



chicago park district
2014
Budget Summary





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Chicago Park District

Illinois

For the Fiscal Year Beginning

January 1, 2013

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, 2013. 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.

2014 Chicago Park District Budget Summary



Citizens of Chicago,

I am pleased to present the Chicago Park District's 2014 Budget. This financial plan is the result of careful consideration and planning for the District's future. The \$425.6M budget features the responsible allocation of operating funds, increased programming and additional recreation staff in neighborhood parks.

Children top the Chicago Park District's priorities. Over the next year, we will continue to make investments that create and expand programs that help our children learn, grow and stay active. In addition to expanding gymnastics, rowing, tennis and lacrosse, we will introduce new opportunities to increase teen engagement in the parks. We are also revamping the Chicago Park District's aquatics programs to reduce waitlists, expand instructional and recreational use of our pools, but more importantly, to help ensure that all Chicago children master swimming as a life skill.

In 2014, the Chicago Park District will allocate additional funds to expand programming in neighborhoods across the city. On the heels of the successful inaugural season of our "Night Out in the Park" series, large audiences and positive feedback have encouraged us to bring even more family-oriented, cultural opportunities to the parks. The 2014 encore season will feature 1,000 events bringing entertainment and cultural experiences to Chicago's neighborhoods.

In order to endure these tight fiscal times, we must seek opportunities to generate revenue that is critical to our financial health. We will continue to rely on our greatest revenue generators including our harbors, golf courses and Soldier Field which will bring \$60M to Chicago parks. While we are able to hold the line on 2014 program and harbor fees, we are asking those who use our ice rinks and parking facilities support our parks through a nominal increase in rink admission and parking fees. Also, as a last resort, we have no choice but to ask Chicago homeowners to make a contribution to the parks that support their communities. The Chicago Park District will implement a \$3.6M property tax increase to be divided among Chicago's property owners. Although regrettable, this increase, which amounts to an additional \$2.71 annually to the average homeowner, is necessary and invaluable to the financial health and stability of our city's parks.

We thank the residents of Chicago and park patrons for helping shape the 2014 budget. By working together we have done some amazing things on behalf of our children, families and communities. I look forward to all the new and exciting things to come in the next year.

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

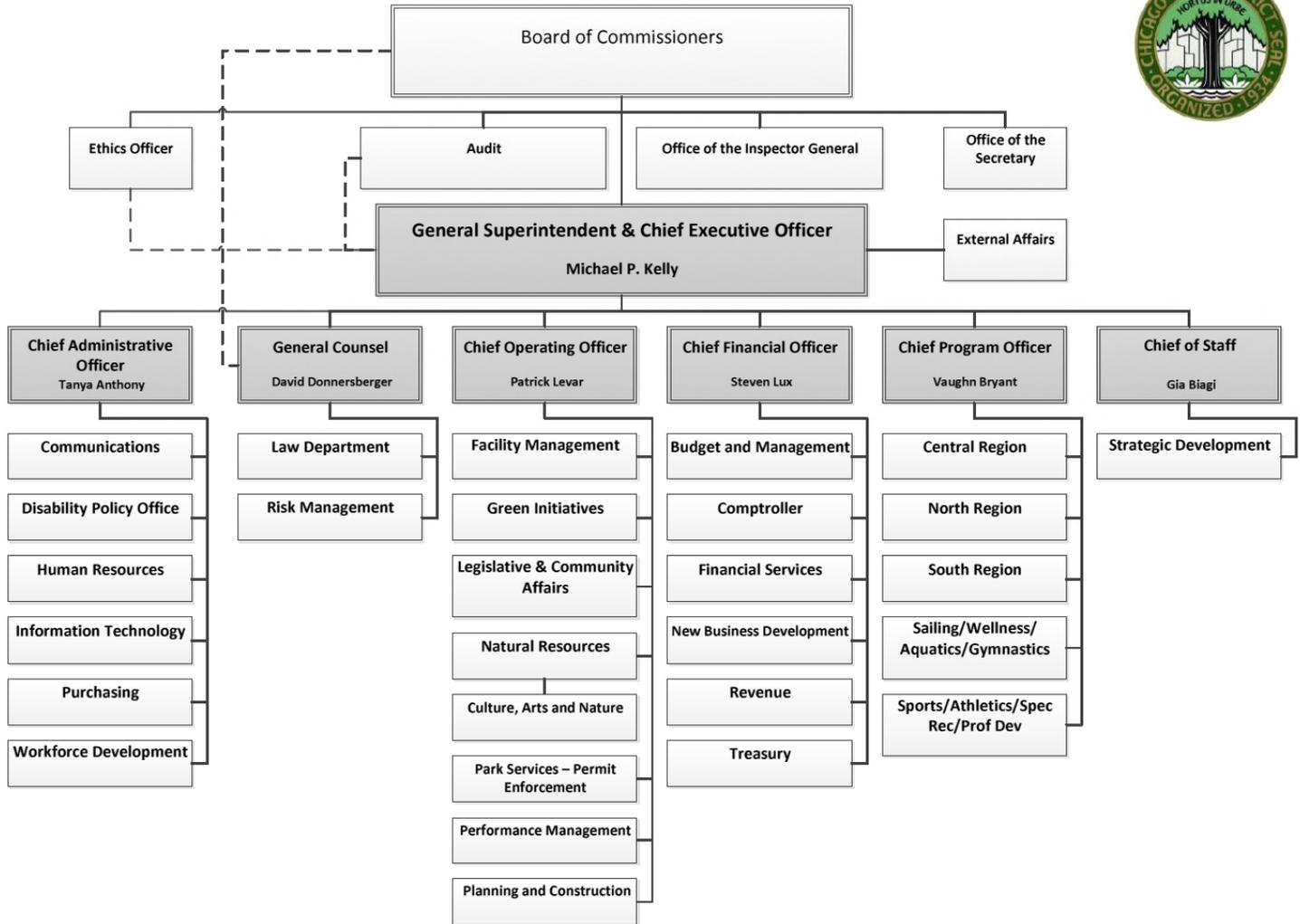
2014 Chicago Park District Budget Summary

Table of Contents

Organizational Chart	1
Economic Outlook.....	3
Total Operating Budget Summary	4
Demographics	9
Mission & Core Values	14
Fund Structure	17
Financial Policies	20
Budget Process.....	23
Fund Balance.....	25
Operating Budget – Detailed Revenue	28
Property Tax	28
Personal Property Replacement Tax (PPRT).....	30
Grants, Donations and Sponsorships.....	31
Soldier Field	32
Parking Fees.....	33
Harbor Fees	34
Concessions	34
Dr. Martin Luther King, Jr. Park & Family Entertainment Center	35
Golf Courses.....	35
Northerly Island Venue.....	36
Program Revenue	37
Rentals and Permits.....	37
Operating Budget – Detailed Expenses	38
Personnel.....	38
Debt Service.....	40
Utilities.....	41
Remittance to Aquarium, Museum and Zoo	41
Long Term Financial Planning	43
Capital Improvements.....	44
Debt Administration	52
DEPARTMENTAL BUDGET SUMMARIES.....	54
Glossary.....	114

2014 Chicago Park District Budget Summary

Chicago Park District Organization Chart



The seal of the Chicago Park District is a circular emblem. It features a central tree with a thick trunk and a full canopy of green leaves. The tree is set against a background of a city skyline with several buildings. The entire scene is enclosed within a circular border. The text "CHICAGO PARK DISTRICT" is written along the top inner edge of the border, and "ORGANIZED 1934" is written along the bottom inner edge. The words "SEAL" and "HORTUS IN URBE" are also visible within the design.

2014 BUDGET SUMMARY

**SECTION I
BUDGET OVERVIEW**

CHICAGO PARK DISTRICT

Budget Overview

Economic Outlook

As fiscal year 2013 comes to a close, the national economic climate presents mixed sentiments. A recovery is clearly manifesting in financial indicators, but at a slower pace than expected and general uncertainty persists predominantly due to the political landscape. The year brought positive news for employment as the US Department of Labor reported national unemployment rates moving in a positive direction from 7.9% in January 2013 to 7.3% in October 2013, a definite sign of recovery from the recessionary economy that resulted in unemployment rates in the 10% range. The housing market continued to build as the National Association of Realtors reported positive upward trends, but with the rate of growth slowing somewhat in recent months. Consumer spending continued to increase and activity in the travel and tourism sector expanded. Business spending and corporate profits also supported that the economy is moving in a positive direction. Unfortunately, the federal government shut down, debt ceiling debate and sequester cutbacks have cast a shadow over the national economic recovery.

The state and local economy tend to follow the national economy with a slight lag. For August 2013, the unemployment rate for Illinois was 9.2% and the City of Chicago was 10.9%, both of which were down considerably from the rates experienced during the recession. The most recent report from the Federal Reserve indicates that the economic tone in the Seventh District (Chicago) remains generally optimistic with growth, albeit modest in recent months, in consumer spending, business spending, manufacturing production, and construction. General optimism has been buffered by concern about the impact of the federal government shutdown.

Overall, Chicago remains a leader in a number of key industries including: Business & Financial Services, Manufacturing, Information Technology, Health Services, and Transportation & Distribution, and is a global leader in options, futures, and derivatives trading. The City continues to attract corporate investment, ranking among the top two regions in the U.S. for corporate investment nearly every year since 1999, and drives more than \$500 billion in gross regional product. Tourism is experiencing substantial growth as hotels report growing average room rate and occupancy rates.

The Chicago Park District's economically sensitive revenues reflect the state of the economy. Collections of personal property replacement tax during 2013 have resulted in nearly 13% year-over-year growth. This reflects growth in corporate profits and the overall economy. According to the State of Illinois, this growth is expected to continue into 2014. Non-tax revenues have experienced natural growth as well, although it is a goal of the District to ensure that all families and children have access to affordable programming and, therefore, reasonable program fee rates and discount opportunities are maintained.

As we move into fiscal year 2014, the economic climate is anticipated to remain similar to the second half of 2013. The Chicago Park District continues to be committed to ensuring that resources are allocated to best serve Chicago residents and that high quality, affordable recreation is provided that invites everyone to come out and play.

Sources:

US Department of Labor Bureau of Labor Statistics

Federal Reserve Beige Book - Seventh District--Chicago, October 16, 2013

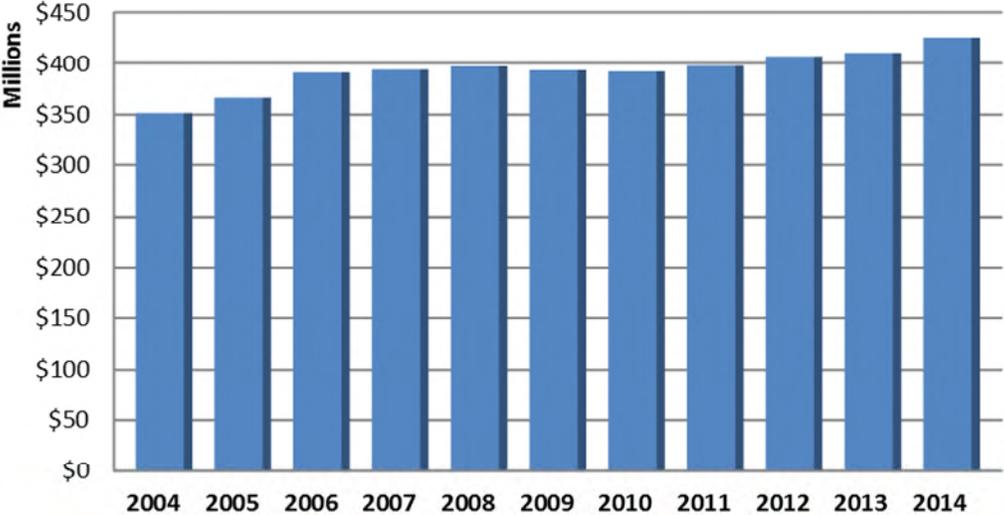
Commission on Government Forecasting and Accountability, Monthly Briefing October 2013

World Business Chicago

Budget Overview

2014 Total Operating Budget Summary

Chicago Park District Operating Budget Trend



The 2014 budget is balanced at \$425.6 million, an increase of 3.6% above the 2013 budget. A balanced budget means that our expenditures do not exceed our revenue. Despite an increase in revenues, the Chicago Park District was still faced with a budget deficit of \$18 million due to anticipated salary increases as a result of completed and ongoing union negotiations, rising costs related to additional facilities and park space, water/sewer rate increases, safety-related expenses, statutory pension contribution and debt service.

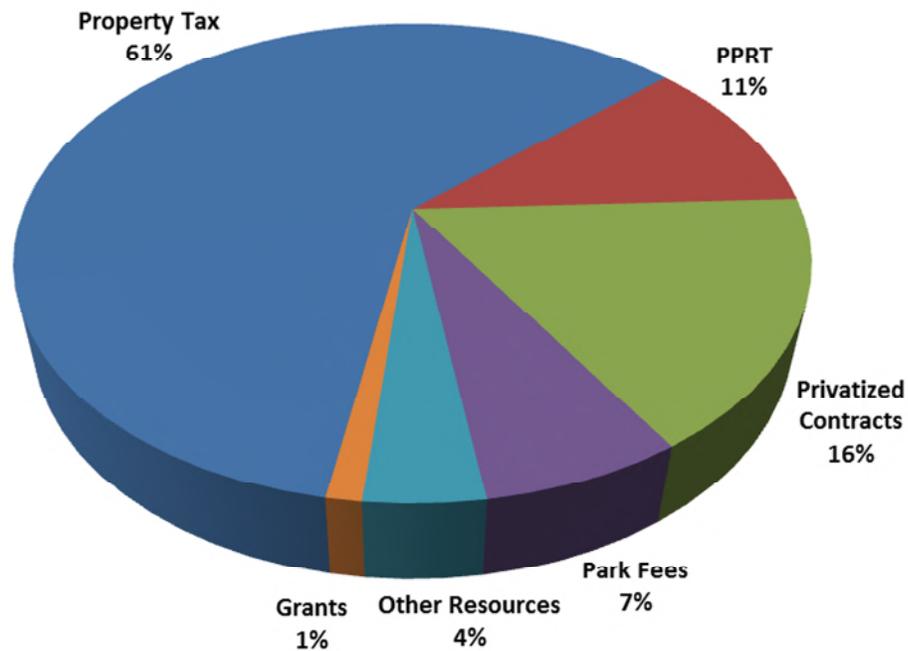
The Park District’s primary sources of revenue are Property Taxes and Personal Property Replacement Taxes (PPRT) which combined make up 72% of total revenue. While the District has been fortunate with consistent Property Tax collections, this budget reflects a conservative estimate in the expected loss in collections of 3.9% of the property tax budget for 2014 which is consistent with prior years’ budgets. For eight consecutive years, from 2006 through 2013, the District has balanced its budget without a property tax increase. The 2014 budget increases the property tax levy to \$268.9 million as a result of the expiration and termination of TIF districts (\$4.25 million) and a modest property tax increase (\$3.6 million). Net property tax after expected loss in collections is \$258.4 million. The property tax increase, which amounts to an additional \$2.71 annually to the average homeowner, is necessary and invaluable to the financial health and stability of our city’s parks.

In addition to the growth in property tax receipts as well as growth in economically sensitive revenues, the District has identified various measures for closing the budget gap, including:

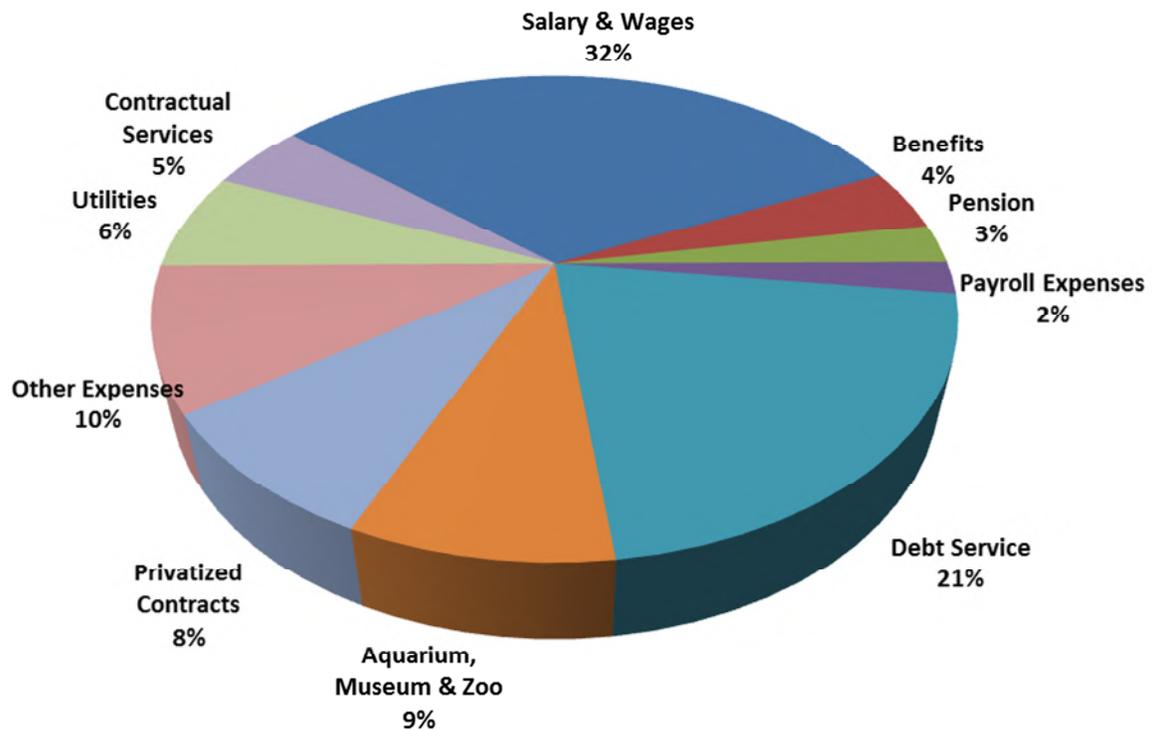
- Savings through strategic changes in healthcare
- Savings through locking in favorable electricity and natural gas rates
- Nominal increases in parking fee rates
- Implementing affordable outdoor ice rink admission fees while reducing skate rental fees
- Financial support from the City of Chicago for Night Out in the Park events
- Enhanced enforcement for violations on park properties

Budget Overview

2014 Operating Budget – Revenue



2014 Operating Budget – Expenses



Budget Overview

Financial Summary - Revenues

All Operating Funds

	2012 Budget	2013 Budget	2014 Budget	% Change
Property Taxes	\$ 259,910,657	\$ 261,010,657	\$ 268,860,657	3.0%
Tax Increment Financing Distribution	-	2,224,400	2,667,000	19.9%
Less Property Tax Loss in Collections	(10,136,516)	(10,179,416)	(10,485,566)	3.0%
Personal Property Replacement Tax (PPRT)	39,392,273	39,589,230	46,005,000	16.2%
Interest On Investment	200,000	400,000	360,000	-10.0%
Concession Revenue	2,822,350	3,180,625	3,141,341	-1.2%
MLK Center	1,431,823	1,408,000	1,410,762	0.2%
Parking Fees	2,931,783	3,334,208	4,413,584	32.4%
Harbor Fees	27,557,914	25,137,652	24,223,007	-3.6%
Golf Fees	5,062,558	5,481,535	5,624,956	2.6%
Park Fees	14,179,000	14,179,000	13,115,382	-7.5%
Soldier Field	25,267,262	29,091,505	30,387,377	4.5%
Rentals	2,589,932	3,267,596	2,864,939	-12.3%
Northerly Island	900,000	1,100,000	1,700,000	54.5%
Donation and Grant Income	5,000,000	5,000,000	5,855,000	17.1%
Corporate Sponsorships	500,000	1,800,000	1,485,375	-17.5%
Miscellaneous Income	2,285,904	987,323	901,800	-8.7%
Permits	6,582,300	9,727,215	12,412,194	27.6%
Capital Contributions	3,836,713	3,515,571	3,742,857	6.5%
Long Term Income Reserve	-	-	-	0.0%
Fund Balance Transfer	17,205,850	7,600,000	1,485,350	-80.5%
Prior Year Available Resources	-	3,074,000	5,400,000	75.7%
Total	\$ 407,519,803	\$ 410,929,101	\$ 425,571,014	3.6%

Budget Overview

Financial Summary - Expense

All Operating Funds

	2012 Budget	2013 Budget	2014 Budget	% Change
Salary & Wages	\$ 135,114,280	\$ 134,014,449	\$ 136,097,720	1.6%
Health Benefits	15,839,444	16,449,361	15,542,416	-5.5%
Retiree Health Benefits	1,619,724	1,442,000	2,192,584	52.1%
Employee Health Care Contribution	(1,636,413)	(1,798,430)	(3,659,520)	103.5%
Prescription Drugs	2,239,232	2,623,437	3,234,000	23.3%
Dental Benefits	338,870	338,546	328,986	-2.8%
Life Insurance	184,778	181,815	182,555	0.4%
Medicare Tax	1,261,944	1,446,284	1,784,007	23.4%
Social Security	1,086,557	1,242,712	1,202,697	-3.2%
Materials and Supplies	6,085,408	6,104,784	6,372,179	4.4%
Tools and Equipment	494,020	495,229	498,354	0.6%
Repair and Maintenance	1,871,970	2,010,939	2,210,705	9.9%
General Contractual Services	15,275,005	15,925,676	21,146,066	32.8%
Facilities Rentals	1,044,680	1,026,803	1,026,803	0.0%
Natural Gas Utility	5,797,874	5,737,874	4,445,000	-22.5%
Electric Utility Service	12,247,600	10,947,000	10,460,000	-4.4%
Water and Sewer Utility	6,716,661	10,532,000	13,075,000	24.1%
Concessions Management	675,000	725,000	750,000	3.4%
Harbor Management	10,140,039	10,014,070	10,279,135	2.6%
Soldier Field	12,522,135	16,509,733	17,088,419	3.5%
Golf Management Expenses	4,207,025	4,060,700	4,695,394	15.6%
MLK Center Management	1,245,717	1,255,058	1,113,338	-11.3%
Parking Management	1,181,334	1,188,770	1,229,635	3.4%
Landscape Management	4,262,390	3,862,390	3,942,390	2.1%
Other Management Fee Expense	16,294,041	16,038,160	17,050,769	6.3%
Organizations	2,690,000	2,510,000	3,011,800	20.0%
Expenditure of Grants	2,284,296	2,117,801	1,492,412	-29.5%
Special Program Expense	963,262	749,474	741,342	-1.1%
Unemployment Obligations	1,675,969	2,147,662	2,362,000	10.0%
Workers Compensation	3,500,000	3,525,000	3,525,000	0.0%
Insurance	2,987,462	2,726,674	3,500,000	28.4%
Judgments	1,000,000	1,000,000	1,000,000	0.0%
Pension Expense	10,435,071	10,488,466	11,146,378	6.3%
Remittance To Zoo	5,690,000	5,600,000	5,600,000	0.0%
Remittance To Aquarium & Museum	30,630,729	30,645,560	31,130,508	1.6%
Debt Service	89,553,699	87,044,104	89,772,942	3.1%
Total	\$ 407,519,803	\$ 410,929,101	\$ 425,571,014	3.6%

The seal of the Chicago Park District is a circular emblem. It features a central tree with a thick trunk and a canopy of 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 "WORK FOR THE PEOPLE" is also visible in the background.

2014 BUDGET SUMMARY
SECTION II
CHICAGO PARK DISTRICT
PROFILE
CHICAGO PARK DISTRICT

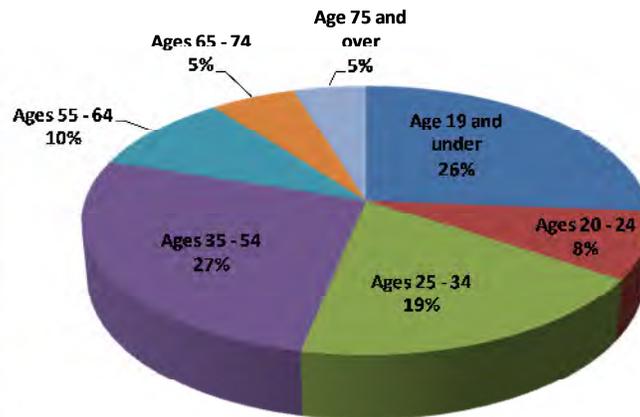
Demographics

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	2012
Total	2,700,741
Age 19 and under	708,226
Ages 20 - 24	219,960
Ages 25 - 34	507,289
Ages 35 - 54	722,290
Ages 55 - 64	262,433
Ages 65 - 74	151,070
Age 75 and over	129,473
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

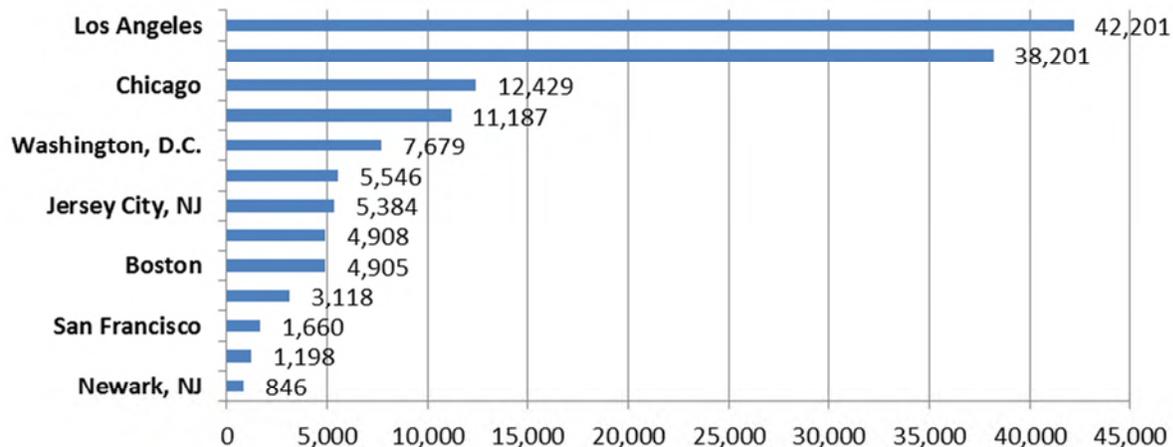
City of Chicago Total Population



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 one of the largest municipal park managers in the nation.

Total Park Acres



Demographics

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

- o 586 parks
- o 521 playgrounds
- o 166 accessible playgrounds (soft surface)
- o 243 field houses
- o 71 fitness centers
- o 28 running tracks
- o 146 gymnasiums
- o 76 swimming pools
- o 76 accessible pool features
- o 195 spray pools
- o 20 water playgrounds
- o 548 tennis courts
- o 355 volleyball courts (300 temp along lakefront)
- o 8 gymnastics centers
- o 7 golf courses
- o 3 driving ranges
- o 1 miniature golf course
- o 1 putting green
- o 719 baseball fields
- o 2 wheelchair baseball fields
- o 2 batting cages
- o 254 soccer/football combo fields
- o 41 artificial turfs
- o 13 hand/racquetball courts
- o 8 ice skating rinks
- o 5 skate parks
- o 16 dog friendly areas
- o 32 beaches
- o 16 accessible beach walks
- o 11 harbors
- o 6,163 marina slips
- o 218 gardens
- o 70 community gardens
- o 12 museums
- o 13 cultural centers
- o 2 senior centers
- o 2 conservatories
- o 17 lagoons
- o 7 nature gardens
- o 11 savannas/woodlands
- o 5 wetlands
- o 22 prairies/grasslands
- o 1 nature center
- o 1 urban farm
- o 1 organic greenhouse
- o 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	37,500,000
2	Lincoln Park	Chicago	20,000,000
3	Mission Bay Park	San Diego	16,500,000
4	Balboa Park	San Diego	14,000,000
5	Golden Gate Park	San Francisco	13,000,000
6	Forest Park	St. Louis	12,000,000
6	Griffith Park	Los Angeles	12,000,000
8	Coney Island Beach and Boardwalk	New York	10,600,000
9	Fairmount Park	Philadelphia	10,000,000
9	National Mall	Washington, D.C.	10,000,000

Park Stats Source: The Trust for Public Land 2012 City Park Facts

Demographics

Recreational Offerings

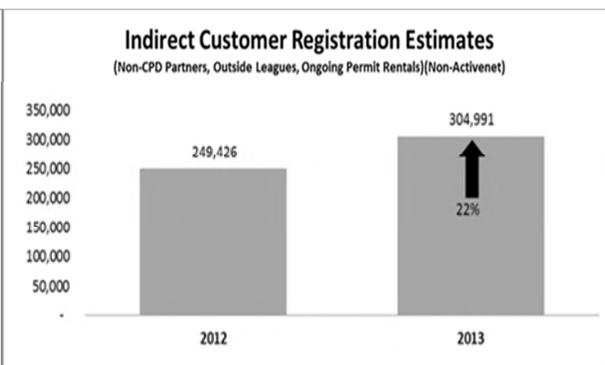
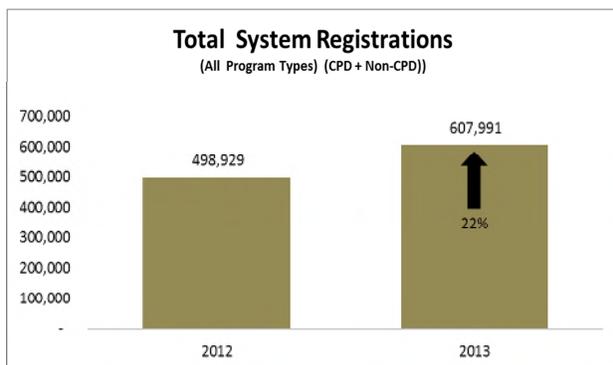
Annually, close to 200,000 people participate in thousands of sports, recreational, cultural and environmental programs offered by the Chicago Park District. Program opportunities are available for people of all ages, in neighborhood parks throughout the city. Early childhood activities such as Moms, 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 more than 20,000 recreational offerings available through the Park District. Through our Night Out in the Park events, hundreds of activities are brought to neighborhood parks during the summer, making community parks safe havens and hubs of activity. Park patrons are able to enjoy the breadth of world-class cultural programming offered in local parks, from Chicago Shakespeare in the Parks to Circus in the Parks, as part of this exciting program.

Program Registrations & Demographics

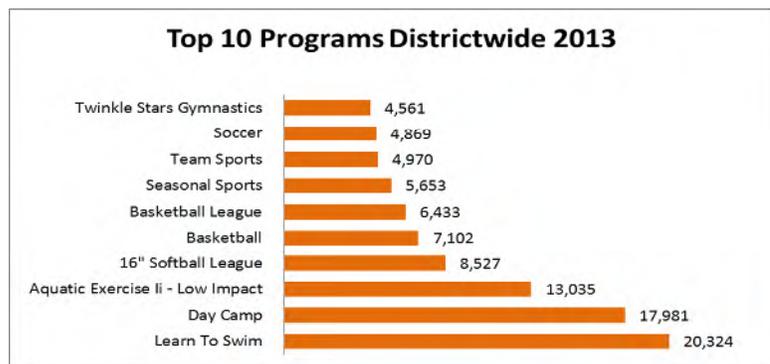
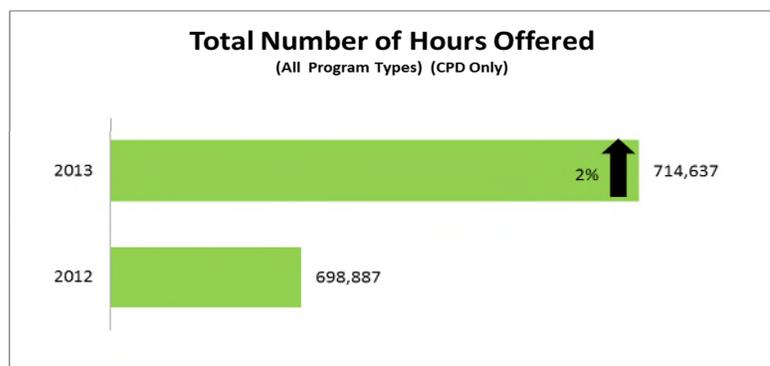
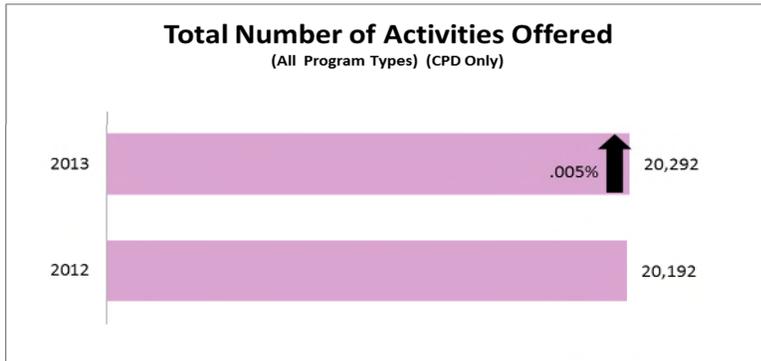
In 2013, total program registrations reached record levels exceeding 2012 by 22%. For the most current program session, fall 2013, the number of residents across the City enrolled in Chicago Park District programs rose to 81,625, up from 80,000 who were enrolled in spring 2013 programs and 14% compared to the prior year. We strive to further expand our park programming to ensure that all families and children have access to affordable programming where they are able to play, learn and grow. To support this effort, the Chicago Park District maintains reasonable program fee rates and provides several discount opportunities including financial hardship, family discount and military discount to name a few.



“By offering quality programs, affordable prices and convenient locations, it’s no wonder that the Chicago Park District is a popular option for keeping families active.” - General Superintendent and CEO Michael Kelly.

