

ORDINANCE NUMBER O14-015

**ANNUAL APPROPRIATION ORDINANCE OF THE
METROPOLITAN WATER RECLAMATION DISTRICT
OF GREATER CHICAGO
FOR THE FISCAL YEAR BEGINNING JANUARY 1, 2015
AND ENDING DECEMBER 31, 2015**

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, 2015 and ending December 31, 2015.”

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, 2015 and ending December 31, 2015.

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

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

Section 5. That wherever an appropriation is made under the classification “Personal Services,” “Contractual Services,” “Materials and Supplies,” “Machinery and Equipment,” “Capital Improvements,” “Land” or “Fixed

and other Charges,” it is supported by a schedule of Line Items.

The Executive Director is authorized to transfer appropriations between line items within an object class of expenditure within a department. Transfers of appropriations between objects of expenditure or between departments must be presented for approval to the Board of Commissioners in accordance with applicable statutes.

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

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

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

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

#2. After a title, signifies that when the position is vacated, the person filling the vacancy will receive the title within the parentheses. It can also indicate that while a grade level for a class title has been

lowered, the incumbent in the position will be retained at the current grade level. This is indicated by a notation of the new grade level in parentheses following the title.

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

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

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

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

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

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

(e) The Director of Procurement and Materials Management shall, in auditing claims for goods delivered on open market order, determine through inspection or

otherwise, whether the goods delivered conform to such standard specifications.

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

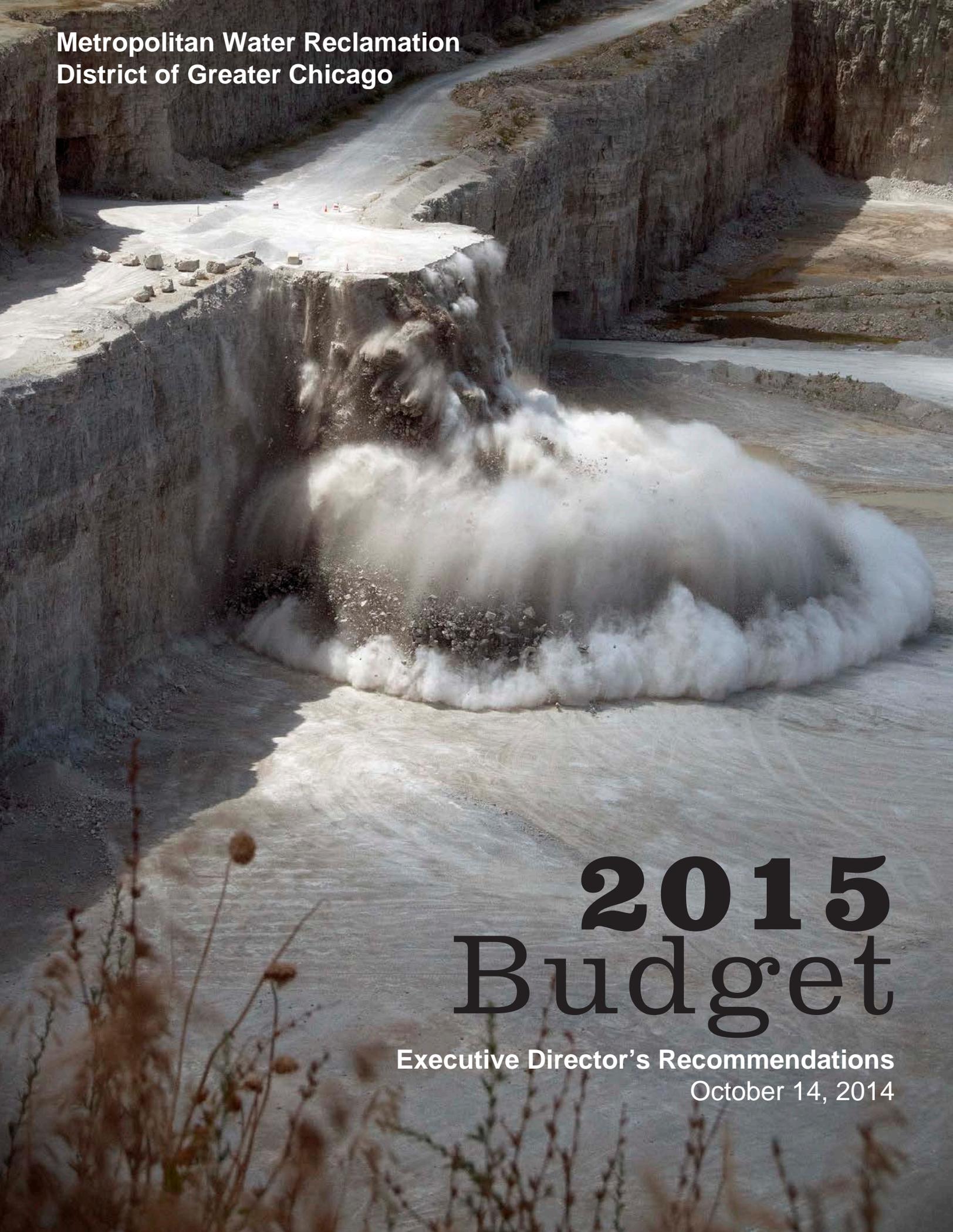
The only exception to the above is for contracts and purchase orders for materials, supplies, and equipment for which the competitive bid threshold is \$25,000.00. These contracts and purchase orders only require the signature of the Director of Procurement and Materials Management of the Metropolitan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

(g) The Comptroller of the Metropolitan Water Reclamation District of Greater Chicago shall conduct audits of all expenditures. The Comptroller shall report the results of such audit to the President and the Board of Commissioners of the Metropolitan Water Reclamation District of Greater Chicago.

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

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

**Metropolitan Water Reclamation
District of Greater Chicago**



2015 Budget

Executive Director's Recommendations
October 14, 2014



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Metropolitan Water Reclamation District of Chicago
Illinois**

For the Fiscal Year Beginning

January 1, 2014

A handwritten signature in black ink, appearing to read 'Jeffrey R. Egan'.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the Metropolitan Water Reclamation District of Greater Chicago for its annual budget for the fiscal year beginning January 1, 2014.

In order to receive this award, a governmental unit must publish a budget document the meets

program criteria as a policy document, as an operations guide, as a financial plan and as a communications medium.

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.



2015 Budget

Metropolitan Water Reclamation District of Greater Chicago

Executive Director's Recommendations October 14, 2014

Officers

DAVID ST. PIERRE
Executive Director

ELLEN BARRY
Acting Director of
Information Technology

MARY ANN BOYLE
Treasurer

ALLISON FORE
Public and Intergovernmental
Affairs Officer

THOMAS C. GRANATO
Director of Monitoring
and Research

RONALD M. HILL
General Counsel

DENICE KORCAL
Director of Human Resources

DARLENE A. LoCASCIO
Director of Procurement and
Materials Management

CATHERINE A. O'CONNOR
Director of Engineering

MANJU PRAKASH SHARMA
Director of Maintenance
and Operations

JACQUELINE TORRES
Clerk/Director of Finance

Board of Commissioners



seated, from left to right:

BARBARA J. MCGOWAN
Vice President

KATHLEEN THERESE MEANY
President

MARIYANA T. SPYROPOULOS
Chairman of Finance

standing, from left to right:

PATRICK D. THOMPSON

KARI K. STEELE

FRANK AVILA

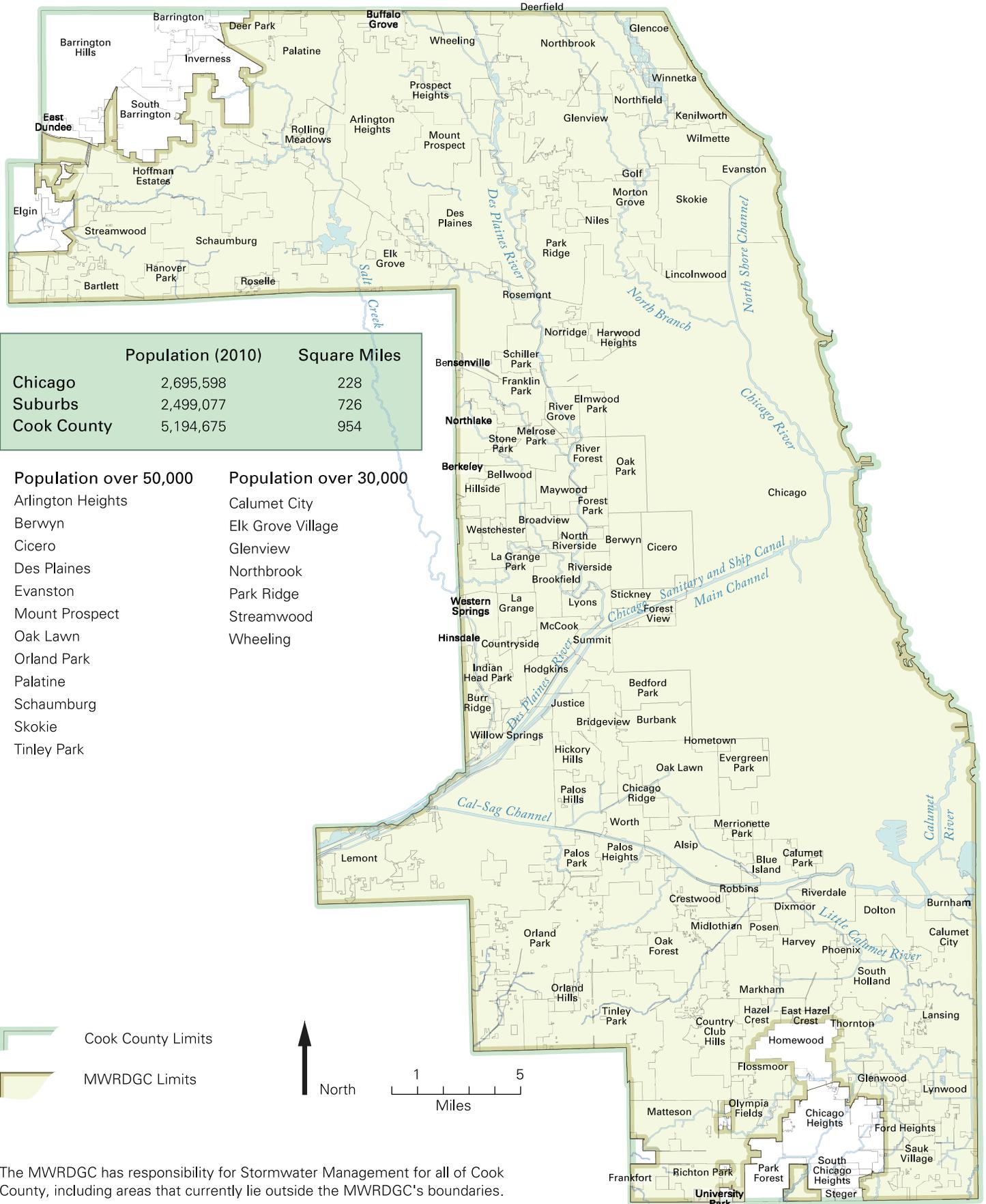
DEBRA SHORE

CYNTHIA M. SANTOS

MICHAEL A. ALVAREZ

For additional copies of this document, contact:
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Cook County and Metropolitan Water Reclamation District of Greater Chicago



The MWRDGC has responsibility for Stormwater Management for all of Cook County, including areas that currently lie outside the MWRDGC's boundaries.

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

Origin and History

The Metropolitan Water Reclamation District of Greater Chicago (District) is an independent government and taxing body encompassing approximately 91 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 all 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 Project 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 883.6 square miles which includes the City of Chicago and 125 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 12 inches to 27 feet in diameter, and are fed by approximately 10,000 local sewer system connections.

The District's Tunnel and Reservoir Project is one of the country's largest public works projects for pollution and

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

flood control. Four tunnel systems total 109.4 miles of tunnels, 8 to 33 feet in diameter and 150 to 300 feet underground. One reservoir is in operation and construction is in progress on the remaining two.

The District owns and operates one of the world’s largest water reclamation plants, in addition to six other plants and 22 pumping stations. The District treats an average of 1.3 billion gallons of wastewater each day. The District’s total wastewater treatment capacity is over 2.0 billion gallons per day.

The District controls 76.1 miles of navigable waterways, which are part of the inland waterway system connecting the Great Lakes with the Gulf of Mexico. It also owns and operates 35 stormwater detention reservoirs to provide regional stormwater flood damage reduction.

In conjunction with its biosolids beneficial utilization and farm land application program, the District recycles all biosolids in land application programs in northeast Illinois, and owns over 13,500 acres of land in Fulton County, Illinois, formerly used for biosolids application.

Governance

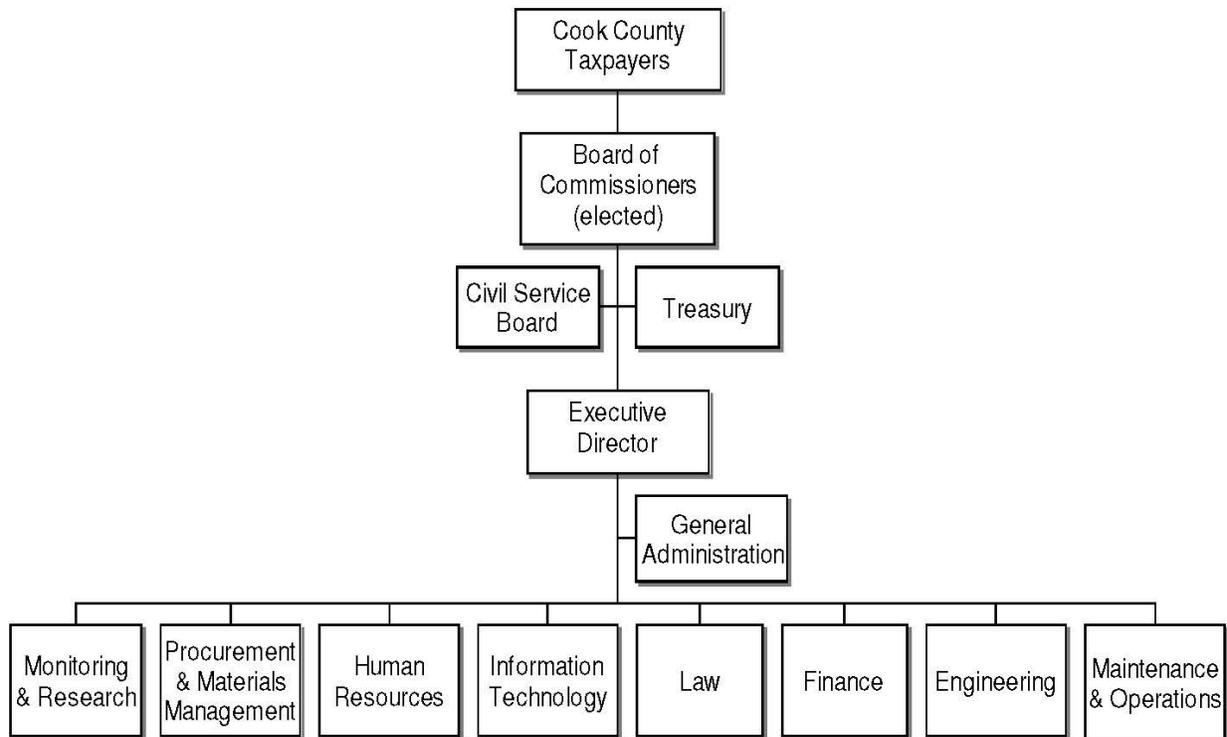
The District is governed by a nine-member Board of Commissioners (Board). Commissioners are elected at large and serve on a salaried basis. Three Commissioners are elected every two years for six-year terms. Biannually, the Board elects from its membership a President, Vice President, and Chairman of 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 consists of pages 33 & 34 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 2015.
- 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 to the right 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 ranges for pay plans and grades, as shown in the Position Analysis, are included in the Appendix.

Organization Unit Number		
Organization Unit Name		
2013	2014	2015
Position	Position	Position
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, and awards.

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 2015 Budget. It includes the following:

- In the *Budget Message*, the Executive Director discusses his 2015 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 *Financial Policies, Objectives, and Accomplishments*, an overview of the financial guidelines and accomplishments of the District is presented.
- *Policy Development and the Budget Process* section describes policy development and the total Budget process. The detailed Budget process is presented in 12 clearly stated steps with a flowchart of the Budget cycle.
- The *Annual Appropriation Ordinance* gives legal effect to the entire Budget document as enacted into law by the Board of Commissioners under authority of the Illinois Compiled Statutes. It includes an explanation of the crosshatch (#) symbols used with some personnel positions within the Budget, indicating changes to positions once vacated.

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Metropolitan Water Reclamation District of Greater Chicago

100 EAST ERIE STREET

CHICAGO, ILLINOIS 60611-3154

312.751.5600

October 14, 2014

EXECUTIVE DIRECTOR'S BUDGET MESSAGE FOR 2015

Honorable Ladies and Gentlemen:

The year 2015 will be an exciting one for the District, and many milestones will be reached. First, the Thornton Reservoir will be coming online providing needed relief to the south side of Cook County. Thornton Reservoir will have a capacity of 7.9 billion gallons and is the second reservoir in the Tunnel and Reservoir Plan (TARP) to come online. Second, the two disinfection facilities will be completed. The Calumet plant will be implementing chlorination and the O'Brien plant will implement ultraviolet disinfection. These major milestones will start a new chapter in District history.

The District is implementing a new Strategic Business Plan for 2015, replacing the previous Strategic Business Plan which has been our guide since mid-2011. The District has worked over the last four years to improve our environment in four areas. We have improved our financial environment, our public environment, our natural environment and our employee environment. In evaluating the 2011 Strategic Business Plan, it became clear that 90 percent of the strategies were implemented. Although the District needs to continue to ensure these initiatives move forward, it is time to take on new challenges as we focus on serving the constituents of Cook County.

A review of the past Strategic Business Plan's successes includes a significant improvement in the District's financial situation. The pension's unfunded liability saw a marked improvement in 2014 as the actuarial percent funding level increased in December of 2013 after 15 years of steady reduction in the overall funding level. The Board of Commissioners has adopted a pension policy to ensure maximum funding remains a priority in the coming years. This policy will ensure the retirement fund is on schedule to reach a 100 percent funded level as quickly as possible. The Other Post Employee Benefit (OPEB) fund, which is used to fund retirement health care, reached a 50 percent funding level in 2014. This funding level exceeds the adopted policy target date of 2050 by 41 years. The Board adopted a new policy for the OPEB fund, making a commitment to fund this 100 percent over the next 12 years. The District made adjustments in the operation to ensure responsible financial management in the corporate budget. Staff has worked hard on ensuring capital improvement projects are justified and spending levels are at a sustainable pace. The District will remain focused on ensuring finances remain healthy as we move forward in the future.

In 2011, the District was facing harsh criticism from the public. Therefore, the District began to focus on improving its public environment. The District hired an intergovernmental and public affairs officer to communicate our work and help promote the District as a local leader. Several tools are now in place to get out the message of the activities and benefits the District provides Cook County. The District has developed a Facebook account that communicates the successes of the District on a routine basis. The District has created a Twitter account that echoes these accomplishments. The District maintains a media list of over 800 individuals and media outlets including the Associated Press and CNN International. The frequent press releases distributed through this method have significantly improved the District's public environment. Our Public Affairs staff sets up facility visits for scientists, engineers and other guests from around the world. Staff also participates in local community events throughout the region, displaying a table of handouts and interacting with residents. They schedule local meetings to discuss flooding, how the system operates and



Pictured is Reed Dring, Engineer of Treatment Plant Operations I, explaining the wastewater treatment process to students at the Stickney Water Reclamation Plant during a tour in September 2014 at an open house celebrating the District's 125th anniversary.

tips on how to protect homes. These efforts have certainly improved the District’s image.

The District has focused on creating a natural environmental strategy that places the District ahead of environmental initiatives. The District has focused on biological phosphorus removal in four water reclamation plants – Stickney, Calumet, O’Brien, and Kirie. The District has moved forward on these projects with multi-departmental teams headed up by the newly created planning group housed in the Monitoring and Research Department. In addition to biological phosphorus efforts, the teams are piloting an algae removal process at the O’Brien plant. The District is also focusing on working with agriculture to establish nutrient controls and improve Illinois waterways. We understand that the Illinois hypoxia plan goals cannot be reached without the cooperation of the agriculture community. By working with farmers on best management practices, the District is creating relationships and partnerships to address the issue of nutrients in our waterways. As stated earlier, the two disinfection facilities will come online in 2015. In addition, the Egan plant will pilot the Anita-Mox process. This process has the potential of reducing our energy footprint by 40 percent. The first step in utilizing our digester capacity was taken this year as we are currently negotiating a food to energy project for Calumet. This project has the potential to lower greenhouse gas emissions by 110,000 metric tons per year and deliver a significant return on investment for our taxpayers. The District remains engaged in the discussion concerning invasive species transfer between the Great Lakes and the Mississippi River basin. The District remains committed to providing leadership to the region concerning waterway issues and discovering new ways to improve our natural environment.

The District’s focus on improving the environment of our employees has resulted in a renewed commitment to employee development. The Board approved increasing the tuition reimbursement program, doubling the level of reimbursement available on an annual basis. In addition, management has a target goal to provide 24 hours of training for every employee. This training is designed to focus on job-specific topics that will advance employees in their field of work. There are no more hiring freezes. Instead, staff is reviewing and adding additional positions needed to accomplish the work of the District. We continue to enjoy having one of the elite staffs in the country today.

The progress made over the past four years has been tremendous. Therefore, the Executive Team stepped back and reevaluated the strengths, weaknesses, opportunities, and threats the organization faces. The list produced is completely different than the list created in 2011. It is from this new list that the 2015 Strategic Business Plan was created.

The District passed important legislation this year in Springfield. Another important piece of legislation was signed into law that was brought forward by the Illinois Environmental Protection Agency (IEPA). The first legislation dealt with stormwater issues. The second legislation allows the District to focus on resource recovery. These two bills signed by the Governor in June and July of this year will provide the District with the flexibility to advance its mission into the future. The IEPA bill opens up the State Revolving Fund (SRF) to multiple uses including stormwater projects.

Cook County continues to experience historic rain patterns. These rains are intense and short bursts that overwhelm community systems. ***Flooding is the number one issue the District will face in the next five years.*** The stormwater bill allows the District to utilize three new tools. The first tool provides the District with the ability to help communities with local stormwater issues. The focus on flooding issues at a local level will help the District protect the communities we serve with desperately needed projects. The second tool allows the District to purchase flood prone properties where no other solution exists. The third tool gives the District the ability to bond stormwater projects. Since the District does not own stormwater project property, this ability will allow the District to do more while slowing down tax increases. These tools will mark significant improvements in our stormwater utility and help us build a resilient Chicagoland.



Governor Pat Quinn signed three pieces of legislation pertaining to flooding and stormwater management during a press conference and bill signing ceremony at the Centennial Fountain along the Chicago River in August 2014.

In the photo (L-R): Nick O’Connor of the MWRD President’s Office; Jen Walling, Executive Director of the Illinois Environmental Council; Marc Miller, Director, Illinois Department of Natural Resources; MWRD President Meany Kathleen Therese Meany; MWRD Chairman of Finance Mariyana Spyropoulos, and MWRD Commissioner Kari Steele.

After this bill was signed, our Engineering and Law Departments moved quickly. Engineering canvassed communities throughout Cook County a year prior to the signing, collecting a list of local flooding issues. The team also identified possible buyout areas. Using Phase I and Phase II project lists, the team was ready to mobilize when the bill was signed into law. The Law Department immediately presented changes in Board policy needed to enact the local policy. In addition, Law drafted a

buyout policy that the Board adopted. There are over 30 projects moving forward that span immediate construction, preliminary design and design stages. These projects are community partnerships where communities are participating in cost share and maintenance obligations. In addition, the District has identified five pilot areas – one in each Council of Government region and one in the City of Chicago – to begin putting together a Cook County green and gray infrastructure stormwater plan that will protect the community against severe weather events. We can only succeed in addressing flooding in Cook County by all parties working together. The District can be the catalyst that encourages these partnerships.

The second bill gives the District the ability to resell resources recovered in the treatment process. This important legislation will allow the District to move forward in recovering water, phosphorus, energy, and biosolids. These markets have the ability to provide a revenue stream, enhance the environment and create value for the District. This revenue stream can accelerate projects needed to reduce flooding in Cook County. Although the District is focused on the four resources mentioned, the future will uncover additional value that can be recovered from the water treatment process. The District will continue to focus on adding value to the community we serve. Incorporating resource recovery allows the District to reduce greenhouse gases, develop a more sustainable society and utilize resources that would otherwise be wasted.

The IEPA bill that opens up SRF funding to stormwater projects is a bonus. This bill will allow the District to double the amount of projects it can help communities with around Cook County. This bill also allows for the funding of resource recovery and energy-related projects in the plants. The expansion of SRF provides low interest loans for District work. This tool, combined with the increase in available dollars from the state in the Clean Water Initiative, will enable funding to all but a handful of projects using low interest loans.

The 2015 Strategic Business Plan adopted the following vision statement: “Recovering Resources, Transforming Water.” This statement contains two ideas. The first is straightforward; recover resources for reuse in the public marketplace. The second contains the idea of sustainability and resiliency needed within our fences and the communities we serve. The District is taking on the challenge of providing the leadership in Cook County to influence the changes needed to combat the new weather patterns rolling across our region.



View along Buffalo Creek at the Heritage Park Flood Control Facility with basin spillway in the foreground.

The 2015 Strategic Business Plan has six major goals each with identified strategies to accomplish and measure progress. These goals represent the major focus areas for staff as we seek to move forward the vision of Recovering Resources, Transforming Water.

Goal number one is to “Add Value.” Every employee at the District will look for opportunities to add value. There are three main strategy areas of focus within this goal. These areas are customer service opportunities, real estate, and service levels between departments. The idea behind this goal is to advance the understanding of results versus task orientation. Every employee within the District should understand the end goal of the activity and perform the job with results in mind. Instead of merely performing tasks, the organization should understand the reason behind the activity and strive for the target.

Goal number two is “Excellence.” Nothing of consequence is accomplished without enthusiasm. This simple statement captures the idea behind this goal. Everything must work reliably. Our finances should be managed in an excellent manner, ensuring value for every dollar spent. Our processes should be optimized within our plants to ensure resources are not wasted. We should have a sense of urgency in the delivery of services to our constituents. Every employee should understand their value and role within the organization.

Goal number three is “Resource Recovery.” This goal will focus on four resources – water, phosphorus, biosolids, and energy. The District has a potential revenue stream of \$70 million annually through resource recovery. These projects have significant environmental impact as well. These efforts span from changing IEPA regulations for biosolids to striving for energy neutrality by 2023. These initiatives will play a role in advancing stability at the District and encouraging thoughtful action within the community.

Goal number four is the one carryover from the 2011 plan: “Develop Employees.” Value is measured through personal contribution and growth. This phrase describes the intention of this goal. Every employee at the District should be valued. As such, the focus to invest in the personal growth of each employee remains a critical component of the 2015 plan.

Goal number five is “Leading Partnerships.” We recognize the importance of active involvement in the world around us. The District is a leader in water. We need to strategically lead in our communities, state and nation. Having the top staff in the

country does not come without responsibility. The District recognizes this responsibility and is positioned to take leadership roles within the community we serve.

Goal number six is “Technology.” The District will embrace a new era of technology that delivers reliable and useful information. This initiative recognizes the importance of useful technology tools that are needed to promote the District in all of our efforts. Utilizing information to be transparent and to provide guidance to the organization is critical to our future success.

I hope you will take the time to review the 2015 Strategic Business Plan in full. This is a brief summary of our aspirations for the next five years. The challenges are many. Our role is clear. We are committed as an agency to continue providing the excellent service expected of the District.

Financial Summary

The 2015 five-year financial plan was developed to maintain budgetary fund balances at policy levels using the Strategic Business Plan as a guideline to establish priorities. The operation, maintenance, investment in the District’s infrastructure, and other essential services will continue to receive primary focus, while some discretionary activities and non-essential services will be reduced. The District has been aggressive over the past year in addressing some of the primary drivers of the budget, including energy costs, personnel and health care costs, and pension obligations.

These recommendations continue our conservative fiscal management and include the policies, objectives, and resources to allow the District to remain true to our core mission of protecting our water environment and the health of the residents of Cook County.

The District’s appropriation and tax levy for 2015 as recommended, compared to the 2014 Budget as adjusted is:

	<u>2015</u>	<u>2014 (Adjusted)</u>	<u>Increase / (Decrease)</u>	<u>Percent Change</u>
Total Tax Levy	\$ 560,025,957	\$ 540,255,741	\$ 19,770,216	3.7
Aggregate Levy	307,400,000	300,930,700	6,469,300	2.2
Appropriation	1,258,594,481	1,219,656,083	38,938,398	3.2

The aggregate levy is statutorily limited to an annual increase of five percent or the Consumer Price Index (CPI), whichever is lower. The increase in the 2015 aggregate levy is equal to the estimated CPI plus new property for 2015.

Respectfully submitted,



David St. Pierre
Executive Director

STRATEGIC BUSINESS PLAN

INTRODUCTION

Recovering Resources, Transforming Water

For the 2015 Budget Cycle, the Executive Team reviewed the prior strategic plan and determined that the goals and strategies had been significantly advanced. The vision to “Improve Our Environment” in the areas of Finance, Employee, Public and Natural Environments has served the District well over the past four years. Although it remains important to keep our eyes focused on these areas to ensure that we continue to maintain excellence, the team felt it was time to set new goals for the next five years.

The District held a public meeting to kick off the budget season and to present to the Board of Commissioners (BOC) the draft Strategic Business Plan (SBP) that was developed for 2015. The Executive Team performed a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) and from this information formed goals and strategies for the new plan. At the public meeting, staff received input from the BOC and the public and incorporated these comments into the plan. It was clear that the BOC wants to make certain that we maintain the improvements made in the four areas of focus in the past several years.

The District has many opportunities to serve in the Cook County community. During the past SBP, the District passed a Watershed Management Ordinance and a new infiltration and inflow program. These programs are aimed at improving flood controls throughout the county and maintaining important infrastructure. The District also received additional authority from the Illinois General Assembly authorizing local support to flood mitigation projects and the purchase of flood prone properties – two important new tools that can be used in our work to protect the community from the impacts of severe storms.

This year will see the Thornton Reservoir come on line. During this SBP cycle, the first phase of McCook Reservoir will also be placed in service. This dynamic duo will provide over 10 billion gallons of flood protection to residents and water quality improvements to the Chicago Area Waterway System (CAWS).

The District received authority to recover resources from the treatment process and resell these assets to help offset treatment costs. Becoming a sustainable partner in the region by recovering resources, lowering carbon emissions, creating new revenue streams and promoting resiliency are all part of the goals set for the near future. The District has a great soil enhancer product, nutrients, clean water and energy that can all be used to encourage economic job creation and add benefit to our communities. The District has real estate resources that can also be used to add value to the communities we serve.

Decisions were made to keep the Mission Statement and Values that have been adopted in the past. So, without further ado, the District is excited to introduce the 2015 Strategic Business Plan.

VALUES

Excellence

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

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

Innovation

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

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

Respect

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

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

Safety

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

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

Accountability

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

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

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 883.6 square miles of Cook County, Illinois. The District is committed to achieving the highest standards of excellence in fulfilling its mission.

VISION

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

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

Excellence: Nothing of consequence is accomplished without enthusiasm.

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

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

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

Technology: The District will embrace a new era of technology that delivers reliable and useful information.

GOALS AND STRATEGIES

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

GOAL 1 – Add Value

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

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

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

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

- Utilize ash bore wood chips in biosolid compost blend;
- Work with community to revitalize the urban forest using property adjacent to plants;
- Utilize land around Hanover Park for tree replenishment;
- Utilize Fulton County property for nutrient control technology.

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

- Establish contract turn-around timeframe agreements for all contract classes;
- Develop planning schedules and adhere to project time frames;
- Streamline and simplify budget process;
- Develop and adhere to interdepartmental service agreement.

GOAL 2 – Excellence

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

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

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

Process Evaluation: Develop processes that are results oriented.

- 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 flood relief plan for Cook County;
- Establish excellence in maintenance and operations;
- Expedite capital improvement program projects in design, bid, contract award and construction schedule;
- Understand the immediate needs of our customers.

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

- Develop automatic measures that indicate performance to our public;
- Develop internal performance measures that encourage improvement.

GOAL 3 – Resource Recovery

The District will pursue the recovery of natural resources. The District understands the obligation of every organization to implement sustainable and resilient practices. The District also understands the importance of a sustainable economy and financial base. Therefore, the District will seek to recover resources in a way that has a return on investment and can produce private sector jobs in our region.

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

- Explore reuse opportunities in the Calumet and Stickney industrial corridors;
- Evaluate park and golf course water reuse;
- Evaluate cistern capture and reuse opportunities in Cook County.

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

- Implement recovery process at the Stickney Water Reclamation Plant (WRP) by 2015;
- Implement recovery process at the Calumet WRP by 2018;
- Implement recovery process at Egan WRP by 2018.

Energy: Achieve energy neutrality by 2023.

- Implement food to energy and double gas production at the Calumet WRP;
- Maximize use of digester capacity at the Stickney WRP;
- Market electrical capacity at Lockport to maximize return on investment;
- Optimize aeration processes and reduce energy consumption by 25 percent;
- Explore algae nutrient reduction processes as an additional energy resource.

Biosolids: Pursue the sale of biosolids to the marketplace for repackaging.

- Work with IEPA to adopt federal standards concerning exceptional quality biosolids;
- Successfully bid sale of biosolids to private partners.

GOAL 4 – Develop Employees

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

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

GOAL 5 – Leading Partnerships

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

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

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

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

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

GOAL 6 – Technology

The District will embrace a new era of technology that delivers reliable and useful information. We live in an age of information. Information allows for good decision making and navigation toward success. The District has always collected volumes of data. This initiative to focus on accessing that data and converting it to useful information will help the District navigate a successful future.

- Simplify SAP to increase utilization, maximize effectiveness and bring up to date;
- Provide reliable system services to every user;
- Utilize current capability and develop a shared IT vision;
- Ensure consistent data input from all users to produce useful information;
- Enhance use of current technology platforms.

SUMMARY

The District's Strategic Business Plan will be used throughout the year to measure results and communicate progress to the BOC and staff. This plan will be reviewed and updated on an annual basis. It will serve as a guiding document until replaced by a new strategic plan.

Budget Message / Highlights

The following pages summarize the major policies, ongoing programs, and initiatives that directly support implementation of the Strategic Business Plan and the development of the District's 2015 annual budget.

Goal 1 – Add Value

To maximize our real estate portfolio: Over the years, the District has acquired substantial real property holdings to carry out its corporate responsibilities. It currently owns approximately 25,000 acres of land located in Cook, Will, DuPage, and Fulton Counties in Illinois and controls approximately 76 miles of navigable waterways, which include the Cal-Sag Channel, Chicago Sanitary and Ship Canal (Main Channel), and the North Shore Channel. Additionally, the District has acquired rights-of-way and easements for the construction and installation of its facilities and structures upon, under, and through miles of real estate owned by other parties.

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 General Assembly in 2004 has increased the District's activities and may result in an increase of its land holdings in Cook County to facilitate the construction of projects.

The District's land holdings are generally categorized as corporate or non-corporate use properties. Its corporate use properties are those land holdings, which are now used, or soon will be, 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.

Currently, non-corporate land holdings include approximately 4,800 acres in Cook County, 250 acres in DuPage County, and 750 acres in Will County. These non-corporate use properties are for the most part managed by the Real Estate/General Administration Division of the District's Law Department. These properties may be leased to other parties until required for corporate purposes in accordance with requirements set forth in state law (70 ILCS 2605/8-8c). State law provides, among other things, that a District lease to a private party/entity may be awarded only upon open and public competitive bidding, to the highest responsible bidder. Additionally, state law provides that the District may issue permits or grant easements for others to use District land, provided such use would not interfere with the District's corporate purposes. Management of District land currently includes 170 leases, 315 easements, and 95 permits.

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 lease 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 \$15.5 million per year in rental and fee income.

Regardless of whether its land is leased to a public or private entity, the District has remained committed to improving the aesthetics, public access, and public recreational opportunities along its waterways. A District lease, whether issued to a private party or public entity, requires that the tenant commit to being a good steward of the land. Included among those commitments are compliance with the District's Waterway Strategy Resolution, which represents the District's formal commitment to the creation and maintenance of an attractive linear scenic corridor the entire length of the inland waterways, which will be accessible to the public, where feasible. Toward that end, the resolution imposes certain requirements for new leases located along the waterways, including, but not limited to, the 60-foot waterway edge setback or scenic corridor; construction and maintenance of a landscaped visual screen and trail within the setback. Additionally, in March 2005 the Board adopted a resolution establishing the policy that any land leased along the North Shore located north of Devon Avenue, up to and including Wilmette Harbor channel, shall be dedicated exclusively to open green space and recreational use.

To improve the water quality of area waterways: The District will cost-effectively collect and treat approximately 471.3 billion gallons of wastewater from businesses and homes and captured stormwater runoff from its service area. Our performance for treating this wastewater approaches 100 percent compliance with all applicable effluent standards at all water

Budget Message / Highlights

reclamation plants (WRPs). The District also employs long-term capital planning to provide for adequate facilities to meet this operational goal into the future. The District has completed and operates the tunnel portion of the Tunnel and Reservoir Plan (TARP), comprising 109.4 miles of tunnels and dewatering pumping stations. The tunnels capture a majority of the area’s combined sewer overflow pollution load. The District operates one of three TARP reservoirs, the Majewski Reservoir serving the northwest suburban area, and is working on the design and construction of the other two TARP reservoirs serving the remainder of the 375 square-mile combined sewer area in the District’s 883.6 square-mile service area.

On June 7, 2011, the Board adopted a policy to disinfect the effluent from the O’Brien and Calumet WRPs. To expedite the installation of disinfection facilities, an interdepartmental task force was convened to update the disinfection study document, Technical Memorandum TM 1-WQ (CTE/AECOM, Aug. 2005). TM 1-WQ indicated that ultraviolet disinfection was the best option for the District. The task force reviewed the findings of the study, considered recent advances with various disinfection technologies, and updated cost estimates. The task force selected for the Calumet WRP chlorination/dechlorination and for the O’Brien WRP ultraviolet technology, developed design criteria, block diagrams, and space reservations to inform the final design of the disinfection facilities. The construction of these facilities began in 2013.

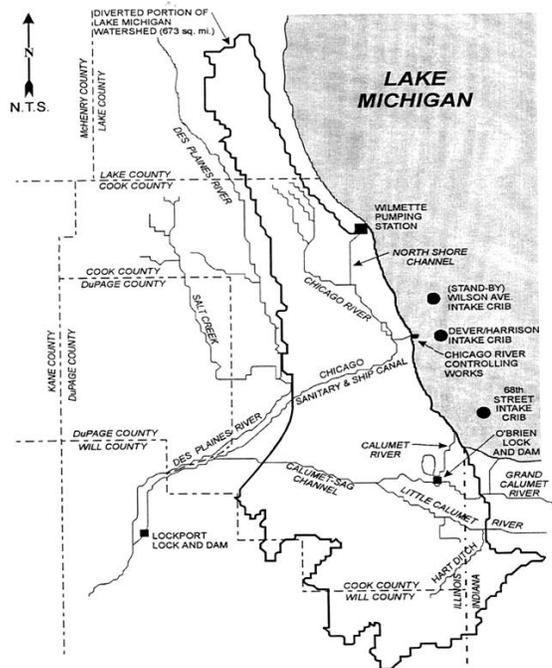
To protect the health and safety of our residents: The District is dedicated to complying with environmental regulations governing discharges to air, land, and water, and assists first-responders in handling threatening incidents and hazardous waste spills.

To 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 stormwater discharges to the lake through careful operation of the TARP project and the waterway system.

To provide stormwater management for Cook County: 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 develop and enforce reasonable rules with respect to 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 projects identified within the DWPs and approved by the Board. Ordinance O13-002, An Ordinance to Adopt the Watershed Management Ordinance with an effective date of May 1, 2014, was passed by the Board on October 3, 2013.

To protect aquatic life: The District operates in-stream and sidestream elevated pool aeration (SEPA) stations to maintain sufficient dissolved oxygen in key sections of the Chicago Area Waterway System (CAWS) to protect aquatic life. The District conducts intensive chemical and biological monitoring of all WRPs receiving streams and has developed, through collaborators in academia, both a one-dimensional and a three-dimensional water quality model of portions of the CAWS to assess the operation of the waterway to continually improve water quality and protect aquatic life. In 2015, the District will continue to implement optimization strategies for Lake Michigan diversion to utilize this resource most efficiently, while improving water quality in the CAWS. The state rulemaking regarding Aquatic Life Uses on the CAWS was finalized in 2014, but associated water quality standards will not be adopted until 2015.



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.

Budget Message / Highlights

To provide flood protection to residents under the Tunnel and Reservoir Plan: TARP 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. The final leg of the TARP tunnels began operation in March 2006. In addition, the plan includes reservoirs for storage of an additional 15.2 billion gallons of combined sewer overflow prior to treatment. See page 410 for the TARP system project status map.

Thornton Composite and Transitional Reservoirs: In 1998, the District executed an agreement for land rights to the quarry property required for the Thornton Composite and Transitional Reservoirs. The agreement outlined the actions to be taken by both parties (the quarry operator and the District) for mining of the Expanded North Lobe, use of the Lower West Lobe for the Transitional Reservoir, construction of the Composite Reservoir, decommissioning of the Transitional Reservoir, and the schedule for transfer of various properties. The construction of the Transitional Reservoir was completed in 2003.

In September 2003, the District executed a Project Cooperation Agreement with the U.S. Army Corps of Engineers (Corps) for construction of the Thornton Composite Reservoir. Due to federal budget constraints, it was apparent that the Corps would not be able to provide sufficient and timely funding for this project. In light of contractually specified timetables with the Property owner, requirements of our National Pollutant Discharge Elimination System (NPDES) permits, and proven flood control benefits, the District has assumed responsibility for design and construction. This will allow the District to control scheduling, award, and construction of the project and ensure its timely completion by 2015. Mining of the rough hole required for construction of the Thornton Composite Reservoir was completed in 2013. Work is progressing on the contracts required for conversion of the rough hole into the completed reservoir. All three major construction contracts for completing the reservoir are under construction.

McCook Reservoir: The Corps finalized their Special Re-evaluations Report on the McCook CUP Reservoir in July 1998. This report recommended a 7.0 billion-gallon reservoir to be constructed in two stages at the District's LASMA site. Stages 1 and 2 are planned to be 75 percent funded by the Corps and 25 percent funded by the District under contract 73-161-2H. The expansion of Stage 2 by 3.0 billion gallons is currently being pursued, with the District funding any incremental costs. The District executed a Project Cooperation Agreement with the Corps in May 1999. One of the major challenges facing the District is uncertainty in the availability of federal appropriations from year to year to cover the 75 percent Corps funding. The McCook TARP Reservoir is being constructed in two stages on District property between the Des Plaines River and the Sanitary and Ship Canal. In 2014, full production mining of the McCook Reservoir continued by Vulcan Construction Materials, LP, under an agreement with the District. Approximately 25 percent of the rock from the reservoir has been removed as of June 30, 2014. The Army Corps of Engineers is currently constructing the Stage 2 Slope Stabilization, Stage 1 Rock Wall Stabilization, and the Main Tunnel contracts.



McCook Reservoir Stage 1 mining operations, at the lowest level of the reservoir.

To control commercial and industrial waste discharges to the sewers and waterways: The District effectively eliminates offensive or dangerous discharges into the public sewer system through the administration of the Sewage and Waste Control Ordinance that specifies limits on the quantity and quality of wastes discharged by industrial users as required by United States Environmental Protection Agency (USEPA) Regulations. The discharges, unless properly controlled and treated, could interfere with our treatment processes and adversely impact waterways, and could accumulate in biosolids rendering them unsuitable for reuse.

To maintain our facilities and infrastructure to ensure that they remain an asset to the residents of the District: The District owns and operates seven modern and effective WRPs, 560 miles of intercepting sewers and force mains, 109 miles of TARP tunnels, 22 pumping stations, 35 flood control reservoirs, and one TARP reservoir. Through preventive maintenance management, modernization, rehabilitation, and planned replacement, the District will ensure the long-term reliability and cost-effectiveness of operations. Facility improvement Master Plans covering the next 32 years have been prepared for the Calumet, O'Brien, Stickney, and Hanover Park WRPs. At the Lemont WRP, construction of a wet weather storage reservoir and treatment facility to treat combined sewer overflows is underway.

Budget Message / Highlights

Goal 2 – Excellence

To provide sewage collection and treatment, and maintain award-winning plants: In 2015, the District expects to collect and treat approximately 471.3 billion gallons of wastewater at our seven WRPs. These services will be performed in compliance with discharge permits issued by the EPA, 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 99.96 percent overall compliance with the NPDES requirements in 2013. This compliance resulted in two Silver Awards and five Platinum Awards from the National Association of Clean Water Agencies (NACWA). Operating performance in 2014 is expected to achieve higher performance levels.

The District is currently awaiting responses from the Illinois Environmental Protection Agency (IEPA) from the following renewal applications: Stickney Title V permit, Egan WRP FESOP, Kirie WRP FESOP, O'Brien WRP FESOP, Calumet WRP FESOP, Egan WRP NPDES, Hanover Park WRP NPDES, Lemont WRP NPDES, Harlem Avenue Solids Drying Area Operating Permit, and General NPDES Permit for Storm Water Discharges from Industrial Activities.

Collection, Treatment, and Solids Utilization for the Maintenance & Operations Department

	Budgeted 2015	Budgeted 2014	Actual 2013	% Change 2014-2015
Total cost of collection (millions)	\$46.3	\$44.9	\$39.1	3.1%
Total cost of treatment (millions)	\$66.8	\$62.8	\$59.8	6.4%
Total cost of solids utilization (millions)	\$27.3	\$25.9	\$20.9	5.4%

Number of full time equivalent employees:

Collection	241	241	243	--
Treatment	391	391	389	--
Solids Utilization	50	50	50	--

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

Stickney WRP – Secondary	1,200/1,400	1,200/1,400	1,200/1,400
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:

	Budgeted 2015	Budgeted 2014	Actual 2013	% Change 2014-2015
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Amount of wastewater collected and treated by plant:

Stickney WRP (million gallons)	250,000	250,000	246,000	--
Calumet WRP (million gallons)	100,000	100,000	71,142	--
O'Brien WRP (million gallons)	89,000	89,000	81,824	--
Kirie WRP (million gallons)	15,558	11,896	14,098	30.8%
Egan WRP (million gallons)	10,200	10,200	9,088	--
Hanover Park WRP (million gallons)	3,500	3,500	3,442	--
Fox River WRP (contract agreement)	2,000	2,000	1,974	--
Lemont WRP (million gallons)	1,000	1,000	745	--

Budget Message / Highlights

Outputs:	Budgeted 2015	Budgeted 2014	Actual 2013	% Change 2014-2015
Dry tons of biosolids utilized by area:				
North Service Area	1,000	1,000	2,806	--
Calumet Service Area	15,500	14,000	19,042	10.7%
Stickney Service Area	101,500	101,500	89,155	--
Outcomes:	2013	2012	2011	2010
Achievement of wastewater plant purification permit standards by plant:				
O'Brien WRP	100.00%	100.00%	100.00%	100.00%
Calumet WRP	100.00%	100.00%	100.00%	100.00%
Stickney WRP	100.00%	100.00%	100.00%	100.00%
Kirie WRP	99.71%	99.97%	100.00%	100.00%
Lemont WRP	100.00%	100.00%	100.00%	100.00%
Hanover Park WRP	100.00%	100.00%	100.00%	100.00%
Egan WRP	99.96%	99.78%	99.96%	100.00%

To fund Other Post-Employment Benefits: The District provides and subsidizes health care benefits for its retirees. On August 23, 2007, the General Assembly of the State of Illinois approved the amendment to the Metropolitan Water Reclamation District Act (70 ILCS 2605/9.6d), which authorized and set forth the requirements for the establishment of the District's Other Post-Employment Benefit (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.

The OPEB Trust funding policy includes a target funded ratio of 50 percent with an expected funding period of 50 years (beginning in 2007), with \$50.0 million to be contributed by the end of 2011. Through December 31, 2014, \$112.4 million has been contributed by the District to the OPEB Trust, and the OPEB funding policy goal of \$10.0 million in each of the first five years (beginning in 2007) for an aggregate of \$50.0 million by the end of 2011 was met. The funding policy for 2012 forward requires an annual contribution amount calculated as a percent of payroll. The advance funding contribution for 2014 was \$20.0 million and the 2015 budgeted contribution is \$5.0 million. Both amounts exceed the funding policy requirement. There is currently no legal requirement for the District to partially or fully fund the OPEB Trust Fund.

The accumulated unfunded OPEB obligation is \$139.5 million as of December 31, 2013, the date of the most recent actuarial valuation. The unfunded liability represents the amount by which the Accrued Liability exceeds the value of the plan assets that have been placed in a trust and dedicated to providing benefits to retirees and their beneficiaries. The policies adopted by the District are cautious by design, and will provide ample opportunity for adjustment. Future direction may also be changed significantly by national health care policies.

Goal 3 – Resource Recovery

In 2013, a contract was awarded for the design of facilities to recover phosphorus from the centrifuge decant (centrate) at the Stickney WRP. Phosphorus is an essential element in all biological systems, and high yield agricultural production relies on a perpetual supply of it in fertilizers. Currently, phosphorus to support agriculture is mined and the reserves in these mines are being rapidly depleted. This makes phosphorus a valuable resource. The District has adopted the guiding principle that nutrient removal should be designed to optimize phosphorus recovery and reuse. Following this guiding principle, the District is continuing to optimize the removal and recovery of phosphorus in the most cost-efficient way. The Engineering Department is working with the M&O and M&R Departments to modify existing biological processes to enhance phosphorus uptake. Construction of the phosphorus recovery facility at the Stickney WRP to return phosphorus to the economy began in 2014.

The District has adopted the ambitious goal of becoming energy neutral. A major activity to achieve this goal is maximizing the use and production of digester gas. The District will begin negotiations with a firm selected through a Request for Proposal process to guarantee a long-term supply of organic waste material to boost digester gas production 160 percent at the Calumet WRP. The contractor will also construct an organic waste receiving station and modifications to two digesters, which will be dedicated to handling organic wastes. A second agreement will be negotiated with another contractor to design and build a facility to clean the digester gas to pipeline quality standards. The cleaned digester gas or "biomethane" will be

Budget Message / Highlights

transferred in a new pipeline to a connection with a natural gas transmission main. The District will also negotiate a long-term off-take agreement with the contractor for purchase of the biomethane.

Goal 4 – Develop Employees

To improve recruiting, hiring, and development of a dedicated work force, including minorities and women: The District’s female and minority work force rates are, as of September 30, 2014, 27 and 40 percent, respectively. The new rates are based on recently published data from the 2010 census.

To control staff growth and costs through effective management of District operations: Productivity gains are achieved through investment in cost-effective technology and sound management principles. The District will continue to control full-time personnel consistent with the demands of safety, productivity, and new responsibilities, and utilize advances in technology following careful analysis of their efficiency and reliability.

To maximize efficiency: Beginning in 2011, the District implemented a reorganization plan which focused on eliminating layers within the organization and consolidating the number of job classifications. As part of this reorganization plan, operating departments were asked to review their individual structure. The goal was to gain flexibility in the utilization of staff and to increase the efficiency of operations throughout the District.

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 in the Budget indicates that the position will be dropped immediately upon becoming vacant. A “#2” after a 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 (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.

A total of 1,974 positions are budgeted for 2015, an increase of 13 budgeted positions from 2014. 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.

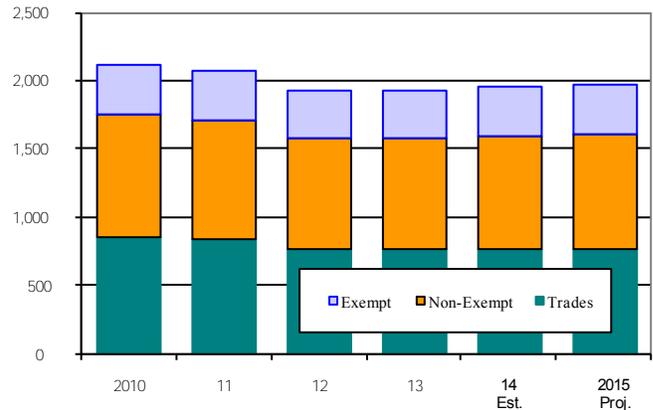
Salary related expenditures are the largest item in our operating budget, comprising slightly more than 61 percent of the Corporate Fund appropriation. It is impossible to match future appropriation requirements with restricted growth in property tax revenue without making plans to change the way we work. Efforts have been made since 1995 to reengineer many labor intensive functions and reallocate staff, impacting all areas of District operations, including professional/managerial, clerical, operating, and building trade personnel.

Goal 5 – Leading Partnerships

On January 9, 2014, the Board authorized the District to enter in an Intergovernmental Agreement with the Chicago Public Schools (CPS) to provide funding towards the construction of green infrastructure at four Chicago Public Schools in 2014. The District and Chicago Department of Water Management (DWM) are sharing the costs of the green infrastructure (GI) equally to \$500,000 per school, while CPS is responsible for all fees associated with recreational amenities. The projects at the four schools will be completed in 2014 with ribbon cutting ceremonies held in October and November of 2014.

Building off the successful partnership with CPS and DWM, the District will fund GI improvements at 30 more schools over the next five years. The projects are great vehicles to promote water conservation and GI, while helping to reduce localized flooding.

**FTE Positions by Staffing Category
2010 - 2015**



Budget Message / Highlights

Goal 6 – Technology

To implement technology that positively impacts the environment: In concert with the District’s goal to be environmentally responsible, the Board of Commissioners passed a resolution in 2011 to implement disinfection at the Calumet and O’Brien WRPs. In August 2013, a \$30.0 million contract was awarded for the construction of a chlorination/dechlorination system at the Calumet WRP, and a \$60.0 million contract was awarded for an ultraviolet light disinfection system at the O’Brien WRP. Construction is proceeding at the two plants in anticipation of completion during 2015.

A construction contract for a new wet weather treatment facility to treat combined sewer overflows at the Lemont WRP was awarded in 2013. The facility will provide primary treatment and disinfection to flows in excess of the dry-weather flow volume plus first flush, from the combined sewer area of the Lemont Basin. This contract will include a new wet-weather storage facility to serve the existing treatment plant.

The District is in negotiations with a developer to enter into a long-term agreement to supply organic waste material to the Calumet WRP, where it will be placed in existing anaerobic digesters to produce biogas. Over 400 tons per day of organic material will be extruded from commercial solid waste and sent to the Calumet digesters. This organic matter would have ended up in a landfill. However, by diverting this material to the Calumet digesters instead of trucking it to a landfill, this project will reduce regional greenhouse gas emissions by approximately 100,000 metric tons per year of carbon dioxide equivalent, which is equal to removing 19,000 vehicles from the road.

The organic waste material will increase biogas production in the Calumet anaerobic digesters by 160 percent. This biogas will be cleaned and transmitted to the natural gas pipeline, where a second developer will pay the District for the value of the biogas as a renewable fuel under the EPA’s Renewable Fuel Standards program. This developer will compress an equivalent volume of natural gas into compressed natural gas, a more cleaner burning vehicle fuel than gasoline, further reducing greenhouse gas emissions by an additional 9,000 metric tons per year of carbon dioxide equivalent.

In 2015, operation of a new facility at the Stickney WRP will commence to recover phosphorus from the plant’s liquid waste stream. The phosphorus will be turned into a fertilizer pellet which will be sold for agriculture application. By taking this approach, the District is recovering a non-renewable resource that is essential for life and placing it back into the food cycle, rather than letting it be diluted and lost to the water environment.

To further recover phosphorus from the liquid waste stream, District staff have implemented a process called Enhanced Biological Phosphorus Removal at the Stickney WRP, using only existing infrastructure. This process not only recovers phosphorus from the wastewater, placing it into the biosolids, where it is returned to the land as fertilizer, it also reduces energy demand by requiring less compressed air than the conventional process.

The District signed a cooperative memorandum of understanding with the City of Chicago under which the city will deliver wood chips from tree trimming operations to the District’s biosolids processing area, where the wood chips will be co-composted with the biosolids to form a product equivalent to topsoil. This compost can be used to reclaim brownfield sites, used to grow grass on city park land, or in green infrastructure projects.

In 2014, the District issued a Request for Expression of Interest for a developer to take up to 10 million gallons per day of treated effluent from the Calumet WRP and transport it to industrial and commercial users on Chicago’s south side. By using reclaimed water instead of potable water, there is an environmental benefit as less water is removed from Lake Michigan, and less energy and chemicals are used to clean that equivalent volume of water to drinking water quality.

As part of the District’s ongoing effort of protecting our water environment, in September 2014, the District released a new mobile Citizen Incident Reporting application for Apple iOS devices. This application is an extension of our online incident reporting application that was released in May 2014. The Citizen Incident Reporting application allows users to submit instances of odors and other environmental related issues. The online system and mobile applications are monitored 24 hours per day by the District’s system dispatchers. If the report includes notification of a dump or spill into a sewer or into a Chicago area waterway, the dispatcher refers the call to the District’s Industrial Waste Division, and a pollution control officer launches an investigation. To initiate a report, the public is encouraged to visit the District’s website at www.mwrdd.org and click on the “Report Air or Water Pollution” hot link. To download the mobile application, search for MWRD CIR in iTunes. Another way to notify the District about occurrences of water and air pollution is through a 24-hour 1-800-332-DUMP hotline.

Budget Message / Highlights

Tax Levy, Tax Rate, and Appropriations

The overall 2015 tax levy required to finance the 2015 Budget is \$560.0 million, an increase of \$19.8 million, or 3.7 percent, from the 2014 Adjusted Budget. This overall increase is due to levy increases of \$10.3 million in the Bond Redemption & Interest Fund, \$7.5 million in Retirement Fund, \$3.1 million in the Stormwater Management Fund, and \$2.7 million in the Reserve Claim Fund, offset by decreases of \$2.8 million in the Corporate Fund, and \$0.9 million in the Construction Fund.

The overall tax rate for 2015, based on the most recent Equalized Assessed Valuation (EAV), totals 43.10 cents, an increase of 0.18 cents from the 2014 Adjusted Budget. The allowance for loss in collection of property taxes is budgeted at 3.5 percent, the same as 2014. The budgeted loss will be maintained at this level, based on trends in the required refunds of prior property tax payments.

Overall appropriations for 2015 total \$1,258.6 million, an increase of \$38.9 million, or 3.2 percent, from the 2014 Adjusted Budget. There were increases in the Capital Improvements Bond Fund of \$104.0 million, and the Bond Redemption & Interest Fund of \$10.2 million, offset by decreases of \$30.0 million in the Reserve Claim Fund, \$15.5 million in the Construction Fund, \$13.3 million in the Retirement Fund, \$12.6 million in the Corporate Fund, \$3.9 million in the Stormwater Management Fund. Explanations of these changes are provided in the following detailed Fund summaries.

The following tables and narratives provide clearer explanations of budgetary differences between the 2015 Budget and the 2014 Adjusted Budget.

<u>Levies</u>	<u>2015</u>	<u>2014 Adjusted</u>	<u>Increase (Decrease)</u>	<u>Percent Change</u>
Corporate Fund	\$227,196,000	\$230,000,000	(\$2,804,000)	(1.2%)
Construction Fund	16,500,000	17,400,000	(900,000)	(5.2%)
Stormwater Management Fund	24,050,000	21,000,000	3,050,000	14.5%
Retirement Fund	58,004,000	50,530,700	7,473,300	14.8%
Reserve Claim Fund	5,700,000	3,000,000	2,700,000	90.0%
Bond Redemption & Interest Fund	228,575,957	218,325,041	10,250,916	4.7%
TOTAL	\$560,025,957	\$540,255,741	\$19,770,216	3.7%
<u>Appropriations</u>	<u>2015</u>	<u>2014 Adjusted</u>	<u>Increase (Decrease)</u>	<u>Percent Change</u>
Corporate Fund	\$382,754,100	\$395,344,700	(\$12,590,600)	(3.2%)
Construction Fund	37,840,700	53,306,000	(15,465,300)	(29.0%)
Capital Improvements Bond Fund	490,196,900	386,208,300	103,988,600	26.9%
Stormwater Management Fund	47,001,000	50,907,400	(3,906,400)	(7.7%)
Retirement Fund	61,654,000	74,984,000	(13,330,000)	(17.8%)
Reserve Claim Fund	34,000,000	64,000,000	(30,000,000)	(46.9%)
Bond Redemption & Interest Fund	205,147,781	194,905,683	10,242,098	5.3%
TOTAL	\$1,258,594,481	\$1,219,656,083	\$38,938,398	3.2%

Comparisons of the estimated taxes paid by the owner of a home with a market value of \$100,000 for 2015 as budgeted, and 2014 as adjusted for the 2013 EAV, are as follows:

	<u>2015 Budgeted</u>	<u>2014 Adjusted</u>	<u>Increase</u>	<u>Percent Change</u>
Estimated taxes for \$100,000	\$114.69	\$114.21	\$0.48	0.4%

Budget Message / Highlights

Basis of Budgeting

The budget is adopted on a basis not consistent with Generally Accepted Accounting Principles (GAAP). In the General Corporate Fund budget, revenues are recognized on a cash basis except for property and personal property replacement taxes, which are recognized based on working cash borrowing plus an estimate of collections of property and property replacement taxes over and above the working cash borrowing. Expenditures are recognized on a GAAP basis except for inventory expenditures, which are accounted for on the purchase method for budgetary purposes and on the consumption method for GAAP financial reporting purposes. Transfers out to other funds are budgeted as expenditures, while transfers in are considered other financing sources.

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 General 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 re-appropriated in the following year.

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

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

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

Property taxes, user charge revenue, interest, land rentals, and personal property replacement tax revenue are accrued to the extent that they are measurable and available to satisfy liabilities of the reporting period. In general, the revenue recognition period is limited to amounts collected within sixty 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 all the day-to-day operational costs anticipated for 2015. The total appropriation for the Corporate Fund in 2015 is \$382.8 million, a decrease of \$12.6 million, or 3.2 percent, from the 2014 Adjusted Budget.

The 2015 tax levy for the Corporate Fund is \$227.2 million, a decrease of \$2.8 million or 1.2 percent compared to the 2014 Adjusted Budget. It is the District’s intent over the next few years to reduce, then maintain the fund balance, or net assets appropriable for the Corporate Fund in the \$46 to \$57 million range. This fund balance level balances the competing imperatives of minimizing the annual levy and providing for unexpected shortfalls in revenues.

Budget Message / Highlights

Continuing through 2015, economically sensitive non-property tax revenues, such as interest income, are expected to remain stagnant based on forecasted local and national economic indicators.

Property taxes and user charge revenues are the primary funding sources for the District's Corporate Fund. Illinois law limits the tax rate of this fund to 41 cents per \$100 of EAV. The estimated tax rate for the Corporate Fund in 2015 is 17.44 cents, a decrease of 0.83 cents from 2014 as adjusted. User charges 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: chemical manufacturers, food processors, and government services, are generally expected to maintain their recent level of discharges.

Stormwater Management Fund

The Stormwater Management Fund was established on January 1, 2005. This fund accounts for tax levies and other revenue to be used for stormwater management activities throughout all of Cook County, including areas that currently lie outside the District's boundaries.

The fund consolidates the stormwater management activities of the Engineering and Maintenance & Operations Departments.

The Stormwater Management Fund appropriation for 2015 totals \$47.0 million, a decrease of \$3.9 million, or 7.7 percent, from the 2014 Adjusted Budget.

DWPs have been developed for the watersheds in Cook County. Potential projects from the completed plans are prioritized on a countywide basis with the final selection of specific projects for implementation by the Board. Two categories have been established for DWP projects. The first category is streambank stabilization, which involves addressing critical active streambank erosion threatening public safety, structures, and/or infrastructure. The second category of projects addresses regional overbank flooding. The selected projects constitute the Stormwater Capital Improvement Program, and will be scheduled according to funding availability. Prior to DWP completion, the District considered funding regional flood control projects studied by other agencies. The Heritage Park Flood Control Facility is one such project. Ordinance O13-002, An Ordinance to Adopt the Watershed Management Ordinance with an effective date of May 1, 2014, was passed by the Board of Commissioners on October 3, 2013.

The Heritage Park Flood Control Facility project was awarded in 2012. The project will provide regional benefits and has been studied by regional agencies such as the Illinois Department of Natural Resources/Office of Water Resources and the Corps. The project will provide the required compensatory storage for the Corps' Levee 37 project along the Des Plaines River. In 1999, the Corps approved a study for the Upper Des Plaines River from the Wisconsin/Illinois state line to Riverside, Illinois. Known as the Des Plaines River Phase 1 Study, its purpose is to identify solutions to flooding along the main stem of the river. Subsequently, the District began negotiations with the Wheeling Park District and the Village of Wheeling for the use of Heritage Park in Wheeling as the site of the compensatory storage required for Levee 37. The District entered into an intergovernmental agreement with the Wheeling Park District and the Village of Wheeling on April 1, 2010, and final design of the Heritage Park Flood Control Facility commenced shortly thereafter. Construction commenced in 2012 and was substantially complete and operational in 2014.

The Board granted authority in 2011 for the establishment of a Green Infrastructure Program, which will facilitate the planning, design, and construction of multiple green infrastructure projects throughout Cook County in partnership with a variety of stakeholders.

Property taxes are the primary funding source for the District's Stormwater Management Fund. Illinois law limits the tax rate of this fund to 5 cents per \$100 of EAV. The estimated tax rate for the Stormwater Management Fund in 2015 is 1.85 cents, an increase of 0.18 cents from 2014 as adjusted.

Budget Message / Highlights

Capital Improvement Program:

**Construction Fund and
Capital Improvements Bond Fund**

The District’s overall Capital Improvement Program (CIP) includes 2015 project awards, land acquisition, support, future projects, and projects under construction, with a total cost of approximately \$2.3 billion. 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, and which cannot be removed without, in some way, impairing the facility or structure.

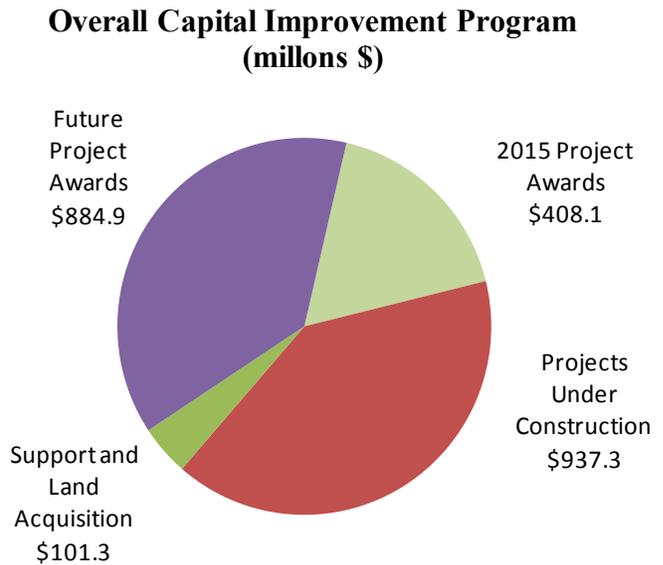
Projects under construction have been presented and authorized in previous Budgets and are recognized in the Annual Budget as both outstanding liabilities in the CIBF, and as re-appropriations in the Construction Fund. Future projects, not yet appropriated, are included in the Annual Budget to present a comprehensive picture of the District’s CIP. These future projects will be requested for appropriation subject to their priority, design, and available funding.

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 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, Construction, or CIBF based on the nature of the project, dollar magnitude, and useful life of the improvement. The Construction Fund is used for operations-related projects, where the useful life of the improvement is less than 20 years.

The CIBF, the District’s other capital fund, 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 1995 Tax Extension Limitation Law (Tax Cap), and subsequent amendments to the bill, dramatically impacted the methods of financing the CIBF. The original legislation required, in general, that all new debt be approved by referendum. However, an exemption for projects initiated before October 1, 1991 was granted to the District to enable completion of the TARP. The bill was later amended to establish a debt service extension base (DSEB), which allowed local governments, with non-referendum authority, to continue to issue non-referendum debt in terms of “limited bonds,” as long as their annual debt service levies did not exceed 1994 levels. This law was further amended in 1997 to exclude TARP project debt from this debt service extension base. The passage of legislation in 1997 allowing for expanded authority to issue “limited bonds” by excluding pre-existing TARP projects provides additional financing flexibility to proceed with our CIP.

In 2009, a further modification to the law allows the DSEB to increase annually by the Consumer Price Index (CPI) or five percent, whichever is less. These changes allow the District to effectively utilize “limited bonds” as a source of financing.



Budget Message / Highlights

Construction Fund

The Construction Fund appropriation for 2015 totals \$37.8 million, a decrease of \$15.5 million, or 29.0 percent, from the 2014 Adjusted Budget.

Beginning in 2002, the budgeting of Engineering Department staff working on capital projects was split between the Construction Fund and the CIBF. In 2013, positions budgeted in both capital funds were transferred to the Corporate Fund along with personnel-related costs such as health care.

Capital projects in the Construction Fund are primarily supported by property taxes and thus subject to the Tax Cap. The 2015 tax levy planned for the Construction Fund is \$16.5 million, a decrease of \$0.9 million, or 5.2 percent, from the 2014 Adjusted Levy.

Capital Improvements Bond Fund

The 2015 appropriation for the Capital Improvements Bond Fund is \$490.2 million, an increase of \$104.0 million, or 26.9 percent, from the 2014 Adjusted Budget. The appropriation is based on the scheduled award of \$395.8 million in projects. CIBF projects scheduled for award in 2015 with estimated award values consist of one TARP project at \$155.0 million; five plant expansion and improvement projects at \$73.5 million; five facilities replacement projects at \$73.5 million; thirteen stormwater management projects at \$53.8 million, and two solids projects at \$40.0 million.

The increase in appropriation for the CIBF of \$104.0 million 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 \$94.4 million appropriation for this fund will provide for studies, services, and supplies to support District design and administration of proposed and ongoing construction activity, including the TARP reservoirs. A comprehensive narrative and exhibits detailing our entire CIP, is provided in the Capital Budget (Section V) of this budget document.

A listing and description of proposed projects and projects under construction, scheduled for 2015, can be found in the Capital Budget (Section V) of this budget document.

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. The passage of legislation in 2008 allows the Board to transfer interest earned on any moneys to the District's funds or funds that are most in need.

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. 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, which was \$106,800 when Public Act 96-0889 became effective. This amount is increased annually by three percent or one-half of the increase in the Consumer Price Index-U (CPI-U), whichever is lower.

The 2015 appropriation for the Retirement Fund is \$61.7 million, a decrease of \$13.3 million, or 17.8 percent, compared to the 2014 Adjusted Budget. The 2015 tax levy of \$58.0 million is an increase of \$7.5 million, or 14.8 percent, from the 2014 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. Also by statute, the District may transfer interest income to the Retirement Fund. 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.



A new wet-weather treatment facility is under construction in the Village of Lemont to provide primary treatment followed by disinfection. The project is scheduled for substantial completion in 2015.

Budget Message / Highlights

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 \$61.7 million.

The 2015 appropriation of \$34.0 million is a decrease of \$30.0 million, or 46.9 percent, from the 2014 Adjusted Budget. The practice is to fund toward the maximum fund balance allowable. The \$2.4 million estimate for accounts payable and other liabilities is based on an internal review and analysis. This estimate is reviewed and adjusted annually. The significant decrease in the appropriation from 2014 is due to payment of a settlement. A historical profile of the resources available in the fund is provided in Section VII of this budget document. The levy increased \$2.7 million for this fund in 2015. The District is levying at the maximum rate allowed by state statute, against the last known EAV in 2015. The Board reaffirmed the policy to permit a levy at the statutory allowable tax rate to protect the District in the event of catastrophic failure of District operational infrastructure or other claims. For the 2015 Budget, the last known EAV (\$123.4 billion) is for the 2013 levy year.

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 (SRF) Loan Fund. Principal and interest payments on District general obligation bonds, and SRF loans, require an annual levy and appropriation.

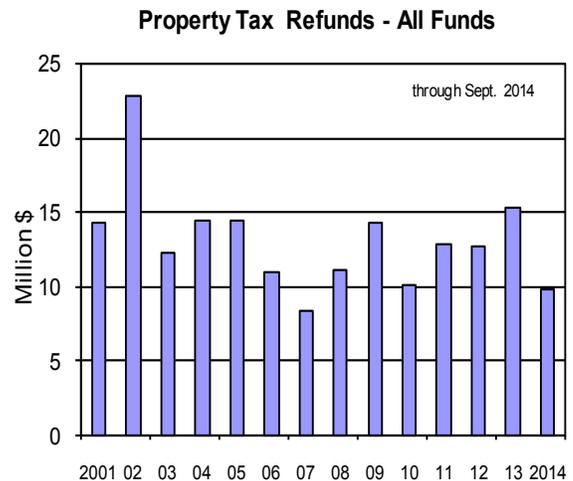
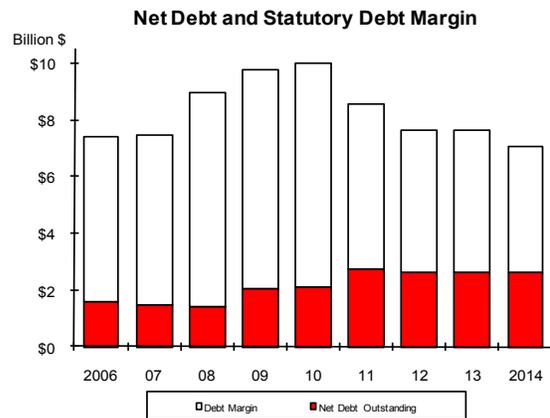
The SRF Loan Fund provides low-interest loans to finance qualifying projects. Upon project completion, District bonds are issued at the same low-interest rate. The current interest rate for new loans to the District is 2.21 percent. The District has authorized approximately \$2.2 billion of SRF loans since the program’s inception. Several projects are currently financed through SRF loans. The State of Illinois expanded the SRF program to provide additional loan funding in 2015 through 2017.

The District expects to receive approximately \$250 million in SRF loans in 2014 and \$200 million in 2015, 2016, and 2017. Moving forward, the District anticipates at least \$70 million annually from SRF loans in following years, as the State reverts to its historical lending amounts. 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 District’s debt is authorized under Illinois Compiled Statutes, which specifies a debt limit equal to 5.75 percent of the District’s EAV. The District’s 2013 EAV is \$123.4 billion, setting the District’s statutory debt limit at \$7.1 billion. Outstanding debt applicable to the debt limit as of December 31, 2014, totals \$2.6 billion. The debt margin is \$4.5 billion.

The 2015 appropriation for the Bond Redemption & Interest Fund totals \$205.1 million, an increase of \$10.3 million, or 5.3 percent, compared to the 2014 Adjusted Budget. Appropriations and tax levies are adjusted for new bond sales or state revolving loans bonded debt service from 2007 through 2019 and one on page 508 that displays:

The 2015 tax levy for this fund is \$228.6 million, an increase of \$10.3 million, or 4.7 percent, from the 2014 Adjusted Levy.



YS

Budget Message / Highlights

Real Estate Tax Levies

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

Since 2002, the CPI has averaged 2.7 percent, and the growth in Corporate Fund expenditures has increased about 3.8 percent annually. The Corporate Fund Expenditure Rate has been impacted in the past few years by increased contributions to the OPEB Fund and to the Retirement Fund. The District remains aggressive in controlling Corporate Fund expenditures.

Decisions by the Illinois Property Tax Appeals Board and other property tax refunds ordered by the circuit courts have reduced District tax revenues by \$216.6 million since 1994. While the allowance for loss in collections of taxes has provided for a good portion of this, the net effect is that total collections have been less than expected. To provide for the refunds, the rate for loss in collections was raised to 3.5 percent in 2003 from the 3.0 percent used for the 2002 levy. This loss in collections factor will continue to be used through 2015.

Cook County reassesses property values on a triennial cycle, rotating from North Suburban to South Suburban to City of Chicago. Historically, when the city is reassessed, there are a larger number of assessment appeals that must be resolved before the final EAV can be set, tax rates calculated, and property tax bills prepared.

Non-Property Tax Revenues – Fund Balances

The economic decline in this region has been reflected in decreased non-property tax revenues that help support District operations and fund balance levels. While the District is primarily supported by property taxes, prior years' strong levels of investment interest income, personal property replacement tax and user charge revenues significantly cushioned the impacts of the Tax Cap Law restrictions on tax levy increases.

Decreases in certain non-property tax revenues are anticipated in the conservative revenue estimates used for the 2015 Budget. Before 2004, all net assets appropriable had been reappropriated as revenue for the subsequent year. Beginning in 2004, a portion of the projected net assets remained unappropriated to provide for a fiscally responsible fund balance. A Corporate Fund balance within the \$47.0 to \$59.0 million range, or 12 to 15 percent of appropriations, is viewed by District management and the financial markets as necessary to maintain financial stability and sustain us through economic uncertainties. This fund balance level is consistent with recommendations of the Government Finance Officers Association (GFOA). This is an integral part of a long-term plan that also includes reductions of future expenditures to better match current revenues. Revenues and expenditures are closely monitored, so that favorable variances in revenues are recognized and made available for expenditure or unfavorable revenue variances lead to appropriate restrictions.

Investment interest income in 2015 is projected to be \$7.5 million, a decrease of \$0.8 million from the 2014 estimate of \$8.3 million. The actual revenue for 2013 was \$11.7 million. The Treasurer is statutorily limited to investments in U.S. Government direct and agency securities, and high quality, short-term municipal bonds, bank securities of deposit, certain short-term obligations of corporations (commercial paper) rated in the highest classifications, the State Treasurer's Illinois funds, and certain other investments with a maximum maturity of five years. The variation in investment income is largely due to the decrease in short-term interest rates, and cyclical increases and decreases in fund balances. The current level of short-term interest rates is anticipated to continue through 2015. 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 is estimated to increase in 2015 to \$41.9 million from the \$41.0 million 2014 Adjusted Budget. As the PPRT is primarily a tax on corporate income, it trends in parallel with the condition of the state and national economy. PPRT revenue is distributed first to fully fund the Retirement Fund and subsequent receipts are distributed to other non-debt funds.

User Charge revenues have fluctuated in the \$47.0 to \$78.0 million range over the last 10 years. Food processing, chemical, and government segments of the local economy comprise the majority of large payers. Several large payers have closed over the past several years; increased production and payments at many of the remaining industries have made up for the closures. The 2015 revenues are conservatively estimated to be \$51.3 million and are projected at \$47.5 million in 2014. The high revenues for 2012 are due to the turbidity levels in Lake Michigan and its affect on the City of Chicago's water filtration plants' user charge liability.

Budget Message / Highlights

Non-Referendum Bonding Authority

The District has authority to issue bonds without seeking voter approval via referendum through the year 2024, effective January 1, 2011. The initial Tax Cap legislation (PA89-1) limited this non-referendum authority to projects that were initiated prior to October 1, 1991. Public Act 89-385 provided the District with the authority to issue non-referendum “limited bonds” for capital projects initiated after October 1, 1991. However, it was limited to the District’s 1994 debt service level of \$141,463,920 and amended by Public Act 96-0501 to allow for an annual increase equal to the consumer price index or five percent, whichever is less. It is currently at \$156,942,465. Public Act 90-0485 has provided a further modification by authorizing the exclusion of debt for TARP projects from this debt service limit. With inclusion of the levies for the 2004, 2007, 2009, and 2012 SRF series of bonds for non-TARP projects, Capital Improvement Bonds Series D of December 2002, the Series of July 2006, and Series B of July 2011, Refunding Bonds Series of May 2006 and Series of March 2007, and Taxable Capital Improvement Bonds, Series of August 2009 and Series A of July 2011, there is approximately \$48.8 million annual debt service available under the 1994 debt service limit related to the tax levy year 2014.

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

Legislative Changes

On December 19, 2013, the Board of Commissioners approved the inclusion of two legislative recommendations to be introduced before the 98th Illinois General Assembly. Both legislative recommendations passed out of both chambers during the spring session and have been signed into law by the Governor.

Public Act 098-0731 authorizes the District to sell and enter into agreements to recover renewable resources from its operations. Technical advancements in wastewater treatment and resource recovery technology have resulted in the ability to produce renewable energy and by-product that can be beneficially reused rather than discarded with no environmental benefit.

Public Act 098-0652 authorizes the District to voluntarily acquire flood prone properties and to design and construct local stormwater projects (previously only regional). This Act makes a technical change in the types of bonds to be sold for the District’s Local Government Assistance Program consistent with the Local Government Debt Reform Act.

While not District initiatives, the following Public Acts were signed into law, and will have a direct impact on District activities:

Public Act 098-0782 authorizes the Illinois EPA to issue SRF loans for stormwater management purposes and reduces the cost share responsibilities for communities which would utilize them.

Public Act 098-0858 calls for a consortium of stakeholders to examine flooding in Cook County. The District is specifically mentioned in the Act as one of those stakeholders.

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 and the Stormwater Management Fund policy was adopted on December 10, 2009.

General Corporate Fund

- Corporate Fund undesignated fund balance as of January 1 of each budget year 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 sufficient to finance 95 percent of the full annual expenditure of the Corporate Fund. This will be financed through transfers of surpluses from the Construction Working Cash Fund, direct tax levies, tax levy financed debt (Working Cash Bonds), and transfers of accumulated interest from other funds. This level of fund balance will continue financing of the Corporate Fund in the event of the typical and extraordinary delays in second installment real estate tax collections; and
- Reserve Claim Fund at the maximum level permitted by statute or 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 prudent. This level of funding will protect the District in the event of 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 a maximum three cents per \$100 of EAV to 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 (not to exceed a five percent increase over the prior year, not including 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, 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 Funds to be used to abate property taxes, or may be used for other corporate needs as necessary.

The Budget for the District 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.

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 2015, 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.

Financial Policies, Objectives, and Accomplishments

The GFOA of the United States and Canada has presented an award for Distinguished Budget Presentation for the District’s 2014 Annual Budget. This is the 30th consecutive year the District has received this prestigious award. For the years 1988 through 1998, the District’s Budget was recognized as “Especially Notable” or “Outstanding.” The entire 2014 Budget is available on the Internet at www.mwrdd.org.

Investment and Cash Management Policy

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

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

District funds can be invested in such securities as authorized by Illinois Public Act 235, the Public Funds Investment Act. The investments which the District may purchase are limited to the following: (1) securities, which are fully guaranteed by the U.S. Government as to principal and interest; (2) certain U.S. Government Agency securities; (3) certificates of deposit or time deposits of banks and savings and loan associations which are insured by a federal corporation; (4) short-term discount obligations of the Federal National Mortgage Association; (5) certain short-term obligations of corporations (commercial paper) rated in the highest classifications by at least two of the major rating services; (6) fully collateralized repurchase agreements; (7) the State Treasurer’s Illinois and Prime Funds; (8) money market mutual funds and certain other instruments; and (9) municipal bonds of the state, or of any other state, or of any political subdivisions thereof, whether interest is taxable or tax-exempt under federal law, rated within the four highest classifications by a major rating service.

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

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

Investment Objectives

To maintain an average daily investment of at least 99 percent of funds available for investment.

To increase minority and community development banking and broker/dealer participation in District investments to 30 percent of invested funds.

Investment Accomplishments

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

2005	\$ 19,700,000		2010	\$ 8,100,000	
2006	32,500,000		2011	9,800,000	
2007	46,200,000		2012	10,300,000	
2008	32,100,000		2013	11,700,000	
2009	11,000,000		2014	8,300,000	(Estimated)
			Total	\$ 189,700,000	

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 and Interest Fund may be identified and used to abate Bond Redemption and Interest Fund levies.

Financial Policies, Objectives, and Accomplishments

Bonded Debt Objectives

To maintain or improve the District’s Aa1, AAA, and AAA 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

In April 2001, Fitch Ratings upgraded the District’s outstanding General Obligation Bonds to AAA from AA+ and Standard & Poors Corporation upgraded the District’s Bonds to AA+ from AA. In April of 2002, Moody’s Investor’s Service upgraded the District’s Bonds to Aaa from Aa1. For the July 2006 bond issue, Standard & Poor’s increased the District’s rating to AAA. In August 2013, Moody’s Investor Service downgraded the District’s Bonds from Aaa to Aa1. Moody’s stated two reasons for the downgrade. The significant debt burden and pension liabilities for major governmental agencies in Cook County is now considered a risk for the District’s tax base. 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.

Bond Rating History

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

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 now issue debt for a maximum of 30 years after contracting the debt. Previously, the District was allowed to issue debt for a maximum of 20 years. In addition, the District’s Act was amended to extend non-referendum bonding authority from December 31, 2016 to December 31, 2024, effective January 1, 2011.

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 measureable and available to satisfy liabilities of the reporting period.

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

Financial and Accounting Objectives

District financial information is available through the Comprehensive Annual Financial Report (CAFR), Budget Report, Grantor Agency Reports, and supplementary information.

District financial reports are prepared in compliance with GAAP to fulfill the District’s duty to be publicly accountable while allowing users to assess that accountability.

District financial reports are designed to assist users in evaluating the District’s ongoing operations and assessing the level of services provided and our ability to meet obligations as they become due.

The annual audit performed by independent certified public accountants ensures compliance with the District’s financial objectives. In addition to meeting the requirements as set forth in the State of Illinois Compiled Statutes, Chapter 70, 2605/5.12, the audit will also ensure compliance with the Federal Single Audit Act regulations in OMB Circular A-133.

Financial Policies, Objectives, and Accomplishments

The Internal Audit Unit assists the Executive Director by furnishing independent and objective analyses, appraisals, and recommendations for improvement concerning the activities reviewed.

On July 13, 2006, the Board adopted a policy to address GASB Pronouncement #45, requiring reporting of the future liability for maintaining OPEB, primarily retiree health insurance benefits. An irrevocable trust was established to fund the future liability with the following operating parameters. On October 2, 2014, the 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 twelve years 2015 through 2026, with no further advance funding contributions required after 2026. Beginning in 2027 cash to be withdrawn from the Trust to fund claims and insurance premiums will be determined by the plan’s actuary with the funding percentage to be maintained at 100 percent for all future years.

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

Asset Class	Fund Asset Mix		
	Minimum	Normal	Maximum
Domestic Equities	25.0%	30.0%	50.0%
Developed International Equities	12.0%	15.0%	18.0%
Fixed Income Securities (Bonds)	40.0%	45.0%	50.0%
Global Balance Portfolio	7.5%	10.0%	12.5%
Cash/Cash Equivalents (Money Market)	0.0%	1.0%	100.0%

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

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

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

For the year ended December 31, 2015, the Board is expected to adopt a policy to implement GASB 68. The following categories will be 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, 2013, and for the MWRD Retiree Health Care Trust for the year ended December 31, 2013. This is the 39th consecutive year and 7th consecutive year that the District has received these prestigious awards, respectively. The CAFRs are available on the Internet at www.mwrdd.org. The external audit of the District’s 2013 financial statements, completed on May 7, 2014, includes an unmodified opinion. In 2014, the Internal Audit Unit completed 13 audits. For 2015, approximately 13 audits are scheduled for completion.

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, as of January 17, 2013, 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

When the Executive Director and Executive Team developed the District's first Strategic Plan in 2011, the District was facing several economic issues. The pension program was severely underfunded, and we faced fiscal challenges due to the economic downturn. In the span of three years, these challenges were addressed without compromising the District's commitment to excellence. A solid pension funding policy is in place. The capital spending affordability program was established to produce a capital program that balances capital needs with available funding resources. Operating reserves exceed the amounts that existed prior to the economic downturn of 2008.

The District is a leader among utilities in efforts to adopt a resource recovery model. We successfully supported legislation that provides the opportunity to generate a revenue stream from recovered resources such as biogas, high quality reclaimed water and composted biosolids. We have implemented enhanced biological phosphorus removal ahead of regulations and are constructing a phosphorus recovery process that will produce 10,000 tons of a phosphorus fertilizer annually. We have moved forward with the implementation of a deammonification process to remove nitrogen from ammonia-rich sidestreams, and we are pushing ahead with effluent reuse. We are better equipped to address flooding issues with new legislative authority. The Thornton Reservoir will be coming online. Progress is also apparent through the Blue Ribbon Panel, which provided community and industry input into updating the District's user charge program for large industrial and tax exempt dischargers. A streamlined User Charge ordinance was developed, customer service has improved, and a more equitable and predictable rate structure will contribute to the economic viability of the region.

Policy Development and The Budget Process

The Executive Director and the Executive Team conducted another SWOT analysis – Strengths, Weaknesses, Opportunities, and Threats – to develop a new Strategic Plan to guide budget development and operations planning for 2015 and beyond. After extensive discussion and input from the Board, the motto “Recovering Resources, Transforming Water” was selected as it describes the District’s present and future course. We are more than a wastewater treatment agency, and it is important that our tagline represent that. The year 2015 promises to be an exciting one for the District.

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.

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 Energy Conservation Committee and Board of Standardization, which meet quarterly or as needed. A list of the various staff committees and task forces is as follows:

Inventory Review Board	Solids Committee	Non-Core Business Project Committee
Board of Standardization	Injury Task Force	Records Management Committee
Natural Gas Committee	Audit Committee	Energy Conservation Committee
Data Mining Committee		

Each of these planning groups is delegated the responsibility to serve as District-wide planners for specific organizational needs. The Energy Conservation 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 and Budget Section of General Administration, staff to the Executive Director, prepares the Annual Budget and five-year financial plan. Similar to planning group in the M&R Department in its coordinating role, the Budget Office consolidates the capital and maintenance plans for the upcoming and future years, including costs. Revenue projections and debt service requirements are examined along with the financial feasibility of capital projects in light of external and self-imposed financial constraints. The end product of this process is the annual appropriation ordinance and a Five-Year Financial Forecast.

The Five-Year Financial Forecast is prepared prior to the Executive Director’s Budget Recommendations and reflects the best estimates of revenues, fund equity, and appropriation needs available at the time. The forecast is presented to the Executive Director. Subject to his review and approval, it is then included in the Budget. The projections are a tool designed to aid the District in planning and controlling its financial position over a longer range than the Annual Budget. It contributes to making the budget a comprehensive financial plan of District operations, past, present, and future. It summarizes the tax impact of the District’s strategic goals and objectives.

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

Policy Development and The Budget Process

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

1. After the first half of the fiscal year, the Budget Office holds a meeting with departmental budget representatives to discuss policy and procedures for budget preparation that begins in July. Instructions are distributed to departments, together with guidelines from the Executive Director, which indicate the direction the Budget should follow for the coming fiscal year. The basic forms are returned to the Budget Office and a general summary is prepared for the Executive Director, who conducts departmental hearings in September.
2. A revenue meeting is conducted by the Executive Director, Administrative Services Manager, and Budget Officer, along with those departments responsible for revenue items. Available resources used to finance the Budget are analyzed at this meeting.
3. It is usual to have two rounds of departmental hearings. 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 is usually 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 public hearing on the 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 2015 BUDGET

- Board of Commissioners Holds a Study Session
on the Strategic Business Plan at 2:00 P.M. Thursday, June 5, 2014

- Executive Director’s Budget Recommendations
Submitted to Board of Commissioners..... Tuesday, October 14, 2014

- Board of Commissioners Holds a Public Hearing
on the Capital Improvement Program at 10:00 A.M. Thursday, October 30, 2014

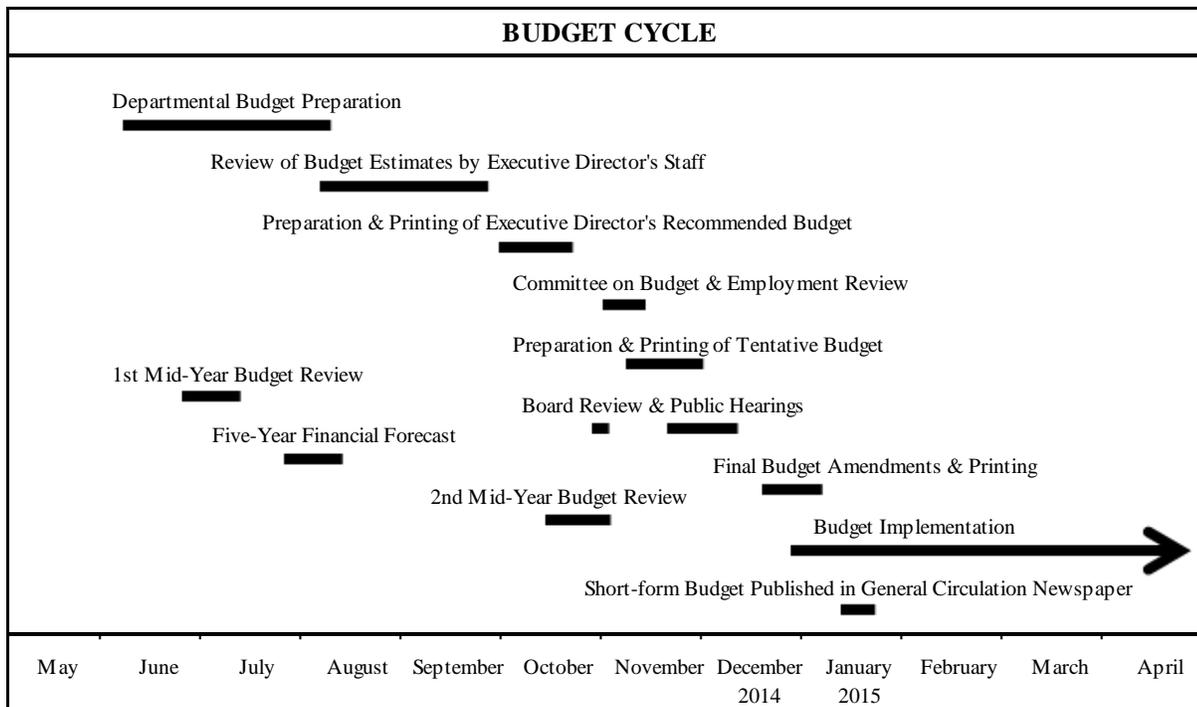
- Committee on Budget & Employment Hearings..... 1 p.m. Thursday, November 6, 2014
(Friday, November 7, 2014, if necessary)

- Committee on Budget & Employment Submits Tentative Budget
to Board of Commissioners for Public Display Thursday, November 20, 2014

- Board of Commissioners Holds a Public Hearing
on the Budget at 10:00 A.M. Wednesday, December 10, 2014

- Board of Commissioners Adopts the Budget Thursday, December 11, 2014

- Board of Commissioners Amends the Adopted Budget..... Thursday, December 18, 2014



The procedure for the Annual Budget process is detailed on the previous page.

**ANNUAL APPROPRIATION ORDINANCE OF THE
METROPOLITAN WATER RECLAMATION DISTRICT
OF GREATER CHICAGO
FOR THE FISCAL YEAR BEGINNING JANUARY 1, 2015
AND ENDING DECEMBER 31, 2015**

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, 2015 and ending December 31, 2015.”

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, 2015 and ending December 31, 2015.

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

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

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

The Executive Director is authorized to transfer appropriations between line items within an object class of expenditure within a department. Transfers of appropriations between objects of expenditure or between departments must be presented for approval to the Board of Commissioners in accordance with applicable statutes.

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

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

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

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

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

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

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

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

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

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

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

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

(f) Every contract or purchase order involving amounts in excess of \$10,000.00 shall be signed by the Chairman of the

Committee on Finance or other duly authorized officer of the Board of Commissioners, by the Executive Director, by the Clerk, and by the Director of Procurement and Materials Management of the Metropolitan Water Reclamation District of Greater Chicago.

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

(g) The Comptroller of the Metropolitan Water Reclamation District of Greater Chicago shall conduct audits of all expenditures. The Comptroller shall report the results of such audit to the President and the Board of Commissioners of the Metropolitan Water Reclamation District of Greater Chicago.

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

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

SECTION II

BUDGET AND FINANCIAL SUMMARIES, SCHEDULES, AND EXHIBITS

This section includes a broad overview of the 2015 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? Where Does the Money Go? Answers are presented graphically using a dollar bill to illustrate.

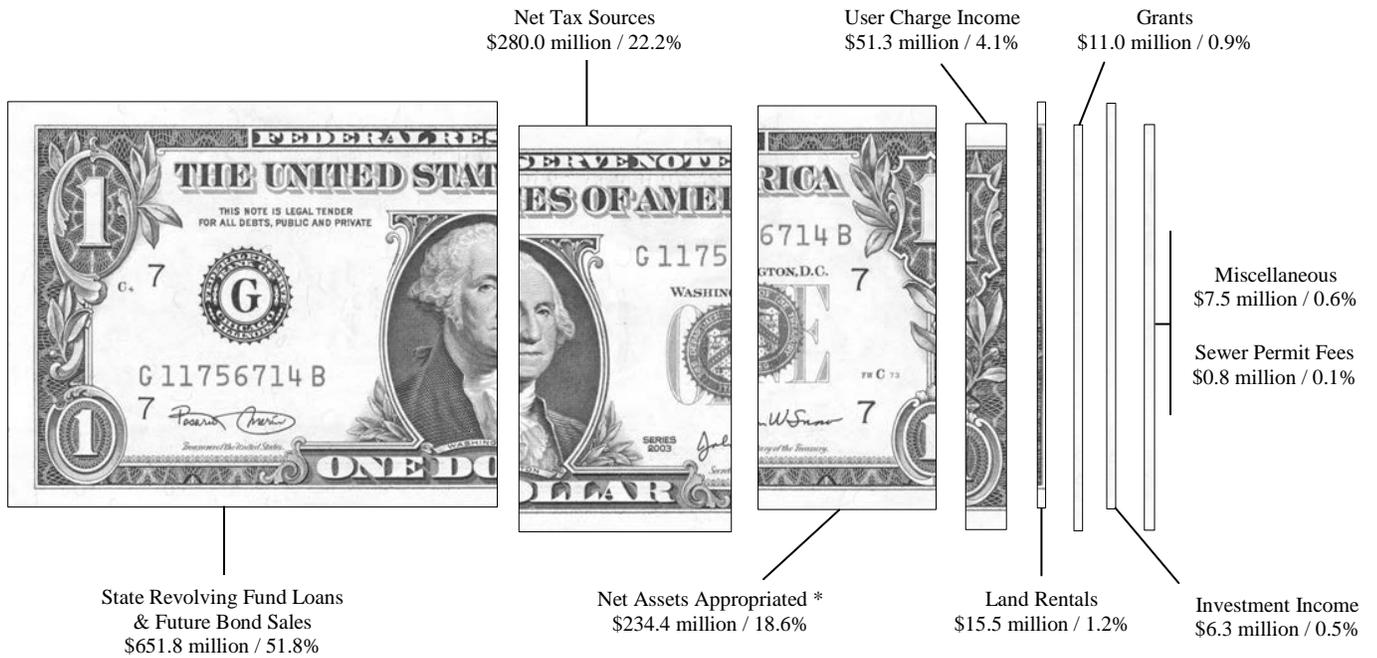
The comparison of budget and current year appropriations, tax levies, and tax rates by fund is one of the most comprehensive and most useful comparisons in the budget.

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 2015 and comparing it to previous years, this section also provides a projection of the future: the comprehensive Five-Year Financial Forecast for 2015-2019.

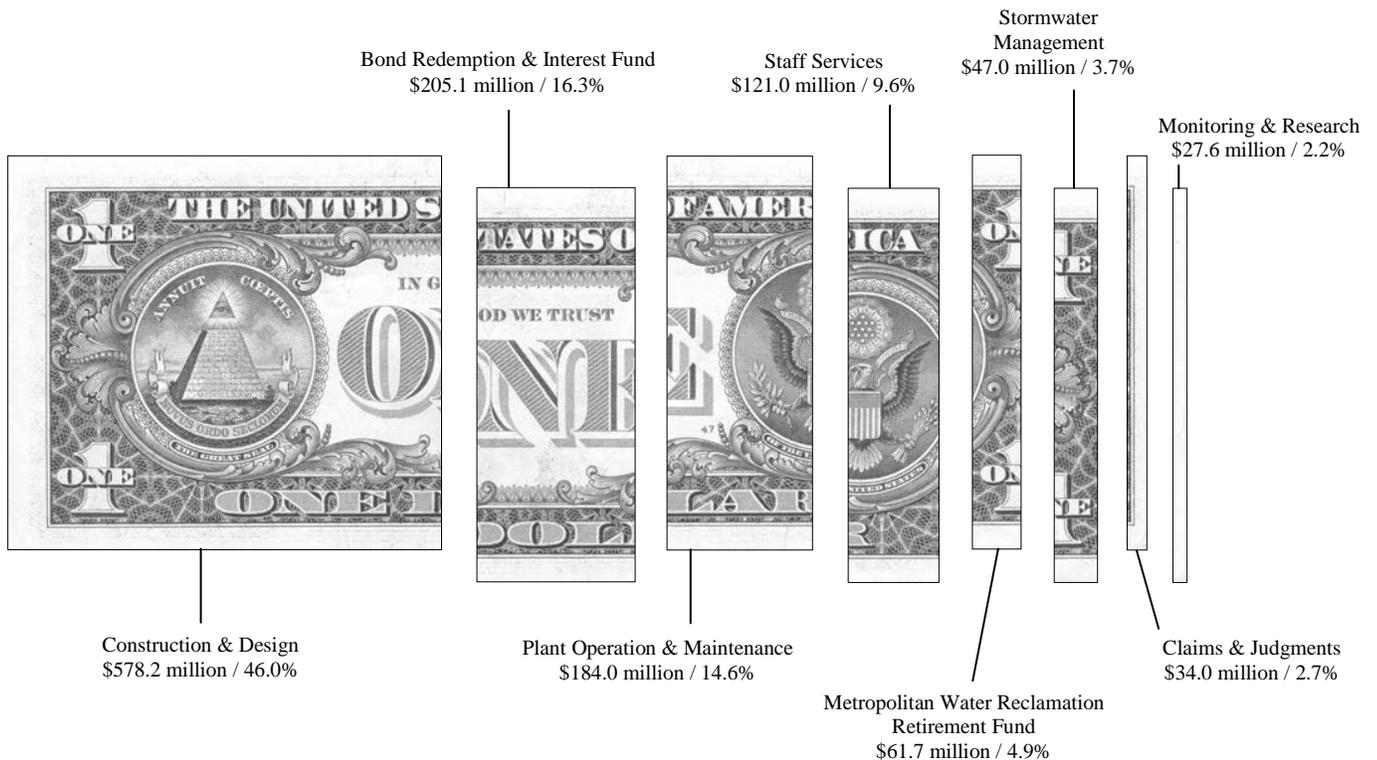
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WHERE THE MONEY COMES FROM: \$1,258.6 MILLION



* \$234.4 of the \$303.7 Net Assets Appropriable detailed in the analysis on the next page will be appropriated as revenue for 2015 (excludes Capital Improvements Bond Fund).

WHERE THE MONEY GOES: \$1,258.6 MILLION



SUMMARY OF NET ASSETS APPROPRIABLE

at January 1, 2015

(In Millions)

CURRENT ASSETS	FUND								TOTAL
	CORPORATE	CAPITAL IMPROVEMENTS BOND	CONSTRUCTION	STORMWATER MANAGEMENT	RETIREMENT	BOND REDEMPTION & INTEREST	RESERVE CLAIM		
Cash & Investments	\$ 127.8	\$ 271.1	\$ 16.1	\$ 29.7	\$ -	\$ 94.6	\$ 33.1	\$	572.4
Restricted Cash	-	-	-	-	-	-	-	-	-
Deposit with Escrow Agent	-	-	-	-	-	-	-	-	-
Taxes Receivable	222.3	-	16.9	20.3	48.8	212.0	2.9	-	523.2
Replacement Tax	29.0	-	-	-	12.9	-	-	-	41.9
Grants	-	-	-	-	-	-	-	-	-
State Revolving Fund									
Loans Receivable	-	132.7	-	-	-	-	-	-	132.7
Due from Other Funds	0.2	-	-	-	-	-	-	-	0.2
Total	\$ 379.3	\$ 403.8	\$ 33.0	\$ 50.0	\$ 61.7	\$ 306.6	\$ 36.0	\$	1,270.4
CURRENT LIABILITIES, DESIGNATIONS AND RESTRICTIONS									
Unpaid Bills and									
Contingent Liabilities	\$ 47.6	\$ 567.9	\$ 2.8	\$ 5.1	\$ -	\$ -	\$ 2.4	\$	625.8
Due to Working Cash Funds	190.0	-	16.0	21.0	-	-	-	-	227.0
Liabilities for Restricted Assets	-	-	-	-	-	-	-	-	-
Principal and Interest	-	-	-	-	-	113.9	-	-	113.9
Total	\$ 237.6	\$ 567.9	\$ 18.8	\$ 26.1	\$ -	\$ 113.9	\$ 2.4	\$	966.7
*Net Assets Appropriable	\$ 141.7	\$ (164.1)	\$ 14.2	\$ 23.9	\$ 61.7	\$ 192.7	\$ 33.6	\$	303.7
Budget Reserve	\$ (69.3)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	(69.3)
Net Assets Appropriated	\$ 72.4	\$ (164.1)	\$ 14.2	\$ 23.9	\$ 61.7	\$ 192.7	\$ 33.6	\$	234.4
Equity Transfer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-

* 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, 2015.

Gross Corporate Fund.....	17.44 ¢
Construction Fund.....	1.27
Stormwater Management Fund.....	1.85
Retirement Fund.....	4.45
Reserve Claim Fund.....	<u>0.44</u>
Subtotal.....	25.45 ¢
Bond Redemption & Interest Fund:	
Capital Improvement Bonds - Series:	
July 2006 Limited Tax.....	1.26 ¢
August 2009 Limited Tax.....	2.73
July 2011 Limited Tax Series A.....	0.43
July 2011 Limited Tax Series B.....	1.07
July 2011 Unlimited Tax Series C.....	1.01
Pending December 2014.....	1.03
State Revolving Fund Bonds - Series:	
1992 T,U; 1994 R,V; 1997 AA-DD; 2001 A-C; 2004 A-H; 2007 A-D; 2009 A-I; 2012 A-F, H-P	5.38 ¢
Refunding Bonds - Series:	
May 2006 Unlimited Tax.....	1.38 ¢
May 2006 Limited Tax.....	0.20
March 2007 Unlimited Tax A.....	2.35
March 2007 Unlimited Tax B.....	0.38
March 2007 Limited Tax C.....	<u>0.43</u>
Subtotal Bond Redemption & Interest Fund.....	17.65 ¢
TOTAL ESTIMATED TAX RATE - 2015.....	<u><u>43.10 ¢</u></u>

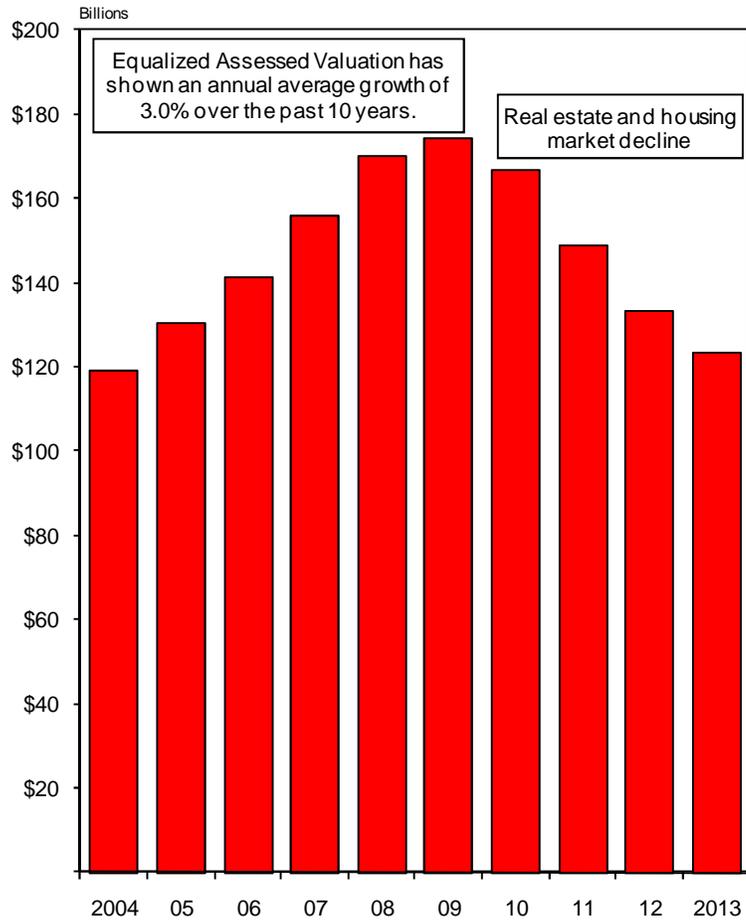
TAXABLE PROPERTY WITHIN THE DISTRICT (Equalized Assessed Valuation)

The equalized assessed property valuation of the Metropolitan Water Reclamation District has shown an average growth of 1.5 percent per year over the past 10 years. 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.

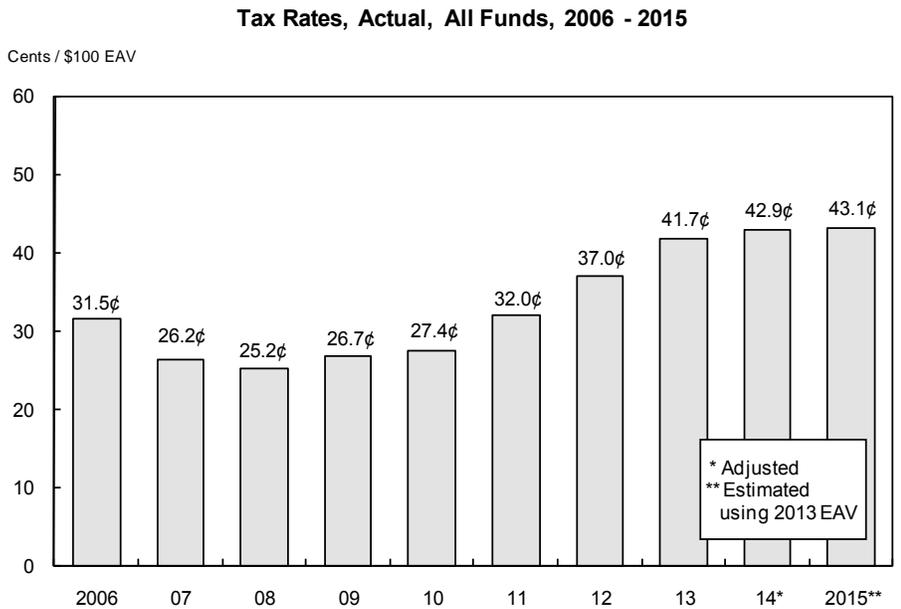
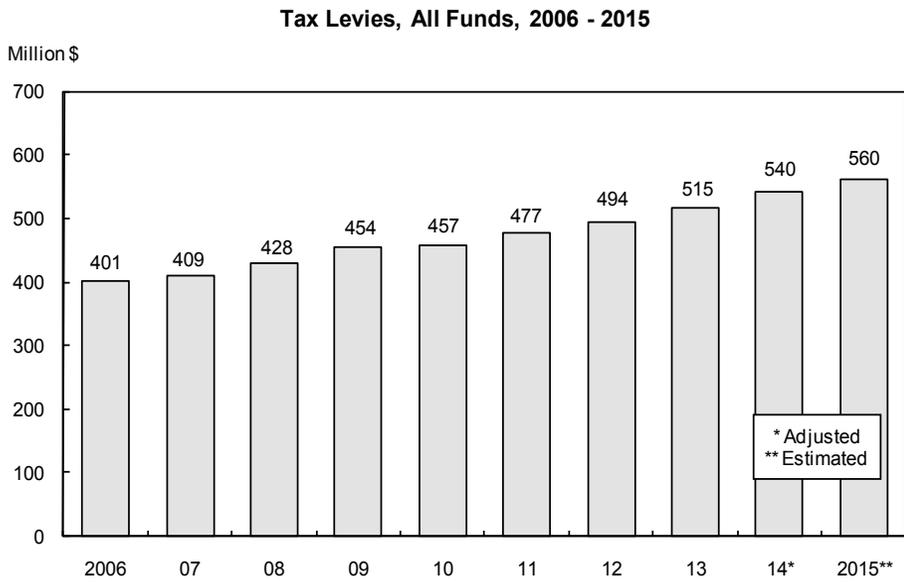
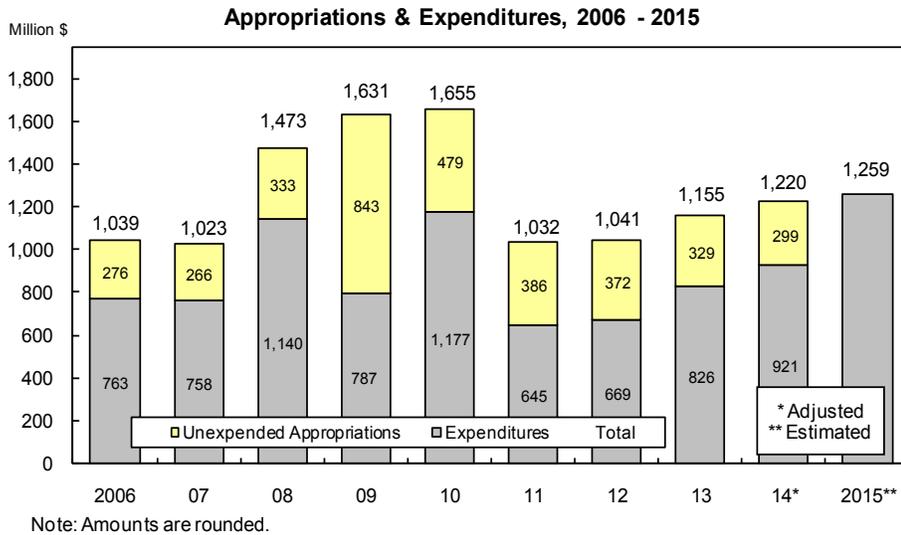
The Cook County Assessor is responsible for all taxable real property within Cook County except for railroad property and pollution control facilities, which are assessed directly by the State of Illinois.

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
2004	\$118.99 billion	\$148.62 million	\$119.13 billion
2005	130.44 billion	148.80 million	130.59 billion
2006	141.31 billion	156.27 million	141.47 billion
2007	155.80 billion	172.25 million	155.97 billion
2008	169.91 billion	186.24 million	170.10 billion
2009	174.26 billion	212.23 million	174.47 billion
2010	166.66 billion	256.49 million	166.92 billion
2011	148.77 billion	275.01 million	149.05 billion
2012	133.11 billion	286.93 million	133.40 billion
2013	123.11 billion	311.53 million	123.42 billion



COMPARATIVE STATEMENT OF APPROPRIATIONS AND TAX LEVIES 2015-2013 ALL FUNDS

APPROPRIATIONS	2015**	2014 AS PASSED	2014 AS ADJUSTED *	2013 ACTUAL
FUND				
Corporate Fund	\$ 382,754,100	\$ 395,344,700	\$ 395,344,700	\$ 383,607,900
Construction Fund	37,840,700	53,306,000	53,306,000	40,811,900
Capital Improvements Bond Fund ***	490,196,900	386,208,300	386,208,300	349,648,800
Stormwater Management Fund	47,001,000	50,907,400	50,907,400	61,251,000
Retirement Fund	61,654,000	74,984,000	74,984,000	64,761,000
Reserve Claim Fund	34,000,000	64,000,000	64,000,000	62,000,000
Bond Redemption & Interest Fund	205,147,781	194,905,714	194,905,683	192,984,390
TOTAL	\$1,258,594,481	\$1,219,656,114	\$1,219,656,083	\$1,155,064,990
LEVIES				
Corporate Fund	\$ 227,196,000	\$ 230,000,000	\$ 230,000,000	\$ 224,399,734
Construction Fund	16,500,000	17,400,000	17,400,000	11,079,300
Stormwater Management Fund	24,050,000	21,000,000	21,000,000	20,000,000
Retirement Fund	58,004,000	50,530,700	50,530,700	51,620,700
Reserve Claim Fund	5,700,000	3,000,000	3,000,000	6,170,977
Subtotal	\$ 331,450,000	\$ 321,930,700	\$ 321,930,700	\$ 313,270,711
Bond Redemption & Interest Fund:				
Capital Improvement Bonds - Series:				
July 2006 Limited Tax	\$ 16,469,689	\$ 17,588,601	\$ 17,588,601	\$ 5,158,549
August 2009 Limited Tax	35,564,767	35,564,767	35,564,767	35,564,767
July 2011 Limited Tax Series A	5,646,431	4,524,343	4,524,343	16,954,618
July 2011 Limited Tax Series B	13,894,139	13,894,139	13,894,139	13,894,139
July 2011 Unlimited Tax Series C	13,205,422	21,386,768	21,386,768	10,555,681
Pending December 2014	13,471,503	-	-	-
State Revolving Fund Bonds:				
Series 1992 T,U; 1994 R,V; 1997 AA-DD; 2001 A-C; 2004 A-H; 2007 A-D; 2009 A-I; 2012 A-F, H-P	70,134,356	65,136,115	65,141,799	59,054,005
Refunding Bonds - Series:				
May 2006 Unlimited Tax	17,958,549	17,958,549	17,958,549	17,958,549
May 2006 Limited Tax	2,631,606	2,631,606	2,631,606	2,631,606
March 2007 Unlimited Tax A	29,061,140	29,096,114	29,096,114	29,078,497
March 2007 Unlimited Tax B	4,996,749	4,996,749	4,996,749	4,996,749
March 2007 Limited Tax C	5,541,606	5,541,606	5,541,606	5,541,606
Subtotal Bond Redemption & Interest Fund	\$ 228,575,957	\$ 218,319,357	\$ 218,325,041	\$ 201,388,766
TOTAL	\$ 560,025,957	\$ 540,250,057	\$ 540,255,741	\$ 514,659,477

NOTES: * As Adjusted reflects the 2013 EAV (\$123,419,543,828) estimated to increase 2 percent, plus any subsequent supplemental levies and/or appropriations.

