	—	—	9.8	9.8	9.8	9.8
Human Resources	—	—	—	—	—	—	—	—	—	—	61.3	60.2	61.3	60.2
Information Technology	—	—	—	—	—	—	—	—	—	—	18.4	18.6	18.4	18.6
Law	—	—	—	—	—	—	—	—	0.5	0.4	6.8	6.7	7.2	7.2
Finance	—	—	—	—	—	—	—	—	0.3	0.3	3.6	3.5	3.8	3.7
Maintenance & Operations	51.7	52.4	78.3	72.3	40.0	39.6	22.4	22.2	4.9	4.8	5.3	5.2	202.6	196.6
Engineering	4.7	4.9	8.7	8.8	6.4	6.4	0.3	0.4	3.1	3.2	2.3	2.3	25.5	25.9
Total Corporate Fund	\$ 56.4	\$ 57.3	\$ 87.0	\$ 81.1	\$ 46.3	\$ 46.0	\$ 22.8	\$ 22.6	\$ 39.9	\$ 39.9	\$134.4	\$130.6	\$ 386.7	\$ 377.6
Construction and Capital Improvements Bond Funds	\$ 21.2	\$ 45.4	\$106.1	\$ 81.3	\$ 16.4	\$ 42.4	\$ 1.8	\$ 5.0	\$ 82.7	\$220.0	\$ 1.5	\$ 2.5	\$ 229.6	\$ 396.5
Stormwater Management Fund	—	—	—	—	—	—	—	—	116.1	91.3	0.1	0.1	116.3	91.4
Miscellaneous (Debt Service, Retirement, and Reserve Funds)	—	—	—	—	—	—	—	—	—	—	354.7	357.4	354.7	357.4
GRAND TOTAL	\$ 77.6	\$102.7	\$193.2	\$162.4	\$ 62.7	\$ 88.5	\$ 24.6	\$ 27.5	\$238.7	\$351.1	\$490.7	\$490.7	\$1,087.3	\$1,222.9

Notes: Totals are rounded.  
\*Adjusted Appropriation

## APPROPRIATION DISTRIBUTION BY MAJOR PROGRAM

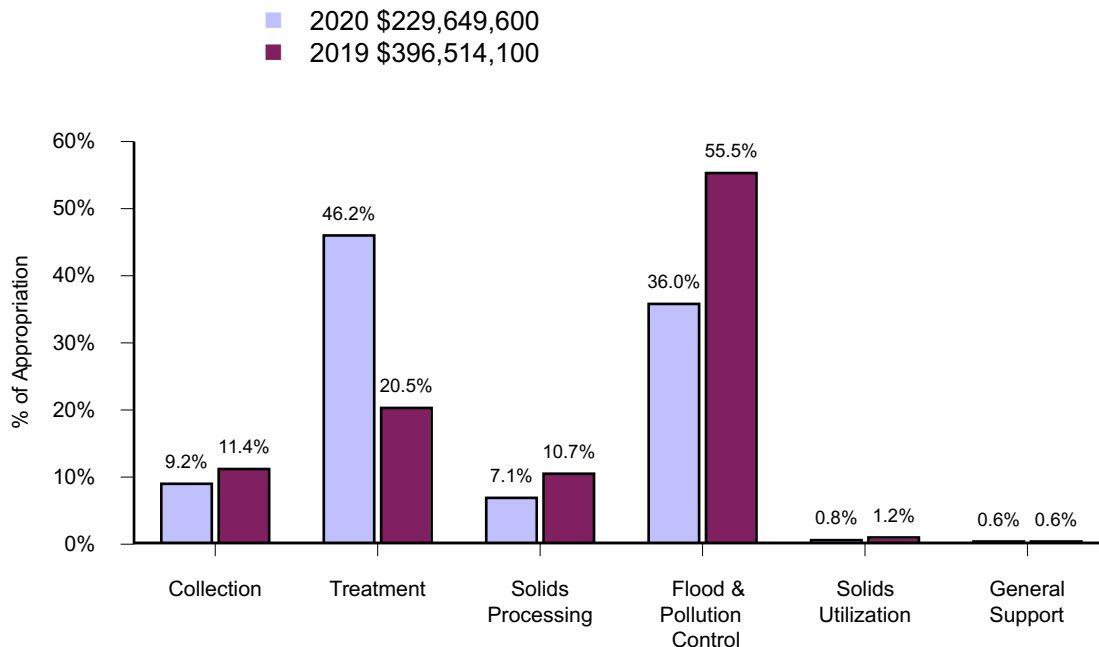
To comply with Illinois State Statute, it is necessary to prepare budget estimates and appropriate funds according to programs, as well as organizational units, performance principles, and unit cost data. The two charts on this page show the relationship of major objectives or functions within the Corporate, Construction, and Capital Improvements Bond Funds. The charts compare major program appropriations to the total fund appropriations for 2020 and 2019, as shown on the following page.

### Corporate Fund



Note: Percentages are rounded.

### Capital Improvements Bond & Construction Funds



Note: Percentages are rounded.



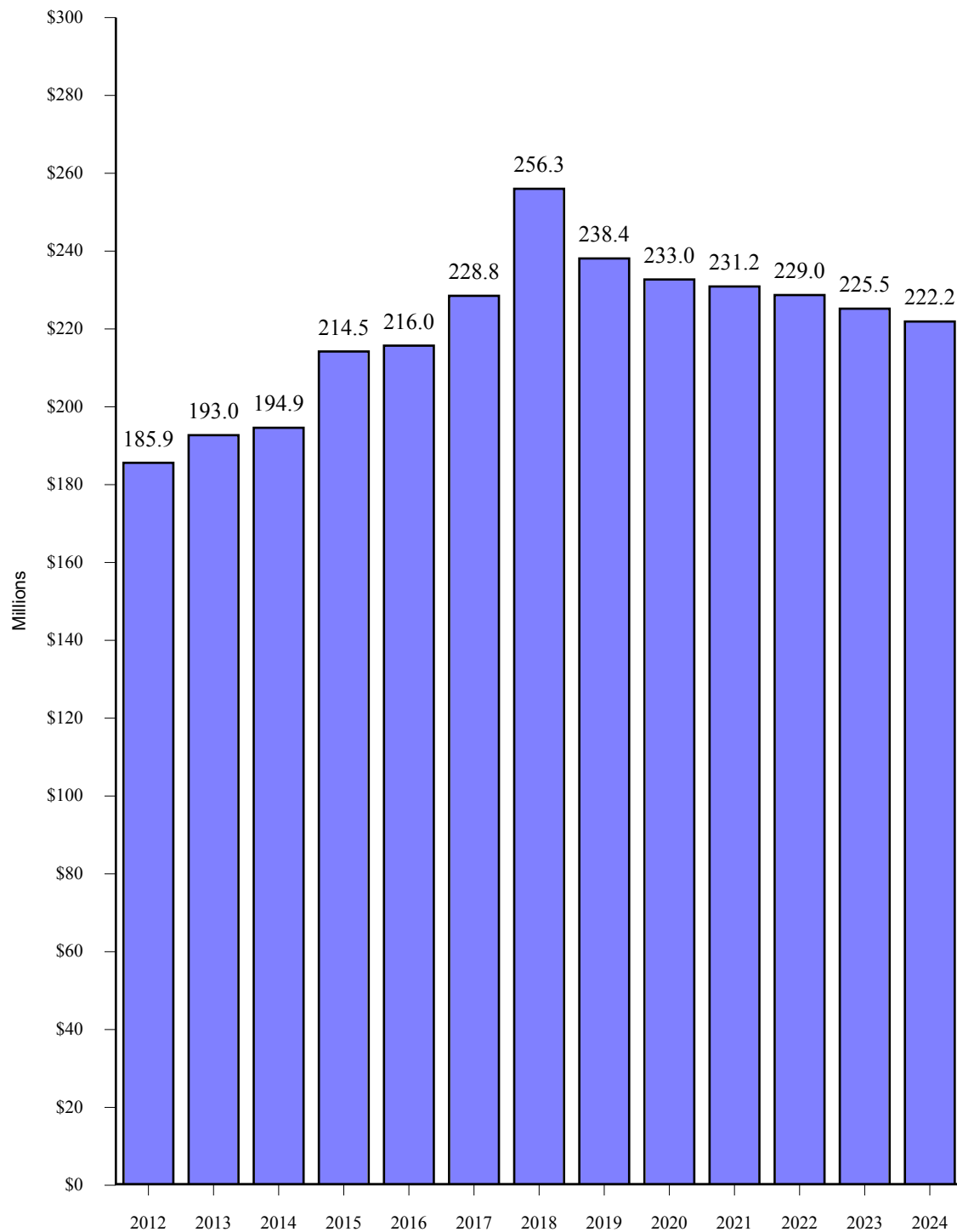
## 2020 - 2019 PROGRAM APPROPRIATION COMPARISON

### ALL FUNDS

## PROGRAM OBJECTIVE

NUMBER	NAME	2020 BUDGET	2019 BUDGET	DOLLAR INCREASE (DECREASE)	PERCENT INCREASE (DECREASE)	FTE POSITIONS	
						2020	2019
1000	Collection	\$ 77,551,114	\$ 102,692,675	\$ (25,141,561)	(24.5)	281	285
2000	Treatment	193,171,609	162,445,816	30,725,793	18.9	456	460
3000	Solids Processing	62,686,867	88,451,745	(25,764,878)	(29.1)	254	254
4000	Flood & Pollution Control	238,689,281	351,145,583	(112,456,302)	(32.0)	440	442
5000	Solids Utilization	24,566,818	27,549,217	(2,982,399)	(10.8)	42	43
7000	General Support (Debt, Retirement, Law, etc.)	490,675,500	490,658,005	17,495	—	480	483
<b>TOTAL</b>		<b>\$ 1,087,341,189</b>	<b>\$ 1,222,943,041</b>	<b>\$ (135,601,852)</b>	<b>(11.1)</b>	<b>1,953</b>	<b>1,967</b>

SUMMARY BY FUND	2020 BUDGET	2019 BUDGET	DOLLAR INCREASE (DECREASE)	PERCENT INCREASE (DECREASE)	FTE POSITIONS	
					2020	2019
Corporate Fund	\$ 386,697,700	\$ 377,612,500	\$ 9,085,200	2.4	1,862	1,882
Construction & Capital Improvements Bond Funds	229,649,600	396,514,100	(166,864,500)	(42.1)	—	—
Stormwater Management Fund	116,258,000	91,410,100	24,847,900	27.2	91	85
Retirement Fund	87,319,000	87,281,000	38,000	—	—	—
Bond Redemption & Interest Fund	233,021,867	238,357,541	(5,335,674)	(2.2)	—	—
Reserve Claim Fund	34,395,000	31,767,800	2,627,200	8.3	—	—
<b>TOTAL</b>	<b>\$ 1,087,341,167</b>	<b>\$ 1,222,943,041</b>	<b>\$ (135,601,874)</b>	<b>(11.1)</b>	<b>1,953</b>	<b>1,967</b>

**ANNUAL DEBT SERVICE - PRINCIPAL AND INTEREST 2012 - 2024**

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.

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, 2019**

<b>BOND SERIES</b>	<b>DATE OF MATURITY</b>	<b>INTEREST RATES</b>	<b>AMOUNT PAYABLE</b>
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%	220,890,000
2011 Unlimited Tax Series C	2031	3.0% to 5.0%	41,850,000
2014 Unlimited Tax Series A	2044	5.0%	100,000,000
2014 Alternate Revenue Unlimited Tax Series B	2044	2.0% to 5.0%	46,205,000
2014 Limited Tax Series C	2028	2.0% to 5.0%	59,135,000
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>\$ 1,172,080,000</u>
Refunding Bonds - Series:			
2007 Unlimited Tax Series A	2022	4.0% to 5.0%	\$ 70,200,000
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%	41,180,000
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>\$ 627,345,000</u>
State Revolving Fund Bonds - Series:			
97BB SRF L171151	2020	2.54%	\$ 642,969
97CC SRF L172031	2022	2.54%	5,734,369
97DD SRF L171152	2023	2.91%	3,897,178
01A SRF L172126	2024	2.57%	16,037,100
01B SRF L172127	2025	2.50%	19,695,573
01C SRF L172128	2026	2.50%	20,247,242
14F SRF L175342	2039	1.75%	79,738,164
16C SRF L175367	2039	1.76%	5,819,957
16D SRF L175460	2038	1.75%	7,404,813
14O SRF L175305	2038	1.75%	3,047,783
04A SRF L172485	2027	2.50%	11,384,153
04B SRF L172488	2027	2.50%	13,298,909
04C SRF L172493	2027	2.50%	1,174,063
04D SRF L172494	2027	2.50%	1,125,898
04E SRF L172495	2028	2.50%	3,939,073
04F SRF L172496	2031	—%	2,285,446
04G SRF L172611	2027	2.50%	1,829,062
04H SRF L172849	2029	2.50%	29,748,666
07A SRF L172625	2030	2.50%	25,446,221
07B SRF L172850	2031	2.50%	17,698,379
07C SRF L172770	2031	—%	38,333,333
07D SRF L172763	2030	2.50%	5,804,003
09A SRF L173074	2032	1.25%	30,695,036
09B SRF L173064	2031	—%	4,403,233
09C SRF L173063	2031	—%	1,287,507
09D SRF L174558	2032	2.30%	27,305,503
09E SRF L173005	2032	1.25%	25,239,979
09F SRF L174557	2032	1.25%	41,766,679
09G SRF L173075	2032	1.25%	19,581,410
09H SRF L173800	2031	—%	423,112
09I SRF L174675	2031	1.25%	6,741,216
12A SRF L174710	2034	2.30%	5,871,021

**OUTSTANDING BONDS AND ESTIMATED STATUTORY DEBT MARGIN**  
**DECEMBER 31, 2019**

<b>BOND SERIES</b>	<b>DATE OF MATURITY</b>	<b>INTEREST RATES</b>	<b>AMOUNT PAYABLE</b>
State Revolving Fund Bonds - Series (continued):			
12B SRF L174712	2034	2.30%	\$ 5,028,074
12C SRF L174621	2036	2.00%	12,207,259
12D SRF L174988	2032	1.93%	22,301,214
12E SRF L174709	2035	1.93%	4,697,405
12F SRF L174989	2032	1.93%	45,085,337
12G SRF L174923	2038	1.93%	32,505,738
12H SRF L174924	2032	1.93%	20,155,545
12I SRF L175222	2037	2.21%	4,431,449
12J SRF L175172	2035	2.00%	2,229,143
12K SRF L174925	2036	2.00%	11,538,117
12L SRF L175161	2037	2.21%	29,526,314
12M SRF L175168	2038	2.21%	11,216,266
12N SRF L175164	2036	2.00%	2,482,291
12O SRF L175166	2036	2.00%	3,989,778
14A SRF L173076	2036	2.21%	71,303,667
14B SRF L175171	2036	2.21%	2,438,053
14C SRF L174559	2036	2.30%	17,920,826
14D SRF L175263	2038	1.86%	11,312,990
14E SRF L173062	2038	1.86%	41,995,278
14G SRF L175152	2038	1.86%	19,006,288
14H SRF L175355	2036	1.86%	1,108,198
14I SRF L175223	2038	1.86%	7,189,818
14J SRF L175219	2036	2.21%	3,497,003
14K SRF L175366	2038	1.86%	4,998,165
14L SRF L175368	2038	1.75%	5,231,032
14M SRF L175372	2038	2.22%	1,398,577
14N SRF L175371	2038	2.00%	1,332,068
14P SRF L175369	2038	1.56%	3,387,331
16A SRF L174555	2038	1.75%	124,197,420
SUBTOTAL - State Revolving Fund Bonds:			\$ 1,001,357,694
<b>TOTAL OUTSTANDING BONDS:</b>			<b>\$ 2,800,782,694</b>

**CALCULATION OF ESTIMATED STATUTORY DEBT MARGIN**

Debt Applicable to Debt Limit:			
Outstanding Bonds	\$	2,800,782,694	
Less: Alternate Revenue Bonds Outstanding		(96,205,000)	
Bond Anticipation Note - Principal		30,000,000	
Bond Anticipation Note - Interest		500,000	
Capital Lease - Biosolids Facility		32,257,383	
Liabilities of Tax Financed Funds		3,000,000	\$ 2,770,335,077
Less Applicable Assets:			
Cash and Investments - Bond Redemption & Interest Fund	\$	(90,067,000)	
Interest on Bonds Payable in Next Twelve Months		112,942,336	\$ 22,875,336
NET DEBT APPLICABLE TO LIMIT:			\$ 2,793,210,413
Statutory Debt Limit 5.75% of 2018 EAV			\$ 8,957,812,697
Less Net Debt Applicable to Limit			2,793,210,413
<b>ESTIMATED STATUTORY DEBT MARGIN:</b>			<b>\$ 6,164,602,284</b>

# ACCOUNT SUMMARY COMPARISON

## 2020 - 2019 ALL FUNDS

ORGANIZATION OR FUND	Account Appropriation		Increase (Decrease) 2020-2019	
	2020	2019	Dollars	Percent
<b>Board of Commissioners</b>	\$ 5,242,200	\$ 5,256,000	\$ (13,800)	(0.3)
<b>General Administration</b>	21,305,200	18,713,800	2,591,400	13.8
<b>Monitoring &amp; Research</b>	31,546,700	31,548,300	(1,600)	—
<b>Procurement &amp; Materials Management</b>	9,809,700	9,821,100	(11,400)	(0.1)
<b>Human Resources</b>	61,329,200	60,229,600	1,099,600	1.8
<b>Information Technology</b>	18,353,500	18,592,700	(239,200)	(1.3)
<b>Law</b>	7,234,100	7,177,700	56,400	0.8
<b>Finance</b>	3,834,400	3,739,800	94,600	2.5
<b>Maintenance &amp; Operations:</b>				
<b>General Division</b>	31,680,800	31,771,800	(91,000)	(0.3)
<b>North Service Area</b>	45,383,700	43,582,000	1,801,700	4.1
<b>Calumet Service Area</b>	38,960,500	36,727,200	2,233,300	6.1
<b>Stickney Service Area</b>	86,564,800	84,511,300	2,053,500	2.4
<b>TOTAL Maintenance &amp; Operations</b>	\$ 202,589,800	\$ 196,592,300	\$ 5,997,500	3.1
<b>Engineering</b>	25,452,900	25,941,200	(488,300)	(1.9)
<b>TOTAL Corporate Fund</b>	\$ 386,697,700	\$ 377,612,500	\$ 9,085,200	2.4
<b>Construction Fund</b>	15,343,400	18,340,300	(2,996,900)	(16.3)
<b>Capital Improvements Bond Fund</b>	214,306,200	378,173,800	(163,867,600)	(43.3)
<b>TOTAL Capital Budget</b>	\$ 229,649,600	\$ 396,514,100	\$ (166,864,500)	(42.1)
<b>Stormwater Management Fund</b>	116,258,000	91,410,100	24,847,900	27.2
<b>Bond Redemption &amp; Interest Fund</b>	233,021,867	238,357,541	(5,335,674)	(2.2)
<b>Retirement Fund</b>	87,319,000	87,281,000	38,000	—
<b>Reserve Claim Fund</b>	34,395,000	31,767,800	2,627,200	8.3
<b>GRAND TOTAL</b>	<u>\$1,087,341,167</u>	<u>\$1,222,943,041</u>	<u>\$ (135,601,874)</u>	(11.1)

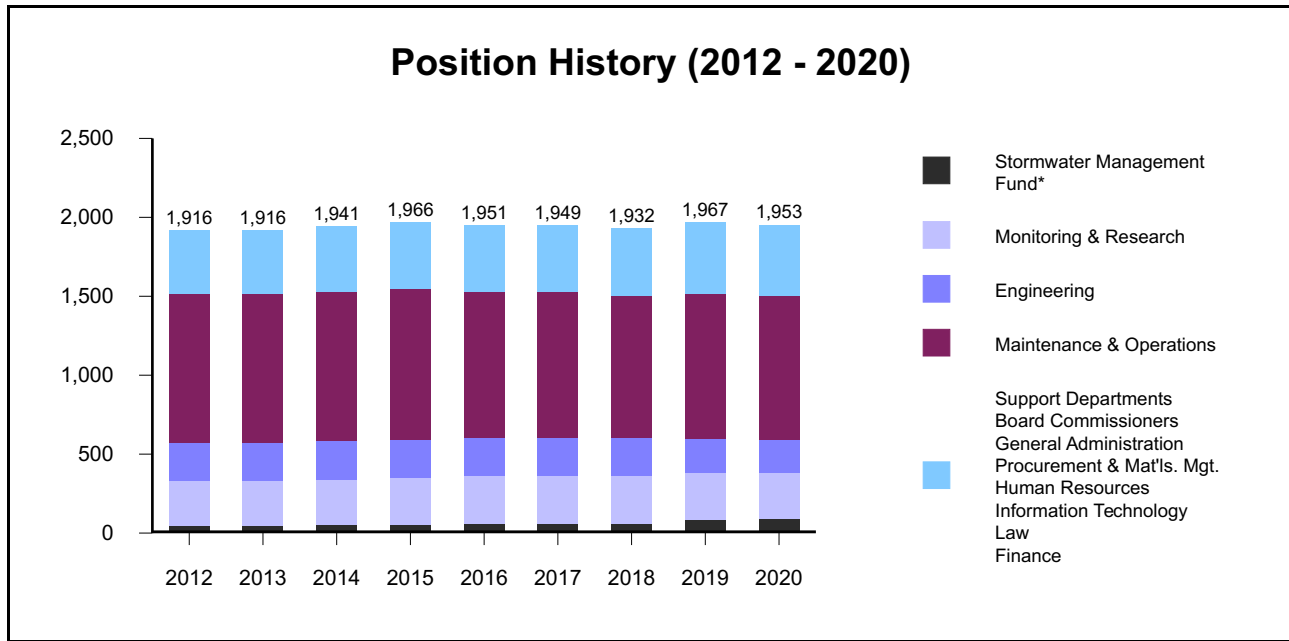


# PERSONNEL SUMMARY COMPARISON

## 2020 - 2018 ALL FUNDS

ORGANIZATION OR FUND	Proposed FTEs 2020	Budgeted FTEs 2019	Actual FTEs 2018	Increase (Decrease) 2020-2019	
				FTEs	Percent
<b>Board of Commissioners</b>	36	38	37	(2)	(5.3)
<b>General Administration</b>	121	119	120	2	1.7
<b>Monitoring &amp; Research</b>	294	300	307	(6)	(2.0)
<b>Procurement &amp; Materials Management</b>	63	63	61	—	—
<b>Human Resources</b>	92	93	79	(1)	(1.1)
<b>Information Technology</b>	71	71	69	—	—
<b>Law</b>	38	39	35	(1)	(2.6)
<b>Finance</b>	27	27	27	—	—
<b>Maintenance &amp; Operations:</b>					
<b>General Division</b>	113	115	107	(2)	(1.7)
<b>North Service Area</b>	246	248	244	(2)	(0.8)
<b>Calumet Service Area</b>	187	188	185	(1)	(0.5)
<b>Stickney Service Area</b>	369	369	367	—	—
<b>TOTAL Maintenance &amp; Operations</b>	915	920	903	(5)	(0.5)
<b>Engineering</b>	205	212	237	(7)	(3.3)
<b>TOTAL Corporate Fund</b>	1,862	1,882	1,875	(20)	(1.1)
<b>Construction Fund</b>	—	—	—	—	—
<b>Capital Improvements Bond Fund</b>	—	—	—	—	—
<b>TOTAL Capital Budget</b>	—	—	—	—	—
<b>Stormwater Management Fund</b>	91	85	57	6	7.1
<b>Bond Redemption &amp; Interest Fund</b>	—	—	—	—	—
<b>Retirement Fund</b>	—	—	—	—	—
<b>Reserve Claim Fund</b>	—	—	—	—	—
<b>GRAND TOTAL</b>	1,953	1,967	1,932	(14)	(0.7)

## PERSONAL SERVICE APPROPRIATIONS



\*In 2020, 91 positions for the Maintenance & Operations and Engineering Departments are budgeted in the Stormwater Management Fund, while the operations remain within the departments.

The exhibit above shows the actual staffing from 2012 to 2018, along with the budgeted positions for 2019 and 2020. The staffing increases in 2014 and 2015 were necessary to address Strategic Business Plan initiatives.

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 exhibit below provides the personal service appropriations for 2019 and 2020, and the actual expenditures for personal services in 2018. 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) 2020-2019	
	2018 Actual Exp.	2019 Adj. Approp.	2020 Budgeted	Dollars	Percent
Salaries of Regular Employees	\$ 184,557,815	\$ 196,701,000	\$ 200,984,500	\$ 4,283,500	2.2 %
Compensation Plan Adjustments	7,668,015	9,118,900	9,366,600	\$ 247,700	2.7 %
Social Security & Medicare Contributions	2,714,668	2,980,500	3,031,700	\$ 51,200	1.7 %
Employee Claims	4,278,135	10,110,000	10,100,000	\$ (10,000)	(0.1)%
Other Employee Personal Services*	1,418,102	2,198,900	2,436,700	\$ 237,800	10.8 %
Health & Life Insurance Premiums**	43,392,023	47,683,300	48,388,400	\$ 705,100	1.5 %
<b>Total</b>	<b>\$ 244,028,758</b>	<b>\$ 268,792,600</b>	<b>\$ 274,307,900</b>	<b>\$ 5,515,300</b>	<b>2.1 %</b>
* Includes Tuition, Training, and Nonbudgeted Salaries					
** Includes Other Postemployment Benefits Distribution					

# **FIVE-YEAR FINANCIAL FORECAST**

## **2020 - 2024**

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.

**Metropolitan Water Reclamation District of Greater Chicago**

100 EAST ERIE STREET

CHICAGO, ILLINOIS 60611-3154

312.751.5600

October 15, 2019

SUBJECT: **FIVE-YEAR FINANCIAL FORECAST, 2020 - 2024**

Dear Sir:

I have reviewed the Five-Year Financial Forecast prepared for the fiscal years 2020 - 2024 and offer the following report and summary. Subject to your review and approval, this will be included in the 2020 Budget. These projections are a tool designed to aid the District in planning and controlling its financial position over a longer range than the 2020 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 2020 is estimated to increase by 3.5 percent over 2019, as adjusted, and is projected to increase an average of 3.5 percent per year for 2021 through 2024. As noted on the graph on page 64, the 2020 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 2019 aggregate levy to be collected in 2020, depending on the 2019 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 extended by the legislature in 2019 through December 31, 2034, effective January 1, 2020. 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 2020 - 2024. 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. Electrical energy was adjusted for operating needs and contractual rates.

**FIVE-YEAR FINANCIAL FORECAST, 2020 - 2024****October 15, 2019****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 2018 amount as provided by the Cook County Clerk, with estimated growth of 3.0 percent annually from 2020 - 2024;
- 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 2020 - 2024, 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>	<u>Stormwater Bonds</u>
2020	\$75 million		\$50 million
2021			
2022			
2023	\$75 million		\$50 million
2024			

- 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 \$70 million in 2020, ranging to a maximum of \$100 million annually from 2021 - 2024 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 2.3 percent annually from 2020 through 2024. This relative stability of appropriations is attributed to revenue estimates, as well as planned control of growth 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 chemical costs, the District anticipates a stable outlook through 2024 because chemical dosing for new processes have been tested and stabilized. However, over the next ten years, regulatory permit requirements for phosphorus and nitrogen may impact operational costs including both capital and chemical needs.

The District's long-term benefits strategy continues to focus on rising health care costs. Employee and retiree benefits constitute approximately 11.0 percent of the Corporate Fund budget. While strategies to limit cost increases have resulted in average annual increases of 2.3 percent from 2014 to 2018, benefits are projected to increase an average 5.8 percent annually over the next five years. The District continues to fund the Other Postemployment Benefits Trust Fund to ensure future retiree health care benefits by contributing \$5.0 million annually through 2026. Salaries are projected to increase 2.0 percent from 2021 through 2024, while the number of positions is projected to remain stable or decrease slightly.

Energy Costs

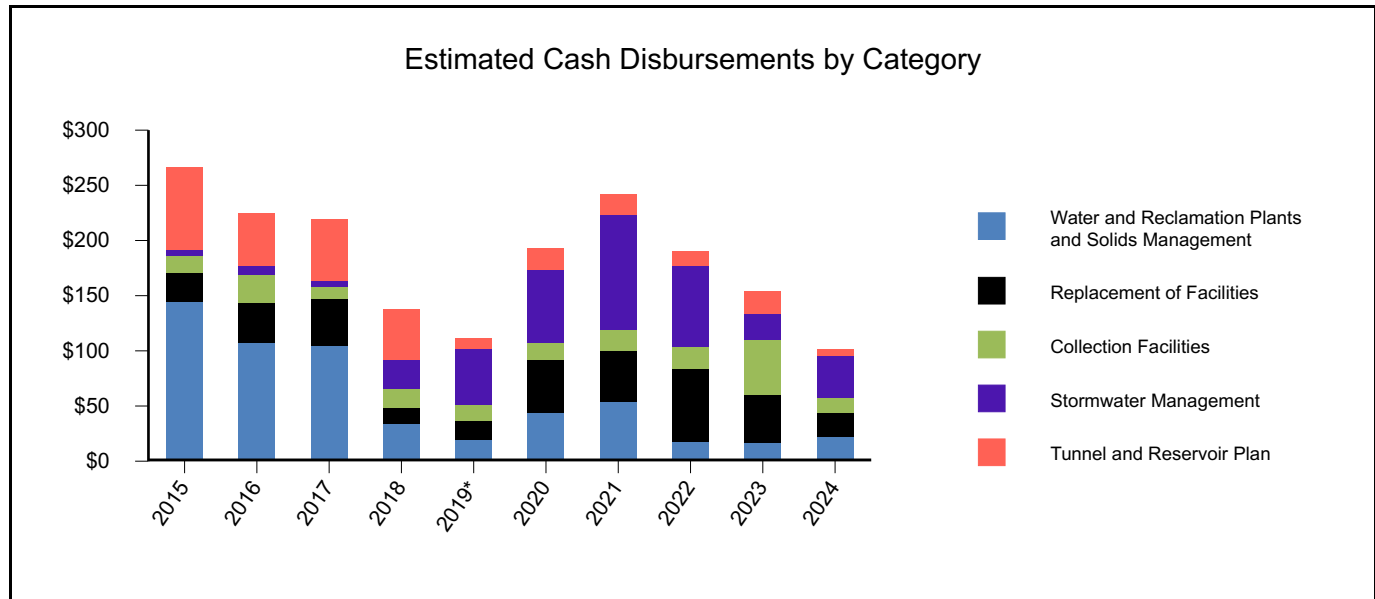
Energy costs are expected to remain stable, increasing slightly from 2019 through 2024, although shifting weather patterns impact TARP pumping and the associated electrical energy demand. Anticipated savings did not materialize during 2019 due to increased TARP reservoir pumping as the McCook Reservoir Stage 1 was online and Cook County continued to receive increased rainfall. Increase in kilowatt usage is offset by a rate reduction and elimination of the Energy Efficiency Charge. The forecast for electrical

energy includes a 5.8 decrease in the supply rate from 2020 through 2024 based on results of a reverse auction for electricity supply. Finally, the District has completed Phase I, II, and III guaranteed energy performance agreements with the Public Building Commission and NORESKO. Work completed in 2017 at the Calumet Water Reclamation Plant, included replacing lighting, heating, ventilation, and air conditioning controls, and steam blanket insulation. In 2018, Phase II work began in the North Area and various outlying stations. Phase III of the project is underway 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 2020 and 2023. The District has also secured \$33.8 million in federal funds to help complete McCook Reservoir Stage 2. This lump sum payment to the District comes as a result of a pilot program established under the Water Resources Development Act of 2014, which evaluates the cost-effectiveness and project delivery efficiency of allowing non-federal interests to carry out construction of projects for flood risk management. The District will budget for these funds as grant revenue to be received in increments as the work progresses.

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 2024. The table below shows the Estimated Cash Disbursements by Category for construction projects.



\*Estimated 2019 Year-end

#### Retirement Fund

The appropriation for the Retirement Fund remains stable from 2019 to 2020, with an increase of \$38,000. The appropriation is expected to be stable from 2021 through 2024, with slight year-over-year increases as the number of employees is expected to remain stable. 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 0.1 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, 2020 - 2024****October 15, 2019**Reserve Claim Fund

The appropriation for the Reserve Claim Fund is expected to grow slowly between 2020 and 2024, from \$34.4 million to \$42.4 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 2.9 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 3.6 percent annually from 2020 through 2024. Property tax revenues account for 66.5 percent of 2020 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 stabilize at \$42.0 million after several years of slowly declining projections. Actual revenue collections have been variable, alternating from approximately \$41.0 million to \$50.0 million from 2015 to 2019. 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 \$7.0 million in 2020. The Levy is projected to increase slightly to \$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 2020 through 2024 is 1.1 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 2020 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 2020 and remain flat at \$7.5 million from 2021 through 2024.

Stormwater Management Fund

The Stormwater Management Fund levy is projected to increase an average of 7.1 percent annually as the District continues to address local flooding issues. Regional stormwater management projects are being vetted for funding in 2020 and the following years. In 2020 and 2021 several large capital stormwater reservoirs are being constructed that will bring flood control to communities throughout Cook County, as well as Green Infrastructure projects.

Bond Redemption and Interest Fund

The 2020 tax levies for the District's Debt Service Fund are based on six refunding bonds, 10 capital improvement bonds, and 65 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 2020 through 2024 appears on page 68. The District's outstanding bonds and ability to issue additional bonds are presented on pages 524 - 526.

## 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 3.0 percent annual increase in EAV, the District's tax rate per \$100 of assessed value will remain flat from 2020 through 2024 at approximately \$0.39.

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 2020 through 2024. Historical comparisons can be made by reviewing the actual appropriations, tax rates, and levies for the years 2011 through 2020 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 2020 through 2024. Corporate Fund appropriations and expenditures for the years 2011 through 2020 can be found on page 107.

Projections for revenues, tax rates, and appropriations for the Construction Fund for the years 2020 through 2024, 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 construction expenditures for both funds, for the years 2015 through 2024, can be found in the Capital Improvement Program Section, on page 332.

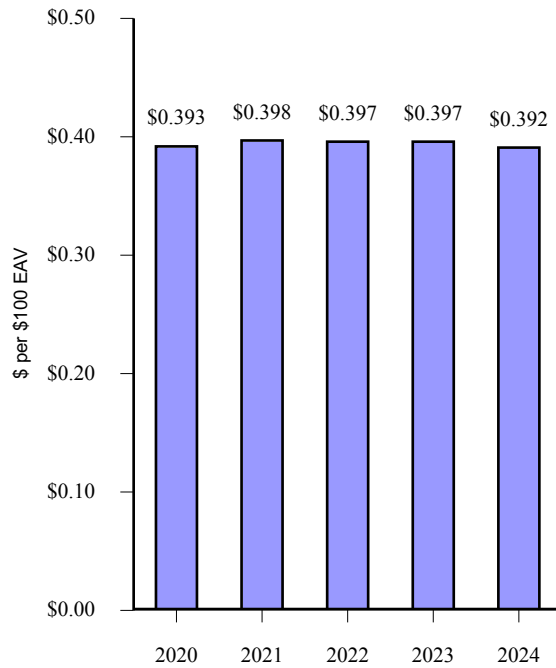
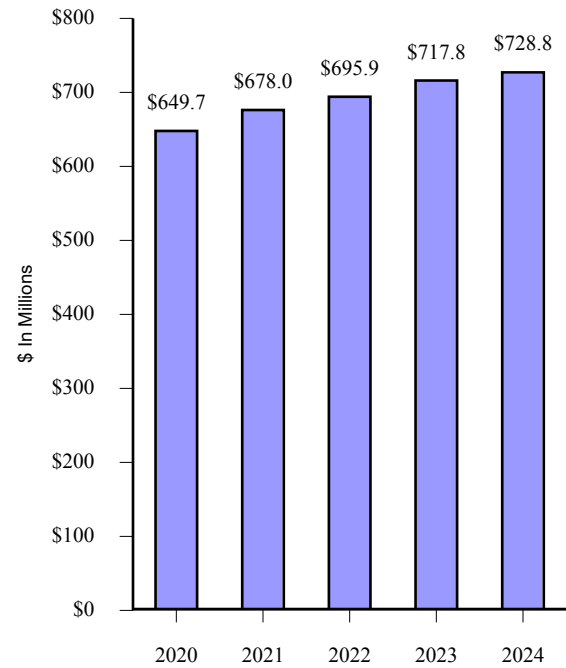
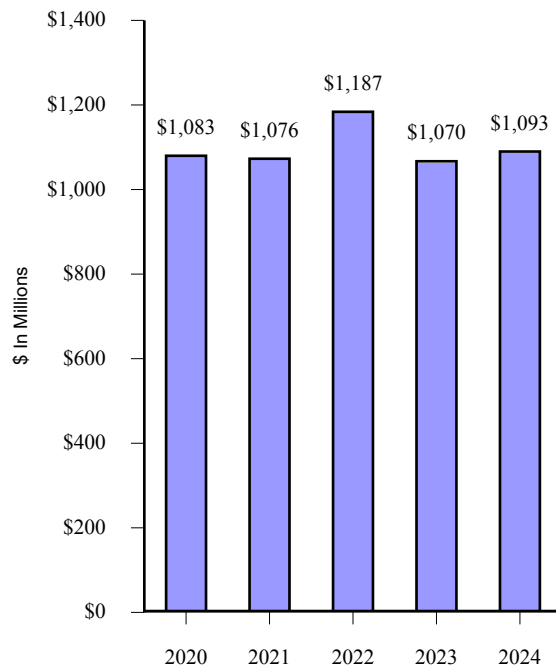
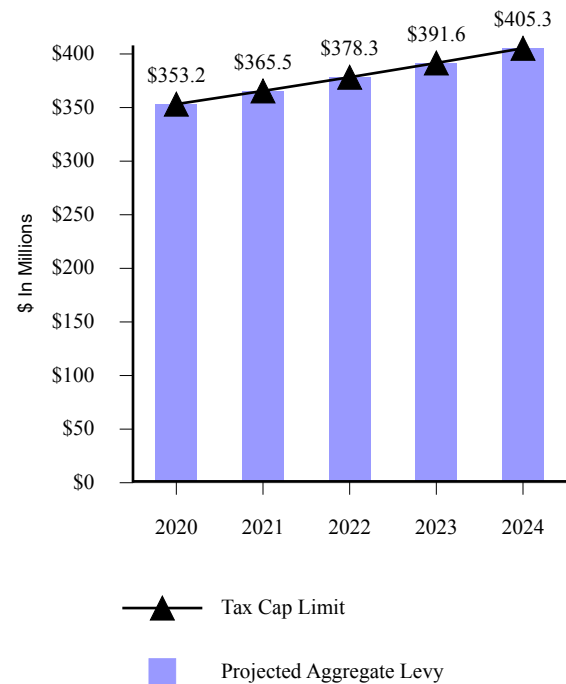
The balance sheet statement on page 70 is prepared on a GAAP-basis of accounting and is included to show the effect on the General Corporate Fund, which is comprised of the Corporate, Corporate Working Cash, and Reserve Claim Funds. The total fund equity projection for 2020 is \$327.1 million.

Respectfully submitted,



Shellie A. Riedle  
Budget Officer

## FIVE-YEAR FINANCIAL FORECAST, 2020 - 2024

**Projected Tax Rates****Projected Total Tax Levy****Projected Appropriation****Projected Aggregate Levy**

## FIVE-YEAR FINANCIAL FORECAST, 2020 - 2024

## TABLE I

<b>ALL FUNDS</b>					
<b>Projected Tax Rates</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Corporate	\$ 0.1612	\$ 0.1627	\$ 0.1608	\$ 0.1630	\$ 0.1652
Construction	0.0042	0.0047	0.0086	0.0083	0.0081
Stormwater Management	0.0315	0.0340	0.0359	0.0376	0.0368
Debt Service	0.1479	0.1495	0.1452	0.1430	0.1371
Retirement	0.0437	0.0430	0.0422	0.0414	0.0406
Reserve Claim	0.0045	0.0044	0.0043	0.0042	0.0040
Total (\$ in cents)	\$ 0.3930	\$ 0.3983	\$ 0.3969	\$ 0.3974	\$ 0.3918
Percentage Change		1.35%	(0.36)%	0.14%	(1.42)%
Projected tax rate per \$100 Equalized Assessed Valuation (EAV). Assumes 2019 EAV of \$160.5 billion increasing 3.0% annually from 2020 - 2024.					
<b>Projected Tax Levies</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Corporate	\$ 266,455	\$ 276,893	\$ 281,891	\$ 294,334	\$ 307,244
Construction	7,000	8,000	15,000	15,000	15,000
Stormwater Management	52,103	57,926	62,926	67,926	68,426
Debt Service- Existing	244,404	245,480	242,511	237,734	233,631
Debt Service- Proposed	—	9,088	12,082	20,522	21,462
Retirement	72,228	73,151	73,947	74,745	75,541
Reserve Claim	7,500	7,500	7,500	7,500	7,500
Total Levy (\$ in thousands)	\$ 649,690	\$ 678,038	\$ 695,857	\$ 717,761	\$ 728,805
Percentage Change	1.17%	4.36%	2.63 %	3.15%	1.54 %
Aggregate Levy (\$ in thousands)	\$ 353,183	\$ 365,544	\$ 378,338	\$ 391,578	\$ 405,286
Percentage Change	3.50%	3.50%	3.50 %	3.50%	3.50 %
<b>Projected Annual Appropriations</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Corporate	\$ 386,698	\$ 396,870	\$ 405,620	\$ 414,549	\$ 424,137
Capital Improvements Bond	210,538	228,329	318,939	186,881	198,294
Construction	14,535	11,760	16,659	19,060	17,754
Stormwater Management	116,238	82,976	79,732	76,935	76,777
Debt Service- Existing	233,022	231,225	228,988	228,988	222,221
Debt Service- Proposed	—	—	9,088	12,082	20,522
Retirement	87,319	88,660	89,666	90,641	90,641
Reserve Claim	34,395	35,895	38,395	40,395	42,395
Total Appropriation (\$ in thousands)	\$ 1,082,744	\$ 1,075,715	\$ 1,187,086	\$ 1,069,530	\$ 1,092,741
<b>Projected Positions</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Corporate	1,862	1,860	1,859	1,858	1,858
Stormwater Management	91	90	90	90	90
Total Positions	1,953	1,950	1,949	1,948	1,948

Note: Totals are rounded.

## FIVE-YEAR FINANCIAL FORECAST, 2020 - 2024

TABLE II

CORPORATE FUND						% average annual change
Five-Year Revenue and Tax Rate Projections	2020	2021	2022	2023	2024	2020-2024
Property Taxes	\$ 257,129	\$ 267,202	\$ 272,025	\$ 284,032	\$ 296,491	3.63 %
Personal Property Replacement Tax	19,000	19,000	18,250	18,000	18,000	(1.33)%
User Charge	43,000	42,000	42,000	42,000	42,000	(0.58)%
Investment Income	2,100	1,900	2,000	2,000	2,400	3.93 %
Land Rentals	23,000	23,500	24,000	24,500	25,000	2.11 %
Miscellaneous	9,916	8,411	7,706	7,976	8,255	(4.14)%
Equity Transfer	5,500	—	—	—	—	—
Net Assets Appropriate	131,295	131,311	128,204	125,070	126,338	(0.95)%
Budget Reserve	(104,242)	(96,454)	(88,565)	(89,029)	(94,347)	(2.29)%
Total Appropriable Resources (\$ in thousands)	\$ 386,698	\$ 396,870	\$ 405,620	\$ 414,549	\$ 424,137	2.34 %
Projected Equalized Assessed Valuation (EAV)	\$ 165.28	\$ 170.23	\$ 175.34	\$ 180.60	\$ 186.02	
(Based on 2018 EAV, assumes 3.0% increase for 2019 and then 3.0% annually)	billion	billion	billion	billion	billion	
Projected Tax Rate Cents per \$100 EAV	16.1¢	16.3¢	16.1¢	16.3¢	16.5¢	
Gross Levy - assumes 3.5% uncollectible.	\$ 266,455	\$ 276,893	\$ 281,891	\$ 294,334	\$ 307,244	
Projected Appropriations by Major Categories	2020	2021	2022	2023	2024	2020-2024
Employee Cost - Salaries	\$ 207,410	\$ 211,558	\$ 215,789	\$ 220,105	\$ 224,507	2.00 %
Employee Cost - Health Care	42,510	44,937	48,148	51,241	54,543	6.43 %
Other Postemployment Benefits Trust	5,000	5,000	5,000	5,000	5,000	— %
Professional Services	6,422	6,486	6,551	6,617	6,683	1.00 %
Energy Cost	40,488	40,893	41,302	41,715	42,132	1.00 %
Chemicals	11,087	10,728	10,753	10,753	10,753	(0.75)%
Materials & Supplies	13,465	13,600	13,736	13,873	14,012	1.00 %
Solids Disposal	11,250	11,362	11,476	11,590	11,706	1.00 %
Contracted Solids Disposal	4,100	4,594	4,792	4,996	5,205	6.20 %
Computer Systems & Telecommunications	8,611	8,698	8,785	8,872	8,961	1.00 %
Repairs to Structures & Equipment	14,808	16,379	15,274	14,728	15,142	0.77 %
Contractual Services	18,211	19,197	20,467	21,394	21,701	4.50 %
Machinery & Equipment	2,581	2,607	2,633	2,660	2,686	1.00 %
Real Estate Taxes	755	831	914	1,005	1,106	10.02 %
Total (\$ in thousands)	\$ 386,698	\$ 396,870	\$ 405,620	\$ 414,549	\$ 424,137	2.34 %
Projected Appropriations by Department	2020	2021	2022	2023	2024	2020-2024
Board of Commissioners	\$ 5,276	\$ 5,377	\$ 5,480	\$ 5,538	\$ 5,627	1.62 %
General Administration	19,024	18,707	19,144	19,441	19,695	0.88 %
Monitoring & Research	31,747	33,536	33,621	34,043	34,884	2.40 %
Procurement & Materials Management	9,872	9,566	9,727	9,874	10,017	0.39 %
Human Resources	61,712	64,876	68,798	72,582	76,467	5.51 %
Information Technology	18,472	18,781	19,323	19,926	20,414	2.53 %
Law	7,280	7,400	7,552	7,766	7,980	2.32 %
Finance	3,858	3,879	3,988	4,025	4,110	1.60 %
Engineering	25,618	26,712	27,341	27,772	28,199	2.43 %
Maintenance & Operations	203,839	208,036	210,646	213,582	216,744	1.55 %
Total (\$ in thousands)	\$ 386,698	\$ 396,870	\$ 405,620	\$ 414,549	\$ 424,137	2.34 %
Projected Appropriation Distribution by Program	2020	2021	2022	2023	2024	2020-2024
1000 Collection	\$ 57,162	\$ 57,219	\$ 58,163	\$ 58,814	\$ 59,312	0.9 %
2000 Treatment	85,414	88,238	88,471	90,044	91,264	1.68 %
3000 Solids Processing	46,278	46,880	48,338	48,583	49,738	1.82 %
4000 Flood & Pollution Control	40,744	42,244	42,468	42,993	43,944	1.91 %
5000 Solids Disposal	23,399	26,508	26,849	27,542	28,048	4.75 %
7000 General Support	133,701	135,781	141,331	146,573	151,831	3.2 %
Total (\$ in thousands)	\$ 386,698	\$ 396,870	\$ 405,620	\$ 414,549	\$ 424,137	2.34 %

Note: Totals are rounded.

## FIVE-YEAR FINANCIAL FORECAST, 2020 - 2024

## TABLE III

<b>CONSTRUCTION FUND</b>					
<b>Five-Year Revenue and Tax Rate Projections</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Property Taxes	\$ 6,755	\$ 7,720	\$ 14,475	\$ 14,475	\$ 14,475
Personal Property Replacement Tax	—	—	—	—	—
Equity Transfer	—	—	—	—	—
Investment Income & Miscellaneous Revenue	315	320	420	420	420
Net Assets Appropriable	7,465	3,720	1,764	4,165	2,859
Total Revenue & Appropriable Resources (\$ in thousands)	\$ 14,535	\$ 11,760	\$ 16,659	\$ 19,060	\$ 17,754
Projected Equalized Assessed Valuation (EAV)	\$ 165.28	\$ 170.23	\$ 175.34	\$ 180.60	\$ 186.02
(Based on 2018 EAV, assumes 3.0% increase for 2019 and then 3.0% annually thereafter)	billion	billion	billion	billion	billion
Projected Tax Rate Cents per \$100 of EAV	0.4¢	0.5¢	0.9¢	0.8¢	0.8¢
Gross Levy - assumes 3.5% uncollectible rate.	7,000	8,000	15,000	15,000	15,000
<b>Projected Appropriations</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Capital Projects	\$ 10,038	\$ 6,530	\$ 9,937	\$ 11,387	\$ 10,237
Professional Services	4,497	5,230	6,722	7,673	7,517
Other Charges	—	—	—	—	—
Total (\$ in thousands)	\$ 14,535	\$ 11,760	\$ 16,659	\$ 19,060	\$ 17,754
<b>Projected Appropriation Distribution by Program</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
1000 Collection	\$ 3,369	\$ 3,712	\$ 3,364	\$ 4,022	\$ 3,798
2000 Treatment	3,471	3,405	5,540	5,077	4,145
3000 Solids Processing	375	121	335	434	450
4000 Flood & Pollution Control	4,755	3,344	5,133	6,084	5,807
5000 Solids Disposal	1,295	(101)	639	981	1,037
7000 General Support	1,270	1,281	1,647	2,462	2,517
Total (\$ in thousands)	\$ 14,535	\$ 11,760	\$ 16,659	\$ 19,060	\$ 17,754
<b>STORMWATER MANAGEMENT FUND</b>					
<b>Five-Year Revenue and Tax Rate Projections</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Property Taxes	\$ 50,280	\$ 55,899	\$ 60,724	\$ 65,549	\$ 66,031
Investment Income & Miscellaneous Revenue	1,000	900	900	900	1,100
Sewer Permit Fees	1,000	1,000	1,000	1,000	1,000
Grants	1,360	1,000	1,000	1,000	1,000
Net Assets Appropriable	68,560	34,871	29,042	23,920	23,080
Equity Transfer (Debt Service for Alternate Revenue Bonds)	(5,962)	(10,694)	(12,933)	(15,434)	(15,434)
Total Revenue & Appropriable Resources (\$ in thousands)	\$ 116,238	\$ 82,976	\$ 79,732	\$ 76,935	\$ 76,777
Projected EAV	\$ 165.28	\$ 170.23	\$ 175.34	\$ 180.60	\$ 186.02
(Based on 2018 EAV, assumes 3.0% increase for 2019 and then 3.0% annually)	billion	billion	billion	billion	billion
Projected Tax Rate Cents per \$100 of EAV	3.2¢	3.4¢	3.6¢	3.8¢	3.7¢
Gross Levy - assumes 3.5% uncollectible rate.	\$ 52,103	\$ 57,926	\$ 62,926	\$ 67,926	\$ 68,426
<b>Projected Appropriations</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Employee Cost - Salaries	\$ 9,560	\$ 9,751	\$ 9,946	\$ 10,145	\$ 10,348
Employee Cost - Health Care	879	924	983	1,040	1,102
Contractual Services	21,259	30,865	38,278	21,502	8,684
Capital Projects	26,315	3,725	2,222	8,124	12,078
Other Charges	58,225	37,711	28,303	36,123	44,566
Total (\$ in thousands)	\$ 116,238	\$ 82,976	\$ 79,732	\$ 76,935	\$ 76,777
<b>Projection Appropriation Distribution by Program</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
4000 Flood & Pollution Control	\$ 116,238	\$ 82,976	\$ 79,732	\$ 76,935	\$ 76,777
Total (\$ in thousands)	\$ 116,238	\$ 82,976	\$ 79,732	\$ 76,935	\$ 76,777

Note: Totals are rounded.



## FIVE-YEAR FINANCIAL FORECAST, 2020 - 2024

## TABLE IV

<b>CAPITAL IMPROVEMENTS BOND FUND*</b>					
<b>Appropriable Resources (Cash)</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Bond Sales - Limited	\$ 100,000	\$ —	\$ 100,000	\$ —	
Bond Sales - Unlimited	25,000	—	25,000		
Bond Sales - Unlimited Stormwater Management	—	—			
State Revolving Loan Fund Receipts	70,000	100,000	95,000	75,000	75,000
Investment Income & Grant Revenue	21,372	17,535	16,697	17,747	17,947
Beginning Cash	251,316	302,688	195,223	81,920	49,667
Total Assets Appropriable (\$ in thousands)	\$ 467,688	\$ 420,223	\$ 306,920	\$ 299,667	\$ 142,614
Expenditures	\$ 165,000	\$ 225,000	\$ 225,000	\$ 250,000	\$ 250,000
Ending Cash (\$ in thousands)	\$ 302,688	\$ 195,223	\$ 81,920	\$ 49,667	\$ (107,387)
<b>Projected Appropriations by Major Categories</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Professional Consulting Services	\$ 21,204	\$ 13,888	\$ 13,172	\$ 9,593	\$ 13,172
Capital Projects	187,768	211,796	303,205	175,015	182,560
Other Charges	1,566	2,644	2,561	2,273	2,561
Total (\$ in thousands)	\$ 210,538	\$ 228,329	\$ 318,939	\$ 186,881	\$ 198,294
<b>Projected Appropriation Distribution by Program</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
1000 Collection	\$ 40,463	\$ 45,622	\$ 67,913	\$ 31,844	\$ 30,428
2000 Treatment	73,787	86,034	107,554	81,893	90,754
3000 Solids Processing	16,149	24,682	49,615	23,729	11,815
4000 Flood & Pollution Control	79,389	67,784	92,573	48,309	64,013
5000 Solids Disposal	500	3,767	856	737	856
7000 General Support	250	440	428	369	428
Total (\$ in thousands)	\$ 210,538	\$ 228,329	\$ 318,939	\$ 186,881	\$ 198,294

\*The Capital Improvements Bond Fund is appropriated on an obligation basis. Expenditures are expected to be disbursed over the term of the projects funded.

<b>DEBT SERVICE FUNDS</b>					
<b>Projected Debt</b>					
<b>EXISTING DEBT</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
January 1 Debt	\$ 2,810,056	\$ 2,884,976	\$ 2,861,510	\$ 2,826,653	\$ 2,890,143
Annual Current Debt Retirement	(120,080)	(122,101)	(123,699)	(124,122)	(124,881)
Net Debt	\$ 2,689,976	\$ 2,762,875	\$ 2,737,811	\$ 2,702,530	\$ 2,765,261
<b>PROPOSED FUTURE DEBT</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Annual Sale of Bonds:					
Capital Bonds - Limited	\$ 100,000	\$ —	\$ —	\$ 100,000	\$ —
Capital Bonds - Unlimited	25,000	—	—	25,000	—
Alternate Bonds - Unlimited Stormwater	—	—	—	—	—
State Revolving Fund Bond Issues	70,000	100,000	95,000	75,000	75,000
Future Debt Retirement	—	(1,365)	(6,158)	(12,388)	(15,949)
Proposed New Debt (\$ in thousands)	\$ 195,000	\$ 98,635	\$ 88,842	\$ 187,613	\$ 59,051
<b>PROJECTED DEBT OUTSTANDING</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Gross Levy for Existing Debt	\$ 244,404	\$ 245,480	\$ 242,511	\$ 237,734	\$ 233,631
Gross Levy for Future Debt	—	9,088	12,082	20,522	21,462
Total Debt Levy	\$ 244,404	\$ 254,567	\$ 254,592	\$ 258,256	\$ 255,093
Tax Rate (cents)	14.8¢	15.0¢	14.5¢	14.3¢	13.7¢
Projected Stormwater Alternate Revenue Abatement**	\$ (5,962)	\$ (10,694)	\$ (12,933)	\$ (15,434)	\$ (15,434)
Projected Levy After Abatement	\$ 238,442	\$ 243,874	\$ 241,659	\$ 242,823	\$ 239,659
Projected Equalized Assessed Valuation (EAV)***	\$ 165.28	\$ 170.23	\$ 175.34	\$ 180.60	\$ 186.02
	billion	billion	billion	billion	billion

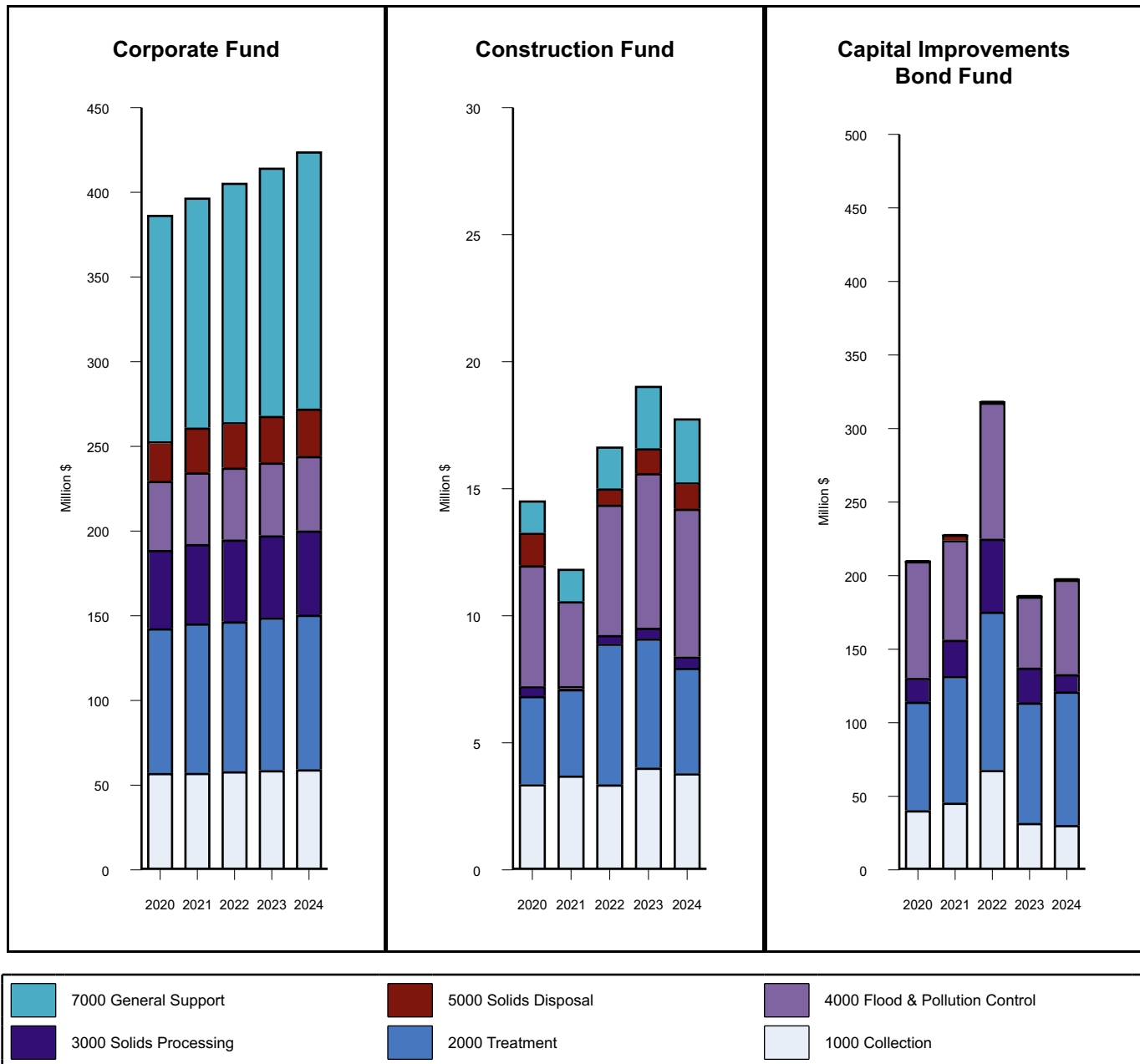
\*\*As part of the plan of financing, it is intended and anticipated that tax revenues deposited in the Stormwater Fund be transferred to the Bond Fund

Note: Totals are rounded.

\*\*\*Assumes a 3.0% increase in 2019, and a 3.0% increase annually thereafter.

## FIVE-YEAR FINANCIAL FORECAST, 2020 - 2024

## 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, 2020 - 2024**

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

<b>Assets</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Cash	\$ 7,932	\$ 8,091	\$ 8,253	\$ 8,418	\$ 8,586
Prepaid Insurance	5,411	5,519	5,629	5,742	5,857
Investments	221,708	226,142	230,665	235,278	239,984
Receivables:					
Property Taxes	273,955	284,393	289,391	301,834	314,744
Less Allowance for Uncollectible Taxes	(9,588)	(9,954)	(10,129)	(10,564)	(11,016)
Net Property Taxes Receivable	264,367	274,439	279,262	291,270	303,728
Personal Property Replacement Tax	19,000	19,000	18,250	18,000	18,000
User Charges	—	—	—	—	—
Miscellaneous	8,935	9,114	9,296	9,482	9,672
Due from Stormwater Management Fund					
Restricted Deposits					
Inventories	34,787	35,483	36,193	36,917	37,655
<b>Total Assets</b>	<b>\$ 543,140</b>	<b>\$ 558,788</b>	<b>\$ 569,298</b>	<b>\$ 587,107</b>	<b>\$ 605,482</b>
<b>Liabilities and Fund Equity</b>					
<b>Liabilities:</b>					
Deferred Tax Revenue	\$ 191,447	\$ 193,361	\$ 195,295	\$ 197,248	\$ 199,220
Accounts Payable and Other Liabilities	24,611	24,119	23,637	23,164	23,627
Unearned Revenue	—	—	—	—	—
<b>Total Liabilities</b>	<b>\$ 216,058</b>	<b>\$ 217,480</b>	<b>\$ 218,932</b>	<b>\$ 220,412</b>	<b>\$ 222,847</b>
<b>Fund Equity:</b>					
Fund Balances					
Prepaid Insurance	\$ 5,411	\$ 5,519	\$ 5,629	\$ 5,742	\$ 5,857
Non-spendable - Inventory	34,787	35,483	36,193	36,917	37,655
Restricted - Working Cash	293,450	299,319	305,305	311,411	317,639
Real Estate Escrow	2,407	2,409	2,412	2,414	2,416
Reserve Claim	29,414	30,002	30,602	31,214	31,838
Deposits	—	—	—	—	—
Unassigned:					
Unassigned	(38,387)	(31,424)	(29,775)	(21,003)	(12,770)
<b>Total Fund Equity</b>	<b>\$ 327,082</b>	<b>\$ 341,308</b>	<b>\$ 350,366</b>	<b>\$ 366,695</b>	<b>\$ 382,635</b>
<b>Total Liabilities and Fund Equity</b>	<b>\$ 543,140</b>	<b>\$ 558,788</b>	<b>\$ 569,298</b>	<b>\$ 587,107</b>	<b>\$ 605,482</b>

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.

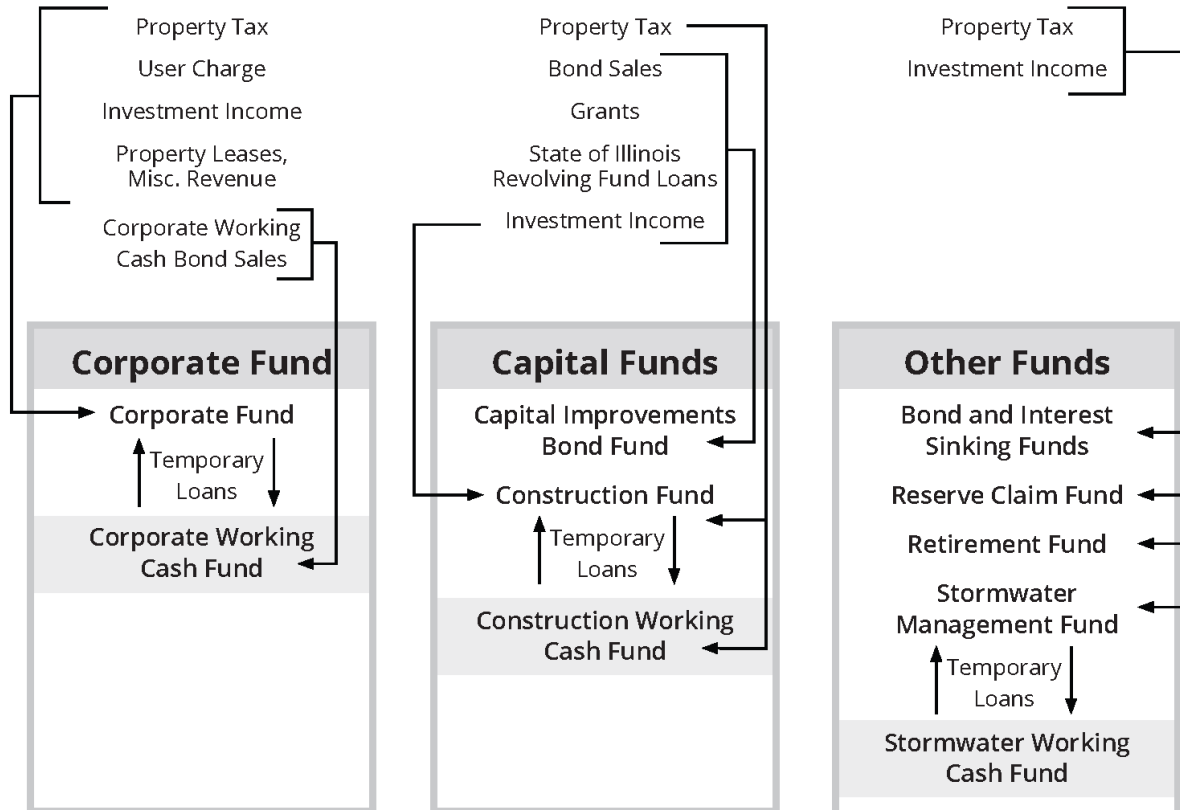
The financial statements are first presented in summary, with an overall financial narrative, then with summary statements of revenue and expenditures for 2018 through the Budget Year 2020. Consolidated statements of taxes receivable, providing historical data on tax levies, are included in this section. 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.

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# 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 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 (stormwater) 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 - 5, are derived from the summary of revenue and expenditures found on pages 76 - 78 of the 2020 Budget and similar summaries in prior years' budgets. This section contains a summary of all District funds.

### TAX SOURCES

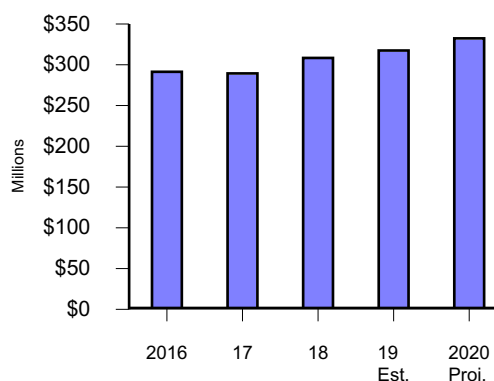
The main source of revenue for the District is ad valorem property taxes. The authority to levy property taxes for the various funds generally specifies a tax rate limit per hundred dollars of property value, which when applied, yields a maximum amount of money which can be levied or collected against 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 2020 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 2020 is 3.5 percent, based on annual review of prior years' tax collections.



A Personal Property Replacement Tax (PPRT) 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 \$37.4 million for 2020, an increase of \$4.2 million from the 2019 Original Budget, or 12.5 percent. This revenue source typically trends with the state of the economy.

Exhibit 1 presents revenue from net tax sources for the years 2016 - 2020. 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. For 2020, 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. The Stormwater Management Fund and the payment of Bond principal and interest are exempt from the tax cap extension limitations.

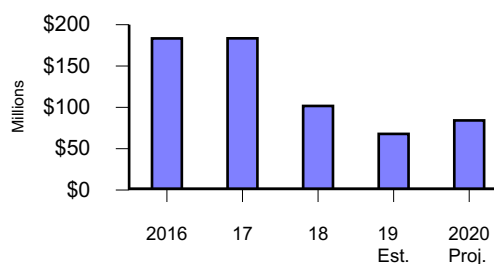
**Exhibit 1 - Net Tax Sources**



## GRANTS AND LOANS

Federal and state grants, and state loans contribute to finance the District's capital programs. For 2020, \$70.0 million in Wastewater/Stormwater State Revolving Fund (SRF) loan revenue and \$15.8 million in federal and state grants are budgeted. The District has been successful in obtaining some grant funding and will continue to pursue grants for Stormwater and other projects. In 2019, the District received \$5 million Community Development Block Grant for the Addison Creek Reservoir. Exhibit 2 shows the grants and loans for the years 2016 - 2020. The District anticipates receiving an annual allocation of up to \$100.0 million in SRF loans in each of the next four years.

**Exhibit 2 - Grants and Loans**



## BOND SALES

The District's Capital Program is financed primarily with SRF loans and general obligation bond sale proceeds. Bonds are used to provide necessary revenue for capital project cash flows. The District is planning a \$125.0 million bond sale in 2020.

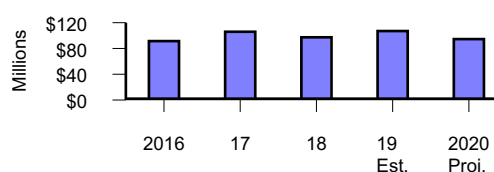
In both 2014 and 2016, General Obligation Unlimited Tax Bonds were issued as "alternate revenue bonds" pursuant to the Debt Reform Act. The 2014 Series B and 2016 Series E bonds are paid by the District from the levy and collection of Stormwater Management tax receipts, which constitute a "revenue source"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

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 2020 are \$43.0 million. Land rentals, investment income, sewer permit fees, connection impact fees, and other revenues will

**Exhibit 3 - Property, Services, & Misc.**

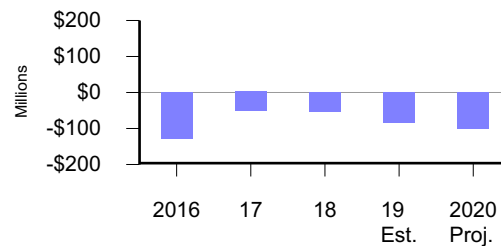


provide an estimated \$53.6 million in 2020. Estimates for land rental revenues are based on existing and renegotiated leases. Investment income is based on projections of cash flow and interest rates for 2020. Interest rates on short-term securities are expected to decrease slightly or remain flat during 2020. Our investments are predominately short-term in nature. Sewer permit revenue estimates are based on anticipated projects and 2019 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 2016 - 2020 are attributable to use of the obligation basis of budgetary accounting for the Capital Improvements Bond Fund and indicate that future bond sales or SRF loans are necessary to finance projects.

**Exhibit 4 - Net Assets Appropriable**

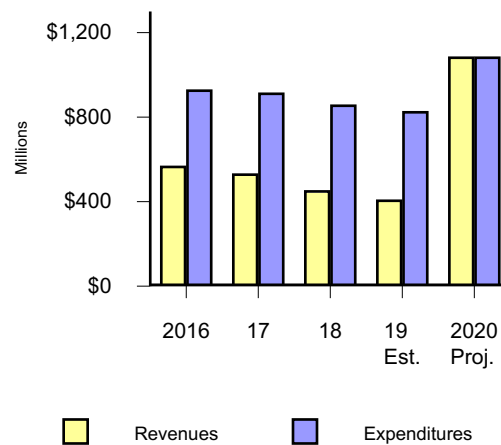


#### TOTAL REVENUES AND EXPENDITURES

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.

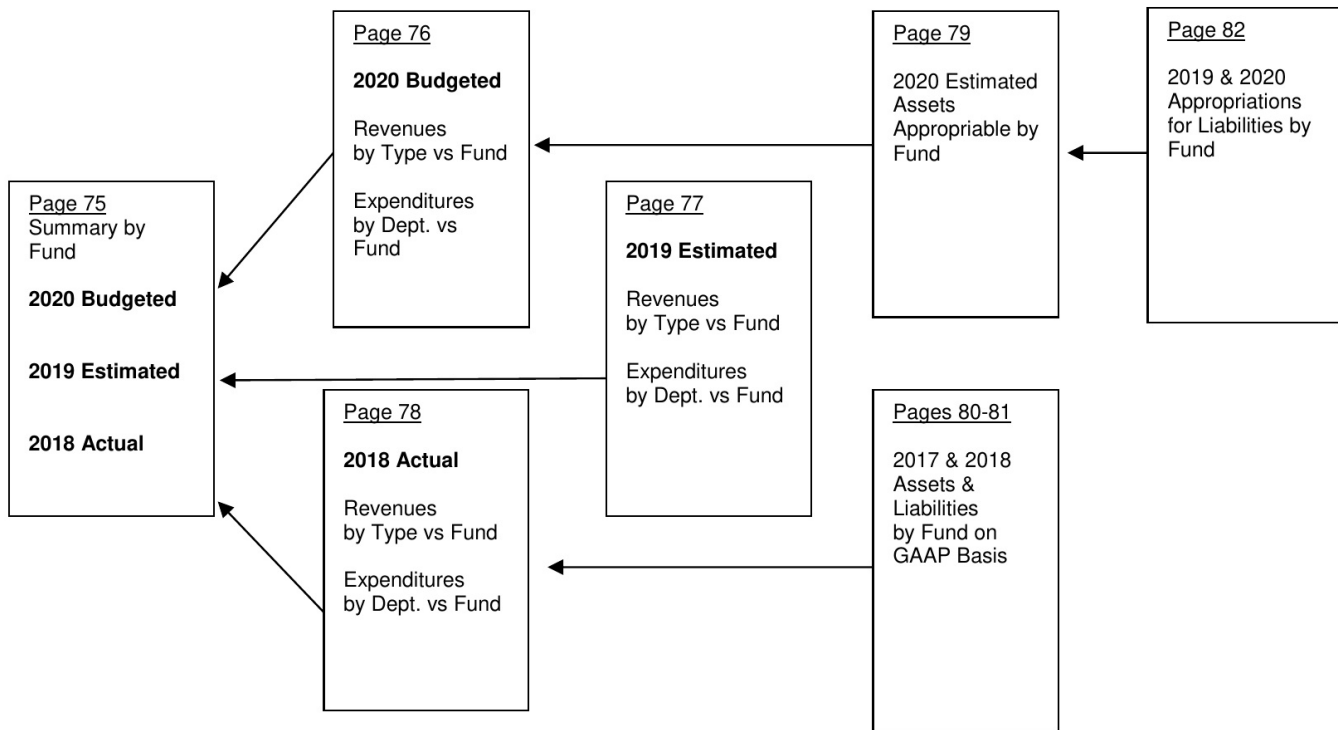
For 2020, a portion of the Corporate Fund projected net assets will remain unappropriated to ensure a fiscally responsible fund balance. A strong Corporate Fund fund balance is necessary to maintain financial stability in the face of economic uncertainties. This fund balance level is consistent with 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.

**Exhibit 5 - Total Revenue & Expenditures**



## SUMMARY FINANCIAL STATEMENTS

Summary financial statements presented on pages 75 - 78 provide comparisons of revenues and expenditures for all funds for the years 2018 - 2020. These statements provide a financial summarization by fund of the 2020 Budget as proposed, the estimated status at 2019 fiscal year-end, and the actual results of operations for fiscal year 2018. 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 2015 to 2019. While 2015 through 2017 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 2015 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 - 105.

**ALL FUNDS****SUMMARY OF REVENUE, EXPENDITURES, AND NET ASSETS APPROPRIABLE (b)  
2020 BUDGETED, 2019 ESTIMATED, AND 2018 ACTUAL**

(In Thousands)

	FUND								
	CORPORATE	CAPITAL IMPROVEMENTS BOND	CONSTRUCTION	STORMWATER MANAGEMENT	RETIREMENT (d)	BOND REDEMPTION & INTEREST (d)	RESERVE CLAIM (d)	TOTAL	
<b>2020 BUDGETED</b>									
Net Assets Appropriable	\$ 131,295.1	\$ (653,354.3)	\$ 8,223.4	\$ 68,559.6	\$ 87,319.0	\$ 225,460.3	\$ 33,695.0	\$ (98,801.9)	
Net Assets Appropriated	\$ 27,052.7	\$ (653,354.3)	\$ 8,223.4	\$ 68,559.6	\$ 87,319.0	\$ 225,460.3	\$ 33,695.0	\$ (203,044.3)	
Revenue	359,645.0	867,660.5	7,120.0	47,698.4	—	7,561.6	700.0	1,290,385.5	
Appropriation	\$ 386,697.7	\$ 214,306.2	\$ 15,343.4	\$ 116,258.0	\$ 87,319.0	\$ 233,021.9	\$ 34,395.0	\$ 1,087,341.2	
<b>2019 ESTIMATED</b>									
Beginning Net Assets Appropriable as adjusted (c)	\$ 131,481.8	\$ (636,126.1)	\$ 14,578.6	\$ 59,291.7	\$ 87,281.0	\$ 229,469.6	\$ 31,140.8	\$ (82,882.6)	
Revenue (a)	354,320.3	68,684.0	7,647.0	52,009.5	—	8,887.9	681.0	492,229.7	
Adjustment for 2018 receipts	1,167.3	—	(554.6)	434.7	—	—	—	1,047.4	
Expenditures	(355,674.3)	(85,912.2)	(13,447.6)	(43,176.3)	(87,281.0)	(238,357.5)	(5,400.0)	(829,248.9)	
Ending Net Assets Appropriable	\$ 131,295.1	\$ (653,354.3)	\$ 8,223.4	\$ 68,559.6	\$ —	\$ —	\$ 26,421.8	\$ (418,854.4)	
<b>2018 ACTUAL</b>									
Beginning Net Assets Appropriable as adjusted (c)	\$ 140,974.1	\$ (615,827.5)	\$ 18,526.9	\$ 36,706.1	\$ 89,604.0	\$ 248,026.5	\$ 30,350.0	\$ (51,639.9)	
Revenue	339,004.5	107,119.5	11,079.1	40,303.9	—	8,277.6	465.5	506,250.1	
Expenditures	(348,496.7)	(127,418.2)	(15,027.4)	(17,718.3)	(89,604.0)	(256,304.2)	(5,497.1)	(860,065.9)	
Ending Net Assets Appropriable	\$ 131,481.8	\$ (636,126.1)	\$ 14,578.6	\$ 59,291.7	\$ —	\$ —	\$ 25,318.4	\$ (405,455.6)	
Adjusted NAA 1/1/2019	\$ 132,649.1		\$ 14,024.0	\$ 59,726.4					
Adjustment (a)	\$ 1,167.3		\$ (554.6)	\$ 434.7					

(a) Adjustment to NAA required due to current 2019 estimate on collection of property tax levies and PPRT. See the Balance Sheets and Appropriable Revenue statements 01/01/2019 for the Corporate (pages 87 - 88), Construction (pages 95 - 96), and Stormwater Management (pages 99 - 100) Funds. The adjustment is reflected in the 2019 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, Bond Redemption & Interest, and Reserve Claim 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**  
**2020 BUDGETED**  
(In Thousands)

	FUND								TOTAL
	CORPORATE	CAPITAL IMPROVEMENTS BOND*	CONSTRUCTION	STORMWATER MANAGEMENT	RETIREMENT	BOND REDEMPTION & INTEREST	RESERVE CLAIM		
REVENUE									
Net Assets Appropriable	\$ 131,295.1	\$ (653,354.3)	\$ 8,223.4	\$ 68,559.6	\$ 87,319.0	\$ 225,460.3	\$ 33,695.0	\$ (98,801.9)	
Budget Reserve	(104,242.4)	—	—	—	—	—	—	(104,242.4)	
Net Property Taxes	257,129.4	—	6,755.0	51,073.6	—	—	—	314,958.0	
Personal Property Replacement Tax	19,000.0	—	—	—	—	—	—	19,000.0	
Working Cash Borrowings Adjustment	(4,929.4)	—	(55.0)	(773.6)	—	—	—	(5,758.0)	
Bond Sales (Present & Future)	—	779,788.5	—	—	—	—	—	779,788.5	
Grants (Federal & State)	—	14,472.0	—	1,360.0	—	—	—	15,832.0	
Investment Income	2,100.0	6,900.0	400.0	1,000.0	—	1,600.0	700.0	12,700.0	
State Revolving Fund Loans	—	70,000.0	—	—	—	—	—	70,000.0	
Property & Services	23,000.0	—	—	1,000.0	—	—	—	24,000.0	
User Charge	43,000.0	—	—	—	—	—	—	43,000.0	
TIF Differential Fee & Impact Fee	8,225.0	—	—	—	—	—	—	8,225.0	
Equity Transfer	5,500.0	(5,500.0)	—	(5,961.6)	—	5,961.6	—	—	
Resource Recovery	600.0	—	—	—	—	—	—	600.0	
Miscellaneous	6,020.0	2,000.0	20.0	—	—	—	—	8,040.0	
TOTAL REVENUE	\$ 386,697.7	\$ 214,306.2	\$ 15,343.4	\$ 116,258.0	\$ 87,319.0	\$ 233,021.9	\$ 34,395.0	\$ 1,087,341.2	
EXPENDITURES									
Board of Commissioners	\$ 5,242.2	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ 5,242.2	
General Administration	21,305.2	—	—	—	—	—	—	21,305.2	
Monitoring & Research	31,546.7	—	—	—	—	—	—	31,546.7	
Procurement & Materials Mgmt.	9,809.7	—	—	—	—	—	—	9,809.7	
Human Resources	61,329.2	—	—	—	—	—	—	61,329.2	
Information Technology	18,353.5	—	—	—	—	—	—	18,353.5	
Law	7,234.1	—	—	—	—	—	—	7,234.1	
Finance	3,834.4	—	—	—	—	—	—	3,834.4	
Engineering	25,452.9	214,306.2	15,343.4	—	—	—	—	255,102.5	
Maintenance & Operations	202,589.8	—	—	—	—	—	—	202,589.8	
Stormwater Management Fund	—	—	—	116,258.0	—	—	—	116,258.0	
Retirement Fund	—	—	—	—	87,319.0	—	—	87,319.0	
Bond Redemption & Interest Fund	—	—	—	—	—	233,021.9	—	233,021.9	
Reserve Claim Fund	—	—	—	—	—	—	34,395.0	34,395.0	
TOTAL EXPENDITURES	\$ 386,697.7	\$ 214,306.2	\$ 15,343.4	\$ 116,258.0	\$ 87,319.0	\$ 233,021.9	\$ 34,395.0	\$ 1,087,341.2	

\* 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**  
**2019 ESTIMATED**  
(In Thousands)

	FUND								
	CORPORATE	CAPITAL IMPROVEMENTS BOND*	CONSTRUCTION	STORMWATER MANAGEMENT	RETIREMENT	BOND REDEMPTION & INTEREST	RESERVE CLAIM	TOTAL	
REVENUE									
Net Assets Appropriable	\$ 131,481.8	\$ (636,126.1)	\$ 14,578.6	\$ 59,291.7	\$ 87,281.0	\$ 229,469.6	\$ 31,140.8	\$ (82,882.6)	
Adjustment for Receipts	1,167.3	—	(554.6)	434.7	—	—	—	1,047.4	
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)	—	—	—	—	—	—	—	—	
Grants (Federal & State)	—	14,177.0	—	5,316.4	—	—	—	19,493.4	
Investment Income	3,337.0	6,707.0	427.0	1,265.0	—	3,116.0	681.0	15,533.0	
State Revolving Fund Loans	—	50,000.0	—	—	—	—	—	50,000.0	
Property & Services	26,073.3	—	—	900.0	—	—	—	26,973.3	
User Charge	47,000.0	—	—	—	—	—	—	47,000.0	
TIF Differential Fee & Impact Fee	10,425.0	—	—	—	—	—	—	10,425.0	
Equity Transfer	4,200.0	(4,200.0)	—	(5,771.9)	—	5,771.9	—	—	
Miscellaneous	7,185.0	2,000.0	20.0	—	—	—	—	9,205.0	
TOTAL REVENUE	\$ 486,969.4	\$ (567,442.1)	\$ 21,671.0	\$ 111,735.9	\$ 87,281.0	\$ 238,357.5	\$ 31,821.8	\$ 410,394.5	
EXPENDITURES									
Board of Commissioners	\$ 4,745.5	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ 4,745.5	
General Administration	17,083.9	—	—	—	—	—	—	17,083.9	
Monitoring & Research	29,731.7	—	—	—	—	—	—	29,731.7	
Procurement & Materials Mgmt.	9,241.2	—	—	—	—	—	—	9,241.2	
Human Resources	56,310.8	—	—	—	—	—	—	56,310.8	
Information Technology	15,156.6	—	—	—	—	—	—	15,156.6	
Law	6,110.2	—	—	—	—	—	—	6,110.2	
Finance	3,627.6	—	—	—	—	—	—	3,627.6	
Engineering	24,073.9	85,912.2	13,447.6	—	—	—	—	123,433.7	
Maintenance & Operations	189,592.9	—	—	—	—	—	—	189,592.9	
Stormwater Management Fund	—	—	—	43,176.3	—	—	—	43,176.3	
Retirement Fund	—	—	—	—	87,281.0	—	—	87,281.0	
Bond Redemption & Interest Fund	—	—	—	—	—	238,357.5	—	238,357.5	
Reserve Claim Fund	—	—	—	—	—	—	5,400.0	5,400.0	
TOTAL EXPENDITURES	\$ 355,674.3	\$ 85,912.2	\$ 13,447.6	\$ 43,176.3	\$ 87,281.0	\$ 238,357.5	\$ 5,400.0	\$ 829,248.9	

\* 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 ACTUAL**  
(In Thousands)

	FUND								
	CORPORATE	CAPITAL IMPROVEMENTS BOND*	CONSTRUCTION	STORMWATER MANAGEMENT	RETIREMENT	BOND REDEMPTION & INTEREST	RESERVE CLAIM	TOTAL	
REVENUE									
Net Assets Appropriable	\$ 140,974.1	\$ (615,827.5)	\$ 18,526.9	\$ 36,706.1	\$ 89,604.0	\$ 248,026.5	\$ 30,350.0	\$ (51,639.9)	
Adjustment for Receipts	(105.6)	—	(461.8)	(369.2)	—	—	—	(936.6)	
Net Property Taxes	232,713.4	—	11,290.5	46,152.1	—	—	—	290,156.0	
Personal Property Replacement Tax	19,849.5	—	—	—	—	—	—	19,849.5	
Working Cash Borrowings Adjustment	(4,562.9)	—	(190.5)	(752.1)	—	—	—	(5,505.5)	
Bond Sales	—	—	—	—	—	—	—	—	
Grants (Federal & State)	—	15,304.0	—	347.4	—	—	—	15,651.4	
Investment Income	3,033.7	5,647.2	402.7	688.8	—	2,471.6	465.5	12,709.5	
State Revolving Fund Loans	—	87,614.4	—	—	—	—	—	87,614.4	
Property & Services	24,100.5	—	—	—	—	—	—	24,100.5	
User Charge	41,301.8	—	—	—	—	—	—	41,301.8	
TIF Differential Fee & Impact Fee	10,936.9	—	—	—	—	—	—	10,936.9	
Equity Transfer	4,200.0	(4,200.0)	—	(5,770.6)	—	5,770.6	—	—	
Miscellaneous	7,537.2	2,754.0	38.2	7.4	—	35.5	—	10,372.3	
TOTAL REVENUE	\$ 479,978.6	\$ (508,707.9)	\$ 29,606.0	\$ 77,009.9	\$ 89,604.0	\$ 256,304.2	\$ 30,815.5	\$ 454,610.3	
EXPENDITURES									
Board of Commissioners	\$ 4,148.4	\$ —	\$ —	\$ —	\$ —	\$ —	\$ —	\$ 4,148.4	
General Administration	15,921.0	—	—	—	—	—	—	15,921.0	
Monitoring & Research	29,577.5	—	—	—	—	—	—	29,577.5	
Procurement & Materials Mgmt.	8,731.9	—	—	—	—	—	—	8,731.9	
Human Resources	53,676.5	—	—	—	—	—	—	53,676.5	
Information Technology	15,430.2	—	—	—	—	—	—	15,430.2	
Law	6,138.7	—	—	—	—	—	—	6,138.7	
Finance	3,447.7	—	—	—	—	—	—	3,447.7	
Engineering	26,023.8	127,418.2	15,027.4	—	—	—	—	168,469.4	
Maintenance & Operations	185,401.1	—	—	—	—	—	—	185,401.1	
Stormwater Management Fund	—	—	—	17,718.3	—	—	—	17,718.3	
Retirement Fund	—	—	—	—	89,604.0	—	—	89,604.0	
Bond Redemption & Interest Fund	—	—	—	—	—	256,304.2	—	256,304.2	
Reserve Claim Fund	—	—	—	—	—	—	5,497.1	5,497.1	
Equity Transfer	—	—	—	—	—	—	—	—	
TOTAL EXPENDITURES	\$ 348,496.8	\$ 127,418.2	\$ 15,027.4	\$ 17,718.3	\$ 89,604.0	\$ 256,304.2	\$ 5,497.1	\$ 860,066.0	

