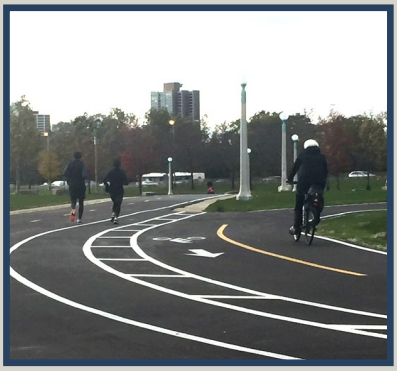
BUDGET SUMMARY



2018

NATIONAL GOLD MEDAL AWARD FOR EXCELLENCE IN THE FIELD OF PARK AND RECREATION MANAGEMENT

CHICAGO PARK DISTRICT

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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Chicago Park District

Illinois

For the Fiscal Year Beginning

January 1, 2017

Christopher P. Morrill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Chicago Park District, Illinois for its annual budget for the fiscal year beginning January 1, 2017. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This 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.

Citizens of Chicago,

I am pleased to present the Chicago Park District's 2018 Budget. This $462.4 million spending plan outlines our commitment to invest in parks and neighborhoods but more importantly, the children and families of our great city. Mayor Emanuel's Building on Burnham plan will continue to guide our investments along the lakefront, river, natural areas and recreational opportunities in our own backyards. Our goal is to see every park brimming with children, families and seniors and every program filled to capacity. In order for that to happen, we must continue to take a thoughtful approach to the decisions and investments that we make in all communities. I'm proud to say, the 2018 budget does just that.

The 2018 budget includes the expansion of existing programs and creating new opportunities to encourage residents to stay active and engaged. We will designate additional Special Recreation sites to meet the increasing demand for programming. We will also pilot adaptive sports, cultural and social opportunities in various communities. In an effort connect children and families with our natural surroundings, we will increase outdoor and environmental education programs through the Nature Play Space Initiative. Also in the coming year, the Chicago Park District will offer new aquatic programs including triathlon training and advanced skill adult fitness. As always, we are excited to continue our work with sister agencies, non-profits and other partners to bring even more programs and events to our parks.

The 2018 spending plan is approximately $12.9 million higher than the FY2017 adopted budget. When considering the exclusion of internal reimbursements of $4.2 million, the recommended plan is an extremely modest 1.9% increase over the adopted 2017 budget. Despite the overall decrease in the number of full time equivalent positions, we will expand and enhance programming by regularly evaluating the program offerings, allocating resources in the most efficient manner possible and training staff to meet the needs of the city's 77 communities. Beyond staffing, this budget incorporates savings and efficiencies in the areas of landscape management, technology, utilities and healthcare. It is a budget that continues to move us forward in a financially responsible manner.

At $313.5 million, property taxes and personal property replacement tax make up the majority of Chicago Park District revenues. Cost savings and efficiencies in excess of $9.1 million were pursued in an effort to create a balanced budget. As a last resort, the Chicago Park District must implement a nominal tax increase for the second time in 12 years. The increase will cost the average homeowner $6.48 and is necessary to support the Special Recreation expansion. Park fees will also face a minor increase yet programs will remain affordable and families in need will still be able to access nearly $3 million in financial assistance. We remain the best deal in town, and no child will be turned away for their family's inability to pay.

Chicago's park system is vital to the overall health of all communities. Building on Burnham will continue to serve as a road map as we work to deliver the best in parks and recreation throughout Chicago.

Sincerely,

Michael P. Kelly
General Superintendent & CEO
Chicago Park District

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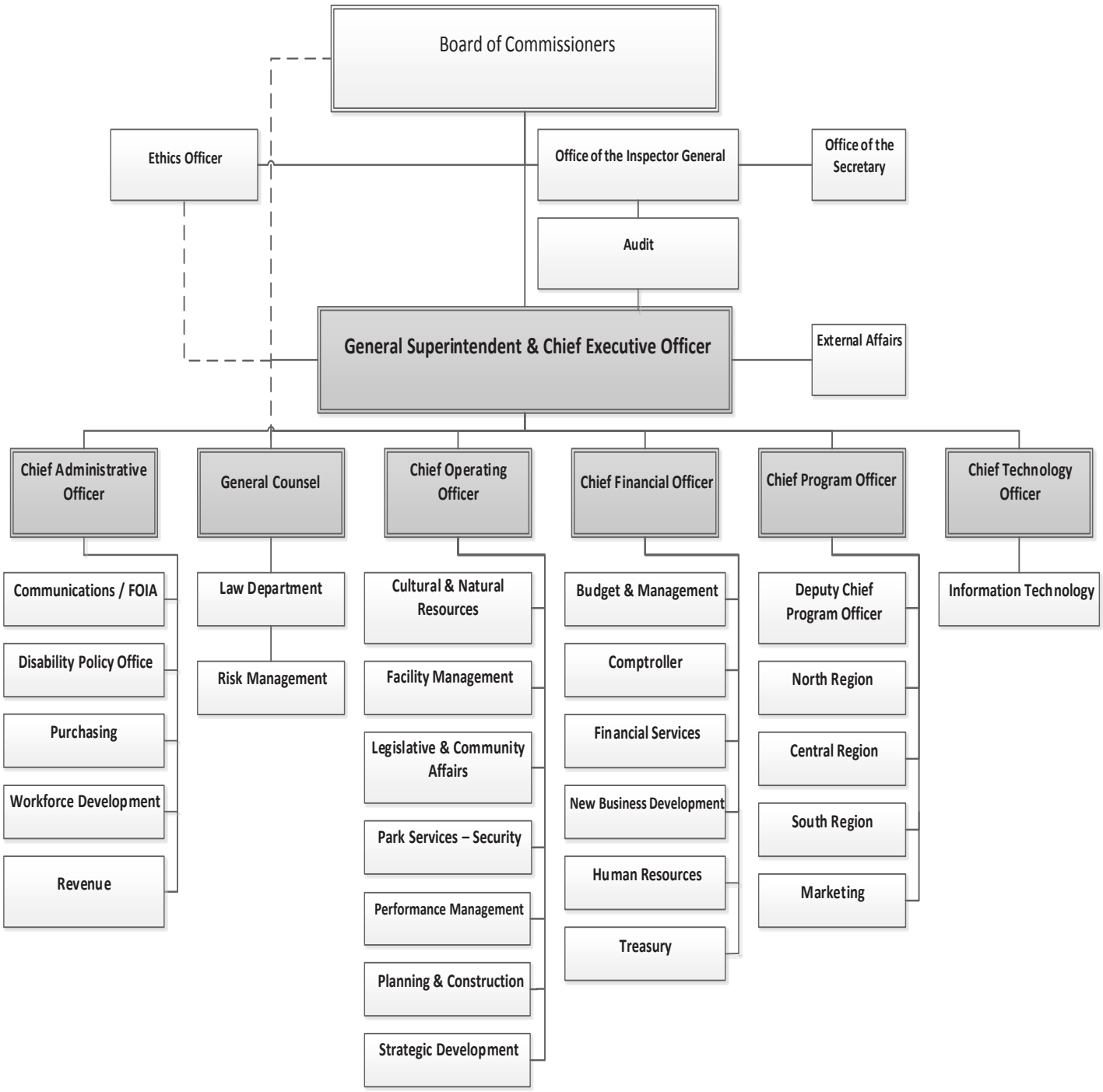
Chicago Park District Organization Chart



2018 BUDGET SUMMARY

SECTION I

BUDGET OVERVIEW

Economic Outlook

As fiscal year 2017 concludes, the national economy continues to grow at a modest pace. Recent data indicate moderate economic growth in the middle of 2017 with real GDP growing at an annual rate of 3.1% in the second quarter and 3.0% in the third quarter, up from the 1.2% rate of the first quarter. The overall economy grew at an average rate of 2.4% in 2017, up from an average of 1.9% in 2016. The US Department of Labor reported seasonally-adjusted national unemployment rates declining from 4.8% in October 2016 to 4.1% in October 2017. The overall labor force participation rate stayed steady, declining only 0.1% from in the year to October 2017 to 62.7%. As 2017 was the eighth consecutive year of sustained economic expansion, marking the longest such continuous period in decades, 2018 raises the increased likelihood for that sustained streak to slow or end.

Historically, the state and local economy have followed the national economy with a slight lag. For September 2017, the preliminary unemployment rate for Illinois was 4.6%, down from 5.6% a year prior, and the metropolitan Chicago unemployment rate was 4.7%, down from 5.5% a year earlier. According to the Bureau of Labor Statistics (BLS), during the year from September 2016 to September 2017 nonfarm payroll employment increased by 12,300 jobs throughout Illinois. This growth was concentrated in the Chicago area, with the Chicago-Naperville-Arlington Heights division accounting for 11,100 jobs in that period. However, job growth has been much slower elsewhere in the region with Gary, IN and Elgin, IL having the two most rapid declines in the country, losing 3,100 jobs and 1,900 jobs respectively over that time period. As of September 2017 the State of Illinois now has 58,700 more jobs than in December 2007 at the start of the recession. The most recent report from the Federal Reserve indicates modest growth in economic activity in the Seventh District (Chicago) in August and September of 2017 with growth expected to continue at a similar pace over the ensuing 6-12 months.

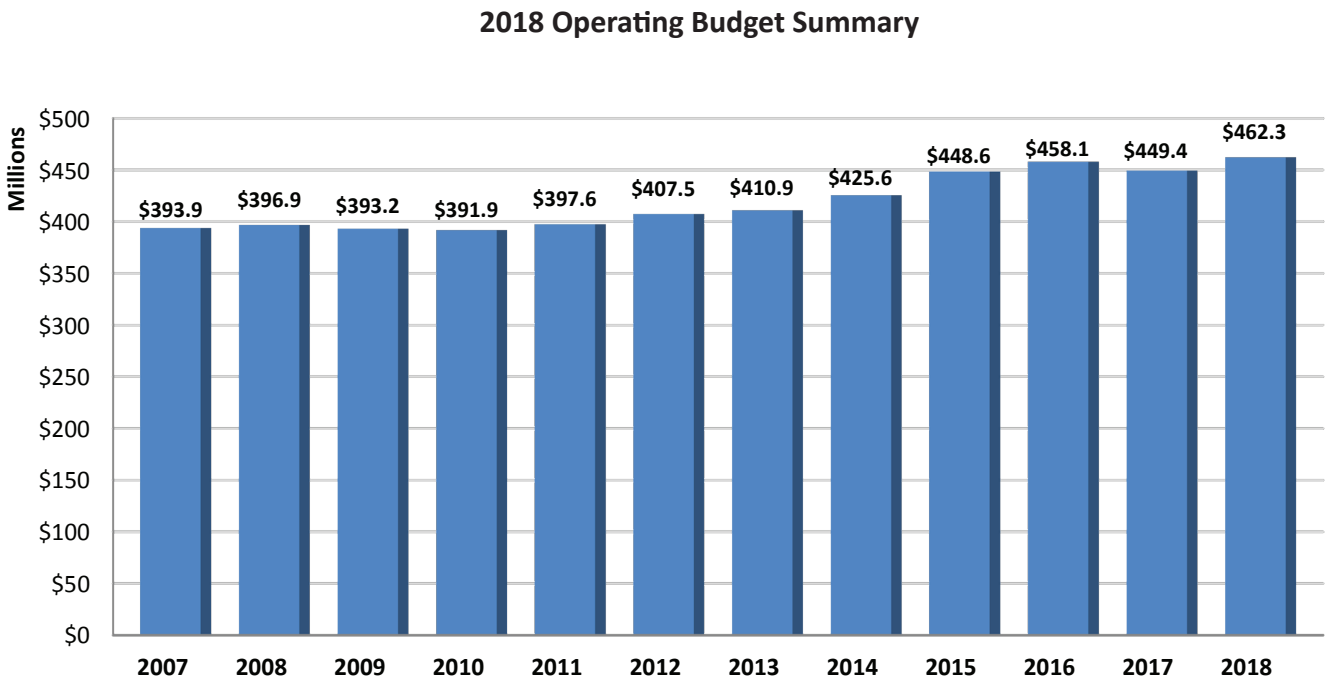
The budget impasse in the State of Illinois, though partially resolved in 2017, continues to have an effect on the state and local financial picture. Although the General Assembly was able to pass a full budget in 2017, the necessity of doing so over the Governor's veto indicates continued uncertainty in local financial planning heading into the 2018 election year. In addition, the state's actions regarding PPRT overpayment recoupment and diversions cause ambiguity as local governments plan for delivery of services.

The Chicago Metropolitan Area remains one of the world's largest and most diversified economies, with 4.7 million employees generating an annual gross regional product (GRP) of over $651 billion in 2016. Among the most diverse economies in the nation, Chicago is a key player in every sector from risk management to manufacturing to information technology to health services. Chicago is highly ranked for economic potential among major cities across the world.

The Chicago Park District is a significant driver of the local economy. As the largest single provider of summer youth jobs in the City, the District plays a substantial role in the City's labor market. The Chicago Park District accounts for $191 million paid in wages and compensation while employing over 7,200 people. Roughly half of these jobs are important early work experiences for younger adults who are then able to reinvest and spend within their communities, contributing further to the local economy. These opportunities are set to be further enhanced as CPD Internship Program is set to double the number of colleges and universities participating, encouraging further skills development for CPD employees.

The District also plays a significant role in tourism, according to Choose Chicago, seven of the top ten attractions for tourists in the city are parks or amenities located within CPD parks. In 2018, we will work to expand and improve the amenities which serve this role, including completing the separation of the Lakefront Trail and a full season at the newly refurbished Theater on the Lake, continuing to draw millions of local and global visitors to the city annually. Additionally, we will continue identifying opportunities to add to our open space inventory of 598 parks encompassing 8,816 acres with the goal of all Chicago residents being within a half mile or 10 minute walk to an open space. These continued investments on Chicago's landscapes will produce exponential returns for the future.

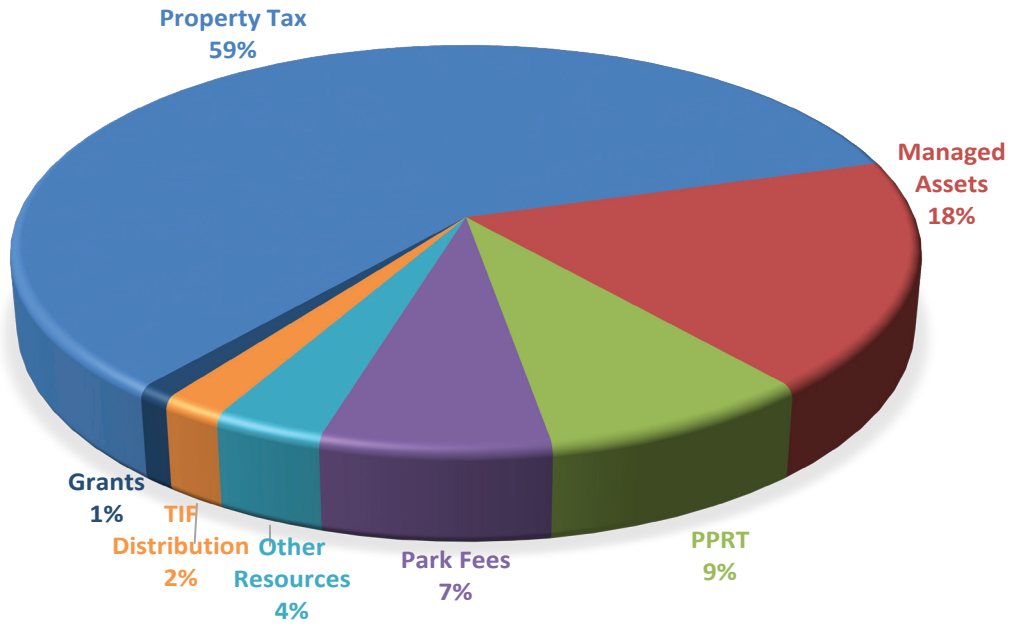
Sources:
US Department of Labor: Bureau of Labor Statistics
US Department of Commerce: Bureau of Economic Analysis
Federal Reserve Beige Book - Seventh District--Chicago, October 18, 2017
Regional Economics Applications Laboratory Illinois Economic Review September 2017
World Business Chicago
Choose Chicago



The 2018 budget is balanced at $462.3 million, an increase of 2.9% or approximately $12.9 million compared to the 2017 budget. Excluding internal reimbursements between funds of $4.2 million, the net appropriation is 1.9% or $8.7 million higher than the 2017 budget. In fiscal year 2018, the District will incur increased expenses in salary and wages, benefits, pension, managed assets, utilities, landscaping and other non-personnel as detailed in the expenditure section of this summary. In total, the District worked to close a budget deficit of $20 million by implementing the following expenditure reductions and revenue enhancements.

Spending Cuts	**$9.1 Million**
Debt service savings	$4.3
Personnel efficiencies	$2.0
Strategic changes in healthcare	$0.9
Utility conservation & efficiencies	$0.8
Landscaping efficiencies	$0.7
IT efficiencies	$0.3
Program efficiencies	$0.1
Revenue Enhancements	**$10.9 Million**
Property tax increase (net)	$7.3
Property tax value capture	$2.5
Park fees rate increases	$0.5
Golf fee increase	$0.3
Harbor fee rate increase	$0.3

2018 Operating Budget - Revenues



Financial Summary by Category - All Operating Funds

Revenues	2017 Budget	2018 Budget	% Change
Property Tax	$263,861,026	$274,115,370	3.9%
Managed Assets	$83,050,058	$85,135,760	2.5%
Personal Property Replacement Tax (PPRT)	$39,400,000	$39,400,000	0.0%
Park Fees	$32,508,606	$33,319,530	2.5%
Other Resources	$15,387,938	$16,147,461	4.9%
TIF Distribution	$10,200,000	$9,179,500	-10.0%
Grants	$5,000,000	$5,000,000	0.0%
Total Resources	**$449,407,628**	**$462,297,621**	**2.9%**
Less Internal Service Earnings	*$-*	*$4,200,000*	
Net Appropriation	**$449,407,628**	**$458,097,621**	**1.9%**

2018 Operating Budget - Expenses

Financial Summary by Category - All Operating Funds

Expenses	2017 Budget	2018 Budget	% Change
Salary & Wages	$147,934,679	$150,746,323	1.9%
Debt Service	$74,938,041	$70,605,116	-5.8%
Managed Assets	$48,141,353	$49,796,531	3.4%
Other Expenses	$40,339,348	$43,853,543	8.7%
Aquarium, Museum & Zoo	$35,207,600	$35,207,600	0.0%
Utilities	$31,221,000	$31,378,000	0.5%
Pension	$20,799,934	$27,587,693	32.6%
Contractual Services	$20,251,811	$22,471,715	11.0%
Benefits	$22,071,575	$22,098,234	0.1%
Payroll Expenses	$8,502,286	$8,552,865	0.6%
Supplemental Contribution to Pension Fund	$-	$-	N/A
Total Expenditures	**$449,407,628**	**$462,297,621**	**2.9%**
Less Internal Transfers & Reimbursements	*$-*	*$4,200,000*	
Net Appropriation	**$449,407,628**	**$458,097,621**	**1.9%**

Internal Service Earnings and Internal Transfers & Reimbursements between funds are deducted from the total resources to more accurately reflect the total net appropriation.

2018 BUDGET SUMMARY

SECTION II

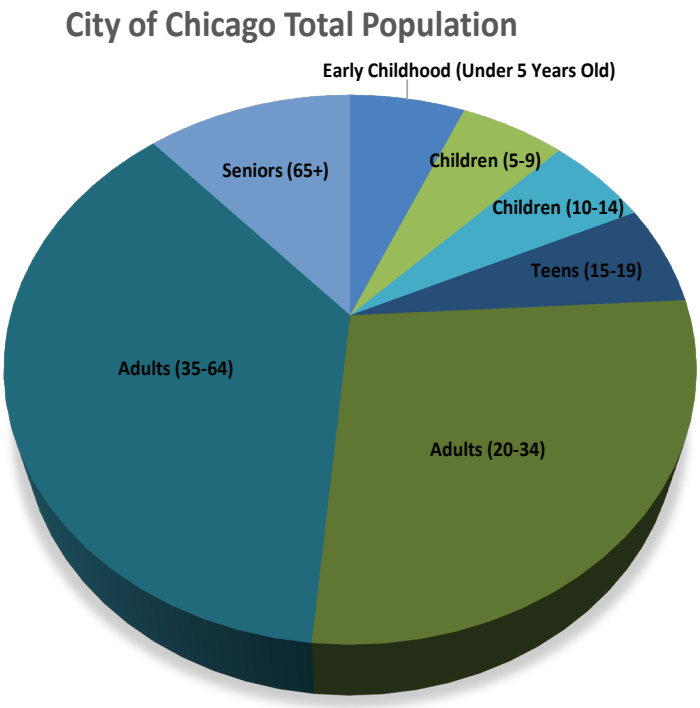
CHICAGO PARK DISTRICT PROFILE

City of Chicago Demographics

The beautiful City of Chicago covers an area of 228 square miles and lies in the heart of the Midwest on the shores of Lake Michigan and beside two rivers, the Chicago River and the Calumet River. With a population of more than 2.7 million, Chicago is the third most populous city in the United States and the largest in the Midwest. Chicago is a city of vibrant neighborhoods and parks, offering residents and visitors an experience that is unique to the City of Chicago.

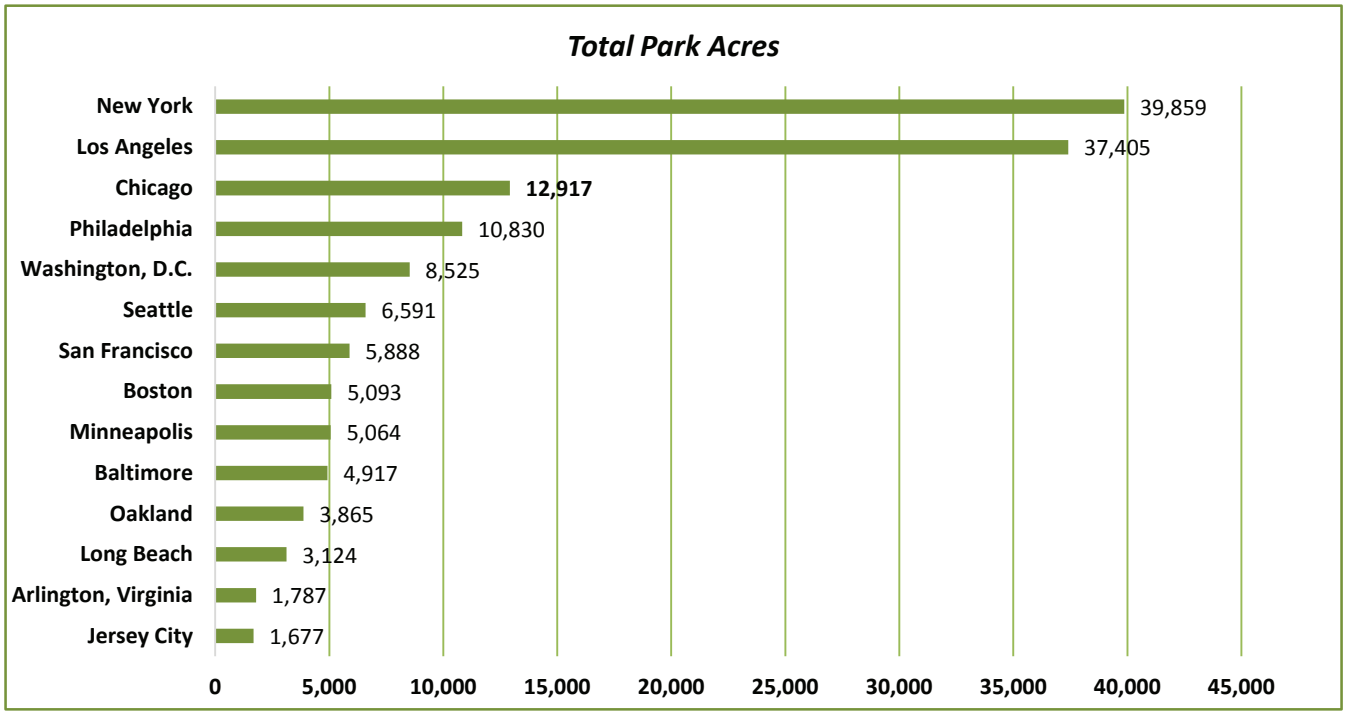
City of Chicago Population	2015
Total	2,720,556
Early Childhood (Under 5 Years Old)	176,836
Children (5-9)	160,513
Children (10-14)	155,072
Teens (15-19)	163,233
Adults (20-34)	745,432
Adults (35-64)	1,006,606
Seniors (65+)	315,584

Source: 2015 American Community Survey 1-Year Estimates



Chicago Park District

As the green fabric of the City, the Chicago Park District plays a prominent role in the Chicago experience. The Chicago Park District is one of the largest municipal park managers in the nation, owning more than 8,800 acres of green space and offering a cornucopia of amenities and facilities for all ages and interests, such as parks, playgrounds, lakefront beaches, pools, cultural centers, fitness centers, golf courses, museums and harbors to name a few. Strong park systems translate into strong cities. Investments in parks and play are investments in communities as they provide spaces for children to play, neighbors to gather and community bonds to form. Chicago's park system has expanded dramatically over the years to add thousands of new acres, millions of dollars in capital investment and thousands of events and program offerings. From basketball courts and artificial turf fields at neighborhood parks to world-class projects such as Maggie Daley Park, park capital improvements have the potential to touch the lives of all City residents and visitors. For example, through Mayor Rahm Emanuel's Chicago Plays! playground initiative, 327 playgrounds were rebuilt across the city so that every child in every neighborhood is within a 10-minute walk of a park or playground. In 2018, the District will continue to build on this success through our Building on Burnham initiative which invests in Chicago's lakefront, natural areas, river and recreation. Park programs and events create hubs of positive activity thereby building community ties and reducing crime.



Parkland includes municipal, county, regional, state, and federal public parkland within city limits.
Source: The Trust for Public Land 2017 City Park Facts

Top 10 Most Populous US Cities: Percent of Population with Walkable Park Access

Rank	City	Residents within 1/2 Mile of a Park	Residents beyond 1/2 Mile of a Park	Percent of Population Within Walkable Park Access
1	San Francisco	847,576	10,807	98.7%
2	Boston	648,251	13,918	97.9%
3	Arlington, Virginia	227,517	4,955	97.8%
4	Washington, D.C.	659,110	17,414	97.4%
5	New York	8,567,986	255,497	97.0%
6	St. Paul	297,110	11,106	96.3%
7	Minneapolis	408,326	19,967	95.1%
8	Philadelphia	1,571,860	107,358	93.2%
9	Seattle	670,511	46,634	93.0%
10	***Chicago***	***2,772,357***	***223,258***	***91.9%***

Park access is the ability to reach a publicly owned park within a half-mile walk on the road network, unobstructed by freeways, rivers, fences, and other obstacles. Thus far, Park access has been measured only for the 50 most populous cities.

Source: The Trust for Public Land 2017 City Park Facts

For methodology, detailed analysis, and maps, visit parkscore.org.

CPD is made up of…

- ***8,815.75 Acres***
- ***598 Parks***
- ***704 Baseball/Softball Fields***
- ***534 Tennis Courts***
- ***519 Playgrounds***
- ***355 Volleyball courts (300 seasonal)***
- ***331 Basketball Courts***
- ***256 Gardens***
- ***253 Football/Soccer Fields***
- ***252 Football/Soccer Fields***
- ***228 Field Houses***
- ***217 Water Spray Features***
- ***147 Gymnasiums***
- ***93 Community Gardens***
- ***78 Swimming Pools***
- ***75 Fitness Centers***
- ***74 Horseshoe Courts***
- ***60 Natural Areas***
- ***55 Artificial Turf Fields***
- ***29 Beaches***
- ***29 Running Tracks***
- ***26 Miles of Lakefront***
- ***25 Nature/Bird Sanctuaries***
- ***23 Dog Friendly Areas***
- ***22 Water Playgrounds***
- ***21 Boxing Centers***
- ***20 Lagoons***
- ***17 Accessible Beach Walks***
- ***15 Cultural Centers***
- ***14 Hand/Racquetball Courts***
- ***12 Savannas/Woodlands***
- ***11 Harbors***
- ***11 Museums***
- ***11 Gymnastics Centers***
- ***11 Nature Gardens***
- ***10 Wetland Areas***
- ***10 Ice Skating Rinks***
- ***8 Dune Habitats***
- ***7 Golf Courses***
- ***7 Skate Parks***
- ***5 Water Slides***
- ***5 Cricket Fields***
- ***4 Putting Greens***
- ***3 Driving Ranges***
- ***3 Archery Ranges***
- ***3 Senior Centers***
- ***2 Wheelchair Softball Fields***
- ***2 Conservatories***
- ***2 Batting Cages***
- ***2 Nature Centers***
- ***2 Mountain Bike Trails***
- ***1 Professional Football Stadium***
- ***1 Miniature Golf Course***
- ***1 Organic Greenhouse***

The Chicago Park District oversees the Garfield Park Conservatory and the Lincoln Park Conservatory, tropical paradises within the city that house thousands of rare and exotic plants. In addition, the Chicago Park District oversees historic lagoons, plus bird and wildlife gardens. From rich pond life teeming with frogs, herons, and dragonflies, to shrubby areas where migratory birds stop to rest, to lush prairies filled with native grasses and wildflowers, the Chicago Park District offers many ways to explore nature in the city's parks.

Popular attractions that fall under the management of the Chicago Park District include the Clarence Buckingham Memorial Fountain, which is located in Grant Park. Proudly referred to as "Chicago's front yard," Grant Park is among the city's loveliest and most prominent parks. Eleven world-class museums are located on Chicago Park District property, three of them in Grant Park: the Art Institute, the Field Museum of Natural History and the Shedd Aquarium. More than 20 million people visit Grant Park and Buckingham Fountain annually, making it the second most visited park landmark in the U.S. In addition to these landmarks, the Chicago Park District offers hundreds of stunning facilities, many of which are rented for special events.

Rank	City	Park	Annual Visitation
1	New York City	Central Park	42,000,000
2	***Chicago***	***Lincoln Park***	***20,000,000***
3	San Diego	Mission Bay Park	17,000,000
4	St. Louis	Forest Park	15,000,000
5	San Francisco	Golden Gate Park	14,500,000
6	Los Angeles	Griffith Park	12,000,000
7	San Antonio	San Antonio Riverwalk	11,500,000
8	Dallas	Fair Park	5,515,000
9	Minneapolis	Chain of Lakes Regional Park	5,476,400
10	Houston	Hermann Park	5,364,715

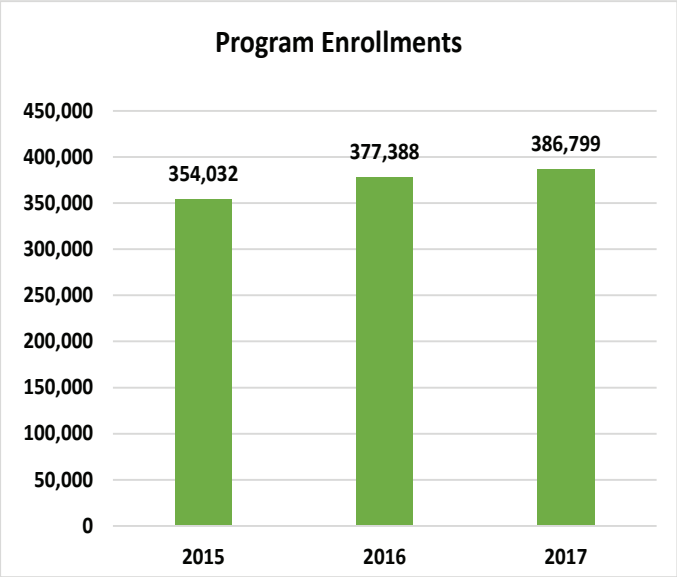
Source: The Trust for Public Land 2017 City Park Facts
For a list of the most-visited park in each of the 100 largest U.S. cities, visit tpl.org/cityparkfacts

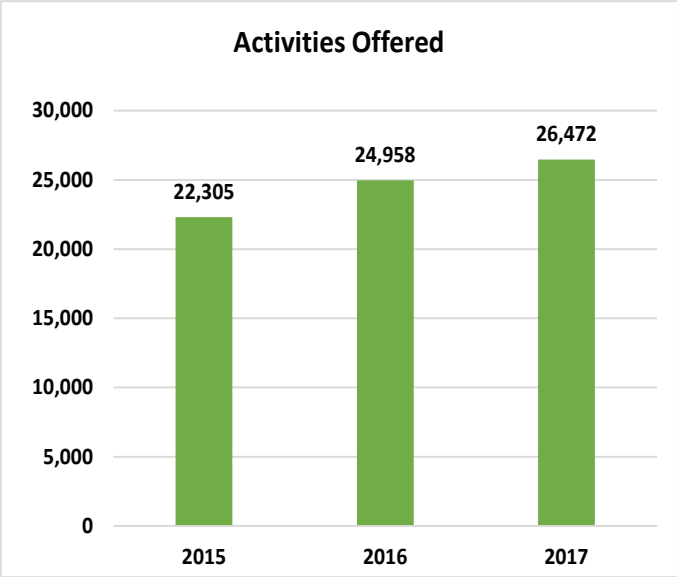
Recreational Offerings

In 2017, over 386,000 people enrolled in thousands of sports, recreational, cultural and environmental programs offered by the Chicago Park District. This is an increase of nearly 10,000 enrollees compared to 2016. Program opportunities are available for people of all ages, in neighborhood parks throughout the city. Early childhood activities such as Tiny Tot Swim and Art and Parent and Tot Gymnastics classes are available for infants, toddlers and pre-school children. PARK Kids and Day Camp activities are open to give kids a safe place to play with friends after school and during the summer. Teens can participate in organized activities such as TIP Fest and a variety of district-wide sports leagues. Basketball, volleyball, pickleball and evening sports leagues are available for adults and thousands of seniors meet each day at neighborhood park facilities. In all, there are more than 25,000 recreational offerings available through the Park District. In 2017, we continued to offer year-round Night Out in the Parks programming. The popular Night Out in the Parks program brings more than 250,000 people to over 2,000 events in neighborhood parks during the summer, making community parks safe havens and hubs of activity. Park patrons enjoy cultural programming big and small such as Shakespeare in the Parks, Circus in the Parks, Community Mural Painting, and Chicago Onscreen at their local parks.

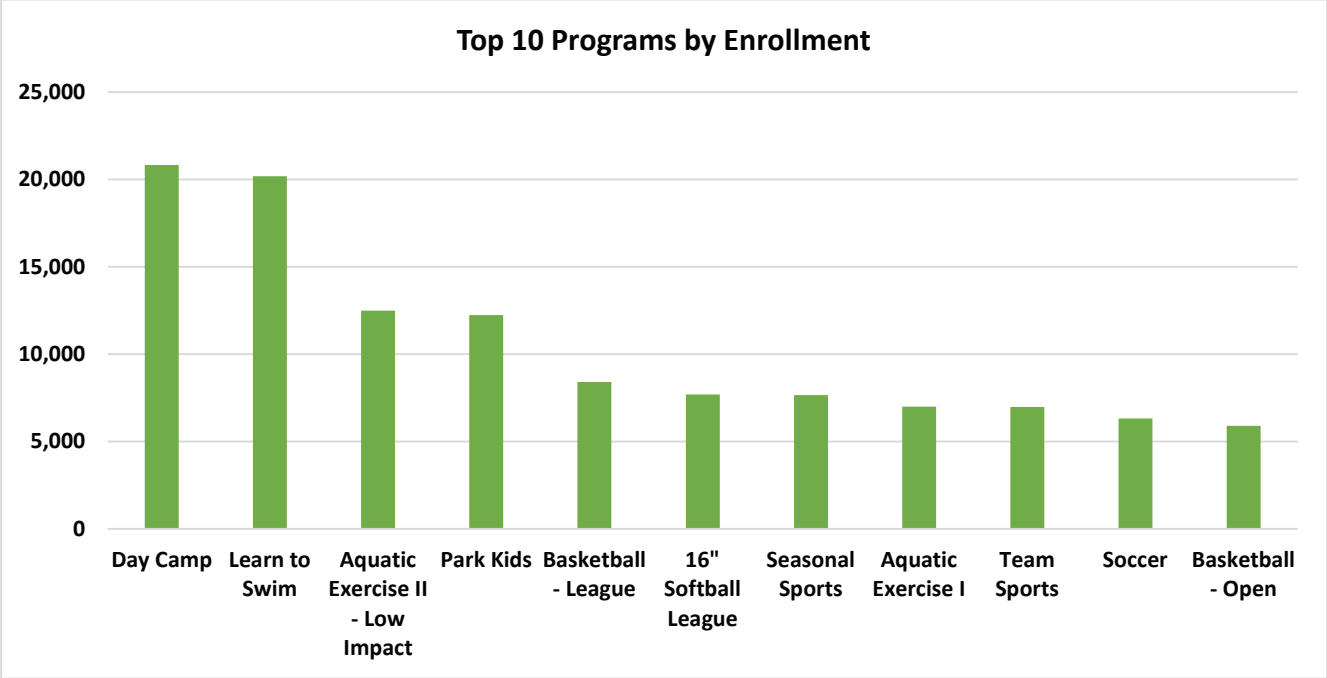
Program Registrations & Demographics

In 2017, program enrollments reached record levels, exceeding 2016 by 2%. For the most current program session, fall 2017, the number of residents across the City who enrolled in Chicago Park District programs rose to over 103,000. We continue to strive to expand our programming and ensure that all families and children have access to affordable programming where they are able to play, learn and grow. To support this effort, the Chicago Park District maintains reasonable program fee rates and provides several discount opportunities including financial hardship, family discount, and military discount to name a few.

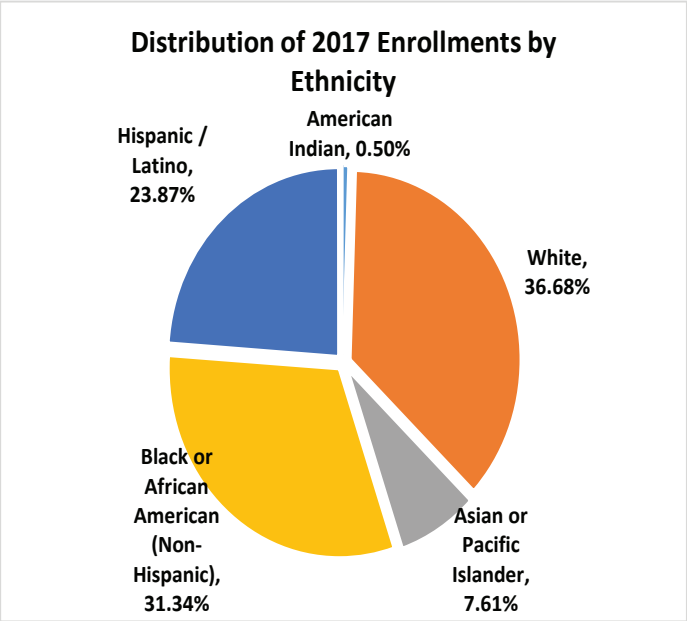


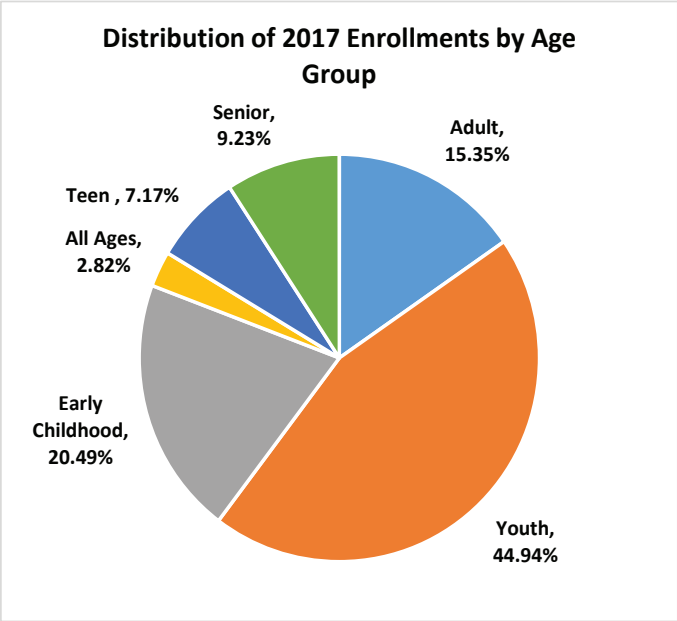


The District's top 10 programs are historically high-demand programs that fill up quickly and generally result in wait lists. There is a continued focus on how to bring the wait lists down and accomodate more of our park patrons in a manner that is not cost prohibitive. Overall, it is clear that park patrons appreciate the quality and value of our programs and it is a priority to the District to continuously improve and grow our program offerings.



Chicago Park District programs are popular among all age groups and races. At nearly 74%, youth, teen and early childhood programming make up the majority of the program offerings supporting our top core value, Children First.





Mission

The mission of the Chicago Park District is to:

- Enhance the quality of life in Chicago by being the leading provider of recreation and leisure opportunities
- Provide safe, inviting, sustainable and beautifully maintained parks and facilities
- Create a customer-focused and responsive park system that prioritizes the needs of children and families

Core Values

Children First

Our most important task is to bring children and families into our parks and give them great reasons to stay and play for a lifetime. We work to make the Park District the first choice of parents and children for the best in programs, events, camps, and daily leisure activities. We target key segments of Chicago's youth population and develop opportunities that align with their preferences and priorities. We develop new and exciting choices for classes and programs and make it easy to enroll in them. We give every child a reason and an opportunity to play in the parks.

NATIONAL GIRLS & WOMEN IN SPORTS DAY
EXPANDING OPPORTUNITY

In February 2018, the Chicago Park District will host several events in coordination with National Girls and Women in Sports Day to recognize and celebrate outstanding girls and women in our community. The concentration of these events will be to increase participation of girls in sports.

Additionally in 2018, we will partner with the Chicago Public Schools Diverse Learning Department to coordinate efforts on reaching students with disabilities, in and out of school. This information will be used to guide future programming for students from 3-22 years old.

Best Deal in Town

We prioritize quality in our programs and accountability in our fiscal management to provide excellent and affordable recreation that invites everyone to come out and play. To provide the best value in recreation, we work diligently to balance expenses with revenues. Thanks to prudent fiscal management over the last few years, we remain on solid financial ground. To maintain long-term stability, we continue to find innovative and appropriate ways to bring in new revenue while making thoughtful investments and carefully managing costs. Our goal is to maintain the high quality of our programs and events while making them as affordable as possible.

Partnerships play an integral role in our ability to remain the "Best Deal in Town." By leveraging these partnerships with community organizations, we are able to continually grow the value of our programs while maintaining a strong financial position.

Beginning in 2018, we will further develop our historic partnership with Special Children's Charities as they increase their annual commitment from $1.1 million to $1.3 million, allowing for new Special Olympics programming, as well as the pilot of a new site at Columbus Park.

Additionally, the Midwest Valor Games will return in 2018, thanks to a generous $110,000 grant from the US Department of Veterans Affairs.

Special Children's Charities

U.S. Department of Veterans Affairs

Built to Last

We use our capital to renew our aging infrastructure in a sustainable manner and leverage partnerships that produce new parks and facilities that are forward-thinking, environmentally sensitive and world class. We have inherited a world class park system that has served generations of Chicagoans. We are stewards of treasures that take the form of landscapes, buildings, sculptures, and parks. We must also maintain and expand our holdings to meet the current and future recreation needs of our customers. To balance these challenges, we strategically invest our limited capital resources and leverage partnerships and alternative sources of funds to do more with less. In doing so, we will honor our inheritance and build for the next generation.

In 2018 we will take a large step towards fulfilling Mayor Emmanuel's Building on Burnham initiative by acquiring 110+ acres of new Natural Areas, as well as incorporating 300 acres of recently restored land under Park District control.

New Natural Areas acquisitions in 2018 will be located at South Shore (Park 566), Lincoln Square (Welles Park), Little Village (La Villita), West Ridge (Thillens Park), as well as an expansion at McKinley Park.

Extra Effort

We support innovation and welcome new ideas. We believe that professionalism, communication, technology, and team work serve as the foundation for great customer service and a productive workplace. We do everything possible to make the Park District better tomorrow than it is today. We implement new ideas and technologies that reduce costs and make program delivery more effective. We invest in our employees and provide the training and tools they need to get the job done. We open new lines of communication between our customers and each other. And we work as a team as we build toward a new future together.

Special Children's Charities was created in 1969 and has jointly funded program expenses for the Special Olympics Chicago program, along with the Chicago Park District. In 2000, SCC provided additional support to the Chicago Public Schools. This year, in conjunction with the 50th Anniversary of Special Olympics, the Chicago Park District will host celebrations throughout the year, with a week-long focus of events (co-sponsored with Special Children's Charities, Special Olympics International and Special Olympics Illinois) occurring in July.

