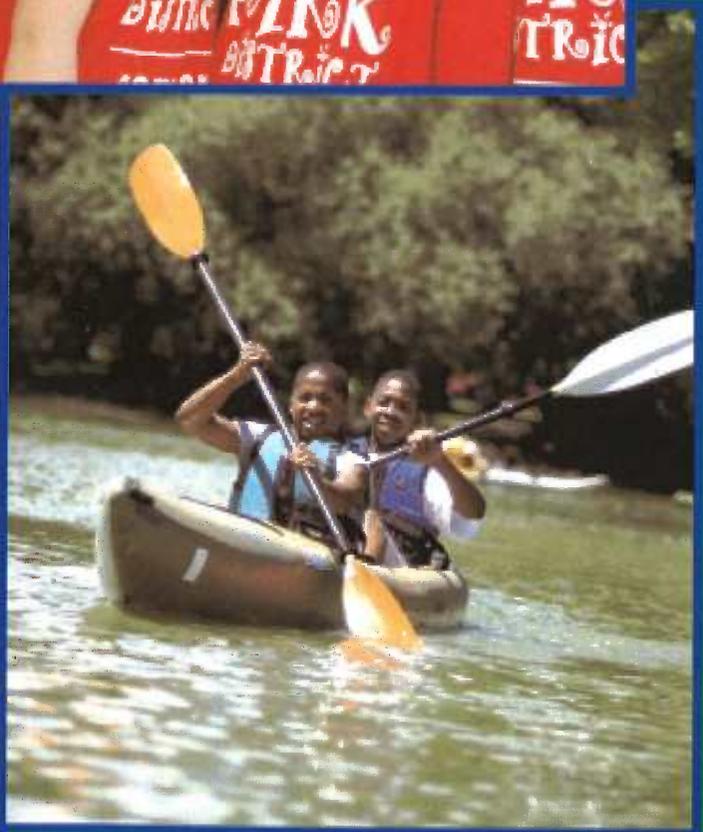
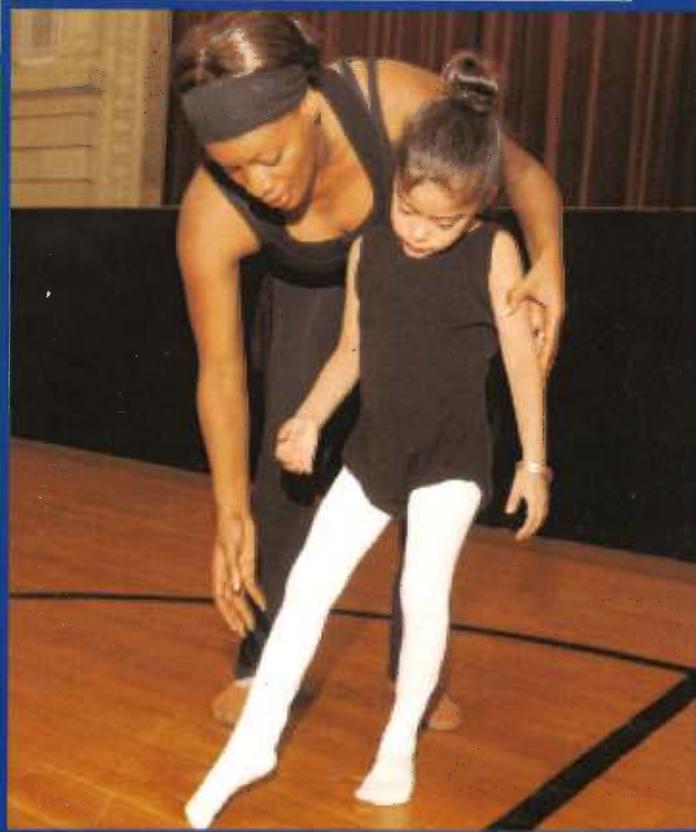


chicago park district

2012 Budget Summary





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Chicago Park District
Illinois**

For the Fiscal Year Beginning

January 1, 2011

Linda C. Danson Jeffrey R. Enos

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Chicago Park District, Illinois for its annual budget for the fiscal year beginning January 1, 2011. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

Letter From the General Superintendent & CEO



Dear Chicagoans,

Our nation continues to endure one of the most difficult economic times in its history. Many of us, including the Chicago Park District, are faced with making extremely difficult decisions in order to survive what has become our nation's greatest recession. Our operating costs are on the rise, revenues are down and as a result of the times in which we live, our patrons rely on our services more now than ever.

Therefore, it is critical that we make investments to ensure that every neighborhood is supported with quality recreation services that address their distinct interests and needs.

During the past year, we have made a number of tough choices in order to maintain the Chicago Park District's financial stability. We've reduced senior management staff by 20 percent and consolidated departments, yielding an annual savings of \$1.5 million. Both our union and non-union staff have also made sacrifices through furlough and mandatory shutdown days. While some of these measures are not ideal, they have been necessary in order to avoid more dire circumstances. Even as the Chicago metro area unemployment rate of 10.2% exceeds the national average of 9.1% (as of September 2011), the Chicago Park District has managed to avoid layoffs, eliminate furlough days for 2012 and hold the line on property taxes for the seventh consecutive year.

As we look to the future, the District will continue to seek ways to operate more efficiently and boost revenue to support our parks. While we are forced to implement nominal fee increases for golf rounds, boat slips, select permit fees and Soldier Field parking, fees for the thousands of programs we offer will not be affected. This was not an easy decision, it is necessary for us to enhance our level of service. We do realize that everyone has been impacted by the challenging economy; however, we believe these measures are far better choice than to raise taxes. In addition, the Chicago Park District will continue to seek the financial support of partners who understand the importance of parks to support our efforts. Without the cooperation of these organizations, many worthwhile projects would remain unfulfilled.

This budget fulfills my commitment to enhance the quality of life for the children and families of Chicago by providing excellent recreational opportunities, well-maintained parks and facilities and a customer focused and responsive park system. We appreciate your support of the parks.

Sincerely,

A handwritten signature in black ink that reads "Michael P. Kelly". The signature is fluid and cursive.

Michael P. Kelly
General Superintendent & CEO
Chicago Park District

2012 Chicago Park District Budget Summary

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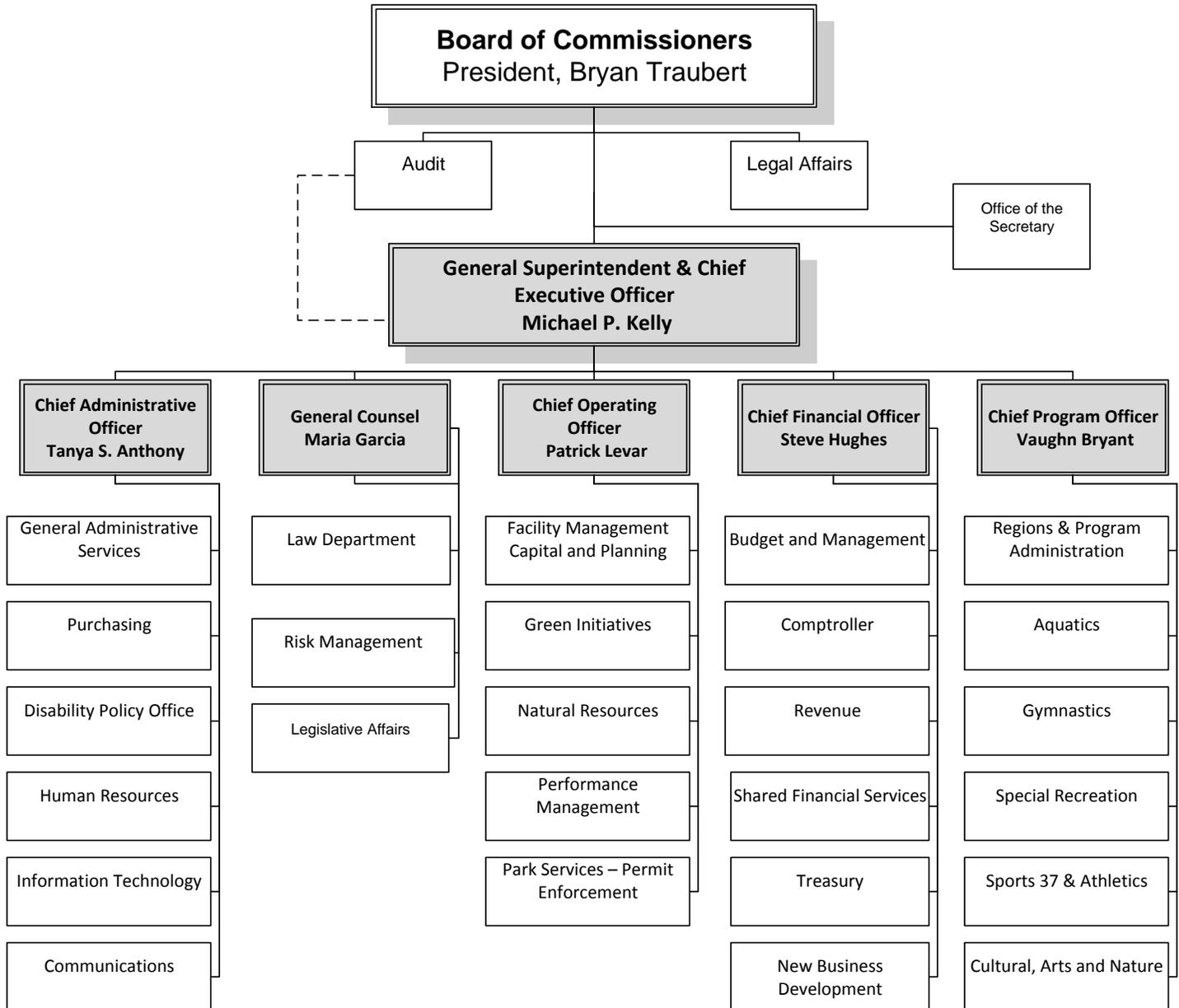
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2012 Chicago Park District Budget Summary

Organizational Chart





2012 BUDGET SUMMARY

**SECTION I – 2011 BUDGET
OVERVIEW**

CHICAGO PARK DISTRICT

2012 Chicago Park District Budget Summary

Preface

Fiscal year 2012 will be one of rebound as well as continued struggles. Financial difficulties continue to force governments to make tough decisions, including scaling back labor forces, reducing or eliminating services, and canceling capital infrastructure projects.

According to the U.S. Department of Labor, in September 2011 the Chicago metro area unemployment rate was 10.2 percent (not seasonally adjusted), slightly above the National average of 9.1 percent. September of 2011 unemployment also had a slight increase from 2010 figures, where unemployment was at 9.8 percent (not seasonally adjusted). Analysts and experts do not anticipate the unemployment rate to return to the prerecession level of 5.8 percent for some time. This is important because employment levels not only have a direct impact on income taxes, but also play a significant role in the performance of other revenues that rely on a public perception of strength in the economy to flourish, such as revenues related to real estate, business, recreation, tourism and consumption.

Construction activity was again subdued in early 2011. Single-family home construction continued to be constrained by the overhang of distressed properties in the resale market. However, existing home sales picked up in parts of the City, lowering the inventory of unsold homes to a degree. In the multifamily sector, the rental market continued to improve. Residential rents rose further, and credit has become increasingly more available for the purchase of apartment buildings.

Consumer spending increased at a slower rate than during the previous reporting period. Retailers reported that sales were mostly flat. Higher food and energy prices caused consumers to make fewer shopping trips and purchase fewer discretionary items. However auto sales increased slightly, as a higher demand for fuel efficient cars offset a slight decline in sales of trucks and SUVs.

Predictions for economic growth in 2012 for the City of Chicago are bleak and consequently it is anticipated that Park District revenues will experience only marginal growth, if any, against recession years' revenues. The inflation rate in May of 2011 rose to 3.4 percent signaling a decrease in purchasing power. Inflation is a rise in consumer prices, increasing the cost of living. Generally, an inflation rate of 3.6 percent is well outside the Federal Reserve's comfort zone. It would normally signal a need for action in terms of more restrictive monetary policy to slow price advances. Though this not the highest the inflation rate has been in recent years, in 2008 the inflation rate was 4.18 percent, it is an indicator of economic concern.

Though growth is estimated to be slow, the Park District is committed to maintaining its service levels at rates that will still satisfy all of our residents. We again have not raised our property tax levy and continue to be committed to not putting any unwarranted financial pressure on our citizens.

2012 Chicago Park District Budget Summary

2012 Total Operating Budget Summary



For the seventh consecutive year, the District has balanced its budget without a tax increase. The 2012 budget is balanced at \$407.5 million, a moderate increase of 2.5% above the 2011 budget. A balanced budget means that our expenditures do not exceed our revenue. Despite a slight increase in revenues, the Chicago Park District was still faced with a budget deficit of \$25 million. This was a result of, among other things, negotiated salary increases, rising healthcare costs and an increase in expenditures due to the new harbor at 31st Street.

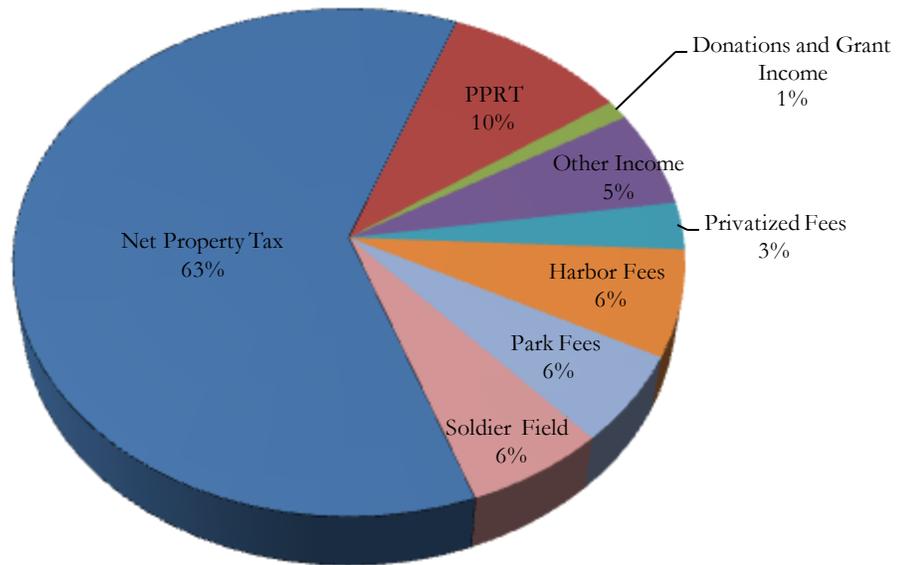
The District's primary sources of revenue are Property Taxes and Personal Property Replacement Taxes (PPRT) which combined; make up 73% of total revenue. While the District has been fortunate with consistent Property Tax collections, this budget reflects a conservative estimate in the expected loss in collections of 3.9% of the property tax budget for 2012.

The District has identified various measures for closing the \$25 million gap. One of the largest cost saving measures was a \$1.5 million dollar savings through district administrative restructuring and department consolidations. Also, a mandatory 10% department budget reduction was instituted. The District has taken the following steps to address the structural budget deficit:

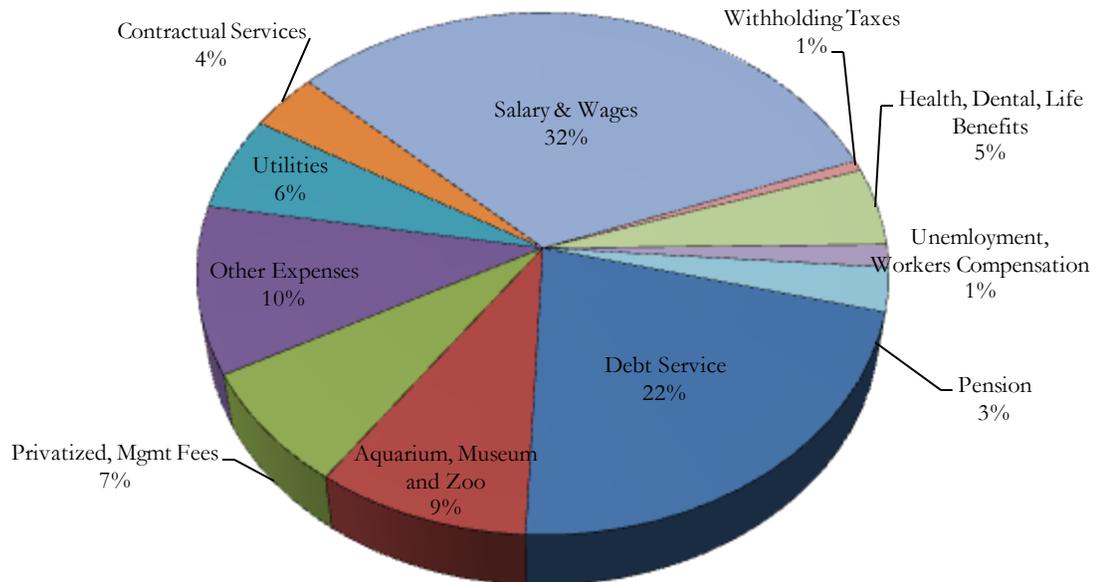
- District-wide participation in 3 "shut down" days
- Elimination of 33 vacant positions and major departmental restructuring
- Reduction in workers compensation expenses
- Refinancing general obligation bonds in order to take advantage of lower interest rates
- Modest fee increases in golf course fees, parking rates and permit fees

2012 Chicago Park District Budget Summary

2012 Operating Budget % of Allocation - Revenue



2012 Operating Budget % of Allocation - Expenses



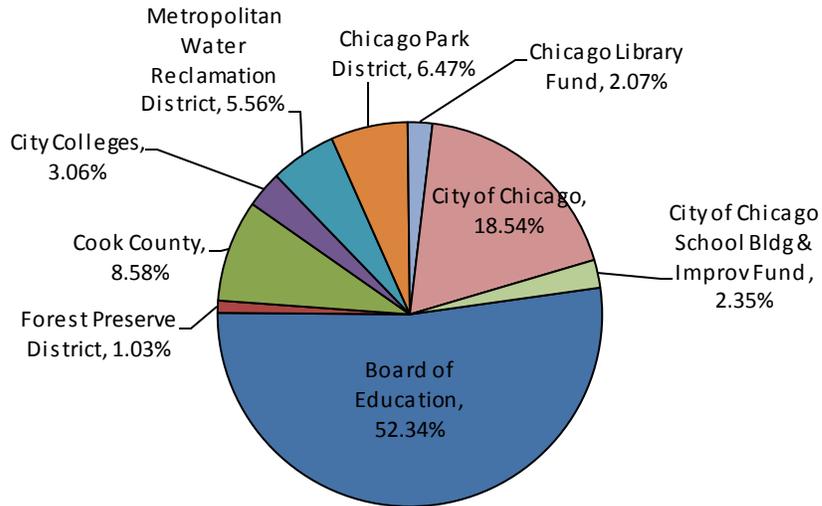
2012 Chicago Park District Budget Summary

Major Revenue Sources

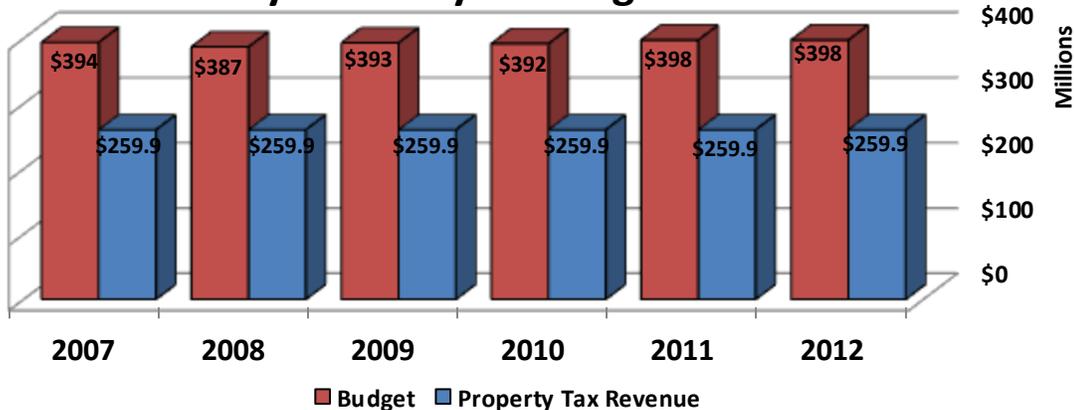
Property Taxes

The most significant revenue source for the District is property tax. For 2012, \$259M is again available for the operating budget. Over the past five years, property tax revenue has typically represented between 55 - 65 percent of the total operating revenue.

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



6yr Tax levy vs Budget Trend



2012 Chicago Park District Budget Summary

Personal Property Replacement Tax (PPRT)

Personal Property Replacement Tax payments are received from the State to replace lost revenues resulting from the abolishment of the corporate personal property tax. Since 2009, PPRT revenues have declined at an average rate of nearly 8%. In 2011, the District budgeted a 5% decrease in PPRT revenues. However, to date 2011 receipts are rebounding at an average of 7% over 2011 budget. For 2012, the district projects PPRT revenue at \$39,392,273, up 1% from 2011. Additionally, the District is establishing a \$5M PPRT stabilization reserve to minimize the impact of economic downturns on the budget.

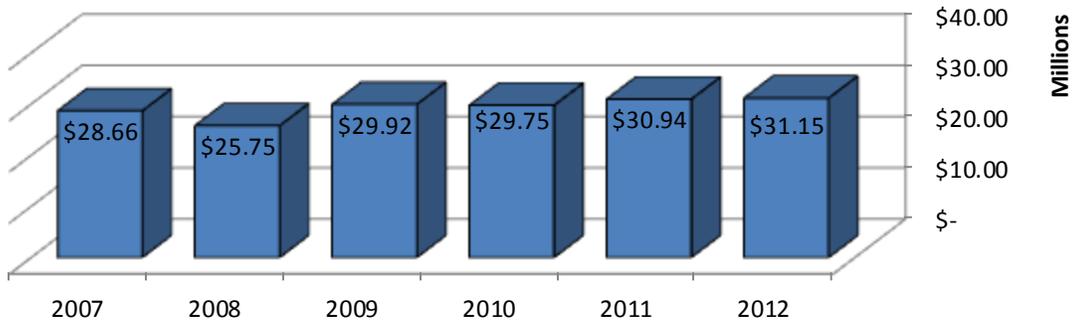
6 Year PPRT Revenue



Private Contracts

Other major revenue sources are the District's privatized contracts, revenue generated by the private management of the golf courses, harbors, ice rinks, park concessions, Soldier Field and the MLK Family Entertainment Center. Most of these contracts were renewed over the past two years and remain a strong revenue source for the District. These managers are continuing to find ways to increase revenues despite a weakened economy. With requests to reduce their management fees and operating expenses, collective net revenue is projected to increase nearly \$750,000. This is due in part to the introduction of the dry boat storage, a new harbor configuration and the opening of the 31st Street Harbor.

Privatization Net Totals



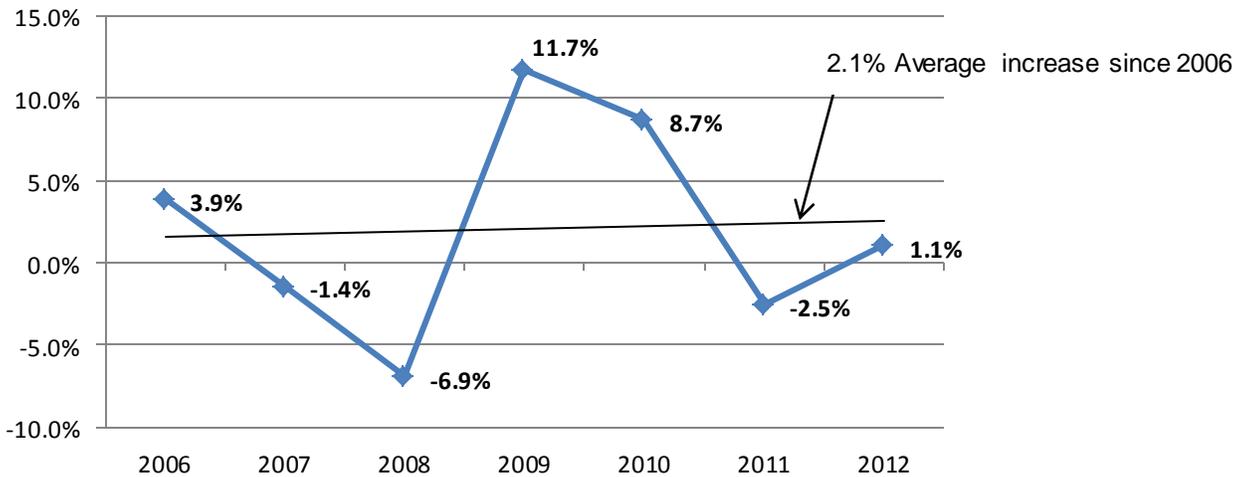
2012 Chicago Park District Budget Summary

Program Revenue

Program revenue is the combination of adult and children leagues, day camps and various programs offered by the District. Overall program revenue had a gradual increase of 2.1% over the last six years and is expected to generate \$14,179,000 overall in 2012 (a .7% increase). The District continues to make every effort to protect taxpayers who cannot pay more. The revenue trend shown below does not include rentals, open gym or fitness center revenues.



Program Revenue % change since 2006



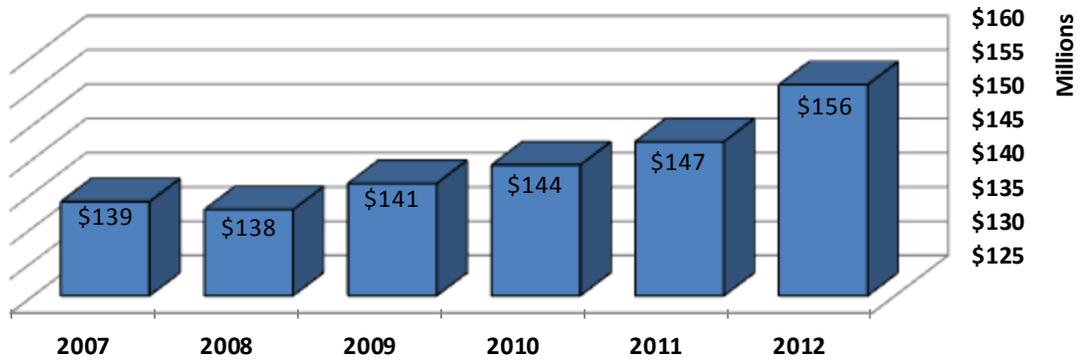
2012 Chicago Park District Budget Summary

Major Operating Fund Expenditures

Salaries and Benefits

Salaries, wages and benefit costs make up 42% of the expenditures in the 2012 budget. In August of 2010, the District negotiated the current terms of the collective bargaining agreement which provides for an annualized increase of 3% for employees in 2012. Additionally, in 2010, Blue Cross Blue Shield of Illinois became the District's health care provider. Terms of the previous contract were assumed in 2010. In 2012, the District was fortunate to see a minimal increase of less than 1% in health benefits premiums, even though the national average health care cost have continued to increase.

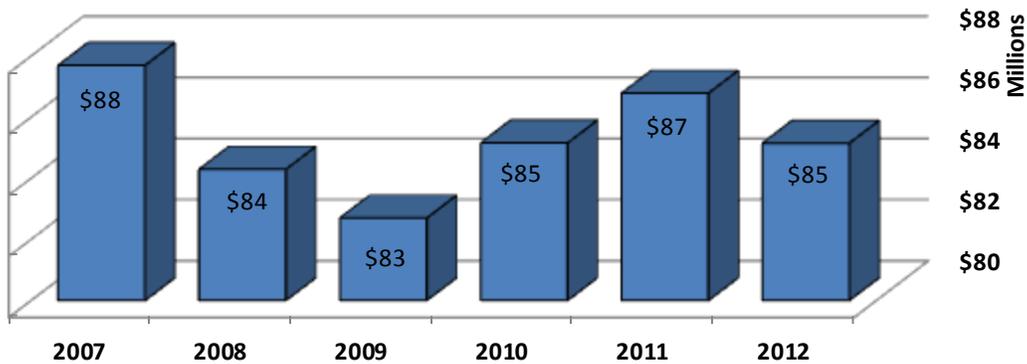
6 Year Salary and Benefits Expense



Debt Services

At 22%, debt services makes up the second most significant expense for the District. Debt service relates to the payments made for principal and interest on general obligation long-term debt of the District. Debt service expenses are budgeted to increase \$2.8 million in 2012 (a 3.2% increase) over the 2011 budget due to the inclusion of payments for the new harbor at 31st Street Harbor. This increase was minimized as a savings of \$1.4 million was realized through a 2011 debt refunding.

6 Year Debt Service Expense



2012 Chicago Park District Budget Summary

Remittance to Aquarium, Museum and Zoo

Through a unique partnership, the Chicago Park District provides operating subsidies to ten city museums out of its property tax levy and 7.53% of PPRT as mandated by state law. Through most of 2011, PPRT revenue began to increase by an average of 7% of 2011 budgeted figures. The 2012 budget anticipates that PPRT revenue will slightly increase from the 2011 budget figures. This increase will directly impact that portion of the museum contribution. In 2012, \$30,630,360 will be budgeted for the Aquarium and Museums and \$5,690,000 for the Zoo. Collectively these payments make up 9% of the total expenses in the 2012 operating budget.

6 Year Aquarium, Museum and Zoo Expense



The seal of the Chicago Park District is a circular emblem. It features a central tree with a thick trunk and a canopy of green leaves. The tree is set against a background of stylized buildings and a landscape with green bushes and a white wave-like base. The text "CHICAGO PARK DISTRICT" is written in a semi-circle at the top, and "SEAL" is at the bottom right. The year "1934" is at the bottom left, and "ORGANIZED" is at the bottom center.

2012 BUDGET SUMMARY
SECTION II – CHICAGO PARK
DISTRICT PROFILE
CHICAGO PARK DISTRICT

Demographics

Chicago Park District History

In 1934, the Illinois legislature by way of the Park Consolidation Act consolidated 22 separate park districts in the City of Chicago to officially create the Chicago Park District as it is presently constituted. The consolidation into one municipal agency was intended to solve the numerous financial, management and infrastructure problems of the previously separate districts. The original goals and objectives of the District included a strong fiscal policy, a unified tax levy, and the power to issue park bonds for development and improvement, and solicitation of federal assistance from the Public Works Administration.



Grant Park 1929

Today, the Chicago Park District owns over 8,100 acres of green space on which rests 580 parks, 260 field houses, and 26 miles of pristine lakefront with 32 beaches, making it the largest municipal park manager in the nation. Park District field houses, playgrounds, gardens and other facilities are the backbone of recreation for communities throughout the city. From canoeing to batting cages, to arts and crafts, there is never a shortage of activities to participate in Chicago's parks.

Popular Attractions

Clarence Buckingham Memorial Fountain - This popular landmark was built in 1927 to provide a monumental focal point while protecting the park's breathtaking lakefront views. Visitors enjoy a dazzling music, light and water show, which runs from dusk to 11 pm; every hour on the hour and lasts for 20 minutes.



Arrival of Queen Elizabeth near Buckingham Fountain in 1959

Grant Park - Proudly referred to as Chicago's "front yard," Grant Park is among the city's loveliest and most prominent parks. Grant Park is the site of three world-class museums: the

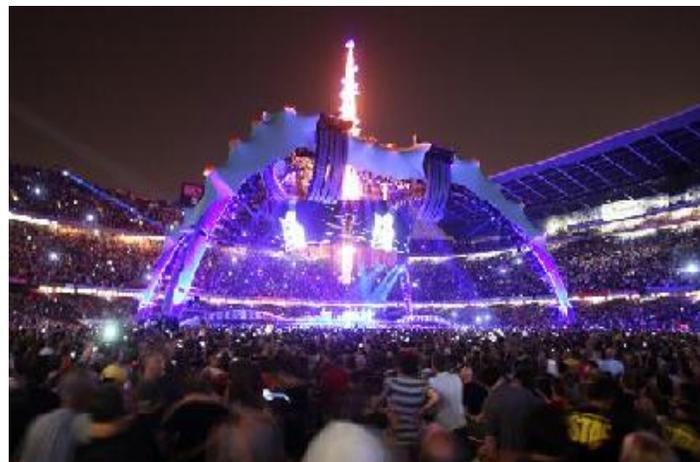
Demographics

Art Institute, the Field Museum of Natural History, and the Shedd Aquarium and is home to Buckingham Fountain. Over 20,000,000 people visit Grant Park and Buckingham Fountain annually, making it the second most visited park landmark in the United States.

