

# chicago park district

## 2011 Budget Summary



**open**



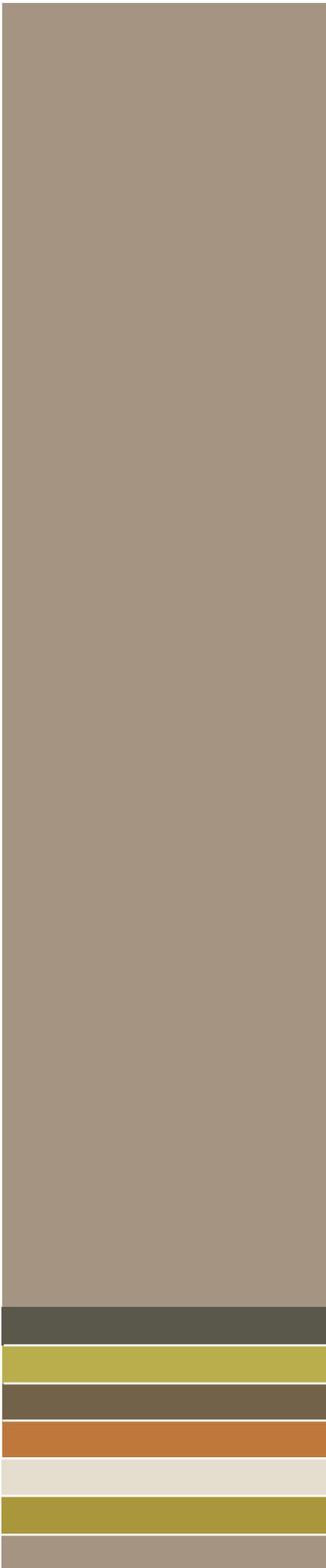
**active**



**green**



**connected**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Chicago Park District**

**Illinois**

For the Fiscal Year Beginning

**January 1, 2010**

President

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, 2010. In order to receive this award, a government 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 eligibility for another award.

# Letter from the General Superintendent & CEO

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Dear Chicagoans,

The Chicago Park District, like countless other organizations and even our own families, continue our struggle to endure what has become our nation's greatest recession. While costs are on the rise, revenues remain sluggish. Despite this trend, we must continue to make investments to ensure that each neighborhood is supported with quality, recreation services that address their distinct interests and needs.

In reflection, as his days in office come to a close, I would like to acknowledge the support of Mayor Richard M. Daley. His support of Chicago parks has allowed the District to flourish over the last 21 years. I am especially thankful for his trust and support in me as Superintendent for nearly 7 years. Since 1989, under the leadership of Mayor Daley, Chicago parks have added 501 acres. Of that, nearly 222 acres were gained during my tenure as Superintendent.

Additionally, thanks to the implementation of the Mayor's TIF program, the Chicago Park District has been fortunate to have already received \$55 million dollars in tax increment financing, with an expectation of receiving a total of \$142 million. This has allowed our communities to obtain new options for recreation, including field houses, playgrounds and accessibility improvements.

As 2010 comes to an end, we celebrate a year of great things. We've completed 23 new, accessible playgrounds in parks across the city and four new artificial turf fields. We also constructed the new, LEED-Silver certified field house at Valley Forge Park and new beach houses at 41<sup>st</sup> Street and Kathy Ostermann beaches. We upgraded six new fitness centers and implemented new preventative maintenance policies.

We collaborated with Children's Memorial Hospital to create a Request For Proposal for vending machines with healthy choices.

We implemented an Energy Performance Program, consisting of approximately \$25 million in improvements over 37 sites plus centralized building control system which will enable the District to remotely regulate and maintain heating temperatures at these facilities.

We introduced and passed important pieces of legislation in both the General Assembly and Chicago City Council – including harbor build-out permits; various TIF and capital measures; planning commission issues and administrative hearing and review procedures.

These steps and more have brought the Chicago Park District great recognition, including maintaining solid financial ratings. I am pleased that the rating agencies have confidence in the financial and operational measures that we have employed throughout the years.

Over the past year, we have had to make challenging choices in response to the economic downturn. Our efforts include reductions in non-personnel spending, reductions in vacant full-



# Letter from the General Superintendent & CEO

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time positions, mandatory unpaid furlough days and fee increases. At 11.3%, the Illinois unemployment rate has exceeded the national average and nearly all governmental bodies have been forced to raise taxes, the Chicago Park District has managed to avoid layoffs and for the sixth consecutive year hold the line on property taxes.

In order to close a projected \$22 million dollar gap for 2011, our efforts included reductions in non-personnel and personnel expenditures. Planned reductions in personnel spending include asking all employees, unions and management to again accept mandatory unpaid furlough days. While we realize that some may not view these measures as ideal, they are critical in helping to avoid more dire circumstances including layoffs which can impact park programming.

Program fees are budgeted to see an increase of about 1% overall while harbor fees will see an average increase of about 3%. This was not an easy decision. We do realize that the families we serve are challenged to make ends meet; however, we felt it was a far better choice than to raise property taxes.

In an effort to balance its budget the City of Chicago is releasing surplus from several tax increment financing districts. To balance our budget, we have also allocated our portion of this surplus, estimated at approximately \$12 million, along with a transfer from our fund balance of \$3 million. The District continues to exercise fiscal prudence and endeavors to maintain a healthy fund balance.

As part of our long term financial planning strategy, the District prepares a 3-year operating budget outlook. Our projections indicate the need for alternative non-tax revenue sources. Looking forward, the District will continue to seek new revenue generating opportunities in our parks. In 2010 we introduced pay and display units along the lakefront. In 2011 we are introducing winter boat storage and will explore opportunities for corporate sponsorship to offset rising operating expenditures and avoid excessive fee increase. There are some who oppose this measure, but many more support it as a way to support park programs, and keep property taxes down

In closing, this recommended budget fulfills my commitment to enhance the quality of life throughout Chicago by providing excellent recreational opportunities, well-maintained parks and facilities and a customer focused and responsive park system. We appreciate your support of the parks.

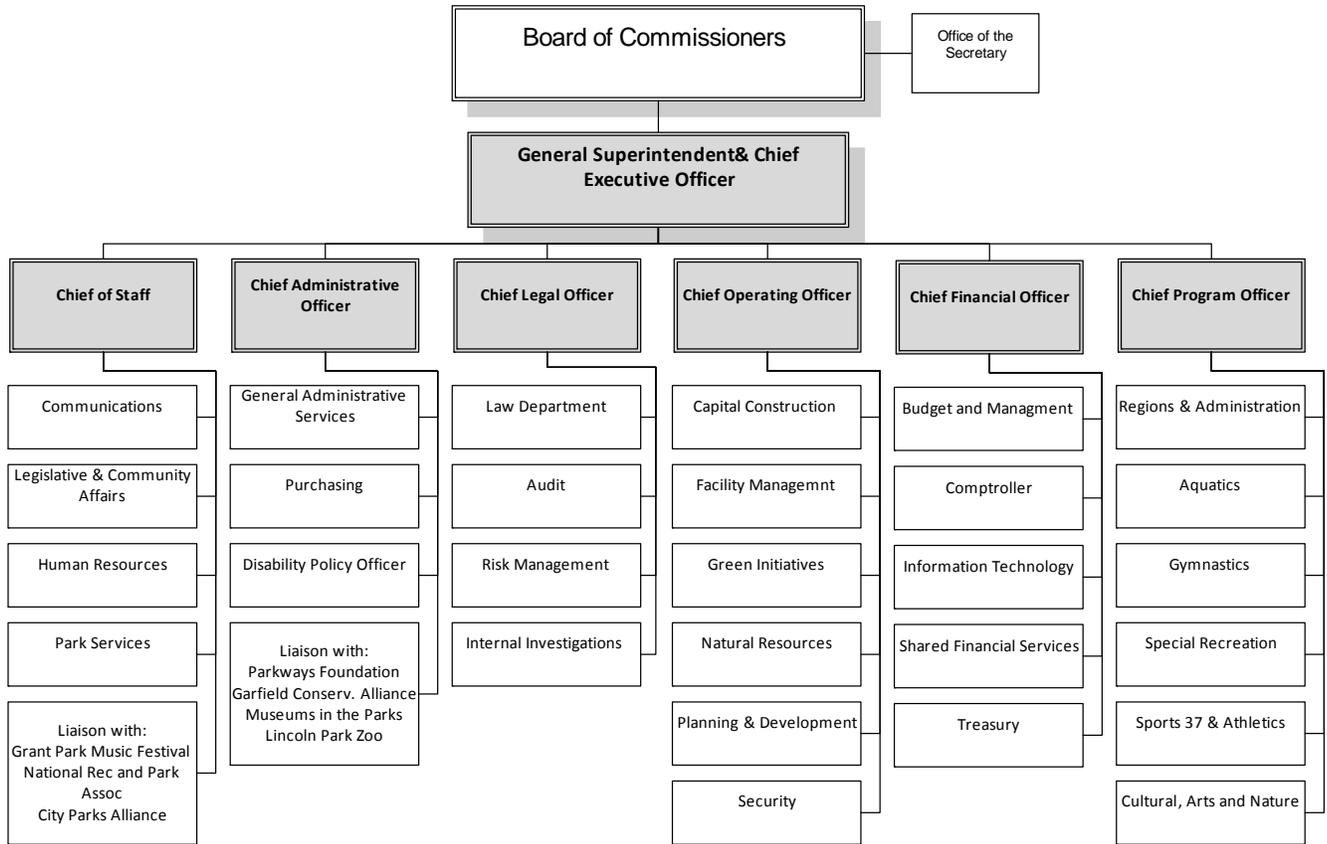
Sincerely,



Timothy J. Mitchell  
General Superintendent & CEO  
Chicago Park District



# Organizational Structure



The Mayor of the City of Chicago appoints the Chicago Park District's seven-member board. The Board is the governing body of the Chicago Park District. The Board has three standing Committees under which business is done: Administration, Programs & Recreation and Capital Improvements.



**President**  
Dr. Bryan Traubert



**Vice President**  
Bob Pickens



**In Memoriam**  
Dr. Margaret T. Burroughs



**Commissioner**  
Dr. Scott Hanlon, D.O.



**Commissioner**  
Juan R. Rangel



**Commissioner**  
Rouhy J. Shalabi



**Commissioner**  
Martin Laird Koldyke



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# How to Use The Summary

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This document is arranged to provide an organized picture of the budget, beginning with the broadest perspective of the Chicago Park District as a whole and moving to specific information by department. The document is arranged in five sections:

- **Section I – 2011 Budget Overview**

The Budget Summary begins with an overview describing highlights from 2010 and the key initiatives and plans for 2011.

- **Section II – Chicago Park District Profile**

The profile provides a background of the Park District’s history, mission and core values. This section also contains information relating to the Park District and the residents of the City of Chicago.

- **Section III – How the Park District Budgets**

This section explains the District’s fund structure and department-fund relationships. Also located here is information on the budget process and fiscal policies used by the Park District.

- **Section IV – 2011 Budget Detail**

This section contains tables, graphs, financial information and other data useful in understanding the intricacies of the District’s budget. Also located here is a brief overview of the District’s capital budget.

- **Section V – Departmental Budget Summaries**

Departmental summaries provide the reader with a description of each department, that department’s accomplishments for 2010 and goals for 2011, and a look at data relating to the department’s performance. This section divides the District’s departments into six main functions: Park Administration & Programming, Operations, Executive Office, Legal, Administration and Finance.





**2011 BUDGET SUMMARY**

**SECTION I – 2011 BUDGET  
OVERVIEW**

**CHICAGO PARK DISTRICT**

# 2011 Budget Overview

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## Economic Effect

The end of what has been termed our nation's "Great Recession" is not yet evident. The State of Illinois faced a \$13 billion budget deficit due to a decline in the "big three" tax sources (individual income, corporate income and sales) coupled with increased pension, healthcare and education expenses. The City of Chicago faced a record \$654.8 million budget shortfall, due to a reduction in similar economically sensitive revenue sources. The Chicago Park District also faced a budget deficit of \$22 million, attributed to a continued decline in Personal Property Replacement Tax (PPRT) and increased personnel related expenditures.

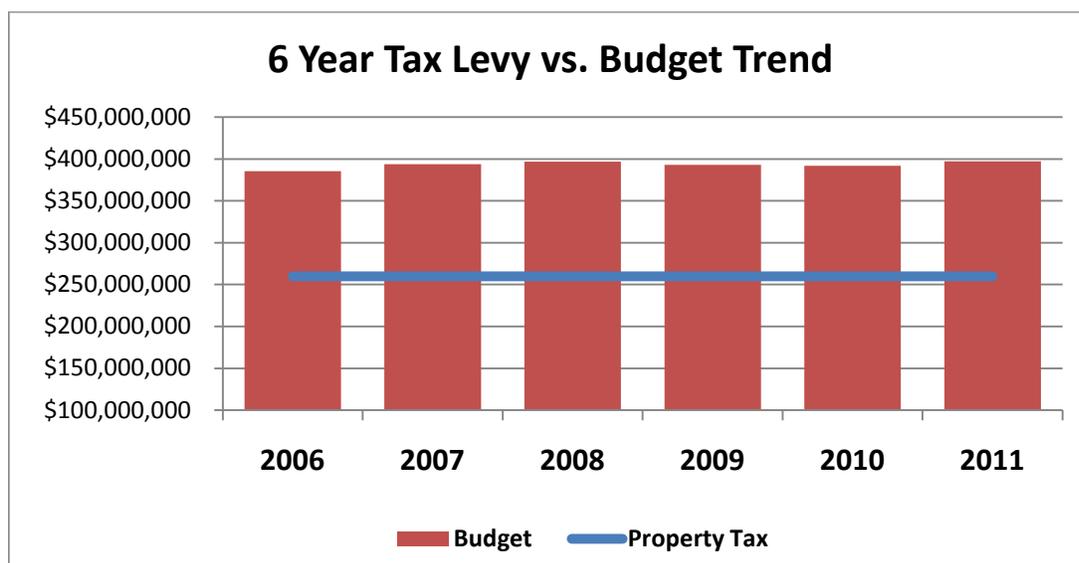
## Challenging Choices

The District, like the City of Chicago and State of Illinois, is faced with challenging choices. With the unemployment rate in Illinois at 11.3%, exceeding the national average by nearly three percentage points, the District made every effort to avoid layoffs and property tax increases. For the sixth year, the District has balanced its budget with **NO TAX INCREASE**.

Over the past two years the District has responded to the economic downturn with reductions in non-personnel spending, reductions in full-time employee counts, unpaid furlough days and increases in fees. This year's budget does not bring much change. We are again forced to take 8 unpaid furlough days as a means to reduce expenses to balance the 2011 budget. While there is a demand for more, we are forced to continue to do more with much less.

## 2011 Budget Overview

The 2011 budget is balanced at \$397.5 million, an increase of 1.5% above the 2010 budget. The District's primary sources of revenue are Property Taxes and Personal Property Replacement Taxes (PPRT) which combined make up 73% of total revenue. The budget for PPRT in 2011 is 5% below what was budgeted in 2010. Even though costs for personnel and other critical services continue to rise, for the sixth year, the District is **not raising property taxes**.

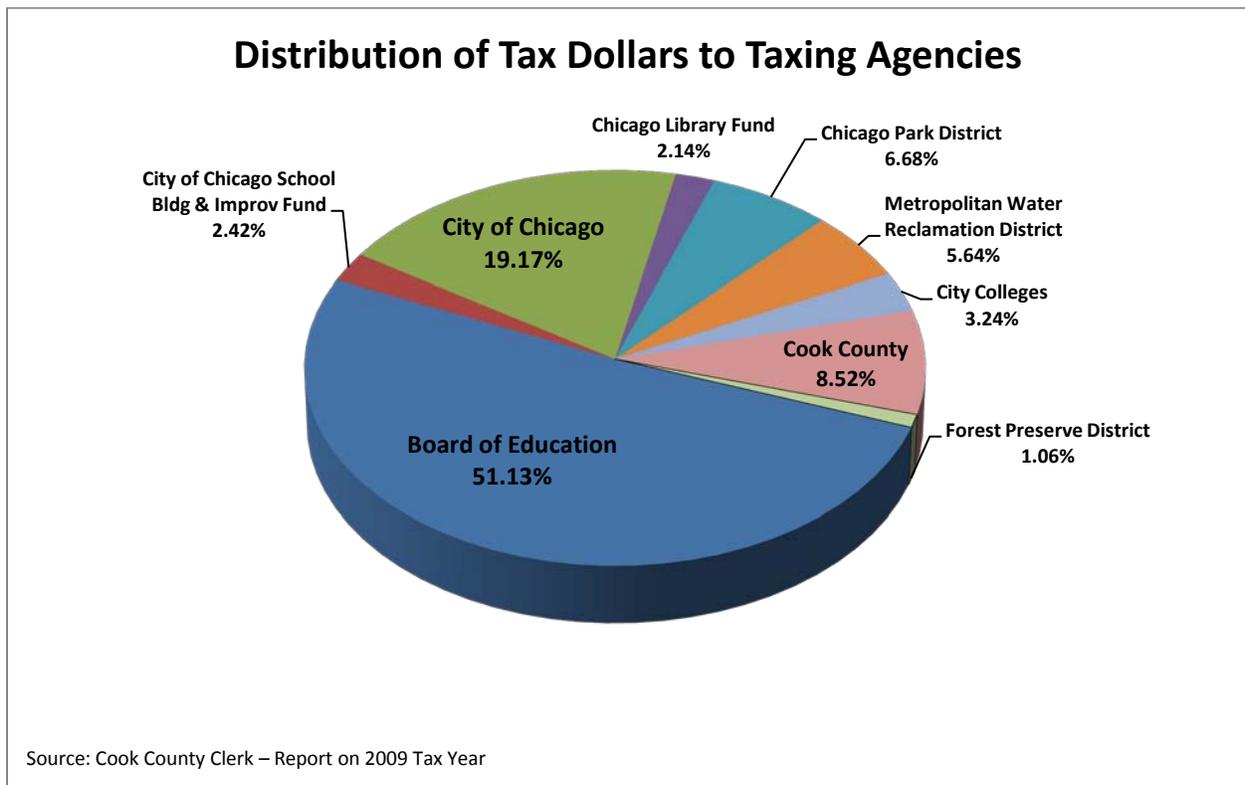


## 2011 Budget Overview

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While the District has been fortunate with consistent Property Tax collections, this budget reflects a conservative increase in the expected loss in collections from 3.85% to 3.9% of the property tax budget for 2011. This is in anticipation of decreased and/or delayed tax collections.

In an effort to balance its budget, the City of Chicago is releasing surplus from 25 of 160 Tax Increment Financing (TIF) districts. As a result of this decision, the Park district will realize its portion relative to its tax allocation, currently 6.68% (see chart below). The District budgeted \$12 million to be received through this source in order to balance the 2011 budget. Another \$3 million will be transferred from fund balance.



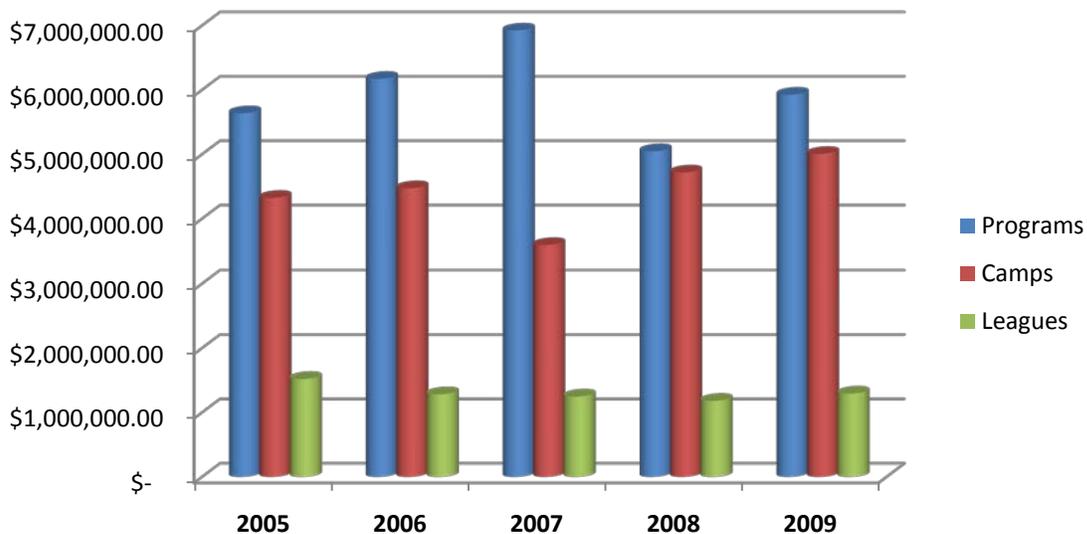
## 2011 Budget Overview

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Other major revenue sources are the District's privatized contracts, revenue generated by the private management of the golf courses, harbors, ice rinks, park concessions, Soldier Field and the MLK Family Entertainment Center. Most of these contracts were renewed over the past two years. These managers are weathering this economic storm along with the District. With requests to reduce their management fees and operating expenses, collectively net revenue is projected to increase nearly \$3.5 million or 11%. This is due in part to the introduction of dry boat storage, new harbor configuration and a 3% increase in harbor fees. Additionally, the District is pursuing a new revenue source in corporate sponsorships. The 2011 budget projects \$850,000 in gross revenue.

In 2010, the District continued its efforts of standardizing fees across the District where residents in like income areas across the city would be charged the same fee for the same class offerings regardless of what park they attended. In 2011, this methodology will be applied to all programs. The decision to increase fees does not come easy to the District. It is our goal to continue to provide affordable recreation opportunities, even in this recession. However, user fees are budgeted to increase by an average of 1%. The District is making every effort to protect taxpayers who cannot do more. In partnership with Parkways Foundation and National Parks and Recreation, in 2010, the District offered a record number of subsidies to help those who needed assistance pay for summer day camp. The District remains committed to providing a safe, clean, and fun environment for children of all ages.

**Programming Revenue (2005 - 2009)**



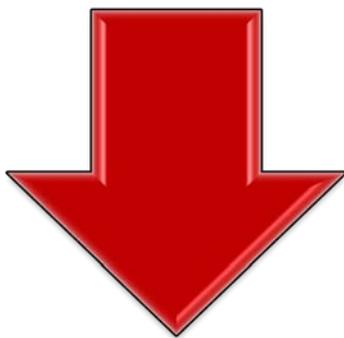
## 2011 Budget Overview

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Salaries, wages and benefit costs make up 42% of the expenditures in the 2011 budget. In August of 2010, the District negotiated the current terms of the collective bargaining agreement which provides for an annualized increase of 2.75% for employees. Additionally, in 2010, Blue Cross Blue Shield of Illinois became the District's health care provider. Terms of the previous contract were assumed in 2010. In 2011, the District was fortunate to see a minimal increase of 3.5% in the health benefits line, even though the national average health care increase is trending over 10% for 2011. Unemployment expenses more than doubled in the second quarter of 2010 as a result of the federal government's extension of benefits. For FY2011, the District has increased the unemployment insurance account by 25%.

Conversely, as a result of a low claim ratio, the District was able to realize a \$275,000 savings in liability Insurance in this year's budget.

### CLOSING THE 2011 BUDGET GAP



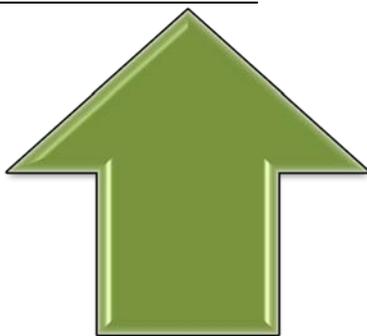
#### Reduced Expenditures - \$5.8 M

- Reduced Utilities
- Reduced Liabilities
- Maintaining Cost Reduction Strategies
- 8 Furlough Days

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\$22 Million

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#### Increased Revenue - \$16.2 M

- Corporate Sponsorships
- Winter Boat Storage
- TIF Surplus
- Fund Balance Transfer





**2011 BUDGET SUMMARY**

**SECTION II – CHICAGO PARK  
DISTRICT PROFILE**

**CHICAGO PARK DISTRICT**

# Core Values

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## **History**

In 1934, the Illinois legislature by way of the Park Consolidation Act consolidated 22 separate park districts in the City of Chicago to officially create the Chicago Park District as it is presently constituted.

The consolidation into one municipal agency was intended to solve the numerous financial, management and infrastructure problems of the previously separate districts. The original goals and objectives of the District included a strong fiscal policy, a unified tax levy, the power to issue park bonds for development and improvement, and solicitation of federal assistance from the Public Works Administration.

## **Today**

The Chicago Park District owns 7,614 acres of green space on which rests 578 parks, 260 field houses, and 26 miles of pristine lakefront with 32 beaches, making it the largest municipal park manager in the nation.

Park District fieldhouses, playgrounds, gardens and other facilities are the backbone of recreation for communities throughout the city. From canoeing to batting cages, to arts and crafts, you can find it in Chicago's parks.

Since the creation of the District, the mission has expanded beyond strong fiscal management and infrastructure control to now include quality programming, well-managed facilities and comfortable, safe recreation areas.

## **Mission**

- Enhance the quality of life throughout Chicago by becoming a leading provider of recreation and leisure opportunities;
- Provide safe, inviting and beautifully maintained parks and facilities;
- Create a customer focused and responsive park system.

## **Core Values**

The District integrates its mission into everyday activities by focusing on four core values: accessibility, physical activity, environmental stewardship and partnerships. Examples of how the District is realizing its mission are enumerated in the Focus on Core Values section of this document. With a focus on accessibility, the District strives to provide all of its facilities and programs to all Chicagoans, regardless of physical or cognitive limitations. Physical activity through recreation helps enhance the quality of life throughout Chicago, and the District offers abundant opportunities to stay active. As an environmental steward of parkland across the city, the District ensures the city is green beyond the athletic fields. Through partnerships, the District is able to stay connected to the community to better meet its needs.



## OPEN

### New Special Recreation Locations

The Special Recreation Unit opened five new locations this year; Chase Park, Davis Square Park, Jesse Owens Park, Norwood Park and Vittum Park. These locations have traditional park programs and now have Special Recreation Staff on site to offer specialized services for individuals with disabilities.

### Special Recreation in Sports



In 2010, the Special Recreation Unit began new programs; one was track and field for individuals with physical and visual impairments. The District was able to send two teams to the National Junior Disabled Championship competition. The Chicago Park District is the first in the state to have a full



team of individuals who are blind or visually impaired. All the participants had a great experience in the competition, but also in all the social aspects of the week-long event.

The Special Recreation Unit hosted the National Bocchia Competition, which is a Paralympic Sport. The event was held in cooperation with World Sport Chicago, and was the largest National Bocchia Competition in the past five years.



The Special Recreation Unit has held new opportunities for the participants served, such as a “Try-athlon”, Flag Football, Punt, Pass & Run, Family Appreciation Movie night and Adaptive sporting events and introductory days.

### Special Olympics

The Special Olympics program has increased over 20% in six different events, including; Bocce, Tennis, Gymnastics, Softball, Basketball, and Soccer.

### Partnerships

The sponsorship of the Parkways Foundation and Variety of Illinois, we were able to offer FREE Adaptive and Inclusion Camps after the traditional six week day camp session. This program began in 2007 with 20 participants, this year we served 126 campers. This program is offered as an introduction to the Chicago Park District’s Special Recreation Unit, with the goal for the participants to remain in the Chicago Park District’s programs throughout the year.

# ACTIVE

### Professional Development

The District instituted the Professional Development Academy, an institution focused on staff education and training opportunities. The Professional Development Academy offers staff the opportunity to gain certification in parks and recreation, further their education, master new skills, and prepare for new positions. In partnership with other leaders in Parks and Recreation, as well as local educators and researchers, the Professional Development Academy has already made an impact:

- Prepared over 100 staff for the Certified Parks and Recreation Exam, a national standard in the Parks and Recreation field which demonstrates a commitment to education, expertise, and experience.
- Offered over 50 professional development opportunities.
- Developed customer service policies with supporting training curriculum launching in 2011.
- Strategically launched the Out of School Time Project, a citywide collaboration, to create a stronger, sustainable after school system that offers the same, high-quality experience for youth, regardless of agency.

In 2011, the Professional Development Academy will positively impact Chicago citizens through:

- Preparing an additional 200 staff members to obtain their Certified Parks and Recreation Professional designation
- Offering over 60 professional development opportunities
- Targeted customer service training
- Expanding the Out of school Time project to an additional 50 parks



### Combating Youth Violence

Due to the overwhelming youth violence in Chicago, city agencies are collaborating to combat and ultimately put an end to the senseless mayhem. In 2010, the City of Chicago Police Department facilitated a “Strategy Meeting” in which different city agencies were called together to develop action plans to improve the residents’ quality of life in the following high risk Districts: 6, 8, 11, 15, and 25. As a result of this meeting, the District made the following contributions:

- Partnered with several city agencies on various programs.
- Invited the Chicago Police Dept. beat officers to attend Park Supervisor/Advisory Council meetings.
- Management staff worked weekends in “hot spot” areas within these districts.
- Partnered with the Chicago Police Department on the “Curfew Pilot Program”.

# ACTIVE

In addition, the City of Chicago created a “Youth Violence Prevention” committee with in order to communicate, coordinate, & collaborate. This initiative was formed to combat youth violence in Chicago. Opened five expansion sites for summer day camp: West Chatham, Nichols, Wicker, Skinner and Lake Meadows Parks. District made the following contributions towards this initiative:

- Awarded \$480,000 in financial assistance, affording 3,000 youth the opportunity to attend day camp.
- Corresponded with Chicago Public Schools (CPS) in regards to the District’s hot list or areas of concern for the safe passage program.
- Hired 3,000 youth district wide.
- Added alternate sports programs, including water polo, sailing and archery.
- Provided various programs for CPS Track E students.