\* 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 2020**

DESCRIPTION	FUND							
	CORPORATE	CAPITAL IMPROVEMENTS BOND	CONSTRUCTION	STORMWATER MANAGEMENT	RETIREMENT	BOND REDEMPTION & INTEREST	RESERVE CLAIM	TOTAL
2020 Revenue	\$ 354,145,000	\$ 873,160,538	\$ 7,120,000	\$ 53,660,024	\$ —	\$ 1,600,000	\$ 700,000	\$ 1,290,385,562
Resources Available at 01/01/2020	358,090,827	335,788,000	21,062,400	102,006,994	87,319,000	331,564,138	33,973,800	1,269,805,159
Total Resources	\$ 712,235,827	\$ 1,208,948,538	\$ 28,182,400	\$ 155,667,018	\$ 87,319,000	\$ 333,164,138	\$ 34,673,800	\$ 2,560,190,721
Liabilities:								
Payable From Restricted Assets	—	—	—	—	—	—	—	—
Liabilities and Designations at 01/01/2020	226,795,678	989,142,338	12,839,000	33,447,418	—	106,103,871*	278,800	1,368,607,105
Equity Transfer	5,500,000	(5,500,000)	—	(5,961,600)	—	5,961,600	—	—
Budget Reserve	104,242,449	—	—	—	—	—	—	104,242,449
<b>ASSETS APPROPRIABLE</b>	<b>\$ 386,697,700</b>	<b>\$ 214,306,200</b>	<b>\$ 15,343,400</b>	<b>\$ 116,258,000</b>	<b>\$ 87,319,000</b>	<b>\$ 233,021,867</b>	<b>\$ 34,395,000</b>	<b>\$ 1,087,341,167</b>

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

**GAAP Basis Statement From 2018 CAFR - Exhibit A-1**  
**Governmental Funds Balance Sheets / Statements of Net Assets**

December 31, 2018 (with comparative amounts for prior year)

(in thousands of dollars)	General Corporate Fund		Debt Service Fund		Capital Improvement Bond Funds	
	2018	2017	2018	2017	2018	2017
<b>Assets and deferred outflows of resources</b>						
Assets:						
Cash	\$ 7,624	\$ 21,162	\$ 5,256	\$ 11,145	\$ 11,717	\$ 14,113
Certificates of deposit	63,695	116,881	19,037	10,051	109,514	56,219
Investments (note 4)	149,404	99,282	61,587	88,768	169,738	255,468
Prepaid insurance	5,201	4,101	—	—	—	—
Taxes receivable, net (note 5)	237,839	221,802	230,351	224,578	—	—
Other receivables, net (note 5)	8,588	8,599	—	—	9,263	42,497
Due from other funds (note 12)	132	101	—	—	—	—
Restricted deposits	350	527	—	—	—	—
Inventories	33,436	34,787	—	—	—	—
Capital assets not being depreciated/amortized (note 6)	—	—	—	—	—	—
Capital assets being depreciated/amortized, net (note 6)	—	—	—	—	—	—
Total assets	<u>506,269</u>	<u>507,242</u>	<u>316,231</u>	<u>334,542</u>	<u>300,232</u>	<u>368,297</u>
Deferred outflows of resources:						
Loss on prior debt refunding	—	—	—	—	—	—
Deferred outflows for pension and OPEB related amounts	—	—	—	—	—	—
Total deferred outflows of resources	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>
Total assets and deferred outflows of resources	<u>\$ 506,269</u>	<u>\$ 507,242</u>	<u>\$ 316,231</u>	<u>\$ 334,542</u>	<u>\$ 300,232</u>	<u>\$ 368,297</u>
<b>Liabilities, deferred inflows of resources, and fund balances/net position</b>						
Liabilities:						
Accounts payable and other liabilities (note 5)	\$ 25,626	\$ 21,924	\$ —	\$ —	\$ 29,156	\$ 55,356
Due to Pension Trust Fund (note 12)	—	—	—	—	—	—
Due to other funds (note 12)	—	—	—	—	—	—
Accrued interest payable	—	—	—	—	—	—
Unearned Revenue (note 5)	8,427	8,139	—	—	—	—
Long-term liabilities: (note 11)						
Due within one year	—	—	—	—	—	—
Due in more than one year	—	—	—	—	—	—
Total liabilities	<u>34,053</u>	<u>30,063</u>	<u>—</u>	<u>—</u>	<u>29,156</u>	<u>55,356</u>
Deferred inflows of resources:						
Unavailable tax revenue (note 5)	187,674	185,236	181,781	187,542	—	—
Other unavailable revenue (note 5)	—	—	—	—	948	944
Deferred inflows for pension and OPEB related amounts	—	—	—	—	—	—
Total deferred inflows of resources	<u>187,674</u>	<u>185,236</u>	<u>181,781</u>	<u>187,542</u>	<u>948</u>	<u>944</u>
Fund balances:						
Nonspendable:						
Prepaid insurance	5,201	4,101	—	—	—	—
Inventories	33,436	34,787	—	—	—	—
Restricted for:						
Deposits	350	527	—	—	—	—
Working cash	282,055	280,437	—	—	—	—
Reserve claims	28,272	25,890	—	—	—	—
Debt service	—	—	134,450	147,000	—	—
Capital projects	—	—	—	—	111,809	164,524
Construction	—	—	—	—	—	—
Assigned	—	—	—	—	158,319	147,473
Unassigned (Deficit)	(64,772)	(53,799)	—	—	—	—
Total fund balances	<u>284,542</u>	<u>291,943</u>	<u>134,450</u>	<u>147,000</u>	<u>270,128</u>	<u>311,997</u>
Total liabilities, deferred inflows, and fund balances	<u>\$ 506,269</u>	<u>\$ 507,242</u>	<u>\$ 316,231</u>	<u>\$ 334,542</u>	<u>\$ 300,232</u>	<u>\$ 368,297</u>
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	
2018	2017	2018	2017	2018	2017	2018	2017	2018	2017
\$ —	\$ —	\$ 1,695	\$ 2,590	\$ 26,292	\$ 49,010	\$ —	\$ —	\$ 26,292	\$ 49,010
—	—	45,523	29,069	237,769	212,220	—	—	237,769	212,220
—	—	40,926	32,958	421,655	476,476	—	—	421,655	476,476
—	—	76	79	5,277	4,180	—	—	5,277	4,180
73,515	75,042	57,442	55,128	599,147	576,550	—	—	599,147	576,550
—	—	954	746	18,805	51,842	—	—	18,805	51,842
—	—	—	—	132	101	(132)	(101)	—	—
—	—	—	—	350	527	—	—	350	527
—	—	—	—	33,436	34,787	—	—	33,436	34,787
—	—	—	—	—	—	5,979,354	5,910,375	5,979,354	5,910,375
—	—	—	—	—	—	1,672,681	1,684,067	1,672,681	1,684,067
73,515	75,042	146,616	120,570	1,342,863	1,405,693	7,651,903	7,594,341	8,994,766	9,000,034
—	—	—	—	—	—	4,372	4,899	4,372	4,899
—	—	—	—	—	—	167,580	200,467	167,580	200,467
—	—	—	—	—	—	171,952	205,366	171,952	205,366
\$ 73,515	\$ 75,042	\$ 146,616	\$ 120,570	\$ 1,342,863	\$ 1,405,693	\$ 7,823,855	\$ 7,799,707	\$ 9,166,718	\$ 9,205,400
\$ —	\$ —	\$ 12,107	\$ 4,886	\$ 66,889	\$ 82,166	\$ —	\$ —	\$ 66,889	\$ 82,166
19,034	15,868	—	—	19,034	15,868	68,133	73,990	87,167	89,858
—	—	132	101	132	101	(132)	(101)	—	—
—	—	—	—	—	—	17,129	15,899	17,129	15,899
—	—	—	—	8,427	8,139	—	—	8,427	8,139
—	—	—	—	—	—	148,202	167,351	148,202	167,351
—	—	—	—	—	—	4,117,855	4,313,689	4,117,855	4,313,689
19,034	15,868	12,239	4,987	94,482	106,274	4,351,187	4,570,828	4,445,669	4,677,102
54,481	59,174	45,330	46,028	469,266	477,980	(469,266)	(477,980)	—	—
—	—	—	—	948	944	(948)	(944)	—	—
—	—	—	—	—	—	100,669	15,102	100,669	15,102
54,481	59,174	45,330	46,028	470,214	478,924	(369,545)	(463,822)	100,669	15,102
—	—	76	79	5,277	4,180	(5,277)	(4,180)	—	—
—	—	—	—	33,436	34,787	(33,436)	(34,787)	—	—
—	—	—	—	350	527	(350)	(527)	—	—
—	—	60,093	59,713	342,148	340,150	(342,148)	(340,150)	—	—
—	—	—	—	28,272	25,890	(28,272)	(25,890)	—	—
—	—	—	—	134,450	147,000	(134,450)	(147,000)	—	—
—	—	21,711	4,146	133,520	168,670	(133,520)	(168,670)	—	—
—	—	7,243	5,696	7,243	5,696	(7,243)	(5,696)	—	—
—	—	—	—	158,319	147,473	(158,319)	(147,473)	—	—
—	—	(76)	(79)	(64,848)	(53,878)	64,848	53,878	—	—
—	—	89,047	69,555	778,167	820,495	(778,167)	(820,495)	—	—
\$ 73,515	\$ 75,042	\$ 146,616	\$ 120,570	\$ 1,342,863	\$ 1,405,693				
Net position:									
Net investment in capital assets						4,822,532	4,710,123	4,822,532	4,710,123
Restricted for corporate working cash						282,055	280,437	282,055	280,437
Restricted for reserve claim						11,728	9,976	11,728	9,976
Restricted for debt service						299,106	318,646	299,106	318,646
Restricted for capital projects						53,443	32,067	53,443	32,067
Restricted for construction working cash						22,395	22,204	22,395	22,204
Restricted for stormwater working cash						37,698	37,509	37,698	37,509
Unrestricted (Deficit)						(908,577)	(897,766)	(908,577)	(897,766)
Total net position						\$ 4,620,380	\$ 4,513,196	\$ 4,620,380	\$ 4,513,196

Notes reference the 2018 CAFR of the District - Available on the internet at [www.mwrd.org](http://www.mwrd.org)

# **APPROPRIATION FOR LIABILITIES - BY FUND** **JANUARY 1, 2020 AND 2019**

<b>CORPORATE FUND</b>	<b>2020</b>	<b>2019</b>
Unpaid Bills:		
Accrued Salaries & Wages	\$ 3,820,000	\$ 3,685,000
Personal Services - Other	3,160,000	2,700,000
Payroll Withholding & Miscellaneous	2,100,000	2,000,000
Contractual Services	27,715,678	28,983,016
Due to Corporate Working Cash Fund	190,000,000	190,000,000
Designated for Future Claims Liabilities	—	—
<b>Total Liabilities of Corporate Fund</b>	<b>\$ 226,795,678</b>	<b>\$ 227,368,016</b>
<b>CONSTRUCTION FUND</b>		
Unpaid Bills:		
Contracts Payable	\$ 1,250,000	\$ 2,075,700
Contractual Services	489,000	276,000
Machinery & Equipment	—	—
Due to Construction Working Cash Fund	11,100,000	12,000,000
<b>Total Liabilities of Construction Fund</b>	<b>\$ 12,839,000</b>	<b>\$ 14,351,700</b>
<b>CAPITAL IMPROVEMENTS BOND FUND</b>		
Unpaid Bills:		
Contractual Services	\$ 53,000,000	\$ 74,000,000
Contracts Payable	936,142,337.5	888,357,685
<b>Total Liabilities of Capital Improvements Bond Fund</b>	<b>\$ 989,142,337.5</b>	<b>\$ 962,357,685</b>
<b>RESERVE CLAIM FUND</b>		
Accounts Payable & Other Liabilities	\$ 278,800	\$ 378,893
<b>BOND REDEMPTION &amp; INTEREST FUND</b>		
Future Payment of Principal & Interest	\$ 233,021,867	\$ 238,357,524
<b>STORMWATER MANAGEMENT FUND</b>		
Accrued Salaries & Wages	\$ 300,000	\$ 100,000
Vouchers Payable	4,301,039	1,300,000
Contracts Payable	2,346,379	2,000,666
Due to Stormwater Working Cash Fund	26,500,000	26,500,000
<b>Total Liabilities of Stormwater Management Fund</b>	<b>\$ 33,447,418</b>	<b>\$ 29,900,666</b>
<b>TOTAL LIABILITIES JANUARY 1, 2020 AND 2019</b>	<b>\$ 1,495,525,100.5</b>	<b>\$ 1,472,714,484</b>

# STATEMENT OF TAXES RECEIVABLE FOR 2019 AND PRIOR YEARS AT JANUARY 1, 2020 INCLUDING THE ESTIMATED COLLECTIONS FOR THE YEAR 2020

YEAR FUND		TAX EXTENSION	COLLECTED THRU 12/31/19	%	UNCOLLECTED AT 12/31/19	RESERVE \$	%	ESTIMATED NET TAXES RECEIVABLE	CASH ESTIMATED IN 2020
<b>2019</b>	Corporate	\$ 254,574,100	\$ —	—%	\$ 254,574,100	\$ 8,910,094	3.5%	\$ 245,664,007	\$ 248,209,748
	Bond Redemption & Interest	249,208,510	—	—%	249,208,510	8,722,298	3.5%	240,486,212	242,978,297
	Retirement	71,565,400	—	—%	71,565,400	2,504,789	3.5%	69,060,600	69,060,600
	Construction	7,600,000	—	—%	7,600,000	266,000	3.5%	7,334,000	7,410,000
	Stormwater Management	52,926,000	—	—%	52,926,000	1,852,410	3.5%	51,073,590	51,602,850
	Reserve Claim	7,500,000	—	—%	7,500,000	262,500	3.5%	7,237,500	7,312,500
	Total	\$ 643,374,010	\$ —	—%	\$ 643,374,010	\$ 22,518,090	3.5%	\$ 620,855,909	\$ 626,573,995
<b>2018</b>	Corporate	\$ 241,153,834	\$ 235,124,988	97.5%	\$ 6,028,846	\$ 8,440,384	3.5%	\$ —	\$ 2,652,692
	Bond Redemption & Interest	238,732,075	232,763,773	97.5%	5,968,302	8,355,623	3.5%	—	2,626,053
	Retirement	71,534,197	69,745,842	97.5%	1,788,355	2,503,697	3.5%	—	—
	Construction	11,700,000	11,407,500	97.5%	292,500	409,500	3.5%	—	128,700
	Stormwater Management	47,826,000	46,630,350	97.5%	1,195,650	1,673,910	3.5%	—	526,086
	Reserve Claim	6,000,000	5,850,000	97.5%	150,000	210,000	3.5%	—	66,000
	Total	\$ 616,946,106	\$ 601,522,453	97.5%	\$ 15,423,653	\$ 21,593,114	3.5%	\$ —	\$ 5,999,531
<b>2017</b>	Corporate	\$ 224,824,731	\$ 221,677,185	98.6%	\$ 3,147,546	\$ 7,868,866	3.5%	\$ —	\$ (1,573,773)
	Bond Redemption & Interest	232,751,026	229,492,512	98.6%	3,258,514	8,146,286	3.5%	—	(1,629,257)
	Retirement	73,438,135	70,867,800	96.5%	2,570,335	2,570,335	3.5%	—	—
	Construction	17,000,000	16,762,000	98.6%	238,000	595,000	3.5%	—	(119,000)
	Stormwater Management	40,856,008	40,284,024	98.6%	571,984	1,429,960	3.5%	—	(285,992)
	Reserve Claim	5,900,000	5,817,400	98.6%	82,600	206,500	3.5%	—	(41,300)
	Total	\$ 594,769,900	\$ 584,900,921	98.3%	\$ 9,868,979	\$ 20,816,947	3.5%	\$ —	\$ (3,649,322)
<b>2016</b>	Corporate	\$ 226,742,879	\$ 223,795,222	98.7%	\$ 2,947,657	\$ 7,936,001	3.5%	\$ —	\$ (1,587,200)
	Bond Redemption & Interest	225,714,902	222,780,608	98.7%	2,934,294	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	13,605,752	98.7%	179,204	482,473	3.5%	—	(96,495)
	Stormwater Management	34,250,000	33,804,750	98.7%	445,250	1,198,750	3.5%	—	(239,750)
	Reserve Claim	5,800,000	5,724,600	98.7%	75,400	203,000	3.5%	—	(40,600)
	Total	\$ 571,453,937	\$ 562,591,489	98.4%	\$ 8,862,448	\$ 20,000,888	3.5%	\$ —	\$ (3,544,049)
<b>2015</b>	Corporate	\$ 227,659,785	\$ 222,878,930	97.9%	\$ 4,780,855	\$ 7,968,092	3.5%	\$ —	\$ (682,979)
	Bond Redemption & Interest	224,487,727	219,773,485	97.9%	4,714,242	7,857,070	3.5%	—	(673,463)
	Retirement	58,004,000	56,553,900	97.5%	1,450,100	2,030,140	3.5%	—	—
	Construction	15,196,952	14,877,816	97.9%	319,136	531,893	3.5%	—	(45,591)
	Stormwater Management	24,050,000	23,544,950	97.9%	505,050	841,750	3.5%	—	(72,150)
	Reserve Claim	5,700,000	5,580,300	97.9%	119,700	199,500	3.5%	—	(17,100)
	Total	\$ 555,098,464	\$ 543,209,380	97.9%	\$ 11,889,084	\$ 19,428,446	3.5%	\$ —	\$ (1,491,283)
<b>Prior</b>	Corporate								\$ (227,660)
<b>Years'</b>	Bond Redemption & Interest								(224,488)
<b>Levies</b>	Retirement								—
	Construction								(15,197)
	Stormwater Management								(24,050)
	Reserve Claim								(5,700)
	Total								\$ (497,094)
<b>RECAPITULATION BY FUND</b>									
	Corporate	\$ 1,174,955,329	\$ 903,476,324		\$ 271,479,005	\$ 41,123,437		\$ 245,664,007	\$ 246,790,827
	Bond Redemption & Interest	1,170,894,240	904,810,378		266,083,862	40,981,298		240,486,212	241,497,138
	Retirement	339,702,932	260,048,100		79,654,832	11,889,603		69,060,600	69,060,600
	Construction	65,281,908	56,653,068		8,628,840	2,284,867		7,334,000	7,262,418
	Stormwater Management	199,908,008	144,264,074		55,643,934	6,996,780		51,073,590	51,506,994
	Reserve Claim	30,900,000	22,972,300		7,927,700	1,081,500		7,237,500	7,273,800
	Total	\$ 2,981,642,417	\$ 2,292,224,244		\$ 689,418,173	\$ 104,357,485		\$ 620,855,909	\$ 623,391,776

**STATEMENT OF PERSONAL PROPERTY REPLACEMENT TAXES  
RECEIVABLE FOR 2020 AND PRIOR YEARS AT JANUARY 1, 2020  
INCLUDING THE ESTIMATED COLLECTIONS FOR THE YEAR 2020**

LEVY YEAR	FUND	BUDGETED RECEIVABLE	ACTUAL/ESTIMATED COLLECTED THROUGH 2019	CASH ESTIMATED IN 2020
<b>2020</b>	Corporate	\$ 19,000,000	\$ —	\$ —
	Retirement	18,427,400	—	—
	Construction	—	—	—
	Total	\$ 37,427,400	\$ —	\$ —
<b>2019</b>	Corporate	\$ 15,000,000	\$ —	\$ 15,000,000
	Retirement	18,258,400	—	18,258,400
	Construction	—	—	—
	Total	\$ 33,258,400	\$ —	\$ 33,258,400
<b>2018</b>	Corporate	\$ 19,849,500	\$ 21,066,300	\$ —
	Retirement	18,250,500	18,250,500	—
	Construction	—	—	—
	Total	\$ 38,100,000	\$ 39,316,800	\$ —
<b>2017</b>	Corporate	\$ 18,164,000	\$ 17,970,367	\$ —
	Retirement	18,736,200	18,736,200	—
	Construction	—	—	—
	Total	\$ 36,900,200	\$ 36,706,567	\$ —
<b>2016</b>	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	\$ —
<b>2015</b>	Corporate	\$ 23,101,600	\$ 23,435,980	\$ —
	Retirement	14,798,400	14,798,400	—
	Construction	—	—	—
	Total	\$ 37,900,000	\$ 38,234,380	\$ —

NOTE: Personal Property Replacement Taxes are recorded as collected against the prior year's tax estimate. For example, collections in 2019 will be recorded against the 2018 budgeted receivable.

## 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 2020 Budget is \$386.7 million, an increase of \$9.1 million, or 2.4 percent, from the 2019 Adjusted Budget. Property taxes are the major source of revenue for the Corporate Fund. In 2020, the net property tax levy will provide 66.5 percent of the fund's revenue. The property tax levy for 2020 is \$266.5 million, an increase of \$11.9 million, or 4.7 percent, from the 2019 Adjusted Levy.

The Corporate Fund receives significant funding from user charge revenue, estimated at \$43.0 million in 2020, a decrease of \$3.0 million from the 2019 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 2019 year-end estimated revenue is \$47.0 million, a \$1 million positive variance from the 2019 budget.

User charge rates and revenues parallel changes in operations and maintenance costs. User charge rates are based on the 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 \$19.0 million for 2020, an increase of \$4.2 million compared to the 2019 Budget of \$15.0 million for the Corporate Fund. PPRT revenues are accounted for in arrears and compared against the prior year tax estimate. PPRT receipts have not been stable over the last several years due to changes in the State of Illinois allocations to local governments and changes in tax laws. The District projects revenue received in 2019 to be \$21.1 million, exceeding budgetary expectations. PPRT is allocated first to the Retirement Fund to pay 20.9 percent of the Retirement Fund total levy.

In 2020, land rental revenue is budgeted at \$23.0 million, an increase of \$1.5 million from the 2019 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.

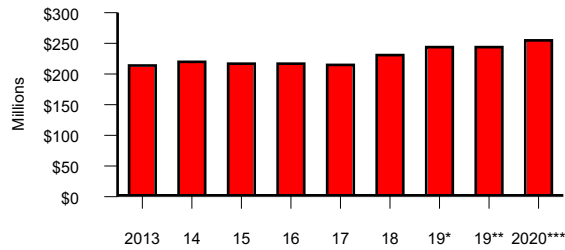
For 2020, the District anticipates a \$8.0 million Tax Increment Financing (TIF) surplus distribution primarily from the expiration of TIF districts within the City of Chicago. A \$5.5 million equity transfer from the Capital Improvements Bond Fund's accumulated interest income, which can be used for any corporate purpose, will be used to supplement the Corporate Fund. Investment income is budgeted for 2020 at \$2.1 million, a decrease of \$0.5 million from the 2019 Original Budget.

Overall, 2019 non-tax revenue is projected to end the year over 2019 Budget by \$8.8 million, or 10.4 percent. This increase is the result of a \$3.1 million land sale, land rentals ending the year \$1.5 million over budget, user charge revenues ending the year over budget by \$1.0 million, and strong investment returns.

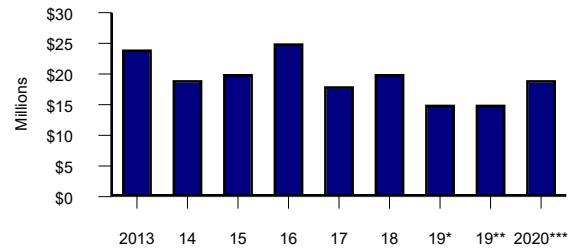
Maintaining a strong fund is necessary to maintain financial stability and sustain us through economic uncertainties. In order to ensure that an adequate fund balance is maintained, all net assets appropriable have not been reappropriated as revenue for the subsequent year. For 2020, a portion amounting to \$104.2 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 2020. The estimated amount the District will allocate as available for loan in 2020 is \$271.2 million, or 95.0 percent, of the maximum.

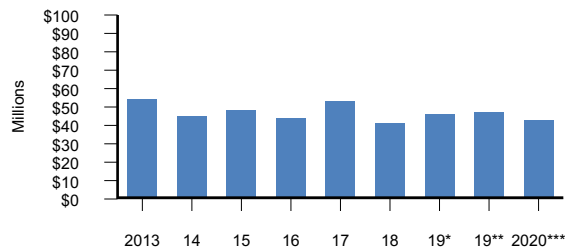


**REVENUE - CORPORATE FUND (BUDGETARY BASIS)****Net Property Tax Levy**

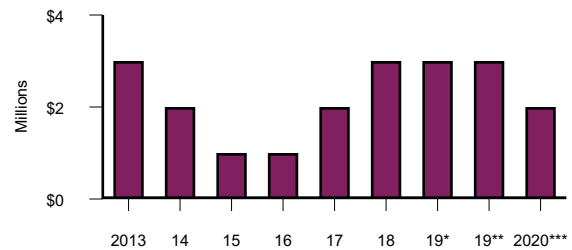
The property tax levy is the primary source of revenue for the Corporate Fund. Its increase, therefore, trends with increases in appropriations.

**Personal Property Replacement Tax**

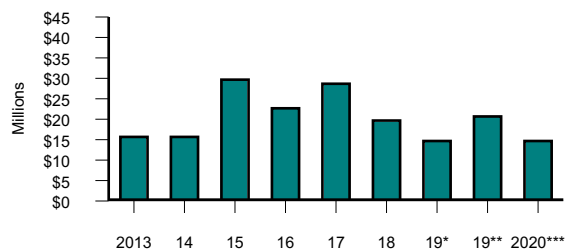
Beginning in 2014, the District's distribution to the Retirement Fund increased. Errors in the State's calculations and changes in the allocation have resulted in decreased PPRT revenue.

**User Charge**

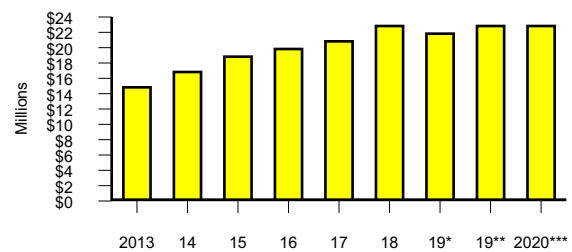
The growth in the food processing, chemical, government-operated airport, and water filtration plant facility industries has been offset by improvements in processing and reduced discharges, resulting in steady revenue projections.

**Investment Income**

Investment income is expected to decrease due to anticipated rate decreases in 2020. 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 Improvements Bond Fund and a higher than normal TIF surplus distribution.

**Land Rentals**

In 2020, the revenue is expected to remain stable at \$23.0 million. Land rentals have continued to gradually increase since 2014.

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 are recorded to the Stormwater Management Fund.

2013-2018 actual

\* 2019 as budgeted

\*\* 2019 adjusted estimated

\*\*\* 2020 estimate

**CORPORATE FUND**  
**ESTIMATED BALANCE SHEET**  
**JANUARY 1, 2020 AND 2019**

		ASSETS			
		2020		2019	
		AMOUNT	AVAILABLE FOR APPROPRIATION	AMOUNT	AVAILABLE FOR APPROPRIATION
<b>CURRENT ASSETS</b>					
Cash & Investments	\$	96,300,000	\$ 96,300,000	\$ 110,213,700	\$ 110,213,700
Taxes Receivable		245,664,007	246,790,827	232,049,497	232,815,081
Replacement Tax		15,000,000	15,000,000	15,849,500	15,849,500
<b>Total Current Assets</b>	<b>\$</b>	<b>356,964,007</b>	<b>\$ 358,090,827</b>	<b>\$ 358,112,697</b>	<b>\$ 358,878,281</b>
<b>LIABILITIES &amp; FUND EQUITY</b>					
<b>CURRENT LIABILITIES</b>					
Unpaid Bills:					
Accrued Salaries & Wages	\$	3,820,000	\$ 3,820,000	\$ 3,685,000	\$ 3,685,000
Personal Services - Other		3,160,000	3,160,000	2,700,000	2,700,000
Payroll Withholding & Miscellaneous		2,100,000	2,100,000	2,000,000	2,000,000
Contractual Services		27,715,678	27,715,678	28,983,016	28,983,016
Due to Corporate Working Cash Fund		190,000,000	190,000,000	190,000,000	190,000,000
<b>Total Current Liabilities</b>	<b>\$</b>	<b>226,795,678</b>	<b>\$ 226,795,678</b>	<b>\$ 227,368,016</b>	<b>\$ 227,368,016</b>
<b>Total Liabilities</b>			<b>\$ 226,795,678</b>		<b>\$ 227,368,016</b>
<b>ASSETS APPROPRIABLE FOR 2020 &amp; 2019</b>					
Net Assets Appropriable			\$ 131,295,149		\$ 131,510,265
Budget Reserve			(104,242,449)		(99,393,765)
Net Assets Appropriated			\$ 27,052,700		\$ 32,116,500
Estimated Revenue			359,645,000		345,496,000
<b>Total Assets Appropriable</b>			<b>\$ 386,697,700</b>		<b>\$ 377,612,500</b>
<b>FUND EQUITY</b>					
Undesignated	\$	130,168,329		\$ 130,744,681	
<b>Total Fund Equity</b>	<b>\$</b>	<b>130,168,329</b>		<b>\$ 130,744,681</b>	
<b>Total Liabilities &amp; Fund Equity</b>	<b>\$</b>	<b>356,964,007</b>		<b>\$ 358,112,697</b>	

# CORPORATE FUND

## APPROPRIABLE REVENUE

### 2020 - 2017

REVENUE DESCRIPTION	ESTIMATED			ACTUAL	
	2020 BUDGET	2019 ADJUSTED	2019 BUDGET	2018	2017
Revenue from Property Taxes					
Gross Tax Levy	\$ 266,455,300	\$ 254,574,100	\$ 254,574,100	\$ 241,153,834	\$ 224,824,731
Less Allowance for Uncollectible Taxes	(9,325,936)	(8,910,093.5)	(8,910,093.5)	(8,440,384)	(7,868,866)
Net Property Taxes	\$ 257,129,364	\$ 245,664,007	\$ 245,664,007	\$ 232,713,450	\$ 216,955,865
Revenue from Personal Property					
Replacement Tax	\$ 19,000,000	\$ 15,000,000	\$ 15,000,000	\$ 19,849,500	\$ 18,164,000
Net Tax Sources	\$ 276,129,364	\$ 260,664,007	\$ 260,664,007	\$ 252,562,950	\$ 235,119,865
Adjustment to match working cash borrowings	(4,929,365)	(4,564,007)	(4,564,007)	(4,562,950)	(4,319,865)
Working Cash Financing at 95% of Gross Tax Sources	\$ 271,200,000	\$ 256,100,000	\$ 256,100,000	\$ 248,000,000	\$ 230,800,000
Investment Income	\$ 2,100,000	\$ 3,337,000	\$ 2,600,000	\$ 3,033,675	\$ 1,523,399
Land Rentals	23,000,000	23,000,000	21,500,000	23,036,179	20,628,245
Sewer Permit Fees	—	—	—	1,064,300	1,100,992
Sewer Service Agreement Revenue	1,750,000	2,500,000	1,500,000	1,448,371	2,286,078
User Charge	43,000,000	47,000,000	46,000,000	41,301,817	53,252,035
Resource Recovery	600,000	625,000	600,000	559,373	295,602
Lockport Electrical Energy Generation	1,200,000	1,200,000	1,200,000	1,386,344	1,323,132
Miscellaneous (details below)	11,295,000	16,358,329	11,796,000	15,639,376	15,620,329
Subtotal	\$ 82,945,000	\$ 94,020,329	\$ 85,196,000	\$ 87,469,435	\$ 96,029,812
Adjustment to Net Assets Available for Projected Receipts	—	1,167,300	—	(105,600)	7,254,500
Equity Transfer	5,500,000	4,200,000	4,200,000	4,200,000	6,000,000
<b>GRAND TOTAL</b>	<b>\$ 359,645,000</b>	<b>\$ 355,487,629</b>	<b>\$ 345,496,000</b>	<b>\$ 339,563,835</b>	<b>\$ 340,084,312</b>
<hr/>					
<b>TIF Surplus Distribution</b>	\$ 8,000,000	\$ 10,200,000	\$ 9,500,000	\$ 10,711,878	\$ 11,811,280
TIF Differential Fee	225,000	225,000	225,000	225,000	225,000
Land Sales	—	3,073,329	—	—	50,200
Claims & Damage Settlements	—	10,000	—	178,781	213,158
Scrap Sales	50,000	75,000	50,000	118,865	116,041
Sales of Automobiles	20,000	27,000	18,000	29,262	42,440
Interest on Taxes - Cook County Treasurer	—	48,000	3,000	34,321	10,265
Other	3,000,000	2,700,000	2,000,000	4,341,269	3,151,945
<b>Total</b>	<b>\$ 11,295,000</b>	<b>\$ 16,358,329</b>	<b>\$ 11,796,000</b>	<b>\$ 15,639,376</b>	<b>\$ 15,620,329</b>

## CORPORATE FUND FINANCING

### 2020 - 2015

	ESTIMATED			ACTUAL			
	2020 (1)	2019 REVISED	2019 ORIGINAL	2018	2017	2016	2015
<b>BORROWINGS</b>							
Working Cash Loans Current Year	\$ 271,200,000	\$ 190,000,000	\$ 256,100,000	\$ 190,000,000	\$ 190,000,000	\$ 190,000,000	\$ 190,000,000
Working Cash Loans Prior Year	—	—	—	—	—	—	—
<b>Total Borrowings</b>	<b>\$ 271,200,000</b>	<b>\$ 190,000,000</b>	<b>\$ 256,100,000</b>	<b>\$ 190,000,000</b>	<b>\$ 190,000,000</b>	<b>\$ 190,000,000</b>	<b>\$ 190,000,000</b>
<b>REPAYMENTS</b>							
Working Cash Loans Repaid							
Current	\$ 190,000,000	\$ 190,000,000	\$ 190,000,000	\$ 190,000,000	\$ 190,000,000	\$ 190,000,000	\$ 190,000,000
Working Cash Loans Repaid							
Prior	—	—	—	—	—	—	—
<b>Total Repayments</b>	<b>\$ 190,000,000</b>	<b>\$ 190,000,000</b>	<b>\$ 190,000,000</b>	<b>\$ 190,000,000</b>	<b>\$ 190,000,000</b>	<b>\$ 190,000,000</b>	<b>\$ 190,000,000</b>

### (1) FINANCING LIMITATION

2020

(In Millions)

Property Tax Levy	\$ 266.5
Personal Property Replacement Tax	19.0
Total	\$ 285.5
* Borrowing Limitation	95.0%
Total Available for Financing	\$ 271.2

\* Statutory limitation is 100%

**CORPORATE WORKING CASH FUND**  
**ESTIMATED BALANCE SHEET**  
**JANUARY 1, 2020 AND 2019**  
**AND ESTIMATED AMOUNTS AVAILABLE FOR 2020 AND 2019**

	ASSETS			
	2020		2019	
	AMOUNT	AVAILABLE FOR APPROPRIATION	AMOUNT	AVAILABLE FOR APPROPRIATION
<b>CURRENT ASSETS</b>				
Cash & Investments	\$ 94,000,000	\$ 94,000,000	\$ 91,228,000	\$ 91,228,000
Due from Corporate Fund	190,000,000	190,000,000	190,000,000	190,000,000
<b>Total Current Assets</b>	<u>\$ 284,000,000</u>	<u>\$ 284,000,000</u>	<u>\$ 281,228,000</u>	<u>\$ 281,228,000</u>
<b>FUND EQUITY</b>				
Estimated Revenue & Other Financing Sources		\$ 2,400,000		\$ 2,100,000
<b>ASSETS AVAILABLE FOR 2020 AND 2019</b>		<u>\$ 286,400,000</u>		<u>\$ 283,328,000</u>
<b>FUND EQUITY</b>				
	<u>\$ 284,000,000</u>		<u>\$ 281,228,000</u>	

**CORPORATE WORKING CASH FUND**  
**REVENUES**  
**2020 - 2017**

REVENUE DESCRIPTION	ESTIMATED			ACTUAL	
	2020 BUDGET	2019 ADJUSTED	2019 BUDGET	2018	2017
Revenue from Money & Property					
Investment Income	\$ 2,400,000	\$ 2,082,000	\$ 2,100,000	\$ 1,705,082	\$ 817,809
Revenue from Miscellaneous Sources	—	—	—	—	—
<b>TOTAL</b>	<u>\$ 2,400,000</u>	<u>\$ 2,082,000</u>	<u>\$ 2,100,000</u>	<u>\$ 1,705,082</u>	<u>\$ 817,809</u>

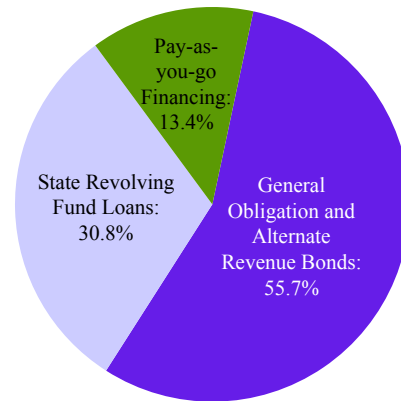
## CAPITAL FUNDS FINANCIAL NARRATIVE

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 2020 revenue sources include 13.4 percent from property taxes, grants, investment income or other miscellaneous revenues. Low-interest Wastewater and Stormwater State Revolving Fund (SRF) loans account for 30.8 percent of 2020 revenues, while General Obligation and Alternate Revenue Bonds account for 55.7 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.

**2020 Capital Improvement Program  
Revenue Sources**



### Capital Improvements 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 2020 appropriation is \$214.3 million, a decrease of \$163.9 million from the 2019 Adjusted Budget, or 43.3 percent. The appropriation varies by the scheduled awards of major projects.

The CIBF balance sheet on page 93 estimates the net assets appropriable for 2020 at (\$653.4) million and (\$609.4) million for 2019. The CIBF balance sheet estimated negative net assets appropriable for 2020 and 2019 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 Improvement Bonds in any one year, plus amounts unissued from the prior three years. Bonds for State Revolving Fund loans are excluded. The District's non-referendum bonding authority was extended to 2034 by state statute, effective January 1, 2020, 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 2019 levy year is \$169.2 million and \$174.3 million for the 2020 levy year.

Illinois' Wastewater/Stormwater Revolving Loan Fund (SRF) provides low-interest loans to finance qualifying projects. The current interest rate for new loans to the District is 2.0 percent. The District expects to receive an allocation of \$70.0 million in 2020 and \$100.0 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 49.0 percent of construction cost financing for projects currently under construction and those with projected 2020 construction contract award dates. For 2019 and 2020, a Build America Bonds (BABs) subsidy of

\$11.3 million and \$2.0 million in miscellaneous revenue is available for capital projects in the Capital Improvements Bond Fund, while \$5.5 million in accumulated interest income will be transferred to the Corporate Fund.

The District received \$33.8 million in federal funds to complete McCook Reservoir Stage 2. This lump sum payment to the District comes as a result of a pilot program established under the Water Resources Development Act of 2014, which evaluates the cost-effectiveness and project delivery efficiency of allowing non-federal interests to carry out construction of projects for flood risk management. The funds, which complete the federal cost share for the project, are held in a Restricted Asset account. The District will budget for these funds as grant revenue to be received in increments as the work progresses and are not expected to be depleted until 2029 when the project is completed.

### **Construction Fund**

The 2020 tax levy for the Construction Fund is \$7.0 million, a decrease of \$0.6 million, or 7.9 percent, from the 2019 Adjusted Budget. The fund will also be supported by existing assets appropriable to fund capital projects. The 2020 appropriation is \$15.3 million, a decrease of \$3.0 million, or 16.3 percent, from the 2019 Adjusted Budget. This decreased appropriation level reflects the anticipated expenditures for existing projects and the appropriations required to fund projects with 2020 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 2020, there is \$7.2 million budgeted for projects currently under construction and \$4.1 million for projects scheduled for award in 2020.

**CAPITAL IMPROVEMENTS BOND FUND**  
**ESTIMATED BALANCE SHEET**  
**JANUARY 1, 2020 AND 2019**

	ASSETS			
	2020		2019	
	AMOUNT	AVAILABLE FOR APPROPRIATION	AMOUNT	AVAILABLE FOR APPROPRIATION
<b>CURRENT ASSETS</b>				
Cash & Investments	\$ 251,316,000	\$ 251,316,000	\$ 232,000,000	\$ 232,000,000
Grants Receivable	14,472,000	14,472,000	1,000,000	1,000,000
State Revolving Fund Loans Receivable	70,000,000	70,000,000	120,000,000	120,000,000
<b>Total Current Assets</b>	<u>\$ 335,788,000</u>	<u>\$ 335,788,000</u>	<u>\$ 353,000,000</u>	<u>\$ 353,000,000</u>
<b>LIABILITIES &amp; FUND EQUITY</b>				
<b>CURRENT LIABILITIES</b>				
Unpaid Bills:				
Contractual Services	\$ 53,000,000	\$ 53,000,000	\$ 74,000,000	\$ 74,000,000
Contracts Payable	936,142,338	936,142,338	888,357,685	888,357,685
<b>Total Current Liabilities</b>	<u>\$ 989,142,338</u>	<u>\$ 989,142,338</u>	<u>\$ 962,357,685</u>	<u>\$ 962,357,685</u>
Designated for Future Claims Liabilities	—	—	—	—
<b>Total Liabilities &amp; Designations</b>	<u>\$ 989,142,338</u>	<u>\$ 989,142,338</u>	<u>\$ 962,357,685</u>	<u>\$ 962,357,685</u>
<b>ASSETS APPROPRIABLE</b>				
Net Assets Appropriable		<u>\$ (653,354,338)</u>		<u>\$ (609,357,685)</u>
Net Assets Appropriated		<u>\$ (653,354,338)</u>		<u>\$ (609,357,685)</u>
Estimated Revenue		<u>867,660,538</u>		<u>987,531,485</u>
<b>Total Assets Appropriable</b>		<u>\$ 214,306,200</u>		<u>\$ 378,173,800</u>
<b>FUND EQUITY</b>	<u>\$ (653,354,338)</u>		<u>\$ (609,357,685)</u>	
<b>Total Liabilities &amp; Fund Equity</b>	<u>\$ 335,788,000</u>		<u>\$ 353,000,000</u>	



**CAPITAL IMPROVEMENTS BOND FUND**  
**APPROPRIABLE REVENUE**  
**2020 - 2017**

REVENUE DESCRIPTION	ESTIMATED			ACTUAL	
	2020 BUDGET	2019 ADJUSTED	2019 BUDGET	2018	2017
Revenue from Money & Property					
Bond Sales (Present & Future)	\$ 779,788,538	\$ —	\$ 850,664,185	\$ —	\$ —
Investment Income	6,900,000	6,707,000	7,800,000	5,647,153	3,938,820
<b>Subtotal</b>	<b>\$ 786,688,538</b>	<b>\$ 6,707,000</b>	<b>\$ 858,464,185</b>	<b>\$ 5,647,153</b>	<b>\$ 3,938,820</b>
Revenue from Miscellaneous Sources					
Federal & State Grants	\$ 14,472,000	\$ 14,177,000	\$ 11,267,300	\$ 15,304,009	\$ 16,137,198
State Revolving Fund Loans	70,000,000	50,000,000	120,000,000	87,614,400	168,986,700
Miscellaneous	2,000,000	2,000,000	2,000,000	2,753,981	2,179,586
<b>Subtotal</b>	<b>\$ 86,472,000</b>	<b>\$ 66,177,000</b>	<b>\$ 133,267,300</b>	<b>\$ 105,672,391</b>	<b>\$ 187,303,484</b>
<b>Total Revenue</b>	<b>\$ 873,160,538</b>	<b>\$ 72,884,000</b>	<b>\$ 991,731,485</b>	<b>\$ 111,319,543</b>	<b>\$ 191,242,304</b>
Other Financing Sources (Uses)					
Equity Transfer	\$ (5,500,000)	\$ (4,200,000)	\$ (4,200,000)	\$ (4,200,000)	\$ (13,000,000)
<b>GRAND TOTAL</b>	<b>\$ 867,660,538</b>	<b>\$ 68,684,000</b>	<b>\$ 987,531,485</b>	<b>\$ 107,119,543</b>	<b>\$ 178,242,304</b>

**CONSTRUCTION FUND  
ESTIMATED BALANCE SHEET  
JANUARY 1, 2020 AND 2019**

		ASSETS			
		2020		2019	
CURRENT ASSETS		AMOUNT	AVAILABLE FOR APPROPRIATION	AMOUNT	AVAILABLE FOR APPROPRIATION
Cash & Investments		\$ 13,800,000	\$ 13,800,000	\$ 13,650,000	\$ 13,650,000
Taxes Receivable		7,334,000	7,262,400	11,290,500	11,322,000
Replacement Tax		—	—	—	—
<b>Total Current Assets</b>		<b>\$ 21,134,000</b>	<b>\$ 21,062,400</b>	<b>\$ 24,940,500</b>	<b>\$ 24,972,000</b>
		LIABILITIES & FUND EQUITY			
CURRENT LIABILITIES					
Unpaid Bills:					
Contracts Payable		\$ 1,250,000	\$ 1,250,000	\$ 2,075,700	\$ 2,075,700
Contractual Services		489,000	489,000	276,000	276,000
Due to:					
Construction Working Cash Fund		11,100,000	11,100,000	12,000,000	12,000,000
<b>Total Current Liabilities</b>		<b>\$ 12,839,000</b>	<b>\$ 12,839,000</b>	<b>\$ 14,351,700</b>	<b>\$ 14,351,700</b>
<b>Total Liabilities</b>			<b>\$ 12,839,000</b>		<b>\$ 14,351,700</b>
ASSETS APPROPRIABLE FOR 2020 AND 2019					
Net Assets Appropriaible			<u>\$ 8,223,400</u>		<u>\$ 10,620,300</u>
Net Assets Appropriated			\$ 8,223,400		\$ 10,620,300
Estimated Revenue			7,120,000		7,720,000
<b>Total Assets Appropriable</b>			<u><b>\$ 15,343,400</b></u>		<u><b>\$ 18,340,300</b></u>
FUND EQUITY					
Designated for Future Claims Liabilities		\$ —		\$ —	
Undesignated		8,295,000		10,588,800	
<b>Total Fund Equity</b>		<b>\$ 8,295,000</b>		<b>\$ 10,588,800</b>	
<b>Total Liabilities &amp; Fund Equity</b>		<b>\$ 21,134,000</b>		<b>\$ 24,940,500</b>	

**CONSTRUCTION FUND FINANCING****2020 - 2015**

	ESTIMATED			ACTUAL			
	2020 (1)	2019 REVISED	2019 ORIGINAL	2018	2017	2016	2015
<b>BORROWINGS</b>							
Working Cash Loans	\$ 6,700,000	\$ 7,200,000	\$ 7,200,000	\$ 11,100,000	\$ 12,000,000	\$ 12,000,000	\$ 12,000,000
<b>Total Borrowings</b>	<b>\$ 6,700,000</b>	<b>\$ 7,200,000</b>	<b>\$ 7,200,000</b>	<b>\$ 11,100,000</b>	<b>\$ 12,000,000</b>	<b>\$ 12,000,000</b>	<b>\$ 12,000,000</b>
<b>REPAYMENTS</b>							
Working Cash Loans Repaid							
Current	\$ 7,200,000	\$ 11,100,000	\$ 11,100,000	\$ 12,000,000	\$ 12,000,000	\$ 12,000,000	\$ 10,000,000
Prior Year	—	—	—	—	—	—	—
<b>Total Repayments</b>	<b>\$ 7,200,000</b>	<b>\$ 11,100,000</b>	<b>\$ 11,100,000</b>	<b>\$ 12,000,000</b>	<b>\$ 12,000,000</b>	<b>\$ 12,000,000</b>	<b>\$ 10,000,000</b>

**(1) FINANCING LIMITATION****2020**

(In Millions)

Property Tax Levy	\$ 7.0
Personal Property Replacement Tax	—
<b>Total</b>	<b>\$ 7.0</b>
* Borrowing Limitation	95.0%
<b>Total Available for Financing</b>	<b>\$ 6.7</b>
* Statutory limitation is 100%	

**CONSTRUCTION FUND  
APPROPRIABLE REVENUE****2020 - 2017**

REVENUE DESCRIPTION	ESTIMATED			ACTUAL	
	2020 BUDGET	2019 ADJUSTED	2019 BUDGET	2018	2017
Revenue from Property Taxes					
Gross Tax Levy	\$ 7,000,000	\$ 7,600,000	\$ 7,600,000	\$ 11,700,000	\$ 17,000,000
Less: Allowance for Uncollectible Taxes	(245,000)	(266,000)	(266,000)	(409,500)	(595,000)
Net Property Taxes	\$ 6,755,000	\$ 7,334,000	\$ 7,334,000	\$ 11,290,500	\$ 16,405,000
Adjustment to Match Working Cash Borrowings	(55,000)	(134,000)	(134,000)	(190,500)	(205,000)
Working Cash Financing (Maximum 95% of Gross Tax Sources)	\$ 6,700,000	\$ 7,200,000	\$ 7,200,000	\$ 11,100,000	\$ 16,200,000
Connection Impact Fees	—	—	20,000	—	740,250
Investment Income	400,000	427,000	500,000	402,688	196,389
Miscellaneous	20,000	20,000	—	38,213	624
User Charge	—	—	—	—	—
Equity Transfer from the Capital Improvements Bond Fund	—	—	—	—	7,000,000
Subtotal	\$ 420,000	\$ 447,000	\$ 520,000	\$ 440,902	\$ 7,937,263
Adjustment to Net Assets Available for Projected Receipts	—	(554,600)	—	(461,800)	(1,201,100)
<b>Total</b>	<b>\$ 7,120,000</b>	<b>\$ 7,092,400</b>	<b>\$ 7,720,000</b>	<b>\$ 11,079,102</b>	<b>\$ 22,936,163</b>

**CONSTRUCTION WORKING CASH FUND**  
**ESTIMATED BALANCE SHEET**  
**JANUARY 1, 2020 AND 2019**  
**AND ESTIMATED AMOUNTS AVAILABLE FOR 2020 AND 2019**

	ASSETS			
	2020		2019	
	AMOUNT	AVAILABLE FOR APPROPRIATION	AMOUNT	AVAILABLE FOR APPROPRIATION
<b>CURRENT ASSETS</b>				
Cash & Investments	\$ 11,500,000	\$ 11,500,000	\$ 11,260,000	\$ 11,260,000
Due from Construction Fund	7,200,000	7,200,000	11,100,000	11,100,000
<b>Total Current Assets</b>	<u>\$ 18,700,000</u>	<u>\$ 18,700,000</u>	<u>\$ 22,360,000</u>	<u>\$ 22,360,000</u>
	<b>FUND EQUITY</b>			
Estimated Revenue & Other Financing Sources		\$ 300,000		\$ 300,000
<b>ASSETS APPROPRIABLE FOR 2020 &amp; 2019</b>		<u>\$ 19,000,000</u>		<u>\$ 22,660,000</u>
<b>FUND EQUITY</b>	<u>\$ 18,700,000</u>		<u>\$ 22,360,000</u>	

**CONSTRUCTION WORKING CASH FUND**  
**REVENUES**  
**2020 - 2017**

REVENUE DESCRIPTION	ESTIMATED			ACTUAL	
	2020 BUDGET	2019 ADJUSTED	2019 BUDGET	2018	2017
Revenue from Money & Property					
Investment Income	\$ 300,000	\$ 294,000	\$ 300,000	\$ 227,837	\$ 116,028
Revenue from Miscellaneous Sources	—	—	—	—	—
<b>TOTAL</b>	<u>\$ 300,000</u>	<u>\$ 294,000</u>	<u>\$ 300,000</u>	<u>\$ 227,837</u>	<u>\$ 116,028</u>

## OTHER FUNDS FINANCIAL NARRATIVE

**The Stormwater Management Fund** was established in 2005 to fund stormwater management activities throughout all of Cook County. The 2020 property tax levy for the Stormwater Management Fund is \$52.9 million, no change from the 2019 Adjusted Budget. An equity transfer to the Bond Redemption & Interest Fund is planned in the amount of \$6.0 million to pay the principal and interest on two Stormwater Alternative Revenue Bonds and State Revolving Fund loans. 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 \$116.3 million appropriation for 2020 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 2020 property tax levy for the B&I Fund is \$246.5 million, a decrease of \$2.7 million, or 1.1 percent, from the 2019 Adjusted Budget. Appropriations and tax levies are adjusted for new bond sales or State Revolving Fund loans. The 2020 appropriation for this fund is \$233.0 million, a decrease of \$5.3 million, or 2.2 percent from the 2019 Original Budget.

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 2019 projected year end is \$3.1 million, while the 2020 estimate is \$1.6 million, an increase of \$0.3 million from the 2019 Original Budget. An equity transfer from the Stormwater Management Fund of \$6.0 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 524 - 528.

**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 2020, 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 2020 appropriation for this fund is \$34.4 million, an increase of \$2.6 million, or 8.3 percent, from the 2019 Adjusted Budget. The maximum fund balance that can be accumulated is 0.05 percent of the last known EAV. For the 2020 Budget, using the last known EAV of 2018, the maximum accumulation is estimated at \$77.9 million. The allowance for accounts payable and estimated liabilities is estimated at \$0.3 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 521.

**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 2020 is \$72.2 million, an increase of \$662,200 from the 2019 Adjusted Levy. The levy is calculated based on a statutory multiplier of 4.19 times employee contributions made two years prior, or 2018 and 2017, respectively. Additionally, \$18.4 million from Personal Property Replacement Tax is allocated to the Retirement Fund tax levy for 2020.

The appropriable resources and appropriation consist of the collection of the previous year's property tax levy plus personal property replacement tax receipts. The 2020 appropriation is \$87.3 million, an increase of \$0.04 million, or 0.04 percent, from the 2019 Adjusted Budget. An expanded presentation on the Retirement Fund is made on pages 529 - 531.

**STORMWATER MANAGEMENT FUND**  
**ESTIMATED BALANCE SHEET**  
**JANUARY 1, 2020 AND 2019**

	ASSETS			
	2020		2019	
	AMOUNT	AVAILABLE FOR APPROPRIATION	AMOUNT	AVAILABLE FOR APPROPRIATION
<b>CURRENT ASSETS</b>				
Cash & Investments	\$ 50,500,000	\$ 50,500,000	\$ 29,120,000	\$ 29,120,000
Taxes Receivable	51,073,590	51,506,994	46,152,090	46,587,666
<b>Total Current Assets</b>	<b>\$ 101,573,590</b>	<b>\$ 102,006,994</b>	<b>\$ 75,272,090</b>	<b>\$ 75,707,666</b>
	<b>LIABILITIES &amp; FUND EQUITY</b>			
<b>CURRENT LIABILITIES</b>				
Unpaid Bills:				
Accrued Salaries & Wages	\$ 300,000	\$ 300,000	\$ 100,000	\$ 100,000
Contracts Payable	2,346,379	2,346,379	2,000,666	2,000,666
Vouchers Payable	4,301,039	4,301,039	1,300,000	1,300,000
Due to:				
Stormwater Working Cash Fund	26,500,000	26,500,000	26,500,000	26,500,000
<b>Total Current Liabilities</b>	<b>\$ 33,447,418</b>	<b>\$ 33,447,418</b>	<b>\$ 29,900,666</b>	<b>\$ 29,900,666</b>
Designated for Future Claims Liabilities		\$ —		\$ —
<b>Total Current Liabilities and Designations</b>		<b>\$ 33,447,418</b>		<b>\$ 29,900,666</b>
<b>ASSETS APPROPRIABLE FOR 2020 &amp; 2019</b>				
Net Assets Appropriable		\$ 68,559,576		\$ 45,807,000
Net Assets Appropriated		\$ 68,559,576		\$ 45,807,000
Equity Transfer to Bond and Interest Fund				
Estimated Revenue		47,698,424		45,603,100
<b>Total Assets Appropriable</b>		<b>\$ 116,258,000</b>		<b>\$ 91,410,100</b>
<b>FUND EQUITY</b>	\$ 68,126,172		\$ 45,371,424	
<b>Total Liabilities &amp; Fund Equity</b>	<b>\$ 101,573,590</b>		<b>\$ 75,272,090</b>	

**STORMWATER MANAGEMENT FUND FINANCING****2020 - 2015**

	ESTIMATED			ACTUAL			
	2020 (1)	2019 REVISED	2019 ORIGINAL	2018	2017	2016	2015
<b>BORROWINGS</b>							
Working Cash Loans	\$ 50,300,000	\$ 26,500,000	\$ 50,300,000	\$ 26,500,000	\$ 26,500,000	\$ 26,500,000	\$ 12,400,000
<b>Total Borrowings</b>	<b>\$ 50,300,000</b>	<b>\$ 26,500,000</b>	<b>\$ 50,300,000</b>	<b>\$ 26,500,000</b>	<b>\$ 26,500,000</b>	<b>\$ 26,500,000</b>	<b>\$ 12,400,000</b>
<b>REPAYMENTS</b>							
Working Cash Loans Repaid							
Current	\$ 26,500,000	\$ 26,500,000	\$ 26,500,000	\$ 26,500,000	\$ 26,500,000	\$ 12,400,000	\$ 10,000,000
Prior Year	—	—	—	—	—	—	—
<b>Total Repayments</b>	<b>\$ 26,500,000</b>	<b>\$ 26,500,000</b>	<b>\$ 26,500,000</b>	<b>\$ 26,500,000</b>	<b>\$ 26,500,000</b>	<b>\$ 12,400,000</b>	<b>\$ 10,000,000</b>

**(1) FINANCING LIMITATION****2020**

(In Millions)

Property Tax Levy	\$ 52.9
Personal Property Replacement Tax	—
<b>Total</b>	<b>\$ 52.9</b>
* Borrowing Limitation	95.0%
Total Available for Financing	<u>\$ 50.3</u>

\* Statutory limitation is 100%

**STORMWATER MANAGEMENT FUND****APPROPRIABLE REVENUE****2020 - 2017**

REVENUE DESCRIPTION	ESTIMATED			ACTUAL	
	2020 BUDGET	2019 ADJUSTED	2019 BUDGET	2018	2017
Revenue from Property Taxes					
Gross Tax Levy	\$ 52,926,000	\$ 52,926,000	\$ 52,926,000	\$ 47,826,000	\$ 40,856,008
Less: Allowance for Uncollectible Taxes	(1,852,410)	(1,852,410)	(1,852,410)	(1,673,910)	(1,429,960)
Net Property Taxes	\$ 51,073,590	\$ 51,073,590	\$ 51,073,590	\$ 46,152,090	\$ 39,426,048
Adjustment to Match Working Cash Borrowings	(773,590)	(773,590)	(773,590)	(752,090)	(626,048)
Working Cash Financing at 95% of Gross Tax Sources	\$ 50,300,000	\$ 50,300,000	\$ 50,300,000	\$ 45,400,000	\$ 38,800,000
Revenue from Money & Property					
Investment Income	\$ 1,000,000	\$ 1,264,961	\$ 800,000	\$ 688,837	\$ 222,780
Sewer Permit Fees	1,000,000	900,000	900,000	—	—
Miscellaneous	—	—	—	7,429	28,745
Grants	1,360,024	5,316,400	—	347,406	—
Subtotal	\$ 3,360,024	\$ 7,481,361	\$ 1,700,000	\$ 1,043,672	\$ 251,525
Adjustment to Net Assets Available for Projected Receipts	\$ —	\$ 434,700	\$ —	\$ (369,200)	\$ 212,750
Equity Transfer to Bond Redemption & Interest Fund	(5,961,600)	(5,771,900)	(6,396,900)	(5,770,550)	—
<b>Total</b>	<b>\$ 47,698,424</b>	<b>\$ 52,444,161</b>	<b>\$ 45,603,100</b>	<b>\$ 40,303,922</b>	<b>\$ 39,264,275</b>

**STORMWATER WORKING CASH FUND**  
**ESTIMATED BALANCE SHEET**  
**JANUARY 1, 2020 AND 2019**

	ASSETS			
	2020		2019	
	AMOUNT	AVAILABLE FOR APPROPRIATION	AMOUNT	AVAILABLE FOR APPROPRIATION
<b>CURRENT ASSETS</b>				
Cash & Investments	\$ 11,128,000	\$ 11,128,000	\$ 11,128,000	\$ 11,128,000
Due from Stormwater Management Fund	26,500,000	26,500,000	26,500,000	26,500,000
<b>Total Current Assets</b>	<b>\$ 37,628,000</b>	<b>\$ 37,628,000</b>	<b>\$ 37,628,000</b>	<b>\$ 37,628,000</b>
<b>FUND EQUITY</b>				
Estimated Revenue & Other Financing Sources		\$ 200,000		\$ 300,000
<b>ASSETS APPROPRIABLE FOR 2020 AND 2019</b>		<b>\$ 37,828,000</b>		<b>\$ 37,928,000</b>
<b>FUND EQUITY</b>	<b>\$ 37,628,000</b>		<b>\$ 37,628,000</b>	

**STORMWATER WORKING CASH FUND**  
**APPROPRIABLE REVENUE**  
**2020 - 2017**

REVENUE DESCRIPTION	ESTIMATED		ACTUAL		
	2020 BUDGET	2019 ADJUSTED	2019 BUDGET	2018	2017
Investment Income	\$ 200,000	\$ 335,000	\$ 300,000	\$ 186,430	\$ 94,365
<b>GRAND TOTAL</b>	<b>\$ 200,000</b>	<b>\$ 335,000</b>	<b>\$ 300,000</b>	<b>\$ 186,430</b>	<b>\$ 94,365</b>



**BOND REDEMPTION & INTEREST FUND**  
**ESTIMATED BALANCE SHEET**  
**JANUARY 1, 2020 AND 2019**

	ASSETS			
	2020		2019	
	AMOUNT	AVAILABLE FOR APPROPRIATION	AMOUNT	AVAILABLE FOR APPROPRIATION
<b>CURRENT ASSETS</b>				
Cash & Investments	\$ 90,067,000	\$ 90,067,000	\$ 112,000,000	\$ 112,000,000
Restricted Cash	—	—	—	—
Deposits with Escrow Agent	—	—	—	—
Taxes Receivable	240,486,212	241,497,138	235,258,891	236,244,870
<b>Total Current Assets</b>	<b>\$ 330,553,212</b>	<b>\$ 331,564,138</b>	<b>\$ 347,258,891</b>	<b>\$ 348,244,870</b>
	<b>LIABILITIES &amp; FUND EQUITY</b>			
<b>CURRENT LIABILITIES</b>				
Bonds Payable	\$ 120,079,531		\$ 123,343,361	
Interest Payable	112,942,336		115,014,180	
Program Expense Payable			—	
Equity Transfer	—		—	
<b>Total Current Liabilities</b>	<b>\$ 233,021,867</b>		<b>\$ 238,357,541</b>	
<b>ASSETS APPROPRIABLE FOR 2020 AND 2019</b>				
Net Assets Appropriable		\$ 331,564,138		\$ 348,244,870
Equity Transfer from Stormwater Management Fund		5,961,600		6,396,900
Estimated Revenue		1,600,000		1,900,000
Total Assets Available		\$ 339,125,738		\$ 356,541,770
Liabilities Payable from Restricted Assets		—		—
Less: Assets Available for Future Years (Principal & Interest Payments)		(106,103,871)		(118,184,229)
<b>Total Assets Appropriable</b>		<b>\$ 233,021,867</b>		<b>\$ 238,357,541</b>
<b>FUND EQUITY</b>				
Undesignated	\$ 97,531,345		\$ 108,901,350	
<b>TOTAL FUND EQUITY</b>	<b>\$ 97,531,345</b>		<b>\$ 108,901,350</b>	
<b>Total Liabilities &amp; Fund Equity</b>	<b>\$ 330,553,212</b>		<b>\$ 347,258,891</b>	

# **BOND REDEMPTION & INTEREST FUND** **APPROPRIABLE REVENUE** **2020-2017**

REVENUE DESCRIPTION	ESTIMATED		ACTUAL		
	2020 BUDGET	2019 ADJUSTED	2019 BUDGET	2018	2017
Revenue from Taxes					
Real Estate					
Current	\$ 242,978,297	\$ 237,696,807	\$ 237,696,807	\$ 228,039,945	\$ 224,164,748
Prior	(1,481,160)	(1,451,937)	(1,451,937)	(1,422,340)	(1,191,583)
<b>Total</b>	<b>\$ 241,497,138</b>	<b>\$ 236,244,870</b>	<b>\$ 236,244,870</b>	<b>\$ 226,617,605</b>	<b>\$ 222,973,165</b>
Revenue from Money & Property					
Investment Income	\$ 1,600,000	\$ 3,116,000	\$ 1,900,000	\$ 2,471,557	\$ 1,346,189
Revenue from Miscellaneous Sources					
Cash Available	90,067,000	112,000,000	112,000,000	112,917,005	110,265,700
Other	—	—	—	35,531	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	5,961,600	5,771,900	6,396,900	5,770,550	3,269,250
Less: Amount to Be					
Expended After Budget Year	(106,103,871)	(118,775,229)	(118,184,229)	(91,508,062)	(122,217,224)
<b>GRAND TOTAL</b>	<b>\$ 233,021,867</b>	<b>\$ 238,357,541</b>	<b>\$ 238,357,541</b>	<b>\$ 256,304,186</b>	<b>\$ 215,647,300</b>

**RESERVE CLAIM FUND**  
**ESTIMATED BALANCE SHEET**  
**JANUARY 1, 2020 AND 2019**

	ASSETS			
	2020		2019	
	AMOUNT	AVAILABLE FOR APPROPRIATION	AMOUNT	AVAILABLE FOR APPROPRIATION
<b>CURRENT ASSETS</b>				
Cash & Investments	\$ 26,700,000	\$ 26,700,000	\$ 25,724,293	\$ 25,724,293
Taxes Receivable	7,237,500	7,273,800	5,790,000	5,822,400
<b>Total Current Assets</b>	<b>\$ 33,937,500</b>	<b>\$ 33,973,800</b>	<b>\$ 31,514,293</b>	<b>\$ 31,546,693</b>
<b>LIABILITIES &amp; FUND EQUITY</b>				
<b>ACCOUNTS PAYABLE &amp; OTHER LIABILITIES</b>	\$ 278,800	\$ 278,800	\$ 378,893	\$ 378,893
<b>ASSETS APPROPRIABLE FOR 2020 AND 2019</b>				
Net Assets Appropriable		\$ 33,695,000		\$ 31,167,800
Equity Transfer to Bond and Interest Fund		—		—
Estimated Revenue		700,000		600,000
<b>Total Assets Appropriable</b>		<b>\$ 34,395,000</b>		<b>\$ 31,767,800</b>
<b>FUND EQUITY</b>	\$ 33,658,700		\$ 31,135,400	
<b>Total Liabilities &amp; Fund Equity</b>	<b>\$ 33,937,500</b>		<b>\$ 31,514,293</b>	

**RESERVE CLAIM FUND**  
**APPROPRIABLE REVENUE**  
**2020 - 2017**

REVENUE DESCRIPTION	ESTIMATED			ACTUAL	
	2020 BUDGET	2019 ADJUSTED	2019 BUDGET	2018	2017
Revenue from Taxes					
Real Estate - Current	\$ 7,312,500	\$ 5,850,000	\$ 5,850,000	\$ 5,752,500	\$ 5,655,000
Real Estate - Prior	(38,700)	(27,600)	(27,600)	(21,784)	(28,177)
Replacement Tax	—	—	—	—	—
<b>SUBTOTAL</b>	<b>\$ 7,273,800</b>	<b>\$ 5,822,400</b>	<b>\$ 5,822,400</b>	<b>\$ 5,730,716</b>	<b>\$ 5,626,823</b>
Investment Income & Miscellaneous	700,000	681,000	600,000	465,514	309,988
<b>GRAND TOTAL</b>	<b>\$ 7,973,800</b>	<b>\$ 6,503,400</b>	<b>\$ 6,422,400</b>	<b>\$ 6,196,230</b>	<b>\$ 5,936,811</b>

**RETIREMENT FUND  
ESTIMATED BALANCE SHEET  
JANUARY 1, 2020 AND 2019**

	ASSETS			
	2020		2019	
	AMOUNT	AVAILABLE FOR APPROPRIATION	AMOUNT	AVAILABLE FOR APPROPRIATION
<b>CURRENT ASSETS</b>				
Taxes Receivable	\$ 69,060,600	\$ 69,060,600	\$ 69,030,500	\$ 69,030,500
Replacement Tax	18,258,400	18,258,400	18,250,500	18,250,500
<b>Total Current Assets</b>	<u>\$ 87,319,000</u>	<u>\$ 87,319,000</u>	<u>\$ 87,281,000</u>	<u>\$ 87,281,000</u>
<b>LIABILITIES &amp; FUND EQUITY</b>				
<b>ASSETS APPROPRIABLE FOR 2020 AND 2019</b>				
Net Assets Appropriable		\$ 87,319,000		\$ 87,281,000
<b>Total Assets Appropriable Due to Retirement Fund</b>		<u>\$ 87,319,000</u>		<u>\$ 87,281,000</u>
<b>FUND EQUITY</b>				
<b>Total Fund Equity</b>	<u>\$ 87,319,000</u>		<u>\$ 87,281,000</u>	

**RETIREMENT FUND  
APPROPRIABLE REVENUE  
2020 - 2017**

REVENUE DESCRIPTION	ESTIMATED			ACTUAL	
	2020 BUDGET	2019 ADJUSTED	2019 BUDGET	2018	2017
Revenue from Taxes					
Real Estate - Current	\$ 69,060,600	\$ 69,030,500	\$ 69,030,500	\$ 70,867,800	\$ 62,880,558
Replacement Tax	18,258,400	18,250,500	18,250,500	18,736,200	16,624,500
<b>GRAND TOTAL</b>	<u>\$ 87,319,000</u>	<u>\$ 87,281,000</u>	<u>\$ 87,281,000</u>	<u>\$ 89,604,000</u>	<u>\$ 79,505,058</u>

**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 2011 through 2020. The structure of sub-units and sections, the number of actual 2018 full-time equivalent (FTE) positions, as well as FTE positions budgeted for 2019 and 2020 are shown in the organization chart. In this section, and throughout the Budget, actual expenditures are used for 2018 with estimated costs for 2019 and budgeted costs for 2020. Additional information for each department includes:

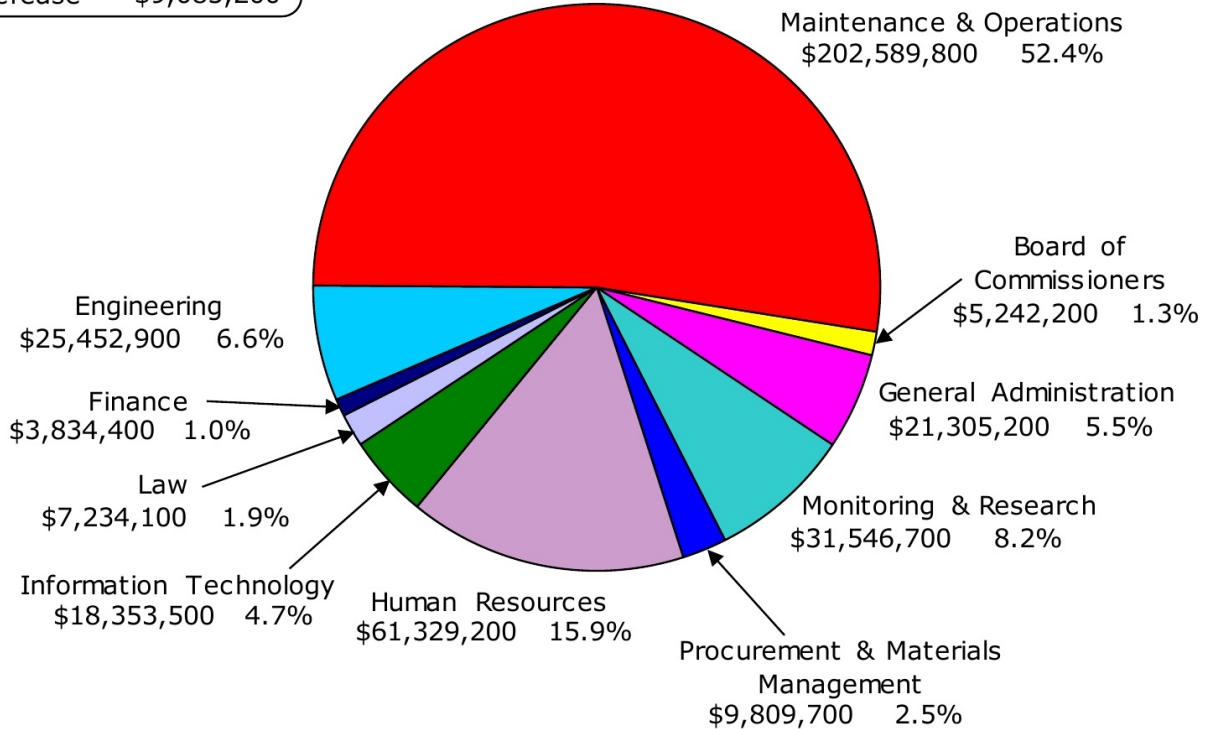
- A *Department Head Transmittal Letter* provides an outline of department plans for the 2020 budget year.
- A *Narrative* explanation of the responsibilities of the department, changes in appropriation from the 2019 Budget, accomplishments during 2019, and significant features for the 2020 Budget. The 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 2019. Actual costs are shown for 2018.
- *Performance Data* measures specific department activities by cost and, where possible, measurable units, and compares budgeted costs for 2020 and 2019 with actual costs for 2018.
- The *Line Item Analysis* provides detailed line item appropriations over a three-year period. Appropriations for 2020 are shown as proposed by the Executive Director. Original and adjusted appropriations and estimated expenditures are shown for 2019. Actual 2018 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 2020 salary appropriation is adjusted for vacancies in the Line Item Analysis.

<a href="#">Corporate Fund Appropriations, Expenditures, and Budgeted FTE Positions, 2011 - 2020</a>	<a href="#">107</a>
<a href="#">Corporate Fund Organization Chart</a>	<a href="#">108</a>
<a href="#">Corporate Fund Line Item Analysis</a>	<a href="#">109</a>
Detailed Appropriations by Department:	
<a href="#">Board of Commissioners</a>	<a href="#">113</a>
<a href="#">General Administration</a>	<a href="#">123</a>
<a href="#">Monitoring &amp; Research</a>	<a href="#">141</a>
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Maintenance & Operations	
<a href="#">Summary of All Divisions</a>	<a href="#">237</a>
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<a href="#">North Service Area</a>	<a href="#">267</a>
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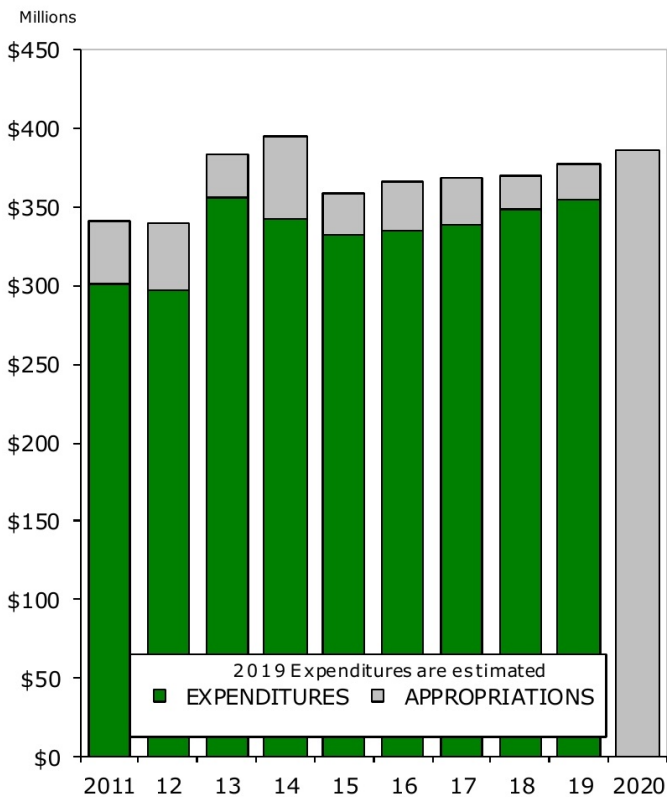
# CORPORATE FUND

## FUNCTIONS

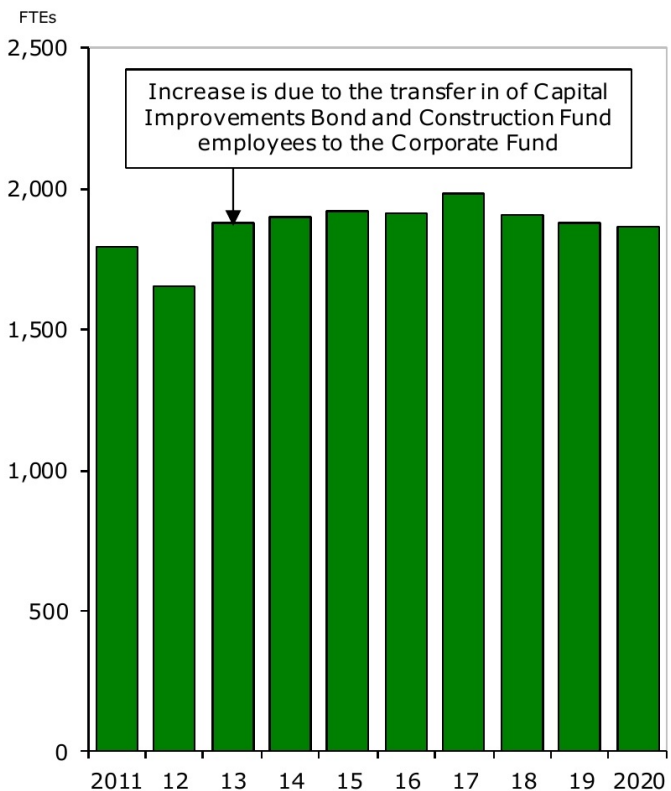
2020	\$386,697,700
2019	\$377,612,500
Increase	\$9,085,200



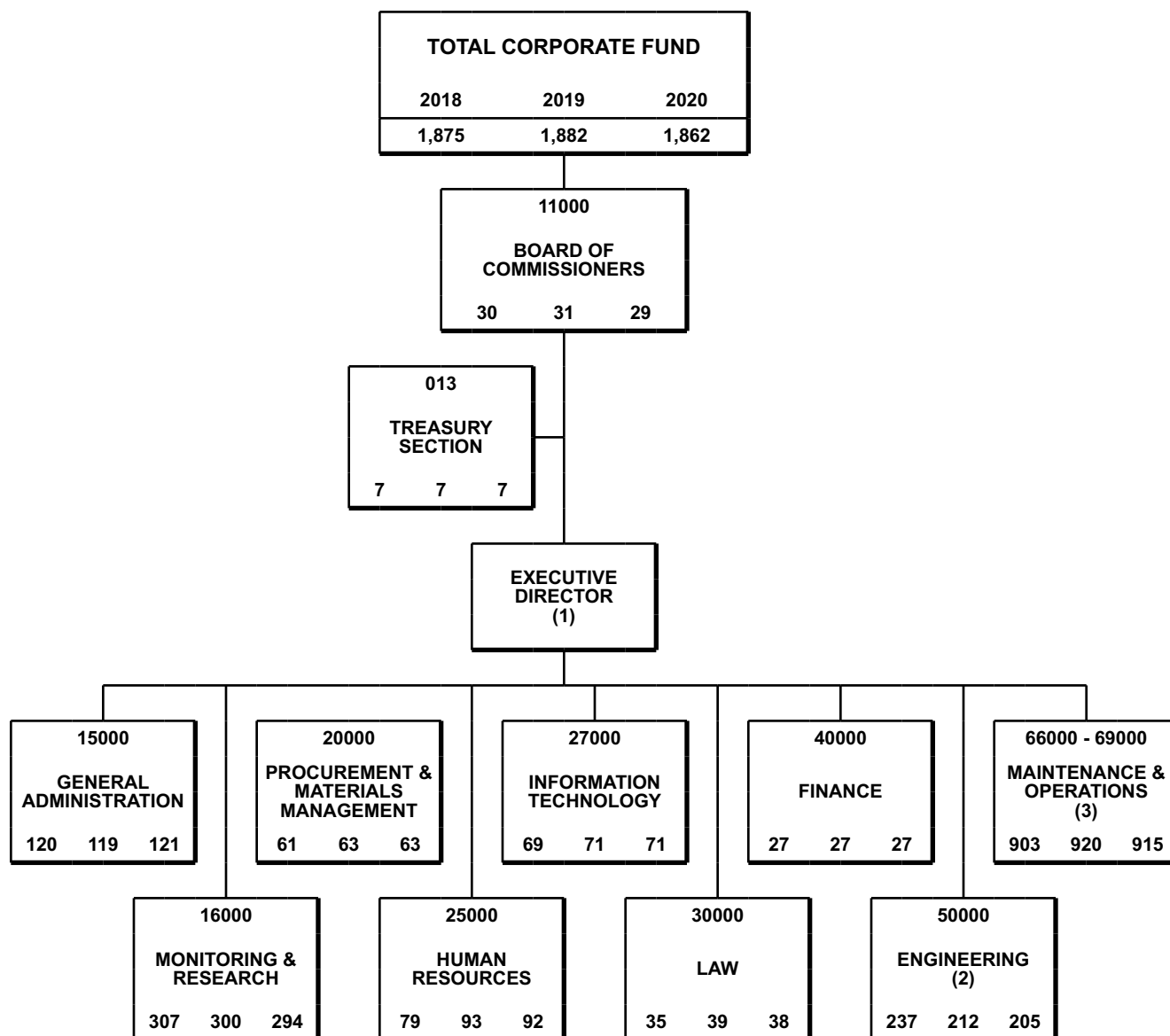
## APPROPRIATIONS & EXPENDITURES



## BUDGETED FTE POSITIONS



## CORPORATE FUND



- (1) Personnel count for the Executive Director's Office is reflected in General Administration.
- (2) 64 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.