Soldier Field – Originally opened in 1924, Soldier Field was known as one of the great venues during the “Golden Age of Sports” and one of Chicago’s most famous landmarks. Crowds in excess of 100,000 were commonplace, marked by several memorable events including the 1926 Army-Navy game and the epic 1927 Jack Dempsey/Gene Tunney heavyweight rematch featuring the controversial long count. In 1944, more than 150,000 spectators attended a wartime visit by President Franklin Roosevelt.



Rolling Stones Concert, 1977



U2 Concert, 2010



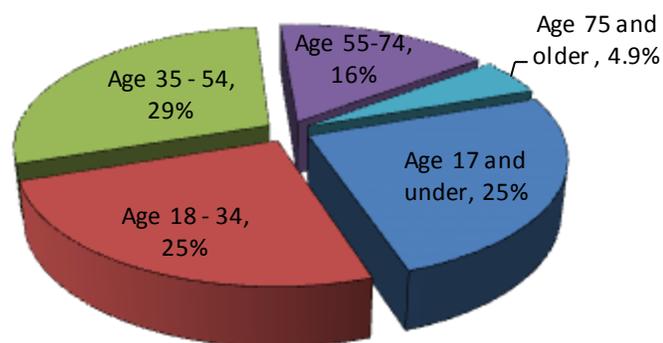
Norge Ski Club Jump Competition, 1954

Demographics

City of Chicago Population and Statistics

Covering an area of 228 square miles, the beautiful City of Chicago lies in the heart of the Midwest on the shores of Lake Michigan and beside two rivers, the Chicago River and the Calumet River. With a population of over 2.6 million, Chicago is the third most populous city in the United States and the largest in the Midwest. Founded in 1833, Chicago is a city of vibrant neighborhoods and parks that offer something for everyone and adds a unique quality to help make the city what it is today.

City of Chicago - % Population 2010



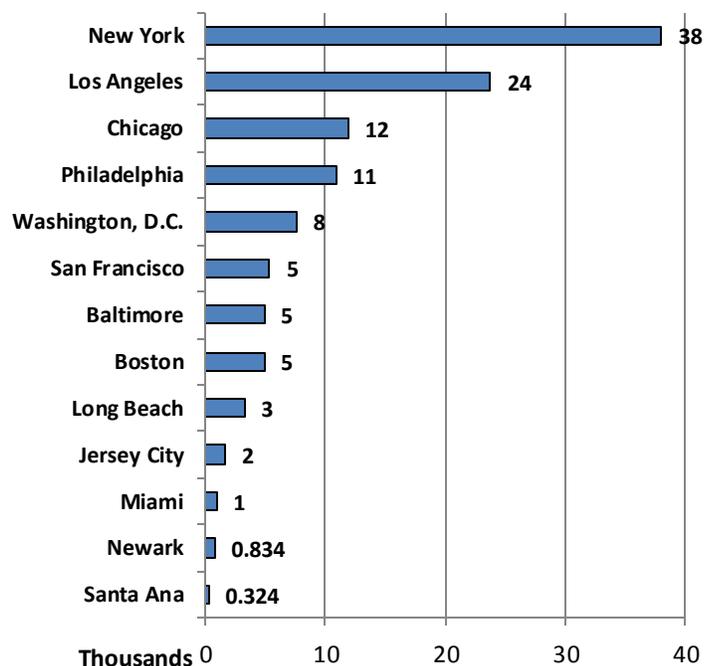
City of Chicago

Population	2010
Total	2,848,389
Age 17 and under	718,322
Ages 18 – 34	715,767
Age 35 - 54	827,135
Age 55 - 74	447,524
Age 75 and over	139,641

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

*Source: [World Business Chicago](#)

Total Park Acres



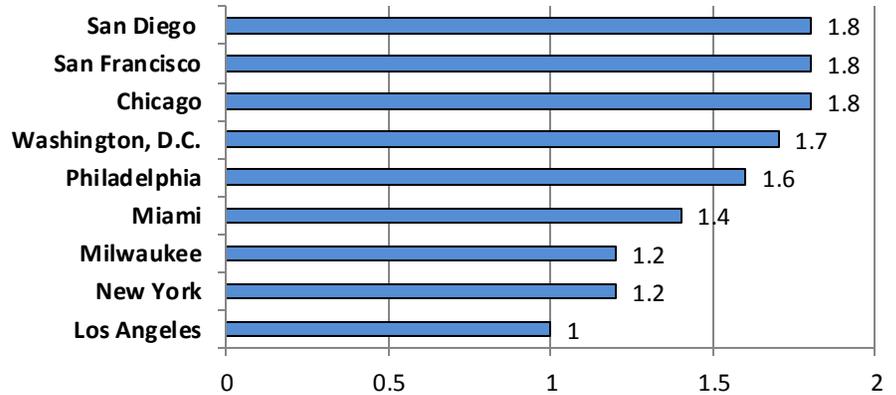
Demographics

Chicago Park District Facilities

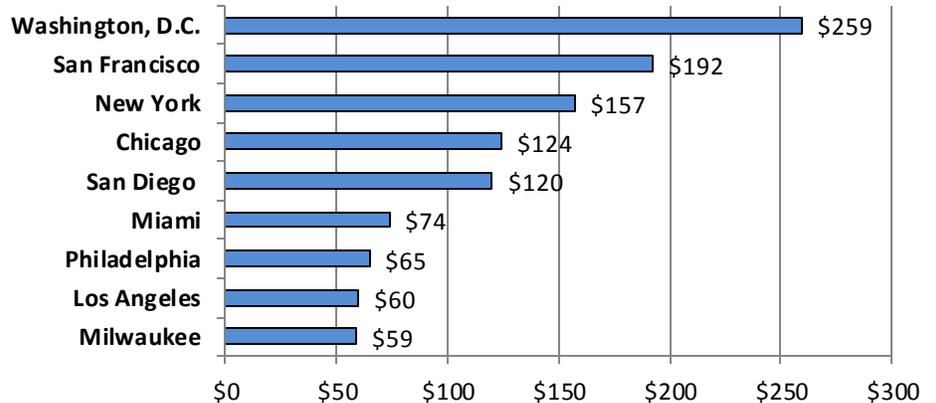
As the largest municipal park manager in the nation, the Chicago Park District owns over 8,100+ acres of green space. On this space lies:

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

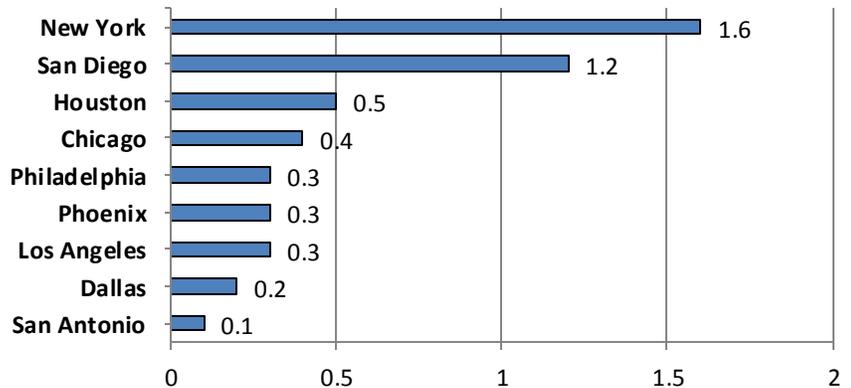
Playgrounds per 10,000 Residents



Spending Per Resident

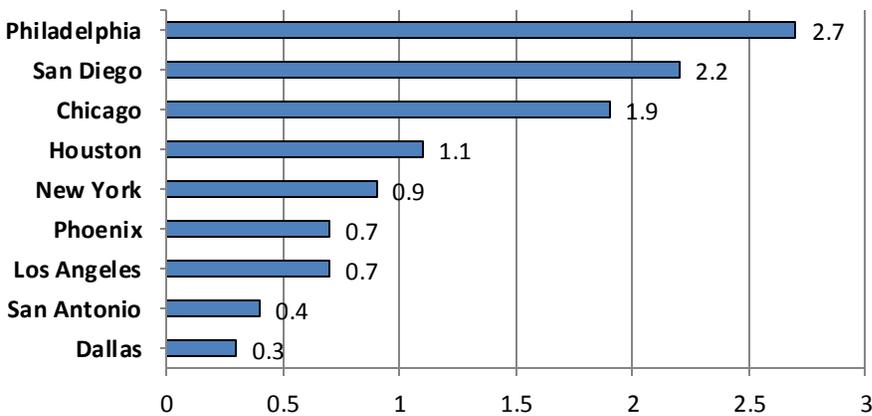


Dog Parks per 100,000 Residents

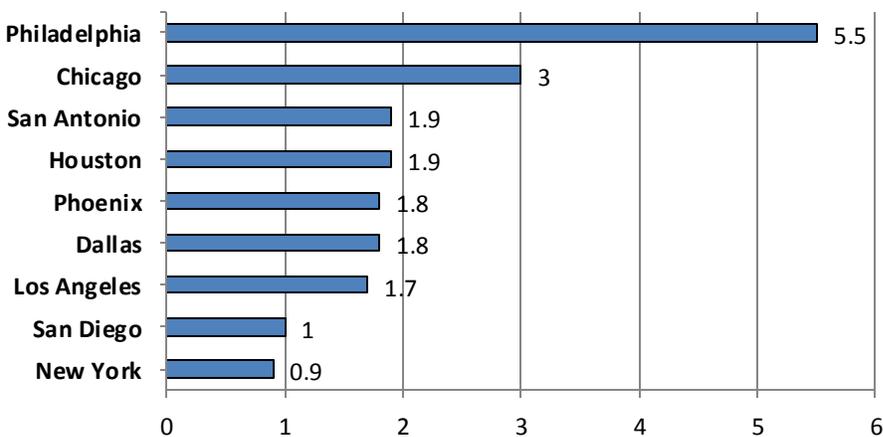


Demographics

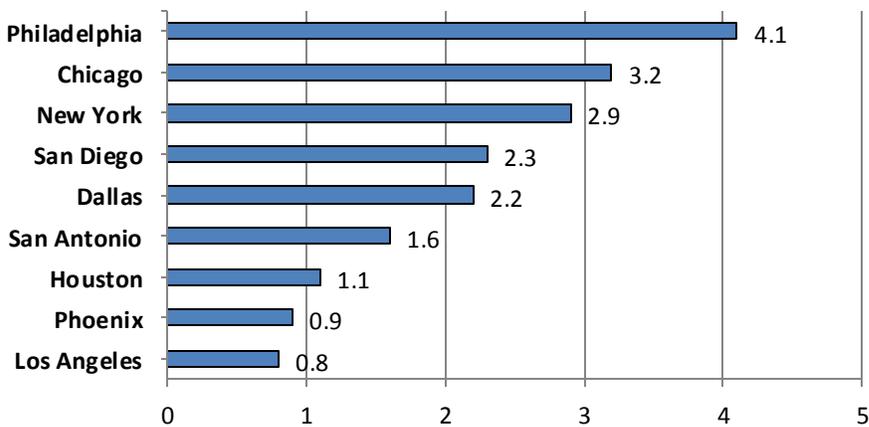
Ball Diamonds per 10,000 Residents



Pools per 100,000 Residents



Basketball Hoops per 10,000 Residents



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

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

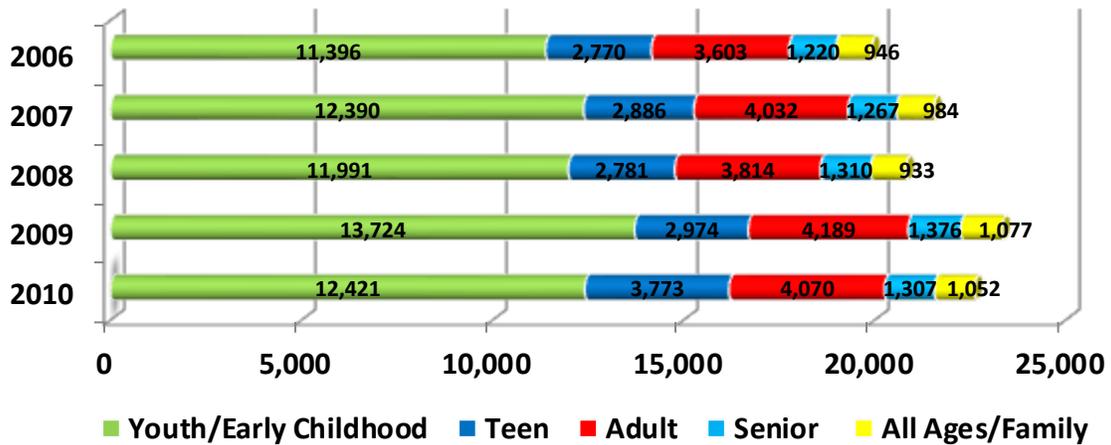
*Data in the graphs was obtained from [the Trust for Public Land](#).

Offerings Summary

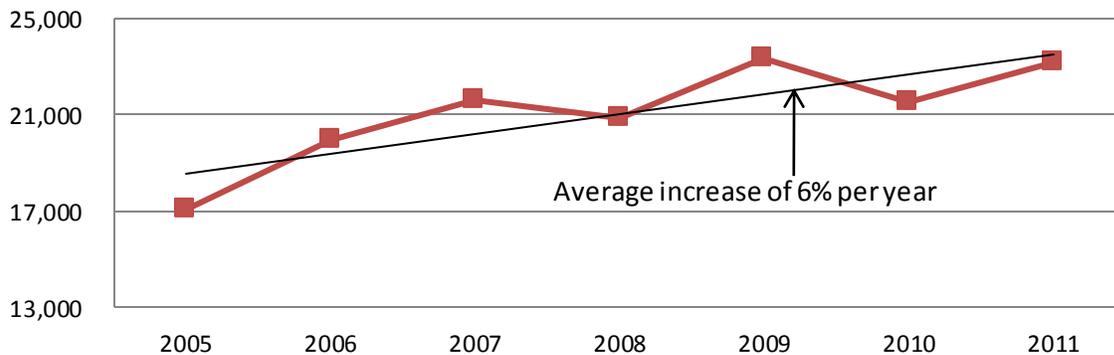
Recreational Offerings Summary

The Chicago Park District provides a variety of activities for people of all ages. Early childhood activities such as Moms, Pops & Tots classes are available for infants, toddlers and pre-school children. PARK Kids and Day Camp activities are open to give kids a safe place to play with friends after school and during the summer months. Teens can participate in organized activities such as Teen Club, Sports37 and district-wide sports leagues. Baseball, volleyball, and evening sports leagues are available for adults, and thousands of seniors meet each day at neighborhood park facilities or participate in the annual Senior Games. In all, there are over 20,000 recreational offerings available through the Park District.

Population Served for All Recreational Offerings



Total Number of Recreational Offerings (Programs, Special Events, and Activities)



Offerings Summary

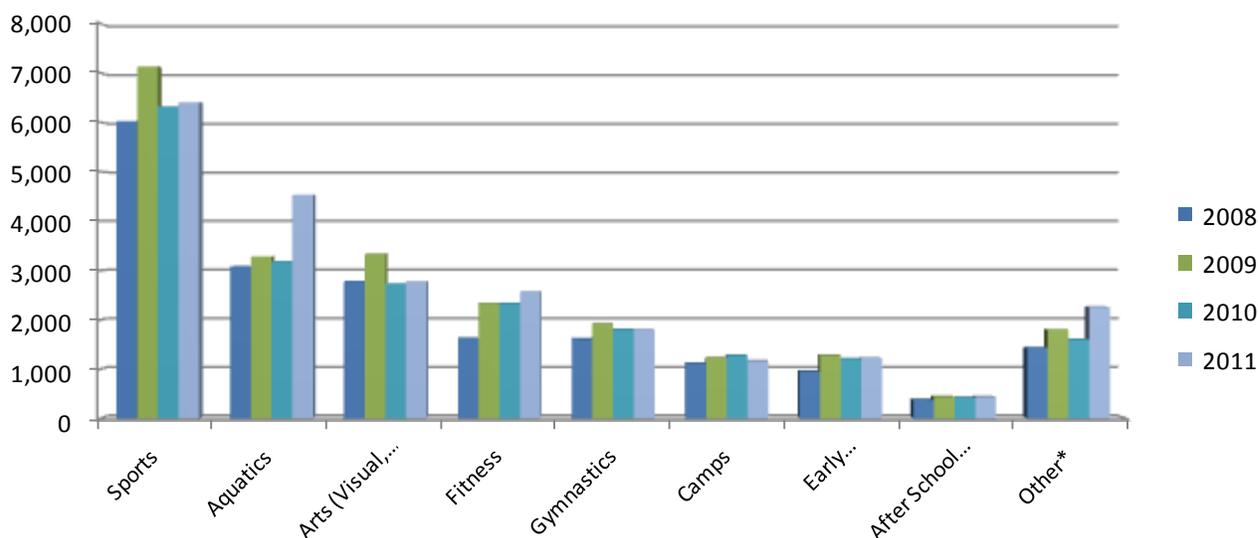
Programming Distribution Summary

The Chicago Park District offers thousands of sports and physical activities, cultural and environmental programs for adults, seniors, teens and youth. Park District programs are broken into four separate seasonal sessions throughout the year. In 2012, the general Winter program session dates run from January 1 – March 20; Spring from March 28 – June 5; Summer from June 13 – August 21; and Fall from September 19 – December 4.

Program Type	2008		2009		2010		2011		% Change	
	# of Programs	% of Programs	% Change from 2010	% Change since 2008						
Sports	6,026	32%	7,135	31%	6,330	30%	6,411	28%	1%	6%
Aquatics	3,079	16%	3,280	14%	3,184	15%	4,537	20%	42%	47%
Arts (Visual, Performing, Literary, Arts Partners)	2,781	15%	3,334	15%	2,733	13%	2,773	12%	1%	0%
Fitness	1,617	9%	2,335	10%	2,329	11%	2,569	11%	10%	59%
Gymnastics	1,606	8%	1,910	8%	1,805	9%	1,796	8%	0%	12%
Camps	1,114	6%	1,227	5%	1,275	6%	1,158	5%	-9%	4%
Early Childhood Recreation	950	5%	1,279	6%	1,207	6%	1,217	5%	1%	28%
After School Programs	367	2%	428	2%	413	2%	429	2%	4%	17%
Other*	1,427	7%	1,798	8%	1,603	8%	2,257	10%	41%	58%
Total	18,969	100%	22,726	100%	20,879	100%	23,147	100%	11%	22%

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

2008-2011 CPD Program Offerings



Offerings Summary

2010 - 2011 Program Comparison

The following charts are a comparison of the 2010 and 2011 Chicago Park District offerings. Major changes include a 46% increase in aquatics offerings, 10% increase in fitness offerings and a 10% overall increase of total program offerings Park District-wide.

Program Type	2010							
	2009 Fall		2010 Winter		2010 Spring		2010 Summer	
	# of Programs	% of Programs						
Sports	2052	33%	1710	30%	1954	33%	614	19%
Arts**	913	15%	816	14%	838	14%	166	5%
Aquatics	853	14%	915	16%	758	13%	658	21%
Gymnastics	586	10%	583	10%	521	9%	115	4%
Fitness	638	10%	599	11%	702	12%	390	12%
Early Childhood Recreation	415	7%	385	7%	397	7%	10	0%
Camps	75	1%	52	1%	67	1%	1081	34%
Clubs and Games	331	5%	344	6%	344	6%	51	2%
After School Programs	145	2%	140	2%	127	2%	1	0%
Special Interests	65	1%	72	1%	66	1%	39	1%
Special Recreation	67	1%	64	1%	60	1%	14	0%
Outdoor & Environmental Education	20	0%	11	0%	25	0%	30	1%
Special Events	0	0%	0	0%	0	0%	0	0%
Total	6160	100%	5691	100%	5859	100%	3169	100%

Program Type	2011							
	2010 Fall		2011 Winter		2011 Spring		2011 Summer	
	# of Programs	% of Programs						
Sports	2060	31%	1792	29%	1931	31%	628	15%
Arts**	864	13%	881	14%	832	13%	196	5%
Aquatics	1053	16%	1003	16%	1006	16%	1475	36%
Gymnastics	596	9%	595	10%	508	8%	97	2%
Fitness	710	11%	736	12%	721	12%	402	10%
Early Childhood Recreation	424	6%	398	6%	383	6%	12	0%
Camps	58	1%	50	1%	75	1%	975	24%
Clubs and Games	340	5%	366	6%	330	5%	55	1%
After School Programs	147	2%	140	2%	140	2%	4	0%
Special Interests	63	1%	68	1%	67	1%	43	1%
Special Recreation	88	1%	76	1%	69	1%	6	0%
Outdoor & Environmental Education	21	0%	14	0%	29	0%	31	1%
Special Events	219	3%	135	2%	107	2%	130	3%
Total	6643	100%	6254	100%	6198	100%	4054	100%

Core Values

Core Values

The Chicago Park District has a set of four core values that have become the driving force for the organization. These core values are: Open, Active, Green and Connected. Each core value accounts for a different set of factors that impact decisions and policies in the short and long term.



Open (Accessibility)

Not only does the Chicago Park District strive to keep its facilities and programs open at various times to be as accommodating as possible, but it is also our goal to ensure that every Chicagoan, regardless of physical or cognitive limitation, has access to facilities and can participate in Park District programs and events, and above all, enjoy our parks.



Active (Physical Activity)

Physical activity through recreation helps enhance the quality of life throughout Chicago. The Chicago Park District is committed to enhancing physical well-being, preventing obesity, and promoting lifelong healthy habits through programming which focuses on health and physical activity. Our goal is to get all Chicagoans to participate in some form of physical activity through the many different Park District programs.



Green (Environmental Stewardship)

The Chicago Park District operates as environmental stewards of parkland and ensures that parks make a positive contribution to the ecological health of this great city. The Park District offers programs that celebrate the environment and follow responsible practices to preserve parks for future generations.



Connected (Partnerships)

The cost of the Chicago Park District's needs far exceed the financial capabilities. Thanks to the generosity and support of corporate partners, advisory councils, and public officials, the Park District is able to leverage District dollars to improve upon and expand recreation opportunities throughout the city.

Core Values



Special Recreation

In 2012, the Special Olympics will celebrate its 51st year participating with the Park District. In 2011, there were several activities and events across the various District parks and fields. The Opening Ceremonies for the 43rd Annual Spring Games took place on Tuesday, May 3 at Soldier Field, and featured athletes from 100 agencies throughout the City of Chicago. The Spring Games were held May 4 – 6 at Eckersall Stadium. Over 2,700 athletes competed in Track and Field events, joined by over 900 Coaches and Chaperones and nearly 500 volunteers each day.

In 2011, adaptive and Paralympic sport programs were enhanced to serve more Chicago youth with a primary physical or vision-related disability. In March, the Junior Skyhawks wheelchair basketball team competed in the State wheelchair basketball tournament in Peoria, and in August, the Skyhawks wheelchair softball team competed in the Junior National Wheelchair Softball Tournament in Omaha, Nebraska.

Deaf Illinois Award

The Deaf Illinois Awards were established in 2007, and are presented biennially. The 2011 awards were hosted by Deaf Quest, Inc., a new non-profit, arts and cultural organization. The nominations and votes came from deaf, hard of hearing and hearing people within the Deaf community in Illinois. In 2009, and again in 2011, the Chicago Park District received the award for Best After-School Program offered in the City of Chicago to deaf and hard-of-hearing youth.



Free Summer Teen Sports Leagues

In 2012, the District will expand its free Summer Teen Sports Leagues. Up to 4,200 girls and boys ages 13 to 18 will be able to participate in a 6 week basketball or soccer league at 35 parks, district wide.

Fun on Wheels

Fun on Wheels is a Central Region initiative designed to provide constructive after school and weekend fun for children and teens to enjoy in their neighborhood park. The project began with about 50 skates for indoor fun at La Follette Park. Now that program has blossomed into 200 skates with indoor skating fun scheduled for Homan Square, Columbus and Garfield Parks. Skating provides the youth with low cost rental and admission to a safe and fun event. Many of the youth participants walk to the program from home. Skating, while requiring some minimal instruction, allows youth to fully participate in few short hours.

Core Values

GREEN

Utilities

Nearly 20% of electricity used in Chicago Park District facilities and parks comes from green sources. Sources like wind, solar and biomass produce are considered green electricity. These generate fewer emissions than traditional sources of electricity. The Park District is also continuing its efforts to reduce its overall energy use through facility retrofits. By using more energy efficient heating and cooling systems, as well as lighting systems, the District continue to reduce the amount of energy used for Park facilities. Electricity usage has decreased by 9% and natural gas usage has decreased by 15% (comparing usage data from 2008, through 2010) by moving to more green sources of energy and retrofitting lighting and heating and cooling systems.

Biodiesel

Through a new Biodiesel Production Program, the Chicago Park District, in partnership with Darling International, is converting recycled cooking oil from participating Chicago restaurants, including this year's Taste of Chicago vendors, into ASTM certified biodiesel that will be utilized to fuel close to 300 Chicago Park District vehicles and several of its lawnmowers. The District's fleet of diesel vehicles uses approximately 200,000 gallons of diesel fuel per year. By using biodiesel, the Chicago Park District will reduce emissions, fuel costs, dependence on foreign oil, and reuse locally sourced grease that would otherwise be discarded. Current projections show that the District will be able to produce biodiesel for \$2.59 a gallon, a savings of almost \$2.00 a gallon retail. Currently 60% of CPD fleet vehicles are able to use this blended fuel. This alone will save the District nearly \$250,000 a year on fuel costs. Higher savings will be realized in the next few years when the entire fleet will be able to utilize the biodiesel.

CONNECTED

Chicago Bears and Bears Care

The Chicago Park District's intramural Junior Bear program gives 750 Chicago-area children ages 7-13 from 17 citywide parks the opportunity to play football. for 10 weeks. The 10 week season culminates in the Mum Bowl championship played at Soldier Field. During half-time at the Mum Bowl, one Junior Bear will receive the Walter Payton Award that honors a player who not only exercises good sportsmanship, but is also an asset to his community.

The Chicago Park District partners with Bears Care, the charitable beneficiary of the Chicago Bears, to provide the Junior Bear football program. Bears Care provides long-standing support to the Chicago Park District by helping to fund the Junior Bears and Inner City Flag Football programs.

Core Values

Chicago Cubs

Since their partnership began in 1991, the Chicago Cubs have funded a wheelchair-accessible softball field at California Park and contributed more than \$3 million to support the District's Inner City Little League baseball program, which attracts more than 600 players, ages 9 - 15 each year. In 2010, Cubs Care contributed more than \$250,000 to Gill and Weisman Park/Playground, rookie leagues, special recreation and Special Olympics.



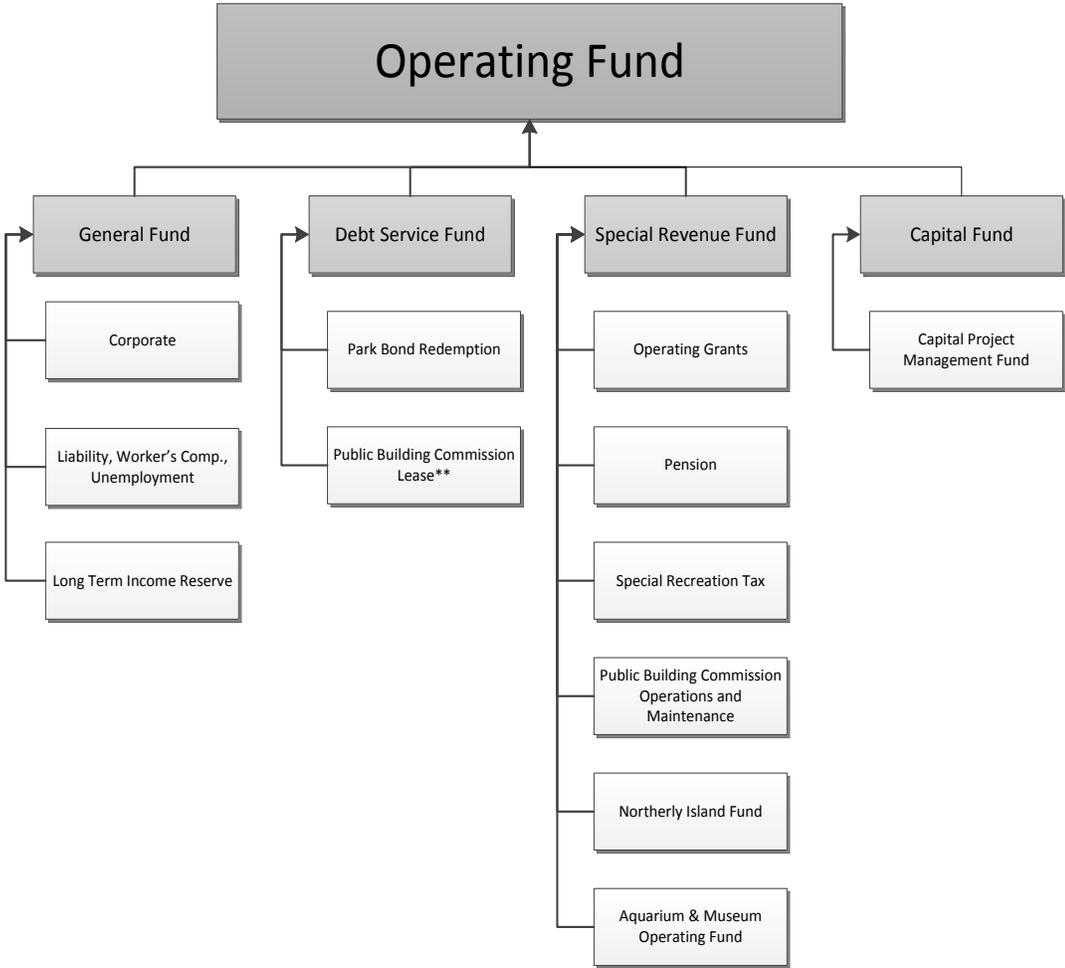
2012 BUDGET SUMMARY

**SECTION III – 2011 HOW THE
DISTRICT BUDGETS**

CHICAGO PARK DISTRICT

Fund Structure

Fund Structure



The 2012 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.

Fund Structure

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

The 2012 Operating Budget 11 funds:

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

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

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

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

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

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

Additionally, this fund is no longer required because the district has levied for the last payment. The 2012 budget will be the last year for this fund.

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.

Fund Structure

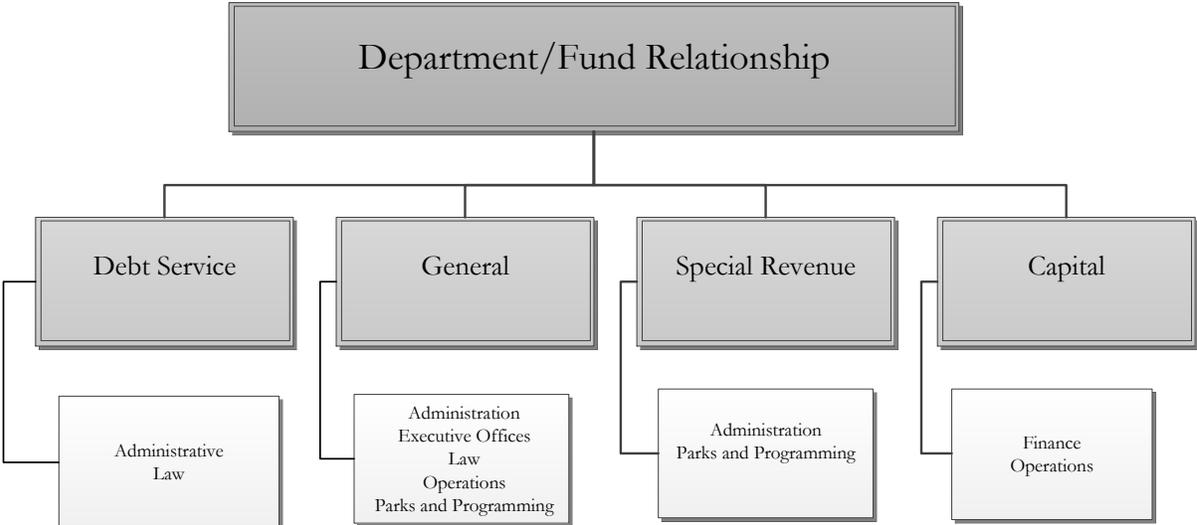
Special Recreation Tax - This fund is used for the purpose of paying associated expenses as related to increasing accessibility of facilities, and providing programming and personnel related costs to the operations of said programs. Revenue is generated through a special tax levy specifically for this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

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

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

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

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



Basis of Budgeting

Basis of Budgeting

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

The District's department heads may make transfers of appropriations within a department. Any transfers necessary to adjust the budget and implement park programs can be made by the District, as long as the changes do not require transfers between account classes (common groupings of expenditures), and do not exceed the approved appropriation. Transfers of appropriations between funds or account classes require the approval of the Board.