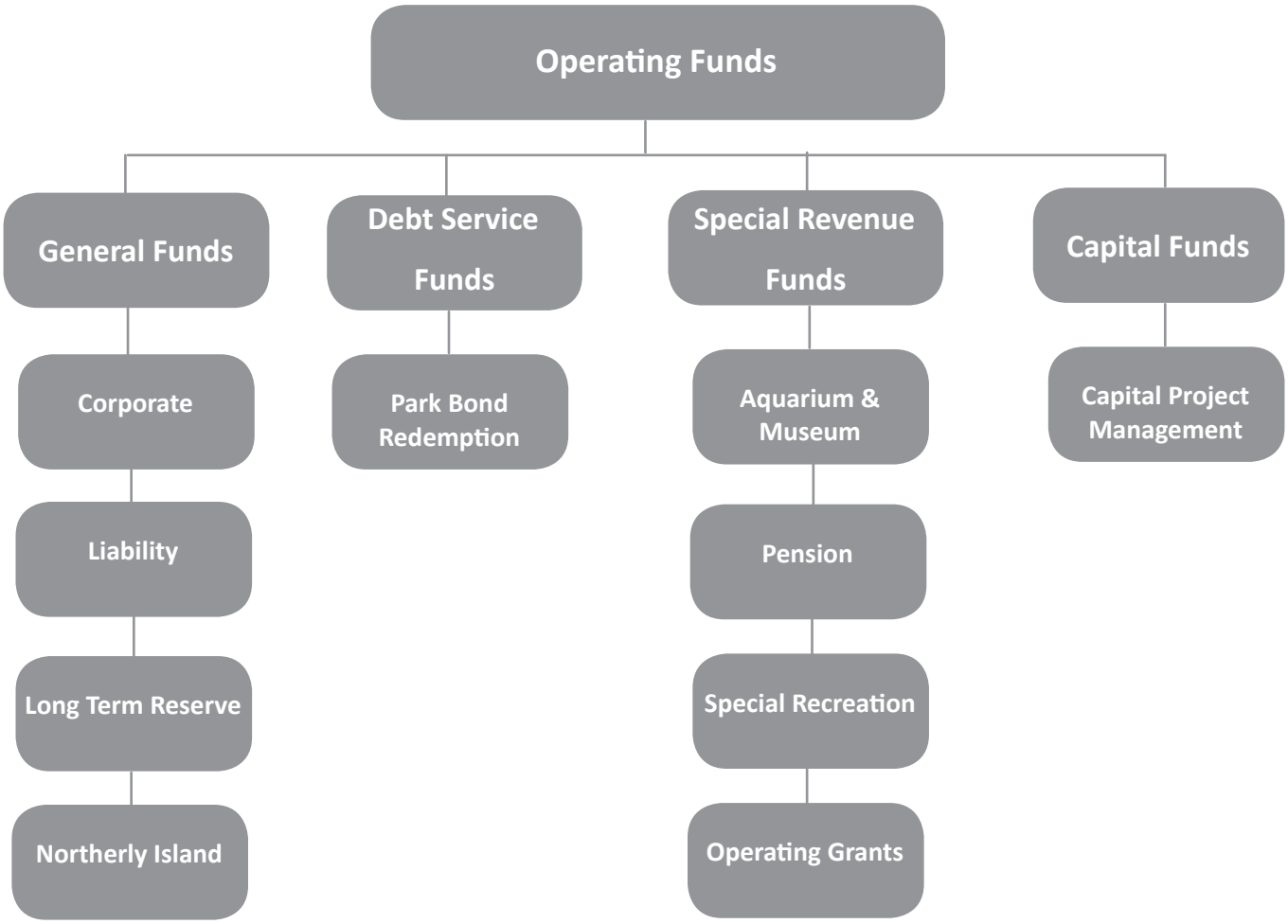
Additionally, the Chicago Park District will hold a Global Day of Inclusion on July 21, 2018 at Soldier Field and Northerly Island. This global celebration will serve as the spark for enhancing the inclusiveness of cities and consist of sports, interactive games, exhibits, refreshments and live entertainment.

2018 BUDGET SUMMARY

SECTION III

HOW THE DISTRICT BUDGETS

Fund Structure



The 2018 budget reflects the requirements of Governmental Accounting Standards Board (GASB) Statement No.54, Fund Balance Reporting and Governmental Fund Type Definition. The fund structure above represents the reclassification of funds based upon definitions provided in the statement. Classification of funds is based upon the following definitions:

General Funds
General Funds are used to account for and report all financial resources not accounted for and reported in other funds.

Debt Service Funds
Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Special Revenue Funds
Special Revenue Funds are used to account for specific revenues that are legally restricted to expenditures for particular purposes other than debt service or capital projects.

Capital Project Funds
Capital Project Funds are used to account for the acquisition, construction and improvement of major capital facilities and other miscellaneous capital project revenues from various sources as designated by the Board of Commissioners.

2018 Operating Budget Funds

General Corporate Purposes Fund
This is the District's primary operating fund. It accounts for all financial resources of the District, except those required to be accounted for in another fund. The services, which are administered by the District and accounted for in the General Fund, include recreation, parking, harbor, Soldier Field, and golf, among others.

Liability Insurance, Workers' Compensation and Unemployment Claims
This fund is used for the purpose of paying expenses for liability insurance, workers' compensation and unemployment claims.

Long-Term Income Reserve Fund
This fund accounts for a long-term reserve for the purpose of future appropriations. These revenues were created as a result of the sale of several public parking structures (garages) to the City of Chicago in 2006.

Northerly Island Special Purpose Fund
This fund is for the purpose of operating, building, improving and protecting the Northerly Island property.

Bond Redemption and Interest Funds
This fund accounts for the resources accumulated and payments made for principal and interest on general long-term debt principal and interest.

Operating Grants
This fund is for the purpose of accounting for the programs with revenues provided by the federal government, state government, and City of Chicago as well as certain local donors.

Retirement Board of the Park Employees' and Retirement Board Employees' Annuity and Benefit Fund
This fund accounts for the activities of Park Employees' and Retirement Board Employee's Annuity and Benefit Fund of Chicago (Retirement Fund), which accumulates resources for pension benefit payments to qualified District employees.

Special Recreation Tax
This fund is used for the purpose of paying associated expenses as related to increasing accessibility of facilities, and providing programming and personnel related costs to the operations of said programs. Revenue is generated through a special tax levy specifically for this purpose.

Aquarium and Museum Operating Fund
This fund is for the amount of maintenance tax to be levied in conformity with provisions An Act in Relation to the Creation, Maintenance, Operation and Improvement of the District approved July 10, 1933, as amended and an act entitled An Act Concerning Aquariums and Museums in Public Parks approved July 18, 1933, title as amended by an act approved June 24, 1935, as amended, for the purpose of operating, maintaining, and caring for the institutions.

Capital Project Administration Fund
This fund is for the purpose of tracking and allocating personnel-related expenses for employees contributing to the District's capital projects. This fund was established to fund the salaries, health, life and other personnel benefits for employees who plan, administer, monitor and report on capital projects. The annual Budget Appropriations Ordinance outlines funding for capital expenditures. Details on these funds can be found in the Capital Improvements section of this document.

Financial Policies

Basis of Budgeting

The District's annual budget is adopted on a non-GAAP (Generally Accepted Accounting Principles) budgetary basis for all governmental funds except the debt service funds, which at the time of the issuance of bonds, shall provide for the levy of taxes, sufficient to pay the principal and interest upon said bonds as per State code, and capital project funds, which adopts project-length budgets. The legal level of budgetary control (i.e., the level at which expenditures may not exceed appropriations) is at the fund and account class level.

The District's department heads may make transfers of appropriations within a department. Any transfers necessary to adjust the budget and implement park programs may be made by the District, as long as the changes do not require transfers between account classes (common groupings of expenditures), and do not exceed the approved appropriation. Transfers of appropriations between funds or account classes require the approval of the Board.

All annual appropriations lapse at fiscal year-end if they remain unused and unencumbered. Encumbrance accounting is employed in governmental funds. Encumbrances (e.g., purchase orders, contracts) outstanding at year-end are reported as an assignment of fund balance and do not constitute expenditures or liabilities because the commitments will be carried forward and honored during the subsequent year.

As a rule, the District presents the annual budget on a modified accrual basis of accounting, with the exception of property taxes. Budgetary Basis refers to the basis of accounting used to estimate financing sources and uses in the budget.

Modified Accrual is the method under which revenues and other financial resource increments are recognized when they become susceptible to accrual; that is, when they become both "measurable" and "available to finance expenditures of the current period." "Available" means collectible in the current period or soon enough thereafter to be used to pay the liabilities of the current period. This is different than accrual basis where indicates revenues are recorded when they are earned (whether or not cash is received at the time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at the time or not).

The District's basis of budgeting is the same as GAAP basis except for the following: 1) in the budgetary basis, encumbrances are expenditures, whereas GAAP reflects encumbrances as an assignment of fund balance; 2) for budget, the District classifies as revenues both long-term debt proceeds and transfer-in, whereas GAAP classifies these as other financing sources; 3) interfund revenues and expenditures are included on the budgetary basis but are eliminated for GAAP, and 4) encumbrances are treated as expenditures in the year the encumbrance is established.

Budget Policy

The District operates on a calendar-year basis beginning on January 1 and ending on December 31. The adopted budget is balanced, in that the budgeted expenditures do not exceed the anticipated revenue for the fiscal year. During the course of the fiscal year, if there is a significant change to the budget, a supplemental appropriation will be submitted to the Board. When a supplemental appropriation is submitted, the Board must give 10 days' notice and hold a public hearing before passage. Board action is required to make budget adjustments to transfer expenditure authority from one fund to another and to make adjustments across account classes (i.e. from personnel services to contractual services).

Revenue Policy

The Revenue Policy provides overall guidelines and structure for determining fees and managing other revenue sources of the Chicago Park District. It is intended to be used as a guide to assist with responsible budgeting and long term fiscal planning. Exceptions to these guidelines may be authorized, from time to time, after review by the General Superintendent and his/her administrative staff. Annually, fees may be raised considering market conditions or in general alignment with the Consumer Price Index. Fees are recommended by the General Superintendent and approved by the Board of Commissioners. The Fee Schedule may be found in the Park District's Annual Appropriation Ordinance. This policy does not apply to the Property Tax Levy or PPRT. This policy applies to the following revenue sources:

- *Activity/Membership Fees and Discounts*
  The Chicago Park District establishes these fees with the stated purpose of encouraging participation in our programs and facilities, particularly among children and teenagers. Input is provided by local park staff to determine how a park's activities may be affordable by the local community. Because Chicago has such a wide and diverse economy, fee structures may vary from community to community and local socio-economic factors may be considered.

- *Permit Fees*
  The fee schedule is found within the Special Event Permit Application Package and Media Permit Application Package. It is based on package pricing by event type and event features. Fees are relative to quantity of event attendance and quantity/type of event features. Space assignments are made in this order, unless otherwise directed by the General Superintendent, as deemed to be in the best interest of the Park District: 1) Chicago Park District Programs; 2) City of Chicago Events (i.e. Jazz Fest, Air & Water Show); 3) Multi-year Use Agreements; 4) Open to general public; first come-first serve.

- *Facility Rentals*
  Fees are posted as hourly rates. Some locations may charge more during peak time of "weekend" (Friday, Saturday, and Sunday). Youth rates are generally 50% of adult rates. Rental fees may vary from community to community with local socio-economic factors taken into consideration. Space assignments are made in the same manner as permits.

- *Management Agreements*
  These agreements are negotiated and awarded for the complete operation of a special facility(s). This type of agreement is instituted when departmental operation(s) of the facility is either cost prohibitive or is not cost-effective; or when the operation(s) require a level of expertise beyond the capabilities of Park District staff. The Park District receives a percentage of the gross receipts and/or a minimum monthly rental rate. The length of terms and conditions of these agreements may vary. All management agreements are subject to approval by the Board of Commissioners.

- *Corporate Sponsorship and Advertising*
  The Chicago Park District (CPD) staff continually seeks corporate sponsorships for events, programs and facilities to help increase non-tax revenue and enhance program offerings. These programs include the donation of funds, gift-in-kind equipment/supplies or gift-in-kind services by the corporate partner in exchange for specific benefits. The goal of the sponsorship program is to create long-lasting partnerships over multiple years. Corporate partners should be selected based on sponsorship objectives that align with the mission, values and goals of the CPD. Corporate sponsorship arrangements should adhere to the CPD established "Guidelines Relating to Sponsorship and Advertising Agreements". The Chicago Park District continues to identify assets suitable for sustainable advertising programs within our properties that are valuable for revenue generation, respectful of our community spaces and adhere to the CPD "Guidelines Relating to Sponsorship and Advertising Agreements". Messaging and infrastructure must meet ordinance regulations appropriate to the site and structure.

Debt Policy

The District manages its debt portfolio in accordance with State and Federal rules and regulations. Under applicable state statutes, the District is governed in how it issues debt as well as limitations on the issuance of certain types of debt. Currently, the District's statutory general obligation bonded debt limitation is 2.3% of the latest known Equalized Assessed Valuation (EAV). Currently, the District is $1,170 million or 69% below the $1,703 million state imposed limit. The District is also subjected to a separate statutory debt limit of 1% of EAV for certain general obligation bonds issued without referendum. The District has approximately $216 million in capacity under this limit. At the end of 2017, the District's outstanding long-term debt will be approximately $821 million, which is $43.0 million lower than the previous year and will be reduced to approximately $781 million after the debt service payment due on January 1, 2018.

Investment Policy

The District invests public funds in a manner that is consistent with the all state and local statutes governing the investment of public funds. Investments shall be undertaken in a manner that ensures the preservation of capital in the overall portfolio. The District shall diversify its investments to avoid incurring unreasonable risks associated with specific securities and/or financial institutions. The investment portfolio must be sufficiently liquid to enable the District to meet all reasonable anticipated operating requirements and must be designed to obtain a market average rate of return during budgetary and economic cycles, taking into account the District's investment risk constraints and cash flow needs.

Fund Balance Policy

Fund balance is the difference between assets and liabilities reported in a fund at the end of the fiscal year. The District seeks to maintain adequate levels of fund balance to mitigate current and future risks and to ensure stability. Fund balance is also a crucial consideration in long-term financial planning. Credit rating agencies carefully monitor levels of fund balance and unassigned fund balances in the District's General Fund to evaluate creditworthiness. Historically, the District has been able to maintain a healthy reserve through growth management, strategic financial planning and constant cost analysis. It is the policy of the District to maintain certain levels of fund balance in the Long-Term Income Reserve Fund to provide both specificity and flexibility, while accomplishing two main criteria:

1. **Target Level of Reserve**
   The reserve floor is set at $85,000,000.
2. **Specific Circumstances for Drawing Down Reserve**
   Due to the biannual nature of our property tax collections, the District usually receives approximately half the tax levy in the spring and the other half in the fall. This often creates a cash deficit as our peak spending is during the summer months. Historically, the District would issue Tax Anticipation Warrants to bridge the gap. Internal borrowings from the Reserve to the General Fund during the year are allowed for cash flow needs. The Reserve is to be repaid as the next installment of property tax revenue is received.

   Any other draw from the Reserve must be approved by the Board and should only be for nonrecurring expenditures or one-time capital costs and not ongoing operational type expenditures.

Capital Asset Inventory Policy

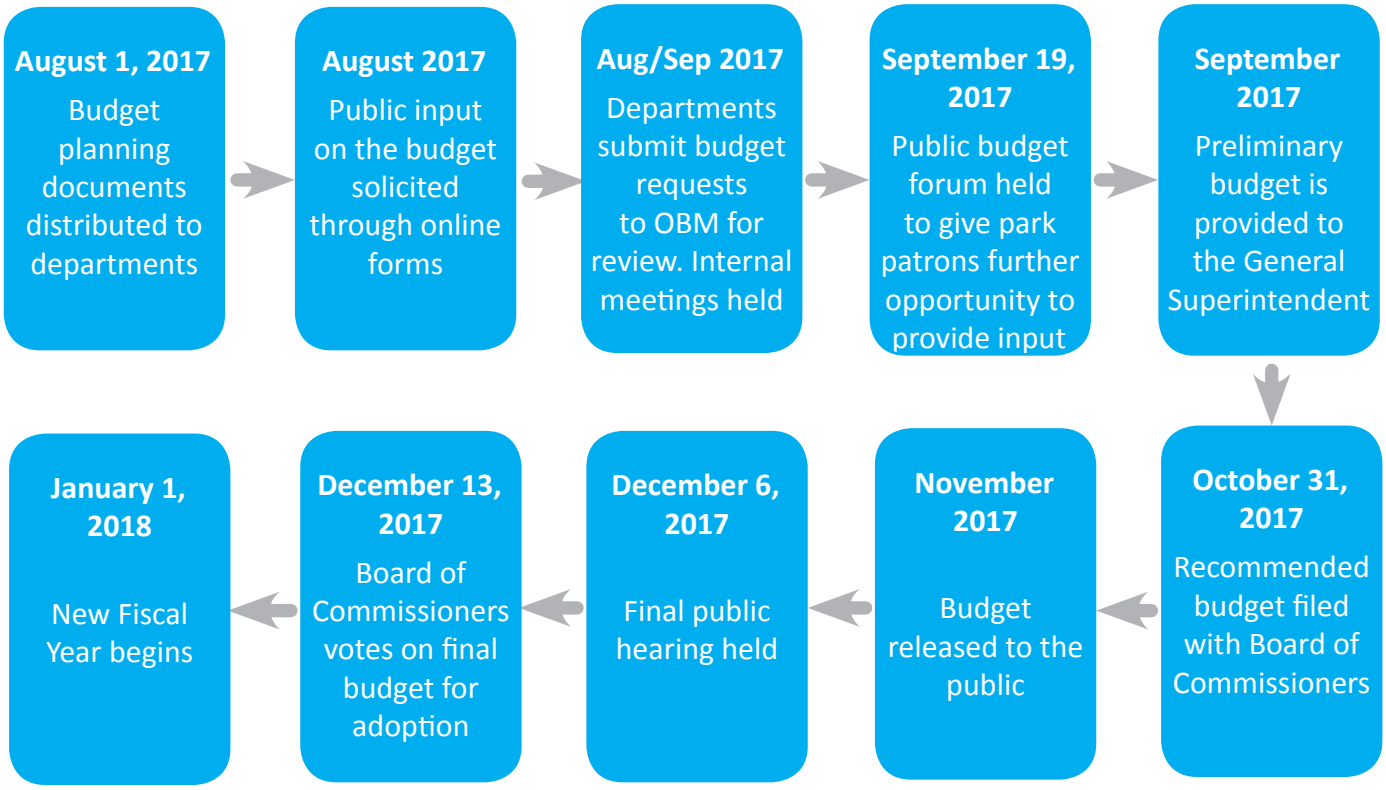
Purchased or constructed capital assets are recorded at cost or estimated historical cost. Donated capital assets are recorded as their fair value at the date of donation. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend the assets' lives are not capitalized.

Budget Process

The budget process is a culmination of input from District staff, management, the Board of Commissioners and community members. All stakeholders have a role in shaping the District's strategic direction. Each year, the District prepares the budget document as a guide to communicate the District's financial plan, policies, goals and objectives for the ensuing year. The District has identified four core values to help guide our efforts for the future. The focus of these values is Children First, Best Deal in Town, Built to Last and Extra Effort (discussed in detail under the section Mission & Core Values). District managers develop specific program plans for their activities, as well as the framework of staff and support costs needed to carry out these goals. This framework is the foundation for the District's budget.

State code requires that the budget recommendations be submitted to the Board of Commissioners before November 1. After providing at least seven days' notice, the Board will hold a public hearing. The Board is to consider the budget and make any amendments deemed necessary. The District Board of Commissioners must pass a balanced budget no later than December 31.

Once the budget is passed, the Office of Budget and Management works with each Region and Department to manage the adopted appropriations. Any transfers necessary to adjust the budget may be made by the Office of Budget and Management, as long as the changes do not require transfers between account classes (common groupings of expenditures), and do not exceed the approved appropriation. In either of those circumstances, requests for budget amendments must be brought before the Board for approval.



The 2018 budget is presented in the following two documents:

- **2018 Budget Summary**
  Provides a summary of proposed budget, narrative of the funding sources and an overview of the budget process.
- **2018 Budget Appropriations**
  Line item detail for departments, regions and parks for all operating funds.

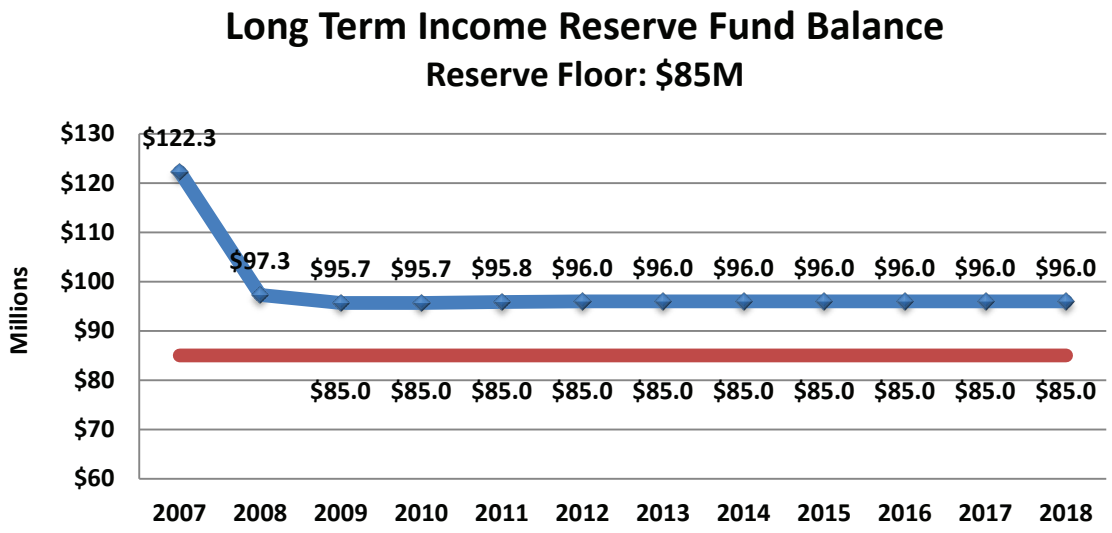
Fund Balance

In 2011 the Government Accounting Standards Board issued a new standard, GASB 54. GASB 54 required the Park District to combine the Long Term Income Reserve and several other funds into the General Fund for reporting purposes in the Comprehensive Annual Financial Report beginning in fiscal year 2011. GASB 54 also required a breakdown of fund balance into five classifications; Non-spendable, Restricted, Committed, Assigned and Unassigned. At December 31, 2016, the District's governmental funds reported combined fund balances of $339.2 million, an increase of $54.1 million in comparison with the prior year. The unrestricted fund balance (the total of the committed, assigned, and unassigned components of fund balance) for the general fund was $206.4 million, or approximately 66.7% of total general fund expenditures. Of this amount, $96 million relates to working cash reserves.

The 2018 budget accounts for the use of $2 million of prior-year fund balance. This is a decrease of $1.5 million ($0.5 million in the corporate fund and $1 million in the special recreation fund) compared to the 2017 budget. This marks the sixth consecutive year of reduction of budgeted reliance on prior-year fund balance in an effort to address the structural imbalance. It also reflects the complete elimination of prior-year fund balance reliance in the special recreation fund.

The Long-Term Income Reserve Fund

The long-term reserve fund is a special revenue fund created in 2006 with total proceeds from the sale of the District's parking garages. Interest earned on these proceeds is budgeted to replace the net operating income the District had been receiving from the garages. It is the District's policy to maintain the fund level at no less than $85 million. At the end of 2016, the fund balance was $96 million. Interfund transfers from the corporate fund replenish money drawn from this fund to maintain the $85 million minimum.



General Fund Balance						
Amounts are in thousands	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Budget[1]	2018 Budget
Revenues						
Property tax	$144,888	$164,534	$163,095	$174,145	$162,729	$164,220
Tax Increment Financing Distribution	2,740	3,885	5,086	7,050	10,200	9,180
Personal property replacement tax	21,155	23,345	26,381	26,654	23,559	24,330
Interest on investments	12	5	293	682	450	1,050
Concession revenue	4,519	3,529	3,726	3,967	3,821	3,762
Parking fees	3,750	4,145	4,768	5,349	6,142	6,090
Harbor fees	12,363	11,638	11,387	11,893	12,602	12,626
Golf fees	5,206	4,900	5,308	5,369	5,420	5,745
Recreation Activities	12,571	13,180	13,588	13,465	15,195	15,298
Soldier Field	34,554	36,036	42,418	39,159	33,379	34,380
Donations and grant income	341	1,055	1,674	1,504	5,040	3,081
Rentals	1,189	1,399	1,060	813	1,305	1,079
Miscellaneous income	2,299	1,171	1,571	1,698	1,721	1,788
Permits	11,614	12,396	14,173	15,582	16,220	17,162
Northerly Island	1,207	1,651	1,211	812	1,150	1,270
Other User Charges	-	1,740	4,586	6,668	7,268	7,750
Capital Contributions	-	-	-	-	1,100	1,100
Use of Prior Year Fund Balance	9,479	-	-	-	2,500	2,000
Use of Long Term Obligation Fund Reserve	-	-	5,000	8,000	-	-
Internal Service Earnings	-	-	-	-	-	4,200
Total revenues	$267,887	$284,609	$305,325	$322,810	$309,799	$316,112
Expenditures						
Personnel services	$149,257	$150,015	$153,792	$158,717	$167,969	$171,717
Materials and supplies	5,319	5,329	5,359	5,438	5,564	6,484
Small tools and equipment	401	448	414	376	465	510
Contractual services	105,944	114,410	122,338	123,886	128,345	130,013
Program expense	538	617	695	653	768	698
Other expense	6,428	6,030	6,048	7,376	6,690	6,690
Supplemental Contribution to Pension Fund	-	-	12,500	12,500	-	-
Transfer out	-	-	-	-		
Total expenditures	$267,887	$276,849	$301,146	$308,946	$309,799	$316,112
Revenues over expenditures	$-	$7,760	$4,179	$13,864	$-	$-
Fund Balance						
Beginning Fund Balance	$195,914	$186,039	$204,624	$203,482	$207,912	$185,482
Nonspendable:	843	1,500	1,512	1,472	1,500	1,500
Restricted:	-	-	-	-	-	-
Committed:						
Working Capital	95,976	95,976	95,976	95,976	95,976	95,976
Economic Stabilization	20,000	27,000	25,800	25,800	25,800	25,800
PPRT Stabilization	5,000	5,000	5,000	5,000	5,000	5,000
Assigned To:						
Park operations and maintainance and budget stabilization	9,470	6,000	12,000	12,000	12,000	12,000
Northerly Island	2,138	1,010	689	93	500	90
Legal Judgments exceeding appropriations	500	500	500	500	500	500
Long Term Liability[2]	25,000	40,000	35,000	27,000	22,500	27,000
Unassigned:	27,112	27,638	27,005	40,071	21,706	15,616
Ending Fund Balance	$186,039	$204,624	$203,482	$207,912	$185,482	$183,482

[1] The 2017 amounts represent revenues and expenditures reflected in the adopted budget. The Fund Balance section reflects the actual beginning fund balance that was not yet available at the time of the 2017 budget passage and therefore differs from amounts originally presented in this table.

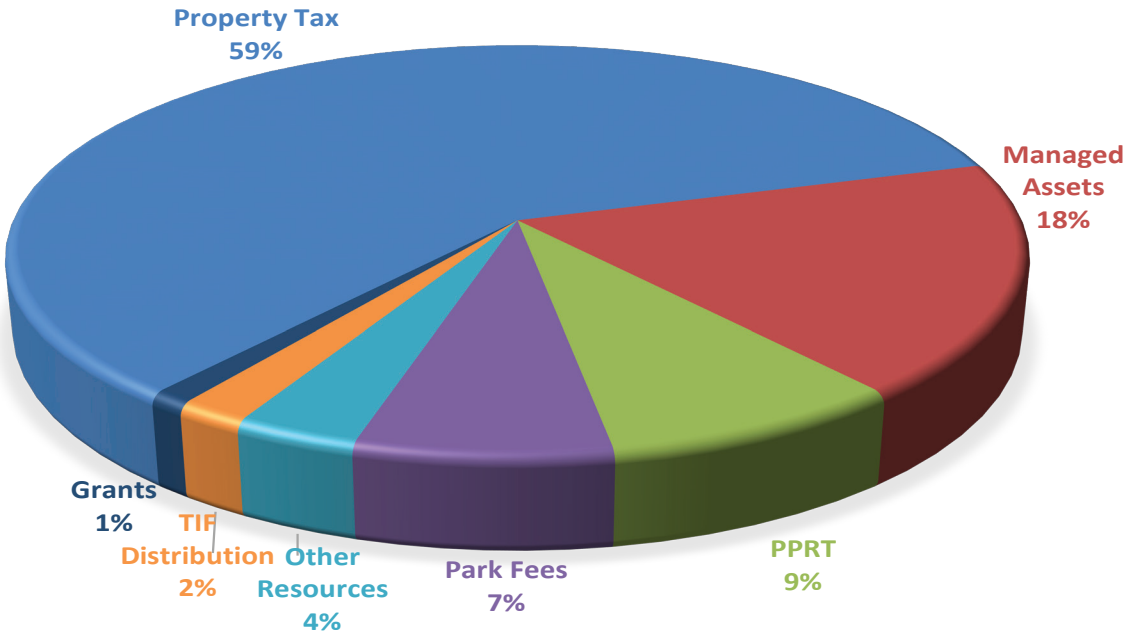
[2] In 2015, Long Term Liability reflects the transfer out of $12.5M due to the first supplemental contribution to the pension fund required by Public Act 098-0622 as planned and the transfer in of $11.7 million from the PBC - Operating and Maintenance special revenue fund which became inactive in 2013 when the associated expenditures were appropriated in the general fund. In 2016, Long Term Liability reflects the transfer out of $12.5M due to the second required supplemental contribution to the pension fund.

2018 BUDGET SUMMARY

SECTION IV

BUDGET DETAIL

Operating Budget - Revenue



Tax Revenues

Property Taxes

The Park District's largest source of revenue is the property tax which makes up 59% of total resources. While the District has been fortunate with stable property tax collections, this budget reflects a conservative estimate in the expected loss in collections of 3.67% of the property tax which is consistent with prior years' actual losses.

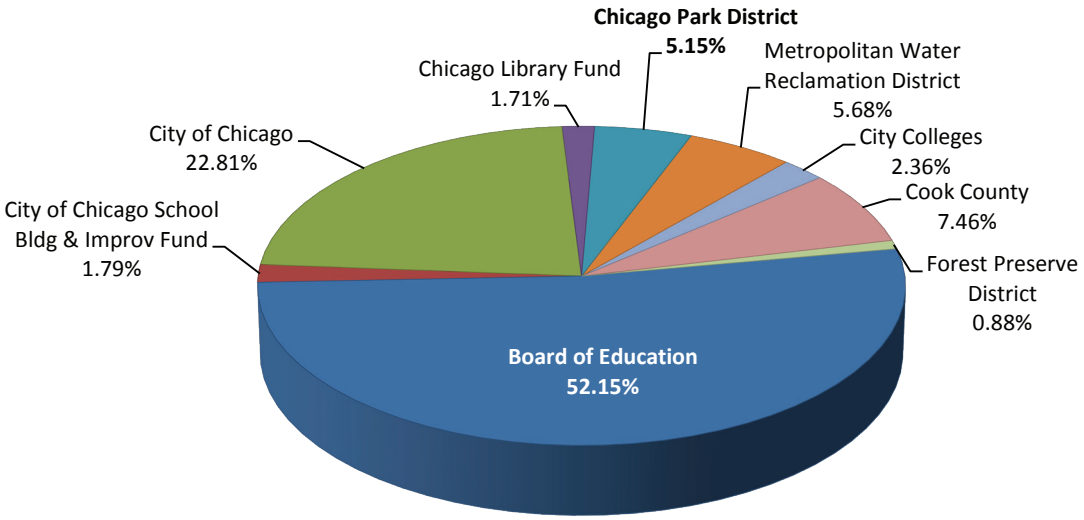
From 2006 through 2017, the District balanced its budgets with only one minor property tax increase in fiscal year 2014. The 2018 gross property tax levy of $284.5 million reflects $2.6 million in capture of the value of new property and expiring/terminating TIF districts which provides additional resources to the District without increasing the tax burden on residents. The levy also reflects a modest $7.6 million tax increase of which $5.9 million is levied in the special recreation portion of the levy with the intent of increasing special recreation programming, eliminating the fund's reliance on prior-year fund balance and reimbursing indirect expenses. Net property tax after expected loss in collections is $274.1 million. The property tax increase, which amounts to an additional $6.48 annually to the average homeowner, is necessary and invaluable to the financial health and stability of our city's parks.

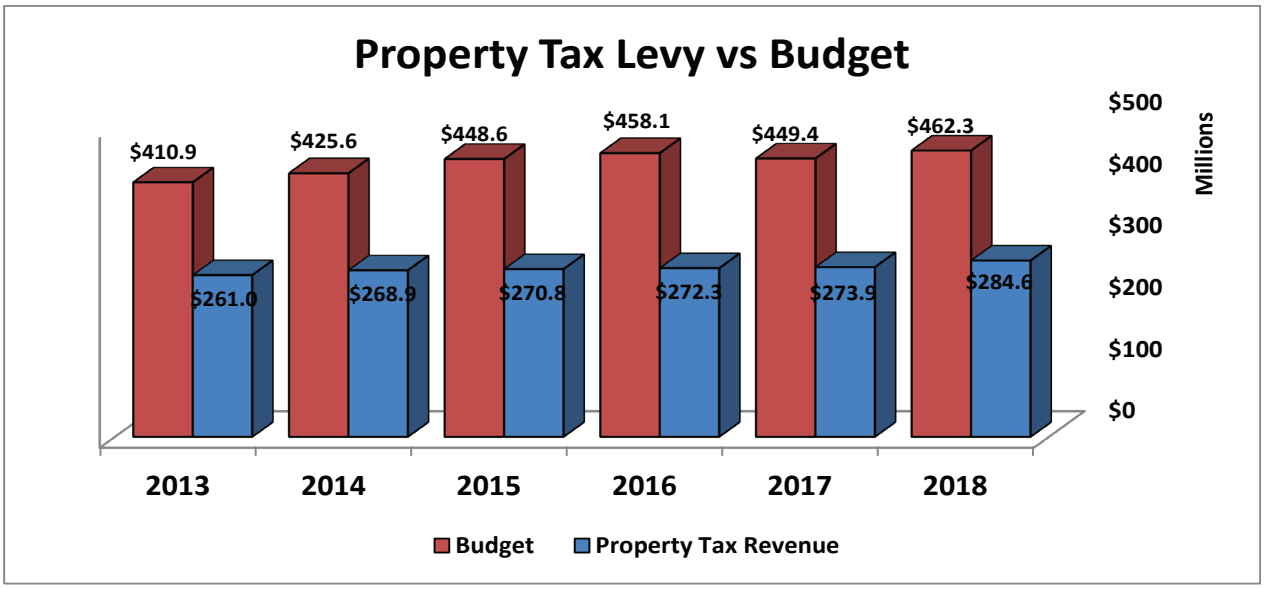
The property tax is determined by dividing the levy by the equalized assessed value (EAV) of the taxable net property in the City of Chicago. There are a variety of restrictions on the tax levy. By Illinois statute, the portion of the levy going to the corporate fund is limited to 66 cents per $100 of EAV. The portion going to the aquarium and museum fund is limited to a maximum of 15 cents per $100 of EAV; and 4 cents per $100 of EAV going to the special recreation fund. The remaining 15 cents goes to the corporate fund for general use.

In March of 1995, property tax cap limitations were passed by the state legislature, which affect the District's tax levy. The portion of the levy which supports the operations of parks and recreation facilities (the aggregate extension) can only increase from year to year by the rate of inflation. In prior years the portion of the levy supporting debt service is limited to the level of the 1994 debt service levy. Thus, the District can only issue general obligation bonds where the debt service falls within that restriction. In 2009 state legislation was changed to allow debt service to increase by the lesser of CPI (Consumer Price Index) or 5%. The 2018 budget will fall within these restrictions.

The Park District represents one of seven taxing jurisdictions on City residents' bills. According to the most recent report released by the Cook County Clerk's Office, 5.15% is allocated to the Chicago Park District. On a typical resident's bill, this amounts to approximately $200 to support parks.

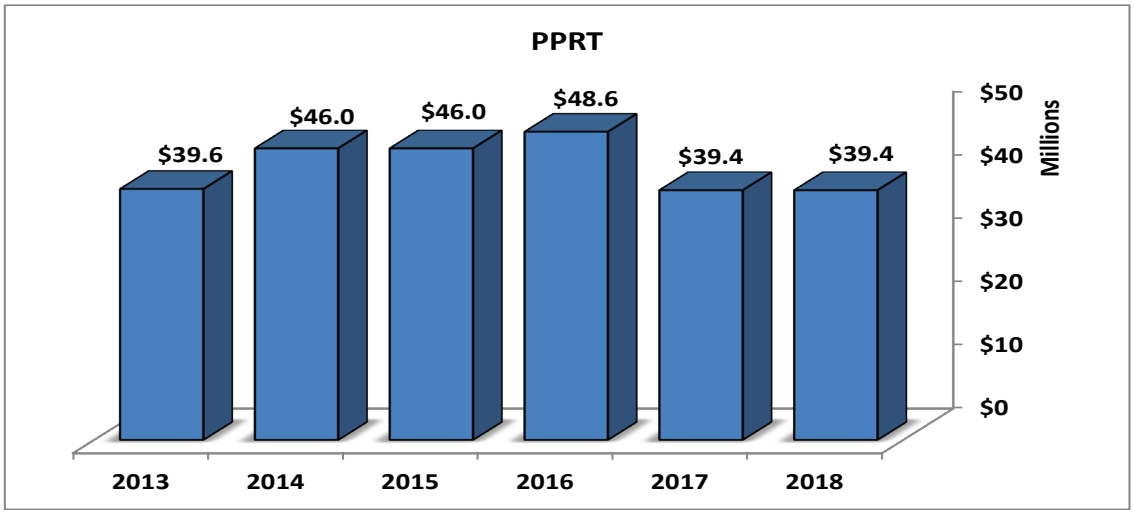
		Property Valued at $224,500
Taxing Agency	**2016 Distribution**	**Allocation of Tax Bill**
Board of Education	52.15%	$2,084.05
City of Chicago School Bldg & Improv Fund	1.79%	$71.59
City of Chicago	22.81%	$911.70
Chicago Library Fund	1.71%	$68.24
Chicago Park District	*5.15%*	*$205.83*
Metropolitan Water Reclamation District	5.68%	$227.09
City Colleges	2.36%	$94.48
Cook County	7.46%	$298.12
Forest Preserve District	0.88%	$35.24





Personal Property Replacement Tax (PPRT)

PPRT is a tax on the net income of corporations that is collected at the state level and distributed to municipalities and districts statewide according to a defined formula. The Chicago Park District allocates its portion of PPRT toward the debt service fund, the pension fund, the aquarium and museum fund and the corporate fund, in that order of funding priority. In April 2016 the State of Illinois Department of Revenue (IDOR) disclosed that a tax system upgrade identified a 2014 PPRT tax allocation error that resulted in overpayment of an estimated $168 million to the taxing districts between March 2014 and January 2016. The estimated overpayment to the Chicago Park District was reported as $5.6 million. The State corrected the allocation formula in 2016 and through Public Acts 99-524 in June 2016 and 100-21 in July 2017 appropriated monies to community college districts out of the PPPRT fund in lieu of recouping the overpayment. In September 2017, IDOR reported that a final review resulted in an actual amount of overpayment of $166.831 million and issued official notice to local taxing districts that they would not be seeking to recoup any additional overpaid amounts from future PPRT distributions. Despite the completion of the overpayment recoupment, the State's Fiscal Year 2018 Estimate for Replacement Taxes is $1,117 million, a decline of 23.84% from FY17 due to weak domestic profits, adjustment of deposit percentages and an increase in the refund fund percentage. Based on this and the state's practice of diverting PPRT receipts prior to distribution to other funding needs, a cautious outlook by local districts is necessary. In 2018, PPRT revenue is projected to generate $39.4 million for the District, which represents no growth from the 2017 budget. In addition, the District will maintain the $5 million PPRT stabilization reserve created in 2012 to minimize the impact of economic downturns on the budget.



Non-Tax Revenues

Grants, Donations and Sponsorships

Partnerships are vital to the District's operations. Even through the current difficult economy, the Park District has been able to count on generous private donations, corporate sponsorships, and grants from Federal, State of Illinois, City of Chicago, and local organizations. These one-time revenue sources help alleviate the District's expenses for capital projects and operating programs. By receiving outside funding, the District can distribute resources to the Chicago community in greater amounts.

Outside operating grants, donations, and sponsorships fund innovative programs including Night Out in the Parks, Special Olympics, and summer camp scholarships. Capital grants and donations fund projects including new parks and field houses, historic facility renovations, and new natural areas and playgrounds. In the past five years, the District has been successful in obtaining an average of nearly $40 million per year in outside funding toward District priorities, not including in-kind grants and donations. As of fall 2017, over $27.7 million in outside funding has been awarded this year with additional grant awards expected by year end.

*2017 Outside Funding Sources**			
	Operating	**Capital**	**Total**
Federal Grants	$2,128,815	$8,441,010	$10,569,825
State Grants	$1,380	$-	$1,380
Local Grants and Contributions	$180,380	$4,787,400	$4,967,780
Non-Governmental Grants and Donations	$1,338,447	$10,903,000	$12,241,447
Total	***$3,649,022***	***$24,131,410***	***$27,780,432***

** As of November 2017, additional grants may be awarded by year end. Date represents year of grant award, not necessarily the year in which the grant is expended. Totals include operating and capital grants and donations. Totals do not include joint grants or in-kind donations.*

In 2017, the major governmental contributors to the Chicago Park District were the U.S. Department of Agriculture funding the Summer Food Program ($2 million) and the U.S. Environmental Protection Agency for remediation of Dusable Park in the Near North Community Area. Also in 2017, the City of Chicago provided $3.5 million for various park improvements around the City including new running tracks at Riis and Bessemer Parks and interior field house work at Bessemer Park. Furthermore, Aldermen collectively provided $962,400 in MENU funds for park capital projects including new playgrounds, courts, and ballfield improvements.

In addition to governmental funds, generous private funding of $12.2 million in 2017 was vital to sustaining our District programs and capital priorities. Significant private funding was dedicated by the Exelon towards the new Gately Indoor Track and Field and Addams/Medill Indoor Recreation Center. In addition, the Chicago Cubs donated over $880,000 to fund capital ballfield improvements as well as baseball and softball programming across the District. Included is a listing of major private grants and donations to the Park District in 2017. The District continually and actively seeks outside funding partnerships.