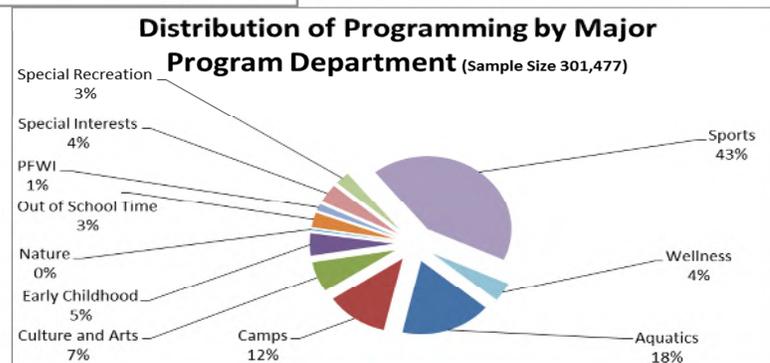
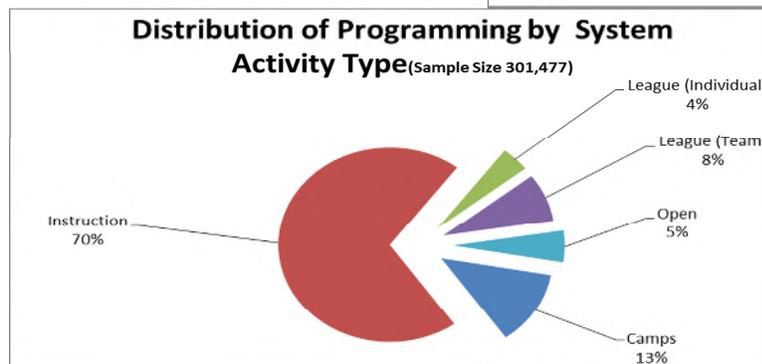
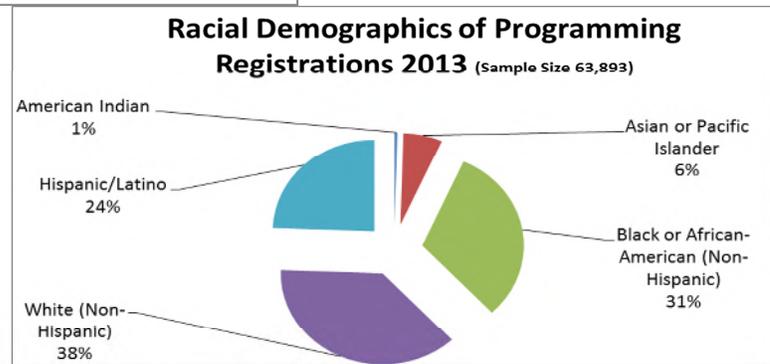
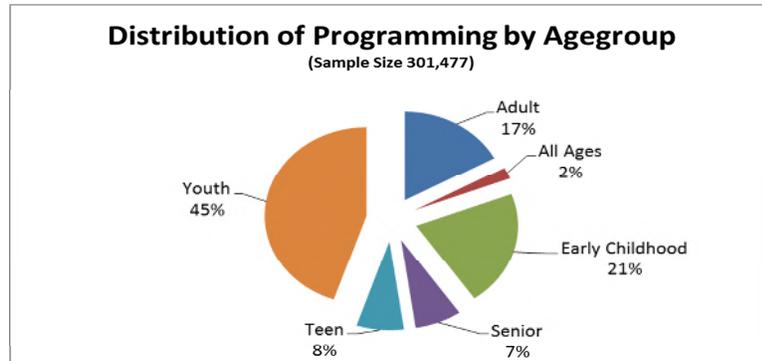


Demographics



Demographics

Chicago Park District programs are popular among all age groups and races. At nearly 74%, youth, teen and early childhood programming make up the majority of the program offerings. Instructional programming makes up approximately 70% 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 2014, some of our most popular programs will expand, including gymnastics and aquatics, and Night Out in the Parks will grow from 750 to more than 1,000 events citywide. Our focus will remain getting kids in the door and record-breaking program registration numbers.

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.

Mission & Core Values



In 2014, there will be no increases in program, room rental or harbor fee rates and program discounts will remain intact to ensure everyone has access to our programs. We will continue to identify ways to achieve savings and maximize revenue generation of Park District assets.

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.



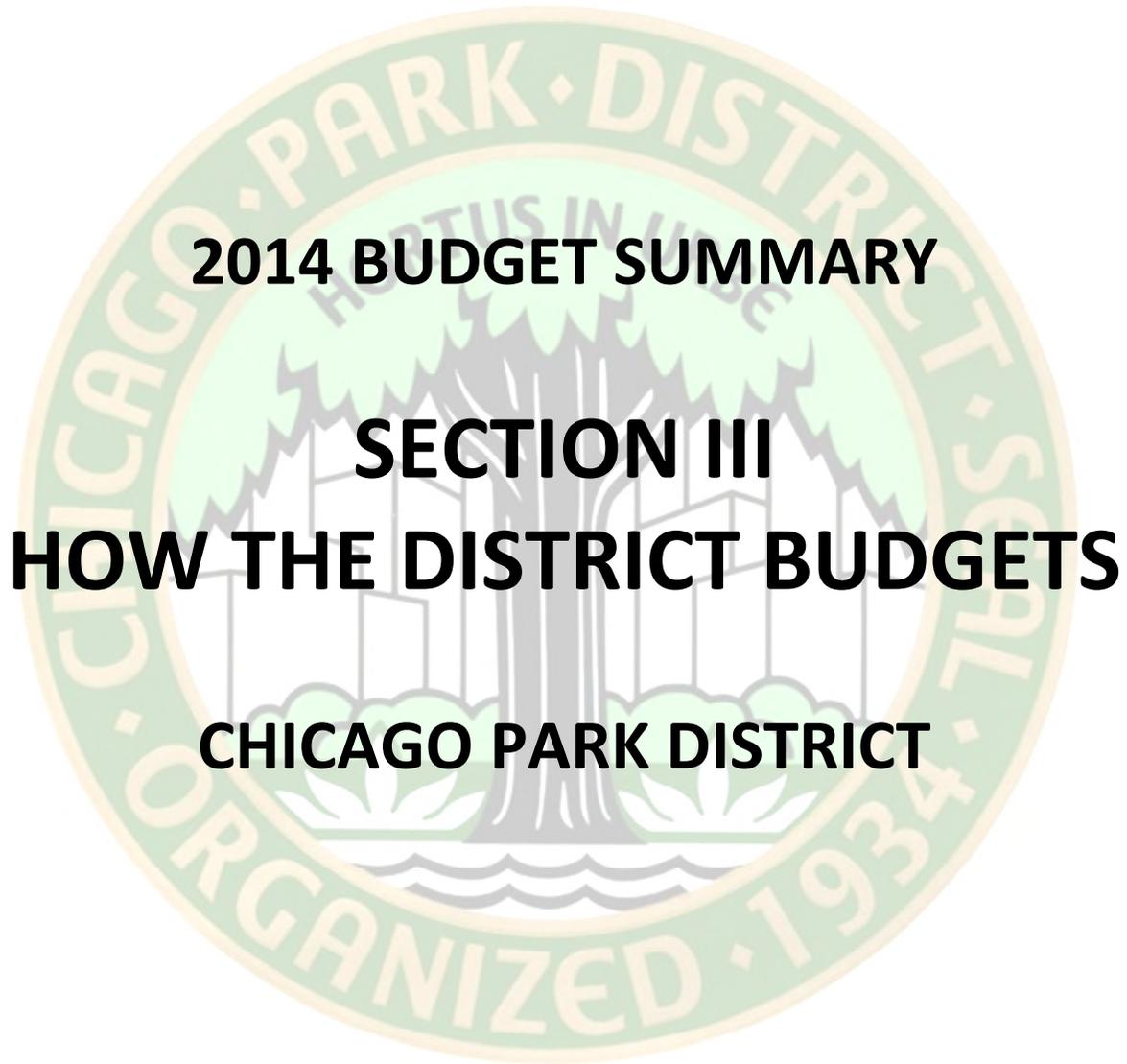
In 2014, through the Chicago Plays! playground equipment replacement program, another fifty (50) playgrounds are planned to undergo renovation. The District plans to renovate 300 of our oldest playgrounds in the next five years impacting every neighborhood in Chicago.

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.



In 2014, we will coordinate with the Chicago Police Department through their Operation Impact which will provide extra police patrols in parks to help prevent crime and to boost enrollment in family-centered parks programming. Through Night Out in the Parks, we will continue to foster positive community activities in the parks. An active park is a safe park.

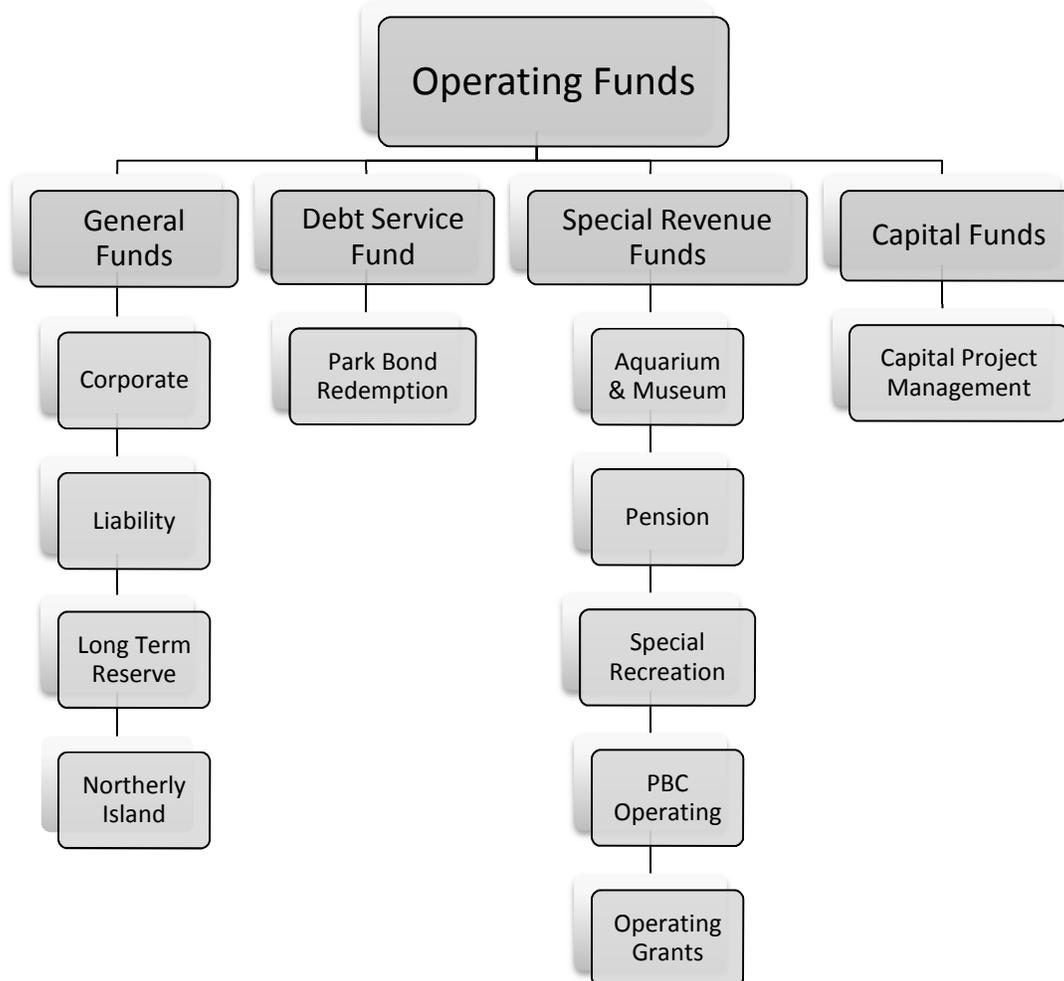


2014 BUDGET SUMMARY

**SECTION III
HOW THE DISTRICT BUDGETS**

CHICAGO PARK DISTRICT

Fund Structure



The 2014 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

2014 Operating Budget funds

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

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

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

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

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

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

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

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

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 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,

Fund Structure

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 an assignment of fund balance and do not constitute expenditures or liabilities because the commitments will be carried forward and honored during the subsequent year.

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

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

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

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).

Revenue Policy

Adopted in October 2012, the Chicago Park District Revenue Policy provides overall guidelines and structure for determining fees and managing other revenue sources of the Chicago Park District. It is intended to be used as a guide to assist with responsible budgeting and long term fiscal planning. Exceptions to these guidelines may be authorized, from time to time, after review by the General Superintendent and his/her administrative staff. Annually fees may be raised considering market conditions or in general alignment with the Consumer Price Index. Fees are recommended by the General Superintendent and approved by the Board of Commissioners. The Fee Schedule may be found in the Park District's Annual Appropriation Ordinance. This policy does not apply to the Property Tax Levy or PPRT. This policy applies to the following revenue sources;

- Activity/Membership Fees and Discounts – The Chicago Park District establishes these fees with the stated purpose of encouraging participation in our programs and facilities, particularly among children and teenagers. Input is provided by local park staff to determine how a park's activities may be affordable by the local community. Because Chicago has such a wide and diverse economy, fee structures may vary from community to community and local socio-economic factors may be considered.
- Permit Fees – The fee schedule is found within the Special Event Permit Application Package and Media Permit Application Package. It is based on package pricing by event type and event features. Fees are relative to quantity of event attendance and quantity/type of event features. Space assignments are made in this order, unless otherwise directed by the General Superintendent, as deemed to be in the best interest of the Park District: 1) Chicago Park District Programs; 2) City of Chicago Events (i.e. Jazz Fest, Air & Water Show); 3) Multi-year Use Agreements; 4) Open to general public; first come-first serve.
- Facility Rentals – Fees are posted as hourly rates. Some locations may charge more during peak time of "weekend" (Friday, Saturday, and Sunday). Youth rates are generally 50% of adult rates. Rental fees may vary from community to community with local socio-economic factors taken into consideration. Space assignments are made in the same manner as permits.
- Management Agreements – These agreements are negotiated and awarded for the complete operation of a special facility(s). This type of agreement is instituted when departmental operation(s) of the facility is either cost prohibitive or is not cost-effective; or when the operation(s) require a level of expertise beyond the capabilities of Park District staff. The Park District receives a percentage of the gross receipts and/or a minimum monthly rental rate. The length of terms and conditions of these agreements may vary. All management agreements are subject to approval by the Board of Commissioners.
- Corporate Sponsorship and Advertising – The Chicago Park District (CPD) staff continually seeks corporate sponsorships for events, programs and facilities to help increase non-tax revenue and enhance program offerings. These programs include the donation of funds, gift-in-kind

Financial Policies

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

Debt Policy

The District manages its debt portfolio in accordance with State and Federal rules and regulations. Under 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 \$1,284 million or 74% below the \$1,728 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 \$359 million in capacity under this limit. At the end of 2012, the District had approximately \$871 million of outstanding long-term debt which is 5.0% lower than the previous year.

Investment Policy

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

Fund Balance Policy

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

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

1. **Target Level of Reserve** - The reserve floor is set at \$85,000,000.

Financial Policies

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

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

Capital Asset Inventory Policy

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

Budget Process

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 fall, 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 2014 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 2014 budget is presented in the following two documents:

2014 Budget Summary – Provides summary of proposed budget, narrative of the funding sources and an overview of the budget process.

2014 Budget Appropriations – Line item detail for departments, regions and parks for all operating funds.

Budget Process



Fund Balance

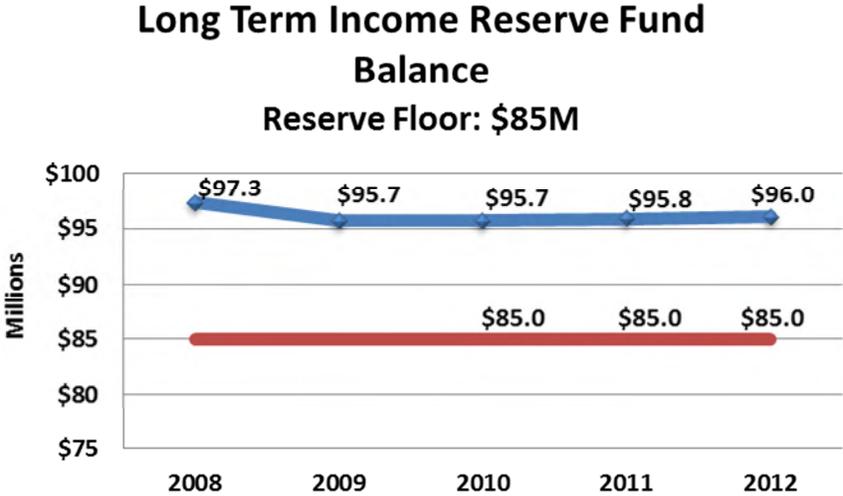
Fund Balance

In 2011 the Government Accounting Standards Board issued a new standard, GASB 54. GASB 54 required the Park District to combine the Long Term Income Reserve and several other funds into the General Fund for reporting purposes in the Comprehensive Annual Financial Report beginning in fiscal year 2011. GASB 54 also required a breakdown of fund balance into five classifications; Non-spendable, Restricted, Committed, Assigned and Unassigned. At December 31, 2012, the District's governmental funds reported combined fund balances of \$320.4 million, a decrease of \$73.0 million in comparison with the prior year. Of this amount, \$33.2 million or approximately 10.37% is available for spending at the government's discretion (unassigned fund balance). The unrestricted fund balance (the total of the committed, assigned, and unassigned components of fund balance) for the general fund was \$194.9 million, or approximately 77% of total general fund expenditures. Of this amount, \$98.1 million relates to the Long-Term Income Reserve Fund (\$96 million) and the Northerly Island Fund (\$2.1 million), which were previously reported separately as special revenue funds.

The 2014 budget does not account for the use of any existing general fund balance to balance the budget. It does account for the use of \$5.4 million of estimated 2013 year-end available resources which will be carried forward for use in the 2014 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 no less than \$85 million. At the end of 2012, the fund balance was \$96 million. Interfund transfers from the corporate fund replenish money drawn from this fund to maintain the \$85 million minimum.



Fund Balance

General Fund Balance

Amounts are in Thousands of Dollars

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2014 Budget
Revenues:						
Property tax	152,635	126,297	179,544	154,387	153,787	158,918
Tax Increment Financing				5,970	2,224	2,667
Personal property replacement tax	16,947	19,525	15,950	16,040	15,656	21,589
Interest on investments	100	45	188	210	400	360
Concession revenue	3,792	4,170	4,387	4,760	6,389	6,037
Parking fees	1,548	2,419	2,828	3,516	3,334	4,414
Harbor fees	21,184	21,320	17,476	13,925	14,002	12,218
Golf fees	4,613	4,668	4,782	5,163	5,482	5,625
Recreation Activities	12,447	13,007	22,023	13,387	14,179	13,115
Soldier Field	24,916	25,315	27,880	29,824	29,092	30,387
Donations and grant income	780	11,383	490	675	-	855
Rentals	2,376	2,537	2,421	860	3,268	2,865
Miscellaneous income	1,088	1,575	1,051	1,175	987	902
Permits	5,403	6,349	6,656	12,641	9,727	12,412
Northerly Island	-	278	703	1,007	1,100	1,700
Capital Contributions	971	932	806	1,292	800	1,100
Use of Fund Balance	22,973	-	-	-	9,474	5,400
Transfer in	-	8,003	3,621	-	-	-
Total revenues	271,773	247,823	290,806	264,832	269,900	280,565
Expenditures:						
Personnel services	140,433	134,225	138,253	148,313	153,319	153,889
Materials and supplies	5,094	5,381	5,649	5,146	5,848	5,883
Small tools and equipment	493	398	548	446	486	493
Contractual services	84,465	91,945	106,608	96,296	102,862	112,919
Program expense	4,249	832	587	650	685	682
Other expense	9,193	515	717	3,727	6,700	6,700
Transfer out	5,889	7,020	-	-	-	-
Total expenditures	249,816	240,316	252,362	254,578	269,900	280,565
Revenues over expenditures	21,957	7,507	38,444	10,254	0	0
Other Financing Sources and (uses)						
Transfer out	-	-	-	-	-	-
Special Item						
Proceeds from sale of garages	-	-	-	-	-	-
Fund Balance						
Beginning Fund Balance	18,154	40,111	147,216	185,660	168,174	186,440
Nonspendable:			3,478	1,037	3,478	3,478
Restricted:			-	-	-	-
Committed:						
Working Capital			95,833	95,976	95,833	95,976
Economic Stabilization			20,000	20,000	20,000	27,000
PPRT Stabilization			-	5,000	5,000	5,000
Assigned To:						
Park operations and maintenance and budget stabilization			3,000	12,000	9,474	12,000
Northerly Island			4,256	2,138	2,256	2,256
Legal Judgments exceeding appropriations			-	500	500	500
Long Term Liability			-	-	25,000	30,000
Unassigned:			59,093	59,263	6,633	10,230
Ending Fund Balance	\$ 40,111	\$ 47,617	\$ 185,660	\$ 195,914	\$ 168,174	\$ 186,440
			see Note 2	see Notes 2&3	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 \$3 million use of fund balance. The 2012 budget included \$13 million use of fund balance. The 2013 budget included \$9.4 million use of fund balance. The 2014 budget includes \$5.4 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.

Note 3: Prior to 2012 the TIF revenue was reported with the Property tax revenue.



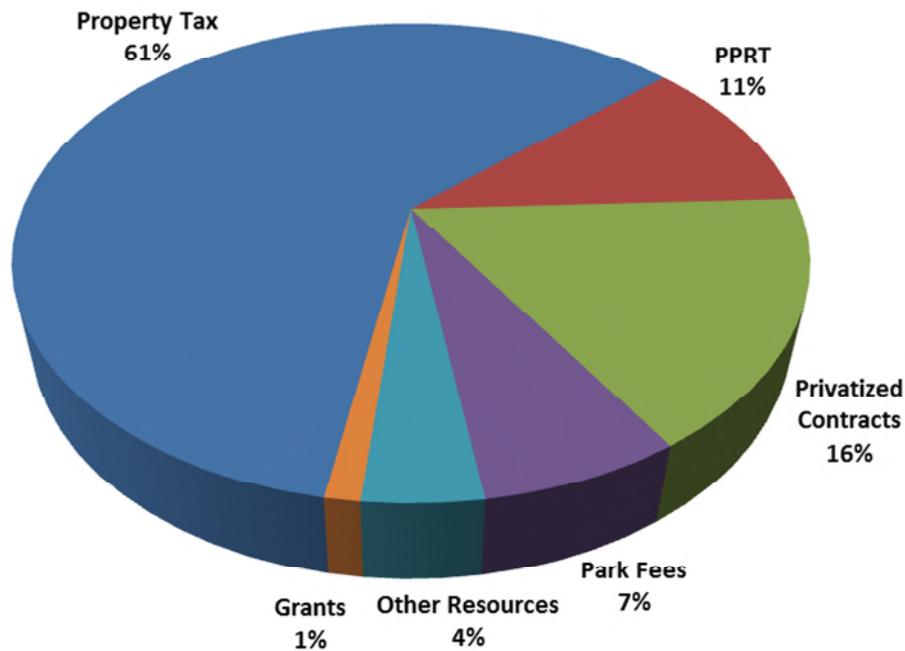
2014 BUDGET SUMMARY

**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 2014, \$268.9 million is available for the operating budget (\$258.4 million net of anticipated loss in collections). Over the past five years, property tax revenue has typically represented between 55 – 65% of the total operating revenue.

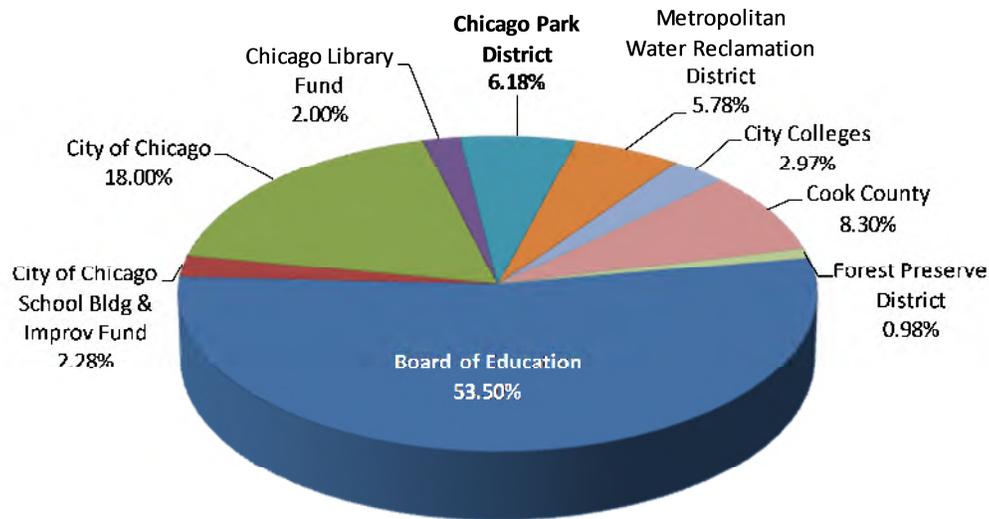
The property tax is determined by dividing the levy by the equalized assessed value (EAV) of the taxable net property in the City of Chicago. There are a variety of restrictions on the tax levy. By Illinois statute, the portion of the levy going to the Corporate Fund is limited to 66 cents per \$100 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 2014 budget will fall within these restrictions.

Operating Budget - Detailed Revenue

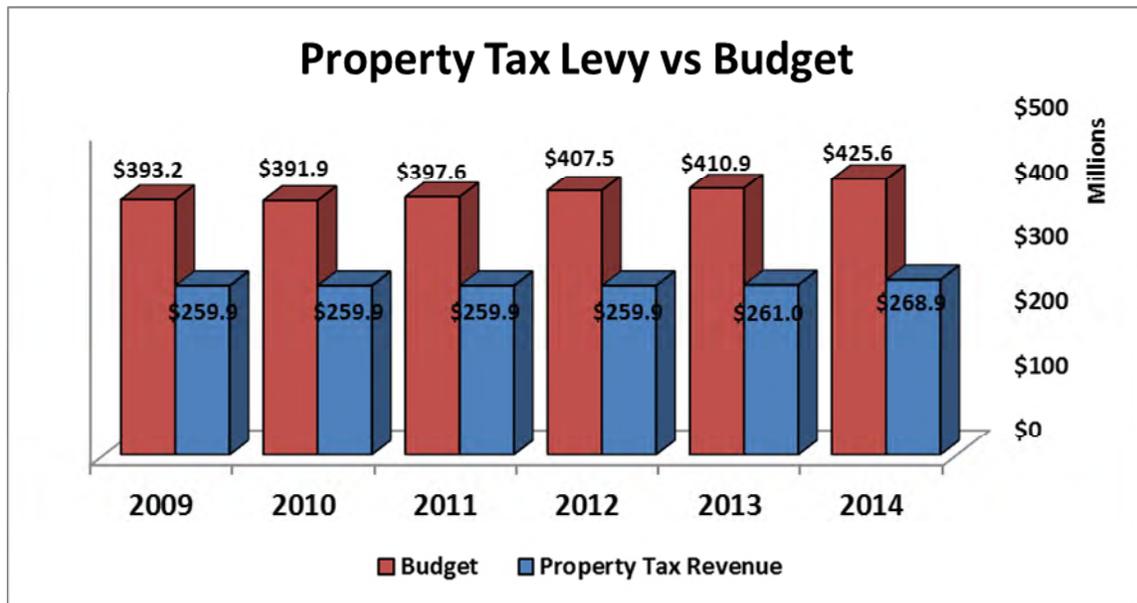
The property tax levy refers to the revenue that the District collects through property taxes on property in Chicago. The Park District represents one of seven taxing jurisdictions on City residents' bills. According to the most recent report released by the Cook County Clerk's Office, 6.18% is allocated to the Chicago Park District. On a typical resident's bill, this amounts to approximately \$160.

Taxing Agency	2012 Distribution	Property valued at \$200K
		Allocation of Tax Bill
Board of Education	53.50%	\$ 1,383.68
City of Chicago School Bldg & Improv Fund	2.28%	\$ 58.97
City of Chicago	18.00%	\$ 465.54
Chicago Library Fund	2.00%	\$ 51.73
Chicago Park District	6.18%	\$ 159.83
Metropolitan Water Reclamation District	5.78%	\$ 149.49
City Colleges	2.97%	\$ 76.81
Cook County	8.30%	\$ 214.66
Forest Preserve District	0.98%	\$ 25.35
		\$ 2,586.32



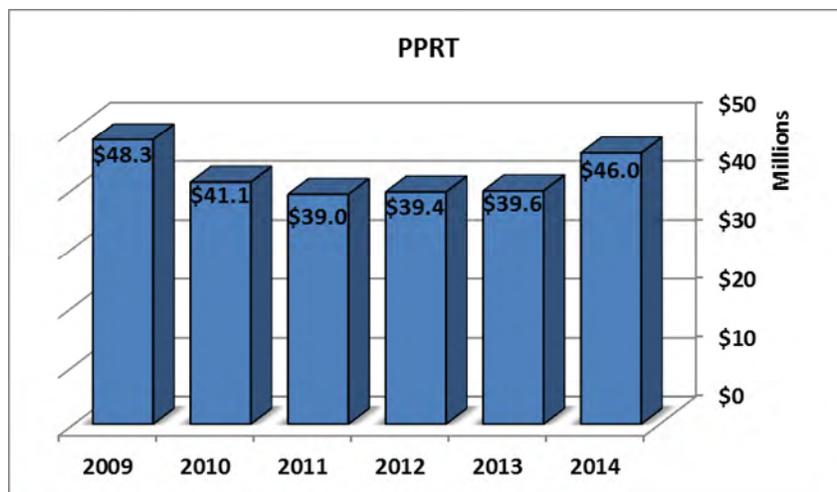
For eight consecutive years, from 2006 through 2013, the Park District has balanced its budget without a property tax increase. During that same time period, the Park District has expanded to better serve park patrons, acquiring approximately 900 acres of land, opening and/or putting into plan/design 17 new facilities, and enrolling record-breaking numbers of registrants into park programs. As costs have naturally risen, resources have remained constrained. The 2014 budget increases the property tax levy to \$268.9 million as a result of the expiration and termination of TIF districts (\$4.25 million) and a modest property tax increase (\$3.6 million). Net property tax after expected loss in collections is \$258.4 million. The property tax increase, which amounts to an additional \$2.71 annually to the average homeowner, is necessary and invaluable to the financial health and stability of our city's parks.

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 defined formula. The Chicago Park District allocates its portion of PPRT toward the Debt Service Fund, the Pension Fund, the Aquarium and Museum Fund and the Corporate Fund, in that order of funding priority. The revenue estimate for PPRT is based on projections released by the Illinois Department of Revenue, the City of Chicago and the overall outlook for corporate profits which has been growing stronger as the economy rebounds. In fact, during 2013, PPRT has grown substantially, representing 13% year-over-year growth. The State of Illinois attributes part of this growth to taxpayers' response to changes in federal tax law. For 2014, PPRT revenue is projected to generate \$46 million, which represents a 3% increase from the 2013 year-end estimate. Although continued growth in corporate profits is anticipated, 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. Even through the current difficult economy, the Park District has been able to count on generous private donations, corporate sponsorships, and grants from Federal, State of Illinois, City of Chicago, and local organizations. These one-time revenue sources help alleviate the District’s expenses for capital projects and operating programs. By receiving outside funding, the District can distribute resources to the Chicago community in greater amounts.

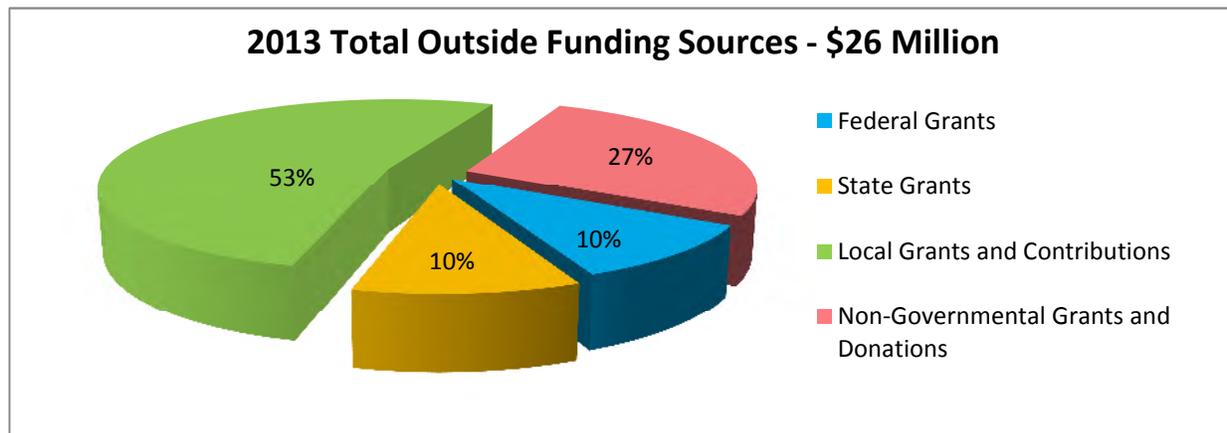
Outside grants, donations, and sponsorships fund innovative programs including Night Out in the Parks, Special Olympics, and summer camp scholarships. Capital grants build new parks, new field houses, natural areas and playgrounds. In 2013, major capital grants include private funding from World Business Chicago for multiple new playgrounds and park improvements District-Wide, a State grant towards the new park construction at Park 553 “Celotex” in the Little Village community, and City Tax Increment Financing (TIF) for the renovation of the Chicago Women’s Cultural Center in the South Loop.