All annual appropriations lapse at fiscal year-end if they remain unused and unencumbered. Encumbrance accounting is employed in governmental funds. Encumbrances (e.g., purchase orders, contracts) outstanding at year-end are reported as reservations in fund balance and do not constitute expenditures or liabilities because the commitments will be carried forward and honored during the subsequent year.

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

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

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

Financial Policies

Budget Policy

The District operates on a calendar-year basis beginning on January 1 and ending on December 31. **The adopted budget is balanced, in that the budgeted expenditures do not exceed the anticipated revenue for the fiscal year.** During the course of the fiscal year, if there is a significant change to the budget, a supplemental appropriation will be submitted to the Board. When a supplemental appropriation is submitted, the Board must give 10 days notice and hold a public hearing before passage. Board action is required to make budget adjustments to transfer expenditure authority from one fund to another and to make adjustments across account classes (i.e. from personnel services to contractual services).

Fee Policy

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

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

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

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

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

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

Debt Policy

The District manages its debt portfolio in accordance with State and Federal rules and regulations. Under state statutes, the District is governed in how it issues debt as well as limitations on the issuance of certain types of debt. Currently, the District's statutory general obligation bonded debt limitation is 2.3% of the latest known Equalized Assessed Valuation (EAV). The District was \$1,472 million or 76% below the \$1,946 million state imposed limit.

Financial Policies

The District is also subjected to a separate statutory debt limit of 1% of EAV for certain general obligation bonds issued without referendum. The District has in excess of \$458 million in capacity under this limit. At the end of 2010, the District had approximately \$934 million of outstanding long-term debt which is 16% more 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 unreserved fund balances in the District's General Fund to evaluate creditworthiness.

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

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

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

Financial Policies

Capital Asset Inventory Policy

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

Budget Process

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

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

The District has identified four core values to help guide our efforts for the future. The focus of these values is accessibility, active lifestyles, environmental stewardship and partnerships. District managers developed specific program plans for their activities, as well as the framework of staff and support costs needed to carry out these goals. This framework is the foundation for the 2012 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 2012 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 2012 budget is presented in the following two documents:

2012 Budget Summary – Provides summary of proposed budget, narrative of the funding sources and an overview of the budget process.

2012 Budget Appropriations – Line item detail for departments, regions and parks for all operating funds.

Financial Policies



State code requires that the budget recommendations be submitted to the Board of Commissioners before November 1. After providing at least a seven day 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.

Financial Policies

Financial Summary - Revenues				
	All Operating Funds			
	2010 Budget	2011 Budget	2012 Budget	% Change
Property Taxes	\$ 259,910,657	\$ 259,910,657	\$ 259,910,657	0.0%
Other Property Tax Income (TIF)		12,000,000	-	-100.0%
Less Property Tax Loss in Collections	(10,006,560)	(10,136,516)	(10,136,516)	0.0%
Personal Property Replacement Tax (PPRT)	41,055,000	39,002,250	39,392,273	1.0%
Interest On Investment	500,000	200,000	200,000	0.0%
Concession Revenue	2,500,000	2,477,975	2,822,350	13.9%
MLK Center	1,250,000	1,321,992	1,431,823	8.3%
Parking Fees	2,587,542	2,435,862	2,931,783	20.4%
Harbor Fees	22,416,851	23,461,707	27,557,914	17.5%
Golf Fees	5,359,661	5,203,260	5,062,558	-2.7%
Park Fees	14,611,721	14,079,363	14,179,000	0.7%
Soldier Field	23,598,532	24,393,864	25,267,262	3.6%
Rentals	2,496,211	2,217,861	2,589,932	16.8%
Northerly Island	391,501	375,763	900,000	139.5%
Donation and Grant Income	5,000,000	5,000,000	5,000,000	0.0%
Corporate Sponsorships	-	850,000	500,000	-41.2%
Miscellaneous Income	1,950,000	1,405,000	2,285,904	62.7%
Permits	5,095,793	6,132,300	6,582,300	7.3%
Capital Contributions	3,896,731	4,138,206	3,836,713	-7.3%
Long Term Income Reserve	380,000	100,000	-	-100.0%
Dedicated Capital Fund Balance	7,700,000	-	-	
Fund Balance Transfer		3,000,000	17,205,850	473.5%
Interest on Capital Investment	1,160,000	-	-	
	\$ 391,853,640	\$ 397,569,544	\$ 407,519,803	2.5%

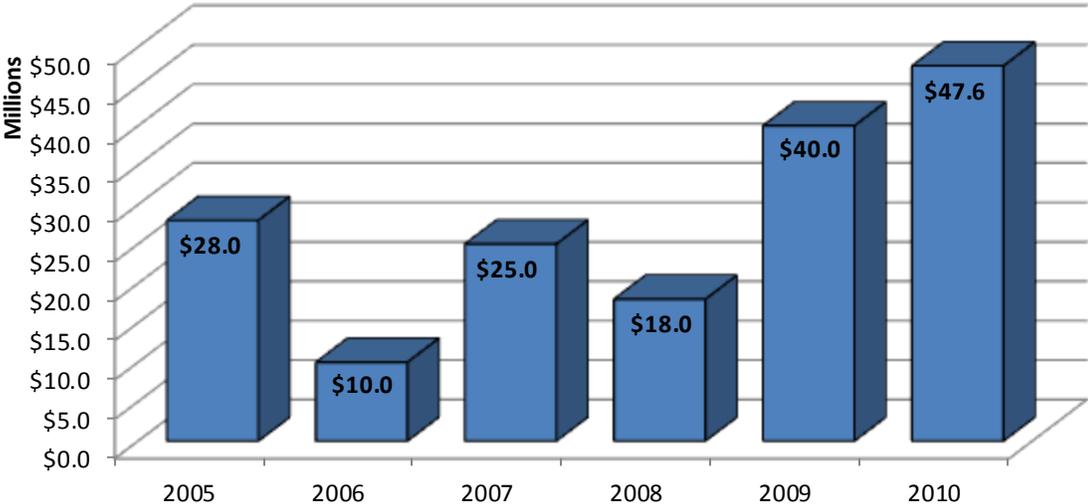
Financial Policies

Financial Summary - Expense				
				All Operating Funds
	2010 Budget	2011 Budget	2012 Budget	% Change
Personnel Services				
Salary & Wages	\$ 125,901,450	\$ 128,414,965	\$ 135,114,280	5.2%
Health Benefits	15,757,532	16,454,555	15,839,444	-3.7%
Employee Health Care Contribution	(1,550,000)	(1,588,750)	(1,636,413)	3.0%
Retiree Health Benefits	1,401,631	1,513,761	1,619,724	7.0%
Prescription Drugs	2,067,269	2,180,705	2,239,232	2.7%
Dental Benefits	339,992	336,310	338,870	0.8%
Life Insurance	177,539	177,253	184,778	4.2%
Medicare Tax	1,045,601	1,335,000	1,261,944	-5.5%
Social Security	908,801	1,220,000	1,086,557	-10.9%
Materials and Supplies	6,540,621	6,487,628	6,085,408	-6.2%
Tools and Equipment	595,852	545,945	494,020	-9.5%
Repair and Maintenance	1,290,205	1,460,666	1,871,970	28.2%
General Contractual Services	14,724,383	15,320,862	15,275,005	-0.3%
Facilities Rentals	980,000	1,019,200	1,044,680	2.5%
Natural Gas Utility	5,750,363	5,750,363	5,797,874	0.8%
Electric Utility Service	12,130,000	12,130,000	12,247,600	1.0%
Water and Sewer Utility	6,220,128	5,320,128	6,716,661	26.2%
Concessions Management	650,000	675,000	675,000	0.0%
Harbor Management	8,117,123	8,920,023	10,140,039	13.7%
Soldier Field	12,295,437	12,240,764	12,522,135	2.3%
Golf Management Expenses	4,434,542	4,123,427	4,207,025	2.0%
MLK Center Management	1,109,351	1,245,714	1,245,717	0.0%
Parking Management	1,117,228	1,148,541	1,181,334	2.9%
Landscape Management	3,997,100	4,447,100	4,262,390	-4.2%
Other Management Fee Expense	17,229,491	16,845,076	16,294,041	-3.3%
Organizations	2,490,000	2,690,000	2,690,000	0.0%
Expenditure of Grants	2,370,650	2,000,000	2,284,296	14.2%
Special Program Expense	1,161,971	1,273,766	963,262	-24.4%
Unemployment Obligations	1,270,280	1,587,850	1,675,969	5.5%
Workers Compensation	4,200,000	4,000,000	3,500,000	-12.5%
Insurance	3,250,000	2,975,000	2,987,462	0.4%
Judgments	1,500,000	1,500,000	1,000,000	-33.3%
Pension Expense	10,866,807	10,745,269	10,435,071	-2.9%
Remittance To Zoo	5,600,000	5,690,000	5,690,000	0.0%
Remittance To Aquarium & Museum	30,755,933	30,601,360	30,630,729	0.1%
Debt Service	85,156,360	86,782,063	89,553,699	3.2%
Total	\$ 391,853,640	\$ 397,569,544	\$ 407,519,803	2.5%

Fund Balance

Fund Balance

The General Fund is the primary operating fund of the District. At the end of 2010, the general fund balance was \$47.6 million, a net increase of \$7.6 million. As the chart below illustrates, fund balance in the General Fund has fluctuated over the last five years and rebounded after a decline of \$7 million in 2008. For 2012, the District has budgeted taking \$12 million from the general fund balance to balance the 2012 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 for the central administrative building located at 541 N. Fairbanks. It is the District’s policy to maintain the fund level at \$85 million. At the end of 2010, the fund balance was \$95.8 million. Interfund transfers from the corporate fund replenishes money drawn from this fund to maintain the \$85 million minimum.

Long Term Income Reserve Fund Balance

Reserve Floor: \$85M



Fund Balance

General Fund Balance						
<i>Amounts are in Thousands of Dollars</i>						
	2007	2008	2009	2010	2011	2012
	Actual	Actual	Actual	Actual	Budget	Budget
Beginning Fund Balance	\$ 6,728	\$ 24,175	\$ 18,154	\$ 40,111	\$ 47,618	\$ 44,618
Use of Fund Balance	-	(6,385)	-	-	(3,000)	(12,000)
Remaining fund Balance	-	17,790	18,154	40,111	44,618	32,618
Revenues:						
Property tax	135,795	142,839	152,635	126,297	142,424	147,283
Personal property replacement tax	27,822	25,304	16,947	19,525	14,247	15,481
Interest on investments	2,085	794	100	45	200	200
Concession revenue	3,810	3,833	3,792	4,170	2,478	2,572
Parking fees	6,732	1,460	1,548	2,419	2,436	2,932
Harbor fees	21,432	21,796	21,184	21,320	18,982	27,558
Golf fees	500	321	4,613	4,668	5,203	5,063
Recreation Activities	11,263	11,319	12,447	13,007	14,079	14,179
Soldier Field	21,092	20,245	24,916	25,315	24,394	25,267
Donations and grant income	677	1,085	780	11,383	-	-
Rentals	2,770	2,422	2,376	2,537	2,218	2,590
Miscellaneous income	1,651	932	1,088	1,575	14,405	2,636
Permits	3,459	4,747	5,403	6,349	6,132	6,582
Northerly Island	205	-	-	278	-	-
Capital Contributions	-	604	971	932	4,138	3,087
Use of Fund Balance	-	6,385	22,973	-	3,000	12,000
Transfer in	10,061	5,256	-	8,003	-	-
Total revenues	249,354	249,342	271,773	247,823	254,336	267,430
Expenditures:						
Personnel services	136,183	142,888	140,433	134,225	148,429	152,916
Materials and supplies	5,016	5,470	5,094	5,381	6,532	5,841
Small tools and equipment	546	716	493	398	541	485
Contractual services	75,390	87,258	84,465	91,945	94,426	96,932
Program expense	9,279	4,159	4,249	832	4,408	9,566
Other expense	-	2,623	9,193	515	-	1,690
Transfer out	5,493	5,864	5,889	7,020	-	-
Total expenditures	231,907	248,978	249,816	240,316	254,336	267,430
Revenues over expenditures	17,447	364	21,957	7,507	-	-
Other Financing Sources and (uses)						
Transfer out	-	-	-	-	-	-
Special Item						
Proceeds from sale of garages	-	-	-	-	-	-
Ending Fund Balance	\$ 24,175	\$ 18,154	\$ 40,111	\$ 47,618	\$ 44,618	\$ 32,618
Notes:						
<p>In 2010 General Fund revenues exceeded expenditures by over \$6.5 million primarily due to higher privatized contract revenues and donation and grant income. A \$7.7 million transfer was made in 2010 from the Garage Revenue Capital Investment Fund to balance the 2010 budget. The 2011 budget included a \$3 million use of fund balance. The 2012 budget includes as \$12 million use of fund balance.</p>						

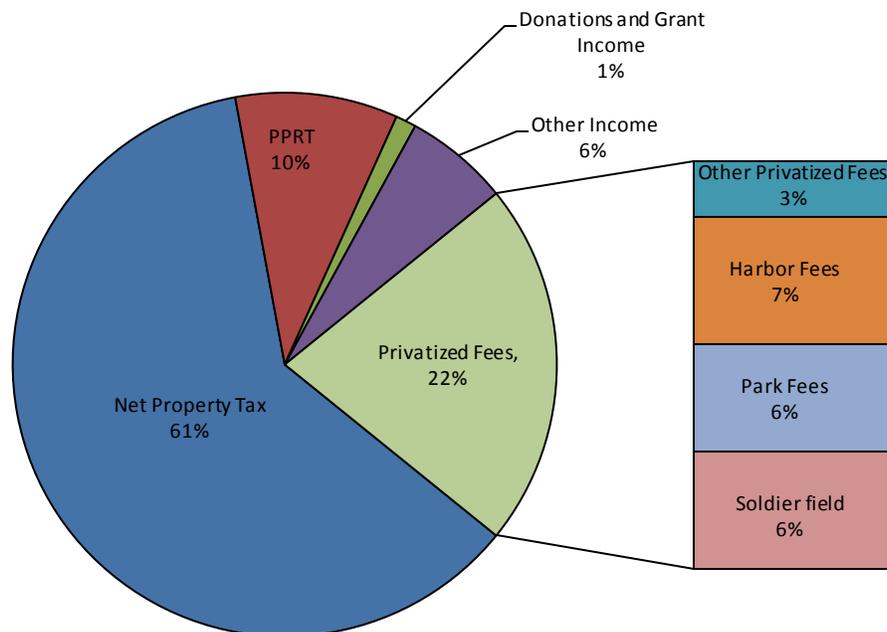


2012 BUDGET SUMMARY

**SECTION IV – 2011 BUDGET
DETAIL**

CHICAGO PARK DISTRICT

2012 Operating Budget - Revenue (All Funds) \$407,519,803



Operating Fund – Revenue

Property Tax

The property tax levy refers to the revenue that the District collects through property taxes on property in Chicago. The net tax levy, which is set by the Board of Commissioners, makes up two-thirds of the District's total revenue. In the 2012 budget the District has once again, for the seventh straight year, kept the District's levy flat with NO PROPERTY TAX INCREASE. It is anticipated that for 2012 the Park District will receive \$259,910,657 in total property taxes.

The property tax rate is determined by dividing the levy by the equalized assessed value (EAV) of the taxable net property in the City of Chicago. There are a variety of restrictions on the tax levy. By Illinois statute, the portion of the levy going to the Corporate Fund is limited to 66 cents per \$100 of EAV. The portion going to the Aquarium and Museum Fund is limited to a maximum of 15 cents per \$100 of EAV; and 4 cents per \$100 of EAV going to the Special Recreation Programs Fund. On a typical \$4,200 City of Chicago resident property tax bill, only \$271.41 goes towards Park District operations.

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

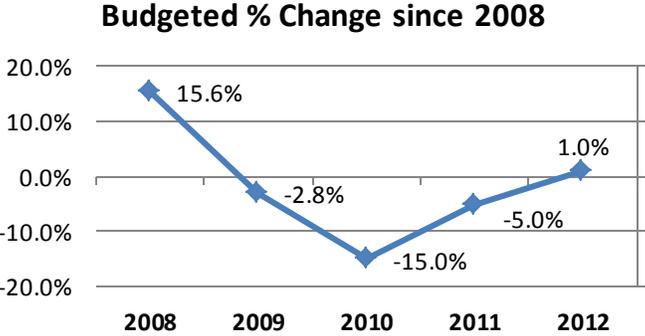
Detailed Revenue

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 2012 budget will fall within these restrictions.

Taxes for property valued at \$335K	
Taxing Agency	Allocation of Tax Bill
Board of Education	\$ 2,198.28
City of Chicago School Bldg & Improv Fund	\$ 98.70
City of Chicago	\$ 778.68
Chicago Library Fund	\$ 86.94
Chicago Park District	\$ 271.74
Metropolitan Water Reclamation District	\$ 233.52
City Colleges	\$ 128.52
Cook County	\$ 360.36
Forest Preserve District	\$ 43.26
Total	\$ 4,200.00

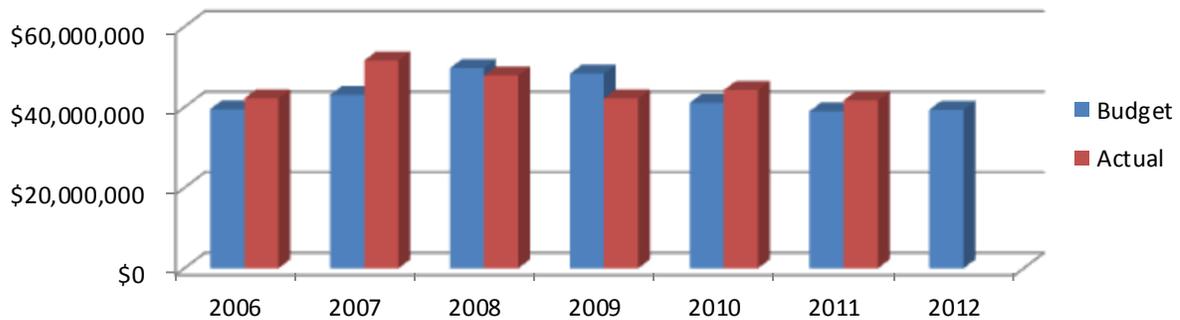
Personal Property Replacement Tax (PPRT)

PPRT is a tax on the net income of corporations that is collected at the state level and distributed to municipalities and districts statewide according to a formula based on the distribution of personal property tax collection. The District’s revenue estimate for PPRT is based on a projection provided by the Illinois Department of Revenue and the amount expected to be collected by the end of the current fiscal year. It is distributed among the Corporate Fund, the Aquarium and Museum Fund, the Debt Service Fund, and the Pension Fund. PPRT year-end revenue is estimated to be 7% above the 2011 budgeted estimate. However despite this moderate increase the State of Illinois does not project this trend to continue. Therefore, the District is taking a conservative approach and only expects a 1% increase in 2012.



Detailed Revenue

PPRT Budgeted vs Actuals



Non-tax Revenues

Grants, Donations and Sponsorships

Partnerships are vital to the District's operations. In recent years there has been an increase in sponsorships and donations to support Park District programming and the development of capital projects. These one-time revenue sources help alleviate the entirety of funding projects by the District. By receiving grants, the district can distribute its resources to the community in greater amounts.

2012 major active grant applications with intended amount:

2012 Projects	
Capital Improvements at Senka park	\$ 1,500,000.00
Celotex Site Development	\$ 1,000,000.00
Capital Improvements in various 20th District Parks	\$ 300,000.00
Kennedy, McKiernan, Monroe and Ridge Parks	\$ 250,000.00
Albany, Whipple, Bloomingdale Parks	\$ 416,000.00
Columbus Park (2013 estimated completion)	\$ 1,100,000.00
Total	\$ 4,566,000.00

Total Grants awarded in 2011 – by funding sources:

2011 Funding Sources	
Federal	\$ 1,684,939.70
State	\$ 11,965,553.30
Local	\$ 5,200,000.00
Non-Governmental	\$ 1,900,000.00
Total	\$ 20,700,000.00

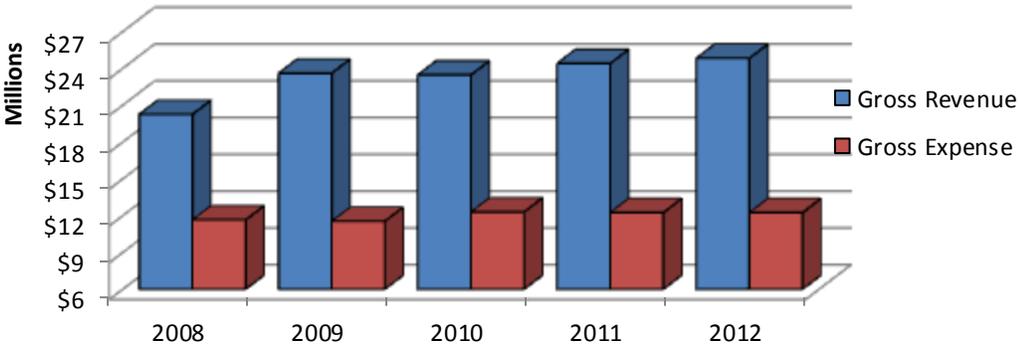
Detailed Revenue

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. Revenue collected from Soldier field has steadily increased since 2008 and continues to be a profitable venue for the District. On the basis of planned events at Soldier Field, it is expected that \$24.8 million in gross revenues will be collected in 2012. Currently there are 307 events planned including NFL football, NCAA football, international soccer, concerts and facility rental events for 2012.

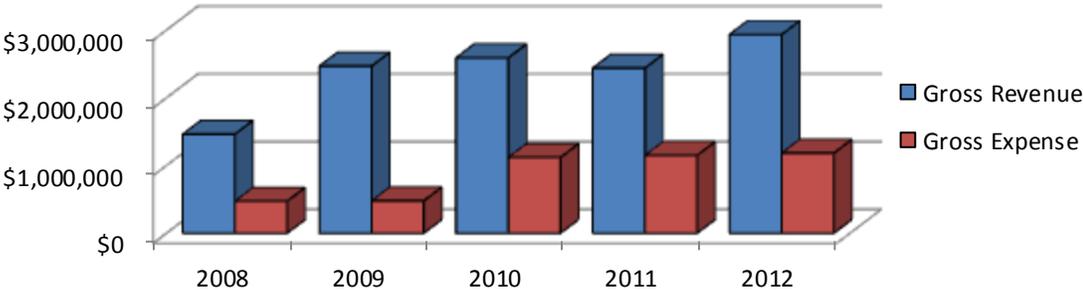
Soldier Field Gross Revenue v. Gross Expense



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 Standard Parking to manage the District’s Parking System in 2009. Standard Parking manages the installation and maintenance of “Pay & Display” units and collection of revenues generated by the District’s parking system. Revenue is budgeted at \$2.9 million for 2012, a 20% increase over 2011 budget.

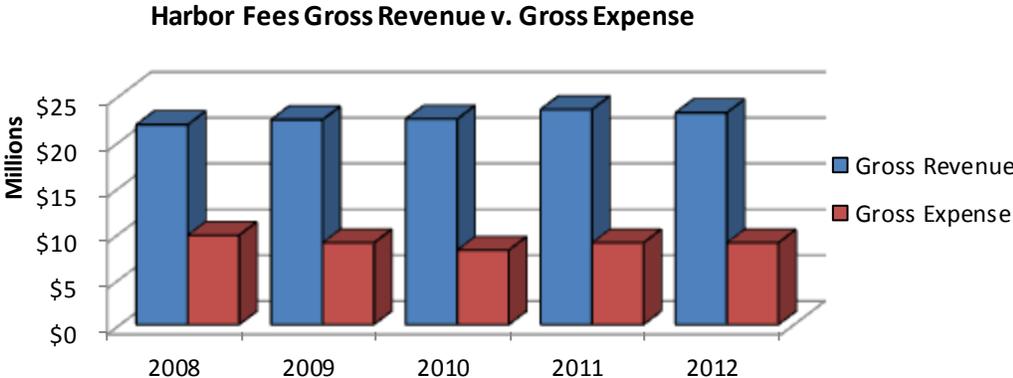
Parking Gross Revenue v. Gross Expense



Detailed Revenue

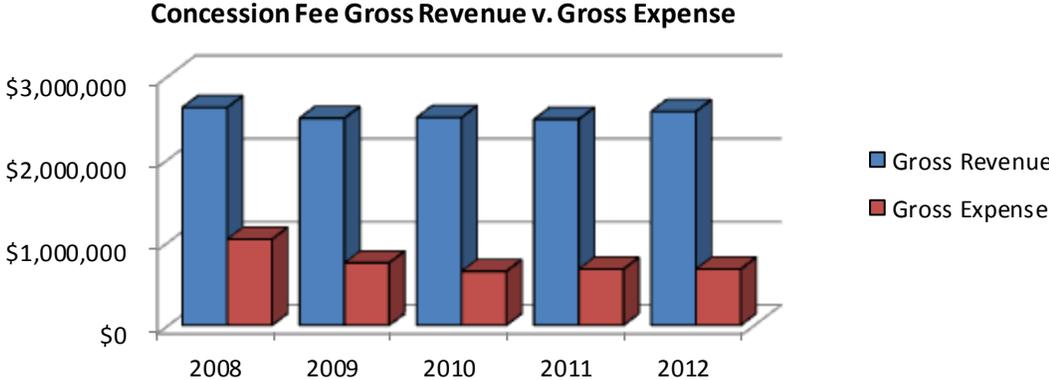
Harbor Fees

The District is responsible for ten harbors along Chicago’s shoreline. The District contracted with a private company that specializes in operating harbors, with the purpose of maximizing revenues and minimizing operating costs. Slips at Chicago harbors continue to be in high demand. Harbor revenue continues to grow as Chicago continues to be the premier boating destination of the Midwest. In 2012 the District will open the new 31st Street Harbor adding 1,000 slips to the existing harbor system. There will also be an increase in slip fees by an average of 3% at selected harbors for the 2012 boating season. Total revenue for harbor related activities is projected to be \$27.1 million collectively for the 2012 boating season.



Concessions

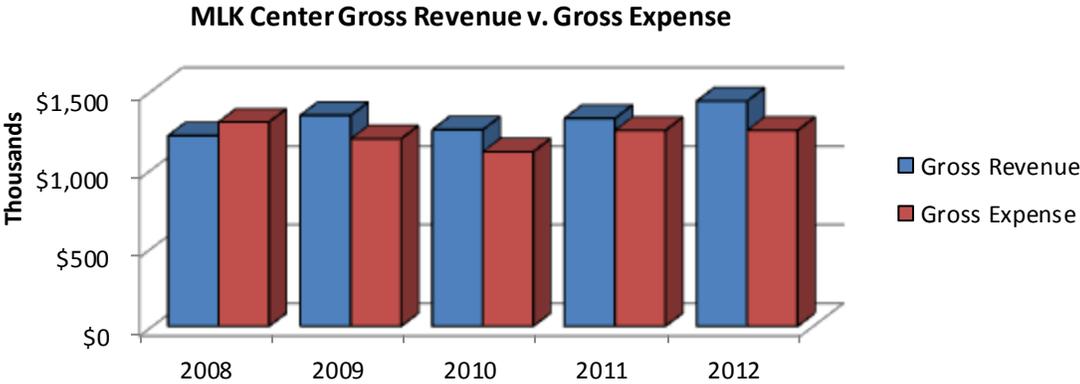
Park concessions are managed by the District’s contractor to provide the public with great dining, shopping and recreational experiences as they visit one of the District’s parks, beaches or recreational centers. Concession revenue has remained stable since 2007. Additional revenue in this category is attributed to the beverage vendor and lowering of management expense costs. Total concession revenue is projected to generate nearly \$2.8 million in 2012.



Detailed Revenue

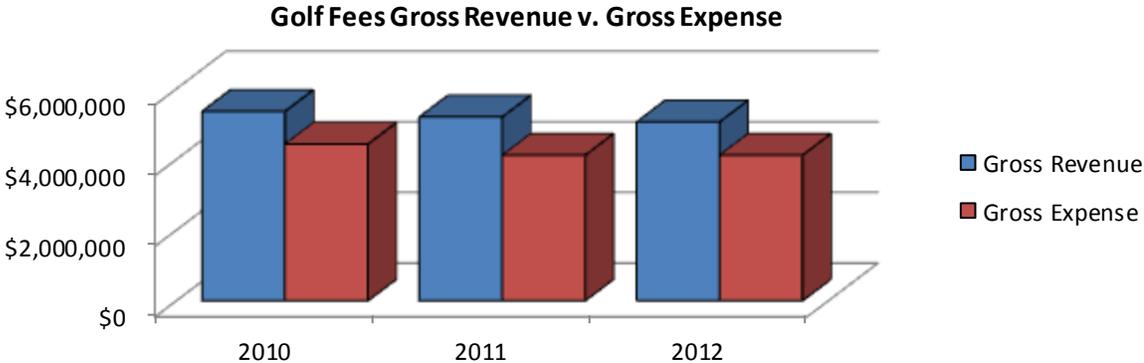
[Dr. Martin Luther King, Jr. Park & Family Entertainment Center](#)

This venue offers families a place to spend quality time together and brings traditional and affordable recreation back to the neighborhoods for residents to enjoy. Opened to the public in January 2003, the MLK Family Entertainment Center is an unprecedented all inclusive roller rink, bowling alley, eatery and special event facility located in the Auburn Gresham community. MLK Center is a BPA member bowling center and is USBC certified with newly resurfaced (oil conditioned) wood lanes, with automatic scoring, bumpers on all lanes, with ample rental shoes and house balls. Currently managed by United Skates of America Inc. Roller Skating, the MLK Family Entertainment Center averages over 200,000 visitors a year and anticipates 2012 revenues to gross \$1.4 million.



[Golf Courses](#)

The Chicago Park District offers six golf courses, three driving ranges, two miniature golf courses and three learning centers. In 2009, the District entered into a new management agreement with Billy Casper Golf. Revenues and expenditures were realized in 2010 from this agreement. The agreement required the company to manage the operations of the courses and make necessary capital improvements to the courses. Revenue estimates are budgeted at \$5.1 million for 2012 for all golf related operations, a slight decrease from 2011. This decline from 2011 is due primarily to inclement weather conditions.