2017 Major Private Grants, Donations, and Sponsorships

$1,000,000 and Above

Exelon
Kenneth C. Griffin

$500,000 - $999,999

Chicago Cubs Charities[1]

$100,000 - $499,999

Art Institute of Chicago
Audubon Great Lakes
Bank of America[1]
Bears Care[1]
Chicago Blackhawks[1,2]
Chicago Community Trust
Chicago White Sox Charities[1]
Coca-Cola Company
Emerson Collective[1]
Holstein Park Advisory Council
Little League International
Maplewood and Lucy Flowers Advisory Council
North Park University
Special Children's Charities
U.S. Soccer Foundation[2]
U.S. Tennis Association[1,2]

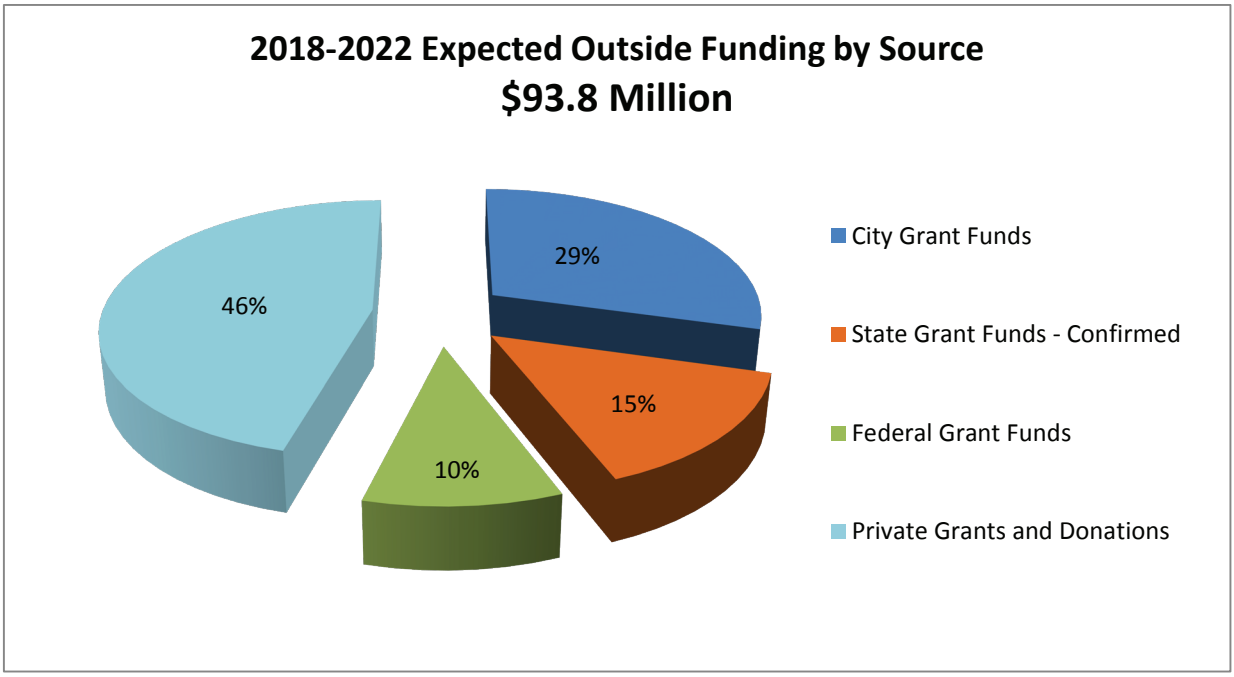
$10,000 - $99,999

Chicago Bulls[1]
Google
International Sports Surfaces, Inc.[1,2]
National Recreation and Park Association
Oz Park Advisory Council[1,2]
Running Away Racing
REI[1]
Rush University Medical Center
The Trust for Public Land

[1] Designates the funding is in total or part through the Chicago Parks Foundation, our 501c3 philanthropic partner.
[2] Designates the funding is in total or part an in-kind contribution. Investment made directly by an organization other than the Park District to the benefit of Park District operations or property.

2018-2022 Grants, Donations, and Sponsorships

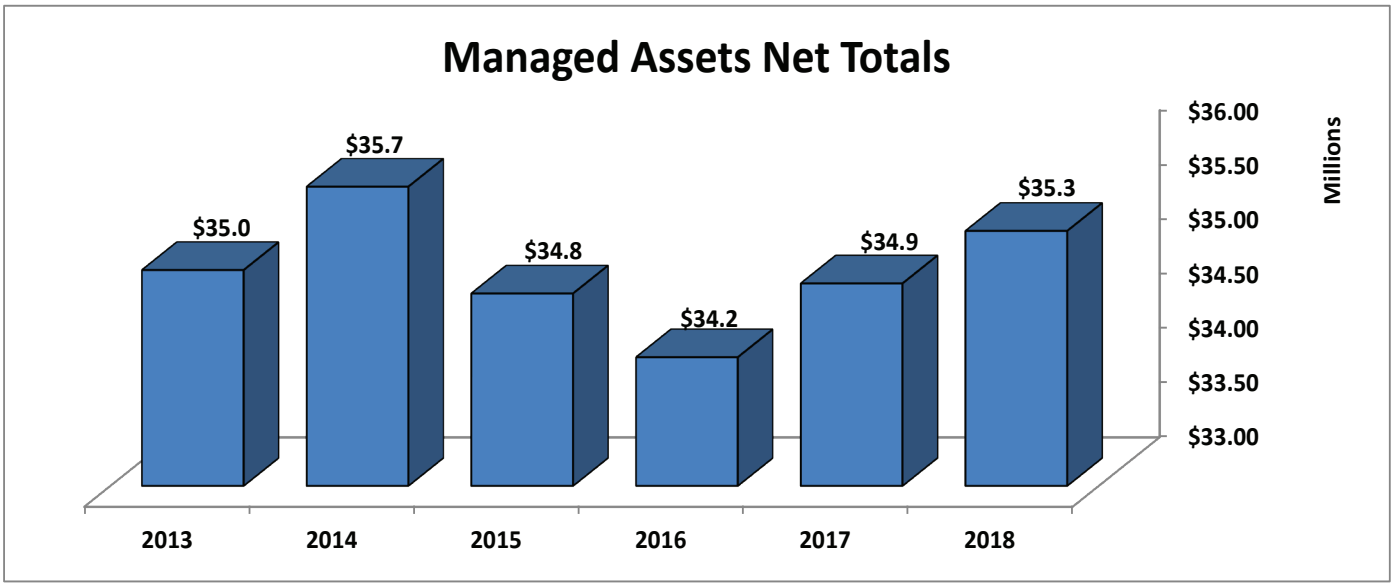
The 2018 operating program and the 2018-2022 Capital Improvement Plan (CIP) continue to rely heavily on outside sources to fund District priorities. Current outside funding committed for the next five years totals $93.8 million, with additional funding awards expected. Major sources of outside funds for projects in the 2018-2022 CIP include federal funding for habitat restoration work at Big Marsh, Rainbow Beach, and Park 566 as well as a bicycle and pedestrian trail for Park 562 Van Vlissingen Prairie in the South Deering Community Area. The release of the State IDNR grants will also allow many important projects to move forward in the 2018-2022 CIP, including major building restorations to community field houses and community centers, many of which are historic treasures. City of Chicago funding has been obligated to expand the field house at Maplewood Park, construct a new field house at Williams Park, and develop Steelworkers Park. Finally, private outside funding has been secured to complete the Lakefront Trail Separation and construct new recreational centers.



Designates the expected year outside funding will be expended, not necessarily the year of grant award. (Many grants allow for spending over multi-year periods).

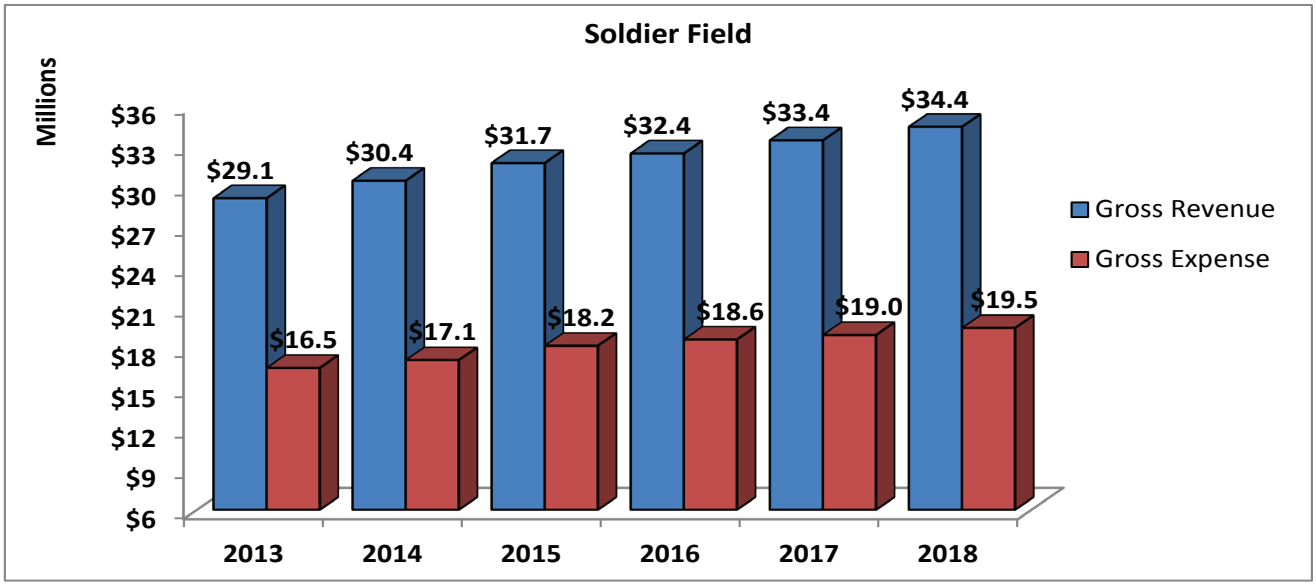
Managed Assets

Other major revenue sources are the District's managed assets, revenue generated by the management of Chicago Park District revenue-generating assets by contractors, including Soldier Field, harbors, concessions, paid parking spaces, golf courses, Northerly Island concert venue, MLK Family Entertainment Center, McFetridge Sports Center, Beverly Morgan Park Sports Complex, Maggie Daley Park and others. The contractors that operate these assets continue to find ways to increase revenues which ultimately support local parks.



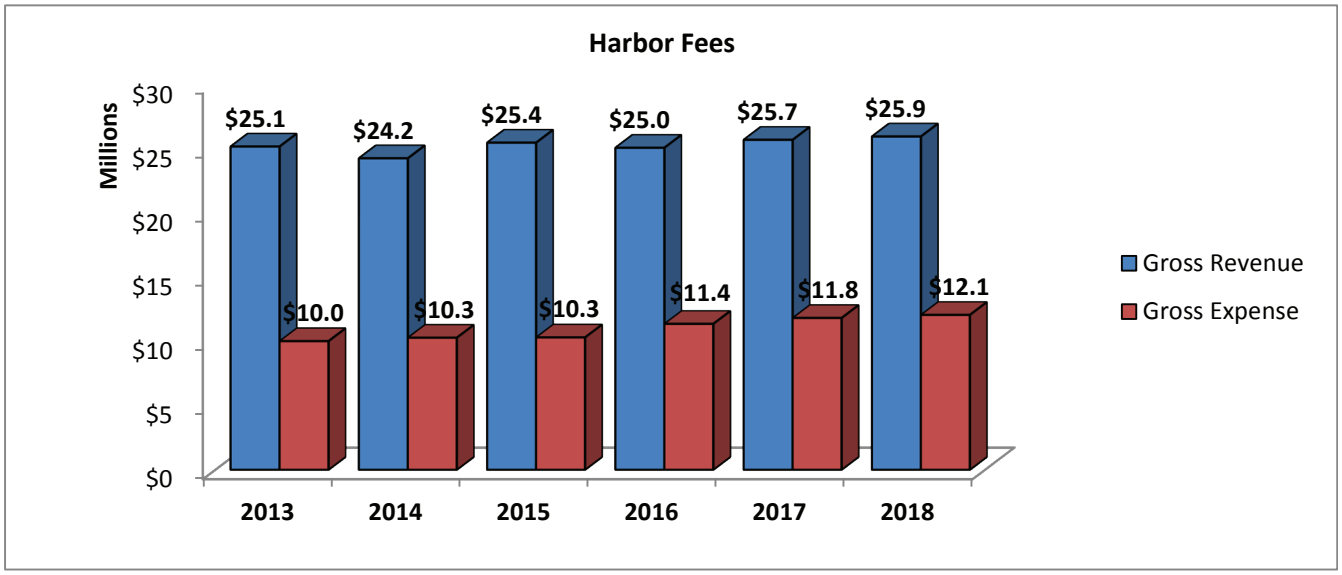
Soldier Field

The District contracts with a vendor to manage and operate Soldier Field. This contractor collects revenue from events at Soldier Field, as well as income from non-event parking at the Soldier Field parking lots. In addition to event revenue generated by the contractor, the gross revenue amount reflects the rent collected at the stadium and the annual operating subsidy from the ISFA. Revenue collected from Soldier field has steadily increased over the years making it the largest non-tax revenue source for the District. After a successful 2017 in which Soldier Field hosted 4 major music concerts, the MLS All-Star soccer game and the Warrior Games, the venue is expected to remain busy in 2018. On the basis of planned events, including college football and multiple major musical acts such as Taylor Swift and Kenny Chesney, it is expected that $34.4 million in gross revenues will be generated in 2018.



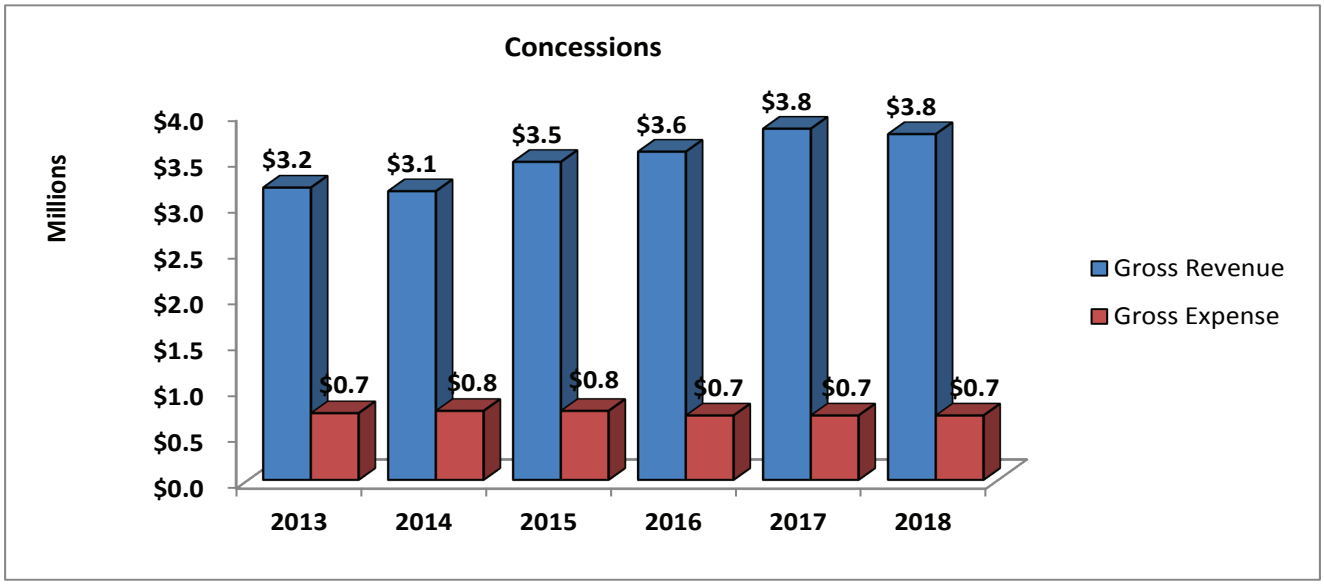
Harbor Fees

The District is responsible for ten harbors along Chicago's shoreline. The District contracts with a vendor that specializes in operating harbors with the purpose of maximizing revenues and minimizing operating costs. Chicago continues to be the premier boating destination in the Midwest and overall harbor occupancy increased again in 2017 with an increase of nearly 40 boats from the prior year. For 2018 total revenue for harbor related activities is expected to increase to $25.9 million. This increase is driven by small rate increases at some harbors, continued growth in non-traditional revenue and by an anticipated increase in occupancy. For boaters in neighboring cities who seek a spot on Chicago's world class lakefront, this decrease is an inviting proposal.



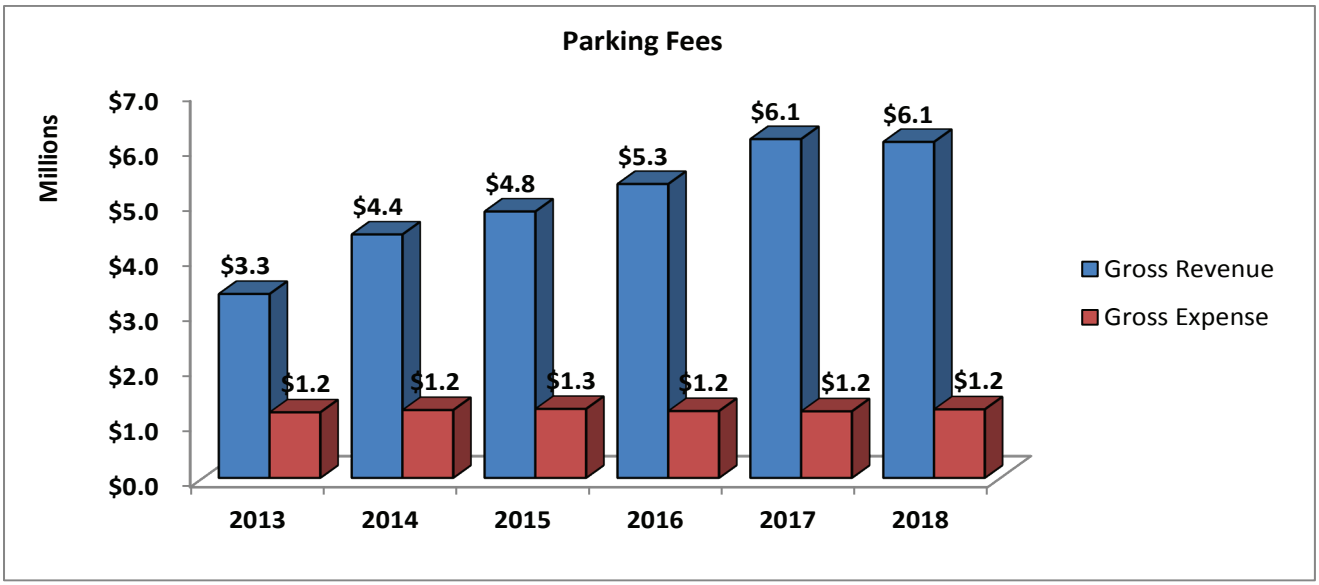
Concessions

Park concessions provide the public with great dining, shopping and recreational experiences as they visit the District's parks, beaches or recreational centers. New concessionaires are continually introduced throughout the District each season, and that will continue in 2018. Also a full season of the renovated Theater on the Lake will drive additional revenue and more park patrons to the lakefront. Total concession revenue is projected to remain steady at $3.8 million in 2018.



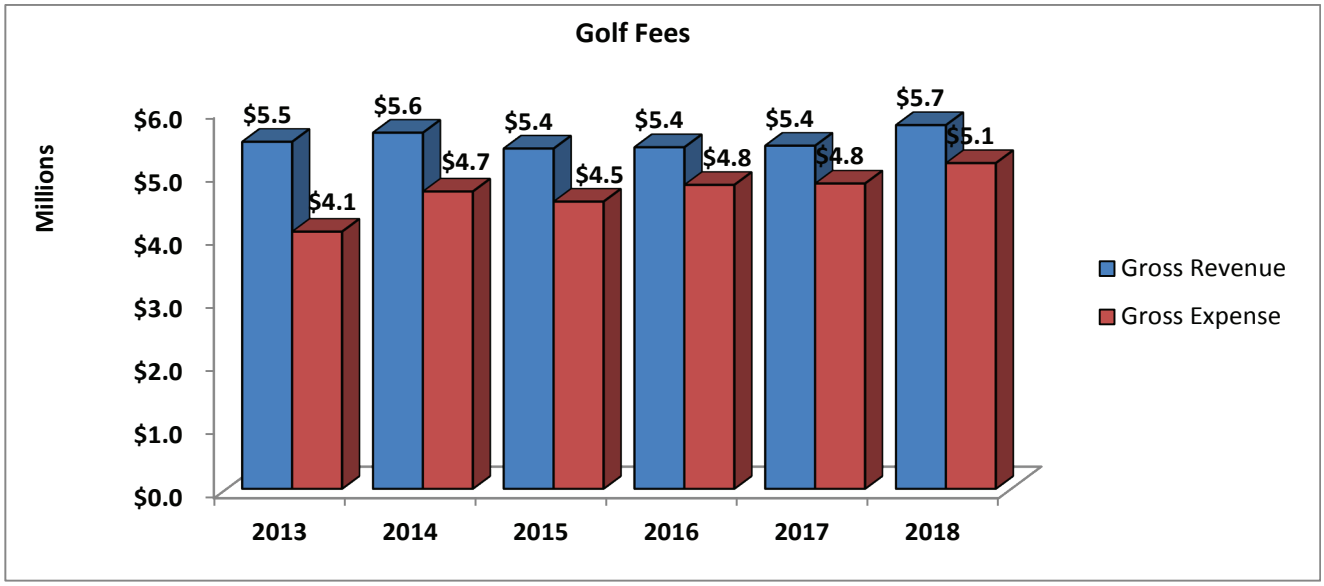
Parking Fees

Prior to 2007, parking revenue was primarily income generated from the Downtown Parking Garage System that is now part of a long-term lease agreement finalized in 2006. The District entered into a multi-year agreement with a vendor to manage the remainder of the District's Parking System in 2009. The vendor manages the installation and maintenance of pay & display units and collection of revenues generated by the District's parking system. Total parking revenue is projected to remain flat at $6.1 million in 2018. Parking rates will remain reasonable compared to neighboring paid parking options.



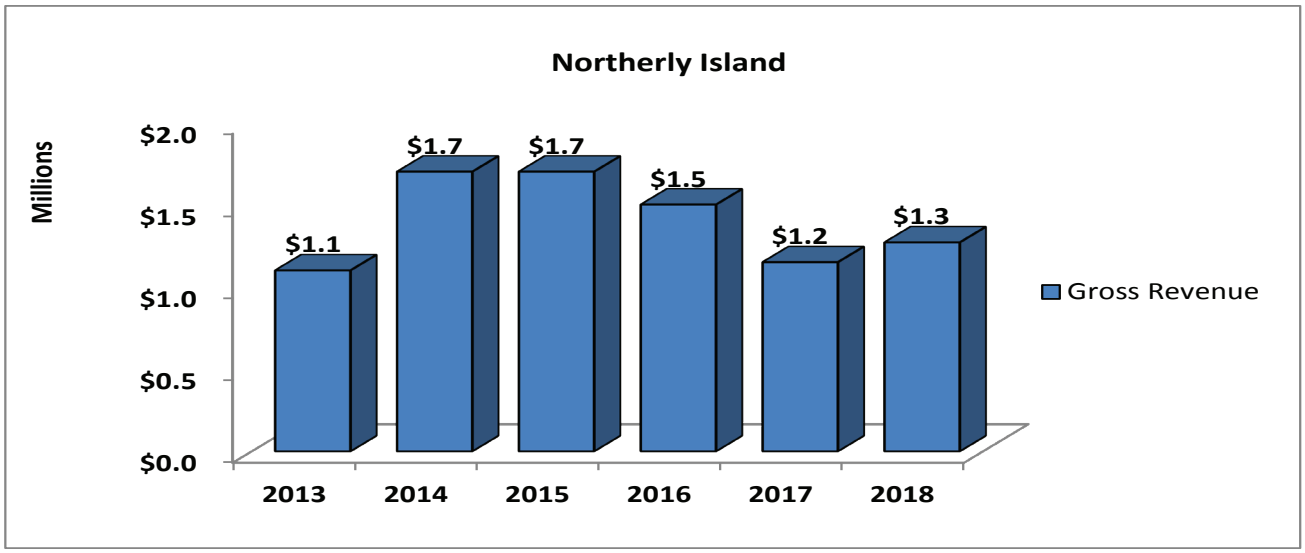
Golf Courses

The Chicago Park District offers six golf courses, three driving ranges, three learning centers and one miniature golf course. In 2009, the District entered into a management agreement with a vendor. In 2017, the District completed a bunker renovation project at Sydney Marovitz golf course. For 2018, capital improvements will continue with bunker renovation projects at Columbus Park golf course and Marquette Park golf course. In addition, the District will continue to allow free golf for youth to grow the game for the next generation. Based in part upon $1 greens fee increases at all courses, gross revenue from golf is projected to increase in 2017 to $5.7 million.



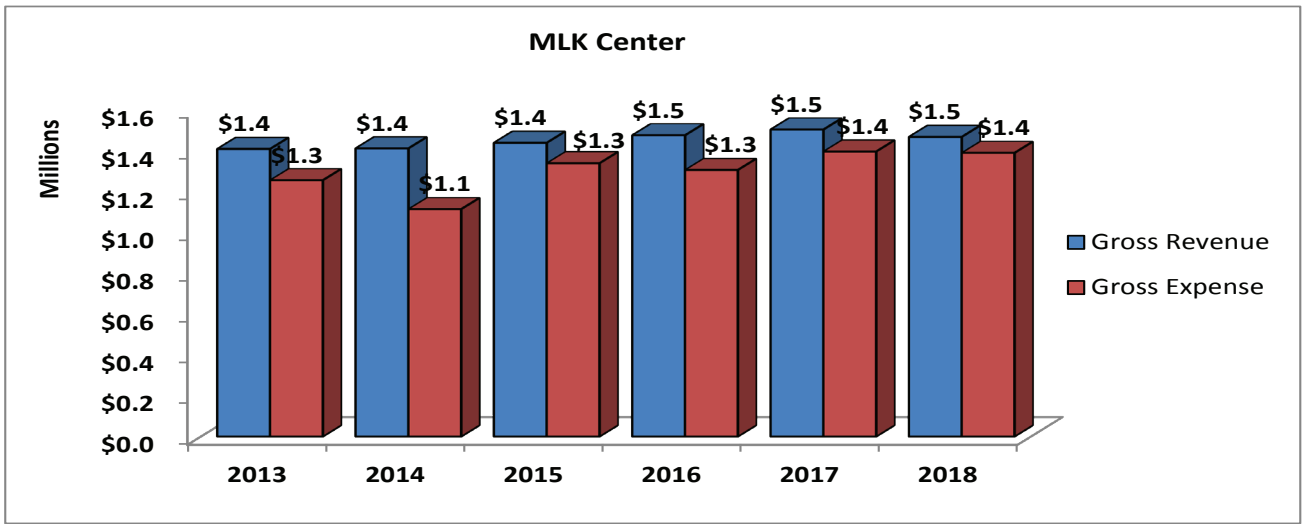
Northerly Island Venue

Northerly Island is a 91- acre peninsula that juts into Lake Michigan at the heart of the Museum Campus. It is located just south of the Adler Planetarium and east of Soldier Field. The majority of this space is dedicated to nature. The nature area at Northerly Island features beautiful strolling paths, casual play areas and a spectacular view of the Chicago skyline. The Huntington Bank Pavilion at Northerly Island hosts concerts from some of today's most popular artists. The District contracts with a vendor to book concerts at the venue. In 2013, the capacity of the venue was increased to allow for up to 30,000 guests at expanded events. 2017 was a banner year for the Pavilion with 28 concerts hosted and based on anticipated bookings for 2018, revenue is projected to increase to $1.3 million. Historically the District has used the revenue from the concert venue to fund improvements at Northerly Island. A $0.1 million fund balance remains to support improvements at Northerly Island.



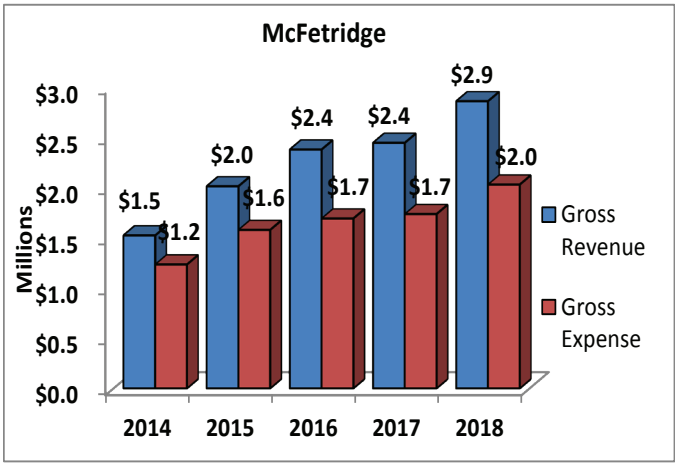
Dr. Martin Luther King, Jr. Park & Family Entertainment Center

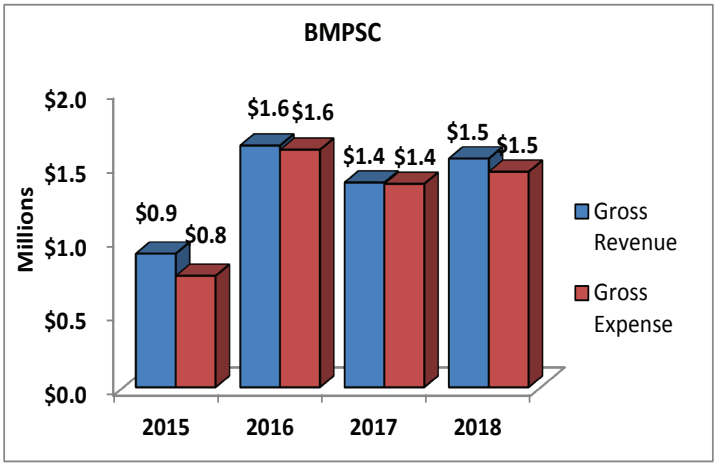
The Dr. Martin Luther King, Jr. Park & Family Entertainment Center offers families a place to spend quality time together and brings traditional and affordable recreation back to the neighborhoods for residents to enjoy. Opened to the public in January 2003, the MLK Family Entertainment Center is an unprecedented all-inclusive roller rink, bowling alley, eatery and special event facility located in the Auburn Gresham community. Capital improvements in recent years, including new monitors in the bowling area, new arcade games, a new sound system and black light murals throughout, have breathed new life into the building. In 2018, revenues are anticipated to gross $1.5 million at the MLK Center.



Sports Centers

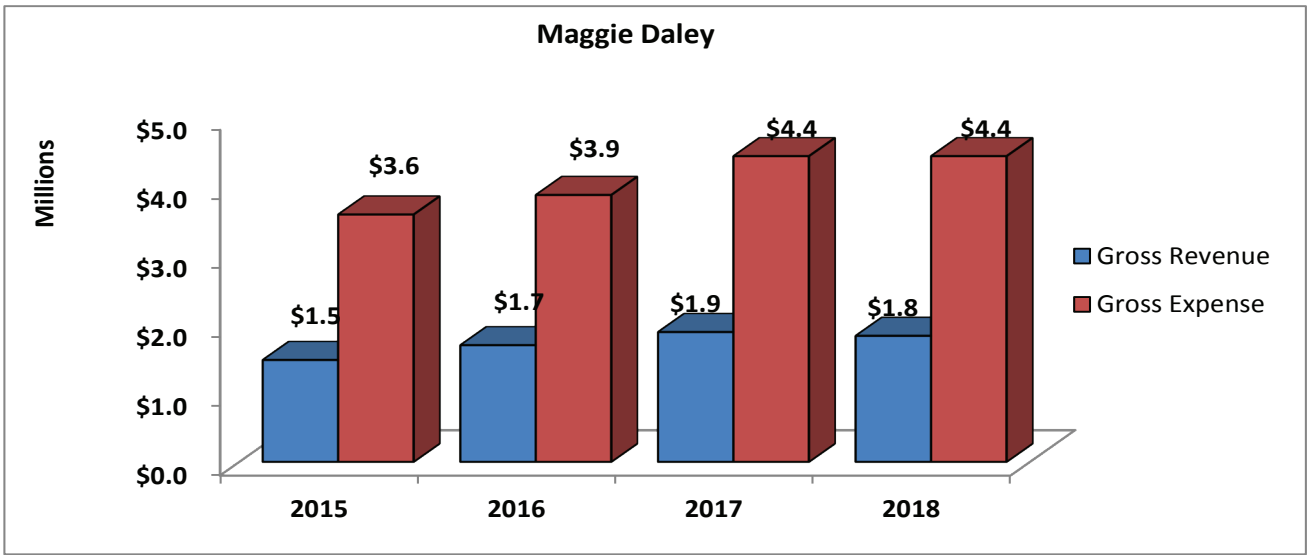
The Chicago Park District operates through a vendor the City's two indoor ice rinks, the McFetridge Sports Center in the North Region and the Beverly Morgan Park Sports Complex in the South Region. Both facilities offer unique sports experiences for athletes of all ages and skill levels and are at the top of the list for enrollment metrics. MSC is home to year-round competitive and recreational ice skating, hockey, tennis and fitness programming and in 2018 will welcome even more skaters on a new studio-size ice rink that will be built at the Center. The new rink will bump gross revenue at MSC to $2.9 million. BMPSC, which will generate $1.5 million in gross revenue in 2018, features a state-of-the-art gymnastics center, a fitness studio and a variety of on-ice programs for children and adults, from learn-to-skate classes to advanced ice skating techniques.





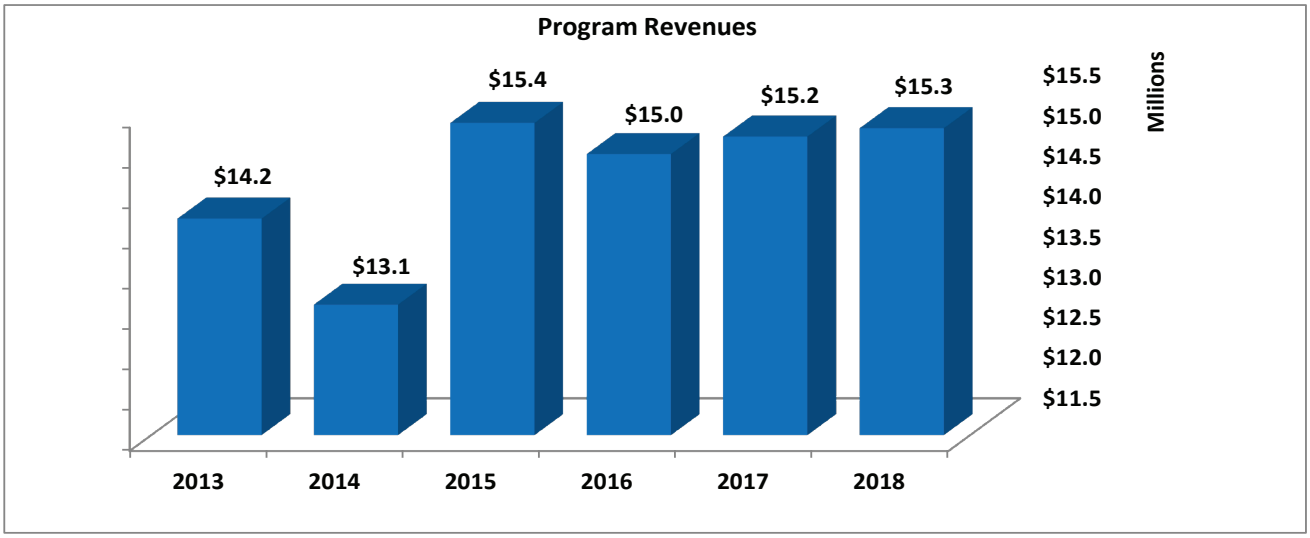
Maggie Daley Park

A world-class park, Maggie Daley Park provides varied opportunities for passive and active recreation including an ice skating ribbon, 40-ft high climbing wall, sledding hill, multiple children's play experiences, event spaces, open lawn areas, café space, tennis courts, miniature golf and picnic groves to name a few. The District contracts with a vendor to manage the park and its numerous amenities. Since its opening in December 2014, Maggie Daley Park has continued to serve as a major Chicago attraction to both residents and tourists. The playground alone is estimated to draw in excess of 600,000 visitors annually. Although the park is not yet net revenue positive, based on its popularity it is believed to be a major economic driver for the city and will become a strong revenue generator for the District when all amenities are complete, including its concession spaces. In 2018, Maggie Daley Park is expected to generate $1.8 million in gross revenue.



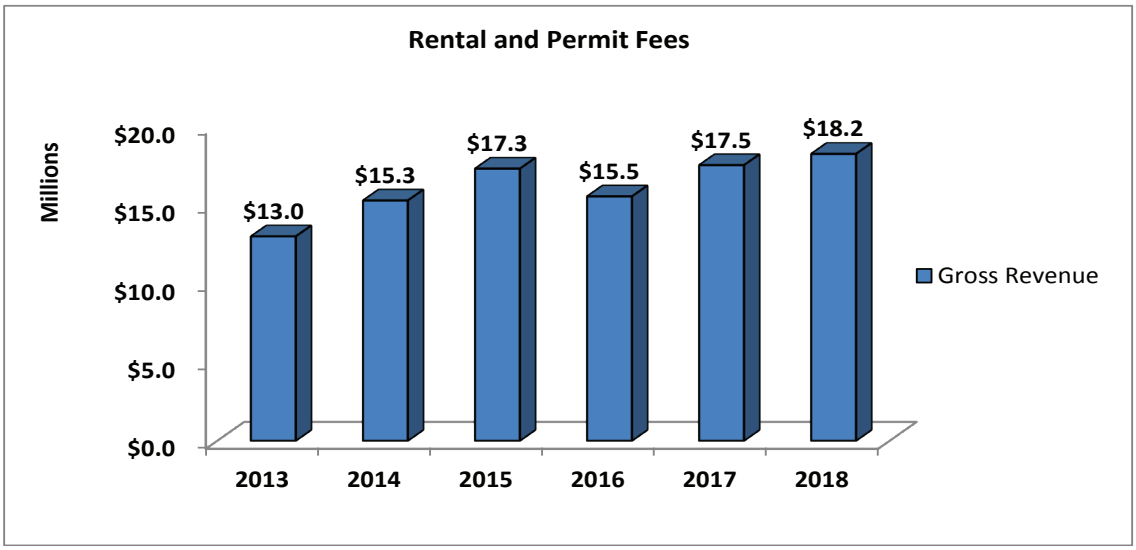
Program Revenue

Recreation and cultural program revenues are generated by fees paid by participants. For many programs, such as day camp, fees are tiered based upon socioeconomic factors of the community. Starting in 2017, the District commenced a comprehensive review of various program fees to ensure fees are set in a manner to support the mission of the District. The results of this review are expected to be incorporated into the fee structures in 2018. Park program revenue is expected to generate $15.3 million in 2018, an increase of 0.7% from 2017 due to a combination of natural revenue growth from enrollment increases, new programs and a nominal increase in program fee rates. Although an increase in park program fee rates is necessary to protect the quality of programming, rates will remain well below competitor rates and, as the safety net for the City's youth, the Chicago Park District never turns a child away for inability to pay. In addition, approximately $3 million in financial assistance for park programs is provided annually to those most in need.



Rentals and Permits

This category includes revenue from room/gym/facility rentals and permit fees for events held on District property. The Park District will continue to focus on generating additional revenue from large scale events in order to keep fees for our park programs affordable. The District continues to implement efficiencies to the permit process and work with permit applicants to identify suitable sites for events beyond those most in-demand. Rental and permit revenue is expected to generate $18.2 million in 2018, an increase of 4.1% from 2017 predominantly due to long-term agreements, a rate increase in select permit types and modifications to the nonprofit discount.



Other Resources

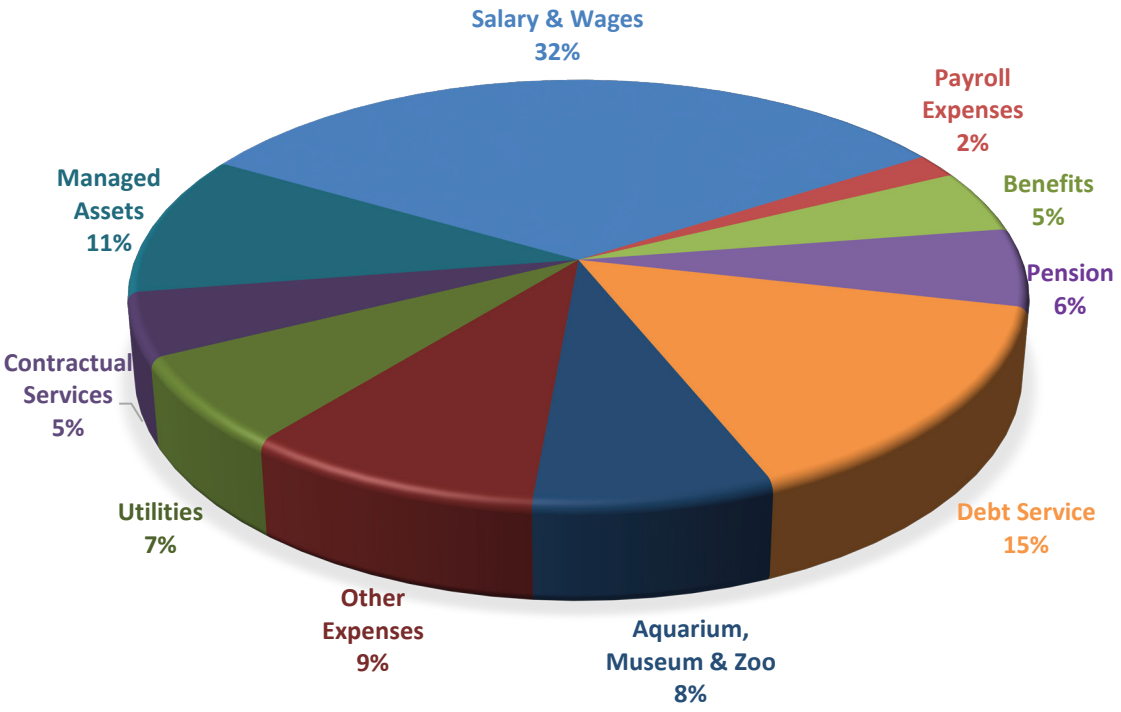
This category includes revenue from miscellaneous sources, such as interest on investments of $1 million and sale of scrap and materials of $14,000. The larger resources that make up this category are internal service earnings, contribution of capital assets and use of prior-year fund balance.

At 26% of this category, internal service earnings represents incoming reimbursements between funds. To avoid double counting, the Financial Summary table deducts internal service earnings between funds from total resources to more accurately reflect the total net appropriation. In FY18, the internal service earnings amount is calculated at $4.2 million to reimburse the corporate fund from the special recreation fund for indirect expenses incurred. At 25% of this category, contribution of capital assets represents the total amount that qualifies as capital expenditures and is funded by bond proceeds. In FY18, this amount is calculated at $4 million. Lastly, use of prior-year fund balance is the portion of the balance from prior fiscal years that will be relied upon in FY18. The FY18 budget accounts for the use of $2 million of prior-year fund balance. This is a decrease of $1.5 million ($0.5 million in the corporate fund and $1 million in the special recreation fund) compared to the 2017 budget. This marks the sixth consecutive year of reduction of budgeted reliance on prior-year fund balance in an effort to address the structural imbalance. It also reflects the complete elimination of prior-year fund balance reliance in the special recreation fund.

