



City of Chicago

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OFFICE OF THE MAYOR
CITY OF CHICAGO

LORI E. LIGHTFOOT
MAYOR

October 21, 2020

TO THE HONORABLE, THE CITY COUNCIL
OF THE CITY OF CHICAGO

Ladies and Gentlemen:

I transmit herewith the proposed 2021 Budget recommendations.

Your favorable consideration of this item will be appreciated.

Very truly yours,

A handwritten signature in blue ink, reading "Lori E. Lightfoot".

Mayor

CITY OF CHICAGO



2021
BUDGET
OVERVIEW



MAYOR LORI E. LIGHTFOOT

CITY OF CHICAGO

2021 BUDGET OVERVIEW



MAYOR LORI E. LIGHTFOOT



2021 BUDGET OVERVIEW
LETTER FROM THE MAYOR



My Fellow Chicagoans,

It is an honor to present to you the City of Chicago's budget for fiscal year 2021. This \$12.8 billion budget represents our roadmap toward a fiscally responsible recovery from the unprecedented COVID-19 crisis, as well as a moral document rooted in our core values of equity, transparency and inclusion, and our ongoing mission to expand opportunity and success across each of our city's 77 communities.

Just as with the COVID-19 crisis itself, the 2021 Budget is made up of difficult choices as our nation and our entire world continue to grapple with the ongoing impact of this once-in-a-century global pandemic. Here in Chicago, this virus has cost the lives of thousands of our residents, and upended the financial security of countless others, particularly the tens of thousands already living on the edge of unemployment, health care, hunger, and more.

Creating a budget under these extraordinary circumstances presents us with enormous challenges absent of simple solutions or quick fixes. Yet, rather than overwhelming us, it has only enhanced our resolve to use this moment as an opportunity to further our work in creating the long-term structural solutions needed to make our government more responsive to our communities and businesses in a holistic and inclusive way.

To do this, we embarked on a robust community engagement campaign to hear from residents and organizations about their highest priorities. We also leveraged funding from the CARES Act and undertook other targeted measures to supplement our investments in historically disinvested communities across key areas like mental health and violence prevention. We developed revenues and efficiencies that met both our policy and financial goals, and that would aid our longer-term recovery, rather than hinder it. And we also shouldered some very difficult choices regarding our workforce on account of COVID-19's financial impact.

No matter how challenging or painful, each decision we made was guided by our core values which prioritized the long-term health and well-being of our families, communities, and small businesses. It's those values that have guided us throughout the turbulence and uncertainty of this crisis, and it's because of those values that—despite this unprecedented moment—I continue to feel hopeful and inspired about our future. That is because I am confident those values will continue to carry us forward now, in the choices we face today, and in the challenges and successes that await us in the months and years to come.

Sincerely,

A handwritten signature in black ink that reads "Lori E. Lightfoot".

Mayor Lori E. Lightfoot





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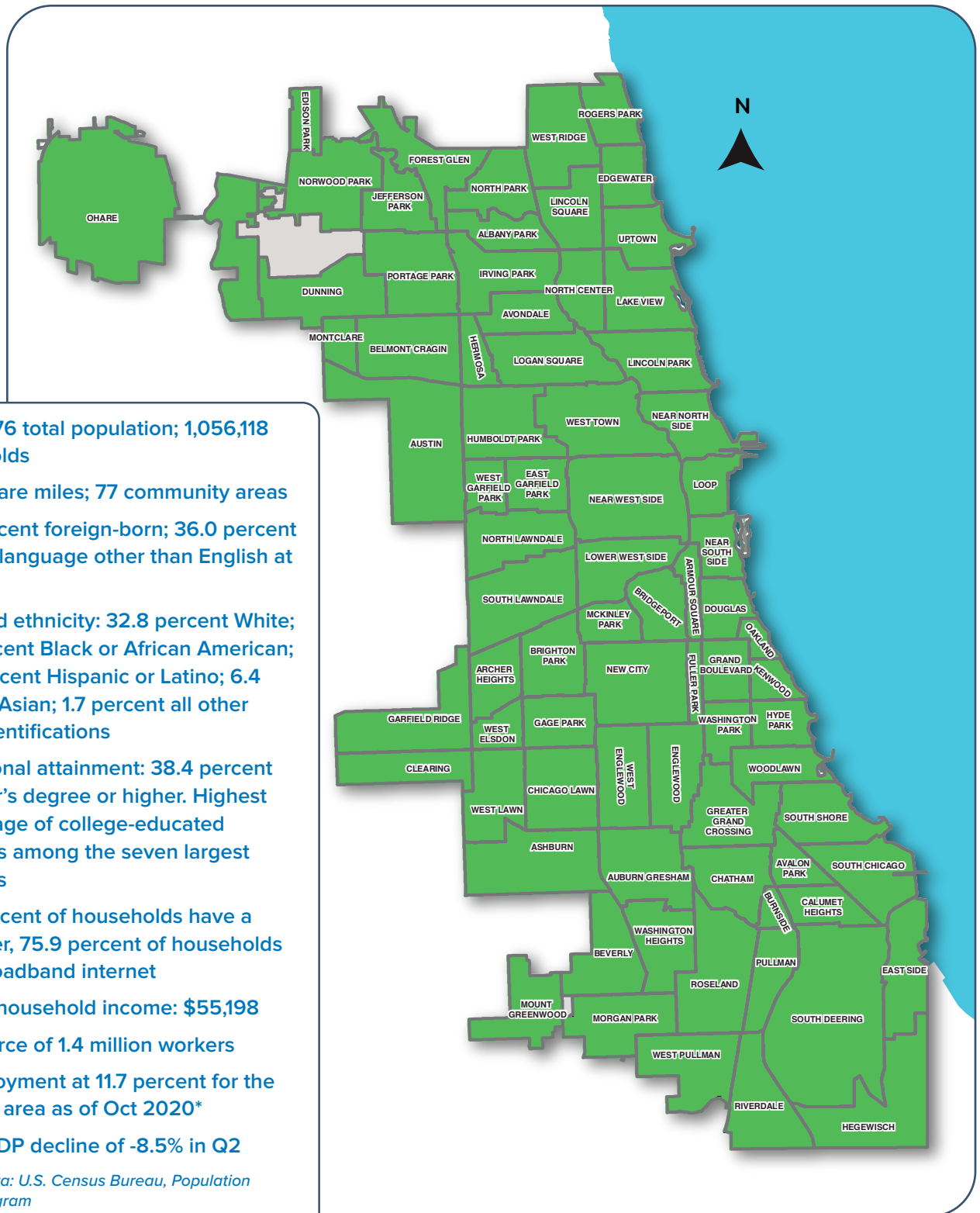
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INTRODUCTION



CITY PROFILE



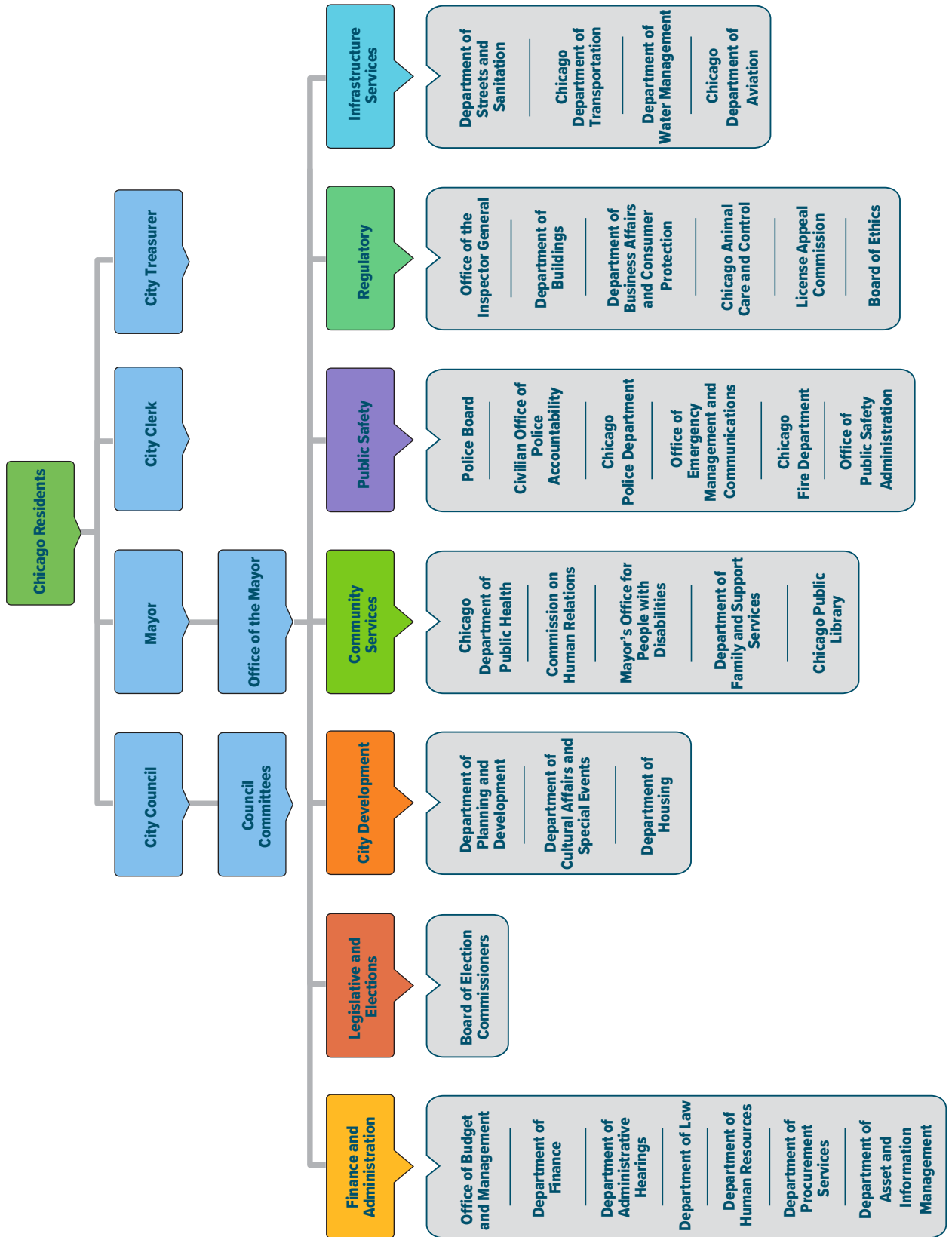
- ★ 2,693,976 total population; 1,056,118 households
- ★ 228 square miles; 77 community areas
- ★ 20.7 percent foreign-born; 36.0 percent speak a language other than English at home
- ★ Race and ethnicity: 32.8 percent White; 30.1 percent Black or African American; 29.0 percent Hispanic or Latino; 6.4 percent Asian; 1.7 percent all other racial identifications
- ★ Educational attainment: 38.4 percent bachelor's degree or higher. Highest percentage of college-educated residents among the seven largest U.S. cities
- ★ 85.8 percent of households have a computer, 75.9 percent of households have broadband internet
- ★ Median household income: \$55,198
- ★ Labor force of 1.4 million workers
- ★ Unemployment at 11.7 percent for the Chicago area as of Oct 2020*
- ★ Metro GDP decline of -8.5% in Q2

Population data: U.S. Census Bureau, Population Estimates Program

Other demographic data: 2018 5-year ACS estimates

*U.S. BLS, Local Area Unemployment Statistics

CITY OF CHICAGO • ORGANIZATIONAL CHART



2021 BUDGET OVERVIEW

INTRODUCTION

CITY FUNCTIONS



FINANCE AND ADMINISTRATION

The Finance and Administration departments coordinate the City's overall government operations, managing city finances, human resources, technology, assets and legal functions. This support allows operational, public safety, infrastructure and human services departments to focus on their core missions and ensures that the City serves its residents in an efficient and cost-effective manner.



LEGISLATIVE AND ELECTIONS

The Legislative and Elections department manages the City's legislative and elections functions, while also maintaining and promoting the efficient and accurate administration of all local, state, and federal elections.



CITY DEVELOPMENT

The City Development departments work throughout Chicago to promote economic, cultural, and community development. These departments develop and implement citywide and neighborhood-specific plans that preserve the character of Chicago's communities, create open spaces and affordable housing options, and coordinate sustainable growth. They also stage special events and festivals that enhance the city's economy and tourism industry and support local artists and nonprofit organizations that develop and implement public art programs.