In the past five years, the District has been successful in obtaining an average of nearly \$30 million per year in outside funding toward District priorities. As of fall 2013, \$26 million in outside funding has been awarded this year. The District is continually and actively seeking outside funding partnerships; additional outside funding is expected to be confirmed by year end 2013.

Total Grants awarded in 2013 by funding source:

2013 Outside Funding Sources*			
	OPERATING	CAPITAL	TOTAL
Federal Grants	\$ 2,190,000	\$ 490,000	\$ 2,680,000
State Grants	\$ 171,000	\$ 2,530,000	\$ 2,701,000
Local Grants and Contributions	\$ 722,000	\$ 12,998,000	\$ 13,720,000
Non-Governmental Grants and Donations	\$ 2,631,000	\$ 4,350,000	\$ 6,981,000
Total	\$ 5,714,000	\$ 20,368,000	\$ 26,082,000

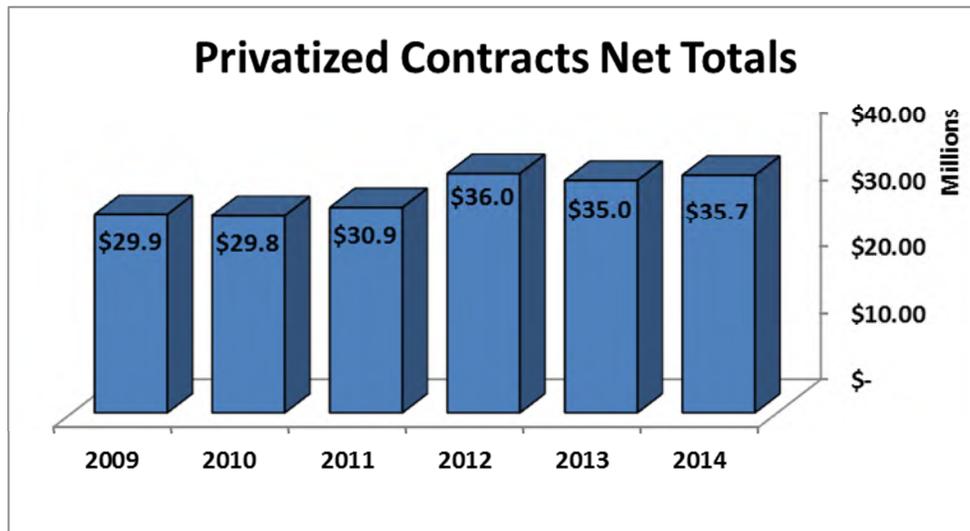
* As of November 2013, additional grants may be awarded by year end. Date represents year of grant award, not necessarily the year in which the grant is expended. Totals do not include joint grants or in-kind donations.



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. The managers of these contracts continue to find ways to increase revenues despite a weakened economy and keep costs contained.

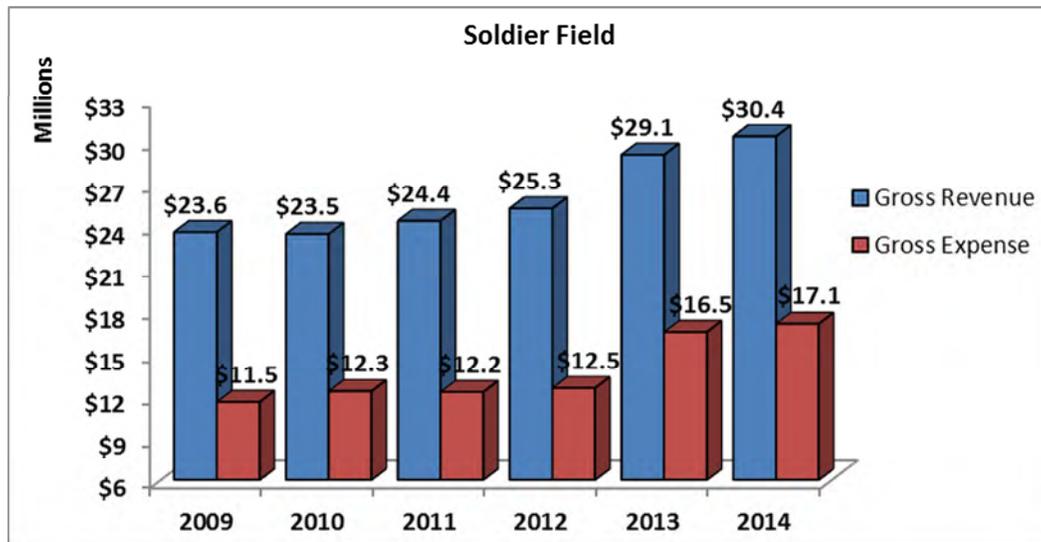


Soldier Field

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 heels of a successful year in 2013 that brought to Soldier Field the Hockey City Classic, Justin Timberlake/Jay-Z concert, Taylor Swift concert, Gold Cup soccer final – USA v. Panama, Illinois vs. Washington college football game, the venue’s bookings are expected to remain strong into 2014. On the basis of planned events, it is expected that \$30.4 million in gross revenues will be collected in 2014. Currently, 2014 secured events including NFL football and Chicago Blackhawks vs. Pittsburgh Penguins NHL hockey event along with many of the recurring events that take place at the stadium. The District’s private vendor continues to increase the diversity and types of events held at Soldier Field and maximize the utilization of the Soldier Field Complex through increased club, parkland, and lot events.

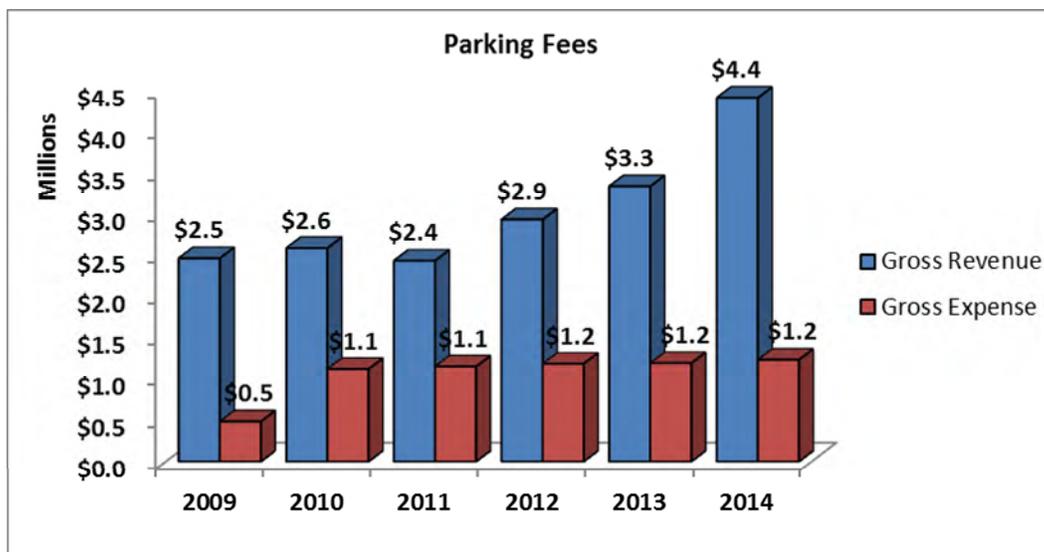


Operating Budget - Detailed Revenue



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 \$4.4 million for 2014, a 32% increase over the 2013 budget. This is due to identification of areas in which new pay and display units may be installed, additional enforcement efforts to increase compliance and an increase in the parking fee rates. The parking fee will increase by \$0.25 per hour (from \$1 to \$1.25 peak; \$0.25 to \$0.50 off-peak) at pay & display units and will increase at the District's various parking lots by minimal amounts that are reasonable given the neighboring parking facilities.

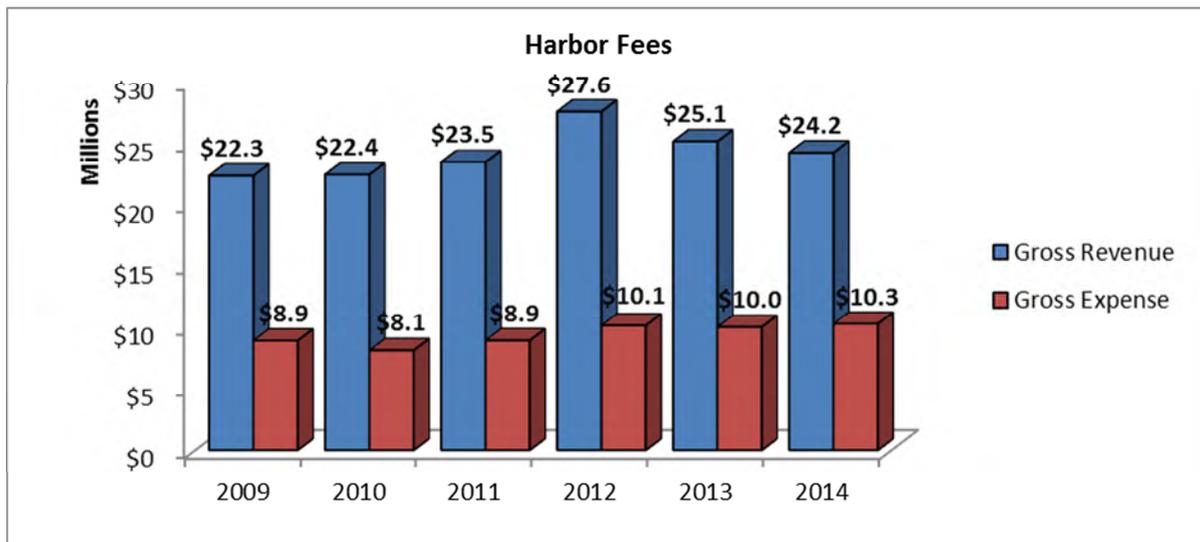


Operating Budget - Detailed Revenue

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

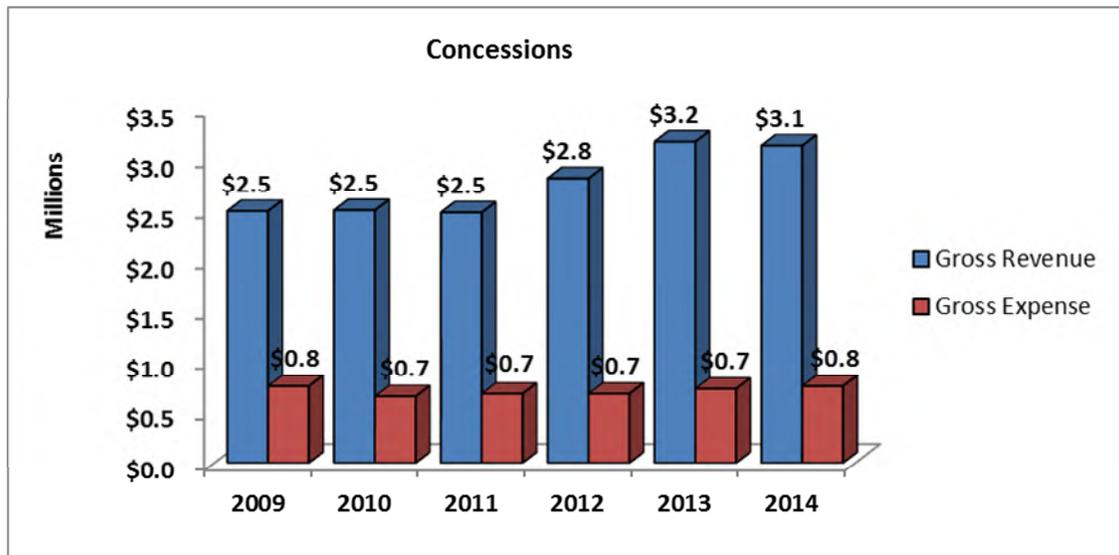
Harbor revenues have not met expectations over the past couple of years as occupancy rates have reacted to the fallout of the recession. Still, Chicago continues to be the premier boating destination of the Midwest and there are signs of a turnaround in boater consumer behavior. Various initiatives were implemented in 2013 and more will continue in 2014. 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 the continued 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. Other new and returning boater promotions will be utilized to increase occupancy as well. Total revenue for harbor related activities is projected to be \$24.2 million for the 2014 boating season.



Concessions

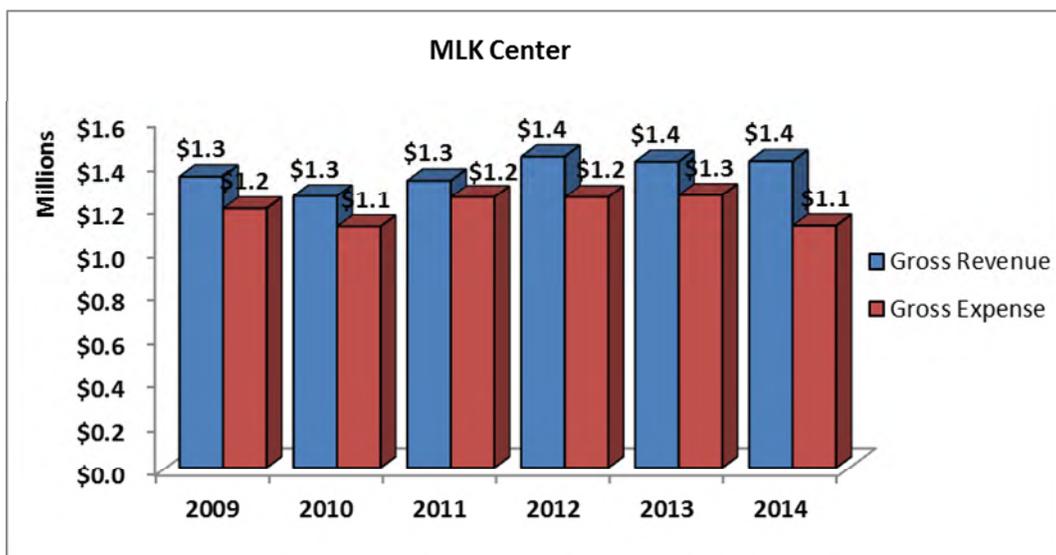
Park concessions are managed by the District’s contractor to provide the public with great dining, shopping and recreational experiences as they visit the District’s parks, beaches or recreational centers. Concession revenue has steadily grown over the years. In 2013, more than 30 new locations were added throughout the District including high profile locations, such as Argo Tea in Connors Park and Café 31 at the 31st Street Harbor. In 2014, the goal is to introduce new concessionaires and collaborate with the City of Chicago on license and permit enforcement to ensure concessions on park property are in compliance. Total concession revenue is projected to generate \$3.1 million in 2014.

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. In recent years, the venue has successfully integrated educational workshops into its promotions to appeal to a wider audience. The MLK Family Entertainment Center averages over 200,000 visitors a year and anticipates 2014 revenues to gross \$1.4 million.

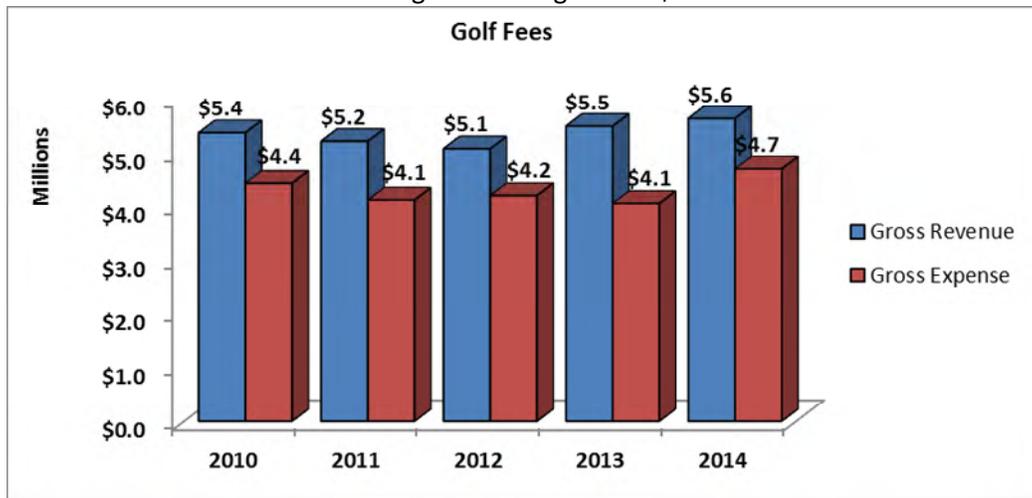


Golf Courses

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 a private vendor. 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

Operating Budget - Detailed Revenue

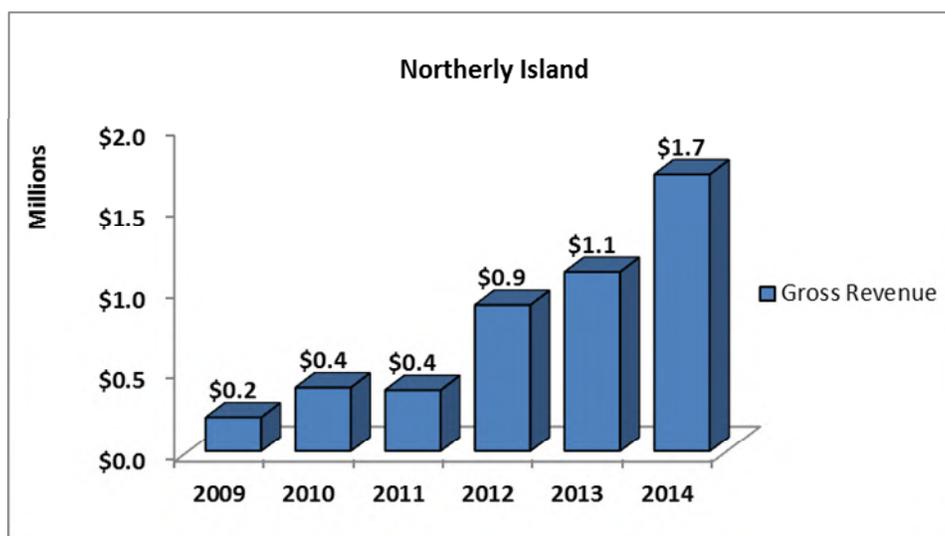
may not have otherwise been introduced to the sport. In 2013, the successful Kids Play Free program continued with more than 2,375 rounds played as part of this program. Similar endeavors are planned in 2014 by utilizing programs such as The First Tee of Greater Chicago, Family Tee and other local junior golf associations. Revenue estimates from golf are budgeted at \$5.6 million for 2014.



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 FirstMerit Bank Pavilion at Northerly Island hosts concerts from some of today's most popular artists. The District contracts with a private operator to book concerts at the venue. In 2013, the capacity of the venue was increased to allow for up to 30,000 guests at expanded events. Based on anticipated bookings, revenue is expected to increase in 2014. The District will continue to capture the full net revenue, projected at \$1.7 million, from the pavilion's events. Historically the District has used the revenue from the concert venue to fund improvements at Northerly Island. A \$2 million fund balance remains to support improvements at Northerly Island.



Operating Budget - Detailed Revenue

McFetridge Sports Center

Housing the Chicago Park District's only indoor ice rink and indoor tennis courts, the McFetridge Sports Center (MSC) offers a unique sports experience for athletes of all ages and skill levels. MSC welcomes more than 2,000 patrons each week for its year-round competitive and recreational ice skating, hockey and tennis programs, as well as special events. In 2013, the District contracted with a private vendor to operate McFetridge and it has proven to be financially beneficial as the venue, which historically experienced deficits, is now projected to generate net revenue of \$289,000 in 2014. (The associated revenue is currently reflected under the park program revenue category.)

Program Revenue

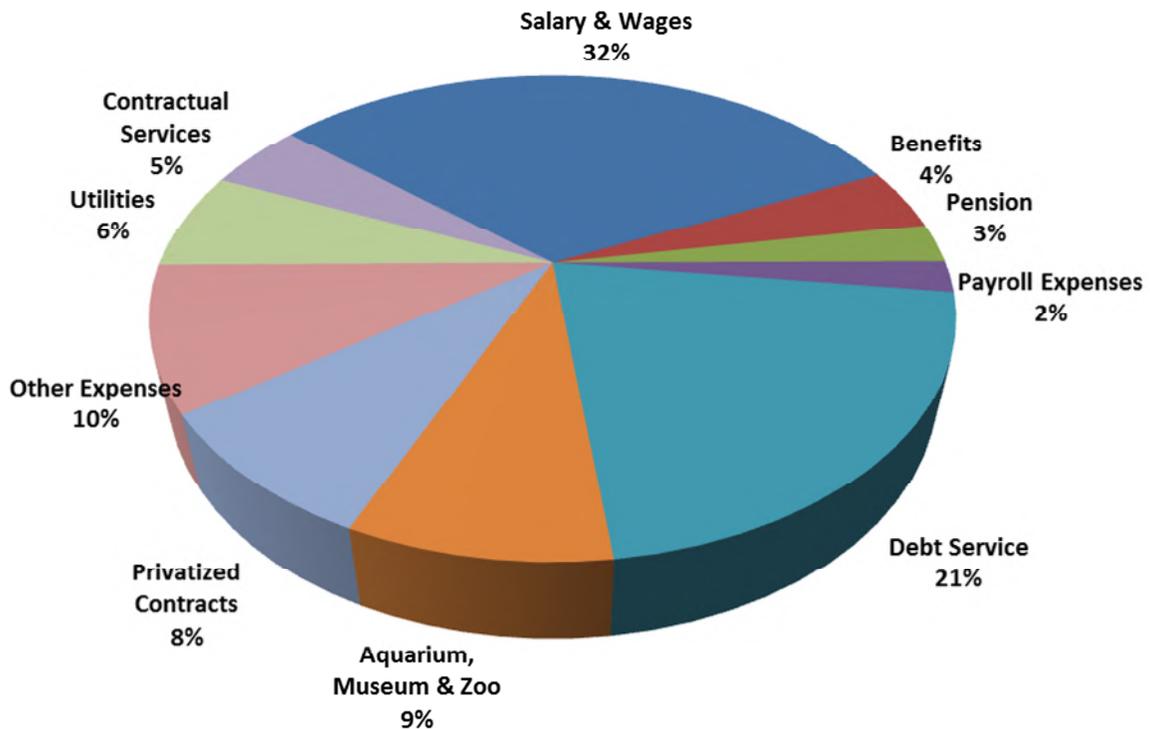
Recreation and cultural program revenues are generated by fees paid by participants. For many programs, such as day camp, fees are tiered based upon socioeconomic factors of the community. Overall park program revenue is expected to generate \$13.1 million in 2014, only minimal growth from 2012 and 2013 actuals. As part of the mission and core values, the Park District continues to focus on providing affordable recreation opportunities and increasing program participation. Success will continue to be measured by the number of registrations, particularly children registrations, rather than revenue collected. 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. Approximately \$2 million is anticipated to be waived in fees related to these discounts in 2014.

Rentals and Permits

This category includes revenue from room/gym/facility rentals and permit fees paid for events held on District property. The Park District will continue to focus on generating additional revenue from large scale events in order to keep fees for our park programs affordable. In 2013, the District was successful in moving several large scale events from general permits to longer term agreements similar to the approach taken with the Lollapalooza Festival, which alone generates \$2.7 million to support operations. Revenue is projected to total \$15.3 million for rentals and permits in 2014. This increase is partially due to the better classification of the revenue streams through the District's new registration system rather than purely driven by revenue growth. Corresponding decreases are reflected in the park program category as a result of this reclassification.

Operating Budget - Detailed Expenses

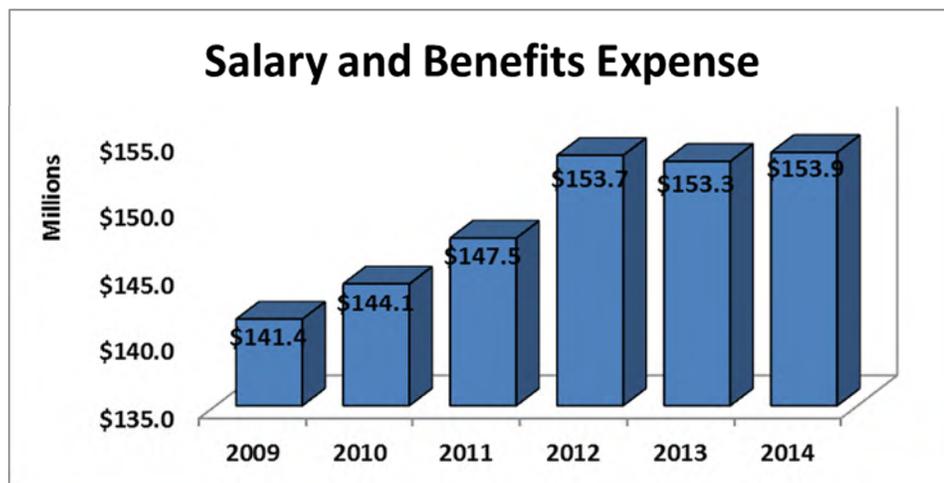
Operating Budget – Expenses



Personnel

Salaries and Benefits

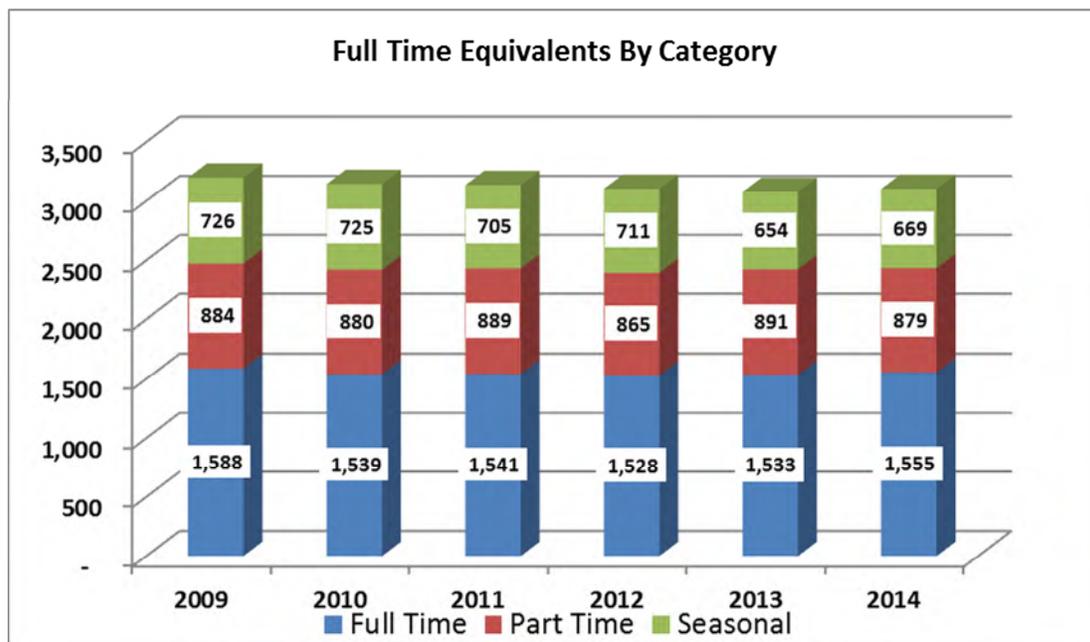
Salaries, wages and benefit costs make up 41% of the expenditures in the 2014 budget. Total salary and benefit costs are projected at \$153.9 million, about 0.4% above the 2013 budget. The Park District is currently in negotiations with a portion of the unionized workforce.



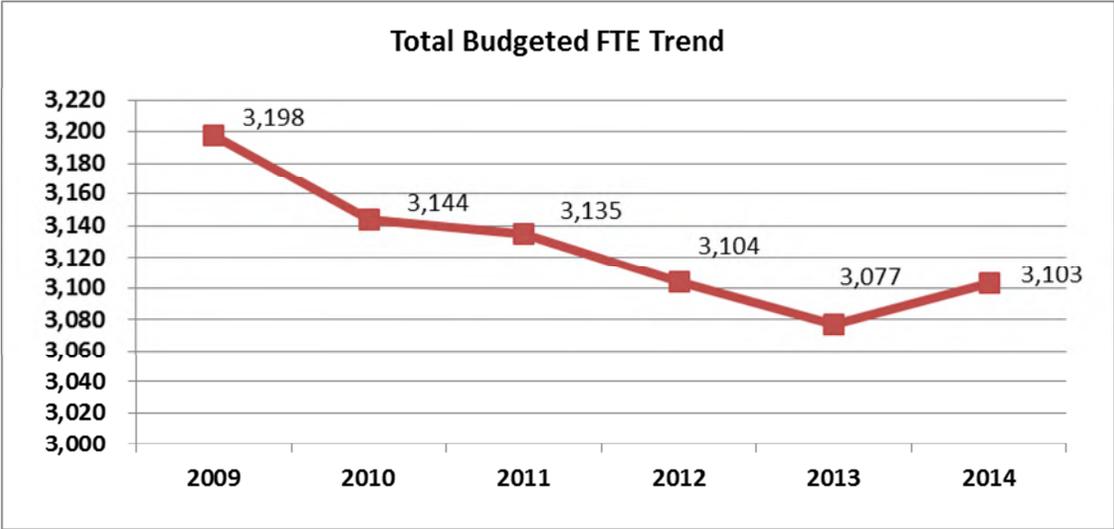
Operating Budget - Detailed Expenses

The 2014 Budget allocates resources for a total of 3,103 full-time equivalent (FTE) positions. This includes fulltime, hourly and seasonal positions. Since 2008, the District has decreased its FTE count by 183 FTE positions. In 2014, the District increased its FTE count by 26 predominantly due to program and facility expansion that necessitated additional staffing. Of this amount, only 6.3 are corporate fund positions with the remainder representing grant funded and Special Recreation funded positions. Of the total position increase, 24 represent districtwide positions which directly support park operations.

Personnel Summary							
	2009	2010	2011	2012	2013	2014	Change
Districtwide	2,936.4	2,912.1	2,899.2	2,875.7	2,846.5	2,870.7	24.2
Central Administration	261.6	231.9	236.4	228.4	230.8	232.2	1.4
GRAND TOTAL	3,198.0	3,144.0	3,135.6	3,104.1	3,077.3	3,102.9	25.6



Operating Budget - Detailed Expenses



Health, Dental, and Life Insurance

Health, dental and life insurance benefit expenses make up 4% of the District’s budget. Each year the District must absorb more of the escalating expense related to health benefits. In 2014 the District has been able to achieve \$1.4 million in savings in health related costs by making strategic decisions in this area, including moving from a fully-insured to a self-insured product, and working with its union workforce on increasing the employee contribution by 0.25%. 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.

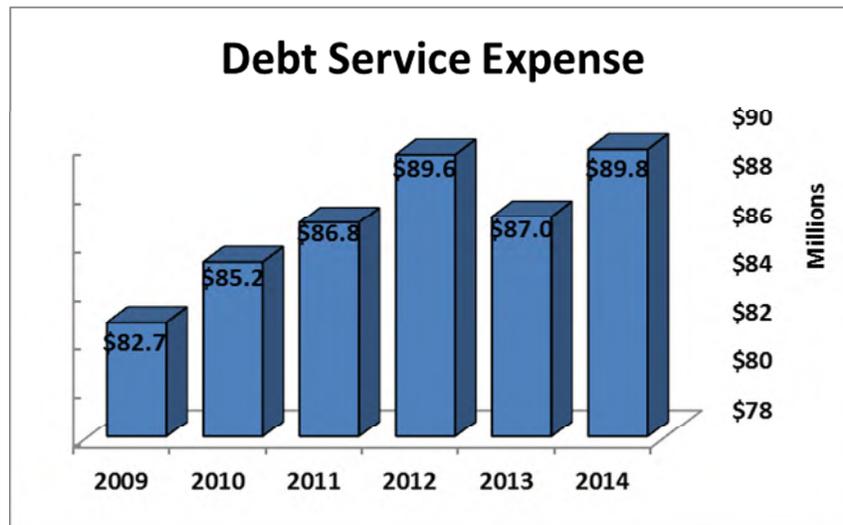
Pension

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 2014, the District must levy \$11.1 million in property taxes to the Pension. In addition 0.03968% of the PPRT funds amounting to \$18,254 are allocated to the Pension Fund. As of this writing, the Park District is waiting on the Governor’s decision regarding SB1523 which would dramatically change the manner in which pensions are funded.

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 increase by \$2.7 million in 2014.

Operating Budget - Detailed Expenses



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 and this is manifesting in savings in our operating costs. In 2014, natural gas and electricity costs together are expected to decline by \$1.8 million compared to the 2013 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 \$13.1 million in 2014, a 24% increase over the 2013 budget and double the amount of the historical average prior to the rate increases. Total utility related expenses in 2013 are expected to be \$28 million.

