

BUDGET SUMMARY



2019



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Chicago Park District
Illinois**

For the Fiscal Year Beginning

January 1, 2018



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, 2018. 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.

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Citizens of Chicago,

I am pleased to present the Chicago Park District's 2019 Budget. This \$464 million spending plan affirms our continued commitment to investing in parks and neighborhoods, and serving the children and families of Chicago.

The budget is a work of thorough and mindful analysis developed to drive our core values – putting children first, offering the best deal in town, supporting a capital campaign that is “built to last” and providing a staff that always makes the extra effort. Furthermore, the Chicago Park District remains dedicated to the broader vision of investing in the lakefront, the Chicago River, natural areas and recreational opportunities in each of Chicago's 77 communities. The 2019 budget affords us the opportunity to continue with that mission.

As with past years' budgets, this year will come with the introduction and expansion of new programming available to all Chicagoans. From eco-recreation activities to aquatic safety outreach, to engaging teens in the arts, community and environment, to expanding the wildly popular Nature Play Spaces with three new sites – the Chicago Park District will provide programs that encourage all residents to stay active and engaged.

The 2019 spending plan is approximately \$1.7 million higher the FY2018 adopted budget. When excluding the internal reimbursements of \$4.2 million, the recommended plan is a slight 0.4% increase over the adopted 2018 budget. Although we will observe a decrease in full time equivalent positions from the prior year, with appropriate resource allocation and detailed staff right-sizing, we will continue to serve the needs of each community in the best manner possible. Moreover, families in need will continue to have access to \$3 million in financial assistance – and as always, no child will be turned away from a Chicago Park District program. In addition to staff realignment, the budget incorporates savings in landscape management and technology services, along with a decreasing debt service. This budget positions us to continue to expand and grow in a financially responsible manner for the good of all Chicago.

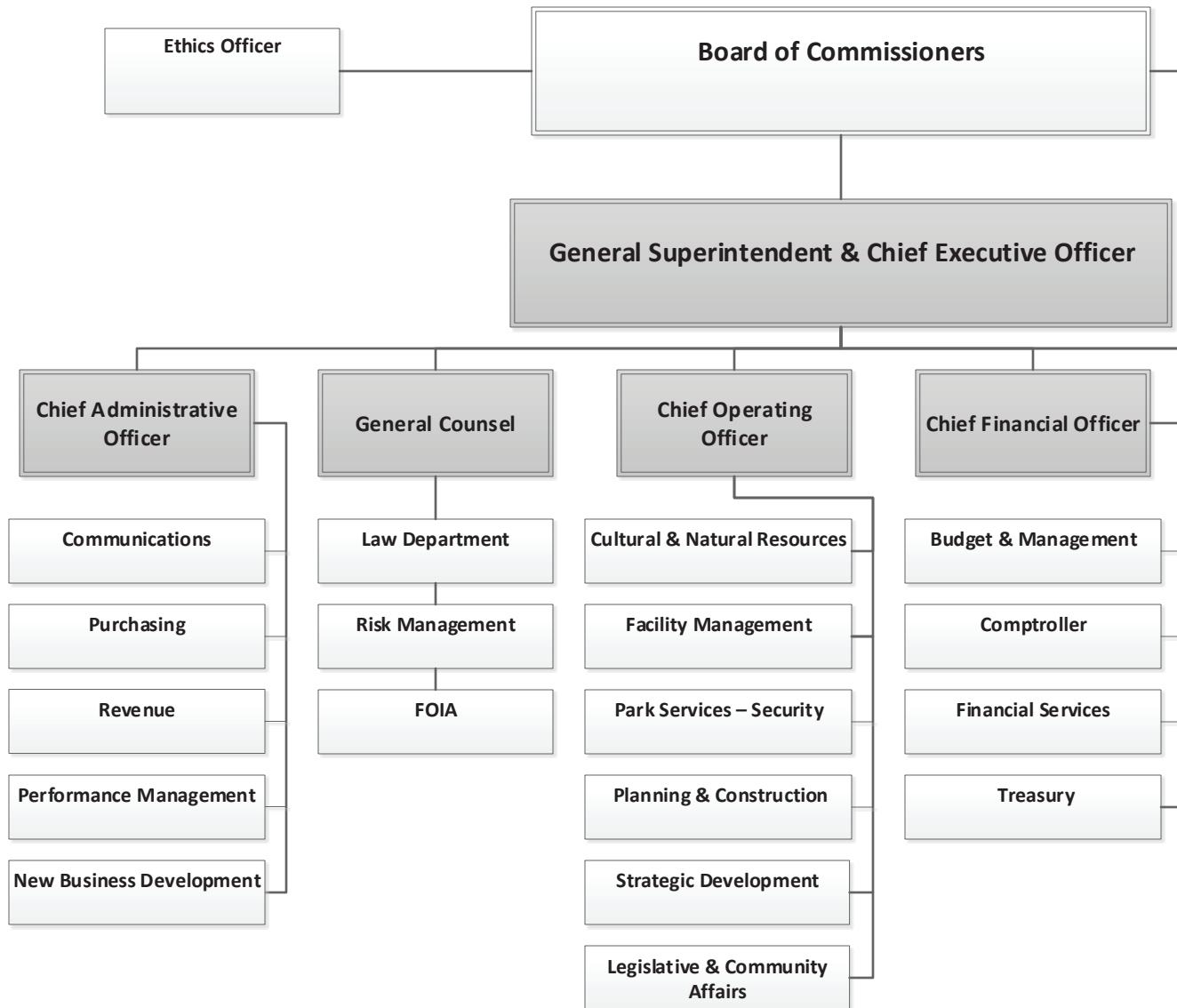
At \$315 million, property taxes and personal property replacement tax make up the majority of Chicago Park District revenues. Revenue growth also will come in the form of a property tax value capture for new properties, as well as TIF expirations and terminations, continued healthy growth on investments and a strong special event calendar at Soldier Field. Park fees will experience a minor increase, but programming will continue to be affordable to all Chicagoans. This budget marks the seventh consecutive year we have reduced budgeted reliance on prior year fund balance to address structural imbalance.

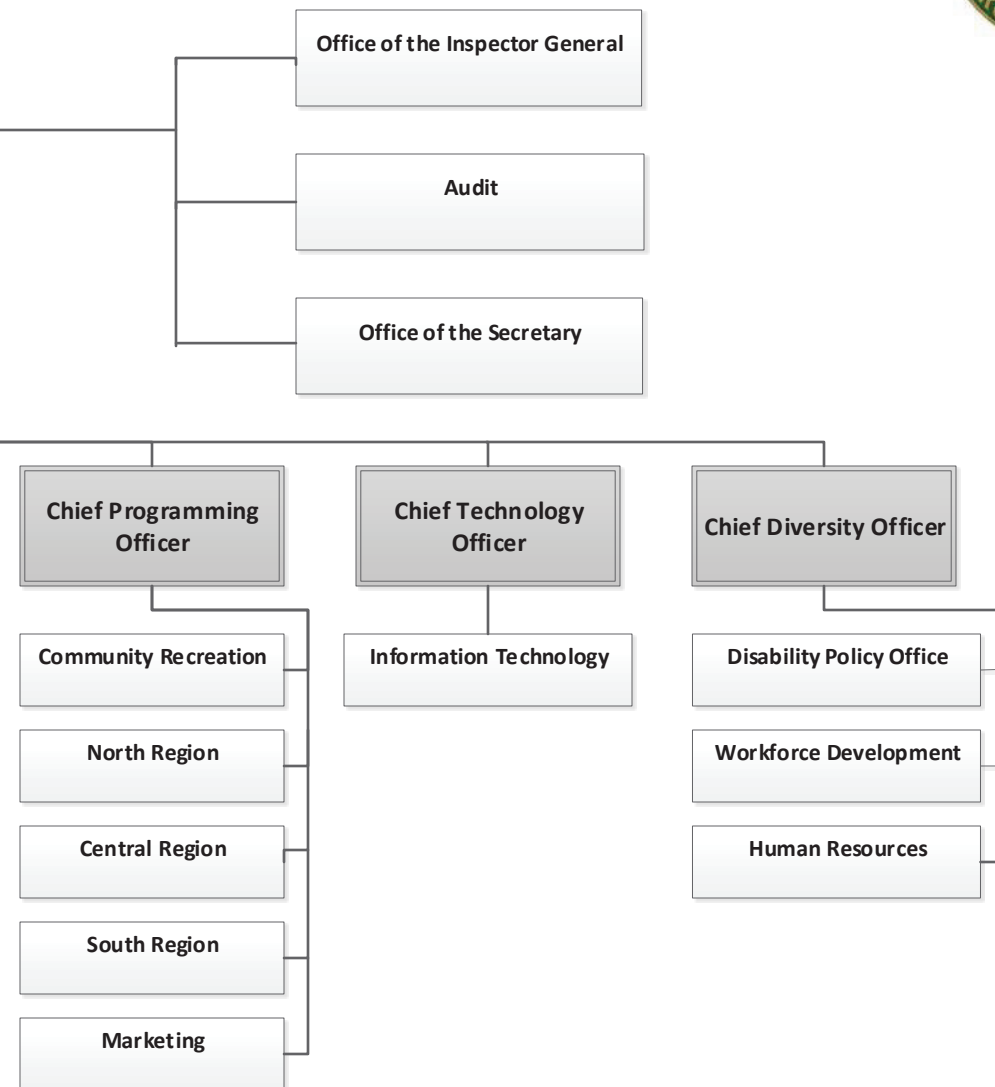
This promises to be a big year for us as we continue our march toward 2,020 acres of natural area by 2020, as we open the doors at the world-class Gately Indoor Track & Field and as we celebrate the Chicago Park District's 85th Anniversary.

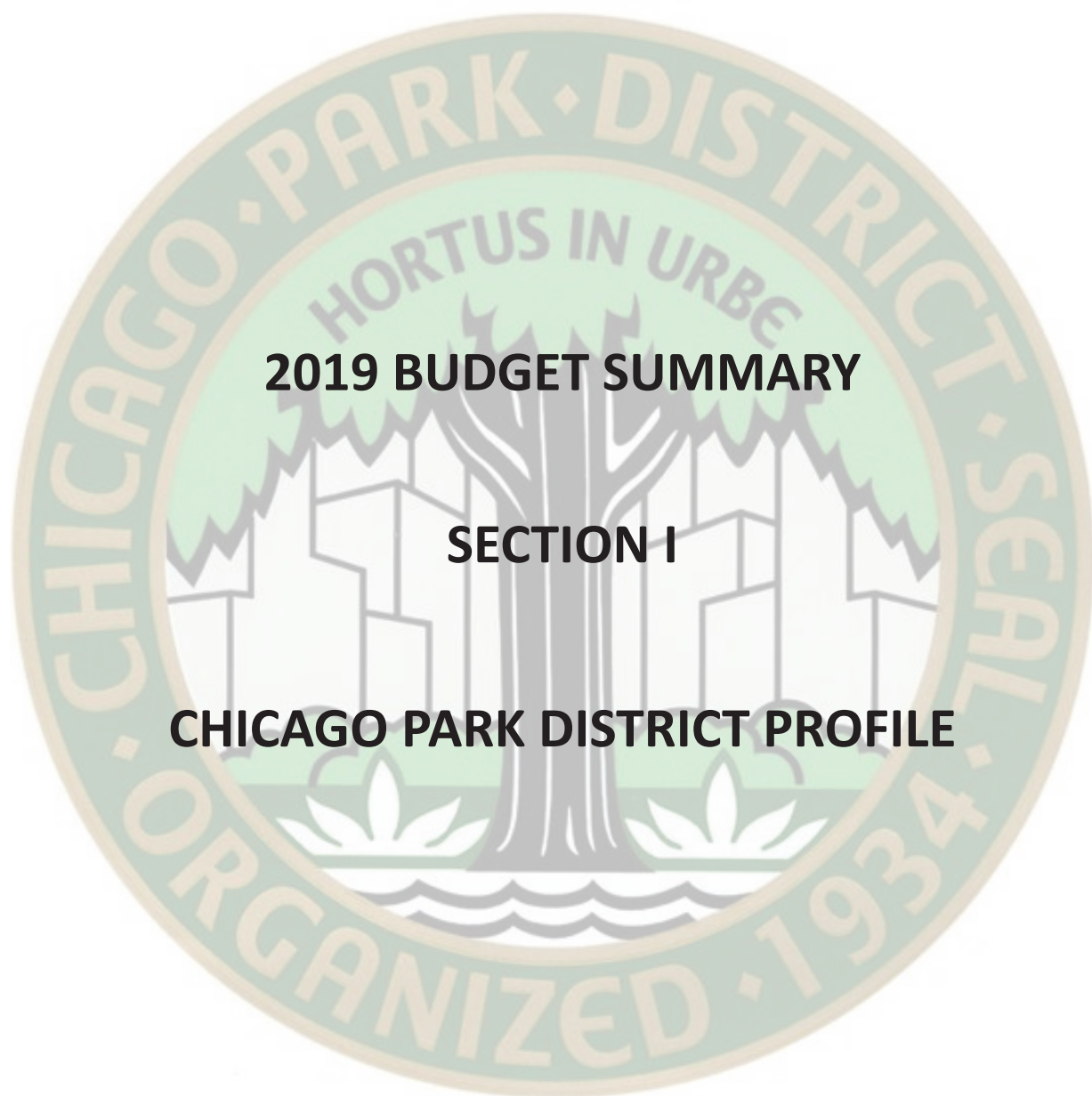
From Brooks Park to Big Marsh Park to Garfield Park to the Lakefront Trail– north, south, west and east – our mission and philosophy will never change. The Chicago Park District is committed to enhancing the quality of life for Chicagoans in all neighborhoods, across every ward.

Sincerely,

General Superintendent & CEO
Chicago Park District







2019 BUDGET SUMMARY

SECTION I

CHICAGO PARK DISTRICT PROFILE

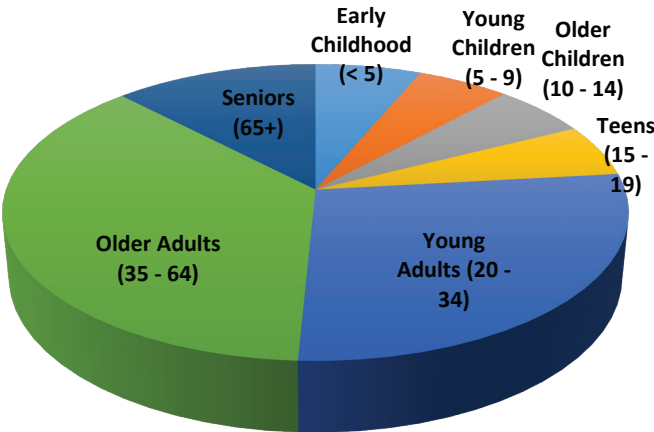
City of Chicago Demographics

The City of Chicago sits at the confluence of Lake Michigan with two rivers, the Chicago and Calumet. Covering an area of 228 square miles, Chicago has utilized its beautiful setting to become the hub of the Midwest. Home to a population of over 2.7 million, Chicago ranks as the third most populous city in the United States and the largest in the interior of North America. A diverse metropolis of vibrant neighborhoods and over 600 parks, Chicago offers residents and visitors alike an array of experiences found nowhere else.

City of Chicago Population	2017
Total	2,716,462
Early Childhood (Under 5 Years Old)	172,017
Young Children (5-9)	150,373
Older Children (10-14)	155,283
Teens (15-19)	153,896
Young Adults (20-34)	747,461
Older Adults (35-64)	1,004,894
Seniors (65+)	332,538

Source: 2015 American Community Survey 1-Year Estimates

City of Chicago Total Population



Chicago Park District

As the green backdrop 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 vast array of facilities and amenities for all ages and interests, including parks, playgrounds, lakefront beaches, pools, cultural centers, fitness centers, golf courses, museums, and harbors to name a few. Strong park systems are a key component in building 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 transformational projects such as the 312 River Run and the Ford Calumet Environmental Center at Big Marsh Park, park capital improvements have the potential to touch the lives of all City residents and visitors, knitting the fabric of the city closer together. For example, through Mayor Rahm Emanuel's Chicago Plays! playground initiative, we rebuilt 325 playgrounds across the city so that every child in every neighborhood is within a 10-minute walk of a park or playground. Park programs and events create hubs of positive activity, strengthening community ties and reducing crime.

CPD is made up of...

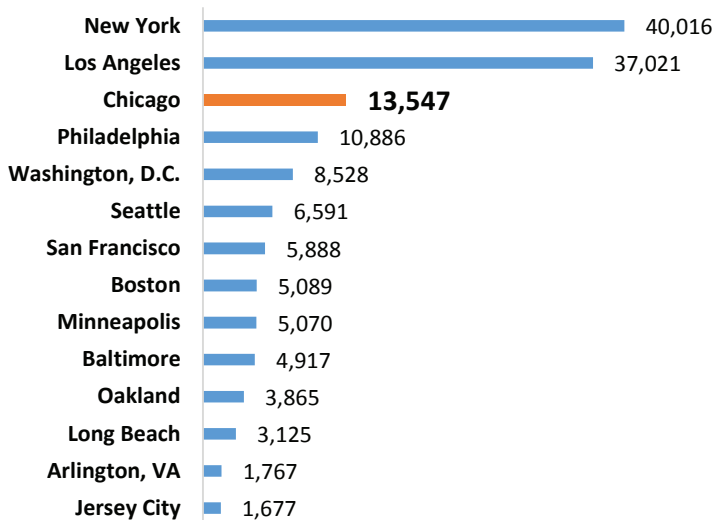
- 8,832.16 Acres
- 605 Parks
- 704 Baseball/Softball Fields
- 518 Playgrounds
- 513 Tennis Courts
- 355 Volleyball courts (300 seasonal)
- 328 Basketball Courts
- 256 Gardens
- 251 Football/Soccer Fields
- 228 Water Spray Features
- 211 Fieldhouses
- 147 Gymnasiums
- 99 Natural Areas
- 92 Community Gardens
- 90 Artificial Turf Fields
- 78 Swimming Pools
- 74 Horseshoe Courts
- 69 Fitness Centers
- 30 Running Tracks
- 29 Beaches
- 26 Miles of Lakefront
- 26 Fitness Courses
- 25 Dog Friendly Areas
- 21 Boxing Centers
- 21 Sport Roller Courts
- 21 Pickleball Courts
- 20 Lagoons
- 19 Casting Piers
- 15 Cultural Centers
- 14 Hand/Racquetball Courts
- 13 Water Playgrounds
- 12 Beach Houses
- 11 Harbors
- 11 Museums
- 11 Gymnastics Centers
- 10 Wetland Areas
- 10 Ice Skating Rinks
- 8 Dune Habitats
- 7 Golf Courses
- 6 Skate Parks
- 5 Boathouses
- 5 Water Slides
- 5 Batting Cages
- 4 Putting Greens
- 3 Bowling Greens
- 3 Driving Ranges
- 3 Senior Centers
- 3 Archery Ranges
- 2 Wheelchair Softball Fields
- 2 Conservatories
- 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.

Strengthening our focus on the natural environment, and eco-recreation as a rapidly growing field within community recreation, total acreage increased from 12,917 acres in 2017 to 13,547 acres in 2018, a nearly 5% increase. Expanding our acreage with new acquisitions and development, as well as taking over management of existing parkland, enables the Chicago Park District to reach all of its residents and visitors with a variety of recreation and leisure opportunities to choose from.

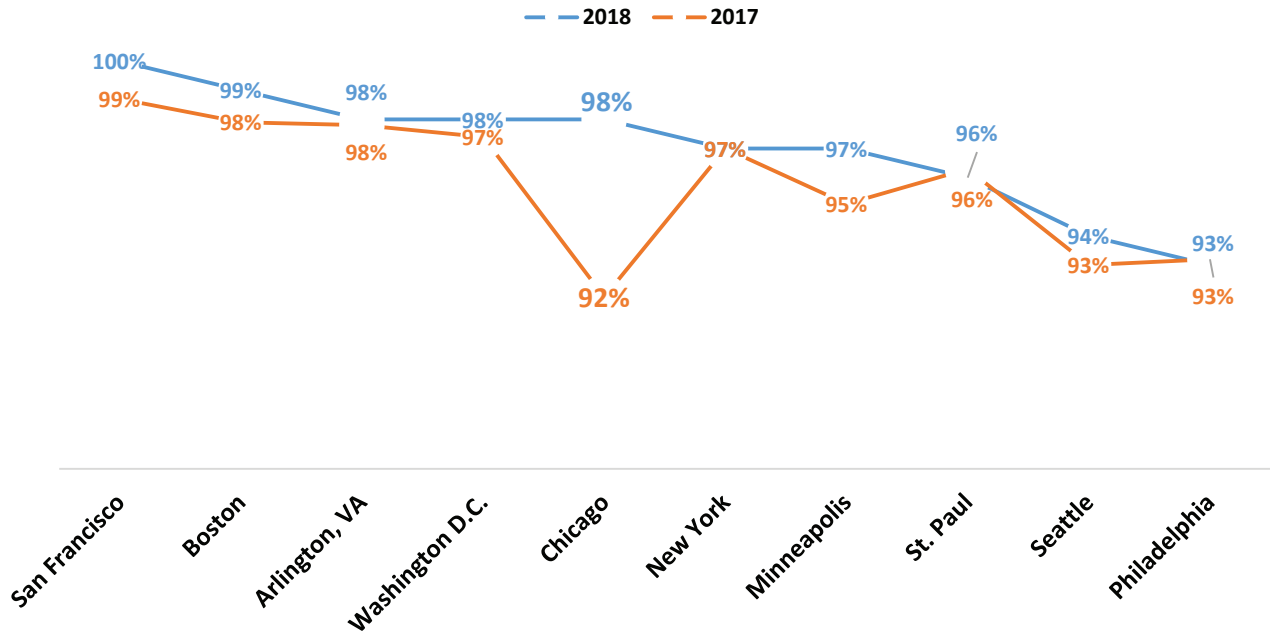
Total Park Acres 2018



Source: The Trust for Public Land ParkScore © 2018

Due to Mayor Rahm Emanuel’s forward-thinking Chicago Plays! and Building on Burnham initiatives, in 2018 we rose six spots to number four in the Trust for Public Lands’ Walkable Park Access* metric. Now 98% of our population resides within walking distance to a nearby park. The ongoing Building on Burnham initiative seeks to bring 2,020 acres of natural areas under Chicago Park District management by the year 2020. This push will create a widely diverse system of parks, playgrounds, and natural environments for residents and visitors to enjoy for generations to come.

Top 10 Cities with Walkable Park Access



Park Access is defined as the ability to reach a publicly owned park within a half-mile walk on the road network, unobstructed by free-ways, rivers, fences and other obstacles. To date, ParkScore® has measured the 100 most populous cities in the United States.

Source: The Trust for Public Land ParkScore® 2018

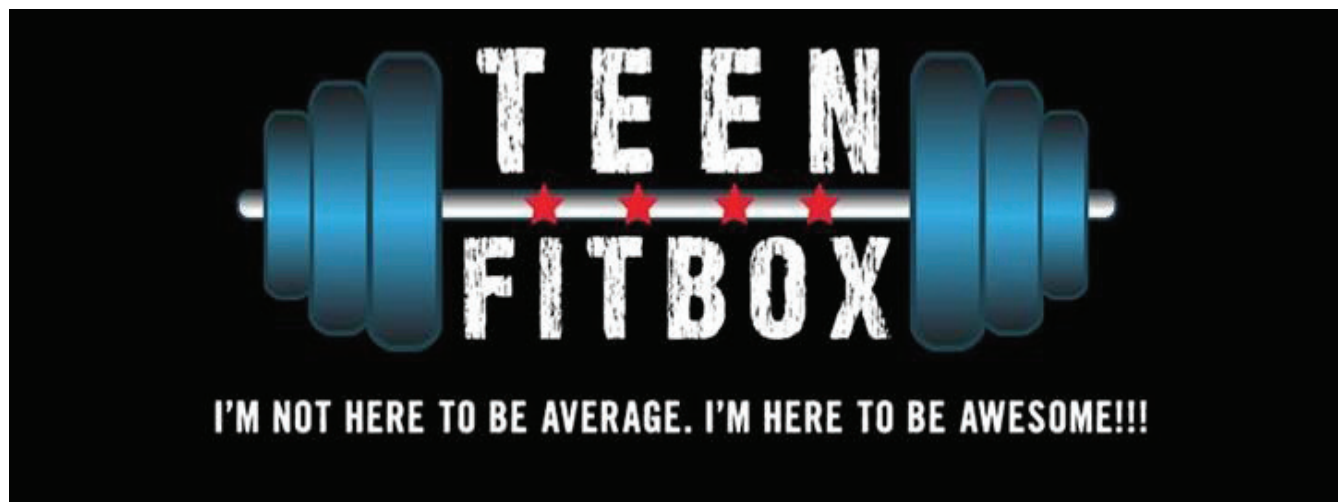
For methodology, detailed analysis and maps, visit www.parkscore.tpl.org

Recreational and Cultural Offerings

With fall session registrations underway, just over 380,000 patrons have enrolled in nearly 25,000 offerings of sports, recreational, cultural and environmental programs offered by the Chicago Park District in 2018. Programs are available for people of all ages, in neighborhood parks throughout the City of Chicago. For example:

- Early childhood activities such as: Tiny Tot Swim and Toddlers, Tunes, & Turtles are available for infants, toddlers and pre-school children;
- Our signature summer camp program, Day Camp, as well as our year-round Park Kids program are open to give youth and teens a safe place to learn and play with friends during the summer and after school;
- Teens can participate in organized activities such as Teens in the Park (TIP) Fest, *CPS SCORE!*, and a variety of district-wide sports leagues;
- Basketball, volleyball, pickleball and evening sports leagues are available each day for adults and seniors giving them the opportunity to stay involved in their neighborhood park

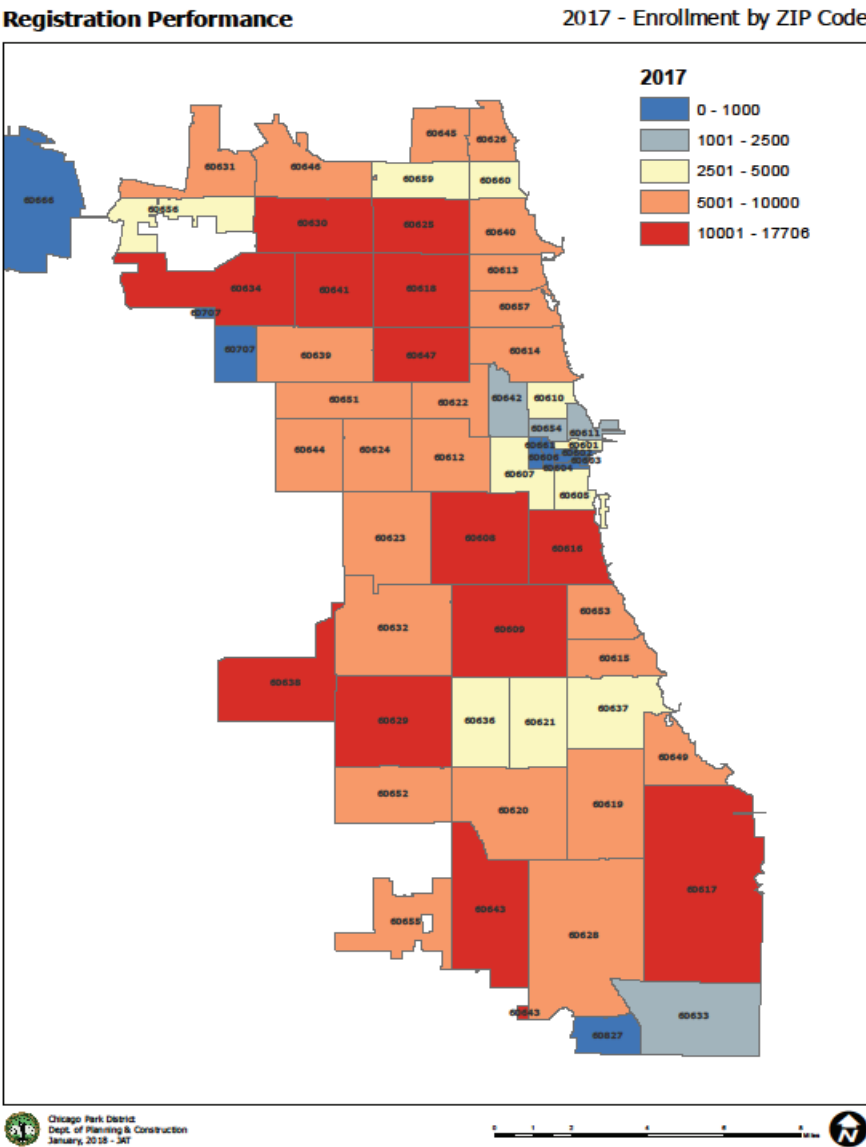
In 2018, we continued to offer year-round *Night Out in the Parks* programming for the 6th consecutive year. This popular program brought more than 200,000 patrons to over 2,000 events in neighborhood parks year round (1,200+ during the summer months), making community parks safe havens and hubs of activity. Additionally, in 2018, Theatre on the Lake returned to its newly renovated lakefront home with 7 weeks of groundbreaking theatre, music, and dance.



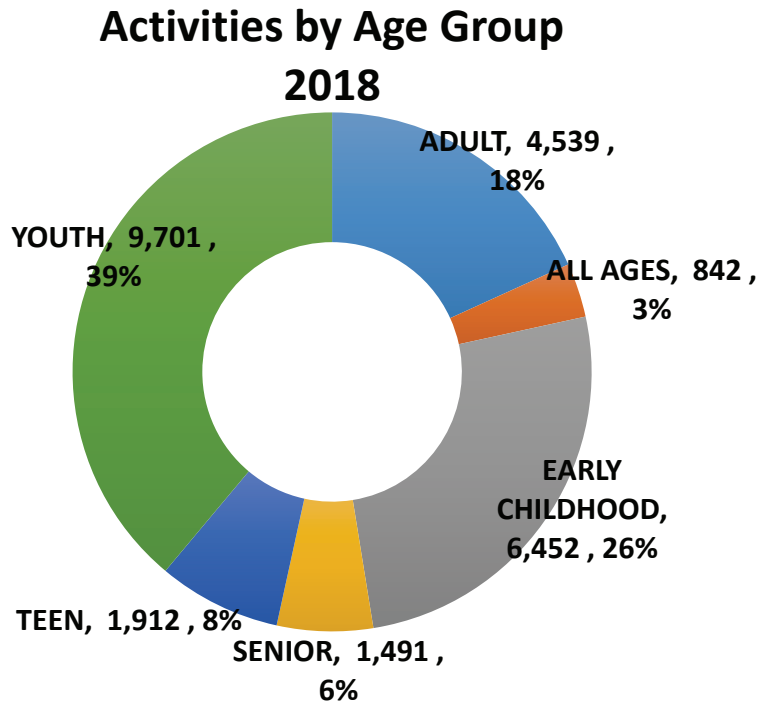
Program Registrations & Demographics

For the most recent summer session there was an estimated 87,122 registrations which was an increase of 2.4% over 2017's 85,058, a record in terms of summer enrollments for the Chicago Park District. We also achieved a new record for online enrollments (41,767) for a summer session. We continue to expand our programming, while ensuring 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 a variety of discount opportunities, including: financial hardship, family, and military discounts.

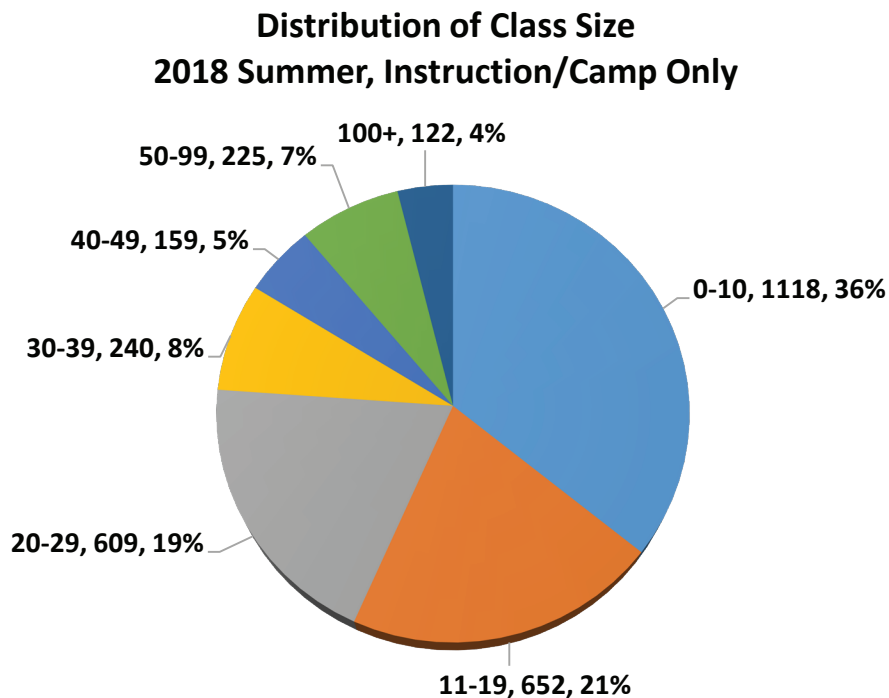
The map below shows a breakdown of our enrollment numbers, for the year 2017, by zip code.



Children and their families will always be our primary focus (Core Value #1 – Children First), as is evidenced by the below chart showing 62% of our activities being offered in 2018 that fall under Early Childhood (26%) and Youth (39%) age groups.

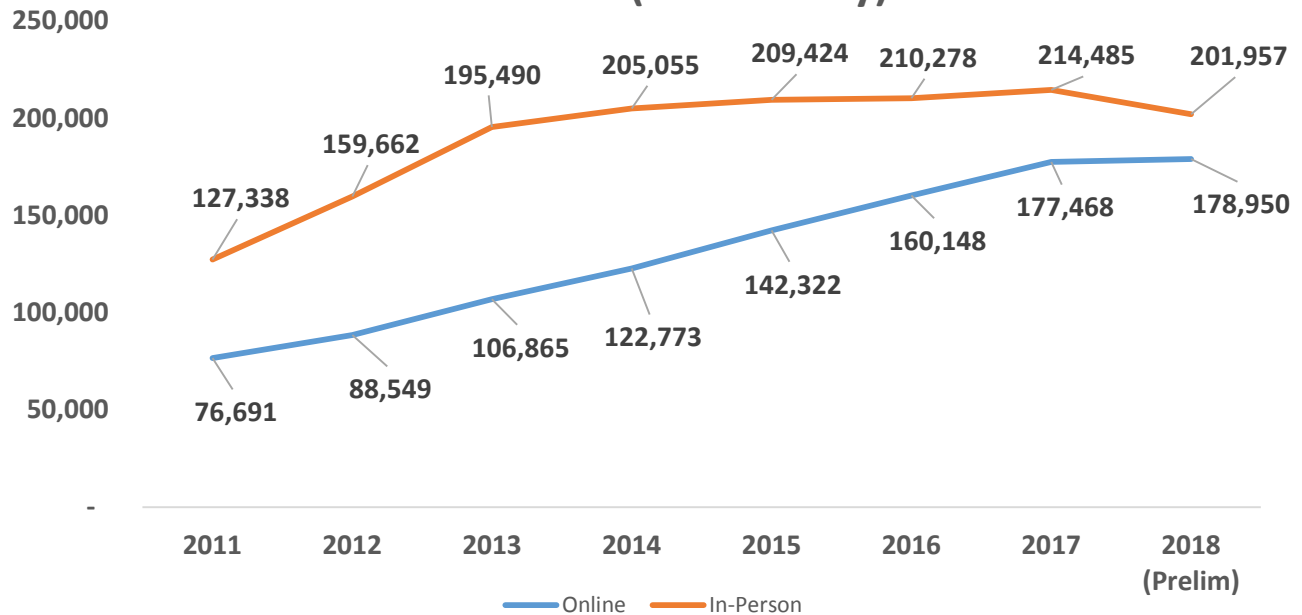


While the number of our offerings keep growing, the quality of our programming remains consistent. In the 2018 summer session, 57% of activities had class sizes under 20, allowing for a focused instructional approach and one-on-one time between campers and instructors.



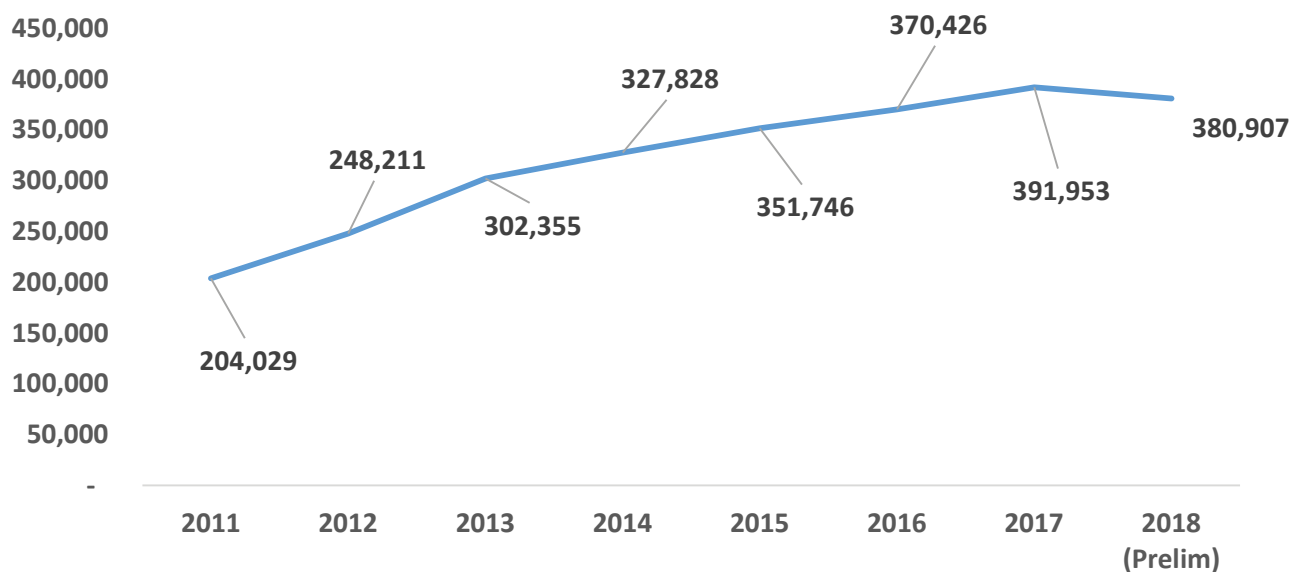
Implementing new ideas and technologies to create operational efficiencies is vital to our longevity as one of the leading providers of recreational and leisure activities (Core Value #4 – Extra Effort). Within this framework, we have led a collaborative effort to reduce the gap between in-person and online registrations. Providing our patrons with the necessary tools to enroll for our activities online simplifies the registration process for them, while allowing our field staff to focus their time on preparing for, scheduling and instructing high quality programs.