** 2015 reflects an estimated 3.5 percent increase in EAV from 2014 estimated.

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

COMPARATIVE STATEMENT OF TAX RATES 2015-2013 ALL FUNDS

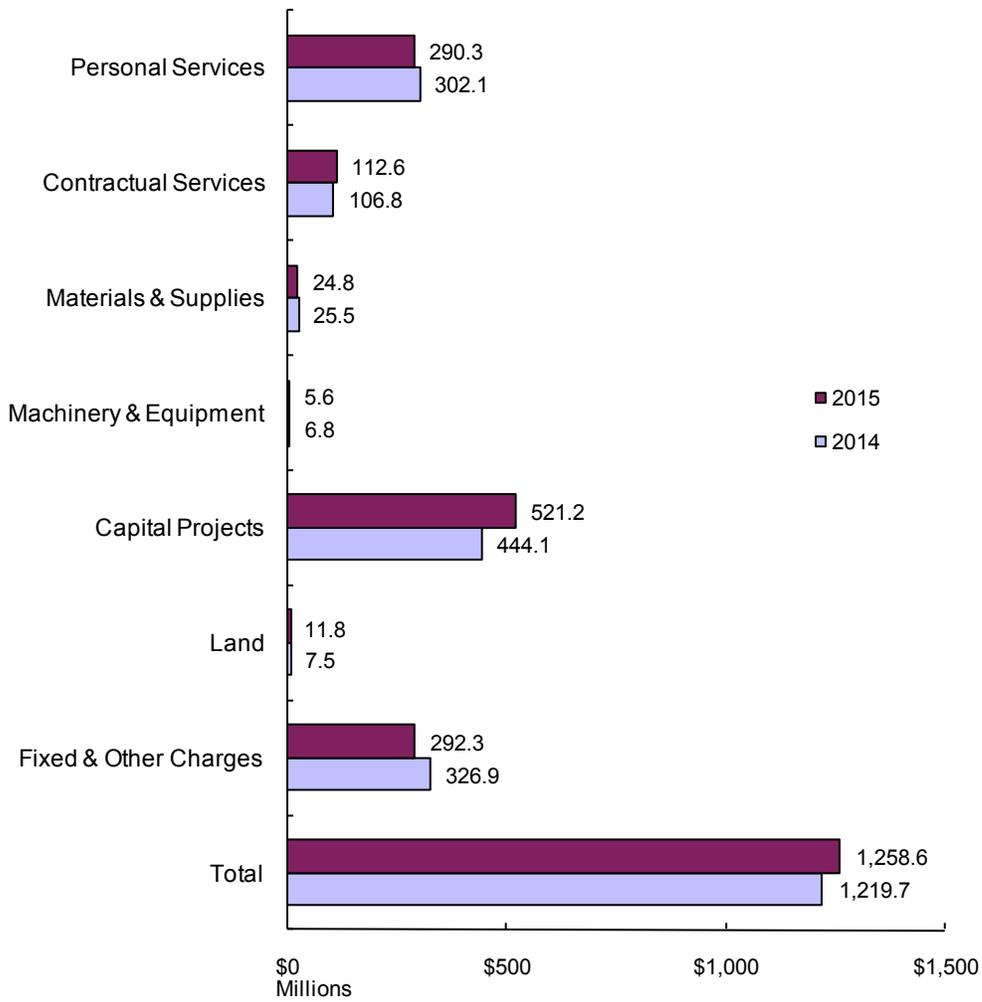
Per \$100 in Equalized Assessed Valuation

FUND	2015 **	2014 AS PASSED	2014 AS ADJUSTED *	2013 ACTUAL
	tax rate limit			
Gross Corporate Fund	41 ¢	17.44 ¢	18.15 ¢	18.18 ¢
Construction Fund	10 ¢	1.27	1.37	0.90
Stormwater Management Fund	5 ¢	1.85	1.66	1.62
Retirement Fund		4.45	3.99	4.18
Reserve Claim Fund	½ ¢	0.44	0.24	0.50
Subtotal	25.45 ¢	25.41 ¢	25.57 ¢	25.38 ¢
Bond Redemption & Interest Fund:				
Capital Improvement Bonds - Series:				
July 2006 Limited Tax	1.26 ¢	1.39 ¢	1.40 ¢	0.42 ¢
August 2009 Limited Tax	2.73	2.81	2.83	2.88
July 2011 Limited Tax Series A	0.43	0.36	0.36	1.37
July 2011 Limited Tax Series B	1.07	1.10	1.10	1.13
July 2011 Unlimited Tax Series C	1.01	1.69	1.70	0.86
Pending December 2014	1.03	-	-	-
State Revolving Fund Bonds:				
Series 1992 T,U; 1994 R,V; 1997 AA-DD; 2001 A-C; 2004 A-H; 2007 A-D; 2009 A-I; 2012 A-F, H-P	5.38	5.14	5.17	4.78
Refunding Bonds - Series:				
May 2006 Unlimited Tax	1.38	1.42	1.43	1.46
May 2006 Limited Tax	0.20	0.21	0.21	0.21
March 2007 Unlimited Tax Series A	2.35	2.30	2.31	2.36
March 2007 Unlimited Tax Series B	0.38	0.39	0.40	0.40
March 2007 Limited Tax Series C	0.43	0.44	0.44	0.45
Subtotal Bond Redemption & Interest Fund	17.65 ¢	17.25 ¢	17.35 ¢	16.32 ¢
TOTAL	43.10 ¢	42.66 ¢	42.92 ¢	41.70 ¢

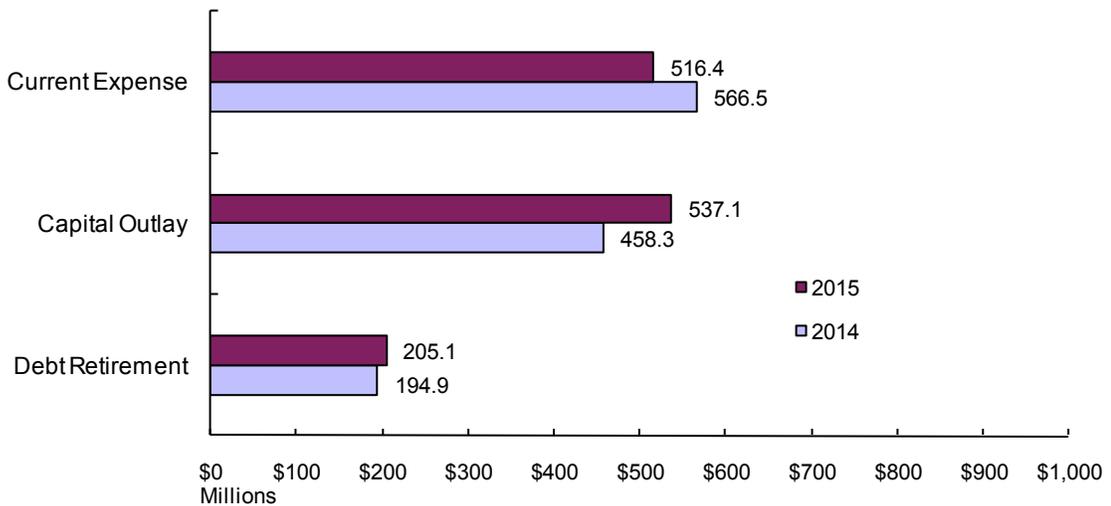
NOTES: * As Adjusted reflects the 2013 EAV (\$123,419,543,828) estimated to increase 2 percent, plus any subsequent supplemental levies and/or appropriations.

** 2015 reflects an estimated 3.5 percent increase in EAV from 2014 estimated.

COMPARATIVE APPROPRIATIONS BY MAJOR OBJECT OF EXPENDITURE



COMPARATIVE APPROPRIATIONS BY MAJOR CHARACTER OF EXPENDITURE



**COMPARATIVE APPROPRIATIONS BY MAJOR OBJECT OF EXPENDITURE
2015-2014 ALL FUNDS**

ORGANIZATION or FUND	YEAR	TOTAL	PERSONAL SERVICES	CONTRACTUAL SERVICES	MATERIALS & SUPPLIES	MACHINERY & EQUIPMENT	CAPITAL PROJECTS	LAND	FIXED & OTHER CHARGES
Board of Commissioners	2015	\$ 4,116,700	\$ 4,042,800	\$ 63,700	\$ 10,200	\$ -	\$ -	\$ -	\$ -
	2014	\$ 4,046,900	\$ 3,950,500	\$ 79,800	\$ 16,600	\$ -	\$ -	\$ -	\$ -
General Administration	2015	17,724,400	13,404,600	4,030,300	279,500	10,000	-	-	-
	2014	16,674,800	11,375,300	4,672,100	461,400	166,000	-	-	-
Monitoring & Research	2015	27,582,800	25,755,400	944,200	523,200	360,000	-	-	-
	2014	28,297,600	25,976,900	1,234,200	627,500	459,000	-	-	-
Procurement & Materls. Management	2015	8,492,500	5,284,500	135,100	3,072,900	-	-	-	-
	2014	9,364,500	5,303,100	221,100	3,840,300	-	-	-	-
Human Resources	2015	59,908,000	55,343,700	4,166,800	397,500	-	-	-	-
	2014	75,266,000	70,847,400	3,956,600	432,000	30,000	-	-	-
Information Technology	2015	16,434,400	8,408,700	6,691,800	1,135,100	198,800	-	-	-
	2014	16,219,300	8,624,000	6,213,100	1,039,700	342,500	-	-	-
Law	2015	7,682,700	6,692,700	194,000	26,000	-	-	-	770,000
	2014	8,223,900	7,202,300	239,400	32,000	-	-	-	750,200
Finance	2015	3,463,400	3,384,800	69,800	8,800	-	-	-	-
	2014	3,609,100	3,443,300	156,800	9,000	-	-	-	-
Maint. & Operations:									
General Division	2015	25,346,400	9,917,800	14,570,200	858,400	-	-	-	-
	2014	25,114,600	9,974,700	14,241,900	898,000	-	-	-	-
North Service Area	2015	41,516,000	24,711,500	13,907,300	2,691,200	206,000	-	-	-
	2014	39,573,200	24,086,700	12,366,100	3,035,800	84,600	-	-	-
Calumet Service Area	2015	35,294,600	18,744,000	13,868,000	2,654,600	28,000	-	-	-
	2014	33,197,900	17,548,000	13,102,500	2,449,000	98,400	-	-	-
Stickney Service Area	2015	81,815,000	38,092,900	34,116,200	9,590,200	15,700	-	-	-
	2014	79,072,700	37,450,200	30,910,200	10,631,800	80,500	-	-	-
TOTAL Maintenance & Operations	2015	\$ 183,972,000	\$ 91,466,200	\$ 76,461,700	\$ 15,794,400	\$ 249,700	\$ -	\$ -	\$ -
	2014	\$ 176,958,400	\$ 89,059,600	\$ 70,620,700	\$ 17,014,600	\$ 263,500	\$ -	\$ -	\$ -
Engineering	2015	53,377,200	26,627,500	691,300	58,400	-	26,000,000	-	-
	2014	56,684,200	28,259,900	474,000	88,300	12,000	27,800,000	50,000	-
TOTAL Corporate Fund	2015	\$ 382,754,100	\$ 240,410,900	\$ 93,448,700	\$ 21,306,000	\$ 818,500	\$ 26,000,000	\$ -	\$ 770,000
	2014	\$ 395,344,700	\$ 254,042,300	\$ 87,867,800	\$ 23,561,400	\$ 1,273,000	\$ 27,800,000	\$ 50,000	\$ 750,200
Construction Fund	2015	37,840,700	7,152,900	1,680,000	3,170,000	4,361,500	21,476,300	-	-
	2014	53,306,000	7,834,100	867,000	1,758,000	5,542,000	37,304,900	-	-
Capital Improvements Bond Fund	2015	490,196,900	14,100,000	198,600	-	422,700	464,925,600	10,300,000	250,000
	2014	386,208,300	11,250,000	828,600	-	-	365,257,700	7,300,000	1,572,000
Stormwater Management Fund	2015	47,001,000	18,615,000	17,274,000	344,000	-	8,806,200	1,511,800	450,000
	2014	50,907,400	18,933,600	17,193,800	217,000	-	13,757,800	125,000	680,200
Bond Redemption & Interest Fund	2015	205,147,781	-	-	-	-	-	-	205,147,781
	2014	194,905,714	-	-	-	-	-	-	194,905,714
Retirement Fund	2015	61,654,000	-	-	-	-	-	-	61,654,000
	2014	74,984,000	-	-	-	-	-	-	74,984,000
Reserve Claim Fund	2015	34,000,000	10,000,000	-	-	-	-	-	24,000,000
	2014	64,000,000	10,000,000	-	-	-	-	-	54,000,000
GRAND TOTAL	2015	\$1,258,594,481	\$ 290,278,800	\$ 112,601,300	\$ 24,820,000	\$ 5,602,700	\$ 521,208,100	\$ 11,811,800	\$ 292,271,781
	2014	\$1,219,656,114	\$ 302,060,000	\$ 106,757,200	\$ 25,536,400	\$ 6,815,000	\$ 444,120,400	\$ 7,475,000	\$ 326,892,114
PERCENTAGES	2015	100.0%	23.1%	8.9%	2.0%	0.4%	41.4%	0.9%	23.2%
	2014	100.0%	24.8%	8.8%	2.1%	0.6%	36.4%	0.6%	26.8%

Note: Percentages are rounded.

COMPARATIVE APPROPRIATIONS BY CHARACTER OF EXPENDITURE 2015-2014 ALL FUNDS

ORGANIZATION OR FUND	YEAR	TOTAL	CURRENT EXPENSE	CAPITAL OUTLAY	DEBT RETIREMENT
Board of Commissioners	2015	\$ 4,116,700	\$ 4,116,700	\$ -	\$ -
	2014	\$ 4,046,900	\$ 4,046,900	\$ -	\$ -
General Administration	2015	17,724,400	17,714,400	10,000	-
	2014	16,674,800	16,508,800	166,000	-
Monitoring & Research	2015	27,582,800	27,222,800	360,000	-
	2014	28,297,600	27,838,600	459,000	-
Procurement & Materials Management	2015	8,492,500	8,492,500	-	-
	2014	9,364,500	9,364,500	-	-
Human Resources	2015	59,908,000	59,908,000	-	-
	2014	75,266,000	75,266,000	-	-
Information Technology	2015	16,434,400	16,235,600	198,800	-
	2014	16,219,300	15,876,800	342,500	-
Law	2015	7,682,700	7,682,700	-	-
	2014	8,223,900	8,223,900	-	-
Finance	2015	3,463,400	3,463,400	-	-
	2014	3,609,100	3,609,100	-	-
Maintenance & Operations:					
General Division	2015	25,346,400	25,346,400	-	-
	2014	25,114,600	25,114,600	-	-
North Service Area	2015	41,516,000	41,310,000	206,000	-
	2014	39,573,200	39,488,600	84,600	-
Calumet Service Area	2015	35,294,600	35,266,600	28,000	-
	2014	33,197,900	33,099,500	98,400	-
Stickney Service Area	2015	81,815,000	81,799,300	15,700	-
	2014	79,072,700	78,992,200	80,500	-
TOTAL Maintenance & Operations	2015	\$ 183,972,000	\$ 183,722,300	\$ 249,700	\$ -
	2014	\$ 176,958,400	\$ 176,694,900	\$ 263,500	\$ -
Engineering	2015	53,377,200	27,377,200	26,000,000	-
	2014	56,684,200	28,822,200	27,862,000	-
TOTAL Corporate Fund	2015	\$ 382,754,100	\$ 355,935,600	\$ 26,818,500	\$ -
	2014	\$ 395,344,700	\$ 366,251,700	\$ 29,093,000	\$ -
Construction Fund	2015	37,840,700	12,002,900	25,837,800	-
	2014	53,306,000	10,459,100	42,846,900	-
Capital Improvements Bond Fund	2015	490,196,900	14,548,600	475,648,300	-
	2014	386,208,300	13,650,600	372,557,700	-
Stormwater Management Fund	2015	47,001,000	38,194,800	8,806,200	-
	2014	50,907,400	37,149,600	13,757,800	-
Bond Redemption & Interest Fund	2015	205,147,781	-	-	205,147,781
	2014	194,905,714	-	-	194,905,714
Retirement Fund	2015	61,654,000	61,654,000	-	-
	2014	74,984,000	74,984,000	-	-
Reserve Claim Fund	2015	34,000,000	34,000,000	-	-
	2014	64,000,000	64,000,000	-	-
GRAND TOTAL	2015	\$ 1,258,594,481	\$ 516,335,900	\$ 537,110,800	\$ 205,147,781
	2014	\$ 1,219,656,114	\$ 566,495,000	\$ 458,255,400	\$ 194,905,714
PERCENTAGES	2015	100%	41%	43%	16%
	2014	100%	46%	38%	16%

Note: Percentages are rounded.

**2015 - 2014 PROGRAM APPROPRIATION - ALL FUNDS
BY DEPARTMENT AND MAJOR PROGRAM**

(In Millions)

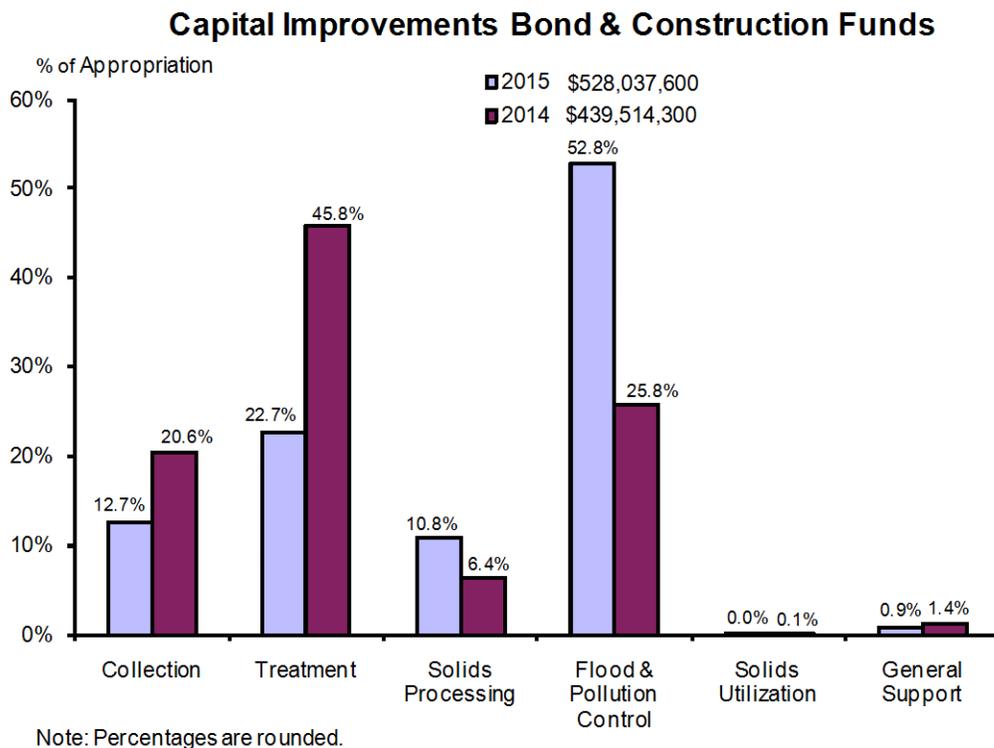
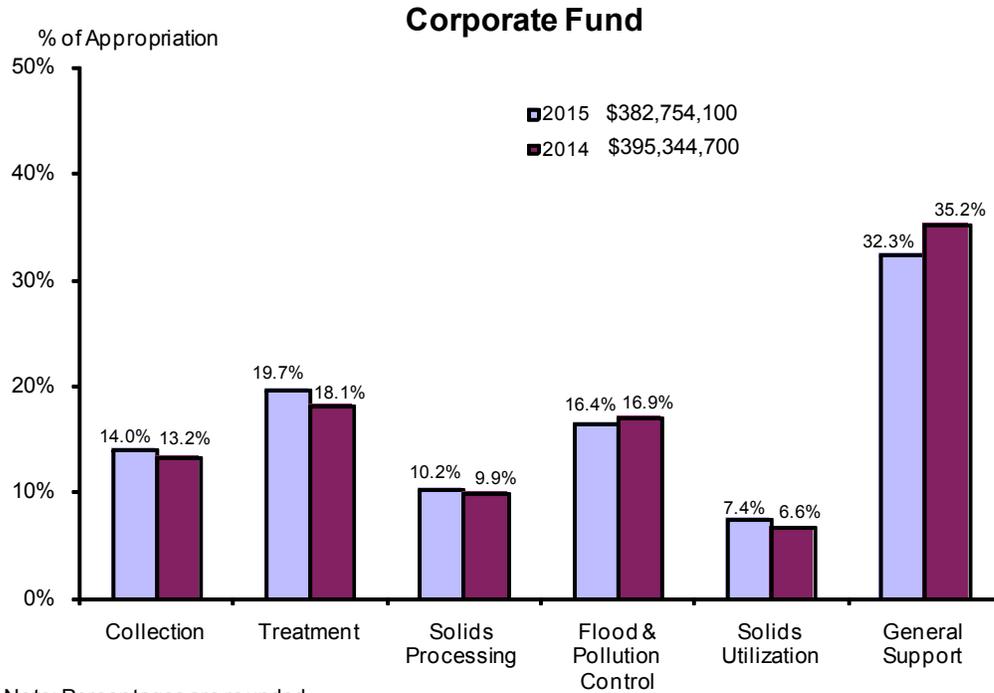
MAJOR PROGRAM

DEPARTMENT	COLLECTION		TREATMENT		SOLIDS PROCESSING		SOLIDS UTILIZATION		FLOOD & POLLUTION CONTROL		GENERAL SUPPORT		TOTAL			
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014		
Board of Commissioners	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4.1	\$ 4.0	\$ 4.1	\$ 4.0
General Administration	-	-	-	-	-	-	-	-	-	-	-	17.7	16.7	17.7	16.7	
Monitoring & Research	-	-	-	-	-	-	-	-	27.6	28.3	-	-	27.6	28.3		
Procurement & Materials Management	-	-	-	-	-	-	-	-	-	-	8.5	9.4	8.5	9.4		
Human Resources	-	-	-	-	-	-	-	-	-	-	59.9	75.3	59.9	75.3		
Information Technology	-	-	-	-	-	-	-	-	-	-	16.4	16.2	16.4	16.2		
Law	-	-	-	-	-	-	-	-	-	-	7.6	8.2	7.6	8.2		
Finance	-	-	-	-	-	-	-	-	-	-	3.5	3.6	3.5	3.6		
Maintenance & Operations	46.3	44.9	66.6	62.8	34.4	34.3	27.8	25.9	4.8	4.9	4.1	4.2	184.0	177.0		
Engineering	7.2	7.1	8.7	8.7	4.8	4.9	0.4	0.4	30.6	33.8	1.8	1.7	53.4	56.7		
Total Corporate Fund	\$53.5	\$52.1	\$75.2	\$71.5	\$39.2	\$39.2	\$28.2	\$26.3	\$62.9	\$67.0	\$123.7	\$139.3	\$382.7	\$395.3		
Construction and Capital Improvements Bond Funds	66.9	90.4	120.1	201.3	57.2	28.1	0.1	0.4	279.0	113.3	4.7	6.1	528.0	439.6		
Stormwater Management Fund	-	-	-	-	-	-	-	-	47.0	50.9	-	-	47.0	50.9		
Miscellaneous (Debt Service, Retirement, and Reserve Funds)	-	-	-	-	-	-	-	-	-	-	300.8	333.9	300.8	333.9		
GRAND TOTAL	\$120.4	\$142.5	\$195.3	\$272.8	\$96.3	\$67.3	\$28.3	\$26.7	\$388.9	\$231.2	\$429.3	\$479.3	\$1,258.5	\$1,219.7		

Note: Totals are rounded.

APPROPRIATION DISTRIBUTION BY 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 2015 and 2014, as shown on page 45.

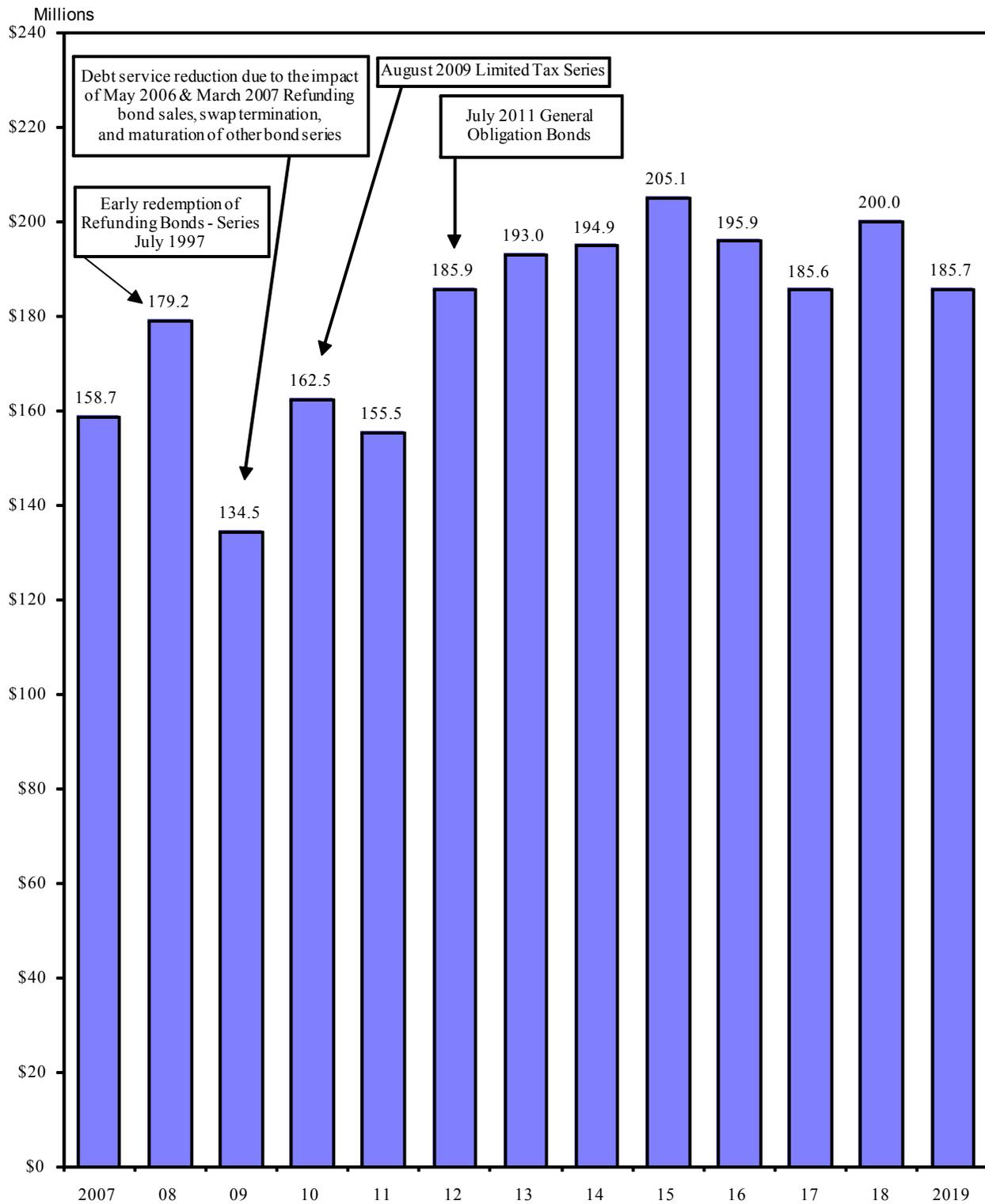


**2015 - 2014 PROGRAM APPROPRIATION COMPARISON
ALL FUNDS**

PROGRAM OBJECTIVE		2015 BUDGET	2014 ADJUSTED BUDGET	DOLLAR INCREASE (DECREASE)	PERCENT INCREASE (DECREASE)	FTE POSITIONS	
NUMBER	NAME					2015	2014
1000	Collection	\$ 120,424,149	\$ 142,537,085	\$ (22,112,936)	(15.5)	319	319
2000	Treatment	195,384,375	272,820,642	(77,436,267)	(28.4)	473	470
3000	Solids Processing	96,340,834	67,266,571	29,074,263	43.2	256	258
4000	Flood & Pollution Control	388,933,329	231,237,651	157,695,678	68.2	408	406
5000	Solids Utilization	28,306,778	26,532,318	1,774,460	6.7	53	53
7000	General Support (Debt Retirement, Law, etc.)	429,205,016	479,261,847	(50,056,831)	(10.4)	465	455
TOTAL		\$ 1,258,594,481	\$ 1,219,656,114	\$ 38,938,367	3.2	1,974	1,961

SUMMARY BY FUND		2015 BUDGET	2014 ADJUSTED BUDGET	DOLLAR INCREASE (DECREASE)	PERCENT INCREASE (DECREASE)	FTE POSITIONS	
						2015	2014
Corporate Fund		\$ 382,754,100	\$ 395,344,700	\$ (12,590,600)	(3.2)	1,914	1,898
Construction & Capital Improvements Bond Funds		528,037,600	439,514,300	88,523,300	20.1	-	-
Stormwater Management Fund		47,001,000	50,907,400	(3,906,400)	(7.7)	60	63
Retirement Fund		61,654,000	74,984,000	(13,330,000)	(17.8)	-	-
Bond Redemption & Interest Fund		205,147,781	194,905,714	10,242,067	5.3	-	-
Reserve Claim Fund		34,000,000	64,000,000	(30,000,000)	(46.9)	-	-
TOTAL		\$ 1,258,594,481	\$ 1,219,656,114	\$ 38,938,367	3.2	1,974	1,961

ANNUAL DEBT SERVICE - PRINCIPAL AND INTEREST 2007 - 2019



This chart shows debt service for current bonds outstanding. It does not include bonds to be sold in the future, which are detailed in the Five-Year Financial Forecast on page 55.

OUTSTANDING BONDS AND ESTIMATED STATUTORY DEBT MARGIN DECEMBER 31, 2014

BOND SERIES	DATE OF MATURITY	INTEREST RATES	AMOUNT PAYABLE
Capital Improvements Bonds - Series:			
July 2006 Limited Tax	2033	5.0	\$ 99,560,000
August 2009 Limited Tax	2038	5.72	600,000,000
July 2011 Limited Tax Series A	2016	0.891 to 2.22	9,505,000
July 2011 Limited Tax Series B	2032	3.1 to 5.0	270,000,000
July 2011 Unlimited Tax Series C	2031	3.0 to 5.0	77,080,000
SUBTOTAL - Capital Improvements Bonds:			<u>\$ 1,056,145,000</u>
Refunding Bonds - Series:			
May 2006 Unlimited Tax	2031	5.035	\$ 346,600,000
May 2006 Limited Tax	2031	5.035	50,790,000
March 2007 Series A	2014 to 2022	4.0 to 5.0	169,555,000
March 2007 Series B	2034 to 2035	4.0 to 5.0	91,845,000
March 2007 Series C	2025 to 2033	4.0 to 5.0	101,860,000
SUBTOTAL - Refunding Bonds:			<u>\$ 760,650,000</u>
State Revolving Fund Bonds - Series:			
May 1995, 92Q L170874	2014	2.50	811,294
June 1996, 94R L170820	2017	2.50	4,883,380
February 1996, 92S L170875	2015	2.50	1,345,974
January 1997, 92T L170876	2016	2.50	2,958,729
July 1996, 92U L170877	2017	2.50	3,971,094
February 1997, 94V L171150	2018	2.50	8,163,002
January 2000, 97AA L170822	2019	2.506	15,248,428
December 2000, 97BB L171151	2020	2.535	3,625,708
July 2002, 97CC L172031	2021	2.535	16,174,481
August 2003, 97DD L171152	2023	2.905	8,177,052
July 2004, 01A L172126	2024	2.57	31,822,682
July 2004, 01B L172127	2024	2.50	35,408,949
July 2006, 01C L172128	2026	2.50	33,742,682
January 2009, 04A L172485	2028	2.50	14,899,566
January 2009, 04B L172488	2028	2.50	20,364,121
March 2007, 04C L172493	2027	2.50	1,843,660
March 2007, 04D L172494	2027	2.50	1,768,025
January 2009, 04E L172495	2028	2.50	5,896,045
March 2007, 04G L172611	2027	2.50	2,872,221
February 2009, 04H L172849	2029	2.50	42,803,085
June 2010, 07A L172625	2030	2.50	35,419,304
June 2010, 07D L172763	2030	2.50	8,078,753
July 2010, 07B L172850	2030	2.50	24,276,757
April 2011, 09H L173800	2031	0.00	562,364
April 2011, 04F L172496	2031	0.00	3,279,118
June 2011, 09B L173064	2031	0.00	6,317,682
June 2011, 09I L174675	2031	1.25	9,384,001
August 2011, 09E L173005	2031	1.25	34,728,249
September 2011, 09C L173063	2031	0.00	1,847,293
September 2011, 07C L172770	2031	0.00	55,000,000
September 2012, 09A L173074	2032	1.25	43,060,630
September 2012, 09F L174557	2032	1.25	58,527,661
July 2013, 09D L174558	2032	2.30	28,281,447
July 2013, 09G L173075	2032	1.25	28,347,667
August 2014, 12A L174710	2034	2.30	6,585,400
August 2014, 12B L174712	2034	2.30	5,347,503
SUBTOTAL - State Revolving Fund Bonds:			<u>\$ 605,824,007</u>
TOTAL OUTSTANDING BONDS:			<u><u>\$ 2,422,619,007</u></u>
CALCULATION OF ESTIMATED STATUTORY DEBT MARGIN			
Debt Applicable to Debt Limit:			
Outstanding Bonds		\$ 2,422,619,007	
Bond Anticipation Note - Principal		44,271,700	
Bond Anticipation Note - Interest		34,849	
Capital Lease - Biosolids Facility		45,653,182	
Liabilities of Tax - Financed Funds		50,874,532	\$ 2,563,453,270
Less Applicable Assets:			
Cash and Investments - Bond Redemption & Interest Fund		\$ (94,603,913)	
Interest on Bonds Payable in Next Twelve Months		106,174,500	\$ 11,570,587
NET DEBT APPLICABLE TO LIMIT:			<u>\$ 2,575,023,857</u>
Statutory Debt Limit 5.75% of 2013 Equalized Assessed Valuation (\$123,419,543,828)			\$ 7,096,623,770
Less Net Debt Applicable to Limit			<u>2,575,023,857</u>
ESTIMATED STATUTORY DEBT MARGIN:			<u><u>\$ 4,521,599,913</u></u>

**ACCOUNT SUMMARY COMPARISON
2015 - 2014 ALL FUNDS**

ORGANIZATION OR FUND	Account Appropriation		Increase (Decrease) 2015 - 2014	
	2015	2014	Dollars	Percent
Board of Commissioners	\$ 4,116,700	\$ 4,046,900	\$ 69,800	1.7
General Administration	17,724,400	16,674,800	1,049,600	6.3
Monitoring & Research	27,582,800	28,297,600	(714,800)	(2.5)
Procurement & Materials Management	8,492,500	9,364,500	(872,000)	(9.3)
Human Resources	59,908,000	75,266,000	(15,358,000)	(20.4)
Information Technology	16,434,400	16,219,300	215,100	1.3
Law	7,682,700	8,223,900	(541,200)	(6.6)
Finance	3,463,400	3,609,100	(145,700)	(4.0)
Maintenance & Operations:				
General Division	25,346,400	25,114,600	231,800	0.9
North Service Area	41,516,000	39,573,200	1,942,800	4.9
Calumet Service Area	35,294,600	33,197,900	2,096,700	6.3
Stickney Service Area	81,815,000	79,072,700	2,742,300	3.5
TOTAL Maintenance & Operations	<u>\$ 183,972,000</u>	<u>\$ 176,958,400</u>	<u>\$ 7,013,600</u>	4.0
Engineering	53,377,200	56,684,200	(3,307,000)	(5.8)
TOTAL Corporate Fund	<u>\$ 382,754,100</u>	<u>\$ 395,344,700</u>	<u>\$ (12,590,600)</u>	(3.2)
Construction Fund	37,840,700	53,306,000	(15,465,300)	(29.0)
Capital Improvements Bond Fund	490,196,900	386,208,300	103,988,600	26.9
TOTAL Capital Budget	<u>\$ 528,037,600</u>	<u>\$ 439,514,300</u>	<u>\$ 88,523,300</u>	20.1
Stormwater Management Fund	47,001,000	50,907,400	(3,906,400)	(7.7)
Bond Redemption & Interest Fund	205,147,781	194,905,714	10,242,067	5.3
Retirement Fund	61,654,000	74,984,000	(13,330,000)	(17.8)
Reserve Claim Fund	34,000,000	64,000,000	(30,000,000)	(46.9)
GRAND TOTAL	<u><u>\$1,258,594,481</u></u>	<u><u>\$1,219,656,114</u></u>	<u><u>\$ 38,938,367</u></u>	3.2

PERSONNEL SUMMARY COMPARISON
2015 - 2013 ALL FUNDS

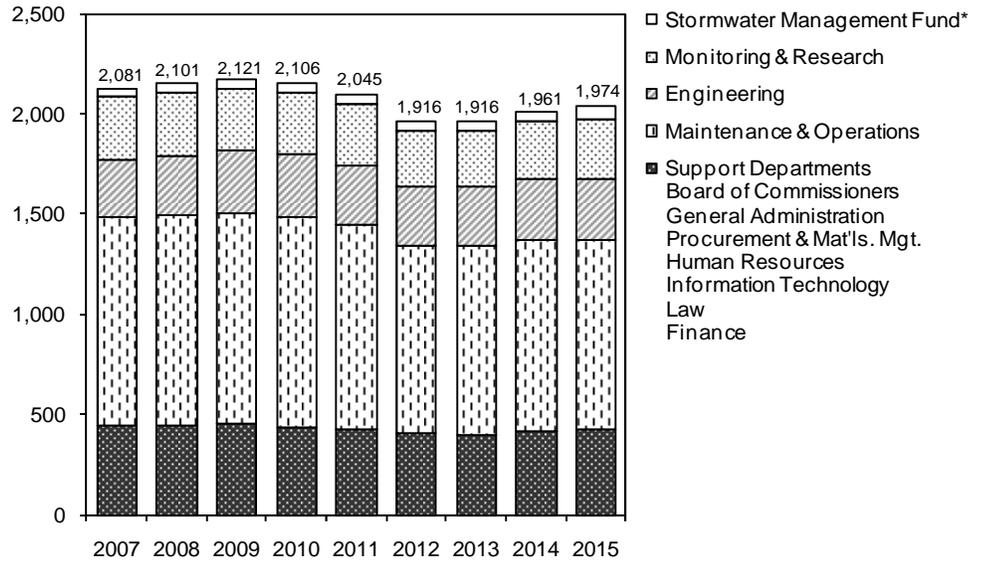
ORGANIZATION OR FUND	Proposed FTEs 2015	Budgeted FTEs 2014	Actual FTEs 2013	Increase (Decrease) 2015 - 2014	
				FTEs	Percent
Board of Commissioners	37	37	36	-	-
General Administration	116	113	109	3	2.7
Monitoring & Research	297	288	282	9	3.1
Procurement & Materials Management	63	62	62	1	1.6
Human Resources	74	72	58	2	2.8
Information Technology	70	70	68	-	-
Law	38	36	38	2	5.6
Finance	29	29	29	-	-
Maintenance & Operations:					
General Division	91	91	99	-	-
North Service Area	259	259	257	-	-
Calumet Service Area	200	201	197	(1)	(0.5)
Stickney Service Area	397	397	390	-	-
TOTAL Maintenance & Operations	947	948	943	(1)	(0.1)
Engineering	243	243	242	-	-
TOTAL Corporate Fund	1,914	1,898	1,867	16	0.8
Construction Fund	-	-	-	-	-
Capital Improvements Bond Fund	-	-	-	-	-
TOTAL Capital Budget	-	-	-	-	-
Stormwater Management Fund	60	63	49	(3)	(4.8)
Bond Redemption & Interest Fund	-	-	-	-	-
Retirement Fund	-	-	-	-	-
Reserve Claim Fund	-	-	-	-	-
GRAND TOTAL	1,974	1,961	1,916	13	0.7

PERSONAL SERVICE APPROPRIATIONS

Positions reported in this chart are actual positions through 2013, meaning that at some point during the year the position was filled. In 2013, 11 positions were unfilled for the entire year. In 2012, there were eight positions that remained vacant for the entire year.

Maintenance & Operations, Engineering, and Monitoring & Research are referred to as the District’s operating departments. These departments are directly responsible for the daily operations of sewage collection, treatment, disposal, and environmental monitoring activities. 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.

Position History (2007 - 2015)



* In 2015, 60 positions for the Maintenance & Operations and Engineering Departments are budgeted in the Stormwater Management Fund, while the operations remain with the departments.

Modest staffing increases in the operating departments beginning in 2008 through 2010 were necessary to adequately staff for the design and implementation of the Master Plans and Stormwater Management initiatives. The staffing reductions in 2011 and 2012 were part of a five-year plan to restructure the organization to ensure future financial viability. The staffing increases in 2014 and 2015 are necessary to address new and continuing initiatives as presented in the Executive Director’s budget message.

The exhibit below provides the personal service appropriations for 2014 and 2015, and the actual expenditures for personal services in 2013. The District has introduced a number of initiatives in an effort to control all areas of personal service appropriations, several of which are discussed in the Budget Foreword section of this document.

	2013 Actual Exp.	2014 Adj. Approp.	2015 Budgeted	2014 - 2015 Dollars	Percentage Change
Salaries of Regular Employees*	\$ 164,983,590	\$ 176,892,901	\$ 182,847,200	\$ 5,954,299	3.4%
Compensation Plan Adjustments	6,367,674	7,443,600	6,970,800	(472,800)	-6.4%
Social Security & Medicare Contributions	2,308,358	2,425,000	2,692,800	267,800	11.0%
Employee Claims	4,833,556	10,100,000	10,060,200	(39,800)	-0.4%
Other Employee Personal Services**	1,038,521	2,251,299	1,749,000	(502,299)	-22.3%
Contractual Services	23,950,856	51,654,000	40,854,200	(10,799,800)	-20.9%
Health & Life Insurance Premiums***	57,778,772	60,196,800	45,104,600	(15,092,200)	-25.1%
Total	\$ 261,261,327	\$ 310,963,600	\$ 290,278,800	\$ (20,684,800)	-6.7%

* Includes 2015 Salary Adjustments
 ** Includes Tuition, Training, Non-budgeted Salaries, and Relief Workers
 *** Includes Other Post-Employment Benefits Distribution

FIVE-YEAR FINANCIAL FORECAST

2015 - 2019

The District's Five-Year Financial Forecast, 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 District's five-year 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. This forecast is presented to the Executive Director. Subject to his review and approval, it is then included in the Budget.

The five-year forecast 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 five-year forecast 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

Mr. David St. Pierre
Executive Director
OFFICE

October 14, 2014

SUBJECT: **FIVE-YEAR FINANCIAL FORECAST, 2015 – 2019**

Dear Sir:

I have reviewed the Five-Year Financial Forecast prepared for the fiscal years 2015 – 2019 and offer the following report and summary. Subject to your review and approval, this will be included in the 2015 Budget. These projections are a tool designed to aid the District in planning and controlling its financial position over a longer range than the 2015 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

The Property Tax Extension Limitation (Tax Cap) law of 1995, Public Act 89-1, 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 as the economy slowly recovers. Large swings in these smaller revenue streams are possible, but unpredictable.

The aggregate levy for 2015 is estimated to increase by 2.2 percent over 2014, and is projected to increase an average of 3.2 percent per year for 2015 through 2019. As noted on the graph on page 59, the 2015 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 2014 aggregate levy to be collected in 2015, depending on the 2014 CPI. It is not anticipated to be a significant reduction.

The Tax Cap law also had an impact on the future funding of the District's capital program. While the Debt Service levy is not part of the aggregate levy, under Public Act 89-0001, the District's non-referendum bond authority was restricted to fund only projects initiated prior to October 1, 1991, which generally covered only TARP projects. However, Public Act 89-0385 provided additional non-referendum authority to the District by authorizing the issuance of "limited bonds." These "limited bonds" can be issued to the extent that the total debt service requirement of any new debt when combined with existing debt service does not exceed the debt service extension base of \$141.5 million established by the Act. This "limited bond" capacity was expanded for the District by passage of Public Act 90-485 in the 1997 legislative session by excluding debt issued and used for TARP projects from the limiting debt service extension base. In 2009, Public Act 96-0501 was passed which allows for an annual increase in this limiting debt service base by the lesser of five percent or the percentage increase in the CPI beginning with the 2011 levy. The debt service extension base is currently \$156.9 million and estimated to be at \$161.7 million in 2015.

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). In 2002, the District's overall non-referendum authority was extended through December 31, 2016 and in 2010, it was extended again through December 31, 2024. In 2004, the District received authority

to issue \$150 million (previously \$100) of non-referendum bonds during any budget year. These legislated changes provide resources for financing the capital program for the foreseeable future.

EXPENDITURES: DEPARTMENTAL GUIDELINES AND METHODOLOGY

The Budget Office asked each department to project its needs for the years 2015 – 2019. These projections were made before the actual 2015 departmental budget requests were finalized and may not precisely match 2015 budget requests. The projections were made in current dollars, then inflated based on the most recently provided inflation factors from the Illinois Commission on Government Forecasting and Accountability. These were applied to reflect market forecasts for material and service expenditures appropriate to our industry. The Human Resources Department directly projected health and life insurance costs based on current multi-year agreements and industry trends. Electricity was adjusted for rate changes due to industry deregulation, current multi-year agreements, and operating needs.

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;
- 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 2013 amount as provided by the Cook County Clerk, an estimated 2.0 percent increase in 2014, a 3.5 percent increase in 2015, and a 3.0 percent increase in each year thereafter;
- 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 2.0 percent for 2015 and 3.0 percent for the years 2016 – 2019, and allowable adjustments to EAV for new property at just under 1.0 percent annually;
- The planned sale of capital improvement bonds, assumed to be a 30-year level payment, will occur as follows:

Year	Limited Bonds	Unlimited Bonds	Unlimited Stormwater Bonds
2015			
2016	\$125 million	\$75 million	\$50 million
2017			\$50 million
2018	\$150 million	\$25 million	\$50 million
2019			

- Bond Redemption & Interest Fund levy estimates are based on a five percent interest rate on bond issues;
- The District has typically received between \$46 and \$50 million annually in State Revolving Fund loans; however, it is expected to range between \$150 to \$200 million through the next five years;
- Operating fund balances will be no less than 12 percent of appropriations.

APPROPRIATION FORECASTS

Total District appropriations are expected to range from \$1,033.4 to \$1,248.3 million for the period 2015 – 2019, and are summarized in the exhibit on page 59, and detailed in Table I on page 60. The year to year variation is largely due to the schedule of awards for major capital projects. Changes and explanations within the various District funds are as follows:

Corporate Fund

The Corporate Fund, the District's general fund, includes all appropriations for day-to-day operations. Appropriations for the fund are expected to increase an average of 1.1 percent annually from 2015 – 2019. This relative stability of appropriations is attributed to the Tax Cap limits, as well as planned control of growth in operations and stability in staffing levels. Annual average increases greater than the general price index are anticipated for health care, contracted solids disposal, chemicals, repairs, and energy.

Rising health care costs continue to be a focal point of the District’s long-term benefits strategy. In 2012, the Board of Commissioners implemented a contribution rate policy incrementally increasing employee and retiree contributions toward the cost of health care benefits. Prescription drug benefits were carved out of the medical plan providing the District more control over these costs through its direct contract with a pharmacy benefits manager. The District also implemented an Employer Group Waiver Plan for Medicare-eligible retirees that allows it to leverage pharmacy rebates and other incentives

offered to Medicare Part D programs. The District continues to fund the Other Post Employment Benefits Trust (OPEB) to address its future health care liability with an anticipated appropriation of \$5 million annually.

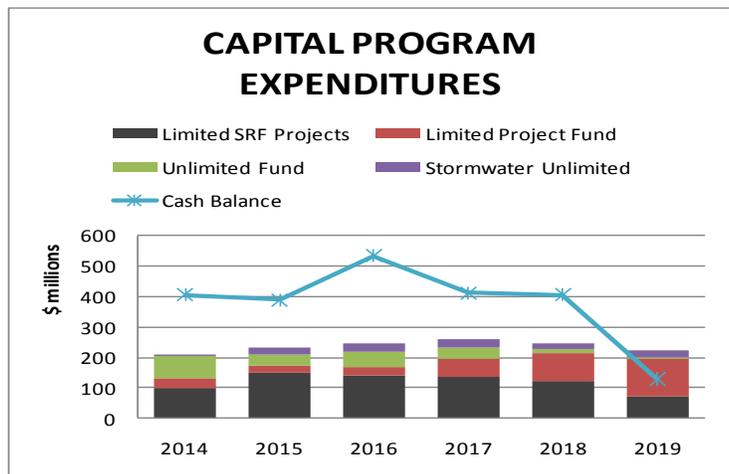
A fund balance of 12 to 15 percent of appropriations, or within the \$46 to \$57 million range, is viewed by District management and the financial markets as necessary to maintain financial stability and sustain us through economic uncertainties. The beginning 2014 fund balance is projected to be higher, reflecting substantial restructuring over the past few years, including 149 positions dropped in 2012, an increase in in-house maintenance, a transfer of interest income to the Corporate Fund, savings from a reverse electricity auction, and higher Tax Increment Financing (TIF) surplus distributions due to the City of Chicago’s declaration of a TIF surplus in 2011 and 2012. Additional TIF distributions within the next five years will be used to fund the Community Flood Program and for one-time uses. A portion of the projected net assets will remain unappropriated to protect the downside of possible economic swings and provide for a fiscally responsible fund balance.

With the planned construction of new facilities that will require significant amounts of new energy, aggressive conservation efforts and alternative energy generation have been pursued at existing facilities to minimize the cost impact. In this forecast, energy costs are expected to increase in 2015 and 2016 and be balanced against reduced consumption as we realize the benefits of these modernization projects in later years. The unit cost for electricity rose 37 percent on January 2, 2007 when a 1957 agreement with ComEd expired. With the deregulation of the electrical supply industry, the District entered into an agreement with Peoples Energy Corporation for electrical generation, while ComEd continues local power delivery. In 2011, the District conducted its first reverse auction to procure electricity and realized a savings of almost \$10 million for years 2012 and 2013. In 2012, the District executed a contract extension to realize savings of approximately \$11 million in 2014.

Overall, biosolids disposal costs are competitive due to favorable local markets. A contract to handle approximately 30 percent of the solids stream at Stickney, via an alternative biosolids facility, was awarded in 2001 and became operational in 2010. It is anticipated that the District will have appropriations of \$5 to \$6 million per year for biosolids processing and utilization costs. This increase reflects both operating and capital costs. Operating costs are indexed to the CPI and natural gas prices, while the capital costs are fixed. The project, however, is specifically designed to provide the District with alternative markets for biosolids that do not compete with current utilization outlets, thus avoiding the potential for volatile costs associated with a single outlet. In 2013, value added biosolids compost was produced on a pilot scale. The pilot test was successful, and beginning in 2014 compost production increased. It is expected that compost will generate an additional revenue stream in the future.

Capital Improvements Bond and Construction Funds

The Capital Improvements Bond Fund (CIBF) accounts for all resources, principally bond proceeds and construction grants, used for the construction of capital facilities. Total bond sales to support the CIBF are projected at \$0 in 2015 and 2019, \$250 million in 2016, \$50 million in 2017, and \$225 million in 2018. These bond sales will provide a sufficient level of available funds to continue the District’s Capital Improvement Program, including the construction of the Tunnel and Reservoir /CUP Plan (Chicago Underflow Plan). By law, the District may separate the funding of its projects" into “Limited” and “Unlimited Bonds”. “Unlimited Bond” sales of \$75 million are planned for 2016, and sales of \$25 million are planned in 2018. This funding will be used in conjunction with federal appropriations from the Army Corps of Engineers to support a major portion of the McCook and Thornton CUP reservoir projects.



The District has agreements with the U.S. Department of Agriculture and the Army Corps of Engineers to share the funding costs of the CUP reservoirs. The District also had language inserted into the Water Resources Development Act calling for reimbursement of funds for these projects. Due to the current federal fiscal climate, reimbursements are not expected in the near future and are not included in this projection.

The Construction Fund is used to finance modernization and rehabilitation projects and is funded primarily through the 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. As illustrated above, the cash balance in the CIBF (solid line) will accommodate the proposed projects through 2018. The District’s non-referendum bonding authority expires December 31, 2014 as extended in 2010 by legislation, effective January 1, 2011. Extension of the authority was necessary for additional projects, including nutrient removal and effluent disinfection.

In 2015, the Process Facility Capital Planning and Technology Evaluation Group, that was created in 2013, will continue to update the Master Plans and prioritize and size future capital projects ensuring the most effective use of the CIBF.

Retirement, Debt Service, and Reserve Claim Funds

The appropriation for the Retirement Fund is expected to increase an average of 9.7 percent annually from 2015 – 2019. 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.

Debt Service Fund appropriations will increase an average of 3.1 percent annually over the period. Current debt service schedules, additional debt service requirements for new revolving fund loans, and anticipated bond sales in the years 2015 through 2019 will increase due to increased capital expenditures related to major plant modernization projects and disinfection projects. In July, 2011, the District issued \$400 million of General Obligation Capital Improvement Bonds. The bonds provide partial financing for the ongoing new construction and rehabilitation program of the District and will mature over the years 2016 – 2032. The District's additional margin for "limited" bonds under the debt service extension base is roughly \$48.8 million. As stated earlier, recent legislative changes allow for an annual inflationary increase to the debt service tax extension limit beginning with the 2009 levy. The debt service extension base capacity is at approximately \$156.9 million.

The appropriation for the Reserve Claim Fund is expected to increase an average of 2.1 percent annually and is expected to continue in this manner. 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 increases, which are based on historical trends, will continue moving towards the fund's statutory limit, as established by the Board of Commissioners' policy. Expenditures related to Workers' Compensation claims are low and stable due to an active safety education and enforcement program. In 2013, the District purchased insurance coverage for roughly \$10.5 billion in assets.

TAX LEVY FORECASTS

Overall tax levies are projected to increase an average rate of 4.3 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 2.4 percent annually from 2015 – 2019. This fund provides for day-to-day operations and has diverse sources of revenue. Taxes account for 71.0 percent of Corporate Fund 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 range between \$47 to \$51 million. Local governments, and chemical and food processing users pay the majority of user charge fees. Revenues from these local industries have been relatively stable.

Construction Fund

The tax levy for the Construction Fund is \$16.5 million in 2015. Beginning in 2012, pay as you go capital projects and equipment related to maintenance were moved from the Corporate and Capital Improvements Bond Funds. It is anticipated appropriations will range from \$21.2 million to \$37.8 million per year from 2015 – 2019.

Stormwater Management Fund

The Stormwater Management Fund levy is projected to fluctuate in the range of \$24.1 million to \$32.0 million during the period 2015 – 2019. Regional stormwater management projects are being vetted for funding in 2015 and the following years.

Retirement Fund

The average increase projected for 2015 – 2019 is 6.1 percent for the Retirement Fund levy. In 2012, the Governor signed into law modifications to the District's pension plan. The provisions of Public Act 97-0894 are described in detail on page 510.

Debt Service Fund

The existing tax levies for the District's Debt Service Fund are based on five refunding bonds, five capital improvement bonds, and 36 State Revolving Fund (SRF) bonds. Additional projected capital improvement and SRF bond sales will be used to finance TARP 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. It is District policy to use excess investment income from bond issues to abate portions of the levy. The projected debt for the District during 2015 – 2019 appears on page 63. The District's outstanding bonds and ability to issue additional bonds are presented on pages 507 – 508.

Reserve Claim and Working Cash Funds

The tax levy for the Reserve Claim Fund is projected to range from \$5.7 million to \$6.2 million from 2015 – 2019. There is no levy planned for the working cash funds for this period. The District is authorized to levy a half-cent annually against taxable property for the Reserve Claim, Corporate, and Construction Working Cash funds. The Stormwater Working Cash Fund has no debt or tax levy authority. The decrease projected for the Reserve Claim Fund levy is contingent on insuring for some level of catastrophic coverage, which is currently under review.

The District’s Board of Commissioners may, by a two-thirds vote of all its members, transfer fund balances among its working cash funds. The Corporate, Stormwater, and Construction Working Cash Funds will remain sufficiently funded by transfers among the working cash funds, themselves.

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. 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, 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. Public Act 93-0715 limits the growth of residential property EAV to seven percent annually with a maximum individual property exemption of \$20,000. This law had only a marginal impact on the revenue for funds levying their maximum rate, e.g., the Reserve Claim Fund. The seven percent limit on residential EAV increases was effective 2004 through 2006. In 2007, Public Act 95-0644 renewed the seven percent Expanded Homeowner’s Exemption for an additional assessment period with new maximum exemption amounts.

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 Corporate Fund Group.

The graphs on page 59, and the tables on page 60, summarize the projected appropriations, property tax rates, and tax levies for all funds for the years 2015 – 2019. Historical comparisons can be made by reviewing the actual appropriations, tax rates, and levies for the years 2006 – 2015 on page 39.

Table II, on page 61 provides detailed revenue and tax rate projections, as well as appropriations by department and major categories for the Corporate Fund for 2015 – 2019. Corporate Fund appropriations and expenditures for the years 2006 – 2015 can be found on page 101.

Projections for revenues, tax rates, and appropriations for the Construction Fund for the years 2015 – 2019, appear on page 62, and projected appropriable resources and appropriations for the Capital Improvements Bond Fund appear on page 63, and. The table on the top of page 63, and the exhibits on page 64, present appropriation projections by major programs. A summary of actual and projected expenditures for both funds, for the years 2010 – 2019, can be found in the Capital Improvement Program Section, on page 341.

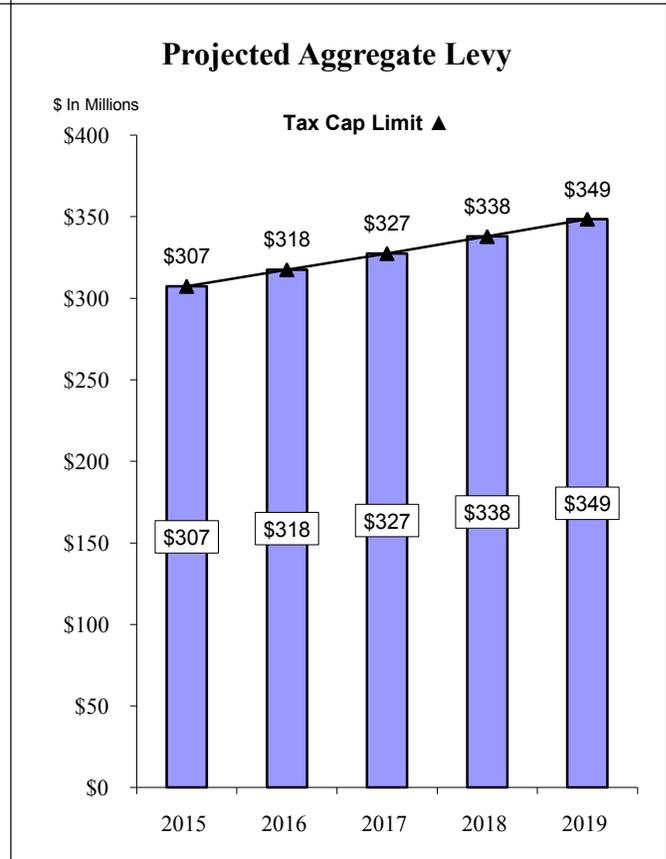
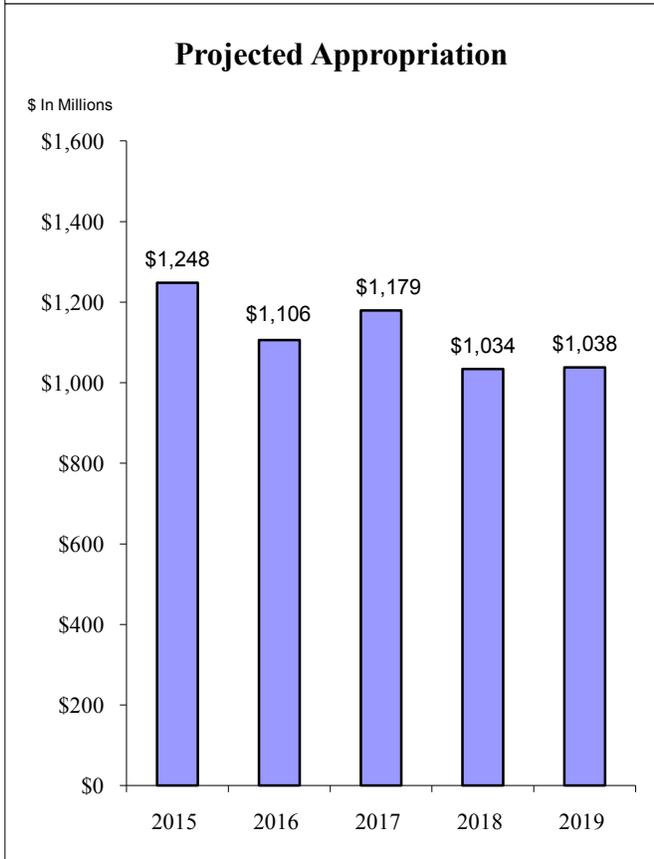
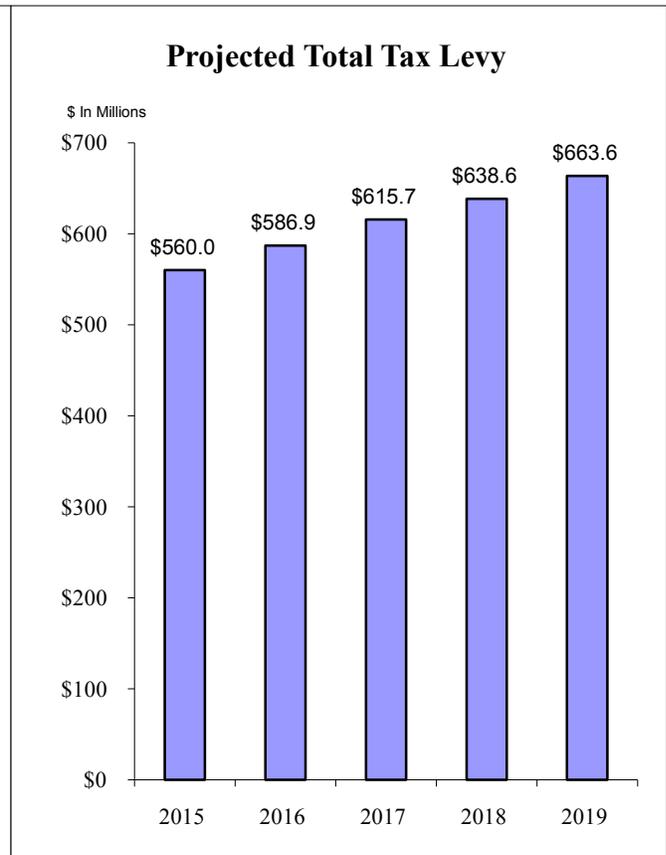
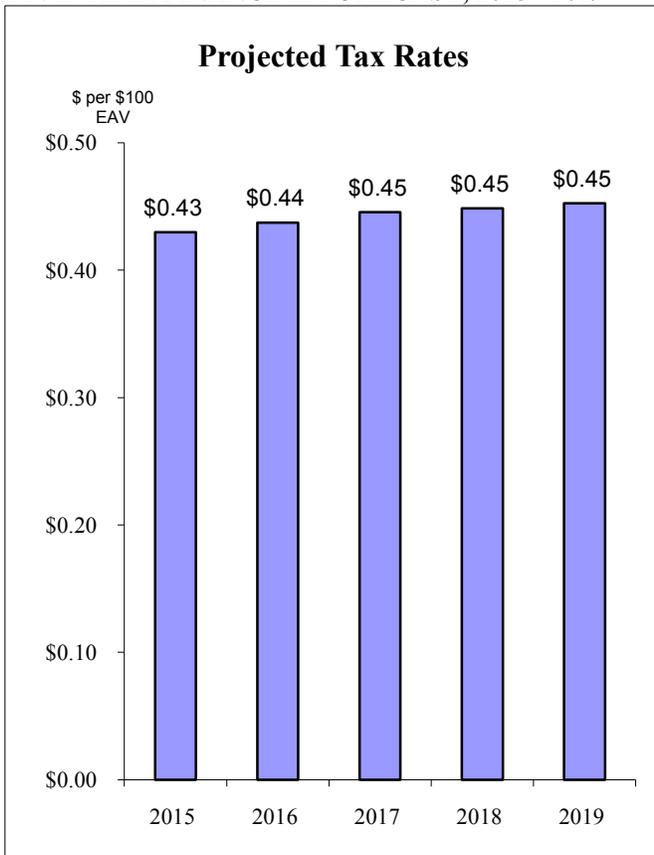
The balance sheet statement on page 65 is prepared on a GAAP-basis of accounting and is included to show the effect on the Corporate Fund Group, which is comprised of the Corporate, Corporate Working Cash, and Reserve Claim Funds. One of the most important factors in evaluating the financial position of a government is the balance sheet of the Corporate Fund Group, which relates total assets, liabilities, and fund equity. The strength of a government’s financial position is shown in its total fund equity and unreserved, undesignated fund balance. The total fund equity projection for 2015 is \$305.1 million. This total fund equity projection includes future claims in the Reserve Claim Fund. The projection for the years 2015 – 2019 shows an average of \$315.7 million.

Very truly yours,



Beverly K. Sanders
Budget Officer

FIVE-YEAR FINANCIAL FORECAST, 2015 - 2019



FIVE-YEAR FINANCIAL FORECAST, 2015 - 2019

TABLE I

ALL FUNDS					
Projected Tax Rates	2015	2016	2017	2018	2019
Corporate	\$0.1744	\$0.1692	\$0.1673	\$0.1688	\$0.1708
Construction	0.0127	0.0149	0.0140	0.0137	0.0128
Stormwater Management	0.0185	0.0188	0.0210	0.0214	0.0218
Debt Service	0.1754	0.1819	0.1875	0.1898	0.1930
Retirement	0.0445	0.0482	0.0514	0.0506	0.0498
Reserve Claim	0.0044	0.0043	0.0043	0.0042	0.0042
Total (\$ in cents)	\$0.4298	\$0.4373	\$0.4454	\$0.4485	\$0.4525
Percentage Change		1.74%	1.87%	0.69%	0.88%

Projected tax rate per \$100 Equalized Assessed Valuation (EAV). Assumes 2013 EAV of \$123.420 billion increasing 2% in 2014, 3.5% in 2015, and increasing 3% thereafter.

Projected Tax Levies	2015	2016	2017	2018	2019
Corporate	\$227,196	\$227,100	\$231,250	\$240,340	\$250,460
Construction	16,500	20,000	19,300	19,500	18,800
Stormwater Management	24,050	25,252	29,015	30,466	31,988
Debt Service-Existing	215,104	202,586	218,701	203,285	190,461
Debt Service-Proposed	13,472	41,471	40,543	66,943	92,563
Retirement	58,004	64,642	71,025	72,049	73,089
Reserve Claim	5,700	5,800	5,900	6,000	6,200
Total Levy (\$ in thousands)	\$560,026	\$586,850	\$615,734	\$638,583	\$663,560
Percentage Change		4.79%	4.92%	3.71%	3.91%
Aggregate Levy (\$ in thousands)	\$307,400	\$317,542	\$327,475	\$337,889	\$348,549
Percentage Change		3.30%	3.13%	3.18%	3.15%

Projected Annual Appropriations	2015	2016	2017	2018	2019
Corporate	\$382,754	\$383,038	\$389,755	\$382,394	\$386,793
Capital Improvements Bond	490,197	352,443	413,269	235,081	249,322
Construction	37,841	32,761	21,905	21,616	21,242
Stormwater Management	47,001	43,070	40,581	34,087	34,107
Debt Service-Existing	194,844	186,189	184,848	193,435	184,228
Debt Service-Proposed	-	3,985	17,349	44,288	36,601
Retirement	61,654	70,772	76,839	87,219	88,881
Reserve Claim	34,000	33,600	34,700	35,800	36,900
Total Appropriation (\$ in thousands)	\$1,248,291	\$1,105,858	\$1,179,247	\$1,033,920	\$1,038,074

Projected Positions	2015	2016	2017	2018	2019
Corporate	1,914	1,914	1,914	1,914	1,914
Stormwater Management	60	60	60	60	60
Total Positions	1,974	1,974	1,974	1,974	1,974

Note: Totals are rounded.

FIVE-YEAR FINANCIAL FORECAST, 2015 - 2019

TABLE II

CORPORATE FUND						% average annual change
Five-Year Revenue and Tax Rate Projections	2015	2016	2017	2018	2019	2015 - 2019
Property Taxes	\$219,244	\$219,152	\$223,157	\$231,928	\$241,694	2.48%
Personal Property Replacement Tax	20,101	28,933	28,763	28,415	28,061	10.22%
User Charge	51,000	50,000	49,000	48,000	47,000	(2.02%)
Investment Income	1,300	2,500	3,000	3,100	3,600	32.94%
Land Rentals	15,500	15,600	15,700	15,800	15,900	0.64%
Sewer Permits	750	825	850	900	950	6.12%
Miscellaneous	6,895	7,136	7,386	7,645	7,912	3.50%
Net Assets Appropriable	137,288	117,106	96,517	73,593	65,227	(16.85%)
Net Assets Available for Future Use	(69,324)	(58,214)	(34,618)	(26,988)	(23,551)	(22.83%)
Total Appropriable Resources (\$ in thousands)	\$382,754	\$383,038	\$389,755	\$382,394	\$386,793	0.27%
Projected Equalized Assessed Valuation (EAV) (Based on 2013 EAV, assumes 2.0% increase for 2014 then annually compounded increase)*	\$130.294 billion	\$134.203 billion	\$138.229 billion	\$142.376 billion	\$146.647 billion	
Projected Tax Rate Cents per \$100 EAV	17.4¢	16.9¢	16.7¢	16.9¢	17.1¢	
Gross Levy - assumes 3.5% uncollectible.	\$227,196	\$227,100	\$231,250	\$240,340	\$250,460	
Projected Appropriations by Major Categories	2015	2016	2017	2018	2019	2015 - 2019
Employee Cost - Salaries	\$188,631	\$192,384	\$193,101	\$193,852	\$194,151	0.73%
Employee Cost - Health Care	39,527	41,716	43,993	47,482	50,521	6.33%
Other Post Employment Benefits Trust	5,000	5,000	5,000	5,000	5,000	0.00%
Professional Services	7,254	8,044	7,747	7,700	7,552	1.17%
Energy Cost	35,792	39,245	39,390	39,429	39,436	2.53%
Chemicals	9,050	14,908	14,928	15,240	15,245	16.75%
Materials & Supplies	11,010	10,954	10,950	10,932	11,001	(0.02%)
Solids Disposal	14,732	14,321	14,838	14,947	14,952	0.40%
Contracted Solids Disposal	5,522	5,788	5,959	6,135	6,316	3.42%
Computer Systems & Telecommunications	8,504	8,234	8,183	7,971	8,004	(1.49%)
Repairs to Structures & Equipment	13,634	14,087	14,321	14,311	14,452	1.47%
Contractual Services	16,711	17,614	17,738	17,759	18,508	2.61%
Machinery & Equipment	620	924	737	716	686	5.46%
Property & Capital Projects	26,000	9,000	12,000	-	-	NA
Real Estate Taxes	770	820	870	920	970	5.94%
Total (\$ in thousands)	\$382,754	\$383,038	\$389,755	\$382,394	\$386,793	0.27%
Projected Appropriations by Department	2015	2016	2017	2018	2019	2015 - 2019
Board of Commissioners	\$4,117	\$4,289	\$4,256	\$4,306	\$4,244	0.79%
General Administration	17,724	16,194	16,174	17,215	17,165	(0.65%)
Monitoring & Research	27,583	28,976	28,999	29,693	29,870	2.03%
Procurement & Materials Management	8,493	8,514	8,523	8,535	8,573	0.24%
Human Resources	59,908	62,147	64,475	68,089	71,367	4.48%
Information Technology	16,434	16,089	16,114	15,945	15,999	(0.66%)
Law	7,683	7,944	8,026	8,107	8,160	1.52%
Finance	3,463	3,585	3,615	3,732	3,609	1.07%
Engineering	53,377	40,696	43,828	29,200	29,950	(11.72%)
Maintenance & Operations	183,972	194,606	195,746	197,572	197,857	1.86%
Total (\$ in thousands)	\$382,754	\$383,038	\$389,755	\$382,394	\$386,793	0.27%
Projected Appropriation Distribution by Program	2015	2016	2017	2018	2019	2015 - 2019
1000 Collection	53,532	56,468	56,841	56,955	57,117	1.66%
2000 Treatment	75,249	78,282	78,317	78,450	79,068	1.26%
3000 Solids Processing	39,186	43,946	44,036	44,432	44,468	3.33%
4000 Flood & Pollution Control	63,407	51,926	55,018	43,048	43,164	(8.41%)
5000 Solids Disposal	28,207	28,183	28,881	29,184	29,353	1.01%
7000 General Support	123,174	124,233	126,662	130,325	133,623	2.06%
Total (\$ in thousands)	\$382,754	\$383,038	\$389,755	\$382,394	\$386,793	0.27%

Note: Totals are rounded.

*Assumes a 2% increase in 2014, a 3.5% increase in 2015, increasing 3% thereafter.

FIVE-YEAR FINANCIAL FORECAST, 2015 - 2019

TABLE III

CONSTRUCTION FUND					
Five-Year Revenue and Tax Rate Projections	2015	2016	2017	2018	2019
Property Taxes	\$15,923	\$19,300	\$18,624	\$18,818	\$18,142
Personal Property Replacement Tax	7,000	\$2,000	-	-	-
User Charge	300	300	300	300	300
Investment Income & Miscellaneous Revenue	1,045	1,129	1,045	300	1,045
Net Assets Appropriable	13,573	10,032	1,936	2,198	1,755
Total Revenue & Appropriable Resources (\$ in thousands)	\$37,841	\$32,761	\$21,905	\$21,616	\$21,242
Projected Equalized Assessed Valuation (EAV) (Based on 2013 EAV, assumes 2.0% increase for 2014 then annually compounded increase)*	\$130.294 billion	\$134.203 billion	\$138.229 billion	\$142.376 billion	\$146.647 billion
Projected Tax Rate Cents per \$100 of EAV	1.3¢	1.5¢	1.4¢	1.4¢	1.3¢
Gross Levy - assumes 3.5% uncollectible rate.	\$16,500	\$20,000	\$19,300	\$19,500	\$18,800
Projected Appropriations	2015	2016	2017	2018	2019
Capital Projects	\$21,476	\$25,612	\$16,261	\$15,995	\$13,243
Professional Services	7,153	5,026	3,896	3,447	5,823
Other Charges	9,212	2,123	1,748	2,174	2,176
Total (\$ in thousands)	\$37,841	\$32,761	\$21,905	\$21,616	\$21,242
Projected Appropriation Distribution by Program	2015	2016	2017	2018	2019
1000 Collection	\$7,742	\$2,575	\$1,050	\$900	\$900
2000 Treatment	12,877	20,574	15,480	15,200	14,220
3000 Solids Processing	8,655	4,268	911	1,075	815
4000 Flood & Pollution Control	4,075	2,969	2,364	2,341	2,319
5000 Solids Disposal	-	-	-	-	-
7000 General Support	4,492	2,375	2,100	2,100	2,988
Total (\$ in thousands)	\$37,841	\$32,761	\$21,905	\$21,616	\$21,242
STORMWATER MANAGEMENT FUND					
Five-Year Revenue and Tax Rate Projections	2015	2016	2017	2018	2019
Property Taxes	\$23,208	\$24,368	\$27,999	\$29,399	\$30,869
Investment Income & Miscellaneous Revenue	300	995	1,134	1,172	1,293
Net Assets Appropriable	23,493	17,707	11,448	3,515	1,945
Total Revenue & Appropriable Resources (\$ in thousands)	\$47,001	\$43,070	\$40,581	\$34,087	\$34,107
Projected EAV (Based on 2013 EAV, assumes 2.0% increase for 2014 then annually compounded increase)*	\$130.294 billion	\$134.203 billion	\$138.229 billion	\$142.376 billion	\$146.647 billion
Projected Tax Rate Cents per \$100 of EAV	1.8¢	1.9¢	2.1¢	2.1¢	2.2¢
Gross Levy - assumes 3.5% uncollectible rate.	\$24,050	\$25,252	\$29,015	\$30,466	\$31,988
Projected Appropriations	2015	2016	2017	2018	2019
Employee Cost - Salaries	\$5,689	\$5,718	\$5,724	\$5,740	\$5,730
Employee Cost - Health Care	578	550	550	550	550
Professional Services	12,348	5,410	5,285	4,775	4,775
Contractual Services	14,670	14,138	5,418	5,418	5,448
Capital Projects	10,318	10,800	15,750	9,750	9,750
Other Charges	3,398	6,454	7,854	7,854	7,854
Total (\$ in thousands)	\$47,001	\$43,070	\$40,581	\$34,087	\$34,107
Projection Appropriation Distribution by Program	2015	2016	2017	2018	2019
4000 Flood & Pollution Control					
Total (\$ in thousands)	\$47,001	\$43,070	\$40,581	\$34,087	\$34,107

Note: Totals are rounded.

*Assumes a 2% increase in 2014, a 3.5% increase in 2015, increasing 3% thereafter.

FIVE-YEAR FINANCIAL FORECAST, 2015 - 2019

TABLE IV

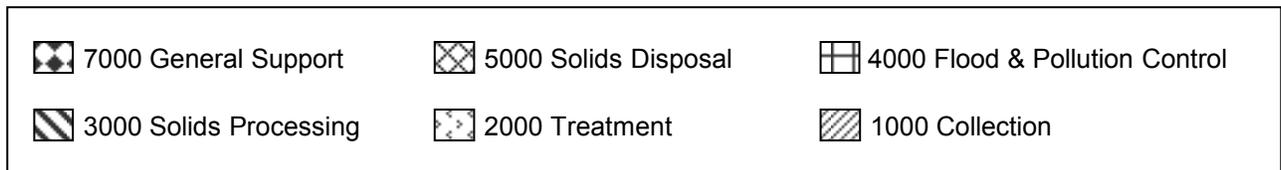
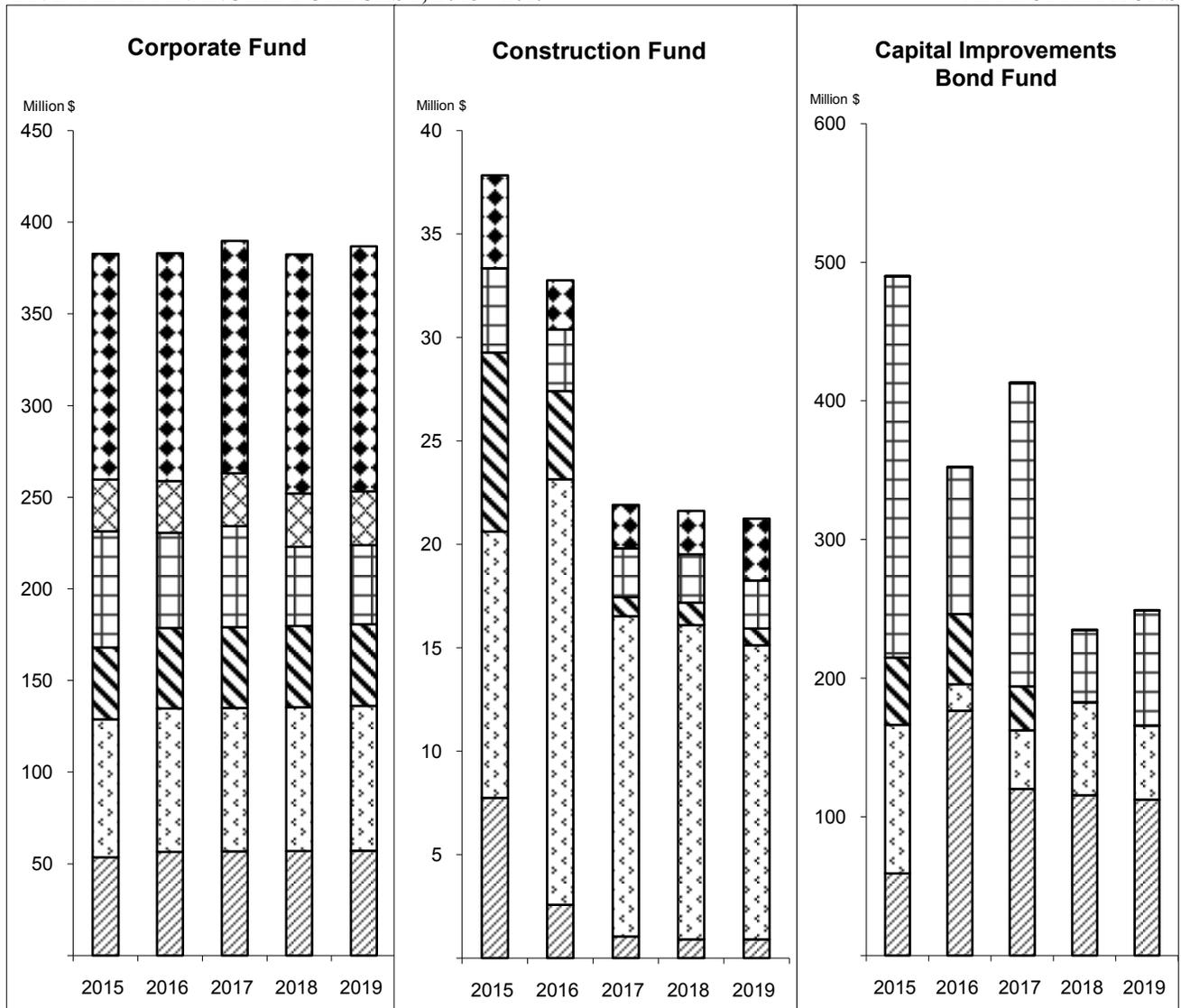
CAPITAL IMPROVEMENTS BOND FUND					
Appropriable Resources (Cash)	2015	2016	2017	2018	2019
Bond Sales - Limited	\$ -	\$125,000	\$ -	\$150,000	\$ -
Bond Sales - Unlimited	-	75,000	-	25,000	-
Bond Sales - Unlimited Stormwater Management	-	50,000	50,000	50,000	-
State Revolving Loan Fund Receipts	125,000	125,000	125,000	125,000	50,000
Investment Income & Miscellaneous Revenue	2,500	1,800	2,000	2,300	2,300
Beginning Cash	263,920	160,654	290,730	209,650	315,518
Total Assets Appropriable (\$ in thousands)	\$391,420	\$537,454	\$467,730	\$561,950	\$367,818
Expenditures	\$230,766	\$246,724	\$258,080	\$246,432	\$225,000
Ending Cash (\$ in thousands)	\$160,654	\$290,730	\$209,650	\$315,518	\$142,818
Projected Appropriations by Major Categories					
	2015	2016	2017	2018	2019
Professional Consulting Services	\$14,100	\$7,250	\$11,450	\$12,850	\$10,450
Capital Projects	475,226	344,084	401,351	221,783	237,763
Other Charges	871	1,109	469	449	1,109
Total (\$ in thousands)	\$490,197	\$352,443	\$413,269	\$235,081	\$249,322
Projected Appropriation Distribution by Program					
	2015	2016	2017	2018	2019
1000 Collection	\$59,150	\$176,435	\$120,050	\$115,535	\$112,516
2000 Treatment	107,259	19,144	42,484	67,084	53,269
3000 Solids Processing	48,500	50,600	31,700	200	200
4000 Flood & Pollution Control	274,938	105,914	218,686	51,913	82,987
5000 Solids Disposal	100	100	100	100	100
7000 General Support	250	250	250	250	250
Total (\$ in thousands)	\$490,197	\$352,443	\$413,269	\$235,081	\$249,322
DEBT SERVICE FUNDS					
Projected Debt					
EXISTING DEBT	2015	2016	2017	2018	2019
January 1 Debt	\$2,672,619	\$2,698,646	\$2,977,976	\$3,059,609	\$3,291,224
Annual Current Debt Retirement	(98,973)	(93,232)	(85,992)	(103,314)	(92,826)
Net Debt	\$2,573,646	\$2,605,413	\$2,891,984	\$2,956,295	\$3,198,398
PROPOSED FUTURE DEBT	2015	2016	2017	2018	2019
Annual Sale of Bonds:					
Capital Bonds - Limited	\$ -	\$125,000	\$ -	\$150,000	\$ -
Capital Bonds - Unlimited	-	75,000	-	25,000	-
Alternate Bonds - Unlimited Stormwater	-	50,000	50,000	50,000	-
State Revolving Fund Bond Issues	125,000	125,000	125,000	125,000	50,000
Future Debt Retirement	-	(2,438)	(7,375)	(15,071)	(25,552)
Proposed New Debt (\$ in thousands)	\$125,000	\$372,563	\$167,625	\$334,929	\$24,448
PROJECTED DEBT OUTSTANDING	\$2,698,646	\$2,977,976	\$3,059,609	\$3,291,224	\$3,222,846
Gross Levy for Existing Debt	\$215,104	\$202,586	\$218,701	\$203,285	\$190,461
Gross Levy for Future Debt	13,472	41,471	40,543	66,943	92,563
Net Levy	\$228,576	\$244,057	\$259,244	\$270,228	\$283,024
Tax Rate (cents)	17.5¢	18.2¢	18.8¢	19.0¢	19.3¢
Projected Equalized Assessed Valuation (EAV) (Assumes 2013 EAV increase thru 2019)*	\$130.294 billion	\$134.203 billion	\$138.229 billion	\$142.376 billion	\$146.647 billion

Note: Totals are rounded.

*Assumes a 2% increase in 2014, a 3.5% increase in 2015, increasing 3% thereafter.

FIVE-YEAR FINANCIAL FORECAST, 2015 - 2019

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, 2015 - 2019
 Combined GAAP Balance Sheets - General Corporate Fund
 (in Thousands)

Assets	2015	2016	2017	2018	2019
Cash	\$ 30,984	\$ 31,604	\$ 32,236	\$ 32,881	\$ 33,538
Restricted Cash	2,488	2,537	2,588	2,640	2,693
Investments	238,649	243,422	248,291	253,257	258,322
Receivables:					
Property Taxes	265,182	269,160	273,198	277,296	281,455
Less Allowance for Uncollectible Taxes	36,399	36,945	37,500	38,062	38,633
Net Property Taxes Receivable	228,783	232,215	235,698	239,234	242,822
Personal Property Replacement Tax	-	-	-	-	-
User Charges	(2,873)	(2,959)	(3,048)	(3,139)	(3,233)
Miscellaneous	2,462	2,511	2,561	2,612	2,665
Inventories	39,338	39,421	39,521	39,532	39,411
Total Assets	\$ 539,831	\$ 548,751	\$ 557,847	\$ 567,015	\$ 576,216
Liabilities and Fund Equity					
Liabilities:					
Deferred Tax Revenue	\$ 199,759	\$ 202,755	\$ 205,796	\$ 208,883	\$ 212,016
Accounts Payable and Other Liabilities	34,970	35,669	36,383	37,110	37,853
Due to Other Funds	-	-	-	-	-
Total Liabilities	\$ 234,728	\$ 238,424	\$ 242,179	\$ 245,994	\$ 249,869
Fund Equity:					
Fund Balances					
Non-spendable - Inventory	\$ 40,337	\$ 40,377	\$ 40,418	\$ 40,458	\$ 40,498
Restricted - Working Cash	285,263	289,542	293,885	298,293	302,768
Real Estate Escrow	3,824	3,827	3,831	3,835	3,839
Reserve Claim	26,501	26,766	27,034	27,304	27,577
Designated for Future Claims	-	-	-	-	-
Unreserved:					
Undesignated	(50,822)	(50,186)	(49,500)	(48,869)	(48,335)
Total Fund Equity	\$ 305,103	\$ 310,327	\$ 315,668	\$ 321,022	\$ 326,347
Total Liabilities and Fund Equity	\$ 539,831	\$ 548,751	\$ 557,847	\$ 567,015	\$ 576,216

Note: Totals are rounded.

NOTE PAGE

SECTION III

FINANCIAL STATEMENTS BY FUND

In this section, the financial structure of the Metropolitan Water Reclamation District of Greater Chicago 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.

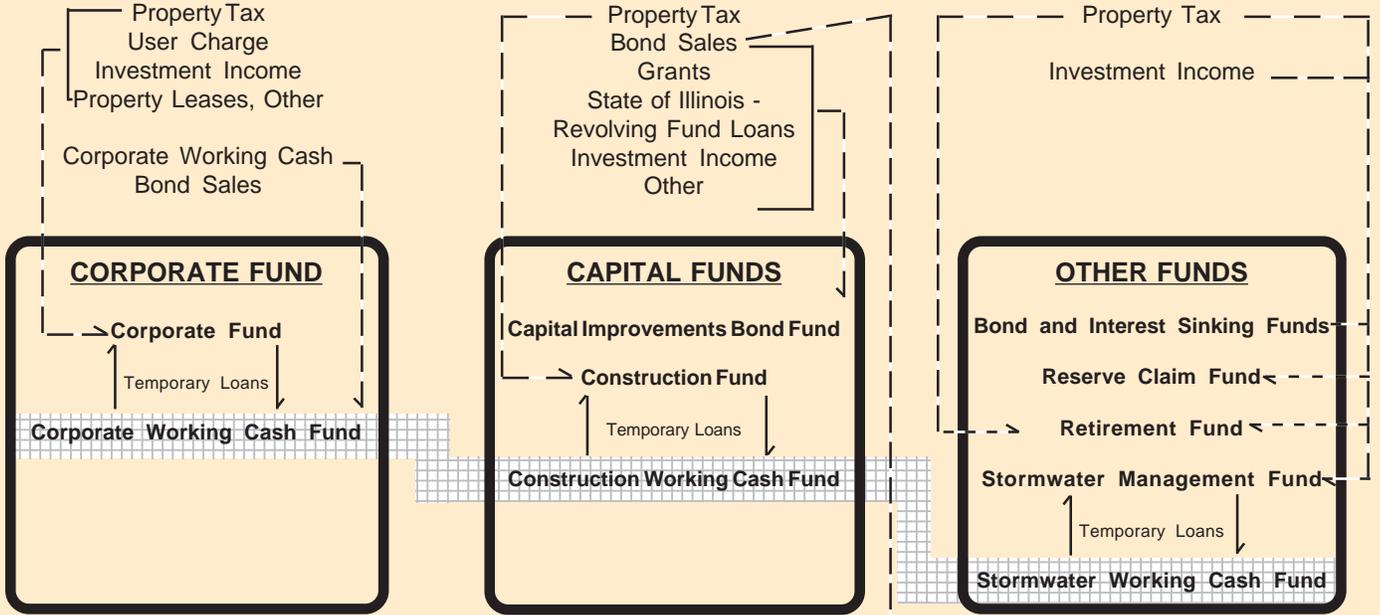
The financial statements are first presented in summary, with an overall financial narrative, then with summary statements of revenue and expenditures for 2013 through the Budget Year 2015. Consolidated statements of taxes receivable, providing historical data on tax levies, are included in this section. 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

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

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

The chart on the facing page shows the flow of money within and between these funds.

The Corporate Fund is used to pay for the operations and general expenditures of the District, not specifically chargeable to other funds. The Corporate Working Cash Fund consists of accounts maintained for the sole purpose of making temporary loans to the Corporate Fund in anticipation of tax collections. The accounts of the Corporate, Corporate Working Cash, and Reserve Claim Funds are combined and reported as the General Corporate Fund for financial reporting purposes.

The capital project funds account for resources used for the acquisition of capital facilities. The Capital Improvements Bond Fund is used for improvements, replacements, and additions to designated environmental improvement projects and accounts for the proceeds of bonds authorized by the Illinois General Assembly, grant revenues, and other revenues. Beginning in 2014, this fund is also used for larger stormwater capital projects utilizing alternate bond proceeds. The Construction Fund is used for the acquisition and maintenance of long-term assets used in the principal functions of the District and accounts for a property tax levy and other revenues. The Construction Working Cash Fund consists of accounts maintained for the sole purpose of making temporary loans to the Construction Fund in anticipation of tax collections. The accounts of the Construction and Construction Working Cash Funds are combined and reported as the Construction Fund for financial reporting purposes.

The Bond Redemption & Interest Fund is used for the payment of interest and redemption of general obligation bond issues. It accounts for property tax levies and certain other revenues, such as interest on investments. A subfund is created for each bond issue.

The Reserve Claim Fund is used for the payment of claims, awards, losses, or liabilities that might be imposed against the District and for the emergency replacement or repair of damaged District property. It accounts for a property tax levy and other revenues. As stated above, the accounts of the Reserve Claim Fund are included in the General Corporate Fund for financial reporting purposes.

The Stormwater Management Fund was established in 2005 by an act of the Illinois state legislature. The purpose of this fund is to account for property tax levies and certain other revenues, such as interest on investments and permit fees, which are used for planning, management, and implementation activities relating to stormwater, flood, and floodwater management in Cook County, including areas outside of the District's corporate boundaries. The Stormwater Working Cash Fund, established in 2005 by an act of the Illinois General Assembly, consists of accounts maintained for the sole purpose of making temporary loans to the Stormwater Management Fund in anticipation of tax collections. The accounts of the Stormwater Management Fund and the Stormwater Working Cash Fund are combined and reported as the Stormwater Management Fund for financial reporting purposes.

The Retirement Fund is used to fund pension costs in accordance with statutory provisions and to account for a specific property tax levy. The taxes are collected by the District and paid to the MWRD Retirement Fund, a pension trust fund.

BASIS OF ACCOUNTING

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

The Comprehensive Annual Financial Report of the District is prepared on a GAAP basis. GASB Statement Number 34 became effective for the 2002 fiscal year, and the District is in compliance with all of its provisions. The District is using the modified approach for assessing infrastructure, except for TARP deep tunnels and drop shafts, which will be depreciated. The

FINANCIAL NARRATIVE (continued)

District uses specific budgetary 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 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.

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 through 6, are derived from the summary of revenue and expenditures found on pages 72 – 74 of the 2015 Budget, and similar summaries in prior years' budgets. This is 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 44.5 percent of the 2015 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 2015 is 3.5 percent, based on annual review of prior years' tax collections.

A personal property replacement tax provides income tax revenue from corporations, partnerships, and the invested capital of public utilities to replace the personal property taxes, which were once received from these sources. These revenues are received directly from the State of Illinois. Revenue from this source is estimated at \$41.9 million for 2015, an increase of \$0.9 million from the 2014 Adjusted Budget or 2.2 percent. This revenue source typically trends with the state of the economy.

Exhibit 1 presents revenue from net tax sources for the years 2011 - 2015. Due to the enactment of Tax Cap laws in 1995, future increases in property tax levies, except for debt service and the Stormwater Management Fund, are limited to the lesser of 5.0 percent or the change in the national Consumer Price Index (CPI), plus new property. For 2015, an increase of 2.7 percent is forecast, consisting of an estimated 2.0 percent change in the CPI plus an estimated 0.7 percent for new development and newly annexed properties. For 2015, the District is estimated to be near the Tax Cap limit. Impacts of the Tax Cap laws are discussed in the fund narratives and budget foreword.

GRANTS AND LOANS

Federal and state grants, and state loans contribute to finance the District's capital programs. For 2015, \$80.0 million in State Revolving Fund (SRF) loan revenue is budgeted. In the past the District has been successful in obtaining some grant funding and will continue to pursue grants for additional TARP projects. Exhibit 2 shows the grants and loans for the years 2011 - 2015.

Exhibit 1

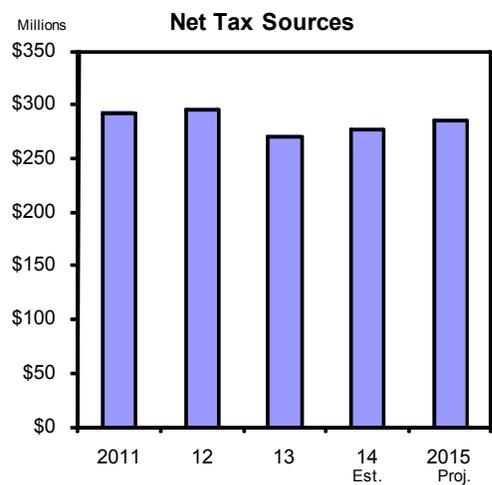
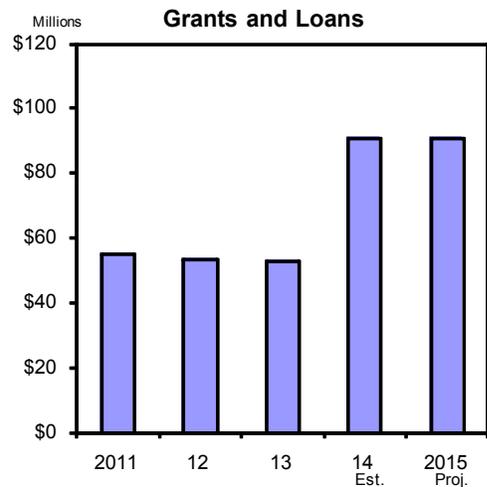


Exhibit 2



FINANCIAL NARRATIVE (continued)

The District anticipates receiving an annual allocation of at least \$80 million in State Revolving Fund loans in the next five years, before the State reverts to its historical lending amounts.

BOND SALES

The District's Capital Program is financed primarily with general obligation bond sales. Bond sales are used to provide necessary revenue for capital project cash flows. The District issued \$400 million of General Obligation Capital Improvement Bonds, Series of A, B, and C of July 2011. No bond sales are anticipated in 2015

Tax Cap laws restrict the District's non-referendum bonding authority to funding projects initiated prior to October 1, 1991, which generally include only TARP projects. However, Public Act 89-385 provided additional non-referendum authority to the District to authorize the issuance of "limited bonds". In 1997, Public Act 090-485 was adopted and expands this "limited bond" authority by excluding bonds issued for TARP purposes from the tax extension limitation. The District's limited bonds have sold successfully and will be used in the future. In 2003, Public Act 092-143 was passed to authorize the issuance of 30 year bonds. Public Act 092-726 extended the non-referendum bonding authority from December 31, 2006 to December 31, 2016; and Public Act 096-1308, effective January 1, 2011, extended the non-referendum bonding authority from December 31, 2016 to December 31, 2024.

The Capital Funds narrative on page 87 provides a more detailed discussion. The statement of outstanding bonds and statutory debt margin on page 49 shows the District's strong position. The Five-Year Financial Forecast on pages 55 and 63 details future bond sale projections. Bond sales are summarized in Exhibit 3.

PROPERTY, SERVICES, AND MISCELLANEOUS

Exhibit 4 summarizes revenue from property, services, and miscellaneous items. A major revenue source is a 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 2015 are \$51.3 million.

Land rentals, investment income, sewer permit fees, connection impact fees, and other revenues will provide an estimated \$23.9 million in 2015. 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 2015. Interest rates on short-term securities are expected to remain stable or increase slightly through 2015. Our investments are predominately short-term in nature. Sewer permit revenue estimates are based on anticipated development projects and 2014 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 5 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 amount in 2010 is attributable to use of the obligation basis of budgetary accounting for the Capital Improvements Bond Fund and indicates that future bond sales were necessary to finance projects.

Exhibit 3

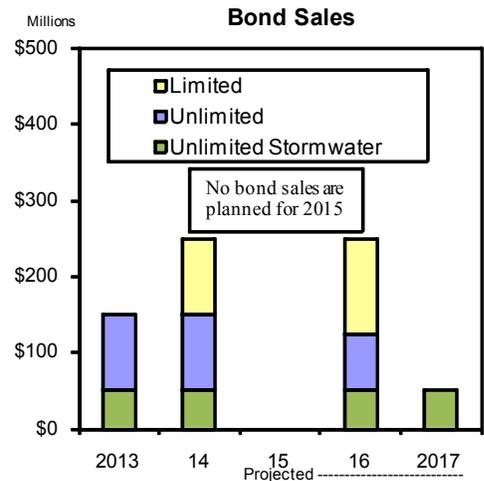


Exhibit 4

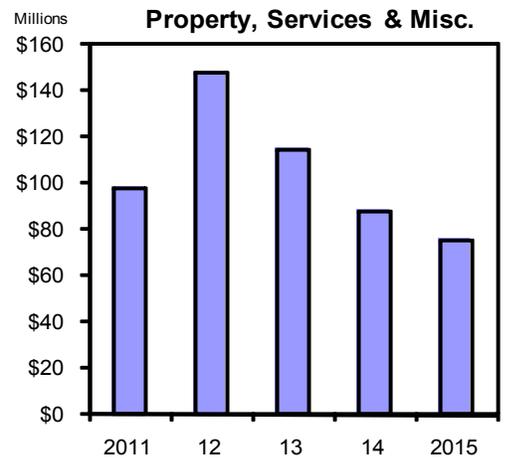
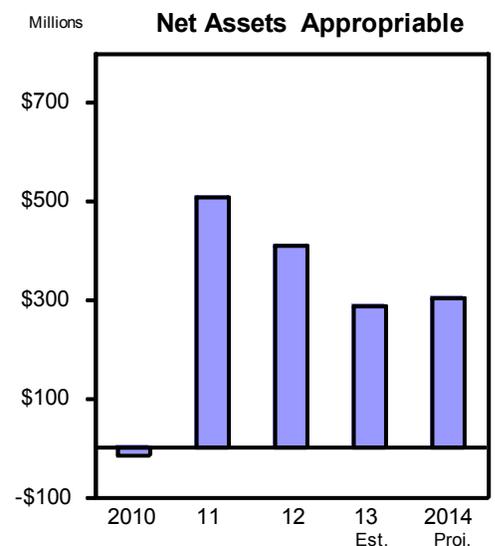


Exhibit 5



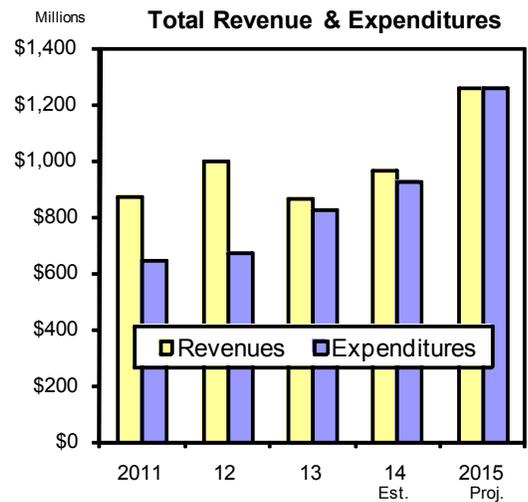
FINANCIAL NARRATIVE (continued)

TOTAL REVENUES AND EXPENDITURES

Exhibit 6 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.

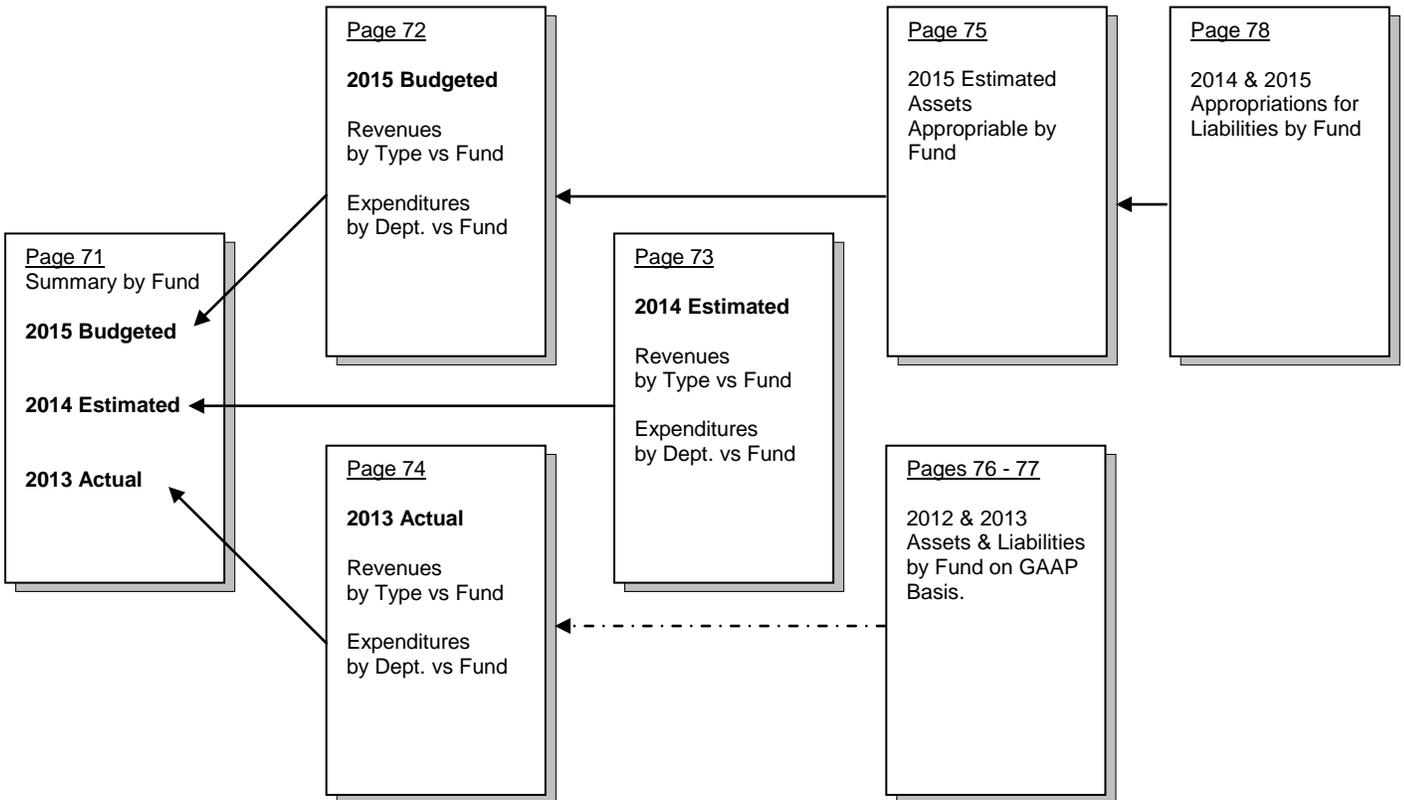
For 2015, a portion of the Corporate Fund projected net assets will remain unappropriated to ensure a fiscally responsible fund balance. District management and the financial markets view a Corporate Fund balance within the \$46 to \$57 million range as necessary to maintain financial stability in the face of economic uncertainties. This fund balance level is consistent with the level recommended by the Government Finance Officers Association. This strategy is an integral part of a long-term plan that also includes reductions of future expenditures to better match current revenues. The 2015 beginning fund balance is likely to be reduced as property tax refunds are processed and 2014 receipts are delayed by appeals.

Exhibit 6



SUMMARY FINANCIAL STATEMENTS

Summary financial statements presented on pages 71 - 74 provide comparisons of revenues and expenditures for all funds for the years 2013-2015. These statements provide a financial summarization by fund of the 2015 Budget as proposed, the estimated status at year-end of the 2014 Budget, and the actual results of operations for the 2013 Budget. The relationships among the pages are diagrammed below.



The table of taxes receivable on page 79 provides detailed data on property tax levies and tax receipts from 2010 to 2014. While 2010 through 2012 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 2010 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 81 through 100.

ALL FUNDS
SUMMARY OF REVENUE, EXPENDITURES, AND NET ASSETS APPROPRIABLE (b)
2015 BUDGETED, 2014 ESTIMATED, AND 2013 ACTUAL

(In Thousands)

	FUND							TOTAL
	CORPORATE	CAPITAL IMPROVEMENTS BOND	CONSTRUCTION	STORMWATER MANAGEMENT	RETIREMENT (d)	BOND REDEMPTION & INTEREST (d)	RESERVE CLAIM (d)	
2015 BUDGETED								
Net Assets Appropriable	\$ 141,733.5	\$ (164,075.9)	\$ 14,195.7	\$ 23,901.0	\$ 61,654.0	\$ 192,680.8	\$ 33,600.0	\$ 303,689.1
Net Assets Appropriated	\$ 72,409.1	\$ (164,075.9)	\$ 14,195.7	\$ 23,901.0	\$ 61,654.0	\$ 192,680.8	\$ 33,600.0	\$ 234,364.7
Revenue	310,345.0	654,272.8	23,645.0	23,100.0	-	12,467.0	400.0	1,024,229.8
Appropriation	\$ 382,754.1	\$ 490,196.9	\$ 37,840.7	\$ 47,001.0	\$ 61,654.0	\$ 205,147.8	\$ 34,000.0	\$ 1,258,594.5
2014 ESTIMATED								
Beginning Net Assets Appropriable as adjusted (c)	\$ 163,334.0	\$ (246,076.6)	\$ 22,608.6	\$ 28,692.1	\$ 62,984.0	\$ 182,838.7	\$ 71,596.0	\$ 285,976.8
Revenue (a)	313,274.5	285,565.3	17,445.0	20,498.3	12,000.0	12,067.0	500.0	661,350.1
Adjustment for 2014 receipts	9,221.9	-	(360.7)	-	-	-	-	8,861.2
Expenditures	(344,096.9)	(211,564.6)	(25,497.2)	(25,289.4)	(74,984.0)	(194,905.7)	(44,682.1)	(921,019.9)
Ending Net Assets Appropriable	\$ 141,733.5	\$ (172,075.9)	\$ 14,195.7	\$ 23,901.0	\$ -	\$ -	\$ 27,413.9	\$ 35,168.2
2013 ACTUAL								
Beginning Net Assets Appropriable as adjusted (c)	\$ 192,454.5	\$ (133,464.3)	\$ 23,057.5	\$ 39,769.6	\$ 37,523.0	\$ 180,655.9	\$ 69,655.6	\$ 409,651.8
Revenue	327,717.2	46,946.5	12,857.8	19,989.1	30,000.0	12,328.4	729.9	450,568.9
Expenditures	(356,837.7)	(159,558.8)	(13,306.7)	(31,066.6)	(67,523.0)	(192,984.3)	(4,975.6)	(826,252.7)
Ending Net Assets Appropriable	\$ 163,334.0	\$ (246,076.6)	\$ 22,608.6	\$ 28,692.1	\$ -	\$ -	\$ 65,409.9	\$ 33,968.0
Adjusted NAA 1/1/2014	\$ 163,334.0		\$ 22,608.6	\$ 28,692.1				
Adjustment (a)	\$ -		\$ -	\$ -				

(a) Adjustment to NAA required due to current 2014 estimate on collection of property tax levies and PPRT. See the Balance Sheets and Appropriable Revenue statements 1/1/2014 for the Corporate (pages 83-84), Construction (pages 90-91), and Stormwater Management (pages 94-95) Funds. The adjustment is reflected in the 2014 revenues.

(b) This statement is a summary presentation of pages 72-74, separating current revenue and NAA from the revenue category.