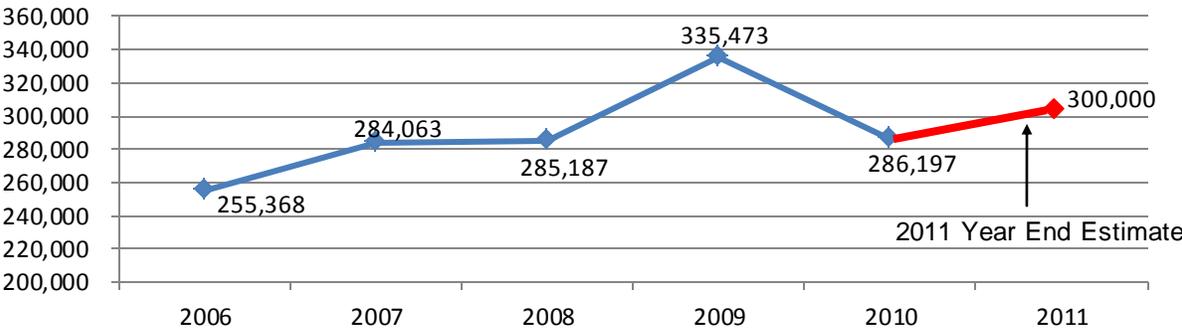


Detailed Revenue

Recreational and Cultural Program Fees

Recreation and cultural program revenues are generated by fees paid by participants. The District charges a set amount for a variety of programs, such as day camp, cultural events, concession permits, etc. Revenue sources include fees from sports programs such as ice skating, softball, tennis and racquetball; as well as revenue from other programs such as Theater on the Lake, day camp fees, and any fees for special class registrations. Fees are tiered based upon socioeconomic factors of the community. The District also has instituted alternative payment options to ensure that all residents have the opportunity to enjoy the cultural and recreational offerings that the District has to offer. Reliance on user fees has helped avoid property tax increases in the past.

Total Number of Registrations for All CPD Offerings



It is our goal to continue to provide affordable recreation opportunities, even in this economic climate. Therefore, for 2012 we are not increasing any program or cultural related fees. In fact, in 2012 a family discount will be available for families who enroll multiple family members in our programs and free for active military members and a discount for active military family members. For 2012, Program fee revenue is budgeted .7% over the 2011 budget.

Northerly Island Venue

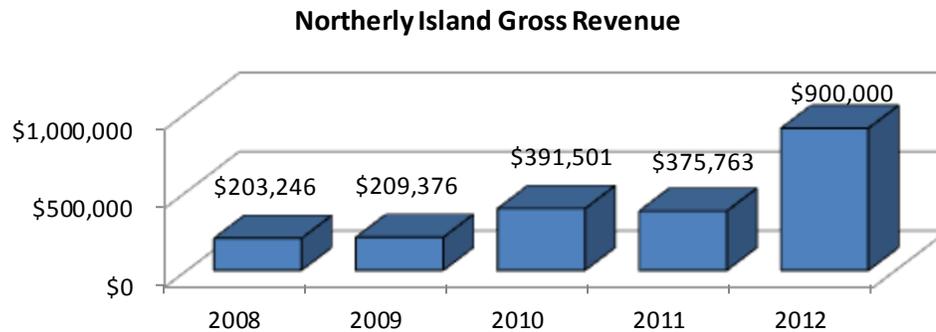
Northerly Island is a 91- acre peninsula that juts into Lake Michigan at the heart of the Museum Campus. It is located just south of the Adler Planetarium and east of Soldier Field. The majority of this space is dedicated to nature. The nature area at Northerly Island features beautiful strolling paths,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



The 7,500 seat Charter One Pavilion also located on the Island hosts concerts from some of today's most popular artists along with family matinee events. In

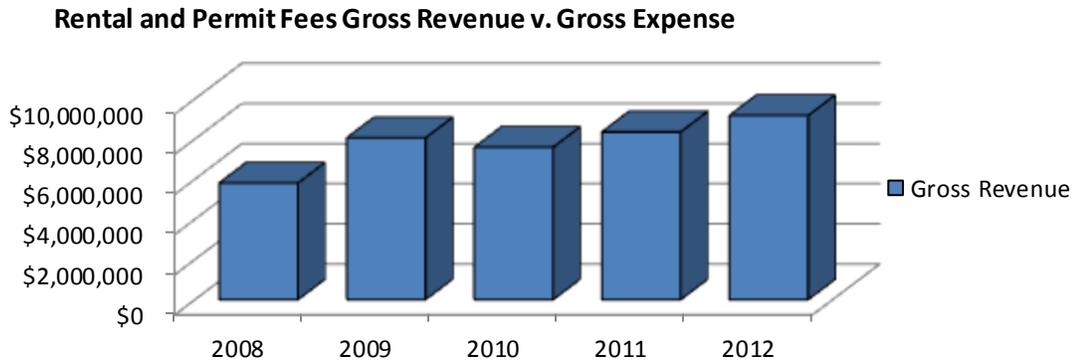
Detailed Revenue

2011, guests enjoyed 16 concerts. For 2012, the District is capturing the full net revenue from Northerly Island functions. Historically the District has used the revenue from the concert venue to fund improvements at Northerly Island. A hefty fund balance remains to support improvements.



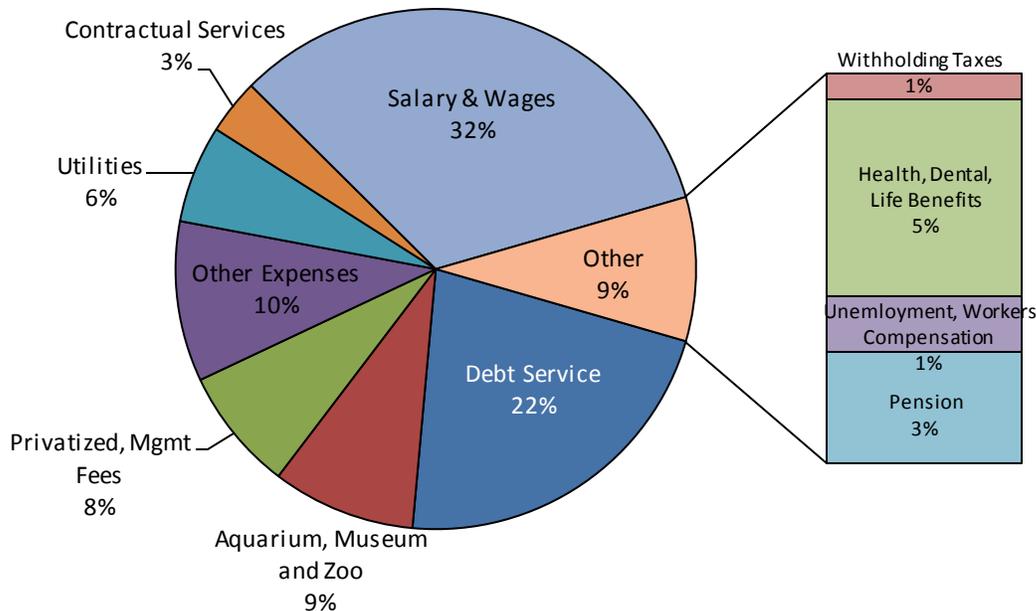
Rentals and Permits

This category primarily includes revenue from room rentals at District facilities and permit fees paid by groups and individuals holding events on District property. Fees for 2012 will not increase. Revenue is projected to total over \$9 million for rentals and permits in 2012, a net increase of approximately \$800K due to continued success in permitting.



Detailed Expenses

2012 Operating Budget - Expenses (All Funds) \$407,519,803



Operating Budget – Expenses

Personnel

Personnel costs represent 42% of total budgeted expenditures. The number of full-time positions budgeted for 2012 is 1,528, a reduction of 13 full-time positions from 2011. Total personnel costs are projected at \$156 million, about 4% above the previous year's budget, primarily due to increased healthcare expenditures and negotiated cost of living increases.

Health, Dental, and Life Insurance

Health, dental and life insurance 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 2012 the District saw a less dramatic increase in healthcare costs. With continued efforts to emphasize a healthy lifestyle to employees and better managed healthcare, the District has been able to stabilize benefit costs to a minimal increase of less than 1%.

Pension

Employees are required by state statute to contribute 9% of their salary to the Pension Fund. The District appropriates funds to match employee contributions based upon the requirements of the Illinois Compiled Statutes. By law, the District is required to levy 110% of the contributions made by covered employees in the fiscal year two years prior to the year in which the applicable tax is levied. In addition 0.039% of the PPRT funds are allocated to the Pension Fund. In 2012, the District must levy \$10.4 million in property taxes to the Pension. This is 3% less than the 2011 budget.

Detailed Expenses

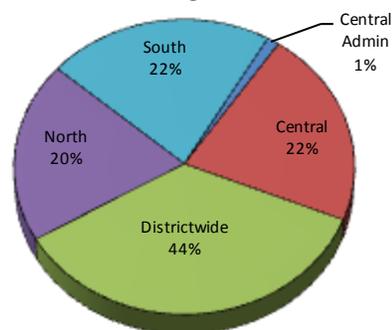
Parks and Programming

The District is comprised of 8,300 acres of parkland and 572 parks branched into three regions, Central, North, and South. Ninety-three percent of the staffing is dedicated to delivering programs and maintaining the parks. The associated expenditures at the park level fund personnel, programming, equipment and supplies.

Central Administration

Expenditures in this category are to support the Administrative Departments' budgets. These departments are responsible for the management of the District's day-to-day activities including financial management, human resources, legal, and communications. Approximately 1% of the budgeted hours in 2012 are dedicated to Central Administration. In 2012, non-personnel expense levels were reduced an average of 10%.

2012 Total Hours Budgeted Per Region



Debt Service

At 22%, debt services makes 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 is budgeted to increase \$2.8 million in 2012 (a 3.2% increase) over the 2011 budget due to the inclusion of payments for the new hard at 31st street. This increase was minimized through a 2011 debt refunding that saved the District \$1.4 million.

Utilities

Utility expenses are remaining fairly stable as a result of the District locking in low rates for both electricity and natural gas. By using more energy efficient heating and cooling systems, as well as lighting systems, we continue to reduce the amount of energy used for your park facilities. We have reduced our electricity usage by 9% and our natural gas usage by 15% (comparing usage data from 2008, through 2010) by moving to more green sources of energy. The most prominent increase in utility payments relates to a recent increase in water rates. Total utility related expenses in 2012 are expected to be \$24.7 million.

[Lincoln Park Zoo](#)

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

Detailed Expenses

[Museums In the Park](#)

Museums in the Park (MIP) is a partnership among ten of Chicago's leading museums located on Chicago Park District property. The MIP museums represent the best of the visual arts, sciences, and humanities. Together, they engage, educate, and broaden the life experiences of millions of Chicagoans each year through diverse on-site programming, innovative neighborhood partnerships, and interactive web-based learning.

MIP includes: [Adler Planetarium](#), [The Art Institute of Chicago](#), [Chicago History Museum](#), [DuSable Museum of African American History](#), [The Field Museum](#), [Museum of Contemporary Art](#), [Museum of Science and Industry](#), [National Museum of Mexican Art](#), [Peggy Notebaert Nature Museum](#) and [John G. Shedd Aquarium](#).

Through a unique partnership, the District provides operating subsidies to the ten museums out of its property tax levy and 7.53% of Personal Property Replacement Tax (PPRT) as mandated by state law.



The slight increase in PPRT as described in the PPRT section will directly impact the portion of the museum contribution. The Property Tax portion of the museum allocation will increase over 2011 level. As a result, the total museum contribution is budgeted at \$30.6 million, up slightly above 2011 levels.

Long Term Financial Planning

Long Term Financial Planning

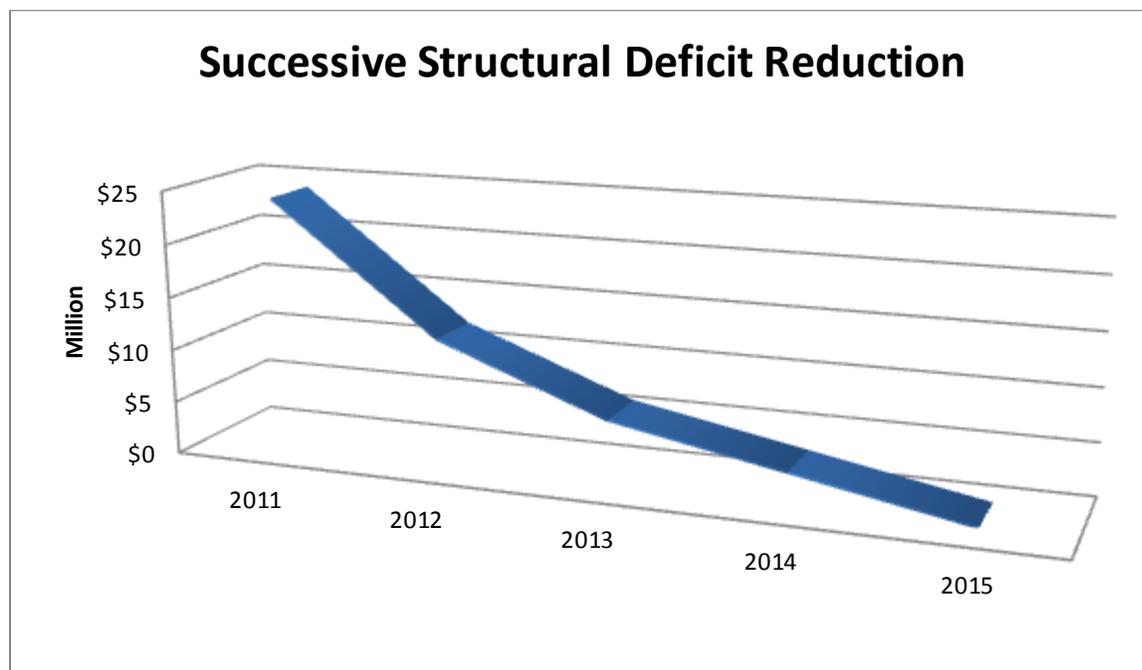
Annually, the District prepares a 3 year budget projection. Analyses reflect a recurring theme that increases in expenditures are outpacing revenues. As a result, the District has taken steps to address this structural imbalance. In 2012, the deficit was approximately \$24 million. The 2012 budget made permanent changes to the budget to reduce the deficit by half including the following:

- Debt refinancing
- Reallocate expiring debt payment to support park operations
- Eliminate 33 vacant, full time equivalent positions not being filled
- \$1.5M in central administration reductions
- Other personnel and non-personnel cuts

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

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

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



Capital Improvements

Capital Improvement Plan

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

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

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

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

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

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 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

Capital Improvements

objectives, establish meaningful timelines for projects, and make clear to the public the District's future investment intentions. The working group's recommendation to the General Superintendent must stay within the financial constraints.

The 2012-2016 Capital Plan presents projects planned for the next five years with total anticipated available funds of over \$306 million dollars. The following pages illustrate the expected sources and uses of capital plan funds and their geographic and programmatic distribution. As well, this document offers project descriptions, expected timelines, and examples of recent projects.

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

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

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

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

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

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

Capital Improvements

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

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

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

- Urgent, high-priority projects that should be undertaken if possible.
- High-priority projects that should be done if funding becomes available.
- Worthwhile projects to be considered if funding becomes available.
- Desirable, but not essential, low-priority

Capital Improvements

Capital Improvement Funding Sources

General Obligation Bond: Historically, the District issues approximately \$30 - \$40 million annually in G.O. Bonds for capital improvement. In 2010, the Board of Commissioners approved a bond issuance which provided \$40 million to fund a portion of the District's 5-year Capital Improvement Program.

For 2012, it is expected that \$35 million in general obligation bonds will be used to fund capital improvement projects.

Harbor Bond: In 2008, the District issued a bond to fund the harbor expansion program which includes the construction of the new harbor at 31st Street.

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

Outside Funding: The District has been successful in leveraging capital funding by creating partnerships with elected officials, community members and other organizations. This includes authorization of approximately \$5.2 million in menu money donations, \$1.9 million in private donations and \$13.6 million of state and federal funding over the past few years.

Capital Improvements

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

Acquisition and Development

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

Facility Rehabilitation

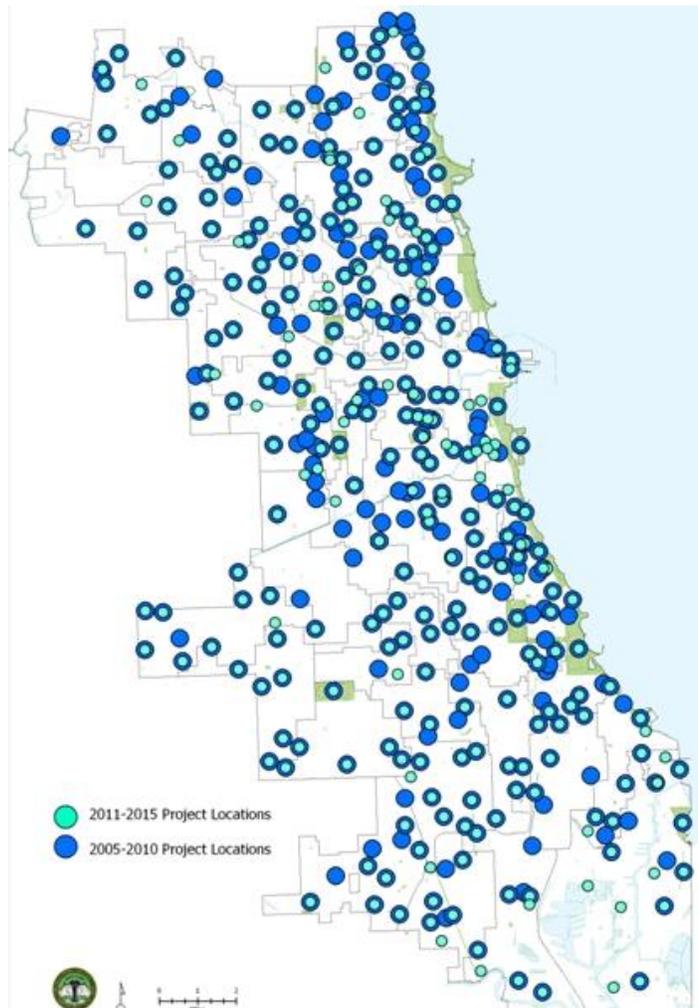
- District Wide Accessibility Improvements
- District Wide Facility Maintenance Construction
- District Wide Fitness Improvements
- District Wide Sculpture and Mural Restoration

Site Improvements

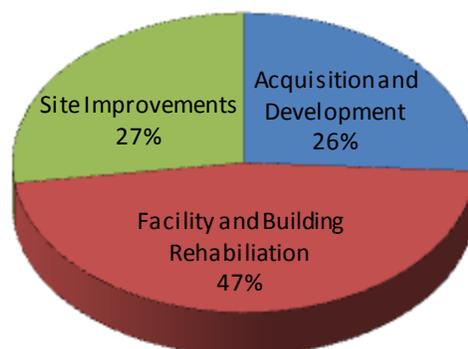
- District Wide Bike Trail Improvements
- District Wide Landscape Improvements
- District Wide Site Maintenance Construction
- District Wide Playgrounds
- District Wide Spray Pools and Swimming Pools
- District Wide Courts, Fencing, Paving, Lighting

Special Facilities, Vehicles and Equipment

- District Wide Equipment and Vehicles
- District Wide Special Facilities



2012 Project Distribution by Type

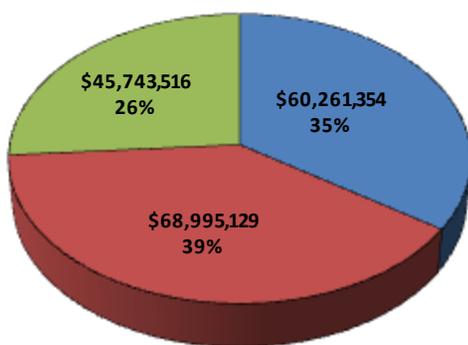


Capital Improvements

2012-2016 CIP PROGRAM SUMMARY									
Projected Sources and Uses	2012	2013	2014	2015	2016	2012-2016	OUTSIDE FUNDING		TOTAL
							2012-2016	2012-2016	
Sources:									
General Obligation Bond Proceeds	\$ 35,000,000	\$ 35,000,000	\$ 35,000,000	\$ 35,000,000	\$ 35,000,000	\$ 175,000,000	\$ -	\$ -	\$ 175,000,000
City Grant Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 83,892,535	\$ -	\$ 83,892,535
State Grant Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,850,727	\$ -	\$ 33,850,727
Federal Grant Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,265,990	\$ -	\$ 12,265,990
Private Grant Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,996,349	\$ -	\$ 8,996,349
Total Sources	\$ 35,000,000	\$ 175,000,000	139,005,601	139,005,601	\$ 314,005,601				
Uses:									
Acquisition and Development	\$ 9,063,916	\$ 12,390,341	\$ 14,448,861	\$ 12,474,694	\$ 11,883,543	\$ 60,261,354	\$ 47,261,904	\$ 47,261,904	\$ 107,523,259
Facility and Building Rehabilitation	\$ 16,421,808	\$ 14,545,857	\$ 11,277,160	\$ 13,201,918	\$ 13,548,387	\$ 68,995,129	\$ 45,871,848	\$ 45,871,848	\$ 114,866,978
Site Improvements	\$ 9,514,277	\$ 8,063,802	\$ 9,273,980	\$ 9,323,388	\$ 9,568,070	\$ 45,743,516	\$ 45,871,848	\$ 45,871,848	\$ 91,615,365
Total Uses	\$ 35,000,000	\$ 175,000,000	139,005,601	139,005,601	\$ 314,005,601				

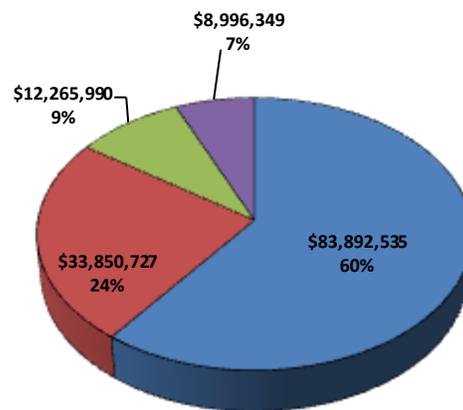
*Note that "Special Facilities, Vehicles, and IT Equipment" program now captured as a sub-program within Acquisition and Development

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



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

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



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

Capital Improvements

Non-Routine Capital Projects' Impact on 2012 Operating Budget

Current Acquisitions and Development to be completed 2011-2012

Below are highlights of a few projects that have already broken ground and will be completed by the end of the FY2012. Further breakdown of these costs can be found in the separate Capital Improvement Plan issued by the District.

Developments

Moore Playground



This renovation project included removal of asphalt and concrete surfacing, excavation and site grading, implementation of new underground site utilities, installation of new 2-5 and 5-12 year old playground structures complete with rubberized soft surfacing. A new swing set, new water feature and drinking fountain, picnic tables, benches, ornamental iron fencing and improved landscaping were also installed. **No impact on the operating budget.**

Mt. Greenwood Park



Exterior Work: New accessible curbs at main entrance drop-off area, restripe existing accessible parking spaces with signage, new easily operated lobby doors, new ramps and sidewalks at both sides of gym that provides access to pool, improvement of existing pavement near skating rink, new accessible 2-tier drinking fountains throughout the park, new benches that includes accessible seating.

Interior Work: New lobby doors at main entrance and floor mats, restroom improvements providing new accessible toilets and sinks, new lockers and seating and accessible showers in locker rooms, new accessible kitchenette with microwave, sink and cook-top, easily operated new door hardware and signage throughout building and relocation of door exiting to pool to provide accessible clearance. **No impact on the operating budget.**

Capital Improvements

Land Acquisitions

2011 Acquisition	Acres
Bartelme (Mary) Park Exp.	0.87
Park No. 560 (Jesse White)	1.3
Park No. 562 (Van Vlissingen)	15.14
Park No. 563 (Hegewisch Marsh)	100
Park No. 540 (Federal and 24th)	1.36
Park No. 564 (Big Marsh)	278
Park No. 562 (Van Vlissingen) Exp.	124.33
Park No. 566 (USX)	30
TOTAL TO DATE	521
2011 Projected Acquisitions	36
TOTAL	557



Impact on current and future Operating Budget: \$ 27,179 for landscape maintenance.

The District has acquired the Calumet Open Space Reserve that protects over 600 acres of park land. Nestled in the southeast side of Chicago, the Van Vlissingen Prairie, Big Marsh, Indian Ridge Marsh and Hegewisch Marsh provide natural habitats for the abundant native birds and aquatic life in the greater Calumet Region.

Site Improvements



The Take the Field Initiative, led by the Pritzker-Traubert Family Foundation, leverages \$12 million of public and private resources to build ten new artificial turf athletic fields in under-served and geographically diverse areas of Chicago.

Impact on current and future Operating Budget:

Revenue: Approx: \$200,000

Expense: \$85,000 for maintenance

Debt Administration

Debt Administration

The District manages its debt portfolio in accordance with State and Federal rules and regulations. Under state statutes, the District is governed in how it issues debt as well as limitations on the issuance of certain types of debt. Currently, the District’s statutory general obligation bonded debt limitation is 2.3% of the latest known Equalized Assessed Valuation (EAV). The District was \$1,472 million or 76% below the \$1,946 million state imposed limit.

The District is also subjected to a separate statutory debt limit of 1% of EAV for certain general obligation bonds issued without referendum. The District has in excess of \$458 million in capacity under this limit. At the end of 2010, the District had approximately \$934 million of outstanding long-term debt which is 16% more than the previous year.

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

General Obligation Bonds:

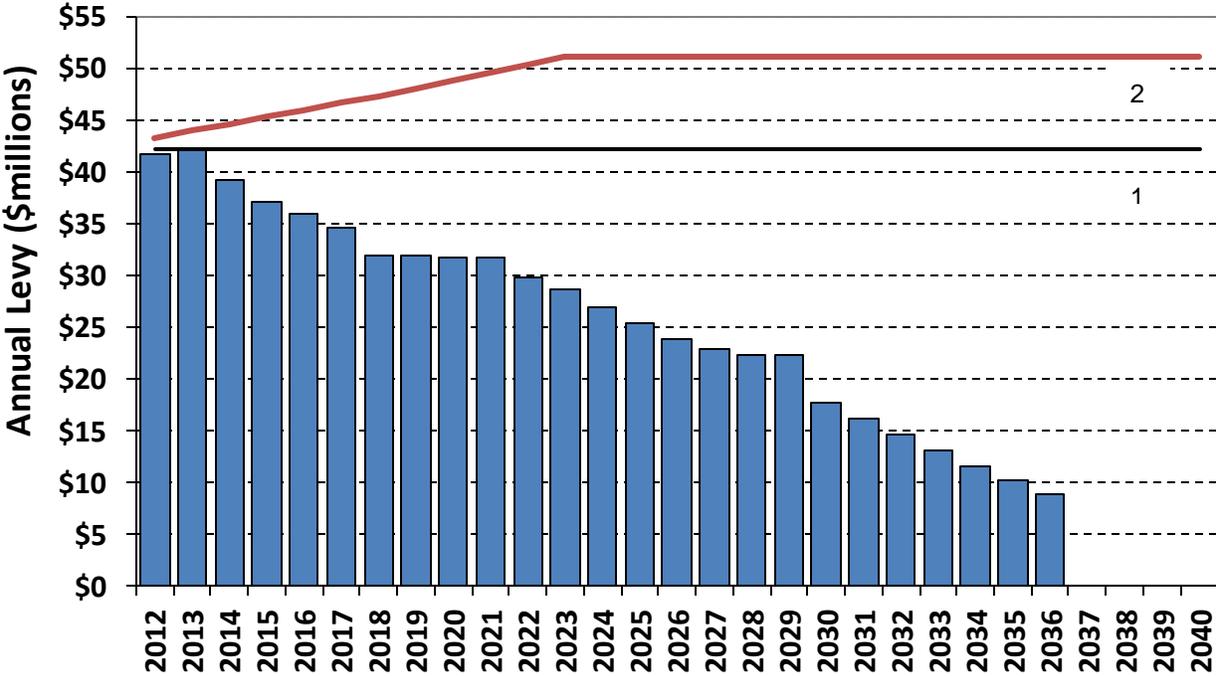
<i>in thousands</i>	Principal	Interest	Total
Year Ending December 31:			
2011	\$ 42,545	\$ 42,357	\$ 84,902
2012	\$ 44,025	\$ 43,449	\$ 87,474
2013	\$ 44,455	\$ 41,284	\$ 85,739
2014	\$ 44,335	\$ 39,106	\$ 83,441
2015	\$ 46,415	\$ 36,893	\$ 83,308
2016 – 2020	\$ 215,365	\$ 151,201	\$ 366,566
2021 – 2025	\$ 214,845	\$ 97,219	\$ 312,064
2026 – 2030	\$ 170,790	\$ 48,411	\$ 219,201
2031 – 2035	\$ 65,205	\$ 19,295	\$ 84,500
2036 – 2040	\$ 46,305	\$ 6,378	\$ 52,683
	\$ 934,285	\$ 525,593	\$ 1,459,878

Debt Administration

Under the Illinois Property Tax Extension Limitation Law beginning with the 2009 tax levy year, the District’s debt service extension base can be increased by the lesser of 5% or the percentage increase in the Consumer Price Index during the calendar year preceding the levy year. The District’s original Debt Service Extension Base (DSEB) is \$42,142,942 which can only be increased through this formula or by referendum. Under the formula, the allowable DSEB growth for 2011 levy year is 1.5% (\$43,973,943).

The chart below depicts the available DSEB in years 2012 – 2036 reflecting the original DSEB and the formulaic increase as referenced above. It is anticipated that the available amounts will be utilized in future financing transactions. The amount representing non referendum outstanding debt does not include the debt service on any 1994 and newer Aquarium and Museum Bonds or any Alternate Revenue Source Bonds.

Chicago Park District
Debt Service Extension Base



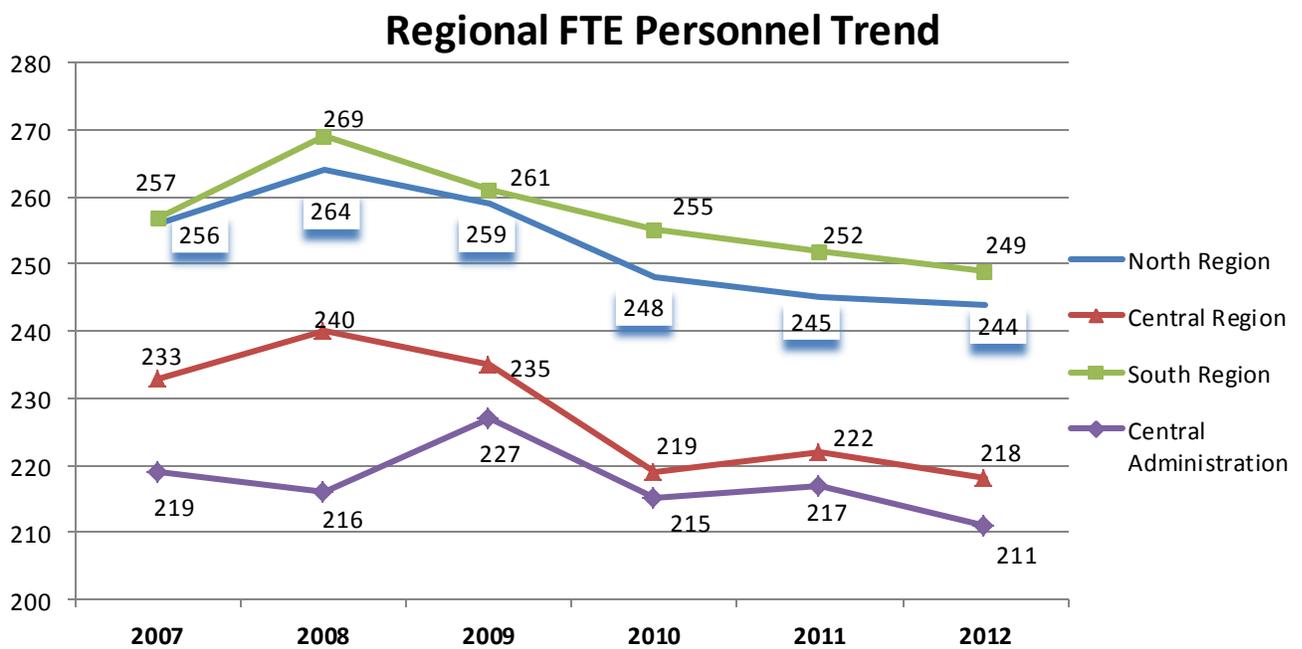
1. Original Debt Service Extension Base of \$42,142,942.
2. Reflects DSEB under the allowable growth with an assumed escalation rate of 1.5% for 10 years.