COMMUNITY SERVICES

The Community Services departments provide services needed by Chicago's families and neighborhoods. These departments support those most in need by providing and coordinating care at health clinics; immunizations; home-delivered meals for seniors; information and referral services for people with disabilities; after-school and job-readiness programs for Chicago's youth; emergency shelters for the homeless and displaced; crisis intervention assistance; and learning and recreational opportunities through public libraries citywide.



PUBLIC SAFETY

The Public Safety departments work together to keep Chicago's neighborhoods, families, and property safe. The critical services that these departments provide save lives and protect homes, businesses, and the rights of all Chicagoans through law enforcement, fire suppression and prevention, and emergency response operations.



REGULATORY

The Regulatory departments protect public health and safety, and the interests of consumers through the enforcement of City ordinances and compliance with local, state and federal laws. The enforcement activity includes regular inspections and responses to resident and business complaints.



INFRASTRUCTURE SERVICES

The Infrastructure Services departments are central to keeping Chicago on the move. These departments collect residential recycling and garbage; remove graffiti; build, repair and maintain Chicago's streets, sidewalks and bridges; coordinate and repair street lights; maintain the City's water and sewer system; purify and deliver the city's water; operate the City's two international airports; and strategically plan for the future of the City's essential infrastructure.



GENERAL FINANCING REQUIREMENTS

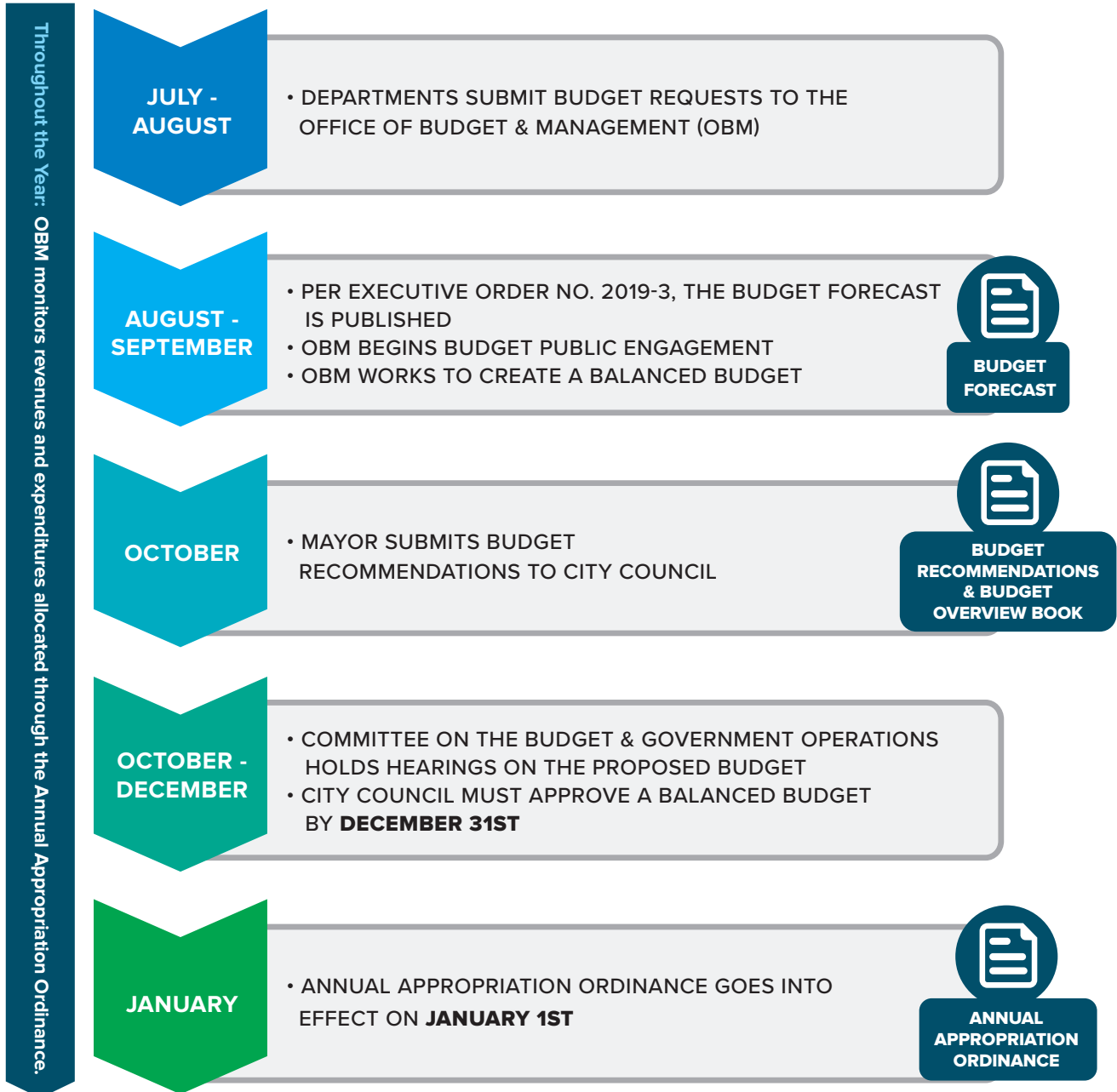
The Finance General category represents cross departmental expenses such as information technology systems, employee benefits, contributions to employee pension funds, and long-term debt service payments.

BUDGET PROCESS



2021 BUDGET OVERVIEW BUDGET PROCESS

Each year, the City prepares an annual budget that accounts for revenue from taxes and other sources and sets forth a plan for how the City intends to utilize resources and revenues over the course of the following calendar year. In accordance with the State of Illinois Statute, the City produces a balanced budget, meaning that its appropriated expenditures do not exceed the amount of revenues it estimates will be available for that year.



Consolidated Plan & Action Plan

Sets forth priorities for the City's housing and non-housing community needs for federal entitlement funding.



Capital Improvement Plan

Comprehensive list of capital improvements scheduled to occur in the City over the next five years.



COVID-19 RESPONSE AND RECOVERY



2020 COVID-19 TIMELINE

MARCH

21st: Stay-at-Home Order

HEALTH RESPONSE:

- Sittercity childcare launched for essential workers
- Began quarantine and isolation shelters for essential workers and first responders
- Launched construction of alternative care facility at McCormick Place

FINANCIAL & ECONOMIC RESPONSE:

- Meal assistance made available through Chicago Public Schools, Chicago Food Depository, Salvation Army, and Emergency Food Call Center
- Temporarily suspended collection on select debts owed to the City and deferred business taxes due to the City
- Launched \$2 million grant program to help impacted Chicagoans with rent and mortgage payments

LEGISLATIVE ACTION:

- The Coronavirus Aid, Relief and Economic Security (CARES) Act was passed by Congress and signed into law



APRIL

7th: Executive Order signed to guarantee COVID-19 relief is available to undocumented residents

HEALTH RESPONSE:

- Liquor sales curfew established
- Racial Equity Rapid Response Team launched
- McCormick Place Alternate Care Facility completed
- Chi COVID Coach app launched

23rd: Stay-at-Home Order extended through April

FINANCIAL & ECONOMIC RESPONSE:

- \$7 million Artists' Relief Fund launched
- \$100 million Small Business Resiliency Loan Fund launched
- Housing Solidarity Pledge launched to provide relief to renters and mortgage borrowers
- \$5 million Microbusiness Recovery Grant program launched

RECOVERY INITIATIVES:

- COVID-19 Recovery Task Force Launched

MAY

1st: Face coverings required; modified Stay-at-Home order extended through May

HEALTH RESPONSE:

- 11 free COVID-19 testing centers opened on the south and west sides
- \$56 million contact tracing expansion plan announced

FINANCIAL & ECONOMIC RESPONSE:

- \$24 million COVID-19 Response Fund launched to support Chicago's non-profits

RECOVERY INITIATIVES:

- "Protecting Chicago" reopening framework announced



MEALS PROVIDED SINCE MARCH
24.1 MILLION



DOLLARS COMMITTED FOR
RENT AND MORTGAGE RELIEF
\$25.5 MILLION



TOTAL RENTERS AND HOMEOWNERS
RECEIVING ASSISTANCE
4,001

*TOTALS ARE AS OF OCTOBER 1, 2020

2021 BUDGET OVERVIEW COVID-19 RESPONSE AND RECOVERY

JUNE

3rd: Phase III of reopening begins

HEALTH RESPONSE:

- \$11 million committed to healthcare developments in North Lawndale and Auburn Gresham
- Free COVID-19 mobile testing sites launched with more than 100 organizations in over 60 locations citywide

FINANCIAL & ECONOMIC RESPONSE:

- \$6 million Together Now Round One grant program launched for businesses impacted by COVID-19 and recent events
- \$2 million Chicago Resiliency Fund launched for undocumented citizens unable to obtain federal relief

RECOVERY INITIATIVES:

- Outdoor dining/shared streets program announced
- \$50 million Chicago Connected launched to provide free wifi to Chicago Public School students

LEGISLATIVE ACTION:

- Chicago City Council approves more than \$1.13 billion in federal CARES Act funding

26th: Phase IV begins

JULY

2nd: Emergency Travel Order issued

HEALTH RESPONSE:

- New Divvy stations opened to increase safer outdoor transit options

RECOVERY INITIATIVES:

- Recovery Task Force "Forward Together" plan announced and implementation begins

AUGUST

HEALTH RESPONSE:

- Plans for more than 25 new community health centers for communities in need announced

FINANCIAL & ECONOMIC RESPONSE:

- \$3 million Together Now Round Two grant program launched for small businesses
- Winter outdoor dining challenge launched and funded

SEPTEMBER

FINANCIAL & ECONOMIC RESPONSE:

- Announced easing of restrictions on businesses due to progress in the fight against COVID-19

OCTOBER

HEALTH RESPONSE:

- Announced plan to safely celebrate Halloween in Chicago

FINANCIAL & ECONOMIC RESPONSE:

- Announced winners of Winter Design Challenge.
- \$500,000 in privately funded support announced to support Chicago restaurants to help cover the costs of winterizing outdoor dining areas



DOLLARS COMMITTED FOR
SMALL BUSINESS LOANS AND GRANTS

\$146.6 MILLION



CHICAGO SMALL BUSINESSES
RECEIVING SUPPORT

4,112



TOTAL COVID-19 TESTS ADMINISTERED

164,827



MOBILE COVID-19 TESTING EVENTS

127

*TOTALS ARE AS OF OCTOBER 1, 2020



PRIORITIES AND STRATEGIES



INTRODUCTION

The City's budget guides how we make investments in the communities where Chicagoans live, work and raise their families. These investments reflect the City's shared values and represent the programs and services on which residents depend. With the passing of the 2020 budget, Mayor Lori E. Lightfoot began the process of setting the City on a path to structural balance in a new era of good governance guided by the hallmarks of integrity, transparency and robust civic engagement.

Then, in early 2020, life as we knew it was fundamentally changed. The emergence of COVID-19 spread quickly across the world creating an unprecedented global health challenge as medical professionals and first responders scrambled to contain what would ultimately be declared a worldwide pandemic. As cities and states implemented stay-at-home procedures to stem the escalation of COVID-19, what was first seen as a health crisis evolved into a financial meltdown of global economies. At home, Chicago faced its own set of challenges as businesses shuttered, school buildings closed and hospitals began to fill across the city. In response, Mayor Lightfoot wasted no time, directing department leaders to quickly mobilize every available resource to protect the health and safety of our residents from the impact of the pandemic, including using federal funding made available to the City. Through a data-driven, community-based approach, she worked to ensure that all residents, especially those whose struggles were most exacerbated by the pandemic, received assistance.

The City continues to remain focused on ensuring communities have the necessary health and financial resources needed as the COVID-19 pandemic persists. While Chicago's COVID-19 response and recovery are ongoing, the financial impact on our economy has been significant. On August 31, 2020, Mayor Lightfoot released the 2021 Budget Forecast which projected a \$798.8 million 2020 year-end shortfall and a \$1.2 billion 2021 budget gap. The entire 2020 shortfall and 65 percent of the 2021 budget gap are directly attributable to the economic impacts of the pandemic on the City's revenues.

Even amidst an unprecedented pandemic and resulting budget gap of historic proportions, Mayor Lightfoot made a commitment to be honest and transparent about the financial challenges the City faces. As part of that transparency, the Office of Budget and Management introduced the 2021 budget process beginning with a public engagement phase that included "Budget Week," a weeklong series of virtual budget townhall meetings, livestreamed on Facebook with subtitles in English and Spanish and ASL interpretation, along with the launch of a new interactive website where residents could submit questions for the townhall series and leverage multiple ways to provide feedback for the upcoming budget. Additionally, City Council held two revenue hearings to explore the current state of the City's revenue as well as provide information on potential new or expanded revenue options.