Mode of Enrollment 2010-2018 (Preliminary)



With our fall registrations underway, we are on track to continue our 7-year trend of steady increases in overall enrollments.

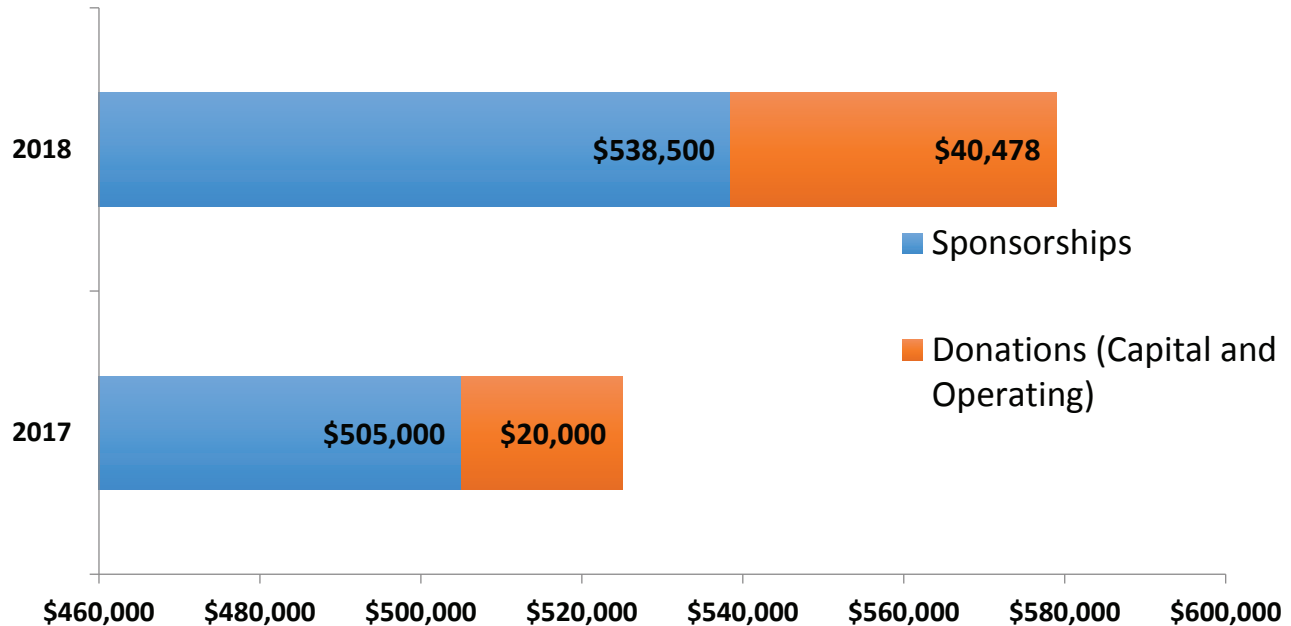
Total Enrollments 2010-2018 (Preliminary)



Administration - Leveraging Community Partners and Employee Development

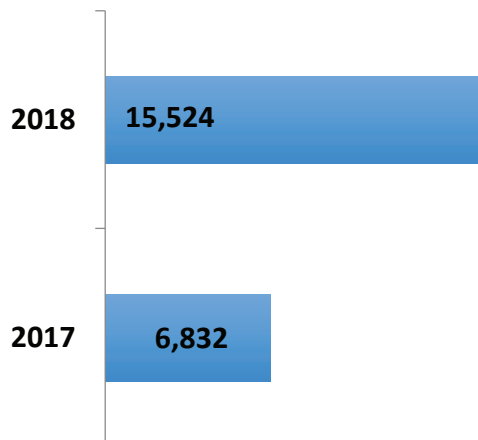
In an effort to maintain long-term financial stability (Core Value #2 - Best Deal in Town), the Chicago Park District is proactive in seeking community partners for sponsorships and/or donations. As of October 2018, we have seen a 10% increase in these one-time revenues, which will help us to bring the affordable, high quality instruction that our patrons expect.

New Business Development Secured Funding 2017-2018

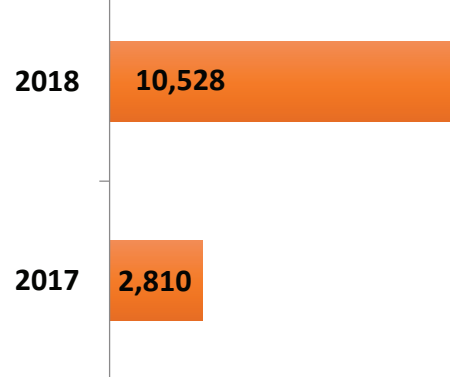


Fostering a customer-focused approach in our mission requires a highly skilled and routinely trained workforce. Through the department of Workforce Development, we have trained 15,524 employees to date in 2018 (an increase of 127% from 2017); in addition, 10,528 (68%) of these trainings were completed online allowing for scheduling efficiencies and a standardized training approach.

Workforce Development Number of Employees Trained



Workforce Development Online Trainings Completed Via Success Center



Our Mission

The mission of the Chicago Park District is to:

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

Our Vision

Chicago Park District's vision is to program, sustain, maintain and create world class parks and open spaces connected to residents and visitors



Core Values

Children First

Our most important role is to bring children and families into our parks and give them great reasons to stay and play for a lifetime. One of our primary goals within this value is the development of new opportunities, while expanding our most popular activities so that every child can experience all that we have to offer. In order to do this, we routinely review enrollment statistics, solicit feedback from our guests and then use this data as a driver to tailor our program offerings. We give every child a reason for, and an opportunity to, play in the world-class parks we maintain.



In 2019, the Aquatics and Sailing unit will expand sailing offerings at Montrose and Jackson Park Harbors. Additionally, we will establish Chicago-area high school sailing teams, while also expanding the racing team and travel opportunities.

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 sustain our solid financial position for future generations, we remain proactive in identifying new revenue sources, while at the same time making informed investment decisions with our current resources and keeping operating costs at manageable levels. This multi-point approach allows us to maintain high quality programming, while keeping costs as affordable as possible.

In 2019, we will be allocating additional resources toward the management of strategic partnerships that benefit the District. Looking at these partnerships more holistically will enable us to program more effectively, while working to keep rates affordable for all that come to our parks. Developing a consistent partnership model will enable us to leverage non-financial resources in the community for the betterment of our guests.



Built to Last

We use our capital funding to renew our aging infrastructure and leverage partnerships that produce new parks and facilities that are forward-thinking and world-class. We have inherited a world-class park system that has served generations of Chicagoans and it is our duty to ensure the vitality endures. At the same time, we understand the need for ongoing maintenance of our prized assets and expansion over time. These assets include fieldhouses, sculptures, landscapes and natural areas. To achieve this end, we strategically utilized our capital resources, and leverage partnerships, to continually do more with less. In doing so, we will honor our inheritance and build for the next generation.



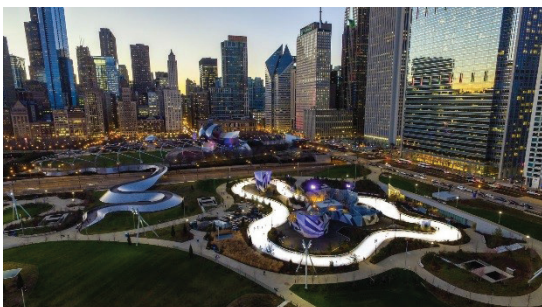
Currently under construction, the Ford Calumet Environmental Center (FCEC) at Big Marsh Park is expected to open to the public in the fall of 2019. Big Marsh is a Phoenix award-winning park bringing together ecological restoration and active recreation. The FCEC will house classrooms, office and work space, a community meeting and event space, as well as interpretive exhibits focused on the history of the region, environmental education, and wetland ecology. The Center is intended to function as a gateway to the Calumet region and will be the hub for school-based field trips, community programs, and eco-recreation activities for the over 740 acres of CPD natural sites on the southeast side.

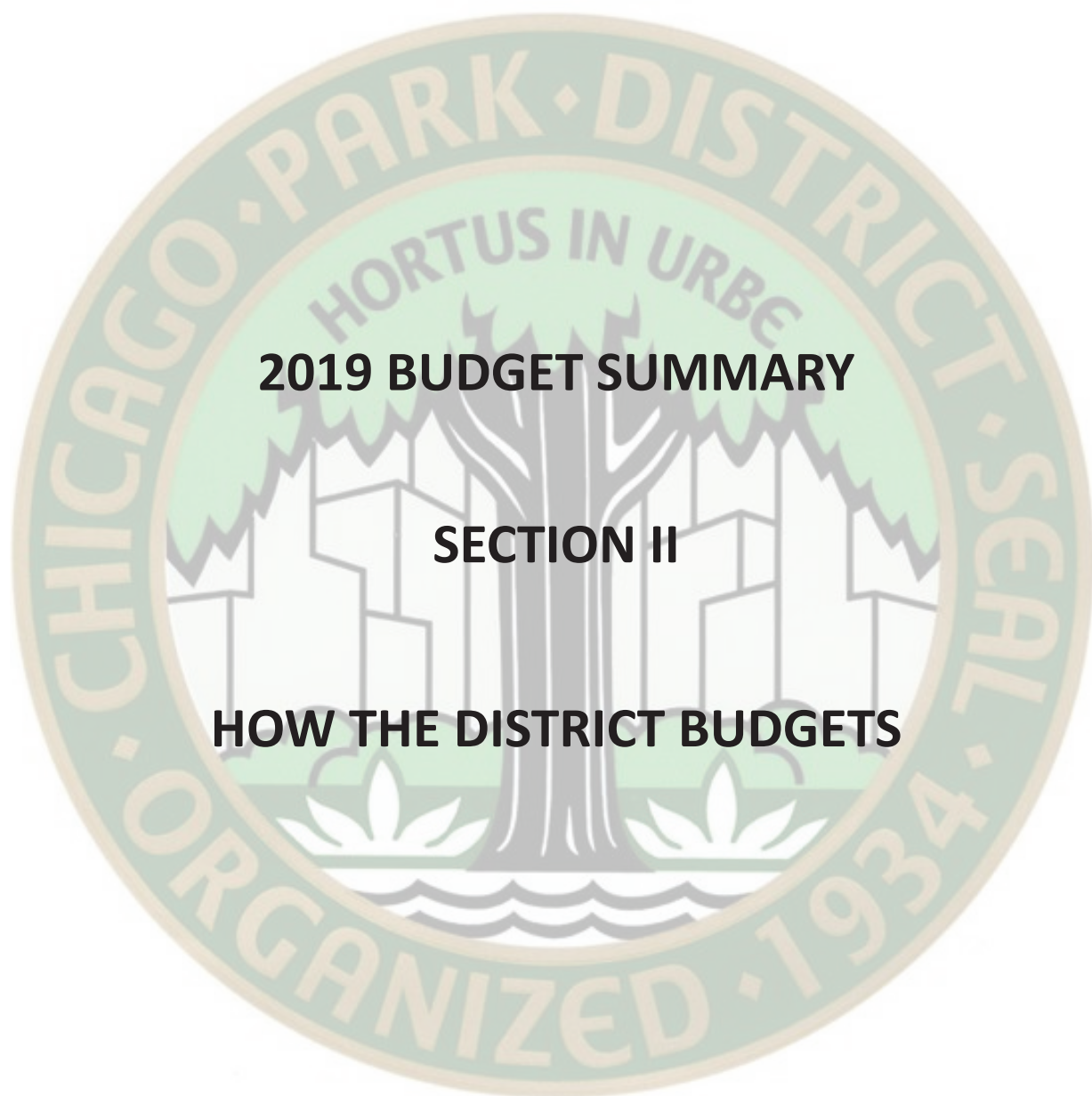
Extra Effort

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 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. While honoring our legacy, we work as a team to build a new future together.



In 2019, the Chicago Park District will celebrate its 85th Anniversary. Officially organized May 1, 1934, through the consolidation of the city's 22 independent park organizations, the Chicago Park District has become one of the largest, most interactive public park systems in the nation. To commemorate this incredible milestone, we will revisit historical highlights, bring new investments to our parks and engage our patrons in a year-long celebration of Chicago's parks and how they've shaped our families, communities and city.

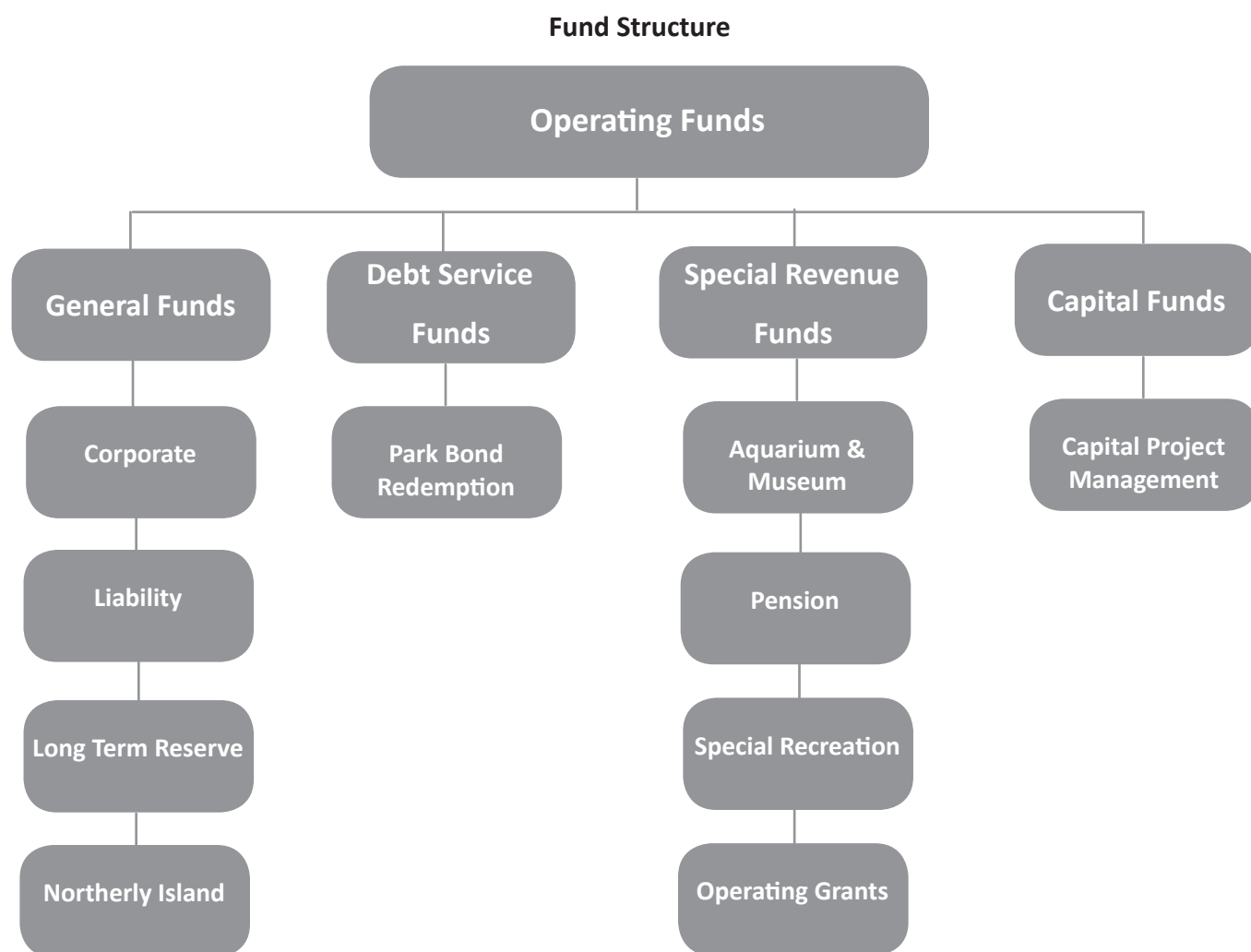




2019 BUDGET SUMMARY

SECTION II

HOW THE DISTRICT BUDGETS



The 2019 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 classification 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.

2019 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 the accrual basis which 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 \$1,219 million or 69% below the \$1,766 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 \$225 million in capacity under this limit. At the end of 2018, the District's outstanding long-term debt will be approximately \$834 million, which is \$13 million higher than the previous year and will be reduced to approximately \$799 million after the debt service payment due in 2019.

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

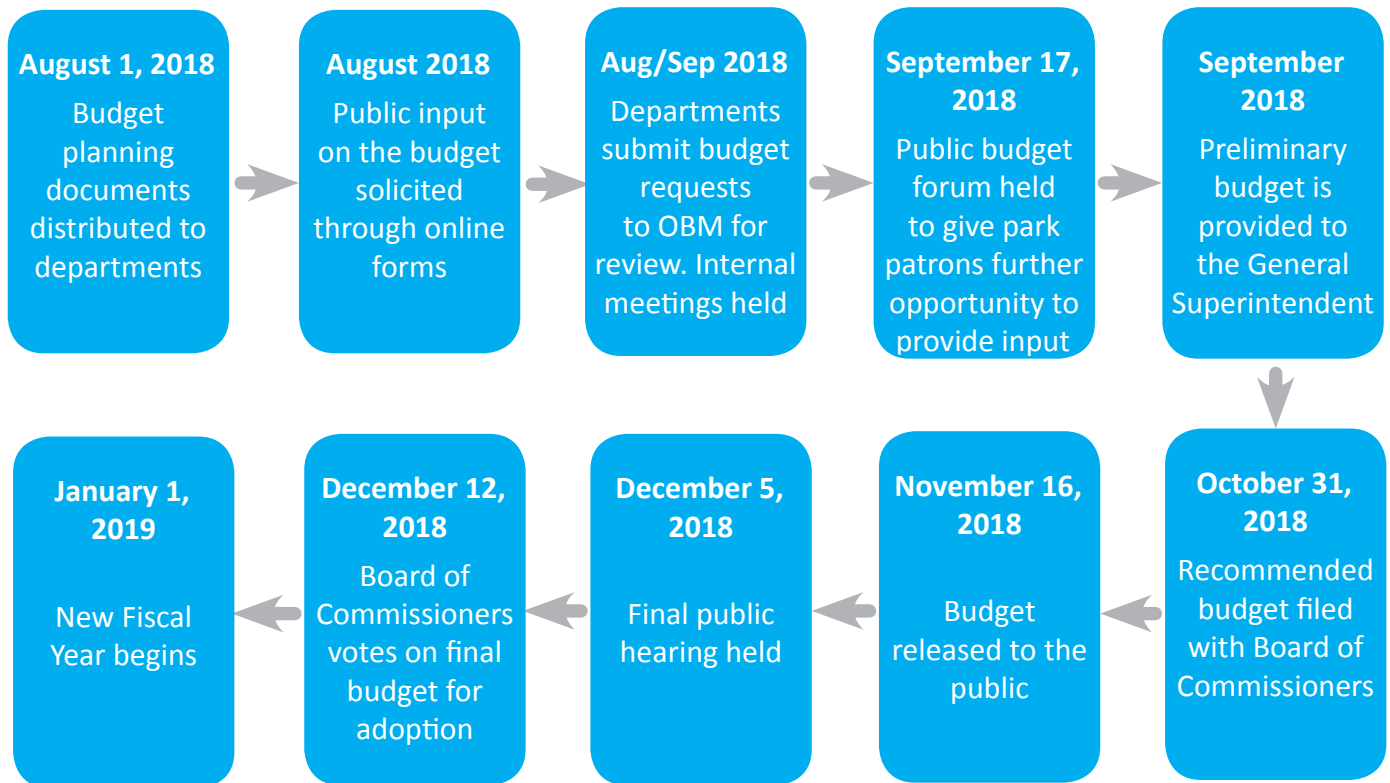
Purchased or constructed capital assets are recorded at cost or estimated historical cost. Donated capital assets are recorded as their fair value at the date of donation. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend the assets' lives are 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 2019 budget is presented in the following two documents:

- **2019 Budget Summary**
Provides a summary of proposed budget, narrative of the funding sources and an overview of the budget process.
- **2019 Budget Appropriations**
Line item detail for departments, regions and parks for all operating funds.

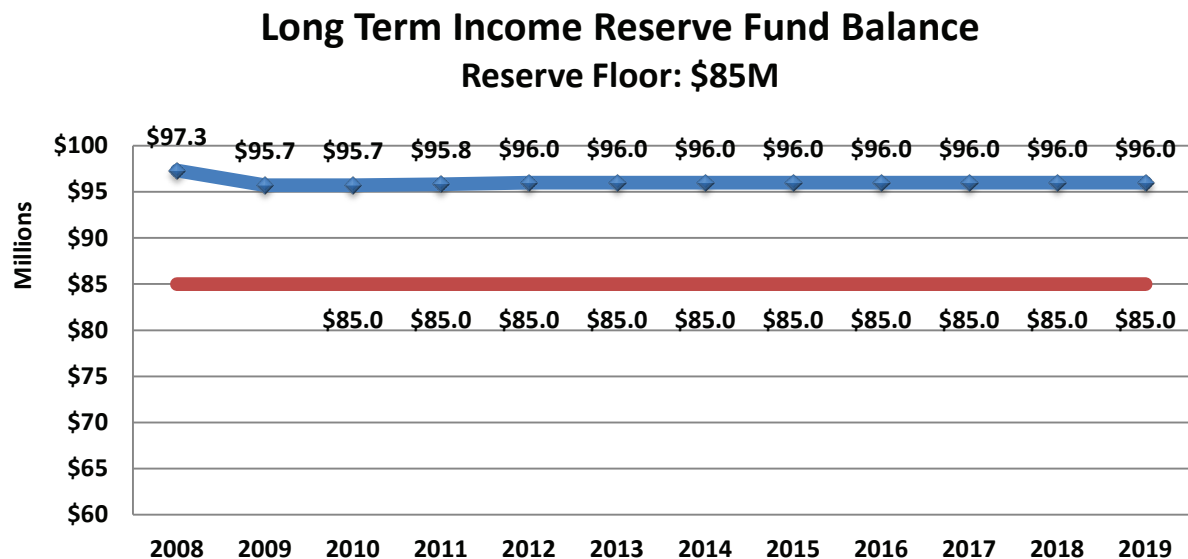
Fund Balance

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, 2017, the District's governmental funds reported combined fund balances of \$295 million, a decrease of \$44.2 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 \$207.8 million, or approximately 69.8% of total general fund expenditures. Of this amount, \$96 million relates to working cash reserves.

The 2019 budget accounts for the use of \$1.5 million of prior year fund balance. This is a decrease of \$0.5 million compared to the 2018 budget. This marks the seventh consecutive year of reduction of budgeted reliance on prior year fund balance in an effort to address the structural imbalance.

The Long-Term Income Reserve Fund

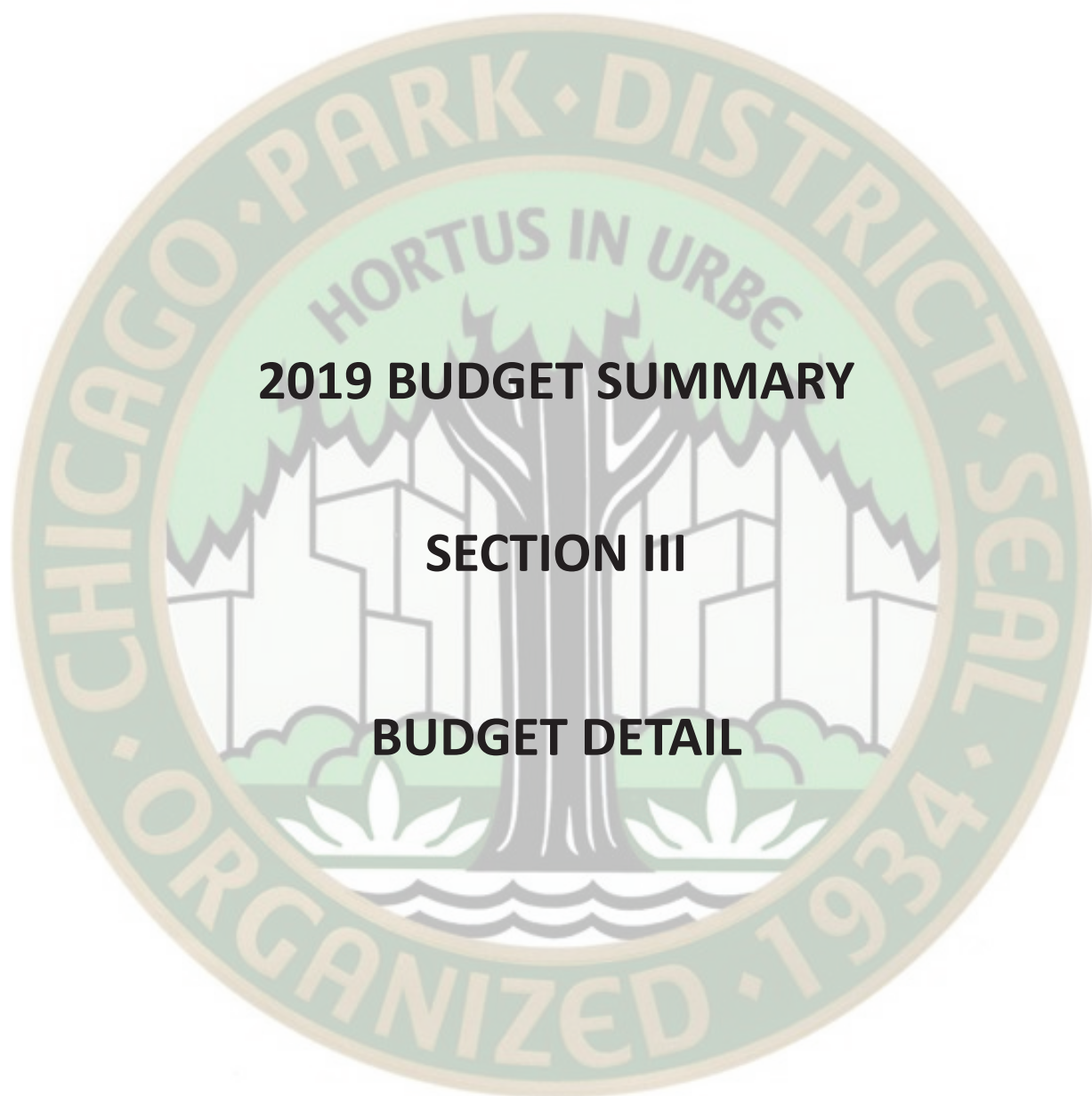
The long-term reserve fund is a special revenue fund created in 2006 with total proceeds from the sale of the District's parking garages. Interest earned on these proceeds is budgeted to replace the net operating income the District had been receiving from the garages. It is the District's policy to maintain the fund level at no less than \$85 million. At the end of 2017, 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	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget ¹	2019 Budget
Revenues						
Property tax	\$164,534	\$163,095	\$174,145	\$153,275	\$175,614	\$175,692
Tax Increment Financing Distribution	3,885	5,086	7,050	9,626	9,180	8,750
Personal property replacement tax	23,345	26,381	26,654	32,065	12,937	16,463
Interest on investments	5	293	682	1,763	1,050	2,250
Concession revenue	3,529	3,726	3,967	3,691	3,762	3,855
Parking fees	4,145	4,768	5,349	5,757	6,090	5,901
Harbor fees	11,638	11,387	11,893	11,461	12,626	12,321
Golf fees	4,900	5,308	5,369	5,769	5,745	5,583
Recreation Activities	13,180	13,588	13,465	14,223	15,298	15,298
Soldier Field	36,036	42,418	39,159	35,232	34,380	35,199
Donations and grant income	1,055	1,674	1,504	2,016	3,081	1,865
Rentals	1,399	1,060	813	818	1,079	963
Miscellaneous income	1,171	1,571	1,698	1,695	1,788	1,817
Permits	12,396	14,173	15,582	15,711	17,162	17,566
Northerly Island	1,651	1,211	812	1,182	1,270	1,175
Other User Charges	1,740	4,586	6,668	7,250	7,750	8,012
Capital Contributions	-	-	-	-	1,100	1,100
Use of Prior Year Fund Balance	-	-	-	-	2,000	1,500
Use of Long Term Obligation Fund Reserve	-	5,000	8,000	-	-	-
Internal Service Earnings	-	-	-	-	4,200	4,200
Total revenues	\$284,609	\$305,325	\$322,810	\$301,534	\$316,112	\$319,510
Expenditures						
Personnel services	\$150,015	\$153,792	\$158,717	\$162,711	\$171,717	\$175,380
Materials and supplies	5,329	5,359	5,438	5,271	6,484	6,737
Small tools and equipment	448	414	376	440	510	547
Contractual services	114,410	122,338	123,886	121,019	130,013	129,626
Program expense	617	695	653	548	698	630
Other expense	6,030	6,048	7,376	7,494	6,690	6,590
Supplemental Contribution to Pension Fund	-	12,500	12,500	-	-	-
Transfer out	-	-	-	-	-	-
Total expenditures	\$276,849	\$301,146	\$308,946	\$297,483	\$316,112	\$319,510
Revenues over expenditures	\$7,760	\$4,179	\$13,864	\$4,051	\$-	\$-
Fund Balance						
Beginning Fund Balance	\$186,039	\$204,624	\$203,482	\$207,912	\$209,663	\$183,482
Nonspendable:	1,500	1,512	1,472	1,881	1,500	1,500
Restricted:	-	-	-	-	-	-
Committed:						
Working Capital	95,976	95,976	95,976	95,976	95,976	95,976
Economic Stabilization	27,000	25,800	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	6,000	12,000	12,000	12,000	12,000	12,000
Northerly Island	1,010	689	93	79	90	90
Legal Judgments exceeding appropriations	500	500	500	500	500	500
Long Term Liability ²	40,000	35,000	27,000	29,000	27,000	29,000
Unassigned:	27,638	27,005	40,071	39,427	15,616	12,116
Ending Fund Balance	\$204,624	\$203,482	\$207,912	\$209,663	\$183,482	\$181,982

¹The 2018 amounts represent revenues and expenditures reflected in the amended budget. The Fund Balance section reflects the actual beginning fund balance that was not yet available at the time of the 2018 budget passage and therefore differs from amounts originally presented in this table.

²In 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.



2019 BUDGET SUMMARY

SECTION III

BUDGET DETAIL

Economic Outlook

As fiscal year 2018 comes to a close, the national economy is growing at a steady pace. Recent data indicate growth in the economy with real GDP increasing at an annual rate of 3.5% in the third quarter of 2018 (advance estimate) and 4.2% percent in the second quarter. The overall economy grew at an average rate of 3.3% in 2018, up from an average of 2.5% in 2017. The US Department of Labor reported that the seasonally-adjusted national unemployment rate declined from 4.1% in October 2017 to 3.7% in October 2018. The overall labor force participation rate rose in October to 62.9%, a 0.2% increase from the previous year. Over the past nine years, the economy has been in expansion, but slower economic momentum is anticipated in 2019 as the effects of the 2018 federal tax cuts and \$1.3 trillion spending bill are likely to wind down.

The state and local economy have historically followed the economic gain patterns of the national economy. In September 2018, the preliminary unemployment rate for Illinois was 4.1%, down from 4.6% a year prior, and the unemployment rate for Chicago was 3.7%, down from 4.7% a year earlier. According to the Bureau of Labor Statistics (BLS), from September 2017 to September 2018 nonfarm payroll employment increased by 50,300 jobs throughout Illinois. Most of the jobs were concentrated in the Chicago area, with the Chicago-Naperville-Arlington Heights area accounting for 23,600 jobs in that period. The largest job losses were in Springfield, IL and Carbondale-Marion, IL, with such areas losing 800 and 700 jobs respectively.

After multiple years without a state budget, the Illinois General Assembly passed a \$38.5 billion budget in 2018. While the current budget is balanced, concerns persists on whether the spending and revenue estimates are realistic, as the budget assumes that a proposed pension buy-out will lead to savings of \$382 million and an additional \$300 million will be generated from the sale of the James R. Thompson Center. There is also criticism that the budget is not reformative because it fails to address a backlog of unpaid bills which presently stand at \$7.5 billion. These uncertainties at the state level leave local governments in a difficult situation as they prepare to effectively plan for the future.

With a labor force of about 4.7 million, the economy of the Chicago Metropolitan area continues to be strong and is among the largest and most diversified in the world. Chicago is the home to many major businesses and Fortune 500 companies. The annual gross regional product (GRP) in 2017 was \$657.59 billion, which is a 1% increase from \$651 billion in 2016. Tourism continues to be a driving force in the local economy, setting records in 2018. From January through June, overall visitors rose 4.4%, with overnight visitors up 6%. Additionally, hotel demand grew 5% in the first three quarters. These statistics are testament to Chicago's status as Conde Nast Traveler's Best Big City in the U.S., an honor we recently received for the second year in a row.

One of the prominent drivers in the Chicago economy is the Chicago Park District, employing close to 7,260 employees and paying over \$190 million in wages and compensation. About half of these jobs are summer employment opportunities that set the stage for personal and professional development, allowing young adults to reinvest in their communities and positively impact the local economy. For the upcoming year, the District will continue this focus by opening the Ford Calumet Environmental Center (FCEC) at Big Marsh Park in the Calumet Region. This new facility on Chicago's southeast side will not only provide programming opportunities for youth and teens, but it will help bolster the local economy of the Calumet area by attracting residents and tourists alike to the area to enjoy hiking, rock climbing, adventure courses, trail running and off-road biking. As we go into our 85th year, we will continue to invest in our world-class resources, while expanding to meet the diverse needs of our patrons.

Sources:

US Department of Labor: Bureau of Labor Statistics

US Department of Commerce: Bureau of Economic Analysis

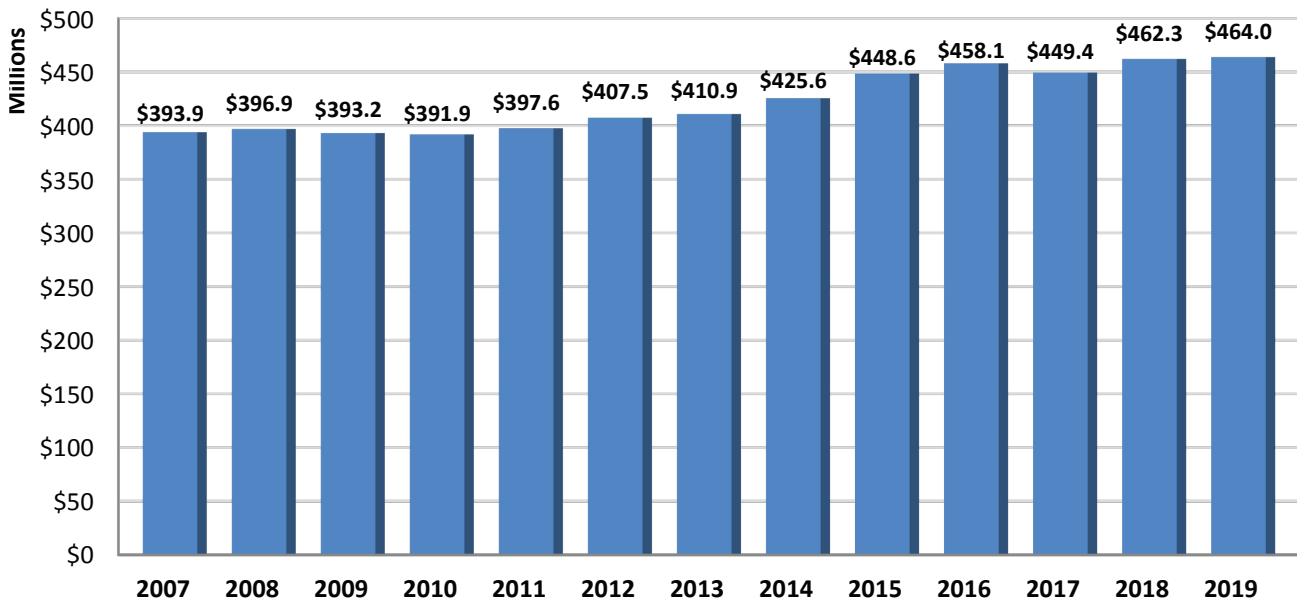
The Civic Federation

Illinois Department of Employment Security

World Business Chicago

Choose Chicago

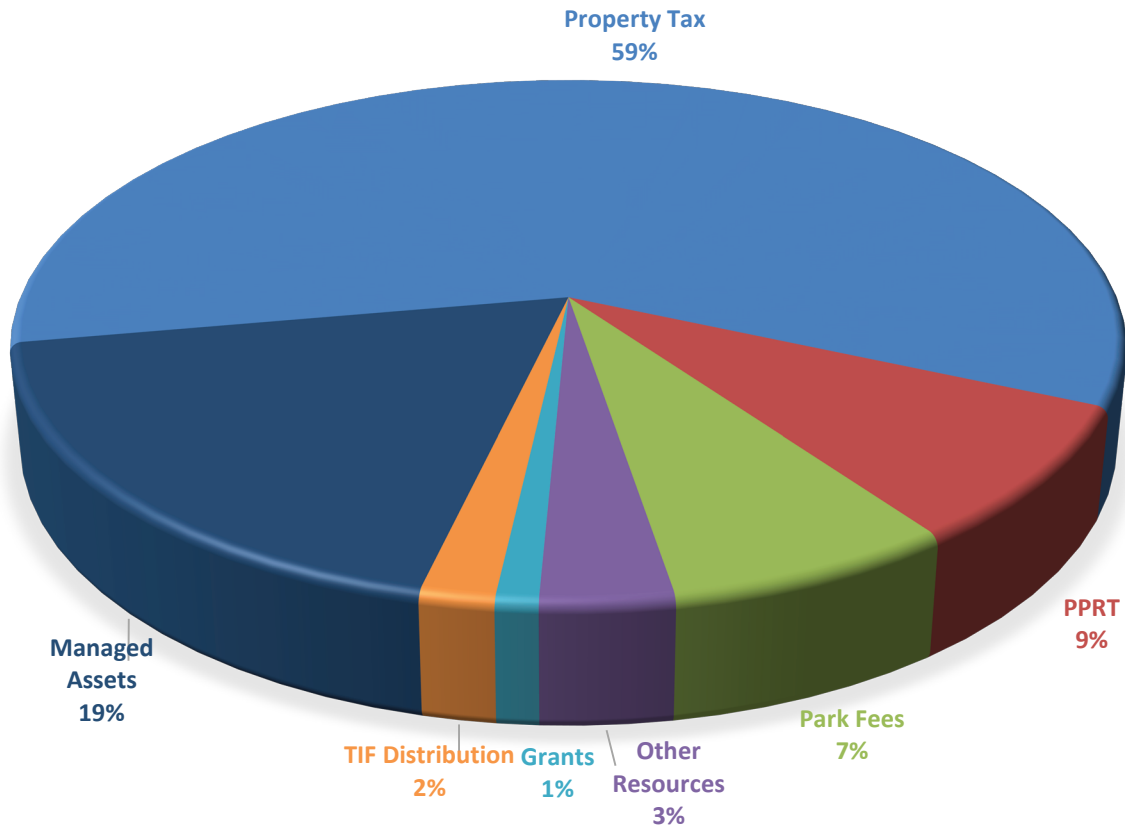
2019 Operating Budget Summary



The 2019 budget is balanced at \$464 million, an increase of 0.4% or approximately \$1.7 million compared to the 2018 budget. Excluding Internal Reimbursements between funds of \$4.2 million, the net appropriation is \$459.8 million. In fiscal year 2019, the District will incur increased expenses in salary and wages, benefits, utilities, managed assets, 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 \$14 million by implementing the following expenditure reductions and revenue enhancements.

