

2015 BUDGET SUMMARY



chicago park district





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Chicago Park District

Illinois

For the Fiscal Year Beginning

January 1, 2014

A handwritten signature in cursive script, appearing to read 'Jeffrey R. Emery'.

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, 2014. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

2015 Chicago Park District Budget Summary



Citizens of Chicago,

I am pleased to present the Chicago Park District's 2015 Budget. This financial plan is the result of careful consideration and planning for the District's future. The \$448.6 million proposal features the responsible allocation of operating funds, increased programming and additional recreation staff in neighborhood parks.

The 2015 spending plan is approximately \$23 million higher than the FY2014 budget, \$19.3 million of which represents increased and supplemental contributions to the pension fund as required by pension legislation changes critical to ensuring retirement security for our current employees and retirees.

Beyond taking active steps toward shoring up the Chicago Park District's pension fund, highlights of the 2015 budget include the expansion of Chicago Park District late summer camp programs for patrons who are seeking activities for their children into the late summer weeks leading up to the new school year; increased baseball and softball programming; cultivating the Night Out in the Parks program to service more patrons at varied locations with community-centric events; enhancing the Chicago Park District's digital marketing presence including an extensive Night Out in the Parks phone app; increasing engagement with artists by facilitating diverse and varied public art offerings throughout the parks and much more.

In order to endure these tight fiscal times, we must seek opportunities to generate revenue that is critical to our financial health. Property taxes, personal property replacement tax and revenue generated by our assets (Soldier Field, Harbors, golf courses, etc.) provide the majority of Park District revenues. Revenues from Soldier Field, budgeted at \$31.7 million, will feature major events next year including the Hockey City Classic to be held February 7; Taylor Swift Concert 2015 on July 18 & 19; and One Direction – On the Road Again 2015 on August 23. Natural growth in concession revenue, permits and rentals and park program fees due to new and expanded facilities, programs and operations also help to generate additional revenue in 2015. Revenue measures also include nominal increases in parking fees, permit fees and park program fees necessary to maintain quality in the services we provide. Overall, we will remain the best deal in town, and as always, no child will be turned away for inability to pay.

We thank the residents of Chicago and park patrons for helping shape the 2015 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

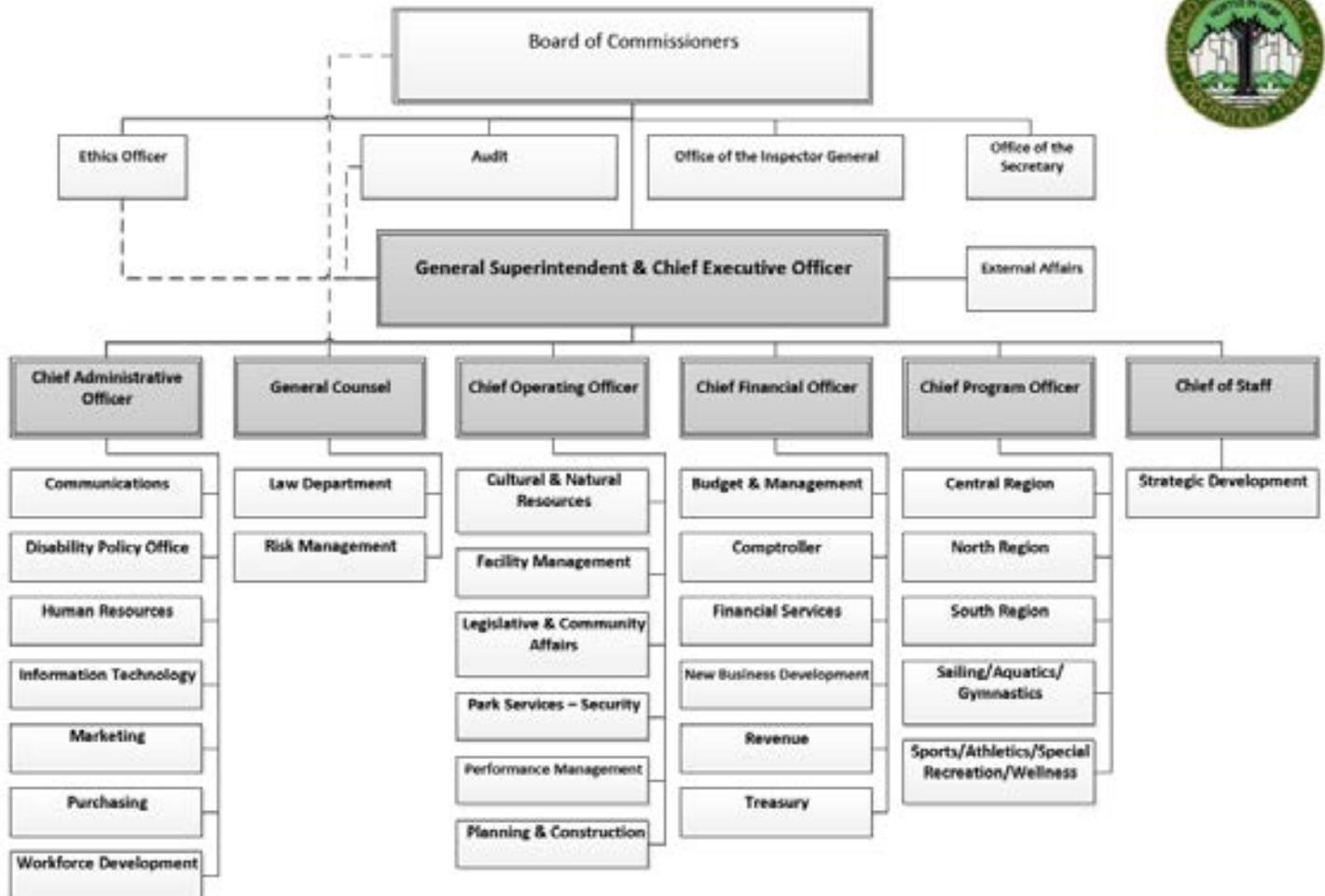
2015 Chicago Park District Budget Summary

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2015 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 "SEAL" is on the right side. At the bottom, it says "ORGANIZED 1934".

2015 BUDGET SUMMARY

**SECTION I
BUDGET OVERVIEW**

CHICAGO PARK DISTRICT

Budget Overview

Economic Outlook

As fiscal year 2014 comes to a close, the national economy continues to grow at a measured pace. This recovery is considered to be the weakest recovery coming out of a recession in the post WWII era. It is a recovery nonetheless, and economic indicators are moving in the right direction. The year brought positive news for employment as the US Department of Labor reported national unemployment rates moving from 6.6% in January 2014 to 5.8% in October 2014. The last time the unemployment rate was below 6% was July 2008. The number of unemployed persons is down by 1.9 million in the last year.

The state and local economy tend to follow the national economy with a slight lag. For September 2014, the preliminary unemployment rate for Illinois was 6.6% and the City of Chicago was 7.3%. According to the Illinois Department of Employment Security (IDES), the state economy added 40,600 jobs from August 2013 to August 2014 and the unemployment rate successively declined to its lowest level since July 2008. The most recent report from the Federal Reserve indicates that moderate growth in economic activity continues and there is generally an optimistic outlook.

Chicago remains one of the world's largest and most diversified economies, with more than four million employees and generating an annual gross regional product (GRP) of over \$500 billion. It is home to more than 400 major corporate headquarters, including 31 Fortune 500 headquarters. Among the most diverse economies in the nation, Chicago is a key player in every sector from risk management innovation to manufacturing to information technology to health services. Chicago is top-ranked for economic potential among major cities across the world.

Cornerstone to the City's economic strength is the Chicago Park District's continued investment in parks and play. Investments in parks are investments in communities, as they provide spaces for children to play, neighbors to gather and community bonds to form. Chicago's park system has expanded dramatically to add nearly 1,000 new acres, more than \$400 million in capital investment from public and private sources, and thousands of events and program offerings. From basketball courts and artificial turf fields at neighborhood parks to world-class projects such as Maggie Daley Park, park capital improvements have the potential to touch the lives of all City residents and visitors. For example, through the Chicago Plays! playground initiative, we're rebuilding 325 playgrounds across the city so that every child in every neighborhood is within a 10-minute walk of a park or playground. Park programs and events create hubs of positive activity thereby building community ties and reducing crime.

By prioritizing play, we are prioritizing the health and development of not only our children, but our city as well. These investments make good economic sense, as cities that invest in play and parks are better able to attract and retain a talented workforce and top businesses. A recent study shows that proximity to parks and playgrounds has the potential to increase property value up to 5% and Chicago Park District events drive \$1.2 billion in tourism dollars. In 2015, the Chicago Park District will continue to make financial and operational decisions that invest in parks and play recognizing that these investments are a vital component to the revitalization of cities.

Sources:

US Department of Labor Bureau of Labor Statistics

Federal Reserve Beige Book - Seventh District--Chicago, October 15, 2014

Commission on Government Forecasting and Accountability, Monthly Briefing October 2014

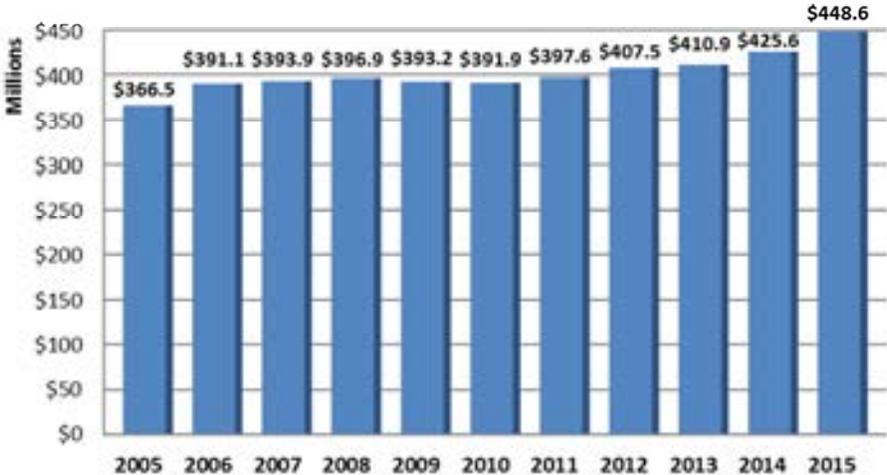
World Business Chicago

Chicago Sun-Times "Smart cities invest in play" – Editorial by Mayor Rahm Emanuel October 23, 2014

Budget Overview

2015 Operating Budget Summary

Chicago Park District Operating Budget Trend



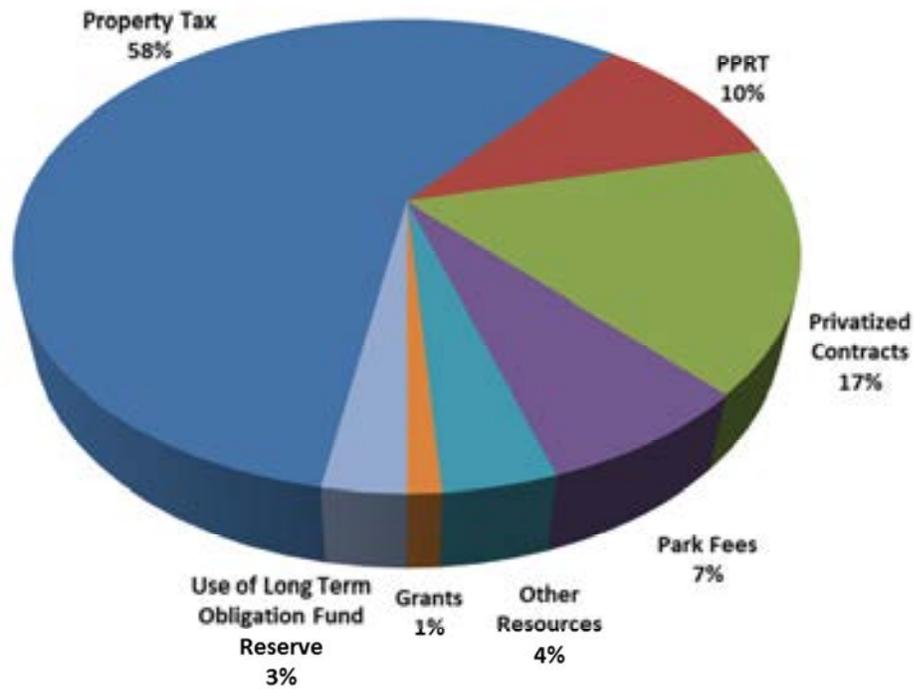
The 2015 budget is balanced at \$448.6 million, an increase of 5.4% or approximately \$23 million compared to the 2014 budget, \$19.3 million of which represents increased and supplemental contributions to the pension fund as required by pension legislation changes developed by the District with our labor partners, passed by the Illinois General Assembly and approved by the Governor earlier this year as a critical measure to ensuring retirement security for our current employees and retirees. In addition to increased pension expenses, the District is faced with increased salary expenses as a result of completed and ongoing union negotiations and rising costs related to healthcare, utilities, and facility and park space growth. In total, the District worked to close a budget deficit of \$18 million. The District identified various efficiencies and revenue increases to close the budget gap. Highlights include the following:

- Restricting personnel increases \$1.4 million
- Mandatory 5% non-personnel reduction \$1.0 million
- Water conservation efforts \$1.1 million
- Healthcare & prescription drug plans \$1.0 million
- Taking certain activities in-house \$0.6 million
- Favorable long-term contract terms \$0.6 million
- HR efficiencies \$0.3 million
- Credit card process changes \$0.3 million
- Administrative building occupancy consolidation \$0.2 million
- In-kind sponsorship (e.g. lifeguard uniforms) \$0.2 million
- Property tax value capture \$1.9 million
- Growth from investments & agreements \$1.9 million
- TIF Disbursement growth \$0.6 million
- Park program fee rate increases \$0.6 million
- Parking fee rate increase \$0.6 million
- Permit fee rate increase \$0.1 million

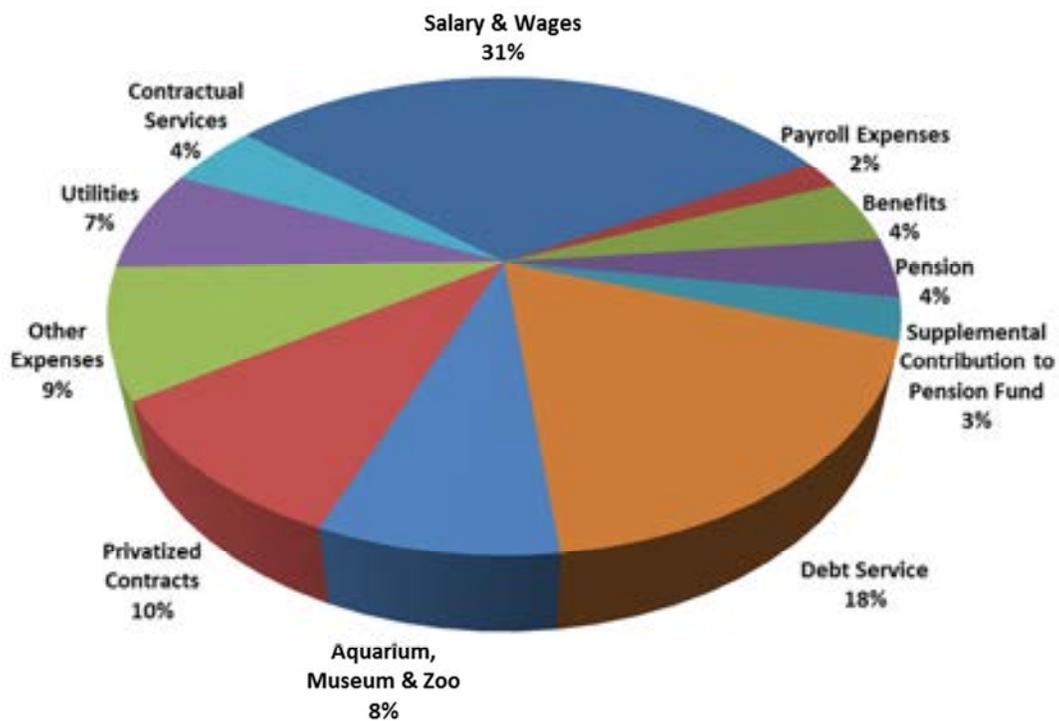
In addition, a debt refinancing that took place during 2014 will result in \$9 million less in debt service payments due in 2015.

Budget Overview

2015 Operating Budget – Revenue



2015 Operating Budget – Expenses



Budget Overview

Financial Summary by Category - Revenues

All Operating Funds

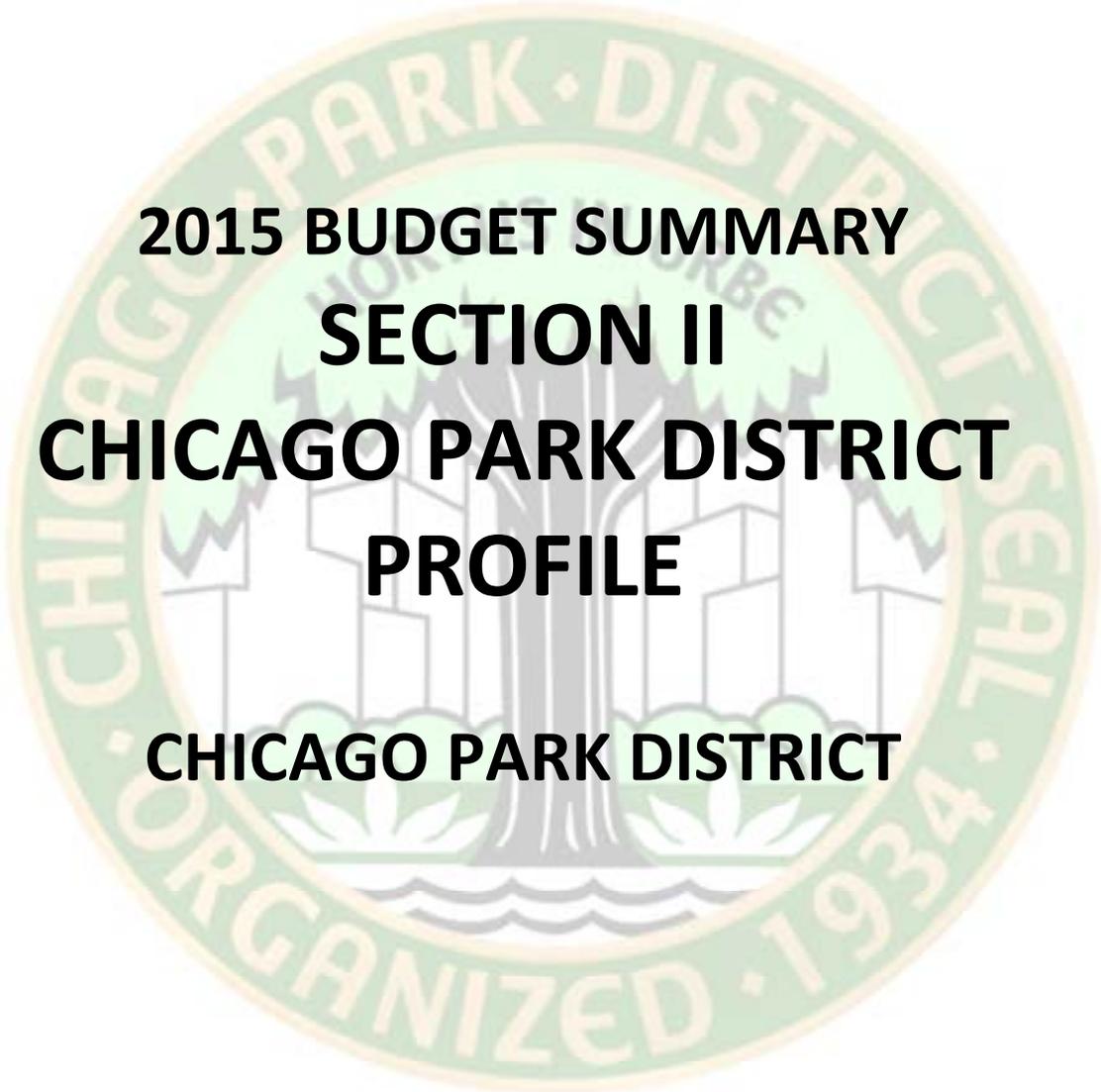
	2013 Budget	2014 Budget	2015 Budget	% Change
Property Taxes	\$ 261,010,657	\$ 268,860,657	\$ 270,770,657	0.7%
Property Tax Loss in Collections	(10,179,416)	(10,485,566)	(9,937,283)	-5.2%
Personal Property Replacement Tax (PPRT)	39,589,230	46,005,000	46,005,000	0.0%
Tax Increment Financing Distribution	2,224,400	2,667,000	3,259,500	22.2%
Interest On Investment	400,000	360,000	360,000	0.0%
Concession Revenue	3,180,625	3,141,341	4,023,076	28.1%
MLK Center	1,408,000	1,410,762	1,438,125	1.9%
Parking Fees	3,334,208	4,413,584	4,829,185	9.4%
Harbor Fees	25,137,652	24,223,007	25,438,394	5.0%
Golf Fees	5,481,535	5,624,956	5,374,753	-4.4%
Park Fees	14,179,000	13,115,382	15,363,125	17.1%
Soldier Field	29,091,505	30,387,377	31,699,079	4.3%
Rentals	3,267,596	2,864,939	3,668,505	28.0%
Northerly Island	1,100,000	1,700,000	1,700,000	0.0%
Donation and Grant Income	5,000,000	5,855,000	5,855,000	0.0%
Corporate Sponsorships	1,800,000	1,485,375	922,105	-37.9%
Miscellaneous Income	987,323	901,800	1,285,797	42.6%
Permits	9,727,215	12,412,194	13,633,016	9.8%
Capital Contributions	3,515,571	3,742,857	4,792,737	28.1%
Use of Prior Year Fund Balance	10,674,000	6,885,350	5,600,000	-18.7%
Use of Long Term Obligation Fund Reserve	-	-	12,500,000	0.0%
Total	\$ 410,929,101	\$ 425,571,014	\$ 448,580,770	5.4%

Budget Overview

Financial Summary by Category - Expenses

All Operating Funds

	2013 Budget	2014 Budget	2015 Budget	% Change
Salary & Wages	\$ 134,014,449	\$ 136,097,720	\$ 138,866,462	2.0%
Health Benefits	16,449,361	15,542,416	17,114,672	10.1%
Retiree Health Benefits	1,442,000	2,192,584	2,280,288	4.0%
Employee Health Care Contribution	(1,798,430)	(3,659,520)	(3,727,976)	1.9%
Prescription Drugs	2,623,437	3,234,000	3,395,700	5.0%
Dental Benefits	338,546	328,986	332,108	0.9%
Life Insurance	181,815	182,555	183,309	0.4%
Medicare Tax	1,446,284	1,784,007	1,837,924	3.0%
Social Security	1,242,712	1,202,697	1,247,948	3.8%
Materials and Supplies	6,104,784	6,372,179	6,165,638	-3.2%
Tools and Equipment	495,229	498,354	475,674	-4.6%
Repair and Maintenance	2,010,939	2,210,705	2,358,876	6.7%
General Contractual Services	15,925,676	21,146,066	20,651,613	-2.3%
Facilities Rentals	1,026,803	1,026,803	825,000	-19.7%
Natural Gas Utility	5,737,874	4,445,000	5,500,000	23.7%
Electric Utility Service	10,947,000	10,460,000	10,460,000	0.0%
Water and Sewer Utility	10,532,000	13,075,000	15,280,000	16.9%
Concessions Management	725,000	750,000	750,000	0.0%
Harbor Management	10,014,070	10,279,135	10,304,006	0.2%
Soldier Field	16,509,733	17,088,419	18,153,311	6.2%
Golf Management Expenses	4,060,700	4,695,394	4,535,497	-3.4%
MLK Center Management	1,255,058	1,113,338	1,338,125	20.2%
Parking Management	1,188,770	1,229,635	1,250,740	1.7%
Landscape Management	3,862,390	3,942,390	4,395,578	11.5%
Other Management Fee Expense	16,038,160	17,050,769	21,821,602	28.0%
Organizations	2,510,000	3,011,800	3,208,287	6.5%
Expenditure of Grants	2,117,801	1,492,412	1,541,000	3.3%
Special Program Expense	749,474	741,342	972,199	31.1%
Unemployment Obligations	2,147,662	2,362,000	2,162,000	-8.5%
Workers Compensation	3,525,000	3,525,000	3,525,000	0.0%
Insurance	2,726,674	3,500,000	3,366,000	-3.8%
Judgments	1,000,000	1,000,000	1,000,000	0.0%
Pension Expense	10,488,466	11,146,378	17,975,366	61.3%
Supplemental Contribution to Pension Fund	-	-	12,500,000	
Remittance To Zoo	5,600,000	5,600,000	5,600,000	0.0%
Remittance To Aquarium & Museum	30,645,560	31,130,508	30,115,221	-3.3%
Debt Service	87,044,104	89,772,942	80,819,603	-10.0%
Total	\$ 410,929,101	\$ 425,571,014	\$ 448,580,770	5.4%

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 "HONOR AND COURAGE" is also visible within the seal.

2015 BUDGET SUMMARY
SECTION II
CHICAGO PARK DISTRICT
PROFILE

CHICAGO PARK DISTRICT

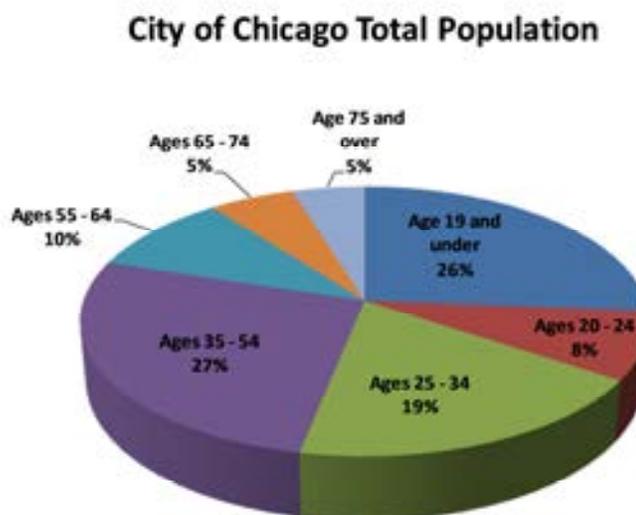
Demographics

City of Chicago

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

City of Chicago Population	2012
Total	2,700,741
Age 19 and under	708,228
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

Source: US Census 2000; 2011 ACS (5-Year)



Chicago Park District

The Chicago Park District is one of the largest municipal park managers in the nation, owning more than 8,400 acres of green space and a cornucopia of amenities and facilities for all ages and interests, such as 593 parks, 26 indoor pools, 51 outdoor pools, and 26 magnificent miles of lakefront, including 23 swimming beaches and an inland beach.

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

Rank	City	Residents within 1/2 Mile of a Park	Residents beyond 1/2 Mile of a Park	Percent of Population Within Walkable Park Access
1	San Francisco	787,128	14,635	98.2%
2	Boston	598,178	16,345	97.3%
3	New York	7,859,504	293,014	96.4%
4	Washington, D.C.	580,527	22,785	96.2%
5	Minneapolis	357,133	22,836	94.0%
6	Seattle	537,115	45,305	92.2%
7	Philadelphia	1,391,997	133,134	91.3%
8	Chicago	2,438,846	256,716	90.5%
9	Milwaukee	518,360	76,062	87.2%
10	Oakland	330,786	59,673	84.7%

Source: The Trust for Public Land 2014 City Park Facts

For a list of the most-visited park in each of the 100 largest U.S. cities, visit tpl.org/cityparkfacts

Demographics

The Chicago Park District owns more than 8,400+ acres of green space, including:

- 593 Parks
- 521 Playgrounds
- 174 Accessible Playgrounds (*soft surface*)
- 243 Field Houses
- 71 Fitness Centers
- 28 Running Tracks
- 146 Gymnasiums
- 77 Swimming Pools
- 77 Accessible Pool Features
- 196 Spray Pools
- 20 Water Playgrounds
- 548 Tennis Courts
- 355 Volleyball Courts (*300 temp along lakefront*)
- 9 Gymnastics Centers
- 7 Golf Courses
- 3 Driving Ranges
- 1 Miniature Golf Course
- 1 Putting Green
- 716 Baseball Fields
- 2 Wheelchair Softball Fields
- 2 Batting Cages
- 254 Soccer/Football Combo Fields
- 42 Artificial Turfs
- 13 Hand/Racquetball Courts
- 6 Ice Skating Rinks
- 5 Skate Parks
- 21 Dog Friendly Areas
- 32 Beaches
- 17 Accessible Beach Walks
- 11 Harbors
- 6,163 Marina Slips
- 218 Gardens
- 70 Community Gardens
- 12 Museums
- 13 Cultural Centers
- 2 Senior Centers
- 2 Conservatories
- 17 lagoons
- 7 nature gardens
- 11 savannas/woodlands
- 5 wetlands
- 22 prairies/grasslands
- 1 nature center
- 1 urban farm
- 1 organic greenhouse
- 5 dunes

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

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

Popular attractions that fall under the management of the Chicago Park District include the Clarence Buckingham Memorial Fountain, which is located in Grant Park. Proudly referred to as “Chicago's front yard”, Grant Park is among the city's loveliest and most prominent parks. Ten world-class museums are located on Chicago Park District property, three of them in Grant Park: the Art Institute, the Field Museum of Natural History and the Shedd Aquarium. More than 20 million people visit Grant Park and Buckingham Fountain annually, making it the second most visited park landmark in the U.S. In addition to these landmarks, the Chicago Park District offers 220 stunning facilities, many of which are rented for special events.

50 Most-Visited City Parks in U.S.

Rank	Park	City	Annual Visitation
1	Central Park	New York	40,000,000
2	National Mall & Memorial Parks	Washington, D.C	29,721,005
3	Lincoln Park	Chicago	20,000,000
4	Mission Bay Park	San Diego	16,500,000
5	Balboa Park	San Diego	14,000,000
6	Golden Gate Park	San Francisco	13,000,000
1	Forest Park	St. Louis	12,000,000
1	Griffith Park	Los Angeles	12,000,000
9	Coney Island Beach and Boardwalk	New York	10,600,000
10	Prospect Park	New York	10,000,000

Source: The Trust for Public Land 2014 City Park Facts

For a list of the most-visited park in each of the 100 largest U.S. cities, visit tpl.org/cityparkfacts

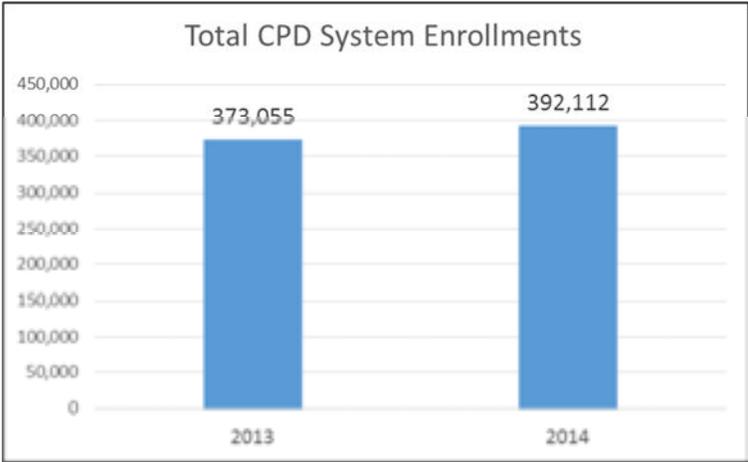
Demographics

Recreational Offerings

In 2014, nearly 400,000 people enrolled 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. In addition, the popular Night Out in the Parks program brings more than 200,000 people to more than 1,000 events in 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. In 2015, we will continue our Night Out in the Parks summer focus, but also expand to offer these popular events year round.

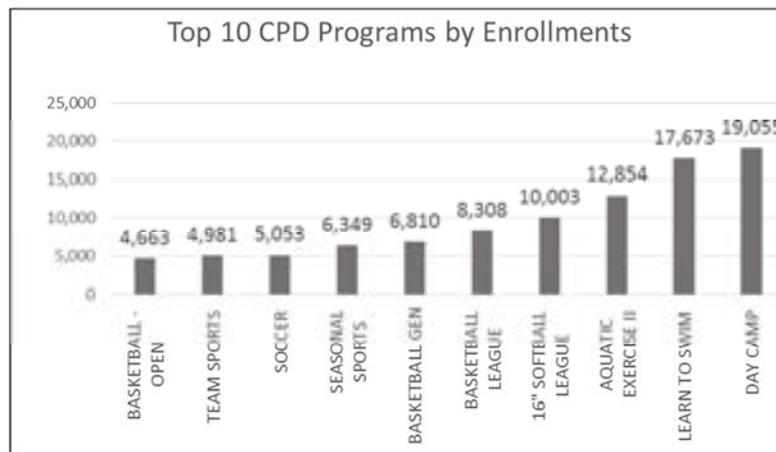
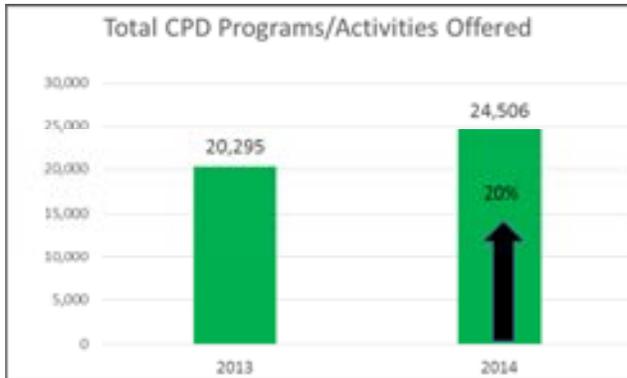
Program Registrations & Demographics

In 2014, total direct program enrollments reached record levels exceeding 2013 by 5%. For the most current program session, fall 2014, the number of residents across the City who enrolled in Chicago Park District programs rose to 90,020, up 9% compared to fall 2013, and setting a new enrollment record. 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.

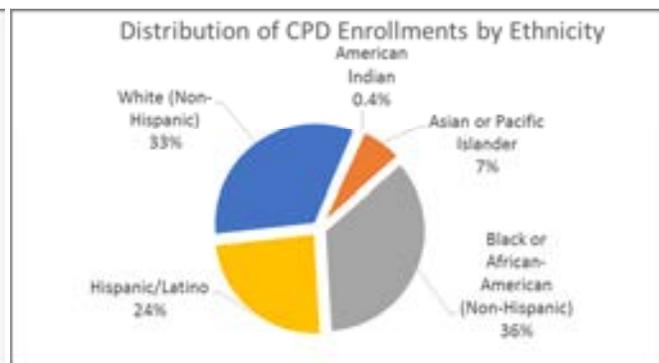
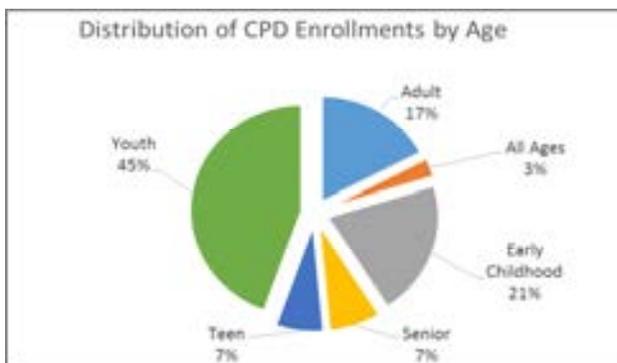


“By offering quality programs, affordable prices and convenient locations, it’s no wonder that the Chicago Park District is a popular option for keeping families active.” - General Superintendent and CEO Michael Kelly.