Personnel Summary

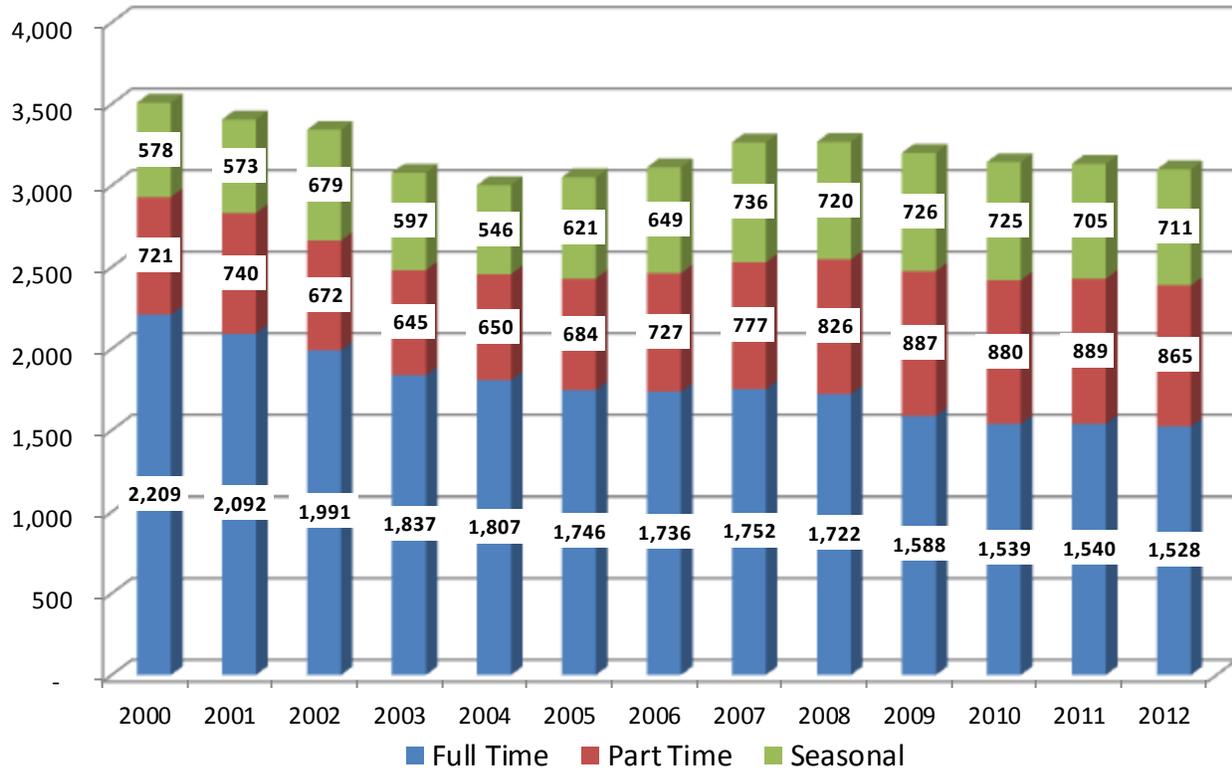
Personnel Summary

The 2012 Budget allocates resources for 1,528 full-time equivalent (FTE) positions. The 2012 budget reduces fulltime positions by 13 positions. Since 2004, the District has seen a 15% decrease of its full-time personnel due to economic factors.

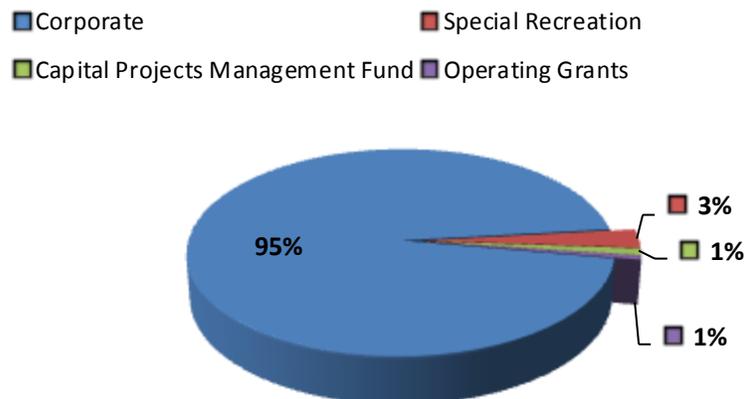
Personnel Summary							
	FY2007 FTE	FY2008 FTE	FY2009 FTE	FY2010 FTE	FY2011 FTE	FY2012 FTE Budgeted	Change 2011 to 2012
Parks and Recreation	1,530	1,506	1,361	1,324	1,324	1,317	-7
Central Administration	219	216	227	215	217	211	-6
GRAND TOTAL	1,749	1,722	1,588	1,539	1,541	1,528	-13



Full Time Equivalents By Category



2012 Positions by Fund





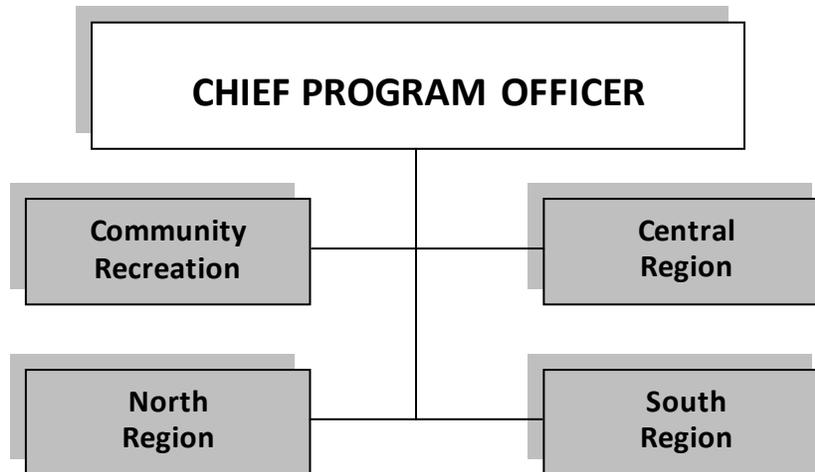
2012 BUDGET SUMMARY

**SECTION V
DEPARTMENTAL BUDGET
SUMMARIES**

CHICAGO PARK DISTRICT

Community Recreation - Administration

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.

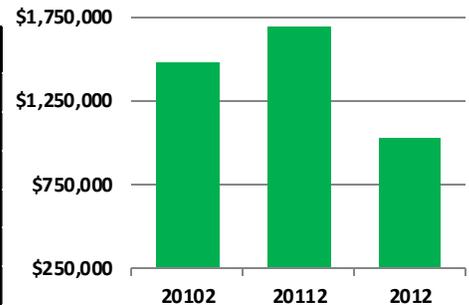


DEPARTMENT BUDGETS				
Department Name - CPO	2010 Actual	2011 Budget	2012 Budget	% Change
Community Recreation - Admin	\$ 1,486,403	\$ 1,698,738	\$ 1,034,139	-39.1%
Central Region	\$ 23,799,246	\$ 25,093,746	\$ 24,870,284	-0.9%
North Region	\$ 24,342,790	\$ 25,906,942	\$ 25,727,450	-0.7%
South Region	\$ 25,928,085	\$ 26,778,613	\$ 26,599,143	-0.7%
Community Recreation - Sports II	\$ 12,911,177	\$ 6,661,943	\$ 7,030,205	5.5%
Community Recreation - Sports I	\$ 3,874,362	\$ 4,001,961	\$ 5,528,239	38.1%
Community Recreation - CAN	\$ 2,018,875	\$ 3,252,537	\$ 4,963,760	52.6%
Wellness	\$ -	\$ -	\$ 461,086	0.0%
Districtwide	\$ 68,591,174	\$ 70,723,285	\$ 71,631,663	1.3%
Total - Park Admin & Programming	\$ 162,952,112	\$ 164,117,765	\$ 167,845,969	2.3%

Community Recreation - Administration

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

Department Expenditures			
Account	2010 Budget	2011 Budget	2012 Budget
Personnel Services	\$ 1,014,593	\$ 1,186,743	\$ 899,201
Materials & Supplies	\$ 17,110	\$ 27,363	\$ 11,688
Small Tools & Equipment	\$ 216,181	\$ 215,950	\$ 73,250
Contractual Services	\$ 238,519	\$ 268,682	\$ 50,000
Total	\$ 1,486,403	\$ 1,698,738	\$ 1,034,139



2011 Accomplishments

- Developed training curriculum expanded training for additional position titles including Area Managers, Park Supervisors, Recreation Leaders and Attendants.
- Started to implement suggestions made from the eleven committees on Community Recreation Improvements. Some of the improvements include a new Partnership form that will enable the Partnership process to be streamlined and easier for the park staff to collect pertinent information. Also new athletic fields permit and room rental form was developed.
- A new employee orientation plan was developed in order to help recent and future hires of the park district make a smoother transition into the work force.
- Re-introduced updated opening and closing procedures to help parks standardize procedures and give staff a documented level of accountability.
- The Community Recreation Department has secured funding and prepared twelve locations to take part in a Community Engagement /Fee study focusing on programs for the fall of 2012.

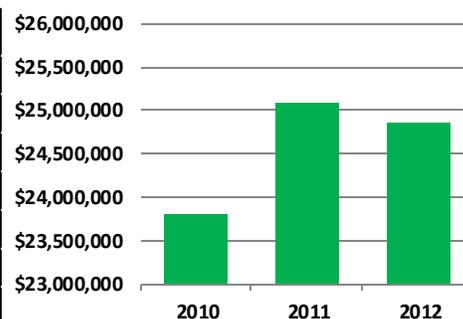
2012 Goals

- Develop and implement evaluation tool to capture performance measures for after school and day camp programming.
- Update day camp and youth manuals to a user friendly electronic version.
- Continue to implement recommendations from the Eleven Committees.
- Use information gathered from the Community Engagement/Fee Study Grant to present for additional funding for programs and training.

Central Region

Dedicated to Chicago's near south, near north and west side parks, the Central Region manages 203 parks for diverse neighborhoods, including Austin, Back of the Yards, Bucktown, China Town, Hyde Park, Bronzeville, Lawndale, Pilsen, South Loop, Streeterville and Grant Park. Athletic opportunities abound in the Central Region with over three-dozen indoor and outdoor pools, fitness centers, interactive water playgrounds, ball fields, soccer fields, football fields, a golf course, a miniature golf course, and the region recently added a skate park at Piotrowski Park in Little Village. Arts and cultural programming reign strong in the region with AileyCamp and several of the District's Cultural Centers. In keeping with the District's energy conservation mission, Humboldt Park houses a solar panel and wind powered turbine filtration system for the prairie river system at the Humboldt Park lagoon. The region has four artificial turf soccer fields, two regulation size fields at Douglas and McKinley Parks, and two junior size fields at Piotrowski and Kedvale Parks. Four fishing lagoons also serve the residents of Chicago at McKinley, Garfield, Humboldt, and Columbus Parks. Some of Chicago's most significant park landmarks are located in the region, including landscapes designed by Jens Jensen, such as Columbus Park, Douglas Park, Garfield Park and Humboldt Park. The District recently added facilities at Vietnam Veterans Museum in the south loop, now named Chicago Women's Park and Gardens, and Stearns Quarry Park in Bridgeport. The Canaryville community saw the addition of a new field house at Taylor-Lauridsen. The Central Region is also responsible for maintenance and upkeep of parks and playgrounds along Chicago's near south and near north lakefront communities and the City's shoreline from North Avenue south to 51st Street, including a new beach house at 41st and Lake Shore Drive, Lakefront trails and Burnham Harbor. Also included in this region, is the Museum Campus, Buckingham Fountain, the Garfield Park Conservatory, and Soldier Field.

Department Expenditures			
Account	2010 Budget	2011 Budget	2012 Budget
Personnel Services	\$ 22,235,005	\$ 23,513,309	\$ 23,412,125
Materials & Supplies	\$ 613,537	\$ 540,696	\$ 501,383
Small Tools & Equipment	\$ 13,448	\$ 10,000	\$ -
Contractual Services	\$ 761,593	\$ 837,349	\$ 833,972
Program Expense	\$ 175,663	\$ 192,392	\$ 123,284
Total	\$ 23,799,246	\$ 25,093,746	\$ 24,870,764



2011 Accomplishments

- Held 53 Family Focused events to date region-wide.
- Held 8 Therapeutic Recreation events and activities region-wide attracting 302 participants.
- Held 11 Senior Focused activities region-wide to date.
- Held numerous teen focused events region-wide reaching 110 participants year-to-date.

2012 Goals

- Add open-house events year round and continue to offer movies and concert events
- Increase specialty events for children ages 2-5 years through partnerships with community based agencies.

Central Region

- Introduce a new teen initiative, “Friday Night Lights,” create a region-wide Teen Advisory Council and create a Teen Coordinator staff position.
- Continue partnerships with Girl focused initiative groups like Go-Girls-Go and Girls in the Game and expand locations for the initiative.
- Work with Parkways Foundation to actively seek out partnerships with community based agencies.

Performance Data

Goal:	Measure	2012 Goal	2011 As of 6/30/11	2009-2010 % Change	2010	2009
Expand Focus on Family events Program	# of events hosted	100	53	16%	86	19

Goal:	Measure	2012 Goal	2011 As of 6/30/11	2009-2010 % Change	2010	2009
Increase Early childhood programming Region-wide	# of specialty programs	60	46	--	NA	NA

Goal:	Measure	2012	2011 As of 6/30/11	2009-2010 % Change	2010	2009
Expand teen participation through Teen initiatives	# of teen participants	700	110	13%	622	550

Goal:	Measure	2012	2011 As of 6/30/11	2009-2010 % Change	2010	2009
Sponsor Supported Programming	Increase # of sponsored programs	5	3	50%	2	1

Central Region

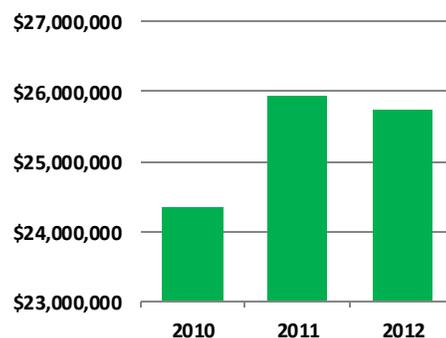
Goal:	Measure	2012	2011 As of 6/30/11	2009-2010 % Change	2010	2009
Increase # of activities & park locations offering girls programs	Increase # of programs and park locations	14	7	--%	NA	NA
	# of girl participants	300	165	--%	NA	NA

Goal:	Measure	2012 Goal	2011 As of 6/30/11	2009-2010 % Change	2010	2009
Increase diverse program offerings	# of parks with designated teen/tweens programs	58	52	0%	48	48
	# of parks with designated family friendly offers	48	34	5%	19	14
	# of parks with designated girls programs	12	8	1%	7	6

North Region

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

Department Expenditures			
Account	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ 22,496,434	\$ 24,101,682	\$ 24,076,217
Materials & Supplies	\$ 667,503	\$ 760,882	\$ 716,027
Small Tools & Equipment	\$ 24,310	\$ -	\$ -
Contractual Services	\$ 886,786	\$ 779,848	\$ 744,845
Program Expense	\$ 267,757	\$ 302,624	\$ 190,361
Total	\$ 24,342,790	\$ 25,945,036	\$ 25,727,450
Personnel FTE	591	560.8	565.4



2011 Accomplishments

- Our Deaf or Hard of Hearing Staff at Horner Park received the Award for the "Best After-School Program" for youth/teens that are deaf or hard of hearing in the State of Illinois at the Illinois Deaf Awards, produced by Deaf Quest. The Awards program honors Outstanding Achievements in the Deaf Illinois Community.
- In a new partnership with the Greater Food Depository and UIC Neighborhood Initiative we hosted 10 Bring the Family to the Table at our two Wellness Centers, Broadway Armory and Pottawattomie Park. The evening consisted of a nutritionally balanced meal, cooking demo, fun and games, plus it was all free. More than 1,000 individuals enjoyed the Bring the Family to the Table events.
- Held regional Teen basketball league. 16 north region parks participated with a total of 200 teens playing weekly games at Brands, Loyola, and Warren Parks.
- Independence Park Special Recreation Program was honored with the Spirit Award at the Annual Track & Field opening Ceremony at Soldier Field.
- Expanded our partnership with Oz Park Baseball Assoc. to include Jonquil Park. This expansion allows us to service an additional 500 youth – bring the total of community youth served to 1,200.

North Region

2012 Goals

- Continue to engage our teenagers by providing a variety of athletic & cultural activities, including community, civic outreach programs and higher education opportunities.
- Expand our Kiddie College program to the following Parks;
 - Mayfair
 - Independence
 - River
 - Gompers
 - Avondale
 - Peterson
 - Kilbourn
 - Broadway [pending construction]
- Increase the number of north staff who are accredited in National Academy of Sports Medicine
- Solicit, Develop, and Implement partnerships to provide additional resources for activities to improve the quality of life of patrons in the north region.

Performance Data

Goal:	Measure	2012 Projection	2011 As of 7/31/11	2009-2010 % Change	2010	2009
Create and implement a signature Kiddie College model	# of parks participating in program	9	1	NA	NA	NA

Goal:	Measure	2012 Projection	2010 As of 7/31/10	2009-2010 % Change	2010	2009
Explore, Identify, increase the number of teen outreach programs	# of teens participants	1,250	1,110	--%	NA	NA
	# of teen opportunities	75	50	--%	NA	NA

Goal:	Measure	2012 Projection	2011 As of 7/27/11	2009-2010 % Change	2010	2009
To increase the number of staff who are accredited in various sports or other recreation related fields	% of staff with current certification in Floor Hockey and Flag Football	69%	59%	2%	52%	50%
	# of staff with current certification in CPRP	23	19	--	12	NA
	# IHSA certified official in Volleyball	24	12	--	NA	NA
	# IHSA certified official in Basketball	24	12	--	NA	NA
	# National Acad. Of Sports Medicine	20	15	--	NA	NA

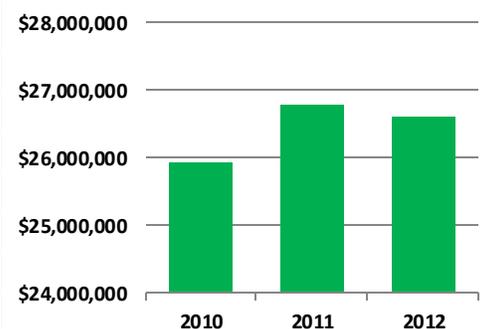
North Region

Goal: Increase diverse program offerings	Measure	2012 Goal	2011 As of 6/30/11	2009-2010 % Change	2010	2009
	# of parks with designated teen/tweens programs	75	64	5%	43	40
	# of parks with designated family friendly offers	75	66	3%	72	70
	# of parks with designated girls programs	12	9	60%	7	2

South Region

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

Department Expenditures			
Account	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ 24,459,691	\$ 25,252,500	\$ 25,186,676
Materials & Supplies	\$ 697,060	\$ 725,545	\$ 590,570
Small Tools & Equipment	\$ 13,259	\$ -	\$ -
Contractual Services	\$ 695,321	\$ 595,155	\$ 593,926
Program Expense	\$ 62,754	\$ 213,249	\$ 227,971
Total	\$ 25,928,085	\$ 26,786,449	\$ 26,599,143
Personnel FTE	646.2	630.9	610.3



2011 Accomplishments

- Hosted Professional Development Conference for all park supervisors. Staff was trained in grant writing, public speaking, and revenue-generating ideas for programs/special events, time management, and marketing their respective parks.
- Increased tweens' participation by developing "Beyond the Block," an outreach program for tweens (11-12yrs) focusing on team building, life and social skills, nature activities, and cultural events. South Region also hosted 1st annual Teen Leadership Clubs' Easter Egg Hunt at Gage Park - (300 patrons attended).
- Increased seniors' special events by adding a senior day at the ASHAKI Black History Celebration – 250 seniors attended.
- Increased summer camp numbers by over 10% region-wide.
- Partnered with numerous organizations to bring additional funding, programming, and special events to the parks. Organizations include:
 - South Shore Chambers of Commerce (sponsored 60 children enrolled in Don Nash's summer program) -\$16,000
 - Africa International House & Martin Inter-Culture - \$5,000 in training, along with 4 additional concerts (estimated at \$2,400).
 - Southeast Chambers of Commerce (special events @Nichols Park including Winterfest and Oktoberfest). Additional Income generated due to an increase in participation; \$4,000

South Region

- Muntu (United We Drum Special Event @ Midway) Estimated Value: \$3,000
- #1 Stunnas Motorsports Club - \$1,500 for programming at Ogden Park
- KH Taekwondo (martial arts classes at various locations)
- Chicago Training Center (rowing at Gage Park)
- DuSable Museum (collaborating on techniques for running special events)
- Midnight Circus (Mt. Greenwood). Estimated revenue for park improvements: \$15,000
- Joel Hall Dance Company (Washington, South Shore) Estimated value for classes - \$5,000

2012 Goals

- Adapt programming to accommodate year-round and Track E school calendars.
- Increase family fitness: Each area will have one (at a minimum) "Family Fitness Night" that will include both family and then age specific fitness routines.
- Pursue more aldermen TIF and menu monies to supplement the cost of park projects/supplies.
- Increase family nutrition programming by working with partners (Washburne Culinary School and our garden buddies) to educate families on growing and then the preparation (by Washburne chefs) of the fresh food from the gardens (Marquette, Gage, Woodhull, Washington, Nichols, Minuteman, Valley Forge).
- Add six girls clubs to the region for 8-10 year old girls to teach life skills, recreation, self esteem, etc.
- Increasing (by 5%) fitness combo classes (patrons of fitness center are offered an opportunity to participate in a fitness class with the anticipation of them registering for a class); currently at Harris, Washington and Nash.

Performance Data

Goal:	Measure	2012 Projection	2011 As of 6/30/10	2009-2010 % Change	2010	2009
Increase programming and special events for teens and tweens	# of parks with designated teen/tweens programs	60	35	--	20	NA

Goal:	Measure	2012 Projection	2011 As of 6/30/11	2009-2010 % Change	2010	2009
Increase professional development/disability training for all staff	# of parks with expanding cultural programs	90	70	--	50	NA

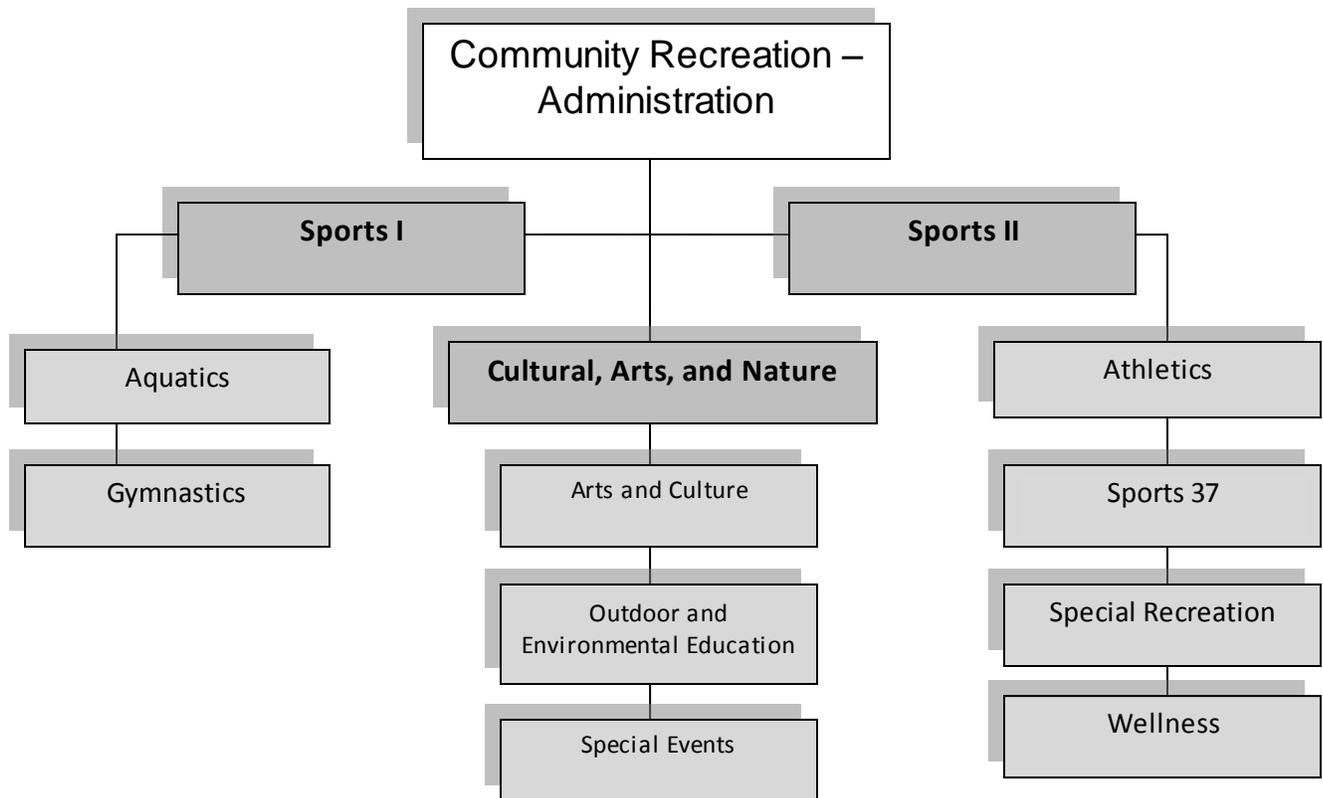
Goal:	Measure	2012 Projection	2011 As of 6/30/11	2009-2010 % Change	2010	2009
Pursue funding opportunities to generate revenues via external grants, partnerships and donations	# of parks participating in external partnerships	90	50	--	10	NA

South Region

Goal: Development and implement new programs	Measure	2012 Projection	2011 As of 6/30/11	2009-2010 % Change	2010	2009
	# of parks with spinning classes	10	2	--%	0	0

Goal: Increase diverse program offerings	Measure	2012 Goal	2011 As of 6/30/11	2009-2010 % Change	2010	2009
	# of parks with designated teen/tweens programs	60	35	--%	20	N/A
	# of parks with designated family friendly offers	85	60	25%	40	10
	# of parks with designated girls programs	20	15	50%	10	5

Community Recreation



Community Recreation focuses on the District’s core mission of providing high quality leisure services to Chicago residents and visitors. The department consists of the Central, North and South Regions as well as three divisions Sports 1, Sports II, and Culture, Arts and Nature (CAN). These three divisions help support programs and events in the regions as well as offer specialized programming within the various athletic and cultural disciplines.

- Aquatics – responsible for 26 indoor pools, 51 outdoor pools, 15 pools in schools, and 37 Sports37™ locations, 26 miles of lakefront (including 15 beaches plus one inland beach); staff trained and certified by the American Red Cross conducts aquatic classes and programs in numerous disciplines for all age groups and skill levels throughout the year. Additional aquatics program offerings include sailing and SCUBA.
- Athletics – responsible for supplementing through grants and sponsorships both individual and team sports and specialty camps offered in the field for youth and teens, provides technical support for field staff in regards to their sports programming and is responsible for running regional and citywide in-house sports competitions and organizing culminating sporting events.
- Gymnastics – located in 8 centers throughout the city, offers classes, competitions and camps in gymnastics, tumbling, dance and cheerleading to over 4,000 participants per session at various skill levels and age divisions taught and coached by USA Gymnastics Certified Instructors.
- Sports37 – the District’s main teen initiative, offering apprenticeships in sports, coaching and refereeing of soccer, softball, football, lifeguard training, water safety instruction, junior bicycle

Community Recreation

ambassadors, sailing, stadium management, cheerleading, early childhood movement education, therapeutic recreation, recreation leader and fitness.

- Special Recreation - this unit oversees the District's current 24 special recreation sites that implement specialty programs for individuals with disabilities. Responsible for implementing the citywide Special Olympics and the citywide Adaptive Sports training and competitions. Responsible for implementing outdoor education opportunities and cultural programs for individuals with disabilities. Responsible for City-wide inclusion assessments and technical support for City-wide field staff. Responsible for specialty deaf/hard of hearing programs. The Provides expertise in interviews and training for the special recreation field staff, monitors park usage for special populations, oversees external special recreation partnerships with the District.
- Arts and Culture - The Arts and Culture Unit envisions parks as vital cultural space that encourages all Chicagoans to explore and embrace the visual and performing arts and their power to enhance individual quality of life, neighborhood development and community dialogue.
- Outdoor and Environmental Education (Nature) - The Outdoor and Environmental Education Program helps Chicagoans experience and enjoy the wonder of nature in the city. It strives to cultivate environmental awareness and appreciation by offering a wide range of nature-based programs through the seasons, in locations across Chicago. Programs and events generally take place in parks with unique and compelling natural areas.
- Special Events - The Special Events unit reaches every audience and community in the city. Through Movies in the Parks, Performances in the Parks, and Theater on the Lake, these events create a cultural landscape in our communities. These events bring people together from all walks of life and every corner of the city to dance together or experience a show or movie. People walk away with a positive feeling of the parks, our city and themselves.
- Wellness - Focus on citywide wellness opportunities to promote, encourage and motivate the development of a physically active and healthy lifestyle for people of all ages and abilities. This unit provides trainings, educational workshops, and certification opportunities as well as technical support to field staff. The Wellness Unit oversees fitness and nutrition trainings to citywide staff, programming at 6 Wellness Centers, 6 youth activity centers, 70 fitness centers, including installation, maintenance, and staff orientations for regional parks' fitness centers. Wellness also spearheads grant seeking and writing to fund initiatives addressing childhood obesity.

2012 Community Recreation Departmental Goals (For all Regions)

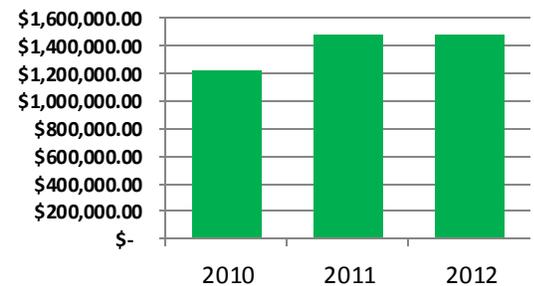
- Develop and implement evaluation tool to capture performance measures for after school and day camp programming.
- Update day camp and youth manuals to a user friendly electronic version.
- Continue to implement recommendations from the Eleven Committees.
- Use information gathered from the Community Engagement/Fee Study Grant to present for additional funding for programs and training.

Community Recreation

- Meet State Accreditation Standards for Programming in Community Recreation Department.
- Develop year round training calendar for Chicago Park District conferences offering sessions to all position titles in the Community Recreation Department.
- Increase opportunities for teens through work, programs and special events.

Community Recreation – Administration

Department Expenditures			
Account	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ 965,933	\$ 1,135,139	\$ 1,173,999
Materials & Supplies	\$ 17,109	\$ 27,363	\$ 27,363
Contractual Services	\$ 175,996	\$ 215,950	\$ 215,950
Program Expense	\$ 61,580	\$ 100,000	\$ 65,000
Total	\$ 1,220,618	\$ 1,478,452	\$ 1,482,312
Personnel FTE	15.0	15.4	15.4



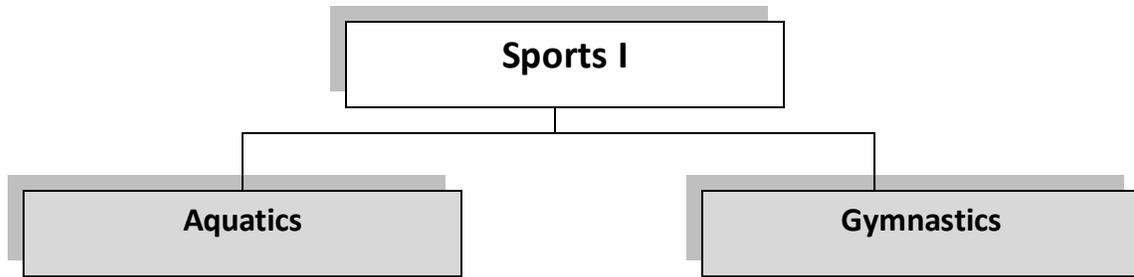
2011 Accomplishments

- Developed training curriculum expanded training for additional position titles including Area Managers, Park Supervisors, Recreation Leaders and Attendants.
- Started to implement suggestions made from the eleven committees on Community Recreation Improvements. Some of the improvements include a new Partnership form that will enable the Partnership process to be streamlined and easier for the park staff to collect pertinent information. Also new athletic fields permit and room rental form were developed.
- A new employee orientation plan was developed in order to help recent and future hires of the park district make a smoother transition into the work force.
- Re-introduced updated opening and closing procedures to help parks standardize procedures and give staff a documented level of accountability.
- The Community Recreation Department has secured funding and prepared twelve locations to take part in a Community Engagement /Fee study focusing on programs for the fall of 2012.