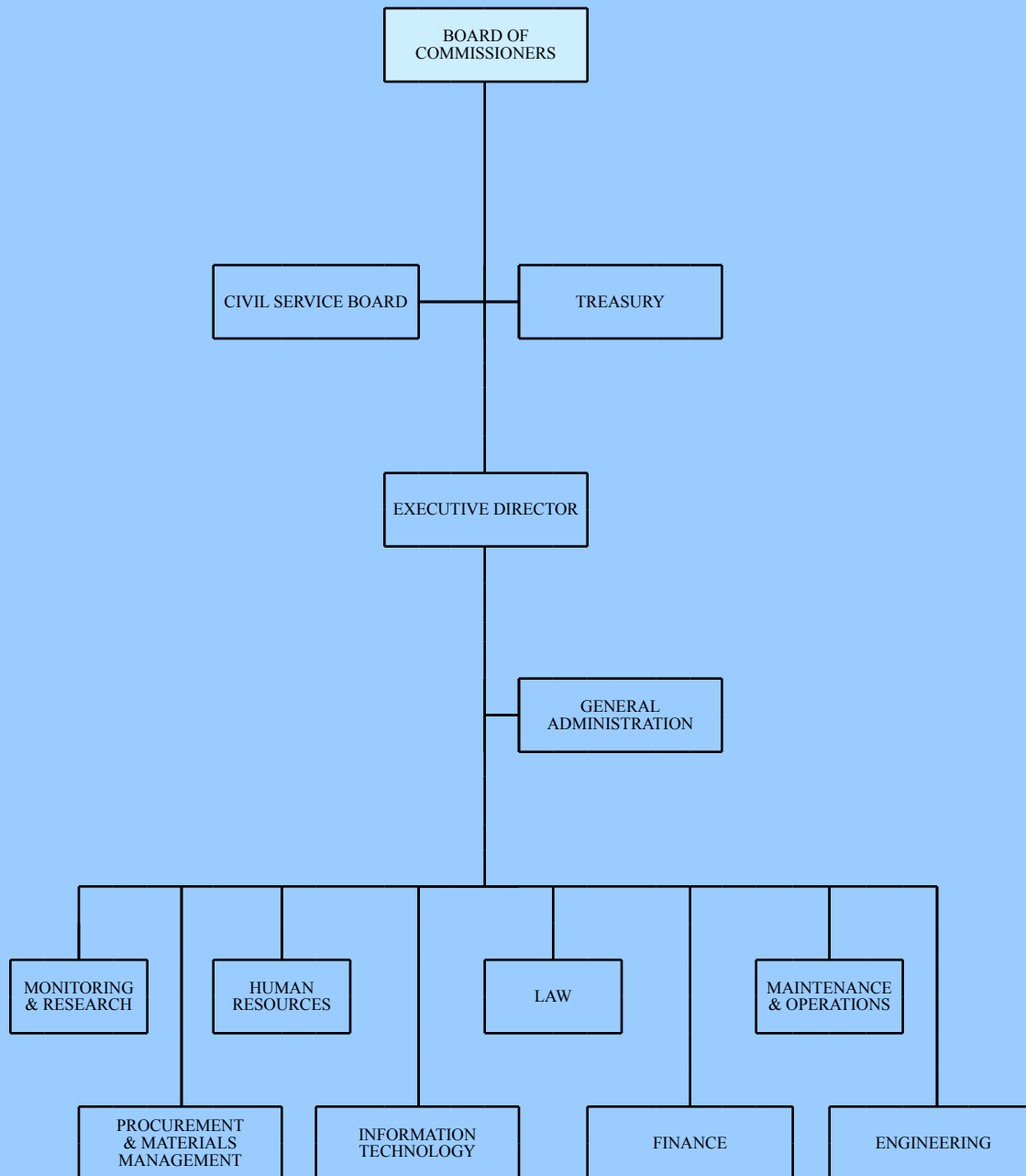


101 11000 - 69000	Fund: Corporate Department: All	LINE ITEM ANALYSIS						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$178,939,010	\$ 189,425,600	\$ 188,074,500	\$ 126,650,517	\$179,562,800	\$189,124,700	\$ —
601060	Compensation Plan Adjustments	7,480,251	7,730,900	8,825,800	6,115,895	7,366,500	9,006,500	—
601070	Social Security and Medicare Contributions	2,633,667	2,853,500	2,853,500	1,947,285	2,664,000	2,900,500	—
601080	Salaries of Nonbudgeted Employees	—	5,300	136,400	73,922	137,900	5,300	—
601090	Employee Claims	64,171	60,000	110,000	64,974	96,000	100,000	—
601100	Tuition and Training Payments	830,198	1,243,400	1,243,500	684,431	1,037,500	1,391,800	—
601250	Health and Life Insurance Premiums	42,874,277	46,804,400	46,804,400	30,571,333	44,202,600	47,509,500	—
601270	General Salary Adjustments	—	—	—	—	—	2,390,800	—
601300	Personal Services, N.O.C.	578,201	788,000	788,000	411,105	721,800	977,000	—
100	TOTAL PERSONAL SERVICES	233,399,776	248,911,100	248,836,100	166,519,461	235,789,100	253,406,100	—
612010	Travel	73,124	111,700	109,000	46,536	81,700	107,600	—
612030	Meals and Lodging	194,098	200,700	206,900	128,427	174,900	223,900	—
612040	Postage, Freight, and Delivery Charges	110,292	122,900	122,900	96,925	120,700	119,800	—
612050	Compensation for Personally-Owned Automobiles	146,366	158,500	158,300	121,421	147,300	155,000	—
612080	Motor Vehicle Operating Services	64,782	65,000	65,400	59,193	50,700	65,400	—
612090	Reprographic Services	99,192	126,400	141,300	138,887	88,900	78,300	—
612150	Electrical Energy	39,114,277	36,770,400	36,770,400	24,700,652	39,456,400	38,686,900	—
612160	Natural Gas	3,131,449	2,970,200	2,970,200	1,837,988	2,878,000	3,416,200	—
612170	Water and Water Services	2,045,898	2,120,200	2,120,200	1,467,814	1,986,900	2,195,300	—
612210	Communication Services	2,030,846	1,578,200	1,664,800	1,629,297	1,571,900	1,531,800	—
612240	Testing and Inspection Services	189,320	166,700	163,700	137,260	119,900	240,500	—
612250	Court Reporting Services	68,591	88,500	91,000	86,021	80,800	91,000	—
612260	Medical Services	90,437	121,100	121,100	106,600	109,900	127,600	—
612280	Subscriptions and Membership Dues	836,166	961,200	936,200	769,430	931,700	993,300	—
612290	Insurance Premiums	2,776,920	3,471,100	3,468,600	1,528,989	3,464,900	3,463,400	—
612330	Rental Charges	482,499	753,300	717,400	662,093	620,300	690,600	—
612340	Discount Lost	1,559	3,000	3,000	1,721	3,000	3,000	—
612360	Advertising	92,503	133,000	134,800	102,574	125,000	145,000	—
612370	Administration Building Operation	1,145,339	1,313,200	1,382,200	1,381,767	1,105,400	1,314,700	—
612390	Administration Building McMillan Pavilion Operation	691,856	782,900	828,900	828,775	631,700	782,900	—
612400	Intergovernmental Agreements	—	49,600	49,600	49,547	49,600	49,600	—
612410	Governmental Service Charges	3,780,003	3,667,100	3,667,100	2,967,681	3,664,200	3,921,200	—

101 11000 - 69000	Fund: Corporate Department: All	LINE ITEM ANALYSIS						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
612420	Maintenance of Grounds and Pavements	809,111	1,430,900	630,100	543,675	611,100	1,432,900	—
612430	Payments for Professional Services	3,028,204	4,950,100	4,475,800	3,658,114	3,207,000	5,303,800	—
612490	Contractual Services, N.O.C.	1,035,071	1,588,000	1,409,300	1,322,538	1,234,500	1,457,100	—
612520	Waste Material Disposal Charges	9,664,769	10,823,400	11,454,100	11,433,872	9,831,300	10,745,600	—
612530	Farming Services	20,000	24,000	18,200	18,200	18,200	60,000	—
612590	Sludge Disposal	3,785,843	4,100,000	4,100,000	4,100,000	3,700,000	4,100,000	—
612600	Repairs to Collection Facilities	2,974,998	3,486,100	3,783,900	3,763,343	3,653,700	3,380,500	—
612620	Repairs to Waterway Facilities	82,678	119,000	113,000	112,715	112,800	120,300	—
612650	Repairs to Process Facilities	5,330,334	5,982,800	6,402,800	6,363,984	5,819,300	9,946,100	—
612670	Repairs to Railroads	312,917	266,900	417,600	302,749	216,000	396,700	—
612680	Repairs to Buildings	737,631	1,589,700	1,630,800	1,125,769	1,333,900	1,470,900	—
612760	Repairs to Material Handling and Farming Equipment	328,799	315,900	315,900	296,422	293,400	310,200	—
612780	Safety Repairs and Services	309,763	442,000	502,000	495,936	444,000	446,100	—
612790	Repairs to Marine Equipment	96,375	89,000	89,000	88,301	86,400	100,100	—
612800	Repairs to Office Furniture and Equipment	101,516	54,500	80,800	73,799	65,600	67,400	—
612810	Computer Equipment Maintenance	182,898	340,100	340,100	117,664	174,700	247,500	—
612820	Computer Software Maintenance	4,133,437	4,341,200	4,342,100	3,780,973	3,324,000	4,251,800	—
612840	Communications Equipment Maintenance (Includes Software)	758,251	802,000	752,000	664,550	502,300	699,800	—
612860	Repairs to Vehicle Equipment	545,037	588,200	600,800	589,892	492,100	569,500	—
612970	Repairs to Testing and Laboratory Equipment	320,241	396,800	396,800	388,062	385,400	339,100	—
612990	Repairs, N.O.C.	12,581	38,000	38,000	28,348	31,700	36,300	—
200	TOTAL CONTRACTUAL SERVICES	91,735,969	97,503,500	97,786,100	78,118,502	93,001,200	103,884,700	—
623030	Metals	114,214	134,800	174,800	141,157	163,900	126,100	—
623070	Electrical Parts and Supplies	2,726,383	3,006,400	3,156,400	2,926,975	2,946,400	2,849,900	—
623090	Plumbing Accessories and Supplies	1,002,911	1,178,800	1,147,000	1,003,371	1,058,700	1,123,400	—
623110	Hardware	97,919	104,100	104,100	96,059	93,900	108,300	—
623130	Buildings, Grounds, Paving Materials, and Supplies	441,706	502,400	421,400	276,862	372,200	425,900	—
623170	Fiber, Paper, and Insulation Materials	46,502	53,800	63,800	63,650	61,200	76,300	—
623190	Paints, Solvents, and Related Materials	54,933	64,300	64,300	47,128	51,300	56,900	—
623250	Vehicle Parts and Supplies	165,069	178,400	200,200	198,594	166,000	180,300	—
623270	Mechanical Repair Parts	3,611,738	3,849,100	4,107,900	3,618,606	3,527,300	4,099,800	—

101 11000 - 69000	Fund: Corporate Department: All	LINE ITEM ANALYSIS						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
623300	Manhole Materials	6,045	25,000	25,000	23,743	23,000	5,000	—
623520	Office, Printing, and Photo Supplies, Equipment, and Furniture	310,312	360,300	373,400	316,692	333,000	370,900	—
623530	Farming Supplies	29,382	32,000	27,000	18,466	18,900	19,000	—
623560	Processing Chemicals	9,573,111	12,445,500	11,627,100	11,377,817	9,937,700	11,087,300	—
623570	Laboratory Testing Supplies, Small Equipment, and Chemicals	1,009,414	1,068,600	1,050,200	989,148	1,049,600	1,036,000	—
623660	Cleaning Supplies	259,639	269,400	269,400	252,573	247,600	269,500	—
623680	Tools and Supplies	299,873	355,600	374,300	359,803	341,100	333,900	—
623700	Wearing Apparel	191,558	245,100	245,100	187,616	214,900	223,000	—
623720	Books, Maps, and Charts	17,978	20,100	21,400	15,710	17,600	20,400	—
623780	Safety and Medical Supplies	268,514	279,500	279,500	230,695	269,800	357,600	—
623800	Computer Software	139,890	138,800	157,200	76,456	82,500	477,000	—
623810	Computer Supplies	495,260	766,700	786,700	744,150	645,000	750,200	—
623820	Fuel	556,357	631,000	631,000	501,814	516,000	685,100	—
623840	Gases	64,181	85,700	85,700	81,875	74,500	84,700	—
623850	Communications Supplies	128,238	203,700	256,700	234,848	166,100	324,200	—
623860	Lubricants	164,728	234,100	235,700	207,833	217,600	208,600	—
623990	Materials and Supplies, N.O.C.	265,558	285,700	281,200	202,152	206,500	241,600	—
300	TOTAL MATERIALS AND SUPPLIES	22,041,412	26,518,900	26,166,500	24,193,792	22,802,300	25,540,900	—
634600	Equipment for Collection Facilities	44,118	60,000	51,700	50,476	50,500	40,000	—
634650	Equipment for Process Facilities	175,621	176,700	285,400	279,533	168,500	274,000	—
634670	Railroad Equipment	—	—	20,800	20,779	20,800	—	—
634760	Material Handling and Farming Equipment	11,627	467,200	404,000	373,612	378,000	44,500	—
634790	Marine Equipment	—	80,000	80,000	78,500	78,500	—	—
634810	Computer Equipment	5,680	202,000	145,100	145,066	144,400	200,000	—
634820	Computer Software	14,200	207,000	307,000	97,000	129,200	727,000	—
634840	Communications Equipment (Includes Software)	14,680	—	—	—	—	24,000	—
634860	Vehicle Equipment	—	2,099,000	2,092,000	1,956,751	1,868,600	1,411,000	—
634970	Testing and Laboratory Equipment	359,420	384,300	494,300	490,402	419,600	53,000	—
634990	Machinery and Equipment, N.O.C.	11,225	130,800	139,500	44,219	38,600	337,500	—
400	TOTAL MACHINERY AND EQUIPMENT	636,571	3,807,000	4,019,800	3,536,338	3,296,700	3,111,000	—
645680	Buildings	—	117,000	109,000	98,500	102,000	—	—
500	TOTAL CAPITAL PROJECTS	—	117,000	109,000	98,500	102,000	—	—

101 11000 - 69000	Fund: Corporate Department: All	LINE ITEM ANALYSIS						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
667130	Taxes on Real Estate	683,013	755,000	695,000	682,846	683,000	755,000	—
700	TOTAL FIXED AND OTHER CHARGES	683,013	755,000	695,000	682,846	683,000	755,000	—
TOTAL CORPORATE FUND		\$348,496,742	\$ 377,612,500	\$ 377,612,500	\$ 273,149,440	\$355,674,300	\$386,697,700	\$ —
<p>NOTES: 1. Amounts may not add up due to rounding.</p> <p>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.</p> <p>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.</p>								



**Metropolitan Water Reclamation District of Greater Chicago**

100 EAST ERIE STREET

CHICAGO, ILLINOIS 60611-3154

312.751.5600

September 10, 2019

Mr. Brian A. Perkovich  
Executive Director  
O F F I C E

Dear Sir:

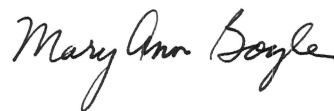
Subject: 2020 Program for the Board of Commissioners

The Board of Commissioners' program for 2020, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of the department's 2020 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, 2020 major initiatives and challenges, and 2019 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 2020.

Respectfully submitted,

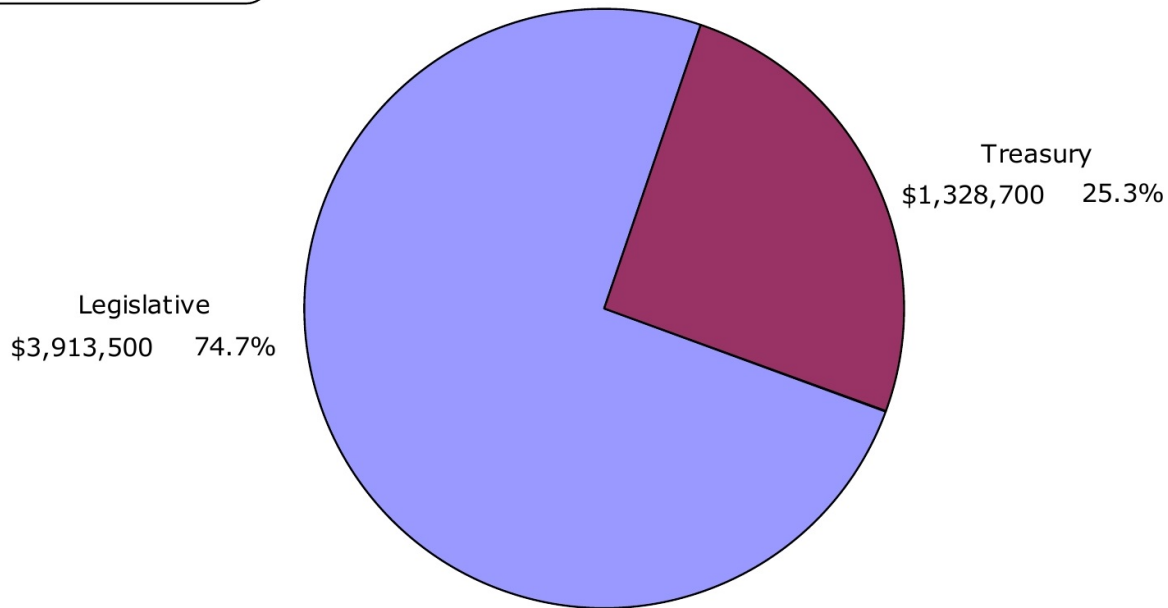


Mary Ann Boyle  
Treasurer

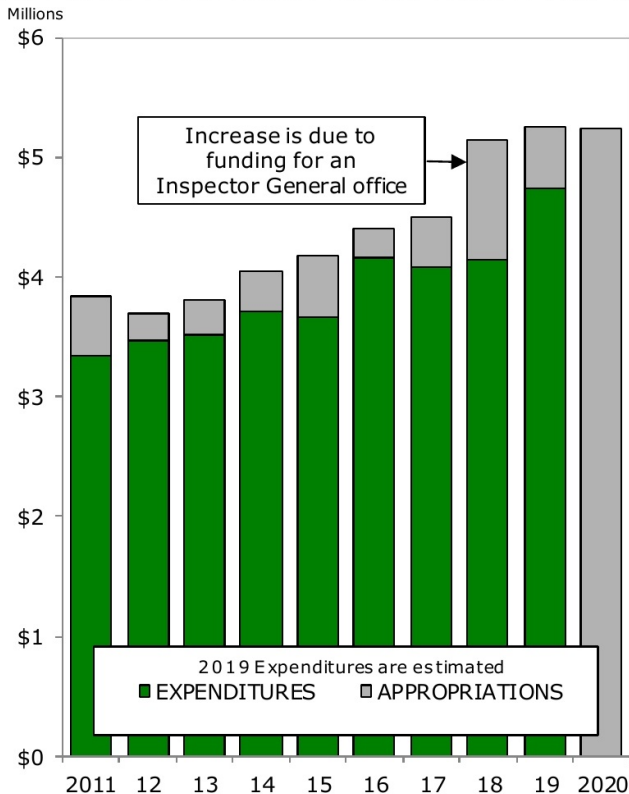
# BOARD OF COMMISSIONERS

## FUNCTIONS

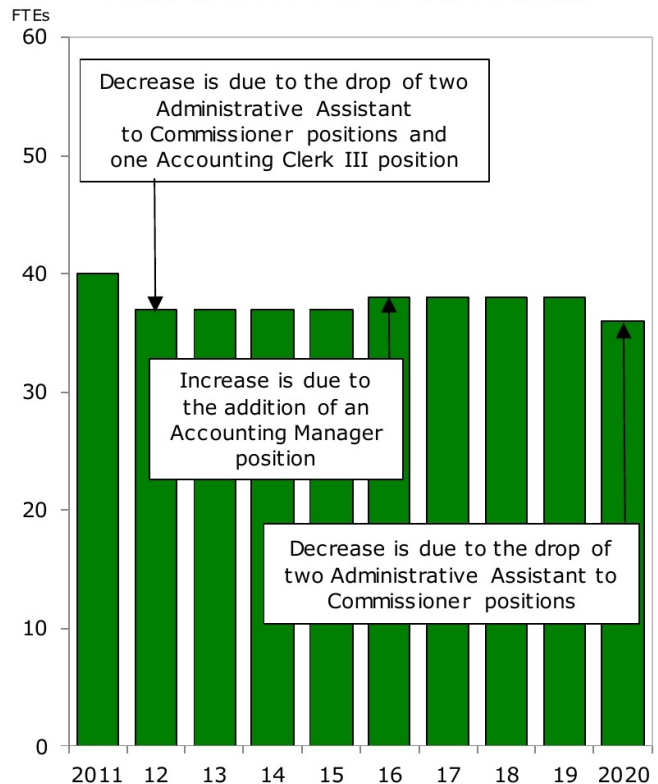
2020	\$5,242,200
2019	\$5,256,000
Decrease	(\$13,800)



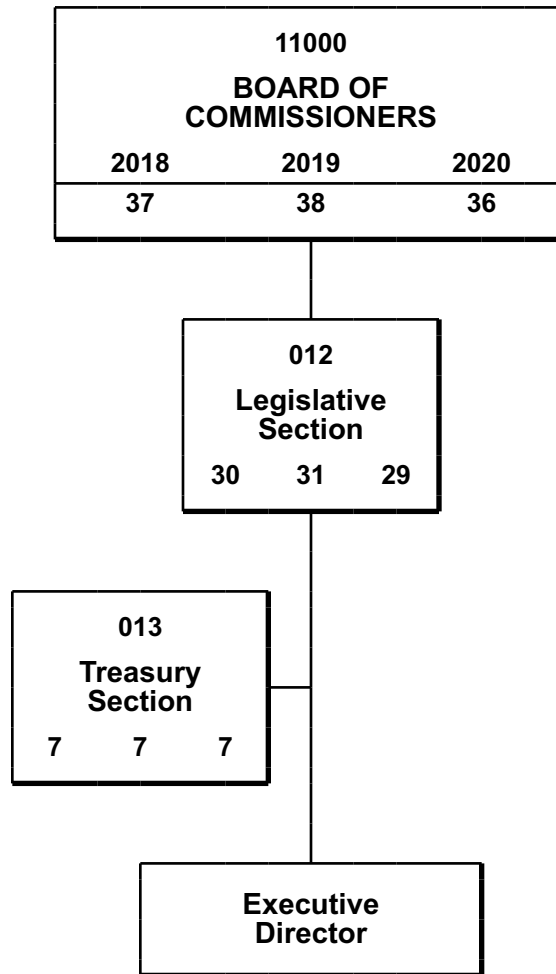
## APPROPRIATIONS & EXPENDITURES



## 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 2019 Accomplishments**

- The District entered into an Intergovernmental Agreement with Cook County, hiring the Office of the Independent Inspector General to provide Inspector General Services to the District for the first time in agency history;
- Investment interest income earned for the year was approximately \$18.2 million reflecting higher yields on interest-bearing investments due to four interest rate increases by the Federal Reserve during 2018;
- For the seventh 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, 2018, the Retirement Fund's funded ratio was 56.5 percent and the OPEB Trust Fund's funded ratio was 58.6 percent (based upon the update roll-forward procedures from 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 2018 Retiree Health Care Trust Comprehensive Annual Financial Report. This marks the 12th consecutive year that the Retiree Health Care Trust has been presented with the award;
- The District's banking and investment custody fees were reduced by 49 percent. This substantial decrease was the result of a Request for Proposal seeking banking and investment custody services for the next five years.

### **Budget Highlights**

The 2020 appropriation for the Board of Commissioners is \$5,242,200, a decrease of \$13,800, or 0.3 percent, from 2019. The staffing level has decreased from 38 to 36 positions to reflect the standard staffing level for the Board of Commissioners, which includes the drop of two Administrative Assistant to Commissioner positions.

The significant feature of the Treasury Section 2020 Budget is:

- Investment Interest Income Estimate: \$15.6 million or less - The Federal Reserve is expected to decrease rates in 2020, which will lead to lower investment yields for the year.

### **2020 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

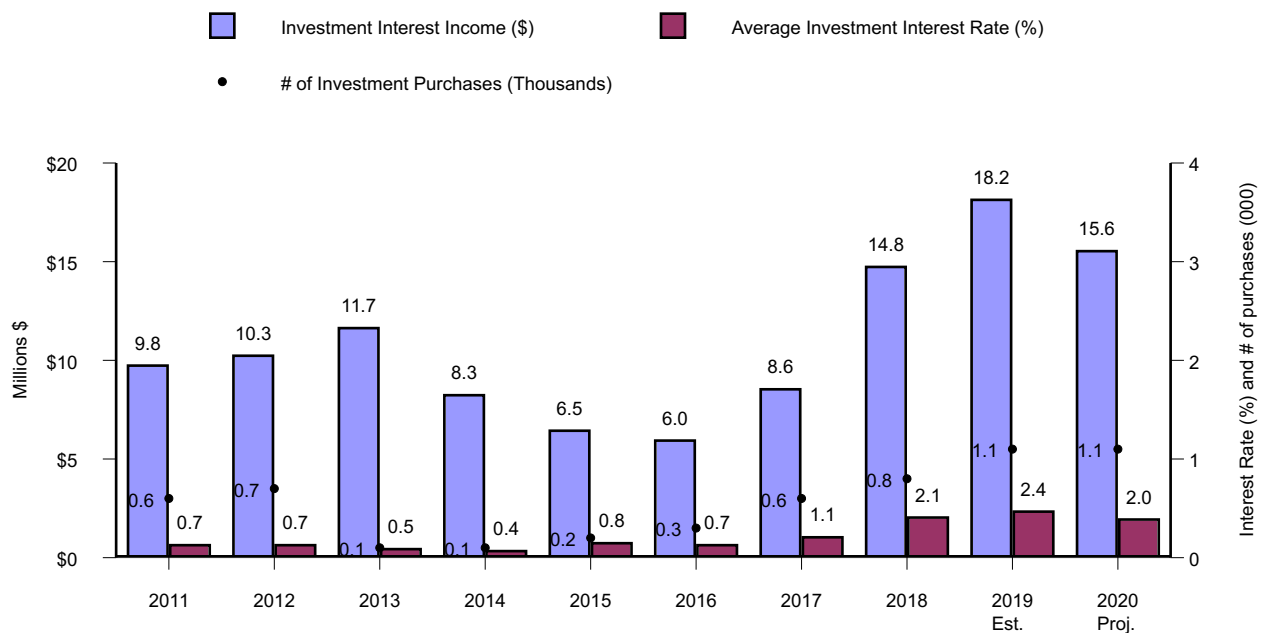
The Legislative Section continues to appropriate funds for an Inspector General. Inspectors General are accountable to the taxpayers. Their role is to detect and prevent waste, fraud, and abuse and thereby build trust in government. The Inspector General investigates complaints or allegations of wrongdoing or misconduct within the programs or operations of the District.

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 2011-2020



Ending Investment Inventory (Par Value) (Dollars in Millions)	2011	2012	2013	2014	2015	2016	2017	2018	2019 Est.	2020 Proj.
	\$990.4	\$975.0	\$717.0	\$547.2	\$715.2	\$711.3	\$736.7	\$684.0	\$704.2	\$674.2

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 2020 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.		\$ 3,913,500	74.7%
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.		\$ 1,328,700	25.3%
Enhance the District's image in national financial markets through the prudent use of debt financing for capital needs and debt service savings.			
Totals		\$ 5,242,200	100.0%

MEASURABLE GOALS:		2018 Actual	2019 Estimated	2020 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/women/veteran broker/dealer investment participation at 33 percent or more of applicable investment purchases.		60%	60%	33%

PROGRAMS BY PRIORITY:			2018		Budgeted		Change		a)
Number	Name	Actual	FTEs		Dollars	Dollars	Percent		
7110	Legislative	\$ 2,826,625	2020	29	\$ 3,825,500	\$ (18,500)	(0.5)		
			2019	31	\$ 3,844,000				
7210	Treasury Activities	\$ 685,830	2020	4	\$ 760,200	\$ (53,300)	(6.6)		
			2019	4	\$ 813,500				
7316	Other Postemployment Benefits Trust Management and Report Preparation	\$ 150,977	2020	1	\$ 156,100	\$ 1,500	1.0		
			2019	1	\$ 154,600				
7601	Capital Financing Program and Other Related Costs	\$ 406,359	2020	2	\$ 412,400	\$ 55,200	15.5		
			2019	2	\$ 357,200				
7604	Social Security and Medicare Contributions	\$ 78,550	2020	—	\$ 88,000	\$ 1,300	1.5		
			2019	—	\$ 86,700				
Totals		\$ 4,148,341	2020	36	\$ 5,242,200	\$ (13,800)	(0.3)%		
			2019	38	\$ 5,256,000				
a) Increase is due to an increase in legal and financial advisory fees (\$52,600).									

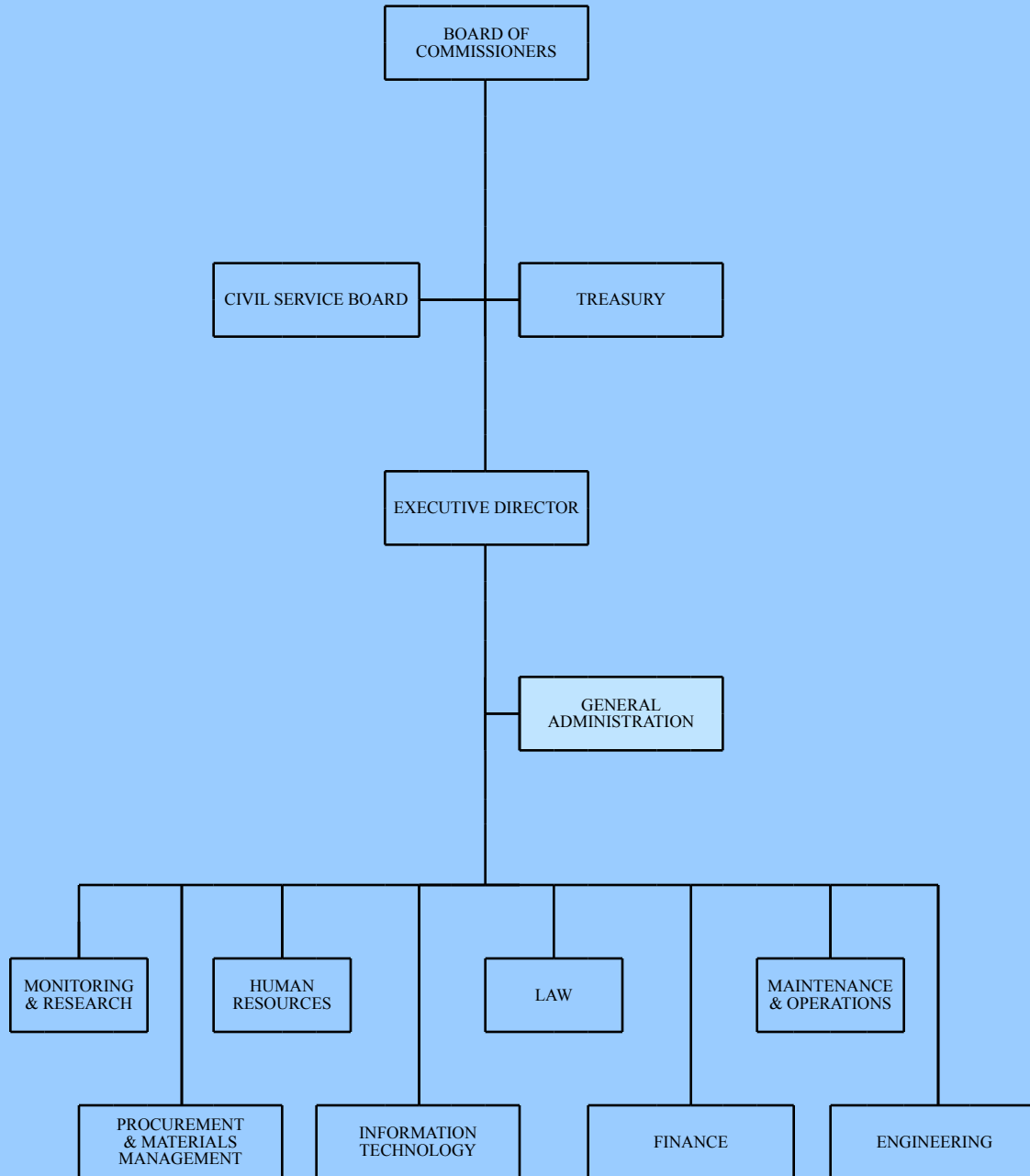
**11000 BOARD OF COMMISSIONERS****PERFORMANCE DATA**

Program Number	Measurable Activity		2018 Actual	2019 Budgeted	2020 Estimated	
7110	Legislative	Cost	\$ 2,826,625	\$ 3,844,000	\$ 3,825,500	
7210	Treasury Activities	Cost	\$ 685,830	\$ 813,500	\$ 760,200	
7316	Other Postemployment Benefits Trust Management and Report Preparation	Cost	\$ 150,977	\$ 154,600	\$ 156,100	
7601	Capital Financing Program and Other Related Costs	Cost	\$ 406,359	\$ 357,200	\$ 412,400	a)
7604	Social Security and Medicare Contributions	Cost	\$ 78,550	\$ 86,700	\$ 88,000	
		Totals	\$ 4,148,341	\$ 5,256,000	\$ 5,242,200	
a) Increase is due to an increase in legal and financial advisory fees (\$52,600).						

101 11000	Fund: Corporate Department: Board of Commissioners	LINE ITEM ANALYSIS						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 3,426,857	\$ 3,712,400	\$ 3,712,400	\$ 2,447,468	\$ 3,463,800	\$ 3,577,400	\$ —
601060	Compensation Plan Adjustments	35,748	54,900	54,900	5,967	20,000	47,300	—
601070	Social Security and Medicare Contributions	78,550	86,700	86,700	53,891	72,900	88,000	—
601100	Tuition and Training Payments	11,337	20,100	20,100	13,305	19,000	19,900	—
601300	Personal Services, N.O.C.	327,365	428,000	428,000	232,875	361,800	517,000	—
100	TOTAL PERSONAL SERVICES	3,879,857	4,302,100	4,302,100	2,753,505	3,937,500	4,249,600	—
612010	Travel	11,274	19,700	19,700	3,714	16,000	26,000	—
612030	Meals and Lodging	16,321	21,700	21,700	12,150	19,000	32,500	—
612280	Subscriptions and Membership Dues	19,260	27,700	27,700	27,700	27,700	27,700	—
612430	Payments for Professional Services	218,364	858,800	858,700	846,008	726,700	890,100	—
612490	Contractual Services, N.O.C.	435	500	600	560	600	800	—
200	TOTAL CONTRACTUAL SERVICES	265,653	928,400	928,400	890,132	790,000	977,100	—
623520	Office, Printing, and Photo Supplies, Equipment, and Furniture	2,859	25,500	25,500	4,637	18,000	15,500	—
300	TOTAL MATERIALS AND SUPPLIES	2,859	25,500	25,500	4,637	18,000	15,500	—
TOTAL BOARD OF COMMISSIONERS		\$ 4,148,369	\$ 5,256,000	\$ 5,256,000	\$ 3,648,274	\$ 4,745,500	\$ 5,242,200	\$ —
<p>NOTES: 1. Amounts may not add up due to rounding.</p> <p>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.</p> <p>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.</p>								

Fund: Corporate Dept: Board of Commissioners		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
<b>012</b>	<b>Legislative Section</b>					
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		19	
TOTAL 012	Legislative Section	30	31	2,707,723	29	2,550,346
<b>013</b>	<b>Treasury Section</b>					
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 013	Treasury Section	7	7	1,023,368	7	1,045,051
TOTAL	Board of Commissioners	37	38	3,731,091	36	3,595,397
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. Dollar amounts may not add up due to rounding.						

**NOTE PAGE**





**Metropolitan Water Reclamation District of Greater Chicago**

100 EAST ERIE STREET

CHICAGO, ILLINOIS 60611-3154

312.751.5600

September 10, 2019

Mr. Brian A. Perkovich  
Executive Director  
O F F I C E

Dear Sir:

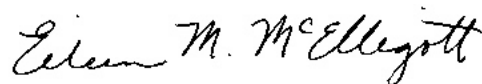
Subject: 2020 Program for General Administration

General Administration's program for 2020, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of 2020 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, 2020 major initiatives and challenges, and 2019 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 2020.

Respectfully submitted,

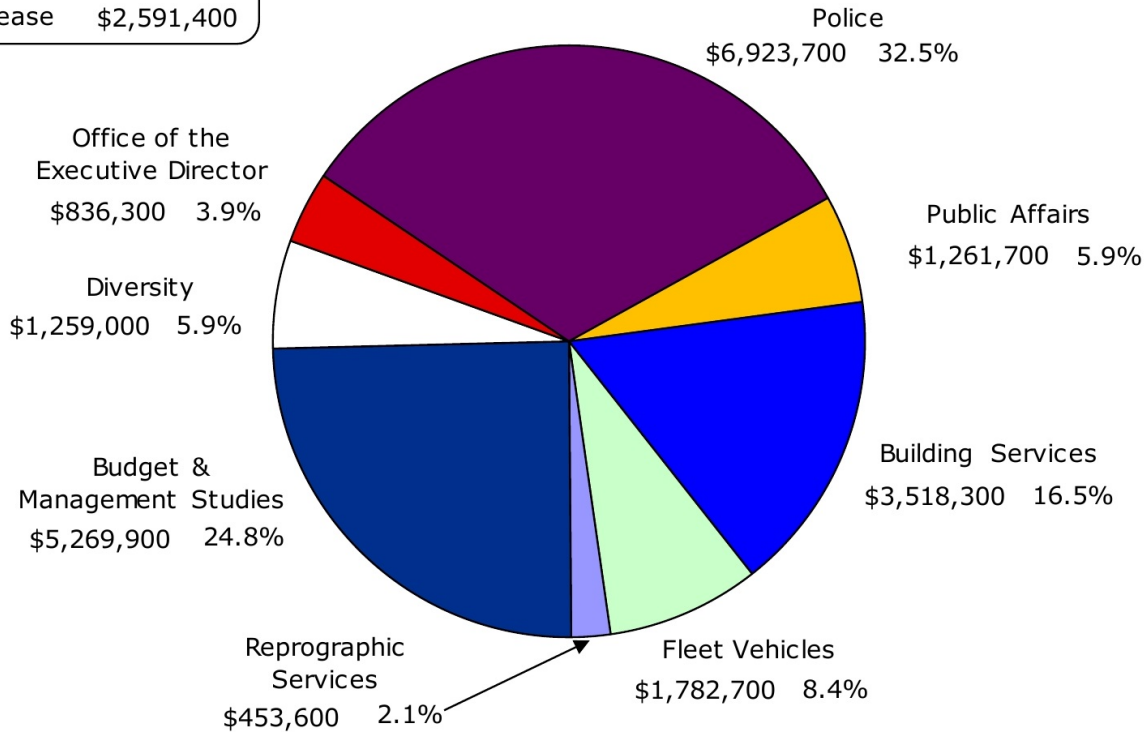


Eileen M. McElligott  
Administrative Services Officer

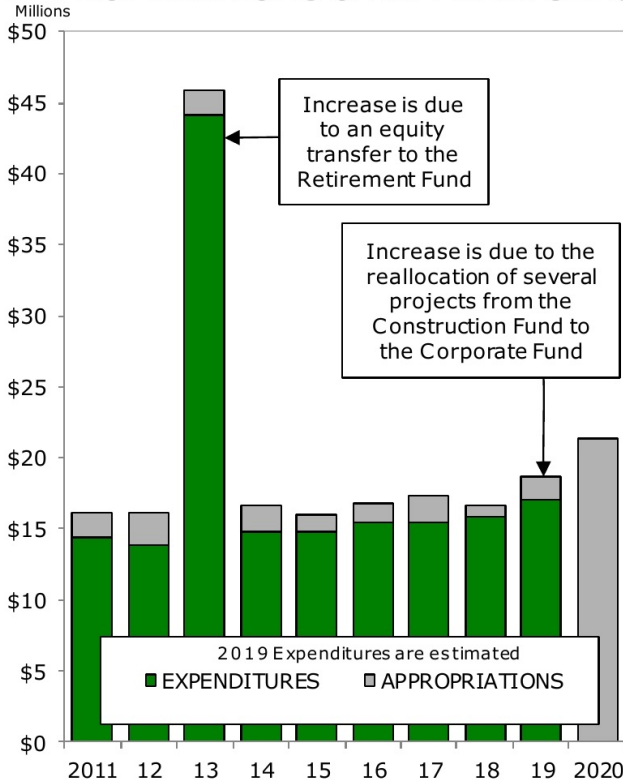
# GENERAL ADMINISTRATION

2020	\$21,305,200
2019	\$18,713,800
Increase	\$2,591,400

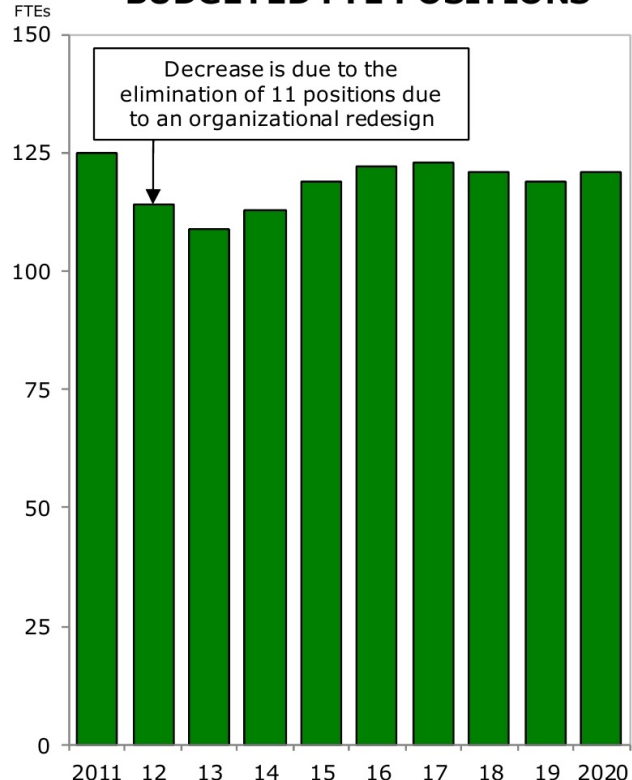
## FUNCTIONS



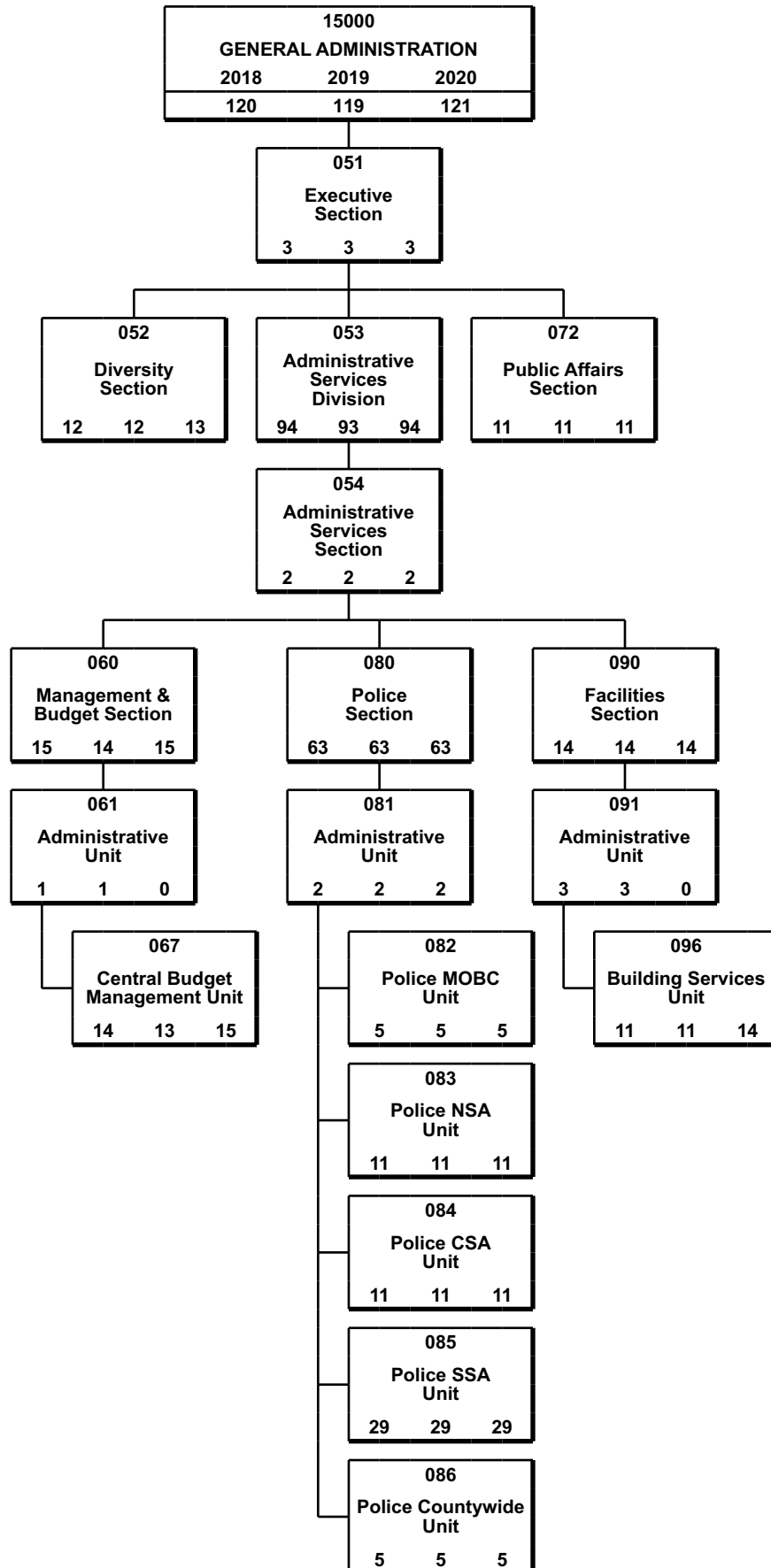
## APPROPRIATIONS & EXPENDITURES



## 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), small (SBE), and veteran owned (VBE) 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 2019 Accomplishments

- The 2019 Budget received the 35th 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 using additional features available in the financial reporting tool implemented in 2018;
- Completed modernization of two elevators at the Main Office Building (MOB) with the goal of eliminating service stoppage;
- Completed the replacement of two chillers at the Main Office Building Annex (MOBA);
- Constructed a plenum fan array to improve the air handling reliability at the MOBA;
- Finished carpet and paint projects at the MOBC with the completion of the second floor of the MOB;
- Installed new production print systems and rolled out a new job submittal program to improve visibility;
- Continued to increase the number of Socially and Economically Disadvantaged vendors included on the District's vendor list;
- Hosted two MBE/WBE/SBE/VBE vendor outreach events, servicing over 400 subcontractors;
- Participated in two of the United States Drug Enforcement Administration's National Prescription Drug Take Back Day Initiatives at three water reclamation plants and the MOBC;
- Continued to manage the District's Prescription Drug Take Back Program at four District locations;
- Worked with the Information Technology Department to unveil the new mwrdd.org website;
- Celebrated the District's 130th Anniversary with an Open House and tours at the Calumet, O'Brien, and Stickney Water Reclamation Plants;
- Organized groundbreaking ceremonies on the Addison Creek Reservoir and Arrowhead Lake Reservoir expansion projects, and the 7th Annual Sustainability Summit, honoring individuals and organizations promoting a sustainable environment;
- Hosted the District's African American History Celebration titled "Commemorating Our Trailblazers", which gave an overview of women in media and government who served as the first female in their respective positions;
- Hosted 188 tours/open houses with over 4,800 visitors, attended over 140 outreach events impacting more than 117,000 people, and visited over 120 schools and other organizations to educate more than 9,000 people.

### Budget Highlights

The 2020 appropriation for General Administration is \$21,305,200, an increase of \$2,591,400, or 13.8 percent, from 2019. The staffing level has increased from 119 to 121 positions, which includes the addition of one Diversity Officer and the transfer in of one Senior Budget and Management Analyst from the Law Department.

Significant features of the 2020 Budget include:

- Major projects include replacement of two boilers at the MOB;
- Replacement of aging Police equipment including STARCOM radios and Livescan systems;
- 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.

## **2020 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 2020.

- **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 document. We continue to transition other documents into the tool to further increase efficiencies.

- **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 analyzes recent expenditure data to develop base budget targets for all departments. Budget requests above the base are reviewed and analyzed to ensure such requests are aligned to strategic initiatives.

The Management & Budget Section continually strives to produce a budget document 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 office environment for staff and delivering efficient and cost-effective automotive fleet services, mailroom, and print services. The Facilities Section will continue to maintain the MOBC through the careful management of our physical assets and support staff services.

The Facilities Section will continue to explore a future project to add automation capability for various heating, ventilation, and air conditioning systems at the MOB.

- **Recover Resources**

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 the MOB cafeteria food waste compost recycling program.

- **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 works 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 continue to be published in the budget.

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

The Police Section participates as a member of the Law Enforcement Mutual Aid Agreement and works with other agencies and municipalities to protect people and assets.

- **Information Technology**

The Management & Budget Section implemented a new budget publishing solution in 2018 for the preparation of the 2019 Budget. This application streamlined the budget document preparation process. Other processes will be evaluated to see if they can be transitioned to the new solution.

## 2020 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 2020.

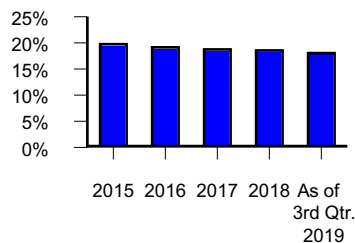
### • Add Value

To add value, the Diversity Section implemented a VBE policy, which provides greater access of opportunity to military veterans. Additionally, 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 and professional 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, SBE, and VBE vendors and the community at large. 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, SBE, and VBE vendor list in 2020.

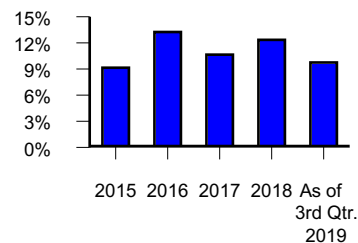
Construction & Consulting Contracts	2015	2016	2017	2018	As of 2019 3rd Quarter
Minority-owned Business Enterprises	\$23,292,180	\$39,402,363	\$9,800,078	\$16,469,827	\$23,125,048
Women-owned Business Enterprises	\$10,855,589	\$27,298,129	\$5,565,425	\$10,931,146	\$12,546,676
Small Business Enterprises	\$375,118	\$307,759	\$1,364,898	\$2,287,186	\$672,690
Veteran-owned Business Enterprises	\$—	\$—	\$—	\$—	\$82,953
Total Contracts Awarded	\$116,523,512	\$202,973,188	\$51,475,204	\$87,762,251	\$126,570,866

For years 2016-2020, SBE contract award amounts only include non-MBEs and non-WBEs.

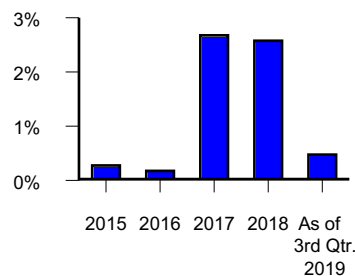
**Minority-owned Business Enterprises**



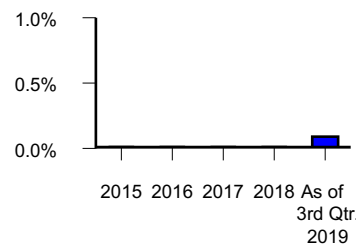
**Women-owned Business Enterprises**



**Small Business Enterprises**



**Veteran-owned 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 2019, 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 2020, Diversity staff will continue to be trained in team building, interviewing, and investigative 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, SBE, and VBE opportunities on District contracts.

## **2020 Public Affairs Section Initiatives in Support of the Strategic Business Plan Include the Following:**

The Public Affairs Section is committed to using established and new strategies to maintain the District's positive public image in 2020.

- **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. In 2020, the Water Wellness Campaign will strive to encourage residents to make modest-to-extreme lifestyle modifications that will result in fewer contaminants entering the waterways. This initiative speaks to prevention as an essential component that begins at home and flows throughout one's social and work life. Residents are asked to "Think, Consider, Choose":

- Think about how you will use or discard a product before you purchase it. Is there an environmentally friendly alternative?
- Consider how the things you use in your everyday life and your actions affect the waterways and the environment.
- Choose to do something different - use environmentally friendly products; eat healthier food options; pick up your pet waste, discard waste properly, and teach your children to do the same. The Public Affairs Section will also continue to oversee the distribution of tree saplings and compost, while promoting the District's stormwater management mission.

- **Excellence**

The Public Affairs Section is determined to achieve excellence in all work products and through interactions with colleagues, stakeholders, reporters, and the public. Communications will continue to feature professionally written and designed materials that reflect the organization's role and history of excellence. The Public Affairs Section will work to inform the public about the District's work by continuing to produce fact sheets, talking points, photos, videos, press releases, and other materials that will help educate the public. The Public Affairs Section will continue to work with subject matter experts, to research and prepare press releases and social media postings, while continuing to participate in and support community events by scheduling presenters, hosting tours and special events, and providing photos and imagery to targeted audiences.

- **Recover Resources**

The Public Affairs Section will educate and inform the public about the District's work to recover resources 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 compost marketing efforts.

- **Develop Employees**

The Public Affairs Section will also continue to keep abreast of changes and new developments within the District and current trends in the water industry reported throughout the world. Staff are encouraged to pursue classroom and online training, webinars, and to read publications and books. Since all employees influence the District's public image, the Public Affairs Section will continue to prepare fact sheets and talking points for staff. The Public Affairs Section will continue to send out daily "MWRD in the News" emails that help all employees with District email access to remain knowledgeable about new developments at the District and in the water industry. Public Affairs produces a quarterly employee newsletter and creates a monthly wall calendar every year that features photos taken by the Public Affairs Section.

- **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.

- **Information 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 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, maintain electronic message signs at all seven water reclamation plants, and generate online photo archives which will include both 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.	\$ 6,923,700	32.5%
2.	Carry out policies established by the elected Board of Commissioners for the protection of the water environment of the District.	\$ 836,300	3.9%
3.	Reach participation goals established by the Board of Commissioners for Minority-owned Business Enterprises, Women-owned Business Enterprises, Small Business Enterprises, and Veteran-owned Business Enterprises for construction and professional services contracts.	\$ 1,259,000	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.	\$ 4,899,700	23.0%
5.	Operate and maintain the Main Office Building Complex to provide a functional and cost-effective office environment for staff, contractors, and visitors.	\$ 3,518,300	16.5%
6.	Provide public understanding of District functions and activities through media, publications, and tours.	\$ 1,261,700	5.9%
7.	Provide fleet management services by administering the operation, maintenance, repair, and procurement of the District's fleet.	\$ 1,782,700	8.4%
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.	\$ 453,600	2.1%
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.	\$ 370,200	1.8%
Totals		\$ 21,305,200	100.0%

MEASURABLE GOALS:		2018	2019	2020
		Actual	Actual	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.				

**15000 GENERAL ADMINISTRATION****OBJECTIVES AND PROGRAM SUMMARY**

PROGRAMS BY PRIORITY:			2018		Budgeted		Change		
Number	Name		Actual		FTEs	Dollars	Dollars	Percent	
7100	Office of the Executive Director	\$	405,078	2020	3	\$ 494,500	\$ 8,300	1.7	
				2019	3	\$ 486,200			
7110	Legislative	\$	396,383	2020	—	\$ 341,800	\$ —	—	
				2019	—	\$ 341,800			
7220	Reprographic Services	\$	478,402	2020	2	\$ 453,600	\$ (77,200)	(14.5)	
				2019	2	\$ 530,800			
7240	Public Affairs	\$	1,142,866	2020	11	\$ 1,261,700	\$ 30,400	2.5	
				2019	11	\$ 1,231,300			
7251	Corporate Budget Preparation, Monitoring, and Administration	\$	1,631,913	2020	7	\$ 4,279,400	\$ 2,366,500	123.7	a)
				2019	8	\$ 1,912,900			
7252	Management and Organization Studies	\$	319,881	2020	3	\$ 370,200	\$ 19,500	5.6	
				2019	3	\$ 350,700			
7253	Support Department Budget Preparation, Monitoring, and Administration	\$	222,828	2020	5	\$ 529,600	\$ 243,100	84.9	b)
				2019	3	\$ 286,500			
7254	Enterprise System	\$	83,421	2020	1	\$ 90,700	\$ 1,700	1.9	
				2019	1	\$ 89,000			
7340	Security of Plants and Properties	\$	6,248,292	2020	63	\$ 6,758,700	\$ 358,600	5.6	c)
				2019	63	\$ 6,400,100			
7460	Main Office Building Complex Services	\$	3,232,108	2020	11	\$ 3,518,300	\$ (567,900)	(13.9)	d)
				2019	11	\$ 4,086,200			
7470	Contract Diversity	\$	972,388	2020	13	\$ 1,259,000	\$ 103,400	8.9	
				2019	12	\$ 1,155,600			
7490	Automotive Fleet Operations	\$	632,538	2020	2	\$ 1,782,700	\$ 102,100	6.1	
				2019	2	\$ 1,680,600			
7604	Social Security and Medicare Contributions	\$	154,919	2020	—	\$ 165,000	\$ 2,900	1.8	
				2019	—	\$ 162,100			
Totals		\$	15,921,017	2020	121	\$ 21,305,200	\$ 2,591,400	13.8%	
				2019	119	\$ 18,713,800			
<p>a) Increase is due to the contingency for District-wide Corporate Fund general salary adjustments (\$2,390,800), offset by the reallocation of salaries to more accurately reflect current activities (\$67,700).</p> <p>b) Increase is due to the reallocation of salaries to more accurately reflect current activities (\$151,900) and the addition of one FTE position (\$88,400).</p> <p>c) Increase is due to the replacement of Police portable radios (\$125,000) and Police Livescan Systems (\$46,600) due to the end of life of the existing equipment and the anticipated increase in Police overtime (\$95,200),</p> <p>d) Decrease is due to the completion of the paint and carpet replacement project in the Main Office Building (\$425,000), the reduced need for the Main Office Building Annex common area major projects (\$90,000), and the reallocation of salaries to more accurately reflect current activities (\$62,200), offset by an increase in expected JOC projects to be completed at the Main Office Building Complex (\$26,100).</p>									

**15000 GENERAL ADMINISTRATION****PERFORMANCE DATA**

Program Number	Measurable Activity		2018 Actual	2019 Budgeted	2020 Estimated	
7100	Office of the Executive Director	Cost	\$ 405,078	\$ 486,200	\$ 494,500	
7110	Legislative	Cost	\$ 396,383	\$ 341,800	\$ 341,800	
7220	Reprographic Services					
7221	Duplication Services	# of Impressions	2,956,838	3,030,000	3,111,438	
		Cost	\$ 469,081	\$ 509,500	\$ 437,300	
		Cost/Impression	\$ 0.16	\$ 0.17	\$ 0.14	a)
7224	Design Services	Cost	\$ 9,321	\$ 21,300	\$ 16,300	b)
7240	Public Affairs					
7247	Internal Public Affairs					
	Interdepartmental Support	Cost	\$ 315,755	\$ 337,300	\$ 326,600	
7248	External Public Affairs					
	Respond to Public Inquiries and Furnish Public Information Pamphlets	# of Responses	47,000	48,000	48,000	
		Cost	\$ 276,172	\$ 298,460	\$ 312,181	
		Cost/Response	\$ 5.88	\$ 6.22	\$ 6.50	
	Coordinate District Communications with Public, Civic, and Social Groups	# of Contacts	24,000	25,000	25,000	
		Cost	\$ 150,865	\$ 163,079	\$ 170,577	
		Cost/Contact	\$ 6.29	\$ 6.52	\$ 6.82	
	Monitor Public Hearings, Board Meetings, Internet, and Media and Issue Press Releases	Cost	\$ 194,785	\$ 210,569	\$ 220,249	
	Special Public Events	Cost	\$ 205,289	\$ 221,892	\$ 232,093	
7250	Budget Preparation and Management Studies					
7251	Corporate Budget Preparation, Monitoring, and Administration	Cost	\$ 1,631,913	\$ 1,912,900	\$ 4,279,400	c)
7252	Management and Organization Studies	Cost	\$ 319,881	\$ 350,700	\$ 370,200	
7253	Support Department Budget Preparation, Monitoring, and Administration	Cost	\$ 222,828	\$ 286,500	\$ 529,600	d)
7254	Enterprise Systems	Cost	\$ 83,421	\$ 89,000	\$ 90,700	
<p>a) Decrease in cost per impression is due to the reduction in print production costs resulting from the replacement of the obsolete Xerox printing systems with the more efficient Konica system.</p> <p>b) Decrease is due to the reduced need for graphic art supplies (\$5,000).</p> <p>c) Increase is due to the contingency for District-wide Corporate Fund general salary adjustments (\$2,390,800), offset by the reallocation of salaries to more accurately reflect current activities (\$67,700).</p> <p>d) Increase is due to the reallocation of salaries to more accurately reflect current activities (\$151,900) and the addition of one FTE position (\$88,400).</p>						

**15000 GENERAL ADMINISTRATION****PERFORMANCE DATA**

Program Number	Measurable Activity		2018 Actual	2019 Budgeted	2020 Estimated	
7340	Security of Plants and Properties					
	Patrol of District Facilities	# of Miles	162,603	136,600	136,610	
		Cost	\$ 1,209,669	\$ 1,238,975	\$ 1,308,396	
		Cost/Mile	\$ 7.44	\$ 9.07	\$ 9.58	
	Patrol of District Real Estate	# of Miles	315,642	265,200	265,182	
		Cost	\$ 3,420,315	\$ 3,503,609	\$ 3,699,917	e)
		Cost/Mile	\$ 10.84	\$ 13.21	\$ 13.95	
	Access Control to Facilities	# of Hours	46,121	46,100	46,121	
		Cost	\$ 1,618,308	\$ 1,657,516	\$ 1,750,387	
		Cost/Hour	\$ 35.09	\$ 35.95	\$ 37.95	
7460	Main Office Building Complex Services					
7461	Main Office Building Complex Operations	Area (Sq. Ft.)	198,901	198,901	198,901	
		Cost	\$ 2,842,764	\$ 3,680,200	\$ 3,134,400	f)
		Cost/Sq. Ft.	\$ 14.29	\$ 18.50	\$ 15.76	
7463	Collect and Distribute Mail	# of Pieces	439,400	893,300	600,000	
		Cost	\$ 304,543	\$ 317,900	\$ 308,700	
		Cost/Piece	\$ 0.69	\$ 0.36	\$ 0.51	g)
7464	Telephone Switchboard Operations at Main Office Building Complex	Cost	\$ 84,801	\$ 88,100	\$ 75,200	
7470	Contract Diversity					
7471	Contract Compliance	Cost	\$ 439,579	\$ 518,100	\$ 570,400	
7472	Community Activity	Cost	\$ 321,871	\$ 382,200	\$ 412,800	
7473	Contract Diversity Support	Cost	\$ 210,938	\$ 255,300	\$ 275,800	
7490	Automotive Fleet Operations					
7491	Automotive Fleet Procurement	Cost	\$ —	\$ 900,000	\$ 900,000	
7499	Automotive Fleet Operations	Cost	\$ 632,538	\$ 780,600	\$ 882,700	
7604	Social Security and Medicare Contributions	Cost	\$ 154,919	\$ 162,100	\$ 165,000	
	Totals		\$ 15,921,017	\$ 18,713,800	\$ 21,305,200	
<p>e) Increase is due to the replacement of Police portable radios due to the end of life of the existing equipment (\$125,000) and the anticipated increase in Police overtime (\$95,200), offset by the completion of the replacement of Police holsters (\$15,000) and the transfer of the security camera maintenance (\$6,400) and the leased computer line (\$3,000) to the Information Technology Department.</p> <p>f) Decrease is due to the completion of the paint and carpet replacement project in the Main Office Building (\$425,000), the reduced need for the Main Office Building Annex common area major projects (\$90,000), and the reallocation of salaries to more accurately reflect current activities (\$43,900), offset by an increase in expected JOC projects to be completed at the Main Office Building Complex (\$26,100).</p> <p>g) Increase is due to an estimated drop in pieces of mail to be handled which has not yet been offset by a reduction in postage meter funding. Future budgets will be analyzed for possible drops in postage meter funding.</p>						

101 15000	Fund: Corporate Department: General Administration	LINE ITEM ANALYSIS						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 10,426,621	\$ 11,019,100	\$ 11,019,100	\$ 7,516,882	\$ 10,634,300	\$ 11,351,400	\$ —
601060	Compensation Plan Adjustments	634,874	666,700	666,700	499,163	637,300	774,200	—
601070	Social Security and Medicare Contributions	154,919	162,100	162,100	115,767	157,500	165,000	—
601100	Tuition and Training Payments	14,549	33,000	33,000	18,043	15,200	44,500	—
601270	General Salary Adjustments	—	—	—	—	—	2,390,800	—
100	TOTAL PERSONAL SERVICES	11,230,963	11,880,900	11,880,900	8,149,853	11,444,300	14,725,900	—
612010	Travel	5,427	10,000	10,000	6,492	7,500	9,000	—
612030	Meals and Lodging	12,944	17,200	17,200	11,812	11,100	18,100	—
612040	Postage, Freight, and Delivery Charges	101,342	109,700	109,700	84,640	109,600	109,700	—
612050	Compensation for Personally- Owned Automobiles	3,515	3,700	3,700	3,521	5,500	4,100	—
612080	Motor Vehicle Operating Services	63,757	62,700	62,700	58,351	48,900	63,100	—
612090	Reprographic Services	93,298	103,400	118,300	117,559	82,000	55,300	—
612150	Electrical Energy	325,538	325,200	325,200	193,609	318,300	325,200	—
612160	Natural Gas	26,981	24,900	24,900	14,793	21,200	24,900	—
612170	Water and Water Services	6,142	6,500	6,500	4,551	6,400	6,500	—
612210	Communication Services	3,000	3,000	3,000	1,500	1,500	—	—
612280	Subscriptions and Membership Dues	816,906	933,500	908,500	741,730	904,000	965,600	—
612330	Rental Charges	8,353	93,500	93,500	57,413	57,600	71,000	—
612360	Advertising	9,938	13,000	13,000	1,750	12,500	15,000	—
612370	Administration Building Operation	1,145,339	1,313,200	1,382,200	1,381,767	1,105,400	1,314,700	—
612390	Administration Building McMillan Pavilion Operation	691,856	782,900	828,900	828,775	631,700	782,900	—
612430	Payments for Professional Services	378,805	324,000	256,800	256,776	250,100	324,000	—
612490	Contractual Services, N.O.C.	283,186	331,800	331,800	315,357	282,300	337,000	—
612680	Repairs to Buildings	2,800	566,300	502,300	6,000	425,000	77,400	—
612800	Repairs to Office Furniture and Equipment	95,017	47,900	74,200	72,599	59,200	60,800	—
612840	Communications Equipment Maintenance (Includes Software)	31,239	22,800	22,800	22,784	20,800	22,800	—
612860	Repairs to Vehicle Equipment	382,318	440,500	440,500	429,770	355,100	417,000	—
200	TOTAL CONTRACTUAL SERVICES	4,487,699	5,535,700	5,535,700	4,611,550	4,715,700	5,004,100	—
623070	Electrical Parts and Supplies	4,344	8,600	8,600	7,600	7,800	8,600	—
623090	Plumbing Accessories and Supplies	19,249	8,500	8,500	7,000	7,900	8,500	—
623110	Hardware	14,400	16,000	16,000	15,219	13,900	16,000	—

101 15000	Fund: Corporate Department: General Administration	LINE ITEM ANALYSIS						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
623130	Buildings, Grounds, Paving Materials, and Supplies	933	—	—	—	—	—	—
623520	Office, Printing, and Photo Supplies, Equipment, and Furniture	102,407	136,600	136,600	126,840	121,100	155,100	—
623660	Cleaning Supplies	967	1,300	1,300	1,000	1,200	1,300	—
623700	Wearing Apparel	27,845	53,400	53,400	44,687	41,800	37,500	—
623720	Books, Maps, and Charts	44	1,000	1,000	263	900	1,000	—
623850	Communications Supplies	—	25,000	25,000	21,861	25,000	150,000	—
623990	Materials and Supplies, N.O.C.	32,165	52,000	52,000	23,166	27,000	47,200	—
300	TOTAL MATERIALS AND SUPPLIES	202,355	302,400	302,400	247,636	246,600	425,200	—
634860	Vehicle Equipment	—	900,000	900,000	764,992	677,300	900,000	—
634990	Machinery and Equipment, N.O.C.	—	94,800	94,800	—	—	250,000	—
400	TOTAL MACHINERY AND EQUIPMENT	—	994,800	994,800	764,992	677,300	1,150,000	—
TOTAL GENERAL ADMINISTRATION		\$ 15,921,017	\$ 18,713,800	\$ 18,713,800	\$ 13,774,031	\$ 17,083,900	\$ 21,305,200	\$ —
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				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
<b>051</b>	<b>Executive Section</b>					
EX07	Executive Director	1	1		1	
EX06	Secretary to Officer	2	2		2	
TOTAL 051	Executive Section	3	3	483,504	3	488,168
<b>052</b>	<b>Diversity Section</b>					
HP18	Diversity Administrator	1	1		1	
HP16	Senior Diversity Officer	2	2		2	
HP15	Compliance Officer #2 (Diversity Officer) (New Grade HP14)	1	—		—	
HP14	Diversity Officer	5	6		7	
HP11	Administrative Specialist	2	2		2	
HP09	Administrative Clerk	1	1		1	
TOTAL 052	Diversity Section	12	12	1,055,745	13	1,165,561
<b>053</b>	<b>Administrative Services Division</b>					
<b>054</b>	<b>Administrative Services Section</b>					
EX19	Administrative Services Officer	1	1		1	
EX06	Secretary to Officer	1	1		1	
TOTAL 054	Administrative Services Section	2	2	346,584	2	346,584
<b>060</b>	<b>Management &amp; Budget Section</b>					
<b>061</b>	<b>Administrative Unit</b>					
HP20	Budget Officer	1	1		—	
TOTAL 061	Administrative Unit	1	1	166,379	—	—
<b>067</b>	<b>Central Budget Management Unit</b>					
HP20	Budget Officer	—	—		1	
HP18	Supervising Budget & Management Analyst	1	1		1	
HP16	Senior Budget & Management Analyst	4	4		5	
HP14	Budget & Management Analyst	8	8		8	
HP11	Administrative Specialist	1	—		—	
TOTAL 067	Central Budget Management Unit	14	13	1,313,511	15	1,572,639
TOTAL 060	Management & Budget Section	15	14	1,479,890	15	1,572,639

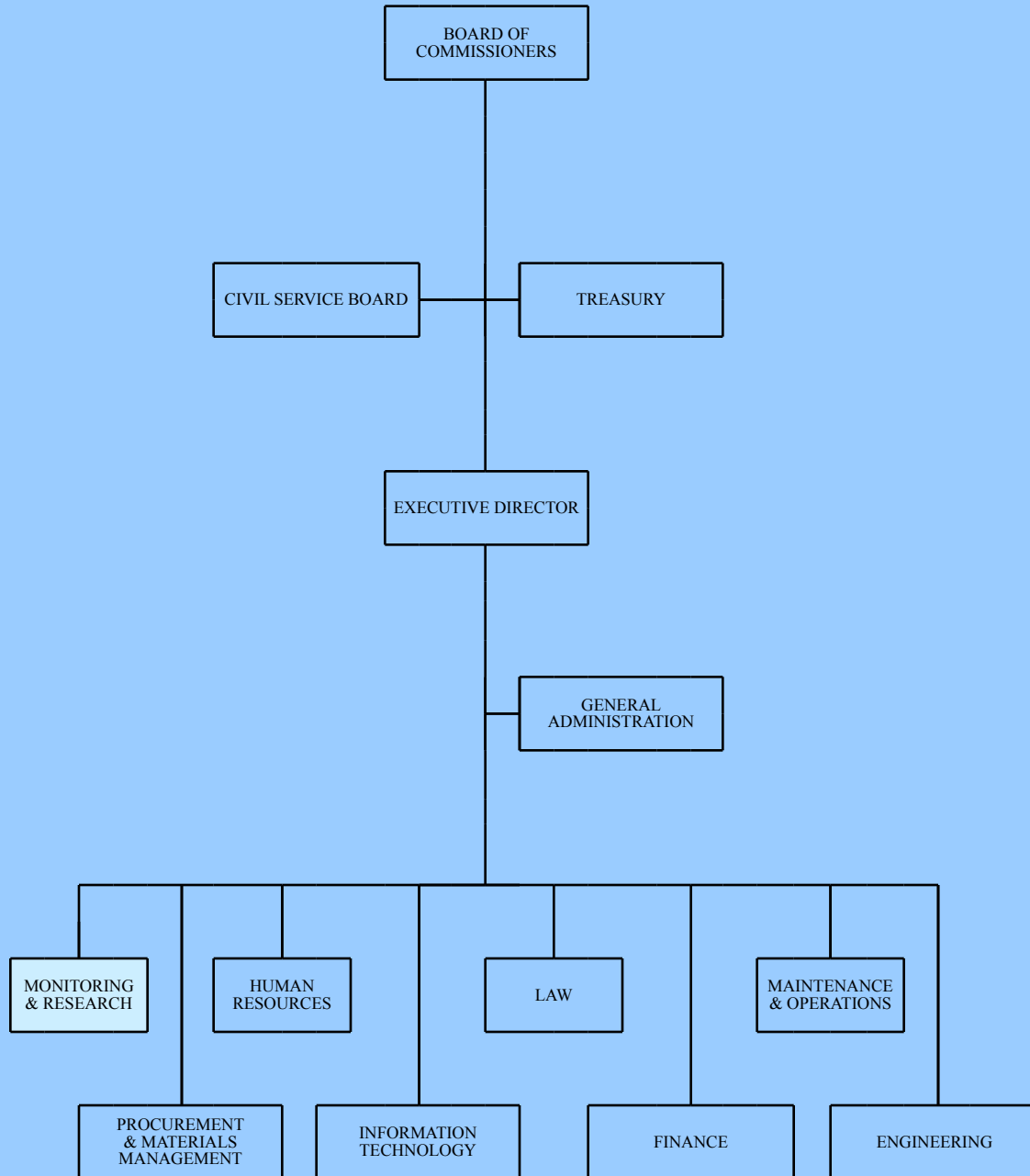
Fund: Corporate Dept: General Administration		POSITION ANALYSIS				
		2018	2019		2020	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
					Proposed by the Executive Director	
<b>080</b>	<b>Police Section</b>					
<b>081</b>	<b>Administrative Unit</b>					
HP18	Chief of Police	1	1		1	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	1		1	
TOTAL 081	Administrative Unit	2	2	250,408	2	250,408
<b>082</b>	<b>Police Main Office Building Complex Unit</b>					
NR2483	Police Officer	5	5		5	
TOTAL 082	Police Main Office Building Complex Unit	5	5	421,928	5	431,392
<b>083</b>	<b>Police North Service Area Unit</b>					
HP14	Police Sergeant	1	1		1	
NR2483	Police Officer	10	10		10	
TOTAL 083	Police North Service Area Unit	11	11	945,676	11	964,604
<b>084</b>	<b>Police Calumet Service Area Unit</b>					
HP14	Police Sergeant	1	1		1	
NR2483	Police Officer	10	10		10	
TOTAL 084	Police Calumet Service Area Unit	11	11	955,591	11	974,519
<b>085</b>	<b>Police Stickney Service Area Unit</b>					
HP16	Police Lieutenant	2	2		2	
HP14	Police Sergeant	5	5		5	
NR2483	Police Officer	22	22		22	
TOTAL 085	Police Stickney Service Area Unit	29	29	2,643,153	29	2,694,710
<b>086</b>	<b>Police Countywide Unit</b>					
NR2483	Police Officer	5	5		5	
TOTAL 086	Police Countywide Unit	5	5	421,928	5	431,392
TOTAL 080	Police Section	63	63	5,638,684	63	5,747,025
<b>090</b>	<b>Facilities Section</b>					
<b>091</b>	<b>Administrative Unit</b>					
HP16	Senior Budget & Management Analyst	1	1		—	



Fund: Corporate Dept: General Administration		POSITION ANALYSIS				
		2018	2019		2020	
					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	2	2		—	
TOTAL 091	Administrative Unit	3	3	220,968	—	—
<b>096</b>	<b>Building Services Unit</b>					
HP16	Senior Budget & Management Analyst	—	—		1	
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		4	
HP09	Administrative Clerk	3	3		3	
NR8661	Motor Vehicle Dispatcher Supervisor	1	1		1	
NR8660	Motor Vehicle Dispatcher	2	2		2	
TOTAL 096	Building Services Unit	11	11	759,847	14	983,318
TOTAL 090	Facilities Section	14	14	980,815	14	983,318
TOTAL 053	Administrative Services Division	94	93	8,445,973	94	8,649,566
<b>072</b>	<b>Public Affairs Section</b>					
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	Public Affairs Specialist #2 (New Grade HP14)	3	3		3	
HP14	Public Affairs Specialist	1	1		1	
HP13	Graphic Artist	2	2		2	
HP13	Senior Administrative Specialist	1	1		1	
HP11	Administrative Specialist	1	1		1	
TOTAL 072	Public Affairs Section	11	11	1,085,427	11	1,105,468
TOTAL	General Administration	120	119	11,070,649	121	11,408,763

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. Dollar amounts may not add up due to rounding.

**NOTE PAGE**



**Metropolitan Water Reclamation District of Greater Chicago**

100 EAST ERIE STREET

CHICAGO, ILLINOIS 60611-3154

312.751.5600

September 10, 2019

Mr. Brian A. Perkovich  
Executive Director  
O F F I C E

Dear Sir:

Subject: 2020 Program for the Monitoring & Research Department

The Monitoring & Research Department's program for 2020, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of the department's 2020 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, 2020 major initiatives and challenges, and 2019 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 2020.

Respectfully submitted,

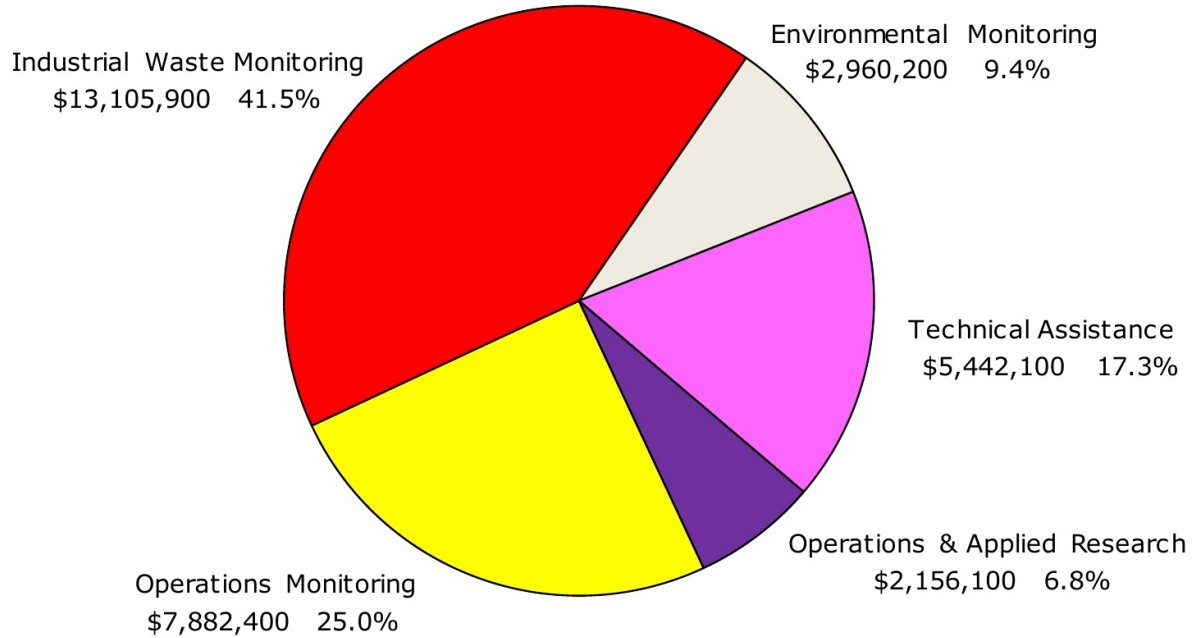


Edward W. Podczerwinski  
Director of Monitoring & Research

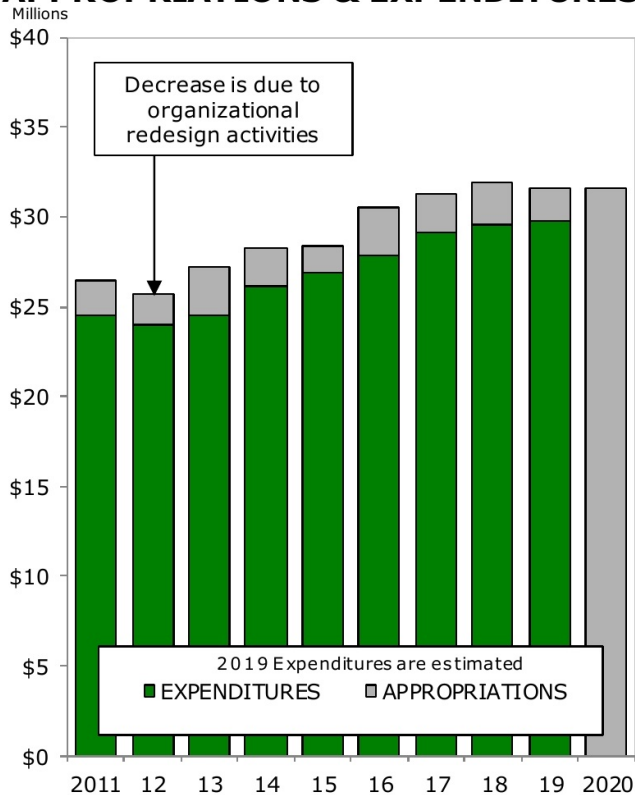
## MONITORING & RESEARCH

2020	\$31,546,700
2019	\$31,548,300
Decrease	(\$1,600)

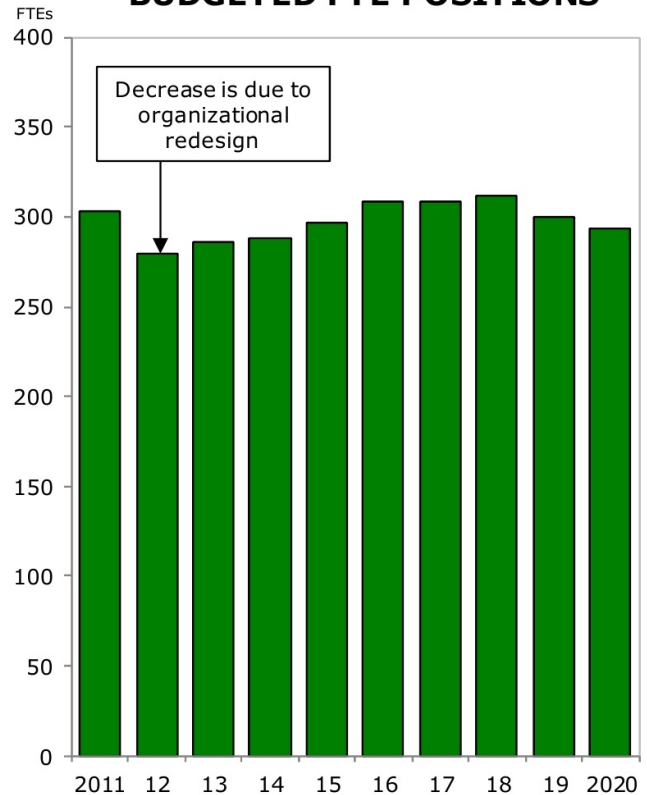
### FUNCTIONS



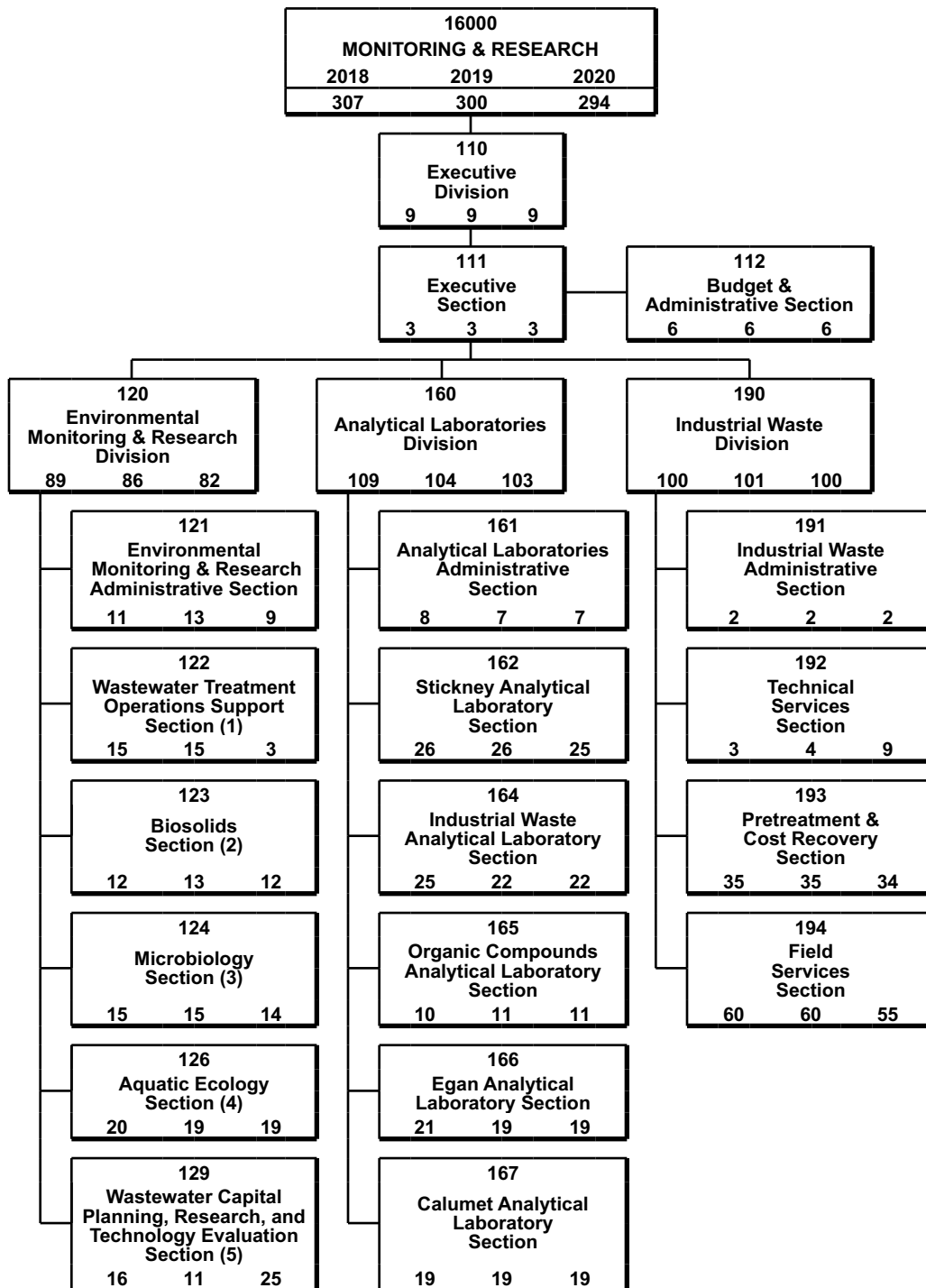
### APPROPRIATIONS & EXPENDITURES



### BUDGETED FTE POSITIONS



# MONITORING & RESEARCH



- (1) Effective 01/01/20, Section 122 was retitled from Wastewater Treatment Process Research Section to Wastewater Treatment Operations Support Section.
- (2) Effective 01/01/20, Section 123 was retitled from Biosolids Utilization & Soil Science Section to Biosolids Section.
- (3) Effective 01/01/20, Section 124 was retitled from Analytical Microbiology & Biomonitoring Section to Microbiology Section.
- (4) Effective 01/01/20, Section 126 was retitled from Aquatic Ecology & Water Quality Section to Aquatic Ecology Section.
- (5) Effective 01/01/20, Section 129 was retitled from Process Facilities Capital Planning Section to Wastewater Capital Planning, Research, and Technology Evaluation Section.

## 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 2019 Accomplishments

- Screened and tested 47 high strength organic materials (HSOM) samples to determine their suitability for acceptance under the Resource Recovery Program and began receiving materials at the Calumet Water Reclamation Plant;
- Held a field day at the Fulton County site in collaboration with the Illinois Farm Bureau, Fulton County Farm Bureau, and the University of Illinois to demonstrate several best management practices for reducing the nutrient loss from agricultural fields;
- Conducted wet weather monitoring in the Chicago and Des Plaines River Systems to assess the effectiveness of the McCook Stage I Reservoir portion of the Tunnel and Reservoir Plan (TARP);
- Assessed approximately 37 stream miles in the Cook County portion of the North Branch Chicago River Watershed in order to update the existing Watershed-Based Plan and ensure eligibility for Illinois Environmental Protection Agency (IEPA) grant funding to address water quality issues throughout the watershed;
- Established real-time telemetry at select Continuous Dissolved Oxygen Monitoring Program stations;
- Worked collaboratively with the Maintenance & Operations and Law Departments to complete a technical report in support of the Chicago Area Waterway System (CAWS) Time Limited Water Quality Standard petition for chlorides;
- Awarded contract to begin CAWS Phosphorus Assessment and Reduction Plan, in collaboration with IEPA and Environmental Advocacy Groups;
- Fostered holistic approach to water quality improvements by actively participating in three local watershed workgroups (DuPage River Salt Creek Workgroup, Lower Des Plaines Watershed Group, and North Branch Watershed Workgroup).

### Budget Highlights

The 2020 appropriation for M&R is \$31,546,700, a decrease of \$1,600, or 0.0 percent, from 2019. The staffing level has decreased from 300 to 294 positions, which includes the addition of one Senior Environmental Research Technician, offset by the drop of one Laboratory Technician II, one Pollution Control Technician I, one Environmental Research Scientist, one Administrative Specialist, one Environmental Soil Scientist, one Principal Environmental Scientist, and one Laboratory Technician I #1. In addition, two Instrumentation Chemist II and two Instrumentation Chemist positions will be reclassified as Environmental Chemists to consolidate to one title, one test, and promote flexibility and uniformity within the Analytical Laboratories Division. Also, a crosshatch #1 was added to one Environmental Research Technician, and a crosshatch #2 was added to an Environmental Chemist position.

Significant features of the 2020 budget include:

- Continue to develop a District-wide Biosolids Strategy to increase use of Exceptional Quality biosolids and ensure continued sustainability of the District's biosolids management program;
- Continue to conduct permit-required groundwater monitoring for four TARP systems, three reservoirs, four biosolids management sites, and Fischer Farm in Hanover Park;
- Manage the contract to develop the Phosphorus Assessment and Reduction Plan for the CAWS, and continue to participate on the CAWS Nutrient Oversight Committee;
- Continue the Biological Oxygen Demand (BOD) to Total Organic Carbon (TOC) study and establish reliable data to modify National Pollutant Discharge Elimination System (NPDES) permits to include TOC monitoring. This analysis provides a much more environmentally beneficial analysis by eliminating the use of mercury reagents;
- Continue implementation of a Dental Amalgam Program to abate mercury discharges from dental offices to the District's collection system and ultimately the water environment;
- Completion of the wet weather monitoring in the Chicago and Des Plaines River Systems to assess the effectiveness of the McCook Stage I Reservoir portion of TARP;
- Develop Climate Action and Resiliency Plan for the District through an interdepartmental task force;

- Continue to lead the phosphorus studies and implement biological phosphorus removal at District WRPs;
- Continue implementation of a District-wide Odor Reduction Strategy and odor monitoring at some District facilities;
- Continue to lead and develop the Resource Recovery Program for supporting the District's energy recovery, phosphorus removal, and biosolids composting initiatives.

## **2020 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 2020 User Charge revenue, based on 2020 rates and a three-year (2016-2018) trend of user clearing data, is \$43.0 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 and infrastructures.

<b>Five-Year Trend in User Charge Revenue</b>	
<b>Year</b>	<b>User Charge Receipts</b>
2016	\$44,487,370
2017	\$53,252,035
2018	\$41,301,817
2019 Estimated	\$47,000,000
2020 Projected	\$43,000,000

In 2020, 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 2020, has a goal of identifying and classifying 50 new users to be administered to offset any reductions in existing users 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 to provide technical support to the Maintenance & Operations Department in 2020 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 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.

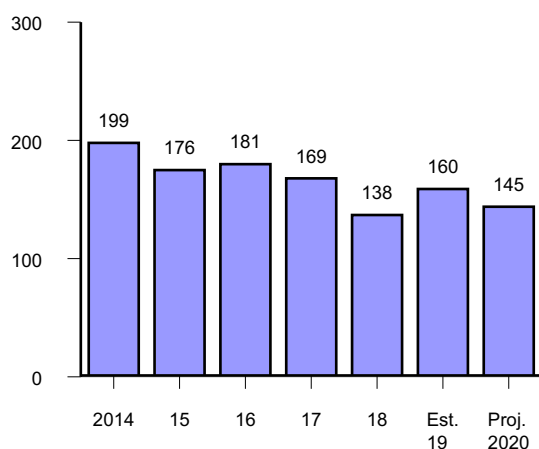
M&R is also committed to stopping pollution at its source by operating an effective Industrial Waste Pretreatment Program in full compliance with all federal and state statutes. During 2020, the administration of the District's Industrial Waste Pretreatment Program will require the issuance or renewal of Discharge Authorizations for approximately 70 Significant Industrial Users and the review of approximately 700 Continued Compliance Reports and 20 Slug Control or Spill Prevention, Control, and Countermeasure Plans. During 2020, M&R expects to perform 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 2020, 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 2020 are expected to meet the highest quality criteria for trace metals under the United States Environmental Protection Agency Biosolids Rule (40 CFR Part 503) and the WRP effluents are expected to meet all NPDES permit limits for regulated industrial pollutants.

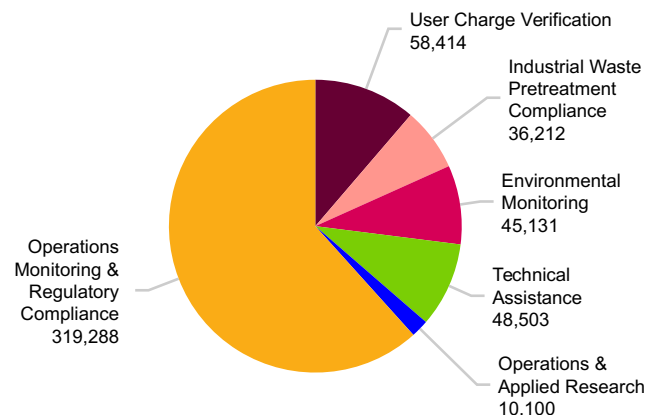
<b>Five-Year Trend in Enforcement Activities</b>	
<b>Year</b>	<b>Cease and Desist Orders</b>
2016	56
2017	72
2018	72
2019 Estimated	70
2020 Projected	70

**Number of Emergency Responses**



2015, 2018 - Decrease due to more effective spill precaution and slug control outreach effort to industry, along with fewer heavy precipitation events.