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

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

**ALL FUNDS
SUMMARY OF REVENUE AND EXPENDITURES
2015 BUDGETED**

(In Thousands)

	FUND							
	CORPORATE	CAPITAL IMPROVEMENTS BOND*	CONSTRUCTION	STORMWATER MANAGEMENT	RETIREMENT	BOND REDEMPTION & INTEREST	RESERVE CLAIM	TOTAL
REVENUE								
Net Assets Appropriable	\$ 141,733.5	\$ (164,075.9)	\$ 14,195.7	\$ 23,901.0	\$ 61,654.0	\$ 192,680.8	\$ 33,600.0	\$ 303,689.1
Budget Reserve	(69,324.4)	-	-	-	-	-	-	(69,324.4)
Net Property Taxes	219,244.1	-	15,922.5	23,208.3	-	-	-	258,374.9
Personal Property Replacement Tax	20,101.6	-	7,000.0	-	-	-	-	27,101.6
Working Cash Borrowings Adjustment	(4,445.7)	-	(622.5)	(408.3)	-	-	-	(5,476.5)
Bond Sales (Present & Future)	-	571,772.8	-	-	-	-	-	571,772.8
Grants (Federal & State)	-	-	-	-	-	10,967.0	-	10,967.0
Investment Income	1,300.0	2,500.0	300.0	300.0	-	1,500.0	400.0	6,300.0
State Revolving Fund Loans	-	80,000.0	-	-	-	-	-	80,000.0
Property & Services	17,500.0	-	-	-	-	-	-	17,500.0
User Charge	51,000.0	-	300.0	-	-	-	-	51,300.0
TIF Differential Fee & Impact Fee	2,225.0	-	745.0	-	-	-	-	2,970.0
Equity Transfer	-	-	-	-	-	-	-	-
Miscellaneous	3,420.0	-	-	-	-	-	-	3,420.0
TOTAL REVENUE	\$ 382,754.1	\$ 490,196.9	\$ 37,840.7	\$ 47,001.0	\$ 61,654.0	\$ 205,147.8	\$ 34,000.0	\$ 1,258,594.5
EXPENDITURES								
Board of Commissioners	\$ 4,116.7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,116.7
General Administration	17,724.4	-	-	-	-	-	-	17,724.4
Monitoring & Research	27,582.8	-	-	-	-	-	-	27,582.8
Procurement & Materials Mgmt.	8,492.5	-	-	-	-	-	-	8,492.5
Human Resources	59,908.0	-	-	-	-	-	-	59,908.0
Information Technology	16,434.4	-	-	-	-	-	-	16,434.4
Law	7,682.7	-	-	-	-	-	-	7,682.7
Finance	3,463.4	-	-	-	-	-	-	3,463.4
Engineering	53,377.2	490,196.9	37,840.7	-	-	-	-	581,414.8
Maintenance & Operations	183,972.0	-	-	-	-	-	-	183,972.0
Stormwater Management Fund	-	-	-	47,001.0	-	-	-	47,001.0
Retirement Fund	-	-	-	-	61,654.0	-	-	61,654.0
Bond Redemption & Interest Fund	-	-	-	-	-	205,147.8	-	205,147.8
Reserve Claim Fund	-	-	-	-	-	-	34,000.0	34,000.0
TOTAL EXPENDITURES	\$ 382,754.1	\$ 490,196.9	\$ 37,840.7	\$ 47,001.0	\$ 61,654.0	\$ 205,147.8	\$ 34,000.0	\$ 1,258,594.5

* 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
2014 ESTIMATED**

(In Thousands)

	FUND							
	CORPORATE	CAPITAL IMPROVEMENTS BOND*	CONSTRUCTION	STORMWATER MANAGEMENT	RETIREMENT	BOND REDEMPTION & INTEREST	RESERVE CLAIM	TOTAL
REVENUE								
Net Assets Appropriable	\$ 163,334.0	\$ (246,076.6)	\$ 22,608.6	\$ 28,692.1	\$ 62,984.0	\$ 182,838.7	\$ 71,596.0	\$ 285,976.8
Adjustment for Receipts	9,221.9	-	(360.7)	-	-	-	-	8,861.2
Net Property Taxes	221,950.0	-	16,791.0	20,265.0	-	-	-	259,006.0
Personal Property Replacement Tax	18,608.1	-	-	-	-	-	-	18,608.1
Working Cash Borrowings Adjustment	(4,358.1)	-	(791.0)	(265.0)	-	-	-	(5,414.1)
Bond Sales (Present & Future)	-	210,865.3	-	-	-	-	-	210,865.3
Grants (Federal & State)	-	-	-	-	-	10,967.0	-	10,967.0
Investment Income	2,100.0	2,700.0	400.0	400.0	-	1,100.0	500.0	7,200.0
State Revolving Fund Loans	-	80,000.0	-	-	-	-	-	80,000.0
Property & Services	18,814.7	-	-	-	-	-	-	18,814.7
User Charge	47,200.0	-	300.0	-	-	-	-	47,500.0
TIF Differential Fee & Impact Fee	4,450.0	-	745.0	-	-	-	-	5,195.0
Equity Transfer	-	-	-	-	12,000.0	-	-	12,000.0
Miscellaneous	4,509.8	-	-	98.3	-	-	-	4,608.1
TOTAL REVENUE	\$ 485,830.4	\$ 47,488.7	\$ 39,692.9	\$ 49,190.4	\$ 74,984.0	\$ 194,905.7	\$ 72,096.0	\$ 964,188.1
EXPENDITURES								
Board of Commissioners	\$ 3,913.5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	3,913.5
General Administration	14,310.4	-	-	-	-	-	-	14,310.4
Monitoring & Research	26,133.7	-	-	-	-	-	-	26,133.7
Procurement & Materials Mgmt.	8,935.6	-	-	-	-	-	-	8,935.6
Human Resources	70,776.2	-	-	-	-	-	-	70,776.2
Information Technology	15,169.3	-	-	-	-	-	-	15,169.3
Law	7,290.0	-	-	-	-	-	-	7,290.0
Finance	3,337.9	-	-	-	-	-	-	3,337.9
Engineering	30,031.4	211,564.6	25,497.2	-	-	-	-	267,093.2
Maintenance & Operations	164,198.9	-	-	-	-	-	-	164,198.9
Stormwater Management Fund	-	-	-	25,289.4	-	-	-	25,289.4
Retirement Fund	-	-	-	-	74,984.0	-	-	74,984.0
Bond Redemption & Interest Fund	-	-	-	-	-	194,905.7	-	194,905.7
Reserve Claim Fund	-	-	-	-	-	-	44,682.1	44,682.1
TOTAL EXPENDITURES	\$ 344,096.9	\$ 211,564.6	\$ 25,497.2	\$ 25,289.4	\$ 74,984.0	\$ 194,905.7	\$ 44,682.1	\$ 921,019.9

* 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
2013 ACTUAL**

(In Thousands)

	FUND							
	<i>CORPORATE</i>	<i>CAPITAL IMPROVEMENTS BOND*</i>	<i>CONSTRUCTION</i>	<i>STORMWATER MANAGEMENT</i>	<i>RETIREMENT</i>	<i>BOND REDEMPTION & INTEREST</i>	<i>RESERVE CLAIM</i>	<i>TOTAL</i>
REVENUE								
Net Assets Appropriable	\$ 192,454.5	\$ (133,464.3)	\$ 23,057.5	\$ 39,769.6	\$ 37,523.0	\$ 180,655.9	\$ 69,655.6	\$ 409,651.8
Adjustment for Receipts	7,766.6	-	-	-	-	-	-	7,766.6
Net Property Taxes	216,256.5	-	10,691.5	19,300.0	-	-	-	246,248.0
Personal Property Replacement Tax	23,831.5	-	-	-	-	-	-	23,831.5
Working Cash Borrowings Adjustment	(4,587.9)	-	(191.5)	(300.0)	-	-	-	(5,079.4)
Bond Sales	-	-	-	-	-	-	-	-
Grants (Federal & State)	-	-	-	-	-	10,967.0	-	10,967.0
Investment Income	3,021.5	4,375.4	496.1	676.1	-	1,361.4	823.8	10,754.3
State Revolving Fund Loans	-	41,546.0	-	-	-	-	-	41,546.0
Property & Services	18,204.4	-	-	-	-	-	-	18,204.4
User Charge	53,501.7	-	300.0	-	-	-	-	53,801.7
TIF Differential & Impact Fee	3,313.4	-	745.0	-	-	-	-	4,058.4
Equity Transfer	-	-	-	-	30,000.0	-	-	30,000.0
Miscellaneous	6,409.5	1,025.1	816.7	313.0	-	-	(93.9)	8,470.4
TOTAL REVENUE	\$ 520,171.7	\$ (86,517.8)	\$ 35,915.3	\$ 59,758.7	\$ 67,523.0	\$ 192,984.3	\$ 70,385.5	\$ 860,220.7
EXPENDITURES								
Board of Commissioners	\$ 3,514.2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,514.2
General Administration	44,086.1	-	-	-	-	-	-	44,086.1
Monitoring & Research	24,573.4	-	-	-	-	-	-	24,573.4
Procurement & Materials Mgmt.	8,063.9	-	-	-	-	-	-	8,063.9
Human Resources	67,832.2	-	-	-	-	-	-	67,832.2
Information Technology	13,981.8	-	-	-	-	-	-	13,981.8
Law	6,985.6	-	-	-	-	-	-	6,985.6
Finance	3,392.0	-	-	-	-	-	-	3,392.0
Engineering	23,987.1	159,558.8	13,306.7	-	-	-	-	196,852.6
Maintenance & Operations	160,421.4	-	-	-	-	-	-	160,421.4
Stormwater Management Fund	-	-	-	31,066.6	-	-	-	31,066.6
Retirement Fund	-	-	-	-	67,523.0	-	-	67,523.0
Bond Redemption & Interest Fund	-	-	-	-	-	192,984.3	-	192,984.3
Reserve Claim Fund	-	-	-	-	-	-	4,975.6	4,975.6
TOTAL EXPENDITURES	\$ 356,837.7	\$ 159,558.8	\$ 13,306.7	\$ 31,066.6	\$ 67,523.0	\$ 192,984.3	\$ 4,975.6	\$ 826,252.7

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

SUMMARY OF ESTIMATED ASSETS APPROPRIABLE FOR THE CORPORATE, CAPITAL IMPROVEMENTS BOND, RETIREMENT, CONSTRUCTION, STORMWATER MANAGEMENT, BOND REDEMPTION & INTEREST, AND RESERVE CLAIM FUNDS FOR THE YEAR 2015

DESCRIPTION	FUND							TOTAL
	CORPORATE	CAPITAL IMPROVEMENTS BOND	CONSTRUCTION	STORMWATER MANAGEMENT	RETIREMENT	BOND REDEMPTION & INTEREST	RESERVE CLAIM	
2015 Revenue	\$ 310,345,000	\$ 654,272,847	\$ 23,645,000	\$ 23,100,000	\$ -	\$ 12,467,000	\$ 400,000	\$ 1,024,229,847
Resources Available at 01/01/15	379,320,572	403,779,441	32,974,200	49,003,800	61,654,000	306,603,452	36,006,160	1,269,341,625
Total Resources	\$ 689,665,572	\$ 1,058,052,288	\$ 56,619,200	\$ 72,103,800	\$ 61,654,000	\$ 319,070,452	\$ 36,406,160	\$ 2,293,571,472
Liabilities:								
Liabilities and Designations at 01/01/15	237,587,072	567,855,388	18,778,500	25,102,800	-	113,922,671 *	2,406,160	965,652,591
Equity Transfer	-	-	-	-	-	-	-	-
Budget Reserve	69,324,400	-	-	-	-	-	-	69,324,400
ASSETS APPROPRIABLE	\$ 382,754,100	\$ 490,196,900	\$ 37,840,700	\$ 47,001,000	\$ 61,654,000	\$ 205,147,781	\$ 34,000,000	\$ 1,258,594,481

* Future Years' Principal and Interest

GAAP Basis Statement From 2013 CAFR - Exhibit A-1

Governmental Funds Balance Sheets / Statements of Net Assets

December 31, 2013 (with comparative amounts for prior year)

(in thousands of dollars)

	General Corporate Fund		Debt Service Fund		Capital Improvements Bond Fund	
	2013	2012	2013	2012	2013	2012
	Assets					
Cash	\$ 11,903	\$ 6,209	\$ 1,893	\$ 221	\$ 10,996	\$ 15,764
Certificates of deposit (note 4)	3,006	17,457	3,503	2,505	49,200	33,766
Investments (note 4)	297,608	215,735	99,889	111,618	316,157	505,219
Taxes receivable, net (note 5)	235,839	243,084	178,482	163,708	-	-
Other receivables, net (note 5)	2,934	12,721	1,001	1,001	14,072	41,338
Due from other funds (note 12)	1,004	904	-	-	-	-
Inventories	39,467	38,922	-	-	-	-
Restricted cash	2,018	1,967	-	-	-	-
Net pension asset	-	-	-	-	-	-
Capital assets not being depreciated (note 6)	-	-	-	-	-	-
Capital assets being depreciated, net (note 6)	-	-	-	-	-	-
Total Assets	<u>\$ 593,779</u>	<u>\$ 536,999</u>	<u>\$ 284,768</u>	<u>\$ 279,053</u>	<u>\$ 390,425</u>	<u>\$ 596,087</u>
Liabilities, Fund Balances / Net Assets						
Liabilities:						
Deferred tax revenue (note 5)	\$ 194,980	\$ 212,630	\$ 147,594	\$ 140,835	\$ -	\$ -
Other deferred/unearned revenue (note 5)	3,111	2,546	1,001	1,001	-	-
Accounts payable and other liabilities (note 5)	31,186	36,728	-	-	42,798	58,543
Due to Pension Trust Fund (note 12)	-	-	-	-	-	-
Due to other funds (note 12)	-	-	-	-	756	704
Accrued interest payable	-	-	-	-	-	-
Long-term liabilities: (note 11)						
Due within one year	-	-	-	-	-	-
Due in more than one year	-	-	-	-	-	-
Total Liabilities	<u>229,277</u>	<u>251,904</u>	<u>148,595</u>	<u>141,836</u>	<u>43,554</u>	<u>59,247</u>
Fund Balances/Net Assets:						
Nonspendable for inventories	39,467	38,922	-	-	-	-
Reserved for working cash	277,006	277,270	-	-	-	-
Reserved for reserve claims	65,162	63,161	-	-	-	-
Reserved for real estate escrow	2,018	1,967	-	-	-	-
Reserved for debt service	-	-	136,173	137,217	-	-
Reserved for capital projects	-	-	-	-	346,871	536,840
Undesignated	(19,151)	(96,225)	-	-	-	-
Total Fund Balances	<u>364,502</u>	<u>285,095</u>	<u>136,173</u>	<u>137,217</u>	<u>346,871</u>	<u>536,840</u>
Total Liabilities and Fund Balances	<u>\$ 593,779</u>	<u>\$ 536,999</u>	<u>\$ 284,768</u>	<u>\$ 279,053</u>	<u>\$ 390,425</u>	<u>\$ 596,087</u>
Net Assets:						
Invested in capital assets, net of related debt						
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						
Total Net Assets						

Notes reference the 2013 CAFR of the District - Available on the Internet at www.mwrdr.org

Metropolitan Water Reclamation District of Greater Chicago

Construction Fund		Other Governmental / Retirement Fund		Total Governmental Activities		Adjustments (Note 2a)		Statements of Net Assets	
2013	2012	2013	2012	2013	2012	2013	2012	2013	2012
\$ 97	\$ 3,005	\$ 1,191	\$ 3,059	\$ 26,080	\$ 28,258	\$ -	\$ -	\$ 26,080	\$ 28,258
501	3,410	1,001	2,507	57,211	59,645	-	-	57,211	59,645
31,080	28,017	58,958	49,049	803,692	909,638	-	-	803,692	909,638
19,703	4,632	52,203	55,709	486,227	467,133	-	-	486,227	467,133
745	745	-	-	18,752	55,805	-	-	18,752	55,805
-	-	-	-	1,004	904	(1,004)	(904)	-	-
-	-	-	-	39,467	38,922	-	-	39,467	38,922
-	-	-	-	2,018	1,967	-	-	2,018	1,967
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	5,061,669	4,879,634	5,061,669	4,879,634
-	-	-	-	-	-	1,747,657	1,761,907	1,747,657	1,761,907
<u>\$ 52,126</u>	<u>\$ 39,809</u>	<u>\$ 113,353</u>	<u>\$ 110,324</u>	<u>\$ 1,434,451</u>	<u>\$ 1,562,272</u>	<u>\$ 6,808,322</u>	<u>\$ 6,640,637</u>	<u>\$ 8,242,773</u>	<u>\$ 8,202,909</u>
\$ 16,357	\$ 3,981	\$ 38,646	\$ 44,021	\$ 397,577	\$ 401,467	\$ (397,577)	\$ (401,467)	\$ -	\$ -
745	745	-	-	4,857	4,292	(1,742)	(1,745)	3,115	2,547
4,062	1,542	2,496	1,956	80,542	98,769	-	-	80,542	98,769
-	-	10,173	8,681	10,173	8,681	22,730	23,771	32,903	32,452
86	87	162	113	1,004	904	(1,004)	(904)	-	-
-	-	-	-	-	-	15,007	20,634	15,007	20,634
-	-	-	-	-	-	148,656	91,236	148,656	91,236
-	-	-	-	-	-	2,820,419	2,872,213	2,820,419	2,872,213
<u>21,250</u>	<u>6,355</u>	<u>51,477</u>	<u>54,771</u>	<u>494,153</u>	<u>514,113</u>	<u>2,606,489</u>	<u>2,603,738</u>	<u>3,100,642</u>	<u>3,117,851</u>
-	-	-	-	39,467	38,922	(39,467)	(38,922)	-	-
21,649	21,611	37,737	39,573	336,392	338,454	(336,392)	(338,454)	-	-
-	-	-	-	65,162	63,161	(65,162)	(63,161)	-	-
-	-	-	-	2,018	1,967	(2,018)	(1,967)	-	-
-	-	-	-	136,173	137,217	(136,173)	(137,217)	-	-
9,227	11,843	24,139	15,980	380,237	564,663	(380,237)	(564,663)	-	-
-	-	-	-	(19,151)	(96,225)	19,151	96,225	-	-
<u>30,876</u>	<u>33,454</u>	<u>61,876</u>	<u>55,553</u>	<u>940,298</u>	<u>1,048,159</u>	<u>(940,298)</u>	<u>(1,048,159)</u>	-	-
<u>\$ 52,126</u>	<u>\$ 39,809</u>	<u>\$ 113,353</u>	<u>\$ 110,324</u>	<u>\$ 1,434,451</u>	<u>\$ 1,562,272</u>				
						4,514,633	4,506,544	4,514,633	4,506,544
						277,006	277,270	277,006	277,270
						4,524	6,211	4,524	6,211
						268,760	257,418	268,760	257,418
						18,828	29,908	18,828	29,908
						21,649	21,611	21,649	21,611
						37,737	39,573	37,737	39,573
						(1,006)	(53,477)	(1,006)	(53,477)
						<u>\$ 5,142,131</u>	<u>\$ 5,085,058</u>	<u>\$ 5,142,131</u>	<u>\$ 5,085,058</u>

APPROPRIATION FOR LIABILITIES - BY FUND JANUARY 1, 2015 AND 2014

CORPORATE FUND	2015	2014
Unpaid Bills:		
Accrued Salaries & Wages	\$ 6,900,000	\$ 7,307,096
Personal Services - Other	-	1,016,738
Payroll Withholding & Miscellaneous	4,200,000	3,614,400
Contractual Services	29,487,072	23,326,042
Capital Projects	-	-
Materials & Supplies	-	1,136,480
Machinery & Equipment	-	331,457
Due to Corporate Working Cash Fund	190,000,000	190,000,000
Designated for Future Claims Liabilities	-	-
Total Liabilities of Corporate Fund	\$ 230,587,072	\$ 226,732,213
CONSTRUCTION FUND		
Unpaid Bills:		
Contracts Payable	\$ 2,034,500	\$ 2,846,782
Personal Services	487,900	449,700
Contractual Services	253,300	92,000
Materials & Supplies	2,800	500
Machinery & Equipment	-	-
Due to Construction Working Cash Fund	16,000,000	7,000,000
Designated for Future Claims Liabilities	-	-
Total Liabilities of Construction Fund	\$ 18,778,500	\$ 10,388,982
CAPITAL IMPROVEMENTS BOND FUND		
Unpaid Bills:		
Personal Services - Other	\$ 37,375,412	\$ -
Contractual Services	62,012,362	69,010,716
Contracts Payable	468,467,614	343,589,448
Total Liabilities of Capital Improvements Bond Fund	\$ 567,855,388	\$ 412,600,164
RESERVE CLAIM FUND		
Accounts Payable & Other Liabilities	\$ 2,406,160	\$ 7,865,695
BOND REDEMPTION & INTEREST FUND		
Future Payment of Principal & Interest	\$ 113,922,671	\$ 111,127,658
STORMWATER MANAGEMENT FUND		
Contracts Payable	\$ 5,102,800	\$ 3,837,485
Due to Stormwater Working Cash Fund	19,000,000	19,000,000
Total Liabilities of Stormwater Management Fund	\$ 24,102,800	\$ 22,837,485
TOTAL LIABILITIES JANUARY 1, 2015 AND 2014	\$ 957,652,591	\$ 791,552,197

**STATEMENT OF TAXES RECEIVABLE FOR 2014 AND PRIOR YEARS AT JANUARY 1, 2015
INCLUDING THE ESTIMATED COLLECTIONS FOR THE YEAR 2015**

YEAR FUND	TAX EXTENSION	COLLECTED THRU 12/31/14	%	UNCOLLECTED AT 12/31/14	RESERVE \$	%	ESTIMATED NET TAXES RECEIVABLE	CASH ESTIMATED IN 2015
2014 Corporate	\$ 230,000,000	\$ -	0%	\$ 230,000,000	\$ 8,050,000	3.5%	\$ 221,950,000	\$ 224,250,000
Bond Redemption & Interest	218,319,357	-	0%	218,319,357	7,641,177	3.5%	210,678,180	212,861,373
Retirement	50,530,700	-	0%	50,530,700	1,768,575	3.5%	48,762,150	48,762,100
Construction	17,400,000	-	0%	17,400,000	609,000	3.5%	16,791,000	16,965,000
Stormwater Management	21,000,000	-	0%	21,000,000	735,000	3.5%	20,265,000	20,475,000
Reserve Claim	3,000,000	-	0%	3,000,000	105,000	3.5%	2,895,000	2,925,000
Total	\$ 540,250,057	\$ -	0%	\$ 540,250,057	\$ 18,908,752	3.5%	\$ 521,341,330	\$ 526,238,473
2013 Corporate	\$ 224,399,734	\$ 218,789,741	97.5%	\$ 5,609,993	\$ 7,853,991	3.5%	\$ -	\$ 2,468,397
Bond Redemption & Interest	201,388,786	196,354,066	97.5%	5,034,720	7,048,608	3.5%	-	2,215,277
Retirement	51,620,700	50,330,183	97.5%	1,290,517	1,806,725	3.5%	-	-
Construction	11,079,300	10,802,318	97.5%	276,982	387,776	3.5%	-	121,872
Stormwater Management	20,000,000	19,500,000	97.5%	500,000	700,000	3.5%	-	220,000
Reserve Claim	6,170,977	6,016,703	97.5%	154,274	215,984	3.5%	-	67,881
Total	\$ 514,659,497	\$ 501,793,011	97.5%	\$ 12,866,486	\$ 18,013,084	3.5%	\$ -	\$ 5,093,427
2012 Corporate	\$ 237,247,822	\$ 233,926,352	98.6%	\$ 3,321,470	\$ 8,303,674	3.5%	\$ -	\$ (1,660,735)
Bond Redemption & Interest	180,747,560	178,217,094	98.6%	2,530,466	6,326,165	3.5%	-	(1,265,233)
Retirement	28,489,600	27,492,464	96.5%	997,136	997,136	3.5%	-	-
Construction	20,417,700	20,131,852	98.6%	285,848	714,620	3.5%	-	(142,924)
Stormwater Management	20,000,000	19,720,000	98.6%	280,000	700,000	3.5%	-	(140,000)
Reserve Claim	6,669,900	6,576,521	98.6%	93,379	233,447	3.5%	-	(46,689)
Total	\$ 493,572,582	\$ 486,064,283	98.5%	\$ 7,508,299	\$ 17,275,042	3.5%	\$ -	\$ (3,255,581)
2011 Corporate	\$ 249,828,032	\$ 246,580,268	98.7%	\$ 3,247,764	\$ 8,743,981	3.5%	\$ -	\$ (1,748,796)
Bond Redemption & Interest	169,645,516	167,440,124	98.7%	2,205,392	5,937,593	3.5%	-	(1,187,519)
Retirement	28,162,600	27,176,909	96.5%	985,691	985,691	3.5%	-	-
Construction	1,819,030	1,795,383	98.7%	23,647	63,666	3.5%	-	(12,733)
Stormwater Management	24,100,000	23,786,700	98.7%	313,300	843,500	3.5%	-	(168,700)
Reserve Claim	3,400,000	3,355,800	98.7%	44,200	119,000	3.5%	-	(23,800)
Total	\$ 476,955,178	\$ 470,135,184	98.6%	\$ 6,819,994	\$ 16,693,431	3.5%	\$ -	\$ (3,141,548)
2010 Corporate	\$ 240,058,921	\$ 235,017,684	97.9%	\$ 5,041,237	\$ 8,402,062	3.5%	\$ -	\$ (720,177)
Bond Redemption & Interest	156,089,826	152,811,940	97.9%	3,277,886	5,463,144	3.5%	-	(468,269)
Retirement	26,478,000	25,816,050	97.5%	661,950	926,730	3.5%	-	-
Construction	8,748,700	8,564,977	97.9%	183,723	306,205	3.5%	-	(26,246)
Stormwater Management	24,028,900	23,524,293	97.9%	504,607	841,012	3.5%	-	(72,087)
Reserve Claim	1,951,153	1,910,179	97.9%	40,974	68,290	3.5%	-	(5,853)
Total	\$ 457,355,500	\$ 447,645,123	97.9%	\$ 9,710,377	\$ 16,007,443	3.5%	\$ -	\$ (1,292,632)
Prior Years' Corporate								\$ (240,059)
Levies Bond Redemption & Interest								(156,090)
Retirement								-
Construction								(8,749)
Stormwater Management								(24,029)
Reserve Claim								(1,951)
Total								\$ (430,878)
RECAPITULATION BY FUND								
Corporate	\$ 1,181,534,509	\$ 934,314,045		\$ 247,220,464	\$ 41,353,708		\$ 221,950,000	\$ 222,348,630
Bond Redemption & Interest	926,191,045	694,823,224		231,367,821	32,416,687		210,678,180	211,999,539
Retirement	185,281,600	130,815,606		54,465,994	6,484,857		48,762,150	48,762,100
Construction	59,464,730	41,294,530		18,170,200	2,081,267		16,791,000	16,896,220
Stormwater Management	109,128,900	86,530,993		22,597,907	3,819,512		20,265,000	20,290,184
Reserve Claim	21,192,030	17,859,203		3,332,827	741,721		2,895,000	2,914,588
Total	\$ 2,482,792,814	\$ 1,905,637,601		\$ 577,155,213	\$ 86,897,752		\$ 521,341,330	\$ 523,211,261

**STATEMENT OF PERSONAL PROPERTY REPLACEMENT TAXES RECEIVABLE
FOR 2015 AND PRIOR YEARS AT JANUARY 1, 2015
INCLUDING THE ESTIMATED COLLECTIONS FOR THE YEAR 2015**

YEAR	FUND	ACTUAL/ESTIMATED COLLECTED		CASH ESTIMATED IN 2015
		RECEIVABLE	THROUGH 2014	
2015	Corporate	\$ 20,101,600	\$ -	\$ -
	Retirement	14,798,400	-	-
	Construction	7,000,000	-	-
	Reserve Claim	-	-	-
	Corporate Working Cash	-	-	-
	Construction Working Cash	-	-	-
	Stormwater Working Cash	-	-	-
	Total	\$ 41,900,000	\$ -	\$ -
2014	Corporate	\$ 29,008,100	\$ -	\$ 29,008,100
	Retirement	12,891,900	-	12,891,900
	Construction	-	-	-
	Reserve Claim	-	-	-
	Corporate Working Cash	-	-	-
	Construction Working Cash	-	-	-
	Stormwater Working Cash	-	-	-
	Total	\$ 41,900,000	\$ -	\$ 41,900,000
2013	Corporate	\$ 27,830,000	\$ 27,830,000	\$ -
	Retirement	13,170,000	13,170,000	-
	Construction	-	-	-
	Reserve Claim	-	-	-
	Corporate Working Cash	-	-	-
	Construction Working Cash	-	-	-
	Stormwater Working Cash	-	-	-
	Total	\$ 41,000,000	\$ 41,000,000	\$ -
2012	Corporate	\$ 32,054,895	\$ 32,054,895	\$ -
	Retirement	7,268,500	7,268,500	-
	Construction	-	-	-
	Reserve Claim	-	-	-
	Corporate Working Cash	-	-	-
	Construction Working Cash	-	-	-
	Stormwater Working Cash	-	-	-
	Total	\$ 39,323,395	\$ 39,323,395	\$ -
2011	Corporate	\$ 24,063,951	\$ 24,063,951	\$ -
	Retirement	7,185,100	7,185,100	-
	Construction	1,193,334	1,193,334	-
	Reserve Claim	3,029,233	3,029,233	-
	Corporate Working Cash	-	-	-
	Construction Working Cash	-	-	-
	Stormwater Working Cash	-	-	-
	Total	\$ 35,471,618	\$ 35,471,618	\$ -
2010	Corporate	\$ 23,818,109	\$ 23,818,109	\$ -
	Retirement	6,755,400	6,755,400	-
	Construction	1,532,276	1,532,276	-
	Reserve Claim	3,301,176	3,301,176	-
	Corporate Working Cash	-	-	-
	Construction Working Cash	-	-	-
	Stormwater Working Cash	-	-	-
	Total	\$ 35,406,961	\$ 35,406,961	\$ -

CORPORATE FUND FINANCIAL NARRATIVE

The Corporate Fund is the general fund of the District. It is used to account for the general operations and expenditures of the District. The 2015 appropriation is \$382.8 million, a decrease of \$12.6 million, or 3.2 percent, from the 2014 Adjusted Budget. The 2015 appropriation includes \$26.8 million for a community flood control program.

Property taxes are the major source of revenue for the Corporate Fund. In 2015, the net property tax levy will provide 70.6 percent of the fund's revenue. The property tax levy proposed for 2015 is \$227.2 million, a decrease of \$2.8 million, or 1.2 percent, from the 2014 Adjusted Levy.

A fund balance within the \$46 to \$57 million range is viewed by District management and the financial markets as necessary to maintain financial stability and sustain us through economic uncertainties. This fund balance level is consistent with the level recommended by the Government Finance Officers Association. In order to ensure that an adequate fund balance is maintained, all net assets appropriable have not been reappropriated as revenue for the subsequent year. For 2015, a portion amounting to \$69.3 million of the projected net assets will remain unappropriated to provide for a fiscally responsible fund balance.

User charge revenue allocated to the Corporate Fund is estimated at \$51.0 million in 2015, a \$3.8 million increase from the 2014 Adjusted Budget. Total user charge revenue for 2015 is estimated at \$51.3 million, of which \$0.3 million is allocated to the Construction Fund. 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.

User charge rates and revenues parallel changes in operations and maintenance costs. User charge rates are based on United States Environmental Protection Agency-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. It is budgeted at \$20.1 million for 2015, a decrease of \$8.9 million compared to the 2014 Adjusted Budget. Total PPRT revenues have shown significant growth since 2002. This major revenue source trends with the state of the economy.

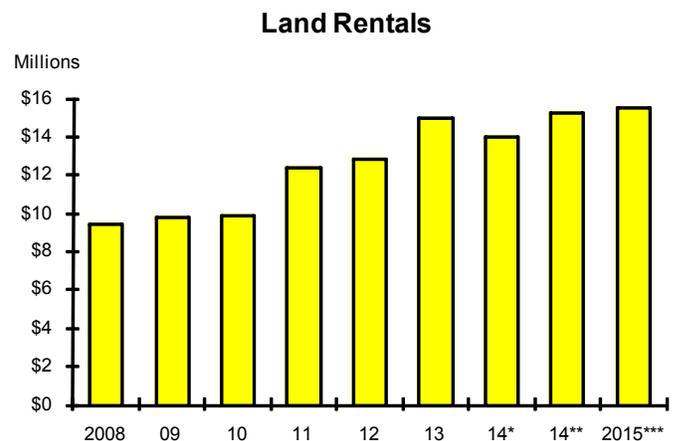
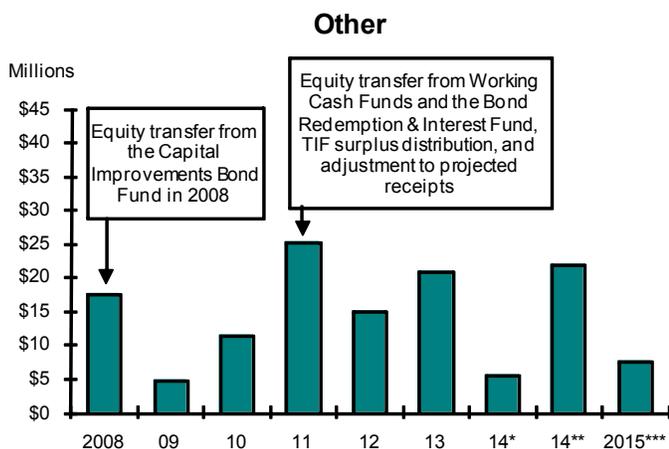
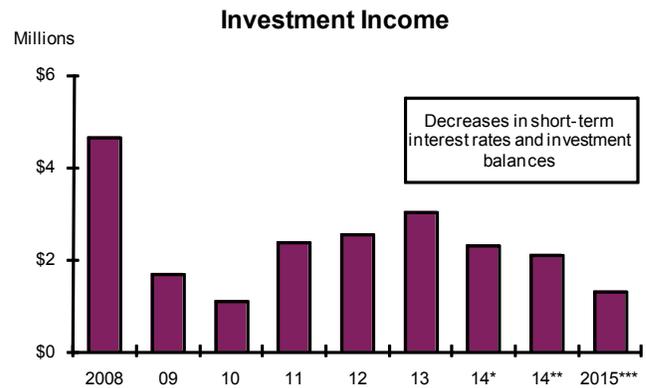
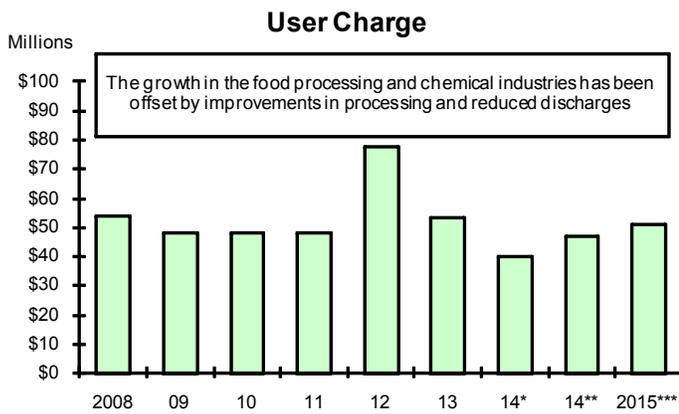
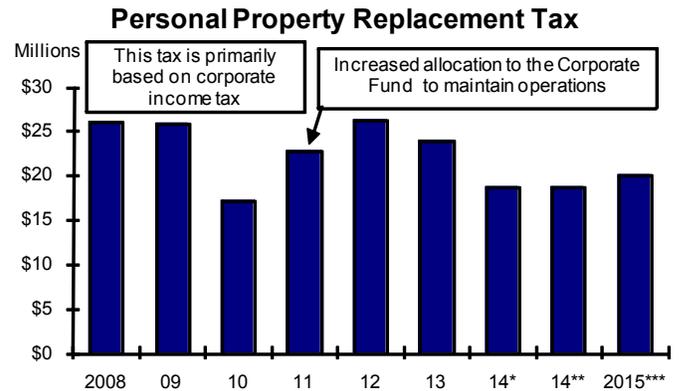
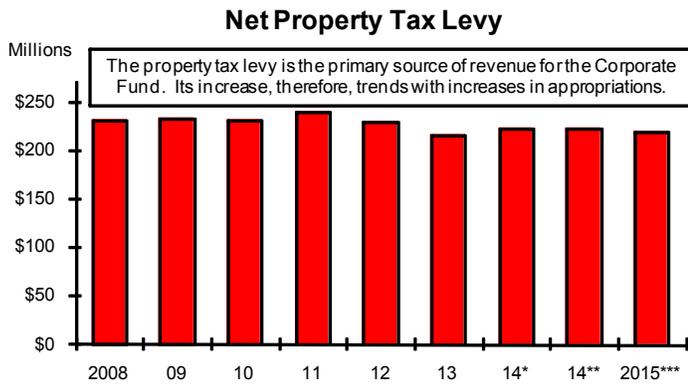
In 2015, land rental revenue is budgeted at \$15.5 million, an increase of \$0.3 million from the 2014 Adjusted Budget. Real estate income for the District has trended upwards in recent years. Expiring leases are reviewed and necessary environmental or other types of property remediation are performed, when possible, well ahead of lease expiration to expedite re-leasing at current market rates. This process should result in increased revenues in the future. Revenue from the sale of surplus land is estimated at \$1.3 million in 2015. Revenue from land sales was \$2.7 million in 2014.

Investment income is budgeted for 2015 at \$1.3 million. The adjusted estimate for 2014 is \$2.1 million. The 2013 and 2012 actual amounts are \$3.0 and \$2.5 million, respectively. This level of income reflects relatively stable short-term interest rates and fund balances available for investment during the past several years.

The revenue estimate for sewer permit fees for 2015 is \$0.8 million. Actual 2014 revenues are projected to be \$0.9 million. The District is authorized to recover 100 percent of the sewer permit processing costs, and sewer permit fees are evaluated annually in light of this objective. Permits are required for new real estate development, and applications are expected to remain flat in 2015 due to the slow recovery in the area real estate market.

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 sells Working Cash Bonds and is authorized to extend a property tax levy to meet these needs. State statute allows loans in the amount of 100 percent of the property tax levy plus personal property replacement tax receivables. The estimated amount the District will allocate as available for loan in 2015 is \$234.9 million, or 95 percent, of the maximum. Public Act 93-252 amended the District's Act to allow the Board of Commissioners, by a two-thirds vote, to transfer fund balances between its Working Cash Funds. The Board also has authority to transfer accumulated investment income between funds by a two-thirds vote.

REVENUE - CORPORATE FUND (BUDGETARY BASIS)



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.

Note: 2008 - 2013 actual
 * 2014 as budgeted
 ** 2014 adjusted estimate
 *** 2015 estimate

**CORPORATE FUND
ESTIMATED BALANCE SHEET
JANUARY 1, 2015 AND 2014**

	<u>ASSETS</u>		<u>2014</u>	
	<u>2015</u>			
<u>CURRENT ASSETS</u>	<u>AMOUNT</u>	<u>AVAILABLE FOR APPROPRIATION</u>	<u>AMOUNT</u>	<u>AVAILABLE FOR APPROPRIATION</u>
Cash & Investments	\$ 127,763,842	\$ 127,763,842	\$ 134,174,197	\$ 134,174,197
Taxes Receivable	221,950,000	222,348,630	216,256,500	219,107,786
Replacement Tax	29,008,100	29,008,100	28,830,000	28,830,000
Due from Other Funds	200,000	200,000	400,000	400,000
Total Current Assets	\$ 378,921,942	\$ 379,320,572	\$ 379,660,697	\$ 382,511,983
 <u>LIABILITIES & FUND EQUITY</u>				
<u>CURRENT LIABILITIES</u>				
Unpaid Bills:				
Accrued Salaries & Wages	\$ 6,900,000	\$ 6,900,000	\$ 7,307,096	\$ 7,307,096
Personal Services - Other	-	-	1,016,738	1,016,738
Payroll Withholding & Miscellaneous	4,200,000	4,200,000	3,614,400	3,614,400
Contractual Services	36,487,072	36,487,072	23,326,042	23,326,042
Materials & Supplies	-	-	1,136,480	1,136,480
Machinery & Equipment	-	-	331,457	331,457
Due to Corporate Working Cash Fund	190,000,000	190,000,000	190,000,000	190,000,000
Total Current Liabilities	\$ 237,587,072	\$ 237,587,072	\$ 226,732,213	\$ 226,732,213
 Total Liabilities & Designations	 \$ 237,587,072	 \$ 237,587,072	 \$ 226,732,213	 \$ 226,732,213
 <u>ASSETS APPROPRIABLE FOR 2015 AND 2014</u>				
Net Assets Appropriable	\$ 141,733,500		\$ 155,779,770	
Budget Reserve	\$ (69,324,400)		\$ (58,555,070)	
Net Assets Appropriated	72,409,100		97,224,700	
Equity Transfer	-		-	
Estimated Revenue	310,345,000		298,120,000	
Total Assets Appropriable	\$ 382,754,100		\$ 395,344,700	
 <u>FUND EQUITY</u>				
Undesignated	\$ 141,334,870		\$ 152,928,484	
Total Fund Equity	\$ 141,334,870		\$ 152,928,484	
Total Liabilities & Fund Equity	\$ 378,921,942		\$ 379,660,697	

**CORPORATE FUND
APPROPRIABLE REVENUE
2015 - 2012**

REVENUE DESCRIPTION	ESTIMATED			ACTUAL	
	2015 BUDGET	2014 ADJUSTED	2014 BUDGET	2013	2012
Revenue from Property Taxes					
Gross Tax Levy	\$ 227,196,000	\$ 230,000,000	\$ 230,000,000	\$ 224,100,000	\$ 237,192,700
Less Allowance for Uncollectible Taxes	(7,951,860)	(8,050,000)	(8,050,000)	(7,843,500)	(8,301,745)
Net Property Taxes	\$ 219,244,140	\$ 221,950,000	\$ 221,950,000	\$ 216,256,500	\$ 228,890,955
Revenue from Personal Property					
Replacement Tax	\$ 20,101,600	\$ 18,608,149	\$ 18,608,149	\$ 23,831,500	\$ 26,214,900
Net Tax Sources	\$ 239,345,740	\$ 240,558,149	\$ 240,558,149	\$ 240,088,000	\$ 255,105,855
Adjustment to match working cash borrowings	(4,445,740)	(4,358,149)	(4,358,149)	(4,588,000)	(4,905,855)
Working Cash Financing at 95% of Gross Tax Sources	\$ 234,900,000	\$ 236,200,000	\$ 236,200,000	\$ 235,500,000	\$ 250,200,000
Investment Income	\$ 1,300,000	\$ 2,100,000	\$ 2,300,000	\$ 3,021,483	\$ 2,538,042
Land Rentals	15,500,000	15,213,900	14,000,000	14,929,731	12,831,480
Sewer Permit Fees	750,000	919,900	700,000	699,543	633,620
Sewer Service Agreement Revenue	1,350,000	1,167,309	800,000	1,334,798	1,161,348
User Charge	51,000,000	47,200,000	40,000,000	53,501,653	77,637,606
Lockport Electricity Generation	1,000,000	1,100,000	1,000,000	939,288	2,317,218
Miscellaneous (details below)	4,545,000	9,373,381	3,120,000	10,024,120	9,077,045
Subtotal	\$ 75,445,000	\$ 77,074,490	\$ 61,920,000	\$ 84,450,616	\$ 106,196,359
Adjustment to Net Assets Available for Projected Receipts	-	9,221,851	-	7,766,617	1,706,504
Equity Transfer	-	-	-	-	-
GRAND TOTAL	\$ 310,345,000	\$ 322,496,341	\$ 298,120,000	\$ 327,717,233	\$ 358,102,863

Components of Miscellaneous

TIF Surplus Distribution	\$ 2,000,000	\$ 4,225,000	\$ 2,225,000	\$ 3,088,417	\$ 6,105,875
TIF Differential Fee	225,000	225,000	225,000	225,000	225,000
Land Sales	1,250,000	2,680,881	-	2,575,088	-
Fines	-	-	-	-	24,292
Claims & Damage Settlements	-	25,000	-	1,024,181	84,035
Agricultural Products	2,000	2,000	2,000	23,203	-
Water Sales	-	14,000	-	8,139	11,229
Scrap Sales	50,000	57,000	50,000	148,999	92,259
Sales of Automobiles	15,000	41,000	15,000	17,606	10,550
Interest on Taxes - Cook County Treasurer	3,000	3,500	3,000	4,829	12,748
Other	1,000,000	2,100,000	600,000	2,908,658	2,511,057
Total	\$ 4,545,000	\$ 9,373,381	\$ 3,120,000	\$ 10,024,120	\$ 9,077,045

**CORPORATE FUND
FINANCING
2015 - 2010**

	<u>ESTIMATED</u>			<u>ACTUAL</u>			
	<u>2015 (1)</u>	<u>2014 REVISED</u>	<u>2014 ORIGINAL</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>
<u>BORROWINGS</u>							
Working Cash Loans Current Year	\$ 234,900,000	\$ 190,000,000	\$ 236,200,000	\$ 190,000,000	\$ 190,000,000	\$ 257,600,000	\$ 244,300,000
Working Cash Loans Prior Year	-	-	-	-	-	-	-
Total Borrowings	\$ 234,900,000	\$ 190,000,000	\$ 236,200,000	\$ 190,000,000	\$ 190,000,000	\$ 257,600,000	\$ 244,300,000
<u>REPAYMENTS</u>							
Working Cash Loans Repaid Current	\$ 190,000,000	\$ 190,000,000	\$ 190,000,000	\$ 190,000,000	\$ 257,600,000	\$ 244,300,000	\$ 225,555,883
Working Cash Loans Repaid Prior	-	-	-	-	-	17,444,117	6,159,521
Total Repayments	\$ 190,000,000	\$ 190,000,000	\$ 190,000,000	\$ 190,000,000	\$ 257,600,000	\$ 261,744,117	\$ 231,715,404

(1) FINANCING LIMITATION

	2015 (In Millions)
Property Tax Levy	\$ 227.2
Personal Property Replacement Tax	20.1
Total	<u>\$ 247.3</u>
* Borrowing Limitation	95.0 %
Total Available for Financing	<u>\$ 234.9</u>

* Statutory limitation is 100%

**CORPORATE WORKING CASH FUND
ESTIMATED BALANCE SHEET
JANUARY 1, 2015 AND 2014
AND ESTIMATED AMOUNTS AVAILABLE FOR 2015 AND 2014**

<u>CURRENT ASSETS</u>	<u>ASSETS</u>			
	<u>2015</u>		<u>2014</u>	
	<u>AMOUNT</u>	<u>AVAILABLE FOR APPROPRIATION</u>	<u>AMOUNT</u>	<u>AVAILABLE FOR APPROPRIATION</u>
Cash & Investments	\$ 88,058,394	\$ 88,058,394	\$ 87,365,825	\$ 87,365,825
Replacement Tax	-	-	-	-
Due from Corporate Fund	190,000,000	190,000,000	190,000,000	190,000,000
Total Current Assets	\$ 278,058,394	\$ 278,058,394	\$ 277,365,825	\$ 277,365,825

<u>FUND EQUITY</u>			
Estimated Revenue & Other Financing Sources		\$ 800,000	\$ 19,000
ASSETS AVAILABLE FOR 2015 AND 2014		\$ 278,858,394	\$ 277,384,825
FUND EQUITY		\$ 278,058,394	\$ 277,365,825

**CORPORATE WORKING CASH FUND
REVENUES
2015 - 2012**

<u>REVENUE DESCRIPTION</u>	<u>ESTIMATED</u>			<u>ACTUAL</u>	
	<u>2015 BUDGET</u>	<u>2014 ADJUSTED</u>	<u>2014 BUDGET</u>	<u>2013</u>	<u>2012</u>
Revenue from Money & Property					
Investment Income	\$ 800,000	\$ 800,000	\$ 19,000	\$ 837,738	\$ 86,370
Revenue from Miscellaneous Sources	-	-	-	-	-
TOTAL	\$ 800,000	\$ 800,000	\$ 19,000	\$ 837,738	\$ 86,370

CAPITAL FUNDS FINANCIAL NARRATIVE

The Capital Funds of the District are the Capital Improvements Bond Fund and the Construction Fund. These funds are used to account for the acquisition of capital facilities. 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 national priority of environmental protection, coupled with the District's prime mission of protecting the Lake Michigan drinking water supply from pollution, 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, grants, and other financial assistance available to the District.

The Capital Improvements Bond Fund is used to provide resources from grants, bonds, and other sources to design and construct major capital facilities that are structures of permanent duration. The 2015 appropriation is \$490.2 million, an increase of \$104.0 million from the 2014 Adjusted Budget, or 26.9 percent. The appropriation varies by the scheduled awards of major projects.

The Capital Improvements Bond Fund balance sheet (page 88) estimates the net assets appropriable for 2015 at (\$164.1) million and \$99.2 million for 2014. The Capital Improvements Bond Fund balance sheet estimated negative net assets appropriable for 2015 is 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.

Since 1969, the District has sold approximately \$5.7 billion in bonds in order to support its capital program. The District is authorized to issue \$150.0 million in nonreferendum Capital Improvements Bonds in any one year, plus amounts unissued from the prior three years. Bonds for State Revolving Fund loans are excluded. The District's nonreferendum bonding authority was extended to 2024 by state statute, effective January 1, 2011, and the annual debt issuance authorization was increased from \$100.0 million to \$150.0 million in 2003. This level of authority allows the District to proceed with the award of multi-year contracts, then sell bonds as cash flow requirements demand during the course of the project. The Five-Year Financial Forecast on pages 53 - 65 presents detailed projections of the financial aspects of the capital program into the future.

Property tax limitation laws enacted in Illinois had significant impacts on the future funding of the District's capital program through bond sales. Under Public Act 89-1, the District's nonreferendum bonding authority was restricted to finance only projects initiated prior to October 1, 1991, which generally covers only Tunnel and Reservoir Plan (TARP) projects. However, Public Acts 89-385 and 90-485 provided additional nonreferendum authority to the District by authorizing the issuance of "limited tax bonds". 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 established by these Acts, which for the District is \$141.5 million. However, it was limited to the District's 1994 debt service level of \$141,463,920 and amended by Public Act 96-0501 to allow for an annual increase equal to the consumer price index or five percent, whichever is less, and is currently estimated at \$156.9 million for the 2014 levy year and \$160.1 million for the 2015 levy year. These "limited tax bonds" allow the District to issue nonreferendum debt for projects initiated after October 1, 1991 and exclude debt associated with the TARP program and other projects initiated prior to that date from the extension base. There will be sufficient authorization to issue bonds to meet our capital program for the next few years.

The State of Illinois Revolving Loan Fund (SRF) provides low-interest loans to finance qualifying projects. Upon project completion, District bonds are issued at the same low-interest rate. The current interest rate for new loans to the District is 1.995 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 an allocation of at least \$200.0 million annually from SRF loans in the next few years. For 2015, \$80.0 million in SRF revenue is budgeted to fund plant projects.

For 2015, no grant revenue is anticipated for the Capital Improvements Bond Fund. The District has been very successful in obtaining grant funding in the past, and future grants or appropriations are being pursued for the TARP program at the federal level through the Energy and Water Development Appropriations and the Water Resources Development Act.

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. The funding mechanism for this 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 next year.

The 2015 tax levy for the Construction Fund is \$16.5 million, a decrease of \$0.9 million, or 5.2 percent, from the 2014 Adjusted Budget. The 2015 appropriation is \$37.8 million, a decrease of \$15.5 million, or 29.0 percent, from the 2014 Adjusted Budget. This decreased appropriation level reflects the anticipated expenditures for existing projects and the appropriations required to fund projects with 2015 award dates. In addition, the 2015 appropriation for the Community Flood Program is in the Corporate Fund, whereas the 2014 appropriation was in the Construction Fund.

**CAPITAL IMPROVEMENTS BOND FUND
ESTIMATED BALANCE SHEET
JANUARY 1, 2015 AND 2014**

	<u>ASSETS</u>		<u>2014</u>	
	<u>2015</u>			
	<u>AMOUNT</u>	<u>AVAILABLE FOR APPROPRIATION</u>	<u>AMOUNT</u>	<u>AVAILABLE FOR APPROPRIATION</u>
CURRENT ASSETS				
Cash & Investments	\$ 271,073,288	\$ 271,073,288	\$ 359,086,988	\$ 359,086,988
Grants Receivable	-	-	-	-
State Revolving Fund Loans Receivable	132,706,153	132,706,153	152,706,153	152,706,153
Total Current Assets	\$ 403,779,441	\$ 403,779,441	\$ 511,793,141	\$ 511,793,141
 LIABILITIES & FUND EQUITY				
CURRENT LIABILITIES				
Unpaid Bills:				
Accrued Salaries & Wages	\$ -	\$ -	\$ -	\$ -
Personal Services - Other	37,375,412	37,375,412	-	-
Contractual Services	62,012,362	62,012,362	69,010,716	69,010,716
Contracts Payable	468,467,614	468,467,614	343,589,448	343,589,448
Total Current Liabilities	\$ 567,855,388	\$ 567,855,388	\$ 412,600,164	\$ 412,600,164
Designated for Future Claims Liabilities	-	-	-	-
Total Liabilities	\$ 567,855,388	\$ 567,855,388	\$ 412,600,164	\$ 412,600,164
 ASSETS APPROPRIABLE				
Net Assets Appropriable		\$ (164,075,947)		\$ 99,192,977
Net Assets Appropriated		(164,075,947)		99,192,977
Equity Transfer to Retirement Fund		-		-
Estimated Revenue		654,272,847		287,015,323
Total Assets Appropriable		\$ 490,196,900		\$ 386,208,300
FUND EQUITY	\$ (164,075,947)		\$ 99,192,977	
Total Liabilities & Fund Equity	\$ 403,779,441		\$ 511,793,141	

**CAPITAL IMPROVEMENTS BOND FUND
 APPROPRIABLE REVENUES
 2015 - 2012**

REVENUE DESCRIPTION	ESTIMATED			ACTUAL	
	2015 BUDGET	2014 ADJUSTED	2014 BUDGET	2013	2012
Revenue from Money & Property					
Bond Sales (Present & Future)	\$ 571,772,847	\$ 210,865,323	\$ 210,865,323	\$ -	\$ -
Investment Income & Miscellaneous	2,500,000	2,700,000	4,150,000	4,375,410	4,976,267
Subtotal	\$ 574,272,847	\$ 213,565,323	\$ 215,015,323	\$ 4,375,410	\$ 4,976,267
Revenue from Miscellaneous Sources					
Federal & State Grants	\$ -	\$ -	\$ -	\$ -	\$ -
State Revolving Fund Loans	80,000,000	80,000,000	80,000,000	41,546,026	41,291,800
Miscellaneous	-	-	-	1,025,143	3,141,962
Subtotal	\$ 80,000,000	\$ 80,000,000	\$ 80,000,000	\$ 42,571,169	\$ 44,433,762
Total Revenue	\$ 654,272,847	\$ 293,565,323	\$ 295,015,323	\$ 46,946,579	\$ 49,410,029
Other Financing Sources (Uses)					
Equity Transfer To Retirement Fund	\$ -	\$ (8,000,000)	\$ (8,000,000)	\$ -	\$ -
GRAND TOTAL	\$ 654,272,847	\$ 285,565,323	\$ 287,015,323	\$ 46,946,579	\$ 49,410,029

**CONSTRUCTION FUND
ESTIMATED BALANCE SHEET
JANUARY 1, 2015 AND 2014**

ASSETS

	2015		2014	
	AMOUNT	AVAILABLE FOR APPROPRIATION	AMOUNT	AVAILABLE FOR APPROPRIATION
CURRENT ASSETS				
Cash & Investments	\$ 16,077,980	\$ 16,077,980	\$ 24,650,143	\$ 24,650,143
Taxes Receivable	16,791,000	16,896,220	10,691,525	11,102,139
Replacement Tax	-	-	-	-
Total Current Assets	\$ 32,868,980	\$ 32,974,200	\$ 35,341,668	\$ 35,752,282

LIABILITIES & FUND EQUITY

CURRENT LIABILITIES

Unpaid Bills:

Accrued Salaries & Wages	\$ -	\$ -	\$ -	\$ -
Contracts Payable	2,034,500	2,034,500	2,846,782	2,846,782
Personal Services - Other	487,900	487,900	449,700	449,700
Contractual Services	253,300	253,300	92,000	92,000
Materials & Supplies	2,800	2,800	500	500
Machinery & Equipment	-	-	-	-
Due to:				
Construction Working Cash Fund	16,000,000	16,000,000	7,000,000	7,000,000
Total Current Liabilities	\$ 18,778,500	\$ 18,778,500	\$ 10,388,982	\$ 10,388,982
Designated for Future Claims Liabilities		\$ -		\$ -
Total Current Liabilities and Designations		\$ 18,778,500		\$ 10,388,982

ASSETS APPROPRIABLE FOR 2015 AND 2014

Net Assets Appropriable	\$ 14,195,700	\$ 25,363,300
Net Assets Appropriated	\$ 14,195,700	\$ 25,363,300
Estimated Revenue	23,645,000	27,942,700
Total Assets Appropriable	\$ 37,840,700	\$ 53,306,000

FUND EQUITY

Designated for Future Claim Liabilities	\$ -	\$ -
Undesignated	14,090,480	24,952,686
Total Fund Equity	\$ 14,090,480	\$ 24,952,686
Total Liabilities & Fund Equity	\$ 32,868,980	\$ 35,341,668

**CONSTRUCTION FUND FINANCING
2015 - 2010**

	ESTIMATED			ACTUAL			
	2015 (1)	2014 REVISED	2014 ORIGINAL	2013	2012	2011	2010
BORROWINGS							
Working Cash Loans	\$ 22,300,000	\$ 10,000,000	\$ 26,500,000	\$ 7,000,000	\$ 13,200,000	\$ 6,000,000	\$ 9,500,000
Total Borrowings	\$ 22,300,000	\$ 10,000,000	\$ 26,500,000	\$ 7,000,000	\$ 13,200,000	\$ 6,000,000	\$ 9,500,000
REPAYMENTS							
Working Cash Loans Repaid							
- Current	\$ 10,000,000	\$ 7,000,000	\$ 10,500,000	\$ 13,200,000	\$ 2,950,485	\$ 9,500,000	\$ 10,100,000
- Prior Year	-	-	-	-	3,049,515	-	-
Total Repayments	\$ 10,000,000	\$ 7,000,000	\$ 10,500,000	\$ 13,200,000	\$ 6,000,000	\$ 9,500,000	\$ 10,100,000

(1) FINANCING LIMITATION

(In Millions)

Property Tax Levy	\$ 16.5
Personal Property Replacement Tax	7.0
Total	\$ 23.5
Borrowing Limitation *	95% * Statutory limitation is 100%
Total Available for Financing	\$ 22.3

**CONSTRUCTION FUND
APPROPRIABLE REVENUE
2015 - 2012**

REVENUE DESCRIPTION	ESTIMATED		ACTUAL		
	2015 BUDGET	2014 ADJUSTED	2014 BUDGET	2013	2012
Revenue from Property Taxes					
Gross Tax Levy	\$ 16,500,000	\$ 17,400,000	\$ 17,400,000	\$ 11,079,300	\$ 20,417,700
Less: Allowance for Uncollectible Taxes	(577,500)	(609,000)	(609,000)	(387,776)	(714,620)
Net Property Taxes	\$ 15,922,500	\$ 16,791,000	\$ 16,791,000	\$ 10,691,524	\$ 19,703,080
Revenue from Personal Property Replacement Tax	7,000,000	-	10,500,000	-	1,300,000
Net Tax Sources	\$ 22,922,500	\$ 16,791,000	\$ 27,291,000	\$ 10,691,524	\$ 21,003,080
Adjustment to Match Working Cash Borrowings	(622,500)	(791,000)	(791,000)	(191,524)	(403,080)
Working Cash Financing (Maximum 95% of Gross Tax Sources)	22,300,000	16,000,000	26,500,000	10,500,000	20,600,000
Revenue from Current Services					
Connection Impact Fees	745,000	745,000	695,500	745,000	745,000
Revenue from Money & Property					
Investment Income	300,000	400,000	447,200	496,125	409,193
Miscellaneous	-	-	-	816,721	93
User Charge	300,000	300,000	300,000	300,000	300,000
Subtotal	\$ 1,345,000	\$ 1,445,000	\$ 1,442,700	\$ 2,357,846	\$ 1,454,286
Adjustment to Net Assets Available for Projected Receipts	-	(360,700)	-	-	-
Total	\$ 23,645,000	\$ 17,084,300	\$ 27,942,700	\$ 12,857,846	\$ 22,054,286

**CONSTRUCTION WORKING CASH FUND
ESTIMATED BALANCE SHEET
JANUARY 1, 2015 AND 2014
AND ESTIMATED AMOUNTS AVAILABLE FOR 2015 AND 2014**

	<u>ASSETS</u>		<u>2014</u>	
	<u>AMOUNT</u>	<u>AVAILABLE FOR APPROPRIATION</u>	<u>AMOUNT</u>	<u>AVAILABLE FOR APPROPRIATION</u>
CURRENT ASSETS				
Cash & Investments	\$ 11,794,332	\$ 11,794,332	\$ 14,662,917	\$ 14,662,917
Taxes Receivable	-	-	-	-
Replacement Tax	-	-	-	-
Due to Corporate Fund	-	-	-	-
Due from Construction Fund	10,000,000	10,000,000	7,000,000	7,000,000
Total Current Assets	<u>\$ 21,794,332</u>	<u>\$ 21,794,332</u>	<u>\$ 21,662,917</u>	<u>\$ 21,662,917</u>

FUND EQUITY

Estimated Revenue & Other Financing Sources	\$ 200,000	\$ 11,000
ASSETS AVAILABLE FOR 2015 AND 2014	<u>\$ 21,994,332</u>	<u>\$ 21,673,917</u>

FUND EQUITY	<u>\$ 21,794,332</u>	<u>\$ 21,662,917</u>
--------------------	----------------------	----------------------

**CONSTRUCTION WORKING CASH FUND
REVENUES
2015 - 2012**

<u>REVENUE DESCRIPTION</u>	<u>ESTIMATED</u>			<u>ACTUAL</u>	
	<u>2015 BUDGET</u>	<u>2014 ADJUSTED</u>	<u>2014 BUDGET</u>	<u>2013</u>	<u>2012</u>
Revenue from Money & Property					
Investment Income	\$ 200,000	\$ 100,000	\$ 11,000	\$ 34,742	\$ 11,711
Revenue from Miscellaneous Sources	-	-	-	-	-
TOTAL	<u>\$ 200,000</u>	<u>\$ 100,000</u>	<u>\$ 11,000</u>	<u>\$ 34,742</u>	<u>\$ 11,711</u>

OTHER FUNDS FINANCIAL NARRATIVE

The Stormwater Management Fund was established by Public Act 93-1049 on January 1, 2005. This fund accounts for tax levies and other revenue to be used for stormwater management activities throughout all of Cook County. The 2015 property tax levy for the Stormwater Management Fund is \$24.1 million, an increase of \$3.1 million, or 14.5 percent, from the 2014 Adjusted Budget. During 2005, Public Act 94-474 authorized the creation and use of a Stormwater Working Cash Fund for the sole purpose of providing temporary loans to the Stormwater Management Fund in anticipation of tax collections. Details of this fund's purpose and \$47.0 million appropriation for 2015 are presented on pages 465 through 503.

The Reserve Claim Fund is essentially the District's self-insurance fund, and is financed primarily through an annual property tax levy of 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; however, as the fund is near the statutory limit, \$5.7 million is budgeted in 2015. 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 2015 appropriation for this fund is \$34.0 million, a decrease of \$30.0 million, or 46.9 percent, from the 2014 Adjusted Budget. The significant decrease is due to payment of a settlement in 2014. The maximum fund balance that can be accumulated is .05 percent of the last known EAV. For the 2015 Budget, using the last known EAV of 2013, the maximum accumulation is estimated at \$61.7 million. The allowance for accounts payable and estimated liabilities is estimated at \$2.4 million.

This fund is the District's self-insurance fund, and it is important that all potential claims and contingencies are evaluated to ensure that sufficient resources are set aside. The Board adopted a policy for the 1998 budget and subsequent years, for the accumulation of fund balance towards the statutory limit, and a continuance of the maximum annual tax levy for the fund. The Board of Commissioners annually reaffirms the policy to accumulate toward the statutory limit, and to levy at the statutorily allowable tax rate to provide necessary resources for environmental liabilities.

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 505.

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. The property tax levies for outstanding bond issues are collected and paid through this fund. The 2015 property tax levy for the B&I Fund is \$228.6 million, an increase of \$10.3 million, or 4.7 percent, from the 2014 Adjusted Budget. Appropriations and tax levies are adjusted for new bond sales or state revolving fund loans. The 2015 appropriation for this fund is \$205.1 million, which is an increase of \$10.2 million, or 5.3 percent, from the 2014 Adjusted 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 2015 is \$1.5 million, which is an increase of \$0.4 million, or 36.4 percent, from the 2014 Adjusted Budget. Investment income has increased from the \$0.8 million received in 2012. 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 507 through 509.

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 tax levy for 2015 is \$58.0 million compared to the 2014 Adjusted Levy of \$50.5 million and are based on a statutory multiplier of employee contributions made in 2013 and 2012, respectively. On August 3, 2012, the Governor signed Public Act 97-0894, which establishes that beginning in 2013, the tax levy will be based on the fund's actuarially determined contribution requirement but shall not exceed an amount equal to employee contributions two years prior multiplied by 4.19. The previous statutory multiplier was 2.19. The appropriable resources and appropriation consist of the collection of the previous year's tax levy plus personal property replacement tax receipts.

The 2015 appropriation is \$61.7 million, a decrease of \$13.3 million, or 17.8 percent, from the 2014 Adjusted Budget. A \$30.0 million equity transfer was included in the 2013 appropriation request. Interest income earned was transferred to the Retirement Fund. The purpose of this action was to maintain the actuarially required employer's contribution funding level until the new pension legislation resulted in actual tax collections in 2014. In 2014, an additional \$12.0 million of interest income was transferred to the Retirement Fund from the original sources of the Stormwater Working Cash Fund, the Capital Improvements Bond Fund, and the B&I Fund.

The District's Retirement Fund is part of the aggregate levy under the Tax Cap law that is limited to annual increases of 5.0 percent or the CPI, whichever is less. Due to the irregular nature of levy requirements of the fund which parallel retirements, the District's Board of Commissioners established a policy in 1995 to exclude the Retirement Fund levy from any future adjustments to the aggregate levy required by tax caps. When required, adjustments or limitations have been made to other funds subject to the aggregate levy limit. An expanded presentation on the Retirement Fund is made on pages 510 and 511.

**STORMWATER MANAGEMENT FUND
ESTIMATED BALANCE SHEET
JANUARY 1, 2015 AND 2014**

	ASSETS			
	2015		2014	
	AMOUNT	AVAILABLE FOR APPROPRIATION	AMOUNT	AVAILABLE FOR APPROPRIATION
CURRENT ASSETS				
Cash & Investments	\$ 28,713,616	\$ 28,713,616	\$ 33,413,475	\$ 33,413,475
Taxes Receivable	20,265,000	20,290,184	19,300,000	19,566,910
Total Current Assets	\$ 48,978,616	\$ 49,003,800	\$ 52,713,475	\$ 52,980,385
	LIABILITIES & FUND EQUITY			
CURRENT LIABILITIES				
Unpaid Bills:				
Accrued Salaries & Wages	\$ -	\$ -	\$ -	\$ -
Contracts Payable	5,102,800	5,102,800	3,837,485	3,837,485
Personal Services	-	-	-	-
Contractual Services	-	-	-	-
Materials & Supplies	-	-	-	-
Machinery & Equipment	-	-	-	-
Due to:				
Stormwater Working Cash Fund	20,000,000	20,000,000	19,000,000	19,000,000
Total Current Liabilities	\$ 25,102,800	\$ 25,102,800	\$ 22,837,485	\$ 22,837,485
Designated for Future Claims Liabilities		\$ -		\$ -
Total Current Liabilities and Designations		\$ 25,102,800		\$ 22,837,485
ASSETS APPROPRIABLE FOR 2015 AND 2014				
Net Assets Appropriable		\$ 23,901,000		\$ 30,142,900
Net Assets Appropriated		23,901,000		30,142,900
Estimated Revenue		23,100,000		20,764,500
Total Assets Appropriable		\$ 47,001,000		\$ 50,907,400
FUND EQUITY	\$ 23,875,816		\$ 29,875,990	
Total Liabilities & Fund Equity	\$ 48,978,616		\$ 52,713,475	

**STORMWATER MANAGEMENT FUND FINANCING
2015 - 2010**

	ESTIMATED			ACTUAL			
	2015 (1)	2014 Revised	2014 Original	2013	2012	2011	2010
BORROWINGS							
Working Cash Loans	\$ 22,800,000	\$ 20,000,000	\$ 20,000,000	\$ 19,000,000	\$ 19,000,000	\$ 22,900,000	\$ 22,800,000
Total Borrowings	\$ 22,800,000	\$ 20,000,000	\$ 20,000,000	\$ 19,000,000	\$ 19,000,000	\$ 22,900,000	\$ 22,800,000
REPAYMENTS							
Working Cash Loans Repaid							
- Current	\$ 20,000,000	\$ 19,000,000	\$ 19,000,000	\$ 19,000,000	\$ 22,900,000	\$ 22,800,000	\$ 8,400,000
- Prior Year	-	-	-	-	-	945,280	162,334
Total Repayments	\$ 20,000,000	\$ 19,000,000	\$ 19,000,000	\$ 19,000,000	\$ 22,900,000	\$ 23,745,280	\$ 8,562,334

(1) FINANCING LIMITATION

2015 (In Millions)	
Property Tax Levy	\$ 24.1
Personal Property Replacement Tax	-
Total	\$ 24.1
Borrowing Limitation *	95% * Statutory limitation is 100%
Total Available for Financing	\$ 22.8

**STORMWATER MANAGEMENT FUND
APPROPRIABLE REVENUE
2015 - 2012**

REVENUE DESCRIPTION	ESTIMATED			ACTUAL	
	2015 BUDGET	2014 ADJUSTED	2014 BUDGET	2013	2012
Revenue from Property Taxes					
Gross Tax Levy	\$ 24,050,000	\$ 21,000,000	\$ 21,000,000	\$ 20,000,000	\$ 20,000,000
Less: Allowance for Uncollectible Taxes	(841,750)	(735,000)	(735,000)	(700,000)	(700,000)
Net Property Taxes	\$ 23,208,250	\$ 20,265,000	\$ 20,265,000	\$ 19,300,000	\$ 19,300,000
Adjustment to Match Working Cash Borrowings	(408,250)	(265,000)	(265,000)	(300,000)	(300,000)
Working Cash Financing at 95% of Gross Tax Sources	\$ 22,800,000	\$ 20,000,000	\$ 20,000,000	\$ 19,000,000	\$ 19,000,000
Revenue from Money & Property					
Investment Income	\$ 300,000	\$ 400,000	\$ 764,500	\$ 676,062	\$ 605,928
Miscellaneous	-	98,428	-	312,976	4,818
Grants	-	-	-	-	-
Subtotal	\$ 300,000	\$ 498,428	\$ 764,500	\$ 989,038	\$ 610,746
Adjustment to Net Assets Available for Projected Receipts	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 23,100,000	\$ 20,498,428	\$ 20,764,500	\$ 19,989,038	\$ 19,610,746

**STORMWATER WORKING CASH FUND
ESTIMATED BALANCE SHEET
JANUARY 1, 2015 AND 2014**

	<u>ASSETS</u>			
	<u>2015</u>		<u>2014</u>	
	<u>AMOUNT</u>	<u>AVAILABLE FOR APPROPRIATION</u>	<u>AMOUNT</u>	<u>AVAILABLE FOR APPROPRIATION</u>
CURRENT ASSETS				
Cash & Investments	\$ 26,878,435	\$ 26,878,435	\$ 27,819,903	\$ 27,819,903
Replacement Tax	-	-	-	-
Due from Stormwater Management Fund	20,000,000	20,000,000	19,000,000	19,000,000
Total Current Assets	\$ 46,878,435	\$ 46,878,435	\$ 46,819,903	\$ 46,819,903
FUND EQUITY				
Estimated Revenue & Other Financing Sources		\$ 200,000		\$ 20,000
Equity Transfer to Retirement Fund		-		(1,000,000)
ASSETS AVAILABLE FOR 2015 AND 2014		\$ 47,078,435		\$ 45,839,903
FUND EQUITY		\$ 46,878,435		\$ 46,819,903

**STORMWATER WORKING CASH FUND
APPROPRIABLE REVENUES
2015 - 2012**

REVENUE DESCRIPTION	<u>ESTIMATED</u>			<u>ACTUAL</u>	
	<u>2015 BUDGET</u>	<u>2014 ADJUSTED</u>	<u>2014 BUDGET</u>	<u>2013</u>	<u>2012</u>
Investment Income	\$ 200,000	\$ 200,000	\$ 20,000	\$ 167,692	\$ 55,407
Other Financing Sources (Uses)					
Equity Transfer to Retirement Fund	-	(1,000,000)	(1,000,000)	-	-
GRAND TOTAL	\$ 200,000	\$ (800,000)	\$ (980,000)	\$ 167,692	\$ 55,407

BOND REDEMPTION & INTEREST FUND
ESTIMATED BALANCE SHEET
JANUARY 1, 2015 AND 2014

		<u>ASSETS</u>			
		<u>2015</u>		<u>2014</u>	
		AMOUNT	AVAILABLE FOR APPROPRIATION	AMOUNT	AVAILABLE FOR APPROPRIATION
CURRENT ASSETS					
Cash & Investments	\$	94,603,913	\$ 94,603,913	\$ 98,656,568	\$ 98,656,568
Restricted Cash		-	-	-	-
Deposits with Escrow Agent		-	-	-	-
Taxes Receivable		210,678,180	211,999,539	195,210,173	198,034,804
Total Current Assets	\$	305,282,093	\$ 306,603,452	\$ 293,866,741	\$ 296,691,372
 LIABILITIES & FUND EQUITY					
CURRENT LIABILITIES					
Bonds Payable	\$	98,973,281		\$ 87,016,839	
Interest Payable		106,174,500		107,888,875	
Program Expense Payable		-		-	
Equity Transfer		-		-	
Total Current Liabilities	\$	205,147,781		\$ 194,905,714	
 ASSETS APPROPRIABLE FOR 2015 AND 2014					
Net Assets Appropriable			\$ 306,603,452		\$ 296,691,372
Equity Transfer to Retirement Fund			-		(3,000,000)
Estimated Revenue			12,467,000		12,342,000
Total Assets Available			\$ 319,070,452		\$ 306,033,372
Liabilities Payable from Restricted Assets			-		-
Less: Assets Available for Future Years (Principal & Interest Payments)			(113,922,671)		(111,127,658)
Total Assets Appropriable			\$ 205,147,781		\$ 194,905,714
 FUND EQUITY					
Undesignated	\$	100,134,312		\$ 98,961,027	
TOTAL FUND EQUITY	\$	100,134,312		\$ 98,961,027	
Total Liabilities & Fund Equity	\$	305,282,093		\$ 293,866,741	

BOND REDEMPTION & INTEREST FUND
APPROPRIABLE REVENUE
2015 - 2012

REVENUE DESCRIPTION	ESTIMATED			ACTUAL	
	2015 BUDGET	2014 ADJUSTED	2014 BUDGET	2013	2012
Revenue from Taxes					
Real Estate					
Current	\$ 212,861,373	\$ 197,233,077	\$ 197,233,077	\$ 196,434,252	\$ 163,834,798
Prior	(861,834)	801,727	801,727	(4,176,660)	1,953,143
Total	\$ 211,999,539	\$ 198,034,804	\$ 198,034,804	\$ 192,257,592	\$ 165,787,941
Revenue from Money & Property					
Investment Income	\$ 1,500,000	\$ 1,100,000	\$ 1,375,000	\$ 1,361,400	\$ 788,553
Build America Bond (BAB) Subsidy	10,967,000	10,967,000	10,967,000	10,967,000	12,012,000
Other	-	-	-	-	8,656
Revenue from Miscellaneous Sources					
Cash Available	94,603,913	98,931,536	98,656,568	104,200,614	113,837,494
Other	-	-	-	-	-
Other Financing Sources (Uses)					
Refunding (Net)	-	-	-	-	-
Transfer - in	-	-	-	-	28,000,000
Bond Premium	-	-	-	-	-
Sale of Capital Improvement Bonds	-	-	-	-	-
Bond Redemption	-	-	-	-	-
Refunding Transaction Costs	-	-	-	-	-
Gain on Swap	-	-	-	-	-
Equity Transfer To Corporate Fund	-	-	-	-	-
Equity Transfer To Retirement Fund	-	(3,000,000)	(3,000,000)	-	(30,000,000)
Equity Transfer From CIB Fund	-	-	-	-	-
Less: Amount to Be					
Expended After Budget Year	(113,922,671)	(111,127,658)	(111,127,658)	(115,802,216)	(104,571,414)
GRAND TOTAL	\$ 205,147,781	\$ 194,905,682	\$ 194,905,714	\$ 192,984,390	\$ 185,863,230

**RESERVE CLAIM FUND
ESTIMATED BALANCE SHEET
JANUARY 1, 2015 AND 2014**

<u>CURRENT ASSETS</u>	<u>ASSETS</u>			
	<u>2015</u>		<u>2014</u>	
	<u>AMOUNT</u>	<u>AVAILABLE FOR APPROPRIATION</u>	<u>AMOUNT</u>	<u>AVAILABLE FOR APPROPRIATION</u>
Cash & Investments	\$ 33,091,572	\$ 33,091,572	\$ 64,544,263	\$ 64,544,263
Taxes Receivable	2,895,000	2,914,588	6,272,500	6,421,432
Replacement Tax	-	-	-	-
Total Current Assets	\$ 35,986,572	\$ 36,006,160	\$ 70,816,763	\$ 70,965,695
 <u>LIABILITIES & FUND EQUITY</u>				
<u>ACCOUNTS PAYABLE & OTHER LIABILITIES</u>	\$ 2,406,160	\$ 2,406,160	\$ 7,865,695	\$ 7,865,695
 <u>ASSETS APPROPRIABLE FOR 2015 AND 2014</u>				
Net Assets Appropriable		\$ 33,600,000		\$ 63,100,000
Equity Transfer from Capital Improvements Bond Fund		-		-
Estimated Revenue		400,000		900,000
Total Assets Appropriable		\$ 34,000,000		\$ 64,000,000
 <u>FUND EQUITY</u>	 \$ 33,580,412		 \$ 62,951,068	
Total Liabilities & Fund Equity	\$ 35,986,572		\$ 70,816,763	

**RESERVE CLAIM FUND
APPROPRIABLE REVENUE
2015 - 2012**

<u>REVENUE DESCRIPTION</u>	<u>ESTIMATED</u>			<u>ACTUAL</u>	
	<u>2015 BUDGET</u>	<u>2014 ADJUSTED</u>	<u>2014 BUDGET</u>	<u>2013</u>	<u>2012</u>
Revenue from Taxes					
Real Estate - Current	\$ 2,925,000	\$ 6,102,193	\$ 6,337,500	\$ 6,444,338	\$ 3,283,543
Real Estate - Prior	(10,412)	83,932	83,932	(34,327)	(69,253)
Replacement Tax	-	-	-	-	3,029,233
SUBTOTAL	\$ 2,914,588	\$ 6,186,125	\$ 6,421,432	\$ 6,410,011	\$ 6,243,523
Equity Transfer from Capital Improvements					
Bond Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Income & Miscellaneous	400,000	500,000	900,000	729,915	849,709
GRAND TOTAL	\$ 3,314,588	\$ 6,686,125	\$ 7,321,432	\$ 7,139,926	\$ 7,093,232

**RETIREMENT FUND
ESTIMATED BALANCE SHEET
JANUARY 1, 2015 AND 2014**

	ASSETS			
	2015		2014	
	AMOUNT	AVAILABLE FOR APPROPRIATION	AMOUNT	AVAILABLE FOR APPROPRIATION
CURRENT ASSETS				
Taxes Receivable	\$ 48,762,150	\$ 48,762,100	\$ 49,814,000	\$ 49,814,000
Replacement Tax	12,891,900	12,891,900	13,170,000	13,170,000
Total Current Assets	\$ 61,654,050	\$ 61,654,000	\$ 62,984,000	\$ 62,984,000

LIABILITIES & FUND EQUITY

ASSETS APPROPRIABLE FOR 2015 AND 2014

Net Assets Appropriable	\$ 61,654,000	\$ 62,984,000
Equity Transfer from Stormwater Working Cash Fund	-	1,000,000
Equity Transfer from Capital Improvements Bond Fund	-	8,000,000
Equity Transfer from Bond Redemption & Interest Fund	-	3,000,000
Equity Transfer from Corporate Fund	-	-
Total Assets Appropriable Due to Retirement Fund	\$ 61,654,000	\$ 74,984,000

FUND EQUITY

Total Fund Equity	\$ 61,654,050	\$ 62,984,000
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**RETIREMENT FUND
APPROPRIABLE REVENUES
2015 - 2012**

	ESTIMATED		ACTUAL		
	2015 BUDGET	2014 ADJUSTED	2014 BUDGET	2013	2012
REVENUE DESCRIPTION					
Revenue from Taxes					
Real Estate - Current	\$ 48,762,100	\$ 49,814,000	\$ 49,814,000	\$ 27,452,870	\$ 26,363,478
Real Estate - Prior	-	-	-	-	1,149,902
Replacement Tax	12,891,900	13,170,000	13,170,000	7,268,500	7,185,100
GRAND TOTAL	\$ 61,654,000	\$ 62,984,000	\$ 62,984,000	\$ 34,721,370	\$ 34,698,480
Equity Transfer from Corporate Fund	\$ -	\$ -	\$ -	\$ -	-
Equity Transfer from Stormwater Working Cash Fund	-	1,000,000	1,000,000	-	-
Equity Transfer from Capital Improvements Bond Fund	-	8,000,000	8,000,000	-	-
Equity Transfer from Bond Redemption & Interest Fund	-	3,000,000	3,000,000	30,000,000	30,000,000
GRAND TOTAL	\$ 61,654,000	\$ 74,984,000	\$ 74,984,000	\$ 64,721,370	\$ 64,698,480

SECTION IV

CORPORATE FUND

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

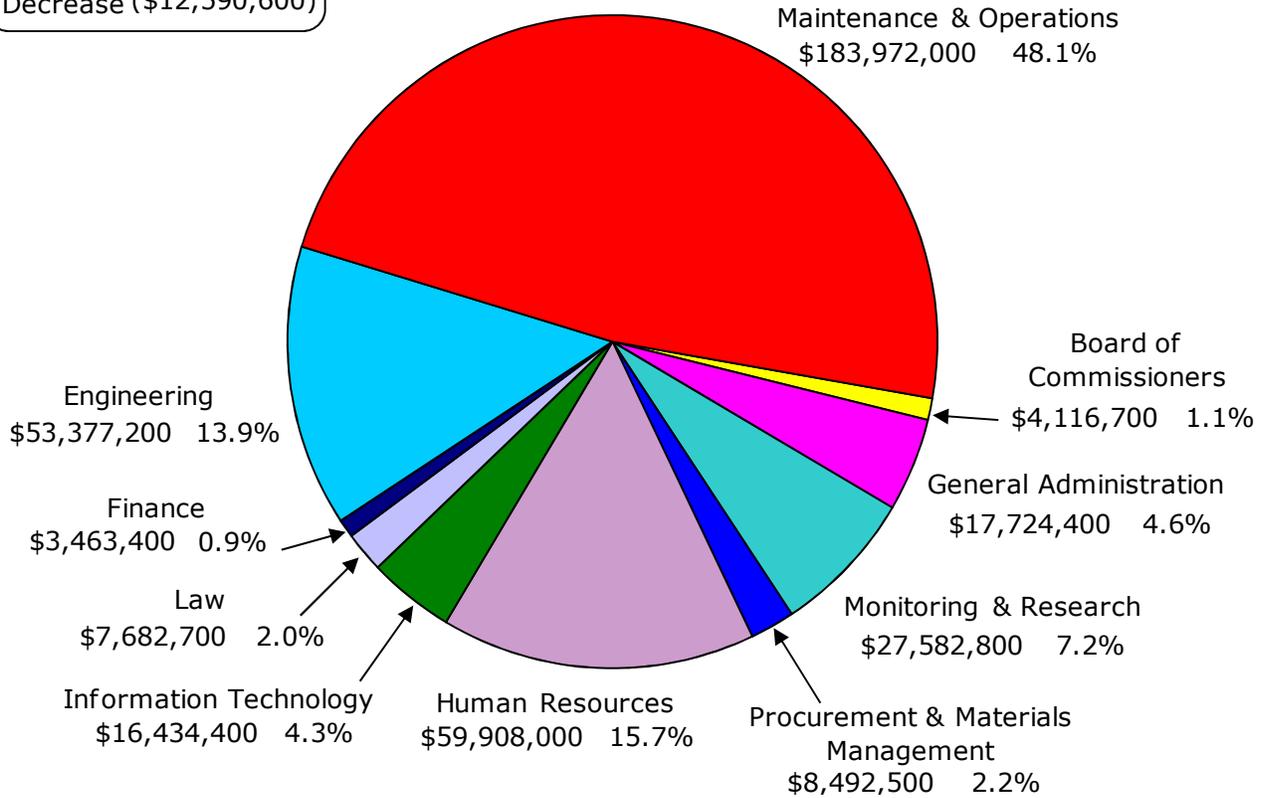
Graphs indicate staffing, appropriations, and expenditures budgeted from 2006 through 2015. The structure of sub-units and sections, the number of actual 2013 full-time equivalent (FTE) positions, as well as FTE positions budgeted for 2014 and 2015 are shown in the organization chart. In this section, and throughout the Budget, actual expenditures are used for 2013 with estimated costs for 2014 and budgeted costs for 2015. Additional information for each department includes:

- A *Department Head Transmittal Letter* provides an outline of department plans for the 2015 budget year.
- A *Narrative* explanation of the responsibilities of the department, changes in appropriation from the 2014 Budget, accomplishments during 2014, and significant features for the 2015 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 2014. Actual costs are shown for 2013.
- *Performance Data* measures specific department activities by cost and, where possible, measurable units, and compares budgeted costs for 2015 and 2014 with actual costs for 2013.
- The *Line Item Analysis* provides detailed line item appropriations over a three-year period. Appropriations for 2015 are shown as proposed by the Executive Director, subsequently recommended by the Committee on Budget and Employment, and ultimately adopted and amended by the Board of Commissioners. Original and adjusted appropriations and estimated expenditures are shown for 2014. Actual 2013 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 2015 salary appropriation is adjusted for vacancies in the Line Item Analysis.

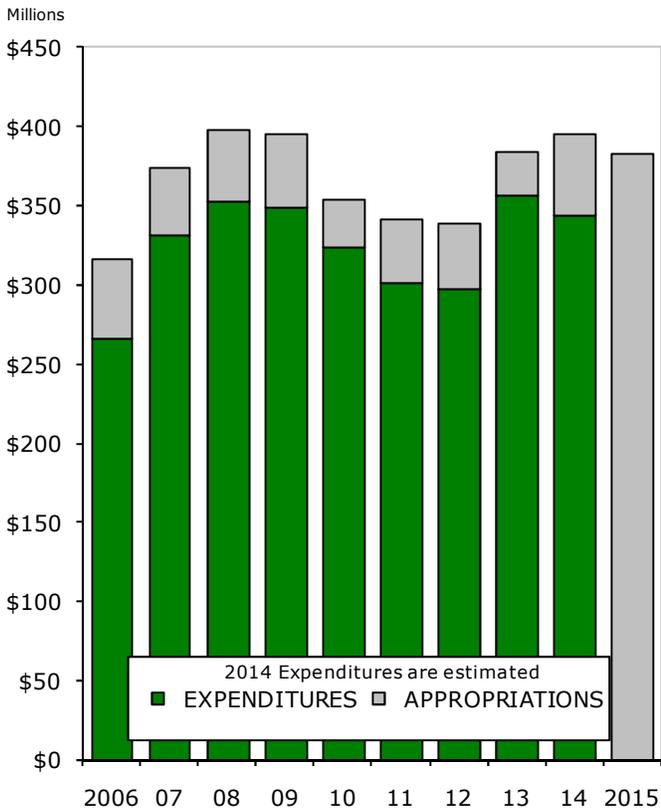
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CORPORATE FUND FUNCTIONS

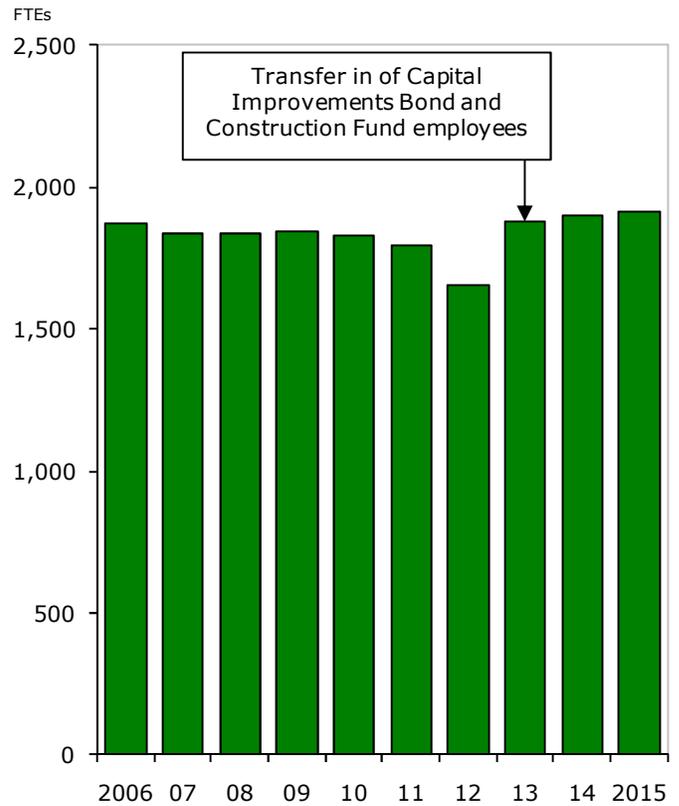
2015 \$382,754,100
 2014 \$395,344,700
 Decrease (\$12,590,600)



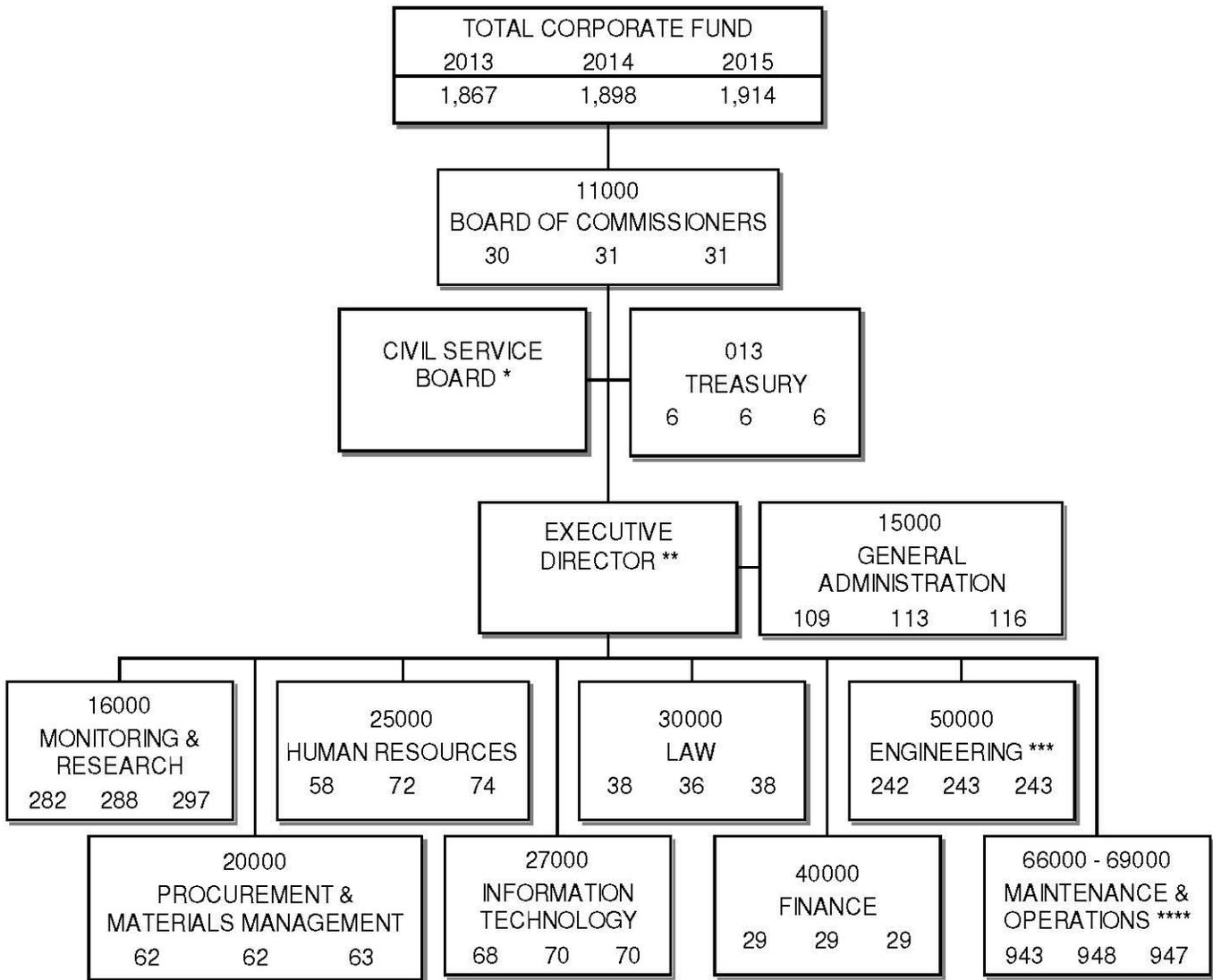
APPROPRIATIONS & EXPENDITURES



BUDGETED FTE POSITIONS



CORPORATE FUND



* Personnel count for the Civil Service Board is reflected in the Human Resources Department total under Unit 252.

** Personnel count for the Executive Director's Office is reflected in General Administration.

*** 32 positions are funded by the Stormwater Management Fund while the operations remain in the Engineering Department.

**** 28 positions are funded by the Stormwater Management Fund while the operations remain in the Maintenance & Operations Department.

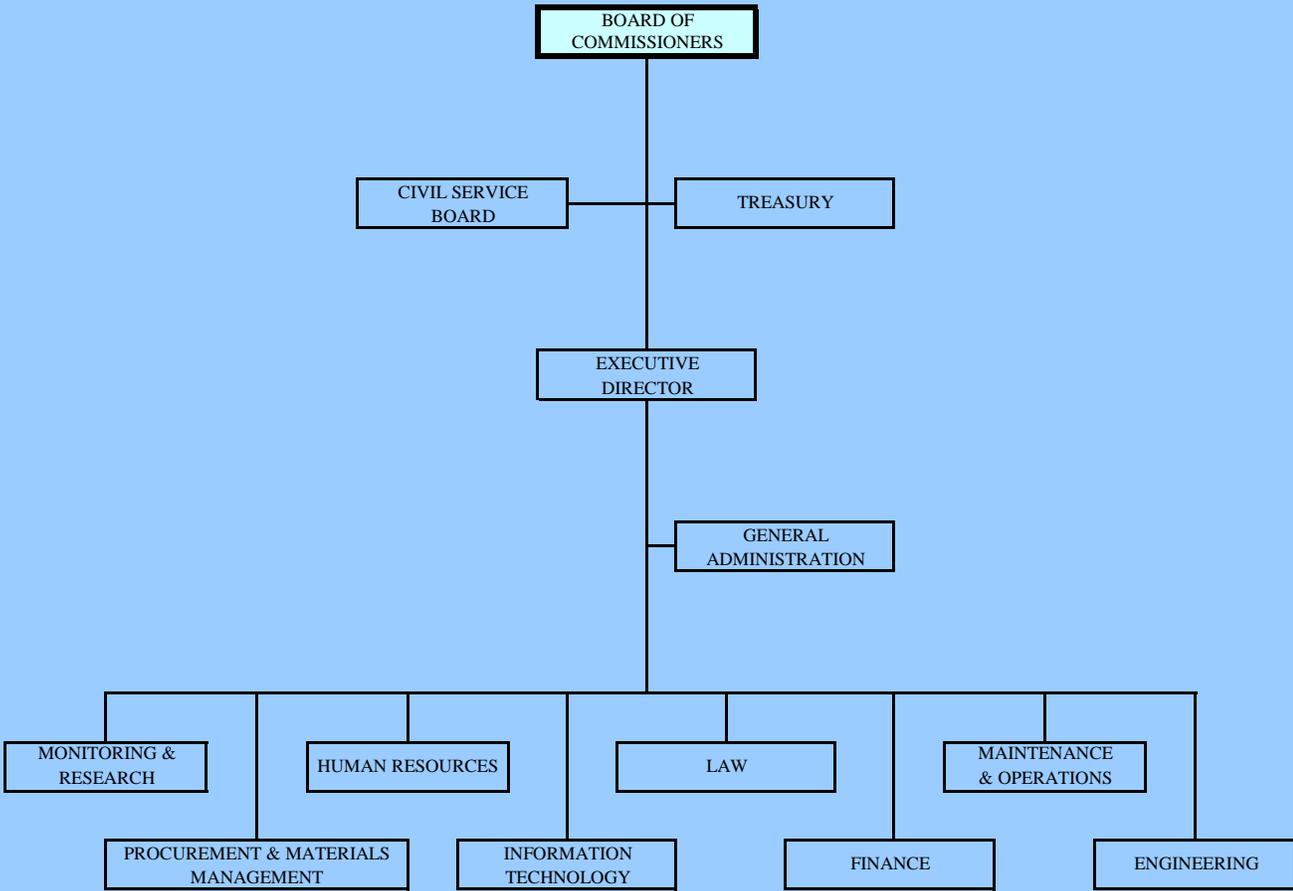
101 11000 - 69000	Fund: Corporate Department: All Division:	LINE ITEM ANALYSIS						
		2013		2014			2015	
		Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14
601010	Salaries of Regular Employees	\$161,183,483	\$171,775,200	\$171,345,701	\$119,809,384	\$163,821,000	\$175,071,700	\$ -
601060	Compensation Plan Adjustments	6,289,964	7,298,900	7,328,900	5,066,868	6,518,100	6,817,000	-
601070	Social Security & Medicare Contributions	2,308,358	2,425,000	2,425,000	1,859,508	2,397,800	2,692,800	-
601080	Salaries of Nonbudgeted Employees	53,595	127,400	272,400	159,551	218,600	24,800	-
601090	Employee Claims	63,919	100,000	100,000	16,144	60,000	60,200	-
601100	Tuition and Training Payments	770,255	1,419,700	1,419,700	878,137	1,106,100	1,263,900	-
601170	Payments for Professional Services	5,469,919	10,793,800	10,612,100	6,208,706	6,892,200	7,203,700	-
601250	Health and Life Insurance Premiums	57,299,906	59,646,800	59,646,800	45,812,595	56,284,400	44,526,600	-
601270	General Salary Adjustments	-	-	-	-	-	2,249,900	-
601300	Personal Services, N.O.C.	209,761	187,500	511,999	223,951	301,300	450,300	-
601410	Personal Services Exp for Prelim Engineering Rpts & Studies	48,100	268,000	275,700	275,094	275,100	50,000	-
100	TOTAL PERSONAL SERVICES	233,697,260	254,042,300	253,938,300	180,309,938	237,874,600	240,410,900	-
612010	Travel	45,176	170,500	170,000	40,769	106,300	123,600	-
612030	Meals and Lodging	107,885	285,100	285,100	105,267	222,200	224,900	-
612040	Postage, Freight, and Delivery Charges	120,395	216,000	137,000	101,090	123,800	131,400	-
612050	Compensation for Personally-Owned Automobiles	280,379	373,500	373,900	206,248	295,400	290,100	-
612080	Motor Vehicle Operating Services	74,094	85,200	85,300	55,250	73,400	86,500	-
612090	Reprographic Services	97,370	183,100	183,100	156,543	156,500	111,800	-
612150	Electrical Energy	31,107,430	30,265,100	30,265,100	22,002,259	30,115,100	33,359,100	-
612160	Natural Gas	2,241,679	1,779,500	2,789,900	2,323,696	2,769,200	2,432,500	-
612170	Water and Water Services	1,337,177	1,374,000	1,374,000	905,775	1,280,700	1,592,700	-
612210	Communication Services	1,923,525	1,919,100	2,049,100	1,881,164	1,857,700	1,963,500	-
612240	Testing and Inspection Services	127,830	298,700	248,700	118,951	186,900	165,900	-
612250	Court Reporting Services	72,248	131,000	145,000	111,097	125,000	120,000	-
612260	Medical Services	124,236	182,000	275,200	275,010	275,200	227,000	-
612280	Subscriptions and Membership Dues	460,689	933,500	933,000	346,090	544,000	486,600	-
612290	Insurance Premiums	1,000,524	3,300,000	3,291,000	3,291,000	3,291,000	3,500,600	-
612330	Rental Charges	220,953	424,700	433,700	303,290	303,800	545,400	-

101 11000 - 69000	Fund: Corporate Department: All Division:	LINE ITEM ANALYSIS						
		2013	2014				2015	
		Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14
612360	Advertising	100,851	175,300	175,300	122,824	161,500	125,000	-
612370	Administration Building Operation	988,197	989,100	989,100	946,012	989,100	1,030,000	-
612390	Administration Building Mc Pav Operation	717,221	675,100	675,100	657,430	668,000	720,000	-
612410	Governmental Service Charges	3,313,256	2,775,700	2,775,700	2,180,112	2,772,800	3,197,100	-
612420	Maintenance of Grounds and Pavements	1,286,729	2,575,300	2,398,500	1,807,525	1,940,100	1,937,600	-
612490	Contractual Services, N.O.C.	999,429	1,631,500	1,604,500	1,311,812	1,379,400	2,002,100	-
612520	Waste Material Disposal Charges	8,595,062	12,905,200	12,862,200	12,782,139	9,963,700	14,710,000	-
612530	Farming Services	24,000	20,000	20,000	20,000	20,000	22,000	-
612590	Sludge Disposal	5,201,235	5,400,000	5,400,000	5,361,080	4,030,000	5,522,100	-
612600	Repairs to Collection Facilities	2,395,749	3,941,800	3,816,900	3,617,372	3,219,300	3,079,000	-
612620	Repairs to Waterway Facilities	53,450	240,600	240,600	67,790	195,000	111,000	-
612650	Repairs to Process Facilities	4,671,899	5,115,200	4,607,900	4,079,888	3,962,200	6,243,000	-
612670	Repairs to Railroads	169,725	408,400	408,400	236,424	276,000	323,900	-
612680	Repairs to Buildings	1,506,206	1,789,900	1,726,300	1,436,905	1,265,000	1,931,800	-
612760	Repairs to Material Handling and Farming	287,334	399,000	329,000	318,498	308,900	331,700	-
612780	Safety Repairs and Services	407,639	446,200	479,000	395,669	414,200	444,900	-
612790	Repairs to Marine Equipment	77,654	143,600	143,600	119,150	116,500	141,300	-
612800	Repairs to Office Furniture & Equipment	82,234	147,000	147,000	140,024	72,000	92,500	-
612810	Computer Equipment Maintenance	612,257	810,200	670,200	587,736	670,200	642,500	-
612820	Computer Software Maintenance	3,251,935	3,511,400	3,280,300	3,124,685	3,257,300	3,677,100	-
612840	Communications Equipment Maintenance (Includes Software)	514,449	654,500	783,000	752,345	767,100	775,200	-
612860	Repairs to Vehicle Equipment	492,903	541,200	620,200	462,189	467,900	525,900	-
612970	Repairs to Testing and Laboratory Equipment	447,376	564,500	564,500	459,941	453,300	465,500	-
612990	Repairs, N.O.C.	26,407	86,100	86,100	48,130	46,200	35,900	-
200	TOTAL CONTRACTUAL SERVICES	75,564,785	87,867,800	87,842,500	73,259,180	79,141,900	93,448,700	-
623030	Metals	174,167	217,900	217,900	128,878	163,800	194,100	-
623070	Electrical Parts and Supplies	1,717,946	2,865,900	2,856,500	2,339,535	2,101,200	1,750,900	-
623090	Plumbing Accessories and Supplies	905,134	1,632,700	1,631,700	1,237,334	1,282,000	1,082,100	-

101 11000 - 69000	Fund: Corporate Department: All Division:	LINE ITEM ANALYSIS						
		2013	2014				2015	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
623110	Hardware	69,057	102,000	112,000	83,436	84,800	88,100	-
623130	Buildings, Grounds, Paving Materials, and Supplies	296,179	504,500	504,500	334,933	337,800	374,100	-
623170	Fiber, Paper, and Insulation Materials	112,593	92,000	92,000	61,358	73,000	54,300	-
623190	Paints, Solvents, and Related Materials	43,032	89,900	89,900	51,599	80,500	44,800	-
623250	Vehicle Parts and Supplies	130,407	289,800	289,800	261,689	216,200	189,900	-
623270	Mechanical Repair Parts	2,400,821	3,530,300	3,530,300	3,093,963	3,038,000	3,049,300	-
623300	Manhole Materials	11,245	60,400	60,400	21,155	11,000	11,000	-
623520	Office, Printing, & Photo Supplies, Equipment, & Furniture	296,444	564,500	578,900	477,956	442,000	325,500	-
623530	Farming Supplies	4,793	7,500	7,500	7,447	6,900	9,000	-
623560	Processing Chemicals	5,815,444	7,497,000	7,477,000	7,092,263	6,276,400	9,050,000	-
623570	Laboratory Testing Supplies, Small Equipment, and Chemicals	897,376	1,011,700	1,012,300	872,417	969,500	959,900	-
623660	Cleaning Supplies	244,954	265,100	265,100	199,558	257,000	250,800	-
623680	Tools and Supplies	262,862	345,700	345,700	310,284	304,500	280,800	-
623700	Wearing Apparel	178,433	236,000	236,000	210,654	224,300	183,200	-
623720	Books, Maps, and Charts	27,597	79,900	79,900	37,703	41,700	39,400	-
623780	Safety and Medical Supplies	411,499	700,500	700,500	498,756	545,100	662,300	-
623800	Computer Software	229,207	302,000	227,000	173,840	213,100	194,400	-
623810	Computer Supplies	526,866	877,600	867,600	641,176	749,900	940,000	-
623820	Fuel	733,336	1,011,000	1,011,000	805,544	878,600	859,200	-
623840	Gases	41,313	116,000	116,000	73,835	112,500	57,000	-
623850	Communications Supplies	89,031	216,100	216,100	170,763	201,300	112,000	-
623860	Lubricants	287,059	329,400	329,400	185,484	298,200	293,500	-
623990	Materials and Supplies, N.O.C.	215,620	616,000	616,000	349,204	467,400	250,400	-
300	TOTAL MATERIALS AND SUPPLIES	16,122,416	23,561,400	23,471,000	19,720,767	19,376,700	21,306,000	-
634600	Equipment for Collection Facilities	19,919	49,000	49,000	23,619	30,000	106,000	-
634650	Equipment for Process Facilities	118,506	119,000	119,000	95,499	88,100	128,000	-
634800	Office Furniture and Equipment	31,921	10,000	7,600	-	-	-	-

101 11000 - 69000	Fund: Corporate Department: All Division:	LINE ITEM ANALYSIS						
		2013	2014				2015	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
634810	Computer Equipment	45,856	70,000	95,700	89,781	89,800	52,000	-
634820	Computer Software	-	70,000	113,000	82,308	83,000	25,500	-
634840	Communications Equipment (Includes Software)	7,665	212,500	358,500	358,168	251,200	121,300	-
634860	Vehicle Equipment	132,156	60,000	60,000	-	-	-	-
634970	Testing and Laboratory Equipment	402,354	479,500	479,500	403,884	392,700	375,700	-
634990	Machinery and Equipment, N.O.C.	38,751	203,000	210,400	192,295	188,900	10,000	-
400	TOTAL MACHINERY AND EQUIPMENT	797,129	1,273,000	1,492,700	1,245,553	1,123,700	818,500	-
645690	Capital Projects, N.O.C.	-	27,800,000	27,800,000	-	5,800,000	26,000,000	-
500	TOTAL CAPITAL PROJECTS	-	27,800,000	27,800,000	-	5,800,000	26,000,000	-
656010	Land	-	50,000	50,000	-	40,000	-	-
600	TOTAL LAND	-	50,000	50,000	-	40,000	-	-
667020	Equity Transfer	30,000,000	-	-	-	-	-	-
667130	Taxes on Real Estate	656,068	750,200	750,200	703,572	740,000	770,000	-
700	TOTAL FIXED AND OTHER CHARGES	30,656,068	750,200	750,200	703,572	740,000	770,000	-
TOTAL MAINTENANCE & OPERATIONS		\$356,837,658	\$395,344,700	\$395,344,700	\$275,239,011	\$344,096,900	\$382,754,100	\$ -

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.



Kathleen Therese Meany

President

Barbara J. McGowan

Vice President

Mariyana T. Spyropoulos

Chairman Of Finance

Michael A. Alvarez

Frank Avila

Cynthia M. Santos

Debra Shore

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Patrick D. Thompson

Metropolitan Water Reclamation District of Greater Chicago

100 EAST ERIE STREET

CHICAGO, ILLINOIS 60611-3154

312.751.5600

September 10, 2014

Mr. David St. Pierre
Executive Director
OFFICE

Dear Sir:

Subject: 2015 Program for the Board of Commissioners

The Board of Commissioners' program for 2015, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of the department's 2015 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, 2015 major initiatives and challenges, and 2014 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 2015.

Respectfully submitted,

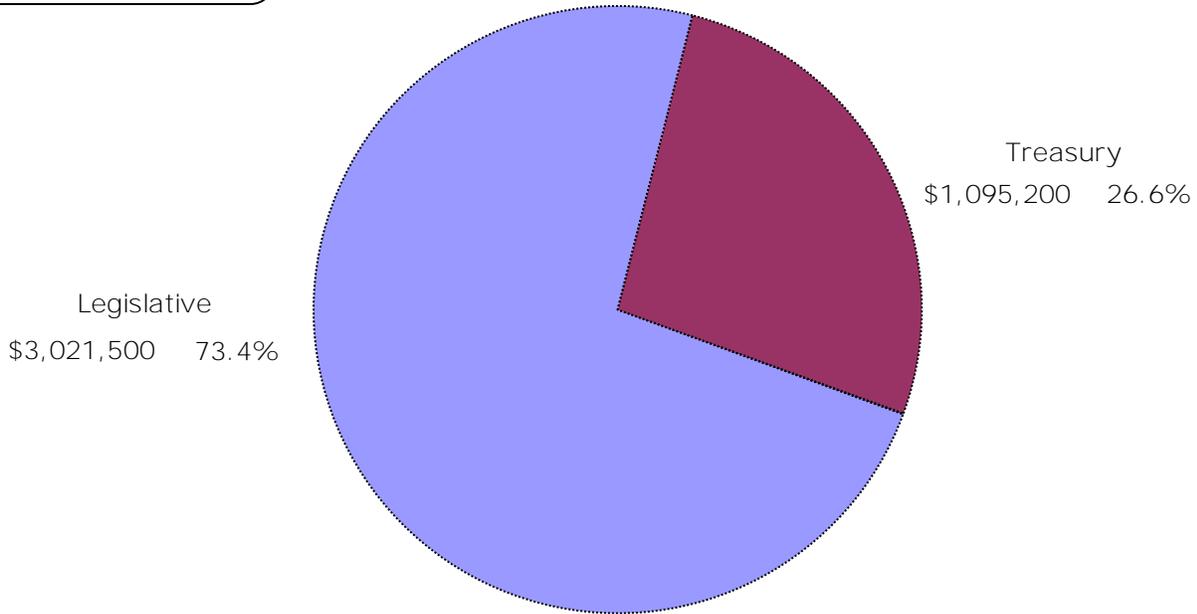


Mary Ann Boyle
Treasurer

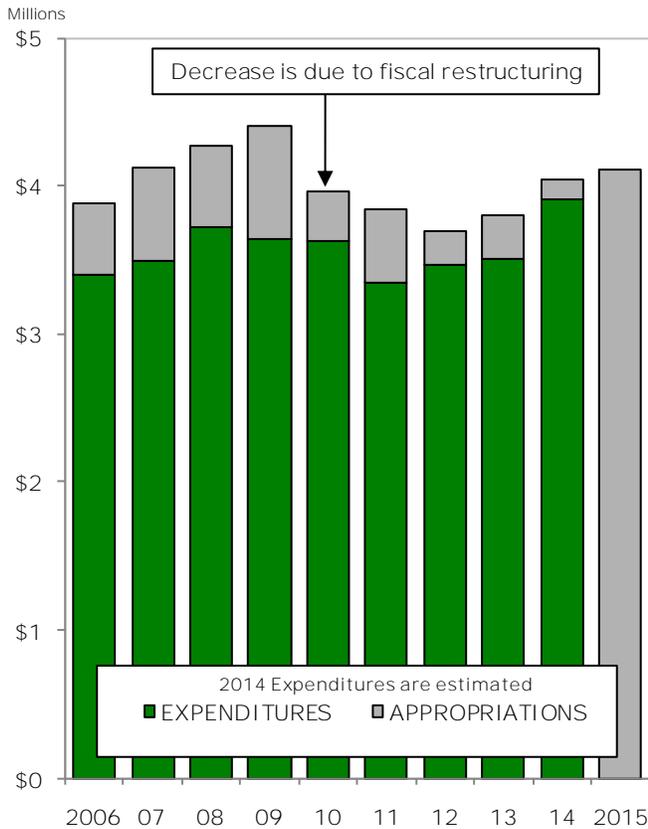
BOARD OF COMMISSIONERS

FUNCTIONS

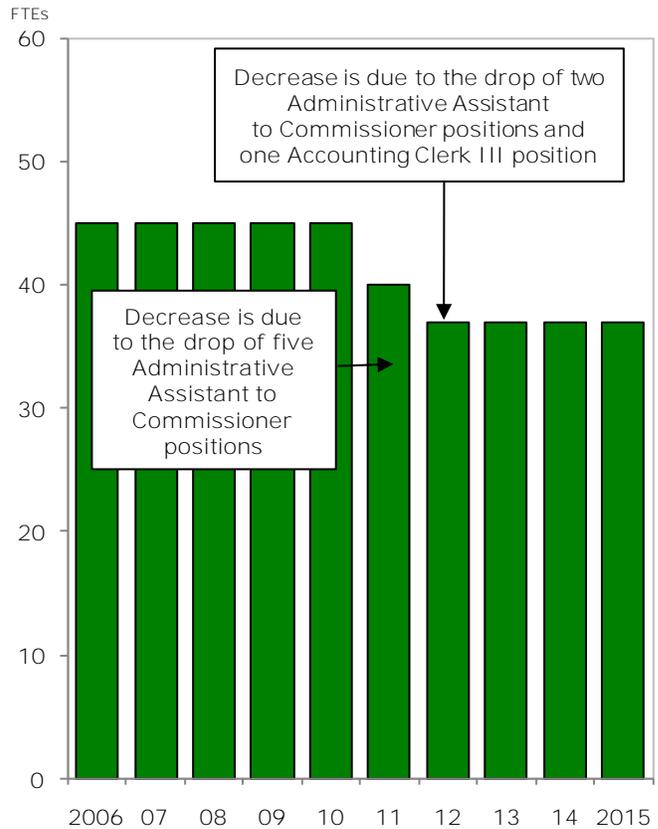
2015	\$4,116,700
2014	\$4,046,900
Increase	\$69,800



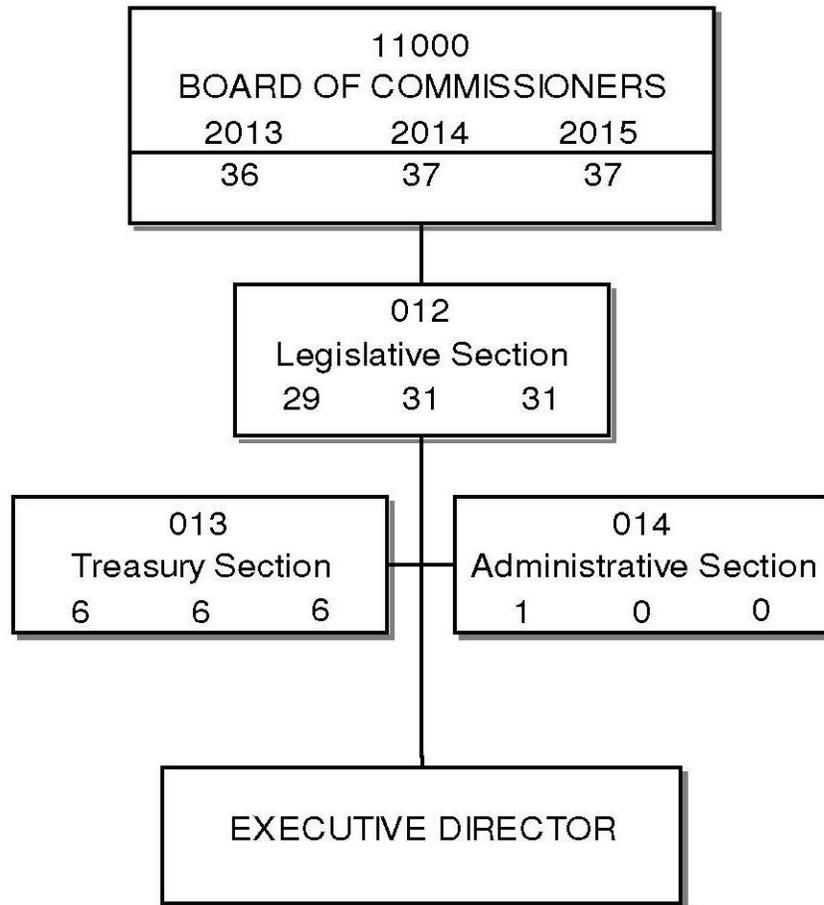
APPROPRIATIONS & EXPENDITURES



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 AAA 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 2014 Accomplishments

- In the fourth quarter of 2014, the District anticipates selling \$200 million of General Obligation Capital Improvement Bonds to fund planned infrastructure improvements and rehabilitation for the District's Capital Improvements Program;
- Investment interest income earned for the year was approximately \$8.3 million. The severe economic downturn in the financial markets, which began in 2008, continues to present significant challenges for earning higher yields on short-term interest-bearing investments. The District experienced no loss on investments;
- For the second consecutive year, Governor Pat Quinn awarded the District access to \$250 million in low-interest loans made available from the Illinois Environmental Protection Agency's State Revolving Loan Fund (SRF) that will be used for wastewater and stormwater capital improvement projects. The Clean Water Initiative was put forth to aid communities in complying with the U.S. Environmental Protection Agency's guidelines and standards, address critical infrastructure needs, and stimulate local economic development;
- The Other Post-Employment Benefits (OPEB) Trust's net asset value increased to \$120.8 million as of December 31, 2013. The increase is due to a \$20.0 million advance funding contribution to the OPEB Trust combined with a 16.2 percent return on investments. The District's OPEB unfunded liability decreased by \$200 million between 2011 and 2013, and the funding ratio increased from 13.9 percent funded to 46.43 percent funded. The improvement was achieved primarily through the District's significant advance funding contributions, well ahead of the funding policy schedule, along with investment returns that outperformed the plan's assumed rate of return;
- The District was presented with the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the 2013 Retiree Health Care Trust Comprehensive Annual Financial Report. This marks the seventh consecutive year that the Trust has been presented with the award;
- The Treasury Section collaborated with the Information Technology Department to automate the funding of capital disbursements and the calculation and adjustment of the Bond and Interest Fund tax levies, with reporting made available to all District departments.

Budget Highlights

The 2015 appropriation request for the Board of Commissioners is \$4,116,700, an increase of \$69,800, or 1.7 percent, above the 2014 appropriation. The 2015 staffing level of 37 remains unchanged from 2014.

Significant features of the Treasury Section 2015 budget are:

- Investment Interest Income Estimate: \$7.5 million or less – 2015 will be another difficult year for investing due to very low interest rates forecasted for the fixed income market;
- Treasury will complete the development of disclosure and record retention policies to satisfy the Security and Exchange Commission and the Internal Revenue Service compliance requirements related to District bond sales;
- Treasury will collaborate with the Engineering and Law Departments to create administrative procedures, legal and financing documents that define the Local Government Loan Program according to District Statutory Authorization (70 ILCS 2605/9.6c), and present the plan to the Board of Commissioners for approval.

2015 Initiatives in Support of the Strategic Plan Include the Following:

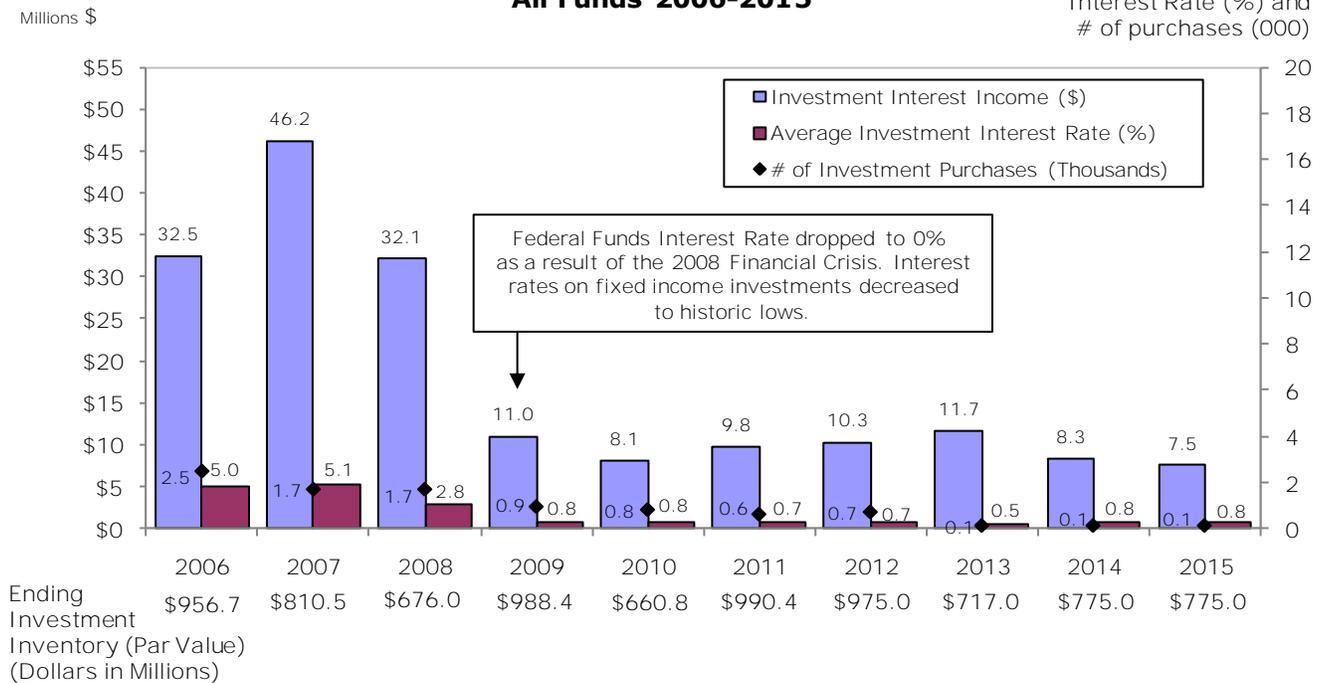
• **Excellence**

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

Treasury 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.

Treasury will maximize investment yield on District investments, while protecting principal, by investing excess cash to maximize investment returns within the statutory and investment policy guidelines; safeguarding the principal of District investments; and maintaining the retiree health care funding policy.

**Investment Interest Income / Average Investment Interest Rate
All Funds 2006-2015**



Treasury will create policies to define disclosure requirements for bond issues, and adhere to post-issuance compliance regulations as required by the Internal Revenue Service. Treasury will continue to focus the Capital Finance program on the prudent use of debt financing for capital needs and debt service savings, and issue debt financings in compliance with federal securities laws and state statutory authorization.

• **Develop Employees**

Treasury employees will continue to attend seminars and conferences in 2015 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.

• **Leading Partnerships**

Treasury will take an active role in the financial planning for the Local Government Loan Program initiative, which will positively influence and enable local municipalities to implement water quality improvement and flood control projects.

• **Technology**

Treasury will collaborate with the Information Technology Department to automate the SRF preliminary loan accounting and reporting process for use by the Treasury Section and Finance Department.

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.	\$ 3,021,500	73.4%
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.	\$ 1,095,200	26.6%
Enhance the District's image in national financial markets through prudent use of debt financing for capital needs and debt service savings.			
Total		\$ 4,116,700	100.0%

MEASURABLE GOALS:		2013 Actual	2014 Estimated	2015 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.	67%	67%	67%
4.	Maintain minority broker/dealer investment participation at 30 percent or more of applicable investment purchases.	30%	30%	30%

PROGRAMS BY PRIORITY:		2013 Actuals	Budgeted		Change		
Number	Name		FTEs	Dollars	Dollars	Percent	
7110	Legislative	\$ 2,472,673	2015	31	\$ 3,021,500	\$ 53,700	1.8
			2014	31	\$ 2,967,800		
7210	Treasury Activities	\$ 869,590	2015	4	\$ 657,100	\$ 3,300	0.5
			2014	4	\$ 653,800		
7316	OPEB Trust Management and Report Preparation	\$ -	2015	1	\$ 111,700	\$ 2,500	2.3
			2014	1	\$ 109,200		
7601	Capital Financing Program and Other Related Costs	\$ -	2015	1	\$ 326,400	\$ 10,300	3.3
			2014	1	\$ 316,100		
7130	Administrative Activities	\$ 171,909	2015	-	\$ -	\$ -	-
			2014	-	\$ -		
Totals		\$ 3,514,172	2015	37	\$ 4,116,700	\$ 69,800	1.7%
			2014	37	\$ 4,046,900		

11000 BOARD OF COMMISSIONERS

PERFORMANCE DATA

Program Number	Measurable Activity Title		2013 Actual	2014 Budgeted	2015 Estimated
7110	Legislative	Cost	\$ 2,472,673	\$ 2,967,800	\$ 3,021,500
7210	Treasury Activities				
	Investment Transactions	Transactions	2,304	-	-
		Cost	\$ 146,713	\$ -	\$ -
		Cost/Transaction	\$ 63.68	\$ -	\$ -
	Cash and Investment Collateral Transactions	Transactions	446	-	-
		Cost	\$ 14,409	\$ -	\$ -
		Cost/Transaction	\$ 32.31	\$ -	\$ -
	Wire Transfers and Other Transactions	Units	3,210	-	-
		Cost	\$ 43,831	\$ -	\$ -
		Cost/Unit	\$ 13.65	\$ -	\$ -
	Broker/Dealer Compliance	Cost	\$ 47,723	\$ -	\$ -
	Wire/Check Funding and Reconciliation (formerly "Checks Processed")	Transactions	15,875	-	-
		Cost	\$ 24,169	\$ -	\$ -
		Cost/Transaction	\$ 1.52	\$ -	\$ -
	Capital Financing Program (formerly "Direct Bond Issues/Debt Service/SRF Loan Administration")	Cost	\$ 176,917	\$ -	\$ -
	Cash Flow Forecasting	Cost	\$ 61,039	\$ -	\$ -
	Treasury System Management and Development	Cost	\$ 45,326	\$ -	\$ -
	Annual Financial Audit and Reporting	Cost	\$ 28,262	\$ -	\$ -
	OPEB Trust Management	Cost	\$ 49,277	\$ -	\$ -
	OPEB Trust Annual Financial Report Preparation (CAFR)	Cost	\$ 47,640	\$ -	\$ -
	Treasury Administration	Cost	\$ 184,284	\$ 653,800	\$ 657,100
7316	OPEB Trust Management and Report Preparation	Cost	\$ -	\$ 109,200	\$ 111,700
7601	Capital Financing Program and Other Related Costs	Cost	\$ -	\$ 316,100	\$ 326,400
7130	Administrative Activities	Cost	\$ 171,909	\$ -	\$ -
	Totals		\$ 3,514,172	\$ 4,046,900	\$ 4,116,700

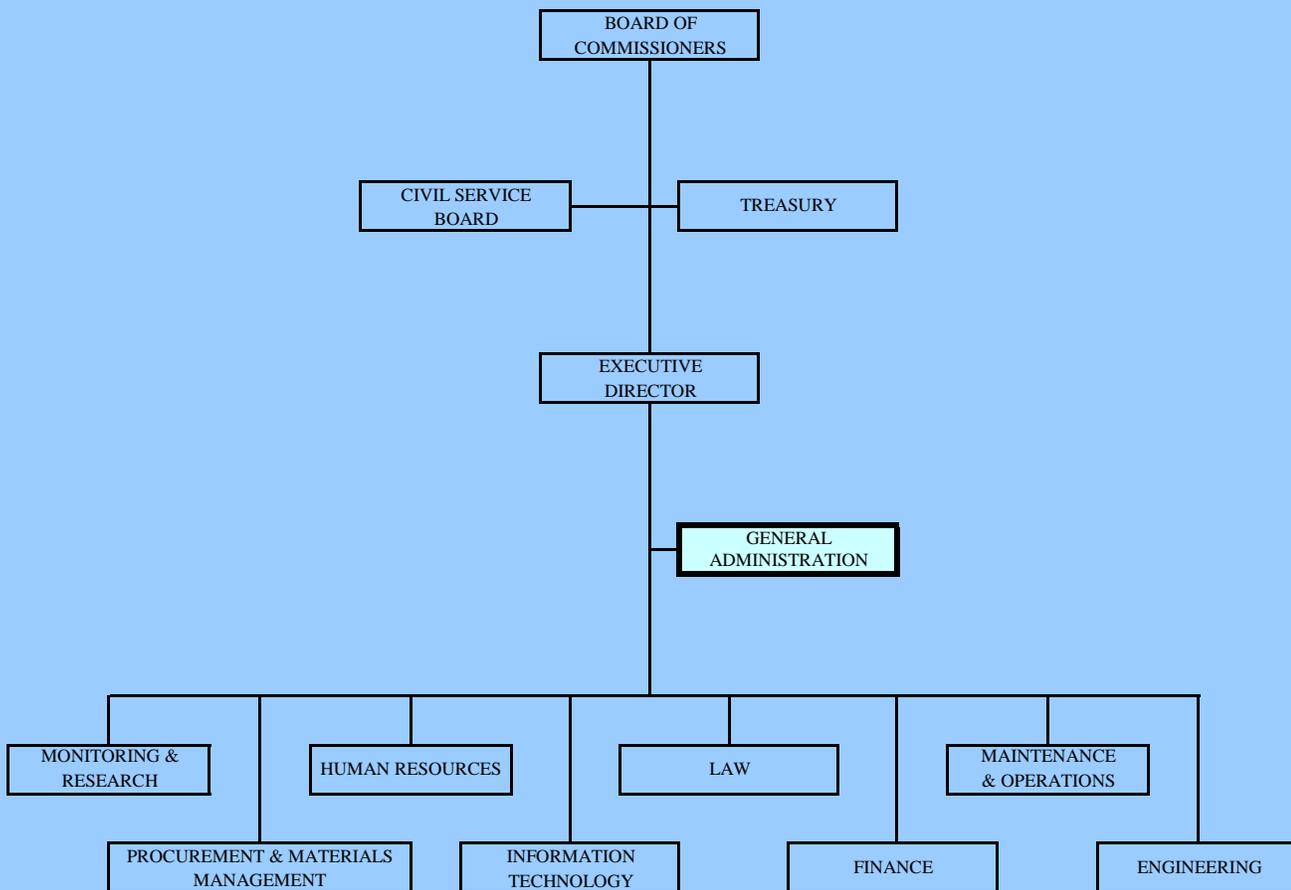
101 11000	Fund: Corporate Department: Board of Commissioners Division:	LINE ITEM ANALYSIS						
		2013	2014			2015		
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 2,997,362	\$ 3,286,600	\$ 3,286,601	\$ 2,290,227	\$ 3,171,400	\$ 3,336,700	\$ -
601060	Compensation Plan Adjustments	10,694	84,300	84,300	9,587	76,700	48,100	-
601100	Tuition and Training Payments	6,901	25,800	25,800	6,982	15,300	15,000	-
601170	Payments for Professional Services	240,277	366,300	366,300	287,746	366,300	355,000	-
601300	Personal Services, N.O.C.	209,761	187,500	187,499	177,245	187,500	288,000	-
100	TOTAL PERSONAL SERVICES	3,464,995	3,950,500	3,950,500	2,771,787	3,817,200	4,042,800	-
612010	Travel	4,325	14,600	14,600	4,531	14,600	10,000	-
612030	Meals and Lodging	6,136	33,100	33,100	4,610	33,100	20,000	-
612040	Postage, Freight, and Delivery Charges	-	100	100	-	100	-	-
612280	Subscriptions and Membership Dues	30,092	31,200	31,200	31,200	31,200	32,700	-
612490	Contractual Services, N.O.C.	-	800	800	505	800	1,000	-
200	TOTAL CONTRACTUAL SERVICES	40,552	79,800	79,800	40,846	79,800	63,700	-
623520	Office, Printing, & Photo Supplies, Equipment, & Furniture	8,625	16,400	16,400	4,542	16,400	10,000	-
623990	Materials and Supplies, N.O.C.	-	200	200	22	100	200	-
300	TOTAL MATERIALS AND SUPPLIES	8,625	16,600	16,600	4,564	16,500	10,200	-
TOTAL BOARD OF COMMISSIONERS		\$ 3,514,172	\$ 4,046,900	\$ 4,046,900	\$ 2,817,197	\$ 3,913,500	\$ 4,116,700	\$ -

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.

