



2013

Budget Summary





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Chicago Park District
Illinois**

For the Fiscal Year Beginning

January 1, 2012

Linda C. Dawson Jeffrey R. Egan

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, 2012. 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.

2013 Chicago Park District Budget Summary



To the Citizens of Chicago,

It gives me great pleasure to present the Chicago Park District's 2013 budget, which features a responsible, balanced budget that increases programming at neighborhood parks, invests in children and families, and reduces a longtime structural deficit without an increase in taxes and fees for Chicago residents. The \$410.9M spending plan is approximately 0.8% higher than the FY2012 budget.

At the Chicago Park District, children come first. Our number one priority is to keep programs affordable and accessible to children and their families, while ensuring the financial health of the agency. Thousands of families count on park programs each day for sports, cultural and social enrichment. This budget invests in those families by increasing neighborhood programming that keeps the young people of our communities safe and engaged. The District's proposed budget does more for families, without burdening them with higher taxes and park fees. Programming and room rentals will remain flat at neighborhood parks, while program discounts continue for active duty personnel, their families and households with multiple children enrolled in Chicago Park District programs. Finally, the 2013 budget allows for a \$1 million investment in summer camp scholarships for families who are most in need.

In 2013, the Chicago Park District will add new programs, and expand some of its most popular ones to serve tens of thousands more children and families. This budget will also strengthen weekend family-oriented programming, and in 2013 the District will launch an expanded "Night Out in the Park" series, which will feature such popular programs as Chicago Shakespeare in the Parks, Circus in the Parks, Movies in the Parks and more.

In these tight fiscal times, we must be aggressive in our pursuit of revenue. Outside of property tax levy (\$261 million), the Chicago Park District's greatest revenues will come from Soldier Field, harbors, golf courses, parking and the concession program. Revenues from Soldier Field, budgeted at \$29.1 million will include the highly anticipated Hockey Classic in February, the Taylor Swift concert in August, and the University of Illinois-Washington game in September. The District's sponsorship program is expected to realize an estimated \$1.3 million in new revenue, while permit fees are budgeted at \$9.8 million. Because of a revised deal last spring, guaranteed income from the Lollapalooza Festival alone will bring parks \$2.7 million, plus millions of dollars more in amusement tax to the city and Cook County.

We thank the residents of Chicago and park patrons for their contributions in shaping this budget. We know that the upcoming year will be a very exciting one. We look forward to seeing you in the parks.

Sincerely,

A handwritten signature in black ink that reads "Michael P. Kelly". The signature is written in a cursive, flowing style.

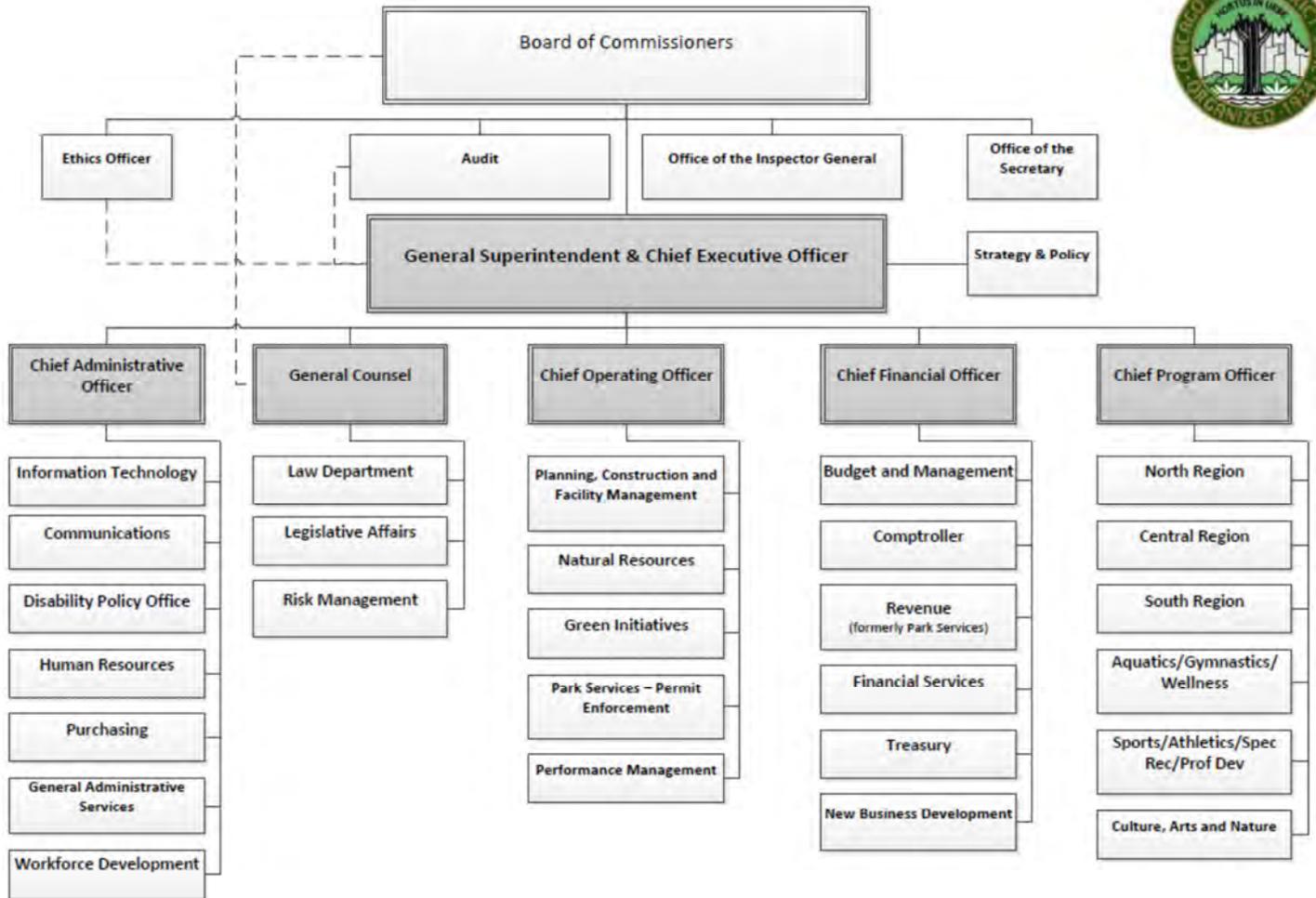
Michael P. Kelly
General Superintendent & CEO
Chicago Park District

2013 Chicago Park District Budget Summary

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2013 Chicago Park District Budget Summary





2013 BUDGET SUMMARY

**SECTION I
BUDGET OVERVIEW**

CHICAGO PARK DISTRICT

Budget Overview

Economic Outlook

Fiscal year 2013 will present another step in the long road to recovery from the financial collapse caused by the recession. The national economy is likely to continue to show signs of recovery in the same measured pace that has characterized the growth experienced so far. Accompanying this slow growth is a feeling of cautious optimism as underlying uncertainty persists about such matters as the fiscal cliff, federal tax policies and the European recession.

The Bureau of Labor Statistics reported total nonfarm payroll employment increased by 171,000 and the unemployment rate was 7.9% in October 2012. Both the unemployment rate at 7.9% and the number of unemployed persons at 12.3 million were essentially unchanged from a month earlier and offered little change from the 8.3% unemployment rate that started the year. Still, this is progress from the perspective that the unemployment rate was in the 10% range two years prior to this point. Overall, it is not anticipated that the national unemployment rate will return to the prerecession level of 5.8% for some time.

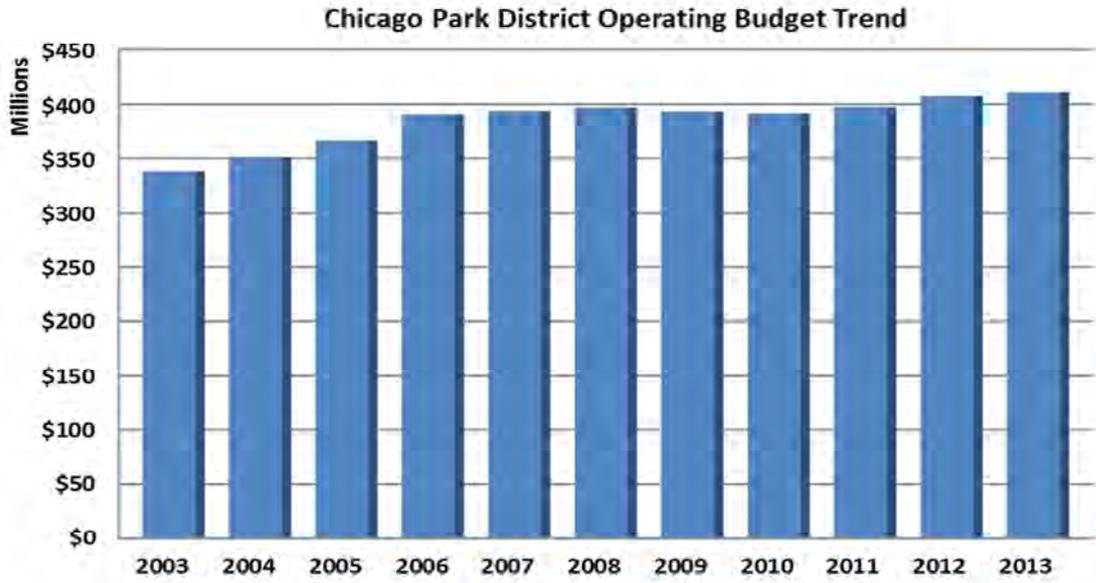
The local economy is expected to mirror national economic trends. The State of Illinois unemployment rate is at 8.8% and the City of Chicago's unemployment rate is at 9.4%, both of which are showing improvement. According to the Federal Reserve Beige Book for October 2012, economic activity in the Seventh District-Chicago continued to expand in late August and early September, but at a slow pace. Growth in consumer spending was little changed, while business spending increased at a slower rate. Manufacturing activity edged lower, and growth in construction moderated. Credit conditions continued to improve gradually. Cost pressures increased some, due in large part to higher food and energy prices. Gasoline prices deterred consumers from increasing discretionary spending. Business spending continued to increase slowly in late August and September. A number of firms reported delaying hiring and capital expenditure decisions until they were more certain about the outlook for federal tax and spending policies.

As indicated in independent analyses released by the State Budget Crisis Task Force in 2012, the financial collapse of 2008 exposed deep-set financial challenges for state and local governments that will persist long after the economy rebounds as governments contend with eroding revenues, federal budget cuts and underfunded pensions. In Illinois specifically, the pension situation with some of the lowest funded ratios of public pensions in the nation has contributed to the state's ongoing fiscal crisis.

The Chicago Park District is not immune from this economic climate. It is anticipated that the Park District's economically sensitive revenues will experience only marginal growth, if any, in 2013. This must be balanced against the need to provide a greater social safety net to residents. The Chicago Park District is committed to ensuring that resources are allocated and investments are made in ways that best serve Chicago residents and that high quality, affordable recreation is provided that invites everyone to come out and play.

Budget Overview

2013 Total Operating Budget Summary



The 2013 budget is balanced at \$410.9 million, a moderate increase of 0.8% above the 2012 budget. A balanced budget means that our expenditures do not exceed our revenue. Despite a slight increase in revenues, the Chicago Park District was still faced with a budget deficit of \$16 million. This was a result of, among other things, anticipated salary increases as a result of ongoing negotiations, rising healthcare costs, utility costs for water/sewer charges, and an increase in expenditures due to the district’s overall expansion.

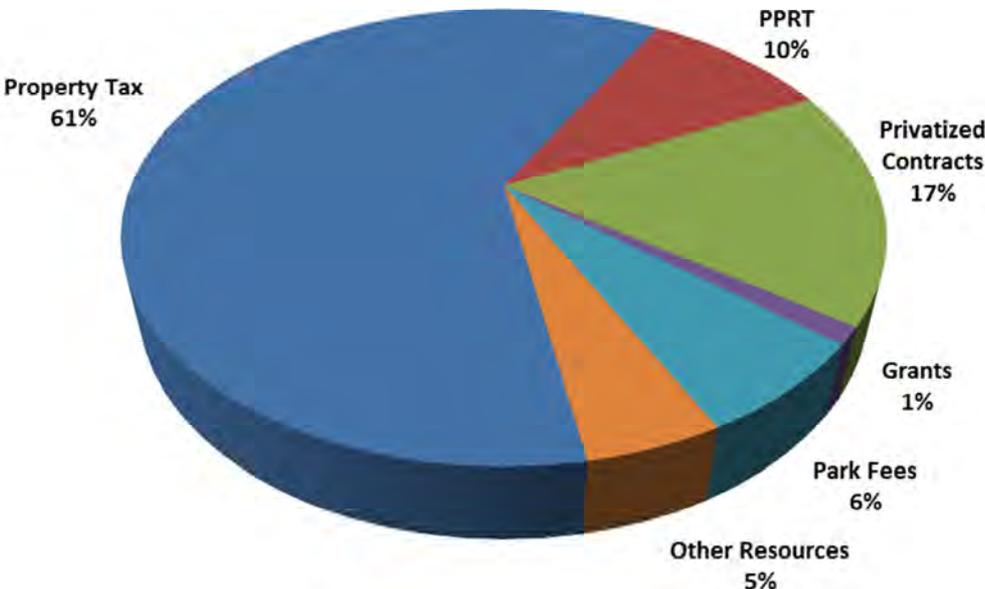
The Park District’s primary sources of revenue are Property Taxes and Personal Property Replacement Taxes (PPRT) which combined make up 71% of total revenue. While the District has been fortunate with consistent Property Tax collections, this budget reflects a conservative estimate in the expected loss in collections of 3.9% of the property tax budget for 2013. For the eighth consecutive year, the District has balanced its budget without a property tax increase. The 2013 budget increases the property tax levy to \$261 million as a result of the expiration and termination of TIF districts.

The District has identified various measures for closing the \$16 million gap. As a start, a mandatory 5% department budget reduction was instituted. The District has taken the following steps to address the structural budget deficit:

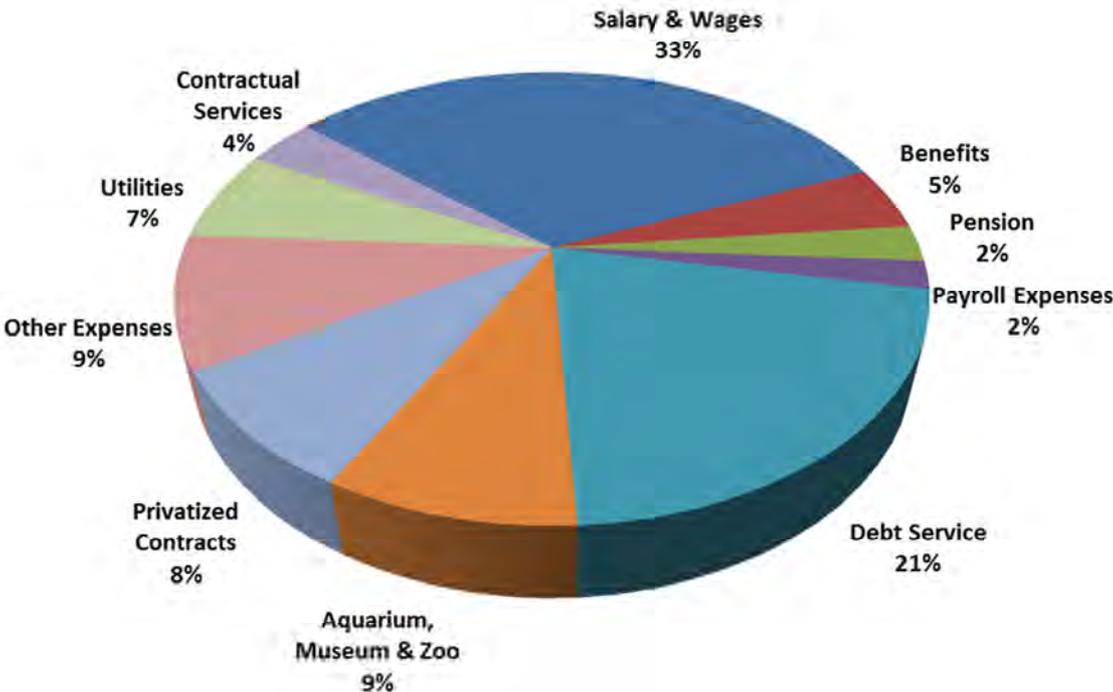
- District-wide participation in 3 shut-down days
- Elimination of 27 fulltime equivalent (FTE) positions
- Refinancing debt in order to take advantage of lower interest rates
- Modest fee increases in permit fees in line with CPI growth
- Use of Lollapalooza revenues to support operations

Budget Overview

2013 Operating Budget – Revenue



2013 Operating Budget – Expenses



Budget Overview

Financial Summary - Revenues

All Operating Funds

	2011 Budget	2012 Budget	2013 Budget	% Change
Property Taxes	\$ 259,910,657	\$ 259,910,657	\$ 261,010,657	0.4%
Other Property Tax Income (TIF)	12,000,000	-	2,224,400	
Less Property Tax Loss in Collections	(10,136,516)	(10,136,516)	(10,179,416)	0.4%
Personal Property Replacement Tax (PPRT)	39,002,250	39,392,273	39,589,230	0.5%
Interest On Investment	200,000	200,000	400,000	100.0%
Concession Revenue	2,477,975	2,822,350	3,180,625	12.7%
MLK Center	1,321,992	1,431,823	1,408,000	-1.7%
Parking Fees	2,435,862	2,931,783	3,334,208	13.7%
Harbor Fees	23,461,707	27,557,914	25,137,652	-8.8%
Golf Fees	5,203,260	5,062,558	5,481,535	8.3%
Park Fees	14,079,363	14,179,000	14,179,000	0.0%
Soldier Field	24,393,864	25,267,262	29,091,505	15.1%
Rentals	2,217,861	2,589,932	3,267,596	26.2%
Northerly Island	375,763	900,000	1,100,000	22.2%
Donation and Grant Income	5,000,000	5,000,000	5,000,000	0.0%
Corporate Sponsorships	850,000	500,000	1,800,000	260.0%
Miscellaneous Income	1,405,000	2,285,904	987,323	-56.8%
Permits	6,132,300	6,582,300	9,727,215	47.8%
Capital Contributions	4,138,206	3,836,713	3,515,571	-8.4%
Long Term Income Reserve	100,000	-	-	
Fund Balance Transfer	3,000,000	17,205,850	7,600,000	-55.8%
Prior Year Available Resources	-	-	3,074,000	
Total	\$ 397,569,544	\$ 407,519,803	\$ 410,929,101	0.8%

Budget Overview

Financial Summary - Expense

All Operating Funds

	2011 Budget	2012 Budget	2013 Budget	% Change
Salary & Wages	\$ 128,414,965	\$ 135,114,280	\$ 134,014,449	-0.8%
Health Benefits	16,454,555	15,839,444	16,449,361	3.9%
Employee Health Care Contribution	(1,588,750)	(1,636,413)	(1,798,430)	9.9%
Retiree Health Benefits	1,513,761	1,619,724	1,442,000	-11.0%
Prescription Drugs	2,180,705	2,239,232	2,623,437	17.2%
Dental Benefits	336,310	338,870	338,546	-0.1%
Life Insurance	177,253	184,778	181,815	-1.6%
Medicare Tax	1,335,000	1,261,944	1,446,284	14.6%
Social Security	1,220,000	1,086,557	1,242,712	14.4%
Materials and Supplies	6,487,628	6,085,408	6,104,784	0.3%
Tools and Equipment	545,945	494,020	495,229	0.2%
Repair and Maintenance	1,460,666	1,871,970	2,010,939	7.4%
General Contractual Services	15,320,862	15,275,005	15,925,676	4.3%
Facilities Rentals	1,019,200	1,044,680	1,026,803	-1.7%
Natural Gas Utility	5,750,363	5,797,874	5,737,874	-1.0%
Electric Utility Service	12,130,000	12,247,600	10,947,000	-10.6%
Water and Sewer Utility	5,320,128	6,716,661	10,532,000	56.8%
Concessions Management	675,000	675,000	725,000	7.4%
Harbor Management	8,920,023	10,140,039	10,014,070	-1.2%
Soldier Field	12,240,764	12,522,135	16,509,733	31.8%
Golf Management Expenses	4,123,427	4,207,025	4,060,700	-3.5%
MLK Center Management	1,245,714	1,245,717	1,255,058	0.7%
Parking Management	1,148,541	1,181,334	1,188,770	0.6%
Landscape Management	4,447,100	4,262,390	3,862,390	-9.4%
Other Management Fee Expense	16,845,076	16,294,041	16,038,160	-1.6%
Organizations	2,690,000	2,690,000	2,510,000	-6.7%
Expenditure of Grants	2,000,000	2,284,296	2,117,801	-7.3%
Special Program Expense	1,273,766	963,262	749,474	-22.2%
Unemployment Obligations	1,587,850	1,675,969	2,147,662	28.1%
Workers Compensation	4,000,000	3,500,000	3,525,000	0.7%
Insurance	2,975,000	2,987,462	2,726,674	-8.7%
Judgments	1,500,000	1,000,000	1,000,000	0.0%
Pension Expense	10,745,269	10,435,071	10,488,466	0.5%
Remittance To Zoo	5,690,000	5,690,000	5,600,000	-1.6%
Remittance To Aquarium & Museum	30,601,360	30,630,729	30,645,560	0.0%
Debt Service	86,782,063	89,553,699	87,044,104	-2.8%
Total	\$ 397,569,544	\$ 407,519,803	\$ 410,929,101	0.8%

The seal of the Chicago Park District is a circular emblem. It features a central tree with a thick trunk and a canopy of green leaves. The tree is set against a background of stylized buildings and a wavy line representing water at the base. The seal is surrounded by a green border with the text "CHICAGO PARK DISTRICT SEAL" at the top and "ORGANIZED 1934" at the bottom. The text "HONORIS PURBE" is also visible in the background.

2013 BUDGET SUMMARY
SECTION II
CHICAGO PARK DISTRICT
PROFILE

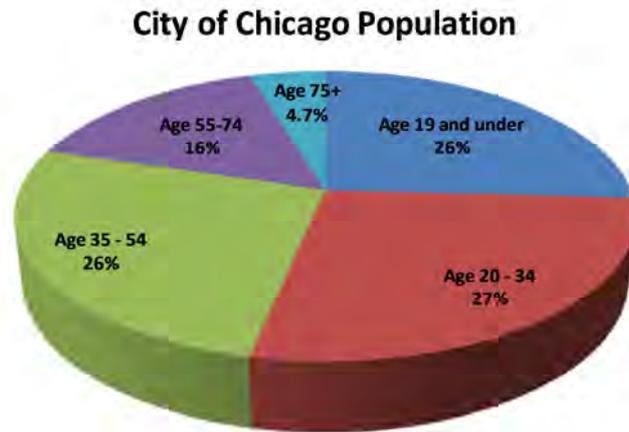
CHICAGO PARK DISTRICT

Demographics

City of Chicago

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 2.6 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 parks that offer something for everyone and adds a unique quality to help make the city what it is today.

City of Chicago Population 2011	
Total	2,700,955
Age 19 and under	695,610
Ages 20 - 24	224,279
Age 25-34	519,122
Ages 35 - 54	713,506
Age 55 - 64	266,487
Ages 65 - 74	154,969
Age 75 and over	126,982
City of Chicago 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 (mph)	10.4
Annual Number of Days Sunny or Partly Sunny	189
Elevation (Above Sea Level)	578.5 ft

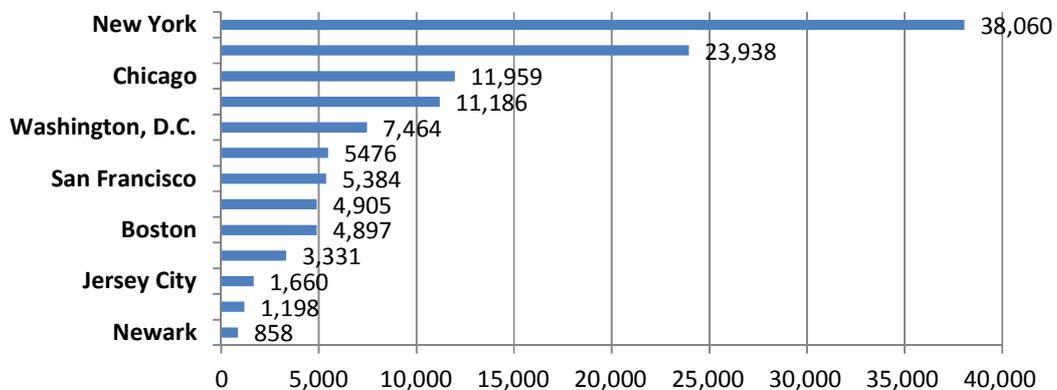


Source: World Business Chicago

Chicago Park District

The parks are a fundamental part of the quality of life that Chicagoans and visitors enjoy. The Chicago Park District owns more than 8,100+ acres of green space, making it the largest municipal park manager in the nation.

Total Park Acres



Demographics

The Chicago Park District owns more than 8,100+ acres of green space, including:

- 585 parks
- 523 playgrounds
- 153 accessible playgrounds (soft surface)
- 240 field houses
- 71 fitness centers
- 28 running tracks
- 143 gymnasiums
- 77 swimming pools
- 76 accessible pool features
- 194 spray pools
- 20 water playgrounds
- 572 tennis courts
- 356 volleyball courts (300 temp along lakefront)
- 9 gymnastics centers
- 7 golf courses
- 3 driving ranges
- 1 miniature golf course
- 1 putting green
- 718 baseball fields
- 2 wheelchair baseball fields
- 2 batting cages
- 257 soccer/football combo fields
- 35 artificial turfs
- 58 outdoor soccer fields
- 12 hand/racquetball courts
- 9 ice skating rinks
- 5 skate parks
- 16 dog friendly areas
- 32 beaches
- 16 accessible beach walks
- 9 harbors
- 5,088 marina slips
- 90 gardens
- 62 community gardens
- 10 museums
- 12 cultural centers
- 2 senior centers
- 2 conservatories
- 17 lagoons
- 7 nature gardens
- 11 savannas/woodlands
- 5 wetlands
- 22 prairies/grasslands
- 1 nature center
- 1 urban farm
- 1 organic greenhouse
- 5 dunes

The Chicago Park District’s parks offer thousands of sports and physical activities as well as cultural and environmental programs for youth, adults, and seniors. As detailed in the sidebar, the Chicago Park District is also responsible for numerous indoor pools, outdoor pools, and miles of lakefront including swimming beaches plus an inland beach.

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

Popular attractions that fall under the management of the Chicago Park District include the Clarence Buckingham Memorial Fountain, which is located in Grant Park. Proudly referred to as Chicago’s front yard, Grant Park is among the city’s loveliest and most prominent parks. Ten world-class museums are located on Chicago Park District property, three of them in Grant Park: the Art Institute, the Field Museum of Natural History, and the Shedd Aquarium. More than 20 million people visit Grant Park and Buckingham Fountain annually, making it the second most visited park landmark in the U.S.

In addition to these landmarks, the Chicago Park District offers 220 stunning facilities, many of which are rented for special events.

The Most Visited City Parks

Rank	Park Name	City	Annual Visitors
1	Central Park	New York, NY	35,000,000
2	Lincoln Park	Chicago, IL	20,000,000
3	Mission Bay Park	San Diego, CA	16,500,000
4	Balboa Park	San Diego, CA	14,000,000
5	Golden Gate Park	San Francisco, CA	13,000,000
6	Forest Park	St. Louis, MO	12,000,000
6	Griffith Park	Los Angeles, CA	12,000,000
8	Coney Island Beach and Boardwalk	New York, NY	10,600,000
9	Fairmount Park	Philadelphia, PA	10,000,000
9	The National Mall	Washington, DC	10,000,000

Park Stats Source: The Trust for Public Land 2011 City Park Facts

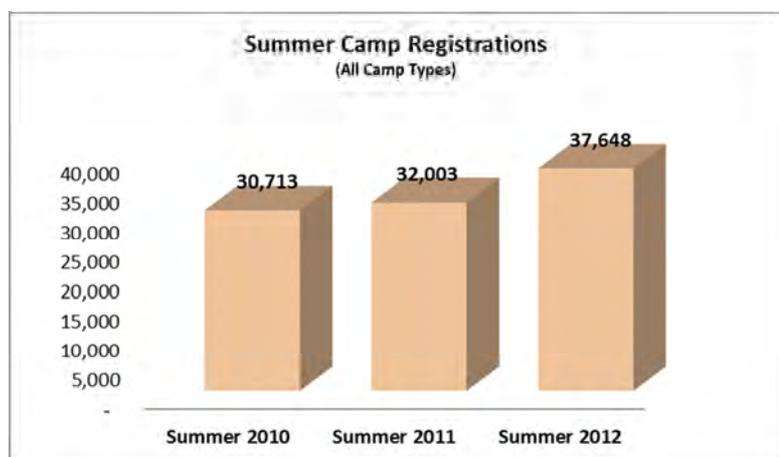
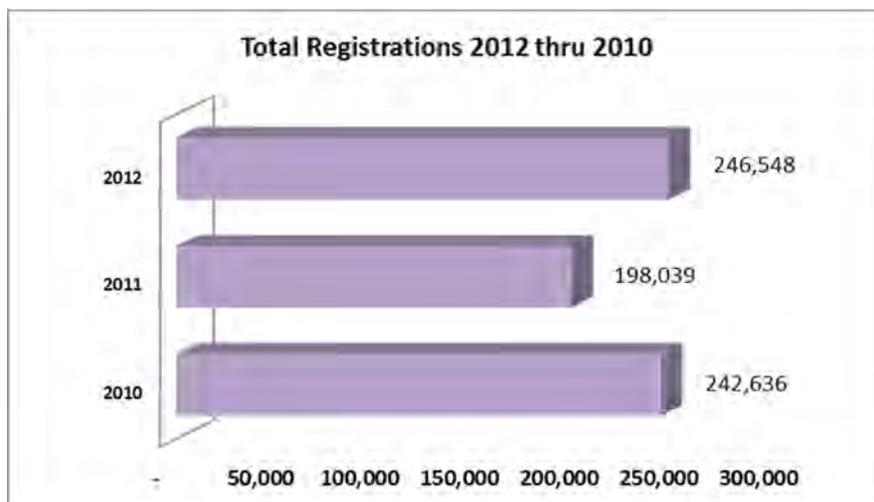
Demographics

Recreational Offerings

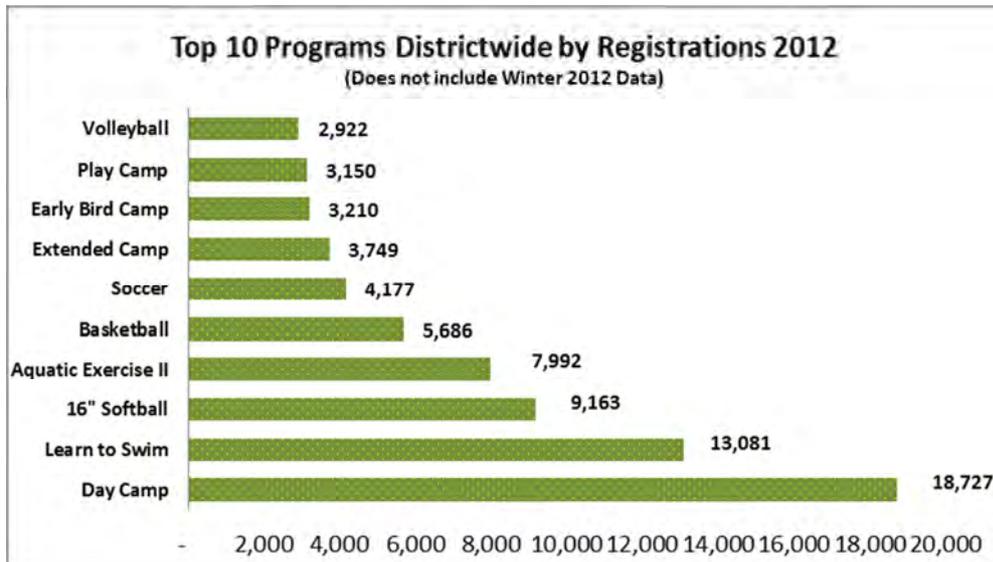
From canoeing to batting cages to arts and crafts, there is never a shortage of activities to participate in Chicago's parks. The Chicago Park District provides a variety of activities for people of all ages. Early childhood activities such as Moms, Pops & Tots classes are available for infants, toddlers 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 can participate in organized activities such as Teen Club, Sports37 and district-wide sports leagues. Baseball, volleyball, and 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 all, there are over 20,000 recreational offerings available through the Park District.