Demographics



Chicago Park District programs are popular among all age groups and races. At nearly 73%, youth, teen and early childhood programming make up the majority of the program offerings. Instructional programming makes up approximately 67% 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 2015, the Chicago Park District will work toward offering the largest urban sports program by increasing and creating new opportunities in baseball, basketball, boxing, gymnastics, football, rugby, rowing, tennis, lacrosse, ice hockey, golf, track & field, wrestling, etc. Capital improvements supporting increased athletic opportunities include new turf fields, an ice hockey center and gymnastics centers.

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 2015, the Chicago Park District will allocate additional funding toward program discount and scholarship opportunities (financial assistance discount, family discount, military discount, free youth golf, Learn to Swim FirstFree, Free Fitness Week, etc.) to ensure that programming is affordable regardless of income level.

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 2015, the Chicago Park District will complete construction on and open several new, highly anticipated facilities including Maggie Daley Park, a world-class park that will offer multisensory landscaping, rock-climbing sculptures, an ice-skating ribbon, a play garden, multiple event spaces, open lawn areas, café space, and picnic groves. (More detail on the other exciting capital projects may be found in the capital section of this book.)

Extra Effort

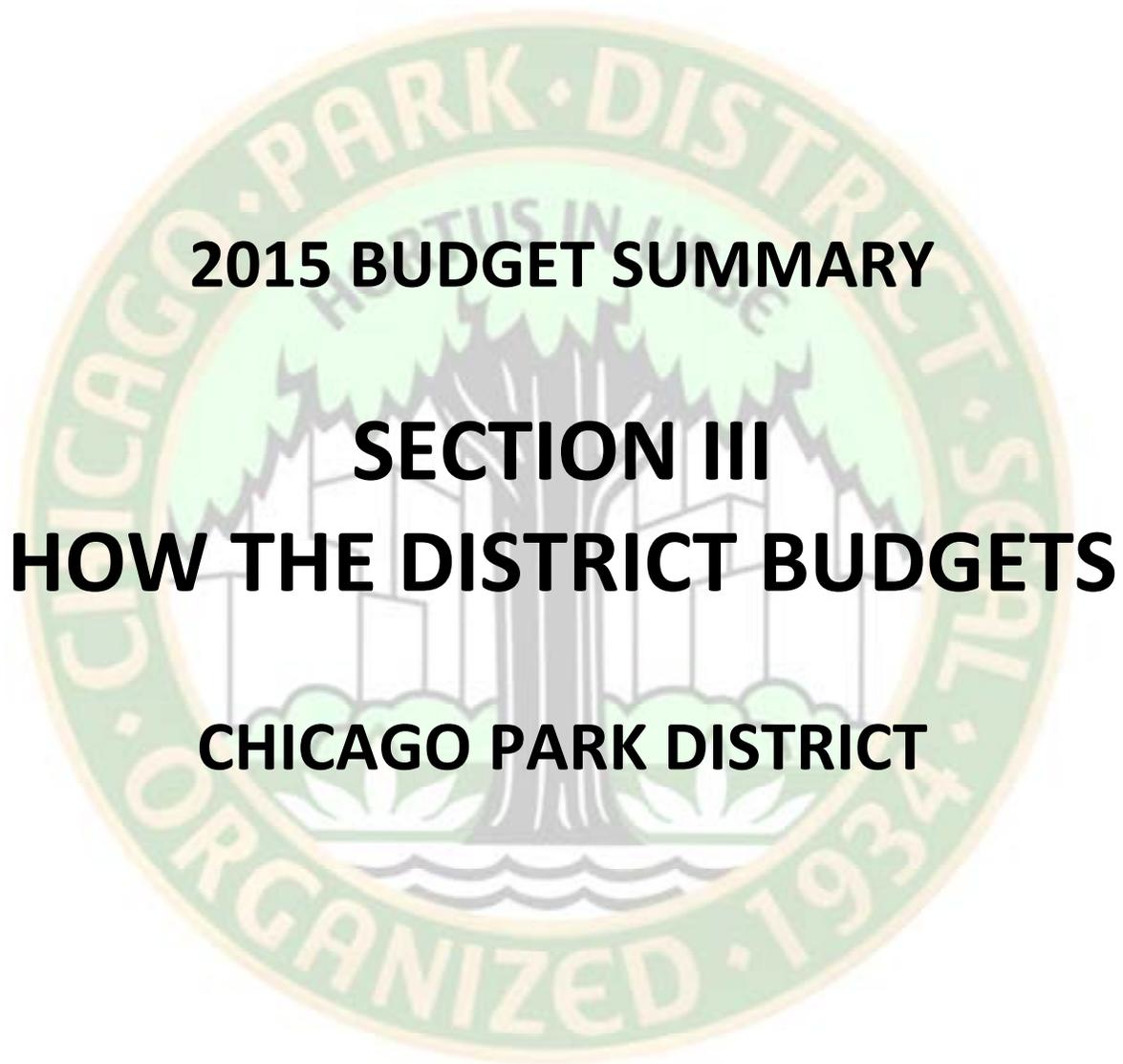
We support innovation and welcome new ideas. We believe that professionalism, communication, technology, and team work serve as the foundation for great customer service and a productive workplace. We do everything possible to make the Park District better tomorrow than it is today. We implement new 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.

Mission & Core Values

In 2014, the Chicago Park District received the National Gold Medal Award for Excellence in Park and Recreation Management presented by the American Academy for Park and Recreation Administration in partnership with the National Recreation and Park Association (NRPA). Not only is this the first time Chicago has won this award, it is the first time any urban park district has won. As the first urban park district to receive this award, the Chicago Park District was recognized for innovative, community driven programs like Summer Day Camp, Night Out in the Parks, Mayor Emanuel's Chicago Plays! playground program, ground breakings and ribbon cuttings. It is the mission of the Chicago Park District to enhance the quality of life in Chicago by being the leading provider of recreation and leisure opportunities; provide safe, inviting and beautifully maintained parks and facilities; and create a customer-focused and responsive park system that prioritizes the needs of children and families. This award recognizes the significant investments we are making in our parks to create a safer, brighter and healthier future for every child in Chicago.

The Chicago Park District does not rest on its laurels. In 2015, we will exceed the standards of this prestigious award.



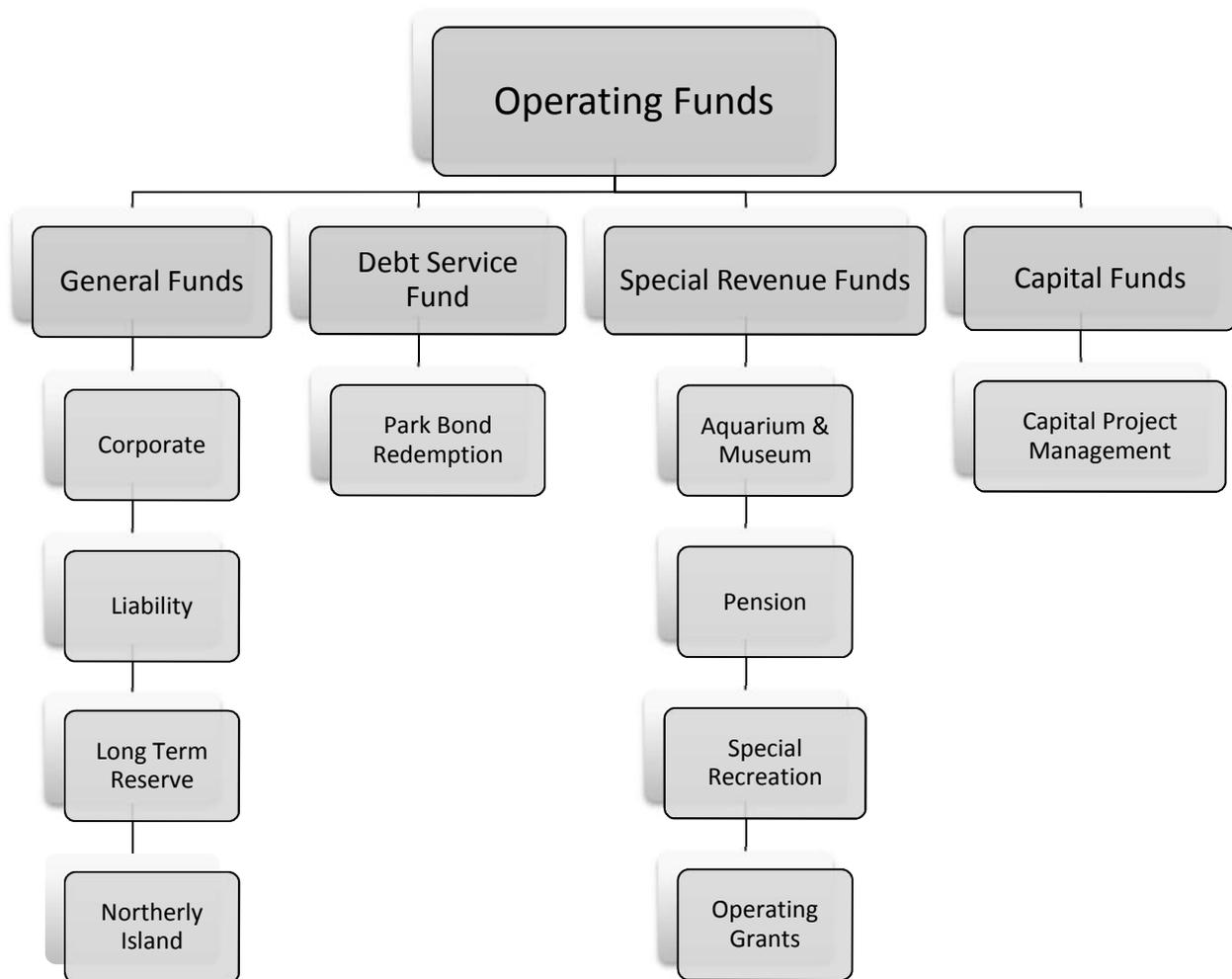


2015 BUDGET SUMMARY

**SECTION III
HOW THE DISTRICT BUDGETS**

CHICAGO PARK DISTRICT

Fund Structure



The 2015 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

2015 Operating Budget funds

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

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

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

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

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

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

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

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

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

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

Financial Policies

Basis of Budgeting

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

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

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

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

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 \$999 million or 66% below the \$1,500 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 \$181 million in capacity under this limit. At the end of 2013, the District had approximately \$865 million of outstanding long-term debt which is \$5.5 million 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 2015 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.

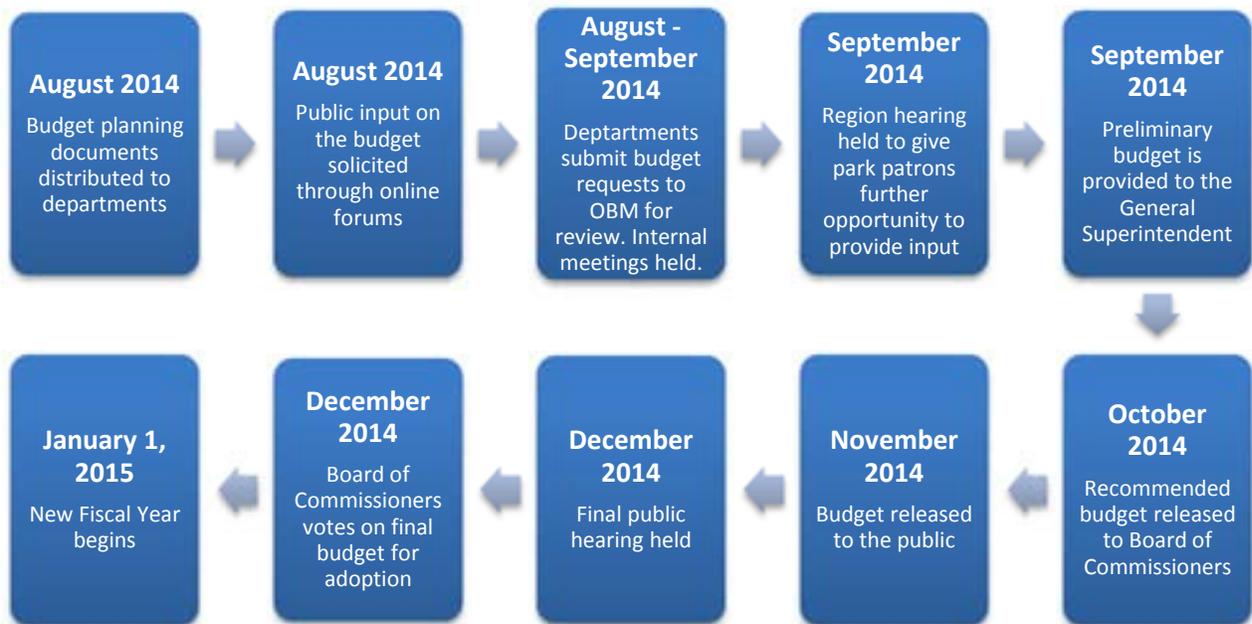
Once the budget is passed, the Office of Budget and Management works with each Region and Department to manage the adopted appropriations. Any transfers necessary to adjust the budget can be made by the Office of Budget and Management, as long as the changes do not require transfers between account classes (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 2015 budget is presented in the following two documents:

2015 Budget Summary – Provides summary of proposed budget, narrative of the funding sources and an overview of the budget process.

2015 Budget Appropriations – Line item detail for departments, regions and parks for all operating funds.

Budget Process



Fund Balance

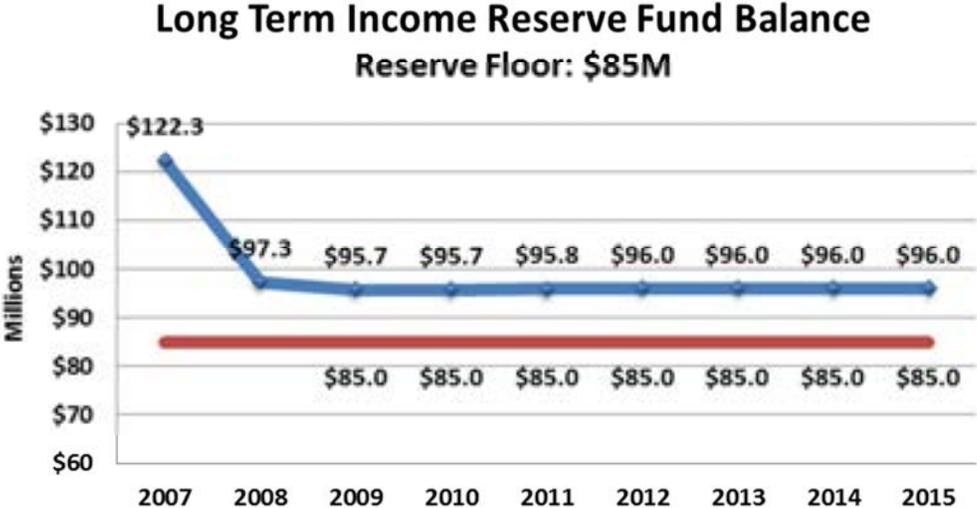
Fund Balance

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, 2013, the District’s governmental funds reported combined fund balances of \$308.6 million, a decrease of \$11.8 million in comparison with the prior year. Of this amount, \$22.6 million or approximately 7.3% 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 \$185.2 million, or approximately 69.1% of total general fund expenditures. Of this amount, \$96 million relates to working cash reserves.

The 2015 budget accounts for the use of \$4 million of estimated 2014 year-end available resources which will be carried forward for use in the 2015 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 2013, 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

	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Budget	2015 Budget
Revenues:						
Property tax	126,297	179,544	154,387	144,888	158,918	158,318
Tax Increment Financing Distribution			5,970	2,740	2,667	3,260
Personal property replacement tax	19,525	15,950	16,040	21,155	21,589	28,709
Interest on investments	45	188	210	12	360	360
Concession revenue	4,170	4,387	4,760	4,519	6,037	6,383
Parking fees	2,419	2,828	3,516	3,750	4,414	4,829
Harbor fees	21,320	17,476	13,925	12,363	12,218	12,633
Golf fees	4,668	4,782	5,163	5,206	5,625	5,375
Recreation Activities	13,007	22,023	13,387	12,571	13,115	15,363
Soldier Field	25,315	27,880	29,824	34,554	30,387	31,699
Donations and grant income	11,383	490	675	341	855	855
Rentals	2,537	2,421	860	1,189	2,865	3,669
Miscellaneous income	1,575	1,051	1,175	2,299	902	1,286
Permits	6,349	6,656	12,641	11,614	12,412	13,633
Northerly Island	278	703	1,007	1,207	1,700	1,700
Capital Contributions	932	806	1,292	-	1,100	1,100
Use of Prior Year Fund Balance	-	-	-	9,479	5,400	4,000
Use of Long Term Obligation Fund Reserve	-	-	-	-	-	12,500
Transfer in	8,003	3,621	-	-	-	-
Total revenues	247,823	290,806	264,832	267,887	280,565	305,671
Expenditures:						
Personnel services	134,225	138,253	148,313	149,257	153,889	157,196
Materials and supplies	5,381	5,649	5,146	5,319	5,883	5,691
Small tools and equipment	398	548	446	401	493	472
Contractual services	91,945	106,608	96,296	105,944	112,919	122,194
Program expense	832	587	650	538	682	918
Other expense	515	717	3,727	6,428	6,700	6,700
Supplemental Contribution to Pension Fund	-	-	-	-	-	12,500
Transfer out	7,020	-	-	-	-	-
Total expenditures	240,316	252,362	254,578	267,887	280,565	305,671
Revenues over expenditures	7,507	38,444	10,254	0	0	0
Fund Balance						
Beginning Fund Balance	40,111	147,216	185,660	195,914	186,440	185,740
Nonspendable:		3,478	1,037	843	3,478	843
Restricted:		-	-	-	-	-
Committed:						
Working Capital		95,833	95,976	95,976	95,976	95,976
Economic Stabilization		20,000	20,000	20,000	27,000	23,500
PPRT Stabilization		-	5,000	5,000	5,000	5,000
Assigned To:						
Park operations and maintainance and budget stabilization		3,000	12,000	9,470	12,000	12,000
Northerly Island		4,256	2,138	2,138	2,256	2,138
Legal Judgments exceeding appropriations		-	500	500	500	500
Long Term Liability		-	-	25,000	30,000	24,201
Unassigned:		59,093	59,263	27,112	10,230	21,582
Ending Fund Balance	\$ 47,617	\$ 185,660	\$ 195,914	\$ 186,039	\$ 186,440	\$ 185,740

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

Note 2: In 2011 the Government Accounting Standards Board issued a new standard, GASB 54. As a result of the implementation of GASB 54, the Park District combined the Long Term Income Reserve and Northerly Island Fund 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.

Note 4: In 2015, Long Term Liability reflects the transfer out of \$12.5M due to the supplemental contribution to the pension fund required by Public Act 098-0622 as planned and the transfer in of \$11.7 million from the PBC - Operating and Maintenance special revenue fund which became inactive in 2013 when the associated expenditures were appropriated in the general fund.



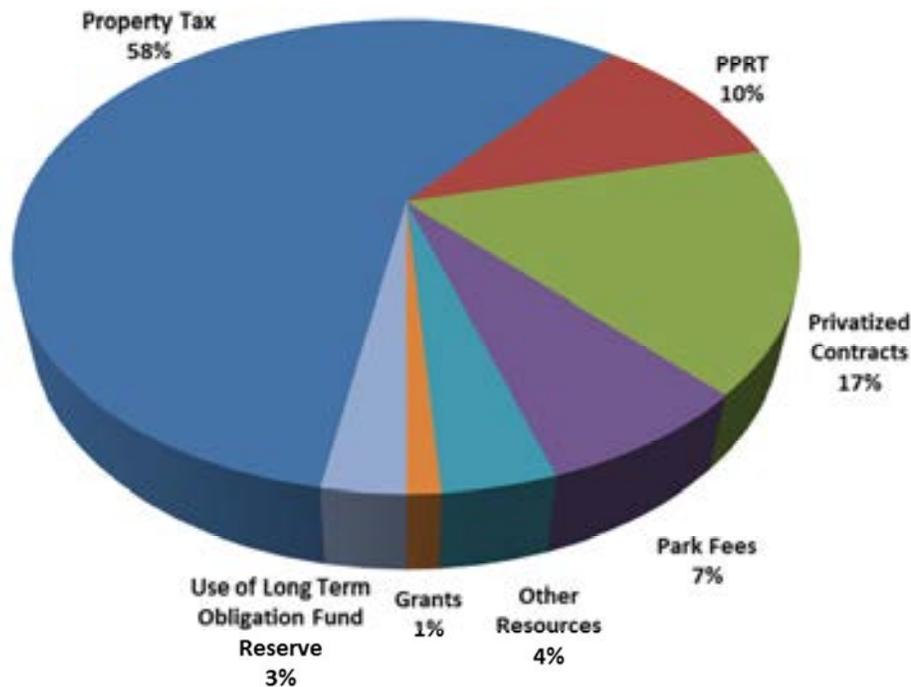
2015 BUDGET SUMMARY

**SECTION IV
BUDGET DETAIL**

CHICAGO PARK DISTRICT

Operating Budget - Detailed Revenue

Operating Budget – Revenue



Tax Revenues

Property Taxes

The Park District's largest source of revenue is the Property Tax which makes up 58% of total resources. While the District has been fortunate with consistent Property Tax collections, this budget reflects a conservative estimate in the expected loss in collections of 3.67% of the property tax which is consistent with prior years' actual losses. The \$270.8 million levy benefits from a capture of the value of new property and expiring or terminating TIF districts which provides additional resources to the District without increasing the tax burden on residents. Net property tax after expected loss in collections is \$260.8 million.

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

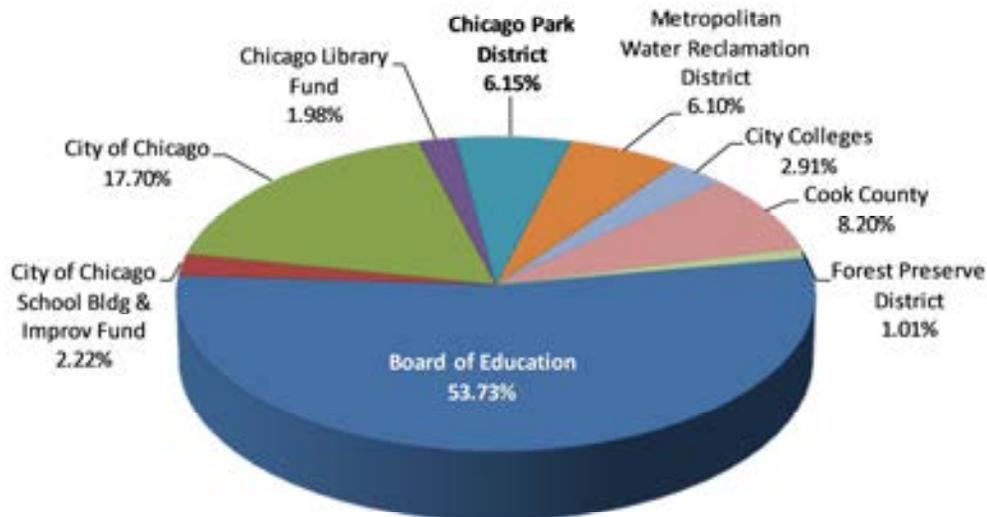
In March of 1995, property tax cap limitations were passed by the state legislature, which reflect the District's tax levy. The portion of the levy which supports the operations of parks and recreation facilities (the aggregate extension) can only increase from year to year by the rate of inflation. In prior years the portion of the levy supporting debt service is limited to the level of the 1994 debt service levy. Thus, the

Operating Budget - Detailed Revenue

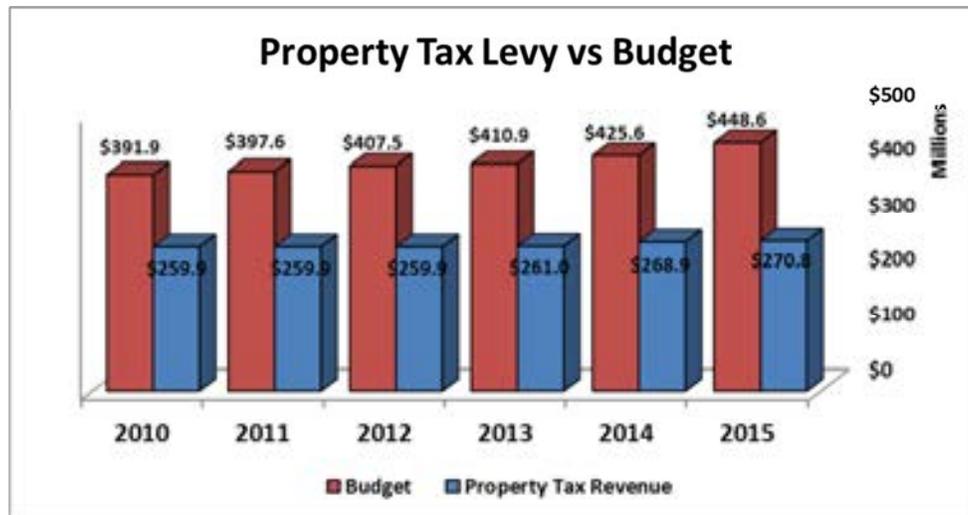
District can only issue general obligation bonds where the debt service falls within that restriction. In 2009 state legislation was changed to allow debt service to increase by the lesser of CPI (Consumer Price Index) or 5%. The 2015 budget will fall within these restrictions.

The Park District represents one of seven taxing jurisdictions on City residents' bills. According to the most recent report released by the Cook County Clerk's Office, 6.15% is allocated to the Chicago Park District. On a typical resident's bill, this amounts to less than \$200 to support parks.

Taxing Agency	2013 Distribution	Property valued at \$200K	
		Allocation of Tax Bill	
Board of Education	53.73%	\$	1,697.47
City of Chicago School Bldg & Improv Fund	2.22%	\$	70.14
City of Chicago	17.70%	\$	559.19
Chicago Library Fund	1.98%	\$	62.55
Chicago Park District	6.15%	\$	194.29
Metropolitan Water Reclamation District	6.10%	\$	192.71
City Colleges	2.91%	\$	91.93
Cook County	8.20%	\$	259.06
Forest Preserve District	1.01%	\$	31.91
		\$	3,159.25

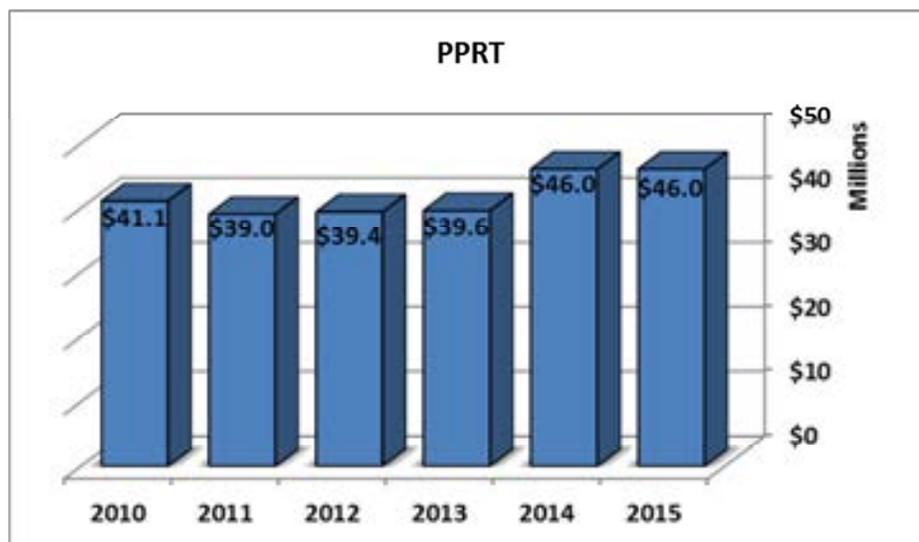


Operating Budget - Detailed Revenue



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. During 2013, PPRT grew substantially, representing 13% year-over-year growth due to taxpayers' response to changes in federal tax law that caused a one-time surge in tax receipts that would have otherwise been recognized over a longer time frame. While this benefitted revenues in 2013, it resulted in flat growth in 2014 year-to-date and complicated the determination of real economic growth. For 2015, PPRT revenue is projected to generate \$46 million, which represents flat growth from the 2014 year-end estimate. Although growth in the economy and corporate income tax is anticipated, supported by the State's projection of 3.6% PPRT growth, 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

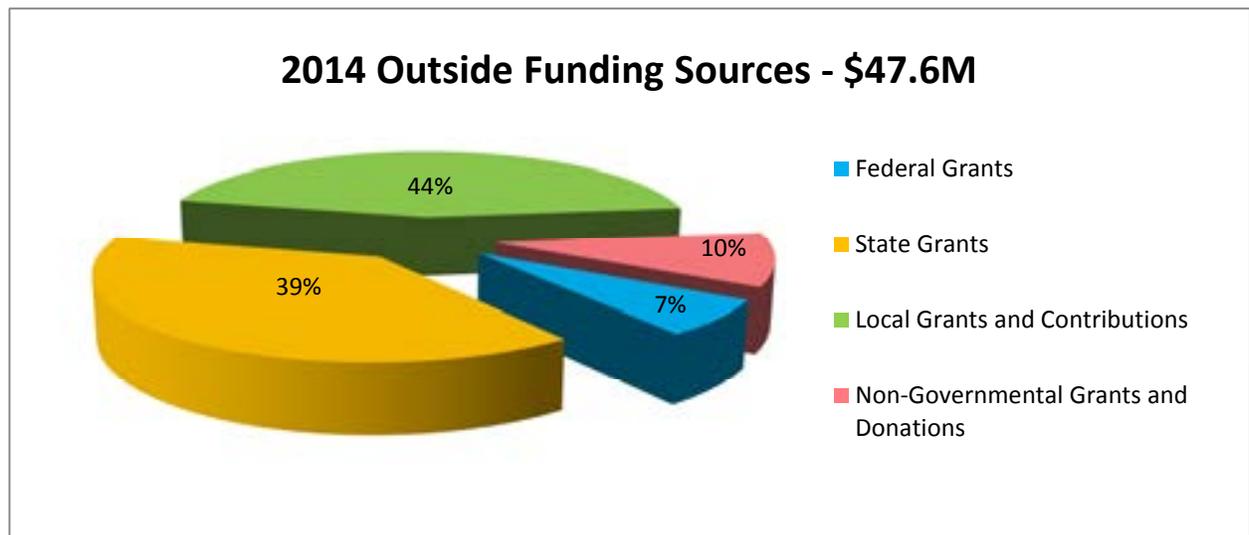
Grants, Donations and Sponsorships

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 is able to distribute resources to the Chicago community in greater amounts.

Outside operating grants, donations, and sponsorships fund innovative programs including Night Out in the Parks, Special Olympics, and summer camp scholarships. Capital grants and donations fund projects including new parks and field houses, historic facility renovations, and new natural areas and playgrounds. In the past five years, the District has been successful in obtaining an average of nearly \$35 million per year in outside funding toward District priorities. As of fall 2014, \$47.5 million in outside funding has been awarded this year with additional grant awards expected by year end.

2014 Outside Funding Sources*			
	OPERATING	CAPITAL	TOTAL
Federal Grants	\$ 2,177,000	\$ 1,010,000	\$ 3,187,000
State Grants	\$ 16,000	\$ 18,395,000	\$ 18,411,000
Local Grants and Contributions	\$ 508,000	\$ 20,585,000	\$ 21,093,000
Non-Governmental Grants and Donations	\$ 1,878,000	\$ 3,007,000	\$ 4,885,000
Total	\$ 4,579,000	\$ 42,997,000	\$ 47,576,000

* As of October 2014. 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

In 2014, the major governmental contributors to the Chicago Park District were the Illinois Department of Natural Resources (\$12.6 million) and City Tax Increment Financing (\$13.4M). Generous private funding of \$4.8 million in 2014 was also vital to sustaining our District priorities. Included is a listing of major private grants and donations to the Park District in 2014. The District continually and actively seeks outside funding partnerships.

2014 Major Private Grants, Donations, and Sponsorships

Over \$1,000,000

Blue Cross and Blue Shield of Illinois
Chicago Community Trust
Chicago Cubs Charities
Coca-Cola Company
Jesse White Foundation
The Trust for Public Land
WMS Gaming, Inc.

\$500,001 - \$999,999

North Park University
Project 120
Special Children's Charities
Wood Family Foundation

\$100,001 - \$499,999

Bears Care*
CBS Radio**
Cubs Care Fund, Robert R. McCormick Foundation*
Google*
Goudy Park Advisory Council
Local Initiatives Support Corporation
National Fish and Wildlife Foundation
National Recreation and Park Association
SRAM, LLC
Tommy Bahama
U.S. Soccer Foundation**

\$10,001 - \$99,999

Bank of America*
The Baseball Tomorrow Fund
Chicago Blackhawks
Chicago Rowing Foundation
Chicago Running Company, Inc.
Chicago White Sox Community Fund, Robert R. McCormick Foundation*
Elizabeth Yntema & Mark Ferguson Family Foundation*
Hamlin Park Advisory Council
Humana
Illinois Central Railroad Company

Operating Budget - Detailed Revenue

\$10,001 - \$99,999 (continued)

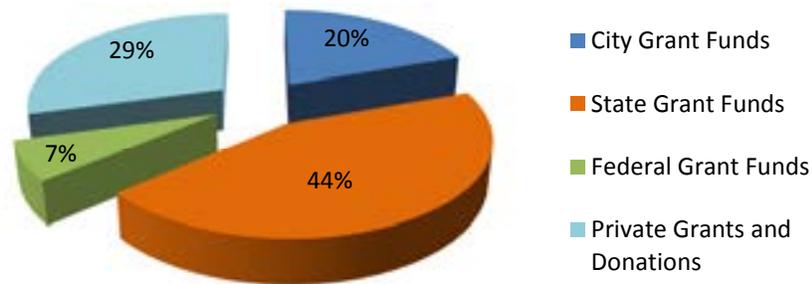
Maplewood and Lucy Flower Advisory Council
 Norfolk Southern Corporation
 Nike Corporation**
 Petco Unleashed
 RCN
 Sheridan Park Advisory Council
 Tony Hawk Foundation
 World Sport Chicago*

* Funding through the Chicago Parks Foundation, our 501c3 philanthropic partner.