		POSITION ANALYSIS				
Fund: Corporate Dept: Board of Commissioners Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
012	Legislative Section					
EX22	President	1	1		1	
EX21	Vice President	1	1		1	
EX01	Commissioner (Chairman, Committee on Finance)	1	1		1	
EX02	Commissioner	6	6		6	
EX03	Administrative Aide to President	-	1		1	
EX04	Administrative Assistant to Commissioner (Secretary)	20	21		21	
TOTAL	Legislative Section	29	31	2,571,124.40	31	2,604,589.26
013	Treasury Section					
EX05	Treasurer	1	1		1	
HP20	Assistant Treasurer	1	1		1	
HP16	Financial Analyst	3	3		3	
EX06	Secretary to Officer	1	1		1	
TOTAL	Treasury Section	6	6	732,015.18	6	748,736.82
014	Administrative Section					
EX03	Administrative Aide to President	1	-		-	
TOTAL	Administrative Section	1	-		-	
TOTAL	Board of Commissioners	36	37	3,303,139.58	37	3,353,326.08

NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix.

NOTE PAGE



Metropolitan Water Reclamation District of Greater Chicago

100 EAST ERIE STREET

CHICAGO, ILLINOIS 60611-3154

312.751.5600

September 10, 2014

Mr. David St. Pierre
Executive Director
OFFICE

Dear Sir:

Subject: 2015 Program for General Administration

General Administration's program for 2015, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of 2015 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, 2015 major initiatives and challenges, and 2014 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 2015.

Respectfully submitted,

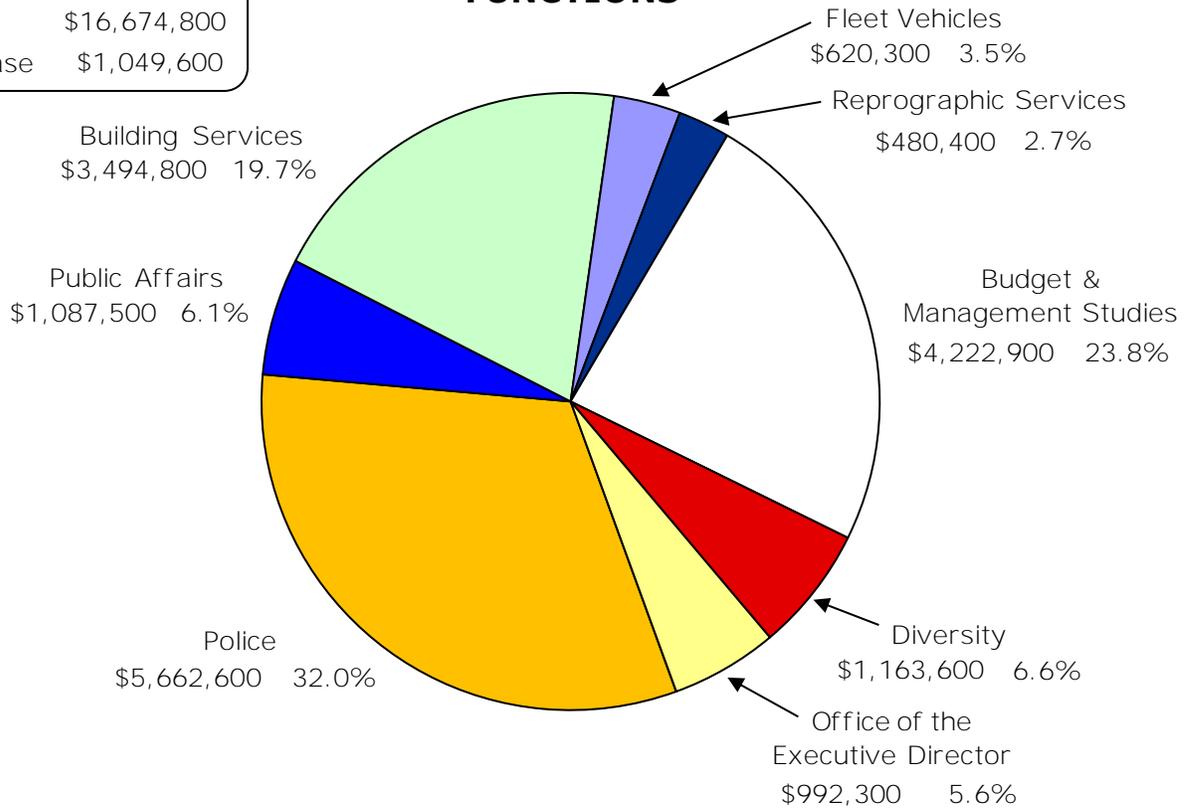


Eileen M. McElligott
Administrative Services Manager

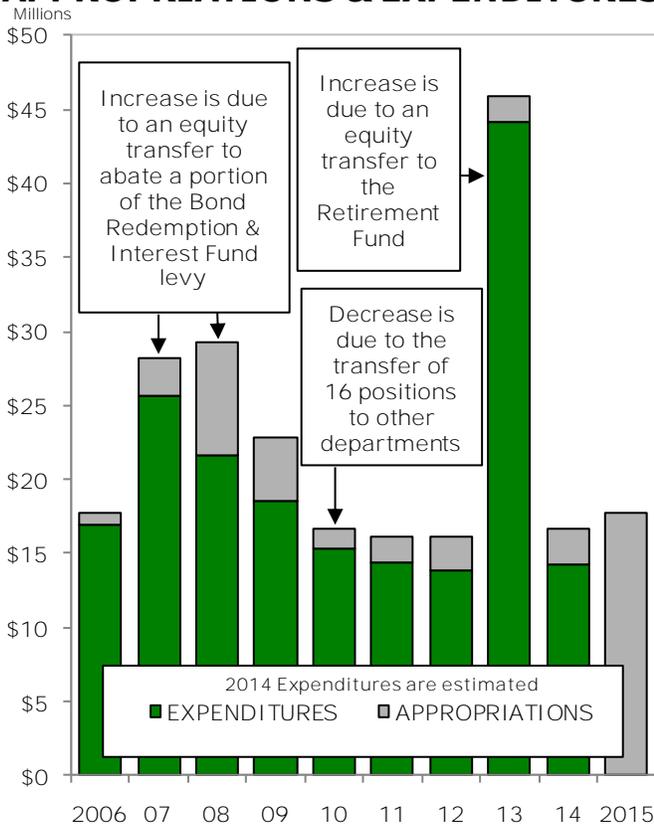
GENERAL ADMINISTRATION

2015	\$17,724,400
2014	\$16,674,800
Increase	\$1,049,600

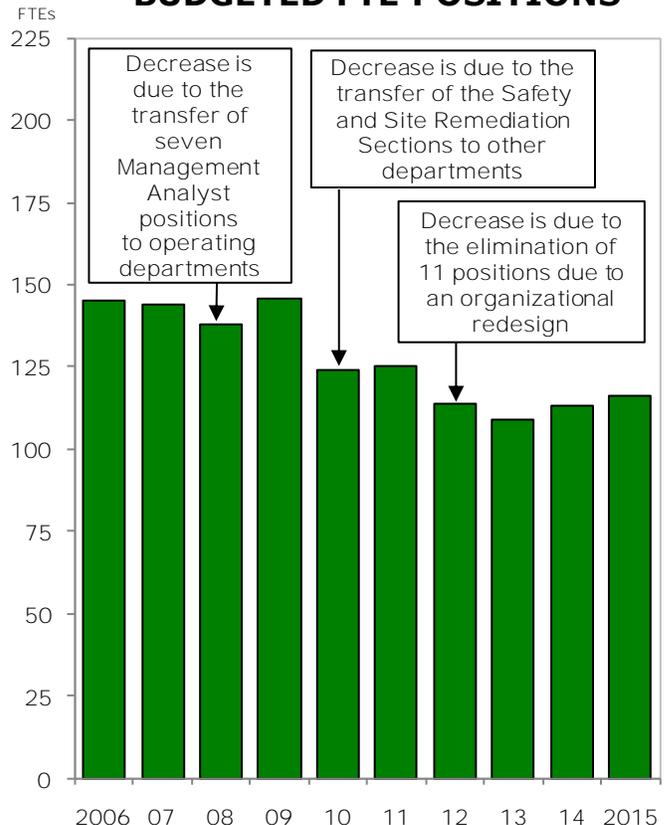
FUNCTIONS



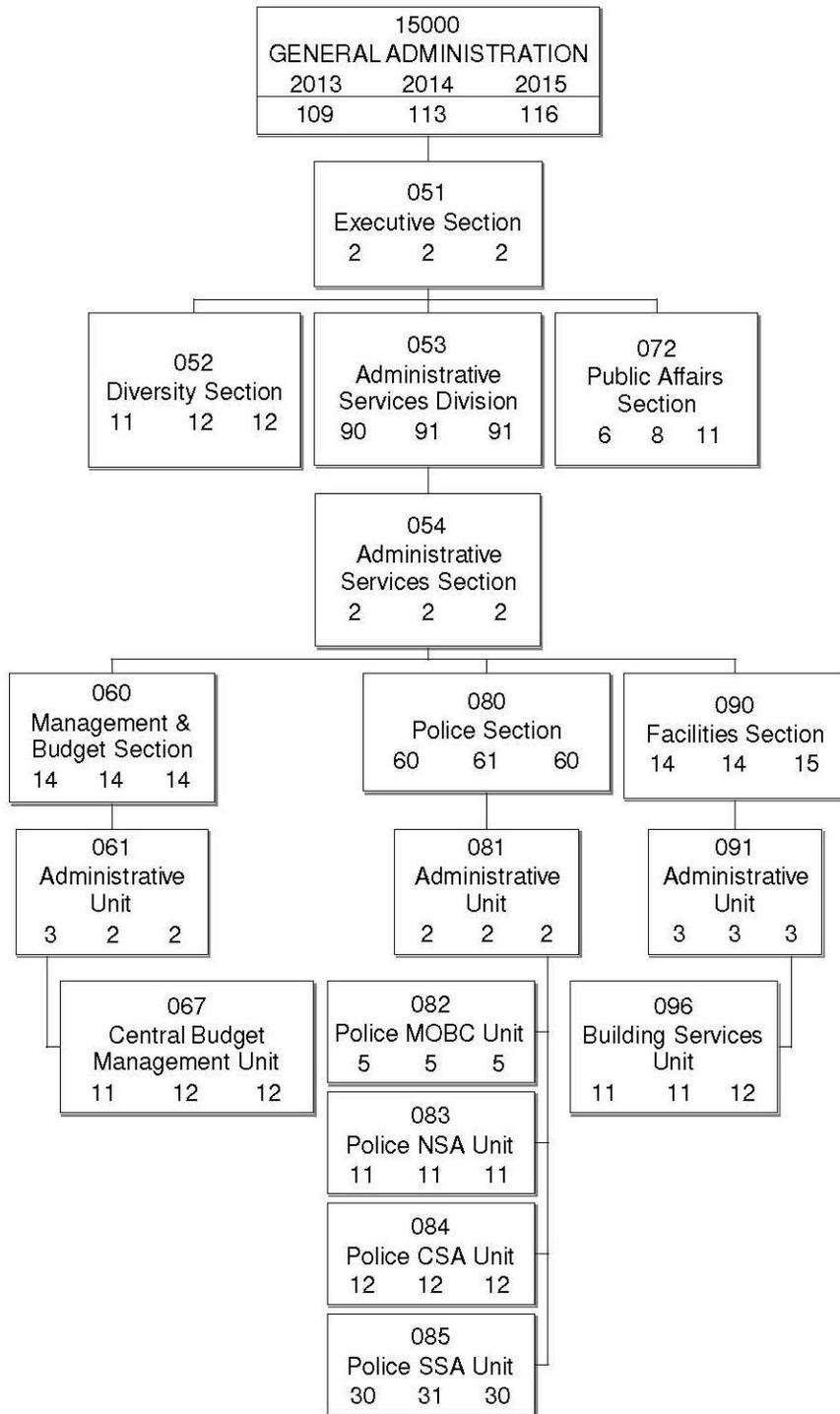
APPROPRIATIONS & EXPENDITURES



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 (MBE), women (WBE), and small business (SBE) enterprises are given equal opportunity 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 2014 Accomplishments

- The 2014 Budget is expected to receive the 30th consecutive Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA);
- Increased the number of Protected Class Enterprise vendors included on the District's vendor list;
- Participated in the Federal Drug Administration's Drug Take-Back Program at four plants;
- Completed carpet replacement and painting projects on the 5th floor of the Main Office Building (MOB), the teardown and rebuild of the second chiller, the rehabilitation of three elevator mechanical systems at the Main Office Building Annex (MOBA), and task lighting replacement with LED technology at both buildings, cleaned the limestone façade, upgraded elevator controls, and inspected and assessed the roof at the MOB;
- Hosted the District's African American History Celebration honoring African-American Living Legends from the Chicago metropolitan area;
- Hosted tours at the Lockport Powerhouse for hundreds of guests during Old Canal Days, and open houses at six water reclamation plants as part of a national initiative on September 20, 2014;
- Prepared and disseminated large numbers of press releases and media advisories, organized major press events, met with or facilitated dozens of meetings with elected officials, public administrators, and other visitors to educate them on the work of the District, coordinated and participated in hundreds of facility tours and community outreach events such as fairs, schools, and presentations to property owners and neighborhood associations. Increased the District's public communications through e-mail blasts to hundreds of District stakeholders, media interviews, filmed episodes on cable and television programs, and postings to social media through Facebook, Twitter, and LinkedIn.

Budget Highlights

The 2015 appropriation for General Administration is \$17,724,400, an increase of \$1,049,600, or 6.3 percent, from the 2014 budget request. The staffing requirement for the department is 116 positions, a net increase of three positions from 2014. A Police Officer position was dropped and the following positions were added: Motor Vehicle Dispatcher, Senior Public Affairs Specialist and two Public Affairs Specialists. The additional Public Affairs positions will facilitate the expansion of the District's community outreach program.

Significant features of the 2015 budget are:

- Major projects for the MOB include roof maintenance and carpet replacement and painting the third and fourth floors;
- Major projects for the MOBA include completion of the rehabilitation of the fourth and final elevator mechanical system and replacement of three air conditioning units in the elevator mechanical room and the Computer Aided Drafting and Design room;
- Continue the reduction of fleet inventory and the replacement of vehicles at 10 years or 100,000 miles. Vehicles not meeting the minimum usage criteria may be designated as pool vehicles for better utilization;
- Continue the management of the District's positive public image through proactive communications and hosting of ribbon cutting ceremonies as major projects are completed.

2015 Administrative Services Division Initiatives in Support of the Strategic Plan Include the Following:

The Administrative Services Division comprised of three distinct support service functions is focused on the goals established in the Strategic Plan and is committed to continuous improvement in 2015.

• Add Value

The Administrative Services Division, consisting of the Management & Budget, Police, and Facilities Sections, will provide efficient and cost-effective business services to all departments in support of the overall District mission.

The Management and Budget Section will continue to plan and monitor revenue and expenditures to ensure compliance with tax cap limitations, facilitate sound financial management, and identify and implement efficiencies in the budget process. The section continually strives to improve points of communication and increase transparency for our constituents.

The Police Section will continue to patrol plants and property, interact with employees, visitors, contractors, the public, and other police agencies in a competent and service-oriented manner.

The Facilities Section strives to provide a professional, clean, and comfortable environment for employees, contractors, visitors, and the general public.

• Excellence

The Management & Budget Section continually strives to produce a budget that provides transparency to the public. The section's goals include earning special capital recognition and special performance measure recognition from the GFOA.

The Police Section protects the 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, mail room, and print services. It is committed to providing a functional and cost-effective office environment for staff and delivering efficient and cost-effective automotive fleet services, mail room, and print services. The Facilities Section will continue to support the MOBC through the careful management of our physical assets and staff services.

• Resource Recovery

The Administrative Services Division will support and provide the necessary services for the District's resource recovery initiatives by providing a corporate office environment for staff, facilitating the financial plan needed to move forward as quickly as possible, and protecting the infrastructure and assets used to recover resources.

The Facilities Section will continue the ongoing dual-stream recycling program at the MOBC, reducing waste by removing recyclable utensils and containers for entrées, sides, and beverages from the waste stream. Moreover, in 2015, the food waste for compost recycling produced by the MOB cafeteria will continue. The program started in January of 2013 and includes separating organic waste from all other wastes into separate waste streams by depositing it in bio-degradable bags and transferring it to a compost-producing facility.

The Police Section will continue to participate in the Federal Drug Administration's Drug Take-Back program at the three major plants. The program, sponsored by the Drug Enforcement Agency, prevents and reduces the accidental contamination of streams, rivers, and lakes by disposing of pharmaceuticals in an environmentally friendly manner.

• 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.

• Leading Partnerships

The Administrative Services Division will foster partnerships and develop strategic relationships with organizations and agencies in our community in support of the District's mission. The Management & Budget Section will work with the GFOA, the Civic Federation, and other agencies to promote best practices and continuous improvement in our Budget document. The Police Section will work with other agencies and municipalities to protect people and assets. The Facilities Section will work closely with our neighbors, especially when street closures are necessary for building maintenance.

• Technology

The Administrative Services Division will continue to use technology effectively to provide transparency in budgeting, financial support, communications, and to provide useful data and information necessary to make good decisions.

2015 Diversity Section Initiatives in Support of the Strategic Plan Include the Following:

The mission of the Diversity Section is to ensure that MBE, WBE, and SBE vendors are given equal opportunity 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 Diversity Section will continue to fulfill our role in support of the District’s Strategic Plan.

• Add Value

The Diversity Section will continue to fulfill our community leadership role regarding contract and employment diversity in our service communities by establishing goals for, and monitoring of, construction related projects, as well as participating in and hosting vendor outreach activities, including trade shows, conferences, and contractor training sessions covering MWRD business practices. These activities directly impact the development of MBE, WBE, and SBE vendors.

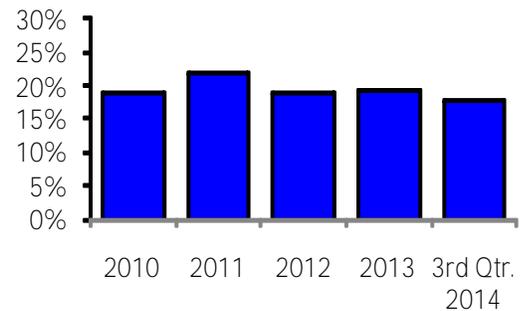
Construction & Consulting Contracts	2010	2011	2012	2013	3rd Qtr. 2014
Minority Business Enterprises	\$97,780,517	\$20,940,125	\$25,801,878	\$42,692,505	\$34,838,315
Women Business Enterprises	\$38,994,629	\$10,820,165	\$14,903,225	\$22,032,830	\$20,867,811
Small Business Enterprises *	\$24,632,865	\$11,989,964	\$2,202,104	\$2,549,686	\$792,220
Total Contracts Awarded	\$520,681,650	\$95,398,665	\$135,299,419	\$222,211,307	\$196,746,877

* 2012 - 2014 SBE contract award amount only includes non-MBE and non-WBEs.

• Excellence

The Diversity Section, in cooperation with the Law, Procurement, Maintenance and Operations, and Engineering Departments will continue working with our consultants to complete the disparity study begun in 2014 to provide a legal foundation for maintaining racial and gender diversity in District contracting. In 2015, the Diversity Section will implement the recommendations and changes resulting from the study. By meeting or exceeding the participation targets, the diversity program will ensure that bona fide minority, women, and small business enterprises are given an equal and increasing opportunity to participate in the performance of District construction and consultant contracts.

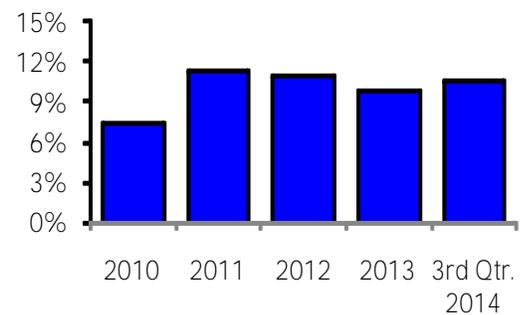
Minority Business Enterprises



• Develop Employees

The Diversity Section will continue the development of our performance management metrics to better measure the performance of our staff. The compliance staff was trained in interpersonal communication techniques and data capture methods, that are vital to our program.

Women Business Enterprises



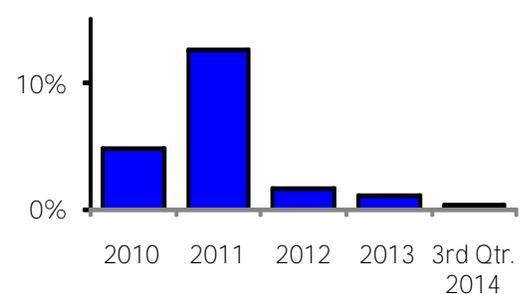
• Leading Partnerships

The Diversity Section will continue to partner with 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. We will continue to co-host workshops and other meetings with our assist agencies to train their members on how to do business with the District and provide information on new District contract opportunities.

• Technology

In 2014, the Diversity Section continued development of the District’s subcontracting database in the Affirmative Action Compliance Software System, PRISM, which will provide accountability, greater public transparency, and accuracy in reporting on MBE, WBE, and SBE participation in District contracting. In 2015, we will complete and present PRISM to the public, and include information from PRISM on our website. We will also change the website created to support the disparity study to accommodate any changes resulting from the study. We will continue improvement of the e-Library of forms and documents on the District’s website and update the MBE, WBE, and SBE vendor list smart-search database to make it more user-friendly.

Small Business Enterprises *



2015 Public Affairs Section Initiatives in Support of the Strategic Plan Include the Following:

The Office of Public Affairs has embraced the goals established in the Strategic Plan and is committed to maintaining the District's public image as we forge a new path in 2015.

• Add Value

Public Affairs staff will work to inform the public about the value the District adds to our community and to our stakeholders. Public Affairs will continue to produce resources such as fact packs (containing fact sheets, talking points, photos, and other materials) that will help District staff educate the public about the value of the District's work and areas of responsibility. We will continue to provide PowerPoint presentations, exhibits, and displays that can enhance speaking engagements. We will research and prepare press releases, utilize social media, participate in and support community events with presenters and handouts, host tours and open houses, and provide photos and imagery to targeted audiences that help to educate about the value and importance of the District's work. We will also add value to the scholars and reporters interested in past and present imagery by making photo files and imagery freely available. We will add value as the District promotes its real estate portfolio by promoting properties and their varied uses.

• Excellence

Public Affairs exudes a sense of urgency in all activities. We are determined to enthusiastically achieve excellence in all of our work products and in our interactions with our colleagues and members of the public. Quality communications will continue to feature professionally written and designed materials that reflect the organization's important role and history of excellence. We will strive to produce deliverables that are 100 percent error-free.

• Resource Recovery

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

• Develop Employees

Public Affairs staff will continue to learn new skills and techniques in order to keep up to date with current communication practices and technology. Staff will be encouraged to pursue classroom training, online training, and webinars, and to read industry publications and books. Public Affairs staff will also continue to keep abreast of changes and new developments within the District and our industry. Public Affairs is aware that all District employees influence the public image of the District. Therefore, Public Affairs will continue to produce resources, such as fact sheets, that will help educate staff about the District's work and areas of responsibility.

Public Affairs will continue to send out daily "MWRD in the News" emails that help all employees remain knowledgeable about new developments at the District and in the water industry. These daily reminders also help cultivate a sense of urgency and immediacy among staff.

• Leading Partnerships

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

• Technology

Public Affairs 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. We 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. We will update the District's website with fresh, current information, utilize social media as an interactive communications tool, continue to update and send e-mail blasts and mailings to targeted officials, stakeholders and the media, and develop a user friendly online photo archive which will include current photos and scanned historical imagery.

15000 GENERAL ADMINISTRATION

OBJECTIVES AND PROGRAM SUMMARY

OBJECTIVES BY PRIORITY:	Cost	Percent
1. Physically protect and secure District personnel, facilities, and outlying properties through access control, police patrol, and proactive crime prevention.	\$ 5,662,600	32.0%
2. Carry out policies established by the elected Board of Commissioners for the protection of the water environment of the District.	\$ 992,300	5.6%
3. Reach participation goals established by the Board of Commissioners for MBE (Minority Business Enterprise), WBE (Women Business Enterprise), and SBE (Small Business Enterprise) for construction and professional services contracts.	\$ 1,163,600	6.6%
4. Prepare and administer the District's annual budget to be used as a policy, financial, operations, and communications plan in the furtherance of the District's mission and statutory requirements.	\$ 3,975,700	22.4%
5. Operate and maintain the Main Office Building Complex to provide a functional and cost-effective office environment for staff, contractors, and visitors.	\$ 3,494,800	19.7%
6. Provide public understanding of District functions and activities through media, publications, and tours.	\$ 1,087,500	6.1%
7. Provide fleet management services by administering the operation, maintenance, repair, and procurement of the District's fleet.	\$ 620,300	3.5%
8. Reproduce and distribute materials used for the District's internal and external communications and records purposes in a timely, efficient, and cost-effective manner.	\$ 480,400	2.7%
9. Perform organization and management research studies and compliance audits to evaluate the District's various business activities for cost saving opportunities and compliance with legal mandates, and policies established by the Board of Commissioners.	\$ 247,200	1.4%
Total	\$17,724,400	100.0%

MEASURABLE GOALS:	2013 Actual	2014 Estimated	2015 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 10 percent per year among the principal social media sites including Facebook, Twitter, and LinkedIn.			

Year	Facebook		Twitter		LinkedIn	
	Number of Followers	Percentage of Increase from previous year	Number of Followers	Percentage of Increase from previous year	Number of Followers	Percentage of Increase from previous year
2015	1,090	22%	957	26%	875	29%
2014	890	67%	757	84%	675	49%
2013	532	112%	412	65%	452	126%
2012	250	500%	250	500%	200	100%
2011	50		50		100	

15000 GENERAL ADMINISTRATION

OBJECTIVES AND PROGRAM SUMMARY

PROGRAMS BY PRIORITY:		2013	Budgeted			Change		
Number	Name	Actuals	FTEs	Dollars	Dollars	Percent		
7340	Security of Plants and Property	\$ 5,498,170	2015 60	\$ 5,662,600	\$ (295,700)	(5.0)	a)	
			2014 61	\$ 5,958,300				
7100	Office of the Executive Director	\$ 363,636	2015 2	\$ 372,000	\$ (50,600)	(12.0)		
			2014 2	\$ 422,600				
7110	Legislative	\$ 543,845	2015 -	\$ 620,300	\$ 21,100	3.5		
			2014 -	\$ 599,200				
7251	Corporate Budget Preparation, Monitoring, and Administration	\$ 30,493,422	2015 12	\$ 3,881,400	\$ 1,622,400	71.8	b)	
			2014 13	\$ 2,259,000				
7470	Contract Diversity	\$ 997,399	2015 12	\$ 1,163,600	\$ (200)	(0.0)		
			2014 12	\$ 1,163,800				
7240	Public Affairs	\$ 931,536	2015 11	\$ 1,087,500	\$ 235,000	27.6	c)	
			2014 8	\$ 852,500				
7460	Main Office Building Complex Services	\$ 3,297,656	2015 11	\$ 3,494,800	\$ (133,600)	(3.7)	d)	
			2014 10	\$ 3,628,400				
7490	Automotive Fleet Operations	\$ 622,802	2015 2	\$ 620,300	\$ 4,400	0.7		
			2014 2	\$ 615,900				
7253	Support Department Budget Preparation, Monitoring, and Administration	\$ 583,246	2015 -	\$ -	\$ -	-		
			2014 -	\$ -				
7254	Enterprise Systems	\$ 95,445	2015 1	\$ 94,300	\$ 17,500	22.8		
			2014 1	\$ 76,800				
7220	Reprographic Services	\$ 516,925	2015 3	\$ 480,400	\$ (385,800)	(44.5)	e)	
			2014 3	\$ 866,200				
7252	Management and Organization Studies	\$ 142,031	2015 2	\$ 247,200	\$ 15,100	6.5		
			2014 1	\$ 232,100				
Totals		\$ 44,086,113	2015 116	\$ 17,724,400	\$ 1,049,600	6.3%		
			2014 113	\$ 16,674,800				

- a) Decrease is due to the reduction in police overtime (\$145,600), salaries and salary adjustments that include the drop of a Police Officer position (\$100,200), deferral of visitor ID system (\$10,000), police bikes (\$5,000), and Starcom radio replacements (\$10,000).
- b) Increase is due to the District-wide Corporate Fund salary adjustments (\$2,249,900), offset by decreases for professional memberships (\$400,000), specialized training that includes in-house training that will be offered bi-annually to all District analysts (\$121,000), and replacement furniture (\$20,000).
- c) Increase is due to the addition of three Public Affairs positions (\$268,900), and an escalation in event participation (\$53,200), offset by the elimination of the Public Awareness campaign and obsolete resources used in the past such as electronic media copying, news clipping services, reprinting trademarked articles, translation services, a reduction of parade activity, and assignment of float maintenance to the Maintenance & Operations Department (\$12,900).
- d) Decrease is due to the elimination or deferral of less significant projects such as MOBA Entrance Replacement (\$165,000), and MOB Floor Duct Wire pull (\$63,000), completion of various projects including MOB Chiller overhaul (\$56,000), MOB Cafeteria Equipment Replacement (\$20,000), along with reductions in postage due to increased use of electronic media (\$73,800), electrical usage as a result of replacing electrical fixtures with energy ones (\$84,500), reduced allocations for non-commodity coded, and other items (\$27,300), Janitorial Services (\$12,800), and Cafeteria Services and Equipment (\$7,600), partially offset by an increase in Building Operations and MOBA Common Area Maintenance (\$110,500), new projects for replacement of two elevator machine room air conditioning units (\$80,000), MOB Supply and Exhaust Fans (\$81,000), Liebert Unit at MOBA (\$45,000), MOB Roof Drain Cleaning, and other lesser building needs (\$40,000).
- e) Decrease is due to the completion of Printshop equipment replacements in 2014 (\$156,000), reductions in paper usage (\$76,000) due to increased use of electronic files, microfilming services (\$22,000), and the elimination of a temporary staff position that was previously budgeted in Public Affairs (\$47,300).

15000 GENERAL ADMINISTRATION			PERFORMANCE DATA			
Program Number	Measurable Activity Title		2013 Actual	2014 Budgeted	2015 Estimated	
7100	Office of the Executive Director	Cost	\$ 363,636	\$ 422,600	\$ 372,000	
7110	Legislative	Cost	\$ 543,845	\$ 599,200	\$ 620,300	
7220	Reprographic Services					
7224	Consult, Design, and Prepare Graphics	Cost	\$ 172,564	\$ 79,300	\$ 30,600	a)
7221	Copy and Print	# of Impressions	8,500,000	8,000,000	8,000,000	
		Cost	\$ 344,361	\$ 786,900	\$ 449,800	b)
		Cost/Impression	\$ 0.04	\$ 0.10	\$ 0.06	
7240	Public Affairs					
7247	Internal Public Affairs:					
	Inter-Departmental Support	Cost	\$ 98,900	\$ 145,700	\$ 271,100	c)
7248	External Public Affairs:					
	Respond to Public Inquiries; Furnish Public Information Pamphlets	# of Responses	37,000	38,550	38,550	
		Cost	\$ 90,538	\$ 235,962	\$ 272,553	d)
		Cost/Response	\$ 2.45	\$ 6.12	\$ 7.07	
	Coordinate District Communications with Public, Civic, and Social Groups	# of Contacts	20,000	20,154	20,154	
		Cost	\$ 53,987	\$ 128,930	\$ 148,924	d)
		Cost/Contact	\$ 2.70	\$ 6.40	\$ 7.39	
	Monitor Public Hearings, Board Meetings, Internet, Media, and Issue Press Releases	Cost	\$ 19,165	\$ 166,480	\$ 192,291	d)
	Special Public Events	Cost	\$ 42,377	\$ 175,428	\$ 202,632	d)
7249	Library, Subscriptions, and Memberships	Cost	\$ 626,569	\$ -	\$ -	
7250	Budget Preparation and Management Studies					
7251	Corporate Budget Preparation, Monitoring, and Administration	Cost	\$ 30,493,422	\$ 2,259,000	\$ 3,881,400	e)
7252	Management and Organization Studies	Cost	\$ 142,031	\$ 232,100	\$ 247,200	
7253	Support Department Budget Preparation, Monitoring, and Administration	Cost	\$ 583,246	\$ -	\$ -	
7254	Enterprise Systems	Cost	\$ 95,445	\$ 76,800	\$ 94,300	f)

- a) Decrease is due to the elimination of a temporary staff position that was previously budgeted in Public Affairs (\$47,300).
- b) Decrease is due to the completion in 2014 of Printshop equipment replacement (\$156,000), reductions in paper usage (\$93,500) due to increased use of electronic files, and microfilming services (\$35,500).
- c) Increase is due to the increased salaries for three new positions (\$135,800) partially offset by reductions in training and conferences (\$7,700).
- d) Increase is due to the increased salaries for three new positions (\$138,100), catering (\$26,000), and event supplies (\$16,200), offset by the elimination of the Public Affairs campaign (\$50,000), transfer of parade float maintenance and materials responsibility to the Maintenance & Operations Department (\$9,900), reductions for Public Affairs brochures (\$19,000) that is now fully stocked, parade fees (\$3,000), and deletion of obsolete services utilized in the past (\$3,300).
- e) Increase is due to the provision for District-wide Corporate Fund salary adjustments (\$2,249,900), offset by decreases for professional memberships and subscriptions (\$415,000), District-wide analyst training (\$110,000), salary reallocation (\$49,900), and furniture replacement (\$20,000).
- f) Increase is due to salary reallocation (\$17,500).

15000 GENERAL ADMINISTRATION				PERFORMANCE DATA		
Program Number	Measurable Activity Title		2013 Actual	2014 Budgeted	2015 Estimated	
7340	Security of Plants and Property					
	Patrol of District Facilities	# of Miles	93,377	112,737	112,737	
		Cost	\$ 1,004,273	\$ 1,153,449	\$ 1,096,205	
		Cost/Mile	\$ 10.76	\$ 10.23	\$ 9.72	
	Patrol of District Real Estate	# of Miles	252,463	250,931	250,931	g)
		Cost	\$ 2,956,536	\$ 3,261,753	\$ 3,099,879	
		Cost/Mile	\$ 11.71	\$ 13.00	\$ 12.35	
	Access Control to Facilities	# of Hours	55,320	44,883	44,883	
		Cost	\$ 1,537,361	\$ 1,543,098	\$ 1,466,516	
		Cost/Hour	\$ 27.79	\$ 34.38	\$ 32.67	
7460	Main Office Building Complex (MOBC) Services					
7461	Annual Operation and Maintenance (Cost per square foot per year)	Area (Sq. Ft.)	198,901	198,901	198,901	
		Cost	\$ 2,225,310	\$ 1,767,557	\$ 1,735,741	
		Cost/Sq. Ft.	\$ 11.19	\$ 8.89	\$ 8.73	
	Non-recurring MOBC Purchases and Repairs	Cost	\$ 642,985	\$ 1,349,343	\$ 1,325,059	
7463	Collect and Distribute Mail	# of Pieces	1,067,621	964,000	964,000	h)
		Cost	\$ 325,300	\$ 400,900	\$ 329,800	
		Cost/Piece	\$ 0.30	\$ 0.42	\$ 0.34	
7464	Telephone Switchboard Operations at MOB	Cost	\$ 104,061	\$ 110,600	\$ 104,200	
7470	Contract Diversity (formerly, Affirmative Action)					
7471	Contract Compliance	Cost	\$ 455,342	\$ 523,300	\$ 529,500	
7472	Community Activity	Cost	\$ 319,698	\$ 388,400	\$ 378,200	
7473	Affirmative Action Support	Cost	\$ 222,359	\$ 252,100	\$ 255,900	
7490	Automotive Fleet Operations					
7491	Automotive Fleet Procurement	Cost	\$ -	\$ 9,100	\$ 9,800	
7496	Automotive Fleet Disposal	Cost	\$ 6,703	\$ 7,400	\$ 8,000	
7499	Automotive Fleet Operations	Cost	\$ 616,099	\$ 599,400	\$ 602,500	
Totals			\$ 44,086,113	\$ 16,674,800	\$ 17,724,400	

g) Decrease is due to an overtime control plan designating five Police Officers for flexible assignments to fill in where, and as needed, reducing planned salaries and overtime (\$245,800).

h) Decrease is due to the reduction in postage budget to reflect current usage levels (\$71,000).

101 15000	Fund: Corporate Department: General Administration Division:	LINE ITEM ANALYSIS						
		2013	2014				2015	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 8,652,196	\$ 9,425,000	\$ 9,421,500	\$ 6,392,495	\$ 8,450,000	\$ 9,649,800	\$ -
601060	Compensation Plan Adjustments	851,040	990,500	990,500	709,200	920,000	834,900	-
601080	Salaries of Nonbudgeted Employees	22,264	-	3,500	3,425	3,500	-	-
601100	Tuition and Training Payments	27,910	177,400	177,400	92,846	102,800	50,000	-
601170	Payments for Professional Services	570,600	782,400	782,400	581,600	510,000	620,000	-
601270	General Salary Adjustments	-	-	-	-	-	2,249,900	-
100	TOTAL PERSONAL SERVICES	10,124,011	11,375,300	11,375,300	7,779,567	9,986,300	13,404,600	-
612010	Travel	6,619	10,000	10,000	4,110	4,700	10,000	-
612030	Meals and Lodging	13,356	17,200	17,200	14,199	17,000	20,000	-
612040	Postage, Freight, and Delivery Charges	108,399	190,700	111,700	85,358	110,000	116,900	-
612050	Compensation for Personally-Owned Automobiles	5,335	9,000	9,000	5,692	8,500	5,900	-
612080	Motor Vehicle Operating Services	70,046	79,000	79,000	52,959	68,000	80,000	-
612090	Reprographic Services	35,746	99,900	99,900	85,636	86,000	53,000	-
612150	Electrical Energy	305,824	450,000	450,000	231,289	300,000	365,500	-
612160	Natural Gas	33,910	38,000	38,000	26,390	38,000	35,000	-
612170	Water and Water Services	4,104	6,000	6,000	3,181	5,400	5,000	-
612210	Communication Services	3,000	3,000	3,000	3,000	3,000	3,000	-
612280	Subscriptions and Membership Dues	394,870	865,000	865,000	310,039	478,500	450,000	-
612330	Rental Charges	12,811	21,500	21,500	15,633	16,000	35,000	-
612360	Advertising	8,493	10,000	10,000	4,117	1,200	15,000	-
612370	Administration Building Operation	988,197	989,100	989,100	946,012	989,100	1,030,000	-
612390	Administration Building Mc Pav Operation	717,221	675,100	675,100	657,430	668,000	720,000	-
612490	Contractual Services, N.O.C.	155,937	261,700	261,700	218,124	250,000	255,000	-
612680	Repairs to Buildings	233,938	397,900	397,900	319,161	377,000	330,000	-
612800	Repairs to Office Furniture & Equipment	74,818	134,000	134,000	132,162	60,000	85,000	-
612820	Computer Software Maintenance	11,663	6,500	6,500	-	-	-	-
612840	Communications Equipment Maintenance (Includes Software)	15,960	16,000	16,000	15,960	16,000	16,000	-

101 15000	Fund: Corporate Department: General Administration Division:	LINE ITEM ANALYSIS						
		2013	2014				2015	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
612860	Repairs to Vehicle Equipment	399,139	388,000	467,000	320,114	335,000	400,000	-
612990	Repairs, N.O.C.	-	4,500	4,500	85	500	-	-
200	TOTAL CONTRACTUAL SERVICES	3,599,385	4,672,100	4,672,100	3,450,647	3,831,900	4,030,300	-
623070	Electrical Parts and Supplies	75,097	20,000	26,000	25,795	24,000	15,000	-
623090	Plumbing Accessories and Supplies	17,666	20,000	19,000	16,575	19,000	20,000	-
623110	Hardware	16,532	17,000	17,000	13,500	16,000	17,000	-
623520	Office, Printing, & Photo Supplies, Equipment, & Furniture	95,180	246,700	241,700	202,241	186,000	125,000	-
623660	Cleaning Supplies	1,263	4,500	4,500	4,443	2,400	2,000	-
623700	Wearing Apparel	34,934	46,800	46,800	39,282	45,000	40,000	-
623720	Books, Maps, and Charts	1,361	24,000	24,000	7,207	5,800	5,000	-
623800	Computer Software	-	4,500	4,500	-	-	-	-
623810	Computer Supplies	4,925	5,500	5,500	-	-	-	-
623990	Materials and Supplies, N.O.C.	45,086	72,400	72,400	53,772	44,000	55,500	-
300	TOTAL MATERIALS AND SUPPLIES	292,045	461,400	461,400	362,816	342,200	279,500	-
634800	Office Furniture and Equipment	31,921	10,000	7,600	-	-	-	-
634990	Machinery and Equipment, N.O.C.	38,751	156,000	158,400	158,400	150,000	10,000	-
400	TOTAL MACHINERY AND EQUIPMENT	70,672	166,000	166,000	158,400	150,000	10,000	-
667020	Equity Transfer	30,000,000	-	-	-	-	-	-
700	TOTAL FIXED AND OTHER CHARGES	30,000,000	-	-	-	-	-	-
TOTAL GENERAL ADMINISTRATION		\$ 44,086,113	\$ 16,674,800	\$ 16,674,800	\$ 11,751,431	\$ 14,310,400	\$ 17,724,400	\$ -

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.

POSITION ANALYSIS						
Fund: Corporate		2013	2014		2015	
Dept: General Administration					PROPOSED BY EXECUTIVE DIRECTOR	
Division:						
PAY PLAN & GRADE	CLASS TITLE	ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	BUDGETED FTEs	APPROPRIATION IN DOLLARS
051	Executive Section					
EX07	Executive Director	1	1		1	
EX06	Secretary to Officer	1	1		1	
TOTAL	Executive Section	2	2	365,219.92	2	365,219.92
052	Diversity Section (formerly Affirmative Action Section)					
HP18	Diversity Administrator	1	1		1	
HP16	Senior Diversity Officer	2	2		2	
HP15	Compliance Officer #2 (Diversity Officer) (New Grade HP14)	5	5		5	
HP14	Diversity Officer	-	1		1	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	2	-		-	
HP11	Administrative Specialist	-	2		2	
HP09	Administrative Clerk #4	1	1		1	
TOTAL	Diversity Section (formerly Affirmative Action Section)	11	12	1,095,157.18	12	1,101,180.34
053	Administrative Services Division					
054	Administrative Services Section					
HP22	Administrative Services Manager	1	1		1	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	1		1	
TOTAL	Administrative Services Section	2	2	287,991.08	2	291,593.90
060	Management & Budget Section					
061	Administrative Unit					
HP20	Budget Officer	1	1		1	
HP13	Graphic Artist	1	-		-	
HP11	Administrative Specialist	1	1		1	
TOTAL	Administrative Unit	3	2	217,597.64	2	228,333.04
067	Central Budget Management Unit					
HP18	Supervising Budget & Management Analyst	1	1		1	
HP17	Management Analyst III #2 (Senior Budget & Management Analyst) (New Grade HP16)	2	2		2	

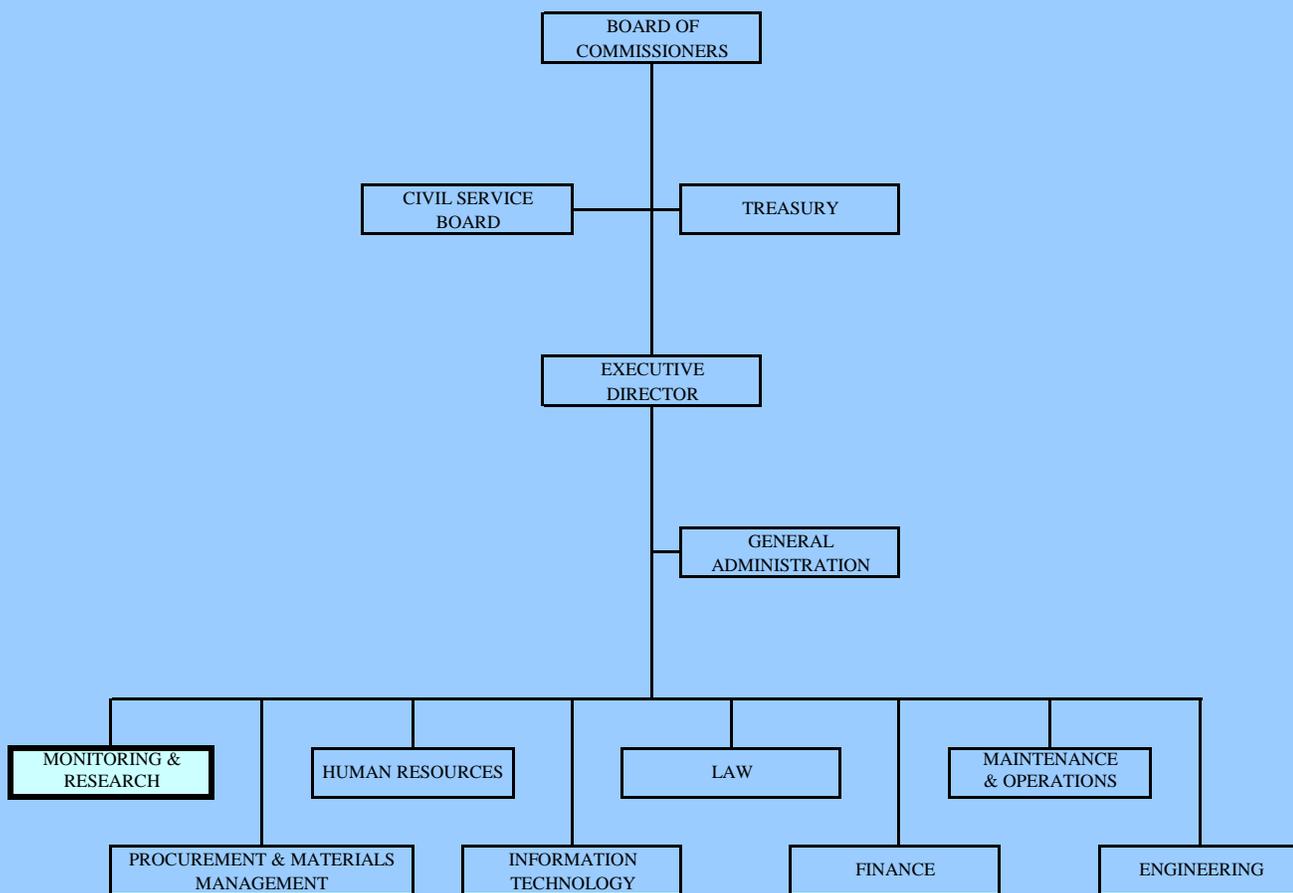
		POSITION ANALYSIS				
Fund: Corporate Dept: General Administration Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP16	Senior Budget & Management Analyst	1	2		2	
HP15	Management Analyst II #2 (Budget & Management Analyst) (New Grade HP14)	3	1		-	
HP14	Management Analyst I #2 (Budget & Management Analyst)	3	-		-	
HP14	Budget & Management Analyst	-	5		6	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	1		1	
TOTAL	Central Budget Management Unit	11	12	1,137,030.44	12	1,115,149.88
TOTAL	Management & Budget Section	14	14	1,354,628.08	14	1,343,482.92
080	Police Section					
081	Administrative Unit					
HP18	Chief of Police	1	1		1	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	1		1	
TOTAL	Administrative Unit	2	2	215,520.24	2	219,121.76
082	Police Main Office Building Complex Unit					
NR2483	Police Officer	5	5		5	
TOTAL	Police Main Office Building Complex Unit	5	5	371,072.00	5	371,072.00
083	Police North Service Area Unit					
HP14	Police Sergeant	1	1		1	
NR2483	Police Officer	10	10		10	
TOTAL	Police North Service Area Unit	11	11	829,032.62	11	833,478.88
084	Police Calumet Service Area Unit					
HP14	Police Sergeant	1	1		1	
NR2483	Police Officer	11	11		11	
TOTAL	Police Calumet Service Area Unit	12	12	916,587.10	12	912,141.62
085	Police Stickney Service Area Unit					
HP16	Police Lieutenant	2	2		2	
HP14	Police Sergeant	5	5		5	
NR2483	Police Officer	23	24		23	
TOTAL	Police Stickney Service Area Unit	30	31	2,477,913.88	30	2,362,804.34
TOTAL	Police Section	60	61	4,810,125.84	60	4,698,618.60

		POSITION ANALYSIS				
Fund: Corporate Dept: General Administration Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
090	Facilities Section					
091	Administrative Unit					
HP17	Facilities Administrator	1	1		1	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	-		-	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	2		2	
TOTAL	Administrative Unit	3	3	238,324.06	3	241,405.58
096	Building Services Unit					
HP15	Automotive Fleet Supervisor #2 (Budget & Management Analyst) (New Grade HP14)	1	-		-	
HP15	Management Analyst II #2 (Budget & Management Analyst) (New Grade HP14)	-	1		1	
HP14	Chief Printing Press Operator	1	1		1	
HP12	Printing Press Operator	1	1		1	
HP11	Motor Vehicle Dispatcher Supervisor	1	1		1	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	1	2		2	
HP09	Motor Vehicle Dispatcher	1	1		2	
HP09	Telephone Operator #2 (Administrative Clerk)	2	-		-	
HP09	Administrative Clerk	2	4		4	
TOTAL	Building Services Unit	11	11	690,879.54	12	731,838.12
TOTAL	Facilities Section	14	14	929,203.60	15	973,243.70
TOTAL	Administrative Services Division	90	91	7,381,948.60	91	7,306,939.12
072	Public Affairs Section					
EX18	Public & Intergovernmental Affairs Officer	1	1		1	
HP17	Senior Public Affairs Specialist	-	-		1	
HP15	Community Education Specialist #2 (Public Affairs Specialist)	-	1		1	
HP15	Public Affairs Specialist	1	1		3	
HP13	Assistant Public Affairs Specialist #2 (Senior Administrative Specialist)	1	1		1	

		POSITION ANALYSIS			
Fund: Corporate Dept: General Administration Division:		2013	2014		2015
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs
HP13	Graphic Artist	1	2		2
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	1		1
HP09	Administrative Clerk	1	1		1
TOTAL	Public Affairs Section	6	8	651,242.54	11
TOTAL	General Administration	109	113	9,493,568.24	116

NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix.

NOTE PAGE



Metropolitan Water Reclamation District of Greater Chicago

100 EAST ERIE STREET

CHICAGO, ILLINOIS 60611-3154

312.751.5600

September 10, 2014

Mr. David St. Pierre
Executive Director
OFFICE

Dear Sir:

Subject: 2015 Program for the Monitoring & Research Department

The Monitoring & Research Department's program for 2015, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of the department's 2015 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, 2015 major initiatives and challenges, and 2014 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 2015.

Respectfully submitted,

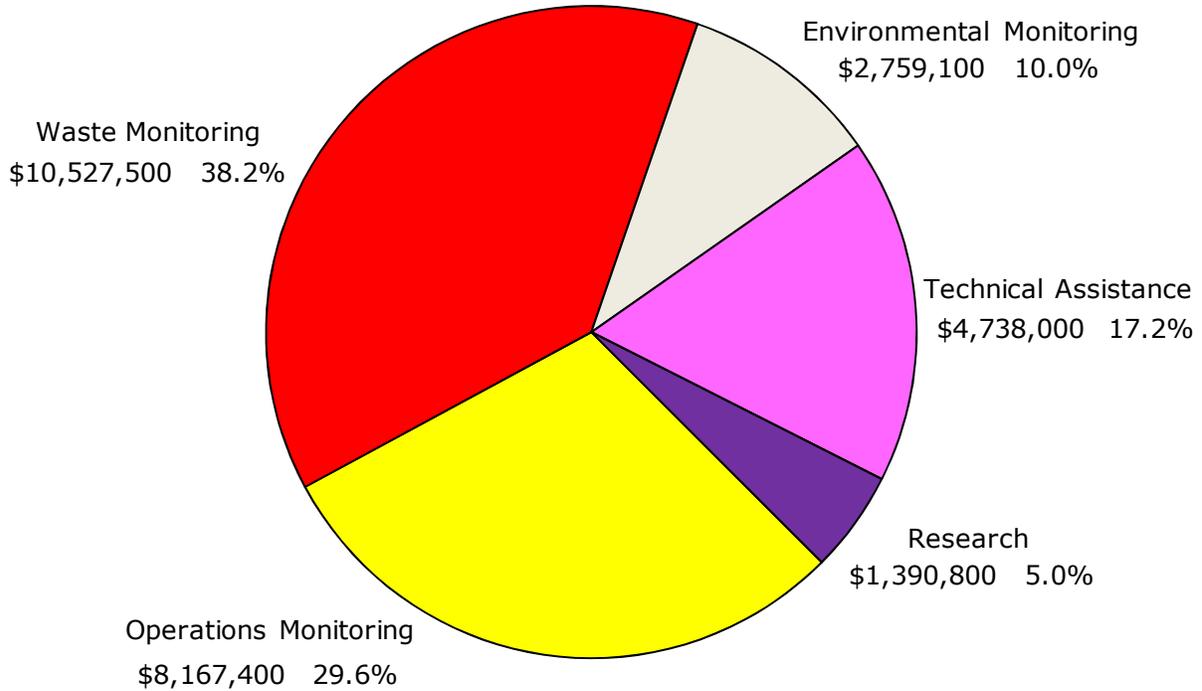


Thomas C. Granato
Director of Monitoring & Research

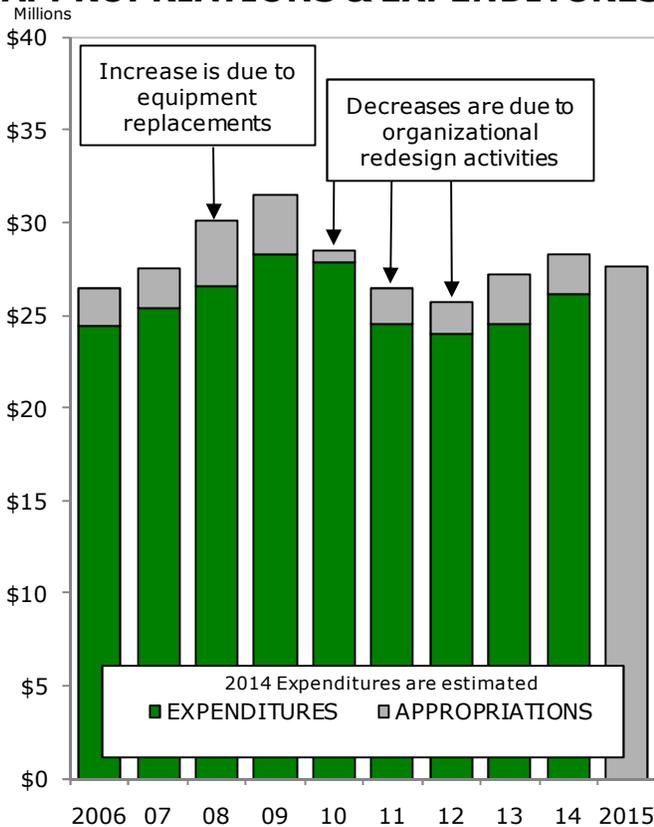
MONITORING & RESEARCH

2015	\$27,582,800
2014	\$28,297,600
Decrease	(\$714,800)

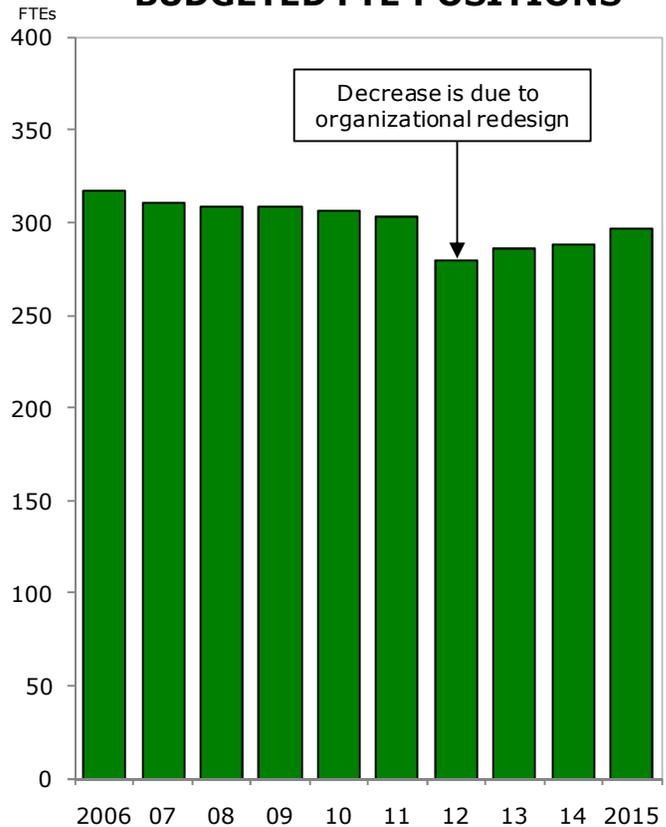
FUNCTIONS



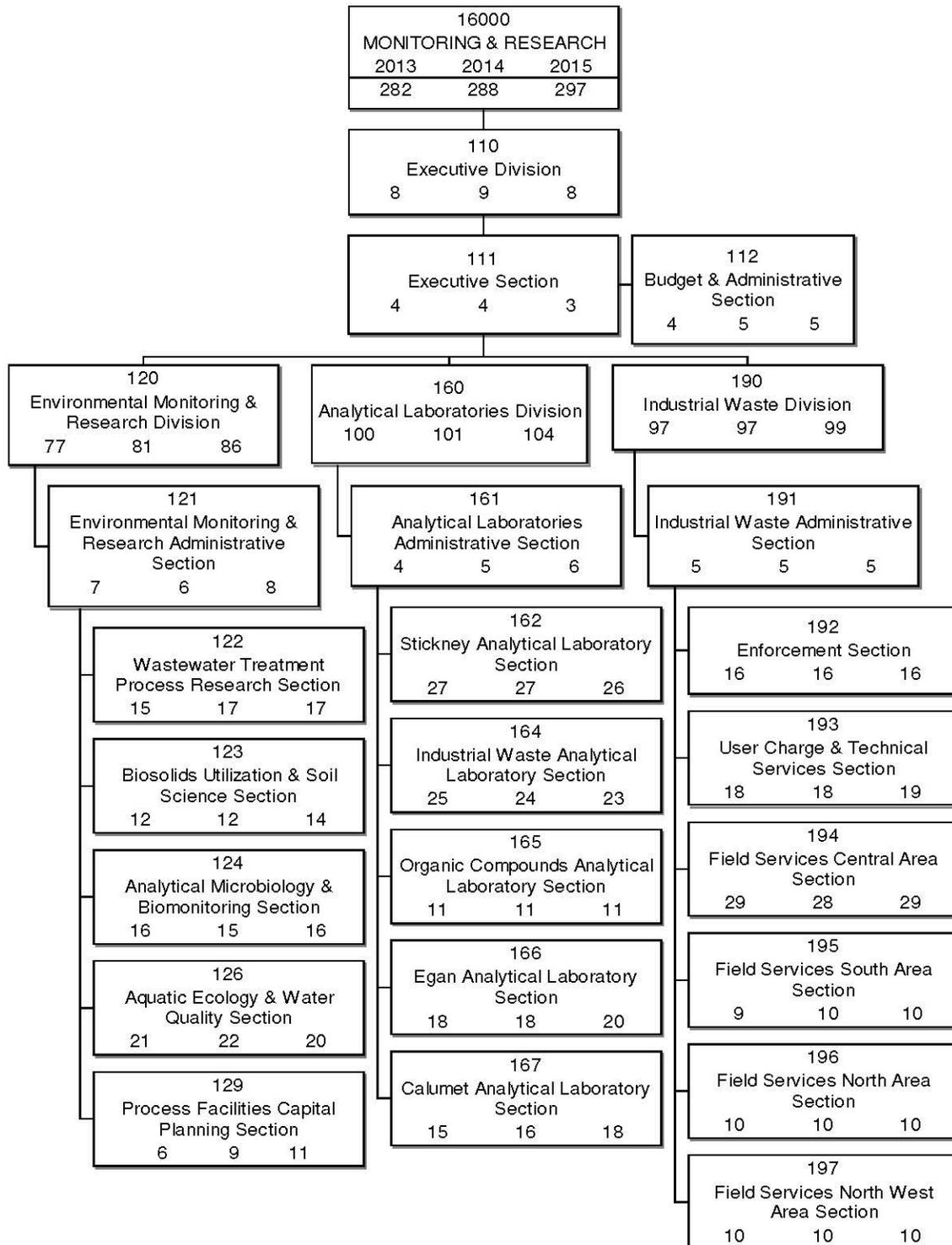
APPROPRIATIONS & EXPENDITURES



BUDGETED FTE POSITIONS



MONITORING & RESEARCH



MONITORING & RESEARCH

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

Departmental Summary

The department's primary responsibilities include:

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

Summary of 2014 Accomplishments

- Implemented the recommendations of the User Charge Blue Ribbon Panel to simplify the rate calculation, eliminate wide rate fluctuations, and ensure the fair assessment of treatment costs. This resulted in a single User Charge rate system that fully recovers administrative costs and is applicable to both Tax-Exempt Users and Large Commercial/Industrial Users;
- Completed the initial stages of long-term process facility capital planning through an interdepartmental workshop process and presented an initial framework to the Executive Team;
- Continued the department's organizational redesign including reconfiguration of personnel resources to centralize, reduce, and eliminate analyses; this is the third year of a ten year initiative;
- Assisted in the design and construction of a full-scale deammonification process for removing ammonia from the Egan Water Reclamation Plant (WRP) centrate;
- Completed DuFlow Water Quality modeling to analyze the effectiveness of the Devon Avenue Instream Aeration Station;
- Continued the development of an Odor Master Plan for odor mitigation for all District facilities including WRPs, collection systems, pumping stations, and solids management areas;
- In collaboration with the Maintenance & Operations Department (M&O) and the City of Chicago, conducted projects demonstrating the use of composted biosolids at Chicago Park District properties;
- Obtained modifications to the District's biosolids Controlled Solid Distribution permit from the Illinois Environmental Protection Agency (IEPA) to reduce restrictions on the use of composted biosolids;
- Organized, facilitated, and conducted a Sustainability Summit in association with a national biosolids and urban soil conference in collaboration with Public Affairs;
- Participated in several workgroups focused on developing a Statewide Nutrient Loss Reduction Strategy and future regulatory approaches for addressing nutrient issues in Illinois;
- Developed an operational guidance manual for Stickney Post-Centrifuge Building operations;
- Conducted full- and pilot-scale enhanced biological phosphorus removal testing at the Stickney and Calumet WRPs;
- Completed the upgrade of the Laboratory Information Management System (LIMS) to improve efficiency;
- Completed implementation of the User Charge and Finance Department modules of the new Pretreatment Information Management System.

Budget Highlights

The 2015 appropriation for M&R is \$27,582,800, a decrease of \$714,800, or 2.5 percent, from the 2014 request. The staffing level has increased from 288 to 297 positions, which includes the addition of five laboratory, three engineering, and one administrative position, with one administrative position and one engineering position transferred to M&R, and the drop of one administrative and one environmental position. The net increase of nine positions is due to expanded roles in process facility design and operations, development of a new research program at the Fulton County site, additional support to Capital Planning and Egan Analytical Laboratory, and implementing the second step in the redesign of the Industrial Waste Division.

Significant features of the 2015 budget include:

- Lead the Phosphorus Task Force to study and implement biological phosphorus removal at the Kirie, Stickney, and Calumet WRPs and evaluate phosphorus removal options at the O'Brien WRP over the next four to ten years;
- Continue to develop a ten-year Odor Master Plan for the District with initial emphasis on the Calumet Service Area;
- Continue to develop a Biosolids Master Plan focusing on a sustainable biosolids management program;
- Conduct the third year of a seven-year microbial source tracking study for primary contact reaches of the Chicago Area Waterway System (CAWS);
- Continue facilitation of an interdepartmental task force focused on long-term capital planning addressing future regulatory needs while incorporating strategic business initiatives and community service level expectations.

2015 Initiatives in Support of the Strategic Plan Include the Following:

• **Add Value**

M&R has continuously sought to make improvements to its business practices and to maintain a clear focus on its mission, and as a result, has decreased the number of budgeted positions in a 14-year period from 355 positions in 2000 to 288 at the end of 2014. This was completed while 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 discharges from Commercial/Industrial 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 costs, beyond those recovered through payment of ad valorem property taxes, based on the volume of water discharged and the concentration of waste it contains. Estimated 2015 User Charge revenue, based on 2014 rates and a five-year (2009-2013) average of user clearing data, is \$51 million for the Corporate Fund and \$300,000 for the Construction Fund. The User Charge rates take into account the costs budgeted in the Construction Fund for the required replacement of District treatment facilities.

Five-Year Trend in User Charge Revenue

Year	Corporate and Construction Funds
2011	\$48,614,203
2012	\$77,937,606
2013	\$53,801,653
2014 Estimated	\$47,500,000
2015 Projected	\$51,300,000

In 2015, M&R will administer approximately 3,780 User Charge accounts. Of these accounts, about 2,000 Commercial/Industrial and Tax-Exempt Users will be processed manually. M&R will conduct approximately 1,000 inspection and sampling events, and anticipates processing about 2,500 reports and filings to reconcile User Charge liabilities for these manual accounts. The remaining 1,780 accounts, which are all Tax-Exempt Users, were approved by M&R for automated processing. M&R remains vigilant in identifying and classifying new users, and in 2015, has a goal of identifying and classifying 50 new Large Commercial/Industrial and Tax-Exempt Users and 30 Small Nonresidential Commercial/Industrial User accounts. The District’s User Charge Ordinance allows for automated filing and clearing of User Charge accounts which reduces costs for the District and the users. M&R will continue to encourage users to migrate to automated processing. In 2015, M&R has a goal of migrating 20 percent of the remaining roughly 250 users who are eligible for reduced reporting and self-monitoring requirements under the User Charge Ordinance.

M&R will implement some of the approved findings from the interdepartmental long-term process facility capital planning process. The long-term process facility capital planning process reviewed District business initiatives, anticipated regulatory requirements, and community service level expectations, and updated the District’s capital plan for over a 20-year time frame while incorporating financial set constraints. Work in 2015 will include addressing issues associated with competing interests, as well as, reducing the gaps in knowledge necessary to move forward with the approved planning strategy. Some knowledge gaps that will be addressed include updating the plant process and hydraulic models, as well as, incorporating findings from the ongoing development of the District’s Biosolids and Odor Master Plans.

In 2015, M&R will complete a modeling study on developing a three-dimensional model of the CAWS and linking it to models being completed for the Calumet and the Mainstream Tunnel and Reservoir Plan (TARP) systems. The product can be used to evaluate cost-effective strategies for improving water quality when the TARP system is completed.

M&R has developed a collaborative research project with Argonne National Laboratory to develop microbial source tracking tools, methodologies, and assessments for the reaches of the CAWS that have been designated for primary contact recreation use recently by the Illinois Pollution Control Board. This is a multi-year project, and M&R has \$273,300 in the Construction Fund under research projects to support it in 2015.

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 M&O in optimizing enhanced biological phosphorus removal (EBPR) at the Stickney WRP and will conduct full-scale carbon addition testing in one demonstration battery to improve EBPR at the Calumet WRP in 2015 in order to reduce phosphorus concentrations in the plant effluents. Additionally, M&R will begin demonstration testing of EBPR at the Kirie WRP with a focus on generating carbon needs internally for the process. Similar testing is also planned for the Hanover Park WRP in 2015. M&R will also continue work with the Engineering and M&O Departments to evaluate phycoremediation strategies to reduce nutrients in WRP effluent and to reduce the District’s energy footprint.

The Biosolids Master Plan being developed, focuses on reviewing the current operations and practices for sustainable biosolids management that is within the best interests for the District and its constituents.

• 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 LIMS 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 and other departments and permitting authorities.

M&R is also committed to stopping pollution at its source by operating an effective Industrial Waste Pretreatment and Source Control Program in full compliance with all federal and state statutes. During 2015, the administration of the District’s Industrial Waste Pretreatment Program will require the issuance or renewal of Discharge Authorizations for approximately 60 Significant Industrial Users and the review of approximately 720 Continued Compliance Reports and 12 Spill Prevention, Containment, and Countermeasure Plans. During 2015, M&R will conduct approximately 6,400 inspections associated with administering the District’s Sewage and Waste Control Ordinance and will randomly sample and analyze at least 20 percent of the anticipated 1,050 chemical toilet disposals at the Stickney WRP. During 2015, M&R is not anticipating any substantial variation in the number of enforcement activities. As a result of the District’s Industrial Pretreatment Program, during 2015, all of the biosolids produced by the District are expected to meet the highest quality criteria in the United States Environmental Protection Agency’s (USEPA) Part 503 Regulation and the WRP effluents are expected to meet all National Pollution Discharge Elimination System (NPDES) permit limits for regulated industrial pollutants.

M&R provides first-response services for hazardous materials emergencies and complaints of pollution and will conduct approximately 240 investigations in response to requests from federal, state, and local agencies, municipalities, private citizens, self-reported industrial activities, and requests from M&O in 2015.

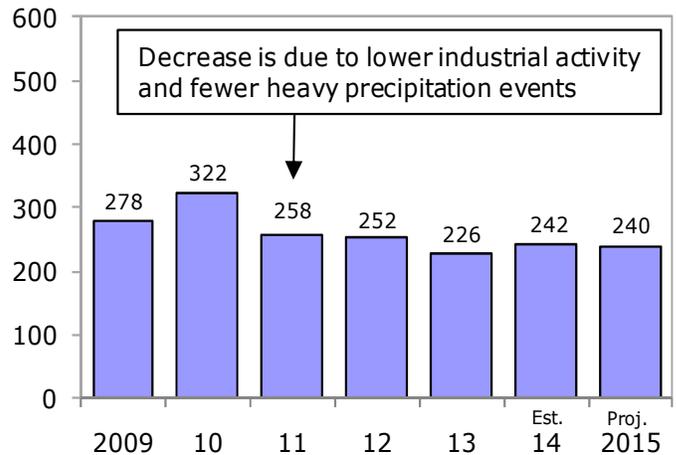
In 2015, M&R will collect and analyze approximately 800 samples from 157 TARP groundwater monitoring wells and two reservoirs and will compile six annual monitoring reports for the four TARP tunnel systems, including the Mainstream, Calumet, Des Plaines (below Weller Creek), and Upper Des Plaines (above Weller Creek – O’Hare) systems and two reservoirs, the Gloria Alitto Majewski Chicagoland Underflow Plan Reservoir and the Thornton Transitional Reservoir, to meet the operating permit requirements of these facilities. M&R will also conduct groundwater monitoring at six biosolids management facilities, including the Hanover Park Fischer Farm, in accordance with permits issued by the IEPA. In 2015, a total of 24 monitoring reports will be submitted to the IEPA. Through the assistance of United States Geological Survey, under a Joint Funding Agreement, M&R will conduct and complete a hydrological investigation of the TARP groundwater system to evaluate the possibility of a reduction in the monitoring program.

M&R monitors the liquid and solids process trains daily at multiple critical control points for each of the seven WRPs to inform process control and to improve operations and the quality of effluents and biosolids, which will generate

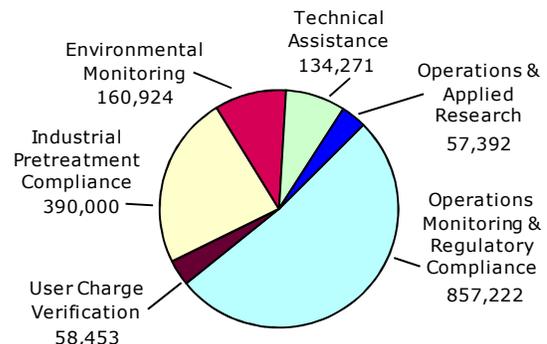
Five-Year Trend in Enforcement Activities			
Year	Cease and Desist Orders	Board Orders	Legal Actions
2011	81 ¹	0	0
2012	118 ²	0	0
2013	90	0	0
2014 Estimated	85	0	0
2015 Projected	88	0	0

1. Restated to remove six violations rescinded in 2011.
2. Restated to add 37 violations not reported in 2012.

Number of Emergency Responses



2015 Projected Laboratory Analyses by Program



1,658,262 projected analyses in 2015. This includes chemical and microbiological monitoring such as characterization of changes in microbial communities associated with operations and performance metrics to assess process stability and provide early warning of process upset such as the appearance of excess filamentous bacteria in mixed liquor. Whole effluent toxicity tests with fish (*Pimephales promelas*) and daphnids (*Ceriodaphnia dubia*) will be conducted as required by NPDES permits.

The District's dewatering polymer chemical costs are in excess of \$5 million annually. M&R has been working with M&O to optimize post-digestion centrifuge operations at the Stickney WRP to reduce polymer consumption. Full-scale baseline centrifuge operation, polymer use evaluation, and laboratory tests have been conducted. M&R will continue to work with M&O to incorporate the study's findings into practice to adjust and optimize the centrifuge operations in 2015. As a part of M&O's polymer contract bidding process, M&R will continue to conduct a polymer testing program which starts with bench-scale polymer testing, followed by full-scale testing. The testing program has enabled M&O to purchase the most cost-effective product for the Stickney WRP's post-digestion sludge dewatering.

• **Resource Recovery**

In 2015, M&R will continue to implement plant-specific monitoring plans to evaluate the aeration requirement and nitrification capacity of each plant's batteries in an effort to identify areas where energy and cost savings could be achieved.

M&R will continue to collaborate with M&O in 2015 to implement a full-scale operation of composting biosolids with wood wastes generated in the City of Chicago to produce compost that will be marketed to generate revenue through local park districts, golf courses, school districts, the District's land application contractors, lessees of District land, and other land managers under the District's Controlled Solids Distribution Program.

The long-term process facility capital planning effort incorporates the District's long-term financial model to help ensure that the District is addressing its goals with a financially responsible approach. The development of a long-term plan allows the District to focus on synergies using data-driven solutions, while providing time to concentrate on reducing knowledge gaps.

The air-dried, exceptional quality biosolids that the District currently produces have the potential to become odorous if not managed carefully prior to being land-applied. This attribute of the product is a major obstacle to controlling the cost of managing biosolids, public acceptance, and the economic value of the product. Based on the pilot-scale testing that was initiated in 2011, M&R will work with M&O to implement full-scale production and marketing of composted biosolids with minimal modification of current District biosolids drying operations. M&R will also evaluate techniques to reduce biosolids production and operating costs, and increase digester gas production. M&R has \$50,000 in the Construction Fund under research projects to support these projects in 2015.

As part of its efforts to promote the use of biosolids within Cook County and by all the communities serviced by the District, M&R has been increasing its biosolids marketing activities by hosting a sustainability workshop.

M&R will continue to provide support to the District's efforts to recover phosphorus at the Stickney WRP. Finally, M&R will complete an evaluation of the feasibility of phosphorus source control and recovery for contributing industries in 2015.

• **Develop Employees**

M&R is committed to providing continuing education and professional development to all of its employees. M&R conducts a monthly environmental issues and research seminar series at the Lue-Hing Research and Development Complex which is video conferenced to five other facilities and is archived in streaming online video format through the 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 upon actual numbers from 2013, it is anticipated that attendance throughout the facilities for 2015 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 which are presented by the Water Environment Federation, Water Environment Research Foundation, USEPA, American Chemical Society, and others. In 2015, 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.

M&R pays great attention to employee safety in their working environment. M&R maintains a Chemical Hygiene Plan to ensure employee safety at its laboratories and conducts monthly safety training.

• **Leading Partnerships**

The District conducts an Odor Monitoring Program to minimize or eliminate nuisance odors in the communities surrounding its facilities. In 2015, M&R will continue to lead the development of a District Odor Master Plan for the District's facilities, collection systems, and biosolids drying areas to target odor problem areas and reduce odors that may affect the communities that the District serves. The initial efforts in the development of the plan included a focus on known odorous processes and

facilities and developing conceptual designs to address the issues that are prioritized to responsibly improve our operations. Findings from the Odor Master Plan will be incorporated into the District's Capital Plan.

The District has developed a sound biosolids Controlled Solids Distribution Program under a permit issued by the IEPA. Under this program, exceptional quality air-dried biosolids and composted biosolids are used as a soil amendment and fertilizer in the Chicago metropolitan area. This program reduces landscape management costs for local park districts and school districts who participate. M&R will continue the promotion of biosolids and other sustainability practices and biosolids beneficial reuse awards to improve public awareness of the benefits of utilizing biosolids as a fertilizer and soil amendment through a sustainability workshop and other public events.

As part of the District's public image improvement efforts, M&R will continue to work with Public Affairs to develop talking points and fact sheets regarding important issues on water quality in the area waterways, public health risks of recreation on the waterways, and utilizing biosolids for land application. M&R will continue to provide support to outreach activities such as school science fair projects, District laboratory tours, local public meetings, and parades.

In support of the District's Stormwater Management Program, M&R will continue its collaboration with the United States Geological Survey and Chicago Department of Transportation in 2015 to evaluate the effect of best management practices such as permeable pavements, bioswales, and planters on stormwater flow and pollutant load reduction in the Sustainable Streetscape Project, located on Cermak Road between Halsted Street and Ashland Avenue and Blue Island Avenue between Ashland Avenue and Western Avenue.

M&R has been providing assistance to oversight agencies studying and controlling the migration of invasive aquatic species for decades. In 2015, M&R will continue to assist the United States Fish and Wildlife Service and the United States Army Corps of Engineers with surveillance for the presence of Asian carp in the CAWS and the Great Lakes Mississippi River Interbasin Study, respectively.

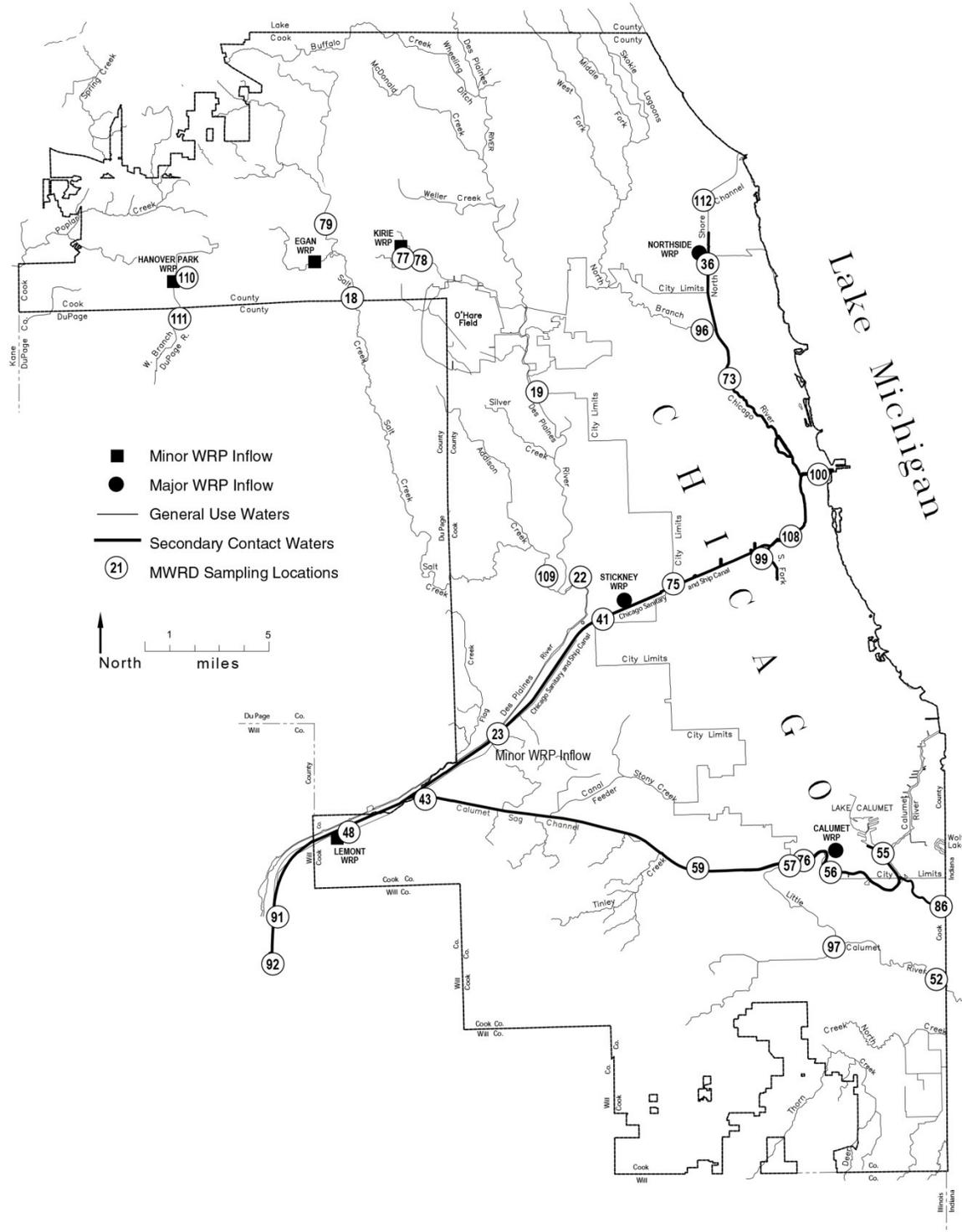
M&R will also continue to provide support to the IEPA in 2015 by participating in various working groups for developing the Illinois Nutrient Reduction Strategy and/or nutrient water quality standards for Illinois. M&R is also continuing to work through the Illinois Association of Wastewater Agencies in 2015 to partner with a consortium of agricultural industry organizations to investigate watershed approaches to improving water quality in the Illinois River basin. The activities under this partnership will include research and demonstration projects at the District's Fulton County site.

- **Technology**

The internet-based Publicly owned treatment works Administration and Compliance Software (iPACS), is used to monitor Commercial/Industrial User compliance with USEPA regulations. A new version of iPACS, completed in 2014, has increased staff efficiency and maintains all Industrial Pretreatment Program data in a single database. In 2015, more enhancements to iPACS will allow M&R to start implementing electronic management of assignment scheduling and reporting, as well as Industrial User self-reporting.

Monitoring & Research

Environmental Monitoring Program 4672 – Waterways Sampling Stations



Operations of the District meet stringent standards contained in NPDES permits issued for each WRP. Processing and disposal of solids are regulated by IEPA permits. M&R monitors water quality at 31 sampling locations in Chicago area shallow and deep-draft waterways within the District’s service area. The environmental information is also used to demonstrate the beneficial effects of advanced treated discharges from the District’s seven WRPs on instream water quality.

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OBJECTIVES AND PROGRAM SUMMARY

OBJECTIVES BY PRIORITY:		Cost	Percent
1. PLANT OPERATIONS MONITORING:			
Monitor the District's collection, treatment, and disposal operations to assure compliance with National Pollution Discharge Elimination System (NPDES), Illinois Environmental Protection Agency (IEPA), and other regulations.	Liquid Process Analyses	\$ 5,469,300	19.8%
	Solid Process Analyses	\$ 2,698,100	9.8%
		<u>\$ 8,167,400</u>	<u>29.6%</u>
2. INDUSTRIAL WASTE AND USER CHARGE:			
Administer the Pretreatment Program, Sewage and Waste Control Ordinance, User Charge Ordinance, Environmental Remediation Wastewater Ordinance, and Septic Tank and Chemical Toilet Waste Hauler Ordinance. * Note: "SIUs" refers to Significant Industrial Users.	Residential Users	\$ 28,500	0.1%
	Tax-Exempt Users	\$ 1,392,800	5.0%
	Large Commercial/Industrial Users	\$ 3,504,700	12.8%
	Environmental Remediation	\$ 63,200	0.2%
	Septic Tank/Chemical Waste	\$ 126,100	0.5%
	SIUs* - Pretreatment Program	\$ 3,371,800	12.2%
	SIUs* - Extraordinary Monitoring/Enforcement	\$ 1,417,700	5.1%
	Other Industrial Users	\$ 571,600	2.1%
	All Other - General	\$ 51,100	0.2%
		<u>\$ 10,527,500</u>	<u>38.2%</u>
3. ENVIRONMENTAL MONITORING:			
Monitor the quality of Lake Michigan and the waterways in order to detect and reduce the incidence of pollution.	Lake Michigan Monitoring	\$ 99,700	0.4%
	Waterways Monitoring	\$ 2,178,300	7.8%
	Inspection Events	\$ 240,800	0.9%
	Groundwater Monitoring	\$ 240,300	0.9%
	<u>\$ 2,759,100</u>	<u>10.0%</u>	
4. TECHNICAL ASSISTANCE:			
Conduct a program of independent review of plant operations and regular consultation and assistance for the solution of operating problems, provide technical assistance to other agencies upon request, and provide review and response to proposed regulations issued by federal, state, and local governments.	M&O Assistance	\$ 1,289,400	4.6%
	General Assistance	\$ 1,229,700	4.5%
	Regulatory Review and Response	\$ 1,123,100	4.1%
	Engineering Process Design Support	\$ 787,800	2.9%
	Regulatory Compliance Reporting	\$ 308,000	1.1%
	<u>\$ 4,738,000</u>	<u>17.2%</u>	
5. OPERATIONS AND APPLIED RESEARCH:			
Conduct operations and applied research for process improvement and cost reduction in District operations.		\$ 1,390,800	5.0%
	Total	<u><u>\$ 27,582,800</u></u>	<u><u>100.0%</u></u>

MEASURABLE GOALS:	2013 Actual	2014 Estimated	2015 Proposed
1. Submit all required environmental monitoring reports on time.	100%	100%	100%
2. Maintain laboratory accreditation.	100%	100%	100%
3. Complete a seven-year microbiome microbial source monitoring study of the Chicago area waterways.	10%	25%	40%
4. Provide sample data for IEPA 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 User Charge and Technical Services 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%

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OBJECTIVES AND PROGRAM SUMMARY

MEASURABLE GOALS:		2013 Actual	2014 Estimated	2015 Proposed
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 30.		100%	100%	100%
9. Respond to emergency assistance requests from fire and police departments, citizens, and state and federal agencies, municipalities, industries, and the District.		226	242	240

PROGRAMS BY PRIORITY:		2013 Actuals	Budgeted		Change	
Number	Name		FTEs	Dollars	Dollars	Percent
4650	Operations Monitoring	\$ 7,456,849	2015 88	\$ 8,167,400	\$ (369,400)	(4.3)
			2014 86	\$ 8,536,800		
4660	Waste Monitoring	\$ 9,755,872	2015 115	\$ 10,527,500	\$ (310,500)	(2.9)
			2014 113	\$ 10,838,000		
4670	Environmental Monitoring	\$ 2,582,783	2015 28	\$ 2,759,100	\$ (191,000)	(6.5)
			2014 28	\$ 2,950,100		
4680	Technical Assistance	\$ 3,651,422	2015 49	\$ 4,738,000	\$ 124,800	2.7
			2014 46	\$ 4,613,200		
4690	Operations and Applied Research	\$ 1,126,465	2015 17	\$ 1,390,800	\$ 31,300	2.3
			2014 15	\$ 1,359,500		
Totals		\$ 24,573,391	2015 297	\$ 27,582,800	\$ (714,800)	(2.5%)
			2014 288	\$ 28,297,600		

a) Decrease is due to the transfer of Laboratory Information Management System (LIMS) funding for system enhancements and software license renewal to the Information Technology Department (\$200,000), a reduced need for a nutrient analyzer (\$75,000), and a gas chromatograph/mass spectrometer (\$85,000).

b) Decrease is due to salary reductions as a result of anticipated staffing changes (\$234,500) and a reduced need for a total organic analyzer (\$65,000).

c) Decrease is due to improved maintenance of marine vessels (\$32,500), reduced need for nutrient removal/abatement studies (\$60,000) and water quality monitors (\$40,000), and salary reductions as a result of anticipated staffing changes (\$67,600).

d) Increase is due to the addition of an Associate Civil, Electrical, and Mechanical Engineer and the transfer of other clerical and technical positions to staff the Process Facilities Capital Planning Section (\$254,600), offset by a reduced need for consulting services for nutrient removal (\$70,000), a spectrophotometer used for laboratory analyses (\$25,000), and anticipated cost savings to service water quality monitors (\$34,000).

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PERFORMANCE DATA

Program Number	Measurable Activity Title		2013 Actual	2014 Budgeted	2015 Estimated	
4650	Operations Monitoring					
4652	Liquid Monitoring	Liquid Process Analyses	553,648	494,115	647,842	a)
		Cost	\$ 5,114,138	\$ 5,822,200	\$ 5,469,300	b)
		Cost/Analysis	\$ 9.24	\$ 11.78	\$ 8.44	c)
	- Liquid Process Treatment Analyses by Location:	North Service Area Lab	194,550	214,281	273,285	a)
		Stickney Lab	203,821	127,856	205,421	a)
		Calumet Lab	155,277	151,978	168,976	a)
	- Analyses for Tunnel and Reservoir Plan (TARP) Reservoirs		-	-	160	d)
4653	Solids Monitoring	Solids Process Analyses	213,355	215,822	209,380	
		Cost	\$ 2,342,711	\$ 2,714,600	\$ 2,698,100	
		Cost/Analysis	\$ 10.98	\$ 12.58	\$ 12.89	
	- Solids Process Treatment Analyses by Location:	North Service Area Lab	55,210	57,845	65,771	
		Stickney Lab	102,068	102,794	83,386	e)
		Calumet Lab	40,365	40,183	44,223	
	- Analyses for Required IEPA Reporting by Location of Processing/Utilization Site	Stickney Lab	7,366	6,900	7,000	
		Calumet Lab	8,346	8,100	9,000	
4660	Waste Monitoring					
4661	User Charge Ordinance - Residential and Small Non-Residential Commercial/Industrial Users (6,028 Small Nonresidential Commercial/Industrial Users)	Administration Costs	\$ 27,790	\$ 30,800	\$ 28,500	
4662	User Charge Ordinance - Tax-Exempt Users	Administration Costs	\$ 1,254,302	\$ 1,403,400	\$ 1,392,800	
		Number of Users	3,081	2,730	3,085	
		Revenue	\$ 20,522,792	\$ 16,000,000	\$ 15,000,000	f)
		Revenue/User	\$ 6,661.08	\$ 5,860.81	\$ 4,862.24	f)
4663	User Charge Ordinance - Large Commercial/Industrial Users	Number of Users	688	725	700	
		Waste Monitoring Analyses	59,999	59,371	58,453	
		Revenue	\$ 32,978,861	\$ 24,000,000	\$ 36,000,000	g)
		Monitoring Cost	\$ 3,170,431	\$ 3,714,500	\$ 3,504,700	h)
		Revenue/User	\$ 47,934.39	\$ 33,103.45	\$ 51,428.57	e)
		Monitoring Cost/User	\$ 4,608.18	\$ 5,123.45	\$ 5,006.71	
		Accounts	3,769	3,500	3,785	

- a) Increase is due to the support of additional nutrient removal and Whole Effluent Toxicity testing.
- b) Decrease is due to the transfer of LIMS funding for system enhancements (\$96,000) and software license renewal (\$104,000) to the Information Technology Department and reduced requirements for a nutrient analyzer (\$75,000) and gas chromatograph/mass spectrometer (\$85,000).
- c) Decrease is due to the reduction of costs cited in footnote b) above (\$360,000) and the additional analyses performed cited in footnote a) above.
- d) Increase is due to the analyses of samples collected from the Gloria Alitto Majewski Chicagoland Underflow Plan Reservoir and the Thornton Transitional Reservoir to comply with Illinois Environmental Protection Agency operating permit requirements.
- e) Decrease is due to a reduction in permit-required sampling.
- f) Decrease is due to the return of normal loading from the City of Chicago water filtration facilities.
- g) Increase is due to improved estimation of loadings.
- h) Decrease is due to salary reductions resulting from anticipated staffing changes (\$156,200) and a reduced need for a total organic analyzer (\$65,000), offset by a need for replacement of the automatic samplers for the Industrial Waste Division (\$55,000).

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PERFORMANCE DATA

Program Number	Measurable Activity Title		2013 Actual	2014 Budgeted	2015 Estimated	
4664	Environmental Remediation	Permits	16	12	15	i)
		Cost	\$ 45,289	\$ 46,000	\$ 63,200	j)
		Cost/Permit	\$ 2,830.56	\$ 3,833.33	\$ 4,213.33	
4665	Septic Tank and Chemical Toilet Waste Administration	Permits	3	4	3	k)
		Cost	\$ 161,678	\$ 158,500	\$ 126,100	l)
		Cost/Permit	\$ 53,892.67	\$ 39,625.00	\$ 42,033.33	k)
4666	Sewage and Waste Control Ordinance - Significant Industrial Users (SIUs) Minimum Regulatory Requirement Activities	Administration Costs	\$ 2,918,032	\$ 3,334,400	\$ 3,371,800	
		Number of SIUs	356	359	360	
		Cost/SIU	\$ 8,196.72	\$ 9,288.02	\$ 9,366.11	
		Waste Monitoring Analyses	383,104	387,164	390,000	
4667	Sewage and Waste Control Ordinance - Significant Industrial Users (SIUs) Extraordinary Monitoring and Enforcement Activities	Administration Costs	\$ 1,549,068	\$ 1,522,500	\$ 1,417,700	m)
		Number of SIUs	120	120	120	
		Cost/SIU	\$ 12,908.90	\$ 12,687.50	\$ 11,814.17	
4668	Other Industrial Users	Administration Costs	\$ 591,328	\$ 570,500	\$ 571,600	
		Number of IUs	350	365	356	
		Cost/IU	\$ 1,689.51	\$ 1,563.01	\$ 1,605.62	
4669	Waste Monitoring - All Other - General	Administration Costs	\$ 37,954	\$ 57,400	\$ 51,100	
4670	Environmental Monitoring					
4671	Lake Michigan Monitoring	Sampling Events	140	400	140	n)
		Environmental Analyses	6,699	13,643	150	o)
		Cost	\$ 117,541	\$ 126,500	\$ 99,700	p)
4672	Waterways Monitoring	Sampling Events	1,030	956	1,000	
		Environmental Analyses	154,366	136,488	150,216	
		Cost	\$ 1,991,856	\$ 2,309,100	\$ 2,178,300	q)
4673	Inspection Events	Inspection Events	507	336	500	r)
		Cost	\$ 249,680	\$ 258,000	\$ 240,800	
4674	Groundwater Monitoring	Number of Analyses	23,539	24,953	10,558	s)
		Sampling Events	-	-	800	t)
		Cost	\$ 223,706	\$ 256,500	\$ 240,300	
		Cost/Analysis	\$ 9.50	\$ 10.28	\$ 22.76	

- i) Increase is due to a higher estimate of permit applications in 2015.
- j) Increase is due to the reallocation of an Administrative Assistant position (\$17,200).
- k) Decrease is due to the anticipation of fewer permit applications in 2015, which increases the unit cost.
- l) Decrease is due to salary reductions resulting from anticipated staffing changes (\$32,200).
- m) Decrease is due to salary reductions resulting from anticipated staffing changes (\$101,900).
- n) Decrease is due to a change in the tracking and reporting of sampling events.
- o) Decrease is due to the discontinuation of monitoring projects such as Lake Watch and Wilmette Harbor.
- p) Decrease is due to a reduced need for diesel fuel (\$20,000).
- q) Decrease is due to improved boat maintenance (\$32,500), a reduced need for nutrient removal/abatement studies (\$60,000), and water quality monitors (\$40,000).
- r) Decrease is due to a change in the tracking and reporting of inspection events.
- s) Decrease is due to a reduction in permit-required sampling and non-functional TARP wells.
- t) Increase is due to the collection and analyses of samples from 157 TARP groundwater monitoring wells to comply with Illinois Environmental Protection Agency operating permit requirements.

16000 MONITORING & RESEARCH

PERFORMANCE DATA

Program Number	Measurable Activity Title		2013 Actual	2014 Budgeted	2015 Estimated	
4680	Technical Assistance					
4681	Assistance to Maintenance & Operations Department	Number of Responses	855	91	700	u)
		Number of Analyses	84,700	81,389	73,482	
		Number of Sampling Events	8,157	8,344	8,000	
		Cost	\$ 916,863	\$ 1,171,500	\$ 1,289,400	v)
4682	General Assistance to All Other Departments	Number of Responses	143	244	100	u)
		Number of Analyses	15,031	11,293	14,212	
		Number of Sampling Events	530	1,018	550	u)
		Cost	\$ 1,160,923	\$ 1,320,900	\$ 1,229,700	
4683	Regulatory Review and Response	Number of Responses	202	160	200	u)
		Sampling Events	52	25	25	u)
		Cost	\$ 974,133	\$ 1,170,100	\$ 1,123,100	
4684	Engineering Process Design Support	Number of Analyses	46,140	47,485	46,552	
		Number of Responses	-	-	200	v)
		Sampling Events	-	-	100	w)
		Cost	\$ 304,814	\$ 643,000	\$ 787,800	v)
		Cost/Analysis	\$ 6.61	\$ 13.54	\$ 16.92	
4685	Regulatory Compliance Reporting	Reports	58	169	60	u)
		Number of Analyses	24	200	25	u)
		Cost	\$ 294,689	\$ 307,700	\$ 308,000	
		Cost/Analysis	\$ 12,278.71	\$ 1,538.50	\$ 12,320.00	
4690	Operations and Applied Research	Research Projects	115	200	120	u)
		Laboratory Analyses	65,220	33,045	57,392	x)
		Cost	\$ 1,126,465	\$ 1,359,500	\$ 1,390,800	
		Totals	\$ 24,573,391	\$ 28,297,600	\$ 27,582,800	

- u) Increases or decreases are due to a change in the method of tracking and reporting these activities.
- v) Increase is due to the addition of an Associate Civil, Electrical, and Mechanical Engineer and the transfer of other supporting clerical and technical positions to staff the Process Facilities Capital Planning Section (\$254,600).
- w) Increase is due to the collection and analyses of samples to support special studies and research projects with the United States Geological Survey.
- x) Increase is due to the support of additional projects in the Process Facilities Capital Planning Section.

101 16000	Fund: Corporate Department: Monitoring & Research Division:	LINE ITEM ANALYSIS						
		2013	2014				2015	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 22,359,189	\$ 24,751,000	\$ 24,676,000	\$ 16,785,146	\$ 23,334,000	\$ 24,707,500	\$ -
601060	Compensation Plan Adjustments	493,990	718,500	718,500	526,548	629,000	895,600	-
601080	Salaries of Nonbudgeted Employees	-	2,400	117,400	82,458	117,400	-	-
601100	Tuition and Training Payments	51,942	49,000	49,000	32,714	37,000	50,000	-
601170	Payments for Professional Services	31,720	456,000	416,000	64,995	105,000	102,300	-
100	TOTAL PERSONAL SERVICES	22,936,840	25,976,900	25,976,900	17,491,861	24,222,400	25,755,400	-
612010	Travel	7,328	35,400	35,400	5,768	15,000	11,200	-
612030	Meals and Lodging	18,711	36,400	36,400	16,061	28,000	27,900	-
612040	Postage, Freight, and Delivery Charges	5,134	11,300	11,300	7,569	3,800	6,600	-
612050	Compensation for Personally-Owned Automobiles	41,268	42,600	42,600	32,803	40,000	45,000	-
612080	Motor Vehicle Operating Services	1,256	2,100	2,100	855	2,000	2,700	-
612090	Reprographic Services	1,260	3,200	3,200	900	1,500	1,400	-
612170	Water and Water Services	663	1,200	1,200	1,200	1,000	600	-
612210	Communication Services	-	1,000	1,000	-	100	-	-
612330	Rental Charges	3,189	5,800	5,800	3,717	3,000	3,300	-
612410	Governmental Service Charges	17,000	17,000	17,000	17,000	17,000	17,000	-
612490	Contractual Services, N.O.C.	210,807	331,900	331,900	299,250	300,000	303,100	-
612790	Repairs to Marine Equipment	26,223	83,600	83,600	62,700	60,000	61,300	-
612820	Computer Software Maintenance	100,650	104,000	104,000	103,970	104,000	-	-
612840	Communications Equipment Maintenance (Includes Software)	-	500	500	-	100	-	-
612970	Repairs to Testing and Laboratory Equipment	444,145	555,500	555,500	456,441	450,000	462,800	-
612990	Repairs, N.O.C.	1,018	2,700	2,700	2,700	2,000	1,300	-
200	TOTAL CONTRACTUAL SERVICES	878,651	1,234,200	1,234,200	1,010,934	1,027,500	944,200	-
623520	Office, Printing, & Photo Supplies, Equipment, & Furniture	30,206	48,700	68,100	62,334	40,000	31,000	-
623530	Farming Supplies	3,000	2,500	2,500	2,500	2,400	4,000	-
623570	Laboratory Testing Supplies, Small Equipment, and Chemicals	298,401	409,800	390,400	340,740	350,000	371,600	-
623700	Wearing Apparel	14,363	35,500	35,500	35,063	27,500	16,600	-

101 16000	Fund: Corporate Department: Monitoring & Research Division:	LINE ITEM ANALYSIS						
		2013	2014				2015	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
623720	Books, Maps, and Charts	1,427	8,500	8,500	2,976	3,000	1,000	-
623800	Computer Software	-	500	500	-	100	-	-
623810	Computer Supplies	1,612	4,200	4,200	2,449	2,800	2,700	-
623820	Fuel	24,611	35,500	35,500	35,000	27,000	35,000	-
623850	Communications Supplies	-	2,500	2,500	335	1,000	1,000	-
623990	Materials and Supplies, N.O.C.	29,139	79,800	79,800	69,036	55,000	60,300	-
300	TOTAL MATERIALS AND SUPPLIES	402,759	627,500	627,500	550,433	508,800	523,200	-
634970	Testing and Laboratory Equipment	355,142	459,000	459,000	398,935	375,000	360,000	-
400	TOTAL MACHINERY AND EQUIPMENT	355,142	459,000	459,000	398,935	375,000	360,000	-
TOTAL MONITORING & RESEARCH		\$ 24,573,391	\$ 28,297,600	\$ 28,297,600	\$ 19,452,164	\$ 26,133,700	\$ 27,582,800	\$ -

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.

POSITION ANALYSIS						
Fund: Corporate Dept: Monitoring & Research Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
110	Executive Division					
111	Executive Section					
EX11	Director of Monitoring & Research	1	1		1	
HP17	Quality Assurance Coordinator	1	1		-	
EX06	Secretary to Officer	1	1		1	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	-	1		-	
HP11	Administrative Specialist	1	-		1	
TOTAL	Executive Section	4	4	533,101.92	3	379,654.60
112	Budget & Administrative Section					
HP18	Supervising Budget & Management Analyst	1	1		1	
HP17	Management Analyst III #2 (Senior Budget & Management Analyst) (New Grade HP16)	1	1		1	
HP14	Management Analyst I #2 (Budget & Management Analyst)	1	-		-	
HP14	Budget & Management Analyst	-	2		2	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	-	-		1	
HP11	Administrative Specialist	1	1		-	
TOTAL	Budget & Administrative Section	4	5	507,978.64	5	519,591.02
TOTAL	Executive Division	8	9	1,041,080.56	8	899,245.62
120	Environmental Monitoring & Research Division					
121	Environmental Monitoring & Research Administrative Section					
HP21	Assistant Director of Monitoring & Research	1	1		1	
HP20	Environmental Monitoring & Research Manager	1	1		1	
HP20	Supervising Civil Engineer	1	-		-	
HP20	Managing Civil Engineer	-	1		1	
HP18	Biostatistician	1	1		1	
HP18	Radiation Chemist	1	-		-	
HP17	Senior Environmental Research Scientist	-	-		1	

POSITION ANALYSIS						
Fund: Corporate		2013	2014		2015	
Dept: Monitoring & Research					PROPOSED BY EXECUTIVE DIRECTOR	
Division:						
PAY PLAN & GRADE	CLASS TITLE	ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP13	Senior Administrative Specialist	-	1		1	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	-		-	
HP12	Secretary #2 (Administrative Specialist) (New Grade HP11)	1	1		1	
HP11	Administrative Specialist	-	-		1	
TOTAL	Environmental Monitoring & Research Administrative Section	7	6	779,709.84	8	974,463.88
	122 Wastewater Treatment Process Research Section					
HP18	Supervising Environmental Research Scientist	1	1		1	
HP17	Senior Environmental Research Scientist	3	4		3	
HP15	Associate Environmental Research Scientist	3	4		4	
HP11	Laboratory Technician II	2	2		2	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	1		1	
HP10	Laboratory Technician I	4	4		5	
HP10	Laboratory Technician I #4	1	1		1	
TOTAL	Wastewater Treatment Process Research Section	15	17	1,411,286.50	17	1,371,180.98
	123 Biosolids Utilization & Soil Science Section					
HP18	Supervising Environmental Soil Scientist	1	1		1	
HP17	Senior Environmental Soil Scientist	2	2		2	
HP15	Associate Environmental Soil Scientist	3	3		3	
HP14	Assistant Environmental Chemist	1	1		1	
HP11	Field & Laboratory Technician	-	-		2	
HP11	Laboratory Technician II	2	2		2	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	1		1	
HP10	Laboratory Technician I	1	1		1	
HP09	Laboratory Assistant	1	1		1	
TOTAL	Biosolids Utilization & Soil Science Section	12	12	1,016,399.54	14	1,108,094.00

POSITION ANALYSIS						
Fund: Corporate Dept: Monitoring & Research Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
124	Analytical Microbiology & Biomonitoring Section					
HP18	Supervising Environmental Microbiologist	1	1		1	
HP17	Senior Environmental Microbiologist	1	1		1	
HP16	Associate Environmental Microbiologist	1	1		2	
HP15	Associate Environmental Research Scientist	1	-		-	
HP14	Assistant Environmental Microbiologist	1	1		1	
HP11	Laboratory Technician II	2	2		2	
HP11	Laboratory Technician II #4	2	2		2	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	1		1	
HP10	Laboratory Technician I	4	4		4	
HP09	Laboratory Assistant	2	2		2	
TOTAL	Analytical Microbiology & Biomonitoring Section	16	15	1,097,126.42	16	1,155,599.12
126	Aquatic Ecology & Water Quality Section					
HP18	Supervising Aquatic Biologist	1	1		1	
HP17	Senior Aquatic Biologist	1	1		1	
HP16	Associate Aquatic Biologist	2	2		2	
HP15	Pollution Control Officer I #2 (Environmental Specialist)	1	-		-	
HP15	Environmental Specialist	-	1		-	
HP14	Assistant Aquatic Biologist	1	1		1	
HP11	Laboratory Technician II	3	3		3	
HP11	Laboratory Technician II #4	1	1		1	
HP10	Laboratory Technician I	1	1		1	
HP10	Laboratory Technician I #4	1	1		1	
NR6441	Patrol Boat Operator	3	3		3	
NR3642	Pollution Control Technician II	2	2		2	
NR3641	Pollution Control Technician I	4	5		4	
TOTAL	Aquatic Ecology & Water Quality Section	21	22	1,633,471.06	20	1,505,238.28

POSITION ANALYSIS						
Fund: Corporate		2013	2014		2015	
Dept: Monitoring & Research					PROPOSED BY EXECUTIVE DIRECTOR	
Division:						
PAY PLAN & GRADE	CLASS TITLE	ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	BUDGETED FTEs	APPROPRIATION IN DOLLARS
129	Process Facilities Capital Planning Section					
HP18	Principal Civil Engineer	1	1		1	
HP17	Senior Civil Engineer	2	2		2	
HP17	Senior Electrical Engineer	-	1		1	
HP17	Senior Environmental Research Scientist	1	1		1	
HP17	Senior Mechanical Engineer	-	1		1	
HP15	Associate Civil Engineer	1	1		2	
HP15	Associate Electrical Engineer	-	-		1	
HP15	Associate Environmental Research Scientist	1	1		1	
HP15	Associate Mechanical Engineer	-	-		1	
HP11	Administrative Specialist	-	1		-	
TOTAL	Process Facilities Capital Planning Section	6	9	855,683.66	11	1,105,187.20
TOTAL	Environmental Monitoring & Research Division	77	81	6,793,677.02	86	7,219,763.46
160	Analytical Laboratories Division					
161	Analytical Laboratories Administrative Section					
HP21	Assistant Director of Monitoring & Research	1	1		1	
HP17	Quality Assurance Coordinator	-	-		1	
HP17	Senior Environmental Chemist	1	1		1	
HP15	Associate Environmental Chemist	-	1		1	
HP13	Senior Administrative Specialist	-	1		1	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	-		1	
HP12	Secretary #2 (Administrative Specialist) (New Grade HP11)	1	1		-	
TOTAL	Analytical Laboratories Administrative Section	4	5	596,215.62	6	715,471.64
162	Stickney Analytical Laboratory Section					
HP18	Supervising Environmental Chemist	1	1		1	
HP17	Senior Environmental Chemist	1	1		1	
HP15	Associate Environmental Chemist	2	2		2	

POSITION ANALYSIS						
Fund: Corporate Dept: Monitoring & Research Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP14	Assistant Environmental Chemist	4	4		4	
HP13	Laboratory Technician III	2	2		2	
HP11	Administrative Specialist	-	1		1	
HP11	Laboratory Technician II	6	5		5	
HP10	Laboratory Technician I	8	9		8	
HP09	Administrative Clerk	1	-		-	
HP09	Laboratory Assistant	2	2		2	
TOTAL	Stickney Analytical Laboratory Section	27	27	1,958,810.10	26	1,906,655.66
164	Industrial Waste Analytical Laboratory Section					
HP18	Supervising Environmental Chemist	1	1		1	
HP17	Senior Environmental Chemist	1	1		1	
HP15	Associate Environmental Chemist	2	2		2	
HP14	Assistant Environmental Chemist	3	3		3	
HP13	Laboratory Technician III	2	2		2	
HP11	Laboratory Technician II	6	6		7	
HP11	Laboratory Technician II #4	1	1		-	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	1		1	
HP10	Laboratory Technician I	8	7		6	
TOTAL	Industrial Waste Analytical Laboratory Section	25	24	1,807,856.18	23	1,736,220.46
165	Organic Compounds Analytical Laboratory Section					
HP18	Instrumentation Chemist IV	1	1		1	
HP17	Instrumentation Chemist III	2	2		2	
HP16	Instrumentation Chemist II	2	2		2	
HP15	Instrumentation Chemist I	2	2		2	
HP11	Laboratory Technician II	3	3		3	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	

POSITION ANALYSIS						
Fund: Corporate Dept: Monitoring & Research Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP11	Administrative Specialist	-	1		1	
TOTAL	Organic Compounds Analytical Laboratory Section	11	11	1,054,494.74	11	1,059,661.72
166	Egan Analytical Laboratory Section					
HP18	Supervising Environmental Chemist	1	1		1	
HP17	Senior Environmental Chemist	1	1		1	
HP15	Associate Environmental Chemist	1	1		1	
HP14	Assistant Environmental Chemist	2	2		3	
HP13	Laboratory Technician III	1	1		-	
HP11	Administrative Specialist	-	-		1	
HP11	Laboratory Technician II	2	2		2	
HP11	Laboratory Technician II #4	1	1		1	
HP10	Laboratory Technician I	7	7		8	
HP09	Laboratory Assistant	2	2		2	
TOTAL	Egan Analytical Laboratory Section	18	18	1,325,436.84	20	1,447,548.96
167	Calumet Analytical Laboratory Section					
HP18	Supervising Environmental Chemist	1	1		1	
HP17	Senior Environmental Chemist	1	1		1	
HP15	Associate Environmental Chemist	2	1		1	
HP14	Assistant Environmental Chemist	1	2		3	
HP13	Laboratory Technician III	2	2		1	
HP11	Laboratory Technician II	2	3		3	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	1		1	
HP10	Laboratory Technician I	3	3		4	
HP10	Laboratory Technician I #4	1	1		1	
HP09	Laboratory Assistant	1	1		1	

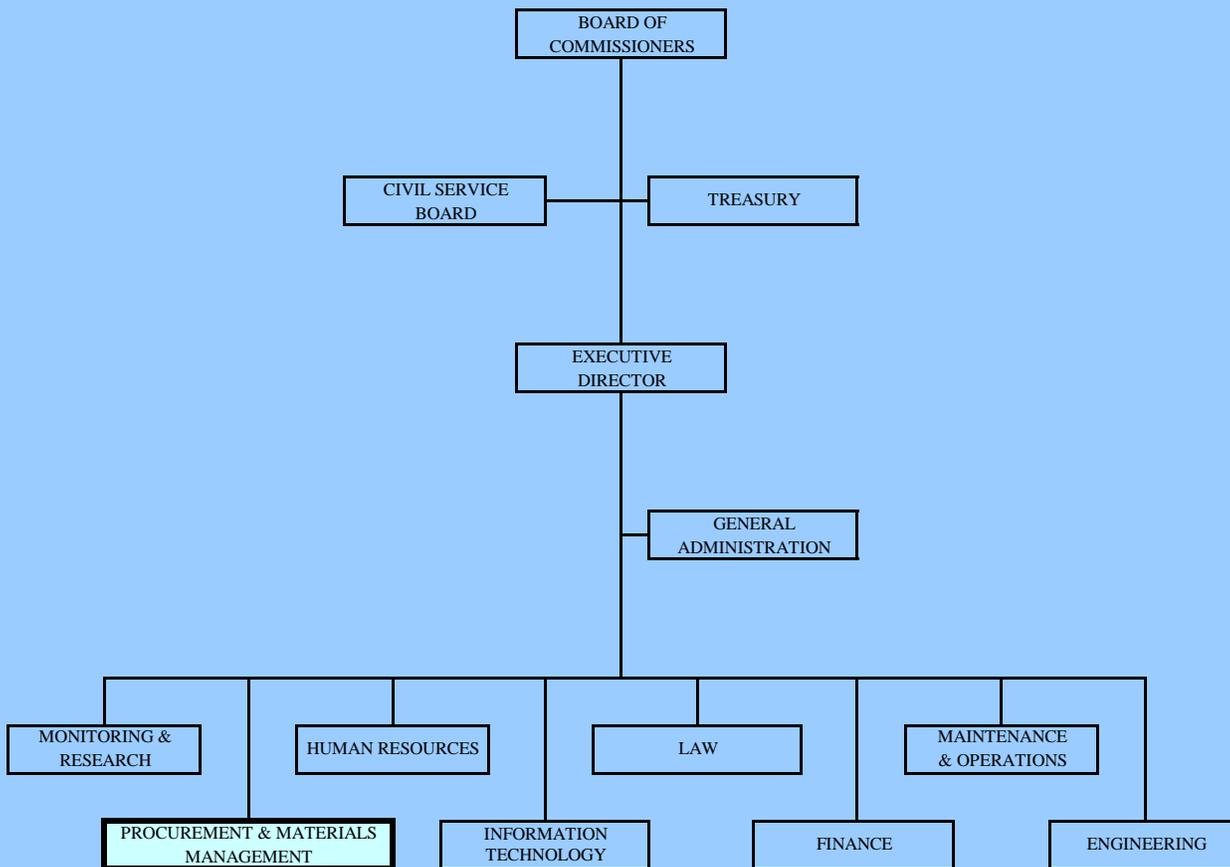
POSITION ANALYSIS						
Fund: Corporate		2013	2014		2015	
Dept: Monitoring & Research					PROPOSED BY EXECUTIVE DIRECTOR	
Division:						
PAY PLAN & GRADE	CLASS TITLE	ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP09	Laboratory Assistant #1	-	-		1	
TOTAL	Calumet Analytical Laboratory Section	15	16	1,233,007.88	18	1,316,276.26
TOTAL	Analytical Laboratories Division	100	101	7,975,821.36	104	8,181,834.70
190 Industrial Waste Division						
191 Industrial Waste Administrative Section						
HP21	Assistant Director of Monitoring & Research	1	1		1	
HP17	Senior Environmental Specialist	1	1		1	
HP15	Assistant Environmental Specialist #2 (Environmental Specialist)	1	-		-	
HP15	Environmental Specialist	1	2		2	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	-		-	
HP11	Administrative Specialist	-	1		1	
TOTAL	Industrial Waste Administrative Section	5	5	533,631.28	5	560,339.52
192 Enforcement Section						
HP18	Supervising Environmental Specialist	1	1		1	
HP17	Senior Civil Engineer	1	1		1	
HP17	Senior Environmental Specialist	1	1		1	
HP15	Associate Civil Engineer	4	4		4	
HP15	Environmental Specialist	6	6		6	
HP12	Secretary #2 (Administrative Specialist) (New Grade HP11)	-	1		1	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	1		1	
HP09	Administrative Clerk	2	1		1	
TOTAL	Enforcement Section	16	16	1,595,741.94	16	1,609,355.02
193 User Charge & Technical Services Section						
HP18	Supervising Environmental Specialist	1	1		1	
HP17	Senior Environmental Specialist	2	2		2	
HP15	Associate Civil Engineer	2	3		4	

POSITION ANALYSIS						
Fund: Corporate Dept: Monitoring & Research Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP15	Assistant Environmental Specialist #2 (Environmental Specialist)	2	-		-	
HP15	Pollution Control Officer I #2 (Environmental Specialist)	3	-		-	
HP15	Environmental Specialist	4	10		10	
HP14	Assistant Civil Engineer	1	-		-	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	-		-	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	1		1	
HP09	Administrative Clerk	1	1		1	
TOTAL	User Charge & Technical Services Section	18	18	1,758,827.20	19	1,672,947.38
194 Field Services Central Area Section						
HP18	Supervising Environmental Specialist	1	1		1	
HP17	Senior Environmental Specialist	2	2		2	
HP15	Assistant Environmental Specialist #2 (Environmental Specialist)	4	-		-	
HP15	Pollution Control Officer I #2 (Environmental Specialist)	8	-		-	
HP15	Environmental Specialist	3	14		14	
HP13	Senior Administrative Specialist	-	1		1	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	-		1	
HP11	Administrative Specialist	1	1		-	
NR3642	Pollution Control Technician II	1	1		1	
NR3641	Pollution Control Technician I	8	8		9	
TOTAL	Field Services Central Area Section	29	28	2,515,117.02	29	2,567,945.12
195 Field Services South Area Section						
HP17	Senior Environmental Specialist	1	1		1	
HP15	Pollution Control Officer I #2 (Environmental Specialist)	3	-		-	
HP15	Environmental Specialist	1	5		5	
NR3641	Pollution Control Technician I	4	4		4	
TOTAL	Field Services South Area Section	9	10	899,496.78	10	880,400.82

POSITION ANALYSIS						
Fund: Corporate Dept: Monitoring & Research Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
196	Field Services North Area Section					
HP17	Senior Environmental Specialist	1	1		1	
HP15	Pollution Control Officer I #2 (Environmental Specialist)	4	-		-	
HP15	Environmental Specialist	1	5		5	
NR3641	Pollution Control Technician I	4	4		4	
TOTAL	Field Services North Area Section	10	10	880,419.02	10	885,061.58
197	Field Services North West Area Section					
HP17	Senior Environmental Specialist	1	1		1	
HP15	Assistant Environmental Specialist #2 (Environmental Specialist)	2	-		-	
HP15	Pollution Control Officer I #2 (Environmental Specialist)	2	-		-	
HP15	Environmental Specialist	1	5		5	
NR3641	Pollution Control Technician I	4	4		4	
TOTAL	Field Services North West Area Section	10	10	880,925.76	10	864,423.56
TOTAL	Industrial Waste Division	97	97	9,064,159.00	99	9,040,473.00
TOTAL	Monitoring & Research	282	288	24,874,737.94	297	25,341,316.78

NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix.