Program Registrations & Demographics

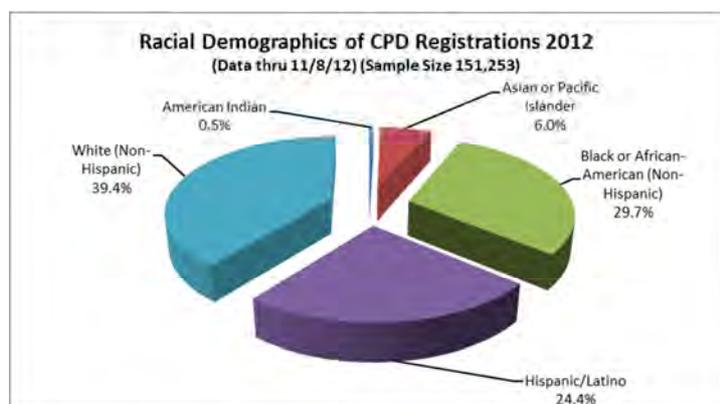
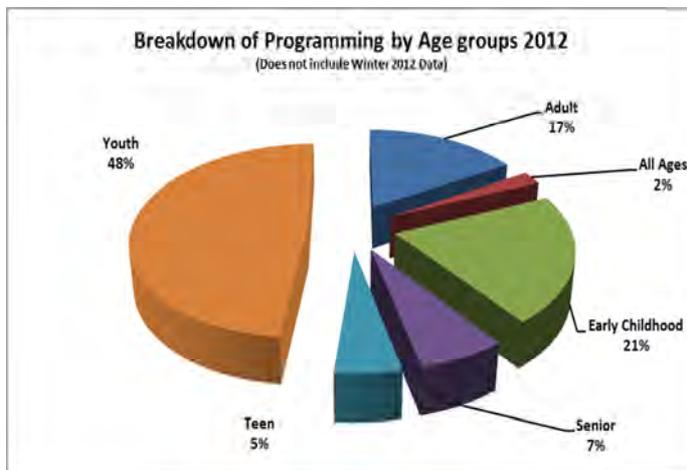
In 2012, total program registrations reached record levels exceeding 2011 by 24%. A closely monitored segment of total program registrations is summer camp registration, the district's most popular and in-demand program. This measure exceeded historical registrations by significant margins as well.



Demographics



Chicago Park District programs are popular among all age groups and races. At nearly 70%, youth and early childhood programming make up the majority of the program offerings. Instructional programming makes up approximately 62% of all programming.



Mission & Core Values

Mission

The mission of the Chicago Park District is to:

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

Core Values

Children First

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

In 2013, CPD will add new programs, and expand some of its most popular ones to serve additional children.



Best Deal in Town

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



In 2013, program, room rental and boater fee rates will remain flat. Program discounts will continue. Boaters residing outside of Chicago who dock at the new award-winning 31st Street Harbor will benefit from a moratorium on non-resident fees.

Mission & Core Values

Built to Last

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

In 2013, \$1.3 million in savings will be realized due to energy efficiency capital investments.



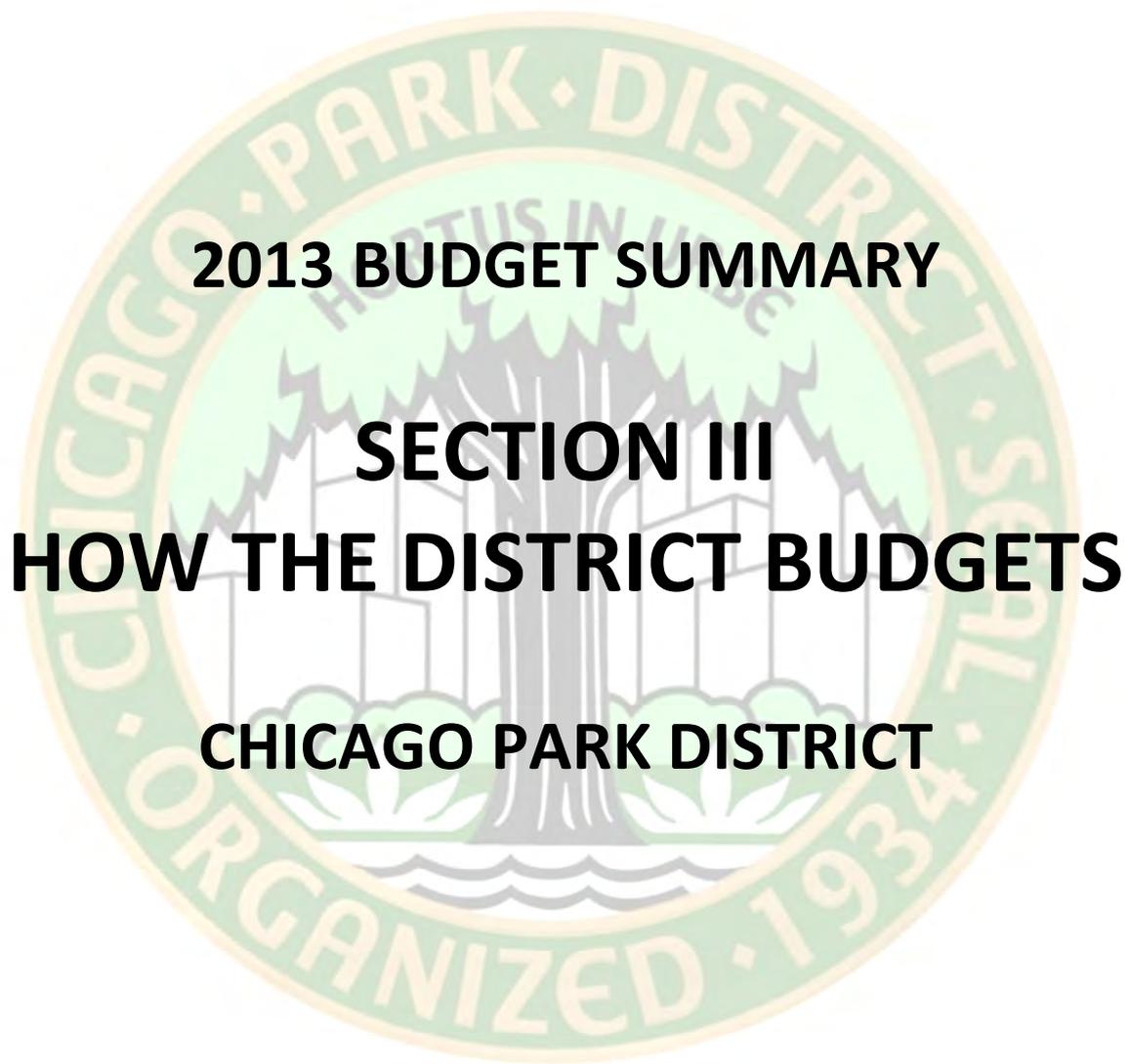
Extra Effort

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



Chicago Park District receiving the CAPRA accreditation

In 2013, the new department of Workforce Development will be created to centralize and standardize training, policy development, and accreditation.



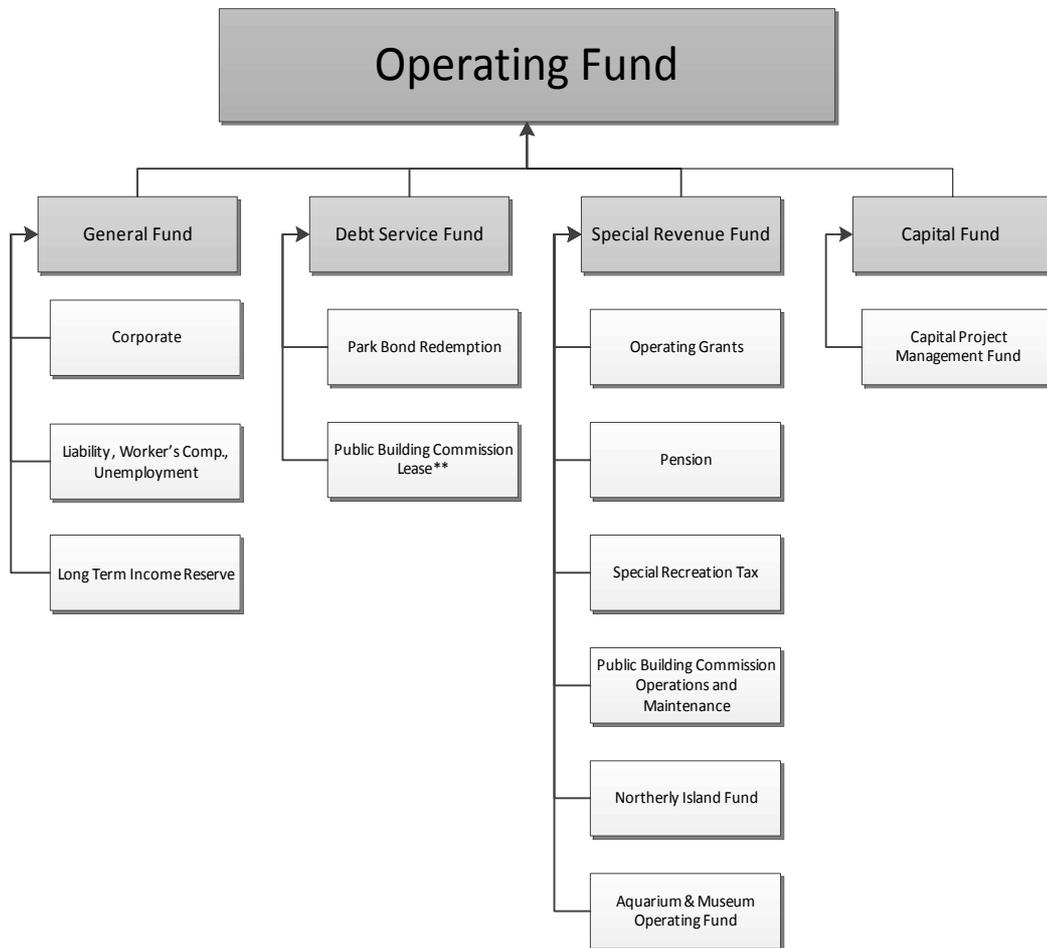
2013 BUDGET SUMMARY

**SECTION III
HOW THE DISTRICT BUDGETS**

CHICAGO PARK DISTRICT

Fund Structure

Fund Structure



The 2013 budget reflects the requirements of Governmental Accounting Standards Board (GASB) Statement No.54, Fund Balance Reporting and Governmental Fund Type Definition. The fund structure above represents the reclassification of funds based upon definitions provided in the statement. Classification of funds is based upon the following definitions:

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

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

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

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

Fund Structure

2013 Operating Budget funds

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

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

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

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

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

****Public Building Commission – Lease** – 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. This fund is no longer required because the district levied for the last payment in 2012.

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.

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.

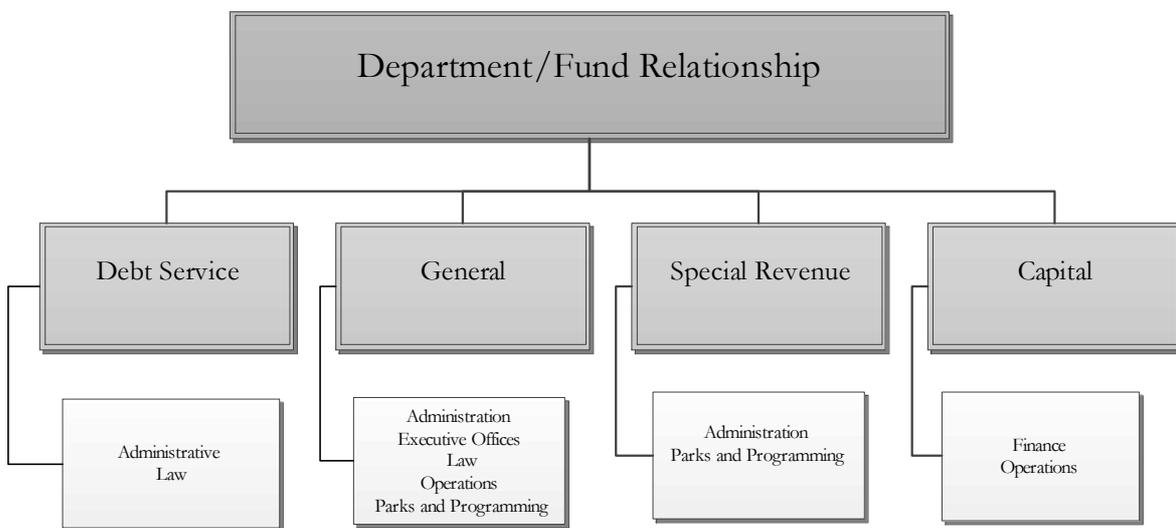
Aquarium and Museum Operating Fund - This fund is for the amount of maintenance tax to be levied in conformity with provisions An Act in Relation to the Creation, Maintenance, Operation and Improvement of the District approved July 10, 1933, as amended and an act entitled An Act Concerning

Fund Structure

Aquariums and Museums in Public Parks approved July 18, 1933, title as amended by an act approved June 24, 1935, as amended, for the purpose of operating, maintaining, and caring for the institutions.

Capital Project Administration Fund - This fund is for the purpose of tracking and allocating personnel-related expenses for employees contributing to the District’s capital projects. This fund was established to fund the salaries, health, life and other personnel benefits for employees who plan, administer, monitor and report on capital projects.

The annual Budget Appropriations Ordinance outlines funding for capital expenditures. Details on these funds can be found in the Capital Improvements section of this document.



Basis of Budgeting

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

The District’s department heads may make transfers of appropriations within a department. Any transfers necessary to adjust the budget and implement park programs 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.

Fund Structure

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

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

The District's basis of budgeting is the same as GAAP basis except for the following: 1) in the budgetary basis, encumbrances are expenditures, whereas GAAP reflects encumbrances as 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

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.

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.

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.

Debt Policy

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 2.3% of the latest known Equalized Assessed Valuation (EAV). The District was \$1,412 million or 75% below the \$1,888 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 \$458 million in capacity under this limit. At the end of 2011, the District had approximately \$917 million of outstanding long-term debt which is 2.8% lower than the previous year.

Financial Policies

Investment Policy

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

Fund Balance Policy

Fund balance is the difference between assets and liabilities reported in a fund at the end of the fiscal year. The District seeks to maintain adequate levels of fund balance to mitigate current and future risks and to ensure stability. Fund balance is also a crucial consideration in long-term financial planning. Credit rating agencies carefully monitor levels of fund balance and unreserved fund balances in the District’s General Fund to evaluate creditworthiness.

Historically, the District has been able to maintain a healthy reserve through growth management, strategic financial planning and constant cost analysis. It is the policy of the District to maintain certain levels of fund balance in the Long-Term Income Reserve Fund to provide both specificity and flexibility, while accomplishing two main criteria:

- 1. Target Level of Reserve** - The reserve floor is set at \$85,000,000.
- 2. Specific Circumstances for Drawing Down Reserve** – Due to the biannual nature of our property tax collections, the District usually receives approximately half the tax levy in the Spring and the other half in the Fall. This often creates a cash deficit as our peak spending is during the summer months. Historically, the District would issue Tax Anticipation Warrants to bridge the gap. Internal borrowings from the Reserve to the General Fund during the year 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

Budget Process

The budget process is a culmination of input from District staff, management, the Board of Commissioners and community members. All stakeholders have a role in shaping the District's strategic direction. Each year, the District prepares the budget document as a guide to communicate the District's financial plan, policies, goals and objectives for the ensuing year.

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 Children First, Best Deal in Town, Built to Last and Extra Effort (discussed in detail under the section Mission & Core Values). 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 2013 budget.

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

Once the budget is passed, the Office of Budget and Management works with each Region and Department to manage the adopted appropriations. Any transfers necessary to adjust the budget 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 2013 budget is presented in the following two documents:

2013 Budget Summary – Provides summary of proposed budget, narrative of the funding sources and an overview of the budget process.

2013 Budget Appropriations – Line item detail for departments, regions and parks for all operating funds.

Budget Process



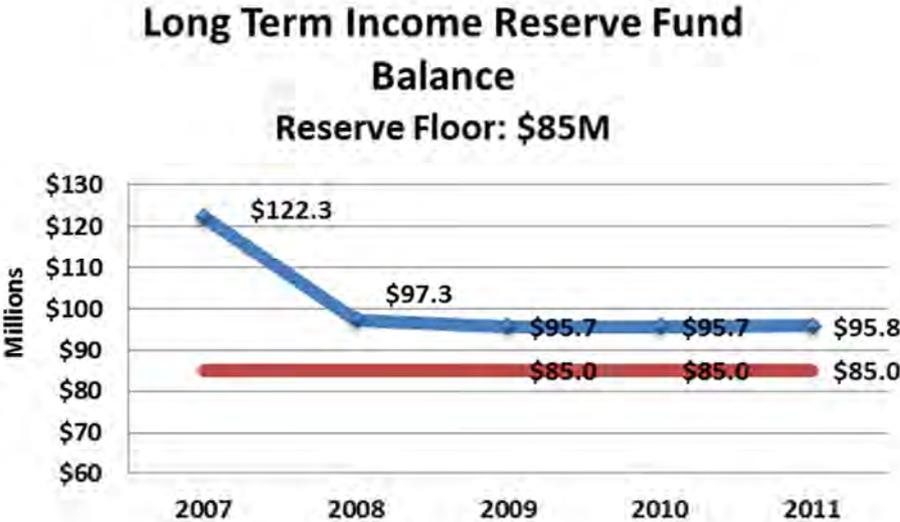
Fund Balance

Fund Balance

The General Fund is the primary operating fund of the District. At the end of 2011, the general fund balance was \$182.6 million, including \$95.8 million from the Long-Term Income Reserve Fund. In 2011 the Government Accounting Standards Board issued a new standard, GASB 54. GASB 54 required the Park District to combine the Long Term Income Reserve and several other funds into the General Fund for reporting purposes in the Comprehensive Annual Financial Report beginning in fiscal year 2011. GASB 54 also required a breakdown of fund balance into five classifications; Non-spendable, Restricted, Committed, Assigned and Unassigned. For 2013, the District has budgeted taking \$6.4 million from the existing general fund balance to balance the 2013 budget. In addition, \$3 million of estimated 2012 year-end available resources will be carried forward for use in the 2013 budget.

The Long-Term Income Reserve Fund

The long-term reserve fund is a special revenue fund created in 2006 with total proceeds from the sale of the District’s parking garages. Interest earned on these proceeds is budgeted to replace the net operating income the District had been receiving from the garages. The interest from this fund pays for one-time capital improvement projects. It is the District’s policy to maintain the fund level at \$85 million. At the end of 2011, the fund balance was \$95.8 million. Interfund transfers from the corporate fund replenishes money drawn from this fund to maintain the \$85 million minimum.



Fund Balance

General Fund Balance

Amounts are in Thousands of Dollars

	2008	2009	2010	2011	2012	2013
	Actual	Actual	Actual	Actual	Budget	Budget
Beginning Fund Balance	\$ 24,175	\$ 18,154	\$ 40,111	\$ 47,618	\$ 182,660	\$ 167,660
Use of Fund Balance	(6,385)	-	-	(3,000)	(13,000)	(9,400)
Remaining fund Balance	17,790	18,154	40,111	44,618	169,660	158,260
Revenues:						
Property tax	142,839	152,635	126,297	179,544	147,283	156,012
Personal property replacement tax	25,304	16,947	19,525	15,950	15,481	15,656
Interest on investments	794	100	45	188	200	400
Concession revenue	3,833	3,792	4,170	4,387	2,572	6,389
Parking fees	1,460	1,548	2,419	2,828	2,932	3,334
Harbor fees	21,796	21,184	21,320	17,476	27,558	25,138
Golf fees	321	4,613	4,668	4,782	5,063	5,482
Recreation Activities	11,319	12,447	13,007	22,023	14,179	14,179
Soldier Field	20,245	24,916	25,315	27,880	25,267	29,092
Donations and grant income	1,085	780	11,383	490	-	-
Rentals	2,422	2,376	2,537	2,421	2,590	3,268
Miscellaneous income	932	1,088	1,575	1,051	2,636	987
Permits	4,747	5,403	6,349	6,656	6,582	9,727
Northerly Island	-	-	278	703	-	1,100
Capital Contributions	604	971	932	806	3,087	800
Use of Fund Balance	6,385	22,973	-	-	13,000	9,474
Transfer in	5,256	-	8,003	3,621	-	-
Total revenues	249,342	271,773	247,823	290,806	268,430	281,036
Expenditures:						
Personnel services	142,888	140,433	134,225	138,253	153,323	153,216
Materials and supplies	5,470	5,094	5,381	5,649	6,434	5,851
Small tools and equipment	716	493	398	548	485	486
Contractual services	87,258	84,465	91,945	106,608	96,932	102,962
Program expense	4,159	4,249	832	587	9,566	685
Other expense	2,623	9,193	515	717	1,690	6,700
Transfer out	5,864	5,889	7,020	-	-	11,136
Total expenditures	248,978	249,816	240,316	252,362	268,430	281,036
Revenues over expenditures	364	21,957	7,507	38,444	-	-
Other Financing Sources and (uses)						
Transfer out	-	-	-	-	-	-
Special Item						
Proceeds from sale of garages	-	-	-	-	-	-
Fund Balance						
Nonspendable:				3,478	3,478	3,478
Restricted:				-	-	-
Committed:						
Working Capital				95,833	95,833	95,833
Economic Stabilization				20,000	20,000	20,000
PPRT Stabilization				-	5,000	5,000
Assigned To:						
Northerly Island				4,256	2,256	2,256
Long Term Liability				-	-	25,000
Unassigned:				59,093	41,093	6,633
Ending Fund Balance	\$ 18,154	\$ 40,111	\$ 47,618	\$ 182,660	\$ 167,660	\$ 158,200
				see Note 2	see Note 2	see Note 2

Notes:

Note 1: In 2010 General Fund revenues exceeded expenditures by over \$6.5 million primarily due to higher privatized contract revenues and donation and grant income. A \$7.7 million transfer was made in 2010 from the Garage Revenue Capital Investment Fund to balance the 2010 budget. The 2011 budget included a \$3 million use of fund balance. The 2012 budget includes as \$13 million use of fund balance.

Note 2: In 2011 the Government Accounting Standards Board issued a new standard, GASB 54. GASB 54 required the Park District to combine the Long Term Income Reserve and several other funds into the General Fund for reporting purposes in the Comprehensive Annual Financial Report beginning in FY 2011. GASB 54 also required a breakdown of fund balance into five classifications; Nonspendable, Restricted, Committed, Assigned and Unassigned.



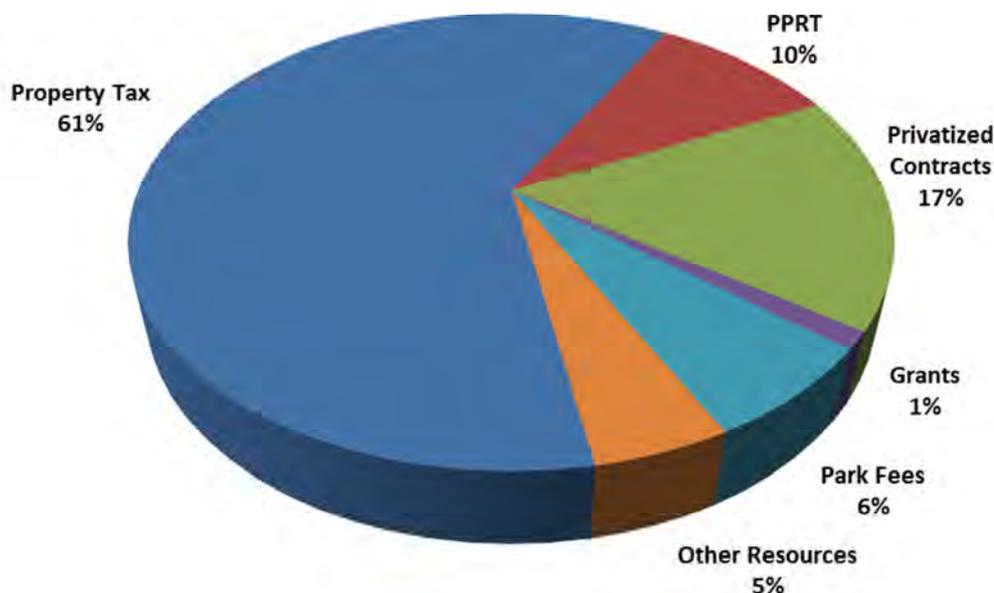
2013 BUDGET SUMMARY

**SECTION IV
BUDGET DETAIL**

CHICAGO PARK DISTRICT

Operating Budget - Detailed Revenue

Operating Budget – Revenue



Tax Revenues

Property Taxes

The most significant revenue source for the District is property tax. For 2013, \$261 million is available for the operating budget. Over the past five years, property tax revenue has typically represented between 55 – 65% of the total operating revenue.

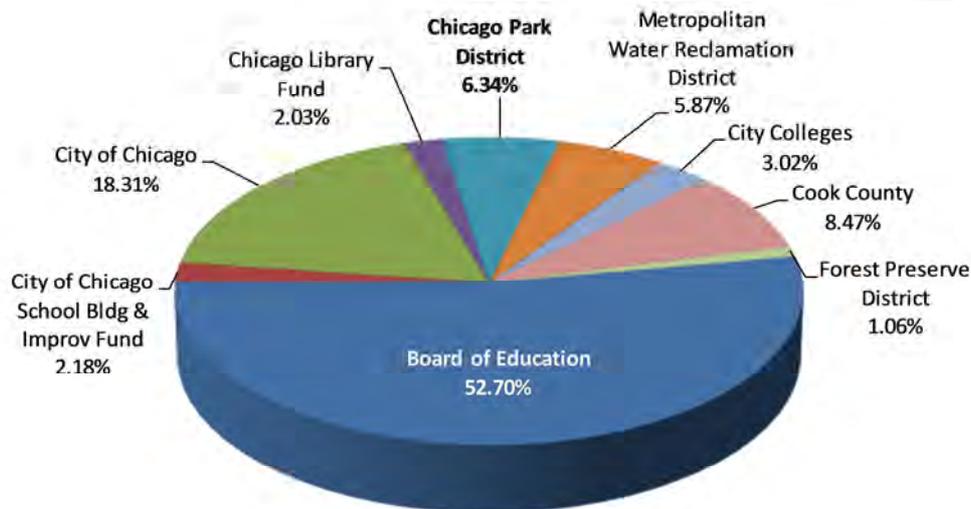
The property tax is determined by dividing the levy by the equalized assessed value (EAV) of the taxable net property in the City of Chicago. There are a variety of restrictions on the tax levy. By Illinois statute, the portion of the levy going to the Corporate Fund is limited to 66 cents per \$100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

In March of 1995, property tax cap limitations were passed by the state legislature, which reflect the District's tax levy. The portion of the levy which supports the operations of parks and recreation facilities (the aggregate extension) can only increase from year to year by the rate of inflation. In prior years the portion of the levy supporting debt service is limited to the level of the 1994 debt service levy. Thus, the District can only issue general obligation bonds where the debt service falls within that restriction. In 2009 state legislation was changed to allow debt service to increase by the lesser of CPI (Consumer Price Index) or 5%. The 2013 budget will fall within these restrictions.

Operating Budget - Detailed Revenue

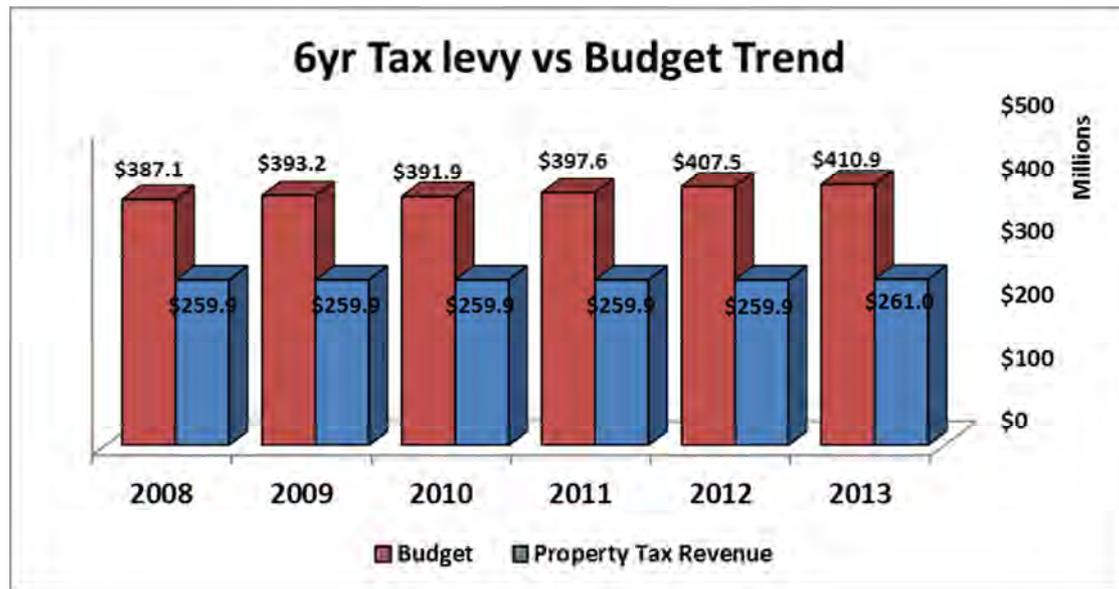
The property tax levy refers to the revenue that the District collects through property taxes on property in Chicago. The Park District represents one of seven taxing jurisdictions on City residents' bills. According to the most recent report released by the Cook County Clerk's Office, 6.34% allocated to the Chicago Park District. On a typical resident's bill, this amounts to approximately \$164.

Taxing Agency	2011 Distribution	Property valued at \$200K	
		Allocation of Tax Bill	
Board of Education	52.70%	\$	1,362.99
City of Chicago School Bldg & Improv Fund	2.18%	\$	56.38
City of Chicago	18.31%	\$	473.56
Chicago Library Fund	2.03%	\$	52.50
Chicago Park District	6.34%	\$	163.97
Metropolitan Water Reclamation District	5.87%	\$	151.82
City Colleges	3.02%	\$	78.11
Cook County	8.47%	\$	219.06
Forest Preserve District	1.06%	\$	27.41
		\$	2,586.32



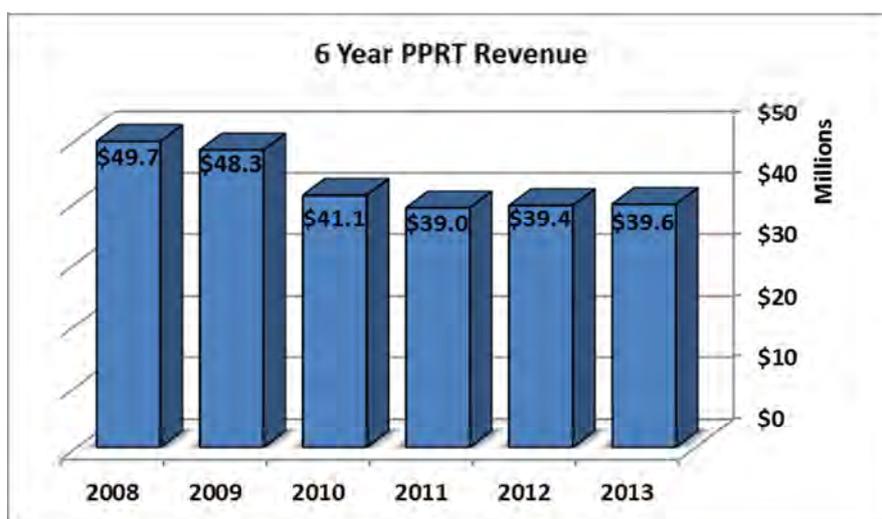
The net property tax levy, which is set by the Board of Commissioners, makes up two-thirds of the District's total revenue. For the eighth consecutive year, the District has balanced its budget without a property tax increase. The 2013 budget increases the property tax levy to \$261 million as a result of the expiration and termination of TIF districts.

Operating Budget - Detailed Revenue



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. The Chicago Park District allocates its portion of PPRT toward the Corporate Fund, the Aquarium and Museum Fund, the Debt Service Fund, and the Pension Fund. The revenue estimate for PPRT is based on a projection provided by the Illinois Department of Revenue and the outlook for corporate profits. For 2013, PPRT revenue is projected to generate \$39,589,230, nearly flat growth from the 2012 budgeted amount. Although growth is anticipated in corporate profits, this is tempered by the State's recent practice of diverting revenues from the distribution amount to satisfy its obligations. Therefore, a conservative outlook is warranted. In addition, the Park District will maintain the \$5 million PPRT stabilization reserve created in 2012 to minimize the impact of economic downturns on the budget.



Operating Budget - Detailed Revenue

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. These one-time revenue sources help alleviate the entirety of funding projects by the District. By receiving grants, the district can distribute its resources to the community in greater amounts.