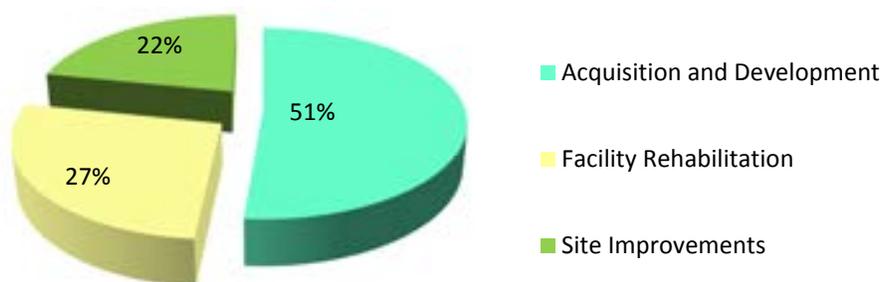
** Designates an in-kind contribution. Investment made directly by an organization other than the Park District to the benefit of Park District operations or property.

The 2015 operating program and the 2015-2019 Capital Improvement Plan continue to rely heavily on outside sources to fund District priorities. Current outside funding for the next five years totals \$128 million; with additional funding awards expected. Major sources of outside funds include private fundraising for large park developments including Maggie Daley Park and Park 564 “Big Marsh”. City Tax Increment Financing provides a major source of funding for capital park development and facility projects throughout the District. Finally, the State of Illinois is expected to award over \$50 Million in outside grant funds for new building constructions, new park developments, and major historic facility renovations.

2015-2019 Expected Outside Funding by Source
\$128 Million



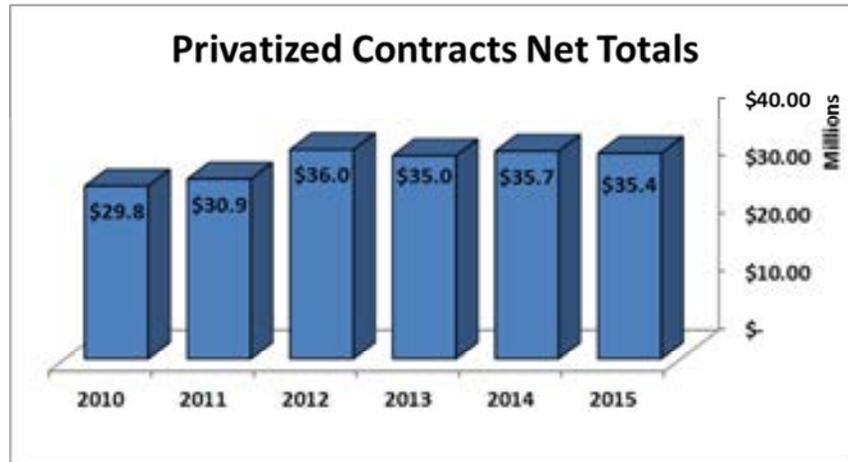
2015-2019 Expected Outside Funding by Program
\$128 Million



Operating Budget - Detailed Revenue

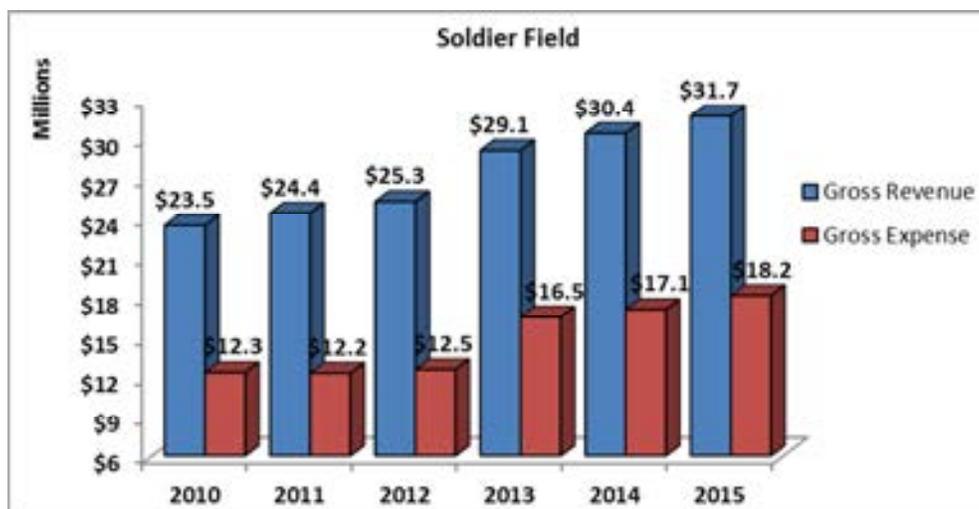
Privatized Contracts

Other major revenue sources are the District's privatized contracts, revenue generated by the private management of Chicago Park District assets, including Soldier Field, harbors, concessions, paid parking spaces, golf courses, Northerly Island concert venue, MLK Family Entertainment Center and others. 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. During 2014, Soldier Field events included Chicago Blackhawks vs. Pittsburgh Penguins, Beyoncé and Jay-Z "On the Run" Tour, One Direction "Where We Are" Tour, Luke Bryan "That's My Kind of Night" Tour, and International Rugby - New Zealand vs. United States. In 2015, the venue will continue to increase the diversity and types of events held with such events as major collegiate hockey, Taylor Swift, and One Direction to name a few. Based on planned events, it is expected that \$31.7 million in gross revenues will be generated in 2015.



Operating Budget - Detailed Revenue

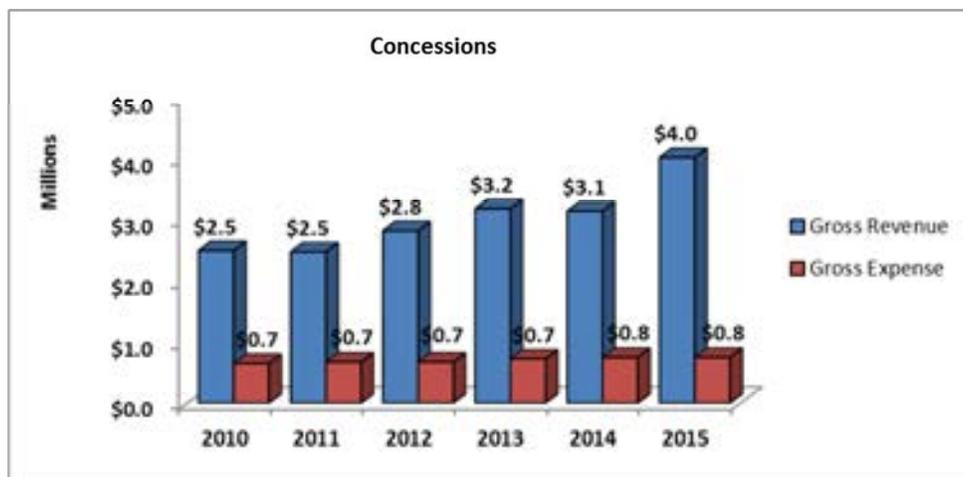
Harbor Fees

The District is responsible for ten harbors along Chicago's shoreline. The District contracts 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. Harbor revenues and occupancy rates have not met expectations in recent years primarily due to the economic climate. The District has taken several actions to increase revenues, including implementing winter storage options, holding harbor fee rates flat, waiving the non-resident fee, implementing returning boater promotions and holding events such as Aquapalooza. In 2015, new amenities, such as the floating pool at the 31st Street Harbor, coupled with continued economic recovery are expected to manifest in harbor revenues. In addition, the District was able to achieve favorable contract rates during the recent contract award which will improve the bottom line. Total revenue for harbor related activities is projected to be \$25.4 million in 2015.



Concessions

Park concessions 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 2015, the goal is to introduce new and innovative concessions and optimize concession opportunities related to various capital improvements to benefit the operating budget. For example, Maggie Daley Park is expected to generate least \$2 million in overall revenue with a portion attributed concessions. Total concession revenue is projected to generate \$4 million in 2015.



Operating Budget - Detailed Revenue

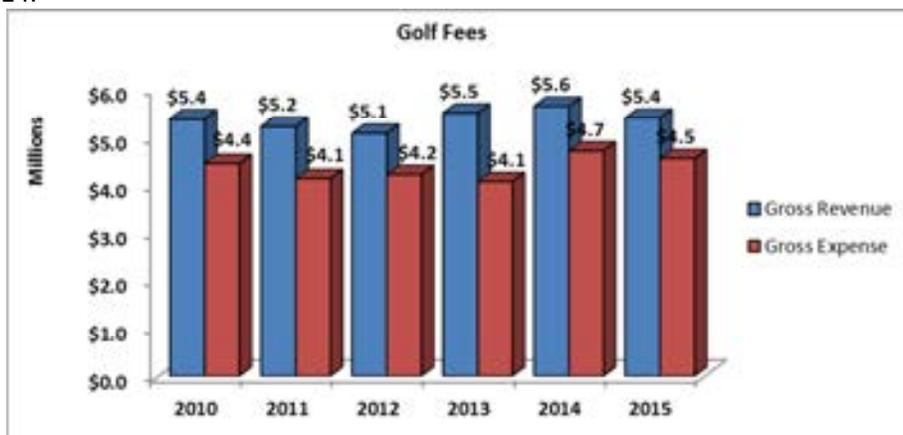
Parking Fees

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 remainder of 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 \$4.8 million in 2015, which represents 9% growth compared to the 2014 budget, due to additional enforcement efforts to increase compliance and an increase in the parking fee rates. The parking fee will increase from \$1.25 to \$1.75 (peak) and \$0.50 to \$0.75 (off-peak) at pay & display units and will increase at the District's various parking lots by minimal amounts. Parking rates will remain reasonable compared to neighboring paid parking options.



Golf Courses

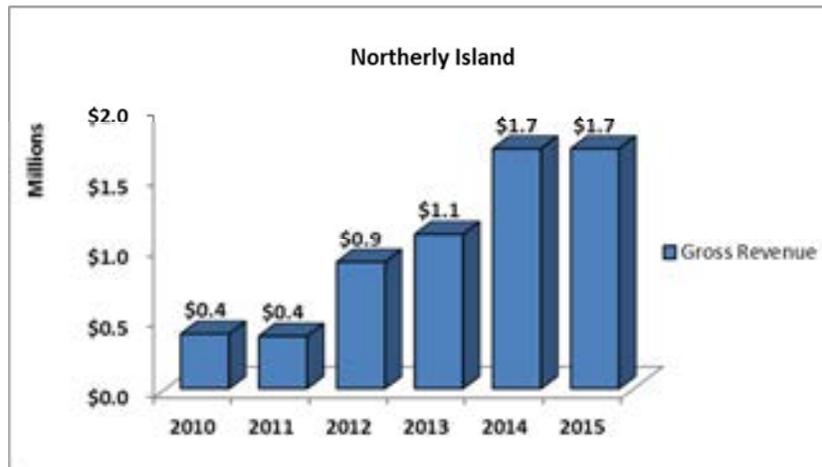
The Chicago Park District offers six golf courses, three driving ranges, two miniature golf courses and three learning centers. In 2009, the District entered into a management agreement with a private vendor. In furtherance of the Park District's mission and core values, programs such as Kids Play Fee, The First Tee of Greater Chicago and Family Tee encourage greater exposure and participation by children who may not have otherwise been introduced to the sport. In 2014, the golf courses provided greater program diversity through such offerings as FootGolf and Night Golf. In 2015, program diversity will continue to grow and dynamic pricing will be implemented. Overall, a conservative outlook is warranted based on the recent history of actual revenues. Revenue estimates from golf are budgeted at \$5.4 million for 2014.



Operating Budget - Detailed Revenue

Northerly Island Venue

Northerly Island is a 91- acre peninsula that juts into Lake Michigan at the heart of the Museum Campus. It is located just south of the Adler Planetarium and east of Soldier Field. The majority of this space is dedicated to nature. The nature area at Northerly Island features beautiful strolling paths, casual play areas and a spectacular view of the Chicago skyline. The 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 remain strong in 2015. 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.



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

The Dr. Martin Luther King, Jr. Park & Family Entertainment Center offers families a place to spend quality time together and brings traditional and affordable recreation back to the neighborhoods for residents to enjoy. Opened to the public in January 2003, the MLK Family Entertainment Center is an unprecedented all inclusive roller rink, bowling alley, eatery and special event facility located in the Auburn Gresham community. In 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 2015 revenues to gross \$1.4 million.



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 \$0.4 million in 2015. (The associated revenue is currently reflected under the park program revenue category.)

Program Revenue

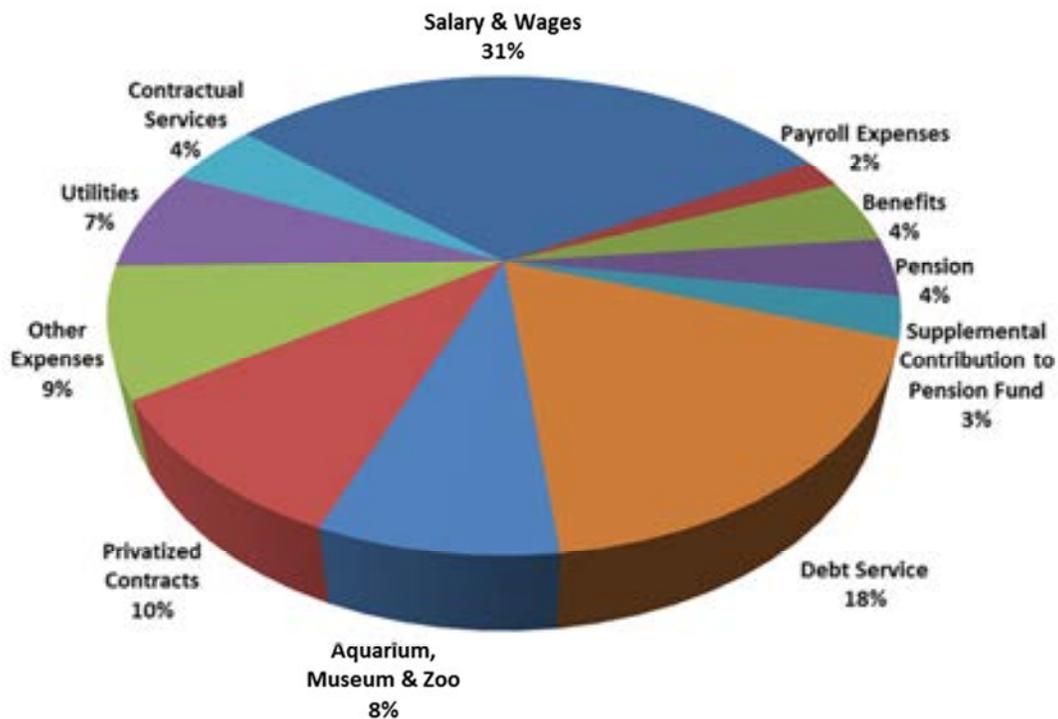
Recreation and cultural program revenues are generated by fees paid by participants. For many programs, such as day camp, fees are tiered based upon socioeconomic factors of the community. Overall park program revenue is expected to generate \$15.4 million in 2015, which represents 17% growth from the 2014 budget, due to a combination of natural revenue growth from enrollment increases, new programs and facilities and a nominal increase in program fee rates. In most cases, this increase will amount to less than \$1 per hour of programming and will remain far below rates charged by other recreational facilities. In addition, the Chicago Park District will continue to work with residents to ensure that programming is affordable regardless of income level through discounts and scholarship opportunities. Over the past few years, the number of park patrons taking advantage of existing program discount opportunities (financial assistance discount, family discount, military discount, free youth golf, Learn to Swim First Fee, etc.) has grown exponentially and the budget anticipates a continuation of this trend with additional funding allocated toward this purpose. Overall, program fee rates will increase slightly to maintain quality, but we remain the best deal in town, and no child will be turned away for inability to pay.

Rentals and Permits

This category includes revenue from room/gym/facility rentals and permit fees for events held on District property. The Park District will continue to focus on generating additional revenue from large scale events in order to keep fees for our park programs affordable. In 2013-2014, the District successfully moved several large scale events from general permits to long-term agreements similar to the approach taken with the Lollapalooza Festival, which alone generates \$2.9 million to support operations. The District has worked to streamline the permit process and book more events by assisting permit applicants with identifying alternative sites beyond those most in-demand. In addition, capital investments and new agreements will increase revenue. Revenue is projected to grow to \$17.3 million in 2015.

Operating Budget - Detailed Expenses

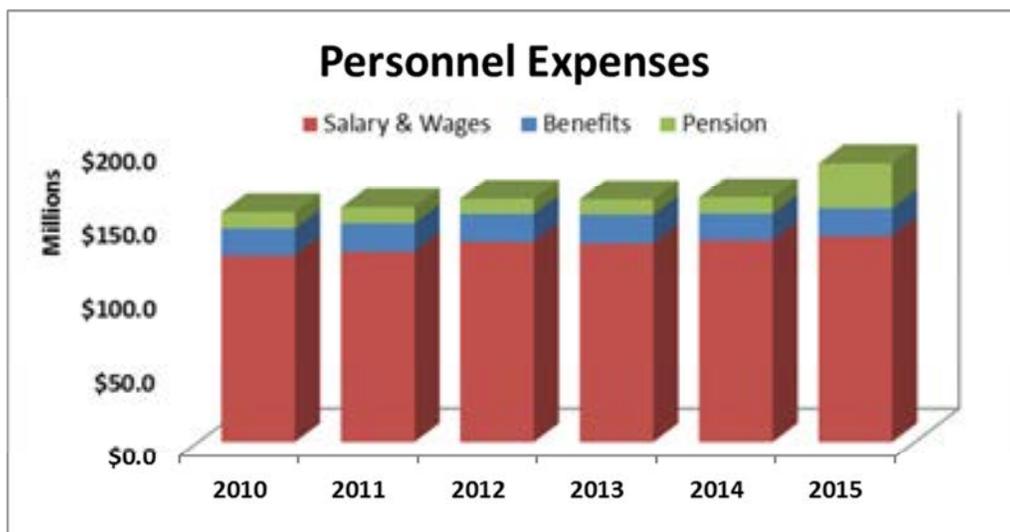
Operating Budget – Expenses



Personnel

Salaries and Benefits

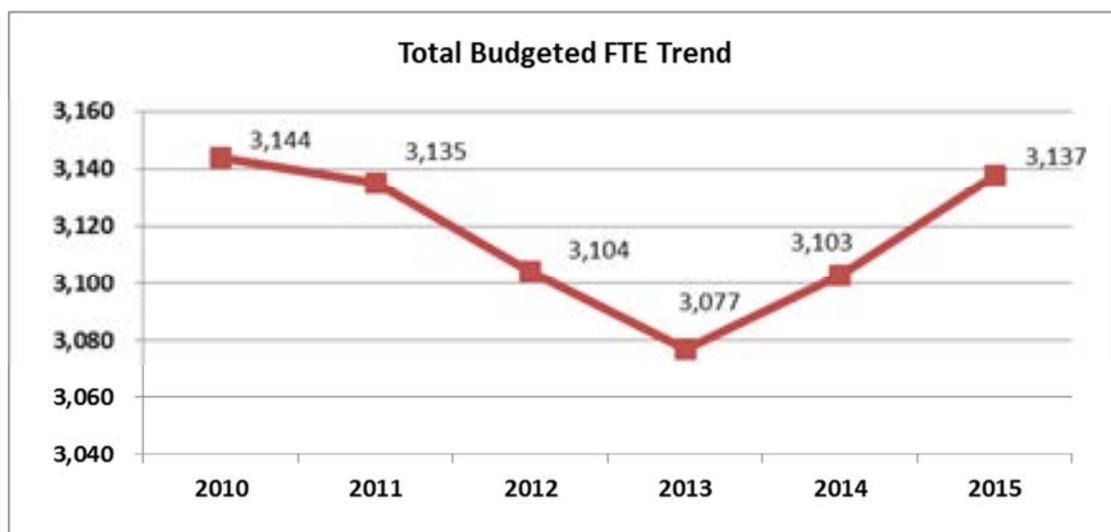
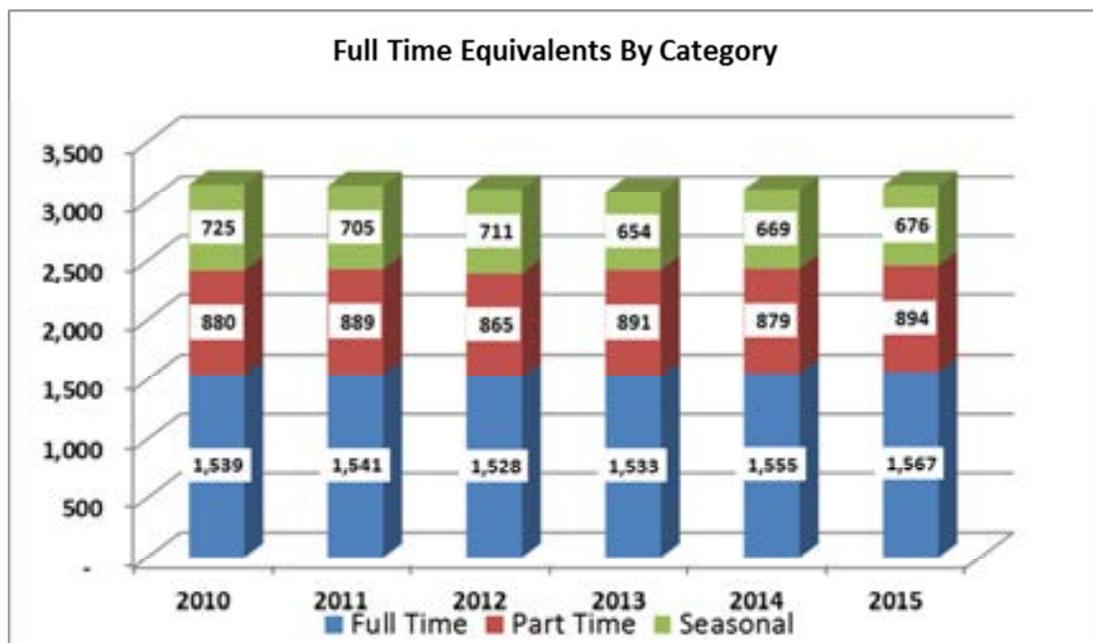
Personnel related expenses make up \$197.7 million, or 44% of the expenditures in the 2015 budget. Salary and wages alone account for \$138.9 million, which is \$2.8 million, or 2%, higher than the 2014 budget due predominantly to contractual wage increases.



Operating Budget - Detailed Expenses

The 2015 Budget allocates resources for a total of 3,138 full-time equivalent (FTE) positions. This includes fulltime, hourly and seasonal positions. Since 2008, the District has decreased its FTE count by 148 FTE positions. In 2015, the District will increase its FTE count by 35 due to new or expanded programs, facilities and parkland which necessitated additional staffing. In addition, the FTE count will increase to generate savings in other areas by taking certain activities in-house.

Personnel Summary							
	2010	2011	2012	2013	2014	2015	Change
Districtwide	2,912.1	2,899.2	2,875.7	2,846.5	2,870.7	2,907.1	36.4
Central Administration	231.9	236.4	228.4	230.8	232.2	230.3	-1.8
GRAND TOTAL	3,144.0	3,135.6	3,104.1	3,077.3	3,102.9	3,137.5	34.6



Operating Budget - Detailed Expenses

Health, Dental, and Life Insurance

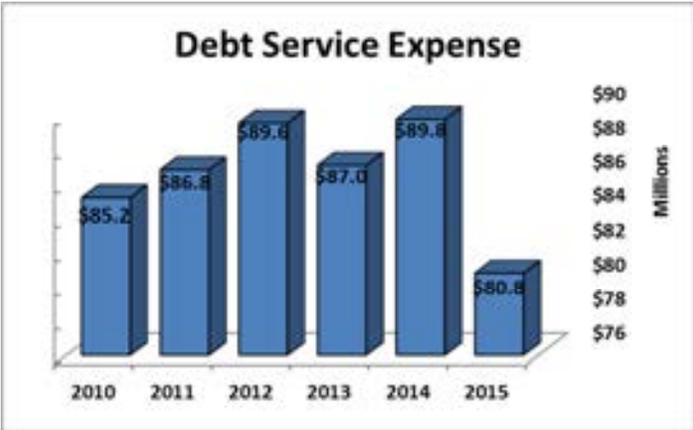
Health, dental and life insurance benefit expenses make up 4% of the District’s budget. Each year the District must absorb more of the escalating expense related to health benefits. In 2015 the District will face increased healthcare costs due to overall growth trends in health and prescription drug expenses coupled with the new employer mandate of the federal Affordable Care Act. The District was able to offset a portion of this expense by making strategic changes in prescription drug and healthcare plans. In addition, 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

The largest growing expenses of the 2015 budget are pension-related expenses which account for 7% or \$30.5 million of the 2015 budget, an increase of \$19.3 million over the 2014 budget. This increase represents increased and supplemental contributions to the pension fund as required by pension legislation changes developed by the District with our labor partners, passed by the Illinois General Assembly and approved by the Governor on January 7, 2014 as a critical measure to ensuring retirement security for our current employees and retirees. In 2015, the District puts this plan into action and takes the necessary steps to raise the funded ratio of the Park District Pension Fund to 90% by 2049 and to 100% by 2054. Prior to the reforms, the fund had been projected to run out of money within 10 years. Effective January 1, 2015, employees are required by state statute to contribute 10% (previously 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 170% (previously 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 2015, the District must levy \$18 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. The District will also make a \$12.5 million supplemental contribution to the pension fund from its Long Term Obligation Fund Reserve as planned.

Debt Service

At 18%, debt services make up the second most significant expense for the District. Debt service relates to the payments made for principal and interest on general obligation long-term debt of the District. Debt service expenses are budgeted to decrease by nearly \$9 million in 2015 due to a debt refinancing that took place in 2014.



Operating Budget - Detailed Expenses

Utilities

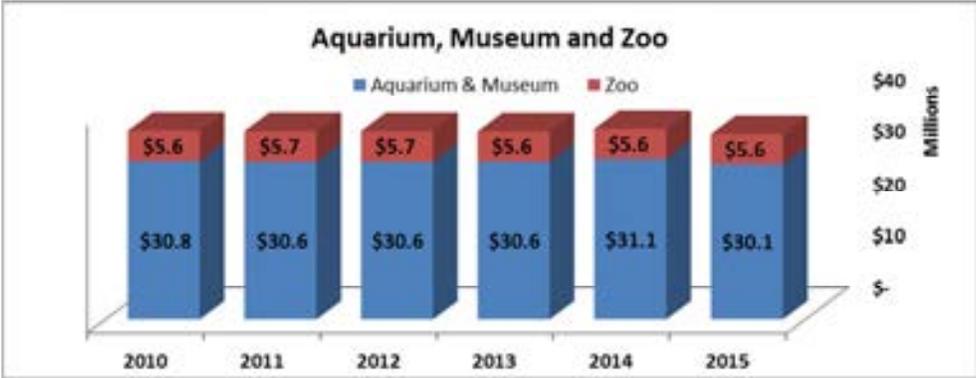
Utility rates for natural gas and electricity have remained fairly stable as a result of the District locking in favorable rates for both electricity and natural gas. Currently, electricity rates are locked in through the end of 2015 and natural gas rates are locked in through mid-year 2015. Due to a number of energy efficiency capital investments throughout the District, we continue to reduce the amount of energy used for park facilities and have seen this manifest in our operating costs. During 2014, the District contended with substantially increased expenses in natural gas due to unforeseen extreme weather caused by the polar vortex. Based on long term weather forecasts and an expiration of locked in rates mid-year, the 2015 budget increases the natural gas projection to address potential increases in expenses. In addition, the District will face increases in water/sewer charges due to a multi-year water/sewer rate increase imposed by the City of Chicago that will cause water/sewer charges paid by the District to amount to \$15.3 million in 2015, a 17% increase over the 2014 budget and more than double the amount of the historical average prior to the rate increases. This projection anticipates \$1.1 million in savings due to the District's strong focus on water conservation efforts in 2015. Total utility related expenses in 2015 are expected to be \$31.2 million which is \$3.3 million or 12% higher than 2014.

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 2015, \$30,115,220 will be budgeted for this purpose.

The Park District also provides funding for the Lincoln Park Zoo. In 2015, \$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 2015 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. The District has been credited for its prudent and conservative approach to financial management and is committed to continuing this approach and thereby reducing the structural deficit in 2015. Toward this effort, the District's reliance on the prior year fund balance will decline by \$1.3 million in 2015, the third year of successive declines. The following initiatives are also incorporated in the 2015 budget toward long-term financial goals:

- Restricting personnel increases \$1.4 million
- Mandatory 5% non-personnel reduction \$1.0 million
- Water conservation efforts \$1.1 million
- Healthcare & prescription drug plans \$1.0 million
- Taking certain activities in-house \$0.6 million
- Favorable long-term contract terms \$0.6 million
- HR efficiencies \$0.3 million
- Credit card process changes \$0.3 million
- Administrative building occupancy consolidation \$0.2 million
- In-kind sponsorship (e.g. lifeguard uniforms) \$0.2 million
- Property tax value capture \$1.9 million
- Growth from investments & agreements \$1.9 million
- TIF Disbursement growth \$0.6 million
- Park program fee rate increases \$0.6 million
- Parking fee rate increase \$0.6 million
- Permit fee rate increase \$0.1 million

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 – \$12.5 million to be used in 2015 and 2017 as supplemental contributions to the pension fund as planned

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

Once the requests are organized, an internal working group investigates, analyzes, and weighs each request. This group includes representatives from 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.



Above: The new Jesse White Community Center and Field House at Park 560 was completed in 2014. This facility provides state of the art gymnastics programming to kids in the Near North Side Community Area.

Capital Improvements

After investigation and research, the working group weighs projects against others in the same sub-program. This analysis takes into consideration the following typologies: projects that are urgent, high-priority that should be undertaken if possible; high-priority projects that should be done if funding becomes available; worthwhile projects to be considered if funding becomes available; and desirable, but not essential, low-priority projects. To understand the continuum of need, an "urgent, high-priority" request might be 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 new playground at Cornell Square Park opened in 2014 and was funded in part with NATO surplus funding.

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

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

Once a year, the Capital Improvement Plan is published and made available to the public. Current and prior year plans can be 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 2014, the Board of Commissioners approved \$35 million in bond funding for capital projects. For the years 2015 to 2019, it is estimated that \$150 million in general obligation bonds will be issued to fund capital improvement projects.

Special Recreation Assessment Bond: In 2008, the Board of Commissioners approved a bond issuance of \$25 million to leverage the Special Recreation Assessment levy (SRA), a part of the District's annual property tax. This SRA levy assessment 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 2016.

Capital Improvements

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 2015-2019, these funds will be used for improvements to our nine existing harbors along the Chicago Lakefront.

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

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

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



Funded with Harbor Bond funding, a new outdoor swimming pool opened at the 31st Street Harbor in 2014.



Capital funding is also used to establish new natural areas in Chicago such as this ongoing natural area development in Burnham Park.



Funded in part with proceeds from lease of parking garages underneath Grant Park, the new “Maggie Daley Park” is under construction and will be fully open to the public in 2015.

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

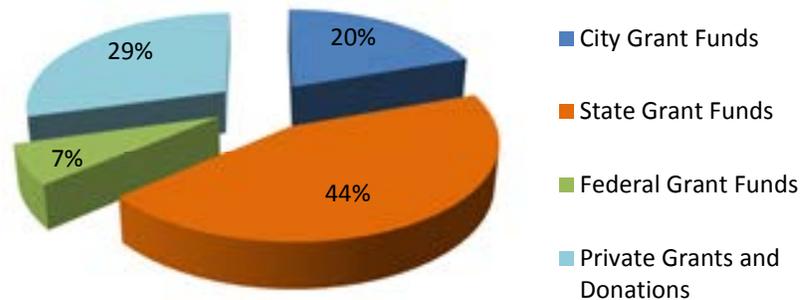
Site Improvements

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

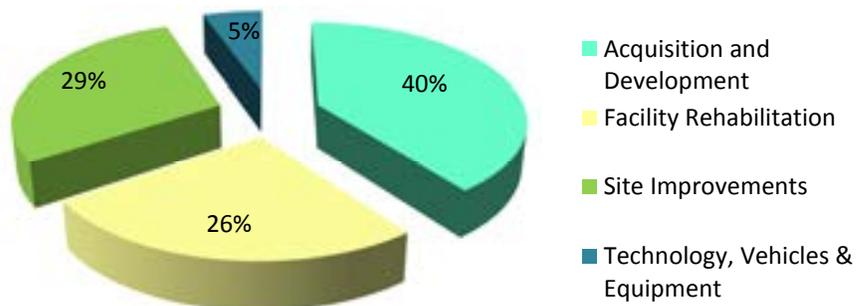
Technology, Vehicles and Equipment

- Technology
- Vehicles and Equipment

2015-2019 Expected Outside Funding by Source
\$128 Million



2015-2019 Total Capital Funding by Program
\$278 Million



Capital Improvements

2015-2019 Capital Improvement Plan

Planning for the 2015-2019 Capital Improvement Program is underway. Expected sources for the 5-year program include \$150 million in new G.O. Bond and \$128 million in outside funding. The Chicago Park District is actively seeking additional outside grants, donations, and sponsorships for the 2015-2019 CIP.

Major investments in the 2015-2019 Capital Improvement Plan include new park developments, the Chicago Plays! Program, new artificial turf fields, new community centers, the fourth Chicago River Boat House, and major historic facility restorations. Highlights on these initiatives are provided in the following pages:

2015 - 2019 CAPITAL FUNDING SUMMARY								
Projected Sources and Uses	CHICAGO PARK DISTRICT						OUTSIDE FUNDING EXPECTED	TOTAL
	2015	2016	2017	2018	2019	2015-2019	2015-2019	2015-2019
SOURCES:								
General Obligation Bond Proceeds	\$ 35,000,000	\$ 35,000,000	\$ 30,000,000	\$ 25,000,000	\$ 25,000,000	\$ 150,000,000	\$ -	\$ 150,000,000
City Grant Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,104,000	\$ 25,104,000
State Grant Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56,486,000	\$ 56,486,000
Federal Grant Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,859,000	\$ 8,859,000
Private Grants and Donations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37,551,000	\$ 37,551,000
Total Sources	\$ 35,000,000	\$ 35,000,000	\$ 30,000,000	\$ 25,000,000	\$ 25,000,000	\$ 150,000,000	\$ 128,000,000	\$ 278,000,000
USES:								
Acquisition and Development	\$ 12,800,000	\$ 10,850,000	\$ 6,450,000	\$ 8,070,000	\$ 6,750,000	\$ 44,920,000	\$ 65,650,000	\$ 110,570,000
Facility Rehabilitation	\$ 7,575,000	\$ 7,470,000	\$ 6,950,000	\$ 6,621,000	\$ 8,500,000	\$ 37,116,000	\$ 34,512,000	\$ 71,628,000
Site Improvements	\$ 11,625,000	\$ 13,680,000	\$ 13,600,000	\$ 7,309,000	\$ 6,750,000	\$ 52,964,000	\$ 27,838,000	\$ 80,802,000
Technology, Vehicles & Equipment	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 15,000,000	\$ -	\$ 15,000,000
Total Uses	\$ 35,000,000	\$ 35,000,000	\$ 30,000,000	\$ 25,000,000	\$ 25,000,000	\$ 150,000,000	\$ 128,000,000	\$ 278,000,000

**Outside funding expected as of fall 2014, additional commitments are expected.*

Capital Improvements

2015-2019 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 elevated 2.65 mile Bloomingdale Park and Trail will provide new recreation and transportation access on the near northwest side of Chicago. Combined with this linear trail project are 13 acres of new ground level community parks that provide additional new open space and future access to the elevated multi-use trail. Access parks are 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 606 started construction in 2013. The park system is expected to be open to the public in 2015.