The City also expanded its outreach to include the 2021



2021 BUDGET OVERVIEW PRIORITIES AND STRATEGIES

Community Round Table series, a grassroots effort to gather community feedback from residents on their budgetary spending priorities. For the second year in a row, the City also launched an online survey which asked participants about City services they most value. The survey was also made available in paper format at Chicago Public Library locations. These engagement efforts culminated with a virtual town hall event with Mayor Lightfoot and the Budget Director answering questions submitted by residents through the online portal and discussing the outcomes of the public engagement process. Nearly 100,000 people participated in budget-related discussions through the City's online survey, Virtual Town Halls, and Community Round Table Series.

This community participation and feedback have guided the City throughout the budget process. To that end, as the City looks to restore its fiscal health and operate in a new normal, the primary mayoral initiatives for the 2021 budget are presented here in three broad categories: response, recovery, and resiliency.

The 2021 budget continues to support key initiatives introduced in 2020, even given the constraints of the pandemic budget, including \$9.3 million in the Framework for Mental Health Equity, \$10 million in affordable housing and homelessness, and \$16.5 million for violence prevention and reduction. These investments are coupled with other existing department resources and additional Coronavirus Aid, Relief, and Economic Security ("CARES") Act and other grant funding of more than \$100 million in 2021.

The 2021 budget also identifies reforms to government operations, reduces costs and takes great strides toward achieving savings. More than \$537.2 million in savings, efficiencies, and reforms are included in the 2021 budget, which have been identified by reducing positions and non-personnel expenses, while refocusing on core services in the most effective way possible given the constraints of a pandemic budget.

While this budget focuses in greater part on savings and efficiencies, these changes alone are not enough to meet the City's growing obligations combined with the significant impact to Chicago's economy from the pandemic. The 2021 budget includes a variety of increased revenues to balance the budget in a way that does not overly burden any single business sector or resident. To that end, the proposed budget includes adjustments to three existing tax structures, in addition to one-time draws from the Rainy Day Fund and other sources. These changes are anticipated to generate \$184.9 million in additional revenue, coupled with \$501 million in debt refinancing.

Every decision in this budget, from reforms and investments to revenues and expenditures, ensures that the City continues to deliver the core services residents depend on, while building an environment that promotes economic vitality and strengthens communities where families can grow and thrive. By prioritizing our shared values of transparency, accountability, equity and inclusion to shape decisions, the 2021 budget sets out to strengthen Chicago's neighborhoods while keeping the city on a course towards a stable and sustainable financial future, even in the midst of a global pandemic.



RESPONSE

Throughout the community engagement process, one of the messages heard loudest from our residents was that investments in neighborhoods are of enormous value, including affordable housing, mental health and addressing homelessness. These shared values become even more important during a crisis. So while balancing the largest budget gap in the City's history, the 2021 Budget continues the work towards creating pathways to the middle-class and ensuring that everyone has access to housing that is affordable, stable and accessible, and that residents can obtain quality, trauma-informed care and mental health services that improves their quality of life.

For 2021, the City is sustaining the additional investments made in 2020 of \$10 million in affordable housing and homelessness prevention and services, which supports residents with incomes not exceeding 30 percent of area median income, as well as additional funding for the Flexible Housing Pool for persons experiencing homelessness, with a focus on reducing youth homelessness by 25 percent. The City continues the investment in the Chicago Low Income Housing Trust Fund to provide crucial assistance for Chicago's most vulnerable residents, including very low-income households and the formerly incarcerated. Additionally, the City leveraged more than \$87 million in 2020 utilizing CARES act funding to provide emergency housing relief and support as well as homelessness prevention, a portion of which will continue into 2021.

The City is not only committed to increasing access to affordable housing through direct housing and homelessness investments, but also ensuring that it is done equitably, ethically and responsibly. In 2020, the City launched several community-driven housing initiatives with the goal of improving affordable housing policies and programs that impact every resident in the City. This led to the creation of the Inclusionary Housing Task Force that analyzed the existing Affordable Requirements Ordinance ("ARO") and identified potential policy changes for public comment. The ARO requires residential developments that receive City financial assistance, involve City-owned land, are granted a zoning change or are a planned development in the downtown area to provide a percentage of units at affordable prices.

The City also launched the first-ever racial equity impact assessment ("REIA") on the Qualitative Allocation Plan, which is the process of awarding Low-Income Housing Tax Credits ("LIHTC"). Through the REIA, the City heard from over 120 stakeholders, including residents, on how to better support tenants and potential tenants through affordable housing development.

The pandemic posed additional challenges to ensure stable housing for residents across the city. To provide relief to households impacted by the pandemic, the City provided rental and mortgage assistance, supporting more than 4,000 families, including households with mixed immigration status.



2021 BUDGET OVERVIEW PRIORITIES AND STRATEGIES

In 2021, the City will continue to build on these efforts by incorporating the public feedback for the ARO and introducing an amended ordinance to improve the efficacy in creating new units of affordable housing across the city. Additionally, the City is working to strengthen tenant protections, incorporate racial equity across all of its programs and services and continue to address the needs that have resulted from the pandemic.

Taking an equity approach to mental health, the City is continuing the \$9.3 million investment made in 2020 in addition to \$10 million in CARES Act funding in the Framework for Mental Health Equity that constitutes a set of priorities and strategies to advance equity and invest in the communities that most need mental health resources. The framework supports proven solutions, grounded in evidence, to ensure residents obtain high-quality, trauma-informed care that improves their health.

In 2020, the City strengthened the mental health safety net by expanding mental health services at public and nonprofit health centers in the neighborhoods of greatest need. These investments support 32 trauma-informed Centers of Care serving 34 Chicago community areas, including dedicated support for children, adolescents, and young adults. Additional COVID-19 grant funding allowed the City to expand the number of trauma-informed centers of care funded in communities most impacted by the pandemic. City mental health clinics were strengthened through facility improvements, telehealth, staffing, and crisis response services in 2020. These 32 centers of care combined with the five City mental health clinics, in addition to Chicago's broader network of mental health service providers, comprise a community-based mental

health safety net system available to anyone who needs mental health services.

The City also invested in Assertive Community Treatment ("ACT") and Community Support Teams ("CST") in 2020 to address the need for crisis prevention and response programs for persons living with serious mental health illness and co-occurring substance use disorders. These investments allowed the City to scale up mental health access in neighborhoods of need and think beyond brick-and-mortar locations to help reach the many residents who need services outside of clinics. These teams deliver community-based care to patients with complex needs who are living in areas with high behavioral health hospitalization rates. These investments are also reflected in the 2021 budget.

In addition, the City leveraged CARES Act funding to invest in support for new integrated healthcare services for persons experiencing homelessness that will deliver direct behavioral healthcare services outside the walls of clinics and include psychiatric assessment services, medication monitoring, and medications for opioid use disorder. These investments will continue in 2021.

The City also invested in 2020 to support coordination of care to help ensure that anyone in Chicago who needs mental healthcare services is able to connect to service providers. This strategy included an anti-stigma campaign, a robust helpline, community outreach, and better data on gaps in care. These investments are continued in 2021. Additional COVID-19 grant funding will also allow the City to invest funding throughout 2021 and 2022 to support system-wide strategies that address suicide prevention.



RECOVERY

While the 2020 budget began the process of setting the City on a road to structural balance, the impact of an unforeseen global pandemic presented a new challenge, both in the City's response to help residents address the health and financial impacts of COVID-19, and in the effects on the City's economy and finances. Just as it was critical to support the recovery of our residents' health, it is also necessary to address the recovery of the City's finances, leading to additional structural and shorter-term measures to tackle this year's unprecedented budget challenges.

Throughout the budget process, the City has been identifying structural efficiencies that maximize existing resources, while creating cost savings and improvements to services. City departments worked hand-in-hand with the Office of Budget and Management to closely examine each item in the budget, strategically thinking around how to best provide core services while also reducing costs. Given the impact of the pandemic on the City's budget, departments were asked to reimagine how services could be delivered given even fewer available resources. Further, each department was tasked with conducting an in-depth analysis on all existing vacancies and positions to identify reductions to their workforce. This necessitated difficult decisions, including the inclusion of furloughs and layoffs in the 2021 budget. These initiatives resulted in \$537.2 million in total savings and efficiencies, of which

\$106.3 million are personnel savings resulting from a reduction of 1,921 positions from the Corporate Fund, as well as planned layoffs and furloughs.

While each budget focuses on savings and efficiencies, these reforms alone are not enough to meet contractually required obligations, particularly in the time of a pandemic. In addition to short-term structural savings, the City has also identified dedicated revenues for long-term liabilities to create structural solutions to address budget imbalances.

Each year, the City Council passes an ordinance that levies the amount of property taxes needed for various specified purposes, including levies for each of the City's four pension funds. Annual contributions to the pension funds have historically been made primarily from the proceeds of these levies. When the County collects the levied amount, there is a portion that is not collected, whether due to late payments or no payment at all. This results in non-collection of the full levy, or collection of a portion of the levy in a future year. This shortfall is referred to as the "loss in collection." Historically, the City of Chicago has not added a loss in collection factor to its property tax levies for the pension funds. This practice was consistent with Illinois and pension fund statutes: the City levied the property tax amount that, in combination with other fund sources, totaled the statutorily required contribution.

However, State law changes in 2016 added language



2021 BUDGET OVERVIEW PRIORITIES AND STRATEGIES

implying the funds must receive the full statutory contribution in the year in which the property tax levy is collected. In addition, the pension boards were authorized to file a claim with the State Comptroller if the City failed to meet its pension obligations due to the loss of collections, who could then withhold grant funds due the City. As a result of these legislative changes and subsequent actions by the Pension Funds, the City has been required to pay over \$41 million that was levied but not collected from other sources in 2019.

While the City continues to believe the prior interpretation is correct, State and Pension Fund actions require the City to make up the difference between what is levied and what is collected. To this end, the proposed 2021 budget includes an increase to the property tax levy in the amount of \$42.5 million to account for the loss of collections.

For the greater part of two decades, the City of Chicago's property tax levy was not increased, resulting in annual property taxes that did not proportionately grow with the City's economy. This changed when the property tax increase in 2015 was implemented in order to address the City's steeply growing pension obligations, also a result of decades of underfunding all four of the City's pension funds. Even with the 2015 property tax increases to meet the pension contribution ramps, the Civic Federation has found the City of Chicago to have the lowest residential

property tax rate in Cook County, with an effective tax rate of 1.74 percent. In an effort to avoid another sudden, large property tax increase, the City has included a consumer price index ("CPI") increase to the levy beginning with the 2021 levy and for each year thereafter. For 2021, the CPI increase was calculated utilizing the December 2018 to December 2019 CPI rate of 2.3 percent, resulting in an increase of \$35.4 million. The proposed CPI increase is in line with other units of government that are subject to the Property Tax Extension Law Limit ("PTELL"), such as Chicago Public Schools, Chicago Park District, and City Colleges, which increase their levy annually using the same calculation the City is proposing. Other City taxes and fees currently tied to CPI are the Wheel Tax, which increases every two years by the amount of CPI, and water and sewer rates, which increase annually.

These increases to the 2021 property tax levy would result in a total increase of \$93.9 million, which includes the increase to account for loss of collections, CPI and \$16 million for adding new property onto the tax rolls. For the median home value of \$250,000, the average estimated impact of this increase is approximately \$56 per year for a homeowner.

After performing an accounts receivable tracking and monitoring assessment to help prioritize its collection efforts, the City implemented a new monitoring process in



2021 BUDGET OVERVIEW PRIORITIES AND STRATEGIES

2020 to pursue outstanding tax and fee remittance from vendors engaged in contracts with the City. This initiative, along with other enhanced fine and fee enforcement initiatives, are anticipated to yield up to \$78 million in uncollected taxes and licensing fees, and fines in 2021.

The 2021 budget also includes a 1.75 percent increase to Personal Property Lease Tax applied to non-possessory computer leases of cloud software and cloud infrastructure, bringing the tax in alignment with the tax imposed on all other lease, rental or use of rented, personal property currently taxed at 9.0 percent. Vehicle Fuel Tax will be increasing by \$0.03 per gallon with the 2021 budget, resulting in an increase to the City of \$10 million. This increase follows suit of the State's increase in the Motor Fuel Tax by \$0.03 in 2020, which the City did not take last year. Another \$45.0 million is anticipated from the sale of surplus City properties and improved revenue projections. This budget also includes a \$33.5 million increase to the total Tax Increment Financing surplus received by the City, with a total TIF surplus of \$304 million, exceeding the 2020 surplus and the largest in the City's history. This budget also includes a full draw down of \$30 million from the Rainy Day Fund. These changes are discussed further in the Corporate Fund Revenue section of this book and are anticipated to generate an additional \$133.5 million in 2021.