Financial Summary by Account - Revenues				
				All Operating Funds
	Account #	Account	2017 Budget	2018 Budget
	410035	Northerly Island Pavilion	1,150,000	1,270,000
410000 Concert Venue Revenue Total			**1,150,000**	**1,270,000**
	410015	Fundraising And Donation Revenue	2,905,000	2,105,000
	411005	Sponsorship Revenue	734,800	721,300
	425015	Operating Grants and Contributions	5,000,000	5,000,000
411000 Donation and Grant Income Total			**8,639,800**	**7,826,300**
	412005	Property Tax - Current Year	273,913,657	284,558,673
	412015	Property Tax - Collection Of Written Off Levy	(10,052,631)	(10,443,303)
412000 Property Taxes Total			**263,861,026**	**274,115,370**
	412025	TIF Disbursements Revenue	10,200,000	9,179,500
412000 TIF Disbursements Revenue Total			**10,200,000**	**9,179,500**
	413005	Personal Property Replacement Tax (PPRT)	39,400,000	39,400,000
413000 Personal Property Replacement Tax Total			**39,400,000**	**39,400,000**
	414005	Interest on Investments	450,000	1,050,000
414000 Interest on Investments Total			**450,000**	**1,050,000**
	415005	Concession Revenue	3,000,000	3,000,000
	415007	Other Concession	586,297	526,247
	415010	Food Dispenser Licenses	234,500	236,000
	415016	Advertising Revenue	1,400,000	255,000
415000 Concession Revenue Total			**5,220,797**	**4,017,247**
	416001	Parking Lot Revenue	4,268,441	4,111,102
	416005	MPEA/McCormick Parking Revenue	923,376	978,778
	416006	Lincoln Park Society Revenue	700,000	700,000
	416035	Misc Parking Revenue	250,000	300,000
416000 Parking Fees Total			**6,141,817**	**6,089,880**
	417005	Marine Fees	25,621,152	25,880,236
	417015	Other Harbor Income	38,508	38,508
417000 Harbor Fees Total			**25,659,660**	**25,918,744**
	418005	Golf Revenue	5,419,997	5,745,105
418000 Golf Fees Total			**5,419,997**	**5,745,105**
	419005	Program Fees	38,100	23,000
	419010	Privatized Fees	12,800	5,700
	419015	Lessons	7,168,356	6,755,300
	419020	Camps	8,661,300	9,679,800
	419025	Adult League	656,900	559,100
	419030	Special Event Revenue	189,600	108,300
	419035	Supplies	15,200	14,300
	419040	Tournament	230,000	229,800
	419045	Open Gym	506,700	539,700
	419047	Fitness Center-Youth	509,900	451,400
	419090	Refund Service Fee (15%)	42,900	44,300
	419091	Districtwide - CHA Discount	(744,500)	(823,100)
	419093	Districtwide - Financial Assistance Discount	(1,473,800)	(1,536,100)
	419094	Districtwide - Payment Plan Discount	(297,400)	(333,000)

Financial Summary by Account - Revenues				
				All Operating Funds
	Account #	**Account**	**2017 Budget**	**2018 Budget**
	419095	Districtwide - Military Discount	(13,900)	(10,100)
	419098	Districtwide - Other Discounts	(307,500)	(410,100)
419000 Park Fees Total			**15,194,656**	**15,298,300**
	420005	Soldier Field - SMG	21,782,364	22,440,916
	420015	Soldier Field - Other Income	5,294,063	5,452,885
	420055	Bears/NFL Contribution	6,302,511	6,485,914
420000 Soldier Field Total			**33,378,938**	**34,379,715**
	421005	Room Rentals	90,000	1,300
	421015	Gym Rentals	821,500	666,300
	421025	Swimming Pool Rentals	5,700	5,600
	421030	Ice Rink Rentals	211,278	219,876
	421040	Tennis Court Rental	176,800	185,700
421000 Rentals Total			**1,305,278**	**1,078,776**
	422005	Miscellaneous Income	109,000	109,000
	422020	Jury Duty Compensation	3,500	3,500
	422035	Cell Phone Tower Revenue	1,200,000	1,275,000
	422045	Sale of Equipment and Materials	5,000	5,000
	422050	Sale Of Scrap	9,000	9,000
	422060	Internal Service Earnings	-	4,200,000
	422080	CPD Wage Reimbursement	260,000	260,000
	422090	Freedom of Information Act Fee	300	300
	424005	Proceeds of Sale	59,000	51,000
	426005	Damages/Penalties Paid to CPD	75,000	75,000
	426010	Use of Prior Year Fund Balance	3,500,000	2,000,000
	426015	Use of Long Term Obligation Fund Reserve	-	-
422000 Miscellaneous Income Total			**5,220,800**	**7,987,800**
	423005	Permit Fees	14,973,600	15,707,530
	423010	Clean-up	213,350	156,800
	423015	Dog Permit Fees	38,000	38,000
	423020	Special Use Facility Permit Fee	785,000	1,050,000
	423025	Catering Commission	200,000	200,000
	425005	Charges for Services	10,000	10,000
423000 Permits Total			**16,219,950**	**17,162,330**
	427010	Thillens/BSDK	64,650	62,100
	427020	Maggie Daley	1,878,495	1,823,621
	427030	MLK Revenue	1,502,958	1,466,934
	427040	McFetridge	2,442,937	2,857,038
	427045	Beverly Morgan Park Sports Complex	1,378,531	1,540,500
427000 Other User Charges Total			**7,267,571**	**7,750,193**
	410017	Contribution of Capital Asset	4,677,338	4,028,361
430000 Contribution of Capital Asset Total			**4,677,338**	**4,028,361**
Grand Total			**449,407,628**	**462,297,621**

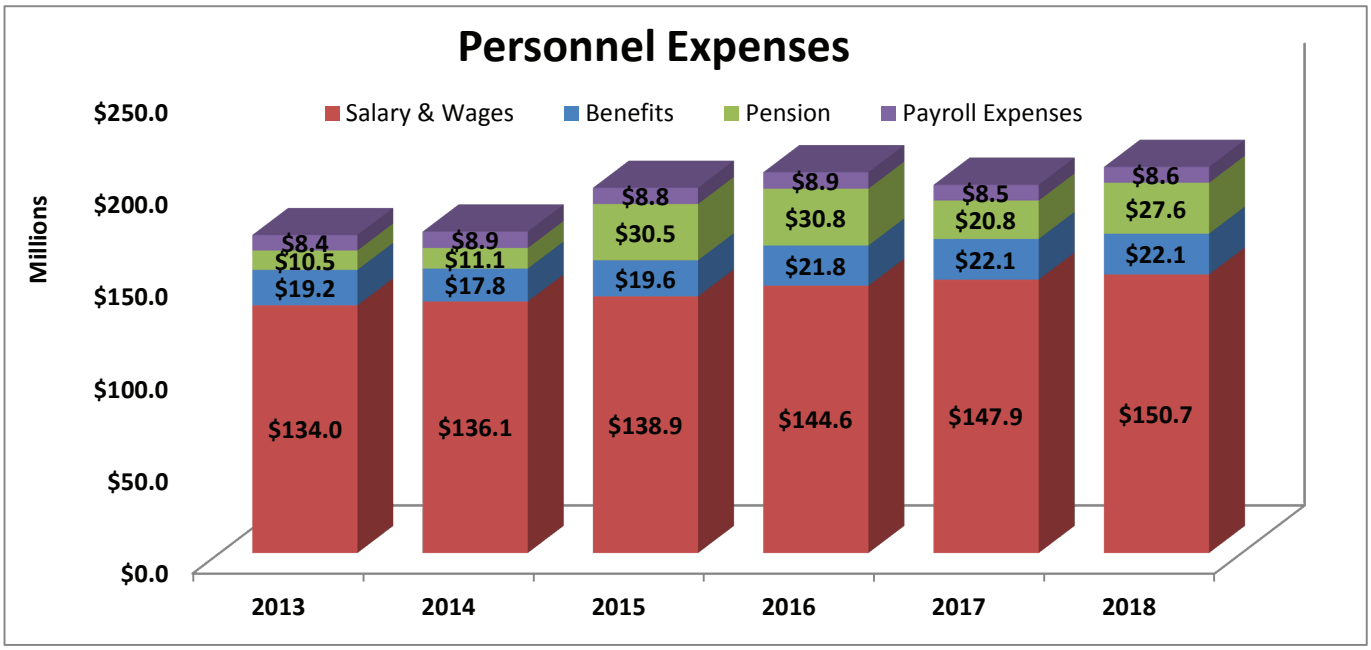
Operating Budget – Expenses



Personnel

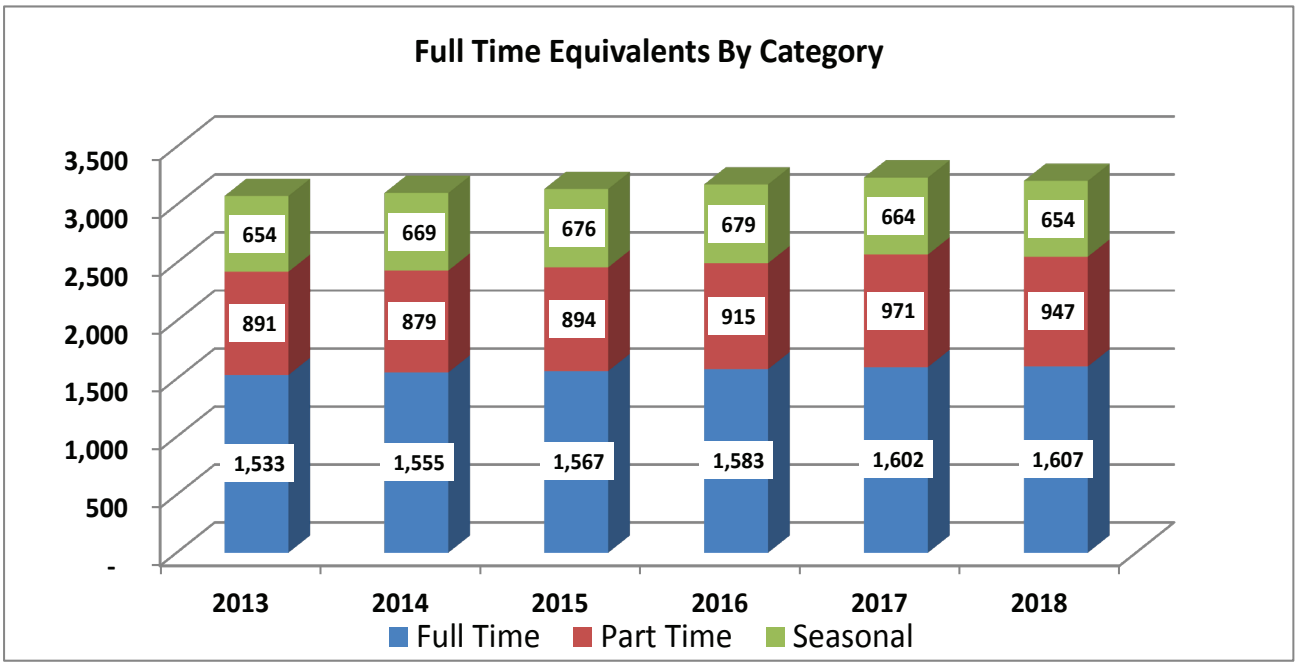
Salaries and Benefits

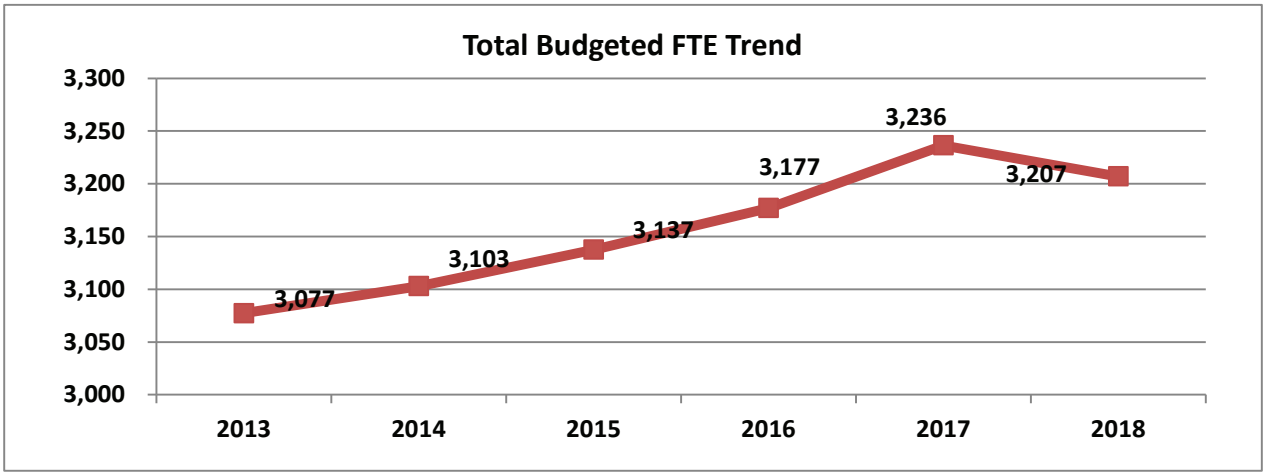
Personnel expenses make up $209 million, or 45% of the expenditures in the 2018 budget. Salary and wages alone account for $150.7 million, which is $2.8 million, or 1.9%, higher than the 2017 budget due predominantly to contractual wage increases. Approximately 89% of the District's total positions are union members covered by collective bargaining agreements or prevailing wage requirements.



The 2018 budget allocates resources for a total of 3,207 full-time equivalent (FTE) positions. This includes fulltime, hourly and seasonal positions. Since 2008, the District has decreased its FTE count by 79 FTE positions despite an increase in program offerings, facilities and acreage. In 2018, the District will increase its FTE count in certain areas, decrease in others and reallocate resources to provide services in the most efficient manner possible. The Community Recreation – Special Recreation Unit will experience an increase in FTEs to expand programming to additional sites districtwide, implement a new Special Olympics site and to pilot new programs for adaptive sports, cultural programs and social opportunities in new communities. In addition, the Department of Natural Resources will add staff to manage the increase in natural area acreage toward the District's *Building on Burnham* 2020 goal and the Department of Information Technology will increase staff to achieve savings in non-personnel expenses. These FTE increases are offset by decreases due to staff right-sizing, the expiration of staff-funded grants and the completion of the EAB removal program. Overall, the District will decrease its FTE count by 29 and achieve $2 million in savings from personnel efficiencies.

Personnel Summary								
	2012	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**Change**
Districtwide	2,875.7	2,846.5	2,870.7	2,907.1	2,942.7	3,004.8	2,979.8	-25.0
Central Administration	228.4	230.8	232.2	230.3	234.3	231.5	227.2	-4.3
Total	**3,104.1**	**3,077.3**	**3,102.9**	**3,137.5**	**3,177.0**	**3,236.4**	**3,207.0**	**-29.3**





Health, Dental, and Life Insurance

At $22.1 million, health, dental and life insurance benefit expenses make up 5% of the District's budget. Each year the District must absorb more of the escalating expense related to health benefits. In 2018 the District will face increased healthcare costs due to overall growth trends in health and prescription drug expenses. Since 2014, the District has made it a priority to seek out and implement ways to mitigate this trend and based on the slowing rate of expense growth, these management efficiencies are paying off. In 2018 the District will benefit from favorable provider rates, the managed copay program and finding ways to guide employee decisions toward more cost effective options for themselves and the District. In addition, the Park District remains committed to encouraging wellness and healthy lifestyles in its workforce.

Pension

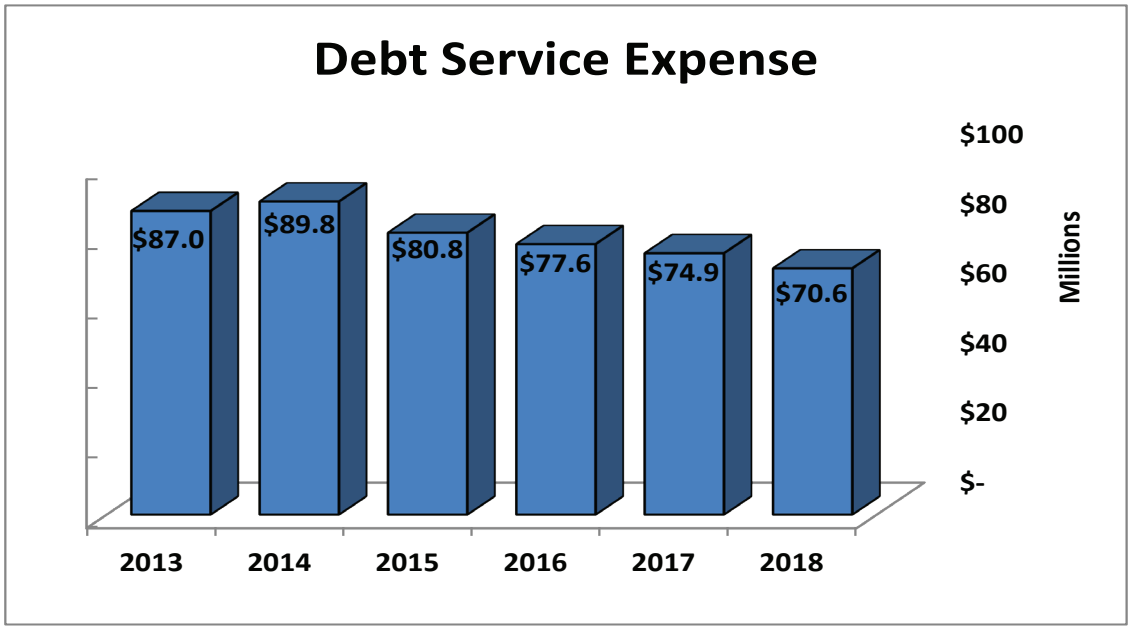
Pension expenses account for 6% or $27.6 million of the 2018 budget, an increase of $6.8 million in the employer contribution compared to the 2017. Supplemental contributions that were required by Public Act 098-0622 in 2015 ($12.5 million) and 2016 ($12.5 million) are not required in 2018. Pension reform changes passed in 2014 were subsequently challenged and have not yet been ruled upon. An October 19, 2016 court order allowed the pension fund to start reimbursing retirees for lost cost of living increases and held employee and employer contributions at the 2016 levels while retaining the other components of Public Act 98-622 as the parties continue discussions over a modified approach to pension relief. The 2018 budget anticipates employer pension contributions as required by the act which increases the employer contribution multiplier from 1.7 to 2.3 times the employee contribution.

The District maintains the position that pension changes are critical to ensuring retirement security for our current employees and retirees by taking the necessary steps to raise the funded ratio of the Park District pension fund to 90% by 2049 and to 100% by 2054. Prior to the reforms, the fund had been projected to run out of money within 10 years.

Effective January 1, 2015, employees are required by state statute to contribute 10% of their salary to the pension fund. The District appropriates funds to match employee contributions based upon the requirements of the Illinois Compiled Statues. By law, the District is required to levy for fiscal year 2018 230% of the contributions made by covered employees in the fiscal year two years prior to the year in which the applicable tax is levied. In 2018, the District will levy $24.6 million in property taxes and allocate $3 million in PPRT funding for pension obligations.

Debt Service

At 15%, debt services make up the second largest expense for the District. Debt service relates to the payments made for principal and interest on general obligation long-term debt of the District. Debt service expenses are budgeted to decrease by $4.3 million in 2018 due to a downward sloping debt profile and the payoff of aquarium & museum bonds.



Utilities

As part of a comprehensive approach to achieve utility conservation and efficiencies, the District developed an energy risk management plan for natural gas in 2016 that accounts for factors such as load profile, supply and demand factors, market analytics, current hedges and other factors to further achieve cost savings. Based on positive results, the District expanded this plan to electricity in 2017. The 2018 budget assumes average natural gas and electricity consumption at favorable supply rates.

The District has incurred substantial increases in water/sewer fee charges due to a multi-year water/sewer rate increase imposed by the City of Chicago starting in 2012 that caused water/sewer charges paid by the District to more than double. In 2017, the City of Chicago began charging water and sewer taxes in addition to water/sewer fees. These fee and tax rates are scheduled to increase annually under the existing City ordinance. To combat these increases, the District has embarked on a comprehensive districtwide water conservation effort that includes a leak and infrastructure review and assessment of water features that are both environmentally and economically inefficient. The District has been successful in slowing the growth trend in this expense and will continue these efforts in 2018. Total utility-related expenses in 2018 are expected to be $31.4 million which is $0.2 million higher than 2017.

Managed Assets

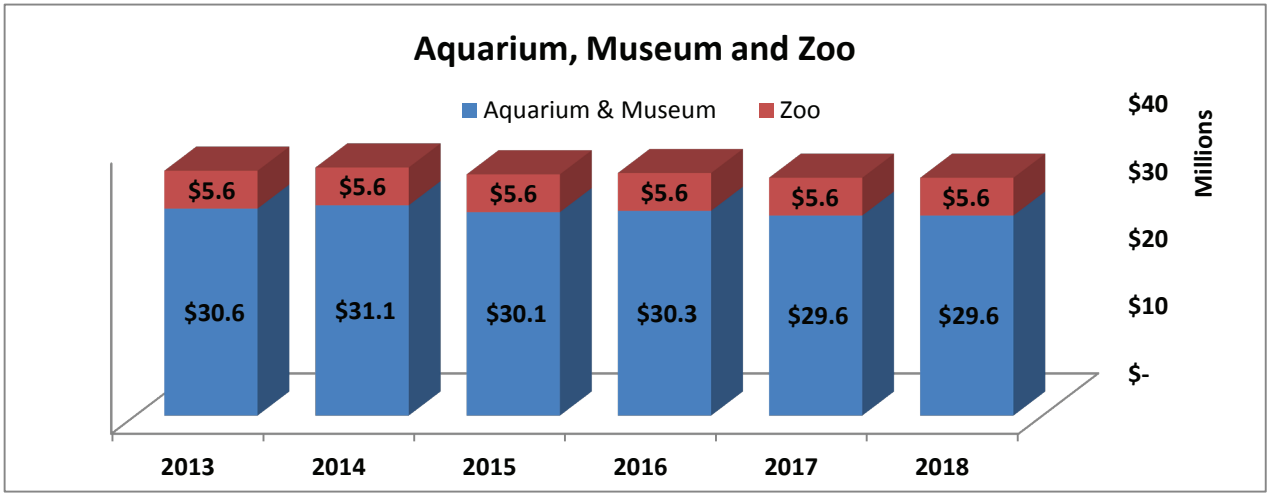
The District's managed assets, including Soldier Field, harbors, concessions, paid parking spaces, golf courses, Northerly Island concert venue, MLK Family Entertainment Center, McFetridge Sports Center, Beverly Morgan Park Sports Complex, Maggie Daley Park and others, represent 11% of total expenses in 2018 which is $1.6 million higher than 2017. A full discussion of managed assets may be found in the revenue section of this summary.

Remittance to Aquarium, Museum and Zoo

Through a unique partnership, the Chicago Park District provides operating subsidies to Museums In the Park (MIP). MIP is a partnership among Chicago's leading museums located on Chicago Park District property. The MIP represent the best of the visual arts, sciences, and humanities. Together, they engage, educate, and broaden the life experiences of millions of Chicagoans each year through diverse on-site programming, innovative neighborhood partnerships, and interactive web-based learning. The MIP is comprised of the following institutions: John G. Shedd Aquarium, Adler Planetarium, The Art Institute of Chicago, Chicago History Museum, DuSable Museum of African American History, The Field Museum, Museum of Contemporary Art, Museum of Science and Industry, National Museum of Mexican Art, Peggy Notebaert Nature Museum and Institute of Puerto Rican Arts and Culture. The operating subsidy to MIP is allocated out of the Park District's property tax levy and 7.534% of PPRT as mandated by state law. In 2018, $29.6 million will be budgeted for this purpose.

MUSEUMS IN THE PARK

The Park District also provides funding for the Lincoln Park Zoo. In 2018, $5.6 million is earmarked to support the Lincoln Park Zoo. Collectively the remittance to the aquarium, museums and zoo make up 8% of the total expenses in the 2018 operating budget.



Other Expenses

This category includes various non-personnel expenditures. The larger expenditure types that make up this category are materials and supplies, landscape services, fleet expenses and internal transfers & reimbursements. At 18% of this category, materials and supplies are budgeted to grow by $1 million, to $7.7 million, in 2018 predominantly due to a reallocation of budget authority from contractual services accounts to materials and supplies accounts to more accurately reflect the nature of the expenditure. At 14% of this category, landscape services reflects an increase of $0.7 million, to $7.4 million, due to acreage growth. The use of in-house crews will create savings and efficiencies to curtail the impact of this growth. At 11% of this category, fleet expenses of $4.9 million are in line with prior years but will be budgeted in a new account in 2018 for greater transparency. At 10%, internal transfers & reimbursements represent outgoing reimbursements between funds. To avoid double counting, the Financial Summary table deducts internal transfers & reimbursements between funds from total expenditures to more accurately reflect the total net appropriation. In FY18, the internal transfers & reimbursements amount is calculated at $4.2 million to reimburse the corporate fund from the special recreation fund for indirect expenses.

Financial Summary by Account - Expenses				
				All Operating Funds
	Account #	**Account**	**2017 Budget**	**2018 Budget**
	611005	Salary & Wages	153,955,245	156,533,865
	611010	Employee Health Care Contribution	(4,072,550)	(4,276,050)
	611011	Vacancy Allowance	(6,980,566)	(7,097,998)
	611020	Overtime	500,000	500,455
	611025	Expenditure of Grants-Personnel Services	500,000	500,000
	612004	FSA Benefits	10,000	10,000
	612005	Health Benefits	18,295,000	18,428,000
	612006	Dental Benefits	316,594	314,516
	612007	Life Insurance	189,530	193,768
	612008	Prescription Drugs	4,400,000	4,488,000
	612009	Retiree Health Benefits	2,943,000	2,950,000
	612021	Reserve For Wage Increase	450,000	800,000
	613005	Medicare Tax	1,959,508	2,005,534
	613007	Social Security	1,267,778	1,272,331
	613010	Unemployment Obligations	1,750,000	1,750,000
	625035	Workers Compensation	3,525,000	3,525,000
610000 Personnel Services Total			**179,008,540**	**181,897,421**
	620010	Beach/Pool Supplies	220,910	500,000
	620015	Books, Periodicals	9,025	5,870
	620020	Bldgs/Maint Supplies	1,226,500	1,800,000
	620030	Janitorial & Custodial Supplies	549,578	563,260
	620035	Landscape Supplies	1,007,000	1,110,000
	620040	Electrical Supplies	308,250	330,000
	620045	Recreation Supplies	408,317	335,866
	620060	Office Supplies	254,355	233,355
	620065	Staff Apparel	347,869	351,162
	620075	General Supplies	1,187,975	1,148,827
	620085	Expenditure of Grants - Materials and Supplies	400,000	500,000
	620090	Cultural Center Materials	61,740	58,500
	620095	Program Apparel	241,855	252,705
620000 Materials and Supplies Total			**6,223,374**	**7,189,545**
	621005	Small Electronic Equipment	17,900	20,639
	621010	Small Playground Equipment	147,250	200,000
	621015	Small General Equipment	85,463	75,000
	621020	Small Tools	215,000	215,000
	621035	Expenditure of Grants - Equipment	47,547	47,547
621000 Small Tools and Equipment Total			**513,160**	**558,186**
	623015	Communication Services & Expenses	3,070,988	2,903,468
	623020	Professional Services	6,394,262	5,607,356
	623022	Cultural Center Prof Svcs	91,140	88,500
	623025	Litigation Expense - Subpeona Fee	170,000	70,000
	623030	Disposal Of Waste	2,544,025	2,521,753
	623035	Dues And Memberships	40,017	53,287
	623045	Postage	45,000	45,000
	623050	Rental of Equipment	360,726	415,333
	623055	Repair & Maintenance	2,145,806	2,398,542
	623070	Natural Gas Utility	5,556,000	5,153,000
	623075	Electric Utility Service	11,665,000	11,975,000
	623080	Water And Sewer Utility	14,000,000	14,250,000

Financial Summary by Account - Expenses				
				All Operating Funds
	Account #	**Account**	**2017 Budget**	**2018 Budget**
	623090	Car Allowance & Carfare	124,311	116,599
	623093	Transportation Services	882,463	889,075
	623095	Mgmt Contract Incentive Fee	568,951	622,931
	623100	Management Fee Expense	8,640,464	-
	623105	Program Advertisement	150,600	150,700
	623120	New Program Development	200,000	200,000
	623130	General Contractual Services	11,103,900	13,397,684
	623135	Merchant Service Fees	1,369,500	1,433,950
	623140	Expenditures Of Grants	242,873	943,067
	623145	Facilities Rentals	825,000	1,665,000
	623146	Parking Expenses	38,000	38,000
	623150	Insurance	3,500,000	3,627,900
	623170	Chicago Parks Foundation	-	200,000
	623175	Neighborspace	100,000	100,000
	623180	Garfield Park Conservatory Alliance	200,000	443,320
	623185	Grant Park Music Festival	2,900,000	2,900,000
	623190	Reserve for Training	269,685	255,286
	623195	Travel Expenses	90,596	89,580
	626005	Parking Management	1,206,715	1,242,650
	626010	MLK Center Management	1,395,391	1,388,664
	626015	Ice Skating Management	1,151,455	1,223,000
	626020	Reprographic Services	429,241	420,000
	626025	Landscape Services	5,591,475	6,257,685
	626035	Concessions Management	700,000	700,000
	626040	Harbor Management	11,817,243	12,056,169
	626045	Soldier Field Management	18,952,135	19,470,341
	626050	Golf Management	4,821,962	5,144,549
	626055	McFetridge Sports Center Management	1,734,337	2,027,515
	626060	Maggie Daley Park Management	4,423,677	4,423,768
	626065	Beverly Morgan Park Sports Complex Management	1,369,488	1,450,944
	626070	Thillens/BSDK Management	-	46,000
	626075	Fleet Expenses	-	4,900,000
623000 Contractual Services Total			**130,882,425**	**133,305,616**
	624005	Special Program Expense	605,607	549,972
	624010	Recognition And Awards	169,187	140,726
	624015	Tournament Expense	59,759	55,745
624000 Program Expense Total			**834,553**	**746,443**
	600005	Interest Expense	36,238,041	41,890,116
	600007	Interest Expense - Other	100,000	100,000
	600015	Principal Pymt Bond Debt Service	38,600,000	28,615,000
	625005	Remittance To Zoo	5,590,000	5,590,000
	625010	Remittance To Aquarium & Museum	29,617,600	29,617,600
	625015	Judgments	1,000,000	1,000,000
	625020	Pension Expense	20,799,934	27,587,693
	625023	Supplemental Contribution to Pension Fund	-	-
	625060	Internal Transfers & Reimbursements	-	4,200,000
625000 Other Expense Total			**131,945,576**	**138,600,410**
Grand Total			**449,407,628**	**462,297,621**

Long-Term Financial Planning

Annually, the District prepares a 3-year forecast for fiscal planning. The District has been credited for its prudent and conservative approach to financial management and is committed to continuing this approach and thereby reducing the structural deficit in 2018. Toward this effort, the District's reliance on the prior-year fund balance will decline by $1.5 million in 2018, the sixth year of successive declines. The following initiatives are also incorporated in the 2018 budget toward long-term financial goals:

Spending Cuts	**$9.1 Million**
Debt service savings	$4.3
Personnel efficiencies	$2.0
Strategic changes in healthcare	$0.9
Utility conservation & efficiencies	$0.8
Landscaping efficiencies	$0.7
IT efficiencies	$0.3
Program efficiencies	$0.1
Revenue Enhancements	**$10.9 Million**
Property tax increase (net)	$7.3
Property tax value capture	$2.5
Park fees rate increases	$0.5
Golf fee increase	$0.3
Harbor fee rate increase	$0.3

The Board of Commissioners has established the following reserves as financial safeguards to ensure long term fiscal sustainability:

- $96 million long term reserve
- $20 million economic stabilization reserve
- $5 million PPRT stabilization reserve
- $27 million Long Term Liability reserve – $12.5 million to be used in 2015 and 2016 as supplemental contributions to the pension fund and balance to be used toward $50 million contribution in 2019 as planned

Capital Improvement Plan

The Capital Improvement Plan (CIP) is the District's comprehensive multi-year plan for land acquisition and park development, new building construction, building and facility management, park site improvements, and technology and major equipment. The CIP outlines the projects that are expected to take place over the next five years. Capital projects typically have costs of over $10,000, have a life expectancy of at least 5 years, and may result in the creation of a capital asset.

The Capital Improvement Plan is a dynamic and evolving guide for spending over a five-year period. The CIP outlines spending priorities and expected schedules and is formed to allow for adjustment over the five-year period. The CIP allows for flexibility, for instance, if actual project expenses are above (or below) a projected budget in the CIP, as new outside funding is granted for specific projects or programs, or as new District priorities develop. The CIP is published annually to reflect the growth of the Plan each year.

Capital projects range from building new field houses and swimming pools to installing new pathways and park benches to planting new trees and natural areas. Above: A statue of Alexander Hamilton was reinstalled in Lincoln Park in 2017. Monuments and statues are also capital park assets.

Capital Improvement Plan Process

Throughout the year, the Park District compiles requests for capital improvements from numerous sources. External requests generally come from annual budget hearings, letters, emails, website inquiries, legislators, advisory councils, board meetings, community groups, city agencies, new laws, unfunded mandates, and other similar sources. Internal requests are typically derived from park inspections, facility assessments, the work order system, framework plans, policy initiatives, strategic objectives, and needs identified by recreation, culture, service, planning, construction, and maintenance departments.

The requests are bundled into programs and sub-programs that reflect a shared project type. Establishing programs and sub-programs help us to compare similar projects. Projects that are primarily paving work, for example, are organized first into a program called "site improvements" then second into a sub-program called "paving".

Once the requests are organized, an internal working group investigates, analyzes, and weighs each request. This group includes representatives from each of the departments responsible for implementing the capital plan: Planning and Development, Capital Construction, Facility Maintenance, Natural Resources, Green Initiatives, Information Technology, Budget, and the Office of the Chief Operating Officer. Investigations occur throughout the year. From request compilation to prioritization, internal review spans approximately six months.

The working group's first step is investigation. Each capital request is investigated to determine the scope, estimated cost, and comparative need for the project. This investigation is combined with research into the source, context, prior assessments, and institutional knowledge of the park and its facilities.

After investigation and research, the working group weighs projects against others in the same sub-program. This analysis takes into consideration the following typologies: projects that are urgent, high-priority that should be undertaken if possible; high-priority projects that should be done if funding becomes available; worthwhile projects to be considered if funding becomes available; and desirable, but not essential, low-priority projects. To understand the continuum of need, an "urgent, high-priority" request might be replacing a broken water main; a "desirable, but not essential" request might be a new floral garden. Part of this process also includes examining the distribution of past and proposed projects and funds across the District relative to the geographic, legislative, and demographic characteristics of the City.

The total estimated cost of the Capital Plan and its individual projects must be within the anticipated funds available. This places limits on the number of projects that can be addressed in a given year. The working group's Capital Plan recommendation to the General Superintendent must stay within adopted financial constraints.

The five-year term of the District's Plan allows the District to maintain long-term fiscal health, lend stability to capital investment planning, meet longer term goals and objectives, establish meaningful timelines for projects, and make clear to the public the District's future investment intentions.

Once a year, the Capital Improvement Plan is published and made available to the public. Current and prior year plans can be located on our website:

http://www.chicagoparkdistrict.com/departments/operations/capital-improvement-plan

Capital projects completed in 2017 include a new playground in Lincoln Park, new artificial turf baseball infield at Stars and Stripes Park, and a full tennis court restoration at Riis Park.

Capital Improvement Funding Sources

General Obligation Bond
Historically, the District issues approximately $30-$40 million annually in G.O. Bonds for capital improvements. In 2017, the Board of Commissioners approved $35 million in bond funding for capital projects. For the years 2018 to 2022, it is estimated that $155 million in general obligation bonds will be issued to fund capital improvement projects.

Special Recreation Assessment Bond
In 2008, the Board of Commissioners approved a bond issuance of $25 million to leverage the Special Recreation Assessment levy (SRA), a part of the District's annual property tax. This SRA levy assessment is divided between programming and capital improvements to make District facilities more open and accessible. Proceeds from the levy support the debt service for this bond. The bond funding is expected to be fully expended by end of year 2019.

Harbor Bond
In 2008, the District issued an alternative bond to fund the harbor expansion program which includes upgrades to our existing harbors and the construction of a new harbor at 31st Street (opened in 2012). In 2018-2022, these funds will be used for improvements to our nine existing harbors along the Chicago Lakefront.

Parking Garage Lease Revenue
In 2006, the Board of Commissioners approved the transfer of three downtown parking garages to the City of Chicago. The City of Chicago then entered into a 99-year lease of the garages, resulting in $347.8 million in proceeds for the District. $122 million of these proceeds were reserved for capital improvements to neighborhood parks. In addition, $35 million was reserved to replace the public park located on the roof of the parking garages. In 2012, the public park was completely removed in order to complete required parking garage roof renovations. In 2013, construction started to build a new park at this location. Sections of the new Maggie Daley Park opened to the public in 2014 with final completion in 2015.

Outside funding is vital to the park capital plan. These funds alleviate pressure on District bond funding and provide desired projects around the City. Above three capital projects completed in 2017 with outside partners at Warren Park with Cubs Charities, Kennedy Park with the Chicago Blackhawks, and Gage Park with the U.S. Soccer Foundation.

Outside Funding

Federal, State of Illinois, City of Chicago, and private grants and donations are essential to the success of many capital projects. Nearly half of the capital plan is funded with outside partners. Outside funding has been especially important in the development of new park lands, construction of new field houses, installation of new artificial turf fields, and renovation of playgrounds.

The section "Grants, Donations, and Sponsorships" has more detail on the District's outside funding sources and uses.

Capital Improvement Funding Uses

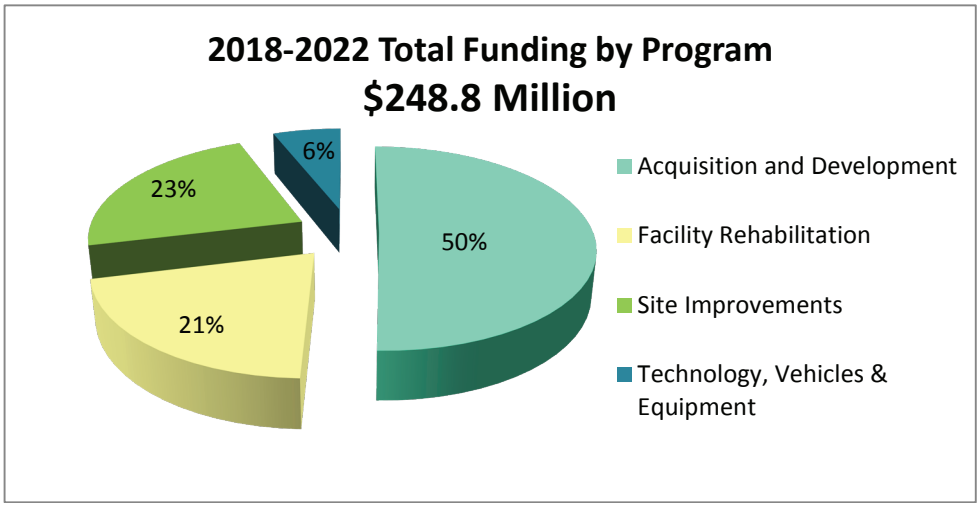
The following categories and subcategories describe the District's groupings for various projects:

Acquisition and Development
- Acquisition of Property
- New Construction
- Park Development
- Planning

Facility Rehabilitation
- Major Rehabilitation
- Minor Rehabilitation
- HVAC and Energy Efficiency
- Windows and Doors
- Roof
- Concrete, Masonry, Structural
- Sculpture and Monument
- Swimming Pool
- Fitness Center

Site Improvements
- Athletic Field
- Playground
- Spray Pool
- Courts
- Fencing
- Paving
- Lighting
- Site Improvement
- Landscape

Technology, Vehicles and Equipment



Includes both Park District and Outside Funding. For outside funding, the year designates the expected year outside funding will be expended, not necessarily the year of grant award. (Many grants allow for spending over multi-year periods).

2018-2022 Capital Improvement Plan

Planning for the 2018-2022 Capital Improvement Program (CIP) is underway. Expected sources for the 5-year program include $155 million in new G.O. Bond and $93.8 million in outside funding. The Capital Improvement Program is a living document, and additional outside funding is expected to be identified and committed for projects within the years 2018-2022. The Chicago Park District continues to actively seek additional outside grants, donations, and sponsorships for the 2018-2022 CIP.

2018-2022 CAPITAL FUNDING SUMMARY								
Projected Sources and Uses	CHICAGO PARK DISTRICT						OUTSIDE FUNDING EXPECTED	TOTAL
	2018	2019	2020	2021	2022	2018-2022	2018-2022	2018-2022
SOURCES:								
General Obligation Bond Proceeds	$35,000,000	$30,000,000	$30,000,000	$30,000,000	$30,000,000	$155,000,000	$-	$155,000,000
City Grant Funds	$-	$-	$-	$-	$-	$-	$27,561,000	$27,561,000
State Grant Funds - Confirmed	$-	$-	$-	$-	$-	$-	$13,818,000	$13,818,000
Federal Grant Funds	$-	$-	$-	$-	$-	$-	$9,332,000	$9,332,000
Private Grants and Donations	$-	$-	$-	$-	$-	$-	$43,116,000	$43,116,000
Total Sources	**$35,000,000**	**$30,000,000**	**$30,000,000**	**$30,000,000**	**$30,000,000**	**$155,000,000**	**$93,827,000**	**$248,827,000**
USES:								
Acquisition and Development	$11,050,000	$4,950,000	$12,450,000	$13,450,000	$13,450,000	$55,350,000	$70,425,000	$125,595,000
Facility Rehabilitation	$9,775,000	$11,400,000	$6,125,000	$5,400,000	$5,400,000	$38,100,000	$13,395,000	$51,495,000
Site Improvements	$11,175,000	$10,650,000	$8,425,000	$8,150,000	$8,150,000	$46,550,000	$10,187,000	$56,737,000
Equipment	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$15,000,000	$-	$15,000,000
Total Uses	**$35,000,000**	**$30,000,000**	**$30,000,000**	**$30,000,000**	**$30,000,000**	**$155,000,000**	**$93,827,000**	**$248,827,000**

Outside funding expected as of fall 2017, additional commitments are expected.

Building on Burnham – Capital Project Highlights

As possible in our built urban environment, the Chicago Park District strives to acquire and develop new quality parkland around our City. These projects are major investments that require strong financial and community partnerships.

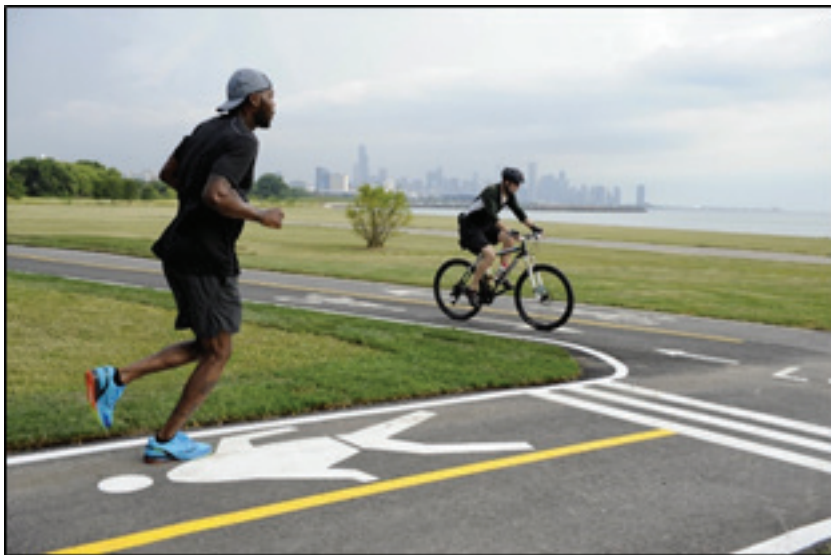
Major investments in the 2018-2022 Capital Improvement Plan follow Mayor Emanuel's 2016 Building on Burnham Plan, a comprehensive plan to guide park investment into four key program areas: the Lakefront, the Chicago River, natural areas, and new community recreational opportunities.

"Daniel Burnham's vision has guided the growth of Chicago for more than a century and made us known as the City in a Garden," said Mayor Emanuel. "This new strategy builds on both the work we've done over the last four years and Burnham's plan to help ensure that the City in a Garden is within reach of every child of Chicago. In this way, we can ensure that our children make no little plans – because we want their dreams and their futures to be unlimited."

Highlights on these initiatives are provided in the following pages:

The Lakefront

Attracting millions of visitors every years, Chicago's 26-mile Lakefront is central to providing key open space and recreational opportunities to both Chicago residents and tourists from around the world. The Building on Burnham Plan reaches beyond the existing successes of the Lakefront to make the park space even more accessible and inviting for users. One major project underway is the Lakefront Trail (LFT) Separation. Funded through a generous $12 million private grant, the trail system will be redesigned to separate faster moving bicycle traffic apart from slower moving pedestrian traffic. In 2017, six sections of the trail were completed or are under construction. The balance of the trail system will be completed in 2018.



Trail separation is underway along the length of the Lakefront Trail.

Also along the Lakefront are key projects providing new attractions and recreational opportunities. Within the Burnham Wildlife Corridor, five community-led gathering spaces were created within the developing natural area. This past year, Theater on the Lake (at Fullerton Ave.) reopened as a year-round facility featuring a theater, restaurant, and special event space. In addition, triathlon training amenities may be added to Ohio Street Beach.

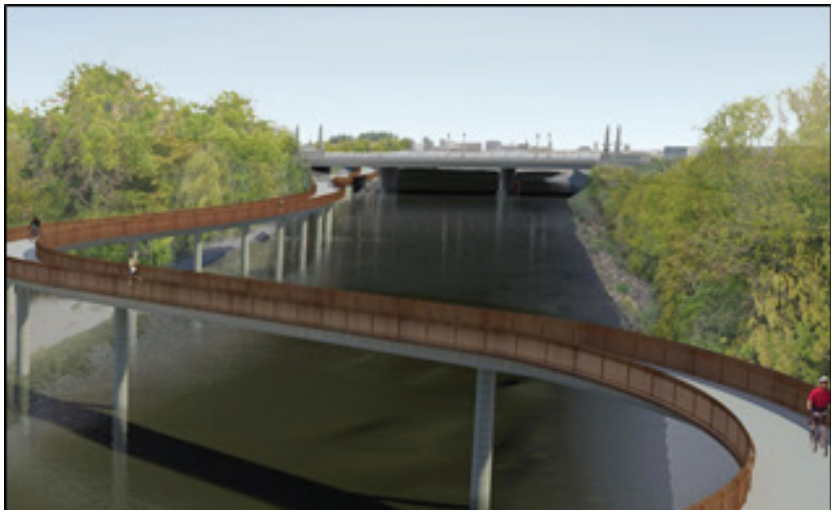
Theater on the Lake reopened to the public in 2017 as a newly renovated year-round theatre and restaurant.