NOTE PAGE



Metropolitan Water Reclamation District of Greater Chicago

100 EAST ERIE STREET

CHICAGO, ILLINOIS 60611-3154

312.751.5600

September 10, 2014

Mr. David St. Pierre
Executive Director
OFFICE

Dear Sir:

Subject: 2015 Program for the Procurement & Materials Management Department

The Procurement & Materials Management Department's program for 2015, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of the department's 2015 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, 2015 major initiatives and challenges, and 2014 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 2015.

Respectfully submitted,

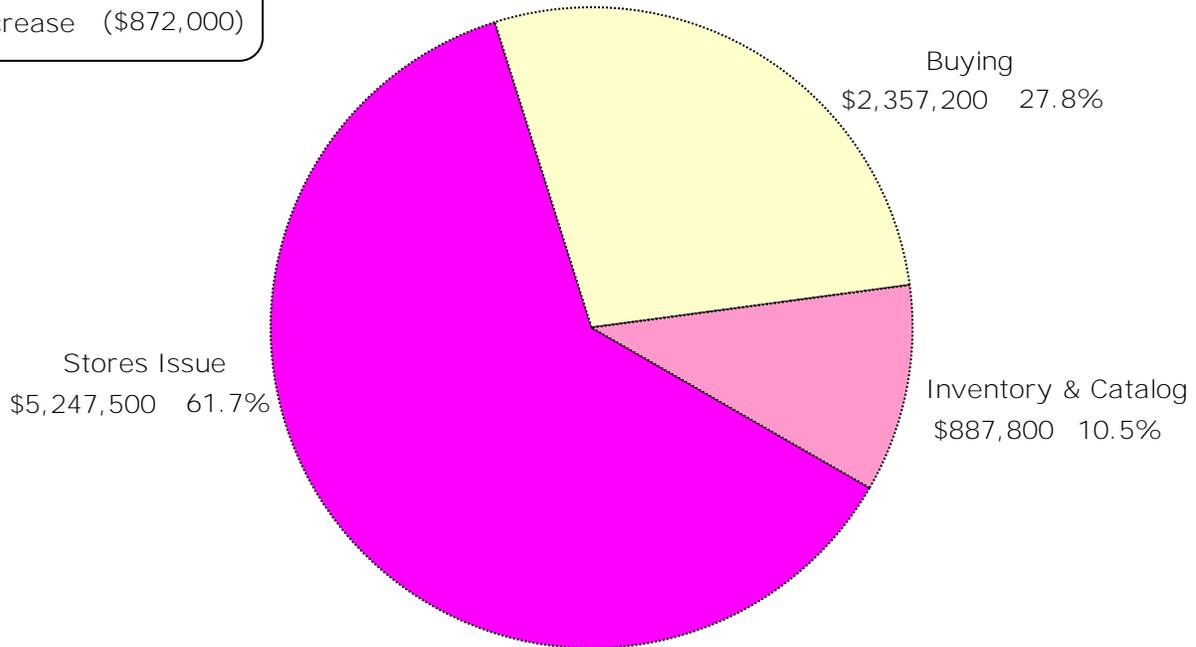


Darlene A. LoCascio
Director of Procurement & Materials Management

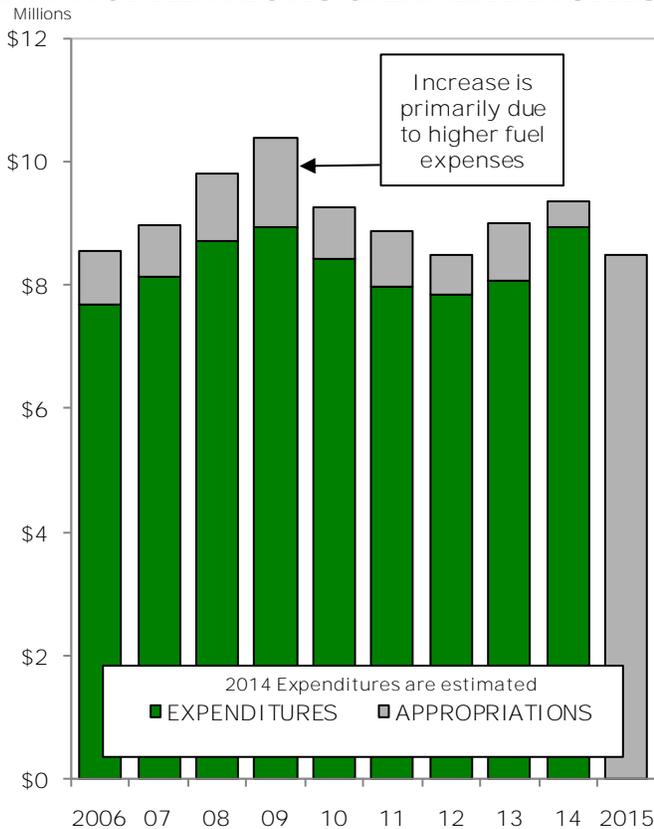
PROCUREMENT & MATERIALS MANAGEMENT

2015	\$8,492,500
2014	\$9,364,500
Decrease	(\$872,000)

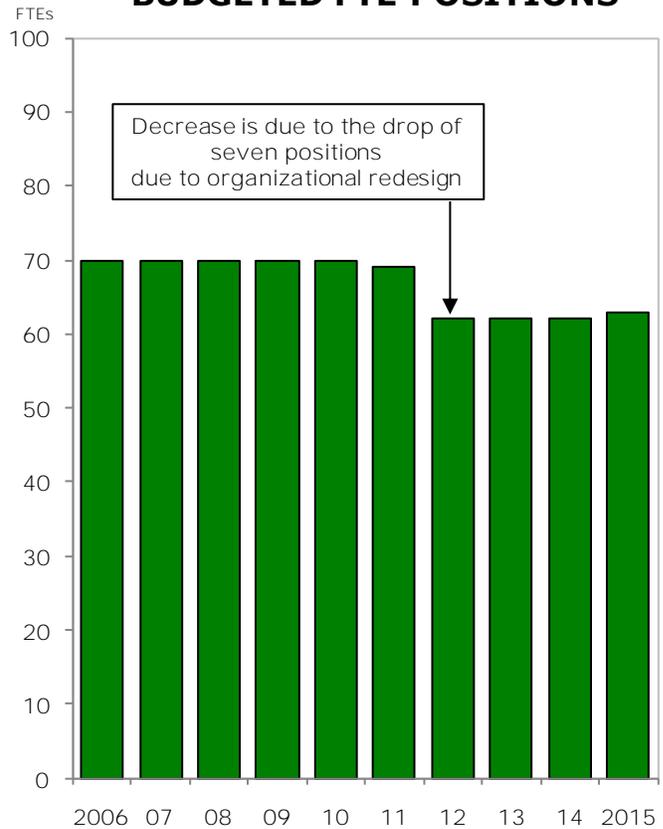
FUNCTIONS



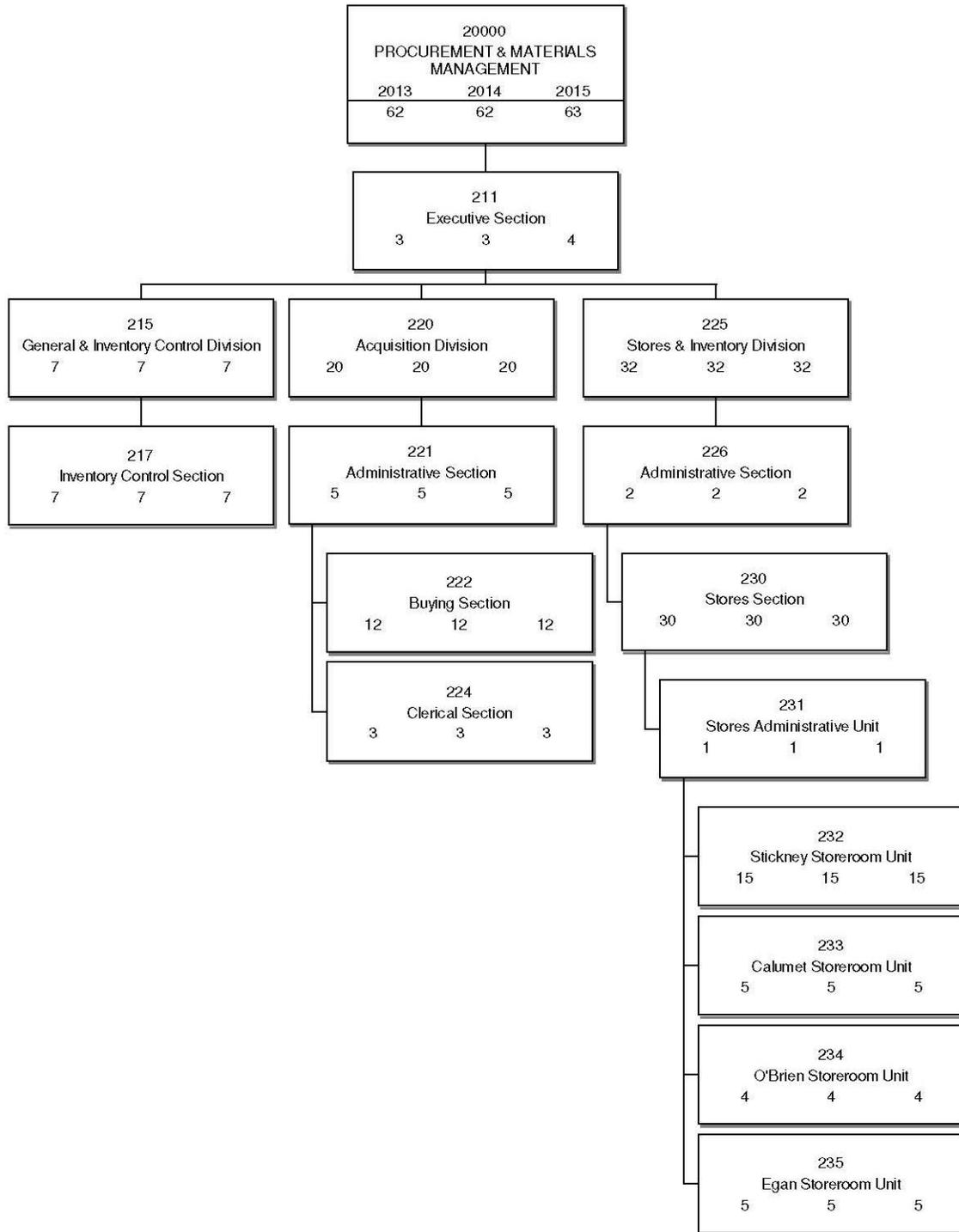
APPROPRIATIONS & EXPENDITURES



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

The P&MM Department is charged with the responsibility of procuring all of the materials and services that are used by the Metropolitan Water Reclamation District of Greater Chicago. The Purchasing Act for the Metropolitan Water Reclamation District of Greater Chicago 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 2014 Accomplishments

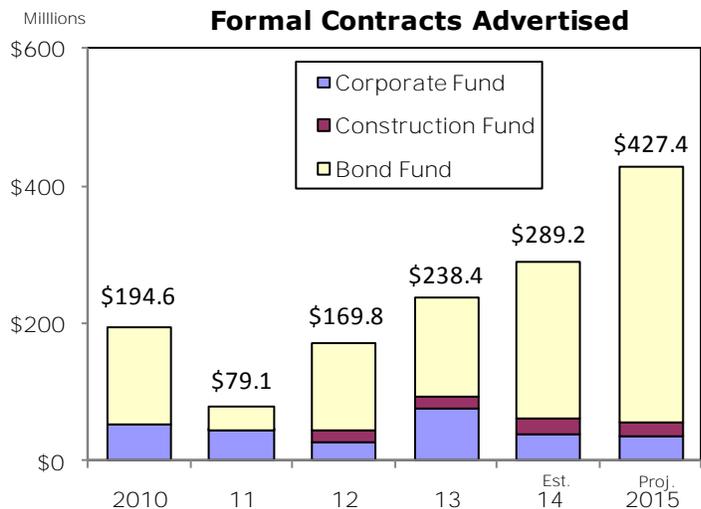
- Continued the commitment to customer service and transparency in the procurement process by providing the public with a collaboration area on the District’s portal to submit questions concerning contract documents and specifications;
- On March 6, 2014, the construction contract for the O’Brien WRP storeroom was awarded. This contract will provide additional storage space and office space for staff. Estimated completion date is March 31, 2015;
- Completed the training course titled “Requisitioning Processing” and completed 60 percent of the request for proposal class and handbook. Estimated completion date is the first quarter of 2015;
- Developed the request for proposals for both natural gas and electricity to have a pool of potential bidders available for future reverse auctions, as needed.

Budget Highlights

The 2015 appropriation for the P&MM Department is \$8,492,500, a decrease of \$872,000, or 9.3 percent, from 2014. Staffing requirements for the department increased by one to 63, with the addition of a Budget & Management Analyst position.

Significant features of the 2015 Budget are:

- The development of an electronic marketplace where the District would post requests for quotations on items that are under \$25,000 for furnishing and delivering materials and supplies and under \$10,000 for services. The bidders would then have the opportunity to bid on materials, supplies, or services on-line;
- Establish procedures for rush or emergency purchases under \$5,000 for materials, supplies, or services;
- Establish a picture catalog for engineering spare parts in the master data file;
- In 2014, the District had SAP consultants review the “procure to pay” process in order to highlight where improvements can be enhanced. In 2015, PM&M will evaluate the recommended enhancements and implement the ones that are cost-effective.



2015 Initiatives in Support of the Strategic Plan Include the Following:

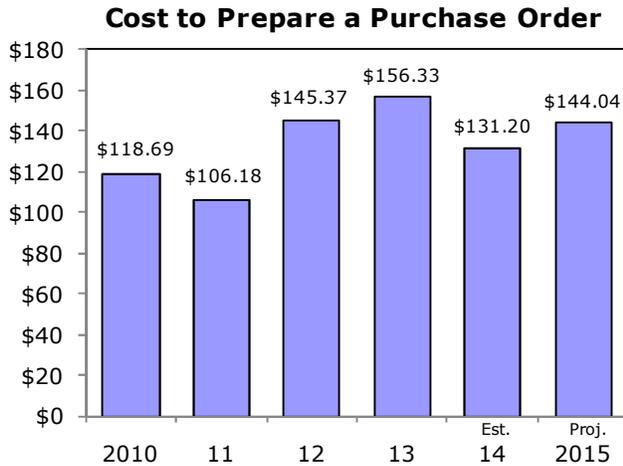
• **Technology**

This 2015 initiative focuses on improving the P&MM Department’s level of service to our internal and external customers. The P&MM Department will begin to develop an electronic marketplace where the District, on a daily basis, will post requests for quotations for materials and supplies that are under \$25,000 and services that are under \$10,000. Bidders will have the opportunity to place a bid for those materials, supplies, and services online. Posting online should result in an increased participation in the bidding process, lower cost for purchased items, and reduced turnaround time from the issuance of the request for quotations to the receipt of the goods and services.

The District currently has a spare parts inventory of approximately \$38 million. In order to assist in the utilization of the inventory, the P&MM Department will begin attaching pictures of each item to the master data file. This enhancement will facilitate the identification of the inventory items and reduce errors in requesting spare parts, overall saving time.

In 2000, the District implemented a SAP financial enterprise system. Since then, the District has identified the functionalities that will improve our business processes and eliminate the need to make system customizations. In September 2014, the District worked with SAP consultants to review the “procure to pay” business process in order to highlight where enhancements or new functionalities can be implemented. In 2015, the P&MM Department will evaluate the recommended enhancements and implement the recommendations that are beneficial and cost-effective.

In conclusion, the goal is to increase our service level to our internal and external customers. As always, the P&MM Department is committed to supporting the strategic plan.



20000 PROCUREMENT & MATERIALS MANAGEMENT

OBJECTIVES AND PROGRAM SUMMARY

OBJECTIVES BY PRIORITY:	Cost	Percent
1. Provide purchasing services for all outside labor, materials, services, and equipment through contracts and purchase orders with an estimated value of \$457,423,080. The estimated number of contracts and purchase orders is 250 and 5,500, respectively. Maximize participation in District purchases by administering the Minority, Small, and Women-Owned Business programs.	\$ 2,357,200	27.8%
2. Service the District 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 \$39,500,000.	\$ 5,247,500	61.7%
3. Support the material and supply requirements of the District by planning, monitoring, cataloging, and controlling \$39,500,000 of inventory consisting of 59,500 items.	\$ 887,800	10.5%
Total	<u>\$ 8,492,500</u>	<u>100.0%</u>

MEASURABLE GOALS:	2013 Actual	2014 Estimated	2015 Proposed
1. Process all requisitions and issue related purchase orders within 25 days.			
Percent of Purchase Orders Processed within 25 days	71%	92%	92%
Percent of Purchase Orders (Non-Board approved) Processed within 10 days	32%	65%	65%
Percent of Purchase Orders (Board approved) Processed within 120 days	100%	100%	100%
2. Maintain an inventory level of at least 97 percent for operating supplies and engineering material in stock.			
Total Inventory (Number of stock items at all storerooms)	61,223	60,000	59,500
Total Stock-outs (Storeroom stock items only)	603	600	550
Total Issues	14,707	14,000	14,800
Total Items Issued	35,097	34,000	35,000
Percent of Stock-outs (Maintain a level below three percent)	1.7%	1.8%	1.6%
3. Achieve inventory accuracy of 98 percent of operating supplies.			
Total Cycle Count	29,696	31,393	40,000
Total Errors	36	90	125
Percent Accuracy	99.9%	99.7%	99.7%
4. Maximize participation in District purchases under \$10,000 by pursuing Minority, Small, and Women-Owned Business solicitation initiatives.			
Minority Business Enterprises Solicited	4.6%	6.0%	6.0%
Women-Owned Business Enterprises Solicited	5.2%	6.0%	6.0%
Small Business Enterprises Solicited	1.0%	1.0%	1.0%
Total Percent Solicited	10.8%	13.0%	13.0%

20000 PROCUREMENT & MATERIALS MANAGEMENT

OBJECTIVES AND PROGRAM SUMMARY

PROGRAMS BY PRIORITY:		2013	Budgeted		Change		
Number	Name	Actuals	FTEs	Dollars	Dollars	Percent	
7260	Buying Procedures	\$ 2,135,053	2015 23	\$ 2,357,200	\$ (175,150)	(6.9)	a)
			2014 22	\$ 2,532,350			
7280	Stores Operation and Issue	\$ 5,191,713	2015 31	\$ 5,247,500	\$ (713,250)	(12.0)	b)
			2014 31	\$ 5,960,750			
7270	Inventory and Cataloging	\$ 698,979	2015 9	\$ 887,800	\$ 16,400	1.9	
			2014 9	\$ 871,400			
7470	Contract Diversity	\$ 38,116	2015 -	\$ -	\$ -	-	
			2014 -	\$ -			
Totals		\$ 8,063,861	2015 63	\$ 8,492,500	\$ (872,000)	(9.3%)	
			2014 62	\$ 9,364,500			

- a) Decrease is due to reduced requests for materials and supplies for the Stickney Service Area and North Service Area warehouses (\$113,800) and for advertising (\$76,200).
- b) Decrease is due to reduced requests for material and supplies for the Stickney Service Area (\$570,200), the North Service Area (\$40,200), and the Calumet Service Area (\$34,100) and reduced requests for supplies for examinations conducted by the Human Resources Department (\$89,900), salaries and compensation payments (\$59,000), and the contractual services for equipment testing, inspection, and maintenance (\$18,500).

20000 PROCUREMENT & MATERIALS MANAGEMENT

PERFORMANCE DATA

Program Number	Measurable Activity Title		2013 Actual	2014 Budgeted	2015 Estimated	
7260	Buying Procedures					
7261	Prepare, Issue, and Maintain Purchase Orders to Appropriate Suppliers	Purchase Orders	4,737	6,000	5,500	
		Cost	\$ 554,944	\$ 576,400	\$ 585,700	
		Cost/Purchase Order	\$ 117.15	\$ 96.07	\$ 106.49	
7262	Process Requisition Requirements into Inquiries for Competitive Purchases	Requisitions	7,566	9,000	8,500	
		Cost	\$ 232,940	\$ 240,600	\$ 244,800	
		Cost/Requisition	\$ 30.79	\$ 26.73	\$ 28.80	
7263	Purchase all Labor, Materials, Services, and Equipment through Formal Contracts	Contracts Advertised	162	245	250	
		Cost	\$ 780,046	\$ 842,700	\$ 819,500	
		Cost/Contract	\$ 4,815.10	\$ 3,439.59	\$ 3,278.00	
7264	Prepare, Receive, and Evaluate Quotations from Various Suppliers	Inquiries	37,717	39,000	38,000	
		Cost	\$ 316,570	\$ 327,700	\$ 332,600	
		Cost/Inquiry	\$ 8.39	\$ 8.40	\$ 8.75	
7265	Advertise, Evaluate Bids, and Award the Sale of Scrap, Surplus Materials, and Document Fees	Revenue	\$ 174,634	\$ 180,000	\$ 180,000	
		Cost	\$ 12,294	\$ 12,700	\$ 13,100	
		Cost/\$1,000 Revenue	\$ 70.40	\$ 70.56	\$ 72.78	
7269	General Buying Procedures	Cost	\$ 238,259	\$ 532,250	\$ 361,500	a)
7270	Inventory and Cataloging					
	Plan and Control Inventory to Support Material and Supply Requirements of the District					
7271	Accurately Identify, Classify, Code, and Maintain Catalog for Equipment, Materials, and Supplies in District Storerooms	Inventory	\$ 40,250,756	\$ 39,881,000	\$ 39,500,000	
		Cost	\$ 129,891	\$ 185,600	\$ 187,500	
		Cost/Million	\$ 3,227.04	\$ 4,653.85	\$ 4,746.84	
7272	Plan and Control Systems to Ensure Optimum Levels of Inventory and Accountability of District Stock	Inventory	\$ 40,250,756	\$ 39,881,000	\$ 39,500,000	
		Cost	\$ 348,665	\$ 389,500	\$ 397,000	
		Cost/Million	\$ 8,662.32	\$ 9,766.56	\$ 10,050.63	
7273	Requirement Planning, Controlling, Monitoring, and Analyzing Commodity Index Coded Items from a Central Location	Cost	\$ 105,357	\$ 154,700	\$ 153,500	
7279	General Inventory Procedures	Cost	\$ 115,066	\$ 141,600	\$ 149,800	

a) Decrease is due to reduced requests for materials and supplies for the Stickney Service Area and North Service Area warehouses (\$113,800) and for advertising (\$76,200).

20000 PROCUREMENT & MATERIALS MANAGEMENT

PERFORMANCE DATA

Program Number	Measurable Activity Title		2013 Actual	2014 Budgeted	2015 Estimated	
7280	Stores Operation and Issue					
	Operate and Maintain an Effective and Economical Storeroom Function					
7282	Initiate and Prepare Requisitions in Accordance with Established Policies and Rules	Requisitions	6,484	7,000	6,500	
		Cost	\$ 252,768	\$ 260,500	\$ 259,000	
		Cost/Requisition	\$ 38.98	\$ 37.21	\$ 39.85	
7283	Receive, Inspect, and Move Purchased Materials, Both Stock and Non-Stock Items, to Ensure Compliance with Quantity and Quality Specifications of Purchase Orders	Receipts	11,438	12,000	11,500	
		Cost	\$ 690,345	\$ 734,500	\$ 713,500	
		Cost/Receipt	\$ 60.36	\$ 61.21	\$ 62.04	
7284	Provide for 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	\$ 40,250,756	\$ 39,881,000	\$ 39,500,000	b)
		Cost	\$ 607,294	\$ 694,100	\$ 577,200	
		Cost/Million	\$ 15,087.77	\$ 17,404.28	\$ 14,612.66	
7285	Provide Controlled Disbursement of Stored Materials and Supplies to Requesting Departments	Issue Slips	14,707	14,000	14,800	
		Cost	\$ 566,282	\$ 601,700	\$ 585,200	
		Cost/Issue Slip	\$ 38.50	\$ 42.98	\$ 39.54	
7286	General Stores Operations and Issue	Cost	\$ 96,325	\$ 98,150	\$ 81,000	c)
7289	Inventory Purchases	Cost	\$ 2,978,699	\$ 3,571,800	\$ 3,031,600	d)
7471	Contract Compliance					
	Administer the Minority, Small, and Women-Owned Business Programs to Allow Maximum Participation in District Purchases	Cost	\$ 38,116	\$ -	\$ -	
		Total	\$ 8,063,861	\$ 9,364,500	\$ 8,492,500	

- b) Decrease is due to reduced requests for supplies for examinations conducted by the Human Resources Department (\$89,900), salaries and compensations payments (\$15,700), and contractual services for equipment testing, inspection, and maintenance (\$4,300).
- c) Decrease is due to reduced requests for salaries and compensation payments (\$16,900) and conferences and seminars (\$1,500).
- d) Decrease is primarily due to reduced requests for materials and supplies for the Stickney Service Area (\$570,200).

Account Number	Fund: Department: Division:	LINE ITEM ANALYSIS						
		2013		2014			2015	
		Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
101 20000	Corporate Procurement & Materials Management							
601010	Salaries of Regular Employees	\$ 4,820,233	\$ 5,153,100	\$ 5,153,100	\$ 3,485,644	\$ 4,998,100	\$ 5,211,300	\$ -
601060	Compensation Plan Adjustments	59,900	145,500	145,500	10,822	40,500	68,700	-
601100	Tuition and Training Payments	848	4,500	4,500	-	1,000	4,500	-
100	TOTAL PERSONAL SERVICES	4,880,982	5,303,100	5,303,100	3,496,465	5,039,600	5,284,500	-
612010	Travel	-	1,400	1,400	378	900	1,400	-
612030	Meals and Lodging	-	3,000	3,000	230	1,000	3,000	-
612040	Postage, Freight, and Delivery Charges	-	1,900	1,900	-	1,000	-	-
612050	Compensation for Personally-Owned Automobiles	2,103	2,200	2,200	1,453	2,200	2,200	-
612080	Motor Vehicle Operating Services	102	300	300	36	300	100	-
612240	Testing and Inspection Services	-	12,300	12,300	-	6,300	-	-
612360	Advertising	92,358	165,300	165,300	118,707	160,300	110,000	-
612490	Contractual Services, N.O.C.	-	5,000	5,000	-	5,000	5,000	-
612680	Repairs to Buildings	774	3,000	3,000	2,800	3,000	800	-
612800	Repairs to Office Furniture & Equipment	2,136	5,000	5,000	2,770	4,000	2,200	-
612820	Computer Software Maintenance	2,360	6,700	6,700	5,500	5,700	2,900	-
612840	Communications Equipment Maintenance (Includes Software)	-	2,000	2,000	-	1,000	-	-
612860	Repairs to Vehicle Equipment	11,483	13,000	13,000	13,000	13,000	7,500	-
200	TOTAL CONTRACTUAL SERVICES	111,316	221,100	221,100	144,874	203,700	135,100	-
623030	Metals	146,805	150,000	150,000	71,882	130,000	151,100	-
623070	Electrical Parts and Supplies	299,239	366,300	366,300	324,944	366,300	310,900	-
623090	Plumbing Accessories and Supplies	293,372	360,000	360,000	268,494	340,000	302,100	-
623110	Hardware	35,096	35,000	45,000	41,686	35,000	39,800	-
623130	Buildings, Grounds, Paving Materials, and Supplies	113,436	120,000	120,000	84,483	112,000	104,100	-
623170	Fiber, Paper, and Insulation Materials	40,959	41,000	41,000	28,259	36,000	39,300	-
623190	Paints, Solvents, and Related Materials	39,854	62,000	62,000	34,584	58,500	39,300	-
623250	Vehicle Parts and Supplies	13,177	15,000	15,000	8,549	15,000	9,900	-
623270	Mechanical Repair Parts	123,046	140,000	140,000	126,677	140,000	117,000	-

101 20000		Fund: Corporate Department: Procurement & Materials Management Division:	LINE ITEM ANALYSIS					
		2013	2014				2015	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
623520	Office, Printing, & Photo Supplies, Equipment, & Furniture	15,578	35,000	35,000	19,069	35,000	16,700	-
623570	Laboratory Testing Supplies, Small Equipment, and Chemicals	587,822	575,000	575,000	492,695	575,000	565,800	-
623660	Cleaning Supplies	239,280	250,000	250,000	189,415	250,000	243,700	-
623680	Tools and Supplies	69,579	91,000	91,000	68,826	91,000	66,000	-
623700	Wearing Apparel	123,939	144,000	144,000	129,711	144,000	118,200	-
623720	Books, Maps, and Charts	575	1,500	1,500	-	1,500	-	-
623780	Safety and Medical Supplies	119,317	124,000	124,000	82,852	117,500	122,600	-
623810	Computer Supplies	89,624	224,000	214,000	48,420	159,000	80,000	-
623820	Fuel	353,702	450,000	450,000	257,181	450,000	369,200	-
623840	Gases	33,728	90,000	90,000	54,193	90,000	45,000	-
623850	Communications Supplies	13,970	10,000	10,000	7,351	10,000	10,000	-
623860	Lubricants	265,846	299,500	299,500	163,386	279,500	268,900	-
623990	Materials and Supplies, N.O.C.	53,618	257,000	257,000	127,113	257,000	53,300	-
300	TOTAL MATERIALS AND SUPPLIES	3,071,562	3,840,300	3,840,300	2,629,773	3,692,300	3,072,900	-
TOTAL PROCUREMENT & MATERIALS MGMT		\$ 8,063,859	\$ 9,364,500	\$ 9,364,500	\$ 6,271,112	\$ 8,935,600	\$ 8,492,500	\$ -

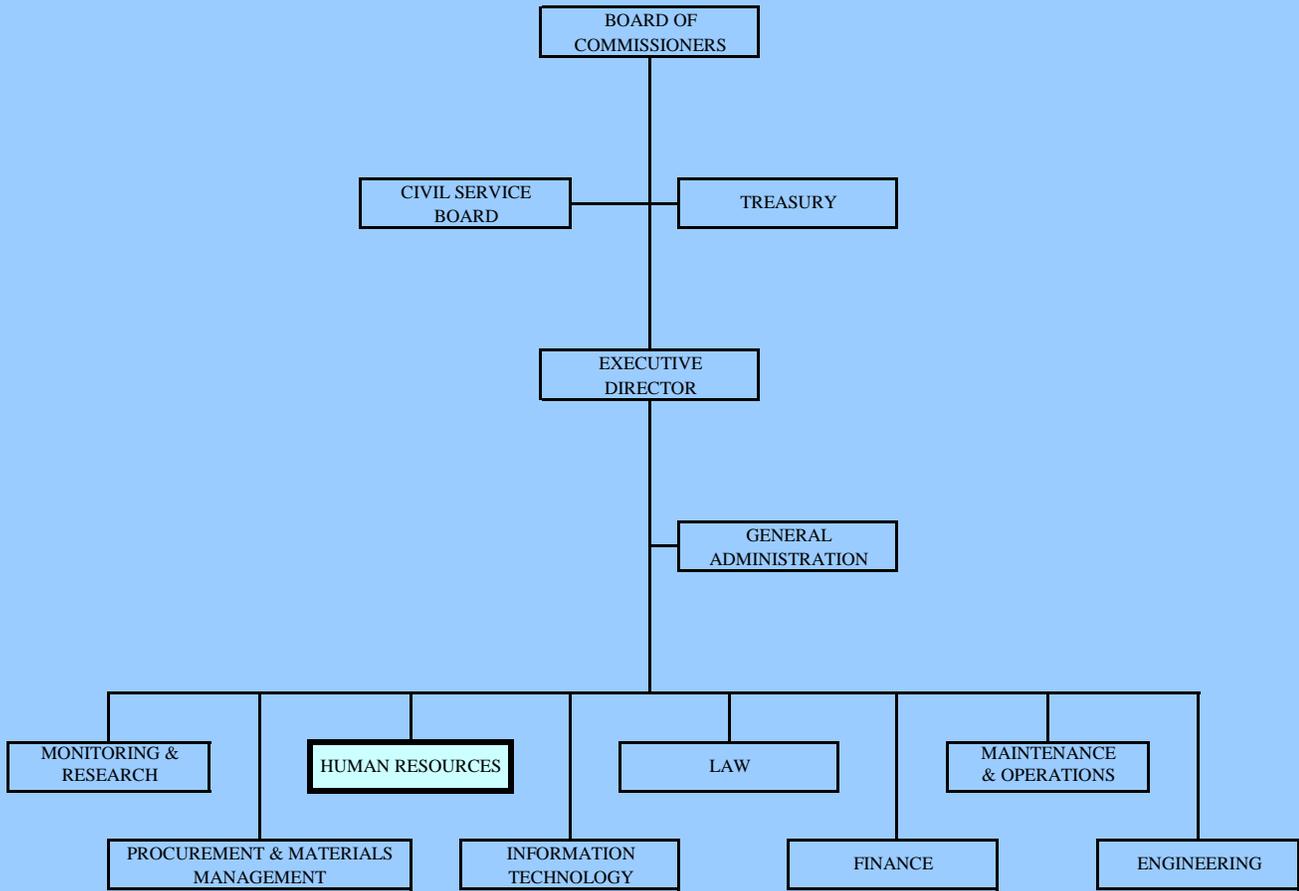
NOTES: 1. Amounts may not add up due to rounding.
 2. Departmental appropriation totals for salaries in the Line Item Analysis may differ from those contained in the Position Analysis by a factor identified to adjust for vacancies. Additionally, Estimated Expenditure may either exceed Adjusted Appropriation 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.

		POSITION ANALYSIS				
Fund: Corporate Dept: Procurement & Materials Management Division:		2013	2014		2015	
PAY PLAN & GRADE	CLASS TITLE	ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
					BUDGETED FTEs	APPROPRIATION IN DOLLARS
211	Executive Section					
EX08	Director of Procurement & Materials Management	1	1		1	
HP14	Budget & Management Analyst	-	-		1	
EX06	Secretary to Officer	2	2		2	
TOTAL	Executive Section	3	3	404,486.68	4	478,033.14
215	General & Inventory Control Division					
217	Inventory Control Section					
HP17	Supervising Stores Specialist	1	1		1	
HP16	Materials Planning Supervisor #2 (Senior Stores Specialist) (New Grade HP15)	1	1		1	
HP12	Materials Planner	5	-		-	
HP12	Stores Specialist	-	5		5	
TOTAL	Inventory Control Section	7	7	548,415.14	7	556,901.02
TOTAL	General & Inventory Control Division	7	7	548,415.14	7	556,901.02
220	Acquisition Division					
221	Administrative Section					
HP20	Assistant Director of Procurement & Materials Management	1	1		1	
HP13	Senior Administrative Specialist	1	1		1	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	3	3		2	
HP11	Administrative Specialist	-	-		1	
TOTAL	Administrative Section	5	5	490,046.96	5	454,570.74
222	Buying Section					
HP18	Head Buyer	1	1		1	
HP17	Buyer III #2 (Senior Buyer) (New Grade HP16)	2	2		2	
HP16	Senior Buyer	4	4		4	
HP14	Buyer I	4	-		-	
HP14	Buyer	-	4		4	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	

POSITION ANALYSIS						
Fund: Corporate Dept: Procurement & Materials Management Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP11	Administrative Specialist	-	1		1	
TOTAL	Buying Section	12	12	1,218,516.26	12	1,230,929.44
224	Clerical Section					
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	1		1	
HP09	Administrative Clerk	2	2		2	
TOTAL	Clerical Section	3	3	147,557.28	3	149,844.24
TOTAL	Acquisition Division	20	20	1,856,120.50	20	1,835,344.42
225	Stores & Inventory Division					
226	Administrative Section					
HP19	Stores & Inventory Manager	1	1		1	
HP15	Senior Stores Specialist	1	1		1	
TOTAL	Administrative Section	2	2	249,693.08	2	255,607.30
230	Stores Section					
231	Stores Administrative Unit					
HP17	Supervising Stores Specialist	1	1		1	
TOTAL	Stores Administrative Unit	1	1	113,741.16	1	118,907.36
232	Stickney Storeroom Unit					
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	1		1	
HP09	Administrative Clerk	2	2		2	
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		-	
NR1835	Materials Handler Laborer #1	-	-		1	
TOTAL	Stickney Storeroom Unit	15	15	1,055,790.06	15	1,055,790.06

		POSITION ANALYSIS				
Fund: Corporate Dept: Procurement & Materials Management Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
233	Calumet Storeroom Unit					
HP09	Administrative Clerk	1	1		1	
NR1857	Principal Storekeeper	1	1		1	
NR1853	Storekeeper	2	2		2	
NR8651	Maintenance Laborer Class A	1	1		1	
TOTAL	Calumet Storeroom Unit	5	5	353,818.40	5	337,809.16
234	O'Brien Storeroom Unit					
HP09	Administrative Clerk	1	1		1	
NR1857	Principal Storekeeper	1	1		1	
NR1853	Storekeeper	1	1		1	
NR8651	Maintenance Laborer Class A	1	1		1	
TOTAL	O'Brien Storeroom Unit	4	4	261,307.80	4	263,594.76
235	Egan Storeroom Unit					
HP09	Administrative Clerk	1	1		1	
NR1857	Principal Storekeeper	1	1		1	
NR1853	Storekeeper	2	2		2	
NR8651	Maintenance Laborer Class A	1	1		1	
TOTAL	Egan Storeroom Unit	5	5	335,522.20	5	335,522.20
TOTAL	Stores Section	30	30	2,120,179.62	30	2,111,623.54
TOTAL	Stores & Inventory Division	32	32	2,369,872.70	32	2,367,230.84
TOTAL	Procurement & Materials Management	62	62	5,178,895.02	63	5,237,509.42

NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix.



HUMAN RESOURCES

Metropolitan Water Reclamation District of Greater Chicago

100 EAST ERIE STREET

CHICAGO, ILLINOIS 60611-3154

312.751.5600

September 10, 2014

Mr. David St. Pierre
Executive Director
OFFICE

Dear Sir:

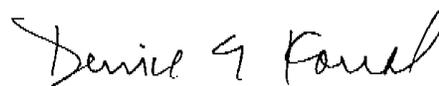
Subject: 2015 Program for the Human Resources Department

The Human Resources Department's program for 2015, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of the department's 2015 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, 2015 major initiatives and challenges, and 2014 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 2015.

Respectfully submitted,

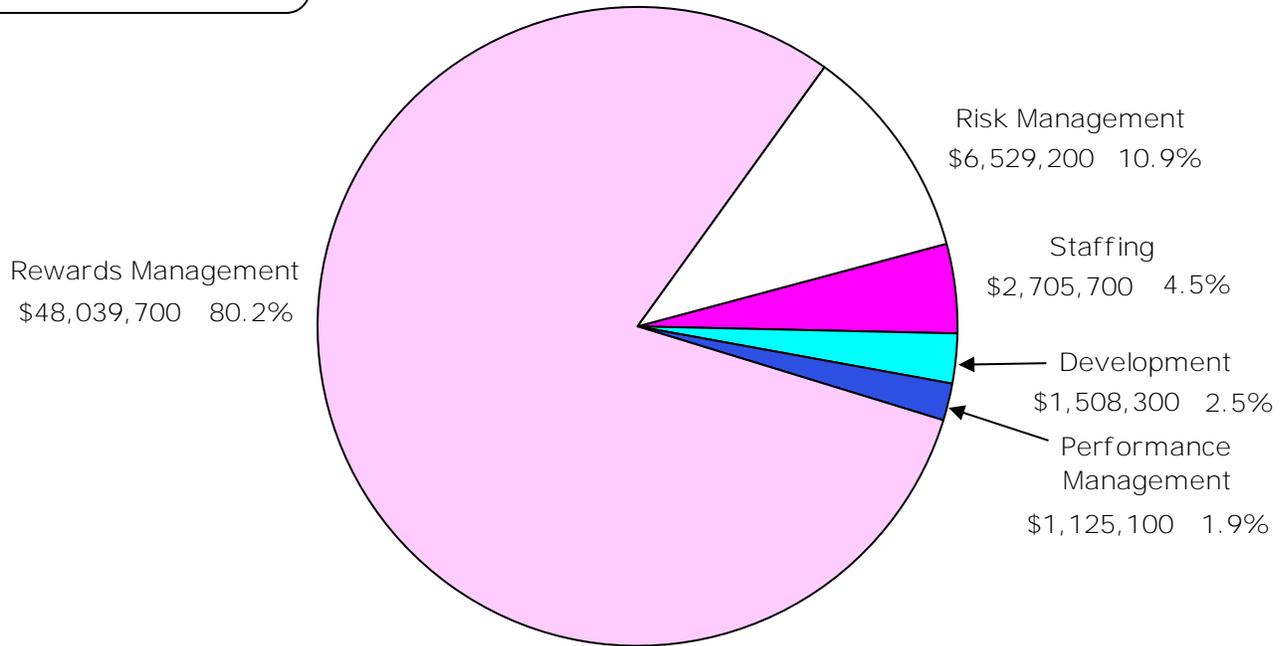


Denice E. Korcal
Director of Human Resources

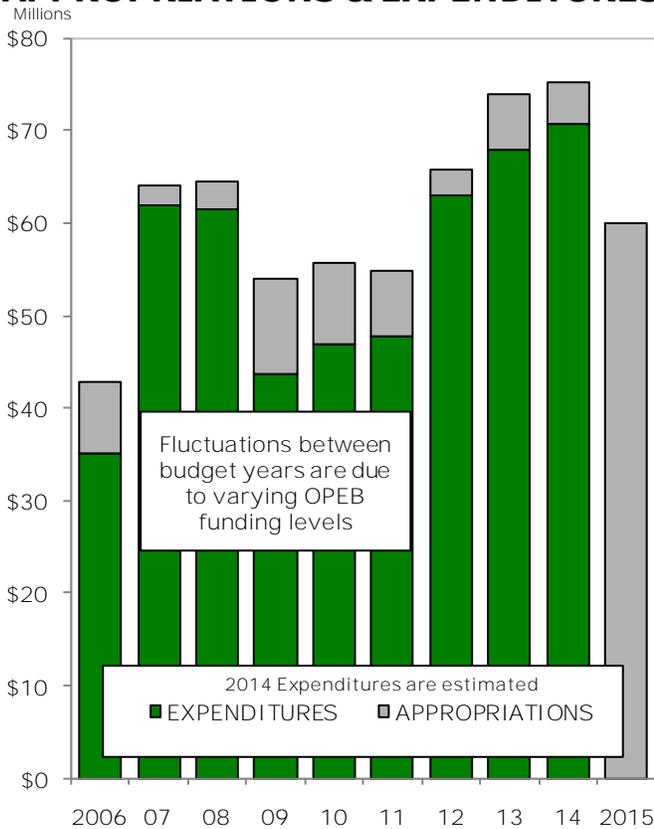
HUMAN RESOURCES

2015	\$59,908,000
2014	\$75,266,000
Decrease	(\$15,358,000)

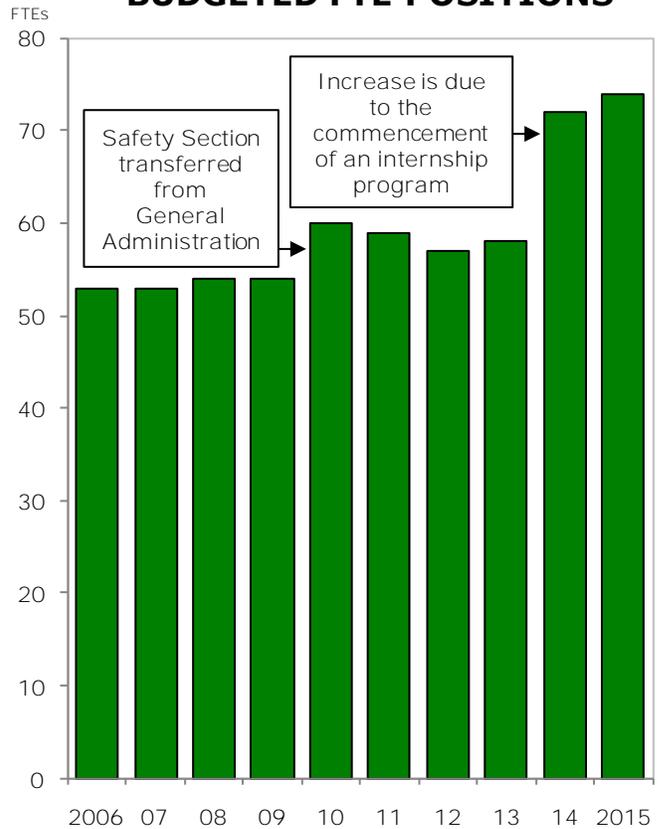
FUNCTIONS



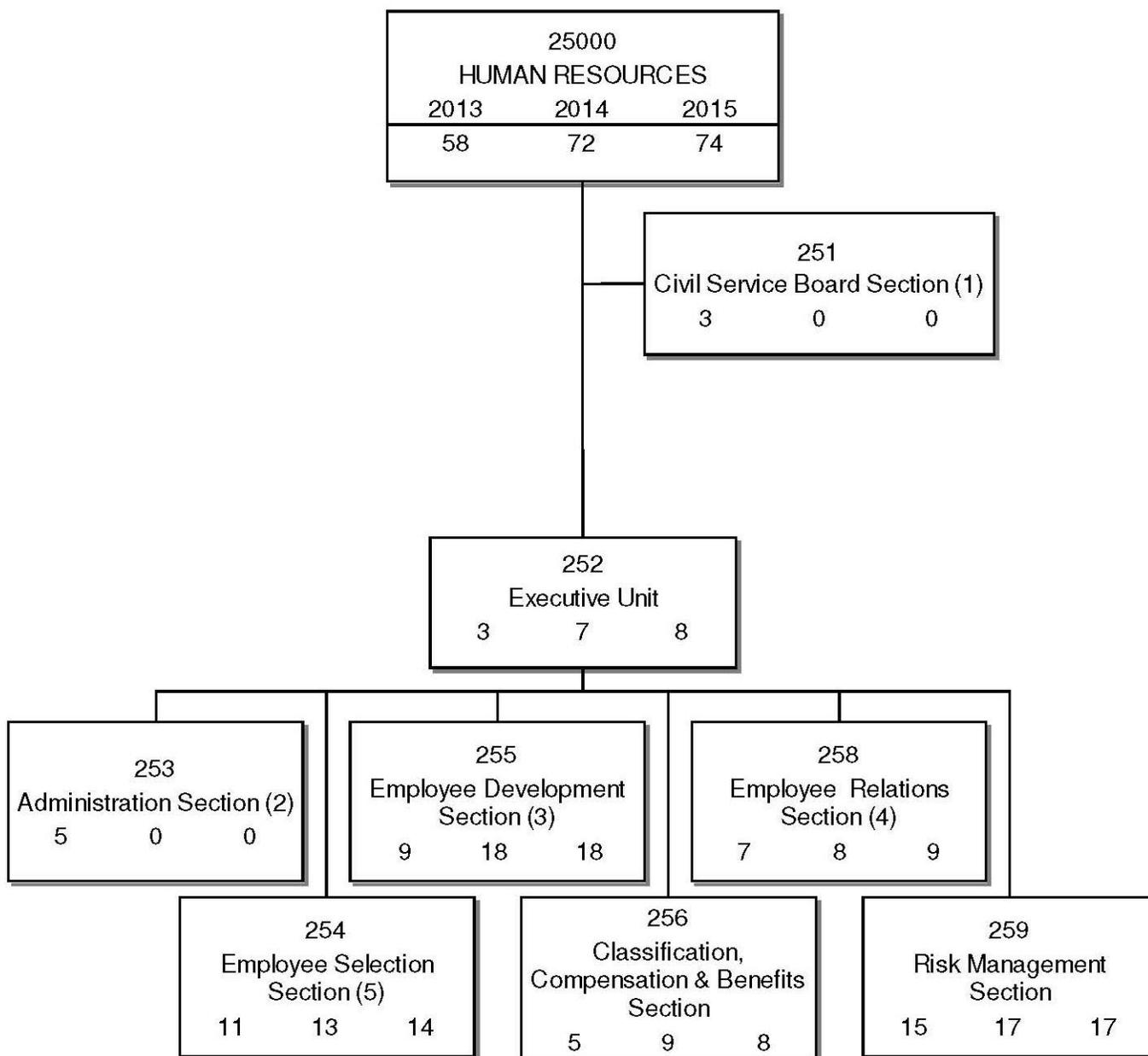
APPROPRIATIONS & EXPENDITURES



BUDGETED FTE POSITIONS



HUMAN RESOURCES



- (1) Effective 01/01/14, Section 251 was merged with Unit 252.
- (2) Effective 01/01/14, Section 253 positions were transferred to Sections 256 and 258.
- (3) Effective 01/01/14, 12 Intern positions were budgeted in Section 255.
- (4) Effective 01/01/14, Section 258 Labor and Employee Relations/EEO was retitled Employee Relations.
- (5) Effective 01/01/14, Section 254 Employment Services was retitled Employee Selection.

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, recruits, hires, and retains 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 and the safety of employees.

Summary of 2014 Accomplishments

- Building on prior efforts and working with key partners across the District, the Risk Management Section implemented a major initiative to secure a vulnerability assessment of key risks, develop a centralized, broader-based, District-wide, emergency response plan, and create a workable continuity of operations plan. These are long-term initiatives that will continue to be developed in 2015;
- The District's first risk management information system was implemented. This system facilitates the aggregation and analysis of all insurance policy and loss data, management of non-litigated auto and liability claims, exposure/asset tracking, Occupational Safety and Health Act reporting, safety training records, and incoming certificate tracking;
- The District carved out its prescription drug benefits from its medical plan to realize additional cost savings. This included the implementation of an Employer Group Waiver Plan for its Medicare-eligible retirees;
- The District continued its organizational redesign project with the goal of improving the efficiency of its operations and allowing for more flexibility in the utilization of its staff;
- Twenty-five managers and supervisors completed the five-day leadership development program called LEAD (leading, engaging, acting, and developing), bringing the grand total to 110 graduates;
- All employees received harassment awareness training through eLearning;
- Specialized in-house training included: a five-day training program for Budget & Management Analysts and Financial Analysts, a business communications course that offered college credit, supervisory training for Laborer Foremen, project management for trades personnel, technical writing for engineers, and office management skills for administrative professionals;
- Supervisory skills training was initiated for approximately 475 supervisors. The training includes a review of ten Supervisory Skills/Management Practices modules that focus on District policies and procedures that are related to personnel matters, and ten eLearning courses to help first-time managers acquire basic supervisory skills. New supervisors will automatically be enrolled in this ongoing program;
- A "Cup of Values" campaign was initiated that created greater awareness of the District's core values and recognized exemplary performance in these areas;
- An expanded internship program was established that provides meaningful educational and training experiences for students interested in wastewater management and District functions;
- Six collective bargaining agreements were successfully negotiated for the District's represented employees;
- As part of its continued commitment to employee wellness, the District conducted on-site health fairs at the various District facilities. These events included a free biometric screening for participating employees;
- The District participated in the Financial Fitness Challenge for a second year. This is a free financial education program providing employees with online courses related to personal finance, investment basics, and retirement readiness;
- Civil Service examinations were administered for 59 classifications.

Budget Highlights

The 2015 Human Resources Department appropriation is \$59,908,000, a decrease of \$15,358,000, or 20.4 percent, from 2014. The decrease is primarily due to the funding of the Other Post-Employment Benefit Plan at a lower level. Staffing increased from 72 to 74 positions with the addition of one Administrative Clerk position and one Assistant Director of Human Resources position. The number of employees budgeted in the Human Resources Department includes one Apprentice, assigned to the Maintenance & Operations Department, and three Civil Service Board members.

2015 Initiatives in Support of the Strategic Plan Include the Following:

• **Add Value**

In 2015, the Risk Management Section will continue its focus on the centralization and development of a comprehensive and sustainable risk management program. This is moving into total risk management of the safety and workers’ compensation programs to better ensure a safe workplace and proactive management of costs. Key areas of focus include use of the risk management information system for risk analysis and enhanced communication on risk issues across the organization, further development of the return-to-work program, and the development of a centralized, District-wide, emergency response plan, as well as a continuity of operations plan.

Working within the Risk Management Section, the Safety Group will continue to focus on safe work procedures, a safe work environment, preventive health measures, life protection, accident prevention and investigations, and record keeping. Greater emphasis will be placed on targeting programs to address the District’s key cost drivers. The Claims Section was moved to the Risk Management Section, and the safety staff will work more closely with the claims staff to reduce overall workers’ compensation costs for the District.

The Human Resources Department’s merit-based selection practices provide the District with a pool of applicants who have demonstrated the essential job-related knowledge, skills, and abilities to perform effectively. The Human Resources Department plans to administer 40 examinations in 2015. Approximately 95 percent of employment applications are now received online.

• **Excellence**

The District provides health care benefits for all District employees and eligible dependents, and approximately 1,960 retirees. Employees and eligible retirees can select either the BlueCross BlueShield Participating Provider Option or a Health Maintenance Organization. The District is self-insured for both medical plans. Employees are offered a choice of dental plans, which are also self-insured by the District.

Effective January 1, 2014, the District carved out its prescription drug benefits from its medical plan. The District contracts directly with a Pharmacy Benefits Manager for these benefits, thereby providing the District with more control over these costs. As part of this change, Medicare-eligible retirees were enrolled in an Employer Group Waiver Plan to leverage available manufacturer discounts and federal subsidies offered through Medicare Part D.

Health Plan Contribution Rates					
	2011	2012	2013	2014	2015
Represented Employees	12%	13%	13%	14%	14%
Non-Represented Employees	13%	14%	15%	16%	17%
Retirees	25.0%	27.5%	30.0%	32.5%	35.0%

The District’s costs for the benefits programs are partially offset by employee and retiree contributions. The District implemented a contribution rate policy change in 2011 incrementally increasing employee and retiree contribution rates over the next 10 years to help control health care costs. For 2015, employee and retiree contributions for health and dental insurance are projected to be \$12.6 million.

The District continues its commitment to health and wellness as another means of controlling its health care costs. The on-site health fairs conducted at each of the District locations serve as the focal point of the employee wellness program. These events include a free biometric screening for participating employees. The aggregate data from these events allows the District to develop more targeted wellness initiatives based on the needs of the employee population. It will also allow the District to track the overall health of the employee population and the impact of the wellness program over time.

The impacts of the Patient Protection and Affordable Care Act continue to be felt by the District. In 2014, the Patient Centered Outcomes Research Institute and Transitional Reinsurance fees added approximately \$500,000 to the overall cost of providing health care to employees and retirees. The District is currently developing a strategy to mitigate exposure to the Excise (Cadillac) tax coming online in 2018.

The Labor Management Committee on Health Care meets semiannually with union leadership to discuss health care utilization, cost trends, and 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 benefits care to employees.

• Develop Employees

The District provides its employees with training and development opportunities through tuition reimbursement, seminars and conferences, in-house training, and online eLearning courses.

Employee Development Participation			
	Tuition Reimbursement	In-House Training	eLearning Courses Accessed
2012	72	4,710 *	1,043
2013	88	4,024 *	1,368
Estimated 2014	93	2,227	2,089
Projected 2015	95	2,250	2,100

*Due to a change in how participation in on-line and in-house training is tabulated, in-house training for 2012 and 2013 now includes two all-employee, mandatory compliance trainings.

To ensure the ongoing professional development of all District employees in 2015, the Human Resources Department will continue to offer in-house training programs in areas such as business and technical writing and financial management, and will provide specialized training specific to departmental needs such as seminars for maintenance and operations functions. Other training programs will address competencies identified by class series that will help employees in their career development. Executive coaching services will continue to be used to conduct individual assessments of employee talents, skills, and career objectives that will help identify development needs to prepare employees for leadership roles.

The Human Resources Department administers collective bargaining agreements for the District’s approximately 760 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 activity.

The Human Resources Department also ensures the District’s compliance with the Americans with Disabilities Act and is responsible for receiving and investigating complaints of workplace violence, discrimination, sexual harassment, and other types of harassment.

• Leading Partnerships

As of October 1, 2013, the District began using the revised external labor rates for females and minorities. The new rates are based on recently published data from the 2010 census. The District’s minority workforce representation, as of September 31, 2014, was 40 percent, which compares favorably with the Cook County minority labor force availability rate of 36 percent. The District’s female workforce representation as of September 31, 2014 was 27 percent, compared to the Cook County female labor force availability rate of 41 percent, when adjusted for District-specific occupations.

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 U.S. 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.

	Percentage of District Employees Who Are Minorities or Females						2000 Census External Availability	2010 Census External Availability
	2010	2011	2012	2013	2014	2015 Proj.		
Minorities	39.0%	40.0%	39.0%	40.0%	40.0%	40.0%	33.0%	36.0%
Females	27.0%	28.0%	27.0%	27.0%	27.0%	27.0%	25.0%	41.0%

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 2015, the District will concentrate its campus recruitment efforts on core colleges and universities by building relationships with scientific and engineering faculty, staff, and student organizations. Established relationships with universities and organizations that promote diversity will help provide the District with a workforce that reflects the community it serves.

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.

25000 HUMAN RESOURCES

OBJECTIVES AND PROGRAM SUMMARY

OBJECTIVES BY PRIORITY:	Cost	Percent
1. Review employment applications and develop and administer 40 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 diversity outreach activities.	\$ 1,681,500	2.8%
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.	\$ 6,529,200	10.9%
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. Establish 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, flexible spending account plan, and voluntary insurance products.	\$ 30,372,800	50.7%
4. Administer six collective bargaining agreements, covering 760 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.	\$ 752,900	1.3%
5. Provide health insurance benefits and administration for retirees and annuitants, which include Other Post-Employment Benefits (OPEB) pre-funding for retiree health care expenses.	\$ 17,666,900	29.5%
6. Implement the District's equal employment opportunity and affirmative action objectives through targeted recruitment, counseling, and complaint investigation.	\$ 372,200	0.6%
7. Provide the necessary administrative support to the District and Human Resources Department sections by maintaining centralized files on all employees; 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.	\$ 1,024,200	1.7%
8. Provide internal educational opportunities for employees through professional development, technical training, and tuition reimbursement.	\$ 1,508,300	2.5%
Total	\$ 59,908,000	100.00%

MEASURABLE GOALS:	2013 Actual	2014 Estimated	2015 Proposed
1. Minimize the number of days between an original entrance appointment and the start date for the new employee.	32	30	30
2. Implement eLearning and complete the pilot program.	100%	n/a	n/a
3. Reduce the number of Occupational Safety and Health Administration recordables.	85	75	70
4. Reduce the number of lost time accidents.	55	40	35

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OBJECTIVES AND PROGRAM SUMMARY

PROGRAMS BY PRIORITY:		2013 Actuals	Budgeted		Change			
Number	Name		FTEs	Dollars	Dollars	Percent		
7290	Examinations and Employment Activities	\$ 1,306,140	2015	13	\$ 1,681,500	\$ (130,300)	(7.2)	a)
			2014	12	\$ 1,811,800			
7247	Internal Public Affairs Activities	\$ 26,678	2015	-	\$ -	\$ -	-	b)
			2014	-	\$ -			
7248	External Public Affairs Activities	\$ 82,391	2015	-	\$ -	\$ -	-	b)
			2014	-	\$ -			
7300	Compensation and Classification Activities	\$ 240,814	2015	-	\$ -	\$ -	-	c)
			2014	-	\$ -			
7310	Training and Development Activities	\$ 727,154	2015	18	\$ 1,508,300	\$ (274,100)	(15.4)	d)
			2014	18	\$ 1,782,400			
7311	Employee Performance Management	\$ 117,537	2015	-	\$ -	\$ -	-	e)
			2014	-	\$ -			
7315	Retiree Benefits	\$ 13,884,549	2015	1	\$ 12,666,900	\$ (1,508,800)	(10.6)	f)
			2014	1	\$ 14,175,700			
7316	OPEB Trust Contributions	\$ 20,000,000	2015	-	\$ 5,000,000	\$ (15,000,000)	(75.0)	g)
			2014	-	\$ 20,000,000			
7320	Employee Benefits	\$ 24,126,691	2015	5	\$ 27,680,000	\$ 1,112,900	4.2	h)
			2014	5	\$ 26,567,100			
7295	Equal Employment Opportunity Activities	\$ 268,825	2015	3	\$ 372,200	\$ (19,200)	(4.9)	
			2014	3	\$ 391,400			
7296	Recruitment and Marketing Activities	\$ 125,803	2015	-	\$ -	\$ -	-	i)
			2014	-	\$ -			
7325	Labor and Employee Relations	\$ 695,780	2015	7	\$ 752,900	\$ (241,200)	(24.3)	j)
			2014	7	\$ 994,100			
7330	Human Resources Administration	\$ 706,059	2015	10	\$ 1,024,200	\$ 236,400	30.0	k)
			2014	9	\$ 787,800			
7150	Civil Service Board Procedures	\$ 162,543	2015	-	\$ -	\$ -	-	l)
			2014	-	\$ -			

- a) Decrease is due to fewer examinations scheduled for 2015. In 2014, 59 examinations were administered; in 2015, 40 exams are planned.
- b) Decrease is due to the transfer of a Community Education Specialist position to General Administration in 2014, eliminating expenditures for this program.
- c) Decrease is due to the reallocation of compensation & classification activities to Program Number 7320 in 2014.
- d) Decrease is due to reductions in the tuition reimbursement and internship programs.
- e) Decrease is due to the reallocation of employee performance management to Program Number 7325 in 2014.
- f) Decrease is due to the implementation of a change in the employee prescription drug plan and the Medicare-eligible retiree Employer Group Waiver, which will result in savings due to reduced pharmacy claims.
- g) Decrease is due to a change in the funding policy for the Other Post-Employment Benefit Plan.
- h) Increase is due to an anticipated rise in medical claims.
- i) Decrease is due to the reallocation of recruitment and marketing activities to Program Number 7290 in 2014.
- j) Decrease is due to the reallocation of positions and training responsibilities, as well as lower anticipated unemployment claims.
- k) Increase is due to the reallocation of medical costs for hiring and retaining employees from Program Number 7320 to Program Number 7330.
- l) Decrease is due to the reallocation of Civil Service Board activities to Program Number 7330 in 2014.

25000 HUMAN RESOURCES

OBJECTIVES AND PROGRAM SUMMARY

PROGRAMS BY PRIORITY:		2013	Budgeted			Change		
Number	Name	Actuals	FTEs	Dollars	Dollars	Percent		
7480	Safety Program	\$ 1,482,941	2015 12	\$ 1,842,700	\$ (16,100)	(0.9)		
			2014 12	\$ 1,858,800				
7500	Risk Management Operations	\$ 1,569,925	2015 5	\$ 4,686,500	\$ 214,600	4.8	m)	
			2014 5	\$ 4,471,900				
7604	Social Security and Medicare Contributions	\$ 2,308,358	2015 -	\$ 2,692,800	\$ 267,800	11.0	n)	
			2014 -	\$ 2,425,000				
Totals		\$ 67,832,188	2015 74	\$ 59,908,000	\$ (15,358,000)	(20.4%)		
			2014 72	\$ 75,266,000				

m) Increase is due to higher anticipated costs for non-employee benefits insurance premiums and third party administration of the workers' compensation program.

n) Increase is due to an anticipated rise in the required employer contributions for Medicare and Social Security.

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PERFORMANCE DATA

Program Number	Measurable Activity Title		2013 Actual	2014 Budgeted	2015 Estimated	
7150	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	51	-	-	
		Cost	\$ 162,543	\$ -	\$ -	a)
		Cost/Action	\$ 3,187.12	\$ -	\$ -	
7247	Internal Public Affairs Activities	Cost	\$ 26,678	\$ -	\$ -	b)
7248	External Public Affairs Activities	Cost	\$ 82,391	\$ -	\$ -	b)
7290	Examination and Employment Activities					
		Candidates	3,159	2,850	2,000	
		Examinations	32	50	40	
		Applications	7,134	5,200	4,250	
		Requisitions	162	150	300	
		Cost	\$ 1,306,140	\$ 1,649,200	\$ 1,546,800	c)
	Recruitment and Marketing Activities					
	Diversity/Outreach Recruitment	Cost	\$ -	\$ 81,100	\$ 71,100	
	Campus Recruitment	Cost	\$ -	\$ 81,500	\$ 63,600	d)
7295	Equal Employment Opportunity Activities					
	Provide Counseling and Investigate Complaints	Actions	1,000	1,000	1,000	
		Cost	\$ 268,825	\$ 391,400	\$ 372,200	
		Cost/Action	\$ 268.83	\$ 391.40	\$ 372.20	
7296	Recruitment and Marketing Activities					
	Diversity/Outreach Recruitment	Cost	\$ 63,051	\$ -	\$ -	e)
	Campus Recruitment	Cost	\$ 62,752	\$ -	\$ -	e)
7300	Compensation and Classification Activities	Cost	\$ 240,814	\$ -	\$ -	f)
7310	Training and Development Activities					
	In-House Training and Professional Development	Courses	4,024	4,492	2,250	
		Cost	\$ 278,847	\$ 893,270	\$ 828,700	
		Cost/Course	\$ 69.30	\$ 198.86	\$ 368.31	
	Seminars and Conferences Costs	Cost	\$ 5,889	\$ 15,600	\$ 17,300	
	eLearning	Participants	1,368	1,925	2,100	
		Cost	\$ 77,872	\$ 87,300	\$ 81,200	
		Cost/Participant	\$ 56.92	\$ 45.35	\$ 38.67	
	Apprenticeship Program	Cost	\$ 35,220	\$ 52,530	\$ 60,000	
	Administer and Finance the Tuition Reimbursement Program for the Entire District	Participants	88	85	95	
		Cost	\$ 329,326	\$ 410,900	\$ 358,800	
		Cost/Participant	\$ 3,742.34	\$ 4,834.12	\$ 3,776.84	

- a) Decrease is due to the reallocation of Civil Service Board activities to Program Number 7330 in 2014.
- b) Decrease is due to transferring a Community Education Specialist position to General Administration in 2014, eliminating expenditures for this program.
- c) Decrease is due to fewer examinations scheduled for 2015. In 2014, 59 examinations were administered. In 2015, 40 examinations are planned.
- d) Decrease is due to the reduction in career and job fair expenses (\$5,000) and recruitment supplies (\$3,000).
- e) Decrease is due to the reallocation of recruitment and marketing activities to Program Number 7290 in 2014.
- f) Decrease is due to the reallocation of compensation and classification activities to Program Number 7320 in 2014.

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PERFORMANCE DATA

Program Number	Measurable Activity Title		2013 Actual	2014 Budgeted	2015 Estimated	
	Internship Program	Cost	\$ -	\$ 322,800	\$ 162,300	g)
7311	Employee Performance Management	Cost	\$ 117,537	\$ -	\$ -	h)
7315	Retiree Benefits					
	Health Insurance - Corporate Fund Retirees	Retirees	1,957	1,964	1,975	
		Cost	\$ 10,167,387	\$ 8,923,300	\$ 8,790,600	i)
		Cost/Retiree	\$ 5,195.39	\$ 4,543.43	\$ 4,450.94	
	Prescription Drug Retirees	Participants	1,957	1,964	1,975	
		Cost	\$ 3,717,162	\$ 5,252,400	\$ 3,876,300	j)
		Cost/Participant	\$ 1,899.42	\$ 2,674.34	\$ 1,962.68	
7316	OPEB Trust Contributions	Cost	\$ 20,000,000	\$ 20,000,000	\$ 5,000,000	k)
7320	Employee Benefits					
	Health Insurance - Corporate Fund Employees (includes vision care) ¹	Participants	1,738	1,750	1,760	
		Cost	\$ 20,048,025	\$ 20,253,800	\$ 21,882,300	l)
		Cost/Participant	\$ 11,535.11	\$ 11,573.60	\$ 12,433.13	
	Prescription Drugs ¹	Participants	1,738	1,750	1,760	
		Cost	\$ 2,613,737	\$ 4,210,900	\$ 4,043,100	j)
		Cost/Participant	\$ 1,503.88	\$ 2,406.23	\$ 2,297.22	
	Dental Insurance - Corporate Fund Employees ¹	Participants	1,733	1,745	1,705	
		Cost	\$ 1,223,753	\$ 1,557,900	\$ 1,406,000	m)
		Cost/Participant	\$ 706.15	\$ 892.78	\$ 824.63	
	Life Insurance - Corporate Fund Employees ¹	Employees	1,888	1,900	1,920	
		Cost	\$ 98,975	\$ 108,700	\$ 83,500	n)
		Cost/Employee	\$ 52.42	\$ 57.21	\$ 43.49	
	Deferred Compensation Administration	Cost	\$ 36,000	\$ 90,000	\$ 37,500	o)
	Other Benefits					
	Employee Assistance Program	Cost	\$ 72,000	\$ 70,000	\$ 72,000	
	Flexible Spending Accounts Program	Cost	\$ 34,201	\$ 34,500	\$ 33,800	
	Compensation and Classification Activities	Cost	\$ -	\$ 241,300	\$ 121,800	p)
7325	Labor and Employee Relations					
	Labor and Employee Relations Activities	Employees	1,927	1,962	1,974	
		Cost	\$ 631,861	\$ 777,300	\$ 592,700	q)

- g) Decrease is due to reduced costs for the internship program (\$162,200).
- h) Decrease is due to the reallocation of employee performance management activities to Program Number 7325 in 2014.
- i) Decrease is due to an anticipated reduction in claims and an increase in the retiree contribution rate.
- j) Decrease is due to an anticipated reduction in pharmacy claims.
- k) Decrease is due to a change in the funding policy for the Other Post-Employment Benefit Plan.
- l) Increase is due to an anticipated rise in claims.
- m) Decrease is due to an anticipated reduction in claims.
- n) Decrease is due to the favorable award of life insurance services for employees.
- o) Decrease is due to the favorable award of deferred compensation investment consulting and administrator selection services.
- p) Decrease is due to the reallocation of positions responsible for classification and compensation activities.
- q) Decrease is due to the reallocation of positions and training responsibilities.

¹ Additional funds are budgeted in the Stormwater Management Fund.

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PERFORMANCE DATA

Program Number	Measurable Activity Title		2013 Actual	2014 Budgeted	2015 Estimated	
	Compliance with Unemployment Compensation Requirements	Claims	19	20	15	r)
		Cost	\$ 63,919	\$ 100,000	\$ 60,200	
		Cost/Claim	\$ 3,364.16	\$ 5,000.00	\$ 4,013.33	
	Employee Performance Management	Cost	\$ -	\$ 116,800	\$ 100,000	
7330	Human Resources Administration					
	Personnel Activity Administration	Employees Served	1,927	1,962	1,974	s)
		Cost	\$ 630,059	\$ 491,200	\$ 615,400	
		Cost/Employee	\$ 326.96	\$ 250.36	\$ 311.75	
	Medical Services Payments and Record Maintenance	Examinations	490	500	250	t) u)
		Cost	\$ 76,000	\$ 136,000	\$ 301,000	
		Cost/Examination	\$ 155.10	\$ 272.00	\$ 1,204.00	
	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	-	55	55	v)
		Cost	\$ -	\$ 160,600	\$ 107,800	
		Cost/Action	\$ -	\$ 2,920.00	\$ 1,960.00	
7480	Safety Program					
	Occupational Health and Safety Administration (OSHA) Compliance, OSHA Inspections, Reporting, Accident Investigation	Cost	\$ 679,917	\$ 651,696	\$ 655,616	
	Contract Review for Compliance with Safety Standards	# of Reviews	22	142	142	
		Cost	\$ 3,520	\$ 34,100	\$ 34,100	
		Cost/Review	\$ 160.00	\$ 240.14	\$ 240.14	
	Safety Equipment					
	New/Rental	Cost	\$ 53,923	\$ 132,300	\$ 133,000	w)
	Replacement	Cost	\$ -	\$ 200,000	\$ 200,000	
	Maintenance	Cost	\$ 11,186	\$ 42,300	\$ 52,300	
	Medical Health Surveillance					
	First Aid Assistance	Cost	\$ 21,509	\$ 28,000	\$ 35,000	x)
	Hearing Tests	People Tested	465	535	535	
		Cost	\$ 7,440	\$ 15,000	\$ 15,000	
		Cost/Test	\$ 16.00	\$ 28.04	\$ 28.04	
	Spirometry Tests	People Tested	40	54	54	
		Cost	\$ 1,049	\$ 8,000	\$ 7,500	
		Cost/Test	\$ 26.23	\$ 148.15	\$ 138.89	
	Safety Training					
	CPR and First Aid	People Trained	254	198	198	
	Cost	\$ 60,960	\$ 47,520	\$ 45,700		
	Cost/Trainee	\$ 240.00	\$ 240.00	\$ 230.81		

- r) Decrease is due to anticipated lower unemployment claims, resulting from the expiration of unemployment extensions.
- s) Increase is due to additional staffing for administrative services (\$133,000).
- t) Decrease is due to a change in how medical services examinations are tabulated.
- u) Increase is due to the reallocation of medical costs for hiring and retaining employees from Program Number 7320 to Program Number 7330.
- v) Decrease is due to the reallocation of support staff for Civil Service Board procedures.
- w) Increase is due to the need for an automatic defibrillator maintenance contract to replace the manufacturer's expiring warranty services.
- x) Increase is due to an enhanced safety shoes and eyeglasses program for represented employees.

25000 HUMAN RESOURCES

PERFORMANCE DATA

Program Number	Measurable Activity Title		2013 Actual	2014 Budgeted	2015 Estimated	
	Confined Spaces	People Trained	158	173	173	
		Cost	\$ 18,960	\$ 10,380	\$ 10,380	
		Cost/Trainee	\$ 120.00	\$ 60.00	\$ 60.00	
	Lockout/Tagout	People Trained	56	106	106	
		Cost	\$ 4,480	\$ 4,240	\$ 4,240	
		Cost/Trainee	\$ 80.00	\$ 40.00	\$ 40.00	
	General Safety	People Trained	10,474	12,441	12,441	
		Cost	\$ 313,436	\$ 434,434	\$ 434,434	
		Cost/Trainee	\$ 29.93	\$ 34.92	\$ 34.92	
	Professional Safety	Cost	\$ 1,087	\$ 5,100	\$ 19,800	y)
	Industrial Hygiene/Right to Know	People Trained	385	981	981	
		Cost	\$ 11,146	\$ 29,430	\$ 29,430	
		Cost/Trainee	\$ 28.95	\$ 30.00	\$ 30.00	
	Fire Prevention and Protection	Cost	\$ 61,983	\$ 83,900	\$ 76,100	
	Hazardous Materials Abatement	Cost	\$ 232,345	\$ 132,400	\$ 90,100	z)
7500	Risk Management Operations					
	Administration	Cost	\$ -	\$ 553,900	\$ 484,900	
	Emergency Preparedness Planning/ Business Continuity Planning	People Trained	-	3	-	
		Cost	\$ -	\$ 18,000	\$ -	aa)
		Cost/Trainee	\$ -	\$ 6,000.00	\$ -	
	Asset Appraisal and Other Services	Cost	\$ -	\$ 375,000	\$ 475,000	bb)
	Broker Services	Cost	\$ -	\$ 225,000	\$ 226,000	
	Insurance Premiums (such as property insurance)	Cost	\$ -	\$ 3,300,000	\$ 3,500,600	cc)
7501	Risk Management Administration	Cost	\$ 262,024	\$ -	\$ -	dd)
7502	Insurance Premiums, Broker Fees, and Other Services					
	Asset Appraisal and Other Services	Cost	\$ 95,800	\$ -	\$ -	dd)
	Broker Services	Cost	\$ 219,500	\$ -	\$ -	dd)
	Insurance Premiums (such as property insurance)	Cost	\$ 992,601	\$ -	\$ -	dd)
7604	Social Security and Medicare Contributions	Cost	\$ 2,308,358	\$ 2,425,000	\$ 2,692,800	ee)
	Total		\$ 67,832,188	\$ 75,266,000	\$ 59,908,000	

y) Increase is due to the cyclical nature of some training in this category, such as back safety training.

z) Decrease is due to anticipated savings in hazardous materials abatement costs (\$59,900).

aa) Decrease is due to the transfer of funding responsibility for emergency preparedness planning and business continuity planning to the Engineering Department.

bb) Increase is due to an anticipated rise in third party administrator services costs for workers' compensation (\$125,000), offset by a decrease in the need for asset appraisals (\$75,000).

cc) Increase is due to an anticipated rise in non-employee benefits insurance premiums.

dd) Decrease is due to the reallocation of costs for Program Numbers 7501 and 7502 to Program Number 7500 in 2014.

ee) Increase is due to an anticipated rise in the required employer contributions for Medicare and Social Security.

101 25000	Fund: Corporate Department: Human Resources Division:	LINE ITEM ANALYSIS						
		2013	2014				2015	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 5,127,754	\$ 5,939,800	\$ 5,588,800	\$ 3,870,075	\$ 5,394,800	\$ 5,761,300	\$ -
601060	Compensation Plan Adjustments	75,142	308,600	308,600	139,878	237,800	149,000	-
601070	Social Security & Medicare Contributions	2,308,358	2,425,000	2,425,000	1,859,508	2,397,800	2,692,800	-
601080	Salaries of Nonbudgeted Employees	-	20,000	46,500	30,128	46,100	-	-
601090	Employee Claims	63,919	100,000	100,000	16,144	60,000	60,200	-
601100	Tuition and Training Payments	317,265	520,700	520,700	292,149	425,000	667,600	-
601170	Payments for Professional Services	918,886	1,886,500	1,782,500	1,301,438	1,459,900	1,323,900	-
601250	Health and Life Insurance Premiums	57,299,906	59,646,800	59,646,800	45,812,595	56,284,400	44,526,600	-
601300	Personal Services, N.O.C.	-	-	324,500	46,706	113,800	162,300	-
100	TOTAL PERSONAL SERVICES	66,111,230	70,847,400	70,743,400	53,368,621	66,419,600	55,343,700	-
612010	Travel	2,498	8,500	8,500	4,223	4,300	4,200	-
612030	Meals and Lodging	4,667	17,900	17,900	6,533	11,200	8,000	-
612040	Postage, Freight, and Delivery Charges	1,917	4,000	4,000	2,583	3,000	2,500	-
612050	Compensation for Personally-Owned Automobiles	10,331	10,400	10,400	4,783	8,600	8,100	-
612080	Motor Vehicle Operating Services	-	-	-	-	-	100	-
612250	Court Reporting Services	14,172	13,000	27,000	26,000	25,000	20,000	-
612260	Medical Services	124,236	182,000	275,200	275,010	275,200	227,000	-
612280	Subscriptions and Membership Dues	2,026	4,000	3,500	3,000	3,000	3,900	-
612290	Insurance Premiums	1,000,524	3,300,000	3,291,000	3,291,000	3,291,000	3,500,600	-
612330	Rental Charges	21,919	21,500	30,500	22,105	30,000	19,800	-
612490	Contractual Services, N.O.C.	39,501	58,400	58,400	52,052	57,000	56,800	-
612780	Safety Repairs and Services	293,570	241,200	274,000	224,207	258,900	224,000	-
612820	Computer Software Maintenance	87,958	95,700	94,800	89,846	79,800	91,800	-
200	TOTAL CONTRACTUAL SERVICES	1,603,318	3,956,600	4,095,200	4,001,342	4,047,000	4,166,800	-
623520	Office, Printing, & Photo Supplies, Equipment, & Furniture	31,493	55,500	55,500	50,330	28,000	18,100	-
623720	Books, Maps, and Charts	3,209	9,000	9,000	1,740	2,700	6,400	-
623780	Safety and Medical Supplies	80,046	358,800	358,800	275,464	272,900	365,000	-
623990	Materials and Supplies, N.O.C.	2,892	8,700	8,700	1,402	6,000	8,000	-

101 25000 Fund: Corporate Department: Human Resources Division:		LINE ITEM ANALYSIS						
		2013	2014				2015	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
300	TOTAL MATERIALS AND SUPPLIES	117,640	432,000	432,000	328,937	309,600	397,500	-
634820	Computer Software	-	30,000	30,000	-	-	-	-
400	TOTAL MACHINERY AND EQUIPMENT	-	30,000	30,000	-	-	-	-
TOTAL HUMAN RESOURCES		\$ 67,832,188	\$ 75,266,000	\$ 75,300,600	\$ 57,698,901	\$ 70,776,200	\$ 59,908,000	\$ -

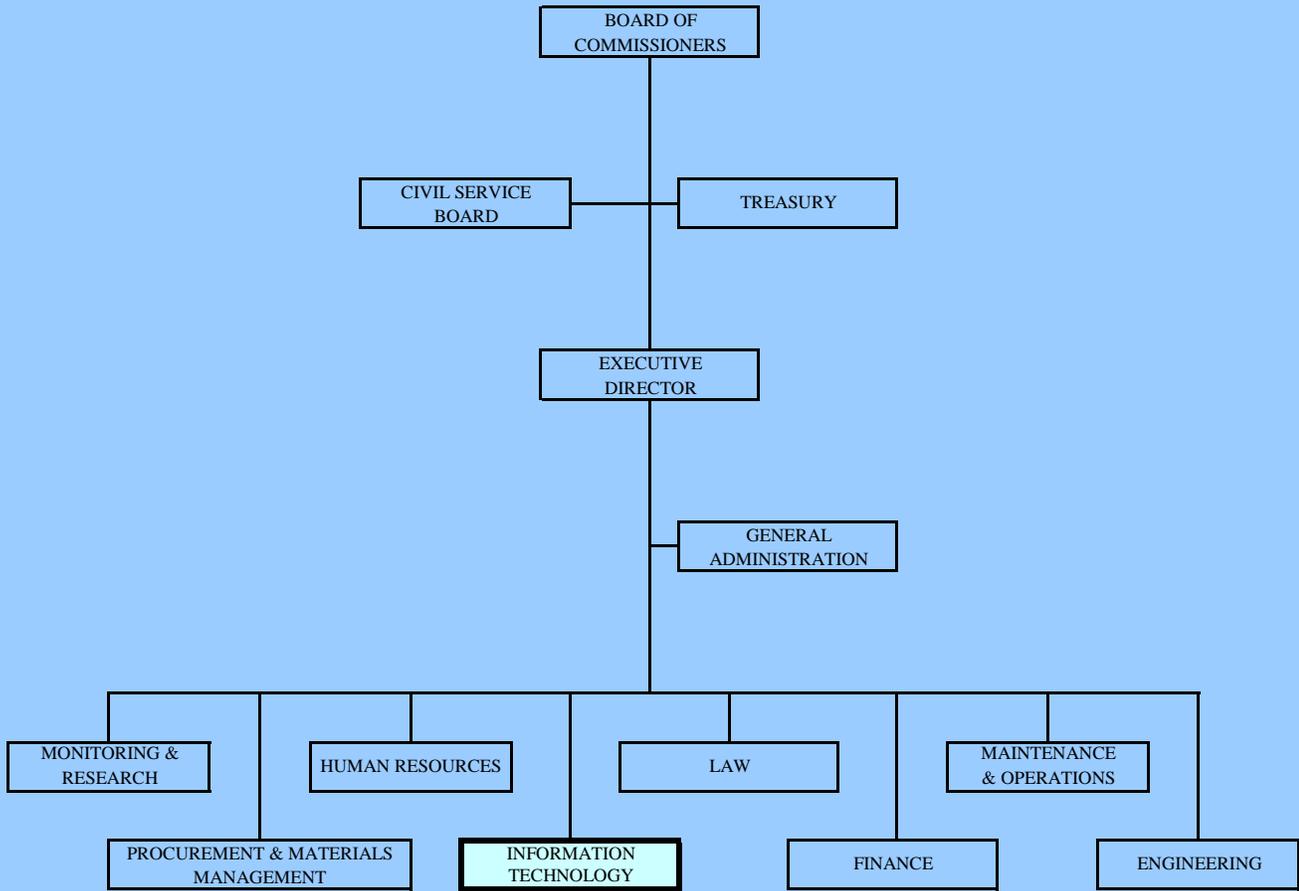
NOTES: 1. Amounts may not add up due to rounding.
 2. Departmental appropriation totals for salaries in the Line Item Analysis may differ from those contained in the Position Analysis by a factor identified to adjust for vacancies. Additionally, Estimated Expenditure may either exceed Adjusted Appropriation when transfers of funds are anticipated or be less than Expenditure (Committed Budget plus Disbursement) when not all commitments are anticipated to be completed by year-end.

		POSITION ANALYSIS				
Fund: Corporate Dept: Human Resources Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
251	Civil Service Board Section					
EX16	Civil Service Board Chairman	1	-		-	
EX09	Civil Service Board Member	2	-		-	
TOTAL	Civil Service Board Section	3	-	-	-	-
252	Executive Unit					
EX10	Director of Human Resources	1	1		1	
HP20	Assistant Director of Human Resources	-	1		2	
EX06	Secretary to Officer	1	1		1	
EX16	Civil Service Board Chairman	-	1		1	
EX09	Civil Service Board Member	-	2		2	
HP15	Management Analyst II #2 (Budget & Management Analyst) (New Grade HP14)	1	1		1	
TOTAL	Executive Unit	3	7	629,415.54	8	742,438.32
253	Administration Section					
HP19	Human Resources Manager	1	-		-	
HP17	Senior Human Resources Analyst	1	-		-	
HP14	Human Resources Analyst	1	-		-	
HP12	Human Resources Assistant #2 (Administrative Specialist) (New Grade HP11)	1	-		-	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
TOTAL	Administration Section	5	-	-	-	-
254	Employee Selection Section (formerly Employment Services Section)					
HP19	Human Resources Manager	1	1		1	
HP17	Senior Human Resources Analyst	2	2		2	
HP15	Associate Human Resources Analyst #2 (Human Resources Analyst) (New Grade HP14)	2	3		1	
HP14	Human Resources Analyst	2	3		5	
HP13	Senior Administrative Specialist	-	2		2	
HP12	Human Resources Assistant #2 (Administrative Specialist) (New Grade HP11)	1	-		-	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	2	-		-	

		POSITION ANALYSIS				
Fund: Corporate Dept: Human Resources Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP11	Administrative Specialist	1	2		3	
TOTAL	Employee Selection Section (formerly Employment Services Section)	11	13	1,275,085.76	14	1,277,623.36
255	Employee Development Section					
HP19	Human Resources Manager	1	1		1	
HP17	Senior Human Resources Analyst	1	1		1	
HP15	Community Education Specialist	1	-		-	
HP14	Human Resources Analyst	2	1		1	
HP12	Human Resources Assistant #2 (Administrative Specialist) (New Grade HP11)	2	1		1	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	1		1	
TM01	Intern	-	12		12	
PR1025	Apprentice	1	1		1	
TOTAL	Employee Development Section	9	18	882,939.72	18	888,035.72
256	Classification, Compensation & Benefits Section					
HP19	Human Resources Manager	1	1		1	
HP17	Senior Human Resources Analyst	1	2		2	
HP15	Associate Human Resources Analyst #2 (Human Resources Analyst) (New Grade HP14)	1	1		1	
HP14	Human Resources Analyst	1	2		2	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	3		2	
TOTAL	Classification, Compensation & Benefits Section	5	9	814,203.26	8	773,234.80
258	Employee Relations Section (formerly Labor & Employee Relations / EEO Section)					
HP20	Assistant Director of Human Resources	1	-		-	
HP19	Human Resources Manager	-	1		1	
HP17	Senior Human Resources Analyst	2	2		2	
HP15	Associate Human Resources Analyst #2 (Human Resources Analyst) (New Grade HP14)	2	1		1	

POSITION ANALYSIS						
Fund: Corporate Dept: Human Resources Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP14	Human Resources Analyst	1	2		2	
HP12	Human Resources Assistant #2 (Administrative Specialist) (New Grade HP11)	-	1		-	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	1		2	
HP09	Administrative Clerk	-	-		1	
TOTAL	Employee Relations Section (formerly Labor & Employee Relations / EEO Section)	7	8	804,952.72	9	847,371.72
259	Risk Management Section					
HP19	Risk Manager	1	1		1	
HP17	Claims Administrator	-	1		1	
HP17	Senior Risk Analyst	-	1		1	
HP17	Senior Safety Specialist	1	1		1	
HP15	Safety Coordinator #2 (Safety Specialist) (New Grade HP14)	4	4		4	
HP14	Human Resources Analyst	1	1		1	
HP14	Safety Inspector #2 (Safety Specialist)	5	-		-	
HP14	Safety Specialist	-	5		5	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	1		1	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	2	-		-	
HP11	Administrative Specialist	-	2		2	
TOTAL	Risk Management Section	15	17	1,563,024.84	17	1,586,277.16
TOTAL	Human Resources	58	72	5,969,621.84	74	6,114,981.08

NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix.



Metropolitan Water Reclamation District of Greater Chicago

100 EAST ERIE STREET

CHICAGO, ILLINOIS 60611-3154

312.751.5600

September 10, 2014

Mr. David St. Pierre
Executive Director
OFFICE

Dear Sir:

Subject: 2015 Program for the Information Technology Department

The Information Technology Department's program for 2015, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of the department's 2015 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, 2015 major initiatives and challenges, and 2014 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 2015.

Respectfully submitted,

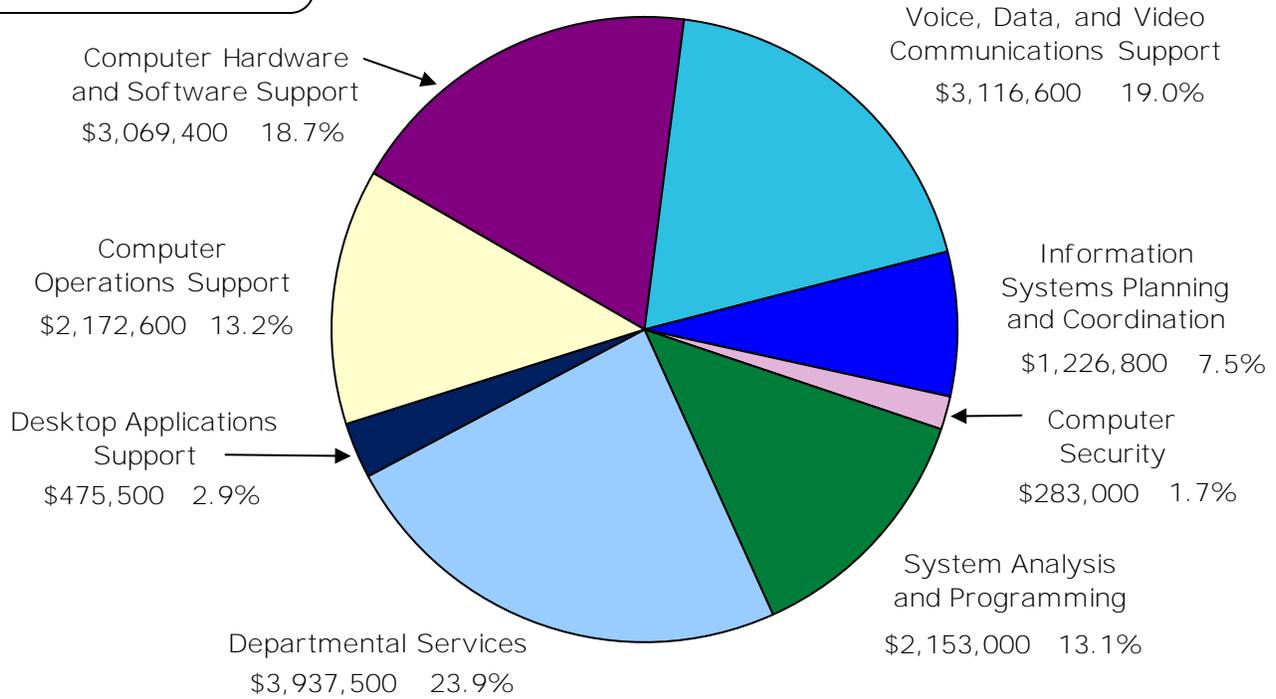


Ellen Barry
Acting Director of Information Technology

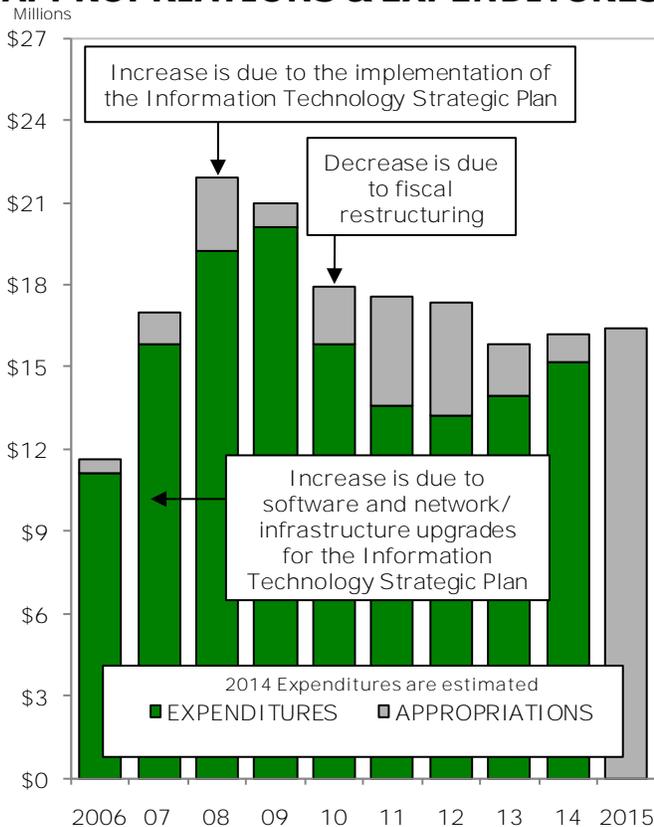
INFORMATION TECHNOLOGY

2015	\$16,434,400
2014	\$16,219,300
Increase	\$215,100

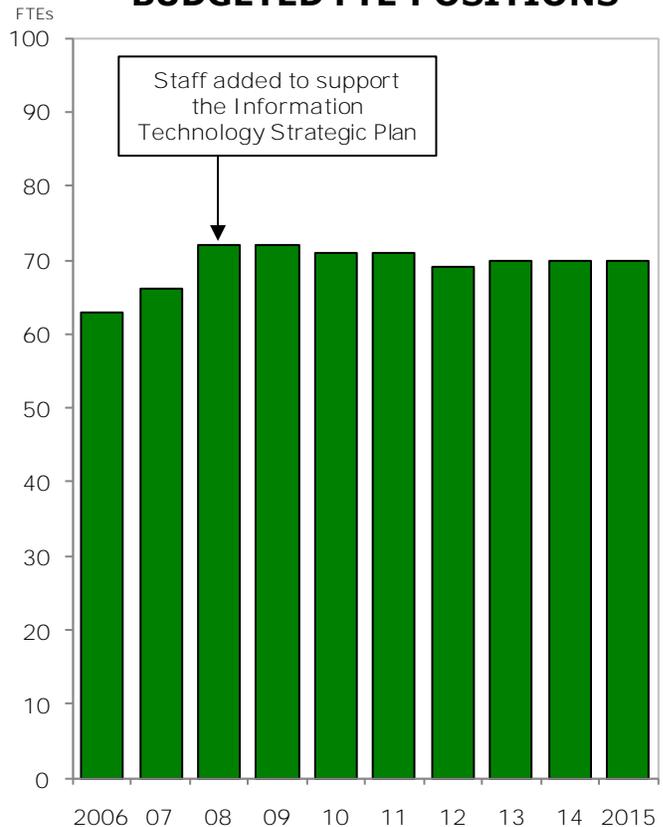
FUNCTIONS



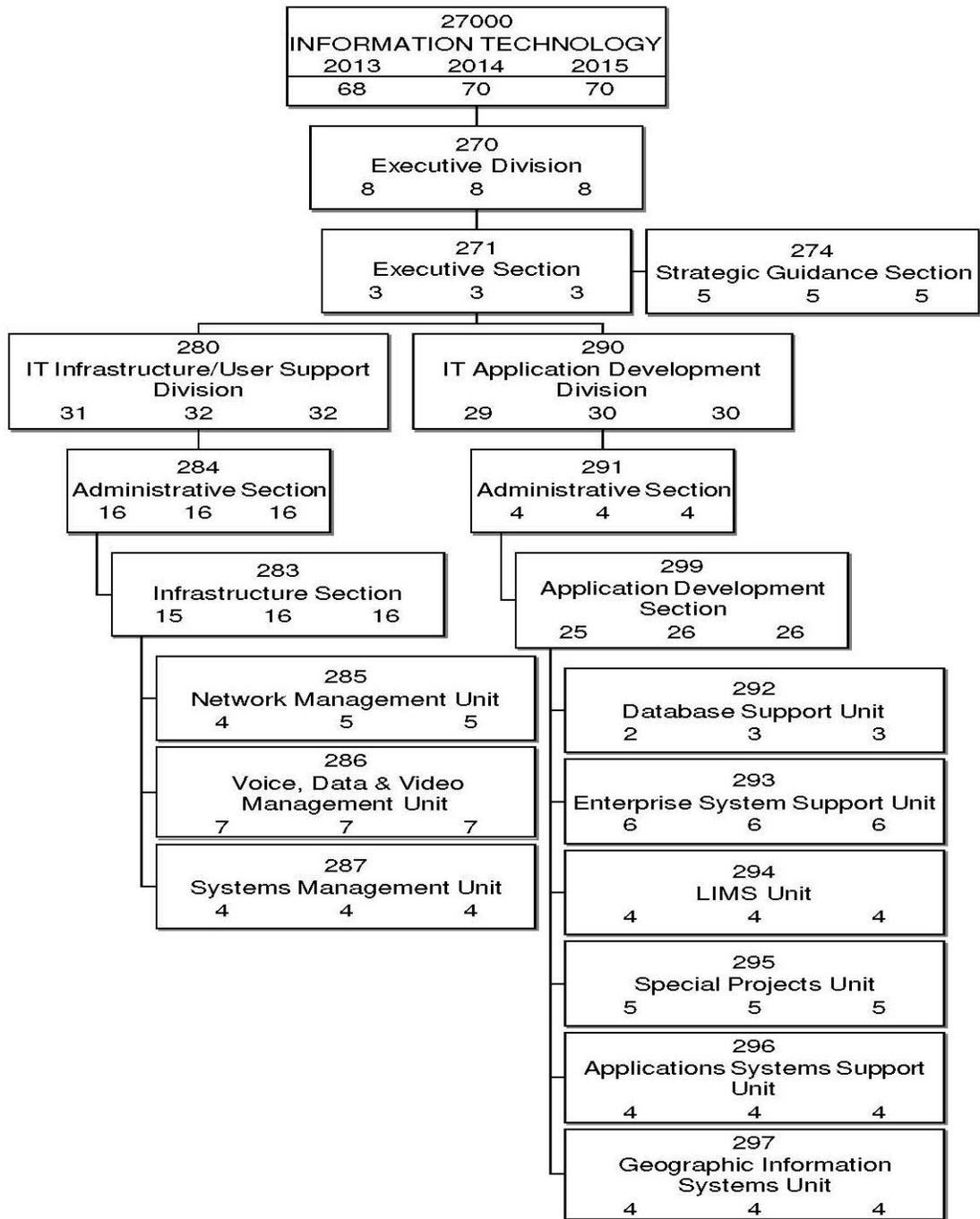
APPROPRIATIONS & EXPENDITURES



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 information technology 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 2014 Accomplishments

- Began the evaluation of the District's enterprise system, SAP, with the Total Cost of Operations (TCO) initiative resulting in a roadmap to work towards cost reduction goals while maintaining business continuity, simplification, standardization, and consolidation of the SAP landscape;
- Assisted in implementing the new time management solution by participating in policy development, installing time clocks throughout the District, and developing interfaces in-house saving the District over \$200,000;
- Initiated Phase I of the performance dashboards project;
- Assisted in the implementation of the new Risk Management Information System and developing the interfaces in-house;
- Implemented LegalFiles, the new case system used by the Law Department to organize all litigation documents;
- Assisted in the implementation of the Diversity Section's new Affirmative Action Compliance Software System, PRISM, by developing the interfaces in-house;
- Enhanced the Contract Announcement Application with a Question & Answer room to facilitate communication between potential bidders and contract project managers;
- Deployed mobile applications available on www.mwrd.org for use by the public to report odor, water pollution, waterway blockage, and other incidents. Other applications were developed for internal use by field staff for small streams maintenance and by channel maintenance crews to comply with Consent Decree requirements;
- Began the implementation of a new Real Estate/Global Information System (GIS) for the Law Department to manage leases and property;
- Began the redesign of the Maintenance & Operations Department's Combined Sewer Overflow (CSO) Notification System to increase functionality and add GIS capabilities. Completion is planned for the first quarter of 2015;
- Improved system reliability by making a series of hardware and software upgrades to the following Enterprise systems: SAP, Laboratory Information Management System (LIMS), Portal, Environmental Systems Research Institute ArcGIS, the internet-based Publicly owned treatment work Administration and Compliance System (iPACS), and FileHold;
- Began the implementation of the newly developed IT Infrastructure Strategy. Upgraded firewalls, implemented a Continuous Threat Prevention Platform, and a Mobile Device Management Platform;
- Upgraded the Facilities Access Control System to allow District police to remotely monitor and control access to the plant gates including increased video surveillance;
- Continued the new Print Management Strategy, replacing existing devices with higher capacity multi-functional devices (MFDs).

Budget Highlights

The 2015 appropriation for the ITD is \$16,434,400, an increase of \$215,100, or 1.3 percent, from 2014. The staffing level of 70 positions remains unchanged from 2014.

Significant features of the 2015 budget are:

- The ITD will evaluate and align its existing strategic plan to promote the achievement of the District's Strategic Business Plan;
- Expansion of GIS applications, continued implementation of the Real Estate Portfolio Management System, performance dashboards, and SAP evaluation will contribute to increased business efficiencies;
- Continued evaluation of cloud solutions and upgrades of IT infrastructure, and software technologies that will streamline administration, reduce costs, and optimize performance;
- Continued development and deployment of mobile applications that will improve the efficiency of District personnel and provide greater transparency to the public regarding District operations.

2015 Initiatives in Support of the Strategic Plan Include the Following:**• Add Value**

The ITD supports the various systems that are used by the departments to implement their strategies to add value. Among these are: iPACS, LIMS, the CSO Notification System, Small Streams Maintenance Reporting System, Incident Reporting System, Stormwater Inundation Mapping Application, the Stormwater Management Reporting Application, and others.

The fourth quarter 2015 implementation of a Real Estate Portfolio Management System will enhance the ability of the Real Estate Division of the Law Department to manage the inventory of District-owned real estate. This system will include pertinent data and visuals for every parcel of real estate owned by the District. Integrated with GIS, this system will include information concerning occupancy agreements such as leases, easements, and permits. Furthermore, the system will be designed to aid staff in tracking work assignments and compliance with the terms of occupancy agreements.

The ITD will continue to pursue green initiatives both in its own support environment and by assisting with other department's initiatives. In conjunction with the Human Resources Department, the use of electronic message boards will be improved and expanded by the end of the fourth quarter of 2015 to improve communications to internal staff while reducing the volume of memos and paper. The ITD will continue the implementation of the Print Services strategy of replacing older print technology with higher capacity MFDs in order to reduce energy consumption, provide improved electronic distribution of scanned documents, and to promote a green, paperless environment.

• Excellence

The development and implementation of performance management dashboards will continue during 2015. This project will provide executives and managers with the ability to monitor the performance of various key business performance indicators.

The ITD will assist the Monitoring & Research (M&R) Department by providing an enterprise project/program management software suite by the end of the third quarter of 2015 for a new program and resource management system for M&R's Environmental Monitoring & Research Division's Process Facilities Capital Planning Section and Wastewater Treatment Process Research Section.

The ITD will continue to assist the Office of Public Affairs in improving the delivery and maintenance of the District's website content on www.mwr.org, to provide easy and transparent access to reports and data, and provide clear, consistent, accurate, and accessible information about the District and our areas of responsibility.

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 Incident Reporting System, available on www.mwr.org, was developed for use by the public to report odor, water pollution, waterway blockage, and other incidents.

• Resource Recovery

The ITD supports the various systems that are used by the departments to implement their strategies to pursue the recovery of natural resources. Among these are: iPACS, LIMS, the Scales application, and many others. In addition, the ITD is committed to maintaining a reliable, flexible technology infrastructure to be able to support new initiatives as they are introduced.

• Develop Employees

The ITD will continue to strive to develop a culture that moves beyond a silo environment to 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 department 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 employees by providing the audio and video infrastructure to prepare training sessions in-house, which will be available to employees via the District's portal. The portal supports other training materials as well.

The ITD will continue to support the use of video-conferencing technologies and webinars to facilitate meetings and on-site training. Infrastructure improvements will facilitate the anticipated increased use of web-based training managed by the Human Resources Department from employee workstations.

• Leading Partnerships

The ITD continues to seek strategic partnerships with water, wastewater, and regional agencies. This provides the District with opportunities to network and share cross-agency best practices. The ITD GIS program has an established relationship with Cook County.

The ITD also continues to maintain its relationship with the Water and Wastewater CIO Forum which is the only water and wastewater agency-focused organization for Information Technology Executives in the industry. The Water and Wastewater

CIO Forum provides its members with the unique opportunity to discuss specific IT leadership challenges and solutions with their industry counterparts. It provides an opportunity for members to engage with industry leaders from global technology companies regarding the future state of systems relevant to the District.

Members of the ITD will continue to attend the Water Environment Federation's Annual Technical Exhibition and Conference to stay abreast of IT developments in water quality.

- **Technology**

The ITD will work towards simplifying the SAP enterprise system to increase utilization and maximize effectiveness by reducing the amount of customization and leveraging standard built-in functionality. The formalized SAP Evaluation project includes an evaluation of the SAP with the TCO initiative. This initiative will result in a roadmap to work towards a cost reduction goal, release of capacity, and budgets for innovation, while maintaining business continuity, simplification, standardization, and consolidation of the SAP landscape for the future leveraging on-premise and/or cloud computing. Pursuant to the TCO evaluation, the roadmap will be used to update SAP to provide a simplified, user-friendly system that maximizes the use of the capabilities offered in the core system. This project may extend to 2016.

The ITD will continue to evaluate infrastructure and software technologies to streamline administration, reduce costs, and optimize performance. Improvement of the ITD's facilities management and asset management will reduce maintenance expenditures. This will include evaluating the usage and distribution of printers, scanners, and copiers and improving strategies to provide cost-efficient print services to the departments.

Upgrades to technology infrastructure such as storage area networks, servers, VMware, Citrix, and desktops will provide higher reliability and availability, as well as reduce power and cooling requirements, and should be completed by end of the fourth quarter of 2015.

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 the use of Microsoft Office 365. The move to the use of Microsoft Office 365 by the end of the fourth quarter of 2015 will not only provide employees with the latest versions of Microsoft Office software at the office, but will also move them into the mobile workspace by providing access to District email and documents on up to five different devices (including Windows Phone, iOS, and Android devices). The department expects considerable savings over time in infrastructure, administration, and licensing costs due to the Microsoft Office 365 implementation.

The GIS program will continue to grow via data development, application development, and continued systems integration. Application and data development will continue to focus on providing District staff with the richest geographical information available while integrating it with the current business systems to support various business decisions. Also in 2015, 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.

27000 INFORMATION TECHNOLOGY

OBJECTIVES AND PROGRAM SUMMARY

OBJECTIVES BY PRIORITY:	Cost	Percent
1. COMPUTER HARDWARE AND SOFTWARE SUPPORT: Information Technology Department (ITD) provides maintenance and operations of all hardware, including Sun/UNIX SAP servers, storage area networks/thin-client central computer hardware, and software for nine major locations.	\$ 3,069,400	18.7%
2. VOICE, DATA, AND VIDEO COMMUNICATIONS SUPPORT: The ITD Infrastructure Section maintains the District's wide-area network as well as the Main Office Building Complex local area networks. Staff is responsible for planning, installation, and maintenance of voice, data, and video communications for the entire District.	\$ 3,116,600	19.0%
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. The staff is responsible for services such as strategic planning of technology and communications, as well as disaster recovery planning.	\$ 1,226,800	7.5%
4. SYSTEMS ANALYSIS AND PROGRAMMING: The Application Development Section will be 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 District needs.	\$ 2,153,000	13.1%
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.	\$ 2,172,600	13.2%
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 Laboratory Information Management System, Maintenance Management System, the internet-based Publicly owned treatment works Administration and Compliance System, along with Treasury and real estate applications.	\$ 3,937,500	23.9%
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. The staff is also responsible for auditing remaining workstations to verify compliance.	\$ 283,000	1.7%
8. DESKTOP APPLICATIONS SUPPORT: The assigned staff will continue to provide applications and technical support to over 2,085 computer system users.	\$ 475,500	2.9%
Total	\$ 16,434,400	100.0%

MEASURABLE GOALS:	2013 Actual	2014 Estimated	2015 Proposed
1. Call Center - Timeframe: Response time to call center requests for assistance.	< 24 Hrs.	< 24 Hrs.	< 24 Hrs.
2. Call Center - Total Repeats: Reduce number of repeat calls for service.	Reduced 10%	Reduce 20%	Reduce 20%
3. Project Schedule: Ensure project completion consistent with Request For Proposal/Budget requests.	On Time	On Time	On Time
4. Project Budget: Ensure the completion of ITD projects at or below budget.	At Budget	At Budget	At Budget
5. Customer Satisfaction: Ensure user satisfaction with ITD systems, applications, and infrastructure. On a scale of 1 to 5 where 5 is the highest.	3	4	4

27000 INFORMATION TECHNOLOGY

OBJECTIVES AND PROGRAM SUMMARY

PROGRAMS BY PRIORITY:		2013	Budgeted			Change		
Number	Name	Actuals	FTEs	Dollars	Dollars	Percent		
7385	Computer Operations, Maintenance, and Support	\$ 734,436	2015 8	\$ 2,172,600	\$ (54,800)	(2.5)		
			2014 8	\$ 2,227,400				
7384	Central Computer Hardware and Proprietary Software Support	\$ 3,141,508	2015 7	\$ 3,069,400	\$ 401,500	15.0	a)	
			2014 7	\$ 2,667,900				
7383	Voice, Data, and Video Communications Support	\$ 2,744,330	2015 8	\$ 3,116,600	\$ 112,600	3.7	b)	
			2014 8	\$ 3,004,000				
7381	Systems Analysis and Programming	\$ 2,392,859	2015 16	\$ 2,153,000	\$ (200,500)	(8.5)	c)	
			2014 16	\$ 2,353,500				
7387	Computer Security	\$ 283,107	2015 2	\$ 283,000	\$ (29,300)	(9.4)		
			2014 2	\$ 312,300				
7388	Information Systems Planning	\$ 673,087	2015 4	\$ 517,300	\$ (8,700)	(1.7)		
			2014 4	\$ 526,000				
7389	Information Systems Coordination	\$ 489,337	2015 3	\$ 709,500	\$ 142,500	25.1	d)	
			2014 3	\$ 567,000				
7382	Desktop Applications Support	\$ 470,662	2015 5	\$ 475,500	\$ (71,800)	(13.1)		
			2014 5	\$ 547,300				
7800	Information Technology Services Provided Directly to Other Departments	\$ 3,052,468	2015 17	\$ 3,937,500	\$ (76,400)	(1.9)	e)	
			2014 17	\$ 4,013,900				
Totals		\$ 13,981,794	2015 70	\$ 16,434,400	\$ 215,100	1.3%		
			2014 70	\$ 16,219,300				

- a) Increase is due to an increase of funds assigned to the Western States Contracting Alliance contract (\$71,800), maintenance for the internet-based Publicly owned treatment works Administration and Compliance System (\$82,000), Environmental Systems Research Institute ArcGIS (\$204,000), professional services for CommVault (\$52,500), and ITD supplies (\$70,000), offset by a decrease of funds required for Oracle storage area networks (\$45,000).
- b) Increase is due to additional funds assigned to local long distance and telephone line services (\$190,000), increased requirements on maintenance for new systems: Citrix Netscaler (\$15,000), Real Networks and Solarwinds maintenance (\$20,000), and new purchase of brocade fiber switches (\$48,000), offset by a reduction of funds required for CommVault maintenance (\$50,000), and the elimination of major infrastructure purchases (\$134,000).
- c) Decrease is due to a reduction of funds assigned to Application Development staff training (\$90,000), the deletion of web support software (\$41,500), the reduction of funds allowed for Information Technology memberships (\$13,300), a decrease in professional services for the Public Budget Formulation system (\$40,000) and the Laboratory Information Management System (\$10,000), offset by an increase to professional services for migration upgrades for FileMaker Pro (\$10,000), Readsoft (\$10,000), and FileHold (\$10,000).
- d) Increase is due to costs associated with the lease of additional replacement multifunctional devices (\$140,000).
- e) Decrease is due to the reduction of funds allocated for Engineering interdepartmental requests (\$124,700), offset by an increase for funds allocated to Human Resources interdepartmental requests (\$62,600).

27000 INFORMATION TECHNOLOGY

PERFORMANCE DATA

Program Number	Measurable Activity Title		2013 Actual	2014 Budgeted	2015 Estimated	
7380	Information Technology and Telecommunications					
7381	Acquire, Develop, and Maintain Computer Programs and Systems	Application Modules Supported	76	80	92	a)
		Cost	\$ 1,415,009	\$ 2,353,500	\$ 2,153,000	
		Cost/Module	\$ 18,618.54	\$ 29,418.75	\$ 23,402.17	
	Strategic Plan Projects	Cost	\$ 977,850	\$ -	\$ -	
7382	Desktop Applications Support	# of Service Calls	6,584	13,886	10,000	
		Cost	\$ 470,662	\$ 547,300	\$ 475,500	
		Cost/Service Call	\$ 71.49	\$ 39.41	\$ 47.55	
7383	Voice, Data, and Video Communications Support	Cost	\$ 2,744,330	\$ 3,004,000	\$ 3,116,600	b)
7384	Central Computer Hardware and Proprietary Software Support	Cost	\$ 3,141,508	\$ 2,667,900	\$ 3,069,400	c)
7385	Computer Operations, Maintenance, and Support	Cost	\$ 734,436	\$ 2,227,400	\$ 2,172,600	
7387	General Computer Security Program	Cost	\$ 283,107	\$ 312,300	\$ 283,000	
7388	Information Systems Planning	Cost	\$ 673,087	\$ 526,000	\$ 517,300	
7389	Information Systems Coordination	Cost	\$ 489,337	\$ 567,000	\$ 709,500	d)
7800	Information Technology Services Provided Directly to Other Departments	# of Users	1,865	1,885	2,085	
		Cost	\$ 3,052,468	\$ 4,013,900	\$ 3,937,500	e)
		Cost/User	\$ 1,636.71	\$ 2,129.39	\$ 1,888.49	
		Total	\$ 13,981,794	\$ 16,219,300	\$ 16,434,400	

- a) Decrease is due to a reduction of funds assigned to Application Development staff training (\$90,000), the deletion of web support software (\$41,500), the reduction of funds allowed for Information Technology memberships (\$13,300), a decrease in professional services for the Public Budget Formulation system (\$40,000) and the Laboratory Information Management System (\$10,000), offset by an increase to professional services for migration upgrades for FileMaker Pro (\$10,000), Readsoft (\$10,000), and FileHold (\$10,000).
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- d) Increase is due to costs associated with the lease of additional replacement multifunctional devices (\$140,000).
- e) Decrease is due to the reduction of funds allocated for Engineering interdepartmental requests (\$124,700), offset by an increase for funds allocated to Human Resources interdepartmental requests (\$62,600).