Spending Cuts	\$7.9 million
Contract reductions	\$2.7
Utility conservation & efficiencies	\$1.5
Personnel efficiencies	\$1.3
Managed asset efficiencies	\$0.7
Strategic changes in healthcare	\$0.7
Landscaping efficiencies	\$0.5
Program efficiencies	\$0.3
Debt service reduction	\$0.2
Revenue Enhancements	\$6.1 million
TIF disbursement declaration	4.6
Interest earnings growth	1.2
Property tax value capture	0.2
Fee rate increases	0.1

2019 Operating Budget - Revenues



Financial Summary by Category - All Operating Funds

Revenues	2018 Budget	2019 Budget	% Change
Property Tax	\$274,115,370	\$275,569,738	0.5%
Managed Assets	\$85,135,760	\$86,000,580	1.0%
Personal Property Replacement Tax (PPRT)	\$39,400,000	\$39,400,000	0.0%
Park Fees	\$33,319,530	\$33,717,773	1.2%
Other Resources	\$16,147,461	\$15,544,444	-3.7%
TIF Distribution	\$9,179,500	\$8,750,000	-4.7%
Grants	\$5,000,000	\$5,000,000	0.0%
Total Resources	\$462,297,621	\$463,982,535	0.4%
<i>Less Internal Service Earnings</i>	<i>\$4,200,000</i>	<i>\$4,200,000</i>	
Net Appropriation	\$458,097,621	\$459,782,535	0.4%

Tax Revenues

Property Taxes

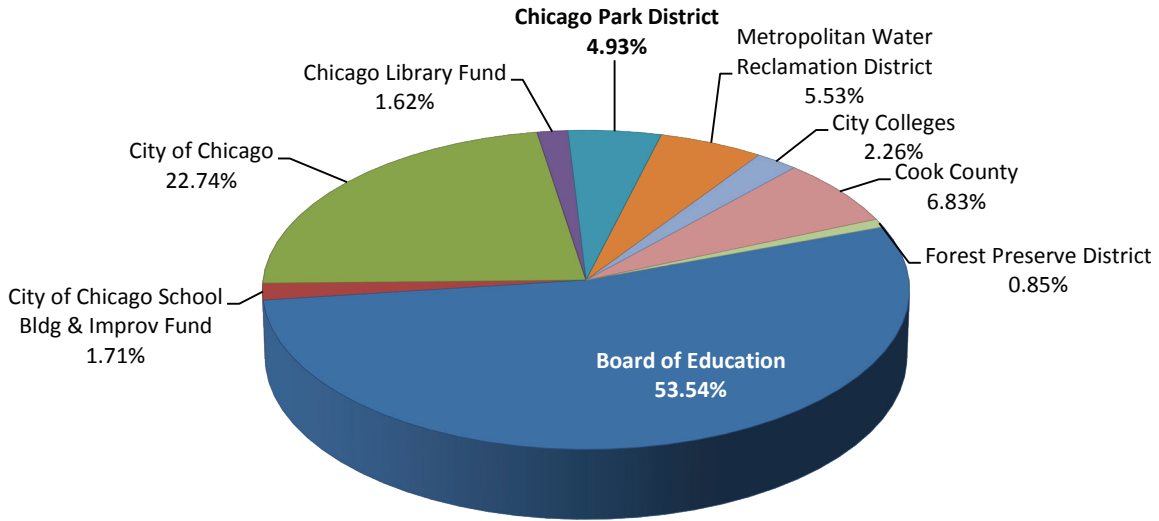
The Park District's largest source of revenue is the property tax which makes up 59% of total resources. While the District has been fortunate with stable property tax collections, this budget reflects a conservative estimate in the expected loss in collections of 3.67% of the property tax which is consistent with prior years' actual losses. The 2019 gross property tax levy of \$286.1 million reflects \$1.5 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. Net property tax after expected loss in collections is \$275.6 million.

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.

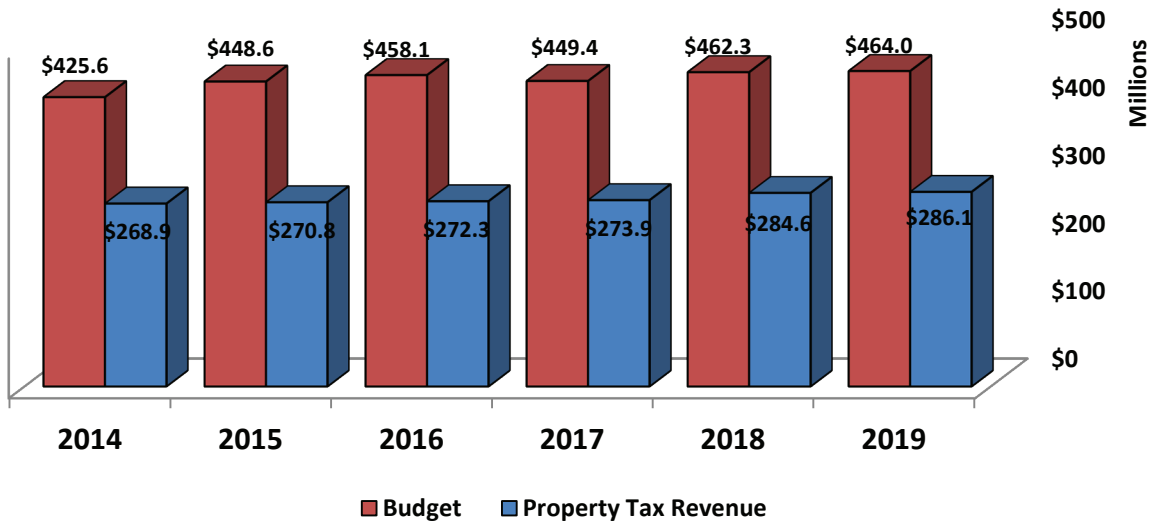
In March of 1995, property tax cap limitations were passed by the state legislature, which reflect the District's tax levy. The portion of the levy which supports the operations of parks and recreation facilities (the aggregate extension) can only increase from year to year by the rate of inflation. 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 2019 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, 4.93% 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	2017 Distribution	Allocation of Tax Bill
Board of Education	53.54%	\$2,198.38
City of Chicago School Bldg & Improv Fund	1.71%	\$70.08
City of Chicago	22.74%	\$933.61
Chicago Library Fund	1.62%	\$66.69
Chicago Park District	4.93%	\$202.32
Metropolitan Water Reclamation District	5.53%	\$227.19
City Colleges	2.26%	\$92.63
Cook County	6.83%	\$280.31
Forest Preserve District	0.85%	\$35.04
		\$4,106.23



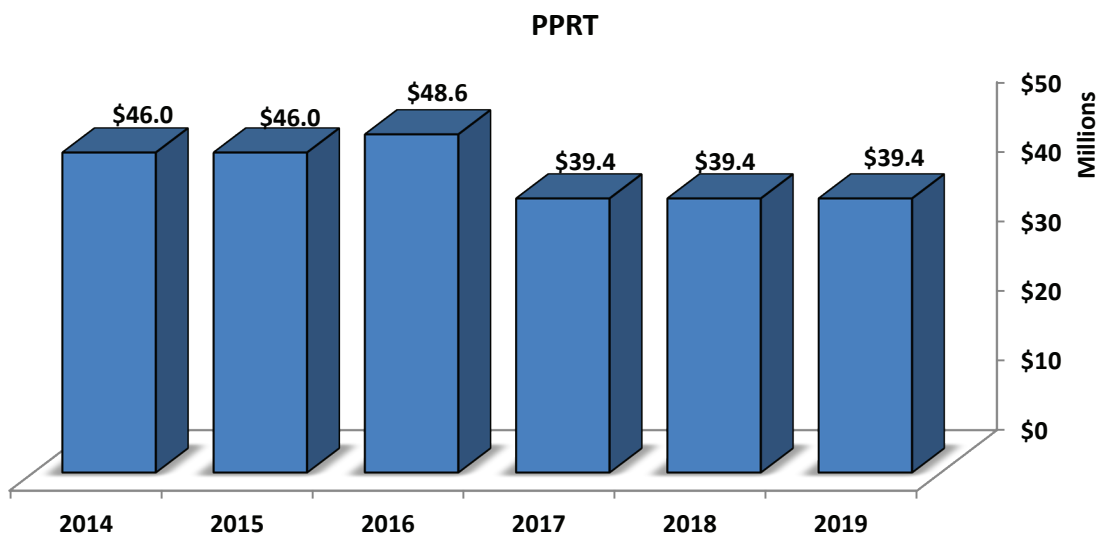
Property Tax Levy vs Budget



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.

According to the Illinois Department of Revenue's Fiscal Year 2019 Estimate for Replacement Taxes, allocations to the 6,500 local taxing districts which are entitled to receive an allocation of PPRT are estimated at \$1,142 million, a decline of 7% from fiscal year 2018 replacement tax allocations. Fiscal year 2018 actual PPRT revenues were higher than originally projected due to some one-time only federal tax changes. The State's annual reconciliation of tax payments and returns will result in a fiscal year 2019 transfer of approximately \$38 million from replacement tax to income tax. The statutory refund fund transfer from the Personal Property Replacement Tax Fund to the Refund Fund is \$28.7 million because in fiscal year 2018 replacement tax refunds paid were more than replacement tax refund revenues. The business income tax refund fund percentage has decreased from 17.5% in Fiscal Year 2018 to 15.5% in Fiscal Year 2019. Lastly, Public Act 100-0586 authorized \$302.4 million in expenditures out of the PPRT fund for fiscal year 2019. Based on the state's estimate, its practice of diverting funds to other needs and the volatile nature of corporate profits, the District will continue to take a conservative outlook. In 2019, PPRT revenue is projected to generate \$39.4 million for the District which represents no growth from the 2018 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. The Park District has continued 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 expense burden for capital projects and operating programs. In receiving outside funding, the District is able 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 fieldhouses, 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 2018, over \$27.7 million in outside funding has been awarded this year with additional grant awards expected by year-end.

2018 Outside Funding Sources*			
	Operating	Capital	Total
Federal Grants	\$2,982,812	\$87,500	\$3,070,312
State Grants	\$-	\$-	\$1,380
Local Grants and Contributions	\$176,190	\$16,949,616	\$17,125,806
Non-Governmental Grants and Donations	\$1,151,085	\$6,389,093	\$7,540,178
Total	\$4,310,087	\$23,426,209	\$27,736,296

** As of November 2018, 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.*

Major federal government contributions in 2018 to the Chicago Park District included the U.S. Department of Agriculture funding to support the Summer Food Program (\$2.6 million) and the U.S. Fish and Wildlife Service - Coastal Management grant to improve the wildlife habitat along Chicago's north lakefront. U.S. Veteran Affairs provided a grant of \$90,000 to support the 2018 Midwest Valor Games after not receiving funding for a few years. Also in 2018, the City of Chicago provided over \$9.3 million through TIF and OSIF programs for various park improvements around the city including new dog friendly areas at multiple parks, and a new artificial turf field and track at Dunbar Park. Furthermore, city aldermen collectively provided \$1.3 million in Menu funds for park capital projects which included new playgrounds, courts, and ballfield improvements.

In addition to governmental funds, generous private funding of more than \$6 million in 2018 was vital to sustaining our District programs and capital priorities. The Barack Obama Foundation provided \$3.5 million for a new artificial turf track and field in Jackson Park. In addition, the Jim Gordon Philanthropic Fund announced a generous gift of nearly \$10 million to support theater and cultural programming across the District for the next 10 years.

2018 Major Private Grants, Donations, and Sponsorships

\$1,000,000 and Above

Chicago's Environmental Fund
 Jim Gordon Philanthropic Fund
 Barack Obama Foundation
 U.S. Soccer Foundation²/Kenneth C. Griffin

\$500,000 - \$999,999

Chicago Cubs Charities¹

\$100,000 - \$499,999

Bank of America¹
 Bears Care¹
 Chicago Blackhawks¹²
 Coca-Cola Company
 Hamilton Exhibition LLC
 LISC/NFL Foundation¹
 The Maggie C. Daley Park Fund, a donor advised fund of The Chicago Community Foundation¹
 South Shore Club Chicago LLC

\$10,000 - \$99,999

Adams Park Advisory Council
 American Lung Association
 Aramark
 Art Issue Editions
 Blue Cross Blue Shield
 Chicago White Sox Charities¹
 Friends of North Park Village Nature Center
 Illinois Clean Energy Community Foundation
 KaBOOM! Inc.
 Mayfair Civic Association and Park Advisory Council
 National Recreation and Park Association
 Special Olympics International
 Terra Foundation for American
 U.S. Tennis Association¹²
 Welles Park Advisory Council

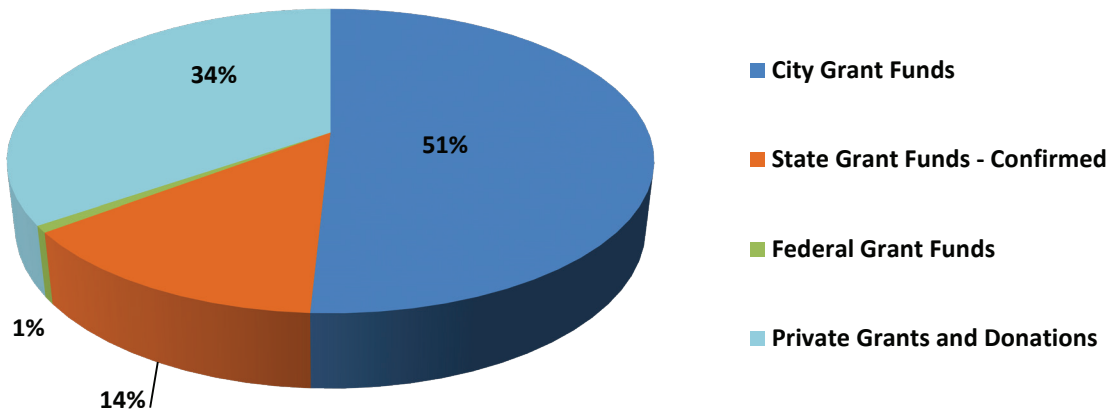
¹ Designates the funding is in total or part through the Chicago Parks Foundation, our 501c3 philanthropic partner.

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.

2019-2023 Grants, Donations, and Sponsorships

The 2019 operating program and the 2019-2023 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 2019-2023 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 Marian Byrnes Park in the South Deering Community Area. The release of the State IDNR grants will also allow many important projects to move forward in the 2019-2023 CIP, including major building restorations to community fieldhouses and community centers, many of which are historic treasures. City of Chicago funding has been obligated to rehab the fieldhouse at Seward, McGuane, and Revere parks, and to construct six new dog-friendly parks on the south side of Chicago. Finally, private outside funding has been secured to construct new recreational centers including the Gately Indoor Track and Field, the Exelon Student Center, and the Ford Calumet Environmental Center.

2019-2023 Expected Outside Funding by Source \$131.4 Million

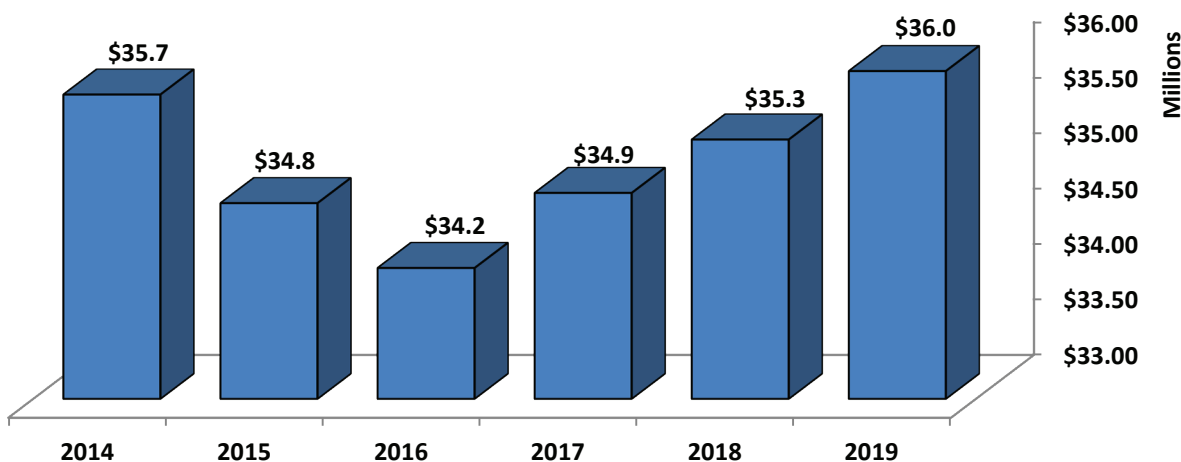


Designates the expected year outside funding will be expended, not necessarily the year of grant award. (Many grants allow for spending over multi-year periods).

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.

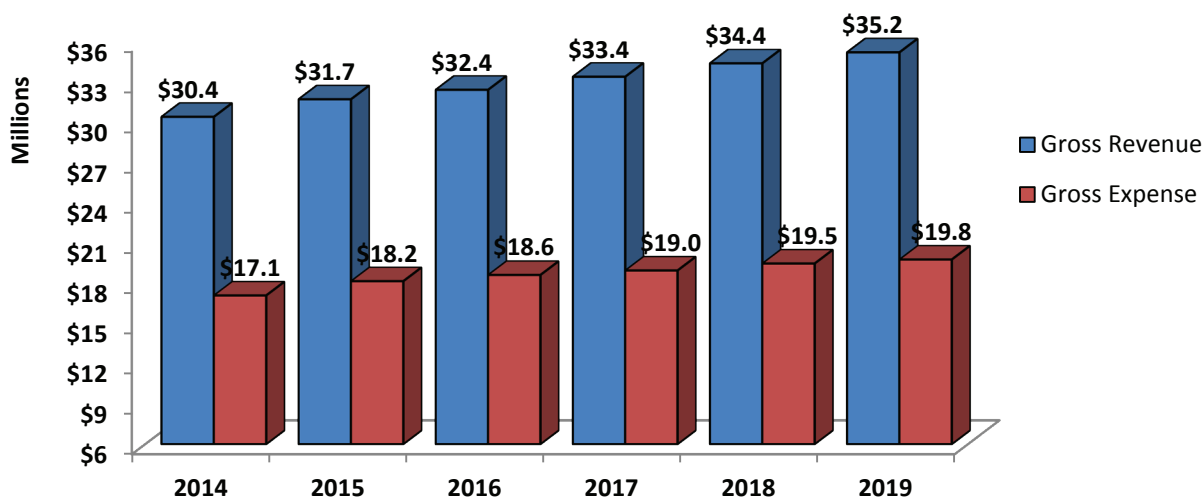
Managed Assets Net Totals



Soldier Field

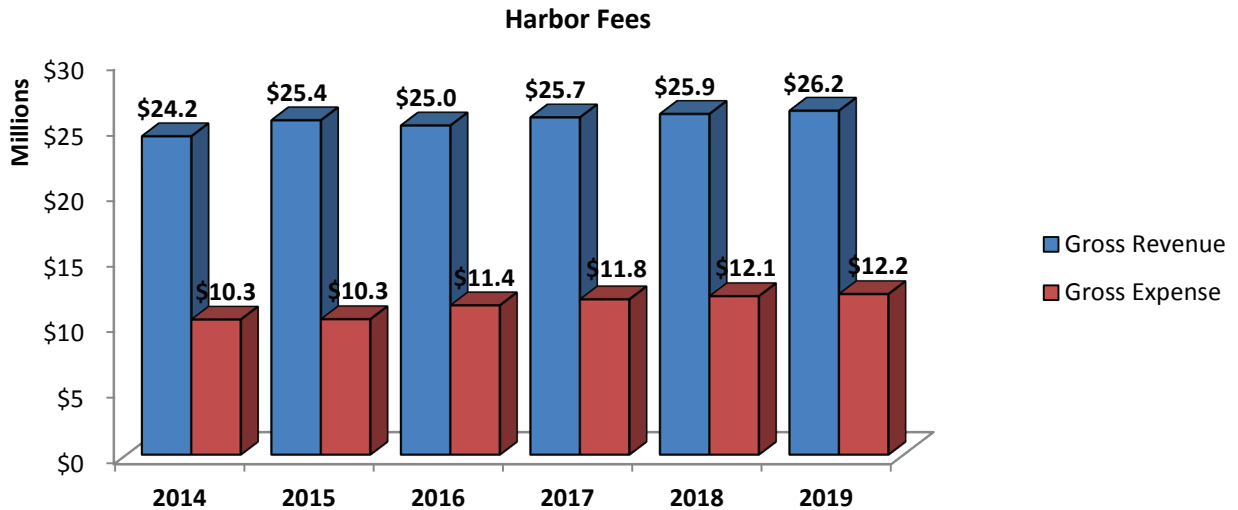
The District contracts with a vendor to manage and operate Soldier Field. This contractor collects revenue from events at Soldier Field, as well as income from non-event parking at the Soldier Field parking lots. In addition to event revenue generated by the contractor, the gross revenue amount reflects 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. During 2018, Soldier Field hosted a variety of major events, including 6 large concert nights, international soccer, international rugby, major college football and the Chinese Lantern Festival. Numerous exciting events are anticipated to be held in 2019, including major musical acts, international soccer and Cirque du Soleil, which will increase gross revenues by 2.4% to \$35.2 million. At the same time, gross expenses are expected to increase by 1.5% to a total of \$19.8 million.

Soldier Field



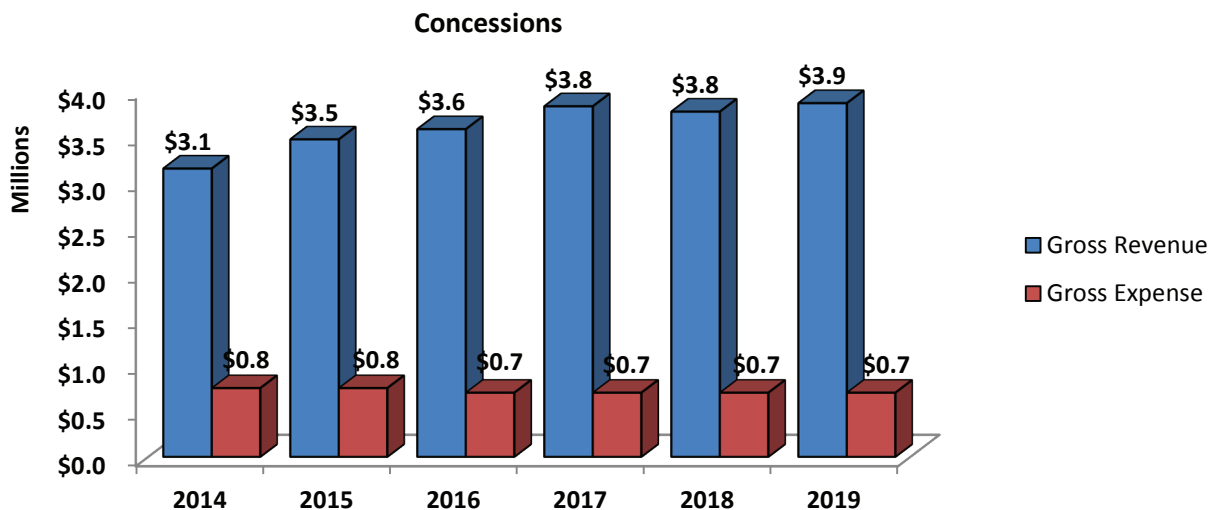
Harbor Fees

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. In 2019, minor fee increases at stalls over 40 feet in Belmont, DuSable and Montrose Harbors and stalls over 50 feet in Burnham Harbor, along with the issuance of harbor bonds, will help fund major capital improvements. These improvements will include dock and gate replacements at Burnham Harbor & Jackson Park Outer Harbor, one floating bathroom and other harbor capital improvements throughout the system. Total revenue for harbor related activities is expected to increase to \$26.2 million in 2019 and gross expenses are expected to increase by 1.3% to \$12.2 million.



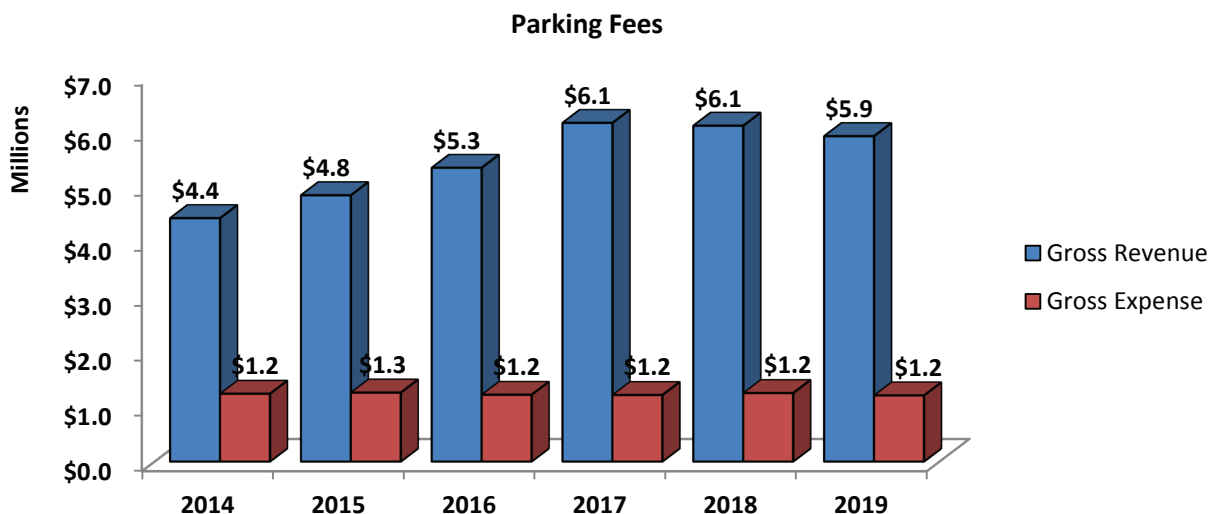
Concessions

Park concessions provide the public with great dining, shopping and recreational experiences as they visit the District's parks, beaches or recreational centers. Each year the goal is to introduce new and unique concessions, while still providing the staple of concessions that park patrons enjoy. This mindset has caused revenue from concessions to steadily grow over the years and that is anticipated to happen again in 2019. Total concession revenue is projected to generate \$3.9 million in 2019, while the gross expense is anticipated to remain steady at \$0.7 million.



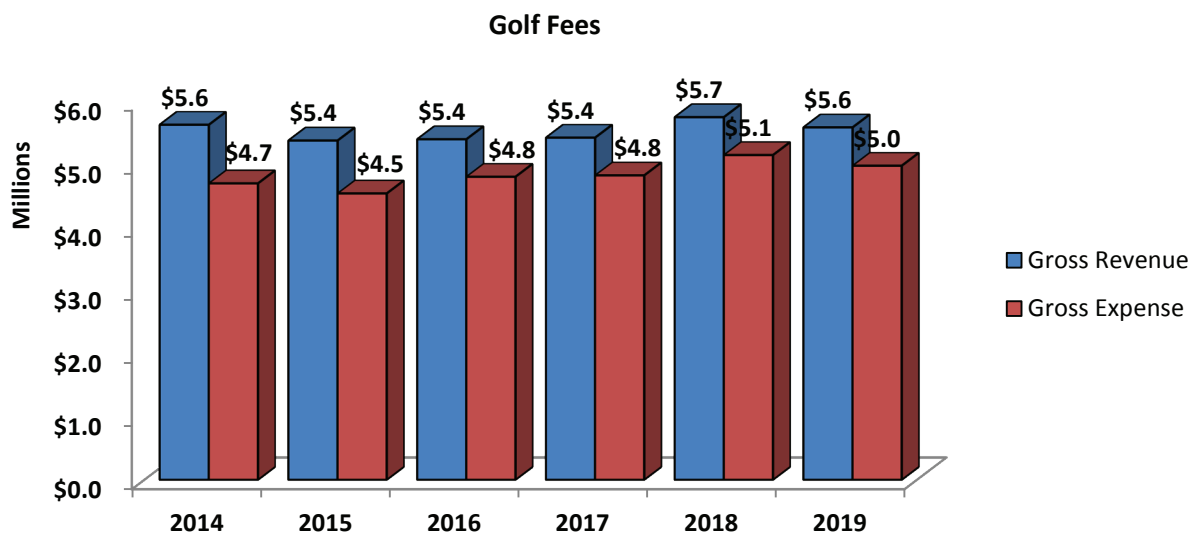
Parking Fees

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 did not meet the original 2018 budget projections due to increased competition from ride sharing programs. As a result we are anticipating a slight decrease to \$5.9 million in 2019, while gross expenses will remain steady at \$1.2 million. Parking rates will remain reasonable compared to neighboring paid parking options.



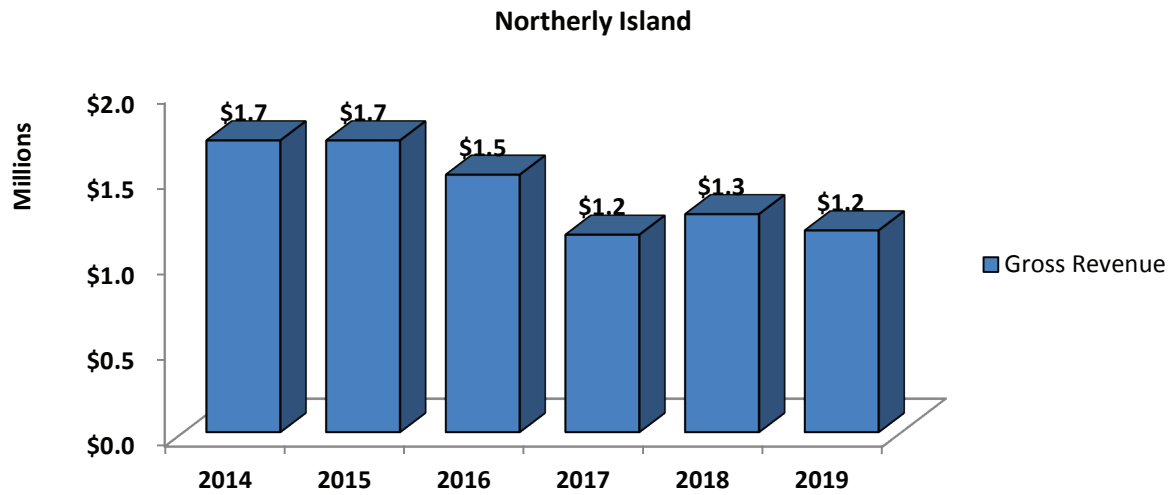
Golf Courses

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 2018, the District continued to invest in capital improvements to the courses, including tee box renovations at Sydney Marovitz, bunker renovations at Columbus Park and Marquette Park, and finishing the irrigation project at Robert Black. golf course. In addition, the District will continue to allow free golf for youth to grow the game for the next generation. For 2019, a conservative outlook is warranted based on recent spring weather. As a result, gross revenue from golf is projected to decrease slightly to \$5.6 million, while gross expenses are also anticipated to decrease to \$5.0 million.



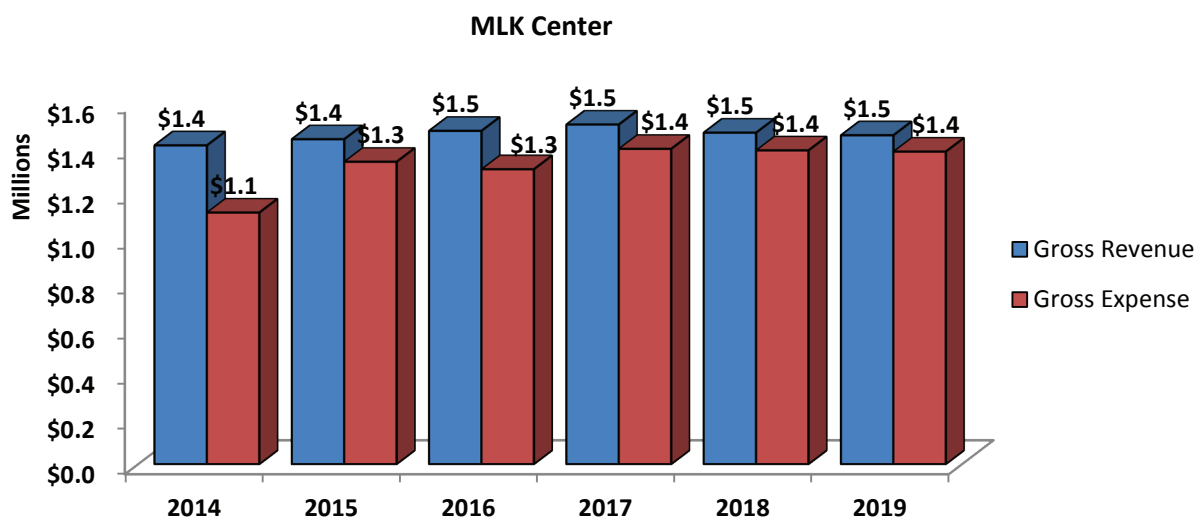
Northerly Island Venue

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. The Pavilion hosted 24 concerts in 2018 and looks to build on that strong calendar again in 2019. Revenue is anticipated to remain relatively stable, with a slight decrease to \$1.2 million to more appropriately reflect prior year actual revenue. A \$0.1 million fund balance remains to support improvements at Northerly Island.



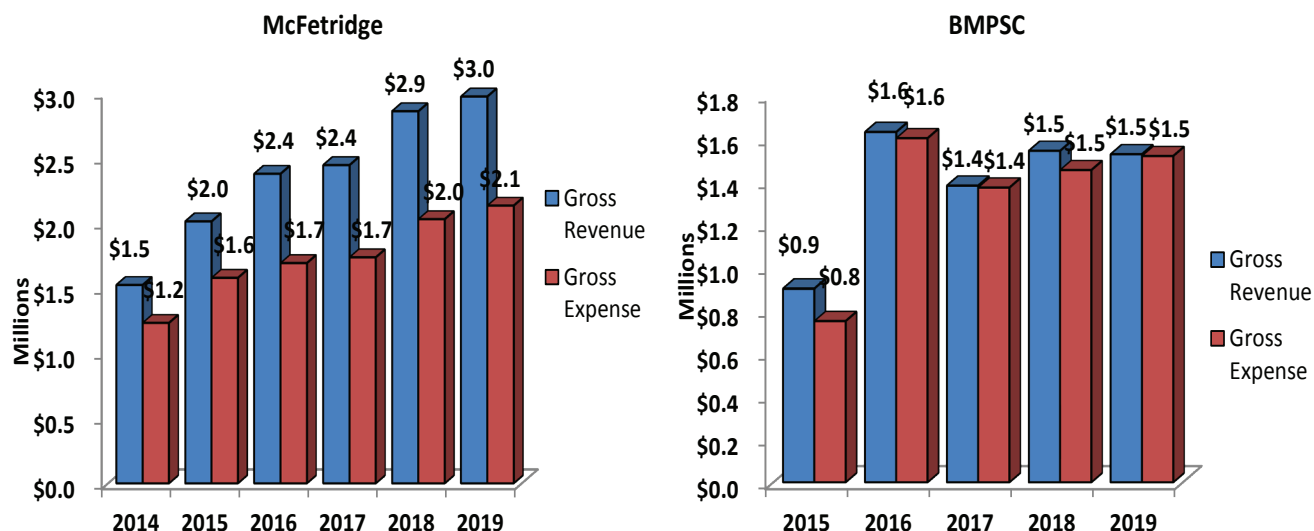
Dr. Martin Luther King, Jr. Park & Family Entertainment Center

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. In addition, the venue offers a variety of educational workshops. Revenues and expenses are expected to remain steady at the MLK Center in 2019, at \$1.5 million and \$1.4 million, respectively.