The Chicago River

Following the success of Chicago's Lakefront, a vision of the Building on Burnham Plan is that Chicago's Riverfront can be just as popular and important an amenity for Chicago. Plans and investments focus on transforming the Chicago River and adjacent properties into a recreation destination, providing at least one point of access to the riverfront along every mile of the river from the city limits on the north to the Little Village neighborhood on the south, all while promoting habitat restoration.

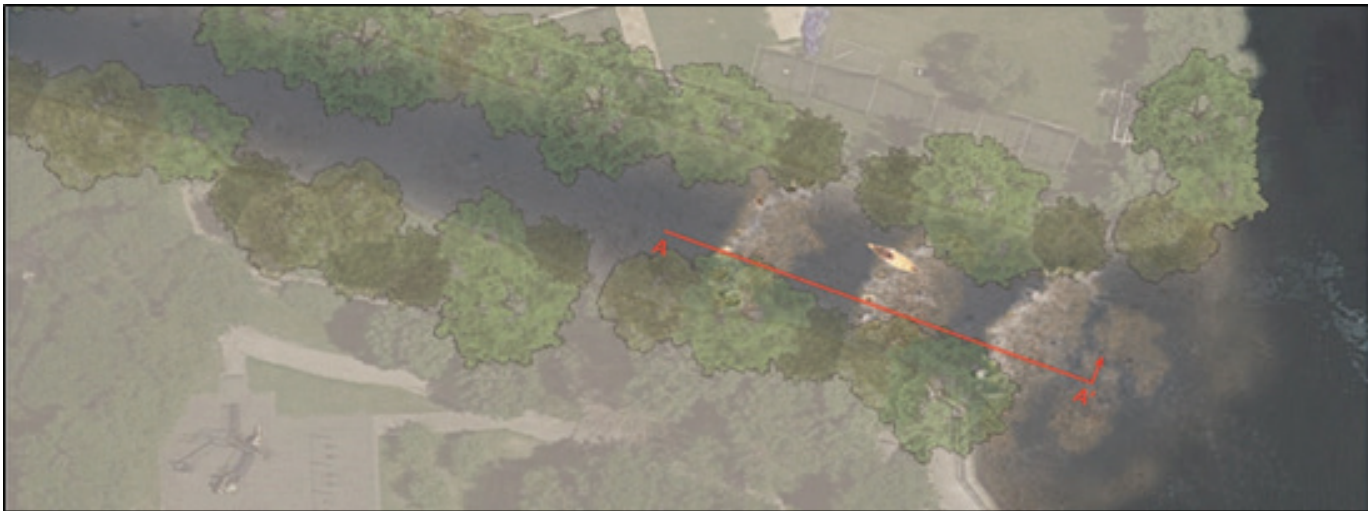
In 2017, a new park was developed and opened at Park No. 526 (3200 W. Peterson Ave.) Funded through City Tax Increment Financing, this new park provides passive recreation and a new riverfront trail.

In the 2018-2022 CIP are major habitat and riverbank restoration projects along the riverfront. Horner Park, started in 2014, will be open to the public in summer 2017. Also, in partnership with the Chicago Department of Transportation, a new elevated pedestrian and bicycle trail is being constructed over the Chicago River. Known as 312 RiverRun, the trail will provide new trail connection along the river from Clark Park on the south end to Horner Park on the north end and is expected to be completed in late 2018.



The new 312 RiverRun provides new access along and over the Chicago River. Photo courtesy of Epstein Global.

Finally, a new project at Legion Park, River Park and Ronan Park will begin construction in 2018. This River Riparian Restoration project is a partnership with the U.S. Army Corps of Engineers and Metropolitan Water Reclamation District and focuses on removing an existing dam to improving habitat and recreational opportunity in the river.



Here a concept image for the River Riparian Restoration project on the north branch of the Chicago River. The project will remove an existing dam and permit upstream passage for boaters and fish alike.

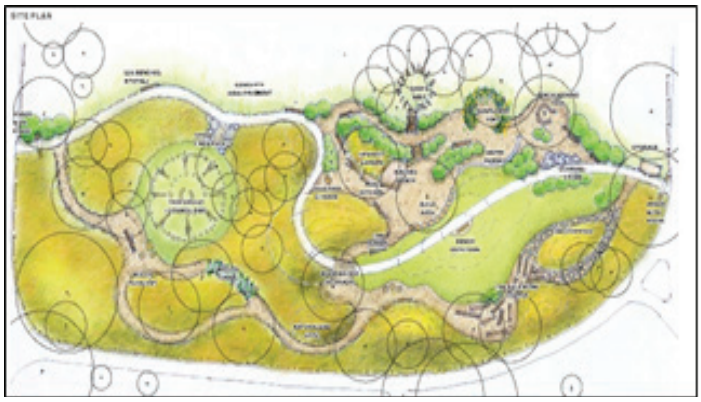
Natural Areas

Natural areas are unique open spaces focused on restoring the connection between people and nature. These mostly passive spaces are dedicated to the cultivation and enrichment of ecological diversity and to providing health and wellness opportunities. Natural Area habitats include prairie, wetland, woodland, dunes, lagoons, and native gardens. Natural areas can be found throughout Chicago's parks, ranging in size from 0.25 acres to 278 acres.

The Chicago Park District manages 72 natural areas throughout the City, consisting of over 1,600 acres and representing more than 18% of total park acreage. Under the leadership of Mayor Rahm Emanuel, the amount of natural areas has doubled in Chicago, increasing over 1,000 acres since 2011. Under the Mayor's Building on Burnham Plan, our new goal is to have 2,020 acres of natural areas district-wide in the City of Chicago by the year 2020.

Major new natural areas have opened at Northerly Island and West Ridge Nature Center in 2015 and at Jackson Park and Big Marsh in 2016. In 2017, more site improvements such as nature play spaces, pathways, fencing, and seating have been included in natural areas to allow for easier exploration. In addition, habitat improvements have started on over 115 acres in 5 different community areas, with work continuing through the 2018-2022 CIP.

New natural areas, such as Northerly Island shown in the images above, can provide habitat improvement as well as new recreational and educational opportunities.



Above left: a concept image for a new nature play area under construction in Welles Park. Above right: images from a nature play area at the Garfield Park Conservatory.

Recreational Opportunities

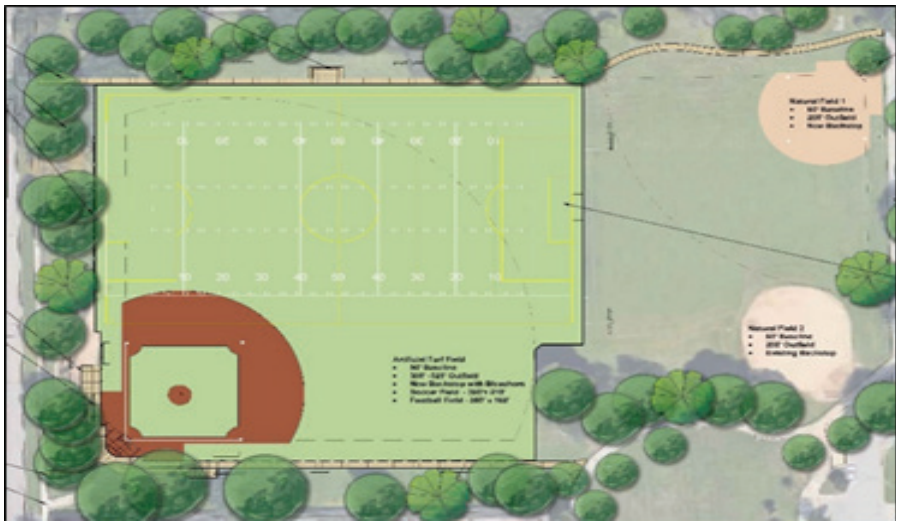
Recreational assets and programming for children and families in every neighborhood will remain a core program for the Chicago Park District under the Building on Burnham Plan. Through expanded partnerships with our sister agencies including the Chicago Public Schools and Chicago Housing Authority, we aim to provide new recreational opportunities not yet available in the city limits.

In the 2018-2022 Capital Improvement Plan, one such opportunity is a new indoor track and field at Gately Park in Chicago's Pullman and Roseland Communities that will assist in revitalizing track and field in the Chicago area. The new 140,000 square foot track and field facility will be designed to host championship level meets and will have a 3,500 seating capacity. The site will also host a new local campus for After School Matters. The facility is currently in design.

The Gately Park Stadium will offer a regional destination for competitive track and field events. This project is currently in design.

Another major new recreational destination is the Ford Calumet Environmental Nature Center in Big Marsh. Also in design, this facility will be a hub for nature and eco-recreation programming for parks in southeast Chicago. Exhibit space will focus on the cultural and industrial history of the area as well as habitat and environmental education.

Other recreational opportunities in the 2018-2022 CIP are new artificial turf fields, tennis court rehabs and conversions, playgrounds, outdoor fitness stations, and roller hockey rinks to meet the growing demand of these activities, a state of the art exterior climbing wall at Steelworkers Park, and a new recreation center at Addams/ Medill Park.



A rendering of a new artificial turf field planned for West Chatham Park, funded in partnership with Chicago Public Schools.

Debt Administration

The District manages its debt portfolio in accordance with State and Federal rules and regulations. Under applicable state statutes, the District is governed in how it issues debt as well as limitations on the issuance of certain types of debt. Currently, the District's statutory general obligation bonded debt limitation is 2.3% of the latest known Equalized Assessed Valuation (EAV). Currently, the District is $1,170 million or 69% below the $1,703 million state imposed limit.

The District is also subjected to a separate statutory debt limit of 1% of EAV for certain general obligation bonds issued without referendum. The District has approximately $216 million in capacity under this limit. At the end of 2017, the District's outstanding long-term debt will be approximately $821 million, which is $43.0 million lower than the previous year and will be reduced to approximately $781 million after the debt service payment due on January 1, 2018.

Below are the current bond ratings from each of the respective rating agencies of the District's debt portfolio:

Bond Rating of the District - Stable Outlook	
Fitch Ratings	AA-
Kroll Bond Rating Agency	AA
S&P Global Ratings	AA+

**The District has elected to no longer engage Moody's Investors Service to provide a credit rating.*

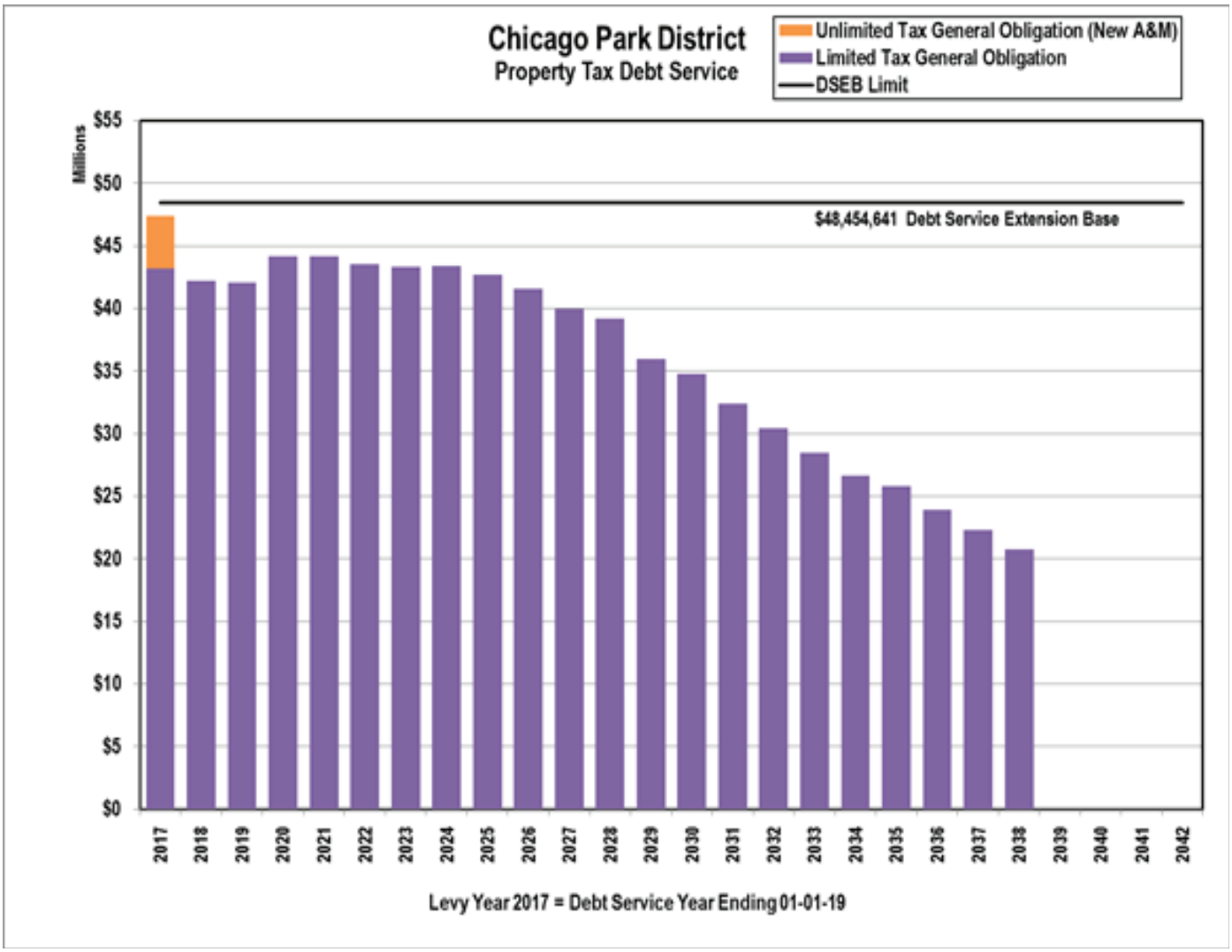
General Obligation Bonds

Year	Principal	Interest	Total
2018	40,205,000	39,738,521	79,943,521
2019	35,715,000	38,134,072	73,849,072
2020	29,440,000	36,672,827	66,112,827
2021	30,060,000	35,272,652	65,332,652
2022	37,240,000	33,641,278	70,881,278
2023-2027	221,460,000	136,977,691	358,437,691
2028-2032	186,895,000	83,335,658	270,230,658
2033-2037	149,605,000	42,698,759	192,303,759
2037-2040	90,380,000	6,933,076	97,313,076
Totals	**821,000,000**	**453,404,534**	**1,274,404,534**

Note: Approximately $290 million of the District's debt portfolio is supported by alternate revenue sources (PPRT, Harbor Facilities and Special Recreation).

Under the Illinois Property Tax Extension Limitation Law beginning with the 2009 tax levy year, the District's debt service base can be increased by the lesser of 5% or the percentage increase in the Consumer Price Index during the calendar year preceding the levy year. The District's original Debt Service Extension Base (DSEB) is $42,142,942, which can only be increased through this formula or by referendum. Under the formula, the allowable DSEB growth for 2017 levy year is 2.1% ($48,454,641).

The chart below depicts the available DSEB in years 2017 – 2038 reflecting the formulaic DSEB increase as referenced in the prior paragraph. It is anticipated that the available amounts will be utilized in future financing transactions by the District. The amount representing non-referendum outstanding debt does not include the debt service on any 1994 and newer Aquarium and Museum Bonds or any Alternate Revenue Source Bonds.



2018 BUDGET SUMMARY

SECTION V

DEPARTMENT BUDGET SUMMARIES

Community Recreation

Community Recreation aligns with the below goals in providing high quality programming and services to Chicago residents and visitors. Community Recreation includes the three geographical regions (North, Central, South) and the following programmatic units: Aquatics, Athletics, Community Sports, Gymnastics, Special Recreation, Wellness and Marketing. All regions and units develop programs, services and events citywide which focus on meeting our core values, program goals and objectives. Parks operations, partnerships and programming are enhanced and supported by the specialized units.

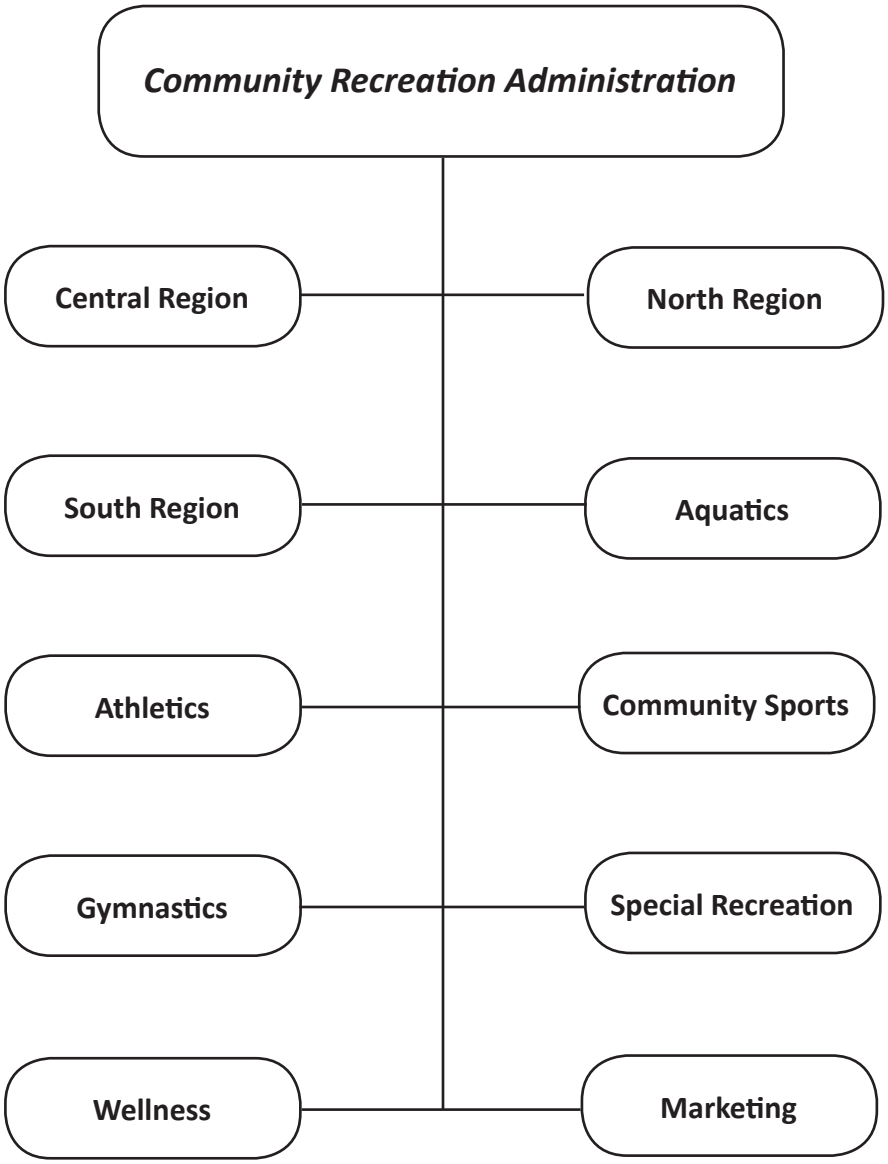
Goals

Teens - Provide increased opportunities for teens to participate in work experience, special events, camps, leagues and programs.

Health & Wellness - Provide increased opportunities to address nationally and locally recognized health issues through training, marketing, programs and special events.

Community Outreach - Identify what inspires community engagement and apply results to elicit greater participation.

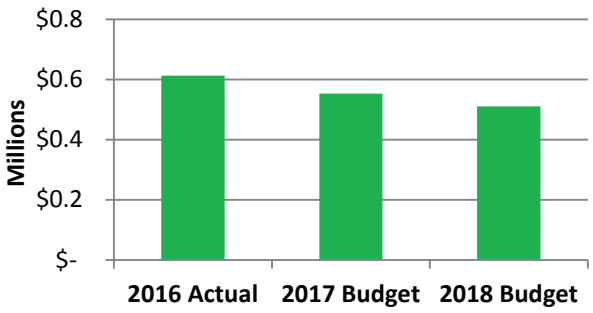
Customized Programming - Address the unique recreation needs of the communities we serve.



Department Budgets				
Department	**2016 Actual**	**2017 Budget**	**2018 Budget**	**% Change**
Central Region	$26,618,632	$33,715,191	$34,139,375	1.3%
North Region	$26,202,330	$31,084,982	$31,983,901	2.9%
South Region	$23,874,436	$29,623,625	$30,190,263	1.9%
Community Recreation - Administration	$613,457	$553,409	$510,616	-7.7%
Community Recreation - Aquatics	$8,217,572	$5,727,572	$5,834,429	1.9%
Community Recreation - Athletics	$1,532,738	$1,895,057	$1,671,691	-11.8%
Community Recreation - Community Sports	$-	$3,492,605	$3,051,061	-12.6%
Community Recreation - Gymnastics	$495,952	$672,510	$621,273	-7.6%
Community Recreation - Special Recreation	$2,237,371	$2,421,379	$2,866,853	18.4%
Community Recreation - Sports37	$1,971,895	$-	$-	0.0%
Community Recreation - Wellness	$3,521,315	$3,773,003	$2,975,458	-21.1%
Marketing	$960,985	$928,719	$813,155	-12.4%
Total - Park Admin & Programming	**$96,246,683**	**$113,888,052**	**$114,658,075**	**0.7%**

Note: Effective in 2017, the Sports37 program is funded within the following Community Recreation departments: Aquatics, Athletics, Gymnastics, Special Recreation and Community Sports.

Department Expenditures - Community Recreation Administration			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$332,586	$323,747	$330,716
Materials & Supplies	$10,260	$750	$500
Contractual Services	$246,449	$178,140	$144,400
Program Expense	$24,161	$50,771	$35,000
Total	**$613,457**	**$553,409**	**$510,616**
Personnel FTE	3.0	3.0	3.0

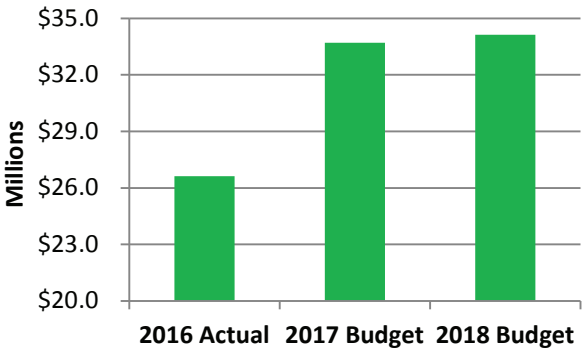


Central Region

Overview

Dedicated to Chicago's near south, near north and west side parks, the Central Region manages 204 parks for diverse neighborhoods, including Austin, Back of the Yards, Bucktown, Chinatown, Hyde Park, Bronzeville, Lawndale, Pilsen, South Loop, Streeterville and Grant Park. Athletic opportunities abound in the Central Region with over three-dozen indoor and outdoor pools, fitness centers, interactive water playgrounds, ball fields, soccer fields, football fields, a golf course and a miniature golf course. Arts and cultural programming reign strong in the Central Region with Aliey Camp and several of the Park District's Cultural Centers. In terms of green technology, the region has a solar panel and wind powered turbine filtration system which is used to run the prairie river cleaning system at the Humboldt Park lagoon. In addition three other lagoons and one artificial turf soccer field serve the residents of McKinley, Garfield, and Columbus Parks. Some of Chicago's most significant park landmarks are located in the region, including landscapes designed by Jens Jensen, such as Columbus Park, Douglas Park, Garfield Park and Humboldt Park. The Central Region is also responsible for maintenance and upkeep of parks and playgrounds along Chicago's near south and near north lakefront communities and the city's shoreline from North Avenue south to 51st Street including Lakefront trails and Burnham Harbor. Also included in this region is the Museum campus, Buckingham Fountain, the Garfield Park Conservatory, and Soldier Field.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$21,840,078	$28,166,279	$28,654,431
Materials & Supplies	$535,440	$551,928	$536,769
Contractual Services	$4,202,784	$4,949,702	$4,903,502
Program Expense	$40,330	$47,282	$44,673
Total	**$26,618,632**	**$33,715,191**	**$34,139,375**
Personnel FTE	577.7	578.8	578.2



Goals

Core Value: Children First

- Expand teen X-Treme initiatives to create opportunities for teen participation city-wide.

Core Value: Extra Effort

- Create programming opportunities for seniors and adults through activities and special events held at times they are normally in the park. Host a city-wide Pickle Ball Tournament during senior games.
- Increase program opportunities in the West Garfield and West Humboldt Park communities with emphasis on Touhy-Herbert and Orr High School communities through non-traditional sports
- Williams Park Expansion: the District and the Chicago Housing Authority are partnering to construct a new 11,200 square foot fieldhouse that serves the Douglas community area. The planned community center will include a half court gymnasium, multi-purpose club rooms for art, education, performance, meetings and exercise.
- Host a park gym showcase at each staffed park location.

Performance Data

All Programming (Non-Aquatics/PFWI/ Special Rec)	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
Central	82,376	80,367	76,366	105%	78,363	73,093
By Session						
Winter	18,686	18,230	16,641	110%	16,985	15,633
Spring	20,941	20,430	20,383	100%	20,493	19,882
Summer	20,492	19,992	19,991	100%	19,491	18,968
Fall	22,258	21,715	19,352	112%	21,394	18,610
By Area						
1	10,386	10,132	N/A	N/A	9,697	10,166
2	12,406	12,103	N/A	N/A	11,264	8,845
3	19,965	19,478	N/A	N/A	18,867	15,688
4	14,403	14,052	N/A	N/A	13,985	14,894
5	14,746	14,386	N/A	N/A	13,091	11,924
6	10,471	10,215	N/A	N/A	11,459	11,576
By Program (including CPD Leagues/Open)						
DayCamp	6,244	6,122	6,026	102%	5,850	5,532
Basketball	16,177	15,860	11,639	136%	15,689	13,900
Soccer	4,709	4,617	4,615	100%	5,001	6,481
Floor Hockey	859	842	649	130%	827	709
Park Kids	5,394	5,288	4,502	117%	4,949	4,414

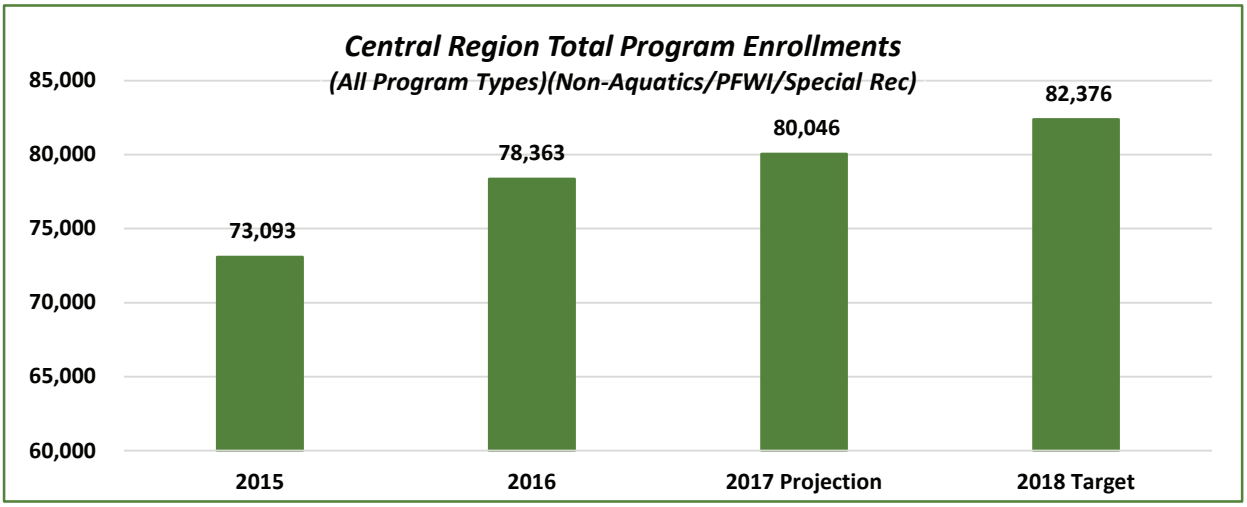
Accomplishments

Core Value: Children First

- Offered a summer camp program through the James A. Jordan Center bringing back camp after an 8-year absence in the Touhy-Herbert Park community.
- Curie High School was closed for summer repairs and as a result a partnership was created with Edwards Elementary school for space to continue to offer a summer camp in the Archer Heights community.
- Teen X-Treme events saw an increase in The Push Kart Derby with over 450 teens participating from 29 park locations with over 100 spectators on site. Earlier in the year we were able to introduce 119 teens to the concept of college on a tour of area colleges and universities. The District also hosted 1,000 teens at our Teen Opportunity Fair at Malcolm X College with 50 organizations present providing information on jobs, college, personal growth and careers.

Core Value: Best Deal in Town

- Through the reorganization of the Sports 37 program, increased park day camp numbers by having those young people serve as recreation leaders giving us extra support and the opportunity to serve more campers.

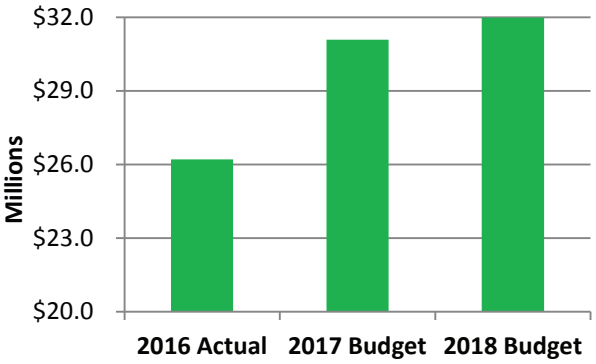


North Region

Overview

The North Region is responsible for overseeing 212 parks and playgrounds for diverse communities from Rogers Park to Norwood Park as well as from North Ave Beach to Belmont/Cragin neighborhood. The 81 staffed locations offer seasonal cultural programming, special events and non-traditional sports. From ceramics to weaving and skate parks to interactive water playgrounds and Pumpkin Patches to Dinner with Santa there's something for everyone. The Region also features a multitude of athletic activities for Chicagoans of all ages - with its 23 pools, four water playgrounds, miles of sandy beaches and three harbors along the lakefront, three outdoor ice skating rinks, four gymnastics centers, six boxing centers, Stadium at Devon and Kedzie, artificial turf soccer fields, over 200 baseball fields, a Wellness Center at Broadway Armory, fitness centers, and the District's only indoor tennis/ice skating facility at McFetridge Sports Center. Unique recreational, nature and cultural programming can be found at Clark Park Boathouse, Kilbourn Park's Organic Greenhouse, Indian Boundary Nature Center, West Ridge Nature Preserve, North Park Village Nature Center, Lincoln Park Cultural Center, Theatre on the Lake, the Lincoln Park Zoo, Lincoln Park Conservatory and nature areas located throughout the north side. In addition golfers can check out the links at Robert A. Black and Sidney R. Marovitz golf courses, plus the Diversey Driving Range and miniature golf course.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$23,160,531	$28,153,883	$28,785,301
Materials & Supplies	$651,431	$649,677	$617,148
Contractual Services	$2,337,163	$2,233,885	$2,534,870
Program Expense	$53,205	$47,537	$46,582
Total	**$26,202,330**	**$31,084,982**	**$31,983,901**
Personnel FTE	567.1	567.3	570.9



Goals

Core Value: Children First

- Create a Teen Intramural Sports League in the fall to expand non-traditional sports programming and increase teen participation.

Core Value: Extra Effort

- Expand archery programming in collaboration with Community Recreation and neighborhood partnerships.
- Increase cultural programming and Night Out in the Parks events by hosting a Winter Film Festival at 6 parks.
- Host a park gym showcase at each staffed park location.

Performance Data

All Programming (Non-Aquatics/PFWI/ Special Rec)	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
North	118,349	115,462	124,155	93%	118,666	120,350
By Session						
Winter	25,935	25,302	30,168	84%	25,440	27,439
Spring	33,462	32,646	36,243	90%	36,823	34,873
Summer	26,681	26,030	29,570	88%	25,453	26,021
Fall	32,271	31,484	31,196	101%	30,950	32,017
By Area						
1	28,130	27,444	26,728	103%	29,977	32,343
2	13,706	13,372	17,085	78%	14,200	14,184
3	10,484	10,228	10,968	93%	11,506	10,764
4	31,708	30,935	30,590	101%	30,239	29,808
5	14,127	13,783	15,926	87%	13,940	14,607
6	20,194	19,702	18,985	104%	18,804	18,644
By Program (including CPD Leagues/Open)						
DayCamp	8,446	8,280	8,318	100%	8,115	8,133
Basketball	15,483	15,179	13,280	114%	15,445	15,361
Soccer	8,642	8,473	11,899	71%	9,766	12,147
Floor Hockey	1,575	1,544	1,707	90%	1,617	1,695
Park Kids	2,600	2,549	2,635	97%	2,461	2,571

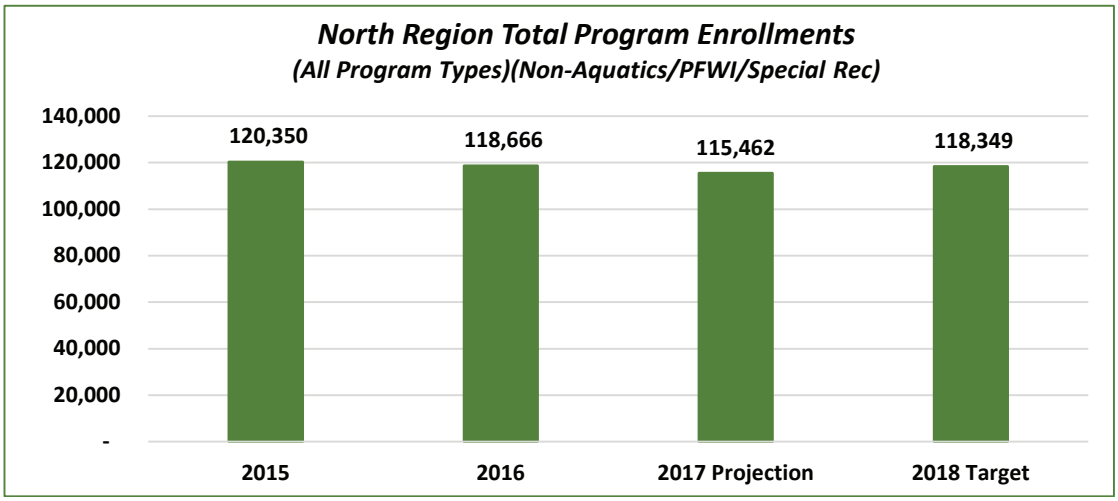
Accomplishments

Core Value: Children First

- Added 7 year-round Teen Leadership programs, for a total of 12 across the North Region. These programs focus on community involvement as well as volunteer experiences which lead to development of skills key to the Junior Counselor and Recreation Leader positions.
- Added 940 camp openings to increase enrollments for Day Camp and Specialty Camp in the Summer of 2017 while extending traditional Day Camp to 8 weeks at seven new locations.
- Coached 196 teams in conjunction with the Chicago Public Schools SCORE! Program throughout the Winter and Spring sessions.

Core Value: Extra Effort

- Offered a Senior Event in each of the North Region's six areas to thank our involved seniors with games, dancing, and food. Over 500 seniors attended the events, which is a 53% increase in senior event attendance from 2016.

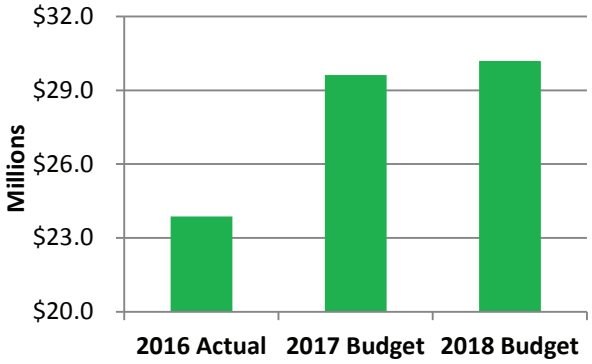


South Region

Overview

The South Region is responsible for overseeing more than 200 parks and playgrounds including 80 staffed locations. This region contains two lakefront parks, the South Shore Cultural Center and Rainbow Beach, nearly 200 baseball diamonds, 26 fitness centers, four outdoor ice rinks, five beaches, 19 outdoor pools, 22 indoor pools, 13 natatoriums, two aquatic centers, six racquetball and handball courts and three gymnastic centers including the Morgan Park Sports Center. The Morgan Park Sports Center contains an NHL size indoor ice rink and a state-of-the-art gymnastics center. The South Region boasts eight therapeutic recreation sites and six woodshop centers. In addition, the South Region has three little league stadiums, three golf courses and golf driving ranges, three boxing centers, seven batting cages, an archery range, nine artificial turf soccer fields, two art galleries and five lagoons. The South Region is home to three of the largest parks by acreage in the city: Jackson Park at 542.89 acres, Washington Park at 366.84 acres, and Marquette Park at 322.68 acres. Chicagoans from the historic neighborhoods of Avalon, Beverly, Chatham, Chicago Lawn, Clearing, Englewood, Gage Park, Garfield Ridge, Hegewisch, Hyde Park, Kenwood, Mt. Greenwood, South Chicago, South Shore, Roseland, Pullman and Woodlawn partake in the many cultural, physical and recreational opportunities offered by the South Region including seasonal sports, archery, ceramics, dance and theater. Hamilton, Marquette, Ridge, South Shore, Tuley and West Pullman Parks are designated as cultural centers, providing unique activities and quality recreation programming to the highly diverse communities this region serves.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$22,645,703	$28,418,534	$29,000,165
Materials & Supplies	$622,521	$587,255	$635,509
Contractual Services	$524,607	$520,313	$482,591
Program Expense	$81,605	$97,524	$71,999
Total	**$23,874,436**	**$29,623,625**	**$30,190,263**
Personnel FTE	580.6	579.7	581.7



Goals

Core Value: Children First

- Partner with Chicago City Colleges: Kennedy-King, Olive-Harvey and Richard J. Daley Community College to serve teen participants through non-traditional programming in performing arts, culinary, and trades skills.
- Increase program offerings during after school time, weekends, non school days, and holidays through an intiative called "Schools Out, Parks In".

Core Value: Extra Effort

- Host a park gym showcase at each staffed park location.
- Increase senior program offerings and participation.
- Develop natural area programming at Big Marsh park.

Performance Data

All Programming (Non-Aquatics/PFWI/ Special Rec)	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
South	79,620	77,678	67,423	115%	79,748	66,952
By Session						
Winter	19,282	18,812	17,436	108%	18,254	14,748
Spring	17,754	17,321	17,152	101%	19,894	16,423
Summer	18,800	18,341	19,010	96%	19,501	16,943
Fall	23,784	23,204	13,825	168%	22,099	18,838
By Area						
1	19,688	19,208	N/A	N/A	18,356	15,072
2	6,076	5,928	N/A	N/A	5,975	6,367
3	6,143	5,994	N/A	N/A	5,629	5,839
4	22,981	22,421	N/A	N/A	26,761	16,909
5	12,551	12,245	N/A	N/A	11,589	11,117
6	12,180	11,883	N/A	N/A	11,438	11,648
By Program (including CPD Leagues/Open)						
DayCamp	6,640	6,510	6,453	101%	6,265	6,378
Basketball	13,621	13,354	9,884	135%	13,564	13,396
Soccer	2,873	2,817	3,119	90%	2,894	3,167
Floor Hockey	765	750	746	101%	814	712
Park Kids	4,435	4,348	3,445	126%	4,034	3,832

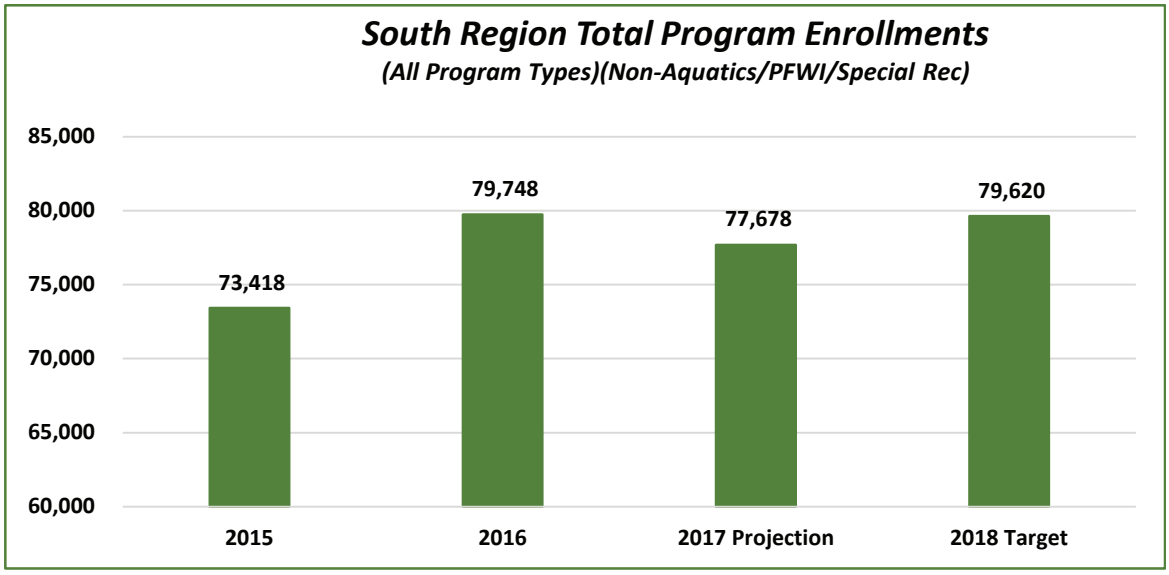
Accomplishments

Core Value: Children First

- Increased the number of Teen Leader Connections (TLC) and Teen Clubs at our South Region parks from 38 to 45.
- Provided employment and work experience opportunities for our Teens with summer programs such as Junior Counselors, Sports37 Internships, and Recreation Leader positions.

Core Value: Extra Effort

- Hosted the first Senior Men's social gathering which consisted of many Veterans.



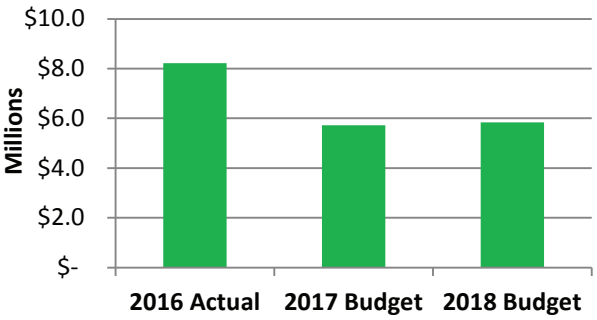
Community Recreation - Aquatics

Overview

The Chicago Park District Aquatics Unit is recognized as the leading provider for Learn to Swim lessons amongst public institutions in the United States. The Unit manages 1,150+ aquatics personnel, 49 outdoor seasonal swimming pools, 27 natatoriums, 26 miles of lakefront including 24 beaches, 1 inland beach, and services 27 Chicago Public School aquatic facilities. The lifeguard service has been acknowledged by the American Red Cross as one of the leading providers of aquatics safety training and education in the Midwest. The Unit also implements trainings, educational workshops, provides certification opportunities and/or technical support to park field staff and Sports 37 Teen Apprenticeship participants who assist with aquatic programs and events. In addition, the Unit operates the Marine Rescue Unit which is comprised of 4 Boston Whalers powerboats and 8 specially trained personnel in boating, scuba and emergency rescue. They are used to respond, monitor and assist lifeguards during emergencies and service special events along the lakefront including the Chicago Triathlon, Swim Across America and the Chicago Air and Water Show.

The Sailing and Boating Unit, in partnership with the Judd Goldman Adaptive Sailing Foundation, manages the Chicago Park District Judd Goldman Community Sailing Center and associated programs. The Unit conducts quality powerboat and sail training programs for community residents. Through these programs it consistently provides 1,000+ on the water experiences for both able bodied and disabled youth and adults. The main program is located in Burnham Harbor at the Judd Goldman Sailing Center while three satellite programs simultaneously occur at Montrose Harbor, Humboldt and Garfield Park Lagoons. During the off-season, the Unit services a fleet of 60+ boats, implements classroom-based programs, plans and coordinates water events, updates and disseminates boat launching information for the Lake Front Access Trail, as well as, beach storage opportunities. The Unit also manages the Clark Park Boathouse rowing community partnerships, rentals and contractual agreements.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$7,973,547	$5,473,009	$5,582,864
Materials & Supplies	$167,451	$173,037	$174,040
Contractual Services	$63,060	$66,526	$62,525
Program Expense	$13,514	$15,000	$15,000
Total	**$8,217,572**	**$5,727,572**	**$5,834,429**
Personnel FTE	156.3	157.3	157.3



Note: Actuals may reflect expenses originally budgeted at the park level while budget amounts do not reflect Aquatics personnel expenses budgeted at the park level.