Remittance to Aquarium, Museum and Zoo

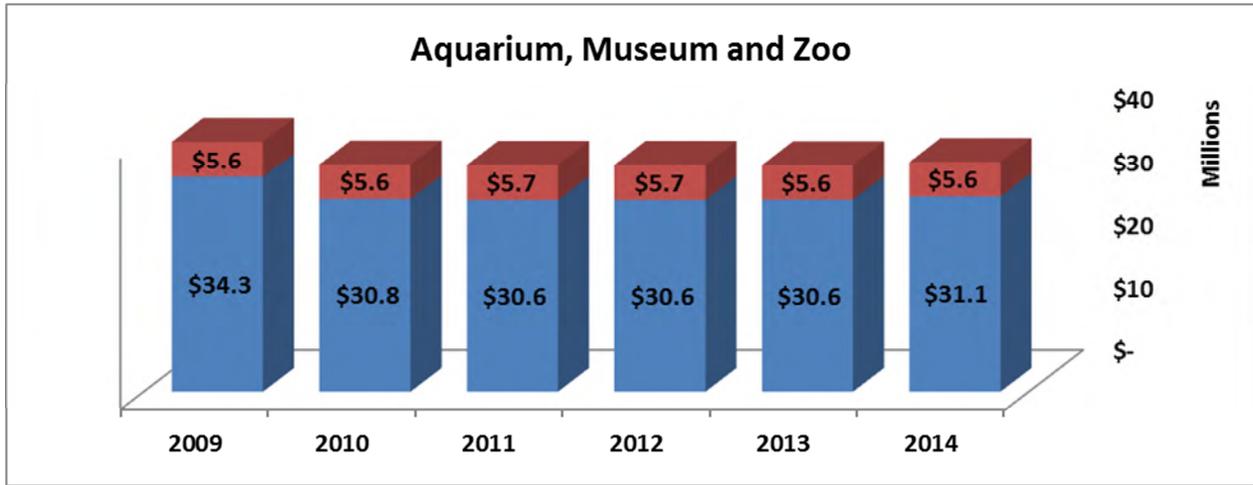
Through a unique partnership, the Chicago Park District provides operating subsidies to Museums In the Park (MIP). MIP is a partnership among Chicago's leading museums located on Chicago Park District property. The MIP represent the best of the visual arts, sciences, and humanities. Together, they engage,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



The operating subsidy to MIP is allocated out of the Park District's property tax levy and 7.534% of PPRT as mandated by state law. In 2014, \$31,130,508 will be budgeted for this purpose.

Operating Budget - Detailed Expenses

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 including the following:

- Savings through strategic changes in healthcare (\$1.4 million in savings)
- Utilities - Savings through locking in favorable electricity and natural gas rates (\$1.8 million in savings)
- Property Tax increase (+\$3.6 million in revenue)
- Increase in the property tax levy as a result of the expiration and termination of TIF districts (+\$4.25 million in revenue)
- Nominal increases in parking fee rates (+\$0.5 million in revenue)
- Implementing affordable outdoor ice rink admission fees (+\$0.1 million in revenue)
- Financial support from the City of Chicago for Night Out in the Park events (+\$0.8 million in revenue)
- Enhanced enforcement for violations on park properties

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

- \$96 million long term reserve
- \$20 million economic stabilization reserve
- \$5 million PPRT stabilization reserve
- \$25 million Long Term Liability reserve (designated for potential pension reform)

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, new building construction, building and facility management, park site improvements, and technology and major equipment. The CIP outlines the projects that are expected to take place over the next five years. Capital projects typically have costs of over \$10,000, have a life expectancy of at least 5 years, and may result in the creation of a capital asset.

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 investigates, analyzes, and weighs 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, information technology, budget, and the office of the chief operating officer. From request compilation to final capital plan, internal review spans approximately six months.

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



Completed in 2013, Park 523 is on the site of the old U.S. Steel industry.



Completed in 2013, Columbus Park has both new baseball and football/soccer artificial turf fields.

Capital Improvements

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.

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.



A new playground opened at Merrimac Park, completed in 2013.

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 2013-2017 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 2013, the Board of Commissioners approved \$35 million in bond funding for capital projects. For the years 2014 to 2018, 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 (opened in 2012). In 2014-2018, these funds will be used for improvements to our nine existing harbors along the Chicago Lakefront.

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. This funding is expected to be fully expended by end of year 2014.

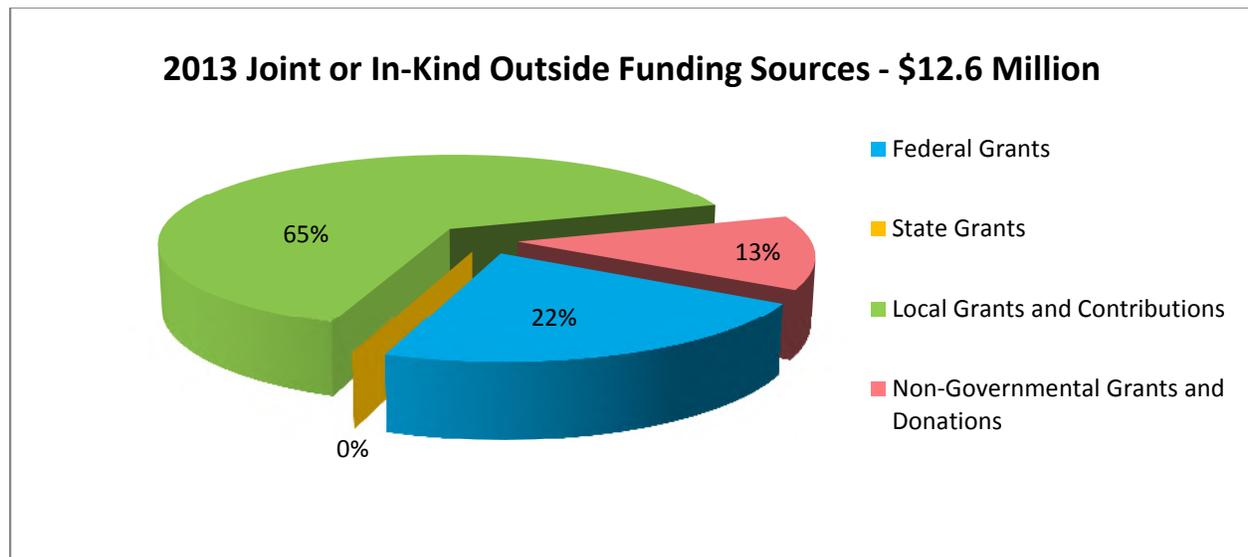
Capital Improvements

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. In addition, \$35 million was reserved to replace the public park located on the roof of the parking garages. In 2012, the public park was completely removed in order to complete required parking garage roof renovations. In 2013, construction started to build a new park at this location. The new “Maggie Daley” park replacement is expected to be open to the public in 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.

As of fall 2013, \$33 Million in outside sources were granted in 2013 to the District to fund capital projects. This contribution includes \$12.6 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). Many capital projects completed in 2013 were made possible due to outside funding grants and donations. 2013 projects funded in part or whole with outside funding include a new Chicago River Boat House at Richard Clark Park, a new Chicago River Boat House and Field House with Natatorium at Ping Tom Park, a new artificial turf field and track at River Park, a new park development at Park 510 “Livingston Field”, and multiple new playgrounds and park site improvements.

The section “Grants, Donations, and Sponsorships” has more detail on the District’s outside funding sources and uses.



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

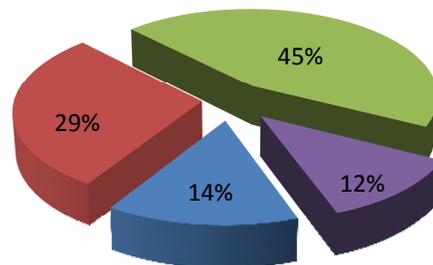
Site Improvements

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

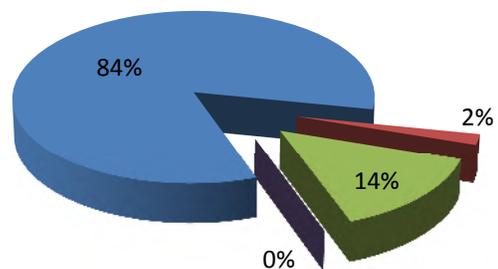
Technology, Vehicles and Equipment

- Technology
- Vehicles and Equipment

2014-2018 District Funding - \$155 Million (projected)



2014-2018 Outside Funding - \$57.7 Million (confirmed to date)



- Acquisition and Development
- Facility Rehabilitation
- Site Improvements
- Technology, Vehicles & Equipment

Capital Improvements

2014-2018 Capital Improvement Plan

Planning for the 2014-2018 Capital Improvement Program is underway. Expected sources for the 5-year program include \$150 million in new G.O. Bond and \$5 million in District alternative bond and unrestricted funding. The District is actively seeking and applying for outside funding towards projects in the 2014-2018 Plan. As of fall 2013, \$57.7 million in outside grants, donations, and joint or in-kind funds have been confirmed.

2014 - 2018 CAPITAL FUNDING SUMMARY								
Projected Sources and Uses*	CHICAGO PARK DISTRICT						OUTSIDE FUNDING EXPECTED	TOTAL
	2014	2015	2016	2017	2018	2014-2018	2014-2018	2014-2018
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
Park District Other**	\$ 2,500,000	\$ 2,500,000	\$ -	\$ -	\$ -	\$ 5,000,000	\$ -	\$ 5,000,000
City Grant Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26,840,000	\$ 26,840,000
State Grant Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,080,000	\$ 5,080,000
Federal Grant Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,290,000	\$ 14,290,000
Private Grants and Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,505,000	\$ 11,505,000
Total Sources	\$ 32,500,000	\$ 32,500,000	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 155,000,000	\$ 57,715,000	\$ 212,715,000
USES:								
Acquisition and Development	\$ 5,675,000	\$ 4,975,000	\$ 4,275,000	\$ 3,700,000	\$ 4,000,000	\$ 22,625,000	\$ 48,300,000	\$ 70,925,000
Facility Rehabilitation	\$ 8,285,000	\$ 8,725,000	\$ 8,225,000	\$ 9,275,000	\$ 10,000,000	\$ 44,510,000	\$ 1,125,000	\$ 45,635,000
Site Improvements	\$ 14,690,000	\$ 15,150,000	\$ 13,750,000	\$ 13,275,000	\$ 12,500,000	\$ 69,365,000	\$ 8,290,000	\$ 77,655,000
Technology, Vehicles & Equipment	\$ 3,850,000	\$ 3,650,000	\$ 3,750,000	\$ 3,750,000	\$ 3,500,000	\$ 18,500,000	\$ -	\$ 18,500,000
Total Uses	\$ 32,500,000	\$ 32,500,000	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ 155,000,000	\$ 57,715,000	\$ 212,715,000

*Committed outside funding as of fall 2013, additional commitments are expected.

** Includes funding from Parking Garage Lease and Harbor Bond applied to 2014-2018 projects.

Capital Improvements

2014-2018 Capital Project Highlights

Below is a highlight of some of the current Park District capital projects. Additional information on upcoming capital priorities can be found in the Capital Improvement Plan.

Maggie Daley 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 sections of the park are expected to be open to the public in 2014. The total project will be complete in 2015.

Left: A concept image of the new park development.

The 606 (Bloomingdale Trail and Park)



Consistent with the Logan Square Open Space Plan, the Chicago Park District will receive 13 acres of new parkland along the 2.65 mile Bloomingdale Park and Trail that provide new open space and future access to the elevated multi-use trail. Access parks will be located at Julia De Burgos Park (Albany Ave. and Whipple St.), Park 567 (Milwaukee Ave. and Leavitt St.), Churchill Field Park (1825 N. Damen Ave.), and Park 512 – Walsh Park Expansion (1800 N. Ashland St.).

The elevated park and trail started construction in 2013. The park is expected to be open to the public in fall 2014.

Left (top): An evening rendering of The 606 near Humboldt Boulevard.

Capital Improvements

Chicago River Boat Houses



Two new boat houses at Clark Park and Ping Tom Park along the Chicago River opened in 2013. Funded through public and private investment, the new boat houses increase recreational opportunities in the Chicago River by providing community rooms, fitness rooms, restrooms, and storage. Each site also provides new and direct public access to the Chicago River. Two additional boat houses are planned at Park 571 (28th St. and Eleanor St.) and River Park (2014 expected).

Left (top): The new boat house at Clark Park has an indoor fitness and training center.



Left (bottom): The Ping Tom Boat House provides new public access to the Chicago River.

New Community Centers



In the 2014-2018 Plan, the District will continue to seek partnerships to provide new recreational centers in our neighborhoods. Under construction, a new gymnastics center at Park 560 is funded through a partnership with the Jesse White Foundation. The Plan also includes a new gymnastics center and ice rink in the Morgan Park Community.

Left: The new community and gymnastics center at Park 560 is planned to open in fall 2014.

Capital Improvements

Calumet Area Planning and Development



The Park District has acquired or leased over 650 acres of the Millennium Reserve since 2011. In the next five years, the District will initiate planning and development efforts to activate these properties and open them to the public. The Calumet Area is primarily old industrial properties being reclaimed as park and open space. Development of these park sites will focus on habitat protection and creation, passive uses such as fishing and bird watching, and eco-recreation such as hiking, biking, and canoeing.

Left: Example images for the planning and development of the Calumet Area on the southeast side of Chicago.

Historic Building Restorations



Two-thirds of our capital dollars are dedicated to maintaining our existing assets including our historic field houses and auxiliary buildings. These facilities are anchors in our neighborhoods providing recreational, social, educational, and community opportunities. Over \$15 Million is dedicated to historic renovations planned for completion in 2014. Funding partnerships with the State of Illinois and City of Chicago make many of these projects possible.

Left: The historic 1906 South Shore Cultural Center improvements include promenade restoration, interior rehab, and electrical upgrades.

Chicago Plays! Program



The Chicago Plays! playground equipment replacement program is a new major initiative in the Park District Capital Plan. The District plans to renovate 300 of our oldest playgrounds in the next five years. Partnering with Friends of the Parks, fifty (50) playgrounds are on schedule to be complete in 2013. At least another fifty (50) sites are planned for 2014. With 300 locations District-Wide, the Chicago Plays! Program will impact every neighborhood in Chicago.

Left: A 2013 Chicago Plays! renovation at Harding Park.

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 \$1,284 million or 74% below the \$1,728 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 \$359 million in capacity under this limit. At the end of 2012, the District had approximately \$871 million of outstanding long-term debt which is 5.0% lower than the previous year.

<i>Bond Rating of the District</i>	
Fitch	AA
Moody’s	A1
Standard & Poor’s	AA+

General Obligation Bonds

Current outstanding debt portfolio (in thousands)

Calendar Year	Principal	Interest	Total
2014	40,475	40,146	80,621
2015	47,530	39,394	86,924
2016	47,680	37,297	84,977
2017	42,310	35,160	77,470
2018	39,780	33,246	73,026
2019-2023	208,540	136,580	345,120
2024-2028	195,245	86,426	281,671
2029-2033	127,960	45,221	173,181
2034-2038	95,890	17,794	113,684
2039-2043	20,255	1,080	21,335
Totals	865,665	472,344	1,338,009

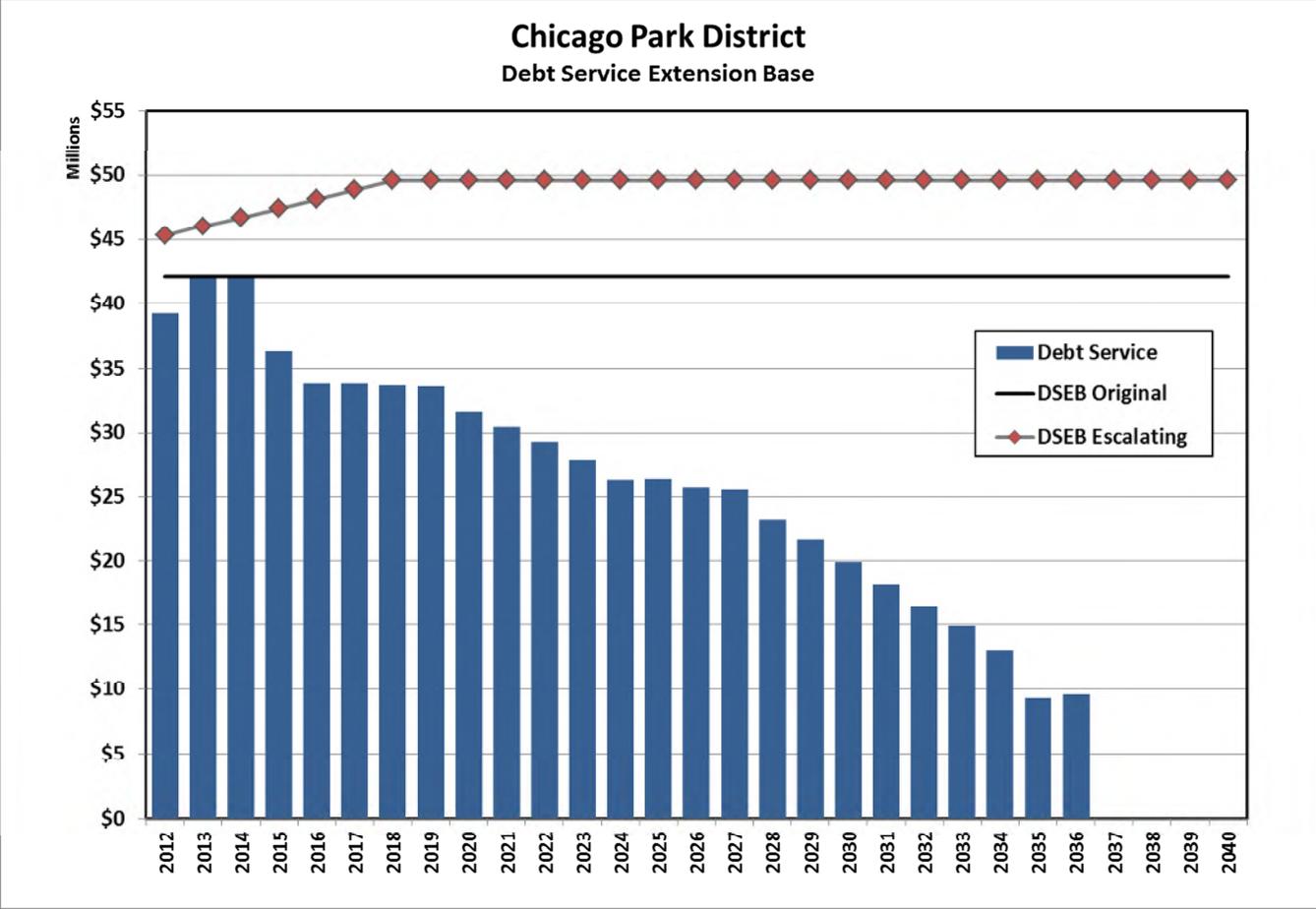
Note: A portion of the District’s debt portfolio is supported by alternate revenue sources (PPRT, Harbor Facilities and Special Recreation).

Under the Illinois Property Tax Extension Limitation Law beginning with the 2009 tax levy year, the District’s debt service 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 2012 levy year is 3.0% (\$45,293,162).

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

Debt Administration

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.



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.

The seal of the Chicago Park District is a circular emblem. It features a central tree with a stylized canopy, set against a background of a city skyline with several buildings. The tree is flanked by two smaller trees. Below the tree is a wavy line representing water. The entire scene is enclosed within a circular border. The text "CHICAGO PARK DISTRICT" is written along the top inner edge of the border, and "ORGANIZED 1934" is written along the bottom inner edge. The seal is rendered in a light green and yellow color scheme.

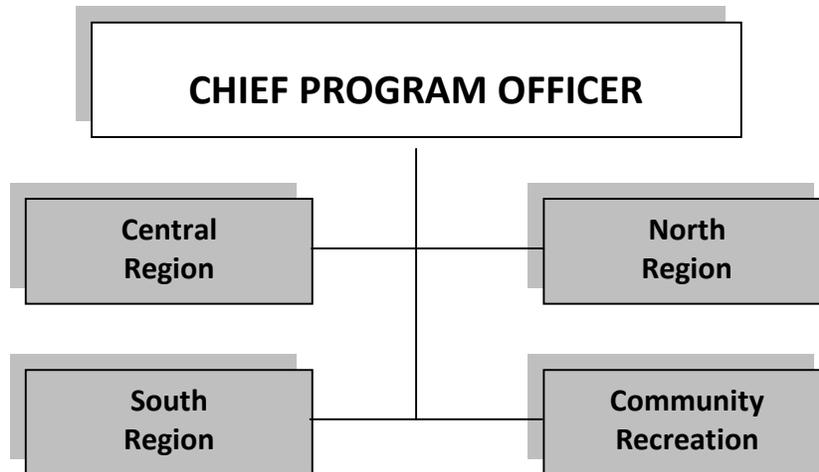
2014 BUDGET SUMMARY

**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.

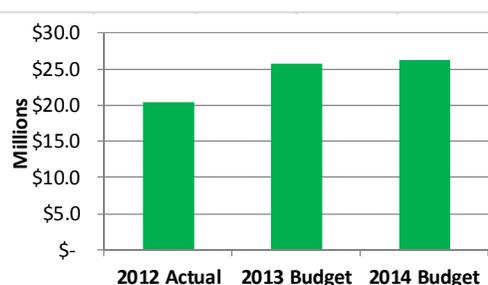


DEPARTMENT BUDGETS				
Department Name	2012 Actual	2013 Budget	2014 Budget	% Change
Community Recreation - Admin	\$ 1,014,272	\$ 630,675	\$ 438,765	-30.4%
Central Region	\$ 20,366,675	\$ 25,793,540	\$ 26,177,562	1.5%
North Region	\$ 22,820,994	\$ 27,169,575	\$ 27,003,731	-0.6%
South Region	\$ 22,227,501	\$ 27,083,127	\$ 27,199,674	0.4%
Community Recreation - Aquatics	\$ 9,779,697	\$ 6,423,692	\$ 5,283,551	-17.7%
Community Recreation - Athletics	\$ 2,532,290	\$ 963,838	\$ 1,202,565	24.8%
Community Recreation - Gymnastics	\$ 1,060,373	\$ 357,584	\$ 444,608	24.3%
Community Recreation - Special Recreation	\$ 1,524,920	\$ 1,983,640	\$ 2,131,212	7.4%
Community Recreation - Sports 37	\$ 2,027,676	\$ 2,093,307	\$ 2,027,850	-3.1%
Community Recreation - Wellness	\$ 250,424	\$ 2,708,842	\$ 3,537,672	0.0%
Community Recreation - CAN	\$ 4,587,725	\$ 2,809,447	\$ -	-100.0%
Total - Park Admin & Programming	\$ 88,192,547	\$ 98,017,268	\$ 95,447,190	-2.6%

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, Back of the Yards, Little Village, 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 two of the District's Cultural Centers at Austin Town Hall and Douglas Park. In keeping with the District's energy conservation mission, Humboldt Park houses a solar panel and wind powered turbine filtration system to aide in lagoon maintenance. 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. Traubert grants also funded regulation sized fields at Harrison, Mandrake, Davis Square and Altgeld. 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 programing at Chicago Women's Park and Gardens and the former Stearns Quarry Park, now Palmisano Park in Bridgeport. The region soon will host a grand opening for a much needed new field house at Ping Tom Memorial Park in China Town. Also, new in the loop area is a major renovation in Grant Park with a newly redesigned field house and park area to be named in honor of Chicago's former First Lady, Maggie Daley. In an effort to continue enhancing community resources and programming, the Central Region plans to add staffing and programs at Mandrake Park and the Jesse White Gymnastics Center. The Stanton Park pool building underwent a facelift, adding a new club room to service the near north patrons. The Central Region is also responsible for maintenance and upkeep of parks and playgrounds along Chicago's near south and near north lakefront communities and the City's shoreline from North Avenue south to 51st Street, including a Beach House at 41st and a new harbor facility at 31st, both along Lake Shore Drive, and a new boat house and river service along the shores of Ping Tom Memorial Park. Also included in this region, is the Museum Campus, Buckingham Fountain, the Garfield Park Conservatory, and Soldier Field.

Department Expenditures			
Account	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 19,191,522	\$ 24,602,873	\$ 24,962,920
Materials & Supplies	\$ 461,663	\$ 488,492	\$ 507,793
Small Tools & Equipment	\$ -	\$ -	\$ -
Contractual Services	\$ 580,256	\$ 651,729	\$ 661,673
Program Expense	\$ 133,234	\$ 50,446	\$ 45,176
Total	\$ 20,366,675	\$ 25,793,540	\$ 26,177,562
Personnel FTE	559.2	565.2	560.1



2013 Accomplishments

- Enhanced and increased Early Childhood programming; increased summer tots camps from 11 park locations in 2012 to 15 park locations in 2013.
- Expanded Focus on Family events; added 5 family focused events to increase to 115 special events focused on bringing families into the park.

Central Region

- Enhanced girls programming; continued 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.
- Expanded Teen/Tween Participation region-wide; introduced a new teen initiative Push Kart Derby at 14 teen camps across the region as part of the Extreme Summer. Nearly 200 teens from 14 parks worked as a team to engineer and construct go-karts that were judged on creativity, function and their use of recyclable materials.
- Increased sponsor supported programming; added 5 programs/activities. The Central Region developed a partnership with Martin's International who provided 5 new community based concerts in parks during the summer. We also partnered with the Wade World Foundation free back-to-school initiative, targeting at-risk youth. Our joint venture hosted a teen concert and circus performance from Midnight Circus at Douglas Park where nearly 7,000 teens enjoyed a free concert by *Mindless Behavior*.

2014 Goals

- Continue to grow and enhance the quality of our early childhood programming at parks throughout the region thru accreditation, trainings and certifications. In 2014, we would like to increase our locations offering early childhood programming by 40%.
- Offer additional social interaction teen programs and increase teen participation in our parks by 20%. We will also continue to grow our Teen Leadership Programs by hosting at least one teen summit in each of our six areas and one regional teen summit in 2014.
- Expand on the Focus of the Family initiative by continuing to grow the Night Out in the Park initiative, to service more patrons at more locations throughout the heart of the city. We will do this by continuing to partner with community driven groups that focus on free family events; such as the Westside Music Festival.
- Leverage program partners such as Project Syncere engineering initiative for teens at Kennicott Park, the Kids Science Lab at Woman's Park and Garden and to offer a higher quality of programming in our parks such as the Wade World Foundation free back-to-school initiative.

Central Region

Performance Data

	2014 Target # Registrants	2013 Actual to date	2013 Target	% to Target 2013	% Change from 2012	2012 #	% Change	2011 #
All Instructional Programming								
Central	61,206	53,240	58,291	91%	-1%	53,987	31%	41,249

By Session

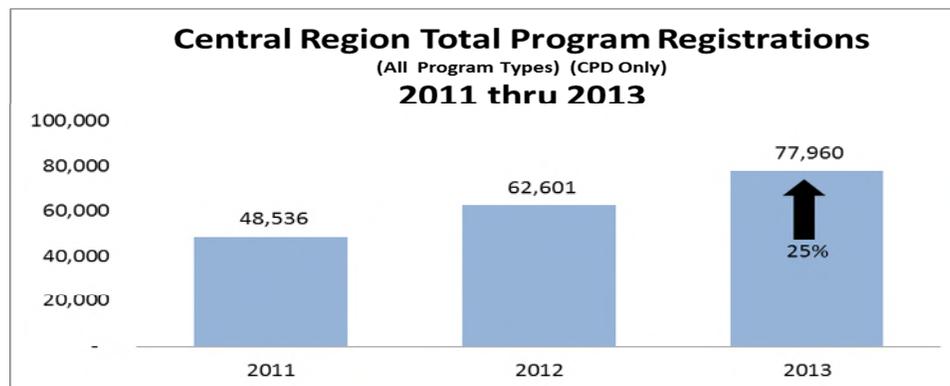
Winter	15,165	13,642	14,443	94%	48%	9,241	-29%	12,964
Spring	13,573	14,617	12,927	113%	21%	12,076	-4%	12,587
Summer	15,841	16,270	15,087	108%	-3%	16,740	83%	9,126
Fall	16,626	8,711	15,834	55%	-45%	15,930	142%	6,572

By Area

1	9,891	9,152	9,420	97%	15%	7,992	60%	5,009
2	8,445	6,161	8,043	77%	-38%	9,976	51%	6,605
3	16,317	14,985	15,540	96%	57%	9,573	-1%	9,660
4	7,816	6,742	7,444	91%	-13%	7,749	56%	4,977
5	8,616	7,900	8,206	96%	11%	7,127	0%	7,130
6	10,120	8,300	9,638	86%	-28%	11,572	47%	7,868

By Program (Including CPD Leagues/Open)

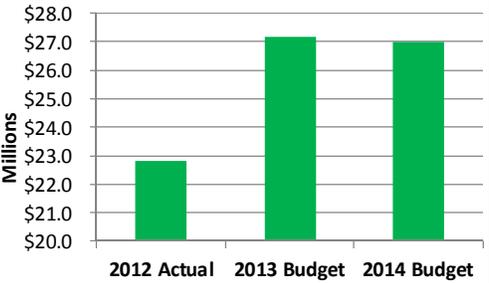
DayCamp	4,653	5,097	4,431	115%	0%	5,086	21%	4,205
Basketball	11,929	8,103	11,361	71%	21%	6,673	120%	3,035
Soccer	3,296	3,066	3,139	98%	-7%	3,288	224%	1,015
Floor Hockey	666	312	634	49%	-15%	369	66%	222
Park Kids	4,432	2,957	4,221	70%	-10%	3,271	-7%	3,518



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 13 Terrors at Theatre On the Lake to Dinner with Santa there's something to keep everyone engaged in every season. 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, six boxing centers, seven special recreation locations, numerous artificial soccer fields, over 200 baseball fields, two Wellness Centers, fitness centers, the District's only dirt bike park - known as "The Garden" which is located at Clark Park along with two newly constructed boat houses at Clark Park and River Park along the north branch of the Chicago River. The North Region is also home of the Park District's only indoor tennis & ice skating facility at McFetridge Sports Center and the famous Ballpark at Devon & Kedzie. 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, Cultural Centers at Indian Boundary, Berger and Lincoln Park. The North Park Village Nature Center [with Wi-Fi connectivity], Theatre on the Lake, the Lincoln Park Zoo, Lincoln Park Conservatory, the Peggy Notebart Nature Center, the Chicago History Museum and a number of nature areas located throughout the north side provide recreational (both active and passive) opportunities for all of the citizens of Chicago. For golf enthusiasts you 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 also in the North Region, including the Waveland Clock Tower, Edison Park and landscape design from Alfred Caldwell can be found at Riis Park.

Department Expenditures			
Account	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 21,233,348	\$ 25,125,036	\$ 25,600,426
Materials & Supplies	\$ 716,409	\$ 792,019	\$ 757,505
Small Tools & Equipment	\$ -	\$ -	\$ -
Contractual Services	\$ 783,128	\$ 1,186,347	\$ 581,846
Program Expense	\$ 88,109	\$ 66,173	\$ 63,954
Total	\$ 22,820,994	\$ 27,169,575	\$ 27,003,731
Personnel FTE	557.2	561.5	564.0



2013 Accomplishments

- Loyola Park Special Recreation Softball team received Statewide acclaim by being the only team from Illinois invited to participate in the National Softball Tournament held in New Jersey where they finished in third place in the tournament which was held in August.
- The North Region held its Third Annual March Madness Basketball Tournament in 2013. 24 Parks throughout the Region participated with a total of 305 teens playing games at Brands, Haas, and Warren Parks.
- This summer the Third Annual Summer Kickball Classic was held at Warren Park. This year the number of teams and participants doubled to 22 teams and over 330 participants from Park locations throughout the North Region.

North Region

- Junior Bears Youth Football Program was added at Chopin Park. Bringing the North Region total to six Park locations in one of the more famous Park District programs. 2013 also saw the return of the Boxing Center at Portage Park which has had a long and storied past in the annals of the Chicago Park District Boxing Program.
- Chicago's Midnight Circus was back with all new shows under their little Big Top Tent for the expanded 2013 Circus in the Parks Tour as part of the Park District's Night Out in the Park Program. This one-of-a-kind family friendly event has amazed and delighted thousands of Chicagoans. All of the proceeds earned are going toward the improvements of local park facilities. So far more than \$200,000 has been raised. In 2013 Welles, Holstein, Independence, Hamlin, Margate and Chase Parks are performance sites in the North Region.

2014 Goals

- Continue to engage our teenagers by providing a variety of athletic & cultural activities, including community, civic outreach programs and higher education opportunities. Host our annual Summer Teen Beach Bash; Thursday/Friday Night "March Madness" Traveling Teen Basketball League; Offer Teens Volunteer Opportunities [earning service learning hours]; Utilize our diverse local Colleges and Universities that reside or near the North Region to expose educational/sporting opportunities in a college setting; 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. We currently have thirty-nine individuals who have received certification in one or more of the following sports; Soccer Coaching-Floor Hockey- Flag Football-Basketball-Volleyball.
- Solicit, develop and Implement New and returning Partnership opportunities to provide additional resources for a greater menu of diverse activities to improve the quality of life of patrons in the North region.

North Region

Performance Data

	2014 Target # Registrants	2013 Actual to date	2013 Target	% to Target 2013	% Change from 2012	2012 #	% Change	2011 #
All Instructional Programming								
North	99,988	93,152	95,227	98%	1%	92,106	51%	60,834

By Session

Winter	25,814	24,709	24,585	101%	22%	20,310	28%	15,866
Spring	24,299	26,614	23,142	115%	24%	21,504	35%	15,961
Summer	22,713	23,407	21,631	108%	9%	21,425	45%	14,787
Fall	27,162	18,422	25,869	71%	-36%	28,867	103%	14,220

By Area

1	21,748	20,939	20,712	101%	4%	20,159	58%	12,799
2	14,469	13,629	13,780	99%	4%	13,132	91%	6,859
3	12,254	10,804	11,670	93%	1%	10,649	167%	3,990
4	21,320	21,776	20,305	107%	7%	20,376	6%	19,304
5	13,590	12,219	12,943	94%	-10%	13,623	28%	10,667
6	16,608	13,785	15,817	87%	-3%	14,167	96%	7,215

By Program (Including CPD Leagues/Open)

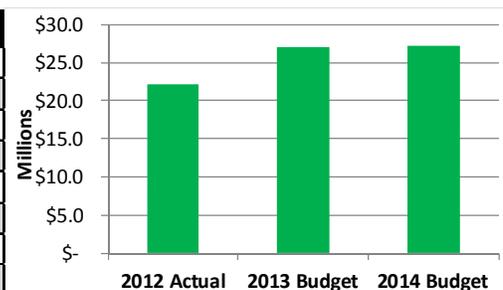
DayCamp	7,757	7,612	7,388	103%	-1%	7,714	15%	6,713
Park Kids	2,281	1,739	2,172	80%	0%	1,734	0%	1,733
Floor Hockey/SS	1,793	1,292	1,708	76%	13%	1,148	-3%	1,183
Basketball/SS	14,053	9,006	13,384	67%	32%	6,845	67%	4,103
Soccer/SS	7,568	6,749	7,208	94%	7%	6,318	41%	4,478



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.