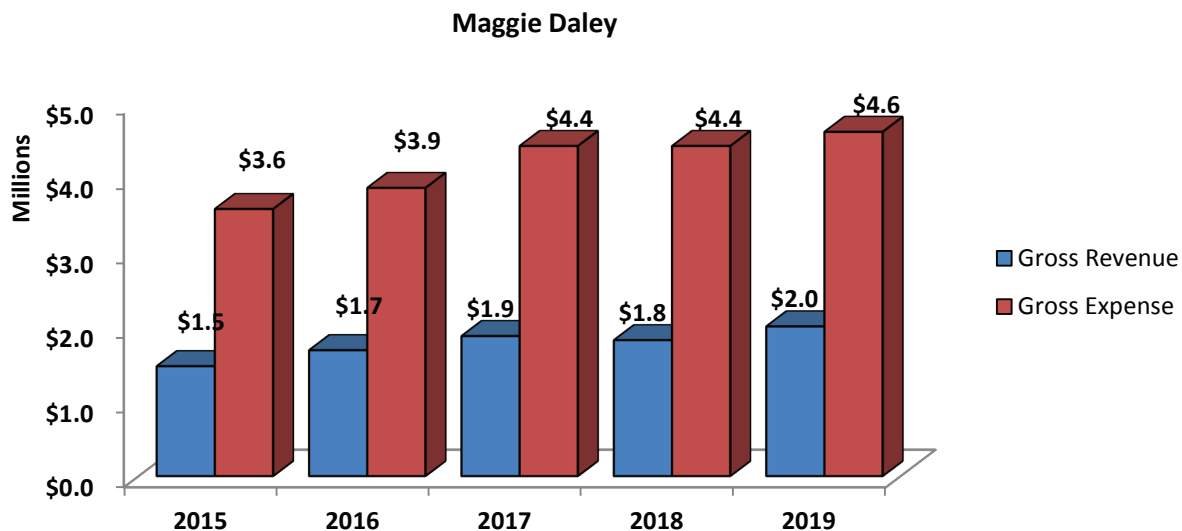
Sports Centers

The Chicago Park District operates through a vendor the City's three 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. In addition, in 2018 a new studio-size ice rink was completed to increase skating programs. A full year of the new rink will increase gross revenue at MSC to \$2.9 million, along with gross expense to \$2.1 million. BMPSC 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. Revenues and expenses at BMPSC are anticipated to remain steady at \$1.5 million.



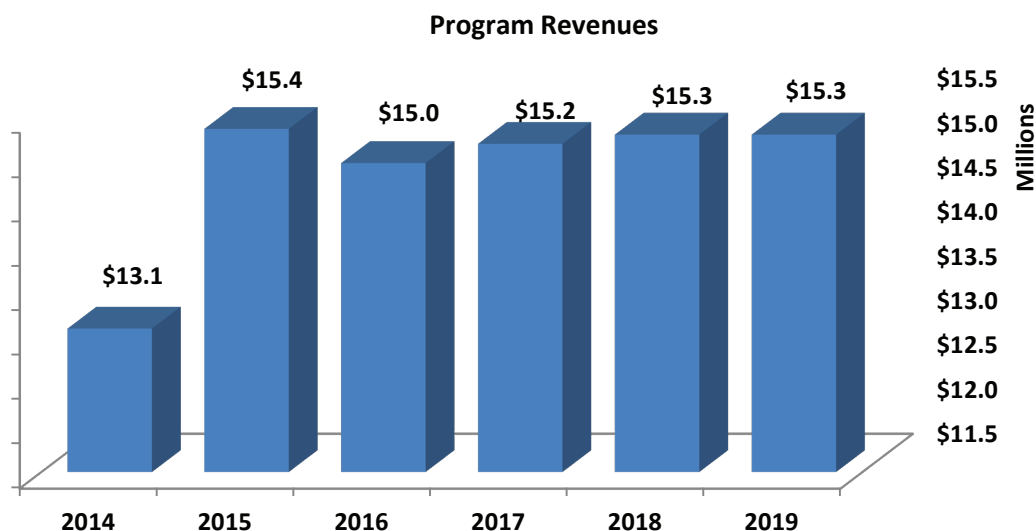
Maggie Daley Park

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, 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 and the ice ribbon remains extremely popular. Revenue is anticipated to grow in 2019, to \$2.0 million, while gross expenses are expected to be \$4.6 million.



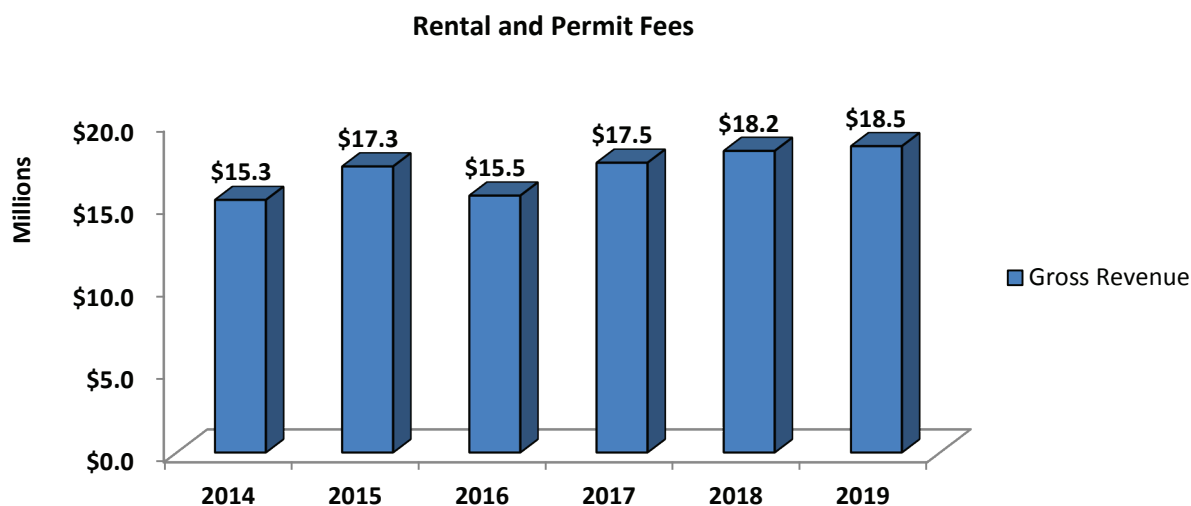
Program Revenue

Recreation and cultural program revenues are generated by fees paid by participants. In 2019, our program fees will continue to stay true to our mission to be the best deal in town. Families in need will continue to have access to \$3 million in financial assistance on top of the built-in discounts of our tiered pricing structure. We remain well below competitor rates and, as always, no child will be turned away for an inability to pay. Park program revenue is expected to generate \$15.3 million in 2019 and incorporates a nominal increase in program fee rates to protect the quality of programming.



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 identifying ways to increase non-tax revenue streams, such as permit revenue from large-scale events, in order to keep fees for our park programs affordable and minimize reliance on the property tax to grow programs. 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. In 2019, the District will conduct a comprehensive review of permit fee rates to ensure fees are set in a manner to support the mission of the District and to better reflect our numerous multifaceted space offerings. Rental and permit revenue is expected to generate \$18.5 million in 2019, an increase of 1.6% from 2018.



Other Resources

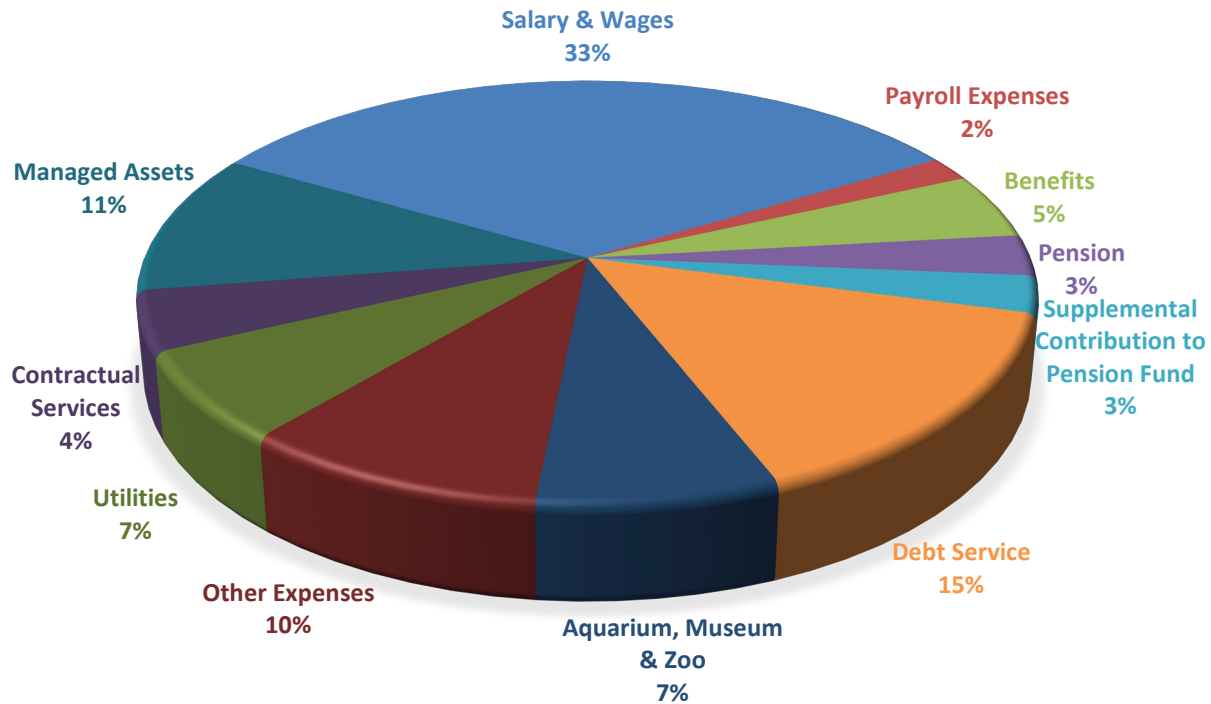
This category includes revenue from a variety of miscellaneous sources, from interest on investments of \$2.3 million to sale of scrap of \$9,000. The main resources that make up this category are internal service earnings, contribution of capital assets and use of prior year fund balance.

At 27% 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 FY19, the internal service earnings amount is calculated at \$4.2 million to reimburse the corporate fund from the special recreation fund for indirect expenses. At 25% of this category, contribution of capital assets represents the total amount that qualifies as capital expenditures and are funded by bond proceeds. In FY19, this amount is calculated at \$3.9 million. Lastly, use of prior year fund balance is the portion of the balance from prior fiscal years that will be relied upon in FY19. The FY19 budget accounts for the use of \$1.5 million of prior year fund balance. This is a decrease of \$0.5 million compared to the 2018 budget. This marks the seventh consecutive year of reduction of budgeted reliance on prior year fund balance in an effort to address the structural imbalance.

Financial Summary by Account - Revenues				
All Operating Funds				
	Account #	Account	2018 Budget	2019 Budget
	410035	Northerly Island Pavilion	1,270,000	1,175,000
410000 Concert Venue Revenue Total			1,270,000	1,175,000
	410015	Fundraising And Donation Revenue	2,105,000	1,105,000
	411005	Sponsorship Revenue	721,300	750,300
	425015	Operating Grants and Contributions	5,000,000	5,000,000
411000 Donation and Grant Income Total			7,826,300	6,855,300
	412005	Property Tax - Current Year	284,558,673	286,068,450
	412015	Property Tax - Collection Of Written Off Levy	(10,443,303)	(10,498,712)
412000 Property Taxes Total			274,115,370	275,569,738
	412025	TIF Disbursements Revenue	9,179,500	8,750,000
412000 TIF Disbursements Revenue Total			9,179,500	8,750,000
	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	1,050,000	2,250,000
414000 Interest on Investments Total			1,050,000	2,250,000
	415005	Concession Revenue	3,000,000	3,350,000
	415007	Other Concession	526,247	275,500
	415010	Food Dispenser Licenses	236,000	229,500
	415016	Advertising Revenue	255,000	10,000
415000 Concession Revenue Total			4,017,247	3,865,000
	416001	Parking Lot Revenue	4,111,102	3,863,136
	416005	MPEA/McCormick Parking Revenue	978,778	1,037,505
	416006	Lincoln Park Society Revenue	700,000	700,000
	416035	Misc Parking Revenue	300,000	300,000
416000 Parking Fees Total			6,089,880	5,900,641
	417005	Marine Fees	25,880,236	26,128,712
	417015	Other Harbor Income	38,508	38,508
417000 Harbor Fees Total			25,918,744	26,167,220
	418005	Golf Revenue	5,745,105	5,583,104
418000 Golf Fees Total			5,745,105	5,583,104
	419005	Program Fees	23,000	31,000
	419010	Privatized Fees	5,700	5,400
	419015	Lessons	6,755,300	6,395,695
	419020	Camps	9,679,800	10,257,600
	419025	Adult League	559,100	478,400

Financial Summary by Account - Revenues				
All Operating Funds				
	Account #	Account	2018 Budget	2019 Budget
	419030	Special Event Revenue	108,300	133,700
	419035	Supplies	14,300	12,775
	419040	Tournament	229,800	215,720
	419045	Open Gym	539,700	508,100
	419047	Fitness Center-Youth	451,400	426,500
	419090	Refund Service Fee (15%)	44,300	44,300
	419091	Districtwide - CHA Discount	(823,100)	(939,900)
	419093	Districtwide - Financial Assistance Discount	(1,536,100)	(1,511,100)
	419095	Districtwide - Military Discount	(10,100)	(10,600)
	419098	Districtwide - Other Discounts	(410,100)	(419,000)
419000 Park Fees Total			15,298,300	15,298,390
	420005	Soldier Field - SMG	22,440,916	23,102,664
	420015	Soldier Field - Other Income	5,452,885	5,616,472
	420055	Bears/NFL Contribution	6,485,914	6,479,424
420000 Soldier Field Total			34,379,715	35,198,560
	421005	Room Rentals	1,300	1,800
	421015	Gym Rentals	666,300	653,300
	421025	Swimming Pool Rentals	5,600	4,900
	421030	Ice Rink Rentals	219,876	109,495
	421040	Tennis Court Rental	185,700	193,700
421000 Rentals Total			1,078,776	963,195
	422005	Miscellaneous Income	109,000	88,000
	422020	Jury Duty Compensation	3,500	3,500
	422035	Cell Phone Tower Revenue	1,275,000	1,325,000
	422045	Sale of Equipment and Materials	5,000	55,000
	422050	Sale Of Scrap	9,000	9,000
	422060	Internal Service Earnings	4,200,000	4,200,000
	422080	CPD Wage Reimbursement	260,000	260,000
	422090	Freedom of Information Act Fee	300	300
	424005	Proceeds of Sale	51,000	1,000
	426005	Damages/Penalties Paid to CPD	75,000	75,000
	426010	Use of Prior Year Fund Balance	2,000,000	1,500,000
	426015	Use of Long Term Obligation Fund Reserve	-	-
422000 Miscellaneous Income Total			7,987,800	7,516,800
	423005	Permit Fees	15,707,530	16,318,305
	423010	Clean-up	156,800	128,000
	423015	Dog Permit Fees	38,000	40,000
	423020	Special Use Facility Permit Fee	1,050,000	869,378
	423025	Catering Commission	200,000	200,000
	425005	Charges for Services	10,000	10,000
423000 Permits Total			17,162,330	17,565,683
	427010	Thillens/BSDK	62,100	53,250
	427020	Maggie Daley	1,823,621	2,007,917
	427030	MLK Revenue	1,466,934	1,455,507
	427040	McFetridge	2,857,038	2,970,203
	427045	Beverly Morgan Park Sports Complex	1,540,500	1,524,683
427000 Other User Charges Total			7,750,193	8,011,560
	410017	Contribution of Capital Asset	4,028,361	3,912,344
430000 Contribution of Capital Asset Total			4,028,361	3,912,344
Grand Total			462,297,621	463,982,535

Operating Budget – Expenses



EXPENSE

Financial Summary by Category - All Operating Funds

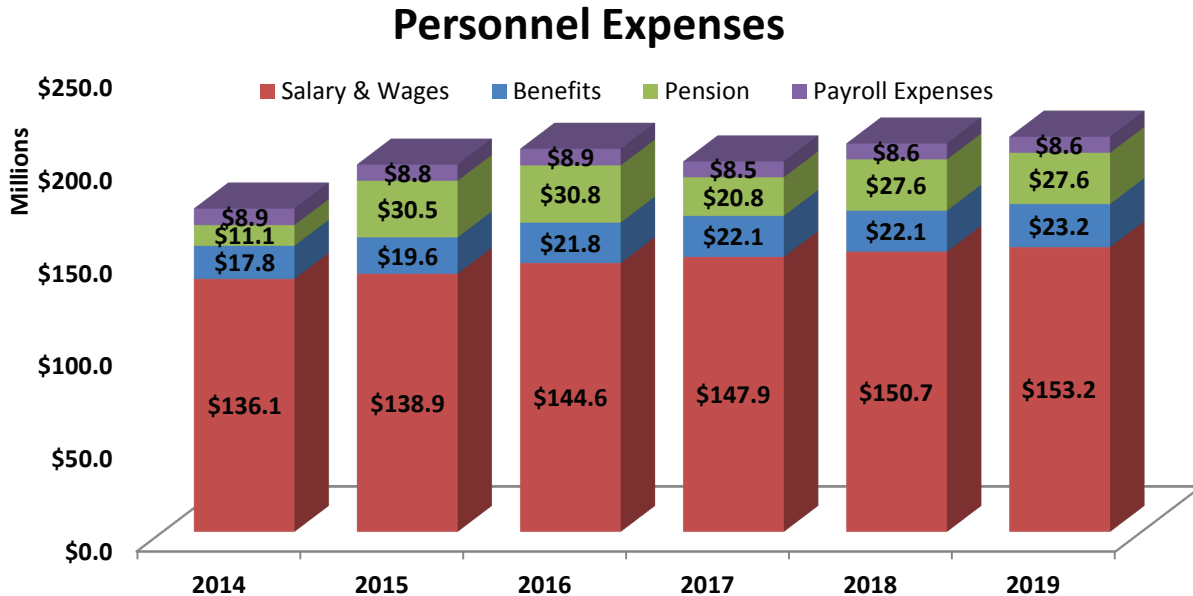
Expenses	2018 Budget	2019 Budget	% Change
Salary & Wages	\$150,746,323	\$153,189,201	1.6%
Debt Service	\$70,605,116	\$68,862,964	-2.5%
Managed Assets	\$49,796,531	\$50,043,584	0.5%
Other Expenses	\$43,853,543	\$44,656,457	1.8%
Aquarium, Museum & Zoo	\$35,207,600	\$35,207,600	0.0%
Utilities	\$31,378,000	\$31,521,000	0.5%
Pension	\$13,194,114	\$14,572,731	10.4%
Contractual Services	\$22,471,715	\$21,073,415	-6.2%
Benefits	\$22,098,234	\$23,195,881	5.0%
Payroll Expenses	\$8,552,865	\$8,644,740	1.1%
Supplemental Contribution to Pension Fund	\$14,393,579	\$13,014,963	-9.6%
Total Expenditures	\$462,297,621	\$463,982,535	0.4%
<i>Less Internal Transfers & Reimbursements</i>	<i>\$4,200,000</i>	<i>\$4,200,000</i>	
Net Appropriation	\$458,097,621	\$459,782,535	0.4%

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

Personnel

Salaries and Benefits

Personnel expenses make up \$212.6 million, or 46% of the expenditures in the 2019 budget. Salary and wages alone account for \$153.2 million, which is \$2.4 million, or 1.6%, higher than the 2018 budget due to contractual and anticipated wage increases. Approximately 89% of the District's total positions are union members covered by collective bargaining agreements or prevailing wage requirements.



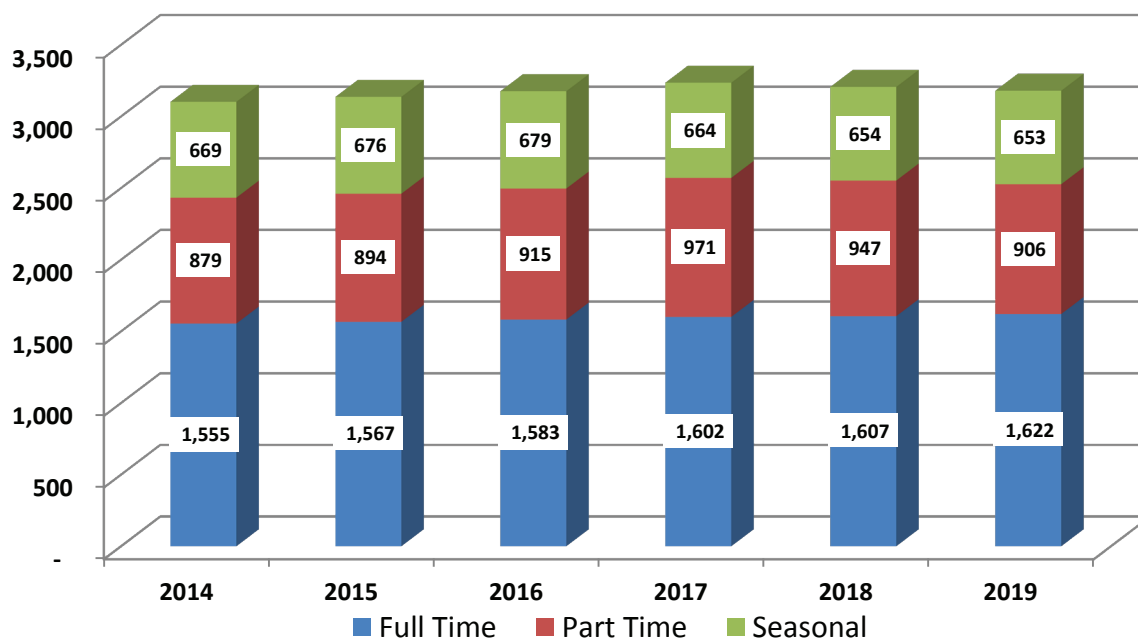
The 2019 budget allocates resources for a total of 3,180 full-time equivalent (FTE) positions. This includes fulltime, hourly and seasonal positions. Since 2008, the District has decreased its FTE count by 106 FTE positions despite an increase in program offerings, facilities and acreage. In 2019, the District will increase its FTE count in certain areas, right size in other areas and reallocate resources to maintain services in the most efficient manner possible. The District will allocate additional staffing resources toward the following:

- New and expanded facilities at Williams Park, Maplewood Park, and the Ford Calumet Environmental Center (FCEC) at Big Marsh Park
- Natural area acreage growth toward the District's 2020 goal
- Sailing program growth
- Outdoor & Environmental Education programming
- Sponsorship and partnership management
- Diversity management

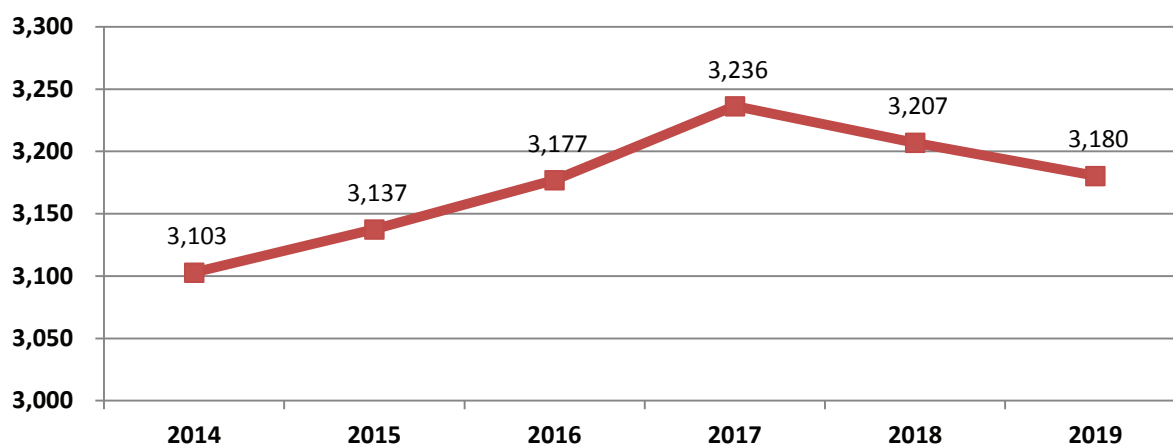
Overall, the District will decrease its FTE count by 27 and achieve \$1.3 million in savings from personnel efficiencies.

Personnel Summary								
	2013	2014	2015	2016	2017	2018	2019	Change
Districtwide	2,846.5	2,870.7	2,907.1	2,942.7	3,004.8	2,979.8	2,950.6	-29.2
Central Administration	230.8	232.2	230.3	234.3	231.5	227.2	229.8	2.6
Total	3,077.3	3,102.9	3,137.5	3,177.0	3,236.4	3,207.0	3,180.4	-26.6

Full Time Equivalents By Category



Total Budgeted FTE Trend



Health, Dental, and Life Insurance

At \$23.2 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 2019 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. For example, in 2019 the District will benefit from favorable prescription drug contract terms achieved through a multi-agency competitive procurement process carried out in 2018.

Pension

Total pension expenses, including the required employer contribution and the voluntary supplemental contribution, account for 6% or \$27.6 million of the 2019 budget representing level funding toward the fund compared to the 2018 budget despite statutory changes in pension legislation decreasing the pension obligation of the District.

Pension reform changes passed in 2014 under Public Act 098-0622 were subsequently challenged and ultimately overturned. On March 1, 2018, the Circuit Court of Cook County issued an order ruling that the challenged provisions of the pension reform are unconstitutional because these provisions diminish and impair pension benefits in violation of Section 5 of Article XIII of the Illinois Constitution which the Illinois Supreme Court has ruled prohibits the diminishment and impairment of pension benefits. As a result, the Court directed the Pension Fund to pay back the increased employee contributions totaling approximately \$4 million. Based on the severability clause contained in the act, the unchallenged provisions were also held unconstitutional but an Agreed Order supported by all parties permitted the Pension Fund to retain the increased and supplemental contributions of the District that were made from 2015-2017.

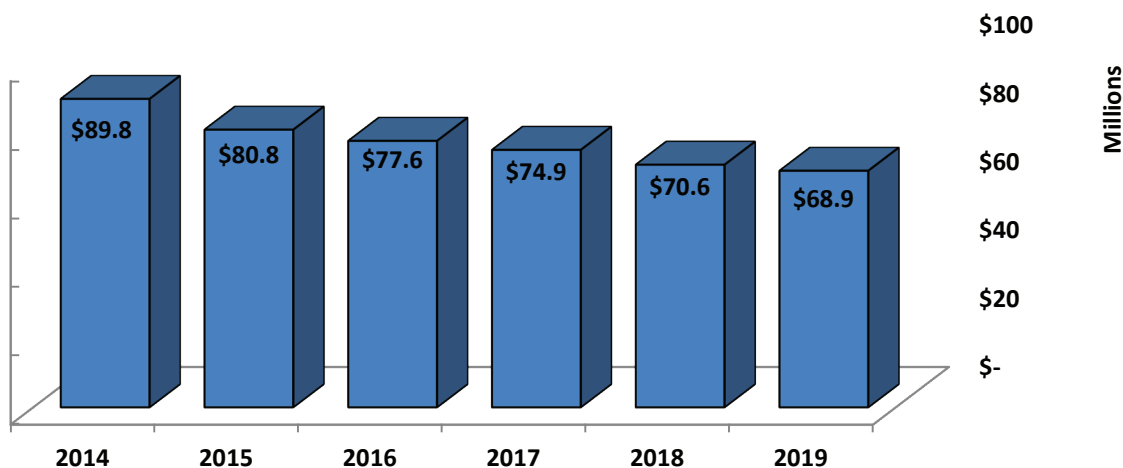
The adopted 2018 Budget Appropriation reflected an employer pension contribution requirement of \$27.6 million in compliance with the pension reform legislation in effect at the time which incorporated an increased multiplier of 2.30 times the amount of employee contributions. The appropriable revenues to fund this appropriation included a property tax levy of \$24.6 million and an allocation of Personal Property Replacement Tax (PPRT) funds of \$3 million. The March 2018 Court ruling declared the pension reform act unconstitutional in its entirety thereby reverting the multiplier back to 1.10 and mandating that the 2018 budgeted property tax levy be amended to the 1.10 multiplier. The amended formula resulted in a reduction to the employer pension contribution requirement and associated property tax levy for pension purposes. The District did not seek to reduce the total 2018 appropriated amount to the Fund and instead amended the 2018 Budget Appropriation to decrease the property tax levy portion toward pension in compliance with the Court order while adding a supplemental contribution toward the pension fund funded by PPRT.

The District's position continues to be 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 pension fund. In support of this position, the 2019 budget reflects the required employer pension contribution of \$14.6 million as required by the reverted pension formula but also reflects a voluntary supplemental contribution of \$13 million. Even though the District is now contributing more than double the amount it is required to under the statute, the actuarially required contribution necessary to avoid insolvency is double this amount. Therefore, the District continues to work diligently with its labor partners on crafting long-term solutions on the pension.

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. Debt service expenses are budgeted to decrease by \$1.7 million in 2019 due to a downward sloping debt profile.

Debt Service Expense



Utilities

As part of a comprehensive approach to achieve utility conservation and efficiencies, the District developed an energy risk management plan for natural gas and electricity that accounts for factors such as load profile, supply and demand factors, market analytics, current hedges and other factors to further achieve cost savings. To date, the plan has proven successful in achieving results with \$1.6 million per year in natural gas supply savings and \$1.4 million per year in electric commodity price component savings. The 2019 budget assumes a continuation of this trend with natural gas and electricity expenses declining by \$0.4 million.

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 2019 to contain expense growth to \$0.5 million.

Total utility-related expenses in 2019 are expected to be \$31.5 million which is \$0.1 million higher than 2018.

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 2019 which is \$0.2 million higher than 2018. A full discussion of managed assets may be found in the revenue section of this summary.

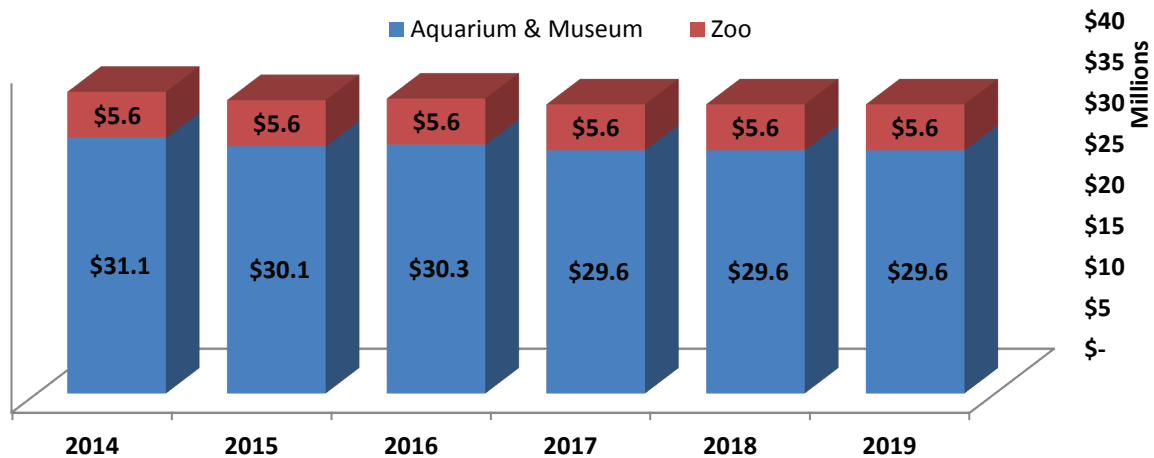
Remittance to Aquarium, Museum and Zoo

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 2019, \$29.6 million will be budgeted for this purpose.



The Park District also provides funding for the Lincoln Park Zoo. In 2019, \$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.

Aquarium, Museum and Zoo



Other Expenses

This category includes various non-personnel expenditures. The main expenditure types that make up this category are materials and supplies, landscape services, fleet expenses and internal transfers & reimbursements.

Financial Summary by Account - Expenses				
All Operating Funds				
	Account #	Account	2018 Budget	2019 Budget
	611005	Salary & Wages	156,533,865	157,392,365
	611010	Employee Health Care Contribution	(4,276,050)	(4,505,652)
	611011	Vacancy Allowance	(7,097,998)	(8,028,580)
	611020	Overtime	500,455	500,000
	611025	Expenditure of Grants-Personnel Services	500,000	500,000
	612004	FSA Benefits	10,000	10,000
	612005	Health Benefits	18,428,000	19,563,751
	612006	Dental Benefits	314,516	317,532
	612007	Life Insurance	193,768	193,249
	612008	Prescription Drugs	4,488,000	4,500,000
	612009	Retiree Health Benefits	2,950,000	3,127,000
	612021	Reserve For Wage Increase	800,000	3,315,417
	613005	Medicare Tax	2,005,534	2,075,558
	613007	Social Security	1,272,331	1,294,182
	613010	Unemployment Obligations	1,750,000	1,750,000
	625035	Workers Compensation	3,525,000	3,525,000
610000 Personnel Services Total			181,897,421	185,529,821
	620010	Beach/Pool Supplies	500,000	570,000
	620015	Books, Periodicals	5,870	6,070
	620020	Bldgs/Maint Supplies	1,800,000	1,800,000
	620030	Janitorial & Custodial Supplies	563,260	607,189
	620035	Landscape Supplies	1,110,000	1,313,929
	620040	Electrical Supplies	330,000	330,000
	620045	Recreation Supplies	335,866	285,466
	620060	Office Supplies	233,355	241,728
	620065	Staff Apparel	351,162	331,035
	620075	General Supplies	1,148,827	1,110,205
	620085	Expenditure of Grants - Materials and Supplies	500,000	500,000
	620090	Cultural Center Materials	58,500	58,500
	620095	Program Apparel	252,705	276,004
620000 Materials and Supplies Total			7,189,545	7,430,127
	621005	Small Electronic Equipment	20,639	39,239
	621010	Small Playground Equipment	200,000	200,000
	621015	Small General Equipment	75,000	78,500
	621020	Small Tools	215,000	230,000
	621035	Expenditure of Grants - Equipment	47,547	47,547
621000 Small Tools and Equipment Total			558,186	595,286
	623015	Communication Services & Expenses	2,903,468	2,757,328
	623020	Professional Services	5,607,356	5,946,497
	623022	Cultural Center Prof Svcs	88,500	88,500
	623025	Litigation Expense - Subpeona Fee	70,000	81,100
	623030	Disposal Of Waste	2,521,753	2,696,816
	623035	Dues And Memberships	53,287	48,912
	623045	Postage	45,000	45,000
	623050	Rental of Equipment	415,333	523,766
	623055	Repair & Maintenance	2,398,542	2,544,723
	623070	Natural Gas Utility	5,153,000	5,245,000
	623075	Electric Utility Service	11,975,000	11,496,000
	623080	Water And Sewer Utility	14,250,000	14,780,000

Financial Summary by Account - Expenses				
All Operating Funds				
	Account #	Account	2018 Budget	2019 Budget
	623090	Car Allowance & Carfare	116,599	144,759
	623093	Transportation Services	889,075	951,707
	623095	Mgmt Contract Incentive Fee	622,931	679,329
	623100	Management Fee Expense	-	-
	623105	Program Advertisement	150,700	153,100
	623120	New Program Development	200,000	200,000
	623130	General Contractual Services	13,397,684	11,710,653
	623135	Merchant Service Fees	1,433,950	1,488,190
	623140	Expenditures Of Grants	943,067	926,850
	623145	Facilities Rentals	1,665,000	1,665,000
	623146	Parking Expenses	38,000	40,000
	623150	Insurance	3,627,900	3,627,900
	623170	Chicago Parks Foundation	200,000	200,000
	623175	Neighborspace	100,000	100,000
	623180	Garfield Park Conservatory Alliance	443,320	448,133
	623185	Grant Park Music Festival	2,900,000	2,900,000
	623190	Reserve for Training	255,286	261,425
	623195	Travel Expenses	89,580	91,760
	626005	Parking Management	1,242,650	1,199,228
	626010	MLK Center Management	1,388,664	1,383,132
	626015	Ice Skating Management	1,223,000	819,231
	626020	Reprographic Services	420,000	375,000
	626025	Landscape Services	6,257,685	6,420,184
	626035	Concessions Management	700,000	700,000
	626040	Harbor Management	12,056,169	12,215,357
	626045	Soldier Field Management	19,470,341	19,769,611
	626050	Golf Management	5,144,549	4,975,046
	626055	McFetridge Sports Center Management	2,027,515	2,131,515
	626060	Maggie Daley Park Management	4,423,768	4,613,387
	626065	Beverly Morgan Park Sports Complex Management	1,450,944	1,516,272
	626070	Thillens/BSDK Management	46,000	41,476
	626075	Fleet Expenses	4,900,000	4,900,000
623000 Contractual Services Total			133,305,616	132,901,886
	624005	Special Program Expense	549,972	508,703
	624010	Recognition And Awards	140,726	115,277
	624015	Tournament Expense	55,745	43,177
624000 Program Expense Total			746,443	667,157
	600005	Interest Expense	41,890,116	39,162,964
	600007	Interest Expense - Other	100,000	-
	600015	Principal Pymt Bond Debt Service	28,615,000	29,700,000
	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	13,194,114	14,572,731
	625023	Supplemental Contribution to Pension Fund	14,393,579	13,014,963
	625060	Internal Transfers & Reimbursements	4,200,000	4,200,000
625000 Other Expense Total			138,600,410	136,858,258
Grand Total			462,297,621	463,982,535

Long-Term Financial Planning

The District's financial team maintains a 3-year forecast for fiscal planning. This living document reflects the results of regular monitoring of the economy and operations on the District's long-term finances. The District has been credited for its prudent and conservative approach to financial management and is committed to maintaining this position. Toward this effort, in 2019 the District will reduce its reliance on the prior year fund balance, the seventh year of consecutive reductions, and employ a number of initiatives to decrease expenses and increase revenue to close a budget deficit of \$14 million and hold year-over-year budget increases to a mere 0.4%. These initiatives are detailed throughout this summary and reflect the difficult work of meeting the demands of park patrons while living within our means.