**2020 Projected Laboratory Analyses by Program**



M&R provides first-response services for hazardous materials emergencies and complaints of pollution to surface water and sewage systems and will conduct approximately 145 investigations in response to requests from federal, state, and local agencies, municipalities, private citizens, industrial sources, and requests from the M&O Department in 2020.

In 2020, M&R will collect and analyze approximately 750 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 four biosolids management facilities, including Fischer Farm in Hanover Park, in accordance with permits issued by the IEPA. In 2020, a total of 32 monitoring reports will be submitted to the IEPA.

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 517,648 projected tests in 2020. This includes chemical, biological, and microbiological monitoring. Whole effluent toxicity tests and fecal bacteria indicator analyses will be conducted as required by NPDES 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.

The M&R Department has increased its Service Level Agreement Meetings with the M&O Department to every six months from the previous frequency of every twelve months. This is designed to provide closer support and communication with the M&O Department and to allow for faster feedback about service levels and operational concerns regarding the support provided.

The District conducts an Odor Monitoring Program to document occurrences of odors with the purpose of minimizing or eliminating nuisance odors in the communities surrounding its facilities. In 2020, 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 time frame. In 2020, M&R will continue to address issues such as updating the WRP process and hydraulic models, as well as incorporating findings from the ongoing development of the District's Biosolids Strategy and Odor Reduction Strategy.

### • **Recover Resources**

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, and Kirie 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 2020. M&R is leading the effort to permit haulers and monitor the HSOM to screen out material that is harmful to WRP 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, ammonia-based aeration control, and co-digestion. M&R will also continue to 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 Cecil 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 2,000 attendees in 2019, it is anticipated that attendance for 2020 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 2020, 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, an M&R staff member has been certified to handle the radioactive materials at the laboratory in a safe and secure manner.

### • **Leading Partnerships**

M&R will provide support to outreach activities, such as school science fair projects, District laboratory tours, local public meetings, and parades. M&R will continue to represent the District as a member in local watershed groups. M&R will provide water quality data and analysis to support the CAWS Chloride Reduction Initiative and the Chloride Time Limited Water Quality Standard annual requirements.

M&R has been providing assistance to oversight agencies studying and controlling the migration of invasive aquatic species for decades. In 2020, 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 will continue to represent the District on technical committees for the Illinois Association of Wastewater Agencies, and will have a representative on their executive board in 2020.

M&R provides support to the IEPA 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 2020 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. M&R is conducting a four-season study of TOC and BOD correlation from samples of each of the seven WRPs. Upon completion of the study, M&R will seek approval from the IEPA to use TOC analysis in place of the BOD. The TOC analysis provides a more environmentally beneficial analysis by eliminating the use of the mercury reagent that is required for oxygen demand index analysis to predict BOD concentrations.

- **Information Technology**

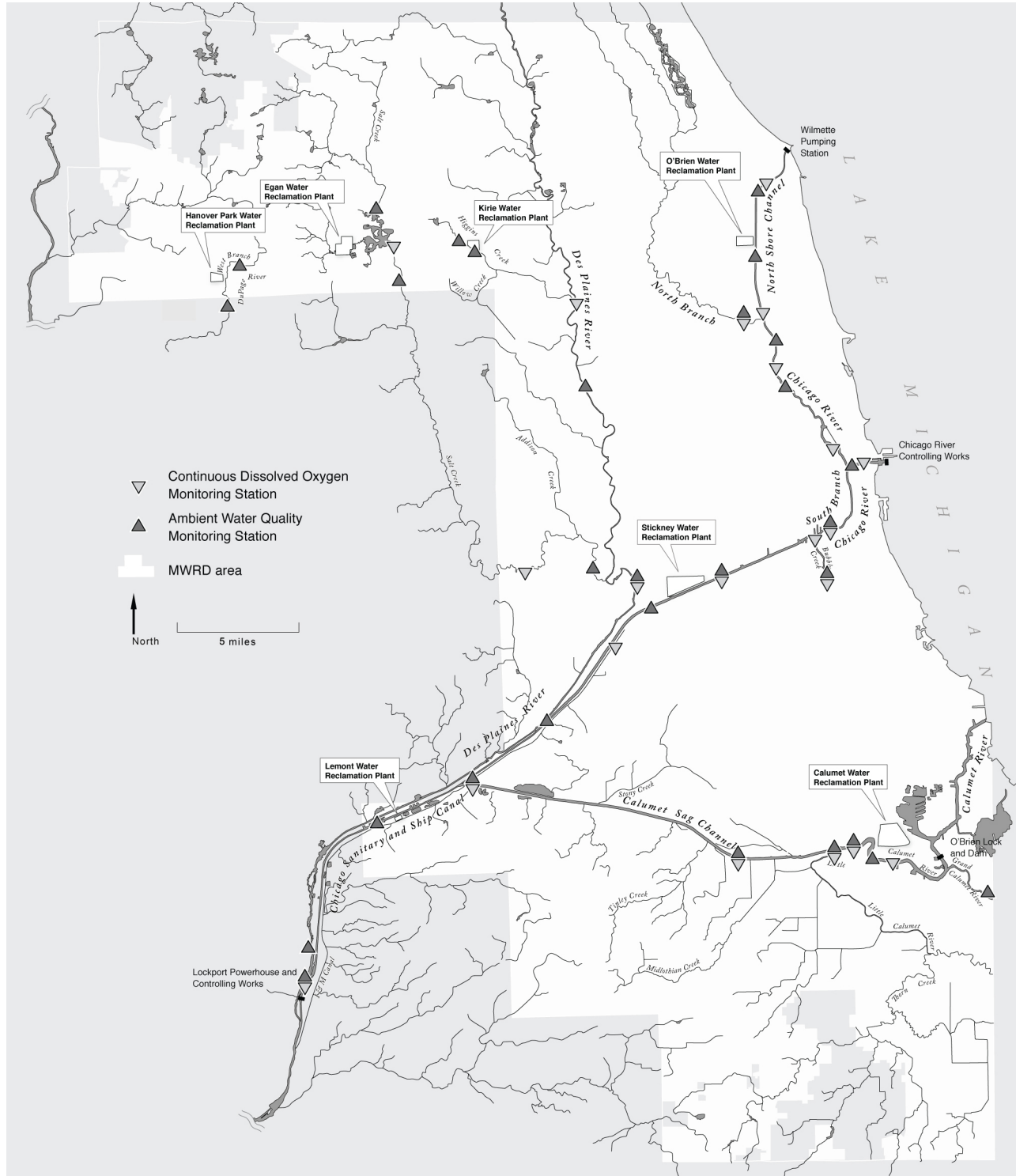
The internet-based Publicly owned treatment works Administration and Compliance System is used to monitor Commercial/Industrial User compliance with United States Environmental Protection Agency regulations. In 2020, enhancements to the internet-based Publicly owned treatment works Administration and Compliance System will allow M&R to continue implementing electronic management of assignment scheduling and reporting, as well as Industrial User self-reporting.

In 2020, the Analytical Laboratories Division will spearhead an acquisition of a new laboratory data management system. Research to upgrade the current system and reduce custom code determined a new system with enhanced technology is necessary. The goal is to procure and implement a system that is configurable without customization; therefore, eliminating the need for outside consultants. The new system will provide for traceability of reagents' and analysts', training which will improve error prevention and reduce the use of paper. The new system will be adaptable to the use of mobile devices, which will enable electronic chain of custody of samples in the future.

The newly acquired TOC Analyzer is being used to measure total organic carbon in the NPDES permit samples at each of the seven WRPs. The TOC Analyzer also provides significant reduction in the number of "No Data" reports as a result of failed BOD analyses. The TOC is reproducible, automated, and fast; samples can be preserved and reanalyzed. In 2020, the study to use TOC in place of BOD is expected to be approved and implemented.

## Monitoring & Research

### Waterways Monitoring Program 4672 - Waterways Monitoring Stations



Operations of the District meet stringent standards contained in NPDES permits issued for each WRP. Processing and utilization of solids are regulated by IEPA permits and federal regulations. M&R monitors ambient water quality at 29 sampling locations, and operates 21 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. 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	\$ 5,180,500	16.4%
	Solids Process Analyses	\$ 2,535,900	8.1%
	Air Quality Monitoring	\$ 166,000	0.5%
		<u>\$ 7,882,400</u>	<u>25.0%</u>
2. INDUSTRIAL WASTE MONITORING: 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.	Residential Users	\$ 319,900	1.0%
	Tax-Exempt Users	\$ 1,237,200	3.9%
	Large Commercial/Industrial Users	\$ 4,679,800	14.8%
	Environmental Remediation	\$ 133,100	0.4%
	Chemical Toilet Waste	\$ 186,400	0.6%
	* Note: "SIUs" refers to Significant Industrial Users.		
	SIUs* - Pretreatment Program	\$ 4,549,100	14.4%
	SIUs* - Extraordinary Monitoring/Enforcement	\$ 1,018,900	3.2%
	Other Industrial Users	\$ 555,600	1.8%
	All Other - General	\$ 425,900	1.4%
		<u>\$ 13,105,900</u>	<u>41.5%</u>
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	\$ 71,700	0.2%
	Waterways Monitoring	\$ 2,194,800	7.0%
	Inspection Events	\$ 212,800	0.7%
	Groundwater Monitoring	\$ 480,900	1.5%
		<u>\$ 2,960,200</u>	<u>9.4%</u>
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	\$ 1,522,900	4.8%
	General Assistance	\$ 616,400	2.0%
	Regulatory Review and Response	\$ 926,900	3.0%
	Engineering Process Design Support	\$ 1,311,600	4.2%
	Regulatory Compliance Reporting	\$ 260,100	0.8%
	Facility Capital Planning	\$ 804,200	2.5%
		<u>\$ 5,442,100</u>	<u>17.3%</u>
5. OPERATIONS & APPLIED RESEARCH: Conduct operations and applied research for process improvement and cost reduction in District operations.		\$ 2,156,100	6.8%
	Totals	<u>\$ 31,546,700</u>	<u>100.0%</u>

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

MEASURABLE GOALS:		2018	2019	2020
		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.	90%	100%	N/A
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 the 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.	138	160	145

PROGRAMS BY PRIORITY:		2018	Budgeted		Change	
Number	Name	Actual	FTEs	Dollars	Dollars	Percent
4650	Operations Monitoring	\$ 7,367,124	2020 77	\$ 7,882,400	\$ (130,200)	(1.6)
			2019 79	\$ 8,012,600		
4660	Industrial Waste Monitoring	\$11,113,505	2020 120	\$ 12,680,000	\$ 184,000	1.5
			2019 121	\$ 12,496,000		
4670	Environmental Monitoring	\$ 2,811,694	2020 28	\$ 2,960,200	\$ (1,600)	(0.1)
			2019 28	\$ 2,961,800		
4680	Technical Assistance	\$ 5,787,637	2020 48	\$ 5,442,100	\$ 126,800	2.4
			2019 49	\$ 5,315,300		
4690	Operations and Applied Research	\$ 2,122,233	2020 21	\$ 2,156,100	\$ (195,000)	(8.3)
			2019 23	\$ 2,351,100		
7604	Social Security and Medicare Contributions	\$ 375,280	2020 —	\$ 425,900	\$ 14,400	3.5
			2019 —	\$ 411,500		
Totals		\$29,577,473	2020 294	\$ 31,546,700	\$ (1,600)	—%
			2019 300	\$ 31,548,300		
a) Increase is due to the addition of Cross-Media Electronic Reporting Rule software (\$250,000), offset by a reduction of planned spending on equipment for the Industrial Waste Analytical Laboratory (\$61,700).						
b) Decrease is due to the drop of two FTE positions (\$147,400).						

**16000 MONITORING & RESEARCH****PERFORMANCE DATA**

Program Number	Measurable Activity		2018 Actual	2019 Budgeted	2020 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	258,556	246,737	235,832	
		Program Cost	\$ 4,736,572	\$ 5,196,400	\$ 5,180,500	
		Program Cost/Analysis	\$ 18.32	\$ 21.06	\$ 21.97	
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	86,208	90,905	79,172	
		Program Cost	\$ 2,471,008	\$ 2,645,700	\$ 2,535,900	
		Program Cost/Analysis	\$ 28.66	\$ 29.10	\$ 32.03	
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	4,254	3,250	4,284	a)
		Sampling Events	407	450	441	
		Program Cost	\$ 159,544	\$ 170,500	\$ 166,000	
		Program Cost/Analysis	\$ 37.50	\$ 52.46	\$ 38.75	
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	6,129	6,200	6,000	
		Program Cost	\$ 157,844	\$ 314,100	\$ 319,900	
		Program Cost/User	\$ 25.75	\$ 50.66	\$ 53.32	
4662	User Charge Ordinance - Tax-Exempt Users	Number of Users	2,934	2,970	2,940	
		Program Cost	\$ 1,318,827	\$ 1,248,300	\$ 1,237,200	
		Program Cost/User	\$ 449.50	\$ 420.30	\$ 420.82	
		Revenue	\$ 10,325,454	\$ 13,000,000	\$ 10,750,000	b)
		Revenue/User	\$ 3,519.24	\$ 4,377.10	\$ 3,656.46	
4663	User Charge Ordinance - Large Commercial/Industrial Users	Number of Users	633	630	630	
		Program Cost	\$ 3,432,785	\$ 4,498,500	\$ 4,679,800	c)
		Program Cost/User	\$ 5,423.04	\$ 7,140.48	\$ 7,428.25	
		Revenue	\$ 30,976,363	\$ 33,000,000	\$ 32,250,000	b)
		Revenue/User	\$ 48,935.80	\$ 52,380.95	\$ 51,190.48	
		Industrial Waste Monitoring Analyses	64,234	59,296	58,414	
		Program Cost/Analysis	\$ 53.44	\$ 75.87	\$ 80.11	
4664	Environmental Remediation Wastewater Ordinance	Permits Issued	12	15	15	
		Program Cost	\$ 99,325	\$ 132,300	\$ 133,100	
		Program Cost/Permit	\$ 8,277.08	\$ 8,820.00	\$ 8,873.33	
a) Increase is due to a new odor monitoring program at the McCook Reservoir.						
b) Decrease is due to an anticipated decline in User Charge revenue from \$46M in 2019 to \$43M in 2020, based on historical trends, estimated rates, and the industrial community's ad valorem property tax credits.						
c) Increase is due to the addition of Cross-Media Electronic Reporting Rule software (\$250,000), offset by a reduction of planned spending on equipment for the Industrial Waste Analytical Laboratory (\$61,700).						

**16000 MONITORING & RESEARCH****PERFORMANCE DATA**

Program Number	Measurable Activity		2018 Actual	2019 Budgeted	2020 Estimated	
4665	Chemical Toilet Wastes Disposal Ordinance	Permits Issued	4	4	3	d)
		Program Cost	\$ 56,322	\$ 207,600	\$ 186,400	
		Program Cost/Permit	\$ 14,080.50	\$ 51,900.00	\$ 62,133.33	
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	338	345	340	
		Waste Monitoring Analyses	42,548	33,770	36,212	
		Program Cost	\$ 3,615,486	\$ 4,514,700	\$ 4,549,100	
		Program Cost/Analysis	\$ 84.97	\$ 133.69	\$ 125.62	
		Program Cost/SIU	\$ 10,696.70	\$ 13,086.09	\$ 13,379.71	
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	122	120	120	
		Program Cost	\$ 1,809,918	\$ 1,002,200	\$ 1,018,900	
		Program Cost/SIU	\$ 14,835.39	\$ 8,351.67	\$ 8,490.83	
4668	Other Regulatory Activities - Industrial Users	Number of IUs	329	300	300	
		Program Cost	\$ 622,998	\$ 578,300	\$ 555,600	
		Program Cost/IU	\$ 1,893.61	\$ 1,927.67	\$ 1,852.00	
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					
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	—	383	—	e)
		Program Cost	\$ 64,230	\$ 69,000	\$ 71,700	
		Program Cost/Analysis	\$ —	\$ 180.16	\$ —	
4672	Waterways Monitoring: Sampling and analysis of Chicago Area Waterways to assess the impact of treated effluent discharge and comply with regulations	Sampling Events	875	1,000	875	
		Environmental Analyses	36,274	33,663	26,761	f)
		Program Cost	\$ 2,086,491	\$ 2,209,500	\$ 2,194,800	
		Program Cost/Analysis	\$ 57.52	\$ 65.64	\$ 82.01	
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	138	160	145	
		Program Cost	\$ 248,912	\$ 216,600	\$ 212,800	
		Program Cost/Inspection	\$ 1,803.71	\$ 1,353.75	\$ 1,467.59	
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	23,246	15,967	18,370	g)
		Sampling Events	757	650	750	g)
		Number of Sites	165	165	165	
		Program Cost	\$ 412,061	\$ 466,700	\$ 480,900	
		Program Cost/Analysis	\$ 17.73	\$ 29.23	\$ 26.18	
d) Decrease is due to one permit holder that did not reapply for 2019 and the applicant is not expected to apply in 2020.						
e) Decrease is due to no backflow events occurring as a result of increased capacity of the TARP system with the Thornton Composite Reservoir.						
f) Decrease is due to reclassifying samples under other Program Numbers.						
g) Increase is due to the revised methodology for sampling at TARP.						



**16000 MONITORING & RESEARCH****PERFORMANCE DATA**

Program Number	Measurable Activity		2018 Actual	2019 Budgeted	2020 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	480	218	470	h)
		Number of Analyses	40,422	41,103	30,589	i)
		Sampling Events	383	300	438	h)
		Program Cost	\$ 1,922,197	\$ 1,625,700	\$ 1,522,900	
		Program Cost/Analysis	\$ 47.55	\$ 39.55	\$ 49.79	
		Program Cost/Event	\$ 5,018.79	\$ 5,419.00	\$ 3,476.94	
4682	General Assistance to All Other Departments: Technical assistance based on requests, primarily to the Law Department	Responses Completed	359	240	224	
		Number of Analyses	909	342	466	i)
		Sampling Events	25	35	10	
		Program Cost	\$ 619,804	\$ 639,800	\$ 616,400	
		Program Cost/Analysis	\$ 681.85	\$ 1,870.76	\$ 1,322.75	
		Program Cost/Event	\$ 24,792.16	\$ 18,280.00	\$ 61,640.00	
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	168	141	92	
		Program Cost	\$ 766,643	\$ 629,800	\$ 926,900	j)
4684	Engineering Process Design Support: Technical assistance to the Engineering Department to improve District facilities and optimize process design	Number of Analyses	17,596	14,861	17,448	i)
		Responses Completed	55	130	60	
		Sampling Events	9	10	—	
		Program Cost	\$ 1,276,402	\$ 1,329,700	\$ 1,311,600	
		Program Cost/Analysis	\$ 72.54	\$ 89.48	\$ 75.17	
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	55	
		Number of Analyses	—	5	—	k)
		Program Cost	\$ 298,869	\$ 274,600	\$ 260,100	
		Program Cost/Report	\$ 5,336.95	\$ 4,903.57	\$ 4,729.09	
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	\$ 903,722	\$ 815,700	\$ 804,200	
h) The increase in sampling is due to support to the Maintenance & Operations Department on a biosolids composting program now being reported.						
i) The increase or decrease is due to varying requests and special projects that require analyses.						
j) Increase is due to the anticipated award of 19-RFP-11 for the Chicago Area Waterway System Phosphorus Assessment (\$329,400), offset by the 2019 completion of the microbiome microbial source monitoring study (\$14,700).						
k) Decrease is due to more appropriately classifying analyses needed for regulatory reports under other Program Numbers.						

**16000 MONITORING & RESEARCH****PERFORMANCE DATA**

Program Number	Measurable Activity		2018 Actual	2019 Budgeted	2020 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	2,621	1,000	4,070	l)
		Research Projects	65	60	60	
		Laboratory Analyses	17,286	16,975	10,100	m)
		Program Cost	\$ 2,122,233	\$ 2,351,100	\$ 2,156,100	n)
		Program Cost/Analysis	\$ 122.77	\$ 138.50	\$ 213.48	
7604	Social Security and Medicare Contributions	Program Cost	\$ 375,280	\$ 411,500	\$ 425,900	
		Totals	\$ 29,577,473	\$ 31,548,300	\$ 31,546,700	
l) Increase is due to sampling related to Fulton County projects. m) The decrease in sampling is due to differences between the types of projects and the number of analyses done for each project. Additionally, the Argonne Microbial Source tracking project was completed in 2019 and no further analyses are budgeted for 2020. n) Decrease is due to the drop of two FTE positions (\$147,400).						

101 16000	Fund: Corporate Department: Monitoring & Research	LINE ITEM ANALYSIS						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 26,765,317	\$ 28,311,400	\$ 28,256,300	\$ 18,987,443	\$ 26,802,100	\$ 28,171,700	\$ —
601060	Compensation Plan Adjustments	944,953	819,500	819,500	309,737	639,700	823,900	—
601070	Social Security and Medicare Contributions	375,280	411,500	411,500	279,181	382,400	425,900	—
601080	Salaries of Nonbudgeted Employees	—	—	55,100	55,082	55,100	—	—
601100	Tuition and Training Payments	47,193	77,700	77,700	58,776	75,000	27,800	—
100	TOTAL PERSONAL SERVICES	28,132,743	29,620,100	29,620,100	19,690,219	27,954,300	29,449,300	—
612010	Travel	16,338	18,000	18,300	13,860	15,000	10,500	—
612030	Meals and Lodging	41,139	39,700	41,900	25,663	35,000	22,000	—
612040	Postage, Freight, and Delivery Charges	5,595	8,700	8,700	8,599	8,000	5,700	—
612050	Compensation for Personally-Owned Automobiles	24,236	27,400	27,400	18,465	25,700	17,700	—
612080	Motor Vehicle Operating Services	529	300	500	230	300	300	—
612170	Water and Water Services	578	—	—	—	—	—	—
612330	Rental Charges	—	1,300	1,300	—	900	1,100	—
612400	Intergovernmental Agreements	—	49,600	49,600	49,547	49,600	49,600	—
612410	Governmental Service Charges	17,000	17,000	17,000	13,600	17,000	17,000	—
612430	Payments for Professional Services	62,528	92,400	92,400	88,610	82,400	334,400	—
612490	Contractual Services, N.O.C.	169,169	335,600	222,900	210,450	214,600	258,600	—
612790	Repairs to Marine Equipment	29,839	24,000	24,000	23,301	24,000	33,600	—
612970	Repairs to Testing and Laboratory Equipment	317,649	391,800	391,800	384,626	380,400	333,600	—
200	TOTAL CONTRACTUAL SERVICES	684,599	1,005,800	895,800	836,949	852,900	1,084,100	—
623520	Office, Printing, and Photo Supplies, Equipment, and Furniture	26,356	30,000	35,000	32,947	33,200	20,300	—
623530	Farming Supplies	25,982	28,000	23,000	15,500	15,400	15,000	—
623570	Laboratory Testing Supplies, Small Equipment, and Chemicals	321,179	415,000	396,600	350,590	396,600	337,100	—
623700	Wearing Apparel	13,033	12,600	12,600	12,000	12,000	16,300	—
623720	Books, Maps, and Charts	450	600	600	326	400	400	—
623800	Computer Software	—	—	18,400	18,340	—	—	—
623810	Computer Supplies	2,054	500	500	—	—	—	—
623820	Fuel	11,508	13,800	13,800	13,755	13,600	18,000	—
623990	Materials and Supplies, N.O.C.	30,642	37,600	37,600	34,087	33,700	53,200	—
300	TOTAL MATERIALS AND SUPPLIES	431,204	538,100	538,100	477,545	504,900	460,300	—

101 16000	Fund: Corporate Department: Monitoring & Research	LINE ITEM ANALYSIS						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
634820	Computer Software	—	—	—	—	—	500,000	—
634970	Testing and Laboratory Equipment	328,928	384,300	494,300	490,402	419,600	53,000	—
400	TOTAL MACHINERY AND EQUIPMENT	328,928	384,300	494,300	490,402	419,600	553,000	—
TOTAL MONITORING & RESEARCH		\$ 29,577,473	\$ 31,548,300	\$ 31,548,300	\$ 21,495,116	\$ 29,731,700	\$ 31,546,700	\$ —
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: Monitoring & Research		POSITION ANALYSIS				
		2018	2019		2020	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
<b>110</b>	<b>Executive Division</b>					
<b>111</b>	<b>Executive Section</b>					
EX11	Director of Monitoring & Research	1	1		1	
EX06	Secretary to Officer	1	1		1	
HP12	Secretary #2 (Administrative Specialist) (New Grade HP11)	—	1		1	
HP11	Administrative Specialist	1	—		—	
TOTAL 111	Executive Section	3	3	460,194	3	460,194
<b>112</b>	<b>Budget &amp; Administrative Section</b>					
HP22	Assistant Director of Monitoring & Research	1	1		1	
HP18	Supervising Budget & Management Analyst	1	1		1	
HP16	Senior Budget & Management Analyst	1	1		1	
HP14	Budget & Management Analyst	2	2		2	
HP11	Administrative Specialist	1	1		1	
TOTAL 112	Budget & Administrative Section	6	6	750,713	6	766,072
TOTAL 110	Executive Division	9	9	1,210,907	9	1,226,266
<b>120</b>	<b>Environmental Monitoring &amp; Research Division</b>					
<b>121</b>	<b>Environmental Monitoring &amp; Research Administrative Section</b>					
HP22	Assistant Director of Monitoring & Research	1	1		1	
HP20	Environmental Monitoring & Research Manager	1	1		1	
HP20	Managing Civil Engineer	1	1		—	
HP18	Biostatistician	1	1		1	
HP18	Principal Environmental Scientist	—	2		—	
HP15	Associate Civil Engineer	1	1		1	
HP13	Senior Administrative Specialist	2	2		2	
HP11	Administrative Specialist	4	4		3	
TOTAL 121	Environmental Monitoring & Research Administrative Section	11	13	1,586,356	9	1,105,107
<b>122</b>	<b>Wastewater Treatment Operations Support Section (formerly Wastewater Treatment Process Research Section)</b>					
HP18	Principal Environmental Scientist	1	1		—	

Fund: Corporate Dept: Monitoring & Research		POSITION ANALYSIS				
		2018	2019		2020	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
HP17	Senior Environmental Research Scientist	3	3		2	
HP15	Environmental Research Scientist	3	3		1	
HP13	Senior Environmental Research Technician	1	1		—	
HP11	Environmental Research Technician	6	7		—	
HP10	Laboratory Technician I	1	—		—	
TOTAL 122	Wastewater Treatment Operations Support Section (formerly Wastewater Treatment Process Research Section)	15	15	1,341,396	3	382,206
<b>123</b>	<b>Biosolids Section (formerly Biosolids Utilization &amp; Soil Science Section)</b>					
HP18	Principal Environmental Scientist	1	1		1	
HP17	Senior Environmental Soil Scientist	1	2		2	
HP15	Environmental Soil Scientist	3	3		2	
HP15	Environmental Chemist	1	1		—	
HP15	Environmental Chemist #2 (Senior Environmental Research Technician)	—	—		1	
HP11	Environmental Research Technician	5	5		5	
HP09	Laboratory Assistant	1	1		1	
TOTAL 123	Biosolids Section (formerly Biosolids Utilization & Soil Science Section)	12	13	1,209,652	12	1,039,849
<b>124</b>	<b>Microbiology Section (formerly Analytical Microbiology &amp; Biomonitoring Section)</b>					
HP18	Principal Environmental Scientist	1	1		1	
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	
HP13	Senior Laboratory Technician	1	1		1	
HP11	Laboratory Technician II	7	8		7	
HP11	Laboratory Technician II #4	1	—		—	
HP09	Laboratory Assistant	2	2		2	
TOTAL 124	Microbiology Section (formerly Analytical Microbiology & Biomonitoring Section)	15	15	1,186,878	14	1,149,286

Fund: Corporate Dept: Monitoring & Research		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
<b>126</b>	<b>Aquatic Ecology Section (formerly Aquatic Ecology &amp; Water Quality Section)</b>					
HP18	Principal Environmental Scientist	1	1		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		1	
HP14	Assistant Aquatic Biologist #1	1	—		—	
HP13	Senior Environmental Research Technician	1	1		1	
HP11	Environmental Research Technician	5	5		5	
NR6441	Patrol Boat Operator	2	2		2	
NR3642	Pollution Control Technician II	2	2		2	
NR3641	Pollution Control Technician I	4	4		4	
TOTAL 126	Aquatic Ecology Section (formerly Aquatic Ecology & Water Quality Section)	20	19	1,585,238	19	1,611,510
<b>129</b>	<b>Wastewater Capital Planning, Research, and Technology Evaluation Section (formerly Process Facilities Capital Planning Section)</b>					
HP20	Managing Civil Engineer	—	—		1	
HP18	Principal Civil Engineer	1	1		1	
HP18	Principal Environmental Scientist	—	—		2	
HP17	Senior Civil Engineer	2	2		2	
HP17	Senior Electrical Engineer	1	—		—	
HP17	Senior Environmental Research Scientist	2	3		4	
HP17	Senior Mechanical Engineer	2	1		1	
HP15	Associate Civil Engineer	2	1		1	
HP15	Associate Electrical Engineer	2	—		—	
HP15	Associate Mechanical Engineer	2	1		1	
HP15	Environmental Research Scientist	2	2		3	
HP13	Senior Environmental Research Technician	—	—		2	

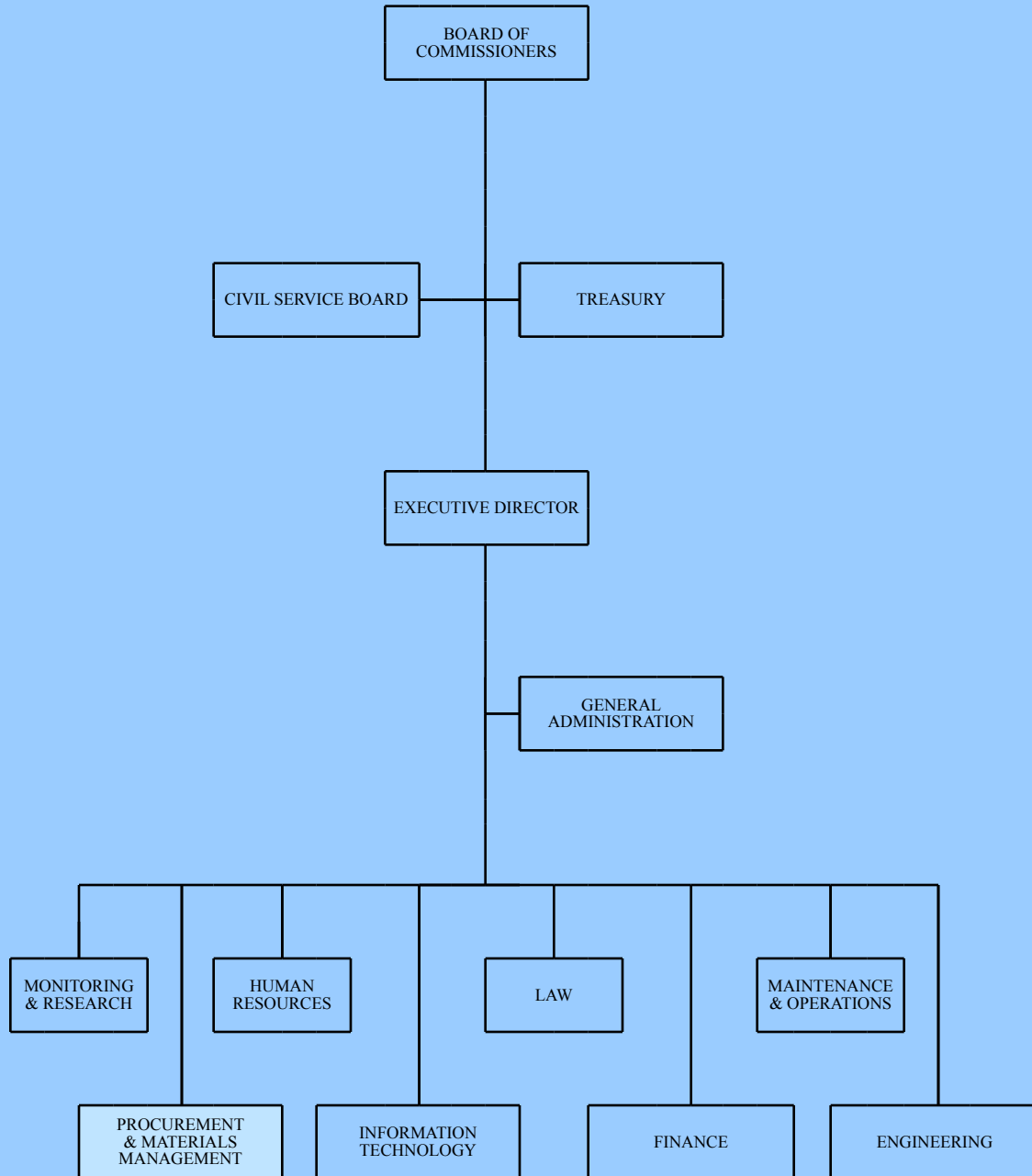
Fund: Corporate Dept: Monitoring & Research		POSITION ANALYSIS				
		2018	2019		2020	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
					Proposed by the Executive Director	
HP11	Environmental Research Technician	—	—		6	
HP11	Environmental Research Technician #1	—	—		1	
TOTAL 129	Wastewater Capital Planning, Research, and Technology Evaluation Section (formerly Process Facilities Capital Planning Section)	16	11	1,316,192	25	2,622,853
TOTAL 120	Environmental Monitoring & Research Division	89	86	8,225,713	82	7,910,811
<b>160</b>	<b>Analytical Laboratories Division</b>					
<b>161</b>	<b>Analytical Laboratories Administrative Section</b>					
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	2	2		2	
HP13	Senior Administrative Specialist	1	2		2	
HP11	Administrative Specialist	1	—		—	
TOTAL 161	Analytical Laboratories Administrative Section	8	7	813,784	7	801,394
<b>162</b>	<b>Stickney Analytical Laboratory Section</b>					
HP18	Supervising Environmental Chemist	1	1		1	
HP17	Senior Environmental Chemist	2	2		2	
HP15	Environmental Chemist	5	4		4	
HP13	Senior Laboratory Technician	3	3		3	
HP11	Administrative Specialist	1	1		1	
HP11	Laboratory Technician II	9	11		11	
HP10	Laboratory Technician I	2	—		—	
HP10	Laboratory Technician I #1	—	2		1	
HP09	Laboratory Assistant	3	2		2	
TOTAL 162	Stickney Analytical Laboratory Section	26	26	2,059,646	25	2,090,742
<b>164</b>	<b>Industrial Waste Analytical Laboratory Section</b>					
HP18	Supervising Environmental Chemist	1	1		1	
HP17	Senior Environmental Chemist	2	2		2	



Fund: Corporate Dept: Monitoring & Research		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
HP15	Environmental Chemist	5	4		4	
HP14	Assistant Environmental Chemist #1	1	—		—	
HP13	Senior Laboratory Technician	3	3		3	
HP11	Laboratory Technician II	12	10		10	
HP09	Laboratory Assistant	1	2		2	
TOTAL 164	Industrial Waste Analytical Laboratory Section	25	22	1,894,794	22	1,920,667
<b>165</b>	<b>Organic Compounds Analytical Laboratory Section</b>					
HP18	Supervising Instrumentation Chemist	1	1		1	
HP17	Senior Instrumentation Chemist	2	2		2	
HP16	Instrumentation Chemist II #2 (Environmental Chemist) (New Grade HP15)	—	—		2	
HP16	Instrumentation Chemist II #2 (Instrumentation Chemist) (New Grade HP15)	2	2		—	
HP15	Environmental Chemist	—	—		2	
HP15	Instrumentation Chemist	2	2		—	
HP13	Senior Laboratory Technician	1	1		1	
HP11	Laboratory Technician II	2	3		3	
TOTAL 165	Organic Compounds Analytical Laboratory Section	10	11	1,184,211	11	1,207,054
<b>166</b>	<b>Egan Analytical Laboratory Section</b>					
HP18	Supervising Environmental Chemist	1	1		1	
HP17	Senior Environmental Chemist	2	2		2	
HP15	Environmental Chemist	4	3		3	
HP14	Assistant Environmental Chemist #1	1	—		—	
HP13	Senior Laboratory Technician	1	2		2	
HP13	Senior Laboratory Technician #1	1	—		—	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	1		1	
HP11	Laboratory Technician II	6	7		7	
HP11	Laboratory Technician II #4	1	1		1	

Fund: Corporate Dept: Monitoring & Research		POSITION ANALYSIS				
		2018	2019		2020	
					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	1	—		—	
HP09	Laboratory Assistant	2	2		2	
TOTAL 166	Egan Analytical Laboratory Section	21	19	1,562,844	19	1,593,078
<b>167</b>	<b>Calumet Analytical Laboratory Section</b>					
HP18	Supervising Environmental Chemist	1	1		1	
HP17	Senior Environmental Chemist	2	2		2	
HP15	Environmental Chemist	4	3		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	8		8	
HP09	Laboratory Assistant	2	2		2	
TOTAL 167	Calumet Analytical Laboratory Section	19	19	1,592,335	19	1,635,760
TOTAL 160	Analytical Laboratories Division	109	104	9,107,614	103	9,248,695
<b>190</b>	<b>Industrial Waste Division</b>					
<b>191</b>	<b>Industrial Waste Administrative Section</b>					
HP22	Assistant Director of Monitoring & Research	1	1		1	
HP11	Administrative Specialist	1	1		1	
TOTAL 191	Industrial Waste Administrative Section	2	2	307,165	2	252,358
<b>192</b>	<b>Technical Services Section</b>					
HP18	Supervising Environmental Specialist	—	1		—	
HP17	Senior Environmental Specialist	1	1		1	
HP15	Environmental Specialist	2	2		5	
HP11	Administrative Specialist	—	—	—	1	
NR3642	Pollution Control Technician II	—	—	—	2	
TOTAL 192	Technical Services Section	3	4	454,429	9	901,290
<b>193</b>	<b>Pretreatment &amp; Cost Recovery Section</b>					
HP18	Supervising Environmental Specialist	2	2		2	
HP17	Senior Civil Engineer	1	1		1	

Fund: Corporate Dept: Monitoring & Research		POSITION ANALYSIS				
		2018	2019		2020	
					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 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	—		—	
HP11	Administrative Specialist	2	3		2	
HP09	Administrative Clerk	2	2		2	
TOTAL 193	Pretreatment & Cost Recovery Section	35	35	3,636,667	34	3,663,830
<b>194</b>	<b>Field Services Section</b>					
HP18	Supervising Environmental Specialist	1	1		3	
HP17	Senior Environmental Specialist	5	5		4	
HP15	Environmental Specialist	29	29		26	
HP13	Senior Administrative Specialist	1	1		1	
HP11	Administrative Specialist	1	1		1	
NR3642	Pollution Control Technician II	2	2		—	
NR3641	Pollution Control Technician I	21	21		20	
TOTAL 194	Field Services Section	60	60	5,528,040	55	5,175,645
TOTAL 190	Industrial Waste Division	100	101	9,926,302	100	9,993,123
TOTAL	Monitoring & Research	307	300	28,470,536	294	28,378,895
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. Dollar amounts may not add up due to rounding.						



**Metropolitan Water Reclamation District of Greater Chicago**

100 EAST ERIE STREET

CHICAGO, ILLINOIS 60611-3154

312.751.5600

September 10, 2019

Mr. Brian A. Perkovich  
Executive Director  
O F F I C E

Dear Sir:

Subject: 2020 Program for Procurement & Materials Management Department

The Procurement & Materials Management Department's program for 2020, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of 2020 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, 2020 major initiatives and challenges, and 2019 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 2020.

Respectfully submitted,

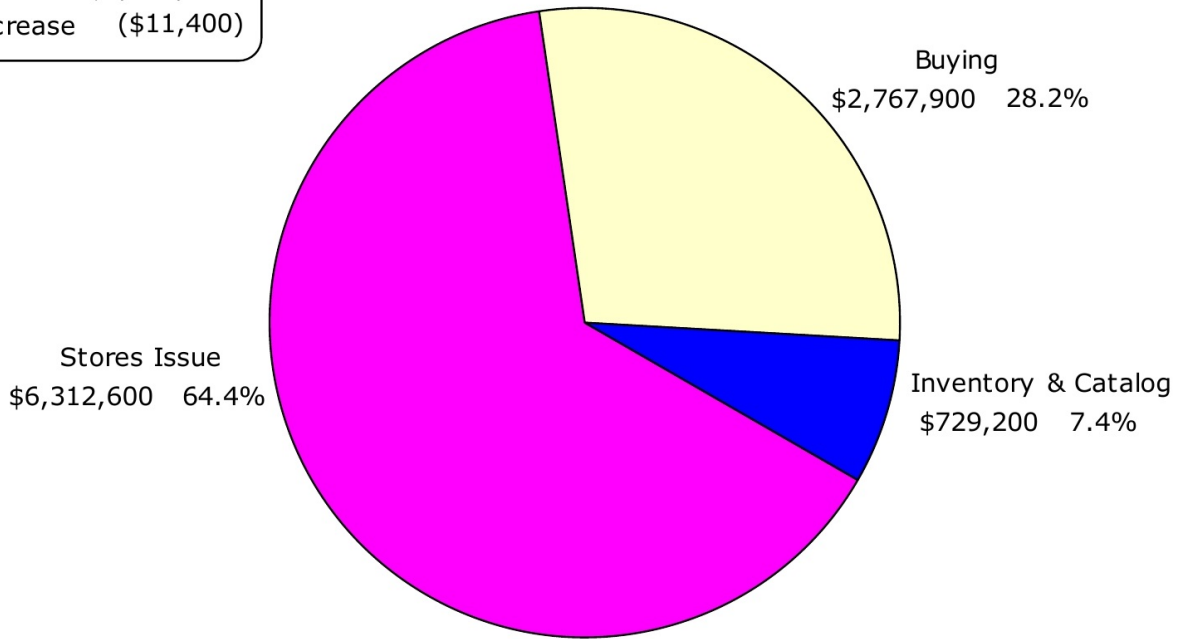


Darlene A. LoCascio  
Director of Procurement & Materials Management

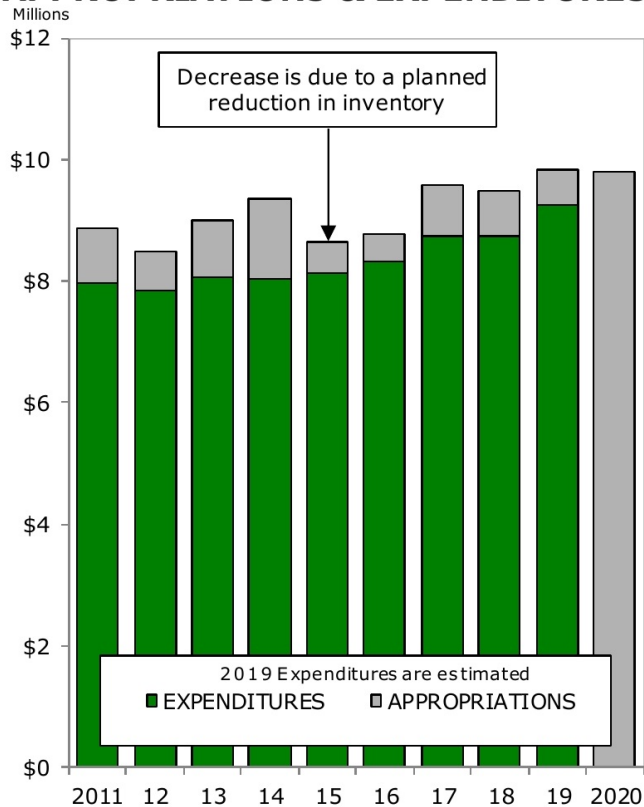
# PROCUREMENT & MATERIALS MANAGEMENT

2020	\$9,809,700
2019	\$9,821,100
Decrease	(\$11,400)

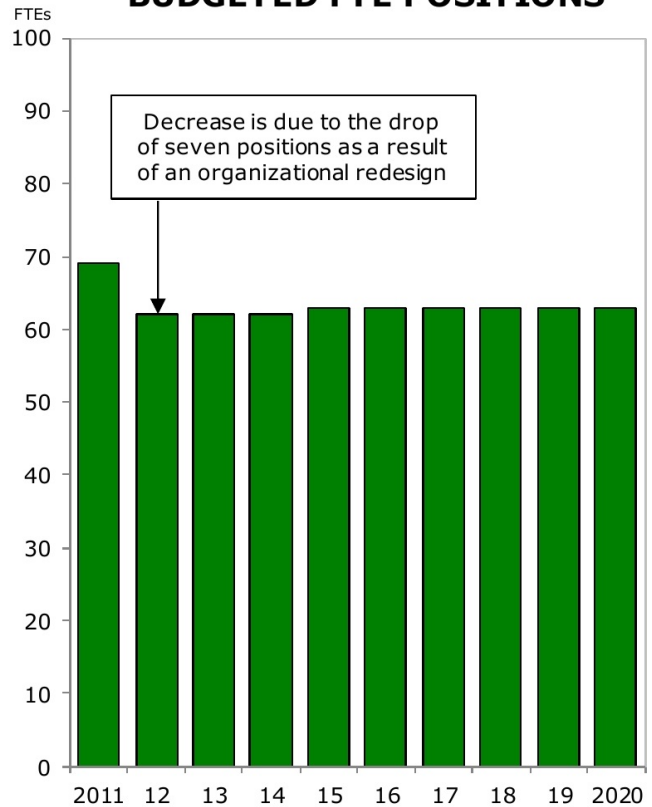
## FUNCTIONS



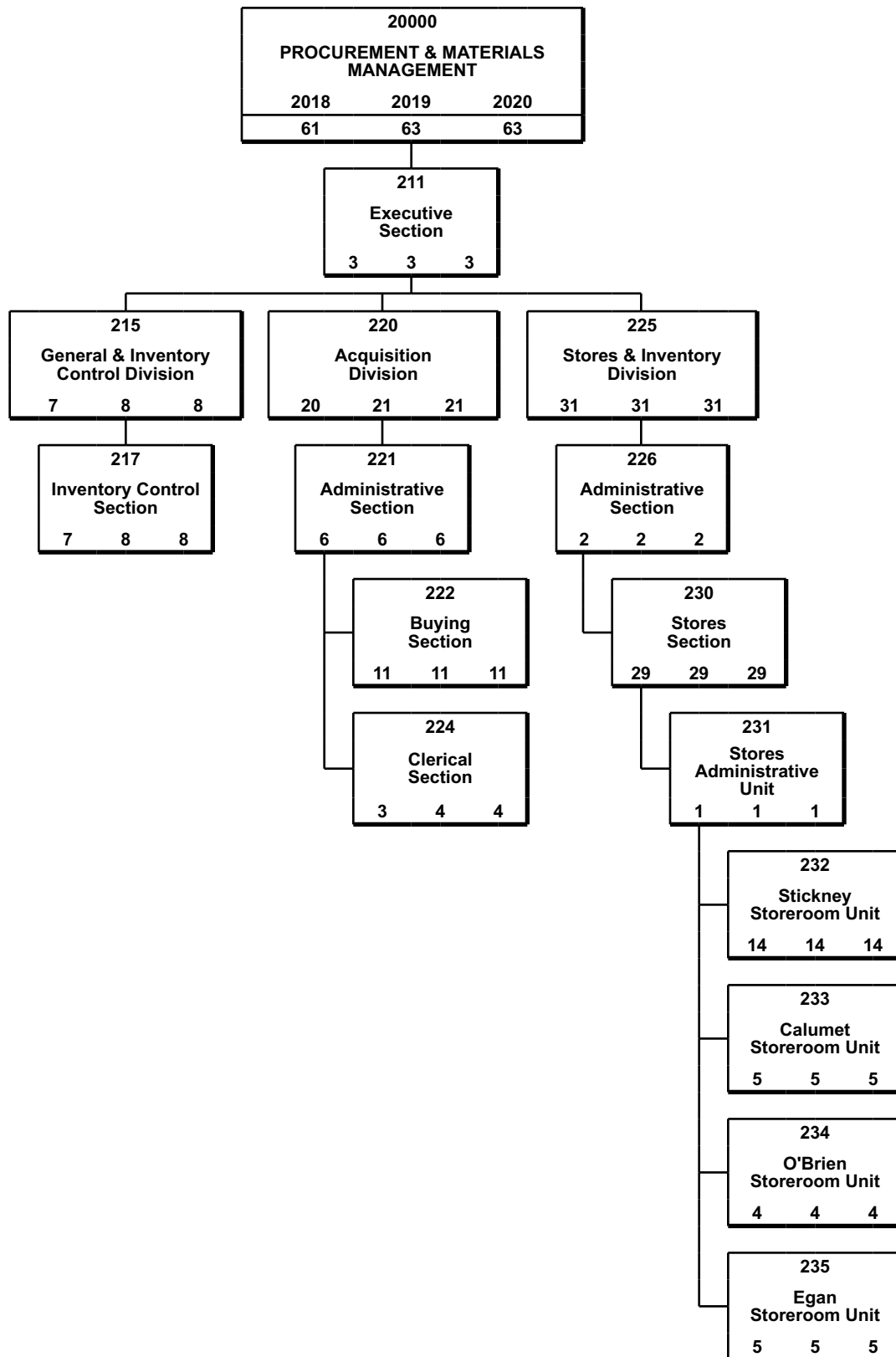
## APPROPRIATIONS & EXPENDITURES



## 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 2019 Accomplishments

- Developed a Request for Proposal to solicit bids for e-procurement software for the online submission of bids;
- Developed a Request for Proposal to solicit bids for an interactive vendor portal;
- Revised the bid deposit policy to require bid deposits for construction projects only;
- Implemented improvements to the Fertilizer Building at the Stickney Water Reclamation Plant to secure and store materials from outlying areas;
- Included engineering consultant firms in the vendor database;
- Sold renewable energy credits as a Pennsylvania-New Jersey-Maryland Interconnection service provider on the wholesale market for a total purchase price of \$70,985.

### Budget Highlights

The 2020 appropriation for P&MM is \$9,809,700, a decrease of \$11,400, or 0.1 percent, from 2019. The staffing level remains unchanged at 63 positions.

Significant features of the 2020 Budget are:

- Implementation of e-procurement software for the online submission of bids;
- Implementation of an interactive vendor portal;
- Continue efforts to secure electrical energy supply for 2021 with a potential cost savings to the District;
- In conjunction with the Law Department, development of a Request for Proposal to solicit bids for an automated Freedom Of Information Act response system.

### 2020 Initiatives in Support of the Strategic Business Plan Include the Following:

#### • Add Value

P&MM will continue to collaborate with the Maintenance & Operations Department 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. In 2019, the turnaround time is 7.4 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 2021.

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

On July 11, 2019, the Board of Commissioners gave authorization to exercise an option to extend the agreement with Dynegy Energy Services for one year to accept pricing on electrical energy for 2021. In 2020, the District will continue efforts to secure the electrical energy supply for 2021 with a potential cost savings to the District. This reflects our commitment to ensure the best use of current spending.

#### • Recover Resources

In 2019, the District sold Renewable Energy Credits on the wholesale market for a total purchase price of \$70,985. The District will continue to sell Renewable Energy Credits on the wholesale market in 2020.

#### • Develop Employees

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

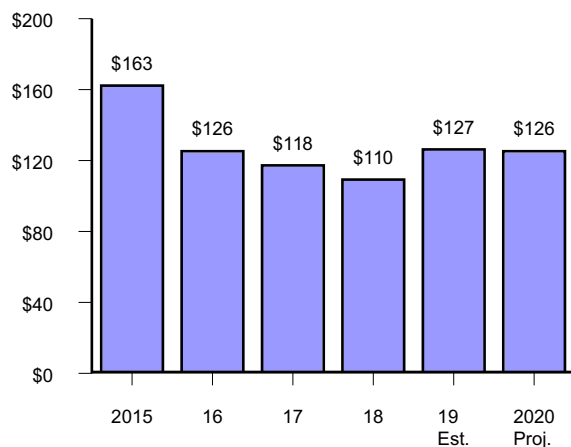


### • Information Technology

P&MM will continue to collaborate with the Information Technology Department to implement software for the online submission of bids and the vendor portal. The vendor portal will allow vendors to update information in their vendor profile, and obtain purchase orders and payment information. This enhancement will ensure that vendor information is current and accurate.

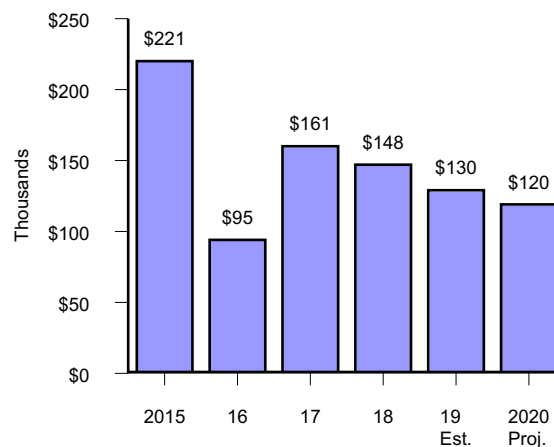
As always, P&MM is committed to supporting the District's Strategic Business Plan.

**Cost to Prepare a Purchase Order**



- 2016 - Decrease is due to vacancies in Acquisition Division
- 2019 - Increase is due to the filling of two Buyer positions in the second half of 2018

**Sales of Surplus Goods**



- 2016 - Decrease is due to fewer materials being identified as surplus
- 2018 - Decrease is due to fewer materials being identified as surplus
- 2019 - Decrease is due to fewer materials being identified as surplus
- 2020 - Decrease is due to a projected reduction of surplus materials

**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 \$387.7 million. The estimated number of contracts and purchase orders is 142 and 5,600, respectively. Maximize participation in District purchases by administering the Minority-owned Business Enterprise, Women-owned Business Enterprise, Small Business Enterprise, and Veteran-owned Business Enterprise programs. Support for the department's budget preparation.		\$ 2,767,900	28.2%
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 \$34,200,000 and consisting of 69,800 items.		\$ 6,312,600	64.4%
3. Support the material and supply requirements of the District by planning, monitoring, cataloging, and controlling \$34,200,000 of inventory consisting of 69,800 items.		\$ 729,200	7.4%
	Totals	\$ 9,809,700	100.0%

MEASURABLE GOALS:		2018 Actual	2019 Estimated	2020 Proposed
1. Process all requisitions and issue the related purchase orders within 25 days.				
Percent of Purchase Orders Processed within 25 days		81%	85%	92%
Percent of Purchase Orders Processed within 10 days		56%	74%	70%
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		68,395	69,000	69,800
Total Stock-outs (Storeroom stock items only)		553	420	400
Stock Issues (Number of Stock Documents)		16,663	16,850	17,000
Total Quantity SKUs (Individual Items) Issued		1,266,355	860,000	900,000
Multi-Issues of Like Items		38,846	38,422	38,600
Total Stock Transports and Two-Steps		26,303	24,800	24,500
Percent of Stock-outs (Maintain a level below three percent)		1.4%	1.1%	1.0%
3. Achieve inventory accuracy of 98 percent of operating supplies.				
Total Cycle Counts (Periodic physical inventory)		73,119	73,608	73,997
Total Errors		406	350	398
Percent Accuracy		99.4%	99.5%	99.5%
4. Maximize participation in District purchases under \$10,000 by pursuing Minority-owned Business Enterprise, Women-owned Business Enterprise, Small Business Enterprise, and Veteran-owned Business Enterprise solicitation initiatives.				
Minority-owned Business Enterprises Solicited		3.1%	6.6%	6.0%
Women-owned Business Enterprises Solicited		5.2%	8.5%	6.0%
Small Business Enterprises Solicited		0.1%	0.2%	1.0%
Veteran-owned Business Enterprises Solicited		N/A	0.3%	0.5%
Total Percent Solicited		8.4%	15.6%	13.5%

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

PROGRAMS BY PRIORITY:			2018		Budgeted		Change	
Number	Name		Actual		FTEs	Dollars	Dollars	Percent
7253	Support Department Budget Preparation, Monitoring, and Administration	\$	115,874	2020	1	\$ 129,200	\$ 2,100	1.7
				2019	1	\$ 127,100		
7260	Buying Procedures	\$	2,198,026	2020	23	\$ 2,638,700	\$ 172,400	7.0
				2019	23	\$ 2,466,300		
7270	Inventory and Cataloging	\$	609,424	2020	8	\$ 729,200	\$ 16,300	2.3
				2019	8	\$ 712,900		
7280	Stores Operation and Issue	\$	5,733,905	2020	31	\$ 6,226,500	\$ (204,200)	(3.2)
				2019	31	\$ 6,430,700		
7604	Social Security and Medicare Contributions	\$	74,651	2020	—	\$ 86,100	\$ 2,000	2.4
				2019	—	\$ 84,100		
Totals		\$	8,731,880	2020	63	\$ 9,809,700	\$ (11,400)	(0.1)%
				2019	63	\$ 9,821,100		
<p>a) Increase is due to the development of an interactive vendor portal (\$100,000), acquisition of e-procurement software (\$30,000), and maintenance of the interactive vendor portal (\$20,000) in 2020.</p> <p>b) Decrease is due to the purchase in 2019 of cantilever racking (\$117,000) and a multi-directional forklift (\$82,000) and a decrease in demand for Buildings and Grounds materials and supplies (\$78,400), offset by an increase in demand for laboratory test supplies (\$43,000) and fuel (\$54,200).</p>								

**20000 PROCUREMENT & MATERIALS MANAGEMENT****PERFORMANCE DATA**

Program Number	Measurable Activity		2018 Actual	2019 Budgeted	2020 Estimated	
7253	Support Department Budget Preparation, Monitoring, and Administration	Cost	\$ 115,874	\$ 127,100	\$ 129,200	
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	5,736	5,500	5,600	
		Cost	\$ 438,360	\$ 487,600	\$ 484,700	
		Cost/Purchase Order	\$ 76.42	\$ 88.65	\$ 86.55	
7262	Process Requisition Requirements into Inquiries for Competitive Purchases	Requisitions	8,627	8,000	8,400	
		Cost	\$ 220,297	\$ 249,500	\$ 257,500	
		Cost/Requisition	\$ 25.54	\$ 31.19	\$ 30.65	
7263	Purchase all Labor, Materials, Services, and Equipment through Formal Contracts	Contracts Advertised	177	150	142	
		Cost	\$ 924,850	\$ 991,100	\$ 989,500	
		Cost/Contract	\$ 5,225.14	\$ 6,607.33	\$ 6,968.31	
7264	Prepare, Receive, and Evaluate Quotations from Various Suppliers	Inquiries	28,403	35,000	30,000	
		Cost	\$ 230,729	\$ 265,500	\$ 276,200	
		Cost/Inquiry	\$ 8.12	\$ 7.59	\$ 9.21	
7265	Advertise, Evaluate Bids, and Award the Sale of Obsolete Inventory, Scrap, Surplus Materials, and Document Fees	Revenue	\$ 148,127	\$ 130,000	\$ 120,000	
		Cost	\$ 98,728	\$ 109,100	\$ 110,300	
		Cost/\$1,000 Revenue	\$ 666.51	\$ 839.23	\$ 919.17	
7269	Buying Procedures - All Other (General)	Cost	\$ 285,062	\$ 363,500	\$ 520,500	a)
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	\$ 33,461,618	\$ 33,400,000	\$ 34,200,000	
		Cost	\$ 158,967	\$ 181,100	\$ 187,700	
		Cost/Million	\$ 4,750.73	\$ 5,422.16	\$ 5,488.30	
7272	Cycle Counting and Transaction File Maintenance to Ensure Optimum Levels of Inventory and Accountability of District Stock	Inventory	\$ 33,461,618	\$ 33,400,000	\$ 34,200,000	
		Cost	\$ 285,673	\$ 361,400	\$ 366,100	
		Cost/Million	\$ 8,537.33	\$ 10,820.36	\$ 10,704.68	
7273	Requirement Planning, Controlling, Monitoring, and Analyzing Commodity Index Coded Items in an Optimum and Economic Manner	Cost	\$ 139,028	\$ 143,700	\$ 148,000	
7279	Inventory and Cataloging - All Other (General)	Cost	\$ 25,756	\$ 26,700	\$ 27,400	
a) Increase is due to the development of an interactive vendor portal (\$100,000), acquisition of e-procurement software (\$30,000), and maintenance of the interactive vendor portal (\$20,000) in 2020.						

**20000 PROCUREMENT & MATERIALS MANAGEMENT****PERFORMANCE DATA**

Program Number	Measurable Activity		2018 Actual	2019 Budgeted	2020 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	10,898	6,700	12,000	
		Cost	\$ 472,716	\$ 484,400	\$ 492,500	
		Cost/Requisition	\$ 43.38	\$ 72.30	\$ 41.04	
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	22,739	20,000	21,000	
		Cost	\$ 648,014	\$ 682,100	\$ 688,400	
		Cost/Receipt	\$ 28.50	\$ 34.11	\$ 32.78	
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	\$ 33,461,618	\$ 33,400,000	\$ 34,200,000	
		Cost	\$ 616,905	\$ 853,400	\$ 728,700	
		Cost/Million	\$ 18,436.20	\$ 25,550.90	\$ 21,307.02	
7285	Provide Controlled Disbursement of Stored Materials and Supplies to Requesting Departments	Issue Slips	16,663	16,200	17,000	
		Cost	\$ 625,531	\$ 646,000	\$ 662,800	
		Cost/Issue Slip	\$ 37.54	\$ 39.88	\$ 38.99	
7286	Stores Operation and Issue - All Other (General)	Cost	\$ 265,197	\$ 355,600	\$ 261,500	b)
7289	Inventory Purchases	Cost	\$ 3,105,542	\$ 3,409,200	\$ 3,392,600	
7604	Social Security and Medicare Contributions	Cost	\$ 74,651	\$ 84,100	\$ 86,100	
		Totals	\$ 8,731,880	\$ 9,821,100	\$ 9,809,700	
b) Decrease is due to the one-time request in 2019 for bar-coding computer equipment (\$55,000) and the reduced demand for materials and supplies (\$32,200).						

101 20000	Fund: Corporate Department: Procurement & Materials Management	LINE ITEM ANALYSIS						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 5,276,249	\$ 5,714,700	\$ 5,714,700	\$ 3,862,611	\$ 5,476,700	\$ 5,797,000	\$ —
601060	Compensation Plan Adjustments	76,190	80,600	80,500	18,569	78,800	87,300	—
601070	Social Security and Medicare Contributions	74,651	84,100	84,100	56,015	76,700	86,100	—
601100	Tuition and Training Payments	1,140	600	700	645	700	1,000	—
100	TOTAL PERSONAL SERVICES	5,428,230	5,880,000	5,880,000	3,937,840	5,632,900	5,971,400	—
612010	Travel	535	1,500	1,500	—	200	600	—
612030	Meals and Lodging	871	800	800	10	100	700	—
612050	Compensation for Personally-Owned Automobiles	844	1,100	1,100	657	900	1,200	—
612360	Advertising	82,565	120,000	120,000	100,370	110,700	123,000	—
612430	Payments for Professional Services	—	15,000	—	—	—	—	—
612490	Contractual Services, N.O.C.	415	—	—	—	—	—	—
612680	Repairs to Buildings	5,341	8,400	118,600	118,589	53,600	101,800	—
612800	Repairs to Office Furniture and Equipment	1,578	1,600	1,600	1,200	1,400	1,600	—
612820	Computer Software Maintenance	—	—	—	—	—	20,000	—
612840	Communications Equipment Maintenance (Includes Software)	—	—	—	—	—	2,500	—
612860	Repairs to Vehicle Equipment	8,856	7,100	7,100	7,043	6,700	8,900	—
200	TOTAL CONTRACTUAL SERVICES	101,005	155,500	250,700	227,868	173,600	260,300	—
623030	Metals	85,144	104,300	138,300	107,128	133,100	95,600	—
623070	Electrical Parts and Supplies	255,153	303,100	303,100	257,106	278,900	280,300	—
623090	Plumbing Accessories and Supplies	329,053	342,500	342,500	310,001	318,500	345,800	—
623110	Hardware	76,254	79,800	79,800	74,054	72,600	81,400	—
623130	Buildings, Grounds, Paving Materials, and Supplies	328,247	356,500	271,500	140,400	241,100	278,100	—
623170	Fiber, Paper, and Insulation Materials	41,861	42,700	52,700	52,634	51,700	62,800	—
623190	Paints, Solvents, and Related Materials	48,509	51,300	51,300	34,464	45,200	50,500	—
623250	Vehicle Parts and Supplies	11,871	10,400	13,400	13,046	13,400	12,300	—
623270	Mechanical Repair Parts	223,416	237,500	237,500	121,631	204,200	225,300	—
623520	Office, Printing, and Photo Supplies, Equipment, and Furniture	10,548	15,000	20,000	16,458	19,200	13,400	—
623570	Laboratory Testing Supplies, Small Equipment, and Chemicals	667,866	625,000	625,000	612,443	625,000	668,000	—
623660	Cleaning Supplies	255,488	265,900	265,900	249,791	244,600	266,000	—

101 20000	Fund: Corporate Department: Procurement & Materials Management	LINE ITEM ANALYSIS						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
623680	Tools and Supplies	77,566	100,000	110,000	107,723	99,000	100,500	—
623700	Wearing Apparel	144,111	175,000	175,000	130,684	157,500	165,100	—
623780	Safety and Medical Supplies	70,612	71,300	71,300	68,864	68,500	72,800	—
623810	Computer Supplies	45,501	40,000	60,000	50,305	58,000	57,200	—
623820	Fuel	232,316	285,000	285,000	157,085	228,000	339,200	—
623840	Gases	64,123	85,100	85,100	81,275	74,000	84,100	—
623850	Communications Supplies	4,911	7,400	10,400	10,174	10,400	7,200	—
623860	Lubricants	157,405	226,400	226,400	199,625	210,500	200,400	—
623990	Materials and Supplies, N.O.C.	41,312	72,200	72,200	47,632	62,100	42,000	—
300	TOTAL MATERIALS AND SUPPLIES	3,171,267	3,496,400	3,496,400	2,842,523	3,215,500	3,448,000	—
634650	Equipment for Process Facilities	19,752	—	—	—	—	—	—
634760	Material Handling and Farming Equipment	11,627	117,200	85,000	80,622	85,000	—	—
634810	Computer Equipment	—	55,000	—	—	—	—	—
634820	Computer Software	—	—	140,000	—	32,200	130,000	—
400	TOTAL MACHINERY AND EQUIPMENT	31,379	172,200	225,000	80,622	117,200	130,000	—
645680	Buildings	—	117,000	109,000	98,500	102,000	—	—
500	TOTAL CAPITAL PROJECTS	—	117,000	109,000	98,500	102,000	—	—
TOTAL PROCUREMENT & MATERIALS MANAGEMENT		\$ 8,731,880	\$ 9,821,100	\$ 9,961,100	\$ 7,187,353	\$ 9,241,200	\$ 9,809,700	\$ —

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.

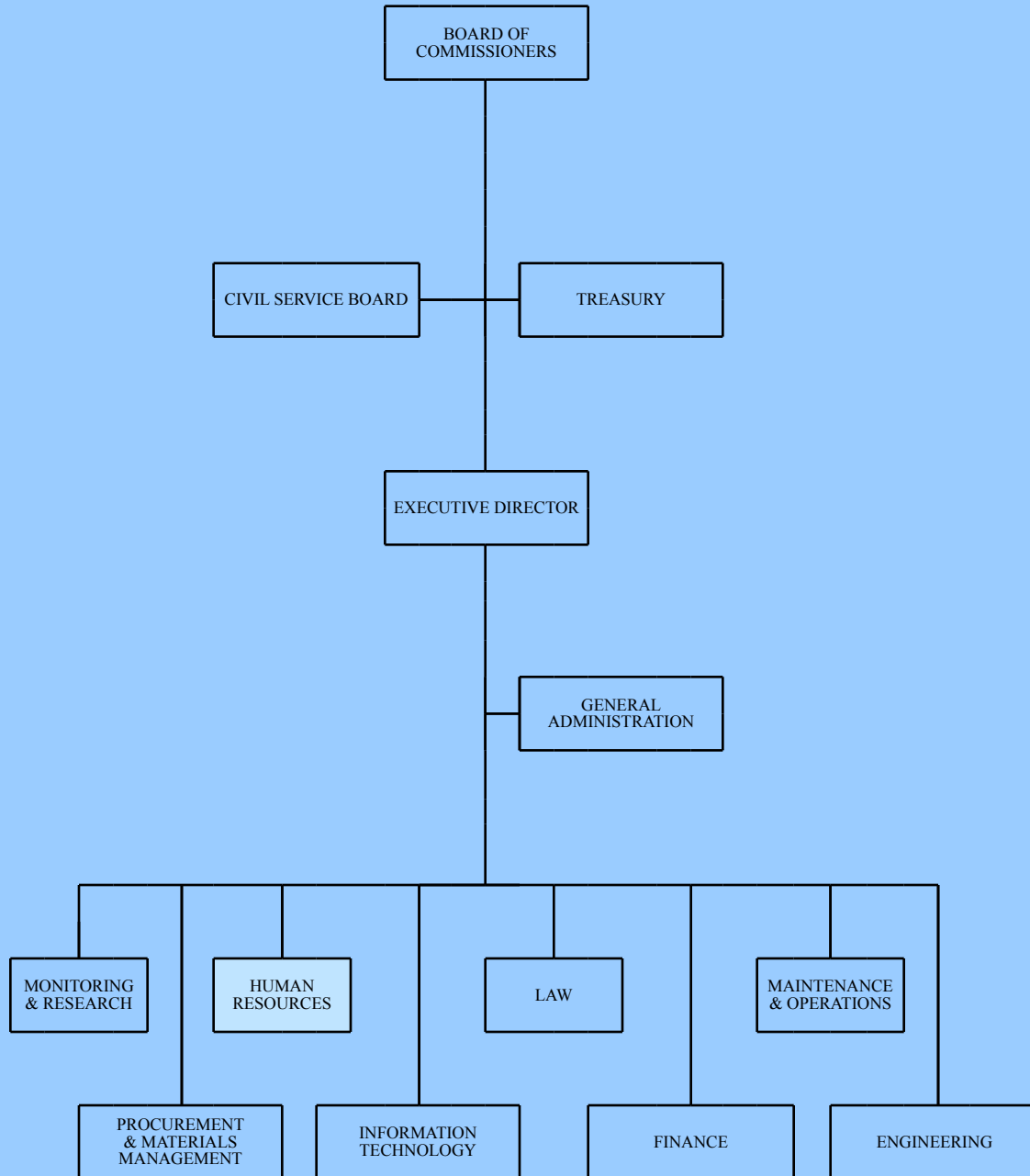
Additionally, Estimated Expenditure may either exceed Adjusted Appropriation when transfers of funds are anticipated or be less than Expenditure (Committed Budget plus Disbursement) when not all commitments are anticipated to be completed by year-end.

Fund: Corporate Dept: Procurement & Materials Management		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
<b>211</b>	<b>Executive Section</b>					
EX08	Director of Procurement & Materials Management	1	1		1	
EX06	Secretary to Officer	2	2		2	
TOTAL 211	Executive Section	3	3	450,921	3	450,921
<b>215</b>	<b>General &amp; Inventory Control Division</b>					
<b>217</b>	<b>Inventory Control Section</b>					
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	4	5		5	
HP09	Administrative Clerk	1	1		1	
TOTAL 217	Inventory Control Section	7	8	670,448	8	698,414
TOTAL 215	General & Inventory Control Division	7	8	670,448	8	698,414
<b>220</b>	<b>Acquisition Division</b>					
<b>221</b>	<b>Administrative Section</b>					
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		—	
HP11	Administrative Specialist	2	2		3	
TOTAL 221	Administrative Section	6	6	593,620	6	573,225
<b>222</b>	<b>Buying Section</b>					
HP18	Head Buyer	2	2		2	
HP16	Senior Buyer	5	5		5	
HP14	Buyer	4	4		4	
TOTAL 222	Buying Section	11	11	1,166,626	11	1,197,345
<b>224</b>	<b>Clerical Section</b>					
HP11	Administrative Specialist	2	2		2	



Fund: Corporate Dept: Procurement & Materials Management		POSITION ANALYSIS				
		2018	2019		2020	
					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	1	2		2	
TOTAL 224	Clerical Section	3	4	222,853	4	233,938
TOTAL 220	Acquisition Division	20	21	1,983,099	21	2,004,508
<b>225</b>	<b>Stores &amp; Inventory Division</b>					
<b>226</b>	<b>Administrative Section</b>					
HP19	Stores & Inventory Manager #2 (New Grade HP18)	1	1		1	
HP15	Senior Stores Specialist #2 (New Grade HP14)	1	1		1	
TOTAL 226	Administrative Section	2	2	284,951	2	284,950
<b>230</b>	<b>Stores Section</b>					
<b>231</b>	<b>Stores Administrative Unit</b>					
HP17	Supervising Stores Specialist #2 (New Grade HP16)	1	1		1	
TOTAL 231	Stores Administrative Unit	1	1	132,558	1	132,558
<b>232</b>	<b>Stickney Storeroom Unit</b>					
HP11	Administrative Specialist	1	1		1	
HP09	Administrative Clerk	1	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 232	Stickney Storeroom Unit	14	14	1,145,827	14	1,153,201
<b>233</b>	<b>Calumet Storeroom Unit</b>					
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 233	Calumet Storeroom Unit	5	5	385,756	5	395,918
<b>234</b>	<b>O'Brien Storeroom Unit</b>					
HP09	Administrative Clerk	1	1		1	
NR1857	Principal Storekeeper	1	1		1	

Fund: Corporate Dept: Procurement & Materials Management		POSITION ANALYSIS				
		2018	2019		2020	
					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 234	O'Brien Storeroom Unit	4	4	303,920	4	312,190
<b>235</b>	<b>Egan Storeroom Unit</b>					
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 235	Egan Storeroom Unit	5	5	385,756	5	393,369
TOTAL 230	Stores Section	29	29	2,353,817	29	2,387,236
TOTAL 225	Stores & Inventory Division	31	31	2,638,767	31	2,672,187
TOTAL	Procurement & Materials Management	61	63	5,743,235	63	5,826,029
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. Dollar amounts may not add up due to rounding.						



**Metropolitan Water Reclamation District of Greater Chicago**

100 EAST ERIE STREET

CHICAGO, ILLINOIS 60611-3154

312.751.5600

September 10, 2019

Mr. Brian A. Perkovich  
Executive Director  
O F F I C E

Dear Sir:

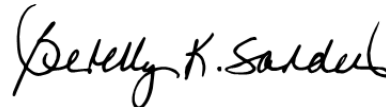
Subject: 2020 Program for the Human Resources Department

The Human Resources Department's program for 2020, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of 2020 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, 2020 major initiatives and challenges, and 2019 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 budget for 2020.

Respectfully submitted,

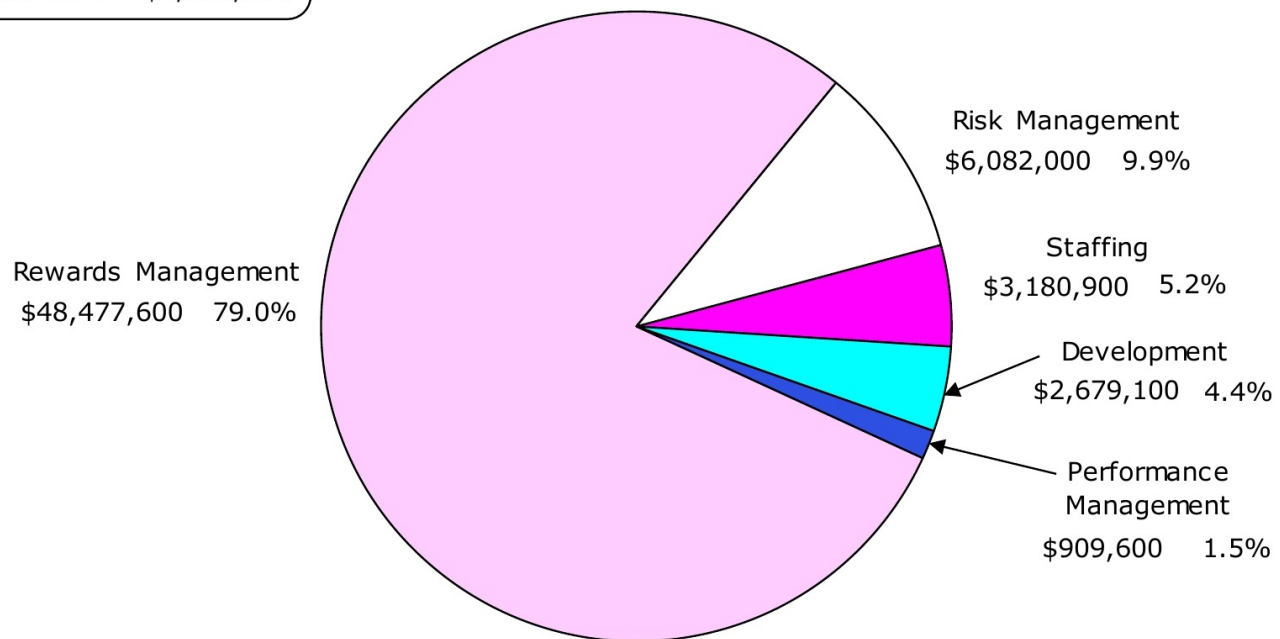


Beverly K. Sanders  
Director of Human Resources

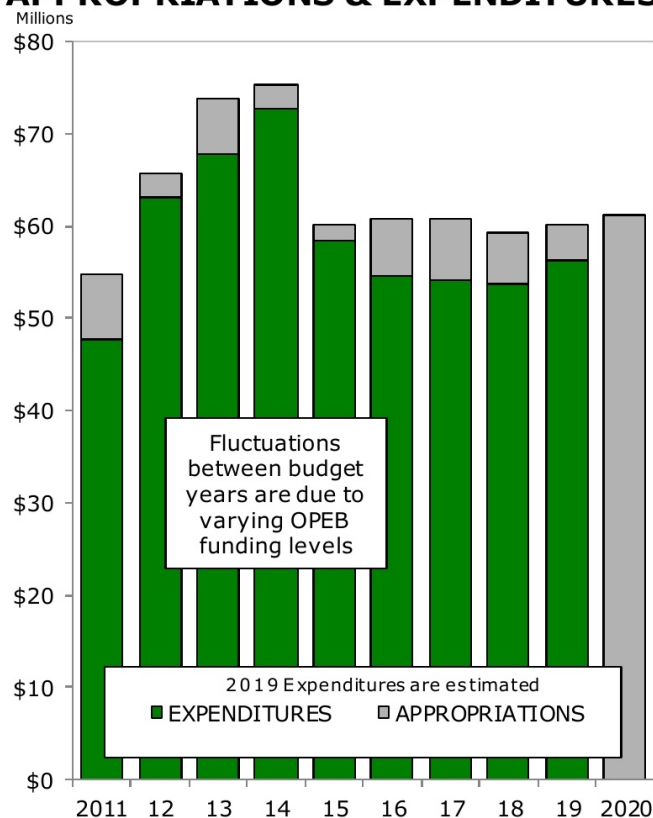
# HUMAN RESOURCES

2020	\$61,329,200
2019	\$60,229,600
Increase	\$1,099,600

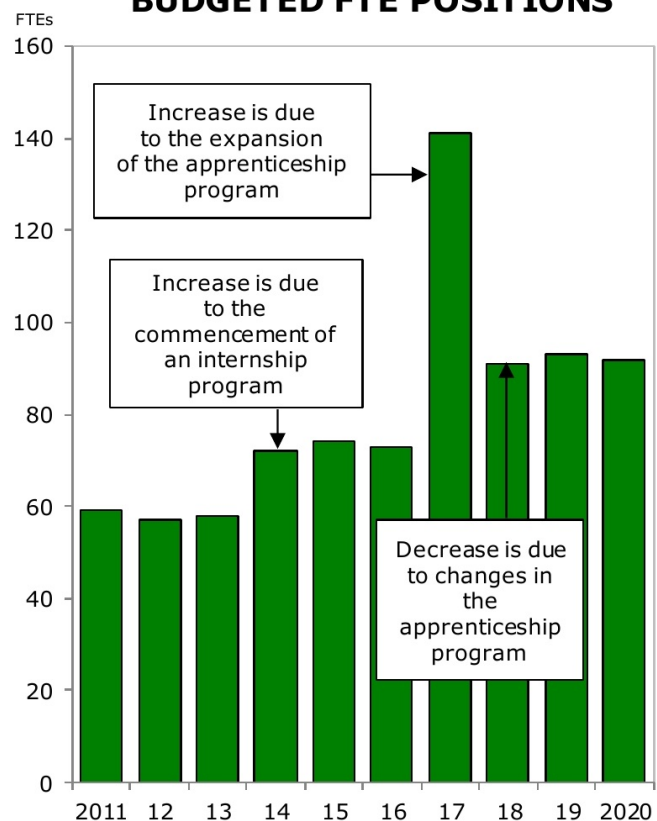
## FUNCTIONS



## APPROPRIATIONS & EXPENDITURES



## BUDGETED FTE POSITIONS



# HUMAN RESOURCES

25000			
HUMAN RESOURCES			
2018	2019	2020	
79	93	92	

252			
Executive Unit			
7	7	7	

	254			
	Employee Selection Section			
	14	14	13	
	255			
	Employee Development Section			
	27	39	39	
	256			
	Classification, Compensation, & Benefits Section			
	8	9	8	
	257			
	Risk Management Section (1)			
	0	4	4	
	258			
	Employee Relations Section			
	8	8	8	
	259			
	Safety Section (1) (2)			
	15	12	13	

(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, conduct safety inspections, and make recommendations to provide a safe working environment for employees and others on District property.

### Summary of 2019 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, Business Continuity Plan, and Critical Operational Guidance documents for the Maintenance & Operations Department were revised to incorporate more guidance on pandemic risk. Critical Operational Guidance documents were created for the Monitoring & Research Department as well as all other non-operational departments. Refresher training was conducted for plant-level business continuity staff;
- The District's Emergency Plans were successfully tested in two tabletop exercises for senior and plant management; the first being a workshop focused on pandemic risk, and the second through participation in "Operation Power Play 2019," a statewide, multi-jurisdictional exercise that allowed each participant to test its response procedures for low probability/high risk scenarios in a realistic environment. The District's exercise scenario focused on both short and long-term emergency responses.

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 positively impact both frequency and severity of employee injuries;
- Safety staff conducted approximately 1,500 Occupational Safety and Health Administration focused training sessions, with approximately 11,000 attendees, including training on the revised Hot Work Permit Program for 1,036 personnel, training of 546 on Hazard Communications, and training of 723 personnel on the Lockout/Tagout Program to safeguard employees from the unexpected startup of machinery and equipment;
- The District implemented an employee benefits platform to help employees make informed decisions regarding benefits elections and to streamline the administration of employee benefits. The communication portal associated with the platform will allow the District to move toward a paperless process for benefits administration.

Developed a culture that recognized the value of every employee:

- All employees received mandatory refresher compliance training for sexual harassment awareness in the workplace;
- Over 9,500 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.

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 47 classifications.

### Budget Highlights

The 2020 appropriation for the Human Resources Department is \$61,329,200, an increase of \$1,099,600, or 1.8 percent, from 2019. The staffing level has decreased from 93 to 92 positions, which includes the addition of one Safety Specialist and the drop of one Administrative Specialist and one Human Resources 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.

## 2020 Initiatives in Support of the Strategic Business Plan Include the Following:

### • Add Value

In 2020, 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 safety protection, accident prevention and investigations, and recordkeeping. Increased emphasis will be placed on compliance tracking and targeting programs to address the District's key cost drivers. A robust safety training schedule will continue, with needed participation identified and tracked. Training content is revised and maintained current, reflective of regulatory guidance. The emphasis will be on reducing the frequency and severity of injuries involving strains as well as slip and fall accidents. Safety staff will work closely with Claims staff to reduce overall workers' compensation costs for the District. Additionally, Safety will collaborate with operations for monitoring of compliance with guidelines.

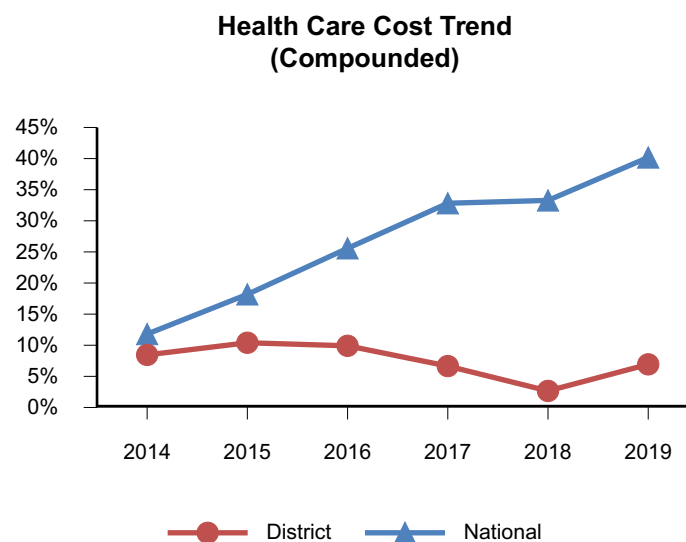
The Human Resources Department's merit-based selection practices provide the District with a pool of candidates who have demonstrated the essential job-related knowledge, skills, and abilities to perform effectively. The Human Resources Department plans to administer 55 examinations in 2020. All full-time employment applications can only be submitted and received online. In 2020, the Internship Program will adopt the same process by transitioning away from a paper-based process.

### • 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 2,000 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 \$48 million. While these costs are partially offset by employee and retiree contributions, they must be actively managed to ensure the program is sustainable over the long term. 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 2014 through 2018, the national trend has been an average annual increase of 6.66 percent in health care costs resulting in a total increase of 33.28 percent during this period. The District's health care trend over that same period has been 0.53 percent annually or a total of 2.66 percent. The District health care trend for 2019 is projected to be 4.27 percent, significantly below the projected national trend of 6.90 percent.



The Labor Management Committee on Health Care continues to meet semiannually with union leadership to discuss health care utilization, cost trends, and cost containment strategies. This creates a forum for open communication between the District and



the unions on important health care issues. The goal is to develop strategies to contain future health care costs, while continuing to provide affordable health care benefits to employees.

In 2020, the District will be conducting a total compensation study to evaluate whether the compensation plan remains competitive in the marketplace. The study will look at the pay rates as well as the overall benefits package, including health insurance, retirement benefits, paid leave programs, voluntary benefits, and other benefits common in the marketplace. Given the low unemployment rate and the rising number of millennials in the workforce, it is critical that the District ensure that its total compensation program remains current and competitive in today's market. This will allow the District to continue to attract and retain top talent.

### • **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**

	<b>Tuition Reimbursement *</b>	<b>In-House Training</b>	<b>eLearning Courses Accessed</b>
2017	53	3,977	4,912
2018	54	2,175	6,243
Estimated 2019	57	4,692	4,900
Projected 2020	55	5,350	5,000

\*Number of participants who were reimbursed

To ensure the ongoing professional development of all District employees in 2020, the Human Resources Department will implement a new eLearning and Talent Management software platform to continue to offer online classes in business, financial management, information technology, and development courses for specific classifications and supervisors, and specialized training as requested by departments. Additionally, the new platform will assist the District with transitioning from a paper performance management practice to online documentation; including assisting with selecting competencies that align with the job classification and refining the language for performance goals.

The Human Resources Department administers seven collective bargaining agreements for the District's approximately 779 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. All seven collective bargaining agreements will expire June 30, 2020. Human Resources staff will meet with the Executive Director and representatives from the departments to discuss contract issues, objectives and priorities, and to develop a strategy for negotiating successor agreements.

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 June 30, 2019, was 43 percent, which compares favorably with the Cook County minority labor force availability rate of 36 percent. The District's female workforce representation, as of June 30, 2019, was 26 percent, compared to the Cook County female labor force availability rate of 41 percent, when adjusted for District-specific occupations.

<b>Percentage of District Employees Who Are Minorities or Females</b>							<b>2000 Census External Availability</b>	<b>2010 Census External Availability</b>
	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Estimated</b>	<b>2020 Projected</b>		
Minorities	40%	41%	41%	42%	43%	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 2020, 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.

- **Information Technology**

The Employee Selection Section completed implementation of a new applicant tracking system to manage the employee selection and appointment process. The system facilitates 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.