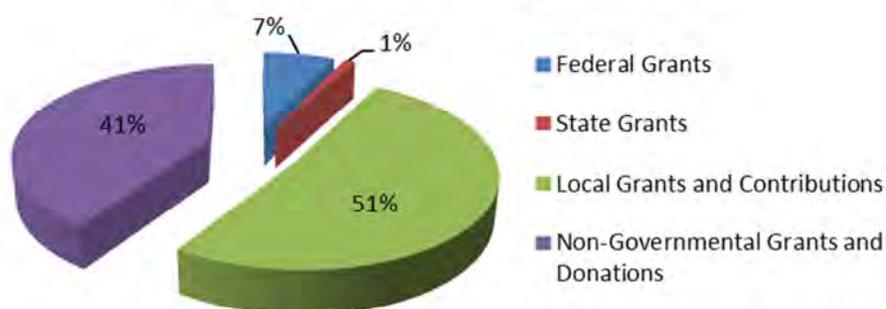
Outside grants, donations, and sponsorships fund innovative programs including wellness initiatives, Special Olympics, Movies in the Park, youth technology programs, and summer camp scholarships. Major capital grants awarded in 2012 include City and private funding for the new Kerry Wood Baseball Stadium in Clark Park, private funding to design the new Bloomingdale Park and Trail, and City funding for a new field house at Ping Tom Park.

Total Grants awarded in 2012 – by funding sources:

2012 Funding Sources*			
	OPERATING	CAPITAL	TOTAL
Federal Grants	\$ 2,398,000	\$ 0	\$ 2,398,000
State Grants	\$ 0	\$ 375,000	\$ 375,000
Local Grants and Contributions	\$ 2,600,000	\$ 15,172,000	\$ 17,772,000
Non-Governmental Grants and Donations	\$ 1,861,000	\$ 12,224,000	\$ 14,085,000
Total	\$ 6,859,000	\$ 27,771,000	\$ 34,630,000

* As of November 2012, additional grants may be awarded by year end. Data represents year of grant award, not necessarily the year grant is expended. Totals do not include joint grants and in-kind donations.

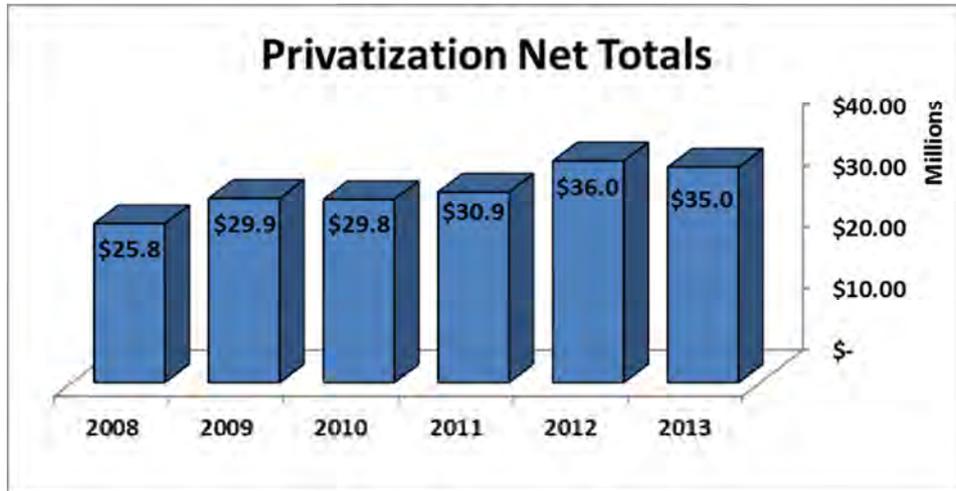
2012 Outside Funding Sources



Operating Budget - Detailed Revenue

Privatized Contracts

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, the MLK Family Entertainment Center and the Northerly Island concert venue. These managers of these contracts continue to find ways to increase revenues despite a weakened economy and keep costs contained.



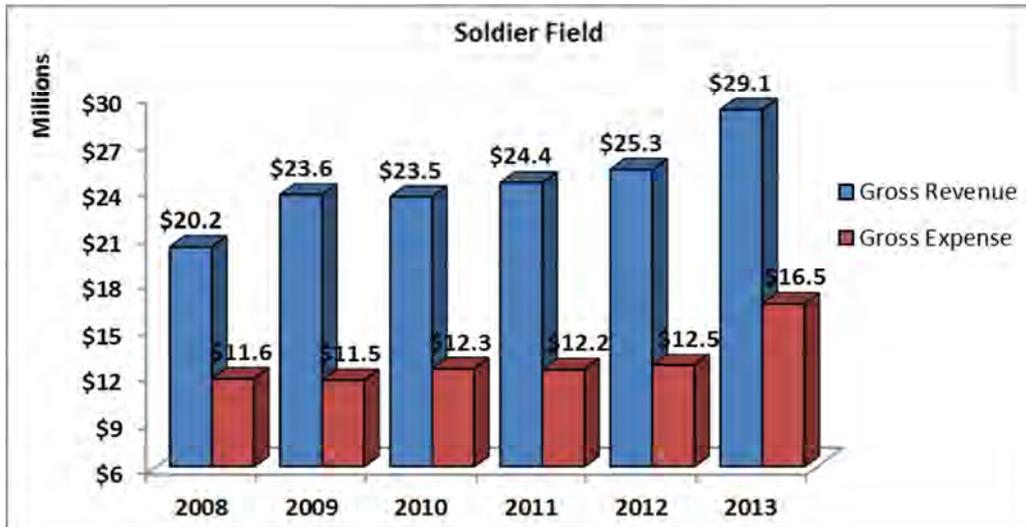
Soldier Field

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. In addition to event revenue generated by the privatized contractor, the gross revenue amount reflects the rent collected at the stadium. Revenue collected from Soldier field has steadily increased since 2008 and continues to be a profitable venue for the District. On the basis of planned events at Soldier Field, it is expected that \$29.1 million in gross revenues will be collected in 2013. Currently there are strong bookings for 2013 events including NFL football, Hockey City Classic, Spring Awakening Music Festival, CONCACAF Gold Cup 2013, Taylor Swift in concert and Illinois vs. Washington College Football. Although the growth in revenue is largely due to growth in activity, the increase is also attributed to a change in the reporting. Taking this into consideration, the growth from 2012 to 2013 is approximately 7%.



In the spring of 2012, Soldier Field became the first existing NFL stadium in the country to achieve LEED certification. This is the Park District's 10th facility to achieve certification and our strategic plan has a goal of certifying additional existing buildings starting in 2013.

Operating Budget - Detailed Revenue



Parking Fees

Prior to 2007, parking revenue was primarily income generated from the Downtown Parking Garage System that is now part of a long-term lease agreement finalized in 2006. The District entered into a multi-year agreement with a private vendor to manage the District's Parking System in 2009. The private vendor manages the installation and maintenance of "Pay & Display" units and collection of revenues generated by the District's parking system. Revenue is budgeted at \$3.3 million for 2013, a 14% increase over the 2012 budget. This is due to identification of areas in which new pay and display units may be installed and through additional enforcement efforts to increase compliance.



Harbor Fees

The District is responsible for ten 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. In 2012 the District opened the new 31st Street Harbor adding 1,000 slips to

Operating Budget - Detailed Revenue

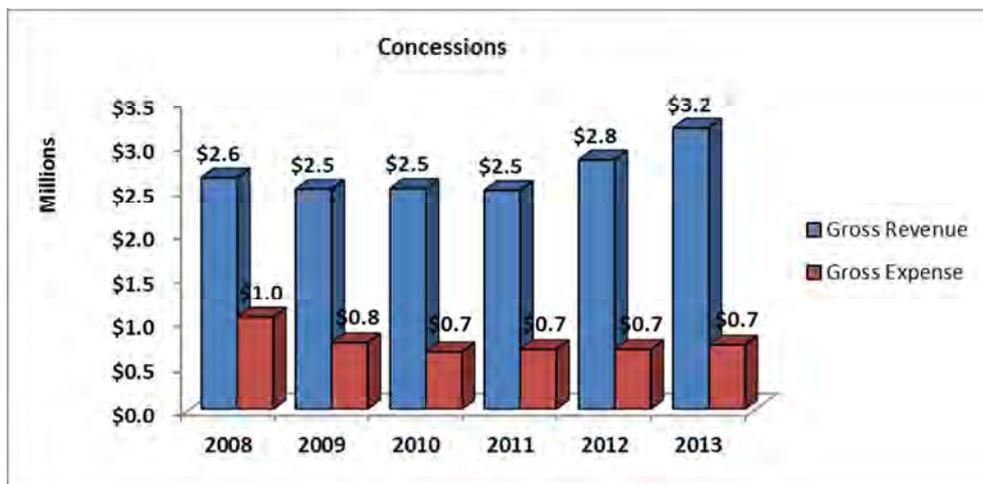
the existing harbor system. In November 2012, the harbor was awarded the Fabien Cousteau Blue Award recognizing it for energy efficiency and environmental innovation.

Harbor revenue did not meet the original 2012 budget projections due to a slight dip in occupancy rates. Although Chicago continues to be the premier boating destination of the Midwest, the recessionary economy played a role in boater behavior in 2012. Various initiatives will be employed in 2013 to mitigate this. Boater fee rates will remain flat, and even lower in some cases as the industry begins to regain steam. Boaters residing outside of Chicago will benefit from a moratorium on non-resident fees - a highly attractive proposal to boaters in neighboring cities and suburbs who seek a slip or mooring on Chicago's beautiful lakefront. Total revenue for harbor related activities is projected to be \$25.1 million for the 2013 boating season.



Concessions

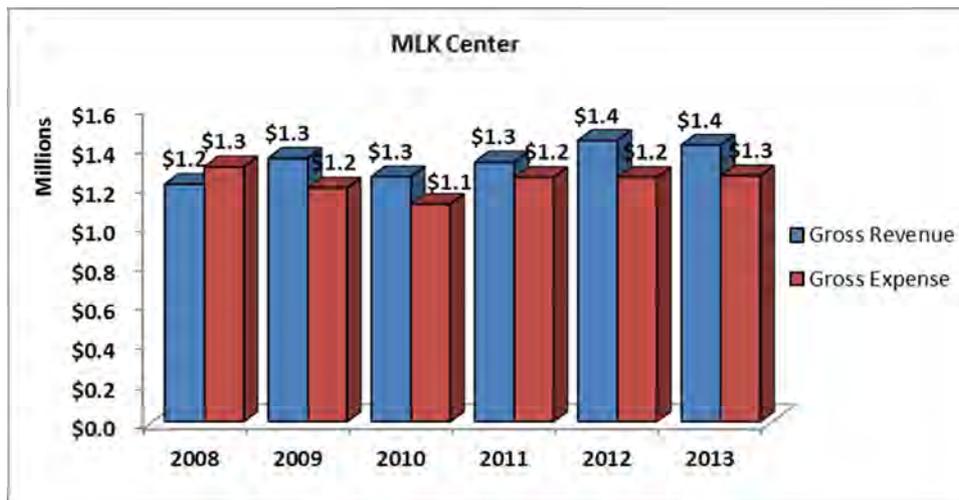
Park concessions are managed by the District's contractor to provide the public with great dining, shopping and recreational experiences as they visit one of the District's parks, beaches or recreational centers. Concession revenue has remained stable since 2007. Additional revenue in this category is attributed to the beverage vendor. Total concession revenue is projected to generate nearly \$3.2 million in 2013.



Operating Budget - Detailed Revenue

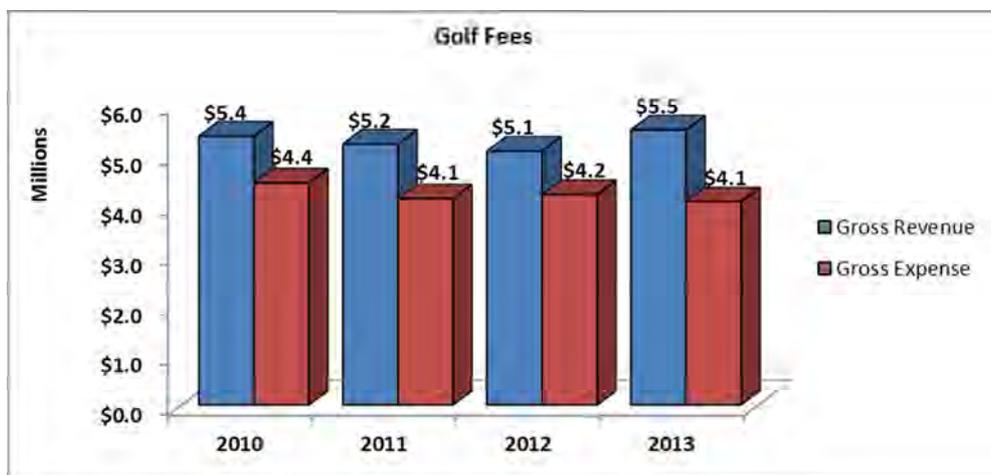
Dr. Martin Luther King, Jr. Park & Family Entertainment Center

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. MLK Center is a BPA member bowling center and is USBC certified with newly resurfaced (oil conditioned) wood lanes, with automatic scoring, bumpers on all lanes, with ample rental shoes and house balls. The MLK Family Entertainment Center averages over 200,000 visitors a year and anticipates 2013 revenues to gross \$1.4 million.



Golf Courses

The Chicago Park District offers six golf courses, three driving ranges, two miniature golf courses and three learning centers. In 2009, the District entered into a new management agreement with Billy Casper Golf. In furtherance of the Park District's mission and core values, a new program was initiated that allowed Free golf for youth that allowed free golf for children with the hope of attracting children who may not have otherwise been introduced to the sport. Revenue estimates are budgeted at \$5.4 million for 2013 for all golf related operations.

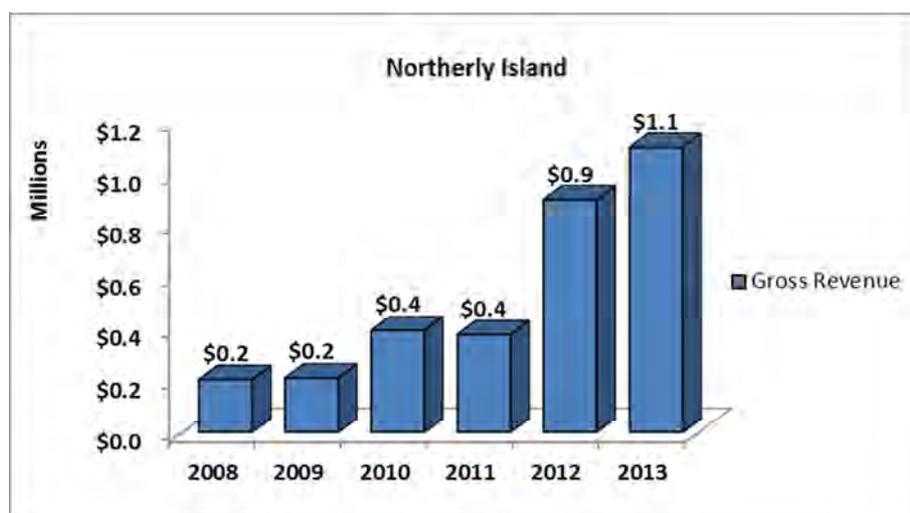


Operating Budget - Detailed Revenue

Northerly Island Venue

Northerly Island is a 91- acre peninsula that juts into Lake Michigan at the heart of the Museum Campus. It is located just south of the Adler Planetarium and east of Soldier Field. The majority of this space is dedicated to nature. The nature area at Northerly Island features beautiful strolling paths, casual play areas and a spectacular view of the Chicago skyline.

The 7,500 seat Charter One Pavilion also located on the Island hosts concerts from some of today's most popular artists along with family matinee events. In 2013, the District is capturing the full net revenue, projected at \$1.1 million, from Northerly Island functions. Historically the District has used the revenue from the concert venue to fund improvements at Northerly Island. A hefty fund balance remains to support improvements.



Program Revenue

Recreation and cultural program revenues are generated by fees paid by participants. Fees are tiered based upon socioeconomic factors of the community. The District also 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.

Overall program revenue had a gradual increase of 2.1% over the last six years and is expected to generate \$14.2 in 2013, flat growth compared to 2012. As part of the mission and core values, the Park District will focus on providing affordable recreation opportunities in 2013. As part of this effort, there will not be an increase in program fees and there will be a continuation of the various discounts currently offered, such as the family discount for families who enroll multiple family members in our programs and free programs for active military members and a discount for active military family members.

Rentals and Permits

This category primarily includes revenue from room rentals at District facilities and permit fees paid by groups and individuals holding events on District property. Room rental fees for 2013 will not increase.

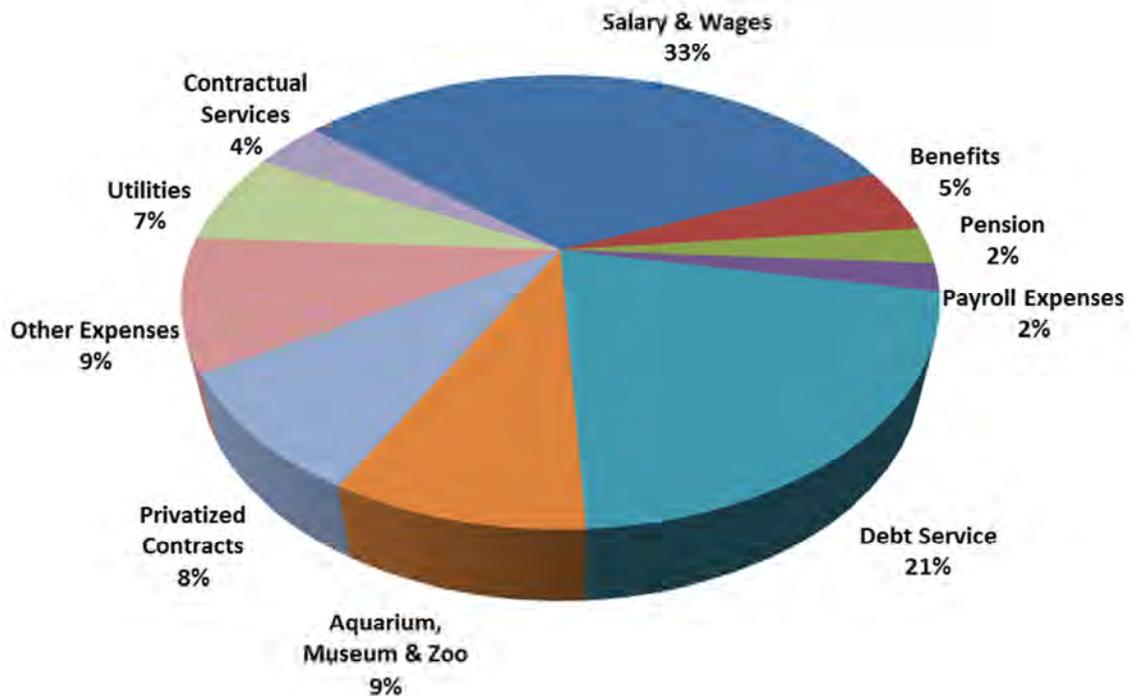
Operating Budget - Detailed Revenue

Certain permit fee rates will experience a slight increase in line with the growth in CPI. The Park District will focus on generating additional revenue from large scale events in order to keep fees for our programs affordable. For example, permit fees will benefit from a revised deal entered into in the spring of 2012 that guarantees income from the Lollapalooza Festival, which alone will bring parks \$2.7 million to support its operations. Revenue is projected to total over \$9 million for rentals and permits in 2012, a net increase of approximately \$800K due to continued success in permitting.



Operating Budget - Detailed Expenses

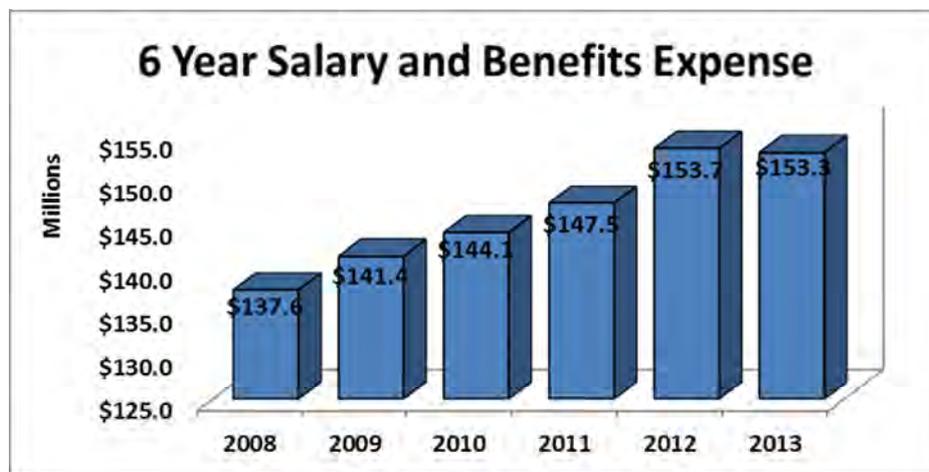
Operating Budget – Expenses



Personnel

Salaries and Benefits

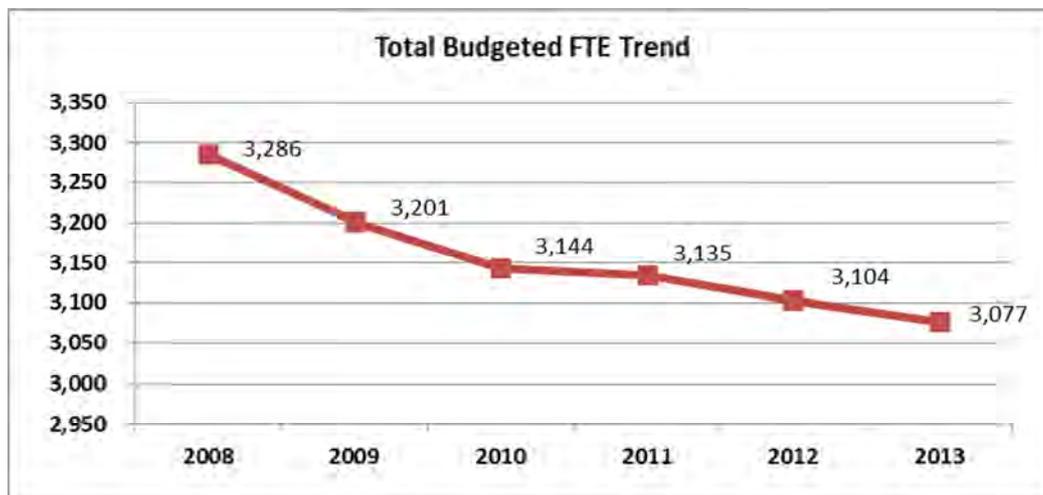
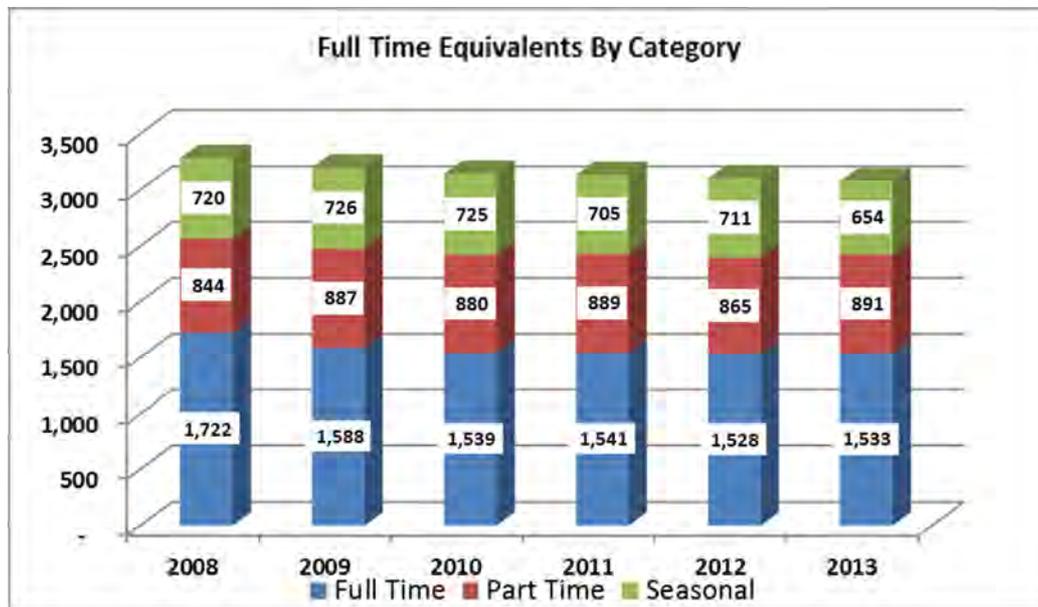
Salaries, wages and benefit costs make up 42% of the expenditures in the 2013 budget. Total personnel costs are projected at \$153 million, about 0.4% below the 2012 budget. The Park District is currently in negotiations with unions that make up a large portion of the workforce.



Operating Budget - Detailed Expenses

The 2013 Budget allocates resources for a total of 3,077 full-time equivalent (FTE) positions. This includes fulltime, hourly and seasonal positions. Since 2008, the District has decreased its FTE count by 209 positions. In 2013, the district was able to reduce its FTE count by 27 by identifying areas in which to scale back seasonal hours without a reducing service.

Personnel Summary							
	2008	2009	2010	2011	2012	2013	Change
Districtwide	3,056	2,936	2,912	2,899	2,876	2,847	-29
Central Administration	230	262	232	236	228	230	2
GRAND TOTAL	3,286	3,198	3,144	3,136	3,104	3,077	-27



Operating Budget - Detailed Expenses

Health, Dental, and Life Insurance

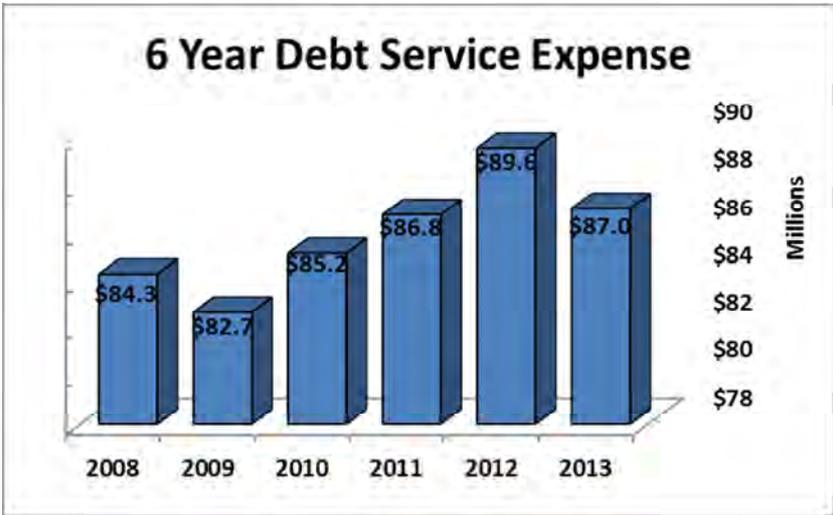
Health, dental and life insurance expenses make up 5% of the District’s budget. Each year the District must absorb more of the escalating expense related to health benefits. In 2013 the District will incur a 4% increase in health related costs. The Park District is a participant in the City of Chicago’s Wellness Program, a comprehensive program which offers free wellness services, check-ups, and counseling for staff. With continued efforts to emphasize a healthy lifestyle to employees and better managed healthcare, the District expects health costs to experience a decrease in the long term.

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 2013, the District must levy \$10.5 million in property taxes to the Pension.

Debt Service

At 21%, debt services make up the second most significant expense for the District. Debt service relates to the payments made for principal and interest on general obligation long-term debt of the District. Debt service expenses are budgeted to decrease \$2.5 million in 2013 over the 2012 budget. Although the overall interest and principal will increase by \$1.8 million, this will be offset by the expiration of the PBC lease payment that has historically been included in this category.



Utilities

Utility expenses for natural gas and electricity have remained fairly stable as a result of the District locking in low rates for both electricity and natural gas. Due to a number of energy efficiency capital investments throughout the District, we continue to reduce the amount of energy used for park facilities

Operating Budget - Detailed Expenses

and this is manifesting in savings in our operating costs. In 2013, electricity costs are expected to decline by \$1.3 million compared to the 2012 budget. These savings will be offset by increases in water/sewer charges. In 2012, the City of Chicago passed a multi-year water/sewer rate increase that will cause water/sewer charges paid by the Park District to amount to \$10.5 million in 2013, a 60% increase over the historical average. Total utility related expenses in 2013 are expected to be \$27.2 million.

Remittance to Aquarium, Museum and Zoo

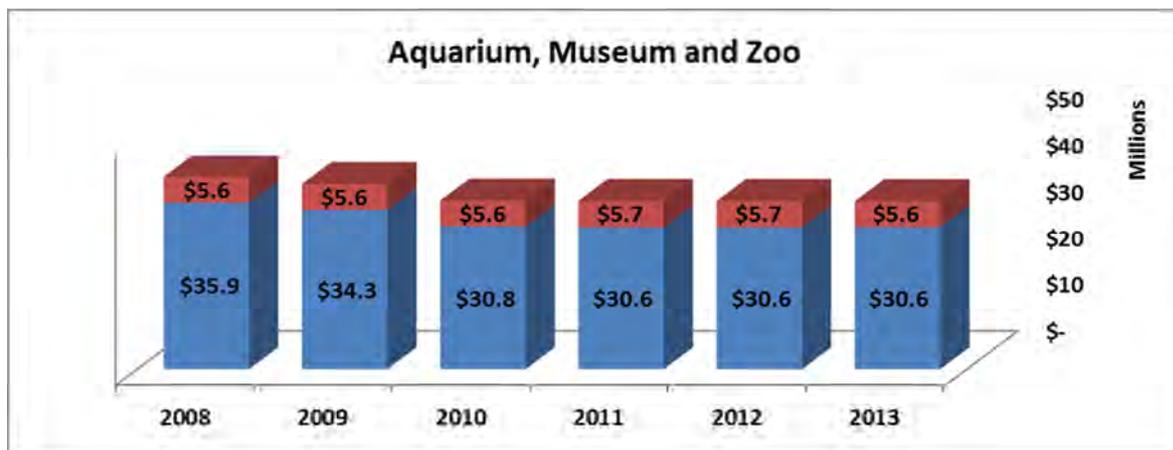


MUSEUMS IN THE PARK

Through a unique partnership, the Chicago Park District provides operating subsidies to Museums In the Park (MIP). MIP is a partnership among Chicago's leading museums located on Chicago Park District property. The MIP represent the best of the visual arts, sciences, and humanities. Together, they engage, educate, and broaden the life experiences of millions of Chicagoans each year through diverse on-site programming, innovative neighborhood partnerships, and interactive web-based learning. The MIP is comprised of the following institutions: John G. Shedd Aquarium, Adler Planetarium, The Art Institute of Chicago, Chicago History Museum, DuSable Museum of African American History, The Field Museum, Museum of Contemporary Art, Museum of Science and Industry, National Museum of Mexican Art, Peggy Notebaert Nature Museum and Institute of Puerto Rican Arts and Culture.

The operating subsidy to MIP is allocated out of the Park District's property tax levy and 7.53% of PPRT as mandated by state law. In 2013, \$30,645,360 will be budgeted for this purpose.

The Park District also provides funding for the Lincoln Park Zoo. In 2013, \$5.6 million is earmarked to support the Lincoln Park Zoo. Collectively the remittance to the aquarium, museums and zoo make up 9% of the total expenses in the 2013 operating budget.



Long-Term Financial Planning

Long-Term Financial Planning

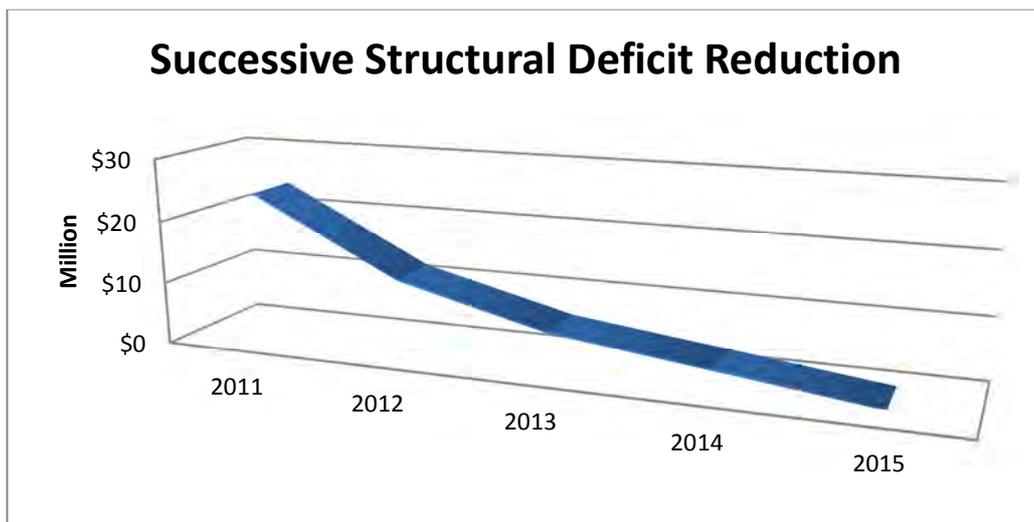
Annually, the District prepares a 3-year budget projection. Analyses reflect a recurring theme that increases in expenditures are outpacing revenues. As a result, the District has taken steps to address this structural imbalance. In 2013, the deficit was approximately \$16 million. The 2013 budget made permanent changes to the budget to reduce the deficit by half including the following:

- Allocation of Lollapalooza revenues toward operating expenses (+\$2.7 million in revenue)
- Corporate sponsorship (+\$1.3 million in revenue)
- Increase in the property tax levy as a result of the expiration and termination of TIF districts (+\$1.1 million)
- Permit fee increases (+\$0.5 million)
- Debt refinancing and expiration (\$2.5 million in savings)
- Utility – energy efficiency investments (\$1.3 million in savings)
- Eliminate 27 FTEs (\$1.1 million in savings)
- Other personnel and non-personnel cuts

The following steps are in place or being considered to ensure long term fiscal sustainability:

- The Board of Commissioners established a \$25 million fund balance policy
 - \$20 million economic stabilization reserve and
 - \$5 million PPRT stabilization reserve
- Establish \$25 million Long Term Liability reserve
- Negotiate longer term collective bargaining agreements
- Healthcare benefit reforms

The District is committed to successively reducing the structural deficit by 2015.