Spending Cuts	\$7.9 million
Contract reductions	\$2.7
Utility conservation & efficiencies	\$1.5
Personnel efficiencies	\$1.3
Managed asset efficiencies	\$0.7
Strategic changes in healthcare	\$0.7
Landscaping efficiencies	\$0.5
Program efficiencies	\$0.3
Debt service reduction	\$0.2
Revenue Enhancements	\$6.1 million
TIF disbursement declaration	4.6
Interest earnings growth	1.2
Property tax value capture	0.2
Fee rate increases	0.1

Our long-term financial planning approach is also demonstrated by our commitment to maintaining financial safeguards to ensure long term fiscal sustainability. The Board of Commissioners has established the following reserves as financial safeguards:

- \$96 million long term reserve
- \$20 million economic stabilization reserve
- \$5 million PPRT stabilization reserve
- \$29 million Long Term Liability reserve – \$12.5 million used in 2015 and 2016 as supplemental contributions to the pension fund 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 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.



Capital projects range from building new or renovating fieldhouses and swimming pools to installing new pathways and park benches to planting new trees and natural areas. Above: South Shore Cultural Center major renovation project.



Capital projects completed in 2018 include: a climbing wall at Steelworker's Park and new playgrounds in Munroe Park and Gill Park.

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 fall 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.

Capital Improvement Funding Sources

General Obligation Bond

Historically, the District issues approximately \$30-\$40 million annually in G.O. Bonds for capital improvements. In 2018, the Board of Commissioners approved \$33 million in bond funding for capital projects in 2019. For the years 2019-2023, it is estimated that \$153 million in general obligation bonds will be issued to fund capital improvement projects.

Harbor Bond

In 2018, the District plans to issue a new harbor improvement bond in an amount not to exceed \$8 million. These funds will be used for dock and gate replacement as well as other capital improvements to our nine existing harbors along the Chicago Lakefront.

Special Recreation Assessment Bond

The Special Recreation Assessment (SRA) levy, is part of the District's annual property tax. This SRA levy assessment generates approximately \$12 million to support the special recreation operations and programming as well as complementary capital improvements.

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. The residual balance is primarily used for project development where tax-exempt financing is not an eligible source, such as the District's concession areas.



Outside funding is vital to the park capital plan. These funds alleviate pressure on District bond funding and provide desired projects around the city. Pictured are three capital projects completed in 2018 with outside partners. Above is Norwood Park with the Chicago Blackhawks and Walnut Park with the U.S. Soccer Foundation. Left is Washington Park with the U.S. Tennis Association.

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

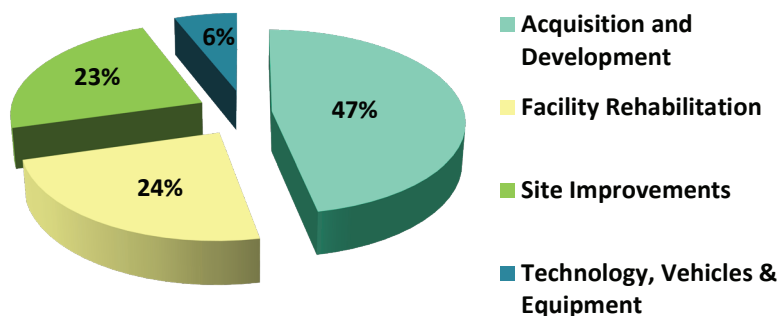
- Major Rehabilitation
- Minor Rehabilitation
- HVAC and Energy Efficiency
- Windows and Doors
- Roof
- Concrete, Masonry, Structural
- Sculpture and Monument
- Swimming Pool
- Fitness Center

Site Improvements

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

Technology, Vehicles and Equipment

2019-2023 Total Funding by Program
\$286.4 Million



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).

2019-2023 Capital Improvement Plan

Planning for the 2019-2023 Capital Improvement Program (CIP) is underway. Expected sources for the 5-year program include \$155 million in new G.O. Bond and \$131.4 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 2019-2023. The Chicago Park District continues to actively seek additional outside grants, donations, and sponsorships for the 2019-2023 CIP.

2019-2023 CAPITAL FUNDING SUMMARY								
Projected Sources and Uses	CHICAGO PARK DISTRICT						OUTSIDE FUNDING EXPECTED	TOTAL
	2019	2020	2021	2022	2023	2019-2023	2019-2023	2019-2023
SOURCES:								
General Obligation Bond Proceeds	\$33,000,000	\$32,000,000	\$30,000,000	\$30,000,000	\$30,000,000	\$155,000,000	\$-	\$155,000,000
City Grant Funds	\$-	\$-	\$-	\$-	\$-	\$-	\$ 66,805,000	\$66,805,000
State Grant Funds - Confirmed	\$-	\$-	\$-	\$-	\$-	\$-	\$18,214,000	\$18,214,000
Federal Grant Funds	\$-	\$-	\$-	\$-	\$-	\$-	\$953,000	\$953,000
Private Grants and Donations	\$-	\$-	\$-	\$-	\$-	\$-	\$45,459,000	\$45,459,000
Total Sources	\$33,000,000	\$32,000,000	\$30,000,000	\$30,000,000	\$30,000,000	\$155,000,000	\$131,431,000	\$286,431,000
USES:								
Acquisition and Development	\$8,743,000	\$6,724,000	\$9,943,000	\$10,517,000	\$10,698,000	\$46,625,000	\$87,500,000	\$134,125,000
Facility Rehabilitation	\$9,673,000	\$10,454,000	\$6,897,000	\$5,891,000	\$5,174,000	\$38,089,000	\$29,824,000	\$67,913,000
Site Improvements	\$11,182,000	\$11,374,000	\$9,712,000	\$10,144,000	\$10,640,000	\$53,052,000	\$14,107,000	\$67,159,000
Technology, Vehicles & Equipment	\$3,402,000	\$3,448,000	\$3,448,000	\$3,448,000	\$3,488,000	\$17,234,000	\$-	\$17,234,000
Total Uses	\$33,000,000	\$32,000,000	\$30,000,000	\$30,000,000	\$30,000,000	\$155,000,000	\$131,431,000	\$286,431,000

Outside funding expected as of fall 2018, additional commitments are expected.

Building on Burnham – Capital Project Highlights

As opportunities arise in our existing 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 2019-2023 Capital Improvement Plan follow Mayor Emanuel's 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.

With the 2016 launch of Building on Burnham Plan Mayor Emanuel stated, "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. 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 year, 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. By the end of 2018, the final sections of paving will be complete with some site and landscape improvements to be finished in Spring 2019.

Additionally, access to the Lakefront is being transformed. The City of Chicago Department of Transportation is constructing a new pedestrian and bicycle access bridge at 41st street. This new bridge is the second of five bridge projects to improve access to the lakefront on the City's south side. A replacement bridge was completed at 35th Street in 2016, and additional projects at 31st, 39th and 43rd Streets are in the works. These key access points provide residents of the Douglas, Oakland and Kenwood communities much needed safe, convenient, and separated from vehicular traffic choices to get to the lakefront for recreation, enjoyment and commuting.



Trail separation is in the final stage of construction along the length of the Lakefront Trail.



Lakefront access bridges at 41st Street and 43rd Street.

The Chicago River

Following on the success of Chicago's Lakefront improvements, the next step of the Building on Burnham Plan looks to transform Chicago's Riverfront into an amenity just as popular and important for Chicagoans. 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 starting from the city limits on the north to the Little Village neighborhood on the south, all while promoting habitat restoration.

In the 2019-2023 CIP there are major habitat and riverbank restoration projects along the riverfront. In partnership with the Chicago Department of Transportation, a new elevated pedestrian and bicycle trail, named Riverview Bridge, is under construction over the Chicago River and a new pedestrian/bicycle underpass is planned for construction under Irving Park Road. The new bridge and underpass, part of the 312 RiverRun trail, will provide new pedestrian and bicycle connections along the river from Clark Park on the south end to Horner Park on the north end and is expected to be completed in 2019.



The new 312 RiverRun provides new access along and over the Chicago River.

Additionally, a new project at River Park is now underway. 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 and grading and planting the river edge to improve habitat and recreational opportunity in the river. The dam will be removed in 2018 with river edge improvements continuing into 2019.



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 99 natural areas throughout the City, consisting of over 1,850 acres and representing more than 21% of total park acreage. Under the leadership of Mayor Rahm Emanuel, the amount of natural areas has more than doubled in Chicago, increasing over 1,150 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.

In 2018, more site improvements such as nature play spaces, pathways, fencing, and seating have been included in natural areas to allow for easier exploration. Additional acreage has been identified for future conversion to high quality natural areas. With work continuing through the 2019-2023 CIP, we will increase the footprint of existing natural areas to allow for greater habitat diversity, better ecosystem services and a better opportunity to "get lost in nature."



New natural areas, such as the Nature Play area at Welles Park and the Marian Byrnes nature area shown in the images above, can provide habitat improvement as well as new recreational and educational opportunities.

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 2019-2023 Capital Improvement Plan, one such opportunity is a new indoor track and field at Gately Park in Chicago's Pullman and Roseland Communities. This new facility will assist in revitalizing track and field in the Chicago area. The 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 under construction.

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

Additionally, development at Addams Park for a new 100,000 sq. ft. indoor recreation center that will feature an indoor practice track, artificial turf field, multi-purpose courts, club room and other amenities is underway. This project's expected completion is late 2019.

Throughout the District, the 2019-2023 capital improvement program plans for new artificial turf fields, tennis court rehabs and conversions, playgrounds, outdoor fitness stations and other site improvements throughout the neighborhoods of Chicago.



Above: Gately Park indoor track and field facility; Ford Calumet Environmental Center in Big Marsh; Exelon Recreation Center in Addams Park.

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 \$1,219 million or 69% below the \$1,766 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 \$225 million in capacity under this limit. At the end of 2018**, the District's outstanding long-term debt will be approximately \$834 million, which is \$13 million higher than the previous year and will be reduced to approximately \$799 million after the debt service payment due in 2019.

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

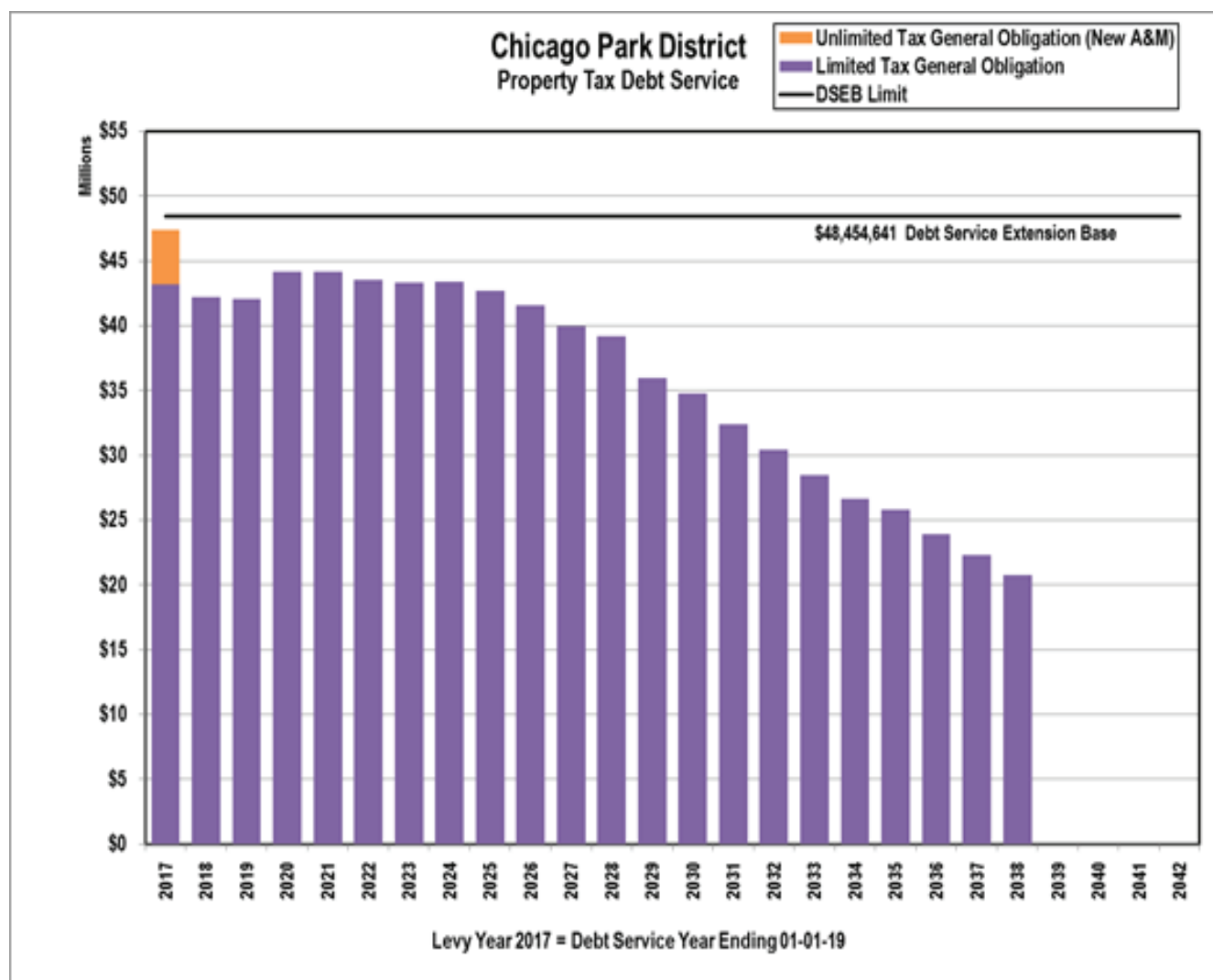
Year	Principal	Interest	Total
2019	35,660,000	39,499,200	75,159,200
2020	28,415,000	39,138,526	67,553,526
2021	30,690,000	37,774,415	68,464,415
2022	34,620,000	36,210,173	70,830,173
2023	38,050,000	34,432,520	72,482,520
2024-2028	233,360,000	139,481,307	372,841,307
2029-2033	201,355,000	83,211,981	284,566,981
2034-2038	156,400,000	38,707,990	195,107,990
2039-2041	75,710,000	4,536,382	80,246,382
Totals	834,260,000	452,992,494	1,287,252,494

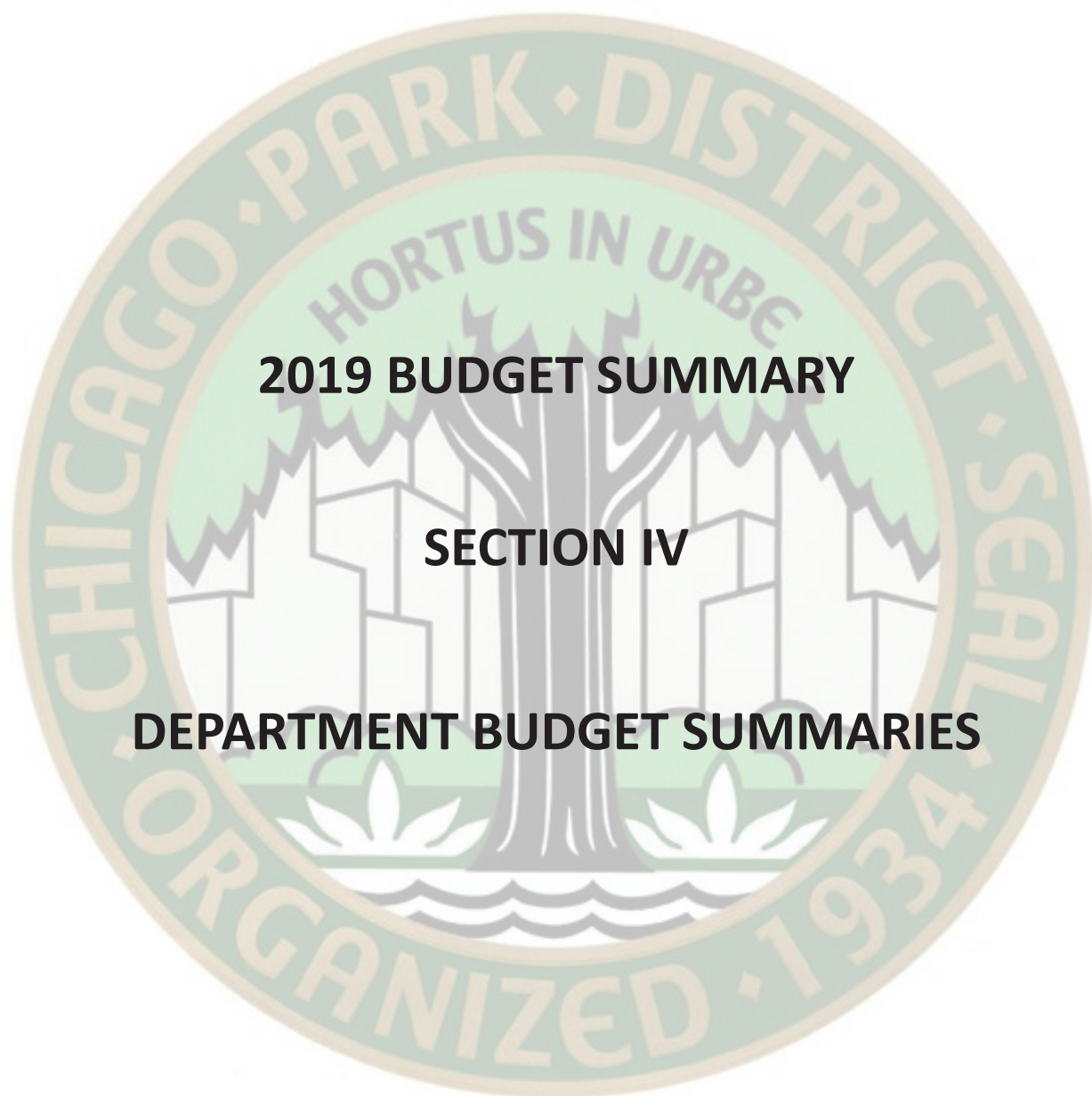
Note: Approximately \$288 million of the District's debt portfolio is supported by alternate revenue sources (PPRT, Harbor Facilities and Special Recreation).

***Subject to change.*

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) was \$42,142,942, which can only be increased through this formula or by referendum. Under the formula, the allowable DSEB growth for 2018 levy year is 2.1% (\$ 49,472,188).

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.





2019 BUDGET SUMMARY

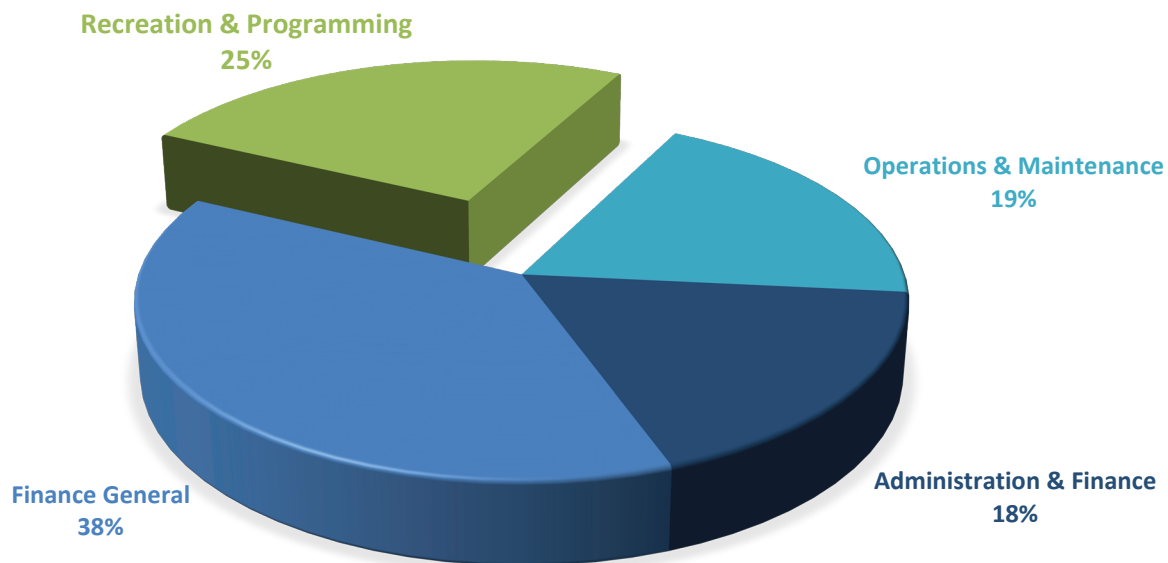
SECTION IV

DEPARTMENT BUDGET SUMMARIES

Recreation & Programming

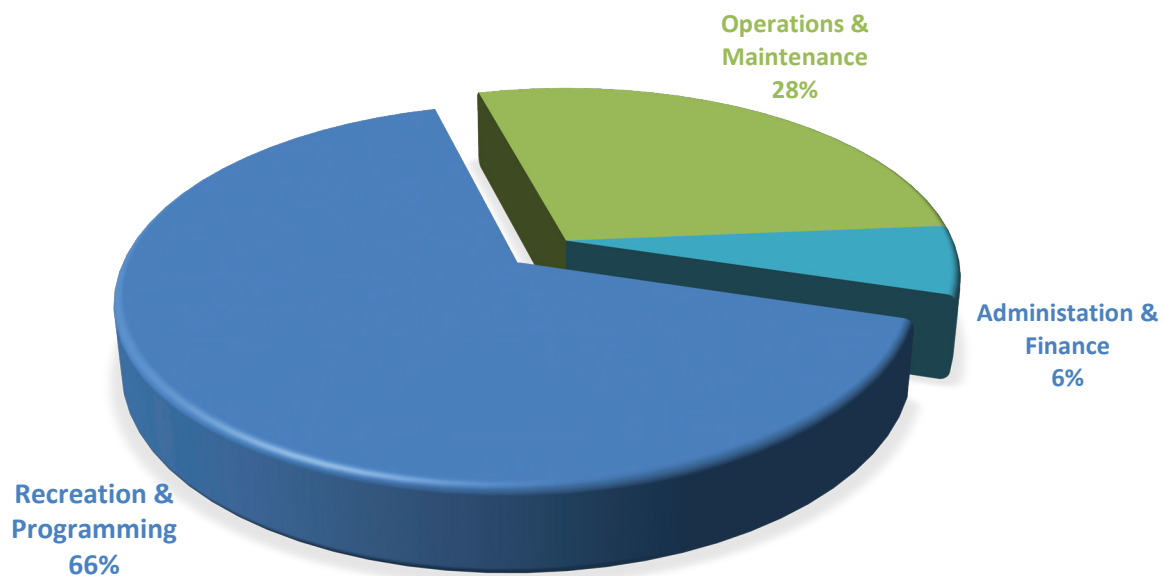
Departments within Recreation & Programming include the three Regions (Central, North, South), Community Recreation (Administration, Aquatics, Athletics, Community Sports, Gymnastics, Special Recreation, Wellness), Culture, Arts & Nature and Outdoor & Environmental Education.

2019 Operating Budget - Expenses by Function

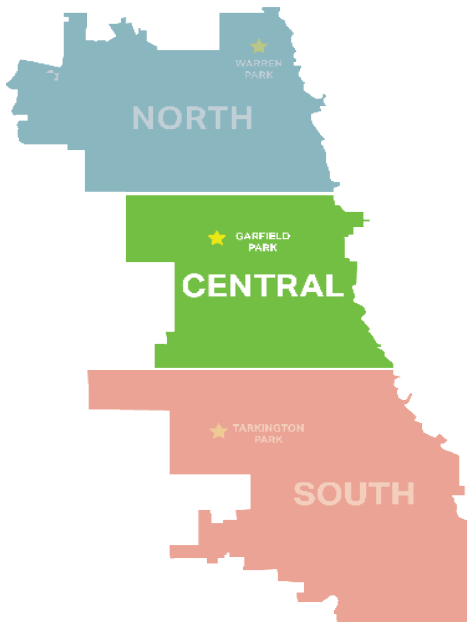


Finance General includes cross-departmental expenses such as employee benefits, contributions to employee pension funds, utility expenses, long-term debt service payments, and remittances to aquarium, museums and zoo.

2019 Operating Budget - FTEs by Function

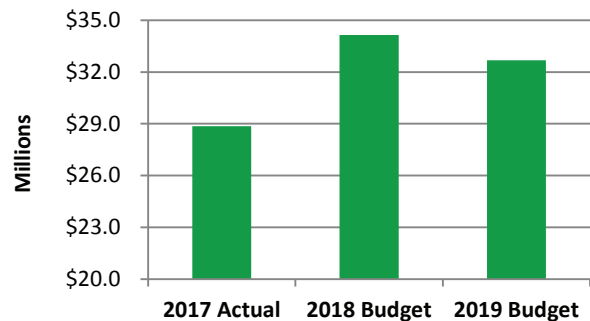


Central Region



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 the 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	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$23,622,338	\$28,654,431	\$27,002,043
Materials & Supplies	\$493,751	\$536,769	\$539,436
Contractual Services	\$4,702,388	\$4,903,502	\$5,095,463
Program Expense	\$46,162	\$44,673	\$44,655
Total	\$28,864,638	\$34,139,375	\$32,681,598
Personnel FTE	578.8	578.2	578.0



Goals

Core Value: Children First

- Expand the X-STREAM Teen Camp by increasing the number of locations by 5% and Include additional STEM components to the program to expand the scope of offerings.

Core Value: Best Deal in Town

- Strengthen the programming relationship with the CHA at Ellis, Mandrake, Fosco, Addams and Williams Parks.

Core Value: Built to Last

- Create new programming opportunities surrounding enhanced park assets such as the mini pitch soccer fields underwritten by the US Soccer Federation, Chicago Fire and Ken Griffin and the resurfaced tennis courts at Garfield Park courtesy of the USTA Laver Project.

Core Value: Extra Effort

- Increase river recreational activities with a focus on rowing and paddling opportunities at Ping Tom and the Boat House at Park 571.
- Each staffed location park will host an open house in conjunction with their annual gym showcase.

Performance Data

All Programming (Non-Aquatics/PFWI/Special Rec)	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
Central	90,624	89,285	82,376	108%	85,580	78,363
<i>By Session</i>						
Winter	22,264	21,935	18,686	117%	20,489	16,985
Spring	23,793	23,441	20,941	112%	21,964	20,493
Summer	21,863	21,540	20,492	105%	20,758	19,491
Fall	22,705	22,369	22,258	100%	22,369	21,394
<i>By Area</i>						
1	11,978	11,801	10,386	114%	11,129	9,697
2	17,908	17,643	12,406	142%	14,378	11,264
3	21,855	21,532	19,965	108%	21,554	18,867
4	12,244	12,063	14,403	84%	12,098	13,985
5	14,393	14,180	14,746	96%	13,976	13,091
6	12,247	12,066	10,471	115%	12,445	11,459
<i>By Program (including CPD Leagues/Open)</i>						
DayCamp	6,369	6,306	6,244	101%	6,121	5,850
Basketball	14,653	14,436	16,177	89%	14,646	15,689
Soccer	5,666	5,582	4,709	119%	5,326	5,001
Floor Hockey	855	842	859	98%	878	827
Park Kids	5,439	5,359	5,394	99%	5,262	4,949

Accomplishments

Core Value: Children First

- Increased the Teen X-Stream summer camp initiative by expanding the program from 30 locations in 2017 to 34 in 2018 with over 500 teen participants. The Teen X-Stream is now a district- wide initiative.
- Customized our program offerings for after school, weekends and for school holidays and for when school is out for public school children.

Core Value: Best Deal in Town

- Created new programming opportunities for seniors and adults through activities and special events during times that parks are less utilized. The Region held the first ever senior pickleball tournament at Fosco Park on April 6th with nearly 50 senior participants. Following the tournament on May 11th, Ellis Park hosted a pickleball clinic with ambassadors from the USAPA pickleball association where 50 seniors from beginner to intermediate skill levels participated.
- Continuing to add quality park programs and special events, the AileyCamp, specialty dance camp, was again a summer feature at Douglas Park. Nearly 1,000 patrons enjoyed the captivating performances of some 100 camp performers. Teens from 6 park locations participated in the "We Walk for Water", a fundraising event to bring awareness to the need for clean drinking water in various 3rd world countries and also certain locales in the USA. Their collective efforts raised over \$1,700 dollars.

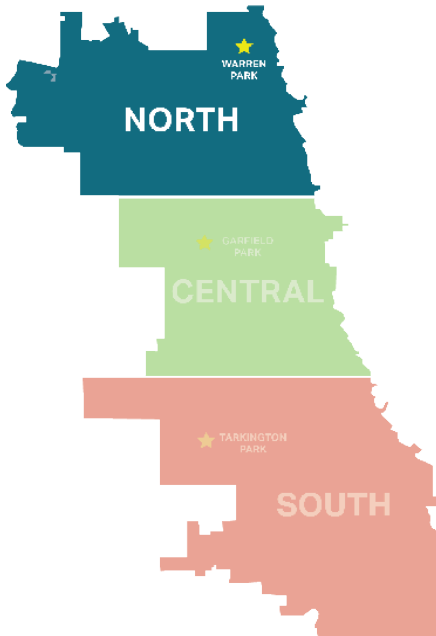
Core Value: Built to Last

- The Nancy Lieberman Foundation donated a new basketball sports court at Ohio and Harding Avenue in the West Humboldt Park community. This unstaffed location allowed the District to offer teen basketball tournaments, was also one of our Rollin Recreation sites and the host park for special events all summer long.

Core Value: Extra Effort

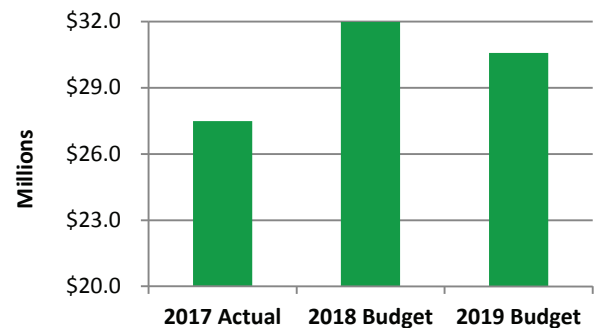
- Gym Show offerings were hosted all across the Region. Over 60 park showcases were held in 2018, highlighting classes, events and programming.

North Region



The North Region is responsible for overseeing 212 parks and playgrounds for diverse communities from Rogers Park to Norwood Park and from North Ave Beach to the 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, pumpkin patches and Dinner with Santa, there's something for everyone. The Region also features a multitude of athletic activities for Chicagoans of all ages, including: 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, the 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 Park's 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	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$24,469,756	\$28,785,301	\$27,270,318
Materials & Supplies	\$610,993	\$617,148	\$612,200
Contractual Services	\$2,369,524	\$2,534,870	\$2,653,215
Program Expense	\$36,071	\$46,582	\$39,400
Total	\$27,486,344	\$31,983,901	\$30,575,133
Personnel FTE	567.3	570.9	568.9



Goals

Core Value: Children First

- Expand summer session afternoon programming by offering three new sports and specialty camps in communities of need for youth and teens ages 12 to 14. The programs will utilize instructors from across the Region.
- Coordinate a Girl's Empowerment Fair including a speaker and break-out sessions to connect young girls with resources and provide a space for them to explore their interests and celebrate their achievements.

Core Value: Extra Effort

- Increase cultural program training and professional development by hosting three Arts Clinics for instructors.
- Host a Region pickle ball tournament for seniors to encourage competitive play and socializing.

Performance Data

All Programming (Non-Aquatics/PFWI/Special Rec)	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
North	122,105	120,896	118,349	102%	115,565	118,666
<i>By Session</i>						
Winter	27,933	27,656	25,935	107%	26,007	25,440
Spring	32,986	32,659	33,462	98%	30,592	36,823
Summer	28,009	27,732	26,681	104%	26,117	25,453
Fall	33,177	32,849	32,271	102%	32,849	30,950
<i>By Area</i>						
1	29,728	29,434	28,130	105%	27,397	29,977
2	15,656	15,501	13,706	113%	14,563	14,200
3	11,088	10,978	10,484	105%	10,437	11,506
4	32,162	31,844	31,708	100%	30,715	30,239
5	15,566	15,412	14,127	109%	14,740	13,940
6	17,904	17,727	20,194	88%	17,713	18,804
<i>By Program (including CPD Leagues/Open)</i>						
DayCamp	8,591	8,506	8,446	101%	8,280	8,115
Basketball	13,578	13,444	15,483	87%	14,657	15,445
Soccer	8,515	8,431	8,642	98%	8,963	9,766
Floor Hockey	1,583	1,567	1,575	99%	1,572	1,617
Park Kids	2,599	2,573	2,600	99%	2,542	2,461

Accomplishments

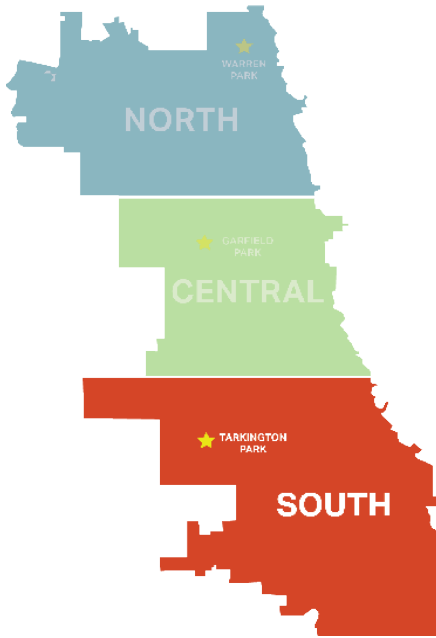
Core Value: Children First

- Provided leadership opportunities for teens across the region by creating a Teen Leadership Council that met quarterly to gather input and collaborate on events, including college tours at Northeastern Illinois University, Eastern Illinois University and Eureka College.
- Expanded archery programming by enrolling over 370 youth and teens in archery programs in the North Region, including Archery Camp at three sites. This is a 54% increase in enrollment from 2017.
- Sponsored a dodgeball tournament at Jensen Park with 120 teens participating from 14 different North Region parks, including a team from Blackhawk Park comprised of teens from our deaf and hard-of-hearing program.

Core Value: Extra Effort

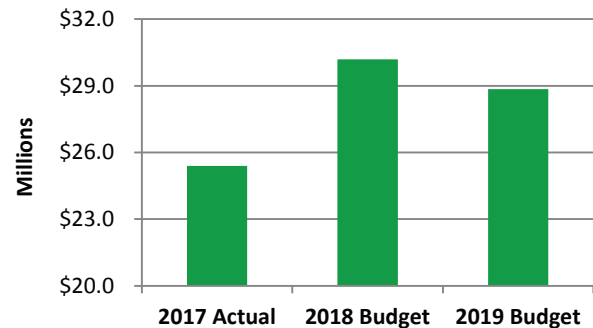
- Hosted park gym showcases and open houses at each of the 81 staffed locations to increase community outreach and highlight our program participants' achievements.
- Hosted a North Region Advisory Council roundtable with 23 advisory councils which provided an opportunity for council members to meet with region and administrative staff.
- Increased year-round cultural event offerings by developing the Winter Film Festival. The festival runs at nine North Region parks.

South Region



The South Region is responsible for overseeing more than 200 parks and playgrounds in the City of Chicago, including 80 staffed locations. The boundaries of the Region extend from 51st Street on the North end to 138th Street on the South end, and from East to West of the city limits. The South Region is home to three of the largest acreage parks in the city, including Jackson Park (542.89 acres), Washington Park (366.84 acres) and Marquette Park (322.68 acres). Chicagoans from the historic neighborhoods of Avalon, Beverly, Chatham, Chicago Lawn, Clearing, Englewood, Gage Park, Garfield Ridge, Hegewish, 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. These opportunities include: 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, as well as quality recreational programming to the highly diverse communities this Region serves.

Department Expenditures			
Account	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$24,189,602	\$29,000,165	27,646,800
Materials & Supplies	\$588,591	\$635,509	\$617,106
Contractual Services	\$537,812	\$482,591	\$526,573
Program Expense	\$75,763	\$71,999	\$56,420
Total	\$25,391,767	\$30,190,263	\$28,846,900
<i>Personnel FTE</i>	<i>579.7</i>	<i>581.7</i>	<i>582.5</i>



Goals

Core Value: Children First

- Increase events and programs for Girls Sports participation.

Core Value: Extra Effort

- Increase the number of cultural programs, including dance, music, drama, culinary arts and woodshop programs.
- Increase senior program offerings and participation.
- Increase the number of specialized fitness trainings in order to create more fitness programs in the parks.
- Add non-traditional sports and events like Dragon Boat racing and triathlon training using the South Region's lakefront.
- Increase cultural programming events by adding a Hispanic Heritage Month Celebration.
- Host a South Region Park Advisory Council conference.