### Girls Programming

In the spring of 2010, a girls’ fast pitch softball league was piloted. The league was designed for girls age 11-14 who would not have the opportunity to participate in organized league play. There were a total of six teams with 90 girls participating. Each coach received training in pitching, fielding, and hitting. The girls also participated in a pre season clinic. Teams played a regular season and single elimination playoff that culminated in the inaugural championship game held at Little Cubs Field in Humboldt Park.

Four girls flag football teams are planned for the fall of 2010. Sixty girls from sites that participated in the 2010 Girls Softball League or will compete in the 2011 expanded Girls Softball League. There are plans to develop an 8 team Girls Basketball League that would take place in the winter of 2011. The Girls Softball League will expand to a minimum of 8 teams in 2011, with the possibility of adding an 8-10 year old division if funding becomes available.



### New Summer Camps

This year District offered two new summer camps. At Northerly Island, 106 children between the ages of six through 12 participated in Adventure Camp, in which campers went fishing, sailing, and swimming; took field trips; and learned lifeguard skills. At Soldier Field, 36 campers attended a Sports Camp for children ages nine through 12. Here campers played flag football, basketball, soccer, softball, and lacrosse.

# GREEN

### Text on the Beach



New this year, Chicago beach goers were able to utilize a texting service to obtain information on swim status at each beach by texting the beach name to 312.715.SWIM (7946.) For example, text “Rainbow Beach” to 312.715.SWIM and an automated response will return to the user with the swim status of that beach. If the user leaves the body of the text empty, the entire list is sent to the user in the automated response.

With more than 20 million people hitting the beach during the season, our top priority is to continue to keep the beaches and water safe and communicate the swim status at each beach in a timely fashion.

In addition, beach goers can also access information on swim status by calling the **Chicago Park District Beach Hotline at 312-74-BEACH**, checking <http://www.chicagoparkdistrict.com/resources/beaches> or following us on [Facebook](#) and [Twitter](#) for the swim status at each beach.

### Climate Action Plan

We have participated in the Chicago Climate Action Plan, documenting the Park District’s carbon footprint while developing goals and projects to reduce our emissions. The Superintendent’s goal of energy reduction set a few years ago helps us reduce our impact.

This spring the District added new informational stickers on our outdoor blue recycling containers. These stickers help identify the types of materials that can be placed in the blue containers.

Finally, the District has been installing a number of rain barrels at facilities across the Park District to promote sustainable water use and encourage the conservation of water.

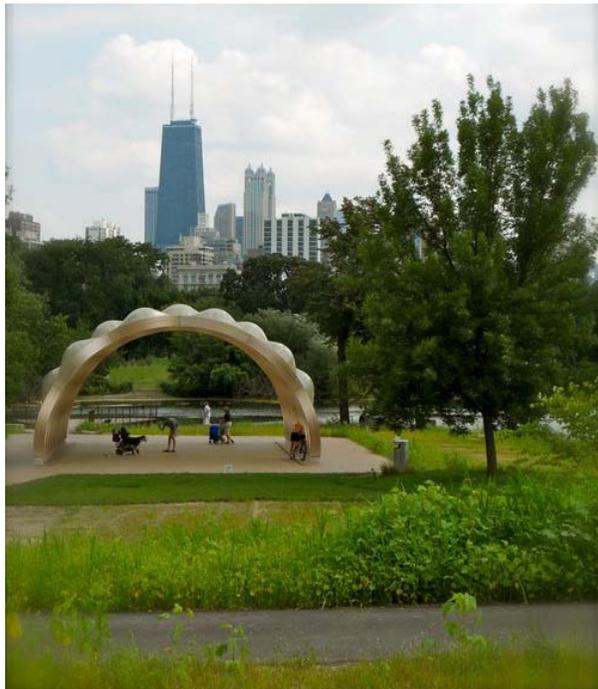
### Energy Savings Performance Contract

This year the Park District Board approved the implementation of an energy saving performance contracting program which allows the CPD to implement the broadest possible range of facility management efficiencies, energy-saving services, and capital improvements to reduce energy consumption and related facility operation costs. The essential services and improvements sought are those that will reduce energy consumption in a facility, upgrade its capital energy-related equipment, save costs through fuel switching or improved-demand management, as well as related economies and efficiencies in building operations, maintenance, security, and technology improvements that would result in additional benefits and savings to the CPD.

# CONNECTED

### Nature Boardwalk at Lincoln Park Zoo

In June, the Lincoln Park Zoo opened the new Nature Boardwalk at the South Pond, offering a natural oasis in the city. This 12 million dollar project was made possible through a partnership between the District, the Illinois Environmental Protection Agency, Robert R. McCormick Foundation, People's Gas, and the Regenstein Foundation. The Nature Boardwalk is a nearly half-mile long walkway made of recycled materials that offers visitors an opportunity to interact with nature through daily tours and talks which provide hands-on opportunities for kids to learn and interact directly with the environment. Adult and family-oriented programming, such as Fishy Fun and Sleep under the Skyscrapers, allow patrons numerous opportunities to interact with this new ecosystem.



### Wellness Centers Expansions

The Chicago Park District and its nonprofit partner, Parkways Foundation, received a grant of \$400,000 from Blue Cross Blue Shield which supports wellness programs currently in place at Palmer, Douglas, Pottawattamie, and Sherwood Parks. The wellness program is targeted towards communities at high risk for childhood obesity. Programs and education are offered to promote healthy families.

The wellness centers housed at Chicago Park District field houses combat obesity by offering youth and family fitness classes. Additionally, programs focus on increasing physical activity for all ages; encouraging stress-free living; teaching good nutrition through healthy eating, cooking, and gardening; and promoting an overall healthy lifestyle. The best ways to teach children and their parents healthy lifestyle habits is to give them easy access to places to be active and to engage them in a meaningful way.

The Chicago Park District and Parkways Foundation previously launched two wellness programs with Abbott Fund, at Humboldt and Broadway Armory Parks.

The youth center at Palmer Park will feature interactive gaming, such as Dance Dance Revolution, game bikes, and inflatable fitness gyms.

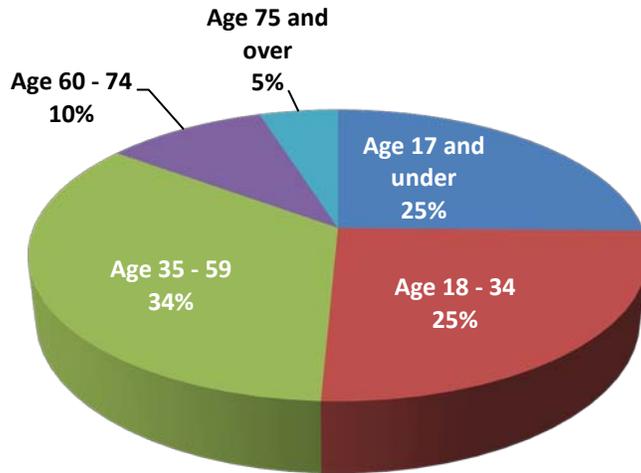


# Demographics

## City of Chicago Population and Statistics

Covering an area of 228 square miles, the beautiful City of Chicago lies in the heart of the Midwest on the shores of Lake Michigan and beside two rivers, the Chicago River and the Calumet River. With a population of over 2.8 million, Chicago is the third most populous city in the United States and the largest in the Midwest. Founded in 1833, Chicago is a city of vibrant neighborhoods and neighborhood parks that offer something for everyone and add a unique quality to help make the city what it is today.

### City of Chicago Population 2009



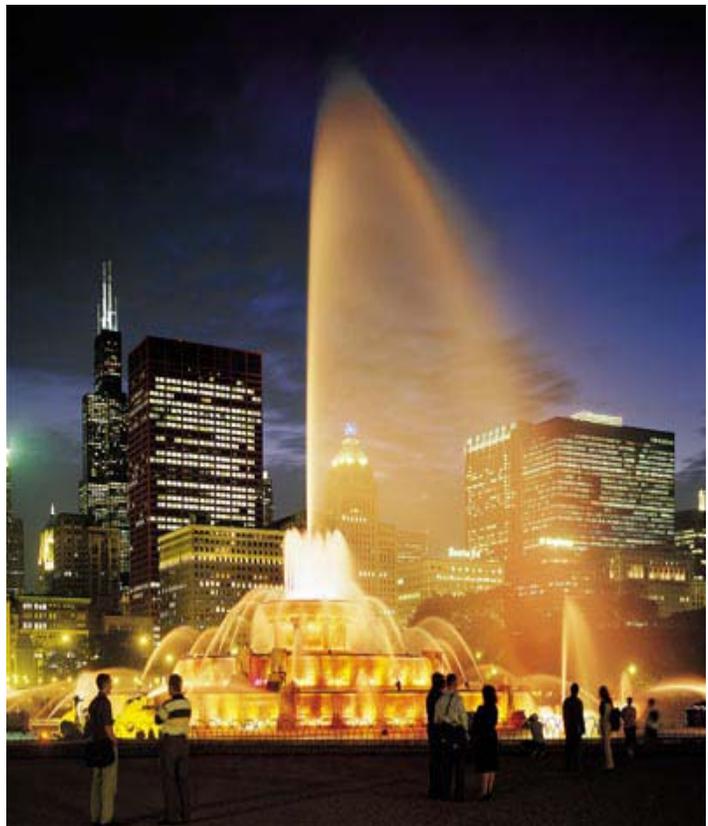
#### City of Chicago

Population	2009
Total	2,827,555
Age 17 and under	715,481
Ages 18 - 34	718,865
Ages 35 - 59	971,130
Ages 60 - 74	283,156
Age 75 and over	138,923

Climate	Average
Annual Average Temperature	49.00
July Temperature	73.20
January Temperature	21.00
Annual Precipitation in Inches	35.82
Annual Snowfall in Inches	37.6
Annual Average Wind Speed	10.4 mph
Annual Number of Days Sunny or Partly Sunny	189
Elevation (Above Sea Level)	578.5 ft

\*Source: World Business Chicago



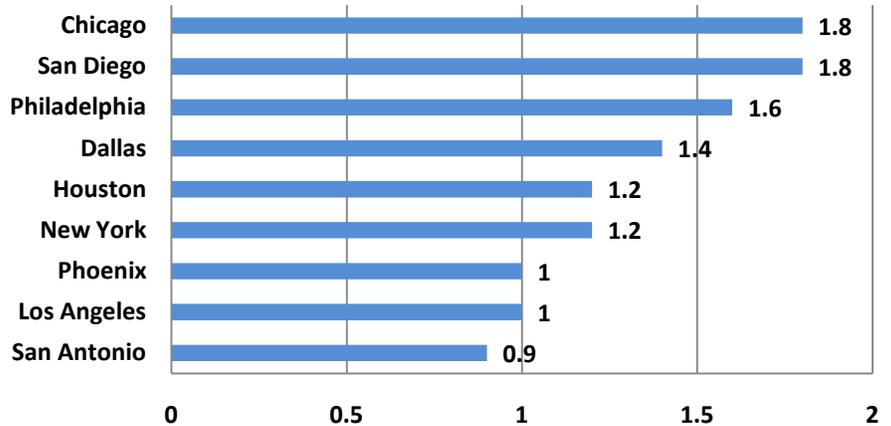
# Demographics

## Chicago Park District Facilities

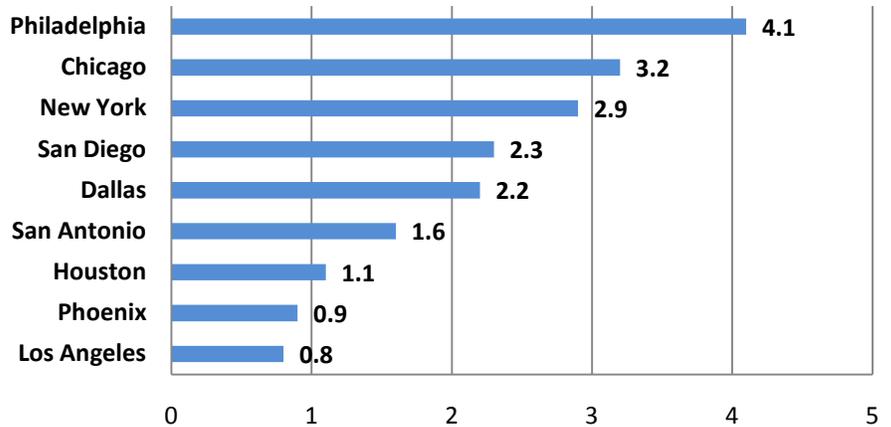
As the largest municipal park manager in the nation, the Chicago Park District owns over 7,614 acres of green space. On this space lies:

- 578 parks
- 518 playgrounds
- 90 accessible playgrounds
- 260 field houses
- 66 fitness centers
- 28 running tracks
- 197 gymnasiums
- 86 swimming pools
- 70 accessible pool features
- 185 spray pools
- 618 tennis courts
- 372 volleyball courts
- 4 gymnastics centers
- 6 golf courses
- 3 driving ranges
- 2 miniature golf courses
- 534 baseball fields
- 2 wheelchair baseball fields
- 2 batting cages
- 58 outdoor soccer fields
- 41 handball/racquetball courts
- 9 ice skating rinks
- 5 skate parks

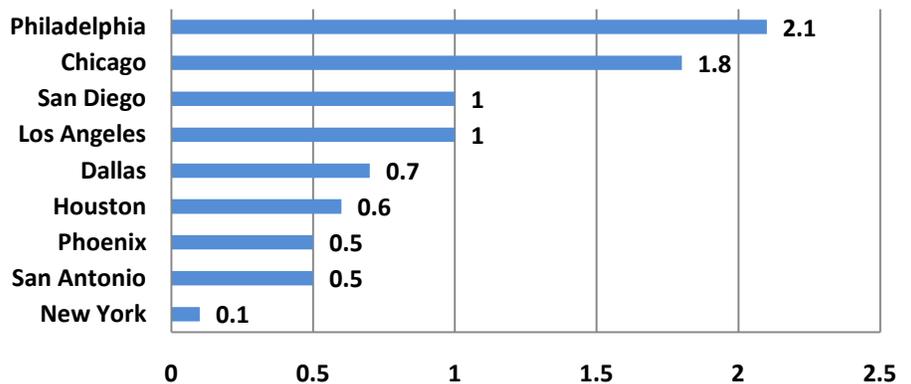
### Park Playgrounds per 10,000 Residents



### Basketball Hoops per 10,000 Residents

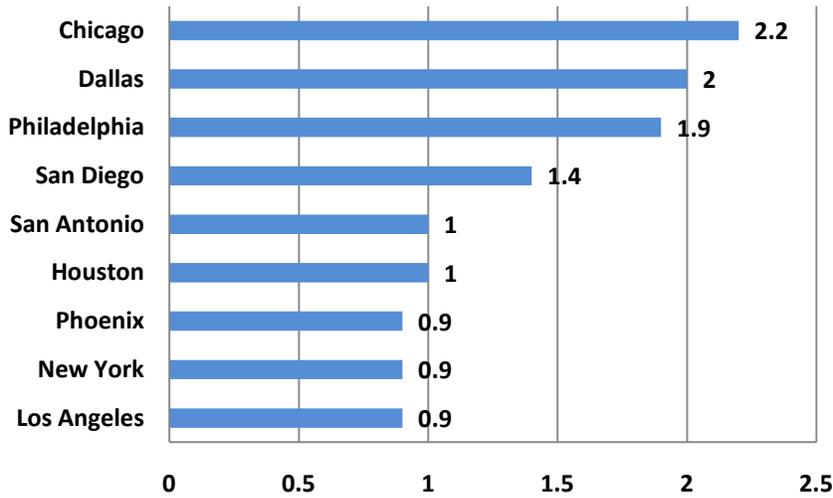


### Recreation & Senior Centers per 20,000 Residents

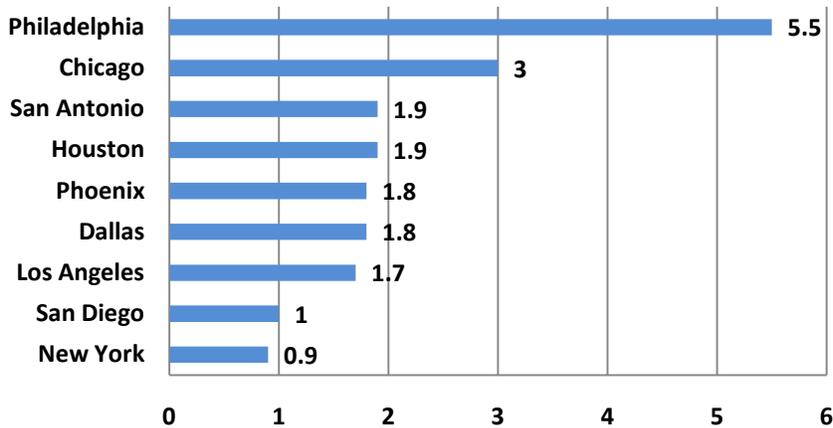


# Demographics

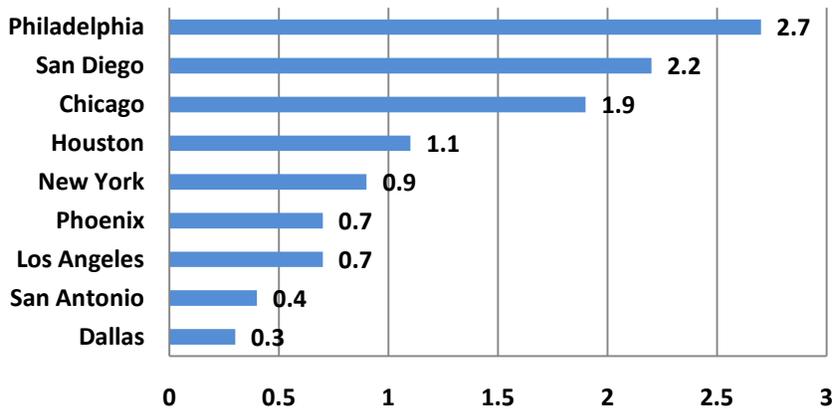
## Tennis Courts per 10,000 Residents



## Pools per 100,000 Residents



## Ball Diamonds per 10,000 Residents



- 15 dog friendly areas
- 32 beaches
- 15 accessible beach walks
- 9 harbors
- 5,088 marina slips
- 90 gardens
- 50 community gardens
- 10 museums
- 12 cultural centers
- 2 senior centers
- 2 conservatories
- 17 lagoons
- 10 bird & wildlife gardens
- 11 savannas/woodlands
- 5 wetlands
- 22 prairies/grasslands
- 1 nature center
- 1 urban farm
- 1 organic greenhouse

And on the lakefront also resides Lincoln Park, which is visited by over 20 million park goers each year, making it the second most visited park in the nation.

\*Data in the graphs is for FY 2008 among cities with a population of over 1 million and was obtained from the Trust for Public Land.

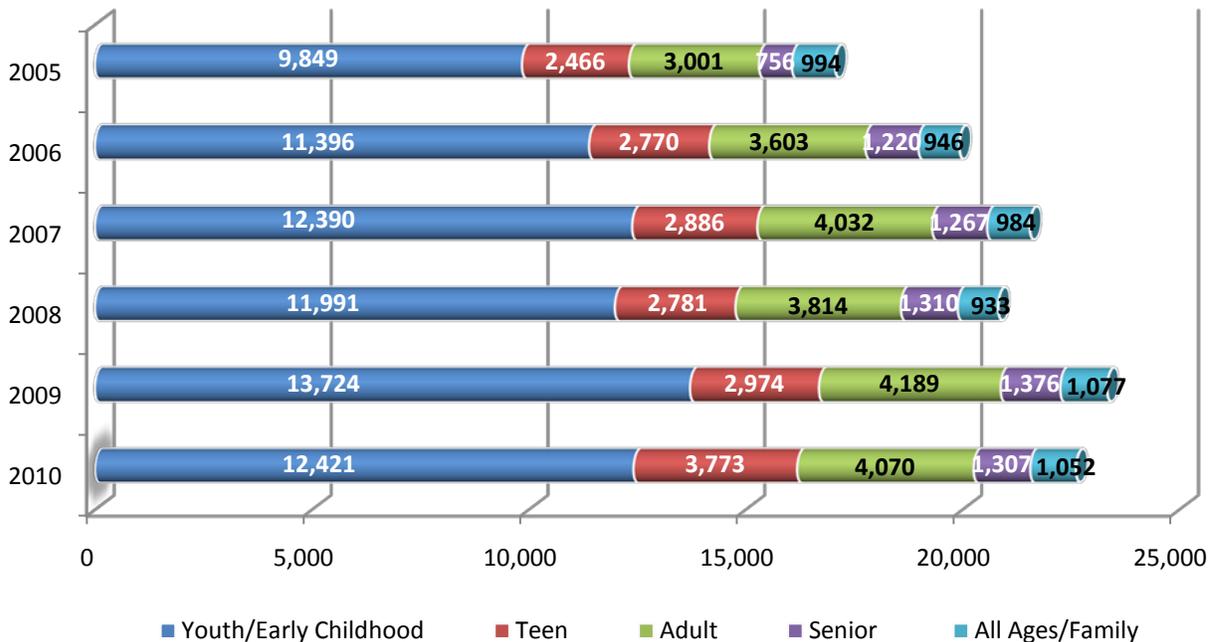


# Demographics

## Recreational Offerings Summary

The Park District provides a variety of offerings for people of all ages. Early childhood activities such as Moms, Pops & Tots classes are available for infants, toddlers and pre-school children. PARK Kids and Day Camp activities are open to give kids a safe place to play with friends after school and during the summer months. Teens participate in organized activities such as Teen Club, Sports37 and district-wide sports leagues. From baseball to volleyball, evening sports leagues are available for adults, and thousands of seniors meet each day at neighborhood park facilities or participate in the annual Senior Games. In addition to the traditional park programs and activities, the Park District holds dozens of special events each year, including unique seasonal festivals, special sporting events and traditional holiday programs.

## Population Served for All Recreational Offerings



DISTRICTWIDE BY THE NUMBERS	2006	2007	2008	2009	2010
Total Number of Recreational Offerings (Programs, Special Events, and Activities)	19,935	21,559	20,829	23,340	21,478
Total Number of Registrations for All CPD Offerings	255,368	284,063	285,187	335,473	312,602
Number of Programs Offered Excluding Open/Lap Swim, Open Skate, Fitness Centers, & Special Events	14,400	16,065	18,584	21,836	19,735
Total Open/Lap Swim Hours Offered	11,178	12,888	11,452	7,365	10,603
Total Fitness Center Registrations	6,411	8,753	11,197	14,963	13,049
Total Number of Special Events	587	616	438	613	597

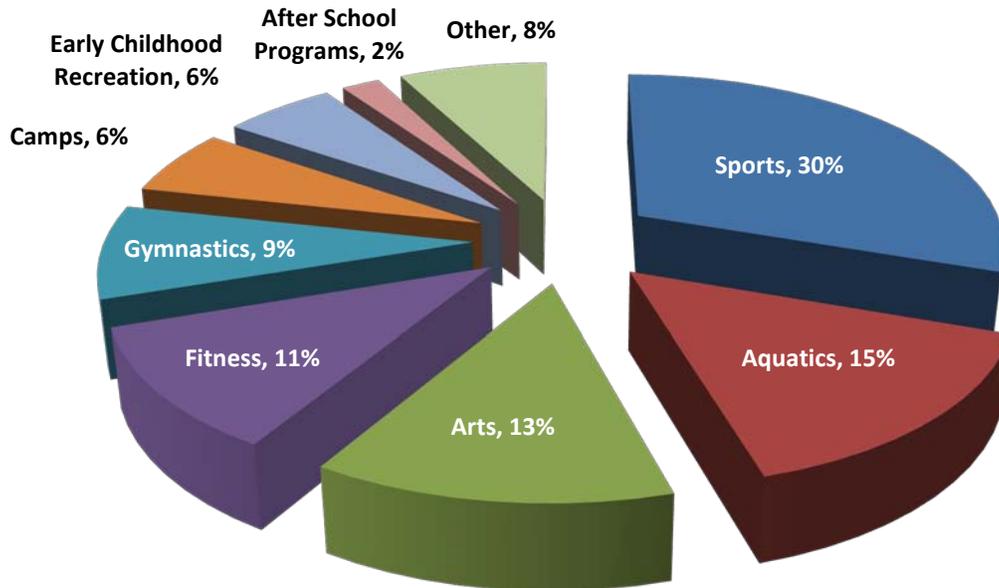


# Demographics

## Programming Distribution Summary

The Park District offers thousands of sport and physical activity, cultural and environmental programs for adults, seniors, teens and youth. Park District programs are broken out into four separate seasonal sessions throughout the year. In 2011, the general winter program session dates run from January 1 – March 20; spring from March 28 – June 5; summer from June 13 – August 21; and fall from September 19 – December 4. Patrons are encouraged to register for programs online at [www.chicagoparkdistrict.com](http://www.chicagoparkdistrict.com).

### CPD Program Distribution by Type - 2010



Program Type	2007		2008		2009		2010	
	# of Programs	% of Programs						
Sports	5,197	32%	6,026	32%	7,135	31%	6,330	30%
Aquatics	1,888	12%	3,079	16%	3,280	14%	3,184	15%
Arts (Visual, Performing, Literary, Arts Partners)	2,574	16%	2,781	15%	3,334	15%	2,733	13%
Fitness	1,076	7%	1,617	9%	2,335	10%	2,329	11%
Gymnastics	1,790	11%	1,606	8%	1,910	8%	1,805	9%
Camps	973	6%	1,114	6%	1,227	5%	1,275	6%
Early Childhood Recreation	979	6%	950	5%	1,279	6%	1,207	6%
After School Programs	360	2%	367	2%	428	2%	413	2%
Other*	1,146	7%	1,427	7%	1,798	8%	1,603	8%
<b>Total</b>	<b>16,065</b>	<b>100%</b>	<b>18,969</b>	<b>100%</b>	<b>22,726</b>	<b>100%</b>	<b>20,879</b>	<b>100%</b>

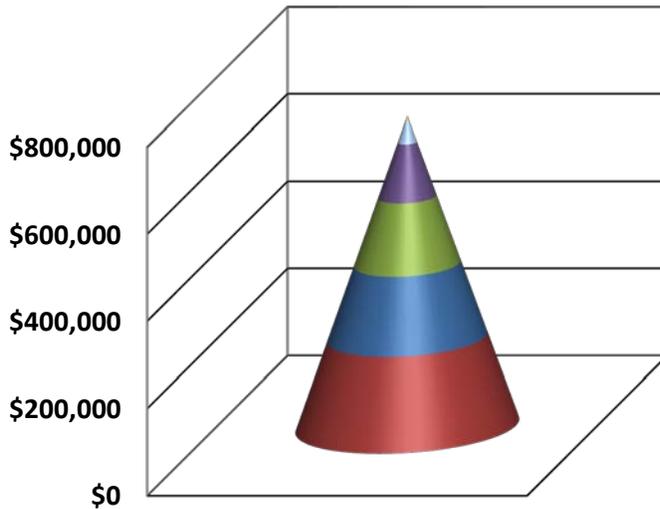
\*Includes Clubs & Games, Special Recreation, Outdoor & Environmental Education and Special Interests.



# Demographics

## Volunteer Contributions

### Monetary Value of Volunteer Service Contributions



The District's Volunteer Stewardship program is a satisfying and rewarding way to not only experience the natural areas in the District's parks, but also to contribute to the ecological health of these areas. As part of the program, volunteers participate in stewardship days (159 were held in 2009) that involve a brief orientation, tour of the site, and a work project. Stewardship volunteers work closely with an experienced volunteer site steward or leader to remove invasive plant species, collect native seeds, plant native species, and mulch trails and trees. Some workdays may also include a nature tour or special programming.

2009 Volunteer Programs	Total Number of Volunteers	Total Volunteer Hours	Monetary Equivalent of Volunteer Service
Stewardship Program <span style="color:red">■</span>	2,578	9,015	\$202,838
North Park Village Nature Center <span style="color:blue">■</span>	513	7,505	\$168,863
Friends of the Park <span style="color:green">■</span>	2,290	6,870	\$154,575
Garfield Park Conservatory <span style="color:purple">■</span>	353	5,518	\$124,155
Lincoln Park Conservatory and North Pond <span style="color:lightblue">■</span>	84	2,202	\$49,545
Cultural Programming <span style="color:orange">■</span>	115	490	\$11,025
<b>Total</b>	<b>5,933</b>	<b>31,600</b>	<b>\$711,000</b>

*\*One hour of time valued at \$22.50 in Illinois (Independent Sector).*

### Advisory Councils

An advisory council is a voluntary group of individuals who meet on a regular basis to support the effective functioning of the park. The District has 146 registered Park Advisory Councils (PACs) from all areas and regions. Each PAC is made up of community residents with interests in supporting and contributing to their neighborhood park. The PAC program is administered by the Department of Legislative and Community Affairs, which encourages all interested park patrons to participate in or form an advisory council at their park. The department also accepts feedback and recommendations from PACs regarding park services, programming, operational needs, problems and accomplishments.