Goals

Core Value: Children First

- Enhance the Chicago Park District Water Polo program through training and partnerships.

Core Value: Best Deal in Town

- Install retail vending machines at District pools to offer merchandise for purchase.

Core Value: Extra Effort

- Partner with outside agencies to host Citywide swim meets, water polo tournaments, and trainings.
- Expand programming options to include: private swim lessons in Lake Michigan, triathlon trainings, advanced skill adult fitness programs, and water safety Instructor trainings.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
All Instructional Programming						
Aquatics	63,442	61,895	56,148	110%	56,825	53,248
Sailing	349	332	255	130%	283	263
By Program						
Learn to Swim	21,222	20,704	20,522	101%	19,601	18,805
All Aquatic Exercise	23,206	22,863	20,297	113%	21,102	19,625
Team Sports	7,600	7,415	6,475	115%	6,855	6,171
All Tiny Tot Swim	8,377	8,213	7,352	112%	7,387	7,041

Accomplishments

Core Value: Children First

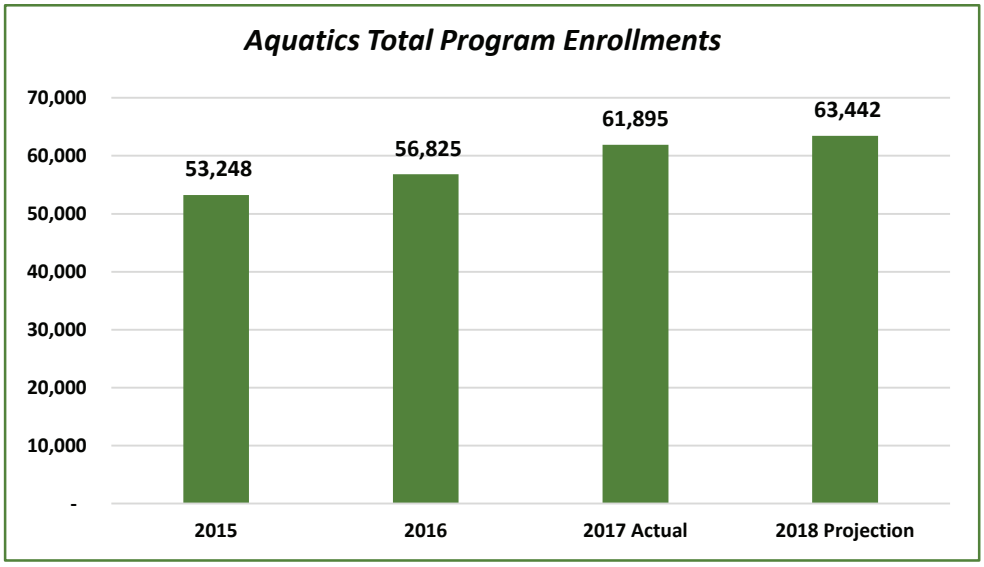
- Developed a CPS Grammar School Swimming Division within our current structure.

Core Value: Best Deal in Town

- Created a partnership with U.S. Swimming to certify all of our instructors and coaches. The partnership also reduced the fee for our local swimmers to become members, trained and certified our organization on how to run a successful U.S. Swimming Competition to bring in revenue and connected us with partners that will allow us to use their facilities for special events.

Core Value: Extra Effort

- The Beaches and Pools Unit has broken the Guinness's World Record for the World's Largest Swim Lesson four times.
- Renewed our Tiny Tot and Learn to Swim scholarship program with the American Red Cross. Expanded the scholarship opportunities to include Swim Team, Junior Lifeguard, Water Polo and Adult Learn To Swim.
- The addition of the Seasonal Assistant Managers resulted in increased participation in local programs and events, improved communication with park staff, improved support for park staff in aquatic related incidents, increased supervision of swimming pools by tracking progress in programs, performance, compliance, operations and goals.

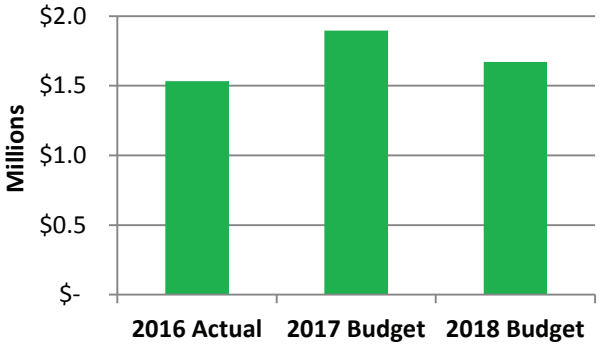


Community Recreation - Athletics

Overview

The Athletics Unit is responsible for providing youth and teen sports leagues, city-wide team and individual competitions, sports camps as well as training and technical support to field staff. The Unit works with outside partners, city agencies, and professional sports teams to bring financial and in-kind resources to the District's sports programs. Athletics is responsible for the Junior Bear football program (20 parks), Inner City Youth Baseball (32 parks), Inner City Hoops (32 parks), Inner City Flag Football (32 parks), Chicago White Sox Returning Baseball to Inner Cities (RBI) program (24 parks), Cubs Care Rookie League (80 parks), Cubs Care Girls Fast Pitch Softball (10 parks), Girls Inner City Flag Football (10 parks), Girls Inner City Hoops (10 parks), Windy City Hoops (11 parks), Boxing Centers (21 parks), Summer Teen Basketball Leagues (37 parks), City-wide Youth Baseball and Girls Softball Tournaments, Summer Tennis Camps (16 parks), Summer Golf Camps (16 parks), and 21 team and individual city-wide championships annually. Additionally, the Athletics Unit operates community runs ('Go-Run initiative) at 3 park locations and skate/bike clinics (Go-Grind) at 7 facilities.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$1,140,822	$1,384,913	$1,185,147
Materials & Supplies	$185,014	$154,980	$155,354
Small Tools & Equipment	$-	$47,547	$47,547
Contractual Services	$125,398	$250,272	$241,298
Program Expense	$81,504	$57,345	$42,345
Total	**$1,532,738**	**$1,895,057**	**$1,671,691**
Personnel FTE	28.8	30.0	25.0



Goals

Core Value: Children First

- Partner with XCess Tennis to increase youth tennis participation.

Core Value: Best Deal in Town

- Increase action sports programming through the 'Go Grind initiative.
- Expand the free community running program, 'Go Run series.

Core Value: Extra Effort

- Develop a coaches curriculum for track and cross country in advance of the opening of the Gately indoor track facility.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
Junior Bear (Total)	1,324	1,285	1,608	80%	1,473	1,778
Boxing Program	1,567	1,521	3,527	43%	1,589	1,260
Inner City Youth Sports	1,328	1,289	1,130	114%	1,105	1,013
Cubs Care Baseball	1,862	1,808	N/A	N/A	2,070	1,922
Lacrosse	238	231	364	63%	259	346
Tennis Camp	390	371	N/A	N/A	321	360

Accomplishments

Core Value: Extra Effort

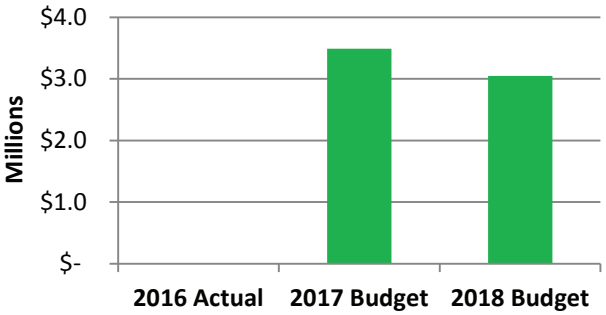
- Increased the number of free, timed community 'Go Runs from a summer and fall season in 2016 to a spring, summer and fall season in 2017.
- In partnership with Chicago Action Sports, established an action sports program ('Go Grind) which provided free skate-board and bmx clinics at all 7 of our skate and bike parks from June to September of 2017.
- Increased year round baseball and basketball clinics citywide, partnering with the Chicago Cubs, Chicago White Sox and USA basketball.
- Increased 'Go Hoop basketball pop up tournaments from 6 to 11.

Community Recreation - Community Sports

Overview

The Community Sports unit focuses on new and existing youth and teen sports programming throughout the district. This unit works closely with the North, Central, and South regions and the Athletics unit for the administration of these programs. One such program is CPS SCORE!, in which the District and the Chicago Public Schools partner to provide grammar school sports opportunities for elementary schools throughout Chicago. Thousands of children register and participate in basketball, soccer, floor hockey, volleyball, cross-country, and track and field. The Summer Sports Mentoring Camps allow students in grades 5th-8th to attend a free, 6-week sports camp at a local high school. Another program Community Sports administers, Rollin' Recreation, is a mobile recreational experience for park patrons during the summer. The van visited 72 unstaffed parks and provided 90 minutes of various sport activity programming. Lastly, Community Sports provides the Sports37 Recreation Leader which provides summer employment opportunities to teens who successfully complete spring and fall apprenticeships. Through a partnership and support from After School Matters, the apprenticeships guides teens through 20 weeks of fun, spirited activities that develop important life skills, and hands-on experience to prepare them for employment.

Department Expenditures - Community Sports			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$-	$3,320,935	$2,895,391
Materials & Supplies	$-	$134,000	$106,000
Contractual Services	$-	$34,170	$48,170
Program Expense	$-	$3,500	$1,500
Total	**$-**	**$3,492,605**	**$3,051,061**
Personnel FTE	0.0	114.9	91.1



Goals

Core Value: Children First

- Increase summer sports mentoring camps in Chicago Public School facilities.
- Enhance summer Rollin Rec mobile recreation program by working with Special Recreation and Wellness units
- Increase Sports 37 (After School Matters) Seasonal Recreation Leader teen employment opportunities.
- Partner with Girls in the Game to celebrate National Girls and Women in Sports Day and host a Girls Sports Summit to address participation of girls in sports.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
# CPS SCOREs Enrollments	19,078	18,522	N/A	N/A	N/A	N/A
TEEN Programming	27,231	26,697	N/A	N/A	25,378	23,093
Windy City Hoops	2,389	2,342	1,993	118%	2,307	2,342
Teen Leadership Camp	1,617	1,585	1,191	133%	1,494	1,253
Teen Sports Leagues	1,651	1,619	2,009	81%	1,690	1,439

Accomplishments

Core Value: Children First

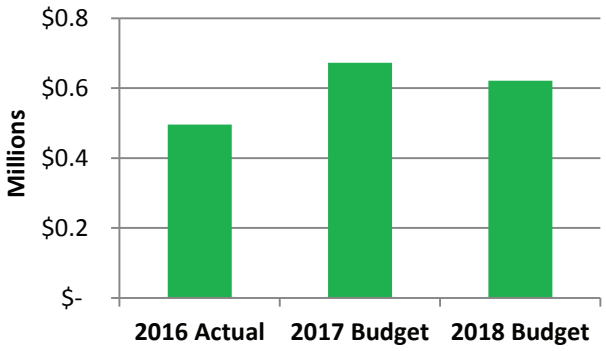
- Provided employment to hundreds of Chicago residents and provided recreational opportunities for over 8,700 youth in the fall and 6,900 in the spring to practice and compete in basketball, floor hockey, soccer and track and field.
- Collaborated with five high schools and one elementary school to provide a free, 6-week sports camp for elementary school students during the summer. The sports camp allowed kids to experience traditional and non-traditional sports while being mentored and coached by local high school students. Youth in low-income and high-crime areas had a safe place to enjoy recreation, socialize with peers, eat healthy meals and learn sport specific skills.
- The Sports 37 program impacted teens all over Chicago through apprenticeships and summer employment opportunities. There were 37 Summer Teen League locations in 2017. The summer mentoring camps at Juarez, Steinmetz, Dulles, and Senn all hired participants from the Sports 37 program.

Community Recreation - Gymnastics

Overview

The Gymnastics unit manages 9 gymnastics centers, servicing 4,000+ youth weekly in programs in early childhood movement and development, tumbling and artistic gymnastics at the recreational and competitive levels. Center operations and program implementation are guided by USA Gymnastics, the sole national governing body for the sport in the United States. The unit also develops program curricula, implements trainings and educational workshops, provides certification opportunities and/or technical support to park field staff and Sports 37 Teen Apprenticeship participants who implement recreational level tumbling, gymnastics and cheer programs at park locations in addition to the 9 gymnastics centers.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$384,129	$467,122	$435,336
Materials & Supplies	$13,832	$24,762	$21,766
Small Tools & Equipment	$8,378	$37,963	$35,000
Contractual Services	$63,865	$96,181	$89,672
Program Expense	$25,749	$46,483	$39,500
Total	**$495,952**	**$672,510**	**$621,273**
Personnel FTE	8.2	9.2	8.5



Note: Actuals may reflect expenses originally budgeted at the park level while budget amounts do not reflect Gymnastics personnel expenses budgeted at the park level.

Goals

Core Value: Children First

- Partner with Chicago Public Schools to develop a gymnastics team, allowing Chicago teen gymnasts Illinois High School Association (IHSA) participation.
- Increase retention of gymnastics program participants through training.
- Host the USA Gymnastics Boys regional competition, helping to improve bid to bring the National USAG Gymnastics Championships to Chicago in 2020.
- Enhance citywide tumbling program at local parks.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
All Instructional Programming						
Gymnastics	26,502	25,856	20,665	125%	23,110	14,937
By Center						
Avondale Park	1,361	1,327	861	154%	1,001	710
Broadway Armory	2,670	2,605	2,755	95%	2,409	1,907
Calumet Park	1,604	1,565	1,255	125%	1,179	811
Garfield Park	875	854	487	175%	807	568
Harrison Park	2,208	2,155	1,719	125%	1,633	1,182
Jesse White	3,378	3,295	1,802	183%	2,744	1,435
McKinley Park	1,992	1,943	1,458	133%	1,566	1,251
Morgan Park Sports Center	4,885	4,766	3,990	119%	5,207	1,387
Peterson Park	6,412	6,256	5,432	115%	5,458	4,862
Shabbona Park	1,279	1,247	942	132%	1,106	824
By Program						
Twinkle Stars	6,345	6,190	5,319	116%	5,849	4,150
Mom, Dads & Tots Gymnastics	4,775	4,659	3,761	124%	4,426	2,965
Rising Stars	2,296	2,240	1,443	155%	1,748	1,035

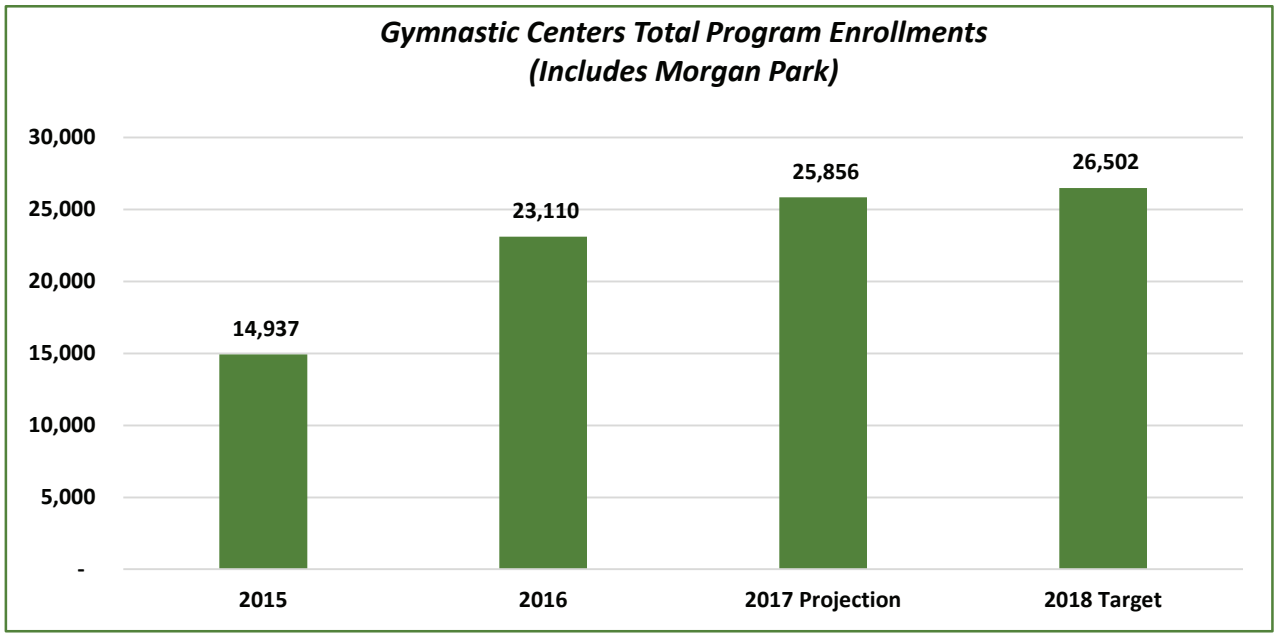
Accomplishments

Core Value: Children First

- The department implemented a pilot program with two extra (mini) gymnastics sessions in the spring and fall of 2017. This added another 7,354 spots for children, youth and teens to participate.
- The District's Xcel girl's gymnastics team over the last two years more than doubled its size. This team is primarily for older youth and teens, which is contrary to the majority of the gymnastics population that is under 8 years old. The Xcel Silver team won the State Championship and the Xcel Gold team finished 2nd in the state. This is the first time in CPD history that any of the District's USAG teams crowns itself champion.
- Overall, 197 athletes qualified to state, 60 qualified to regionals and 3 qualified to nationals.

Core Value: Extra Effort

- CPD hosted the USAG State Championships for Tumbling and Trampoline. This was the first time that a state competition was brought to Chicago and/or hosted by the District. Over 300 competitors participated and many of them qualified to regionals and nationals.



Community Recreation - Special Recreation

Overview

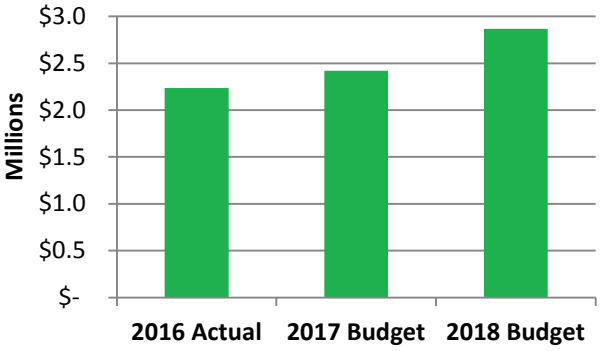
The Chicago Park District is a municipal pioneer in offering recreation programs for individuals with disabilities since 1965. In 1968, Chicago became the birth place of Special Olympics, now an organization that serves over 2 million individuals with Intellectual Disabilities in over 180 countries. 2018 will be the 50th Anniversary of Special Olympics, celebrations will be taking place all year, but main events will occur in July with International attendees. Chicago continues to be the model city for individuals with disabilities, in terms of inclusion, employment, recreation and social opportunities.

The District strives to break down barriers for individuals with disabilities, through employment and life changing opportunities. In 2011, the District created and implemented the first Midwest Valor Games. This event serves as a regional based competition that provides an opportunity for veterans and service members to compete in field, cycling, rowing, archery and powerlifting. The goal of the event is to bring together veterans of all eras in the spirit of friendly competition while encouraging veterans with disabilities to get involved in adaptive sport programs in their home communities. Additionally, for veterans and their family members, the District offers opportunities to help with their physical and emotional well-being.

Throughout the District, there are countless opportunities for individuals with physical disabilities, visual impairments, and hearing impairments to get involved in recreation programs. We also partner with Alternative Schools in the City of Chicago to offer recreation and positive activity experiences for their students.

The Special Recreation Unit's primary mission is two-fold:
- To enhance the lives of children/adults with disabilities by offering a diverse range of recreation, cultural and sport opportunities. Increasing the knowledge of all District employees, enabling them to understand how to create inclusiveness within all park settings.
- To "Serve those who have served", by expanding opportunities for Veterans to become more involved in their parks and their communities, thereby supporting them to become comfortable to life back at home. Assisting with necessary adaptive equipment and the process of sports, so they are comfortable to be active, now living with their injuries or illness after service.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$1,861,923	$2,155,867	$2,597,484
Materials & Supplies	$83,012	$79,100	$85,600
Small Tools & Equipment	$1,305	$-	$-
Contractual Services	$269,897	$161,800	$154,924
Program Expense	$21,234	$24,612	$28,845
Total	**$2,237,371**	**$2,421,379**	**$2,866,853**
Personnel FTE	46.1	49.1	57.6



Goals

Core Value: Children First

- Partner with the Chicago Public Schools Diverse Learning Department to host a track and field meet for grammar school students who are blind and/or visually impaired.
- Host the National Junior Wheelchair Softball Tournament.

Core Value: Extra Effort

- Host the International Celebration of the Special Olympics 50th Anniversary, in cooperation with Special Children's Charities, Special Olympics International and Special Olympics Illinois.
- Develop and implement a Global Day of Inclusion to offer and promote unified sports locally and internationally.
- Partner with the Wellness Unit to add nutrition education and healthy eating programming components to Special Recreation programs.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
Overall Special Rec Programming	17,078	16,581	13,531	123%	16,338	13,791
Arts & Crafts (Special Rec)	786	763	710	107%	798	647
Bowling (Special Rec)	1,551	1,536	1,588	97%	1,601	1,564
Day Camp (Special Rec)	644	638	681	94%	664	606
Learn to Swim (Special Rec)	595	578	532	109%	530	523

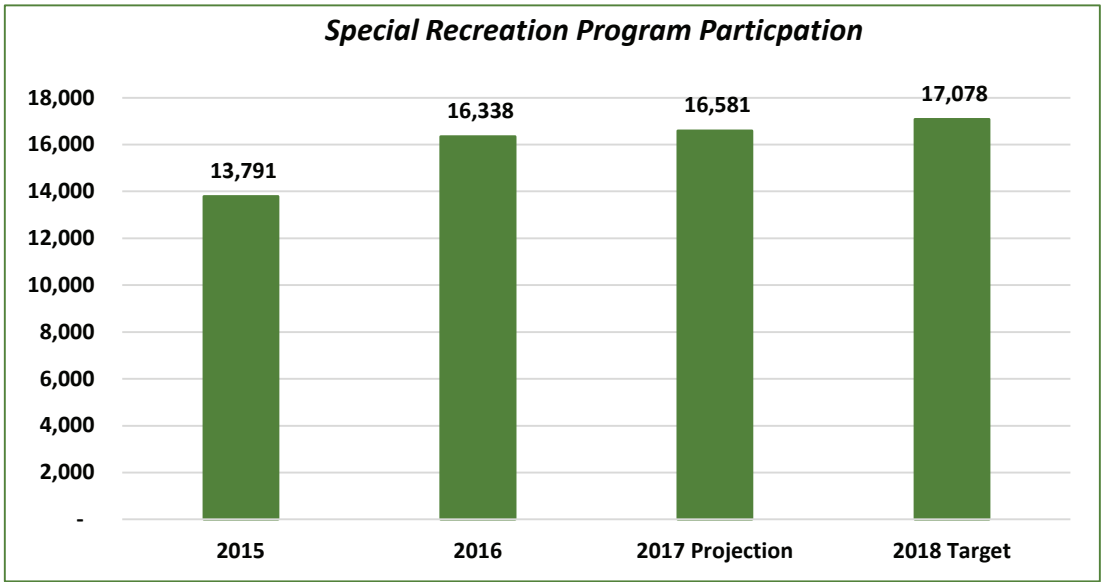
Accomplishments

Core Value: Children First

- Our continued partnership with Special Children's Charities (in its 48th year) created opportunities for athletes to attend four national invitational competitions: Basketball (Michigan), Softball (Georgia), Flag Football (Texas) and Volleyball (Colorado).
- Increased enrollment by 20% (4 new schools) for the Alternative Athletic Conference that the District hosts for the Alternative Schools in Chicago (Youth-at-Risk).

Core Value: Extra Effort

- Secured, implemented and managed the 2017 Warrior Games in Chicago, in cooperation with the Department of Defense and United States Navy, connecting with appropriate city facilities, and all city agencies. First time since inception that this annual event has been held off of a military base/olympic training center.
- Added two new Adaptive Sports Programs: wheelchair tennis and wheelchair roller indoor training.
- Chicago Special Olympics Athlete, Tommy Shimoda, competed in speed skating for Team USA at the Special Olympics World Games in Austria, and was inducted into the Chicagoland Sports Hall of Fame in October 2017 (the first Special Olympics athlete to be inducted).

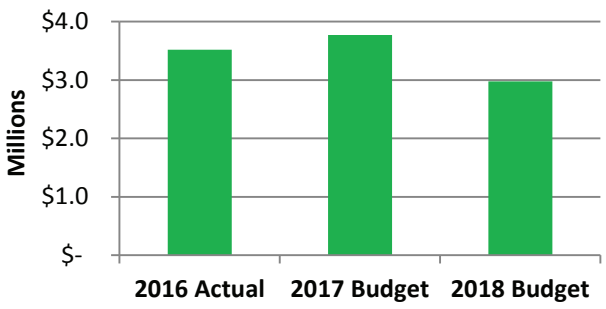


Community Recreation - Wellness

Overview

The Wellness Unit provides programs and services in wellness, fitness and nutrition awareness in park locations city-wide, including managing equipment operations and maintenance for 72 fitness centers, 10 outdoor fitness courses, 55 Park Family Wellness Sites, and 23 Citywide instructors. The Unit also develops citywide program curricula, implements trainings and educational workshops, and provides certification opportunities and technical support to field staff districtwide. The Wellness Unit promotes and maintains a healthy food environment by managing the USDA Food and Nutrition Service Summer Food Service Program, which serves over 45,000 kids per day during summer break, the After-School Snack Program year-round, and contractual agreements for healthy vending within our park system. Additionally, the unit assists and consults with City of Chicago agencies for Healthy Chicago 2.0, Good Food Purchasing Policy, Health and All Policies, and City Obesity Prevention.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$1,384,713	$1,520,013	$735,758
Materials & Supplies	$55,790	$126,121	$47,500
Contractual Services	$2,080,623	$2,126,869	$2,192,200
Program Expense	$189	$-	$-
Total	**$3,521,315**	**$3,773,003**	**$2,975,458**
Personnel FTE	31.3	31.0	14.8



Goals

Core Value: Children First

- Improve after school programs (Park Kids), with focus on Wellness Curriculum, serving healthy meals and nutrition education.
- Expand Teen fitness programming through Teen Fit Box and Jr. Wellness Ambassador program.

Core Value: Built to Last

- Create a Citywide Wellness certification program for staff through in person trainings and online offerings through the Success Center.
- Create and adopt a Wellness Policy for the District.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
Annual, Season, Monthly Fitness Passes	14,246	14,105	23,616	60%	14,147	14,268
PFWI Enrollments Only	N/A	14,717	13,445	109%	14,370	13,114
By Program						
Fitness Boot Camp	2,553	2,515	2,526	100%	2,380	2,877
Yoga	5,435	5,355	5,056	107%	5,178	4,827
Pilates	2,515	2,478	2,238	111%	2,304	2,070
Small Group Personal Training	369	364	583	62%	456	555
Kickboxing	792	780	1,107	70%	855	1,060
Mighty Fit Kids/Family/Munchkins	683	673	363	185%	393	346

Note: External funding for the Park Family Wellness Initiative expired at the end of 2017; beginning in 2018, the above wellness classes will be incorporated into park schedules and not reflected above. The 2018 budget reflects staffing at the park level rather than exclusively in Community Recreation - Wellness.

Accomplishments

Core Value: Children First

- Piloted Camp Well, a wellness-focused summer day camp program at 3 locations (Ogden, Piotrowski and Pottawattomie). This partnership between Luries/CPD developed and implemented a wellness-based curriculum and staff training process.
- Created a Sports37 Jr. Wellness Ambassador Program at Washington Park. These Teen Ambassadors promoted the HEPA (Healthy Eating and Physical Activity) standards and engaged in activities to promote positive lifestyles.
- Expanded Teen Fit Box by 29%. This includes utilizing field staff instructing the program rather than just Wellness PFWI instructors. Teen Fit Box reached 631 teens in 2016 which is a 173% increase from 2015.
- Secured and successfully implemented the USDA Food and Nutrition Service's Child and Adult Care Food Program at 18 Park Kids sites, increasing afterschool snack opportunities at parks; Successfully operated the USDA Summer Food Program at 207 park locations throughout the city

Core Value: Built to Last

- Park Family Wellness Initiative impacted 187,719 patrons through the life of the Park Family Wellness Initiative. With the 2017 year, the fee base programs brought $165,662.19 into revenue and participated/facilitated 36 events, as end of July 2017.
- Updated and Improved 4 out of the 72 Fitness Centers (Hayes, Gill, Margate, and Eckhart) in addition to working with Comptroller's Office on Master Inventory of all equipment.
- The wellness department administered assessments in Performance Measurement Testing for the Athletics Department to improve physical health of athletes in Grant Funded programs. Provided training for Coaches on how to improve athlete performance and nutrition.

Core Value: Extra Effort

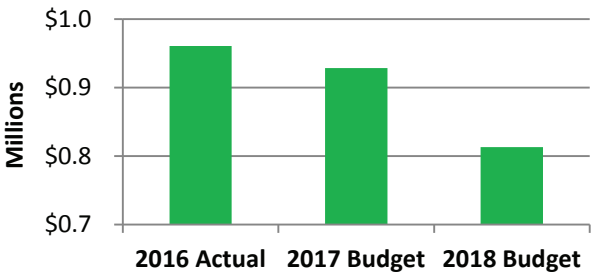
- The Wellness Department continues to implement new events such as Wellness Workshops, This day long event offered 3 separate workshops focusing on Yoga, Pilates, and Meditation.

Marketing

Overview

The Chicago Park District's Marketing Department creates and executes the District's marketing strategies with a focus on both internal and external stakeholders' needs. The department's key responsibilities are to promote programming and events; increase brand awareness; and ensure the delivery of meaningful information that is consistent with the organization's mission and core values to the appropriate target markets and through the applicable channels of communication.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$632,923	$578,709	$588,155
Materials & Supplies	$2,567	$3,250	$2,700
Contractual Services	$325,495	$346,760	$222,300
Total	**$960,985**	**$928,719**	**$813,155**
Personnel FTE	8.2	8.6	8.6



Goals

Core Value: Extra Effort

- Improve individual parks printed schedule information.
- Implement 'Marketing 101' written guidelines for departments, units and parks.
- Develop a community input method for local parks to gather input from park visitors.

Core Value: Children First

- Create a marketing plan for teen initiatives.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
Reprographics # Job Orders	3,448	3,364	2,000	168%	3,198	2,667

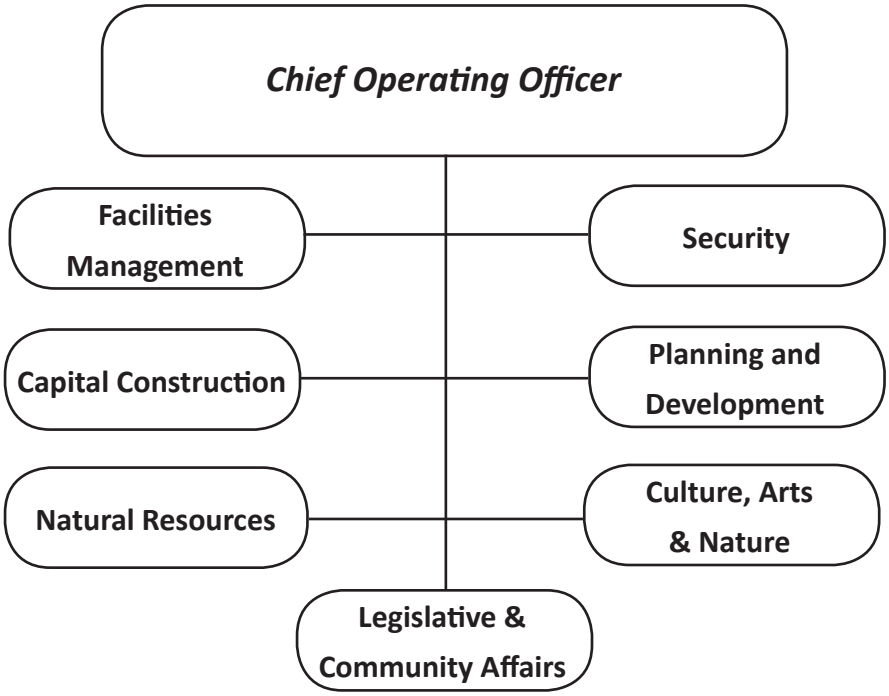
Accomplishments

Core Value: Extra Effort

- Successfully implemented a "Tuesday Takeover" campaign to use social media to highlight parks and park programs.
- Increased District outreach by attending resource fairs and community events with marketing information.
- Increased 'My Chi Parks' app dowloads to over 125,000.
- Created materials to support special events and programs, Summer Day Camp Heroes, Warrior Games, and GO' Series.
- Piloted individual park marketing by user groups.

Operations

The departments within Operations maintain and provide support to 8,772 acres of parkland and 597 parks. These departments include Facilities Management, Capital Construction, Planning and Development, Security, Legislative & Community Affairs, Department of Natural Resources and Culture, Arts, & Nature. They oversee the physical operations of all properties owned by the District, maintain landscaping, manage the planning and construction of new projects, and provide supportive services, including security, grounds and facility maintenance.



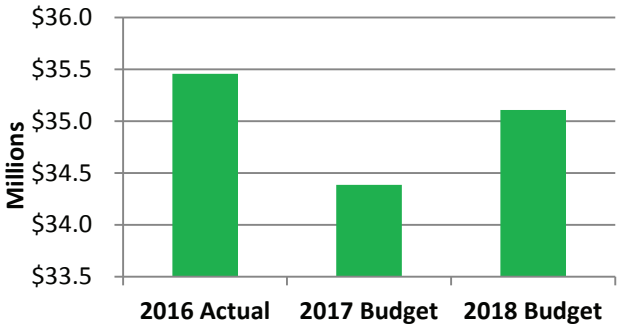
Department Budgets				
Department	**2016 Actual**	**2017 Budget**	**2018 Budget**	**% Change**
Facilities Management	$35,456,446	$34,385,921	$35,110,305	2.1%
Security	$6,367,445	$8,383,708	$8,471,352	1.0%
Capital Construction	$1,094,018	$1,124,322	$1,144,450	1.8%
Planning & Development	$90,510	$1,244,911	$1,253,750	0.7%
Natural Resources	$36,615,326	$34,775,990	$37,251,621	7.1%
Culture, Arts & Nature	$3,797,630	$3,524,243	$2,318,375	-34.2%
Legislative & Community Affairs	$404,339	$363,415	$369,723	1.7%
Total - Operations	**$83,825,714**	**$83,802,511**	**$85,919,576**	**2.5%**

Facilities Management

Overview

The Department of Facility Management operates and maintains over 590 parks, with over 250 staffed park facilities. The Department utilizes a skilled labor workforce to provide a wide variety of routine maintenance, repairs, renovation and capital projects throughout the District. The Department's goals include, but are not limited to: ensuring accessible and properly maintained parklands, facilities and equipment; maximizing the use of energy efficient technologies; improving responsiveness, productivity, and effectiveness in a fiscally responsible manner; and helping to reduce anticipated capital project expenses through the current maintenance workforce.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$26,030,705	$24,735,431	$25,530,430
Materials & Supplies	$1,940,405	$1,929,490	$2,774,875
Small Tools & Equipment	$175,493	$194,750	$240,000
Contractual Services	$7,309,843	$7,526,250	$ 6,565,000
Total	**$35,456,446**	**$34,385,921**	**$35,110,305**
Personnel FTE	284.9	285.0	285.0



Goals

Core Value: Built to Last

- Implement a playground maintenance and inspection program that will hold a playground equipment inventory and allow us to improve on our compliance with manufacturer recommendations.
- Continue to work with IDCEO on replacing dated equipment with more energy efficient equipment with a concentration on rebates.
- Establish a pilot project to inspect and maintain select roofs at various parks across the city in order to extend the useful life and reduce long-term maintenance and capital costs.

Core Value: Extra Effort

- Provide additional park staff access to the work order system for service requests in order to reduce the time it takes to address repairs.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
# Work orders completed	29,299	27,904	31,000	90%	29,463	24,969
% Complete	95%	98%	95%	103%	98%	96%
# Gallons of regular gas dispensed	223,368	225,624	200,000	113%	225,163	210,135
# Gallons of diesel gas dispensed	180,315	182,136	185,000	98%	179,918	178,709
# Gallons of alternative gas dispensed	22,431	21,778	45,000	48%	31,982	41,054

Accomplishments

Core Value: Built to Last

- Worked on approximately 80 Capital Projects with in-house Trades.

Core Value: Extra Effort

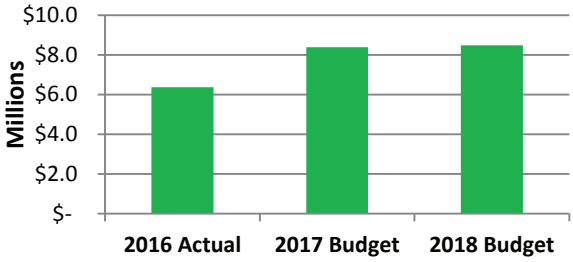
- Recovered $41,500 in claims from soft surface repairs using warranties on the equipment.
- Established a soft surface repair program to address smaller repairs early on and prevent larger restorations from occurring.
- Recovered $43,072 from IDCEO in rebate funds for energy efficient products installed in District facilities.

Security

Overview

The Department of Security ensures the safety and security of patrons, employees and facilities in Chicago's parks. The department ensures police services are delivered to park properties and advises District administration on law enforcement-related issues. In addition, the department coordinates security for events held on District property with the Chicago Police Department, Soldier Field management, Museums in the Park and the Office of Emergency Management and Communications.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$4,303,876	$4,176,230	$4,263,874
Materials & Supplies	$235	$7,353	$7,353
Contractual Services	$2,063,335	$4,200,125	$4,200,125
Total	**$6,367,445**	**$8,383,708**	**$8,471,352**
Personnel FTE	82.0	82.0	82.0



Goals

Core Value: Extra Effort

- Take the responsibility of Active Alarm contracts from the District's Specialty Trades department.
- Cross train security guards from patrol to work the 24 hour desk.
- Continue to build positive relationships with other city agencies to work better together.
- Aggressively enforce all Park District codes, rules and regulations.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
# of Security Checks Total	95,839	93,960	100,000	94%	89,905	99,640

Accomplishments

Core Value: Extra Effort

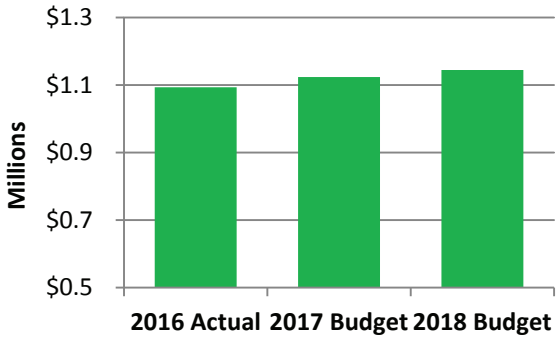
- Updated all security vehicles with the latest GPS equipment.
- Hired and trained 60 new security guards in 2017.
- Replaced and repositioned all security monitors at Northerly Island at no cost to the District.
- Continued the ongoing training of security guards on customer service.

Capital Construction

Overview

The Department of Capital Construction directs and manages the District's capital construction projects. These include the construction, restoration and/or rehabilitation, and development of the District's facilities, structures, landscapes, monuments, and infrastructure. Members of the department provide construction project management, design implementation, technical and professional support, and finance management. This department is also responsible for managing the District's Rapid Response program, and for issuing District permits to outside contractors.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$312	$1,099,530	$1,119,659
Materials & Supplies	$-	$5,390	$5,390
Small Tools & Equipment	$-	$200	$200
Contractual Services	$1,076,501	$19,202	$19,202
Other Expense	$17,204	$-	$-
Total	**$1,094,018**	**$1,124,322**	**$1,144,450**
Personnel FTE	14.0	13.0	13.0



Note: This department is budgeted under the Capital Project Administration Fund which appropriates expenses for employees contributing to the District's capital projects. The actual expenditures reflect zero due to the move of eligible expenses to bond funding.

Goals

Core Value: Built to Last

- Implement 2018 Capital Improvement Plan.
- Complete the renovation of 21 field houses with the assistance of PARC grant funding.
- Complete construction of the Lakefront Trail Separation project.
- Construct Gately Stadium and Williams field house.

Accomplishments

Core Value: Built to Last

- Implemented the 2017 Capital Improvement Plan.
- Completed the following Building on Burnham projects in 2017: Stone Park Expansion along the Chicago River, 31st St parking lot expansion, DuSable event plaza, Montrose Artificial Turf Field, Stars and Stripes Artificial Turf Field.
- Other major capital construction projects completed in 2017 include: Humboldt Park batting cages, Kennedy Park hockey roller rink, 6 new playgrounds, 2 outdoor fitness stations, 6 ballfield improvements, 17 tennis court rehabilitations and 2 court conversions.

Core Value: Extra Effort

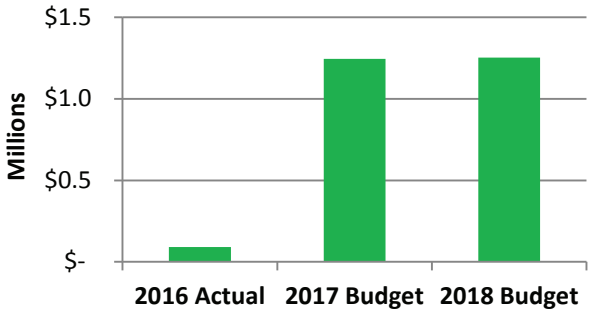
- Updated the Capital Procedures Manual for training and educating staff.

Planning and Development

Overview

The Department of Planning and Development plans and manages the District's Capital Improvement Program. As part of this process, the department manages land acquisitions, conducts inventory and historic analysis, designates landmarks, establishes design standards for parks, produces initial development plans and design documents, reviews landscape and architectural plans for park land and facilities, performs research and policy analysis, writes grants, and works with other park departments, community groups, and city agencies to determine the location, scope, and design of parks.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$87,182	$1,214,994	$1,223,833
Materials & Supplies	$-	$10,290	$10,290
Small Tools & Equipment	$-	$900	$900
Contractual Services	$3,328	$18,727	$18,727
Total	**$90,510**	**$1,244,911**	**$1,253,750**
Personnel FTE	16.5	17.5	17.5



Note: This department is budgeted under the Capital Project Administration Fund which appropriates expenses for employees contributing to the District's capital projects. The actual expenditures reflect zero due to the move of eligible expenses to bond funding.

Goals

Core Value: Children First

- Complete the assessment and recommendations for Chicago Plays! 2.0.

Core Value: Built to Last

- Move closer to achieving the open space goal of having Chicago residents within a 1/2 mile or ten-minute walk from a park.
- Coordinate the 2018 Capital Improvement Plan
- Complete the South Lakefront Framework Plan

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
# Access Permits Issued	90	90	90	100%	94	91

Accomplishments

Core Value: Built to Last

- Redesigned the lakefront trail to accommodate multiple users on two separate trails.
- Coordinated the 2017 Capital Improvement Plan.
- Completed the first official systematic Master Plan, an overall plan that includes the District's past and present data and future endeavors. The Master Plan includes recommendations, the Distirct's Strategic Plan, the comprehensive Land Acquisition Plan, a brief history, community engagement efforts, budget, facility and programming data, park profiles and demographic information created by in-house staff.

Core Value: Extra Effort

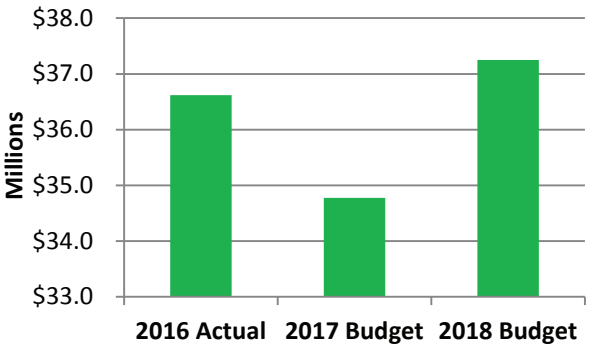
- Created the Planning Procedures Manual for the training and educating staff.