101 27000	Fund: Corporate Department: Information Technology Division:	LINE ITEM ANALYSIS						
		2013	2014				2015	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 7,212,821	\$ 7,718,200	\$ 7,718,200	\$ 5,152,305	\$ 7,237,000	\$ 7,746,600	\$ -
601060	Compensation Plan Adjustments	234,298	163,000	163,000	81,524	90,000	137,100	-
601100	Tuition and Training Payments	72,874	157,200	157,200	148,153	90,000	90,000	-
601170	Payments for Professional Services	300,426	585,600	585,600	486,591	475,000	435,000	-
100	TOTAL PERSONAL SERVICES	7,820,419	8,624,000	8,624,000	5,868,572	7,892,000	8,408,700	-
612010	Travel	827	12,000	12,000	1,679	12,000	5,000	-
612030	Meals and Lodging	557	17,000	17,000	1,501	17,000	10,000	-
612050	Compensation for Personally-Owned Automobiles	4,767	7,000	7,000	3,942	5,000	5,000	-
612080	Motor Vehicle Operating Services	226	-	-	-	-	100	-
612210	Communication Services	1,319,190	1,280,400	1,410,400	1,350,967	1,351,000	1,390,600	-
612280	Subscriptions and Membership Dues	33,700	26,000	26,000	1,552	24,000	-	-
612330	Rental Charges	-	185,000	185,000	100,367	100,400	310,000	-
612490	Contractual Services, N.O.C.	319	4,000	14,000	9,945	13,000	32,000	-
612810	Computer Equipment Maintenance	611,469	810,200	670,200	587,736	670,200	642,500	-
612820	Computer Software Maintenance	2,982,585	3,293,500	3,063,300	2,925,369	3,063,300	3,577,400	-
612840	Communications Equipment Maintenance (Includes Software)	467,864	577,000	705,500	699,862	700,000	719,200	-
612990	Repairs, N.O.C.	-	1,000	1,000	-	900	-	-
200	TOTAL CONTRACTUAL SERVICES	5,421,505	6,213,100	6,111,400	5,682,920	5,956,800	6,691,800	-
623520	Office, Printing, & Photo Supplies, Equipment, & Furniture	7,058	24,300	24,300	13,008	24,300	18,500	-
623720	Books, Maps, and Charts	644	1,900	1,900	599	1,700	400	-
623800	Computer Software	217,875	267,500	192,500	166,720	192,500	187,800	-
623810	Computer Supplies	386,612	600,000	600,000	570,681	550,000	838,300	-
623850	Communications Supplies	74,159	145,500	145,500	128,001	145,500	90,000	-
623990	Materials and Supplies, N.O.C.	-	500	500	-	500	100	-
300	TOTAL MATERIALS AND SUPPLIES	686,349	1,039,700	964,700	879,008	914,500	1,135,100	-
634810	Computer Equipment	45,856	70,000	95,700	89,781	89,800	52,000	-
634820	Computer Software	-	40,000	40,000	39,348	40,000	25,500	-

101 27000	Fund: Corporate Department: Information Technology Division:	LINE ITEM ANALYSIS						
		2013	2014				2015	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
634840	Communications Equipment (Includes Software)	7,665	212,500	358,500	358,168	251,200	121,300	-
634990	Machinery and Equipment, N.O.C.	-	20,000	25,000	25,000	25,000	-	-
400	TOTAL MACHINERY AND EQUIPMENT	53,521	342,500	519,200	512,297	406,000	198,800	-
TOTAL INFORMATION TECHNOLOGY		\$ 13,981,794	\$ 16,219,300	\$ 16,219,300	\$ 12,942,797	\$ 15,169,300	\$ 16,434,400	\$ -

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.

POSITION ANALYSIS						
Fund: Corporate		2013	2014		2015	
Dept: Information Technology					PROPOSED BY EXECUTIVE DIRECTOR	
Division:						
PAY PLAN & GRADE	CLASS TITLE	ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	BUDGETED FTEs	APPROPRIATION IN DOLLARS
270	Executive Division					
271	Executive Section					
EX17	Director of Information Technology	1	1		1	
HP17	Management Analyst III #2 (Senior Budget & Management Analyst) (New Grade HP16)	1	1		1	
EX06	Secretary to Officer	1	1		1	
TOTAL	Executive Section	3	3	440,136.32	3	440,136.32
274	Strategic Guidance Section					
HP19	Computer Technology Supervisor	1	1		1	
HP18	Computer Security Analyst	1	1		1	
HP18	Senior Network Analyst	1	1		1	
HP17	Computer Systems Administrator	1	1		1	
HP11	Word Processing Coordinator #2 (Administrative Specialist)	1	1		1	
TOTAL	Strategic Guidance Section	5	5	599,114.10	5	605,028.06
TOTAL	Executive Division	8	8	1,039,250.42	8	1,045,164.38
280	IT Infrastructure / User Support Division					
284	Administrative Section					
HP20	Assistant Director of Information Technology	1	1		1	
HP18	Senior Computer Systems Administrator	1	1		1	
HP17	Computer Systems Administrator	5	5		5	
HP15	Computer Systems Coordinator	3	3		3	
HP12	Systems Support Specialist II	2	2		2	
HP11	Systems Support Specialist I	2	2		2	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	2	-		-	
HP11	Administrative Specialist	-	2		2	
TOTAL	Administrative Section	16	16	1,597,010.74	16	1,633,855.34
283	Infrastructure Section					
285	Network Management Unit					
HP18	Senior Network Analyst	-	1		1	

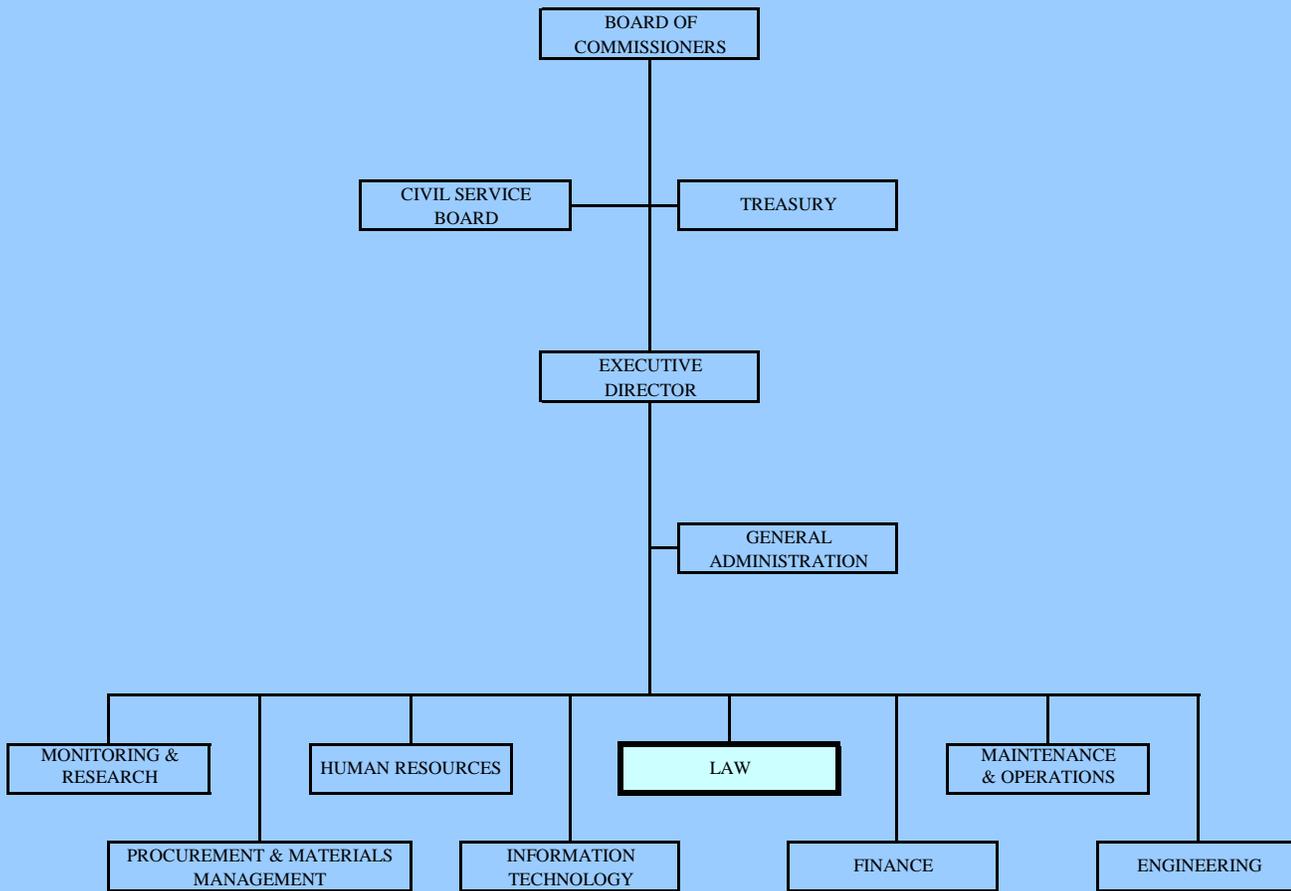
		POSITION ANALYSIS				
Fund: Corporate Dept: Information Technology Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP16	Network Analyst	4	4		4	
TOTAL	Network Management Unit	4	5	537,000.36	5	537,000.36
286	Voice, Data & Video Management Unit					
HP18	Senior Computer Systems Administrator	1	1		1	
HP17	Computer Systems Administrator	2	2		3	
HP16	Network Analyst	1	1		-	
HP16	Senior Telecommunications Specialist	-	1		1	
HP15	Computer Systems Coordinator	1	1		1	
HP15	Senior Telecommunications Specialist	1	-		-	
NR1541	Telecommunications Specialist	1	1		1	
TOTAL	Voice, Data & Video Management Unit	7	7	738,467.08	7	721,199.70
287	Systems Management Unit					
HP18	Senior Network Analyst	1	1		1	
HP17	Computer Systems Administrator	2	2		2	
HP15	Computer Systems Coordinator	1	1		1	
TOTAL	Systems Management Unit	4	4	459,346.42	4	463,988.98
TOTAL	Infrastructure Section	15	16	1,734,813.86	16	1,722,189.04
TOTAL	IT Infrastructure / User Support Division	31	32	3,331,824.60	32	3,356,044.38
290	IT Application Development Division					
291	Administrative Section					
HP20	Assistant Director of Information Technology	1	1		1	
HP18	Systems Analyst	2	2		2	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	-		-	
HP11	Administrative Specialist	-	1		1	
TOTAL	Administrative Section	4	4	513,407.96	4	516,489.74
299	Application Development Section					
292	Database Support Unit					
HP16	Database Analyst	1	1		1	

POSITION ANALYSIS						
Fund: Corporate		2013	2014		2015	
Dept: Information Technology					PROPOSED BY EXECUTIVE DIRECTOR	
Division:						
PAY PLAN & GRADE	CLASS TITLE	ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP16	Senior Programmer Analyst	-	1		1	
HP14	Programmer	1	1		1	
TOTAL	Database Support Unit	2	3	274,131.78	3	278,579.08
293	Enterprise System Support Unit					
HP19	Supervising Systems Analyst	1	1		1	
HP18	Systems Analyst	1	1		1	
HP17	Webmaster	1	1		1	
HP16	Senior Programmer Analyst	1	1		1	
HP14	Programmer	2	2		2	
TOTAL	Enterprise System Support Unit	6	6	683,772.96	6	621,197.46
294	LIMS Unit					
HP16	Database Analyst	1	1		1	
HP16	Senior Programmer Analyst	2	2		2	
HP14	Programmer	1	1		1	
TOTAL	LIMS Unit	4	4	396,836.44	4	401,720.80
295	Special Projects Unit					
HP19	Supervising Systems Analyst	1	1		1	
HP18	Systems Analyst	1	1		1	
HP16	Senior Programmer Analyst	3	3		3	
TOTAL	Special Projects Unit	5	5	585,800.02	5	615,370.60
296	Applications Systems Support Unit					
HP18	Senior Computer Systems Administrator	1	1		1	
HP17	Senior Systems Programmer	3	3		3	
TOTAL	Applications Systems Support Unit	4	4	504,559.38	4	504,559.38
297	Geographic Information Systems Unit					
HP18	Systems Analyst	1	1		1	
HP17	Computer Systems Administrator	1	1		1	

		POSITION ANALYSIS				
Fund: Corporate Dept: Information Technology Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP16	Senior Programmer Analyst	1	1		1	
HP14	Programmer	1	1		1	
TOTAL	Geographic Information Systems Unit	4	4	436,186.92	4	446,135.56
TOTAL	Application Development Section	25	26	2,881,287.50	26	2,867,562.88
TOTAL	IT Application Development Division	29	30	3,394,695.46	30	3,384,052.62
TOTAL	Information Technology	68	70	7,765,770.48	70	7,785,261.38

NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix.

NOTE PAGE



Metropolitan Water Reclamation District of Greater Chicago

100 EAST ERIE STREET

CHICAGO, ILLINOIS 60611-3154

312.751.5600

September 10, 2014

Mr. David St. Pierre
Executive Director
OFFICE

Dear Sir:

Subject: 2015 Program for the Law Department

The Law Department's program for 2015, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of the department's 2015 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, 2015 major initiatives and challenges, and 2014 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 2015.

Respectfully submitted,

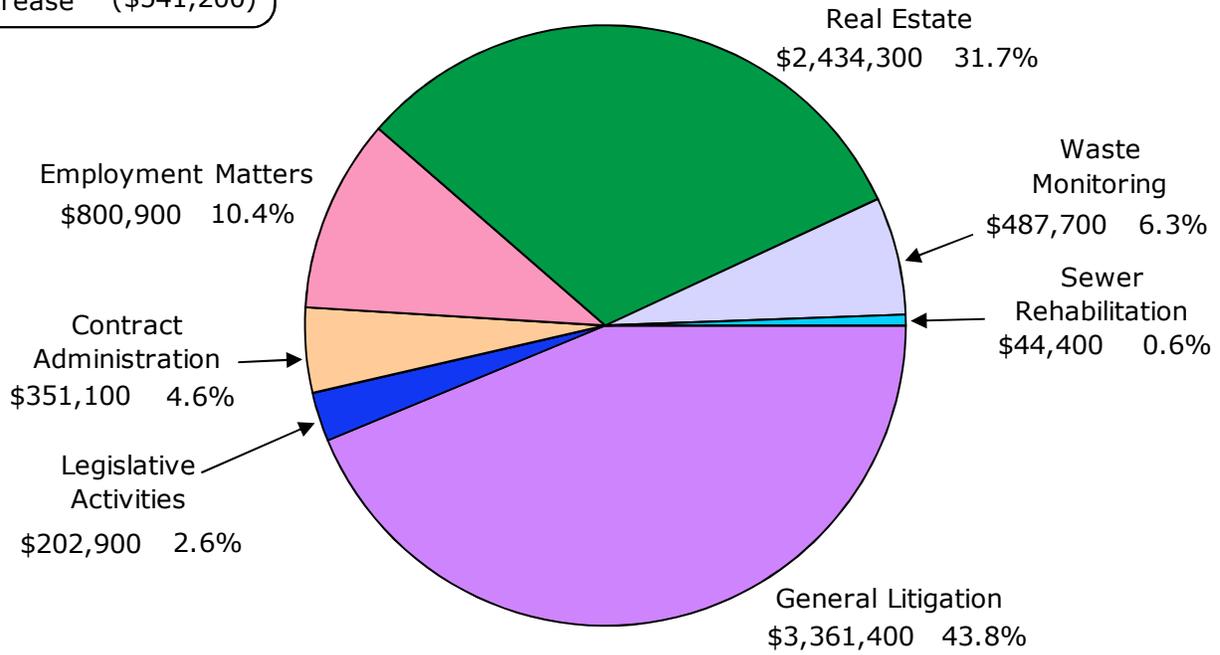


Ronald M. Hill
General Counsel

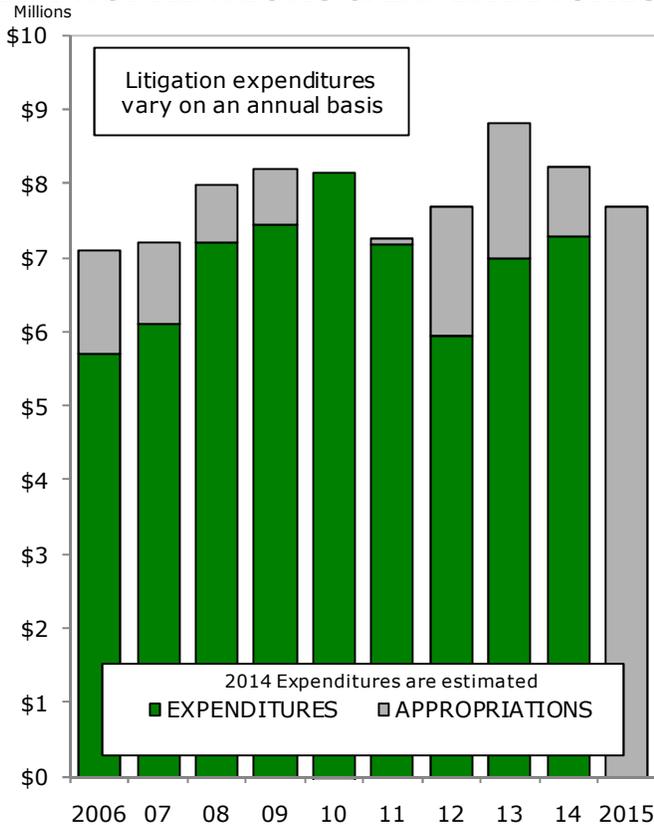
LAW

FUNCTIONS

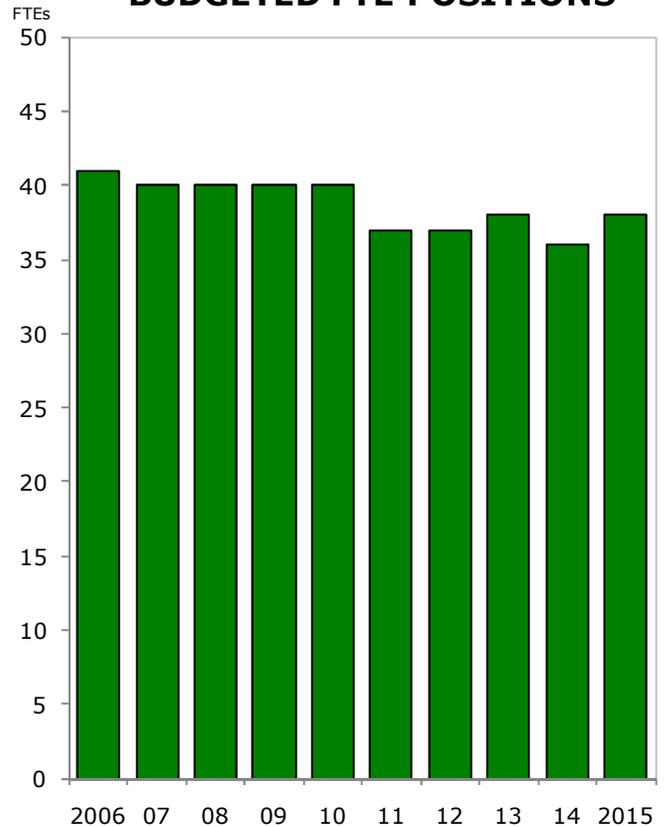
2015	\$7,682,700
2014	\$8,223,900
Decrease	(\$541,200)



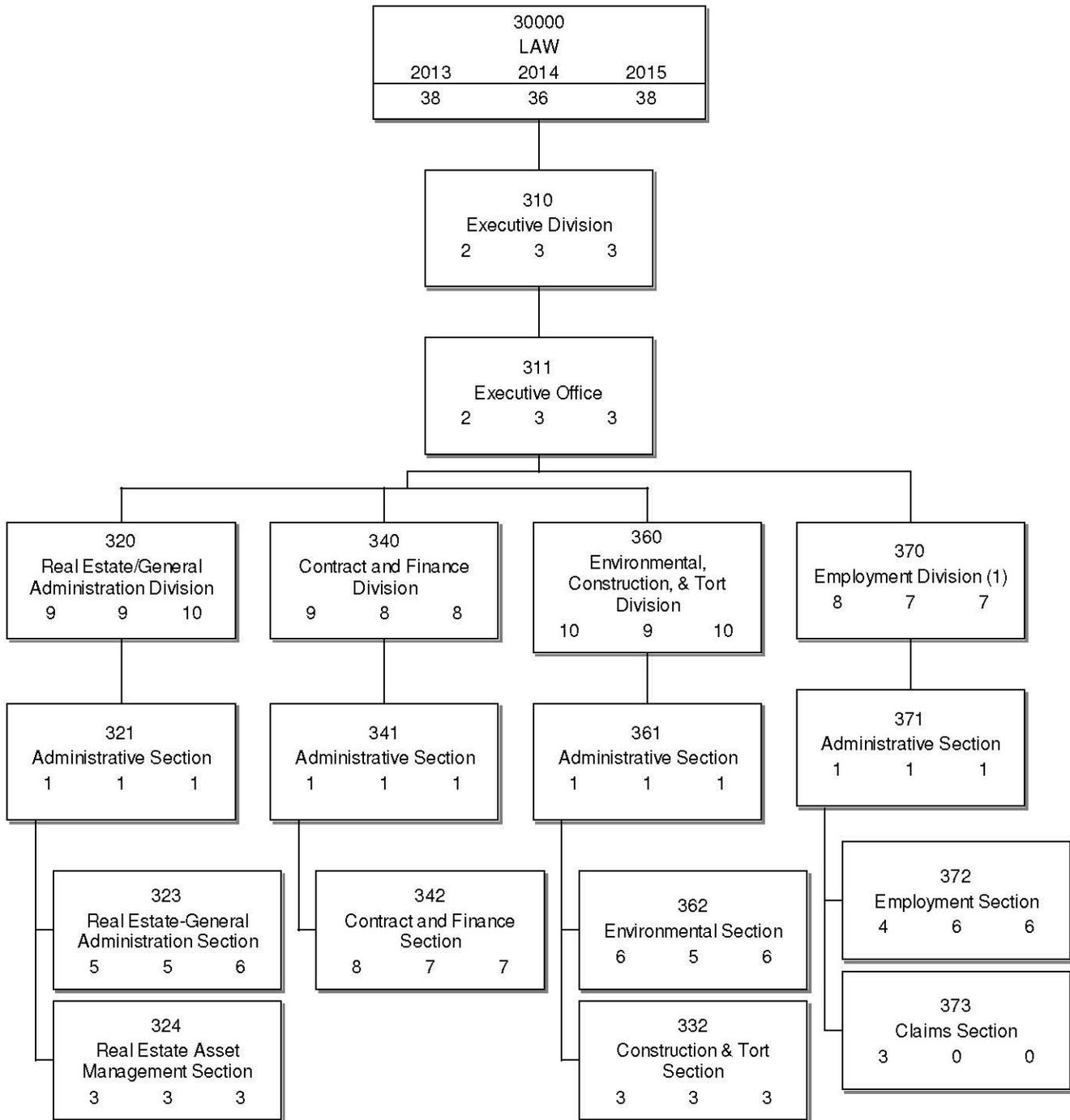
APPROPRIATIONS & EXPENDITURES



BUDGETED FTE POSITIONS



LAW



(1) Effective 01/01/14, Division 370 was retitled from Employment and Claims to Employment.

LAW

The mission of the Law Department is to provide 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:

- Provide legal counsel to the Board of Commissioners, Executive Director, and department heads;
- Work with other departments to implement initiatives;
- Ensure compliance with laws, regulations, and ordinances applicable to the District;
- Perform all necessary legal actions regarding environmental, tort, contractual, financial, employment, municipal, and real estate matters, including litigation;
- Represent the District in administrative hearings, arbitration, and all litigation at the trial and appellate levels in the state;
- Administer approximately 24,000 acres of District real estate.

Summary of 2014 Accomplishments

- Collaborated with the Human Resources Department to develop and implement a formalized return to work program, including drafting policy and procedures that comply with all applicable laws, for employees who are temporarily unable to be assigned to regular duties as a result of a work-related injury or illness but who can perform modified or transitional duties that are beneficial to the District;
- Processed 220 Freedom of Information Act requests;
- Flawlessly integrated the Concealed Carry Act and the Medical Marijuana Act into District policies and procedures;
- Worked hand-in-hand with the Human Resources and Finance Departments to develop new policies and establish legal parameters with the implementation of the automated time management solution;
- Successfully defended an appeal before the Seventh Circuit Court of Appeals by five neighboring states, upholding the dismissal of the Asian carp lawsuit filed against the District and the United States Army Corps of Engineers;
- Achieved entry of a Consent Decree in federal court, in conjunction with the United States Environmental Protection Agency, pertaining to combined sewer overflows and the District's Long-Term Control Plan. The Consent Decree is currently being challenged in the Seventh Circuit Court of Appeals;
- Working in conjunction with the District's outside lobbyists, drafted, introduced, and passed legislation expanding the District's statutory authority to include local stormwater management as well as obtaining new legislative authority that allows the District to participate in innovative resource recovery initiatives;
- Developed a Comprehensive Land Use Policy, including a Green Infrastructure Program, for compliance with the Consent Decree;
- Provided extensive legal counsel, drafting, and support regarding the successful passage of the District's Watershed Management Ordinance, the District's new Infiltration and Inflow Program, amendments to the Cook County Stormwater Management Plan, and adoption by the Board of Commissioners of the Flood-Prone Property Acquisition Policy;
- Assisted in the development of the diversity study as part of the implementation of an updated Affirmative Action Ordinance;
- Working closely with the Maintenance & Operations and Procurement & Materials Management Departments, under tight time constraints, locked in an agreement that dramatically increased revenue received by the District under an energy curtailment program.

Budget Highlights

The 2015 appropriation for the Law Department is \$7,682,700, a decrease of \$541,200, or 6.6 percent, from 2014. The staffing level has increased from 36 to 38 positions. The increase is a result of adding a Senior Attorney and a Legal Assistant position.

Significant features of the 2015 budget are:

- Build upon the resource recovery legislation drafted by the Law Department and signed into law in 2014 as Public Act 98-0731 (P.A. 98-0731). The Act expands the District's statutory authority to sell or otherwise dispose of recovered resources or renewable energy resources resulting from the operation of its facilities. The Law Department is providing counsel and continuous support to the District's Board of Commissioners, technical, and financial professionals in connection with several exciting renewable energy initiatives that will enable the District to beneficially reuse the by-products of its operations and achieve its goal of energy neutrality by 2023;
- Amend state statutes and administrative rules to allow for more flexibility in the use of District biosolids;
- Real estate lease and easement income is estimated to increase to \$15.5 million;
- Develop a process that will facilitate the acquisition of flood-prone properties in furtherance of the District's Stormwater program.

2015 Initiatives in Support of the Strategic Plan Include the Following:

• Add Value

The Law Department will 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 of and create greater opportunity for public access and use of District land located along its waterways, and ensure the protection of District lands including, but not limited to, environmental remediation.

The District’s rental revenues continue to increase, while efforts to re-lease expired and remediated leaseholds at higher rentals continue. While maximizing rentals from private use of District land, the Real Estate Division has remained committed to improving the aesthetics, public access, and public recreational opportunities along its waterways. Toward that end, the District continues to lease some of its land, for a nominal fee, to local park districts, the Forest Preserve District, and municipalities for the specific purpose of providing the general public with greater access to recreational opportunities along the waterways, including athletic fields, biking and jogging paths, canoe and boat launches, and nature preserves.

The Real Estate Division will be implementing a comprehensive land use policy in addition to undertaking even more aggressive and intensive marketing and policing strategies to maximize rental income, increase public access, and ensure the aesthetics and protection of District lands. In 2014, the District expects to receive \$2,680,881 from land sales.

• Excellence

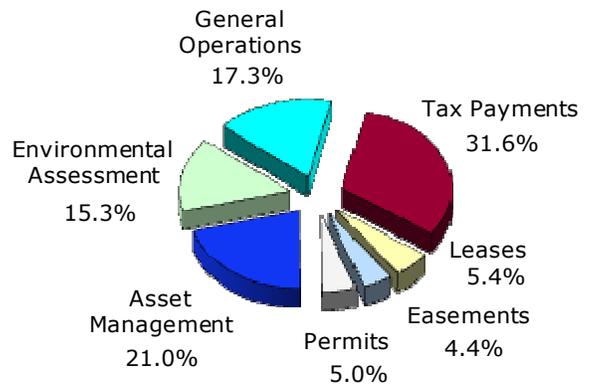
The Law Department seeks to meet deadlines on many time sensitive projects while at the same time achieving excellence in the final work product. The Law Department further strives to achieve the highest levels of expertise and ethics in its legal practice. Pursuant to the Illinois Rules of Professional Conduct, the Law Department conducts its activities in accordance with the special responsibilities incumbent upon officers of the legal system. As in-house counsel, District attorneys exemplify the ideals of public service that the legal profession upholds, and in so doing, seek to improve public respect for the law and legal process. Through continuous learning and data management, the Law Department is building collective knowledge that will serve the District for years to come.

• Resource Recovery

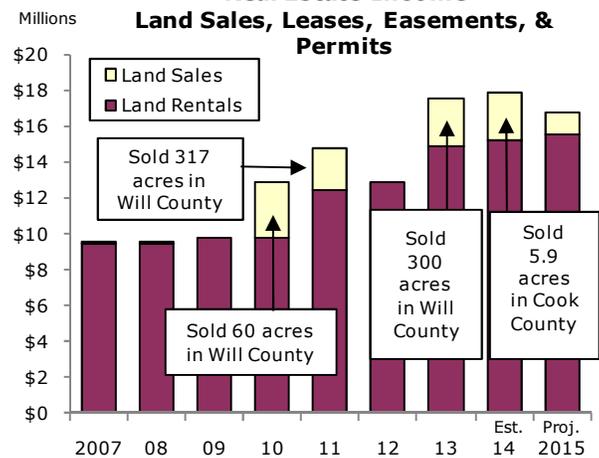
In 2015, the Law Department will build upon the resource recovery legislation that the Law Department drafted, and which was signed into law in 2014 as P.A. 98-0731. The Act expands the District’s statutory authority to sell or otherwise dispose of recovered resources or renewable energy resources resulting from the operation of District facilities. The Law Department will provide counsel and continuous support to the District’s Board of Commissioners, technical, and financial professionals in connection with various exciting renewable energy initiatives that will enable the District to achieve its goal of energy neutrality by 2023. One example of a specific resource recovery effort for which the Law Department will provide legal oversight is the Biogas Renewable Energy Project at the Calumet Water Reclamation Plant (WRP), for the design and construction of facilities for the beneficial use of digester gas. This project seeks to maximize the production of clean biogas (methane) for eventual sale to a natural gas utility. Through this legally complex resource recovery initiative, naturally occurring by-products of the District’s anaerobic digestion process will be utilized in the creation of a renewable energy resource that is economically beneficial, energy efficient, and environmentally responsible. A second example of a resource recovery effort for which the Law Department will be charged with developing is the legal structure concerns of the beneficial reuse of effluent water at the Calumet WRP. In this potential new recovery program, the treated effluent water of the Calumet

2015 Real Estate Program Budget

Total \$2,434,300



**Real Estate Income
Land Sales, Leases, Easements, & Permits**



WRP that is currently discharged into the Little Calumet River and is of a quality that may be suitable for certain industrial and commercial applications, will be targeted for sale. The beneficial reuse of the effluent water would replace the use of potable water and, in turn, result in a reduction of fresh water diversion from Lake Michigan together with a reduction in the energy required to treat and convey the potable water. Ultimately, the Law Department would draft and negotiate an agreement with a proposer who would design, permit, construct, own, operate, finance, and maintain the distribution and reuse operation, or any combination of these functions that are determined to be in the best interest of the District.

- **Develop Employees**

The Law Department has increased staff participation in continuous learning opportunities and will continue to do so in 2015. The Law Department encourages employees to attend professional development conferences and seminars, as well as to complete e-Learning courses and wellness programs that are beneficial to the District. In addition, access to continuing legal education webinars is offered through an economical subscription package. In 2014, the Law Department established an intradepartmental seminar program that provides cross-training and interdisciplinary exchanges among the four Divisions and their multiple legal practice areas. This program will continue in 2015 to enhance employee knowledge and skills.

- **Leading Partnerships**

In 2015, the Law Department attorneys will be working with numerous local governments in Cook County on the drafting, review and negotiation of 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, distribution of rain barrels, and acquisition and removal of repetitive loss flood-prone properties. Additionally, in order to move forward on the implementation of P.A. 98-0731 (resource recovery) in 2015, significant cooperation with State of Illinois regulators, such as the Illinois Environmental Protection Agency, the Illinois Pollution Control Board, and the Illinois Department of Natural Resources will be required, as these agencies are expected to seek to develop new administrative rules and regulations with respect to the District's proposed resource recovery programs. The Law Department will partner with the technical departments and the state agencies in the development of such rules and regulations.

The Law Department also will work to establish a Local Government In-House Counsel Consortium for the Cook County area. The goal is to find contacts among our counterparts at other agencies and organize periodic meetings, as well as on-line communications, among our colleagues in local government legal departments. The Consortium will support policy development and encourage innovation in resolving difficult issues, by sharing ideas and common experiences. It will also build valuable partnership relationships with other local governments in the region.

- **Technology**

The Law Department will continue implementing a Geographical Information System that will provide a complete real estate inventory, information, and tracking system of District-owned real estate. It will include pertinent data and visuals for every parcel of real estate owned by the District, along with information concerning occupancy agreements, such as leases, easements, and permits. A Geographical Information System will also enable staff to efficiently track work assignments and compliance with the terms of occupancy agreements.

The Law Department also continues its transition to a document management system that will enable it to maintain files electronically and move away from paper. Once the system is fully implemented, the Law Department staff will have desktop access to all documents for each file, as well as a searchable historical database that will preserve all of its records in one central location.

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.	\$ 3,361,400	43.8%
2. Monitor all state legislation and legislative activities.	\$ 202,900	2.6%
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.	\$ 800,900	10.4%
4. Provide for the administration of all vacant and unoccupied District real estate; administer the leasing and disposition or other use of District real estate when not presently needed for its corporate purposes; assist in and administer the acquisition of right-of-way for District construction and capital improvement projects and other corporate uses; administer environmental and remediation activities; supervise real estate tax litigation; provide assistance in developing and processing the real estate agenda for meetings of the Board of Commissioners. Through its leasing and easement grant activities, the Real Estate Division will generate approximately \$15.5 million in income in 2015.	\$ 2,434,300	31.7%
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.	\$ 487,700	6.3%
6. Review proposed contracts, sign awarded contracts, review surety and insurance matters, and process FOIA requests.	\$ 351,100	4.6%
7. Sewer Rehabilitation. Upon referral from the Engineering Department, the Law Department conducts administrative hearings to enforce compliance with the Watershed Management Ordinance.	\$ 44,400	0.6%
Total	\$ 7,682,700	100.0%

MEASURABLE GOALS:

Unit of Measure	2013 Actual	2014 Estimated	2015 Proposed
1. Revise lease procedures and policies to enhance marketability of District real estate.	\$14.9 million	\$15.0 million	\$15.5 million
2. Conduct training for managers and supervisors at four District locations on legal issues including record keeping and attorney-client privilege.	Training Sessions -	-	4
3. Implement the Geographical Information Systems for Real Estate Inventory, Information, and Tracking.	Phase I	Phase II	Phase III
4. Implement Document and Litigation Case Management System.	Phase I	Completed	-
5. Prepare and record liens on delinquent user charge within 10 days of referral from the Finance Department.	Percentage -	-	95%

30000 LAW

OBJECTIVES AND PROGRAM SUMMARY

PROGRAMS BY PRIORITY:		2013	Budgeted		Change		
Number	Name	Actuals	FTEs	Dollars	Dollars	Percent	
7350	General Litigation	\$ 3,759,075	2015 22	\$ 4,716,300	\$ (359,400)	(7.1)	a)
			2014 19	\$ 5,075,700			
7360	Real Estate Operations	\$ 1,969,809	2015 12	\$ 2,434,300	\$ 125,300	5.4	b)
			2014 11	\$ 2,309,000			
7370	Claims Processing and Investigation	\$ 584,417	2015 -	\$ -	\$ (205,700)	(100.0)	c)
			2014 1	\$ 205,700			
4660	Waste Monitoring	\$ 554,668	2015 3	\$ 487,700	\$ (104,300)	(17.6)	d)
			2014 4	\$ 592,000			
1571	Local Sewer Rehabilitation Ordinance Enforcement Activity	\$ 39,031	2015 1	\$ 44,400	\$ 2,900	7.0	
			2014 1	\$ 41,500			
7247	Internal Public Affairs	\$ 78,598	2015 -	\$ -	\$ -	-	
			2014 -	\$ -			
Totals		\$ 6,985,598	2015 38	\$ 7,682,700	\$ (541,200)	(6.6%)	
			2014 36	\$ 8,223,900			

- a) Decrease is due to the reduction of outside professional services, including special counsel for environmental (\$400,000), expert witness (\$100,000), and the Affirmative Action Disparity study (\$290,000), offset by the addition of one FTE position (\$82,200) and the reallocation of the program distribution for other FTE positions to more accurately reflect operational needs (\$373,600).
- b) Increase is due to the reallocation of the program distribution for FTE positions to more accurately reflect operational needs (\$93,700).
- c) Decrease is due to the transfer of the Claims Section to the Human Resources Department and the reallocation of the FTE positions to other Program Numbers in the Law Department.
- d) Decrease is due to the reallocation of the program distribution for FTE positions to more accurately reflect operational needs (\$90,000).

30000 LAW

PERFORMANCE DATA

Program Number	Measurable Activity Title		2013 Actual	2014 Budgeted	2015 Estimated	
7350	General Litigation					
	Provide Prosecution and Defense Services to Protect the Interests of the District:					
7351	Legislative	Cost	\$ 49,338	\$ 54,400	\$ 57,400	
7352	Financial Matters	Cost	\$ 111,374	\$ 117,000	\$ 120,500	
7353	Governmental and Regulatory Matters	Cost	\$ 43,649	\$ 36,100	\$ 145,500	a)
7354	Contract Administration	Cost	\$ 242,498	\$ 564,400	\$ 351,100	b)
7355	Litigation	Cost	\$ 2,582,384	\$ 3,109,600	\$ 2,560,000	c)
7356	Employment Matters	Cost	\$ 344,877	\$ 650,200	\$ 800,900	d)
7359	General Legal Services	Cost	\$ 384,955	\$ 544,000	\$ 680,900	d)
7360	Real Estate Operations					
	Provide Administration of All District Land:					
7361	Real Estate Leases - Administration of Leases and Granting of Leases	Leases	163	180	170	
		Cost	\$ 124,282	\$ 128,500	\$ 131,000	
		Cost/Lease	\$ 762.47	\$ 713.89	\$ 770.59	
7362	Real Estate Easements - Administration of Easements and Granting of New Easements	Easements	305	310	315	
		Cost	\$ 102,624	\$ 105,100	\$ 107,300	
		Cost/Easement	\$ 336.47	\$ 339.03	\$ 340.63	
7363	Real Estate Permits - Administration of Permits and Granting of New Permits	Permits	83	95	95	
		Cost	\$ 118,191	\$ 119,400	\$ 122,000	
		Cost/Permit	\$ 1,423.99	\$ 1,256.84	\$ 1,284.21	
7367	Real Estate Asset Management - Administer Plan to Increase Revenue by Lease/Sale of Real Estate Holdings	Cost	\$ 423,961	\$ 471,200	\$ 511,800	
7368	Real Estate Environmental Assessment - Administer Activities Related to Environmental Assessment and Remediation of Real Estate Holdings	Cost	\$ 241,979	\$ 392,500	\$ 371,600	
7369	Other Real Estate Operations, Including Development of Agenda, Providing Information, Tax Litigation, and Support Services to the Board of Commissioners	Cost	\$ 302,704	\$ 342,100	\$ 420,600	d)
	Payment of Real Estate Taxes	Cost	\$ 656,068	\$ 750,200	\$ 770,000	
7247	Internal Public Affairs	Cost	\$ 78,598	\$ -	\$ -	

- a) Increase is due to the addition of one FTE position (\$82,200).
- b) Decrease is due to a reduction of funds needed for the Affirmative Action Disparity study (\$290,000), offset by the reallocation of the program distribution for FTE positions to more accurately reflect operational needs (\$75,900).
- c) Decrease is due to the reduction of outside professional services for special counsel including environmental (\$400,000) and expert witness (\$100,000).
- d) Increase is due to the reallocation of FTE positions to more accurately reflect operational needs.

30000 LAW

PERFORMANCE DATA

Program Number	Measurable Activity Title		2013 Actual	2014 Budgeted	2015 Estimated	
4660	Waste Monitoring					
	Provide Legal Representation and Administrative Support for:					
4662	User Charge Ordinance - Tax-Exempt Users	Cases	6	10	10	
		Cost	\$ 47,348	\$ 49,900	\$ 53,500	
		Cost/Case	\$ 7,891.33	\$ 4,990.00	\$ 5,350.00	
4663	User Charge - Large Commercial/Industrial Users	Cases	22	40	30	e)
		Cost	\$ 297,101	\$ 311,500	\$ 212,400	
		Cost/Case	\$ 13,504.59	\$ 7,787.50	\$ 7,080.00	
4667	Sewage and Waste Control Ordinance - Significant Industrial Users (SIUs)	Cases	8	10	10	
		Cost	\$ 210,219	\$ 230,600	\$ 221,800	
		Cost/Case	\$ 26,277.38	\$ 23,060.00	\$ 22,180.00	
1571	Local Sewer Rehabilitation Ordinance Enforcement Activity	Cases	20	20	20	
		Cost	\$ 39,031	\$ 41,500	\$ 44,400	
		Cost/Case	\$ 1,951.55	\$ 2,075.00	\$ 2,220.00	
7371	Investigate and Process All Employee Injury Claims	Claims	149	150	155	f)
		Cost	\$ 502,503	\$ 153,100	\$ -	
		Cost/Claim	\$ 3,372.50	\$ 1,020.67	\$ -	
7379	Investigate and Process Liability Claims	Claims	14	25	30	f)
		Cost	\$ 81,914	\$ 52,600	\$ -	
		Cost/Claim	\$ 5,851.00	\$ 2,104.00	\$ -	
		Total	\$ 6,985,598	\$ 8,223,900	\$ 7,682,700	

e) Decrease is due to the reallocation of the program distribution for FTE positions to more accurately reflect operational needs (\$91,100).

f) Decrease is due to the transfer of the Claims Section to the Human Resources Department and the reallocation of the FTE positions to other Program Numbers in the Law Department.

101 30000	Fund: Corporate Department: Law Division:	LINE ITEM ANALYSIS						
		2013	2014				2015	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 4,168,324	\$ 4,241,400	\$ 4,241,400	\$ 3,082,665	\$ 4,241,000	\$ 4,567,700	\$ -
601060	Compensation Plan Adjustments	10,793	66,500	66,500	-	50,000	44,600	-
601100	Tuition and Training Payments	7,413	18,000	18,000	6,953	17,000	14,000	-
601170	Payments for Professional Services	1,980,691	2,876,400	2,876,400	2,016,218	2,000,000	2,066,400	-
100	TOTAL PERSONAL SERVICES	6,167,220	7,202,300	7,202,300	5,105,836	6,308,000	6,692,700	-
612010	Travel	3,914	11,000	11,000	1,711	10,000	6,000	-
612030	Meals and Lodging	1,964	11,000	11,000	2,122	10,000	9,000	-
612040	Postage, Freight, and Delivery Charges	757	2,000	2,000	1,366	1,000	1,000	-
612050	Compensation for Personally-Owned Automobiles	482	3,000	3,000	1,070	2,500	3,000	-
612090	Reprographic Services	51,550	56,000	56,000	55,362	54,000	48,000	-
612250	Court Reporting Services	12,982	68,000	68,000	35,097	50,000	50,000	-
612490	Contractual Services, N.O.C.	74,556	87,500	87,500	75,921	84,000	77,000	-
612990	Repairs, N.O.C.	-	900	900	-	200	-	-
200	TOTAL CONTRACTUAL SERVICES	146,206	239,400	239,400	172,650	211,700	194,000	-
623520	Office, Printing, & Photo Supplies, Equipment, & Furniture	3,423	8,500	8,500	6,138	8,300	7,000	-
623720	Books, Maps, and Charts	10,885	20,100	20,100	19,645	19,000	17,000	-
623990	Materials and Supplies, N.O.C.	1,796	3,400	3,400	275	3,000	2,000	-
300	TOTAL MATERIALS AND SUPPLIES	16,104	32,000	32,000	26,058	30,300	26,000	-
667130	Taxes on Real Estate	656,068	750,200	750,200	703,572	740,000	770,000	-
700	TOTAL FIXED AND OTHER CHARGES	656,068	750,200	750,200	703,572	740,000	770,000	-
TOTAL LAW		\$ 6,985,598	\$ 8,223,900	\$ 8,223,900	\$ 6,008,116	\$ 7,290,000	\$ 7,682,700	\$ -

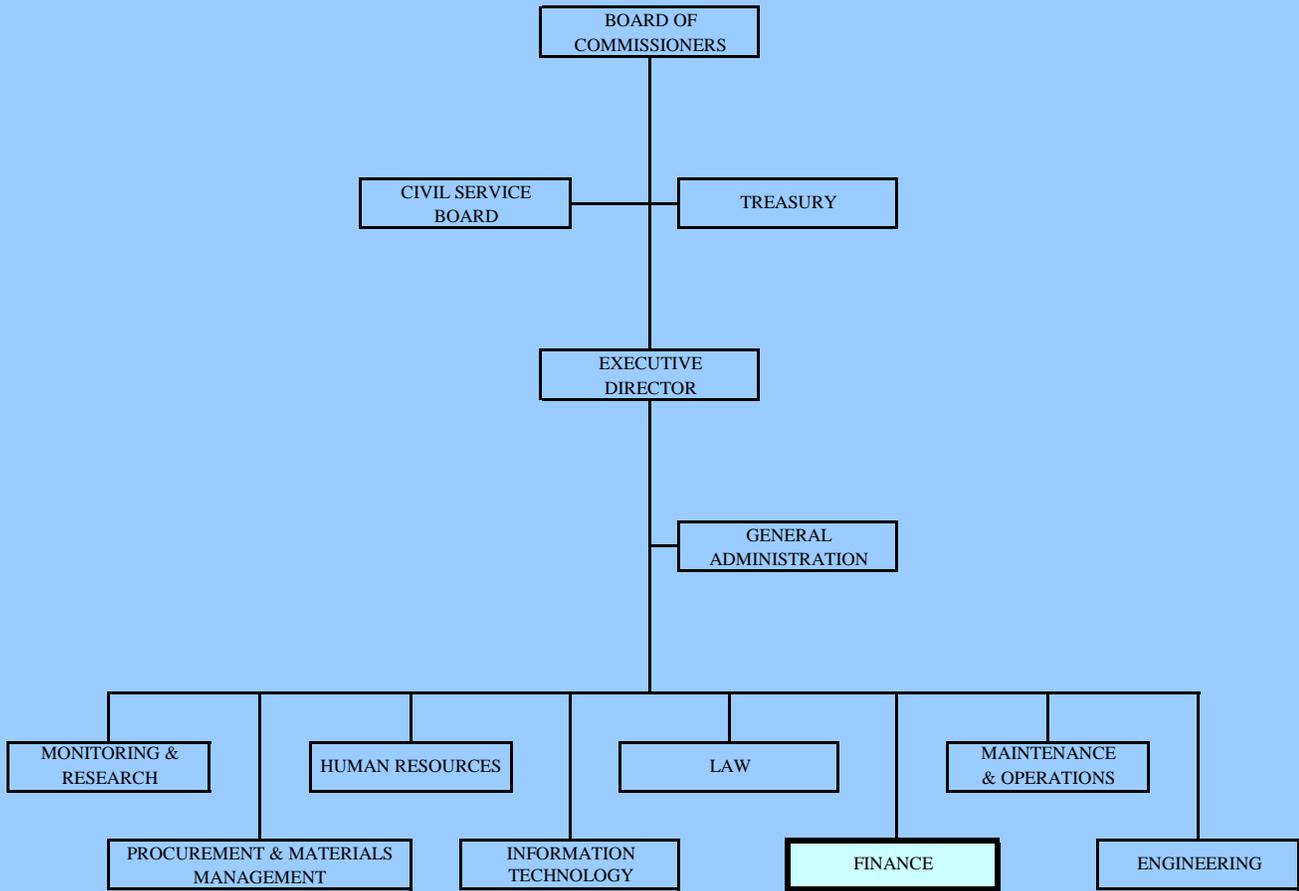
NOTES: 1. Amounts may not add up due to rounding.
 2. Departmental appropriation totals for salaries in the Line Item Analysis may differ from those contained in the Position Analysis by a factor identified to adjust for vacancies. Additionally, Estimated Expenditure may either exceed Adjusted Appropriation 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.

POSITION ANALYSIS						
Fund: Corporate Dept: Law Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
310	Executive Division					
311	Executive Office					
EX12	General Counsel	1	1		1	
EX06	Secretary to Officer	1	1		1	
HP13	Senior Administrative Specialist	-	1		1	
TOTAL	Executive Office	2	3	406,551.08	3	410,734.48
TOTAL	Executive Division	2	3	406,551.08	3	410,734.48
320	Real Estate / General Administration Division					
321	Administrative Section					
HP22	Head Assistant Attorney	1	1		1	
TOTAL	Administrative Section	1	1	204,534.72	1	204,534.72
323	Real Estate-General Administration Section					
HP18	Senior Attorney	-	-		1	
HP15	Senior Legal Assistant	2	2		2	
HP13	Legal Assistant	1	1		1	
HP13	Investigator #2 (Legal Assistant)	1	1		1	
HP12	Secretary #2 (Administrative Specialist) (New Grade HP11)	1	-		-	
HP11	Administrative Specialist	-	1		1	
TOTAL	Real Estate-General Administration Section	5	5	421,132.40	6	534,981.20
324	Real Estate Asset Management Section					
HP20	Principal Attorney	1	1		1	
HP18	Senior Attorney	1	1		1	
HP13	Senior Administrative Specialist	-	1		1	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	-		-	
TOTAL	Real Estate Asset Management Section	3	3	365,782.82	3	371,283.12
TOTAL	Real Estate / General Administration Division	9	9	991,449.94	10	1,110,799.04

POSITION ANALYSIS						
Fund: Corporate Dept: Law Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
340	Contract & Finance Division					
341	Administrative Section					
HP22	Head Assistant Attorney	1	1		1	
TOTAL	Administrative Section	1	1	213,242.38	1	213,242.38
342	Contract & Finance Section					
HP20	Principal Attorney	1	1		1	
HP18	Senior Attorney	1	1		1	
HP17	Management Analyst III #2 (Senior Budget & Management Analyst) (New Grade HP16)	1	1		1	
HP15	Senior Legal Assistant	1	1		1	
HP13	Assistant Public Affairs Specialist #2 (Senior Administrative Specialist)	1	1		1	
HP13	Legal Assistant	2	1		1	
HP12	Secretary #2 (Administrative Specialist) (New Grade HP11)	1	1		1	
TOTAL	Contract & Finance Section	8	7	769,952.56	7	777,604.88
TOTAL	Contract & Finance Division	9	8	983,194.94	8	990,847.26
360	Environmental, Construction & Tort Division					
361	Administrative Section					
HP22	Head Assistant Attorney	1	1		1	
TOTAL	Administrative Section	1	1	213,242.38	1	213,242.38
362	Environmental Section					
HP20	Principal Attorney	1	1		1	
HP18	Senior Attorney	4	3		3	
HP13	Legal Assistant	-	-		1	
HP12	Secretary #2 (Administrative Specialist) (New Grade HP11)	1	1		1	
TOTAL	Environmental Section	6	5	534,335.36	6	630,589.18
332	Construction & Tort Section					
HP20	Principal Attorney	2	2		2	

		POSITION ANALYSIS				
Fund: Corporate Dept: Law Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	1		1	
TOTAL	Construction & Tort Section	3	3	386,825.92	3	394,479.80
TOTAL	Environmental, Construction & Tort Division	10	9	1,134,403.66	10	1,238,311.36
370	Employment Division (formerly Employment & Claims Division)					
371	Administrative Section					
HP22	Head Assistant Attorney	1	1		1	
TOTAL	Administrative Section	1	1	213,242.38	1	213,242.38
372	Employment Section					
HP20	Principal Attorney	1	1		1	
HP18	Senior Attorney	1	2		2	
HP13	Legal Assistant	-	1		1	
HP12	Secretary #2 (Administrative Specialist) (New Grade HP11)	1	1		1	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	1		1	
TOTAL	Employment Section	4	6	613,490.80	6	626,644.98
373	Claims Section					
HP17	Claims Administrator	1	-		-	
HP15	Claims Examiner	1	-		-	
HP12	Secretary #2 (Administrative Specialist) (New Grade HP11)	1	-		-	
TOTAL	Claims Section	3	-	-	-	-
TOTAL	Employment Division (formerly Employment & Claims Division)	8	7	826,733.18	7	839,887.36
TOTAL	Law	38	36	4,342,332.80	38	4,590,579.50

NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix.



Metropolitan Water Reclamation District of Greater Chicago

100 EAST ERIE STREET

CHICAGO, ILLINOIS 60611-3154

312.751.5600

September 10, 2014

Mr. David St. Pierre
Executive Director
OFFICE

Dear Sir:

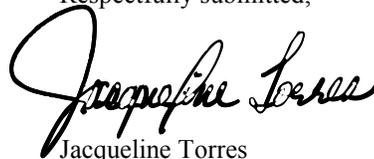
Subject: 2015 Program for the Finance Department

The Finance Department's program for 2015, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of the department's 2015 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, 2015 major initiatives and challenges, and 2014 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 2015.

Respectfully submitted,

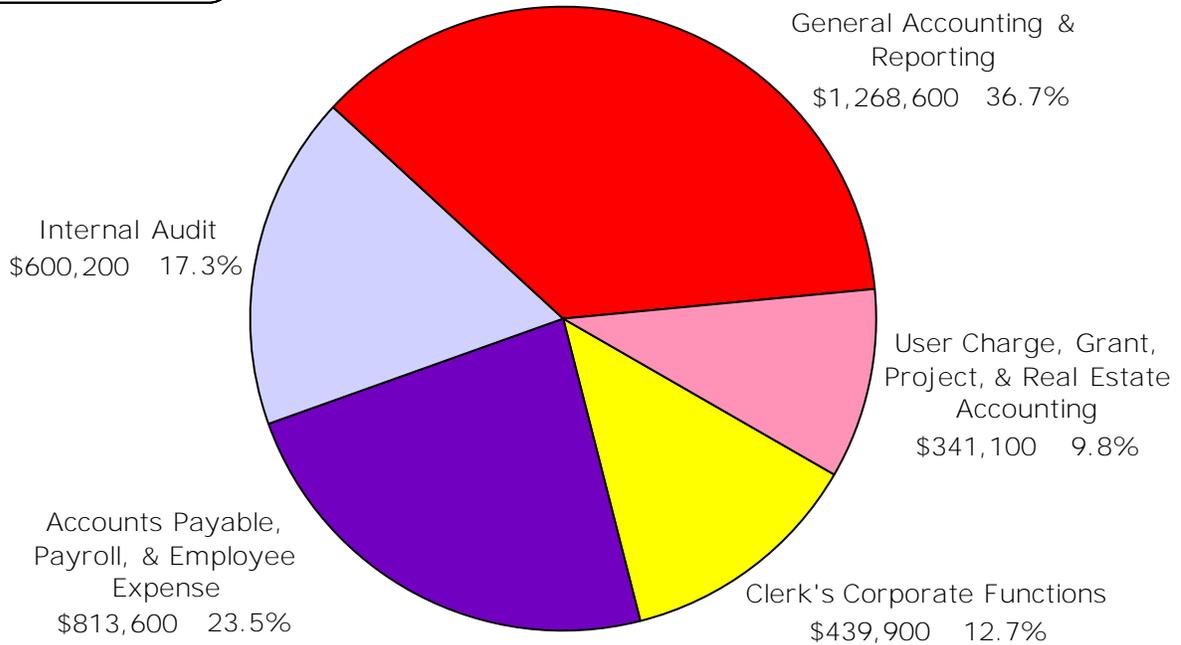


Jacqueline Torres
Clerk/Director of Finance

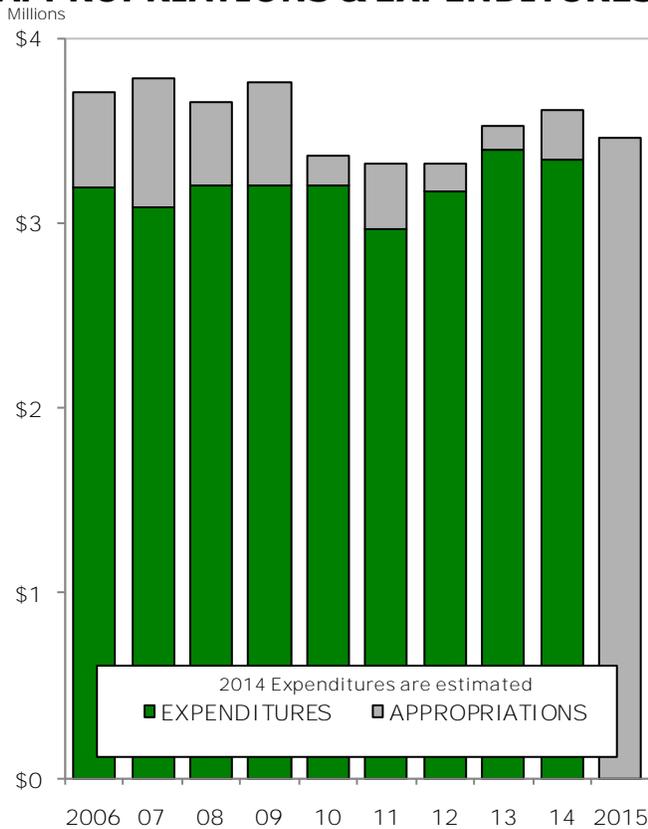
FINANCE

FUNCTIONS

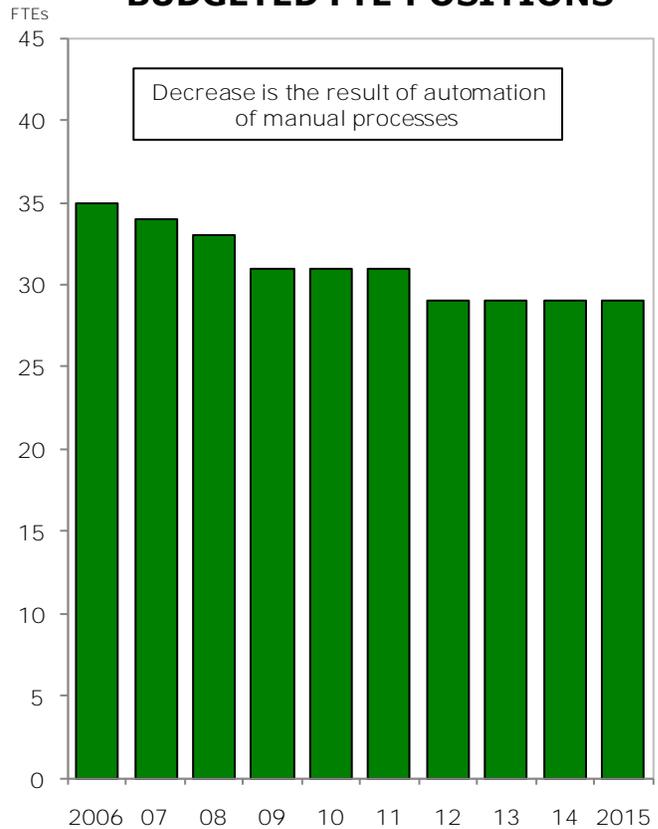
2015	\$3,463,400
2014	\$3,609,100
Decrease	(\$145,700)



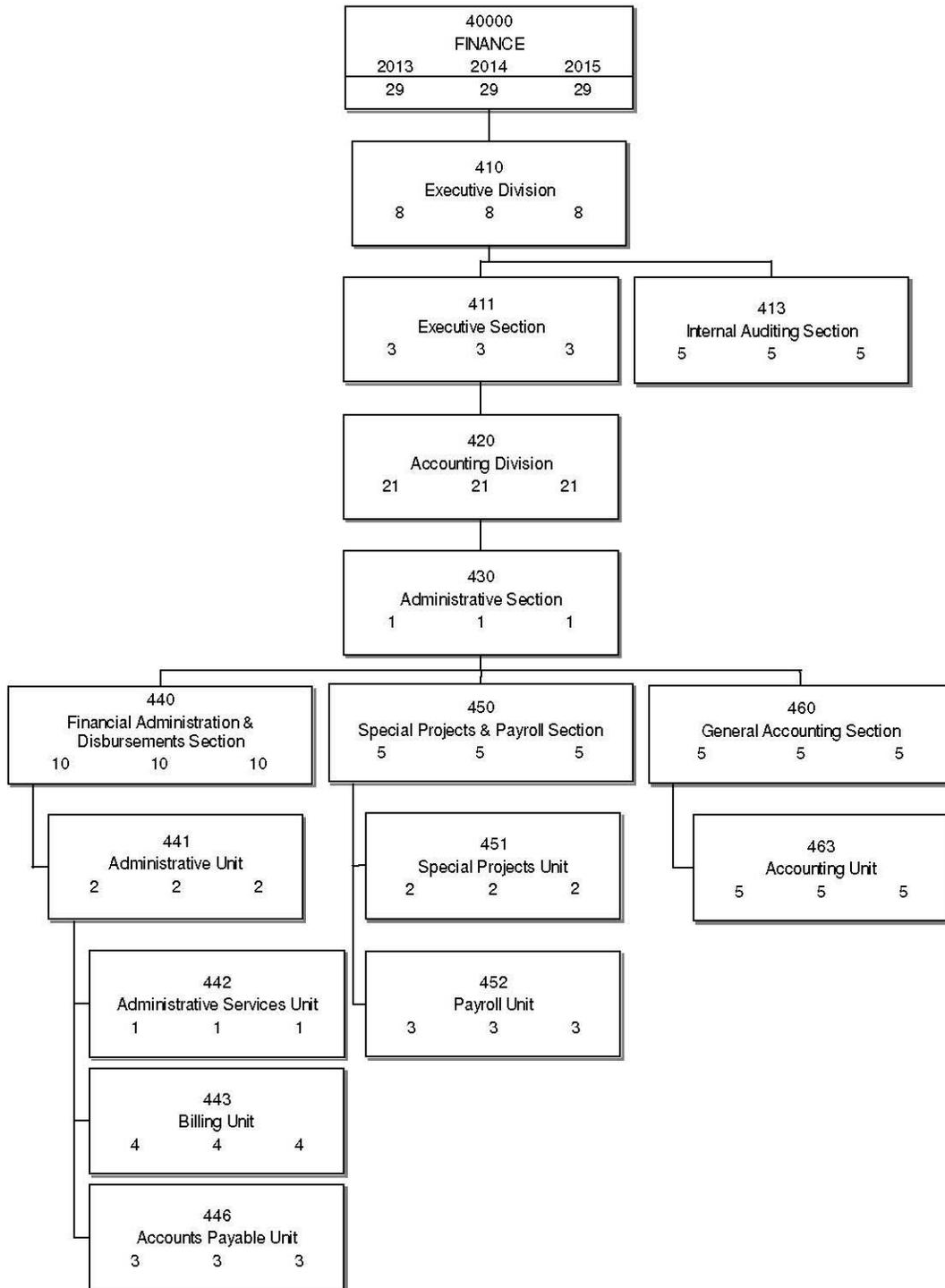
APPROPRIATIONS & EXPENDITURES



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 department's primary responsibilities include:

- Audit and report financial information;
- Pay obligations including payroll;
- Bill and collect revenues;
- Perform internal compliance and operational audits;
- Maintain official records of the Board of Commissioners' 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. 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 2014 Accomplishments

- The District was presented with the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the 2013 Comprehensive Annual Financial Report for the 39th consecutive year;
- The District received an unmodified opinion on the fair presentation, in all material aspects, of the District's fiscal year 2013 financial statements from external auditors. This achievement aides in maintaining the District's excellent bond credit rating;
- Completed 11 planned internal audit projects and one unplanned audit. Internal audits included internal controls over automated clearing house transactions, vendor discounts, network folder access, new hires, ordinary disability, and sick time usage. These audits provided assurance of continued compliance, operating efficiencies, and cost saving solutions;
- Completed two external audits that specialized in outside engineering contracts and tuition reimbursement, which resulted in improved controls and cost savings;
- Implemented a new automated time management solution, which optimized the time management process District-wide and will result in significant cost savings;
- Configured and trained users on a variety of new SAP management reports, including cost center reports for departmental cost tracking, internal order reports for project management, and a customized balance sheet and statement of activities;
- Integrated the capital project reporting with SAP and uploaded Project Initiation Forms for the District's capital projects to improve transparency in the recording and reporting process;
- Continued to administer the District's Whistleblower Hotline service that is used to improve accountability and transparency for District management, officials, staff, and taxpayers;
- Implemented the internet-based Publicly owned treatment work Administration and Compliance System (iPACS) billing module to improve the billing process for user charge customers.

Budget Highlights

The 2015 appropriation for the Finance Department is \$3,463,400, a decrease of \$145,700, or 4.0 percent, from 2014. Staffing requirements remain unchanged at 29 positions.

Significant features of the 2015 Budget are:

- Cost reduction through the automated time management solution;
- Cost reduction through the process of reengineering and implementing the SAP accounts receivable module and assisting in the interdepartmental implementation of a new real estate system;
- Improve efficiency by enhancing the iPACS system with the addition of the eSurcharge module;
- Improve transparency in reporting by including capital assets in SAP and by reporting internal audits quarterly.

2015 Initiatives in Support of the Strategic 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 and establish interdepartmental service level agreements. The department plans to develop dashboard reports to provide key statistical data on transaction processing, monitor performance measures, ensure compliance with the Prompt Payment Act on 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 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 Governmental Accounting Standards Board standards are implemented.

• Technology

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

- Develop quarterly financial and dashboard reports;
- Implement the SAP accounts receivable module;
- Enhance the iPACS eSurcharge module to allow users to make payments, file RD-925 forms, and file permit applications online;
- Assist in the implementation of a new real estate module.

• Develop Employees

Employee recognition for excellence will be an ongoing focus for the department. 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 webinars.

40000 FINANCE

OBJECTIVES AND PROGRAM SUMMARY

OBJECTIVES BY PRIORITY:	Cost	Percent
1. Provide for the accounting, auditing, and payment 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.	\$ 813,600	23.5%
2. Provide for the accounting, billing, and collection of all revenue such as user charge, State Revolving Fund, real estate, and other miscellaneous billings.	\$ 341,100	9.8%
3. Provide for the independent appraisal and analysis of departmental activities approved for internal auditing by the Audit Committee.	\$ 600,200	17.3%
4. Provide for general accounting and reporting (financial statement preparation, fixed assets, cost accounting analysis, general ledger maintenance, and bank account reconciliation).	\$ 1,268,600	36.7%
5. 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.	\$ 439,900	12.7%
Total	<u>\$ 3,463,400</u>	<u>100.0%</u>

MEASURABLE GOALS:	2013 Actual	2014 Estimated	2015 Proposed
1. Maintain 100 percent compliance with the Prompt Payment Act.	94%	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 Audit Committee.	98%	95%	95%
4. Maintain unmodified opinion on Financial and Single Audit statements and submit all required filings by June 1.	100%	100%	100%

40000 FINANCE

OBJECTIVES AND PROGRAM SUMMARY

PROGRAMS BY PRIORITY:		2013	Budgeted			Change	
Number	Name	Actuals	FTEs	Dollars	Dollars	Percent	
7391	Accounts Payable	\$ 330,213	2015	4	\$ 335,300	\$ (8,100)	(2.4)
			2014	4	\$ 343,400		
7392	Payroll and Employee Expense	\$ 458,607	2015	5	\$ 478,300	\$ (13,500)	(2.7)
			2014	5	\$ 491,800		
7393	Billing and Collections	\$ 341,512	2015	4	\$ 341,100	\$ (20,200)	(5.6)
			2014	4	\$ 361,300		
7395	Internal Auditing	\$ 575,658	2015	5	\$ 600,200	\$ (108,300)	(15.3)
			2014	5	\$ 708,500		
7405	Financial System Development	\$ 245,649	2015	2	\$ 260,700	\$ 3,500	1.4
			2014	2	\$ 257,200		
7398	Clerk's Corporate Functions and Administrative Services	\$ 413,938	2015	3	\$ 439,900	\$ 3,100	0.7
			2014	3	\$ 436,800		
7399	Accounting and Financial Reporting	\$ 1,026,468	2015	6	\$ 1,007,900	\$ (2,200)	(0.2)
			2014	6	\$ 1,010,100		
Totals		\$ 3,392,045	2015	29	\$ 3,463,400	\$ (145,700)	(4.0%)
			2014	29	\$ 3,609,100		

a) Decrease is due to the reduced need for outside operational audits.

40000 FINANCE

PERFORMANCE DATA

Program Number	Measurable Activity Title		2013 Actual	2014 Budgeted	2015 Estimated	
7390	Accounting and Auditing					
7391	Invoices Audited and Processed for Payment	Invoices	21,388	24,100	24,100	
		Cost	\$ 330,213	\$ 343,400	\$ 335,300	
		Cost/Invoice	\$ 15.44	\$ 14.25	\$ 13.91	
7392	Payroll and Expense Accounting, Auditing, and Check Processing Operations	Checks	47,697	47,700	47,700	
		Cost	\$ 458,607	\$ 491,800	\$ 478,300	
		Cost/Check	\$ 9.62	\$ 10.31	\$ 10.03	
7393	Billing and Collections	Billings	5,609	10,700	5,880	a)
		Cost	\$ 341,512	\$ 361,300	\$ 341,100	
		Cost/Billing	\$ 60.89	\$ 33.77	\$ 58.01	
7395	Internal Auditing	Cost	\$ 575,658	\$ 708,500	\$ 600,200	b)
7398	Clerk's Corporate Functions and Administrative Services	Cost	\$ 413,938	\$ 436,800	\$ 439,900	
7399	Accounting and Financial Reporting	Cost	\$ 1,026,468	\$ 1,010,100	\$ 1,007,900	
7405	Financial System Development	Cost	\$ 245,649	\$ 257,200	\$ 260,700	
		Total	\$ 3,392,045	\$ 3,609,100	\$ 3,463,400	

- a) Decrease is due to the reduction in user charge billing frequency from bi-monthly to quarterly.
- b) Decrease is due to the reduced need for outside operational audits.

101 40000	Fund: Corporate Department: Finance Division:	LINE ITEM ANALYSIS						
		2013	2014				2015	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 2,889,730	\$ 2,970,300	\$ 2,970,300	\$ 2,072,734	\$ 2,750,000	\$ 3,029,000	\$ -
601060	Compensation Plan Adjustments	68,623	47,200	77,200	49,409	75,000	38,800	-
601100	Tuition and Training Payments	28,368	30,000	30,000	16,444	30,000	28,400	-
601170	Payments for Professional Services	320,577	395,800	365,800	267,570	319,000	288,600	-
100	TOTAL PERSONAL SERVICES	3,307,299	3,443,300	3,443,300	2,406,158	3,174,000	3,384,800	-
612010	Travel	3,687	7,500	7,000	2,319	7,000	2,900	-
612030	Meals and Lodging	6,946	8,000	8,000	2,227	8,000	4,800	-
612040	Postage, Freight, and Delivery Charges	3,205	4,000	4,000	2,214	4,000	3,400	-
612050	Compensation for Personally-Owned Automobiles	144	300	700	692	700	100	-
612080	Motor Vehicle Operating Services	-	-	100	-	100	-	-
612090	Reprographic Services	1,875	2,500	2,500	2,145	2,500	2,400	-
612250	Court Reporting Services	45,093	50,000	50,000	50,000	50,000	50,000	-
612490	Contractual Services, N.O.C.	5,069	76,500	76,500	74,691	74,600	900	-
612800	Repairs to Office Furniture & Equipment	5,280	8,000	8,000	5,093	8,000	5,300	-
612810	Computer Equipment Maintenance	788	-	-	-	-	-	-
200	TOTAL CONTRACTUAL SERVICES	72,086	156,800	156,800	139,381	154,900	69,800	-
623520	Office, Printing, & Photo Supplies, Equipment, & Furniture	11,164	7,000	7,000	6,649	7,000	7,400	-
623720	Books, Maps, and Charts	1,212	1,500	1,500	257	1,500	1,300	-
623800	Computer Software	184	-	-	-	-	-	-
623990	Materials and Supplies, N.O.C.	100	500	500	18	500	100	-
300	TOTAL MATERIALS AND SUPPLIES	12,660	9,000	9,000	6,924	9,000	8,800	-
TOTAL FINANCE		\$ 3,392,045	\$ 3,609,100	\$ 3,609,100	\$ 2,552,463	\$ 3,337,900	\$ 3,463,400	\$ -

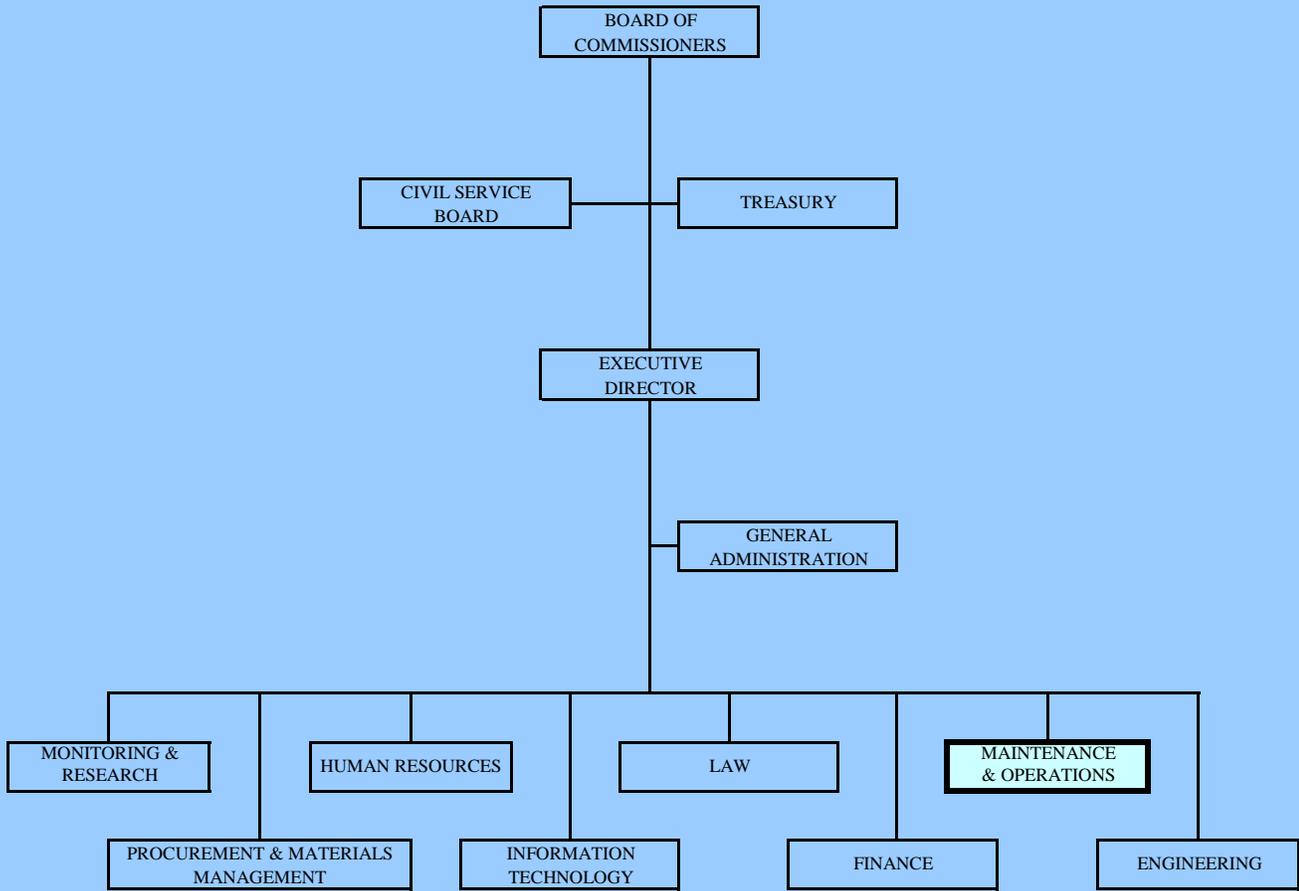
NOTES: 1. Amounts may not add up due to rounding.
 2. Departmental appropriation totals for salaries in the Line Item Analysis may differ from those contained in the Position Analysis by a factor identified to adjust for vacancies. Additionally, Estimated Expenditure may either exceed Adjusted Appropriation 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.

POSITION ANALYSIS						
Fund: Corporate		2013	2014		2015	
Dept: Finance					PROPOSED BY EXECUTIVE DIRECTOR	
Division:						
PAY PLAN & GRADE	CLASS TITLE	ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	BUDGETED FTEs	APPROPRIATION IN DOLLARS
410	Executive Division					
411	Executive Section					
EX13	Clerk/Director of Finance	1	1		1	
EX06	Secretary to Officer	2	2		2	
TOTAL	Executive Section	3	3	396,121.70	3	396,121.70
413	Internal Auditing Section					
HP19	Accounting Manager	1	1		1	
HP17	Supervising Accountant #2 (Financial Analyst) (New Grade HP16)	1	1		1	
HP16	Senior Accountant #2 (Financial Analyst)	2	-		-	
HP16	Financial Analyst	-	2		2	
HP12	Accounting Clerk II #2 (Accounting Associate)	1	-		-	
HP12	Accounting Associate	-	1		1	
TOTAL	Internal Auditing Section	5	5	515,260.20	5	543,336.56
TOTAL	Executive Division	8	8	911,381.90	8	939,458.26
420	Accounting Division					
430	Administrative Section					
HP21	Comptroller #4	1	1		1	
TOTAL	Administrative Section	1	1	197,911.74	1	197,911.74
440	Financial Administration & Disbursements Section					
441	Administrative Unit					
HP19	Accounting Manager	1	1		1	
HP17	Supervising Accountant #2 (Financial Analyst) (New Grade HP16)	1	1		1	
TOTAL	Administrative Unit	2	2	256,827.74	2	251,659.72
442	Administrative Services Unit					
HP13	Senior Administrative Specialist	1	1		1	
TOTAL	Administrative Services Unit	1	1	85,228.00	1	85,228.00
443	Billing Unit					
HP16	Senior Accountant #2 (Financial Analyst)	1	-		-	

		POSITION ANALYSIS				
Fund: Corporate Dept: Finance Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP16	Financial Analyst	-	1		1	
HP13	Accounting Clerk III #2 (Accounting Associate) (New Grade HP12)	1	1		1	
HP12	Accounting Clerk II #2 (Accounting Associate)	2	-		-	
HP12	Accounting Associate	-	2		2	
TOTAL	Billing Unit	4	4	338,722.02	4	302,214.90
	446 Accounts Payable Unit					
HP13	Accounting Clerk III #2 (Accounting Associate) (New Grade HP12)	1	1		1	
HP12	Accounting Clerk II #2 (Accounting Associate)	2	-		-	
HP12	Accounting Associate	-	2		2	
TOTAL	Accounts Payable Unit	3	3	231,707.06	3	231,707.06
TOTAL	Financial Administration & Disbursements Section	10	10	912,484.82	10	870,809.68
	450 Special Projects & Payroll Section					
	451 Special Projects Unit					
HP19	Accounting Manager	1	1		1	
HP17	Supervising Accountant #2 (Financial Analyst) (New Grade HP16)	1	1		1	
TOTAL	Special Projects Unit	2	2	271,582.74	2	250,913.52
	452 Payroll Unit					
HP16	Senior Accountant #2 (Financial Analyst)	1	-		-	
HP16	Financial Analyst	-	1		1	
HP13	Accounting Clerk III #2 (Accounting Associate) (New Grade HP12)	1	1		1	
HP12	Accounting Clerk II #2 (Accounting Associate)	1	-		-	
HP12	Accounting Associate	-	1		1	
TOTAL	Payroll Unit	3	3	244,094.50	3	245,957.66
TOTAL	Special Projects & Payroll Section	5	5	515,677.24	5	496,871.18
	460 General Accounting Section					
	463 Accounting Unit					
HP19	Accounting Manager	1	1		1	

POSITION ANALYSIS						
Fund: Corporate Dept: Finance Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP17	Supervising Accountant #2 (Financial Analyst) (New Grade HP16)	1	1		1	
HP16	Senior Accountant #2 (Financial Analyst)	1	-		-	
HP16	Financial Analyst	-	1		1	
HP13	Accounting Clerk III #2 (Accounting Associate) (New Grade HP12)	2	2		2	
TOTAL	Accounting Unit	5	5	523,237.26	5	539,248.32
TOTAL	General Accounting Section	5	5	523,237.26	5	539,248.32
TOTAL	Accounting Division	21	21	2,149,311.06	21	2,104,840.92
TOTAL	Finance	29	29	3,060,692.96	29	3,044,299.18

NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix.



Metropolitan Water Reclamation District of Greater Chicago

100 EAST ERIE STREET

CHICAGO, ILLINOIS 60611-3154

312.751.5600

September 10, 2014

Mr. David St. Pierre
Executive Director
OFFICE

Dear Sir:

Subject: 2015 Program for the Maintenance & Operations Department

The Maintenance & Operations Department's program for 2015, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of the department's 2015 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, 2015 major initiatives and challenges, and 2014 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 2015.

Respectfully submitted,

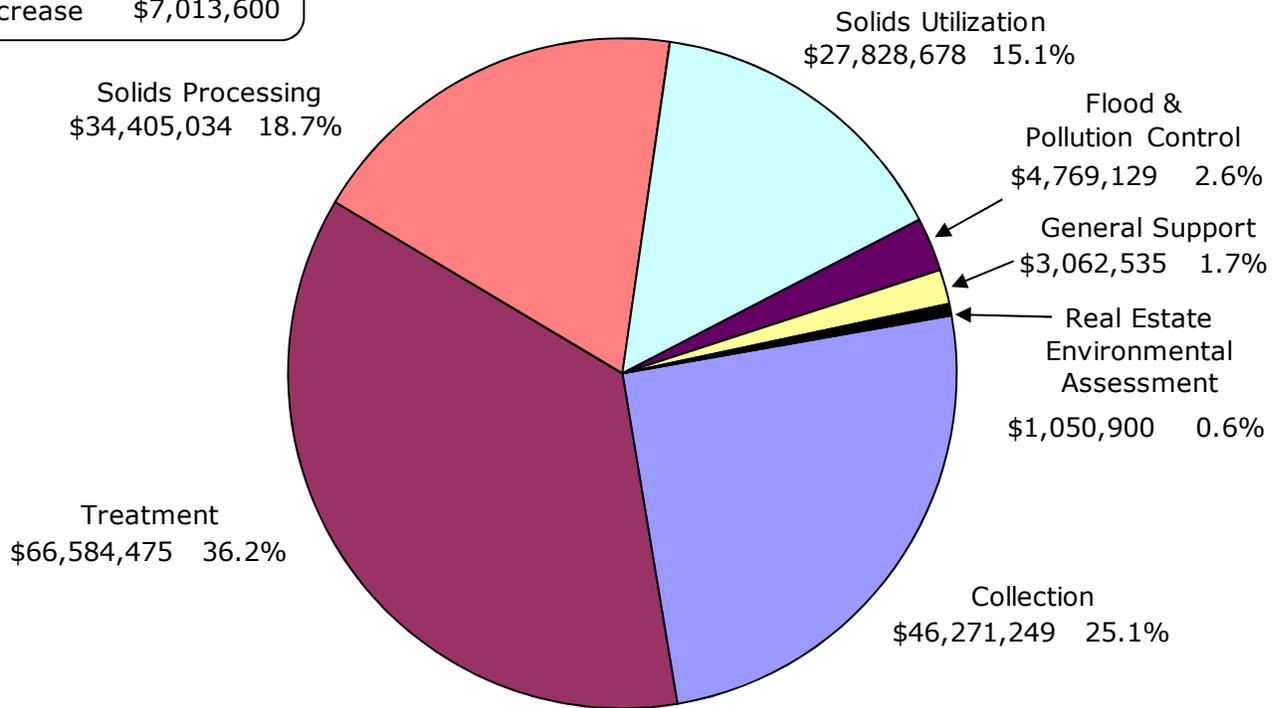


Manju Prakash Sharma
Director of Maintenance & Operations

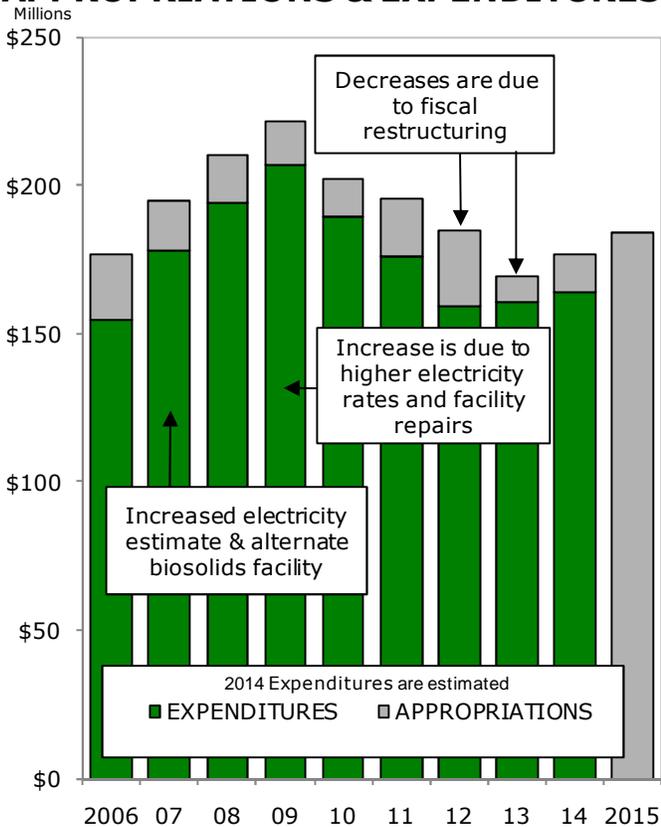
MAINTENANCE & OPERATIONS – ALL DIVISIONS

2015	\$183,972,000
2014	\$176,958,400
Increase	\$7,013,600

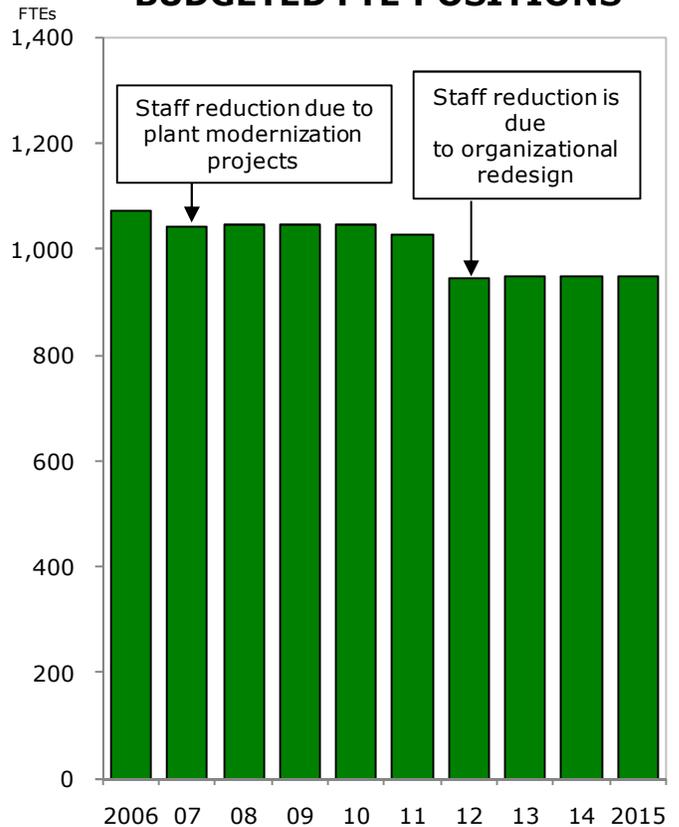
FUNCTIONS



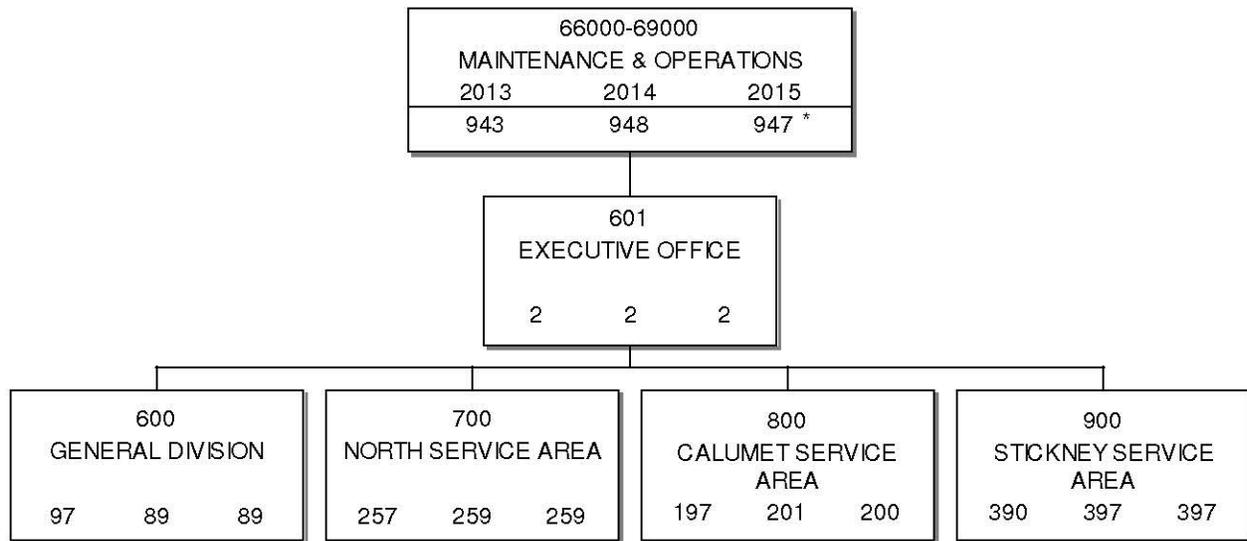
APPROPRIATIONS & EXPENDITURES



BUDGETED FTE POSITIONS



MAINTENANCE & OPERATIONS – ALL DIVISIONS



* The 2015 position total for the Maintenance & Operations Department is 975. There are an additional 28 positions funded by the Stormwater Management Fund while the operations remain in the Maintenance & Operations Department.

MAINTENANCE & OPERATIONS

The mission of the Maintenance & Operations (M&O) Department is to maintain and operate the District's facilities at an optimal level, to protect our environment by collecting and treating wastewater, minimizing flooding, maintaining our waterways free of pollution, producing and beneficially reusing high quality biosolids, and providing environmental remediation for District-owned real estate in the most economical and environmentally sustainable manner.

Departmental Summary

M&O consists of four divisions that maintain and operate the collection systems and treatment plants within the District's 883.6 square mile service area. In addition to maintaining and operating the Lockport Powerhouse, the waterways, the collections systems, and three biosolids handling facilities, the General Division provides administrative support for regulatory, budgetary, procurement, and personnel matters. The department's primary responsibilities include:

- Collecting and treating approximately 470 billion gallons of wastewater annually by maintaining and operating seven wastewater treatment plants, a 554 mile network of intercepting sewers, 109.4 miles of the Tunnel and Reservoir Plan tunnels, and one ancillary reservoir ;
- Further improving the quality of water in the area waterways by maintaining and operating five Sidestream Elevated Pool Aeration Stations and two Instream Aeration Stations;
- Providing flood relief to the area by maintaining 532 miles of small streams and 35 detention reservoirs;
- Processing and beneficially reusing high-quality biosolids, the byproduct of wastewater treatment, by maintaining and operating three biosolids handling facilities.

Summary of 2014 Accomplishments

- Achieved a 99.95 percent overall compliance rate with the requirements of the National Pollutant Discharge Elimination System (NPDES) permits in 2013, resulting in two Silver Awards and five Platinum Awards from the National Association of Clean Water Agencies. M&O anticipates an improvement in 2014;
- Completed Illinois Environmental Protection Agency (IEPA) permit renewal applications for the Harlem Avenue Solids Drying Area operating permit. Awaiting IEPA issuance of the Kirie Water Reclamation Plant (WRP) NPDES, Hanover Park WRP NPDES, General Storm Water NPDES, Egan WRP NPDES, Lemont WRP NPDES, Egan WRP Federal Enforceable State Operating Permit (FESOP), Kirie WRP FESOP, Calumet WRP FESOP, O'Brien WRP FESOP, and Stickney Title V permits;
- Worked with emergency management agencies to finalize Emergency Action Plans for District-owned dams as required by the Illinois Department of Natural Resources;
- Administer compliance with the requirements of the District's Consent Decree dated January 6, 2014;
- In 2013, the District generated 33,070,255 kWh and received \$1,012,462 in revenue from ComEd. Projected generation for 2015 is 46 million kWh, with a projected value of approximately \$1.2 million;
- The District will save approximately \$878,000 due to a previous extension that locked in a lower electricity price than the 2013 auction price. A new request for proposal (RFP) to supply electricity for a three-year period was advertised in August of 2014;
- The Site Remediation Section began managing the Uncontaminated Soil Certification of a spoil pile left over from the widening of the Cal-Sag Channel. The work will continue in 2015. The volume of the pile will be surveyed and a sampling plan will be formulated followed by soil sampling and laboratory analyses of the samples. Successful certification of spoil pile as uncontaminated will allow the removal and reuse (by others) of the spoil as uncontaminated soil fill. Once the pile is removed from the property, the District will be able to bid out the lease of the site to an interested party, thus increasing leasing revenues to the District.

Budget Highlights

The 2015 M&O appropriation of \$183,972,000 reflects an increase of \$7,013,600, or 4.0 percent, from the 2014 appropriation. M&O will continue to focus on reducing service contracts for routine maintenance work by restructuring staff to allow for work to be planned, scheduled, and performed by in-house trades. Utilizing the Construction Fund for capital projects will allow the technical staff to focus on upgrading, rehabilitating, and rebuilding critical infrastructure. In addition, biosolids processing has been altered to process more low solids, which, with other improvements, reduces electrical and chemical costs.

The 2015 Corporate Fund staffing level is 947 positions, a decrease of one Maintenance Laborer Class A position at the Calumet WRP from 2014. Another 28 positions are funded by the Stormwater Management Fund, a decrease of three positions from 2014. This represents a decrease of four positions for M&O, for a total position count of 975, compared to the 2014 count of 979.

2015 Initiatives in Support of the Strategic Plan Include the Following:

• Add Value

The Calumet and Stickney WRPs continue to realize savings due to the changes associated with processing a higher amount of low solids. Savings are seen in the shut-down of and/or reduced use of centrifuges, resulting in an associated reduction in costs for electricity, polymer, maintenance parts, and services for the centrifuges. Stockpiling material at an available District property allows us to store material until an outlet is available.

Energy costs for 2015 should remain fairly stable with a new reverse auction rate being established in the latter part of 2014 with the award of a new contract. As always, M&O projects aim to provide reliable updates to processes and equipment while focusing on keeping energy consumption low. Installation of new air piping, which will reduce leaks, is one project that will allow us to realize energy savings in the future. The next challenge in maintaining electrical costs will be seen in 2015 with increasing transmission capacity costs. M&O will continue to work with the coalition known as REACT (Request Equitable Allocation of Costs Together) to keep costs down.

As a result of a reverse auction, a new curtailment supplier was selected and an agreement was executed which will yield compensation of \$1.1 million in 2014. A new RFP for a three-year agreement will be advertised in the fall of 2014 for next year’s curtailment agreement.

M&O will continue to investigate the nature and extent of environmental contamination related to the operations of insolvent former tenants on District-owned property and pursue, with the assistance of the Law Department, the remediation and redevelopment of these properties to restore them to productive use.

• Excellence

The increased use of in-house trades to perform more of the maintenance functions of past contracts will continue to result in a decrease in service contracts awarded in 2015.

A focused, systemic, prioritized approach is being taken to address replacement and/or rehabilitation of infrastructure using the Construction Fund. This approach will result in increased plant reliability and reduce the high cost of repetitive repairs.

Centralization of buildings and grounds services has led to a reduction in technical staff and will lead to a more consistent service level in grounds and building maintenance and upgrades.

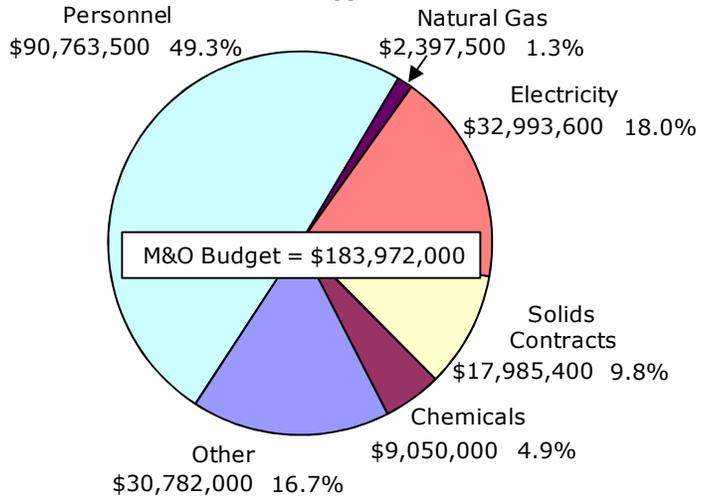
M&O will continue to monitor the waterway levels to reduce flooding during rain events, remove debris from navigable waterways, and aerate waterways to promote a healthy ecosystem.

Through our environmental auditing and assessment contract, M&O will continue to inspect District-owned properties for environmental impairments and conduct environmental audits of tenant operations to document compliance with applicable regulations. M&O will assist the Law Department in compelling the parties responsible (current or former District tenants) for any environmental impairments discovered, to remediate them to the District’s satisfaction.

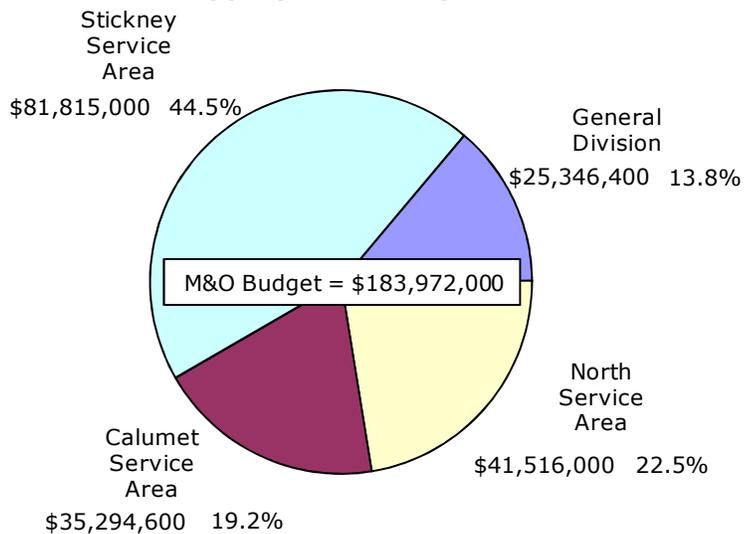
• Resource Recovery

M&O will produce Class A biosolids and market them for beneficial reuse on farm fields, golf courses, and other approved sites. Our biosolids program continues to pursue beneficial reuse options in our immediate area. The chart on the next page illustrates how the District has used various beneficial outlets for our biosolids over the years. The District has aggressively

2015 Appropriations by Major Line Item



2015 Appropriations by Service Area



pursued new outlets as they have become available. M&O continues to work toward producing a Class A composted biosolids product, which can be used in flower gardens and residential landscaping. In an effort to mass produce composted biosolids the District has an intergovernmental agreement with the City of Chicago to receive wood chips generated by their operations. The District has pilot tested Gore Cover Technology for composting biosolids with the wood chips. This technology provides a fully integrated composting solution for the treatment of organic waste. Utilizing Gore Cover Technology will decrease the District’s footprint, reduce odors, and provide a marketable product.

M&O, in partnership with the Monitoring & Research Department, will run a full-scale, pilot Carbon supplementation test to assist in the biological Phosphorus removal process at the Calumet WRP. Preliminary findings from a small scale test show that the Carbon supplement, MicroC, is capable of reducing the Ortho-Phosphorus concentration in effluent to a level less than 1 mg/L. The polyphosphate-accumulating organism population increased accordingly.

• Develop Employees

The cross training of field engineers will continue in 2015 in the Contract Preparation Unit at the downtown location. The purpose of this cross-training is twofold: to provide coverage for positions, which were vacant for various reasons, and to participate in the preparation and issuance of Construction Fund project contracts.

M&O staff will attend a variety of training sessions covering subjects such as Arc Flash safety, protective relay calibration and switchgear maintenance, heating, ventilation, and air conditioning, building management system design, cost estimating for existing facilities, and fundamentals and advanced management of compressed air systems. Staff also will be able to improve their knowledge and skills with in-house and computer-based training provided for all employees by the Human Resources Department.

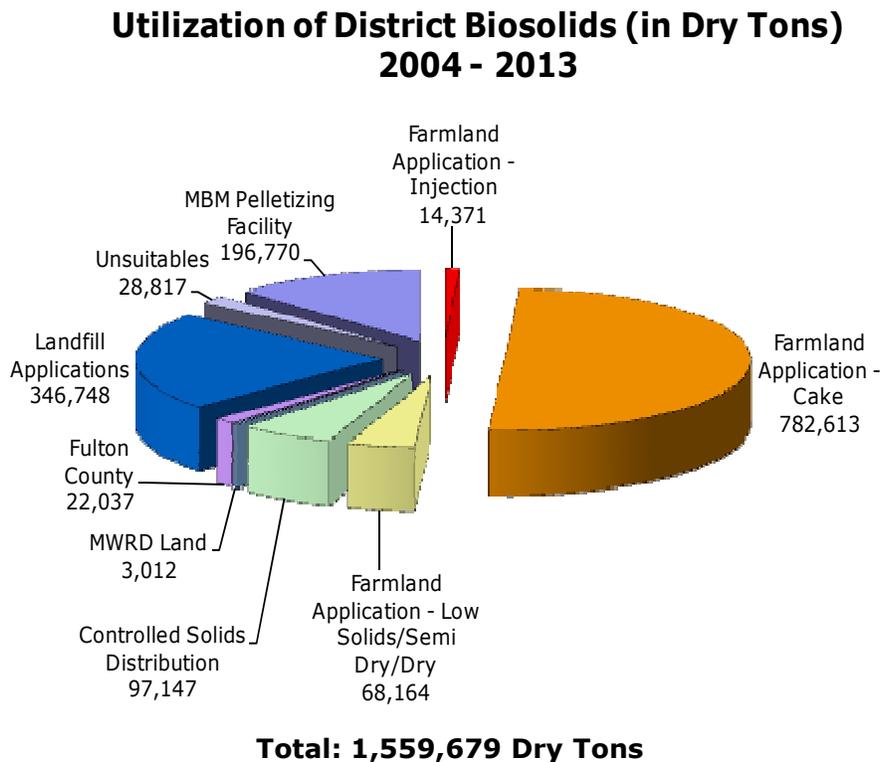
• Leading Partnerships

M&O will maintain six rain gardens, 45.2 acres of installed natural prairies (24.5 in the North Service Area, 2.7 at the Lemont WRP, and 18.0 at the Calumet WRP), and one remnant parcel of prairie at Fischer Farm, while continuing to provide rain barrels to the public at a reduced cost.

M&O will continue to assist the District with all requests for facility tours, parades, charity events, and speakers for various town, village, or city meetings.

• Technology

A “Green Roof” will be built at the Racine Avenue Pumping Station and a porous pavement project, currently under design, will be constructed at the Egan WRP. Construction will continue on state-of-the-art disinfection facilities at both the Calumet and O’Brien WRPs.



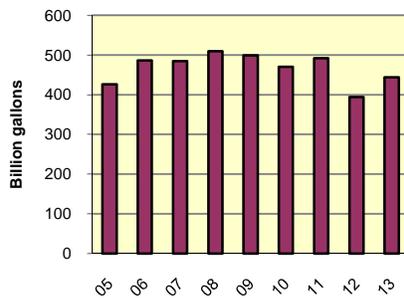
66000 - 69000 M&O - ALL DIVISIONS

OBJECTIVES AND PROGRAM SUMMARY

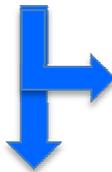
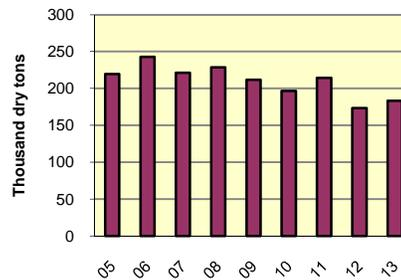
OBJECTIVES BY PRIORITY:

	Cost	Percent
1. COLLECTION & TREATMENT: The M&O Department will collect and treat approximately 471.3 billion gallons of sewage through its seven treatment facilities and through a contract agreement with the Fox River Water Reclamation District.	\$ 112,855,724	61.3%
2. SOLIDS PROCESSING: The M&O Department will remove and process approximately 190,200 dry tons of concentrated sewage through various systems, including heated digestion, centrifuging, concentration, and aging low solids sludge and centrifuge cake in lagoons.	\$ 34,405,034	18.7%
3. SOLIDS UTILIZATION: The M&O Department will utilize approximately 90,100 dry tons of biosolids for application at final utilization sites, such as farm applications and daily and final cover at sanitary landfills.	\$ 27,828,678	15.1%
4. FLOOD & POLLUTION CONTROL: The M&O Department, in cooperation with local communities, will strive to minimize local area flooding and pollution of Lake Michigan through continuous control of the water levels in 76 miles of canals and 532 miles of small streams and through the operation of 35 detention reservoirs. 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.	\$ 4,769,129	2.6%
5. GENERAL SUPPORT: The M&O Department provides technical and administrative support for other departments indirectly related to the operational activities of Collection & Treatment, Solids Processing, Flood & Pollution Control, and Solids Utilization.	\$ 3,062,535	1.7%
6. Inspect and evaluate District properties for compliance with the United States Environmental Protection Agency and the Illinois Environmental Protection Agency requirements.	\$ 1,050,900	0.6%
Total	\$ 183,972,000	100.0%

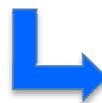
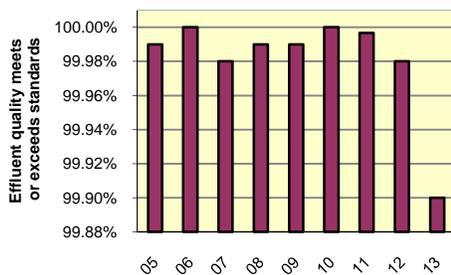
Collection & Treatment



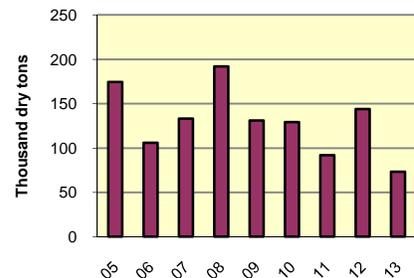
Solids Processing



NPDES Permit Compliance



Solids Utilization



66000 - 69000 M&O - ALL DIVISIONS

OBJECTIVES AND PROGRAM SUMMARY

PROGRAMS BY PRIORITY:		2013	Budgeted			Change	
Number	Name	Actuals	FTEs	Dollars	Dollars	Percent	
1000	Collection	\$ 39,084,124	2015 241	\$ 46,271,249	\$ 1,331,864	3.0	
			2014 241	\$ 44,939,385			
1100	Surface Interceptor Systems	\$ 3,791,192	2015 31	\$ 3,894,900	\$ (937,800)	(19.4)	
			2014 31	\$ 4,832,700			
1200	Tunnel and Reservoir System	\$ 9,756,426	2015 39	\$ 10,335,500	\$ 493,500	5.0	
			2014 39	\$ 9,842,000			
1300	Pumping Station Facilities	\$ 10,216,605	2015 68	\$ 14,396,500	\$ 1,447,300	11.2	
			2014 68	\$ 12,949,200			
1900	Collection - Indirect Costs	\$ 15,319,901	2015 103	\$ 17,644,349	\$ 328,864	1.9	
			2014 103	\$ 17,315,485			
2000	Treatment	\$ 59,824,144	2015 391	\$ 66,584,475	\$ 3,775,333	6.0	
			2014 391	\$ 62,809,142			
2000	Pre-Treatment	\$ 3,232,702	2015 32	\$ 3,656,400	\$ 105,600	3.0	
			2014 32	\$ 3,550,800			
2100	Primary Treatment	\$ 3,262,195	2015 40	\$ 3,555,400	\$ 139,900	4.1	
			2014 40	\$ 3,415,500			
2200	Secondary Treatment	\$ 21,910,756	2015 98	\$ 21,385,000	\$ 1,468,300	7.4	
			2014 98	\$ 19,916,700			
2300	Tertiary Treatment	\$ 1,325,359	2015 12	\$ 2,299,900	\$ 904,400	64.8	
			2014 12	\$ 1,395,500			
2900	Treatment - Indirect Costs	\$ 30,093,132	2015 209	\$ 35,687,775	\$ 1,157,133	3.4	
			2014 209	\$ 34,530,642			
3000	Solids Processing	\$ 32,059,872	2015 214	\$ 34,405,034	\$ 139,763	0.4	
			2014 215	\$ 34,265,271			
3100	Thickening	\$ 6,054,937	2015 42	\$ 6,026,700	\$ 223,500	3.9	
			2014 42	\$ 5,803,200			
3200	Stabilization	\$ 5,976,497	2015 44	\$ 5,671,300	\$ (102,000)	(1.8)	
			2014 44	\$ 5,773,300			
3300	Dewatering	\$ 8,989,475	2015 41	\$ 10,146,600	\$ (121,900)	(1.2)	
			2014 42	\$ 10,268,500			
3900	Solids Processing - Indirect Costs	\$ 11,038,963	2015 87	\$ 12,560,434	\$ 140,163	1.1	
			2014 87	\$ 12,420,271			

Note: Explanations of significant changes are provided by individual division.

66000 - 69000 M&O - ALL DIVISIONS

OBJECTIVES AND PROGRAM SUMMARY

PROGRAMS BY PRIORITY:		2013	Budgeted			Change		
Number	Name	Actuals	FTEs	Dollars	Dollars	Percent		
4000	Flood & Pollution Control	\$ 4,596,504	2015 25	\$ 4,769,129	\$ (91,322)	(1.9)		
			2014 25	\$ 4,860,451				
4200	Waterways Control and Stormwater Reservoirs	\$ 2,836,299	2015 18	\$ 2,445,400	\$ (26,600)	(1.1)		
			2014 18	\$ 2,472,000				
4210	Maintenance of Waterways	\$ 149,039	2015 -	\$ 199,400	\$ 15,300	8.3		
			2014 -	\$ 184,100				
4300	Stormwater Management	\$ 500	2015 -	\$ -	\$ -	-		
			2014 -	\$ -				
4400	Aeration Facilities	\$ 881,237	2015 3	\$ 1,088,700	\$ 4,100	0.4		
			2014 3	\$ 1,084,600				
4900	Flood & Pollution Control - Indirect Costs	\$ 729,429	2015 4	\$ 1,035,629	\$ (84,122)	(7.5)		
			2014 4	\$ 1,119,751				
5000	Solids Utilization	\$ 20,949,476	2015 50	\$ 27,828,678	\$ 1,953,460	7.6		
			2014 50	\$ 25,875,218				
5100	Solids Drying	\$ 4,960,391	2015 9	\$ 7,651,800	\$ 1,112,800	17.0		
			2014 9	\$ 6,539,000				
5200	Solids Distribution	\$ 11,082,975	2015 11	\$ 14,526,500	\$ 702,100	5.1		
			2014 11	\$ 13,824,400				
5900	Solids Utilization - Indirect Costs	\$ 4,906,110	2015 30	\$ 5,650,378	\$ 138,560	2.5		
			2014 30	\$ 5,511,818				
7000	General Support (excluding program number 7368)	\$ 3,077,378	2015 24	\$ 3,062,535	\$ (39,398)	(1.3)		
			2014 23	\$ 3,101,933				
7368	Real Estate Environmental Assessment	\$ 829,886	2015 3	\$ 1,050,900	\$ (56,100)	(5.1)		
			2014 3	\$ 1,107,000				
	Totals	\$ 160,421,384	2015 947	\$ 183,972,000	\$ 7,013,600	4.0%	*	
			2014 948	\$ 176,958,400				

* The 2015 position total for the M&O Department is 975. There are 28 positions funded by the Stormwater Management Fund.

Note: Explanations of significant changes are provided by individual division.

66000 - 69000 M&O - ALL DIVISIONS

PERFORMANCE DATA

Program Number	Measurable Activity Title		2013 Actual	2014 Budgeted	2015 Estimated
1000-2900	Collection & Treatment				
	Collect and Treat Sewage at Seven Treatment Facilities and Through a Contract Agreement with the Fox River Water Reclamation District	Mil. Gallons Cost Cost/Mil. Gallons	443,794 \$ 98,908,268 \$ 222.87	467,596 \$ 107,748,527 \$ 230.43	471,258 \$ 112,855,724 \$ 239.48
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 Cost Cost/Dry Ton	183,119 \$ 32,059,872 \$ 175.08	205,000 \$ 34,265,271 \$ 167.15	190,200 \$ 34,405,034 \$ 180.89
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	\$ 979,153	\$ 825,700	\$ 782,300
	Minimize Diversion of Lake Michigan Water in Accordance with the U.S. Supreme Court Decree	Mil. Gal./Year Diversion Cost Cost/Mil. Gal./Year	63,545 \$ 447,393 \$ 7.04	68,000 \$ 341,400 \$ 5.02	68,000 \$ 347,800 \$ 5.11
	Operation of Detention Reservoirs	Reservoirs Cost Cost/Reservoir	35 \$ 854,204 \$ 24,405.83	35 \$ 880,100 \$ 25,145.71	35 \$ 936,900 \$ 26,768.57
	Generate Electricity at Lockport Powerhouse to Obtain Approximately \$1,200,000 in Revenue	KWH Cost Cost/KWH * Revenue Generated	33,070,255 \$ 555,549 \$ 0.0168 \$ 1,012,462	35,000,000 \$ 424,800 \$ 0.0121 \$ 1,050,000	46,000,000 \$ 378,400 \$ 0.0082 \$ 1,200,000
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	\$ 149,039	\$ 184,100	\$ 199,400
4300	Stormwater Management	Cost	\$ 500	\$ -	\$ -
4400	Aeration Facilities	Cost	\$ 881,237	\$ 1,084,600	\$ 1,088,700
4900	Flood & Pollution Control - Indirect Costs	Cost	\$ 729,429	\$ 1,119,751	\$ 1,035,629
5000	Solids Drying/Utilization				
	Utilize Further Dewatered Sewage 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 Cost Cost/Dry Ton	141,483 \$ 15,149,104 \$ 107.07	93,450 \$ 19,948,518 \$ 213.47	90,100 \$ 21,806,678 \$ 242.03
5271	Pelletizer Disposal Control Management and Disposal of Solids by Private Contracts	Dry Tons Cost Cost/Dry Ton	36,955 \$ 5,800,372 \$ 156.96	45,000 \$ 5,926,700 \$ 131.70	35,000 \$ 6,022,000 \$ 172.06
7000	General Support (excluding program number 7368) 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	\$ 3,077,378	\$ 3,101,933	\$ 3,062,535
7368	Real Estate Environmental Assessment	Cost	\$ 829,886	\$ 1,107,000	\$ 1,050,900
Departmental Total			\$ 160,421,384	\$ 176,958,400	\$ 183,972,000

Note: Explanations of significant changes are provided by individual division.
* Revenue generated not included in total costs.