#### Registered Advisory Councils by Region

Year	Central	North	South	Total
2009	35	50	43	128
2010	46	51	49	146



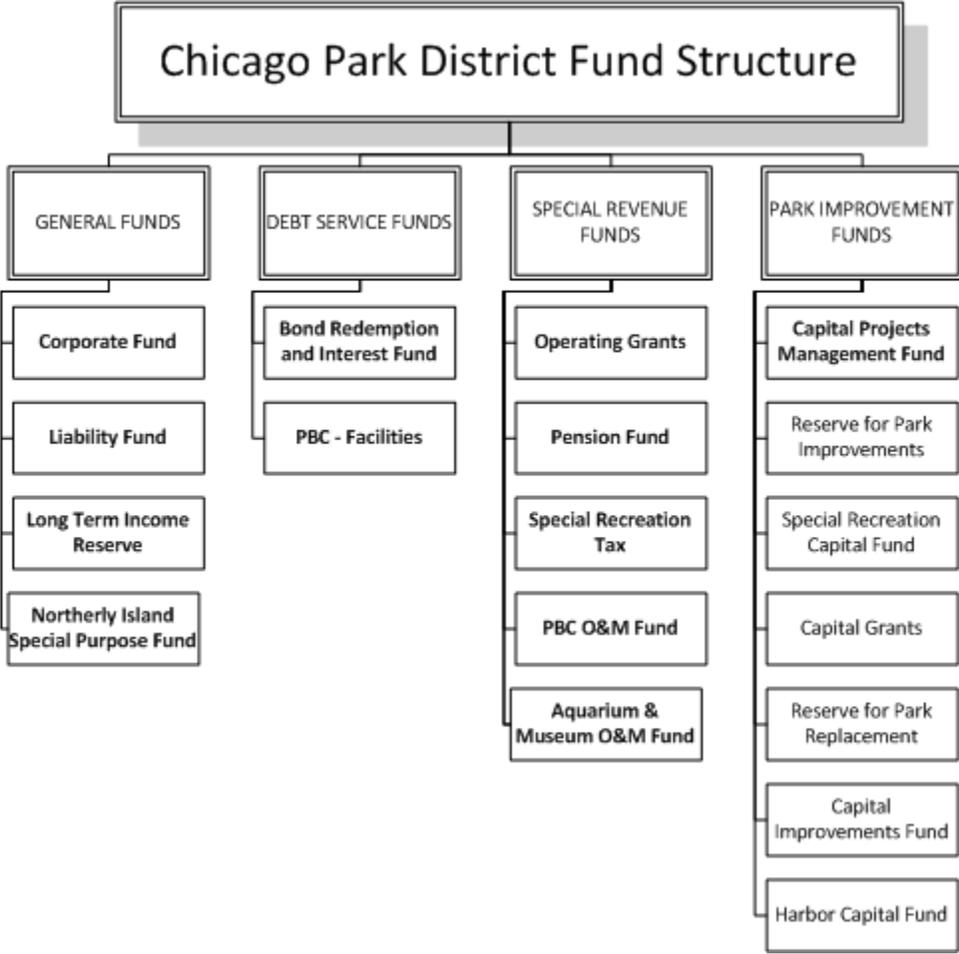
The seal of the Chicago Park District is a circular emblem. It features a central tree with a thick trunk and a full canopy of green leaves. Below the tree are stylized green bushes and a white wavy line representing water. The seal is surrounded by a green border containing the text "CHICAGO PARK DISTRICT SEAL" at the top and "ORGANIZED 1934" at the bottom. The Latin motto "MORTUUS IN URBE" is visible in the upper part of the seal.

**2011 BUDGET SUMMARY**

**SECTION III – HOW THE  
DISTRICT BUDGETS**

**CHICAGO PARK DISTRICT**

# Fund Structure



The 2011 budget reflects the requirements of Governmental Accounting Standards Board (GASB) Statement No.54, Fund Balance Reporting and Governmental Fund Type Definition. The fund structure above represents the reclassification of funds based upon definitions provided in the statement. The most notable change is the reclassification of the Long Term Income Reserve Fund from a Special Revenue Fund to a General Fund. 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.



## Fund Structure

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**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.

**The 2011 Operating Budget appropriates for the following 12 funds (bolded above):**

**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 recreational, 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. Public Building Commission – Rental of Facilities – This fund is for the purpose of paying the annual rental due per terms of leases between the District and the Public Building Commission of Chicago (PBC) to pay for the facilities that will be operated by the District. This fund was established to make payments to the PBC for the reconstruction of Soldier Field.

**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.



# Fund Structure

**Public Building Commission – Operating and Maintenance of Facilities** – This fund is for the purpose of operations and maintenance by the District for the Public Building Commission of Chicago’s facilities. Expenditures appropriated in this fund are designated for the operations and maintenance at Soldier Field.

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

**Aquarium and Museum Operating Fund** – This fund is for the amount of maintenance tax to be levied in conformity with provisions of an act entitled 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 and selected fringe 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.



# Basis of Budgeting

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The District’s annual budget is adopted on a non-GAAP, 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 can 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 reservations in 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. Modified accrual basis is used in conjunction with current financial resources measurement focus that modifies the accrual basis of accounting in two important ways. First, revenues are not recognized until they are measurable and available, and secondly, expenditures are recognized in the period in which governments in general normally liquidate the related liability rather than when that liability is first incurred (if earlier).

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 reservations 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.



# Financial Policies

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## ***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).

## ***Fee Policy***

The District develops a detailed cost analysis periodically and adjusts fees by a factor intended to represent inflation. Fee setting is not only a function of the cost of service, but of the community served and program participation goals. Nationally, park and recreation programs rarely recover the costs of registered activities through fees. Some participants are unable to pay the full cost of the programs they enter. Ignoring ability to pay might reduce demand for programs sharply.

Currently, fees are set to reflect the location of the park and the ability of the potential registrants to pay the fees. The District's policy is to set fees for programs based on where the park is located, using a seven-tier system. Tiers are determined by the median income level of the neighborhood. Although program costs tend to be fairly consistent across the District, program fees are set based on tier of the park. Fees are set at lower dollar amounts in the lower numbered tiers, with the largest fee paid by registrants in tier 7. Fees are typically set for all seven tiers with the goal being that the program breaks even (in terms of costs) at around the Tier 4 level. The District notes that a typical taxpayer's share of the cost of the Park District covers debt service and passive recreational facilities only, but not programming.

Fees are reviewed and adjusted from time to time to reflect inflation. A more detailed analysis is conducted every few years or when the District experiences significant changes in organization or program delivery.

Applicants with Internal Revenue Service 501(c)(3) (nonprofit) certification may receive a discount of up to 50%.

A 15% charge will be applied to any refund requested for room rental prior to the scheduled start/event date. No refunds are given after the start/event date.

Harbor fees are based on the rated capacity of the berth facility, or the boat assigned to the berth, whichever is greater.



# Financial Policies

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Non-resident rates are double the maximum allowable for programs, athletic facilities and room rentals Residency will be determined by State-issued ID or current residential utility bill..

### ***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***

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 would be allowed for cash flow needs. The Reserve would 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

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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.

In the summer, community hearings are held in the Regions to give park patrons the opportunity to provide input before the budget is released and presented to the Board of Commissioners.

The District has identified four core values to help guide our efforts for the future. The focus of these values is accessibility, active lifestyles, environmental stewardship and partnerships. District managers developed 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 2011 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 2011 appropriations. Any transfers necessary to adjust the budget can 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 2011 budget is presented in the following two documents:

**2011 Budget Summary** – Provides summary of proposed budget, narrative of the funding sources and an overview of the budget process.

**2011 Budget** – Line item detail for departments, regions and parks for all operating funds.

These documents are available on the District website at: [www.chicagoparkdistrict.com](http://www.chicagoparkdistrict.com).



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# Consolidated Financial Schedules

<b>Financial Summary - Revenues</b>				
			All Operating Funds	
	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>% Change</b>
Property Taxes	\$ 277,739,940	\$ 259,910,657	\$ 259,910,657	0.0%
Other Property Tax Income (TIF)			\$ 12,000,000	
Less Property Tax Loss in Collections	\$ (9,717,819)	\$ (10,006,560)	\$ (10,136,516)	1.3%
Personal Property Replacement Tax (PPRT)	\$ 42,150,259	\$ 41,055,000	\$ 39,002,250	-5.0%
Interest On Investment	\$ 109,619	\$ 500,000	\$ 200,000	-60.0%
Concession Revenue	\$ 2,631,062	\$ 2,500,000	\$ 2,477,975	-0.9%
MLK Center	\$ 1,160,767	\$ 1,250,000	\$ 1,321,992	5.8%
Parking Fees	\$ 1,548,303	\$ 2,587,542	\$ 2,435,862	-5.9%
Harbor Fees	\$ 21,183,544	\$ 22,416,851	\$ 23,461,707	4.7%
Golf Fees	\$ 4,612,878	\$ 5,359,661	\$ 5,203,260	-2.9%
Park Fees	\$ 12,446,894	\$ 14,611,721	\$ 14,079,363	-3.6%
Soldier Field	\$ 24,915,514	\$ 23,598,532	\$ 24,393,864	3.4%
Rentals	\$ 2,375,620	\$ 2,496,211	\$ 2,217,861	-11.2%
Northerly Island	\$ 209,376	\$ 391,501	\$ 375,763	-4.0%
Donation and Grant Income	\$ 779,880	\$ 5,000,000	\$ 5,000,000	0.0%
Corporate Sponsorships	\$ -	\$ -	\$ 850,000	
Miscellaneous Income	\$ 1,241,283	\$ 1,950,000	\$ 1,405,000	-27.9%
Permits	\$ 5,402,675	\$ 5,095,793	\$ 6,132,300	20.3%
Capital Contributions	\$ 1,200,000	\$ 3,896,731	\$ 4,138,206	6.2%
Long Term Income Reserve	\$ 2,100,000	\$ 380,000	\$ 100,000	-73.7%
Dedicated Capital Fund Balance		\$ 7,700,000	\$ -	-100.0%
Fund Balance Transfer			\$ 3,000,000	
Interest on Capital Investment	\$ 10,000,000	\$ 1,160,000	\$ -	
	<b>\$ 402,089,795</b>	<b>\$ 391,853,640</b>	<b>\$ 397,569,544</b>	<b>1.5%</b>



# Consolidated Financial Schedules

<b>Financial Summary - Expense</b>				
	All Operating Funds			
	2009 Actual	2010 Budget	2011 Budget	% Change
Personnel Services				
Salary & Wages	\$ 120,054,409	\$ 125,901,450	\$ 128,057,311	1.8%
Health Benefits	\$ 13,094,716	\$ 15,757,532	\$ 16,432,715	3.5%
Employee Health Care Contribution	\$ -	\$ (1,550,000)	\$ (1,588,750)	2.5%
Retiree Health Benefits	\$ -	\$ 1,401,631	\$ 1,513,761	8.0%
Prescription Drugs	\$ 2,338,738	\$ 2,067,269	\$ 2,232,651	8.0%
Dental Benefits	\$ 362,226	\$ 339,992	\$ 336,527	-1.5%
Life Insurance	\$ 172,273	\$ 177,539	\$ 177,118	-1.1%
Medicare Tax	\$ 1,361,014	\$ 1,045,601	\$ 1,335,000	27.7%
Social Security	\$ 1,093,874	\$ 908,801	\$ 1,220,000	34.2%
Materials and Supplies	\$ 5,215,525	\$ 6,540,621	\$ 6,587,628	1.6%
Tools and Equipment	\$ 494,914	\$ 595,852	\$ 545,945	-8.4%
Repair and Maintenance	\$ 1,401,336	\$ 1,290,205	\$ 1,460,666	13.2%
General Contractual Services	\$ 8,224,870	\$ 14,724,383	\$ 15,363,914	4.3%
Facilities Rentals	\$ 1,034,203	\$ 980,000	\$ 1,019,200	0.7%
Natural Gas Utility	\$ 6,517,835	\$ 5,750,363	\$ 5,750,363	0.0%
Electric Utility Service	\$ 13,073,879	\$ 12,130,000	\$ 12,130,000	0.0%
Water and Sewer Utility	\$ 12,697,259	\$ 6,220,128	\$ 5,520,128	-11.3%
Concessions Management	\$ 825,302	\$ 650,000	\$ 675,000	3.8%
Harbor Management	\$ 8,229,934	\$ 8,117,123	\$ 8,920,023	9.9%
Soldier Field	\$ 9,560,870	\$ 12,295,437	\$ 12,240,764	-0.4%
Golf Management Expenses	\$ 3,873,667	\$ 4,434,542	\$ 4,123,427	-7.0%
MLK Center Management	\$ 1,135,672	\$ 1,109,351	\$ 1,091,718	-1.6%
Parking Management	\$ 582,955	\$ 1,117,228	\$ 1,148,541	2.8%
Landscape Management	\$ 4,003,131	\$ 3,997,100	\$ 4,547,100	13.8%
Other Management Fee Expense	\$ 16,660,139	\$ 17,229,491	\$ 16,964,377	-1.5%
Organizations	\$ 2,494,328	\$ 2,490,000	\$ 2,690,000	8.0%
Expenditure of Grants	\$ -	\$ 2,370,650	\$ 2,000,000	-15.6%
Special Program Expense	\$ 3,870,705	\$ 1,161,971	\$ 1,273,766	9.8%
Unemployment Obligations	\$ 1,635,780	\$ 1,270,280	\$ 1,587,850	25.0%
Workers Compensation	\$ 3,984,152	\$ 4,200,000	\$ 4,000,000	-4.8%
Insurance	\$ 2,937,854	\$ 3,250,000	\$ 2,975,000	-8.5%
Judgments	\$ 3,689,360	\$ 1,500,000	\$ 1,500,000	0.0%
Pension Expense	\$ 9,853,296	\$ 10,866,807	\$ 10,745,269	-1.1%
Remittance To Zoo	\$ 5,600,000	\$ 5,600,000	\$ 5,690,000	1.6%
Remittance To Aquarium & Museum	\$ 32,474,037	\$ 30,755,933	\$ 30,520,469	-0.8%
Debt Service	\$ 72,253,353	\$ 85,156,360	\$ 86,782,063	1.9%
<b>Total</b>	<b>\$ 370,801,601</b>	<b>\$ 391,853,640</b>	<b>\$ 397,569,544</b>	<b>1.5%</b>



# Consolidated Financial Schedules

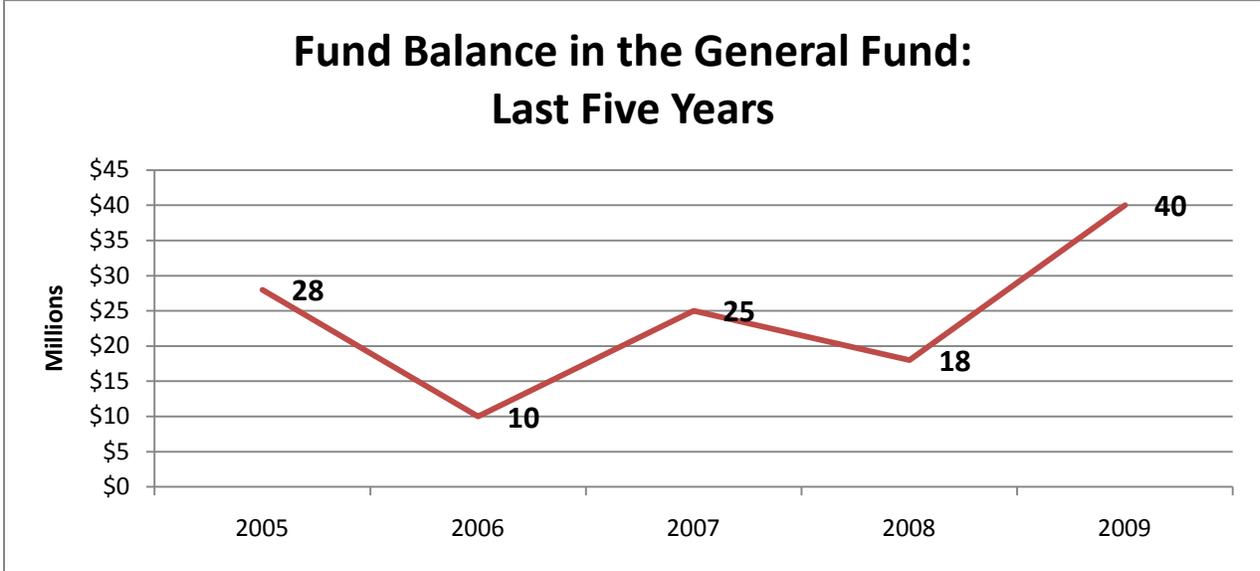
Revenues	GENERAL FUND			DEBT SERVICE FUNDS		SPECIAL REVENUE FUNDS					CAPITAL FUNDS	TOTAL OPERATING	
	Corporate	Liability, Worker's Comp, Unemployment	Long Term Income Reserve	Park Bond Redemption	Public Building Commission Lease	Operating Grants	Pension	Special Recreation Tax	Public Building Commission Operations and Maintenance	Northerly Island Fund	Aquarium & Museum OP		Capital Project Management Fund
Gross Tax Levy	142,210,309	10,270,240		53,629,227	3,906,605		10,729,785	6,000,000	5,500,000		27,664,491		259,910,657
Loss in Tax Collections	(10,136,516)												(10,136,516)
Personal Property Replacement Tax	14,248,628			21,801,269			15,484				2,936,869		39,002,250
Dedicated Fund Balance	3,000,000		100,000										3,100,000
Transfer In/Out	1,300,000		(100,000)	1,964,962				(1,964,962)					1,200,000
Permits, Fees and Concessions	91,199,184			4,980,000									96,179,184
Other Income						5,000,000				375,763		2,938,206	8,313,969
<b>Total Revenues</b>	<b>241,821,605</b>	<b>10,270,240</b>	<b>-</b>	<b>82,375,458</b>	<b>3,906,605</b>	<b>5,000,000</b>	<b>10,745,269</b>	<b>4,035,038</b>	<b>5,500,000</b>	<b>375,763</b>	<b>30,601,360</b>	<b>2,938,206</b>	<b>397,569,544</b>

Spending	GENERAL FUND			DEBT SERVICE FUNDS		SPECIAL REVENUE FUNDS					CAPITAL FUNDS	TOTAL OPERATING	
	Corporate	Liability, Worker's Comp, Unemployment	Long Term Income Reserve	Park Bond Redemption	Public Building Commission Lease	Operating Grants	Pension	Special Recreation Tax	Public Building Commission Operations and Maintenance	Northerly Island Fund	Aquarium & Museum Operating Fund		Capital Project Management Fund
Administration	\$ 60,826,682	\$ 1,587,850	\$ -	\$ 82,375,458	\$ 3,906,605	\$ 2,000,000	\$ 10,745,269	\$ 130,694	\$ 5,500,000		\$ 30,601,360		\$ 150,696,595
Executive Office	1,803,936												\$ 1,803,936
Finance	11,902,862											99,575	\$ 11,902,862
Law	2,840,694	8,682,390											\$ 11,523,084
Operations	73,151,622											2,838,631	\$ 73,151,622
Parks and Programming	91,295,809					3,000,000		3,904,344		375,763			\$ 94,295,809
<b>Total Spending</b>	<b>241,821,605</b>	<b>10,270,240</b>	<b>-</b>	<b>82,375,458</b>	<b>3,906,605</b>	<b>5,000,000</b>	<b>10,745,269</b>	<b>4,035,038</b>	<b>5,500,000</b>	<b>375,763</b>	<b>30,601,360</b>	<b>2,938,206</b>	<b>397,569,544</b>

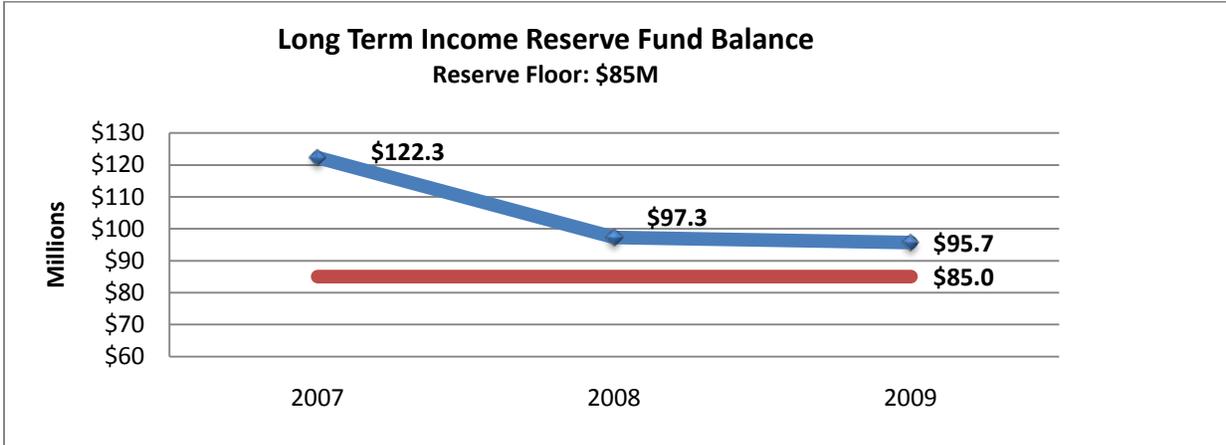


# Fund Balance

Funds report the difference between assets and liabilities as **fund balance**. The General Fund is the primary operating fund of the District. At the end of 2009, the general fund balance was \$40 million, a net increase of approximately \$22 million. During that year, revenues exceeded expenditures by over \$4.8 million due primarily to higher tax revenue and privatized contracts revenues. Total other sources netted an increase of over \$17 million. As the chart below illustrates, fund balance in the General Fund has fluctuated over the last five years and rebounded after a decline of \$7 million in 2008.



**The Long-Term Income Reserve Fund** is a special revenue fund created in 2006 with 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. In 2011 this amount is budgeted at \$100,000. The District’s policy is to maintain the fund level at \$85 million. At the end of 2009, the fund balance was \$95.7 million.



# Fund Balance

<b>General Fund Balance</b>							
<i>Amounts are in Thousands of Dollars</i>							
	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
Beginning Fund Balance	\$ 8,881	\$ 6,728	\$ 24,175	\$ 18,154	\$ 40,111	\$ 40,111	\$ 40,111
Use of Fund Balance	-	-	(6,385)	-	-	-	(3,000)
Remaining fund Balance	-	-	17,790	18,154	40,111	40,111	37,111
<b>Revenues:</b>							
Property tax	132,378	135,795	142,839	152,635	137,259	137,259	142,424
Personal property replacement tax	18,460	27,822	25,304	16,947	25,304	25,304	14,247
Interest on investments	4,463	2,085	794	100	1,200	1,200	200
Concession revenue	2,456	3,810	3,833	3,792	3,957	3,957	2,478
Parking fees	19,400	6,732	1,460	1,548	2,466	2,466	2,436
Harbor fees	19,447	21,432	21,796	21,184	17,411	17,411	18,982
Golf fees	500	500	321	4,613	5,359	5,359	5,203
Park fees	10,629	11,263	11,319	12,447	14,773	14,773	14,079
Soldier field	21,816	21,092	20,245	24,916	23,462	23,462	24,394
Northerly Island	-	205	-	-	392	392	-
Donations and grant income	4,386	677	1,085	780	-	-	-
Rentals	2,808	2,770	2,422	2,376	2,496	2,496	2,218
Miscellaneous income	3,357	1,651	932	1,088	1,950	1,950	14,405
Permits	3,118	3,459	4,747	5,403	5,096	5,096	6,132
Capital Contributions	-	-	604	971	3,897	3,897	4,138
Use of Fund Balance	-	-	6,385	22,973	-	-	3,000
Transfer in	-	10,061	5,256	-	10,540	9,240	-
Total revenues	243,218	249,354	249,342	271,773	255,562	254,262	254,336
<b>Expenditures:</b>							
Personnel services	125,713	136,183	142,888	140,433	144,881	143,581	148,429
Materials and supplies	6,194	5,016	5,470	5,094	6,540	6,540	6,532
Small tools and equipment	971	546	716	493	596	596	541
Contractual services	72,329	75,390	87,258	84,465	92,300	92,300	94,426
Program expense	28,833	9,279	4,159	4,249	11,245	11,245	4,408
Other expense	-	-	2,623	9,193	-	-	-
Transfer out	-	5,493	5,864	5,889	-	-	-
Total expenditures	234,040	231,907	248,978	249,816	255,562	254,262	254,336
Revenues over expenditures	9,178	17,447	364	21,957	-	-	-
<b>Other Financing Sources and (uses)</b>							
Transfer out	(359,106)	-	-	-	-	-	-
<b>Special Item</b>							
Proceeds from sale of garages	347,775	-	-	-	-	-	-
Ending Fund Balance	\$ 6,728	\$ 24,175	\$ 18,154	\$ 40,111	\$ 40,111	\$ 40,111	\$ 37,111
<b>Notes:</b>							
<p>In 2009, the General Fund balance increased by approximately \$22 million (21%). This is due primarily to a \$10.6 million transfer of fund balance from the PBC Operating Fund; \$7.9 million transfer from the Garage Revenue Capital Improvements Fund, \$2.1 million transfer from the Long Term Income Reserve Fund and generally revenues exceeding expenditures. In 2011, \$3 million of fund balance will be used to balance the operating budget.</p>							





**2011 BUDGET SUMMARY**

**SECTION IV – 2011 BUDGET  
DETAIL**

**CHICAGO PARK DISTRICT**

# Where The Money Comes From

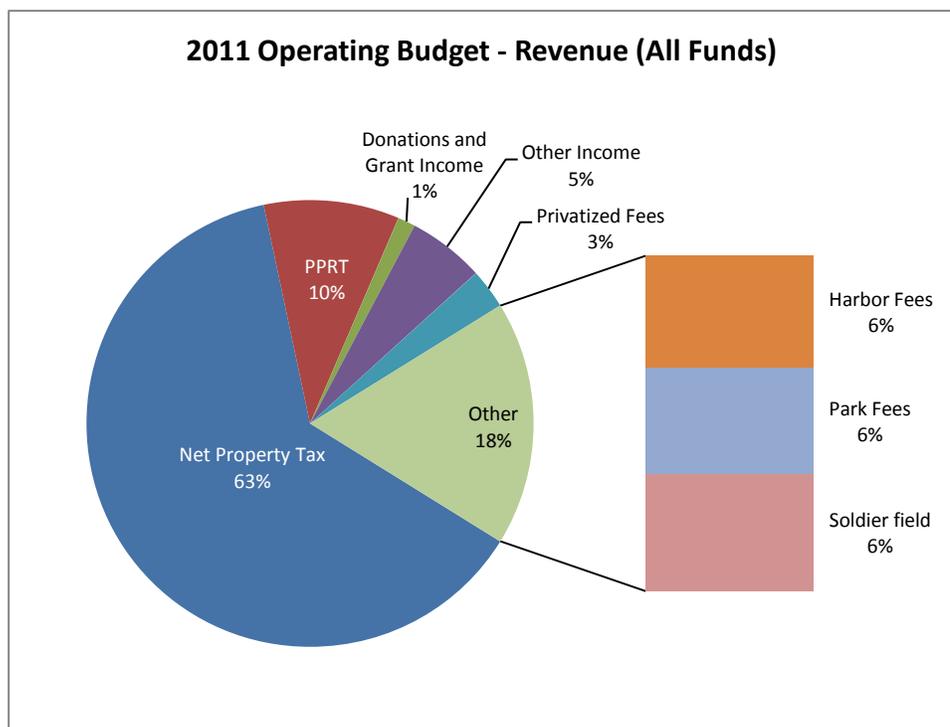
## Property Tax

The property tax levy refers to the revenue that the District collects through property taxes on property in Chicago. The net tax levy, which is set by the Board of Commissioners, makes up two-thirds of the District's total revenue. In the 2011 budget the District has once again, for the sixth straight year, kept the District's levy flat with NO PROPERTY TAX INCREASE.

The property tax rate 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 Programs Fund.

In March 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 2011 budget will fall within these restrictions.



## Personal Property Replacement Tax (PPRT)

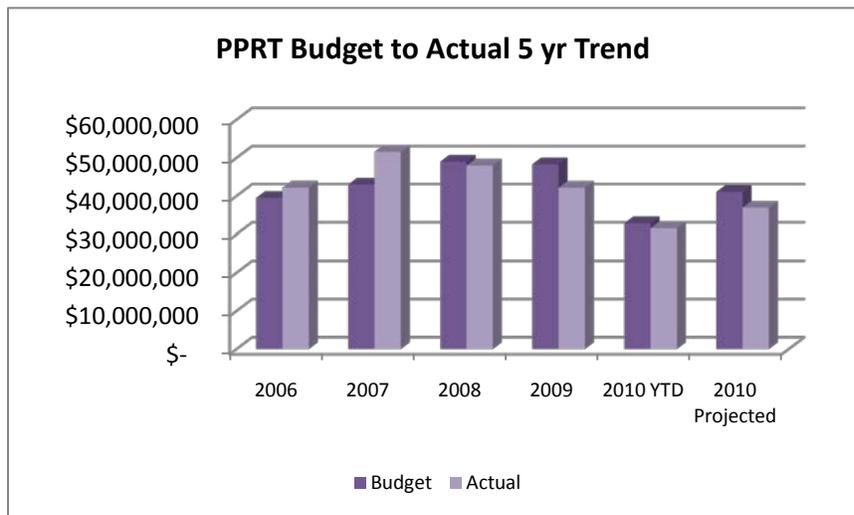
PPRT is a tax on the net income of corporations that is collected at the state level and distributed to municipalities and districts statewide according to a formula based on the distribution of personal property tax collection.



## Where The Money Comes From

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The District's revenue estimate for PPRT is based on a projection provided by the Illinois Department of Revenue and the amount expected to be collected by the end of the current fiscal year. It is allocated by the District among the Corporate Fund, the Aquarium and Museum Fund, the Debt Service Fund, and the Pension Fund. At the end of 2008 the District saw a sharp



decline in PPRT. Through 2009 and 2010, this decline averaged 10-15% below budget. The 2011 amount budgeted for PPRT is \$39 million, 5% below 2010 budget.