Capital Improvements

[Capital Improvement Plan](#)

The Capital Improvement Plan (CIP) is the District's comprehensive multi-year plan for land acquisition and park development, management of the District's facilities, park site improvements and major equipment program. 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 \$10,000, have a life expectancy of at least 5 years, and may result in the creation of a capital asset.

Capital Improvement Plan Process

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

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

Once the requests are organized, an internal working group convenes to investigate, analyze, and weigh each request. This group includes representatives from the departments responsible for implementing the capital plan: planning and development, capital construction, facility maintenance, natural resources, green initiatives, budget, and the office of the chief operating officer. From request compilation to final capital plan, the work of this group spans approximately six months.

The working group's first step is investigation. The working group departments physically investigate the requests to determine the scope, estimated cost, and comparative need for the project. This investigation is combined with research into the source, context, prior assessments, and institutional knowledge of the park and its facilities. With hundreds of requests made in a given year, this process can require several months of work.

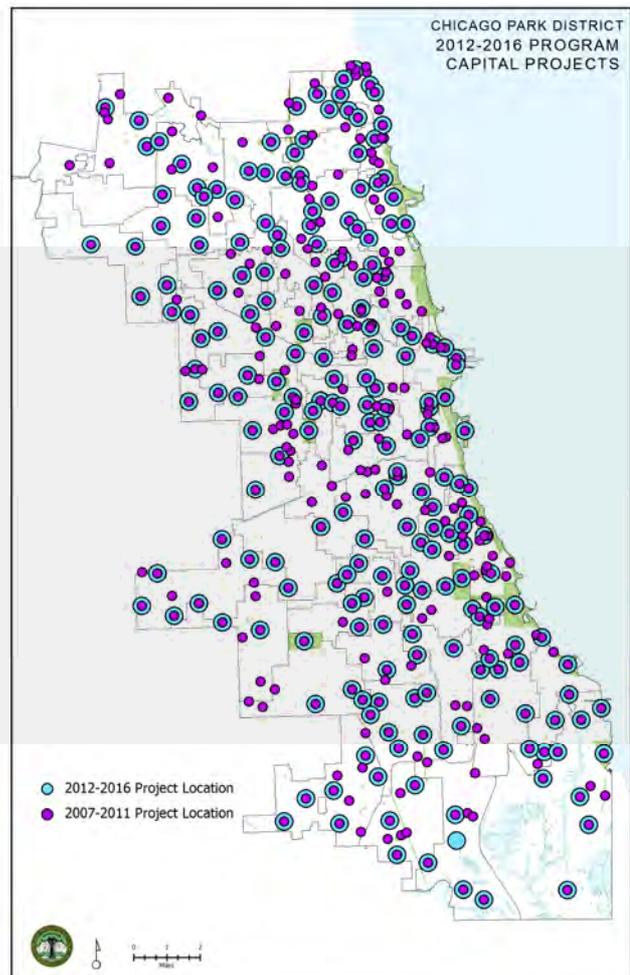
After investigation, research, and analysis, the working group assigns a relative weight to projects. Projects are weighed against others in the same sub-program with consideration of the following typologies: projects that are urgent, high-priority that should be undertaken if possible; high-priority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

Capital Improvements

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

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

Once a year, the Capital Improvement Plan is published and made available to the public. The 2012-2016 Capital Improvement Plan is located on our website: <http://www.chicagoparkdistrict.com/departments/operations/capital-improvement-plan>



Capital Improvement Funding Sources

General Obligation Bond: Historically, the District issues approximately \$30-\$40 million annually in G.O. Bonds for capital improvements. In 2012, the Board of Commissioners approved \$35 million in bond funding for capital projects. For the years 2013 to 2017, it is estimated that \$30 million in general obligation bonds will be issued annually to fund capital improvement projects.

Harbor Bond: In 2008, the District issued an alternative bond to fund the harbor expansion program which includes upgrades to our existing harbors and the construction of a new harbor at 31st Street. The new 31st Street Harbor was opened to the public this Spring 2012.

Special Recreation Assessment Bond: In 2008, the Board of Commissioners approved a bond issuance of \$25 million to leverage the Special Recreation Assessment levy (SRA), a part of the District's annual property tax. This SRA levy assessment has typically been \$6 million annually and is divided between programming and capital improvements to make District facilities more open and accessible. Proceeds from the levy support the debt service for this bond.

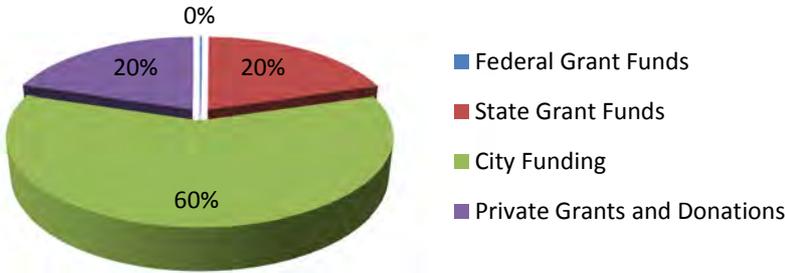
Capital Improvements

Parking Garage Lease Revenue: In 2006, the Board of Commissioners approved the transfer of three downtown parking garages to the City of Chicago. The City of Chicago then entered into a 99-year lease of the garages, resulting in \$347.8 million in proceeds for the District. \$122 million of these proceeds were reserved for capital improvements to neighborhood parks. As of 2012, approximately \$21 million of these funds remain reserved for 2013-2017 priority projects. In addition, \$35 million was reserved to replace the public park located on the roof of the parking garages. Starting in 2012, the public park is being completely removed in order to complete required parking garage roof renovations. The new “Maggie Daley” park replacement is expected to be open to the public in fall 2014.

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

In 2012, \$39 million in outside sources funded capital projects, including \$14.4 million of joint or in-kind grants and donations (capital improvements made directly by an organization other than the Park District to the benefit of a Park District property). Capital projects in 2012 funded in part or whole with outside funding include new Chicago River Boat Houses at Richard Clark Park and Ping Tom Park, five new Take the Field Foundation artificial turf fields, a new 21.4 acre park acquisition at Park 553 “Celotex”, and new park developments at Greenebaum Park, Fosco Park, and Park 503 “South Chicago”.

2012 Capital Projects - Outside Funding Sources
\$39 million



Capital Improvements

Capital Improvement Funding Uses

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

Acquisition and Development

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

Facility Rehabilitation

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

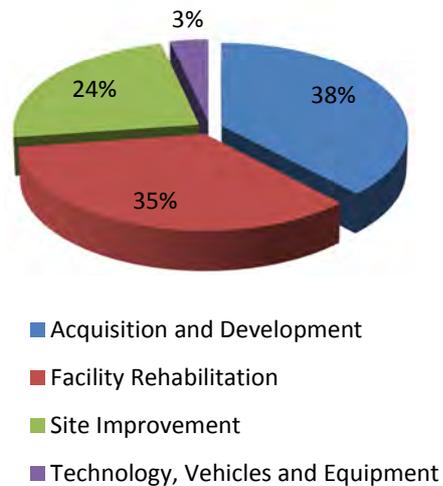
Site Improvements

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

Technology, Vehicles and Equipment

- Technology
- Vehicles and Equipment

2012 Capital Projects*
Project Distribution by Program Type



* FY2012 capital projects are estimated as of November 2012. Total Funds do not include Harbor Bond.

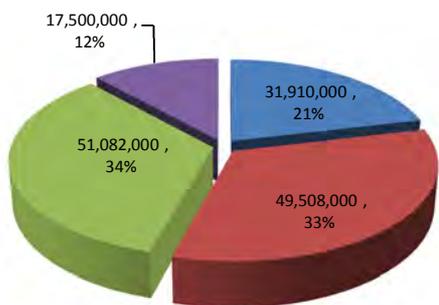
Capital Improvements

2013-2017 Capital Improvement Plan

Planning for the 2013-2017 Capital Improvement Program is underway. Expected sources for the 5-year program include \$150 million in new G.O. Bond funding and \$134 million in outside grants, donations, and joint or in-kind funds.

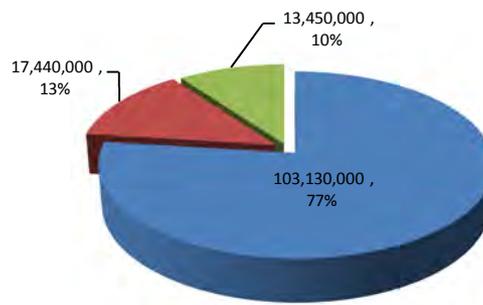
2013 - 2017 CAPITAL FUNDING SUMMARY								
Projected Sources and Uses*	CHICAGO PARK DISTRICT						OUTSIDE FUNDING EXPECTED	TOTAL
	2013	2014	2015	2016	2017	2013-2017	2013-2017	2013-2017
SOURCES:								
General Obligation Bond Proceeds	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 150,000,000	\$ -	\$ 150,000,000
City Grant Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 81,210,000	\$ 81,210,000
State Grant Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,460,000	\$ 15,460,000
Federal Grant Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,180,000	\$ 15,180,000
Private Grants and Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,170,000	\$ 22,170,000
Total Sources	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 150,000,000	\$ 134,020,000	\$ 284,020,000
USES:								
Acquisition and Development	\$ 6,625,000	\$ 8,725,000	\$ 7,485,000	\$ 3,875,000	\$ 5,200,000	\$ 31,910,000	\$ 103,130,000	\$ 135,040,000
Facility Rehabilitation	\$ 10,068,000	\$ 7,475,000	\$ 9,465,000	\$ 12,075,000	\$ 10,425,000	\$ 49,508,000	\$ 17,440,000	\$ 66,948,000
Site Improvements	\$ 9,807,000	\$ 10,300,000	\$ 9,550,000	\$ 10,550,000	\$ 10,875,000	\$ 51,082,000	\$ 13,450,000	\$ 64,532,000
Technology, Vehicles & Equipment	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 17,500,000	\$ -	\$ 17,500,000
Total Uses	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 150,000,000	\$ 134,020,000	\$ 284,020,000

5-YEAR TOTAL PARK DISTRICT FUNDING
\$150,000,000



- Acquisition and Development
- Facility Rehabilitation
- Site Improvement
- Technology, Vehicles and Equipment

5-YEAR TOTAL OUTSIDE FUNDING
\$134,020,000



- Acquisition and Development
- Facility Rehabilitation
- Site Improvement
- Technology, Vehicles and Equipment

* Total outside funding sources and distribution by project type are as of November 2012.

Capital Improvements

Below is a highlight of some of the current Park District capital projects. The associated capital costs may be found in the separate Capital Improvement Plan.

31st Street Harbor



Opened in Spring 2012, this new harbor provides 1,000 slips ranging from 35 to 75 feet. The project also includes a new green roof, onsite parking garage, a new fully-accessible playground and park expansion, a new underpass to separate vehicular traffic from the bicycle and pedestrian users of the Lakefront Trail, and a new public fishing pier and boat launch.

Chicago River Boat Houses



Funded through public and private investment, four new boat houses are planned along the Chicago River. The new boat houses will increase recreational opportunities in the Chicago River by providing community rooms, restrooms, and storage. Boat houses at Clark Park and Ping Tom Park are under construction and will be open to the public in early 2013. Boat houses at Park 571 (28th St. and Eleanor St.) and River Park are planned for 2013.

Bloomington Park and Trail



Consistent with the Logan Square Open Space Plan, the Chicago Park District will receive 13 acres of new parkland along the 2.65 mile Bloomington Park and Trail that provide new open space and future access to the elevated multi-use trail. Access parks will be located at Albany and Whipple Streets, Milwaukee and Leavitt Streets, and 1800 North Ashland Street.

The elevated park and trail is now in design. The park is expected to be open to the public in Fall 2014.

Capital Improvements

North Grant Park



A new innovative and environmentally sustainable park is planned for Maggie Daley Park, including the sixteen acres of rooftop park located above the East Monroe Parking Garage. Within a natural and boundless setting, the new park will provide varied opportunities for passive and active recreation including an ice skating ribbon, 40-ft high climbing wall, sledding hill, and multiple children's play experiences. Construction on the park started in 2012, and the park is expected to be open to the public in 2014.

HVAC Energy Management



In 2012, HVAC systems will be upgraded at Calumet Park, Lincoln Park Conservatory, Mann Park, and the McFetridge Sports Center in California Park. These dynamic new systems will be integrated with web-based monitoring. The systems will make the buildings more energy efficient and reduce operating costs. Total energy, operational, and capital cost savings of this program (37 locations in 2011 and 13 locations in 2012) is expected to be over \$3.5 Million dollars annually by 2013.

Take the Field Artificial Turf Fields



The Take the Field Initiative, led by the Pritzker Traubert Family Foundation, leverages \$12 Million dollars of public and private resources to build ten new artificial turf athletic fields in under-served and geographically diverse areas of Chicago. Six fields were opened in 2011, another five fields are planned to open in 2012. The new 2012 locations are at Altgeld Park, Davis Square Park, Haas Park, Harrison Park, and Mandrake Park.

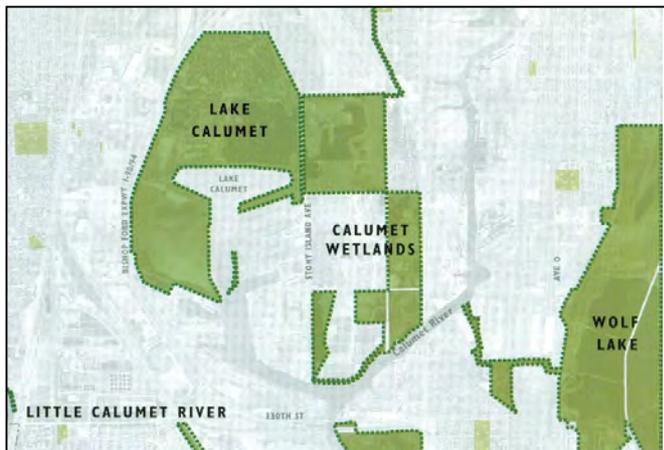
Capital Improvements

Slam Dunk Basketball Courts



The Park District invested \$2.5 Million in 2012 to rehabilitate basketball courts in parks city-wide. Basketball courts encourage team building and an active lifestyle, especially for Chicago's teen community. An estimated 150,000 teenagers now have a new basketball court within a half-mile of their home.

Land Acquisitions



In 2012, the Park District expects to acquire 190 acres of new park land. Included are 140 acres in the Millennium Reserve, adding to the 515 acres of the Millennium Reserve acquired in 2011. The vision to develop these properties includes substantial acres reserved for habitat creation and passive recreation and considers other eco-recreational opportunities including off-road cycling, canoeing, camping, and outdoor adventure courses.

Debt Administration

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 2.3% of the latest known Equalized Assessed Valuation (EAV). The District was \$1,412 million or 75% below the \$1,888 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 \$458 million in capacity under this limit. At the end of 2011, the District had approximately \$917 million of outstanding long-term debt which is 2.8% lower than the previous year.

Bond Rating of the District	
Fitch	AAA
Moody’s	Aa2
Standard & Poor’s	AA+

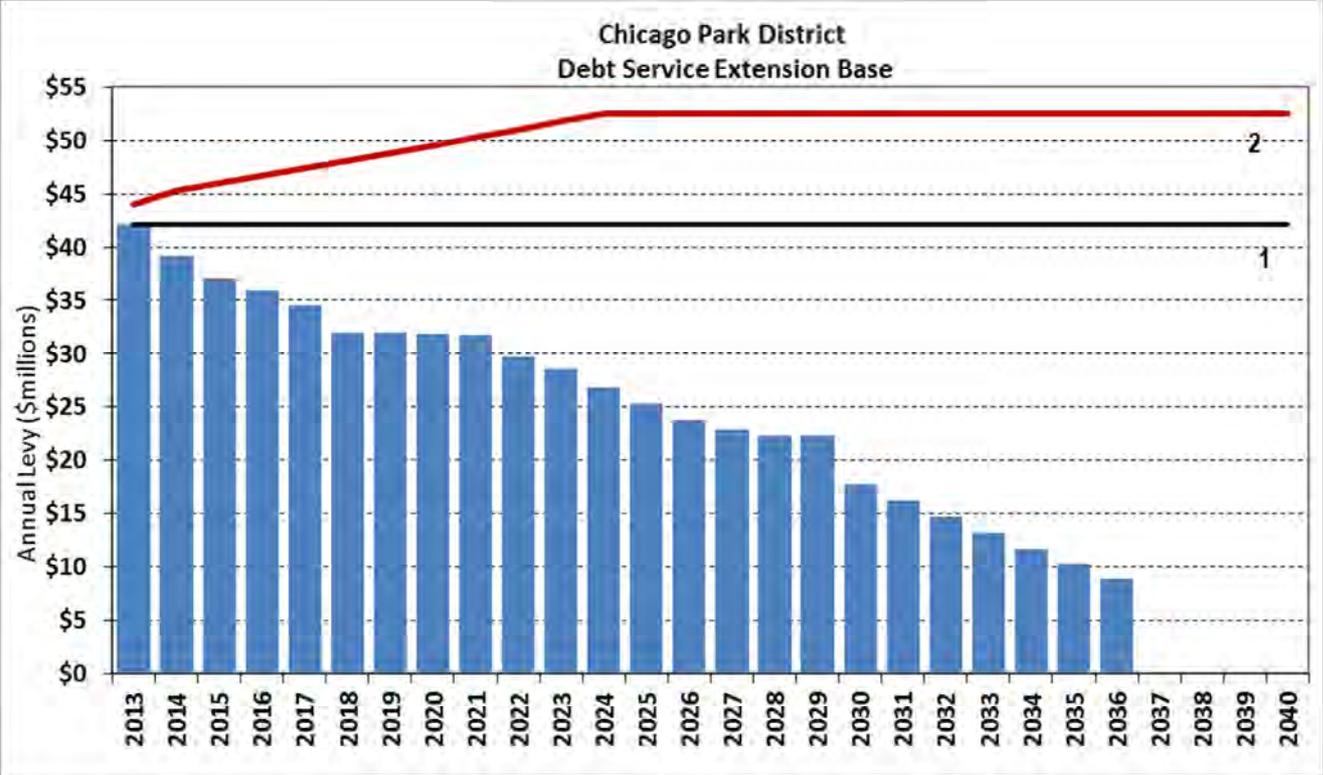
General Obligation Bonds

	Principal	Interest	Total
Year ending December 31:			
2012	46,090,000	41,920,264	88,010,264
2013	45,975,000	41,549,168	87,524,168
2014	44,230,000	39,485,355	83,715,355
2015	44,750,000	37,421,661	82,171,661
2016	43,930,000	35,323,229	79,253,229
2017-2021	208,885,000	145,749,456	354,634,456
2022-2026	207,130,000	93,974,693	301,104,693
2027-2031	150,830,000	48,410,158	199,240,158
2032-2036	87,315,000	20,970,313	108,285,313
2037-2040	38,160,000	4,160,888	42,320,888
Totals	917,295,000	508,965,182	1,426,260,182

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’s original Debt Service Extension Base (DSEB) is \$42,142,942 which can only be increased through this formula or by referendum. Under the formula, the allowable DSEB growth for 2011 levy year is 1.5% (\$43,973,943).

The chart below depicts the available DSEB in years 2012 – 2036 reflecting the original DSEB and the formulaic increase as referenced 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.

Debt Administration



1. Original Debt Service Extension Base of \$42,142,942.
2. Reflects DSEB under the allowable growth with an assumed escalation rate of 1.5% for 10 years.



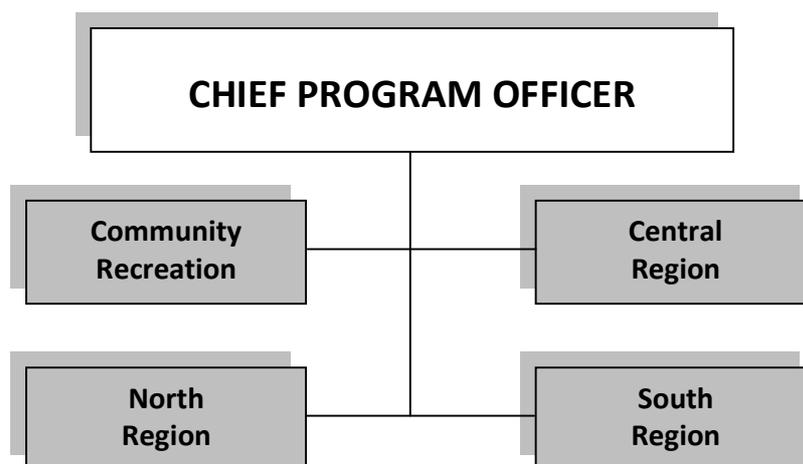
2013 BUDGET SUMMARY

**SECTION V
DEPARTMENTAL BUDGET
SUMMARIES**

CHICAGO PARK DISTRICT

Park Administration and Programming

Park 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.

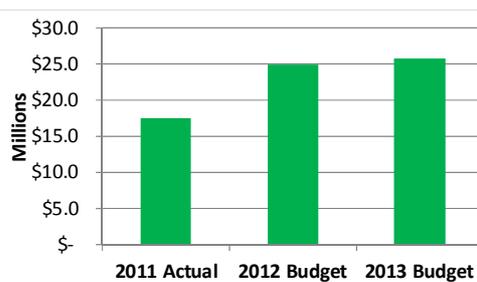


DEPARTMENT BUDGETS				
Department Name	2011 Actual	2012 Budget	2013 Budget	% Change
Community Recreation - Admin	\$ 1,285,541	\$ 958,304	\$ 630,675	-34.2%
Central Region	\$ 17,463,904	\$ 24,932,643	\$ 25,793,540	3.5%
North Region	\$ 19,780,992	\$ 25,777,259	\$ 27,169,575	5.4%
South Region	\$ 19,495,994	\$ 26,670,394	\$ 27,083,127	1.5%
Community Recreation - Aquatics	\$ 11,674,404	\$ 6,628,860	\$ 6,301,301	-4.9%
Community Recreation - Athletics	\$ 731,534	\$ 842,469	\$ 963,838	14.4%
Community Recreation - Gymnastics	\$ 1,488,642	\$ 402,780	\$ 357,584	-11.2%
Community Recreation - Special Recreation	\$ 1,681,189	\$ 1,917,496	\$ 1,983,639	3.4%
Community Recreation - Sports 37	\$ 1,901,629	\$ 2,348,876	\$ 2,093,307	-10.9%
Community Recreation - Wellness	\$ -	\$ 461,215	\$ 2,708,842	0.0%
Community Recreation - CAN	\$ 4,372,870	\$ 4,947,214	\$ 2,809,447	-43.2%
Total - Park Admin & Programming	\$ 79,876,699	\$ 95,887,510	\$ 97,894,876	2.1%

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, Humboldt Park, Lawndale, Pilsen, Garfield, South Loop, Streeterville and Grant Park. Athletic opportunities abound in the Central Region with over three-dozen indoor and outdoor pools, fitness centers, interactive water playgrounds, ball fields, soccer fields, football fields, a golf course and a miniature golf course. The region also has a skate park at Piotrowski Park in Little Village. Arts and cultural programming reign strong in the region with AileyCamp at Fuller Park and two of the District's Cultural Centers at Austin Town Hall and Douglas Parks. In keeping with the District's energy conservation mission, Humboldt Park houses a solar panel and wind powered turbine filtration system for the lagoon. The Region now has ten (10) artificial turf fields; two (2) regulation size soccer fields at Douglas and McKinley Parks, a (1) baseball field at Sheridan Park and a three (3) junior soccer fields at Piotrowski, Kedvale and Humboldt Parks. An additional four (4) regulation sized artificial turf fields have been added through grants from the Traubert Foundation "Take the Field Initiative," at Garfield, LaFollette, Humboldt and Cornell Square Parks. These grants will also fund regulation sized fields at Harrison, Mandrake, Davis Square and Altgeld which are scheduled for ground breaking in the fall of 2012. 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 serves the growing South Loop with programming at Chicago Women's Park and Gardens and the former Stearns Quarry Park, now Palmisano Park in Bridgeport. The region soon will break ground for a new field house at Ping Tom Memorial Park in China Town. New in the loop area is a planned major renovation in Grant Park with a newly redesigned field house and park area to be named in honor of Chicago former First Lady, Maggie Daley. The Stanton Park pool building underwent a facelift, adding a new club room to service the near north patrons. The Central Region is 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 Beach House at 41st and a new harbor facility at 31st both along and Lake Shore Drive. Included in this region is the Museum Campus, Buckingham Fountain, the Garfield Park Conservatory, and Soldier Field.

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 16,298,094	\$ 23,474,004	\$ 24,602,873
Materials & Supplies	\$ 473,535	\$ 501,383	\$ 488,492
Small Tools & Equipment	\$ 10,709	\$ -	\$ -
Contractual Services	\$ 536,437	\$ 833,972	\$ 651,729
Program Expense	\$ 145,129	\$ 123,284	\$ 50,446
Total	\$ 17,463,904	\$ 24,932,643	\$ 25,793,540
Personnel FTE	576.5	559.2	565.2



2012 Accomplishments

- Increased early childhood program locations for children ages 2-5 years by adding 11 new locations and offering early childhood activities at 44 locations.
- Increased specialty events for ages 2-5 years through partnerships such as the Near South Sports League, Kids Festival at Commercial Park and children tournaments.
- Continued our partnership with the Greater Chicago Food Depository program, "Bring the Family to the Table", providing free family meals once a month at Douglas Park in North Lawndale and Humboldt Park where our goal is to feed 100 people at each meal.

Central Region

- Safe Summer/Rollin Recreation Program activity vans reached more than 11,000 youth/teens/family members and our we have programmed for an additional 3,000 youth/teens at special events or stand-alone classes.
- Continued our partnership with Go Girls Go and Girls in the Game, both programs that target young girls ages 9-14 introducing them to sports and team building techniques.

2013 Goals

- Enhance and Increase Early Childhood programming. Increase summer tots camps from 11 park locations in 2012 to 15 park locations in 2013.
- Expand Focus on Family events by adding five family focused events to increase to 115 special events focused on bringing families into the park.
- Enhance Girls Programming by adding three park locations to bring the total of girl team sports to 15 parks region-wide.
- Expand Teen Participation region-wide, in particular Teen Leadership summer camps from eight park locations in 2012 to 15 park locations in 2013.
- Increase Sponsor Supported Programming by adding five programs/activities.

Performance Data

All Instructional Programming	2013 Target # Registrants	2012 Projection	2012 Target	2011 #	% Change	2010 #
Central	51,264	45,778	45,778	41,249	-24%	54,223

By Session

Session	2013 Target # Registrants	2012 Projection	2012 Target	2011 #	% Change	2010 #
Winter	13,490	12,848	12,848	12,964	16%	11,198
Spring	14,317	13,636	13,636	12,587	4%	12,150
Summer	12,213	14,812	14,812	9,126	-52%	18,915
Fall	11,244	4,492	4,492	6,572	-45%	11,960

By Area

Area	2013 Target # Registrants	2012 Projection	2012 Target	2011 #	% Change	2010 #
1	7,619	6,777	6,777	5,009	-52%	10,501
2	9,509	8,458	8,458	6,605	-23%	8,610
3	8,946	8,117	8,117	9,660	616%	1,350
4	7,387	6,571	6,571	4,977	-65%	14,416
5	6,793	6,043	6,043	7,130	-32%	10,468
6	11,010	9,812	9,812	7,868	-11%	8,878

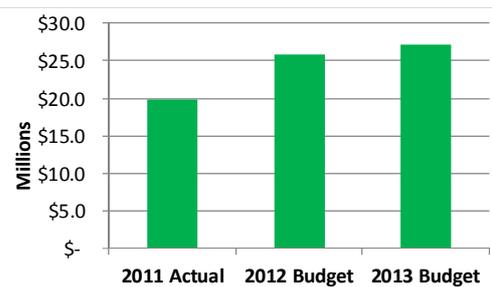
By Program

Program	2013 Target # Registrants	2012 Projection	2012 Target	2011 #	% Change	2010 #
DayCamp	5,273	5,120	5,120	4,450	292%	1,134
Basketball	5,042	5,551	4,896	2,496	-27%	3,417
Soccer	1,604	1,417	1,558	1,387	13%	1,228
Floor Hockey	464	633	450	375	15%	325
ECR	4,286	4,163	4,162	3,757	7%	3,522
Park Kids	8,163	10,108	7,926	4,454	-2%	4,523

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 Belmont/Cragin neighborhood. The 80 staffed locations offer a variety of activities for Chicagoans of all ages to play, stay active and develop healthy habits that will last a lifetime. From seasonal sports programming and special events to non-traditional sports and ceramics to lapidary and skate parks to interactive water playgrounds and Trails of Terror to Dinner with Santa there's something to keep everyone engaged. The 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, seven special recreation locations, numerous artificial soccer fields, nearly 200 baseball fields, two Wellness Centers, fitness centers, dirt bike park - known as "The Garden" is located at Clark Park and the Park District's only indoor tennis and ice skating facility at McFetridge Sports Center. Additional unique 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 [with Wi-Fi connectivity], 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. Some of Chicago's most significant park landmarks are located in the region, including the Waveland Clock Tower, Indian Boundary Park Cultural Center, Edison Park and landscape design from Alfred Caldwell can be found at Riis Park.

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 18,473,812	\$ 24,093,626	\$ 25,125,036
Materials & Supplies	\$ 750,849	\$ 728,027	\$ 792,019
Small Tools & Equipment			
Contractual Services	\$ 466,625	\$ 765,245	\$ 1,186,347
Program Expense	\$ 89,705	\$ 190,361	\$ 66,173
Total	\$ 19,780,992	\$ 25,777,259	\$ 27,169,575
Personnel FTE	565.4	557.2	561.5



2012 Accomplishments

- Athletic Field Park offered a DJ program for teens providing a hands-on approach to the art of spinning, scratching, and blending music.
- The partnership with the Greater Food Depository and UIC Neighborhood Initiative continued as the north region hosted 10 Bring the Family to the Table events for more than 1,000 individuals.
- Held regional Teen basketball league with 24 parks participating and a total of 305 teens playing weekly games at Brands, Haas, and Warren Parks.
- The North Region wellness centers participated in the "Shall we have this Dance" ballroom dance program in which young people from the ages of 6-12 learned and performed dances ranging from the tango, fox trot and salsa.
- New partnership with the Trapeze school of New York at Broadway Armory and Lincoln Park Cultural Center in which teens learned the basics of working and performing on trapeze and high wire acts by qualified instructors from the school of trapeze in New York.

North Region

- More than 200 members of our teen group gathered for Summer Teen Beach Bash in a summer-end celebration at Leon Park.

2013 Goals

- Expand our Kiddie College program which consists of two half-Day programs with an academic element as well as subject rotation and includes Arts/Craft and athletics.
- Continue to engage our teenagers by providing a variety of athletic and cultural activities, including community, civic outreach programs and higher education opportunities. Host our annual Summer Teen Beach Bash-Offer our Thursday/Friday Night Traveling Basketball League-Offer Teens Volunteer Opportunities [earning service learning hours]-Utilize our diverse local Colleges and Universities to expose educational/sporting-Conduct focus groups with teens to target programs/activities they would like to see implemented in north region locations.
- Increase the number of staff who are accredited in the following areas: National Academy of Sports Medicine, currently 10.
- Solicit, develop and Implement partnerships to provide additional resources for activities to improve the quality of life of patrons in the North region.