Performance Data

All Programming (Non-Aquatics/PFWI/Special Rec)	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
South	75,732	74,982	79,620	94%	71,819	79,748
<i>By Session</i>						
Winter	18,188	18,008	19,282	93%	17,372	18,254
Spring	17,438	17,265	17,754	97%	16,832	19,894
Summer	20,212	20,012	18,800	106%	17,918	19,501
Fall	19,894	19,697	23,784	83%	19,697	22,099
<i>By Area</i>						
1	16,316	16,154	19,688	82%	16,176	18,356
2	6,596	6,531	6,076	107%	6,139	5,975
3	6,726	6,659	6,143	108%	6,354	5,629
4	21,095	20,886	22,981	91%	18,507	26,761
5	12,700	12,574	12,551	100%	12,771	11,589
6	12,300	12,178	12,180	100%	11,872	11,438
<i>By Program (including CPD Leagues/Open)</i>						
DayCamp	6,709	6,643	6,640	100%	6,506	6,265
Basketball	12,020	11,901	13,621	87%	12,831	13,564
Soccer	2,705	2,678	2,873	93%	2,767	2,894
Floor Hockey	661	654	765	85%	702	814
Park Kids	4,604	4,558	4,435	103%	4,433	4,034

Accomplishments

Core Value: Children First

- Exposed more than 500 teens to various associate degree and vocational trades options from the South City Colleges of Chicago at our annual Teen Opportunity Fair in 2018 at Kennedy King College.
- Increased the number of Teen Leadership Connection locations from 17 to 19 throughout the Region.
- Increased programming during “out-of-school” time, specifically during the weekends and holidays.

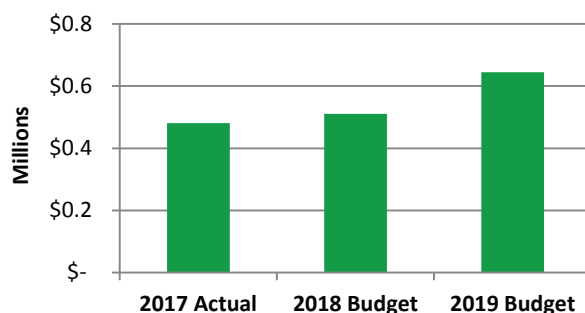
Core Value: Extra Effort

- Hosted a Gym Show and/or end of summer showcase in every staffed location.
- Hosted National Girls and Women in Sports Day at various locations in the South Region.
- Increased the number of senior male attendees, which included many veterans at our social events.
- Brought programming to Big Marsh Park and increased outdoor programming by partnering with the Cook County Forest Preserve.

Community Recreation - Administration

Community recreation is the mission of the Chicago Park District, supervising, operating and programming our fieldhouses, open spaces and playgrounds by providing and facilitating programming. Community Recreation includes the three regions (North Region, Central Region, and South Region) and the following programmatic units: Aquatics, Athletics, Community Sports, Gymnastics, Special Recreation, Wellness, Special Olympics, and Sailing/Rowing. Marketing and Community Engagement department leads and delivers community outreach for Community Recreation and the Chicago Park District. Regions and units develop programs, services and events citywide which focus on our core values, program goals, and objectives. Park operations, partnerships, and programming are enhanced and supported by units and community based organizations.

Department Expenditures			
Account	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$357,340	\$330,716	\$504,636
Materials & Supplies	\$312	\$500	\$25,400
Contractual Services	\$101,967	\$144,400	\$104,250
Program Expense	\$21,330	\$35,000	\$10,000
Total	\$480,948	\$510,616	\$644,286
<i>Personnel FTE</i>	<i>3.0</i>	<i>3.0</i>	<i>4.0</i>



Goals

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

Health & Wellness - Address nationally and locally recognized health issues through promoting physical activity and healthy nutrition through programs, events, education, and training.

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.

Community Recreation - Aquatics

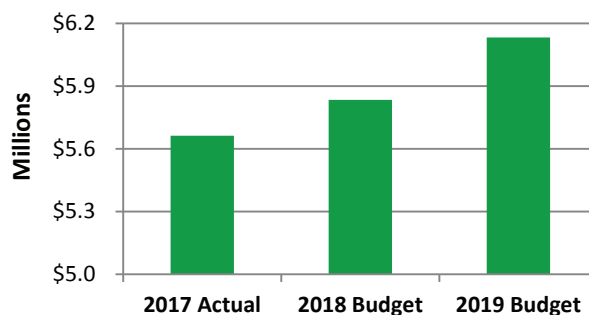
The Aquatics unit is the leading provider for Learn to Swim lessons among public institutions in the United States. This unit is responsible for lifeguarding, implementing trainings and educational workshops, and facilitating aquatic programming. Collaborating with emergency response agencies, including the American Red Cross Association, U.S. Coast Guard, the Chicago Police Department, and Chicago Fire Department, the unit also promotes aquatic safety through water safety public outreach announcements and events.

The Aquatics unit manages over 1,000 personnel, 49 outdoor seasonal swimming pools, 28 natatoriums, 26 miles of lakefront including 26 beaches, and over 40 Chicago Public School aquatic facilities. We also operate the Marine Rescue unit that is comprised of 4 Boston Whalers powerboats and 8 staff members that are specifically trained in boating, scuba and emergency rescue. This specialty unit responds, monitors, and assists lifeguards during emergencies and services special events along the lakefront, including the Chicago Air and Water Show and Chicago Triathlon. With the goal of teaching every child to swim before the 4th grade, the Aquatics unit also partners with USA Swimming and Make a Splash in efforts to increase programming in every pool.

The Aquatics unit also includes the Sailing division. In partnership with the Judd Goldman Adaptive Sailing Foundation, the unit manages the Chicago Park District Judd Goldman Community Sailing Center and associated programs. The Sailing division provides quality powerboat and sail training programs for community residents. Through these programs it consistently provides over 1,000 on-the-water experiences for both able bodied and disabled youths and adults. Endeavour Chicago is a youth focused program administered by the Sailing division in partnership with the Americas Cup and the Chicago Match Race Center. This program uses a unique and specialized STEM (Science, Technology, Engineering, and Math) curriculum and is offered to youth from different socioeconomic backgrounds. In addition to this program, CPD boat houses offer wellness programs, workout facilities, kayak rental opportunities, and community meeting spaces.

The Aquatics unit also administers rowing programs. These programs operate in conjunction with partner organizations, including the Chicago Rowing Foundation (CRF), Recovery on Water (ROW), Lincoln Park Boat Club (LPBC), and Chicago Training Center (CTC). The unit works with Friends of the Chicago River to activate this resource and serve more Chicagoans by creating more access to the Chicago River.

Department Expenditures			
Account	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$5,446,134	\$5,582,864	\$5,881,468
Materials & Supplies	\$145,228	\$174,040	\$174,040
Contractual Services	\$57,902	\$62,525	\$62,525
Program Expense	\$14,543	\$15,000	\$15,000
Total	\$5,663,807	\$5,834,429	\$6,133,033
Personnel FTE	157.3	157.3	157.4



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

- Have over 50 new grammar school swim teams become recognized by competing in our parks.
- Establish High School sailing teams

Core Value: Built to Last

- Extend our partnership with USA Swimming through 2022.
- Create a Chicago Park District lifeguard alumni division & establish a Beaches and Pools Unit Hall of Fame.

Core Value: Extra Effort

- Develop a community outreach program related to water safety on the lakefront and in our swimming pools. This will be done by partnering with CPS, CPD, CFD and the U.S. Coast Guard.
- Expand offerings at the Montrose Harbor Endeavour Chicago Sailing Center.
- Expand sailing programs at Jackson Park Harbor.
- Expand the Racing Team and travel opportunities.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
<i>All Instructional Programming</i>						
Aquatics	64,917	64,274	63,442	101%	63,710	57,020
Sailing	79	78	349	22%	111	88
<i>By Program</i>						
Learn to Swim	21,035	20,827	21,222	98%	20,728	20,131
All Aquatic Exercise	24,709	24,586	23,206	106%	23,842	21,309
Team Sports	7,432	7,358	7,600	97%	7,275	6,855
All Tiny Tot Swim	7,963	7,884	8,377	94%	8,097	7,387

Accomplishments*Core Value: Children First*

- The Water Polo Club's 18 & under boys team are American Water Polo National Champions. In addition, the 12 & under girls team finished 3rd in their division in the U.S. Water Polo Junior Olympics in California this summer.

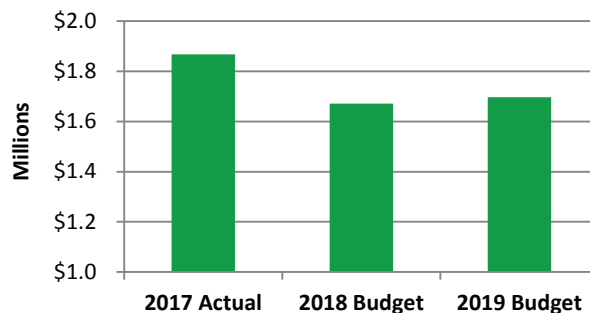
Core Value: Extra Effort

- The Aquatics unit broke the Guinness World Record for the World's Largest Swim Lesson for the sixth time this summer.
- Our Swim Club has grown to be the largest swim club in the world with over 3,350 members.
- Improved the supervision of our lifeguarding staff by using the American Red Cross Aquatic Examiner Service to audit our staffing at all of our beaches, outdoor pools and indoor pools.
- Moved the Endeavour Chicago programs to Monroe Harbor.
- Endeavour Chicago now runs three sessions: Spring, Summer and Fall.
- Increased registrations for the Montrose summer sailing program.

Community Recreation - Athletics

The Athletics unit is responsible for providing youth and teen sports leagues, city-wide team and individual competitions and sports camps, as well as training and technical support to field staff. The unit works with outside partners, including city agencies and professional local sports teams, to bring financial and in-kind resources to the District. The following programs fall under the management of the Athletics unit: Junior Bear Tackle football program (16 parks), Inner City Flag Football (32), Girls Inner City Flag Football (10), Inner City Youth Baseball (32), Chicago White Sox Returning Baseball to Inner Cities (RBI) program (24), Cubs Care Rookie League (80), Cubs Care Girls Fast Pitch Softball (10), City-wide Youth Baseball and Girls Softball Tournaments, Inner City Hoops (32), Girls Inner City Hoops (10), Windy City Hoops (11), Summer Teen Basketball Leagues (30), Boxing Centers (22), Summer Tennis Camps (16), Summer Golf Camps (22), and 21 team and individual city-wide championships annually. Additionally, the Athletics unit operates community runs ('Go-Run initiative) at three parks and skate/bike clinics ('Go-Grind) at seven facilities with 23 consecutive Thursday night skate races at Grant Park Skate Park.

Department Expenditures			
Account	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$1,242,395	\$1,185,147	\$1,214,498
Materials & Supplies	\$181,047	\$155,354	\$140,854
Small Tools & Equipment	\$-	\$47,547	\$47,547
Contractual Services	\$258,927	\$241,298	\$266,298
Program Expense	\$185,786	\$42,345	\$27,345
Total	\$1,868,155	\$1,671,691	\$1,696,541
<i>Personnel FTE</i>	<i>30.0</i>	<i>25.0</i>	<i>23.1</i>



Goals

Core Value: Children First

- Increase participation in Inner City Flag Football, developing two divisions for the league.

Core Value: Best Deal in Town

- Expand the popular 'Go series ('Go Run, 'Go Hoop, 'Go Grind) to include tennis, lacrosse and soccer.

Core Value: Built to Last

- Develop a citywide training curriculum for the sports of track and field and cross country.

Core Value: Extra Effort

- Improve citywide sports championship participation and process through use of technology.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
Junior Bear (Total)	892	870	1,324	66%	1,027	1,508
Boxing Program	1,731	1,688	1,567	108%	1,659	1,714
Inner City Youth Sports	1,343	1,310	1,328	99%	1,331	1,105
Cubs Care Baseball	1,646	1,606	1,862	86%	1,808	2,070
Lacrosse	187	182	238	76%	181	259
Tennis Camp	306	299	390	77%	375	321

Accomplishments

Core Value: Children First

- Partnered with LISC (Local Initiatives Support Corporation) to successfully administer their 12th Annual city-wide Hoops in the Hood Tournament. The tournament included the participation of 500 youth and teens from across the city.

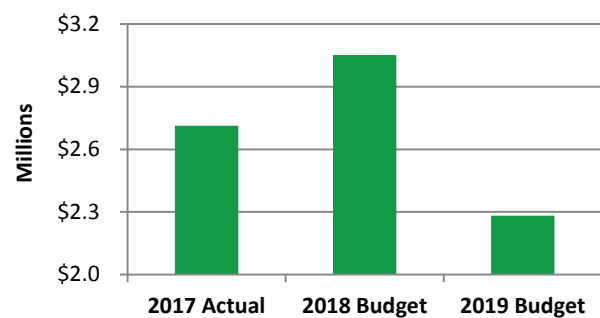
Core Value: Best Deal in Town

- The 'Go Grind series grew to 10 action sports clinics throughout the city at seven skate/bike parks and three designated parks that do not have skate or bike amenities.
- 20 consecutive 'Go Race Thursdays were added and held at Grant Skate Park.
- The 'Go Run series added travelling 'Go Runs this year by providing free timed runs at three new locations (Columbus Park, Big Marsh Park and Horner Park). The goal for these new travelling 'Go Runs were to garner interest and get feedback on adding new sites to the 'Go Run series.

Community Recreation - Community Sports

The Community Sports unit actively engages the Chicago community through programs, events, and partnerships. The unit encourages positive youth development, increases opportunities for the youth to participate in recreational and sport programs, and provides customized activities for children and teens. Working in partnership with sister agencies, nonprofits, and community-based organizations, the Community Sports unit administers youth and teen sports programming throughout the City of Chicago. The Community Sports unit partners with the Chicago Public Schools to administer the CPS SCORE! grammar school sports program. This program allows students from grades 5 – 8 to register and participate in basketball, floor hockey, volleyball, track and field, and cross-country. In partnership with After School Matters, the unit also creates over 50 Sports37 apprenticeships programs. Our apprenticeships guide teens through 20 weeks of fun and engaging activities that develop important life skills and hands-on experience to prepare them for employment. Rollin' Recreation, the mobile recreation program is a seasonal program that focuses on bringing recreational experiences to parks without fieldhouses and programming opportunities to underprivileged communities. Our Rollin' Recreation vans visits 72 playgrounds and provides 60 minutes of active programming. Lastly, our Summer Sports Camp is another seasonal program offered by this unit and serves to allow kids to experience traditional and non-traditional sports, while being mentored and coached by students from the Sports37 program.

Department Expenditures			
Account	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$2,235,566	\$2,895,391	\$2,132,409
Materials & Supplies	\$123,315	\$106,000	\$84,695
Contractual Services	\$352,915	\$48,170	\$64,475
Program Expense	\$763	\$1,500	\$1,500
Total	\$2,712,558	\$3,051,061	\$2,283,079
Personnel FTE	114.9	91.1	59.3



Goals

Core Value: Children First

- Increase the number of sports mentoring camps in CPS High Schools from five to ten camps.
- Increase participation in the RIT (Recreation Intern Training) program.
- Enhance the Girls Sports program by focusing on incorporating a wellness curriculum, creating a Girls Leadership Summer Camp, and adding a fall class specifically designed for girls.
- Enhance training for Recreation Leaders and Activity Instructors for summer camp and fall After School Matter programs.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
# CPS SCOREs Enrollments	34,817	34,472	19,078	181%	26,228	N/A
TEEN Programming			27,231	N/A		26,931
Windy City Hoops	2,053	2,033	2,389	85%	2,446	2,307
Junior Lifeguards	848	840	N/A	N/A	858	773
Teen Leadership Camp	2,742	2,715	N/A	N/A	2,687	2,605
Teen Sports Leagues	1,589	1,573	1,651	95%	1,661	1,690

Accomplishments

Core Value: Children First

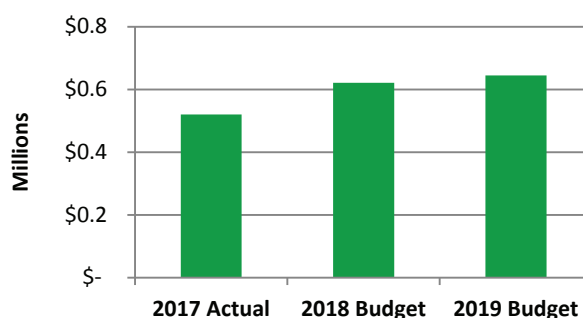
- Summer sports camps were enhanced by partnering with local libraries, professional sports teams and community organizations; adding more field trips; and incorporating football and basketball skills camps into the program.
- The Summer Bike Ambassador Program traveling group visited 112 parks, fitted over 2,000 kids with new bike helmets, and educated over 8,000 campers on bicycle safety.
- The Recreation Leader in Training (RIT) Program was launched this summer for the first time at two parks. The Recreation Leader Apprentice Program (Sports 37) impacted teens participating in the RIT program through apprenticeships and summer employment.
- The District celebrated National Girls and Women in Sports Day. Over 1,100 girls were engaged in activities at 23 parks and one High School.

Community Recreation - Gymnastics

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. Children and youth from the ages of 18-months to 18 years-old participate in our programs. Our class offerings include 5 gymnastic sessions throughout the year where through instruction and evaluation, youth can be promoted to different class levels that range from introductory to more advanced and competitive leveled classes.

Following the guidelines of USA Gymnastics, the sole national governing body for the sport in the United States, the Gymnastics unit designs its curriculum and implements educational workshops. This unit also hosts tournaments, including USA Gymnastics and Illinois Park District Gymnastics Conference (IPDGC) state qualifier tournaments. Our instructors are all certified by USA Gymnastics and are dedicated to providing quality gymnastics instruction to children and youth of all ages.

Department Expenditures			
Account	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$395,622	\$435,336	\$458,997
Materials & Supplies	\$16,238	\$21,766	\$23,762
Small Tools & Equipment	\$29,380	\$35,000	\$38,500
Contractual Services	\$52,946	\$89,672	\$86,139
Program Expense	\$26,238	\$39,500	\$37,537
Total	\$520,424	\$621,273	\$644,935
Personnel FTE	9.2	8.5	8.2



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

- Increase the number of teens involved in gymnastics by partnering with CPS to include gymnastics as one of their IHSA sports.

Core Value: Extra Effort

- Offer advanced trainings for gymnastic participants.
- Train park staff to enable them to prepare traditional park tumbling participants for gymnastic center programs.
- Host citywide unified gymnastics competition with the Special Olympics.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
<i>All Instructional Programming</i>						
Gymnastics	22,317	22,096	26,502	83%	25,386	23,110
<i>By Center</i>						
Avondale Park	956	947	1,361	70%	1,212	1,001
Broadway Armory	2,199	2,177	2,670	82%	2,686	2,409
Calumet Park	1,056	1,046	1,604	65%	1,449	1,179
Garfield Park	706	699	875	80%	763	807
Harrison Park	1,726	1,709	2,208	77%	2,076	1,633
Jesse White	3,066	3,036	3,378	90%	3,849	2,744
McKinley Park	1,371	1,357	1,992	68%	1,812	1,566
Morgan Park Sports Center	4,781	4,734	4,885	97%	4,367	5,207
Peterson Park	5,455	5,401	6,412	84%	6,044	5,458
Shabbona Park	1,000	990	1,279	77%	1,128	1,106
<i>By Program</i>						
Twinkle Stars	4,598	4,552	6,345	72%	5,473	5,849
Mom, Dads & Tots Gymnastics	2,931	2,902	4,775	61%	3,941	4,426
Rising Stars	1,847	1,829	2,296	80%	2,138	1,748

Accomplishments*Core Value: Children First*

- Over the past two years, our Xcel girl's gymnastics team more than doubled its size, increasing participation by 140%.
- 100 athletes achieved exceptional honors this past season in state champions, regional qualifiers, regional champions and national qualifiers.
- The Gymnastics Unit launched a new registration process for regional competitions, including facilitating tumbling and gymnastics competition registrations.

Core Value: Extra Effort

- The District hosted the USAG Regional men's Gymnastics Championships. This was the first time that a regional competition was brought to Chicago and hosted by the District. 900 competitors qualified from five different states.

Community Recreation - Special Recreation

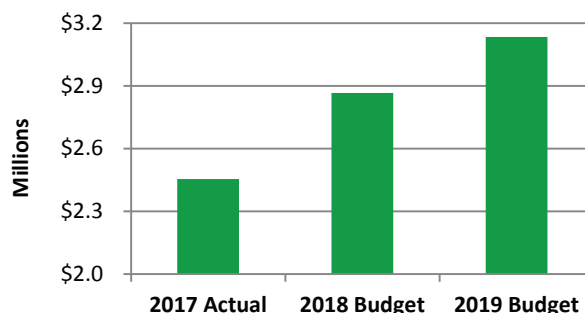
The goal of the Special Recreation unit is to enhance the life for children and adults with disabilities, veterans, and seniors by offering a diverse range of recreational, leisure and sports opportunities. Additionally, the unit focuses on increasing the knowledge of all District employees, in order to better understand how to adapt, accommodate and work with individuals with disabilities. Districtwide, the Special Recreation unit assures an inclusive setting for all individuals with disabilities. Programmatic divisions within the Special Recreation unit include:

- **Special Recreation Programs/Inclusion** - Special Recreation programs are designed to provide opportunities that will enhance skill development, encourage socialization, and promote independence for individuals with intellectual disabilities and developmental delays. This division oversees the training of park staff, assessment of participants, and placement of inclusion aides throughout the district to accommodate those eligible for inclusion aide support.
- **Adaptive Programs** - Adaptive programs are intended for individuals with a primary physical disability and individuals who are blind or visually impaired. Programs include: wheelchair sports, adaptive sports and additional recreation opportunities. This also includes specialized year-round activities to meet the recreational needs of individuals who have all types of hearing loss, from early childhood through adulthood.
- **Veterans Programs** - In the spirit of serving those who have served we offer a wide range of programs and events for United States Veterans, active military and their families.
- **Senior Programming** - In 2019 programs for senior populations will be coordinated and led by the Special Recreation Unit, from Senior Games to park based special events

Chicago Park District Special Olympics

The Chicago Park District is proud of its place in history as the first Special Olympics program. In partnership with Special Children's Charities, Chicago Public Schools, and Special Olympics Illinois we conduct the city-wide competitions for all of the park programs, CPS, and residential and social service agencies. We offer over 80 competition dates for the 181 registered Special Olympics delegations, serving nearly 27,000 athletes. Our signature event, Special Olympics Spring Games (Track and Field) has nearly 4,000 athletes and stretches across six days. Year-round we offer 18 sports for ages 8 to adult and non-competitive Special Olympics Young Athletes programming designed for ages 3-7. We participate in invitational tournaments for 14 of our events that are hosted by other state chapters. Athletes that achieve gold medals advance from local/state games to National and World Games that take place every four years.

Department Expenditures			
Account	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$2,104,863	\$2,597,484	\$2,888,763
Materials & Supplies	\$103,806	\$85,600	\$74,550
Contractual Services	\$249,981	\$154,924	\$153,000
Program Expense	\$(4,825)	\$28,845	\$18,000
Total	\$2,453,825	\$2,866,853	\$3,134,313
Personnel FTE	49.1	57.6	57.6



Goals

Core Value: Extra Effort

- Create an Athlete Advisory council for adaptive sports.
- Create a calendar of senior programs and events at park locations as well as throughout the city.
- Grow the Unified Sports program, pairing Special Olympics athletes with peers without intellectual disabilities.
- Establish partnerships to better serve Special Olympics athletes.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
Overall Special Rec Programming	18,385	17,937	17,078	105%	17,723	16,338
Arts & Crafts (Special Rec)	979	955	786	122%	910	853
Bowling (Special Rec)	1,729	1,687	1,551	109%	1,549	1,601
Day Camp (Special Rec)	703	686	644	106%	630	664
Learn to Swim (Special Rec)	682	665	595	112%	578	530

Accomplishments*Core Value: Children First*

- The Alternative Athletic Conference (AAC) program hosted by the District for At Risk Schools, started a positive measure of the youth/teens voting for the “AAC Player of the Year”, by sport.

Core Value: Built to Last

- Successfully hosted the celebration of the 50th Anniversary for Special Olympics in cooperation with Special Olympics International, Special Olympics Illinois and Special Children’s Charities. This week-long international celebration saw a total of 50,000 attendees, with over 24 countries bringing Special Olympics Unified teams in for the week. The legacy piece (the Eternal Flame of Hope) will signify to all that pass it, that the Chicago Park District started Special Olympics, a movement that has changed the world for all individuals with disabilities.

Core Value: Extra Effort

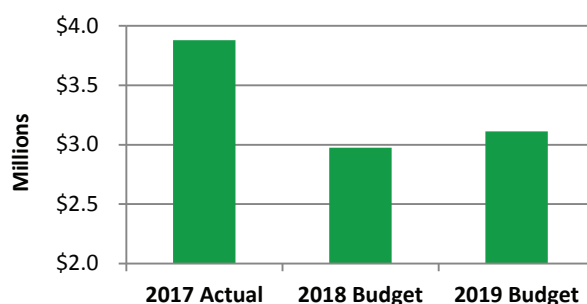
- Increased number of donations from 500,000 to 502,000 for third annual Operation Help a Hero, a program for homeless Veterans.
- Successfully transitioned Special Olympics Spring Games from the far southeast side to a more central and larger location to better accommodate the athletes.

Community Recreation - Wellness

The Wellness unit provides programs and services in wellness, fitness and nutrition awareness throughout the District, including operating and maintaining 72 fitness centers and 16 outdoor fitness courses. 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 Supper Program year-round, and contractual agreements for healthy vending within the parks. 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. The department also collaborates with the Athletics department (Fitness Assessment and Evaluation) and Special Recreation (Veteran Wellness programs).

In 2018 the Wellness unit piloted 'We Move Chicago', launching a series of summer fitness classes in unique areas and highlighting fitness classes offered in 100 park fieldhouses. This landmark series offered a variety of fitness and nutrition classes for all ages and fitness abilities. In 2019 the Wellness unit will continue this program, branding all fitness and wellness programs within the 'We Move Chicago' framework.

Department Expenditures			
Account	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$1,409,512	\$735,758	\$851,245
Materials & Supplies	\$130,717	\$47,500	\$47,700
Contractual Services	\$2,338,293	\$2,192,200	\$2,212,900
Program Expense	\$1,554	\$-	\$-
Total	\$3,880,077	\$2,975,458	\$3,111,845
<i>Personnel FTE</i>	<i>31.0</i>	<i>14.8</i>	<i>14.0</i>



Note: External funding for the Park Family Wellness Initiative expired at the end of 2017; beginning with the 2018 budget staffing is reflected at the park level rather than exclusively in Community Recreation - Wellness.

Goals

Core Value: Children First

- Enhance out of school time programming through curriculum development and by serving healthy meals and implementing Moderate and Vigorous Physical Activity (MVPA) with nutrition education, all within the guidelines of Healthy Eating and Physical Activity (HEPA) national standards, through National Recreation and Parks Association.
- Increase teen opportunities by expanding the "Teen Fit Box" program.

Core Value: Built to Last

- Create a citywide wellness certification program for District physical instructors, enabling field staff to lead wellness programming.

Core Value: Extra Effort

- Implement "We Move Chicago", a campaign to get Chicagoans moving in our parks, through special events (Chicago Moves Day), and citywide programming.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
Annual, Season, Monthly Fitness Passes	13,237	12,789	14,246	0%	13,912	14,147
Wellness Enrollments Only	28,131	27,312	N/A	N/A	29,460	27,863
<i>Fitness & Wellness Certifications</i>						
Online Certification Trainings	75	50	<i>New Performance Measures</i>			
Specialty Certification Trainings	263	175				

Accomplishments*Core Value: Children First*

- Successfully delivered year 2 of Camp Well, the District's wellness-focused version of summer day camp, in collaboration with Lurie Children's Hospital and Healthy Chicago 2.0. Through this partnership we developed and implemented a wellness-focused curriculum and staff training process, evaluated impact on campers and staff, and used findings to guide implementation of the Camp Well model across all camp sites over a multi-year period, launching this summer in six pilot parks. This partnership continues to build a relationship and grant opportunity with research and data for parks becoming wellness hubs throughout Chicago communities.
- Expanded Teen Programming through Teen Fit Box (+29%) and as part of this expansion, Wellness instructors trained field staff on the program instruction.

Core Value: Built to Last

- Adopted a CPD Wellness Policy, including Healthy Food Environment and Good Purchasing Policy, incorporating healthy and local procurement to District food programs.

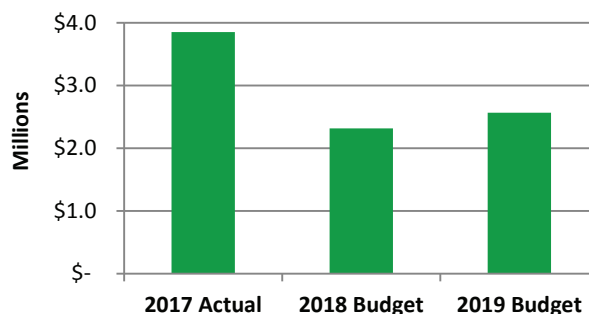
Core Value: Extra Effort

- Achieved efficiencies in the USDA Food and Nutrition Service Summer Food Service program, resulting in serving over 2,200,000 meals (at 207 park locations) and increased the Child and Adult Care Food Program (CACFP) by 55%, serving 18 Park Kids sites.

Culture, Arts and Nature

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	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$2,163,272	\$1,054,637	\$1,266,067
Materials & Supplies	\$120,209	\$26,468	\$36,586
Contractual Services	\$1,560,043	\$1,237,270	\$1,265,034
Program Expense	\$9,608	\$-	\$-
Total	\$3,853,132	\$2,318,375	\$2,567,687
Personnel FTE	42.6	22.4	23.7



Goals

Core Value: Children First

- TRACE will continue to solidify its partnership with After School Matters at the Hamilton Park and Austin Town Hall program sites. TRACE will also continue building the Community Curatorial Fellowship for TRACE alumni, connecting these youth with local organizations to support their career and educational goals. Finally, with over 100 TRACERs as alumni of the program, TRACE will establish an alumni network in 2019.
- In 2019, YCS Fellowship aims to engage 750 youth across three parks, building meaningful relationships with 15 new community-based organizations, schools, and cultural centers in and around Rogers Park, Little Village, and the Chatham/Roseland neighborhoods.

Core Value: Extra Effort

- CAN plans to continue to fine tune evaluation methods of Night Out in the Parks by gathering tailored feedback from partners/artists, park staff, and patrons, as well as photo documentation, 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.
- 2019 has been designated by the Mayor and the City of Chicago Department of Cultural Affairs and Special Events, as the Year of Theater. The District will serve on the planning committee and is committed to bringing theater programming/ events to each of the 77 community areas of Chicago, as part of Night Out in the Parks. CAN will prioritize upgrading cultural facilities to attract programs, partners and patrons to arts and culture opportunities across the District.

Performance Data

		2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
<i>Special Events Unit</i>							
Performances in the Parks		400	400	400	100%	640	546
Performances in the Parks attendance		80,000	80,000	80,000	100%	99,422	102,673
Movies in the Parks movies		200	200	200	100%	209	203
Movies in the Parks attendance		45,000	45,000	45,000	100%	56,881	47,568
Theater on the Lake performances		25	20	20	100%	45	47
Theater on the Lake attendance		2,000	3,000	3,000	100%	1,942	1,520
Grant Park Music Festival concerts		100	100	100	100%	115	108
Grant Park Music Festival attendance		300,000	300,000	300,000	100%	290,680	766,150
<i>Arts & Culture Unit</i>							
Cultural Center & park programming (facilitated by ACU)	# of classes	200	232	200	116%	368	145
	# of events	15	9	15	60%	26	10
	# of field trips	15	13	15	87%	32	11
	# of contact hours	7,500	9,263	5,000	185%	23,106	3,346
	# of instructors	25	35	15	233%	81	35
	attendance	5,000	4,293	5,000	86%	10,847	4,093
	# of cultural partners	10	7	10	70%	25	N/A
ReCenter Cultural Stewardship program	# of events	45	38	35	109%	69	N/A
	attendance	1,500	569	1,500	38%	1,692	N/A
	# of partners	40	32	36	89%	75	N/A
	# of contact hours	600	535	566	95%	1,155	N/A
Arts Partners in Residence program	# of partners	31	217	31	700%	372	30
	# of contact hours	6,000	3,500	6,000	58%	6,000	3,500
	attendance	7,500	4,375	7,500	58%	7,500	4,375
Professional development for cultural staff	# of trainings offered	14	1	14	7%	13	7
	# of contact hours	420	90	420	21%	422	1,533
	# of participants	150	30	150	20%	163	73
Young Cultural Stewards Fellowship (Formerly Arts XIII)	attendance	750	620	750	83%	959	2,815
	# of programs	34	61	34	179%	39	128
	# of cultural partners	30	25	30	83%	54	N/A
	# of contact hours	7,500	7,596	7,500	101%	9,200	3,526
Artseed/Creative Play Programming	# of playlots	18	18	18	100%	18	18
	attendance	1,600	1,671	1,500	111%	1,398	2,815
	# of contact hours	3,200	3,342	3,000	111%	2,871	3,526
TRACE	# of events	72	36	80	45%	94	10
	attendance	2,030	640	2,030	32%	2,280	2,009
	# programs	8	4	8	50%	10	10
	# contact hours	7,000	2,541	3,500	73%	6,239	3,052
Inferno Mobile Recording Studio	# of events	100	105	60	175%	114	128
	# of workshops	100	110	53	208%	N/A	N/A
	# of special events	8	8	7	114%	N/A	N/A
	attendance	2,000	2,328	900	259%	2,698	2,815
	# of contact hours	4,500	5,010	1,800	278%	5,314	3,526
	# of parks served	100	86	55	156%	82	N/A
	# of partners	27	27	12	225%	N/A	N/A
	# of online plays	6,000	6,159	6,000	103%	N/A	N/A
	# of media docs	75	71	26	273%	214	N/A

Accomplishments

Core Value: Children First

- In its 6th year, Night Out in the Parks continued to enrich neighborhood parks and build community with over 1,200 cultural events citywide. The Program Committee received over 230 proposals from Chicago based artists and organizations, awarding more than 130 partners with Night Out in the Parks funding. Highlights this year included performances from Chicago's youth and young adult artists as we partnered with DCASE on the Year of Creative Youth, as well as events performed in, and inspired by, the District's natural areas.
- The Arts & Culture Unit's youth arts programs transitioned to a new mission under the banner of Young Cultural Stewards. Building our next generation of cultural stewards, ACU's new program model highlights artmaking, civic action, and cultural organizing as strategies for youth to learn about and engage with their neighborhoods, communities, and parks. In this capacity, all of our programs—ArtSeed, Inferno, TRACE, and Young Cultural Stewards Fellows—have evolved into stronger platforms for practicing civic engagement with Chicago youth of all ages. To make visible this impact, ACU partnered with the Field Museum to conduct an outside evaluation on the influence of informal arts education and published a report in Fall 2018.

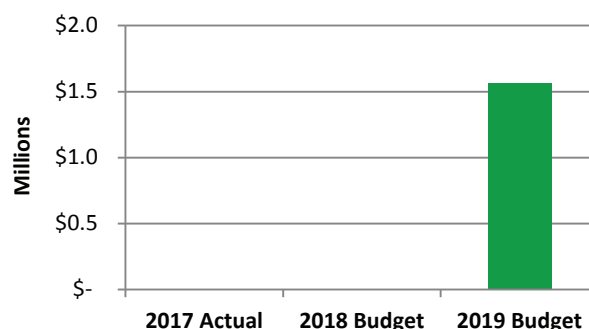
Core Value: Extra Effort

- Theater on the Lake, Chicago's Summer Theater Festival, returned to its newly renovated lakefront home for the 2018 season. This year's festival presented seven weeks of the best of Chicago's storefront theater, and debuted the first new play developed by a Chicago playwright through our Theater on the Lake: In the Works program, *Felons and Familias*, by Sandra Delgado. In addition to the festival, public programming including theater, music, dance, and family fun will continue year-round at this state of the art space.
- As part of our Re:Center program, in February 2018, we conducted a session on Civic Action & Cultural Organizing with over 75 Park Advisory Council participants at the annual PAC Conference.

Outdoor & Environmental Education

The Outdoor and Environmental Education Unit (OEE, previously organized within the Department of Natural Resources) invites people of all ages to create connections with our parks and natural areas by providing opportunities to foster awareness, appreciation, knowledge and stewardship through programming, events, partnerships and outreach. Our three Nature Center locations (North Park Village Nature Center, Northerly Island, and the forthcoming Ford Calumet Environmental Center) provide year-round programming that can be enjoyed by the whole family. Citywide programs such as Nature Oasis field trips, Nature Play Spaces, fishing, and gardening programs introduce our youngest participants to the wonder of the natural world around us, while our paddling, camping, and climbing opportunities build a deeper appreciation for outdoor and adventure recreation for Chicagoans of all ages.

Department Expenditures			
Account	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$-	\$-	\$1,394,254
Materials & Supplies	\$-	\$-	\$72,117
Contractual Services	\$-	\$-	\$96,613
Program Expense	\$-	\$-	\$-
Total	\$-	\$-	\$1,562,984
<i>Personnel FTE</i>	<i>0.0</i>	<i>0.0</i>	<i>24.0</i>



Note: Effective with the 2019 Budget, programmatic resources are reflected in the new Department of Outdoor and Environmental Education rather than the Department of Natural Resources.

Goals

Core Value: Best Deal in Town

- Ensure that learning and guided exploration of the natural environment remains accessible with free and low cost opportunities for park patrons. The Harvest Garden program provides youth with lessons on the fundamentals of organic vegetable gardening in parks across the city at no cost to participants, along with free family-friendly gardening workshops throughout the year at the Community Roots Demonstration Garden.

Core Value: Built to Last

- Open the Ford Calumet Environmental Center (FCEC) in Chicago's Calumet region, establishing a gateway to nature-based education and eco-recreation for Chicago's Southeast Side and beyond. FCEC will highlight the unique natural history and biodiversity of the area, and offer one-of-a-kind opportunities for learning and exploration. Finalize the Unit's strategic plan to help maximize resources and explore new opportunities for programs and revenue.