### Non-tax Revenues

#### ***Grants, Donations and Sponsorships***

Partnerships are vital to the District's operations. In recent years there has been an increase in sponsorships and donations to support Park District programming and the development of capital projects

In 2010, the District was able to leverage the seasonal workforce through a partnership with the State of Illinois. Stimulus funds were routed through Heartland Human Services to provide the District with 280 part-time staff to work in clerical, maintenance and landscape functions. This was a value of approximately \$2.5 million in staffing to the District. In 2010, Parkways foundation granted over \$400,000 to the District and Illinois Action for Children granted \$80,000 to afford over 3,200 children the opportunity to attend summer day camp. Additionally, the National Recreation and Park Association provided \$50,000 to support the summer food program at Park District locations.

The District has received \$96,026 in stimulus grant funds through the **American Recovery and Reinvestment Act (ARRA)** Thermal Efficiency Program for Public Facilities. This grant is being used to assist with boiler system replacements at seven park facilities.

Currently the District has \$61.4M in commitments from Tax Increment Financing (TIF) and Open Space Impact Fees, of which, \$4.5M was committed in 2010. This source of funding leverages the District's capital dollars to complete projects like the Taylor-Lauridsen, Jesse Owens and Willye White fieldhouses.



## Where The Money Comes From

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### ***Soldier Field***

The District contracts with a private 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. On the basis of planned events at Soldier Field, it is expected that \$24.4 million in gross revenues will be collected in 2011. There are 307 events planned including NFL football, international soccer, concerts and facility rental events.

### ***Parking Fees***

Prior to 2009, 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 Standard Parking to manage the District's Parking System in 2009. Standard manages the installation, maintenance and collection of revenues generated by the District's parking system, to include the "Pay & Display" units installed in 2010. This has proven to be a tremendous source of revenue for the District, anticipating gross revenue in 2010 to be over \$2 million by year end. In 2011, revenue is budgeted at \$ 2.4 million. For more information visit: [www.chicagoparkdistrictparking.com](http://www.chicagoparkdistrictparking.com)

### ***Harbor Fees***

The District is responsible for nine harbors along Chicago's shoreline. The District contracted with a private company that specializes in operating harbors, with the purpose of maximizing revenues and minimizing operating costs. Moorings at Chicago harbors continue to be in high demand. Harbor revenue continues to grow as Chicago continues to be the premier boating destination of the Midwest. New to the District's Harbor System is the introduction of Winter Boat Storage at Montrose Harbor and DuSable Harbor. This is a new revenue source for the District and responds to the requests of our boaters. Winter Boat Storage is estimated to generate \$475,000 in its first full year of operation. There will be an increase in slip fees by an average of 3% for the 2011 boating season. Revenue is projected to be \$23.5 million for 2011.

### ***Concessions***

Park concessions are managed by the District's contractor to provide the public with great dining, shopping and recreational experiences as they visit one of the District's parks, beaches or recreational centers. Concession revenue has increased by over 30% since 2007 with the introduction of new products and services to include professional photography, tours and apparel. Additional revenue in this category is attributed to the beverage vendor. Beverage sales have decreased by approx 50% in 2011. Total concession revenue is projected to generate nearly \$2.5 million in 2011.



## Where The Money Comes From

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

This venue 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.

Currently managed by United Skates of America Inc. Roller Skating, the MLK Family Entertainment Center averages over 200,000 visitors a year and anticipates 2011 revenues to gross \$1.3 million, a 6% increase over 2010 budget.

### ***Golf Fees***

The Chicago Park District offers six golf courses, three driving ranges, two miniature golf courses and three learning centers. The District first privatized the management of all Chicago Park District golf facilities in 1993. In 2009, the District entered into a new management agreement with Billy Casper Golf. This agreement requires the company to manage the operations of the courses and make necessary capital improvements to the courses. It is estimated that the rounds of golf played in 2010 will exceed 2009 by over 76,000. Revenue is budgeted at \$5.2 million in 2011, equal to 2010 net of sales tax pass through.



### ***Northerly Island Venue***

In 2010, guests enjoyed 16 concerts at the Northerly Island venue. The District will continue to program similar events in 2011. Revenue from the concert venue, and net of operating expenses, will be used to fund improvements at Northerly Island.

### ***Recreational and Cultural Program Fees***

Recreation and cultural program revenues are generated by fees paid by participants. The District charges a set amount of money for a variety of services and programs, such as day camp, cultural events, concession permits, room rentals, etc.

Revenue sources include fees from sports programs such as ice skating, softball, tennis and racquetball; as well as revenue from cultural programs such as Theater on the Lake, day camp fees, and any fees for special class registrations. Fees are tiered based upon socioeconomic factors of the community. Further, the district has instituted alternative payment options to ensure that all residents have the opportunity to enjoy the cultural and recreational offerings that the District has to offer. Reliance on user fees has helped avoid property tax increases in the past. In 2011, user fees are budgeted to increase by an average of 1%. The decision to increase fees does not come easy to the District. It is our goal to continue to provide affordable recreation opportunities, even in this economic climate. Program fee revenue is budgeted 3.6% under the 2010 budget due to a slight decline in registrations.



# Where The Money Comes From

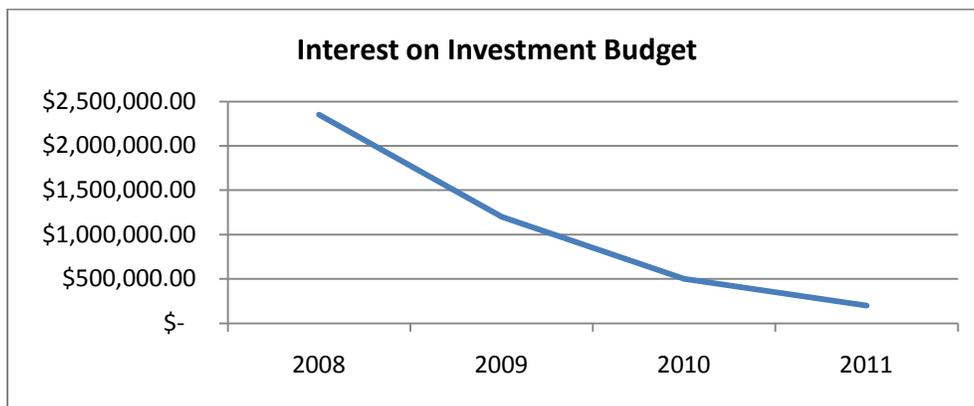
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## ***Rentals and Permits***

This category primarily includes revenue from room rentals at District facilities and permit fees paid by groups holding events on District property. Fees for 2011 will increase by an average of 5%. Revenue is projected to total over \$8 million for rentals and permits, a net increase of approximately \$800K due to continued success in permitting.

## ***Investment Income***

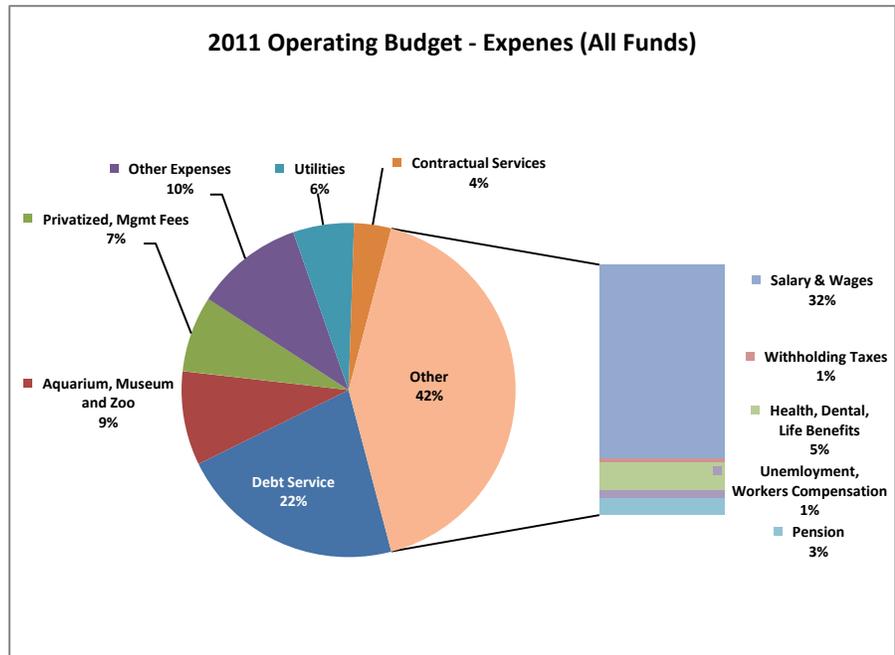
The District invests available fund balances throughout the year, based upon receipt of revenues and anticipated cash flow needs. All investments made by the District are consistent with an investment policy, which has been adopted by the Board of Commissioners. Due to the delay in economic recovery, revenue in 2011 from investment income continues to decline and is budgeted 60% under the 2010 budget.



## Where The Money Goes

### Personnel costs

represent 42% of total budgeted expenditures. The number of full-time positions budgeted for 2011 is 1,541. This is a net increase of 2 full-time positions. Total personnel costs are projected at \$149.6 million, about 4% above the previous year's budget, primarily due to increased healthcare expenditures and negotiated cost of living increases.



**Health, Dental, and Life Insurance** expenses make up 5% of the District's budget. Each year the District must absorb more of the escalating expense related to health benefits. This year, healthcare costs alone increased by an average of 10% nationally. However, with continued efforts to emphasize a healthy lifestyle to employees and better managed healthcare, the District has been able to stabilize benefit costs to a minimal increase of 4.4%. This increase is attributed to individual health plan changes.

Utility expenses are remaining fairly stable as a result of the District locking in low rates for both electricity and natural gas. There is a budgeted reduction of 14.5% in the water and sewer utility, saving the District \$900,000 in the 2011 budget.

### ***Parks and Programming***

The District is comprised of 7,614 acres of parkland and 572 parks branched into three regions, Central, North, and South. Ninety-three percent of the staffing is dedicated to delivering programs and maintaining the parks. The associated expenditures at the park level fund personnel, programming, equipment and supplies. In 2010, the regions and parks saw a 10-15% reduction in non-personnel expenditures. In 2011, these expense levels were held constant.

### ***Central Administration***

Expenditures in this category are to support the Administrative Departments' budgets. These departments are responsible for the management of the District's day-to-day activities including financial management, human resources, legal, community affairs, and communications. Approximately 7% of the budgeted staff in 2011 is dedicated to Central Administration.



## Where The Money Goes

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### ***Pension***

Employees are required by state statute to contribute 9% of their salary to the Pension Fund. The District appropriates funds to match employee contributions based upon the requirements of the Illinois Compiled Statutes. By law, the District is required to levy 110% of the contributions made by covered employees in the fiscal year two years prior to the year in which the applicable tax is levied. In addition 0.039% of the PPRT funds are allocated to the Pension Fund. In 2011, the District must levy \$10.7 million in property taxes to the Pension. This is 1.1% less than the 2010 budget.

### ***Debt Service***

This expense relates to the payments made for principal and interest on general obligation long-term debt of the District. The increase in debt service expense in 2011 is \$1.6 million (1.9%) over the 2010 budget due to issuance of general obligation bonds over the past few years to support the Park District's ongoing capital improvement program.

### ***Lincoln Park Zoo***

The District provides funding for the Lincoln Park Zoo each year; \$5.6 million is earmarked to support the Lincoln Park Zoo and assist in their management of the Indian Boundary Zoo, which is a small public zoo housed in the District's Indiana Boundary Park, tucked away in the West Ridge neighborhood.

### ***Museums In the Park***

Museums In the Park (MIP) is a partnership among ten of Chicago's leading museums located on Chicago Park District property. The MIP museums 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.

MIP includes: 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, The Notebaert Nature Museum and John G. Shedd Aquarium.

Through a unique partnership, the District provides operating subsidies to the ten museums out of its property tax levy and 7.53% of Personal Property Replacement Tax (PPRT) as mandated by state law. In 2009, the District realized an average of 15% decrease in PPRT. Through most of 2010, PPRT continued to decline averaging approximately 10% below budget. The 2011 budget anticipates a positive change and therefore plans for only 5% decrease below the 2010 budget for PPRT. This reduction will directly impact that portion of the museum contribution. However, the Property Tax portion of the museum allocation will remain at the 2010 level. As a result, the total museum contribution is budgeted at \$30.6 million, down 0.5% below the 2010 budget.



## Capital Improvements

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The Capital Improvement Plan (CIP) is the District's comprehensive multi-year plan for the development of the District's facilities, land acquisition, improvements and major equipment. The CIP outlines the projects that are expected to take place over the next five years. Capital expenditures usually involve projects with costs of over \$25,000, have a life expectancy of at least 7 years, are funded from multiple sources, and may result in the creation of a capital asset.

As part of the annual budget development process for each capital improvement plan, the Park District conducts public hearings throughout the City. Information from these hearings is combined with needs assessment data and internal and external priorities to produce a list of recommended projects. Each recommended project is evaluated and grouped according to the following criteria:

**DETERIORATED FACILITY** A project that meets this criterion is one that addresses a deteriorated facility or piece of equipment. Projects may include reconstruction or extensive rehabilitation of a facility or piece of equipment to extend its useful life to avoid or postpone replacing it with a new and more costly one. Also included is complete replacement of a facility or piece of equipment with a new one.

**SYSTEMATIC REPLACEMENT** A project that meets this criterion is one that replaces or upgrades a facility or piece of equipment as part of a systematic replacement program. There is an assumption that the equipment will be replaced at approximately the same service level with some increase for normal anticipated growth or increased demand.

**OPERATING EFFICIENCY** A project that meets this criterion is one that substantially and significantly improves current or future operating efficiency, including reduction of anticipated increases in operating expenses.

**COORDINATION** A project that meets this criterion is one that is necessary to ensure coordination with another capital improvement project, an external requirement, such as an unfunded mandate, or a project that meets established goals or objectives of the District.

**EQUITABLE PROVISION** A project that meets this criterion is one that serves a segment of Chicago's population or geographic area identified by public policy as deserving particular attention.

**RESOURCE CONSERVATION AND PROTECTION** A project that meets this criterion is one that protects and enhances the District's natural resources or improves infrastructure to increase the capacity or useful life of a facility or piece of equipment.



## Capital Improvements

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Once associated with a criterion or several criteria, a project is grouped with others of its kind into priority funding categories:

- Urgent, high-priority projects 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.
- Desirable, but not essential, low-priority

### Capital Improvement Funding Sources:

**General Obligation Bond:** Historically, the District issues approximately \$35 - \$40 million annually in G.O. Bonds for capital improvement. In 2008, the Board of Commissioners approved a bond issuance which provided \$50 million to fund a portion of the District's 5-year Capital Improvement Program. In 2010, the District received approval to issue a bond in the amount of \$40 million.

**Parking Garage Proceeds:** In 2006, the District successfully participated in the Long-Term Lease of its Downtown Parking Garage System. A portion (\$122 million) of the proceeds funded the District's Capital Improvement Plan for 2007 and 2008.

**Harbor Bond:** The District plans to issue a bond to fund the harbor expansion program which includes the construction of two new harbors, 31<sup>st</sup> Street Harbor and Gateway Harbor.

**Special Recreation Assessment Bond:** In 2008, the Board of Commissioners approved a bond issuance of \$25 million to leverage the Special Recreation Assessment levied as part of the District's annual property tax. This assessment has typically been \$6 million annually and is divided between programming and capital improvements to make District facilities more open and accessible. This bond is planned to fund three years (2008 – 2010) of capital projects. Proceeds from the levy will support the debt service for this bond as well as fund additional accessibility-related capital projects.

**Tax Increment Financing:** The District has been successful in capturing funding from Tax Increment Financing (TIF) Districts. In 2009, the Board of Commissioners approved the award of over \$40 million in TIF assistance.

**Outside Funding:** The District has been successful in leveraging capital funding by creating partnerships with elected officials, community members and other organizations. This includes authorization for more than \$9 million in Open Space Impact fees from development projects in the City, approximately \$450,000 in menu money donations, \$3 million in private donations and \$1.7 million of state funding over the past few years.



# Capital Improvements

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**Capital Improvement Categories (USES):** The following categories and subcategories describe the District's groupings for various projects:

## **Acquisition and Development**

- District Wide Land Acquisition
- District Wide New Construction
- District Wide Park Development
- District Wide Planning

## **Facility Rehabilitation**

- District Wide Accessibility Improvements
- District Wide Facility Maintenance Construction
- District Wide Fitness Improvements
- District Wide Sculpture and Mural Restoration

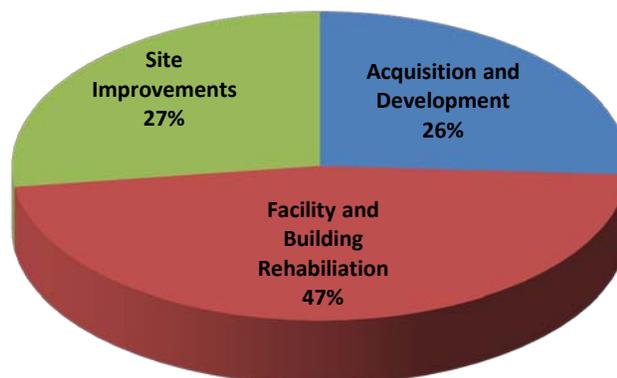
## **Site Improvements**

- District Wide Bike Trail Improvements
- District Wide Landscape Improvements
- District Wide Site Maintenance Construction
- District Wide Playgrounds
- District Wide Spray Pools and Swimming Pools
- District Wide Courts, Fencing, Paving, Lighting

## **Special Facilities, Vehicles and Equipment**

- District Wide Equipment and Vehicles
- District Wide Special Facilities

**2011 Project Distribution by Type**



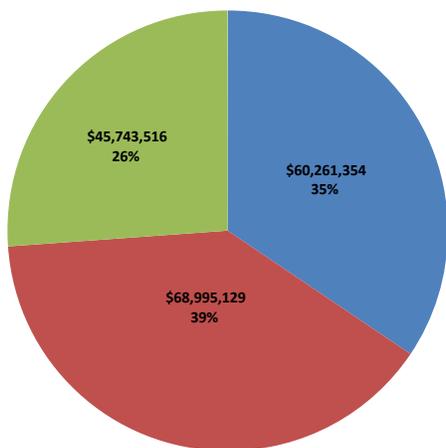
# Capital Improvements

## 2011-2015 CIP PROGRAM SUMMARY

Projected Sources and Uses	2011	2012	2013	2014	2015	2011-2015	OUTSIDE FUNDING	
							EXPECTED	TOTAL
							2011-2015	2011-2015
<b>Sources:</b>								
General Obligation Bond Proceeds	\$ 35,000,000	\$ 35,000,000	\$ 35,000,000	\$ 35,000,000	\$ 35,000,000	\$ 175,000,000	\$ -	\$ 175,000,000
City Grant Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 83,892,535	\$ 83,892,535
State Grant Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,850,727	\$ 33,850,727
Federal Grant Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,265,990	\$ 12,265,990
Private Grant Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,996,349	\$ 8,996,349
<b>Total Sources</b>	<b>\$ 35,000,000</b>	<b>\$ 175,000,000</b>	<b>139,005,601</b>	<b>314,005,601</b>				
<b>Uses:</b>								
Acquisition and Development	\$ 9,063,916	\$ 12,390,341	\$ 14,448,861	\$ 12,474,694	\$ 11,883,543	\$ 60,261,354	\$ 47,261,904	\$ 107,523,259
Facility and Building Rehabilitation	\$ 16,421,808	\$ 14,545,857	\$ 11,277,160	\$ 13,201,918	\$ 13,548,387	\$ 68,995,129	\$ 45,871,848	\$ 114,866,978
Site Improvements	\$ 9,514,277	\$ 8,063,802	\$ 9,273,980	\$ 9,323,388	\$ 9,568,070	\$ 45,743,516	\$ 45,871,848	\$ 91,615,365
<b>Total Uses</b>	<b>\$ 35,000,000</b>	<b>\$ 175,000,000</b>	<b>139,005,601</b>	<b>\$ 314,005,601</b>				

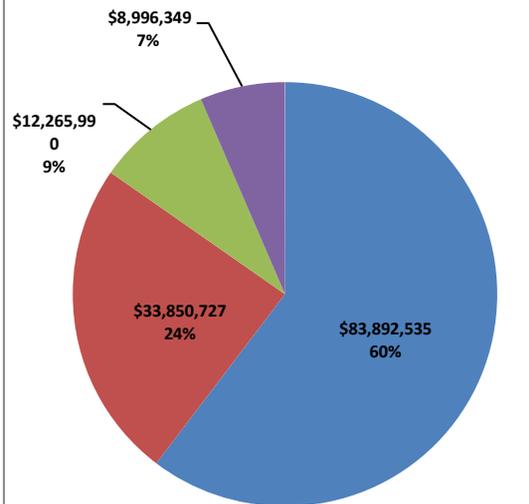
\*Note that "Special Facilities, Vehicles, and IT Equipment" program now captured as a sub-program within Acquisition and Development

**5-YEAR TOTAL PARK DISTRICT FUNDING: \$175,000,000**



- Acquisition and Development
- Facility and Building Rehabilitation
- Site Improvements

**5-YEAR TOTAL OUTSIDE FUNDING: \$139,005,601**



- City Grant Funds
- State Grant Funds
- Federal Grant Funds
- Private Grant Funds



## NON-ROUTINE CAPITAL PROJECTS' IMPACT ON OPERATING BUDGET ACQUISITION AND DEVELOPMENT

### Haas Park Fieldhouse



Impact on current and future Operating Budget: \$116,500

*This LEED – Silver certified field house includes a multi-purpose room for activities such as basketball and volleyball with bleachers for spectators. Also included are club rooms for Chicago Park District activities, exercise equipment room, gym storage, reception area, an administrative office, and public restrooms. The mechanical systems are designed to reduce energy consumption while providing a comfortable environment for the fieldhouse activities.*

### Valley Forge Fieldhouse



Impact on current and future Operating Budget: \$49,545

*This 10,244 sq. ft. fieldhouse includes a large half court gymnasium, fitness and club rooms, locker rooms, pantry, gym storage, reception and an administrative office. The surrounding area includes an accessible play-lot, parking, landscaped areas, and baseball field improvements.*

# Capital Improvements

## Lincoln Park Zoo South Pond



*The newly renovated South Pond area at Lincoln Park Zoo (Nature Boardwalk) will provide a haven for native birds, frogs, fish, insects and more. Designed to offer a pond ecosystem in the heart of the city, this green space will shelter wildlife with 14 acres of natural shorelines, deepened waters and native plants.*

**Impact on current and future Operating Budget: \$80,000**

### Additional Land Acquisitions:

Park Name	Acres
Park #557 (Kedzie and Touhy)	1.60
Fosco Park Expansion	0.88
Ping Tom	0.52
Park #503 Expansion	0.16
Park #558 (106th and Western)	0.49
Park #559 (6151 N. Sheridan)	0.59
Park #503 Expansion	0.16
N. Park Village Nature Center Exp.	4.00
Park No. 499 (Burnham) Exp.	0.43
Park #503 Expansion	0.08
Park #510 (Livingston Field)	1.86
Printer's Row – Park #543	0.24
<b>TOTAL</b>	<b>11.01</b>

**Impact on current and future Operating Budget: \$ 108,870**

## FACILITY REHABILITATION

Energy Savings Performance Contract Projects

**Impact on current and future Operating Budget: \$ 738,194**

*In 2010 these projects were primarily the replacement of boilers at 37 locations. Energy audits estimate savings of approx \$20,000 per location to be realized annually over the next ten years.*

## SPECIAL FACILITIES, VEHICLES, & EQUIPMENT

Purchase of 118 Lawn Mowers

**Impact on current and future Operating Budget: (\$200,000)**

*New lawn mowers were purchased to replace an aged fleet. Savings anticipated as a result of lower maintenance costs.*



# Debt Administration

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## DEBT ADMINISTRATION

The District manages its debt portfolio in accordance with State and Federal rules and regulations. Under 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 2.35% of the latest known Equalized Assessed Valuation (EAV). The District was \$1,402 million or 75% below the \$1,863 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 in excess of \$457 million in capacity under this limit. At the end of 2009, the District had approximately \$814 million of outstanding long-term debt which is 1.1% less than the previous year.

<i>Bond Rating of the District</i>	
<b>Fitch</b>	AAA
<b>Moody’s</b>	Aa2
<b>Standard &amp; Poor’s</b>	AA+

### Annual Debt Service to Maturity for General Obligation Bonds (in thousands)

	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Year Ending December 31:			
2010	40,580	38,840	79,420
2011	\$ 42,545	36,848	79,393
2012	44,025	34,760	78,785
2013	43,485	32,615	76,100
2014	44,335	30,456	74,791
2015 - 2019	213,560	119,656	333,216
2020 - 2024	190,335	68,657	258,992
2025 - 2029	157,845	25,891	183,736
2030 - 2033	24,250	1,912	26,162
	<b>\$ 800,960</b>	<b>389,635</b>	<b>1,190,595</b>

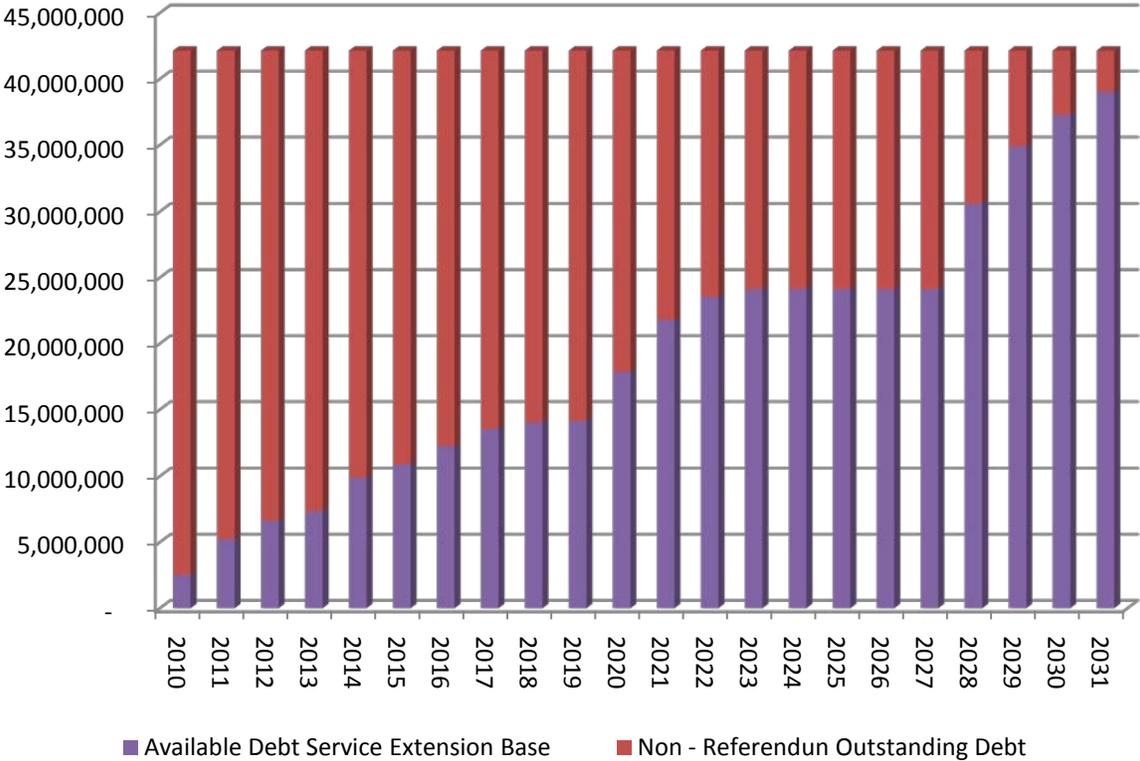


# Debt Administration

Under the Illinois Property Tax Extension Limitation Law beginning with the 2009 tax levy year, the District’s debt service extension 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 has a debt service extension base of \$42,142,942 that can only be increased through this formula or by referendum.

This chart depicts the available debt service extension base in years 2010 – 2031 without the formulaic increase mentioned above. It is anticipated that the available amounts will be utilized in future financing transactions. 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.

**Aggregate Debt Service Extension Base: \$42,142,942**



## Personnel Summary

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The 2011 Budget allocates resources for 3,136 full-time equivalent (FTE) positions. This is a net decrease of 8 FTE positions under 2010 staffing levels. The 2011 budget increased by 2 Full-time positions.

Divisions	FY2007 FTE	FY2008 FTE	FY2009 FTE	FY2010 FTE	FY2011 FTE	change 2010 to 2011
<b>Parks and Programming</b>	3,003	3,068	2,984	2,935	2,924	-11
<b>Operations</b>	62	60	53	56	56	0
<b>Executive Office/Chief of Staff</b>	22	20	22	20	19	-1
<b>Law</b>	26	27	27	25	24	-1
<b>Finance</b>	54	53	52	49	53	4
<b>Administration</b>	56	58	62	59	60	1
<b>TOTAL</b>	<b>3,223</b>	<b>3,286</b>	<b>3,200</b>	<b>3,144</b>	<b>3,136</b>	<b>-8</b>

### Explanation of Position Changes

**Parks and Programming (-11):** Hours were reduced in seasonal positions that had an overage in unused budgeted hours. No programming has been reduced.