Performance Data

All Instructional Programming	2013 Target # Registrants	% Change	2012 Projection	2012 Target	% Change	2011 #	% Change	2010 #
North	91,000	5%	86,278	55,917	42%	60,834	-3%	62,416

By Session

Winter	15,500	2%	15,208	8,828	-4%	15,866	-20%	19,823
Spring	13,500	21%	11,197	6,017	-30%	15,961	-26%	21,451
Summer	37,500	1%	37,279	23,102	152%	14,787		
Fall	24,500	8%	22,594	17,970	59%	14,220	-33%	21,142

By Area

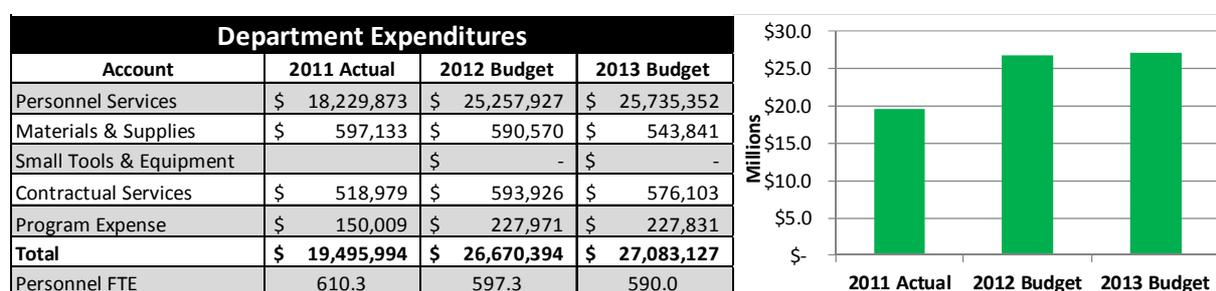
1	19,370	12%	17,275	12,443	35%	12,799	0%	12,769
2	14,420	11%	12,982	6,377	89%	6,859	-9%	7,531
3	9,810	16%	8,482	4,950	113%	3,990	-30%	5,733
4	21,270	12%	19,066	13,420	-1%	19,304	6%	18,156
5	14,770	13%	13,021	9,180	22%	10,667	0%	10,628
6	11,370	-26%	15,452	9,547	114%	7,215	-5%	7,599

By Program

DayCamp	24,000	4%	23,102	37,279	N/A	N/A	N/A	N/A
Early Childhood	4,450	2%	4,366	5,884	124%	1,948	-71%	6,768
Park Kids	1,000	2%	979	1,443	65%	595	-61%	1,537
Floor Hockey/SS	2,200	7%	2,054	3,845	33%	1,546	-50%	3,117
Basketball/SS	3,200	9%	2,926	4,858	118%	1,343	-69%	4,285
Soccer/SS	3,500	7%	3,275	4,986	144%	1,340	-73%	4,910

South Region

The South Region is responsible for overseeing more than 200 parks and playgrounds, including six 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.



2012 Accomplishments

- The South Region has hosted one Regional Family fitness night for the past several years. This year each Area in the South Region will host a Fitness night. These fitness nights will not only include activities for youth, but will be open to seniors, teens, and toddlers.
- Created new girls club in at least one park per area.
- The fitness combination classes have become very popular in the South Region. This package usually starts with a fitness center membership and can be combining with other fitness classes. The most popular combo's include yoga, aerobics, Pilates, and step aerobics.

2013 Goals

- Increase the following programs registration by 5%:
 - Daycamp
 - Basketball
 - Soccer
 - Floor Hockey
 - Early Childhood Recreation
 - Park Kids
- Increase camp programs for the 3 to 5 age group, at least one per Area.
- Staff Development – Each area will produce a specialized training by April 1st to ensure quality programming and the retention of youth as they mature.

South Region

Performance Data

All Instructional Programming	2013 Target # Registrants	2012 Projection	2012 Target	2011 #	% Change	2010 #
South	43,720	41,639	68,774	56,763	-29%	79,527

By Session

Winter	7,963	7,584	18,105	14,024	3%	13,625
Spring	10,052	9,574	21,112	14,435	5%	13,728
Summer	14,158	13,484	17,190	11,590	-68%	35,975
Fall	11,547	10,997	12,367	16,714	3%	16,199

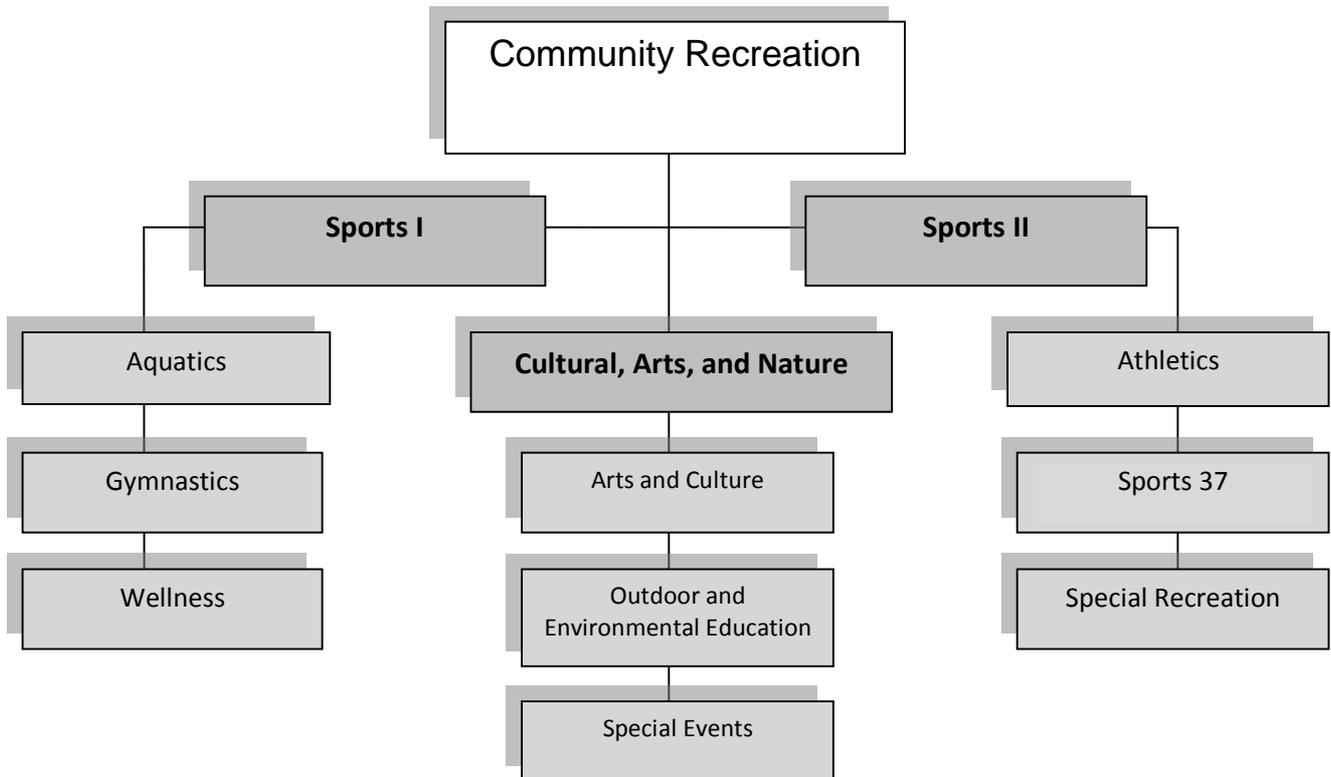
By Area

1	12,038	11,465	15,793	13,027	-11%	14,649
2	4,183	3,984	8,992	6,464	-68%	19,978
3	5,377	5,121	9,750	9,308	-1%	9,423
4	8,836	8,416	11,586	10,205	-19%	12,616
5	5,902	5,621	10,919	8,653	-23%	11,236
6	7,384	7,032	11,734	9,106	-22%	11,625

By Program

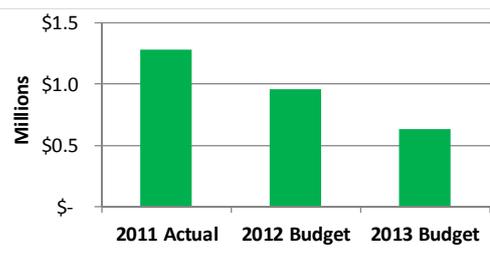
DayCamp	6,578	6,265	6,495	3,186	-40%	5,294
Basketball	7,503	5,432	13,358	3,903	-35%	5,980
Soccer	4,920	4,686	7,487	3,466	-17%	4,179
Floor Hockey	3,316	3,159	5,444	2,691	-31%	3,927
ECR	8,262	7,869	9,749	6,891	-7%	7,393
Park Kids	2,220	2,115	3,223	1,667	-4%	1,742

Community Recreation



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 Sports I, Sports II, and Culture, Arts and Nature (CAN). As detailed in the following pages, these three divisions help support programs and events in the regions as well as offer specialized programming within the various athletic and cultural disciplines.

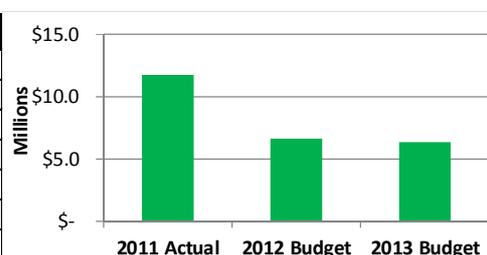
Department Expenditures - Community Recreation Administration			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 971,458	\$ 823,366	\$ 551,675
Materials & Supplies	\$ 25,600	\$ 11,688	\$ 9,000
Small Tools & Equipment	\$ 229,595	\$ 73,250	\$ 21,000
Contractual Services	\$ 58,888	\$ 50,000	\$ 49,000
Total	\$ 1,285,541	\$ 958,304	\$ 630,675
Personnel FTE	15.4	9.0	6.0



Community Recreation – Aquatics

The Chicago Park District is recognized as the lead provider for Learn to Swim lessons amongst public institutions in the United States. The Unit manages 1,000+ aquatics personnel, 51 outdoor seasonal swimming pools, 26 natatoriums, 26 miles of lakefront including 15 beaches, 1 inland beach, as well as, services 29 Chicago Public School aquatic facilities. The lifeguard service has been acknowledged by the American Red Cross as one of the leading providers of aquatics safety training and education in the Midwest. The Unit also implements trainings, educational workshops, provides certification opportunities and/or technical support to park field staff and Sports 37 Teen Apprenticeship participants who assist with aquatic programs and events. In addition, the Aquatics Unit operates the Marine Rescue Unit which is comprised of 4 Boston Whalers powerboats and 8 specially trained personnel in boating, scuba and emergency rescue. They are used to respond, monitor and assist lifeguards during emergencies and service special events along the lakefront including the Chicago Triathlon, Swim Across America and the Chicago Air and Water Show. The Aquatics Unit also includes the Sailing Division. The Chicago Park District Judd Goldman Community Sailing Program is a Public Private Partnership established in 1990 between the Chicago Park District's Rainbow Fleet and the Judd Goldman Adaptive Sailing Foundation. Now referred to as the Judd Goldman Community Sailing Program, this partnership program provides quality sail training programs for community residents. The Unit consistently provides 1000+ on the water experiences for participants both able bodied and disabled youth and adults. The main program is located in Burnham Harbor at the Judd Goldman Sailing Center while three satellite programs are run at Montrose Harbor and in the Humboldt and Garfield Park Lagoons. During the offseason, the Unit services a fleet of 60+ boats, implements classroom-based programs, plans and coordinates on the water events, updates and disseminates boat launching information for the Lake Front Access Trail, as well as, beach storage opportunities.

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 11,370,411	\$ 6,286,549	\$ 5,981,101
Materials & Supplies	\$ 205,992	\$ 204,866	\$ 197,600
Contractual Services	\$ 51,134	\$ 92,145	\$ 82,600
Program Expense	\$ 46,868	\$ 45,300	\$ 40,000
Total	\$ 11,674,404	\$ 6,628,860	\$ 6,301,301
Personnel FTE	193.5	203.3	185.5



2012 Accomplishments

- Participation in the Learn to Swim program increased by 5% from 2011.
- Participation in Chicago Park District's team clubs in swimming and water polo increased by 29% from 2011.
- Successfully piloted an adaptive scuba instructional program at Homan Square Park with 40 participants in partnership with Chicago Park District's Disability Office and the Diveheart Foundation.
- The Chicago Park District Water Polo Club is the largest public institution water polo program in the Midwest and has consistently competed in national tournaments in various age divisions. This year, our 14 & under girls division placed 5th at the Turbo Cup National Championships, held in Indianapolis, Indiana.
- Through a partnership with the Arts, Culture & Nature Division, 10 wooden sailing Prams were built at the Lincoln Park Cultural Center through the family boat-building woodshop program. The 10 prams will join the Chicago Park District's Judd Goldman Sailing Program and set to sail in 2013.

Community Recreation – Aquatics

- Focusing on customer service and increased staffing, Adaptive Learn to Sail lessons increased by 15% and increased able-body participation by 22%.

2013 Goals

- Assess current communication barriers, evaluate past successes/failures, develop and implement an action plan to continually improve communication between aquatics and park personnel resulting in increased engagement, reception and morale by March 2013.
- Increase to 50% aquatics personnel instructing swim lessons, to become certified as a Water Safety Instructor through the American Red Cross by December 2013.
- Develop and implement comprehensive program curricula for learn to sail youth and adult sailing programs by March 2013. Curricula will include lessons that will aid and develop students, boat-balance, boat handling, refined in-boat movements, increased self-confidence and overall awareness both in boat and out.
- Develop and implement an action plan targeted to improve community awareness and engagement with the Judd Goldman Sailing Center by June 2013.
- Collaborate with the Culture, Arts & Nature Division to offer cross discipline classes and outings for adventure camps at Northerly Island by June 2013. Classes will focus on both environmental awareness and practical on the water skills using sailing & kayaking.
- In collaboration with the Central Region park personnel, restructure and implement a 6 week summer camp with a sustainable Learn to Sail component at Humboldt Park/Lagoon to include opportunities for select participants to sail the lakefront the last week of summer camp.

Performance Data

All Instructional Programming	2013 Target # Registrants	2012 Actual/Projection	2012 Target	2011 #	% Change	2010 #
Aquatics	39,000	37,768	44,500	N/A	N/A	N/A
Sailing	251	219	320	N/A	N/A	N/A

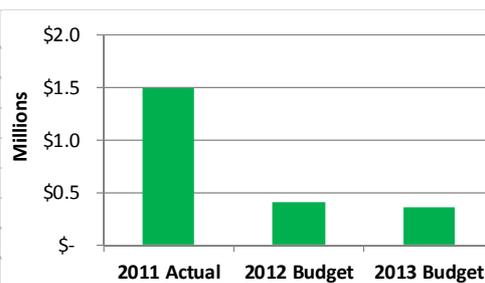
By Program

Learn to Swim	14,100	14,388	11,028	N/A	N/A	N/A
Aquatic Exercise	14,280	14,000	15,000	N/A	N/A	N/A
Team Sports	2,680	2,600	3,000	N/A	N/A	N/A
Junior Sailing-Summer	117	106	120	N/A	N/A	N/A
Adaptive Sailing-Group	84	73	100	N/A	N/A	N/A
Adult Keel Boat Sailing	50	40	100	N/A	N/A	N/A

Community Recreation – Gymnastics

This Unit manages nine gymnastics centers, servicing 3,000+ youth weekly in programs in early childhood movement and development, tumbling and artistic gymnastics at the recreational and competitive levels. Center operations and program implementation are guided by USA Gymnastics, the sole national governing body for the sport in the United States. The Gymnastics Unit also develops program curricula, implements trainings, educational workshops, provides certification opportunities and/or technical support to park field staff and Sports 37 Teen Apprenticeship participants who implement recreational level tumbling and gymnastics programs at park locations in addition to the 9 gymnastics centers.

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 1,289,413	\$ 180,358	\$ 146,283
Materials & Supplies	\$ 10,688	\$ 17,078	\$ 16,145
Small Tools & Equipment	\$ 16,054	\$ 30,825	\$ 29,284
Contractual Services	\$ 67,389	\$ 70,733	\$ 72,700
Program Expense	\$ 105,099	\$ 103,786	\$ 93,173
Total	\$ 1,488,642	\$ 402,780	\$ 357,584
Personnel FTE	3.8	3.7	2.7



Note: 2011 actuals may include expenses originally budgeted at the park level

2012 Accomplishments

- Successfully opened Garfield Park Gymnastics Center reaching 75% program capacity during the first session of classes offered.
- Gymnastics program participation increased by 10% from 2011.
- Increased the number of Physical and Gymnastic Instructors who successfully completed the appropriate levels of USA Gymnastics coursework/trainings by 120%.
- 86% of youth participating in competitive gymnastics and tumbling programs qualified for Illinois State Championships.
- Chicago Park District is the leading public institution to qualify 38 tumblers to the USA Gymnastics Tumbling and Trampoline National Championships. 21 out of 35 youth who participated in the National Championships, held in Long Beach, California, placed in the top 10 respectively. 5 youth placed 1st earning the title of National Champion for their respective age divisions.

2013 Goals

- Develop and implement comprehensive program curricula for early childhood development programs by March 2013. Program curricula will include age-appropriate lessons that will aid in the development of cognitive skills, hand-eye coordination, spatial awareness, gross motor skills, strength, flexibility, endurance, gymnastic skills, self-confidence and socialization.
- Develop and implement assessment tool for individual progress and development for participants enrolled in early childhood and recreational programs by May 2013. Assessment tool will be used to maintain motivation and more effectively track progress.
- Increase number of Physical Instructors, implementing recreational gymnastics and tumbling classes at locations other than the 9 Gymnastics Centers, from 12 to 20 to successfully complete U100 Fundamentals of Gymnastics Instruction course through USA Gymnastics by December 2013.

Community Recreation – Gymnastics

- Increase number of Gymnastic Instructors from 4 to 10 to receive the USA Gymnastics Development Teacher Certification, Jr. Olympic Development Coach Certification and/or equivalent certification approved by USA Gymnastics University Pre-Placement program by December 2013.
- Increase teen participation by 10% through development and implementation of Tumbling for Cheer program at select center locations by December 2013.

Performance Data

All Instructional Programming	2013 Target # Registrants	2012 Actual/Projection	2012 Target	2011 #	% Change	2010 #
Gymnastics	13,258	13,184	14,203	11,974	N/A	N/A

By Center

Peterson Park	6,250	5,856	6,570	5,462	N/A	N/A
Calumet Park	1,000	872	975	722	N/A	N/A
Avondale Park	870	845	864	786	N/A	N/A
Broadway Armory	1,800	1,795	1,757	1,776	N/A	N/A
Shabbona Park	1,050	1,013	1,023	824	N/A	N/A
Harrison Park	1,285	1,276	1,259	1,122	N/A	N/A

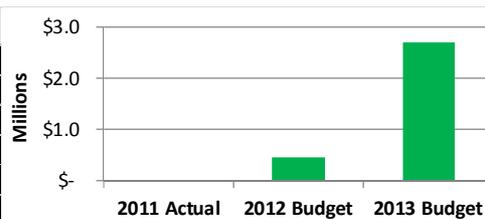
By Program

Twinkle Stars	4,345	4,318	4,458	3,856	N/A	N/A
Gymnastics Camp	700	670	790	555	N/A	N/A

Community Recreation – Wellness

This Unit provides programs and services in wellness, fitness and/or nutrition awareness in park locations city-wide, including 10 outdoor fitness courses and 6 wellness centers which promote and encourage better health for our patrons of all ages. The Unit also manages equipment operations and maintenance of 71 fitness centers, 6 fitness arcades, as well as, develops program curricula, implements trainings and educational workshops, provides certification opportunities and/or technical support to park field staff who implement wellness programs throughout various park locations in addition to the Unit. The Wellness Unit maintains a healthy food environment by managing the Summer Food Program, After-School Snack Program and contractual agreements for healthy vending within our park system.

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ -	\$ 237,840	\$ 508,617
Materials & Supplies	\$ -	\$ 15,675	\$ 16,000
Contractual Services	\$ -	\$ 207,700	\$ 2,184,225
Total	\$ -	\$ 461,215	\$ 2,708,842
Personnel FTE		4.4	11.0



2012 Accomplishments

- Developed a curriculum-based family-centered exercise program, Mighty Fit Family. The program was successfully piloted at 6 select park locations.
- Expanded program offerings in fitness, targeting teens, through program development and staff training implementation of the following programs: P.A.R.K. Teen Power (Power, Agility, Resistance and Kick Box Cardio), Hip-Hop and Latin Dance Classes. These classes are offered in 18 select park locations city-wide.
- Fun with Food Nutrition program locations increased by 115% from 2011.
- Assisted with securing over \$3 million in grants monies from select corporations to fund the Wellness Centers and the Park Families Wellness Initiative.

2013 Goals

- Identify operational inefficiencies of our existing 70 fitness centers and recommend a sustainable restructure plan by January 2013, to deliver core fitness services more efficiently and effectively that will reposition the Chicago Park District and the Wellness Unit to better serve its patrons.
- Develop equipment management system to include inventory list and tracking spreadsheet, loan/return procedures and equipment release form by March, 2013.
- Target select park locations that can serve as community fitness hubs, and expand schedule of program offerings through securing interdepartmental support and effective community partnerships by December 2013.
- Collaborate with Athletics Unit and develop sport specific training practice modules for youth football, basketball and soccer to include age appropriate warm-up/cool down exercises, stretching techniques, tips on sports nutrition and proper hydration by December 2013.

Community Recreation – Wellness

Performance Data

	2013 Target	2012 Actual/Projection # Sold	2012 Target # Sold	2011 #	% Change	2010 #
Annual, Season & Monthly Fitness Passes	10,200	10,647	9,420	8,973	14%	7,894

** 2013 Target # is decreased due to planned Fitness Center closures*

By Region

North	4,200		3,201	3,049	25%	2,436
Central	1,500		1,237	1,179	9%	1,082
South	4,500		4,982	4,745	27%	3,746

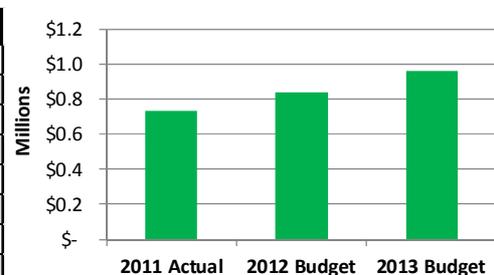
By Program

Kids Fitness	990	900	1,097	1,045	-19%	1,288
Conditioning/ Strength (Adult)	1,013	965	920	877	27%	690
Kids Yoga	120	104	35	33	-25%	44

Community Recreation – Athletics

This unit is responsible for providing youth and teen sports leagues, citywide team and individual competitions, sports camps as well as training and technical support to field staff. The Athletics Unit works with outside partners, City agencies, and professional sports teams to bring financial and in kind resources to the Chicago Park District sports programs.

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 374,809	\$ 479,369	\$ 494,613
Materials & Supplies	\$ 101,033	\$ 113,800	\$ 135,800
Small Tools & Equipment	\$ -	\$ -	\$ 24,000
Contractual Services	\$ 221,671	\$ 212,400	\$ 264,280
Program Expense	\$ 34,021	\$ 36,900	\$ 45,145
Total	\$ 731,534	\$ 842,469	\$ 963,838
Personnel FTE	6.8	8.3	9.2



2012 Accomplishments

- Expanded Junior Bear Football program by adding teams at 5 locations, Willye White, Altgeld, Carver, Murray, and Fosco Parks.
- Working with Sports 37, expanded Summer Teen Sports Leagues from 24 to 36 park locations for teens age 13-18.
- Through the use of Mayors Summer Surplus funding, created and implemented Safe Summer Chicago/Rollin Recreation program which serviced over 19,500 youth, teen, and families at 54 parks weekly, in 9 neighborhoods over 9 weeks on evenings and weekends.
- Created the Neighborhood Soccer League (Mayors Summer Surplus Funding) at 24 park locations for youth age 4-12.
- Executed a data sharing agreement with the Chicago Housing Authority and Chicago Allies.
- Implemented a Girls Basketball League at 8 parks as the third sport in the Girls Sports Initiative (flag football, Cubs Care Girls Fast Pitch Softball).
- Secured \$100,000 from Bears Care for Junior Bear Football to promote and educate kids and parents on concussion and head injuries in youth sports and to host end of season banquets recognizing players and volunteers.
- Conducted 20 parent meetings at each Junior Bear locations in conjunction with Lurie Children's Hospital staff to promote concussion and head injury awareness to parents and kids.
- Created coaches manual and trained 55 coaches in the Junior Bear Program on head injury awareness, nutrition, and practice plans and coaching techniques.
- Administered \$1.5 million (grants, sponsorships, and Intergovernmental Agreements) for youth sports programs in 2012.
- Presented "Inner City Sports Programs, a Collaborative Approach to Reaching Youth Through Sports" at the National Recreation and Park Association Congress in Anaheim, California.
- Partnered with United States Tennis Association (USTA) to train 25 instructors on USTA 10 and Under Tennis.

Community Recreation – Athletics

- Presented “Education and Awareness of Head Injuries in Youth Sports” with Dr. Rebecca Carl, Lurie Children’s Hospital, at the 2012 Illinois Park and Recreation Conference.

2013 Goals

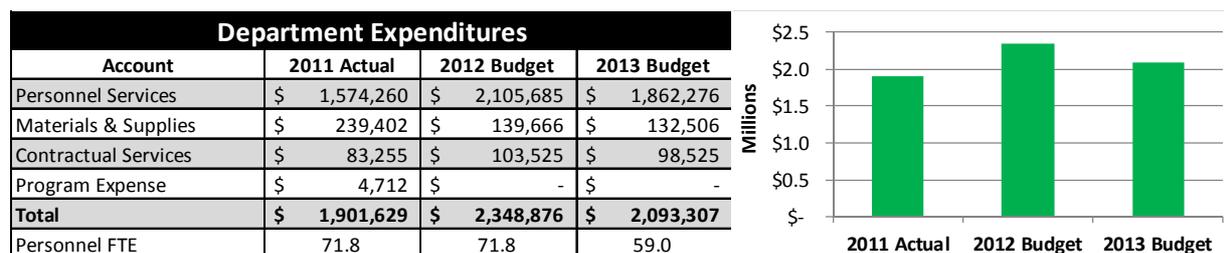
- Increase participation in the Neighborhood Soccer League program during fall and spring sessions
- Open two additional boxing centers to increase youth boxing participation
- Work collaboratively with Wellness Department to implement Health and Nutrition performance measures in Inner City Sports
- Increase participation in Junior Bear Tackle Football program
- Increase participation in Inner City Sports League programs
- Provide training opportunities for physical instructors in traditional and non-traditional sports and officiating through instructor training and specialty training sessions

Performance Data

	# Registrants Target 2013	# Registrants Projection 2012	Target 2012	2011	% Change	2010 #
Junior Bear Varsity	570	427	540	373	N/A	N/A
Junior Bear Pee-Wee	540	396	510	411	N/A	N/A
Boxing Program (4 sessions)	2,280	1,737	2,040	N/A	N/A	N/A
Inner City Youth Baseball	480	443	480	438	N/A	N/A
Girls Basketball (Girls Sports Initiative)	96	84	96	NA	N/A	N/A
Inner City Hoops Boys	480	371	480	333	N/A	N/A
Chicago Bears Inner City Flag Football	240	TBD	240	216	N/A	N/A
Girls Flag Football	120	TBD	120	36	N/A	N/A
Neighborhood Soccer League (Spring/Fall)	2,160	TBD	720	NA	N/A	N/A
Cubs Care Girls Fast Pitch Softball	200	95	120	80	N/A	N/A
Summer Teen Sports Leagues	4,300	3,050	4,300	NA	N/A	N/A

Community Recreation – Sports 37

The District’s main initiative for teens 14 to 18 years of age and a partnership with the Chicago Public Schools, Chicago Public Library in conjunction with the City of Chicago, After School Matters and community based organizations, which is currently in 51 Schools and parks. Sports37 engages teens in activities that develop important life skills and a healthy approach to living while exposing them to careers opportunities in the field of sports and fitness. The Sports37 programs offers a variety of Apprenticeships in coaching and refereeing, lifeguard training, lifeguard aide, shallow water attendant, water safety instruction, junior bicycle ambassadors, stadium management, cheerleading, tumbling, early childhood movement education, recreation leader, special recreation, sailing and fitness most of which come with certifications and field trips.



2012 Accomplishments

- Continued to work with the Professional Development Manager to create and implement an online education course for apprentices and program staff.
- Fall 2012, 8-10 instructors will begin the instructor mentoring course for program graduates.
- Served an additional 47 parks by delivering Advanced Soccer, Advanced Football, Cheerleading, Early Childhood camps bringing the total of parks served in 2012 to 167. Partnered with After School Matters & Building Better Youth Officiating organization to implement a basketball officiating apprenticeship at Homan Square Park.

2013 Goals

- Create and Implement a “Meet a Sports37 Apprentices/Alumni” segment quarterly to be highlighted on the CPD website. The segment will highlight former and current apprentices as they share their experience and success as result of attending the Sports37 Apprenticeship program.
- Partner with our Special Recreation Unit to create and implement an additional Apprenticeship in Special Recreation in spring 2013 that will recruit up to 20 teens and prepare 45 teens to serve as Recreation Leaders in our Summer Special Recreation Summer Day Camps.
- Create and implement a Sports37 District Wide Apprentice “Day of Service” to target 50% of teens currently enrolled in 2012-2013 session.
- Create a Sports37 committee to revamp the district “Teen Leadership” program curriculum.
- Create a pilot a one week Sports37 Extended Camp in Soccer, Football, Cheerleading that will target 120 youth.

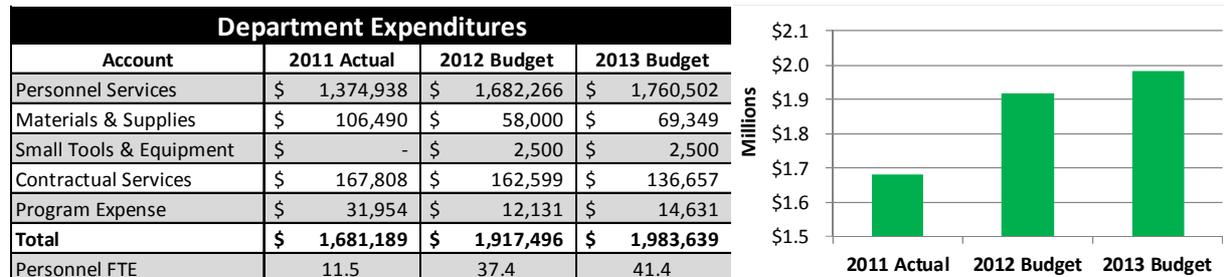
Community Recreation – Sports 37

Performance Data

	2013 Target	2012	% Change	2011	% Change	2010
#Staff Hired from Apprenticeship Program	926	871	7%	814	8%	752
#Registrations/Participation by Location-spring	1670	1580	N/A	N/A	N/A	N/A
#Registrations/Participation by Location-fall	1390	1390	N/A	N/A	N/A	N/A

Community Recreation – 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.



2012 Accomplishments

- The Alternative Athletic Conference program for youth at Risk in the Alternative Schools increased by 55% increasing from nine teams to 14 teams.
- Dare 2 Tri Para triathlon team increased over 30% in the second year; from 92 to 131 participants.
- Hosted Team Building/Challenge course for one Special Recreation Camp this summer.
- Hosted the 36th Annual National Wheelchair Softball Tournament in cooperation with the Disability Policy Office.
- Hosted a National Wheelchair Basketball Tournament.
- Hosted the Second Annual Midwest National Valor Games for injured and ill veterans(August) in partnership with Illinois Supports Veterans Equally (I.S.A.V.E.), US Department of Veteran Affairs, US Paralympics and World Sport Chicago.
- Offered individually developed supplemental outdoor and environmental education programming at four Special Recreation locations.
- Offered the first five-day Nature Camp.
- Secured grants to continue the Performing Arts program at two (2) Special Recreation locations.
- Increased the Special Recreation Sport 37 program to two sites increasing participation from 15 to 35.
- Secured funding and planning for five Adaptive Camps for 3-7 year olds in the spring and summer.
- Special Olympics increased participation by 40% in 20 competitions.
- Increased participation in North side Buddy Baseball program by 40% to seven teams.

2013 Goals

- Implement two (2) Inclusion Trainings, for traditional recreation staff.
- Implement evaluation process for current inclusion participants and appropriate behavior plans for individuals moving on to programs without assistance.