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

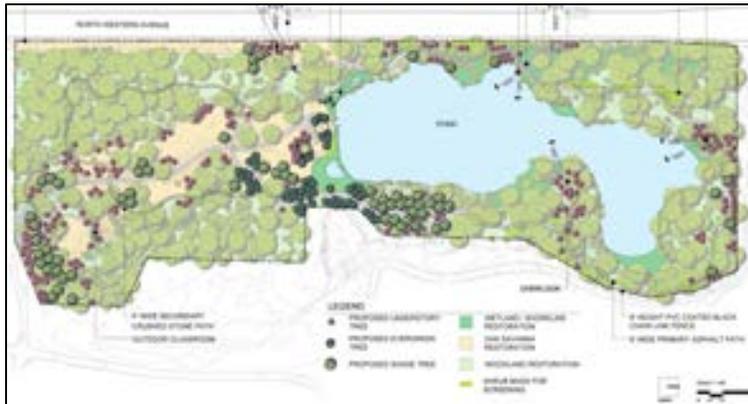


Left (bottom): A rendering of Walsh Park, a new access park to the elevated Bloomingdale Trail.

Capital Improvements

New Park Developments

As possible in our built urban environment, the Chicago Park District strives to acquire and develop new quality parkland around our City. These projects are major investments that require strong financial and community partnerships. The 2015-2019 CIP includes many new exciting projects including Maggie Daley Park, The 606 and related access parks, West Ridge Nature Center, Northerly Island, Park 578 “West Haven”, Park 553 “The Big Park in Little Village”, Fred Anderson Park, Buckthorn Park, and Calumet Area park developments.



Left (top): A rendering of the new Park 568 West Ridge Nature Center will provide 20.5 acres of nature preserve with trails, a pond, and site improvements. This project is funded through a combination of Federal grants, City Tax Increment Financing (TIF), and Chicago Park District funds.

Left (bottom): Once the site of the Chicago Century of Progress Exposition (1933-1934) and later Meigs Field Airport (1948-2003), Northerly Island is being revisoned as natural open space for habitat restoration and eco-recreation. Sections of the park will be open to the public in 2015 with final completion in 2017.

Right: The new park development in Little Village converts 22 acres of vacant, old industrial property into a dynamic community park. The new park will provide two artificial turf fields, two natural grass fields, basketball courts, a skate park, a playground, a comfort station, and other site amenities. This project was funded in partnership with the State of Illinois, the City of Chicago, and private grants.

Capital Improvements

Chicago River Boat Houses



Following the 2013 success of new boat houses at Clark Park and Ping Tom Park along the Chicago River, a third new boat house opened at River Park in 2014. The fourth (and final planned) boat house at Park 571 (28th St. and Eleanor St.) is in design and expected to be open to the public in 2015. Funded through public and private investment, the new boat houses increase recreational opportunities to the Chicago River by providing community rooms, fitness rooms, restrooms, and boat storage. Each site also provides new and direct public access to the Chicago River.

Left (top): A rendering of the new boat house at Park 571 shows a community center and separate boat storage facility.



Left (bottom): The River Park Boat House opened in 2014 and provides new public access to the Chicago River.

Below: Active programming along the Chicago River.



New Community Centers



In the 2015-2019 Plan, the District will continue to seek partnerships to provide new recreational centers in our neighborhoods. Under construction, the Beverly and Morgan Park Sports Complex is a new gymnastics center and ice rink at Park 577 funded through a partnership with the State of Illinois and the City of Chicago. The 2015-2019 Plan also includes a new indoor artificial turf field and track at Gately Park funded in partnership with the State of Illinois and City of Chicago.

Left: The new community gymnastics center and ice rink at Park 577 is planned to open in summer 2015.

Capital Improvements

Artificial Turf Fields – Softball and Baseball!

Artificial turf fields are widely popular in our Chicago parks. These fields expand programming opportunities by allowing play regardless of season or previous wet weather. The District currently operates over forty (40) artificial turf multipurpose athletic fields throughout Chicago neighborhoods. Another eight (8) new turf and turf renovation projects are planned in the 2015-2019 CIP. Included are three new soft/baseball turf fields to expand opportunities for our successful Little League programs.

Left: A recent artificial turf project at Columbus Park included both a multipurpose soccer/football field as well as a soft/baseball field (seen in the background).

Right: The Jackie Robinson Little League Baseball Team will have a new artificial turf field for play at their home park, planned to open in 2016.



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.

Right: A concept rendering of the 278 acre Park 564 “Big Marsh” shows hemi-marsh and habitat restoration, multi-use trails, a tree top adventure course, a bike park, and new park access and utilities. This park development is in design with construction expected to start in 2015.



Capital Improvements

Save our Treasures - 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. Through a partnership with the State of Illinois, over \$30 Million is dedicated to historic renovations in the 2015-2019 Capital Improvement Plan.

Left (above): The 1929 Indian Boundary Field House was beautifully restored in 2014 after major fire damage nearly destroyed the building in 2012. A complete restoration included roof, building envelope, and interior restoration.



Left (middle): Major improvements to the 1906 South Shore Cultural Center are in design and expected for completion in 2015. Building improvements include promenade restoration, interior rehab, and electrical upgrades.

Left (below): The 1928 Humboldt Park Field House was restored in 2014 through significant building envelope improvements including roof, concrete, masonry, and infrastructure replacement.



Below: Programming such as this Night Out in the Parks event in 2014 will benefit from major restoration of the 1928 field house at Douglas Park, planned in the 2015-2019 Capital Improvement Plan.

Capital Improvements

Chicago Plays! Program



The Chicago Plays! playground equipment replacement program remains a major initiative in the 2015-2019 Park District Capital Improvement Plan. Our District commitment is to renovate 300 of our oldest playgrounds over a five year period. Partnering with Friends of the Parks, over 150 playgrounds were completed in 2013-2014, and at least another fifty (50) sites are planned for 2015. With 300 locations District-Wide, the Chicago Plays! Program will impact every neighborhood in Chicago.

Left (above): Playground openings, like this one at Lucy Flower Park in 2014, include a celebration with local elected officials, community stakeholders, and excited kids.

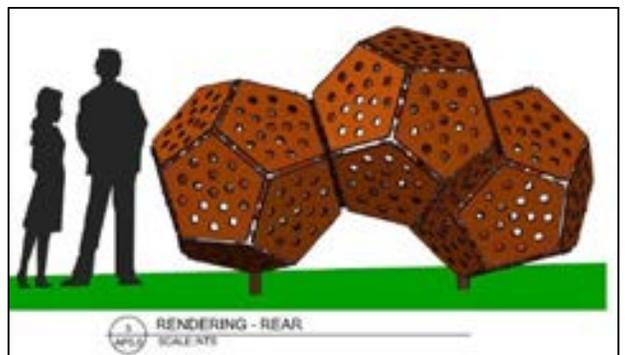
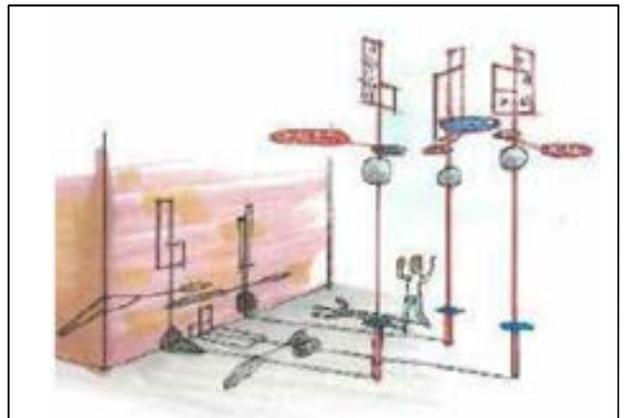


Left (middle): A new 2014 Chicago Plays! renovation at Burnside Park.



Left (below): A new 2014 Chicago Plays! renovation at Ronan Park.

Below: New in 2015, interactive and playful art sculptures will be installed in some playground renovations



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 \$999 million or 66% below the \$1,500 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 \$181 million in capacity under this limit. At the end of 2013, the District had approximately \$865 million of outstanding long-term debt which is \$5.5 million lower than the previous year.

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

Bond Rating of the District	
Fitch	AA-
Kroll	AA
Moody’s	A3
Standard & Poor’s	AA+

General Obligation Bonds

Current outstanding debt portfolio (in thousands)

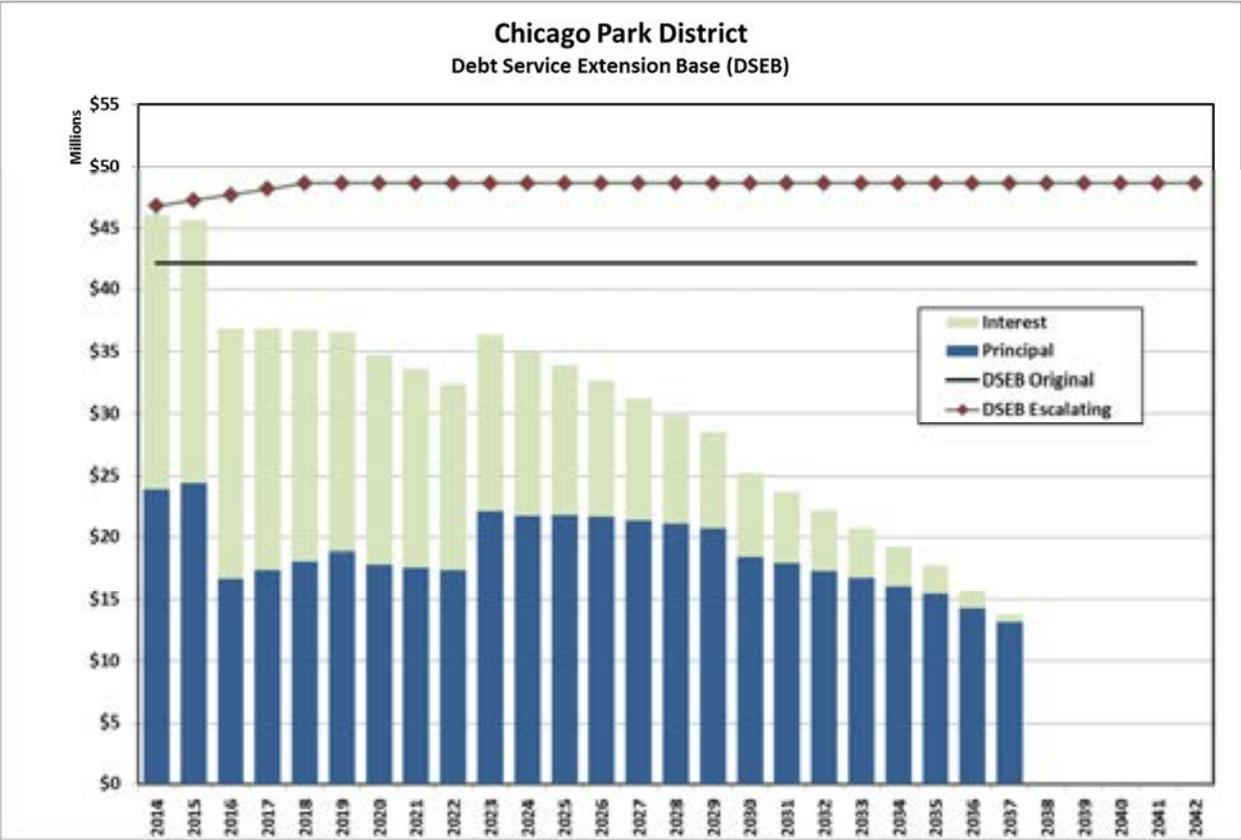
	Principal	Interest	Total
Calendar Year			
2015	38,770	40,264	79,034
2016	43,415	38,651	82,066
2017	42,955	36,774	79,729
2018	34,190	35,009	69,199
2019	35,930	33,424	69,354
2020-2024	180,240	141,760	322,000
2025-2029	212,060	92,978	305,038
2030-2034	127,270	50,035	177,305
2035-2039	119,195	18,179	137,374
2040	10,435	274	10,709
Totals	844,460	487,348	1,331,808

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 2014 levy year is 1.5% (\$46,754,093).

Debt Administration

The chart below depicts the available DSEB in years 2014 – 2037 reflecting the original DSEB and the formulaic increase as referenced above. It is anticipated that the available amounts will be utilized in future financing transactions. The amount representing non referendum outstanding debt does not include the debt service on any 1994 and newer Aquarium and Museum Bonds or any Alternate Revenue Source Bonds.



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 are wavy lines 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.

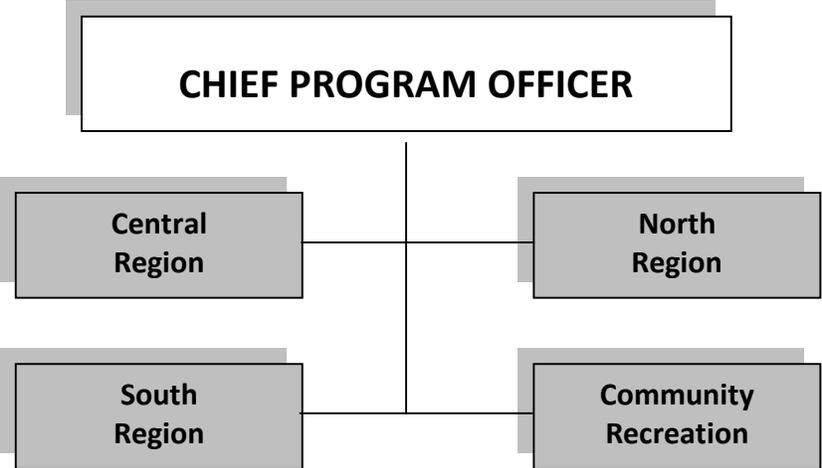
2015 BUDGET SUMMARY

**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.



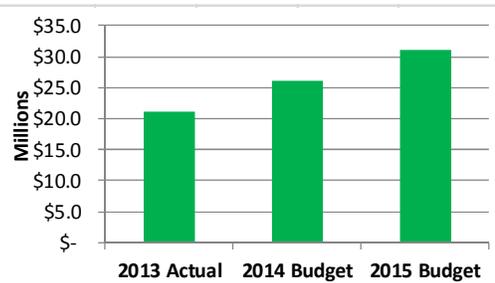
DEPARTMENT BUDGETS				
Department Name	2013 Actual	2014 Budget	2015 Budget	% Change
Community Recreation - Admin	\$ 583,686	\$ 438,765	\$ 447,867	2.1%
Central Region	\$ 21,026,612	\$ 26,177,562	\$ 31,080,267	18.7%
North Region	\$ 24,736,519	\$ 27,003,730	\$ 29,793,520	10.3%
South Region	\$ 22,825,246	\$ 27,199,674	\$ 28,498,503	4.8%
Community Recreation - Aquatics	\$ 7,011,676	\$ 5,283,551	\$ 5,254,139	-0.6%
Community Recreation - Athletics	\$ 1,365,972	\$ 1,202,565	\$ 1,595,360	32.7%
Community Recreation - Gymnastics	\$ 565,563	\$ 444,608	\$ 524,350	17.9%
Community Recreation - Special Recreation	\$ 2,171,091	\$ 2,131,212	\$ 2,161,957	1.4%
Community Recreation - Sports 37	\$ 2,003,063	\$ 2,027,850	\$ 2,024,068	-0.2%
Community Recreation - Wellness	\$ 2,964,590	\$ 3,537,672	\$ 3,548,220	0.0%
Community Recreation - CAN	\$ 3,753,428	\$ -	\$ -	-
Total - Park Admin & Programming	\$ 89,007,447	\$ 95,447,189	\$ 104,928,252	9.9%

Central Region

Dedicated to Chicago's near south, near north and west side parks, the Central Region manages 204 parks for diverse neighborhoods, including Austin, Back of the Yards, Bucktown, China Town, Hyde Park, Bronzeville, Humboldt Park, Lawndale, Pilsen, Garfield, South Loop, 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 has ten (10) artificial turf fields; two (2) regulation size soccer fields at Douglas and McKinley Park, a (1) baseball field at Sheridan Park and three (3) junior soccer fields at Piotrowski, Kedvale and Humboldt Park. An additional four (4) regulation sized artificial turf fields have been added through grants from the Traubert Foundation "Take the Field Initiative," at Garfield, La Follette, Humboldt and Cornell Square Park. 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 Park. Some of Chicago's most significant park landmarks are located in the region, including landscapes designed by Jens Jensen, such as Columbus Park, Douglas Park, Garfield Park and Humboldt Park. The District serves the growing south loop with programming at Chicago Women's Park and Gardens and the former Stearns Quarry Park, now Palmisano Park in Bridgeport. The region hosted a grand opening for a much needed new field house at Ping Tom Memorial Park in China Town. In 2013, Mayor Emanuel challenged the Chicago Park District to update 300 playgrounds in 5 years through the program, "Chicago Plays!" playground renovations. By late summer of 2014, 5 community play lots had been renovated in the Central Region. The District in partnership with Friends of the Parks completed 50 playgrounds. 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 has added staffing and programs at Mandrake Park, with the former Abraham Lincoln serving as a field house for Mandrake and the Jesse White Gymnastics Center scheduled to open in the fall of 2014. The acquisition of 28 acres of land in the Pilsen Community, the former Celotex Factory site, will be developed into park # 553 with athletic fields and a playground. In addition, a new state of the art fitness playground was completed in early fall featuring a zip line, asphalt challenge hill, pommel horses and rings. This new teen and adult focused workout playground is located on the near west, in the former Rockwell Gardens Community. The Stanton Park pool building underwent a facelift, with the addition of a new club room to serve the near north patrons. The Central Region is also responsible for maintenance and upkeep of parks and playgrounds in Chicago's near south and near north lakefront communities, including a Beach House at 41st, a new harbor facility at 31st Street, 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. Night Out in the Parks are summer long, family focused special events which include movies in the park, concerts, Shakespeare Performances in the Park, theatre, circus and block parties in the Park. This past summer, the Central Region hosted some 302 such events across the region.

Central Region

Department Expenditures			
Account	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 19,919,492	\$ 24,962,920	\$ 26,345,383
Materials & Supplies	\$ 471,607	\$ 507,793	\$ 548,361
Small Tools & Equipment	\$ -	\$ -	\$ -
Contractual Services	\$ 591,019	\$ 661,673	\$ 4,143,600
Program Expense	\$ 44,494	\$ 45,176	\$ 42,923
Total	\$ 21,026,612	\$ 26,177,562	\$ 31,080,267
Personnel FTE	565.2	560.1	563.7



2014 Accomplishments

- Continue to grow and enhance the quality of our early childhood programming at parks throughout the region through accreditation, trainings and certifications. By incorporating facility upgrades and improvements we focused on our program expansion to locations such as Woman’s Park and Garden and Ping Tom Memorial Park to capitalize on their ability to offer class room and gymnasium programming in the growing South Loop community area.
- Offer additional social interaction teen programs and increase teen participation in our parks by 20%. Using the diversity of the communities we serve, the objective was to work with teens to create events for teens and offer them an X-STREAM Summer of events in the park. The activities ranged from creating your own robotic device, Push-Kart racing competition and design, We Act global themes for teens and designing and building sand castles.
- Expand on the Focus of the Family initiative. Continue to grow the Night Out in the Park initiative, to service more patrons at more locations throughout the heart of the city.
- Growth in the area of program offering. The Central Region showed significant growth in the area of day camp offering by increasing our target numbers by 714 slots, increasing the capacity of programming space by 362 slots which translated into an increase in enrollment of 1957 campers during the summer of 2014.

2015 Goals

- Continue to implement and train staff by using the Youth Program Quality (YPQ) assessment tool. The YPQ tool will allow supervisors to assess and improve the quality of the instructional programming in the parks, measure and implement improvement plans and regularly train new hires using the YPQ methods.
- Expand upon the successful X-STREAM Teen Summer Camp by increasing the number of park locations from 23 to 30 locations and by adding an X-STREAM Teen Fitness Challenge to the curriculum.
- Continue 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 and activities.
- Increase event and program partnership offerings to bring a wide variety of program and activity offerings to the community’s. In addition to continuing our cultural partnerships, we will use that same formula for youth and teens to increase through capacity expansion, offering additional programming throughout the region in 2015. Our focus will be on youth sports with a goal of building participation through expansion to neighboring parks and communities

Central Region

Performance Data

	2015 Target # Registrants	2014 Actual to date (10/1/14)	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change	2012 #
All Programming (Non-Aquatics/PFWI/Special Rec)								
Central	64,002	60,954	61,206	100%	0%	61,130	13%	53,987

By Session

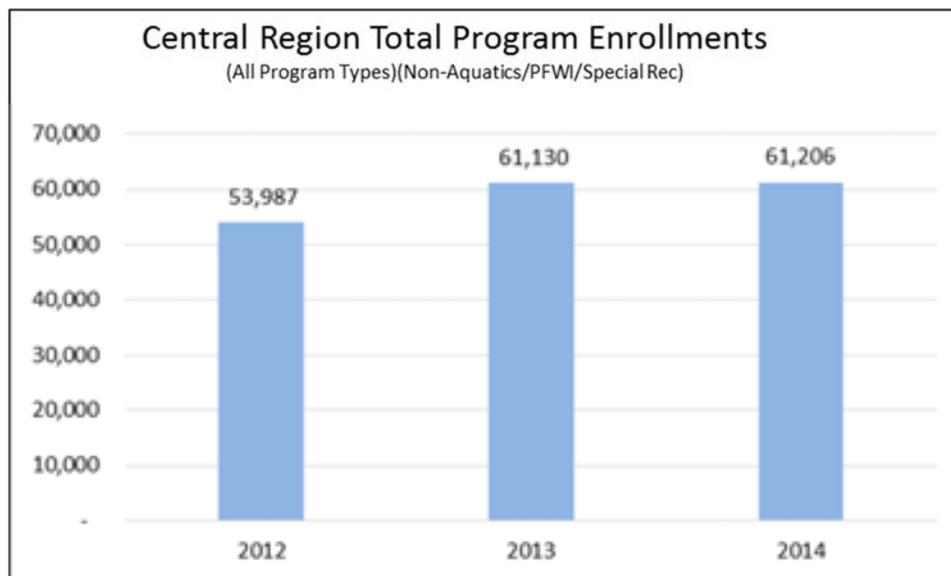
Winter	15,387	14,654	15,165	97%	7%	13,642	48%	9,241
Spring	17,208	16,389	13,573	121%	12%	14,617	21%	12,076
Summer	18,310	17,438	15,841	110%	7%	16,260	-3%	16,740
Fall*(10/1/14)	13,097	12,473	16,626	75%	-25%	16,611	4%	15,930

By Area

1	10,786	10,272	9,891	104%	1%	10,146	27%	7,992
2	8,928	8,503	8,445	101%	15%	7,393	-26%	9,976
3	13,532	12,888	16,317	79%	-25%	17,291	81%	9,573
4	9,486	9,034	7,816	116%	18%	7,642	-1%	7,749
5	10,074	9,594	8,616	111%	2%	9,405	32%	7,127
6	11,196	10,663	10,120	105%	15%	9,253	-20%	11,572

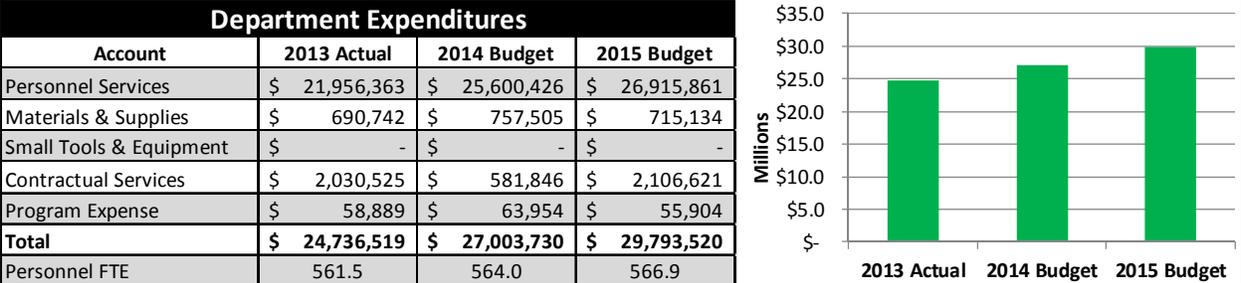
By Program (Including CPD Leagues/Open)

DayCamp	5,484	5,223	5,097	102%	2%	5,127	1%	5,086
Basketball	9,677	9,216	11,929	77%	-9%	10,133	52%	6,673
Soccer	3,595	3,424	3,296	104%	-6%	3,643	11%	3,288
Floor Hockey	572	545	666	82%	39%	393	7%	369
Park Kids	3,837	3,654	4,432	82%	8%	3,386	4%	3,271



North Region

The North Region is responsible for overseeing 212 parks and playgrounds for diverse communities from Rogers Park to Norwood Park as well as from North Ave Beach to Belmont/Cragin neighborhood. The 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. The Region provides seasonal sports programming, special events along with non-traditional sports, ceramics to lapidary, skate parks, interactive water playgrounds, Dinner with Santa, Daddy Daughter Dances, Egg hunts, Turkey Trots and more. There is always an activity or program to keep our patrons engaged. The North Region features a multitude of athletic & cultural activities for Chicagoans - with its 23 pools, four water playgrounds, miles of sandy beaches, three harbors along the lakefront, dozens of dog-friendly areas, three outdoor ice skating rinks, four gymnastics centers, six boxing centers, seven special recreation locations, numerous artificial turf soccer fields, over 200 baseball fields, two Wellness Centers, numerous fitness centers, the CPD's only dirt bike park – known as “The Garden” at Clark Park which also serves as home of a brand new boat house along the Chicago River and the Park District's only indoor tennis/ice skating facility at McFetridge Sports Center. The North Region is also home of the Logan Square and Foster Avenue Skate Parks. 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, North Park Village Nature Center [with Wi-Fi connectivity], the newly renovated Indian Boundary Nature Center, the Lincoln Park Cultural Center, Theatre on the Lake, the Lincoln Park Zoo, Lincoln Park Conservatory and nature areas located throughout the north side. In addition, golfers can check out the links at Robert A. Black and Sidney R. Marovitz Golf Course, plus the Diversey Driving Range and miniature golf course. Some of Chicago's most significant park landmarks are located in the North Region, including the Lincoln Park Conservatory, the Waveland Clock Tower, Indian Boundary Park, Berger Park Cultural Center, an Olympic size swimming pool at Portage Park and landscape designs from Alfred Caldwell that can be found at Riis Park.



2014 Accomplishments

- In the summer, more than 18,000 kids participated in our traditional 6-week summer camps offered North Region parks. Offering a variety of options; from Early Bird to Extended Day, Special Recreation to Theatre camps along with a wide variety of specialty and sports camps.
- Opened the Indian Boundary Nature Area in August in cooperation with the community to provide a state of the art facility for the community to live, learn and play while participating in nature programs for patrons of all ages.
- Tripled the very popular Family Fun Fests from June thru September as part of the Night Out in the Parks program in 2014. Outdoor movies, crafts, theatre performances and concerts were presented throughout the North Region to thousands of community residents that visited the parks to participate with their families.

North Region

- Opened the summer in 2014 with our Annual Teen Beach Party for Teens that participate in our programs in the North region throughout the year. This summer our teen groups [more than 205 teens] gathered at Loyola Park Beach for a bash at the beach. There was a DJ providing music for dancing, a BBQ of hotdogs, beach volleyball, bags, and a “win it in a minute” style team game.
- During the holiday season North Region parks hosted a number of festivities. From sold out Dinner with Santa at Norwood and Sauganash Park to Chocolate House Making at Eugene Field and Mayfair to Art Craft shows at Berger Cultural Center and Loyola Parks to Do It Yourself Nutcrackers at Indian Boundary and Roller Skate w/Santa at Margate or Ice Skate with Santa at McFetridge there’s something for everyone. Our fun-filled family-friendly events attract more than 3,000 patrons.

2015 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; Offer our annual traveling Basketball League; Offer Teens Volunteer Opportunities [earning service learning hours]; Utilize our diverse local Colleges and Universities to expose educational/sporting opportunities and conduct focus groups with teens to target programs/activities they would like to see implemented in north region locations.
- Provide the North Region staff with training opportunities in YPQA and quality coaching methods for all staff including Area Managers.
- Solicit, develop, and implement an effective Junior Counselor program to provide additional resources for camp activities to improve the quality of life of patrons in the North Region.

North Region

Performance Data

All Programming (Non-Aquatics/PFWI/Special Rec)	2015 Target # Registrants	2014 Actual to date (10/1/14)	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change	2012 #
North	109,100	103,905	99,988	104%	1%	102,383	11%	92,106

By Session

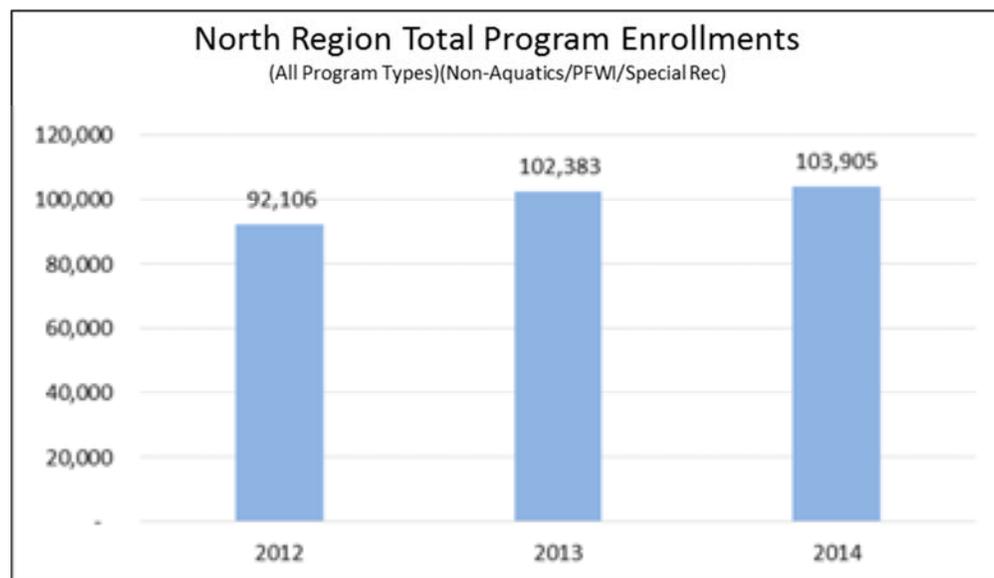
Winter	26,060	24,819	25,814	96%	0%	24,709	22%	20,310
Spring	31,308	29,817	24,299	123%	12%	26,614	24%	21,504
Summer	25,544	24,328	22,713	107%	4%	23,400	9%	21,425
Fall	26,188	24,941	27,162	92%	-10%	27,660	-4%	28,867

By Area

1	24,243	23,089	21,748	106%	4%	22,186	10%	20,159
2	15,496	14,758	14,469	102%	-5%	15,568	19%	13,132
3	9,949	9,475	12,254	77%	-19%	11,666	10%	10,649
4	27,746	26,425	21,320	124%	8%	24,480	20%	20,376
5	14,446	13,758	13,590	101%	3%	13,308	-2%	13,623
6	17,220	16,400	16,608	99%	11%	14,815	5%	14,167

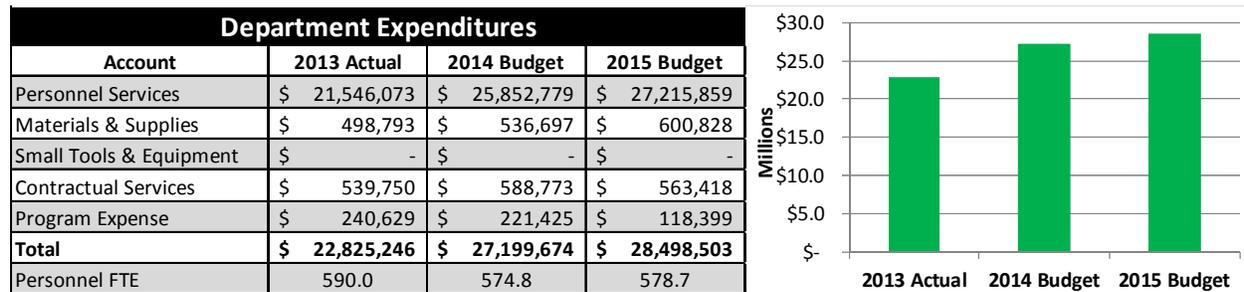
By Program (Including CPD Leagues/Open)

DayCamp	8,107	7,721	7,757	100%	1%	7,607	-1%	7,714
Park Kids	2,098	1,998	2,281	88%	5%	1,911	10%	1,734
Floor Hockey	1,436	1,368	1,793	76%	-2%	1,391	21%	1,148
Basketball	10,752	10,240	14,053	73%	-11%	11,499	68%	6,845
Soccer	9,595	9,138	7,568	121%	19%	7,652	21%	6,318



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.



2014 Accomplishments

- Hosted weekly carnival type events during Day camp in order to increase park programs and save money. These carnivals consisted of inflatables, games, and healthy snacks.
- Changed the direction of our Teen Leadership Connection program to include Life/Job skill activities/trips. The teens have visited O'Hare Airport, The Water Reclamation Plant, and the Federal Reserve. These trips were taken solely for the purpose of our teens learning about different careers.
- Increased teen participation at Bynum Island, our outdoor team building facility.
- Used inflatable screens to offer In-House movies to communities that would otherwise not be able to have Movies in the Park.

2015 Goals

- Plan and implement an Open House for at least one park per Area. These open houses will focus on showcasing safety in our parks during programming hours. They will feature a variety of local partners and CPD resources.
- Organize a summer bus arts tour to help smaller locations increase programming. The goal will be to add programs to locations without an actual Fieldhouse. We will utilize existing staff to offer daytime Arts & Crafts, Sports and Wellness programs at least 6 parks within the Region.
- Continue to engage teens by offering more opportunities to explore career options. In 2015 the teens will attend at least two college tours, one out of state and one local. They will also engage in giving back to the community using organizations such as The Food Depository and other local volunteer organizations.