**Executive Office/Office of the Chief of Staff (-1):** position eliminated

**Law (-1):** position eliminated

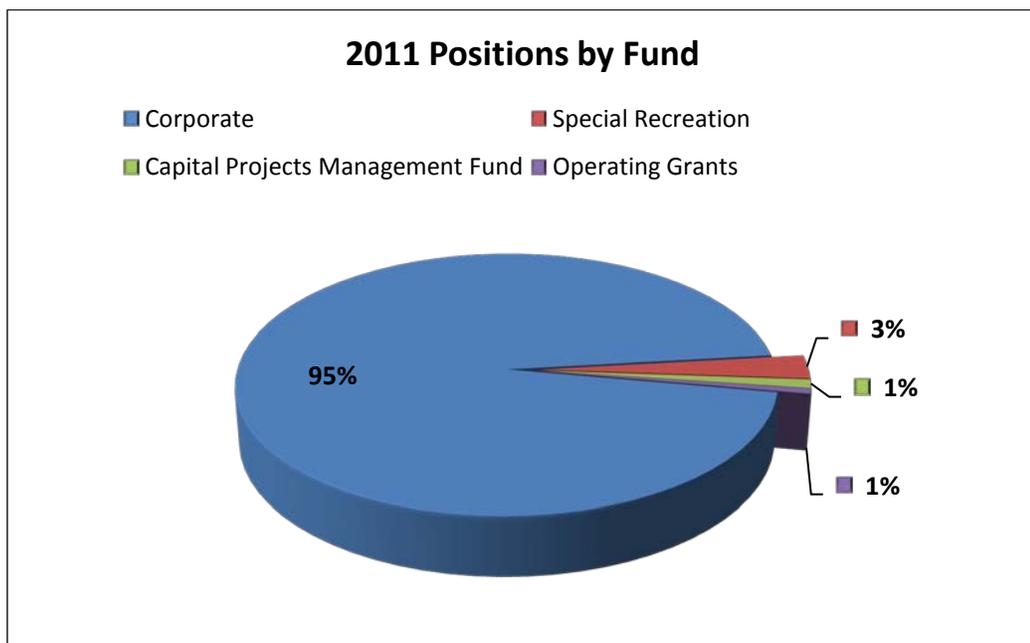
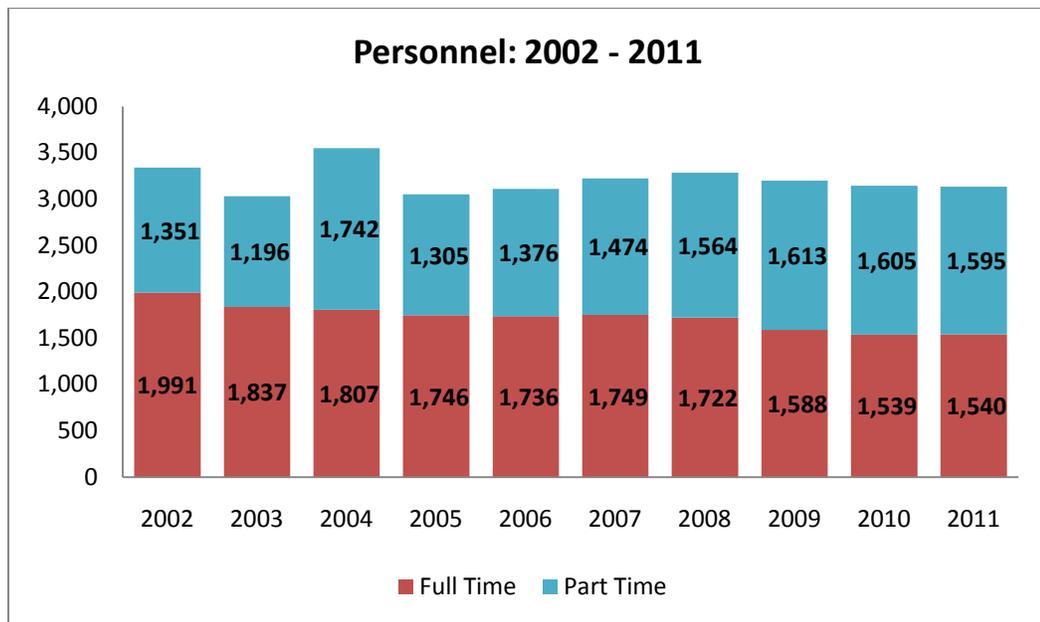
#### **Finance (4)**

- 1 position was transferred from another department
- 1 position added to the Capital Projects
- 3 hourly positions added (equivalent to 1.75 FTE)

**Administration (1):** position added to Purchasing department



# Personnel Summary



The seal of the Chicago Park District is a circular emblem. It features a central tree with a stylized canopy, set against a background of a city skyline. Above the tree, the Latin phrase "HORTUS IN URBE" is written in an arc. The outer ring of the seal contains the text "CHICAGO PARK DISTRICT" at the top and "ORGANIZED 1834" at the bottom.

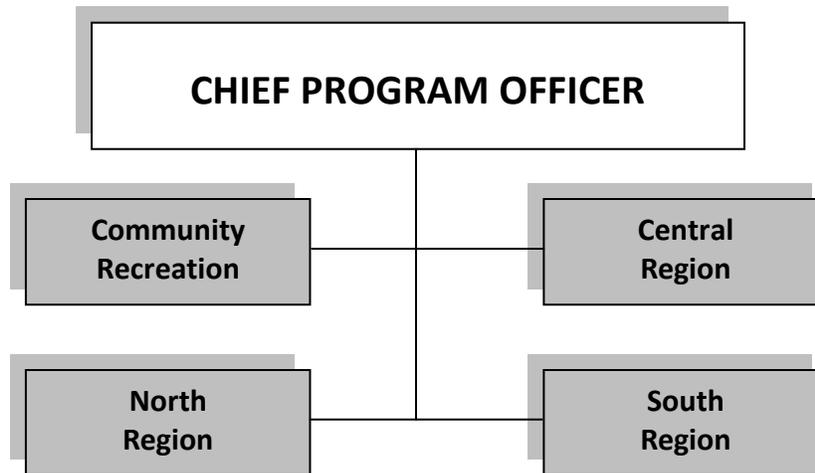
**2011 BUDGET SUMMARY**

**SECTION V – DEPARTMENTAL  
BUDGET SUMMARIES**

**CHICAGO PARK DISTRICT**

# Park Administration and Programming

**P**ark Administration and Programming is responsible for the administration of programming initiatives to provide a variety of activities in the parks. In addition, these departments coordinate and monitor the overall activities within the District to ensure that program goals and objectives are attained.



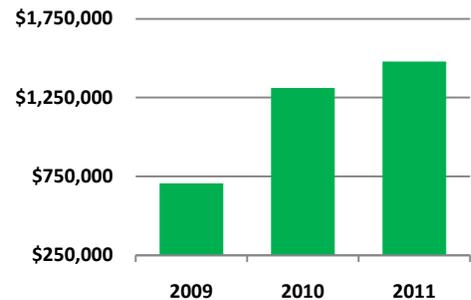
<b>DEPARTMENT BUDGETS</b>				
<b>Department Name</b>	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>% Change</b>
Community Recreation - Admin	\$ 705,022	\$ 1,311,840	\$ 1,478,452	12.7%
Central Region	\$ 24,589,776	\$ 23,799,246	\$ 25,093,746	5.4%
North Region	\$ 25,983,278	\$ 24,342,790	\$ 25,906,942	6.4%
South Region	\$ 27,365,922	\$ 25,928,085	\$ 26,786,447	3.3%
Community Recreation - Aquatics	\$ 6,995,828	\$ 6,813,218	\$ 6,661,943	-2.2%
Community Recreation - Athletics	\$ 3,861,414	\$ 4,127,585	\$ 3,987,620	-3.4%
Community Recreation - CAN	\$ 2,000,932	\$ 2,181,331	\$ 2,337,307	7.2%
<b>Total - Park Admin &amp; Programming</b>	<b>\$ 91,502,172</b>	<b>\$ 88,504,095</b>	<b>\$ 92,252,457</b>	<b>4.2%</b>



# Community Recreation - Administration

Community Recreation focuses on the District’s core mission of providing high quality leisure services to Chicago residents and visitors. The department consists of the Central, North and South Regions as well as three divisions Aquatics, Athletics, and Culture, Arts and Nature (CAN). These three divisions help support programs and events in the regions as well as offer specialized programming within the various athletic and cultural disciplines.

Department Expenditures			
Account	2009 Actual	2010 Budget	2011 Budget
Personnel Services	\$ 536,517	\$ 1,018,527	\$ 1,135,139
Materials & Supplies	\$ 1,874	\$ 33,363	\$ 27,363
Contractual Services	\$ 92,473	\$ 159,950	\$ 215,950
Program Expense	\$ 74,158	\$ 100,000	\$ 100,000
<b>Total</b>	<b>\$ 705,022</b>	<b>\$ 1,311,840</b>	<b>\$ 1,478,452</b>
Personnel FTE	41.5	13.4	15.4



## 2010 Accomplishments

- During 2010 this unit underwent a departmental name change to Community Recreation to establish a seamless relationship between the previously titled Department of Environment, Cultural Arts and Special Events (ECSE) and Department of Program Services to facilitate a higher quality of service delivery to citizens and visitors of Chicago.
- During 2010 the Community Recreation Department established a competence based training programs for Community Recreation staff that positively impacted overall service delivery.
- The Community Recreation Department secured over \$500,000 in grants to provide programs for Chicago residents.
- The Community Recreation Department has established a relationship with the National Recreation and Park Association to enable park staff to become Certified Park and Recreation Professionals. 33 District staff members are now Certified Park and Recreation Professionals providing a well-trained and professional workforce that will be more responsive to the changing community needs.

## 2011 Goals

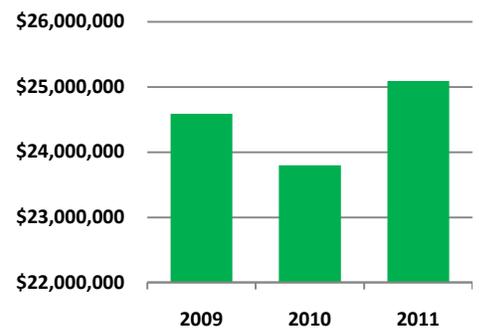
- Continue the efforts to professionalize the Community Recreation administrative and field staff.
- The Community Recreation Department will offer Chicago citizens and visitors a well-trained and professional workforce that will be more responsive to the changing community needs.
- To continue to offer high quality programs and services to Chicago residents and visitors with an emphasis on increasing participation at underutilized facilities and parks. Programming will also undergo a thorough quality assessment.
- To institutionalize the Professional Development Academy (PDA) within the Community Recreation Department. The PDA will develop, implement, and assess a competence-based training program for Community Recreation employees.
- To develop an internal and external customer service program to be utilized district-wide.



# Central Region

Dedicated to Chicago's near south, near north and west side parks, the Central Region manages 203 parks for diverse neighborhoods, including Austin, Back of the Yards, Bucktown, China Town, 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, a miniature golf course, and the region recently added a skate park at Piotrowski Park in Little Village. Arts and cultural programming reign strong in the region with AileyCamp and several of the District's Cultural Centers. In keeping with the District's energy conservation mission, Humboldt Park houses a solar panel and wind powered turbine filtration system for the prairie river system at the Humboldt Park lagoon. The region has four artificial turf soccer fields, two regulation size fields at Douglas and McKinley Parks, and two junior size fields at Piotrowski and Kedvale Parks. Four fishing lagoons also serve the residents of Chicago at McKinley, Garfield, Humboldt, 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 District recently added facilities at Vietnam Veterans Museum in the south loop, now named Chicago Women's Park and Gardens, and Stearns Quarry Park in Bridgeport. The Canaryville community saw the addition of a new field house at Taylor-Lauridsen. The Central Region is also responsible for maintenance and upkeep of parks and playgrounds along Chicago's near south and near north lakefront communities and the City's shoreline from North Avenue south to 51st Street, including a new beach house at 41<sup>st</sup> and Lake Shore Drive, Lakefront trails and Burnham Harbor. Also included in this region, is the Museum Campus, Buckingham Fountain, the Garfield Park Conservatory, and Soldier Field.

<b>Department Expenditures</b>			
<b>Account</b>	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Personnel Services	\$ 22,882,836	\$ 22,235,005	\$ 23,513,309
Materials & Supplies	\$ 408,138	\$ 613,537	\$ 540,696
Small Tools & Equipment	\$ 15,821	\$ 13,448	\$ 10,000
Contractual Services	\$ 208,504	\$ 761,593	\$ 837,349
Program Expense	\$ 1,074,477	\$ 175,663	\$ 192,392
<b>Total</b>	<b>\$ 24,589,776</b>	<b>\$ 23,799,246</b>	<b>\$ 25,093,746</b>
Personnel FTE	588.1	575.5	576.5



## 2010 Accomplishments

- Held 30 Focus on Family events to date, surpassing the overall goal for 2010 of 24.
- Held 8 special recreation events to date, attracting 119 participants. Overall goal for 2010 is 300 participants.
- Held 2 senior focused activities to date. Overall goal for 2010 is 6—on-going special events.
- Held numerous teen focused events region-wide attracting 700 participants. Overall goal for 2010 is 2,000 participants.



# Central Region

## 2011 Goals

- Improve Program Quality
  - Central Region will provide three Seasonal Team Sports Training Programs for recreational staff resulting in the creation of lesson plans and tangible class based outcomes.
- Revenue Generation
  - Central Region will enhance childhood recreational classes that will increase revenue by 3%. The Region will also increase adult programming with a goal of a 3% increase in revenue as well.
- Professionalization of Staff
  - Central Region will create a front desk manual, first quarter 2011 to enhance customer service and response time. The Region will also offer ongoing staff development training for all recreational staff in customer service.

## Performance Data

Goal:	Measure	2011 Projection	2010 As of 9/30/10	2008-2009 % Change	2009	2008
Continue to expand Focus on Family inter-cultural events	# of parks participating in program	40	30	12%	19	17

Goal:	Measure	2011 Projection	2010 As of 9/30/10	2008-2009 % Change	2009	2008
Increase Inclusion programming for Special Recreation patrons	# of parks participating in program	175	119	-36%	160	250

Goal:	Measure	2011 Projection	2010 As of 9/30/10	2008-2009 % Change	2009	2008
Continue to increase community gardens region-wide	# of parks participating in program	22	19	9%	12	11

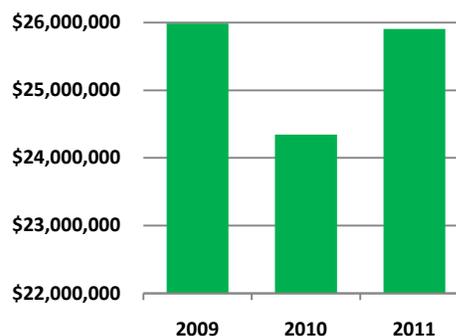
Goal:	Measure	2011 Projection	2010 As of 9/30/10	2008-2009 % Change	2009	2008
Expand teen participation through TeenSpace.com initiatives	# of teens participating in program	2,000	700	-26%	550	740



## North Region

The North Region is responsible for overseeing 209 parks and playgrounds for diverse communities from Rogers Park to Norwood Park as well as from North Ave Beach to the Belmont/Cragin neighborhood. The 79 staffed locations offer seasonal sports programming and special events, non-traditional sports, ceramics and lapidary, skate parks and interactive water playgrounds, and Trails of Terror and Dinner with Santa. The North Region also features a multitude of athletic activities for Chicagoans - with its 23 pools, four water playgrounds, miles of sandy beaches and three harbors along the lakefront, three outdoor ice skating rinks, four gymnastics centers, five boxing centers, Thillens Baseball Stadium, numerous artificial soccer fields, nearly 200 baseball fields, two Wellness Centers, fitness centers, and the District's only indoor tennis/ice skating facility at McFetridge Sports Center. The newest unique recreational opportunity is at Clark Park, where Chicago's first dirt bike park – known as "The Garden" is located. Additional unique recreational, nature and cultural programming can be found at Kilbourn Park's Organic Greenhouse where the first-ever public fruit tree orchard in a major metropolitan city is planted, Indian Boundary Zoo, 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 Course, plus the Diversey Driving Range and miniature golf course.

Department Expenditures			
Account	2009 Actual	2010 Budget	2011 Budget
Personnel Services	\$ 23,805,278	\$ 22,496,434	\$ 24,063,588
Materials & Supplies	\$ 279,905	\$ 667,503	\$ 760,882
Small Tools & Equipment	\$ 28,600	\$ 24,310	\$ -
Contractual Services	\$ 195,815	\$ 886,786	\$ 779,848
Program Expense	\$ 1,673,680	\$ 267,757	\$ 302,624
<b>Total</b>	<b>\$ 25,983,278</b>	<b>\$ 24,342,790</b>	<b>\$ 25,906,942</b>
Personnel FTE	591	560.8	565.4



### 2010 Accomplishments

- Expanded environmental and greening education as part of our year round quarterly training for staff; while continuing to focus on summer recreation leaders and day camp. By identifying and using a variety of creative resources informational packets were created and distributed.
- More than 1,200 youth and adults played soccer on the beach as a result of permitting Montrose Beach for beach soccer leagues.
- Offered and administered written and practical tests to staff in officiating, three times during the year. This resulted in at least 52% of staff being certified with the ability to officiate sports contests.
- Created and implemented a unique sports challenge for our youth and teens using the lakefront as the backdrop. Using a variety of skills challenges participants tested their overall athletic skills in a fast paced competition.



# North Region

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- Developed a pilot Kiddie College program at Brands Park. By identifying staff talents and working in conjunction with Linne Elementary School we are filling a gap within the community. This program is specifically designed for maximum fun and continues the learning process in a creative atmosphere.
- Formed a new partnership with Oz Park Baseball Association, providing a wholesome atmosphere for youth ages 4 thru 10 that allowed more than 750 kids and parent volunteers to participate in the game of baseball at their local park.
- Identified and implemented specialty program offerings, including a summer fitness boot camp for adults at Mayfair Park and worked with our arts partner (Albany Theatre) at Eugene Field Park to introduce a teen summer drop-in offering music and dance classes. In addition, they will be offering an art program within our Park Kids' rotation and paid art classes in the fall for youth.

## 2011 Goals

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- Identify additional locations to implement our signature Kiddie College model within North Region parks.
- Evaluate current specialty programming model and work to identify additional locations. By identifying creative, high energy staff this would allow for increased offerings and allow the park District to build a reputation in high quality programming that is sought after no matter the geography.
- Continue to expand greening opportunities by working with the Department of Green Initiatives. With a focus on expanding community gardens.
- Increase recreational opportunities for girls by creating a diverse group of program offerings.
- Capitalize on the interest of our current teen base by increasing the number of programming/special event offerings throughout the year.

## Performance Data

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Goal:	Measure	2011 Projection	2010 As of 7/31/10	2008-2009 % Change	2009	2008
Offer staff and patrons "green" friendly environmental educational opportunities	# of parks participating in program	79	79	1%	79	78
	% of evaluations indicating program was interesting & helpful	98%	97%	2%	98%	96%

Goal:	Measure	2011 Projection	2010 As of 7/31/10	2008-2009 % Change	2009	2008
Create and implement a signature Kiddie College model	# of parks participating in program	20	1	--	NA	NA



## North Region

Goal:	Measure	2011 Projection	2010 As of 7/31/10	2008-2009 % Change	2009	2008
Increase staff available to officiate sports contests	# of staff that passed written certification test and practicum	56%	52%	11%	50%	39%

Goal:	Measure	2011 Projection	2010 As of 7/31/10	2008-2009 % Change	2009	2008
Expand beach soccer opportunities for youth and adults	# of patrons participating at Montrose beach	1,400	1,200	--	NA	NA

Goal:	Measure	2011 Projection	2010 As of 7/31/10	2008-2009 % Change	2009	2008
Expand upon parent/child programs offerings	# of children/adults participating in sports program	700	550	--	NA	NA

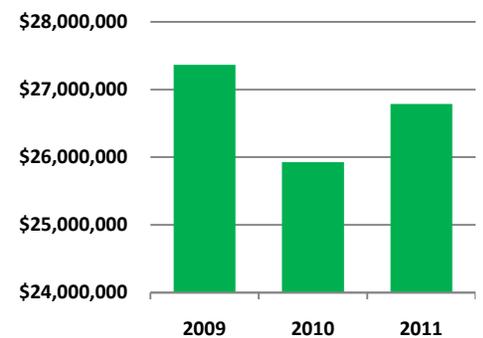
Goal:	Measure	2011 Projection	2010 As of 7/31/10	2008-2009 % Change	2009	2008
Create a unique sports challenge competition	# of parks/patrons participating	6 / 500	6 / 125	--	NA	NA



## South Region

The South Region is responsible for overseeing more than 100 parks and playgrounds, including four lakefront parks, nearly 200 ball diamonds, four outdoor ice rinks, five beaches, 19 outdoor pools, 22 indoor pools, 13 natatoriums, two water slides, six racquetball and handball courts, and two gymnastic centers. In addition, the South Region has three state of the art little league stadiums, three golf courses and golf driving ranges, five boxing centers, a seven-station batting cage, two artificial turf soccer fields, two art galleries, and five lagoons. Chicagoans from the historic neighborhoods of Chatham, Kenwood, Roseland, Hegewisch and Pullman, as well as the University of Chicago community in Hyde Park partake in the many cultural, physical and recreational opportunities offered by the South Region. Marquette, Ridge, Hamilton, Tuley and West Pullman Parks are designated as cultural centers, providing unique activities, as well as existing quality recreational programming to the highly diverse communities this region serves.

<b>Department Expenditures</b>			
<b>Account</b>	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Personnel Services	\$ 25,326,726	\$ 24,459,691	\$ 25,252,498
Materials & Supplies	\$ 349,261	\$ 697,060	\$ 725,545
Small Tools & Equipment	\$ 15,622	\$ 13,259	\$ -
Contractual Services	\$ 431,320	\$ 695,321	\$ 595,155
Program Expense	\$ 1,242,993	\$ 62,754	\$ 213,249
<b>Total</b>	<b>\$ 27,365,922</b>	<b>\$ 25,928,085</b>	<b>\$ 26,786,447</b>
Personnel FTE	646.2	630.9	610.3



### 2010 Accomplishments

- Increase Corporate Sponsorships in excess of \$10,000 for programming within the Englewood community.
- Implementation of several successful inclusive camp initiatives to include our special needs populations: Healthy Heart and Sign Camp.
- Increase the number of participation and events within the teen audience by 25%.
- Implementation of a softball league for children who participate programs at “D” facilities, including Meyering, Cole, Lowe, Abbott, Moran, Hermitage and Murray parks.

### 2011 Goals

- Increase program offerings and participation at all local park facilities.
- To aggressively pursue funding opportunities to generate revenue via external grants, partnerships and donations.
- Increase professional development opportunities for all CPD staff and volunteers.
- Develop and implement unique program offering for families.



# South Region

## Performance Data

<b>Goal:</b> Expand health initiatives and fitness classes for youth and teens	<b>Measure</b>	<b>2011 Projection</b>	<b>2010 As of 6/30/10</b>	<b>2008-2009 % Change</b>	<b>2009</b>	<b>2008</b>
	# of parks with new youth programs, fitness and wellness centers	85	25	--	10	NA
<b>Goal:</b> Develop and implement unique recreational and cultural programs for families	<b>Measure</b>	<b>2011 Projection</b>	<b>2010 As of 6/30/10</b>	<b>2008-2009 % Change</b>	<b>2009</b>	<b>2008</b>
	# of parks with expanding cultural programs	85	50	--	20	NA
<b>Goal:</b> Increase professional development opportunities for all CPD staff and volunteers	<b>Measure</b>	<b>2011 Projection</b>	<b>2010 As of 6/30/10</b>	<b>2008-2009 % Change</b>	<b>2009</b>	<b>2008</b>
	# of parks participating in professional development training	85	85	--	25	NA
<b>Goal:</b> To aggressively pursue funding opportunities to generate revenues via external grants, partnerships and donations	<b>Measure</b>	<b>2011 Projection</b>	<b>2010 As of 6/30/10</b>	<b>2008-2009 % Change</b>	<b>2009</b>	<b>2008</b>
	# of parks with existing partnerships	85	60	--	40	NA



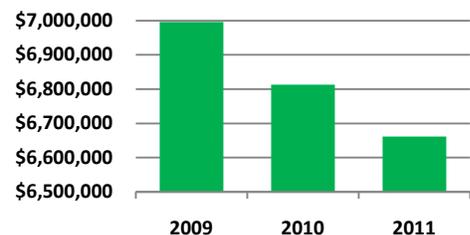
# Community Recreation - Aquatics

Aquatics – responsible for 26 indoor pools, 51 outdoor pools, 15 pools in schools, and 37 Sports37™ locations, 26 miles of lakefront (including 24 beaches plus one inland beach); staff trained and certified by the American Red Cross conducts aquatic classes, programs and summer camps in numerous disciplines for all age groups and skill levels.

Gymnastics – located in eight centers throughout the city, offers classes, competitions and camps in gymnastics, tumbling, dance and cheerleading to over 4,000 participants per session at various skill levels and age divisions taught and coached by USA Gymnastics Certified Instructors.

Wellness – focuses on citywide fitness and wellness opportunities to promote the development of a physically active and healthy lifestyle for people of all ages and abilities by providing educational workshops, trainings, certifications, and technical support to field staff; oversees installation and maintenance of fitness centers and is responsible for the “Chicago Works-Out” citywide fitness initiative and oversight of the Mayor’s Fitness Council.

<b>Department Expenditures</b>			
<b>Unit</b>	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Aquatics	\$ 6,534,055	\$ 6,396,123	\$ 6,235,561
Gymnastics	\$ 461,773	\$ 417,095	\$ 426,382
<b>Total</b>	<b>\$ 6,995,828</b>	<b>\$ 6,813,218</b>	<b>\$ 6,661,943</b>
Personnel FTE	214.2	204	200.5



## 2010 Accomplishments

### AQUATICS

- Became a local partner with USA Swimming and the USA Swimming Foundation’s “Make a Splash” program to increase awareness of the importance of learning to swim.
- 31% of seasonal lifeguard workforce was alumni of Sports 37™ (goal was 25%).
- Obtained certification in swimming and water polo coaching, officiating and competition operations for all Aquatic Training Specialists and Instructors from the national governing bodies of the sport. Also began SCUBA certification for lifeguard staff.
- Implemented a sailing program in partnership with the Judd Goldman Adaptive Sailing Foundation.

### GYMNASTICS

- Patron participation was increased by 12% in the first two sessions of 2010 and ‘Beach Meet’ celebrated its 20th year with double the participants from 2009.
- The District was the largest park system participating in the Illinois Park District Gymnastics Conference (IPDGC). Athletes from gymnastics centers and recreational parks competed as one team; a unique collaboration in the District’s history.
- Fourteen teenagers from the early childhood apprenticeship program earned USA Gymnastics National Certifications.
- Athletes awards at national, regional, state, and local competitions:



# Community Recreation - Aquatics

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- 1 National Champion in Tumbling
- 3 Regional Champions in Gymnastics
- 15 State Champions in Gymnastics and Tumbling
- More than 100 athletes qualified for state championship events

## WELLNESS

- Reconstructed the previously known fitness unit, with a shifted focus towards overall well being and established fitness committees in each region as liaisons to citywide fitness committee.
- Held 7th Annual Fitness Camp and 3rd Annual Winter Fit Camp, with fitness points awarded to staff who added classes to park schedule.
- Collaborated with Park Services on healthy vending choices.
- Upgraded six new fitness centers and implemented new preventative maintenance and fitness center audits.

## 2011 Goals

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### AQUATICS

- Increase maximum number of tiny tot and learn to swim participants according to individual community needs.
- Maintain 50 / 50 ratio of able bodied / disabled sailing program participants.
- Maintain a workforce of Sports 37™ alumni of at least 25% of the seasonal workforce through American Red Cross Certifications.
- Offer SCUBA classes for the public as a source of new program revenue.

### GYMNASTICS

- Increase number of teen participants in programs.
- Certify field staff through USA Gymnastics.
- Create a new judges certification for gymnastics staff and field staff.
- Open a new location for After School Matters.

### WELLNESS

- Increase participation in existing programs at Wellness Centers for all ages and abilities; centered around healthy lifestyles of physical activity, dance, fitness and nutrition.
- Secure additional funding for sustainability and scholarships for at risk youth to join wellness programs.
- Permit Youth Activity Centers as a rental space option for the public.
- Establish certification opportunities for citywide fitness instructors and region wellness center staff. Physical instructors and recreation leaders will be asked to attend a minimum of eight hours of training in fitness and nutrition workshops.



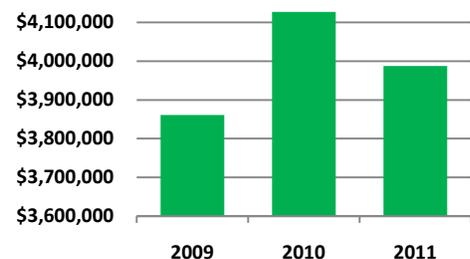
# Community Recreation - Athletics

Athletics – responsible for supplementing through grants and sponsorships both individual and team sports and specialty camps offered in the field for youth and teens, provides technical support for field staff in regards to their sports programming and is responsible for running regional and citywide in-house sports competitions and organizing culminating sporting events.

Sports37 – the District’s main teen initiative, offering apprenticeships in coaching and refereeing, soccer, lifeguard training, lifeguard aide, shallow water attendant, water safety instruction, junior bicycle and lakefront trail bicycle ambassadors, stadium management, cheerleading, tumbling, early childhood movement education, recreation leader and fitness.

Special Recreation - this unit oversees the District’s current 17 special recreation sites for people with intellectual disabilities or closely related developmental disabilities, and the two sites for the deaf/hard-of-hearing population; provides expertise in interviews and training for the special recreation field staff, monitors park usage for special populations, oversees external special recreation agency agreements with the District, conducts inclusion aide assessments and supplies technical support for citywide field staff.