Department Expenditures			
Account	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 20,986,570	\$ 25,735,352	\$ 25,852,779
Materials & Supplies	\$ 528,866	\$ 543,841	\$ 536,697
Small Tools & Equipment	\$ -	\$ -	\$ -
Contractual Services	\$ 528,489	\$ 576,103	\$ 588,773
Program Expense	\$ 183,576	\$ 227,831	\$ 221,425
Total	\$ 22,227,501	\$ 27,083,127	\$ 27,199,674
Personnel FTE	597.3	590.0	574.8



2013 Accomplishments

- Created a teen program during Windy City Hoops games at 4 South Region parks, in which teens were given a safe place to hang out during and after games.
- Hosted the first ever Circus in the Park in the Englewood and Greater Grand Crossing communities. The Circus was enjoyed by over 500 families, at both Ogden and Grand Crossing Park.
- 81 Parks in the South Region hosted closing Daycamp ceremonies for parents of Daycampers at the end of the program.
- More than 1,200 youth enjoyed the re-vamped Summer Fun Fest held at South Shore Cultural Center.
- Re-vamped the Ashaki and Hispanic Heritage events and moved them to Saturdays to increase participation by more families and children.

2014 Goals

- Increase usage of the Bynum Island Adventure Recreation Course by bringing over 200 teens from our Teen Connection programs throughout the South Region.
- Add sibling programs to at least two parks in the South Region. This program will increase park participation as well as create a social environment for siblings and engage families in physical and recreational activities.
- Plan and implement a FUN DAY once a session at low performing parks (inflatables, face painting, crafts, class demonstrations/performance and light refreshments). The Fall, Winter & Spring Fun Day will give the community an opportunity to explore the park, engage in fun activities and enjoy a performance.

South Region

- Create a summer recreation/craft program at 6 playgrounds throughout the region.
- Implement staff rotation programs: Staff will rotate to different parks and teach specialty classes in which they are skilled. This will give communities a better choice of program options.
- Create new teen programs at the new ice rink in Wentworth Park. Wentworth Park will initiate a Teen Ice Hockey League in winter 2014.

Performance Data

	2014 Target # Registrants	2013 Actual to Date	2013 Target	% to Target 2013	% Change from 2012	2012 #	% Change	2011 #
All Instructional Programming								
South	69,617	60,986	66,302	92%	4%	58,894	8%	54,463

By Session

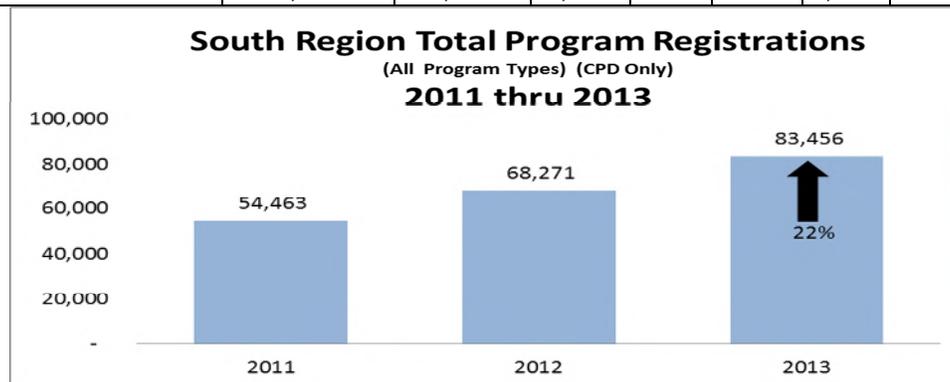
Winter	8,361	9,285	7,963	117%	6%	8,753	-42%	12,417
Spring	10,555	17,327	10,052	172%	32%	13,123	-8%	14,219
Summer	14,866	18,728	14,158	132%	5%	17,864	21%	14,082
Fall	12,124	15,646	11,547	135%	-18%	19,154	28%	13,745

By Area

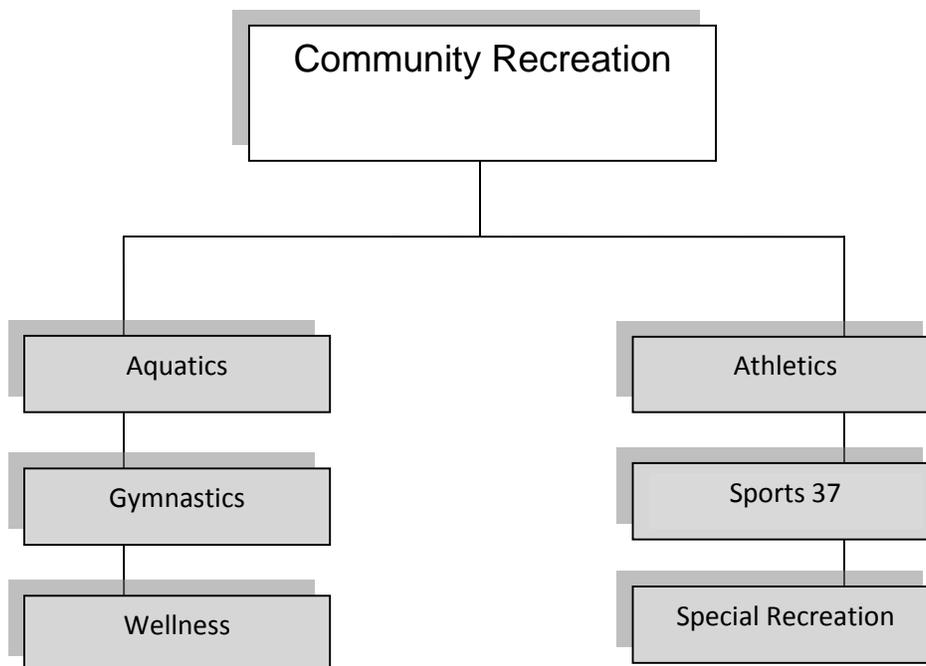
1	12,703	10,367	12,098	86%	-5%	10,916	8%	10,095
2	7,749	6,599	7,380	89%	30%	5,058	8%	4,677
3	9,772	9,226	9,307	99%	-3%	9,482	7%	8,796
4	14,958	15,789	14,246	111%	17%	13,478	8%	12,464
5	13,040	10,084	12,419	81%	-12%	11,476	8%	10,613
6	11,395	8,921	10,852	82%	5%	8,484	8%	7,818

By Program (Including CPD Leagues/Open)

DayCamp	6,030	5,942	5,743	103%	-7%	6,371	21%	5,022
Basketball	16,031	7,315	15,268	48%	26%	5,805	47%	3,071
Soccer	2,694	2,192	2,566	85%	-4%	2,295	10%	2,060
Floor Hockey	778	571	741	77%	-2%	584	-10%	643
Park Kids	2,747	2,334	2,616	89%	-3%	2,409	3%	2,339

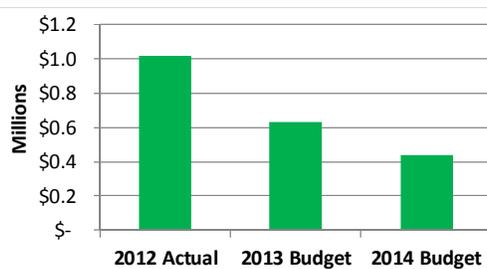


Community Recreation



Community Recreation focuses on the District’s core mission of providing high quality leisure services to Chicago residents and visitors. As detailed in the following pages, these divisions help support programs and events in the regions as well as offer specialized programming within the various disciplines.

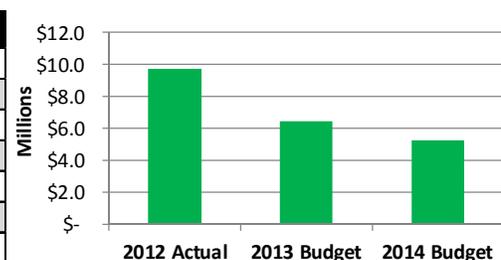
Department Expenditures - Community Recreation Administration			
Account	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 894,957	\$ 551,675	\$ 363,265
Materials & Supplies	\$ 9,300	\$ 9,000	\$ 2,500
Small Tools & Equipment	\$ 18,500	\$ -	\$ -
Contractual Services	\$ 46,663	\$ 21,000	\$ 18,000
Program Expense	\$ 44,852	\$ 49,000	\$ 55,000
Total	\$ 1,014,272	\$ 630,675	\$ 438,765
Personnel FTE	9.0	6.0	4.0



Community Recreation – Aquatics

The Chicago Park District is recognized as the leading provider for Learn to Swim lessons amongst public institutions in the United States. The Unit manages 1,150+ aquatics personnel, 49 outdoor seasonal swimming pools, 27 natatoriums, 26 miles of lakefront including 24 beaches, 1 inland beach, as well as, services 27 Chicago Public School aquatic facilities. The lifeguard service has been acknowledged by the American Red Cross as one of the leading providers of aquatics safety training and education in the Midwest. The Unit also implements trainings, educational workshops, provides certification opportunities and/or technical support to park field staff and Sports 37 Teen Apprenticeship participants who assist with aquatic programs and events. In addition, the 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 1,000+ 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 off-season, 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	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 9,487,499	\$ 6,103,492	\$ 4,967,451
Materials & Supplies	\$ 194,239	\$ 197,600	\$ 197,600
Contractual Services	\$ 61,340	\$ 82,600	\$ 78,500
Program Expense	\$ 36,620	\$ 40,000	\$ 40,000
Total	\$ 9,779,697	\$ 6,423,692	\$ 5,283,551
Personnel FTE	203.3	185.5	156.0



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

2013 Accomplishments

- Developed and implemented an action plan to improve communications between aquatics and park personnel. Since the plan was implemented there has been an immediate and positive increase in communications, operations and morale.
- 50% of our aquatics personnel instructing swim lessons have become certified as a Water Safety Instructor through the American Red Cross.
- Increased swim events participation by 23% totaling 25,903 participants.
- The Chicago Park District Water Polo Club qualified 6 teams to play in national tournaments including the Turbo National Championships, held in Indianapolis, Indiana. The 14 & under boys finished 8th in the nation and the 14 & under girls finished 7th in the nation respectively.

Community Recreation – Aquatics

2014 Goals

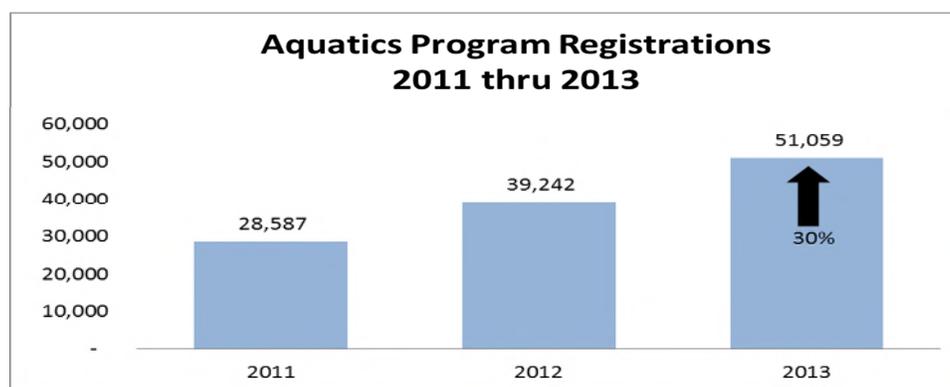
- Establish and implement age and skill appropriate instructor-to-participant ratios for Tiny Tots and Learn to Swim programs by January 2014. This will improve public safety and quality of service.
- Develop a pool rental fee schedule and rental application for select aquatics facilities by January 2014.
- Assist the departments of Communications and Information Technology with the build and design of an aquatics “pools” webpage by March 2014 that is content rich, easy to access, navigate and utilize.
- Assist park personnel with the facilitation process of piloting pool passes at select park locations for the 2014 spring session.
- Develop participant surveys for Tiny Tots and Learn to Swim instructional programs to be distributed, collected, results tabulated and evaluated per session beginning with the 2014 spring session. Data collected will help improve effectiveness of programs, identifying possible problems and opportunities for improvement.
- Develop and implement an aquatics media event, supported by the Communications Department, designed to increase public awareness to Learn-to-Swim programs by May 2014.
- Increase to 65% aquatics personnel instructing swim lessons, to become certified as a Water Safety Instructor through the American Red Cross by December 2014.

Performance Data

	2014 Target # Registrants	2013 Actual to Date	2013 Target	% to Target 2013	% Change from 2012	2012 #	% Change from 2011	2011 #
All Instructional Programming								
Aquatics	51,059	48,549	42,549	114%	24%	39,242	37%	28,587
Sailing	304	151	253	60%	21%	125	N/A	N/A

By Program

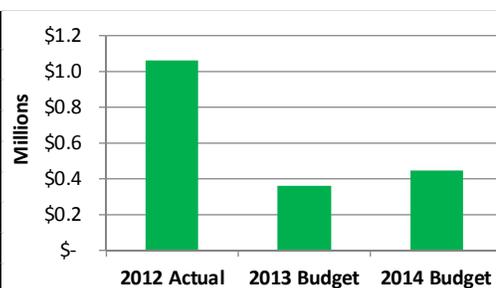
Learn to Swim	20,435	19,524	17,029	115%	29%	15,116	45%	10,411
Aquatic Exercise	17,136	17,782	14,280	125%	23%	14,485	18%	12,250
Team Sports	5,242	3,983	4,368	91%	26%	3,169	104%	1,552
Sailing	200	119	167	71%	10%	108	N/A	N/A
All Keel Boat Sailing	67	32	56	57%	60%	20	N/A	N/A



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	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 868,292	\$ 146,283	\$ 220,485
Materials & Supplies	\$ 13,098	\$ 16,145	\$ 26,759
Small Tools & Equipment	\$ 27,861	\$ 29,284	\$ 35,284
Contractual Services	\$ 48,094	\$ 72,700	\$ 71,300
Program Expense	\$ 103,027	\$ 93,173	\$ 90,779
Total	\$ 1,060,373	\$ 357,584	\$ 444,608
Personnel FTE	3.7	2.7	4.8



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

2013 Accomplishments

- Developed and implemented comprehensive program curricula for early childhood development programs.
- Developed and implemented assessment tools for individual progress and development for participants enrolled in early childhood programs.
- Increased number of Gymnastic Instructors from 4 to 10 that received the USA Gymnastics Development Teacher Certification, Jr. Olympic Development Coach Certification and/or equivalent certification approved by USA Gymnastics University Pre-Placement program.
- 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.

2014 Goals

- Develop equipment management system, to include inventory list and tracking spreadsheet, loan/return procedures and equipment release form by March 2014.
- Develop and implement comprehensive program curricula for youth development programs. Program curricula will contain gymnastics skills, small locomotor skill development, strength, flexibility and interactive cardiovascular exercises by May 2014.
- Develop and implement assessment tool for individual progress and development for participants enrolled in youth recreational programs by September 2014. Assessment tool will be used to maintain motivation and more effectively track progress.

Community Recreation – Gymnastics

- Select and implement a team tracking system for all USAG competitive athletes by December 2014. This tracking system will emphasize in breaking down the yearly training in periods of low, medium and high intensity. Also, it will track gymnastics skill progress, rate of success, and attendance of athletes in an age appropriate system.

Performance Data

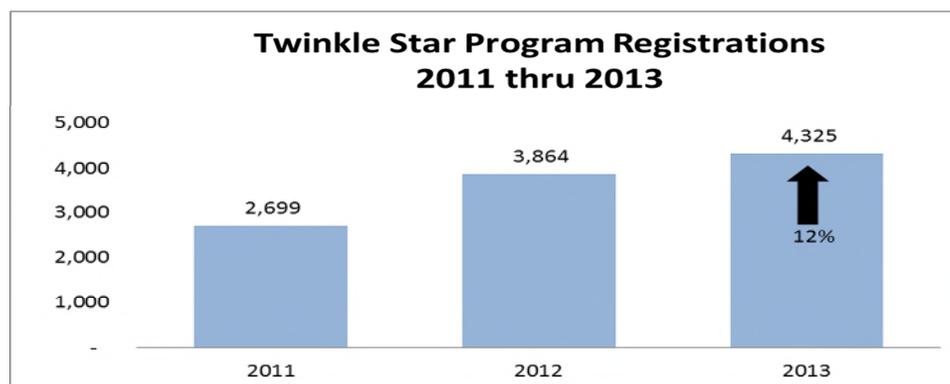
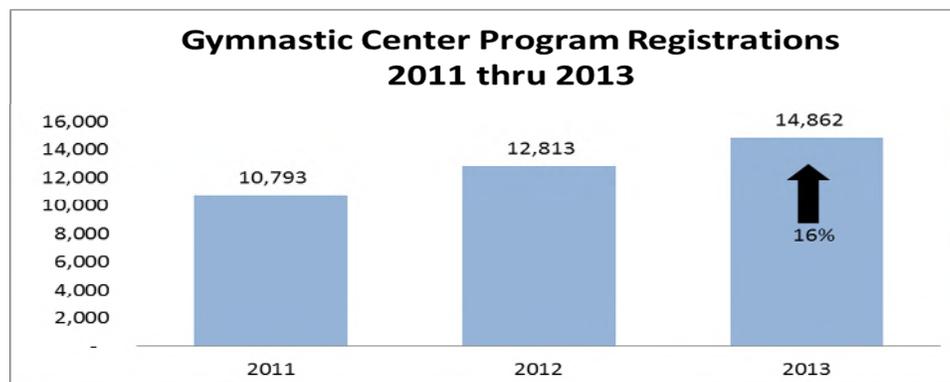
	2014 Target # Registrants	2013 Actual to Date	2013 Target	% to Target 2013	% Change from 2012	2012 #	% Change from 2011	2011 #
All Instructional Programming								
Gymnastics	14,862	13,828	13,511	102%	5%	12,813	19%	10,793

By Center

Peterson Park	5,865	5,564	5,332	104%	-10%	5,915	8%	5,462
Calumet Park	947	944	861	110%	-7%	921	28%	722
Avondale Park	750	706	682	104%	-17%	817	4%	786
Broadway Armory	2,954	2,660	2,685	99%	35%	1,988	12%	1,776
Shabbona Park	937	818	852	96%	-14%	992	20%	824
Harrison Park	1,716	1,523	1,560	98%	24%	1,260	12%	1,122
McKinley Park	1,253	1,201	1,139	105%	48%	770	662%	101
Garfield Park	440	412	400	103%	167%	150	N/A	-

By Program

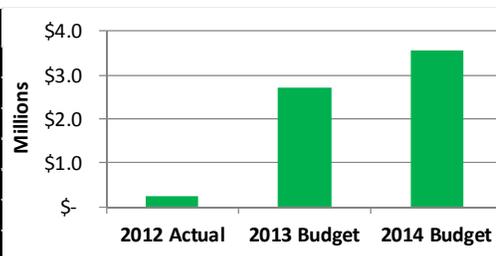
Twinkle Stars	4,325	4,187	3,932	106%	2%	3,864	43%	2,699
Mom, Dads & Tots Gymnastics	3,400	3,158	3,091	102%	42%	2,179	0%	2,184



Community Recreation – Wellness

The 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 70 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	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 101,482	\$ 508,617	\$ 1,268,111
Materials & Supplies	\$ 12,518	\$ 16,000	\$ 262,106
Contractual Services	\$ 135,793	\$ 2,184,225	\$ 2,007,455
Program Expense	\$ 630	\$ -	\$ -
Total	\$ 250,424	\$ 2,708,842	\$ 3,537,672
Personnel FTE	\$ 4	\$ 11	\$ 29



2013 Accomplishments

- Identified operational inefficiencies of existing fitness centers and recommended a sustainable restructure plan.
- Developed equipment management system which includes inventory list and tracking spreadsheet for fitness center equipment.
- Expanded Park Families Wellness Initiative program offerings, servicing 50+ park locations, impacting 28,000 patrons.

2014 Goals

- Increase the number of minutes of moderate to vigorous physical activity to 30 minutes per participant/per class in select early childhood programs at 40 park locations city-wide by January 2014.
- In collaboration with the Planning and Development Department and fitness equipment vendors, develop standard specifications for fitness centers, fitness studios and fitness multipurpose rooms to guide restructuring of existing fitness facilities and future projects by January 2014.
- Increase teen participation in fitness related activities by 10% through servicing Teen Club programs by December 2014.
- In collaboration with the Facilities Department, develop and implement an action plan to identify specific fitness equipment to be moved or removed from fitness facilities, consistent with the Fitness Center Restructure Plan by December 2014.
- Secure and successfully implement the U.S. Department After-School Snack Program within 25 select Park Kids programs by December 2014.

Community Recreation – Wellness

Performance Data

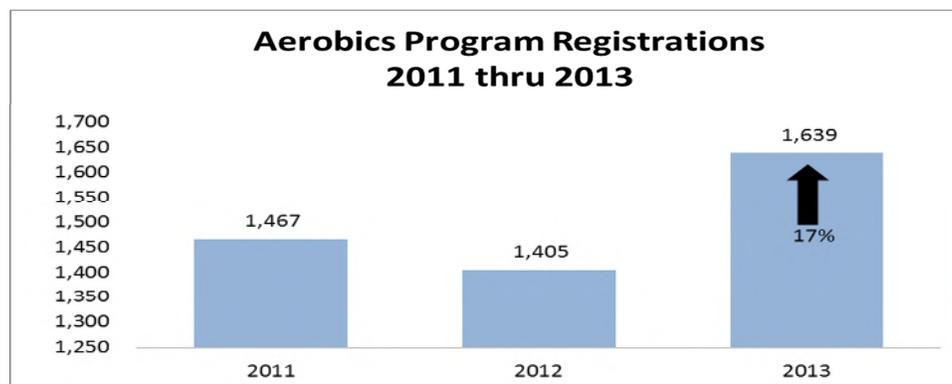
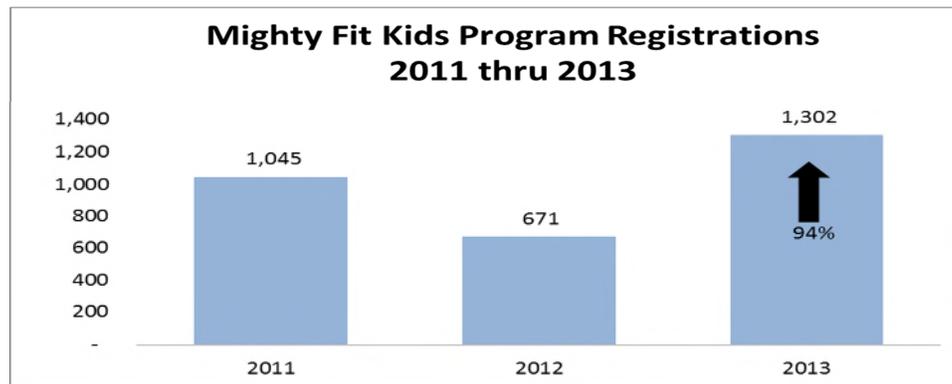
	2014 Target	2013 Actual to Date	% to Target	2013 Projection	% Change	2012 #	% Change	2011 #
Annual, Season & Monthly Fitness Passes	11,914	10,200	113%	11,567	-11%	13,034	45%	8,973

By Region

North	4,233	4,200	98%	4,110	-8%	4,449	46%	3,049
Central	2,946	1,500	191%	2,860	-9%	3,154	168%	1,179
South	4,735	4,500	102%	4,597	-15%	5,431	14%	4,745

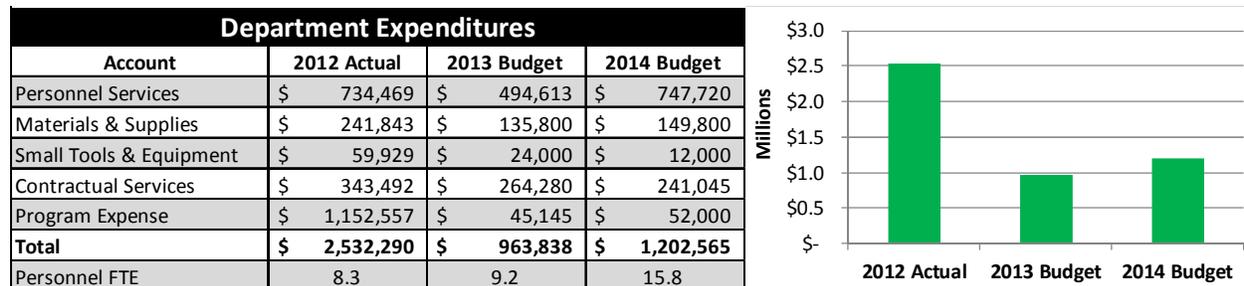
By Program

	2014 Target # Registrants	2013 Actual to Date	2013 Target	% to Target 2013	% Change from 2012	2012 #	% Change from 2011	2011 #
Mighty Fit Kids (Wellness)	1,302	886	1,289	69%	92%	671	-36%	1,045
Conditioning (All Types) (wellness)	1,944	1,392	1,925	72%	23%	1,569	79%	877
Aerobics (All Types)(Wellness)	1,639	1,308	1,623	81%	16%	1,405	-4%	1,467
Fitness Boot Camp (PFWI)	1,415	744	1,401	53%	380%	292	35%	216
Kickboxing	694	442	687	64%	263%	189	-46%	353
Mom, Pops, Tots Yoga (PFWI)	261	341	258	132%	617%	36	620%	5



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.



2013 Accomplishments

- Expanded Junior Bear Football program by adding teams at 2 park locations (Varsity at Fosco Park, Pee Wee at Eckhart Park).
- Implemented Windy City Hoops, a year round Friday and Saturday night basketball program for teens at 11 parks citywide.
- Produced 20 local boxing shows, including an exhibition at Daley Plaza, and the Citywide Boxing Championship at Curie Park.
- Partnered with USA Lacrosse and OWLS Lacrosse to train 60 instructors in Co Ed PE Lacrosse and provided start up equipment for 50 parks.
- Partnered with NIKE to offer 18 Nike Chi League Parks basketball clinics in the summer and fall.
- Partnered with the National Recreation and Park Association (NRPA) to implement Starting New at Golf (SNAG) Jack Nicklaus Learning League program at 8 parks.

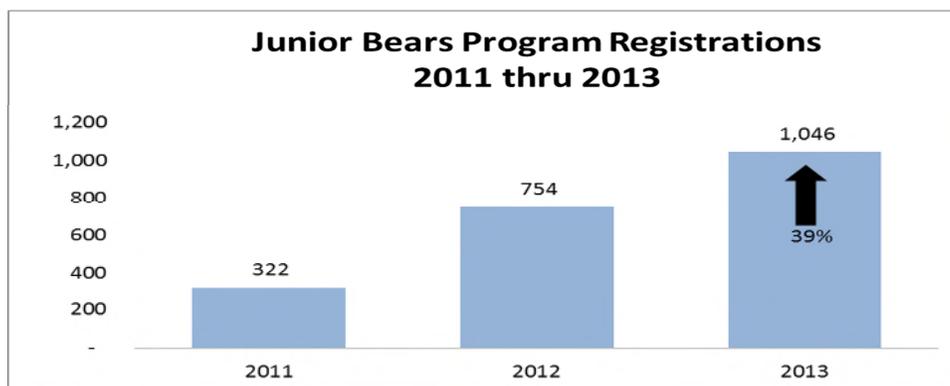
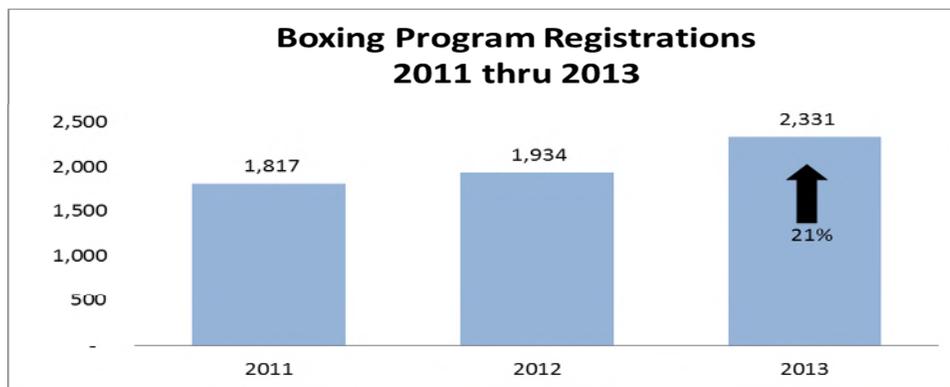
2014 Goals

- Increase participation in the Neighborhood Soccer League program during the spring and fall sessions.
- Certify boxing instructors as officials and judges through USA Boxing.
- In partnership with Sports 37, create a boxing apprenticeship and summer boxing camp.
- Increase participation in the 2014 Citywide Youth Baseball Classic tournament.
- Implement measurable outcome pilot with Chicago White Sox/Chicago Cubs Inner City Youth Baseball Program.
- Increase opportunities for youth to be introduced to the game of Tennis through collaboration with the United States Tennis Association (USTA), Sports 37, and other partner organizations.

Community Recreation – Athletics

Performance Data

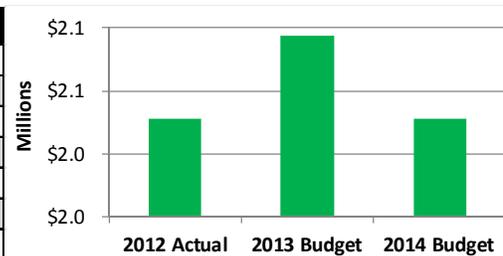
	2014 Target # Registrants	2013 Actual to Date	2013 Target	% to Target 2013	% Change from 2012	2012 #	% Change from 2011	2011 #
Junior Bear (Total)	1,046	951	1,046	91%	39%	754	134%	322
Boxing Program (four sessions)	2,331	2,263	2,621	86%	36%	1,934	6%	1,817
Inner City Youth Baseball	330	540	1,138	47%	308%	279	24%	225
White Sox RBI Baseball	300							
Girls Sports Initiative Basketball	88	100	165	61%	N/A	N/A	N/A	N/A
Windy City Hoops (four sessions)	2,640	2,052	1,634	126%	N/A	N/A	N/A	N/A
Chicago Bears Inner City Flag Football	176	34	141	24%	55%	91	N/A	N/A
Girls Sports Initiative Flag Football	88	71	208	34%	N/A	N/A	N/A	N/A
CPD Soccer Leagues (Spring/Fall)(Outdoor)	940	913	1,665	55%	N/A	701	N/A	898
Chicago Cubs Girls RBI Fast Pitch Softball (ALL)	152	98	30	327%	-82%	165	211%	53
Summer Teen Sports Leagues (Basketball/Soccer)	2,262	2,196	3,587	61%	58%	2,270	N/A	N/A



Community Recreation – Sports37

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 offer 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.

Department Expenditures			
Account	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 1,865,030	\$ 1,862,276	\$ 1,808,137
Materials & Supplies	\$ 81,914	\$ 132,506	\$ 131,213
Contractual Services	\$ 80,732	\$ 98,525	\$ 88,500
Program Expense		\$ -	
Total	\$ 2,027,676	\$ 2,093,307	\$ 2,027,850
Personnel FTE	71.8	59.0	60.5



2013 Accomplishments

- Partnered with the Special Recreation unit in spring 2013 and implemented 1 new apprenticeship at North Side Learning Center. The Sports37 unit prepared and hired 45 teens with disabilities to work as Recreation Leaders to serve in our day camp programs.
- Provided one week soccer, football and cheerleading camp that served 85 teens.
- Continued to work on re-vamping the District's Teen Leadership program.
- Partnered with Love To Serve Tennis Organization, who is funded through After School Matters, and hired 10 teens that assisted in the CPD tennis camps in summer 2013.
- Provided 522 seasonal Sports37 job opportunities for Apprentices in summer 2013.

2014 Goals

- Partner with Athletics to bring one Boxing Apprenticeship to the Englewood community, in order to create and implement a boxing camp for summer 2014.
- Continue to partner with Special Recreation to offer a 4th Special Recreation Apprenticeship in the Mt. Greenwood/Beverly area.
- Continue to partner with "Love to Serve" to create a Tennis team that will offer one week tennis camps to parks in summer 2014.

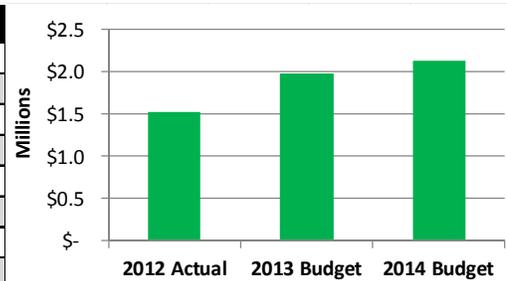
Performance Data

	2014 Target # Registrants	2013 Actual to Date	2013 Target	2012 #	% Change from 2011	2011 #
#Staff Hired from Apprenticeship Program	800	771	926	871	7%	814
#Registrations/Participation by Location-spring	1550	1635	1670	1580	N/A	N/A
#Registrations/Participation by Location-fall	1350	1300	1390	1390	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. The Special Recreation Unit's mission is to enhance the quality of life for children and adults with disabilities through offering a diverse range of recreational opportunities. The Special Recreation Unit's vision is to promote, foster and encourage physical and mental health through athletic skill development, recreation and social interactions for youth and adults with disabilities.