South Region

Performance Data

All Programming (Non-Aquatics/PFWI/Special Rec)	2015 Target # Registrants	2014 Actual to date (10/1/14)	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change	2012 #
South	61,155	58,243	63,688	91%	-4%	60,655	3%	58,894

By Session

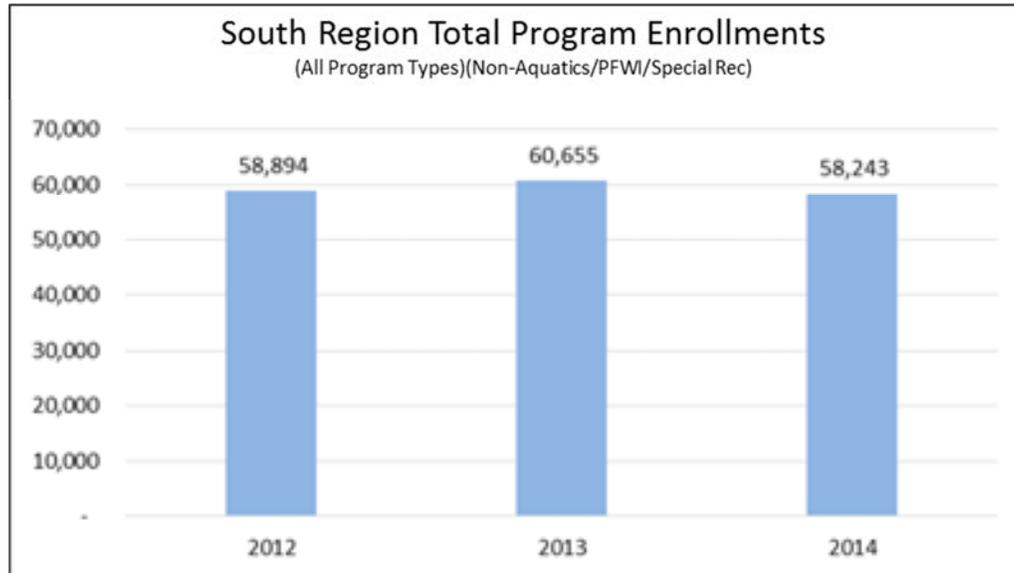
Winter	15,815	15,062	14,684	103%	8%	13,985	37%	8,753
Spring	15,557	14,816	15,660	95%	-1%	14,914	12%	13,123
Summer	17,243	16,422	16,557	99%	4%	15,769	-13%	17,864
Fall	12,540	11,943	16,786	71%	-25%	15,987	-20%	19,154

By Area

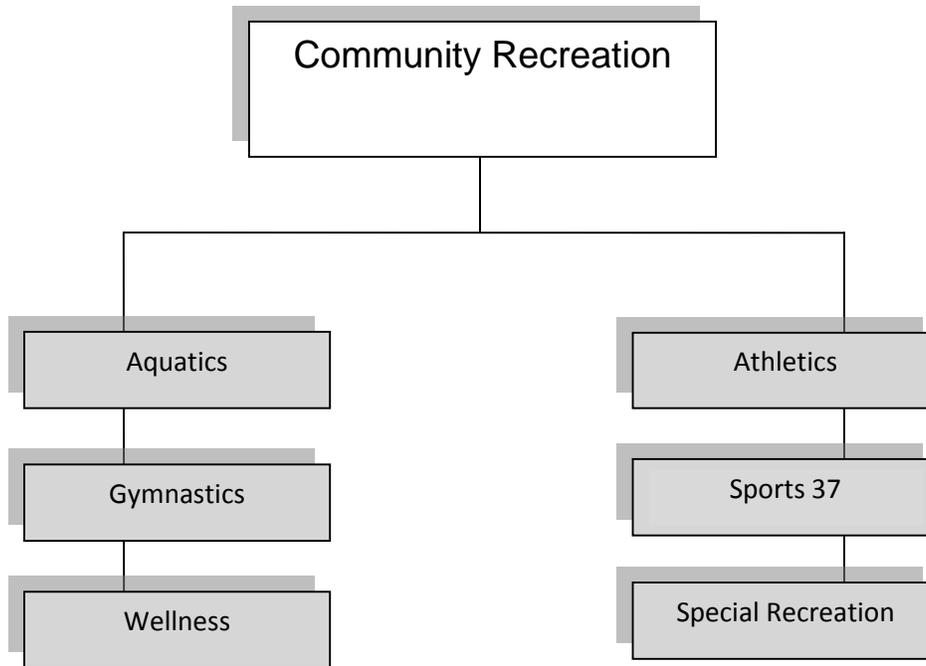
1	15,517	14,778	12,703	116%	0%	14,786	26%	10,916
2	5,957	5,673	7,749	73%	-15%	6,699	24%	5,058
3	5,650	5,381	9,772	55%	-9%	5,903	-61%	9,482
4	13,565	12,919	14,958	86%	-2%	13,223	-2%	13,478
5	10,337	9,845	13,040	75%	0%	9,843	-17%	11,476
6	10,129	9,647	11,395	85%	-5%	10,201	17%	8,484

By Program (Including CPD Leagues/Open)

DayCamp	6,501	6,191	6,030	103%	4%	5,960	16%	5,022
Basketball	8,552	8,145	16,031	51%	-16%	9,748	68%	3,071
Soccer	2,811	2,677	2,694	99%	-2%	2,735	25%	2,060
Floor Hockey	626	596	778	77%	-18%	723	11%	643
Park Kids	3,266	3,110	2,747	113%	7%	2,894	19%	2,339

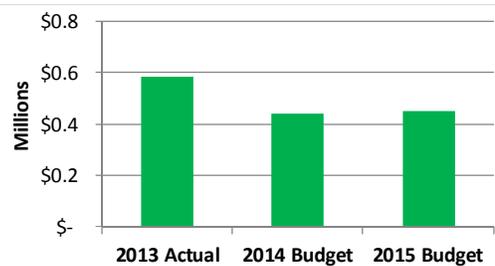


Community Recreation



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.

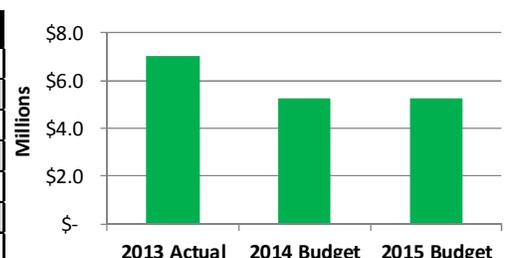
Department Expenditures - Community Recreation Administration			
Account	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 501,337	\$ 363,265	\$ 376,142
Materials & Supplies	\$ 4,335	\$ 2,500	\$ 1,725
Small Tools & Equipment	\$ -	\$ -	\$ -
Contractual Services	\$ 44,898	\$ 18,000	\$ 15,000
Program Expense	\$ 33,118	\$ 55,000	\$ 55,000
Total	\$ 583,686	\$ 438,765	\$ 447,867
Personnel FTE	6.0	4.0	4.0



Community Recreation – Aquatics

The Chicago Park District Aquatics Unit is recognized as the leading provider for Learn to Swim lessons amongst public institutions in the United States. The Unit manages 1,150+ aquatics personnel, 49 outdoor seasonal swimming pools, 27 natatoriums, 26 miles of lakefront including 24 beaches, 1 inland beach, 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 Unit operates the Marine Rescue Unit which is comprised of 4 Boston Whalers powerboats and 8 specially trained personnel in boating, scuba and emergency rescue. They are used to respond, monitor and assist lifeguards during emergencies and service special events along the lakefront including the Chicago Triathlon, Swim Across America and the Chicago Air and Water Show. The Sailing and Boating Unit, in partnership with the Judd Goldman Adaptive Sailing Foundation, manages the Chicago Park District Judd Goldman Community Sailing Center and associated programs. The Unit provides quality powerboat and 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. The Unit also manages the Clark Park Boathouse rowing community partnerships, rentals and contractual agreements.

Department Expenditures			
Account	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 6,699,709	\$ 4,967,451	\$ 4,988,824
Materials & Supplies	\$ 185,050	\$ 197,600	\$ 159,477
Contractual Services	\$ 74,027	\$ 78,500	\$ 69,700
Program Expense	\$ 52,890	\$ 40,000	\$ 36,139
Total	\$ 7,011,676	\$ 5,283,551	\$ 5,254,139
Personnel FTE	185.5	156.0	149.8



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.

2014 Accomplishments

- Established and implemented age and skill appropriate instructor-to-participant ratios for Tiny Tots and Learn to Swim programs improving public safety and quality of service.
- 60% of aquatics personnel instructing swim lessons have become certified as Water Safety Instructors through the American Red Cross. This is a 10% increase from 2013.
- Developed and implemented the Advanced Sailing Program, a progression for participants who successfully completed the Learn to Sail program. The Advanced Sailing Program included opportunities for participants to participate on the Chicago Park District Sailing Team and compete in two area regattas.
- Expanded select sailing programs. As part of the expansion plan, boats were built in the Chicago Park District wood shops which allowed the Sailing Unit to add the International Optimist Class Dinghy to the fleet. The new boats allowed the Sailing Unit to expand programming to include 8 year olds. All summer Sailing Camps targeting 8 year olds met 100% of set targets.

Community Recreation – Aquatics

2015 Goals

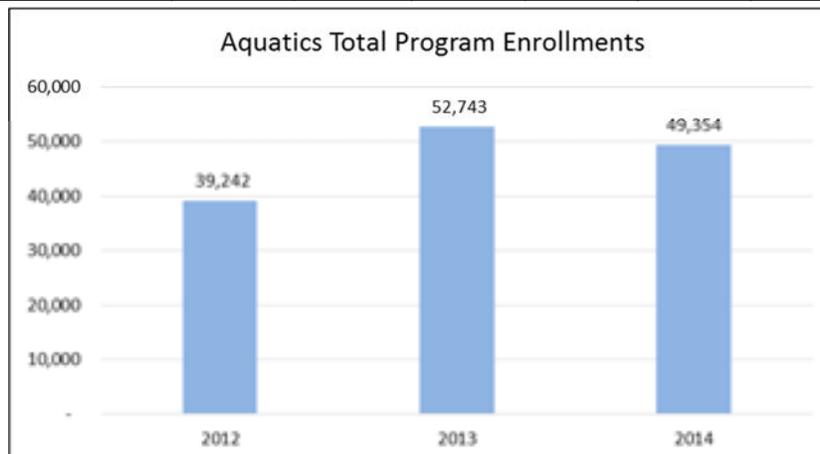
- Create a goal oriented workforce with aquatics staff from Lifeguards to Administration. The Aquatics staff will be encouraged to set 1-2 personal and team goals that will be evaluated quarterly, beginning in January 2015. This will allow the Unit to identify opportunities to develop, reward and recognize top performers and those with high potential. Goal setting will target improving areas in customer service, program recruitment and delivery.
- In collaboration with the Communications Department, develop and implement a strategic marketing plan for the summer Junior Lifeguard Program targeting locations with low enrollment by March 2015.
- Develop equipment database system to track inventory and populate by August 2015. The database should include make and model number of equipment, quantity, location, purchase date, original cost, life expectancy, replacement year, replacement cost and service history.
- Expand youth and teen on-the-water opportunities through the following: Develop youth racing and high school race sailing teams. Participate in a minimum of 6 area regatta events by October 2015.
- Strengthen relations between the Sailing Unit and Management of the Chicago Harbor Systems through the following: Disseminate information on Chicago Park District sailing programs/events per applicable session. Post Chicago Park District Judd Goldman Sailing Center brochures and/or link to Chicago Harbor Systems website. Post Chicago Park District Judd Goldman Sailing Center brochure and/or program schedule at all appropriate harbor locations. Participate in the Chicago Harbor Systems organized events; Water Boat Show and Aquapalooza.

Performance Data

	2015 Target # Registrants	2014 Actual to date (10/1/14)	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #
All Instructional Programming								
Aquatics	51,822	49,354	51,059	97%	-6%	52,743	34%	39,242
Sailing	243	231	304	76%	48%	156	N/A	125

By Program

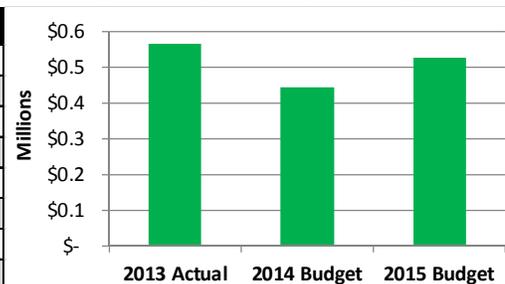
Learn to Swim	18,614	17,728	20,435	87%	-14%	20,503	36%	15,116
Aquatic Exercise	19,319	18,399	17,136	107%	-3%	18,946	31%	14,485
Team Sports	4,856	4,625	5,242	88%	-14%	5,358	69%	3,169
Tiny Tot Swim	6,998	6,665	6,780	98%	3%	6457	34%	4827
All Keel Boat Sailing	37	35	67	52%	9%	32	60%	20



Community Recreation – Gymnastics

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

Department Expenditures			
Account	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 390,334	\$ 220,485	\$ 311,434
Materials & Supplies	\$ 14,886	\$ 26,759	\$ 23,600
Small Tools & Equipment	\$ 27,751	\$ 35,284	\$ 33,000
Contractual Services	\$ 57,886	\$ 71,300	\$ 99,800
Program Expense	\$ 74,706	\$ 90,779	\$ 56,516
Total	\$ 565,563	\$ 444,608	\$ 524,350
Personnel FTE	2.7	4.8	6.5



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

2014 Accomplishments

- Developed comprehensive program curricula targeting boys and girls youth development programs.
- Developed assessment tool for individual progress and development for girls enrolled in youth recreational programs.
- 90% of all team athletes in gymnastics and tumbling qualified to the Illinois State Championships.
- Qualified 26 tumblers to the USAG Tumbling and Trampoline Nationals, with 4 placing 1st in their respected age divisions and levels.
- Qualified 3 gymnasts to the Men's USAG National Championships, with 1 placing 1st and crowned national champion in Level 10 Floor Exercise

2015 Goals

- Establish and implement age and skill appropriate instructor-to-participate ratios for recreational gymnastics and tumbling programs. This will improve public safety and quality of service.
- Develop and implement assessment tool for individual progress and development for boys enrolled in youth recreational programs to maintain motivation and more effectively track progress.
- Develop a formulaic guide to aid in balancing the menu of programs offered per gymnastics center allowing for sufficient opportunity for student progression and advancement throughout both recreational and developmental gymnastics and tumbling tracks, by April 2015.
- Develop a measurement tool to assess instructor's rate of students' progress by September 2015. Factors to be considered when developing should include lesson plans, student to instructor ratio's, attendance and student progress reports. Findings will aid in identifying instructors strengths and weakness and training needs.

Community Recreation – Gymnastics

Performance Data

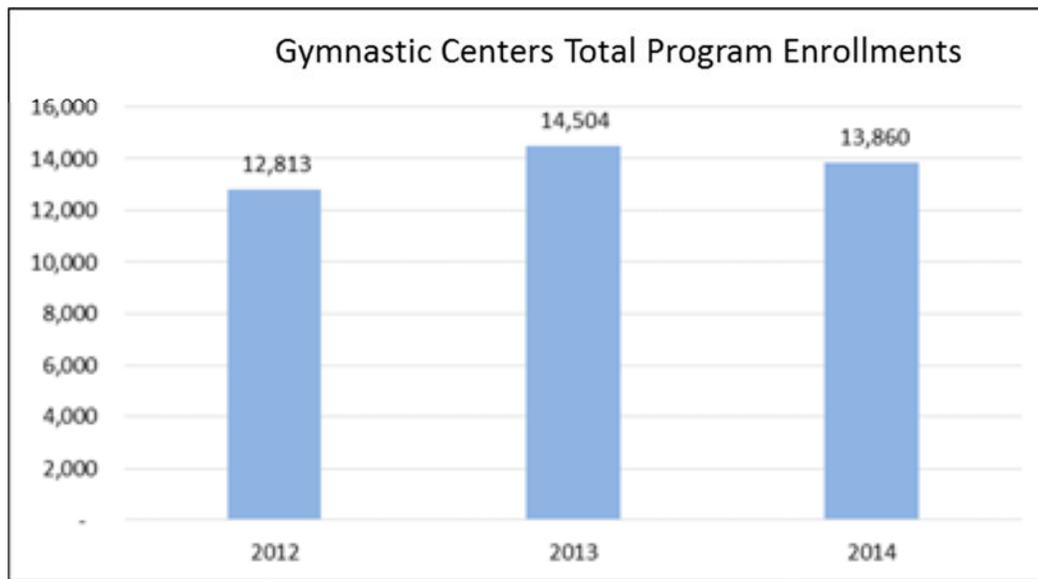
	2015 Target # Registrants	2014 Actual to date (10/1/14)	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #
All Instructional Programming								
Gymnastics	14,553	13,860	13,828	100%	-5%	14,504	13%	12,813

By Center

Avondale Park	781	744	750	99%	1%	743	-9%	817
Broadway Armory	2,499	2,380	2,954	81%	7%	2,772	39%	1,988
Calumet Park	1,138	1,084	947	114%	-8%	1,033	12%	921
Garfield Park	442	421	412	102%	-12%	466	N/A	150
Harrison Park	1,559	1,485	1,716	87%	6%	1,621	29%	1,260
McKinley Park	1,322	1,259	1,253	100%	-2%	1,277	66%	770
Peterson Park	5,954	5,670	5,865	97%	2%	5,739	-3%	5,915
Shabbona Park	858	817	937	87%	10%	853	-14%	992

By Program

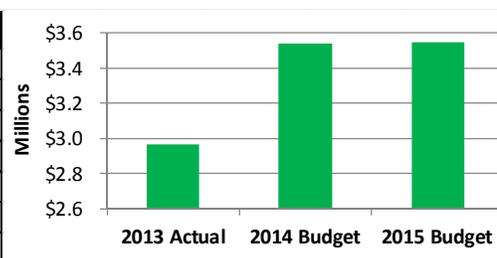
Twinkle Stars	3,707	3,530	4,325	82%	1%	4,292	11%	3,864
Mom, Dads & Tots Gymnastics	3,056	2,910	3,400	86%	5%	3,241	49%	2,179
Rising Stars	833	793	460	172%	5%	438	83%	239



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	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 946,143	\$ 1,268,111	\$ 1,288,495
Materials & Supplies	\$ 151,098	\$ 262,106	\$ 258,106
Contractual Services	\$ 1,839,598	\$ 2,007,455	\$ 2,001,619
Program Expense	\$ 27,751	\$ -	\$ -
Total	\$ 2,964,590	\$ 3,537,672	\$ 3,548,220
Personnel FTE	11.0	28.5	27.8



2014 Accomplishments

- The Park Families Wellness Initiative, granted by Coca Cola Foundation, served over 55+ park locations and impacted 35,000 patrons through programs and events for all ages.
- Increased physical activity time to over 30 minutes in early childhood programs at 40 park locations through implementation of Early Childhood SPARK (Sports Play and Active Recreation for Kids).
- In collaboration with the Planning and Development Department, developed Chicago Park District standard specifications for fitness centers, fitness studio's and fitness multipurpose rooms to guide restructuring of existing fitness facilities and future projects.
- Increased teen participation in fitness related activities by over 10% through servicing Park Kids, Teen Clubs, and events.
- Secured and successfully implement Afterschool Snack Program within 7 select Park Kids programs.

2015 Goals

- Create Wellness Specialty Camps after traditional day camp for youth and teens.
- Convert traditional Fitness Centers to Cross Functional –Fit Boxes for adults.
- Develop Teen Fit programs and host a citywide Fit Box competition.
- Expand afterschool snack opportunities at parks through the CACFP (Child and Adult Care Food Program).
- Create and implement Teen Female Wellness program model.
- In collaboration with Special Recreation unit, expand Veteran wellness programs.

Community Recreation – Wellness

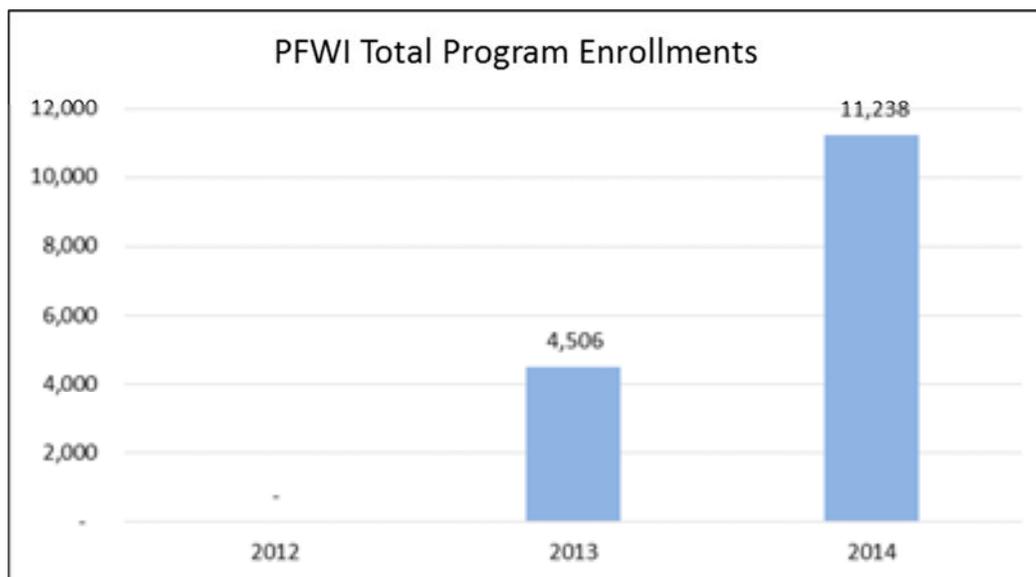
Performance Data

	2015 Target	2014 Actual to date (10/1/14)	% to Target	2014 Projection	% Change	2013 #	% Change	2012 #
Annual, Season & Monthly Fitness Passes		7,060	169%	11,914	-18%	14,492	11%	13,034

PFWI Enrollments Only	2015 Target # Registrants	2014 Actual to Date	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #
	11,800	11,238	0	0	-	4,506	-	0

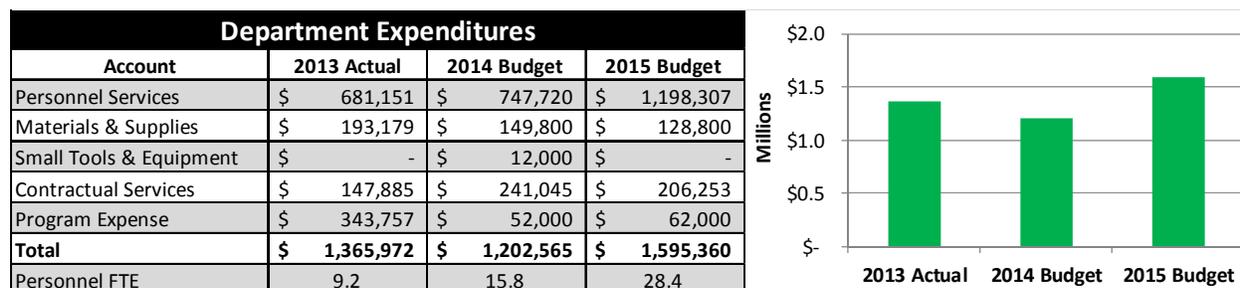
By Program (PFWI Only)

	2015 Target # Registrants	2014 Actual to Date	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #
Fitness Boot Camp	2,428	2,312	N/A	N/A	N/A	1,011	N/A	N/A
Mom, Pop & Tot Yoga	1,020	971	N/A	N/A	N/A	376	N/A	N/A
Adult Yoga	2,633	2,508	N/A	N/A	N/A	464	N/A	N/A
Pilates	423	403	N/A	N/A	N/A	416	N/A	N/A
Small Group Personal Training	579	551	N/A	N/A	N/A	319	N/A	N/A
Kickboxing	855	814	N/A	N/A	N/A	554	N/A	N/A
Mighty Fit Kids/Family/Munchkins	240	229	N/A	N/A	N/A	196	N/A	N/A



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. The Athletics Unit is responsible for the Junior Bear Tackle football program (20 parks), Inner City Youth Baseball (32 parks), Inner City Hoops (32 parks), Inner City Flag Football (16), Chicago White Sox Returning Baseball to Inner Cities (RBI) program (24 parks), Cubs Care Rookie League (80 parks), Cubs Care Girls Fast Pitch Softball (8 parks), Girls Inner City Flag Football (8 parks), Girls Inner City Hoops (8 parks), Windy City Hoops (12 parks), Boxing Centers (21 Citywide), Summer Teen Basketball Leagues (27 parks), Citywide Little League Tournament, Summer Tennis Camps (16 parks), Summer Golf Camps (4 parks), and 21 team and individual Citywide Championships annually.



2014 Accomplishments

- In partnership with NIKE and USA Basketball, provided basketball clinics to over 5,000 youth and teens at the World Basketball Festival held in Jackson Park and Nike Chi League Park Clinics throughout the city.
- Hosted 20 local Boxing Showcases, youth boxing exhibition at Daley Plaza, Citywide Championships and opened the Park District's 21st boxing center at La Follette Park.
- Extended summer opportunities for youth and teens in partnership with the Chicago Housing Authority at Trumbull, Carver, Mandrake, Taylor and Fosco Park.
- Introduced the game of golf to 250 youth in summer day camps.
- Conducted 16 tennis camps during the summer including a partnership with the Woodlawn Initiative and Jackson Park. Windy City Hoops teen basketball program expanded to 12 parks operating year round on Friday and Saturday nights serving over 3,000 teens. Implemented measurement and evaluation program with Up2Us for the Inner City Youth Baseball program.

2015 Goals

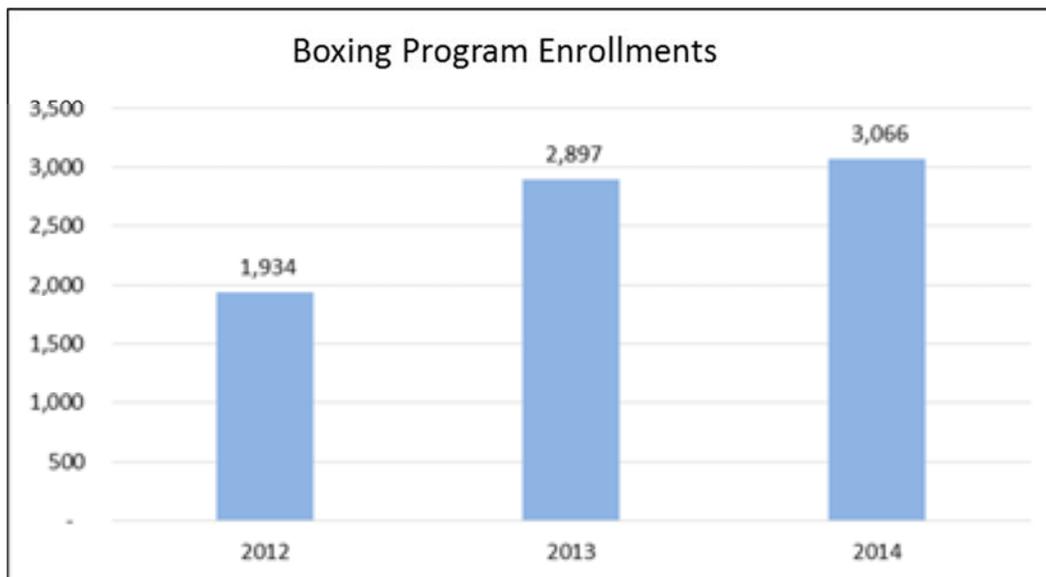
- Host Citywide Little League and Girls Softball Tournament, camps and clinics in partnership with the Chicago Cubs and Chicago White Sox.
- Promote and educate benefits of girls' participation in sports and implement a three season Girls Sports Program targeting specific neighborhood parks.
- Provide training and assistance to all parks and region staff to increase participation in Citywide Athletics programs.

Community Recreation – Athletics

- Train staff to implement USTA 10 and Under Tennis in local parks.
- Increase and extend summer sports camps to include Baseball, Basketball and Wrestling.

Performance Data

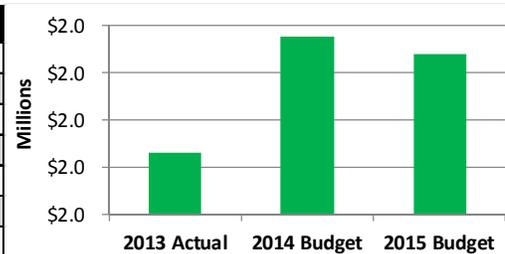
	2015 Target # Registrants	2014 Actual to date (10/1/14)	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #
Junior Bear (Total)	1,141	1,087	1,046	104%	-16%	1245	65%	754
Boxing Program (four sessions)	3,219	3,066	2,331	132%	-20%	2,897	50%	1,934
Inner City Youth Baseball	532	507	330	154%	-39%	540	94%	279
Girls Sports Initiative	43	41	176	23%	N/A	100	N/A	N/A
Windy City Hoops (four sessions)	1,551	1,477	2,640	56%	N/A	2700	N/A	N/A
Chicago Bears Inner City Flag Football	139	132	176	75%	60%	110	N/A	N/A
Summer Teen Sports Leagues (Basketball/Soccer)	1,571	1,496	2,262	66%	-30%	3,246	N/A	2270
Lacrosse	476	453	384	118%	5%	366	316%	88
Tennis	5,809	5,532	5,780	96%	5%	5,505	27%	4337



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	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 1,789,933	\$ 1,808,137	\$ 1,815,355
Materials & Supplies	\$ 138,174	\$ 131,213	\$ 120,713
Contractual Services	\$ 74,956	\$ 88,500	\$ 88,000
Program Expense			
Total	\$ 2,003,063	\$ 2,027,850	\$ 2,024,068
Personnel FTE	59.0	60.5	59.1



2014 Accomplishments

- Partnered, created and implemented a Boxing Apprenticeship at Fuller Park producing apprentices to assist the boxing program.
- Partnered with After School Matters and Love to Serve to create and implement an Advanced Tennis apprenticeship. The Advanced Tennis Camp team served over 1,000 youth and assisted the Athletics unit with additional tennis camps.
- Partnered with Special Recreation unit to implement a Special Recreation Apprenticeship at Vaughn Occupational High School for 15 teens with Disabilities. A total of 45 teens with disabilities were hired as Recreation Leaders.

2015 Goals

- Create and implement a Lacrosse Sports Apprenticeship and summer camp.
- Increase training opportunities for Sports37 staff, including youth development and sports.
- Partner with Parks to provide extended camp opportunities by offering Specialty camps for 2 additional weeks in August.
- Create and implement an Advanced Baseball Apprenticeship for teens to offer baseball camps citywide.

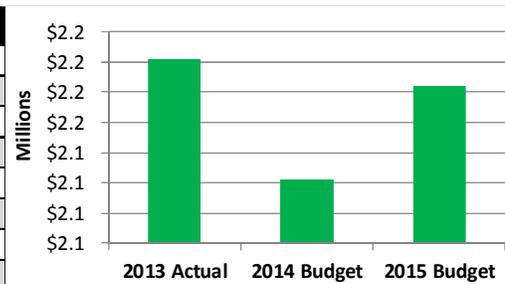
Performance Data

	2015 Target # Registrants	2014 Actual to Date	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #
#Staff Hired from Apprenticeship Program	520	502	520	97%	-44%	926	6%	871
#Registrations/Participation by Location-spring	1,505	1,482	1,550	96%	-7%	1,670	6%	1,580
#Registrations/Participation by Location-fall	1,213	1,305	1,350	97%	-3%	1,390	0%	1,390

Community Recreation – Special Recreation

The Chicago Park District is a municipal pioneer in offering recreation programs for people with disabilities. Starting in 1965, the Chicago Park District began training park employees on ways to better serve people with disabilities. In 1968, the Chicago Park District became the birth place of the Special Olympics, an organization that now serves athletes with intellectual disabilities in over 170 countries worldwide. Since then, the Park District has expanded its services for individuals with disabilities. With 21 park locations serving individuals with intellectual disabilities, 3 park locations serving individuals with a primary physical or visual impairment and 2 park locations serving individuals who are deaf or hard-of-hearing we strive to meet the recreational needs for all individuals with disabilities in the City of Chicago. The Chicago Park District Special Recreation program currently offers specialty programs serving the following populations: Intellectual disabilities, Physical disabilities, Blindness or Visual Impairment, Deaf or hard-of-hearing and Veterans

Department Expenditures			
Account	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 1,764,644	\$ 1,808,104	\$ 1,883,030
Materials & Supplies	\$ 150,296	\$ 74,900	\$ 74,600
Small Tools & Equipment	\$ 2,468	\$ 1,500	\$ -
Contractual Services	\$ 210,044	\$ 227,300	\$ 178,300
Program Expense	\$ 43,640	\$ 19,408	\$ 26,027
Total	\$ 2,171,091	\$ 2,131,212	\$ 2,161,957
Personnel FTE	41.4	46.1	46.1



2014 Accomplishments

- Increased staff professional development opportunities by 5%, including Crisis Prevention Training; including more opportunities to earn CEUs and a session on Para triathlon and Adaptive sports.
- Secured funding to host 5 Adaptive Camps after traditional day camp, for younger participants and individuals that could not afford and/or attend a six week camp; Adventure, Nature, Art and two Early Childhood camps.
- Increased enrollment in the Valor Games for injured/ill Veterans, by 10%. Hosted a Resource Fair, Opening Ceremonies and three days of sporting competition.
- Expanded to four (4) apprenticeship programs with After School Matters for teens with disabilities.
- Two Chicago Adult Deaf Basketball Teams competed at the National Tournament and developed a Deaf Teenage Volleyball Team, who competed at Harper College Regional Tournament.

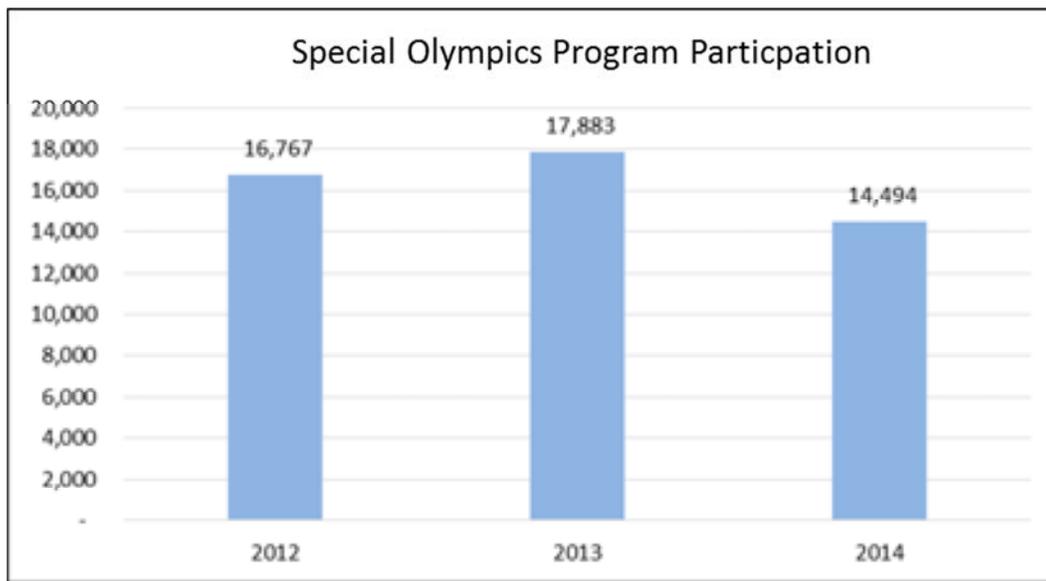
2015 Goals

- Offer American Sign Language Classes citywide.
- Special Olympics to increase Coach Training sessions by 10%.
- Expand marketing material to address accessibility; Audio videos for individuals who are blind and closed caption for the deaf population.
- Increase Buddy Baseball program by an additional three schools, with focus on students with physical or visual disabilities.
- Host Five Veteran Resource Fairs, increasing attendance by 25%.
- Increase enrollment in Alternative Athletic Conference Program by 20%.