Department Expenditures			
Unit	2009 Actual	2010 Budget	2011 Budget
Athletics	\$ 1,140,515	\$ 803,213	\$ 770,789
Sports37	\$ 1,580,384	\$ 2,458,360	\$ 2,332,957
Special Recreation	\$ 1,140,515	\$ 866,012	\$ 883,874
<b>Total</b>	<b>\$ 3,861,414</b>	<b>\$ 4,127,585</b>	<b>\$ 3,987,620</b>
Personnel FTE	79.4	93.8	89.4



## 2010 Accomplishments

### ATHLETICS

- Created and implemented a girl’s fast pitch softball program at six parks.
- Hosted boxing team from Ireland and ran two citywide boxing showcases for Chicago versus Ireland boxing matches.
- Hosted and ran the 2010 Illinois Park and Recreation Hershey’s State Track and Field meet.
- Implemented 16 teen basketball leagues at Inner City Hoops locations to service 13-15 year olds.

### SPORTS37™

- Created and implemented a new advanced apprenticeship in coaching and officiating through a partnership with the Chicago White Sox. This apprenticeship employed 16 of its apprentices as part of our Inner City baseball program.
- One additional recreation leader apprenticeship was added at Ridge Park, to bring the total of recreation leadership apprenticeships to six citywide. Approximately 75 of the apprentices were hired as seasonal recreation leaders in our summer day camps.



# Community Recreation - Athletics

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- Partnered with the Special Recreation Unit to create and implement an advanced apprenticeship in special recreation in spring 2010 that recruited 15 teens and prepared them to serve as recreation leaders in our summer special recreation day camps.
- In partnership with the Chicago Bears and After School Matters, the Sports37 Unit certified 17 teen apprentices as football officials with the Illinois High School Association. Eight of the seventeen teen apprentices were girls.
- Partnered with the Wellness Unit to expand summer opportunities to day camp by creating a fitness day that will include fitness activities & games and Consortium to Lower Obesity in Chicago Children (CLOCC 5.4.3.2.1.). The fitness day was brought to 42 parks in summer 2010.

## SPECIAL RECREATION

- Increased participation at the National Junior Disabled Championship, from one participant in 2009, to 16 participants, including the first blind/visually impaired track team in Illinois and partnership with Rehabilitation Institute of Chicago for the team of youth with physical disabilities.
- Implemented the first print making workshop at Piotrowski Park which resulted in the artists' work for the 2011 Special Olympics Chicago art calendar.
- Increased Special Olympics partnerships/sponsorships by 10%, including corporation such as AON, AT&T and Amvets. New sporting events included; flag football, hockey and golf skills.
- Implemented the first Judo program for blind/visually impaired youth and individuals with intellectual disabilities.

## 2011 Goals

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### ATHLETICS

- Introduce the sport of lacrosse citywide through clinics and trainings.
- Administer seasonal physical instructor trainings to improve quality of instruction at local parks.
- Host a revenue generating sports event/tournament available for the general public
- Develop plan to certify physical instructors as officials for sports offered as part of the Mayor's Cup.

### SPORTS37™

- To implement an online Chicago Park District coaching education course for the Sports37™ apprenticeships in the spring 2011. The online course will be created for youth, instructors and program staff.
- To build upon the success of this summer's Youth On-Board Mariner Apprenticeship program and partner with the sailing program to create and implement a District Mariner Apprenticeship in spring 2011.
- To partner with the Special Recreation Unit to expand the advanced apprenticeship in special recreation in spring 2011 that will recruit 30 teens and prepare them to serve as recreation leaders in our special recreation summer day camps.



# Community Recreation - Athletics

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- To professionalize Sports37™ staff with certifications in SPARK-trainers, certified park and leisure professionals, Youth Development Practitioner certification level 1 & 2.

## **SPECIAL RECREATION**

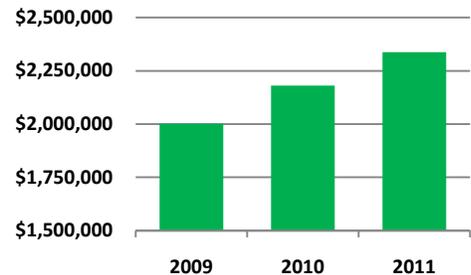
- Increase professional development training opportunities for all full-time special recreation staff, including education about Americans with Disabilities Act (ADA) and the District's obligations under Title II.
- With funding support from Special Children's Charities, increasing and enhancing training opportunities for Special Olympics participants and staff.
- Increase Special Recreation locations and programs by 10%, including services for all disabled populations.
- To continue to increase offerings to individuals and populations with disabilities (for inclusion settings and otherwise) in outdoor and environmental education and arts and culture. To expand the opportunities for identity within the Special Recreation community, so that the participants are able to see themselves as artists and naturalists as well as athletes.



# Community Recreation – Culture, Arts & Nature (CAN)

Culture, Arts and Nature (CAN) – creates and implements the District's outdoor and environmental education programs, coordinates programs for the District's 12 cultural centers, provides leadership in the development of nature and arts based after-school activities, youth employment and summer programs, and produces special events and activities across the District.

<b>Department Expenditures</b>			
<b>Unit</b>	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Environment	\$ 2,000,932	\$ 939,641	\$ 1,061,745
Culture	\$ -	\$ 443,968	\$ 451,877
Special Events	\$ -	\$ 797,722	\$ 823,685
<b>Total</b>	<b>\$ 2,000,932</b>	<b>\$ 2,181,331</b>	<b>\$ 2,337,307</b>
Personnel FTE	0	30.9	35.7



## 2010 Accomplishments

- Expanded Kraft Great Kids Initiative, Movies in the Parks and TRACE programs through Parkways Foundation and new and expanded funding sources.
- Developed and implemented Adventure Day Camp at Northerly Island, incorporating the wonderful natural resources of Northerly Island, Museum Campus and Culture, Arts and Nature curriculum.
- Provided direction for leadership teams as we develop standards for accreditation in targeted areas including day camps, after-school programming and partnerships.
- Expanded and enhanced the Community Gardens program and implemented standards across the District.

## 2011 Goals

- To identify best practices in parks, including staff, programs, and partnerships to professionalize the District.
- To provide leadership and resource support to field staff and communities including: Day Camp Conference, Resource Guide and Recreation Leader training.
- Continue to provide a leadership role locally and nationally by providing training, program development and support for parks and communities in the areas of Culture, Arts, Nature and Special Events including: cultural staff training and the Leave No Child Inside Initiative.
- Identify, connect and expand program partnerships to parks with the least resources to continue to provide innovative and free Culture, Arts and Nature programming.



# Community Recreation – Culture, Arts & Nature (CAN)

## Performance Data

Goal: Increase culture & arts programming in parks Citywide	Measure		2011 Projection	2010 As of 9/15/10	2008-2009 % Change	2009	2008
	Cultural Centers	# of classes		80	60	0%	80
# of events			48	36	36%	72	53
Arts Partners	# of partners		32	26	20%	24	20
	# of program hours		11,080	6,900	8%	7,800	7,200
	attendance		11,520	6,500	57%	5,500	3,500
After-School Arts	# of programs		30	25	-7%	27	29
	attendance		750	500	-8%	790	855
Summer Camp Arts	# of programs		66	68	10%	66	60
	attendance		7,620	7,820	15%	7,620	6,630
Teen Arts	# of events		25	14	-6%	33	35
	attendance		600	325	-18%	400	485

Goal: Continue to offer high quality community special events	Measure		2011 Projection	2010 As of 9/15/10	2008-2009 % Change	2009	2008
	Concerts in the Parks	# of concerts		40	35	65%	43
attendance			6,500	6,000	-6%	6,140	6,500
Movies in the Parks	# of movies		165	173	-3%	172	178
	attendance		46,000	36,993	8%	30,329	28,000
Theatre on the Lake	# of performances		40	40	0%	40	40
	attendance		8,200	8,100	-2%	8,000	8,200

Goal: Expand nature and gardening programming to reach diverse and wider audiences	Measure		2011 Projection	2010 As of 9/15/10	2008-2009 % Change	2009	2008
	# of special needs participants	Gardening		20	15	100%	10
Nature			0	0	12%	475	424
# of gardening opportunities	Daycamp		27	25	-89%	24	228
	After-school		27	25	69%	27	16
Total # of Daycamp and after-school gardening participants			2,000	1,360	-25%	1,693	2,265
# of gardeners in food-producing gardens			330	295	56%	250	160

Goal: Expand fishing programming to reach a wider audience	Measure		2011 Projection	2010 As of 9/15/10	2008-2009 % Change	2009	2008
	# of participants	Special needs		1,100	1,100	7%	1,600
Daycamp			7,000	7,000	-18%	9,000	11,000
River Fishing Festival			1,600	1,490	150%	2,500	1,000
Boating			900	900	87%	1,500	800
Seniors			300	300	-25%	300	400
Fishing Class			800	500	--	500	NA
Mayor Daley's CAPS Fish 'N Kids			400	330	-14%	150	175
Mayor Daley's SportsFest Casting			1,200	1,200	0%	1300	1300
Mayor Daley's Fish 'N Kids Total			13,300	12,720	-4%	16,000	16,675



## Community Recreation – Culture, Arts & Nature (CAN)

Goal: Continue to cultivate environmental awareness by offering a wide range of nature-based outdoors programs	Measure		2011 Projection	2010 As of 9/15/10	2008-2009 % Change	2009	2008
	Nature Oasis	# of programs		65	92	3%	110
# of locations			20	14	13%	17	15
attendance			6,000	3,047	6%	3,457	3,266
Urban Campers	# of programs		6	6	0%	6	6
	# of locations		6	6	0%	6	6
	attendance		120	117	-1%	114	115
Under Illinois Skies	# of programs		6	6	0%	6	6
	# of locations		1	1	0%	1	1
	attendance		180	168	4%	154	148

Goal: Continue to provide urban residents environmental education and access to natural landscapes at North Park Village Nature Center	Measure		2011 Projection	2010 As of 9/15/10	2008-2009 % Change	2009	2008
	# of programs offered		345	320	5%	308	293
# of participants in programs		4,751	4,525	5%	4,309	4,098	
# of volunteers		589	572	5%	513	489	
# of volunteer hours		8,172	7,783	17%	7,505	6,389	
# of festivals		4	4	0%	4	4	
# of festival attendees		10,000	3,600	6%	10,206	9,630	
# of field trips		300	316	15%	287	249	
# of field trip participants		10,500	11,046	15%	10,042	8,732	
# of walk-in visitors		55,000	49,000	4%	52,000	50,000	
Grand total of program participants, festival & field trip attendees		80,251	68,171	6%	76,557	72,460	



# Operations

The departments within Operations maintain 7,613 acres of parkland and 576 parks. These departments include Capital Construction, Facilities Maintenance, Planning and Development, Security and the Department of Natural Resources. They oversee the physical operations of all properties owned by the District, maintain the landscaping, manage the planning and construction of new projects, and provide supportive services to include security, grounds and facility maintenance.



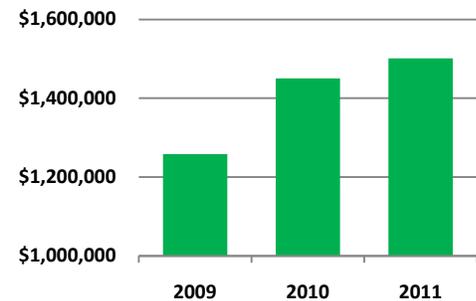
DEPARTMENT BUDGETS				
Department Name	2009 Actual	2010 Budget	2011 Budget	% Change
Capital Construction	\$ 1,258,079	\$ 1,450,383	\$ 1,501,595	3.5%
Facility Management	\$ 7,599,393	\$ 9,105,854	\$ 9,257,425	1.7%
Green Initiatives	\$ -	\$ 831,792	\$ 775,729	-6.7%
Natural Resources	\$ 30,890,260	\$ 32,294,884	\$ 33,131,992	2.6%
Planning & Development	\$ 1,182,746	\$ 1,226,713	\$ 1,279,367	4.3%
Security	\$ 1,503,685	\$ 2,089,745	\$ 2,144,397	2.6%
Specialty Trades	\$ 26,646,014	\$ 26,852,779	\$ 27,291,286	1.6%
<b>Total - Operations</b>	<b>\$ 69,080,177</b>	<b>\$ 73,852,150</b>	<b>\$ 75,381,791</b>	<b>2.1%</b>



# Capital Construction

The Department of Capital Construction directs and manages the District’s capital construction projects. These may involve the construction, restoration and/or rehabilitation of District facilities, structures, landscapes, monuments, and infrastructure, as well as the development of new parks. Members of the department provide construction project management, design implementation, technical and professional support, and finance management. This department is also responsible for managing the District’s Job Order Contracting program, and for issuing District permits to outside contractors.

<b>Department Expenditures</b>			
<b>Account</b>	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Personnel Services	\$ 1,226,555	\$ 1,419,718	\$ 1,470,930
Materials & Supplies	\$ 7,206	\$ 7,500	\$ 7,500
Small Tools & Equipment	\$ 2,550	\$ 1,000	\$ 1,000
Contractual Services	\$ 21,768	\$ 22,165	\$ 22,165
<b>Total</b>	<b>\$ 1,258,079</b>	<b>\$ 1,450,383</b>	<b>\$ 1,501,595</b>
Personnel FTE	17	17	17



## 2010 Accomplishments

- Implementation of Energy Performance Program, consisting of approximately \$25 million in improvements over 37 sites plus centralized building control system.
- Completion of 23 new playgrounds and four new artificial turf fields.
- Completion of approximately \$2 million in roof rehabilitations over eight sites.
- Completion of three new fieldhouses.

## 2011 Goals

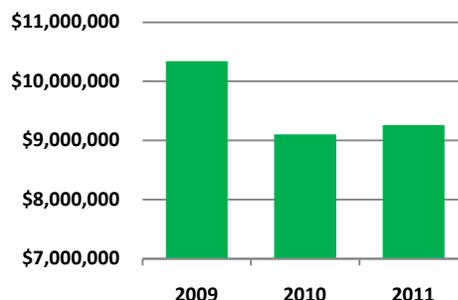
- Begin use of new project management and work flow software to improve efficiency, increase ability to measure performance, and expedite contractor payments.
- Create “rapid response” prequalified contractor pool.
- Assist in completion of searchable electronic drawing archive.
- Increase use of project bundling by type and geography to realize economy of scale and shorten project schedules.
- Implement a consistent strategy for storm-water management and soil management.
- Continue to coordinate with Department of Green Initiatives to improve LEED performance.



# Facility Management

The Department of Facility Management operates and maintains over 570 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 work force.

<b>Department Expenditures</b>			
<b>Account</b>	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Personnel Services	\$ 791,332	\$ 690,106	\$ 713,709
Materials & Supplies	\$ 4,000	\$ 3,400	\$ 3,500
Small Tools & Equipment	\$ 1,400	\$ 1,190	\$ 2,000
Contractual Services	\$ 9,545,050	\$ 8,411,158	\$ 8,538,216
<b>Total</b>	<b>\$ 10,341,782</b>	<b>\$ 9,105,854</b>	<b>\$ 9,257,425</b>
Personnel FTE	10	9	9



## 2010 Accomplishments

- Increased the total number of work orders by 2,500 in 2010 with an anticipated completion of 98% by year-end.
- Increased the number of capital projects completed by in-house staff from 53 in 2008, 89 in 2009, to 89 projects as of September 17, 2010 without hiring additional staff. The department is estimating \$1 million savings in labor from utilizing our workforce for these projects.
- Instituted a playground maintenance program for our playgrounds. The program consists of dedicated crews whose tasks include inspections and maintenance, and repairs of playground equipment and apparatuses.
- Reorganized our fleet management with policies and established a 5-year vehicle replacement program for our light and heavy duty vehicles.
- Reduced overtime payouts from 10,567 hours in 2009 to 6,138 as of September 17, 2010.

## 2011 Goals

- Continue to increase the number of work orders and finish with a better completion percentage than in 2010.
- Establish a new work order system that allows for better communication between park employees and users.
- Build upon the indoor pool preventative maintenance program and the playground program with other preventative maintenance programs.
- Continue with the implementation of the 5-year vehicle replacement program.



# Facility Management

## Performance Data

Goal:	Measure	2011 Projection	2010 Year End Estimate	2008-2009 % Change	2009	2008
Increase percentage of work orders completed	Total # of work orders	33,000	32,000	28%	29,974	23,474
	Percentage of work orders completed	98%	97%	2%	97%	95%

Goal:	Measure	2011 Projection	2010 As of 6/30/10	2008-2009 % Change	2009	2008
Maximize energy efficiency	# of field houses retrofitted with energy efficient lighting	20	20	54%	20	13

Goal:	Measure	2011 Projection	2010 Year End Estimate	2008-2009 % Change	2009	2008
Continue to reduce overtime payouts	# of hours paid out on overtime	7,000	8,000	-78%	10,567	48,662

Goal:	Measure	2011 Projection	2010 Year End Estimate	2008-2009 % Change	2009	2008
Continue to efficiently manage the Park District's fleet of vehicles	# of vehicles in Fleet	650	665	-6%	680	720
	% of Fleet vehicles owned by Park District	55%	60%	-2%	63%	65%
	% of Fleet vehicles leased	45%	40%	2%	37%	35%
	# of gallons of unleaded fuel used	180,000	180,000	-28%	183,969	254,956
	# of gallons of diesel fuel used	190,000	190,000	-8%	188,966	204,405
	# of gallons of CNG fuel used	12,000	11,000	-37%	10,216	16,160
	# of gallons of E85 fuel used	1,000	1,000	206%	965	315
	# of Hybrid Vehicles in Fleet	57	49	--	35	35
	% of Hybrid Vehicles in Passenger Fleet	70%	54%	5%	50%	45%

Goal:	Measure	2011 Projection	2010 Year End Estimate	2008-2009 % Change	2009	2008
Increase number of capital projects performed in-house to reduce overall capital expenditures	Total # of Capital projects completed by in-house staff		90	68%	89	53
	# of Capital projects planned for in-house staff		90	25%	89	71

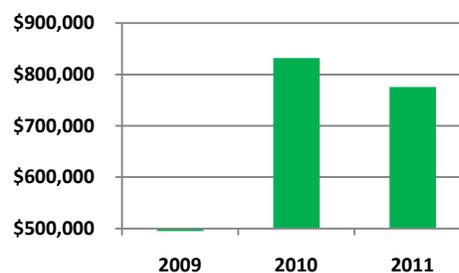


## Green Initiatives

The Office of Green Initiatives is responsible for ensuring that the District’s core value of green is implemented throughout the park system. This is done in several ways; first by implementing broad green policy or procedures, second by supporting other department’s efforts in “going green” and third by managing specific environmental or green projects or initiatives.

Going green not only makes us better environmental stewards, but it can save green as well. By becoming more energy efficient through lighting retrofits, heating systems upgrades, or building insulation, we can reduce our energy usage and thus our utility costs. By implementing recycling throughout the parks with our blue recycling containers, we reduce the amount of waste that is sent to landfills. And through good environmental management of special waste materials such as recycling batteries or asbestos abatement, we are able to responsibly green our facilities.

<b>Department Expenditures</b>			
<b>Account</b>	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Personnel Services	\$ -	\$ 499,442	\$ 507,379
Materials & Supplies	\$ -	\$ 12,500	\$ 1,000
Contractual Services	\$ -	\$ 319,850	\$ 267,350
<b>Total</b>	<b>\$ -</b>	<b>\$ 831,792</b>	<b>\$ 775,729</b>
Personnel FTE	0	5.5	5.5



### 2010 Accomplishments

- Installed a solar powered electric vehicle charger on Northerly Island.
- Installed or relocated over 50 Big Belly solar trash compactor units along the Lakefront and in neighborhood parks.
- Implemented a new SMS texting service for beach patrons to find out about swim advisories or bans.
- Proposed a ban on feeding of wildlife at public beaches that was passed by the District’s Board of Commissioners.

### 2011 Goals

- Expand Green Office Challenge to include regional offices.
- Continue to improve beach management to reduce swim bans and advisories and continue to expand beach communication efforts to engage the public in efforts to keep our beaches clean and healthy.
- Reduce energy usage district-wide through energy efficiency retrofits and staff education.
- Initiate green materials use among concessionaires.



# Green Initiatives

## Performance Data

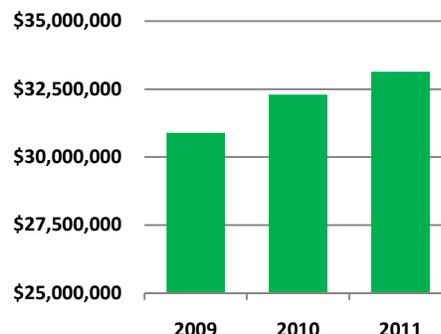
<b>Goal: Maximize energy efficiency and promote environmentally responsible behavior</b>	Measure	2011 Projection	2010 As of 9/30/10	2008-2009 % Change	2009	2008
	# of fieldhouses retrofitted with energy efficient systems (ESCO)	TBD	47	--	0	NA
	# of fluorescent lamps recycled	10,000	10,000	-30%	7,320	10,500
	# of high intensity discharge (HID) lamps recycled	3,500	3,500	0.3%	2,408	2,400
	Total # of swim advisories & bans at all District beaches	NA	233	74%	264	152
	# of hybrid vehicles in fleet	86	65	40%	49	35
	% of hybrid vehicles in (passenger) fleet	80%	70%	9%	54%	45%



# Natural Resources

The Department of Natural Resources (DNR) is responsible for maintaining and managing the District’s 7,613 acres of land, including 2 world-class conservatories, 25 acres of floral gardens citywide, 1,000 turf-based athletic fields, more than 500 soft-surfaced playgrounds, an urban forest of 250,000 trees, 31 public beaches, more than 500 acres classified as nature areas, and 25 lagoons and natural water features. DNR administers and manages the District’s contracts for trash removal and recycling, enhanced landscape maintenance for 20 miles of landscaped medians, elevated care and maintenance for the Museum Campus and Grant Park, as well as the District’s holiday lighting and holiday tree recycling programs.

Department Expenditures			
Account	2009 Actual	2010 Budget	2011 Budget
Personnel Services	\$ 21,118,507	\$ 21,865,594	\$ 22,728,682
Materials & Supplies	\$ 1,230,960	\$ 1,240,295	\$ 1,237,395
Small Tools & Equipment	\$ 228,366	\$ 255,000	\$ 255,000
Contractual Services	\$ 8,291,935	\$ 8,908,995	\$ 8,885,915
Program Expense	\$ 20,492	\$ 25,000	\$ 25,000
<b>Total</b>	<b>\$ 30,890,260</b>	<b>\$ 32,294,884</b>	<b>\$ 33,131,992</b>
Personnel FTE	509.8	497.4	497.4



## 2010 Accomplishments

- Planting and landscape: installed more than 1,500 trees in 55 parks; planted and maintained 500,000 annuals in 80 gardens; and increased awareness of the urban forest through the internationally-lauded Painted Tree art project and installations.
- Landscape Operations: maintained an additional 150 acres of turf fields and landscaping with no increase in personnel or resources; intensively renovated more than 25 turf playing fields; provided infield rehabilitation for more than 200 ballfields and restored more than 400 acres of turf playing fields; and changed out 75% of the mower fleet with new, more fuel efficient equipment.
- Forestry: continued to expand the weed and invasive woody plant removal program; successfully dealt with several major storm events which caused the destruction of more than 350 mature trees and significant damage to an additional 1,000 trees; and provided advanced training to forestry staff.
- Nature Areas: expanded nature areas at 63rd Street Beach and Humboldt Park by 15 acres; and planted 838 shrubs, 207 trees and 37,175 flowers and grasses.
- Conservatories: produced educational materials for the Living Wall Demonstration Garden at Garfield Park Conservatory; established a plant acquisition and condition inventory database for the plant collection at Garfield Park Conservatory; increased the number of plants labeled at Garfield Park Conservatory by 10%; and increased the plant collection at Garfield Park Conservatory by 45 new species and increased the carnivorous plant collection at Lincoln Park Conservatory by 10 new species.



# Natural Resources

## 2011 Goals

- Planting and Landscape: increase the number of trees planted through the district-wide tree planting program.
- Landscape Operations: maintain the number of ballfield, infield and turf playing field renovations; complete change out of the final 25% of the mower fleet.
- Forestry: increase the number of weed and invasive tree removals district-wide.
- Nature Areas: continue to aesthetically improve the nature areas; develop the Natural Areas Master Plan; develop and expand two new nature areas; attract more volunteer stewards and volunteers in the stewardship program; and develop management plans for 10 nature areas.
- Conservatories: complete the plant acquisition and condition inventory database for the plant collection at Lincoln Park Conservatory; install video screens in lobbies of both conservatories and develop video-based interpretive information; increase number of species in plant collections by 50; increase size of volunteer program at both conservatories by 10%; create an All-American Selections garden at Garfield Park Conservatory; and expand City Backyard Garden growing season.

## Performance Data

Goal: Manage and maintain our urban forest	Measure	2011 Projection	2010 As of 8/31/10	2008-2009 % Change	2009	2008
	# of trees planted	2,200	1,500	35%	2,350	1,745
	# of trees pruned (in-house)	5,000	5,500	5%	7,000	6,670
	# of trees pruned (contract)		450	--	0	NA
	# of trees removed (in-house)	2,000	994	7%	2,200	2,358
	# of trees removed (contract)		240	--	42	NA
	# of stumps removed (ground) (in-house)	1,200	425	-15%	1,435	1,692
	# of stumps removed (ground) (contract)	1,200	350	-15%	1,435	1,692
	Total # of acres reforested	45	26	33%	48	36

Goal: Increase and promote biodiversity and sustainable landscapes within the District	Measure	2011 Projection	2010 As of 8/31/10	2008-2009 % Change	2009	2008
	# of acres added to nature areas	10	15	-60%	10.0	24.75
	# of new nature areas developed	2	0	-100%	0	6
	# of native herbaceous plants installed in nature areas	10,000	37,175	-58%	11,980	28,305
	# of native trees installed in nature areas	150	207	-27%	150	204
	# of native shrubs installed in nature areas	500	838	-86%	287	2,004
	# of nature areas stewards	36	36	14%	33	29
	# of nature area volunteers	2,500	1,500	36%	2,366	1,742
	# of volunteer work days	215	206	4%	156	150
# of hours worked by nature area volunteers	7,500	5,000	10%	7,158	6,491	



## Natural Resources

<b>Goal: Provide efficient and responsive maintenance operations for the District's landscape facilities</b>	<b>Measure</b>	<b>2011 Projection</b>	<b>2010 As of 8/31/10</b>	<b>2008-2009 % Change</b>	<b>2009</b>	<b>2008</b>
	# of ballfield infields rehabbed (in-house)	175	186	-32%	205	301
	# ballfield infields rehabbed (contract)	20	38	--	NA	NA
	# ballfield outfields & turf fields seeded & aerated (in-house)	200	179	-9%	685	750
	# ballfield outfields & turf fields seeded & aerated (contract)	20	44	--	NA	NA
	# of major playing field renovations (in-house)	5	11	80%	18	10
	# of major playing field renovations (contract)	2	17	--	12	NA
	# of playgrounds receiving soft-surface maintenance	100	113	40%	144	103
	# of plants propagated	20,000	24,899	-50%	18,824	37,682
	# of landscape log & 311 issues reported	1,000	1,184	-10%	1,368	1,520
	# of landscape log & 311 issues resolved	750	620	-19%	1,096	1,356
	% of reported landscape issues resolved	75%	52.0%	-9.2%	80.0%	89.2%

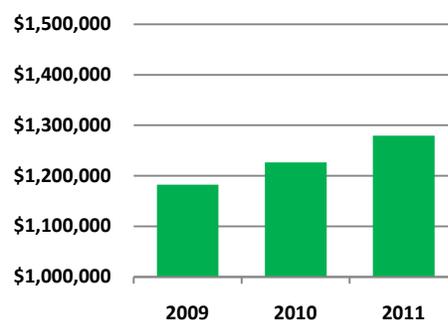
<b>Goal: Manage and maintain waste recycling program</b>	<b>Measure</b>	<b>2011 Projection</b>	<b>2010 As of 8/31/10</b>	<b>2008-2009 % Change</b>	<b>2009</b>	<b>2008</b>
	95 gal recycling totes in use	5,000	5,000	150%	5,000	2,000
	Recycling dumpsters in use	350	350	--	350	NA
	Amount of herbaceous waste recycled (cubic yards)	1,800	1,290	--	1,700	120 tons



# 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 parkland; 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.

<b>Department Expenditures</b>			
<b>Account</b>	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Personnel Services	\$ 1,144,723	\$ 1,187,563	\$ 1,240,217
Materials & Supplies	\$ 10,046	\$ 12,200	\$ 12,200
Small Tools & Equipment	\$ 1,266	\$ 750	\$ 750
Contractual Services	\$ 26,711	\$ 26,200	\$ 26,200
<b>Total</b>	<b>\$ 1,182,746</b>	<b>\$ 1,226,713</b>	<b>\$ 1,279,367</b>
Personnel FTE	13	14	14



## 2010 Accomplishments

- Planned and published the 2010-2014 Capital Improvement Program.
- Completed online sculpture and monument resource that identifies the location and significance of items within the District's sculpture and monument inventory.
- Acquired more than \$20 million in board authority for TIF funds for park development projects.
- Completed design and community outreach for 20 new playgrounds.
- Acquired more than 20 acres of new open space.
- Completed Northerly Island Framework Plan (December 2010).
- Completed pilot project to digitally archive and catalogue approximately 20,000 archival and working architectural drawings of the 80,000 drawing inventory.