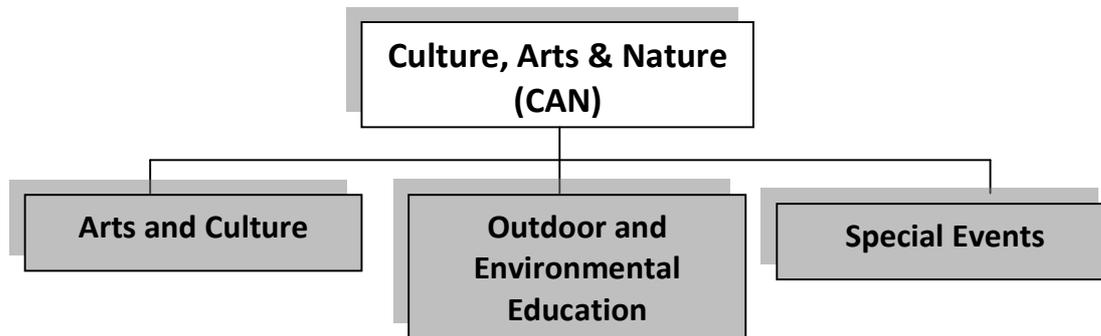
Community Recreation – Special Recreation

- Increase Alternative Athletic Conference (A.A.C.) program for youth at Risk in the Alternative Schools; Junior Teams by 100% from two (2) teams to four (4) teams.
- Implement a one (1) day Volleyball tournament for the youth in the AAC Program.
- Establish a fall/winter indoor Dare 2 Tri Para triathlon training, at one park location including off-season fitness, in-door cycling and swimming.
- Create as standard for Adaptive Sporting events; including a time line and evaluation process which would include strengths/weaknesses, supports needed, equipment check list, staff and participant feedback. Event/program evaluations including electronic feedback, such as Survey Monkey, and hard documents available to participants without internet access.
- Implement the first computer training class for individuals with visual and physical disabilities within the Chicago Park District.
- Increase Team Building/Challenge course for Special Recreation Camps by 100%, from one to a minimum of two Spec. Rec. locations.
- Increase camping attendees by 100%, from ten (10) to twenty (20) participants, with an addition of one (1) wilderness camping opportunity.
- Offer a Special Recreation Family Camping opportunity.
- Work with the Chicago Park District Stewardship program to incorporate opportunities for individuals with disabilities.
- Increase Nature Camp participation by 100%, 2012 we had nine (9) participants; goal is minimum of eighteen (18) participants in 2013.
- Increase the Special Recreation Sports 37 program from two locations to three (one within each Region). Increasing enrollment by 25%.
- Increase staff training from 20 to 28, specialty, inclusive and professional development.
- Implement an internship within Adaptive Sports
- Host a Midwest Junior Wheelchair Basketball tournament in the 2012-13 season.
- Host the 2013 Valor Games, with a 10% increase of enrollment of injured veterans.
- Increase Fitness/Nutrition program by over 100%. 2012 we have three locations with 45 participants. 2013 we will have eight locations with a target of 125 participants.

Performance Data

	2013 Target # Registrants	2012 Projection	2012 Target	2011 #	% Change	2010 #
Special Olympics	14,000	13,700	13,616	13,081	5%	12,426
Adaptive/Paralympics	3,943	3,755	3,675	1,127	N/A	N/A
Deaf and Hard of Hearing	128	116	132	114	N/A	N/A
Fitness/Nutrition	125	45	45	N/A	N/A	N/A

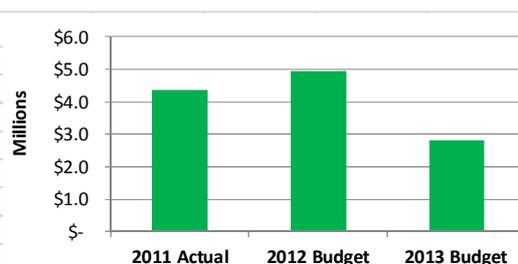
Community Recreation – Culture, Arts & Nature



Culture, Arts and Nature (CAN) – The Culture, Arts and Nature (CAN) division provides quality Culture, Art, Nature events and programs across the district. We are park professionals who enrich communities with Culture, Arts and Nature through events, classes, workshops, performances and more. CAN creates and implements Outdoor and Environmental Education programs, coordinates programs for the 12 cultural centers, provides leadership for nature and arts based after- school activities, youth employment and summer programs, and produces special events and activities across the district.

- Arts and Culture - The Arts and Culture Unit envisions parks as vital cultural space that encourages all Chicagoans to explore and embrace the visual and performing arts and their power to enhance individual quality of life, neighborhood development and community dialogue.
- Outdoor and Environmental Education (Nature) - The Outdoor and Environmental Education Program helps Chicagoans experience and enjoy the wonder of nature in the city. It strives to cultivate environmental awareness and appreciation by offering a wide range of nature-based programs through the seasons, in locations across Chicago. Programs and events generally take place in parks with unique and compelling natural areas.
- Special Events - The Special Events unit reaches every audience and community in the city. Through Movies in the Parks, Performances in the Parks, and Theater on the Lake, these events create a cultural landscape in our communities. These events bring people together from all walks of life and every corner of the city to dance together or experience a show or movie. People walk away with a positive feeling of the parks, our city and themselves.

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 1,934,124	\$ 2,175,660	\$ 2,120,378
Materials & Supplies	\$ 172,978	\$ 104,497	\$ 99,765
Contractual Services	\$ 2,249,943	\$ 2,667,057	\$ 589,304
Program Expense	\$ 12,200	\$ -	\$ -
Other Expense	\$ 3,626		
Total	\$ 4,372,870	\$ 4,947,214	\$ 2,809,447
Personnel FTE	51.3	48.6	44.8



Community Recreation – Culture, Arts & Nature

2012 Accomplishments

- Opened a 12-acre outdoor unstructured nature play area at North Park Village Nature Center. Nicknamed “Walking Stick Woods,” the area became a popular new destination for family programming, attracting hundreds of users since its roll-out at the spring Maple Festival.
- Partnering with the U.S. Forest Service-International Programs, North Park Village Nature Center staff was trained to raise, tag, release and track the migration of monarch butterflies. The first annual “Monarch Palooza” festival was attended by more than 500 families on Labor Day.
- Adventure Recreation was enjoyed by first-time audiences, including some three dozen teens and special populations, through kayaking, canoeing and camping. A new partnership with the Field Museum engaged teen interns to be environmental mentors to their peers. Nature play and the Imagination Playground were introduced to thousands of day campers. Toddlers, Tunes & Turtles more than doubled its average attendance from 70 to nearly 170 at each program.
- Harvest Garden programming expanded to include a 15th park, and a family cooking program was launched. Harvest Garden and Garden-To-Go brought healthy, hands-on gardening to more than 1,700 children, including day campers and community members.
- Our collaborative team facilitated Shakespeare in the Parks for 17 performances of Taming of the Shrew at 10 parks with a combined audience of 7,000.
- Kraft Great Kids & Kidsmobile program and staff presented the Imagination Playground to the public 70 times at various locations, demonstrating a replicable model for unstructured, creative play.
- Celebrating its 60th season, Theater on the Lake won the Special Jeff Award for developing new audiences for non-equity theatres and artists. In our critically acclaimed 2012 season, we were proud to host 7 first-time theatre companies to the festival, 2 original plays by local Chicago playwrights, 1 original Chicago adaptation, and 2 Chicago premiers, serving over 6,000 audience members.
- Provided training and resources to field staff including the training of 30 Squad Leaders to lead over 500 new seasonal Rec Leaders, the Summer Camp Activity Guide “You Are What You Play” in partnership with the libraries, and “Field Trip Sign-Up Day” at Day Camp Director Conference where over 30 organizations interacted with camp directors to plan field trips.
- Movies in the Parks partnered with 36 community organizations and a title sponsor to bring over 170 movies to neighborhood parks.
- The Park District celebrated its 15 year collaboration with the Jazz Institute of Chicago, by presenting 10 Jazz City free concerts in the parks; “bringing people together through jazz.”

2013 Goals

- Propelling the success and sustainability of “Walking Stick Woods” will be family-driven programming and rustic site enhancements, making this a destination for unstructured nature play in Chicago. Organized programs coupled with drop-in opportunities will increase use of this space ten-fold, affirming North Park Village Nature Center as a model of the Leave No Child Inside initiative.

Community Recreation – Culture, Arts & Nature

- North Park Village will offer public workshops and train District staff, including TRACE teens, on how to propagate, release and track the migration of these winged conservation emissaries. Thanks to a generous grant from the US Forest Service, educational materials will be developed, and wildflower gardens will be planted at Gage and Minuteman Parks to attract monarchs and other pollinators.
- Development of Northerly Island as a hub for Adventure Rec is a primary thrust. Family camping, fishing and outdoor skills-building programs will serve hundreds of users. Nature Oasis programming will continue to reach thousands of day campers city-wide, providing children with unstructured nature play experiences in their neighborhood parks.
- Develop a system to count and capture all arts activities delivered by Arts Partners in Residence.
- Expand TRACE year-round programming to include three weekly workshops and one monthly event/trip. Recruit participation to average 10 participants a session for workshops and trips and 50 attendees for TRACE sponsored events.
- Secure funding to ensure the programmatic continuation of the Inferno Mobile Recording Studio and establish a home-base for it at South Shore Cultural Center.
- Develop and distribute a curricular scope for Chicago Park District youth arts programming that aligns goals, values & priorities across age groups: 6-12 yrs (now Kraft Great Kids), 13-14 yrs (Arts XIII) and 15-18 yrs (TRACE).
- Standardize goals for Cultural Centers, including that all 13 CC parks: have a designated anchor partner, host a region-wide or city-wide event, offer arts programming to at least two age groups, offer arts programming in afterschool and day camp programming, and enact a Chicago Artist Month event in October. Develop system to count & capture all arts activities delivered by ACU at Cultural Centers.
- Develop a program evaluation instrument that both quantifies desired outcomes and takes into account anecdotal data useful for promotion and fundraising.
- In addition to showcasing the best of Chicago's off-Loop theater by featuring 8 plays in 8 weeks, Theater on the Lake will expand pre/post-show programming in order to further engage audiences and enrich their overall experience at Theater on the Lake, resulting in patron retention (subscribers & single-tickets buyers) and development of new audiences. Theater on the Lake will produce at least 3 supporting programs per week throughout the 8-week festival adding 24 pre/post-show programs to the 40 plays featured at the festival.
- In collaboration with the Director of New Business Development, customize a standard set of sponsorship and revenue procedures for the Movies in the Parks program in order to increase exposure of the program and generate revenue for the district.
- Enhance relationship with the Grant Park Music Festival to cross promote performances, share resources, and track concerts, attendance and field trip opportunities for CPD day campers.
- Develop a standard process for performing arts organizations to access much-sought-after resources within the parks such as rehearsal and performance space. With processes in place, we aim to pilot 5 new "short term" partnerships with arts organizations, potentially bringing in 1500 - 2000 participants to experience culture in the parks.

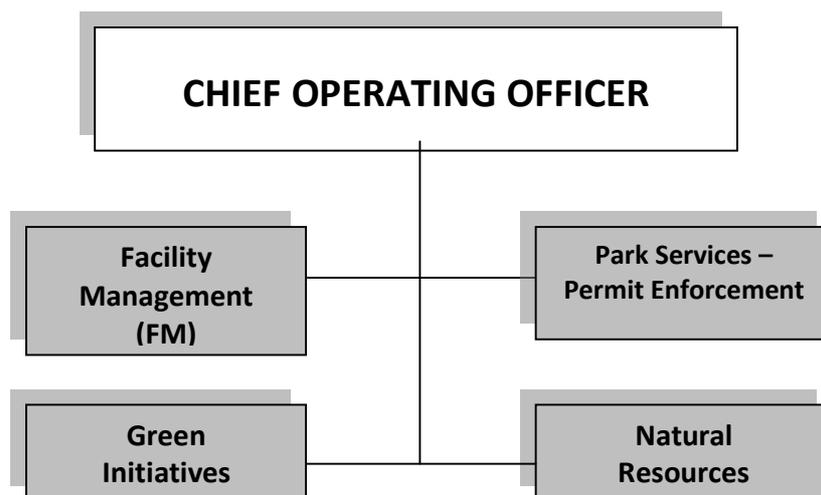
Community Recreation – Culture, Arts & Nature

Performance Data

	2013 Target #	2012 Projection	2011 #	% Change	2010 #	
Performances in the Parks concerts	64	48	35	0%	35	
Performances in the Parks attendance	9,700	6,100	6,155	3%	6,000	
Movies in the Parks movies	170	170	173	0%	173	
Movies in the Parks attendance	44,000	50,000	46,016	24%	36,993	
Theater on the Lake performances	40	40	40	0%	40	
Theater on the Lake attendance	6,300	6,000	5,500	-32%	8,100	
Theater on the Lake pre/post-show programs	24	N/A	N/A	N/A	N/A	
Grant Park Music Festival concerts	30	N/A	N/A	N/A	N/A	
Grant Park Music Festival attendance	340,000	N/A	N/A	N/A	N/A	
ACU programming at Cultural Centers & other parks	# of classes	26	72	69	15%	60
	# of events	26	43	43	19%	36
	attendance/ participation	1,040	N/A	N/A	N/A	N/A
Arts Partners	# of partners	32	32	29	12%	26
	# of program hrs	10,000	9,000	8,646	25%	6,900
	attendance/ participation	7,500	N/A	12,528	93%	6,500
After-school arts	# of events/programs	76	58	90	260%	25
	attendance/ participation	1,770	6,565	750	50%	500
	# contact hours	8,715	N/A	N/A	N/A	N/A
Summer camp arts programs	# of programs	36	119	66	-3%	68
	attendance/ participation	1,185	13,620	7,620	-3%	7,820
Teen arts	# of events	15	36	45	221%	14
	attendance/ participation	1,800	715	833	156%	325
	# programs	7	N/A	N/A	N/A	N/A
	# contact hours	3,000	N/A	N/A	N/A	N/A
North Park Village	# Field Trips	125	225	200	33%	150
Nature Center	Field Trip Attendance	4,500	12,095	10,000	0%	10,000
	# Programs & Festivals	250	250	250	0%	250
	Pgm & Fest Attendance	10,000	10,000	10,000	0%	10,000
	# Volunteers	1,500	1,500	1,500	226%	460
	Volunteer Hours	5,000	5,000	5,000	72%	2,910
Northerly Island	# Field Trips	25	25	2	N/A	1
	Field Trip Attendance	1,200	1,000	250		100
	# Programs & Festivals	16	16	8	N/A	4
	Pgm & Fest Attendance	1,500	1,200	1,000		500
Nature Oasis	# Family Pgms & Events	110	152	157	43%	110
	Family Pgm/Ev Attend	8,000	9,200	11,542		3,457
	# Camping/Advent Rec	10	8	10	0%	10
	Camp/Adv Rec Attend	300	186	268		263
Fishing	# Fishing Pgms/Events	250	250	273	1%	270
	Fish Pgm/Event Attend	11,000	11,000	12,800		12,720
Gardening	# Garden Pgms/Events	50	50	72	44%	50
	Garden Pgm/Ev Attend	2,500	2,450	1,735		1,670

Operations

The departments within Operations maintain 8,100+ acres of parkland and 580 parks. These departments include Capital Construction, Facilities Maintenance, Planning and Development, Park Services – Permit Enforcement, Specialty Trades, 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.

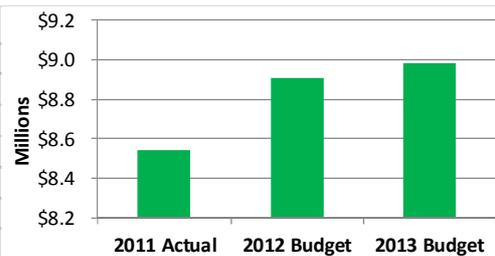


DEPARTMENT BUDGETS				
Department Name	2011 Actual	2012 Budget	2013 Budget	% Change
Green Initiatives	\$ 1,030,475	\$ 776,733	\$ 977,815	25.9%
Natural Resources	\$ 29,588,968	\$ 32,306,232	\$ 32,472,084	0.5%
Facility Management	\$ 8,544,528	\$ 8,908,017	\$ 8,984,002	0.9%
Facilities Management - Specialty Trades	\$ 23,645,181	\$ 27,016,542	\$ 27,654,953	2.4%
Facilities Management - Capital Construction	\$ -	\$ 1,304,514	\$ 1,335,114	2.3%
Facilities Management - Planning & Development	\$ 143,000	\$ 969,663	\$ 1,173,279	21.0%
Park Services - Permit Enforcement	\$ 5,046,225	\$ 2,313,386	\$ 2,363,908	2.2%
Total - Operations	\$ 67,998,378	\$ 73,595,087	\$ 74,961,154	1.9%

Facilities Management

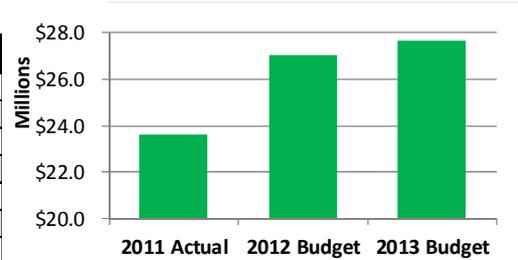
The Department of Facilities Management operates and maintains over 585 parks, with over 250 staffed park facilities. The Department utilizes a skilled labor workforce to provide a wide variety of routine maintenance, repairs, renovation and capital projects throughout the District. The department's goals include, but are not limited to: ensuring accessible and properly maintained parklands, infrastructure, 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.

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 886,340	\$ 751,517	\$ 827,502
Materials & Supplies	\$ 80	\$ 1,500	\$ 1,500
Small Tools & Equipment	\$ -	\$ 2,000	\$ 2,500
Contractual Services	\$ 7,658,108	\$ 8,153,000	\$ 8,152,500
Total	\$ 8,544,528	\$ 8,908,017	\$ 8,984,002
Personnel FTE	9.0	9.0	10.0



Facilities Management - Specialty Trades

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 21,150,620	\$ 24,256,042	\$ 24,721,443
Materials & Supplies	\$ 1,840,391	\$ 2,046,500	\$ 2,136,832
Small Tools	\$ 214,883	\$ 202,500	\$ 205,000
Contractual Services	\$ 439,287	\$ 511,500	\$ 591,678
Total	\$ 23,645,181	\$ 27,016,542	\$ 27,654,953
Personnel FTE	261.0	265.0	266.4



2012 Accomplishments

- Implemented a new work order system which streamlined the service request process and provided a management tool for assigning trades.
- Trained park staff on the new work order system providing increased efficiency for service request
- Relocated programming staff from the Administration building to the South Shore Cultural Center and Kennicott Park
- Continued the reduction in fleet size and maintenance costs
- Coordinated with Capital Construction the Virginia Graham Baker Act renovations to 82 pools
- Continued installing Building Automation systems for energy efficiency; total installed 51 facilities

2013 Goals

- Implement work order response time measurement standards
- Reduce response time through routing efficiencies and planning
- Create facility preventative maintenance schedule for building engineers
- Continue implementation of the 5-year vehicle replacement program

Facilities Management

- Institute facility exterior painting program, standardize interior painting schedule
- Installation and monitoring of energy-saving fixtures

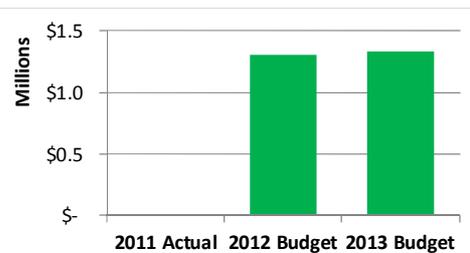
2013 Performance Data

	2013 Target	2012 Projection	2012 Target	2011 #	% Change	2010 #
# WO's Complete	66,000	55,000	45,730	38,108	N/A	N/A
% Complete	90%	93%	90%	87%	N/A	N/A
% Workforce Available	85%	82%	85%	80%	N/A	N/A
# Gallons of Regular Gas Dispensed	176,000	183,617	N/A	191,586	-3%	197,595
# Gallons of Diesel Gas Dispensed	195,000	206,000	N/A	225,790	2%	220,933
# Gallons of Ethanol Gas Dispensed	23,000	21,000	N/A	1,509	-67%	4,537

Facilities Management – Capital Construction

The Division 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.

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ -	\$ 1,276,694	\$ 1,307,294
Materials & Supplies	\$ -	\$ 5,500	\$ 5,500
Small Tools & Equipment	\$ -	\$ 900	\$ 900
Contractual Services	\$ -	\$ 21,420	\$ 21,420
Total	\$ -	\$ 1,304,514	\$ 1,335,114
Personnel FTE	17.0	15.0	15.0



2012 Accomplishments

- Opened a new state of the art 1,000 slip harbor at 31st Street with over \$33 million in additional public amenities including a unique new playground, spray features, public fishing piers, bike trail underpass, green roof with shaded seating, new .75 acre Burnham Park expansion, beach parking, and improved public boat launch
- Completed Slam Dunk program, 100 basketball court renovations
- 20 New playgrounds – \$11 million program, 13 open in 2012 and 7 opening Spring 2013
- Completed 8 new artificial turf fields
- Completed improvements to all 74 pools required by the Illinois Swimming Facility Act (ISFA) in time for summer pool openings
- Continued the Energy Savings Performance Contracting (ESPC) program. To date, 51 buildings have been completed with a projected annual savings of \$3.5 million from energy savings plus reduced operating and capital costs.
- Completed Greenbaum Park – 4.6 acre park expansion with road removal, new playground, and artificial turf.
- Completed Park #503 – South Chicago 15.6 acres urban agriculture site to be used by Growing Power.
- Completed design of 4 new boat houses and started construction at two locations.
- Completed design and started construction of Maggie Daley Park.
- Completed design and started construction of Northerly Island – 40 acre ecosystem restoration.

2013 Goals

- Implement the 2013 Capital Improvement Plan
- Start construction of Park 553 (Celotex), a 20 acre park development in Little Village
- Complete Ping Tom and Clark Park Boathouses

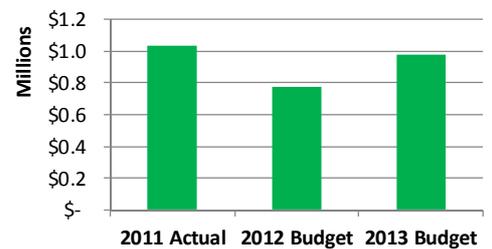
Facilities Management – Capital Construction

- Complete Ping Tom Fieldhouse
- Complete Park 574 “Rockwell Gardens”
- Complete 15 new playgrounds
- Complete Northerly Island 40 acre ecosystem restoration
- Complete 8 new artificial turf fields
- Limit non owner-directed construction change orders to 3%
- Limit non owner-directed construction schedule extensions to 10%
- Consistently assess and collect liquidated damages for contractor non-performance

Green Initiatives

The Office of Green Initiatives is responsible for ensuring that the Park District is as sustainable an organization as possible. 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. Our mission statement focuses on children first. By engaging children in green nature based activities like camping or stewardship, we are encouraging the next generation to value the environment and be sustainable. Through the implementation of energy efficiency projects or continuing our recycling program we are demonstrating ways that children can be sustainable at home. And by moving toward more real time water quality results at beaches through predictive modeling, we are able to have fewer swim bans and allow more children to swim. The Office of Green Initiatives supports the mission of children first by ensuring environmentally sustainable and environmentally secure parks and facilities.

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 518,372	\$ 517,883	\$ 461,038
Materials & Supplies	\$ 1,703	\$ 500	\$ 200
Contractual Services	\$ 359,666	\$ 258,350	\$ 516,577
Program Expense	\$ 150,734	\$ -	\$ -
Total	\$ 1,030,475	\$ 776,733	\$ 977,815
Personnel FTE	5.5	5.5	6.0



2012 Accomplishments

- Implemented predictive modeling at 14 beaches allowing us to get "day of" water quality data to beach goers instead of waiting for water sample results to come back in a day
- Mitigated thorium contamination at DuSable Park
- Achieved LEED certification of Soldier Field – first LEED certified existing NFL stadium in the country
- Completed major Lead Based Paint mitigation projects at Sherman, McKinley, Jefferson, Armour Square, and Green Briar
- Completed Asbestos Awareness training for all attendants.
- Completed remediation work at Park 567, FOSCO park expansion, and Livingston Field
- Took over landfill closure operations at Stearn's Quarry/Palmisano Park
- Passed USEPA environmental audits at Garfield and Washington Trade Yards

2013 Goals

- Implement LEED certification program for existing buildings
- Expand predictive modeling to additional beaches
- Implement storm water mitigation project at Rainbow Beach
- Implement pipe re-insulation program
- Complete remediation work at West End Park, 16th & Wabash, and Skinner Dog Park
- Combine Universal Waste and Regulated Hazardous Waste contracts for efficiency and cost savings

Green Initiatives

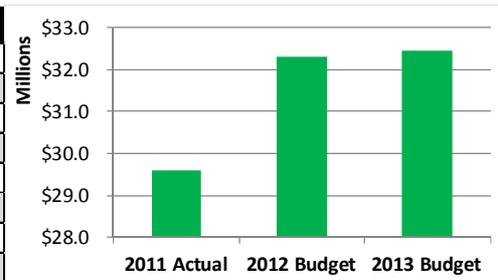
Performance Data

	2013 Target	2012 Projection	2012 Target	% Change	2011 #	2010 #
% of Beaches Open w/ no Water Quality restrictions	92 or more	91.7	90 or more	N/A	90.6	88.8
Total # of Swim Bans/Advisories Issued based on water quality	170 or less	177	191 or less	-3%	179	184
# kWh Used	102,000,000	107,203,117	102,000,000	-4%	106,144,645	110,199,542
# Therms used	6,200,000	6,192,891	620,000	-36%	4,061,395	6,316,945
# Hours Usage of IGO/Zip Car Vehicle Usage	3,000	2,700	2,800	481%	3,163	544
% Vehicles Hybrid or Non-gas	28%	28%	12%	N/A	14%	N/A
Paper use reduction - reams	150	144	140	N/A	130	N/A
LEED certified facilities	5	2	2	0%	2	2

Natural Resources

The Department of Natural Resources (DNR) is responsible for managing 8,136 acres of park 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, 60 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	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 21,022,843	\$ 22,364,143	\$ 22,497,452
Materials & Supplies	\$ 1,122,536	\$ 1,147,556	\$ 1,184,306
Small Tools & Equipment	\$ 224,221	\$ 229,500	\$ 229,500
Contractual Services	\$ 7,193,009	\$ 8,540,033	\$ 8,543,826
Program Expense	\$ 26,359	\$ 25,000	\$ 10,585,959
Total	\$ 29,588,968	\$ 32,306,232	\$ 32,472,084
Personnel FTE	497.4	474.1	458.5



2012 Accomplishments

- **Planting and Landscape:** Executed 7 multi-year contracts to improve value and consistency in planting and landscape maintenance programs; planted more than 1,600 trees in 95 parks; planted and maintained 500,000 annuals in 80 gardens
- **Landscape Operations:** Mowed and trimmed 7,000 acres of turf, groomed and striped 700 ball fields and 300 football/soccer fields, cleaned and raked 510 playgrounds weekly spring through fall; cleaned 25 beaches nightly during the summer; provided emergency watering of young trees during summer drought conditions; anticipate fall roll-out of new computer software enabling more efficient landscape operations management
- **Forestry:** Removed more than 450 weed trees and an additional 85 Emerald Ash Borer (EAB)-infested ash trees
- **Nature Areas:** Performed prescription burns at 15 natural areas; installed 11 new interpretive signs; held photo contest created traveling photo exhibit of entries from 2011 contest; developed 41 additional acres of natural area; enhanced 4 nature gardens, including complete restoration of 1 nature garden; anticipate completion of management plans for 5 sites
- **Museum Partnerships:** Established CPD partnership relationships with 7 museums and Lincoln Park Zoo
- **Art in the Parks:** Facilitated the Chicago Sculpture International installation of 60 pieces of publically-accessible sculpture along the lakefront in Burnham, Grant and Lincoln Parks
- **Conservatories:** Restored hail-damaged propagation house roofs at Garfield Park Conservatory; added 165 species to collections in both conservatories; filed trademark for new pepper variety; reworked paving scheme at Lincoln Park Conservatory and increased rentals by 600%; added five new events and three art exhibits to Garfield's program schedule; finalized Children's Wild Exploration Garden Conceptual Plan at Garfield Park Conservatory; Garfield Park Conservatory received the National Medal for Museum and Library Service from the Institute of Museum and Library Services, the nation's highest honor conferred on museums and libraries for service to the community.

Natural Resources

- Trash removal: Increased timeliness and efficiency of trash removal, resulting in increased tonnage of both regular and recycled waste and a decrease in complaints

2013 Goals

- Planting and Landscape: Increase the number of trees planted through the district-wide tree planting program; implement an aggressive tree re-planting program to replace ash trees removed due to EAB infestation
- Landscape Operations: Maintain the number of ballfield infield and turf playing field renovations; implement district-wide use of new computer software enabling more efficient landscape operations management
- Forestry: Implement an aggressive Emerald Ash Borer (EAB) response program, including the removal of 5,000 EAB-infested ash trees
- Nature Areas: Perform prescription burns at 15 natural areas; install new 6 interpretive signs; hold photo contest and create traveling photo exhibit of entries from 2012 contest; develop 5 additional acres of natural area; complete 10 additional management plans; recruit stewardship volunteers for Calumet holdings
- Museum Partnerships: Increase CPD engagement with museum and zoo partnerships
- Art in the Parks: Initiate and implement new projects and programs to make art fun and accessible to the public
- Conservatories: Restore hail-damaged Fern Room, Show House, and Desert House roofs at Garfield Park Conservatory; add 200 new species to plant collections; work with partners to create two new programs at Lincoln Park Conservatory; create and execute new plan for Garfield's entrance; add three new events or exhibits at Garfield Park Conservatory
- Trash removal: Implement a detailed monitoring system with to better track both regular and recycling waste streams and maximize operational efficiencies.

Natural Resources

Performance Data

	2013 Target	2012 Projection	2012 Target	% Change	2011 #	2010 #
Tree Planting & Forestry						
# Trees Planted	5,000**	1,675	927	-23%	1,883	2,435
# Acres Reforested	31	35	19	-22%	39	50
# Trees Pruned (in-house)	8,500	8,500	6,997	-6%	7,659	8,135
# Trees Pruned (contract - emergency response only)	NA	NA	0	-50%	225	450
# Trees Removed (in-house)	1,500	1,500	1,114	3%	1,692	1,650
# Trees Removed (contract)	5,000*	NA	0	-65%	85	240
# Stumps Removed	900	850	649	-5%	716	750
# Stumps Removed (contract - emergency response only)	NA	NA	0	-64%	125	350
Nature Areas						
# Acres added to Nature Areas	5	1	1	60%	24	15
# New Nature Areas Developed	0	0	0	N/A	0	0
# Native Herbaceous Plants Installed in Nature Areas	175,000	237,798	137,298	372%	175,485	37,175
# Native Trees Installed in Nature Areas	35	42	37	-83%	35	207
# Native Shrubs Installed in Nature Areas	200	292	250	-77%	193	838
# Nature Areas Stewards	35	32	32	9%	35	32
# Nature Areas Volunteers	2,300	2,200	908	7%	2,281	2,132
# Volunteer Work Days	180	145	61	22%	175	143
# Hours Worked by Nature Areas Volunteers	7,200	6,800	5,236	5%	7,154	6,796
Landscape Operations, Conservatories & Floriculture						
# Ballfield Infields Rehabbed (in-house)	250	300	233	34%	250	186
# Ballfield Infields Rehabbed (contract)	12	15	9	-84%	6	38
# Turf Fields & Outfields Seeded & Aerated (in-house)	300	225	170	-42%	320	550
# Turf Fields & Outfields Seeded & Aerated (contract)	6	8	3	-98%	1	44
# Major Playing Field Renovations (in-house)	50	60	44	445%	60	11
# Major Playing Field Renovations (contract)	15	15	11	-24%	13	17
# Playground Boxes Receiving Fibar	125	150	132	35%	153	113
# Plants Propagated	17,000	20,300	18,230	-30%	19,200	27,500
# New plant species acquired	200	165	165	N/A	121	NA
# Landscape Log & 311 Issues Reported	750	800	709	-16%	833	996
# Landscape Log & 311 Issues Resolved	675	750	529	-18%	687	838
% Resolution of Reported Landscape Issues	1	1	1	-2%	1	1
Trash Removal & Waste Recycling						
95 Gal. Recycling Toter in Use District-Wide	5,000	5,000	5,000	0%	5,000	5,000
Recycling Dumpsters in Use District-Wide	640	640	640	83%	640	350
Amount Herbaceous Waste Recycled (Cubic Yards)	2,100	2,100	1,380	13%	2,100	1,860
# Recycling Tonnage (in-house - Lakefront)	300	300	345	N/A	300	NA
# Recycling Tonnage (contract)	1,700	1,700	1,144	N/A	1,688	NA

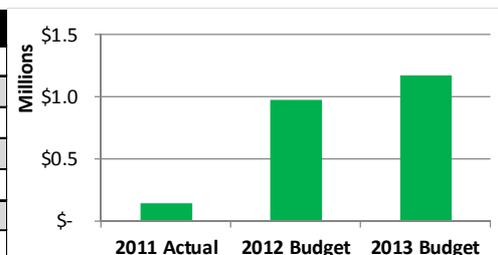
* Represents ash trees removed through aggressive EAB response; implementation will occur only if funding is approved

** 1,800 trees to be planted per standard tree planting program; additional 3,200 if EAB response funding approved

Facilities Management – Planning and Development

The Division 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.