2012 Goals

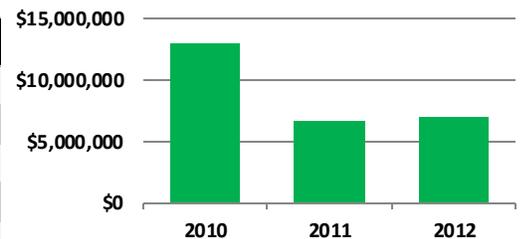
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Community Recreation – Sports I



- Gymnastics – located in 8 centers throughout the city, offers classes, competitions and camps in gymnastics, tumbling, dance and cheerleading to over 4,000 participants per session at various skill levels and age divisions taught and coached by USA Gymnastics Certified Instructors.
- Aquatics – responsible for 26 indoor pools, 51 outdoor pools, 15 pools in schools, and 37 Sports37™ locations, 26 miles of lakefront (including 15 beaches plus one inland beach); staff trained and certified by the American Red Cross conducts aquatic classes and programs in numerous disciplines for all age groups and skill levels throughout the year. Additional aquatics program offerings include sailing and SCUBA.

Department Expenditures			
Unit	2010 Budget	2011 Budget	2012 Budget
Aquatics	\$ 11,471,159	\$ 6,235,561	\$ 6,627,489
Gymnastics	\$ 1,440,018	\$ 426,382	\$ 402,716
Total	\$ 12,911,177	\$ 6,661,943	\$ 7,030,205
Personnel FTE	14.3	14.3	15.3



2011 Accomplishments

AQUATICS

- “Make a Splash” program to increase awareness of the importance of learning to swim had 42,335 participants (Summer 2010 through Spring 2011)
- Qualified three (3) water polo teams for the 2011 Junior Olympics held in July and August 2011
- 27.2% of seasonal lifeguard workforce is alumni of Sports 37™ (goal was 25%)
- Implemented SCUBA instructional classes for patrons (Fall 2011)
- All Staff Obtained minimum US SAILING Level 1 certification
- Obtained certification in Safe Power boating and Powerboat Instructor
- Became a US SAILING, US POWERBOATING Center
- Expanded Rental Program, Now renting sailboats & kayaks

Community Recreation – Sports I

GYMNASTICS

- Patron participation was increased by 12% in the first two sessions of 2010.
- Our annual 'Beach Meet' celebrated its 21th year. The meet moved to Montrose Beach and participation increased by 5% from 2010.
- Chicago Park District was the number one public institution in the nation qualifying 40 tumblers to the USA Gymnastics Tumbling and Trampoline National Championships in San Antonio TX. .
- Provided USA Gymnastics National Certification to 14 teenagers of Early Childhood Apprenticeship Program participating in the After School Matters program

2012 Goals

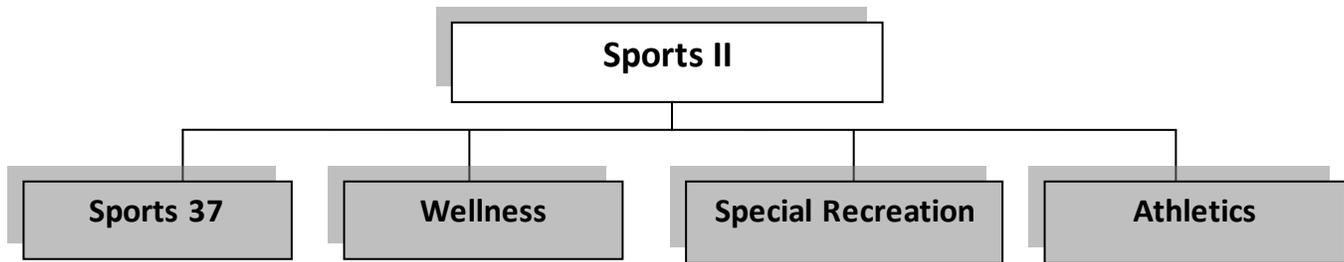
AQUATICS

- Increase learn to swim participants by 5%
- Increase participation in Swim Club and Water Polo Club membership by 5%
- Maintain a workforce of Sports 37™ alumni of at least 25% of the seasonal workforce through American Red Cross Certifications
- Partner with Diveheart to offer SCUBA instruction to wounded warriors, participants suffering from childhood obesity and special recreation participants
- Achieve 50/50 program participation between Able-body and Adaptive Sailing Programs
- Increase Montrose Beach Storage by 25%
- 2 additional staff Power Boat Instructor Certification
- Offer 2 powerboat courses
- Increase Spring and Fall Program registrations for Sailing by 25%
- Increase number of Aquatics CPRP certifications from 7 to 12

GYMNASTICS

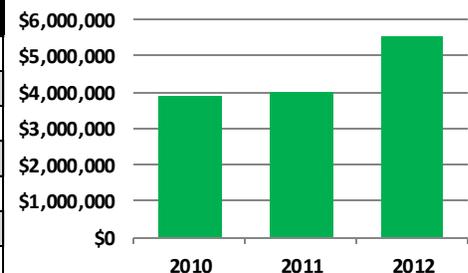
- Double the numbers of teen participants in our tumbling and gymnastics programs.
- Increase number of recreational staff in the certification process through USA Gymnastics.
- Increase the number of judges in the certification process for gymnastics staff and field recreational staff.
- Focus on retention of students by implementing a reward/incentive system.
- Expand the training and certification program of Sports37™ Early Childhood Apprenticeship program. Open a new location for After School Matters training.

Community Recreation – Sports II



- Athletics – responsible for supplementing through grants and sponsorships both individual and team sports and specialty camps offered in the field for youth and teens, provides technical support for field staff in regards to their sports programming and is responsible for running regional and citywide in-house sports competitions and organizing culminating sporting events.
- Sports37 – the District’s main teen initiative, offering apprenticeships in coaching and refereeing, soccer, lifeguard training, lifeguard aide, shallow water attendant, water safety instruction, junior bicycle and lakefront trail bicycle ambassadors, stadium management, cheerleading, tumbling, early childhood movement education, recreation leader and fitness.
- Special Recreation - this unit oversees the District’s current 17 special recreation sites for people with intellectual disabilities or closely related developmental disabilities, and the two sites for the deaf/hard-of-hearing population; provides expertise in interviews and training for the special recreation field staff, monitors park usage for special populations, oversees external special recreation agency agreements with the District, conducts inclusion aide assessments and supplies technical support for citywide field staff.
- Wellness - Focus on citywide wellness opportunities to promote, encourage and motivate the development of a physically active and healthy lifestyle for people of all ages and abilities. This unit provides trainings, educational workshops, and certification opportunities as well as technical support to field staff. The Wellness Unit oversees fitness and nutrition trainings to citywide staff, programming at 6 Wellness Centers, 6 youth activity centers, 70 fitness centers, including installation, maintenance, and staff orientations for regional parks’ fitness centers. Wellness also spearheads grant seeking and writing to fund initiatives addressing childhood obesity.

Department Expenditures			
Unit	2010 Actual	2011 Budget	2012 Budget
Athletics	\$ 731,213	\$ 785,130	\$ 799,447
Sports37	\$ 1,763,860	\$ 2,332,957	\$ 2,348,572
Special Recreation	\$ 1,379,289	\$ 883,874	\$ 1,919,134
Wellness	\$ -	\$ -	\$ 461,086
Total	\$ 3,874,362	\$ 4,001,961	\$ 5,528,239
Personnel FTE	93.8	89.4	89.4



Community Recreation – Sports II

2011 Accomplishments

ATHLETICS

- Trained and Certified 32 officials for Citywide Floor Hockey and Citywide Flag Football.
- Created a monthly roundtable with the Chicago Housing Authority to increase participation in sports programs at parks in and around public housing, specifically targeting teens.
- Working with Sports 37, offered Summer Teen Sports Leagues at 24 park locations for teens age 13-18.
- Trained physical instructors on Mayor's Cup and region chairperson responsibilities.
- Obtained sponsorship from Cubs Care to implement Cubs Care Girls Softball program.
- Added Junior Bear Tackle football program to Murray Playground and Willye White Park.
- Implemented a Girls Flag Football League at four locations.

SPORTS37™

- We created and implemented a Sailing Apprenticeship that trained 18 apprentices in basic seamanship skills and hired teens to work this summer for CPD adapted sling program.
- Certified 6 staff members as Certified Park and Leisure Professionals in 2011 and certified an additional 2 staff member as Youth Development Practitioners.
- In a partnership with the Special Recreation Unit, we created a Therapeutic Recreation Apprenticeship at Mt Greenwood for 15 apprentices with disabilities that were given to opportunity to work this summer as recreation leaders in the Special Recreation Day Camps.

SPECIAL RECREATION

- Hosted the First Midwest National Valor Games for injured and ill veterans(August) in partnership with Illinois Supports Veterans Equally (I.S.A.V.E.), US Department of Veteran Affairs, US Paralympics and World Sport Chicago.
- Presidential Citation awarded to the Chicago Park District Special Recreation by Variety, the Children's Charity; An International organization presenting award for increase of programs and partnerships serving children with physical disabilities in Chicago.
- Special Recreation Unit received the following awards; Won the Award from "The Deaf Illinois Awards" for having the Best Afterschool program for youth and teens who are deaf or hard of hearing, in the State of Illinois. Presidential Citation awarded to the Chicago Park District Special Recreation by Variety, the Children's Charity; An International organization presenting award for increase of programs and partnerships serving children with physical disabilities in Chicago. One staff member was a finalist in the General Service Category for the Kathy Osterman Awards.
- Secured sponsorship to send a Special Olympics Chicago Golf Team to a national invitational Golf tournament in Florida, Fall.

Community Recreation – Sports II

WELLNESS

- Incorporated 3 new fitness classes into Chicago Park District through Specialty Training: Global Rhythms, Park Spin, Capoeira
- Recruit and certify 100 CPD employee's in NASM, National Academy of Sports Medicine
- Created, Trained, and Implemented Fun with Food (FwF) Curriculum in Wellness Centers and rolled out to citywide staff in summer 2011. FwF incorporates education, hands on skills, and fun activities on basic nutrition, food groups, portions, Choose My Plate message, shopping, food labels, and cooking skills/tips.
- Secured additional Wellness Program/ Center funding by \$350 K
- Implemented Healthy Vending Machines in approximately 100 parks, along with staff training, research of sales and marketing, and park patron education.

2012 Goals

ATHLETICS

- Develop and implement a Chicago Park District Sportsmanship program
- Increase girls sports league opportunities with increased participation in flag football and softball, and adding an additional sport.
- Offer sport specific camps for youth during the summer at various park locations.
- Increase the number of park staff who are certified as sports officials.

SPORTS37™

- To implement an online Chicago Park District sports and coaching education course for the Sports37™ apprenticeship by fall 2012. The online course will be created for apprentices, instructors and program staff.
- Create a Sports instructor mentoring course for program graduates to be able to build a larger pool of quality sports instructors for the apprenticeships and summer program.
- To partner with parks and sport organization to be able to serve 15 additional parks during the school year with practicums and summer sports37 program by having Program Specialist outreach and attend regional/organization meetings 1-2 times per month.

SPECIAL RECREATION

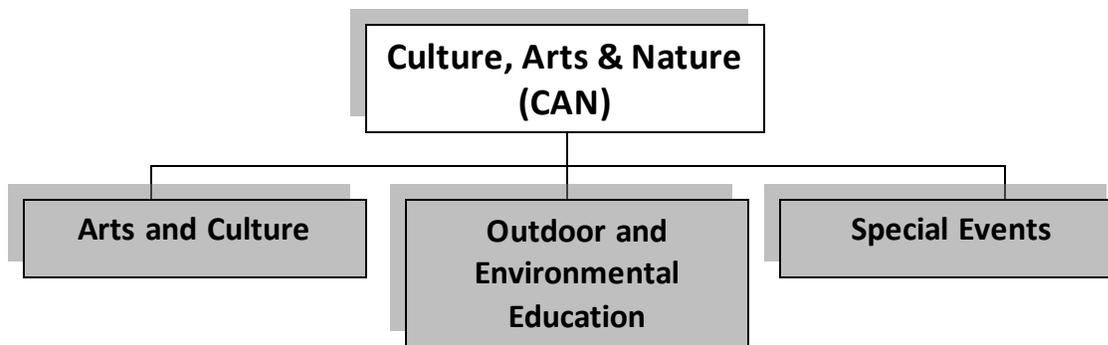
- Increase social programs for Teens with disabilities by offering one social a month, during the fall/winter/spring sessions.
- Increase partnerships by 10%
- Expand Professional Development training opportunities by 10%
- Increase Cultural opportunities and programs by 10%.
- Increase enrollment in current Adaptive Sports programs by 10%.
- Increase staff training from 20 to 28, specialty, inclusive and professional development.

Community Recreation – Sports II

WELLNESS

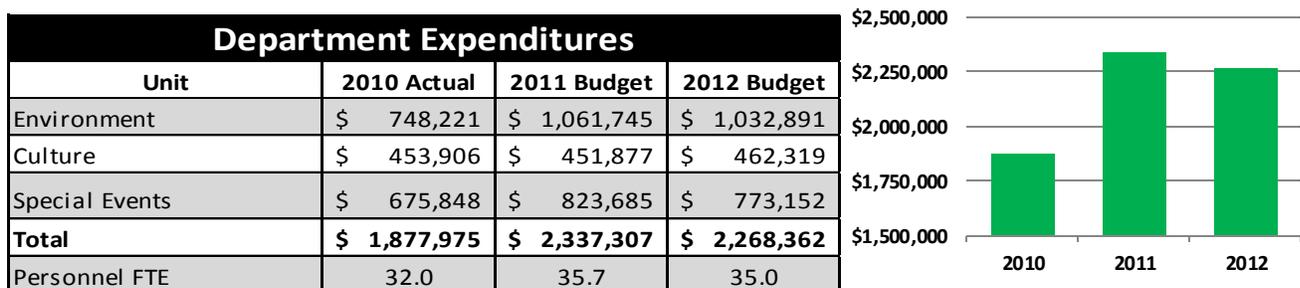
- Develop Family Fitness Centers (Classes, Equipment, Nutrition Classes, Mighty Fit Family*)
- Expand Teen Fitness Offerings: Create, Implement, and Train Staff on New Teen Offerings:
 - P.A.R.K. Teen Power- Interval and Resistance Teen Class (Power, Agility, Resistance, and Kick box Cardio)
 - Hip Hop and Latin
 - SMART Media Youth/ Teen- Nutrition Class focusing on Understanding Media and Marketing towards Food Branding and Messaging
 - Collaborate with SPORTS 37 staff to offer program in parks
- Expand Early Childhood Fitness
 - Tiny Tot Tap and Ballet: Create, Implement and offer Training to staff
 - Revamp Mighty Fit Family Curriculum* and offer training to citywide staff. Each region to adopt by (1 class/area) by Spring 2010
 - Music and Movement
- Offer Fun w Food Curriculum in each area

Culture, Arts & Nature (CAN)



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

- Arts and Culture - The Arts and Culture Unit envisions parks as vital cultural space that encourages all Chicagoans to explore and embrace the visual and performing arts and their power to enhance individual quality of life, neighborhood development and community dialogue.
- Outdoor and Environmental Education (Nature) - The Outdoor and Environmental Education Program helps Chicagoans experience and enjoy the wonder of nature in the city. It strives to cultivate environmental awareness and appreciation by offering a wide range of nature-based programs through the seasons, in locations across Chicago. Programs and events generally take place in parks with unique and compelling natural areas.
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2011 Accomplishments

- Provided training and resources to field staff and communities including Play Camp Nature Play training for early childhood, Summer Camp Activity Guide “Sounds of the Summer Play List” in partnership with libraries music theme and trained staff on its use.

Culture, Arts & Nature (CAN)

- Conducted Culture, Arts and Nature presentations at national and area conferences including after-school initiatives through Kraft at National After-School Association meeting and Leave No Child Inside Initiative at Parkways Annual Meeting.
- Replicated best practices in programming by hiring Center Director at Northerly Island to expand Adventure Day Camp and year-round programming, expanded TRACE program to new parks with new programming, and expanded Arts Partners in Residency program through evaluation and branding process.
- Through outside funding developed “Passport to Nature” to connect caregivers and children to nature in parks using the Outdoor Bill of Rights, expanded Movies in the Parks by offering four new curated movie series and developed new arts programming partnerships with Grant Park Music Festival, Chicago Humanities Festival and Chicago Shakespeare Theater.
- Created a new children’s garden at Gage Park re-purposing an underused tennis court with outside funds and community leadership.

2012 Goals

- To connect Chicago’s art and nature communities to parks by identifying and expanding partnerships and nurturing relationships in culture, arts and nature programs including; Culinary Family programming, Arts Partners in Residency; International Migratory Butterfly program in Community Gardens, Performance in the Parks and Theater on the Lake.
- Expand Adventure Recreation programming to new audiences through kayaking, canoeing and camping programs including teens and special audiences.
- To provide more art and nature programming by offering leadership and resource support to field staff and communities; Professional Development for Squad Leaders; Recreation Leader training, Implementing and measuring standards in both Day Camp and After School programs and developing 2012 Activity Guide.
- Continue to offer unstructured play opportunities through Imagination Playground, Nature Play at festivals and new unstructured nature play area at North Park Village. cane

Performance Data

Goal:	Measure		2012 Projection	2011 As of 6/30/11	2009-2010 % Change	2010	2009
	Increase culture & arts programming in parks Citywide	Cultural Centers	# of classes	72	60	-25%	60
# of events			43	36	-50%	36	72
Arts Partners		# of partners	32	26	8%	26	24
		# of program hours	7800	6,900	-12%	6,900	7,800
		attendance	2560	6,500	15%	6,500	5,500
After-School Arts		# of programs	27	25	-7%	25	27
		attendance	675	500	-37%	500	790
Summer Camp Arts		# of programs	59	68	3%	68	66
		attendance	5220	7,820	3%	7,820	7,620
Teen Arts		# of events	23	14	-58%	14	33
		attendance	460	325	-19%	325	400

Culture, Arts & Nature (CAN)

Goal: Continue to offer high quality community special events	Measure		2012 Projection	2011 As of 6/30/11	2009-2010 % Change	2010	2009
	Concerts in the Parks	# of concerts		40	35	-19%	35
attendance			6,500	6,000	-2%	6,000	6,140
Movies in the Parks	# of movies		165	173	1%	173	172
	attendance		46,000	36,993	22%	36,993	30,329
Theatre on the Lake	# of performances		40	40	0%	40	40
	attendance		8,200	8,100	1%	8,100	8,000

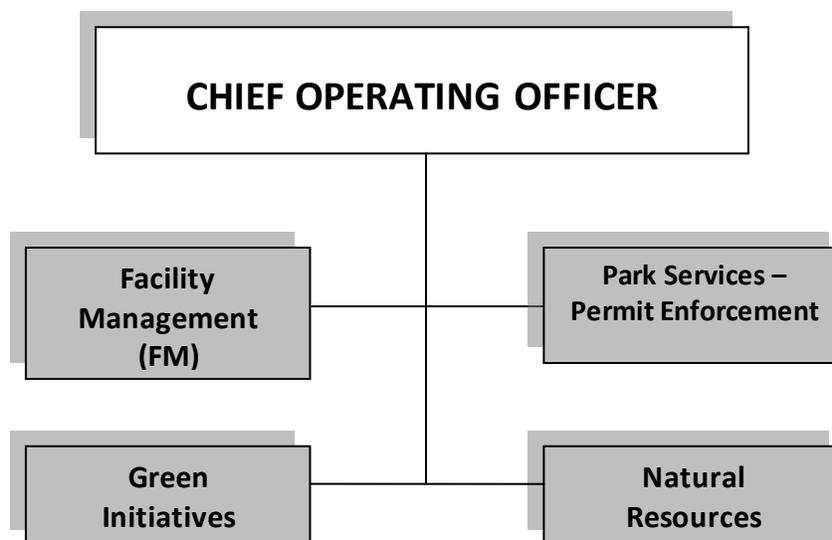
Goal: Expand nature and gardening programming to reach diverse and wider audiences	Measure		2012 Projection	2011 As of 6/30/11	2009-2010 % Change	2010	2009
	# of special needs participants	Gardening		30	20	50%	15
Nature			150	170	-100%	0	475
# of gardening opportunities	Day-camp		30	28	4%	25	24
	After-school		30	28	-7%	25	27
Total # of Day-camp and after-school gardening participants			2,000	1,350	-20%	1,360	1,693
# of gardeners in food-producing gardens			450	390	18%	295	250

Goal: Expand fishing programming to reach a wider audience	Measure		2012 Projection	2011 As of 6/30/11	2009-2010 % Change	2010	2009
	# of participants	Special needs		1,100	1,100	-32	1,100
Daycamp			7,000	7,000	-23	7,000	9,000
River Fishing Festival			1,200	1,750	41	1,490	2,500
Boating			1,000	50	-40	900	1,500
Seniors			300	300	0	300	300
Fishing Class			800	800	0	500	500
Mayor Daley's CAPS Fish 'N Kids			500	800	220	330	150
Mayor Daley's SportsFest Casting			--	--	--	--	1300
Mayor Daley's Fish 'N Kids Total			12,800	11,480	-21	12,720	16,000

Goal: Continue to cultivate environmental awareness by offering a wide range of nature-based outdoors programs	Measure		2012 Projection	2011 As of 6/30/11	2009-2010 % Change	2010	2009
	Nature Oasis	# of programs		100	131	3%	110
# of locations			35	62	13%	17	15
attendance			8,000	6,657	6%	3,457	32667
Urban Campers	# of programs		5	5	0%	6	6
	# of locations		5	5	0%	6	6
	attendance		160	150	-1%	114	115
Under Illinois Skies	# of programs		5	5	0%	6	6
	# of locations		1	1	0%	1	1
	attendance		140	90	4%	154	148

Operations

The departments within Operations maintain 8,100 acres of parkland and 580 parks. These departments include Capital Construction, Facilities Maintenance, Planning and Development, Park Services – Permit Enforcement, Specialty Trades, and the Department of Natural Resources. They oversee the physical operations of all properties owned by the District, maintain the landscaping, manage the planning and construction of new projects, and provide supportive services to include security, grounds and facility maintenance.

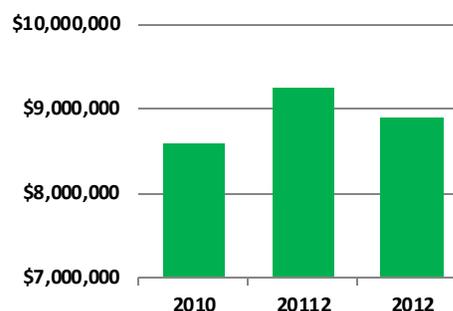


DEPARTMENT BUDGETS				
Department Name	2010 Actual	2011 Budget	2012 Budget	% Change
Green Initiatives	\$ 497,832	\$ 775,729	\$ 776,384	0.1%
Natural Resources	\$ 30,315,882	\$ 33,131,992	\$ 32,290,637	-2.5%
Facilities Management	\$ 8,602,501	\$ 9,257,425	\$ 8,913,389	-3.7%
FM - Speciality Trades	\$ 24,432,892	\$ 26,809,097	\$ 26,409,833	-1.5%
FM - Capital Construction	\$ 1,140,287	\$ 1,534,956	\$ 1,303,094	-15.1%
FM - Planning & Development	\$ 2,152,787	\$ 1,315,668	\$ 1,031,368	-21.6%
Park Services - Permit Enforcement	\$ 4,894,340	\$ 2,144,326	\$ 2,313,067	7.9%
Total - Operations	\$ 72,036,521	\$ 74,969,193	\$ 73,037,772	-2.6%

Facilities Management

The Department of Facilities Management operates and maintains over 580 parks, with over 250 staffed park facilities. The Department utilizes a skilled labor workforce to provide a wide variety of routine maintenance, repairs, renovation and capital projects throughout the District. The department's goals include, but are not limited to: ensuring accessible and properly maintained parklands, facilities and equipment; maximizing the use of energy efficient technologies; improving responsiveness, productivity, and effectiveness in a fiscally responsible manner; and helping to reduce anticipated capital project expenses through the current work force.

Department Expenditures			
Account	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ 829,651	\$ 713,709	\$ 750,949
Materials & Supplies	\$ 1,435	\$ 3,500	\$ 1,500
Small Tools & Equipment	\$ 85	\$ 2,000	\$ 2,000
Contractual Services	\$ 7,771,330	\$ 8,538,216	\$ 8,158,940
Total	\$ 8,602,501	\$ 9,257,425	\$ 8,913,389
Personnel FTE	9	9	9



2011 Accomplishments

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

2012 Goals

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

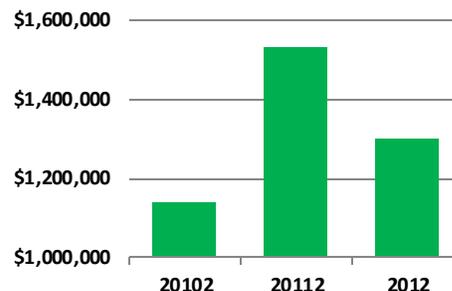
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Total - Operations	\$ 72,036,521	\$ 74,969,193	\$ 73,037,772	-2.6%

FM-Facilities Management – Capital Construction

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

Department Expenditures			
Account	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ 1,118,909	\$ 1,504,291	\$ 1,275,769
Materials & Supplies	\$ 5,466	\$ 7,500	\$ 5,500
Small Tools & Equipment	\$ 929	\$ 1,000	\$ 900
Contractual Services	\$ 14,983	\$ 22,165	\$ 20,925
Total	\$ 1,140,287	\$ 1,534,956	\$ 1,303,094
Personnel FTE	17	17	15



2011 Accomplishments

- Completed significant park development projects at Ping Tom, Theater on the Lake, Eugene Field, Moore, Dunbar, Haas, Broadway Armory, Buckingham Fountain, and Garfield parks
- Partnered with “Take the Field” to complete 6 new artificial turf fields
- Completed ADA Transition plan, consisting of approximately \$15 million in ADA improvements over 26 sites
- Completed Phase 1 of Energy Performance Program, consisting of approximately \$25 million in improvements over 34 sites plus centralized building control system. Received over \$250,000 in Chicagoland Gas rebate grants
- Implemented “Rapid Response” prequalified contractor pool to replace JOC program
- Obtained authority to use CDOT term contract for paving projects
- Used consistent soil management strategy to save hundreds of thousands of dollars in construction cost on various projects, including 31st Street Harbor.

2012 Goals

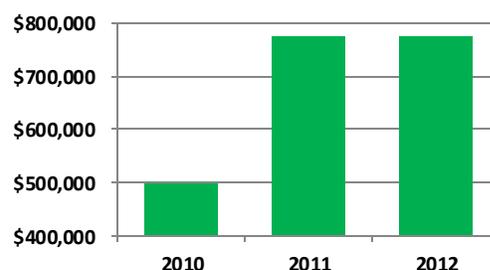
- Repair hail damage at Garfield Park Conservatory with high performing and historically accurate glazing systems and complete other needed structural repairs
- Complete federally mandated Virginia Graham Baker Act work at all Park District swimming facilities
- Complete construction of the 31st Street Harbor and open to the public in Spring 2012
- Initiate Phase 2 Energy Performance Program for integration of additional sites into the centralized building control system.
- Train all project managers on new project management accountability software for enhanced project reporting and analysis
- Limit construction change orders to 3% and limit construction schedule extensions to 10%

Green Initiatives

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

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

Department Expenditures			
Account	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ 323,226	\$ 507,379	\$ 517,534
Materials & Supplies	\$ 10,979	\$ 1,000	\$ 500
Contractual Services	\$ 163,627	\$ 267,350	\$ 258,350
Total	\$ 497,832	\$ 775,729	\$ 776,384
Personnel FTE	5.5	5.5	5.5



2011 Accomplishments

- Expanded Green Office Challenge to include Regional Offices
- Initiated ban on polystyrene (styrofoam) with concessionaires
- Implemented green permit process for special events
- Applied for and received Great Lakes Restoration Initiative grants from United States Environmental Protection Agency
- Launched new communications effort at beaches regarding water quality

2012 Goals

- Continue to improve beach management to reduce swim bans and advisories and continue to expand beach communication efforts to engage the public in efforts to keep our beaches clean and healthy
- Reduce energy usage district wide through energy efficiency retrofits and staff education
- Increase the number of events permitted under the green permit
- Increase overall awareness of Park District green initiatives

Green Initiatives

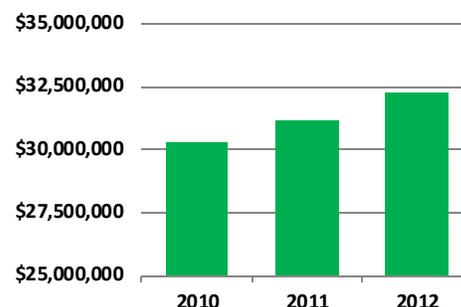
Performance Data

	Measure	2012 Projection	2011 As of 6/30/2011)	2009-2010 % Change	2010	2009
Goal: Maximize energy efficiency and promote environmentally responsible behavior	Amount of recycling (tons)	1,550	852	17.6%	1,505	1,280
	% of recycling compared to total waste	20%	23%	-1%	18%	19%
	Energy Usage – electric (kWh)	102,000,000	53,297,610	-7.3%	102,133,959	110,199,542
	Energy Usage – natural gas (Therms)	6,200,000	3,158,472	-11.8%	6,316,945	7,159,577
	Total # of swim advisories & bans at all District beaches	180	179	67.3%	184	110
	# of hybrid vehicles in fleet	65	62	NA	NA	49
	% of hybrid vehicles in (passenger) fleet	12%	9%	NA	NA	6%

Natural Resources

The Department of Natural Resources (DNR) is responsible for maintaining and managing the district's over 8,100 acres of land, including 2 world-class conservatories, 25 acres of floral gardens citywide, 1,000 turf-based athletic fields, more than 500 soft-surfaced playgrounds, an urban forest of 250,000 trees, 31 public beaches, more than 500 acres classified as nature areas, and 25 lagoons and natural water features. DNR administers and manages the district's contracts for trash removal and recycling, enhanced landscape maintenance for 20 miles of landscaped medians, elevated care and maintenance for the Museum Campus and Grant Park, as well as the district's holiday lighting and holiday tree recycling programs.