In 2019, the Employee Relations Section worked with the Information Technology Department to develop an electronic transfer program for represented employees. The benefit of this program reduces the use of paper and increases the speed, transparency, and accuracy of the transfer process.

The Employee Development Section will introduce a new eLearning and Talent Management/Performance Management Software platform in 2020 that is easier to use and administer. It will also transition employees from a current paper performance management process to an online documentation process.

**25000 HUMAN RESOURCES****OBJECTIVES AND PROGRAM SUMMARY**

OBJECTIVES BY PRIORITY:		Cost	Percent
1. Review employment applications and develop and administer 55 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.		\$ 1,774,800	2.9%
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.		\$ 6,082,000	9.9%
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.		\$ 29,289,500	47.7%
4. Administer seven collective bargaining agreements, covering 779 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.		\$ 909,600	1.5%
5. Provide health insurance benefits and administration for retirees and annuitants, which include Other Postemployment Benefits pre-funding for retiree health care expenses.		\$ 19,188,100	31.3%
6. Implement the District's equal employment opportunity and affirmative action objectives through targeted recruitment, counseling, and complaint investigation.		\$ 356,800	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.		\$ 1,049,300	1.7%
8. Provide educational opportunities for employees through professional development, technical training, and tuition reimbursement.		\$ 2,679,100	4.4%
Totals		\$ 61,329,200	100.0%

MEASURABLE GOALS:	2018	2019	2020
	Actual	Estimated	Proposed
1. Minimize the number of days between an original entrance appointment and the start date for the new employee.	37	38	35
2. Reduce the number of workers' compensation claims per 100 employees.	6.27	6.00	5.50
3. Reduce the number of lost time claims per 100 employees.	2.39	2.75	2.50

**25000 HUMAN RESOURCES****OBJECTIVES AND PROGRAM SUMMARY**

PROGRAMS BY PRIORITY:			2018		Budgeted		Change		
Number	Name	Actual			FTEs	Dollars	Dollars	Percent	
7290	Examinations and Employment Activities	\$ 1,634,646	2020	12	\$ 1,774,800	\$ (48,500)	(2.7)		
			2019	13	\$ 1,823,300				
7295	Equal Employment Opportunity Activities	\$ 363,904	2020	3	\$ 356,800	\$ (32,700)	(8.4)		
			2019	3	\$ 389,500				
7310	Training and Development Activities	\$ 1,406,534	2020	39	\$ 2,679,100	\$ 282,700	11.8	a)	
			2019	39	\$ 2,396,400				
7315	Retiree Benefits	\$12,615,605	2020	1	\$ 14,188,100	\$ 761,400	5.7	b)	
			2019	1	\$ 13,426,700				
7316	Other Postemployment Benefits Trust Management and Report Preparation	\$ 5,000,000	2020	—	\$ 5,000,000	\$ —	—		
			2019	—	\$ 5,000,000				
7320	Employee Benefits	\$25,844,383	2020	4	\$ 29,146,200	\$ (159,400)	(0.5)	c)	
			2019	4	\$ 29,305,600				
7325	Labor and Employee Relations	\$ 781,750	2020	7	\$ 909,600	\$ 65,700	7.8		
			2019	7	\$ 843,900				
7330	Human Resources Administration	\$ 886,244	2020	9	\$ 1,049,300	\$ 60,000	6.1		
			2019	10	\$ 989,300				
7480	Safety Program	\$ 1,368,759	2020	13	\$ 1,819,800	\$ 192,600	11.8	d)	
			2019	12	\$ 1,627,200				
7500	Risk Management Operations	\$ 3,674,509	2020	4	\$ 4,262,200	\$ (25,200)	(0.6)		
			2019	4	\$ 4,287,400				
7604	Social Security and Medicare Contributions	\$ 100,170	2020	—	\$ 143,300	\$ 3,000	2.1		
			2019	—	\$ 140,300				
Totals		\$53,676,504	2020	92	\$ 61,329,200	\$ 1,099,600	1.8%		
			2019	93	\$ 60,229,600				
<p>a) Increase is due to workplace violence awareness training (\$100,000) and ethics training (\$100,000), and a projected wage increase for Interns (\$100,000).</p> <p>b) Increase is due to the anticipated reinstatement of an Affordable Care Act fee in 2020 (\$932,000) and a projected increase in PPO insurance premiums for retirees (\$138,500), offset by a projected decrease in the Medicare Advantage Plan for retirees (\$155,700), HMO insurance premiums for retirees (\$114,900), and pharmacy costs for retirees (\$39,700).</p> <p>c) Decrease is due to a projected reduction in the cost of PPO health insurance premiums (\$988,700) and dental insurance premiums (\$200,500) for active employees, work required for the Health and Welfare Consulting contract (\$50,000) and the one-time cost for Request for Proposal work for the Deferred Compensation Plan Consultant contract in 2019 (\$37,000), and a projected reduction in Human Resources Department employee retirement costs (\$23,300), offset by projected increases in the cost of employee pharmacy benefits (\$590,200), HMO premiums for active employees (\$497,400), and the Affordable Care Act fee for employees (\$60,400).</p> <p>d) Increase is due to the addition of a Safety Specialist (\$81,600), the projected need for additional safety equipment, materials and supplies (\$74,100), and fire extinguisher training (\$9,900).</p>									

**25000 HUMAN RESOURCES****PERFORMANCE DATA**

Program Number	Measurable Activity		2018 Actual	2019 Budgeted	2020 Estimated	
7290	Examinations and Employment Activities					
		Candidates	1,760	2,100	2,000	
		Examinations	41	45	55	a)
		Applications	3,544	3,500	4,000	
		Requisitions	322	280	324	b)
		Cost	\$ 1,515,691	\$ 1,823,300	\$ 1,774,800	
	Recruitment and Marketing Activities					
	Diversity/Outreach Recruitment	Cost	\$ 59,906	\$ —	\$ —	
	Campus Recruitment	Cost	\$ 59,049	\$ —	\$ —	
7295	Equal Employment Opportunity Activities					
	Provide Counseling and Investigate Complaints	Actions	1,000	1,000	1,000	
		Cost	\$ 363,904	\$ 389,500	\$ 356,800	
		Cost/Action	\$ 363.90	\$ 389.50	\$ 356.80	
7310	Training and Development Activities					
	In-House Training and Professional Development	Courses	2,175	—	—	
		Cost	\$ 823,610	\$ —	\$ —	
		Cost/Course	\$ 378.67	\$ —	\$ —	
	Seminars and Conferences	Cost	\$ 14,751	\$ —	\$ —	
	eLearning	Courses	6,243	—	—	
		Cost	\$ 14,200	\$ —	\$ —	
		Cost/Course	\$ 2.27	\$ —	\$ —	
	Training and Professional Development	Training Courses	—	3,800	5,350	c)
		eLearning Courses	—	6,400	5,000	d)
		Cost	\$ —	\$ 967,700	\$ 1,140,600	e)
	Apprenticeship Program	Cost	\$ —	\$ 770,000	\$ 779,500	
	Administer and Finance the Tuition Reimbursement Program for the Entire District	Participants	54	55	55	
		Cost	\$ 303,136	\$ 298,700	\$ 299,000	
		Cost/Participant	\$ 5,613.63	\$ 5,430.91	\$ 5,436.36	
	Internship Program	Cost	\$ 250,837	\$ 360,000	\$ 460,000	f)
<p>a) Increase is due to the need for more promotional job classification examinations in 2020.</p> <p>b) Increase is due to employee turnover and more employment candidates declining employment offers.</p> <p>c) Increase is due to required compliance training for employees.</p> <p>d) Decrease is due a downward trend in the use of eLearning by injured workers, reflecting a reduction in the severity of injuries. Use of eLearning will fluctuate over time based on worker injury patterns.</p> <p>e) Increase is due to workplace violence awareness training (\$100,000) and ethics training (\$100,000).</p> <p>f) Increase is due to a projected wage increase for Interns (\$100,000).</p>						

**25000 HUMAN RESOURCES****PERFORMANCE DATA**

Program Number	Measurable Activity		2018 Actual	2019 Budgeted	2020 Estimated	
7315	Retiree Benefits					
	Health Insurance - Corporate Fund Retirees	Retirees	1,976	1,975	1,984	
		Cost	\$ 7,705,582	\$ 8,761,000	\$ 9,562,100	g)
		Cost/Retiree	\$ 3,899.59	\$ 4,435.95	\$ 4,819.61	
	Prescription Drug Retirees	Participants	1,976	1,975	1,984	
		Cost	\$ 4,910,023	\$ 4,665,700	\$ 4,626,000	
		Cost/Participant	\$ 2,484.83	\$ 2,362.38	\$ 2,331.65	
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) <sup>1</sup>	Participants	1,671	1,706	1,694	
		Cost	\$ 20,513,245	\$ 22,618,700	\$ 22,134,600	h)
		Cost/Participant	\$ 12,276.03	\$ 13,258.32	\$ 13,066.47	
	Prescription Drugs - Corporate Fund Employees <sup>1</sup>	Participants	1,671	1,706	1,694	
		Cost	\$ 3,862,011	\$ 4,462,000	\$ 5,052,200	i)
		Cost/Participant	\$ 2,311.20	\$ 2,615.47	\$ 2,982.41	
	Dental Insurance - Corporate Fund Employees <sup>1</sup>	Participants	1,663	1,700	1,685	
		Cost	\$ 1,129,026	\$ 1,351,500	\$ 1,151,000	j)
		Cost/Participant	\$ 678.91	\$ 795.00	\$ 683.09	
	Life Insurance - Corporate Fund Employees <sup>1</sup>	Employees	1,775	1,775	1,790	
		Cost	\$ 76,204	\$ 85,400	\$ 74,700	
		Cost/Employee	\$ 42.93	\$ 48.11	\$ 41.73	
	Deferred Compensation Administration	Cost	\$ 38,000	\$ 78,000	\$ 41,000	k)
	Other Benefits					
	Employee Assistance Program	Cost	\$ 39,522	\$ 42,000	\$ 42,000	
	Flexible Spending Accounts Program	Cost	\$ 45,826	\$ 43,000	\$ 49,500	l)
	Compensation and Classification Activities	Cost	\$ 140,549	\$ 625,000	\$ 601,200	
g) Increase is due to the anticipated reinstatement of an Affordable Care Act fee in 2020 (\$932,000) and a projected increase in PPO insurance premiums for retirees (\$138,500), offset by a projected decrease in the Medicare Advantage Plan for retirees (\$155,700) and HMO insurance premiums for retirees (\$114,900).						
h) Decrease is due to a projected reduction in PPO health insurance premiums for active employees (\$988,700), offset by a projected increase in HMO insurance premiums for active employees (\$497,400).						
i) Increase is due to an anticipated rise in the cost of employee pharmacy benefits (\$590,200).						
j) Decrease is due to an anticipated reduction in the cost of dental insurance premiums for active employees (\$200,500).						
k) Decrease is due to a one-time cost for Request for Proposal work required for the Deferred Compensation Plan Consultant contract in 2019 (\$37,000).						
l) Increase is due to the rising trend in the cost of the Flexible Spending Accounts Program (\$6,500).						
<sup>1</sup> Additional funds are budgeted in the Stormwater Management Fund.						

**25000 HUMAN RESOURCES****PERFORMANCE DATA**

Program Number	Measurable Activity		2018 Actual	2019 Budgeted	2020 Estimated	
7325	Labor and Employee Relations					
	Labor and Employee Relations Activities	Employees Served	1,932	1,967	1,953	
		Cost	\$ 583,398	\$ 649,700	\$ 670,400	
	Compliance with Unemployment Compensation Requirements	Claims	24	15	24	m)
		Cost	\$ 64,171	\$ 60,000	\$ 100,000	m)
		Cost/Claim	\$ 2,673.79	\$ 4,000.00	\$ 4,166.67	
	Employee Performance Management	Cost	134,181	134,200	139,200	
7330	Human Resources Administration					
	Personnel Activity Administration	Employees Served	1,932	1,967	1,953	
		Cost	\$ 720,735	\$ 763,700	\$ 829,100	
		Cost/Employee	\$ 373.05	\$ 388.26	\$ 424.53	
	Medical Services Payments and Record Maintenance	Examinations	500	—	—	
		Cost	\$ 66,515	\$ —	\$ —	
		Cost/Examination	\$ 133.03	\$ —	\$ —	
	Pre-employment Activities	New Hires	—	105	115	
		Cost	\$ —	\$ 66,000	\$ 58,600	
		Cost/New Hire	\$ —	\$ 628.57	\$ 509.57	
	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	16	35	25	
		Cost	\$ 98,994	\$ 159,600	\$ 161,600	
		Cost/Action	\$ 6,187.13	\$ 4,560.00	\$ 6,464.00	
7480	Safety Program					
	Occupational Safety and Health Administration Compliance, Inspections, Reporting, and Accident Investigation	Cost	\$ 596,510	\$ —	\$ —	
	Contract Review for Compliance with Safety Standards	# of Reviews	35	—	—	
		Cost	\$ 6,866	\$ —	\$ —	
		Cost/Review	\$ 196.17	\$ —	\$ —	
	Safety Equipment					
	New/Rental	Cost	\$ 98,822	\$ —	\$ —	
	Replacement	Cost	\$ 8,034	\$ —	\$ —	
	Maintenance	Cost	\$ 56,477	\$ —	\$ —	
	Medical Health Surveillance					
	First Aid Assistance	Cost	\$ 23,402	\$ —	\$ —	
	Hearing Tests	People Tested	316	—	—	
		Cost	\$ 5,338	\$ —	\$ —	
		Cost/Test	\$ 16.89	\$ —	\$ —	
	Respiratory Evaluations	People Tested	53	—	—	
		Cost	\$ 3,379	\$ —	\$ —	
		Cost/Test	\$ 63.75	\$ —	\$ —	

m) Increase is due to the rising trend in unemployment claims due to higher employee turnover (\$40,000).

**25000 HUMAN RESOURCES****PERFORMANCE DATA**

Program Number	Measurable Activity		2018 Actual	2019 Budgeted	2020 Estimated	
	Safety Training					
	CPR and First Aid	People Trained	334	—	—	
		Cost	\$ 36,810	\$ —	\$ —	
		Cost/Trainee	\$ 110.21	\$ —	\$ —	
	Confined Spaces	People Trained	131	—	—	
		Cost	\$ 8,964	\$ —	\$ —	
		Cost/Trainee	\$ 68.43	\$ —	\$ —	
	Lockout/Tagout	People Trained	561	—	—	
		Cost	\$ 4,577	\$ —	\$ —	
		Cost/Trainee	\$ 8.16	\$ —	\$ —	
	General Safety	People Trained	9,219	—	—	
		Cost	\$ 404,148	\$ —	\$ —	
		Cost/Trainee	\$ 43.84	\$ —	\$ —	
	Professional Safety	Cost	\$ 15,449	\$ —	\$ —	
	Industrial Hygiene/Right to Know	People Trained	456	—	—	
		Cost	\$ 27,083	\$ —	\$ —	
		Cost/Trainee	\$ 59.39	\$ —	\$ —	
	Fire Prevention and Protection	Cost	\$ 22,163	\$ —	\$ —	
	Hazardous Materials Abatement	Cost	\$ 50,737	\$ —	\$ —	
	Occupational Safety and Health Administration Compliance, Inspections, Reporting, and Accident Investigation, Contract Review for Compliance with Safety Standards, Safety Training, and Professional Development	Cost	\$ —	\$ 1,318,100	\$ 1,429,700	
	Safety Training	# of Classes	—	1,100	1,400	n)
		# of Attendees	—	8,000	9,500	n)
	Safety Equipment Purchase, Rental, and Maintenance	Cost	\$ —	\$ 178,000	\$ 252,600	o)
	Payment for External Services to Support Safety Activities	Cost	\$ —	\$ 131,100	\$ 137,500	
7500	Risk Management Operations					
	Administration and Professional Development (formerly Administration)	Cost	\$ 452,770	\$ 481,300	\$ 483,800	
	Asset Appraisal and Other Services	Cost	\$ 228,729	\$ —	\$ —	
	Broker Services	Cost	\$ 216,500	\$ —	\$ —	
	Third Party Services	Cost	\$ —	\$ 551,500	\$ 531,500	
	Insurance Premiums (such as property insurance)	Cost	\$ 2,776,510	\$ 3,254,600	\$ 3,246,900	
7604	Social Security and Medicare Contributions	Cost	\$ 100,170	\$ 140,300	\$ 143,300	
	Totals		\$ 53,676,504	\$ 60,229,600	\$ 61,329,200	
n) Increase is due to the projection of additional training resulting from the reevaluation and updates made to programs within the Safety Section.						
o) Increase is due to the projected need for additional safety equipment, materials and supplies (\$74,100).						



101 25000	Fund: Corporate Department: Human Resources	LINE ITEM ANALYSIS						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 5,666,384	\$ 6,802,900	\$ 6,802,900	\$ 4,127,447	\$ 5,853,000	\$ 6,721,500	\$ —
601060	Compensation Plan Adjustments	138,843	315,800	265,800	130,335	164,500	287,000	—
601070	Social Security and Medicare Contributions	100,170	140,300	140,300	75,782	97,200	143,300	—
601090	Employee Claims	64,171	60,000	110,000	64,974	96,000	100,000	—
601100	Tuition and Training Payments	449,883	709,800	709,800	394,674	613,200	895,500	—
601250	Health and Life Insurance Premiums	42,874,277	46,804,400	46,804,400	30,571,333	44,202,600	47,509,500	—
601300	Personal Services, N.O.C.	250,837	360,000	360,000	178,230	360,000	460,000	—
100	TOTAL PERSONAL SERVICES	49,544,566	55,193,200	55,193,200	35,542,774	51,386,500	56,116,800	—
612010	Travel	3,555	5,200	5,200	3,465	5,000	6,400	—
612030	Meals and Lodging	9,491	17,300	17,300	7,054	17,300	15,700	—
612040	Postage, Freight, and Delivery Charges	216	—	—	—	—	—	—
612050	Compensation for Personally- Owned Automobiles	329	1,100	1,100	331	600	1,100	—
612080	Motor Vehicle Operating Services	—	100	100	49	100	100	—
612250	Court Reporting Services	11,822	11,500	14,000	14,000	14,000	16,000	—
612260	Medical Services	90,437	121,100	121,100	106,600	109,900	127,600	—
612290	Insurance Premiums	2,776,920	3,471,100	3,468,600	1,528,989	3,464,900	3,463,400	—
612330	Rental Charges	10,062	21,500	21,500	17,445	21,500	13,500	—
612360	Advertising	—	—	1,800	454	1,800	7,000	—
612430	Payments for Professional Services	884,497	1,004,900	943,100	694,199	849,200	1,072,500	—
612490	Contractual Services, N.O.C.	37,787	72,100	72,100	59,842	70,100	83,500	—
612780	Safety Repairs and Services	98,719	107,500	167,500	162,391	167,400	109,500	—
200	TOTAL CONTRACTUAL SERVICES	3,923,834	4,833,400	4,833,400	2,594,819	4,721,800	4,916,300	—
623520	Office, Printing, and Photo Supplies, Equipment, and Furniture	43,894	30,500	30,500	29,371	30,500	47,500	—
623720	Books, Maps, and Charts	4,600	500	500	—	500	500	—
623780	Safety and Medical Supplies	142,846	166,500	166,500	129,186	166,500	241,100	—
623990	Materials and Supplies, N.O.C.	2,564	5,500	5,500	4,779	5,000	7,000	—
300	TOTAL MATERIALS AND SUPPLIES	193,904	203,000	203,000	163,336	202,500	296,100	—
634820	Computer Software	14,200	—	—	—	—	—	—
400	TOTAL MACHINERY AND EQUIPMENT	14,200	—	—	—	—	—	—
TOTAL HUMAN RESOURCES		\$ 53,676,504	\$ 60,229,600	\$ 60,229,600	\$ 38,300,930	\$ 56,310,800	\$ 61,329,200	\$ —

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.

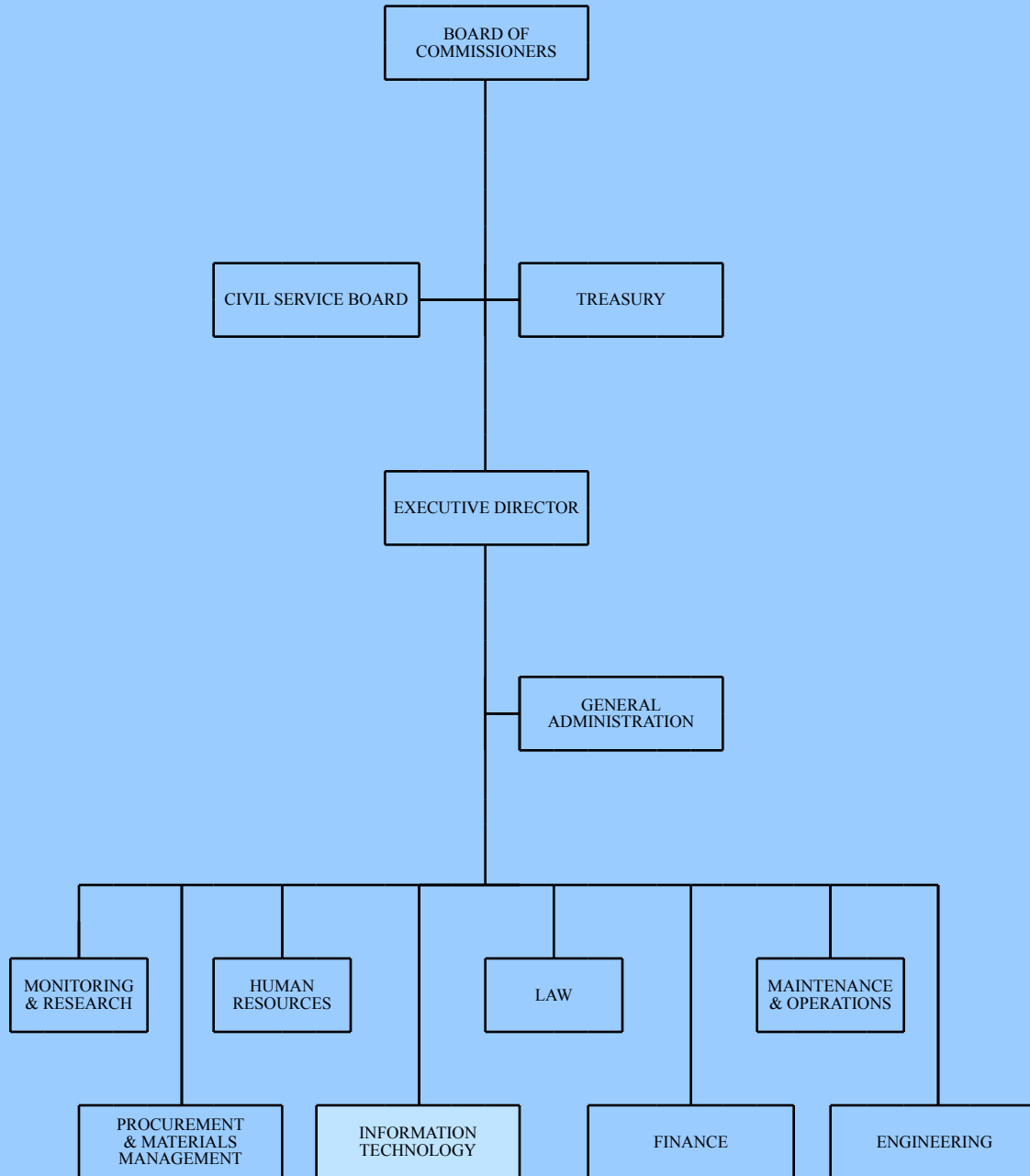
Additionally, Estimated Expenditure may either exceed Adjusted Appropriation when transfers of funds are anticipated or be less than Expenditure (Committed Budget plus Disbursement) when not all commitments are anticipated to be completed by year-end.

Fund: Corporate Dept: Human Resources		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
<b>252</b>	<b>Executive Unit</b>					
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 252	Executive Unit	7	7	629,182	7	637,283
<b>254</b>	<b>Employee Selection Section</b>					
HP19	Human Resources Manager #1	—	1		—	
HP19	Human Resources Manager #2 (New Grade HP18)	1	—		—	
HP18	Human Resources Manager	—	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	5	5		5	
HP13	Senior Administrative Specialist	2	2		2	
HP11	Administrative Specialist	3	2		2	
TOTAL 254	Employee Selection Section	14	14	1,426,678	13	1,267,955
<b>255</b>	<b>Employee Development Section</b>					
HP19	Human Resources Manager #2 (New Grade HP18)	1	1		1	
HP17	Senior Human Resources Analyst #2 (New Grade HP16)	1	—		—	
HP16	Senior Human Resources Analyst	—	1		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	
TM01	Intern	20	20		20	
PR1025	Apprentice	1	13		13	
TOTAL 255	Employee Development Section	27	39	1,892,658	39	1,888,367

Fund: Corporate Dept: Human Resources		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
<b>256</b>	<b>Classification, Compensation, &amp; Benefits Section</b>					
HP19	Human Resources Manager #2 (New Grade HP18)	1	1		1	
HP17	Senior Human Resources Analyst #2 (New Grade HP16)	2	2		2	
HP14	Human Resources Analyst	3	3		3	
HP11	Administrative Specialist	1	1		1	
HP11	Administrative Specialist #1	—	1		—	
HP11	Administrative Specialist #4	1	1		1	
TOTAL 256	Classification, Compensation, & Benefits Section	8	9	918,923	8	847,568
<b>257</b>	<b>Risk Management Section</b>					
HP19	Risk Manager #2 (New Grade HP18)	—	1		1	
HP17	Claims Administrator #2 (New Grade HP16)	—	1		1	
HP17	Senior Risk Analyst #2 (New Grade HP16)	—	1		1	
HP11	Administrative Specialist	—	1		1	
TOTAL 257	Risk Management Section	—	4	472,801	4	478,560
<b>258</b>	<b>Employee Relations Section</b>					
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 258	Employee Relations Section	8	8	837,165	8	845,778
<b>259</b>	<b>Safety Section (formerly Risk Management Section)</b>					
HP19	Risk Manager #2 (New Grade HP18)	1	—		—	
HP18	Safety Manager	—	1		1	
HP17	Claims Administrator #2 (New Grade HP16)	1	—		—	
HP17	Senior Risk Analyst #2 (New Grade HP16)	1	—		—	
HP17	Senior Safety Specialist #2 (New Grade HP16)	1	1		1	
HP15	Safety Coordinator #2 (Safety Specialist) (New Grade HP14)	3	3		3	

Fund: Corporate Dept: Human Resources		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
HP14	Safety Specialist	6	6		7	
HP11	Administrative Specialist	2	1		1	
TOTAL 259	Safety Section (formerly Risk Management Section)	15	12	1,225,426	13	1,330,683
TOTAL	Human Resources	79	93	7,402,834	92	7,296,195
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. Dollar amounts may not add up due to rounding.						

**NOTE PAGE**



**Metropolitan Water Reclamation District of Greater Chicago**

100 EAST ERIE STREET

CHICAGO, ILLINOIS 60611-3154

312.751.5600

September 10, 2019

Mr. Brian A. Perkovich  
Executive Director  
O F F I C E

Dear Sir:

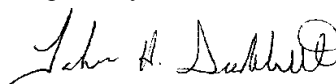
Subject: 2020 Program for the Information Technology Department

The Information Technology Department's program for 2020, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of the department's 2020 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, 2020 major initiatives and challenges, and 2019 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 2020.

Respectfully submitted,

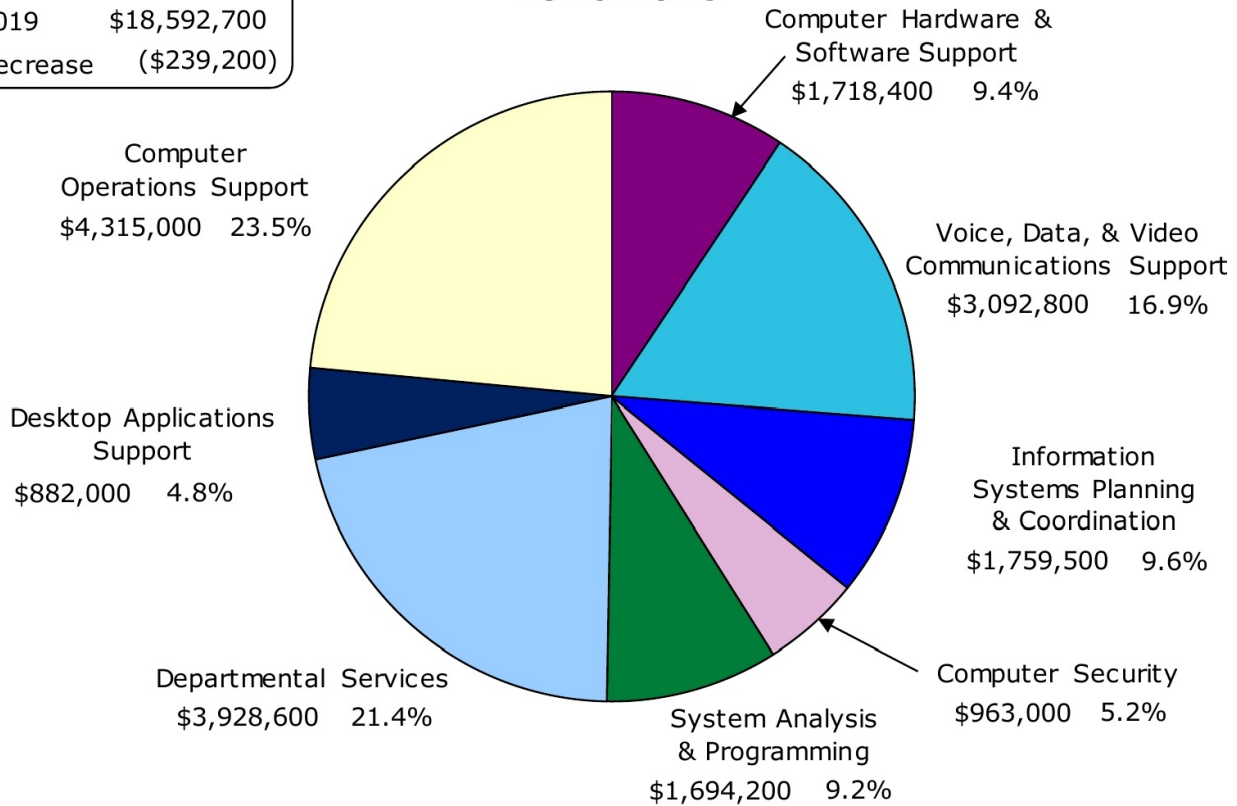


John H. Sudduth  
Director of Information Technology

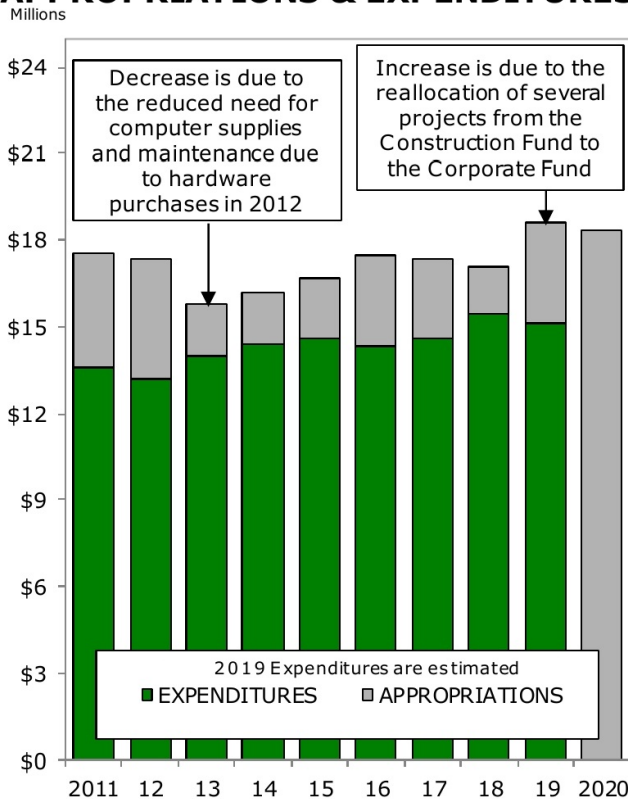
## INFORMATION TECHNOLOGY

2020	\$18,353,500
2019	\$18,592,700
Decrease	(\$239,200)

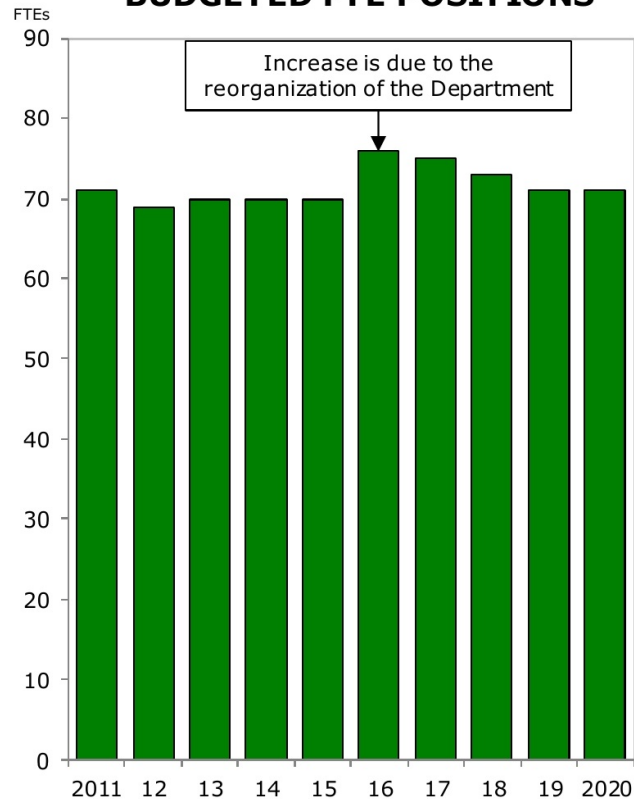
### FUNCTIONS



### APPROPRIATIONS & EXPENDITURES

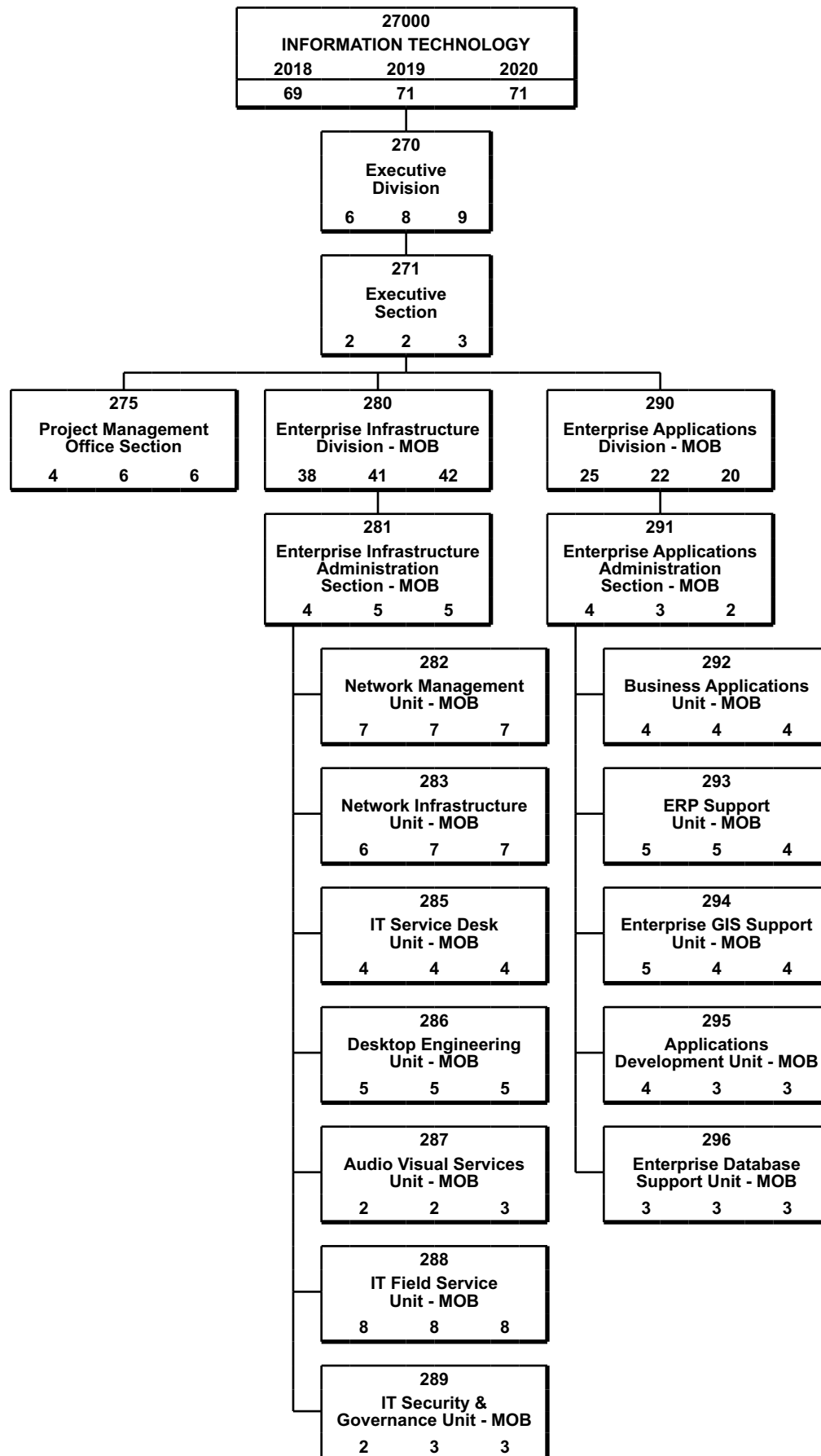


### BUDGETED FTE POSITIONS





# 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 2019 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;
- Continued the upgrade of the District's voicemail system;
- Launched the District's new website;
- Improved Graphic Information System (GIS) reporting of combined sewer overflow events;
- Received the Special Achievement in GIS award for an internally developed GIS application;
- Continued the replacement of antiquated communication lines.

### Budget Highlights

The 2020 appropriation for the ITD is \$18,353,500, a decrease of \$239,200, or 1.3 percent, from 2019. The staffing level remains unchanged at 71 positions, which includes the addition of a Senior Budget and Management Analyst, an A/V Administrator, a Senior IT Security Administrator, and an Assistant Director of Information Technology, offset by the drop of two Information Technology Managers, a Senior IT Security Administrator, and a Computer Systems Administrator.

Significant features of the 2020 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 ITD;
- 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.

### 2020 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 Citizen 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.mwrd.org](http://www.mwrd.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 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](http://www.mwrd.org), was developed for use by the public to report odor, water pollution, waterway blockage, or other incidents.

- **Recover Resources**

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 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 Forum<sup>sm</sup>, which is the only water and wastewater agency-focused organization for IT executives in the industry. The Water and Wastewater Chief Information Officer Forum<sup>sm</sup> 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.

The 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.

- **Information Technology**

The GIS 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 the information with current business systems to support various business decisions. Also in 2020, the GIS 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, Apple 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.		\$ 1,718,400	9.4%
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.		\$ 3,092,800	16.9%
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.		\$ 1,759,500	9.6%
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.		\$ 1,694,200	9.2%
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.		\$ 4,315,000	23.5%
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.		\$ 3,928,600	21.4%
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.		\$ 963,000	5.2%
8. DESKTOP APPLICATIONS SUPPORT: The assigned staff will continue to provide applications and technical support to approximately 1,953 computer system users.		\$ 882,000	4.8%
Totals		\$ 18,353,500	100.0%

MEASURABLE GOALS:	2018	2019	2020
	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 20%	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.	4	4	4

**27000 INFORMATION TECHNOLOGY****OBJECTIVES AND PROGRAM SUMMARY**

PROGRAMS BY PRIORITY:			2018		Budgeted		Change	
Number	Name		Actual		FTEs	Dollars	Dollars	Percent
7381	Systems Analysis and Programming	\$ 1,774,481	2020	14	\$ 1,694,200	\$ (109,200)	(6.1)	
			2019	16	\$ 1,803,400			
7382	Desktop Applications Support	\$ 878,723	2020	5	\$ 882,000	\$ 81,600	10.2	
			2019	5	\$ 800,400			
7383	Voice, Data, and Video Communications Support	\$ 2,244,578	2020	11	\$ 3,092,800	\$ 65,600	2.2	
			2019	10	\$ 3,027,200			
7384	Central Computer Hardware and Proprietary Software Support	\$ 1,665,396	2020	8	\$ 1,718,400	\$ 36,600	2.2	
			2019	8	\$ 1,681,800			
7385	Computer Operations, Maintenance, and Support	\$ 4,246,620	2020	7	\$ 4,315,000	\$ (268,100)	(5.9)	a)
			2019	7	\$ 4,583,100			
7387	Computer Security	\$ 319,977	2020	4	\$ 963,000	\$ 112,500	13.2	
			2019	3	\$ 850,500			
7388	Information Systems Planning	\$ 726,838	2020	5	\$ 908,500	\$ (90,600)	(9.1)	
			2019	6	\$ 999,100			
7389	Information Systems Coordination	\$ 411,402	2020	5	\$ 851,000	\$ 87,200	11.4	
			2019	4	\$ 763,800			
7800	Information Technology Services	\$ 3,053,299	2020	12	\$ 3,805,900	\$ (155,900)	(3.9)	b)
			2019	12	\$ 3,961,800			
7604	Social Security and Medicare Contributions	\$ 108,839	2020	—	\$ 122,700	\$ 1,100	0.9	
			2019	—	\$ 121,600			
Totals		\$15,430,153	2020	71	\$ 18,353,500	\$ (239,200)	(1.3)%	
			2019	71	\$ 18,592,700			
a) Decrease is due to decreased SAP software maintenance costs after contracting with a third party vendor (\$343,700), offset by the addition of an Office 365 backup subscription (\$96,000).								
b) Decrease is due to the transfer of the Cross-Media Electronic Reporting Rule project to the Monitoring & Research Department (\$100,000) and the deferment of iPACS software updates and improvements (\$50,000).								

**27000 INFORMATION TECHNOLOGY****PERFORMANCE DATA**

Program Number	Measurable Activity		2018 Actual	2019 Budgeted	2020 Estimated	
7380	Information Technology and Telecommunications					
7381	Systems Analysis and Programming	Application Modules Supported	90	90	90	
		Cost	\$ 1,774,481	\$ 1,803,400	\$ 1,694,200	
		Cost/Module	\$ 19,716.46	\$ 20,037.78	\$ 18,824.44	
7382	Desktop Applications Support	# of Service Calls	14,211	13,002	14,000	
		Cost	\$ 878,723	\$ 800,400	\$ 882,000	
		Cost/Service Call	\$ 61.83	\$ 61.56	\$ 63.00	
7383	Voice, Data, and Video Communications Support	Cost	\$ 2,244,578	\$ 3,027,200	\$ 3,092,800	
7384	Central Computer Hardware and Proprietary Software Support	Cost	\$ 1,665,396	\$ 1,681,800	\$ 1,718,400	
7385	Computer Operations, Maintenance, and Support	Cost	\$ 4,246,620	\$ 4,583,100	\$ 4,315,000	a)
7387	Computer Security	Cost	\$ 319,977	\$ 850,500	\$ 963,000	
7388	Information Systems Planning	Cost	\$ 726,838	\$ 999,100	\$ 908,500	
7389	Information Systems Coordination	Cost	\$ 411,402	\$ 763,800	\$ 851,000	
7800	Information Technology Services	# of Users	1,932	1,967	1,953	
		Cost	\$ 3,053,299	\$ 3,961,800	\$ 3,805,900	b)
		Cost/User	\$ 1,580.38	\$ 2,014.13	\$ 1,948.75	
7604	Social Security and Medicare Contributions	Cost	\$ 108,839	\$ 121,600	\$ 122,700	
		Totals	\$ 15,430,153	\$ 18,592,700	\$ 18,353,500	
a) Decrease is due to decreased SAP software maintenance costs after contracting with a third party vendor (\$343,700), offset by the addition of an Office 365 backup subscription (\$96,000).						
b) Decrease is due to the transfer of the Cross-Media Electronic Reporting Rule project to the Monitoring & Research Department (\$100,000) and the deferment of iPACS software updates and improvements (\$50,000).						

101 27000	Fund: Corporate Department: Information Technology	LINE ITEM ANALYSIS						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 7,790,836	\$ 8,352,500	\$ 8,352,500	\$ 5,446,747	\$ 7,700,000	\$ 8,430,200	\$ —
601060	Compensation Plan Adjustments	107,874	234,400	234,400	148,651	158,000	270,800	—
601070	Social Security and Medicare Contributions	108,839	121,600	121,600	79,010	109,200	122,700	—
601100	Tuition and Training Payments	46,816	38,000	38,000	10,530	12,500	48,500	—
100	TOTAL PERSONAL SERVICES	8,054,364	8,746,500	8,746,500	5,684,939	7,979,700	8,872,200	—
612010	Travel	881	2,000	3,000	1,785	1,800	2,000	—
612030	Meals and Lodging	684	5,000	5,000	3,766	4,000	5,000	—
612040	Postage, Freight, and Delivery Charges	1,179	1,500	1,500	1,500	1,200	1,500	—
612050	Compensation for Personally- Owned Automobiles	1,262	1,500	1,500	851	1,000	1,500	—
612210	Communication Services	1,101,668	1,575,200	1,658,800	1,624,880	1,570,400	1,528,800	—
612330	Rental Charges	314,004	475,500	439,600	437,107	394,800	433,000	—
612430	Payments for Professional Services	229,862	1,280,800	1,132,100	640,813	472,000	819,800	—
612490	Contractual Services, N.O.C.	9,675	10,000	10,000	5,150	5,200	10,000	—
612810	Computer Equipment Maintenance	182,898	340,100	340,100	117,664	174,700	247,500	—
612820	Computer Software Maintenance	4,124,260	4,333,700	4,333,700	3,772,577	3,315,600	4,222,800	—
612840	Communications Equipment Maintenance (Includes Software)	723,892	779,200	729,200	641,766	481,500	674,500	—
200	TOTAL CONTRACTUAL SERVICES	6,690,265	8,804,500	8,654,500	7,247,860	6,422,200	7,946,400	—
623520	Office, Printing, and Photo Supplies, Equipment, and Furniture	13,348	15,500	15,500	13,928	12,200	15,500	—
623800	Computer Software	120,651	99,700	99,700	23,767	49,100	390,000	—
623810	Computer Supplies	412,737	556,200	609,200	583,137	474,200	656,400	—
623850	Communications Supplies	118,427	156,300	206,300	188,030	115,900	152,000	—
300	TOTAL MATERIALS AND SUPPLIES	665,164	827,700	930,700	808,863	651,400	1,213,900	—
634810	Computer Equipment	5,680	7,000	7,000	7,000	6,300	200,000	—
634820	Computer Software	—	207,000	167,000	97,000	97,000	97,000	—
634840	Communications Equipment (Includes Software)	14,680	—	—	—	—	24,000	—
400	TOTAL MACHINERY AND EQUIPMENT	20,360	214,000	174,000	104,000	103,300	321,000	—
TOTAL INFORMATION TECHNOLOGY		\$ 15,430,153	\$ 18,592,700	\$ 18,505,700	\$ 13,845,662	\$ 15,156,600	\$ 18,353,500	\$ —

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.

Fund: Corporate Dept: Information Technology		POSITION ANALYSIS				
		2018	2019		2020	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
<b>270</b>	<b>Executive Division</b>					
<b>271</b>	<b>Executive Section</b>					
EX17	Director of Information Technology	1	1		1	
EX06	Secretary to Officer	1	1		1	
HP16	Senior Budget & Management Analyst	—	—		1	
TOTAL 271	Executive Section	2	2	346,584	3	445,265
<b>275</b>	<b>Project Management Office Section</b>					
HP19	Project Management Office Manager	1	1		1	
HP18	Senior Project Manager	—	1		1	
HP16	Applications Administrator	1	—		—	
HP16	Applications Administrator #2 (Project Manager)	—	1		1	
HP16	Project Manager	—	2		2	
HP16	Senior Business Analyst	1	—		—	
HP14	Business Analyst	1	1		1	
TOTAL 275	Project Management Office Section	4	6	665,579	6	688,020
TOTAL 270	Executive Division	6	8	1,012,163	9	1,133,285
<b>280</b>	<b>Enterprise Infrastructure Division - MOB</b>					
<b>281</b>	<b>Enterprise Infrastructure Administration Section - MOB</b>					
HP20	Assistant Director of Information Technology	1	1		2	
HP19	Information Technology Manager	2	3		2	
HP11	Administrative Specialist	1	1		1	
TOTAL 281	Enterprise Infrastructure Administration Section - MOB	4	5	664,987	5	689,419
<b>282</b>	<b>Network Management Unit - MOB</b>					
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	

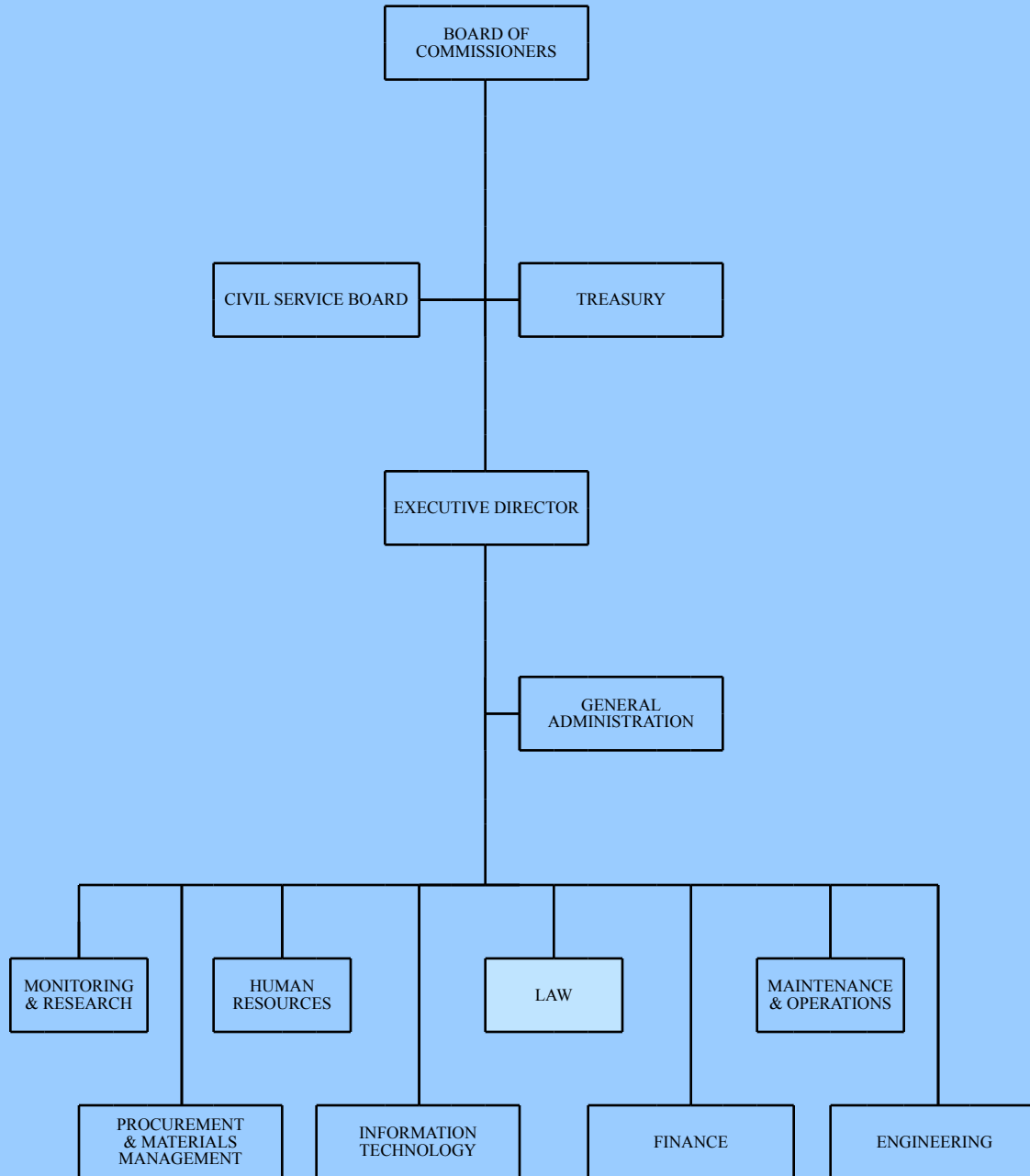


Fund: Corporate Dept: Information Technology		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
HP16	Systems Administrator	1	1		1	
TOTAL 282	Network Management Unit - MOB	7	7	952,715	7	963,920
<b>283</b>	<b>Network Infrastructure Unit - MOB</b>					
HP18	Senior Network Engineer	1	1		1	
HP16	Network Engineer	4	4		4	
HP14	Network Analyst	—	1		1	
NR1541	Telecommunications Specialist	1	—		—	
NR1541	Telecommunications Specialist #1	—	1		1	
TOTAL 283	Network Infrastructure Unit - MOB	6	7	794,580	7	801,899
<b>285</b>	<b>IT Service Desk Unit - MOB</b>					
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 285	IT Service Desk Unit - MOB	4	4	287,621	4	289,361
<b>286</b>	<b>Desktop Engineering Unit - MOB</b>					
HP18	Senior Desktop Engineer	1	1		1	
HP17	Computer Systems Administrator #2 (Desktop Engineer) (New Grade HP16)	3	2		2	
HP16	Desktop Engineer	—	1		1	
HP15	Computer Systems Coordinator #2 (Desktop Analyst) (New Grade HP14)	1	1		1	
TOTAL 286	Desktop Engineering Unit - MOB	5	5	638,765	5	638,765
<b>287</b>	<b>Audio Visual Services Unit - MOB</b>					
HP16	A/V Administrator	1	1		2	
HP14	A/V Analyst	1	1		1	
TOTAL 287	Audio Visual Services Unit - MOB	2	2	197,491	3	301,130
<b>288</b>	<b>IT Field Service Unit - MOB</b>					
HP18	Senior Computer Systems Administrator #2 (IT Support Coordinator) (New Grade HP15)	1	1		1	

Fund: Corporate Dept: Information Technology		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
HP17	Computer Systems Administrator #2 (IT Support Analyst II) (New Grade HP13)	2	1		1	
HP15	Computer Systems Coordinator #2 (IT Support Analyst II) (New Grade HP13)	1	2		2	
HP15	Computer Systems Coordinator #2 (IT Support Analyst I) (New Grade HP11)	1	—		—	
HP13	IT Support Analyst II	1	4		4	
HP11	IT Support Analyst I	2	—		—	
TOTAL 288	IT Field Service Unit - MOB	8	8	815,914	8	820,580
<b>289</b>	<b>IT Security &amp; Governance Unit - MOB</b>					
HP18	Senior IT Security Administrator	1	1		2	
HP17	Computer Systems Administrator #2 (IT Security Analyst) (New Grade HP14)	1	1		—	
HP16	IT Security Administrator	—	1		1	
TOTAL 289	IT Security & Governance Unit - MOB	2	3	401,808	3	379,983
TOTAL 280	Enterprise Infrastructure Division - MOB	38	41	4,753,882	42	4,885,057
<b>290</b>	<b>Enterprise Applications Division - MOB</b>					
<b>291</b>	<b>Enterprise Applications Administration Section - MOB</b>					
HP20	Assistant Director of Information Technology	1	—		—	
HP19	Information Technology Manager	2	1		1	
HP19	Information Technology Manager #1	—	1		—	
HP11	Administrative Specialist	1	1		1	
TOTAL 291	Enterprise Applications Administration Section - MOB	4	3	391,451	2	217,261
<b>292</b>	<b>Business Applications Unit - MOB</b>					
HP18	Senior Applications Administrator	1	1		1	
HP17	Webmaster #1	1	1		1	
HP16	Applications Administrator	1	1		1	
HP14	Applications Analyst	1	1		1	
TOTAL 292	Business Applications Unit - MOB	4	4	512,455	4	524,031
<b>293</b>	<b>ERP Support Unit - MOB</b>					
HP18	Senior Applications Administrator	1	—		—	

Fund: Corporate Dept: Information Technology		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
HP18	Senior Applications Administrator #1	—	1		—	
HP17	Senior Systems Programmer #1	2	2		2	
HP16	Applications Administrator	1	1		1	
HP14	Applications Analyst	1	1		1	
TOTAL 293	ERP Support Unit - MOB	5	5	663,725	4	482,901
<b>294</b>	<b>Enterprise GIS Support Unit - MOB</b>					
HP18	Senior Applications Administrator	1	1		1	
HP16	Applications Administrator #2 (GIS Analyst) (New Grade HP14)	2	1		1	
HP14	GIS Analyst	2	2		2	
TOTAL 294	Enterprise GIS Support Unit - MOB	5	4	478,190	4	483,147
<b>295</b>	<b>Applications Development Unit - MOB</b>					
HP18	Senior Applications Developer	1	1		1	
HP16	Applications Developer	1	1		1	
HP14	Applications Analyst	2	1		1	
TOTAL 295	Applications Development Unit - MOB	4	3	335,795	3	346,884
<b>296</b>	<b>Enterprise Database Support Unit - MOB</b>					
HP18	Senior Database Administrator	1	1		1	
HP16	Database Administrator	2	2		2	
TOTAL 296	Enterprise Database Support Unit - MOB	3	3	394,521	3	399,965
TOTAL 290	Enterprise Applications Division - MOB	25	22	2,776,136	20	2,454,189
TOTAL	Information Technology	69	71	8,542,180	71	8,472,531
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. Dollar amounts may not add up due to rounding.						

**NOTE PAGE**



**Metropolitan Water Reclamation District of Greater Chicago**

100 EAST ERIE STREET

CHICAGO, ILLINOIS 60611-3154

312.751.5600

September 10, 2019

Mr. Brian A. Perkovich  
Executive Director  
O F F I C E

Dear Sir:

Subject: 2020 Program for the Law Department

The Law Department's program for 2020, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of 2020 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, 2020 major initiatives and challenges, and 2019 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 budget for 2020.

Respectfully submitted,

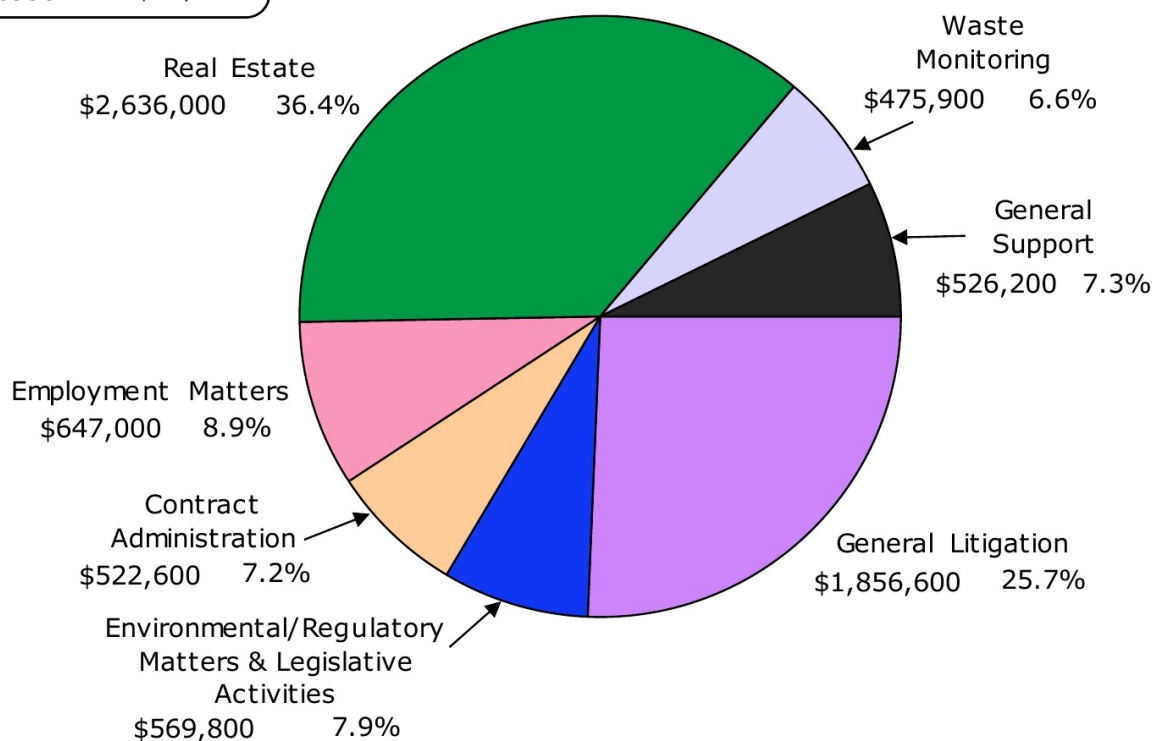


Susan T. Morakalis  
General Counsel

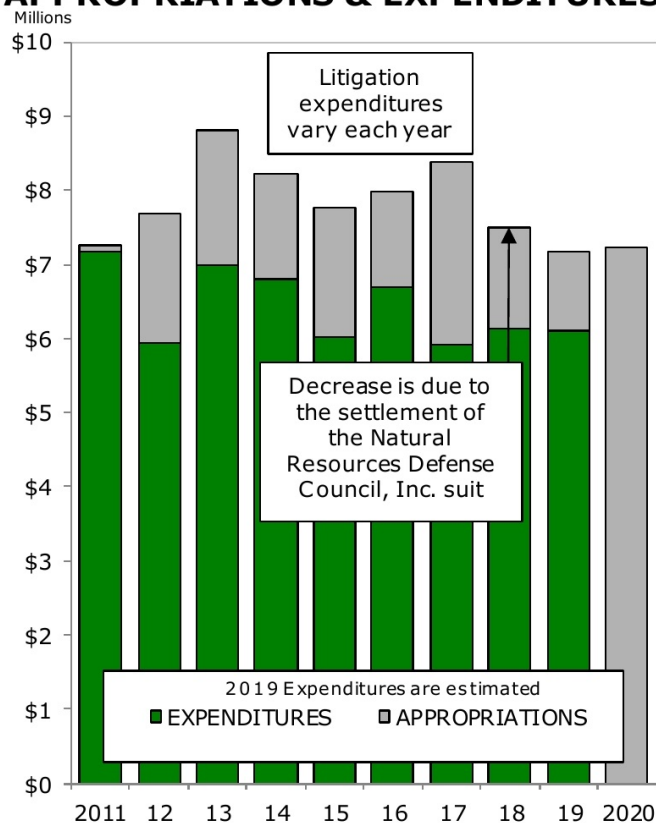
# LAW

## FUNCTIONS

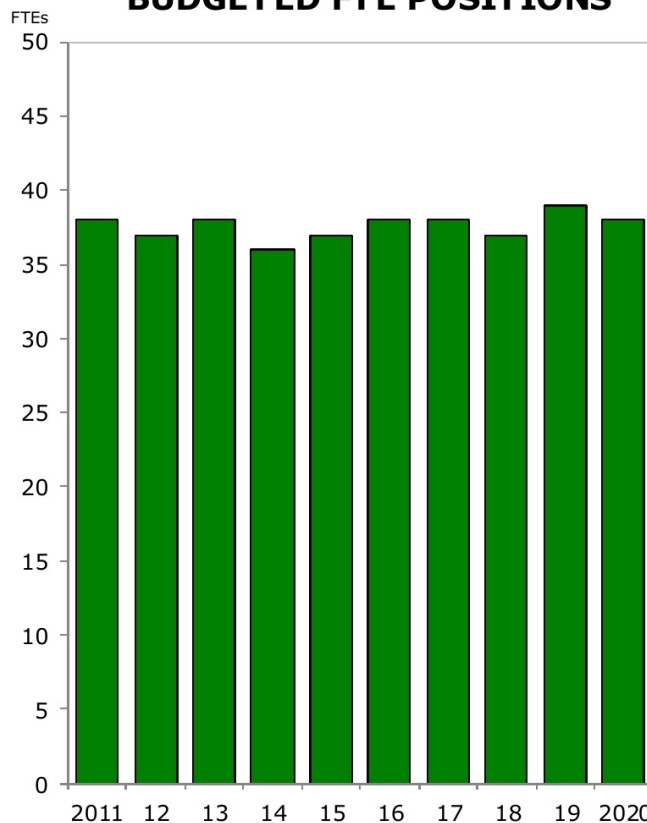
2020	\$7,234,100
2019	\$7,177,700
Increase	\$56,400

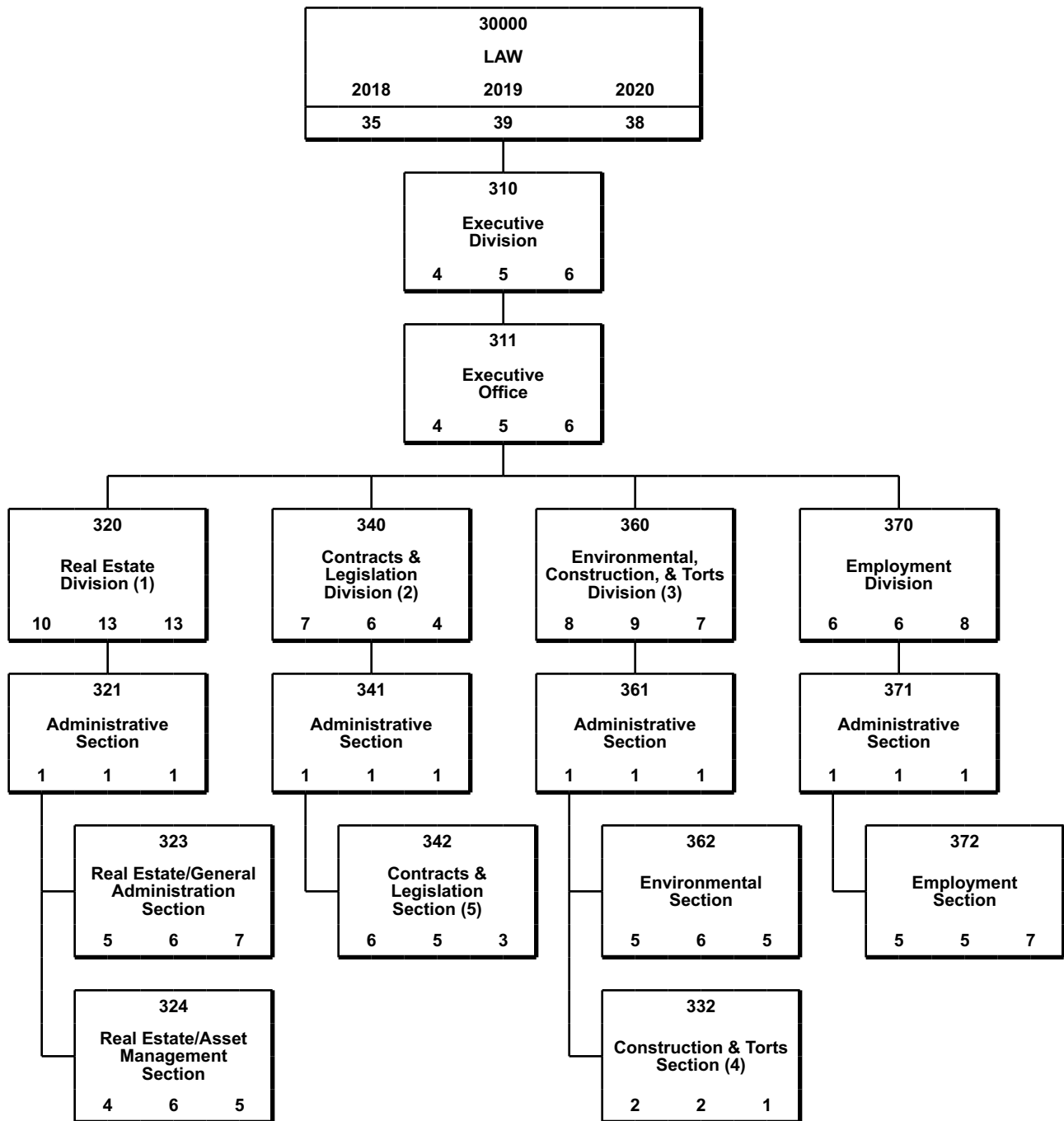


## APPROPRIATIONS & EXPENDITURES



## BUDGETED FTE POSITIONS



**LAW**

- (1) Effective 01/01/20, Section 320 was retitled from Real Estate/General Administration Division to Real Estate Division.
- (2) Effective 01/01/20, Section 340 was retitled from Contract & Finance Division to Contracts & Legislation Division.
- (3) Effective 01/01/20, Section 360 was retitled from Environmental, Construction, & Tort Division to Environmental, Construction, & Torts Division.
- (4) Effective 01/01/20, Section 332 was retitled from Construction & Tort Section to Construction & Torts Section.
- (5) Effective 01/01/20, Section 342 was retitled from Contract & Finance Section to Contracts & Legislation Section.



## 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 2019 Accomplishments

- Drafted and negotiated an Intergovernmental Agreement extending the services of the Cook County Office of the Independent Inspector General to the District;
- Drafted Appendix V (Veteran Business Participation), a policy that encourages the use of veteran-owned businesses as contractors and subcontractors on many District contracts;
- Obtained passage of Senate Bill 205 through the Illinois General Assembly and signature by the Illinois Governor into Public Act 101-0302, extending the District's non-referendum bonding authority from 2024 to 2034;
- Participated on a task force with the Procurement & Materials Management, Engineering, and Maintenance & Operations Departments to address requirements of bid deposits in contracts, resulting in modification of bid deposit requirements to increase bidder participation and achieve additional cost savings through more competitive bids;
- Reviewed approximately 110 contracts and agreements;
- Processed approximately 200 Certificates of Insurance for new and ongoing contracts;
- Processed 227 Freedom of Information Act Requests;
- Obtained a favorable decision from the U.S. Court of Appeals for the Seventh Circuit affirming the dismissal of a lawsuit alleging discriminatory discharge;
- Handled pre-trial proceedings (motions to dismiss, discovery, motions for summary judgment) in five pending federal employment lawsuits and one pending state lawsuit alleging discrimination, constitutional violations, and retaliatory discharge. No judgments or losses were incurred for employment claims in this period;
- Prevailed in three evidentiary hearings before the Civil Service Board, involving one discharge action and two employee appeals;
- Drafted and obtained the Civil Service Board's approval of a Standing Order to inform litigants of general case procedures and to facilitate efficient disposition of matters heard by the Civil Service Board;
- Defended an appeal in the Illinois Appellate Court for the First District following a dismissal of a proposed class action flooding claim by the trial court, and prepared a Petition for Leave to Appeal to the Illinois Supreme Court;
- Reviewed and commented on National Pollutant Discharge Elimination System Permits for the Stickney, Egan, Hanover Park, Lemont, and Kirie Water Reclamation Plants;
- Assisted the Engineering Department with the right-of-way acquisition for nine different stormwater projects. These projects involved over 200 affected parcels. Of particular note, the Law Department acquired 10 residential parcels for the Addison Creek Channel Improvements Project to date. The remaining five residential parcels are anticipated to be acquired by the end of 2019;
- Negotiated a \$4 million right-of-way acquisition agreement with the Illinois State Toll Highway Authority for its I-294 Mile Long Bridge Project. The agreement involved the purchase of a portion of District real estate located along the Main Channel, as well as permanent and temporary easements on adjacent parcels, to enable the Tollway to commence construction that will expand the Mile Long Bridge, which serves up to 150,000 vehicles daily, from four lanes to five lanes in both directions;
- Worked cooperatively with the Finance and Monitoring & Research Departments to collect outstanding user charges, fees and penalties owed pursuant to the User Charge Ordinance and Sewage and Waste Control Ordinance by demanding payment from users, recording liens, and/or prosecuting collection lawsuits, including three collection lawsuits that are currently pending in the Circuit Court of Cook County;
- Pursued proofs of claim seeking to recoup unpaid user charge fees and penalties from large commercial industrial users in five pending Chapter 7 or 11 bankruptcy proceedings.

## Budget Highlights

The 2020 appropriation for the Law Department is \$7,234,100, an increase of \$56,400, or 0.8 percent, from 2019. The staffing level has decreased from 39 to 38 positions, which includes the transfer of one Senior Budget & Management Analyst to General Administration. The significant features of the 2020 budget are:

- Generate real estate lease and easement income at approximately \$23,000,000;
- Conduct training with District personnel responsible for responding to Freedom of Information requests on implementing measures to increase the accessibility of certain categories of records and whether certain types of records may be exempt from production;
- Continue to support the Engineering Department's Stormwater Management Division in acquiring the right-of-way for flood control projects. This legal assistance includes obtaining the necessary easements, licenses, and permits, as well as negotiating Intergovernmental Agreements and filing condemnation actions, where appropriate;
- Continue to participate in an interdepartmental panel to actively pursue opportunities related to energy. In addition to increasing revenue from the sale of electrical energy and renewable energy credits, and through participation in demand response curtailment programs, the team continues to explore new and efficient means of procuring the electrical energy that powers District plants.

## 2020 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 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, 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, requiring environmental remediation by District tenants.

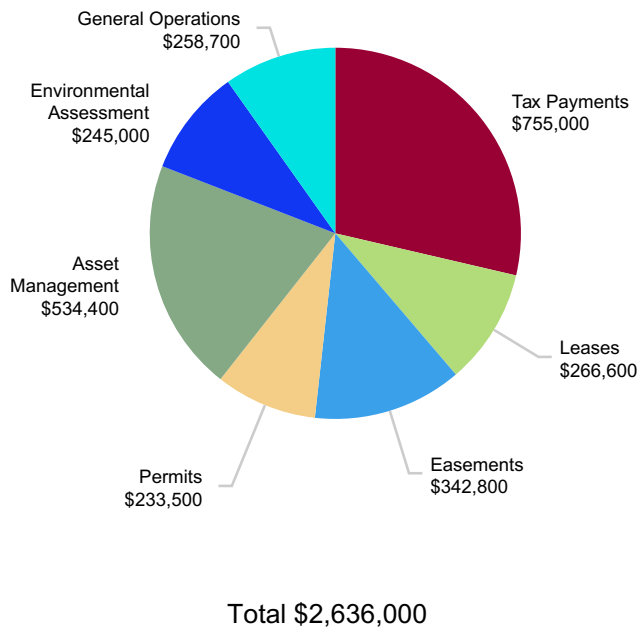
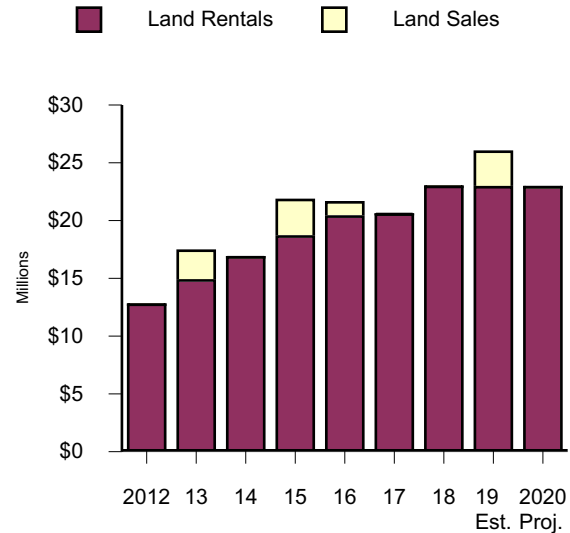
The District's rental revenues continue to increase, while efforts to re-lease expired and remediated leaseholds at higher rentals continue. While maximizing rentals from private use of District land, the Real Estate Division has remained committed to improving the aesthetics, public access, and public 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, Forest Preserve Districts, and municipalities for the specific purpose of providing the general public with greater access to recreational opportunities along the waterways. The Real Estate 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 Contracts & Legislation Division reviews approximately 200 agreements per year. The average number of workdays to review all contracts, from the fairly routine to the more complex, is approximately seven workdays. The Contracts & Legislation Division continues to work with the Procurement & Materials Management Department in an effort to streamline the procurement process for vendors while complying with the statutory provisions of the Purchasing Act. In the upcoming year, the division will be working to standardize contract documents across departments. Such consistency will aim to decrease review time and allow for contracts to be executed and work to begin in a shorter time period.

The Law Department will 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.

### • Excellence

The Law Department employs multiple strategies to achieve optimal results for the District in the legal arena. The department strives to minimize claim filings by ensuring the District complies with all applicable laws and continually counsels, trains, and advises management as to best practices. When potential claims do arise, the Law Department assesses the potential liability and costs and recommends actions to resolve them effectively or strengthen the District's position. If litigation cannot be avoided, the department attempts to obtain dismissal through motions to dismiss or summary judgment, to negotiate favorable settlements, or to prevail at trial. Where warranted, the Law Department will appeal cases to the highest applicable court. Its 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.

**2020 Real Estate Program Budget****Real Estate Income  
Land Sales, Leases, Easements, &  
Permits****Land Sale Details**

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  
 2019 - 17.2 acres sold to the IL State Toll Highway Authority

- Recover Resources**

In 2020, the Law Department will continue the implementation of the District's Resource Recovery Program 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 staff, and financial professionals in connection with various renewable energy initiatives.

Furthering this initiative, 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 and to obtain high strength liquid waste to aid in the biological removal of phosphorus from the District's effluent water.

- Develop Employees**

The Law Department encourages employees to attend professional conferences and seminars, as well as to complete eLearning courses and wellness programs that are beneficial to the District. In addition, staff attorneys have access to continuing legal education webinars through an economical subscription package. As a continuing legal education provider, the Law Department periodically offers accredited courses to its staff. The department will utilize cross-training to afford newer attorneys the opportunity to obtain experience in legal matters outside of their assigned divisions and circulate departmental highlights to increase awareness of significant legal developments or accomplishments. The Law Department will continue to support the Human Resources Department in connection with ethics, anti-harassment, and other District-wide training, and will conduct training with personnel responsible for responding to Freedom of Information Act requests for various departments.

- Leading Partnerships**

In 2020, the Law Department will continue to work with numerous local governments, 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.

Established in 2015 by Law Department initiative, the Local Governmental Law Consortium continues to provide a professional network with other local government in-house counsel in Cook County through regular semiannual meetings hosted by the various member agencies. The Consortium is currently comprised of 25 public bodies, including eleven Cook County municipalities, the City of Chicago Corporation Counsel, City of Chicago Department of Water Management, City Colleges of Chicago, Chicago Housing Authority, Forest Preserve District of Cook County, Metropolitan Pier and Exposition Authority, Public Building Commission of Chicago, Metra, Chicago Transit Authority, Chicago Public Schools, Cook County Clerk, Chicago Park District, and Cook County Health and Hospital System.

In furtherance of the District's leadership role in the Local Governmental Law Consortium, during 2019 the Law Department hosted a continuing legal education event entitled "Ethics Update: Issues for Today's Government Practitioners," presented by senior litigation counsel for the Illinois Attorney Registration and Disciplinary Commission. The presentation was attended by 24 attorneys, representing eight governmental agencies. Building on the success of this program, plans are underway for the Law Department to host another continuing legal education event in the year 2020.

- **Information 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 before the federal and state courts, the Equal Employment Opportunity Commission, and the Illinois Pollution Control Board. Additionally, all of the Law Department's claims data is tracked electronically within its Legal Files Document and Case 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 its 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.		\$ 1,856,600	25.7%
2. Handle all environmental matters and monitor all state legislation and legislative activities.		\$ 569,800	7.9%
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.		\$ 647,000	8.9%
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.		\$ 2,636,000	36.4%
Through its leasing and easement grant activities, the Real Estate Division will generate approximately \$23 million in income in 2020.			
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; provide legal services for flood mitigation projects contracted with other governments and stormwater-related land and easement activities.		\$ 475,900	6.6%
6. Review proposed contracts, execute awarded contracts, review bond surety, and insurance matters.		\$ 522,600	7.2%
7. GENERAL SUPPORT: All costs pertaining to the duties of the Clerk's Office, including Board proceedings, agenda and legislative actions, and executive functions of the departments, as well as process Freedom of Information Act requests for the District and participate in budget preparation and monitoring activities for the department.		\$ 526,200	7.3%
Totals		\$ 7,234,100	100.0%

MEASURABLE GOALS:		Unit of Measure	2018 Actual	2019 Estimated	2020 Proposed
1. Revise lease procedures and policies to enhance the marketability of District real estate while increasing the use of Green Infrastructure.		Millions	\$23.0	\$23.0	\$23.0
2. Conduct training on Freedom of Information Act requests.		Training Sessions	—	1	3
3. Preparation of draft Intergovernmental Agreements for technical projects within 30 days of referral.		Percentage Completed	100%	100%	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	3%	85%	100%

**30000 LAW****OBJECTIVES AND PROGRAM SUMMARY**

PROGRAMS BY PRIORITY:		2018	Budgeted		Change		
Number	Name	Actual	FTEs	Dollars	Dollars	Percent	
1571	Local Sewer Rehabilitation Ordinance Enforcement Activity	\$ 47,233	2020 —	\$ —	\$ (48,400)	(100.0)	a)
			2019 1	\$ 48,400			
4300	Stormwater Management	\$ —	2020 2	\$ 279,800	\$ 279,800	100.0	b)
			2019 —	\$ —			
4660	Waste Monitoring	\$ 380,325	2020 1	\$ 196,100	\$ (222,500)	(53.2)	c)
			2019 3	\$ 418,600			
7000	General Support (excluding program numbers 7350, 7360, and 7604)	\$ —	2020 3	\$ 547,500	\$ 547,500	100.0	d)
			2019 —	\$ —			
7350	General Legal Matters	\$ 3,353,119	2020 19	\$ 3,492,800	\$ (401,100)	(10.3)	e)
			2019 21	\$ 3,893,900			
7360	Real Estate Operations	\$ 2,289,518	2020 13	\$ 2,636,000	\$ (100,700)	(3.7)	
			2019 14	\$ 2,736,700			
7604	Social Security and Medicare Contributions	\$ 68,500	2020 —	\$ 81,900	\$ 1,800	2.2	
			2019 —	\$ 80,100			
Totals		\$ 6,138,695	2020 38	\$ 7,234,100	\$ 56,400	0.8%	
			2019 39	\$ 7,177,700			
<p>a) Decrease is due to the reallocation of salaries to more accurately reflect the replacement of a legacy ordinance by the Watershed Management Ordinance (\$48,400).</p> <p>b) Increase is due to the reallocation of salaries to more accurately reflect legal activities specific to the Stormwater Management Fund (\$279,800).</p> <p>c) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$216,500).</p> <p>d) Increase is due to the reallocation of salaries to more accurately reflect Board proceedings and Freedom of Information Act activities (\$547,500).</p> <p>e) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$508,600) and the transfer of a Senior Budget &amp; Management Analyst to General Administration (\$107,500), offset by the increase in outside legal counsel for employment matters (\$75,000) and the increase in special counsel for environmental matters (\$62,300).</p>							

**30000 LAW****PERFORMANCE DATA**

Program Number	Measurable Activity		2018 Actual	2019 Budgeted	2020 Estimated	
1571	Local Sewer Rehabilitation Ordinance Enforcement Activity	Cases	2	20	—	a)
		Cost	\$ 47,233	\$ 48,400	\$ —	a)
		Cost/Case	\$ 23,616.50	\$ 2,420.00	\$ —	a)
4300	Stormwater Management					
	Provide Legal Representation and Administrative Support for:					
4324	Watershed Management Ordinance Administration	Cases	—	—	15	b)
		Cost	\$ —	\$ —	\$ 42,200	b)
		Cost/Case	\$ —	\$ —	\$ 2,813.33	b)
4344	Flood Mitigation Projects Contracted with Other Governments	Cost	\$ —	\$ —	\$ 102,600	c)
4345	Land and Easements (Stormwater)	Cost	\$ —	\$ —	\$ 135,000	d)
4660	Waste Monitoring					
	Provide Legal Representation and Administrative Support for:					
4662	User Charge Ordinance - Tax-Exempt Users	Cases	61	30	20	e)
		Cost	\$ 22,115	\$ 53,600	\$ 16,100	e)
		Cost/Case	\$ 362.54	\$ 1,786.67	\$ 805.00	e)
4663	User Charge - Large Commercial/Industrial Users	Cases	14	21	20	
		Cost	\$ 209,951	\$ 218,200	\$ 127,000	f)
		Cost/Case	\$ 14,996.50	\$ 10,390.48	\$ 6,350.00	f)
4667	Sewage and Waste Control Ordinance - Significant Industrial Users	Cases	9	13	12	
		Cost	\$ 148,259	\$ 146,800	\$ 53,000	g)
		Cost/Case	\$ 16,473.22	\$ 11,292.31	\$ 4,416.67	g)
7000	General Support (excluding program numbers 7350 - 7369 and 7604)	Cost	\$ —	\$ —	\$ 547,500	h)
<p>a) Decrease is due to the reallocation of salaries to more accurately reflect the replacement of a legacy ordinance by the Watershed Management Ordinance (\$48,400).</p> <p>b) Increase is due to the reallocation of salaries to more accurately reflect legal activities specific to the Stormwater Management Fund (\$42,200).</p> <p>c) Increase is due to the reallocation of salaries to more accurately reflect legal activities specific to the Stormwater Management Fund (\$102,600).</p> <p>d) Increase is due to the reallocation of salaries to more accurately reflect legal activities specific to the Stormwater Management Fund (\$135,000).</p> <p>e) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$37,500).</p> <p>f) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$87,200).</p> <p>g) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$90,800).</p> <p>h) Increase is due to the reallocation of salaries to more accurately reflect Board proceedings and Freedom of Information Act activities (\$547,500).</p>						

**30000 LAW****PERFORMANCE DATA**

Program Number	Measurable Activity		2018 Actual	2019 Budgeted	2020 Estimated	
7350	General Legal Matters					
	Provide Prosecution and Defense Services to Protect the Interests of the District:					
7351	Legislative	Cost	\$ 185,671	\$ 199,800	\$ 181,300	
7352	Financial Matters	Cost	\$ 170,738	\$ 173,400	\$ 110,000	i)
7353	Environmental and Regulatory Matters	Cost	\$ 707,743	\$ 781,100	\$ 388,500	j)
7354	Contract Administration	Cost	\$ 302,906	\$ 376,600	\$ 522,600	k)
7355	Litigation	Cost	\$ 667,274	\$ 757,700	\$ 1,342,200	l)
7356	Employment Matters	Cost	\$ 633,639	\$ 685,200	\$ 625,700	
7359	General Legal Services	Cost	\$ 685,148	\$ 920,100	\$ 322,500	m)
7360	Real Estate Operations					
	Provide Administration of All District Land:					
7361	Real Estate Leases - Administration of Leases and Granting of Leases	Leases	175	177	179	
		Cost	\$ 122,860	\$ 121,500	\$ 266,600	n)
		Cost/Lease	\$ 702.06	\$ 686.44	\$ 1,489.39	n)
7362	Real Estate Easements - Administration of Easements and Granting of New Easements	Easements	388	391	394	
		Cost	\$ 117,292	\$ 116,000	\$ 342,800	o)
		Cost/Easement	\$ 302.30	\$ 296.68	\$ 870.05	o)
7363	Real Estate Permits - Administration of Permits and Granting of New Permits	Permits	80	78	81	
		Cost	\$ 105,941	\$ 104,500	\$ 233,500	p)
		Cost/Permit	\$ 1,324.26	\$ 1,339.74	\$ 2,882.72	p)
7367	Real Estate Asset Management - Administer Plan to Increase Revenue by Lease/Sale of Real Estate Holdings	Cost	\$ 457,266	\$ 593,000	\$ 534,400	
7368	Real Estate Environmental Assessment - Administer Activities Related to Environmental Assessment and Remediation of Real Estate Holdings	Cost	\$ 250,642	\$ 377,800	\$ 245,000	q)
7369	Other Real Estate Operations, Including Development of Agenda, Providing Information, Tax Litigation, and Support Services to the Board of Commissioners	Cost	\$ 552,503.78	\$ 668,900	\$ 258,700	r)
	Payment of Real Estate Taxes	Cost	\$ 683,013.22	\$ 755,000	\$ 755,000	
7604	Social Security and Medicare Contributions	Cost	\$ 68,500	\$ 80,100	\$ 81,900	
	Totals		\$ 6,138,695	\$ 7,177,700	\$ 7,234,100	
i) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$63,400). j) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$392,600). k) Increase is due to the reallocation of salaries to more accurately reflect current activities (\$143,000). l) Increase is due to the reallocation of salaries to more accurately reflect current activities (\$579,600). m) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$665,200). n) Increase is due to the reallocation of salaries to more accurately reflect current activities (\$145,100). o) Increase is due to the reallocation of salaries to more accurately reflect current activities (\$226,800). p) Increase is due to the reallocation of salaries to more accurately reflect current activities (\$129,000). q) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$161,800). r) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$357,800).						