Department Expenditures			
Account	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 1,273,635	\$ 1,760,502	\$ 1,808,104
Materials & Supplies	\$ 74,527	\$ 69,349	\$ 74,900
Small Tools & Equipment	\$ 1,221	\$ 2,500	\$ 1,500
Contractual Services	\$ 147,224	\$ 136,657	\$ 227,300
Program Expense	\$ 28,313	\$ 14,631	\$ 19,408
Total	\$ 1,524,920	\$ 1,983,640	\$ 2,131,212
Personnel FTE	37.4	41.4	46.1



2013 Accomplishments

- The Alternative Athletic Conference program hosted a one day Volleyball tournament which included six teams. The program is for Youth at Risk in the Alternative Schools.
- Implemented the 3rd Annual Valor Games for injured and ill veterans. Increased enrollment by 25%.
- Established a fall/winter indoor Para Triathlon training program. The program is now a weekly class for all four sessions. Three sessions indoor at Fosco Park and the fourth session at 31st Street Harbor.
- Special Olympics Alpine Ski participation increased by 30%, also enhanced dry land training and try-out opportunities.
- Implemented violence prevention and education component at two Windy City Hoops locations.
- Increased Adult Deaf/Hard of Hearing Basketball teams from one to three. Started a league for the population.

2014 Goals

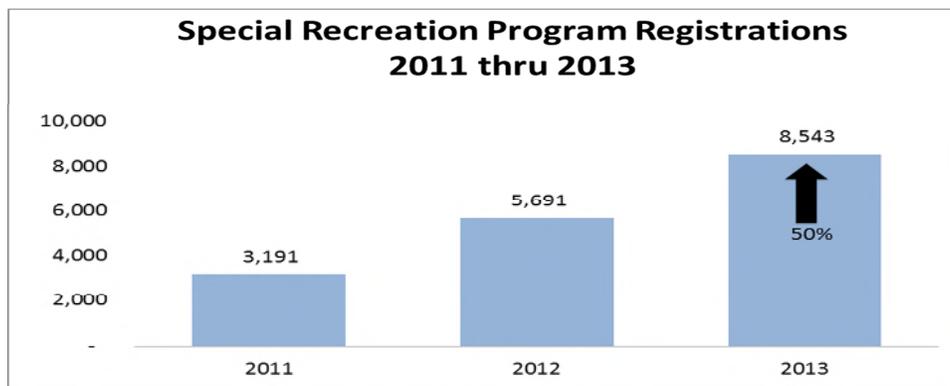
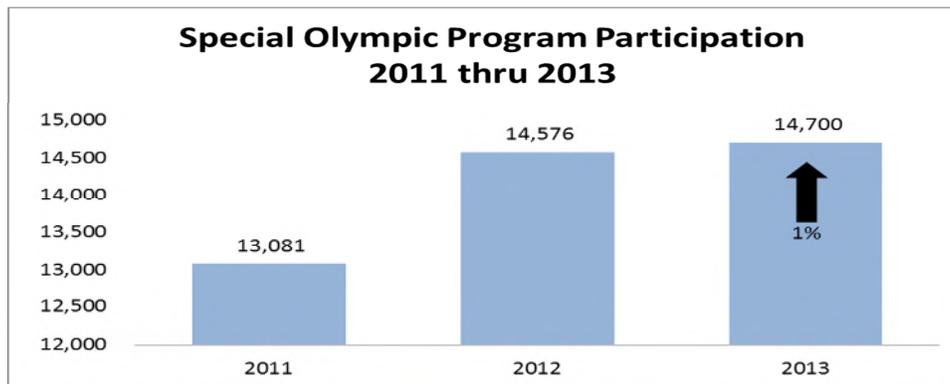
- Implement three new opportunities for Veterans, increase of 100%.
- Increase the Track and Field Competition for deaf/hard-of-hearing youth.
- Increase enrollment in Camp Sign summer camps.
- Host one Sled Hockey Tournament.
- Increase enrollment in Fitness and Adaptive Swim classes by 15%.
- Increase training opportunities for Special Recreation staff members, including, but not limited to adaptive sports and veteran opportunities.
- Increase training for Inclusion Aide employees.

Community Recreation – Special Recreation

- Increase enrollment within Special Olympics for three sports by 10%.
- Host the Junior National Wheelchair Softball Tournament in August 2014.
- Secure funding to host early childhood, adaptive, adventure and two other specialty camps.

Performance Data

	2014 Target # Registrants	2013 Actual to Date	2013 Target # Registrants	% to Target 2013	% Change from 2012	2012 #	% Change from 2011	2011 #
Special Olympics	14,700	12,214	14,000	87%	-16%	14,576	11%	13,081
Arts & Crafts (Special Rec)	279	266	355	75%	-17%	322	-4%	334
Bowling (Special Rec)	484	495	461	107%	-1%	501	11%	451
Day Camp (Special Rec)	576	549	457	120%	0%	551	5%	525
Learn to Swim (Special Rec)	316	257	301	85%	192%	88	76%	50



Operations

The departments within Operations maintain and provide support to 8,100+ acres of parkland and 585 parks. These departments include Facilities Management, Capital Construction, Planning and Development, Park Services – Security, Department of Natural Resources and Culture, Arts & Nature. 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.

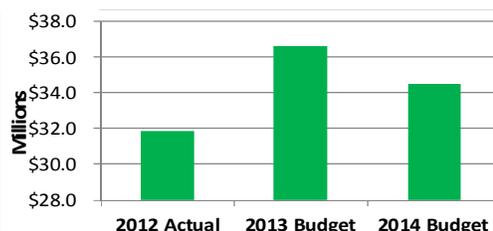


DEPARTMENT BUDGETS				
Department Name	2012 Actual	2013 Budget	2014 Budget	% Change
Facilities Management	\$ 31,875,397	\$ 36,638,954	\$ 34,517,414	-5.8%
Park Services - Security	\$ 4,964,553	\$ 2,363,908	\$ 7,927,003	235.3%
Capital Construction	\$ 133,208	\$ 1,335,114	\$ 1,195,800	-10.4%
Planning & Development	\$ 29,692	\$ 1,173,279	\$ 1,011,713	-13.8%
Natural Resources	\$ 32,334,525	\$ 32,472,084	\$ 29,985,722	-7.7%
Culture, Arts and Nature	\$ -	\$ -	\$ 3,315,730	
Green Initiatives	\$ 1,520,065	\$ 977,815	\$ 667,316	-31.8%
Legislative & Community Affairs	\$ 76,666	\$ -	\$ 360,930	
Total - Operations	\$ 70,934,106	\$ 74,961,154	\$ 78,981,629	5.4%

Facilities Management

The Department of Facility 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, facilities and equipment; maximizing the use of energy efficient technologies; improving responsiveness, productivity, and effectiveness in a fiscally responsible manner; and helping to reduce anticipated capital project expenses through the current maintenance workforce.

Department Expenditures			
Account	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 22,727,690	\$ 25,548,944	\$ 23,427,404
Materials & Supplies	\$ 1,785,152	\$ 2,138,332	\$ 2,137,032
Small Tools	\$ 189,103	\$ 207,500	\$ 207,500
Contractual Services	\$ 7,173,452	\$ 8,744,178	\$ 8,745,478
Total	\$ 31,875,397	\$ 36,638,954	\$ 34,517,414
Personnel FTE	274.0	276.4	283.3



2013 Accomplishments

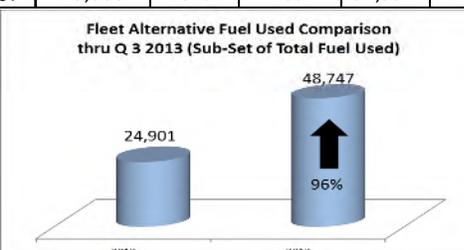
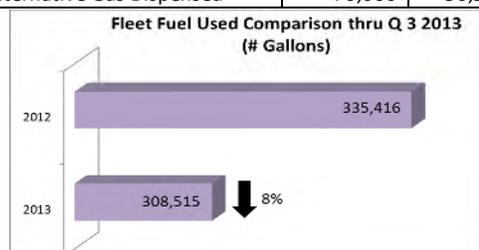
- Implemented new work order system
- Increased ability to measure individual trade production by work order
- Reduced fuel consumption by 7% in the first half of 2013 predominantly through the replacement of older vehicles with fuel efficient models.

2014 Goals

- Expand work order system implementation to handheld devices to increase efficiency.
- Increase Playground Maintenance Program through the use of the new work order system and designating playground repairs as a specific measure which will be tracked and reported.
- Continue with the vehicle replacement program by identifying vehicles more than 4 years old and replacing with newer more fuel efficient vehicles. Continue implementation of the 5-year vehicle replacement program.
- Convert current electrical exit signs at all parks to LED Exit signs thereby reducing energy cost and maintenance cost through longer life expectancy.

Performance Data

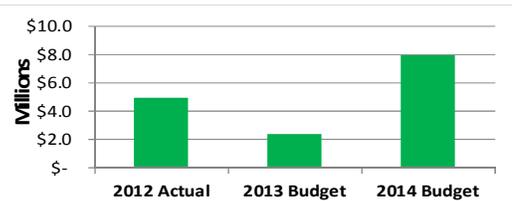
	2014 Target	2013 Actual to Date	2013 Target	% to Target 2013	% Change from 2012	2012 #	% Change from 2011	2011 #
*# WO's Complete	24,150	14,855	23,000	65%	-71%	51,321	35%	38,108
% Complete	90%	84%	90%	93%	-12%	95%	9%	87%
# Gallons of Regular Gas Dispensed	170,000	81,082	176,000	46%	-52%	169,455	-12%	191,586
# Gallons of Diesel Gas Dispensed	175,000	81,914	195,000	42%	-59%	201,984	-11%	225,790
# Gallons of Alternative Gas Dispensed	70,000	30,907	23,000	134%	-19%	37,992	138%	15,959



Park Services - Security

The 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	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 4,964,451	\$ 2,355,876	\$ 3,918,970
Materials & Supplies	\$ 102	\$ 8,033	\$ 8,033
Contractual Services	\$ -	\$ -	\$ 4,000,000
Total	\$ 4,964,553	\$ 2,363,908	\$ 7,927,003
Personnel FTE	47.3	47.3	82.0



Note: Effective with the 2014 Budget, all security personnel expenses are reflected under Park Services – Security rather than at the park level.

2013 Accomplishments

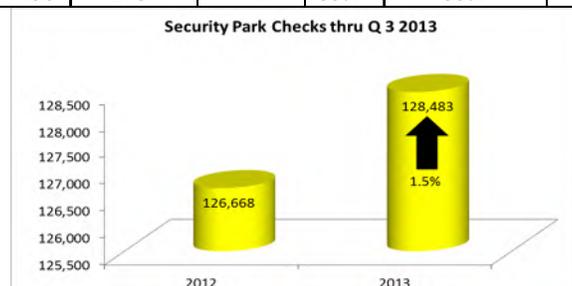
- GPS and emergency equipment installed on 24 vehicles
- Site audits were designed to ensure all facilities are properly secured and safe.
- Acted as the lead for the Chicago Park District on its involvement in the citywide Safe Passage program
- Provided security to new programs, such as Windy City Hoops and Night Out in the Parks, in support of the District’s stance that active parks are safe parks

2014 Goals

- Operation Impact collaboration with the Chicago Police Department which will provide extra police patrols in parks to help prevent crime and to boost enrollment in family-centered parks programming
- Continue to work toward greater technological coordination and real-time data sharing with the City of Chicago safety departments
- 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

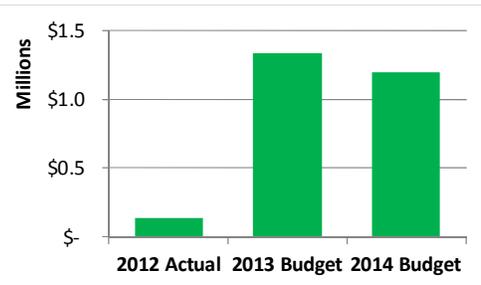
	2014 Target	2013 Actual to Date	2013 Target	% to Target 2013	% Change from 2012	2012 #	% Change from 2011	2011 #
# of Security Checks Total	175,000	86,804	176,400	49%	-49%	171,367	N/A	N/A
# Violations Issued	450	175	447	39%	-55%	386	N/A	N/A



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 the District’s 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 Rapid Response program, and for issuing District permits to outside contractors.

Department Expenditures			
Account	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 72,403	\$ 1,307,294	\$ 1,167,980
Materials & Supplies	\$ -	\$ 5,500	\$ 5,500
Small Tools & Equipment	\$ -	\$ 900	\$ 900
Contractual Services	\$ 881	\$ 21,420	\$ 21,420
Other	\$ 59,925	\$ -	\$ -
Total	\$ 133,208	\$ 1,335,114	\$ 1,195,800
Personnel FTE	15.0	15.0	15.0



2013 Accomplishments

- Implemented 2013 Capital Improvement Plan
- Finalized rollout of P6 system for project management
- Completed Phase 1 of Maggie Daley Park and started construction of final phase
- Completed Ping Tom and Clark Park Boathouses
- Completed 50 “Chicago Plays” playgrounds plus 11 scheduled playgrounds

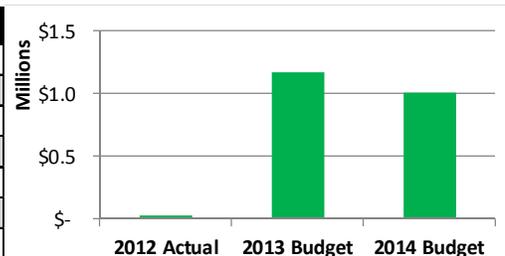
2014 Goals

- Develop tools to track and report non owner-directed construction change orders, owner-Directed construction schedule extensions, and damages for contractor non-performance.
- Complete River Park Boat House
- Open Maggie Daley Park
- Open Little Village Park
- Open Northerly Island 40 Acre Ecosystem Restoration

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	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 29,692	\$ 1,142,892	\$ 981,327
Materials & Supplies	\$ -	\$ 10,500	\$ 10,500
Small Tools & Equipment	\$ -	\$ 750	\$ 750
Contractual Services	\$ -	\$ 19,137	\$ 19,136
Total	\$ 29,692	\$ 1,173,279	\$ 1,011,713
Personnel FTE	11.0	14.0	14.5



2013 Accomplishments

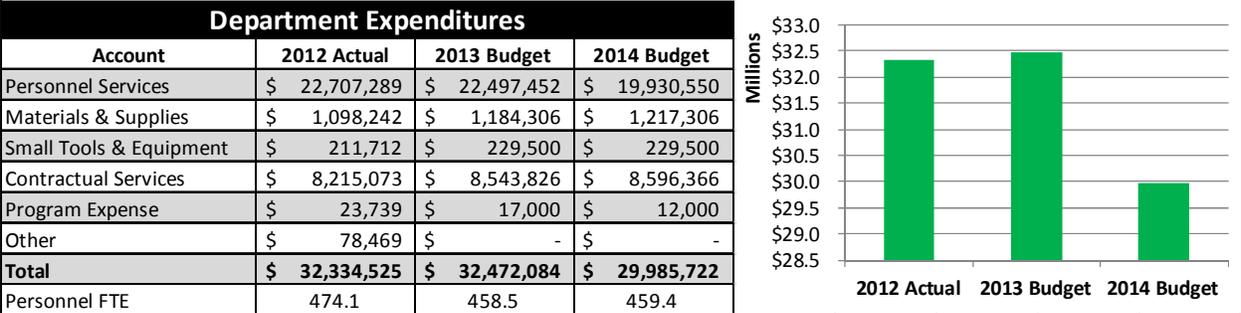
- Finalized rollout of APEX for CIP and park asset management
- Developed 2013 Capital Improvement Plan
- Acquired the Bloomingdale Trail
- Secured Council approval for over \$12.5 million in TIF/OSIF funds for park development
- Acquired approximately 96 acres of new park land

2014 Goals

- Expand use of SharePoint for workflow and interdepartmental communication
- Develop tools to track soft-costs as a percentage of hard costs for all projects, and for consistent assessment of E&O damages
- Finalize Roll out of Planning Activity database in APEX
- Digitize remaining real estate records for all CPD parks
- Acquire 150 acres of new park land

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.



2013 Accomplishments

- **Planting and Landscape:** Planted more than 1,900 trees in 65 parks; planted and maintained 500,000 annuals in 80 gardens; intensively rehabbed 7 soccer/football fields and 10 ball fields in 7 parks.
- **Landscape Operations:** Began preliminary roll-out of new computer software enabling more efficient landscape operations management.
- **Forestry:** Developed an Urban Tree Management plan which includes an aggressive Emerald Ash Borer (EAB) response program; removed more than 400 weed trees and an additional 145 EAB infested ash trees.
- **Nature Areas:** Installed 2 new interpretive signs; created a traveling photo exhibit of entries from 2012 photo contest; developed 12 additional natural area acres; completed 1 natural area management plan.
- **Art in the Parks:** Curated the highly successful exhibition of 60 publicly-accessible sculptures along the lakefront in Burnham, Grant and Lincoln Parks and initiated the transfer of the exhibition to the boulevards; initiated and oversaw the installation of the “Borders” sculpture installation in Solti Garden in Grant Park; in collaboration with the Mayor, formed the Chicago Park District Arts Committee to guide the development and implementation of a multi-year plan to bring the arts to Chicago’s neighborhoods; initiated “Art in the Parks” partnerships with artists, art groups, galleries and universities.
- **Conservatories:** Completed restoration of hail-damaged propagation house and Show House roofs at Garfield Park Conservatory (GPC); initiated new landscape plan for GPC entrance; completed master plans for Elizabeth Morse Genius Children’s Garden renovation and Play and Grow Garden at GPC; added 18 new events at GPC.
- **Waste Management:** Investigated alternative waste disposal technologies as possible options to improve CPD waste removal operations; in partnership with the Department of Green Initiatives, initiated a pilot program in 15 parks to develop improved recycling strategies.

Natural Resources

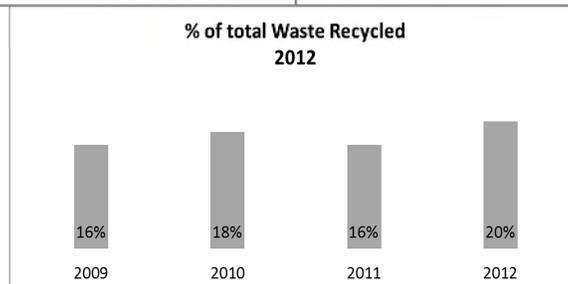
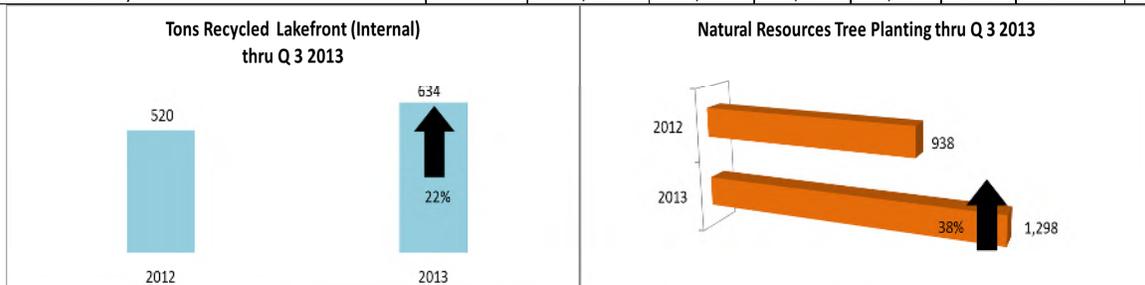
2014 Goals

- **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; continue to replace high-maintenance floral beds with sustainable shrubs and perennials; develop and implement an aggressive hot coal tree damage initiative to minimize coal-damage to trees.
- **Landscape Operations:** Maintain the number of ball field, in field 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 4 new interpretive signs; develop 5 additional acres of natural area; complete 9 additional management plans; conduct Burnham Wildlife Corridor volunteer tree planting event to install 125,000 trees.
- **Museum Partnerships:** Integrate CPD programming with museum and zoo partner programs.
- **Art in the Parks:** Increase engagement with artists throughout the parks; continue to initiate and implement new projects and programs to make art fun and accessible to the public.
- **Conservatories:** Restore hail-damaged Fern Room and Desert House roofs at Garfield Park Conservatory (GPC); re-open Show House with historic Jens Jensen design; install new entrance and parking lot landscape at GPC; expand Horticultural Hall event space at GPC; increase rental revenue at Lincoln Park Conservatory (LPC); renovate conifer garden at LPC; complete Museum Assessment Program through the American Alliance of Museums for collections management at both conservatories.
- **Trash removal:** Implement a detailed monitoring system with to better track both regular and recycling waste streams and maximize operational efficiencies.
- **Waste Management:** Initiate and implement new contracts for regular and recyclable waste management that include specific compensation for recyclables and a comprehensive reporting system for all waste handling and disposal; expand the recycling pilot program to more parks; increase the overall volume of recyclables by 5-10%; initiate a pilot program of in-ground waste containers; explore waste technology cost saving alternatives; initiate and implement new contracts for supply of improved trash receptacles and hot coal cans; assess the effectiveness of current waste management strategies and equipment and redirect resources accordingly.

Natural Resources

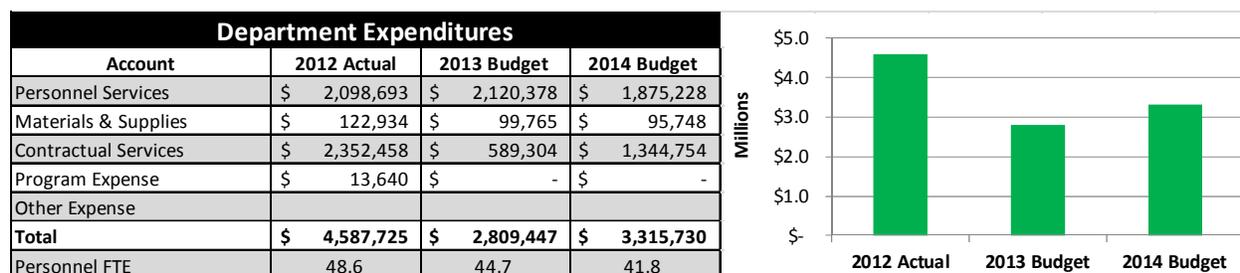
Performance Data

	2014 Target	2013 Actual to Date	2013 Target	% to Target 2013	% Change from 2012	2012 #	% Change from 2011	2011 #
Tree Planting & Forestry								
# Trees Planted	2,000	1,270	1,970	64%	-31%	1,849	-2%	1,883
# Acres Reforested	42	26	41	63%	-32%	38	-3%	39
# Trees Pruned (in-house)	10,000	7,116	9,500	75%	-31%	10,264	34%	7,659
# Trees Removed	1,500	1,070	1,500	71%	-37%	1,710	1%	1,692
# DBH Removals	18,500	11,927	18,720	64%	-38%	19,182	N/A	N/A
# Stumps Removed	1,000	630	900	70%	-38%	1,013	41%	716
Nature Areas								
# Acres added to Nature Areas	30	12	12	100%	1100%	1	-96%	24
# New Nature Areas Developed	1	2	2	100%	200%	0	N/A	0
# Native Herbaceous Plants Installed in Nature Areas	175,000	74,897	150,000	50%	-72%	267,718	53%	175,485
# Native Trees Installed in Nature Areas	40	44	60	73%	-19%	54	54%	35
# Native Shrubs Installed in Nature Areas	200	283	500	57%	118%	130	-33%	193
# Nature Areas Stewards	36	35	35	100%	9%	32	-9%	35
# Nature Areas Volunteers	2,400	1,664	2,300	72%	-8%	1,802	-21%	2,281
# Hours Worked by Nature Areas Volunteers	8,000	4,914	6,822	72%	-41%	8,391	17%	7,154
Landscape Operations, Conservatories & Floriculture								
# Acres Cleaned	1,300,000	846,154	1,300,000	65%	-3%	871,990	N/A	N/A
# Acres Mowed/Trimmed	165,000	104,906	165,000	64%	-33%	157,553	N/A	N/A
# Ballfields rehabbed	315	230	263	87%	-26%	311	21%	256
# turf fields & outfields seeded & aerated	233	214	314	68%	-8%	233	-27%	320
# major turf field renovations	75	50	63	79%	-33%	75	3%	73
# playground boxes receiving Fibar	150	129	145	89%	-14%	150	-2%	153
# plants propagated	11,000	6,452	10,236	63%	-43%	11,405	-41%	19,200
# new plant species acquired	100	80	90	89%	-52%	165	36%	121
# Landscape Log & 311 issues reported	750	429	650	66%	-48%	820	-2%	833
# Landscape Log & 311 issues resolved	675	315	585	54%	-55%	697	1%	687
% resolution of reported Landscape Log & 311 issues	90%	74%	90%	82%	-13%	85%	4%	82%
Trash Removal & Waste Recycling								
Amount Herbaceous Waste Recycled (Cubic Yards)	2,500	1,560	2,500	62%	-40%	2,580	23%	2,100
# Recycling Tonnage (in-house - Lakefront)	500	458	500	92%	-24%	599	100%	300
# Recycling Tonnage (contract)	1,800	1,075	1,800	60%	-39%	1,760	4%	1,688
% of Total Waste Recycled	28%	N/A	N/A	N/A	N/A	20%	25%	16%



Culture, Arts and Nature

Culture, Arts and Nature (CAN) provides quality culture, art and nature events and programs across the district. 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. The Arts and Culture Unit 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. The Nature Education Unit strives to cultivate environmental awareness and appreciation by offering a wide range of nature-based programs. 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.



2013 Accomplishments

- More than doubled the amount of arts and cultural offerings in parks to 750 in 2013 to enhance individual quality of life, neighborhood development and community dialogue. With a strong planning team across regions and departments, CPD branded “Night out in the Parks” program to reach over 100 new partners and communities. Highlights include Redmoon, Shakespeare and Midnight Circus.
- Developed a curricular scope for Chicago Park District Youth Arts Programming that aligns goals, values and priorities across age groups: 6-12 years (formerly Kraft Great Kids), 13-14 years (Arts XIII) and 15-18 years (TRACE, Teens Re-Imagining Art, Community and Environment). This arts and culture program model provides a pipeline of opportunity for youth interested in the arts.
- Development of Northerly Island as a hub for adventure recreation including expanding Family Camping, Fishing and Wilderness Camping. This program reaches over 2,000 participants annually. Nature Oasis programming continued to reach thousands of day campers citywide, providing children with unstructured nature play experiences in their neighborhood parks.
- Movies in the Parks partnered with 36 community organizations and two title sponsors to bring over 190 movies to neighborhood parks reaching more parks and communities than ever before.

2014 Goals

- Expand Night Out in the Parks to reach new audiences by integrating arts and culture into Chicago neighborhoods. Work with partners and programs to develop a thoughtful series that responds to community needs and Districts’ resources. Package programming for sponsorship and develop three year vision.
- Design and pilot Youth Arts Programming (YAP) as a new model for after school programming that will expand cultural experiences for Chicago youth and bring opportunities for arts-based creative play to children and families across the city.

Culture, Arts and Nature

- Secure funding for Nature Play in early childhood education across the District including Nature Play in Play Camp and in our special event “Toddlers, Tunes and Turtles” reaching over 2,200 participants.
- Become “the place” to implement cultural plan in communities. Provide additional cultural programs to neighborhoods by expanding partnership programs with Department of Cultural Affairs and Special Events to activate the city’s cultural plan.
- Expand the cultural center programming to include new locations and continue to count and capture all arts activities delivered by Arts and Culture Unit and the cultural centers.
- Open Community Kitchens to support the children and community gardening programs. Program reaches 8 surrounding parks housed at Gage and Broadway Armory parks. Kitchens can also be permitted out to partnering organizations and other groups in order to generate revenue.

Culture, Arts and Nature

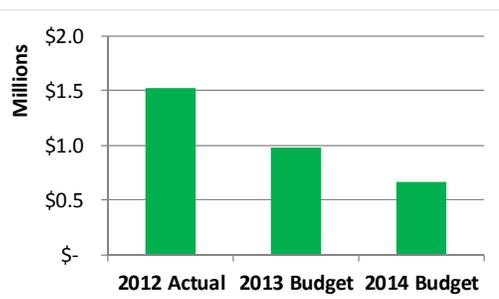
Performance Data

	2014 Target # Registrants	2013 Actual to Date	2013 Target	% to Target 2013	% Change from 2012	2012 #	% Change from 2011	2011 #	
SPECIAL EVENTS UNIT									
Performances in the Parks concerts	150	76	48	158%	-98%	70	100%	35	
Performances in the Parks attendance	22,000	11,332	13,630	83%	-100%	15,905	158%	6,155	
Movies in the Parks movies	190	98	170	58%	-100%	171	-1%	173	
Movies in the Parks attendance	45,000	22,295	44,000	51%	-100%	43,177	-6%	46,016	
Theater on the Lake performances	40	30	40	75%	-98%	40	0%	40	
Theater on the Lake attendance	6300	3,614	6,300	57%	-100%	6,257	14%	5,500	
Theater on the Lake pre/post-show programs	40	45	24	188%	N/A	N/A	N/A	N/A	
Grant Park Music Festival concerts	30	N/A	30	0%	N/A	N/A	N/A	N/A	
Grant Park Music Festival attendance	340,000	N/A	340,000	0%	N/A	N/A	N/A	N/A	
ARTS & CULTURE UNIT									
ACU programming at Cultural Centers & other parks	# of classes	185	118	159	74%	-98%	48	-30%	69
	# of events	71	67	62	108%	-98%	67	56%	43
	attendance/ participation	4,310	7,376	2,448	301%	N/A	N/A	N/A	N/A
Arts Partners	# of partners	35	30	32	94%	-97%	28	-3%	29
	# of program hrs	10,100	4,698	10,000	47%	-100%	9,988	16%	8,646
	attendance/ participation	8,200	6,465	7,500	86%	-100%	4,902	-61%	12,528
After-school arts	# of events/programs	129	116	76	153%	-99%	108	20%	90
	attendance/ participation	2,520	3,014	4,170	72%	-100%	500	-33%	750
	# contact hours	10,320	40,848	46,260	88%	N/A	N/A	N/A	N/A
Summer camp arts programs	# of programs	85	184	97	190%	-100%	473	617%	66
	attendance/ participation	3,540	4,137	5,720	72%	-100%	12,931	70%	7,620
	# of contact hours	18,720	9,164						
Teen arts	# of events	16	14	13	108%	-98%	56	24%	45
	attendance/ participation	23	49	796	6%	-100%	514	-38%	833
	# programs	796	974	23	4235%	N/A	N/A	N/A	N/A
	# contact hours	16,865	18,560	16,865	110%	N/A	N/A	N/A	N/A
Training	# of trainings offered	12	6	12	600%	50%	45	1400%	N/A
	# participants	255	125	255	12500%	49%	833	32500%	N/A
NATURE EDUCATION UNIT									
North Park Village Nature Center	# Field Trips	200	179	265	68%	-100%	265	33%	200
	Field Trip Attendance	10,000	8,192	1,000	819%	-100%	10,775	8%	10,000
	# Programs & Festivals	175	204	160	128%	-100%	335	34%	250
	Pgm & Fest Attendance	12,000	10,049	12,000	84%	-100%	15,216	52%	10,000
	# Volunteers	2,000	1,533	2,000	77%	-100%	460	-69%	1,500
	Volunteer Hours	10,000	4,377	10,000	44%	-100%	2,910	-42%	5,000
Northerly Island	# Field Trips	50	11	35	31%	N/A	31	1450%	2
	Field Trip Attendance	1,200	1,140	2,500	46%		2,385	854%	250
	# Programs & Festivals	16	70	75	93%	N/A	72	800%	8
	Pgm & Fest Attendance	1,500	5,717	6,500	88%		6,217	522%	1,000
Nature Oasis	# Family Pgms & Events	90	52	110	47%	-100%	163	4%	157
	Family Pgm/Ev Attend	8,000	10,950	8,000	137%		12,224	6%	11,542
	# Camping/Advent Rec	10		10			8		10
	Camp/Adv Rec Attend	500		300			186		268
Fishing	# Fishing Pgms/Events	200	167	180	93%	-99%	161	-41%	273
	Fish Pgm/Event Attend	10,000	11,099	10,000	111%		14,186	11%	12,800
Harvets Garden	# Garden Pgms/Events	150	111	190	58%	-100%	157	118%	72
	Garden Pgm/Ev Attend	2,000	1,285	2,000	64%		2,029	17%	1,735

Green Initiatives

The Office of Green Initiatives is responsible for ensuring that the Park District is operating sustainably. This is done in several ways; first by implementing sustainability policies or procedures across the agency, second by supporting other department’s efforts in “going green” and third by managing specific environmental projects or initiatives. Our core functions ensure environmental safety in parks, by making sure that new parks and our many older facilities are safe from environmental hazards and by protecting public health at beaches. We keep cost savings and efficiency in mind in all broader sustainability efforts, and look for ways that being green also saves money.