Natural Resources

Overview

The Department of Cultural and Natural Resources (DCNR) is responsible for maintaining and managing the district's 8,815 acres of land, including 2 world-class conservatories, 25 acres of floral gardens citywide, 1,000 turf-based athletic fields, 55 artificial turf fields, more than 500 soft-surfaced playgrounds, an urban forest of 250,000 trees, 31 public beaches, more than 500 acres classified as nature areas, and 25 lagoons and natural water features. DCNR administers and manages the district's contracts for trash removal and recycling, enhanced landscape maintenance for 20 miles of landscaped medians, elevated care and maintenance for the Museum Campus and Grant Park, as well as the district's holiday lighting and holiday tree recycling programs. The Outdoor and Environmental Education Unit strives to cultivate environmental awareness and appreciation by offering a wide range of nature-based programs.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$23,919,989	$22,478,980	$24,077,188
Materials & Supplies	$1,119,334	$1,193,900	$1,367,317
Small Tools & Equipment	$176,837	$215,000	$215,000
Contractual Services	$11,103,018	$10,581,610	$11,285,616
Program Expense	$296,148	$306,500	$306,500
Total	**$36,615,326**	**$34,775,990**	**$37,251,621**
Personnel FTE	485.2	485.0	509.1



Goals

Core Value: Built to Last

- EAB Response Program & Reforestation Initiative - Conclude the 5-year Emerald Ash Borer (EAB) response program by completing the removal of all ash trees district-wide; continue timely removal of dead, dying or damaged trees, and continue aggressive reforestation efforts to replace all trees removed.

Core Value: Extra Effort

- Grant Funding - Maintain or expand the existing level of grant support for department operations.
- Art in the Parks - Continue to serve as a catalyst for public art initiatives by increasing partnerships to facilitate diverse and varied art offerings. Increase activation and exhibitions of public art and related programming on the 606 Trail; initiate outdoor public art activation and programming in Maggie Daley Park, and continue activation events with the artists and CBOs at each of the 5 gathering spaces in the Burnham Wildlife Corridor. Facilitate community-based public art initiatives in neighborhood parks; increase opportunities for park patrons for public art encounters and guided discussion related to art. Continue art partnerships and curation in offering free international art at park sites.
- 2020 Plan / Building on Burnham - Continue to work toward the Building on Burnham goals, adding an additional 100-115 acres of natural area to our inventory and incorporating over 300 acres of recently restored land under Park District maintenance programs. Continue to build on the efforts of the Outdoor and Environmental Education unit and increase opportunities for community engagement and programming within the natural areas. The increase in natural areas and Nature Play will create job opportunities for young adults previously working with Student Conservation Association and the Emmerson Collective.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
Tree Planting & Forestry						
# Trees Planted	3,500	3,500	3,500	100%	3,677	3,316
# Trees Pruned	12,250	12,250	8,000	153%	9,958	10,119
# Trees Removed	3,500	3,500	4,700	74%	3,839	3,272
# DBH Removals	40,000	40,000	55,000	73%	42,574	31,888
# Stumps Removed	3,500	3,500	4,700	74%	2,986	2,717
Nature Areas						
# Acres added to Nature Areas	98	55	67	82%	154	1
# New Nature Areas Developed	3	0	3	0%	1	1
# Nature Areas Volunteers	11,000	7,500	1,000	750%	8,168	5,417
# Hours Worked by Nature Areas Volunteers	37,000	30,000	35,000	86%	33,173	17,245
Landscape Operations						
# Acres Cleaned	1,420,000	1,422,702	1,300,000	109%	1,418,160	1,304,432
# Acres Mowed/Trimmed	130,000	130,000	165,000	79%	127,556	145,729
Trash Removal & Waste Recycling						
Herbaceous Waste Recycled (cubic yards)	2,700	2,600	2,600	100%	2490.00	2,610
# Recycling Tonnage (in-house/Lakefront)	900	850	850	100%	843	787
# Recycling Tonnage (contract)	1,000	1,000	1,000	100%	724	905
# Reg Waste Tonnage (in-house/Lakefront)	2,000	2,000	2,000	100%	1,659	2,312
# Reg Waste Tonnage (contract)	7,000	7,000	7,000	100%	6,496	7,104
Total Waste Tonnage (Reg and Recycling)	13,600	13,450	10,850	124%	12,212	11,108
% of Total Waste Recycled	33.82%	33.93%	17.05%	199%	33%	10%
Green Initiatives						
% of Beaches Open w/no Water Quality restrictions	91.00%	89.58%	92.00%	97%	95.38%	95.13%
Total # of Swim Bans/Advisories Issued based on water quality	244	274	221	124%	129	231
# KwH Used	112,345,476	111,233,145	114,500,000	97%	110,350,301	96,316,623
# Therms used	8,822,839	8,735,484	8,000,000	109%	6,617,427	6,569,268
# Hours Usage of IGO/Zip Car Vehicle Usage	3,000	3,500	3,500	100%	2,912	3,142
# Hours Usage Bike Sharing	2,000	2,000	2,000	100%	1,944	1,974

Accomplishments

Core Value: Built to Last

- EAB Response Program & Reforestation Initiative - Completed the 4th year of an aggressive 5-year Emerald Ash Borer (EAB) response program that included the removal of more than 2,000 EAB infested Ash trees, and removed an additional 1,500 dead, dying or damaged trees in 140 parks. Planted more than 3,500 shade trees, replacing all removed trees on a one-for-one basis.

Core Value: Extra Effort

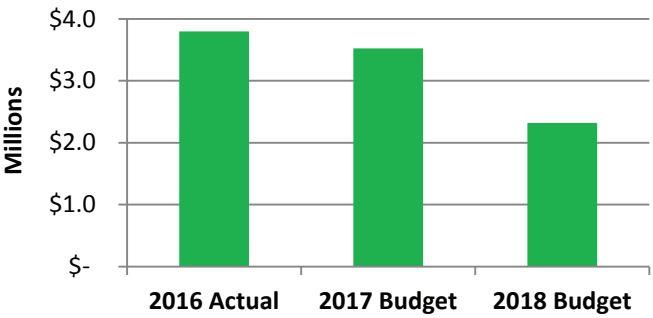
- Grant Funding - Secured nearly $2,000,000 in new grant funding, bringing total grant funding administered in support of departmental operations to more than $5,370,000; secured $1,000,000 in funding for the rehabilitation of the Elizabeth Morse Genius Children's Garden at Garfield Park Conservatory.
- Art in the Parks - Continued to bring the arts to Chicago's diverse neighborhoods with the placement of 45 monumental sculptures and 10 additional tree carving projects. Continued the activation of arts programming citywide, including three major public art pieces on the 606 Trail, 8 neighborhood-based projects in partnership with the DCASE 2017 Year of Public Art Initiative, 6 artist's talks throughout the city and 5 public art activation events at the Burnham Wildlife Corridor Gathering Spaces sites.
- 2020 Plan / Building on Burnham - In his Building on Burnham vision for the future of Chicago's parks, Mayor Emanuel set a goal of increasing natural areas to 2020 acres by the year 2020. In 2017, we added 38 acres to our natural areas inventory, increasing the total acreage to 1,648. We secured outside funding to create another 73 acres at the start of 2018. We are simultaneously providing new and increased opportunities for Chicagoans to engage in nature, increasing volunteer stewardship hours by over 13,500 (up 98% YTD) and starting the process to add 15 new Nature Play spaces across the district, providing unique play opportunities for Chicago's youth to engage in nature in their neighborhood park.

Culture, Arts and Nature

Overview

If you have ever watched a Movie in a Park, participated in creative placemaking around our 15 cultural centers, or attended Toddler, Tunes and Turtles, you have been a part of Culture, Arts and Nature (CAN). Providing quality culture, arts and nature programs across the city, our work brings arts and nature partners together to build community by activating parks and natural areas. From Kidsmobile to Arts Partners in Residence, CAN envisions parks as vital spaces that encourage all Chicagoans to explore the arts and their power to enhance quality of life, neighborhood development and community dialogue. As part of the District's cultural committee, we spearhead Night Out in the Parks- co-producing over 1,200 events citywide, with 130 partners, employing over 1,500 Chicago based artists/organizations featuring events in each of Chicago's 77 Community Areas and all 50 Wards. CAN invites you to our parks to gather, reflect, learn together and play.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$2,147,042	$2,090,186	$1,054,637
Materials & Supplies	$124,117	$87,688	$26,468
Contractual Services	$1,502,589	$1,346,369	$1,237,270
Program Expense	$23,882	$-	$-
Total	**$3,797,630**	**$3,524,243**	**$2,318,375**
Personnel FTE	41.9	42.6	22.4



Note: Effective with the 2018 budget, the Outdoor and Environmental Education (OEE) Unit is reflected under the Department of Natural Resources, rather than Culture, Arts and Nature.

Goals

Core Value: Children First

- Pilot Inferno Sound Re:Creation in Fall 2017 & Spring 2018. Sound artists will lead park staff and youth through multimedia trainings with Inferno's inventory of gear. After inferno training, park staff (instructors and rec leaders) will lead their own activities year-round with kids and other park patrons. Using Inferno's equipment as part of a districtwide media loaning program, this kind of growth will enable parks to develop in-house media documentation and local community journalism for teens and communities. Sound Re:Creation offers another strong tool for civic engagement by equipping local citizens with skills and access to resources to document their communities in parks and neighborhoods.

Core Value: Best Deal in Town

- TRACE will publish a "Community Cookbook" highlighting the Englewood community as part of Spring 2018 programming. We will continue to work toward identifying a Central Region hub for the next TRACE location, aiming to pilot the program by fall 2018. We will increase the online profile of TRACE to reach more youth city-wide and work toward establishing a TRACE scholarship fund to support emerging arts activists.

Core Value: Built to Last

- Continue to roll out the Re:Center cultural stewardship and civic engagement training program at 9 remaining Cultural Centers that have not yet been engaged in the process. By 2020, we aim to build a strong and cohesive network of all the park Cultural Centers, trained in cultural organizing and stewardship skills, to benefit our parks and communities. In 2018, we will continue to produce our annual reports documenting the initiative, refine our stewardship training materials, and seek additional platforms to share the resources and the work through presentations, workshops, and projects.

Core Value: Extra Effort

- Work with community members and regional park staff to continue to program and highlight cultural events in neighborhood parks through Night Out in the Parks . Launch a comprehensive evaluation of Night Out in the Parks by gathering tailored feedback from partners, park staff and patrons in order to sustain and improve the program. Data collection and the Night Out Annual Report will continue to support long term funding of the program.

Performance Data

		2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
Special Events Unit							
Performances in the Parks		400	523	300	174%	546	509
Performances in the Parks attendance		80,000	74,072	45,000	165%	102,673	94,195
Movies in the Parks movies		200	186	200	93%	203	200
Movies in the Parks attendance		45,000	52,243	45,000	116%	47,568	46,748
Theater on the Lake performances		20	44	40	110%	47	49
Theater on the Lake attendance		3,000	1,912	1500	127%	1,520	1,825
Grant Park Music Festival concerts		100	115	100	115%	108	128
Grant Park Music Festival attendance		300,000	290,680	N/A	N/A	N/A	N/A
Arts & Culture Unit							
Cultural Center & park programming (facilitated by ACU)	# of classes	250	262	150	175%	145	300
	# of events	15	8	15	53%	10	75
	# of field trips	15	16	15	107%	11	N/A
	# of contact hours	9,000	12,291	3,500	351%	3,346	N/A
	# of instructors	15	46	15	307%	35	N/A
	attendance	5,000	6,296	4,000	157%	4,093	11,023
	# of cultural partners	10	17	10	170%	N/A	N/A
ReCenter Cultural Stewardship program	# of events	35	40	30	133%	N/A	N/A
	attendance	1,500	384	1,076	36%	N/A	N/A
	# of partners	25	29	25	116%	N/A	N/A
	# of contact hours	566	360	566	64%	N/A	N/A
Arts Partners in Residence program	# of partners	31	248	31	800%	30	32
	# of contact hours	6,000	4,000	6,000	67%	3,500	5,520
	attendance	7,500	5,000	7,500	67%	4,375	8,120
Professional development for cultural staff	# of trainings offered	14	6	14	43%	7	9
	# of contact hours	420	122	420	29%	1,533	3,564
	# of participants	150	59	150	39%	73	132
Arts XIII	attendance	750	804	700	115%	2,815	2,401
	# of programs	34	21	12	175%	128	50
	# of cultural partners	30	24	10	240%	N/A	N/A
	# of contact hours	7,500	8,120	3,312	245%	3,526	10,550
Kidsmobile/Creative play programming	# of playlots	18	18	18	100%	18	18
	attendance	1,500	1,398	1,500	93%	2,815	2,401
	# of contact hours	3,000	2,871	3,000	96%	3,526	10,550
TRACE	# of events	80	62	75	83%	10	20
	attendance	2,030	1,577	2,030	78%	2,009	1,713
	# programs	8	6	5	120%	10	19
	# contact hours	3,500	4,963	2,800	177%	3,052	6,594
Inferno Mobile Recording Studio	# of events	106	97	106	92%	128	50
	# of workshops	98	N/A	N/A	N/A	N/A	N/A
	# of special events	8	N/A	N/A	N/A	N/A	N/A
	attendance	2,000	2,411	1,598	151%	2,815	2,401
	# of contact hours	3,800	4,800	2,800	171%	3,526	10,550
	# of parks served	70	68	69	99%	N/A	N/A
	# of partners	18	N/A	N/A	N/A	N/A	N/A
	# of online plays	6,000	N/A	N/A	N/A	N/A	N/A
	# of media docs	120	142	120	118%	N/A	N/A

		2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
Nature Education Unit							
North Park Village Nature Center	# Field Trips	200	146	200	73%	130	218
	Field Trip Attendance	10,000	6,876	10,000	69%	7,500	12,012
	# Programs & Festivals	175	160	175	91%	125	300
	Pgm & Fest Attendance	10,000	5,508	10,000	55%	7,200	15,413
	# Volunteers	2,000	1,717	2,000	86%	1,500	3,100
	Volunteer Hours	10,000	6,566	10,000	66%	6,000	10,443
Northerly Island	# Field Trips	60	53	50	106%	27	42
	Field Trip Attendance	3,000	2,383	3,000	79%	4,229	4,819
	# Programs & Festivals	100	74	174	43%	49	87
	Pgm & Fest Attendance	15,000	12,758	15,000	85%	5,885	11,125
	# Camping/Advent Rec	12	12	20	60%	12	N/A
	Camp/Adv Rec Attend	1,000	485	1,000	49%	480	N/A
	Archery programs	250	89	250	36%	193	N/A
	Archery attendance	3,000	1,246	3,000	42%	2,770	N/A
Nature Oasis	# Family Pgms & Events	150	136	150	91%	149	209
	Family Pgm/Ev Attend	10,000	9,000	10,000	90%	9,000	11,315
Fishing	# Fishing Pgms/Events	200	231	200	116%	178	263
	Fish Pgm/Event Attend	10,000	8,663	10,000	87%	8,800	9,886
Harvest Garden	# Garden Pgms/Events	180	173	180	96%	152	215
	Garden Pgm/Ev Attend	2,300	2,439	2,250	108%	2,917	2,888

Accomplishments

Core Value: Children First

- In its 5th year, Night Out in the Parks featured over 1,200 cultural events citywide. The Program Committee launched an electronic Call For Proposals and received over 250 proposals from Chicago based artists and organizations. We awarded more than 130 partners with Night Out in the Parks funding and employed over 1,500 Chicago based artists/organizations. Additionally, we expanded Night Out in the Parks Partner Orientation for 2017 partners, focusing on community outreach and presenting cultural events within parks.
- Youth Arts programming developed an evaluation framework to measure how young people build their capacities for cultural stewardship, civic engagement, and community safety in the parks. Stories, photographs, video, and audio interviews were captured from teaching artists, counselors, young people, and support staff to document the engagement of young people in youth arts programming. The KidsMobile program grew in its capacity to engage youth and families, serving over 1,500 youth at 18 unstaffed playlots as well as in honing in on its curricular framework to engage young people in developing their understanding of community-building, social justice issues, and art as a means to connect in their own home playlots and neighborhoods.
- The Outdoor and Environmental Unit and the City of Chicago worked together to program the downtown Riverwalk at The Jetty. Between Wacker and Wells, summer day camp groups visited this location for a Nature Oasis field trip. Campers enjoyed fishing and Nature Oasis environmental education activities- many who had never visited the Chicago River before! This opportunity was extended to the general public weekdays and Saturdays. The high level of logistics and intergovernmental coordination and cooperation ensured successful activation of a dense, highly populated, urban river front space where over 1,000 children and families safely engaged in a unique experience.

Core Value: Best Deal in Town

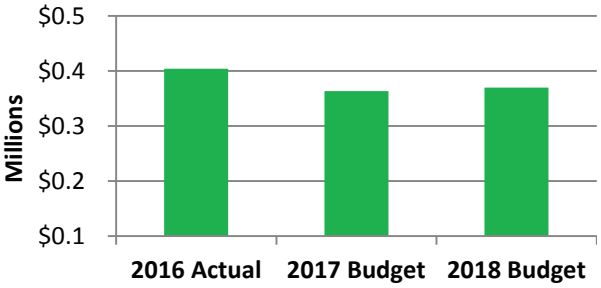
- The Arts & Culture Unit (ACU) received a $150,000 matching grant from the National Endowment for the Arts' Our Town program to fund The Re:Center Project: Cultivating Cultural Stewardship in Chicago's parks. Re:Center integrates hands on learning to empower community members, artists and park staff to come together as active planners and cultural programmers to enhance neighborhood public space. The NEA grant will fund the project through July 2019 and support implementation in 9 Cultural Centers across Chicago's North, West, and South sides.

Legislative & Community Affairs

Overview

The Department of Legislative & Community Affairs (LCA) is the central community liaison for the Park District. The LCA works closely with governmental bodies and communities as well as within the Chicago Park District to facilitate effective working relationships. At the state level, the LCA team manages legislative matters introduced in Springfield that impact the Chicago Park District. We work with legislators, staff, state officials, the Mayor's Office of Intergovernmental Affairs, and the Park District's contract lobbyists to see that any legislation that effects the Park District is monitored. At the city level, the LCA team interacts with aldermen to address park issues within their ward. This is accomplished by attending City Council meetings, committee meetings, and meetings by request with aldermen. The LCA team also introduces and tracks any Park District projects that require City Council approval. LCA is also responsible for working with the community to create Park Advisory Councils known as PAC's. This involves organizing and attending PAC meetings, overseeing member elections, assisting in the creation of bylaws, and assisting in fund raising efforts. The LCA team is also responsible for organizing the annual Park Advisory Council Appreciation Day, which recognizes and rewards PAC members for their hard work and dedication to their parks. LCA is responsible for overseeing and maintaining the Volunteer in the Parks (VIP) program, the community relations phone line, and responding to inquires made through the park district's web-site (Webmin). LCA also manages the DFA process and corporate volunteers. LCA also works with each administrative department and park region to develop their federal and state agendas. LCA is represented on the Park Enhancement Committee, which reviews and inspects requests for new park features and improvements and submits recommendations to the General Superintendent for approval. Lastly, LCA monitors and coordinates numerous donations and contributions from elected officials, advisory councils, and community groups.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$401,012	$352,279	$358,723
Materials & Supplies	$351	$300	$250
Contractual Services	$2,976	$2,836	$3,250
Program Expense	$-	$8,000	$7,500
Total	**$404,339**	**$363,415**	**$369,723**
Personnel FTE	5.0	5.0	5.0



Goals

Core Value: Extra Effort

- Hold another successful PAC training event in March 2018 and PAC volunteer event in the fall.
- Continue to monitor state legislation and local ordinances that affect the District.
- Streamline volunteer applications into an online process.
- Continue to effectively work with PACs and elected officials to aid them in solving issues in their parks.
- Look beyond PACs as part of the District's community initiative. Build a database of other community stakeholders such as religious organizations, chambers of commerce, local school councils, etc.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
Volunteers	1,113	1,060	1,300	82%	1,247	1,095

Accomplishments

Core Value: Built to Last

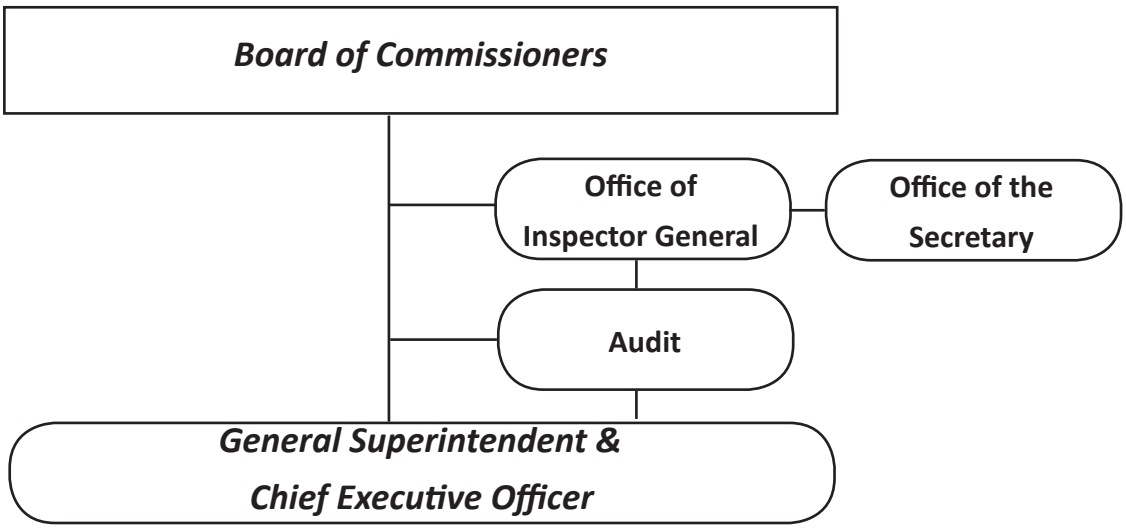
- Helped plan over 20 ribbon cuttings and ground breaking ceremonies. Ensured crowd was properly engaged and that appropriate elected and community officials were informed, involved and in attendance.

Core Value: Extra Effort

- Held a successful PAC training seminar and a Volunteer Appreciation Event in 2017 with over 400 attendees for each.
- Managed the District's corporate volunteer program, where major corporations logged over 8,000 hours of volunteer work and community service. Received donations totaling $5,000 from corporate partners.
- Maintained constant communication with Aldermen, attended City Council and Committee meetings, tracked ordinances that affect the District and introduced projects that may require City Council approval.

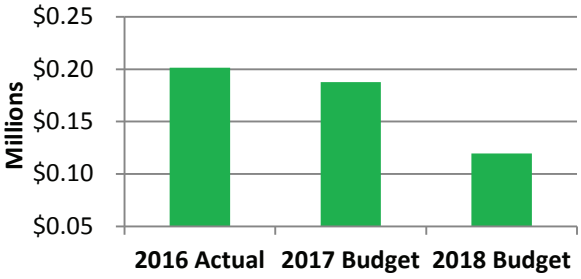
Executive Office

Departments within the Executive Office are responsible for the overall management and direction of the District. These departments include Board of Commissioners, General Superintendent, and the Office of the Secretary.

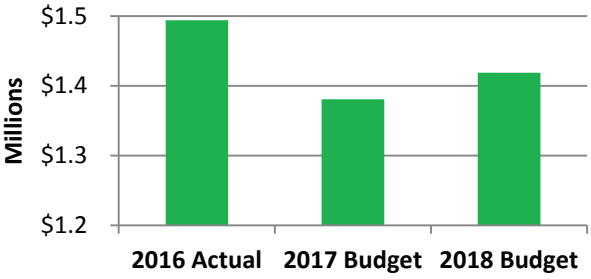


Department Budgets				
Department	**2016 Actual**	**2017 Budget**	**2018 Budget**	**% Change**
Board of Commissioners	$201,525	$187,600	$119,524	-36.3%
General Superintendent	$1,494,108	$1,380,639	$1,418,699	2.8%
Audit	$257,397	$267,671	$266,224	-0.5%
Office of Inspector General	$307,930	$345,764	$357,956	3.5%
Office of the Secretary	$107,514	$119,022	$121,642	2.2%
Total - Executive Office	**$2,368,474**	**$2,300,696**	**$2,284,045**	**-0.7%**

Department Expenditures - Board of Commissioners			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$200,734	$181,125	$113,539
Materials & Supplies	$-	$910	$800
Contractual Services	$791	$5,565	$5,185
Total	**$201,525**	**$187,600**	**$119,524**
Personnel FTE	2.0	2.0	1.0



Department Expenditures- General Superintendent & Chiefs Office			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$1,468,704	$1,342,139	$1,383,999
Materials & Supplies	$2,199	$3,500	$2,500
Contractual Services	$23,206	$35,000	$32,200
Total	**$1,494,108**	**$1,380,639**	**$1,418,699**
Personnel FTE	12.6	12.0	13.0

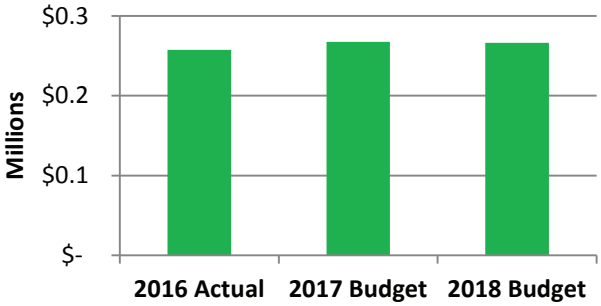


Audit

Overview

The Department of Audit conducts internal audits to assess the integrity of financial reporting systems, the effectiveness of internal controls, and the efficiency of established procedures, in order to help departments increase efficiency, effectiveness, transparency, and accountability. The Director of Audit reports to the Audit Management Committee, which makes recommendations to the Committee on Administration of the Board of Commissioners. The Audit Management Committee includes the Board President, a Board Commissioner, the General Superintendent, the Chief Financial Officer, the General Counsel, the Comptroller, and the Director of Human Resources.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$220,671	$238,636	$242,889
Materials & Supplies	$-	$2,000	$1,800
Small Tools & Equipment	$-	$-	$-
Contractual Services	$36,726	$27,035	$21,535
Total	**$257,397**	**$267,671**	**$266,224**
Personnel FTE	3.0	3.0	3.0



Goals

Core Value: Extra Effort

- Provide independent and objective information and recommendations to District management to improve performance and accountability.
- Use audit resources efficiently to provide optimum service levels.
- Support Board initiatives to insure good stewardship for the District.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
# of audit projects completed	18	14	18	78%	12	11
% of audit recommendations management agrees to implement	95%	100%	95%	105%	100%	100%
Audit Management Committee satisfaction with audit services	3	3	3	100%	3	3

Accomplishments

Core Value: Extra Effort

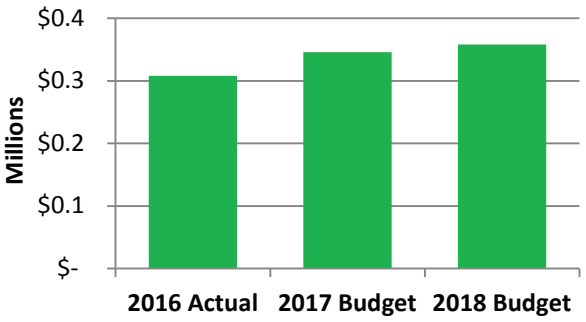
- Assured contract compliance for multiple vendors providing services to the District.
- Assessed multiple District processes and recommended improvements to improve efficiency and reduce exposure to risk.
- Assured internal compliance for multiple District processes.
- Supported the Board of Commissioners through completing requested projects.

Office of Inspector General

Overview

The Office of Inspector General is an independent oversight office at the Chicago Park District. The Board of Commissioners created the Office in 2012 in order to have a full-time program of investigations and reviews to provide increased accountability and oversight of the District's operations. The mission of the OIG is to investigate allegations of fraud, waste, abuse and misconduct pertaining to employees and officers, board members, contractsors subcontractors vendors, agents, and volunteers.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$305,791	$331,012	$337,306
Materials & Supplies	$62	$3,402	$3,400
Small Tools & Equipment	$338	$-	$-
Contractual Services	$1,739	$11,350	$17,250
Total	**$307,930**	**$345,764**	**$357,956**
Personnel FTE	4.6	4.3	4.3



Goals

Core Value: Extra Effort

- Continue to investigate alleged misconduct of employees and vendors.
- Through the use of new case management software, strengthen reporting ability and identify trends and problem areas.
- Increase monitoring and auditing of compliance with the Employment Plan.
- Continue to audit and review the efficiency and compliance of all aspects of the District's operations.

Accomplishments

Core Value: Extra Effort

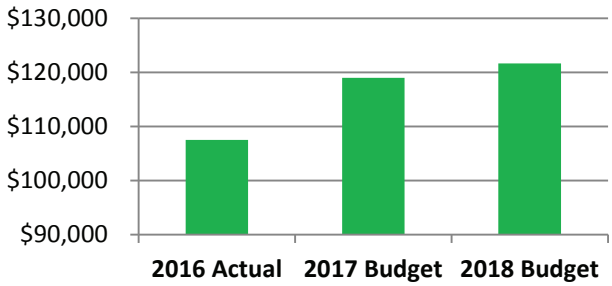
- Successfully completed investigations of employees who violated Park District employee rules and other ordinances.
- Launched investigations and audits targeting issues with the District's vendors/contractors and prospective vendors/ contractors.
- Monitored the District's compliance with the Employment Plan.
- Conducted audits and reviews to promote efficiency and eliminate wastefulness.

Office of the Secretary

Overview

The Office of the Secretary is responsible for the maintenance and custody of the records of the organization as required by law. These records include, but are not limited to, ownership documents of all real properties and personal property owned by the Chicago Park District (e.g., deeds, bills of sale, certificates of title and other evidence of ownership), founding documents, (e.g., Board letters, General Superintendent letters, agreements), lists of directors, board and committee meeting minutes, financial reports, and other official records. In addition to this, the Office also ensures that accurate and sufficient documentation exists to meet legal requirements, and enables authorized persons to determine when, how, and by whom the board's business was conducted. To fulfill these responsibilities, and subject to the organization's bylaws and or Code, the Secretary records minutes of meetings, ensures their accuracy and availability, maintains membership records, fulfills any other requirements of a Director and Officer, and performs other duties as the need arises and/or as defined in the Code of the Chicago Park District.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$98,878	$108,191	$110,817
Materials & Supplies	$839	$900	$895
Contractual Services	$7,797	$9,932	$9,930
Total	**$107,514**	**$119,022**	**$121,642**
Personnel FTE	1.8	2.0	2.0



Goals

Core Value: Extra Effort

- Continue to add archival board letters to the legislative portal.
- Continue to add documents to our in-house content management system making document searches easier for internal staff.
- Continue to work on development of new look for the Chicago Park District Code.
- Continue to update Board of Commissioners page with new photos of honorees and CPD Acknowledments with the Superintendent and the board.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
# of Proposed items brought before the Board	95.5	77	95.5	81%	96	123
# of items adopted by the Board	70	56	70	80%	81	109
# of Items received and Filed by the Board	7	11	7	157%	12	9
# for Discussion/Information Only (including Public Hearings and Presentations)	11.25	16	11.25	142%	6	7
# of Items Deferred & Published	0.5	0	0.5	0%	2	0

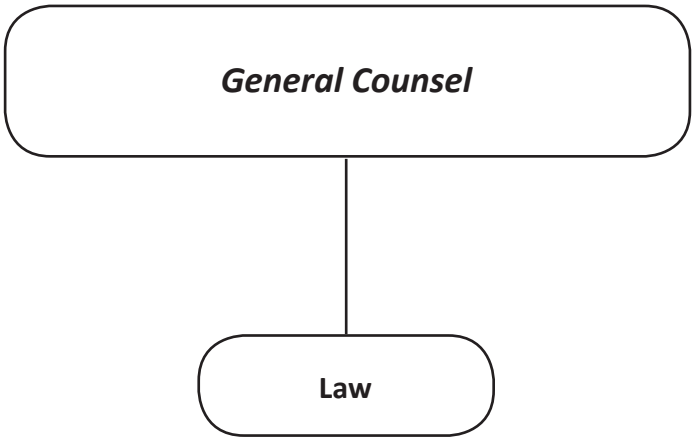
Accomplishments

Core Value: Extra Effort

- Continued to oversee legislative portal and information made available.
- Continued to add documents to in-house portal making documents more accessible to internal staff.
- Continued to ensure document management and efficiencies.
- Researched development of new look for CPD Code.

Legal

The General Counsel is responsible for the effective implementation of policies approved by the Board of Commissioners.



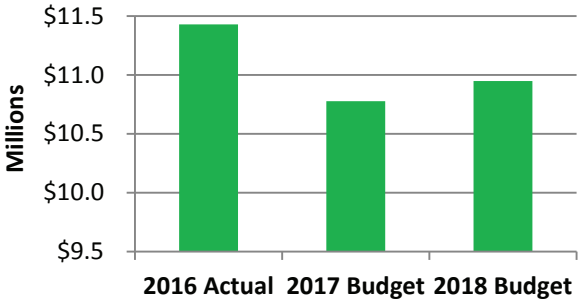
Department Budgets				
Department	**2016 Actual**	**2017 Budget**	**2018 Budget**	**% Change**
Law	$11,431,222	$10,777,897	$10,950,263	1.6%
Total - Legal	**$11,431,222**	**$10,777,897**	**$10,950,263**	**1.6%**

Law

Overview

The Law Department represents the District on all legal, regulatory and contractual matters. Areas overseen by this department include the management of personal injury and property damage claims filed against the District, claims filed pursuant to the Worker's Compensation Act, environmental litigation, tax matters, labor relations, municipal corporate matters, intergovernmental agreements, land use and acquisitions, Constitutional First Amendment Issues and supervision of municipal bond transactions.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$5,369,414	$5,369,197	$5,339,068
Materials & Supplies	$10,172	$14,500	$9,650
Contractual Services	$4,438,978	$4,394,200	$4,601,545
Other Expense	$1,612,659	$1,000,000	$1,000,000
Total	**$11,431,222**	**$10,777,897**	**$10,950,263**
Personnel FTE	22.9	23.6	22.0



Goals

Core Value: Built to Last

- Work together with HR to develop a robust EEO compliance training program; provide extensive supervisor training to prevent discrimination and reduce liability exposure.
- Pursue opportunities to file amicus briefs on behalf of other municipalities and park districts in order to strengthen our immunities and better defend our position in litigation.

Core Value: Extra Effort

- Implement advanced trial technology materials and training to enhance efficiency and productivity and better balance caseloads and attorney schedules.
- Reduce the number of cases and expenses associated with outside counsel by shortening timelines between case filing to conclusion.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
Avg Cycle Time in Days Per Case (# Days)	473	526	375	140%	441	344
# Cases Sent to Outside Counsel	20	25	50	50%	45	130
% Ethics Compliance	100%	100%	100%	100%	100%	100%
# Active/Pending Litigation Matters	50	45	100	45%	41	84
# Closed/Completed Litigation Matters	35	30	60	50%	30	47
# Workman's Comp Cases Active/Pending	85	92	110	84%	100	100
# Workman's Comp Cases Closed/Completed	100	114	100	114%	120	204
# Park Patron Incidents	2,500	2,440	1,800	136%	3,012	2,487
# Total Employees Returned to Work from DD	40	40	20	200%	16	31

Accomplishments

Core Value: Best Deal in Town

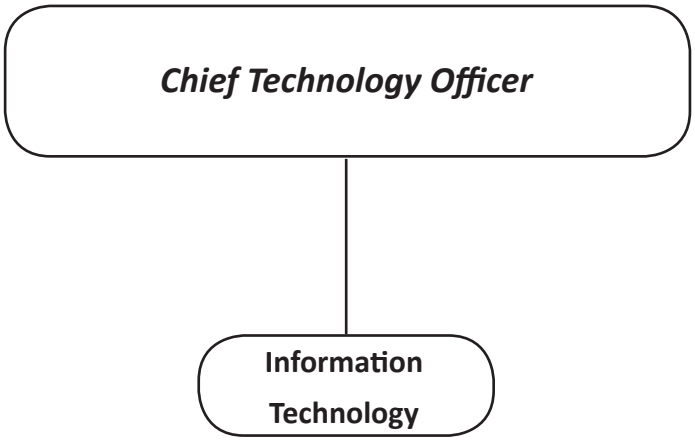
- Reduced the number of cases associated with outside counsel, taking more work in-house than ever before.
- Reduced reliance on paper and paper related expenses by instituting a new electronic filing system, transferred new and legacy case documents into digital format.

Core Value: Extra Effort

- Increased outreach efforts to expand volunteer attorney and legal extern programs, reducing outside counsel expenses and providing meaningful professional experience.
- Increased by 30% Automated External Defibrillator (AED) equipment and training in the District to significantly reduce sudden cardiac arrest risk to employees and park patrons.

Technology

The Chief Technology Officer is responsible for technological support and the effective implementation and maintenance of all technology utilized by the Chicago Park District.



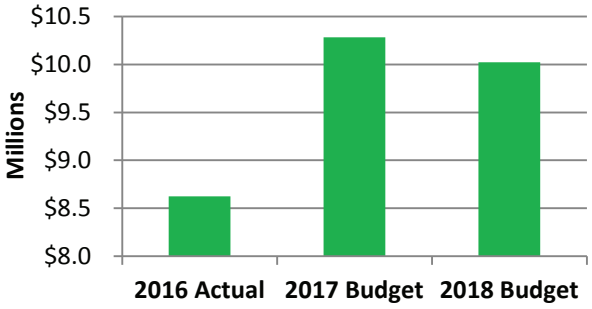
Department Budgets				
Department	**2016 Actual**	**2017 Budget**	**2018 Budget**	**% Change**
Information Technology	$8,624,113	$10,283,108	$10,023,794	-2.5%
Total - Technology	**$8,624,113**	**$10,283,108**	**$10,023,794**	**-2.5%**

Information Technology

Overview

The Information Technology Department develops, implements and maintains all technology utilized by the Chicago Park District. This includes hardware and software applications for enterprise-wide computer systems, desktop and network equipment, telephony systems and the public web site. A multi-year technology plan developed by the department and reviewed by the most senior executives guides the selection of projects and their relative priority to best leverage technology by the District. Responsibilities for managing the IT project portfolio includes maintaining record of and ensuring timely completion of all projects as well as evaluating results and quarterly reporting.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$457,079	$412,659	$711,220
Materials & Supplies	$1,203	$1,300	$2,800
Small Tools & Equipment	$13,265	$14,500	$17,939
Contractual Services	$8,152,567	$9,854,649	$9,291,835
Total	**$8,624,113**	**$10,283,108**	**$10,023,794**
Personnel FTE	5.0	5.0	9.0



Goals

Core Value: Best Deal in Town

- Reduce telecom expenditures by establishing and enforcing device entitlement policies which better align with business needs in order to "right-size" telecom asset distribution and reduce service provider costs; improving inventorying processes and tools to effectively track, manage, and report on telecom assets and services; executing a comprehensive utilization audit to deactivate non-used telecom services; and transferring active land lines to lower-cost VoIP solution providers.

Core Value: Built to Last

- Expand public internet access and add a revenue generating model to the District by adding public wi-fi access to 100 parks across the city via service provider partnerships and advertising opportunities.
- Reduce the District's data center footprint, lower total cost of ownership, improve security, and implement a Disaster Recovery solution by migrating the District's email, file storage, intranet, and business applications to hosted data center and subscription-based products (i.e., "the cloud").

Core Value: Extra Effort

- Streamline the seasonal hiring process and reduce related administrative overhead costs by implementing recruitment software fully integrated with the District's existing Payroll and HRMS systems.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
# Parks Connectivity Upgraded	80	59	50	118%	48	40
# Unisys Tickets Opened	4,434	4,548	3,200	142%	4,918	4,719
% Unisys Tickets Completed	94%	94%	100%	94%	96%	96%
Response Rate on Surveys	10%	13%	15%	87%	9%	10%
% of Surveys Satisfied or Very Satisfied	95%	95%	95%	100%	97%	93%
SharePoint Visits	172,480	167,456	150,000	112%	154,787	133,974
SharePoint Workflows Created	75	64	56	114%	51	38

Accomplishments

Core Value: Best Deal in Town

- Transitioned and consolidated the maintenance, hosting, and support services of the District's portfolio of public-facing applications (web, e-commerce, and mobile) to reduce overall cost of ownership, improve application performance & security, and enhance user experience; successfully consolidated content management applications by migrating to an open-source platform, enabling flexibility in regard to service provider selection and mitigating risk of vendor lock-in.

Core Value: Built to Last

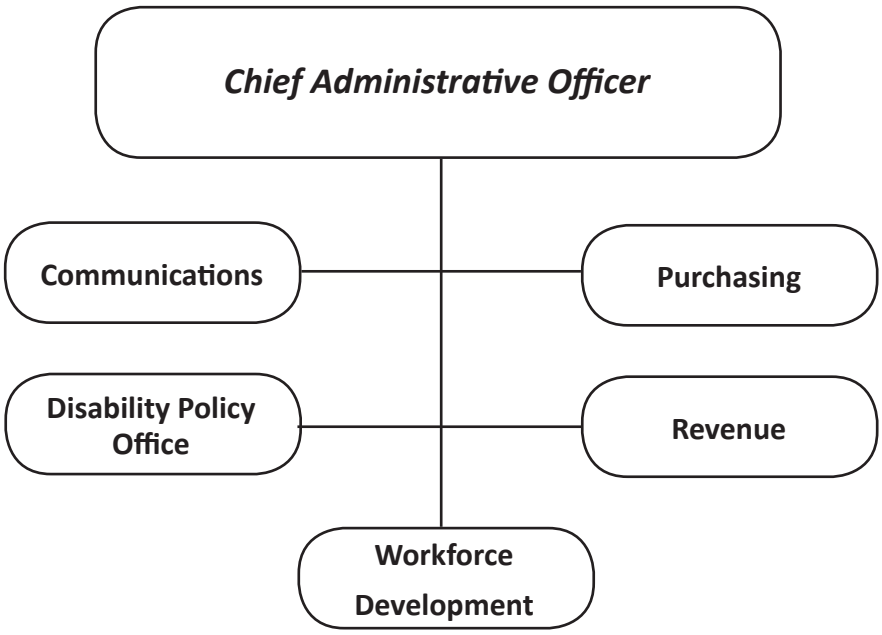
- Completed transition and onboarding of two new vendors for application, desktop, and IT infrastructure support services.

Core Value: Extra Effort

- Completed extensive upgrades to the District's financial systems, grants management, work order management, capital projects management, and table of parks applications to enhance user experience, improve performance, and ensure continued software support. Implemented new integration architecture layer to improve interoperability and data flow between systems, enabling future integration opportunities between enterprise applications.
- In compliance with AT&T's shutdown on frame relay network services, the District has completed the upgrade of 44 sites to AT&T Switched Ethernet (ASE) service as well as upgrading the District's network routers to PCI compliance-based router appliances.

Administration

Offices within Administration are responsible for the general administrative support for the Park District. These departments provide a link between the District and the community. They are responsible for the management of contracts and vendors doing business with the District. These departments include Communications, Disability Policy Office, Purchasing, Revenue and Workforce Development.



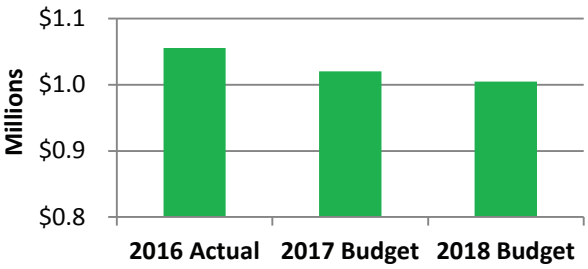
Department Budgets				
Department	**2016 Actual**	**2017 Budget**	**2018 Budget**	**% Change**
Communications	$1,055,374	$1,020,141	$1,004,781	-1.5%
Disability Policy Office	$324,683	$308,676	$298,537	-3.3%
Purchasing	$777,142	$854,063	$890,189	4.2%
Revenue	$46,921,919	$43,105,195	$44,408,438	3.0%
Workforce Development	$906,704	$907,820	$877,685	-3.3%
Total - Administration	**$49,985,822**	**$46,195,895**	**$47,479,630**	**2.8%**

Communications

Overview

The Chicago Park District's Communications Department is charged with the task of communicating the District's programs and services to internal and external audiences. The department is divided into units focusing on media relations, social media, press conference and public appearances, internal communications, freedom of information and reprographics.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$741,294	$682,725	$676,261
Materials & Supplies	$2,705	$3,200	$3,100
Contractual Services	$311,375	$334,216	$325,420
Total	**$1,055,374**	**$1,020,141**	**$1,004,781**
Personnel FTE	9.9	10.0	10.0



Goals

Core Value: Extra Effort

- Launch a newly designed Chicago@Play show/video blog that will better complement the District's growing social media presence.
- Continue to expand the use of social media activity in target markets, including teen populations and hard-to-reach communities.
- Develop a speaker's bureau of internal experts and external users qualified to act as spokespersons on topics related to the benefits of play, playgrounds, parks, natural areas, and more.
- Continue to expand the reach of national media placements designed to highlight the District's world class programs and facilities as tourist destinations, while also positioning the District and its leadership as a national model in the field of parks and recreation.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
% of Email Newsletters Opened	50%	44%	30%	147%	48%	22%
# Facebook Users (Monthly Avg)	42,000	39,500	37,606	105%	36,528	32,322
# Twitter Followers (Monthly Avg)	60,000	55,000	46,515	118%	44,471	38,490
# You Tube Video Views	40,000	25,000	35,000	71%	44,196	44,196
# You Tube Minutes Watched	65,000	50,000	70,000	71%	70,717	93,619
Instagram Followers	13,000	11,500	8,000	144%	6,900	2,558

Accomplishments

Core Value: Extra Effort

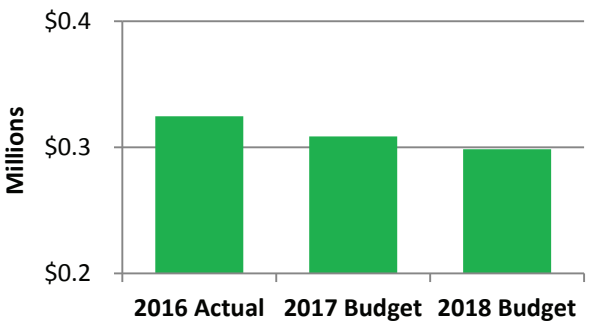
- Continued to expand the District's social media presence by using Snapchat to promote major events, new initiatives, programs, press conference, and ribbon cuttings.
- Worked with Culture, Arts and Nature department to increase visibility of cultural centers, including the creation of Facebook pages for each center and expanded media relations efforts.
- Worked with the District's Legislative and Community Affairs department to promote the completion of Mayor Emanuel's Chicago Plays playground renovation program, including the production of a celebratory video.
- Executed a results-oriented media relations campaign designed to amplify Mayor Rahm Emanuel's Building on Burnham initiative, a comprehensive plan to invest in Chicago's lakefront, natural areas, and neighborhood recreational opportunities across the city.