101 30000	Fund: Corporate Department: Law	LINE ITEM ANALYSIS						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 4,762,047	\$ 5,493,700	\$ 5,493,700	\$ 3,387,158	\$ 4,846,700	\$ 5,309,200	\$ —
601060	Compensation Plan Adjustments	134,244	140,400	140,400	99,915	104,000	239,100	—
601070	Social Security and Medicare Contributions	68,500	80,100	80,100	50,411	69,300	81,900	—
601100	Tuition and Training Payments	10,307	14,000	14,000	9,135	14,000	16,800	—
100	TOTAL PERSONAL SERVICES	4,975,098	5,728,200	5,728,200	3,546,618	5,034,000	5,647,000	—
612010	Travel	4,202	5,000	5,000	1,561	3,600	6,400	—
612030	Meals and Lodging	8,844	13,000	13,000	6,592	12,000	15,800	—
612040	Postage, Freight, and Delivery Charges	472	1,000	1,000	600	400	700	—
612050	Compensation for Personally-Owned Automobiles	1,356	5,100	5,100	2,656	4,600	5,100	—
612090	Reprographic Services	134	17,000	17,000	15,487	1,000	17,000	—
612250	Court Reporting Services	12,537	27,000	27,000	22,021	16,800	25,000	—
612430	Payments for Professional Services	354,854	500,000	560,000	515,880	263,000	634,300	—
612490	Contractual Services, N.O.C.	84,698	107,800	107,800	92,047	77,000	108,600	—
200	TOTAL CONTRACTUAL SERVICES	467,097	675,900	735,900	656,844	378,400	812,900	—
623520	Office, Printing, and Photo Supplies, Equipment, and Furniture	3,374	5,200	5,200	3,894	4,800	6,000	—
623720	Books, Maps, and Charts	10,112	13,000	13,000	11,035	10,000	13,000	—
623990	Materials and Supplies, N.O.C.	—	400	400	—	—	200	—
300	TOTAL MATERIALS AND SUPPLIES	13,486	18,600	18,600	14,929	14,800	19,200	—
667130	Taxes on Real Estate	683,013	755,000	695,000	682,846	683,000	755,000	—
700	TOTAL FIXED AND OTHER CHARGES	683,013	755,000	695,000	682,846	683,000	755,000	—
TOTAL LAW		\$ 6,138,695	\$ 7,177,700	\$ 7,177,700	\$ 4,901,238	\$ 6,110,200	\$ 7,234,100	\$ —

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.

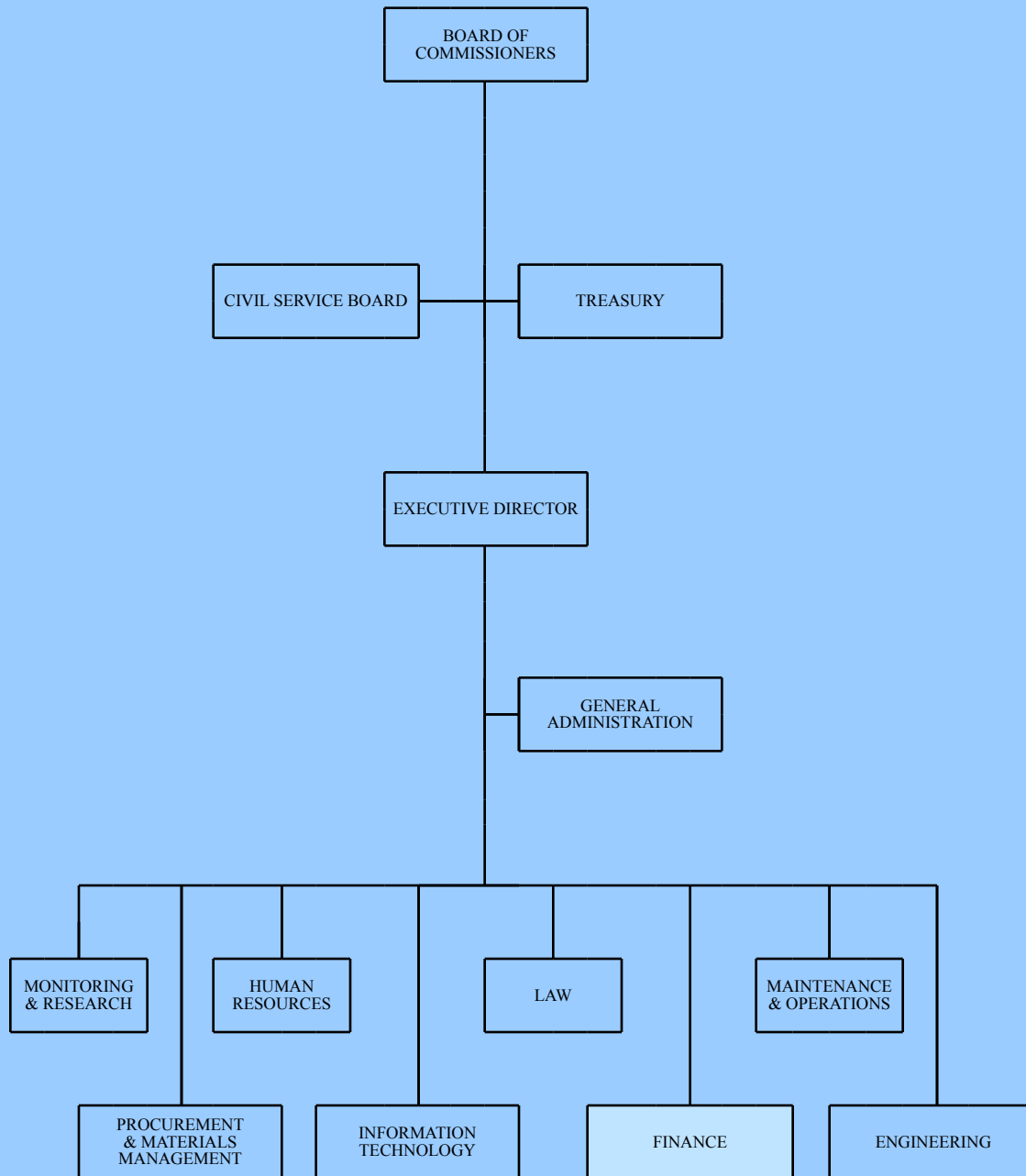
Additionally, Estimated Expenditure may either exceed Adjusted Appropriation when transfers of funds are anticipated or be less than Expenditure (Committed Budget plus Disbursement) when not all commitments are anticipated to be completed by year-end.

Fund: Corporate Dept: Law		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
<b>310</b>	<b>Executive Division</b>					
<b>311</b>	<b>Executive Office</b>					
EX12	General Counsel	1	1		1	
HP23	Deputy General Counsel	—	1		1	
HP22	Head Assistant Attorney	1	1		1	
HP20	Principal Attorney	—	—		1	
EX06	Secretary to Officer	1	1		1	
HP13	Senior Administrative Specialist	1	1		1	
TOTAL 311	Executive Office	4	5	889,090	6	1,082,477
TOTAL 310	Executive Division	4	5	889,090	6	1,082,477
<b>320</b>	<b>Real Estate Division (formerly Real Estate / General Administration Division)</b>					
<b>321</b>	<b>Administrative Section</b>					
HP22	Head Assistant Attorney	1	1		1	
TOTAL 321	Administrative Section	1	1	179,480	1	228,015
<b>323</b>	<b>Real Estate / General Administration Section</b>					
HP20	Principal Attorney	—	—		1	
HP18	Senior Attorney	1	1		1	
HP15	Senior Legal Assistant	2	2		2	
HP13	Investigator	1	1		1	
HP13	Investigator #1	—	1		1	
HP11	Administrative Specialist	1	1		1	
TOTAL 323	Real Estate / General Administration Section	5	6	611,405	7	754,586
<b>324</b>	<b>Real Estate / Asset Management Section</b>					
HP20	Principal Attorney	1	1		1	
HP18	Senior Attorney	1	2		1	
HP13	Legal Assistant	1	1		1	
HP13	Senior Administrative Specialist	1	2		2	
TOTAL 324	Real Estate / Asset Management Section	4	6	700,602	5	565,827
TOTAL 320	Real Estate Division (formerly Real Estate / General Administration Division)	10	13	1,491,488	13	1,548,428

Fund: Corporate Dept: Law		POSITION ANALYSIS				
		2018	2019		2020	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
					Proposed by the Executive Director	
<b>340</b>	<b>Contracts &amp; Legislation Division (formerly Contract &amp; Finance Division)</b>					
<b>341</b>	<b>Administrative Section</b>					
HP22	Head Assistant Attorney	1	1		1	
TOTAL 341	Administrative Section	1	1	237,722	1	228,015
<b>342</b>	<b>Contracts &amp; Legislation Section (formerly Contract &amp; Finance Section)</b>					
HP20	Principal Attorney	1	1		1	
HP18	Senior Attorney	2	2		1	
HP17	Management Analyst III #2 (Senior Budget & Management Analyst) (New Grade HP16)	1	1		—	
HP15	Senior Legal Assistant	1	1		1	
HP14	Public Affairs Specialist	1	—		—	
TOTAL 342	Contracts & Legislation Section (formerly Contract & Finance Section)	6	5	744,000	3	436,073
TOTAL 340	Contracts & Legislation Division (formerly Contract & Finance Division)	7	6	981,722	4	664,088
<b>360</b>	<b>Environmental, Construction, &amp; Torts Division (formerly Environmental, Construction, &amp; Tort Division)</b>					
<b>361</b>	<b>Administrative Section</b>					
HP22	Head Assistant Attorney	1	1		1	
TOTAL 361	Administrative Section	1	1	208,602	1	218,309
<b>362</b>	<b>Environmental Section</b>					
HP20	Principal Attorney	1	1		1	
HP18	Senior Attorney	2	3		2	
HP13	Legal Assistant	1	1		1	
HP12	Secretary #2 (Administrative Specialist) (New Grade HP11)	1	1		1	
TOTAL 362	Environmental Section	5	6	723,249	5	591,129
<b>332</b>	<b>Construction &amp; Torts Section (formerly Construction &amp; Tort Section)</b>					
HP20	Principal Attorney	2	2		—	
HP18	Senior Attorney	—	—		1	
TOTAL 332	Construction & Torts Section (formerly Construction & Tort Section)	2	2	349,821	1	116,123
TOTAL 360	Environmental, Construction, & Torts Division (formerly Environmental, Construction, & Tort Division)	8	9	1,281,672	7	925,561

Fund: Corporate Dept: Law		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
<b>370</b>	<b>Employment Division</b>					
<b>371</b>	<b>Administrative Section</b>					
HP22	Head Assistant Attorney	1	1		1	
TOTAL 371	Administrative Section	1	1	237,722	1	228,015
<b>372</b>	<b>Employment Section</b>					
HP20	Principal Attorney	1	1		1	
HP18	Senior Attorney	2	2		4	
HP13	Legal Assistant	1	1		1	
HP11	Administrative Specialist	1	1		1	
TOTAL 372	Employment Section	5	5	639,392	7	887,339
TOTAL 370	Employment Division	6	6	877,115	8	1,115,354
TOTAL	Law	35	39	5,521,087	38	5,335,908
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. Dollar amounts may not add up due to rounding.						

**NOTE PAGE**



**Metropolitan Water Reclamation District of Greater Chicago**

100 EAST ERIE STREET

CHICAGO, ILLINOIS 60611-3154

312.751.5600

September 10, 2019

Mr. Brian A. Perkovich  
Executive Director  
O F F I C E

Dear Sir:

Subject: 2020 Program for the Finance Department

The Finance Department's program for 2020, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of the department's 2020 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, 2020 major initiatives and challenges, and 2019 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 2020.

Respectfully submitted,

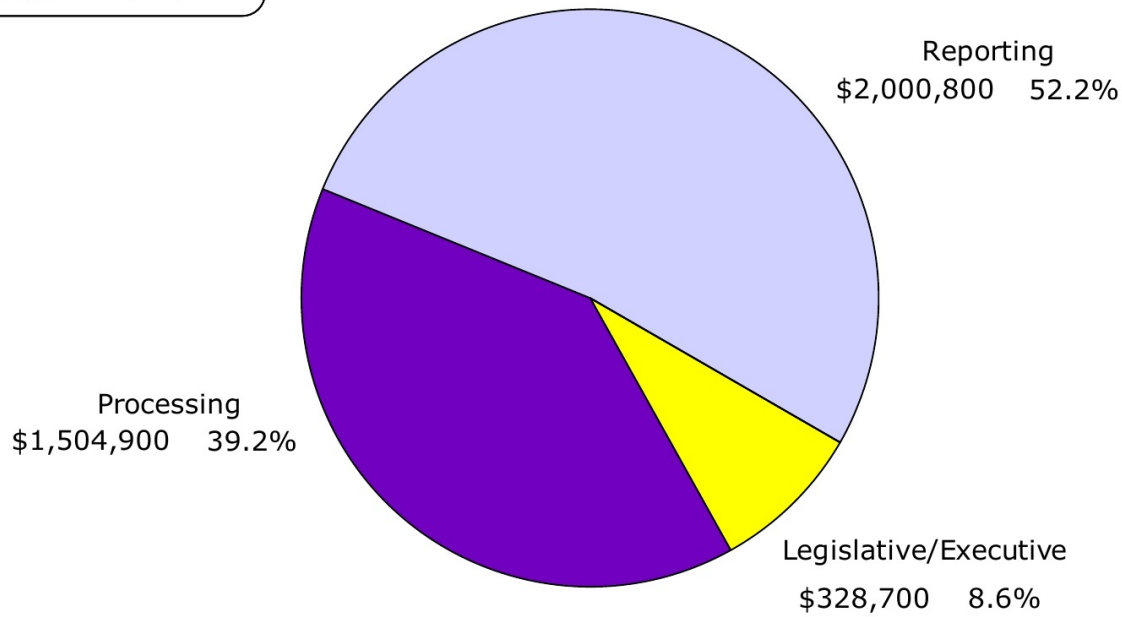


Jacqueline Torres  
Clerk/Director of Finance

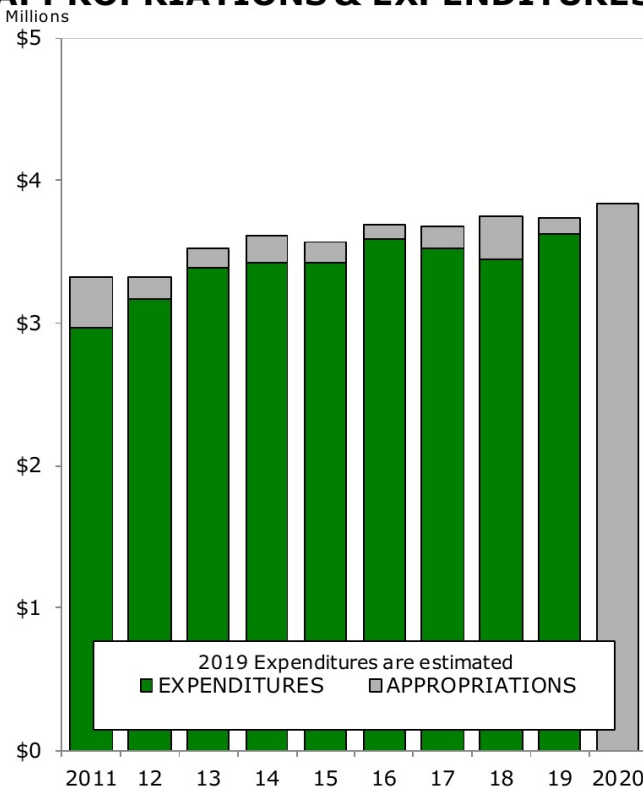
# FINANCE

## FUNCTIONS

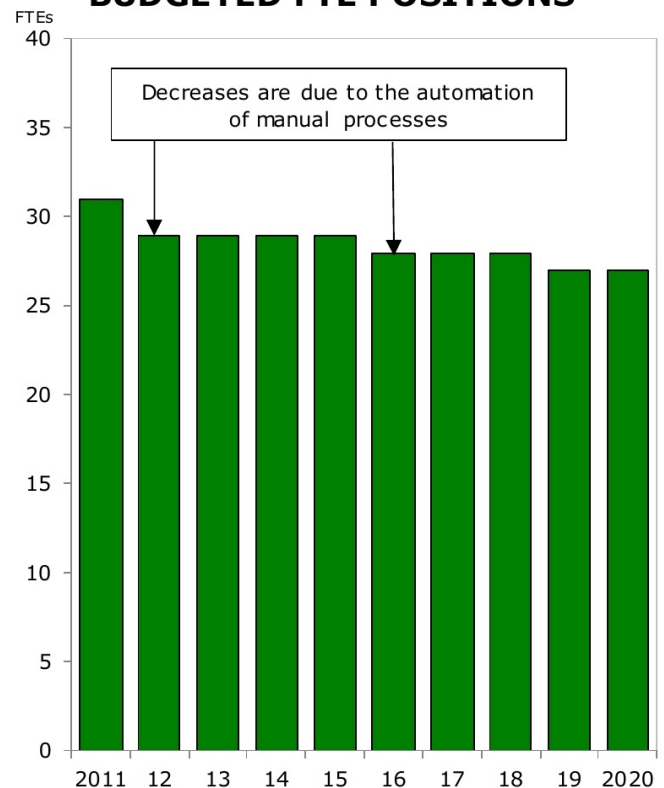
2020	\$3,834,400
2019	\$3,739,800
Increase	\$94,600



## APPROPRIATIONS & EXPENDITURES

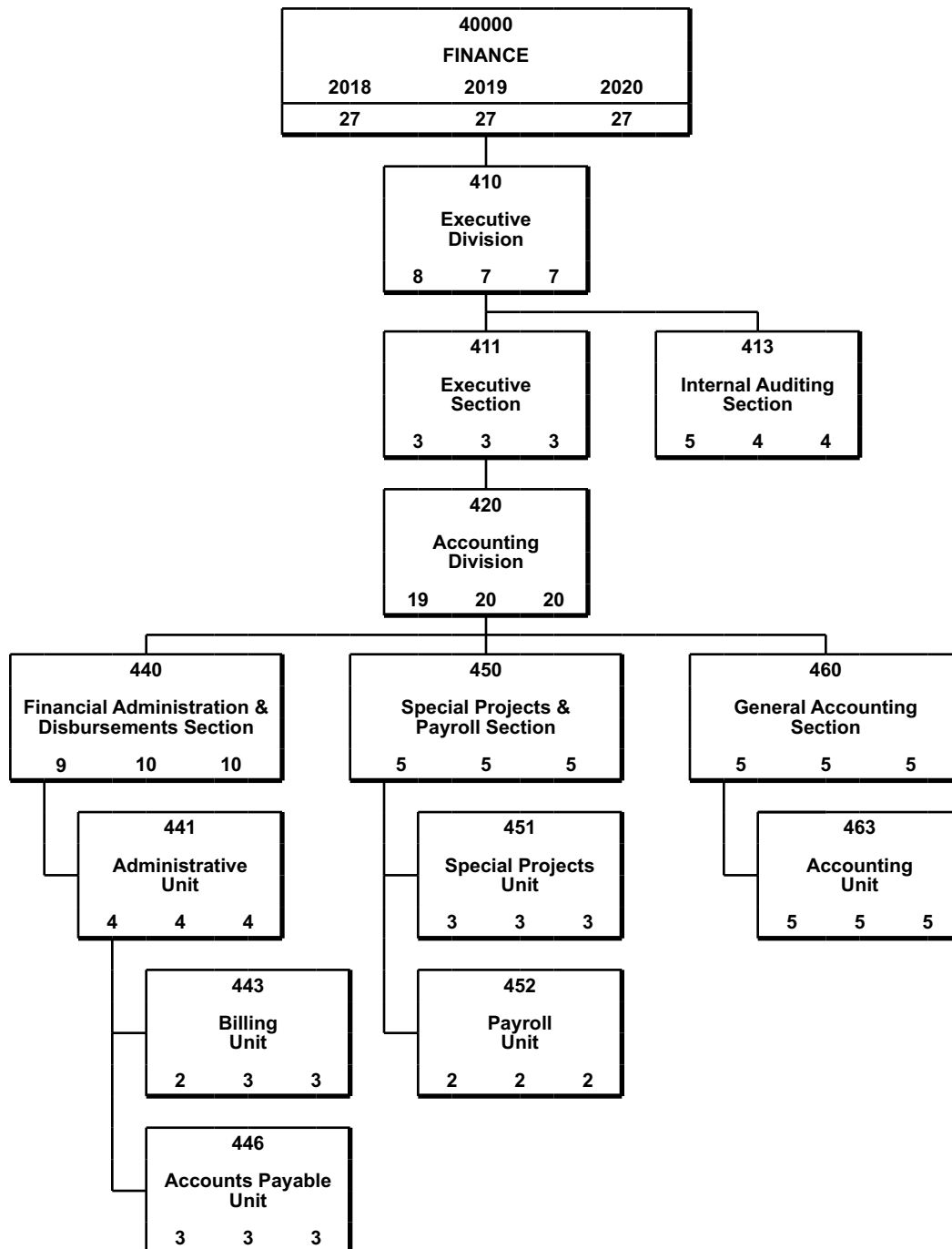


## BUDGETED FTE POSITIONS





# 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 2019 Accomplishments

- The District was presented with the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the 2018 Comprehensive Annual Financial Report for the 44th consecutive year;
- The District received an unmodified opinion on the fair presentation, in all material aspects, of the District's 2018 financial statements from external auditors. This achievement aids in maintaining the District's excellent bond credit rating;
- Internal Audit reviewed and assessed District processes; provided recommendations to improve efficiencies, mitigate risk and suggested best practice improvements when applicable; and completed 12 audit projects. Routine internal audit projects included reviews and monitoring of internal system controls and procurement card expenditures. Internal Audit also completed complex financial assessments of prospective District tenants and rental calculations for current tenants. Internal Audit also assisted with special projects including the Human Resources Department's system implementations and SAP security risk assessments;
- Collaborated with the Human Resources Department with the implementation of a new employee benefits software entitled Benefit Focus. The software will allow employees to review and change their benefits online as well as allow the Finance Department to import benefit related deductions into SAP for payroll processing;
- Collaborated with the Information Technology Department in transitioning the payroll tax engine to the District's new SAP maintenance provider, Rimini Street.

### Budget Highlights

The 2020 appropriation for the Finance Department is \$3,834,400, an increase of \$94,600, or 2.5 percent, from 2019. The staffing level remains unchanged at 27 positions.

Significant features of the 2020 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;
- Continue implementation of Governmental Accounting Standards Board (GASB) 87, Leases, to improve accounting and financial reporting for leases by governments.

### 2020 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's Technical Exhibition and Conference and partner with operating departments to support the District's mission.

- **Information Technology**

The Finance Department will continue to embrace information technology to reduce transaction processing costs and optimize operations. Plans are underway for the following initiatives:

- Continue implementation of cloud-based travel and expense management software with the ability to capture expenses electronically;
- Implement a solution for data collection monitoring and ongoing updates for GASB 87, Leases;
- Improve the Accounts Payable System by increasing the number of vendors paid via the Automated Clearing House;
- Utilization of Wdesk throughout the District;
- Provide online 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.	\$ 1,504,900	39.2%
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.	\$ 2,000,800	52.2%
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.	\$ 328,700	8.6%
Totals		\$ 3,834,400	100.0%

MEASURABLE GOALS:		2018 Actual	2019 Estimated	2020 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.	95%	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:		2018 Actual	Budgeted		Change	
Number	Name		FTEs	Dollars	Dollars	Percent
4663	User Charge Ordinance - Large Commercial/Industrial Users	\$ 255,425	2020 3	\$ 279,100	\$ (1,800)	(0.6)
			2019 3	\$ 280,900		
7394	Transaction Processing	\$ 1,087,263	2020 11	\$ 1,225,800	\$ 51,800	4.4
			2019 11	\$ 1,174,000		
7396	Reporting	\$ 1,748,204	2020 11	\$ 1,952,600	\$ 38,000	2.0
			2019 11	\$ 1,914,600		
7398	Legislative/Executive	\$ 314,916	2020 2	\$ 328,700	\$ 4,900	1.5
			2019 2	\$ 323,800		
7604	Social Security and Medicare Contributions	\$ 41,895	2020 —	\$ 48,200	\$ 1,700	3.7
			2019 —	\$ 46,500		
Totals		\$ 3,447,703	2020 27	\$ 3,834,400	\$ 94,600	2.5%
			2019 27	\$ 3,739,800		

**40000 FINANCE****PERFORMANCE DATA**

Program Number	Measurable Activity		2018 Actual	2019 Budgeted	2020 Estimated
4660	Waste Monitoring				
4663	User Charge Ordinance - Large Commercial/Industrial Users	Cost	\$ 255,425	\$ 280,900	\$ 279,100
7390	Accounting and Auditing				
7394	Transaction Processing	Transactions	74,000	77,700	77,000
		Cost	\$ 1,087,263	\$ 1,174,000	\$ 1,225,800
		Cost/Transaction	\$ 14.69	\$ 15.11	\$ 15.92
7396	Reporting	Cost	\$ 1,748,204	\$ 1,914,600	\$ 1,952,600
7398	Legislative/Executive	Cost	\$ 314,916	\$ 323,800	\$ 328,700
7604	Social Security and Medicare Contributions	Cost	\$ 41,895	\$ 46,500	\$ 48,200
	Totals		\$ 3,447,703	\$ 3,739,800	\$ 3,834,400

101 40000	Fund: Corporate Department: Finance	LINE ITEM ANALYSIS						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 3,007,972	\$ 3,187,300	\$ 3,187,300	\$ 2,252,000	\$ 3,187,300	\$ 3,238,000	\$ —
601060	Compensation Plan Adjustments	6,429	115,400	115,400	757	7,400	116,400	—
601070	Social Security and Medicare Contributions	41,895	46,500	46,500	32,382	44,300	48,200	—
601100	Tuition and Training Payments	39,653	30,000	30,000	19,201	30,000	30,000	—
100	TOTAL PERSONAL SERVICES	3,095,948	3,379,200	3,379,200	2,304,340	3,269,000	3,432,600	—
612010	Travel	1,933	11,000	7,000	2,579	6,000	8,000	—
612030	Meals and Lodging	7,118	6,100	10,100	5,793	10,000	12,000	—
612040	Postage, Freight, and Delivery Charges	29	500	500	86	200	500	—
612050	Compensation for Personally-Owned Automobiles	—	100	100	73	100	200	—
612090	Reprographic Services	2,260	2,500	2,500	2,340	2,400	2,500	—
612250	Court Reporting Services	44,232	50,000	50,000	50,000	50,000	50,000	—
612340	Discount Lost	1,559	3,000	3,000	1,721	3,000	3,000	—
612430	Payments for Professional Services	279,610	257,800	257,800	252,800	257,800	307,600	—
612490	Contractual Services, N.O.C.	1,095	2,000	2,000	860	2,000	2,000	—
612800	Repairs to Office Furniture and Equipment	4,922	5,000	5,000	—	5,000	5,000	—
200	TOTAL CONTRACTUAL SERVICES	342,757	338,000	338,000	316,252	336,500	390,800	—
623520	Office, Printing, and Photo Supplies, Equipment, and Furniture	8,842	20,600	20,600	8,352	20,600	10,000	—
623720	Books, Maps, and Charts	96	1,500	1,500	230	1,000	500	—
623990	Materials and Supplies, N.O.C.	60	500	500	—	500	500	—
300	TOTAL MATERIALS AND SUPPLIES	8,998	22,600	22,600	8,582	22,100	11,000	—
TOTAL FINANCE		\$ 3,447,703	\$ 3,739,800	\$ 3,739,800	\$ 2,629,174	\$ 3,627,600	\$ 3,834,400	\$ —

NOTES: 1. Amounts may not add up due to rounding.

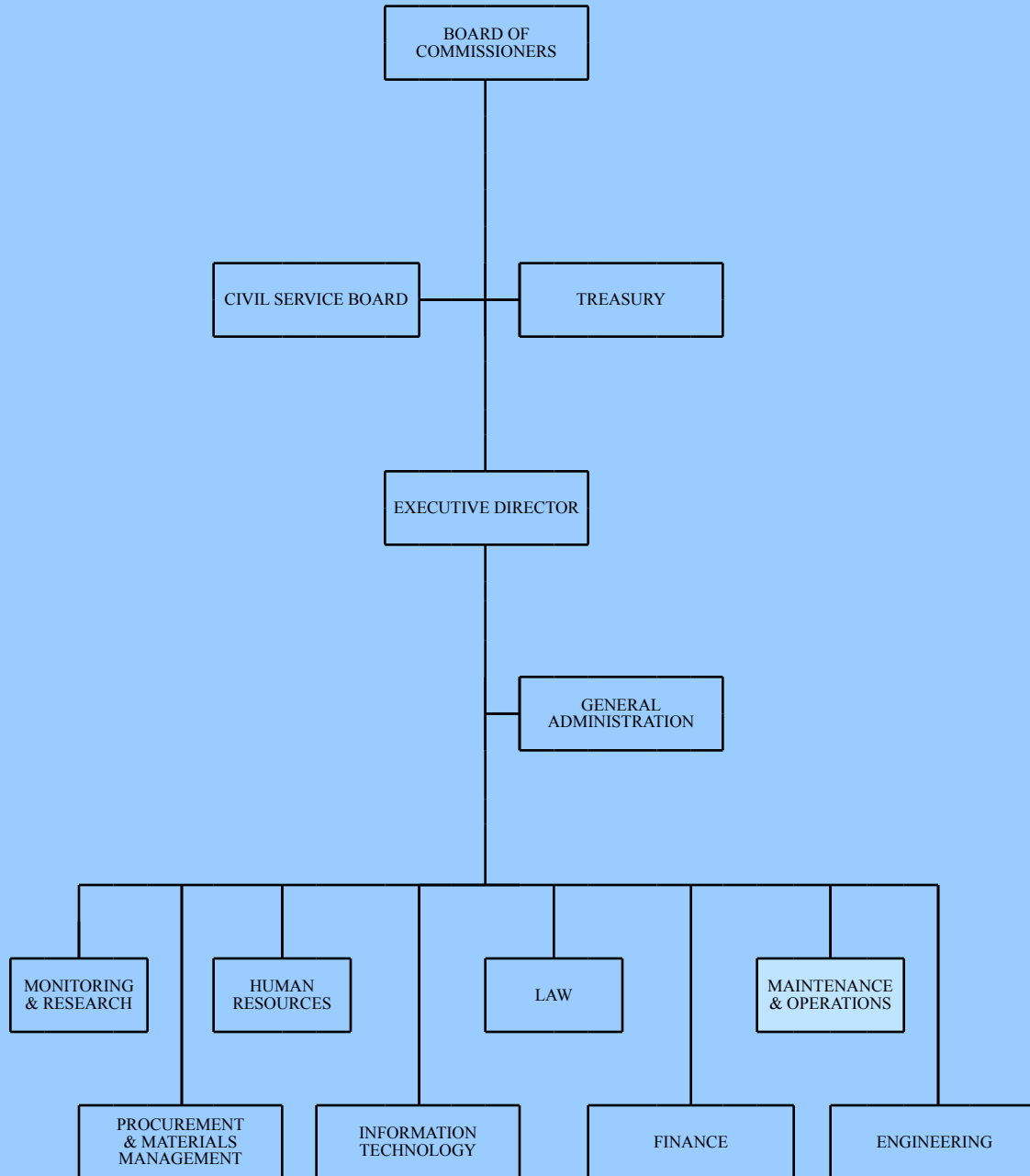
2. Departmental appropriation totals for salaries in the Line Item Analysis may differ from those contained in the Position Analysis by a factor identified to adjust for vacancies.

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: Finance		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
<b>410</b>	<b>Executive Division</b>					
<b>411</b>	<b>Executive Section</b>					
EX13	Clerk/Director of Finance	1	1		1	
HP21	Comptroller #4	1	1		1	
EX06	Secretary to Officer	1	1		1	
TOTAL 411	Executive Section	3	3	534,574	3	539,236
<b>413</b>	<b>Internal Auditing Section</b>					
HP19	Accounting Manager #2 (New Grade HP18)	1	1		1	
HP17	Supervising Accountant #2 (Financial Analyst) (New Grade HP16)	2	2		2	
HP16	Financial Analyst	1	1		1	
HP12	Accounting Associate	1	—		—	
TOTAL 413	Internal Auditing Section	5	4	539,645	4	545,089
TOTAL 410	Executive Division	8	7	1,074,219	7	1,084,326
<b>420</b>	<b>Accounting Division</b>					
<b>440</b>	<b>Financial Administration &amp; Disbursements Section</b>					
<b>441</b>	<b>Administrative Unit</b>					
HP19	Accounting Manager #2 (New Grade HP18)	1	1		1	
HP17	Supervising Accountant #2 (Financial Analyst) (New Grade HP16)	1	1		1	
HP16	Financial Analyst	1	1		1	
HP13	Senior Administrative Specialist	1	1		1	
TOTAL 441	Administrative Unit	4	4	519,116	4	529,222
<b>443</b>	<b>Billing Unit</b>					
HP12	Accounting Associate	2	3		3	
TOTAL 443	Billing Unit	2	3	221,880	3	217,866
<b>446</b>	<b>Accounts Payable Unit</b>					
HP13	Accounting Clerk III #2 (Accounting Associate) (New Grade HP12)	1	1		1	
HP12	Accounting Associate	2	2		2	
TOTAL 446	Accounts Payable Unit	3	3	212,839	3	220,868
TOTAL 440	Financial Administration & Disbursements Section	9	10	953,835	10	967,956

Fund: Corporate Dept: Finance		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
<b>450</b>	<b>Special Projects &amp; Payroll Section</b>					
<b>451</b>	<b>Special Projects Unit</b>					
HP19	Accounting Manager #2 (New Grade HP18)	1	1		1	
HP16	Financial Analyst	1	1		1	
HP14	Budget & Management Analyst	1	1		1	
TOTAL 451	Special Projects Unit	3	3	341,302	3	351,705
<b>452</b>	<b>Payroll Unit</b>					
HP16	Financial Analyst	1	2		2	
HP12	Accounting Associate	1	—		—	
TOTAL 452	Payroll Unit	2	2	230,029	2	246,363
TOTAL 450	Special Projects & Payroll Section	5	5	571,331	5	598,067
<b>460</b>	<b>General Accounting Section</b>					
<b>463</b>	<b>Accounting Unit</b>					
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 463	Accounting Unit	5	5	603,915	5	603,915
TOTAL 460	General Accounting Section	5	5	603,915	5	603,915
TOTAL 420	Accounting Division	19	20	2,129,082	20	2,169,938
TOTAL	Finance	27	27	3,203,301	27	3,254,264
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. Dollar amounts may not add up due to rounding.						





**Metropolitan Water Reclamation District of Greater Chicago**

100 EAST ERIE STREET

CHICAGO, ILLINOIS 60611-3154

312.751.5600

September 10, 2019

Mr. Brian A. Perkovich  
Executive Director  
O F F I C E

Dear Sir:

Subject: 2020 Program for the Maintenance & Operations Department

The Maintenance & Operations Department's program for 2020, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of the department's 2020 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, 2020 major initiatives and challenges, and 2019 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 & Operations Department budget for 2020.

Respectfully submitted,

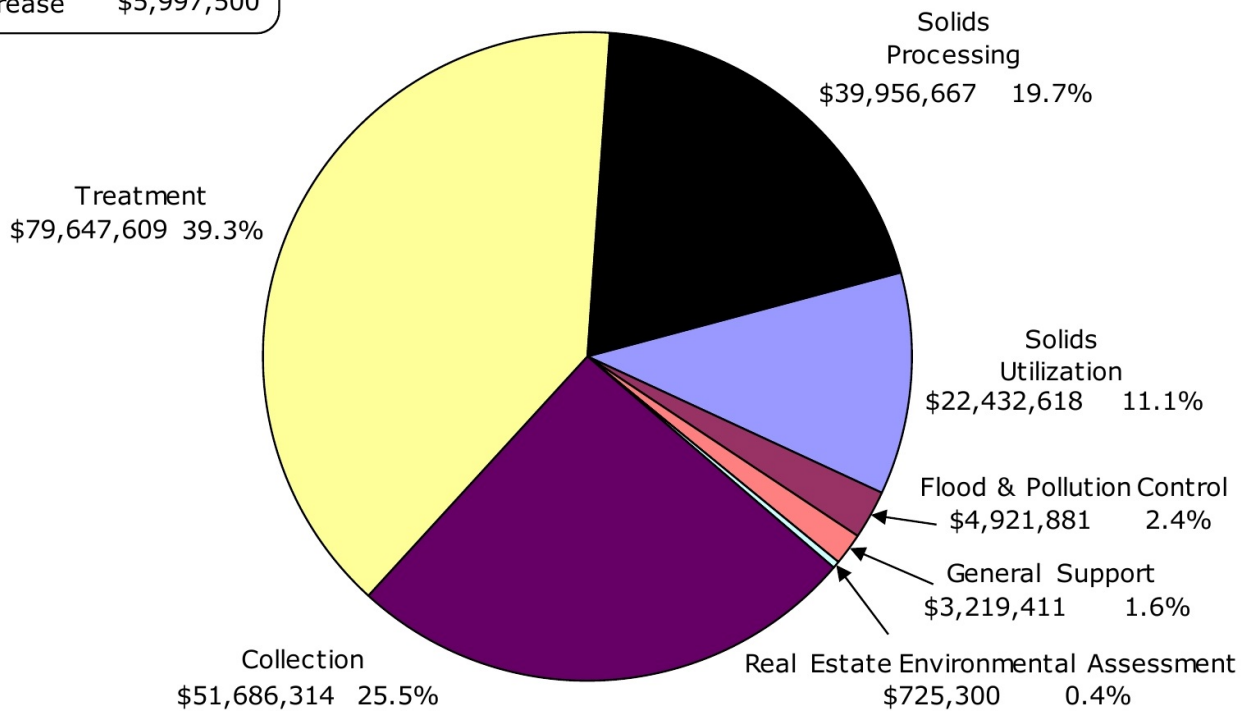


John P. Murray  
Director of Maintenance & Operations

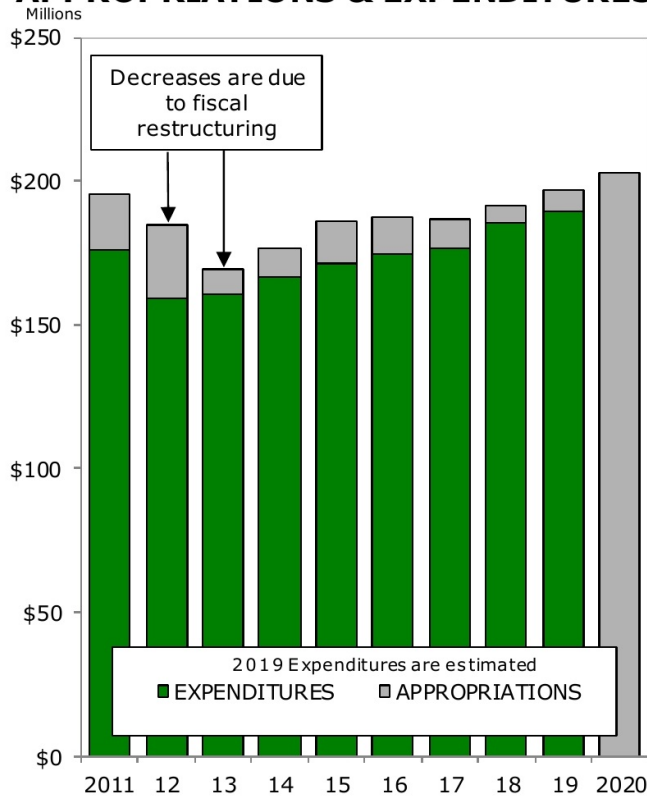
## MAINTENANCE & OPERATIONS – ALL DIVISIONS

2020	\$202,589,800
2019	\$196,592,300
Increase	\$5,997,500

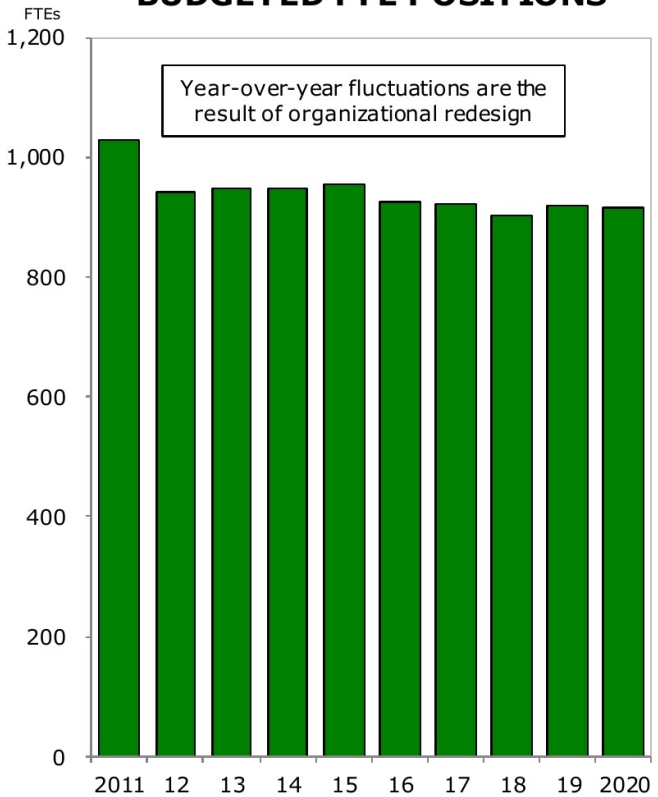
### FUNCTIONS



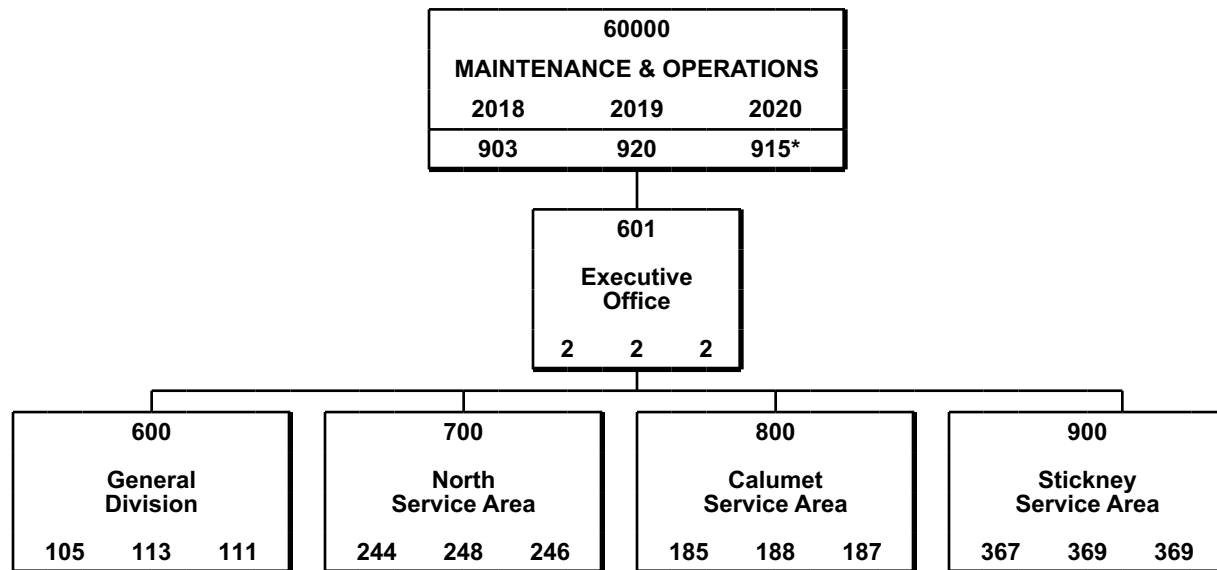
### APPROPRIATIONS & EXPENDITURES



### BUDGETED FTE POSITIONS



## MAINTENANCE & OPERATIONS - ALL DIVISIONS



- \* The 2020 position total for the Maintenance & Operations Department is 915. 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, 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 of 5.25 million people. The fourth division, referred to as the General Division, maintains and operates the Lockport Powerhouse, Chicago Area Waterways, collection systems, and nine solids management areas. The department's primary responsibilities include:

- Collecting and treating approximately 496.2 billion gallons of wastewater annually by operating seven water reclamation plants (WRPs), a 560 mile network of intercepting sewers, the Tunnel and Reservoir Plan's 109.4 miles of tunnels, and three reservoirs;
- Improving water quality in 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 for beneficial reuse.

### Summary of 2019 Accomplishments

- Established pickup sites at the WRPs for distribution of the District's Class A Exceptional Quality compost to businesses and the public;
- Replaced aging equipment, including one pontoon boat for combined sewage overflow responses and two diesel step van trucks for the Collection System Unit;
- Performed a survey of tide gate locations in the collection systems and added this information to the Geographic Information System in order to digitize the annual Asset Management Plan inspections;
- Utilized 1,700 yards of clean, suitable, structural clay fill from an existing District project site to rebuild the western berm at the Tinley Park Reservoir to its original design elevation;
- Performed an arc flash analysis for the Egan WRP and Lockport Powerhouse as part of a District-wide safety and Occupational Safety and Health Administration compliance program. Because the analyses were conducted in-house by District engineers, cost savings were achieved;
- Implemented an electric vault drain solution for the ultraviolet disinfection building at the O'Brien WRP to prevent water from infiltrating the building basement, and potentially causing severe damage to both the structure and equipment;
- Reduced reliance on electrical energy and natural gas by upgrading to LED lighting at four North Service Area plants and 14 remote sites, installing heating, ventilation, and air conditioning controls at the O'Brien, Kirie, and Egan WRPs, and installing steam blanket insulation at the O'Brien and Egan WRPs;
- Through a collaboration of District trades and Asset Management Section staff, restored three main sewage pumps to an as-new condition at the Calumet WRP's low-level pumping station;
- Completed the installation of two new fine screens and one new grit classifier at the Hanover Park WRP, which will improve efficiency and minimize grit and screenings carryover into the biological process;
- Installed two disc filters at the Hanover Park WRP, increasing tertiary capacity and reducing backwash;
- Replaced seven heating, ventilation, and air conditioning units in the administration building at the O'Brien WRP for increased efficiency and reliability;
- Began installation of shaftless screw conveyors in place of the chain and flight system at the Stickney WRP, which will result in reduced equipment downtime and maintenance costs;
- Achieved full functionality of the ANITA™ Mox system for sidestream deammonification process at the Egan WRP, which treats post-dewatering process centrate, thereby minimizing pumping to the O'Brien WRP for treatment;
- Generated 42,004,233 kilowatt hours of power at the Lockport Powerhouse in 2018, which resulted in revenues of \$1.4 million. The water flowing through the facility is harnessed by two turbines to provide a safe and environmentally hydroelectric energy source that is sold back to Commonwealth Edison. For 2019 and 2020, the projected annual generation is 40,000,000 kilowatt hours of power, with corresponding annual revenues of \$1.2 million.

## Budget Highlights

The 2020 appropriation for the M&O Corporate Fund is \$202,589,800, an increase of \$5,997,500, or 3.1 percent, from 2019. The Corporate Fund staffing level has decreased from 920 to 915 positions. The decrease is due to the drop of 11 positions, one Administrative Specialist, one Associate Civil Engineer, one Engineering Technician III, one Engineering Technician IV, one Fireman-Oiler, one Maintenance Laborer Class A Shift, two Maintenance Laborer Class B positions, one Master Mechanic I, and two Treatment Plant Operator I positions, offset by the addition of six positions, one Associate Civil Engineer, one Engineer of Treatment Plant Operations I, three Fireman-Oilers, and one Treatment Plant Operator II. Five of the new positions will not be filled until five existing positions, three Fireman-Oilers, one Managing Engineer, and one Treatment Plant Operator II, are vacated. In addition to these changes, four positions were transferred within the department: two Engineering Technician V positions were transferred, one from the Calumet Service Area to the General Division and one from the Stickney Service Area to the Calumet Service Area, one Principal Electrical Engineer was transferred from the Stickney Service Area to the North Service Area, and one Senior Electrical Engineer was transferred from the North Service Area to the Stickney Service Area. An additional 27 positions are funded in the Stormwater Management Fund. The total 2020 position count is 942, compared to the total 2019 position count of 947.

The Strategic Business Plan (SBP) guides and informs the M&O Department's activities. From a large-scale project to a routine task, each activity links to the plan. In 2020, M&O will continue to advance the SBP, its six goals, and accompanying strategies.

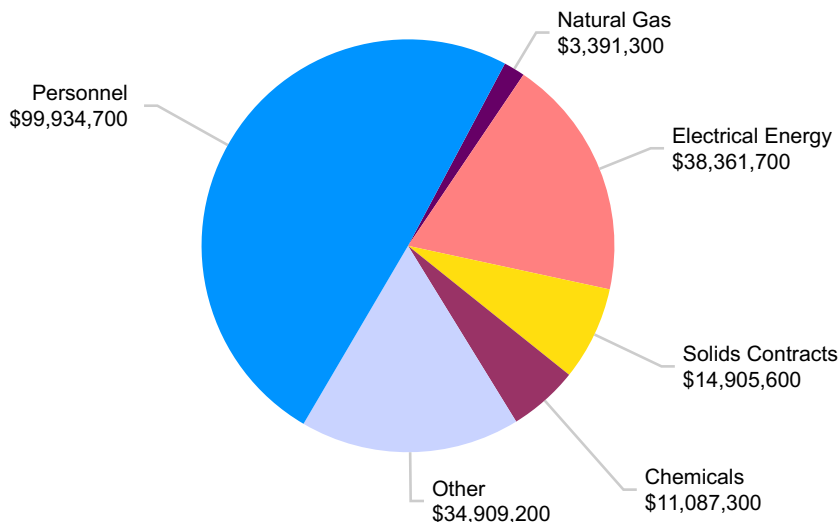
## 2020 Programs and Activities in Support of the Strategic Business Plan Include the Following:

### • Add Value

The District is committed to making the best use of its resources. In 2020, M&O will use in-house trades and the specialized services of an outside contractor to rehabilitate the dewatering centrifuges at the Stickney WRP. The right balance of resources, in this case a combination of insourcing and outsourcing, improves efficiency and effectiveness.

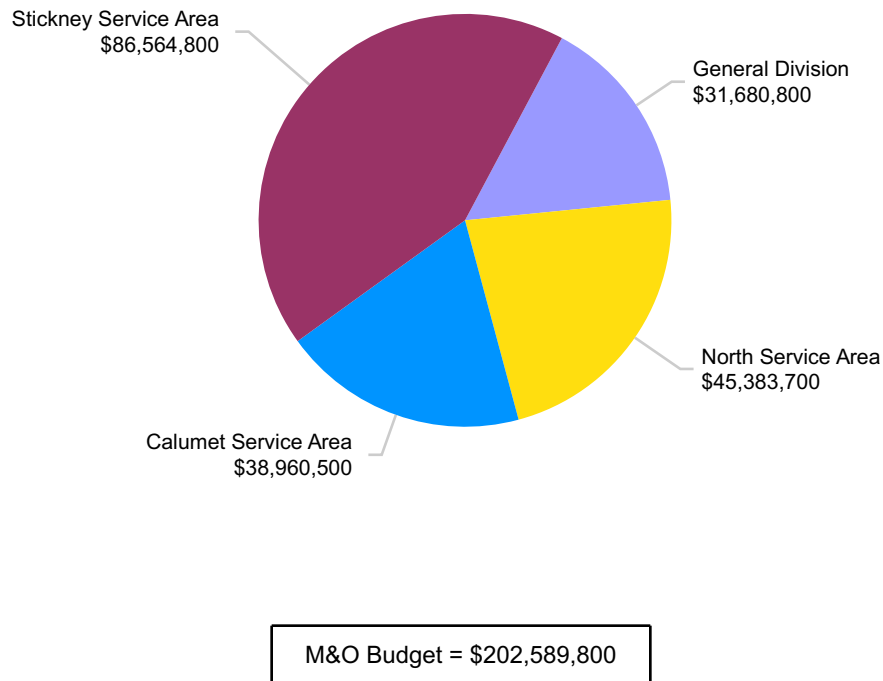
Leveraging existing resources, like a highly skilled workforce, creates value for the organization. As an example, M&O staff are providing support to the Engineering Department during the construction phase of the project to replace the switchgear and motor control centers at the O'Brien WRP. The new equipment will provide a reliable source of power, which will minimize outages and equipment downtime.

## 2020 Appropriations by Major Line Item



M&O Budget = \$202,589,800

## 2020 Appropriations by Service Area



### • Excellence

Despite the challenges of operating seven WRPs around the clock, the District is routinely honored for its exceptional performance. In recognition of decades of complete and consistent compliance of National Pollutant Discharge Elimination System permits, the National Association for Clean Water Agencies recently honored the District with Platinum Peak Performance awards at six of its WRPs, a distinction given to WRPs that have achieved 100.00 percent permit compliance for five consecutive years. The following facilities have earned Platinum status: the Calumet WRP for 27 years, the Lemont WRP for 22 years, the Kirie WRP for 14 years, the O'Brien WRP for 13 years, the Hanover Park WRP for 11 years, and the Egan WRP for five years. The Stickney WRP earned a silver award for meeting 99.83 percent permit compliance. For 2018, the District achieved an overall compliance rate of 99.98 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.

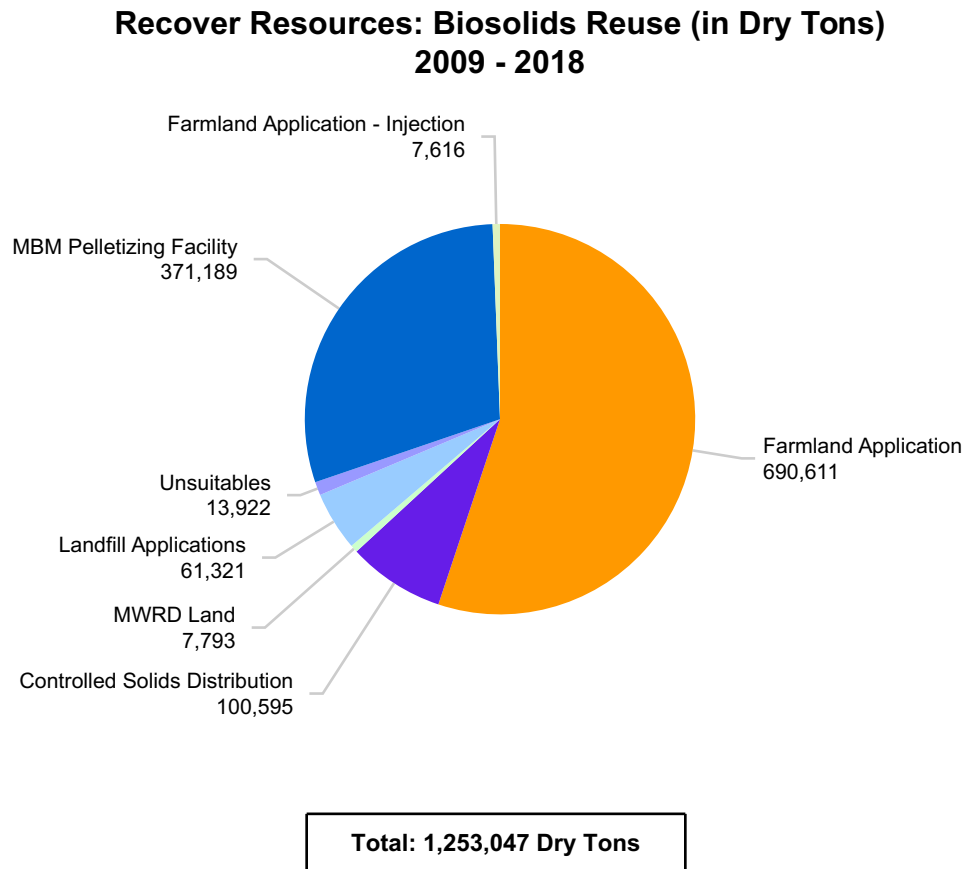
The SBP states that excellence is achieved by maintaining and upgrading critical infrastructure, which is the core of what M&O does. In 2020, the work will be performed with a continued focus on safety. Infrared viewing ports for switchgears will be installed, which will allow the thermal scanning of energized electrical equipment inside the gears to be carried out with no danger to personnel. Thermal scanning enables the early detection of potential problems or failures, which reduces the risk of costly outages. Hazardous gas detection systems will also be replaced department-wide due to the age and unavailability of repair parts for the current systems. The new systems will have the ability to detect respiratory inhibiting gases, such as hydrogen sulfide and carbon monoxide, and explosive gases, such as methane, and oxygen-rich or deficient conditions.

Excellence is achieved through smart workgroup design and effective workgroup collaboration. The Asset Management Section's Power Group, for example, is responsible for implementing District-wide energy efficiency projects that incorporate best practices for energy usage, supply, and safety. On May 13, 2019, the Stickney WRP experienced a total power outage. During the outage, engineers from the Power Group worked closely with electrical operators, trades staff, and managers to restore power to the plant within two hours of the outage. This outreach and collaboration will continue in 2020 as the Power Group continues to implement a District-wide safety and Occupational Safety and Health Administration compliance program to perform arc flash analysis at all of the WRPs and pumping stations. Other projects planned for 2020 include the replacement of uninterruptable power supply systems, the acquisition of spare circuit breakers to improve power distribution system maintenance and reduce the response time for unplanned power outages, and the installation of protective relays at the Lockport Powerhouse to improve the reliability of the switchgear, and by extension, the valuable electrical energy generating assets located there.

## • Recover Resources

Three of the major pillars of the Resource Recovery Program are biosolids, phosphorus, and energy. M&O is pursuing programs and activities in all of these areas.

Biosolids are produced to be beneficially reused as a safe and environmentally friendly alternative to commercial fertilizer. The chart below illustrates how biosolids have been beneficially reused over the years.



The District has made progress in developing a biosolids market through several initiatives including the distribution of bags of compost at different venues, attendance at trade and landscaping events to showcase the Exceptional Quality 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 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.

Free bulk distribution is offered to area residents, non-profit organizations, golf courses, and public entities at the District's seven WRPs. By encouraging bulk compost users to pick up material from the District's compost generation sites, the cost to transport biosolids are reduced. Also in 2020, a Request for Proposal will be issued for marketing biosolids and developing both short- and long-term outlets for all classes of biosolids produced by the District. All of these programs, actions, and initiatives are designed to cultivate a local customer base, improve product performance, and advance the goal to Recover Resources.

The District is operating in an increasingly strict regulatory environment. For instance, Illinois Environmental Protection Agency regulations limiting phosphorus contained in treated effluent to 1.0 mg/L monthly average will become effective for the three largest plants by 2027, beginning with the Stickney WRP in 2021. In response, a phosphorus management strategy was adopted at the Stickney WRP in 2016, with the launch of an innovative technology developed in partnership with Ostara Nutrient Recovery Inc. (Ostara). The Ostara Pearl® Process addresses both the positive and negative aspects of phosphorus. The biological process recovers the phosphorus in a slow-release fertilizer, thereby reducing the discharge of harmful phosphate-containing materials into the water. The process 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. Currently, 3.5 tons of pellets per day are being produced. As with any process, especially one of this magnitude, the assumptions and estimates are continually evaluated for improved performance.



This nutrient recovery facility, the largest of its kind, is an example of how progressive technology can be implemented to transform a WRP into a resource recovery center, providing significant environmental benefits to the Chicago Area Waterway System. Moreover, it serves as an example of the District's commitment to evaluating projects along multiple dimensions: financial, societal, and environmental.

The SBP's Recover Resources goal emphasizes the importance of reducing operational costs, like electrical energy, to create a strong financial base. M&O is doing that on several fronts. When considering the electrical energy required to run a WRP, 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 electrical energy at discounted rates through a competitive auction. The District also participates in a voluntary energy curtailment program, which requests participants to reduce electrical energy usage voluntarily when the region's electrical energy grid is on the verge of an outage due to high usage. Since joining the curtailment program in 1997, the District has received approximately \$15.1 million in total revenue for reducing electrical energy usage at designated times.

- **Develop Employees**

A strong training program is 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 2020, 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.

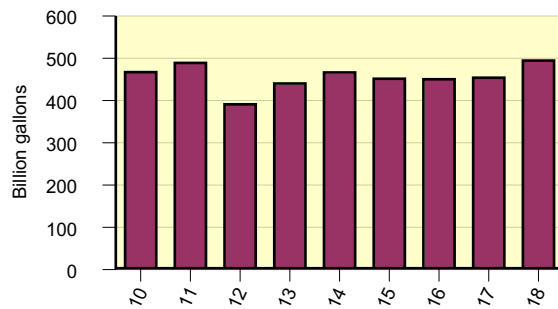
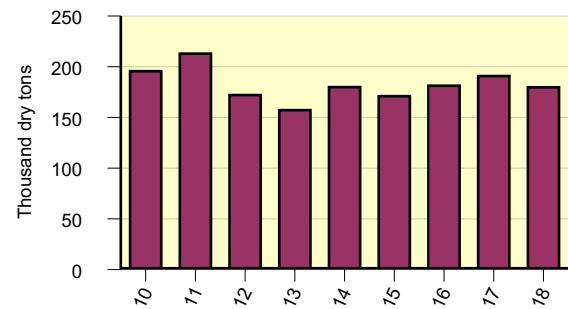
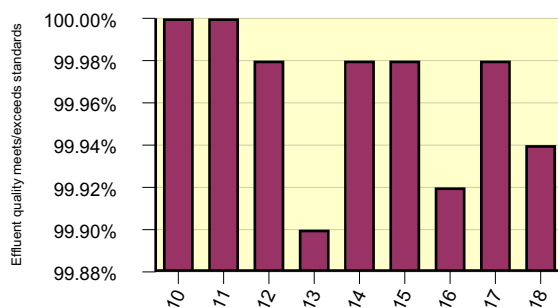
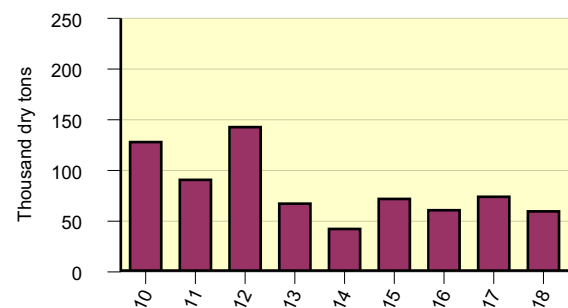
Some of the best training results from on-the-job situations. For instance, a recent coarse screen repair at the Lemont WRP provided an important training opportunity. In order to perform the repair, staff needed to access a confined workspace. Prior to entry, careful preparations were made, which included the installation of two sewer plugs (one to serve as a backup) to isolate the equipment and halt the flow of sewage. After the work was completed, a rupture was found in the first plug which could have led to injuries had the backup plug not been installed. Following the incident, the Master Mechanic at the Calumet WRP organized a two-day training event aimed at preventing future ruptures. The training, which was attended by staff from all divisions of M&O, provided hands-on experience working with the specialized equipment in a realistic working environment with an expert from the manufacturer on-site to answer questions and demonstrate the equipment's proper use. There is no doubt that the training, with its applicability to actual workplace situations, provided valuable employee development.

- **Leading Partnerships**

In 2018, the District resumed its membership in the DuPage River Salt Creek Workgroup (DRSCW), which is a non-profit organization formed in 2005 by a group of local communities, WRPs, and environmental organizations to address water quality concerns and implement targeted watershed projects in the Salt Creek and the East and West Branches of the DuPage River Watersheds. The District's membership in the DRSCW proved advantageous when the National Pollutant Discharge Elimination System permits for the Hanover Park and Egan WRPs were reviewed for renewal. As a member of the DRSCW, the permit holder is required to work with other watershed members to determine the most cost effective means of removing dissolved oxygen and condition impairments in the DuPage and Salt Creek watersheds. This stipulation provides environmental benefits to the community, since the watershed projects are given priority over other construction projects. It also provides financial benefits to the District, since the phosphorus limit requirements for the Egan and Hanover Park WRPs will not take effect for at least 10 years while the DRSCW projects are being implemented.

**60000 M&O - ALL DIVISIONS****OBJECTIVES AND PROGRAM SUMMARY****OBJECTIVES BY PRIORITY:**

	Cost	Percent
1. <b>COLLECTION &amp; TREATMENT:</b> The M&O Department will collect and treat approximately 496.2 billion gallons of wastewater through its seven treatment facilities and through a contract agreement with the Fox River Water Reclamation District.	\$ 131,333,923	64.8%
2. <b>SOLIDS PROCESSING:</b> The M&O Department will remove and process approximately 188,300 dry tons of concentrated sewage through various systems, including heated digestion, centrifuging, concentration, and aging low solids sludge and centrifuge cake in lagoons.	\$ 39,956,667	19.7%
3. <b>SOLIDS UTILIZATION:</b> The M&O Department will utilize approximately 100,000 dry tons of biosolids for application at final utilization sites, such as farm applications and daily and final cover at sanitary landfills.	\$ 22,432,618	11.1%
4. <b>FLOOD &amp; POLLUTION CONTROL:</b> 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.	\$ 4,921,881	2.4%
5. <b>GENERAL SUPPORT:</b> 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.	\$ 3,219,411	1.6%
6. <b>REAL ESTATE ENVIRONMENTAL ASSESSMENT:</b> 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.	\$ 725,300	0.4%
<b>Totals</b>	<b>\$ 202,589,800</b>	<b>100.0%</b>

**Collection & Treatment****Solids Processing****NPDES Permit Compliance****Solids Utilization**

**60000 M&O - ALL DIVISIONS****OBJECTIVES AND PROGRAM SUMMARY**

PROGRAMS BY PRIORITY:		2018	Budgeted		Change	
Number	Name	Actual	FTEs	Dollars	Dollars	Percent
1000	Collection	\$ 49,817,139	2020 247	\$ 51,686,314	\$ (672,961)	(1.3)
			2019 246	\$ 52,359,275		
1100	Surface Interceptor Systems	\$ 4,214,231	2020 27	\$ 3,758,700	\$ (43,400)	(1.1)
			2019 27	\$ 3,802,100		
1200	Tunnel and Reservoir System	\$ 12,142,954	2020 43	\$ 11,754,600	\$ (2,198,700)	(15.8)
			2019 43	\$ 13,953,300		
1300	Pumping Station Facilities	\$ 15,290,248	2020 76	\$ 16,613,200	\$ 1,347,800	8.8
			2019 74	\$ 15,265,400		
1900	Collection - Indirect Costs	\$ 18,169,706	2020 101	\$ 19,559,814	\$ 221,339	1.1
			2019 102	\$ 19,338,475		
2000	Treatment	\$ 69,887,989	2020 382	\$ 78,274,409	\$ 5,937,693	8.2
			2019 384	\$ 72,336,716		
2000	Pre-Treatment	\$ 3,458,974	2020 29	\$ 3,467,400	\$ 13,900	0.4
			2019 29	\$ 3,453,500		
2100	Primary Treatment	\$ 3,318,328	2020 37	\$ 3,564,900	\$ 60,800	1.7
			2019 37	\$ 3,504,100		
2200	Secondary Treatment	\$ 23,682,011	2020 95	\$ 23,842,300	\$ 2,627,700	12.4
			2019 95	\$ 21,214,600		
2300	Tertiary Treatment	\$ 3,319,812	2020 17	\$ 3,787,800	\$ (307,200)	(7.5)
			2019 17	\$ 4,095,000		
2900	Treatment - Indirect Costs	\$ 36,108,864	2020 204	\$ 43,612,009	\$ 3,542,493	8.8
			2019 206	\$ 40,069,516		
3000	Solids Processing	\$ 35,752,746	2020 203	\$ 39,956,667	\$ 309,922	0.8
			2019 204	\$ 39,646,745		
3100	Thickening	\$ 5,853,685	2020 39	\$ 6,855,800	\$ 435,000	6.8
			2019 39	\$ 6,420,800		
3200	Stabilization	\$ 6,215,160	2020 43	\$ 6,459,300	\$ 293,500	4.8
			2019 43	\$ 6,165,800		
3300	Dewatering	\$ 11,239,509	2020 42	\$ 12,655,500	\$ (871,200)	(6.4)
			2019 42	\$ 13,526,700		
3900	Solids Processing - Indirect Costs	\$ 12,444,392	2020 79	\$ 13,986,067	\$ 452,622	3.3
			2019 80	\$ 13,533,445		
Note: Explanations of significant changes are provided by individual division.						

**60000 M&O - ALL DIVISIONS****OBJECTIVES AND PROGRAM SUMMARY**

PROGRAMS BY PRIORITY:			Budgeted		Change	
Number	Name	2018 Actual		FTEs Dollars	Dollars	Percent
4000	Flood & Pollution Control	\$ 4,526,491	2020	22 \$ 4,921,881	\$ 85,098	1.8
			2019	23 \$ 4,836,783		
4200	Waterways Control and Stormwater Reservoirs	\$ 2,581,181	2020	18 \$ 2,396,300	\$ 65,800	2.8
			2019	18 \$ 2,330,500		
4210	Maintenance of Waterways	\$ 140,030	2020	— \$ 228,400	\$ (87,000)	(27.6)
			2019	— \$ 315,400		
4300	Stormwater Management	\$ 31,851	2020	— \$ 31,500	\$ (400)	(1.3)
			2019	— \$ 31,900		
4400	Aeration Facilities	\$ 1,008,540	2020	2 \$ 1,094,500	\$ 42,800	4.1
			2019	2 \$ 1,051,700		
4900	Flood & Pollution Control - Indirect Costs	\$ 764,889	2020	2 \$ 1,171,181	\$ 63,898	5.8
			2019	3 \$ 1,107,283		
5000	Solids Utilization	\$ 20,512,439	2020	39 \$ 22,432,618	\$ 196,301	0.9
			2019	42 \$ 22,236,317		
5100	Solids Drying	\$ 5,754,255	2020	10 \$ 5,853,200	\$ (416,100)	(6.6)
			2019	10 \$ 6,269,300		
5200	Solids Distribution	\$ 10,082,443	2020	7 \$ 11,052,900	\$ 203,500	1.9
			2019	8 \$ 10,849,400		
5900	Solids Utilization - Indirect Costs	\$ 4,675,741	2020	22 \$ 5,526,518	\$ 408,901	8.0
			2019	24 \$ 5,117,617		
7000	General Support (excluding program numbers 7368 & 7604)	\$ 3,015,736	2020	20 \$ 3,219,411	\$ 117,447	3.8
			2019	19 \$ 3,101,964		
7368	Real Estate Environmental Assessment	\$ 607,035	2020	2 \$ 725,300	\$ 15,700	2.2
			2019	2 \$ 709,600		
7604	Social Security and Medicare Contributions	\$ 1,281,564	2020	— \$ 1,373,200	\$ 8,300	0.6
			2019	— \$ 1,364,900		
Totals		\$ 185,401,139	2020	915 \$ 202,589,800	\$ 5,997,500	3.1%
			2019	920 \$ 196,592,300		

\* The 2020 position total for the M&O Department is 942, 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		2018 Actual	2019 Budgeted	2020 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	497,586	492,550	496,150
		Cost	\$ 119,705,128	\$ 124,695,991	\$ 129,960,723
		Cost/Mil. Gallons	\$ 240.57	\$ 253.16	\$ 261.94
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	181,000	182,600	188,300
		Cost	\$ 35,752,746	\$ 39,646,745	\$ 39,956,667
		Cost/Dry Ton	\$ 197.53	\$ 217.12	\$ 212.20
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	\$ 935,194	\$ 894,800	\$ 923,000
	Generate Electrical Energy at Lockport Powerhouse to Obtain Approximately \$1.2 million in Revenue	kWh	42,004,233	40,000,000	40,000,000
		Cost	\$ 509,416	\$ 501,800	\$ 556,200
		Cost/kWh	\$ 0.0121	\$ 0.0125	\$ 0.0139
		* Revenue Generated	\$ 1,386,344	\$ 1,200,000	\$ 1,200,000
	Minimize Diversion of Lake Michigan Water in Accordance with the U.S. Supreme Court Decree	Mil. Gal./Year Diversion	37,443	60,152	60,152
		Cost	\$ 404,854	\$ 408,200	\$ 409,500
		Cost/Mil. Gal./Year	\$ 10.81	\$ 6.79	\$ 6.81
	Operation of Detention Reservoirs	Reservoirs	37	37	37
		Cost	\$ 597,700	\$ 525,700	\$ 507,600
		Cost/Reservoir	\$ 16,154.05	\$ 14,208.11	\$ 13,718.92
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	\$ 274,047	\$ 315,400	\$ 228,400
4300	Stormwater Management	Cost	\$ 31,851	\$ 31,900	\$ 31,500
4400	Aeration Facilities	Cost	\$ 1,008,540	\$ 1,051,700	\$ 1,094,500
4900	Flood & Pollution Control - Indirect Costs	Cost	\$ 764,889	\$ 1,107,283	\$ 1,171,181
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	60,997	99,800	100,000
		Cost	\$ 15,995,121	\$ 17,507,417	\$ 17,619,918
		Cost/Dry Ton	\$ 262.23	\$ 175.43	\$ 176.20
5271	Pelletizer Disposal	Dry Tons	39,336	40,000	40,000
	Control Management and Disposal of Solids by Private Contracts	Cost	\$ 4,517,318	\$ 4,728,900	\$ 4,812,700
		Cost/Dry Ton	\$ 114.84	\$ 118.22	\$ 120.32
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	\$ 3,015,736	\$ 3,101,964	\$ 3,219,411
7368	Real Estate Environmental Assessment	Cost	\$ 607,035	\$ 709,600	\$ 725,300
7604	Social Security and Medicare Contributions	Cost	\$ 1,281,564	\$ 1,364,900	\$ 1,373,200
Departmental Totals			\$ 185,401,139	\$ 196,592,300	\$ 202,589,800

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						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 87,034,782	\$ 92,220,500	\$ 91,299,500	\$ 62,736,284	\$ 88,911,000	\$ 92,699,300	\$ —
601060	Compensation Plan Adjustments	4,947,006	4,844,100	5,689,100	4,393,322	4,956,300	5,856,900	—
601070	Social Security and Medicare Contributions	1,281,564	1,364,900	1,364,900	970,330	1,333,600	1,373,200	—
601080	Salaries of Nonbudgeted Employees	—	5,300	81,300	18,840	82,800	5,300	—
601100	Tuition and Training Payments	153,736	201,900	201,900	86,609	182,300	209,800	—
100	TOTAL PERSONAL SERVICES	93,417,088	98,636,700	98,636,700	68,205,384	95,466,000	100,144,500	—
612010	Travel	18,395	29,300	29,300	8,302	19,600	25,900	—
612030	Meals and Lodging	69,350	62,300	62,300	42,126	49,400	67,400	—
612040	Postage, Freight, and Delivery Charges	—	—	—	—	—	200	—
612050	Compensation for Personally-Owned Automobiles	106,926	108,500	108,500	90,417	101,900	116,100	—
612080	Motor Vehicle Operating Services	467	1,700	1,700	350	1,000	1,400	—
612150	Electrical Energy	38,788,739	36,445,200	36,445,200	24,507,043	39,138,100	38,361,700	—
612160	Natural Gas	3,104,468	2,945,300	2,945,300	1,823,195	2,856,800	3,391,300	—
612170	Water and Water Services	2,035,379	2,109,700	2,109,700	1,459,263	1,976,500	2,184,300	—
612210	Communication Services	926,178	—	3,000	2,917	—	3,000	—
612240	Testing and Inspection Services	189,320	166,700	163,700	137,260	119,900	190,500	—
612330	Rental Charges	150,080	161,500	161,500	150,128	145,500	172,000	—
612410	Governmental Service Charges	3,763,003	3,650,100	3,650,100	2,954,081	3,647,200	3,904,200	—
612420	Maintenance of Grounds and Pavements	809,111	1,430,900	630,100	543,675	611,100	1,432,900	—
612430	Payments for Professional Services	492,689	489,500	173,000	172,307	171,900	602,500	—
612490	Contractual Services, N.O.C.	366,552	645,100	579,000	556,212	500,600	573,500	—
612520	Waste Material Disposal Charges	9,664,769	10,823,400	11,454,100	11,433,872	9,831,300	10,745,600	—
612530	Farming Services	20,000	24,000	18,200	18,200	18,200	60,000	—
612590	Sludge Disposal	3,785,843	4,100,000	4,100,000	4,100,000	3,700,000	4,100,000	—
612600	Repairs to Collection Facilities	2,974,998	3,486,100	3,783,900	3,763,343	3,653,700	3,380,500	—
612620	Repairs to Waterway Facilities	39,634	47,900	41,900	41,760	41,800	72,400	—
612650	Repairs to Process Facilities	5,330,334	5,982,800	6,402,800	6,363,984	5,819,300	9,946,100	—
612670	Repairs to Railroads	312,917	266,900	417,600	302,749	216,000	396,700	—
612680	Repairs to Buildings	729,490	1,015,000	1,009,900	1,001,180	855,300	1,291,700	—
612760	Repairs to Material Handling and Farming Equipment	328,799	315,900	315,900	296,422	293,400	310,200	—
612780	Safety Repairs and Services	211,044	334,500	334,500	333,545	276,600	336,600	—
612790	Repairs to Marine Equipment	66,537	65,000	65,000	65,000	62,400	66,500	—

101 60000	Fund: Corporate Department: Maintenance & Operations Division: All Divisions	LINE ITEM ANALYSIS						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
612820	Computer Software Maintenance	9,177	7,500	8,400	8,396	8,400	9,000	—
612840	Communications Equipment Maintenance (Includes Software)	3,120	—	—	—	—	—	—
612860	Repairs to Vehicle Equipment	153,862	140,600	153,200	153,079	130,300	143,600	—
612990	Repairs, N.O.C.	4,493	28,000	28,000	20,036	23,400	27,500	—
200	TOTAL CONTRACTUAL SERVICES	74,455,674	74,883,400	75,195,800	60,348,841	74,269,600	81,913,300	—
623030	Metals	29,070	30,500	36,500	34,029	30,800	30,500	—
623070	Electrical Parts and Supplies	2,466,886	2,694,700	2,844,700	2,662,269	2,659,700	2,561,000	—
623090	Plumbing Accessories and Supplies	654,608	827,800	796,000	686,370	732,300	769,100	—
623110	Hardware	7,266	8,300	8,300	6,786	7,400	10,900	—
623130	Buildings, Grounds, Paving Materials, and Supplies	112,526	145,900	149,900	136,462	131,100	147,800	—
623170	Fiber, Paper, and Insulation Materials	4,641	11,100	11,100	11,016	9,500	13,500	—
623190	Paints, Solvents, and Related Materials	6,424	13,000	13,000	12,664	6,100	6,400	—
623250	Vehicle Parts and Supplies	153,199	168,000	186,800	185,548	152,600	168,000	—
623270	Mechanical Repair Parts	3,388,322	3,611,600	3,870,400	3,496,975	3,323,100	3,874,500	—
623300	Manhole Materials	6,045	25,000	25,000	23,743	23,000	5,000	—
623520	Office, Printing, and Photo Supplies, Equipment, and Furniture	44,364	38,800	41,900	38,822	36,400	45,300	—
623530	Farming Supplies	3,400	4,000	4,000	2,966	3,500	4,000	—
623560	Processing Chemicals	9,573,111	12,445,500	11,627,100	11,377,817	9,937,700	11,087,300	—
623570	Laboratory Testing Supplies, Small Equipment, and Chemicals	20,370	28,600	28,600	26,114	28,000	30,900	—
623660	Cleaning Supplies	3,184	2,200	2,200	1,782	1,800	2,200	—
623680	Tools and Supplies	219,831	247,600	257,600	246,457	235,400	225,200	—
623700	Wearing Apparel	536	4,100	4,100	245	3,600	4,100	—
623780	Safety and Medical Supplies	55,056	41,700	41,700	32,645	34,800	43,700	—
623800	Computer Software	19,239	39,100	39,100	34,348	33,400	66,000	—
623810	Computer Supplies	34,967	170,000	117,000	110,708	112,800	36,600	—
623820	Fuel	312,534	332,200	332,200	330,973	274,400	327,900	—
623840	Gases	58	600	600	600	500	600	—
623850	Communications Supplies	4,900	15,000	15,000	14,782	14,800	15,000	—
623860	Lubricants	7,322	7,700	9,300	8,208	7,100	8,200	—
623990	Materials and Supplies, N.O.C.	158,815	117,500	113,000	92,488	78,200	91,300	—
300	TOTAL MATERIALS AND SUPPLIES	17,286,672	21,030,500	20,575,100	19,574,818	17,878,000	19,575,000	—

101 60000	Fund: Corporate Department: Maintenance & Operations Division: All Divisions	LINE ITEM ANALYSIS						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
634600	Equipment for Collection Facilities	44,118	60,000	51,700	50,476	50,500	40,000	—
634650	Equipment for Process Facilities	155,870	176,700	285,400	279,533	168,500	274,000	—
634670	Railroad Equipment	—	—	20,800	20,779	20,800		
634760	Material Handling and Farming Equipment	—	350,000	319,000	292,990	293,000	44,500	—
634790	Marine Equipment	—	80,000	80,000	78,500	78,500	—	—
634810	Computer Equipment	—	140,000	138,100	138,066	138,100	—	—
634860	Vehicle Equipment	—	1,199,000	1,192,000	1,191,759	1,191,300	511,000	—
634970	Testing and Laboratory Equipment	30,493	—	—	—	—	—	—
634990	Machinery and Equipment, N.O.C.	11,225	36,000	44,700	44,219	38,600	87,500	—
400	TOTAL MACHINERY AND EQUIPMENT	241,706	2,041,700	2,131,700	2,096,322	1,979,300	957,000	—
TOTAL MAINTENANCE & OPERATIONS		\$185,401,140	\$ 196,592,300	\$ 196,539,300	\$ 150,225,365	\$189,592,900	\$202,589,800	\$ —

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.

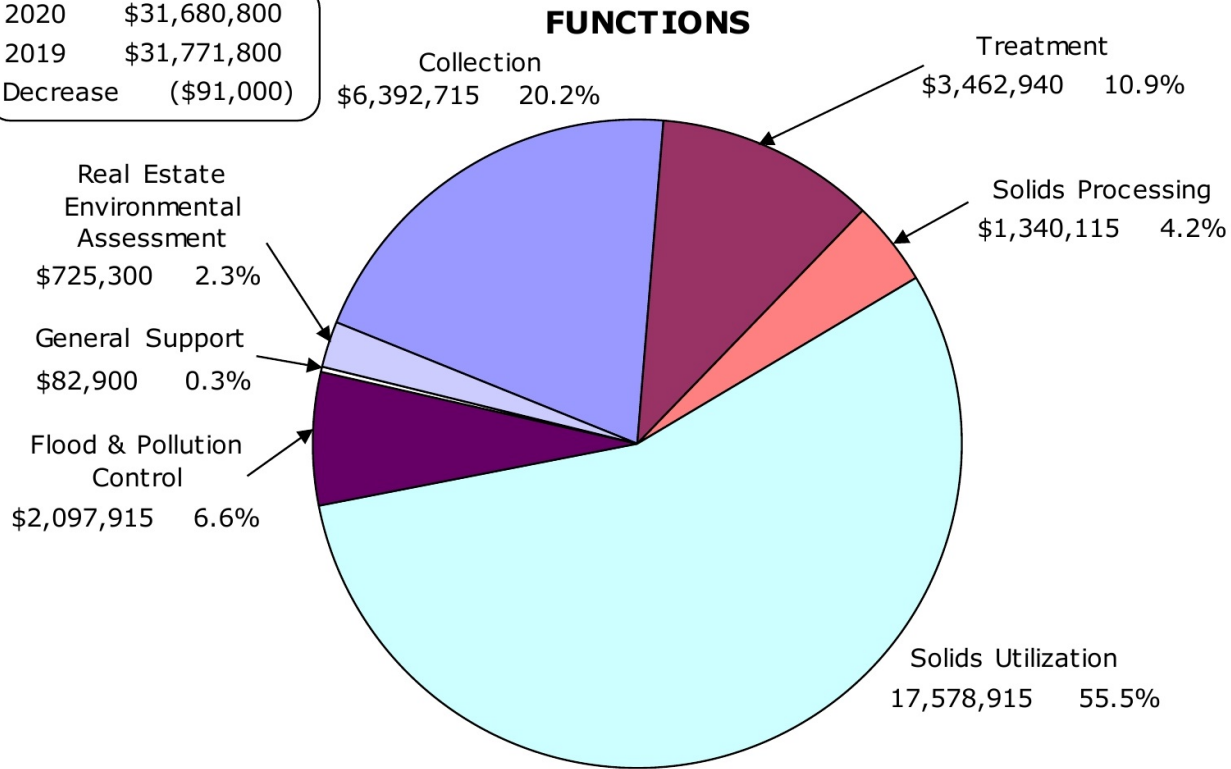
Additionally, Estimated Expenditure may either exceed Adjusted Appropriation when transfers of funds are anticipated or be less than Expenditure (Committed Budget plus Disbursement) when not all commitments are anticipated to be completed by year-end.

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.