The City also plans to issue \$1.7 billion of General Obligation ("GO") and Sales Tax Securitization Corporation ("STSC") bonds to refinance outstanding City GO and STSC bonds for near-term budgetary savings. The refinancing transaction is expected to generate up to \$450 million of budgetary relief for the 2020 budget and \$501 million of budgetary relief for the 2021 budget. The budgetary relief will help the City address the 2020 and 2021 gaps caused by COVID-19 revenue loss. The refinancing takes advantage of current low interest rates to refinancing outstanding debt with a higher interest rate to a lower interest rate. The City intends to use these interest rate savings to pay for the debt restructuring that will generate the budgetary relief described above.



RESILIENCY

To build resiliency in a measurable and accessible way that leverages the strengths of the city, the 2021 budget reflects a broad and inclusive strategy that addresses neighborhood support and development, an economic plan in response to COVID-19, and a comprehensive public safety strategy built using a public health lens.

The 2021 budget reflects a continuation of Mayor Lightfoot's holistic, all-hands-on-deck public safety approach to addressing gun violence, strengthening public safety support resources, emphasizing accountability, and improving police operations to meet the needs of residents in Chicago's neighborhoods. The City of Chicago's first-ever comprehensive violence reduction plan, "Our City, Our Safety: A Comprehensive Plan to Reduce Violence in Chicago," was released in September 2020, and guides public safety initiatives and programming to sustainably reduce violence over the next three years.

The plan is the result of more than a year's partnership with government officials, service providers, faith leaders, philanthropic and university partners, individuals with lived experience, and advocates to form the initiatives in this report that are designed to reduce violence in Chicago.

Building on record-high investments in the 2020 budget, the plan seeks to establish a comprehensive street outreach and victim support network similar to strategies employed in New York City, Los Angeles, and Oakland.

Through key intervention practices such as behavioral health services, living wage jobs, and most importantly, relentless engagement with those who are at the highest risk of violence, such networks have been scientifically proven to reduce violence in major cities. To accomplish this, the City is focused on sustaining current funding investments in street outreach and trauma-informed victim services while mitigating impacts due to the COVID-19 pandemic. For the 2021, the City has committed a total of \$16.5 million to community-based violence reduction efforts including the co-responder pilot.

Recognizing that law enforcement should not be government's sole or even leading response to a complex web of social and economic forces, the plan also addresses the trauma and mental health impacts communities face today. The Mayor's Office, the Chicago Department of Public Health, Chicago Police Department, Chicago Fire Department, and the Office of Emergency Management and Communications are collaborating to launch a new co-responder alternative dispatch pilot in 2021. Through this pilot, a trained mental health professional, community paramedic, and Crisis Intervention Trained ("CIT") police officer will co-respond to certain 911 calls with a mental health component to provide crisis intervention support and connect individuals facing mental health challenges to appropriate services. The City has made an initial investment of \$1.3 million to support this promising model, which recognizes that we must rethink how we respond to individuals in crisis.



2021 BUDGET OVERVIEW PRIORITIES AND STRATEGIES

The 2021 budget also continues to lay the foundation for a strategy that shifts the focus to investing more deeply in Chicago's neighborhoods, particularly those that have lacked sufficient resources to promote economic vitality and been disproportionately impacted by COVID-19. The City's long-term solution to its financial challenges is premised on a growth strategy that focuses on all of the city's neighborhoods, small businesses, homeowners, individuals and community-based institutions, to increase opportunity and expand the population.

In response to the global pandemic, Mayor Lightfoot convened the COVID-19 Recovery Task Force ("RTF") in April 2020 in an attempt to begin thinking ahead of the far-ranging impacts of this disease on Chicago's residents and Chicago's economy. The objective was to provide the strongest recovery effort Chicago has ever seen and build on the efforts already taken to expand equity and opportunity (e.g. the STEP anti-poverty platform, INVEST South/West). More than 100 stakeholders were brought together to form the RTF which was drawn from a diverse mix of industries, community organizations, and policy experts representing all facets of the City to provide the critical guidance and expertise needed to chart the path forward, including 14 Aldermen who served on the RTF committees and identified key pillars of our recovery. The City also created opportunities for public input, which was vital to the plan's creation.

There is no denying that the City will continue to navigate significant challenges related to the pandemic, but the

RTF work is an opportunity to double-down on the mission of building a new Chicago that is inclusive and accessible, and will serve as the standard of how cities not only recover from this health crisis, but use their recovery as a driver for growth that leverages power and potential for generations to come.

When the RTF report was finished and published in July (the first comprehensive recovery report published by any American city), the City made a public commitment to not let the report sit on a shelf. Since then, the City has established 17 workstreams to implement the recommendations from the report. In a few short months, the City has already achieved several accomplishments, including – but not limited to – launching outdoor dining programs to support restaurants, implementing a contact tracing service corps built on community trust and building career pathways for those most impacted by COVID, and securing film production opportunities that are creating hundreds of jobs for our residents.

The 2021 budget includes a \$7 million investment in Recovery Task Force initiatives, an investment that will be multiplied by both private and philanthropic funds. For example, the Chicago Community Trust has already launched a \$25 million fund to support the city's recovery, and private sector partners such as PepsiCo and JP Morgan Chase have stepped up with robust corporate commitments. These are just the beginning, with much more to come.



2021 BUDGET OVERVIEW PRIORITIES AND STRATEGIES

This investment includes support for the recruitment of job-creating companies into Chicago that will bring jobs to the city in the areas of transportation, distribution, and logistics, life sciences and healthcare, manufacturing, food and agriculture, and film sectors that will be growing during the COVID-19 recovery horizon; support for the workforce strategy, by identifying career pathways for displaced individuals into high priority industries for recovery; small business support to build capacity for small businesses, especially in Black and Latinx neighborhoods; and support recovery in the tourism, hotel, and convention industry - a key driver of the Chicago economy where nearly \$2 billion of economic value and jobs have been lost. This investment will also include enhanced tourism promotion and business development initiatives.

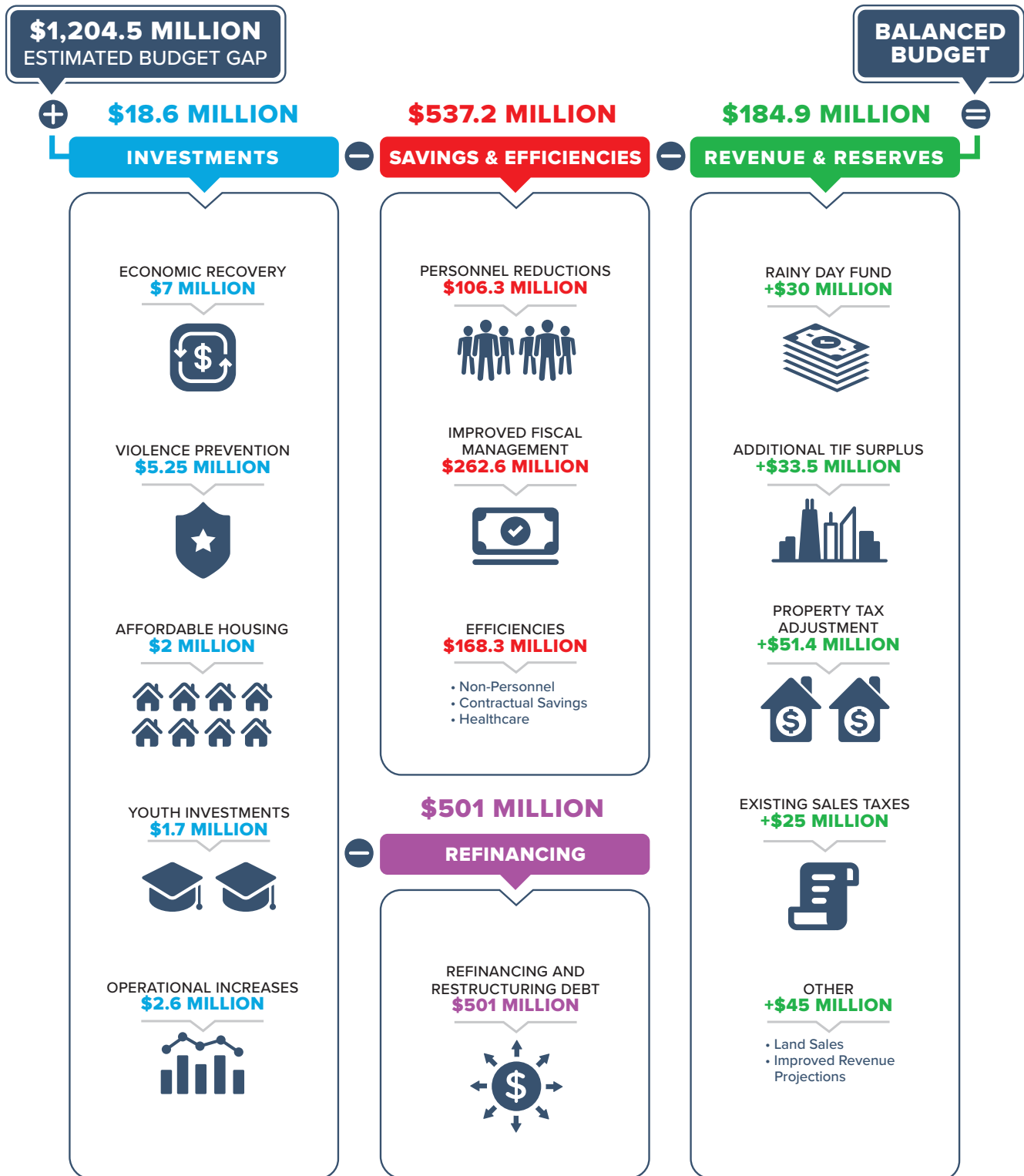
Overall, this budget proposal addresses the City's obligations and preserves key services, while continuing to make reforms and investments that will ensure fiscal and economic stability for all residents now and in the generations to come.