Department Expenditures			
Account	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ 20,841,057	\$ 22,728,682	\$ 22,348,548
Materials & Supplies	\$ 1,220,243	\$ 1,237,395	\$ 1,147,556
Small Tools & Equipment	\$ 191,941	\$ 255,000	\$ 229,500
Contractual Services	\$ 8,047,548	\$ 8,885,915	\$ 8,540,033
Program Expense	\$ 15,093	\$ 25,000	\$ 10,369,240
Total	\$ 30,315,882	\$ 33,131,992	\$ 32,290,637
Personnel FTE	497.4	497.4	474.1



2011 Accomplishments

- Planting and landscape: Installed more than 1,500 trees in 75 parks; planted and maintained 500,000 annuals in 80 gardens.
- Landscape Operations: Maintained additional turf fields and landscaping with no increase in personnel; completed the change-out of the mower fleet with new, more fuel efficient equipment; transitioned to smaller snow removal equipment to improve efficiency and minimize landscape and infrastructure conflicts; designated a dedicated crew for artificial turf field maintenance to optimize proficiency and frequency of care and to ensure recommended standards of maintenance are met and exceeded.
- Forestry: Continued the weed and invasive woody plant removal program; successfully dealt with a major storm events which caused the destruction of more than 220 mature trees and significant damage to an additional 900 trees.
- Nature Areas: Continued research work on prairie restoration practices; completed research on carbon sequestration in turf and prairies; completed Urban Natural Areas Restoration Manual; completed Urban Native Landscaping Guide; completed 10 natural areas management plans; held the second annual "Nature in Chicago" photo contest; designed 10 interpretative signs for natural areas; performed prescription burns at 15 natural areas.
- Conservatories: Increased number of species in plant collections by 121; increased size of volunteer program at Garfield Park Conservatory by 8%; created an All-American Selection garden at Garfield; installed video screen in lobby of Garfield Park Conservatory and developed video-based interpretive information regarding hail storm; designed and installed new ceremonial garden space at Garfield Park Conservatory.
- Trash removal: Instituted a trial Free Green Can program to decrease in-house and contract trash removal costs and generate a new revenue stream.

Natural Resources

2012 Goals

- Planting and Landscape: Increase the number of trees planted through the district-wide tree planting program; execute multi-year landscape contracts to improve value and consistency in planting and maintenance programs.
- Landscape Operations: Maintain the number of ballfield infield and turf playing field renovations; implement new computer software programming to more efficiently track and manage landscape operations.
- Forestry: Increase the number of weed and invasive tree removals district-wide.
- Nature Areas: Complete 5 additional natural areas management plans; develop 40 additional acres of natural areas; complete research on prairie restoration practices; hold a photo exhibit featuring entries from 2011 photo contest; perform prescription burns at 15 natural areas; install 10 interpretative signs for natural areas.
- Conservatories: Restore and improved hail-damaged rooms at Garfield Park Conservatory; add 85 species to collections in both conservatories; institute interpretive plan recommendations at Garfield; install video monitor at Lincoln Park Conservatory and develop video; finalize Children's Wild Exploration Garden Plan at Garfield.
- Trash removal: Expand Free Green Can program to further decrease CPD trash removal costs and increase revenue.

Performance Data

Goal:	Measure	2012	2011	2009-2010	2010	2009
		Projection	(as of 8/1/11)	% Change		
Manage and maintain our urban forest	# of trees planted	1,800	500	3.6%	2,435	2,350
	# of trees pruned (in-house)	5,000	4,425	16.2%	8,135	7,000
	# of trees pruned (contract)		225	--%	450	0
	# of trees removed (in-house)	2,000	961	-3%	1,650	1,700
	# of trees removed (contract)		85	--%	240	42
	# of stumps removed (ground) (in-house)	1,200	200	-47.7%	750	1,435
	# of stumps removed (ground) (contract)		125	-%	350	50
	Total # of acres reforested	35	35	4%	50	48

Natural Resources

Goal: Increase and promote biodiversity and sustainable landscapes within the District	Measure	2012 Projection	2011 (as of 8/1/11)	2009-2010 % Change	2010	2009
	# of acres added to nature areas	40	0	50%	10.0	15.0
	# of new nature areas developed	1	0	--%	0	0
	# of native herbaceous plants installed in nature areas	20,000	0	210%	11,980	37,175
	# of native trees installed in nature areas	200	0	38%	150	207
	# of native shrubs installed in nature areas	500	0	192%	287	838
	# of nature areas stewards	40	35	-3%	33	32
	# of nature area volunteers	2,500	1,172	-9.8%	2,366	2,132
	# of volunteer work days	160	85	-8.3%	156	143
	# of hours worked by nature area volunteers	7,400	3,766	-5.0%	7,158	6,796

Goal: Provide efficient and responsive maintenance operations for the District's landscape facilities	Measure	2012 Projection	2011 (as of 8/1/11)	2009-2010 % Change	2010	2009
	# Ballfields Infields Rehabbed (In-House)	200	190	-9.2%	186	205
	# Ballfields Infields Rehabbed (Contract)	10	6	--	38	--
	# Ballfield Outfields & Turf Fields Seeded & Aerated (In-House)	250	241	-19.7%	550	685
	# Ballfield Outfields & Turf Fields Seeded & Aerated (Contract)	10	1	--	44	--
	# Major Playing Field Renovations (In-House)	10	60	-38%	11	18
	# Major Playing Field Renovations (Contract)	15	13	41.6%	17	12
	# Playgrounds Receiving Soft-Surface Maintenance	125	153	-21.5%	113	144
	# Plants Propagated	13,000**	18,500*	-50%	27,500	18,824
	# Landscape Log & 311 Issues Reported	1,000	525	-27%	996	1,368
	# of Landscape Log & 311 Issues Resolved	900	293	--	838	1,096
1% Resolution of Reported Landscape Issues	90%	56%	5%	84%	80.0%	

* Propagation at Garfield Conservatory suspended on 7/1/11 due to hail damage

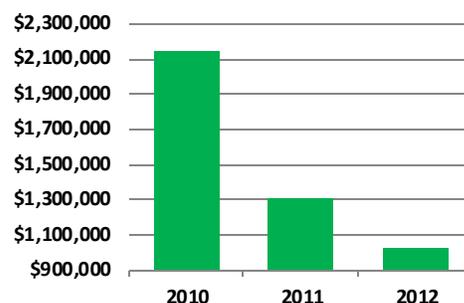
** No Garfield Conservatory spring show propagation for 2012 due to hail damage

Goal: Manage and maintain waste recycling program	Measure	2012 Projection	2011 (as of 8/1/11)	2009-2010 % Change	2010	2009
	95 gal recycling totes in use	5,000	5,000	0%	5,000	5,000
	Recycling dumpsters in use	350	350	0%	350	350
	Amount of herbaceous waste recycled (cubic yards)	1,800 cu yd	1,350 cu yd	9.4%	1,860 cu yd	1,700 cu yd

Facilities Management – Planning and Development

The Division of Planning and Development plans and manages the District’s Capital Improvement Program. As part of this process, the department manages land acquisitions; conducts inventory and historic analysis; designates landmarks; establishes design standards for parks; produces initial development plans and design documents; reviews landscape and architectural plans for parkland; performs research and policy analysis; writes grants; and works with other park departments, community groups, and city agencies to determine the location, scope, and design of parks.

Department Expenditures			
Account	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ 1,294,832	\$ 1,276,518	\$ 997,918
Materials & Supplies	\$ 12,145	\$ 12,200	\$ 10,500
Small Tools & Equipment	\$ (105)	\$ 750	\$ 750
Contractual Services	\$ 845,915	\$ 26,200	\$ 22,200
Total	\$ 2,152,787	\$ 1,315,668	\$ 1,031,368
Personnel FTE	14	14	12



2011 Accomplishments

- Planned and published the 2011-2015 Capital Improvement Program.
- The Lakefront Trail User Study, a joint study of the type and frequency of lakefront trail usage conducted by the Park District’s Department of Planning and the Active Transportation Alliance, won the “Best Practices Award” from the Illinois Chapter of the American Planning Association. Awards will be formally announced in October.
- Completed digital archive project by cataloguing approximately 60,000 archival and working architectural drawings (December).
- Synthesized recently acquired lakefront trail user data and crafted long-term recommendations for trail improvements in the new Lakefront Trail Users Study.
- Implemented new project management software and related accountability measures (December)
- Completed design and community outreach for 15 new playgrounds

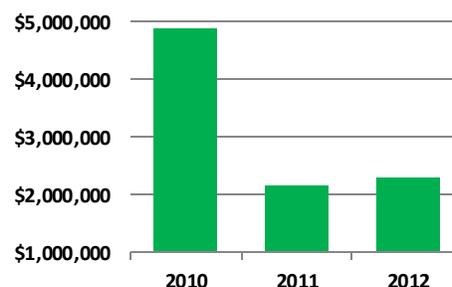
2012 Goals

- Develop and publish the 2012-2016 CIP
- Partner with the City to update the City Space Plan
- Implement “Take the Field” partnership for 10 new artificial turf athletic fields
- Limit total project soft-costs to 10% of construction cost for projects above \$500,000 and to 14% for projects under \$500,000
- Improve design phase site investigation through surveys, borings, testing, and on-site utilities verification
- Complete comprehensive analysis of recreation trends and asset distribution

Park Services – Permit Enforcement

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	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ 4,886,785	\$ 2,135,911	\$ 2,304,652
Materials & Supplies	\$ 7,555	\$ 8,415	\$ 8,415
Total	\$ 4,894,340	\$ 2,144,326	\$ 2,313,067
Personnel FTE	45	46.2	47.2



2011 Accomplishments

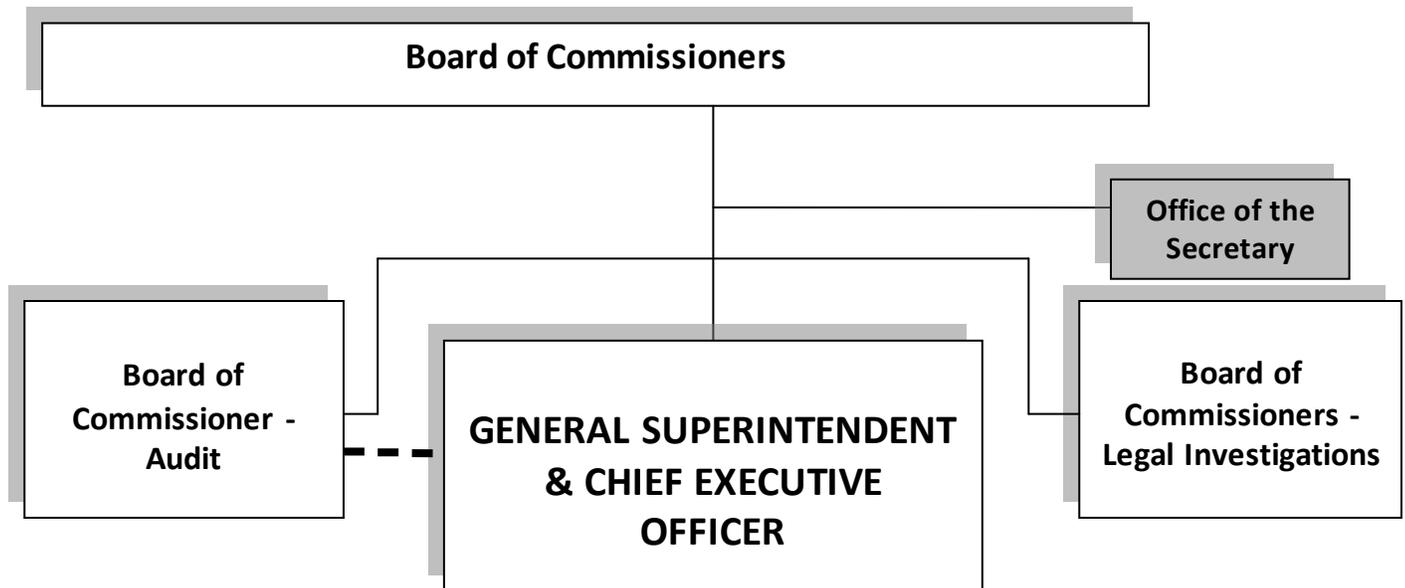
- Continued liaison activities with major stake-holders, including:
 - Met with District Commanders of the Chicago Police Department on regular basis.
 - Regional Security Managers met weekly with Park Supervisors to discuss security and related community issues.
 - Regional Security Managers met with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

2012 Goals

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

Executive Office

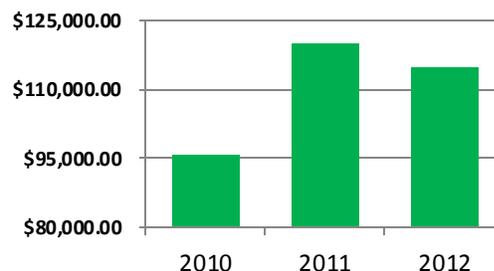
Departments within the Executive Office are responsible for the overall management and direction of the District. These departments include Board of Commissioners, General Superintendent, and the Office of the Secretary.



DEPARTMENT BUDGETS				
Department Name	2010 Actual	2011 Budget	2012 Budget	% Change
Board of Commissioners	\$ 298,179	\$ 344,401	\$ 308,960	-10.3%
General Superintendent	\$ 939,218	\$ 893,721	\$ 873,175	-2.3%
Audit	\$ -	\$ -	\$ 306,468	0.0%
Legal Investigations	\$ -	\$ 390,849	\$ 33,739	-91.4%
Office of the Secretary	\$ 95,602	\$ 120,025	\$ 114,960	-4.2%
Total - Executive Office	\$ 1,332,999	\$ 1,748,996	\$ 1,637,302	-6.4%

Office of the Secretary

Department Expenditures			
Account	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ 88,297	\$ 105,835	\$ 102,280
Materials & Supplies	\$ 620	\$ 680	\$ 680
Contractual Services	\$ 6,685	\$ 13,510	\$ 12,000
Total	\$ 95,602	\$ 120,025	\$ 114,960
Personnel FTE	1.75	1.75	1.75



2011 Accomplishments

- Scanned 4,000 Deeds out of 4,300. The remaining 300 deeds are delicate and in need of an archivist.
- Scanned Superintendent letters dated from 2008 to current and made them available online.
- Scanned approximately one-third of the 1,000 agreements housed in the Secretary's Office.
- Worked in conjunction with the Board of Commissioner's office to create the online public comment form that is currently available online.
- Finalized and produced a board process that is 70% electronic, reducing paper usage by more than 50%.

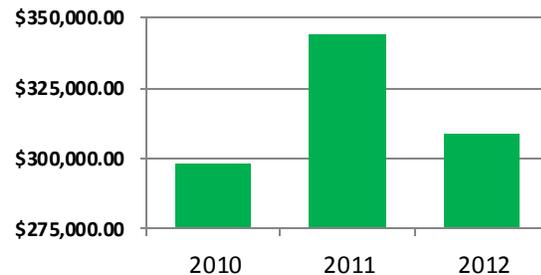
2012 Goals

- Reorganize the Board of Commissioners page to make downloads easier to access.
- Publish past Journal of Proceedings dating back to 1980 for Public viewing.
- Produce a board process that is 100% electronic.

Board of Commissioners and Office of Superintendent

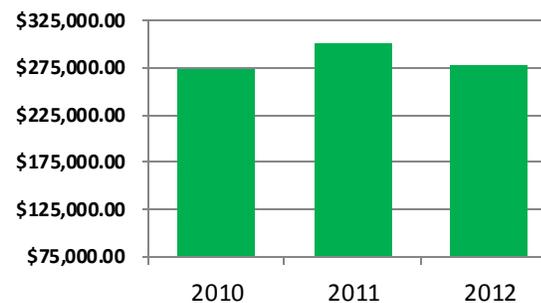
Board of Commissioners

Department Expenditures			
Account	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ 273,276	\$ 286,701	\$ 289,710
Materials & Supplies	\$ 1,761	\$ 2,200	\$ 1,980
Contractual Services	\$ 23,142	\$ 55,500	\$ 17,270
Total	\$ 298,179	\$ 344,401	\$ 308,960
Personnel FTE	3	3	3



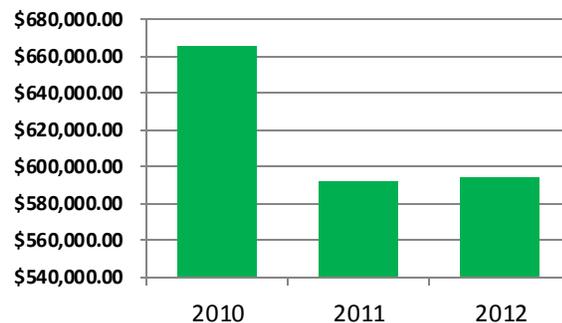
General Superintendents Office

Department Expenditures			
Account	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ 262,924	\$ 274,149	\$ 266,428
Materials & Supplies	\$ 1,429	\$ 1,000	\$ 1,000
Contractual Services	\$ 9,136	\$ 26,850	\$ 11,650
Total	\$ 273,489	\$ 301,999	\$ 279,078
Personnel FTE	2	2	2



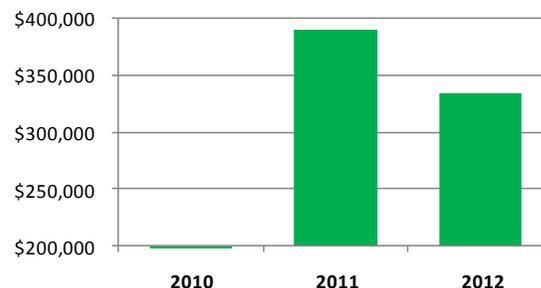
General Superintendent – Chief's Office

Department Expenditures			
Account	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ 610,418	\$ 556,456	\$ 566,031
Materials & Supplies	\$ 8,418	\$ 4,250	\$ 4,250
Contractual Services	\$ 46,893	\$ 31,016	\$ 23,816
Total	\$ 665,729	\$ 591,722	\$ 594,097
Personnel FTE	5	5	5



Legal Investigations

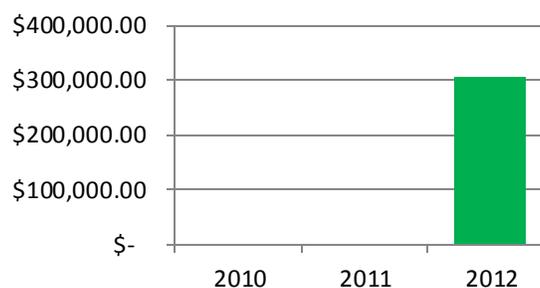
Department Expenditures			
Account	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ -	\$ 313,849	\$ 263,239
Materials & Supplies	\$ -	\$ 3,000	\$ 3,000
Small Tools & Equipment	\$ -	\$ 1,000	\$ 500
Contractual Services	\$ -	\$ 73,000	\$ 67,000
Total	\$ -	\$ 390,849	\$ 333,739
Personnel FTE	0	4	3



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	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ -	\$ -	\$ 234,606
Materials & Supplies	\$ -	\$ -	\$ 3,000
Small Tools & Equipment	\$ -	\$ -	\$ 1,000
Contractual Services	\$ -	\$ -	\$ 68,000
Total	\$ -	\$ -	\$ 306,606
Personnel FTE	0	0	3



2011 Accomplishments

- New department

2012 Goals

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

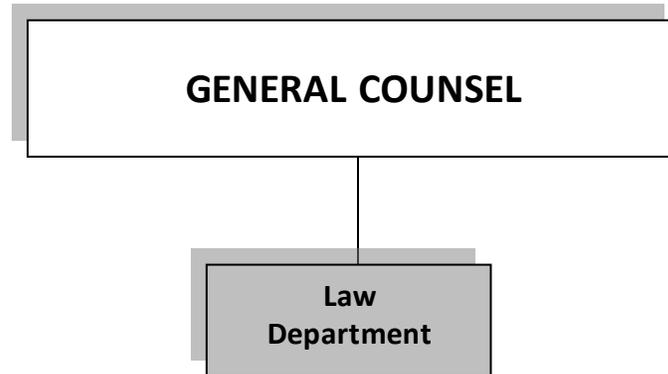
Performance Data

Goal:	Measure	2012 Projection	2011 As of 6/30/10	2009-2010 % Change	2010	2009
Provide independent and objective information and recommendations to park district management to improve performance and accountability	Percent of audit recommendations management agrees to implement	90%	NA	--	NA	NA
	Audit Management Committee satisfaction with audit services	3.00	NA	--	NA	NA

Goal:	Measure	2012 Projection	2011 As of 6/30/10	2009-2010 % Change	2010	2009
Use audit resources efficiently to provide optimum service levels	Number of audit projects completed	15	NA	--	NA	NA
	Cost per audit project completed	2012 Budget divided by 15	NA	--	NA	NA

Legal

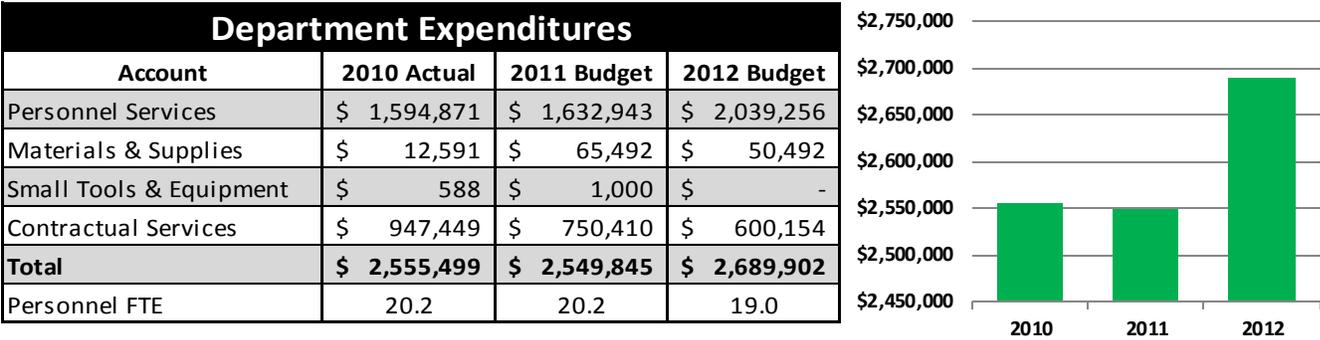
The General Counsel is responsible for the effective implementation of policies approved by the Board of Commissioners.



DEPARTMENT BUDGETS				
Department Name - CLO	2010 Actual	2011 Budget	2012 Budget	% Change
Law	\$ 2,555,499	\$ 2,449,845	\$ 2,689,902	9.8%
Total - Legal	\$ 2,555,499	\$ 2,449,845	\$ 2,689,902	9.8%

Law

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



2011 Accomplishments

- Saved the District over \$3,000,000 through the successful defense of the District in personal injury cases.
- Recovered a total net savings to the District in excess of \$500,000 through effective claims management, reduction of insurance policy deductible amounts, reduction of premium fees for insurance renewal and risk transfer through tenders of defense and enforcement of indemnification provisions in litigation matters.
- Negotiated over 20 intergovernmental agreements with the City of Chicago, State of Illinois, and the United States federal government agencies to secure funding for the District, undertake joint projects in beach management, acquire land, and provide recreational programs. Represented the District in various joint initiatives with museums operating on Park District land to restructure debt and provide additional funding for capital projects.
- Processed and closed 100% of requests under the Freedom of Information Act electronically. 85% of FOIA requests were closed within five days and 100% of FOIA requests were answered within 10 days.

2012 Goals

- Reduce risk exposure of the District by providing aggressive, skillful and specialized defense in personal injury, union, labor, and employment grievance in federal court, state court, and administrative adjudication agencies. Recover money for the District by pursuing judgments and awards in favor of the District through tender of defense and enforcement of indemnification provisions.

Law

- Reduce worker's compensation claim exposure and costs by providing safety training, aggressive enforcement of safety policies and procedures, and expansion of the light duty program.
- Establish and disseminate legal policy and provide proactive guidance on ethics, audit, and financial accountability policies of the District to improve compliance and transparency in governmental operations.
- Continue attracting highly qualified and motivated attorneys in the legal intern program and provide mentoring and training programs to increase the capacity and responsiveness of the department
- Improve FOIA response times and costs by training and cooperating with Park District staff to maintain, collect and provide information using paperless systems. Enhance transparency by increasing website presence of frequently requested information under FOIA.

Performance Data

Goal: Oversee the legal aspects of park land acquisitions and developments and park activities, festival, sponsorships, and events	Measure	2012 Projection	2011 As of 6/30/11	2009-2010 % Change	2010	2009
	# of arts partners contracts	13	11	-41.2%	10	17
	# of sponsorships	4	3	-75%	2	8
	# of event and activity agreements	16	10	-5.3%	18	19
	# of grant agreements and IGAs	19	8	-18.5%	22	27
	Amount of grant agreements and IGAs	\$24,154,429.00	\$17,480,000	-38%	\$21,050,557	\$33,932,730

Goal: Investigation Statistics	Measure	2012 Projection	2011 As of 6/30/11	2009-2010 % Change	2010	2009
	# of investigations	84	40	-17.2%	96	116

Goal: Efficiently respond to FOIA Requests	Measure	2012 Projection	2011 As of 6/30/11	2009-2010 % Change	2010	2009
	# of FOIA requests received	208	195	115.4%	293	136
	# of FOIA requests closed within 10 days	201	195	157%	293	114

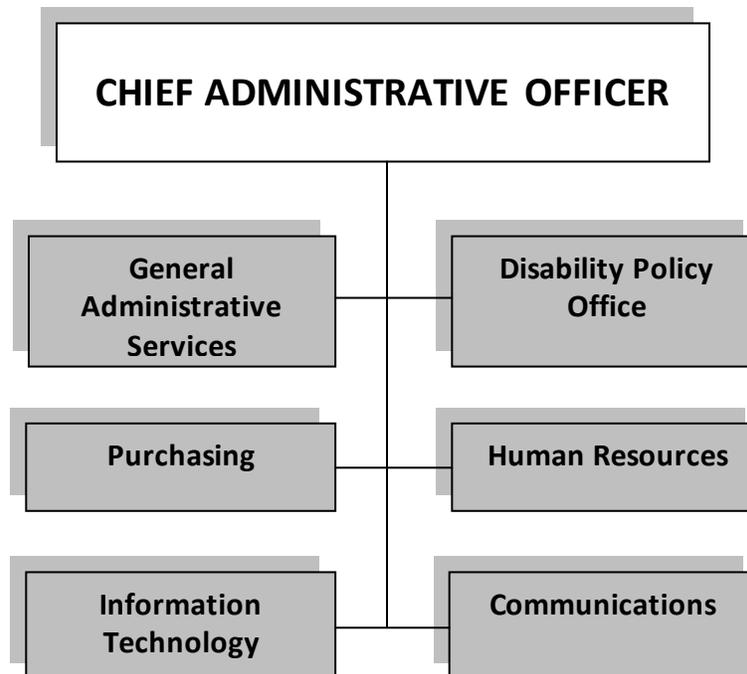
Law

Goal: Provide the highest quality litigation service to the District	Measure	2012 Projection	2011 As of 6/30/11	2009-2010 % Change	2010	2009
	Total new cases	40	38	137.5%	57	24
	Total cases closed		38	75%	28	16
	Cases disposed without payment (via dispositive motion) or transferred liability (tender of defense)	27	31	100%	18	9
	Net dollar amount of settlements paid relative to dollar amount demanded to settle (pre-trial)	\$183,571.89	\$115,807.90	3.7%	\$221,407.78	\$213,500.00
	Number of verdicts against the District	1	2	100%	1	0
	Net dollar amount of verdicts against District	\$24,305.00	\$59,000.00	100%	\$13,915.84	\$0
	Number of verdicts in favor of the District	6	12	100%	5	0
	Net dollar amount saved in via verdicts in favor of District	\$1,412,392.00	\$3,089,233.00	100%	\$1,147,945.87	\$0

Goal: Offer ongoing training and education opportunities to District staff	Measure		2012 Projection	2011 As of 6/30/11	2009-2010 % Change	2010	2009
	Shakman Decree	# of sessions	2	2	100%	3	1
		# of attendees	8	9	1400%	15	1
	Ethics	# of sessions	3	3	50%	3	2
		# of attendees	179	148	-34.2%	154	234

Chief Administrative Officer

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

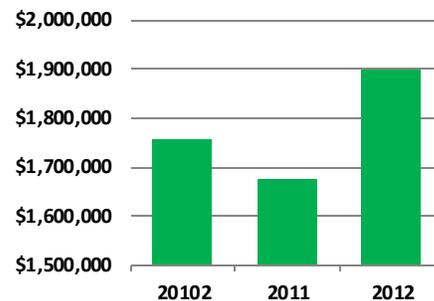


DEPARTMENT BUDGETS				
Department Name	2010 Actual	2011 Budget	2012 Budget	% Change
Disability Policy Officer	\$ 279,264	\$ 463,885	\$ 415,481	-10.4%
Communications	\$ 1,755,733	\$ 1,677,671	\$ 1,900,081	13.3%
General Administrative Services	\$ 1,164,751	\$ 1,403,273	\$ 1,165,388	-17.0%
Human Resources	\$ 1,658,874	\$ 2,349,310	\$ 2,166,332	-7.8%
Information Technology	\$ 5,940,422	\$ 6,127,376	\$ 7,275,944	18.7%
Purchasing	\$ 722,787	\$ 819,074	\$ 818,242	-0.1%
Total - Chief Administrative Officer	\$ 11,521,831	\$ 12,840,589	\$ 13,741,468	7.0%

Communications

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

Department Expenditures			
Account	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ 1,061,029	\$ 1,125,321	\$ 1,457,866
Materials & Supplies	\$ 5,453	\$ 8,500	\$ 7,350
Contractual Services	\$ 1,095,661	\$ 543,850	\$ 434,865
Total	\$ 1,755,733	\$ 1,677,671	\$ 1,900,081
Personnel FTE	15	12	19



2011 Accomplishments

- Working with the Department of Green Initiatives, launched new communications effort at beaches regarding water quality
- Worked with the Information Technology Department to pursue a new contract for the District's website.
- Launched electronic news clip report, thereby reducing the amount of printed material.
- Increased Chicago Park District You-Tube channel viewership by more than 50% over previous year.

2012 Goals

- Continue "green" efforts by reducing the amount of printed materials, focusing on electronic communication where possible.
- Working with relevant departments, including Community Recreation and Human Resources to develop training, policies and procedures targeted to improving customer service in parks citywide.
- Further develop the marketing "advisory council" comprised of key stakeholders to assist in the ongoing development of new and innovative marketing strategies designed to reach new audiences.
- Work with Information Technology department to market Chicago Park District's new website.

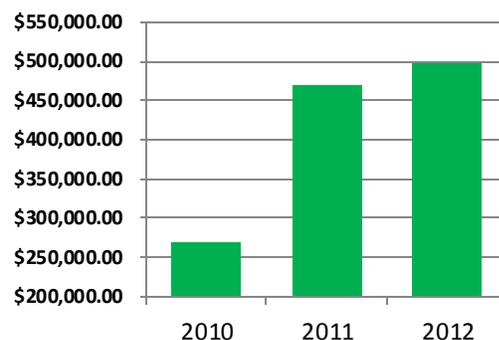
Performance Data

Goal:	Measure		2012 Projection	2011 As of 9/30/11	2009-2010 % Change	2010	2009
	Increase awareness of District programs and initiatives	customer satisfaction surveys	# distributed	25,000	25,000		25,000
# returned			3,750	3,515	7%	3,591	3,355
		Response Rate	15%	15%	-1%	14%	13%
		# of email newsletter subscribers	94,000	30,941	13%	86,400	76,796
		\$ value of pro-bono or trade advertising		NA	0%	\$180,000	\$180,000

Disability Policy Office

The Disability Policy Office 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 Disability Policy office also advises all departments on the development and implementation of policies and programs inclusive of patrons with disabilities.

Department Expenditures			
Account	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ 192,129	\$ 333,192	\$ 250,992
Materials & Supplies	\$ 19,006	\$ 30,000	\$ 30,000
Small Tools & Equipment	\$ 500	\$ 5,000	\$ 5,000
Contractual Services	\$ 67,629	\$ 95,693	\$ 129,489
Total	\$ 279,264	\$ 463,885	\$ 415,481
Personnel FTE	4	4	3.47



2011 Accomplishments

- Instituted an EpiPen policy and trained park staff to ensure appropriate emergency response procedures in the event of severe allergic reactions among program participants.
- Conducted ADA site evaluations at 80 parks.
- Worked with multiple disability advocacy agencies and organizations to ensure continued ADA compliance with local, state and federal regulations.

2012 Goals

- Continue to develop and implement policies and programs responsive to the needs/desires of all disability groups.
- Update the Park District's ADA Transition Plan.
- Improve awareness of and access to information about the District's accessibility initiatives.