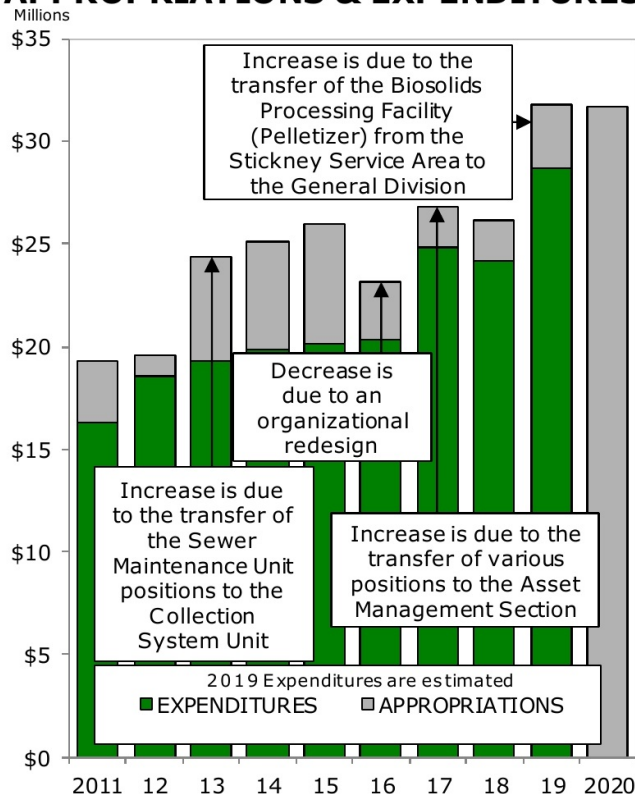


## MAINTENANCE & OPERATIONS – GENERAL DIVISION

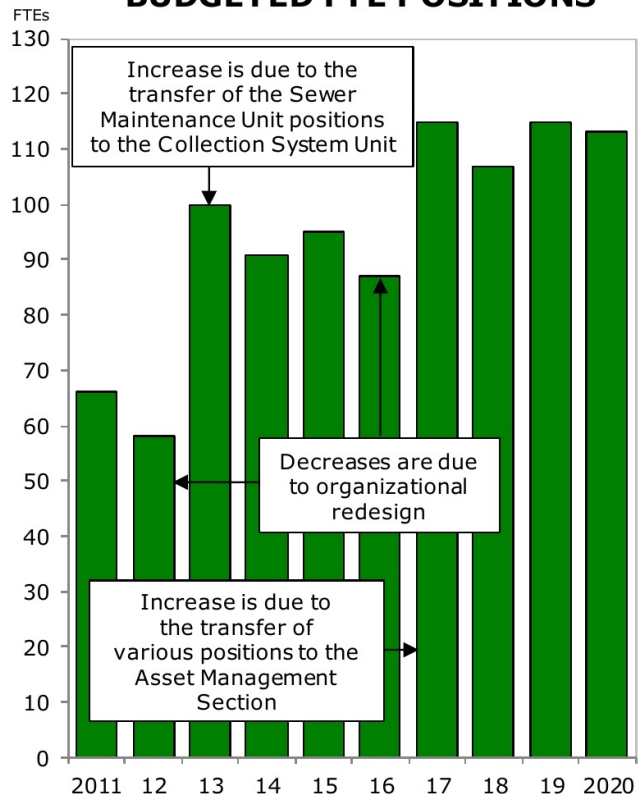
2020	\$31,680,800
2019	\$31,771,800
Decrease	(\$91,000)



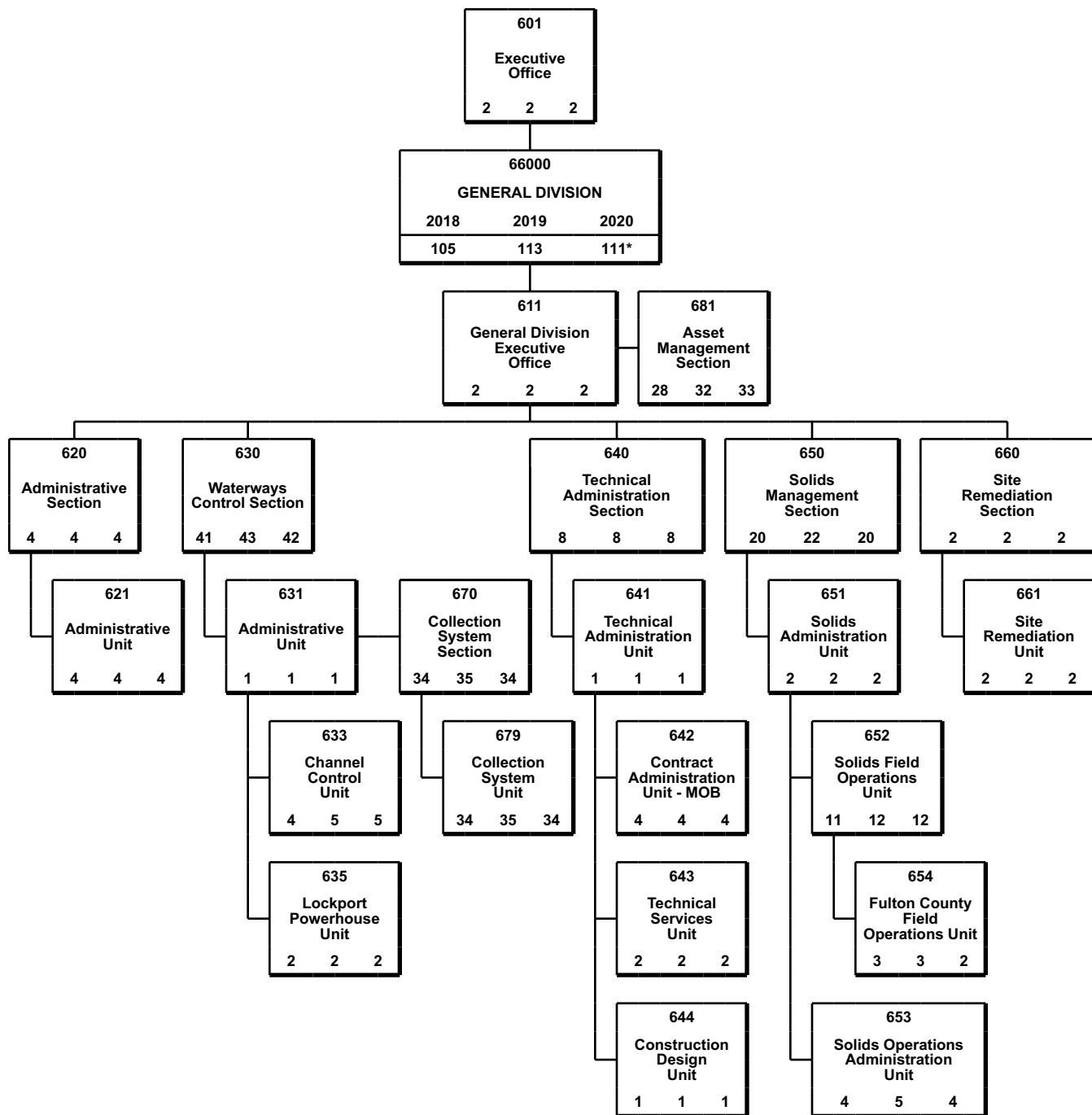
### APPROPRIATIONS & EXPENDITURES



### BUDGETED FTE POSITIONS



# MAINTENANCE & OPERATIONS - GENERAL DIVISION



\* In 2020, 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.		\$ 9,855,655	31.1%
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.		\$ 1,340,115	4.2%
3. SOLIDS UTILIZATION: The General Division provides management and coordination of biosolids processing and utilization of District-wide activities.		\$ 17,578,915	55.5%
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 electrical energy resulting in approximately \$1.2 million in revenue.		\$ 2,097,915	6.6%
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.		\$ 82,900	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.		\$ 725,300	2.3%
Totals		\$ 31,680,800	100.0%

MEASURABLE GOALS:		2018	2019	2020
	Unit of Measure	Actual	Estimated	Proposed
1. The operation of the Lockport Powerhouse will generate the equivalent of \$1.2 million worth of electrical energy revenue in 2020.	kWh Generated	42,004,233	40,000,000	40,000,000
	<i>* Revenue Generated</i>	<i>\$ 1,386,344</i>	<i>\$ 1,200,000</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	37,443	60,152	60,152
3. The Solids Management Section will oversee the utilization of 99,000 dry tons of biosolids in 2020. (North Service Area's 1,000 dry tons of solids remain in that division.)	Dry Tons	60,004	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:		2018	Budgeted		Change	
Number	Name	Actual	FTEs	Dollars	Dollars	Percent
1000	Collection	\$ 5,547,725	2020 44	\$ 6,392,715	\$ (120,720)	(1.9)
			2019 44	\$ 6,513,435		
1100	Surface Interceptor Systems	\$ 2,788,246	2020 20	\$ 2,727,100	\$ (91,900)	(3.3)
			2019 20	\$ 2,819,000		
1200	Tunnel and Reservoir System	\$ 742,119	2020 7	\$ 1,002,400	\$ 11,800	1.2
			2019 7	\$ 990,600		
1300	Pumping Station Facilities	\$ 640,499	2020 6	\$ 704,500	\$ 6,600	0.9
			2019 6	\$ 697,900		
1900	Collection - Indirect Costs	\$ 1,376,861	2020 11	\$ 1,958,715	\$ (47,220)	(2.4)
			2019 11	\$ 2,005,935		
2000	Treatment	\$ 2,586,738	2020 23	\$ 3,272,040	\$ 61,280	1.9
			2019 23	\$ 3,210,760		
2000	Pre-Treatment	\$ 108,825	2020 1	\$ 117,700	\$ (20,500)	(14.8)
			2019 1	\$ 138,200		
2100	Primary Treatment	\$ 135,478	2020 2	\$ 165,800	\$ (4,800)	(2.8)
			2019 2	\$ 170,600		
2200	Secondary Treatment	\$ 327,026	2020 3	\$ 390,400	\$ (19,000)	(4.6)
			2019 3	\$ 409,400		
2300	Tertiary Treatment	\$ 64,848	2020 1	\$ 63,900	\$ 1,700	2.7
			2019 1	\$ 62,200		
2900	Treatment - Indirect Costs	\$ 1,950,561	2020 16	\$ 2,534,240	\$ 103,880	4.3
			2019 16	\$ 2,430,360		
3000	Solids Processing	\$ 1,137,541	2020 9	\$ 1,340,115	\$ 89,480	7.2
			2019 9	\$ 1,250,635		
3100	Thickening	\$ 238,999	2020 2	\$ 255,100	\$ (4,700)	(1.8)
			2019 2	\$ 259,800		
3200	Stabilization	\$ 67,964	2020 1	\$ 119,200	\$ 400	0.3
			2019 1	\$ 118,800		
3300	Dewatering	\$ 96,476	2020 1	\$ 93,800	\$ 22,400	31.4
			2019 1	\$ 71,400		
3900	Solids Processing - Indirect Costs	\$ 734,102	2020 5	\$ 872,015	\$ 71,380	8.9
			2019 5	\$ 800,635		
a) Increase is due to the increased demand for struvite control descaler (\$25,000).						

**66000 M&O - GENERAL DIVISION****OBJECTIVES AND PROGRAM SUMMARY**

PROGRAMS BY PRIORITY:			Budgeted		Change	
Number	Name	2018 Actual	FTEs	Dollars	Dollars	Percent
4000	Flood & Pollution Control	\$ 1,916,134	2020 12	\$ 2,097,915	\$ 20,880	1.0
			2019 12	\$ 2,077,035		
4200	Waterways Control and Stormwater Reservoirs	\$ 1,443,373	2020 10	\$ 1,488,000	\$ 85,200	6.1
			2019 10	\$ 1,402,800		
4210	Maintenance of Waterways	\$ 140,030	2020 —	\$ 117,900	\$ (86,000)	(42.2)
			2019 —	\$ 203,900		
4300	Stormwater Management	\$ 31,851	2020 —	\$ 31,500	\$ (400)	(1.3)
			2019 —	\$ 31,900		
4400	Aeration Facilities	\$ 88,929	2020 1	\$ 143,000	\$ (100)	(0.1)
			2019 1	\$ 143,100		
4900	Flood & Pollution Control - Indirect Costs	\$ 211,951	2020 1	\$ 317,515	\$ 22,180	7.5
			2019 1	\$ 295,335		
5000	Solids Utilization	\$11,985,298	2020 22	\$17,578,915	\$ (129,020)	(0.7)
			2019 24	\$17,707,935		
5100	Solids Drying	\$ 5,128,905	2020 5	\$ 5,321,800	\$ (413,500)	(7.2)
			2019 5	\$ 5,735,300		
5200	Solids Distribution	\$ 5,284,795	2020 6	\$ 9,974,400	\$ 22,400	0.2
			2019 7	\$ 9,952,000		
5900	Solids Utilization - Indirect Costs	\$ 1,571,598	2020 11	\$ 2,282,715	\$ 262,080	13.0
			2019 12	\$ 2,020,635		
7000	General Support (excludes program numbers 7368 and 7604)	\$ 195,080	2020 1	\$ 82,900	\$ (30,800)	(27.1)
			2019 1	\$ 113,700		
7368	Real Estate Environmental Assessment	\$ 607,035	2020 2	\$ 725,300	\$ 15,700	2.2
			2019 2	\$ 709,600		
7604	Social Security and Medicare Contributions	\$ 167,601	2020 —	\$ 190,900	\$ 2,200	1.2
			2019 —	\$ 188,700		
Totals		\$24,143,152	2020 113	\$31,680,800	\$ (91,000)	(0.3)%
			2019 115	\$31,771,800		
b) Decrease is due to the replacement in 2019 of an aging pontoon boat (\$80,000). c) Decrease is due to the reduced demand for biosolids truck hauling services (\$293,000) and heavy equipment maintenance (\$103,900). d) Increase is due to the addition of a biosolids marketing service (\$100,000), pavement resurfacing (\$83,600), the increased estimate for paid overtime (\$23,700), and the increased demand for biosolids truck scale maintenance (\$20,100). e) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$21,200) and the reduced demand for compost probes (\$9,900).						
* The 2020 position total for the General Division is 113, with 18 positions budgeted in the Stormwater Management Fund.						

**66000 M&O - GENERAL DIVISION****PERFORMANCE DATA**

Program Number	Measurable Activity		2018 Actual	2019 Budgeted	2020 Estimated	
1000-2900	Collection & Treatment					
	Technical and Administrative Support for Collection and Treatment Activities	Cost	\$ 8,134,463	\$ 9,724,195	\$ 9,664,755	
3000	Solids Processing					
	Technical and Administrative Support for Solids Removal and Processing	Cost	\$ 1,137,541	\$ 1,250,635	\$ 1,340,115	
4000	Flood & Pollution Control					
4200	Operation and Maintenance of the Waterways to Minimize Area Flooding and Pollution	Cost	\$ 935,194	\$ 894,800	\$ 923,000	
	Generate Electrical Energy at Lockport Powerhouse to Obtain Approximately \$1.2 million in Revenue	kWh	42,004,233	40,000,000	40,000,000	
		Cost	\$ 165,624	\$ 166,900	\$ 217,000	a)
		Cost/kWh	\$ 0.0039	\$ 0.0042	\$ 0.0054	
	<i>* Revenue Generated</i>		\$ 1,386,344	\$ 1,200,000	\$ 1,200,000	
	Minimize Diversion of Lake Michigan Water in Accordance with the U.S. Supreme Court Decree	Mil. Gal./Year	37,443	60,152	60,152	
		Cost	\$ 342,555	\$ 341,100	\$ 348,000	
		Cost/Mil. Gal./Year	\$ 9.15	\$ 5.67	\$ 5.79	
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	\$ 140,030	\$ 203,900	\$ 117,900	b)
4300	Stormwater Management	Cost	\$ 31,851	\$ 31,900	\$ 31,500	
4400	Aeration Facilities	Cost	\$ 88,929	\$ 143,100	\$ 143,000	
4900	Flood & Pollution Control - Indirect Costs	Cost	\$ 211,951	\$ 295,335	\$ 317,515	
5000	Solids Drying/Utilization					
	Management and Coordination of the Solids Utilization Program	Dry Tons	60,004	99,000	99,000	
		Cost	\$ 11,985,298	\$ 13,607,935	\$ 13,478,915	
		Cost/Dry Ton	\$ 199.74	\$ 137.45	\$ 136.15	
5271	Pelletizer Disposal	Dry Tons	—	40,000	40,000	
	Control Management and Disposal of Solids by Private Contracts	Cost	\$ —	\$ 4,100,000	\$ 4,100,000	
		Cost/Dry Ton	\$ —	\$ 102.50	\$ 102.50	
a) Increase is due to the increased demand for Emerson distributed control system technical support at the Waterways Control Room and Lockport Powerhouse (\$24,500) and plumbing supplies for the Waterways and the Collection System Unit (\$22,500).						
b) Decrease is due to the replacement in 2019 of an aging pontoon boat (\$80,000).						

**66000 M&O - GENERAL DIVISION****PERFORMANCE DATA**

Program Number	Measurable Activity		2018 Actual	2019 Budgeted	2020 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	\$ 195,080	\$ 113,700	\$ 82,900	c)
7368	Real Estate Environmental Assessment	Cost	\$ 607,035	\$ 709,600	\$ 725,300	
7604	Social Security and Medicare Contributions	Cost	\$ 167,601	\$ 188,700	\$ 190,900	
Division Totals			\$ 24,143,152	\$ 31,771,800	\$ 31,680,800	
c) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$21,200) and the reduced demand for compost probes (\$9,900).						
* Revenue generated not included in total costs.						

101 66000	Fund: Corporate Department: Maintenance & Operations Division: General	LINE ITEM ANALYSIS						
		2018	2019				2020	
		Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 11,680,158	\$ 12,802,200	\$ 12,686,200	\$ 8,646,902	\$ 12,245,300	\$ 12,750,300	\$ —
601060	Compensation Plan Adjustments	364,535	679,300	729,300	562,118	693,200	876,700	—
601070	Social Security and Medicare Contributions	167,601	188,700	188,700	132,821	182,300	190,900	—
601080	Salaries of Nonbudgeted Employees	—	3,800	41,200	—	65,800	3,800	—
601100	Tuition and Training Payments	12,738	43,000	43,000	23,153	36,600	35,300	—
100	TOTAL PERSONAL SERVICES	12,225,032	13,717,000	13,688,400	9,364,994	13,223,200	13,857,000	—
612010	Travel	2,003	2,900	2,900	2,542	2,500	4,600	—
612030	Meals and Lodging	7,728	7,500	7,500	5,250	6,900	13,500	—
612040	Postage, Freight, and Delivery Charges	—	—	—	—	—	200	—
612050	Compensation for Personally- Owned Automobiles	6,094	9,500	9,500	7,805	8,900	9,100	—
612080	Motor Vehicle Operating Services	170	300	300	33	200	300	—
612150	Electrical Energy	86,133	71,400	71,400	49,461	64,300	83,000	—
612160	Natural Gas	8,164	8,000	8,000	5,489	7,500	9,300	—
612170	Water and Water Services	40,610	206,100	206,100	46,023	181,400	174,800	—
612210	Communication Services	198,024	—	—	—	—	—	—
612240	Testing and Inspection Services	13,590	6,100	6,100	5,738	5,300	9,100	—
612330	Rental Charges	8,019	8,600	8,700	8,610	7,900	8,600	—
612410	Governmental Service Charges	16,887	18,400	18,400	14,600	18,400	17,700	—
612420	Maintenance of Grounds and Pavements	659,547	668,300	299,700	299,365	289,500	622,300	—
612430	Payments for Professional Services	474,149	470,500	154,000	153,767	153,300	583,500	—
612490	Contractual Services, N.O.C.	170,554	227,500	178,700	178,539	171,800	189,100	—
612520	Waste Material Disposal Charges	8,269,528	9,310,000	9,945,700	9,933,572	8,420,300	9,182,200	—
612590	Sludge Disposal	—	4,100,000	4,100,000	4,100,000	3,700,000	4,100,000	—
612600	Repairs to Collection Facilities	813,566	1,187,200	928,200	928,125	928,200	1,156,700	—
612620	Repairs to Waterway Facilities	39,634	47,900	41,900	41,760	41,800	72,400	—
612650	Repairs to Process Facilities	11,175	14,800	14,800	14,800	13,400	34,000	—
612680	Repairs to Buildings	16,064	23,000	17,600	17,500	17,600	18,000	—
612760	Repairs to Material Handling and Farming Equipment	224,697	239,500	239,500	230,275	227,500	230,500	—
612780	Safety Repairs and Services	5,605	14,400	14,400	14,383	13,400	16,500	—
612790	Repairs to Marine Equipment	66,537	65,000	65,000	65,000	62,400	66,500	—
612820	Computer Software Maintenance	9,177	7,500	8,400	8,396	8,400	9,000	—
612860	Repairs to Vehicle Equipment	57,431	54,500	53,100	53,100	48,000	49,500	—



101 66000	Fund: Corporate Department: Maintenance & Operations Division: General	LINE ITEM ANALYSIS						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
612990	Repairs, N.O.C.	1,150	3,500	3,500	2,836	3,100	3,000	—
200	TOTAL CONTRACTUAL SERVICES	11,206,238	16,772,400	16,403,400	16,186,968	14,402,000	16,663,400	—
623070	Electrical Parts and Supplies	7,039	17,000	12,000	9,370	12,000	17,000	—
623090	Plumbing Accessories and Supplies	8,475	15,000	17,000	16,515	15,800	30,500	—
623110	Hardware	1,485	2,000	2,000	700	1,800	2,000	—
623130	Buildings, Grounds, Paving Materials, and Supplies	30,570	34,000	24,500	21,373	23,400	33,500	—
623250	Vehicle Parts and Supplies	60,623	82,000	98,800	98,098	70,800	82,000	—
623270	Mechanical Repair Parts	69,824	157,800	142,800	102,641	135,200	144,300	—
623300	Manhole Materials	6,045	25,000	25,000	23,743	23,000	5,000	—
623520	Office, Printing, and Photo Supplies, Equipment, and Furniture	6,157	4,000	5,600	5,275	3,500	10,000	—
623530	Farming Supplies	3,400	4,000	4,000	2,966	3,500	4,000	—
623560	Processing Chemicals	182,001	247,000	267,000	253,697	214,500	232,000	—
623660	Cleaning Supplies	500	500	500	500	500	500	—
623680	Tools and Supplies	15,322	18,300	18,300	16,382	17,500	18,300	—
623700	Wearing Apparel	536	3,500	3,500	—	3,000	3,500	—
623780	Safety and Medical Supplies	8,598	8,000	8,000	5,258	6,400	8,000	—
623810	Computer Supplies	48	1,400	1,400	941	1,300	13,400	—
623820	Fuel	191,706	179,100	179,100	178,596	132,600	174,500	—
623860	Lubricants	1,900	1,500	1,700	1,615	1,700	2,000	—
623990	Materials and Supplies, N.O.C.	95,066	32,300	32,300	26,307	28,800	22,400	—
300	TOTAL MATERIALS AND SUPPLIES	689,293	832,400	843,500	763,976	695,300	802,900	—
634760	Material Handling and Farming Equipment	—	50,000	26,000	—	—	6,500	—
634790	Marine Equipment	—	80,000	80,000	78,500	78,500	—	—
634810	Computer Equipment	—	—	—	—	—	—	—
634860	Vehicle Equipment	—	320,000	319,200	319,168	319,200	351,000	—
634970	Testing and Laboratory Equipment	22,589	—	—	—	—	—	—
634990	Machinery & Eqpt NOC	—	—	6,200	6,150	6,200	—	—
400	TOTAL MACHINERY AND EQUIPMENT	22,589	450,000	431,400	403,818	403,900	357,500	—
TOTAL GENERAL DIVISION		\$ 24,143,152	\$ 31,771,800	\$ 31,366,700	\$ 26,719,756	\$ 28,724,400	\$ 31,680,800	\$ —

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				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
<b>601</b>	<b>Executive Office</b>					
EX14	Director of Maintenance & Operations	1	1		1	
EX06	Secretary to Officer	1	1		1	
TOTAL 601	Executive Office	2	2	376,864	2	376,865
<b>611</b>	<b>General Division Executive Office</b>					
HP22	Assistant Director of Maintenance & Operations	1	1		1	
HP11	Administrative Specialist	1	1		1	
TOTAL 611	General Division Executive Office	2	2	242,050	2	294,022
<b>620</b>	<b>Administrative Section</b>					
<b>621</b>	<b>Administrative Unit</b>					
HP18	Supervising Budget & Management Analyst	1	1		1	
HP16	Senior Budget & Management Analyst	1	1		1	
HP14	Budget & Management Analyst	2	2		2	
TOTAL 621	Administrative Unit	4	4	479,163	4	484,121
TOTAL 620	Administrative Section	4	4	479,163	4	484,121
<b>630</b>	<b>Waterways Control Section</b>					
<b>631</b>	<b>Administrative Unit</b>					
HP20	Managing Engineer	1	1		1	
TOTAL 631	Administrative Unit	1	1	200,508	1	166,379
<b>633</b>	<b>Channel Control Unit</b>					
NR6271	Systems Dispatcher	4	5		5	
TOTAL 633	Channel Control Unit	4	5	597,688	5	611,104
<b>634</b>	<b>Channel Maintenance Unit</b>					
	(* Number of positions budgeted and funded by the Stormwater Management Fund appears below position count)					
HP18	Principal Engineer	— (*1)	— (*1)		— (*1)	
HP17	Senior Civil Engineer	—	—		—	

Fund: Corporate Dept: Maintenance & Operations Division: General		POSITION ANALYSIS				
		2018	2019		2020	
					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 634	Channel Maintenance Unit	—	—	—	—	—
TOTAL	Stormwater Management Fund Positions	(*2)	(*2)		(*2)	
<b>635</b>	<b>Lockport Powerhouse Unit</b>					
NR7394	Powerhouse Mechanic Leadman	1	1		1	
NR7393	Powerhouse Mechanic	1	1		1	
TOTAL 635	Lockport Powerhouse Unit	2	2	247,728	2	253,302
<b>636</b>	<b>Boat Operations Unit</b>					
	(* Number of positions budgeted and funded by the Stormwater Management Fund appears below position count)					
HP14	Engineering Technician V	— (*1)	— (*2)		— (*2)	
HP14	Engineering Technician V #4	— (*1)	—		—	
HP12	Engineering Technician IV	— (*1)	— (*2)		— (*2)	
HP12	Engineering Technician IV #4	— (*1)	—		—	
NR8650	Maintenance Laborer Class A Shift	— (*2)	— (*2)		— (*2)	
TOTAL 636	Boat Operations Unit	—	—	—	—	—
TOTAL	Stormwater Management Fund Positions	(*6)	(*6)		(*6)	
<b>639</b>	<b>Channel Maintenance Unit (formerly Stickney Service Area Channel Maintenance Unit)</b>					
	(* 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 639	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				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
<b>670</b>	<b>Collection System Section</b>					
<b>679</b>	<b>Collection System Unit</b>					
	(* Number of positions budgeted and funded by the Stormwater Management Fund appears below position count)					
HP17	Senior Engineer	1	1		1	
HP15	Associate Civil Engineer	1	—		—	
HP15	Associate Civil Engineer #1	—	1		—	
HP14	Engineering Technician V	5	6		6	
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 679	Collection System Unit	34	35	3,140,078	34	3,078,002
TOTAL	Stormwater Management Fund Positions	(*6)	(*6)		(*6)	
TOTAL 670	Collection System Section	34	35	3,140,078	34	3,078,002
TOTAL	Stormwater Management Fund Positions	(*6)	(*6)		(*6)	
TOTAL 630	Waterways Control Section	41	43	4,186,003	42	4,108,787
TOTAL	Stormwater Management Fund Positions	(*18)	(*18)		(*18)	
<b>640</b>	<b>Technical Administration Section</b>					
<b>641</b>	<b>Technical Administration Unit</b>					
HP20	Managing Engineer	1	1		1	
TOTAL 641	Technical Administration Unit	1	1	200,508	1	166,379
<b>642</b>	<b>Contract Administration Unit - MOB</b>					
HP18	Principal Engineer	1	1		1	
HP17	Senior Mechanical Engineer	1	1		1	
HP15	Associate Civil Engineer	1	1		1	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	1		1	
TOTAL 642	Contract Administration Unit - MOB	4	4	498,301	4	498,301

Fund: Corporate Dept: Maintenance & Operations Division: General		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
<b>643</b>	<b>Technical Services Unit</b>					
HP17	Senior Engineer	1	1		1	
HP15	Associate Civil Engineer	1	1		1	
TOTAL 643	Technical Services Unit	2	2	242,717	2	248,479
<b>644</b>	<b>Construction Design Unit</b>					
HP18	Principal Engineer	1	1		1	
TOTAL 644	Construction Design Unit	1	1	159,047	1	159,047
TOTAL 640	Technical Administration Section	8	8	1,100,573	8	1,072,206
<b>650</b>	<b>Solids Management Section</b>					
<b>651</b>	<b>Solids Administration Unit</b>					
HP20	Managing Engineer	1	1		1	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	1		1	
TOTAL 651	Solids Administration Unit	2	2	270,789	2	279,322
<b>652</b>	<b>Solids Field Operations Unit</b>					
HP18	Principal Engineer	1	1		1	
HP17	Senior Engineer	1	1		1	
HP15	Associate Civil Engineer	—	1		1	
HP14	Engineering Technician V	3	3		4	
HP14	Engineering Technician V #4	2	2		1	
HP12	Engineering Technician IV	3	3		3	
HP11	Engineering Technician III	1	1		1	
TOTAL 652	Solids Field Operations Unit	11	12	1,246,412	12	1,233,419
<b>653</b>	<b>Solids Operations Administration Unit</b>					
HP17	Senior Engineer	1	1		1	
HP15	Associate Civil Engineer	1	1		1	
HP12	Engineering Technician IV #4	1	1		1	
NR8651	Maintenance Laborer Class A	—	1		1	
NR8652	Maintenance Laborer Class B	1	—		—	

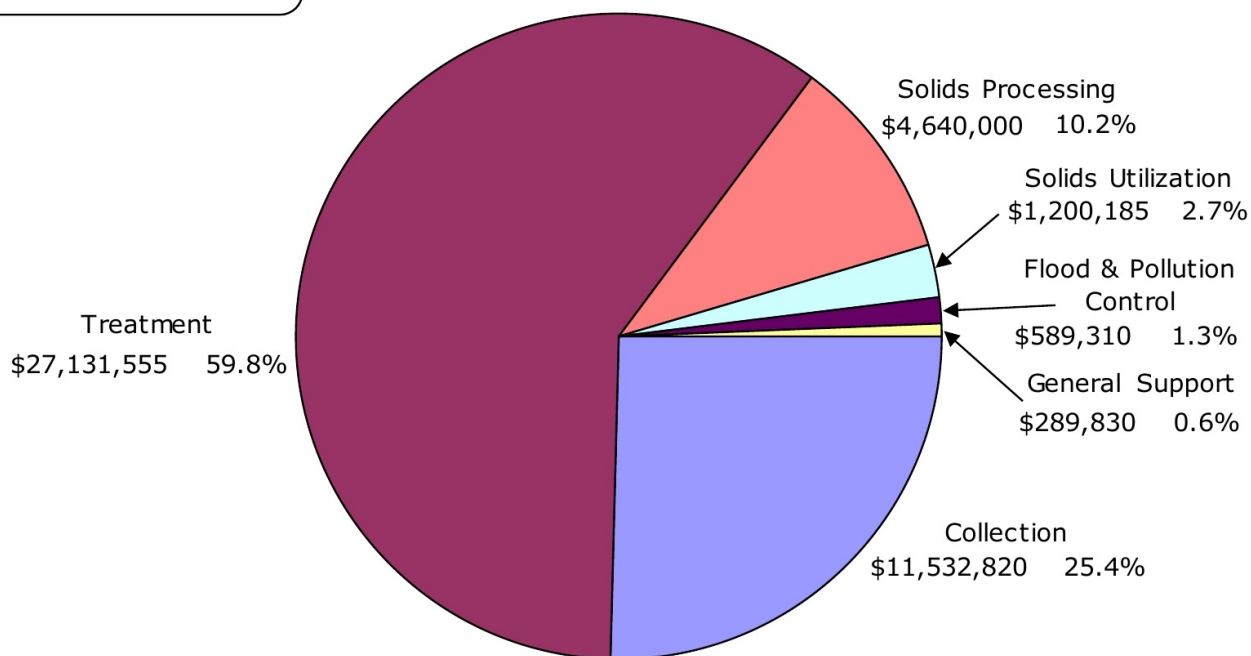
Fund: Corporate Dept: Maintenance & Operations Division: General		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
NR8652	Maintenance Laborer Class B #1	—	1		—	
TOTAL 653	Solids Operations Administration Unit	4	5	493,447	4	439,242
<b>654</b>	<b>Fulton County Field Operations Unit</b>					
HP12	Agricultural Technician II	1	1		1	
HP11	Agricultural Technician I	1	1		1	
HP11	Administrative Specialist	1	1		—	
TOTAL 654	Fulton County Field Operations Unit	3	3	215,342	2	156,208
TOTAL 650	Solids Management Section	20	22	2,225,990	20	2,108,191
<b>660</b>	<b>Site Remediation Section</b>					
<b>661</b>	<b>Site Remediation Unit</b>					
HP20	Engineer of Site Remediation	1	1		1	
HP17	Site Remediation Specialist	1	1		1	
TOTAL 661	Site Remediation Unit	2	2	330,295	2	338,827
TOTAL 660	Site Remediation Section	2	2	330,295	2	338,827
<b>681</b>	<b>Asset Management Section</b>					
HP20	Managing Engineer	1	1		1	
HP18	Principal Electrical Engineer	1	1		1	
HP18	Principal Engineer	1	1		1	
HP18	Principal Mechanical Engineer	3	3		3	
HP17	Senior Electrical Engineer	4	5		5	
HP17	Senior Engineer	—	1		1	
HP17	Senior Mechanical Engineer	4	4		4	
HP15	Associate Electrical Engineer	6	7		7	
HP15	Associate Mechanical Engineer	4	5		5	
HP14	Assistant Mechanical Engineer	2	2		3	
HP14	Assistant Mechanical Engineer #2 (Engineering Technician IV) (New Grade HP12)	1	1		—	

Fund: Corporate Dept: Maintenance & Operations Division: General		POSITION ANALYSIS				
		2018	2019		2020	
					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	1		2	
TOTAL 681	Asset Management Section	28	32	4,092,628	33	4,096,778
TOTAL	Maintenance & Operations General Division	107	115	13,033,567	113	12,879,796
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. Dollar amounts may not add up due to rounding.						

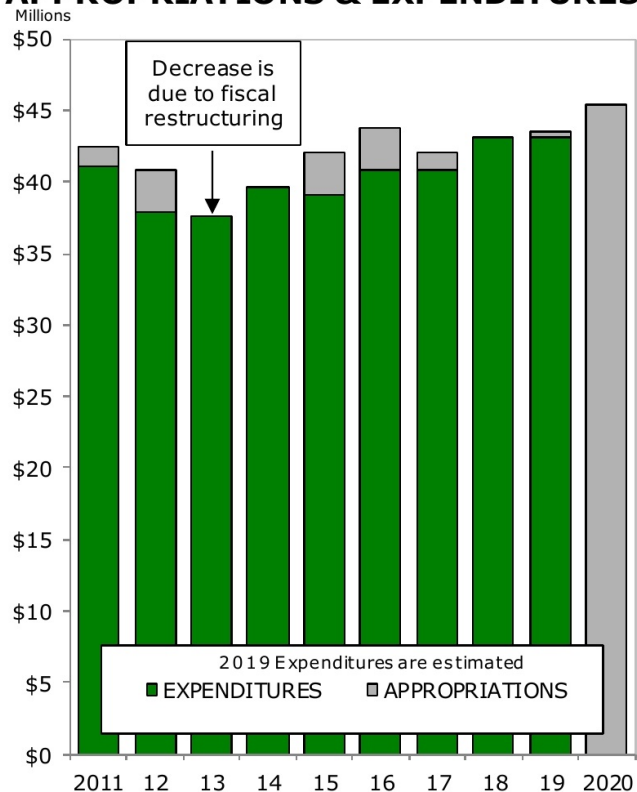
## MAINTENANCE & OPERATIONS – NORTH SERVICE AREA

2020	\$45,383,700
2019	\$43,582,000
Increase	\$1,801,700

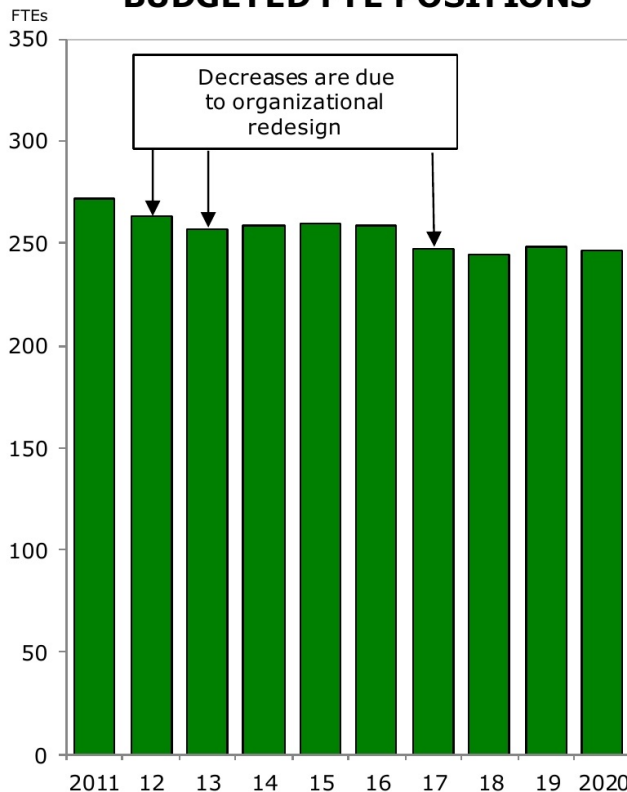
### FUNCTIONS



### APPROPRIATIONS & EXPENDITURES

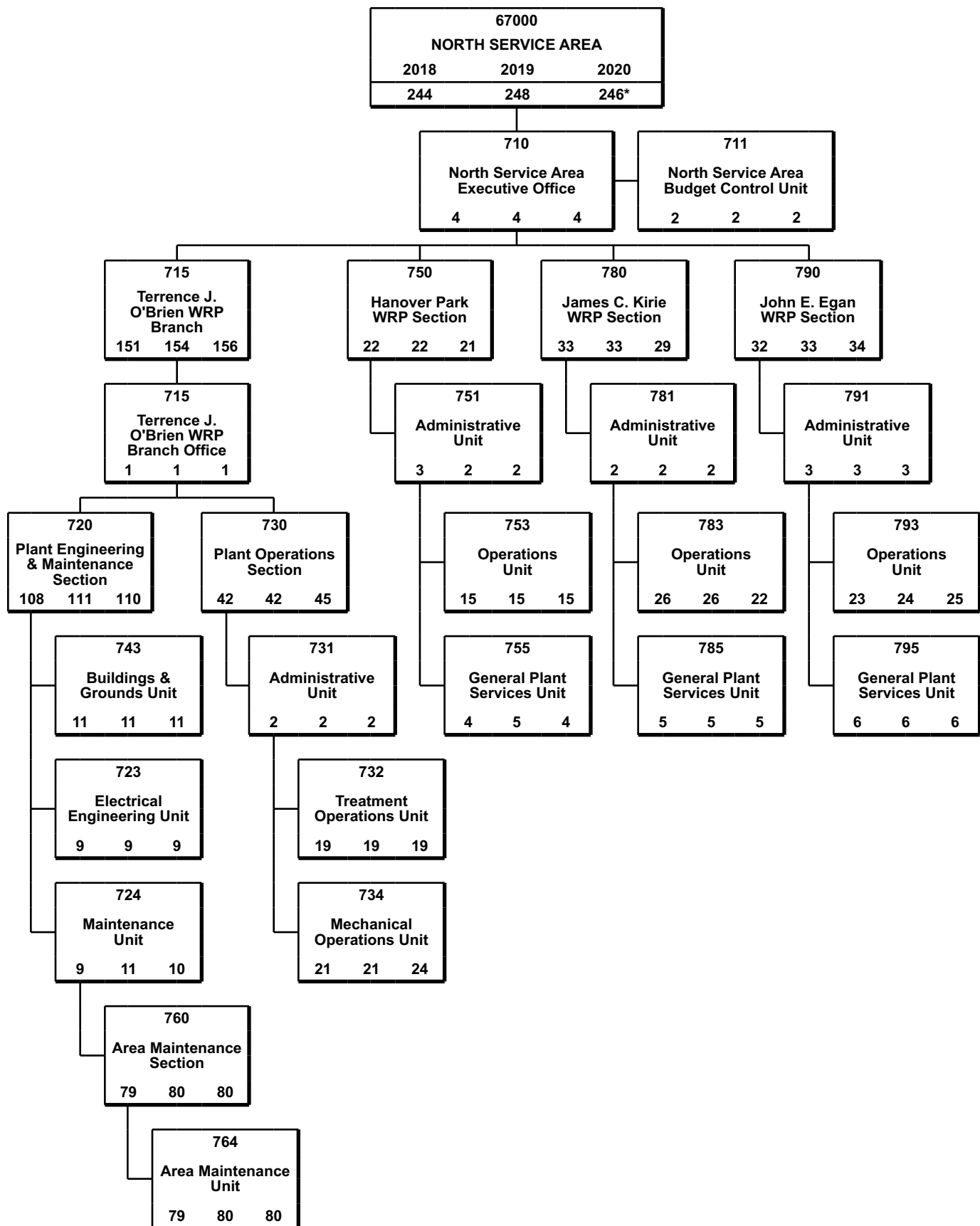


### BUDGETED FTE POSITIONS

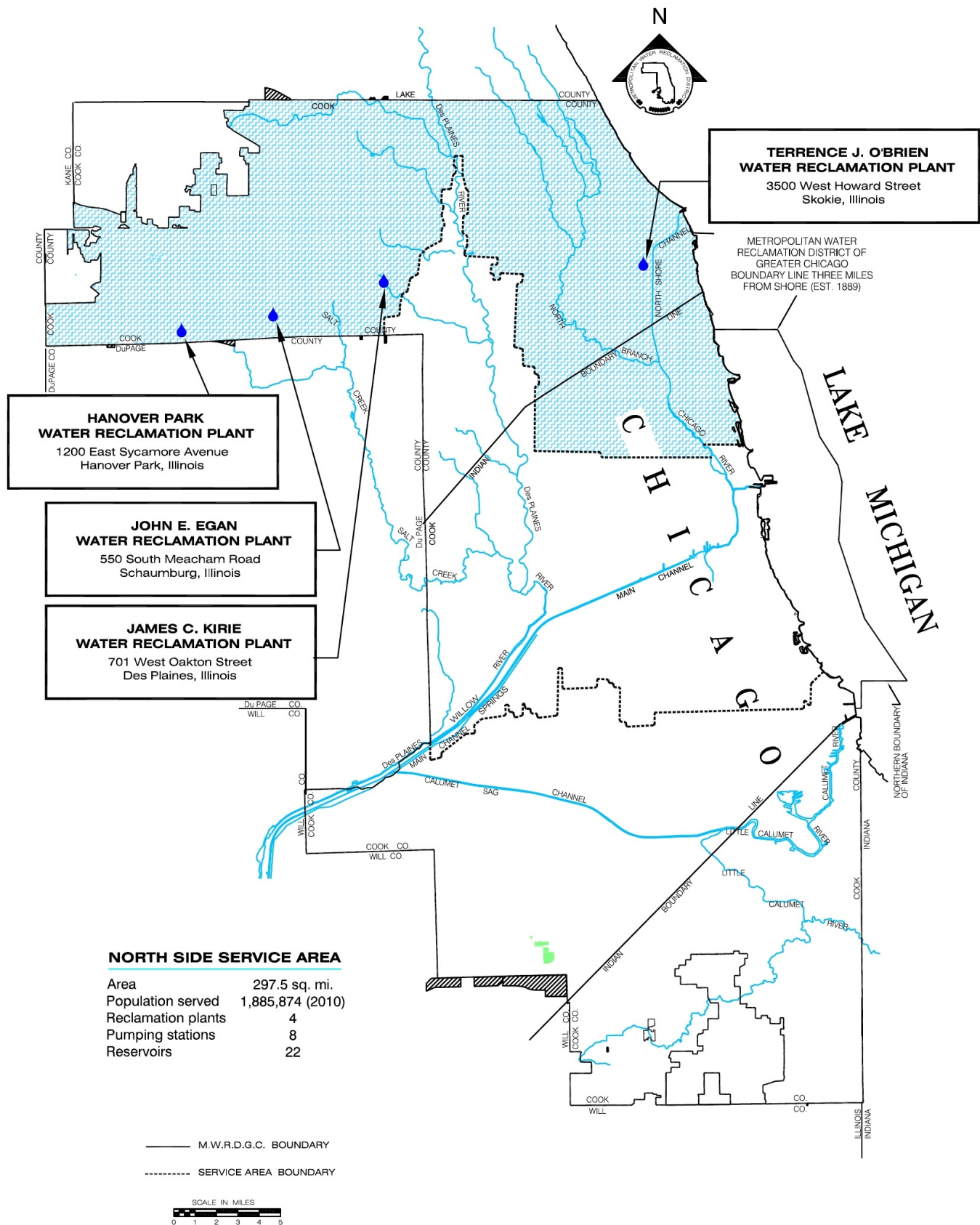




# MAINTENANCE & OPERATIONS - NORTH SERVICE AREA



\* In 2020, 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 115.2 billion gallons of wastewater through its treatment facilities and a contract agreement with the Fox River Water Reclamation District.				\$38,664,375	85.2%
	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 59,800 dry tons and process 13,800 dry tons of concentrated sewage through various systems including heated digestion, centrifuging, concentration, and centrifuge cake in lagoons at CALSMA** and LASMA**.				\$ 4,640,000	10.2%
3. SOLIDS UTILIZATION: The North Service Area will provide support to utilize 1,000 dry tons of biosolids for the Fischer Farm in Hanover Park and other agricultural applications.				\$ 1,200,185	2.7%
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.				\$ 589,310	1.3%
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.				\$ 289,830	0.6%
Totals				\$45,383,700	100.0%
**CALSMA - Calumet Solids Management Area and LASMA - Lawndale Avenue Solids Management Area					

MEASURABLE GOALS:		2018	2019	2020
	Unit of Measure	Actual	Estimated	Proposed
1. The North Service Area will collect and treat approximately 115.2 billion gallons of wastewater in 2020.	Billion Gallons	122.4	115.2	115.2
2. The North Service Area will remove 59,800 dry tons and process 13,800 dry tons of concentrated sewage.	Dry Tons Process Solids	13,598	13,811	13,800
3. The North Service Area will obtain 100 percent permit compliance in 2020 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 1,000 dry tons of biosolids in 2020.	Dry Tons	993	1,000	1,000

**67000 M&O - NORTH SERVICE AREA****OBJECTIVES AND PROGRAM SUMMARY**

PROGRAMS BY PRIORITY:			2018	Budgeted		Change	
Number	Name	Actual		FTEs	Dollars	Dollars	Percent
1000	Collection	\$11,552,228	2020	68	\$ 11,532,820	\$ 429,275	3.9
			2019	67	\$ 11,103,545		
1100	Surface Interceptor Systems	\$ 363,734	2020	3	\$ 327,200	\$ 3,800	1.2
			2019	3	\$ 323,400		
1200	Tunnel and Reservoir System	\$ 2,160,637	2020	13	\$ 1,471,300	\$ (43,500)	(2.9)
			2019	14	\$ 1,514,800		
1300	Pumping Station Facilities	\$ 4,600,418	2020	27	\$ 5,049,800	\$ 326,700	6.9
			2019	25	\$ 4,723,100		
1900	Collection - Indirect Costs	\$ 4,427,439	2020	25	\$ 4,684,520	\$ 142,275	3.1
			2019	25	\$ 4,542,245		
2000	Treatment	\$24,681,582	2020	151	\$ 26,769,755	\$ 1,564,525	6.2
			2019	153	\$ 25,205,230		
2000	Pre-Treatment	\$ 983,158	2020	7	\$ 836,600	\$ 18,600	2.3
			2019	7	\$ 818,000		
2100	Primary Treatment	\$ 576,700	2020	6	\$ 618,100	\$ 12,800	2.1
			2019	6	\$ 605,300		
2200	Secondary Treatment	\$ 8,361,098	2020	44	\$ 8,938,300	\$ 856,200	10.6
			2019	44	\$ 8,082,100		
2300	Tertiary Treatment	\$ 1,470,393	2020	11	\$ 1,665,600	\$ (239,400)	(12.6)
			2019	11	\$ 1,905,000		
2900	Treatment - Indirect Costs	\$13,290,233	2020	83	\$ 14,711,155	\$ 916,325	6.6
			2019	85	\$ 13,794,830		
a) Increase is due to the increased demand for electrical energy at the pumping stations to accommodate the increase of wet weather events (\$325,000).							
b) Increase is due to the increased demand for electrical energy (\$663,800) and final tank painting (\$200,000).							
c) Decrease is due to an extended life expectancy of the ultraviolet lamps for the O'Brien WRP's disinfection facility (\$222,200).							
d) Increase is due to the replacement of a dump truck (\$160,000), the increased demand for natural gas (\$127,800), the replacement and upgrade of gas monitoring equipment (\$125,000), the boiler service and parts contract (\$110,500), an increase to the manhours contract (\$100,100), the increased demand for electrical energy (\$90,100), pavement repair (\$89,700), and the purchase of heating, ventilation, and air conditioning coils (\$83,000).							

**67000 M&O - NORTH SERVICE AREA****OBJECTIVES AND PROGRAM SUMMARY**

PROGRAMS BY PRIORITY:		2018	Budgeted		Change	
Number	Name	Actual	FTEs	Dollars	Dollars	Percent
3000	Solids Processing	\$ 4,460,879	2020 23	\$ 4,640,000	\$ (333,500)	(6.7)
			2019 24	\$ 4,973,500		
3100	Thickening	\$ 775,729	2020 5	\$ 719,700	\$ (86,900)	(10.8)
			2019 5	\$ 806,600		
3200	Stabilization	\$ 765,386	2020 6	\$ 793,400	\$ 48,100	6.5
			2019 6	\$ 745,300		
3300	Dewatering	\$ 1,240,971	2020 6	\$ 1,269,500	\$ (286,500)	(18.4)
			2019 6	\$ 1,556,000		
3900	Solids Processing - Indirect Costs	\$ 1,678,793	2020 6	\$ 1,857,400	\$ (8,200)	(0.4)
			2019 7	\$ 1,865,600		
4000	Flood & Pollution Control	\$ 615,610	2020 2	\$ 589,310	\$ (8,475)	(1.4)
			2019 2	\$ 597,785		
4200	Waterways Control and Stormwater Reservoirs	\$ 336,024	2020 2	\$ 276,500	\$ (16,300)	(5.6)
			2019 2	\$ 292,800		
4400	Aeration Facilities	\$ 170,656	2020 —	\$ 185,200	\$ 12,300	7.1
			2019 —	\$ 172,900		
4900	Flood & Pollution Control - Indirect Costs	\$ 108,930	2020 —	\$ 127,610	\$ (4,475)	(3.4)
			2019 —	\$ 132,085		
5000	Solids Utilization	\$ 1,231,804	2020 1	\$ 1,200,185	\$ 137,525	12.9
			2019 1	\$ 1,062,660		
5200	Solids Distribution	\$ 172,462	2020 —	\$ 254,300	\$ 75,700	42.4
			2019 —	\$ 178,600		
5900	Solids Utilization - Indirect Costs	\$ 1,059,342	2020 1	\$ 945,885	\$ 61,825	7.0
			2019 1	\$ 884,060		
7000	General Support (excluding program number 7604)	\$ 251,816	2020 1	\$ 289,830	\$ 10,550	3.8
			2019 1	\$ 279,280		
7604	Social Security and Medicare Contributions	\$ 342,766	2020 —	\$ 361,800	\$ 1,800	0.5
			2019 —	\$ 360,000		
Totals		\$43,136,685	2020 246	\$45,383,700	\$ 1,801,700	4.1%
			2019 248	\$43,582,000		
e) Decrease is due to the cancellation of the contract for sodium carbonate, as this chemical is no longer required in the ANITA Mox process (\$182,000).						
f) Increase is due to additional acreage at the Fischer Farm in Hanover Park coming online and requiring increased biosolids injection (\$40,000) and farming services (\$36,000).						
* The 2020 position total for the North Service Area is 246, with no positions budgeted in the Stormwater Management Fund.						

**67000 M&O - NORTH SERVICE AREA****PERFORMANCE DATA**

Program Number	Measurable Activity		2018 Actual	2019 Budgeted	2020 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	90,131	85,000	85,000	
		Cost	\$ 20,046,647	\$ 20,300,806	\$ 21,725,373	a)
		Cost/Mil. Gallons	\$ 222.42	\$ 238.83	\$ 255.59	
	John E. Egan Water Reclamation Plant	Mil. Gallons	9,012	10,200	9,050	
		Cost	\$ 5,560,637	\$ 5,558,737	\$ 5,861,852	b)
		Cost/Mil. Gallons	\$ 617.03	\$ 544.97	\$ 647.72	b)
	Hanover Park Water Reclamation Plant	Mil. Gallons	3,963	3,700	3,950	
		Cost	\$ 2,679,946	\$ 2,658,740	\$ 2,711,710	
		Cost/Mil. Gallons	\$ 676.24	\$ 718.58	\$ 686.51	
	James C. Kirie Water Reclamation Plant	Mil. Gallons	17,126	14,500	15,000	
		Cost	\$ 6,393,134	\$ 6,199,492	\$ 6,285,240	
		Cost/Mil. Gallons	\$ 373.30	\$ 427.55	\$ 419.02	
	Fox River Water Reclamation District	Mil. Gallons	2,156	2,150	2,150	
		Cost	\$ 1,553,446	\$ 1,591,000	\$ 1,718,400	
		Cost/Mil. Gallons	\$ 720.52	\$ 740.00	\$ 799.26	
3000	Solids Processing					
	Remove 59,800 Dry Tons of Solids, Transfer 45,000 Dry Tons to the Stickney WRP and Process 13,800 Dry Tons from Concentrated Sewage Through Various Systems	Dry Tons	13,598	15,600	13,800	
		Cost	\$ 4,460,879	\$ 4,973,500	\$ 4,640,000	c)
		Cost/Dry Ton	\$ 328.05	\$ 318.81	\$ 336.23	
	a) Increase is due to the increased demand for electrical energy (\$729,200), final tank painting (\$200,000), gas monitoring equipment replacement and upgrade (\$125,000), the boiler service and parts contract (\$110,500), pavement repair (\$89,700), and the purchase of heating, ventilation, and air conditioning coils (\$83,000).					
	b) Increase is due to the increased demand for electrical energy (\$117,100) and natural gas (\$60,000), and the addition of a project to perform repairs to the structure of the Egan WRP's dewatering building (\$37,100).					
	c) Decrease is due to the cancellation of the contract for sodium carbonate, as this chemical is no longer required in the ANITA Mox process (\$182,000) and the reduced demand for polymer (\$95,300).					

**67000 M&O - NORTH SERVICE AREA****PERFORMANCE DATA**

Program Number	Measurable Activity		2018 Actual	2019 Budgeted	2020 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	\$ 336,024	\$ 292,800	\$ 276,500	
		Cost/Reservoir	\$ 15,273.82	\$ 13,309.09	\$ 12,568.18	
4400	Aeration Facilities	Cost	\$ 170,656	\$ 172,900	\$ 185,200	
4900	Flood & Pollution Control - Indirect Costs	Cost	\$ 108,930	\$ 132,085	\$ 127,610	
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	993	800	1,000	d)
		Cost	\$ 1,231,804	\$ 1,062,660	\$ 1,200,185	
		Cost/Dry Ton	\$ 1,240.49	\$ 1,328.33	\$ 1,200.19	
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	\$ 251,816	\$ 279,280	\$ 289,830	
7604	Social Security and Medicare Contributions	Cost	\$ 342,766	\$ 360,000	\$ 361,800	
	Division Totals		\$ 43,136,685	\$ 43,582,000	\$ 45,383,700	
d) Increase is due to additional acreage at the Fischer Farm in Hanover Park coming online and requiring increased biosolids injection (\$40,000) and farming services (\$36,000).						

Account Number	Account Name	LINE ITEM ANALYSIS						
		2018	2019				2020	
Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment		
601010	Salaries of Regular Employees	\$ 23,437,602	\$ 24,470,800	\$ 24,470,800	\$ 16,554,856	\$ 23,540,900	\$ 24,327,500	\$ —
601060	Compensation Plan Adjustments	1,308,925	1,361,200	1,361,200	1,159,884	1,361,200	1,349,900	—
601070	Social Security and Medicare Contributions	342,766	360,000	360,000	254,970	352,900	361,800	—
601100	Tuition and Training Payments	42,425	42,900	42,900	23,617	42,900	52,400	—
100	TOTAL PERSONAL SERVICES	25,131,718	26,234,900	26,234,900	17,993,327	25,297,900	26,091,600	—
612010	Travel	9,548	14,000	14,000	5,188	9,400	10,900	—
612030	Meals and Lodging	28,106	23,200	23,200	15,294	13,200	17,400	—
612050	Compensation for Personally-Owned Automobiles	21,915	19,000	19,000	12,628	15,400	22,000	—
612080	Motor Vehicle Operating Services	96	1,000	900	120	400	500	—
612150	Electrical Energy	8,253,330	7,088,800	7,088,800	5,214,503	7,588,800	8,260,700	—
612160	Natural Gas	669,175	475,500	505,500	454,543	484,100	678,100	—
612170	Water and Water Services	71,549	75,800	75,800	49,281	67,000	75,800	—
612210	Communication Services	210,401	—	—	—	—	—	—
612240	Testing and Inspection Services	26,526	42,200	42,200	40,806	29,600	43,700	—
612330	Rental Charges	2,231	3,000	3,000	2,000	2,600	2,400	—
612410	Governmental Service Charges	3,558,121	3,438,500	3,438,500	2,752,110	3,438,500	3,693,300	—
612420	Maintenance of Grounds and Pavements	13,511	112,600	49,700	45,373	37,600	115,100	—
612490	Contractual Services, N.O.C.	3,446	3,400	3,400	1,672	500	1,500	—
612520	Waste Material Disposal Charges	509,450	514,800	509,800	509,278	509,800	569,600	—
612530	Farming Services	20,000	24,000	18,200	18,200	18,200	60,000	—
612600	Repairs to Collection Facilities	20,460	74,100	386,300	372,650	360,000	90,300	—
612650	Repairs to Process Facilities	1,146,372	1,138,700	1,263,900	1,263,822	1,178,700	1,663,200	—
612680	Repairs to Buildings	160,839	208,700	294,300	281,566	210,000	320,900	—
612760	Repairs to Material Handling and Farming Equipment	14,787	24,400	24,400	20,277	20,000	27,700	—
612780	Safety Repairs and Services	72,108	85,000	85,000	85,000	75,000	85,000	—
612860	Repairs to Vehicle Equipment	27,050	8,000	27,800	27,799	13,800	16,000	—
200	TOTAL CONTRACTUAL SERVICES	14,839,020	13,374,700	13,873,700	11,172,107	14,072,600	15,754,100	—
623030	Metals	11,412	10,000	9,000	8,717	9,000	10,000	—
623070	Electrical Parts and Supplies	1,005,448	1,211,200	1,181,200	1,153,659	1,181,200	1,048,500	—
623090	Plumbing Accessories and Supplies	132,608	155,400	225,400	199,209	155,400	173,900	—
623130	Buildings, Grounds, Paving Materials, and Supplies	17,160	20,100	28,100	24,319	24,100	21,600	—
623190	Paints, Solvents, and Related Materials	441	1,400	1,400	1,064	1,400	2,300	—



101 67000	Fund: Corporate Department: Maintenance & Operations Division: North Service Area	LINE ITEM ANALYSIS						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
623250	Vehicle Parts and Supplies	16,492	12,000	14,000	13,791	14,000	12,000	—
623270	Mechanical Repair Parts	613,233	681,400	816,500	765,920	600,000	745,000	—
623520	Office, Printing, and Photo Supplies, Equipment, and Furniture	16,362	13,800	12,000	11,562	12,000	14,300	—
623560	Processing Chemicals	1,069,398	1,315,700	1,227,900	1,186,239	1,227,900	998,900	—
623570	Laboratory Testing Supplies, Small Equipment, and Chemicals	18,699	25,600	24,000	22,724	23,700	27,100	—
623680	Tools and Supplies	80,797	66,900	76,900	75,174	76,900	59,500	—
623780	Safety and Medical Supplies	12,415	12,000	12,000	9,738	12,000	14,000	—
623800	Computer Software	—	21,000	21,000	18,806	17,900	4,500	—
623810	Computer Supplies	8,662	25,000	29,500	28,189	25,500	13,200	—
623820	Fuel	15,942	13,700	13,700	13,109	13,700	16,000	—
623850	Communications Supplies	—	15,000	15,000	14,782	14,800	15,000	—
623860	Lubricants	3,763	3,000	3,700	3,240	2,000	3,000	—
623990	Materials and Supplies, N.O.C.	6,092	6,500	6,500	6,284	6,500	6,200	—
300	TOTAL MATERIALS AND SUPPLIES	3,028,924	3,609,700	3,717,800	3,556,528	3,418,000	3,185,000	—
634600	Equipment for Collection Facilities	44,118	60,000	51,700	50,476	50,500	40,000	—
634650	Equipment for Process Facilities	92,905	97,700	152,900	149,505	106,500	115,000	—
634760	Material Handling and Farming Equipment	—	—	—	—	—	38,000	—
634810	Computer Equipment	—	140,000	138,100	138,066	138,100	—	—
634860	Vehicle Equipment	—	65,000	65,600	65,571	65,000	160,000	—
400	TOTAL MACHINERY AND EQUIPMENT	137,023	362,700	408,300	403,618	360,100	353,000	—
TOTAL NORTH SERVICE AREA		\$ 43,136,685	\$ 43,582,000	\$ 44,234,700	\$ 33,125,580	\$ 43,148,600	\$ 45,383,700	\$ —

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.

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				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
<b>710</b>	<b>North Service Area Executive Office</b>					
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 710	North Service Area Executive Office	4	4	641,326	4	641,326
<b>711</b>	<b>North Service Area Budget Control Unit</b>					
HP16	Senior Budget & Management Analyst	1	1		1	
HP14	Budget & Management Analyst	1	1		1	
TOTAL 711	North Service Area Budget Control Unit	2	2	205,946	2	211,390
<b>715</b>	<b>Terrence J. O'Brien Water Reclamation Plant Branch</b>					
<b>715</b>	<b>Terrence J. O'Brien Water Reclamation Plant Branch Office</b>					
HP21	Engineer of Treatment Plant Operations I #2 (Managing Engineer) (New Grade HP20)	1	1		1	
TOTAL 715	Terrence J. O'Brien Water Reclamation Plant Branch Office	1	1	217,579	1	217,579
<b>720</b>	<b>Plant Engineering &amp; Maintenance Section</b>					
<b>743</b>	<b>Buildings &amp; Grounds Unit</b>					
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 743	Buildings & Grounds Unit	11	11	756,986	11	773,327
<b>723</b>	<b>Electrical Engineering Unit</b>					
HP15	Associate Process Control Engineer	1	1		1	
NR6251	Chief Electrical Operator	1	1		1	
NR6233	Electrical Operator II	5	5		5	
NR6232	Electrical Operator I	2	2		2	
TOTAL 723	Electrical Engineering Unit	9	9	914,822	9	933,397

Fund: Corporate Dept: Maintenance & Operations Division: North Service Area		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
<b>724</b>	<b>Maintenance Unit</b>					
HP19	Master Mechanic II	1	—		—	
HP19	Master Mechanic	—	1		1	
HP18	Principal Electrical Engineer	—	—		1	
HP17	Assistant Master Mechanic	4	4		4	
HP17	Senior Electrical Engineer	2	2		1	
HP15	Associate Process Control Engineer	—	1		1	
HP14	Assistant Electrical Engineer	1	1		1	
HP12	Engineering Technician IV	—	1		—	
HP11	Administrative Specialist	1	1		1	
TOTAL 724	Maintenance Unit	9	11	1,347,462	10	1,273,147
<b>760</b>	<b>Area Maintenance Section</b>					
<b>764</b>	<b>Area Maintenance Unit</b>					
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	14		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				
		2018	2019		2020	
					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 764	Area Maintenance Unit	79	80	8,117,658	80	8,279,461
TOTAL 760	Area Maintenance Section	79	80	8,117,658	80	8,279,461
TOTAL 720	Plant Engineering & Maintenance Section	108	111	11,136,929	110	11,259,331
<b>730</b>	<b>Plant Operations Section</b>					
<b>731</b>	<b>Administrative Unit</b>					
HP19	Assistant Engineer of Treatment Plant Operations II #2 (Principal Engineer) (New Grade HP18)	1	1		—	
HP18	Principal Engineer	—	—		1	
HP14	Assistant Civil Engineer	—	—		—	
HP12	Engineering Technician IV	1	1		1	
TOTAL 731	Administrative Unit	2	2	260,957	2	223,981
<b>732</b>	<b>Treatment Operations Unit</b>					
HP16	Treatment Plant Operator III	1	1		1	
HP14	Treatment Plant Operator II	8	8		8	
HP12	Treatment Plant Operator I	4	4		4	
NR8650	Maintenance Laborer Class A Shift	4	4		4	
NR8651	Maintenance Laborer Class A	2	2		2	
TOTAL 732	Treatment Operations Unit	19	19	1,706,588	19	1,726,506
<b>734</b>	<b>Mechanical Operations Unit</b>					
HP17	Chief Operating Engineer I	1	1		1	
HP16	Assistant Chief Operating Engineer	1	1		1	
NR6810	Fireman-Oiler	6	6		6	
NR6810	Fireman-Oiler #1	—	—		3	

Fund: Corporate Dept: Maintenance & Operations Division: North Service Area		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
NR6832	Operating Engineer II	8	8		8	
NR6831	Operating Engineer I	5	5		5	
TOTAL 734	Mechanical Operations Unit	21	21	2,164,208	24	2,477,581
TOTAL 730	Plant Operations Section	42	42	4,131,753	45	4,428,068
TOTAL 715	Terrence J. O'Brien Water Reclamation Plant Branch	151	154	15,486,261	156	15,904,978
<b>750</b>	<b>Hanover Park Water Reclamation Plant Section</b>					
<b>751</b>	<b>Administrative Unit</b>					
HP20	Managing Engineer	1	1		1	
HP19	Assistant Engineer of Treatment Plant Operations II #2 (Principal Engineer) (New Grade HP18)	1	—		—	
HP11	Administrative Specialist	1	1		1	
TOTAL 751	Administrative Unit	3	2	273,386	2	273,386
<b>753</b>	<b>Operations Unit</b>					
HP17	Senior Engineer	1	—		1	
HP17	Senior Mechanical Engineer	—	1		—	
HP16	Treatment Plant Operator III	1	1		1	
HP14	Treatment Plant Operator II	6	6		7	
HP14	Treatment Plant Operator II #4	1	1		—	
HP12	Treatment Plant Operator I	5	5		5	
NR6810	Fireman-Oiler	1	1		1	
TOTAL 753	Operations Unit	15	15	1,433,815	15	1,431,006
<b>755</b>	<b>General Plant Services Unit</b>					
HP14	Engineering Technician V	1	1		1	
NR8651	Maintenance Laborer Class A	1	2		2	
NR8652	Maintenance Laborer Class B	2	1		1	
NR8652	Maintenance Laborer Class B #1	—	1		—	
TOTAL 755	General Plant Services Unit	4	5	379,467	4	323,382
TOTAL 750	Hanover Park Water Reclamation Plant Section	22	22	2,086,668	21	2,027,774

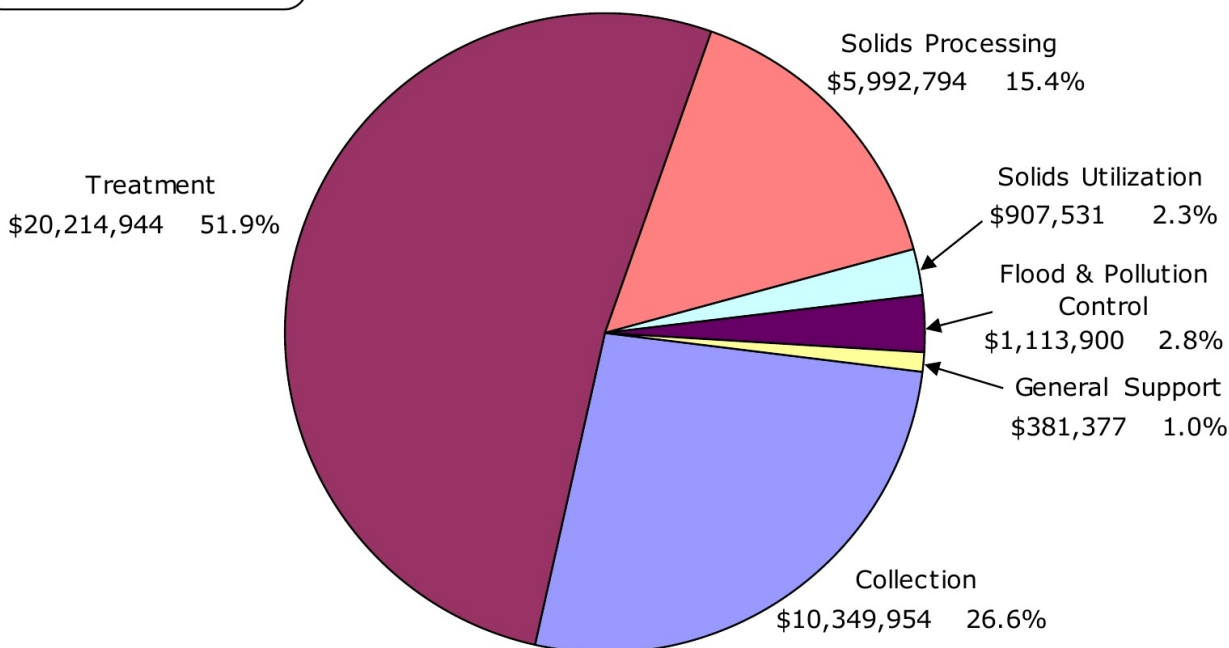
Fund: Corporate Dept: Maintenance & Operations Division: North Service Area		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
<b>780</b>	<b>James C. Kirie Water Reclamation Plant Section</b>					
<b>781</b>	<b>Administrative Unit</b>					
HP20	Managing Engineer	1	1		1	
HP11	Administrative Specialist	1	1		1	
TOTAL 781	Administrative Unit	2	2	242,577	2	254,545
<b>783</b>	<b>Operations Unit</b>					
HP17	Senior Engineer	1	1		1	
HP16	Assistant Chief Operating Engineer	1	1		1	
HP16	Treatment Plant Operator III	1	1		1	
HP14	Treatment Plant Operator II	6	6		7	
HP14	Treatment Plant Operator II #4	1	1		—	
HP12	Treatment Plant Operator I	4	4		2	
NR6810	Fireman-Oiler	2	2		1	
NR8650	Maintenance Laborer Class A Shift	4	3		3	
NR8650	Maintenance Laborer Class A Shift #1	—	1		—	
NR6831	Operating Engineer I	6	6		6	
TOTAL 783	Operations Unit	26	26	2,536,325	22	2,228,886
<b>785</b>	<b>General Plant Services Unit</b>					
HP14	Engineering Technician V	1	1		1	
NR8651	Maintenance Laborer Class A	3	3		3	
NR8652	Maintenance Laborer Class B	1	1		1	
TOTAL 785	General Plant Services Unit	5	5	398,823	5	405,521
TOTAL 780	James C. Kirie Water Reclamation Plant Section	33	33	3,177,725	29	2,888,952
<b>790</b>	<b>John E. Egan Water Reclamation Plant Section</b>					
<b>791</b>	<b>Administrative Unit</b>					
HP20	Managing Engineer	1	1		1	
HP18	Principal Engineer	1	1		1	

Fund: Corporate Dept: Maintenance & Operations Division: North Service Area		POSITION ANALYSIS				
		2018	2019		2020	
					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		1	
TOTAL 791	Administrative Unit	3	3	422,866	3	432,433
<b>793</b>	<b>Operations Unit</b>					
HP16	Assistant Chief Operating Engineer	1	1		1	
HP16	Treatment Plant Operator III	1	1		1	
HP14	Treatment Plant Operator II	7	7		7	
HP14	Treatment Plant Operator II #1	—	—		1	
HP12	Treatment Plant Operator I	4	4		4	
NR6810	Fireman-Oiler	2	2		2	
NR8650	Maintenance Laborer Class A Shift	—	1		1	
NR8651	Maintenance Laborer Class A	1	1		1	
NR6832	Operating Engineer II	1	1		1	
NR6831	Operating Engineer I	6	6		6	
TOTAL 793	Operations Unit	23	24	2,245,646	25	2,346,719
<b>795</b>	<b>General Plant Services Unit</b>					
NR8331	Laborer Foreman	1	1		1	
NR8651	Maintenance Laborer Class A	4	4		4	
NR8652	Maintenance Laborer Class B	1	1		1	
TOTAL 795	General Plant Services Unit	6	6	467,293	6	477,818
TOTAL 790	John E. Egan Water Reclamation Plant Section	32	33	3,135,805	34	3,256,970
TOTAL	Maintenance & Operations North Service Area	244	248	24,733,730	246	24,931,390
Note: There are no positions budgeted for the Stormwater Management Fund for 2020.						
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. Dollar amounts may not add up due to rounding.						

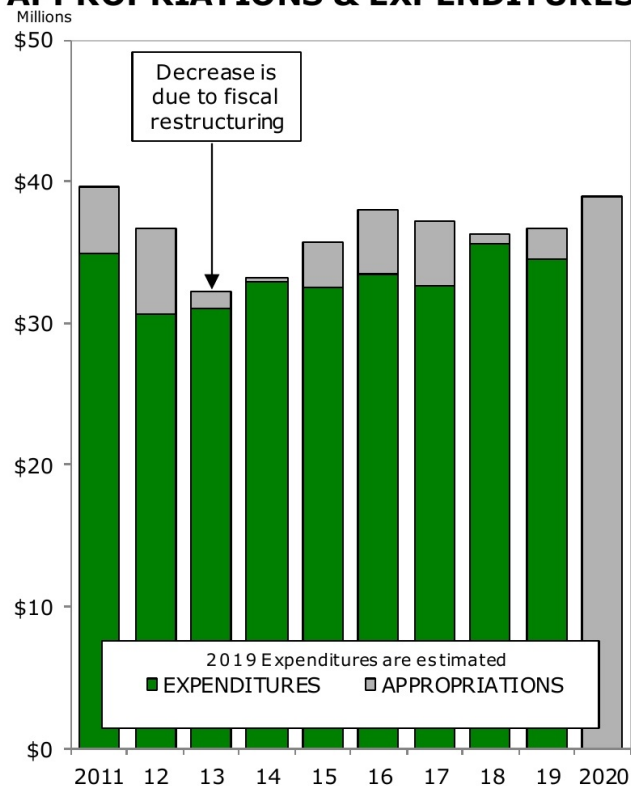
## MAINTENANCE & OPERATIONS – CALUMET SERVICE AREA

2020	\$38,960,500
2019	\$36,727,200
Increase	\$2,233,300

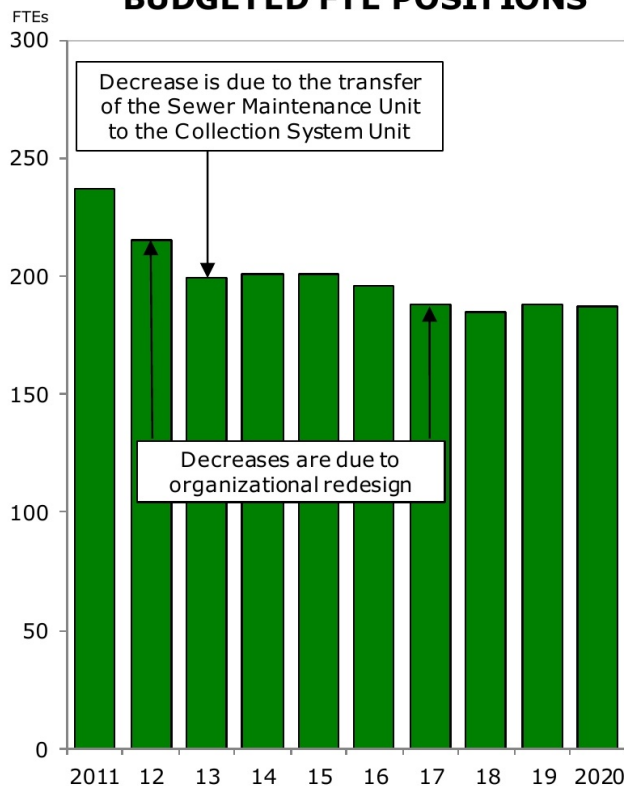
### FUNCTIONS



### APPROPRIATIONS & EXPENDITURES

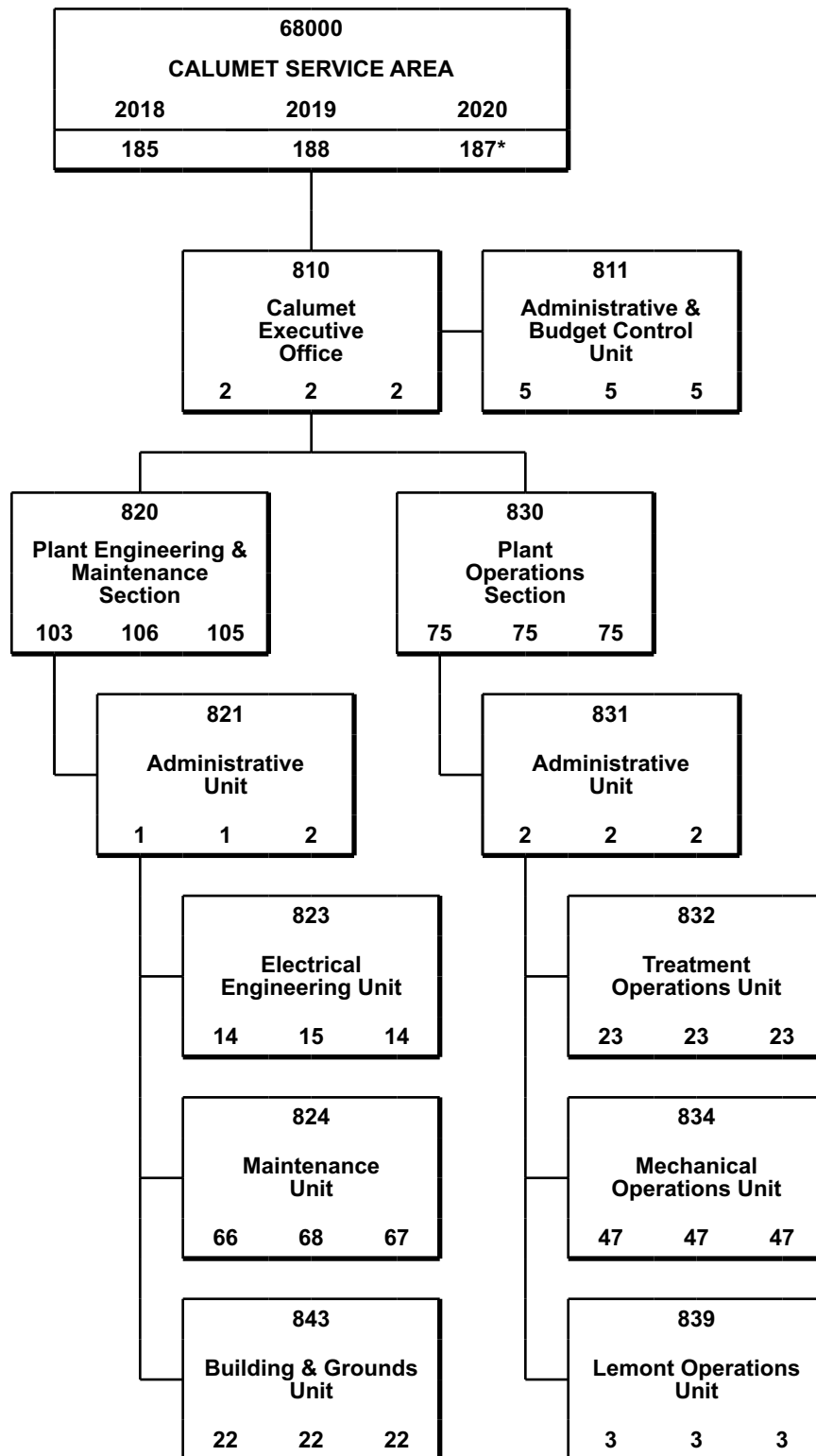


### BUDGETED FTE POSITIONS





# MAINTENANCE & OPERATIONS - CALUMET SERVICE AREA



\* In 2020, there are no positions funded by the Stormwater Management Fund.



## OBJECTIVES AND PROGRAM SUMMARY

MEASURABLE GOALS:		2018	2019	2020
	Unit of Measure	Actual	Estimated	Proposed
1. The Calumet Service Area will collect and treat approximately 96 billion gallons of wastewater in 2020.	Billion Gallons	91	96	96
2. The Calumet Service Area will remove and process solids from 35,000 dry tons of concentrated sewage.	Dry Tons Process Solids	31,387	35,000	35,000
3. The Calumet Service Area will obtain 100 percent permit compliance in 2020 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 23,000 dry tons of biosolids in 2020.	Dry Tons	11,762	23,000	23,000

**68000 M&O - CALUMET SERVICE AREA****OBJECTIVES AND PROGRAM SUMMARY**

PROGRAMS BY PRIORITY:			Budgeted		Change		
Number	Name	2018 Actual	FTEs	Dollars	Dollars	Percent	
1000	Collection	\$11,089,080	2020 56	\$ 10,349,954	\$ 387,560	3.9	
			2019 56	\$ 9,962,394			
1100	Surface Interceptor Systems	\$ 834,182	2020 4	\$ 479,600	\$ 13,800	3.0	
			2019 4	\$ 465,800			
1200	Tunnel and Reservoir System	\$ 3,593,089	2020 10	\$ 3,289,800	\$ 361,400	12.3	a)
			2019 10	\$ 2,928,400			
1300	Pumping Station Facilities	\$ 2,741,141	2020 15	\$ 2,769,300	\$ 159,600	6.1	b)
			2019 15	\$ 2,609,700			
1900	Collection - Indirect Costs	\$ 3,920,668	2020 27	\$ 3,811,254	\$ (147,240)	(3.7)	
			2019 27	\$ 3,958,494			
2000	Treatment	\$16,255,646	2020 83	\$ 19,941,144	\$ 2,120,119	11.9	
			2019 83	\$ 17,821,025			
2000	Pre-Treatment	\$ 437,192	2020 4	\$ 504,200	\$ 9,400	1.9	
			2019 4	\$ 494,800			
2100	Primary Treatment	\$ 1,068,499	2020 11	\$ 1,082,400	\$ 12,000	1.1	
			2019 11	\$ 1,070,400			
2200	Secondary Treatment	\$ 5,700,833	2020 22	\$ 6,151,800	\$ 661,200	12.0	c)
			2019 22	\$ 5,490,600			
2300	Tertiary Treatment	\$ 1,768,594	2020 5	\$ 2,043,100	\$ (69,700)	(3.3)	
			2019 5	\$ 2,112,800			
2900	Treatment - Indirect Costs	\$ 7,280,528	2020 41	\$ 10,159,644	\$ 1,507,219	17.4	d)
			2019 41	\$ 8,652,425			
<p>a) Increase is due to the increased demand for electrical energy at the Tunnel and Reservoir Plan Pumping Station (\$336,000) and the addition of repair services for sluice gate valve actuators (\$25,000).</p> <p>b) Increase is due to the increased demand for electrical energy for dry weather pumps (\$128,000).</p> <p>c) Increase is due to the increased demand for electrical energy for blowers and air mains (\$473,900), the addition of services to paint final tanks (\$160,000), and the addition of services to recondition process blower motors (\$65,000), offset by a reduced demand for Walker drive replacement parts (\$50,000).</p> <p>d) Increase is due to the planned hardware and software upgrade for the Foxboro Distributed Control System (\$1,092,900), the increased demand for repairs and alterations to plant facilities (\$200,000), services to furnish, deliver, and install gas monitoring equipment (\$150,000), services to perform power distribution equipment cleaning, calibration, and testing (\$100,000), services to perform boiler tuning and maintenance (\$90,500), the increased demand for natural gas usage at the Calumet WRP (\$82,100), the purchase of a hydraulic pump (\$80,000), the reallocation of salaries to more accurately reflect current activities (\$54,000), and the increased demand for electrical energy for buildings at the Calumet WRP (\$52,500), offset by the one-time purchase in 2019 of one dump truck, two stake body trucks, one end loader, and one articulating boom (\$342,400), the replacement in 2019 of heating, ventilation, and air conditioning coils (\$67,500), the completion in 2019 of a one-time upgrade to Foxboro input/output equipment (\$54,000), and the reduced demand for Hitachi pump parts (\$41,000).</p>							

**68000 M&O - CALUMET SERVICE AREA****OBJECTIVES AND PROGRAM SUMMARY**

PROGRAMS BY PRIORITY:			2018		Budgeted		Change		
Number	Name		Actual		FTEs	Dollars	Dollars	Percent	
3000	Solids Processing		\$ 5,822,776		2020	39 \$ 5,992,794	\$ (299,552)	(4.8)	
					2019	39 \$ 6,292,346			
3100	Thickening		\$ 785,253		2020	7 \$ 664,400	\$ (260,400)	(28.2)	e)
					2019	7 \$ 924,800			
3200	Stabilization		\$ 1,685,299		2020	9 \$ 1,717,800	\$ 103,900	6.4	
					2019	9 \$ 1,613,900			
3300	Dewatering		\$ 265,716		2020	3 \$ 264,300	\$ 5,000	1.9	
					2019	3 \$ 259,300			
3900	Solids Processing - Indirect Costs		\$ 3,086,508		2020	20 \$ 3,346,294	\$ (148,052)	(4.2)	
					2019	20 \$ 3,494,346			
4000	Flood & Pollution Control		\$ 1,081,794		2020	2 \$ 1,113,900	\$ 417	—	
					2019	2 \$ 1,113,483			
4200	Waterways Control and Stormwater Reservoirs		\$ 196,161		2020	1 \$ 199,100	\$ (7,900)	(3.8)	
					2019	1 \$ 207,000			
4400	Aeration Facilities		\$ 748,955		2020	1 \$ 766,300	\$ 30,600	4.2	
					2019	1 \$ 735,700			
4900	Flood & Pollution Control - Indirect Costs		\$ 136,678		2020	— \$ 148,500	\$ (22,283)	(13.0)	
					2019	— \$ 170,783			
5000	Solids Utilization		\$ 863,165		2020	4 \$ 907,531	\$ (27,671)	(3.0)	
					2019	6 \$ 935,202			
5100	Solids Drying		\$ 63,364		2020	— \$ 52,600	\$ (300)	(0.6)	
					2019	— \$ 52,900			
5200	Solids Distribution		\$ 63,364		2020	— \$ 52,600	\$ (300)	(0.6)	
					2019	1 \$ 52,900			
5900	Solids Utilization - Indirect Costs		\$ 736,437		2020	4 \$ 802,331	\$ (27,071)	(3.3)	
					2019	5 \$ 829,402			
7000	General Support (excluding program number 7604)		\$ 270,319		2020	3 \$ 381,377	\$ 51,427	15.6	f)
					2019	2 \$ 329,950			
7604	Social Security and Medicare Contributions		\$ 258,525		2020	— \$ 273,800	\$ 1,000	0.4	
					2019	— \$ 272,800			
Totals			\$35,641,305		2020	187 \$38,960,500	\$ 2,233,300	6.1%	*
					2019	188 \$36,727,200			

e) Decrease is due to the suspension of polymer use at the Calumet WRP (\$271,300).

f) Increase is due to the transfer in of one FTE position from the Stickney Service Area of the Maintenance & Operations Department (\$25,200) and the increased demand for electrical energy for the Monitoring & Research Department's building at the Calumet WRP (\$17,200).

\* The 2020 position total for the Calumet Service Area is 187, with no positions budgeted in the Stormwater Management Fund.