BUDGET OVERVIEW



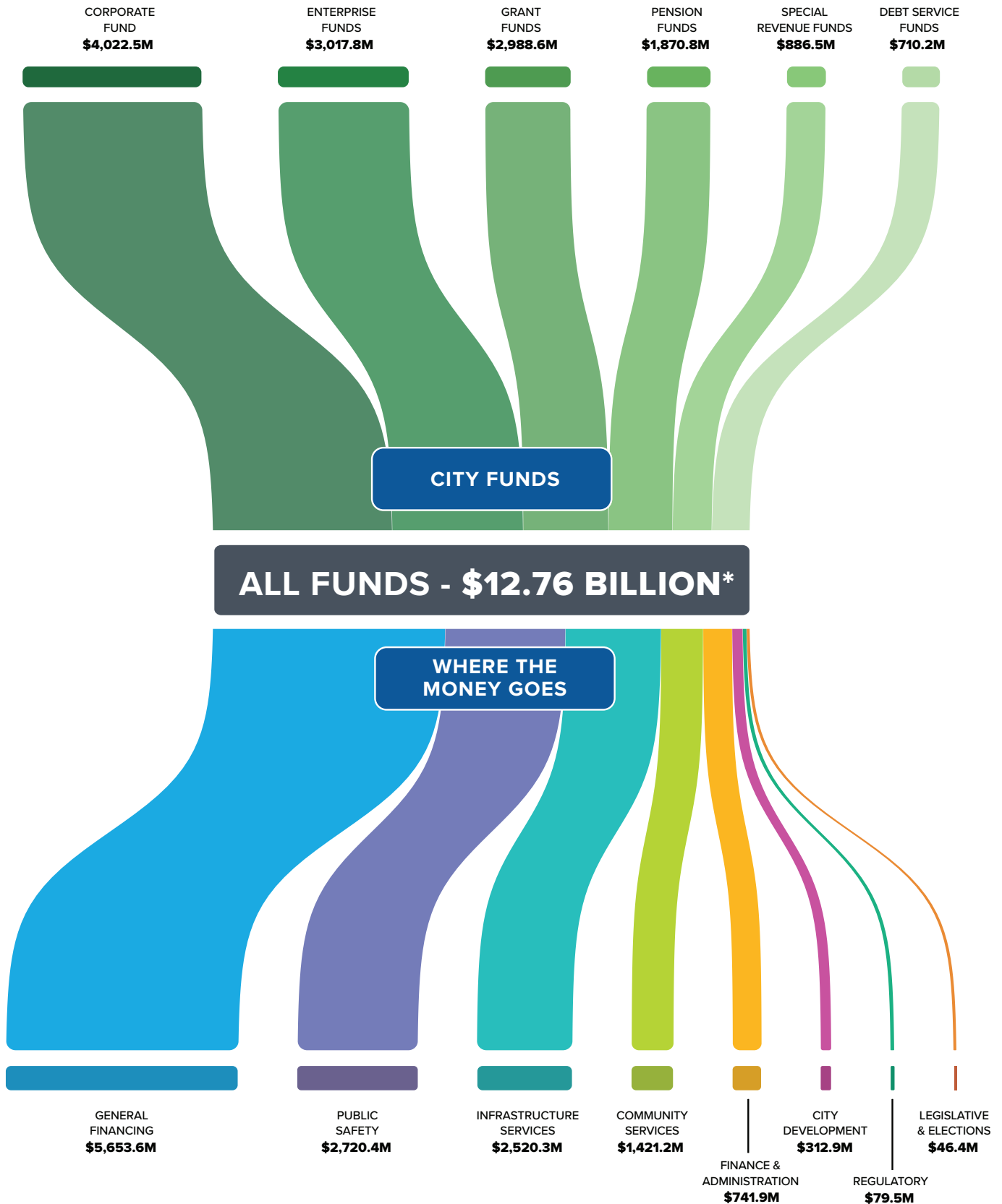
\$4 BILLION • TOTAL CORPORATE FUND



FINANCIAL SUMMARIES



2021 BUDGET OVERVIEW FINANCIAL SUMMARIES



*Proceeds of debt issuances transferred between funds and reimbursements or internal transfers between funds, totaling \$734.0M, are deducted to more accurately reflect the City appropriation. Total resources include revenues generated during the year and prior year savings and available resources.

2021 BUDGET OVERVIEW FINANCIAL SUMMARIES

LOCAL FUND SUMMARY

The 2021 proposed City budget for all local funds is \$9.8 billion, \$4.0 billion of which makes up the City's Corporate Fund budget. The 2021 proposed budget also includes an anticipated \$3.0 billion in grant funding, bringing the total proposed budget for 2021 to \$12.8 billion.

Revenue estimates for the Mayor's 2021 recommended budget assume modest recovery in business and leisure activity following the COVID-19 pandemic and ensuing recession, as well as recovering revenue derived from consumer sharing technologies, such as rideshare services. In addition to growth assumptions based on expected economic conditions, there are several increases proposed to existing taxes and fees in the 2021 budget, and the introduction of the City share of State tax revenue on the emerging cannabis industry in Chicago.

Personnel services and related employee pension contributions consistently represent the largest portion of the City's local fund budget. Under the 2021 proposed budget, 64.9 percent of local fund operating expenses, excluding debt service, are for personnel-related costs, which include salaries and wages, healthcare, overtime pay, pension contributions, and unemployment compensation.

Salaries and wages, which make up the largest portion of personnel expenses, are \$2.9 billion, or 31.6 percent, of proposed 2021 local fund operating expenditures, excluding debt service. Employee healthcare represents \$421.5 million, or 4.6 percent, of proposed 2021 local fund operating expenditures, excluding debt service.

There are 33,267 total positions across all funds, including grant funds, in the proposed 2021 budget. This is a decrease of 1,857 positions from the 2020 appropriation.

Approximately 90.0 percent of the City's total positions are union members covered by collective bargaining agreements. These collective bargaining agreements set forth benefits plans and scheduled salary increases for covered employees, and the City is contractually obligated to adhere to these benefits and salary schedules. Detailed information on union salary schedules can be found in the 2021 Budget Recommendations.

Pension appropriations will increase to \$1.87 billion of the proposed local fund operating budget in 2021, an increase of \$165.4 million from the 2020 budget. This is discussed further in the Pension Fund section of this document.

Additional detail regarding the City's revenue sources by fund is provided in the Budget Detail pages at the end of this document. Historical information and a more detailed discussion of 2020 year-end estimates for each of the City's sources of revenue and expenditures can be found in the 2021 Budget Forecast published in August. For definitions of the taxes, other revenue sources, and fund types discussed in this document, please refer to the Glossary.

SUMMARY OF PROPOSED BUDGET - ALL FUNDS

	2020 Budget	2021 Proposed
Corporate Fund	\$4,419.2M	\$4,022.5M
Debt Service Funds	\$802.0M	\$710.2M
Enterprise Funds	\$3,002.7M	\$3,017.8M
Grant Funds	\$1,758.7M	\$2,988.6M
Pension Funds	\$1,705.3M	\$1,870.8M
Special Revenue Funds	\$919.2M	\$886.5M
Total	\$12,607.1M	\$13,496.3M
Deduct Proceeds of Debt	(\$115.0M)	(\$114.6M)
Deduct Transfers between Funds	(\$885.7M)	(\$619.4M)
Total	(\$1,000.7M)	(\$734.0M)
Grand Total	\$11,606.4M	\$12,762.3M

Proceeds of debt issuances transferred between funds and reimbursements or internal transfers between funds are deducted from the total resources to more accurately reflect the City appropriation. Total resources include revenues generated during the year and prior year savings and available resources.

2021 BUDGET OVERVIEW FINANCIAL SUMMARIES

CORPORATE FUND

The Corporate Fund is the City's general operating fund, supporting basic City operations and services, such as public safety, public health, and small business assistance. The proposed 2021 budget for Corporate Fund resources totals \$4.0 billion, a decrease of \$396.7 million or 9.0 percent below the 2020 budget. The COVID-19 pandemic has had a significant impact on the broader economy, both nationally and locally, which has had a resulting impact on City revenues as reflected in the 2021 Budget Recommendations. The following is a discussion of the noteworthy elements of the 2021 revenue projections for the Corporate Fund.

REVENUE

TAX REVENUE

Corporate Fund tax revenue consists of local tax revenue and intergovernmental tax revenue. Local tax revenue includes Utility, Transaction, Transportation, Recreation, and Business Taxes; as well as City-collected Sales Tax. Intergovernmental tax revenue includes State Income Tax, Personal Property Replacement Tax ("PPRT"), Municipal Auto Rental Tax, and Reimbursements for City services. The

2021 recommended budget anticipates local tax revenues will decrease by \$259.0 million or 14.5 percent below the 2020 budget to \$1.5 billion, and intergovernmental revenues will decrease by \$18.5 million or 4.3 percent from the 2020 budget to \$414.6 million.

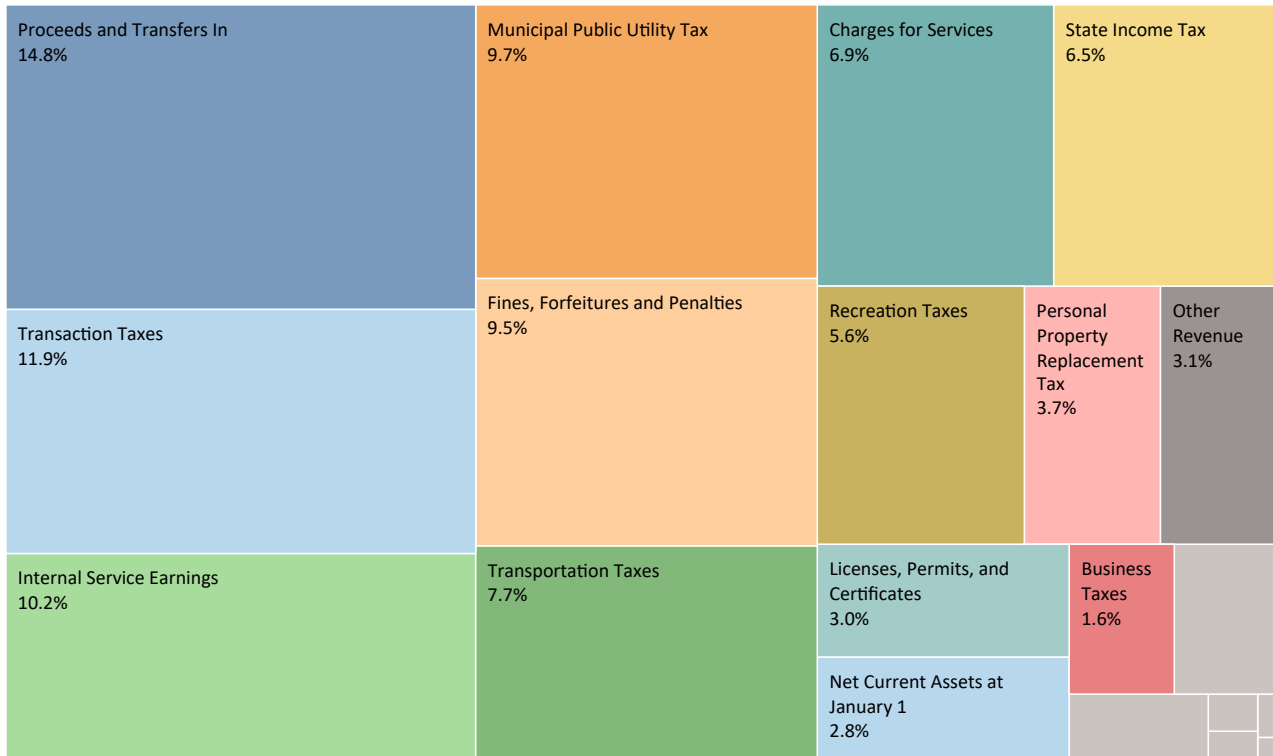
Municipal Public Utility Tax

Municipal public utility tax includes taxes on electricity, natural gas, and telecommunications, as well as fees received from cable companies for the right to operate within the City of Chicago. Utility taxes and fees are expected to total \$390.8 million in 2021, a decrease from the 2020 budget by \$25.3 million. The decrease in the 2021 budget is driven by lower than expected natural gas prices, as well as a multi-year trend of declining telecommunications tax revenue. Numerous factors impact utility tax revenues including weather, natural gas prices, rate changes, and evolving technologies that affect consumer behavior and energy use.

Sales and Use Taxes

Sales and use tax revenues ("Sales Tax") have historically been the largest single revenue source in the City's

SUMMARY OF ESTIMATED RESOURCES - CORPORATE FUND



Chicago Sales Tax / Home Rule Retailers' Occupation Tax = 1.6%; Leases, Rentals and Sales = 1.0%; Municipal Parking = 0.2%; Interest Income = 0.2%; Municipal Auto Rental Tax = 0.1%; Reimbursements for City Services = 0.0%

2021 BUDGET OVERVIEW FINANCIAL SUMMARIES

Corporate Fund. As further described below, in December 2017, the City sold to the Sales Tax Securitization Corporation ("STSC") the City's rights to receive Sales Tax revenues collected by the State. Currently, residual revenue received from the STSC is recorded in proceeds and transfers in. Certain Sales Taxes imposed by the City and collected by the City were not sold to the STSC and therefore do not flow through it.

The City-collected Sales Taxes, which consists of the use tax on non-titled personal property authorized by the Home Rule Municipal Use Tax Act of the State, the use tax on titled personal property on sales outside the six-county area authorized by the Home Rule Municipal Use Tax Act of the State, as well as Restaurant Tax and Private Vehicle Use Tax, are included as local tax revenues. In 2021, City-collected Sales Taxes are estimated to generate revenue totaling \$63.6 million. Additional information regarding the residual revenue from the STSC can be found in the proceeds and transfers in section in non-tax revenue.

Transaction Taxes

Transaction taxes include taxes on the transfer of real estate, the lease or rental of personal property, and the lease of motor vehicles in the City. Transaction taxes are expected to generate revenue totaling \$478.1 million in 2021. Real Property Transfer Tax revenue is anticipated to total approximately \$124.7 million in 2021. The Personal Property Lease Tax is expected to total \$348.4 million, an increase of approximately 27.8 percent over the 2020 budget of \$274.2 million. This includes the implementation of a 1.75 percent increase to the tax as it applies to non-possessory computer leases in 2021, bringing the rate equal to that charged to other leases of personal property at 9.0 percent.