Department Expenditures			
Account	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 562,511	\$ 461,038	\$ 424,316
Materials & Supplies	\$ 14,817	\$ 200	\$ 150
Contractual Services	\$ 644,195	\$ 516,577	\$ 242,850
Program Expense	\$ 194,180	\$ -	\$ -
Other	\$ 104,362	\$ -	\$ -
Total	\$ 1,520,065	\$ 977,815	\$ 667,316
Personnel FTE	5.5	6.0	6.0



2013 Accomplishments

- Expanded predictive modeling for water quality to all 24 beaches, launched new interactive beaches website using responsive design, and completed design for stormwater mitigation to protect beach water quality at Rainbow Beach.
- Secured a grant from the US Forest Service for a phytoremediation and wetland restoration pilot project at Park 564 (Big Marsh)
- Maintained a safe environment for park staff and patrons throughout the Park District while completing approximately 120 abatement projects
- Increased recycling by an average of 25% at 15 pilot parks
- Organized river festival for the opening of the Ping Tom Park boathouse and secured \$4.1 million in federal funds for riverbank project at Horner Park

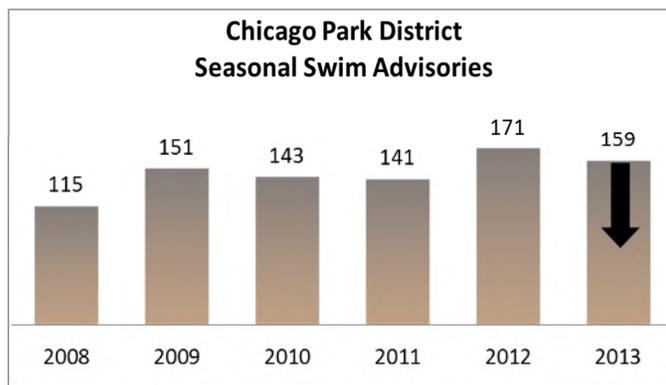
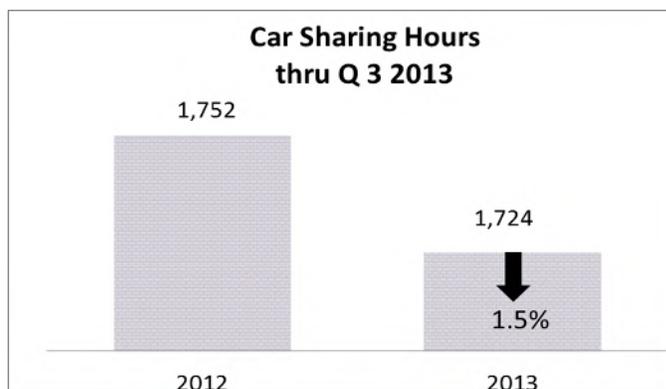
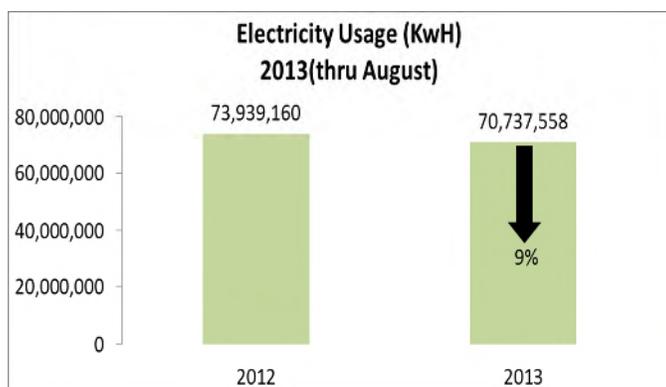
2014 Goals

- Increase the opportunities for the Office of Green Initiatives to serve as a resource for sustainability initiatives for all CPD departments
- Continue to sustain and improve core functions of the department, including beach water quality testing and predictive modeling, environmental abatement, regulated materials, brownfield remediation, car and bike sharing, biodiesel program, green permitting and green purchasing
- Complete an area wide human health risk assessment based on CPD’s intended uses of properties in Calumet and complete the US Forest Service phytoremediation pilot project at Big Marsh
- Increase the number of our “IL Clean Marinas Certified” Park District harbors
- Promote waste reduction and recycling district wide, through outreach to park staff and waste/recycle pilot park program. Combine Universal Waste and Regulated Hazardous Waste contracts for efficiency and cost savings

Green Initiatives

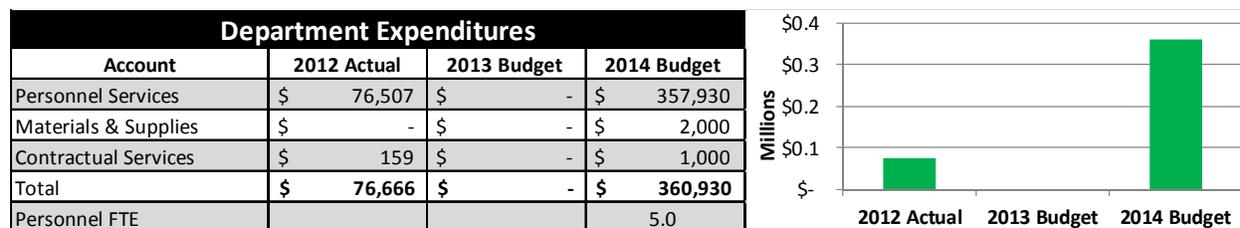
Performance Data

	2014 Target	2013 Actual to Date	2013 Target	% to Target 2013	% Change from 2012	2012 #	% Change from 2011	2011 #
% of Beaches Open w/ no Water Quality restrictions	92 or more	92%	92 or more	100%	0%	92%	1%	91%
Total # of Swim Bans/Advisories Issued based on water quality	170 or less	159	170 or less	94%	-10%	177	1%	179
# kWh Used	100,000,000	49,900,270	102,000,000	49%	-52%	104,937,402	-1%	106,144,645
# Therms used	6,200,000	4,558,677	6,200,000	74%	-25%	6,095,012	50%	4,061,395
# Hours Usage of IGO/Zip Car Vehicle Usage	3,000	1,124	3,000	37%	-56%	2,572	-19%	3,163
# Hours Usage Bike Sharing	1,000	236	N/A	N/A	N/A	N/A	N/A	N/A
% Vehicles Hybrid or Non-gas	30%	28%	28%	100%	0%	28%	100%	14%
PaperUsed Reams 8.5 x 11	600	897	N/A	N/A	61%	557	-37%	890
LEED certified facilities			5	0%	-100%	2	0%	2



Legislative & Community Affairs

The department of legislative and community affairs acts as the liaison between the Park District and all federal, state and city officials/departments, as well as Advisory Councils, community groups and organizations. The department also manages the volunteer program for the Park District.



2014 Goals

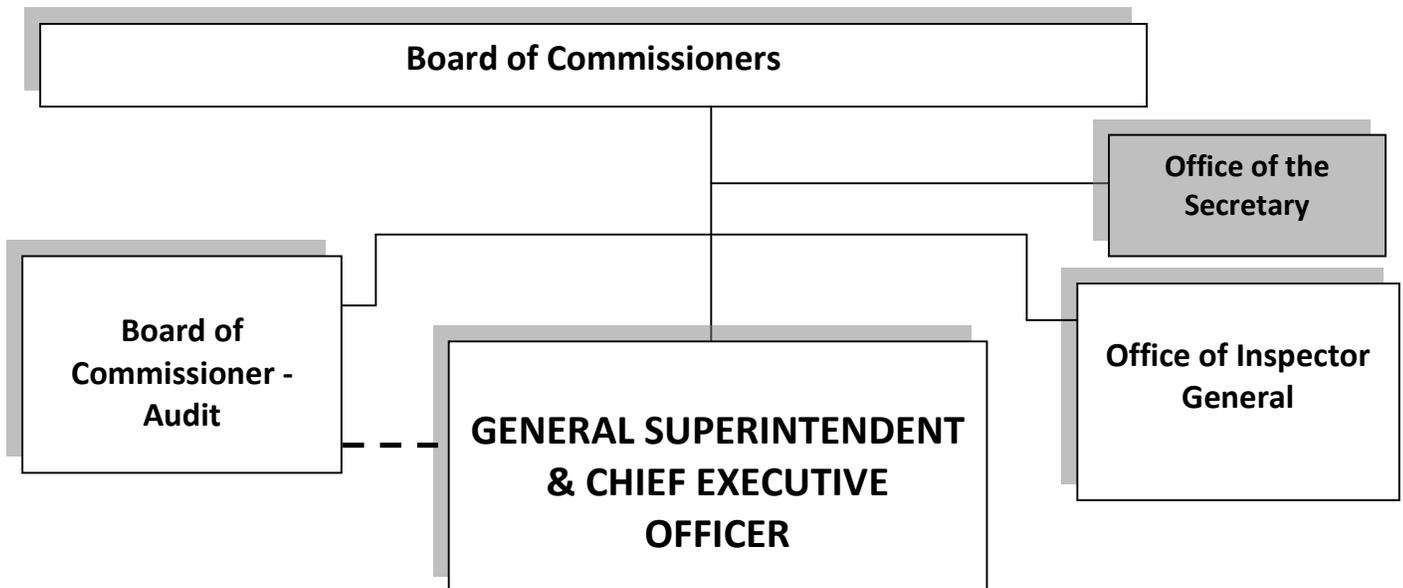
- Develop State Agenda, monitor state legislation impacting the Park District, foster relationships and communication with State officials and departments, monitor state appropriations and grants, act as liaison with contract lobbyists.
- Maintain communication with Aldermen regarding parks in their wards, attend City Council and Committee meetings as necessary, track city council ordinances that affect the Park District, introduce legislation for projects that may require City Council approval, coordinate with various City departments and agencies on Park District projects
- Work with communities to create and maintain Advisory Councils, develop Advisory Council workshops, coordinate Advisory Council Appreciation Day Event, attend community meetings that involve the Park District, attend meetings with organizations such as Friends of the Park, Little leagues, Friends of River, churches, athletic groups, etc.

Performance Data

	2014 Target	2013 Actual to Date	2013 Target	% to Target 2013	% Change from 2012	2012#	% Change from 2011	2011 #
Volunteers	700	586	N/A	N/A	-11%	655	-36%	1,019

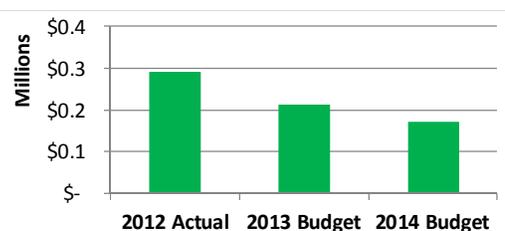
Executive Office

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.

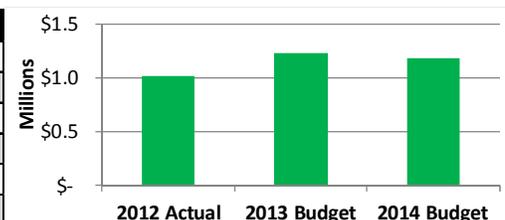


DEPARTMENT BUDGETS				
Department Name	2012 Actual	2013 Budget	2014 Budget	% Change
Board of Commissioners	\$ 291,576	\$ 214,276	\$ 173,243	-19.1%
General Superintendent	\$ 1,013,042	\$ 1,224,816	\$ 1,186,787	-3.1%
Audit	\$ 155,431	\$ 292,326	\$ 271,543	0.0%
Office of Inspector General	\$ 169,030	\$ 308,112	\$ 295,956	-3.9%
Office of the Secretary	\$ 89,198	\$ 115,858	\$ 99,426	-14.2%
Total - Executive Office	\$ 1,718,278	\$ 2,155,389	\$ 2,026,955	-6.0%

Department Expenditures - Board of Commissioners			
Account	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 286,755	\$ 201,076	\$ 166,143
Materials & Supplies	\$ 1,068	\$ 1,500	\$ 1,000
Contractual Services	\$ 3,754	\$ 11,700	\$ 6,100
Total	\$ 291,576	\$ 214,276	\$ 173,243
Personnel FTE	3.0	2.0	2.0

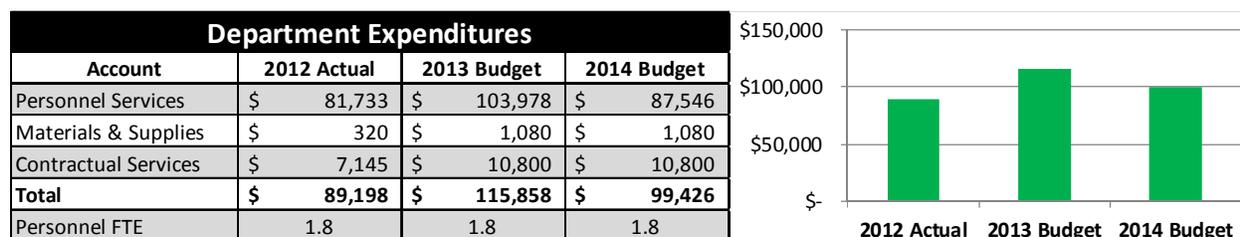


Department Expenditures - General Superintendent & Chiefs Office			
Account	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 982,880	\$ 1,184,066	\$ 1,146,937
Materials & Supplies	\$ 2,596	\$ 6,250	\$ 5,750
Contractual Services	\$ 27,566	\$ 34,500	\$ 34,100
Total	\$ 1,013,042	\$ 1,224,816	\$ 1,186,787
Personnel FTE	9.0	11.0	11.6



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 (e.g., deeds, bills of sale, certificates of title and other evidence of ownership) founding documents, (e.g., Board letters, General Superintendent letters, agreements,), lists of directors, board and committee meeting minutes, financial reports, and other official records. In addition to this, the Office also ensures that accurate and sufficient documentation exists to meet legal requirements, and enables authorized persons to determine when, how, and by whom the board's business was conducted. 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.



2013 Accomplishments

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

2014 Goals

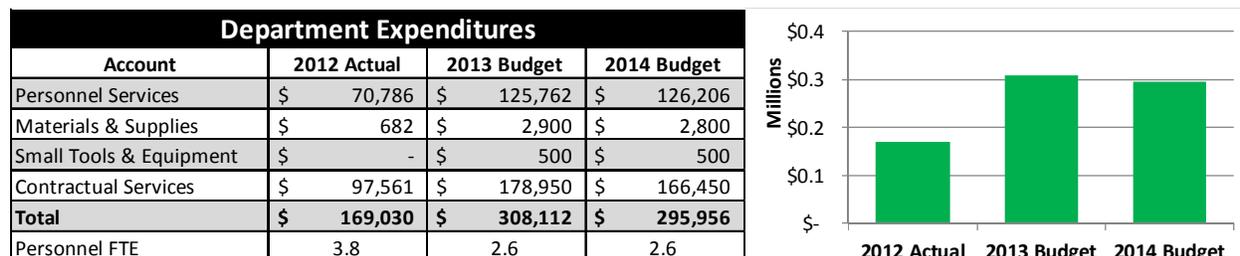
- Make available to the public past Journal of Proceedings dating back to 1940
- Continue to make available online a monthly legislative summary regarding approved action from the Board of Commissioners for January- December of the most current year
- Continue to work towards producing a Board process that is 100% electronic.

Performance Data

	2014 Target	2013 Actual to Date	2013 Target	% to Target 2013	% Change from 2012	2012 #	% Change from 2011	2011 #
# of Proposed items brought before the Board	165	110	163	67%	-35%	170	6%	160
# of items adopted by the Board	118	93	136	68%	-35%	143	8%	132
# of Items received and Filed by the Board	10.5	10	15	67%	-9%	11	-31%	16
# for Discussion/Information Only (including Public Hearings)	7.5	7	10	70%	-22%	9	0%	9
# of Items approved by the General Superintendent and CEO	517.5	523	554	94%	2%	512	10%	467

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 volunteers.



2013 Accomplishments

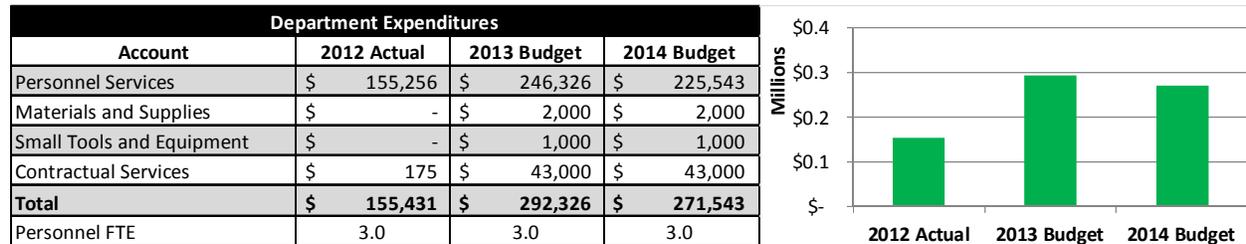
- Developed and published OIG Guide for Contractors, Subcontractors, Vendors and Suppliers--distributed with bid packets and available to the public via CPD's website
- Increased use of electronic data storage and sharing, resulting in an approximate 15% decrease in paper use
- Developed/enhanced the core competencies of staff through professional training via the national and state chapter of the Association of Inspectors General
- Obtained access to new databases (at no cost) to aid in investigations

2014 Goals

- Increase efficiency and efficacy through use of shared data systems
- Improve website design in order to enable more detailed reporting of suspected misconduct, waste and abuse.
- Identify specialized trainings for staff to enhance research and analytical skills

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.



2013 Accomplishments

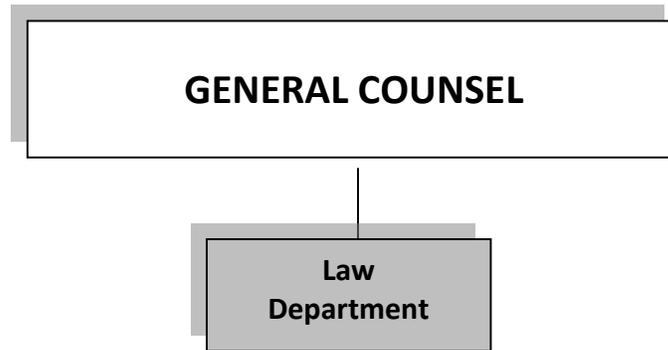
- Aided Chief Program Officer in verifying insurance and non-profit status of football teams playing in City parks
- Aided the Revenue Director in verifying contract compliance for the City's music and arts festivals
- Recommended improvements to CPD's processes for maximizing grant revenues and contributions to CPD programs
- Reviewed contract compliance for some of CPD's largest revenue-generating contracts with outside vendors

2014 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

Legal

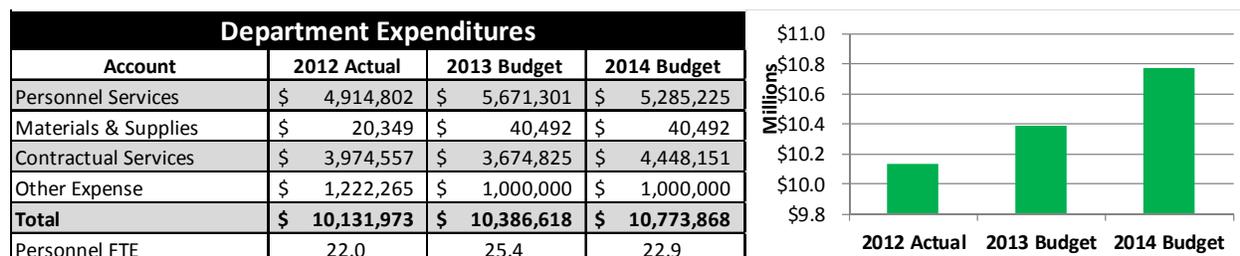
The General Counsel is responsible for the effective implementation of policies approved by the Board of Commissioners.



DEPARTMENT BUDGETS				
Department Name	2012 Actual	2013 Budget	2014 Budget	% Change
Law	\$ 10,131,973	\$ 10,386,618	\$ 10,773,868	3.7%
Total - Legal	\$ 10,131,973	\$ 10,386,618	\$ 10,773,868	3.7%

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.



2013 Accomplishments

- Streamlined TIF IGA process and OSIF process for quick turnaround by taking blanket authority to board annually for one-time approval
- Negotiated, drafted and executed seventeen (17) long-term agreements for Revenue department eliminating the need for annual permits and increasing overall revenue
- Reduced outside counsel fees by 60%
- Lowered settlement fund account by 500K
- Negotiated drafted and executed multiple ten-year (10) plus agreements increasing revenue and adding efficiencies to CPD operations

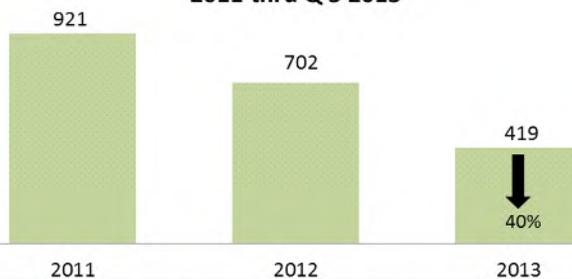
2014 Goals

- 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
- Provide new resources to support law department staff and reduce operating expenses
- Reduce employee injuries and related risk exposure

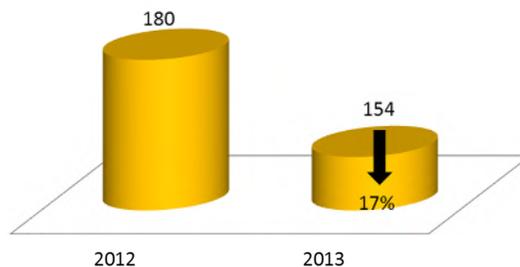
Performance Data

	2014 Target	2013 Actual to Date	2013 Target	% to Target 2013	% Change from 2012	2012#	% Change from 2011	2011 #
Avg Cycle Time in Days Per Case (# Days)	501	487	557	87%	-31%	702	-24%	921
\$ Amount Sent to Outside Counsel	\$523,903	\$336,637	\$582,114	58%	-45%	\$612,752	-56%	\$1,389,425
# Cases Sent to Outside Counsel	NA		43	0%	-100%	45	-41%	76
% Ethics Compliance	100%	100%	100%	100%	0%	100%	0%	100%
# Active/Pending Litigation Matters	130	133	130	102%	2%	130	-4%	135
# Closed/Completed Litigation Matters	66	32	60	53%	-61%	83	51%	55
# Workman's Comp Cases Active/Pending	155	166	163	102%	-8%	180	-8%	196
# Workman's Comp Cases Closed/Completed	210	104	200	52%	-51%	213	24%	172
Avg Cycle Time in Days Per Case (Workman's Comp)	523	537	551	97%	6%	505	7%	470
# Park Patron Incidents	2700	1442	3,000	48%	-60%	3,612	12%	3,224
# Injured on Duty	114	66	120	55%	-53%	140	-12%	159
# Total Employees Returned to Work from DD	30	26	30	87%	-61%	67	86%	36
# Vehicle Incidents	40	27	40	68%	-62%	71	11%	64
# Property Damage Incidents	175	88	175	50%	-59%	213	-40%	353
Avg # Days Loss due to Injury (Per Incident)	19	26	19	137%	4%	25	0%	25
\$ Amount Paid for Duty Disability	\$676,000	\$376,253	\$589,000	64%	-44%	\$671,249	32%	\$507,018
# of Employees at MMI	9	13	9	144%	-48%	25	-26%	34
# of Employees MMI Returned to Work	11	13	11	118%	-43%	23	-4%	24

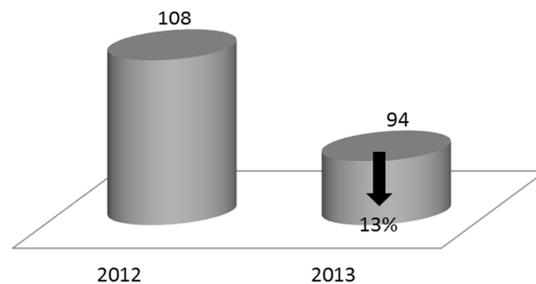
**Law Department Average Number of Days to Dispose a Case
2011 thru Q 3 2013**



**Workman's Comp # of Total Claims Open
thru Q 3 2013**

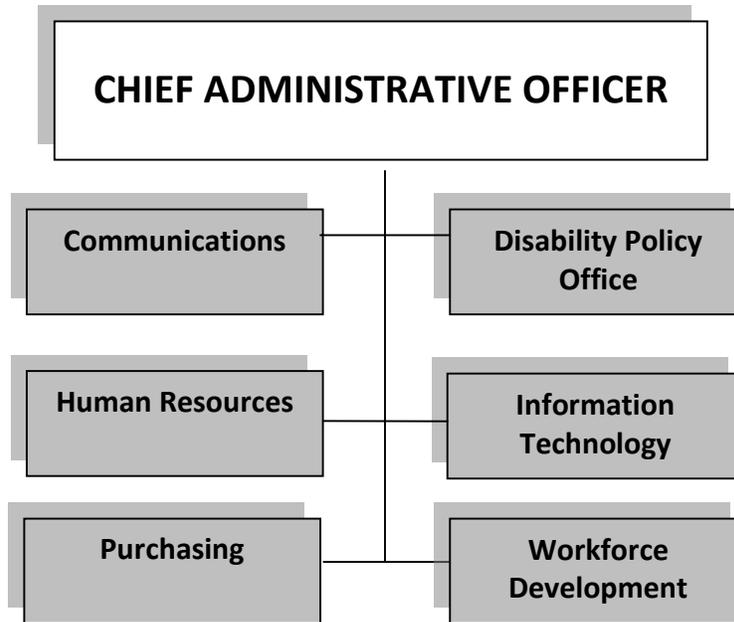


Total Number of New Disability Claims



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, Human Resources, Purchasing and Information Technology.

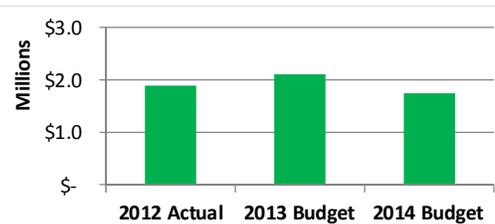


DEPARTMENT BUDGETS				
Department Name	2012 Actual	2013 Budget	2014 Budget	% Change
Communications	\$ 1,885,910	\$ 2,125,100	\$ 1,751,120	-17.6%
Disability Policy Office	\$ 505,360	\$ 356,918	\$ 311,979	-12.6%
Human Resources	\$ 3,349,415	\$ 4,282,347	\$ 3,731,554	-12.9%
Information Technology	\$ 6,831,442	\$ 7,046,066	\$ 8,082,356	14.7%
Purchasing	\$ 742,467	\$ 935,029	\$ 874,606	-6.5%
Workforce Development	\$ -	\$ 878,300	\$ 763,951	
General Administrative Services	\$ 982,101	\$ -	\$ -	
Total - Administration	\$ 14,296,695	\$ 15,623,761	\$ 15,515,567	-0.7%

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	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 1,367,794	\$ 1,582,400	\$ 1,187,920
Materials & Supplies	\$ 2,177	\$ 6,500	\$ 6,800
Contractual Services	\$ 931,438	\$ 536,200	\$ 556,400
Total	\$ 1,885,910	\$ 2,125,100	\$ 1,751,120
Personnel FTE	19.6	20.9	18.4



2013 Accomplishments

- In cooperation with Culture, Arts and Nature Department, successfully marketed the launch of the new Night Out in the Parks initiative garnering amazing press coverage and community outreach.
- In cooperation with New Business Development Department, created excitement around the launch of the new Park Points program, garnering impressive media coverage and web hits.
- Chicago @ Play, the District’s cable television news show was awarded its third Telly Award. The Telly Awards honor excellence in film and video production, and outstanding local, regional, and cable TV commercials and programs.

2014 Goals

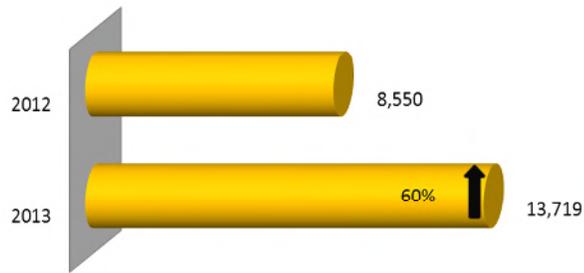
- Work with the Community Recreation Department to launch new initiatives highlighting programming designed to increase Learn to Swim and aquatics participation throughout the city, and specifically in minority communities.
- Work with the Community Recreation Department to expand the marketing of teen programming including the launch of new Teen Lounges.
- Work with the Culture, Arts and Nature Department to expand the Night Out in the Parks program marketing successfully with the IT and Strategy and Policy Departments, develop marketing programs and events based on customer analytics.
- Work with the District’s web committee and various departments to refresh the Chicago Park District website, encompassing a new look, responsive design, and new features including in depth mapping capabilities and enhanced presentation of park and facility data.
- Work with the District’s Revenue Department to secure on-site promotional opportunities for Chicago Park District products/services during permitted events, thereby adding value to CPD marketing efforts.

Communications

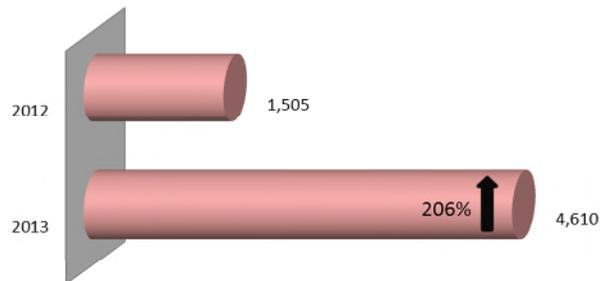
Performance Data

	2014 Target	2013 Actual to Date	2013 Target	% to Target 2013	% Change from 2012	2012#	% Change from 2011	2011 #
# Email Newsletter Subscribers	151,200	148,105	126,000	118%	24%	119,795	25%	95,757
% of Email Newsletters Opened	40%	22%	N/A	N/A	-33%	33%	N/A	N/A
# Facebook Users (Monthly Avg)	12,000	10,391	12,000	87%	30%	7,989	84%	4,348
# Facebook Weekly Reach (Monthly Avg)	12,000	10,832	N/A	N/A		8,750	N/A	N/A
# Check-Ins (Facebook)	105,000	47,534	100,000	48%	-51%	97,008	N/A	N/A
# Tweets	5,400	2,901	4,000	73%	33%	2,181	N/A	N/A
# Twitter Followers (Monthly Avg)	12,108	11,007	N/A	N/A	N/A	N/A	N/A	N/A
# You Tube Video Visits	50,000	23,367	60,000	39%	-54%	50,481	-8%	54,864
Reprographics # Job Orders	3,300	1,618	3,000	54%	-45%	2,949	N/A	N/A
FOIA # of Requests	N/A	174	N/A	N/A	-49%	339	0%	339

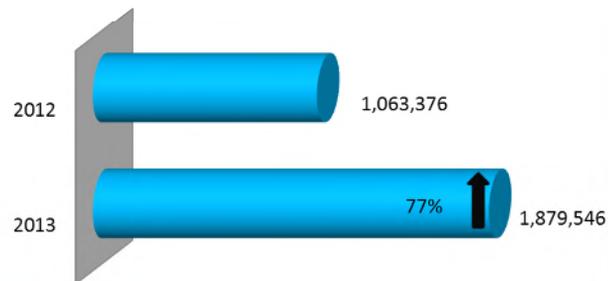
Facebook Users (Monthly) thru Q 3 2013



Tweets thru Q 3 2013



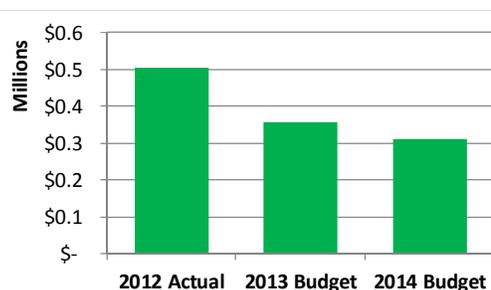
Email Newsletters Sent out thru Q 3 2013



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	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 276,951	\$ 204,768	\$ 173,754
Materials & Supplies	\$ 24,122	\$ 28,500	\$ 27,000
Small Tools & Equipment	\$ -	\$ 4,750	\$ 2,375
Contractual Services	\$ 190,401	\$ 80,900	\$ 78,850
Program Expense	\$ 13,887	\$ 38,000	\$ 30,000
Total	\$ 505,360	\$ 356,918	\$ 311,979
Personnel FTE	3.5	2.8	2.8



2013 Accomplishments

- Installed emergency evacuation chairs (50) in all multi-level field houses and facilitated field staff trainings in their proper use.
- Established partnerships with disabled and veterans service organizations to establish new recreational opportunities for youth and adults with disabilities.
- Hosted 37th National Wheelchair Softball Tournament top 13 U.S. teams and Japanese All-Star contingent competed.

2014 Goals

- Continue to conduct ADA access audits of parks and facilities for the purpose of having a full evaluation of architectural barriers and related accessibility issues to facilitate prioritization of modification projects, and effectively utilize limited financial resources where they have the largest impact and the need is greatest. The goal is 100% completion of audits by 2016.
- Develop updated Disability Awareness & Etiquette training for new and existing staff.
- Increase the amount/detail of ADA accessibility information on the website.
- Pursue grant funding to support expansion of programming opportunities for patrons with a primary physical disability, vision loss or hearing deficit.

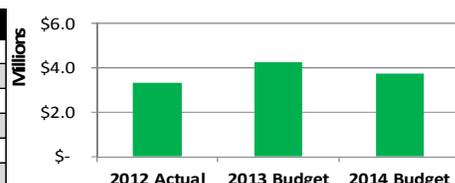
Performance Data

	2014 Target	2013 Actual to Date	2013 Target	% to Target 2013	% Change from 2012	2012#	% Change from 2011	2011 #
% Disability Complaints Resolved	100%	100%	100%	100%	0%	100%	0%	100%
# Parks Surveyed for ADA Compliance	75	3	75	4%	-98%	138	70%	81
# CPD Employees Trained on Disability Policy	1,800	1,729	1,000	173%	-7%	1,851	840%	197

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.