**68000 M&O - CALUMET SERVICE AREA****PERFORMANCE DATA**

Program Number	Measurable Activity		2018 Actual	2019 Budgeted	2020 Estimated	
1000-2900	Collection & Treatment					
	Collect and Treat Wastewater at the Calumet and Lemont Water Reclamation Plants					
	Calumet Water Reclamation Plant	Mil. Gallons	90,081	100,000	95,000	
		Cost	\$ 26,904,887	\$ 27,344,144	\$ 29,849,128	a)
		Cost/Mil. Gallons	\$ 298.67	\$ 273.44	\$ 314.20	
	Lemont Water Reclamation Plant	Mil. Gallons	909	1,000	1,000	
		Cost	\$ 439,839	\$ 439,275	\$ 441,970	
		Cost/Mil. Gallons	\$ 483.87	\$ 439.28	\$ 441.97	
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	31,387	30,000	35,000	b)
		Cost	\$ 5,822,776	\$ 6,292,346	\$ 5,992,794	b)
		Cost/Dry Ton	\$ 185.52	\$ 209.74	\$ 171.22	b)
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	\$ 196,161	\$ 207,000	\$ 199,100	
		Cost/Reservoir	\$ 19,616.10	\$ 20,700.00	\$ 19,910.00	
4400	Aeration Facilities	Cost	\$ 748,955	\$ 735,700	\$ 766,300	
4900	Flood & Pollution Control - Indirect Costs	Cost	\$ 136,678	\$ 170,783	\$ 148,500	
5000	Solids Utilization					
	Utilize Biosolids for Application at Final Utilization Sites, such as for Daily and Final Cover in Sanitary Landfills	Dry Tons	11,762	29,000	23,000	
		Cost	\$ 863,165	\$ 935,202	\$ 907,531	
		Cost/Dry Ton	\$ 73.39	\$ 32.25	\$ 39.46	
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	\$ 270,319	\$ 329,950	\$ 381,377	c)
7604	Social Security and Medicare Contributions	Cost	\$ 258,525	\$ 272,800	\$ 273,800	
	Division Totals		\$ 35,641,305	\$ 36,727,200	\$ 38,960,500	
<p>a) Increase is due to the planned hardware and software upgrade for the Foxboro Distributed Control System (\$1,092,900), the increased demand for electrical energy for blowers and air mains (\$473,900), the increased demand for electrical energy at the Tunnel and Reservoir Plan Pumping Station (\$336,000), the increased demand for repairs and alterations to plant facilities (\$200,000), the reallocation of salaries to more accurately reflect current activities (\$190,100), the addition of services to paint final tanks (\$160,000), services to furnish, deliver, and install gas monitoring equipment (\$150,000), the increased demand for electrical energy for dry weather pumps (\$128,000), services to perform power distribution equipment cleaning, calibration, and testing (\$100,000), services to perform boiler tuning and maintenance (\$90,500), the purchase of a hydraulic pump (\$80,000), and the addition of services to recondition process blower motors (\$65,000), offset by the one-time purchase in 2019 of one dump truck, two stake body trucks, one end loader, and one articulating boom (\$509,400), the reduced demand for sodium bisulfite usage in the disinfection process (\$85,100), and the completion in 2019 of a one-time upgrade to Foxboro input/output equipment (\$54,000).</p> <p>b) Decrease is due to the suspension of polymer use at the Calumet WRP (\$271,300).</p> <p>c) Increase is due to the transfer in of one FTE position from the Stickney Service Area of the Maintenance &amp; Operations Department (\$25,200) and the increased demand for electrical energy for the Monitoring &amp; Research Department's building at the Calumet WRP (\$17,200).</p>						

101 68000	Fund: Corporate Department: Maintenance & Operations Division: Calumet Service Area	LINE ITEM ANALYSIS						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 17,243,041	\$ 18,245,700	\$ 18,040,700	\$ 12,490,914	\$ 17,576,100	\$ 18,497,300	\$ —
601060	Compensation Plan Adjustments	1,182,297	795,800	990,800	749,775	795,800	1,087,800	—
601070	Social Security and Medicare Contributions	258,525	272,800	272,800	191,617	261,800	273,800	—
601080	Salaries of Nonbudgeted Employees	—	—	38,600	18,840	17,000	—	—
601100	Tuition and Training Payments	23,524	24,500	24,500	7,785	22,800	30,600	—
100	TOTAL PERSONAL SERVICES	18,707,387	19,338,800	19,367,400	13,458,930	18,673,500	19,889,500	—
612010	Travel	743	5,000	5,000	—	2,700	5,000	—
612030	Meals and Lodging	9,701	10,000	10,000	4,744	8,300	10,000	—
612050	Compensation for Personally-Owned Automobiles	36,779	40,000	40,000	36,500	39,600	40,000	—
612080	Motor Vehicle Operating Services	135	100	200	168	200	300	—
612150	Electrical Energy	9,781,031	8,558,300	8,558,300	6,006,758	8,558,300	9,791,400	—
612160	Natural Gas	694,439	565,200	565,200	454,378	565,200	681,300	—
612170	Water and Water Services	385,127	390,200	390,200	247,069	390,200	390,500	—
612210	Communication Services	336,301	—	3,000	2,917	—	3,000	—
612240	Testing and Inspection Services	42,681	66,900	57,700	40,835	33,800	73,300	—
612330	Rental Charges	9,200	10,000	10,000	300	2,000	15,000	—
612410	Governmental Service Charges	98,116	103,000	103,000	97,491	100,100	103,000	—
612420	Maintenance of Grounds and Pavements	—	145,000	137,000	59,328	80,500	145,000	—
612490	Contractual Services, N.O.C.	3,634	10,500	10,500	4,465	4,000	10,500	—
612520	Waste Material Disposal Charges	343,777	392,100	392,100	384,521	362,200	410,800	—
612600	Repairs to Collection Facilities	41,313	153,300	149,100	142,350	104,500	101,500	—
612650	Repairs to Process Facilities	1,643,373	1,748,600	1,694,900	1,667,489	1,465,200	3,550,400	—
612680	Repairs to Buildings	315,526	494,300	429,700	437,667	374,700	481,300	—
612760	Repairs to Material Handling and Farming Equipment	89,314	52,000	52,000	45,870	45,900	52,000	—
612780	Safety Repairs and Services	13,994	20,000	20,000	20,000	18,000	20,000	—
612860	Repairs to Vehicle Equipment	52,928	53,500	53,500	53,450	52,500	53,500	—
612990	Repairs, N.O.C.	2,141	8,000	8,000	1,000	4,400	8,000	—
200	TOTAL CONTRACTUAL SERVICES	13,900,254	12,826,000	12,689,400	9,707,299	12,212,300	15,945,800	—
623030	Metals	7,708	10,100	14,700	12,512	11,500	10,100	—
623070	Electrical Parts and Supplies	520,088	424,800	544,800	459,354	424,800	387,300	—
623090	Plumbing Accessories and Supplies	281,878	204,600	204,600	147,613	174,100	226,100	—
623110	Hardware	2,383	2,800	2,800	2,800	2,500	2,800	—

101 68000	Fund: Corporate Department: Maintenance & Operations Division: Calumet Service Area	LINE ITEM ANALYSIS						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
623130	Buildings, Grounds, Paving Materials, and Supplies	31,957	51,600	46,600	40,193	36,100	52,500	—
623190	Paints, Solvents, and Related Materials	2,595	2,800	2,800	2,800	2,400	2,800	—
623250	Vehicle Parts and Supplies	33,668	36,000	36,000	36,000	31,400	36,000	—
623270	Mechanical Repair Parts	678,203	844,600	811,100	673,738	660,100	527,100	—
623520	Office, Printing, and Photo Supplies, Equipment, and Furniture	11,210	10,000	9,300	7,727	9,300	10,000	—
623560	Processing Chemicals	1,297,294	1,916,800	1,747,400	1,724,809	1,239,300	1,555,900	—
623570	Laboratory Testing Supplies, Small Equipment, and Chemicals	1,307	3,000	3,000	2,110	2,900	3,000	—
623660	Cleaning Supplies	2,219	1,000	700	500	700	1,000	—
623680	Tools and Supplies	26,572	38,300	38,300	37,449	36,000	48,300	—
623780	Safety and Medical Supplies	13,268	20,300	20,300	17,504	16,100	20,300	—
623810	Computer Supplies	—	300	6,300	6,088	200	—	—
623820	Fuel	40,980	47,400	47,400	47,359	44,200	50,000	—
623860	Lubricants	—	2,000	1,000	500	500	2,000	—
623990	Materials and Supplies, N.O.C.	19,372	32,000	32,000	25,049	23,000	31,000	—
300	TOTAL MATERIALS AND SUPPLIES	2,970,700	3,648,400	3,569,100	3,244,105	2,715,100	2,966,200	—
634650	Equipment for Process Facilities	62,964	79,000	62,500	61,128	62,000	159,000	—
634760	Material Handling and Farming Equipment	—	300,000	293,000	292,990	293,000	—	—
634860	Vehicle Equipment	—	535,000	524,300	524,297	524,300	—	—
634990	Machinery and Equipment, N.O.C.	—	—	6,100	5,761	—	—	—
400	TOTAL MACHINERY AND EQUIPMENT	62,964	914,000	885,900	884,176	879,300	159,000	—
TOTAL CALUMET SERVICE AREA		\$ 35,641,306	\$ 36,727,200	\$ 36,511,800	\$ 27,294,509	\$ 34,480,200	\$ 38,960,500	\$ —

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: Calumet Service Area		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
<b>810</b>	<b>Calumet Executive Office</b>					
HP22	Assistant Director of Maintenance & Operations	1	1		1	
HP11	Administrative Specialist	1	1		1	
TOTAL 810	Calumet Executive Office	2	2	314,037	2	304,330
<b>811</b>	<b>Administrative &amp; Budget Control Unit</b>					
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 811	Administrative & Budget Control Unit	5	5	411,531	5	419,039
<b>820</b>	<b>Plant Engineering &amp; Maintenance Section</b>					
<b>821</b>	<b>Administrative Unit</b>					
HP20	Managing Engineer	1	1		1	
HP14	Engineering Technician V	—	—		1	
TOTAL 821	Administrative Unit	1	1	200,508	2	293,796
<b>823</b>	<b>Electrical Engineering Unit</b>					
HP15	Associate Process Control Engineer	1	2		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 823	Electrical Engineering Unit	14	15	1,521,636	14	1,462,870
<b>824</b>	<b>Maintenance Unit</b>					
HP19	Master Mechanic	—	1		1	
HP18	Master Mechanic I	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	

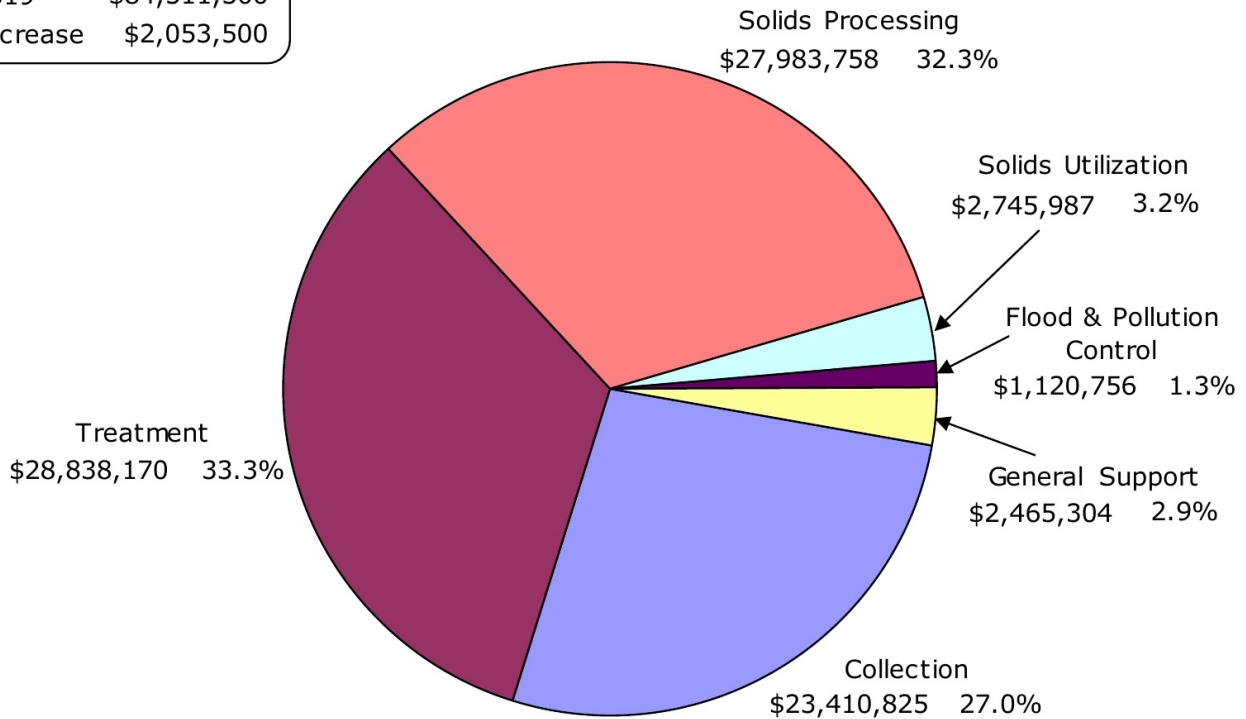
Fund: Corporate Dept: Maintenance & Operations Division: Calumet Service Area		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
PR5153	Carpenter	2	2		2	
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	10		10	
PR6453	Hoisting Engineer	3	3		3	
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 824	Maintenance Unit	66	68	7,076,768	67	7,062,176
<b>843</b>	<b>Buildings &amp; Grounds Unit</b>					
HP14	Engineering Technician V	—	1		1	
HP12	Engineering Technician IV	2	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 843	Buildings & Grounds Unit	22	22	1,552,037	22	1,593,152
TOTAL 820	Plant Engineering & Maintenance Section	103	106	10,350,949	105	10,411,994
<b>830</b>	<b>Plant Operations Section</b>					
<b>831</b>	<b>Administrative Unit</b>					
HP21	Engineer of Treatment Plant Operations I #2 (Managing Engineer) (New Grade HP20)	1	1		1	

Fund: Corporate Dept: Maintenance & Operations Division: Calumet Service Area		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
HP18	Principal Engineer	1	1		1	
TOTAL 831	Administrative Unit	2	2	376,626	2	376,626
<b>832</b>	<b>Treatment Operations Unit</b>					
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	
NR8651	Maintenance Laborer Class A	1	1		1	
TOTAL 832	Treatment Operations Unit	23	23	2,059,247	23	2,083,527
<b>834</b>	<b>Mechanical Operations Unit</b>					
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	
NR6832	Operating Engineer II	12	12		12	
NR6831	Operating Engineer I	18	18		18	
PR6473	Truck Driver	2	2		2	
TOTAL 834	Mechanical Operations Unit	47	47	4,704,766	47	4,809,986
<b>839</b>	<b>Lemont Operations Unit</b>					
HP14	Treatment Plant Operator II	1	1		1	
HP12	Treatment Plant Operator I	2	2		2	
TOTAL 839	Lemont Operations Unit	3	3	278,394	3	278,394
TOTAL 830	Plant Operations Section	75	75	7,419,034	75	7,548,533
TOTAL	Maintenance & Operations Calumet Service Area	185	188	18,495,550	187	18,683,895
Note: There are no positions budgeted for the Stormwater Management Fund for 2020.						
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. Dollar amounts may not add up due to rounding.						

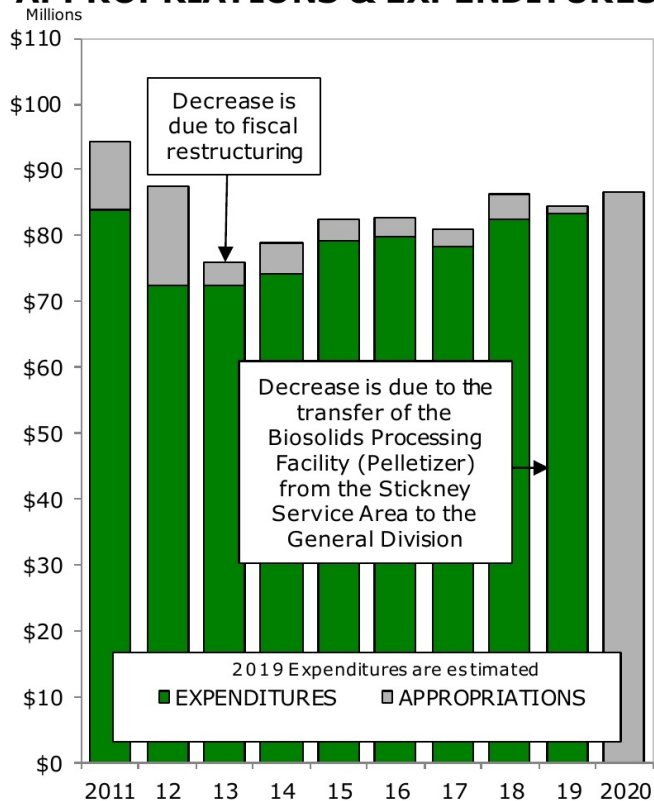
## MAINTENANCE & OPERATIONS – STICKNEY SERVICE AREA

2020	\$86,564,800
2019	\$84,511,300
Increase	\$2,053,500

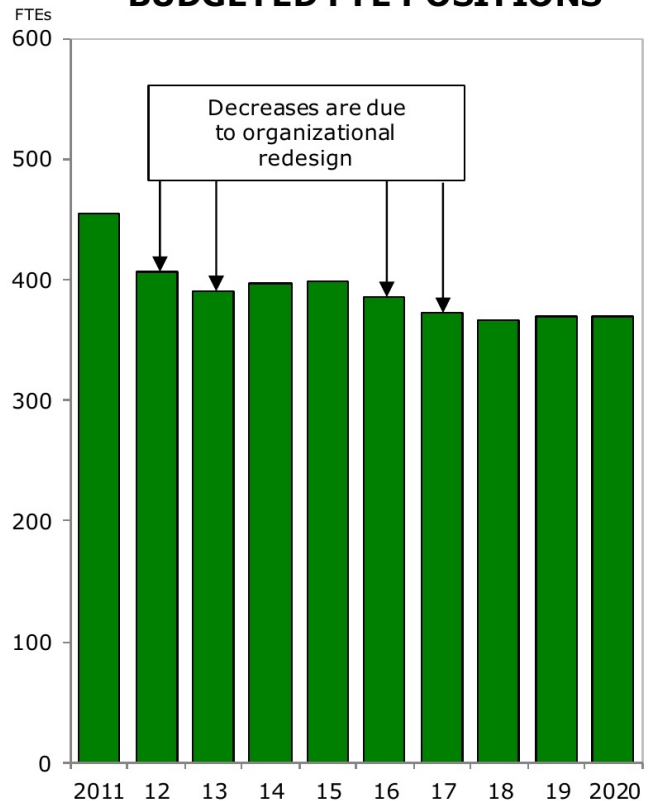
### FUNCTIONS



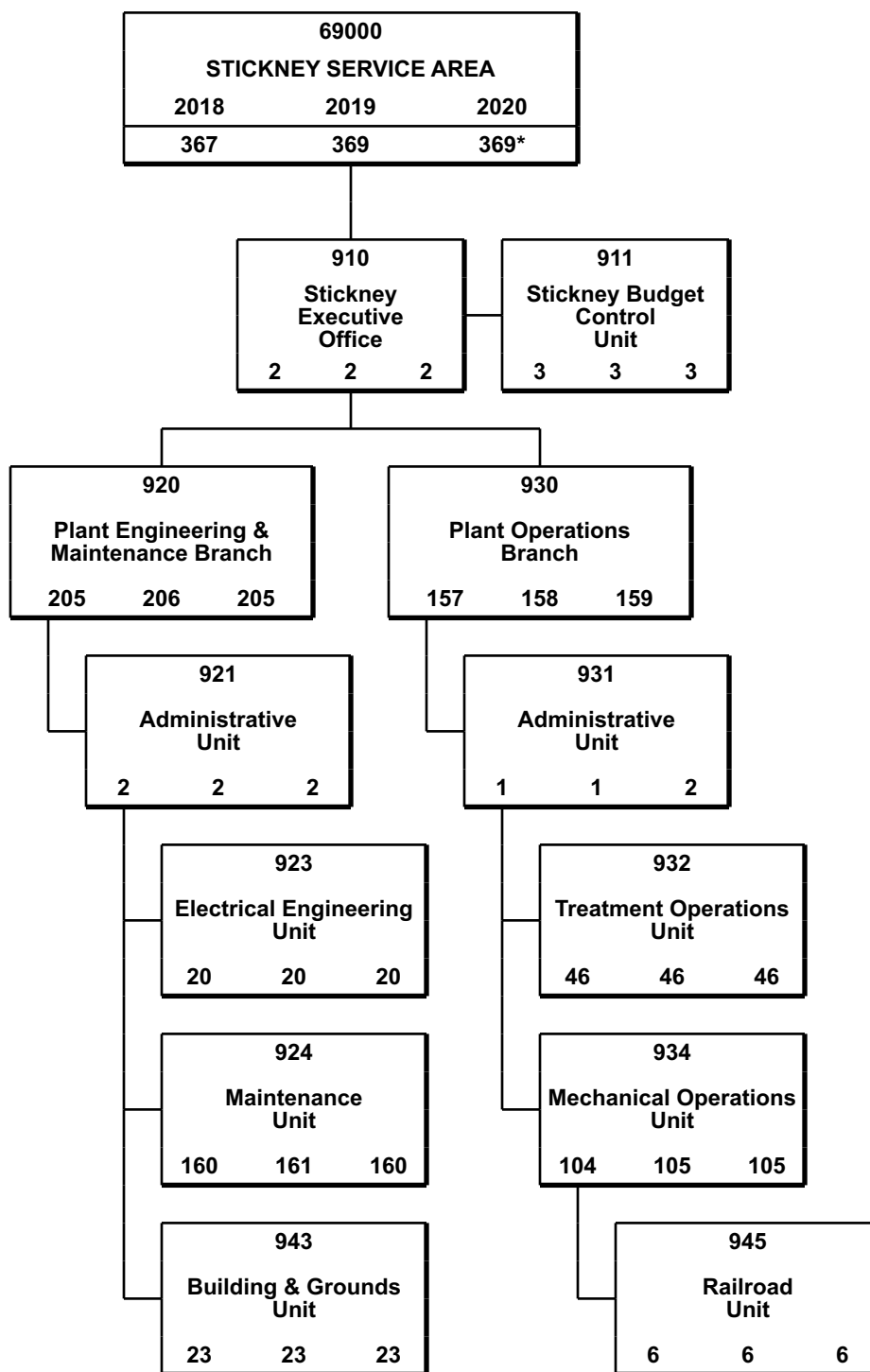
### APPROPRIATIONS & EXPENDITURES



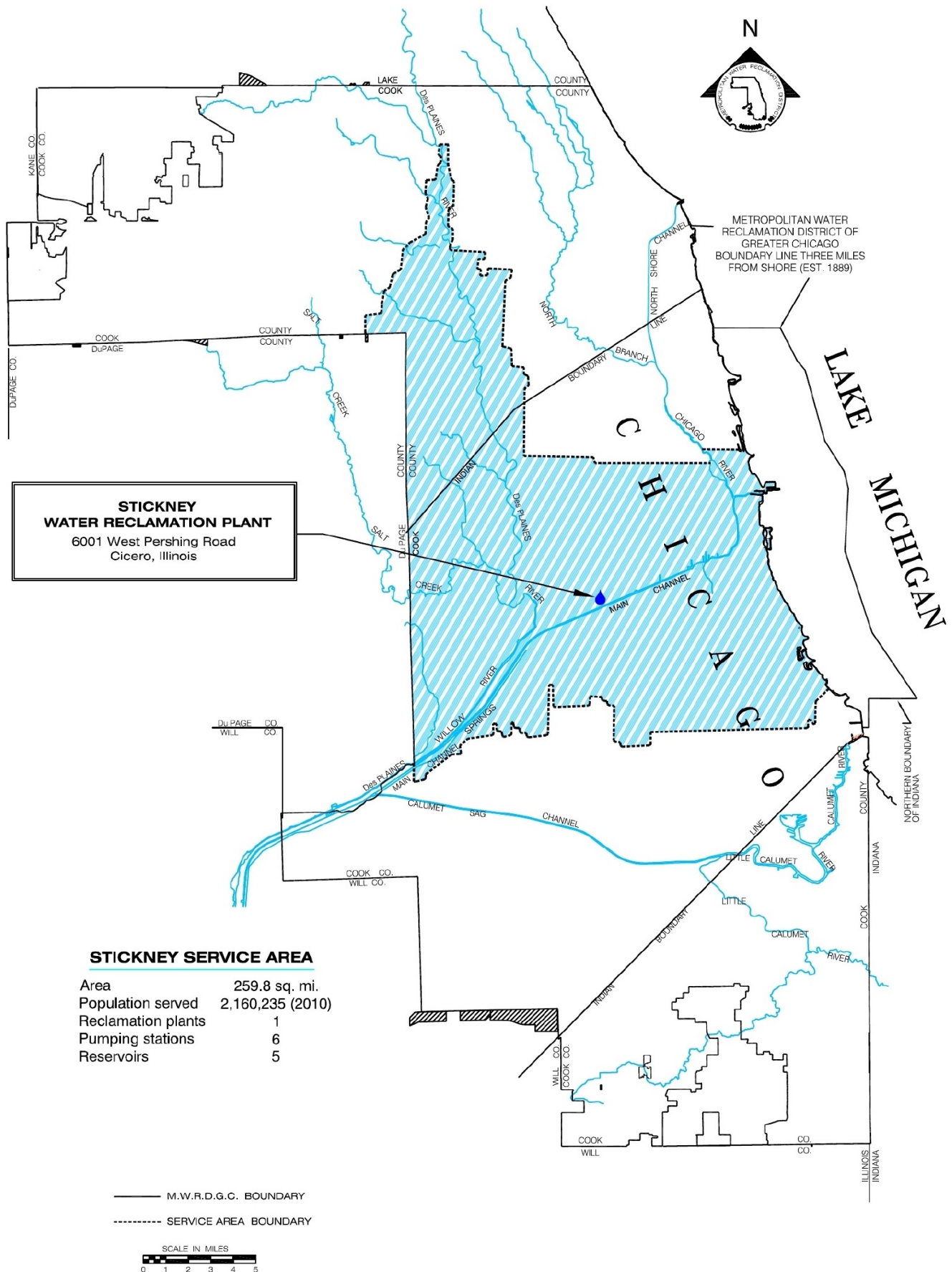
### BUDGETED FTE POSITIONS



# MAINTENANCE & OPERATIONS - STICKNEY SERVICE AREA



\* In 2020, 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 285 billion gallons of wastewater through its treatment facilities.		\$52,248,995	60.3%
<p style="text-align: right;">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 94,500 dry tons and process solids from 139,500 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.		\$27,983,758	32.3%
3. SOLIDS UTILIZATION: The Stickney Service Area will provide support to the Solids Management Section to utilize 76,000 dry tons of biosolids for application at final utilization sites, such as farm application, and as daily and final cover in sanitary landfills.		\$ 2,745,987	3.2%
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.		\$ 1,120,756	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.		\$2,465,304	2.9%
Totals		\$86,564,800	100.0%

MEASURABLE GOALS:		2018	2019	2020
	Unit of Measure	Actual	Estimated	Proposed
1. The Stickney Service Area will collect and treat approximately 285 billion gallons of wastewater in 2020.	Billion Gallons	284	285	285
2. The Stickney Service Area will remove and process solids from 139,500 dry tons of concentrated sewage, including 45,000 dry tons transferred from the North Service Area.	Dry Tons Process Solids	136,015	139,500	139,500
3. The Stickney Service Area will obtain 100 percent permit compliance in 2020 for National Pollutant Discharge Elimination System effluent limits.	Percent	99.83%	98.26%	100.00%
4. The Stickney Service Area will provide support to utilize 76,000 dry tons of biosolids in 2020 (does not include Pelletizer Facility Operations).	Dry Tons	48,242	76,000	76,000

**69000 M&O - STICKNEY SERVICE AREA****OBJECTIVES AND PROGRAM SUMMARY**

PROGRAMS BY PRIORITY:			2018	Budgeted		Change		
Number	Name	Actual		FTEs	Dollars	Dollars	Percent	
1000	Collection	\$21,628,106	2020	79	\$ 23,410,825	\$ (1,369,076)	(5.5)	
			2019	79	\$ 24,779,901			
1100	Surface Interceptor Systems	\$ 228,069	2020	—	\$ 224,800	\$ 30,900	15.9	a)
			2019	—	\$ 193,900			
1200	Tunnel and Reservoir System	\$ 5,647,109	2020	13	\$ 5,991,100	\$ (2,528,400)	(29.7)	b)
			2019	12	\$ 8,519,500			
1300	Pumping Station Facilities	\$ 7,308,190	2020	28	\$ 8,089,600	\$ 854,900	11.8	c)
			2019	28	\$ 7,234,700			
1900	Collection - Indirect Costs	\$ 8,444,738	2020	38	\$ 9,105,325	\$ 273,524	3.1	d)
			2019	39	\$ 8,831,801			
2000	Treatment	\$26,364,023	2020	125	\$ 28,291,470	\$ 2,191,769	8.4	
			2019	125	\$ 26,099,701			
2000	Pre-Treatment	\$ 1,929,799	2020	17	\$ 2,008,900	\$ 6,400	0.3	
			2019	17	\$ 2,002,500			
2100	Primary Treatment	\$ 1,537,651	2020	18	\$ 1,698,600	\$ 40,800	2.5	
			2019	18	\$ 1,657,800			
2200	Secondary Treatment	\$ 9,293,054	2020	26	\$ 8,361,800	\$ 1,129,300	15.6	e)
			2019	26	\$ 7,232,500			
2300	Tertiary Treatment	\$ 15,977	2020	—	\$ 15,200	\$ 200	1.3	
			2019	—	\$ 15,000			
2900	Treatment - Indirect Costs	\$13,587,542	2020	64	\$ 16,206,970	\$ 1,015,069	6.7	f)
			2019	64	\$ 15,191,901			
a) Increase is due to the increased demand for electrical energy for pumping stations and control gates at the Stickney WRP (\$23,900) and Tunnel and Reservoir Plan radio maintenance (\$7,000).								
b) Decrease is due to the reduced demand for electrical energy for the Mainstream Pumping Station and Tunnel and Reservoir Plan facilities (\$2,588,300), offset by the increased demand for actuator parts and services (\$25,000), the reallocation of salaries to more accurately reflect current activities (\$21,000), and Janus radio parts and services (\$13,000).								
c) Increase is due to the increased demand for electrical energy for pumping stations and control gates at the Stickney WRP (\$814,300) and the reallocation of salaries to more accurately reflect current activities (\$45,900).								
d) Increase is due to the increased demand for power distribution equipment cleaning (\$175,000), thickening and dewatering centrifuge parts (\$96,400), services to repair Alimak manlifts at the Mainstream Pumping Station (\$57,200), overhead door maintenance (\$52,000), electrical energy at the Stickney WRP (\$43,800), and elevator maintenance at the Stickney WRP (\$30,000), offset by the reduced demand for repairs and alterations to plant facilities (\$109,000) and water services at the Mainstream Pumping Station (\$108,200).								
e) Increase is due to the increased demand for electrical energy for aeration blowers (\$612,100), final tank painting (\$360,000), the reconditioning of process blower motors (\$65,000), the reallocation of salaries to more accurately reflect current activities (\$47,200), and sodium hypochlorite (\$37,000).								
f) Increase is due to the increased demand for pavement resurfacing (\$226,700), water services for the Stickney WRP and Racine Avenue Pumping Station (\$213,800), the acquisition and installation of gas monitoring equipment (\$175,000), natural gas services for process and building heat for the Stickney WRP (\$130,700), boiler tuning and maintenance (\$110,500), station batteries (\$100,000), services to maintain the distributed control system (\$95,300), thickening and dewatering centrifuges parts (\$92,300), heating, ventilation, and air conditioning coils (\$83,000), various replacement shop equipment (\$63,500), services to maintain the heating, ventilation, and air conditioning system (\$60,100), and building repairs (\$50,000), offset by the purchase in 2019 of personnel vehicles (\$204,000) and the reduced demand for District-wide grounds and pavement repair (\$100,000) and landscaping services (\$94,300).								



**69000 M&O - STICKNEY SERVICE AREA****OBJECTIVES AND PROGRAM SUMMARY**

PROGRAMS BY PRIORITY:			2018	Budgeted			Change		
Number	Name		Actual		FTEs	Dollars	Dollars	Percent	
3000	Solids Processing		\$24,331,550	2020	132	\$ 27,983,758	\$ 853,494	3.1	
				2019	132	\$ 27,130,264			
3100	Thickening		\$ 4,053,704	2020	25	\$ 5,216,600	\$ 787,000	17.8	g)
				2019	25	\$ 4,429,600			
3200	Stabilization		\$ 3,696,511	2020	27	\$ 3,828,900	\$ 141,100	3.8	
				2019	27	\$ 3,687,800			
3300	Dewatering		\$ 9,636,346	2020	32	\$ 11,027,900	\$ (612,100)	(5.3)	h)
				2019	32	\$ 11,640,000			
3900	Solids Processing - Indirect Costs		\$ 6,944,989	2020	48	\$ 7,910,358	\$ 537,494	7.3	i)
				2019	48	\$ 7,372,864			
4000	Flood & Pollution Control		\$ 912,953	2020	6	\$ 1,120,756	\$ 72,276	6.9	
				2019	7	\$ 1,048,480			
4200	Waterways Control and Stormwater Reservoirs		\$ 605,623	2020	5	\$ 543,200	\$ 3,800	0.7	
				2019	5	\$ 539,400			
4900	Flood & Pollution Control - Indirect Costs		\$ 307,330	2020	1	\$ 577,556	\$ 68,476	13.5	
				2019	2	\$ 509,080			
5000	Solids Utilization		\$ 6,432,172	2020	12	\$ 2,745,987	\$ 215,467	8.5	
				2019	11	\$ 2,530,520			
5100	Solids Drying		\$ 561,986	2020	5	\$ 478,800	\$ (2,300)	(0.5)	
				2019	5	\$ 481,100			
5200	Solids Distribution		\$ 4,561,822	2020	1	\$ 771,600	\$ 105,700	15.9	j)
				2019	—	\$ 665,900			
5900	Solids Utilization - Indirect Costs		\$ 1,308,364	2020	6	\$ 1,495,587	\$ 112,067	8.1	
				2019	6	\$ 1,383,520			
7000	General Support (excluding program number 7604)		\$ 2,298,521	2020	15	\$ 2,465,304	\$ 86,270	3.6	
				2019	15	\$ 2,379,034			
7604	Social Security and Medicare Contributions		\$ 512,672	2020	—	\$ 546,700	\$ 3,300	0.6	
				2019	—	\$ 543,400			
Totals			\$82,479,997	2020	369	\$86,564,800	\$ 2,053,500	2.4%	*
				2019	369	\$84,511,300			
g) Increase is due to the increased demand for rehabilitation services for dewatering centrifuges (\$625,000), electrical energy for pre-digestion centrifuges (\$104,200), and polymer (\$28,000).									
h) Decrease is due to the reduced demand for sodium hydroxide (\$910,000), magnesium chloride (\$520,000), sulfuric acid (\$205,500), liquid carbon dioxide (\$125,000), and sludge feed pump isolation valves (\$25,000), offset by the increased demand for polymer (\$1,074,000), electrical energy for post-digestion centrifuges (\$62,900), and repairs to the Rockwell system (\$40,000).									
i) Increase is due to the increased demand for thickening and dewatering centrifuges parts (\$136,500), railroad car maintenance (\$124,300), electrical energy for general service and the Ostara process at the Stickney WRP (\$119,200), the increased estimate for paid overtime (\$97,700), and spare electrical and mechanical parts (\$47,300).									
j) Increase is due to the increased demand for electrical energy for the Pelletizing Facility (\$83,600).									
* The 2020 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		2018 Actual	2019 Budgeted	2020 Estimated	
1000-2900	Collection & Treatment					
	Collect and Treat Wastewater at the Stickney Water Reclamation Plant	Mil. Gallons	284,208	276,000	285,000	
		Cost	\$ 47,992,129	\$ 50,879,602	\$ 51,702,295	a)
		Cost/Mil. Gallons	\$ 168.86	\$ 184.35	\$ 181.41	
3000	Solids Processing					
	Remove 94,500 Dry Tons of Solids and Process 139,500 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	136,015	137,000	139,500	
		Cost	\$ 24,331,550	\$ 27,130,264	\$ 27,983,758	b)
		Cost/Dry Ton	\$ 178.89	\$ 198.03	\$ 200.60	
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	5	5	5	
		Cost	\$ 605,623	\$ 539,400	\$ 543,200	
		Cost/Reservoir	\$ 121,124.60	\$ 107,880.00	\$ 108,640.00	
4900	Flood & Pollution Control - Indirect Costs	Cost	\$ 307,330	\$ 509,080	\$ 577,556	
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	48,242	70,000	76,000	
		Cost	\$ 1,914,854	\$ 1,901,620	\$ 2,033,287	
		Cost/Dry Ton	\$ 39.69	\$ 27.17	\$ 26.75	
5271	Pelletizer Disposal	Dry Tons	39,336	—	—	
	Control Management and Disposal of Solids by Private Contracts	Cost	\$ 4,517,318	\$ 628,900	\$ 712,700	
		Cost/Dry Ton	\$ 114.84	\$ —	\$ —	
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	\$ 2,298,521	\$ 2,379,034	\$ 2,465,304	
7604	Social Security and Medicare Contributions	Cost	\$ 512,672	\$ 543,400	\$ 546,700	
	Division Totals		\$ 82,479,997	\$ 84,511,300	\$ 86,564,800	
<p>a) Increase is due to the increased demand for final tank painting (\$360,000), pavement resurfacing (\$226,700), thickening and dewatering centrifuge parts (\$188,700), power distribution equipment cleaning (\$175,000), the acquisition and installation of gas monitoring equipment (\$175,000), natural gas services for process and building heat (\$130,700), boiler tuning and maintenance (\$110,500), water services (\$105,600), station batteries (\$100,000), services to maintain the distributed control system (\$95,300), heating, ventilation, and air conditioning coils (\$83,000), various replacement shop equipment (\$63,500), and building repairs (\$50,000), offset by the reduced demand for electrical energy (\$1,037,300).</p> <p>b) Increase is due to the increased demand for polymer (\$1,074,000), rehabilitation services for dewatering centrifuges (\$625,000), electrical energy (\$390,500), and reallocation of salaries to more accurately reflect current activities (\$138,500), offset by the reduced demand for sodium hydroxide (\$910,000) and magnesium chloride (\$520,000).</p>						

101 69000	Fund: Corporate Department: Maintenance & Operations Division: Stickney Service Area	LINE ITEM ANALYSIS						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 34,673,981	\$ 36,701,800	\$ 36,101,800	\$ 25,043,611	\$ 35,548,700	\$ 37,124,200	\$ —
601060	Compensation Plan Adjustments	2,091,249	2,007,800	2,607,800	1,921,546	2,106,100	2,542,500	—
601070	Social Security and Medicare Contributions	512,672	543,400	543,400	390,922	536,600	546,700	—
601080	Salaries of Nonbudgeted Employees	—	1,500	1,500	—	—	1,500	—
601100	Tuition and Training Payments	75,049	91,500	91,500	32,054	80,000	91,500	—
100	TOTAL PERSONAL SERVICES	37,352,951	39,346,000	39,346,000	27,388,133	38,271,400	40,306,400	—
612010	Travel	6,101	7,400	7,400	573	5,000	5,400	—
612030	Meals and Lodging	23,815	21,600	21,600	16,839	21,000	26,500	—
612050	Compensation for Personally-Owned Automobiles	42,138	40,000	40,000	33,484	38,000	45,000	—
612080	Motor Vehicle Operating Services	66	300	300	29	200	300	—
612150	Electrical Energy	20,668,245	20,726,700	20,726,700	13,236,322	22,926,700	20,226,600	—
612160	Natural Gas	1,732,690	1,896,600	1,866,600	908,785	1,800,000	2,022,600	—
612170	Water and Water Services	1,538,092	1,437,600	1,437,600	1,116,891	1,337,900	1,543,200	—
612210	Communication Services	181,452	—	—	—	—	—	—
612240	Testing and Inspection Services	106,524	51,500	57,700	49,881	51,200	64,400	—
612330	Rental Charges	130,631	139,900	139,800	139,218	133,000	146,000	—
612410	Governmental Service Charges	89,880	90,200	90,200	89,880	90,200	90,200	—
612420	Maintenance of Grounds and Pavements	136,054	505,000	143,700	139,610	203,500	550,500	—
612430	Payments for Professional Services	18,540	19,000	19,000	18,540	18,600	19,000	—
612490	Contractual Services, N.O.C.	188,918	403,700	386,400	371,537	324,300	372,400	—
612520	Waste Material Disposal Charges	542,014	606,500	606,500	606,500	539,000	583,000	—
612590	Sludge Disposal	3,785,843	—	—	—	—	—	—
612600	Repairs to Collection Facilities	2,099,659	2,071,500	2,320,300	2,320,218	2,261,000	2,032,000	—
612650	Repairs to Process Facilities	2,529,413	3,080,700	3,429,200	3,417,874	3,162,000	4,698,500	—
612670	Repairs to Railroads	312,917	266,900	417,600	302,749	216,000	396,700	—
612680	Repairs to Buildings	237,061	289,000	268,300	264,447	253,000	471,500	—
612780	Safety Repairs and Services	119,336	215,100	215,100	214,162	170,200	215,100	—
612840	Communications Equipment Maintenance (Includes Software)	3,120	—	—	—	—	—	—
612860	Repairs to Vehicle Equipment	16,453	24,600	18,800	18,730	16,000	24,600	—
612990	Repairs, N.O.C.	1,202	16,500	16,500	16,200	15,900	16,500	—
200	TOTAL CONTRACTUAL SERVICES	34,510,162	31,910,300	32,229,300	23,282,467	33,582,700	33,550,000	—
623030	Metals	9,949	10,400	12,800	12,800	10,300	10,400	—
623070	Electrical Parts and Supplies	934,311	1,041,700	1,106,700	1,039,885	1,041,700	1,108,200	—
623090	Plumbing Accessories and Supplies	231,648	452,800	349,000	323,033	387,000	338,600	—

101 69000	Fund: Corporate Department: Maintenance & Operations Division: Stickney Service Area	LINE ITEM ANALYSIS						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
623110	Hardware	3,398	3,500	3,500	3,286	3,100	6,100	—
623130	Buildings, Grounds, Paving Materials, and Supplies	32,840	40,200	50,700	50,578	47,500	40,200	—
623170	Fiber, Paper, and Insulation Materials	4,641	11,100	11,100	11,016	9,500	13,500	—
623190	Paints, Solvents, and Related Materials	3,388	8,800	8,800	8,800	2,300	1,300	—
623250	Vehicle Parts and Supplies	42,416	38,000	38,000	37,658	36,400	38,000	—
623270	Mechanical Repair Parts	2,027,063	1,927,800	2,100,000	1,954,676	1,927,800	2,458,100	—
623520	Office, Printing, and Photo Supplies, Equipment, and Furniture	10,635	11,000	15,000	14,258	11,600	11,000	—
623560	Processing Chemicals	7,024,418	8,966,000	8,384,800	8,213,073	7,256,000	8,300,500	—
623570	Laboratory Testing Supplies, Small Equipment, and Chemicals	364	—	1,600	1,280	1,400	800	—
623660	Cleaning Supplies	465	700	1,000	782	600	700	—
623680	Tools and Supplies	97,140	124,100	124,100	117,451	105,000	99,100	—
623700	Wearing Apparel	—	600	600	245	600	600	—
623780	Safety and Medical Supplies	20,775	1,400	1,400	145	300	1,400	—
623800	Computer Software	19,239	18,100	18,100	15,542	15,500	61,500	—
623810	Computer Supplies	26,257	143,300	79,800	75,489	85,800	10,000	—
623820	Fuel	63,906	92,000	92,000	91,910	83,900	87,400	—
623840	Gases	58	600	600	600	500	600	—
623850	Communications Supplies	4,900	—	—	—	—	—	—
623860	Lubricants	1,659	1,200	2,900	2,854	2,900	1,200	—
623990	Materials and Supplies, N.O.C.	38,285	46,700	42,200	34,848	19,900	31,700	—
300	TOTAL MATERIALS AND SUPPLIES	10,597,755	12,940,000	12,444,700	12,010,210	11,049,600	12,620,900	—
634650	Eqpt for Proc Facil	—	—	70,000	68,900	—	—	—
634670	Railroad Equipment	—	—	20,800	20,779	20,800	—	—
634860	Vehicle Equipment	—	279,000	282,900	282,723	282,800	—	—
634970	Testing and Laboratory Equipment	7,904	—	—	—	—	—	—
634990	Machinery and Equipment, N.O.C.	11,225	36,000	32,400	32,308	32,400	87,500	—
400	TOTAL MACHINERY AND EQUIPMENT	19,129	315,000	406,100	404,711	336,000	87,500	—
TOTAL STICKNEY SERVICE AREA		\$ 82,479,997	\$ 84,511,300	\$ 84,426,100	\$ 63,085,520	\$ 83,239,700	\$ 86,564,800	\$ —

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				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
<b>910</b>	<b>Stickney Executive Office</b>					
HP23	Deputy Director of Maintenance & Operations	—	—		1	
HP23	Deputy Director of Maintenance & Operations #2 (Assistant Director of Maintenance & Operations) (New Grade HP22)	1	1		—	
HP12	Secretary #2 (Administrative Specialist) (New Grade HP11)	1	1		1	
TOTAL 910	Stickney Executive Office	2	2	350,262	2	350,262
<b>911</b>	<b>Stickney Budget Control Unit</b>					
HP14	Budget & Management Analyst	2	2		2	
HP11	Administrative Specialist	1	1		1	
TOTAL 911	Stickney Budget Control Unit	3	3	279,955	3	279,955
<b>920</b>	<b>Plant Engineering &amp; Maintenance Branch</b>					
<b>921</b>	<b>Administrative Unit</b>					
HP21	Engineer of Treatment Plant Operations I #2 (Managing Engineer) (New Grade HP20)	1	1		—	
HP20	Engineer of Treatment Plant Operations I	—	—		1	
HP11	Administrative Specialist	1	1		1	
TOTAL 921	Administrative Unit	2	2	290,457	2	290,457
<b>923</b>	<b>Electrical Engineering Unit</b>					
HP18	Principal Electrical Engineer	1	1		—	
HP17	Senior Electrical Engineer	—	—		1	
HP15	Associate Process Control Engineer	1	1		1	
HP14	Engineering Technician V	1	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 923	Electrical Engineering Unit	20	20	2,162,274	20	2,151,098
<b>924</b>	<b>Maintenance Unit</b>					
	(* Number of positions budgeted and funded by the Stormwater Management Fund appear below position count)					
HP19	Master Mechanic II	1	—		—	
HP19	Master Mechanic	—	1		1	
HP17	Assistant Master Mechanic	5	5		5	
HP14	Engineering Technician V	2	2		1	

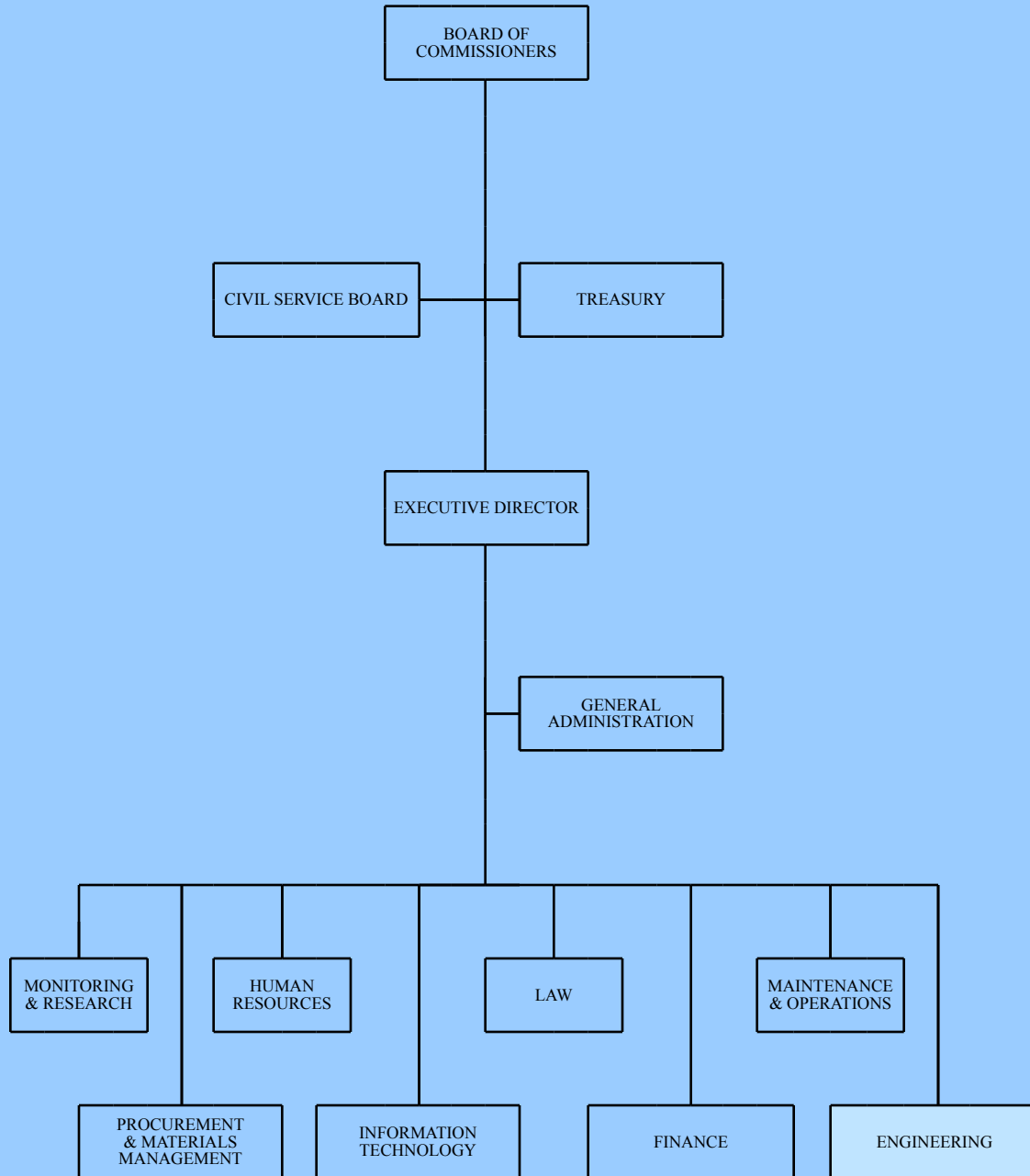
Fund: Corporate Dept: Maintenance & Operations Division: Stickney Service Area		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
HP11	Administrative Specialist	1	1		1	
PR5935	Architectural Ironworker Leadman	1	1		1	
PR5933	Architectural Ironworker	3	3		3	
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	26		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	23		23	
		(*1)	(*1)		(*1)	
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	

Fund: Corporate Dept: Maintenance & Operations Division: Stickney Service Area		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
PR6473	Truck Driver	8	8		8	
TOTAL 924	Maintenance Unit	160	161	16,487,769	160	16,695,491
TOTAL	Stormwater Management Fund Positions	(*1)	(*1)		(*1)	
<b>943</b>	<b>Buildings &amp; Grounds Unit</b>					
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 943	Buildings & Grounds Unit	23	23	1,783,824	23	1,816,903
TOTAL 920	Plant Engineering & Maintenance Branch	205	206	20,724,323	205	20,953,948
TOTAL	Stormwater Management Fund Positions	(*1)	(*1)		(*1)	
<b>930</b>	<b>Plant Operations Branch</b>					
<b>931</b>	<b>Administrative Unit</b>					
HP21	Engineer of Treatment Plant Operations I	—	—		1	
HP20	Managing Engineer	1	1		—	
HP20	Managing Engineer #1	—	—		1	
TOTAL 931	Administrative Unit	1	1	191,975	2	363,659
<b>932</b>	<b>Treatment Operations Unit</b>					
HP19	Assistant Engineer of Treatment Plant Operations II #2 (Principal Engineer) (New Grade HP18)	1	1		1	
HP17	Senior Engineer	1	1		1	
HP16	Treatment Plant Operator III	6	6		6	
HP15	Associate Civil Engineer	—	—		1	
HP14	Treatment Plant Operator II	8	8		8	
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	

Fund: Corporate Dept: Maintenance & Operations Division: Stickney Service Area		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
NR8651	Maintenance Laborer Class A	5	5		5	
TOTAL 932	Treatment Operations Unit	46	46	4,305,900	46	4,415,936
<b>934</b>	<b>Mechanical Operations Unit</b> (* 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	11	11		11	
NR8650	Maintenance Laborer Class A Shift	20 (*4)	20 (*4)		20 (*4)	
NR8651	Maintenance Laborer Class A	4	4		4	
NR6832	Operating Engineer II	34	35		35	
NR6831	Operating Engineer I	26 (*4)	26 (*4)		26 (*4)	
TOTAL 934	Mechanical Operations Unit	104	105	10,522,370	105	10,757,313
TOTAL	Stormwater Management Fund Positions	(*8)	(*8)		(*8)	
<b>945</b>	<b>Railroad Unit</b>					
NR8331	Laborer Foreman	1	1		1	
NR8650	Maintenance Laborer Class A Shift	5	5		5	
TOTAL 945	Railroad Unit	6	6	511,888	6	523,370
TOTAL 930	Plant Operations Branch	157	158	15,532,133	159	16,060,278
TOTAL	Stormwater Management Fund Positions	(*8)	(*8)		(*8)	
TOTAL	Maintenance & Operations Stickney Service Area	367	369	36,886,673	369	37,644,443
TOTAL	Stormwater Management Fund Positions	(*9)	(*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. Dollar amounts may not add up due to rounding.						



**NOTE PAGE**



**Metropolitan Water Reclamation District of Greater Chicago**

100 EAST ERIE STREET

CHICAGO, ILLINOIS 60611-3154

312.751.5600

September 10, 2019

Mr. Brian A. Perkovich  
Executive Director  
O F F I C E

Dear Sir:

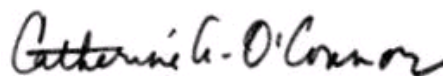
Subject: 2020 Program for the Engineering Department - Corporate Fund

The Engineering Department - Corporate Fund's program for 2020, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of the department's 2020 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, 2020 major initiatives and challenges, and 2019 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 2020.

Respectfully submitted,



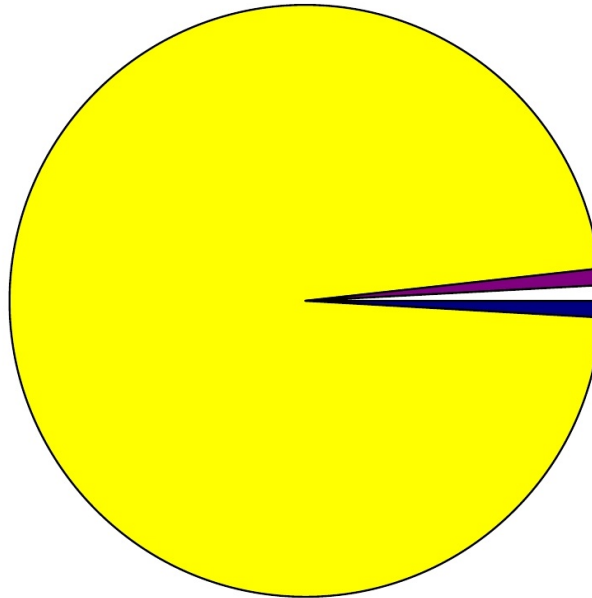
Catherine A. O'Connor  
Director of Engineering

## ENGINEERING – CORPORATE FUND

2020	\$25,452,900
2019	\$25,941,200
Decrease	(\$488,300)

### FUNCTIONS

Salaries & Costs  
Related to the Capital  
Improvement Program  
\$24,781,200 97.4%

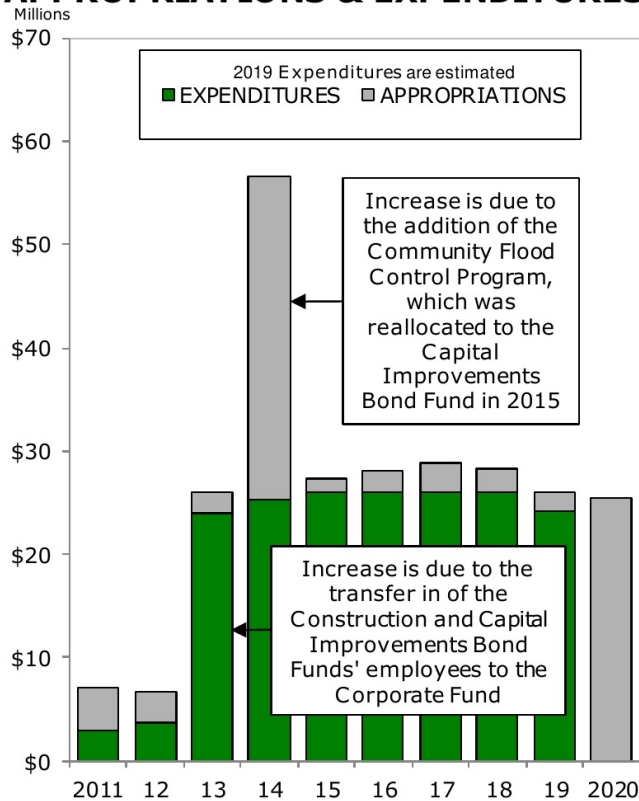


Infiltration &  
Inflow Reduction  
\$228,700 0.9%

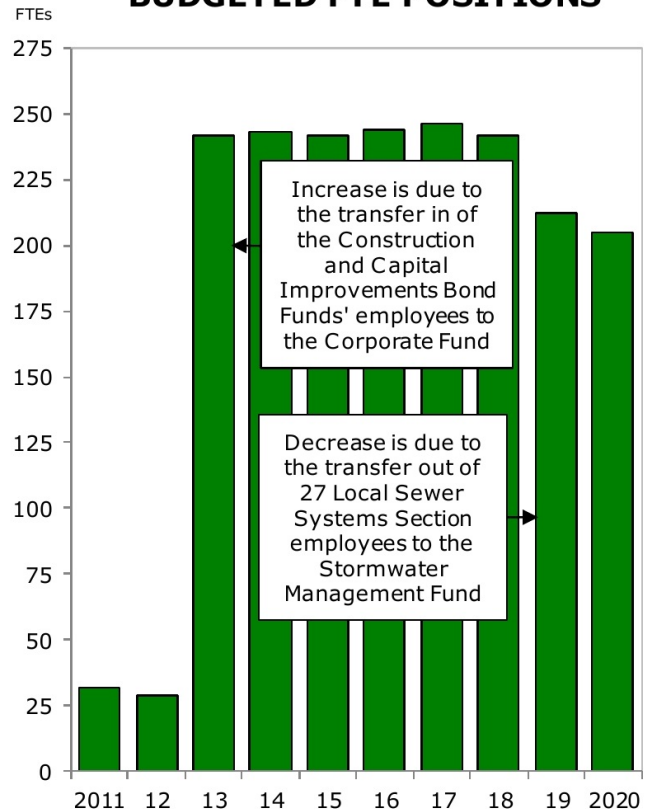
Public Services &  
Interagency Relations  
\$214,400 0.8%

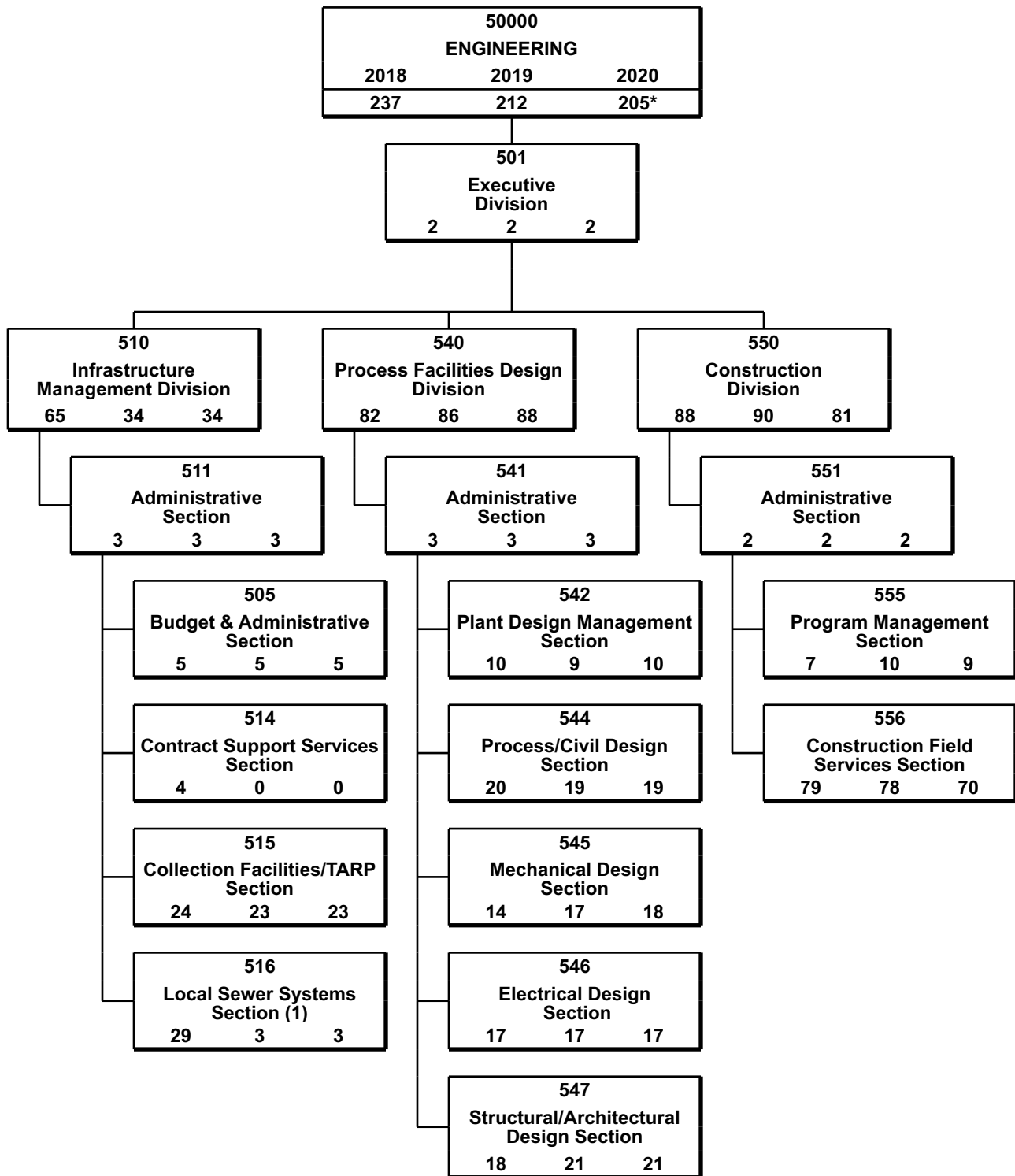
Sewer Permit Review  
\$228,600 0.9%

### APPROPRIATIONS & EXPENDITURES



### BUDGETED FTE POSITIONS



**ENGINEERING**

\* The 2020 position total for the Engineering Department - Corporate Fund is 205. There are an additional 64 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 balance 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 capital 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 most 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;
- Regulate impacts of development in suburban Cook County on stormwater runoff, wetlands, and floodplains, in accordance with the Watershed Management Ordinance (WMO). This is accomplished by reviewing and issuing WMO permits for development and inspecting work performed under WMO permits.

The Corporate Fund budget is also used for repair and maintenance projects not eligible for Capital Improvement Program funding.

### Summary of 2019 Accomplishments

- As indicated above, the Corporate Fund finances most of the Engineering Department positions. In 2019, 27 Local Sewer Systems Section positions were transferred from the Corporate Fund to the Stormwater Management Fund. Staff in these positions implement and enforce the WMO, which was adopted under the District's Stormwater Management authority. Since their work is directly related to stormwater management, these positions are now financed by the Stormwater Management Fund;
- An electronic project management system, e-Builder, was implemented in 2018 and continues to be improved to manage all of the District's Capital Improvement Program projects and report on the \$250 million in expenditures, as well as the various metrics used in the department, including: tracking project design and construction schedules, forecasting award dates, cash flow projections for budgeting, and all construction contractor submittals and documentation. In 2019, the Maintenance & Operations (M&O) Department began tracking projects in e-Builder. Additionally, 2019 was the first year in which e-Builder was used exclusively to generate the five-year forecast. Use of this system improves work flow and efficiency and allows for more accurate predictions of our project expenditures.

### Budget Highlights

The 2020 appropriation for the Engineering Department - Corporate Fund is \$25,452,900, a decrease of \$488,300, or 1.9 percent, from 2019. The Engineering Department's 2020 Budget provides direct support to the Capital Improvement Program.

The staffing level has decreased from 212 to 205 positions, which includes the drop of one Engineering Technician IV and two Engineering Technician III positions. Additionally, four positions were transferred from the Corporate Fund to the Stormwater Management Fund to assist with administration of the WMO, including one Assistant Civil Engineer, one Associate Civil Engineer, and two Engineering Technician IV positions.

## 2020 Initiatives in Support of the Strategic Business Plan Include the Following:

### • Add Value

The Engineering Department adds value by ensuring efficient use of funds in the implementation of appropriate capital improvements. In addition to designing capital projects and overseeing construction work in accordance with contract documents, Engineering Department staff apply for project funding through the State Revolving Fund Loan Program. State Revolving Fund loans offset the need for funding through the sale of bonds, ultimately saving the District money.

### • Excellence

The Engineering Department strives to achieve best-in-class performance for budgeting and scheduling of all Capital Improvement Program projects and has implemented comprehensive metrics to keep track of performance. The Engineering Department's capital projects have consistently averaged at or below the best-in-class cost goal of 105 percent of the award value. This is due to the quality assurances and control of both in-house and consultant designs. Additionally, the department strives to meet or exceed the industry standard of 120 percent of the originally scheduled contract time and has made consistent improvements in this area. Data shows that recent close outs of projects substantially complete in 2009 averaged over 200 percent of the original contract time, whereas those projects substantially complete in 2018 averaged closer to 150 percent of the original contract time.

In conjunction with the M&O Department, the Engineering Department protects the District's surface and subsurface infrastructure from damage due to planned and programmed construction, installation, and maintenance projects by transportation agencies, utility work, and private and public development. As a member of the State of Illinois' Joint Utility Location Information for Excavators, Inc. (JULIE) and 811 Chicago one-call system, the District constantly monitors submitted excavation tickets and positively responds to excavators or the city. M&O Department staff mark District facilities at the site as needed.

The District is also a member of the City of Chicago's Office of Underground Coordination (OUC) system. In the project planning phase, the District responds to OUC Information Retrieval requests by providing as-built plans of District facilities in the project area. In the OUC Existing Facility Protection phase, the District responds to requests for review of completed plans of projects and concurs or objects to the project based on impact to District facilities. The JULIE, 811 Chicago, OUC Information Retrieval, and OUC Existing Facility Protection requests processed by the Engineering Department on an annual basis are summarized in the Measurable Goals exhibit.

The District also reviews project plans for the Illinois Department of Transportation, Illinois State Toll Highway Authority, Cook County Department of Transportation and Highways, municipalities, and private developments to ensure District facilities are protected. Conflicts are resolved when possible through collaborative efforts, though relocation of District facilities is necessary for certain projects.

### • 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 2020 to expand this program to more staff members.

### • Leading Partnerships

Efforts are under way 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.

The District is authorized to provide wastewater treatment service for areas located outside of the corporate limits. This service is provided through service agreements, which Engineering Department staff negotiate and administer. Areas outside of the District may seek wastewater collection and treatment service from the District if doing so is more cost effective than building infrastructure required to convey their wastewater to their local wastewater treatment plant. Areas within Cook County may enter into service agreements with the District, while petitioning the State Legislature for annexation into the District, at which point, the service agreement ends. Areas outside of Cook County but immediately adjacent to the District's boundary may enter into long-term extraterritorial service agreements. Under current State regulations, such areas cannot be annexed to the District. Revenue collected by the District under service agreements includes impact fees and service fees. Service fees are based upon the ad valorem tax rate levied by the District applied to the equalized assessed value of parcels in the service area, multiplied by 140 percent.

- **Information Technology**

During the construction of Stage 1 of the McCook Reservoir, it was necessary to monitor components of the reservoir's highwall to ensure that unexpected rock movements that could potentially impact the reservoir's surroundings did not occur. This instrumentation includes inclinometers, extensometers, and piezometers, among other things, and monitors the conditions of the highwall. Manual data collection from this instrumentation is complex and could pose safety issues for accessing the reservoir highwall. As a result, the Army Corps of Engineers installed a data collection system that is managed and monitored through an instrumentation website that provides a clean graphical interface and has the ability to send email and text message alerts when possible issues arise. Now that the District is responsible for the operation of Stage 1, maintenance of the website is being transferred from the Army Corps of Engineers to the District. The District will continue to monitor Stage 1 features to observe if normal reservoir operations will impact the highwall and will also incorporate new instrumentation slated to be installed in Stage 2 into this interface.



**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.		\$ 228,600	0.9%
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.		\$ 214,400	0.8%
3. Reduce treatment costs by eliminating excessive infiltration/inflow of stormwater into sanitary sewers through a comprehensive rehabilitation program of local sewer systems.		\$ 228,700	0.9%
4. Ongoing maintenance projects, salaries, and employee expenses related to the Capital Improvement Program.		\$ 24,781,200	97.4%
Totals		\$ 25,452,900	100.0%

MEASURABLE GOALS:		2018 Actual	2019 Estimated	2020 Proposed
Process all requests for District facility information and review project plans prepared by other agencies for potential conflict with District facilities.				
Regular JULIE Requests		31,725	33,311	34,976
Emergency JULIE Requests		3,500	3,675	3,858
811 Chicago Requests		5,558	6,114	6,725
OUC Information Retrieval Requests		2,295	2,524	2,778
OUC Existing Facility Protection Requests		4,053	4,458	4,904
IDOT Requests		23	35	40
Compliance status of the 115 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 <sup>1</sup>		—	—	68
Percentage Complete		0%	0%	59%
Annual Summary Reports Received		98	115	115
Annual Summary Reports in Compliance <sup>2</sup>		54	60	68
<sup>1</sup> 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 was July 10, 2019. In light of the magnitude of work and time required to adopt regulations to implement Private Sector Programs, many satellite entities have requested additional time to complete their Short Term Requirements. The District will work with satellite entities that have not completed the Short Term Requirements to ensure that the work will be completed in a reasonable time frame.				
<sup>2</sup> 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	2018 Actual		FTEs Dollars	Dollars	Percent
1000	Collection	\$ 6,769,505	2020	36 \$ 4,663,800	\$ (232,700)	(4.8)
			2019	38 \$ 4,896,500		
1530	Local Sewer Permit Activity	\$ 2,068,841	2020	2 \$ 228,600	\$ (32,300)	(12.4)
			2019	2 \$ 260,900		
1560	Local Sewer Public Service Coordination	\$ 688,929	2020	2 \$ 214,400	\$ (16,000)	(6.9)
			2019	1 \$ 230,400		
1571	Local Sewer Rehabilitation Ordinance Enforcement Activity	\$ 322,927	2020	1 \$ 228,700	\$ —	—
			2019	1 \$ 228,700		
1700	Collection System Design	\$ 1,088,625	2020	8 \$ 1,144,300	\$ (91,900)	(7.4)
			2019	9 \$ 1,236,200		
1800	Collection Construction	\$ 2,600,183	2020	23 \$ 2,847,800	\$ (92,500)	(3.1)
			2019	25 \$ 2,940,300		
2000	Treatment	\$ 8,107,449	2020	73 \$ 8,749,400	\$ (55,300)	(0.6)
			2019	75 \$ 8,804,700		
2700	Treatment Design	\$ 2,974,312	2020	27 \$ 3,404,800	\$ 131,700	4.0
			2019	26 \$ 3,273,100		
2800	Treatment Construction	\$ 5,133,137	2020	46 \$ 5,344,600	\$ (187,000)	(3.4)
			2019	49 \$ 5,531,600		
3000	Solids Processing	\$ 5,664,668	2020	51 \$ 6,356,900	\$ (42,500)	(0.7)
			2019	51 \$ 6,399,400		
3700	Solids Processing Design	\$ 2,711,467	2020	25 \$ 3,226,700	\$ 101,600	3.3
			2019	24 \$ 3,125,100		
3800	Solids Processing Construction	\$ 2,953,201	2020	26 \$ 3,130,200	\$ (144,100)	(4.4)
			2019	27 \$ 3,274,300		
a) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$77,700), the drop of one FTE position (\$59,900), and the transfer of one FTE position to the Stormwater Management Fund (\$46,900).						

**50000 ENGINEERING****OBJECTIVES AND PROGRAM SUMMARY**

PROGRAMS BY PRIORITY:			2018	Budgeted			Change		
Number	Name		Actual		FTEs	Dollars	Dollars	Percent	
4000	Flood and Pollution Control		\$ 3,006,944	2020	25	\$ 3,082,100	\$ (132,200)	(4.1)	
				2019	28	\$ 3,214,300			
4216	Bridge and Road Maintenance		\$ 55,325	2020	—	\$ 113,100	\$ 63,200	126.7	b)
				2019	—	\$ 49,900			
4322	Storm and Flood Ordinance Development		\$ 17,314	2020	—	\$ 18,200	\$ —	—	
				2019	—	\$ 18,200			
4341	Planning/Design		\$ 64,943	2020	—	\$ 65,500	\$ —	—	
				2019	—	\$ 65,500			
4342	Contract Administration		\$ 89,745	2020	1	\$ 100,800	\$ 13,600	15.6	c)
				2019	1	\$ 87,200			
4343	Construction		\$ 102,617	2020	1	\$ 102,900	\$ —	—	
				2019	1	\$ 102,900			
4700	Flood and Pollution Control Design		\$ 658,139	2020	5	\$ 626,900	\$ (52,100)	(7.7)	
				2019	6	\$ 679,000			
4800	Flood and Pollution Control Construction		\$ 2,018,861	2020	18	\$ 2,054,700	\$ (156,900)	(7.1)	d)
				2019	20	\$ 2,211,600			
5000	Solids Disposal		\$ 333,974	2020	3	\$ 339,400	\$ (21,000)	(5.8)	
				2019	3	\$ 360,400			
5700	Solids Disposal Design		\$ 10,464	2020	—	\$ 10,400	\$ —	—	
				2019	—	\$ 10,400			
5800	Solids Disposal Construction		\$ 323,510	2020	3	\$ 329,000	\$ (21,000)	(6.0)	
				2019	3	\$ 350,000			
7000	General Support (excluding program number 7604)		\$ 1,791,969	2020	17	\$ 1,895,100	\$ (15,100)	(0.8)	
				2019	17	\$ 1,910,200			
7604	Social Security and Medicare Contributions		\$ 349,299	2020	—	\$ 366,200	\$ 10,500	3.0	
				2019	—	\$ 355,700			
Totals			\$26,023,808	2020	205	\$ 25,452,900	\$ (488,300)	(1.9)%	
				2019	212	\$ 25,941,200			
b) Increase is due to the planned extension of the current biennial bridge inspection contract and the anticipated award of a new contract (\$63,200).									
c) Increase is due to the reallocation of salaries to more accurately reflect current activities (\$13,600).									
d) Decrease is due to the transfer of one FTE position to the Stormwater Management Fund (\$95,000), the drop of one FTE position (\$38,200), and the reallocation of salaries to more accurately reflect current activities (\$15,500).									

**50000 ENGINEERING****PERFORMANCE DATA**

Program Number	Measurable Activity		2018 Actual	2019 Budgeted	2020 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	501	624	—	a)
		Cost	\$ 1,037,632	\$ 77,500	\$ 77,500	
		Cost/Permit	\$ 2,071.12	\$ 124.20	\$ —	a)
1533	Review of Other Permits	Cost	\$ 150,924	\$ 128,700	\$ 121,900	
1535	Local Sewer Construction Surveillance/Enforcement	Inspections	5,038	556	—	a)
		Cost	\$ 793,920	\$ 25,500	\$ —	b)
		Cost/Inspection	\$ 157.59	\$ 45.86	\$ —	a)
1537	Permit Revision	Revisions	51	79	—	a)
		Cost	\$ 86,365	\$ 29,200	\$ 29,200	
		Cost/Revision	\$ 1,693.43	\$ 369.62	\$ —	a)
1560	Local Sewer - Public Service Coordination					
1561	Public Service	Requests	1,000	615	—	a)
		Cost	\$ 445,124	\$ 55,600	\$ 51,000	
		Cost/Request	\$ 445.12	\$ 90.41	\$ —	a)
1563	Interagency Coordination	Cost	\$ 243,805	\$ 174,800	\$ 163,400	
1571	Local Sewer Rehabilitation Ordinance Enforcement Activity	Systems	250	114	115	
		Cost	\$ 322,927	\$ 228,700	\$ 228,700	
		Cost/System	\$ 1,291.71	\$ 2,006.14	\$ 1,988.70	
1700	Collection System Design	Cost	\$ 1,088,625	\$ 1,236,200	\$ 1,144,300	
1800	Collection Construction	Cost	\$ 2,600,183	\$ 2,940,300	\$ 2,847,800	
2700	Treatment Design	Cost	\$ 2,974,312	\$ 3,273,100	\$ 3,404,800	
2800	Treatment Construction	Cost	\$ 5,133,137	\$ 5,531,600	\$ 5,344,600	c)
3700	Solids Processing Design	Cost	\$ 2,711,467	\$ 3,125,100	\$ 3,226,700	
3800	Solids Processing Construction	Cost	\$ 2,953,201	\$ 3,274,300	\$ 3,130,200	
4200	Waterways Control and Stormwater Detention Reservoirs	Cost	\$ 55,325	\$ 49,900	\$ 113,100	d)
4300	Stormwater Management	Cost	\$ 274,619	\$ 273,800	\$ 287,400	
4700	Flood and Pollution Control Design	Cost	\$ 658,139	\$ 679,000	\$ 626,900	
4800	Flood and Pollution Control Construction	Cost	\$ 2,018,861	\$ 2,211,600	\$ 2,054,700	e)
<p>a) Starting with Budget Year 2020, tracking of measurable activity was discontinued in the Corporate Fund, due to the transfer of 27 Local Sewer Systems Section positions to the Stormwater Management Fund in 2019.</p> <p>b) Decrease is due to the reallocation of funding for in-house training to Program Number 2700 to more accurately reflect current activities (\$25,000).</p> <p>c) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$77,700), the drop of one FTE position (\$59,900), and the transfer of one FTE position to the Stormwater Management Fund (\$46,900).</p> <p>d) Increase is due to the planned extension of the current biennial bridge inspection contract and the anticipated award of a new contract (\$63,200).</p> <p>e) Decrease is due to the transfer of one FTE position to the Stormwater Management Fund (\$95,000), the drop of one FTE position (\$38,200), and the reallocation of salaries to more accurately reflect current activities (\$15,500).</p>						

**50000 ENGINEERING****PERFORMANCE DATA**

Program Number	Measurable Activity		2018 Actual	2019 Budgeted	2020 Estimated
5700	Solids Disposal Design	Cost	\$ 10,464	\$ 10,400	\$ 10,400
5800	Solids Disposal Construction	Cost	\$ 323,510	\$ 350,000	\$ 329,000
7000	General Support (excluding program number 7604)	Cost	\$ 1,791,969	\$ 1,910,200	\$ 1,895,100
7604	Social Security and Medicare Contributions	Cost	\$ 349,299	\$ 355,700	\$ 366,200
		Totals	\$ 26,023,808	\$ 25,941,200	\$ 25,452,900

101 50000	Fund: Corporate Department: Engineering	LINE ITEM ANALYSIS						
		2018	2019				2020	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/19	Expenditure (Committed Budget plus Disbursement) 09/30/19	Estimated Expenditure 12/31/19	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 24,781,944	\$ 24,611,100	\$ 24,236,100	\$ 15,886,477	\$ 22,687,900	\$ 23,829,000	\$ —
601060	Compensation Plan Adjustments	454,091	459,100	759,100	509,479	600,500	503,600	—
601070	Social Security and Medicare Contributions	349,299	355,700	355,700	234,517	320,900	366,200	—
601100	Tuition and Training Payments	55,584	118,300	118,300	73,515	75,600	98,000	—
100	TOTAL PERSONAL SERVICES	25,640,918	25,544,200	25,469,200	16,703,988	23,684,900	24,796,800	—
612010	Travel	10,585	10,000	10,000	4,777	7,000	12,800	—
612030	Meals and Lodging	27,336	17,600	17,600	13,462	17,000	34,700	—
612040	Postage, Freight, and Delivery Charges	1,460	1,500	1,500	1,500	1,300	1,500	—
612050	Compensation for Personally-Owned Automobiles	7,898	10,000	9,800	4,451	7,000	8,000	—
612080	Motor Vehicle Operating Services	29	200	400	214	400	500	—
612090	Reprographic Services	3,500	3,500	3,500	3,500	3,500	3,500	—
612170	Water and Water Services	3,799	4,000	4,000	4,000	4,000	4,500	—
612240	Testing and Inspection Services	—	—	—	—	—	50,000	—
612430	Payments for Professional Services	126,995	126,900	201,900	190,721	133,900	318,600	—
612490	Contractual Services, N.O.C.	82,059	83,100	83,100	82,059	82,100	83,100	—
612620	Repairs to Waterway Facilities	43,044	71,100	71,100	70,955	71,000	47,900	—
612970	Repairs to Testing and Laboratory Equipment	2,592	5,000	5,000	3,436	5,000	5,500	—
612990	Repairs, N.O.C.	8,088	10,000	10,000	8,312	8,300	8,800	—
200	TOTAL CONTRACTUAL SERVICES	317,386	342,900	417,900	387,387	340,500	579,400	—
623520	Office, Printing, and Photo Supplies, Equipment, and Furniture	54,319	42,600	42,600	41,441	37,000	42,300	—
623680	Tools and Supplies	2,476	8,000	6,700	5,624	6,700	8,200	—
623700	Wearing Apparel	6,033	—	—	—	—	—	—
623720	Books, Maps, and Charts	2,676	3,500	4,800	3,858	4,800	5,000	—
623800	Computer Software	—	—	—	—	—	21,000	—
623990	Materials and Supplies, N.O.C.	—	—	—	—	—	200	—
300	TOTAL MATERIALS AND SUPPLIES	65,504	54,100	54,100	50,923	48,500	76,700	—
TOTAL ENGINEERING		\$ 26,023,808	\$ 25,941,200	\$ 25,941,200	\$ 17,142,298	\$ 24,073,900	\$ 25,452,900	\$ —

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: Engineering		POSITION ANALYSIS				
		2018	2019		2020	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
					Proposed by the Executive Director	
<b>501</b>	<b>Executive Division</b>					
EX15	Director of Engineering	1	1		1	
EX06	Secretary to Officer	1	1		1	
TOTAL 501	Executive Division	2	2	376,864	2	376,865
<b>510</b>	<b>Infrastructure Management Division</b>					
<b>505</b>	<b>Budget &amp; Administrative Section</b>					
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 505	Budget & Administrative Section	5	5	629,794	5	629,794
<b>511</b>	<b>Administrative Section</b>					
HP22	Assistant Director of Engineering	1	1		1	
HP20	Managing Civil Engineer	1	1		1	
HP11	Administrative Specialist	1	1		1	
TOTAL 511	Administrative Section	3	3	511,108	3	511,108
<b>514</b>	<b>Contract Support Services Section</b>					
HP14	Engineering Technician V #4	1	—		—	
HP12	Engineering Technician IV	1	—		—	
HP11	Administrative Specialist	1	—		—	
HP09	Administrative Clerk	1	—		—	
TOTAL 514	Contract Support Services Section	4	—	—	—	—
<b>515</b>	<b>Collection Facilities / TARP Section</b>					
HP20	Managing Civil Engineer	1	1		1	
HP18	Principal Civil Engineer	3	3		3	
HP17	Senior Civil Engineer	6	6		6	
HP15	Associate Civil Engineer	3	3		3	
HP14	Assistant Civil Engineer	3	3		3	
HP14	Engineering Technician V	1	1		2	
HP14	Engineering Technician V #4	1	1		—	

Fund: Corporate Dept: Engineering		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
HP13	Engineering Draftsman III	1	1		1	
HP12	Engineering Technician IV	3	3		3	
HP11	Engineering Technician III	2	1		1	
TOTAL 515	Collection Facilities / TARP Section	24	23	2,652,974	23	2,664,877
<b>516</b>	<b>Local Sewer Systems Section</b>					
	(* Number of positions budgeted and funded by the Stormwater Management Fund appears below position count)					
HP18	Principal Civil Engineer	2 (*1)	1 (*2)		1 (*2)	
HP17	Senior Civil Engineer	7 (*2)	1 (*8)		1 (*9)	
HP15	Associate Civil Engineer	6 (*3)	1 (*8)		1 (*10)	
HP14	Assistant Civil Engineer	3 (*2)	— (*6)		— (*7)	
HP14	Assistant Mechanical Engineer #2 (Assistant Civil Engineer)	1	—		—	
HP14	Engineering Technician V	3	— (*3)		— (*3)	
HP12	Engineering Technician IV	2 (*1)	— (*4)		— (*6)	
HP12	Engineering Technician IV #4	1	— (*1)		— (*1)	
HP11	Administrative Specialist	1	— (*1)		— (*1)	
HP11	Engineering Technician III	1	— (*1)		— (*1)	
HP09	Administrative Clerk	2	— (*2)		— (*2)	
TOTAL 516	Local Sewer Systems Section	29	3	399,850	3	376,808
TOTAL	Stormwater Management Fund Positions	(*9)	(*36)		(*42)	
TOTAL 510	Infrastructure Management Division	65	34	4,193,727	34	4,182,588
TOTAL	Stormwater Management Fund Positions	(*9)	(*36)		(*42)	
<b>522</b>	<b>Stormwater Management Section</b>					
	(* Number of positions budgeted and funded by the Stormwater Management Fund appears below position count)					
HP20	Managing Civil Engineer	— (*1)	— (*1)		— (*1)	



Fund: Corporate Dept: Engineering		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
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)	
HP14	Public Affairs Specialist	— (*1)	— (*1)		— (*1)	
HP11	Administrative Specialist	— (*1)	— (*1)		— (*1)	
TOTAL	Stormwater Management Section	—	—	—	—	—
TOTAL 522	Stormwater Management Fund Positions	(*21)	(*22)		(*22)	
<b>540</b>	<b>Process Facilities Design Division</b>					
<b>541</b>	<b>Administrative Section</b>					
HP22	Assistant Director of Engineering	1	1		1	
HP11	Administrative Specialist	2	2		2	
TOTAL 541	Administrative Section	3	3	376,607	3	380,044
<b>542</b>	<b>Plant Design Management Section</b>					
HP20	Managing Civil Engineer	1	—		—	
HP18	Principal Civil Engineer	2	2		3	
HP17	Senior Civil Engineer	4	4		4	
HP16	Computer Aided Drafting and Design Administrator	1	1		1	
HP15	Associate Civil Engineer	1	1		1	
HP12	Engineering Technician IV	1	1		—	
HP11	Engineering Technician III	—	—		1	
TOTAL 542	Plant Design Management Section	10	9	1,150,971	10	1,246,715
<b>544</b>	<b>Process / Civil Design Section</b>					
HP20	Managing Civil Engineer	1	1		1	
HP18	Principal Civil Engineer	3	3		3	
HP17	Senior Civil Engineer	6	5		5	
HP17	Senior Process Control Engineer	1	1		1	
HP15	Associate Civil Engineer	3	3		3	

Fund: Corporate Dept: Engineering		POSITION ANALYSIS				
		2018	2019		2020	
					Proposed by the Executive Director	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
HP15	Associate Process Control Engineer	1	1		1	
HP14	Assistant Civil Engineer	2	2		2	
HP13	Engineering Draftsman III	—	1		1	
HP13	Engineering Draftsman III #4	1	—		—	
HP12	Engineering Draftsman II	2	2		2	
TOTAL 544	Process / Civil Design Section	20	19	2,303,693	19	2,319,814
<b>545</b>	<b>Mechanical Design Section</b>					
HP20	Managing Mechanical Engineer	—	1		1	
HP18	Principal Mechanical Engineer	2	2		2	
HP17	Senior Mechanical Engineer	4	5		5	
HP15	Associate Mechanical Engineer	4	4		5	
HP14	Assistant Mechanical Engineer	1	2		2	
HP13	Engineering Draftsman III	1	1		1	
HP12	Engineering Draftsman II	1	2		2	
HP12	Engineering Draftsman II #4	1	—		—	
TOTAL 545	Mechanical Design Section	14	17	2,010,532	18	2,146,681
<b>546</b>	<b>Electrical Design Section</b>					
HP20	Managing Electrical Engineer	1	1		1	
HP18	Principal Electrical Engineer	2	2		2	
HP17	Senior Electrical Engineer	5	5		5	
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 546	Electrical Design Section	17	17	2,094,476	17	1,970,040
<b>547</b>	<b>Structural / Architectural Design Section</b>					
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	4		4	
HP15	Associate Architect	3	3		3	

Fund: Corporate Dept: Engineering		POSITION ANALYSIS				
		2018	2019		2020	
Pay Plan & Grade	Class Title	Actual FTEs	Budgeted FTEs	Appropriation in Dollars	Budgeted FTEs	Appropriation in Dollars
					Proposed by the Executive Director	
HP15	Associate Structural Engineer	2	3		3	
HP14	Assistant Structural Engineer	3	3		3	
HP13	Engineering Draftsman III	1	1		1	
HP12	Engineering Draftsman II	—	1		1	
TOTAL 547	Structural / Architectural Design Section	18	21	2,417,114	21	2,389,168
TOTAL 540	Process Facilities Design Division	82	86	10,353,391	88	10,452,461
<b>550</b>	<b>Construction Division</b>					
<b>551</b>	<b>Administrative Section</b>					
HP22	Assistant Director of Engineering	1	1		1	
HP11	Administrative Specialist	1	1		1	
TOTAL 551	Administrative Section	2	2	307,165	2	231,744
<b>555</b>	<b>Program Management Section</b>					
HP20	Managing Civil Engineer	1	1		1	
HP18	Principal Civil Engineer	—	1		1	
HP17	Senior Civil Engineer	—	1		1	
HP17	Senior Electrical Engineer	1	—		—	
HP15	Associate Civil Engineer	2	2		1	
HP14	Assistant Civil Engineer	1	1		1	
HP14	Assistant Electrical Engineer	—	1		1	
HP14	Assistant Mechanical Engineer	1	—		—	
HP14	Engineering Technician V	—	1		1	
HP13	Senior Administrative Specialist	1	1		1	
HP11	Administrative Specialist	—	1		1	
TOTAL 555	Program Management Section	7	10	1,170,587	9	1,064,231
<b>556</b>	<b>Construction Field Services Section</b>					
HP20	Managing Civil Engineer	1	2		2	
HP20	Managing Mechanical Engineer	1	—		—	
HP18	Principal Civil Engineer	4	3		2	
HP18	Principal Electrical Engineer	2	2		2	
HP17	Senior Civil Engineer	10	10		10	
HP17	Senior Electrical Engineer	3	4		4	
HP17	Senior Mechanical Engineer	2	1		1	

Fund: Corporate Dept: Engineering		POSITION ANALYSIS				
		2018	2019		2020	
					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	11	10		10	
HP15	Associate Electrical Engineer	3	3		3	
HP15	Associate Mechanical Engineer	4	4		3	
HP15	Associate Structural Engineer	1	—		—	
HP14	Assistant Civil Engineer	4	4		3	
HP14	Assistant Electrical Engineer	2	1		1	
HP14	Assistant Mechanical Engineer	1	1		1	
HP14	Engineering Technician V	11	11		11	
HP14	Engineering Technician V #4	2	2		2	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	1		1	
HP12	Engineering Technician IV	8	10		8	
HP12	Engineering Technician IV #4	1	—		—	
HP11	Engineering Technician III	7	9		6	
TOTAL 556	Construction Field Services Section	79	78	8,330,287	70	7,641,069
TOTAL 550	Construction Division	88	90	9,808,039	81	8,937,044
TOTAL	Engineering	237	212	24,732,021	205	23,948,958
TOTAL	Stormwater Management Fund Positions	(*30)	(*58)		(*64)	
Note: Sixty-four 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. Dollar amounts may not add up due to rounding.						