Community Recreation – Special Recreation

Performance Data

	2015 Target # Registrants	2014 Actual to date (10/1/14)	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #
Special Olympics	15,219	14,494	14,700	99%	-19%	17,883	7%	16,767
Arts & Crafts (Special Rec)	574	547	279	196%	72%	318	-1%	322
Bowling (Special Rec)	1,198	1141	484	236%	34%	851	70%	501
Day Camp (Special Rec)	637	607	576	105%	11%	549	0%	551
Learn to Swim (Special Rec)	258	246	316	78%	-9%	269	206%	88



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 landscaping, manage the planning and construction of new projects, and provide supportive services, including security, grounds and facility maintenance.

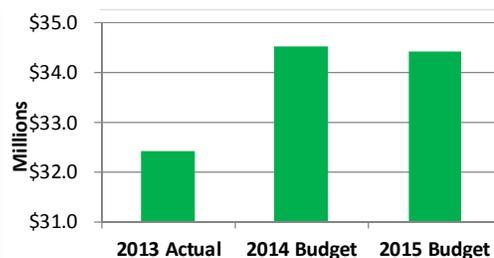


DEPARTMENT BUDGETS				
Department Name	2013 Actual	2014 Budget	2015 Budget	% Change
Facilities Management	\$ 32,408,749	\$ 34,517,414	\$ 34,425,715	-0.3%
Park Services - Security	\$ 3,927,629	\$ 7,927,003	\$ 8,073,262	1.8%
Capital Construction	\$ -	\$ 1,195,800	\$ 1,144,603	-4.3%
Planning & Development	\$ -	\$ 1,011,713	\$ 1,189,879	17.6%
Natural Resources	\$ 31,917,727	\$ 29,985,722	\$ 33,082,081	10.3%
Culture, Arts and Nature	\$ -	\$ 3,315,730	\$ 3,508,787	5.8%
Green Initiatives	\$ 1,711,948	\$ 667,316	\$ -	-100.0%
Legislative & Community Affairs	\$ -	\$ 360,930	\$ 372,242	3.1%
Total - Operations	\$ 69,966,053	\$ 78,981,629	\$ 81,796,569	3.6%

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	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 22,694,999	\$ 23,427,404	\$ 24,059,113
Materials & Supplies	\$ 2,053,836	\$ 2,137,032	\$ 1,957,835
Small Tools	\$ 156,595	\$ 207,500	\$ 194,750
Contractual Services	\$ 7,503,320	\$ 8,745,478	\$ 8,214,017
Total	\$ 32,408,749	\$ 34,517,414	\$ 34,425,715
Personnel FTE	276.4	283.3	283.9



2014 Accomplishments

- Established a new process for Inventory Control and added Inventory Control to the work order system.
- Used the work order system to find and track warranty claims.
- Obtained a BAS maintenance contractor allowing Engineers better access to the BAS system.
- Launched weekly Facility meetings with Region and Area Managers.
- Made the in-house capital project tracking more efficient by eliminating 2 spreadsheets. (now all of the information is available in one report in Infor)
- Trained light duty staff to assist with closing work orders.

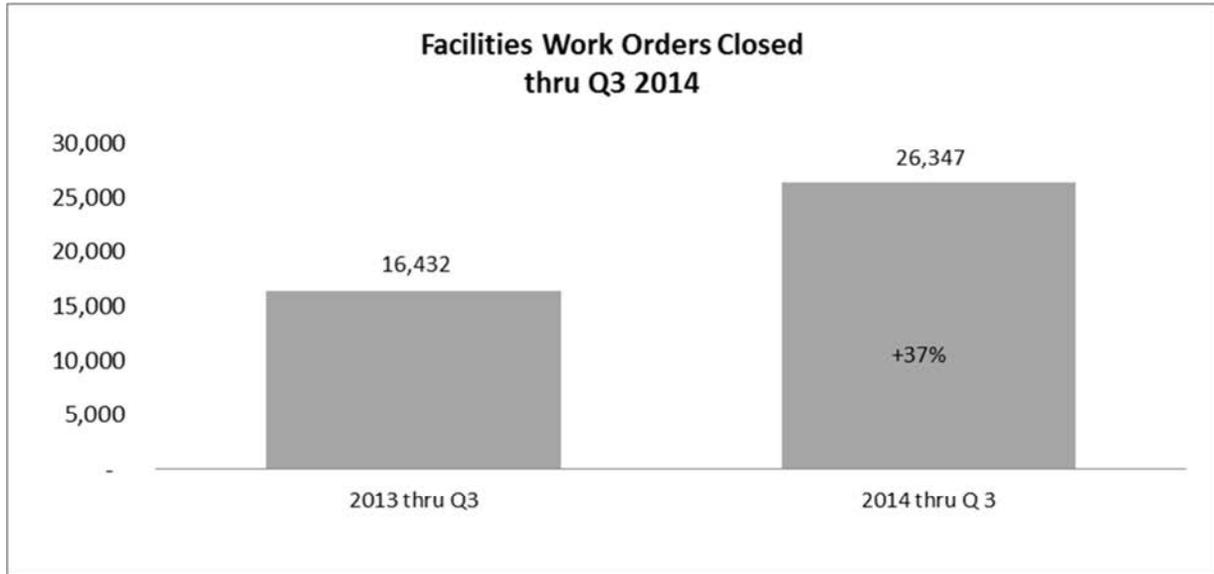
2015 Goals

- Establish a more aggressive warranty plan involving CPD Property Inspectors.
- Work closely with CPD IT to create a plan regarding in-house BAS computer maintenance/replacement. (currently computers are purchased and maintained through a contractor)
- Create a plan where CPD Trades repairs 25 soft surface playgrounds a year.
- Create more PM schedules for our mechanical equipment.
- Continue to complete in-house capital jobs.
- Create an Asphalt Maintenance program.

Facilities Management

Performance Data

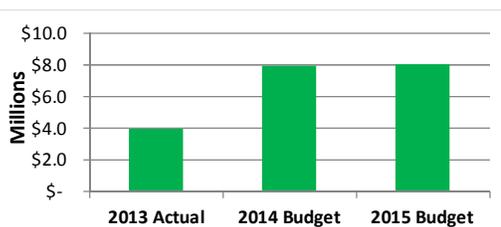
	2015 Target	2014 Actual to Date	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #
*# WO's Complete	30,000	26,347	24,150	109%	7%	24,678	-52%	51,321
% Complete	90%	88%	90%	98%	-11%	99%	4%	95%
# Gallons of Regular Gas Dispensed	165,000	136,912	170,000	81%	-18%	167,342	-1%	169,455
# Gallons of Diesel Gas Dispensed	162,000	143,288	175,000	82%	-10%	158,652	-21%	201,984
# Gallons of Alternative Gas Dispensed	65,000	46,241	70,000	66%	-13%	53,277	40%	37,992



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	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 3,927,629	\$ 3,918,970	\$ 4,065,631
Materials & Supplies	\$ -	\$ 8,033	\$ 7,631
Contractual Services	\$ -	\$ 4,000,000	\$ 4,000,000
Total	\$ 3,927,629	\$ 7,927,003	\$ 8,073,262
Personnel FTE	47.3	82.0	82.0



Note: 2013 actuals do not include Security personnel expenses budgeted at the park level. The 2014 & 2015 budgets include all security expenses districtwide.

2014 Accomplishments

- Worked with Chicago Police Department to provide extra police patrols in parks to prevent crime (Operation Impact Collaboration).
- Continued advancements in monitoring and centralizing Security operations at Northerly Island.
- Worked with Regional staff to develop strategies to combat crime at Parks.

2015 Goals

- Continue implementation of technological advances in order to make overall operations more efficient.
- Continue to work with Regional Managers, the Chicago Police Department and community organizations to reduce crime in the parks and along the lakefront.
- Work with Information Technology and Performance Management to develop a Security work order management system.
- Develop better methods of managing the human capital needs of our Security forces (Hiring & Time Management).

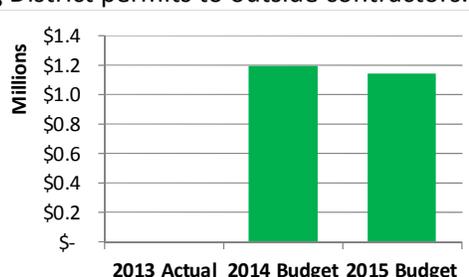
Performance Data

	2015 Target	2014 Actual to Date	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #
# of Security Checks Total	131,000	91,314	175,000	52%	-46%	169,429	-1%	171367
# Violations Issued	150	71	447	16%	-85%	488	26%	386

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	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ -	\$ 1,167,980	\$ 1,116,783
Materials & Supplies	\$ -	\$ 5,500	\$ 5,500
Small Tools & Equipment	\$ -	\$ 900	\$ 900
Contractual Services	\$ -	\$ 21,420	\$ 21,420
Other	\$ -	\$ -	\$ -
Total	\$ -	\$ 1,195,800	\$ 1,144,603
Personnel FTE	15.0	15.0	14.0



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

2014 Accomplishments

- Opened several major projects, including: Maggie Daley Park and newly renovated Maggie Daley Park Fieldhouse, Northerly Island 40 Acre Ecosystem Restoration, Park 553 - Little Village Park, River Park Boat House, Indian Boundary Nature Play Center, and Park 574 “Rockwell Gardens”, Park 569 - Dog Friendly Area, Lowe Fieldhouse Expansion, Lincoln Park (@ Wilson) Artificial Turf Field and Track, Fred Anderson Park, Grant Park BMX Skate Park, Park #570 School Street, Park #560 Jesse White Fieldhouse.
- Completed 3 major building restorations
- Completed 7 major Field House Renovations
- Completed over 100 other Rapid Response Projects.
- Started construction of Beverly/Morgan Park Sports Center, Jackson Park Historic Landscape Restoration, Park 568 - (West Ridge Nature Preserve), and Moore Park Fieldhouse expansion.

2015 Goals

- Complete 70 new Chicago Plays sites. (yr. 3 of District-wide program)
- Open Phase 1 of the 606 and Bloomingdale Trail.
- Work on 26 PARC grant funded Major Facility Rehabs for phased multi-year program.
- Start construction in the fall season of 4 new artificial turf baseball fields with support facilities.
- Pilot new vertical drainage systems for reduced storm water discharges.
- Fix sources of high water use in selected parks where leaks or other capital repair items are identified to be the cause.

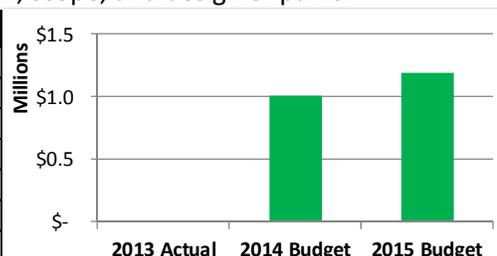
Performance Data

	2015 Target	2014 Actual to Date	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #
# Access Permits Issued	76	79	N/A	N/A	10%	72	N/A	61

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	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ -	\$ 981,327	\$ 1,159,493
Materials & Supplies	\$ -	\$ 10,500	\$ 10,500
Small Tools & Equipment	\$ -	\$ 750	\$ 750
Contractual Services	\$ -	\$ 19,136	\$ 19,136
Total	\$ -	\$ 1,011,713	\$ 1,189,879
Personnel FTE	14.0	14.5	16.9



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

2014 Accomplishments

- Completed inventory of facilities for cultural space.
- Acquired 177 acres of new park land.
- Secured Council approval for over \$17,687,770 in TIF/OSIF funds for park development.
- Completed design for Daley Bicentennial Fieldhouse Renovation, Morgan Park Sports Center, and Quad Communities Center.
- Transferred over 100,000 hard copy drawings to the Chicago Public Library.
- Completed design for 75 Chicago Plays sites land.

2015 Goals

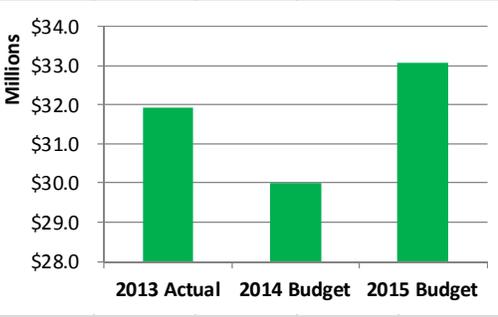
- Expand Develop 2016 Capital Improvement Plan.
- Continue cooperative open space planning for CHA developments.
- Continue to secure all Plan Commission approvals in-house.
- Coordinate and Update Bridge Report with Dep’t of Transportation.
- Continue to secure TIF, OSIF and Grants.
- Digitize remaining real estate records for all CPD parks.

Natural Resources

The Department of Cultural and Natural Resources (DCNR) administers and manages the Park District's landscape, forestry, floriculture, conservatories, trash removal and recycling operations, as well as our Culture, Arts and Nature (CAN) division, and Natural Areas, Green Initiatives, Art in the Parks and Community Garden programs. DCNR 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. DCNR is comprised of a full time staff of 325 with an additional 826 staff hired annually for seasonal work. To maximize productivity while meeting established work standards, all field staff receive yearly and ongoing training in work procedures, vehicle and equipment use and care, and safety practices and requirements. Management staff performs 9,500 site inspection visits every year to ensure all parks receive the same high level of ongoing and seasonal care and maintenance. In the spring, DCNR prepares more than 700 ball fields for play; once the season starts, all 700+ ball fields are groomed at least once per week. Every week from spring through fall, DCNR mows 7,000 acres of turf, marks turf athletic fields with more than 100 miles of striping, maintains 23 artificial turf fields and cleans and rakes 510 playgrounds. Every night during the summer, DCNR staff clean 25 beaches along 26 miles of shoreline. In the winter, DCNR staff clear snow from park facilities during an average of 30+ snow events. Every year, DCNR Forestry staff removes 2,000 dead or dying trees and prune 7,500 trees and more than 16,000 shrubs. Floriculture staff maintains 155 floral gardens, installing up to 20,000 plants each year. Lincoln Park and Garfield Conservatories, with more than 2.5 acres under glass and 10 acres of outdoor gardens, host more than 700,000 visitors annually. Through the Community garden program, DCNR staff support and facilitate the work of more than 1,500 volunteer gardeners in 75 gardens throughout the city. DCNR's conservation division manages more than 600 acres of natural areas such as prairies, savannas, woodlands, dunes, wetlands and aquatic habitats, as well as bird sanctuaries and wildflower gardens. Every year, tens of thousands of native plants are installed in these natural areas to increase biodiversity and improve the quality of habitat for birds and other animals. Through the Art in the Parks program, DCNR works to engage park patrons in new, non-traditional ways, specifically with highly visible, publically-accessible art installations. The Park District's Green Initiatives program is now implemented by DCNR through coordination with other departments; this program ensures that the Park District is operating sustainably through the implementation of supporting policies and procedures across the agency, by assisting other departments' efforts in "going green" and by managing specific environmental projects or initiatives. The program's 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. DCNR administers the district's contracts for trash removal and recycling. Year round, DCNR staff clean more than 7,600 acres of park land every week, generating more than 11,000 tons of trash, as well as 2,300 tons of recycled materials and sends more than 2,500 cubic yards of herbaceous waste to composting facilities. DCNR also manages the district's contracts for enhanced landscape maintenance, including more than 50 floral beds in 35 parks, 20 miles of landscaped medians on North and South Lake Shore Drive, as well as elevated care and maintenance for the Museum Campus, Grant Park, Osaka Garden in Jackson Park and the Chicago Women's Park and Gardens. The Department of Natural Resources' regular, visible, vital presence in every park is directly responsible for the Park District's success in achieving its core mission to provide beautiful, functional public spaces which support passive and active recreation of all types.

Natural Resources

Department Expenditures			
Account	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 22,209,033	\$ 19,930,550	\$ 21,802,253
Materials & Supplies	\$ 953,878	\$ 1,217,306	\$ 1,216,406
Small Tools & Equipment	\$ 199,856	\$ 229,500	\$ 224,500
Contractual Services	\$ 8,540,765	\$ 8,596,366	\$ 9,453,130
Program Expense	\$ 14,196	\$ 12,000	\$ 385,792
Other	\$ -	\$ -	\$ -
Total	\$ 31,917,727	\$ 29,985,722	\$ 33,082,081
Personnel FTE	458.5	459.4	479.8



2014 Accomplishments

- **Grant Funding:** Brought in \$700,000 in grant funding to support departmental operations.
- **Landscape Operations:** Mowed and trimmed 7,000 acres of turf, groomed and striped 700 ball fields and 300 football/soccer fields, cleaned and raked 510 playgrounds weekly spring through fall; cleaned 25 beaches nightly during the summer.
- **Planting and Landscape:** Implemented an aggressive tree re-planting program to replace ash trees removed due to EAB infestation which included the planting of more than 3,500 trees in 90 parks; continued to replace high-maintenance floral beds with sustainable shrubs and perennials.
- **Forestry:** Initiated an aggressive Emerald Ash Borer (EAB) response program and removed more than 2,000 EAB infested trees; began preliminary roll-out of new computer software (INFOR) enabling more efficient landscape operations management.
- **Conservatories:** Garfield Park Conservatory (GPC) was named as one of the best Urban Green Spaces in North America by USA Today; completed restoration of hail-damaged Fern Room and Desert House roofs at GPC; re-opened Show House with historic Jens Jensen design at GPC; expanded Horticultural Hall event space at GPC; increased rental revenue at Lincoln Park Conservatory (LPC) by 25%; completed Museum Assessment Program through the American Alliance of Museums for collections management at both conservatories.
- **Waste Management:** Conducted a pilot program in 15 parks to develop improved recycling strategies; implemented new contracts for regular and recyclable waste management that include comprehensive reporting system for all waste handling and disposal; assessed the effectiveness of current waste management strategies and equipment and redirected resources accordingly; implemented a new IGA with the City of Chicago for the supply of trash and recyclables receptacles; investigated alternative waste disposal technologies as possible options to improve CPD waste removal operations.
- **Nature Areas:** Performed prescription burns at 15 natural areas; installed 3 new interpretive sign; developed 15 additional natural area acres; completed 3 natural area management plans; held the Burnham Wildlife Corridor tree planting event where we engaged more than 720 volunteers, 9 partner organizations and 30 community groups and planted more than 80,000 native tree seedlings. Planted 20,000 tree seedlings at Big Marsh, removed invasive trees from 95 acres at Van Vliissingen Prairie and applied for grants in excess of \$1,800,000 in support of the ongoing Calumet Open Space Development project.
- **Green Initiatives:** Managed water quality programs for 25 beaches, including monitoring, predictive modeling, pollution prevention and source reduction projects. Managed biodiesel dispensing facility

Natural Resources

for all lakefront diesel vehicles and mowers, reducing diesel fuel use and carbon emissions from operations. Expanded bike sharing program for CPD staff from to include 11 new park locations.

- Art in the Parks: Continued, in collaboration with the Chicago Park District Arts Committee to guide the development and implementation of a multi-year plan bringing the arts to Chicago's neighborhoods. Initiated and oversaw the installation of fourteen significant sculptural installations along the lakefront in Burnham, Grant and Lincoln Parks. Continued to bring arts into the neighborhoods by transferring selected pieces of the boulevards sculpture exhibit and re-installing them at individual CPD Cultural Centers. Initiated and curated, in collaboration with Chicago Sculpture International (CSI), the "Chicago Tree Project" where artists brought to life fifteen DNR-selected dead or dying trees, district-wide, by carving, sculpting and/or enhancements.
- Community Gardens: Supported 1,500 volunteer gardeners in 75 community gardens, city-wide.

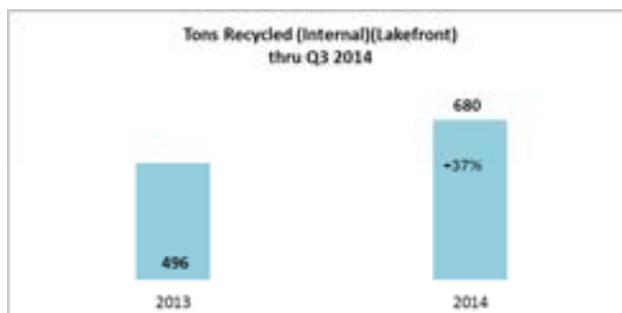
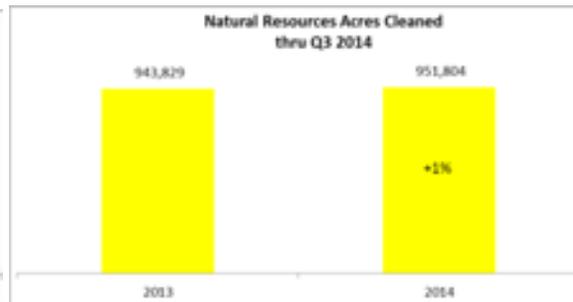
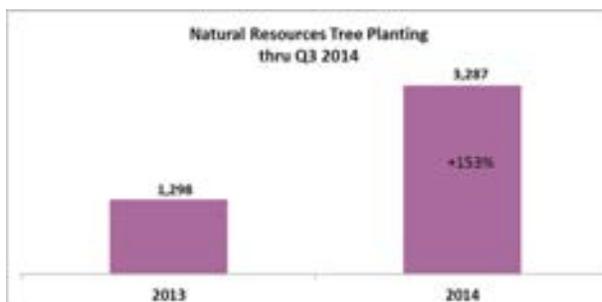
2015 Goals

- Grant Funding: Maintain or expand the existing level of grant support for department operations.
- Landscape Operations: Maintain the number of ball field infield and turf playing field renovations; work with IT to develop the infrastructure for the department-wide roll-out of new computer software (INFOR) enabling more efficient landscape operations management
- Planting and Landscape: Continue the implementation of an aggressive tree re-planting program to replace ash trees removed due to EAB infestation; develop and implement an aggressive hot coal tree damage initiative to minimize coal-damage to trees; continue to replace high-maintenance floral beds with sustainable shrubs and perennials
- Forestry: Continue our aggressive Emerald Ash Borer (EAB) response program, targeting the removal of 5,000 EAB-infested ash trees
- Conservatories: Conduct Grand Reopening of Garfield Park Conservatory (GPC) events throughout 2015; install new entrance and parking lot landscape at GPC; install new interpretive signage throughout GPC public houses; increase revenue at both conservatories by 10%
- Waste Management: Initiate a pilot program of in-ground waste containers to gauge effectiveness across our waste operations; expand the recycling program to more parks; increase the overall volume of recyclables by 5-10%; explore the use of next-generation green alternatives and other waste technology cost saving measures; develop a comprehensive HOT COAL can strategy including public education and more effectively designed cans.
- Nature Areas: Perform prescription burns at 15 natural areas; install 5 new interpretive signs; complete 8 additional management plans; initiate development of the Natural Areas Manual, a guide to creating urban natural areas. Continue development of the Calumet Open Space project; complete the framework plans for Van Vliissingen Prairie and Big Marsh.
- Green Initiatives: Continue to manage water quality programs to protect public health and reduce swim advisories at 25 beaches. Further expand biodiesel and bike sharing programs.
- Art in the Parks: Increase engagement with artists throughout the parks by facilitating diverse and varied arts offerings; continue to initiate and implement new installations, projects and programs that foster art awareness, open public dialogue and ensure free and accessible art for all.
- Community Gardens: Continue to facilitate volunteer efforts in our community gardens

Natural Resources

Performance Data

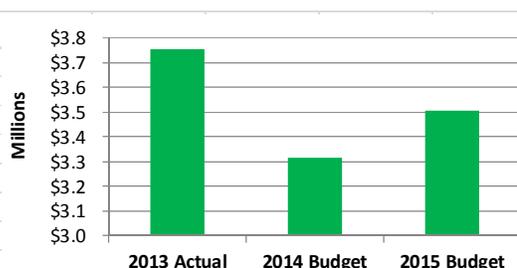
	2015 Target	2014 Actual to Date	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #
Tree Planting & Forestry								
# Trees Planted	4,500	3,287	3,525	93%	70%	1,928	4%	1,849
# Acres Reforested	95	67	74	91%	63%	41	5%	39
# Trees Pruned	8,000	7,308	8,000	91%	-33%	10,893	6%	10,264
# Trees Removed	4,700	3,177	4,700	68%	13%	2,803	64%	1,710
# DBH Removals	55,000	39,924	56,400	71%	15%	34,624	81%	19,182
# Stumps Removed	4,700	2,754	4,700	59%	31%	2,097	107%	1,013
Nature Areas								
# Acres added to Nature Areas	16	20	30	67%	33%	15	1400%	1
# New Nature Areas Developed	1	1	1	100%	0%	1	100%	0
# Nature Areas Volunteers	2,500	2,203	2,400	92%	-16%	2,614	45%	1,802
# Hours Worked by Nature Areas Volunteers	8,000	6,283	8,000	79%	-25%	8,338	-1%	8,391
Landscape Operations								
# Acres Cleaned	1,300,000	951,804	1,300,000	73%	-27%	1,300,000	49%	871,990
# Acres Mowed/Trimmed	165,000	152,728	210,000	73%	-7%	165,000	5%	157,553
# Ballfields Rehabbed	300	201	300	67%	-27%	277	-11%	311
Trash Removal & Waste Recycling								
Herbaceous Waste Recycled (cubic yards)	2,500	1,260	2,300	55%	-42%	2,190	-15%	2,580
# Recycling Tonnage (in-house - Lakefront)	600	680	500	136%	7%	638	7%	599
# Recycling Tonnage (contract)	1,900	1,070	1,900	56%	-41%	1,810	3%	1,760
% of Total Waste Recycled	25%	21.50%	24%	N/A	N/A	23%	15%	20%
Green Initiatives								
% of Beaches Open w/ no Water Quality restrictions	92%	89%	92%	97%	-3%	92%	0%	92%
Total # of Swim Bans/Advisories Issued based on water quality	170	223	170	131%	39%	161	-9%	177
# kWh Used	109,000,000	73,830,454	102,000,000	72%	-31%	106,460,589	1%	104,937,402
# Therms used	7,000,000	5,318,277	6,200,000	86%	-28%	7,436,279	22%	6,095,012
# Hours Usage of IGO/Zip Car Vehicle Usage	4,000	1,920	3,000	64%	-27%	2,620	2%	2,572
# Hours Usage Bike Sharing	1,250	974	1,000	97%	138%	409	N/A	N/A
Paper Used Reams 8.5 x 11	600	978	600	163%	5%	932	67%	557



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 15 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 Outdoor and Environmental 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 cultural events: Night Out in the Parks (Movies in the Parks, Performances in the Parks and Theater on the Lake.) These events create a cultural landscape in our communities.

Department Expenditures			
Account	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 1,945,315	\$ 1,875,228	\$ 1,977,133
Materials & Supplies	\$ 203,906	\$ 95,748	\$ 100,208
Contractual Services	\$ 1,558,739	\$ 1,344,754	\$ 1,431,446
Program Expense	\$ 45,468	\$ -	\$ -
Other Expense			
Total	\$ 3,753,428	\$ 3,315,730	\$ 3,508,787
Personnel FTE	44.7	41.8	42.4



2014 Accomplishments

- With a strong planning team from across all three regions and multiple departments, the Park District successfully organized and executed the second year of Night Out in the Parks. In collaboration with over 60 community arts organizations, we increased the amount of arts and cultural events in parks from 750 to 1100 (32% increase), building community dialogue and enhancing the quality of life for each of the over 150,000 participants.
- ‘Toddlers, Tunes and Turtles’ was back for its 10th year. With twenty-two events across all three regions this program provides an enriching nature play experience for CPD patrons. In its final year of funding our Nature Oasis Play Camp program visited 75 parks with early childhood nature activities.
- Using creative facilitation, Civic Practice Lab from Lookingglass Theater met with our Cultural Center staff, Area Managers and CPD leadership to develop intentional strategies for increased participation and local public investment in our Cultural Center parks and the neighborhoods where they reside.
- Launched the Chicago on Screen Local Film Showcase, the Park District’s new initiative to enhance the Movies in the Parks series with locally produced independent features, documentaries and shorts that focus on Chicago. Films were chosen from over 70 submittals in response to a call for submissions last January.
- Through a Federal grant (funneled through the Illinois Department of Natural Resources) we’ve been able to increase our nature learning opportunities for Day Campers in the Nature Oasis program. This funding has expanded our capacity and participants served by 33% while increasing the breadth of activities youth engage while on these field trips. Additionally, these funds have allowed us to cover all transportation costs, removing another barrier to providing Chicago’s youth an enriching experience in nature.

Culture, Arts and Nature

2015 Goals

- Expand Strengthen relationships with arts and community organizations to enhance Night Out in the Parks to program a thoughtful, impactful series that resonates more deeply with Chicago's diverse communities. Introduce and incorporate Cultural Liaisons, whose primary role is to build relationships between community members and Park District resources through mapping, exploring and connecting.
- Continue to drive communities to our Cultural Centers as we expand to 15 parks, re-name our Cultural Centers, and establish a standard set of offerings to the public. Offering a standard set of programs will build greater recognition for the role of Cultural Centers, a higher profile for our parks, and continued quality arts and cultural programming.
- Assess and inventory CPD's cultural spaces and make them available via an online marketplace. The purposes of this project are to : create a comprehensive internal and external database of these spaces; strategize structural upgrades to make these spaces viable both for internal programmatic purposes and rentals; activate underutilized spaces citywide; become a greater resource to Chicago's arts community, and in turn, the city at large.
- Expand our camping reach and scope by providing outdoor recreation opportunities to a larger audience. By adopting a training model, we will meet the demand of Chicago Park District parks, as well as partner and social service organizations. By hosting training programs for field staff and youth workers we will be training outdoor recreation leaders that will expand the number of youth hiking and camping in the Chicago area. This new training model will allow us to serve the parks and organizations asking for our support, currently beyond our capacity.
- The Garden Program has a vision for a teaching garden in the Park. This garden will be a resource for gardeners across the City. Centrally located (tentatively proposed at Fosco Park) this garden would be a space to provide example beds and displays showcasing best practices for community gardeners. This space would also host programs and classes for youth, adults and families.
- Implement and evaluate YAP, a new arts-based, after school, creative play initiative that provides resources, training and ongoing support to park staff in order to strengthen and expand cultural experiences for children and families across the District.

Culture, Arts and Nature

Performance Data

	2015 Target # Registrants	2014 Actual to Date (thru 8/1)	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #
SPECIAL EVENTS UNIT								
Performances in the Parks (including Night Out in the Parks)	170	131	170	77%	-36%	204	191%	70
Performances in the Parks attendance	24,000	20,460	22,500	91%	-60%	51,426	223%	15,905
Movies in the Parks movies	200	118	200	59%	-39%	194	13%	171
Movies in the Parks attendance	45,000	22,965	45,000	51%	-45%	41,830	-3%	43,177
Theater on the Lake performances	30	31	30	103%	-23%	40	0%	40
Theater on the Lake attendance	1800	1,384	2,100	66%	-71%	4,772	-24%	6,257
Theater on the Lake pre/post-show programs	3	0	3	0%	-100%	51	NA	N/A
Grant Park Music Festival concerts	100	106	30	353%	266%	29	NA	N/A
Grant Park Music Festival attendance	900,000	900,603	340,000	265%	285%	233,900	NA	N/A

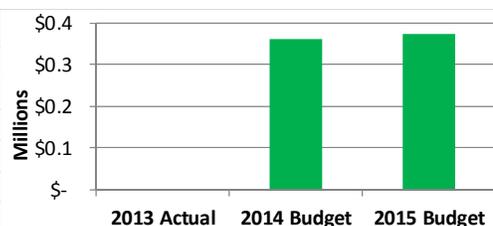
		2015 Target # Registrants	2014 Actual to Date (thru 8/1)	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #
ARTS & CULTURE UNIT									
ACU programming at Cultural Centers & other parks	# of classes	180	383	185	207%	115%	178	271%	48
	# of events	50	12	51	24%	-85%	78	16%	67
	attendance/participation	5,000	6,775	3,810	178%	-33%	10,091	NA	N/A
Arts Partners	# of partners	30	31	35	89%	-6%	33	18%	28
	# of program hrs	6,000	4,672	10,100	46%	-23%	6,101	-39%	9,988
	attendance/participation	7,500	4,487	8,200	55%	-48%	8,575	75%	4,902
After-school arts	# of events/programs	100	39	129	30%	-66%	116	7%	108
	attendance/participation	2,000	265	2,520	11%	-91%	3,014	503%	500
	# contact hours	10,000	1,332	10,320	13%	-97%	40,848	NA	N/A
Summer camp arts programs	# of programs	200	290	85	341%	17%	248	-48%	473
	attendance/participation	5,000	6,060	3,540	171%	13%	5,371	-58%	12,931
	# of contact hours	15,000	13,150	18,720	70%	13%	11,632	NA	N/A
Teen arts	# of events	16	7	16	44%	-67%	21	-63%	56
	attendance/participation	800	642	796	81%	-47%	1,217	137%	514
	# programs	20	12	23	52%	-82%	65	NA	N/A
	# contact hours	15,000	9,796	16,865	58%	-52%	20,352	NA	N/A
Training	# of trainings offered	6	2	12	17%	-71%	7	-84%	45
	# participants	180	55	255	22%	-67%	165	-80%	833

		2015 Target # Registrants	2014 Actual to Date (thru 8/1)	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #
NATURE EDUCATION UNIT									
North Park Village Nature Center	# Field Trips	200	157	200	79%	-42%	272	3%	265
	Field Trip Attendance	1,000	8,517	10,000	85%	-24%	11,274	5%	10,775
	# Programs & Festivals	175	230	175	131%	-37%	365	9%	335
	Pgm & Fest Attendance	10,000	4,557	12,000	38%	-70%	15,079	-1%	15,216
	# Volunteers	2,000	1,993	2,000	100%	-30%	2,838	517%	460
	Volunteer Hours	10,000	7,792	10,000	78%	-22%	9,964	242%	2,910
Northerly Island	# Field Trips	50	20	50	40%	0%	20	-35%	31
	Field Trip Attendance	1,500	1,080	1,200	90%	-23%	1,395	-42%	2,385
	# Programs & Festivals	450	316	16	1975%	104%	155	115%	72
	Pgm & Fest Attendance	15,000	14,464	1,500	964%	10%	13,209	112%	6,217
Nature Oasis	# Family Pgms & Events	110	160	90	178%	-14%	187	15%	163
	Family Pgm/Ev Attend	9,000	9,724	8,000	122%	-39%	15,871	30%	12,224
	# Camping/Advent Rec	12	14	10	140%	0%	14	75%	8
	Camp/Adv Rec Attend	500	342	500	68%	-23%	443	138%	186
Fishing	# Fishing Pgms/Events	200	205	200	103%	-16%	244	52%	161
	Fish Pgm/Event Attend	10,000	11,163	10,000	112%	-16%	13,308	-6%	14,186
Harvest Garden	# Garden Pgms/Events	150	128	150	85%	-33%	190	21%	157
	Garden Pgm/Ev Attend	2,000	1,648	2,000	82%	-18%	2,000	-1%	2,029

Legislative & Community Affairs

The Department of Legislative & Community Affairs (LCA) is the central community liaison for the Park District. The work that the LCA team performs involves working closely with Governmental Bodies, Community and within the Chicago Park District. LCA acts as the liaison between the Park District and federal, state and city governments. At the State level, the LCA team manages legislative matters introduced in Springfield that impact the Chicago Park District. We work with legislators, staff, State officials, the Mayor’s Office of Intergovernmental Affairs and the Park District’s contract lobbyists in order to see that any legislation of interest to the Park District is monitored and is our best interest. At the City level, the LCA team interacts with aldermen to address any park issues within their ward. This is accomplished by attending City Council meetings, relevant Committee meetings and other requested meetings with aldermen. The LCA team also introduces and tracks any Park District projects that require City Council approval. Additionally, they coordinate with various City departments and sister agencies on Park District projects, as necessary. LCA also works within the community. We are the liaison between the Park District and Park Advisory Councils and various community groups and organizations. LCA is responsible for working with the community to create Park Advisory Councils (PAC’s). This involves organizing and attending PAC meetings, overseeing elections of members, assisting with creation of bylaws, developing fund raisers and any other function of the council. Additionally, the LCA team is responsible for organizing the annual Advisory Council Appreciation Day, which recognizes and rewards AC members for their hard work and dedication to their parks. LCA further enhances its interaction with the community by attending various community meetings to represent the Park District. LCA is responsible for overseeing and maintaining the Volunteer in the Parks (VIP) program, the community relations phone line and responding to inquires made through the park district’s web-site (also known as Webmin). We also manage the DFA process and Corporate Volunteers. The LCA team interacts with the Region and HQ Park District departments. We work with each department to develop the Federal and State Agendas. The LCA team oversees other areas that help improve the parks as well. We are represented on the Park Enhancement Committee. This committee reviews and inspects requests for new park features or improvements and submits recommendations to the General Superintendent for approval. We also monitor and coordinate numerous donations and contributions from elected officials, advisory councils and community groups.