Core Value: Extra Effort

- Continue to encourage the activation of our Natural Areas and Nature Play Spaces by training park staff and community members in engagement techniques and activities that focus on the natural environment and the benefits of positive, hands-on experiences in nature. Utilize our three nature centers as resource hubs for environmental education providing similar programming opportunities across the City.

Performance Data

		2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
North Park Village Nature Center	# Field Trips	200	175	200	88%	201	130
	Field Trip Attendance	10,000	10,000	10,000	100%	9,468	7,500
	# Programs & Festivals	175	175	175	100%	258	125
	Pgm & Fest Attendance	10,000	10,000	10,000	100%	10,907	7,200
	# Volunteers	2,000	2,000	2,000	100%	2,633	1,500
	Volunteer Hours	10,000	10,000	10,000	100%	9,508	6,000
Northerly Island	# Field Trips	60	50	60	83%	62	27
	Field Trip Attendance	3,000	2,500	3,000	83%	2,921	4,229
	# Programs & Festivals	100	175	100	175%	113	49
	Pgm & Fest Attendance	15,000	15,000	15,000	100%	15,661	5,885
Nature Oasis	# Family Pgms & Events	150	150	150	100%	153	149
	Family Pgm/Ev Attend	10,000	9,000	10,000	90%	10,505	9,000
	# Camping Programs	12	12	12	100%	32	12
	Camping Pgm Attend	1,000	500	1,000	50%	824	480
	# Archery Programs	250	250	250	100%	159	193
	Archery Pgm Attend	3,000	3,000	3,000	100%	2,885	2,770
Fishing	# Fishing Pgms/Events	200	200	200	100%	254	178
	Fish Pgm/Event Attend	10,000	10,000	10,000	100%	9,468	8,800
Harvest Garden	# Garden Pgms/Events	180	165	180	92%	229	152
	Garden Pgm/Ev Attend	2,300	2,000	2,300	87%	2,967	2,917

Accomplishments

Core Value: Children First

- Established a citywide program to develop Nature Play Spaces in seven parks. These re-imagined playgrounds encourage unstructured free play with natural materials, and foster a direct connection between children and the natural environment. Park Advisory Councils and other community-based organizations partner with OEE staff to design, install, and steward these spaces, making each unique and representative of the communities they serve.

Core Value: Built to Last

- Completed construction of a climbing wall and other site amenities at Steelworkers Park to create a better patron experience as a natural area for eco-recreation.

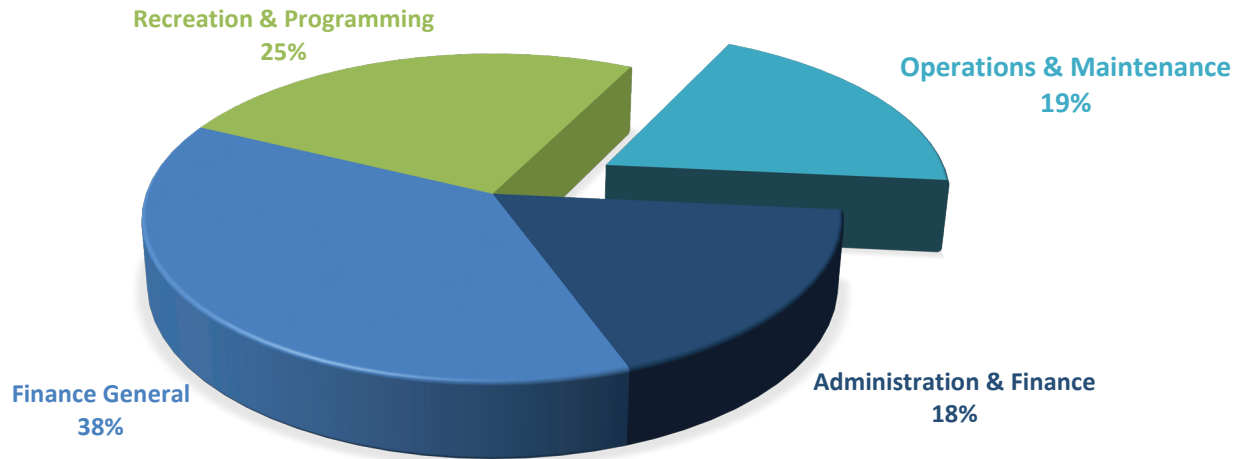
Core Value: Extra Effort

- The launch of RiverLab at River Park introduces participants to paddling a canoe and provides a safe environment by a certified American Canoe Association instructor. RiverLab is dedicated to reconnecting residents of Chicago with their river and its surrounding Natural Areas, which offers a seldom seen perspective on the city. All programs include themes on ecology and history of the Chicago River and aim to inspire the next generation of environmental stewards.

Operations & Maintenance

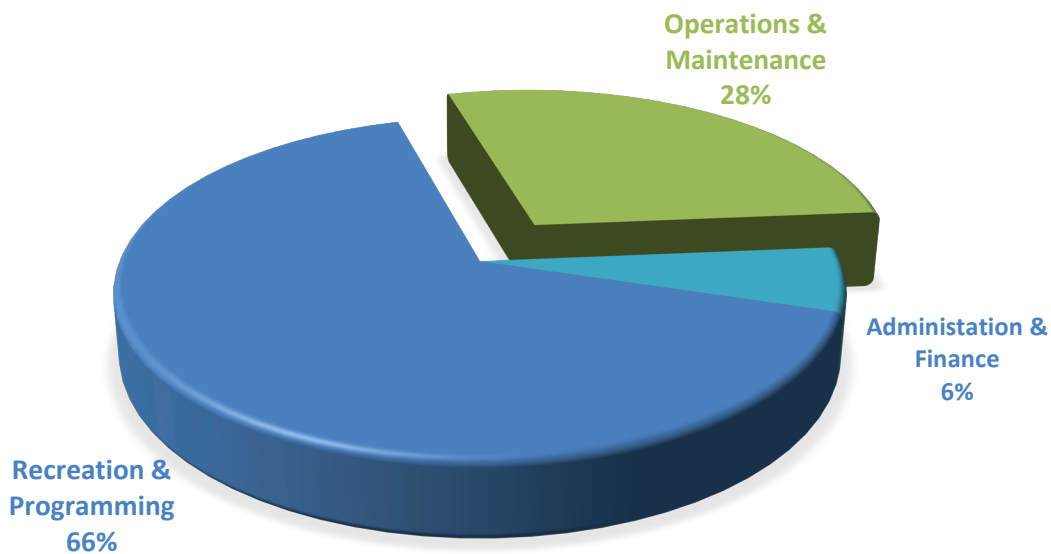
The departments within Operations & Maintenance include Facilities Management, Capital Construction, Planning and Development, Security, and the Department of Natural Resources.

2019 Operating Budget - Expenses by Function



Finance General includes cross-departmental expenses such as employee benefits, contributions to employee pension funds, utility expenses, long-term debt service payments, and remittances to aquarium, museums and zoo.

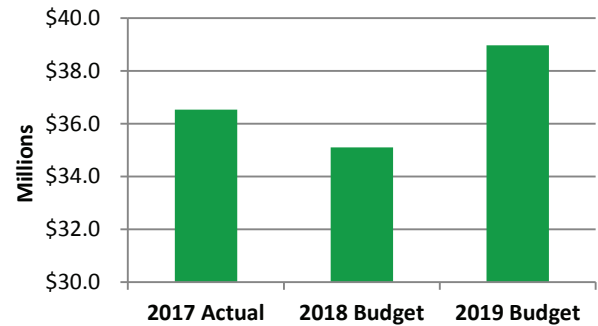
2019 Operating Budget - FTEs by Function



Facilities Management

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	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$27,013,523	\$25,530,430	\$29,395,529
Materials & Supplies	\$1,882,313	\$2,774,875	\$2,844,875
Small Tools & Equipment	\$189,051	\$240,000	\$240,000
Contractual Services	\$7,447,013	\$6,565,000	\$6,495,000
Total	\$36,531,900	\$35,110,305	\$38,975,404
Personnel FTE	285.0	285.0	284.8



Goals

Core Value: Built to Last

- 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

- Work in conjunction with ComEd on conducting energy audits at 5 larger A-Facilities and rebates for electrical equipment replaced.
- Assist in the development of a plan to improve/remediate water infrastructure for outdoor drinking fountains.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
# Work orders completed	28,682	27,316	29,299	93%	29,436	24,969
% Complete	95%	92%	95%	97%	99%	96%
# Gallons of regular gas dispensed	230,133	224,520	223,368	101%	226,060	210,135
# Gallons of diesel gas dispensed	186,031	177,172	180,315	98%	167,804	178,709
# Gallons of alternative gas dispensed	29,098	27,712	22,431	124%	22,769	41,054

Accomplishments

Core Value: Best Deal in Town

- Recovered \$70,000 in claims from soft surface repairs using warranties on the equipment (warranty money recovered by year: 2016-\$45,910, 2017-\$41,500, 2018-\$70,000).

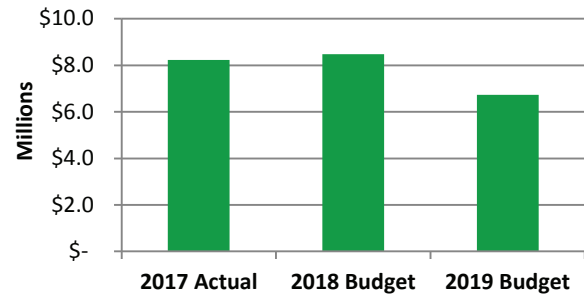
Core Value: Built to Last

- Worked on approximately 78 Capital Projects with in-house Trades.
- Implemented a playground maintenance and inspection program consisting of a playground equipment inventory and has allowed us to improve on our compliance with manufacturer recommendations. 90 playgrounds and 26 Outdoor Fitness will have received Low Frequency Inspections in 2018
- Continued the soft surface repair program addressing smaller repairs early on to prevent larger restorations from occurring.

Security

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	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$4,334,792	\$4,263,874	\$4,421,678
Materials & Supplies	\$6,228	\$7,353	\$7,345
Contractual Services	\$3,892,683	\$4,200,125	\$2,300,125
Total	\$8,233,703	\$8,471,352	\$6,729,148
Personnel FTE	82.0	82.0	81.1



Goals

Core Value: Extra Effort

- Promote nine new Security Supervisors.
- Hire and train thirty new Security Guards.
- Continue to build positive relationships with other city agencies to work better together.
- Continue to aggressively enforce all Chicago Park District codes, rules, and regulations.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
# of Security Checks Total	88,841	86,674	95,839	90%	90,515	89,905

Accomplishments

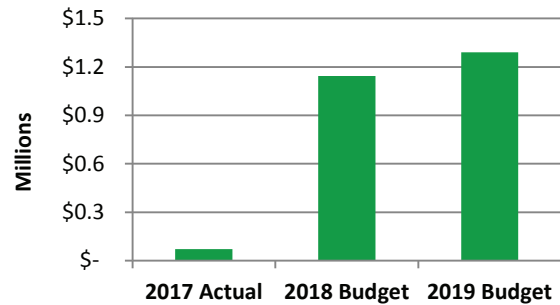
Core Value: Extra Effort

- Took over the responsibility of Active Alarm contracts from the District's Specialty Trades department.
- Promoted one new Security Supervisor.
- Cross-trained Security Guards from patrol to work the 24 hour security desk.
- Continued to build positive relationships with other city agencies to work better together.
- Aggressively enforced all Chicago Park District codes, rules and regulations.

Capital Construction

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 financial management. This department is also responsible for managing the District's Rapid Response program.

Department Expenditures			
Account	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$-	\$1,119,659	\$1,265,634
Materials & Supplies	\$-	\$5,390	\$5,390
Small Tools & Equipment	\$-	\$200	\$200
Contractual Services	\$39,159	\$19,202	\$19,202
Other Expense	\$33,116	\$-	\$-
Total	\$72,275	\$1,144,450	\$1,290,425
Personnel FTE	13.0	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 the 2019 budgeted capital improvements.
- Complete the "Saving America's Treasures" program with three additional fieldhouse projects to be completed (Palmer, Hamilton, Sherman).
- Construct three new dog friendly areas on formerly vacant city parcels (Park 590, Park 591, Park 594).
- Develop five new artificial turf field projects (Park 588 Reed Dunning, Jackson, Addams, Dunbar, Ogden).
- Monitor the public use of the separated lakefront trails ; continue to use social media and other outlets to communicate new layouts.
- Complete construction of three new fieldhouses (Maplewood, Williams, Addams).

Accomplishments

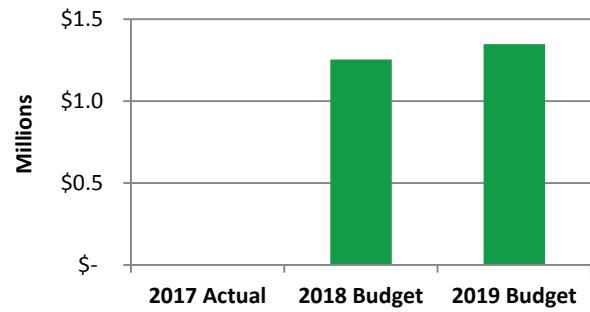
Core Value: Built to Last

- Implemented the "Saving America's Treasures" building renovation program with assistance of PARC grant funding: a total of 14 fieldhouses and 1 trades building received improvements totaling over \$20 million.
- Completed construction of the Lakefront Trail Separation Project, comprised of 18 miles in total.
- Bid and purchased four new fieldhouses/community centers; all currently in the construction phase (Maplewood, Williams, Addams, Gately).
- Other major capital projects completed in year 2018: 32 pools/spray pool improvement projects; nine new/renovated playgrounds; West Chatham artificial turf multi-purpose field; Steelworkers Park climbing wall; Norwood Park hockey rink; 25 mini-soccer pitch courts; six ballfield improvements and 13 tennis court rehabilitations.

Planning and Development

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. Additionally, the division works with internal departments to review the scope of work and determine impact on park property in order to issue access permits to outside parties.

Department Expenditures			
Account	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$-	\$1,223,833	\$1,317,199
Materials & Supplies	\$-	\$10,290	\$10,290
Small Tools & Equipment	\$-	\$900	\$900
Contractual Services	\$1,459	\$18,727	\$18,727
Total	\$1,459	\$1,253,750	\$1,347,117
Personnel FTE	17.5	17.5	16.5



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: Built to Last

- Continue to move closer to achieving the open space goal of having Chicago residents within a 1/2 mile or ten minute walk from a park by acquiring new parks.
- Complete the design of three new dog-friendly areas.
- Complete the rehabilitation design of five field houses.
- Complete Framework Plan for Burnham Park at 31st Beach.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
# Access Permits Issued	90	85	90	94%	91	94

Accomplishments

Core Value: Children First

- Completed the districtwide playground assessment
- Completed the design of a new teen center at Broadway Armory

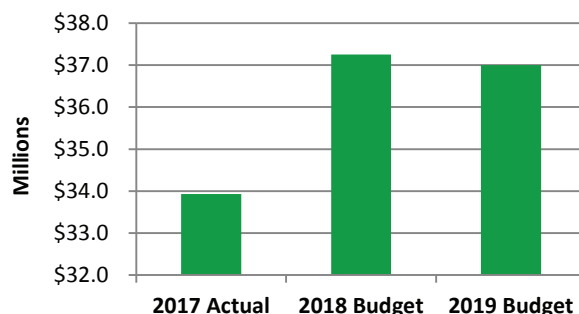
Core Value: Built to Last

- Completed the South Lakefront Framework Plan.
- Moved closer to achieving the open space goal of having Chicago residents within a 1/2 mile or ten minute walk from a park by acquiring six new parks.
- Coordinated the design and locations of 25 mini-pitch conversions.
- Completed the design of five new field houses and the rehab design of ten field houses.
- Completed designs of three new dog-friendly areas.

Natural Resources

The Department of Cultural and Natural Resources (DCNR) is responsible for maintaining and managing the district's 8,818 acres of land, including two world-class conservatories, 25 acres of floral gardens citywide, 1,000 turf-based athletic fields, 60 artificial turf fields, more than 500 soft-surfaced playgrounds, an urban forest of 200,000 trees, 24 public beaches, 1,850 acres classified as natural areas, and 25 lagoons and natural water features. DCNR administers and manages the district's contracts for trash removal and recycling, the holiday tree recycling program, and enhanced landscape maintenance for Grant Park, Museum Campus, the Osaka Garden in Jackson Park, the 606 Multi-Use Trail and 56 Floral Gardens in 27 parks. DCNR also manages the Art in the Parks program, and water quality programs at all 25 public beaches. DCNR's Environmental Conservation and Engagement unit manages the District's natural areas and nature programs, including three nature centers, camping, fishing, gardening, paddling, archery, Nature Play program and nature-focused field trips for parks all across Chicago.

Department Expenditures			
Account	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$22,361,938	\$24,077,188	\$23,776,522
Materials & Supplies	\$1,047,573	\$1,367,317	\$1,363,429
Small Tools & Equipment	\$207,444	\$215,000	\$230,000
Contractual Services	\$10,050,116	\$11,285,616	\$11,328,359
Program Expense	\$260,335	\$306,500	\$300,000
Total	\$33,927,406	\$37,251,621	\$36,998,310
<i>Personnel FTE</i>	<i>485.0</i>	<i>509.1</i>	<i>491.3</i>



Note: Effective with the 2019 Budget, programmatic resources are reflected in the new Department of Outdoor and Environmental Education rather than the Department of Natural Resources.

Goals

Core Value: Children First

- Environmental Conservation & Engagement - Continue to expand Nature Play across the district by building three new sites on the south and west sides of the city.
- Conservatories - Complete major elements of Child Wild Nature Play area.

Core Value: Best Deal in Town

- Conservatories - Increase attendance at both conservatories; support Garfield Park Conservatory Alliance's efforts to secure matching fund commitments to ensure completion of the Elizabeth Morse Genius Garden project; support Chicago Parks Foundation and Lincoln Park Conservancy to secure funds for Lincoln Park Conservatory renovation.

Core Value: Built to Last

- Emerald Ash Borer (EAB) Response Program & Reforestation Initiative - Conclude 5-year EAB response program by completing replacement planting of all removed ash trees; 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, and increase activation and exhibitions of public art district-wide that have related programming and elaboration opportunities. Expand on the success of the outdoor public art activation and programming at Maggie Daley Park and the 606 by increasing the installation offerings to ten additional parks, district-wide. Continue activation events with the artists and CBOs at the five Burnham Wildlife Corridor gathering spaces. Facilitate community-based public art initiatives in neighborhood parks, and increase opportunities for park patrons for public art encounters and guided discussion related to art by connecting with the District's Night Out in the Parks programming calendar. Continue art partnerships and curation in offering free international loaned sculpture at contextually-selected District sites.
- 2020 Plan/Building On Burnham - Continue to work toward Building on Burnham goals, adding an additional 50 acres of natural areas to our inventory; and continue to focus on community jobs with partners like Student Conservation Association, employing up to 50 people.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
<i>Tree Planting & Forestry</i>						
# Trees Planted	2,500	3,750	3,500	107%	3,595	3,677
# Trees Pruned	15,000	12,250	12,250	100%	12,835	9,958
# Trees Removed	2,500	3,500	3,500	100%	4,044	3,839
# DBH Removals	32,500	40,000	40,000	100%	53,387	42,574
# Stumps Removed	2,500	3,500	3,500	100%	3,686	2,986
<i>Nature Areas</i>						
# Acres added to Nature Areas	80	98	98	100%	70	154
# New Nature Areas Developed	3	3	3	100%	1	1
# Nature Areas Volunteers	9,000	11,000	11,000	100%	8,558	8,168
# Hours Worked by Nature Areas Volunteers	27,000	37,000	37,000	100%	28,000	33,173
<i>Landscape Operations</i>						
# Acres Cleaned	1,425,000	1,393,500	1,420,000	98%	1,422,702	1,418,160
# Acres Mowed/Trimmed	135,000	116,515	130,000	90%	130,000	127,556
<i>Trash Removal & Waste Recycling</i>						
Herbaceous Waste Recycled (cubic yards)	2,500	2,700	2,700	100%	2,160	2,490
# Recycling Tonnage (in-house/Lakefront)	900	900	900	100%	756	843
# Recycling Tonnage (contract)	1,000	1,000	1,000	100%	1,237	724
# Reg Waste Tonnage (in-house/Lakefront)	2,000	2,000	2,000	100%	1,486	1,659
# Reg Waste Tonnage (contract)	7,000	7,000	7,000	100%	6,258	6,496
Total Waste Tonnage (Reg and Recycling)	13,400	13,600	13,600	100%	11,897	12,212
% of Total Waste Recycled	32.84%	33.82%	33.82%	100%	34.91%	33.22%
<i>Green Initiatives</i>						
% of Beaches Open w/no Water Quality restrictions	89.19%	85.29%	91.00%	94%	89.58%	95.38%
Total # of Swim Bans/Advisories Issued based on water quality	277	377	244	155%	274	129
# kWh Used	125,000,000	127,503,891	112,345,476	113%	111,878,862	110,350,301
# Therms used	8,000,000	7,580,622	8,822,839	86%	7,334,878	6,617,427
# Hours Usage of IGO/Zip Car Vehicle Usage	1,900	1,500	3,000	50%	1,812	2,912
# Hours Usage Bike Sharing	N/A	N/A	2,000	N/A	N/A	1,944

Accomplishments

Core Value: Children First

- Environmental Conservation & Engagement - Built four new nature play spaces and improved two existing nature play areas.
- Conservatories - Completed several strategic elements of the Child Wild Nature Play space, including pathways and stairs, and key plantings.

Core Value: Built to Last

- EAB Response Program & Reforestation Initiative - Completed removal of all Emerald Ash Borer (EAB) infected ash trees and removed an additional 2,500 dead, dying or damaged trees in 180 parks. Planted more than 3,500 shade trees, replacing all removed trees on a one-for-one basis.

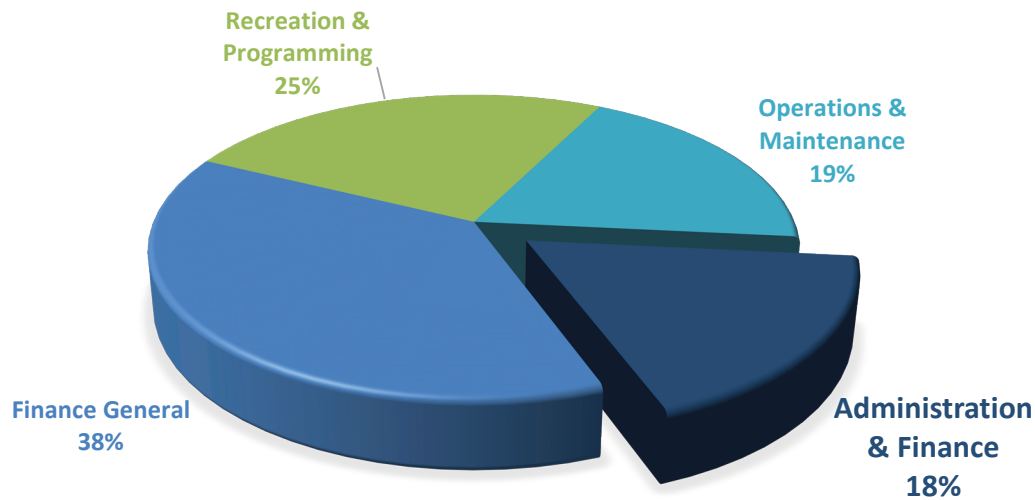
Core Value: Extra Effort

- Grant Funding - Secured more than \$875,000 in new grant funding, bringing total grant funding administered in support of departmental operations to more than \$5,375,000.
- Art in the Parks - Continued to bring the arts to Chicago's diverse neighborhoods with the completion of 50 art installations and six additional tree carving projects. Increased the activation of arts programming at Maggie Daley Park and the 606 Trail by hiring an additional installation-specific, public art manager and five facilitators who assisted in guiding patrons through the art experience. Offered two ecologically-minded public art pieces on the 606 Trail and Steelworker's Park along with ten public art activation events at the Burnham Wildlife Corridor Gathering Spaces sites, including dance, art-making, lectures, music, cultural-calendar events and plantings.
- 2020 Plan/Building On Burnham - Furthered Mayor Emanuel's Building on Burnham goal of increasing the district's natural areas acreage to 2020 by the year 2020 by adding 150 acres, bringing the total natural areas acreage to 1,850. Improved many recreational assets in natural areas, including an additional mile of off-road bike trail at Big Marsh, construction of a climbing wall at Steelworkers Park, trail improvements at 15 sites and restoration of the overlook trail at Hegewisch Marsh. Hired over 70 local young adults and teens to work in CPD's natural areas through partnerships with Student Conservation Association, Audubon Great Lakes and The Nature Conservancy.

Administration & Finance

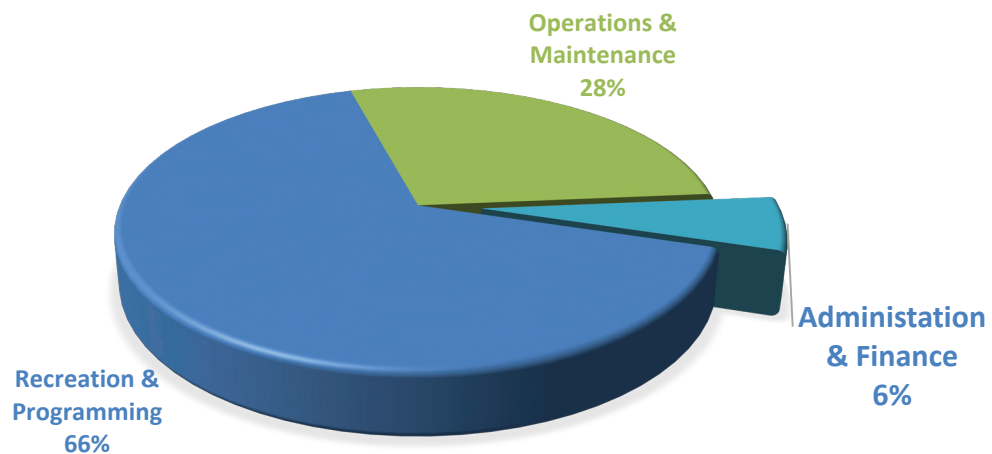
Departments within Administration & Finance include Executive Office (Board of Commissioners, General Superintendent & Chief's Office, Audit, Office of Inspector General, Office of Secretary), Information Technology, Law, Legislative & Community Affairs, Communications, Disability Policy Office, Marketing, Purchasing, Revenue, Workforce Development and Finance departments (Office of Budget & Management, Comptroller, Shared Financial Services, New Business Development, Treasury).

2019 Operating Budget - Expenses by Function



Finance General includes cross-departmental expenses such as employee benefits, contributions to employee pension funds, utility expenses, long-term debt service payments, and remittances to aquarium, museums and zoo.

2019 Operating Budget - FTEs by Function



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.

Mission

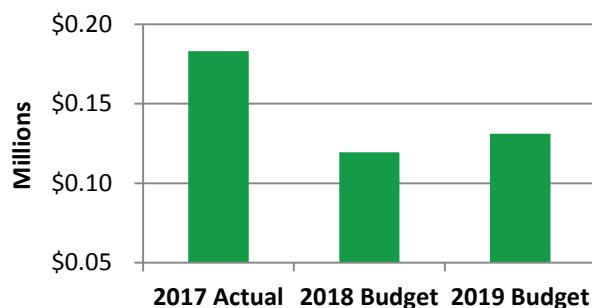
The mission of the Chicago Park District is to:

- 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

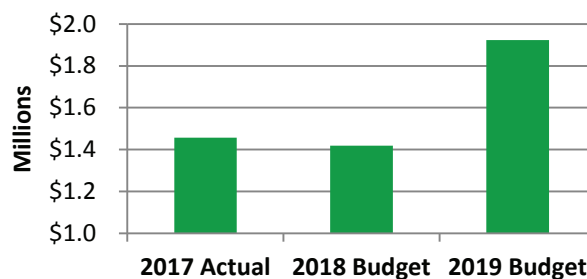
Core Values

- Children First
- Best Deal in Town
- Built to Last
- Extra Effort

<i>Department Expenditures - Board of Commissioners</i>			
Account	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$182,916	\$113,539	\$125,093
Materials & Supplies	\$30	\$800	\$800
Contractual Services	\$71	\$5,185	\$4,885
Program Expense	\$-	\$-	\$300
Total	\$183,017	\$119,524	\$131,078
<i>Personnel FTE</i>	<i>2.0</i>	<i>1.0</i>	<i>1.0</i>



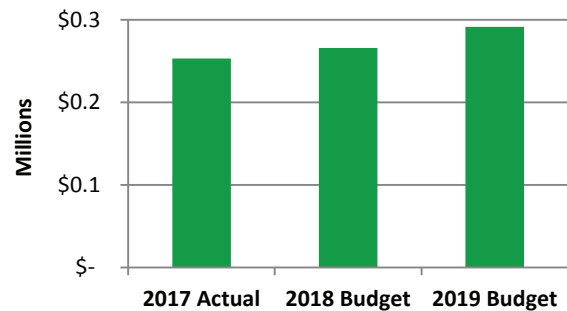
<i>Department Expenditures- General Superintendent & Chiefs Office</i>			
Account	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$1,428,171	\$1,383,999	\$1,888,256
Materials & Supplies	\$3,241	\$2,500	\$2,500
Contractual Services	\$25,524	\$32,200	\$32,200
Total	\$1,456,936	\$1,418,699	\$1,922,956
<i>Personnel FTE</i>	<i>12.0</i>	<i>13.0</i>	<i>14.0</i>



Audit

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 Chief Administrative Officer, the General Counsel, the Comptroller, and the Director of Human Resources.

Department Expenditures			
Account	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$252,616	\$242,889	\$268,398
Materials & Supplies	\$-	\$1,800	\$1,800
Contractual Services	\$458	\$21,535	\$21,535
Total	\$253,074	\$266,224	\$291,733
<i>Personnel FTE</i>	<i>3.0</i>	<i>3.0</i>	<i>3.0</i>



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.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
# of audit projects completed	18	16	18	89%	14	12
% 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

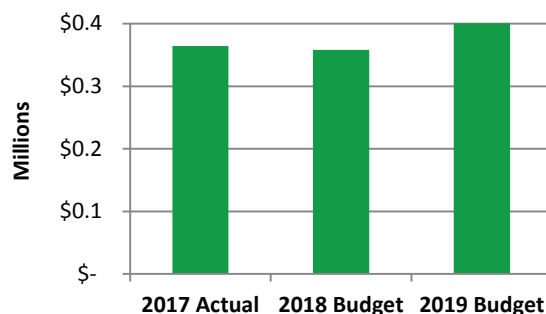
Core Value: Extra Effort

- Assured contract compliance for multiple vendors providing services to the District.
- Assessed multiple District processes and recommended improvements to improve efficiency.
- Assessed the status of agreements with District partner organizations that are providing park programs.
- Supported the Board of Commissioners through completing requested projects.

Office of Inspector General

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, contractors subcontractors vendors, agents, and volunteers.

Department Expenditures			
Account	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$348,901	\$337,306	\$382,461
Materials & Supplies	\$1,919	\$3,400	\$3,300
Small Tools & Equipment	\$338	\$-	\$-
Contractual Services	\$13,118	\$17,250	\$17,350
Total	\$364,276	\$357,956	\$403,111
Personnel FTE	4.3	4.3	4.4



Goals

Core Value: Extra Effort

- Investigate allegations of misconduct of employees, vendors and affiliated entities/parties of the Chicago Park District.
- Compliance monitoring of the Employment Plan.
- Public outreach.
- Continue to audit and review the efficiency and compliance of all aspects of the Park District's operations.

Accomplishments

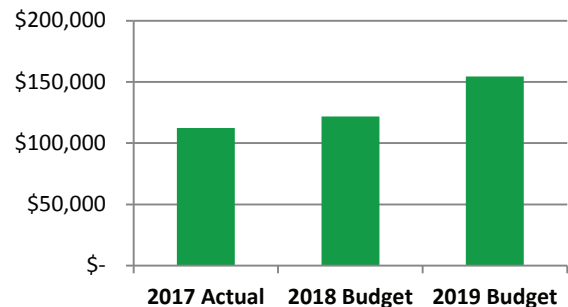
Core Value: Extra Effort

- Successfully completed investigations of employees, vendors and other partners who violated Park District employee rules, and other authorities.
- Districtwide reviews for licensing and certifications compliance matters.
- Monitored Employment Plan compliance.
- Conducted audits and reviews to promote efficiency and eliminate wastefulness.
- Launched new case management and tracking database.

Office of the Secretary

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	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$105,539	\$110,817	\$143,510
Materials & Supplies	\$230	\$895	\$895
Contractual Services	\$6,636	\$9,930	\$9,930
Total	\$112,404	\$121,642	\$154,335
Personnel FTE	2.0	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 the development of a new look for the Chicago Park District Code.
- Continue to update the Board of Commissioners page with new photos of honorees and CPD Acknowledgments with the Superintendent and the board.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
# of proposed items brought before Board	103	103	96	108%	111	96
# of items adopted by the Board	68	79	70	112%	76	81
# of Items received and filed by the Board	9	11	7	157%	10	12
# for discussion/information only (including public hearings and presentations)	29	16	11	142%	26	6
# of Items deferred & published	1	N/A	1	N/A	N/A	2
# of speakers heard	115	N/A	118	N/A	112	N/A

Accomplishments

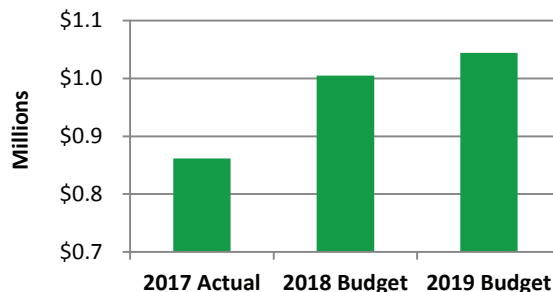
Core Value: Extra Effort

- Continued to oversee the legislative portal and information availability.
- 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 a new look for the Chicago Park District Code.

Communications

The Communications Department is charged with the task of promoting the District's programs, facilities and services to internal and external audiences. The department is responsible for managing the District's media relations, social media, press events and public appearances, internal communications and reprographics. In the coming year, Communications will continue its efforts to showcase the District's accomplishments and the parks' positive impact on Chicago's neighborhoods, with a particular focus on increasing visibility in print and broadcast media as well as social media engagement.

Department Expenditures			
Account	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$692,410	\$676,261	\$715,619
Materials & Supplies	\$1,897	\$3,100	\$2,600
Contractual Services	\$167,049	\$325,420	\$325,920
Total	\$861,355	\$1,004,781	\$1,044,139
Personnel FTE	10.0	10.0	9.0



Goals

Core Value: Extra Effort

- Boost engagement on all social media platforms by 10% by identifying audience and reevaluating preferred content
- Produce a weekly segment that highlights events of the week, profiles park personnel and/or shares a story of interest to drive activity to the District's YouTube channel.
- Lead coordination of the Chicago Park District's 85th Anniversary; create communications that enhance media coverage and community engagement.
- Identify public speaking opportunities for District staff in efforts to reinforce the organization and personnel as leading experts in the public park/recreation industry.
- Digitize and catalog the Communications Department's photo images to improve retrieval and evaluate the need for additional content.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
% of Email Newsletters Opened	40%	33%	50%	66%	39%	48%
# Facebook Users (Monthly Avg)	46,000	44,000	42,000	105%	40,986	36,528
# Twitter Followers (Monthly Avg)	58,000	55,000	60,000	92%	60,000	44,471
# You Tube Video Views	35,000	34,000	40,000	85%	N/A	44,196
# You Tube Minutes Watched	51,000	49,000	65,000	75%	N/A	70,717
Instagram Followers	17,500	15,000	13,000	115%	11,869	6,900

Accomplishments

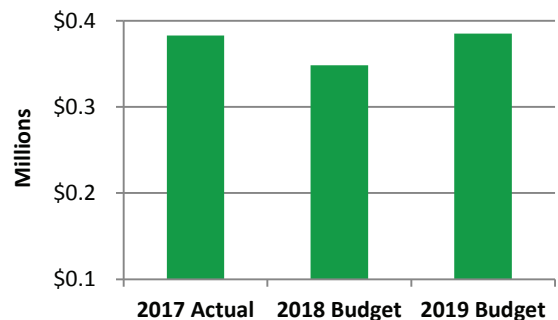
Core Value: Extra Effort

- Increased Chicago Park District monthly e-newsletter subscribers by 13.8%.
- Boosted Facebook "Likes" by an average of 12% across the all the District pages, signaling an increase in impressions and engagement among followers.
- Earned a Silver Award from the Publicity Club of Chicago for the production of creative and meaningful video content promoting the District's Daycamp program.
- Developed and executed successful media plans for various park programs including Night Out in the Parks, Piano in the Parks and Day Camp.

Disability Policy Office

The Disability Policy Office (DPO) oversees Americans with Disabilities Act (ADA), Illinois Accessibility Code, Chicago Building Code compliance initiatives and guides the 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 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	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$215,684	\$193,237	\$230,012
Materials & Supplies	\$25,602	\$42,800	\$41,800
Contractual Services	\$69,353	\$60,500	\$61,500
Program Expense	\$22,340	\$2,000	\$2,000
Total	\$332,980	\$298,537	\$335,312
Personnel FTE	3.1	2.9	2.9



Goals

Core Value: Children First

- Develop a fundraiser for youth adaptive sports program.
- Partner with Community Recreation to enhance disability awareness, sensitivity and inclusivity among non-disabled youth.