101 60000	Fund: Corporate Department: Maintenance & Operations Division: All Divisions	LINE ITEM ANALYSIS						
		2013	2014				2015	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 79,976,061	\$ 83,471,500	\$ 83,471,500	\$ 59,365,119	\$ 81,984,900	\$ 86,149,500	\$ -
601060	Compensation Plan Adjustments	4,240,182	4,286,600	4,286,600	3,322,527	4,149,100	4,361,200	-
601080	Salaries of Nonbudgeted Employees	31,330	100,000	100,000	43,540	51,600	24,800	-
601100	Tuition and Training Payments	160,321	301,100	301,100	179,541	264,300	248,000	-
601170	Payments for Professional Services	713,626	900,400	900,400	727,934	758,000	682,700	-
100	TOTAL PERSONAL SERVICES	85,121,521	89,059,600	89,059,600	63,638,661	87,207,900	91,466,200	-
612010	Travel	7,610	34,000	34,000	8,748	19,200	62,900	-
612030	Meals and Lodging	41,025	89,500	89,500	40,019	71,500	102,200	-
612050	Compensation for Personally-Owned Automobiles	179,050	259,000	259,000	125,880	188,100	181,900	-
612080	Motor Vehicle Operating Services	1,536	2,800	2,800	805	2,100	2,500	-
612150	Electrical Energy	30,801,606	29,815,100	29,815,100	21,770,970	29,815,100	32,993,600	-
612160	Natural Gas	2,207,769	1,741,500	2,751,900	2,297,306	2,731,200	2,397,500	-
612170	Water and Water Services	1,329,275	1,363,300	1,363,300	897,895	1,271,000	1,583,900	-
612210	Communication Services	601,334	634,700	634,700	527,196	503,600	569,900	-
612240	Testing and Inspection Services	127,830	286,400	236,400	118,951	180,600	165,900	-
612280	Subscriptions and Membership Dues	-	7,300	7,300	299	7,300	-	-
612330	Rental Charges	182,547	184,600	184,600	157,188	150,100	177,300	-
612410	Governmental Service Charges	3,296,256	2,758,700	2,758,700	2,163,112	2,755,800	3,180,100	-
612420	Maintenance of Grounds and Pavements	1,286,729	2,575,300	2,398,500	1,807,525	1,940,100	1,937,600	-
612490	Contractual Services, N.O.C.	434,629	651,200	614,200	492,707	506,300	692,600	-
612520	Waste Material Disposal Charges	8,595,062	12,905,200	12,862,200	12,782,139	9,963,700	14,710,000	-
612530	Farming Services	24,000	20,000	20,000	20,000	20,000	22,000	-
612590	Sludge Disposal	5,201,235	5,400,000	5,400,000	5,361,080	4,030,000	5,522,100	-
612600	Repairs to Collection Facilities	2,395,749	3,941,800	3,816,900	3,617,372	3,219,300	3,079,000	-
612620	Repairs to Waterway Facilities	53,450	115,600	115,600	67,790	95,000	101,000	-
612650	Repairs to Process Facilities	4,671,899	5,115,200	4,607,900	4,079,888	3,962,200	6,243,000	-
612670	Repairs to Railroads	169,725	408,400	408,400	236,424	276,000	323,900	-
612680	Repairs to Buildings	1,271,494	1,389,000	1,325,400	1,114,944	885,000	1,601,000	-

101 60000	Fund: Corporate Department: Maintenance & Operations Division: All Divisions	LINE ITEM ANALYSIS						
		2013	2014				2015	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
612760	Repairs to Material Handling and Farming Equipment	287,334	399,000	329,000	318,498	308,900	331,700	-
612780	Safety Repairs and Services	114,069	205,000	205,000	171,462	155,300	220,900	-
612790	Repairs to Marine Equipment	51,431	60,000	60,000	56,450	56,500	80,000	-
612820	Computer Software Maintenance	66,720	5,000	5,000	-	4,500	5,000	-
612840	Communications Equipment Maintenance (Includes Software)	30,625	57,000	57,000	36,523	49,500	40,000	-
612860	Repairs to Vehicle Equipment	82,280	140,200	140,200	129,075	119,900	118,400	-
612970	Repairs to Testing and Laboratory Equipment	572	3,000	3,000	-	400	-	-
612990	Repairs, N.O.C.	10,823	52,900	52,900	30,313	27,400	15,800	-
200	TOTAL CONTRACTUAL SERVICES	63,523,667	70,620,700	70,558,500	58,430,557	63,315,600	76,461,700	-
623030	Metals	27,362	67,900	67,900	56,996	33,800	43,000	-
623070	Electrical Parts and Supplies	1,343,610	2,479,600	2,464,200	1,988,796	1,710,900	1,425,000	-
623090	Plumbing Accessories and Supplies	594,097	1,252,700	1,252,700	952,265	923,000	760,000	-
623110	Hardware	17,429	50,000	50,000	28,250	33,800	31,300	-
623130	Buildings, Grounds, Paving Materials, and Supplies	182,743	384,500	384,500	250,449	225,800	270,000	-
623170	Fiber, Paper, and Insulation Materials	71,634	51,000	51,000	33,099	37,000	15,000	-
623190	Paints, Solvents, and Related Materials	3,178	27,900	27,900	17,015	22,000	5,500	-
623250	Vehicle Parts and Supplies	117,230	274,800	274,800	253,140	201,200	180,000	-
623270	Mechanical Repair Parts	2,277,775	3,390,300	3,390,300	2,967,286	2,898,000	2,932,300	-
623300	Manhole Materials	11,245	60,400	60,400	21,155	11,000	11,000	-
623520	Office, Printing, & Photo Supplies, Equipment, & Furniture	48,502	72,900	72,900	66,437	54,000	50,800	-
623530	Farming Supplies	1,793	5,000	5,000	4,947	4,500	5,000	-
623560	Processing Chemicals	5,815,444	7,497,000	7,477,000	7,092,263	6,276,400	9,050,000	-
623570	Laboratory Testing Supplies, Small Equipment, and Chemicals	11,153	26,900	46,900	38,982	44,500	22,500	-
623660	Cleaning Supplies	4,411	10,600	10,600	5,700	4,600	5,100	-
623680	Tools and Supplies	193,283	254,700	254,700	241,458	213,500	214,800	-
623700	Wearing Apparel	2,710	4,700	4,700	1,598	3,300	2,900	-

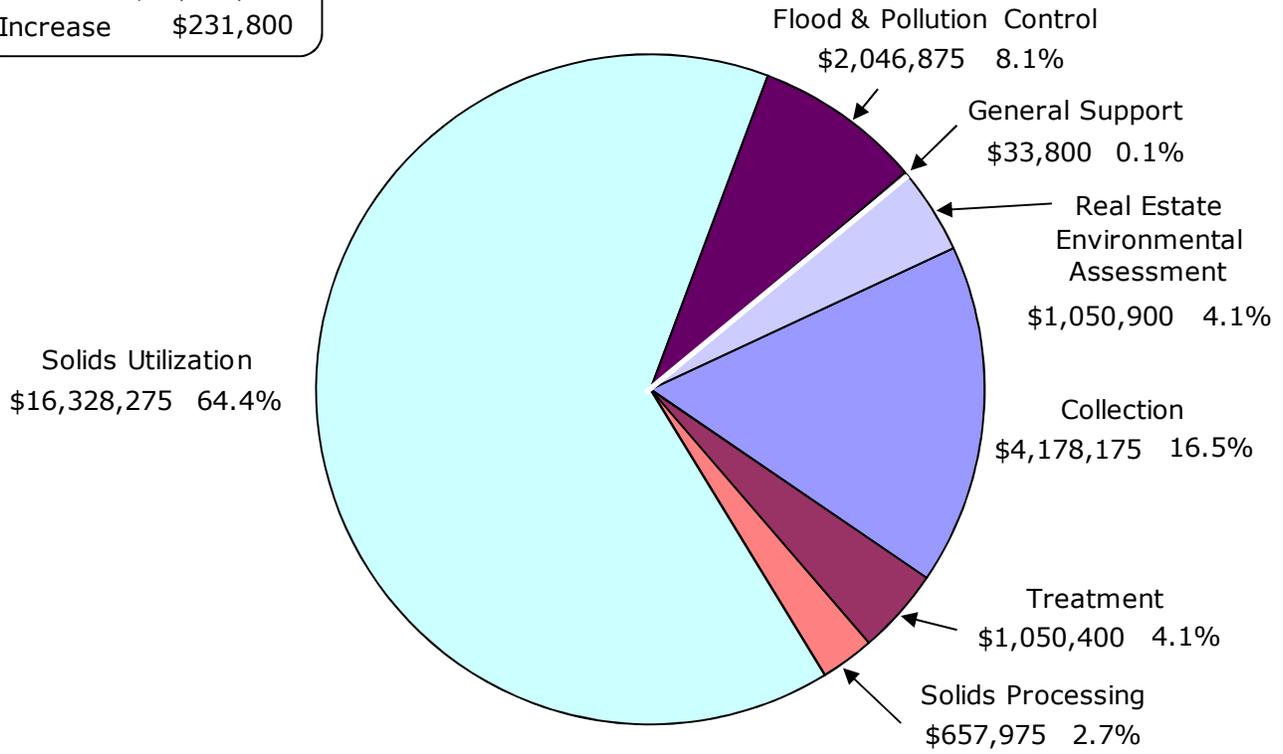
101 60000	Fund: Corporate Department: Maintenance & Operations Division: All Divisions	LINE ITEM ANALYSIS						
		2013	2014			2015		
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
623720	Books, Maps, and Charts	1,360	3,100	3,100	180	1,400	1,400	-
623780	Safety and Medical Supplies	212,136	217,700	217,700	140,439	154,700	174,700	-
623800	Computer Software	11,148	24,500	24,500	7,120	20,500	6,600	-
623810	Computer Supplies	44,092	43,900	43,900	19,627	38,100	19,000	-
623820	Fuel	355,023	525,500	525,500	513,362	401,600	455,000	-
623840	Gases	7,585	26,000	26,000	19,642	22,500	12,000	-
623850	Communications Supplies	903	58,100	58,100	35,076	44,800	11,000	-
623860	Lubricants	21,213	29,900	29,900	22,098	18,700	24,600	-
623990	Materials and Supplies, N.O.C.	81,344	175,000	175,000	94,025	92,000	65,900	-
300	TOTAL MATERIALS AND SUPPLIES	11,458,403	17,014,600	16,999,200	14,871,407	13,491,600	15,794,400	-
634600	Equipment for Collection Facilities	19,919	49,000	49,000	23,619	30,000	106,000	-
634650	Equipment for Process Facilities	118,506	119,000	119,000	95,499	88,100	128,000	-
634820	Computer Software	-	-	43,000	42,960	43,000	-	-
634860	Vehicle Equipment	132,156	60,000	60,000	-	-	-	-
634970	Testing and Laboratory Equipment	47,213	20,500	20,500	4,949	17,700	15,700	-
634990	Machinery and Equipment, N.O.C.	-	15,000	15,000	-	5,000	-	-
400	TOTAL MACHINERY AND EQUIPMENT	317,794	263,500	306,500	167,026	183,800	249,700	-
TOTAL MAINTENANCE & OPERATIONS		\$160,421,384	\$176,958,400	\$176,923,800	\$137,107,651	\$164,198,900	\$183,972,000	\$ -

NOTES: 1. Amounts may not add up due to rounding.
 2. Departmental appropriation totals for salaries in the Line Item Analysis may differ from those contained in the Position Analysis by a factor identified to adjust for vacancies. Additionally, Estimated Expenditure may either exceed Adjusted Appropriation when transfers of funds are anticipated or be less than Expenditure (Committed Budget plus Disbursement) when not all commitments are anticipated to be completed by year-end.

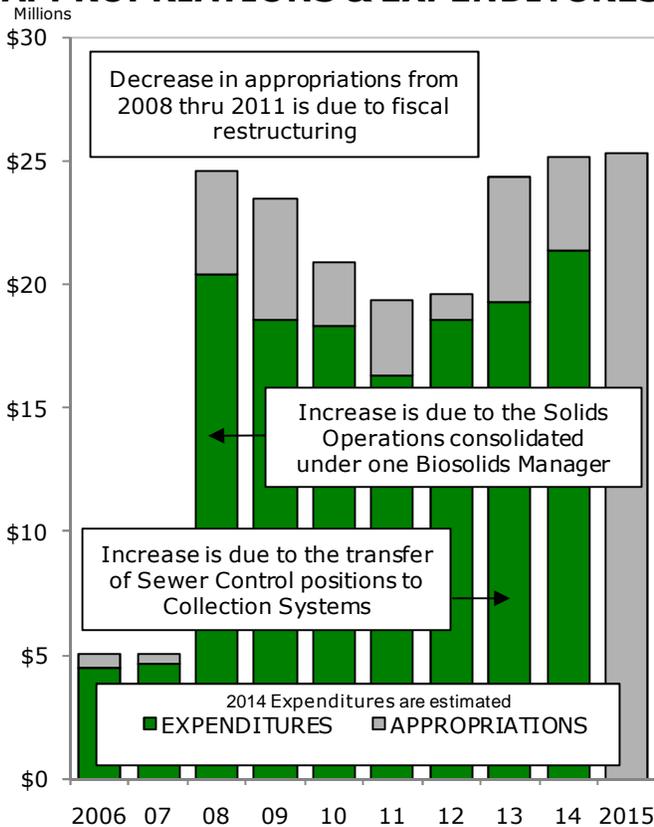
MAINTENANCE & OPERATIONS – GENERAL DIVISION

2015	\$25,346,400
2014	\$25,114,600
Increase	\$231,800

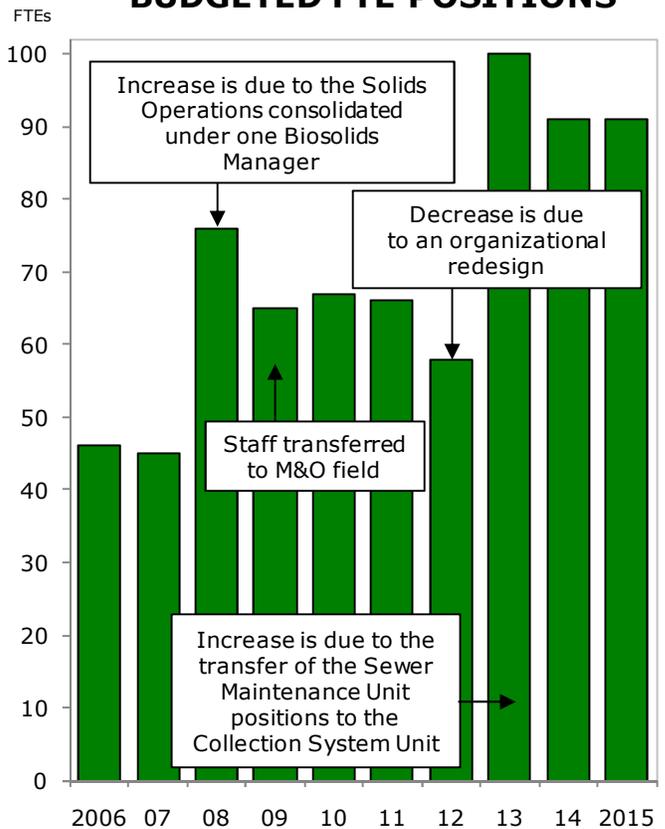
FUNCTIONS



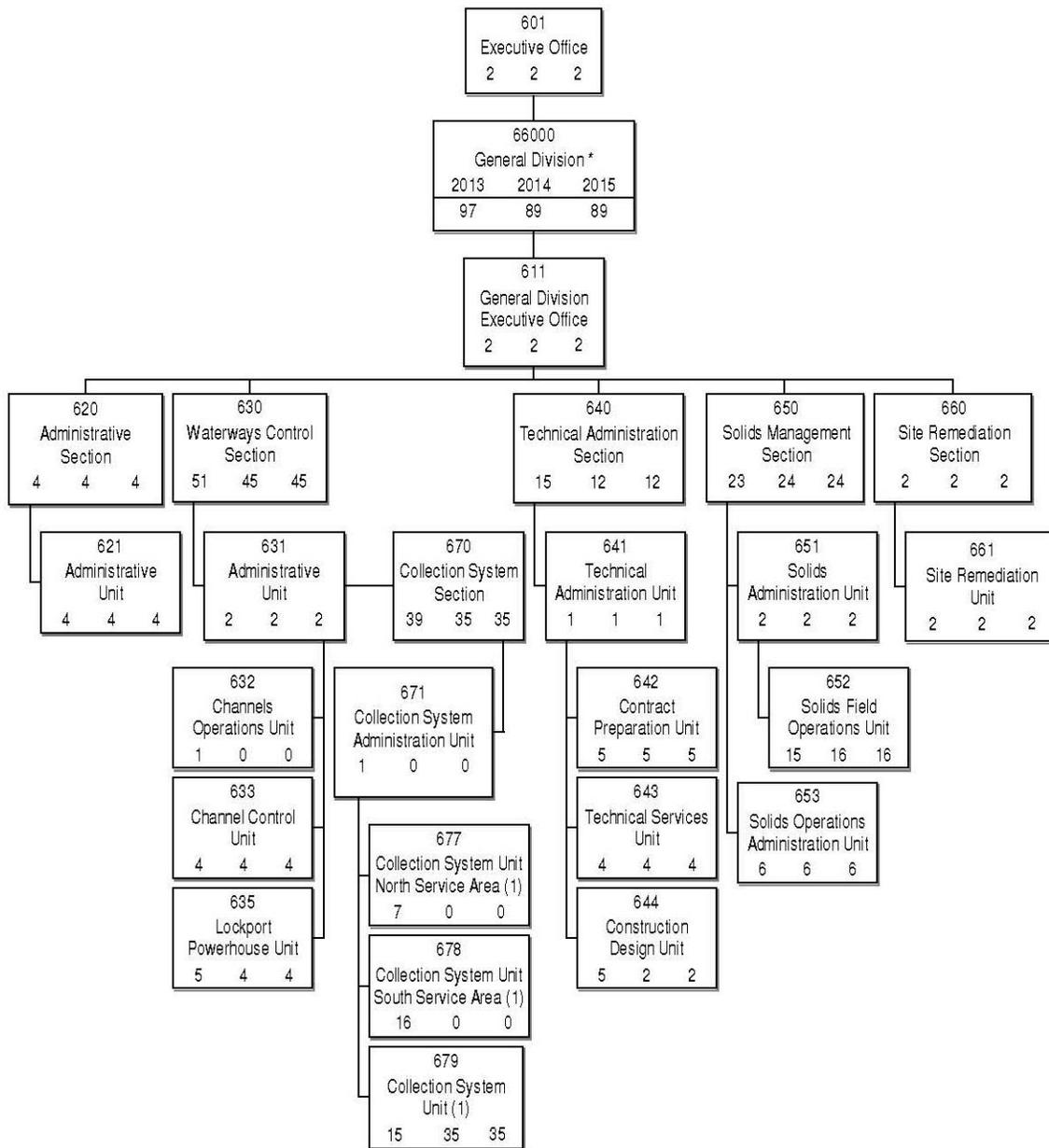
APPROPRIATIONS & EXPENDITURES



BUDGETED FTE POSITIONS



MAINTENANCE & OPERATIONS – GENERAL DIVISION



* In 2015, 19 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, five in Unit 639, and six in Unit 679.

(1) Effective 01/01/14, positions in Units 677 and 678 were transferred to Unit 679, and Unit 679 was retitled from Collection System Central Service Area to Collection System.

MAINTENANCE & OPERATIONS – GENERAL DIVISION

The mission of the General Division is to provide a specialized function as the administrative arm of the Maintenance & Operations (M&O) Department, to perform operational functions in waterways and small streams operations and maintenance, biosolids management operations, and collection system operations and maintenance, and to support the District in managing environmental compliance issues in its properties.

General Division Summary

The Waterways Control Section maintains and operates the Waterways Control Center at the Main Office Building to ensure adequate navigational water elevations and prevent flooding and reversals to Lake Michigan during rain storms, the Lockport Powerhouse, which generates power and revenue for the District, the Chicago River Controlling Works, the Lockport Controlling Works, the Centennial Fountain, and six bridges over the North Shore Channel. This unit oversees the Small Streams Maintenance Program, funded under the Stormwater Management Fund, to reduce flooding in urbanized areas by removing debris in 532 miles of small streams in Cook County waterways. The Channel Maintenance Unit removes debris from the 76 miles of navigable waterways in Cook County. The Collection System Unit, which cleans and maintains the sewers and Sidestream Elevated Pool Aeration stations, was added to the Waterways Control Section in 2013.

The Solids Management Section manages and coordinates, on a District-wide basis, the processing and utilization of biosolids, the final byproduct of the wastewater treatment process. It also maintains and operates the Lawndale Avenue and the Calumet Solids Management Areas, as well as all utilization processes in accordance with the Environmental Management System for biosolids, approved by the National Biosolids Partnership.

The Site Remediation Section assesses the environmental condition of various District-owned property and works with the Law Department to remediate environmental contamination found on both leased and vacant District-owned property. The Site Remediation Section also assists in resolving site contamination, environmental compliance, hazardous waste handling, and disposal issues that arise at various District facilities and on various District projects.

The Technical Administration Section provides all contract procurement services for the department, liaison services between M&O and other District departments for technical studies, legal matters, and financial issues, handles all regulatory communications with agencies such as the Illinois Environmental Protection Agency, and manages all environmental permits including: National Pollutant Discharge Elimination System, Federally Enforceable State Operating Permit, Clean Air Act Permit Program Title V, Biosolids Operating, and Stormwater. The section coordinates reporting requirements associated with the permits, coordinates Combined Sewer Overflow (CSO) reporting, consolidates and supplies technical information for plant personnel, other departments, and other agencies, reviews and comments on reports and contracts from other departments, reviews and comments on proposed regulatory requirements and their effects on District operations, and coordinates Government Accounting Standards Board Statement 34 evaluations of District facilities. The Construction Design Unit was added to the Technical Administration Section in 2013.

The Administrative Section develops and implements a yearly budget, reviews and processes requisitions for goods or services in a timely fashion and ensures conformance to the Purchasing Act, statutes, etc., and reviews and processes payments for goods and services received, assuring their correctness and appropriateness and compliance with the Prompt Payment Act. The section performs the entry of all direct vouchers for the payment of gas, water, and electric bills, and prepares non-engineering related studies, reports, and correspondence. It also acts as a liaison between other District departments and M&O personnel, when information or tasks are requested.

Summary of 2014 Accomplishments

- Successfully implemented a Floatables Control Plan for the waterways after CSO events, as mandated by the Consent Decree;
- Implemented a biosolids composting program;
- Installed a calcium nitrate booster station in the North Service Area at Rand and Wolf Roads to prevent odors from forming in the sewer tributary to the Kirie Drop Shaft V area;
- Installed an odor control unit in the Central Basin at 43rd Street and East Avenue to control odors emanating from manholes at the junction of the West Towns Outlet Sewer and Salt Creek Interceptor;
- Lined the North Side 11A Interceptor and related manholes.

Budget Highlights

The 2015 appropriation for the General Division is \$25,346,400, an increase of \$231,800, or 0.9 percent, from 2014. The 2015 staffing level of 91 remains unchanged from 2014. With the 19 positions budgeted in the Stormwater Management Fund that are managed by M&O, the total position count is 110.

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 M&O Department's seven treatment facilities. It provides management and coordination of the collection system related activities.	\$ 5,228,575	20.6%
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.	\$ 657,975	2.7%
3. SOLIDS UTILIZATION: The General Division provides management and coordination of biosolids processing and utilization of District-wide activities.	\$ 16,328,275	64.4%
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 United States Supreme Court decree of 1967. In addition, the Waterways Control Section operates the Lockport Powerhouse and will generate an estimated 46 million KWH of electricity to obtain approximately \$1.2 million in revenue.	\$ 2,046,875	8.1%
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, Flood & Pollution Control, and Solids Utilization.	\$ 33,800	0.1%
6. Inspect and evaluate District properties for compliance with the United States Environmental Protection Agency and the Illinois Environmental Protection Agency requirements.	\$ 1,050,900	4.1%
Total	\$ 25,346,400	100.0%

MEASURABLE GOALS:	Unit of Measure	2013 Actual	2014 Estimated	2015 Proposed
1. Operation of the Lockport Powerhouse to generate the equivalent of \$1.2 million worth of electricity in 2015.	KWH generated	33,070,255	35,000,000	46,000,000
	<i>* Revenue generated</i>	<i>\$ 1,012,462</i>	<i>\$ 1,050,000</i>	<i>\$ 1,200,000</i>
2. 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	63,545	68,000	68,000
3. The Biosolids Section will oversee the utilization of 89,100 dry tons of biosolids in 2015. (North Service Area's 1,000 dry tons of solids remain in that division.)	dry tons	138,677	92,050	89,100

** Revenue generated not included in total costs.*

66000 M&O - GENERAL DIVISION

OBJECTIVES AND PROGRAM SUMMARY

PROGRAMS BY PRIORITY:		2013	Budgeted			Change	
Number	Name	Actuals	FTEs	Dollars	Dollars	Percent	
1000	Collection	\$ 4,106,787	2015 36	\$ 4,178,175	\$ (894,090)	(17.6)	
			2014 36	\$ 5,072,265			
1100	Surface Interceptor Systems	\$ 2,426,035	2015 22	\$ 2,564,800	\$ (812,700)	(24.1)	a)
			2014 22	\$ 3,377,500			
1200	Tunnel and Reservoir System	\$ 844,873	2015 8	\$ 770,700	\$ (34,900)	(4.3)	
			2014 8	\$ 805,600			
1300	Pumping Station Facilities	\$ 27,550	2015 -	\$ 18,700	\$ 300	1.6	
			2014 -	\$ 18,400			
1900	Collection - Indirect Costs	\$ 808,329	2015 6	\$ 823,975	\$ (46,790)	(5.4)	
			2014 6	\$ 870,765			
2000	Treatment	\$ 929,923	2015 8	\$ 1,050,400	\$ (81,840)	(7.2)	
			2014 8	\$ 1,132,240			
2100	Primary Treatment	\$ 840	2015 -	\$ -	\$ -	-	
			2014 -	\$ -			
2200	Secondary Treatment	\$ 210	2015 -	\$ -	\$ -	-	
			2014 -	\$ -			
2300	Tertiary Treatment	\$ 2,632	2015 -	\$ 7,400	\$ 100	1.4	
			2014 -	\$ 7,300			
2900	Treatment - Indirect Costs	\$ 926,241	2015 8	\$ 1,043,000	\$ (81,940)	(7.3)	
			2014 8	\$ 1,124,940			
3000	Solids Processing	\$ 685,098	2015 5	\$ 657,975	\$ (12,790)	(1.9)	
			2014 5	\$ 670,765			
3300	Processing Tertiary Solids	\$ 109,157	2015 1	\$ 94,000	\$ 2,400	2.6	
			2014 1	\$ 91,600			
3900	Solids Processing - Indirect Costs	\$ 575,941	2015 4	\$ 563,975	\$ (15,190)	(2.6)	
			2014 4	\$ 579,165			
4000	Flood & Pollution Control	\$ 2,433,371	2015 13	\$ 2,046,875	\$ (123,390)	(5.7)	
			2014 13	\$ 2,170,265			
4200	Waterways Control and Stormwater Reservoirs	\$ 1,982,095	2015 10	\$ 1,508,500	\$ (83,400)	(5.2)	
			2014 10	\$ 1,591,900			
4210	Maintenance of Waterways	\$ 148,804	2015 -	\$ 199,400	\$ 15,300	8.3	
			2014 -	\$ 184,100			
4400	Aeration Facilities	\$ 73,345	2015 1	\$ 73,300	\$ 1,400	1.9	
			2014 1	\$ 71,900			
4900	Flood & Pollution Control - Indirect Costs	\$ 229,127	2015 2	\$ 265,675	\$ (56,690)	(17.6)	b)
			2014 2	\$ 322,365			

a) Decrease is due to reduced requests for manhole repairs (\$515,000), sewer televising (\$171,000), odor control (\$27,000), and interceptor collection system cleaning (\$100,000).

b) Decrease is due to the transfer of Lockport Powerhouse fire suppression system maintenance (\$29,000), structural maintenance (\$24,000), and weed and pest control (\$13,000) to the Buildings & Grounds Unit in the Stickney Service Area.

66000 M&O - GENERAL DIVISION

OBJECTIVES AND PROGRAM SUMMARY

PROGRAMS BY PRIORITY:		2013	Budgeted			Change		
Number	Name	Actuals	FTEs	Dollars	Dollars	Percent		
5000	Solids Utilization	\$ 10,170,239	2015 26	\$ 16,328,275	\$ 1,402,410	9.4		
			2014 26	\$ 14,925,865				
5100	Solids Drying	\$ 4,710,959	2015 6	\$ 7,456,900	\$ 1,103,600	17.4	c)	
			2014 6	\$ 6,353,300				
5200	Solids Distribution	\$ 3,610,189	2015 6	\$ 6,872,500	\$ 511,700	8.0	d)	
			2014 6	\$ 6,360,800				
5900	Solids Utilization - Indirect Costs	\$ 1,849,091	2015 14	\$ 1,998,875	\$ (212,890)	(9.6)	e)	
			2014 14	\$ 2,211,765				
7000	General Support	\$ 941,276	2015 3	\$ 1,084,700	\$ (58,500)	(5.1)		
			2014 3	\$ 1,143,200				
7368	Real Estate Environmental Assessment	\$ 829,886	2015 3	\$ 1,050,900	\$ (56,100)	(5.1)		
			2014 3	\$ 1,107,000				
7900	General Support Services	\$ 111,390	2015 -	\$ 33,800	\$ (2,400)	(6.6)		
			2014 -	\$ 36,200				
Totals		\$ 19,266,694	2015 91	\$ 25,346,400	\$ 231,800	0.9%	*	
			2014 91	\$ 25,114,600				

- c) Increase is due to higher requests for local trucking for the transport of biosolids within Cook County (\$1,100,000).
- d) Increase is due to higher requests for biosolids management services at the Lawndale Avenue and Harlem Avenue locations (\$658,200) and biosolids utilization (\$175,000), offset by a reduction in the beneficial reuse of biosolids (\$345,000).
- e) Decrease is due to the transfer of pavement repairs (\$85,000), landscaping (\$81,000), and street sweeping (\$47,000) to the Buildings & Grounds Unit in the Stickney Service Area.

* The 2015 position total for the General Division is 110, with 19 positions budgeted in the Stormwater Management Fund.

66000 M&O - GENERAL DIVISION

PERFORMANCE DATA

Program Number	Measurable Activity Title		2013 Actual	2014 Budgeted	2015 Estimated	
1000-2900	Collection & Treatment					
	Technical and Administrative Support for Collection and Treatment Activities	Cost	\$ 5,036,710	\$ 6,204,505	\$ 5,228,575	a)
3000	Solids Processing					
	Technical and Administrative Support for Solids Removal and Processing	Cost	\$ 685,098	\$ 670,765	\$ 657,975	
4000	Flood & Pollution Control					
4200	Operation and Maintenance of the Waterways to Minimize Area Flooding and Pollution	Cost	\$ 979,153	\$ 825,700	\$ 782,300	
	Minimize Diversion of Lake Michigan Water in Accordance with the U.S. Supreme Court Decree	Mil. Gal./Year Diversion	63,545	68,000	68,000	
		Cost	\$ 447,393	\$ 341,400	\$ 347,800	
		Cost/Mil. Gal./Year	\$ 7.04	\$ 5.02	\$ 5.11	
	Generate Electricity at Lockport Powerhouse to Obtain Approximately \$1.2 million in Revenue	KWH	33,070,255	35,000,000	46,000,000	
		Cost	\$ 555,549	\$ 424,800	\$ 378,400	
		Cost/KWH	\$ 0.0168	\$ 0.0121	\$ 0.0082	
		* Revenue Generated	\$1,012,462	\$1,050,000	\$1,200,000	
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	\$ 148,804	\$ 184,100	\$ 199,400	
4400	Aeration Facilities	Cost	\$ 73,345	\$ 71,900	\$ 73,300	
4900	Flood & Pollution Control - Indirect Costs	Cost	\$ 229,127	\$ 322,365	\$ 265,675	b)
5000	Solids Drying/Utilization					
	Management and Coordination of the Solids Utilization Program	Dry Tons	138,677	92,050	89,100	
		Cost	\$ 10,170,239	\$ 14,925,865	\$ 16,328,275	c)
		Cost/Dry Ton	\$ 73.34	\$ 162.15	\$ 183.26	
7000	General Support					
7368	Real Estate Environmental Assessment	Cost	\$ 829,886	\$ 1,107,000	\$ 1,050,900	
7900	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	\$ 111,390	\$ 36,200	\$ 33,800	
Division Total			\$ 19,266,694	\$ 25,114,600	\$ 25,346,400	

- a) Decrease is due to reduced requests for manhole repairs (\$515,000), sewer televising (\$171,000), odor control (\$27,000), interceptor collection system cleaning (\$100,000), manhole covers and frames (\$49,500), and repair parts for TARP control structures (\$20,000).
- b) Decrease is due to the transfer of Lockport Powerhouse fire suppression system maintenance (\$29,000), structural maintenance (\$24,000), and weed and pest control (\$13,000) to the Buildings & Grounds Unit in the Stickney Service Area.
- c) Increase is due to higher requests for local trucking for the transport of biosolids within Cook County (\$1,100,000), and biosolids management services at the Lawndale Avenue and Harlem Avenue locations (\$658,200), offset by a reduction in the beneficial reuse of biosolids (\$345,000).

* Revenue generated not included in total costs.

101 66000	Fund: Corporate Department: Maintenance & Operations Division: General	LINE ITEM ANALYSIS						
		2013	2014				2015	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 8,889,732	\$ 8,715,400	\$ 8,715,400	\$ 5,976,725	\$ 8,532,400	\$ 8,864,600	\$ -
601060	Compensation Plan Adjustments	480,026	470,900	470,900	311,411	420,000	402,700	-
601080	Salaries of Nonbudgeted Employees	31,330	100,000	50,000	-	-	24,800	-
601100	Tuition and Training Payments	16,018	20,000	20,000	13,520	19,000	25,000	-
601170	Payments for Professional Services	457,214	668,400	668,400	515,934	571,100	600,700	-
100	TOTAL PERSONAL SERVICES	9,874,319	9,974,700	9,924,700	6,817,590	9,542,500	9,917,800	-
612010	Travel	1,559	11,000	11,000	1,814	9,000	7,900	-
612030	Meals and Lodging	4,458	19,500	19,500	3,851	18,000	12,200	-
612050	Compensation for Personally-Owned Automobiles	12,610	11,000	11,000	7,712	11,000	7,000	-
612080	Motor Vehicle Operating Services	195	500	500	314	500	400	-
612150	Electrical Energy	50,633	52,700	52,700	43,082	52,700	53,000	-
612160	Natural Gas	2,385	4,200	4,200	2,287	4,000	2,500	-
612170	Water and Water Services	22,709	26,200	26,200	19,683	26,200	30,000	-
612210	Communication Services	201,152	210,000	210,000	209,143	155,000	170,000	-
612240	Testing and Inspection Services	6,192	7,800	7,800	5,175	7,100	6,500	-
612330	Rental Charges	8,380	9,900	9,900	9,900	5,000	7,300	-
612410	Governmental Service Charges	13,660	21,000	21,000	20,900	21,000	22,000	-
612420	Maintenance of Grounds and Pavements	139,953	331,000	331,000	282,769	295,300	27,400	-
612490	Contractual Services, N.O.C.	143,537	102,900	102,900	79,451	80,000	154,600	-
612520	Waste Material Disposal Charges	7,182,428	11,390,300	11,338,600	11,293,732	8,717,600	13,000,000	-
612600	Repairs to Collection Facilities	661,348	1,463,800	1,463,800	1,381,414	1,303,800	547,100	-
612620	Repairs to Waterway Facilities	53,450	115,600	115,600	67,790	95,000	85,000	-
612650	Repairs to Process Facilities	5,110	36,000	36,000	32,000	36,000	31,500	-
612680	Repairs to Buildings	22,203	44,000	44,000	36,320	27,400	21,000	-
612760	Repairs to Material Handling and Farming Equipment	200,138	214,000	214,000	214,000	214,000	214,000	-
612780	Safety Repairs and Services	5,803	67,000	67,000	47,000	45,000	50,000	-
612790	Repairs to Marine Equipment	51,431	60,000	60,000	56,450	56,500	80,000	-
612820	Computer Software Maintenance	66,720	5,000	5,000	-	4,500	5,000	-
612860	Repairs to Vehicle Equipment	23,328	35,000	35,000	35,000	34,000	35,000	-
612990	Repairs, N.O.C.	-	3,500	3,500	2,721	3,000	800	-

101 66000	Fund: Corporate Department: Maintenance & Operations Division: General	LINE ITEM ANALYSIS						
		2013	2014				2015	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
200	TOTAL CONTRACTUAL SERVICES	8,879,382	14,241,900	14,190,200	13,852,506	11,221,600	14,570,200	-
623030	Metals	-	3,500	4,700	4,606	3,500	-	-
623070	Electrical Parts and Supplies	32,168	41,000	41,000	15,035	20,900	25,000	-
623090	Plumbing Accessories and Supplies	6,705	25,800	25,800	25,391	8,000	10,000	-
623110	Hardware	809	8,600	8,600	6,381	1,000	2,000	-
623130	Buildings, Grounds, Paving Materials, and Supplies	36,765	45,000	45,000	43,518	15,000	80,000	-
623250	Vehicle Parts and Supplies	33,020	125,000	125,000	111,041	88,000	85,000	-
623270	Mechanical Repair Parts	95,818	142,900	142,900	104,913	53,000	100,000	-
623300	Manhole Materials	11,245	60,400	60,400	21,155	11,000	11,000	-
623520	Office, Printing, & Photo Supplies, Equipment, & Furniture	8,361	8,500	8,500	7,831	7,500	7,500	-
623560	Processing Chemicals	44,808	151,000	151,000	132,978	141,000	250,000	-
623570	Laboratory Testing Supplies, Small Equipment, and Chemicals	-	2,500	2,500	-	2,500	2,500	-
623660	Cleaning Supplies	235	600	600	470	500	400	-
623680	Tools and Supplies	24,260	19,200	19,200	16,901	9,200	25,000	-
623700	Wearing Apparel	1,725	3,200	3,200	1,098	2,000	2,000	-
623780	Safety and Medical Supplies	7,723	12,800	12,800	12,015	12,000	8,000	-
623800	Computer Software	-	2,000	2,000	946	1,000	-	-
623820	Fuel	188,532	221,000	221,000	221,000	195,000	220,000	-
623990	Materials and Supplies, N.O.C.	22,120	25,000	25,000	18,811	22,700	30,000	-
300	TOTAL MATERIALS AND SUPPLIES	514,293	898,000	899,200	744,089	593,800	858,400	-
634820	Computer Software	-	-	43,000	42,960	43,000	-	-
400	TOTAL MACHINERY AND EQUIPMENT	-	-	43,000	42,960	43,000	-	-
TOTAL GENERAL DIVISION		\$ 19,267,994	\$ 25,114,600	\$ 25,057,100	\$ 21,457,145	\$ 21,400,900	\$ 25,346,400	\$ -

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.

		POSITION ANALYSIS				
Fund: Corporate Dept: Maintenance & Operations Division: General		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
601	Executive Office					
EX14	Director of Maintenance & Operations	1	1		1	
EX06	Secretary to Officer	1	1		1	
TOTAL	Executive Office	2	2	338,056.16	2	338,056.16
611	General Division Executive Office					
HP22	Assistant Director of Maintenance & Operations	1	1		1	
HP12	Secretary #2 (Administrative Specialist) (New Grade HP11)	1	1		1	
TOTAL	General Division Executive Office	2	2	295,195.42	2	295,195.42
620	Administrative Section					
621	Administrative Unit					
HP18	Supervising Budget & Management Analyst	1	1		1	
HP17	Management Analyst III #2 (Senior Budget & Management Analyst) (New Grade HP16)	1	-		-	
HP16	Senior Budget & Management Analyst	-	1		1	
HP15	Management Analyst II #2 (Budget & Management Analyst) (New Grade HP14)	1	1		1	
HP14	Management Analyst I #2 (Budget & Management Analyst)	1	-		-	
HP14	Budget & Management Analyst	-	1		1	
TOTAL	Administrative Unit	4	4	437,690.50	4	404,250.60
TOTAL	Administrative Section	4	4	437,690.50	4	404,250.60
630	Waterways Control Section					
631	Administrative Unit					
HP20	Supervising Civil Engineer	1	-		-	
HP20	Managing Civil Engineer	-	1		1	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	1		1	
TOTAL	Administrative Unit	2	2	229,926.06	2	237,579.94
632	Channels Operations Unit					
HP18	Principal Civil Engineer	1	-		-	
TOTAL	Channels Operations Unit	1	-	-	-	-

POSITION ANALYSIS						
Fund: Corporate Dept: Maintenance & Operations Division: General		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
633	Channel Control Unit					
NR6271	Systems Dispatcher	4	4		4	
TOTAL	Channel Control Unit	4	4	420,576.00	4	420,576.00
634	Channel Maintenance Unit (* Number of positions budgeted and funded by the Stormwater Management Fund appears below position count)					
HP17	Senior Civil Engineer	-	-		-	
		(*1)	(*1)		(*1)	
HP15	Associate Civil Engineer	-	-		-	
		(*2)	(*1)		(*1)	
TOTAL	Channel Maintenance Unit	-	-	-	-	-
TOTAL	Stormwater Management Fund Positions	(*3)	(*2)		(*2)	
635	Lockport Powerhouse Unit					
HP15	Associate Electrical Engineer	1	-		-	
HP14	Assistant Civil Engineer	1	1		1	
HP14	Engineering Technician V	1	1		1	
NR7394	Powerhouse Mechanic Leadman	1	1		1	
NR7393	Powerhouse Mechanic	1	1		1	
TOTAL	Lockport Powerhouse Unit	5	4	400,549.76	4	400,549.76
636	Boat Operations Unit (* Number of positions budgeted and funded by the Stormwater Management Fund appears below position count)					
HP14	Engineering Technician V	-	-		-	
		(*1)	(*1)		(*1)	
HP14	Engineering Technician V #4	-	-		-	
		(*1)	(*1)		(*1)	
HP12	Engineering Technician IV	-	-		-	
		(*1)	(*1)		(*1)	
HP12	Engineering Technician IV #4	-	-		-	
		(*1)	(*1)		(*1)	
NR8650	Maintenance Laborer Class A Shift	-	-		-	
		(*2)	(*2)		(*2)	
TOTAL	Boat Operations Unit	-	-	-	-	-
TOTAL	Stormwater Management Fund Positions	(*6)	(*6)		(*6)	
637	North Service Area Channel Maintenance Unit (* Number of positions budgeted and funded by the Stormwater Management Fund appears below position count)					
HP14	Engineering Technician V	-	-		-	
		(*1)				
NR8650	Maintenance Laborer Class A Shift	-	-		-	
		(*4)				
TOTAL	North Service Area Channel Maintenance Unit	-	-	-	-	-
TOTAL	Stormwater Management Fund Positions	(*5)				

POSITION ANALYSIS					
Fund: Corporate Dept: Maintenance & Operations Division: General		2013	2014		2015
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs
638	Calumet Service Area Channel Maintenance Unit (* Number of positions budgeted and funded by the Stormwater Management Fund appears below position count)				
NR8331	Laborer Foreman	-	-		-
		(*1)			
NR8650	Maintenance Laborer Class A Shift	-	-		-
		(*1)			
TOTAL	Calumet Service Area Channel Maintenance Unit	-	-	-	-
TOTAL	Stormwater Management Fund Positions	(*2)			
639	Channel Maintenance Unit (* Number of positions budgeted and funded by the Stormwater Management Fund appears below position count)				
HP14	Engineering Technician V	-	-		-
			(*1)		(*1)
HP14	Engineering Technician V #4	-	-		-
		(*1)	(*1)		(*1)
NR8331	Laborer Foreman	-	-		-
		(*1)	(*2)		
NR8331	Laborer Foreman #1	-	-		-
					(*1)
NR8650	Maintenance Laborer Class A Shift	-	-		-
		(*2)	(*4)		(*2)
TOTAL	Channel Maintenance Unit	-	-	-	-
TOTAL	Stormwater Management Fund Positions	(*4)	(*8)		(*5)
670	Collection System Section				
671	Collection System Administration Unit				
HP18	Assistant Engineer of Treatment Plant Operations I	1	-		-
TOTAL	Collection System Administration Unit	1	-	-	-
677	Collection System Unit North Service Area				
HP17	Senior Civil Engineer	1	-		-
HP14	Assistant Civil Engineer	1	-		-
HP12	Engineering Technician IV	1	-		-
NR8650	Maintenance Laborer Class A Shift	3	-		-
PR6473	Truck Driver	1	-		-
TOTAL	Collection System Unit North Service Area	7	-	-	-
678	Collection System Unit South Service Area				
HP15	Associate Civil Engineer	1	-		-
HP14	Assistant Civil Engineer	1	-		-

POSITION ANALYSIS						
Fund: Corporate Dept: Maintenance & Operations Division: General		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP14	Engineering Technician V	1	-		-	
NR8331	Laborer Foreman	3	-		-	
NR8650	Maintenance Laborer Class A Shift	7	-		-	
PR6473	Truck Driver	3	-		-	
TOTAL	Collection System Unit South Service Area	16	-	-	-	-
679	Collection System Unit (formerly Collection System Unit Central Service Area) (* Number of positions budgeted and funded by the Stormwater Management Fund appears below position count)					
HP17	Senior Civil Engineer	1	2		2	
HP15	Associate Civil Engineer	1	2		2	
HP14	Assistant Civil Engineer	-	1		1	
HP14	Engineering Technician V	1	4		4	
HP14	Engineering Technician V #4	1	-		-	
HP12	Engineering Technician IV	1	1		1	
HP11	Engineering Technician III	1	1		1	
NR8331	Laborer Foreman	2	5		5	
		(*1)	(*1)		(*1)	
NR8650	Maintenance Laborer Class A Shift	4	13		13	
		(*4)	(*4)		(*4)	
PR6473	Truck Driver	3	6		6	
		(*1)	(*1)		(*1)	
TOTAL	Collection System Unit (formerly Collection System Unit Central Service Area)	15	35	2,841,691.84	35	2,864,831.84
TOTAL	Stormwater Management Fund Positions	(*6)	(*6)		(*6)	
TOTAL	Collection System Section	39	35	2,841,691.84	35	2,864,831.84
TOTAL	Stormwater Management Fund Positions	(*6)	(*6)		(*6)	
TOTAL	Waterways Control Section	51	45	3,892,743.66	45	3,923,537.54
TOTAL	Stormwater Management Fund Positions	(*26)	(*22)		(*19)	
640	Technical Administration Section					
641	Technical Administration Unit					
HP20	Supervising Civil Engineer	1	-		-	
HP20	Managing Civil Engineer	-	1		1	
TOTAL	Technical Administration Unit	1	1	179,860.46	1	179,860.46

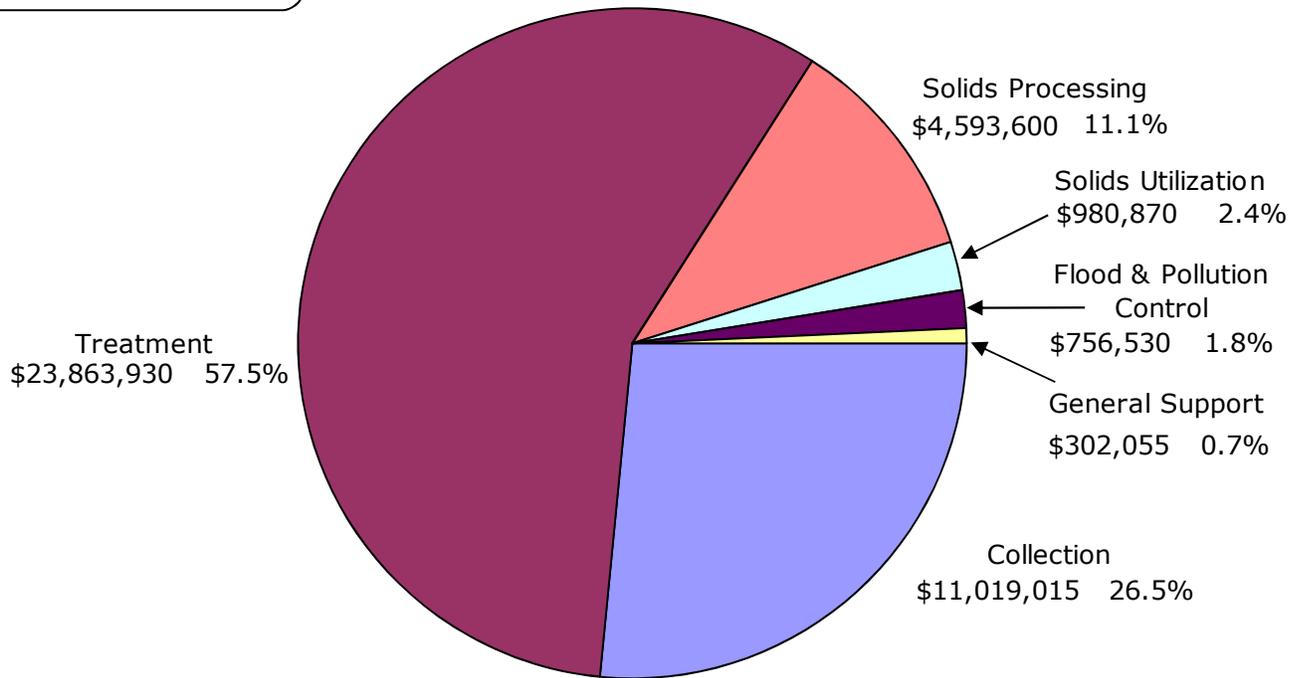
POSITION ANALYSIS						
Fund: Corporate Dept: Maintenance & Operations Division: General		2013	2014		2015	
PAY PLAN & GRADE	CLASS TITLE	ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
					BUDGETED FTEs	APPROPRIATION IN DOLLARS
642	Contract Preparation Unit					
HP18	Contract Administrator	1	-		-	
HP18	Principal Civil Engineer	-	1		1	
HP17	Senior Mechanical Engineer	1	1		1	
HP15	Associate Civil Engineer	1	1		1	
HP15	Associate Mechanical Engineer	1	1		1	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	1		1	
TOTAL	Contract Preparation Unit	5	5	546,852.02	5	551,495.88
643	Technical Services Unit					
HP18	Principal Civil Engineer	1	1		1	
HP17	Senior Civil Engineer	1	1		1	
HP15	Associate Civil Engineer	1	1		1	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	1		1	
TOTAL	Technical Services Unit	4	4	421,785.52	4	421,785.52
644	Construction Design Unit					
HP18	Assistant Engineer of Treatment Plant Operations I	2	-		-	
HP18	Principal Civil Engineer	1	1		1	
HP18	Principal Electrical Engineer	1	1		1	
HP18	Principal Mechanical Engineer	1	-		-	
TOTAL	Construction Design Unit	5	2	279,837.74	2	279,837.74
TOTAL	Technical Administration Section	15	12	1,428,335.74	12	1,432,979.60
650	Solids Management Section					
651	Solids Administration Unit					
HP20	Supervising Civil Engineer	1	-		-	
HP20	Managing Civil Engineer	-	1		1	
HP11	Administrative Specialist	1	1		1	
TOTAL	Solids Administration Unit	2	2	232,905.66	2	232,905.66

POSITION ANALYSIS						
Fund: Corporate Dept: Maintenance & Operations Division: General		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
652	Solids Field Operations Unit					
HP17	Senior Civil Engineer	1	1		1	
HP15	Associate Civil Engineer	3	3		3	
HP14	Assistant Civil Engineer	1	1		1	
HP14	Engineering Technician V	3	3		3	
HP14	Engineering Technician V #4	2	2		2	
HP12	Engineering Technician IV	4	5		5	
HP11	Engineering Technician III	1	1		1	
TOTAL	Solids Field Operations Unit	15	16	1,449,916.52	16	1,463,480.98
653	Solids Operations Administration Unit					
HP17	Senior Civil Engineer	1	1		1	
HP15	Associate Civil Engineer	2	2		2	
HP12	Engineering Technician IV #4	1	1		1	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	1		1	
NR8652	Maintenance Laborer Class B	1	1		1	
TOTAL	Solids Operations Administration Unit	6	6	534,790.36	6	534,790.36
TOTAL	Solids Management Section	23	24	2,217,612.54	24	2,231,177.00
660	Site Remediation Section					
661	Site Remediation Unit					
HP20	Engineer of Site Remediation	1	1		1	
HP17	Site Remediation Specialist	1	1		1	
TOTAL	Site Remediation Unit	2	2	283,459.80	2	283,459.80
TOTAL	Site Remediation Section	2	2	283,459.80	2	283,459.80
TOTAL	Maintenance & Operations General Division	99	91	8,893,093.82	91	8,908,656.12
TOTAL	Stormwater Management Fund Positions	(*26)	(*22)		(*19)	
Note: Nineteen positions budgeted in Sections 634, 636, 639, and 679 are funded by the Stormwater Management Fund, while the operations remain in the Maintenance & Operations Department.						
NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix.						

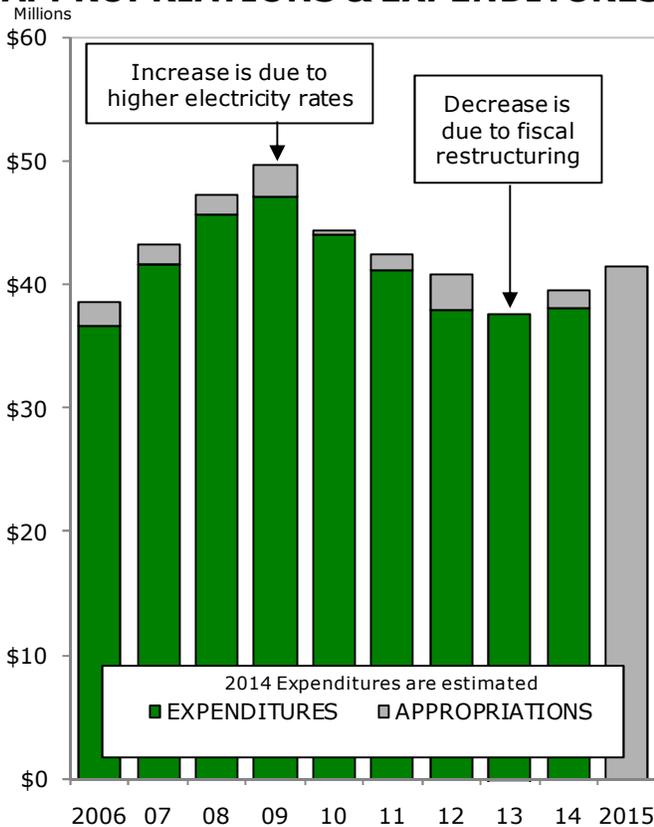
MAINTENANCE & OPERATIONS – NORTH SERVICE AREA

2015	\$41,516,000
2014	\$39,573,200
Increase	\$1,942,800

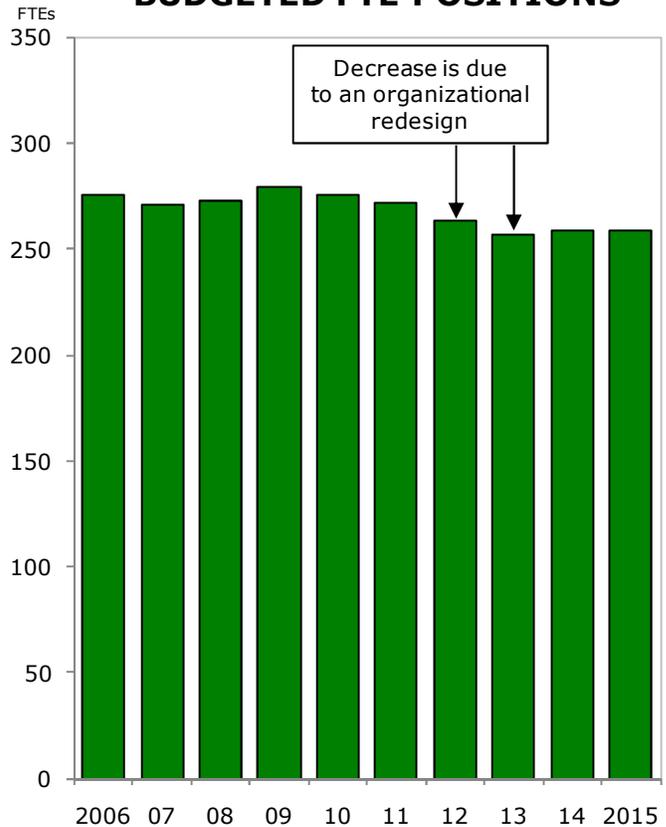
FUNCTIONS



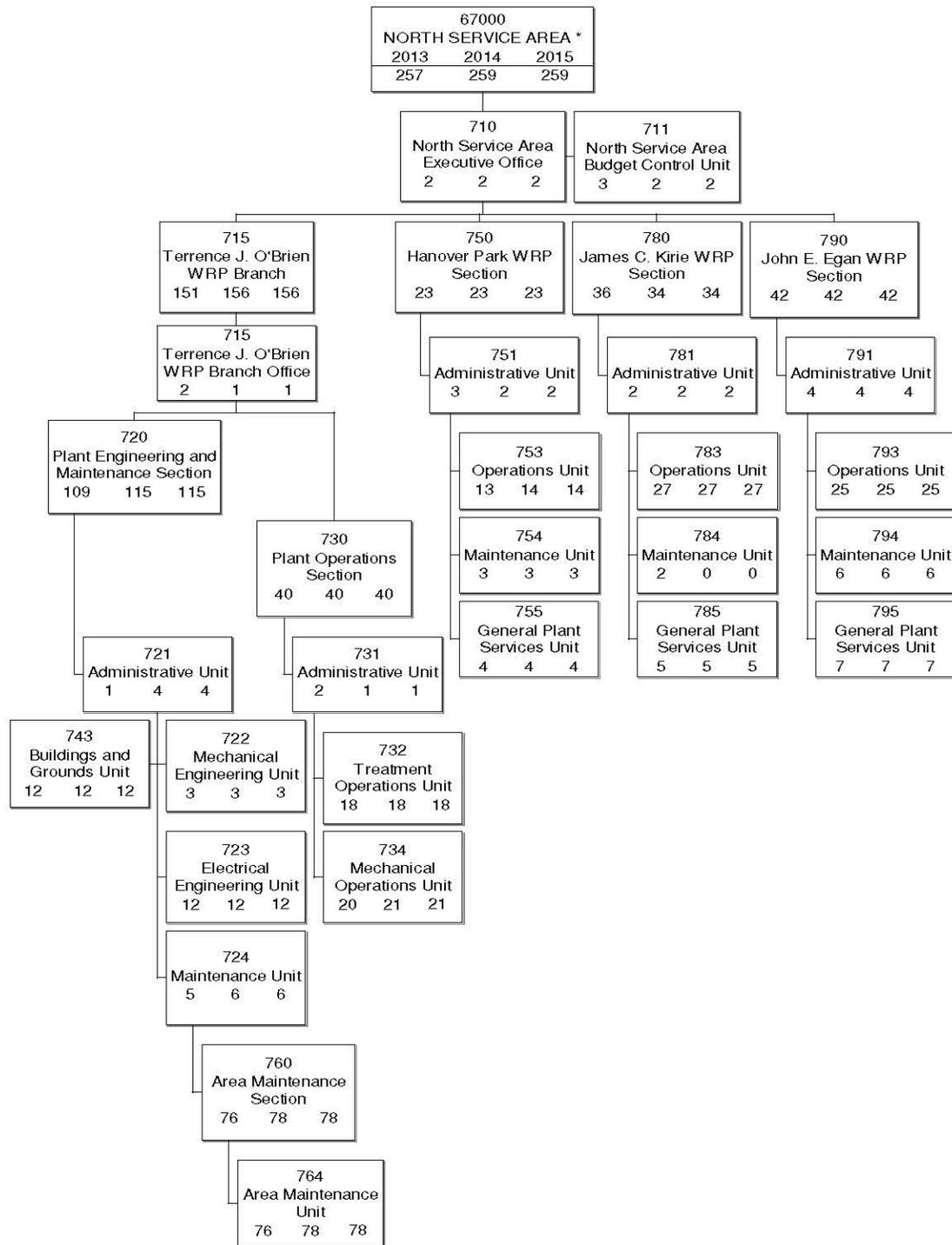
APPROPRIATIONS & EXPENDITURES



BUDGETED FTE POSITIONS



MAINTENANCE & OPERATIONS – NORTH SERVICE AREA



* In 2015, there are no positions funded by the Stormwater Management Fund.

MAINTENANCE & OPERATIONS – NORTH SERVICE AREA

The North Service Area (NSA) supports the District’s mission to protect the quality of the water supply and the health and safety of the public, to improve the quality of water in canals, rivers, and streams, to protect businesses and homes from flood damage, and to manage water as a vital resource. The Executive Office and the Budget Control Unit provide the overall direction and the budgetary and administrative services for the NSA.

Service Area Summary

The NSA’s primary responsibilities include:

Area Offices provide leadership in developing long-term capital improvement, operation, and maintenance plans in compliance with National Pollutant Discharge Elimination System (NPDES) and other permit requirements, ensuring continuous improvements. Area offices also operate facilities in a cost-effective manner that ensures the integrity of all facilities, the safety and security of all employees, workers, and the public, and present a positive and professional image of the District.

Engineering and Maintenance Sections maintain all equipment at the plants and their outlying facilities in compliance with NPDES and other permit requirements. These sections implement asset management based on Government Accounting Standards Board Statement 34 condition evaluations. They also coordinate and direct repairs, maintenance, and alterations for treatment plants, pump stations, and outlying facilities in the NSA.

Operations Sections operate all equipment and processes at the plants and their outlying facilities in compliance with NPDES and other permit requirements. They sections ensure the operational integrity of all facilities at all times, as well as the safety of employees, contract workers, and the public.

Plant Services Sections maintain buildings and grounds at the plants and their outlying facilities in compliance with NPDES and other permit requirements and ensure their availability, cleanliness, and safety.

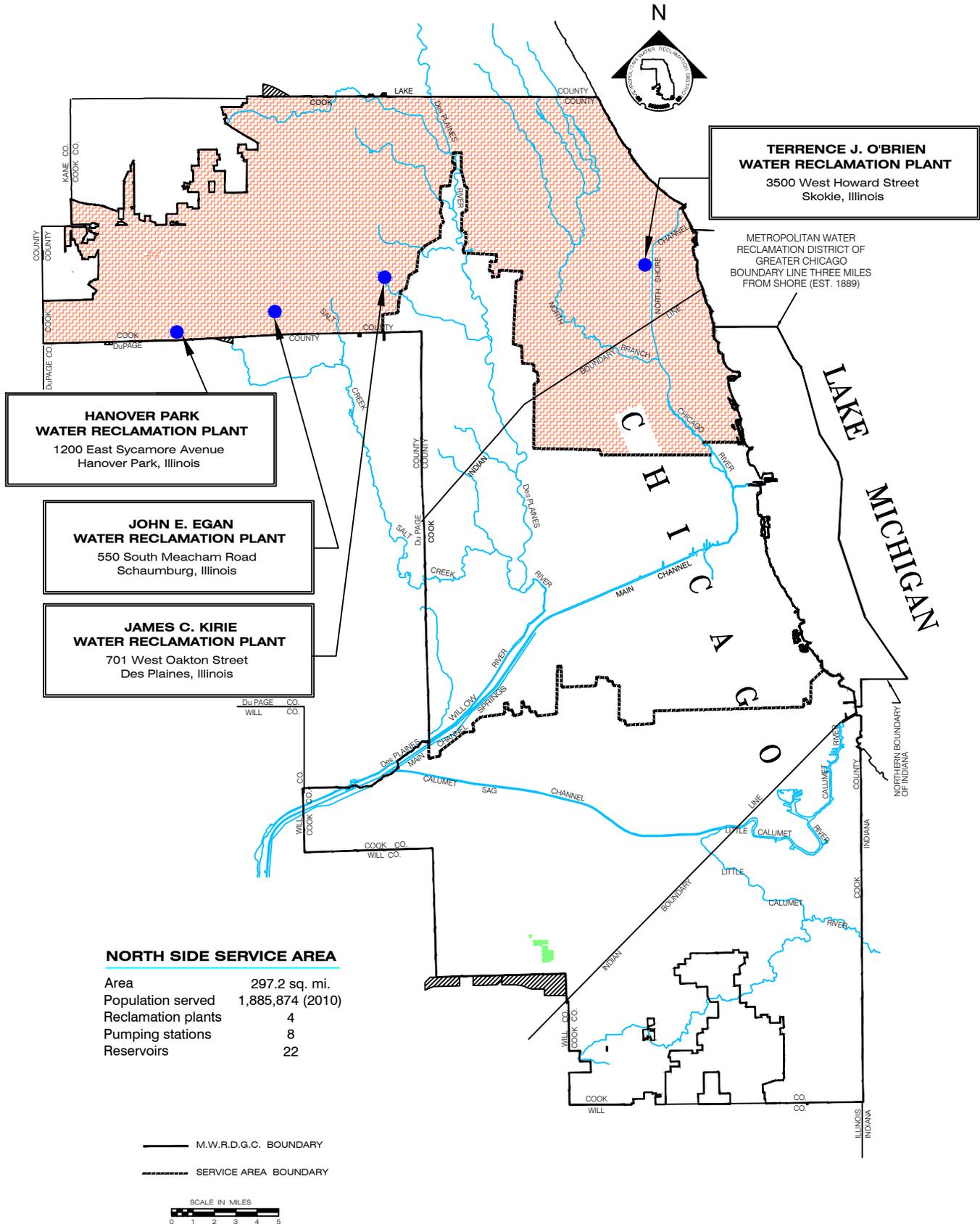
Summary of 2014 Accomplishments

- 100.00 percent compliance with NPDES and other permit requirements. In 2013, NPDES percent permit compliance by plant was as follows: O’Brien Water Reclamation Plant (WRP), 100.00 percent; Egan WRP, 99.96 percent; Kirie WRP, 100.00 percent; and Hanover Park WRP, 100.00 percent;
- Continued infrastructure improvement, rehabilitation, and replacement by a combination of Engineering and Maintenance & Operations Department contracts and use of the Construction Fund for capital projects;
- Continued implementation of the Engineering Program;
- Increased emphasis on the maintenance of operations by planning and controlling costs and future expenditures and continuing sound and responsible management of our resources;
- Adjusted the maintenance plans and schedules to increase the use of in-house trades to perform maintenance work previously performed by contract personnel and reduce the level of outsourcing;
- Presented a responsive image of the District to the public.

Budget Highlights

The 2015 appropriation for the NSA is \$41,516,000, an increase of \$1,942,800, or 4.9 percent, from 2014. The staffing level of 259 budgeted positions remains unchanged from 2014.

The NSA will continue to work with other departments to develop a strategy for compliance with the phosphorus concentration limits for the O’Brien WRP effluent. Some of the initiatives being developed are final tank enhancements, phosphorus source control through the Industrial Pretreatment Program, the use of algae to recover phosphorus, side stream phosphorus recovery systems, and biological phosphorus removal processes. Emphasis has been placed on the maintenance of operations by planning and controlling current costs and future expenditures, which can be achieved with increased operating efficiency, conservation, and better administration of the maintenance outsourcing process.



NORTH SIDE SERVICE AREA

Area	297.2 sq. mi.
Population served	1,885,874 (2010)
Reclamation plants	4
Pumping stations	8
Reservoirs	22

- M.W.R.D.G.C. BOUNDARY
- - - SERVICE AREA BOUNDARY



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 120.3 billion gallons of sewage through its treatment facilities and a contract agreement with the Fox River Water Reclamation District.	\$ 34,882,945	84.0%
Design: Flows ^ CBOD * SS *		
Terrence J. O'Brien Water Reclamation Plant	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	N.A. N.A.
^ In millions of gallons per day (MGD).		
* National Pollutant Discharge Elimination System (NPDES) monthly effluent quality standards: CBOD - Carbonaceous Biochemical Oxygen Demand SS - Suspended Solids		
2. SOLIDS PROCESSING: The North Service Area will remove 60,200 dry tons and process 15,200 dry tons of concentrated sewage through various systems including heated digestion, centrifuging, concentration, and centrifuge cake in lagoons at CALSMA** and LASMA**.	\$ 4,593,600	11.1%
3. SOLIDS UTILIZATION: The North Service Area will provide support to utilize 1,000 dry tons of further dewatered sewage for application at the Fischer Farm in Hanover Park.	\$ 980,870	2.4%
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.	\$ 756,530	1.8%
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 and Treatment, Solids Processing, Flood and Pollution Control, and Solids Utilization.	\$ 302,055	0.7%
Total	\$ 41,516,000	100.0%
**CALSMA - Calumet Solids Management Area and LASMA - Lawndale Avenue Solids Management Area		

MEASURABLE GOALS:	Unit of Measure	2013 Actual	2014 Estimated	2015 Proposed
1. The North Service Area will collect and treat approximately 120.3 billion gallons of sewage in 2015.	Billion Gallons	110.4	120.3	120.3
2. The North Service Area will remove 60,200 dry tons of process solids and 15,200 dry tons of concentrated sewage.	Dry Ton Process Solids	14,234	15,200	15,200
3. The North Service Area will obtain 100 percent permit compliance in 2015 for NPDES effluent limits.	Percent	99.99%	100%	100%
4. The North Service Area will provide support to utilize 1,000 dry tons of biosolids in 2015.	Dry Tons	2,806	1,000	1,000

67000 M&O - NORTH SERVICE AREA

OBJECTIVES AND PROGRAM SUMMARY

PROGRAMS BY PRIORITY:		2013	Budgeted			Change		
Number	Name	Actuals	FTEs	Dollars	Dollars	Percent		
1000	Collection	\$ 9,959,793	2015 69	\$ 11,019,015	\$ 201,265	1.9		
			2014 69	\$ 10,817,750				
1100	Surface Interceptor Systems	\$ 284,690	2015 3	\$ 307,100	\$ (142,100)	(31.6)	a)	
			2014 3	\$ 449,200				
1200	Tunnel and Reservoir System	\$ 1,423,663	2015 9	\$ 1,198,000	\$ 15,000	1.3		
			2014 9	\$ 1,183,000				
1300	Pumping Station Facilities	\$ 4,052,254	2015 27	\$ 4,903,000	\$ 155,700	3.3	b)	
			2014 27	\$ 4,747,300				
1900	Collection - Indirect Costs	\$ 4,199,186	2015 30	\$ 4,610,915	\$ 172,665	3.9	c)	
			2014 30	\$ 4,438,250				
2000	Treatment	\$ 21,187,823	2015 159	\$ 23,863,930	\$ 1,508,680	6.7		
			2014 159	\$ 22,355,250				
2000	Pre-Treatment	\$ 657,049	2015 6	\$ 839,200	\$ 74,800	9.8		
			2014 6	\$ 764,400				
2100	Primary Treatment	\$ 583,730	2015 7	\$ 696,100	\$ 5,800	0.8		
			2014 7	\$ 690,300				
2200	Secondary Treatment	\$ 7,107,121	2015 45	\$ 8,405,500	\$ 1,707,000	25.5	d)	
			2014 45	\$ 6,698,500				
2300	Tertiary Treatment	\$ 1,279,889	2015 12	\$ 1,279,200	\$ (6,700)	(0.5)		
			2014 12	\$ 1,285,900				
2900	Treatment - Indirect Costs	\$ 11,560,034	2015 89	\$ 12,643,930	\$ (272,220)	(2.1)	e)	
			2014 89	\$ 12,916,150				

- a) Decrease is due to the completion of the sewer cleaning contract (\$165,000), offset by an increase for mechanical repair parts (\$19,000).
- b) Increase is due to higher electrical energy costs at the O'Brien WRP (\$98,300) and the North Branch Pumping Station (\$38,100) and increased scavenger services at the O'Brien WRP (\$8,000) and the Egan WRP (\$3,700).
- c) Increase is due to higher electrical energy costs at the O'Brien WRP (\$6,600), replacing handrails at a Kirie WRP influent pumping station (\$50,000), a new telemetry line at the North Branch Pumping Station (\$19,700), and payments to the Fox River Water Reclamation District (\$105,600).
- d) Increase is due to higher electrical energy costs at the O'Brien WRP (\$1,540,400) and soda ash for the Egan WRP Anita Mox system (\$197,900), offset by a decreased demand for electricity at the Egan WRP (\$48,400).
- e) Decrease is due to the transfer of landscaping to the Stickney WRP Building & Grounds Service Center (\$372,500), offset by an increase to the manhours contract at the O'Brien WRP (\$100,000).

67000 M&O - NORTH SERVICE AREA

OBJECTIVES AND PROGRAM SUMMARY

PROGRAMS BY PRIORITY:		2013	Budgeted			Change		
Number	Name	Actuals	FTEs	Dollars	Dollars	Percent		
3000	Solids Processing	\$ 4,329,832	2015 25	\$ 4,593,600	\$ 126,900	2.8		
			2014 25	\$ 4,466,700				
3100	Thickening	\$ 1,033,361	2015 6	\$ 905,200	\$ 146,700	19.3	f)	
			2014 6	\$ 758,500				
3200	Stabilization	\$ 770,778	2015 6	\$ 879,000	\$ 5,000	0.6		
			2014 6	\$ 874,000				
3300	Dewatering	\$ 1,006,927	2015 6	\$ 1,211,800	\$ (118,600)	(8.9)	g)	
			2014 6	\$ 1,330,400				
3900	Solids Processing - Indirect Costs	\$ 1,518,766	2015 7	\$ 1,597,600	\$ 93,800	6.2		
			2014 7	\$ 1,503,800				
4000	Flood & Pollution Control	\$ 659,723	2015 4	\$ 756,530	\$ 13,210	1.8		
			2014 4	\$ 743,320				
4200	Waterways Control and Stormwater Reservoirs	\$ 442,960	2015 4	\$ 471,800	\$ 31,200	7.1		
			2014 4	\$ 440,600				
4300	Stormwater Management	\$ 500	2015 -	\$ -	\$ -	-		
			2014 -	\$ -				
4400	Aeration Facilities	\$ 158,954	2015 -	\$ 181,500	\$ (6,400)	(3.4)		
			2014 -	\$ 187,900				
4900	Flood & Pollution Control - Indirect Costs	\$ 57,309	2015 -	\$ 103,230	\$ (11,590)	(10.1)		
			2014 -	\$ 114,820				
5000	Solids Utilization	\$ 1,253,424	2015 1	\$ 980,870	\$ 131,400	15.5		
			2014 1	\$ 849,470				
5200	Solids Distribution	\$ 457,952	2015 -	\$ 221,100	\$ 27,100	14.0		
			2014 -	\$ 194,000				
5900	Solids Utilization - Indirect Costs	\$ 795,472	2015 1	\$ 759,770	\$ 104,300	15.9	h)	
			2014 1	\$ 655,470				
7000	General Support	\$ 241,380	2015 1	\$ 302,055	\$ (38,655)	(11.3)		
			2014 1	\$ 340,710				
Totals		\$ 37,631,975	2015 259	\$ 41,516,000	\$ 1,942,800	4.9%	*	
			2014 259	\$ 39,573,200				

f) Increase is due to a greater demand for polymer at the Egan WRP (\$148,000) and scavenger services at the O'Brien WRP (\$24,500), offset by a reduced demand for mechanical repair parts at the Egan WRP (\$11,800).

g) Decrease is due to the reduced usage of ferric chloride (\$138,000), offset by the increased usage of polymer (\$22,000) at the Egan WRP.

h) Increase is due to payments to the Fox River Water Reclamation District (\$105,500), offset by a reduced demand for mechanical repair parts at the O'Brien WRP (\$1,500).

* The 2015 position total for the North Service Area is 259, with no positions budgeted in the Stormwater Management Fund.

67000 M&O - NORTH SERVICE AREA

PERFORMANCE DATA

Program Number	Measurable Activity Title		2013 Actual	2014 Budgeted	2015 Estimated	
1000-2900	Collection & Treatment					
	Collect and Treat Sewage at Treatment Facilities and Through a Contract Agreement with the Fox River Water Reclamation District					
	Terrence J. O'Brien Water Reclamation Plant	Mil. Gallons	81,824	89,000	89,000	
		Cost	\$ 15,488,623	\$ 16,482,950	\$ 18,279,120	a)
		Cost/Mil. Gallons	\$ 189.29	\$ 185.20	\$ 205.38	
	John E. Egan Water Reclamation Plant	Mil. Gallons	9,088	10,200	10,200	
		Cost	\$ 5,893,024	\$ 6,445,800	\$ 6,304,900	b)
		Cost/Mil. Gallons	\$ 648.44	\$ 631.94	\$ 618.13	
	Hanover Park Water Reclamation Plant	Mil. Gallons	3,442	3,500	3,500	
		Cost	\$ 2,571,458	\$ 2,613,050	\$ 2,594,380	
		Cost/Mil. Gallons	\$ 747.08	\$ 746.59	\$ 741.25	
	James C. Kirie Water Reclamation Plant	Mil. Gallons	14,098	11,896	15,558	
		Cost	\$ 5,879,966	\$ 6,491,200	\$ 6,353,345	c)
		Cost/Mil. Gallons	\$ 417.08	\$ 545.66	\$ 408.37	
	Fox River Water Reclamation District	Mil. Gallons	1,974	2,000	2,000	
		Cost	\$ 1,314,545	\$ 1,140,000	\$ 1,351,200	d)
		Cost/Mil. Gallons	\$ 665.93	\$ 570.00	\$ 675.60	
3000	Solids Processing					
	Remove 60,200 Dry Tons of Solids, Transfer 35,000 to SWRP, and Process 15,200 from Concentrated Sewage Through Various Systems	Dry Tons	14,234	15,000	15,200	
		Cost	\$ 4,329,832	\$ 4,466,700	\$ 4,593,600	e)
		Cost/Dry Ton	\$ 304.19	\$ 297.78	\$ 302.21	

- a) Increase is due to a greater demand for electricity at the O'Brien WRP (\$1,673,300) and the North Branch Pumping Station (\$38,100), an increased demand for natural gas (\$38,700), and for scavenger services (\$31,700).
- b) Decrease is due to reduced electrical energy requests (\$87,000) and mechanical repair parts (\$28,000).
- c) Decrease is due to reduced electrical energy requests (\$117,000) and reduced requests for electrical and mechanical repair parts (\$20,600).
- d) Increase is due to the higher volume of sewage treated at the Fox River Water Reclamation District (\$211,200).
- e) Increase is due to a greater demand for polymer at the Egan WRP (\$148,000) and payments to the Fox River Water Reclamation District (\$105,600), offset by the reduced usage of ferric chloride at the Egan WRP (\$138,000).

67000 M&O - NORTH SERVICE AREA

PERFORMANCE DATA

Program Number	Measurable Activity Title		2013 Actual	2014 Budgeted	2015 Estimated	
4000	Flood & Pollution Control					
	Operation and Maintenance of the Waterways to Minimize Area Flooding and Pollution					
4300	Stormwater Management	Cost	\$ 500	\$ -	\$ -	
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	21	22	22	
		Cost	\$ 442,960	\$ 440,600	\$ 471,800	
		Cost/Reservoir	\$ 21,093.33	\$ 20,027.27	\$ 21,445.45	
4400	Aeration Facilities	Cost	\$ 158,954	\$ 187,900	\$ 181,500	
4900	Flood & Pollution Control - Indirect Costs	Cost	\$ 57,309	\$ 114,820	\$ 103,230	
5000	Solids Utilization					
	Utilize Further Dewatered Sewage for Application at Final Utilization Sites Such as the Fischer Farm at Hanover Park and Other Farm Application Sites	Dry Tons	2,806	1,400	1,000	
		Cost	\$ 1,253,424	\$ 849,470	\$ 980,870	f)
		Cost/Dry Ton	\$ 446.69	\$ 606.76	\$ 980.87	
7000	General Support					
	Technical and Administrative Support for Other Departments' Activities Indirectly Related to the Operational Activities of Collection and Treatment, Solids Processing, Flood and Pollution Control, and Solids Utilization	Cost	\$ 241,380	\$ 340,710	\$ 302,055	
Division Total			\$ 37,631,975	\$ 39,573,200	\$ 41,516,000	

f) Increase is due to payments to the Fox River Water Reclamation District (\$105,500) and biosolid injection at the Hanover Park WRP (\$20,000).

101 67000	Fund: Corporate Department: Maintenance & Operations Division: North Service Area	LINE ITEM ANALYSIS						
		2013	2014				2015	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 21,716,885	\$ 22,826,000	\$ 22,826,000	\$ 16,238,192	\$ 22,300,000	\$ 23,628,300	\$ -
601060	Compensation Plan Adjustments	1,109,554	1,143,600	1,143,600	914,683	1,143,600	1,013,200	-
601100	Tuition and Training Payments	54,379	117,100	117,100	40,126	91,300	70,000	-
100	TOTAL PERSONAL SERVICES	22,880,818	24,086,700	24,086,700	17,193,001	23,534,900	24,711,500	-
612010	Travel	3,109	5,100	5,100	2,746	3,400	15,000	-
612030	Meals and Lodging	11,809	32,600	30,200	11,263	20,000	25,000	-
612050	Compensation for Personally-Owned Automobiles	27,253	35,000	35,000	25,404	30,500	29,200	-
612080	Motor Vehicle Operating Services	192	400	400	167	300	200	-
612150	Electrical Energy	6,799,268	6,473,800	6,473,800	4,693,325	6,473,800	8,000,000	-
612160	Natural Gas	680,345	610,500	670,500	619,182	650,000	745,000	-
612170	Water and Water Services	56,863	53,000	53,000	35,076	52,400	53,900	-
612210	Communication Services	111,864	118,700	118,700	104,520	100,500	130,000	-
612240	Testing and Inspection Services	23,240	55,500	55,500	34,783	35,000	40,000	-
612330	Rental Charges	42,509	25,900	25,900	16,000	21,000	20,000	-
612410	Governmental Service Charges	3,089,862	2,537,700	2,537,700	1,967,035	2,537,700	2,960,300	-
612420	Maintenance of Grounds and Pavements	70,294	449,200	292,200	173,180	190,000	59,900	-
612490	Contractual Services, N.O.C.	6,251	38,900	38,900	30,223	33,500	8,000	-
612520	Waste Material Disposal Charges	691,759	485,900	503,200	503,189	460,000	650,000	-
612530	Farming Services	24,000	20,000	20,000	20,000	20,000	22,000	-
612600	Repairs to Collection Facilities	9,310	250,400	250,400	224,269	137,000	50,000	-
612650	Repairs to Process Facilities	670,765	773,300	773,300	749,334	680,000	823,800	-
612680	Repairs to Buildings	203,866	366,200	366,200	337,914	294,000	250,000	-
612760	Repairs to Material Handling and Farming Equipment	5,860	18,000	18,000	15,098	10,000	15,000	-
612860	Repairs to Vehicle Equipment	5,198	14,000	14,000	14,000	12,000	10,000	-
612990	Repairs, N.O.C.	-	2,000	2,000	-	1,900	-	-
200	TOTAL CONTRACTUAL SERVICES	12,533,618	12,366,100	12,284,000	9,576,709	11,763,000	13,907,300	-
623030	Metals	3,746	10,000	10,000	9,303	8,700	10,000	-
623070	Electrical Parts and Supplies	359,171	595,300	595,300	578,561	500,000	350,000	-
623090	Plumbing Accessories and Supplies	117,043	243,500	243,500	221,900	200,000	150,000	-
623110	Hardware	7,975	16,600	16,600	15,252	14,500	15,000	-

101 67000	Fund: Corporate Department: Maintenance & Operations Division: North Service Area	LINE ITEM ANALYSIS						
		2013	2014				2015	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
623130	Buildings, Grounds, Paving Materials, and Supplies	28,067	48,100	48,100	37,406	38,400	35,000	-
623190	Paints, Solvents, and Related Materials	626	2,900	2,900	2,373	2,500	1,000	-
623250	Vehicle Parts and Supplies	6,872	12,500	12,500	11,480	12,000	10,000	-
623270	Mechanical Repair Parts	382,506	753,200	753,200	720,284	670,000	550,000	-
623520	Office, Printing, & Photo Supplies, Equipment, & Furniture	12,366	17,700	21,200	19,901	16,500	15,000	-
623560	Processing Chemicals	1,030,769	1,193,300	1,173,300	1,151,015	1,040,000	1,400,000	-
623570	Laboratory Testing Supplies, Small Equipment, and Chemicals	11,153	24,400	44,400	38,982	42,000	20,000	-
623660	Cleaning Supplies	13	700	700	112	300	200	-
623680	Tools and Supplies	52,614	43,500	70,500	64,369	70,000	55,000	-
623780	Safety and Medical Supplies	45,971	31,500	31,500	23,989	28,700	45,000	-
623810	Computer Supplies	6,238	10,000	10,000	7,430	9,500	7,500	-
623820	Fuel	15,668	24,500	24,500	24,112	24,000	20,000	-
623840	Gases	1,786	3,000	3,000	2,500	2,500	2,000	-
623860	Lubricants	2,760	4,500	4,500	3,966	4,000	3,500	-
623990	Materials and Supplies, N.O.C.	-	600	3,600	2,940	1,500	2,000	-
300	TOTAL MATERIALS AND SUPPLIES	2,085,343	3,035,800	3,069,300	2,935,876	2,685,100	2,691,200	-
634600	Equipment for Collection Facilities	19,919	25,000	25,000	23,619	25,000	106,000	-
634650	Equipment for Process Facilities	83,342	59,600	75,100	60,932	59,000	100,000	-
634860	Vehicle Equipment	28,936	-	-	-	-	-	-
400	TOTAL MACHINERY AND EQUIPMENT	132,197	84,600	100,100	84,551	84,000	206,000	-
TOTAL NORTH SERVICE AREA		\$ 37,631,975	\$ 39,573,200	\$ 39,540,100	\$ 29,790,137	\$ 38,067,000	\$ 41,516,000	\$ -

NOTES: 1. Amounts may not add up due to rounding.
 2. Departmental appropriation totals for salaries in the Line Item Analysis may differ from those contained in the Position Analysis by a factor identified to adjust for vacancies. Additionally, Estimated Expenditure may either exceed Adjusted Appropriation when transfers of funds are anticipated or be less than Expenditure (Committed Budget plus Disbursement) when not all commitments are anticipated to be completed by year-end.

POSITION ANALYSIS						
Fund: Corporate Dept: Maintenance & Operations Division: North Service Area		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
710	North Service Area Executive Office					
HP22	Assistant Director of Maintenance & Operations	1	1		1	
HP12	Secretary #2 (Administrative Specialist) (New Grade HP11)	1	1		1	
TOTAL	North Service Area Executive Office	2	2	295,195.42	2	295,195.42
711	North Service Area Budget Control Unit					
HP15	Management Analyst II #2 (Budget & Management Analyst) (New Grade HP14)	1	1		1	
HP14	Management Analyst I #2 (Budget & Management Analyst)	1	-		-	
HP14	Budget & Management Analyst	-	1		1	
HP09	Administrative Clerk	1	-		-	
TOTAL	North Service Area Budget Control Unit	3	2	181,256.92	2	185,704.22
715	Terrence J. O'Brien WRP Branch					
715	Terrence J. O'Brien WRP Branch Office					
HP21	Engineer of Treatment Plant Operations I	1	-		-	
HP21	Engineer of Treatment Plant Operations I #2 (Managing Engineer) (New Grade HP20)	-	1		1	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	-		-	
TOTAL	Terrence J. O'Brien WRP Branch Office	2	1	195,173.16	1	195,173.16
720	Plant Engineering & Maintenance Section					
721	Administrative Unit					
HP19	Assistant Engineer of Treatment Plant Operations II	1	-		-	
HP19	Assistant Engineer of Treatment Plant Operations II #2 (Principal Engineer) (New Grade HP18)	-	1		1	
HP18	Principal Engineer	-	1		1	
HP17	Senior Electrical Engineer	-	1		1	
HP15	Associate Mechanical Engineer	-	1		1	
TOTAL	Administrative Unit	1	4	524,896.06	4	529,538.62
743	Buildings & Grounds Unit					
HP15	Associate Civil Engineer	1	-		-	

		POSITION ANALYSIS				
Fund: Corporate Dept: Maintenance & Operations Division: North Service Area		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP14	Engineering Technician V	-	1		1	
HP12	Engineering Technician IV	1	1		1	
HP09	Administrative Clerk	1	1		1	
NR8331	Laborer Foreman	1	1		1	
NR8651	Maintenance Laborer Class A	3	3		3	
NR8652	Maintenance Laborer Class B	5	5		5	
TOTAL	Buildings & Grounds Unit	12	12	715,875.94	12	722,611.24
722	Mechanical Engineering Unit					
HP18	Principal Mechanical Engineer	1	1		1	
HP15	Associate Mechanical Engineer	1	1		1	
HP14	Assistant Mechanical Engineer	1	1		1	
TOTAL	Mechanical Engineering Unit	3	3	321,817.86	3	321,817.86
723	Electrical Engineering Unit					
HP18	Principal Electrical Engineer	1	1		1	
HP17	Senior Electrical Engineer	1	1		1	
HP15	Associate Electrical Engineer	1	1		1	
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	Electrical Engineering Unit	12	12	1,170,530.92	12	1,185,318.68
724	Maintenance Unit					
HP18	Master Mechanic I	1	1		1	
HP16	Assistant Master Mechanic	2	3		3	
HP14	Engineering Technician V	1	-		-	
HP12	Engineering Technician IV	-	1		1	
HP09	Administrative Clerk	1	1		1	
TOTAL	Maintenance Unit	5	6	574,718.82	6	613,125.24

POSITION ANALYSIS						
Fund: Corporate Dept: Maintenance & Operations Division: North Service Area		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
760	Area Maintenance Section					
764	Area Maintenance Unit					
PR5353	Bricklayer	1	1		1	
PR7779	Pipefitter Foreman	1	1		1	
PR7775	Pipefitter Leadman	1	1		1	
PR7773	Pipefitter	12	12		12	
PR5753	Plumber	2	2		2	
PR7347	Electrical Mechanic Foreman	1	1		1	
PR7349	Electrical Mechanic Sub-Foreman	1	1		1	
PR7343	Electrical Mechanic	12	13		13	
PR7425	Electrical Instrument & Testing Mechanic Foreman	1	1		1	
PR7424	Electrical Instrument & Testing Mechanic Leadman	1	1		1	
PR7423	Electrical Instrument & Testing Mechanic	11	12		12	
PR7579	Machinist Foreman	1	1		1	
PR7575	Machinist Leadman	1	1		1	
PR7573	Machinist	16	16		16	
PR6453	Hoisting Engineer	1	1		1	
PR5975	Structural Ironworker Leadman	1	1		1	
PR5973	Structural Ironworker	2	2		2	
PR5933	Architectural Ironworker	2	2		2	
PR5153	Carpenter	2	2		2	
PR5553	Painter	2	2		2	
PR6473	Truck Driver	4	4		4	
TOTAL	Area Maintenance Unit	76	78	7,159,131.20	78	7,270,473.60
TOTAL	Area Maintenance Section	76	78	7,159,131.20	78	7,270,473.60
TOTAL	Plant Engineering & Maintenance Section	109	115	10,466,970.80	115	10,642,885.24
730	Plant Operations Section					
731	Administrative Unit					
HP19	Assistant Engineer of Treatment Plant Operations II	1	-		-	

		POSITION ANALYSIS				
Fund: Corporate Dept: Maintenance & Operations Division: North Service Area		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP19	Assistant Engineer of Treatment Plant Operations II #2 (Principal Engineer) (New Grade HP18)	-	1		1	
HP17	Senior Civil Engineer	1	-		-	
TOTAL	Administrative Unit	2	1	147,507.10	1	153,421.32
732	Treatment Operations Unit					
HP16	Treatment Plant Operator III	1	1		1	
HP14	Treatment Plant Operator II	5	5		5	
HP14	Treatment Plant Operator II #4	2	2		2	
HP12	Treatment Plant Operator I	3	4		4	
HP12	Treatment Plant Operator I #4	1	-		-	
NR8650	Maintenance Laborer Class A Shift	4	4		4	
NR8651	Maintenance Laborer Class A	2	2		2	
TOTAL	Treatment Operations Unit	18	18	1,463,871.76	18	1,467,774.88
734	Mechanical Operations Unit					
HP17	Chief Operating Engineer I	1	1		1	
HP16	Assistant Chief Operating Engineer	1	1		1	
NR6832	Operating Engineer II	7	8		8	
NR6831	Operating Engineer I	5	5		5	
NR6810	Fireman-Oiler	6	6		6	
TOTAL	Mechanical Operations Unit	20	21	1,922,941.54	21	1,922,941.54
TOTAL	Plant Operations Section	40	40	3,534,320.40	40	3,544,137.74
TOTAL	Terrence J. O'Brien WRP Branch	151	156	14,196,464.36	156	14,382,196.14
750	Hanover Park Water Reclamation Plant Section					
751	Administrative Unit					
HP19	Assistant Engineer of Treatment Plant Operations II	1	-		-	
HP19	Assistant Engineer of Treatment Plant Operations II #2 (Principal Engineer) (New Grade HP18)	-	1		1	
HP17	Senior Civil Engineer	1	-		-	

POSITION ANALYSIS						
Fund: Corporate Dept: Maintenance & Operations Division: North Service Area		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	1		1	
TOTAL	Administrative Unit	3	2	221,627.64	2	224,709.42
753	Operations Unit					
HP17	Senior Civil Engineer	-	1		1	
HP16	Treatment Plant Operator III	1	1		1	
HP14	Treatment Plant Operator II	5	5		5	
HP14	Treatment Plant Operator II #4	2	2		2	
HP12	Treatment Plant Operator I	4	4		4	
HP12	Treatment Plant Operator I #4	1	1		1	
TOTAL	Operations Unit	13	14	1,202,210.62	14	1,212,384.42
754	Maintenance Unit					
HP17	Senior Mechanical Engineer	1	1		1	
HP15	Associate Electrical Engineer	1	1		1	
NR6810	Fireman-Oiler	1	1		1	
TOTAL	Maintenance Unit	3	3	295,306.96	3	300,475.24
755	General Plant Services Unit					
HP14	Engineering Technician V	1	1		1	
NR8651	Maintenance Laborer Class A	2	2		1	
NR8651	Maintenance Laborer Class A #2 (Maintenance Laborer Class B) (New Grade NR8652)	-	-		1	
NR8652	Maintenance Laborer Class B	1	1		1	
TOTAL	General Plant Services Unit	4	4	281,925.28	4	281,925.28
TOTAL	Hanover Park Water Reclamation Plant Section	23	23	2,001,070.50	23	2,019,494.36
780	James C. Kirie Water Reclamation Plant Section					
781	Administrative Unit					
HP20	Assistant Engineer of Treatment Plant Operations III	1	-		-	
HP20	Managing Engineer	-	1		1	

POSITION ANALYSIS						
Fund: Corporate Dept: Maintenance & Operations Division: North Service Area		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	1		1	
TOTAL	Administrative Unit	2	2	239,070.52	2	242,152.30
783	Operations Unit					
HP18	Assistant Engineer of Treatment Plant Operations I	1	-		-	
HP18	Principal Engineer	-	1		1	
HP16	Assistant Chief Operating Engineer	1	1		1	
HP16	Treatment Plant Operator III	1	1		1	
HP14	Assistant Civil Engineer	1	1		1	
HP14	Treatment Plant Operator II	5	5		5	
HP14	Treatment Plant Operator II #4	2	2		2	
HP12	Treatment Plant Operator I	4	4		4	
NR6831	Operating Engineer I	6	6		6	
NR6810	Fireman-Oiler	2	2		2	
NR8650	Maintenance Laborer Class A Shift	4	4		3	
NR8650	Maintenance Laborer Class A Shift #1	-	-		1	
TOTAL	Operations Unit	27	27	2,400,932.30	27	2,393,949.74
784	Maintenance Unit					
HP18	Assistant Engineer of Treatment Plant Operations I	1	-		-	
HP17	Senior Electrical Engineer	1	-		-	
TOTAL	Maintenance Unit	2	-	-	-	-
785	General Plant Services Unit					
HP14	Engineering Technician V #4	1	1		1	
NR8651	Maintenance Laborer Class A	4	4		3	
NR8651	Maintenance Laborer Class A #2 (Maintenance Laborer Class B) (New Grade NR8652)	-	-		1	
TOTAL	General Plant Services Unit	5	5	385,271.12	5	385,271.12
TOTAL	James C. Kirie Water Reclamation Plant Section	36	34	3,025,273.94	34	3,021,373.16

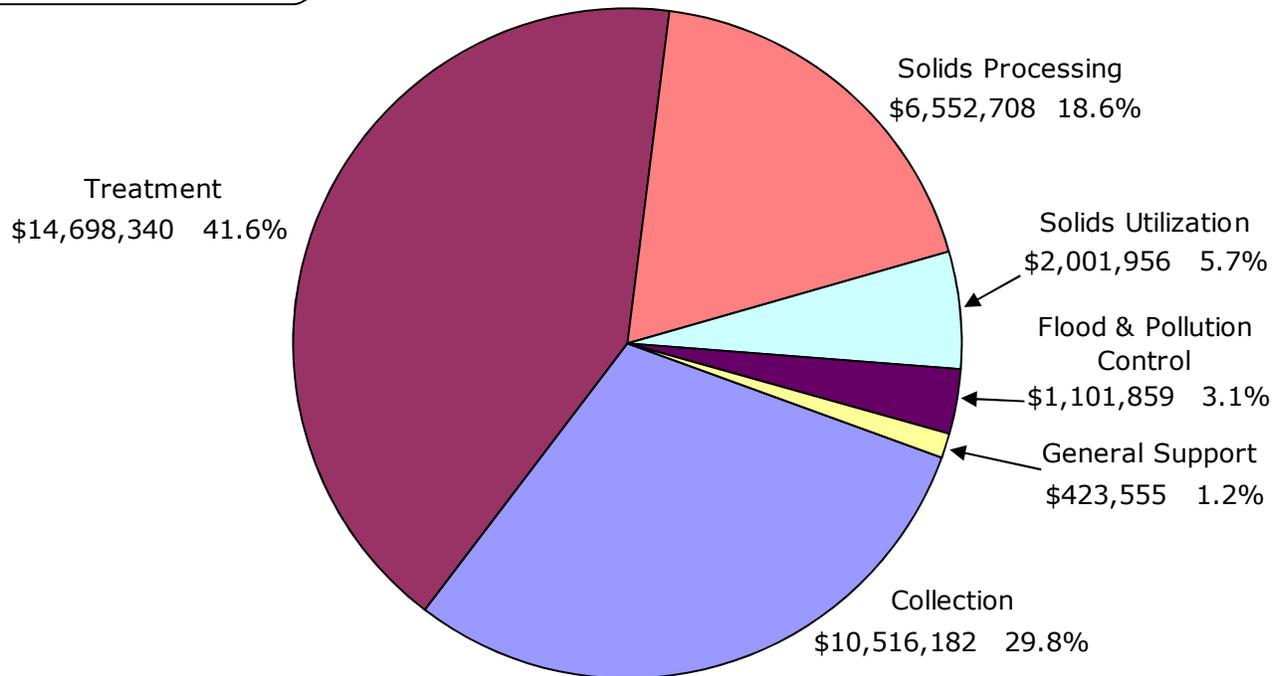
POSITION ANALYSIS						
Fund: Corporate Dept: Maintenance & Operations Division: North Service Area		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
790	John E. Egan Water Reclamation Plant Section					
791	Administrative Unit					
HP20	Assistant Engineer of Treatment Plant Operations III		1	-		-
HP20	Managing Engineer		-	1		1
HP18	Assistant Engineer of Treatment Plant Operations I		2	-		-
HP18	Principal Engineer		-	2		2
HP11	Principal Office Support Specialist #2 (Administrative Specialist)		1	-		-
HP11	Administrative Specialist		-	1		1
TOTAL	Administrative Unit		4	4	512,743.40	4 509,661.62
793	Operations Unit					
HP16	Assistant Chief Operating Engineer		1	1		1
HP16	Treatment Plant Operator III #4		1	1		1
HP14	Assistant Civil Engineer		1	1		1
HP14	Treatment Plant Operator II		4	4		5
HP14	Treatment Plant Operator II #4		3	3		2
HP12	Treatment Plant Operator I		4	4		4
NR6832	Operating Engineer II		1	1		1
NR6831	Operating Engineer I		6	6		6
NR6810	Fireman-Oiler		3	3		3
NR8651	Maintenance Laborer Class A		1	1		1
TOTAL	Operations Unit		25	25	2,196,426.70	25 2,170,304.76
794	Maintenance Unit					
HP17	Senior Electrical Engineer		1	1		1
HP17	Senior Mechanical Engineer		1	1		1
HP16	Assistant Master Mechanic		1	1		1
HP15	Associate Process Control Engineer		1	1		1
HP14	Assistant Electrical Engineer		1	1		1

		POSITION ANALYSIS				
Fund: Corporate Dept: Maintenance & Operations Division: North Service Area		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP14	Assistant Mechanical Engineer	1	1		1	
TOTAL	Maintenance Unit	6	6	644,255.30	6	648,899.16
795	General Plant Services Unit					
HP14	Engineering Technician V #4	1	1		1	
NR8331	Laborer Foreman	1	1		1	
NR8651	Maintenance Laborer Class A	4	4		4	
NR8652	Maintenance Laborer Class B	1	1		1	
TOTAL	General Plant Services Unit	7	7	513,669.52	7	513,669.52
TOTAL	John E. Egan Water Reclamation Plant Section	42	42	3,867,094.92	42	3,842,535.06
TOTAL	Maintenance & Operations North Service Area	257	259	23,566,356.06	259	23,746,498.36
Note: There are no positions budgeted for the Stormwater Management Fund for 2015.						
NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix.						

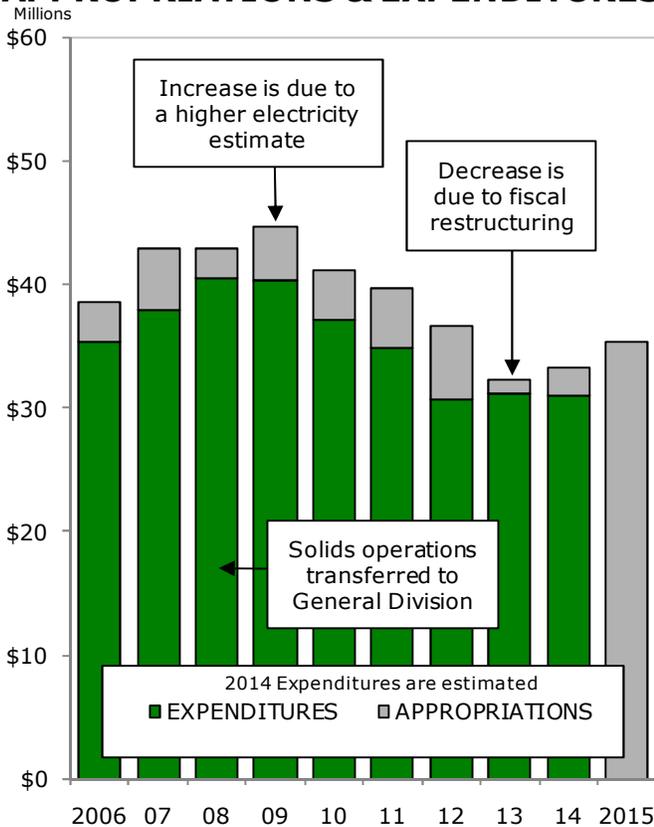
MAINTENANCE & OPERATIONS – CALUMET SERVICE AREA

2015	\$35,294,600
2014	\$33,197,900
Increase	\$2,096,700

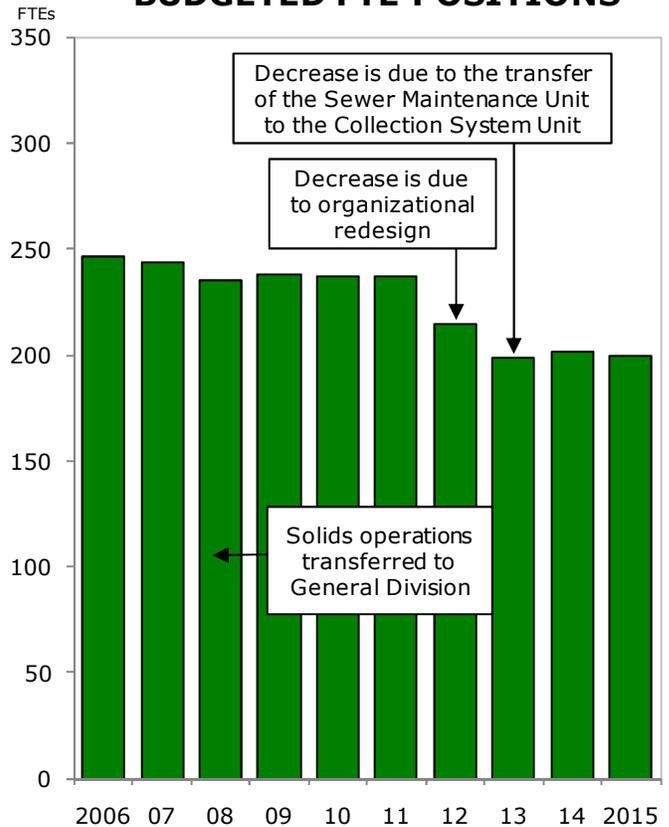
FUNCTIONS



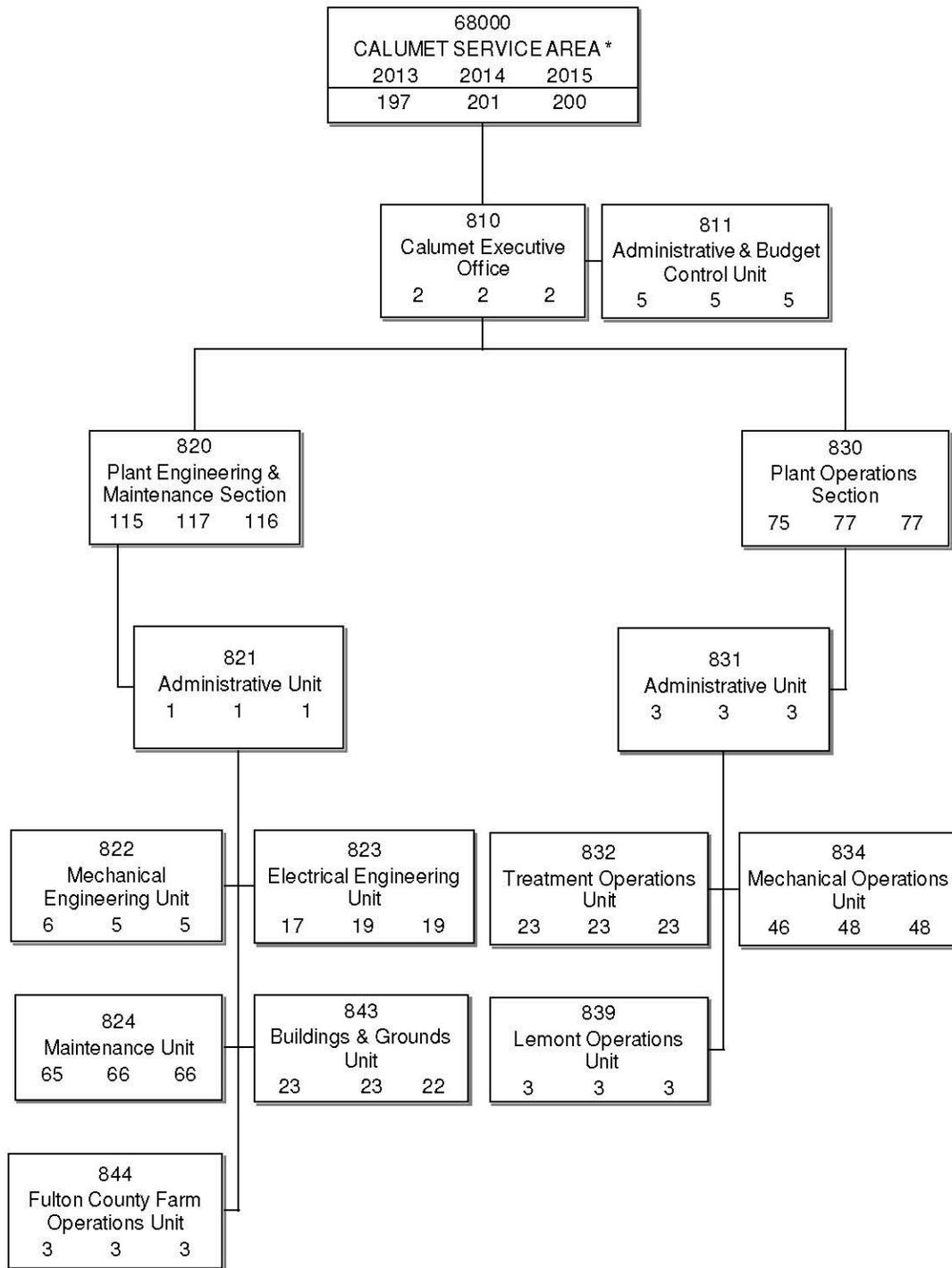
APPROPRIATIONS & EXPENDITURES



BUDGETED FTE POSITIONS



MAINTENANCE & OPERATIONS – CALUMET SERVICE AREA



* In 2015, there are no positions funded by the Stormwater Management Fund.

MAINTENANCE & OPERATIONS – CALUMET SERVICE AREA

The mission of the Calumet Service Area (CSA) is to support the Maintenance & Operations Department in protecting our water environment by collecting and treating wastewater and maintaining our waterways, keeping them free of pollution in the most economical and environmentally sustainable manner possible.

Service Area Summary

The CSA collects wastewater discharges from a population equivalent of 1,026,983 people in an area of 326.3 square miles, treating approximately 101 billion gallons of sewage annually through the Calumet Water Reclamation Plant (WRP) and Lemont WRP. The CSA's primary responsibilities include:

The Calumet Executive Office provides the general overall direction for the entirety of maintenance and operations for the CSA.

The Administrative & Budget Control Unit has responsibilities that include: developing and implementing a yearly budget, reviewing and processing requisitions for goods or services in a timely fashion and ensuring conformance to the Purchasing Act and applicable statutes, reviewing and processing payments for goods and services received, assuring their correctness, appropriateness, and compliance with the Prompt Payment Act, entering all direct vouchers for the payment of gas, water, and electricity at the Calumet WRP and outlying stations, preparing non-engineering related studies, reports, and correspondence, acting as a liaison between other main office departments and CSA personnel when specific information or tasks are required of CSA personnel, and storing and retrieving historical data to aid plant personnel in decision making.

The Plant Engineering & Maintenance Section is comprised of the Administrative, Mechanical Engineering, Electrical Engineering, Maintenance, Buildings & Grounds, and Fulton County Farm Operations Units. It is responsible for ensuring that the collection and process facilities that comprise the CSA perform in an efficient and cost-effective manner and for providing manpower and facility maintenance for solids utilization support. This is achieved by either using CSA trades personnel to perform maintenance and repairs or by using the services of outside contractors. The Fulton County Farm Operations Unit maintains and operates the Fulton County Site using the services of outside contractors.

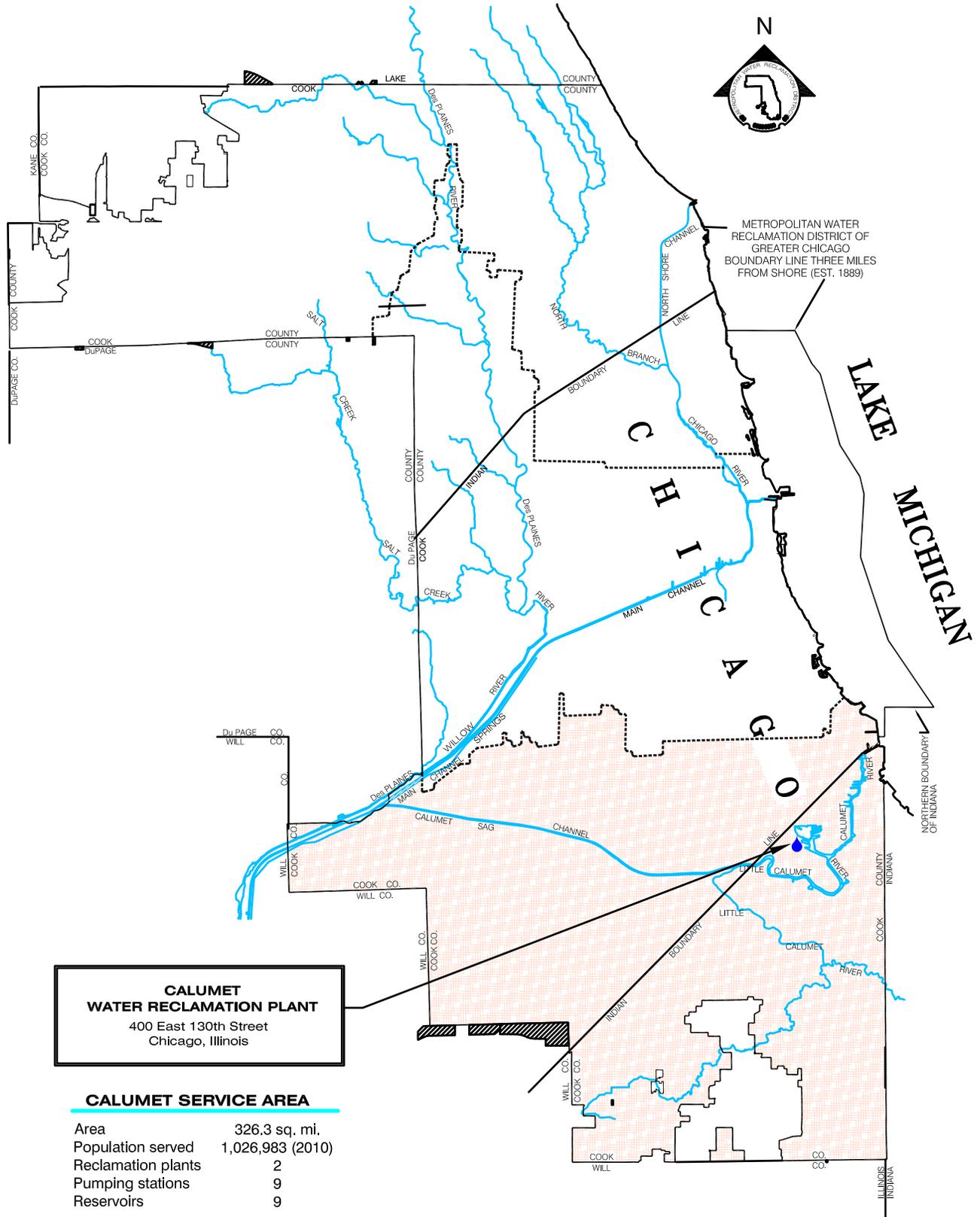
The Plant Operations Section is comprised of the Administrative, Treatment Operations, Mechanical Operations, and Lemont Operations Units. It is responsible for the operation of the collection and process facilities that comprise the CSA, ensuring that the facilities are manned and operated in the most efficient and cost-effective manner possible and that all National Pollutant Discharge Elimination System (NPDES) permit requirements are met.

Summary of 2014 Accomplishments

- 100 percent NPDES permit compliance. Both the Calumet and Lemont WRPs have met 100 percent of all permit requirements since 2011;
- Replacement of a main sewage pump rotating assembly at the 95th Street Pumping Station;
- Replacement of a pump at Sidestream Elevated Pool Aeration Station #1;
- Replacement of a main sewage pump with a chopper pump at the Lemont WRP;
- Replacement of the inverter system at the Pump and Blower Building at the Calumet WRP;
- Completion of a furnish, deliver, and install contract for the cathodic protection system at the Sludge Concentration Building.

Budget Highlights

The 2015 appropriation for the CSA is \$35,294,600, an increase of \$2,096,700, or 6.3 percent, from the 2014 budget. The increase is primarily attributable to increased utility consumption, as a result of capacity needs and inclement weather, and additional chemical needs to support the disinfection of effluent. The proposed 2015 staffing level is 200 positions, which is a decrease of one position due to the drop of one Maintenance Laborer Class A. The Calumet WRP will begin the process of disinfection in the latter part of 2015, replace a main sewage pump rotating assembly at the 125th Street Pumping Station, and upgrade the Distributed Process Control System workstations.



68000 M&O - CALUMET SERVICE AREA

OBJECTIVES AND PROGRAM SUMMARY

OBJECTIVES BY PRIORITY:	Cost	Percent
1. COLLECTION & TREATMENT: The Calumet Service Area will collect and treat approximately 101 billion gallons of sewage through its Calumet and Lemont treatment facilities.	\$ 25,214,522	71.4%
Design: Flows ^ CBOD * SS *		
Calumet Water Reclamation Plant	354 MGD	10 mg/1 15 mg/1
Lemont Water Reclamation Plant	2.3 MGD	20 mg/1 25 mg/1
^ In millions of gallons per day (MGD).		
* National Pollutant Discharge Elimination System (NPDES) monthly effluent quality standards:		
CBOD - Carbonaceous Biochemical Oxygen Demand		
SS - Suspended Solids		
2. SOLIDS PROCESSING: The Calumet Service Area will remove and process 40,000 dry tons of concentrated sewage through various systems including heated digestion, centrifuging, concentration, and aging low solids sludge and centrifuge cake in lagoons.	\$ 6,552,708	18.6%
3. SOLIDS UTILIZATION: The Calumet Service Area will provide support to utilize approximately 9,000 dry tons of further dewatered sewage for application at final utilization sites such as daily and final cover in sanitary landfills.	\$ 2,001,956	5.7%
4. FLOOD & POLLUTION CONTROL: The Calumet Service Area will work to prevent local area flooding through the operation of nine 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 crews.	\$ 1,101,859	3.1%
5. GENERAL SUPPORT: The Calumet Service Area will provide technical and administrative support for other departments not directly related to the operational activities of Collection & Treatment, Solids Processing, Flood & Pollution Control, and Solids Utilization.	\$ 423,555	1.2%
Total	\$ 35,294,600	100.0%

MEASURABLE GOALS:	Unit of Measure	2013 Actual	2014 Estimated	2015 Proposed
1. The Calumet Service Area will collect and treat approximately 101 billion gallons of sewage in 2015.	Billion Gallons	87	101	101
2. The Calumet Service Area will remove and process solids from 40,000 dry tons of concentrated sewage.	Dry Ton Process Solids	37,191	40,000	40,000
3. The Calumet Service Area will obtain 100 percent permit compliance in 2015 for NPDES effluent limits.	Percent	100%	100%	100%
4. The Calumet Service Area will provide support to utilize 9,000 dry tons of biosolids in 2015.	Dry Tons	11,818	8,000	9,000

68000 M&O - CALUMET SERVICE AREA

OBJECTIVES AND PROGRAM SUMMARY

PROGRAMS BY PRIORITY:		2013	Budgeted			Change		
Number	Name	Actuals	FTEs	Dollars	Dollars	Percent		
1000	Collection	\$ 8,825,347	2015 52	\$ 10,516,182	\$ 1,931,725	22.5		
			2014 52	\$ 8,584,457				
1100	Surface Interceptor Systems	\$ 573,375	2015 4	\$ 627,800	\$ 2,900	0.5		
			2014 4	\$ 624,900				
1200	Tunnel and Reservoir System	\$ 2,812,564	2015 10	\$ 3,196,000	\$ 562,100	21.3	a)	
			2014 10	\$ 2,633,900				
1300	Pumping Station Facilities	\$ 2,214,430	2015 14	\$ 3,312,900	\$ 1,319,300	66.2	b)	
			2014 14	\$ 1,993,600				
1900	Collection - Indirect Costs	\$ 3,224,978	2015 24	\$ 3,379,482	\$ 47,425	1.4		
			2014 24	\$ 3,332,057				
2000	Treatment	\$ 12,810,048	2015 86	\$ 14,698,340	\$ 36,785	0.3		
			2014 86	\$ 14,661,555				
2000	Pre-Treatment	\$ 651,129	2015 6	\$ 616,700	\$ 25,600	4.3		
			2014 6	\$ 591,100				
2100	Primary Treatment	\$ 813,371	2015 10	\$ 809,700	\$ 29,300	3.8		
			2014 10	\$ 780,400				
2200	Secondary Treatment	\$ 4,833,065	2015 23	\$ 4,024,500	\$ (1,304,400)	(24.5)	c)	
			2014 23	\$ 5,328,900				
2300	Tertiary Treatment	\$ 184	2015 -	\$ 971,000	\$ 909,800	1,486.6	d)	
			2014 -	\$ 61,200				
2900	Treatment - Indirect Costs	\$ 6,512,299	2015 47	\$ 8,276,440	\$ 376,485	4.8	e)	
			2014 47	\$ 7,899,955				
3000	Solids Processing	\$ 6,299,698	2015 47	\$ 6,552,708	\$ 21,733	0.3		
			2014 49	\$ 6,530,975				
3100	Thickening	\$ 1,164,311	2015 9	\$ 1,171,200	\$ 35,400	3.1		
			2014 9	\$ 1,135,800				
3200	Stabilization	\$ 1,821,559	2015 12	\$ 1,619,400	\$ 31,500	2.0		
			2014 12	\$ 1,587,900				
3300	Dewatering	\$ 506,312	2015 4	\$ 404,000	\$ (149,400)	(27.0)	f)	
			2014 6	\$ 553,400				
3900	Solids Processing - Indirect Costs	\$ 2,807,516	2015 22	\$ 3,358,108	\$ 104,233	3.2	g)	
			2014 22	\$ 3,253,875				

- a) Increase is due to higher Tunnel and Reservoir Plan (TARP) electricity costs (\$704,200), offset by the reduction in the need for TARP coarse screen cleaning (\$42,200), TARP variable frequency drive repairs (\$25,000), and TARP instrumentation (\$15,000).
- b) Increase is due to higher electricity costs for pumping (\$1,293,100) and battery replacement at the 125th Street Pumping Station (\$45,000).
- c) Decrease is due to lower electricity costs for operating the blowers (\$1,396,300).
- d) Increase is due to adding sodium bisulfite to the treatment process (\$275,000) and the increased usage of sodium hypochlorite (\$634,800).
- e) Increase is due to higher demand for city water services (\$142,272) and natural gas (\$195,438) in plant operations.
- f) Decrease is due to the reduction of one Maintenance Laborer Class A position (\$72,800) and the redistribution of salaries from Program Number 3321 to Program Numbers 1112, 2025, 2211, and 2212 (\$67,300).
- g) Increase is due to a higher demand for natural gas in plant operations.