## 2011 Goals

- Complete digital archive project by cataloguing approximately 60,000 archival and working architectural drawings.
- Synthesize recently acquired lakefront trail user data to craft long-term plan for trail improvements.
- Implement new project management software and related accountability measures.
- Complete design and community outreach for 15 new playgrounds.



# Planning and Development

## Performance Data

<b>Goal:</b> Update Global Park Statistics and Facilities Inventory	<b>Measure</b>	<b>2011 Projection</b>	<b>2010 As of 9/30/10</b>	<b>2008-2009 % Change</b>	<b>2009</b>	<b>2008</b>
	# of updated park records	Complete	95%	25%	50%	25%
	# of acquisition summary acreage years (historical review)	Complete	100%	50%	75%	25%

<b>Goal:</b> Acquire new park acres	<b>Measure</b>	<b>2011 Projection</b>	<b>2010 As of 9/30/10</b>	<b>2008-2009 % Change</b>	<b>2009</b>	<b>2008</b>
	# of new acres with acquisition authority from the Board	20	20	82%	200	110
	# of new acres identified for acquisition over a 5-year period	220	200	120%	200	91.1

<b>Goal:</b> Initiate playground redevelopment projects	<b>Measure</b>	<b>2011 Projection</b>	<b>2010 As of 9/30/10</b>	<b>2008-2009 % Change</b>	<b>2009</b>	<b>2008</b>
	# of new playground designs	15	20	-	20	20
	# of playground community meetings	20	25	50%	30	20

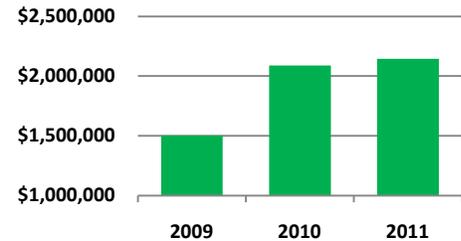
<b>Goal:</b> Establish an Online Sculpture and Monument Resource	<b>Measure</b>	<b>2011 Projection</b>	<b>2010 As of 9/30/10</b>	<b>2008-2009 % Change</b>	<b>2009</b>	<b>2008</b>
	# of sculpture and monument records made available online	Complete	95%	25%	50%	25%



# Security

The Security Department 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	2009 Budget	2010 Budget	2011 Budget
Personnel Services	\$ 1,493,785	\$ 2,081,330	\$ 2,135,982
Materials & Supplies	\$ 9,900	\$ 8,415	\$ 8,415
<b>Total</b>	<b>\$ 1,503,685</b>	<b>\$ 2,089,745</b>	<b>\$ 2,144,397</b>
Personnel FTE	32.1	46.3	46.3



## 2010 Accomplishments

- Continued liaison activities with major stake-holders, including:
  - Met with District Commanders of the Chicago Police Department on regular basis.
  - Regional Security Managers met weekly with Park Supervisors to discuss security and related community issues.
  - Regional Security Managers met with community groups and representatives of the community (i.e. CAPS, Park Advisory Councils).
  - Met with Regional Security Managers on a bi-monthly basis to ensure security coverage is met and that we are meeting the requirements of the 2010 security budget.

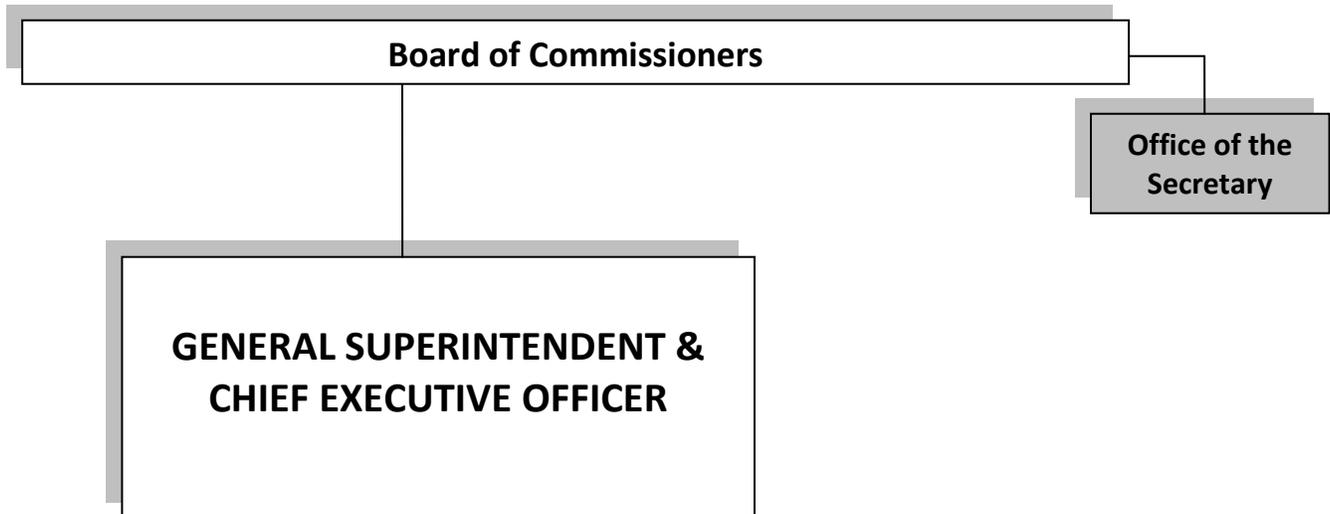
## 2011 Goals

- Work with the Office of Emergency Management and Communication in the monitoring and installation of new cameras in parks and along the Lakefront.
- Work with Active Alarm Company in monitoring the monthly billing, ensuring that equipment is functional, responding to all alarm activations and alarm installation requests, surveying properties to determine the most appropriate security system.
- Hire and integrate new security personnel while continuing to keep within the constraints of the 2011 budget.
- Work in conjunction with Regional Managers, the Chicago Police Department and community organizations to reduce crime in the parks and along the lakefront.



## Executive Office

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



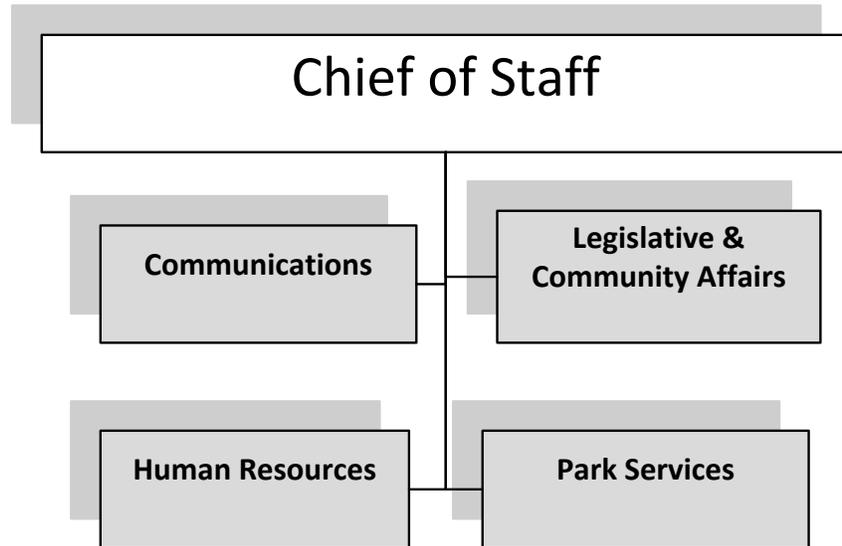
### DEPARTMENT BUDGETS

Department Name	2009 Actual	2010 Budget	2011 Budget	% Change
Board of Commissioners	\$ 299,291	\$ 350,651	\$ 344,401	-1.8%
General Superintendent - Chief Executive's Office	\$ 1,186,233	\$ 857,043	\$ 895,757	4.5%
Office of the Secretary	\$ 65,353	\$ 103,076	\$ 120,025	16.4%
<b>Total - Executive Office</b>	<b>\$ 1,550,877</b>	<b>\$ 1,310,770</b>	<b>\$ 1,360,183</b>	<b>3.8%</b>



# Chief of Staff

The responsibilities of the Chief of Staff include managing the Communications, Legislative and Community Affairs, Human Resources, and Park Services Departments, as well as acting as a liaison for the District with the Grant Park Music Festival, National Parks and Recreation Association and City Parks Alliance.



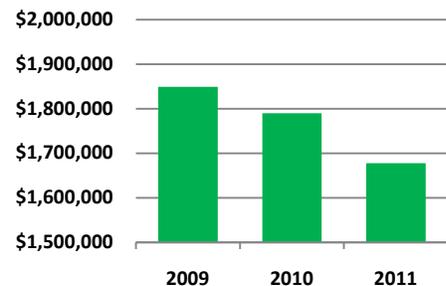
<b>DEPARTMENT BUDGETS</b>				
<b>Department Name</b>	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>% Change</b>
Communications	\$ 1,849,055	\$ 1,790,004	\$ 1,677,671	-6.3%
Human Resources	\$ 1,675,473	\$ 2,167,590	\$ 2,349,310	8.4%
Legislative & Community Affairs	\$ 703,659	\$ 790,071	\$ 807,524	2.2%
Park Services	\$ 16,328,960	\$ 29,965,227	\$ 31,512,285	5.2%
<b>Total - Chief of Staff</b>	<b>\$ 20,557,147</b>	<b>\$ 34,712,892</b>	<b>\$ 36,346,790</b>	<b>4.7%</b>



# Communications

The Chicago Park District's Communications Department is charged with the task of increasing public awareness for the District's programs and initiatives. The Department is comprised of marketing and media relations units. The Department also oversees internal communications initiatives and works closely with the Information Technology Department to manage content on the District website.

<b>Department Expenditures</b>			
<b>Account</b>	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Personnel Services	\$ 1,058,885	\$ 1,077,654	\$ 1,125,321
Materials & Supplies	\$ 8,862	\$ 8,500	\$ 8,500
Contractual Services	\$ 781,308	\$ 703,850	\$ 543,850
<b>Total</b>	<b>\$ 1,849,055</b>	<b>\$ 1,790,004</b>	<b>\$ 1,677,671</b>
Personnel FTE	16	15	15



## 2010 Accomplishments

- Increased the number of electronic newsletter subscribers by 14%.
- Increased the number of consumers reached on social networking sites exponentially.
- Won the 2010 Publicity Club of Chicago's Golden Trumpet Award for the promotion of the inaugural Sweet Saturdays event at the Garfield Park Conservatory; and the Silver Trumpet Award for the District's Nature in the City brochure.
- Worked with the Information Technology Department to pursue a new contract for the District's website.

## 2011 Goals

- Continue "green" efforts by reducing the amount of printed materials, focusing on electronic communication where possible.
- Working with the Information Technology Department to market the District's new website and its upgraded capabilities.
- Working with the Park Services Department to strengthen the District's relationship with the corporate sector to secure sponsorship dollars from untapped resources.
- Further develop the marketing "advisory council" comprised of key stakeholders to assist in the ongoing development of new and innovative marketing strategies designed to reach new audiences.
- In an effort to further expand the District's social media presence, launch a Chicago Park District blog to inform patrons of news, programs, events, historical information and more.



# Communications

## Performance Data

Goal:	Measure		2011 Projection	2010 As of 9/30/10	2008-2009 % Change	2009	2008
	Increase awareness of District programs and initiatives	customer satisfaction surveys	# distributed	25,000	25,000	6%	25,000
# returned			3,750	3,591	60%	3,355	2,099
		Response Rate	15%	14%	4%	13%	8.9%
		# of email newsletter subscribers	90,000	86,400	15%	76,796	66,812
		\$ value of pro-bono or trade advertising			11%	\$180,000	\$161,795

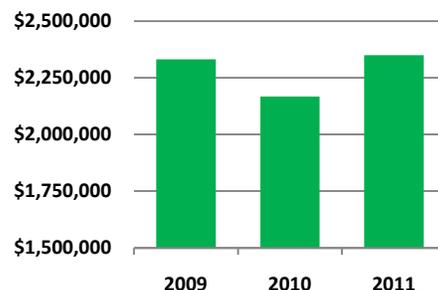


# Human Resources

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The Department of Human Resources staffs and ensures 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, policies and procedures, and collective bargaining agreements with the related labor relations functions.

<b>Department Expenditures</b>			
<b>Account</b>	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Personnel Services	\$ 1,231,718	\$ 1,787,590	\$ 1,973,810
Materials & Supplies	\$ 1,908	\$ 3,500	\$ 3,500
Contractual Services	\$ 441,847	\$ 376,500	\$ 372,000
<b>Total</b>	<b>\$ 1,675,473</b>	<b>\$ 2,167,590</b>	<b>\$ 2,349,310</b>
Personnel FTE	28	27	27



## 2010 Accomplishments

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- Implemented a web-based application system that will provide for online application submission, automatic electronic review of applicant qualifications, immediate electronic qualification notice to applicants, and online interview scheduling.
- Created a Human Resources Manager position to deal solely with hiring and training for our Special Recreation programming.
- Increased the number of Human Resources forms and policies available through the Chicago Park District website.
- Revised and updated Chicago Park District job descriptions.
- Created additional employee training opportunities.

## 2011 Goals

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- Attract a larger pool of qualified candidates by hosting and attending more job fairs.
- Continue to increase training initiatives for Chicago Park District employees.
- Continue to move toward paperless record retention.



# Human Resources

## Performance Data

<b>Goal:</b> Increase applicant pool for District vacancies	<b>Measure</b>	<b>2011 Projection</b>	<b>2010 As of 6/30/10</b>	<b>2008-2009 % Change</b>	<b>2009</b>	<b>2008</b>
	# of applications received (not including seasonals)	12,000	10,918	-23%	6,954	9,010
	# of HR forms available online	45	38	52%	38	25

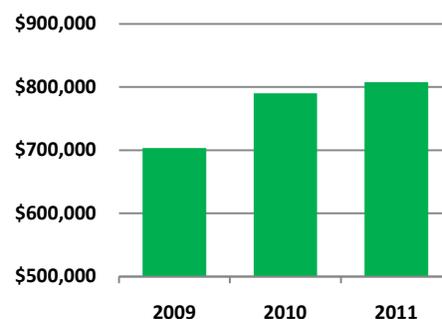
<b>Goal:</b> Increase employee job-related knowledge and competency	<b>Measure</b>	<b>2011 Projection</b>	<b>2010 As of 6/30/10</b>	<b>2008-2009 % Change</b>	<b>2009</b>	<b>2008</b>
	# of employee trainings provided	20	11	38.5%	18	13
	# of hours of employee training provided	100	55	-9.4%	29	32
	# of employees receiving training	2,000	1,200	19.5%	1,140	954



## Legislative and Community Affairs

The Department of Legislative and Community Affairs (LCA) is the lobbying and community relations arm of the Chicago Park District. LCA works with elected officials and other government agencies to obtain funding for park programs, capital improvements, and acquisitions. LCA develops partnerships and relationships with other agencies to create a higher quality of service to park patrons. LCA also fosters relationships with park advisory councils and community groups to address community needs, and encourages the participation of volunteers through the Volunteers in the Parks (VIP) program. Volunteer opportunities are available in a variety of areas, including; coaching, environmental projects, tutors/mentors, special events and greeters.

Department Expenditures			
Account	2009 Actual	2010 Budget	2011 Budget
Personnel Services	\$ 486,668	\$ 583,246	\$ 598,449
Materials & Supplies	\$ 3,129	\$ 2,975	\$ 2,975
Contractual Services	\$ 204,313	\$ 203,850	\$ 206,100
Program Expense	\$ 9,549	\$ -	\$ -
<b>Total</b>	<b>\$ 703,659</b>	<b>\$ 790,071</b>	<b>\$ 807,524</b>
Personnel FTE	7	7	7



### 2010 Accomplishments

- Partnered with the Grand Crossing Park Advisory Council, State Representative Marlow Colvin, Friends of the Parks, Kohl's, Children's Memorial Hospital, and Parkreation, Inc. on a community build playground at Grand Crossing Park.
- Worked with the 50 alderman to develop capital plans based on community needs and requirements while establishing funding formulas for capital projects located in Tax Increment Financing (TIF) areas. Successfully lobbied the City Council for \$65 million in TIF funding for capital projects and \$10 million in member menu money.
- Coordinated volunteer participation with the 2010 True Value Hardware Show at McCormick Place. True Value generously donated products left behind after their trade show at McCormick Place to the District to benefit the Special Olympics program. Volunteers from several organizations throughout the city assisted in packing these products. Volunteers packed 340 pallets of over 1,000 products.
- Introduced and passed important pieces of legislation in both the General Assembly and Chicago City Council—including: harbor build-out permits; parking meter legislation; various TIF and capital measures; planning commission issues and administrative hearing and review procedures.



# Legislative and Community Affairs

## 2011 Goals

- Finalize volunteer guidelines to increase employee knowledge of volunteer initiatives, as well as boost volunteer opportunities.
- Finalize fundraising booklet for advisory councils to increase capital partnerships and help raise community awareness regarding capital shortfalls, gaps and fundraising mechanisms.
- Develop program partners project with Friends of the Parks to retain volunteers on a yearly and quarterly basis and increase District programming.
- Continue to develop key legislation in the General Assembly and the City Council to improve, enhance and streamline the way the District delivers programs and services to its patrons.

## Performance Data

Goal: Increase community involvement	Measure	2011 Projection	2010 As of 8/15/10	2008-2009 % Change	2009	2008
	# of registered volunteers	1,200	1,157	110%	2,100	1,000
	# of advisory councils registered	175	145	-56%	131	300
	# of group volunteer projects		68	--	NA	NA

Goal: Increase support from local, state, and federal officials through lobbying efforts	Measure		2011 Projection	2010 As of 8/15/10	2008-2009 % Change	2009	2008
	Amount of funds solicited	State officials		\$10M+	16,300%	\$41M	\$250,000
		Local officials		\$75M	236%	\$37M	\$11M
	Amount of commitments received			\$85M*	1,014%	\$78M*	\$7M

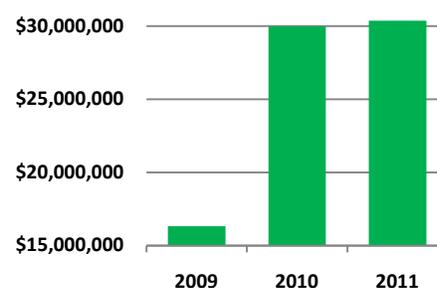
\*includes TIF/membership initiatives/menu appropriations/commitments



## Park Services

Park Services is responsible for managing the District's revenue-generating contracts. Those contracts include, but are not limited to, the management of: Soldier Field; Charter One Pavilion at Northerly Island; the largest municipal harbor system in the country with nine harbors and 5,000 boat slips; the District's parking lots; six golf courses and two driving ranges; and a District-wide concession program with more than 200 concessionaires. Additionally, the Department oversees all permitting and monitoring of special events throughout the District including picnics, media shoots, athletic events, concerts, festivals, and art exhibitions, as well as newly manages the use of parks by sports groups. Finally, Park Services markets and books most of the District's special use facilities for events including wedding receptions and corporate affairs.

<b>Department Expenditures</b>			
<b>Account</b>	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Personnel Services	\$ 725,090	\$ 766,893	\$ 781,773
Materials & Supplies	\$ 3,223	\$ 3,000	\$ 7,000
Contractual Services	\$ 15,600,647	\$ 29,195,334	\$ 29,572,423
<b>Total</b>	<b>\$ 16,328,960</b>	<b>\$ 29,965,227</b>	<b>\$ 30,361,196</b>
Personnel FTE	10	10	10



### 2010 Accomplishments

- Developed policies and procedures for all special event venues and added Douglas Park and Humboldt Park and Boat House as special event venues.
- Developed a Preferred Professional list for caterers, rental companies, and production companies.
- Took over direct management of South Shore Cultural Center for events and room rentals.
- Increased special event revenue by \$300,000.
- Finished installation of pay and display parking meters on the lakefront.
- Created new revenue streams by adding new permit levels and options.

### 2011 Goals

- Increase overall revenue by 5%.
- Create a new South Region Permits Coordinator position to standardize the permitting process district-wide.
- In conjunction with Community Recreation, develop a district-wide policy and form for room rentals.
- Increase involvement in onsite management of special event rentals by enlisting the support of regional staff.



# Park Services

## Performance Data

Goal: Maximize revenue potential of Management Contracts	Measure		2011 Projection	2010 As of 10/15/10	2008-2009 % Change	2009	2008
	Charter One Pavilion # of events		16	16	-6%	15	16
	Soldier Field	# of events	181	124	-1%	163	165
		# of tours	300	308	18%	306	259
# of garage		275	195	-22%	312	399	

Goal: Increase revenue generated via permits	Measure		2011 Projection	2010 DW As of 10/15/10	2008-2009 % Change	2009 (DW)	2008 (DW)
	Special Event Permits	# of permits issued	2,000	1,770	9%	1,996	1,834
		Revenue generated	\$4,000,000	\$3,615,300	37%	\$3,626,275	\$2,639,696
	Special Event Venues	# of permits issued	600	537	1%	115	114
		Revenue generated	\$500,000	\$416,598	-38%	\$96,423	\$154,679

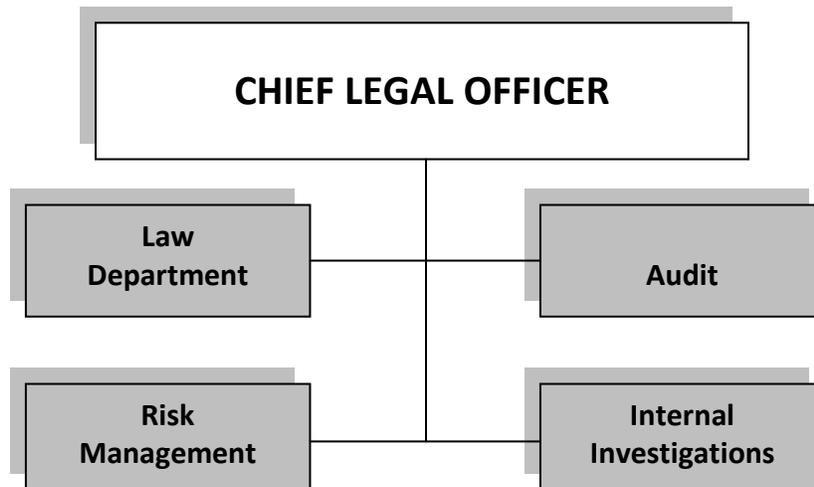
Goal: Increase revenue generated by privatized vendors	Measure	2011 Projection	2010 As of 8/31/10	2008-2009 % Change	2009	2008
	MLK	\$1,321,992	\$909,762	-14%	\$1,131,199	\$1,313,824
	Charter One Pavilion	\$900,000	\$1,118,800	-2%	\$882,461	\$896,653
	Harbors	\$23,249,719	\$20,976,509	-3%	\$21,185,660	\$21,796,206
	Soldier Field	\$23,898,002	\$11,688,934	14%	\$22,607,156	\$19,749,590
	Concessions	\$2,227,975	\$1,639,255	2%	\$2,000,755	\$1,962,827
	Golf Revenue	\$5,634,960	\$3,790,402	1,314%	\$4,543,032	\$321,203



# Legal

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The Chief Legal Officer is responsible for the effective implementation of policies approved by the Board of Commissioners. The Law Department and its audit, internal investigation, and risk management responsibilities fall under the Chief Legal Officer.

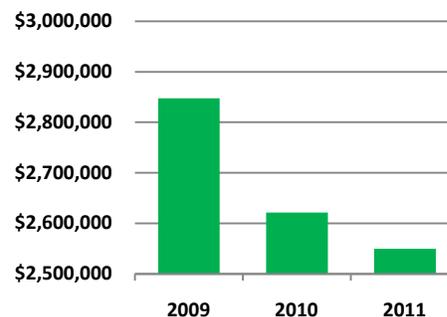


DEPARTMENT BUDGETS				
Department Name	2009 Actual	2010 Budget	2011 Budget	% Change
Law	\$ 2,847,277	\$ 2,621,517	\$ 2,549,845	-2.7%
Legal Investigations	\$ -	\$ 250,525	\$ 390,849	56.0%
<b>Total - Legal</b>	<b>\$ 2,847,277</b>	<b>\$ 2,872,042</b>	<b>\$ 2,940,694</b>	<b>2.4%</b>

## 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, real estate issues, tax matters, labor relations, municipal corporate matters, intergovernmental agreements, land acquisitions, permits, Constitutional First Amendment Issues, supervision of municipal bond transactions, criminal defense, and license agreements. The Department also manages the District's legal investigations.

<b>Department Expenditures</b>			
<b>Account</b>	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Personnel Services	\$ 1,711,295	\$ 1,704,615	\$ 1,632,943
Materials & Supplies	\$ 52,293	\$ 65,492	\$ 65,492
Small Tools & Equipment	\$ 1,715	\$ 1,000	\$ 1,000
Contractual Services	\$ 1,081,974	\$ 850,410	\$ 850,410
<b>Total</b>	<b>\$ 2,847,277</b>	<b>\$ 2,621,517</b>	<b>\$ 2,549,845</b>
Personnel FTE	22.2	21.7	20.2



### 2010 Accomplishments

- Recovered a total net savings to the District in excess of \$500,000 through effective claims management and risk transfers.
- Saved the District over \$2,000,000 by the reduction of Workers' Compensation arbitration liability by \$894,996, the modification of a previous arbitration settlement award by \$137,500 and the reduction of liability by \$700,000 through the successfully and vigorous defense of the District in three high profile personal injury cases.
- Assisted District departments and Central Administration in the development and implementation of new policies and procedures. Developed and implemented new policies and procedures for the Special Recreation Department and for the administration of Epi-Pens to patrons suffering severe allergic reactions.
- Negotiated extensive repairs to District property at no cost to the District. Negotiated numerous tenders of defense and requests for indemnification of litigation matters thereby transferring risk of loss away from the Chicago Park District. Negotiated over 20 Inter-Governmental Agreements with the City of Chicago, State of Illinois and the United States Federal government. Negotiated the federal funding and placement of over 156 unemployed Illinois workers for a period lasting four months and saving the Park District over \$1,116,854 in labor costs.

### 2011 Goals

- Recover money owed to the District by providing aggressive, skillful and specialized defense in personal injury, worker's compensation, union, labor, and employment grievance in federal court, state court, and administrative adjudication agencies. Pursue the recovery and collection of awards in favor of the District for the liability of third party entities.
- Negotiate tenders of defense and requests for indemnification of litigation matters through skillful advocacy.



## Law

- Increase savings of the District by continuing to counsel the Risk Manager to reduce the liability exposure of the District in its daily park operations by identifying areas of third party commercial insurance liability, reduce the liability exposure of the District as a primary party, and implement precautionary measures to reduce work-related injuries. Hire auditors to implement and enforce accountability of park staff in their receipt, reporting and reconciliation of park funds and property.
- Assist other departments in the formation, development and implementation of new policies and procedures as well as continuing to provide ongoing legal advice to the Human Resources Department related to disciplinary actions, employment and labor matters, and employee training, i.e. Ethics, Shakman Decree, and OSHA Safety Program. Reduce the number of pending personnel appeal hearings.

### Performance Data

Goal: Oversee the legal aspects of park land acquisitions and developments and park activities, festivals, sponsorships, and events	Measure	2011 Projection	2010 As of 6/30/10	2008-2009 % Change	2009	2008
	# of arts partners contracts		10	113%	17	8
	# of sponsorships		2	-33%	8	12
	# of event and activity agreements		18	171%	19	7
	# of grant agreements and IGAs		22	93%	27	14
	Amount of grant agreements and IGAs		\$1,000,000	337%	\$33,932,730	\$7,765,460

Goal: Provide the highest quality litigation service to the District	Measure	2011 Projection	2010 As of 6/30/10	2008-2009 % Change	2009	2008
	Total new cases		59	-57%	24	56
	Total cases closed		53	-84%	16	101
	Cases disposed without payment (via dispositive motion) or transferred liability (tender of defense)		18	-53%	9	19
	Net \$ amount of settlements paid relative to dollar amount demanded to settle (pre-trial)		\$1,748,668	-87%	\$213,500	\$1,588,840
	# of verdicts against the District		1	0%	0	0
	Net \$ amount of verdicts against District		\$13,916	0%	\$0	\$0
	# of verdicts in favor of the District		9	-100%	0	7
	Net \$ amount saved in via verdicts in favor of District		\$751,000	-100%	\$0	\$428,000

Goal: Offer ongoing training and education opportunities to District staff	Measure	2011 Projection	2010 As of 6/30/10	2008-2009 % Change	2009	2008
Shakman Decree	# of sessions	1	1	-75%	1	4
	# of attendees	5	9	-99%	1	200
Ethics	# of sessions	2	0	-50%	2	4
	# of attendees	240	0	-36%	234	367



# Law

Goal:	Measure	2011 Projection	2010 As of 6/30/10	2008-2009 % Change	2009	2008
Efficiently respond to FOIA Requests	# of FOIA requests received		190	73%	235	136
	# of FOIA requests closed within 10 days		190	62%	185	114

Goal:	Measure	2011 Projection	2010 As of 6/30/10	2008-2009 % Change	2009	2008
Investigation Statistics	# of investigations		52	-22%	90	116



# Administration

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



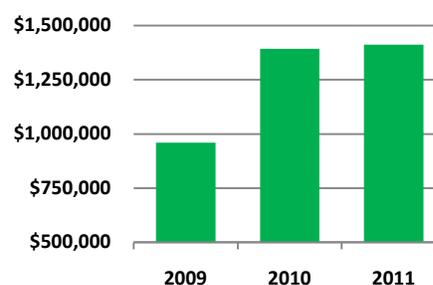
DEPARTMENT BUDGETS				
Department Name	2009 Actual	2010 Budget	2011 Budget	% Change
Communications	\$ 1,452,074	\$ 1,390,557	\$ 1,245,057	-10.5%
Disability Policy Office	\$ -	\$ 435,965	\$ 476,506	9.3%
General Administrative Services	\$ 960,143	\$ 1,391,983	\$ 1,410,822	1.4%
Human Resources	\$ 1,219,562	\$ 1,706,092	\$ 1,867,433	9.5%
Park Services	\$ 16,328,960	\$ 29,965,227	\$ 31,512,285	5.2%
Purchasing	\$ 710,204	\$ 742,668	\$ 819,074	10.3%
<b>Total - Administration</b>	<b>\$ 19,960,739</b>	<b>\$ 34,889,824</b>	<b>\$ 36,512,103</b>	<b>4.6%</b>



# General Administrative Services

The Department of General Administrative Services provides general services throughout the Chicago Park District. This unit is responsible for proper storage, management/care and control, retrievals/deliveries, retentions, and disposals of the District's records in accordance with State and Local Records Act 50LLCS205. We also provide customer service on behalf of the District to include but not limited to greeting visitors, obtaining and providing accurate information as requested, scheduling appointments/meeting locations, receiving all incoming calls and providing specific answers in regard to questions/concerns, etc. and direct calls to the appropriate department or employee. In addition, this division is responsible for the collection and delivery of mail throughout the District, receipt and deliveries for all UPS, FedEx and DHL packages, and collection/distribution and preparation for all messenger and US mail scheduled for shipping.