Department Expenditures			
Account	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ -	\$ 357,930	\$ 367,892
Materials & Supplies	\$ -	\$ 2,000	\$ 500
Contractual Services	\$ -	\$ 1,000	\$ 3,850
Total	\$ -	\$ 360,930	\$ 372,242
Personnel FTE		5.0	5.0



2015 Accomplishments

- Held a successful PAC training seminar in March 2014 with close to 200 attendees
- Worked closely with State Legislators to improve their proposed legislation that would have decimated our existing boating program. Final legislation was passed with our changes and additions that protected our programming while still accomplishing the Senator's goals.
- Began the process of bringing all PAC's into compliance with our PAC guidelines
- Revised volunteer application process to insure the safety of our children. Added a supplemental form for individuals who have been previously convicted of a crime

Legislative & Community Affairs

- Worked with elected officials and community groups to move Park District projects along where community involvement was needed
- Helped plan many Mayor and Governor Chicago Plays! and other grant and improvement announcements/press Conferences. Insured crowd was properly built and appropriate elected and community officials were informed
- Responded to over 17,000 WEBmin emails
- Managed over 4,000 corporate volunteers with for over 12,000 hours worth of volunteer work
- Processed close to 800 volunteer applications

2015 Goals

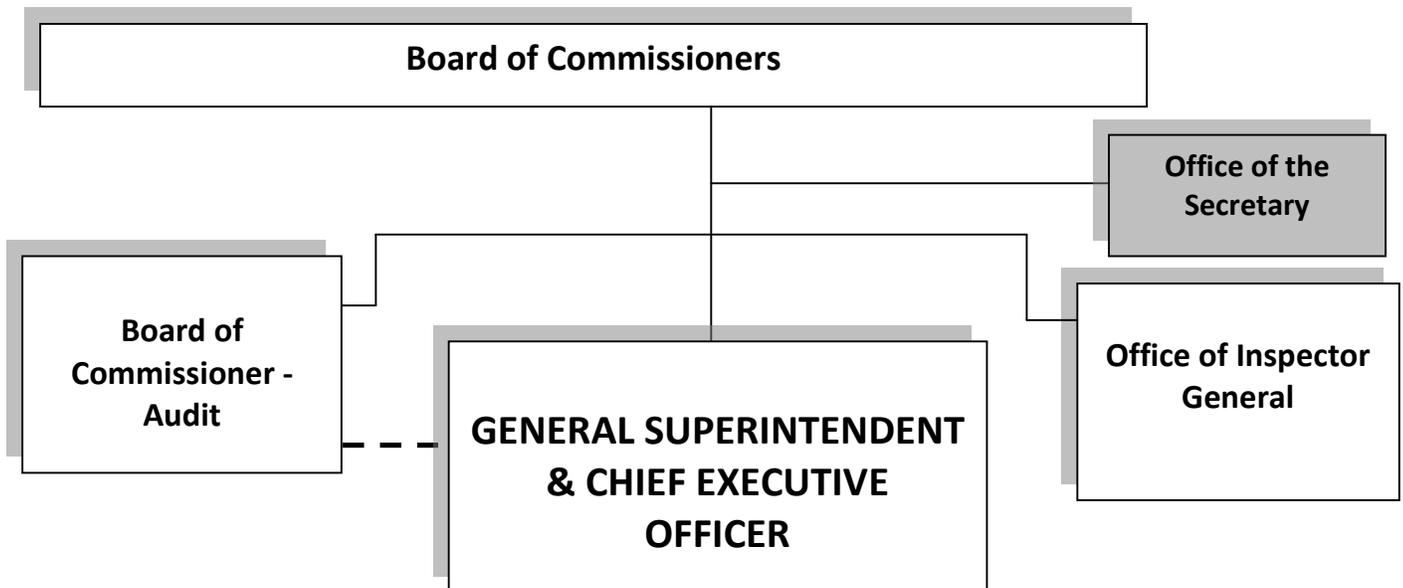
- Increase the number of active PAC's.
- Continue to bring existing PAC's into compliance to insure their bylaws don't conflict with ours.
- Streamline volunteer application process to an online process.
- Make our volunteer program world class that others use as a model.
- Effectively work with Park Advisory Councils and elected officials to aid them in solving issues in their parks.
- Continue to monitor State and local legislative activity that may impact the parks.
- Secure funding and/or sponsorship for volunteer appreciation event.
- Reestablish relationships with schools and other agencies regarding volunteering and other partnership opportunities with CPD.
- Create a dynamic and shareable volunteer database.

Performance Data

	2015 Target	2014 Actual to Date	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #
Volunteers	15,000	7,649	N/A	N/A	-43%	13,364	397%	2,689

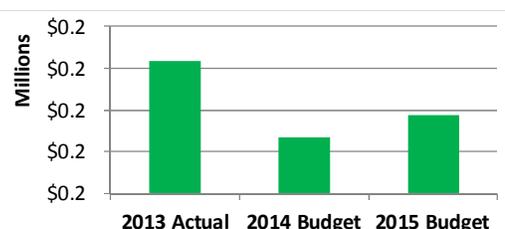
Executive Office

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.

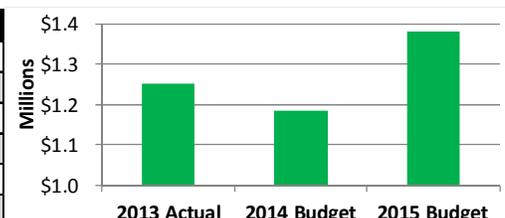


DEPARTMENT BUDGETS				
Department Name	2013 Actual	2014 Budget	2015 Budget	% Change
Board of Commissioners	\$ 191,872	\$ 173,243	\$ 178,729	3.2%
General Superintendent	\$ 1,251,192	\$ 1,186,787	\$ 1,381,502	16.4%
Audit	\$ 235,764	\$ 271,543	\$ 277,172	0.0%
Office of Inspector General	\$ 261,638	\$ 295,956	\$ 296,598	0.2%
Office of the Secretary	\$ 99,794	\$ 99,426	\$ 101,914	2.5%
Total - Executive Office	\$ 2,040,260	\$ 2,026,955	\$ 2,235,914	10.3%

Department Expenditures - Board of Commissioners			
Account	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 190,056	\$ 166,143	\$ 171,984
Materials & Supplies	\$ 61	\$ 1,000	\$ 950
Contractual Services	\$ 1,755	\$ 6,100	\$ 5,795
Total	\$ 191,872	\$ 173,243	\$ 178,729
Personnel FTE	3.0	2.0	2.0

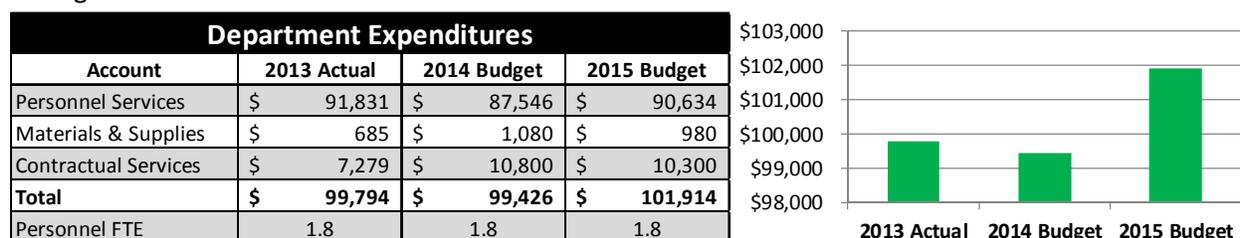


Department Expenditures - General Superintendent & Chiefs Office			
Account	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 1,211,429	\$ 1,146,937	\$ 1,341,652
Materials & Supplies	\$ 6,237	\$ 5,750	\$ 5,750
Contractual Services	\$ 33,526	\$ 34,100	\$ 34,100
Total	\$ 1,251,192	\$ 1,186,787	\$ 1,381,502
Personnel FTE	11.0	11.6	12.6



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.



2014 Accomplishments

- Made available to the public past Journal of Proceedings dating back to 1933.
- Implementation and launch of legislative web portal.
- Implemented launch of new online sign up process.
- Launched closed captioning feature.
- Continued to work towards producing a board process that is 100% electronic.

2015 Goals

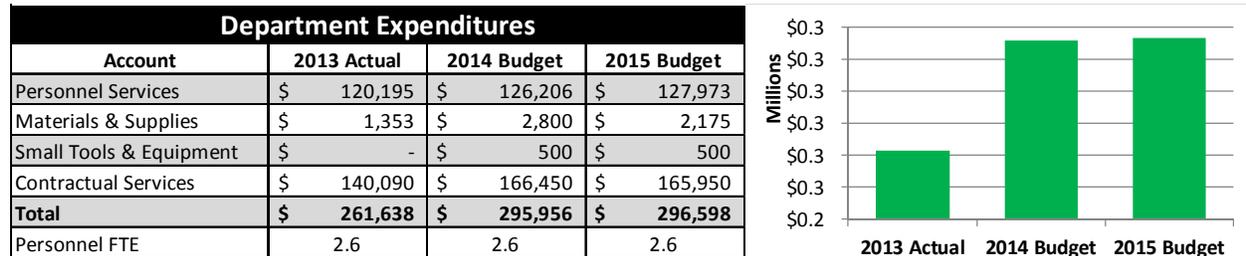
- To make available to the public complete past board records for the year 2012 and 2013.
- Continue to oversee legislative web portal.
- Continue to work with members of the public to ensure a seamless online sign –up.
- To continue to work towards producing a board process that is 100% electronic.

Performance Data

	2015 Target	2014 Actual to Date	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #	2011#	2010#
# of Proposed items brought before the Board	118	96	165	58%	-22%	123	-28%	170	160	167
# of items adopted by the Board	88	81	118	69%	-26%	109	-24%	143	132	140
# of Items received and Filed by the Board	10	12	11	114%	33%	9	-18%	11	16	14
# for Discussion/Information Only (including Public Hearings)	6.5	6	8	80%	-14%	7	-22%	9	9	11
# of Items Deferred & Published	1	2	1	200%	N/A	0	N/A	0	3	2

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.



2014 Accomplishments

- Increased outreach activity (to employees, contractors, and patrons) lead to a >10% increase in number of complaints received.
- Experienced a 30% increase in its caseload over the same period in 2014 without increasing manpower (as of 9/1/14).
- Attended OIG-oriented trainings to enhance research and analytical skills.
- Obtained access to additional databases (at no cost) to aid in investigations.
- Improved efficiency and efficacy and reduced printing costs through use of electronic data systems.

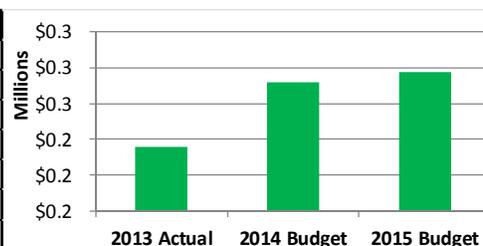
2015 Goals

- Upgrade equipment (cameras, etc.) and software to enhance data collection and modernize storage.
- Continue networking with external agencies and professional groups in order to achieve internal efficiencies.
- Enhance outreach activities to target seasonal employees.

Board of Commissioners - Audit

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

Department Expenditures			
Account	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 235,364	\$ 225,543	\$ 233,472
Materials and Supplies	\$ 351	\$ 2,000	\$ 1,900
Small Tools and Equipment	\$ -	\$ 1,000	\$ 950
Contractual Services	\$ 48	\$ 43,000	\$ 40,850
Total	\$ 235,764	\$ 271,543	\$ 277,172
Personnel FTE	3.0	3.0	3.0



2014 Accomplishments

- Provided ongoing review of third party permit and contract compliance for major events occurring in Chicago parks
- Provided assurance of contract compliance for two major third party vendors operating CPD facilities
- Completed an equipment inventory review for CPD golf facilities
- Assisted the Office of Inspector General in investigating petty cash controls at CPD harbors

2015 Goals

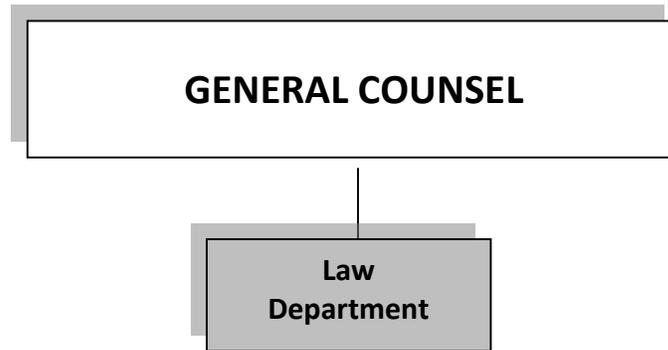
- Provide independent and objective information and recommendations to park district management to improve performance and accountability
- Use audit resources efficiently to provide optimum service levels
- Provide timely response to management requests for audits and special projects

Performance Data

	2015 Target	2014 Actual to Date	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #
Number of audit projects completed	18	9	18	50%	-31%	13	-97%	19
Percent of audit recommendations management agrees to implement	95	100%	95%	105%	0%	100%	-99%	100
Audit Management Committee satisfaction with audit services	3	N/A	3	N/A	N/A	3.5	N/A	3

Legal

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



DEPARTMENT BUDGETS				
Department Name	2013 Actual	2014 Budget	2015 Budget	% Change
Law	\$ 10,273,467	\$ 10,773,868	\$ 10,679,805	-0.9%
Total - Legal	\$ 10,273,467	\$ 10,773,868	\$ 10,679,805	-0.9%

Law

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

Department Expenditures			
Account	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 6,002,021	\$ 5,285,225	\$ 5,330,654
Materials & Supplies	\$ 11,622	\$ 40,492	\$ 24,000
Contractual Services	\$ 3,622,735	\$ 4,448,151	\$ 4,325,151
Other Expense	\$ 637,089	\$ 1,000,000	\$ 1,000,000
Total	\$ 10,273,467	\$ 10,773,868	\$ 10,679,805
Personnel FTE	25.4	22.9	22.9

Year	Expenditures (Millions)
2013 Actual	10.273467
2014 Budget	10.773868
2015 Budget	10.679805

2014 Accomplishments

- Initiated and Implemented Crisis Response Management Plan and a Risk Management Plan prioritizing youth, crisis prevention and intervention and people with disabilities
- Improved public benefit component of agreements with external entities by negotiating reduced fees and increased capital investment
- Reduced outside counsel fees on non-legacy litigation to less than 30% of the projected 2014 budget
- Saved the District \$313,475 by expanding the District's attorney and paralegal externship programs
- Reduced incidents of park patron injuries by 50% by educating staff about disabilities, asthma, allergy auto injector administration, Stryker Chair operations, CPR, AED and drivers safety .

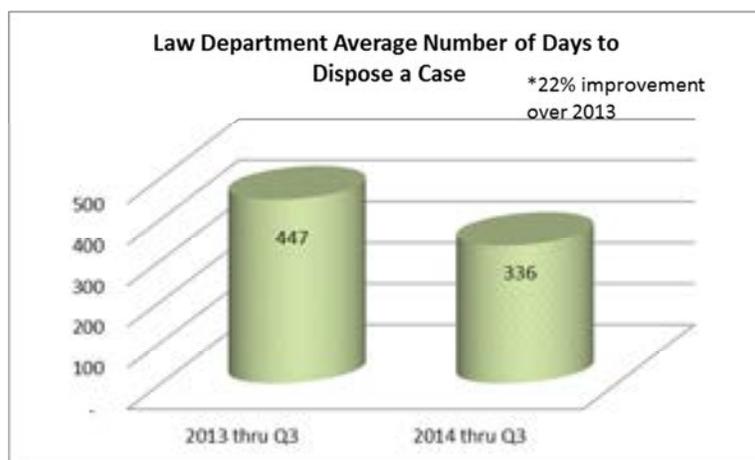
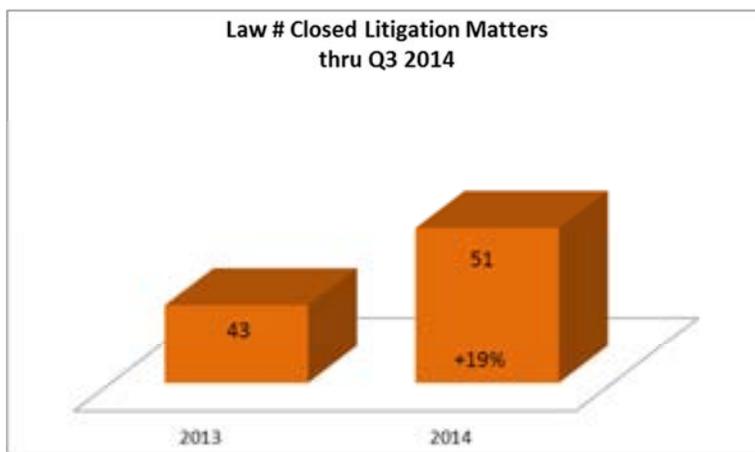
2015 Goals

- Reduce number of cases and expenses associated with outside counsel
- Cross-train staff attorneys to improve flexibility, retention and quality
- Provide new resources to support law department staff and reduce operating expenses
- Work with Sister Agencies to develop more robust park safety and security strategies
- Reduce employee and park patron risk exposure by improving infection control protocols and staff training

Law

Performance Data

	2015 Target	2014 Actual to Date	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #
Avg Cycle Time in Days Per Case (# Days)	375	375	501	75%	-11%	420	-6%	446
\$ Amount Sent to Outside Counsel*	\$175,000	\$170,852	\$522,903	33%	-86%	\$1,260,522	106%	\$612,752
# Cases Sent to Outside Counsel	130	137	130	105%	-12%	156	247%	45
% Ethics Compliance	100%	100%	100%	100%	0%	100%	0%	100%
# Active/Pending Litigation Matters	130	137	130	105%	-12%	156	20%	130
# Closed/Completed Litigation Matters	60	54	66	82%	-2%	55	-34%	83
# Workman's Comp Cases Active/Pending	130	136	155	88%	-11%	152	-16%	180
# Workman's Comp Cases Closed/Completed	150	61	210	29%	-68%	188	-12%	213
Avg Cycle Time in Days Per Case (Workman's Comp)	500	657	523	126%	28%	512	1%	505
# Park Patron Incidents	2,500	1026	3,000	34%	-50%	2,069	-43%	3,612
# Total Employees Returned to Work from DD	30	15	30	50%	-74%	58	-13%	67
# Vehicle Incidents	40	7	40	18%	-88%	56	-21%	71
# Property Damage Incidents	175	102	175	58%	-32%	151	-29%	213
Avg # Days Loss due to Injury (Per Incident)	19	28	19	147%	4%	27	8%	25



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.

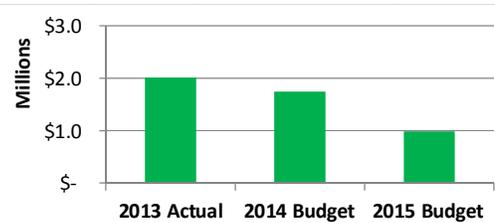


DEPARTMENT BUDGETS				
Department Name	2013 Actual	2014 Budget	2015 Budget	% Change
Communications	\$ 2,009,499	\$ 1,751,120	\$ 1,005,359	-42.6%
Disability Policy Office	\$ 346,563	\$ 311,979	\$ 305,049	-2.2%
Human Resources	\$ 3,375,480	\$ 3,731,554	\$ 3,469,443	-7.0%
Information Technology	\$ 6,967,710	\$ 8,082,356	\$ 8,544,969	5.7%
Marketing	\$ -	\$ -	\$ 962,465	
Purchasing	\$ 643,347	\$ 874,606	\$ 883,871	1.1%
Workforce Development	\$ 829,523	\$ 763,951	\$ 948,720	
Total - Administration	\$ 14,172,122	\$ 15,515,567	\$ 16,119,875	3.9%

Communications

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

Department Expenditures			
Account	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 1,444,744	\$ 1,187,920	\$ 660,659
Materials & Supplies	\$ 5,525	\$ 6,800	\$ 3,700
Contractual Services	\$ 559,229	\$ 556,400	\$ 341,000
Total	\$ 2,009,499	\$ 1,751,120	\$ 1,005,359
Personnel FTE	20.9	18.4	9.9



Note: 2015 budget reflects the split of Communications into a new Marketing Department.

2014 Accomplishments

- Created and implemented the strategic communication plan that entailed media relations, social media, direct marketing to target schools and neighborhoods contributing to the largest summer camp registration numbers in the District's history.
- Developed integrated communications plans to increase awareness and interest in CPD programs. As a result, there was a significant increase in program registration numbers in 2014.
- Enhanced the Department's internal communications efforts by implementing a new, measurable clip report that also informs internal audiences of up to date media coverage, and is shared via Share Point.

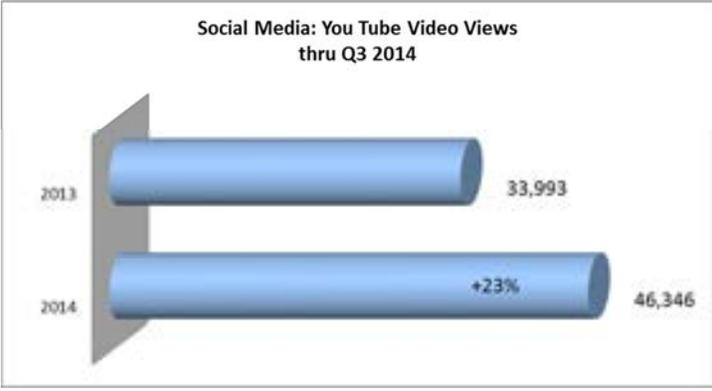
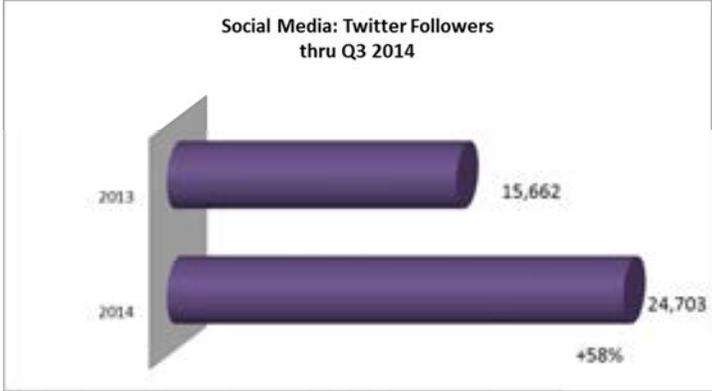
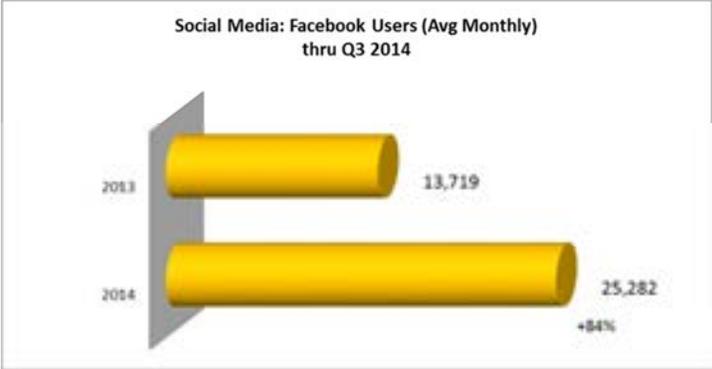
2015 Goals

- Reduce the District's paper usage by a minimum of 20% by assessing standard printing quantities and implementing efficiencies including making recommendations to departments to reduce quantities of print materials and creating pieces with longer shelf lives.
- Work in conjunction with the Culture, Arts and Nature Department to identify and capitalize on opportunities to promote the District's expansion of cultural centers and programming.
- Increase audience of the Chicago Park District's *Chicago @ Play* television show through increased promotion and developing new segments and unique content.

Performance Data

	2015 Target	2014 Actual to Date	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #
# Email Newsletter New Subscribes	45,800	27,413	44,730	61%	-36%	42,600	-78%	194,626
% of Email Newsletters Opened	25%	22%	25%	N/A	0%	22%	N/A	21%
# Facebook Users (Monthly Avg)	22,000	19,611	12,000	163%	63%	12,034	51%	7,988
# Check-Ins (Facebook)	105,000	62,307	105,000	59%	-41%	106,397	N/A	97,008
# Tweets	7,800	6,068	5,400	112%	-5%	6,388	N/A	2,181
# Twitter Followers (Monthly Avg)	27,000	24,703	12,108	N/A	N/A	13,580	N/A	N/A
# You Tube Video Visits	55,000	46,346	50,000	93%	4%	44,516	-12%	50,481
# You Tube Minutes Watched	100,000	85,692	90,000	95%	-2%	87,396	N/A	N/A
FOIA # of Requests	N/A	145	N/A	N/A	-56%	326	-4%	339

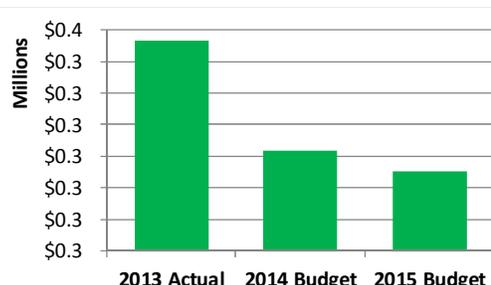
Communications



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 sporting events and tournaments for people with disabilities. The DPO also advises and assists all departments in the development and implementation of policies and programs inclusive of patrons with disabilities.

Department Expenditures			
Account	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 224,063	\$ 173,754	\$ 177,735
Materials & Supplies	\$ 28,792	\$ 27,000	\$ 25,650
Small Tools & Equipment	\$ -	\$ 2,375	\$ 2,256
Contractual Services	\$ 61,841	\$ 78,850	\$ 70,908
Program Expense	\$ 31,868	\$ 30,000	\$ 28,500
Total	\$ 346,563	\$ 311,979	\$ 305,049
Personnel FTE	2.8	2.8	2.8



2014 Accomplishments

- Conducted ADA access audits of 250 parks/park properties.
- Produced wheelchair basketball video for use as an educational and recruitment tool in schools
- Provided Diabetes Awareness/Blood Glucose Monitoring and pool lift trainings to field staff

2015 Goals

- Continue to provide relevant ADA staff trainings
- Improve inter-departmental coordination of ADA barrier removal projects
- Increase opportunity for public input/feedback via an on-line survey

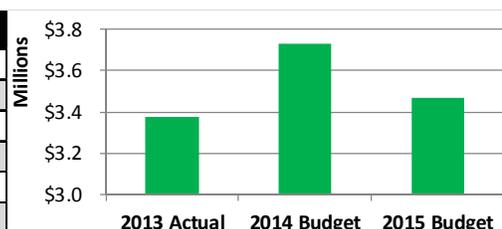
Performance Data

	2015 Target	2014 Actual to Date	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #
% Disability Complaints Resolved	100%	100%	100%	100%	0%	100%	0%	100%
# Parks Surveyed for ADA Compliance	75	296	75	395%	199%	99	-28%	138
# CPD Employees Trained on Disability Polic	2,200	3,362	1,800	187%	89%	1,779	-4%	1,851

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	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 2,914,598	\$ 3,289,054	\$ 3,120,093
Materials & Supplies	\$ 1,217	\$ 1,000	\$ 750
Contractual Services	\$ 459,665	\$ 441,500	\$ 348,600
Total	\$ 3,375,480	\$ 3,731,554	\$ 3,469,443
Personnel FTE	15.4	15.2	15.2



2014 Accomplishments

- Updated all non-union job descriptions
- Reduced the number of days to fill a vacancy from previous year
- Implemented an Indebtedness process for all new hire and seasonal employees
- Implemented paperless seasonal evaluation
- Implemented a Mass Termination Program that eliminates paper

2015 Goals

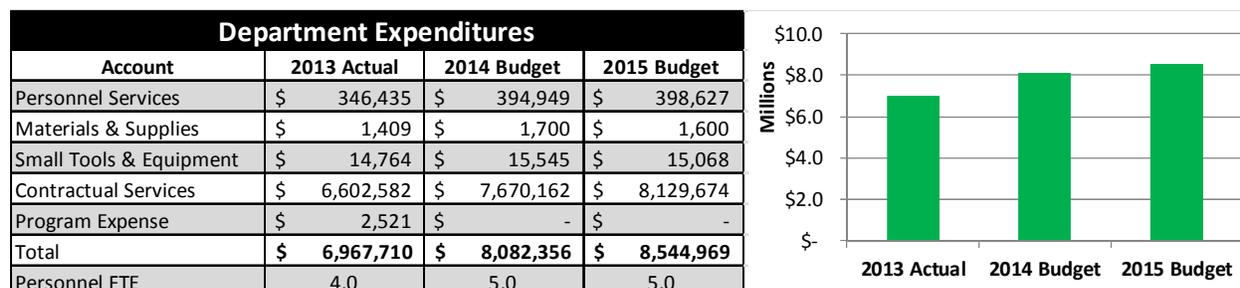
- Update all Union job descriptions
- Increase the number of employees participation in the Wellness Program
- Continue to reduce the average # of days to fill positions
- Increase employee awareness of CPD Employee Benefits
- Consolidate HR Databases

Performance Data

	2015 Target	2014 Actual to Date	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #
Avg # Days Posting of a Fulltime position to hire date	45	50	45	111%	2%	49	N/A	85
# Seasonal Positions Hired	4,000	3,977	4,000	99%	2%	3,886	2%	3,825
# Full time positions Hired	N/A	42	N/A	N/A	-14%	49	-17%	59
# CAM's	200	244	175	139%	46%	167	-3%	172
# Grievances Filed	N/A	5	N/A	N/A	N/A	12	N/A	12
# Grievances Defended or Won	N/A	3	N/A	N/A	N/A	10	N/A	17
% of Eligible Employees Participating in Wellness Plan	80%	77%	75%	103%	3%	75%	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.



2014 Accomplishments

- Implemented an updated web site. Includes enhanced facility information, mapping, more detailed park information, park program and enhancement event information as well as a responsive design to allow the web site to adapt to all different types of devices (smartphones, tablets and personal computers).
- Implemented a new Intranet for all departments to improve the management of corporate information with centralized document storage, better document security, version control, process routing and retention.
- Upgraded network bandwidth for improved performance at 40 parks
- Added an additional 8 facilities to the CPD network. A total of 238 staffed locations are now connected to the CPD network
- Created the Mass Terminations Program to help the Human Resources Department terminate 4,000 seasonal employees every year collectively instead of individually
- Created electronic training manuals for all critical CPD business processes in the Oracle Business Suite to support users with training and ease knowledge transfer
- Implemented a Learning Management System
- Enabled credit card vendor payments to reduce the number of paper checks processed

2015 Goals

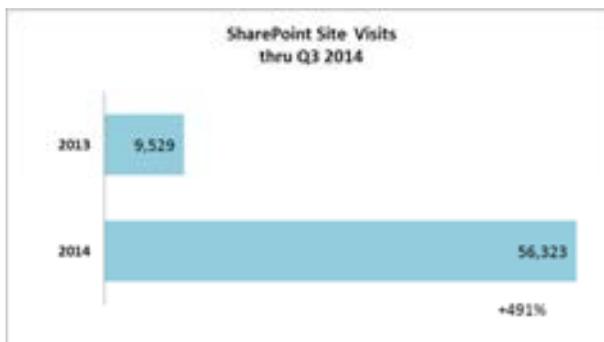
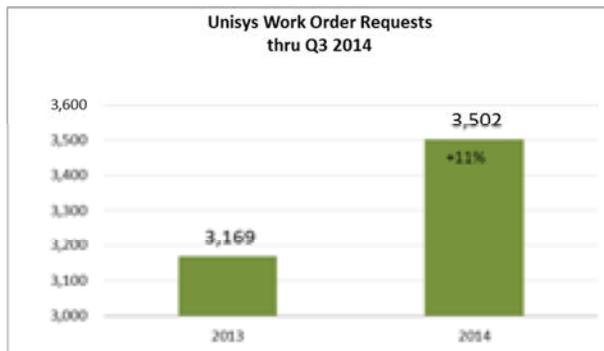
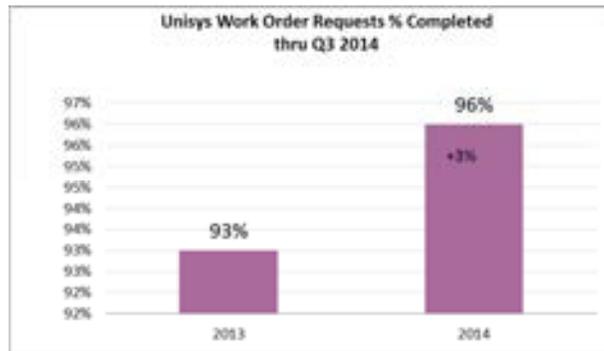
- Complete mobile strategy for all applications and empower the field workforce to utilize mobile devices
- Automate governance controls and implement system logging for auditing and tracking purposes
- Analyze and improve existing business processes (Payroll, Fixed Assets)

Information Technology

- Implement Open Data, Data Mart and Business Intelligence Applications/Reporting Solutions
- Add additional workstations to parks that have a low computer-to personnel ratio
- Implement agency's revised electronic records retention policy to reduce the ongoing costs of managing information beyond the legal required timeframes
- Continue the network bandwidth upgrade/wireless network deployment initiative

Performance Data

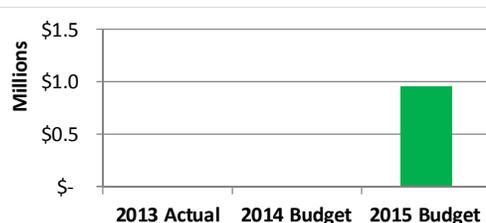
	2015 Target	2014 Actual to Date	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #
# Parks Connectivity Upgraded	77	28	71	N/A	N/A	N/A	N/A	N/A
# Unisys Tickets Opened	3,000	3,502	3,000	117%	-10%	3,910	15%	3,397
% Unisys Tickets Completed	95%	96%	95%	101%	3%	93%	-6%	99%
Response Rate on Surveys	10%	10%	10%	100%	106%	5%	-46%	9%
% of Surveys Satisfied or Very Satisfied	95%	91%	95%	96%	-2%	93%	9%	85%
SharePoint Visits	75,000	56,323	N/A	N/A	N/A	22,851	N/A	N/A
SharePoint Workflows Created	45	21	30	70%	-45%	38	N/A	N/A



Marketing

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

Department Expenditures			
Account	2013 Actual	2014 Budget	2015 Budget
Personnel Services			\$ 566,940
Materials & Supplies			\$ 2,125
Contractual Services			\$ 393,400
Total	\$ -	\$ -	\$ 962,465
Personnel FTE	0.0	0.0	8.2



Note: 2015 budget reflects the split of Communications into a new Marketing Department.