68000 M&O - CALUMET SERVICE AREA

OBJECTIVES AND PROGRAM SUMMARY

PROGRAMS BY PRIORITY:		2013 Actuals	Budgeted		Change	
Number	Name		FTEs	Dollars	Dollars	Percent
4000	Flood & Pollution Control	\$ 967,687	2015 3	\$ 1,101,859	\$ (15,705)	(1.4)
			2014 3	\$ 1,117,564		
4200	Waterways Control and Stormwater Reservoirs	\$ 233,657	2015 1	\$ 185,100	\$ 300	0.2
			2014 1	\$ 184,800		
4400	Aeration Facilities	\$ 648,938	2015 2	\$ 816,900	\$ (7,900)	(1.0)
			2014 2	\$ 824,800		
4900	Flood & Pollution Control - Indirect Costs	\$ 85,092	2015 -	\$ 99,859	\$ (8,105)	(7.5)
			2014 -	\$ 107,964		
5000	Solids Utilization	\$ 1,809,662	2015 8	\$ 2,001,956	\$ 86,333	4.5
			2014 8	\$ 1,915,623		
5100	Solids Drying	\$ 87,661	2015 1	\$ 48,700	\$ 3,100	6.8
			2014 1	\$ 45,600		
5200	Solids Distribution	\$ 1,051,568	2015 3	\$ 1,237,300	\$ 62,300	5.3
			2014 3	\$ 1,175,000		
5900	Solids Utilization - Indirect Costs	\$ 670,433	2015 4	\$ 715,956	\$ 20,933	3.0
			2014 4	\$ 695,023		
7000	General Support	\$ 363,588	2015 4	\$ 423,555	\$ 35,829	9.2
			2014 3	\$ 387,726		
Totals		\$ 31,076,030	2015 200	\$ 35,294,600	\$ 2,096,700	6.3%
			2014 201	\$ 33,197,900		

* The 2015 position total for the Calumet Service Area is 200. There are no additional positions funded by the Stormwater Management Fund.

68000 M&O - CALUMET SERVICE AREA

PERFORMANCE DATA

Program Number	Measurable Activity Title		2013 Actual	2014 Budgeted	2015 Estimated	
1000-2900	Collection & Treatment					
	Collect and Treat Sewage at the Calumet and Lemont Water Reclamation Plants					
	Calumet Water Reclamation Plant	Mil. Gallons	86,340	100,000	100,000	
		Cost	\$ 21,242,529	\$ 22,765,101	\$ 24,776,625	a)
		Cost/Mil. Gallons	\$ 246.03	\$ 227.65	\$ 247.77	
	Lemont Water Reclamation Plant	Mil. Gallons	819	1,000	1,000	
		Cost	\$ 392,866	\$ 480,911	\$ 437,897	
		Cost/Mil. Gallons	\$ 479.69	\$ 480.91	\$ 437.90	
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	37,191	40,000	40,000	
		Cost	\$ 6,299,698	\$ 6,530,975	\$ 6,552,708	
		Cost/Dry Ton	\$ 169.39	\$ 163.27	\$ 163.82	
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	8	9	9	
		Cost	\$ 233,657	\$ 184,800	\$ 185,100	
		Cost/Reservoir	\$ 29,207.13	\$ 20,533.33	\$ 20,566.67	
4400	Aeration Facilities	Cost	\$ 648,938	\$ 824,800	\$ 816,900	
4900	Flood & Pollution Control - Indirect Costs	Cost	\$ 85,092	\$ 107,964	\$ 99,859	
5000	Solids Utilization					
	Utilize Further Dewatered Sewage for Application at Final Utilization Sites, such as for Daily and Final Cover in Sanitary Landfills	Dry Tons	11,818	12,250	9,000	b)
		Cost	\$ 1,809,662	\$ 1,915,623	\$ 2,001,956	
		Cost/Dry Ton	\$ 153.13	\$ 156.38	\$ 222.44	
7000	General Support					
	Technical and Administrative Support for Other Departments' Activities Indirectly Related to the Operational Activities of Collection and Treatment, Solids Processing, Flood and Pollution Control, and Solids Utilization	Cost	\$ 363,588	\$ 387,726	\$ 423,555	
Division Total			\$ 31,076,030	\$ 33,197,900	\$ 35,294,600	

- a) Increase is due to a higher demand for electricity (\$601,000), adding sodium bisulfite to the treatment process (\$275,000), the increased usage of sodium hypochlorite (\$634,800), higher demand for city water services (\$142,300) and natural gas (\$219,800) in plant operations, severance pay and sick leave incentives (\$80,000), and roof repairs (\$60,600).
- b) Decrease is due to extending the drying period for biosolids to 18 months along with wet weather conditions that hindered the drying process.

101 68000	Fund: Corporate Department: Maintenance & Operations Division: Calumet Service Area	LINE ITEM ANALYSIS						
		2013	2014				2015	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 15,946,724	\$ 16,777,500	\$ 16,777,500	\$ 12,255,121	\$ 16,777,500	\$ 17,637,800	\$ -
601060	Compensation Plan Adjustments	742,062	695,500	695,500	538,022	695,500	1,016,200	-
601100	Tuition and Training Payments	16,012	13,000	13,000	6,044	9,000	28,000	-
601170	Payments for Professional Services	48,854	62,000	62,000	62,000	48,900	62,000	-
100	TOTAL PERSONAL SERVICES	16,753,653	17,548,000	17,548,000	12,861,186	17,530,900	18,744,000	-
612010	Travel	-	1,000	1,000	389	800	15,000	-
612030	Meals and Lodging	9,834	10,000	12,400	10,548	10,000	25,000	-
612050	Compensation for Personally-Owned Automobiles	62,540	78,000	78,000	39,077	51,600	61,100	-
612080	Motor Vehicle Operating Services	818	1,000	1,000	-	500	900	-
612150	Electrical Energy	7,896,409	7,484,800	7,484,800	5,621,580	7,484,800	8,090,000	-
612160	Natural Gas	650,233	379,800	812,200	800,485	812,200	700,000	-
612170	Water and Water Services	392,924	202,400	263,200	261,677	202,400	400,000	-
612210	Communication Services	154,236	156,000	156,000	120,070	120,100	160,000	-
612240	Testing and Inspection Services	25,015	84,500	34,500	27,522	19,500	30,000	-
612330	Rental Charges	23,330	15,000	15,000	4,890	6,600	25,000	-
612410	Governmental Service Charges	102,854	110,000	110,000	102,676	107,100	107,800	-
612420	Maintenance of Grounds and Pavements	769,715	1,030,400	853,600	609,675	631,800	650,300	-
612490	Contractual Services, N.O.C.	98,453	196,100	159,100	151,533	121,800	150,000	-
612520	Waste Material Disposal Charges	312,067	377,000	368,400	333,308	301,100	380,000	-
612600	Repairs to Collection Facilities	164,546	579,300	509,700	455,986	258,500	450,000	-
612650	Repairs to Process Facilities	1,374,231	1,691,200	1,691,200	1,315,679	1,276,200	2,000,000	-
612680	Repairs to Buildings	298,627	488,500	424,900	377,626	213,100	495,900	-
612760	Repairs to Material Handling and Farming Equipment	41,252	116,000	46,000	38,400	37,500	52,700	-
612780	Safety Repairs and Services	16,125	26,000	26,000	21,850	12,000	20,900	-
612860	Repairs to Vehicle Equipment	40,487	57,500	57,500	54,750	45,000	43,400	-
612990	Repairs, N.O.C.	8,494	18,000	18,000	12,200	8,000	10,000	-

101 68000	Fund: Corporate Department: Maintenance & Operations Division: Calumet Service Area	LINE ITEM ANALYSIS						
		2013	2014				2015	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
200	TOTAL CONTRACTUAL SERVICES	12,442,190	13,102,500	13,122,500	10,359,922	11,720,600	13,868,000	-
623030	Metals	7,147	36,400	35,200	28,087	6,600	15,000	-
623070	Electrical Parts and Supplies	287,223	464,900	464,900	442,063	290,000	250,000	-
623090	Plumbing Accessories and Supplies	192,468	351,100	376,100	351,816	190,000	200,000	-
623110	Hardware	3,223	7,000	7,000	6,072	4,100	4,700	-
623130	Buildings, Grounds, Paving Materials, and Supplies	51,640	88,900	88,900	69,469	42,400	55,000	-
623190	Paints, Solvents, and Related Materials	989	5,000	5,000	4,500	2,300	2,500	-
623250	Vehicle Parts and Supplies	32,056	53,500	53,500	48,886	36,200	35,000	-
623270	Mechanical Repair Parts	513,939	535,200	620,200	588,443	525,000	450,000	-
623520	Office, Printing, & Photo Supplies, Equipment, & Furniture	12,938	26,700	26,700	23,284	14,000	13,300	-
623530	Farming Supplies	1,793	5,000	5,000	4,947	4,500	5,000	-
623560	Processing Chemicals	467,270	494,200	494,200	339,027	395,400	1,400,000	-
623660	Cleaning Supplies	2,423	7,300	7,300	5,118	2,100	2,500	-
623680	Tools and Supplies	25,772	54,500	54,500	50,721	37,300	44,800	-
623720	Books, Maps, and Charts	1,360	3,100	3,100	180	1,400	1,400	-
623780	Safety and Medical Supplies	69,282	75,000	75,000	51,824	54,000	55,800	-
623810	Computer Supplies	1,119	3,900	3,900	3,104	2,100	1,500	-
623820	Fuel	66,473	110,000	110,000	98,251	66,600	90,000	-
623840	Gases	457	-	-	-	-	-	-
623850	Communications Supplies	615	4,000	4,000	173	800	1,000	-
623860	Lubricants	13,520	18,400	18,400	15,507	8,500	14,100	-
623990	Materials and Supplies, N.O.C.	43,956	104,900	102,900	47,636	42,800	13,000	-
300	TOTAL MATERIALS AND SUPPLIES	1,795,662	2,449,000	2,555,800	2,179,107	1,726,100	2,654,600	-
634600	Equipment for Collection Facilities	-	24,000	24,000	-	5,000	-	-
634650	Equipment for Process Facilities	35,164	59,400	43,900	34,567	29,100	28,000	-
634860	Vehicle Equipment	49,361	-	-	-	-	-	-
634990	Machinery and Equipment, N.O.C.	-	15,000	15,000	-	5,000	-	-

101 68000	Fund: Corporate Department: Maintenance & Operations Division: Calumet Service Area	LINE ITEM ANALYSIS						
		2013	2014			2015		
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
400	TOTAL MACHINERY AND EQUIPMENT	84,525	98,400	82,900	34,567	39,100	28,000	-
TOTAL CALUMET SERVICE AREA		\$ 31,076,030	\$ 33,197,900	\$ 33,309,200	\$ 25,434,782	\$ 31,016,700	\$ 35,294,600	\$ -

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.

		POSITION ANALYSIS				
Fund: Corporate Dept: Maintenance & Operations Division: Calumet Service Area		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
810	Calumet Executive Office					
HP22	Assistant Director of Maintenance & Operations	1	1		1	
HP12	Secretary #2 (Administrative Specialist) (New Grade HP11)	1	1		1	
TOTAL	Calumet Executive Office	2	2	280,787.26	2	284,390.08
811	Administrative & Budget Control Unit					
HP15	Management Analyst II #2 (Budget & Management Analyst) (New Grade HP14)	1	-		-	
HP14	Management Analyst I #2 (Budget & Management Analyst)	1	-		-	
HP14	Budget & Management Analyst	-	2		2	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	2	-		-	
HP11	Administrative Specialist	-	2		2	
HP09	Administrative Clerk	1	1		1	
TOTAL	Administrative & Budget Control Unit	5	5	355,433.26	5	365,248.52
820	Plant Engineering & Maintenance Section					
821	Administrative Unit					
HP20	Assistant Engineer of Treatment Plant Operations III	1	-		-	
HP20	Managing Engineer	-	1		1	
TOTAL	Administrative Unit	1	1	172,206.32	1	172,206.32
822	Mechanical Engineering Unit					
HP18	Principal Mechanical Engineer	1	1		1	
HP17	Senior Mechanical Engineer	2	1		1	
HP15	Associate Mechanical Engineer	2	2		2	
HP14	Assistant Mechanical Engineer #2 (Engineering Technician IV) (New Grade HP12)	1	1		1	
TOTAL	Mechanical Engineering Unit	6	5	509,640.56	5	514,615.66
823	Electrical Engineering Unit					
HP19	Assistant Engineer of Treatment Plant Operations II #2 (Assistant Engineer of Treatment Plant Operations I) (New Grade HP18)	1	-		-	
HP19	Assistant Engineer of Treatment Plant Operations II #2 (Principal Engineer) (New Grade HP18)	-	1		1	
HP17	Senior Electrical Engineer	1	1		1	

POSITION ANALYSIS						
Fund: Corporate Dept: Maintenance & Operations Division: Calumet Service Area		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP15	Associate Process Control Engineer	1	1		1	
HP15	Associate Electrical Engineer	2	2		2	
HP14	Assistant Electrical Engineer	1	1		1	
HP12	Engineering Technician IV	1	1		1	
NR6251	Chief Electrical Operator	1	1		1	
NR6233	Electrical Operator II	5	5		5	
NR6232	Electrical Operator I	4	6		6	
TOTAL	Electrical Engineering Unit	17	19	1,796,435.68	19	1,801,078.24
824	Maintenance Unit					
HP18	Master Mechanic I	1	1		1	
HP16	Assistant Master Mechanic	3	3		3	
PR5353	Bricklayer	1	1		1	
PR7779	Pipefitter Foreman	-	1		1	
PR7779	Pipefitter Foreman #2 (Pipefitter Leadman) (New Grade PR7775)	1	-		-	
PR7773	Pipefitter	9	9		9	
PR5753	Plumber	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	9		9	
PR7579	Machinist Foreman	1	1		1	
PR7573	Machinist	10	10		10	
PR5155	Carpenter Leadman	1	1		1	
PR5153	Carpenter	2	2		2	
PR6453	Hoisting Engineer	3	3		3	
PR5975	Structural Ironworker Leadman	1	1		1	
PR5973	Structural Ironworker	5	5		5	

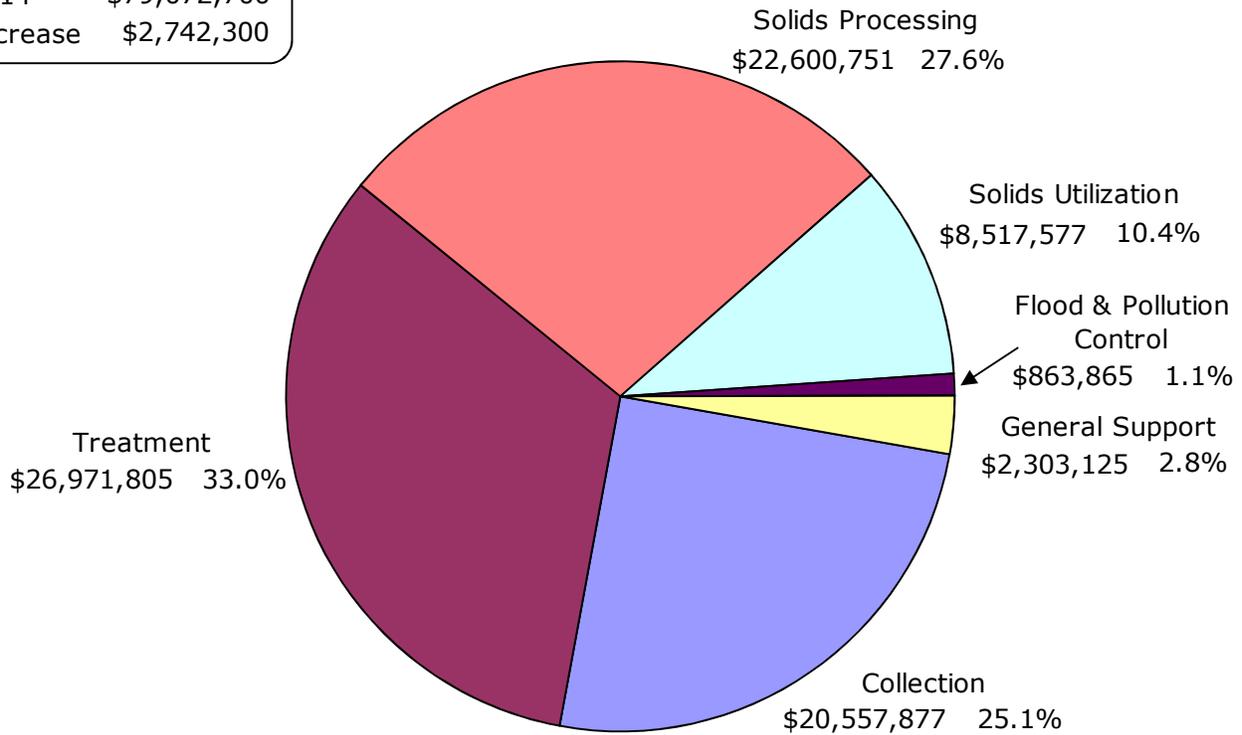
POSITION ANALYSIS						
Fund: Corporate Dept: Maintenance & Operations Division: Calumet Service Area		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
PR5553	Painter	2	2		2	
PR6479	Truck Driver Foreman	1	1		1	
PR6473	Truck Driver	3	4		4	
TOTAL	Maintenance Unit	65	66	6,099,543.58	66	6,199,375.26
843 Buildings & Grounds Unit						
HP17	Senior Civil Engineer	1	1		1	
HP15	Associate Civil Engineer	1	-		-	
HP14	Assistant Civil Engineer	1	-		-	
HP14	Engineering Technician V	-	1		1	
HP12	Engineering Technician IV	-	1		1	
NR8331	Laborer Foreman	2	2		2	
NR8651	Maintenance Laborer Class A	8	8		7	
NR8652	Maintenance Laborer Class B	10	10		9	
NR8652	Maintenance Laborer Class B #1	-	-		1	
TOTAL	Buildings & Grounds Unit	23	23	1,476,257.90	22	1,413,651.46
844 Fulton County Farm Operations Unit						
HP12	Agricultural Technician II	1	1		1	
HP11	Agricultural Technician I	1	1		1	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	1		1	
TOTAL	Fulton County Farm Operations Unit	3	3	192,649.60	3	202,414.16
TOTAL	Plant Engineering & Maintenance Section	115	117	10,246,733.64	116	10,303,341.10
830 Plant Operations Section						
831 Administrative Unit						
HP20	Assistant Engineer of Treatment Plant Operations III	1	-		-	
HP20	Managing Engineer	-	1		1	
HP18	Assistant Engineer of Treatment Plant Operations I	1	-		-	
HP18	Principal Engineer	-	1		1	

POSITION ANALYSIS						
Fund: Corporate Dept: Maintenance & Operations Division: Calumet Service Area		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP15	Associate Civil Engineer	1	-		-	
HP14	Assistant Civil Engineer	-	1		1	
TOTAL	Administrative Unit	3	3	404,970.80	3	409,418.10
832 Treatment Operations Unit						
HP16	Treatment Plant Operator III	1	1		1	
HP14	Treatment Plant Operator II	7	7		7	
HP14	Treatment Plant Operator II #4	1	1		1	
HP12	Treatment Plant Operator I	5	5		5	
NR8650	Maintenance Laborer Class A Shift	8	8		8	
NR8651	Maintenance Laborer Class A	1	1		1	
TOTAL	Treatment Operations Unit	23	23	1,854,845.46	23	1,876,456.14
834 Mechanical Operations Unit						
HP17	Chief Operating Engineer I	1	1		1	
HP16	Assistant Chief Operating Engineer	2	2		2	
NR6832	Operating Engineer II	12	12		12	
NR6831	Operating Engineer I	16	18		18	
NR8650	Maintenance Laborer Class A Shift	7	7		7	
NR6810	Fireman-Oiler	5	5		5	
PR6473	Truck Driver	3	3		3	
TOTAL	Mechanical Operations Unit	46	48	4,239,985.62	48	4,248,988.12
839 Lemont Operations Unit						
HP14	Treatment Plant Operator II	1	1		1	
HP12	Treatment Plant Operator I	2	2		2	
TOTAL	Lemont Operations Unit	3	3	238,921.28	3	238,920.50
TOTAL	Plant Operations Section	75	77	6,738,723.16	77	6,773,782.86
TOTAL	Maintenance & Operations Calumet Service Area	197	201	17,621,677.32	200	17,726,762.56
Note: There are no positions budgeted for the Stormwater Management Fund for 2015.						
NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix.						

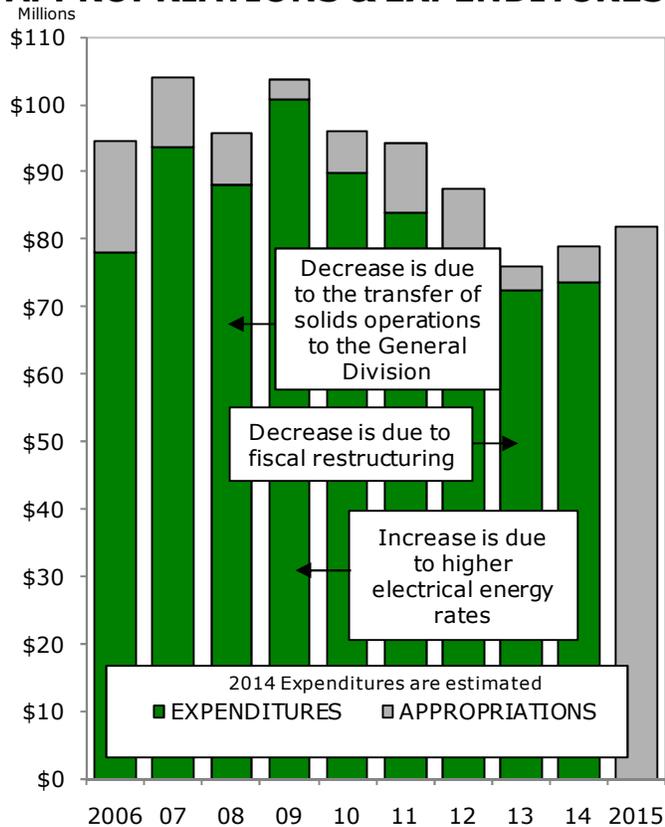
MAINTENANCE & OPERATIONS – STICKNEY SERVICE AREA

2015	\$81,815,000
2014	\$79,072,700
Increase	\$2,742,300

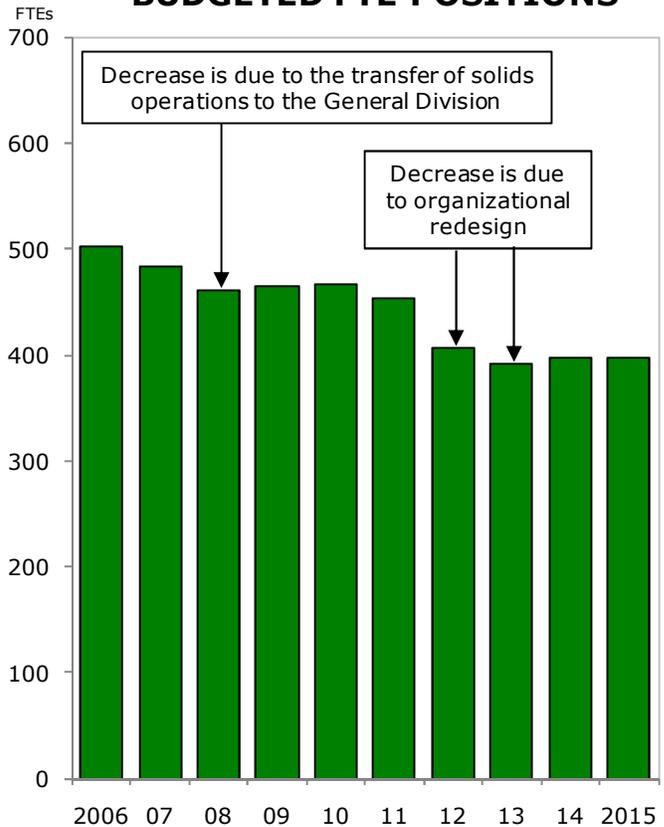
FUNCTIONS



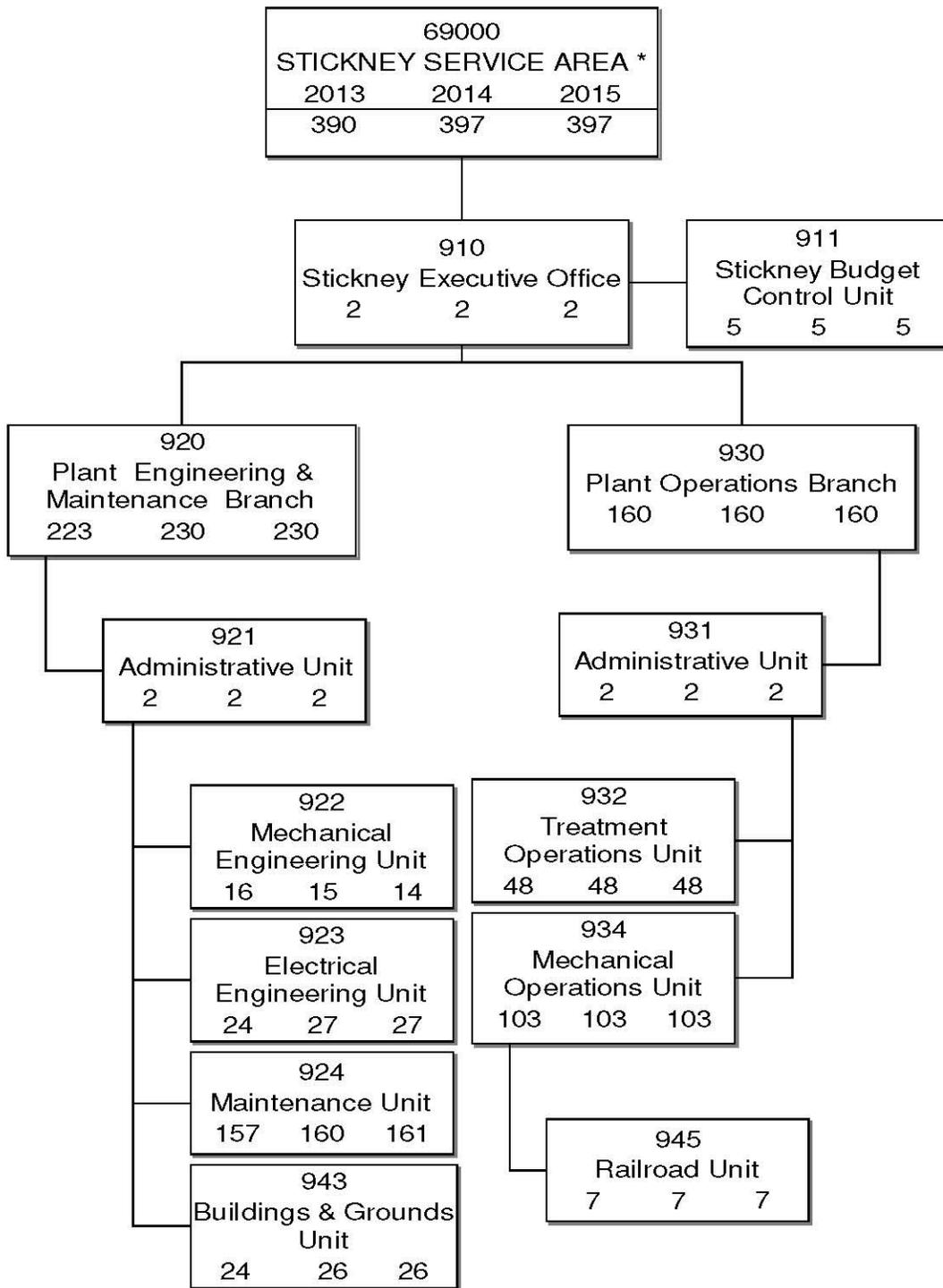
APPROPRIATIONS & EXPENDITURES



BUDGETED FTE POSITIONS



MAINTENANCE & OPERATIONS – STICKNEY SERVICE AREA



* In 2015, 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.

MAINTENANCE & OPERATIONS – STICKNEY SERVICE AREA

The mission of the Stickney Service Area (SSA) is to protect the water environment by collecting and treating wastewater and maintaining our waterways free of pollution in the most economically and environmentally sustainable manner possible.

Service Area Summary

The SSA's primary responsibilities include the operation of the largest water reclamation plant in the world, as well as two major pump stations and four detention reservoirs. The SSA plans to collect and treat approximately 250 billion gallons of sewage in 2015. The SSA's commitment to the District's mission is demonstrated daily by the work of the following operational units:

Stickney Executive Office provides leadership and direction for the operation, maintenance, and development of capital improvement needs in the SSA, ensures adequate funding for ongoing compliance with National Pollutant Discharge Elimination System guidelines and other permit requirements, assesses risk management at the SSA level, and assists the Director of Maintenance & Operations in long-term planning and decision making.

Stickney Budget Control Unit prepares, implements, monitors, and reports on the SSA budget, reviews and processes requisitions and payments to ensure conformance with the Purchasing Act and the Prompt Payment Act, ensures the accuracy and appropriateness of business documents, processes utility payments and reports, acts as a liaison between other departments and SSA personnel, provides ongoing training and leadership in enterprise systems, keeps, retrieves, and interprets historical data to assist management in decision making, and ensures accountability at the divisional service area level.

Plant Engineering & Maintenance Branch is comprised of the Administrative Unit, the Mechanical Engineering Unit, the Electrical Engineering Unit, the Maintenance Unit, and the Buildings & Grounds Unit. This branch is responsible for ensuring that the collection and process facilities perform in an efficient and cost-effective manner. Maintenance and repairs are accomplished through the utilization of in-house trades personnel and outside contractor services in order to provide cost-effective operations. The engineering and maintenance units maintain, operate, and repair SSA infrastructure, architectural, and structural elements. The District-wide Buildings & Grounds Unit maintains buildings, roadways, parking lots, and landscaping, secures District property, provides labor support to other sections and/or departments, and participates in capital improvement development and implementation.

Plant Operations Branch is comprised of the Treatment Operations Unit, the Mechanical Operations Unit, and the Railroad Unit. This branch is responsible for the physical operation of the collection and process facilities in the SSA. Efficient and effective operations are measured through daily reporting and permit compliance. Operational integrity and efficiency, as well as worker and public safety, are paramount. The size of the Stickney WRP and the scope of its operations generate frequent requests for plant tours, which are conducted by operations staff. The Railroad Unit provides for the cost-effective transportation of centrifuged biosolids to the Lawndale Avenue Solids Management Area facility. All units utilize a combination of in-house staff and outside contractor services to provide for cost-effective operations.

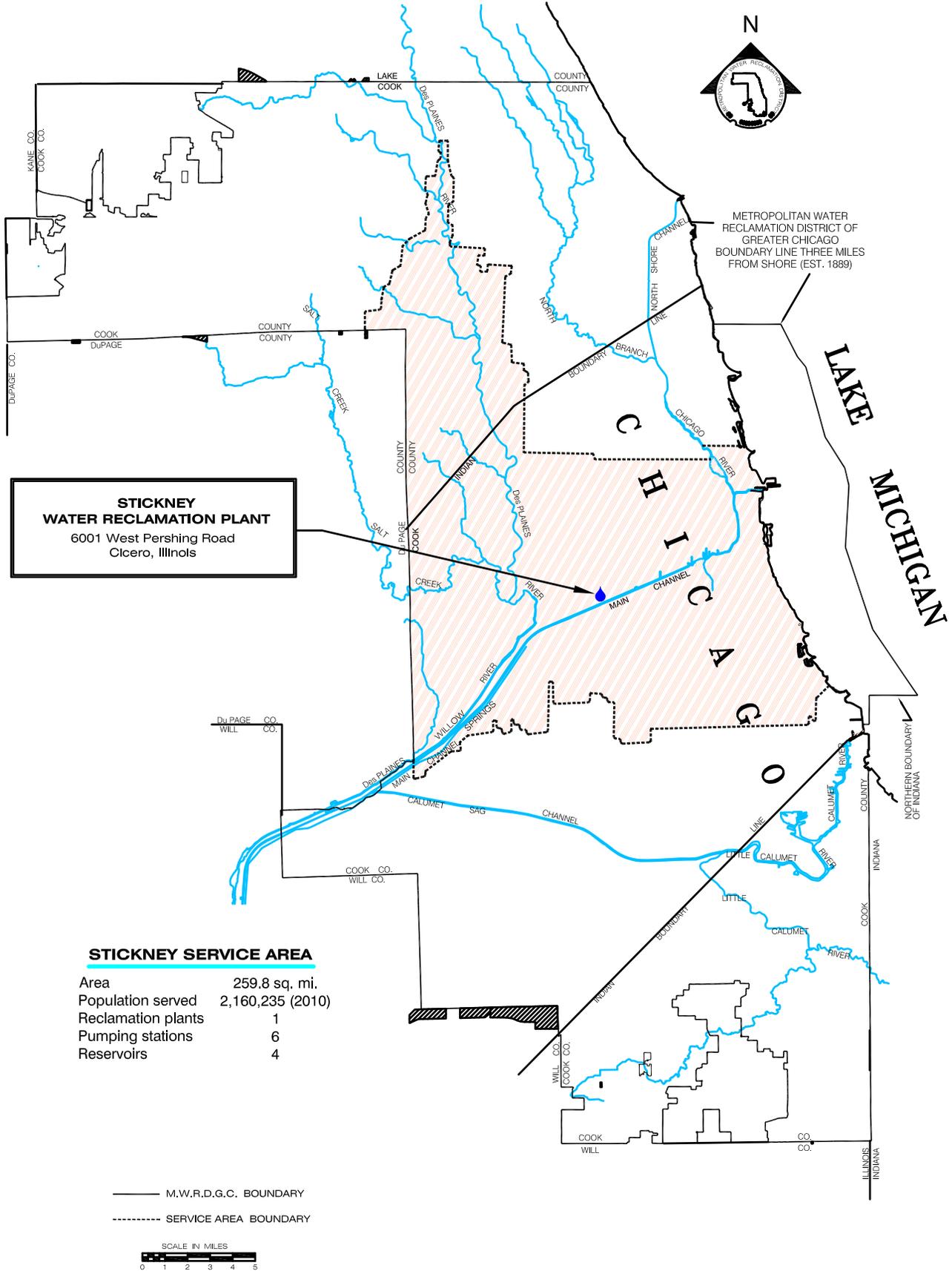
Summary of 2014 Accomplishments

- Continued increase in low solids processing (versus centrifuging) to 55,000 dry tons in 2014, thus reducing costs associated with electricity, polymer, and centrifuge maintenance;
- Awarded fewer contracts in favor of utilizing in-house District trades personnel to reduce costs and increase productivity;
- Utilized the Construction Fund for updates to equipment and facilities, with the goal of establishing a prioritization system for capital projects still in progress.

Budget Highlights

The 2015 appropriation for the SSA is \$81,815,000, an increase of \$2,742,300, or 3.5 percent, from 2014. The 2015 Corporate Fund staffing level of 397 is unchanged from 2014. The SSA's budget program continues to maximize the processing of low solids, which results in lower electrical, polymer, and maintenance costs. Additional work that was previously performed by outside contractors will be brought in-house for completion by District trades personnel. As a result, the demand for training and replacement parts will rise significantly above the levels seen in recent years. The SSA also plans to implement a phosphorous recovery system in the last quarter of 2015. This project will generate income for the District's Corporate Fund through the sale of fertilizer pellets.

An ammonia control project was initiated in 2014 to improve the efficiency of the aeration process. It is expected that aeration related energy costs will be reduced by 20 percent and overall plant electrical costs will be reduced by 10 percent. Annual savings of approximately \$1,400,000 are anticipated after the project is fully implemented in all four aeration batteries. To continue the project, the SSA added a \$450,000 request in the Construction Fund to convert all of the aeration batteries to adopt the processes and methods developed by the ammonia aeration control project.



69000 M and 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 250 billion gallons of sewage through its treatment facilities.	\$ 47,529,682	58.1%
Stickney Water Reclamation Plant	Design: Flows ^ CBOD * SS *	
	1,200 MGD 10 mg/l 12 mg/l	
<p>^ In millions of gallons per day (MGD). * National Pollutant Discharge Elimination System (NPDES) monthly effluent quality standards: CBOD - Carbonaceous Biochemical Oxygen Demand SS - Suspended Solids</p>		
2. SOLIDS PROCESSING: The Stickney Service Area will remove 100,000 dry tons and process solids from 135,000 dry tons of concentrated sewage (includes 35,000 dry tons from North Service Area) through various systems including heated digestion, centrifuging, concentration, and aging low solids sludge and centrifuge cake in lagoons.	\$ 22,600,751	27.6%
3. SOLIDS UTILIZATION: The Stickney Service Area will provide support to utilize 55,000 dry tons of further dewatered sewage for application at final utilization sites such as farm application, and as daily and final cover in sanitary landfills.	\$ 8,517,577	10.4%
4. FLOOD & POLLUTION CONTROL: The Stickney Service Area will work to prevent local area flooding through the operation of four 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 crews.	\$ 863,865	1.1%
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, Flood & Pollution Control, and Solids Utilization.	\$ 2,303,125	2.8%
Total	\$ 81,815,000	100.0%

MEASURABLE GOALS:	Unit of Measure	2013 Actual	2014 Estimated	2015 Proposed
1. The Stickney Service Area will collect and treat approximately 250 billion gallons of sewage in 2015.	Billion Gallons	246	250	250
2. The Stickney Service Area will remove and process solids from 135,000 dry tons of concentrated sewage.	Dry Ton Process Solids	131,694	135,000	135,000
3. The Stickney Service Area will obtain 100 percent permit compliance in 2015 for NPDES effluent limits.	Percent	100%	100%	100%
4. The Stickney Service Area will provide support to utilize 55,000 dry tons of biosolids in 2015 (does not include Pelletizer Facility Operations).	Dry Tons	58,575	55,000	55,000

69000 M and O - STICKNEY SERVICE AREA

OBJECTIVES AND PROGRAM SUMMARY

PROGRAMS BY PRIORITY:		2013	Budgeted			Change		
Number	Name	Actuals	FTEs	Dollars	Dollars	Percent		
1000	Collection	\$ 16,192,197	2015 84	\$ 20,557,877	\$ 92,964	0.5		
			2014 84	\$ 20,464,913				
1100	Surface Interceptor Systems	\$ 507,092	2015 2	\$ 395,200	\$ 14,100	3.7		
			2014 2	\$ 381,100				
1200	Tunnel and Reservoir System	\$ 4,675,326	2015 12	\$ 5,170,800	\$ (48,700)	(0.9)		
			2014 12	\$ 5,219,500				
1300	Pumping Station Facilities	\$ 3,922,371	2015 27	\$ 6,161,900	\$ (28,000)	(0.5)		
			2014 27	\$ 6,189,900				
1900	Collection - Indirect Costs	\$ 7,087,408	2015 43	\$ 8,829,977	\$ 155,564	1.8	a)	
			2014 43	\$ 8,674,413				
2000	Treatment	\$ 24,896,350	2015 138	\$ 26,971,805	\$ 2,311,708	9.4		
			2014 138	\$ 24,660,097				
2000	Pre-Treatment	\$ 1,924,524	2015 20	\$ 2,200,500	\$ 5,200	0.2		
			2014 20	\$ 2,195,300				
2100	Primary Treatment	\$ 1,864,254	2015 23	\$ 2,049,600	\$ 104,800	5.4	b)	
			2014 23	\$ 1,944,800				
2200	Secondary Treatment	\$ 9,970,360	2015 30	\$ 8,955,000	\$ 1,065,700	13.5	c)	
			2014 30	\$ 7,889,300				
2300	Tertiary Treatment	\$ 42,654	2015 -	\$ 42,300	\$ 1,200	2.9		
			2014 -	\$ 41,100				
2900	Treatment - Indirect Costs	\$ 11,094,558	2015 65	\$ 13,724,405	\$ 1,134,808	9.0	d)	
			2014 65	\$ 12,589,597				
3000	Solids Processing	\$ 20,745,244	2015 136	\$ 22,600,751	\$ 3,920	0.0		
			2014 136	\$ 22,596,831				
3100	Thickening	\$ 3,857,265	2015 27	\$ 3,950,300	\$ 41,400	1.1		
			2014 27	\$ 3,908,900				
3200	Stabilization	\$ 3,384,160	2015 26	\$ 3,172,900	\$ (138,500)	(4.2)	e)	
			2014 26	\$ 3,311,400				
3300	Dewatering	\$ 7,367,079	2015 29	\$ 8,436,800	\$ 143,700	1.7	f)	
			2014 29	\$ 8,293,100				
3900	Solids Processing - Indirect Costs	\$ 6,136,740	2015 54	\$ 7,040,751	\$ (42,680)	(0.6)		
			2014 54	\$ 7,083,431				

- a) Increase is due to District-wide carpet cleaning services being provided by the Buildings & Grounds Unit (\$60,000), the installation of an odor control system (\$42,000), and an increase in demand for distributed control system network electrical parts (\$41,800).
- b) Increase is due to a higher demand for scavenger services (\$68,400) and the addition of an Architectural Ironworker position (\$45,700).
- c) Increase is due to a higher costs for electrical energy (\$949,000), sodium hypochlorite (\$31,000), and the ammonia analyzer service agreement (\$25,000).
- d) Increase is due to a higher demand for services under the manhours contract (\$581,900), District-wide landscaping and maintenance services being provided by the Buildings & Grounds Unit (\$251,000), a higher demand for miscellaneous building repairs (\$200,000), and higher costs for natural gas (\$205,000), offset by a reduced need for fuel for equipment (\$70,000).
- e) Decrease is due to reduced requests for heat exchanger u-bends (\$75,000), sludge pump parts (\$30,000), and heat digester plumbing supplies (\$25,000).
- f) Increase is due to the new Ostera odor control project that requires sodium hydroxide (\$300,000) and magnesium chloride (\$200,000), offset by a reduced demand for polymer (\$331,000) and services to maintain large motors (\$29,000).

69000 M and O - STICKNEY SERVICE AREA

OBJECTIVES AND PROGRAM SUMMARY

PROGRAMS BY PRIORITY:		2013	Budgeted			Change		
Number	Name	Actuals	FTEs	Dollars	Dollars	Percent		
4000	Flood & Pollution Control	\$ 535,723	2015 5	\$ 863,865	\$ 34,563	4.2		
			2014 5	\$ 829,302				
4200	Waterways Control and Stormwater Reservoirs	\$ 177,587	2015 3	\$ 280,000	\$ 25,300	9.9		
			2014 3	\$ 254,700				
4210	Maintenance of Waterways	\$ 235	2015 -	\$ -	\$ -	-		
			2014 -	\$ -				
4420	Sidestream Aeration Facilities	\$ -	2015 -	\$ 17,000	\$ 17,000	100.0		
			2014 -	\$ -				
4900	Flood & Pollution Control - Indirect Costs	\$ 357,901	2015 2	\$ 566,865	\$ (7,737)	(1.3)		
			2014 2	\$ 574,602				
5000	Solids Utilization	\$ 7,716,151	2015 15	\$ 8,517,577	\$ 333,317	4.1		
			2014 15	\$ 8,184,260				
5100	Solids Drying	\$ 161,771	2015 2	\$ 146,200	\$ 6,100	4.4		
			2014 2	\$ 140,100				
5200	Solids Distribution	\$ 5,963,266	2015 2	\$ 6,195,600	\$ 101,000	1.7	g)	
			2014 2	\$ 6,094,600				
5900	Solids Utilization - Indirect Costs	\$ 1,591,114	2015 11	\$ 2,175,777	\$ 226,217	11.6	h)	
			2014 11	\$ 1,949,560				
7000	General Support	\$ 2,361,020	2015 19	\$ 2,303,125	\$ (34,172)	(1.5)		
			2014 19	\$ 2,337,297				
Totals		\$ 72,446,685	2015 397	\$ 81,815,000	\$ 2,742,300	3.5%	*	
			2014 397	\$ 79,072,700				

g) Increase is due to the pelletizer annual contract cost escalator (\$122,100), offset by a decrease in electrical energy (\$27,000).

h) Increase is due to District-wide landscaping (\$128,000) and pavement repair (\$100,000) services being provided by the Building & Grounds Unit.

* The 2015 position total for the Stickney Service Area is 397. There are nine positions funded by the Stormwater Management Fund.

69000 M and O - STICKNEY SERVICE AREA

PERFORMANCE DATA

Program Number	Measurable Activity Title		2013 Actual	2014 Budgeted	2015 Estimated	
1000-2900	Collection & Treatment					
	Collect and Treat Sewage at the Stickney Water Reclamation Plant	Mil. Gallons Cost Cost/Mil. Gallons	246,209 \$ 41,088,547 \$ 166.88	250,000 \$ 45,125,010 \$ 180.50	250,000 \$ 47,529,682 \$ 190.12	a)
3000	Solids Processing					
	Remove 100,000 Dry Tons of Solids and Process 135,000 Dry Tons of Solids (Includes 35,000 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 Cost Cost/Dry Ton	131,694 \$ 20,745,244 \$ 157.53	150,000 \$ 22,596,831 \$ 150.65	135,000 \$ 22,600,751 \$ 167.41	
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 Cost Cost/Reservoir	6 \$ 177,587 \$ 29,597.83	4 \$ 254,700 \$ 63,675.00	4 \$ 280,000 \$ 70,000.00	
4210	Maintenance of the Waterways and Canal Banks Within the Jurisdiction of the District. Activities Include Debris Removal, Insect and Rodent Control, Bridge Repair, and Aeration Costs	Cost	\$ 235	\$ -	\$ -	
4420	Sidestream Aeration Facilities	Cost	\$ -	\$ -	\$ 17,000	b)
4900	Flood & Pollution Control - Indirect Costs	Cost	\$ 357,901	\$ 574,602	\$ 566,865	
5000	Solids Utilization					
	Utilize Further Dewatered Sewage 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 Cost Cost/Dry Ton	58,575 \$ 1,915,779 \$ 32.71	79,800 \$ 2,257,560 \$ 28.29	55,000 \$ 2,495,577 \$ 45.37	c)
5271	Pelletizer Disposal Control Management and Disposal of Solids by Private Contracts	Dry Tons Cost Cost/Dry Ton	36,955 \$ 5,800,372 \$ 156.96	45,000 \$ 5,926,700 \$ 131.70	35,000 \$ 6,022,000 \$ 172.06	
7000	General Support					
	Technical and Administrative Support for Other Departments' Activities Indirectly Related to the Operational Activities of Collection and Treatment, Solids Processing, Flood and Pollution Control, and Solids Utilization	Cost	\$ 2,361,020	\$ 2,337,297	\$ 2,303,125	
Division Total			\$ 72,446,685	\$ 79,072,700	\$ 81,815,000	

- a) Increase is due to higher demand for services under the manhours contract (\$1,033,200), higher costs for electrical energy (\$949,000), District-wide landscaping and maintenance services being provided by the Buildings & Grounds Unit (\$251,000), and a higher demand for miscellaneous building repairs (\$200,000).
- b) Increase is due to sidestream elevated pool aeration station landscaping (\$17,000).
- c) Increase is due to District-wide landscaping (\$128,000) and pavement repair (\$100,000) services being provided by the Building & Grounds Unit.

101 69000	Fund: Corporate Department: Maintenance & Operations Division: Stickney Service Area	LINE ITEM ANALYSIS						
		2013	2014				2015	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 33,422,720	\$ 35,152,600	\$ 35,152,600	\$ 24,895,081	\$ 34,375,000	\$ 36,018,800	\$ -
601060	Compensation Plan Adjustments	1,908,540	1,976,600	1,976,600	1,558,411	1,890,000	1,929,100	-
601080	Salaries of Nonbudgeted Employees	-	-	50,000	43,540	51,600	-	-
601100	Tuition and Training Payments	73,913	151,000	151,000	119,851	145,000	125,000	-
601170	Payments for Professional Services	207,558	170,000	170,000	150,000	138,000	20,000	-
100	TOTAL PERSONAL SERVICES	35,612,731	37,450,200	37,500,200	26,766,883	36,599,600	38,092,900	-
612010	Travel	2,942	16,900	16,900	3,798	6,000	25,000	-
612030	Meals and Lodging	14,924	27,400	27,400	14,356	23,500	40,000	-
612050	Compensation for Personally-Owned Automobiles	76,647	135,000	135,000	53,688	95,000	84,600	-
612080	Motor Vehicle Operating Services	331	900	900	324	800	1,000	-
612150	Electrical Energy	16,055,296	15,803,800	15,803,800	11,412,983	15,803,800	16,850,600	-
612160	Natural Gas	874,806	747,000	1,265,000	875,353	1,265,000	950,000	-
612170	Water and Water Services	856,779	1,081,700	1,020,900	581,459	990,000	1,100,000	-
612210	Communication Services	134,082	150,000	150,000	93,463	128,000	109,900	-
612240	Testing and Inspection Services	73,383	138,600	138,600	51,471	119,000	89,400	-
612280	Subscriptions and Membership Dues	-	7,300	7,300	299	7,300	-	-
612330	Rental Charges	108,328	133,800	133,800	126,398	117,500	125,000	-
612410	Governmental Service Charges	89,880	90,000	90,000	72,500	90,000	90,000	-
612420	Maintenance of Grounds and Pavements	306,767	764,700	921,700	741,901	823,000	1,200,000	-
612490	Contractual Services, N.O.C.	186,388	313,300	313,300	231,500	271,000	380,000	-
612520	Waste Material Disposal Charges	408,808	652,000	652,000	651,910	485,000	680,000	-
612590	Sludge Disposal	5,201,235	5,400,000	5,400,000	5,361,080	4,030,000	5,522,100	-
612600	Repairs to Collection Facilities	1,560,545	1,648,300	1,593,000	1,555,702	1,520,000	2,031,900	-
612620	Repairs to Waterway Facilities	-	-	-	-	-	16,000	-
612650	Repairs to Process Facilities	2,621,793	2,614,700	2,107,400	1,982,874	1,970,000	3,387,700	-
612670	Repairs to Railroads	169,725	408,400	408,400	236,424	276,000	323,900	-
612680	Repairs to Buildings	746,798	490,300	490,300	363,084	350,500	834,100	-
612760	Repairs to Material Handling and Farming Equipment	40,084	51,000	51,000	51,000	47,400	50,000	-

101 69000	Fund: Corporate Department: Maintenance & Operations Division: Stickney Service Area	LINE ITEM ANALYSIS						
		2013	2014				2015	
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
612780	Safety Repairs and Services	92,141	112,000	112,000	102,612	98,300	150,000	-
612840	Communications Equipment Maintenance (Includes Software)	30,625	57,000	57,000	36,523	49,500	40,000	-
612860	Repairs to Vehicle Equipment	13,268	33,700	33,700	25,325	28,900	30,000	-
612970	Repairs to Testing and Laboratory Equipment	572	3,000	3,000	-	400	-	-
612990	Repairs, N.O.C.	2,329	29,400	29,400	15,392	14,500	5,000	-
200	TOTAL CONTRACTUAL SERVICES	29,668,477	30,910,200	30,961,800	24,641,420	28,610,400	34,116,200	-
623030	Metals	16,469	18,000	18,000	15,000	15,000	18,000	-
623070	Electrical Parts and Supplies	665,048	1,378,400	1,363,000	953,137	900,000	800,000	-
623090	Plumbing Accessories and Supplies	277,882	632,300	607,300	353,159	525,000	400,000	-
623110	Hardware	5,422	17,800	17,800	544	14,200	9,600	-
623130	Buildings, Grounds, Paving Materials, and Supplies	66,271	202,500	202,500	100,057	130,000	100,000	-
623170	Fiber, Paper, and Insulation Materials	71,634	51,000	51,000	33,099	37,000	15,000	-
623190	Paints, Solvents, and Related Materials	1,562	20,000	20,000	10,142	17,200	2,000	-
623250	Vehicle Parts and Supplies	45,281	83,800	83,800	81,732	65,000	50,000	-
623270	Mechanical Repair Parts	1,285,513	1,959,000	1,874,000	1,553,646	1,650,000	1,832,300	-
623520	Office, Printing, & Photo Supplies, Equipment, & Furniture	14,837	20,000	16,500	15,421	16,000	15,000	-
623560	Processing Chemicals	4,272,597	5,658,500	5,658,500	5,469,243	4,700,000	6,000,000	-
623660	Cleaning Supplies	1,740	2,000	2,000	-	1,700	2,000	-
623680	Tools and Supplies	90,637	137,500	110,500	109,467	97,000	90,000	-
623700	Wearing Apparel	985	1,500	1,500	500	1,300	900	-
623780	Safety and Medical Supplies	89,161	98,400	98,400	52,611	60,000	65,900	-
623800	Computer Software	11,148	22,500	22,500	6,174	19,500	6,600	-
623810	Computer Supplies	36,736	30,000	30,000	9,094	26,500	10,000	-
623820	Fuel	84,350	170,000	170,000	170,000	116,000	125,000	-
623840	Gases	5,342	23,000	23,000	17,142	20,000	10,000	-
623850	Communications Supplies	288	54,100	54,100	34,903	44,000	10,000	-
623860	Lubricants	4,934	7,000	7,000	2,625	6,200	7,000	-

101 69000		Fund: Corporate Department: Maintenance & Operations Division: Stickney Service Area		LINE ITEM ANALYSIS				
		2013	2014			2015		
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
623990	Materials and Supplies, N.O.C.	15,268	44,500	43,500	24,638	25,000	20,900	-
300	TOTAL MATERIALS AND SUPPLIES	7,063,105	10,631,800	10,474,900	9,012,336	8,486,600	9,590,200	-
634860	Vehicle Equipment	53,859	60,000	60,000	-	-	-	-
634970	Testing and Laboratory Equipment	47,213	20,500	20,500	4,949	17,700	15,700	-
400	TOTAL MACHINERY AND EQUIPMENT	101,072	80,500	80,500	4,949	17,700	15,700	-
TOTAL STICKNEY SERVICE AREA		\$72,445,385	\$79,072,700	\$79,017,400	\$60,425,587	\$73,714,300	\$ 81,815,000	\$ -

NOTES: 1. Amounts may not add up due to rounding.
 2. Departmental appropriation totals for salaries in the Line Item Analysis may differ from those contained in the Position Analysis by a factor identified to adjust for vacancies. Additionally, Estimated Expenditure may either exceed Adjusted Appropriation when transfers of funds are anticipated or be less than Expenditure (Committed Budget plus Disbursement) when not all commitments are anticipated to be completed by year-end.

POSITION ANALYSIS						
Fund: Corporate Dept: Maintenance & Operations Division: Stickney Service Area		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
910	Stickney Executive Office					
HP23	Deputy Director of Maintenance & Operations #2 (Assistant Director of Maintenance & Operations) (New Grade HP22)	1	1		1	
HP12	Secretary #2 (Administrative Specialist) (New Grade HP11)	1	1		1	
TOTAL	Stickney Executive Office	2	2	306,988.50	2	310,591.32
911	Stickney Budget Control Unit					
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		-	
HP14	Management Analyst I #2 (Budget & Management Analyst)	1	-		-	
HP14	Budget & Management Analyst	-	1		2	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	2	-		-	
HP11	Administrative Specialist	-	2		2	
TOTAL	Stickney Budget Control Unit	5	5	438,165.00	5	408,096.52
920	Plant Engineering & Maintenance Branch					
921	Administrative Unit					
HP21	Engineer of Treatment Plant Operations I	1	-		-	
HP21	Engineer of Treatment Plant Operations I #2 (Managing Engineer) (New Grade HP20)	-	1		1	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	1		1	
TOTAL	Administrative Unit	2	2	273,524.68	2	273,524.68
922	Mechanical Engineering Unit					
HP20	Supervising Mechanical Engineer	1	-		-	
HP20	Managing Mechanical Engineer	-	1		1	
HP18	Principal Mechanical Engineer	1	1		1	
HP17	Senior Mechanical Engineer	3	3		3	
HP15	Associate Mechanical Engineer	5	4		3	
HP14	Assistant Mechanical Engineer	3	3		3	
HP14	Engineering Technician V	1	1		1	

POSITION ANALYSIS						
Fund: Corporate Dept: Maintenance & Operations Division: Stickney Service Area		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP12	Engineering Technician IV	1	1		1	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	1		1	
TOTAL	Mechanical Engineering Unit	16	15	1,553,737.12	14	1,476,186.66
923	Electrical Engineering Unit					
HP18	Principal Electrical Engineer	2	2		2	
HP17	Senior Electrical Engineer	3	3		3	
HP15	Associate Electrical Engineer	3	4		4	
HP15	Associate Process Control Engineer	1	1		1	
HP14	Assistant Electrical Engineer	1	-		-	
HP14	Engineering Technician V	1	1		1	
HP14	Engineering Technician V #4	-	1		1	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	1		1	
NR6275	Chief Powerhouse Dispatcher I	1	1		1	
NR6272	Powerhouse Dispatcher	3	4		4	
NR6233	Electrical Operator II	8	9		9	
TOTAL	Electrical Engineering Unit	24	27	2,716,948.52	27	2,664,718.42
924	Maintenance Unit					
	(* Number of positions budgeted and funded by the Stormwater Management Fund appear below position count)					
HP19	Master Mechanic II	1	1		1	
HP16	Assistant Master Mechanic	4	4		4	
HP16	Assistant Master Mechanic #4	1	1		1	
HP14	Engineering Technician V	1	1		1	
HP12	Engineering Technician IV	1	1		1	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	1		1	
PR5353	Bricklayer	1	1		1	

POSITION ANALYSIS					
Fund: Corporate Dept: Maintenance & Operations Division: Stickney Service Area		2013	2014		2015
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs
PR7779	Pipefitter Foreman	1	1		1
PR7775	Pipefitter Leadman	2	2		2
PR7773	Pipefitter	23 (*1)	23 (*1)		23 (*1)
PR7743	Pipecoverer	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	11	13		13
PR7347	Electrical Mechanic Foreman	1	1		1
PR7349	Electrical Mechanic Sub-Foreman	1	2		2
PR7343	Electrical Mechanic	18	18		18
PR5759	Plumber Foreman	1	1		1
PR5753	Plumber	4	4		4
PR7579	Machinist Foreman	1	1		1
PR7575	Machinist Leadman	2	2		2
PR7573	Machinist	25	25		25
PR5989	Ironworker Foreman	1	1		1
PR5973	Structural Ironworker	9	9		9
PR5935	Architectural Ironworker Leadman	1	1		1
PR5933	Architectural Ironworker	3	3		3
PR5933	Architectural Ironworker #1	-	-		1
PR5955	Sheet Metal Worker Leadman	1	1		1
PR5953	Sheet Metal Worker	6	6		6
PR5159	Carpenter Foreman	1	1		1
PR5155	Carpenter Leadman	1	1		1
PR5153	Carpenter	6	6		6
PR6459	Hoisting Engineer Foreman	1	1		1
PR6453	Hoisting Engineer	10	10		10

POSITION ANALYSIS						
Fund: Corporate Dept: Maintenance & Operations Division: Stickney Service Area		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
PR5555	Painter Leadman	1	1		1	
PR5553	Painter	3	3		3	
PR6479	Truck Driver Foreman	1	1		1	
PR6473	Truck Driver	8	8		8	
TOTAL	Maintenance Unit	157	160	14,773,041.92	161	15,082,482.74
TOTAL	Stormwater Management Fund Positions	(*1)	(*1)		(*1)	
943 Buildings & Grounds Unit						
HP18	Principal Mechanical Engineer	-	1		1	
HP17	Senior Civil Engineer	-	1		1	
HP15	Associate Civil Engineer	1	2		2	
HP14	Engineering Technician V	1	2		2	
HP12	Engineering Technician IV	1	-		-	
HP11	Engineering Technician III	1	-		-	
HP09	Administrative Clerk	1	1		1	
NR8331	Laborer Foreman	2	2		2	
NR8651	Maintenance Laborer Class A	8	8		7	
NR8651	Maintenance Laborer Class A #1	-	-		1	
NR8652	Maintenance Laborer Class B	9	9		9	
TOTAL	Buildings & Grounds Unit	24	26	1,861,038.40	26	1,849,983.98
TOTAL	Plant Engineering & Maintenance Branch	223	230	21,178,290.64	230	21,346,896.48
TOTAL	Stormwater Management Fund Positions	(*1)	(*1)		(*1)	
930 Plant Operations Branch						
931 Administrative Unit						
HP21	Engineer of Treatment Plant Operations I	1	-		-	
HP21	Engineer of Treatment Plant Operations I #2 (Managing Engineer) (New Grade HP20)	-	1		1	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	1		1	
TOTAL	Administrative Unit	2	2	269,921.86	2	269,921.86

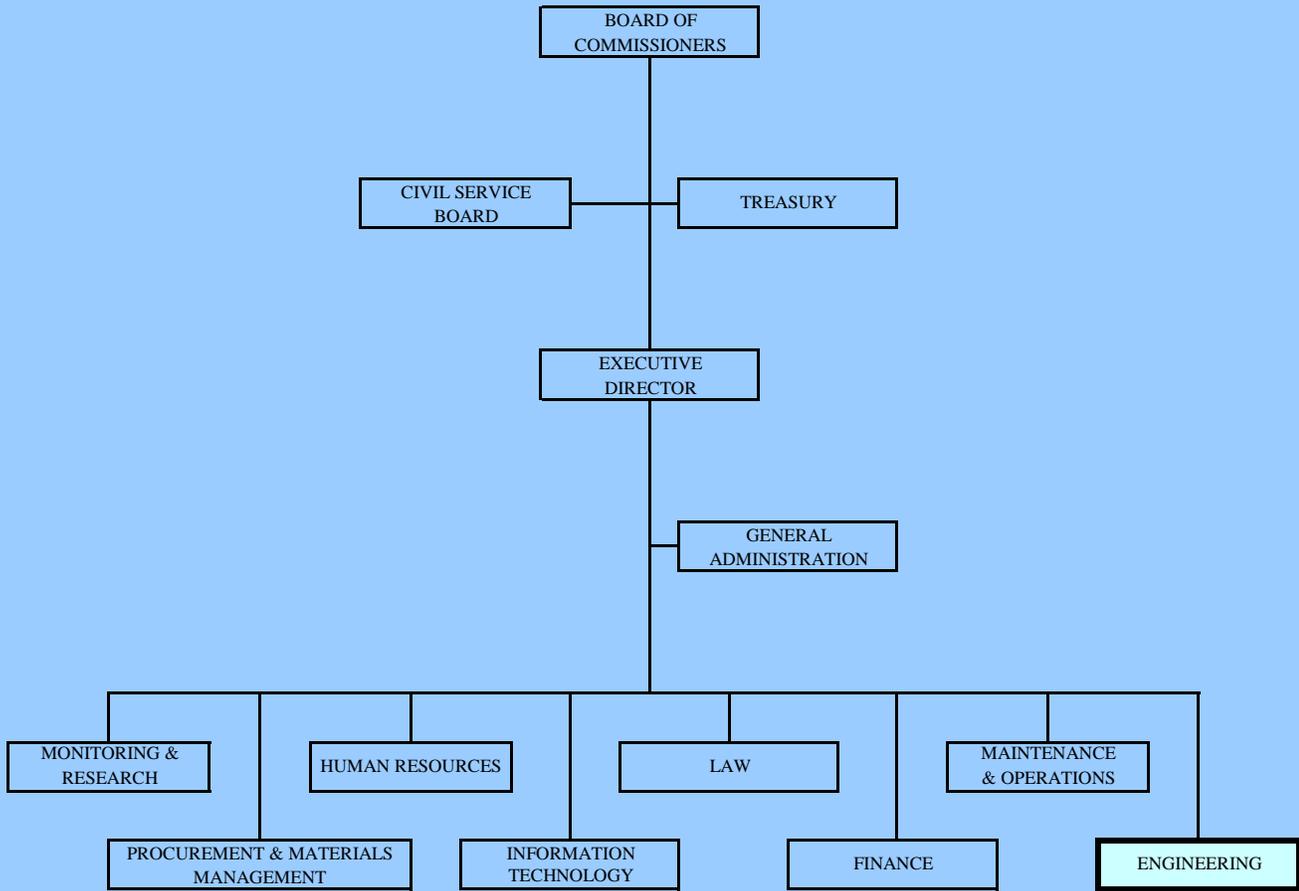
POSITION ANALYSIS						
Fund: Corporate Dept: Maintenance & Operations Division: Stickney Service Area		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
932	Treatment Operations Unit					
HP20	Assistant Engineer of Treatment Plant Operations III	1	-		-	
HP20	Managing Engineer	-	1		1	
HP18	Assistant Engineer of Treatment Plant Operations I	2	-		-	
HP18	Principal Engineer	-	2		2	
HP16	Treatment Plant Operator III	4	5		5	
HP16	Treatment Plant Operator III #4	2	1		1	
HP15	Associate Civil Engineer	1	1		1	
HP14	Assistant Civil Engineer	2	1		1	
HP14	Assistant Mechanical Engineer	-	1		1	
HP14	Treatment Plant Operator II	6	6		7	
HP14	Treatment Plant Operator II #4	3	3		2	
HP12	Treatment Plant Operator I	6	6		6	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	1		1	
NR8331	Laborer Foreman	1	1		1	
NR8650	Maintenance Laborer Class A Shift	14	14		14	
NR8651	Maintenance Laborer Class A	5	5		5	
TOTAL	Treatment Operations Unit	48	48	4,224,437.88	48	4,207,225.62
934	Mechanical Operations Unit					
	(* Number of positions budgeted and funded by the Stormwater Management Fund appear below position count)					
HP18	Chief Operating Engineer II	1	1		1	
HP17	Chief Operating Engineer I	2	2		2	
HP16	Assistant Chief Operating Engineer	6	6		6	
NR6832	Operating Engineer II	34	34		34	
NR6831	Operating Engineer I	26	26		26	
		(*4)	(*4)		(*4)	
NR6810	Fireman-Oiler	10	10		10	
NR8650	Maintenance Laborer Class A Shift	20	20		20	
		(*4)	(*4)		(*4)	

POSITION ANALYSIS						
Fund: Corporate Dept: Maintenance & Operations Division: Stickney Service Area		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
NR8651	Maintenance Laborer Class A	4	4		4	
TOTAL	Mechanical Operations Unit	103	103	9,158,351.54	103	9,153,467.96
TOTAL	Stormwater Management Fund Positions	(*8)	(*8)		(*8)	
945	Railroad Unit					
HP14	Engineering Technician V	1	-		-	
HP11	Engineering Technician III	-	1		1	
NR8331	Laborer Foreman	1	1		1	
NR8650	Maintenance Laborer Class A Shift	5	5		5	
TOTAL	Railroad Unit	7	7	512,487.04	7	503,240.40
TOTAL	Plant Operations Branch	160	160	14,165,198.32	160	14,133,855.84
TOTAL	Stormwater Management Fund Positions	(*8)	(*8)		(*8)	
TOTAL	Maintenance & Operations Stickney Service Area	390	397	36,088,642.46	397	36,199,440.16
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.

NOTE PAGE



Metropolitan Water Reclamation District of Greater Chicago

100 EAST ERIE STREET

CHICAGO, ILLINOIS 60611-3154

312.751.5600

September 10, 2014

Mr. David St. Pierre
Executive Director
OFFICE

Dear Sir:

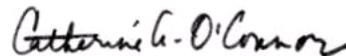
Subject: 2015 Program for the Engineering Department – Corporate Fund

The Engineering Department – Corporate Fund’s program for 2015, as prepared in detail, is transmitted herewith. The budget presentation supports the request for funding of the department’s 2015 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, 2015 major initiatives and challenges, and 2014 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 2015.

Respectfully submitted,

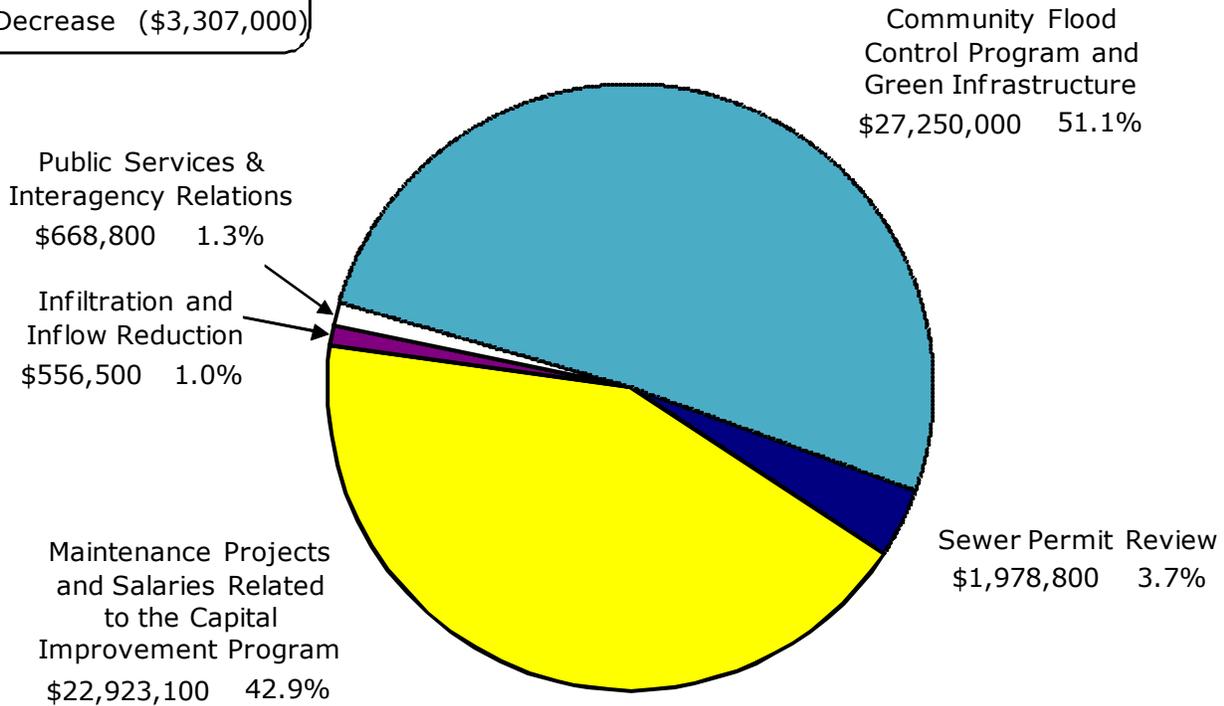


Catherine A. O’Connor
Director of Engineering

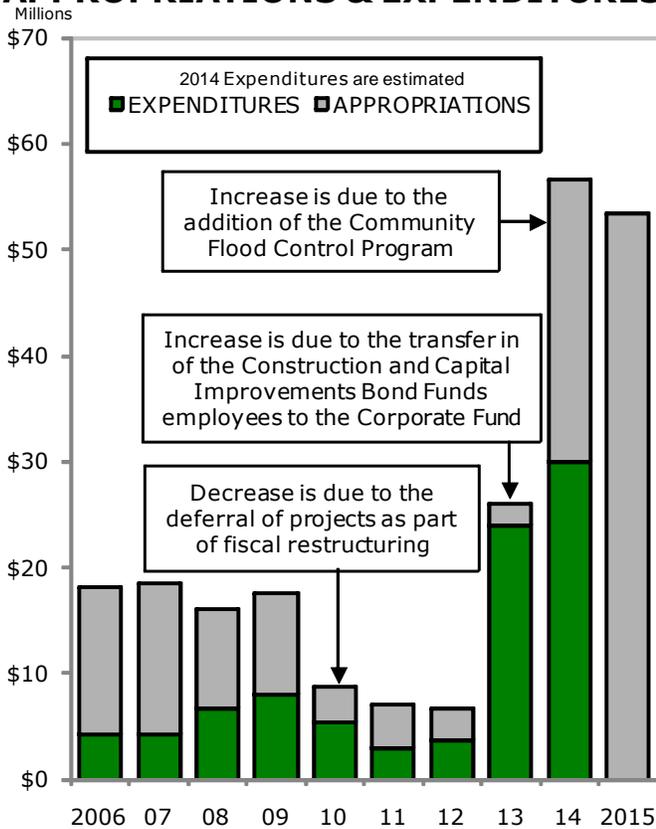
ENGINEERING – CORPORATE FUND

2015	\$53,377,200
2014	\$56,684,200
Decrease	(\$3,307,000)

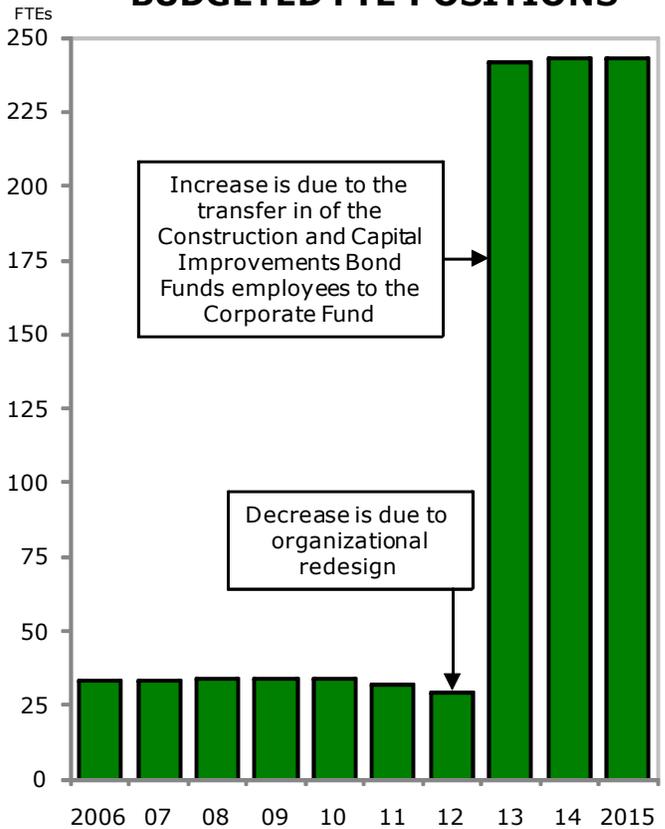
FUNCTIONS



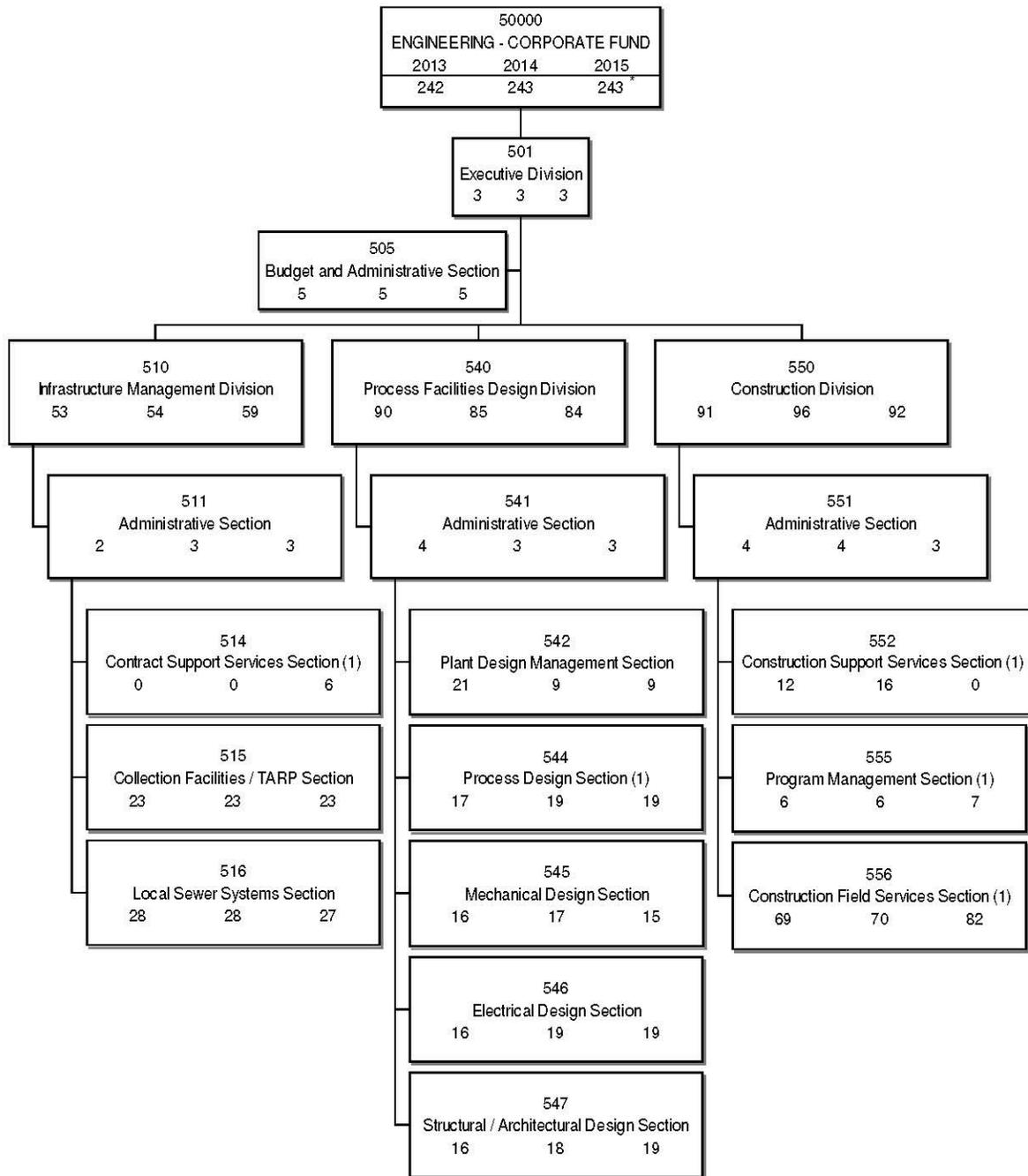
APPROPRIATIONS & EXPENDITURES



BUDGETED FTE POSITIONS



ENGINEERING – CORPORATE FUND



* The 2015 position total for Engineering – Corporate Fund is 243. There are an additional 32 positions funded by the Stormwater Management Fund while the operations remain in the Engineering Department.

(1) Effective 01/01/15, positions in Section 552 were transferred to Sections 544, 555, 556, and newly created Section 514.

ENGINEERING CORPORATE FUND

The mission of the Engineering Department is to plan, design, and construct projects prioritized in the Capital Improvement Program, and regulate the 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. Most Engineering Department positions and many of the activities of the Local Sewer Systems Section (LSSS) are financed by the Corporate Fund, which is described below. The Engineering Capital budget is described in Section V and the Stormwater Management budget is described in Section VI.

The department's primary responsibilities include:

- Plan, develop, and implement a Capital Improvement Program that meets the District's statutory responsibilities, is compliant with applicable state and federal regulations and requirements, and is responsive to the needs of the District's residents as directed through the policies put forth by its Board of Commissioners in the areas of sewage treatment, pollution control, and stormwater management;
- Provide requested and required engineering assistance to other departments within the District in support of their missions.

The Corporate Fund supports the work of the LSSS, whose responsibility is enforcement of the Watershed Management Ordinance (WMO). The WMO became effective on May 1, 2014, replacing the Sewer Permit Ordinance (SPO). The WMO establishes uniform, countywide stormwater management regulations, sewer construction standards, and requires compliance with a new Infiltration and Inflow (I/I) Control Program.

In response to new special conditions imposed by the National Pollutant Discharge Elimination System (NPDES) permits, the District developed a new I/I Control Program with the help of an Advisory Technical Panel (ATP) comprised of members from the United States Environmental Protection Agency, the Illinois Environmental Protection Agency (IEPA), local sewer system owners, engineering consultants, and District staff. The ATP provided recommendations for the new I/I Control Program which were incorporated into Article 8 of the WMO and adopted by the Board of Commissioners on July 10, 2014. The I/I Control Program is applicable to all owners and/or operators of separate sanitary sewer systems that discharge directly and/or indirectly to District facilities.

The Corporate Fund budget is also used for repair and maintenance projects not eligible for capital improvements funding.

Summary of 2014 Accomplishments

- Received revenue of approximately \$1.4 million from sewer service agreements;
- Received revenue of approximately \$1.5 million from extraterritorial impact fees;
- Continued review and issuance of permits within the acceptable time period;
- WMO became effective on May 1, 2014;
- Adopted a new I/I Control Program;
- Developed a Technical Guidance Manual (TGM) as a useful resource tool for applying the WMO requirements;
- Hosted 13 public training events to familiarize consulting engineers and public officials with the WMO requirements;
- Hosted ATP meetings seeking involvement from community stakeholders to develop the new I/I Control Program;
- Recovered costs for administering the WMO through permit fees.

Budget Highlights

The 2015 appropriation for the Engineering – Corporate Fund is \$53,377,200, a decrease of \$3,307,000, or 5.8 percent, from 2014. Staffing levels for the department remain unchanged at 243 positions in 2015. The addition of an Engineering Technician V position and the transfer in of an Administrative Specialist position was offset by the transfer out of a Principal Civil Engineer position and an Administrative Assistant #2 (Administrative Specialist) position.

Significant features of the 2015 budget for Engineering – Corporate Fund include the following:

- Continued efforts towards achieving compliance with the old I/I Control Program for the four remaining communities that must complete their sewer rehabilitation programs to reduce I/I into their sanitary sewer systems;
- Implementation of the new I/I Control Program;
- Additional development of the TGM to add guidance for the new I/I Control Program;
- Administration of the WMO;
- Implementation of the Community Flood Control Program, under which the District will pursue acquisition of flood-prone properties in situations where it is the most cost-effective option to eliminate flood damages. Legislative authority for this work was granted to the District in June 2014;
- Continuation of the Green Infrastructure Program by coordinating with various stakeholders to identify, design, and construct Green Infrastructure projects throughout Cook County to reduce the flow of stormwater to sewer systems.

2015 Initiatives in Support of the Strategic Plan Include the Following:

• **Add Value**

Engineering staff look for opportunities to add value in all endeavors. For example, during the permitting process, staff follow-up with consulting engineers who have submitted permits to ensure that the permit process does not impede development. Additionally, staff worked to establish a WMO fee schedule that would be the least costly of all urbanized collar counties. This fee structure was developed based on the following information: (1) current review fees for the collar counties, (2) past review fees under the SPO, and (3) estimated review times under the WMO. The base fee is \$1,100.00 plus a charge of \$5.00 per linear foot of sewer that is tributary to District facilities. Additional fees are collected for projects that require stormwater detention, impact wetlands and riparian environments, impact hazard areas, and for additional submittals that require review. Fees will be evaluated on a yearly basis and are set to recover the salaries of District employees in the LSSS who work on permit issuance and field inspection.

• **Excellence**

The approach to planning, design, permit review, and permit approval is conducted with the goal of excellence. Work is completed timely, accurately the first time, and with consideration of service to our regulated community. Through excellence, we plan to approach opportunities for efficiency gains with a disciplined methodology, which is deeply rooted in a culture of innovation and continuous improvement.

• **Develop Employees**

The Engineering staff includes engineers and technicians who must remain current with developments in sewer construction, site development, construction inspection, sewer rehabilitation, and flow monitoring. The 2015 budget includes funds for continuing education opportunities, including attendance at relevant conferences and web-based and local seminars.

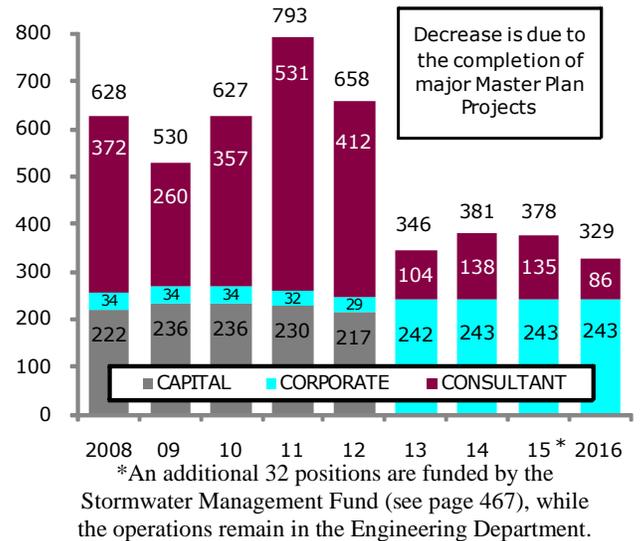
• **Leading Partnerships**

The LSSS responds to questions and requests from the public and local communities regarding District ordinances. The WMO was developed in partnership with all key stakeholders; we understand that administration of the WMO will also rely on our partnerships. In general, inquiries related to the WMO include such diverse topics as permit requirements, stormwater management, floodplains, special construction problems, preliminary engineering reviews, permit fees, the IEPA permit application certifications, requests for field investigations, violation investigations, engineering standards, availability of District facilities, proposed District projects, review of proposed local ordinances, and interpretation of District ordinances. Thousands of telephone and hundreds of written and internal inquiries will be received and addressed in 2015.

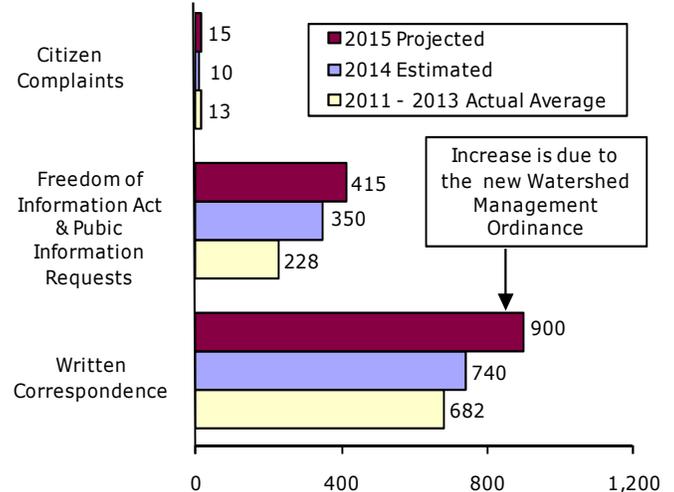
Numerous field investigations will be undertaken to resolve sewerage and drainage questions and complaints. The complaints arise from sewage backup and surcharges, flooding, and other unsanitary or unsafe conditions detrimental to the health and welfare of the public. As a result of investigating these matters and contacts made with local officials, the District has been instrumental in bringing about a satisfactory resolution to the majority of the complaints. The LSSS coordinates activities with other governmental agencies to resolve multi-jurisdictional problems and evaluates new stormwater management practices and sewer construction procedures and products.

Through administration of the WMO, the LSSS protects public health and the environment by ensuring that minimum standards for development and sewer construction are enforced throughout the District’s service area. The reduction of excessive I/I also facilitates the operation of the District’s treatment plants during

Engineering Department Staffing & Consultants



Public Services



wet weather within NPDES permit limits. Stormwater management that is required in conjunction with many permits helps reduce flooding along waterways, and places the responsibility for the construction of a development’s flood control facilities with the developer, rather than the public.

**LOCAL SEWER SYSTEMS SECTION
PERMIT ADMINISTRATION**

The LSSS administers the WMO within Cook County, excluding the City of Chicago, through the review and approval of WMO permit applications. The WMO establishes uniform, minimum stormwater management design requirements for new land development and redevelopment. The WMO also regulates the design, construction, operation, and maintenance of local public and private sewer connections for residential, commercial, institutional, governmental, and industrial developments, public sewerage systems, and treatment facilities, which discharge directly or indirectly into District collection and treatment facilities, or to waters within the boundaries of the District. The WMO requires that special attention be given to construction within floodplains, wetlands, and riparian environments. The District requires stormwater management as part of development to ensure that runoff from new developments and redevelopments exceeding certain acreage limits do not exacerbate existing runoff and flooding conditions. As a result of ordinance enforcement, approximately 92 million gallons of locally-provided stormwater detention capacity was required in the year 2014.

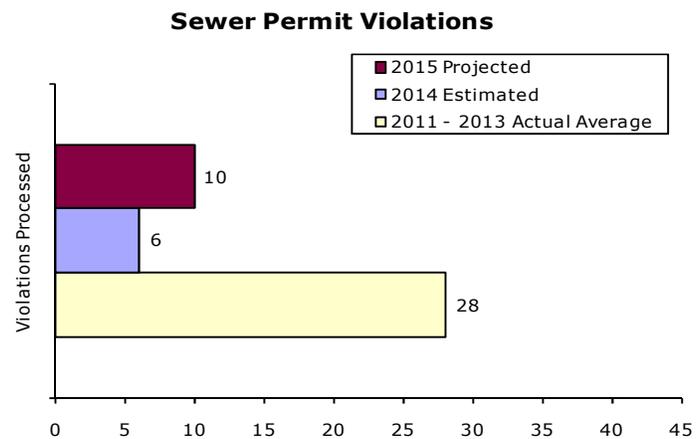
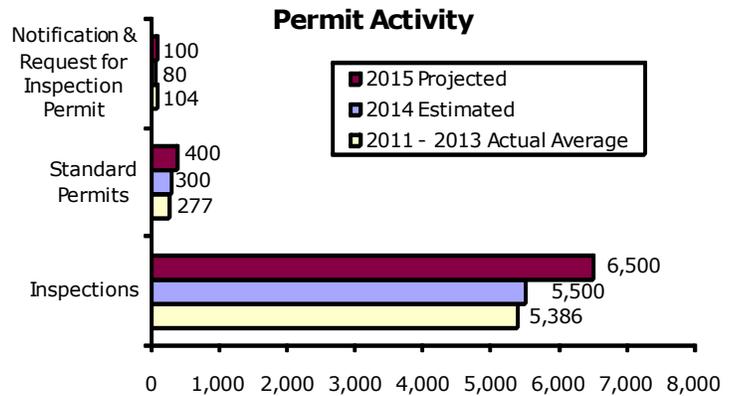
The TGM is a companion guide to the WMO and provides reference information on how best to apply and meet the regulations for both project design and project implementation. The TGM identifies when a permit is needed, the information required to support a WMO permit application, clarification of the WMO requirements and applicability, how best to achieve the WMO requirements, and examples to demonstrate standard compliance. The TGM is expected to evolve over time as WMO compliance lessons are learned.

In addition to the WMO, the LSSS issues Notification and Request for Inspection (NRI) sewer construction permits. NRI permits are a shorter form permit, regulating sanitary sewer rehabilitation work for the reconstruction or replacement-in-kind of existing sewers, or for minor sewer work that involves less than 25 linear feet of new sewer. Municipal sewer maintenance projects are the most common type of NRI, and this type of permit is useful in monitoring the progress of municipal efforts made to reduce I/I. The LSSS also administers Facility Connection Authorization forms, to approve connections to District-owned property, facilities, and waterways (including Lake Michigan), within the City of Chicago.

The number of standard sewer permits issued has averaged 277 for the last three years. While the District’s service area is almost fully developed, many of the remaining development opportunities involve marginal, low-lying lands, and the redevelopment of challenging, high density existing areas. The permits are generally more complex to analyze and review. Any existing stormwater requirements and facilities must first be assessed for impacts from the proposed development. Limited space and site constraints, common for in-fill redevelopment, offer further challenges to meet the latest requirements, often necessitating retrofits to existing stormwater systems to achieve permit compliance.

SEWER REHABILITATION PROGRAMS

The LSSS also administers the District’s new I/I Control Program, which replaces the existing program under the SPO. The I/I Control Program will apply to communities within the District’s separate sewer area. The goal of the I/I Control Program is to reduce the number of sanitary sewer overflows and basement backups by requiring that individual communities perform ongoing inspections and continuously conduct maintenance and rehabilitation work on their sanitary sewer systems.



As of December 31, 2013 a total of 121 cities and villages have completed their initial sewer rehabilitation programs and have embarked on long-term operation and maintenance programs to keep their sewer systems in proper operating condition. To date, four communities have not yet satisfactorily completed their I/I removal programs. The District continues to work with the remaining communities to achieve compliance.

In response to two new special conditions imposed by the IEPA in the District's NPDES permits for four Water Reclamation Plants and the United States Environmental Protection Agency's notification for proposed rulemaking to reduce the harmful effects of sanitary sewer overflows and increasing operational problems due to the conveyance of excessive amounts of I/I, the District has adopted and implemented the new I/I Control Program. The first IEPA special condition defines excessive I/I as flow in excess of 150 gallons per capita per day in a local sewer system that causes or contributes to basement backups or sanitary sewer overflows. The second requires adoption of a Capacity, Management, Operation, and Maintenance Program for the District's conveyance and treatment facilities. The NPDES permit requires the District to take action against the owners of such local sewer systems to reduce the excessive I/I, in addition to those actions required under the Sewer Summit Agreement.

50000 ENGINEERING - CORPORATE FUND

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 and discharges to District waters and migration of runoff from new developments and redevelopments.	\$ 1,978,800	3.7%
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.	\$ 668,800	1.3%
3. Reduce treatment costs by eliminating excessive infiltration and inflow of stormwater into sanitary sewers through a comprehensive rehabilitation program of the local sewer systems.	\$ 556,500	1.0%
4. Provide financial assistance to communities for the identification and remediation of flood-related problems and provide funding for green infrastructure projects.	\$ 27,250,000	51.1%
5. Ongoing maintenance projects, salaries, and employee expenses related to the Capital Improvement Program.	\$ 22,923,100	42.9%
Total	\$53,377,200	100.0%

MEASURABLE GOALS:	2013 Actual	2014 Estimated	2015 Proposed
1. Reduction of avoidable inflow and infiltration by promoting repair and rehabilitation of the 125 local sanitary sewer systems under the Sewer Permit Ordinance and Manual of Procedures for Administration of the Sewer Permit Ordinance.			
Proposed number of agencies that have completed their initial rehabilitation	121	125	125
Percentage complete	97%	100%	100%
<p>The agencies that have not completed their initial rehabilitation have systems that require extensive rehabilitation. Funding for these repairs is not readily available. Efforts to bring these agencies into compliance have resulted in consent decrees and court orders against the few agencies that are still not in compliance. The District will continue on this course of enforcement until the remaining agencies meet the objectives of the old program under the Sewer Permit Ordinance and Manual of Procedures for Administration of the Sewer Permit Ordinance.</p> <p>The Watershed Management Ordinance requires compliance with a new infiltration and inflow control program. Measurable goals are being evaluated for the new program. Agencies will submit annual reports detailing the progress made during the reporting period. While some agencies may complete their Short Term Requirement within one year, it is anticipated that most agencies will take three to five years.</p>			

50000 ENGINEERING - CORPORATE FUND

OBJECTIVES AND PROGRAM SUMMARY

PROGRAMS BY PRIORITY:		2013	Budgeted		Change		
Number	Name	Actuals	FTEs	Dollars	Dollars	Percent	
1000	Collection	\$ 6,399,209	2015 66	\$ 7,198,300	\$ 83,000	1.2	
			2014 66	\$ 7,115,300			
1530	Local Sewer Permit Activity	\$ 1,975,204	2015 20	\$ 1,978,800	\$ (169,400)	(7.9)	a)
			2014 21	\$ 2,148,200			
1560	Local Sewer Public Service Coordination	\$ 707,354	2015 7	\$ 668,800	\$ (127,100)	(16.0)	b)
			2014 8	\$ 795,900			
1571	Local Sewer Rehabilitation Ordinance Enforcement Activity	\$ 127,661	2015 2	\$ 556,500	\$ 307,300	123.3	c)
			2014 2	\$ 249,200			
1700	Collection System Design	\$ 955,144	2015 10	\$ 1,231,400	\$ 170,400	16.1	d)
			2014 8	\$ 1,061,000			
1800	Collection Construction	\$ 2,633,846	2015 27	\$ 2,762,800	\$ (98,200)	(3.4)	
			2014 27	\$ 2,861,000			
2000	Treatment	\$ 7,832,822	2015 81	\$ 8,664,200	\$ (17,800)	(0.2)	
			2014 79	\$ 8,682,000			
2700	Treatment Design	\$ 2,977,930	2015 30	\$ 3,291,300	\$ 30,000	0.9	
			2014 29	\$ 3,261,300			
2800	Treatment Construction	\$ 4,854,892	2015 51	\$ 5,372,900	\$ (47,800)	(0.9)	
			2014 50	\$ 5,420,700			
3000	Solids Processing	\$ 4,441,602	2015 44	\$ 4,781,000	\$ (164,500)	(3.3)	
			2014 44	\$ 4,945,500			
3700	Solids Processing Design	\$ 2,228,285	2015 22	\$ 2,464,200	\$ (76,700)	(3.0)	
			2014 22	\$ 2,540,900			
3800	Solids Processing Construction	\$ 2,213,317	2015 22	\$ 2,316,800	\$ (87,800)	(3.7)	
			2014 22	\$ 2,404,600			

- a) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$144,100) and reduced budget for in-house training (\$15,300).
- b) Decrease is due to the reallocation of salaries to more accurately reflect current activities in the areas of public service (\$57,100) and interagency coordination (\$70,000).
- c) Increase is due to the expected 2015 award of Contract 14-815-1S, Sewer Flow Metering Services at Various Locations (\$307,300).
- d) Increase is due to the reallocation of salaries to more accurately reflect current activities (\$239,800), offset by reduced estimates for paid overtime (\$10,100) and sick leave incentive payments (\$25,000), the 2014 purchase of a Leica Total Station (\$12,000), a modem lease for two rovers that is paid every other year (\$4,300), and the expected completion of 10-238-1M, TARP Pump Station Pump/Pipe Movement Monitoring in 2014 (\$18,000).

50000 ENGINEERING - CORPORATE FUND

OBJECTIVES AND PROGRAM SUMMARY

PROGRAMS BY PRIORITY:		2013	Budgeted		Change		
Number	Name	Actuals	FTEs	Dollars	Dollars	Percent	
4000	Flood and Pollution Control	\$ 3,449,610	2015 32	\$ 30,577,100	\$ (3,219,400)	(9.5)	
			2014 35	\$ 33,796,500			
4216	Bridge and Road Maintenance	\$ 22,712	2015 -	\$ 14,000	\$ (81,000)	(85.3)	e)
			2014 -	\$ 95,000			
4219	Maintenance of Waterways - All (General)	\$ -	2015 -	\$ -	\$ (50,000)	(100.0)	f)
			2014 -	\$ 50,000			
4322	Storm & Flood Ordinance Development	\$ 57,364	2015 -	\$ 58,000	\$ 600	1.0	
			2014 -	\$ 57,400			
4341	Planning/Design	\$ 57,364	2015 -	\$ 58,000	\$ 600	1.0	
			2014 -	\$ 57,400			
4342	Contract Administration	\$ 92,256	2015 1	\$ 94,700	\$ -	-	
			2014 1	\$ 94,700			
4343	Construction	\$ 46,031	2015 1	\$ 547,700	\$ 500,000	1,048.2	g)
			2014 1	\$ 47,700			
4700	Flood and Pollution Control Design	\$ 800,019	2015 6	\$ 1,459,000	\$ (1,616,400)	(52.6)	h)
			2014 8	\$ 3,075,400			
4800	Flood and Pollution Control Construction	\$ 2,373,864	2015 24	\$ 28,345,700	\$ (1,973,200)	(6.5)	i)
			2014 25	\$ 30,318,900			
5000	Solids Disposal	\$ 369,444	2015 3	\$ 378,100	\$ (29,000)	(7.1)	
			2014 3	\$ 407,100			
5700	Solids Disposal Design	\$ 43,676	2015 -	\$ 44,800	\$ -	-	
			2014 -	\$ 44,800			
5800	Solids Disposal Construction	\$ 325,768	2015 3	\$ 333,300	\$ (29,000)	(8.0)	
			2014 3	\$ 362,300			
7000	General Support	\$ 1,494,426	2015 17	\$ 1,778,500	\$ 40,700	2.3	
			2014 16	\$ 1,737,800			
Totals		\$ 23,987,113	2015 243	\$ 53,377,200	\$ (3,307,000)	(5.8%)	
			2014 243	\$ 56,684,200			

- e) Decrease is due to the reduced estimate for the final year of 09-873-1D, Biennial Bridge Inspection (\$81,000).
- f) Decrease is due to the lack of need for the demolition of structures (\$50,000).
- g) Increase is due to the addition of costs associated with green infrastructure projects (\$500,000).
- h) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$166,400), decreased budget for the Community Flood Control Program (\$1,250,000), and the expected completion of 13-810-1C, Flood Control Measures within the Combined Sewer Area - Alternatives Group A (\$200,000).
- i) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$148,100) and a decreased budget for the Community Flood Control Program (\$1,800,000).

50000 ENGINEERING - CORPORATE FUND

PERFORMANCE DATA

Program Number	Measurable Activity Title		2013 Actual	2014 Budgeted	2015 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 Cost Cost/Permit	408 \$ 1,055,138 \$ 2,586.12	535 \$ 1,120,300 \$ 2,094.02	500 \$ 977,500 \$ 1,955.00	a)
1533	Review of Other Permits	Cost	\$ 102,717	\$ 110,900	\$ 111,200	
1535	Local Sewer Construction Surveillance/Enforcement	Inspections Cost Cost/Inspection	5,300 \$ 658,759 \$ 124.29	8,450 \$ 740,900 \$ 87.68	6,500 \$ 718,800 \$ 110.58	
1537	Permit Revision	Cost	\$ 158,590	\$ 176,100	\$ 171,300	
1560	Local Sewer - Public Service Coordination					
1561	Public Service	Requests Cost Cost/Request	1,021 \$ 476,558 \$ 466.76	1,400 \$ 527,100 \$ 376.50	1,315 \$ 470,000 \$ 357.41	
1563	Interagency Coordination	Cost	\$ 230,796	\$ 268,800	\$ 198,800	b)
1571	Local Sewer Rehabilitation Ordinance Enforcement Activity	Systems Cost Cost/System	250 \$ 127,661 \$ 510.64	250 \$ 249,200 \$ 996.80	250 \$ 556,500 \$ 2,226.00	c)
1700	Collection System Design	Cost	\$ -	\$ 1,061,000	\$ 1,231,400	d)
1800	Collection Construction	Cost	\$ -	\$ 2,861,000	\$ 2,762,800	
2700	Treatment Design	Cost	\$ -	\$ 3,261,300	\$ 3,291,300	
2800	Treatment Construction	Cost	\$ -	\$ 5,420,700	\$ 5,372,900	
3700	Solids Processing Design	Cost	\$ -	\$ 2,540,900	\$ 2,464,200	
3800	Solids Processing Construction	Cost	\$ -	\$ 2,404,600	\$ 2,316,800	

- a) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$137,800).
- b) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$70,000).
- c) Increase is due to the expected 2015 award of Contract 14-815-1S, Sewer Flow Metering Services at Various Locations (\$307,300).
- d) Increase is due to the reallocation of salaries to more accurately reflect current activities (\$239,800), offset by reduced estimates for paid overtime (\$10,100) and sick leave incentive payments (\$25,000), the 2014 purchase of a Leica Total Station (\$12,000), a modem lease for two rovers that is paid every other year (\$4,300), and the expected completion of 10-238-1M, TARP Pump Station Pump/Pipe Movement Monitoring in 2014 (\$18,000).

50000 ENGINEERING - CORPORATE FUND

PERFORMANCE DATA

Program Number	Measurable Activity Title		2013 Actual	2014 Budgeted	2015 Estimated	
4200	Waterways Control and Stormwater Detention Reservoirs	Cost	\$ -	\$ 145,000	\$ 14,000	e)
4300	Stormwater Management	Cost	\$ -	\$ 257,200	\$ 758,400	f)
4700	Flood and Pollution Control Design	Cost	\$ -	\$ 3,075,400	\$ 1,459,000	g)
4800	Flood and Pollution Control Construction	Cost	\$ -	\$ 30,318,900	\$ 28,345,700	h)
5700	Solids Disposal Design	Cost	\$ -	\$ 44,800	\$ 44,800	
5800	Solids Disposal Construction	Cost	\$ -	\$ 362,300	\$ 333,300	
7000	General Support	Cost	\$ -	\$ 1,737,800	\$ 1,778,500	
1700-7745	Other Programs					
	Cost related to maintenance projects under construction	Cost	\$ 21,176,894	\$ -	\$ -	
Total			\$ 23,987,113	\$ 56,684,200	\$ 53,377,200	

- e) Decrease is due to the reduced estimate for the final year of 09-873-1D, Biennial Bridge Inspection (\$81,000) and a lack of need for the demolition of structures (\$50,000).
- f) Increase is due to the addition of costs associated with green infrastructure projects (\$500,000).
- g) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$166,400), decreased budget for the Community Flood Control Program (\$1,250,000), and the expected completion of 13-810-1C, Flood Control Measures within the Combined Sewer Area - Alternatives Group A (\$200,000).
- h) Decrease is due to the reallocation of salaries to more accurately reflect current activities (\$148,100) and decreased budget for the Community Flood Control Program (\$1,800,000).

101 50000	Fund: Corporate Department: Engineering Division:	LINE ITEM ANALYSIS						
		2013	2014			2015		
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
601010	Salaries of Regular Employees	\$ 22,979,812	\$ 24,818,300	\$ 24,818,300	\$ 17,312,973	\$ 22,259,800	\$ 24,912,300	\$ -
601060	Compensation Plan Adjustments	245,302	488,200	488,200	217,374	250,000	239,000	-
601080	Salaries of Nonbudgeted Employees	-	5,000	5,000	-	-	-	-
601100	Tuition and Training Payments	96,414	136,000	136,000	102,354	123,700	96,400	-
601170	Payments for Professional Services	393,116	2,544,400	2,536,700	474,614	899,000	1,329,800	-
601410	Personal Services Exp for Prelim Engineering Rpts & Studies	48,100	268,000	275,700	275,094	275,100	50,000	-
100	TOTAL PERSONAL SERVICES	23,762,743	28,259,900	28,259,900	18,382,409	23,807,600	26,627,500	-
612010	Travel	8,367	36,100	36,100	7,303	18,600	10,000	-
612030	Meals and Lodging	14,523	52,000	52,000	17,765	25,400	20,000	-
612040	Postage, Freight, and Delivery Charges	983	2,000	2,000	2,000	900	1,000	-
612050	Compensation for Personally-Owned Automobiles	36,899	40,000	40,000	29,935	39,800	38,900	-
612080	Motor Vehicle Operating Services	928	1,000	1,000	596	900	1,000	-
612090	Reprographic Services	6,939	21,500	21,500	12,500	12,500	7,000	-
612170	Water and Water Services	3,136	3,500	3,500	3,500	3,300	3,200	-
612330	Rental Charges	487	6,300	6,300	4,280	4,300	-	-
612490	Contractual Services, N.O.C.	78,611	154,500	154,500	88,618	88,700	578,700	-
612620	Repairs to Waterway Facilities	-	125,000	125,000	-	100,000	10,000	-
612840	Communications Equipment Maintenance (Includes Software)	-	2,000	2,000	-	500	-	-
612970	Repairs to Testing and Laboratory Equipment	2,659	6,000	6,000	3,500	2,900	2,700	-
612990	Repairs, N.O.C.	14,567	24,100	24,100	15,033	15,200	18,800	-
200	TOTAL CONTRACTUAL SERVICES	168,099	474,000	474,000	185,028	313,000	691,300	-
623520	Office, Printing, & Photo Supplies, Equipment, & Furniture	45,214	49,500	49,500	47,207	43,000	41,000	-
623700	Wearing Apparel	2,486	5,000	5,000	5,000	4,500	5,500	-
623720	Books, Maps, and Charts	6,925	10,300	10,300	5,098	5,100	6,900	-
623800	Computer Software	-	5,000	5,000	-	-	-	-
623990	Materials and Supplies, N.O.C.	1,645	18,500	18,500	3,541	9,300	5,000	-

101 50000		Fund: Corporate Department: Engineering Division:		LINE ITEM ANALYSIS				
		2013	2014			2015		
Account Number	Account Name	Expenditure	Original Appropriation	Adjusted Appropriation 09/30/14	Expenditure (Committed Budget plus Disbursement) 09/30/14	Estimated Expenditure 12/31/14	Proposed by Executive Director	Recommended by Committee on Budget and Employment
300	TOTAL MATERIALS AND SUPPLIES	56,270	88,300	88,300	60,846	61,900	58,400	-
634990	Machinery and Equipment, N.O.C.	-	12,000	12,000	8,895	8,900	-	-
400	TOTAL MACHINERY AND EQUIPMENT	-	12,000	12,000	8,895	8,900	-	-
645690	Capital Projects, N.O.C.	-	27,800,000	27,800,000	-	5,800,000	26,000,000	-
500	TOTAL CAPITAL PROJECTS	-	27,800,000	27,800,000	-	5,800,000	26,000,000	-
656010	Land	-	50,000	50,000	-	40,000	-	-
600	TOTAL LAND	-	50,000	50,000	-	40,000	-	-
TOTAL ENGINEERING		\$ 23,987,113	\$ 56,684,200	\$ 56,684,200	\$ 18,637,178	\$ 30,031,400	\$ 53,377,200	\$ -

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.

POSITION ANALYSIS						
Fund: Corporate Dept: Engineering Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
501	Executive Division					
EX15	Director of Engineering	1	1		1	
HP22	Assistant Director of Engineering	1	1		1	
EX06	Secretary to Officer	1	1		1	
TOTAL	Executive Division	3	3	551,298.54	3	551,298.54
505	Budget and Administrative Section					
HP18	Supervising Budget and Management Analyst	1	1		1	
HP17	Management Analyst III #2 (Senior Budget and Management Analyst) (New Grade HP16)	1	1		1	
HP15	Management Analyst II #2 (Budget and Management Analyst) (New Grade HP14)	1	1		1	
HP14	Management Analyst I #2 (Budget and Management Analyst)	1	-		-	
HP14	Budget & Management Analyst	-	1		1	
HP13	Senior Administrative Specialist	-	-		1	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	1		-	
TOTAL	Budget and Administrative Section	5	5	530,344.36	5	546,432.64
510	Infrastructure Management Division					
511	Administrative Section					
HP22	Assistant Director of Engineering	1	1		1	
HP20	Managing Civil Engineer	-	1		1	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	1		-	
HP11	Administrative Specialist	-	-		1	
TOTAL	Administrative Section	2	3	460,197.40	3	456,986.40
514	Contract Support Services Section					
HP20	Managing Civil Engineer	-	-		1	
HP14	Engineering Technician V #4	-	-		1	
HP12	Engineering Technician IV	-	-		1	
HP11	Administrative Specialist	-	-		1	
HP11	Engineering Technician III	-	-		1	

POSITION ANALYSIS						
Fund: Corporate Dept: Engineering Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP09	Administrative Clerk	-	-		1	
TOTAL	Contract Support Services Section	-	-	-	6	503,043.32
515	Collection Facilities / TARP Section					
HP20	Supervising Civil Engineer	1	-		-	
HP20	Managing Civil Engineer	-	1		1	
HP18	Principal Civil Engineer	3	3		3	
HP17	Senior Civil Engineer	5	5		5	
HP15	Associate Civil Engineer	5	5		5	
HP14	Assistant Civil Engineer	1	2		2	
HP14	Engineering Technician V	1	1		1	
HP14	Engineering Technician V #4	1	1		1	
HP13	Engineering Draftsman III	1	1		1	
HP12	Engineering Technician IV	2	2		2	
HP11	Engineering Technician III	2	2		2	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
TOTAL	Collection Facilities / TARP Section	23	23	2,347,033.00	23	2,349,932.78
516	Local Sewer Systems Section					
HP20	Supervising Civil Engineer	1	-		-	
HP18	Principal Civil Engineer	2	3		2	
HP17	Senior Civil Engineer	7	7		7	
HP15	Associate Civil Engineer	5	5		5	
HP14	Assistant Civil Engineer	3	3		3	
HP14	Engineering Technician V	2	2		2	
HP14	Engineering Technician V #4	1	1		1	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	-	1		1	
HP12	Engineering Technician IV	2	2		2	
HP12	Engineering Technician IV #4	1	1		1	

POSITION ANALYSIS						
Fund: Corporate Dept: Engineering Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP11	Engineering Technician III	1	1		1	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	2	-		-	
HP09	Administrative Clerk	1	2		2	
TOTAL	Local Sewer Systems Section	28	28	2,766,995.40	27	2,583,563.06
TOTAL	Infrastructure Management Division	53	54	5,574,225.80	59	5,893,525.56
540	Process Facilities Design Division					
541	Administrative Section					
HP12	Secretary #2 (Administrative Specialist) (New Grade HP11)	1	1		1	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	2	-		-	
HP11	Administrative Specialist	-	2		2	
HP09	Administrative Clerk	1	-		-	
TOTAL	Administrative Section	4	3	206,536.72	3	206,536.72
542	Plant Design Management Section					
HP20	Supervising Civil Engineer	1	-		-	
HP20	Managing Civil Engineer	-	1		1	
HP18	Principal Civil Engineer	2	2		2	
HP17	Senior Civil Engineer	2	2		2	
HP16	Computer Aided Drafting and Design Administrator	1	1		1	
HP15	Associate Civil Engineer	2	2		2	
HP14	Assistant Civil Engineer	1	-		-	
HP13	Engineering Draftsman III	2	-		-	
HP13	Engineering Draftsman III #4	2	-		-	
HP12	Engineering Draftsman II	3	-		-	
HP12	Engineering Draftsman II #4	4	-		-	
HP12	Engineering Technician IV	1	1		1	
TOTAL	Plant Design Management Section	21	9	1,028,655.16	9	1,049,464.00
544	Process Design Section					
HP20	Supervising Civil Engineer	1	-		-	

POSITION ANALYSIS						
Fund: Corporate Dept: Engineering Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP20	Managing Civil Engineer	-	1		1	
HP18	Principal Civil Engineer	2	2		3	
HP17	Senior Civil Engineer	7	7		7	
HP17	Senior Process Control Engineer	1	1		1	
HP15	Associate Civil Engineer	3	3		2	
HP14	Assistant Civil Engineer	3	2		2	
HP13	Engineering Draftsman III #4	-	1		1	
HP12	Engineering Draftsman II	-	1		1	
HP12	Engineering Draftsman II #4	-	1		1	
TOTAL	Process Design Section	17	19	2,036,263.84	19	2,122,768.18
545	Mechanical Design Section					
HP20	Supervising Mechanical Engineer	1	-		-	
HP20	Managing Mechanical Engineer	-	1		1	
HP18	Principal Mechanical Engineer	2	2		2	
HP17	Senior Mechanical Engineer	5	5		5	
HP15	Associate Mechanical Engineer	4	4		4	
HP14	Assistant Mechanical Engineer	2	2		-	
HP14	Engineering Technician V #4	1	-		-	
HP13	Engineering Draftsman III	-	1		1	
HP12	Engineering Draftsman II #4	-	2		2	
HP12	Engineering Technician IV	1	-		-	
TOTAL	Mechanical Design Section	16	17	1,819,266.80	15	1,693,294.72
546	Electrical Design Section					
HP20	Supervising Electrical Engineer	1	-		-	
HP20	Managing Electrical Engineer	-	1		1	
HP18	Principal Electrical Engineer	2	2		2	
HP17	Senior Electrical Engineer	6	6		6	

POSITION ANALYSIS						
Fund: Corporate Dept: Engineering Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP15	Associate Electrical Engineer	5	5		5	
HP14	Assistant Electrical Engineer	2	2		2	
HP13	Engineering Draftsman III #4	-	1		1	
HP12	Engineering Draftsman II	-	2		2	
TOTAL	Electrical Design Section	16	19	2,026,482.12	19	2,046,763.94
547	Structural / Architectural Design Section					
HP20	Supervising Structural Engineer	1	-		-	
HP20	Managing Structural Engineer	-	1		1	
HP18	Principal Architect	1	1		1	
HP18	Principal Structural Engineer	2	2		2	
HP17	Senior Architect	2	2		2	
HP17	Senior Structural Engineer	3	3		3	
HP15	Associate Architect	3	3		3	
HP15	Associate Structural Engineer	2	2		2	
HP14	Assistant Structural Engineer	2	2		3	
HP13	Engineering Draftsman III	-	1		1	
HP12	Engineering Draftsman II #4	-	1		1	
TOTAL	Structural / Architectural Design Section	16	18	1,950,184.08	19	2,037,988.68
TOTAL	Process Facilities Design Division	90	85	9,067,388.72	84	9,156,816.24
550	Construction Division					
551	Administrative Section					
HP22	Assistant Director of Engineering	1	1		1	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	1	1		-	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	2	-		-	
HP11	Administrative Specialist	-	2		2	
TOTAL	Administrative Section	4	4	405,909.14	3	337,825.28
552	Construction Support Services Section					
HP20	Construction Claims Administrator	1	-		-	

POSITION ANALYSIS						
Fund: Corporate Dept: Engineering Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
HP20	Managing Civil Engineer	-	1		-	
HP18	Principal Civil Engineer	1	1		-	
HP17	Senior Civil Engineer	1	1		-	
HP15	Associate Civil Engineer	2	2		-	
HP14	Assistant Civil Engineer	-	1		-	
HP14	Assistant Electrical Engineer	1	1		-	
HP14	Engineering Technician V	1	1		-	
HP14	Engineering Technician V #4	-	1		-	
HP13	Senior Administrative Specialist	1	1		-	
HP12	Engineering Technician IV	1	2		-	
HP12	Engineering Technician IV #4	1	1		-	
HP11	Engineering Technician III	1	1		-	
HP11	Principal Office Support Specialist #2 (Administrative Specialist)	1	-		-	
HP11	Administrative Specialist	-	1		-	
HP09	Administrative Clerk	-	1		-	
TOTAL	Construction Support Services Section	12	16	1,426,983.48	-	-
555	Program Management Section					
HP20	Supervising Civil Engineer	1	-		-	
HP20	Managing Civil Engineer	-	1		1	
HP18	Principal Civil Engineer	1	1		1	
HP17	Senior Civil Engineer	1	1		1	
HP15	Associate Civil Engineer	1	1		1	
HP14	Assistant Civil Engineer	-	-		1	
HP14	Assistant Mechanical Engineer	-	-		1	
HP14	Assistant Structural Engineer	1	1		-	
HP13	Senior Administrative Specialist	-	-		1	
HP11	Engineering Technician III	1	1		-	
TOTAL	Program Management Section	6	6	677,319.50	7	777,871.12

POSITION ANALYSIS						
Fund: Corporate Dept: Engineering Division:		2013	2014		2015	
		ACTUAL FTEs	BUDGETED FTEs	APPROPRIATION IN DOLLARS	PROPOSED BY EXECUTIVE DIRECTOR	
PAY PLAN & GRADE	CLASS TITLE				BUDGETED FTEs	APPROPRIATION IN DOLLARS
556	Construction Field Services Section					
HP20	Supervising Civil Engineer	1	-		-	
HP20	Managing Civil Engineer	-	1		1	
HP18	Principal Civil Engineer	2	2		2	
HP18	Principal Electrical Engineer	3	3		3	
HP18	Principal Engineer	-	1		1	
HP17	Senior Civil Engineer	8	9		10	
HP17	Senior Electrical Engineer	5	3		3	
HP17	Senior Mechanical Engineer	-	1		1	
HP15	Associate Civil Engineer	8	8		11	
HP15	Associate Electrical Engineer	3	3		3	
HP15	Associate Mechanical Engineer	3	3		2	
HP15	Associate Mechanical Engineer #1	-	-		1	
HP15	Associate Structural Engineer	1	1		1	
HP14	Assistant Civil Engineer	7	7		7	
HP14	Assistant Electrical Engineer	1	1		2	
HP14	Assistant Mechanical Engineer	1	1		2	
HP14	Engineering Technician V	8	8		10	
HP14	Engineering Technician V #4	5	5		5	
HP12	Engineering Technician IV	7	7		8	
HP12	Engineering Technician IV #4	1	1		2	
HP12	Administrative Assistant #2 (Administrative Specialist) (New Grade HP11)	-	-		1	
HP11	Engineering Technician III	5	5		6	
TOTAL	Construction Field Services Section	69	70	6,709,053.00	82	7,773,829.96
TOTAL	Construction Division	91	96	9,219,265.12	92	8,889,526.36
TOTAL	Engineering Corporate	242	243	24,942,522.54	243	25,037,599.34

NOTE: Departmental appropriation totals for salaries in the Position Analysis differ from those contained in the Line Item Analysis by a factor identified to adjust for vacancies. Salary ranges corresponding to the pay plan and grade for each class title can be found in the table of Salary Schedules in the Appendix.

NOTE PAGE