Disability Policy Office

Performance Data

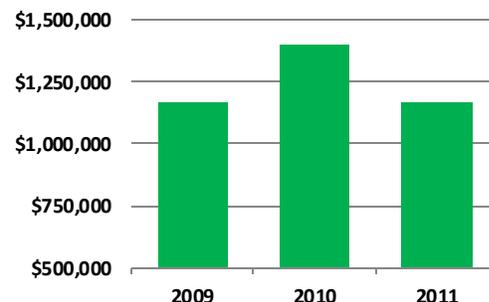
Goal:	Measure	2012 Projection	2011 As of 6/30/10	2009-2010 % Change	2010	2009
Conduct Disability Awareness & Etiquette and ADA Compliance Trainings for Staff	# of staff trained	725	0 (250 estimated by year-end)	12%	162	182

Goal:	Measure	2012 Projection	2011 As of 6/30/10	2009-2010 % Change	2010	2009
Conduct two Title II Listening Sessions (for public input on ADA issues) in 1 st Quarter	# of patrons attending	100	NA	--%	NA	NA

General Administrative Services

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

Department Expenditures			
Account	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ 604,678	\$ 773,673	\$ 641,986
Materials & Supplies	\$ 32,933	\$ 99,000	\$ 91,621
Contractual Services	\$ 527,140	\$ 530,600	\$ 431,781
Total	\$ 1,164,751	\$ 1,403,273	\$ 1,165,388
Personnel FTE	9	9	8



2011 Accomplishments

- Increased productivity within the mail room by reduced regional mail deliveries from five (5) day to four (4) days without effecting service levels.
- Updated/revised Record Management Inventory and placed same on the Shared Drive for the purpose of making available all information to potential requestors while simplifying retrieval requests.
- Expedited record/file retrievals by developing a request which requires detailed information provided by the provider and to accommodate the new Freedom Of Information Act (FOIA) requirements.
- Established accountability for paper supplies by reorganized, properly stocked and developed a release form for deliveries for the Administrative Building and Reprographics division usage. Developed an inventory, which is placed on the Shared Drive for general use and updated after each delivery.

2012 Goals

- Increase delivery response time for Record Management requests 24 to 48 hours.
- Repackage 1500 damaged record storage boxes.
- Locate and identify records and/or files stored within various regional field houses. Inventory and/or dispose of if and when appropriate.
- Disposal of an additional 30,000 lbs. or 25% of old records (based on available funding).
- Reduce annual postal expenditures by purchasing a BULK MAILING PERMIT and Addressing System

General Administrative Services

- Reduce gas consumption and vehicle usage by reducing district wide mail runs from 4 to 3 time per week

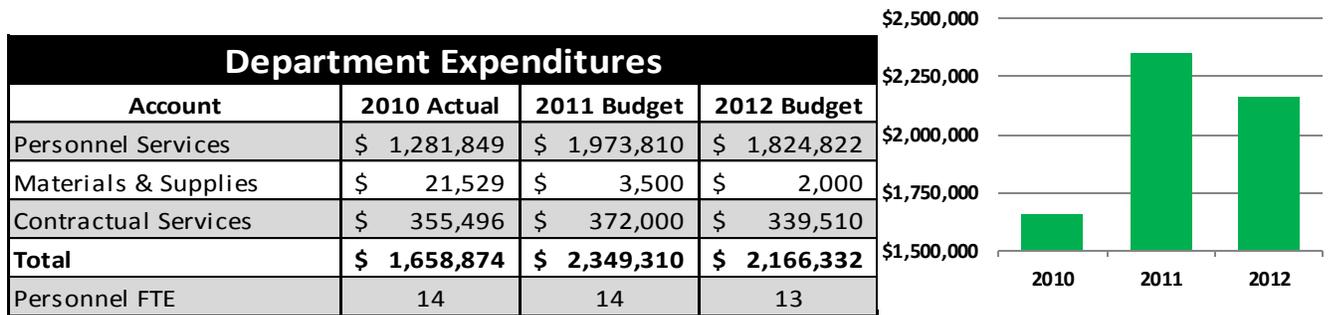
Performance Data

Goal: Efficiently manage the retention and disposal of records within the District	Measure	2012 Projection	2011 As of 6/30/11	2009-2010 % Change	2010	2009
	# of requests to retrieve and deliver documents	700	600	--%	500	NA
	% of documents retrieved and delivered within 48 hours of the requests	90%	90%	--%	80%	NA
	% of eligible documents destroyed	30%	24%	--%	45%	NA
	# of files repackaged due to damages	1500	150	--%	100	NA

Goal: Efficiently manage mail room operations by increasing productivity, and reducing postage and related costs	Measure	2012 Projection	2011 As of 6/30/11	2009-2010 % Change	2010	2009
	Reduce mail deliveries throughout the district from four to three days	100%	75%	--%	NA	NA
	Purchase a bulk rate permit	100%	NA	--%	NA	NA
	Development and preparation of bid specification, scope of work, etc. necessary to solicit proposals for an addressing system and related hardware	80%	80%	--%	NA	NA
	Reduce mass internal mailings by utilizing in-house staff for deliveries	25%	25%	--%	NA	NA

Human Resources

The Department of Human Resources staffs and ensures the effective operations of the District. The work of this department encompasses a coordinated effort with each department and region to attract and retain qualified individuals in order to enhance the success of the organization. The department specifically manages benefits, compensation, job classification, compliance, rules, policies and procedures, and collective bargaining agreements with the related labor relations functions.



2011 Accomplishments

- Hired all seasonal employees through an electronic paperless hiring process
- Increased the number of Human Resources forms and policies available through the Chicago Park District website
- Revised and updated Chicago Park District job descriptions
- Increased job availability information to potential applicants
- Created additional employee training opportunities

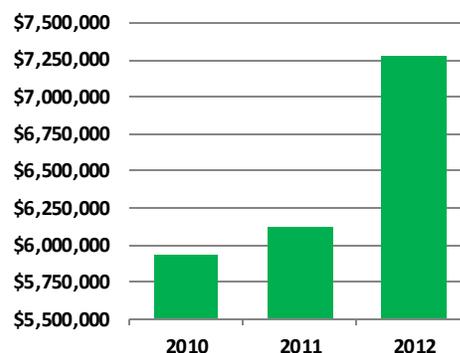
2012 Goals

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

Information Technology

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

Department Expenditures			
Account	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ 335,144	\$ 346,519	\$ 351,281
Materials & Supplies	\$ 1,410	\$ 1,700	\$ 1,700
Small Tools & Equipment	\$ 15,572	\$ 17,945	\$ 15,545
Contractual Services	\$ 5,588,296	\$ 5,956,172	\$ 6,907,418
Total	\$ 5,940,422	\$ 6,127,376	\$ 7,275,944
Personnel FTE	4	4	4



2011 Accomplishments

- Completed Print Management Assessment/Analysis. Replacement of 110 copy/print/scan/fax devices district-wide.
- Created the CAFR 2010 (Comprehensive Annual Financial Report) in OBIEE (Oracle Business Intelligence Enterprise Edition).
- Completed the Payroll Costing Project including new elements for PTO adjustment, end-dating of unused elements and costing changes to specified elements.
- Completed segregation of Duties – Customization of Oracle responsibilities for AP Acct I and AP Acct II, creation of Audit reports to monitor activity in other Super User responsibilities – Quick Pay Audit Report, Self-Record Change Audit Report.

2012 Goals

- New Park District Intranet Web Portal, eCommerce, Permits, Park Rentals and Point-of-Sale (POS). Scheduled to roll-out January 2012.
- Continue Wireless Network Deployment Initiative.
- Implement Disaster Recovery Solution.
- Modernize Oracle by upgrading R12 application and Hyperion budgeting replacement for PSB.
- Staff Augmentation: Expand Oracle staff to manage anticipated project and operational workload growth.
- Modification of six Budget-to-Actual Reports for the Budget Department.

Information Technology

Performance Data

Goal: Provide exceptional and responsive customer service to District staff.	Measure	2012 Projection	2011 As of 8/1/11	2009-2010 % Change	2010	2009
	Number of Help Desk Calls Received	3000	1674	+3%	2895	2806
	% of Help Desk Customer Satisfaction Surveys Responding "Satisfied" or "Very Satisfied"	88-91%	95.3%	0%	95.3%	95.6%
	# of Supported Network Devices	Servers: (35) Switches: (234) Routers: (208) Firewalls (2) Email Sec: (2) Total: (477)	Servers: (29) Switches: (194) Routers: (163) Firewalls (2) Email Sec: (2) Total: (395)	+ 9%	Servers: (29) Switches: (190) Routers: (165) Firewalls (2) Email Sec: (1) Total: (388)	Servers: (30) Switches: (174) Routers: (148) Firewalls: (2) Email Sec: (1) Total: (355)
	% of Scheduled Uptime for Servers and Switches	Servers: 99.5% Switches: 99.5% Routers: 99.5% WAN: 98.0%	Servers: 99.1% Switches: 99.2% Routers: 99.0% WAN: 98.3%	0%	Servers: 99.2% Switches: 99.5% Routers: 99.1% WAN: 99.0%	Servers: 99.5% Switches: 99.5% Routers: 99.5% WAN: 98.0%

Goal: Provide efficient and cost effective equipment that support all District departments	Measure	2012 Projection	2011 As of 8/1/11	2009-2010 % Change	2010	2009
	# of projects authorized by IT oversight committee	16	12	175%	11	4
	% of projects completed within budget	100%	100%	0%	100%	100%
	% of projects completed on-time	60%	50%	-50%	50%	100%

Goal: Provide and support telecommunications access for end users effectively.	Measure	2012 Projection	2011 As of 8/1/11	2009-2010 % Change	2010	2009
	# of Phone Lines Maintained	2,300	2,250	+5%	2,150	2,050
	% of Phone Lines Requiring Maintenance (incl. fax, credit card & cash register lines)	75%	71%	-4%	71%	75%
	# of Mobile Units Maintained	925	895	9%	884	810
	# of Blackberry Units Maintained	140	123	+74%	87	50

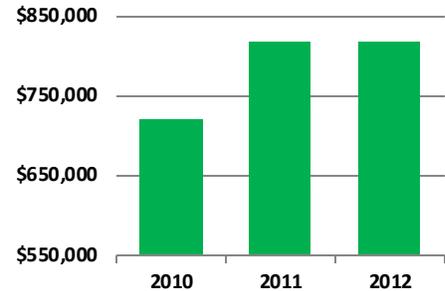
Information Technology

	Measure	2012 Projection	2011 As of 8/1/11	2009-2010 % Change	2010	2009
Goal: Ensure that the District website and web communications are dependable and easy-to-use	# of Web Site Visits	3,090,013	2,191,499	+10%	3,092,318	2,820,111
	# Web Site Page (Page Views)	9,057,819	6,423,986	+5%	10,915,790	10,393,520
	# of E-mail Newsletters Distributed	This information is maintained by Communications	NA	NA	NA	NA
	% of E-mail Newsletter Page Hits	This information is maintained by Communications	NA	NA	NA	NA
	% of Available On-line Program Slots Reserved	This information is maintained by Program Services	NA	NA	NA	NA

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 and informing the public about doing business with the Chicago Park District.

Department Expenditures			
Account	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ 704,296	\$ 791,054	\$ 795,967
Materials & Supplies	\$ 2,074	\$ 4,250	\$ 3,000
Contractual Services	\$ 13,153	\$ 19,770	\$ 15,300
Program Expense	\$ 3,264	\$ 4,000	\$ 3,975
Total	\$ 722,787	\$ 819,074	\$ 818,242
Personnel FTE	12	12	12



2011 Accomplishments

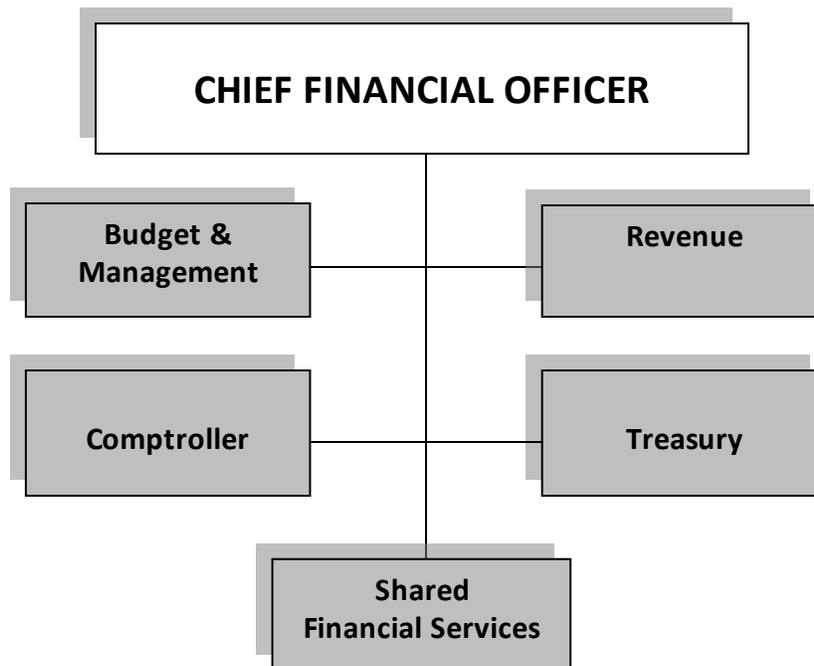
- Launched Bid Status and Bid Development pages on website wherein anyone can track the department's progress on developing bids and what happens once bids are received.
- Launched new, more informative and user friendly Department of Purchasing home page.
- Increased automated MBE/WBE participation reporting and monitoring
- Increased site visits for construction projects to verify MBE/WBE participation.
- Increased joint purchasing contracting
- Adopted debarment and ineligibility rules and procedures

2012 Goals

- Continue staff training and certification.
- Increase electronic storage of purchase orders and other files.
- Continue to work with IT and Finance to implement electronic procurement processes.

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 and Treasury.

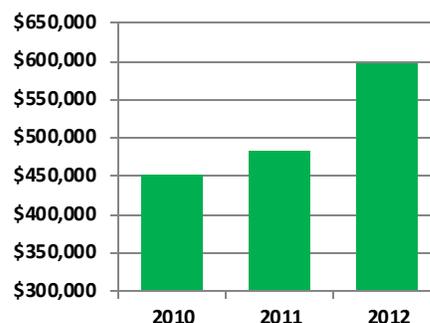


DEPARTMENT BUDGETS				
Department Name	2010 Actual	2011 Budget	2012 Budget	% Change
Budget	\$ 451,384	\$ 484,914	\$ 597,488	23.2%
Comptroller	\$ 1,445,601	\$ 1,606,510	\$ 1,673,186	4.2%
Revenue	\$ 30,463,766	\$ 31,623,229	\$ 33,572,617	6.2%
Shared Financial Services	\$ 1,244,986	\$ 1,386,800	\$ 1,406,459	1.4%
Treasury	\$ 1,468,324	\$ 1,621,108	\$ 1,897,943	17.1%
Total - Finance	\$ 35,074,061	\$ 36,722,561	\$ 39,147,693	6.6%

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	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ 417,668	\$ 459,564	\$ 563,538
Materials & Supplies	\$ 1,374	\$ 2,000	\$ 1,800
Small Tools & Equipment	\$ -	\$ 500	\$ -
Contractual Services	\$ 32,342	\$ 22,850	\$ 32,150
Total	\$ 451,384	\$ 484,914	\$ 597,488
Personnel FTE	6	7	8.0



2011 Accomplishments

- Awarded the Government Finance Officers Association Distinguished Budget presentation award for the 2011 Budget.
- Began implementation Grant Management software solution that integrates with the work order and project management solutions creating a unified approach to workflow processes and reporting.
- Provided district-wide training on grants management and introduced E-Civis, a grant research tool to expand opportunities for increased grant funds.

2012 Goals

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

Performance Data

Goal:	Measure	2012 Projection	2011 As of 6/30/11	2009-2010 % Change	2010	2009
Seek alternative funding sources to leverage existing and corporate and capital dollars	Number of new grant applications	22	11	%	30	39
	Amount of grant dollars applied for	\$18M	\$9,924,405	13%	\$4M	\$4.58M

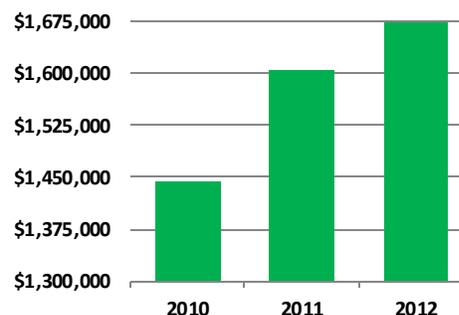
Budget and Management

Goal: Seek alternative inter-governmental funding sources sharing community development goals	Measure	2012 Projection	2011 As of 6/30/11	2009-2010 % Change	2010	2009
	# of TIF development agreements executed	8	10	--%	NA	5
	Value of TIF development agreements executed (millions)	\$21,365,000	\$26,720,000	--%	NA	\$8,400,000
	Value of open space impact fee agreements executed (millions)	\$2,750,000	\$95,962	--%	NA	0

Comptroller

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

Department Expenditures			
Account	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ 1,024,599	\$ 1,229,795	\$ 1,161,456
Materials & Supplies	\$ 15,675	\$ 20,305	\$ 27,200
Contractual Services	\$ 404,385	\$ 356,410	\$ 484,530
Total	\$ 1,444,659	\$ 1,606,510	\$ 1,673,186
Personnel FTE	17	18.6	17.0



2011 Accomplishments

- The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the Chicago Park District for its Comprehensive Annual Financial Report (CAFR) for three consecutive years.
- Implemented the Oracle Fixed Assets module to account for and report on the District's capital assets. This monthly process imports all Oracle Accounts Payable data and groups it into the above mentioned categories for financial reporting.
- Absorbed the grants management function into the Comptroller's Office to centralize the recording, monitoring and reporting functions for all Federal, State and Local grants. The District is responsible for adhering to GASB 33, Accounting for Non-Exchange Transactions, U. S. Government Accounting Office (GAO) and the American Recovery and Reinvestment Act (ARRA) guidelines in accounting for new grants and accurately reporting on existing grant revenues and expenditures.
- Implemented online and electronic pay stubs and direct deposit advices via our website tool. Employees now have access to 3 years of payroll information, including benefit balances and W-2's which saves the District money in printing costs and staff time.

2012 Goals

- To receive the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report and Popular Annual Financial Report for the year ended 2009.
- GASB No. 51, Accounting and Financial Reporting for Intangible Assets is effective for the District for fiscal year ended December 31, 2010. Governments must now retroactively account for intangible assets such as easements, water rights, timber rights, patents, trademarks, and computer software. The Comptroller's Office will be charged with ensuring the District is in compliance with GASB 51 and accurately reporting these assets on the 2010 financial statements.

Comptroller

- GASB No. 54, Fund Balance Reporting and Governmental Fund Type Definitions is effective for the District with its year ended December 31, 2011. This statement establishes accounting and financial reporting standards for all governments that report governmental funds. It establishes criteria for classifying fund balances into specifically defined classifications and clarifies definitions for governmental fund types. The Comptroller’s Office will be charged with ensuring the District is in compliance with GASB 54 in presenting its 2011 budget and accurately reporting its funds on the 2011 financial statements.
- Explored electronic payment methods in order move the District from the manual processing of payments, to a more efficient and expedient accounts payable function. The District will also take steps to better utilize its procurement card program by taking advantage of online transaction approvals and using single-use commercial cards.
- Shorten the “fieldwork” stage of the financial statement audit and Single Audit by closing the general ledger by April 30th of each year and preparing all year-end schedules within 30 days afterward. Issue the District’s audited financial statements, CAFR and PAFR by June 30th of each fiscal year.

Performance Data

Goal: To enhance the timeliness of accounting data	Measure	2012 Projection	FY 2011 Projection	2009-2010 Change	2010	2009
	Issue date of CAFR	6/30/13	6/30/12	--	8/15/11	7/29/10
	Issue date of OMB Circular A-133 Single Audit Report	6/30/13	6/30/12	--	8/15/11	7/29/10
	Submission to Nationally Recognized Municipal Securities Information Repository (NRMSIR)	210 days after Year End	210 days after Year End	--	238 days after Year End	210 days after Year End
	Audit fieldwork concluded	5/30/13	5/30/12	--	07/14/11	07/14/10

Goal: To measure the number of quality controls and review tasks completed by type	Measure	2012 Projection	2011 As of 7/31/11	2009-2010 % Change	2010	2009
	Account/Bank reconciliations performed	5,700	2,711	--%	5,656	NA
	Data integrity checks completed	NA	NA	--%	NA	NA
	Grants reports issued	NA	NA	--%	NA	NA
	Grants trainings conducted	NA	NA	--%	NA	NA

Comptroller

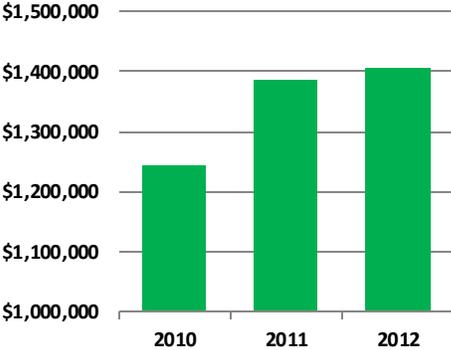
Goal: Effectively manage payroll transactions	Measure	2012 Projection	2011 As of 7/31/11	2009-2010 % Change	2010	2009
	Manual payroll checks issued	1,350	675	-34%	1,860	2,800
	Voided payroll checks	170	67	5	178	170
	Final payout checks issued	60	34	-1%	79	80
	Regular payroll: checks issued + direct deposit = total	23,200 <u>+65,700</u> 88,900	12,844 <u>+38,222</u> 51,066	-18%	24,726 <u>+68,321</u> 93,047	28,959 <u>+84,315</u> 113,274

Goal: Effectively manage accounts payable (A/P) transactions	Measure	2012 Projection	2011 As of 7/31/11	2009-2010 % Change	2010	2009
	Manual A/P checks issued	96	56	-28%	54	75
	Voided A/P checks	280	148	56%	320	205
	Invoices entered	24,780	12,806	-5%	25,896	27,255
	Regular A/P: Checks Issued + Wire = Total	10,920 <u>+330</u> 11,250	6,367 <u>+195</u> 6,562	-12%	11,758 <u>+209</u> 11,967	13,458 <u>+97</u> 13,555

Financial Services

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

Department Expenditures			
Account	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ 1,201,974	\$ 1,327,750	\$ 1,353,114
Materials & Supplies	\$ 4,473	\$ 4,000	\$ 3,000
Small Tools & Equipment	\$ 1,264	\$ 1,000	\$ 500
Contractual Services	\$ 37,127	\$ 54,050	\$ 49,845
Total	\$ 1,244,838	\$ 1,386,800	\$ 1,406,459
Personnel FTE	18	18	18



2011 Accomplishments

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

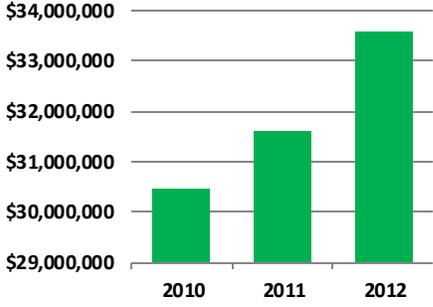
2012 Goals

- Continue to enforce procedures to ensure that revenue is collected and recorded correctly, thus increasing the level of financial accountability by CPD staff.
- Update financial procedures focusing on cash acceptance and train over 1,000 full time staff members on these policies.
- Implement and train staff on new registration system (ActiveNet).
- 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.

Revenue

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

Department Expenditures			
Account	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ 753,828	\$ 781,773	\$ 886,077
Materials & Supplies	\$ 2,679	\$ 7,000	\$ 7,000
Small Tools & Equipment	\$ -	\$ -	\$ -
Contractual Services	\$ 29,706,757	\$ 30,834,456	\$ 32,679,540
Total	\$ 30,463,264	\$ 31,623,229	\$ 33,572,617
Personnel FTE	10	10	11



2011 Accomplishments

- Hired a new South Region Permits Coordinator position to standardize the permitting process district-wide.
- Added 2 new pay and display parking meter locations on the lakefront (Margate Park & Northerly Island).
- Developed a district-wide policy and form for room rentals.
- Increased the number of permits issued at special event venues by 8% (as of June 30, 2011).

2012 Goals

- Increase overall revenue by 5%.
- Implement on-line permit application process as part of the new website implementation that will take place District-wide.
- Continue to increase rental and commission revenue at special event venues.

Revenue

Performance Data

Goal: Maximize revenue potential of Management Contracts	Measure		2012 Projection	2011 As of 6/30/11	2009-2010 % Change	2010	2009
	Charter One Pavilion # of events		16	TBD	27%	19	15
	Soldier Field	# of events	180	TBD	4%	170	163
		# of tours	375	TBD	21%	371	306
# of garage		275	TBD	-15%	265	312	

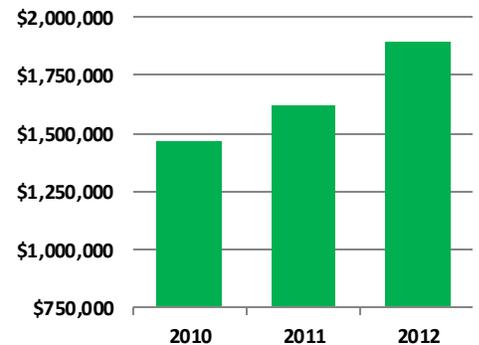
Goal: Increase revenue generated via permits	Measure		2012 Projection	2011 DW As of 06/30/11	2009-2010 % Change	2010 (DW)	2009 (DW)
	Special Event Permits	# of permits issued	2,500	1,470	15%	2,305	1,996
		Revenue generated	\$4,000,000	\$2,515,565	7%	\$3,877,442	\$3,626,275
	Special Event Venues	# of permits issued	500	481	289%	447	115
		Rental revenue generated	\$450,000	\$348,502	342%	\$425,838	\$96,423
		Commission revenue generated	\$250,000	\$28,187	NA	\$213,285	NA

Goal: Increase revenue generated by privatized vendors	Measure	2012 Projection	2011 As of 6/30/10	2009-2010 % Change	2010	2009
	MLK	TBD	\$826,760	19%	\$1,340,908	\$1,131,199
	Charter One Pavilion	\$900,000	TBD	11%	\$980,131	\$882,461
	Harbors	TBD	\$19,430,072	0%	\$21,238,480	\$21,185,660
	Soldier Field	TBD	\$7,612,420	15%	\$23,944,161	\$22,607,156
	Concessions	TBD	\$556,285	10%	\$2,205,959	\$2,000,755
	Golf Revenue	TBD	\$1,932,508	8%	\$4,895,726	\$4,543,032

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	2010 Actual	2011 Budget	2012 Budget
Personnel Services	\$ 373,816	\$ 452,818	\$ 457,488
Materials & Supplies	\$ 11,184	\$ 12,290	\$ 11,755
Small Tools & Equipment	\$ 2,156	\$ 4,000	\$ 2,500
Contractual Services	\$ 1,081,168	\$ 1,152,000	\$ 1,426,200
Total	\$ 1,468,324	\$ 1,621,108	\$ 1,897,943
Personnel FTE	5	5.5	5



2011 Accomplishments

- Treasury anticipates prior to year-end to issue an amount not to exceed \$150 million in General Obligation Unlimited Tax Bonds (Harbor Facilities Revenues Alternate Revenue Source) for the construction of a new harbor and marina to be known as '31st Street Harbor' and to reconfigure and upgrade the existing harbors. The District went through an extensive public process and sought various approvals for the new harbor. Multiple steps have been taken to prepare for the bond issuance including obtaining a financial feasibility report of the District's current harbor system and the anticipated impact of the proposed harbor improvements, as well as presentations to inform the District's Board, the various rating agencies and potential investors about the transaction.
- Continued to implement best practices during a volatile market by diversifying and selecting prudent investments to preserve and maintain the safety and principal of the District's investment portfolio. In addition, Treasury prepared and issued a Request for Qualifications for Fund Managers to optimize and maximize the District's investment portfolio and expanded its' list of approved municipal depositories to provide additional investment options for the District.
- By strategically managing its' cash flow, the District avoided, for the fifth straight year in a row, having to issue any short-term debt instruments thus saving approximately \$2 million in annual interest payments.

2012 Goals

- Continue to evaluate financing and restructuring proposals to maximize capacity and savings in its debt portfolio due to limitations of the District's Debt Service Extension Base (DSEB).
- Create a Debt Service Management Policy.
- Explore current technology solutions to improve and strengthen treasury management protocols.



2012 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 Lax ('PTELL). Funds subject to the PTELL include the annual corporate extension for the taxing district and annual special purpose extensions.

Alternate Revenue Bonds

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

Appropriation

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

Balanced Budget

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

Board of Commissioners

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

Bond

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

Glossary

Budget

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

Capital Asset

An asset of significant value and having a useful life of at least five years. Also called a fixed asset.

Capital Budget

The appropriation of operating revenue or bonds for improvements in buildings, land, and equipment (infrastructure), where such improvements and purchases have a life expectancy of at least five years.

Capital Expenditures

Direct outlays for the acquisition of capital assets or long-term improvements to extend an asset's useful life through a contract or direct construction, including purchases of equipment, land, and physical structures.

[Capital Improvement Plan \(CIP\)](#)

A plan for capital outlay to be incurred each year over a fixed period of years to maintain and/or improve facilities.

Capital Improvements

Expenditures related to the acquisition, expansion, or renovation of some segment of a government's infrastructure.

Cash Basis of Budgeting

An accounting basis which recognizes revenues when received and expenditures when paid.

Concessions

The sale of goods and services on Park District property, with the right to profit from these activities. For example, the sale of ice cream bars in a park.

[Consumer Price Index \(CPI\)](#)

A method of determining price inflation that is calculated monthly by the federal government. An index or "basket" of commonly purchased household goods is priced each month and compared to the same basket's price in earlier periods. The change in price over time is used to determine if and to what extent price inflation is present.

[Contractual Services](#)

Specified services rendered to the Park District by private firms or individuals for a defined period of time.

Glossary

Corporate Fund

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

Cultural Programs

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

Day Camp

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

Debt Financing

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

Debt Service

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

Department

A classification of an area within the Park District organization based on management function.

Depreciation

An expense which reflects the decrease in the value of an asset over its useful life.

Districtwide

Refers to operations which cover all geographic regions of the park district.

Division

A sub-classification of Department according to function.

Encumbrance

The commitment of appropriated funds to purchase goods or services. To encumber funds means to set aside or commit funds for a specified future.

Equalized Assessed Value (EAV)

The valuation set upon real estate and certain personal property by the county assessor as a basis for levying property taxes in the state of Illinois.

Expenditure

The payment of cash on the transfer of property or services for the purposes of acquiring an asset or service or settling a loss.

Glossary

Expenses

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

Fiscal Year

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

Fixed Assets

Assets of a long-term character that are intended to be held or used, such as land, buildings, machinery and equipment.

Full-Time Equivalent (FTE)

A part-time position converted to the decimal equivalent of a full-time position based upon 2,080 hours of work per year. For example, a part-time recreation leader working 20 hours per week would be the equivalent of .5 of a full-time position.

Fund

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

Fund Balance

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

Generally Accepted Accounting Principles (GAAP)

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

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

General Obligation Bond

A bond that is backed by the full faith, credit and taxing power of the government or municipality.

Glossary

Grant

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

Harbor Fund

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

Hourly (H)

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

Interest Income

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

Interfund Transfer

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

Intergovernmental Agreement

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

Limited Tax Bonds

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

Long-Term Income Reserves

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

[Modified Accrual Basis of Accounting](#)

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

Monthly (M)

A full-time employment position receiving benefits.

Non-tax Revenues

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

Obligation

A binding agreement resulting in present or future outlays.

Glossary

Operating Budget

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

Operating Expenses

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

Operating Revenues

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

Pension Fund

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

Performance Measures

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

[Permit](#)

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

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

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

Personnel Services

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

Play Camp

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

Playground

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

Playlot

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

Principal

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

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Prior Year Encumbrance

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

Privatization

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

Program

A set of activities directed towards meeting a social need.

Property Tax

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

Public Buildings Commission (PBC)

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

Recreation Programs

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

Region

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

Rehabilitation Cost Methodology

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

Rentals

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

Glossary

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



City of Chicago

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Board of Commissioners

Bryan Traubert, President
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Dr. Scott Hanlon, D.O.
Martin Laird Koldyke
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