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 142,839	\$ 936,213	\$ 1,142,892
Materials & Supplies	\$ -	\$ 10,500	\$ 10,500
Small Tools & Equipment	\$ -	\$ 750	\$ 750
Contractual Services	\$ 161	\$ 22,200	\$ 19,137
Total	\$ 143,000	\$ 969,663	\$ 1,173,279
Personnel FTE	14.0	11.0	14.0



2012 Accomplishments

- Acquired approximately 180 acres of new park land
- Created three new ARCGIS layers for Buildings, Facilities and Arts
- Created New Planning Study Template
- Formed Real Estate Committee and Guidelines for Land Acquisition and Land Use
- Established structure for implementing Plan Commission/Zoning matters in-house, 3 projects approved to date: Park No. 571, Eleanor (Waterway Planned Development), North Grant Park and Northerly Island developments
- Completed open space assessment based on 4 key factors (accessibility, barriers to access, demographics and other open space providers)
- Identified target areas for future acquisition that updates the CitySpace Plan
- Completed design and transferred Bloomingdale Trail bid documents to City’s Department of Transportation for construction

2013 Goals

- Develop the 2013 Capital Improvement Plan
- Acquire approximately 170 acres of new park land
- Partner with the City and other Agencies to finalize the renewal of the CitySpace Plan
- Finalize Planning Procedures Manual
- Complete Fieldhouse Assessment based on 4 key factors (accessibility, demographics, programming and use other agency’s buildings)
- Complete Outdoor Facility Assessment based on 4 key factors (accessibility, demographics, programming and use other agency’s facilities)
- Complete comprehensive Playground Analysis

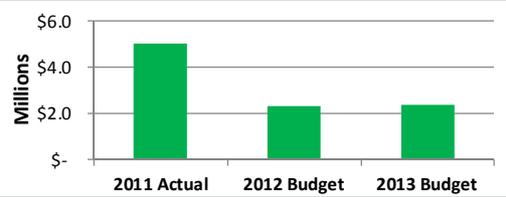
Facilities Management – Planning and Development

- Inventory Facilities for cultural space
- Digitize all available real estate records for all CPD parks
- Finalize archival relationship with the Chicago Public Library
- Finalize the web-based guide to CPD's artworks
- Limit total project soft-costs to 10% of construction cost for projects above \$500,000 and to 14% for projects under \$500,000
- Assess and collect damages for design errors and omissions prior to project closeout

Park Services – Permit Enforcement

Park Services – Permit Enforcement 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	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 5,038,417	\$ 2,304,971	\$ 2,355,876
Materials & Supplies	\$ 7,809	\$ 8,415	\$ 8,033
Total	\$ 5,046,225	\$ 2,313,386	\$ 2,363,908
Personnel FTE	46.3	47.3	47.3



2012 Accomplishments

- Continue 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 security budget

2013 Goals

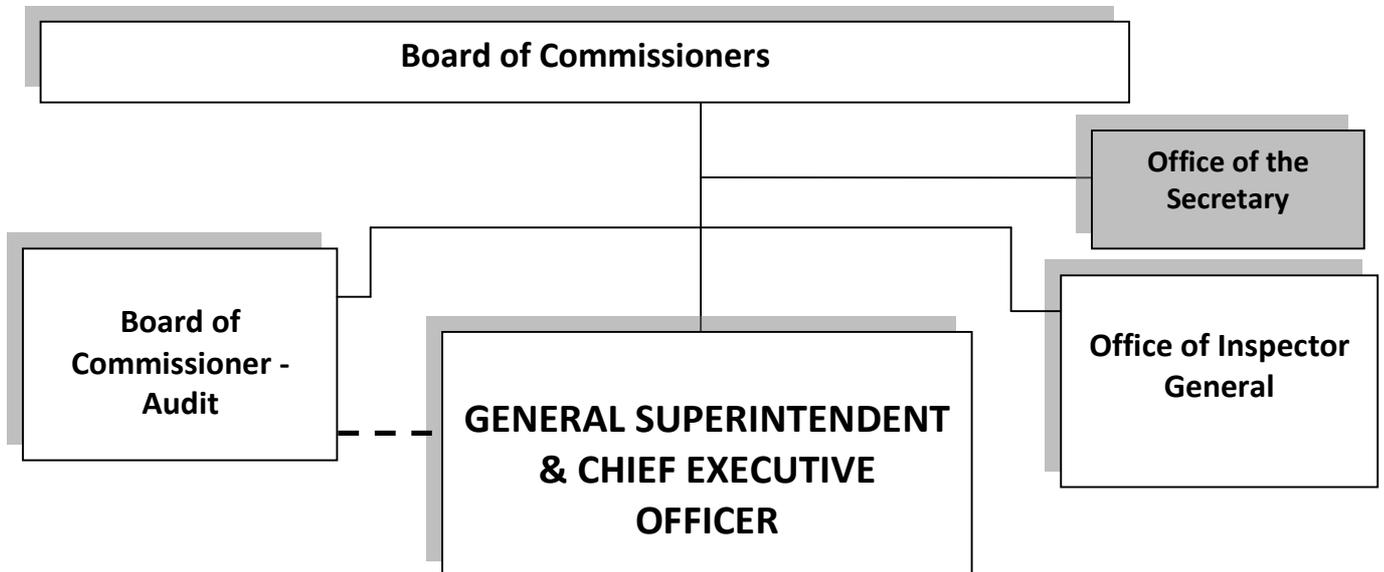
- Work with the Office of Emergency Management and Communication in the monitoring and installation of new cameras in parks and along the Lakefront.
- Work with alarm vendor in monitoring the monthly billing, ensuring that equipment is functional, responding to all alarm activations and alarm installation requests, surveying properties to determine the most appropriate security system.
- Work in conjunction with Regional Managers, the Chicago Police Department and community organizations to reduce crime in the parks and along the lakefront

Performance Data

	2013 Target	2012 Projection	2011 #	2010 #
# of Security Checks Total	176,400	168,000	N/A	N/A
North/Central	33,516	31,920	N/A	N/A
Southwest	52,920	50,400	N/A	N/A
Southeast	26,460	25,200	N/A	N/A
Lakefront	63,504	60,480	N/A	N/A
# ANOV's Issued	447	406	N/A	N/A

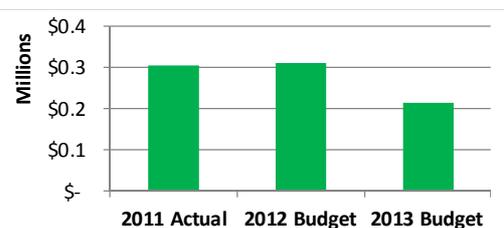
Executive Office

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.

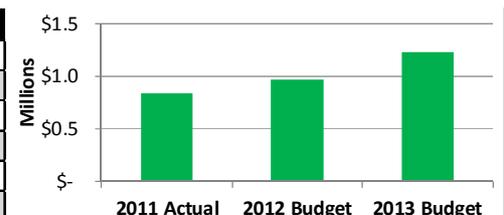


DEPARTMENT BUDGETS				
Department Name	2011 Actual	2012 Budget	2013 Budget	% Change
Board of Commissioners	\$ 305,099	\$ 309,217	\$ 214,276	-30.7%
General Superintendent	\$ 839,947	\$ 971,237	\$ 1,224,817	26.1%
Audit	\$ -	\$ 306,609	\$ 292,326	0.0%
Office of Inspector General	\$ -	\$ 333,880	\$ 308,112	-7.7%
Office of the Secretary	\$ 98,349	\$ 115,051	\$ 115,858	0.7%
Total - Executive Office	\$ 1,243,396	\$ 2,035,994	\$ 2,155,389	5.9%

Department Expenditures - Board of Commissioners			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 278,350	\$ 289,967	\$ 201,076
Materials & Supplies	\$ 1,092	\$ 1,980	\$ 1,500
Contractual Services	\$ 25,657	\$ 17,270	\$ 11,700
Total	\$ 305,099	\$ 309,217	\$ 214,276
Personnel FTE	3.0	3.0	2.0



Department Expenditures - General Superintendent & Chiefs Office			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 807,666	\$ 930,521	\$ 1,184,067
Materials & Supplies	\$ 4,609	\$ 5,250	\$ 6,250
Contractual Services	\$ 27,672	\$ 35,466	\$ 34,500
Total	\$ 839,947	\$ 971,237	\$ 1,224,817
Personnel FTE	7.0	9.0	11.0



Office of the Secretary

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

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 87,196	\$ 102,371	\$ 103,978
Materials & Supplies	\$ 582	\$ 680	\$ 1,080
Contractual Services	\$ 10,571	\$ 12,000	\$ 10,800
Total	\$ 98,349	\$ 115,051	\$ 115,858
Personnel FTE	1.8	1.8	1.8

Year	Expenditure (\$)
2011 Actual	98,349
2012 Budget	115,051
2013 Budget	115,858

2012 Accomplishments

- Reorganized the Board of Commissioners page, making downloads easier to access
- Made available to the public past Journal of Proceedings dating back to 1980
- Worked towards producing a board process that was intended to be 100% electronic of which 95% has been accomplished.

2013 Goals

- Make available to the public past Journal of Proceedings dating back to 1960
- Make available online a monthly legislative summary regarding approved board action from the board of Commissioners for January- December of the most current year
- Continue to work towards producing a board process that is 100% electronic.

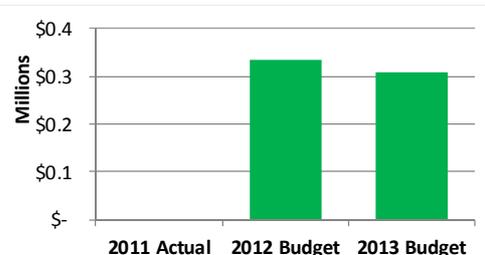
Performance Data

	2013 Target	2012 (As of 9/4/12)	2011	% Change	2010
# of Proposed items brought before the Board	163	113	160	-4%	167
# of items adopted by the Board	136	99	132	-6%	140
# of Items received and Filed by the Board	15	7	16	14%	14
# for Discussion/Information Only (including Public Hearings)	10	7	9	-18%	11
# of Items approved by the General Superintendent and CEO	554	352	467	-27%	636

Office of Inspector General

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

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ -	\$ 263,380	\$ 125,762
Materials & Supplies	\$ -	\$ 3,000	\$ 2,900
Small Tools & Equipment	\$ -	\$ 500	\$ 500
Contractual Services	\$ -	\$ 67,000	\$ 178,950
Total	\$ -	\$ 333,880	\$ 308,112
Personnel FTE	0	3.8	2.6



2012 Accomplishments

- Established the Office of Inspector General through an ordinance enacted on May 9, 2012.
- Upgraded and expanded the Hotline by adding the capability for fax and on-line reporting and converted the system so that calls are answered live during normal business hours.
- Conducted outreach activities to educate employees on the role and purpose of the OIG.
- Trained staff on OIG investigative methodology through internal presentations and external coursework.
- Established internal policies and procedures.
- Established a webpage for the OIG, which includes links to quarterly and annual reports and informational brochures that are accessible to employees and to the public..

2013 Goals

- Increase the number of proactive investigations or initiatives in order to provide recommendations to optimize efficiencies and savings.
- Enroll staff in additional professional development training courses.
- Conduct outreach activities to reach prospective bidders and current contractors.
- Continue networking with external agencies and professional groups in order to achieve internal efficiencies.

Board of Commissioners - Audit

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

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ -	\$ 234,609	\$ 246,326
Materials and Supplies	\$ -	\$ 3,000	\$ 2,000
Small Tools and Equipment	\$ -	\$ 1,000	\$ 1,000
Contractual Services	\$ -	\$ 68,000	\$ 43,000
Total	\$ -	\$ 306,609	\$ 292,326
Personnel FTE	0.0	3.0	3.0

Year	Expenditures (Millions)
2011 Actual	\$0.0
2012 Budget	\$0.3
2013 Budget	\$0.29

2012 Accomplishments

- Management has agreed to implement 100% of recommendations through September
- Completed a risk assessment of the Park District
- Updated the Internal Audit Charter
- Article published in the Winter 2011 Local Government Auditor Quarterly

2013 Goals

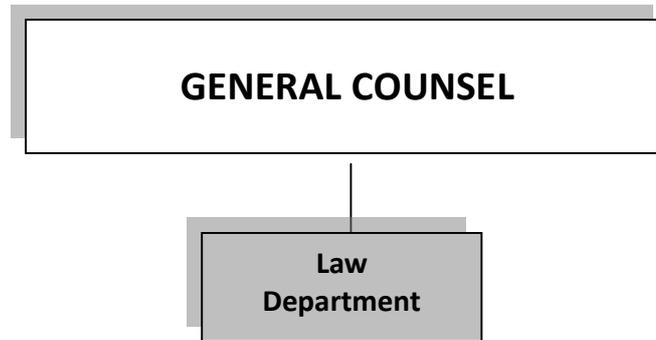
- Provide independent and objective information and recommendations to park district management to improve performance and accountability
- Use audit resources efficiently to provide optimum service levels

Performance Data

	2013 Projection	2012	2011	% Change	2010
Number of audit projects completed	18	8	NA	NA	NA
Percent of audit recommendations management agrees to implement	95%	100%	NA	NA	NA
Audit Management Committee satisfaction with audit services	3	NA	NA	NA	NA

Legal

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

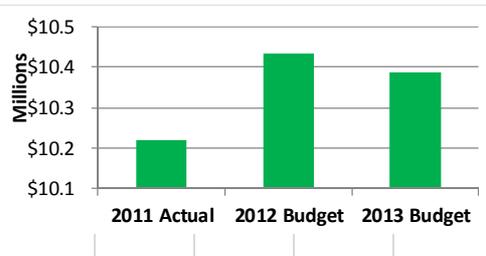


DEPARTMENT BUDGETS				
Department Name	2011 Actual	2012 Budget	2013 Budget	% Change
Law	\$ 10,218,407	\$ 10,433,926	\$ 10,386,618	-0.5%
Total - Legal	\$ 10,218,407	\$ 10,433,926	\$ 10,386,618	-0.5%

Law

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

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 5,723,783	\$ 5,490,915	\$ 5,671,301
Materials & Supplies	\$ 15,198	\$ 50,492	\$ 40,492
Contractual Services	\$ 4,326,633	\$ 3,892,519	\$ 3,674,825
Other Expense	\$ 152,793	\$ 1,000,000	\$ 1,000,000
Total	\$ 10,218,407	\$ 10,433,926	\$ 10,386,618
Personnel FTE	20.2	22.0	25.4



2012 Accomplishments

- Reduced external legal consultant fees and increased dismissal of lawsuits through skilled motion practice, presentation of legal argument to the Illinois Supreme Court involving a critical interpretation of a portion of the Illinois Tort Immunity Act, and the negotiation of value added collective bargaining agreements with the Grant Park Music Festival Chorus and Orchestra utilizing in-house staff attorneys.
- Improved communications with the Risk Management department including a process for the electronic receipt of incident reports thereby eliminating paper and resulting in the creation of an electronic database retrieval system, creation of a Risk Management Committee staffed by relevant departments to exchange information seeking to reduce risks and liability exposure for the District, and a comprehensive update of the Risk Management manual.
- Conducted assessment of various long-term contracts to determine opportunities to add additional value and renegotiate where appropriate. Examine annual events and negotiate long-term agreements instead of issuing traditional annual permits. Continue to develop multi-party capital and infrastructure agreements with sister agencies and outside parties. All of these measures have and will continue to translate into millions of dollars in CPD savings.
- Efficient utilization of pro-bono legal interns to offset legal costs by an estimated \$300,000, and the provision of superior learning experiences for the student interns; recruitment of interns exceeded prior years' candidates thereby allowing the Law Department to critically select both law and paralegal studies students.
- Comprehensive update and electronic publication of the Chicago Park District code and its structural format to include the enactment and amendment dates; thereby resulting in the publication of the Police Officer Handbook to assist in the enforcement of Park District code violations.

2013 Goals

- Reduce the expense and costs associated with defending claims filed against the District through skilled motion practice, managing discovery costs i.e. retrieval of medical records, transcripts, and other related expenses.

Law

- Improved utilization of physical space through the disposal of unused and irrelevant textbooks, law journals, and other comparable texts; thereby creating more efficiency in available space for work stations, teaching, and meeting.
- Utilization of available software to reduce the creation and storage of paper documents and promote electronic storage, exchange, and creation of documents.
- Improve the legal intern work experience by enhancing the work environment for the interns supplying them with the necessary physical space and resources to perform their work, creating a formalized evaluation process for the students, and offer simulated trial technique courses taught by in-house staff attorneys.
- Continue to aggressively review existing agreements, develop new agreements and examine new opportunities to develop capital partners to offset CPD expenses.
- Publish and promote Risk Management Plan that prioritizes youth, crisis management, and people with disabilities
- Improve public benefit component of agreements with external entities
- Reduce number of cases and expenses associated with outside counsel
- Improve in-house evaluation of land use and development transactions
- Provide new resources to support law department staff and reduce operating expenses
- Reduce employee injuries and related risk exposure
- Actively manage inter-governmental relationships and transactions

Performance Data

	2013 Target	2012 Projection	2012 Target	% Change	2011 #	2010 #
Avg Cycle Time in Days Per Case	557 days	557 days	557 days	N/A	763 days	N/A
\$ Amount Sent to Outside Counsel	\$196,417	\$206,755	\$142,391	4%	\$934,846	\$898,267
# Cases Sent to Outside Counsel	43	45	45	N/A	76	N/A
\$ Amount Raised by IGA Efforts	\$26,000,000	\$ 25,950,000	\$21,000,000	-28%	\$17,480,000	\$24,154,429
% Ethics Compliance	100%	100%	100%	0%	100%	100%
# Active/Pending Litigation Matters	130	130	128	-9%	135	149
# Closed/Completed Litigation Matters	60	60	56	-4%	55	57
# Workman's Comp Cases Active/Pending	163	163	157	-13%	161	185
# Workman's Comp Cases Closed/Completed	200	200	200	-42%	177	305
Avg Cycle Time in Days Per Case (Workman's Comp)	551	551	551	-13%	473	545
# Park Patron Incidents	3,000	3,500	3,000	N/A	3,229	N/A
# Employee Safety Trainings	13	8	8	N/A	4	N/A
# Injured on Duty	120	134	143	N/A	159	N/A
# Total Employees Returned to Work from DD	N/A	70	N/A	N/A	36	N/A
# Vehicle Incidents	40	50	60	N/A	64	N/A
# Property Damage Incidents	175	200	250	N/A	353	N/A
Avg # Days Loss due to Injury	19	22	25	N/A	27	N/A
\$ Amount Paid for Duty Disability	\$442,608	\$465,904	\$481,667	N/A	\$507,018	N/A
# of Employees MMI	9	10	14	N/A	34	N/A
# of Employees MMI Returned to Work	11	13	22	20%	24	20

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 Disability Policy Office, Communications, General Administrative Services, Human Resources, Purchasing and Information Technology.

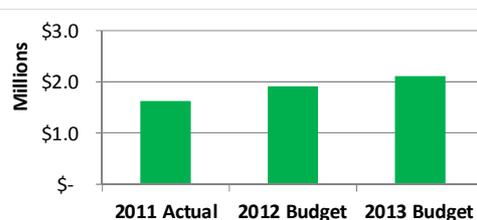


DEPARTMENT BUDGETS				
Department Name	2011 Actual	2012 Budget	2013 Budget	% Change
Disability Policy Office	\$ 342,007	\$ 415,708	\$ 356,918	-14.1%
Communications	\$ 1,637,147	\$ 1,927,196	\$ 2,125,100	10.3%
General Administrative Services	\$ 899,643	\$ 1,151,596	\$ -	-100.0%
Human Resources	\$ 3,298,909	\$ 3,842,907	\$ 4,282,347	11.4%
Information Technology	\$ 6,124,403	\$ 6,776,161	\$ 7,046,066	4.0%
Purchasing	\$ 740,574	\$ 818,875	\$ 935,028	14.2%
Workforce Development	\$ -	\$ -	\$ 878,300	
Total - Administration	\$ 13,042,683	\$ 14,932,443	\$ 15,623,760	4.6%

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, community relations, freedom of information 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.

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 1,103,489	\$ 1,459,081	\$ 1,582,400
Materials & Supplies	\$ 7,637	\$ 7,350	\$ 6,500
Contractual Services	\$ 941,217	\$ 460,765	\$ 536,200
Total	\$ 1,637,147	\$ 1,927,196	\$ 2,125,100
Personnel FTE	15.0	19.6	20.9



2012 Accomplishments

- In cooperation with Community Recreation staff, increased marketing, publicity and community outreach efforts resulting in an increase summer camp attendance and summer program registration.
- In cooperation with the IT department, launched successful marketing campaign resulting in the creation of more than 60,000 accounts for the District's new website in an 8 week period.
- In cooperation with the Green Initiatives unit, rolled out communications and media relations plan announcing the new beach monitoring and notification system of 2012.

2013 Goals

- Working with the Community Recreation department, develop and implement targeted marketing strategies for new and existing programs and events.
- Working with the IT and Strategy and Policy departments, develop marketing programs and events based on customer analytics.
- Working with the IT department, expand the use of social media with an emphasis on increasing teen participation in the parks.

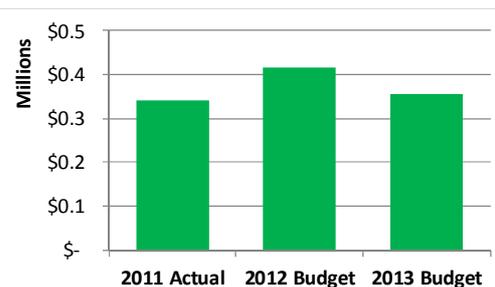
Performance Data

	2013 Target	2012 Projection	2012 Target	2011 #	% Change	2010 #
Customer Satisfaction Surveys # Distributed	25,000	25,000	25,000	25,000	0%	25,000
Customer Satisfaction Surveys # Returned	7,000	4,424	7,664	7,299	78%	4,103
Customer Satisfaction Surveys Response Rate	28%	18%	31%	29%	81%	16%
# Email Newsletter Subscribers	126,000	120,000	100,545	95,757	6%	90,157
# Likes on Facebook	12,000	10,375	9,000	6,742	79%	3,775
# Tweets	11,000	8,868	8,000	4,000	700%	500
# You Tube Video Visits	60,000	49,723	57,500	54,864	78%	30,893
# Check-Ins (Facebook)	400,000	250,000	N/A	N/A	N/A	N/A
Reprographics # Job Orders	2,588,044	2,875,604	3,187,262	3,749,721	-17%	4,533,233
FOIA # of Requests	N/A	366	N/A	357	22%	292
Avg # Days to Respond to a FOIA	N/A	5	N/A	5	0%	5

Disability Policy Office

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

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 264,519	\$ 251,219	\$ 204,768
Materials & Supplies	\$ 14,958	\$ 30,000	\$ 28,500
Small Tools & Equipment	\$ -	\$ 5,000	\$ 4,750
Contractual Services	\$ 62,530	\$ 89,489	\$ 80,900
Program Expense	\$ -	\$ 40,000	\$ 38,000
Total	\$ 342,007	\$ 415,708	\$ 356,918
Personnel FTE	4.8	3.5	2.8



2012 Accomplishments

- Conducted three Title II Listening Sessions (for public input on ADA issues)
- Hosted National Wheelchair Softball Tournament - top 11 U.S. teams and Japanese All-Star contingent participated
- Completed revised ADA Transition Plan

2013 Goals

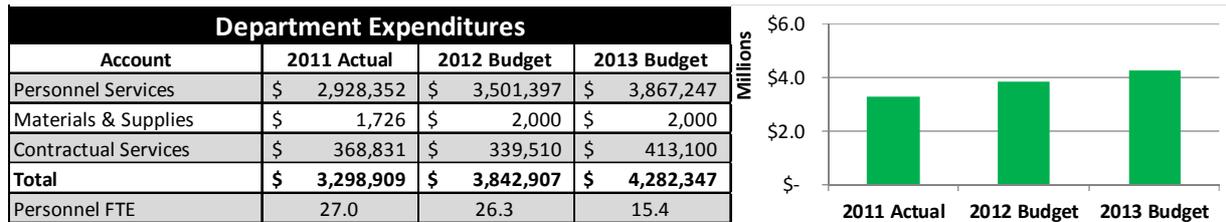
- Conduct Disability Awareness & Etiquette and ADA Compliance Trainings for Staff
- Conduct ADA Access Audits of additional parks/facilities (non-ADA Transition Plan parks)

Performance Data

	2013 Target	2012 Projection	2012 Target	2011 #	% Change	2010 #
% Disability Complaints Resolved	100%	100%	100%	100%	N/A	100%
# Parks Surveyed for ADA Compliance	75	140	90	81	238%	24
# CPD Employees Trained on Disability Policy	1,000	1,358	N/A	197	22%	162

Human Resources

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



2012 Accomplishments

- Developed the Human Resources Policies and Procedures Manual adopted by the Personnel Board
- Application Process – 100% on-line and paperless
- Great West Retirement Services – 100% on-line and paperless
- Participated and completed/updated documents for CAPRA
- Hired 3,902 seasonal employees (largest seasonal hiring)

2013 Goals

- Revise and update Chicago Park District job descriptions
- Employee Benefits enrollment on-line
- Continue to move towards paperless record retention
- Continue staff training

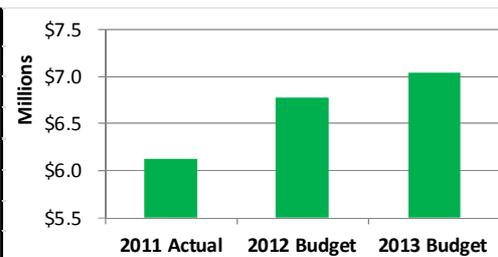
Performance Data

	2013 Target	2012 Projection	2012 Target	2011 #	% Change	2010 #
# New Employee Orientation/Trainings	60	30	60	N/A	N/A	N/A
Avg # Days Posting of a Fulltime position to hire date	45	64	N/A	N/A	N/A	N/A
# Seasonal Positions Posted	130	124	140	137	N/A	N/A
# Seasonal Positions Hired	4,000	3,949	3,500	3,636	-8%	3,943
# CAM's	250	240	200	179	-38%	289
# Grievances Filed	40	25	40	N/A	N/A	N/A
# Grievances Defended or Won	30	17	35	N/A	N/A	N/A
# Full time positions Hired	60	70	60	17	42%	12

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, telephony systems and the public web site. A multi-year technology plan developed by the department and reviewed by the most senior executives guides the selection of projects and their relative priority to best leverage technology by the District. Responsibilities for managing the IT project portfolio includes maintaining record of and ensuring timely completion of all projects as well as evaluating results and quarterly reporting.

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 343,540	\$ 351,498	\$ 358,595
Materials & Supplies	\$ 1,130	\$ 1,700	\$ 1,700
Small Tools & Equipment	\$ 16,524	\$ 15,545	\$ 15,545
Contractual Services	\$ 5,763,208	\$ 6,407,418	\$ 6,670,226
Total	\$ 6,124,403	\$ 6,776,161	\$ 7,046,066
Personnel FTE	4.0	4.0	4.0



2012 Accomplishments

- Implementation of a new E-Commerce and Web Site - Replaced the Park web site with new appearance and functionality. E-Commerce can now consolidate financial transactions into one system for walk-in and online program registration, park rentals, permits, memberships, leagues and customer management. This initiative also includes a mobile web site and Point of Sale terminals for over 150 locations to date.
- Implementation of Oracle Hyperion Budgeting System to upgrade and automate the CPD Budget process.
- Completed the implementation of the environment for the new Grants Management, Work Order, and Project Management applications. This project streamlines and automates the Capital Construction project plans, timelines and funds management for these and all funding sources. Work orders will also be automated through this project. The goals are to eliminate paper and manual processes, keep Planning, Capital Construction and Facilities Departments aware of what the other is doing and working together to complete initiatives.
- Continue wireless network implementations (private/public access). This allows our employees to remotely access data on their laptop or mobile devices in the field including the new Grants/Work Order/Project Management System and the HVAC System. This also facilitates public access for our patrons so that either they or their children can access the Internet while using park facilities.
- Building Automation System Project II: Configured secure access for (17) remote locations for automated control of building HVAC Systems. This project will allow engineers to control HVAC components from their laptop computers remotely connected to the Internet. This decreases building, utility and travel costs associated with building management as well as frees up time for the engineers to accomplish other work-related tasks.

2013 Goals

- Continue wireless network deployment initiative.
- Implement Disaster Recovery Solution Phase I for Oracle Systems and Email.

Information Technology

- Modernize Oracle by upgrading to the R12 application and Hyperion budgeting replacement for PSB.
- Implementation of Business Intelligence Applications/Data Warehousing/Reporting solution for financials and HR.
- Kiosk/digital signage deployment to various park locations.
- Ensure all staffed facilities are connected to the CPD network.
- Enterprise Content Management - Improve the management of corporate information with centralized document storage, better document security, version control, process routing and retention. Includes document management, web content management, search functions, collaboration, records management, digital asset management, work-flow management, forms, capture and scanning. As part of the ECM project, the vendor will upgrade CPD to SharePoint 2010, create a configured intranet portal environment for employees, automate all manual forms throughout the District and include reports and automation of KPI, performance measurements, reporting and dashboards.
- Empower the field workforce to work with mobile devices.
- eProcurement - Includes Web-based ERP (Enterprise Resource Planning): Creating and approving purchasing requisitions, placing purchase orders and receiving goods and services by using a software system based on Internet technology; e-Sourcing: Identifying new suppliers for a specific category of purchasing requirements using Internet technology; Tendering: Sending requests for information and prices to suppliers and receiving the responses of suppliers using Internet technology; e-Reverse Auctioning: Using Internet technology to buy goods and services from a number of known or unknown suppliers; e-Informing: Gathering and distributing purchasing information both from and to internal and external parties using Internet technology.
- Automated Time and Attendance Collection
- Upgrade Active Directory and Email Security System. Both are at the end of life.

Information Technology

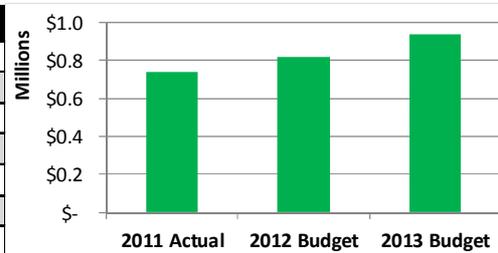
Performance Data

	2013 Target	2012 Projection	2012 Target	2011 #	% Change	2010 #
# Parks Connectivity	250	205	168	165	2%	162
# Website Visits	3,244,513	3,090,013	N/A	2,191,499	N/A	N/A
# Website Page (Page Views)	9,504,409	9,051,819	N/A	6,423,986	N/A	N/A
# Unisys Tickets Opened	4,500	3,000	3,919	3,222	16%	2,771
# Unisys Tickets Completed	4,450	2,950	3,885	3,152	16%	2,714
% of Unisys Tickets Completed	99%	99%	99%	98%	0%	98%
# Help Desk Surveys	4,300	3,635	3,885	3,152	16%	2,714
Response Rate on Surveys	12%	9.1%	10.0%	9.8%	4.3%	9.4%
% of Surveys Satisfied or Very Satisfied	90%	84.30%	90.0%	95.0%	2.2%	93.0%
P.O.S Terminal Rollout	10	250	250	N/A	N/A	N/A
Number of Help Desk Calls Received	4,500	3,919	N/A	3,222	11.3%	2,895
% of Help Desk Customer Satisfaction Surveys Responding "Satisfied" or "Very Satisfied"	88-91%	-	N/A	95.3%	0%	95.3%
# of Supported Network Devices	Servers: (59)	Servers: (49)	N/A	Servers: (36)	Servers: (29)	
	Switches: (281)	Switches: (201)		Switches: (194)	Switches: (190)	
	Routers: (288)	Routers: (170)		Routers: (163)	Routers: (165)	
	Firewalls (2)	Firewalls (2)		Firewalls (2)	Firewalls (2)	
	Email Sec: (2)	Email Sec: (1)		Email Sec: (1)	Email Sec: (1)	
	Total: (632)	Total: (423)		Total: (396)	Total: (387)	
% of Scheduled Uptime for Servers and Switches	Servers: 99.5%	Servers: 99.1%	N/A	Servers: 99.2%	Servers: 99.2%	
	Switches: 99.5%	Switches: 99.2%		Switches: 99.5%	Switches: 99.5%	
	Routers: 99.5%	Routers: 99.0%		Routers: 99.1%	Routers: 99.1%	
	WAN: 98.0%	WAN: 98.3%		WAN: 99.0%	WAN: 99.0%	

Purchasing

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. The Department of Purchasing also engages in outreach events and activities to inform the public about doing business with the Chicago Park District.

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 725,099	\$ 796,600	\$ 914,353
Materials & Supplies	\$ -	\$ 3,000	\$ 2,500
Contractual Services	\$ 12,975	\$ 15,300	\$ 14,200
Program Expense	\$ 2,500	\$ 3,975	\$ 3,975
Total	\$ 740,574	\$ 818,875	\$ 935,028
Personnel FTE	12.0	12.0	14.0



2012 Accomplishments

- Transparency Initiatives: Added archive of expired contracts to Department of Purchasing's home page, Added archive of historical bid tabulations to Department of Purchasing's home page, Launched e-mail alerts for vendors in Department of Purchasing's data base.
- MBE/WBE Initiatives: Launched quarterly MBE/WBE utilization report for CPD contracts (construction and non-construction) managed by Purchasing. Report includes: Payment detail supported by copies of cancelled checks from the GC to their MBE/WBE sub and waivers of liens from the MBE/WBE sub to the GC. Ethnicity and Gender detail.
- Registered the CPD as a member of a national cooperative purchasing organization.