Department Expenditures			
Account	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 2,941,091	\$ 3,867,247	\$ 3,289,054
Materials & Supplies	\$ 1,762	\$ 2,000	\$ 1,000
Contractual Services	\$ 406,562	\$ 413,100	\$ 441,500
Total	\$ 3,349,415	\$ 4,282,347	\$ 3,731,554
Personnel FTE	26.3	15.4	15.2



2013 Accomplishments

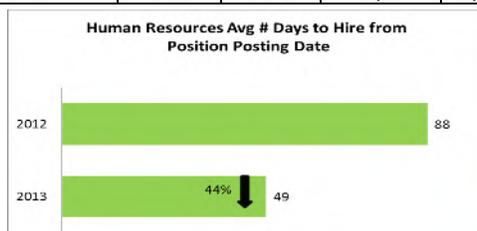
- Reviewed and updated all 36 Chicago Park District Shakman position job descriptions.
- In conjunction with the Information Technology Department, implemented paperless workflow for the following processes: Leave/FMLA Requests, hiring requests, and disciplinary processes. Additionally, all HR forms have been made available electronically for remote access to employees.
- Developed District succession planning strategy to ensure continuity in critical job functions.
- Re-vamped the interview process to allow departments to take part in the rating of potential candidates in compliance with the Shakman Decree.

2014 Goals

- Continue to review and update job descriptions for remaining non-Shakman positions.
- Implement employee evaluation process.
- Host Retirement Fair for employees to provide information on retirement benefits, deferred compensation and other options.
- Increase participation in high school and college job fairs to promote opportunities for employment at the Chicago Park District and to enhance the quality of our candidate pool.

Performance Data

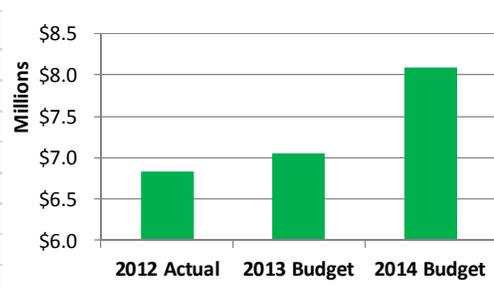
	2014 Target	2013 Actual to Date	2013 Target	% to Target 2013	% Change from 2012	2012#	% Change from 2011	2011 #
Avg # Days Posting of a Fulltime position to hire date	45	47	45	104%	-45%	85	N/A	N/A
# Seasonal Positions Hired	4,000	4,085	4,000	102%	7%	3,825	5%	3,636
# Full time positions Hired	N/A	192	60	320%	225%	59	247%	17
# CAM's	N/A	81	250	32%	-48%	157	-12%	179
# Grievances Filed	N/A	7	20	35%	-50%	14	N/A	N/A
# Grievances Defended or Won	N/A	15	30	50%	-25%	20	N/A	N/A
% of Eligible Employees Participating in Wellness Plan	75%	56%	N/A	N/A	N/A	N/A	N/A	N/A



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	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 354,825	\$ 358,595	\$ 394,949
Materials & Supplies	\$ 1,296	\$ 1,700	\$ 1,700
Small Tools & Equipment	\$ 14,693	\$ 15,545	\$ 15,545
Contractual Services	\$ 6,457,699	\$ 6,670,226	\$ 7,670,162
Program Expense	\$ 2,929	\$ -	\$ -
Total	\$ 6,831,442	\$ 7,046,066	\$ 8,082,356
Personnel FTE	4.0	4.0	5.0



2013 Accomplishments

- Configured and implemented the CMAT Application for Security on workstations and Blackberry devices. The CMAT Application tracks the location of Security vehicles electronically. This allows our Security Department to deploy the closest vehicle to any incident.
- All CPD full-time and hourly employees now have logon IDs. This allows employees access to CPD computer systems, e-mail and the CPD Intranet. This moves CPD closer to its goal of eliminating manual paper based processes and moving toward efficient electronic work processes.
- Implemented the Project Management Tool to better communicate and track the status of all IT project requests. The tool electronically sends current status updates as well as next steps to achieve completion to all employees involved in that project. It also generates reports on all projects.
- Upgraded the current network connectivity bandwidth at parks that were previously connected to the Internet. We have qualified 87 parks for upgrade and have completed 55 parks in 2013. The network speed is increased from 300% to 4000% at each location.
- Redesigned a new web site for our beaches. The site allows users to access up-to-date weather and water condition information at all of the Chicago Park District beaches. The project allowed beach personnel to update beach and water conditions at the beach immediately. This also includes a mobile-friendly version for handheld devices.
- Wi-Fi was installed at five beach locations this summer: North Avenue, Rainbow, Montrose, Foster and Osterman. This was a major accomplishment for the CPD and received nationwide news coverage.

2014 Goals

- Develop a Wi-Fi strategy for the Park District. The plan will include evaluation locations for expansion, evaluating competing solutions and options to cover as much park property reliably and partnering with other agencies and businesses to achieve maximum value.

Information Technology

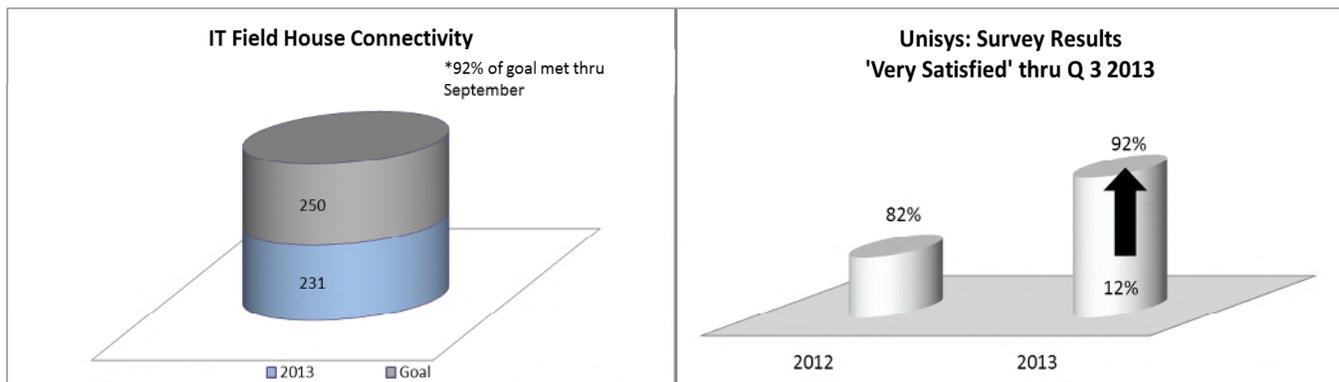
- Implement Business Intelligence Applications/Data Warehousing/Reporting Solution for Financials and Human Resources. This will allow us to do in-depth analysis, dashboard scorecards and reporting on our financials, construction project budget and registration data. By doing this, we can reduce costs, increase process efficiency and increase transparency across all computer systems.
- Create a mobile strategy for the CPD. Strategy to include infrastructure, device and applications to be used on mobile devices for all field staff that do not have a designated work area.
- Implement an automated Time and Attendance System. Currently, the CPD collects an employee's time through a paper based process. The system will implement a variety of electronic ways to collect time and attendance data. The system will also use electronic workflows to request and approve time off and overtime. There will also be a self-service Human Resources component to further eliminate manual processes in order to update an employee's information.
- Automate the current Board Meeting process. This will implement a solution to automate the Board agenda, use an iPad application for the Board Proceedings, and consolidate audio, video and documents relating to Board and Committee Meetings into one hosted web solution. Previous Board Meeting video and documents will also be archived. A public feedback module is included to allow for enhanced patron participation in the Board process.
- Upgrade the network connectivity bandwidth at the remaining 32 parks that were previously connected to the Internet.

Performance Data

	2014 Target	2013 Actual to Date	2013 Target	% to Target 2013	% Change from 2012	2012#	% Change from 2011	2011 #
# Parks Connectivity*	0	229	250	92%	12%	205	24%	165
# Unisys Tickets Opened	3,000	2,710	4,500	60%	-20%	3,397	5%	3,222
% Unisys Tickets Completed	3,000	92%						
Response Rate on Surveys	10%	5%	12%	42%	-44%	9%	-8%	9.8%
% of Surveys Satisfied or Very Satisfied	95%	91%	90%	101%	7%	85%	-11%	95.0%
P.O.S Terminal Rollout**	0	15	15	100%	-94%	250	N/A	N/A

*# Parks Connectivity 2013 Target was 250. Of those 250 sites, only 229 were qualified and completed.

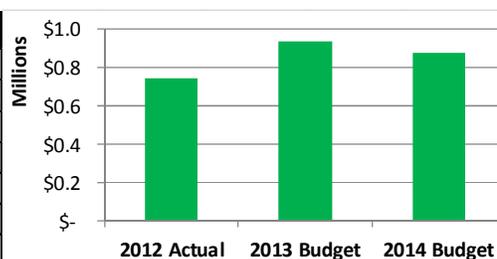
**P.O.S Terminal Rollout is COMPLETE



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	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 731,381	\$ 914,354	\$ 803,906
Materials & Supplies	\$ 2,841	\$ 2,500	\$ 2,000
Contractual Services	\$ 8,245	\$ 14,200	\$ 61,200
Program Expense	\$ -	\$ 3,975	\$ 7,500
Total	\$ 742,467	\$ 935,029	\$ 874,606
Personnel FTE	12.0	14.0	14.0



2013 Accomplishments

- Produced MBE/WBE Vendor Fair with 50 exhibitors to include Sister Agencies, Museums in the Parks, contractors and 300 non-exhibiting participants.
- Initiated participation in national cooperative purchasing contracts with the intention of achieving better pricing.
- Launched Reverse Auction, automating the bid process for appropriate solicitations.

2014 Goals

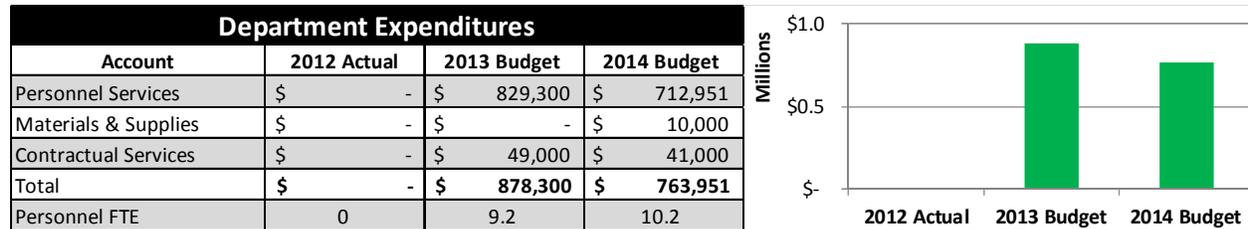
- Realize and report savings, as a result of Reverse Auction Services.
- Launch Suspension of Competitive Procurement Board, in the interest of transparency.
- Improve the accuracy of commodity code usage to allow for better analysis of total cost of ownership, identify cost savings opportunities to include vendor consolidation opportunities.
- Develop Purchasing guidelines for staff and inclusion in the District's online training library.
- Improve transparency by providing small purchase request for quotes on the Purchasing web page.
- Complete reconciliation of data between compliance automation system and the District's financial system to provide greater transparency and efficiency in monitoring MBE/WBE utilization on contracts.

Performance Data

	2014 Target	2013 Actual to Date	2013 Target	% to Target 2013	% Change from 2012	2012#	% Change from 2011	2011 #
Average # Days RDP to Contract (Non-Pool)	215	224	215	104%	3%	218	N/A	N/A
Average # Days RDP to Contract (Pool)	44	31	44	70%	-30%	44	N/A	N/A

Workforce Development

Workforce Development is a department committed to enhancing the District’s internal communication and function while offering avenues for personal and professional growth. Its strategy is to analyze department needs, develop processes and educational opportunities, and ensure quality through evaluation. The team further focuses on key initiatives of the Chicago Park District such as national and state accreditation and the Chicago Lives Healthy employee wellness program.



2013 Accomplishments

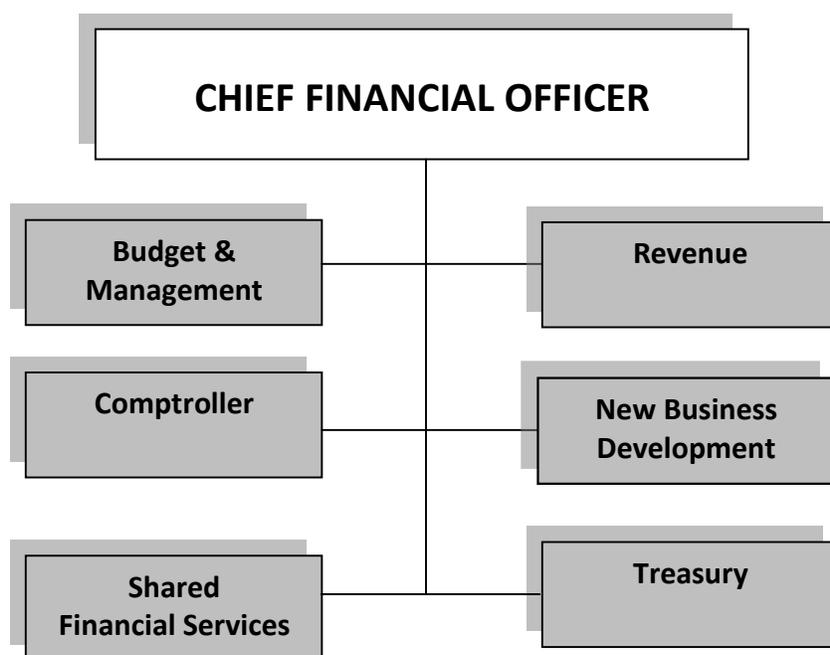
- Conducted a needs assessment across the district, including interviewing 13 departments and launching a citywide employee survey to determine focus areas of the newly formed department.
- Developed a citywide training calendar in SharePoint to increase awareness and aid in the planning and overall coordination of employee development opportunities.
- Identified and trained key staff to become trainers in Crisis Prevention Intervention and offered training to select staff members, including Aquatics and Special Recreation.
- Continued to lead nation by preparing nearly 100 staff to sit for the Certified Park and Recreation Professional (CPRP) exam in accordance with the industry standard.
- Trained assigned staff on health and safety measures including: Stryker Chair usage, CPR /AED, Allergy and Epi Pen administration, Asthma awareness, First Aid, and Crisis Prevention.
- Launched Board approved employee wellness policy and 13 Employee Healthy Living Clubs that included physical activity workshops such as yoga, salsa, motivational videos, and health and nutrition seminars.

2014 Goals

- Design and launch Learning Management System across the district to provide and track employees’ online and in-person development opportunities.
- Update NRPA’s Park and Recreation Operating Ratio and Geographic Information System (PRORAGIS) database in an effort to compile, compare and report on park and recreation operating and geographic information, compared to other agencies.
- Continue placing volunteer greeters in 30 additional parks to enhance customer service.
- Develop and launch a leadership workshop series that will provide a collection of management resources and tools to further enhance manager’s skills.
- Develop online learning library and internal content that will include customer service, Board and department policies, ActiveNet, and computer skills to increase employee skill sets.

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.

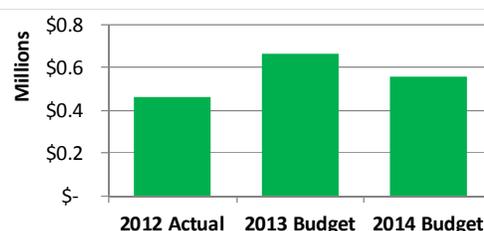


DEPARTMENT BUDGETS				
Department Name	2012 Actual	2013 Budget	2014 Budget	% Change
Budget	\$ 459,059	\$ 661,096	\$ 555,595	-16.0%
Comptroller	\$ 1,432,917	\$ 1,792,617	\$ 1,629,068	-9.1%
Shared Financial Services	\$ 1,294,837	\$ 1,448,495	\$ 1,243,783	-14.1%
Revenue	\$ 36,140,879	\$ 36,596,334	\$ 39,460,091	7.8%
New Business Development	\$ 5,003	\$ 204,038	\$ 581,856	185.2%
Treasury	\$ 1,890,366	\$ 906,582	\$ 854,080	-5.8%
Total - Finance	\$ 41,223,061	\$ 41,609,163	\$ 44,324,472	6.5%

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	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 455,267	\$ 633,346	\$ 528,945
Materials & Supplies	\$ 1,310	\$ 1,500	\$ 1,500
Contractual Services	\$ 2,481	\$ 26,250	\$ 25,150
Total	\$ 459,059	\$ 661,096	\$ 555,595
Personnel FTE	7.6	8.9	8.1



2013 Accomplishments

- Awarded the Government Finance Officers Association Distinguished Budget presentation award for the 2013 Budget.
- Reduced by a third the reliance on fund balance resources in furtherance of the strategic goal to eliminate the structural deficit.
- Together with Planning and Capital Construction, formulated a strategic approach to capital project funding that focuses on the use of limited available funds to the greatest potential.
- In conjunction with the Information Technology Department, implemented paperless workflow for the grants management process.

2014 Goals

- Receive the Government Finance Officers Association Distinguished Budget presentation award for the 2014 Budget.
- Leverage all the data collected from the various new systems to lead to greater performance-based budgeting and financial accountability.
- Lead the district's efforts in seeking alternative funding sources to leverage existing corporate and capital funds.
- Together with the Comptroller's office, continue to build an efficient and effective centralized grants management process.

Performance Data

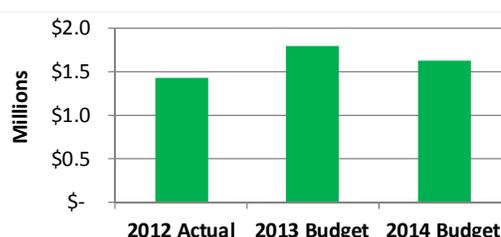
	2013				
	2014 Target*	Projection*	2012 #	2011 #	2010 #
Number of Grants and Donations	75	74	132	114	117
Operating	30	27	56	41	45
Capital	45	47	76	73	72
\$ Value of Grants and Donations	\$30.0M	\$26.1M	\$35.2M	\$45.2M	\$43.7M
Operating	\$6.0M	\$5.7M	\$7.7M	\$5.3M	\$3.8M
Capital	\$24.0M	\$20.4M	\$27.5M	\$39.9M	\$39.9M

* Does not include donations accepted through ActiveNet online system.

Comptroller

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

Department Expenditures			
Account	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 1,027,013	\$ 1,320,887	\$ 1,157,338
Materials & Supplies	\$ 12,821	\$ 18,200	\$ 18,200
Contractual Services	\$ 393,084	\$ 453,530	\$ 453,530
Total	\$ 1,432,917	\$ 1,792,617	\$ 1,629,068
Personnel FTE	18.0	21.8	21.5



2013 Accomplishments

- Received Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for the year ended December 31, 2011 Comprehensive Annual Financial Report (CAFR). This is the sixth consecutive year.
- Received Award for Outstanding Achievement in Popular Reporting from the Government Finance Officers Association of the United States and Canada (GFOA) for the year ended December 31, 2011 Popular Annual Financial Report (PAFR). This is the third consecutive year.
- Began process to automate distributions from the 457(b) plan.

2014 Goals

- Receive the Certificate of Achievement for Excellence in Financial Reporting and the Award for Outstanding Achievement in Popular Reporting from Government Finance Officers Association (GFOA) for the year ended December 31, 2012
- Implement procedures to issue the 2013 annual audited financial reports (CAFR, PAFR and Single Audit) earlier than the prior year reports.
- Work with Information Technology to optimize the use of Oracle and to streamline current processes over Payroll, Capital Assets, General Ledger and Reporting.

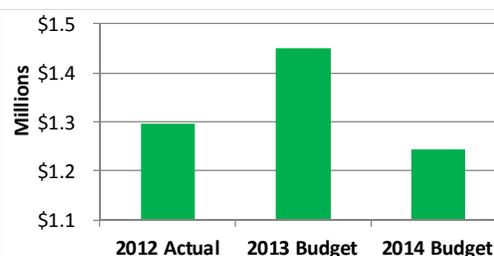
Performance Data

	2014 Target	2013 Actual to Date	2013 Target	% to Target 2013	% Change from 2012	2012#	% Change from 2011	2011
# Manual Checks Issued	80	70	N/A	N/A	-15%	82	-92%	1072
# Checks Voided	200	104	N/A	N/A	-56%	236	40%	169
% Invoices Paid in 90 Days	90%	84%	90%	93%	-1%	85%	90%	82%
% Invoices Paid in 30 Days	45%	49%	45%	109%	11%	44%	N/A	48%

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	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 1,283,156	\$ 1,414,395	\$ 1,203,883
Materials & Supplies	\$ 2,022	\$ 2,500	\$ 2,500
Small Tools & Equipment	\$ -	\$ 500	\$ 1,000
Contractual Services	\$ 9,659	\$ 31,100	\$ 36,400
Total	\$ 1,294,837	\$ 1,448,495	\$ 1,243,783
Personnel FTE	18.0	20.0	18.6



2013 Accomplishments

- Rolled out ActiveNet Point of Sale systems to all but 15 CPD facilities (over 200 systems city-wide)
- Trained more than 1,000 CPD employees on the ActiveNet registration system
- Revised reimbursement policy and trained more than 200 CPD employees
- Decreased average duration for capital payments to less than 30 days

2014 Goals

- Update Financial Procedures Manual and train at least 1,000 employees (last mass training in 2007)
- Roll out ActiveNet registration systems to the remaining 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 staff.
- Work with other administrative departments to streamline procedures thus allowing timely receipt of goods and services by parks/departments and timely receipt of payment to vendors.

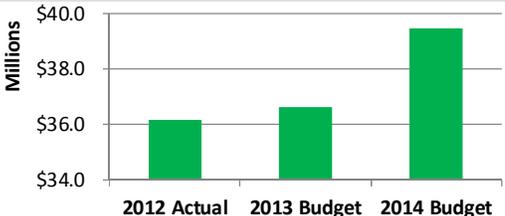
Performance Data

	2014 Target	2013 Actual to Date	2013 Target	% to Target 2013	% Change from 2012	2012#	% Change from 2011	2011 #
# Locations Point of Sale System	220	250	220	1	61%	155	N/A	N/A
Avg # Days Capital Payments	30	32	40	80%	-26%	43	-46%	80
# of Employees Trained- Finance	1,000	49	1,200	0	-77%	215	-66%	626
# of Employees Trained - ActiveNet	300	1,000	1,600	1	-20%	1,250	N/A	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; First Merit Bank 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; the Baseball Stadium at Devon & Kedzie; six outdoor ice skating rinks; and a District-wide concession program with concessionaires at nearly 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 event venues for events including wedding receptions and corporate affairs.

Department Expenditures			
Account	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 830,570	\$ 800,793	\$ 777,399
Materials & Supplies	\$ 6,753	\$ 6,500	\$ 6,500
Contractual Services	\$ 35,303,556	\$ 35,789,041	\$ 38,676,193
Total	\$ 36,140,879	\$ 36,596,334	\$ 39,460,091
Personnel FTE	11.0	12.5	14.5



2013 Accomplishments

- Increased revenue due to fee restructure for events larger than 12,000 attendance and engaging large recurring events in multi-year agreements.
- Event highlights - Redbull Flugtag held at Burnham Park 39th St. with 60,000 estimated spectators; Riot Fest held at Humboldt Park for the second year; Latin Fest held at Riis Park; first year of Triathlon swim training at Ohio St. Beach as well as a complete mini-triathlon for first time competitors at 63rd St. Beach; New walks/runs such as Big Ten Network, The Glo Run, & Out of the Darkness.
- Continued booking high-end events that generated over \$312,000, including one that generated the District \$105,000 in rental revenue and \$48,000 in catering/production vendor commissions
- Online rental registration pilot- Kicked off pilot at 10 locations in which availability of room, gym and athletic fields is made available for online customer review, rental, payment and permit receipt
- Soldier Field-Hockey City Classic, Justin Timberlake/Jay-Z concert, Taylor Swift concert, Gold Cup soccer final – USA v. Panama, Illinois v. Washington college football game, completed an assessment on OSHA compliance for all sub-contractors and Soldier Field’s 3,000 game day employees.
- Golf-Continued to develop the successful Kids Play Free program. More than 2,375 rounds were played as part of this program.
- Concession Management-Added over 30 new locations throughout the District including high profile locations, such as Argo Tea in Connors Park and Café 31 at the 31st Street Harbor.
- MLK Entertainment Center-Developed and introduced an educational program to attract Chicago Public Schools business.
- Harbors - Attracted 320 boats to 31st Street Harbor, an increase of 87 boaters over the opening season. Hosted second annual Chicago In-Water Boat Show and Venetian Night at 31st Street Harbor.

Revenue

2014 Goals

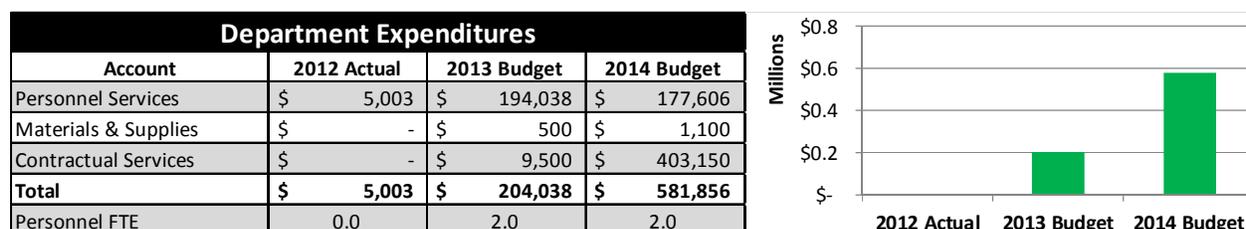
- Special Event Venues-Increase weekend event bookings at Columbus Park Refectory, Douglas Park Cultural Center, Humboldt Park and other new facilities; increase daytime/corporate event bookings at South Shore Cultural Center, Garfield Park Conservatory and Columbus Park Refectory. Institute new Preferred Professional List. Attend 36 marketing/industry events.
- Soldier Field-Continue to increase the diversity and types of events held at Soldier Field. Chicago Blackhawks vs. Pittsburgh Penguins NHL hockey event. Seek opportunities to raise the current stadium certification level from LEED certified to LEED – Silver. Maximize the utilization of the Soldier Field Complex through increased club, parkland, and lot events. Increase sponsorship revenue by 10%.
- 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%.
- Concession Management-Increase revenue and number of new concessionaires. Collaborate with the City of Chicago on license and permit enforcement to ensure concessions are in compliance.
- MLK Entertainment Center- Increase number of Educational Workshops offered to Chicago Public Schools (CPS). Increase marketing to outside organizations, walk-in customers for special events, regular public sessions and new week day sessions.
- Harbors-Increase occupancy at 31st Street Harbor to 40%; increase number of boats utilizing winter storage at Montrose and 31st Street harbors by 20%.
- Parking- Increase the number of parking spaces at North Avenue Beach and Diversey Driving Range/Tennis Courts. Collaborate with the City of Chicago on enhanced enforcement to ensure parking compliance.

Performance Data

	2014 Target	2013 Actual to Date	2013 Target	% to Target 2013	% Change from 2012	2012#	% Change from 2011	2011 #
\$ Revenue MLK Center	\$ 1,410,762	\$ 770,271	\$ 1,408,000	55%	-40%	\$ 1,281,464	-5%	\$ 1,346,277
\$ Revenue Charter One	\$ 1,700,000	\$ 150,000	\$ 1,100,000	14%	-85%	\$ 1,006,979	36%	\$ 741,655
# Events MLK Center			20	0%	-100%	15	67%	9
\$ Revenue Harbors	\$24,184,499	\$ 18,895,153	\$25,099,144	75%	-19%	\$23,425,279	5%	\$22,264,946
% of Stalls, Star Docks, Moorings Occupied	80%	76%	78%	98%	0%	76%	-15%	89%
\$ Revenue Soldier Field	\$30,387,377	\$ 8,732,119	\$29,091,505	30%	-71%	\$29,866,776	9%	\$27,441,818
# Events Soldier Field	805	451	800	56%	-43%	793	NA	--
\$ Revenue Concessions PCM	\$ 2,703,069	\$ 677,346	\$ 2,614,125	26%	-78%	\$ 3,013,243	24%	\$ 2,437,269
# Concessionaires	280	268	297	90%	-1%	272	22%	223
\$ Revenue Golf	\$ 5,624,956	\$ 2,265,375	\$ 5,481,535	41%	-55%	\$ 5,042,820	13%	\$ 4,457,104
# Rounds Sold	174,030	53,247	175,884	30%	-69%	173,680	10%	157,430
\$ Parking Revenue	\$ 3,413,300	\$ 988,439	\$ 2,602,808	38%	-62%	\$ 2,600,447	24%	\$ 2,102,487
\$ Revenue Vending	\$ 285,000	\$ 129,110	\$ 475,000	27%	-72%	\$ 456,436	3%	\$ 444,953
# Machines	240	233	234	100%	2%	229	78%	129
Special Event Permits # (Venue)	560	224	550	41%	-63%	613	23%	497
\$ Special Event Permits # (Venue)	\$ 771,000	\$ 449,469	\$ 500,000	90%	-33%	\$ 671,290	42%	\$ 471,569
\$ Cell Tower Revenue	\$ 550,000	\$ 250,891	\$ 525,000	48%	-71%	\$ 866,502	34%	\$ 644,245
# Locations	22	22	22	100%	-4%	23	-4%	24

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.



2013 Accomplishments

- Secured 6 new sponsors
- Expanded beverage partnership to include more than \$1M in sponsorship and marketing support
- Launched on-ground advertising program on the lakefront trail
- Increased promotions revenue
- Launched customer loyalty program, Park Points

2014 Goals

- Secure 10 sponsorships
- Successfully execute marketing and sponsorship elements of expanded beverage partnership
- Establish a solid foundation for the Park Points program by creating a sustainable business model that will ultimately drive increased revenue
- Use data and metrics to maximize the value of partnerships and drive sponsorship strategies

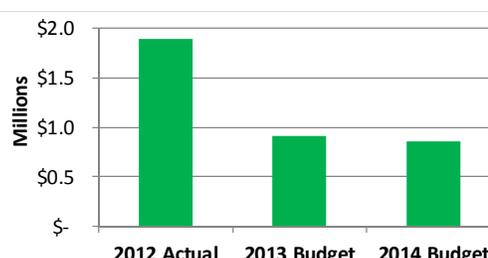
Performance Data

	2014 Target	2013 Actual to Date	2013 Target	% to Target 2013	% Change from 2012	2012#	% Change from 2011	2011 #
# Sponsorships Secured	10	7	N/A	N/A	250%	2	N/A	N/A
\$ Sponsorships Secured	\$1,000,000	\$ 103,608	N/A	N/A	196%	\$35,000	N/A	N/A
\$ Sponsorships Pending		\$ 1,123,750	N/A	N/A	N/A	\$ -	N/A	N/A
\$ Advertising/ Promotions Secured	\$750,000	\$ 233,526	N/A	N/A	172%	\$86,000	N/A	N/A
\$ Donations Secured	\$100,000	\$ 27,000	N/A	N/A	N/A	N/A	N/A	N/A
Initial Outreach Meetings	96	79	N/A	N/A	55%	51	N/A	N/A

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	2012 Actual	2013 Budget	2014 Budget
Personnel Services	\$ 444,168	\$ 479,597	\$ 416,505
Materials & Supplies	\$ 9,682	\$ 11,975	\$ 13,615
Small Tools & Equipment	\$ 2,345	\$ 2,500	\$ 2,500
Contractual Services	\$ 1,434,171	\$ 412,510	\$ 421,460
Total	\$ 1,890,366	\$ 906,582	\$ 854,080
Personnel FTE	5.5	6.0	6.0



2013 Accomplishments

- Issued approximately \$50 million in bonds to support and fund portions of the District's 2010, 2011, 2012 and 2013 Capital Improvement Programs which are dedicated for district-wide projects. Issued and refunded bonds of approximately \$81.4 million to garner \$7.8 million in savings.
- For the seventh consecutive year in a row, avoided the issuance of short-term debt instruments thus saving approximately \$2 million in annual interest payment by strategically managing cash flow.
- Coordinated an intergovernmental agreement with the City of Chicago Office of Treasurer to secure certain services with respect to a portion of the District's investment portfolio.
- Participated in the 2013 Chicago Investors Conference to garner and boost investor interest.

2014 Goals

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

Performance Data

	2014 Target	2013 Actual to Date	2013 Target	% to Target 2013	% Change from 2012	2012#	% Change from 2011	2011 #
Bond Rating: Standard & Poors	AA+	AA+	N/A	N/A	N/A	N/A	N/A	N/A
Bond Rating: Fitch Ratings	AA	AA	N/A	N/A	N/A	N/A	N/A	N/A
Bond Rating: Moody's Investors Service	A1	A1	N/A	N/A	N/A	N/A	N/A	N/A
\$ Total Cash on Hand (Avg Monthly)	\$12,600,325	\$11,555,925	N/A	N/A	N/A	N/A	N/A	N/A
Total LTD Outstanding	\$852,615,000	\$826,000,000	N/A	N/A	N/A	N/A	N/A	N/A
\$ Cost of all bank accounts	\$197,000	\$93,499	N/A	N/A	N/A	N/A	N/A	N/A
Total Portfolio Value (Avg monthly)	\$310,565,388	\$315,606,507	N/A	N/A	N/A	N/A	N/A	N/A
Net Direct Debt as a % of FMV	0.21%	0.18%	N/A	N/A	N/A	N/A	N/A	N/A
% Estimated FMV of Debt Overlapping	7.90%	7.53%	N/A	N/A	N/A	N/A	N/A	N/A
% Cash/Cash Equivalents to LTD	38%	39%	N/A	N/A	N/A	N/A	N/A	N/A



2014 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 6-12 years

Debt Financing

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

Debt Service

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

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 0.5 of a full-time position.

Fund

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

Fund Balance

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

Generally Accepted Accounting Principles (GAAP)

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

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

Glossary

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

Glossary

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



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