Transportation Taxes

Transportation taxes include taxes on parking, vehicle fuel purchases, and the provision of ground transportation for hire. Transportation taxes are expected to generate

DETAIL OF ESTIMATED RESOURCES - CORPORATE FUND

		2020 Budget	2021 Proposed	2021 Proposed (%)
Local Tax	Municipal Public Utility Tax	\$416.1M	\$390.8M	9.72%
	Chicago Sales Tax / Home Rule Retailers' Occupation Tax	\$74.0M	\$63.6M	1.58%
	Transaction Taxes	\$508.9M	\$478.1M	11.89%
	Transportation Taxes	\$383.6M	\$308.7M	7.67%
	Recreation Taxes	\$273.3M	\$223.9M	5.57%
	Business Taxes	\$134.4M	\$66.1M	1.64%
	Total	\$1,790.3M	\$1,531.3M	38.07%
Proceeds and Transfers In	Proceeds and Transfers In	\$642.5M	\$597.2M	14.85%
	Total	\$642.5M	\$597.2M	14.85%
Intergovernmental Revenue	State Income Tax	\$269.8M	\$262.3M	6.52%
	Personal Property Replacement Tax	\$157.2M	\$147.0M	3.65%
	Municipal Auto Rental Tax	\$4.2M	\$3.3M	0.08%
	Reimbursements for City Services	\$2.0M	\$2.0M	0.05%
	Total	\$433.2M	\$414.6M	10.31%
Local Non-Tax Revenue	Licenses, Permits, and Certificates	\$128.3M	\$119.2M	2.96%
	Fines, Forfeitures and Penalties	\$342.7M	\$381.5M	9.48%
	Charges for Services	\$460.2M	\$277.9M	6.91%
	Municipal Parking	\$7.6M	\$7.6M	0.19%
	Leases, Rentals and Sales	\$33.7M	\$39.3M	0.98%
	Interest Income	\$3.5M	\$6.5M	0.16%
	Internal Service Earnings	\$361.5M	\$410.6M	10.21%
	Other Revenue	\$134.7M	\$125.8M	3.13%
	Total	\$1,472.2M	\$1,368.4M	34.02%
Total		\$4,338.2M	\$3,911.5M	97.24%
	Net Current Assets at January 1	\$81.0M	\$111.0M	2.76%
	Total	\$81.0M	\$111.0M	2.76%
Total		\$81.0M	\$111.0M	2.76%
Grand Total		\$4,419.2M	\$4,022.5M	100.00%

revenue totaling \$308.7 million in 2021, which is 19.5 percent lower than the 2020 budget due to lower rideshare and parking garage usage, partially offset by a \$0.03 per gallon increase in the City Vehicle Fuel Tax on non-aviation fuel.

Recreation Taxes

Recreation taxes include taxes on amusements, automatic amusement devices, the mooring of boats in the City's harbors, liquor purchases, cigarette and e-cigarette purchases, purchases of non-alcoholic beverages, cannabis, and off-track betting. Recreation taxes are expected to generate revenue totaling \$223.9 million in 2021, a decrease of \$49.4 million from the 2020 budget. This decrease is driven by a decline in Amusement Tax revenue due to expected lingering effects of the COVID-19 pandemic, which is anticipated to limit live events through the first half of 2021. The Cannabis Excise Tax is estimated to generate \$5.1 million, up from \$1.5 million budgeted in 2020 due to a full year of collection and continued growth in the industry.

Business Taxes

Business taxes include taxes on hotel accommodations and on paper and plastic disposable shopping bags. In total, the City's business taxes are expected to generate \$66.1 million in 2021. The Hotel Accommodations Tax generates a majority of the revenues that make up the City's business taxes. Hotel Accommodations Tax revenue is projected to be \$60.1 million in 2021, a large decrease from the 2020 budget due to drastically lower demand as a result of low tourism and business travel, particularly in the first half of 2021. The Checkout Bag Tax is projected to remain flat with the 2020 budget, totaling \$6.0 million.

Intergovernmental Revenue

Intergovernmental revenues are primarily made up of a distributive share of the State of Illinois Income Tax and Personal Property Replacement Tax ("PPRT"), both of which are distributed to the City by the State based on defined formulas. Intergovernmental tax revenues are expected to total \$414.6 million in 2021, which is a 4.3 percent decrease from the 2020 budget.

While the recession resulting from the COVID-19 pandemic has reduced employment and incomes, the impact on revenues from Income Tax and PPRT have been less severe than expected. Income Tax revenue is expected to decrease in 2021 to \$262.3 million, while PPRT revenues are expected to total \$147.0 million.

NON-TAX REVENUE

The 2021 proposed budget forecasts that non-tax revenues will decrease by \$103.8 million from the 2020 budget to \$1.4 billion. Non-tax revenue consists of fees charged for the issuance of licenses and permits; fines, forfeitures and penalties for traffic or other violations; various charges for services; municipal parking; leases, rentals and sales of City-owned property; internal service earnings; and interest and other revenue.

Licenses and Permits

Total revenue from licenses and permits is projected to be \$119.2 million in 2021. These revenues include fees charged for the issuance of business licenses, alcohol dealer licenses, building and demolition permits, and various other permits. Business permits and alcohol dealer license revenue are expected to decrease as a result of lower economic activity and business closures resulting from the COVID-19 pandemic.

Fines, Forfeitures, and Penalties

Fines, forfeitures, and penalties include fines from parking tickets, tickets for traffic violations, and other penalties assessed in administrative hearings or the courts. Revenue from fines, forfeitures, and penalties in 2021 is estimated to be \$381.5 million. This figure represents a 11.3 percent increase compared to the 2020 budget of \$342.7 million as a result of increased safety related measures and improved collections.

Charges for Services

Revenues from charges for services are expected to decrease in 2021 to \$277.9 million. Charges for services include fees charged for inspections, public information requests, police, and other safety services such as emergency transportation services. This decrease is driven primarily by an additional retroactive payment for emergency transportation services received in 2020, as well as a drop in emergency transportation services provided in 2020. In 2019, the City provided more than 261,000 emergency transports, which decreased by more than 6.0 percent as of September 2020, or 11,000 fewer transports from the same time period. While total reimbursement is impacted by services provided, the City successfully increased the insurance rate for these services as a result of a partnership with the State to better capture the full cost incurred by the City for these services, maximizing the potential reimbursement. Based on the completed 2020 cost report, the City anticipates nearly the same rate being applied to services provided in 2021, however, estimates assume a continued decrease to transports. A portion of the increased reimbursement will

be utilized for the required State match. This State match is discussed in the Corporate Fund expenditures section.

Leases, Rentals, and Sales

Revenue generated from the lease or sale of City-owned land and other property accounts for approximately one percent of overall Corporate Fund revenue each year. Total revenues from such leases and sales are expected to increase to \$39.3 million in 2021 from \$33.7 million in 2020.

Reimbursements, Interest, and Other Revenue

The 2021 projection for reimbursements, interest, and other revenues is \$548.0 million. These revenues include interest income, internal service earnings, municipal parking, and other revenue. Investment returns on the Corporate Fund are budgeted at \$6.5 million in 2021. Reimbursements consist of amounts transferred to the Corporate Fund from intergovernmental and other City funds for central services such as information technology, police and fire services, street and building maintenance, and administrative services, and total \$410.5 million. In 2021, the City expects positive revenue from the parking meter contract will result in a \$10.0 million transfer to the Corporate Fund. An additional \$40 million is expected from Chicago Public Schools to cover a portion of its share of the City's annual pension contribution to the Municipal Employees' Annuity and Benefit Fund. A list of the anticipated inter-fund reimbursements to the Corporate Fund is set forth in Appendix A of the 2021 Budget Recommendations.

On an annual basis, the City declares a portion of the funds in active Tax Increment Financing ("TIF") districts as surplus revenue, returning a proportionate share of the funds to the City's operating budget based on the City's share of the composite tax rate. For the 2021 budget, the City expects to receive a total of \$76.2 million in surplus TIF revenue. Additionally, the City has identified \$21.1 million in aging revenue accounts that will be swept to the Corporate Fund as part of the 2021 budget.

PROCEEDS AND TRANSFERS-IN

Proceeds and transfers-in are resources that are moved from other funds into the Corporate Fund. In 2021, transfers-in are projected to be \$597.2 million, including a combined \$19.0 million of investment income from the asset lease and concession reserves.

In October 2017, the City Council passed an ordinance authorizing the creation of a Sales Tax Securitization Corporation ("STSC"). Under this agreement, the City

receives the proceeds of bonds issued by the STSC as well as residual sales tax revenues not used to make debt service payments. The State-collected portion of the City's Sales Tax (Home Rule Occupation Tax and Use Tax or "HROT") and the City's share of the State's Sales and Use Taxes (Municipal Retailer Occupation Tax or "MROT") are sold to the STSC and any remaining revenue not used for debt service are now located in 'Proceeds and Transfers In'. Sales tax collections from the City's portion of the state's sales tax ("MROT") and the City's sales tax ("HROT") are projected to decline 9.3 percent or \$45.3 million from the 2020 budget due to lower economic activity, offset by reduced STSC withholding resulting from refunding of bonds. This City anticipates residual revenue transferred to the City from the STSC to total \$570.2 million.

NET CURRENT ASSETS

Prior years' savings and sustainable revenue growth along with spending controls and other efficiencies resulted in a Corporate Fund balance that allowed the City to make deposits to its Rainy-Day Fund. This past financial management practice provides the City with reserves to draw on during economic downturns. The 2021 budget includes \$111.0 million from current assets, including \$30.0 million from the Rainy Day Fund.

2021 BUDGET OVERVIEW FINANCIAL SUMMARIES

EXPENDITURES

Proposed expenditures for the City's Corporate Fund total \$4.0 billion. This section discusses the 2021 proposed budget both in terms of the types of expenditures - such as personnel expenditures, commodities and materials, and contractual services - and in terms of the functional categories of expenditures - such as public safety, finance and administration, and community services.

EXPENDITURES BY TYPE

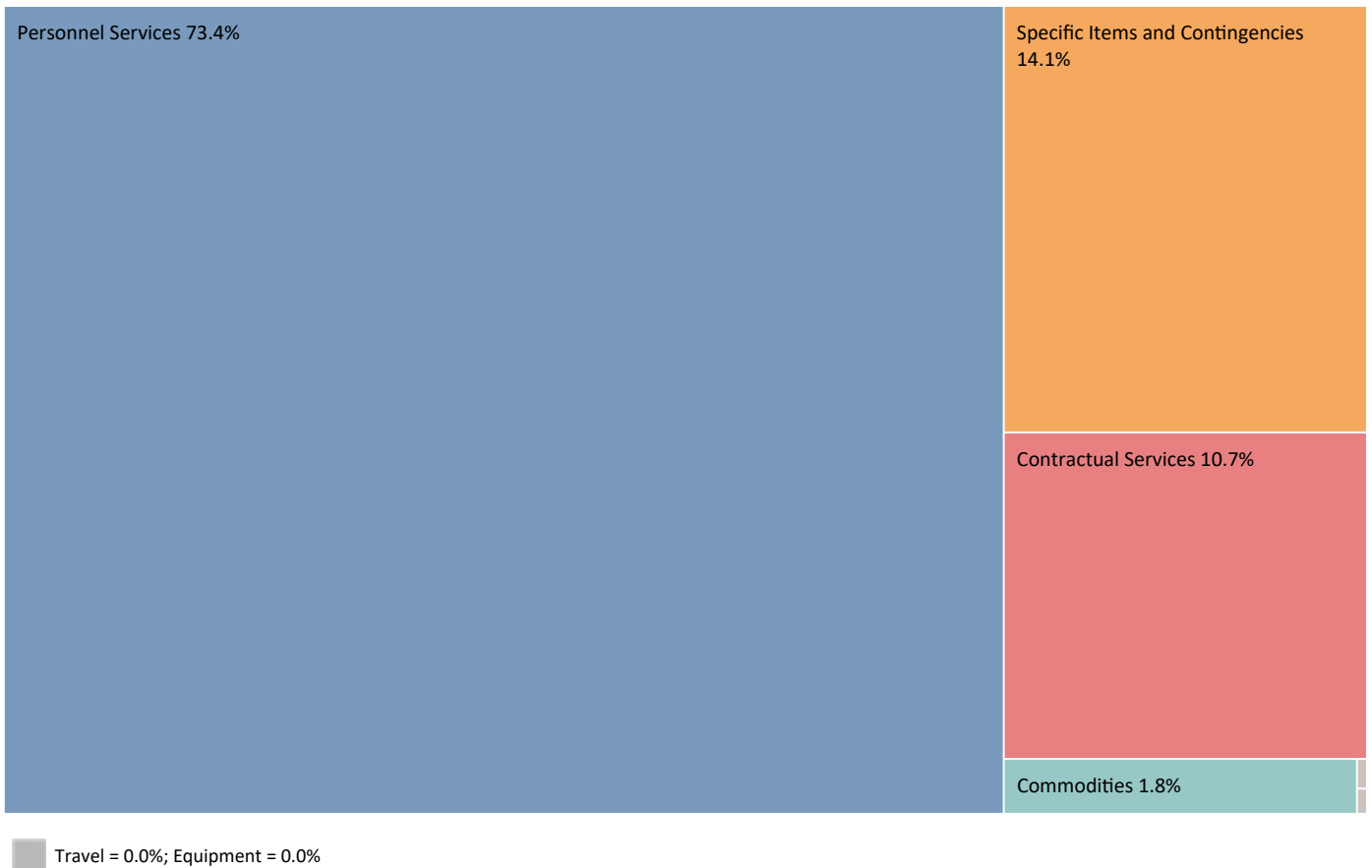
PERSONNEL

Personnel costs consistently represent the largest portion of the City's Corporate Fund budget. Under the 2021 proposed budget, personnel costs are \$2.9 billion, or 73.4 percent, of Corporate Fund operating expenses, which includes salaries and wages, healthcare, overtime pay, and unemployment compensation. This represents a decrease of \$68.4 million from the 2020 budget. Salaries and wages, which make up the largest portion of personnel expenses, are \$2.1 billion, or 52.5 percent, of proposed 2021 Corporate Fund operating expenditures.