2013 Goals

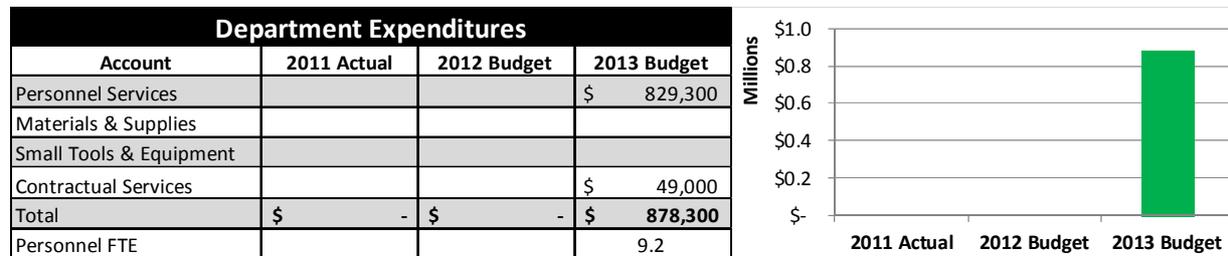
- Produce MBE/WBE Vendor Fair with expectation of increasing awareness and participation in contract opportunities for minority- and women-owned businesses.
- Launch CPD reverse auctions with the intention of achieving better pricing and automating the bid process.
- Participate in national cooperative purchasing contracts with the intention of achieving better pricing.
- Launch Suspension of Competitive Procurement Board initiative in the interest of transparency.
- Work with departments to reduce payment processing time.
- Work with departments to implement vendor discount program.

Performance Data

	2013 Target	2012 Projection	2012 Target	2011 #	2010 #
Average # Days RDP to Contract	215	215	N/A	N/A	N/A
Average # Days RDP to Advertisement	82	82	N/A	N/A	N/A
Average # Days Advertisement to Contract	122	122	N/A	N/A	N/A
Pool Projects Average # Days RDP to Contract	33	33	N/A	N/A	N/A
Small purchases Average # Days RDP to Contract	8	8	N/A	N/A	N/A
Joint Purchases Average # Days RDP to Contract	601	601	N/A	N/A	N/A

Workforce Development

Workforce Development is responsible for ensuring coordination and consistency in quality training and evaluation across the park district. This department centralizes and standardizes training, policy development, and accreditation, while ensuring ongoing quality through evaluation. Though this department is new, it is an evolution of the CPD Professional Development division, which has made many accomplishments in the past year.



2012 Accomplishments

- Continued the successful conference style training days for Day Camp Directors, Park Supervisors, Instructors, Rec Leaders and Attendants which offered over 100 workshop opportunities for over 1500 Community Recreation staff members
- Launched online registration for all professional development trainings which reduced waste and streamlined communication across the district
- Expanded Professional Development training opportunities by 10% to include Train the Trainer and computer skills workshops
- Positioned over 150 staff members to sit for the Certified Park and Recreation Professional Exam. The CPRP exam and associated certification is a recognized standard in the parks and recreation field. Certification enhances the quality of CPD services, professionalizes our staff, and increases the individual's value to the field. Since launching CPD's CPRP initiative, 84 staff members have been recognized as CPRP.
- Launched the 2012 professional development needs assessment to determine current staff training desires compared to the 2010 assessment.
- Met all 17 state accreditation standards for programming in the Community Recreation department. Considered best-practices in park and recreation, these standards contain guidelines to help CPD staff better perform their job, and in turn, increase customer service.
- Developed a year round training calendar for Chicago Park District professional development that includes workshops to help staff further their career and increase the level of service provided to our constituents.

2013 Goals

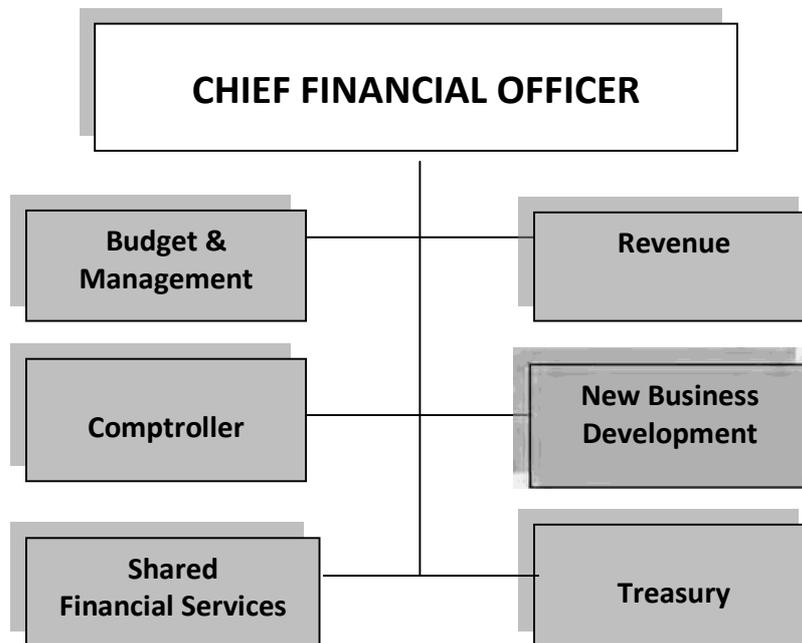
- Conduct needs assessment of each department and region within the first quarter of 2013.
- Identify and train key staff to be trainers in Responding and Reducing Crisis to be offered as elective training in 2013.

Workforce Development

- Develop comprehensive citywide development calendar including all participating departments within first quarter of 2013
- Introduce Learning Management system to track all employee development opportunities to all CPD employees by 4th quarter 2013.
- Develop training model for customer service training to begin rollout in 2013.
- Continue to increase the number of Certified Park and Recreation Professionals by 25%

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, Office of Budget & Management, Revenue, New Business Development and Treasury.

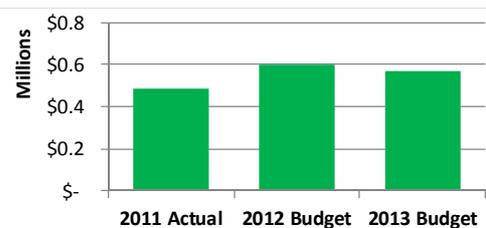


DEPARTMENT BUDGETS				
Department Name	2011 Actual	2012 Budget	2013 Budget	% Change
Budget	\$ 483,682	\$ 597,925	\$ 569,444	-4.8%
Comptroller	\$ 1,470,312	\$ 1,673,960	\$ 1,792,617	7.1%
Revenue	\$ 33,980,863	\$ 33,573,158	\$ 36,596,334	9.0%
Shared Financial Services	\$ 1,325,025	\$ 1,407,600	\$ 1,448,495	2.9%
New Business Development	\$ -	\$ -	\$ 204,038	
Treasury	\$ 1,598,087	\$ 1,898,273	\$ 906,582	-52.2%
Total - Finance	\$ 38,857,968	\$ 39,150,916	\$ 41,517,511	6.0%

Budget and Management

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

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 446,828	\$ 563,975	\$ 541,694
Materials & Supplies	\$ 1,517	\$ 1,800	\$ 1,500
Contractual Services	\$ 35,337	\$ 32,150	\$ 26,250
Total	\$ 483,682	\$ 597,925	\$ 569,444
Personnel FTE	6.6	7.6	8.9



2012 Accomplishments

- Awarded the Government Finance Officers Association Distinguished Budget presentation award for the 2012 Budget.
- In cooperation with Information Technology, implemented the Oracle Hyperion Public Sector Planning and Budgeting (PSPB) system in an effort to upgrade and automate the CPD budget process.
- Reduced by half the reliance on fund balance resources in furtherance of the strategic goal to eliminate the structural deficit.

2013 Goals

- Receive the Government Finance Officers Association Distinguished Budget presentation award for the 2013 Budget.
- Continue to identify areas of revenues and expenditures that will lead to the elimination of the structural deficit.
- Lead the district's efforts in seeking alternative funding sources to leverage existing corporate capital funds.
- Together with the Comptroller's office, establish a centralized grants management process.

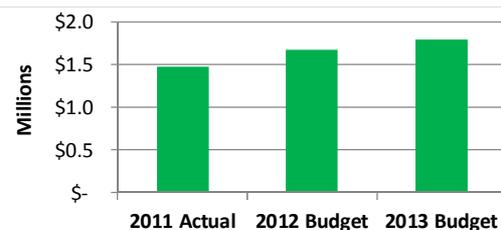
Performance Data

	2013 Target	2012 Projection	2011 #	2010 #
Number of grants and donations	110	105	107	121
Operating	55	52	45	52
Capital	50	52	62	69
\$ Value of Grants	\$37.0M	\$34.1M	\$38.0M	\$24.3M
Operating	\$7.0M	\$6.9M	\$5.6M	\$2.3M
Capital	\$30.0M	\$27.2M	\$32.4M	\$22.0M

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 Grants. 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).

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 1,036,562	\$ 1,162,230	\$ 1,320,887
Materials & Supplies	\$ 16,528	\$ 27,200	\$ 18,200
Contractual Services	\$ 417,222	\$ 484,530	\$ 453,530
Total	\$ 1,470,312	\$ 1,673,960	\$ 1,792,617
Personnel FTE	18.6	18.0	21.8



2012 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 the year ended December 31, 2010. This is the fifth consecutive year.
- The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Outstanding Achievement in Popular Reporting to the Chicago Park District for its Popular Annual Financial Report (PAFR) for the year ended December 31, 2010. This is the second consecutive year.
- Implemented online direct deposit advices via our website tool. As a result, paper check stubs are no longer issued for direct deposit payroll.
- Maintained an average of over 80% of direct deposit participation.

2013 Goals

- Receive the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR) and Popular Annual Financial Report (PAFR) for the year ended 2011.
- Perform a study to assess cost/benefits of implementing a vendor electronic payment system. The District will also evaluate steps to better utilize its procurement card program including taking advantage of online transaction approvals and using single-use commercial cards.
- Perform a study to assess cost/benefits of automating distribution features of the 457(b) plan.
- Optimize and streamline use of Oracle Fixed Assets module to account for and report on the District's capital assets. Through this module, all capital asset related financial data is imported from Oracle and grouped into several fixed asset categories for financial reporting.
- Review year-end accrual procedures and implement changes necessary to ensure capital expenditures and related liabilities are properly stated at period end.

Comptroller

- Implement procedures to evaluate and document the eligibility criteria for each grant and perform a periodic analysis of each grant to determine whether these criteria have been met and that grant revenue has been recorded in the appropriate period. Continue efforts of establishing a centralized grants management process which would require all grant agreements to be approved through one department responsible for the accounting of grant revenue.
- Review procedures in place to ensure financial reports provided by third party service contractors are reconciled to the balances recorded in the District's general ledger on a timely basis. This will ensure that the District's general ledger properly reflects outsourced activity balances.
- Review applicability of GASB 60, Accounting and Financial Reporting for Service Concession Arrangements, and implement if necessary. This Statement is effective for the District (if applicable) for its year ended December 31, 2012. (The objective of this Statement is to improve financial reporting by addressing issues related to service concession arrangements (SCAs), which are a type of public-private or public-public partnership. The requirements of this Statement improve financial reporting by establishing recognition, measurement, and disclosure requirements for Service Concession Arrangements for both transferors and governmental operators, requiring governments to account for and report SCAs in the same manner, which improves the comparability of financial statements.)
- Review applicability of GASB 63, Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources, and Net Position Instruments Omnibus, and implement if necessary. This Statement is effective for the District (if applicable) for its year ended December 31, 2012. (This Statement provides financial reporting guidance for deferred outflows of resources and deferred inflows of resources. The requirements of this Statement will improve financial reporting by standardizing the presentation of deferred outflows of resources and deferred inflows of resources and their effects on a government's net position.)

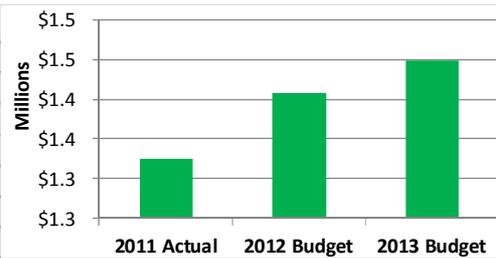
Performance Data

	2013 Target	2012 Projection	2012 (as of 8/31/12)	2011	% Change	2010
Payroll Transactions						
Manual payroll checks issued	1,510	1,590	944	1,582	-15%	1,860
Voided payroll checks	86	90	79	88	-51%	178
Final payout checks issued	67	70	39	67	-15%	79
Regular payroll:						
checks issued	13,500	22,600	19,622	22,693	-8%	24,726
+ direct deposit =	76,500	69,000	51,562	69,004	1%	68,321
total	90,000	91,600	71,184	91,697	-1%	93,047
Accounts Payable						
Manual A/P checks issued	70	50	37	89	65%	54
Voided A/P checks	250	220	165	275	-14%	320
Invoices entered	24,780	23,300	16,500	25,675	-1%	25,896
Regular A/P:						
checks issued	11,000	10,400	7,343	11,797	0.3%	11,758
+ wire =	400	360	256	378	81%	209
total	11,400	10,560	7,599	12,264	2%	11,967
% Invoices Paid in 90 Days	90%	86%	90%	82%	-4%	85%
% Invoices Paid in 30 Days	45%	45%	N/A	48%	20%	40%

Financial Services

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

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 1,268,287	\$ 1,354,255	\$ 1,414,395
Materials & Supplies	\$ 3,313	\$ 3,000	\$ 2,500
Small Tools & Equipment	\$ 625	\$ 500	\$ 500
Contractual Services	\$ 52,799	\$ 49,845	\$ 31,100
Total	\$ 1,325,025	\$ 1,407,600	\$ 1,448,495
Personnel FTE	18.0	18.0	20.0



2012 Accomplishments

- Instituted the ActiveNet registration system that replaced the paper receipt system and trained over 1,000 CPD personnel in its use
- Rolled out over 150 ActiveNet “Point of Sale” machines which allows for electronic monitoring and capturing “real-time” of all activity registration
- Continued to train appropriate park and departmental personnel in financial policies and procedures including, but not limited to cash depositing and recording.
- Processed over \$150 million in park and departmental goods and services orders and processed payments for these orders.
- Reduced the amount of time elapsed to pay capital contractors and all other CPD vendors

2013 Goals

- Update the CPD’s Financial Procedures Manual and train over 1,000 CPD employees (last mass training in 2007)
- Roll out ActiveNet registration systems to the remainder of the CPD’s staffed parks that currently do not have connectivity (an additional 70+ parks)
- Train an additional 300+ employees on the ActiveNet registration system
- Continue to enforce procedures to ensure that revenue is collected and recorded correctly, thus increasing the level of financial accountability by CPD staff.
- Work with other administrative departments to streamline procedures thus allowing timely receipt of goods and services by parks/departments and timely receipt of payment to vendors.
- Improve inter-departmental coordination in financial transactions
- Reduce duration for payments, from receipt of invoice to actual payment to vendor

Financial Services

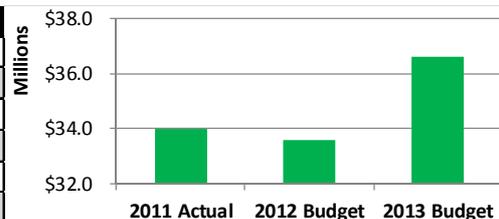
Performance Data

	2013 Target	2012 Projection	2012 Target	2011 #	2010 #
# Locations Point of Sale System	220	155	140	N/A	N/A
Avg # Days Capital Payments	35	47	60	80	90
# of Employees Trained- Finance	1,200	N/A	1,000	0	0
# of Employees Trained - ActiveNet	1,600	1,250	1,000	0	0

Revenue

The Department of Revenue 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 ten harbors and over 6,000 boat slips; the District's parking lots; six golf courses and two driving ranges; Martin Luther King Family Entertainment Center; McFetridge Sports Center; Thillens Baseball Stadium; seven outdoor ice skating rinks; and a District-wide concession program with concessionaires at more than 270 locations. 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, the Department markets and books most of the District's special use facilities for events including wedding receptions and corporate affairs.

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 795,301	\$ 886,618	\$ 800,793
Materials & Supplies	\$ 5,186	\$ 7,000	\$ 6,500
Contractual Services	\$ 33,180,376	\$ 32,679,540	\$ 35,789,041
Total	\$ 33,980,863	\$ 33,573,158	\$ 36,596,334
Personnel FTE	10.0	11.0	12.5



2012 Accomplishments

- Special Event Permits -Additional \$500k+ revenue- Highlights of New / Returning Events, Chicago In-Water Boat Show at Burnham Park 31st St. Harbor, EA Sports NFL Madden Pigskin Pro Am Celebrity Flag Football Game at Grant Park, Wavefront Beachside Music Festival at Lincoln Park Montrose Beach, Jose Cuervo Pro Beach Volleyball Series at Lincoln Park Oak St. Beach, Target Go Tube Pop up Store at Lincoln Park North Ave. Beach, Woodstar Music Festival at Union Park, Riotfest at Humboldt Park, Redbull Flugtag at Lincoln Park North Ave. Beach, 53rd Venetian Night at Burnham Park 31st St. Harbor, Better Homes & Garden Chill and Grill at Lincoln Park, Waveland Clocktower
- Special Event Venues-Booked 4 more "high end" events resulting in increase of Preferred Professional Commission and improving Chicago Park District image
- Soldier Field-Spring Awakening Music Festival-Kenny Chesney/Tim McGraw concert-Notre Dame v. Miami College Football Game
- Nike Fuel House at Lincoln Park South Fieldhouse -Through a partnership with Nike, the Fuel House in Lincoln Park brought in an additional \$600k in revenue, capital improvements and donations.
- Billy Casper Golf-New program: Kids play free with paid adult & Select times kids can play free without adult -Opened Waveland Clocktower Café at Sydney Marovitz golf course.
- Park Concession Management New Concessions:-Added 43 new locations throughout the District including high profile locations, such as Ohio St. Beach and 31st St. Beach.
- MLK Entertainment Center-Developed and introduced an educational program to attract Chicago Public Schools business.
- Harbors-Opened 31st St. Harbor, which introduced over 1,000 new boat slips to the harbor system and indoor and outdoor winter boat storage. -Attracted 233 boats to 31st Street Harbor, including 179 new customers and 54 transfers.-Opened floating washrooms at Burnham, Diversey and Jackson harbors. -Successfully relocated Burnham Harbor boaters due to NATO Summit.-Hosted first annual Chicago In-Water Boat Show at 31st Street Harbor.-Hosted a Venetian Night at 31st Street

Revenue

Harbor. – Awarded the Fabien Cousteau Blue Award recognizing the 31st Street Harbor for energy efficiency and environmental innovation.

2013 Goals

- Special Event Permits -3% increases of permit fees-Improve customer experience in both efficiency and transparency-A la carte pricing-Online permitting for basic permit levels
- Special Event Venues-Increase revenue by \$77,250 by booking more weekend events at Columbus Park Refectory, Douglas Park Cultural Center and Humboldt Park as well as daytime/corporate meetings at South Shore Cultural Center and Columbus Park Refectory.
- Soldier Field-Continue to maintain LEED certification for Soldier Field. SMG will explore all avenues to ensure that Soldier Field remains LEED certified and will seek opportunities to raise the current level from LEED certified to LEED – Silver. -Work in conjunction with the Department of Homeland Security on a stadium assessment and certification.-SMG is undergoing an assessment on OSHA compliance for all sub-contractors and Soldier Field’s 3,000 game day employees.-Continue to strive to find new and creative events. In 2012, SMG introduced Spring Awakening, an electronic dance music festival, and in 2013 SMG is bringing major collegiate outdoor hockey to Soldier Field.
- Billy Casper Golf-increase exposure to the game of golf to junior golfers by utilizing programs such as The First Tee of Greater Chicago, Kids Play Free, Family Tee and other local junior golf associations.-Grow exposure to the game of golf to women by utilizing The Chicagoland Golf Academy through Get Golf Ready/Golf for Women and Get in the Game Programs.-Increase national exposure for Chicago Park District for the above programs through national resources/publications and The PGA.-Grow outside outings rounds by 3%.
- Park Concession Management -Increase revenue by \$75,000-Increase number of new concessionaires
- MLK Entertainment Center-Increase revenue by \$75,000 by increasing focus on the following areas: Increase number of Educational Workshops offered to Chicago Public Schools (CPS). Increase marketing to Girl Scouts of America, Boy Scouts of America, Boys and Girls Club and Multiple Religious and Community Organizations. Increase marketing to walk-in customers for special events, regular public sessions and new week day sessions. This will include judicious use of targeted discounts. Increase other school and organization contract sales through maximizing the efforts of the newly hired Sales Manager and Marketing/Operations Manager.-Replace existing lockers and subcontract the major maintenance and repairs to an outside vendor for an estimated \$8500 reduction in repairs plus labor.-Hire a new security company to effectively meet the terms of the operation.
- Harbors- Increase occupancy at 31st Street Harbor by 40%.-Increase number of boats utilizing winter storage at Montrose and 31st Street harbors by 20%.-Implement new marketing plan utilizing social media (Facebook); interactive internet outreach; target competing marinas using direct mail to DNR data bases (Indiana and Illinois); continue special events; and implement harbor promotions.-Establish a strategy for low lake levels, including a long-term dredging solution for the Jackson Park Outer Harbor.
- Standard Parking -Increase the number of parking spaces at North Avenue Beach and Diversey Driving Range/Tennis Courts.
- Districtwide Rentals -Computerize rental bookings of park club room and athletic fields at 160 parks.

Revenue

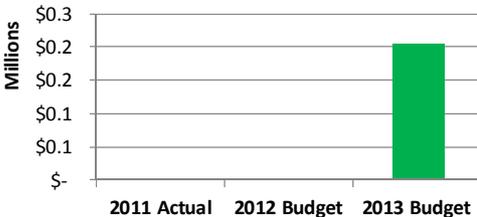
Performance Data

	2013 Target	2012 Projection	2012 Target	2011 #	% Change	2010 #
\$ Revenue MLK Center	\$ 1,408,000	\$ 1,325,880	\$ 1,431,823	\$ 1,346,277	0.4%	\$ 1,340,908
\$ Revenue Charter One	\$ 1,100,000	\$ 1,000,000	\$ 900,000	\$ 741,655	-24.3%	\$ 980,131
# Events MLK Center	20	15	16	9	-52.6%	19
\$ Revenue Harbors	\$ 25,137,652	\$ 23,396,949	\$ 25,224,383	\$ 22,264,946	4.8%	\$ 21,238,480
% of Stalls, Star Docks, Moorings Occupied	78%	76%	79%	89%	-4.0%	93%
\$ Revenue Soldier Field	\$ 29,091,505	\$ 27,767,041	\$ 25,267,262	\$ 27,441,818	14.6%	\$ 23,944,161
# Events Soldier Field	189	179	180	169	-0.6%	170
\$ Revenue Concessions PCM	\$ 2,667,350	\$ 2,485,112	\$ 2,401,449	\$ 2,437,269	10.5%	\$ 2,205,959
# Concessionaires	297	272	260	223	N/A	N/A
\$ Revenue Golf	\$ 5,481,535	\$ 5,062,558	\$ 5,062,558	\$ 4,457,104	-9.0%	\$ 4,895,726
# Rounds Sold	175,884	173,680	193,680	157,430	-12.0%	178,882
\$ Parking Revenue	\$ 2,602,808	\$ 2,440,043	\$ 2,134,423	\$ 2,102,487	12.9%	\$ 1,863,049
\$ Revenue Vending	\$ 475,000	\$ 466,475	\$ 450,000	\$ 444,953	-6.7%	\$ 476,694
# Machines	234	229	223	129	4.9%	123
Special Event Permits # (Venue)	550	525	500	497	11.2%	447
\$ Special Event Permits # (Venue)	\$ 500,000	\$ 499,133	\$ 450,000	\$ 471,569	10.7%	\$ 425,838
\$ Cell Tower Revenue	\$ 525,000	\$ 525,000	\$ 450,000	\$ 644,245	-6.8%	\$ 691,215
# Locations	22	23	21	24	14.3%	21

New Business Development

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

Department Expenditures			
Account	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ -	\$ -	\$ 194,038
Materials & Supplies	\$ -	\$ -	\$ 500
Contractual Services	\$ -	\$ -	\$ 9,500
Total	\$ -	\$ -	\$ 204,038
Personnel FTE	0.0	0.0	2.0



2012 Accomplishments

- Contracted with an outside agency to lead a strategic partnership program
- Increased Halloween presenting sponsorship commitment
- Executed successful on-ground advertising pilot program
- Executed successful Movies in the Park pilot advertising program
- Developed ice rink advertising program
- Supported CPD program staff in securing much needed grants during the transition phase for the Chicago Parks Foundation

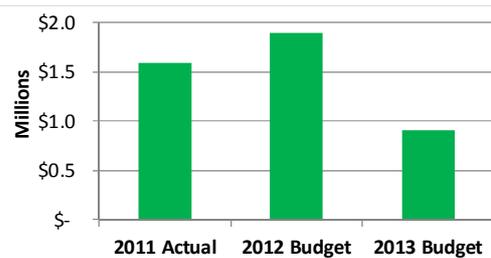
2013 Goals

- Expand CPD’s beverage agreement to include a broader scope of partnership activities in order to monetize our assets more effectively
- Increase revenue through sponsorships and partnerships
- Execute a long-term revenue-sharing program for on-ground advertising
- Activate a revenue-generating digital billboard at Park 512 along the Kennedy Expressway
- Assist leadership in establishing the Chicago Parks Foundation as a fully functioning nonprofit partner of the Chicago Park District

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	2011 Actual	2012 Budget	2013 Budget
Personnel Services	\$ 438,177	\$ 457,818	\$ 479,597
Materials & Supplies	\$ 9,500	\$ 11,755	\$ 11,975
Small Tools & Equipment	\$ 4,241	\$ 2,500	\$ 2,500
Contractual Services	\$ 1,146,169	\$ 1,426,200	\$ 412,510
Total	\$ 1,598,087	\$ 1,898,273	\$ 906,582
Personnel FTE	5.0	5.5	6.0

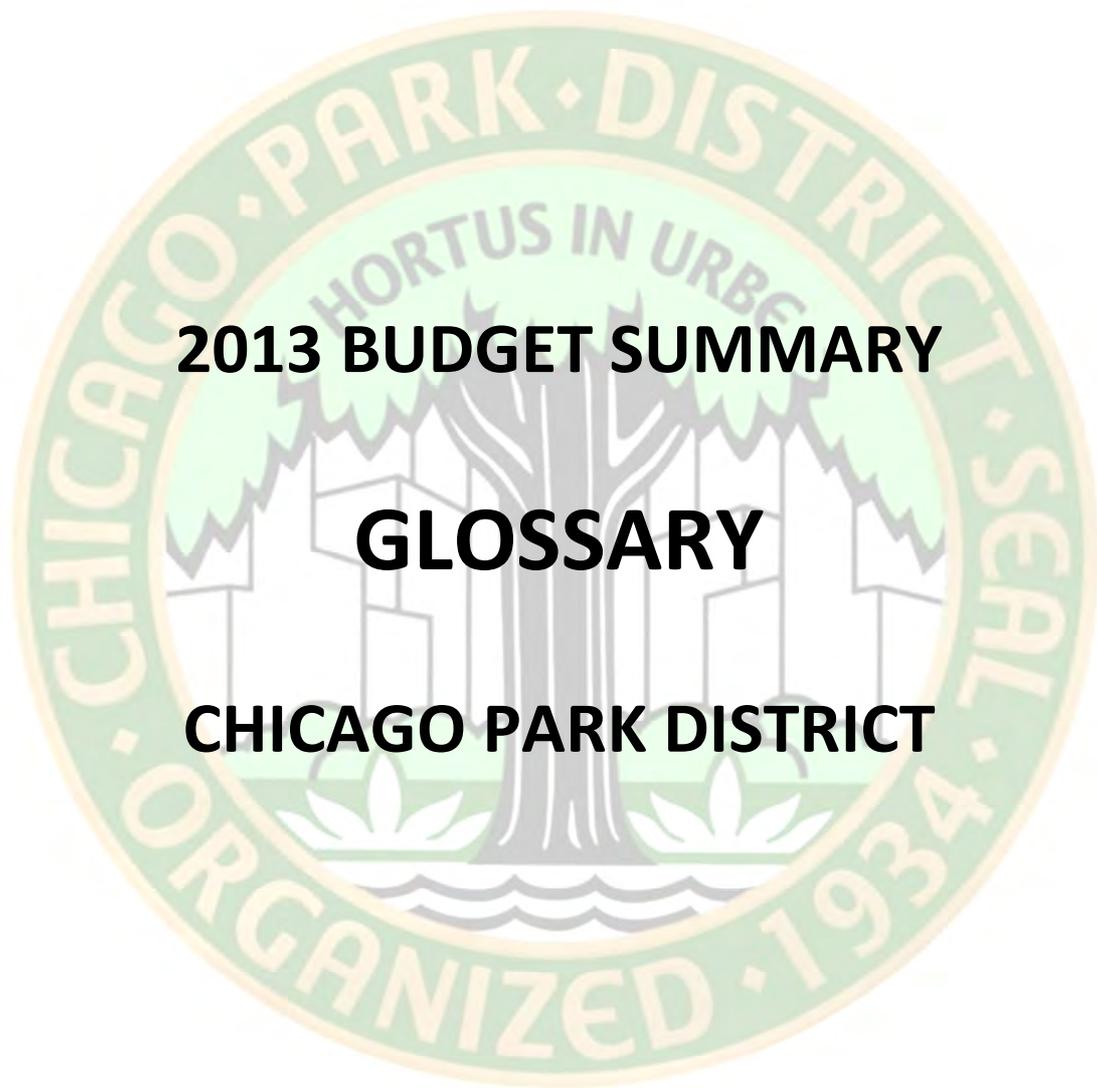


2012 Accomplishments

- By strategically managing its cash flow, the District has avoided, for the sixth straight year in a row, having to seek a short-term loan to fund cash needs thereby achieving interest savings. In addition, the Department is utilizing a new database to track the District's cash position and to produce more comprehensive reports.
- Treasury continues to monitor and implement best practices in order to preserve and maintain the safety and principal of the District's investment portfolio during a post-recessionary market environment. Also, the Department continues to monitor the financial health and performance of the District's banking partners to insure they continue to meet regulatory standards.
- Treasury has created a Debt Service Management Policy which is subject to additional review and approval. The Department conducted extensive research and review of other municipal debt policies as well as best practices to develop its policy.
- Treasury anticipates issuing bonds to support and fund portions of the District's capital needs. The department has already undertaken board actions in order to move the process forward.

2013 Goals

- Explore current technology solutions to strengthen treasury management protocols in relation to banking and payment activity to reduce costs and improve collections.
- Evaluate financing proposals for ways to maximize debt issuance capacity and savings for the District in order to most effectively fund its capital needs.
- Improve the ease of access for the public and investors to the District's financial policies, priorities and results.



2013 BUDGET SUMMARY

GLOSSARY

CHICAGO PARK DISTRICT

Glossary

Glossary

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

Account

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

Account Class

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

[Accrual Basis of Accounting](#)

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

Agency Fund

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

Aggregate Extension

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

Alternate Revenue Bonds

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

Appropriation

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

Balanced Budget

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

Board of Commissioners

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

Bond

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

Glossary

Budget

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

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.

Glossary

Corporate Fund

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

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.

Glossary

Expenses

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

Fiscal Year

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

Fixed Assets

Assets of a long-term character 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.

Glossary

Grant

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

Harbor Fund

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

Hourly (H)

A part-time employment position under 35 hours a week without benefits.

Interest Income

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

Interfund Transfer

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

Intergovernmental Agreement

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

Limited Tax Bonds

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

Long-Term Income Reserves

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

[Modified Accrual Basis of Accounting](#)

An accounting system which records revenues when earned and expenditures when goods and services are received.

Monthly (M)

A full-time employment position receiving benefits.

Non-tax Revenues

Revenues that originate from sources other than taxes, such as fees and permits.

Obligation

A binding agreement resulting in present or future outlays.

Glossary

Operating Budget

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

Operating Expenses

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

Operating Revenues

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

Pension Fund

A fiduciary fund for which the park district acts as the trustee for employee retirement benefits.

Performance Measures

Established standards for the assessment of the park district's operations towards meeting its organizational goals and objectives through daily and long-term activities.

[Permit](#)

An issued authorization for access to or exclusive use of a specified park district facility or property holding for a given period of time.

[Personal Property Replacement Tax \(PPRT\)](#)

A tax on the income of corporations and the invested capital of utility companies. Administered by the state and distributed to local governments, including the Park District.

Personnel Services

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

Play Camp

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

Playground

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

Playlot

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

Principal

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

Glossary

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.

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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.

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

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with Disabilities Act (ADA) standards, providing programming and personnel-related costs to the operations of said programs.

Supplemental Appropriation

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

Tax Anticipation Warrants (TAWs)

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

Tax Levy

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

User Fees

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

Acronyms:

CEO – Chief Executive Officer

CIP – Capital Improvement Plan

CPD – Chicago Park District

CPS – Chicago Public Schools

DCEO – Department of Commerce and Economic Opportunity

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