<b>Department Expenditures</b>			
<b>Account</b>	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Personnel Services	\$ 588,846	\$ 757,783	\$ 781,222
Materials & Supplies	\$ 12,358	\$ 100,000	\$ 99,000
Contractual Services	\$ 358,939	\$ 534,200	\$ 530,600
<b>Total</b>	<b>\$ 960,143</b>	<b>\$ 1,391,983</b>	<b>\$ 1,410,822</b>
Personnel FTE	10	9	9



## 2010 Accomplishments

- Increased productivity within the mail room by reducing regional mail deliveries from five (5) day to four days.
- Maintained an updated Record Management Inventory on the District's shared drive for the purpose of making all information accessible to potential requestors.
- Expedited record/file retrievals by developing a request which requires detailed information provided by the provider and to accommodate the new FOIA requirements.
- Reorganized and cleaned the entire Record Management area.
- Established accountability for paper supplies by reorganized, properly stocked and developed a release form for deliveries for the Administrative Building and Reprographics division usage. Developed an inventory, which is placed on the Shared Drive for general use and updated after each delivery.
- Established new policies/procedures relative to the payment of all vehicle citations and the collection of same



# General Administrative Services

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## 2011 Goals

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- Increase delivery response time for Record Management requests 24 to 48 hours.
- Repackage 1000 damaged record storage boxes.
- Locate and identify records and/or files stored within various regional field houses. Inventory and/or dispose of if and when appropriate.
- Disposal of an additional 30,000 pounds or 25% of old records (based on available funding).
- Reduce returned mail.
- Reduce mass mailings by utilizing in-house staff for deliveries.

## Performance Data

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Goal: Efficiently manage the retention and disposal of records within the District	Measure	2011 Projection	2010 As of 6/30/10	2008-2009 % Change	2009	2008
	# of requests to retrieve and deliver documents	500	700	77%	675	380
	% of documents retrieved and delivered within 48 hours of the requests	90%	90%	5%	90%	85%
	% of eligible documents destroyed	45%	25%	-5%	30%	35%

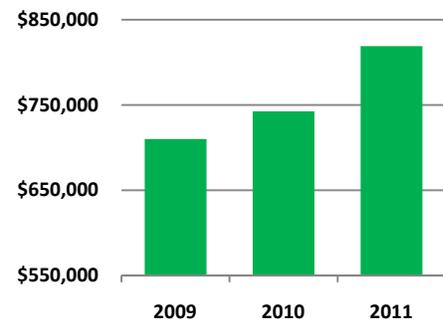


# Purchasing

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The Department of Purchasing is responsible for the procurement of supplies, services, and construction for all departments and regions in accordance with The Code of the Chicago Park District and informing the public about doing business with the Chicago Park District.

<b>Department Expenditures</b>			
<b>Account</b>	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Personnel Services	\$ 691,205	\$ 714,648	\$ 791,054
Materials & Supplies	\$ 1,040	\$ 4,250	\$ 4,250
Contractual Services	\$ 16,205	\$ 19,770	\$ 19,770
Program Expense	\$ 1,754	\$ 4,000	\$ 4,000
<b>Total</b>	<b>\$ 710,204</b>	<b>\$ 742,668</b>	<b>\$ 819,074</b>
Personnel FTE	12	11	12



## 2010 Accomplishments

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- Transparency Initiatives
  - Small purchase order specifications and tabulations, online contract library, RFQ pool bid tabulations and RFQ anticipated opportunities available online.
- MBE/WBE Initiatives
  - Increased the number of target market bids and awards above \$20,000, automated portions of MBE/WBE participation monitoring and outreach efforts, and increased ongoing site visits for construction projects to verify MBE/WBE participation.
- Small Purchase Orders Initiatives
  - Developed and launched small purchase order specification.

## 2011 Goals

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- Launch new, more informative and user friendly Department of Purchasing home page.
- Commence electronic storage of purchase orders and other files.
- Work with IT and Finance to implement first phase of e-procurement.



# Purchasing

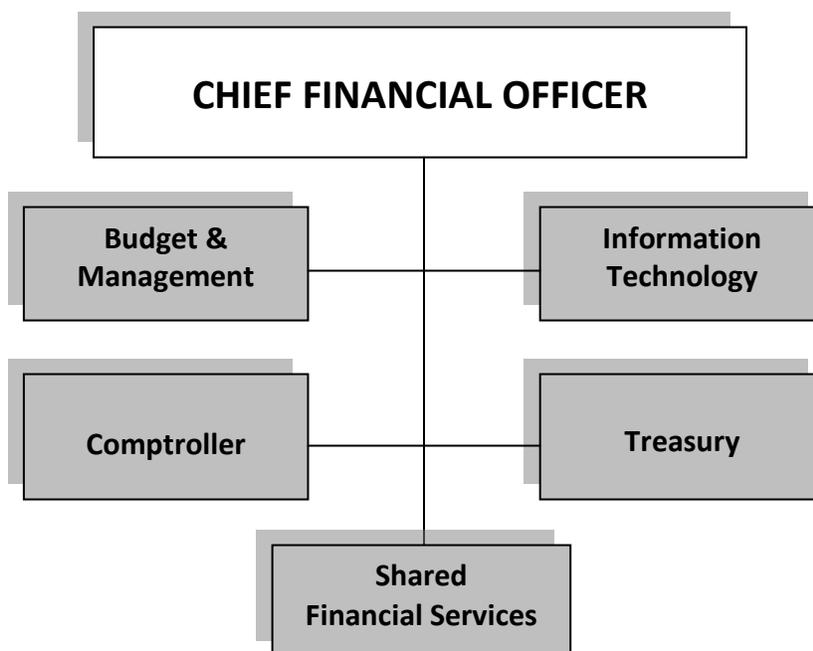
## Performance Data

	Measure	2011	2010	2008-2009	2009	2008	
		Projection	As of 6/30/10	% Change			
<b>Goal: Increase outreach efforts and awards to MBEs and WBEs</b>	<b># of M/WBE Outreach Events Attended</b>		15	21%	46	38	
	<b># of Contracts Awarded to MBEs</b>	<b>Job Order Contracts</b>		15	14%	82	72
		<b>RFQ Pre-qualified Pools</b>		7	6.3%	17	16
		<b>Non-RFQ &amp; Non-JOC</b>		7	60%	8	5
	<b>Amount of Contracts Awarded to MBEs</b>	<b>Job Order Contracts</b>		\$1,111,221	35%	\$5,429,502	\$4,023,194
		<b>RFQ Pre-qualified Pools</b>		\$8,640,655	102%	\$9,004,956	\$4,465,496
		<b>Non-RFQ &amp; Non-JOC</b>		\$2,443,679	77%	\$2,587,991	\$11,035,095
	<b># of Contracts Awarded to WBEs</b>	<b>Job Order Contracts</b>		0	0%	0	0
		<b>RFQ Pre-qualified Pools</b>		29	57%	33	21
		<b>Non-RFQ &amp; Non-JOC</b>		7	--	7	0
	<b>Amount of Contracts Awarded to WBEs</b>	<b>Job Order Contracts</b>		\$0	0%	\$0	\$0
		<b>RFQ Pre-qualified Pools</b>		\$5,300,170	321%	\$3,939,640	\$936,379
		<b>Non-RFQ &amp; Non-JOC</b>		\$1,666,287	--	\$3,447,103	\$0
		<b># of Target Market Bids Awarded</b>		22	177%	83	30
		<b>Amount of Target Market Bids Awarded</b>		\$128,000	137%	\$517,083	\$218,561



## Finance

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



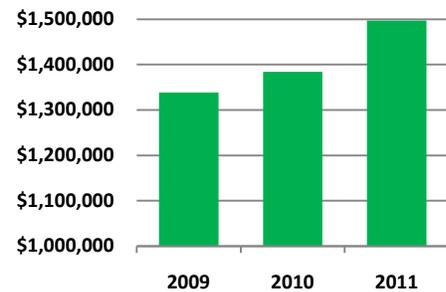
DEPARTMENT BUDGETS				
Department Name	2009 Actual	2010 Budget	2011 Budget	% Change
Budget	\$ 430,188	\$ 458,775	\$ 484,914	5.7%
Comptroller	\$ 1,338,599	\$ 1,384,422	\$ 1,496,889	8.1%
Information Technology	\$ 6,003,906	\$ 5,927,744	\$ 6,127,376	3.4%
Shared Financial Services	\$ 1,253,314	\$ 1,272,149	\$ 1,386,800	9.0%
Treasury	\$ 1,273,653	\$ 1,214,878	\$ 1,621,108	33.4%
<b>Total - Finance</b>	<b>\$ 10,299,660</b>	<b>\$ 10,257,968</b>	<b>\$ 11,117,087</b>	<b>8.4%</b>



# Comptroller

The Office of the Comptroller consists of four divisions that provide financial services to parks, departments, employees and vendors: General Accounting, Accounts Payable, Payroll and Quality Controls and Review. The Comptroller’s Office maintains the financial integrity of the District and its commitment to sound business practices and financial policies. Our office collects data and coordinates, manages and records all financial transactions for the District, in addition to managing the annual financial audit and producing the Comprehensive Annual Financial Report (CAFR) Popular Annual Financial Report (PAFR).

<b>Department Expenditures</b>			
<b>Account</b>	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Personnel Services	\$ 1,099,301	\$ 1,118,362	\$ 1,120,174
Materials & Supplies	\$ 10,399	\$ 17,300	\$ 20,305
Contractual Services	\$ 228,899	\$ 248,760	\$ 356,410
<b>Total</b>	<b>\$ 1,338,599</b>	<b>\$ 1,384,422</b>	<b>\$ 1,496,889</b>
Personnel FTE	17	17	18.6



## 2010 Accomplishments

- The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the Chicago Park District for its Comprehensive Annual Financial Report (CAFR). For three consecutive years, the Park District has achieved this prestigious award. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized CAFR that satisfies both GAAP and applicable legal requirements. Prepared a timely CAFR and for the first time, prepared a Popular Annual Financial Report. Since the Certificate of Achievement is valid for a period of one year only, we believe that our current CAFR and PAFR meet the Certificate of Achievement Program’s requirements and have submitted both documents to the GFOA to determine their eligibility for award.
- Implemented the Oracle Fixed Assets module to account for and report on the District’s capital assets. This monthly process imports all Oracle Accounts Payable data and groups it into the above mentioned categories for financial reporting. Reports available include depreciation, annual additions, Construction-In-Process and Assets Under Threshold. Implemented Oracle Business Intelligence (OBIEE) in developing the CAFR, PAFR and related audit schedules and reports. Report preparation time drastically reduced due to automating this function.
- Absorbed the grants management function into the Comptroller’s Office to centralize the recording, monitoring and reporting functions for all Federal, State and Local grants. The District is responsible for adhering to GASB 33, Accounting for Non-Exchange Transactions, U. S. Government Accounting Office (GAO) and the American Recovery and Reinvestment Act (ARRA) guidelines in accounting for new grants and accurately reporting on existing grant revenues and expenditures.
- Implemented online and electronic pay stubs and direct deposit advices via our website tool. Employees now have access to 3 years of payroll information, including benefit balances and W-2’s which saves the District money in printing costs and staff time.



# Comptroller

## 2011 Goals

- To receive the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report and Popular Annual Financial Report for the year ended 2009.
- GASB No. 51, Accounting and Financial Reporting for Intangible Assets is effective for the District for fiscal year ended December 31, 2010. Governments must now retroactively account for intangible assets such as easements, water rights, timber rights, patents, trademarks, and computer software. The Comptroller's Office will be charged with ensuring the District is in compliance with GASB 51 and accurately reporting these assets on the 2010 financial statements.
- GASB No. 54, Fund Balance Reporting and Governmental Fund Type Definitions is effective for the District with its year ended December 31, 2011. This statement establishes accounting and financial reporting standards for all governments that report governmental funds. It establishes criteria for classifying fund balances into specifically defined classifications and clarifies definitions for governmental fund types. The Comptroller's Office will be charged with ensuring the District is in compliance with GASB 54 in presenting its 2011 budget and accurately reporting its funds on the 2011 financial statements.
- Explored electronic payment methods in order move the District from the manual processing of payments, to a more efficient and expedient accounts payable function. The District will also take steps to better utilize its procurement card program by taking advantage of online transaction approvals and using single-use commercial cards.
- Shorten the "fieldwork" stage of the financial statement audit and Single Audit by closing the general ledger by April 30th of each year and preparing all year-end schedules within 30 days afterward. Issue the District's audited financial statements, CAFR and PAFR by June 30th of each fiscal year.

## Performance Data

Goal: To enhance the timeliness of accounting data	Measure	FY 2010 Projection	2008-2009 Change	FY 2009	FY 2008
	Issue date of CAFR	6/30/11	--	7/29/10	7/29/09
	Issue date of OMB Circular A-133 Single Audit Report	6/30/11	--	NA	9/29/09
	Submission to Nationally Recognized Municipal Securities Information Repository (NRMSIR)	205 days after Year End	--	210 days after Year End	210 days after Year End
	Audit fieldwork concluded	5/30/11	--	07/14/10	NA

Goal: To measure the number of quality controls and review tasks completed by type	Measure	2011 Projection	2010 As of 7/31/10	2008-2009 % Change	2009	2008
	Account/Bank reconciliations performed	5,400	1,000	--	NA	NA
	Data integrity checks completed	120	200	--	NA	NA
	Grants reports issued	15	6	--	NA	NA
	Grants trainings conducted	2	1	--	NA	NA



# Comptroller

Goal: Effectively manage payroll transactions	Measure	2011 Projection	2010 As of 7/31/10	2008-2009 % Change	2009	2008
	Manual payroll checks issued	2,600	2,655	1.1%	2,800	2,769
	Voided payroll checks	160	150	5.6%	170	161
	Final payout checks issued	70	77	29%	80	62
	Regular payroll: checks issued + direct deposit = total	26,000 <u>+83,800</u> 109,800	25,745 <u>+64,316</u> 90,061	-0.7%	28,959 <u>+84,315</u> 113,274	33,876 <u>+80,213</u> 114,089

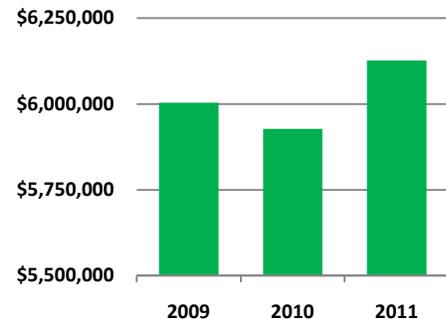
Goal: Effectively manage accounts payable (A/P) transactions	Measure	2011 Projection	2010 As of 7/31/10	2008-2009 % Change	2009	2008
	Manual A/P checks issued	80	71	-8.5%	75	82
	Voided A/P checks	210	188	-7.2%	205	221
	Invoices entered	27,500	19,033	-0.4%	27,255	27,366
	Regular A/P: Checks Issued + Wire = Total	11,000 <u>+200</u> 11,200	9,661 <u>+128</u> 9,789	9.1%	13,458 <u>+97</u> 13,555	12,334 <u>+90</u> 12,424



# Information Technology

The Information Technology Department develops, implements and maintains all technology utilized by the Park District. This includes hardware and software applications for enterprise-wide computer systems, desktop and network equipment, telephone systems and the public web site. A Five-Year Technology Plan developed by the Department and reviewed by the IT Oversight Committee comprised of its 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 include maintaining record of and ensuring timely completion of all projects as well as evaluating results and reporting quarterly.

<b>Department Expenditures</b>			
<b>Account</b>	<b>2009 Actual</b>	<b>2010 Budget</b>	<b>2011 Budget</b>
Personnel Services	\$ 333,967	\$ 338,208	\$ 346,519
Materials & Supplies	\$ 1,080	\$ 1,700	\$ 1,700
Small Tools & Equipment	\$ 9,697	\$ 17,945	\$ 17,945
Contractual Services	\$ 5,659,162	\$ 5,569,891	\$ 5,761,212
<b>Total</b>	<b>\$ 6,003,906</b>	<b>\$ 5,927,744</b>	<b>\$ 6,127,376</b>
Personnel FTE	5	4	4



## 2010 Accomplishments

- Complete the 2011 Budget Book and CAFR in OBIEE
- Deployment of Intranet SharePoint
- Completed Phase III of Network / PC Expansion – 110 additional Parks completed. Brings Parks Connected total to 169 by end of 2010.
- Headquarters Building Security/ID Badge System Upgrade
- Webcasting of Board Meetings

## 2011 Goals

- Grants /Work Order /Project Management System
- Enterprise Content Management System
- New Internet Web Site / eCommerce Internet Application
- Kiosk deployment in over 150 park locations



# Information Technology

## Performance Data

Goal: Provide exceptional and responsive customer service to District staff	Measure	2011 Projection	2010 As of 9/15/10	2008-2009 % Change	2009	2008	
	Number of help desk calls Received	3,520	2,109	-0.3%	2,806	2,814	
	% of help desk customer satisfaction surveys Responding "satisfied" or "very satisfied"	88-91%	95.3%	6.4%	95.6%	89.2%	
	# of supported network devices	Servers	35	29	76%	30	21
		Switches	184	190		174	97
		Routers	168	165		148	81
		Firewalls	2	2		2	2
		Email	2	2		1	1
		Total	377	388		355	202
	% of scheduled uptime	Servers	99.5%	99%	0%	99.5%	99.5%
Switches		99.5%	99.5%	99.5%		99.5%	
Routers		99.5%	99.1%	99.5%		99.5%	
WAN		98%	98%	98%		98%	

Goal: Provide efficient and cost effective equipment that support all District departments	Measure	2011 Projection	2010 As of 9/15/10	2008-2009 % Change	2009	2008
	# of projects authorized by IT oversight committee	16	12	175%	11	4
	% of projects completed within budget	100%	100%	0%	100%	100%
	% of projects completed on-time	60%	50%	-50%	50%	100%

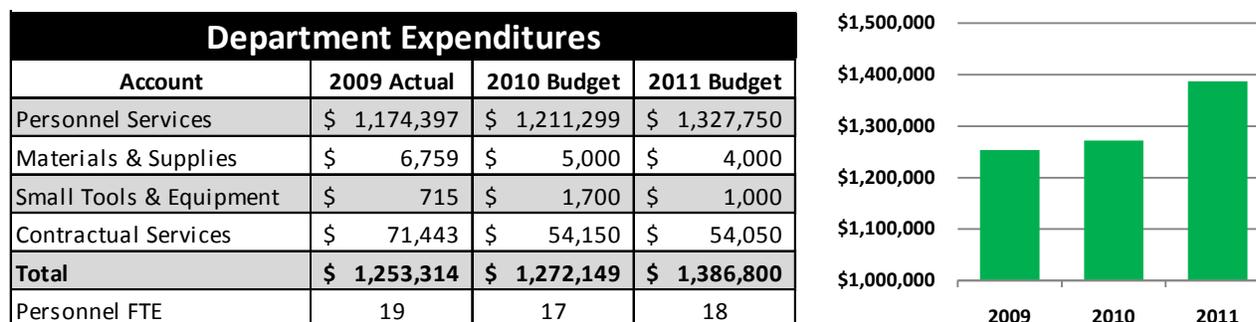
Goal: Provide & support telecommunications access for end users effectively	Measure	2011 Projection	2010 As of 9/15/10	2008-2009 % Change	2009	2008
	# of web site visits	2,621,515	2,496,681	12%	2,820,111	2,513,497
	# web site page views	9,478,725	9,027,357	-0.7%	10,393,520	10,464,770

Goal: Ensure that the District website and web communications are dependable and easy-to-use	Measure	2011 Projection	2010 As of 9/15/10	2008-2009 % Change	2009	2008
	# of phone lines maintained	2,200	2,150	17%	2,050	1,748
	% of phone lines requiring maintenance	75%	71%	0%	75%	75%
	# of mobile units maintained	925	895	9%	884	810
# of Blackberry units maintained	112	87	100%	50	25	



## 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, operating departments as well as Regional Managers to ensure ongoing coordination of these activities.



### 2010 Accomplishments

- Continued to train appropriate park and departmental personnel in financial policies and procedures. This included the following processes: CPD program registration, cash receipting, using receipts and/or cash registers, cash depositing, and financial recording of monies collected.
- Processed over \$150 million in park and departmental goods and services orders and processed payments for these orders.
- Processed payments for over 2,000 full time employees every two weeks.

### 2011 Goals

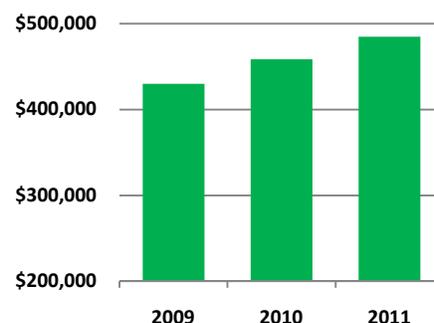
- Continue to enforce procedures to ensure that revenue is collected and recorded correctly, thus increasing the level of financial accountability by CPD staff.
- Develop standardized monthly financial reports for monitoring fiscal performance of departments and regions.
- Work with other administrative 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.



# 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 insure 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	2009 Actual	2010 Budget	2011 Budget
Personnel Services	\$ 424,361	\$ 433,425	\$ 459,564
Materials & Supplies	\$ 1,729	\$ 2,000	\$ 2,000
Small Tools & Equipment	\$ -	\$ 500	\$ 500
Contractual Services	\$ 4,098	\$ 22,850	\$ 22,850
<b>Total</b>	<b>\$ 430,188</b>	<b>\$ 458,775</b>	<b>\$ 484,914</b>
Personnel FTE	6	6	6.6



## 2010 Accomplishments

- Awarded the Government Finance Officers Association Distinguished Budget presentation award for the 2010 Budget.
- Began implementation Grant Management software solution that integrates with the work order and project management solutions creating a unified approach to workflow processes and reporting.
- Provided district-wide training on grants management and introduced E-Civis, a grant research tool to expand opportunities for increased grant funds.

## 2011 Goals

- Work with Information Technology to begin update of budget development application.
- Continue implementation of OBIEE to improve communication of monthly/quarterly financial reports to the Chief Financial Officer, General Superintendent/CEO, Board of Commissioners, departments, and parks.
- Under the direction of the Chief Financial Officer continue the development of relevant policies and procedures consistent with industry standard best practices.

## Performance Data

Goal:	Measure	2010 Projection	2009 As of 6/30/09	2007-2008 % Change	2008	2007
Seek alternative funding sources to leverage existing and corporate and capital dollars	Number of new grant applications	NA	39	-87%	12	92
	Amount of grant dollars applied for	NA	\$4.580M	-77%	\$3.472M	\$15.306M



# Budget and Management

Goal: Continue to prudently manage financial operations	Measure	2010 Projection	2009 As of 6/30/09	2007-2008 % Change	2008	2007
	Actual corporate fund expenditures as a % of what was budgeted	95%	52%	--	99%	NA
	Actual corporate fund revenues as a % of what was budgeted	100%	55%	--	99%	NA
	Unreserved fund balance	NA	NA	-25%	\$18,154	\$24,175

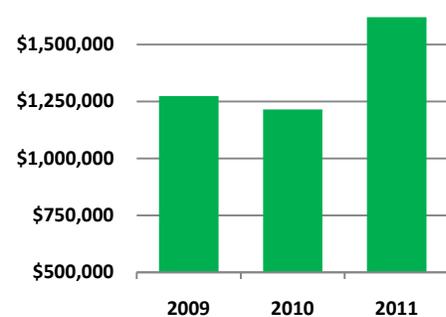
Goal: Seek alternative inter-governmental funding sources sharing community development goals	Measure	2010 Projection	2009 As of 9/30/09	2007-2008 % Change	2008	2007
	# of TIF development agreements executed		5	-75%	2	8
	Value of TIF development agreements executed (millions)		\$8,400,000	-79%	\$2,658,117	\$12.437M
	# of open space impact fee agreements executed		0	--	27	NA
	Value of open space impact fee agreements executed (millions)		0	--	\$7.953M	NA



# 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	2009 Actual	2010 Budget	2011 Budget
Personnel Services	\$ 405,113	\$ 419,543	\$ 452,818
Materials & Supplies	\$ 9,789	\$ 11,750	\$ 12,290
Small Tools & Equipment	\$ 13,641	\$ 8,000	\$ 4,000
Contractual Services	\$ 845,110	\$ 775,585	\$ 1,152,000
<b>Total</b>	<b>\$ 1,273,653</b>	<b>\$ 1,214,878</b>	<b>\$ 1,621,108</b>
Personnel FTE	5	5	5.5



## 2010 Accomplishments

- Issued bonds (\$45 million) to support and fund portions of the District's 2009 and 2010 Capital Improvement Programs which are dedicated for district-wide projects. Issued and refunded bonds (approx. \$16 million) to garner approximately \$2 million in savings for the District's operations. In addition, the District received upgrades to its ratings by two of the rating agencies (Fitch Ratings and Moody's Investors Service) through recalibration of their municipal rating scale to a global rating scale. The District's ratings were recently reaffirmed in a bond transaction- Fitch Ratings: AAA; Moody's Investors Service: Aa2 and S&P: AA+.
- Treasury anticipates prior to year-end to issue an amount not to exceed \$150 million in General Obligation Unlimited Tax Bonds (Harbor Facilities Revenues Alternate Revenue Source) for the construction of a new harbor and marina to be known as '31st Street Harbor' and to reconfigure and upgrade the existing harbors. The District went through an extensive public process and sought various approvals for the new harbor. Multiple steps have been taken to prepare for the bond issuance including obtaining a financial feasibility report of the District's current harbor system and the anticipated impact of the proposed harbor improvements, as well as presentations to inform the District's Board, the various rating agencies and potential investors about the transaction.
- Continued to implement best practices during a volatile market by diversifying and selecting prudent investments to preserve and maintain the safety and principal of the District's investment portfolio. In addition, Treasury prepared and issued a Request for Qualifications for Fund Managers to optimize and maximize the District's investment portfolio and expanded its' list of approved municipal depositories to provide additional investment options for the District.



# Treasury

- By strategically managing its' cash flow, the District avoided, for the fourth straight year in a row, having to issue any short-term debt instruments thus saving approximately \$2 million in annual interest payments. Treasury also completed the implementation of a web-based treasury management services to improve workflow efficiencies.

## 2011 Goals

- Continue to evaluate financing and restructuring proposals to maximize capacity and savings in its debt portfolio due to limitations of the District's Debt Service Extension Base (DSEB).
- Create a Debt Service Management Policy.
- Explore current technology solutions to improve and strengthen treasury management protocols.
- Pursue opportunities to enhance investment benchmark performance as well seek reduction in transactional fees.

## Performance Data

Goal:	Measure	2011 Projection	2010 As of 9/30/10	2008-2009 % Change	2009	2008
Increase collection and safekeeping of monies	# of credit card transactions	80,000	75,000	7%	73,400	68,700
	# of credit card machines deployed	15	1	--	20	0
	NSF collection rate	55%	50%	4%	44%	40%
	# of safes deployed	5	7	-47%	8	15

Goal:	Measure	2011 Projection	2010 As of 9/30/10	2008-2009 % Change	2009	2008
Increase usage of automated disbursements	% of total disbursements	55%	50%	14%	46%	30%





**2011 BUDGET SUMMARY**

**GLOSSARY**

**CHICAGO PARK DISTRICT**

# Glossary

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## **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.



# Glossary

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## **Capital Asset**

An asset of significant value and having a useful life of at least five years. 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**

The fund out of which most day-to-day operations of the Park District are managed.



# Glossary

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## **Cultural Programs**

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

## **Day Camp**

A summer camp offered by the Park District for children ages 7-12 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.

## **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 basis 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**

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



# Glossary

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## **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 that are intended to be held or used, such as land, buildings, machinery and equipment.

## **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 .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 recreational, 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.



# Glossary

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## **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.



# Glossary

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## **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.



# Glossary

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## **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, base 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. For example, trash collection on Park District property.

## **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. Four of the five regions are geographically based on the City of Chicago – Central, Lakefront, North, and South. The fifth region is the administration which covers districtwide operations.

## **Rehabilitation Cost Methodology**

A method of estimating capital projects costs for all facilities within a category type over time. The CPD'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.



# Glossary

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## **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.



# Glossary

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## **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.

## **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

ECSE – Environmental, Culture and Special Events

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