Disability Policy Office

Overview

The Disability Policy Office (DPO) oversees Americans with Disabilities Act (ADA), Illinois Accessibility Code, Chicago Building Code compliance initiatives and guides the Park District's efforts to create a fully accessible park system. It plays an integral role in the prioritization of ADA capital projects and identifying ways to improve accessibility to facilities. The DPO initiates and develops specialized staff trainings designed to ensure that patrons with disabilities have an equitable opportunity to participate in and enjoy Park District programs. The DPO promotes and supports the District's involvement in regional and national sporting events and tournaments for people with disabilities. The DPO also advises and assists all departments in the development and implementation of policies and programs inclusive of patrons with disabilities.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$203,570	$192,926	$193,237
Materials & Supplies	$28,406	$24,800	$42,800
Contractual Services	$65,238	$65,950	$60,500
Program Expense	$27,468	$25,000	$2,000
Total	**$324,683**	**$308,676**	**$298,537**
Personnel FTE	3.1	3.1	2.9



Goals

Core Value: Children First

- Partner with Community Recreation to enhance disability awareness, sensitivity and inclusivity among non-disabled youth through their exposure to an adaptive sport.
- Measure the number of non-disabled youth exposed to an adaptive sport.

Core Value: Extra Effort

- Continue to provide relevant ADA staff trainings.
- Support employment related training and job placement opportunities for people with disabilities.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
% Disability Complaints Resolved	100%	100%	100%	100%	100%	100%
# Parks Surveyed for ADA Compliance	80	70	75	93%	95	46
# CPD Employees Trained on Disability Policy	4,500	4,888	3,750	130%	3,492	4,628

Accomplishments

Core Value: Extra Effort

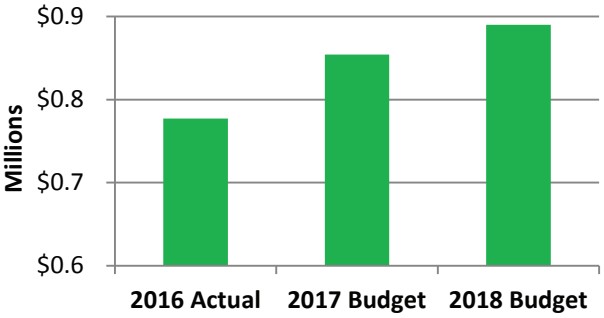
- Provided ADA specific trainings to field staff.
- Refined accessibility survey data to enhance the public's knowledge pertaining to accessible facilities.
- One of only 14 organizations nationwide chosen to host international delegates to the U.S. State Department Global Sports Mentoring Program (GSMP).
- Co-sponsored youth and adult wheelchair sports clinics and tournaments, which exposed nearly 100 non-disabled youth to an adaptive sport.

Purchasing

Overview

The Department of Purchasing is responsible for the procurement of supplies, services, and construction for all departments and regions in accordance with Chapter XI of the Code of the Chicago Park District; managing contracts including modifications, time extensions, disputes, assignments, keeping contract documents current (e.g. EDS and Insurance Certificate) and other related matters; monitoring and tracking Minority and Woman Owned Business Enterprise participation on contracts; continually informing CPD staff about the purchasing process and procedures; selling surplus CPD property in accordance with Chapter X of the Code of the Chicago Park District; and engaging in outreach events and activities to inform the public about doing business with the Chicago Park District.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$733,650	$790,588	$799,789
Materials & Supplies	$1,164	$1,200	$1,200
Contractual Services	$39,452	$57,275	$84,200
Program Expense	$2,877	$5,000	$5,000
Total	**$777,142**	**$854,063**	**$890,189**
Personnel FTE	14.0	13.0	13.0



Goals

Core Value: Extra Effort

- Continue to utilize Bonfire for project management and tracking.
- Implement the LCP Tracker Compliance System which monitors certified payroll and community hiring.
- Conduct training for all staff in their areas of discipline.
- Complete a department procedures manual.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
Average # Days RDP to Contract (Non-Pool)	100	120	100	120%	100	160
Average # Days RDP to Contract (Pool)	20	30	20	150%	20	39

Accomplishments

Core Value: Extra Effort

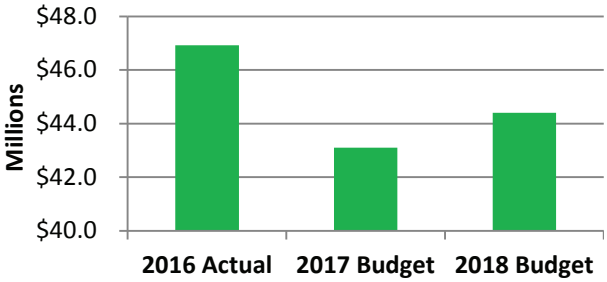
- Completed an overhaul of the B2GNow Compliance System, which helps provide more accurate MBE/WBE compliance information.
- Hired an additional Compliance Officer to assist with the growing demand for MBE/WBE reports.
- Began using the Bonfire project tracking system to monitor all advertisements, evaluation committee information and updates.

Revenue

Overview

The Department of Revenue is responsible for managing the District's revenue-generating contracts and special event rentals. The contracts include the management of Soldier Field, Chicago's harbor system (ten harbors), Huntington Bank Pavilion at Northerly Island, golf facilities (6 courses and 3 driving ranges), parking lots, district-wide concessions and vending, Maggie Daley Park, Martin Luther King Family Entertainment Center, McFetridge Sports Center, Beverly/Morgan Park Sports Center, Baseball Stadium at Devon & Kedzie, Theater on the Lake and outdoor ice skating rinks (7 rinks). Additionally, the Department oversees permitting and monitoring of over 1,800 special event permits annually which include festivals, fundraisers and experiential walks/runs, picnics and media shoots. Special event venue rentals that include weddings and corporate galas in historic buildings and gardens are also managed by the Department.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$1,010,946	$965,942	$969,889
Materials & Supplies	$3,970	$4,800	$4,300
Contractual Services	$45,907,003	$42,134,453	$43,434,248
Total	**$46,921,919**	**$43,105,195**	**$44,408,438**
Personnel FTE	18.5	17.5	16.0



Goals

Core Value: Best Deal in Town

- Increase revenue by 4% by implementing the following:
  - create and implement an application for telecommunications installations.
  - continue hosting special event venue open houses for event planners and prospective clients.
  - expand vending opportunities.

Core Value: Extra Effort

- Improve customer engagement by soliciting feedback on special event venue management and event experience.
- Improve efficiencies by automating the oversight and management of event, concession, telecommunication and occupancy agreements through SharePoint.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
$ Revenue MLK Center	$1,466,934	$1,386,478	$1,502,958	92%	$1,503,477	$1,500,832
$ Revenue FirstMerit Bank Pavilion	$1,270,000	$1,250,000	$1,125,000	111%	$812,439	$1,330,393
# Events FirstMerit Bank Pavilion	28	30	23	130%	26	20
$ Special Event Permits	$12,996,130	$12,100,000	$12,070,000	100%	$12,741,754	$10,233,323
# Special Event Permits Issued	2,000	1,989	1,950	102%	1,930	1,836
$ Revenue Harbors	$25,880,236	$25,001,691	$25,621,152	98%	$24,585,167	$23,924,615
% of Stalls, Star Docks, Moorings Occupied	80%	79%	80%	99%	78%	77%
$ Revenue Soldier Field	$34,379,715	$35,651,238	$33,378,938	107%	$39,098,524	$42,495,409
# Events Soldier Field	825	797	825	97%	776	748
$ Revenue Concessions PCM	$3,000,000	$2,830,000	$3,000,000	94%	$3,363,297	$3,289,259
# Concessionaires	260	267	250	107%	257	251
$ Revenue Golf	$5,745,105	$5,538,751	$5,419,997	102%	$5,374,496	$5,291,176
# Rounds Sold	160,325	158,798	132,094	120%	151,189	153,920
$ Parking Revenue	$4,111,102	$4,067,894	$4,268,441	95%	$3,985,775	$3,760,150
$ Maggie Daley Park	$1,889,685	$1,867,060	$1,878,495	99%	$1,470,765	$1,312,020
# Ice ribbon skaters	80,000	69,416	77,500	90%	84,152	40,105
$ Revenue Vending	$236,000	$225,000	$167,000	135%	$221,798	$324,653
# Vending Machines	240	240	240	100%	240	239
$ Special Event Venue	$1,050,000	$1,128,477	$775,000	146%	$739,090	$685,296
$ Cell Tower Revenue	$1,275,000	$1,200,000	$1,200,000	100%	$1,203,101	$1,127,492

Accomplishments

Core Value: Best Deal in Town

- Increased revenue by implementing the following:
  - increased web presence for special event venues by targeting ad spend to online venue rental marketplaces.
  - hosted 5 special event venue open houses for event planners and prospective clients.
  - activated newly renovated concession space at Theater on the Lake.

Core Value: Extra Effort

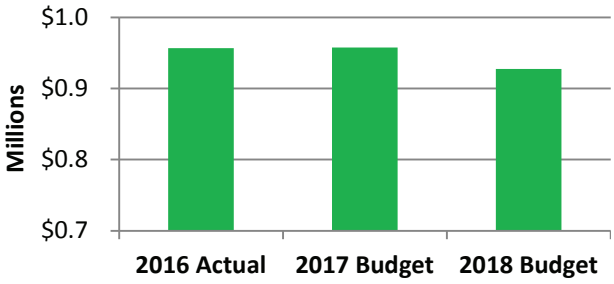
- Improved customer engagement by soliciting feedback from boaters on the harbor system and management.
- Improved efficiencies by automating the Notice of Availability process with the implementation of Bonfire and automating cellular/telecommunication installation processing and workflow data through SharePoint.
- Advertised three concession opportunities including an operating agreement for a public-private partnership at North Avenue Beach.

Workforce Development

Overview

The Workforce Development (WFD) is a department committed to enhancing the District's internal communication and function while offering avenues for personal and professional growth. Its strategy is to analyze department needs, develop processes and educational opportunities, and ensure quality through evaluation and accreditation. The team further focuses on key initiatives of the Chicago Park District to increase professionalism across the organization.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$808,814	$749,799	$744,370
Materials & Supplies	$8,435	$12,650	$11,150
Contractual Services	$89,455	$145,371	$122,165
Total	**$906,704**	**$907,820**	**$877,685**
Personnel FTE	11.2	10.2	10.2



Goals

Core Value: Extra Effort

- Double the number of colleges and universities in the District's internship program to expand student and educational opportunities.
- Conduct a needs assessment, develop training strategies and launch districtwide trainings that focus on professionalism and customer engagement, both internal and external, as well as enhancing the overall skillset of District instructors.
- Prepare an additional 75 staff to sit for the nationally recognized Certified Park and Recreation Exam.
- Reinforce the District's crisis support manual by deploying pre-and post traumatic care response specialists to assist park staff and patrons.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
# of employees certified CPRP	20	22	19	116%	17	18
Success Center activity (# of hits)	7,000	6,000	N/A	N/A	8,150	8,327
# of workshops offered	150	150	150	100%	N/A	N/A
# of online trainings taken by employees	5,500	5,000	N/A	N/A	N/A	N/A
Total # of online trainings added/updated to Success Center	17	30	30	100%	14	N/A
# of employees trained directly by WFD	1,000	2,004	1,500	134%	1,594	1,354
# of employees trained indirectly (facilitated + orchestrated)	10,000	15,000	5,000	300%	15,200	10,141
Total # of training hours In person and online	20,000	20,000	8,000	250%	8,122	N/A

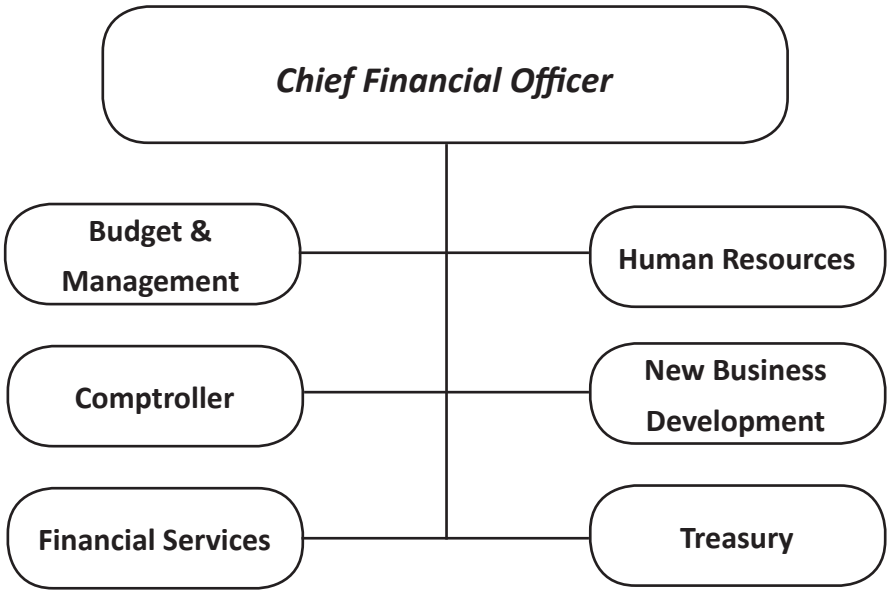
Accomplishments

Core Value: Extra Effort

- Launched 30 new online training opportunities to further enhance the Success Center offerings while helping to develop the professionals in our field.
- Initiated an internship pilot program, formalizing experiential learning with 25 interns from 5 colleges around Chicago, and developed growth opportunities for over 250 high school students through service learning hours.
- In collaboration with the Human Resources department and various District stakeholders, developed a new interview hiring process and new hiring forms.
- Worked with all District departments to ensure reaccreditation by the National Commission for Accreditation of Park and Recreation Agencies .

Finance

Offices within Finance are responsible for the overall management and direction of the District, including the effective implementation of policies approved by the Board of Commissioners. They are also responsible for all financial activities of the District. This includes providing the Board, executive management, staff and outside entities with timely budget and financial information, as well as facilitating the most efficient utilization of resources. The following departments make up this section: Comptroller, Financial Services, Human Resources, New Business Development, Office of Budget & Management and Treasury.



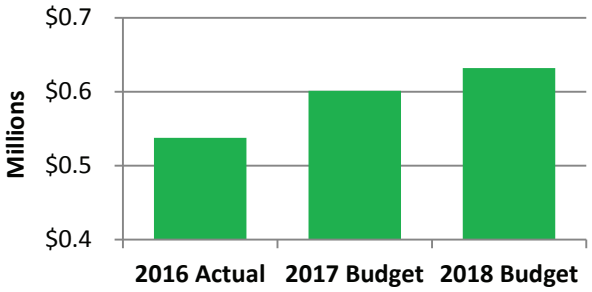
Department Budgets				
Department	**2016 Actual**	**2017 Budget**	**2018 Budget**	**% Change**
Budget	$537,744	$601,371	$632,208	5.1%
Comptroller	$1,621,573	$1,675,417	$1,688,518	0.8%
Financial Services	$1,489,762	$1,310,983	$1,352,321	3.2%
Human Resources	$2,476,146	$3,203,326	$3,213,168	0.3%
New Business Development	$358,684	$340,183	$334,916	-1.5%
Treasury	$564,760	$743,875	$700,313	-5.9%
Total - Finance	**$7,048,669**	**$7,875,155**	**$7,921,444**	**0.6%**

Budget and Management

Overview

The Office of Budget and Management is responsible for the oversight and coordination of the capital and operating budgets, grant management, creating and implementing policies and reporting information, as related to the annual budget appropriation. The Budget Office also seeks to ensure effective management policies and practices are in place throughout the District as well as actively reviewing all practices that impact the District's bottom line.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$521,939	$577,381	$609,658
Materials & Supplies	$570	$1,440	$1,300
Contractual Services	$15,235	$22,550	$21,250
Total	**$537,744**	**$601,371**	**$632,208**
Personnel FTE	8.0	8.0	8.0



Goals

Core Value: Built to Last

- Conduct a comprehensive review of various program fees to ensure they are set in a manner to support the strategic goals and mission of the District.
- Continue to reduce budgeted reliance on prior year fund balance to address structural imbalance.

Core Value: Extra Effort

- Receive the Government Finance Officers Association (GFOA) Distinguished Budget presentation award for the 2018 Budget.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
Number of Grants and Donations	75	75	75	100%	91	137
Operating	30	30	30	100%	45	36
Capital	45	45	45	100%	46	101
$ Value of Grants (in millions)	$30.0	$30.0	$30.0	100%	$34.5	$69.8
Operating	$5.0	$5.0	$5.0	100%	$4.5	$4.4
Capital	$25.0	$30.0	$25.0	120%	$30.0	$65.4

Accomplishments

Core Value: Built to Last

- Credited by various external reviews for strong financial procedures in the areas of budgeting, fiscal monitoring, expenditure management and the ability to make necessary budget adjustments to preserve operational balance.

Core Value: Extra Effort

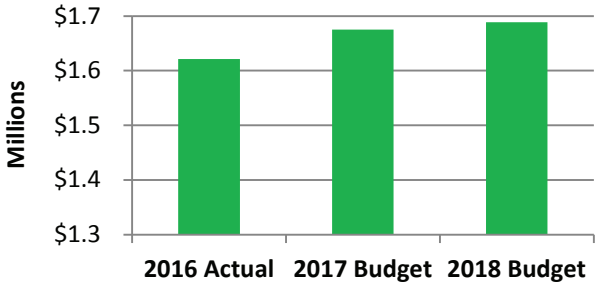
- Awarded the GFOA Distinguished Budget presentation award for the 2017 Budget.
- Worked with staff in all departments to identify areas for operational efficiencies to achieve savings for the District.

Comptroller

Overview

The Office of the Comptroller oversees the accounting and financial reporting of the Chicago Park District. Accounting functions include the processing and recording of all disbursements to vendors and reimbursements to employees; processing payroll and related payroll taxes; reconciliation of all bank accounts; recording receipts; and establishing and maintaining internal controls. Financial reporting includes the collection, recording, and analysis of financial and non-financial transactions to ensure adherence to Generally Accepted Accounting Principles in the United States and to Statements from the Governmental Accounting Standards Board. In addition, the Office of the Comptroller prepares annual financial statements, which are audited by a certified public accountant not connected with the Park District. The Comprehensive Annual Financial Report is then produced and presented annually to the Board of Commissioners.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$1,190,729	$1,174,346	$1,192,218
Materials & Supplies	$9,657	$14,000	$14,000
Contractual Services	$421,187	$487,071	$482,300
Total	**$1,621,573**	**$1,675,417**	**$1,688,518**
Personnel FTE	19.8	19.2	19.0



Goals

Core Value: Extra Effort

- Receive the "Certificate of Achievement for Excellence in Financial Reporting" from the Government Finance Officers Association (GFOA) for the year ended December 31, 2016 Comprehensive Annual Financial Report (CAFR).
- Receive the "Award for Outstanding Achievement in Popular Reporting" from the GFOA for the year ended December 31, 2016 Popular Annual Financial Report (PAFR).
- Issue the annual audited financial reports earlier than in the prior year and have no financial audit findings.
- Expand paperless (vendor) payments to reduce number of checks issued.
- Work with Information Technology to implement Oracle modules not currently used.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
# Checks Voided	120	150	90	167%	204	147
% Invoices paid in 90 Days	92%	91%	85%	107%	87%	87%
% Invoices paid in 60 Days	85%	86%	N/A	N/A	77%	78%
% Invoices paid in 30 Days	65%	68%	60%	113%	52%	54%

Accomplishments

Core Value: Extra Effort

- For the tenth consecutive year received the "Certificate of Achievement for Excellence in Financial Reporting" from the GFOA for the year ended December 31, 2015 CAFR and for the seventh consecutive year received the "Award for Outstanding Achievement in Popular Reporting" from the GFOA for the year ended December 31, 2015 PAFR.
- Continued to use the PAFR as a mechanism to build awareness of unique park facilities/structures. Distributed and presented an overview of the Park District's annual financial results through the PAFR to all park supervisors at each region's information session and responded to questions from those in attendance.
- Met all IRS deadlines for issuing forms 1095-C under the Affordable Care Act, Forms 1099 for non-employee compensation, and W-2s for employee compensation. The IRS moved up all deadlines to January 31 (from March 31).

Core Value: Built to Last

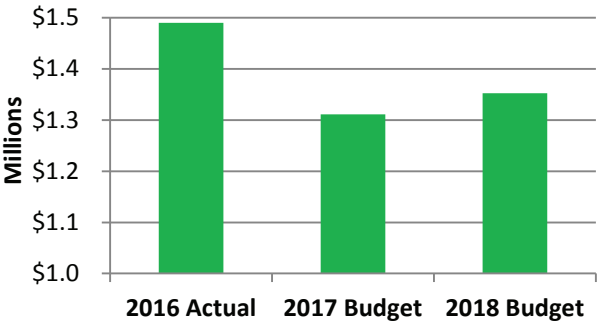
- Documented formal written policies and procedures for two significant transaction cycles.

Financial Services

Overview

The Shared Financial Services Department is responsible for providing financial support to parks and administrative departments that is constant and consistent thus allowing field staff to focus on their community parks and programs. The Department is responsible for performing financial duties such as timekeeping, payroll, budget, requisitioning, accounts payable and other financial related responsibilities. This includes all accounting, cash flow, invoices and all other budget and financial issues within the District. The Department works closely with appropriate departments such as the Treasury, Comptroller, Budget, Audit operating departments as well as Regional Managers to ensure ongoing coordination of these activities.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$1,370,220	$1,286,933	$1,330,871
Materials & Supplies	$2,809	$2,750	$2,750
Small Tools & Equipment	$-	$500	$-
Contractual Services	$116,733	$20,800	$18,700
Total	**$1,489,762**	**$1,310,983**	**$1,352,321**
Personnel FTE	19.0	19.0	19.0



Goals

Core Value: Extra Effort

- Spearhead the CPD's financial training procedures for park staff by conducting in-person training on multiple financial topics (Purchasing, Accounting, etc.) for all full-time staff.
- Update the District's Financial Procedures Manual and train over 1,000 CPD employees in finance. In addition, train 300 employees on the ActiveNet registration system
- Continue to enforce procedures to ensure that revenue is collected and recorded correctly, thus increasing the level of financial accountability by District staff.
- Work with other administrative departments to streamline procedures; thus allowing timely receipt of goods and services by parks/departments and timely receipt of payment to vendors.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
Avg # Days Capital Payments	40	34	40	85%	37	45
# of Employees Trained - Finance	200	186	1,000	19%	98	133

Accomplishments

Core Value: Extra Effort

- Fine-tuned the ActiveNet registration system that replaced the paper receipt system and trained over 300 new CPD personnel in its use thru a new "employee-friendly" intra-net training tool.
- Continued to train appropriate park and departmental personnel in financial policies and procedures including, but not limited to cash depositing and recording.
- Processed over $150 million in park and departmental goods and services orders and processed payments for these orders.
- Processed payments for over 2,000 full time employees every two weeks.

Core Value: Built to Last

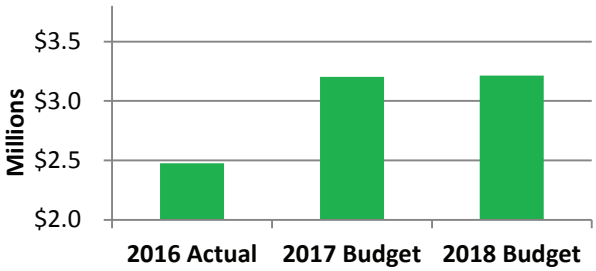
- Reduced the amount of time elapsed to pay capital contractors and all other CPD vendors

Human Resources

Overview

The Department of Human Resources is responsible for attracting, motivating and retaining the most qualified employees to ensure the effective operations of the Park District. The work of this department encompasses a coordinated effort with each department and region to attract and retain qualified individuals in order to enhance the success of the organization. The department specifically manages benefits, compensation, job classification, compliance, rules, candidate screening, policies and procedures, and collective bargaining agreements along with the related labor relations functions.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$2,068,270	$2,902,026	$2,908,868
Materials & Supplies	$682	$700	$950
Contractual Services	$407,194	$300,600	$303,350
Total	**$2,476,146**	**$3,203,326**	**$3,213,168**
Personnel FTE	17.1	17.5	17.0



Goals

Core Value: Extra Effort

- Continue to consolidate databases within the Human Resources department.
- Continue to revise and update Chicago Park District job descriptions.
- Add 'FMLA Training and Awareness' and 'Discipline Training and Awareness' to the Success Center.
- Conduct interview and selection training for all hiring managers and conduct EEO training for all employees.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
Avg # Days Posting FT position to hire date	60	53	60	88%	51	56
# Seasonal Positions Hired	4,200	3,847	4,200	92%	3,740	3,804
# Full time positions Hired	75	78	N/A	N/A	112	65
# CAM's	100	108	150	72%	100	126
# Grievances Filed	5	8	N/A	N/A	3	4
# Grievances Defended or Won	8	8	N/A	N/A	9	11

Accomplishments

Core Value: Extra Effort

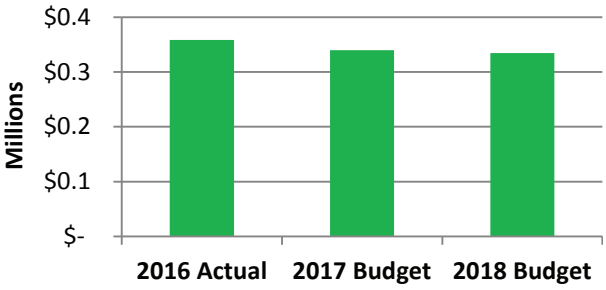
- Created a quarterly 'Benefits Bulletin' to increase employee awareness of benefit programs.
- Hired 27 new monthly employees and 557 new hourly employees.
- Negotiated and finalized collective bargaining agreements with all unions.
- Reduced the number of appeal hearings in 2017.

New Business Development

Overview

The Department of New Business Development is responsible for developing and managing corporate partnerships, advertising/ promotions programs and sponsorship opportunities. The Department works with corporations, agencies, organizations and foundations to provide additional financial resources for events, programs and facilities to increase non-tax revenue and enhance program offerings. The goal is to create long-lasting, mutually beneficial relationships over multiple years.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$213,895	$195,833	$199,846
Materials & Supplies	$-	$500	$500
Contractual Services	$144,789	$143,850	$134,570
Total	**$358,684**	**$340,183**	**$334,916**
Personnel FTE	2.0	2.0	2.0



Goals

Core Value: Best Deal in Town

- Increase new business outreach.

Core Value: Extra Effort

- Increase membership in Park Points by 150%.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
# Sponsorships Secured	10	11	10	110%	12	12
$ Sponsorships Secured	$575,000	$540,000	$640,000	84%	$562,000	$843,182
$ Advertising/ Promotions Secured	$125,000	$100,000	$145,000	69%	$162,735	$174,560
$ Donations Secured	$75,000	$60,000	$60,000	100%	$63,759	$366,500
$ Value Miscellaneous/In-Kind	$450,000	$1,362,000	$150,000	908%	$150,303	$903,365
Initial Outreach Meetings	60	50	60	83%	73	70
Park Points Total Members	15,000	6,000	30,000	20%	22,142	17,237
Park Points New Accounts	9,000	6,000	7,500	80%	5,575	7,757
Park Points Website Visits	70,000	55,000	40,000	138%	37,243	33,838

Accomplishments

Core Value: Best Deal in Town

- Successfully launched the Chicago Park District on-line merchandise program at www.chicagoparkstore.com.
- Secured over $1,350,000 in total cash and in-kind support for the District.
- Renewed 58% of sponsors from 2016.

Core Value: Extra Effort

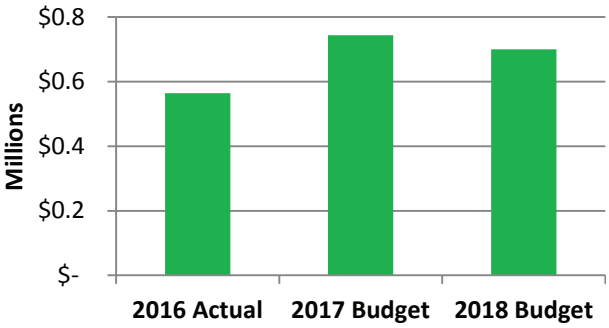
- Increased monthly Park Points member engagement by 40% in 2017.

Treasury

Overview

The Treasury Department is responsible for managing the District's cash, investment and debt portfolios. The department monitors and adjusts the District's cash and investment position to meet daily liquidity needs while maximizing investment returns. An Investment Policy developed by the department and adopted by the Board guides the types and duration of investment tools utilized to manage the cash position of the District. Responsibilities for managing the debt portfolio include maintaining record of and ensuring proper payment of all outstanding debt. Treasury also evaluates bond transaction proposals and refunding structures in order to determine the most cost effective method of financing a portion of the District's capital needs as well as managing its long-term debt obligations.

Department Expenditures			
Account	**2016 Actual**	**2017 Budget**	**2018 Budget**
Personnel Services	$330,828	$429,075	$387,118
Materials & Supplies	$11,399	$11,550	$10,820
Small Tools & Equipment	$1,545	$1,800	$1,600
Contractual Services	$220,988	$301,450	$300,775
Total	**$564,760**	**$743,875**	**$700,313**
Personnel FTE	6.0	6.0	5.0



Goals

Core Value: Built to Last

- Continue to evaluate financing and restructuring proposals to maximize capacity and savings with respect to the District's debt portfolio due to limitations to the District's Debt Service Extension Base (DSEB).
- Continue to pursue the diversification and enhancement of the District's investment portfolio against the average 90-day U.S. Treasury Bill as a performance benchmark in an ongoing low-interest rate environment.

Performance Data

	2018 Target	2017 Projection	2017 Target	2017 % Target	2016 Actual	2015 Actual
Bond Rating: Standard & Poors	AA+	AA+	AA+	N/A	AA+	AA+
Bond Rating: Fitch Ratings	AA-	AA-	AA-	N/A	AA-	AA-
Bond Rating: KBRA	AA	AA	AA	N/A	AA	AA
$ Total Cash on Hand (Avg Monthly)	$8,000,000	$10,866,803	$10,530,575	80%	$8,000,007	$8,434,281
Total LTD Outstanding (Avg Monthly)	$838,440,000	$798,045,000	$798,045,000	103%	$863,580,000	$840,460,000
$ Cost of all bank accounts	$170,550	$75,119	$167,310	89%	$146,871	$151,110
Total Portfolio Value (Avg monthly)	$285,670,000	$250,825,368	$245,368,580	122%	$293,236,461	$269,377,563
Net Direct Debt as a % of FMV (Avg Monthly)	0.19%	0.23%	0.21%	90%	0.21%	0.23%
% Estimated FMV of Debt Overlapping (Avg)	8.06%	9.49%	9.50%	85%	8.23%	9.70%
% Cash/Cash Equivalents to LTD (Avg)	35.03%	36.10%	32%	115%	34.88%	33.05%

Accomplishments

Core Value: Built to Last

- Issued Bond Anticipation Notes in an amount not to exceed $50 million to replace the practice of funding the capital program in arrears and to alleviate pressure on the operating fund. The BANs funded portions of the Capital Improvement Plan.
- Secured ratings of AA- from Fitch Ratings with stable outlook during annual surveillance.

Core Value: Extra Effort

- Launched an investor relations website for transparency and investor outreach: www.chicagoparkinvestors.com.
- Issued a Request for Qualifications for banking services.

2018 BUDGET SUMMARY

SECTION VI

GLOSSARY

For e-version readers, many of the terms are linked to an external website/article that describes the in more detail the usage of that term. Additionally, some terms are linked to the District website that shows the use of that term in more detail with District operations.

Account
An accounting and management construct that records and details fiscal activity for a specific area/purpose.

Account Class
A group of related accounts. For example, all accounts that are related to Park District Personnel Services.

Accrual Basis of Accounting
A basis of accounting in which revenues are recorded when earned, and expenditures when they are incurred, as opposed to when cash is received or spent.

Agency Fund
A fund consisting of resources received and held by a government entity, which acts as an agent for others. For example, the Park District's Aquarium and Museum Fund.

Aggregate Extension
The total of the District's tax rates for funds that are subject to the Property Tax Extension Limitation Law (PTELL). Funds subject to the PTELL include the annual corporate extension for the taxing district and annual special purpose extensions.

Alternate Revenue Bonds
Bonds that are not leveraged against property tax revenue. For example revenue from the harbor fees could support alternate bonds for capital improvements.

Appropriation
The legal authorization to incur obligations and make expenditures for designated purposes.

Balanced Budget
A balanced budget occurs when planned expenditures equal anticipated revenues for a fiscal year.

Board of Commissioners
The governing body of the Park District comprised of seven members appointed by the mayor.

Bond
A written promise to repay a specified sum of money, called the principal, at specified date(s) combined with periodic interest.

Budget
A financial plan for future appropriations, revenues, expenditures, and resource allocation, which guides organizational policy and operations.

Capital Asset
Assets of a long-term character (at least five years), with significant value, that are intended to be held or used, such as land, buildings, machinery and equipment. Also called a Fixed Asset.

Capital Budget
The appropriation of operating revenue or bonds for improvements in buildings, land, and equipment (infrastructure), where such improvements and purchases have a life expectancy of at least five years.

Capital Expenditures
Direct outlays for the acquisition of capital assets or long-term improvements to extend an asset's useful life through a contract or direct construction, including purchases of equipment, land, and physical structures.

Capital Improvement Plan (CIP)
A plan for capital outlay to be incurred each year over a fixed period of years to maintain and/or improve facilities.

Capital Improvements
Expenditures related to the acquisition, expansion, or renovation of some segment of a government's infrastructure.

Cash Basis of Budgeting
An accounting basis which recognizes revenues when received and expenditures when paid.

Concessions
The sale of goods and services on Park District property, with the right to profit from these activities. For example, the sale of ice cream bars in a park.

Consumer Price Index (CPI)
A method of determining price inflation that is calculated monthly by the federal government. An index or "basket" of commonly purchased household goods is priced each month and compared to the same basket's price in earlier periods. The change in price over time is used to determine if and to what extent price inflation is present.

Contractual Services
Specified services rendered to the Park District by private firms or individuals for a defined period of time.

Corporate Fund
This is the District's primary operating fund. It accounts for all financial resources of the District, except those required to be accounted for in another fund. The services, which are administered by the District and accounted for in the General Fund, include recreation, parking, harbor, Soldier Field, and golf among others.

Cultural Programs
Park District activities that focus on creating a variety of experiences in visual, literary, and performing arts.

Day Camp
A summer camp offered by the Park District for children ages 6-12 years

Debt Financing
The use of short or long-term debt instruments such as bonds to fund capital expenditures or improvement programs.

Debt Service
The cost of paying principal and interest on borrowed money according to a predetermined fee schedule.
Capital Expenditures

Department
A classification of an area within the Park District organization based on management function.

Depreciation
An expense which reflects the decrease in the value of an asset over its useful life.

Districtwide
Refers to operations which cover all geographic regions of the Park District.

Division
A sub-classification of Department according to function.

Encumbrance
The commitment of appropriated funds to purchase goods or services. To encumber funds means to set aside or commit funds for a specified future.

Equalized Assessed Value (EAV)
The valuation set upon real estate and certain personal property by the county assessor as a basic for levying property taxes in the State of Illinois.

Expenditure
The payment of cash on the transfer of property or services for the purposes of acquiring an asset or service or settling a loss.

Expenses
Charges incurred (whether paid immediately or not) for operations, maintenance, interest or other charges.

Fiscal Year
A 12-month period designated as the operating year for accounting and budgeting purposes in an organization. The Chicago Park District's fiscal year runs from January 1 through December 31.

Fixed Assets
Assets of a long-term character (at least five years), with significant value, that are intended to be held or used, such as land, buildings, machinery and equipment. Also called a Capital Asset.

Full-Time Equivalent (FTE)
A part-time position converted to the decimal equivalent of a full-time position based upon 2,080 hours of work per year. For example, a part-time recreation leader working 20 hours per week would be the equivalent of 0.5 of a full-time position.

Fund
A fiscal entity with revenues and expenses that are segregated for the purpose of carrying out a specific purpose or activity. For example, the Pension Fund has revenues and expenses related to the payment of the Park District's pension contributions.

Fund Balance
The excess of the assets of a fund over its liabilities, reserves, and carryover available for appropriation.

Generally Accepted Accounting Principles (GAAP)
The commonly used and accepted set of rules, conventions, standards, and procedures regarded as proper accounting practices by the Financial Accounting Standards Board (FASB) for reporting financial information.

General Corporate Purposes Fund
This is the District's primary operating fund. It accounts for all financial resources of the District, except those required to be accounted for in another fund. The services, which are administered by the District and accounted for in the General Fund, include recreation, parking, harbor, Soldier Field, and golf among others.

General Obligation Bond
A bond that is backed by the full faith, credit and taxing power of the government or municipality.

Grant
A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee and the purpose of the grant.

Harbor Fund
A Park District fund devoted to the repair and maintenance of harbors owned by the Chicago Park District.

Hourly (H)
A part-time employment position under 35 hours a week without benefits.

Interest Income
Income that originates from investments of monetary assets that are in the possession of a governing body.

Interfund Transfer
The movement of monies between funds of the same governmental entity. These transfers require approval by the Board of Commissioners.

Intergovernmental Agreement
An agreement between two distinct governmental entities. For example, the agreement the Park District has with the City of Chicago to repair the revetments supporting Chicago's shoreline.

Limited Tax Bonds
Bonds leveraged against property taxes that have a debt service levy that is capped in some way by statute.

Long-Term Income Reserves
Special reserve fund for future appropriations created to offset parking garage revenues from the long-term lease of Grant Park North and South Garages and the East Monroe Garage.

Modified Accrual Basis of Accounting
An accounting system which records revenues when earned and expenditures when goods and services are received.

Monthly (M)
A full-time employment position receiving benefits.
Non-tax Revenues
Revenues that originate from sources other than taxes, such as fees and permits.

Obligation
A binding agreement resulting in present or future outlays.

Operating Budget
A plan for current revenues, expenditures, and means of financing.

Operating Expenses
The cost for personnel, materials and equipment required for a department function. Operating expenses do not include capital expenses.

Operating Revenues
Funds derived from daily operation of park district activities such as rentals, permit fees, and user fees.

Pension Fund
A fiduciary fund for which the Park District acts as the trustee for employee retirement benefits.

Performance Measures
Established standards for the assessment of the Park District's operations towards meeting its organizational goals and objectives through daily and long-term activities.

Permit
An issued authorization for access to or exclusive use of a specified Park District facility or property holding for a given period of time.

Personal Property Replacement Tax (PPRT)
A tax on the income of corporations and the invested capital of utility companies. Administered by the state and distributed to local governments, including the Park District.

Personnel Services
The account class that includes payroll, health benefits, overtime, etc.

Play Camp
A summer camp offered by the Park District for children 3-6 years.

Playground
Small parks, 2-4 acres in size, with young children (under 15 years) as their primary recreational focus.

Playlot
Parks that are less than 2 acres in size, with young children (under 12 years) as their primary recreational focus.

Principal
The face value of an initial monetary investment at the time of issuance.

Prior Year Encumbrance
Obligations from previous fiscal years on the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

Privatization
The management of a function by a private firm, based on a contract agreement with a government entity. The contracted service(s) is supplied by staff employed by the private contractor, not the Park District.

Program
A set of activities directed towards meeting a social need.

Property Tax
A tax levied on real or personal property based on its assessed market value by a government entity.

Public Buildings Commission (PBC)
The PBC is a governmental entity used to finance, construct and operate facilities for governmental bodies in Chicago.

Recreation Programs
Park District activities that focus on sports, games and other physical activities.

Region
One of five geographical/functional entities by which the Park District is organized. Three of the five regions are geographically based on the City of Chicago – Central, North, and South. The remaining functional entities include Districtwide and Administration

Rehabilitation Cost Methodology
A method of estimating capital projects costs for all facilities within a category type over time. The District's engineering department estimates the rehabilitation costs per facility based upon actual cost experience. This cost is multiplied by the number of facilities that need to be rehabilitated. A time period for the program is then selected. The total cost for rehabilitation of the category is then divided by the number of years selected, resulting in the annual capital budget requirement.

Rentals
Income generated in exchange for exclusive use of a specified Park District facility or property for a given amount of time.

Replacement Cost Methodology
A method of estimating capital projects costs. The methodology works as follows: the full cost of replacing a facility is determined; then the life expectancy of that facility is estimated; and finally, a percentage factor is applied to the replacement cost to determine the annual budget needed to maintain the facility.

Reserved Fund Balance
The portion of a governmental fund's net assets that is not available for appropriation.

Reserves
An account that records a portion of the fund balance that may be segregated for future use and is available for appropriation.

Resources
Funds that are available for Park District use, including revenues, bond proceeds and fund balance.

Revenue
Income which finances the operations of government other than interfund transfers and debt issuance proceeds, such as taxes, fees, and investment income.

Revenue Bond
A type of bond that is backed only by the revenues from a specific enterprise or project.

Revetment
A wall or barrier used to support an embankment. For example, Chicago's shoreline is supported by a system of revetments that the Chicago Park District is in the process of repairing and replacing.

Seasonal (S)
Refers to a short-term employment position under six months in length.

Special District
A special purpose government entity which provides a designated public service to a certain geographical location, such as the Park District.

Special Recreation Fund
An earmarked fund for creating accessibility and inclusion in accordance with the Americans with Disabilities Act (ADA) standards, for persons with special needs through capital investments and programming.

Special Recreation Tax
A portion of collected property tax designated for the purpose of paying the associated expenses as related to increasing the accessibility of facilities in accordance with the Americans with Disabilities Act (ADA) standards, providing programming and personnel-related costs to the operations of said programs.

Supplemental Appropriation
An additional appropriation made by the governing body after the fiscal year has commenced.

Tax Anticipation Warrants (TAWs)
Warrants issued in anticipation of collection of taxes and usually retired from tax levy proceeds. Generally, the tax anticipation note is issued by a state or local government with the understanding that a certain amount of taxes will be collected within an appreciable period of time. The note allows the municipality to fund capital projects now rather than waiting for the actual collection of the taxes.

Tax Levy
The total amount of property taxes to be collected for a specific fiscal period.

User Fees
The payment of a fee for direct receipt of a Park District service; for example, day camp fees.

Acronyms:
CEO – Chief Executive Officer
CIP – Capital Improvement Plan
CPD – Chicago Park District
CPS – Chicago Public Schools
DCEO – Department of Commerce and Economic Opportunity
FTE – Full Time Employee
GAAP – Generally Accepted Accounting Principles
GASB – Governmental Accounting Standards Board
HUD – Housing and Urban Development
IDOT – Illinois Department of Transportation
IDNR – Illinois Department of Natural Resources
ISBE – Illinois State Board of Education
OBM – Office of Budget and Management
PBC – Public Building Commission
SRA – Special Recreation Activity

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