2014 Accomplishments

- Produced a Night Out in the Parks magazine that was informative, engaging and strengthened the brand for the initiative.

2015 Goals

- Develop the District's first comprehensive Marketing Plan
- Expand marketing and branding efforts for Night Out in the Parks by launching an interactive Mobile Application.
- Work with the Department of New Business Development to develop a marketing strategy designed to increase awareness of Park Points, the District's loyalty program.
- Invest in the marketing department staff by identifying and providing professional development opportunities
- Establish standard operating procedures to ensure effective collaboration across functional departments.

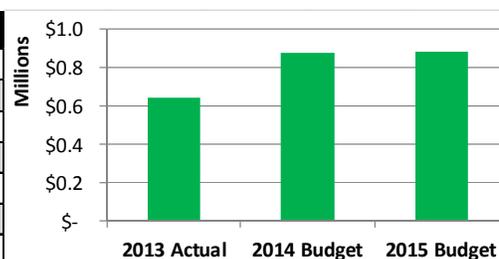
Performance Data

	2015 Target	2014 Actual to Date	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #
Reprographics # Job Orders	3,300	2,844	3,300	86%	4%	2,729	N/A	2,949

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	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 631,943	\$ 803,906	\$ 817,746
Materials & Supplies	\$ 2,196	\$ 2,000	\$ 1,500
Contractual Services	\$ 5,496	\$ 61,200	\$ 59,625
Program Expense	\$ 3,711	\$ 7,500	\$ 5,000
Total	\$ 643,347	\$ 874,606	\$ 883,871
Personnel FTE	14.0	14.0	14.0



2014 Accomplishments

- Monitored and tracked MBE/WBE participation over 100 contracts (construction and non-construction), 200 pre-qualified pool projects (construction, architecture and engineering, graphic design, and printing), and 4,000 small purchases.
- Developed Evaluation Committee Guidelines that are used by RFP evaluation committees whenever one is convened.
- Awarded Bus Transportation Services as a target market contract

2015 Goals

- Develop and implement an electronic purchasing process to improve efficiency and eliminate paper-based approval
- Create a SharePoint form that centralizes approval of quotes and notification of updates from purchase requisition to purchase order
- Create a process to electronically store signed purchase orders and notify vendors when orders have been approved
- Develop an electronic small purchases bid process utilizing the website and e-mail; eliminating the current paper-based process.
- Create a section to house Bus Transportation Services bids and related information
- Add Small Purchases Bids section to the Currently Advertised tabs/section under Contracting Opportunities
- Initiate a team of procurement staff to regularly review processes and conduct spend analysis
- Launch Suspension of Competitive Procurement Board

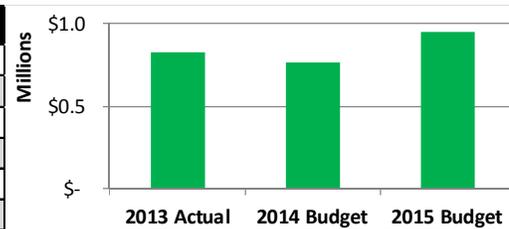
Performance Data

	2015 Target	2014 Actual to Date	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #
Average # Days RDP to Contract (Non-Pool)	90	109	215	51%	-37%	172	-21%	218
Average # Days RDP to Contract (Pool)	21	28	44	64%	-26%	38	-14%	44

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 and accreditation. The team further focuses on key initiatives of the Chicago Park District to increase professionalism across the organization.

Department Expenditures			
Account	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 793,798	\$ 712,951	\$ 800,270
Materials & Supplies	\$ -	\$ 10,000	\$ 14,800
Contractual Services	\$ 35,725	\$ 41,000	\$ 133,650
Total	\$ 829,523	\$ 763,951	\$ 948,720
Personnel FTE	9.2	10.2	11.2



2014 Accomplishments

- Facilitated, organized, acquired and coached trainers, and launched 6 professional development conferences for Park Supervisors, Day Camp Directors, Seasonal Rec Leaders, Attendants and Instructors.
- Coordinated with Aquatics and HR to design and implement Pool Manager Training
- Collaborated with HR to develop supervisory skills workshops for DNR foreman
- Developed Park Crisis Support Team process to assist park staff during traumatic events
- Promoted Gold Medal Finalist status throughout District
- Researched and launched annual keynote speaker initiative to encourage effective leadership and outstanding customer service
- Managed logistics and registration for approximately 40 events across the district.
- Placed 30 volunteers in parks including greeters for purpose of enhancing customer service.

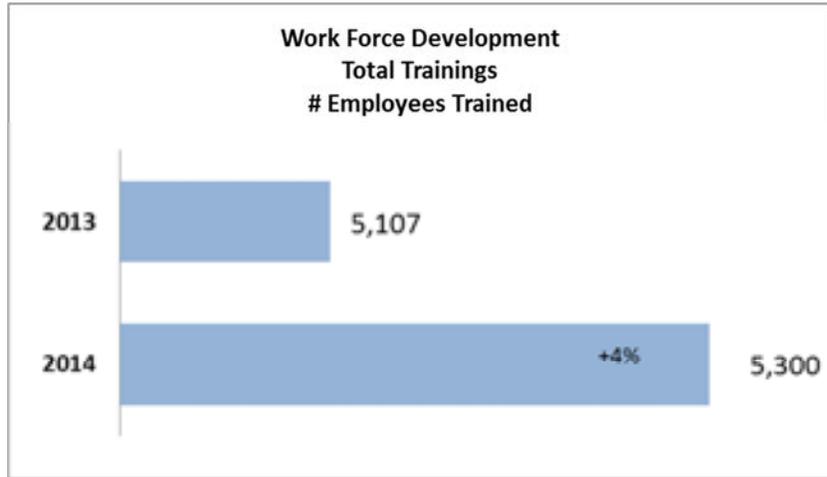
2015 Goals

- Design Prepare an additional 75 staff to pass the CPRP exam
- Expand management training series to include in-person workshops
- Offer quarterly computer skills training
- Offer bi-annual opportunities for CPI certification
- Develop and launch Program Specialist training
- Create 5 customized online trainings
- Initiate discovery phase of customer service training initiative

Workforce Development

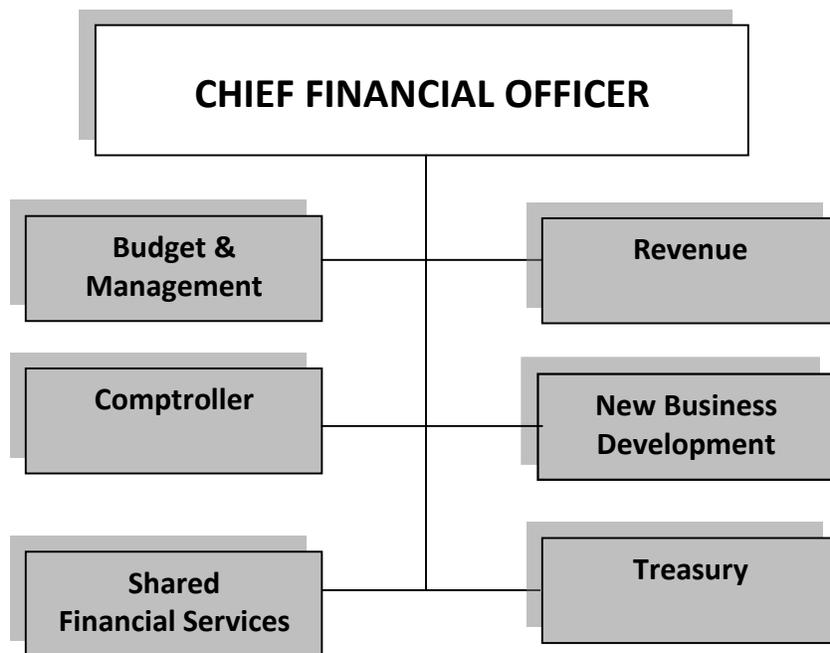
Performance Data

	2015 Target	2014 Actual to Date	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012 #
# Employees Certified CPRP	20	13	N/A	N/A	-24%	17	N/A	24
# of hits on SharePoint Page	9,050	4,525	N/A	N/A	88%	2,413	N/A	N/A
# of conferences/workshops offered	75	95	N/A	N/A	70%	56	N/A	N/A
# Employees Trained Directly	1772	886	N/A	N/A	-89%	7,929	N/A	N/A
# Employees Trained Indirectly (Facilitated + Orchestrated)	10,600	5,300	N/A	N/A	66%	3,202	N/A	N/A



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.

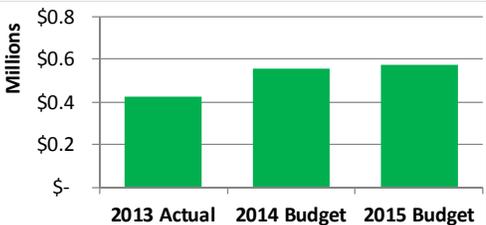


DEPARTMENT BUDGETS				
Department Name	2013 Actual	2014 Budget	2015 Budget	% Change
Budget	\$ 421,468	\$ 555,595	\$ 574,340	3.4%
Comptroller	\$ 1,518,598	\$ 1,629,068	\$ 1,594,265	-2.1%
Shared Financial Services	\$ 1,296,109	\$ 1,243,783	\$ 1,273,743	2.4%
Revenue	\$ 40,448,490	\$ 39,460,091	\$ 39,600,103	0.4%
New Business Development	\$ 282,579	\$ 581,856	\$ 567,911	-2.4%
Treasury	\$ 501,651	\$ 854,080	\$ 848,802	-0.6%
Total - Finance	\$ 44,468,894	\$ 44,324,472	\$ 44,459,164	0.3%

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	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 400,208	\$ 528,945	\$ 549,040
Materials & Supplies	\$ 878	\$ 1,500	\$ 1,500
Contractual Services	\$ 20,381	\$ 25,150	\$ 23,800
Total	\$ 421,468	\$ 555,595	\$ 574,340
Personnel FTE	8.9	8.1	8.0



2014 Accomplishments

- Awarded the Government Finance Officers Association Distinguished Budget presentation award for the 2014 Budget.
- Reduced the reliance on fund balance resources in furtherance of the strategic goal to eliminate the structural deficit.
- Made great progress toward building a centralized grants management process which has resulted in efficient paperless workflow, greater interdepartmental coordination and communication, improved grantor relationships and timely reimbursements and grant close-outs.
- Restructured department along functional lines and with subject matter experts
- Instrumental in the creation of a new capital request process that incorporates technological efficiencies and interdepartmental coordination to inform and help to build 5-year CIP

2015 Goals

- Receive the Government Finance Officers Association Distinguished Budget presentation award for the 2015 Budget.
- Coordinate and oversee the District’s efforts in seeking alternative funding sources to leverage existing corporate and capital funds.
- Improve integration between capital projects and operating/programming impact
- Formulate a long-term plan to ensure that continued program growth is financially viable

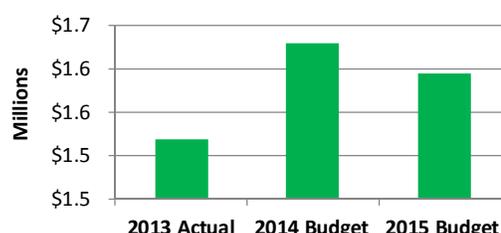
Performance Data

	2015 Target	2014 Target	% Change from 2013	2013 #	% Change from 2012	2012 #
Number of grants and donations	75	75	1%	74	-44%	132
Operating	30	30	11%	27	-52%	56
Capital	45	45	-4%	47	-38%	76
\$ Value of Grants (in millions)	\$30.0	\$30.0	15%	\$26.1	-26%	\$35.2
Operating	\$6.0	\$6.0	5%	\$5.7	-26%	\$7.7
Capital	\$24.0	\$24.0	18%	\$20.4	-26%	\$27.5

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

Department Expenditures			
Account	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 1,191,036	\$ 1,157,338	\$ 1,138,231
Materials & Supplies	\$ 10,867	\$ 18,200	\$ 14,600
Contractual Services	\$ 316,694	\$ 453,530	\$ 441,434
Total	\$ 1,518,598	\$ 1,629,068	\$ 1,594,265
Personnel FTE	21.8	21.5	19.8



2014 Accomplishments

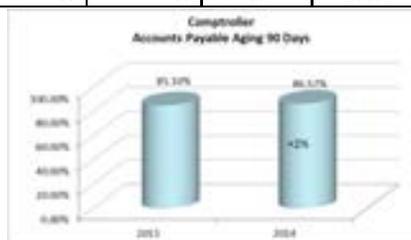
- Received "Certificate of Achievement for Excellence in Financial Reporting" from the Government Finance Officers Association (GFOA) for the year ended December 31, 2012 Comprehensive Annual Financial Report (CAFR). This is the seventh consecutive year.
- Received "Award for Outstanding Achievement in Popular Reporting" from the Government Finance Officers Association of the United States and Canada (GFOA) for the year ended December 31, 2012 Popular Annual Financial Report (PAFR). This is the fourth consecutive year.
- Automated distributions, including loans from the 457(b) plan.

2015 Goals

- Issue the annual audited financial reports earlier than in prior year.
- Upgrade reporting software to enhance financial reporting.
- Continue to distribute and present an overview of the Park District's annual financial results through the PAFR to all park supervisors at each region's information session and respond to questions. Continue to use the PAFR as a mechanism to build awareness of unique park facilities/structures.

Performance Data

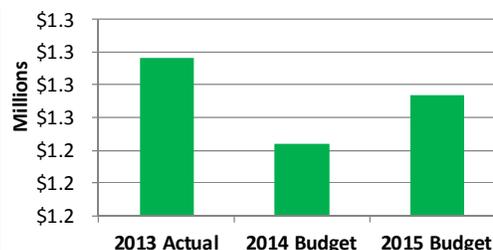
	2015 Target	2014 Actual to Date	2014 Target	% to Target 2014	% Change from 2013	2013	% Change from 2012	2012
# Manual Checks Issued	25	17	80	21%	-84%	109	33%	82
# Checks Voided	150	106	200	53%	-50%	214	-9%	236
% Invoices Paid in 90 Days	90%	87%	90%	96%	3%	84%	-1%	85%
% Invoices Paid in 30 Days	45%	48%	45%	106%	4%	46%	5%	44%



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

Department Expenditures			
Account	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 1,291,544	\$ 1,203,883	\$ 1,247,843
Materials & Supplies	\$ 2,203	\$ 2,500	\$ 3,500
Small Tools & Equipment	\$ -	\$ 1,000	\$ 1,000
Contractual Services	\$ 2,361	\$ 36,400	\$ 21,400
Total	\$ 1,296,109	\$ 1,243,783	\$ 1,273,743
Personnel FTE	20.0	18.6	19.0



2014 Accomplishments

- Completed rollout of ActiveNet registration system. Currently at over 220 CPD sites.
- Processed over \$150 million in park and departmental goods and services orders and processed payments for these orders.
- Continued to train appropriate park and departmental personnel in financial policies and procedures including, but not limited to cash depositing and recording.
- Processed payments for over 2,000 full time employees every two weeks.

2015 Goals

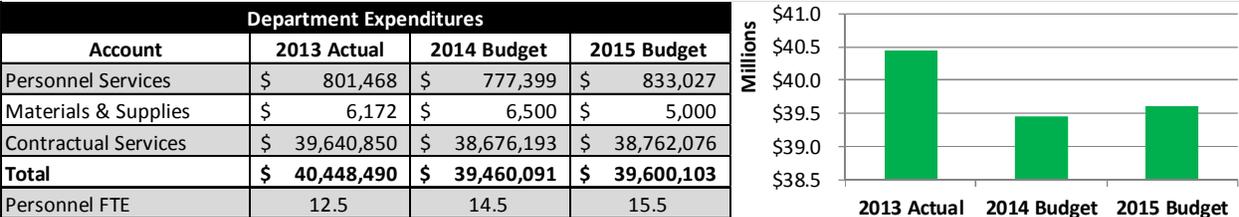
- Update the CPD's Financial Procedures Manual and train over 1,000 CPD employees (last mass training in 2007)
- Train all new employees hired by the CPD in Finance processes and ActiveNet registration system.
- Continue to enforce procedures to ensure that revenue is collected and recorded correctly, thus increasing the level of financial accountability by CPD staff.
- Work with other administrative departments (Capital, Planning, etc.) to streamline procedures thus allowing timely receipt of goods and services by parks/departments and timely receipt of payment to vendors.

Performance Data

	2015 Target	2014 Actual to Date	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012
Avg # Days Capital Payments	45	61	30	203%	-10%	68	58%	43
# of Employees Trained- Finance	1,000	170	1,000	17%	30%	131	-32%	192

Revenue

The Department of Revenue is responsible for managing the District’s revenue-generating contracts and special event rentals. The contracts include the management of Soldier Field, Chicago's harbor system (ten harbors, First Merit Bank Pavilion at Northerly Island, golf facilities (6 courses and 3 driving ranges), parking lots, district-wide concessions and vending, Martin Luther King Family Entertainment Center, McFetridge Sports Center, Baseball Stadium at Devon & Kedzie, outdoor ice skating rinks (7 rinks). New contracts in 2014 include the management of Maggie Daley Park and Theater on the Lake. Additionally, the Department oversees permitting and monitoring of over 1,800 special event permits annually which include festivals, fundraising and experiential walks/runs, picnics and media shoots. Special event venue rentals that include weddings and corporate galas in historic buildings and gardens are also management by the Department.



2014 Accomplishments

- Special event permits: Issued 36% (500) more applications than 2013, resulting in \$1M in additional revenue. New events included Nike's World Basketball Festival, Common's Ahh Fest, US Soccer Federations’ World Cup Viewing Parties, Mag Mile Marathon, International Triathlon and Taste Talks. Instituted SharePoint Software for document management which improved response time to customer inquiries while improving staff accountability. Improved communication for Museum Campus operations with launch of Info Sheets for large events.
- Special event venues: Increased weekday bookings by 20% at targeted venues of Garfield Park Refectory and South Shore Cultural Center and tripled weekday bookings at Columbus Park Refectory. Increased weekend bookings by 20% at targeted venues of Columbus Park Refectory, Douglas Park Cultural Center and Humboldt Park Cultural Center. Renewed Preferred Professional List with catering, event rental and event production firms that offer a wide range of pricing, types of cuisine and rental inventories. Increased furniture rental inventory with desirable "Chiavari" style chairs at South Shore Cultural Center for customer convenience and added revenue stream.
- Soldier Field: NHL Stadium Series - Chicago Blackhawks vs. Pittsburgh Penguins. Beyoncé and Jay-Z 'On the Run' Tour. One Direction 'Where we Are' Tour. Luke Bryan 'That's My Kind of Night' Tour. International Rugby - New Zealand vs. United States.
- Billy Casper Golf: Increased diversity of golf course usage thru programs like FootGolf and Night Golf. Increased profitability at the Waveland Clock tower Cafe at Sydney Marovitz golf course.
- Harbors: Increased number of boats utilizing winter storage by 20%. Installed new Wi-Fi throughout the harbor system. Installed a floating pool at 31st Street Harbor.

2015 Goals

- Special event permits: Increase permit fees by 3%. Improve customer experience by streamlining process for advisory councils and picnics. Increase enforcement efforts to encourage all eligible users to obtain proper permits

Revenue

- Special event venues: Increase corporate market business 20% across all SEV locations. Increase total number of events 10% across all SEV locations. Attend 12 networking events. Highlight select venues by hosting four open house events for prospective clients/event planners. Adopt Active Network software for scheduling, payments and permitting
- Districtwide Rentals: Pilot use of Active Network software for district-wide room, gym and field rentals and online picnic rental requests
- Soldier Field: Continue to increase the diversity and types of events held at Soldier Field. In 2014, International Rugby featuring New Zealand vs. United States will debut in November. And in 2015, major collegiate hockey will be back at Soldier Field. Continue to maintain LEED certification for Soldier Field. SMG will explore all avenues to ensure that Soldier Field remains LEED certified and will seek opportunities to raise the current level from LEED certified to LEED - Silver. Increase the number of club, parkland, and lot events.
- Billy Casper Golf: Increase the number of leagues and outings by 10%. Continue to grow new programs such as Foot Golf, Night Golf, and the North Side Hook Up. Participate in World's Largest Golf Outing to help benefit the Wounded Warriors Project. Increase the number of rounds played by 5%
- Harbors: Increase occupancy at 31st Street Harbor to 40%. Increase number of boats utilizing winter storage at Montrose Harbor by 10%. Continue to develop floating pool area at 31st Street Harbor to include food.

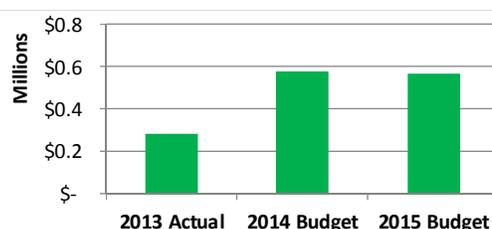
Performance Data

	2015 Target	2014 Actual to Date	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012
\$ Revenue MLK Center	\$ 1,438,125	\$ 864,178	\$ 1,410,762	61%	-35%	\$ 1,334,727	4%	\$ 1,281,464
\$ Revenue FirstMerit Bank Pavilion	\$ 1,700,000	\$ 462,272	\$ 1,700,000	27%	-66%	\$ 1,349,116	34%	\$ 1,006,979
# Events FirstMerit Bank Pavilion	18	18	18	100%	20%	15	0%	15
\$ Revenue Harbors	\$ 25,514,886	\$ 21,167,838	\$ 24,184,499	88%	-10%	\$ 23,577,891	1%	\$ 23,360,305
% of Stalls, Star Docks, Moorings Occupied	78%	76%	80%	95%	-1%	76%	0%	76%
\$ Revenue Soldier Field	\$ 31,553,734	\$ 15,639,398	\$ 30,387,377	51%	-55%	\$ 34,544,387	16%	\$ 29,866,776
# Events Soldier Field	815	515	805	64%	-36%	802	NA	793
\$ Revenue Concessions PCM	\$ 2,629,956	\$ 1,325,091	\$ 2,703,069	49%	-51%	\$ 2,682,545	3%	\$ 2,616,058
# Concessionaires	250	266	280	95%	-1%	268	-1%	272
\$ Revenue Golf	\$ 5,299,754	\$ 3,038,389	\$ 5,624,956	54%	-41%	\$ 5,109,124	-2%	\$ 5,202,621
# Rounds Sold	153,833	78,074	158,832	49%	-44%	138,595	-13%	159,033
\$ Parking Revenue	\$ 3,170,411	\$ 1,936,656	\$ 3,198,930	61%	-30%	\$ 2,775,023	7%	\$ 2,600,447
\$ Revenue Vending	\$ 115,000	\$ 90,720	\$ 285,000	32%	-61%	\$ 231,661	-49%	\$ 456,436
# Machines	240	232	240	97%	1%	230	0%	229
Special Event Permits # (Venue)	560	250	560	45%	-58%	600	-2%	613
\$ Special Event Permits # (Venue)	\$ 750,000	\$ 429,199	\$ 771,000	56%	-39%	\$ 704,802	5%	\$ 671,290
\$ Cell Tower Revenue	\$ 750,000	\$ 307,465	\$ 550,000	56%	-67%	\$ 922,230	6%	\$ 866,502
# Locations	30	30	22	136%	36%	22	-4%	23

New Business Development

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

Department Expenditures			
Account	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 186,386	\$ 177,606	\$ 183,873
Materials & Supplies	\$ 168	\$ 1,100	\$ 1,045
Contractual Services	\$ 96,024	\$ 403,150	\$ 382,993
Total	\$ 282,579	\$ 581,856	\$ 567,911
Personnel FTE	2.0	2.0	2.0



2014 Accomplishments

- 10 Active CPD Sponsors.
- Secured 6 New CPD Sponsors.
- Negotiated district wide beverage contract with Coca-Cola.
- Doubled Park Points membership.

2015 Goals

- Secure 2 new CPD Sponsors.
- Increase advertising/promotions revenue.
- Generate revenue from Park Points.
- Double Park Points membership.

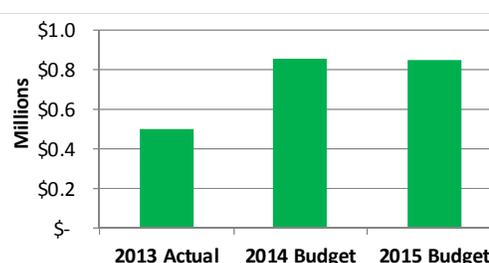
Performance Data

	2015 Target	2014 Actual to Date	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012
# Sponsorships Secured	8	6	10	60%	-45%	11	450%	2
\$ Sponsorships Secured	\$665,000	\$ 37,500	\$1,000,000	4%	-69%	\$ 122,358	250%	\$ 35,000
\$ Advertising/ Promotions Secured	\$300,000	\$ 213,800	\$ 750,000	29%	-19%	\$ 263,021	206%	\$ 86,000
\$ Donations Secured	\$75,000	\$ 5,750	\$ 100,000	6%	-95%	\$ 107,000	N/A	N/A
\$ Value Miscellaneous/In-Kind	\$100,000	\$ 203,450	N/A	N/A	245%	\$ 58,942	N/A	N/A
Initial Outreach Meetings	48	38	96	40%	-68%	119	133%	51
Park Points Total Members	15,000	7,931	N/A	N/A	88%	4,223	N/A	N/A
Park Points New Accounts	7,000	3,708	N/A	N/A	-12%	4,223	N/A	N/A
Park Points Website Visits	50,000	19,641	N/A	N/A	-8%	21,297	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	2013 Actual	2014 Budget	2015 Budget
Personnel Services	\$ 301,294	\$ 416,505	\$ 433,277
Materials & Supplies	\$ 10,269	\$ 13,615	\$ 12,190
Small Tools & Equipment	\$ 1,976	\$ 2,500	\$ 2,000
Contractual Services	\$ 188,112	\$ 421,460	\$ 401,335
Total	\$ 501,651	\$ 854,080	\$ 848,802
Personnel FTE	6.0	6.0	6.0



2014 Accomplishments

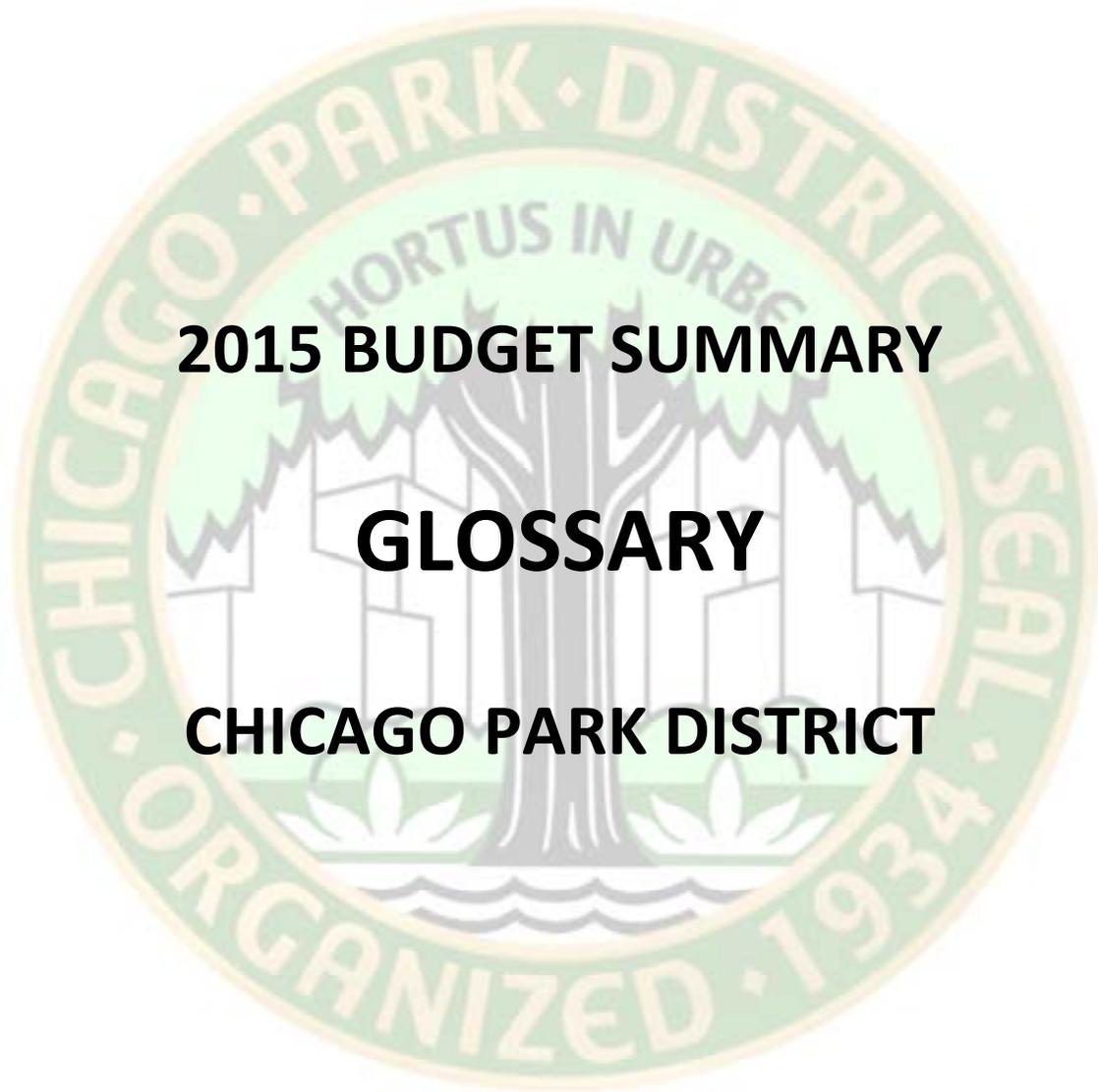
- Issued approximately \$40.4 million in bonds to support and fund portions of the District's 2013 and 2014 Capital Improvement Programs which are dedicated for district-wide projects. Issued and refunded approximately \$150.2 million to garner \$12.4 million in savings.
- Secured AA rating with stable outlook on Park District's 2014 bond issuance from Kroll Bond Ratings.
- Developed and issued a Request for Proposal of Independent Registered Municipal Advisor Services.
- Avoided the issuance of short-term debt instruments for operations thus saving approximately \$1.5 million in annual interest by strategically managing cash flow for the eighth consecutive year in a row.

2015 Goals

- Develop and implement a webpage for the department for purposes of transparency and investor relations and to centralize pertinent financial information.
- 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).

Performance Data

	2015 Target	2014 Actual to Date	2014 Target	% to Target 2014	% Change from 2013	2013 #	% Change from 2012	2012
Bond Rating: Standard & Poors	AA+	AA+	AA+	N/A	N/A	N/A	N/A	N/A
Bond Rating: Fitch Ratings	AA	AA-	AA	N/A	N/A	N/A	N/A	N/A
Bond Rating: Kroll Bond Ratings	AA	AA	N/A	N/A	N/A	N/A	N/A	N/A
Bond Rating: Moody's Investors Service	A3	A3	A1	N/A	N/A	N/A	N/A	N/A
\$ Total Cash on Hand (Avg Monthly)	\$7,981,939	\$9,791,132	\$ 12,600,325	78%	-25%	\$ 13,061,593	N/A	N/A
Total LTD Outstanding (Avg Monthly)	\$831,045,000	\$845,460,000	\$ 852,615,000	99%	1%	\$ 839,568,333	N/A	N/A
\$ Cost of all bank accounts	\$172,100	\$73,353	\$ 197,000	37%	-50%	\$ 146,792	N/A	N/A
Total Portfolio Value (Avg monthly)	\$308,662,880	\$312,313,640	\$ 310,565,388	101%	-1%	\$ 315,964,400	N/A	N/A
Net Direct Debt as a % of FMV (Avg Monthly)	0.23%	0.23%	0.21%	110%	10%	0.21%	N/A	N/A
% Estimated FMV of Debt Overlapping (Avg)	8.25%	8.21%	7.90%	104%	7%	7.70%	N/A	N/A
% Cash/Cash Equivalents to LTD (Avg)	38%	38%	38%	100%	-3%	39%	N/A	N/A



2015 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.

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Prior Year Encumbrance

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

Privatization

The management of a function by a private firm, base on a contract agreement with a government entity. The contracted service(s) is supplied by staff employed by the private contractor, not the Park District. For example, trash collection on Park District property.

Program

A set of activities directed towards meeting a social need.

Property Tax

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

Public Buildings Commission (PBC)

The PBC is a governmental entity used to finance, construct and operate facilities for governmental bodies in Chicago.

Recreation Programs

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

Region

One of five geographical/functional entities by which the Park District is organized. Four of the five regions are geographically based on the City of Chicago – Central, Lakefront, North, and South. The fifth region is the administration which covers districtwide operations.

Rehabilitation Cost Methodology

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

Rentals

Income generated in exchange for exclusive use of a specified park district facility or property for a given amount of time.

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Replacement Cost Methodology

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

Reserved Fund Balance

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

Reserves

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

Resources

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

Revenue

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

Revenue Bond

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

Revetment

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

Seasonal (S)

Refers to a short-term employment position under six months in length.

Special District

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

Special Recreation Fund

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

Special Recreation Tax

A portion of collected property tax designated for the purpose of paying the associated expenses as related to increasing the accessibility of facilities in accordance with the Americans

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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