The budgeted personnel expense accounts for required contractual salary and prevailing rate increases for current collective bargaining agreements as well as certain estimated salary and wage growth for collective bargaining agreements currently under negotiation. In the 2021 budget, the City's Corporate Fund budgeted positions will decrease by 1,921, a 7.6 percent reduction due to citywide efforts to reduce vacancies. In addition to the vacancy reductions, the City is also including in the 2021 budget \$15.3 million in reductions resulting from planned furloughs and layoffs.

The City generated healthcare savings of \$29.0 million from a combination of negotiating better rates, savings realized from prior year audits, and savings from negotiations with unions without reducing benefits.

SUMMARY OF PROPOSED EXPENDITURES - BY TYPE - CORPORATE FUND



2021 BUDGET OVERVIEW FINANCIAL SUMMARIES

NON-PERSONNEL

Non-personnel expenses represent \$1.1 billion of the 2021 Corporate Fund. The largest portion of non-personnel expenditures is Specific Items and Contingencies. This category includes pension contributions, transfers, reimbursements, settlements and judgments, bond proceeds, non-personnel programmatic expenses and other related expenditures. In 2021, \$565.4 million is budgeted for Specific Items and Contingencies, a decrease of \$329.1 million from the 2020 budget. This decrease is driven by several initiatives: an anticipated savings in certain contractual services, ending the Chicago Transit Authority (“CTA”) rideshare subsidy, one-time increases received in 2020, and shifting pension contributions. Increases from necessary COVID-19 response expenses and additional investments offset some of these decreases.

Pension contributions represent \$85.5 million in the Specific Items and Contingencies budget, as mentioned in the personnel expenditure section above. This is a decrease of \$249.9 million from the 2020 budget due to an offset from refunding savings realized for 2021. This is discussed in further detail in the Debt section of this book.

Another \$16 million in savings in Specific Items and Contingencies is related to the elimination of a subsidy for the CTA. There were also one-time increases included in the 2020 budget that result in decreases in the 2021 budget. This includes a \$2.7 million decrease from the 2020 census investment, and a decrease of \$65.6 million to the required State match for emergency transportation services. There is also a \$2 million decrease due to one-time bridge funding in 2020 for early childhood education.

With the 2021 budget, the City is introducing the Office of Contract Review and Audit within the Department of Finance. This new office will be focused on contract compliance and identifying savings and efficiencies across the City’s contracts. The City anticipates the Office

identifying \$25 million in contractual savings for 2021, included in the Specific Items and Contingencies budget.

These decreases are offset by new investments in the City’s COVID-19 response and increased violence prevention resources. The 2021 budget includes \$20 million in Corporate Fund resources for the City’s COVID-19 response due to the expiration of previously received federal funding for the coronavirus and uncertainty in the availability of future funding for necessary protective measures such as disinfection and personal protective equipment. There is also \$7 million included in the budget for the City’s economic recovery, and an additional investment in violence prevention by \$5.25 million, as discussed in the Priorities and Strategies section of this book.

Contractual services make up \$432.4 million of total proposed Corporate Fund expenses, an increase of \$1.1 million from the 2020 budget. Contractual services expenditures include the cost of information technology systems, maintenance and licensing; tipping fees for waste disposal; property rental; custodial services for City facilities; and landscaping, engineering, and other professional service contracts.

Approximately \$71.0 million of total proposed Corporate Fund expenses are allocated to commodities. These expenses include items such as office supplies, small tools and equipment, and repair parts for City vehicles, as well as the cost of utilities and motor fuel.

SUMMARY OF PROPOSED EXPENDITURES - BY TYPE - CORPORATE FUND

	2020 Budget	2021 Proposed	2021 Proposed %
Personnel Services	\$3,020.1M	\$2,951.7M	73.38%
Contractual Services	\$431.4M	\$432.4M	10.75%
Travel	\$1.0M	\$0.9M	0.02%
Commodities	\$71.3M	\$71.0M	1.76%
Equipment	\$0.9M	\$1.1M	0.03%
Permanent Improvement and Land	\$0.0M	\$0.0M	0.00%
Specific Items and Contingencies	\$894.5M	\$565.4M	14.06%
Grand Total	\$4,419.2M	\$4,022.5M	100.00%

2021 BUDGET OVERVIEW FINANCIAL SUMMARIES

PROPOSED BUDGET BY FUNCTION

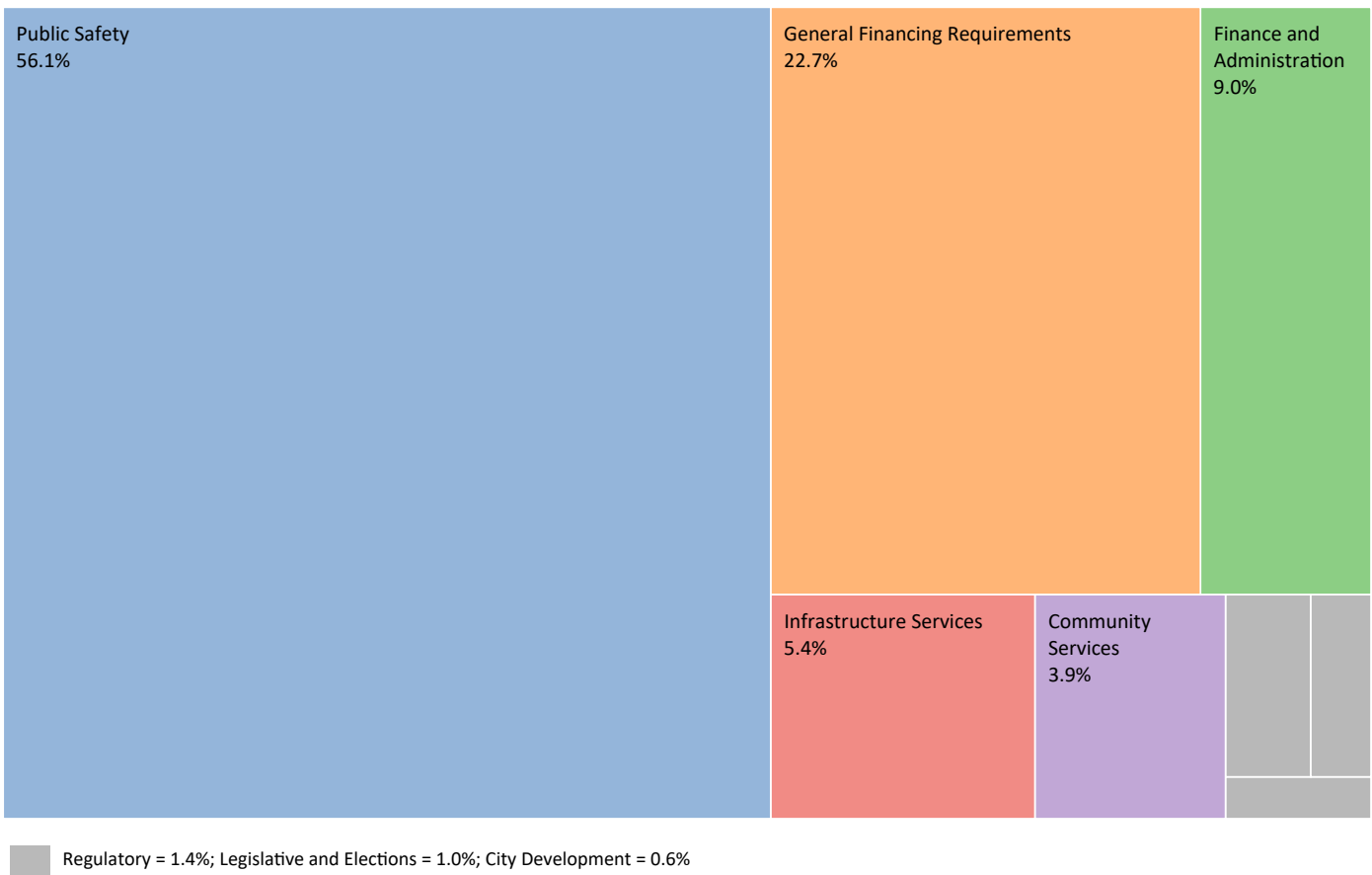
City departments are organized into the following functional groups: Finance and Administration, Legislative and Elections, City Development, Community Services, Public Safety, Regulatory, and Infrastructure Services. Each of these categories is further described in the City Functions section.

Public Safety represents the largest functional category of expenses, at \$2.3 billion, or 56.1 percent, of the proposed Corporate Fund budget. Infrastructure Services and Finance and Administration represent 5.4 percent and 9.0 percent of proposed 2021 Corporate Fund costs, respectively. City Development and Community Services together represent 4.4 percent of the 2021 proposed Corporate Fund budget, with programs and services in

these categories funded primarily by grants and receiving only a small portion of funding from the Corporate Fund and other local sources.

Citywide expenditures such as pension contributions, debt service, and employee healthcare are budgeted separately from City departments and accounted for under the Finance General category. These expenses represent 22.7 percent, or \$913.8 million, of the proposed Corporate Fund budget for 2021.

SUMMARY OF PROPOSED EXPENDITURES - BY FUNCTION



2021 BUDGET OVERVIEW FINANCIAL SUMMARIES

SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for revenue from specific taxes and other sources that by law are designed to finance particular functions.

Vehicle Tax Fund

The primary source of revenue to the Vehicle Tax Fund is the sale of vehicle stickers. Beginning in 2016, mandated increases in vehicle sticker tax rates based on consumer price index ("CPI") changes went into effect. Rates increased 0.84 percent over prior rates in January 2016, increased by another 1.3 percent effective January 1, 2018, and most recently increased by another 3.48 percent effective January 1, 2020. The current vehicle sticker rate for a passenger vehicle is \$90.88. The next CPI adjustment will be made in 2022. Vehicle sticker revenue in 2021 is estimated to be \$123.5 million. The Vehicle Tax Fund also receives revenue from impoundment fees and abandoned auto towing fees, which are expected to decrease between 2020 and 2021. Pavement cut fee revenues are expected to remain level in 2021 at \$16.2 million due to a slight increase in construction work conducted by utility companies and contractors. Vehicle Tax Fund revenue is expected to be \$193.6 million in 2021.

Motor Fuel Tax Fund

The revenues for the Motor Fuel Tax ("MFT") Fund are strictly for maintenance, repair of the right-of-way, and debt service on MFT backed loans. MFT revenues are

generated primarily through a \$0.38 per gallon tax on gasoline and \$0.455 per gallon tax on diesel imposed by the State, of which the City receives a population-based distributive share. Revenues from this tax are expected to decrease by \$7.8 million from the 2020 budget to \$105.5 million in 2021, of which \$5.8 million will be required for debt service with the remaining \$99.7 million accruing to the MFT Fund. Total 2021 resources for the MFT Fund are budgeted at \$114.7 million. COVID-19 reduced motor fuel use overall, and the Chicago Riverwalk, funded through a Transportation Infrastructure Finance Innovation Act ("TIFIA") loan backed by MFT had restricted use throughout 2020 decreasing its expected revenues.

The appropriation of MFT funds require approval from the Illinois Department of Transportation. The major MFT funded projects are pavement, concrete, street sign, street lighting, traffic signal, and bridge maintenance; traffic studies; street lighting energy; and road salt costs. Debt service payments from MFT backed debt and loans are in a separate fund to clearly show the debt service obligation for debt issued against MFT revenue.