Core Value: Extra Effort

- Continue to provide relevant ADA (Disability Awareness & Etiquette, Rules of Compliance) staff trainings.
- Support development of Disabled-owned Business Enterprise (DBE) procurement opportunities and job placement opportunities for young people with disabilities.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
% Disability Complaints Resolved	100%	100%	100%	100%	100%	100%
# Parks Surveyed for ADA Compliance	80	100	80	125%	123	95
# CPD Employees Trained on Disability Policy	4,000	3,600	4,500	80%	3,082	3,492

Accomplishments

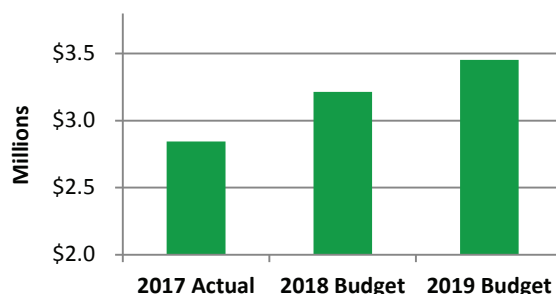
Core Value: Extra Effort

- Provided ADA specific trainings to field and administrative staff.
- Developed/directed an initiative to place new heavy-duty pool lifts at 16 natatoriums.
- Co-sponsored youth and adult wheelchair sports tournaments; hosted a fundraiser for adult adaptive sports program.
- One of only 12 entities in the U.S. to host international delegates (South Africa, Namibia) from the U.S. State Department Global Sports Mentoring program (GSMP).

Human Resources

The Department of Human Resources is responsible for attracting, motivating and retaining the most qualified employees to ensure the effective operations of the 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	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$2,493,824	\$2,908,868	\$3,147,945
Materials & Supplies	\$660	\$950	\$1,050
Contractual Services	\$350,204	\$303,350	\$303,250
Total	\$2,844,688	\$3,213,168	\$3,452,245
Personnel FTE	17.5	17.0	17.0



Goals

Core Value: Extra Effort

- Purchase and deploy a new on-boarding system.
- Conduct discipline training for all supervisors.
- Reduce the average number of days to hire a qualified candidate.
- Create quarterly Human Resources and Benefits Bulletins for employee awareness.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
Avg # Days Posting FT position to hire date	60	58	60	97%	49	51
# Seasonal Positions Hired	3,708	3,635	4,200	87%	3,922	3,740
# Full time positions Hired	100	100	75	133%	222	112
# CAM's	50	50	N/A	N/A	N/A	N/A
# Grievances Filed	5	6	5	120%	7	3
# Grievances Defended or Won	8	6	8	75%	11	9

Accomplishments

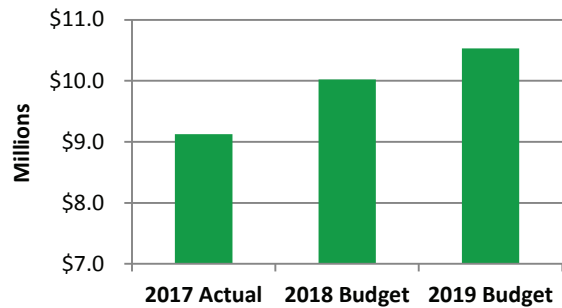
Core Value: Extra Effort

- Reduced the number of appeal hearings.
- Successfully negotiated expiring union contracts.
- Successfully negotiated a new prescription drug contract.
- Reduced the number of employee grievances.
- Provided EEO Training for all employees.

Information Technology

The Information Technology Department develops, implements and maintains all technology utilized by the District. This includes hardware and software applications for enterprise-wide computer systems, desktop and network equipment, telephone 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	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$441,244	\$711,220	\$810,413
Materials & Supplies	\$110	\$2,800	\$2,800
Small Tools & Equipment	\$12,386	\$17,939	\$35,939
Contractual Services	\$8,672,359	\$9,291,835	\$9,682,373
Total	\$9,126,099	\$10,023,794	\$10,531,525
Personnel FTE	5.0	9.0	9.0



Goals

Core Value: Best Deal in Town

- Continue the reduction of the District's data center footprint, lower total cost of ownership, improve security by migrating the District's financial systems, file storage, intranet, and non-critical business applications to hosted data center and subscription-based products (i.e., "the cloud").

Core Value: Built to Last

- Cloud migration of SharePoint and Cloud Drive for improved workflow communications and file sharing across the agency and external partners.
- Data Center Disaster Recovery Solution Implementation for CPD File Storage, Intranet and critical business applications.

Core Value: Extra Effort

- Continue the expansion of public internet access and add revenue generating model to the District by adding public Wi-Fi access to 250 parks across the city via service provider partnerships and advertising opportunities.
- Implement a streamlined seasonal hiring process to reduce related administrative overhead costs by implementing recruitment software fully integrated with the District's existing payroll and HRMS systems.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
% Service Tickets Completed	95%	99%	4,434	104%	94%	96%
Response Rate on Surveys	10%	7%	10%	70%	13%	9%
% of Surveys Satisfied or Very Satisfied	95%	90%	95%	95%	95%	97%
SharePoint Visits	175,802	171,514	172,480	99%	165,162	154,787

Accomplishments

Core Value: Best Deal in Town

- Reduced telecom operating expenses by renegotiating service contracts for Data Center Support, Global Infrastructure Services, POTS Lines and Mobile services.
- Completed a detailed IT inventory audit of all technology and logistical information at all staffed facilities. The new inventory system will allow IT to more effectively manage and support all IT Assets and provide a better customer support service to our end users.

Core Value: Built to Last

- Reengineered network architecture to improve security of the District's email system which included the replacement and upgrading of legacy internet firewalls.
- Completed HRMS interface project to improve operational efficiency of the hiring and onboarding process by automating the flow of data into the HR/Payroll application. The solution has saved 430 hours of HR staff time per year by eliminating manual data entry associated with seasonal hiring.
- Completed Cloud Migration of the District's email exchange system to Office365. This major initiative will improve the District's email systems operational efficiencies as well as deliver improved performance, security, and applications to our end-users.

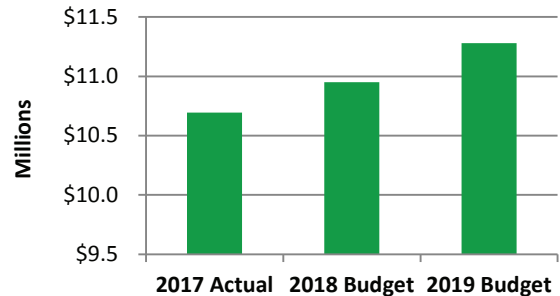
Core Value: Extra Effort

- Completed the beaches website re-platform and redesign project. This was a website consolidation effort to more efficiently manage and maintain the beaches website by integrating it into the same platform as the main District website, which recently received multiple awards in 2018.
- Implemented the first VoIP site at Soldier Field for the Department of Revenue, eliminating traditional phone services and consolidating costs while increasing accessibility and flexibility to retrieve calls and voicemail through integration with Office365.
- Implemented Oracle Cash Management to enhance operational efficiency for the Office of the Comptroller by streamlining reconciliation processes in Oracle EBS through integration with external banking systems to facilitate automated and manual reconciliation of bank statements while also improving internal financial controls with an audit trail to monitor for exceptions and fraud.

Law

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	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$5,008,617	\$5,339,068	\$5,729,980
Materials & Supplies	\$8,238	\$9,650	\$9,650
Contractual Services	\$3,967,231	\$4,601,545	\$4,540,545
Other Expense	\$1,710,045	\$1,000,000	\$1,000,000
Total	\$10,694,131	\$10,950,263	\$11,280,175
<i>Personnel FTE</i>	<i>23.6</i>	<i>22.0</i>	<i>23.0</i>



Goals

Core Value: Built to Last

- Increase communication with Sister Agencies to generate and innovate new opportunities in land use, development, purchasing, special events and programming.

Core Value: Extra Effort

- Eliminate the use of outside counsel for all worker's compensation matters and continue the trend that has lead to a 13 year low in the District's number of worker's compensation cases.
- Increase outreach efforts to expand the District's legal intern, extern and volunteer attorney programs , reducing outside counsel expenses and providing meaningful professional work experiences.
- Continue to work proactively with Human Resources to address employment discrimination issues before litigation arises, working with other departments to respond to grievances.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
Avg Cycle Time in Days Per Case (# Days)	450	408	473	116%	553	441
# Cases Sent to Outside Counsel	10	20	20	100%	30	45
% Ethics Compliance	100%	100%	100%	100%	100%	100%
# Active/Pending Litigation Matters	50	46	50	109%	45	41
# Closed/Completed Litigation Matters	35	43	35	123%	24	30
# Workman's Comp Cases Active/Pending	75	66	85	129%	95	100
# Workman's Comp Cases Closed/Completed	100	116	100	116%	148	120
# Park Patron Incidents	3,000	3,291	2,500	76%	3,297	3,012
# Total Employees Returned to Work from DD	20	18	40	45%	38	16

Accomplishments

Core Value: Best Deal in Town

- Reduced the number of cases and expenses associated with outside counsel by shortening timelines between case filing to conclusion

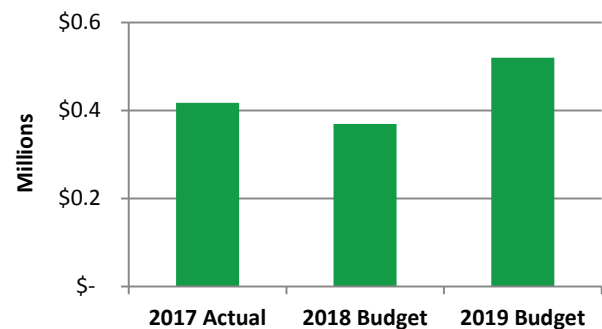
Core Value: Extra Effort

- Implemented advanced trial technology materials and training to enhance efficiency and productivity and better balance caseloads and attorney schedules.
- Worked together with HR to develop a robust EEO compliance training program; provided extensive supervisor training to prevent discrimination and reduce liability exposure.
- Evaluated 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.

Legislative & Community Affairs

The Department of Legislative & Community Affairs (LCA) is the central community liaison for the District. The LCA works closely with governmental bodies and communities as well as within the District to facilitate effective working relationships. At the state level, the LCA team manages legislative matters introduced in Springfield that impact the District. We work with legislators, staff, state officials, the Mayor's Office of Intergovernmental Affairs, and the District's contract lobbyists to see that any legislation that affects the 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 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 inquiries 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 or 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	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$415,439	\$358,723	\$509,390
Materials & Supplies	\$-	\$250	\$200
Contractual Services	\$2,326	\$3,250	\$3,300
Program Expense	\$-	\$7,500	\$7,500
Total	\$417,765	\$369,723	\$520,390
Personnel FTE	5.0	5.0	6.0



Goals

Core Value: Extra Effort

- Hold another successful PAC training event March 2019 and Volunteer event in the fall.
- Continue to monitor State Legislation and Local Ordinances that may affect the District. Represent the District in such matters at City Hall and in Springfield.
- Streamline the volunteer application process with an online option.
- Effectively work with Park Advisory Councils and elected officials to aid them in solving issues in their parks.
- Look beyond PAC's as part of our community initiative. Build a database of other community organizations such as religious organizations, Chambers of Commerce, local school council's etc.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
Volunteers	1,818	1,800	1,113	162%	710	1,247

Accomplishments

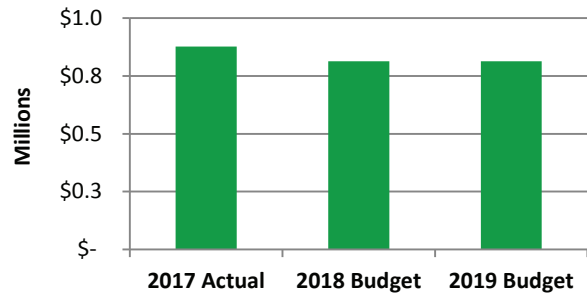
Core Value: Extra Effort

- Held a successful PAC Conference in March 2018 and volunteer appreciation event in September 2018 with well over 400 attendees for each.
- 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. Worked with elected officials and community groups to move Park District projects along where community involvement was needed.
- Led the charge to get a Special Olympics resolution passed through City Council and read at the June Council meeting in honor of the 50th anniversary of Special Olympics.
- Helped plan over 25 Ribbon cutting and ground breaking ceremonies. Insured crowd was properly built and appropriate elected and community officials were informed, involved and in attendance.

Marketing

The District's Marketing Department creates and executes marketing strategies with a focus on both internal and external stakeholders' needs. The department creates campaigns to promote specific programs and initiatives. It also works with units, regions, parks, and other departments to create marketing materials, maintain website content, and distribution plans; including maintaining a program database as well as assisting with program data entry, park schedules, and registration processes. The department utilizes a variety of community outreach methods, program and event schedules, printed materials, radio and newspaper advertisements, along with the district's website, to promote programming and events; increase awareness; and ensure the delivery of information that is consistent with the District's mission and core values.

Department Expenditures			
Account	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$587,416	\$588,155	\$587,699
Materials & Supplies	\$1,691	\$2,700	\$2,400
Contractual Services	\$287,122	\$222,300	\$222,600
Total	\$876,229	\$813,155	\$812,699
Personnel FTE	8.6	8.6	7.6



Goals

Core Value: Built to Last

- Promote and celebrate the 85th Anniversary of Chicago Park District through campaign events and programs.

Core Value: Extra Effort

- Improve individual parks printed schedules.
- Increase promotion of park programs through attendance at community events and partner open houses.
- Activate digital advertising monitors in parks.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
Reprographics # Job Orders	3,075	3,000	3,448	87%	3,113	3,198

Accomplishments

Core Value: Children First

- Created marketing plan for teen initiatives.

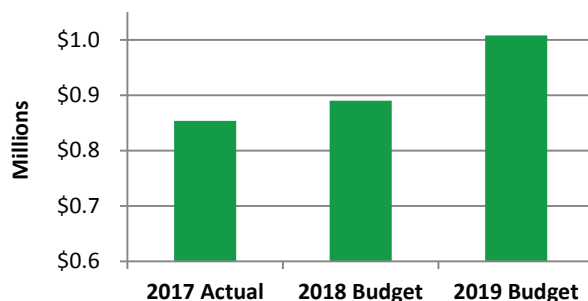
Core Value: Extra Effort

- Created and implemented "Marketing 101", written guidelines for departments, units, and parks.
- Held over 30 orientations with new Park Supervisors to review community outreach/distribution plans and neighborhood stakeholders.
- Created customized marketing materials for parks based on age.

Purchasing

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 Chicago Park District Code; 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 District staff about the purchasing process and procedures; selling surplus District 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 District.

Department Expenditures			
Account	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$798,204	\$799,789	\$917,457
Materials & Supplies	\$979	\$1,200	\$1,000
Contractual Services	\$49,602	\$84,200	\$85,400
Program Expense	\$4,775	\$5,000	\$4,000
Total	\$853,560	\$890,189	\$1,007,857
Personnel FTE	13.0	13.0	13.0



Goals

Core Value: Extra Effort

- Complete a Purchasing Department procedures manual.
- Fully implement electronic advertising and management for IFB/RFP/RFQ projects.
- Increase the number of outreach events attended by Purchasing.
- Implement a quarterly reporting process for site visits conducted by compliance.
- Explore new ideas for electronic processing for the small purchase program.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
Average # Days RDP to Contract (Non-Pool)	100	135	100	74%	100	100
Average # Days RDP to Contract (Pool)	20	25	20	80%	20	20

Accomplishments

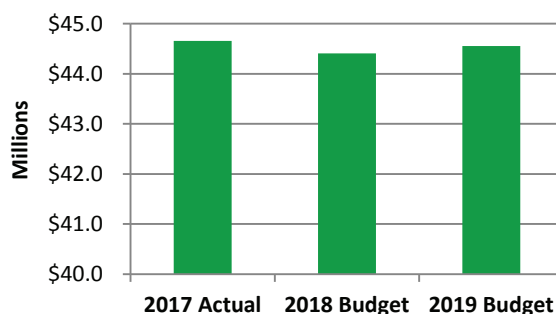
Core Value: Extra Effort

- Fully implemented Bonfire for project management and tracking.
- Implemented the LCP Tracker Compliance System which monitors certified payroll and community hiring.
- Deputy Director and 3 Compliance Officers completed the required training and hours for compliance certifications
- A total of 104 exhibitors and over 180 vendors attended the annual vendor networking event in October 2017.

Revenue

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	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$1,014,158	\$969,889	\$1,151,226
Materials & Supplies	\$3,381	\$4,300	\$3,861
Contractual Services	\$43,640,264	43,434,248	\$43,399,212
Total	\$44,657,802	\$44,408,438	\$44,554,299
<i>Personnel FTE</i>	<i>17.5</i>	<i>16.0</i>	<i>16.0</i>



Goals

Core Value: Best Deal in Town

- Increase revenue by 4% by implementing the following:
 - Engaging an experienced firm to manage the cellular telecommunication and infrastructure program with the goal of maximizing revenue generated from the installation of telecommunications infrastructure on District property.
 - Implementing a festival level permit fee matrix to increase revenue based on demand, square footage, and impact to the park while encouraging use in underutilized locations.
 - Employing a proactive sales approach to alert prior applicants and event organizers to available locations and dates throughout the year.

Core Value: Extra Effort

- Improve customer engagement by soliciting feedback from Special Event Permit applicants on ease and efficiency of the permit application process and customer service experience.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
\$ Revenue MLK Center	\$1,455,507	\$1,403,574	\$1,466,934	96%	\$1,391,097	\$1,503,477
\$ Revenue Huntington Bank Pavilion	\$1,175,000	\$1,150,000	\$1,270,000	91%	\$1,181,615	\$812,439
# Events FirstMerit Bank Pavilion	25	24	28	86%	28	26
\$ Special Event Permits	\$13,729,105	\$13,000,000	\$12,996,130	100%	\$12,718,410	\$12,741,754
# Special Event Permits Issued	2,109	2,048	2,000	102%	1,959	1,930
\$ Revenue Harbors	\$26,128,712	\$25,594,989	\$25,880,236	99%	\$24,704,547	\$24,585,167
% of Stalls, Star Docks, Moorings Occupied	82%	81%	80%	101%	79%	78%
\$ Revenue Soldier Field	\$35,198,560	\$34,935,715	\$34,379,715	102%	\$35,232,348	\$39,098,524
# Events Soldier Field	825	802	825	97%	781	776
\$ Revenue Concessions PCM	\$3,350,000	\$3,244,436	\$3,000,000	108%	\$2,888,826	\$3,363,297
# Concessionaires	260	260	260	100%	252	257
\$ Revenue Golf	\$5,583,104	\$5,451,064	\$5,745,105	95%	\$5,580,940	\$5,374,496
# Rounds Sold	154,852	155,608	160,325	97%	155,548	151,189
\$ Parking Revenue	\$3,863,136	\$3,842,583	\$4,111,102	93%	\$3,990,636	\$3,985,775
\$ Maggie Daley Park	\$2,007,917	\$1,854,140	\$1,889,685	98%	\$1,887,632	\$1,470,765
# Ice ribbon skaters	94,000	93,000	80,000	116%	92,909	84,152
\$ Revenue Vending	\$229,500	\$197,817	\$236,000	84%	\$209,372	\$221,798
\$ Special Event Venue	\$869,378	\$856,334	\$1,050,000	82%	\$930,327	\$739,090
\$ Cell Tower Revenue	\$1,325,000	\$1,225,000	\$1,275,000	96%	\$1,200,845	\$1,203,101

Accomplishments

Core Value: Best Deal in Town

- Increased revenue by implementing the following:
 - Increased engagement with event organizers to solicit new corporate level and festival level events.
 - Increased number of hosted special event venue open houses for event planners and prospective clients to six.
 - Awarded concession permit agreements for North Avenue Beach and North Pond each of which includes a substantial capital contribution of \$3,300,000 and \$600,000 respectively.

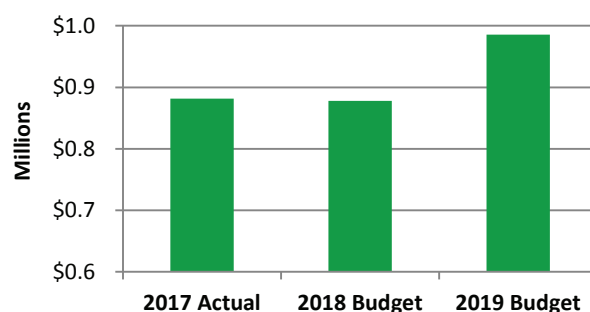
Core Value: Extra Effort

- Activated previously passive space at Northerly Island for upcoming one-year exhibition under a permit agreement.
- Repurposed and activated new concession space Shore Club at North Avenue Beach.
- Updated the Special Event Permit application to make it more user-friendly and informative.
- Advertised two concession opportunities: Museum Campus and Oak Street Beach.
- Introduced new opportunities for activity based concessions such as tree top adventure at Big Marsh, swan boats at Humboldt Park, and jet-ski rental at 63rd Street Beach.
- Provided concession notice of availability applicants the ability to complete form fillable applications with an option to file electronically by pressing a submit button.

Workforce Development

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 District to increase professionalism across the organization.

Department Expenditures			
Account	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$749,968	\$744,370	\$852,233
Materials & Supplies	\$10,002	\$11,150	\$13,650
Contractual Services	\$121,612	\$122,165	\$119,565
Total	\$881,581	\$877,685	\$985,448
Personnel FTE	10.2	10.2	10.2



Goals

Core Value: Extra Effort

- Prepare another 60 staff to sit for the Certified Park & Recreation Exam.
- Based on feedback from the Customer Service Steering Committee, launch in person customer service and leadership training throughout the organization.
- Expand the relationship with Chicago Children's Advocacy Center to include volunteers and aquatics in the Keeping Children Safe training to ensure that all individuals working with the District recognize potential signs of child sexual abuse.
- Offer districtwide trauma trainings, including for domestic violence and trauma awareness.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
# of employees certified CPRP	20	20	20	100%	24	17
Success Center activity (# of hits)	7,000	7,000	7,000	100%	5,684	8,150
# of workshops offered	150	200	150	133%	500	N/A
Total # of online trainings added/updated to Success Center	20	22	17	129%	25	14
# of employees trained directly by WFD	1000	1,000	1,000	100%	1,365	1,594
# of employees trained indirectly (facilitated + orchestrated)	10,000	10,000	10,000	100%	5,467	15,200
Total # of training hours in person and online	20,000	20,000	20,000	100%	18,396	N/A

Accomplishments

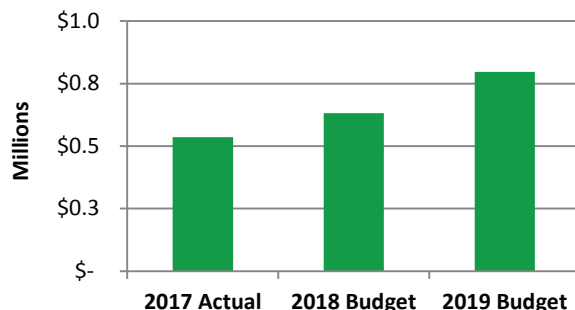
Core Value: Extra Effort

- Developed and launched, in collaboration with Community Recreation, a districtwide physical instructor assessment to determine the training needs of our staff and identify excelling staff.
- In a joint effort with the HR and Law departments, created a positive work environment online training and mandatory online training/acknowledgement form on Sexual Harassment - Reporting Child Abuse and Neglect.
- Employed a new crisis support manager to assist staff before, during and after a crisis, as well as update the District's crisis support manual and conduct trainings.
- Successfully doubled the number of College & University partnerships to 10 and obtained tuition discounts with three partners (Argosy 25%, DePaul 10%, and Columbia 10%).

Budget and Management

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	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$528,111	\$609,658	\$774,557
Materials & Supplies	\$-	\$1,300	\$1,300
Contractual Services	\$7,838	\$21,250	\$21,250
Total	\$535,949	\$632,208	\$797,107
Personnel FTE	8.0	8.0	8.0



Goals

Core Value: Built to Last

- Conduct a comprehensive review of various permit and rental 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 2019 Budget.
- Work more closely with the Department of Performance Management to align measures with the budget process and track departmental performance throughout the year.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
Number of Grants and Donations	100	95	75	127%	98	93
Operating	35	33	30	110%	36	45
Capital	65	62	45	138%	62	48
\$ Value of Grants (in millions)	\$35.0	\$27.0	\$30.0	90%	\$30.1	\$34.5
Operating	\$5.0	\$3.7	\$5.0	74%	\$4.5	\$4.5
Capital	\$30.0	\$23.3	\$25.0	93%	\$25.6	\$30.0

Accomplishments

Core Value: Built to Last

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

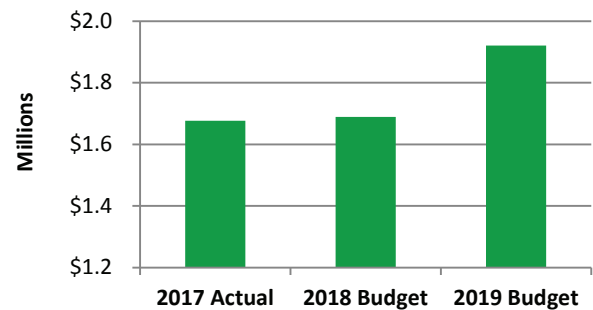
Core Value: Extra Effort

- Awarded the GFOA Distinguished Budget presentation award for the 2018 Budget.
- Worked with staff in all departments to identify areas for operational efficiencies to achieve savings for the District.

Comptroller

The Office of the Comptroller oversees the accounting and financial reporting of the 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 District. The Comprehensive Annual Financial Report is then produced and presented annually to the Board of Commissioners.

Department Expenditures			
Account	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$1,293,917	\$1,192,218	\$1,424,325
Materials & Supplies	\$8,837	\$14,000	\$12,500
Contractual Services	\$374,259	\$482,300	\$483,800
Total	\$1,677,012	\$1,688,518	\$1,920,625
Personnel FTE	19.2	19.0	19.0



Goals

Core Value: Extra Effort

- Receive the “Certificate of Achievement for Excellence in Financial Reporting” from Government Finance Officers Association (GFOA) for the year ended December 31, 2018 Comprehensive Annual Financial Report (CAFR).
- No financial audit findings reported by external independent Certified Public Accountants auditing the financial statements.
- Receive “Award for Outstanding Achievement in Popular Reporting” from the Government Finance Officers Association (GFOA) for the year ended December 31, 2018 Popular Annual Financial Report (PAFR).
- Continue to distribute and present an overview of the Park District’s annual financial results through the PAFR to all park supervisors at each region’s information session and respond to questions. Continue to use the PAFR as a mechanism to build awareness of unique park facilities/structures.
- Implement a pay card system to reduce number of checks issued.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
# Checks Voided	150	160	120	75%	234	204
% Invoices paid in 90 Days	95%	89%	92%	96%	90%	87%
% Invoices paid in 60 Days	85%	82%	85%	97%	83%	77%
% Invoices paid in 30 Days	75%	57%	65%	88%	63%	52%

Accomplishments

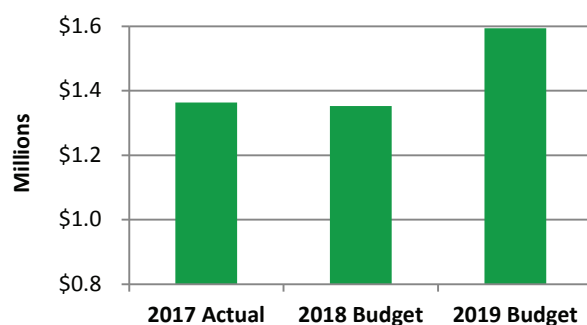
Core Value: Extra Effort

- Received “Certificate of Achievement for Excellence in Financial Reporting” from the Government Finance Officers Association (GFOA) for the years ended December 31, 2016 and 2017 Comprehensive Annual Financial Report (CAFR).
- No financial audit findings reported by external independent Certified Public Accountants auditing the financial statements.
- Received “Award for Outstanding Achievement in Popular Reporting” from the Government Finance Officers Association of the United States and Canada (GFOA) for the years ended December 31, 2016 and 2017 Popular Annual Financial Report (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.
- Implemented Oracle EBS Cash Management module in order to improve operational efficiencies of the bank reconciliation process.

Financial Services

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 Region Managers to ensure ongoing coordination of these activities.

Department Expenditures			
Account	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$1,343,146	\$1,330,871	\$1,573,136
Materials & Supplies	\$925	\$2,750	\$3,100
Small Tools & Equipment	\$-	\$-	\$-
Contractual Services	\$18,832	\$18,700	\$17,350
Total	\$1,362,903	\$1,352,321	\$1,593,586
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 CPD's Financial Procedures Manual and train over 1,000 CPD employees (last mass training in 2007)
- Train an additional 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 CPD staff.
- Work with other administrative departments (Capital, Planning, etc.) to streamline procedures thus allowing timely receipt of goods and services by parks/departments and timely receipt of payment to vendors.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
Avg # Days Capital Payments	40	43	40	93%	44	37
# of Employees Trained - Finance	100	100	200	50%	93	98

Accomplishments

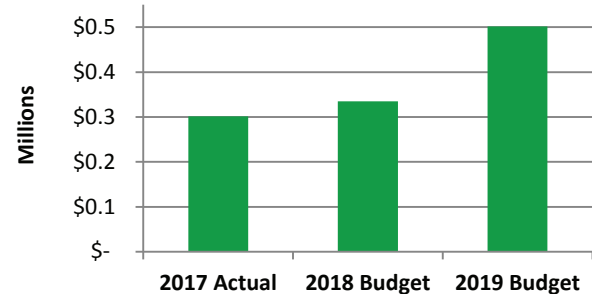
Core Value: Extra Effort

- 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.
- Reduced the amount of time elapsed to pay capital contractors and all other CPD vendors
- Processed payments for over 2,000 full time employees every two weeks.

New Business Development

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	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$216,595	\$199,846	\$382,518
Materials & Supplies	\$-	\$500	\$500
Contractual Services	\$84,631	\$134,570	\$118,950
Total	\$301,226	\$334,916	\$501,968
Personnel FTE	2.0	2.0	4.0



Goals

Core Value: Extra Effort

- Transition Park Points loyalty program into digital engagement solution.
- Launch website advertising program and increase advertising opportunities in other digital assets.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 Actual
# Sponsorships Secured	10	11	10	110%	11	12
\$ Sponsorships Secured	\$645,000	\$612,500	\$575,000	107%	\$553,500	\$562,000
\$ Advertising/ Promotions Secured	\$75,000	\$59,975	\$125,000	48%	\$117,875	\$162,735
\$ Donations Secured	\$95,000	\$123,714	\$75,000	165%	\$63,172	\$63,759
\$ Value Miscellaneous/In-Kind	\$150,000	\$432,675	\$450,000	96%	\$1,363,067	\$150,303
Park Points Total Members	N/A	8,250	15,000	55%	6,168	22,142
Park Points New Accounts	N/A	2,354	9,000	26%	6,168	5,575
Park Points Website Visits	N/A	43,500	70,000	62%	63,916	37,243

Accomplishments

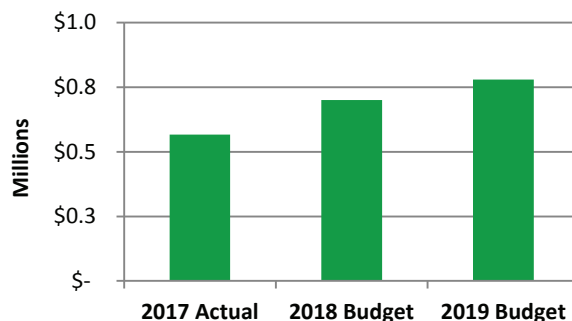
Core Value: Best Deal in Town

- Successfully launched Summer Day Camp Assistance Fund fundraising campaign
- Renewed 64% of sponsors from 2017
- \$1.2M Total cash and in-kind support for CPD.

Treasury

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	2017 Actual	2018 Budget	2019 Budget
Personnel Services	\$361,748	\$387,118	\$466,787
Materials & Supplies	\$8,919	\$10,820	\$10,820
Small Tools & Equipment	\$1,422	\$1,600	\$2,200
Contractual Services	\$195,170	\$300,775	\$300,175
Total	\$567,259	\$700,313	\$779,982
Personnel FTE	6.0	5.0	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.

Core Value: Extra Effort

- Issue a Request for Qualifications for underwriting services.
- Continue to enhance the District's investor relations website, www.chicagoparkinvestors.com.

Performance Data

	2019 Target	2018 Projection	2018 Target	2018 % Target	2017 Actual	2016 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)	\$1,514,645	\$1,625,385	\$8,000,000	100%	\$1,783,685	\$8,000,007
Total LTD Outstanding (Avg Monthly)	\$795,895,000	\$835,595,000	\$838,440,000	100%	\$821,000,000	\$863,580,000
\$ Cost of all bank accounts	\$170,550	\$163,000	\$170,550	96%	\$147,994	\$146,871
Total Portfolio Value (Avg monthly)	\$269,641,984	\$277,543,875	\$285,670,000	99%	\$295,350,999	\$293,236,461
Net Direct Debt as a % of FMV (Avg Monthly)	0.19%	0.19%	0.19%	100%	0.21%	0.21%
% Estimated FMV of Debt Overlapping (Avg)	7.13%	7.14%	8.06%	89%	8.06%	8.23%
% Cash/Cash Equivalents to LTD (Avg)	33.88%	33.22%	35.03%	99%	28.73%	34.88%

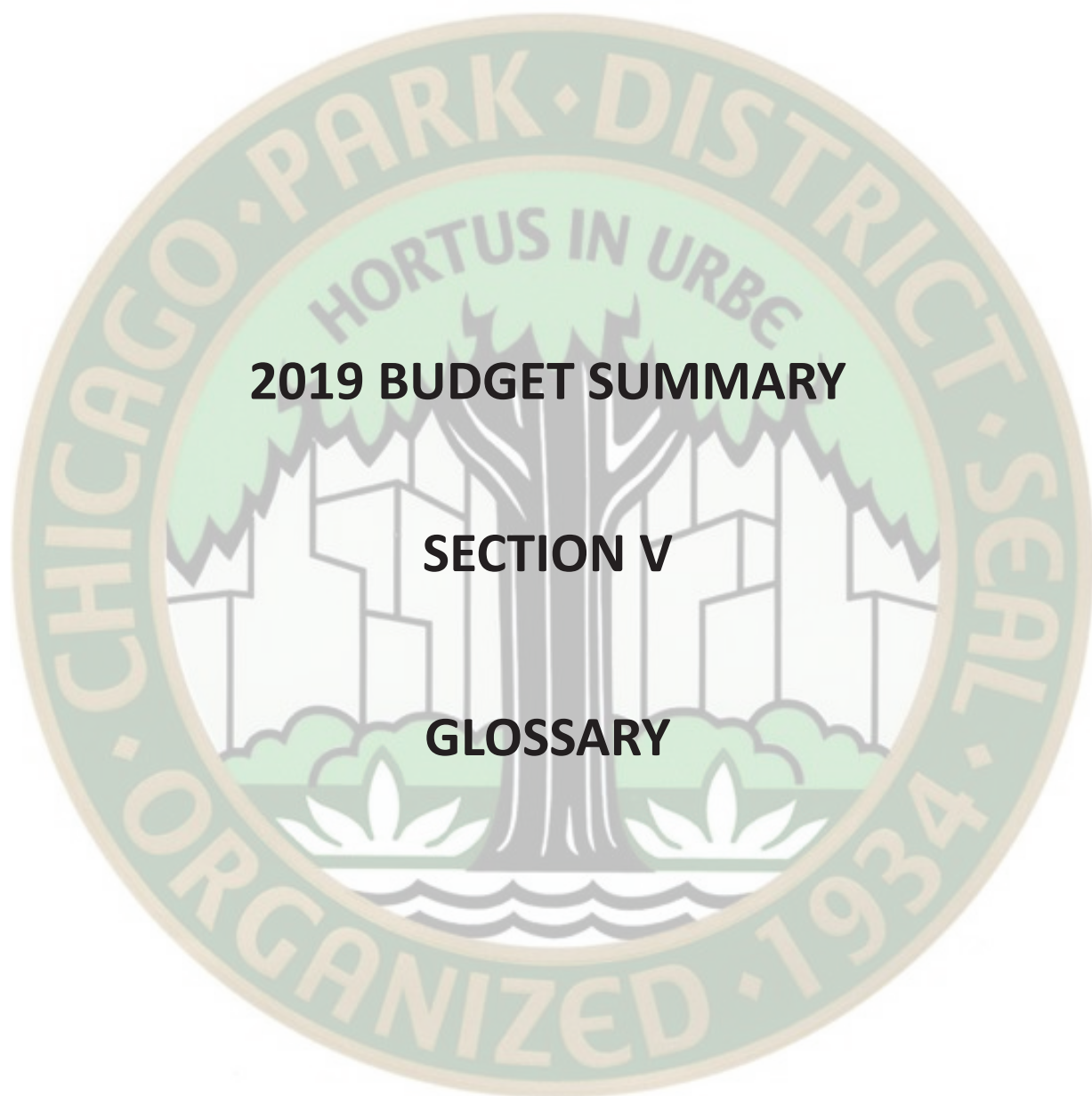
Accomplishments

Core Value: Built to Last

- Issued and refunded \$76.1 million of long-term debt to garner \$1.2 million in savings.
- During annual surveillance, secured ratings of AA+ (S&P), AA- (Fitch) and AA (Kroll), with stable outlook with exception of Kroll.

Core Value: Extra Effort

- Issued a Request for Proposal for Independent Registered Municipal Advisor (IRMA).



2019 BUDGET SUMMARY

SECTION V

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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Avis LaVelle, Vice President

Donald J. Edwards

David A. Helfand

Tim King

M. Laird Koldyke

General Superintendent & CEO

Michael P. Kelly

For more information about your Chicago Park District visit

www.chicagoparkdistrict.com or call (312) 742-PLAY (7529) or (312) 747-2001 (TTY).

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