Library Fund

The Library Fund supports the maintenance and operations of the Chicago Public Library ("CPL") system. Revenue to this fund includes proceeds from CPL's portion of the City's Property Tax levy, facility rental revenue, and library fines.

SUMMARY OF ESTIMATED RESOURCES - SPECIAL REVENUE FUNDS

	2020 Budget	2021 Proposed	2021 Proposed %
Vehicle Tax Fund	\$198.0M	\$193.6M	21.84%
Motor Fuel Tax Fund	\$125.9M	\$114.7M	12.93%
Library Fund	\$124.5M	\$117.4M	13.24%
Emergency Communication Fund	\$143.7M	\$160.5M	18.11%
Special Events and Municipal Hotel Operators' Occupation Tax Fund	\$49.7M	\$26.6M	3.00%
Controlled Substances Fund	\$0.1M	\$0.1M	0.01%
Affordable Housing Opportunity Fund	\$46.5M	\$30.0M	3.38%
CTA Real Property Transfer Tax Fund	\$60.8M	\$49.9M	5.63%
Tax Increment Financing Administration Fund	\$13.4M	\$13.3M	1.50%
Chicago Police CTA Detail Fund	\$10.8M	\$10.8M	1.21%
Chicago Parking Meters Fund	\$14.0M	\$10.5M	1.18%
Garbage Collection Fund	\$65.9M	\$62.2M	7.01%
Human Capital Innovation Fund	\$2.6M	\$2.3M	0.26%
Houeshare Surcharge - Homeless Services Fund	\$5.5M	\$6.6M	0.74%
Neighborhood Opportunity Fund	\$43.4M	\$63.8M	7.20%
Foreign Fire Insurance Tax Fund	\$11.0M	\$16.5M	1.86%
Houeshare Surcharge - Domestic Violence Fund	\$3.4M	\$2.6M	0.30%
Cannabis Regulation Tax		\$5.1M	0.58%
Grand Total	\$919.2M	\$886.5M	100.00%

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Property Tax revenue for the Library Fund in 2021 will total approximately \$114.6 million. Revenue from facility rentals, fines, and other revenue are projected to generate an additional \$865 thousand of revenue. These revenue sources and estimated prior year fund balance bring the total 2021 available resources to \$117.4 million to fund the library system. Property levy adjustments made in 2020 eliminated the Corporate Fund allocation which has historically subsidized library operations. Additional information on CPL's budget and programming can be found in the departmental summary section of this document

Emergency Communications Fund

The Emergency Communication Surcharge and its allowable rates are authorized by State law. In 2018, the maximum allowable charge was increased to \$5.00 per line per month. This surcharge is billed to subscribers of telecommunications services within the City of Chicago.

The City's current 911 monthly surcharge allows the City to fully fund the City's emergency communications operations as well as invest in a new 911 system. In 2021, the City expects to collect approximately \$135.9 million in surcharge revenue, an increase of \$3.8 million from 2020 budget. There is a projected \$24.6 million fund balance, for a total 2021 budget of \$160.5 million. With this increased revenue, the City will continue updating the Computer Aided Dispatch ("CAD") system, improving the efficiency and effectiveness of emergency response and better serving residents calling 911. The CAD upgrade is scheduled to be completed in 2022.

The City will continue to maintain a segregated fund to pay debt service issued to fund the construction of the City's 911 call center. The 2021 debt service payment is expected to be \$16.4 million.

Special Events and Hotel Tax Fund

The Special Events and Hotel Operators' Occupation Tax Fund supports the promotion of tourism and cultural and recreational activities in Chicago. Revenue to this fund comes primarily from the State's Municipal Hotel Occupation Tax and special event-related revenues.

A significant slow-down in business travel and tourism in Chicago due to the coronavirus has impacted the Hotel Tax and festival-related revenues in 2020 resulting in a 46.4 percent decrease in the 2021 budget. The 2021 forecast for Hotel Tax revenue is \$14.2 million. Along with revenues from food, beverages, ticket sales, vendor fees, and corporate sponsorship at City special events, the total

resources for this fund are projected to be approximately \$26.6 million.

Controlled Substances Fund

The City appropriates funds to the Controlled Substances Fund pursuant to the Illinois Controlled Substances Act. Funds must be used in the enforcement of laws regulating controlled substances and cannabis. The 2021 revenue for the Controlled Substances Fund is expected to be \$100,000.

Affordable Housing Opportunity Fund

The Affordable Housing Opportunity Fund ("AHOF") was first included in the 2016 budget. The revenue in this fund is collected through the City's density bonus program and the Affordable Requirements Ordinance ("ARO"). The ARO requires residential developments that are downtown planned developments or that receive increased density to provide a percentage of units at affordable rents or contribute to affordable housing elsewhere. These revenues are used to meet permanent housing needs of Chicago's low-income residents.

AHOF revenue allows the City to allocate resources for rental subsidies and Multiyear Affordability through Upfront Investment ("MAUI") through the Chicago Low Income Housing Trust Fund. Resources available for 2021 are anticipated to total \$30.0 million, including \$9.9 million of prior year available resources.

CTA Real Estate Transfer Tax Fund

The Chicago Transit Authority ("CTA") Real Estate Transfer Tax Fund accounts for revenue from the supplemental Real Estate Transfer Tax to support public transportation in the City. The City collects and distributes the tax to the CTA each year. Like the City's Real Property Transfer Tax, these revenues have declined over the past two years as the real estate market, and particularly the commercial market, has cooled. Revenue to this fund is projected at \$49.9 million in 2021.

TIF Administration Fund

The Tax Increment Financing ("TIF") Administration Fund accounts for all administrative expenses incurred by the City to operate and maintain its TIF program. In 2021, \$13.3 million of such expenses will be reimbursed to this fund from the City's TIF funds, which is a slight increase from 2020. TIF funds and surplus are discussed in the Other Funds section of this document.

Chicago Police CTA Detail

An intergovernmental agreement between the Chicago Police Department and CTA allows sworn officers to be paid for providing security on CTA property during off-duty hours through the voluntary Special Employment Program. The CTA reimburses the City for these expenditures. In 2021, revenues are anticipated to be \$10.8 million.

Chicago Parking Meters Fund

As a result of a 2008 75-year concession agreement on the City's parking meters, the City is obligated to make reconciliation payments to Chicago Parking Meters LLC when parking meter rates are not adjusted for consumer price index increases and when parking spaces are removed from service. Revenue to this fund come from certain activities related to parking meters, such as fees charged to contractors for temporary meter closure and a convenience fee for pay by cell, as well as the addition of meters not included in the original contract. As a result of recent rate increases, better management of closures, and installation of new meters, revenue to the parking meter fund are expected to exceed the amount of reconciliation payments for the first time. Revenues of \$10.5 million are expected in 2021, resulting in excess funds of \$10 million that will support the Corporate Fund.

Garbage Collection Fund

Chicago residences receiving City-provided garbage collection services are charged a \$9.50 monthly fee per dwelling unit. City garbage collection crews collect refuse from single-family homes and multi-family buildings with four units or less. The Garbage Fee is included as a separate line on the City's water, sewer, and garbage utility bill. The City estimates collection of \$62.2 million in Garbage Fee revenue in 2021. All expenses for this fund are tied to the collection of residential refuse.

Human Capital Innovation Fund

Revenues to the Human Capital Innovation Fund are assigned from a \$10.4 million settlement with rideshare companies in 2018. In 2021, a total of \$2.3 million will be available for youth programming opportunities.

Houseshare Surcharge - Homeless Services Fund

Revenues to the Homeless Services Fund are dedicated to services for homeless families, funded by a four percent hotel tax surcharge assessed on vacation rentals or shared housing units. While revenue from this source has fallen drastically as a result of the COVID-19 pandemic, reconciliation of prior year revenues will provide the fund

with approximately \$5.8 million for total 2021 resources of \$6.6 million.

Neighborhood Opportunity Fund

Neighborhood Opportunity Fund revenue is generated from the collection of the Neighborhood Opportunity Bonus. Since 2016, payments have been received in exchange for density bonuses that allow developers to exceed zoning limits for a specific development site. The Bonus reforms the City's zoning system to enable developers of downtown construction projects to increase density in exchange for voluntary payments, thereby generating resources to support economic activity in West, Southwest and South Side commercial corridors. 80 percent of the revenue from the Neighborhood Opportunity Bonus is dedicated to the Neighborhood Opportunity Fund for equitable neighborhood development in commercial corridors. 10 percent of funding goes toward the Landmarks Fund to improve and maintain landmarks throughout the City. The remaining 10 percent of the funds goes toward the Local Improvement Fund for local infrastructure improvements within one mile of the contributing development, including public transit facilities, streetscapes, open spaces, river walks, and other sites. In 2021, these fees are expected to generate \$21.5 million with an additional \$42.3 million in prior year fund balance for \$63.8 million in total resources.

Foreign Fire Insurance Tax Fund

Foreign Fire Insurance Tax revenues are collected by the City and distributed to the Foreign Fire Insurance Board per State statute. The City estimates \$5.5 million will be collected in 2021, and total resources available will be \$16.5 million.

Houseshare Surcharge - Domestic Violence Fund

Domestic Violence Fund revenue is generated through the two percent Hotel Tax surcharge assessed on vacation rentals or shared housing units. While revenue from this source has fallen drastically as a result of the COVID-19 pandemic, reconciliation of prior year revenues will provide the fund with approximately \$2.2 million for total 2021 resources of \$2.6 million.

Cannabis Regulation Tax Fund

Cannabis Regulation Tax Fund revenue is generated through State taxes, license fees, and other revenues derived from recreational cannabis shared with local governments based on population. In 2021, a total of \$5.1 million in revenues will be available to support crime prevention programs, training, and interdiction efforts of other banned substances.

2021 BUDGET OVERVIEW FINANCIAL SUMMARIES

ENTERPRISE FUNDS

Enterprise Funds support the operation, maintenance, and capital costs of the City's water and sewer systems and O'Hare and Midway International Airports. These self-supporting funds operate like commercial enterprises, in that each pays expenses with revenue derived from charges and user fees for the services it supports.

Water Fund

Effective June 1, 2020, water rates increased by the consumer price index ("CPI") or 2.45 percent. The impact of this CPI increase is approximately \$0.10 per 1,000 gallons of water, making the rate per 1,000 gallons of water \$4.08. Sewer service charges increased by the same amount, as sewer charges are billed at 100.0 percent of water charges.

The Water Fund is projected to have \$783.7 million in total available resources in 2021, of which water fees are projected to generate \$740.2 million, or 94.4 percent of total revenue. An additional \$10.0 million will come from transfers from other funds for work performed by the Department of Water Management, another \$21 million is derived from other sources including penalties, permit fees, and interest, and an additional \$12.5 million from prior year available resources.

Sewer Fund

Water service charges paid by residents are directed to the Water Fund. Conversely, sewer charges, which are 100.0 percent of water charges, are directed to the Sewer Fund. The Sewer Fund is projected to have \$375.7 million in total available resources in 2021, of which sewer fees are projected to generate \$355.9 million, with the remaining funding from transfers from other funds.

O'Hare and Midway Airport Funds

O'Hare and Midway airport operations are funded through landing fees, terminal rent, and other fees paid by airlines, as well as non-airline sources, such as charges for parking and revenues from concessions in the terminals. The amount that the airlines pay each year is established at each airport on a residual basis – the airlines are charged the amount that is needed to pay for operating expenses and debt service after taking into account non-airline revenues. In 2021, total revenues from airport operations, including concessions, rental fees, and airline rates and charges, are projected to be \$1.5 billion for O'Hare and \$336.6 million for Midway.

SUMMARY OF ESTIMATED RESOURCES - ENTERPRISE FUNDS

	2020 Budget	2021 Proposed	2021 Proposed %
Water Fund	\$805.3M	\$783.7M	25.97%
Sewer Fund	\$394.2M	\$375.7M	12.45%
Chicago Midway Airport Fund	\$335.1M	\$336.6M	11.15%
Chicago O'Hare Airport Fund	\$1,468.1M	\$1,521.9M	50.43%
Grand Total	\$3,002.7M	\$3,017.8M	100.00%

2021 BUDGET OVERVIEW FINANCIAL SUMMARIES

GRANT FUNDS

The City receives grant funds and donations from various federal, state, and local government agencies, as well as private organizations. While these funds support a wide array of City services, programs, and capital improvements, they are restricted in use by grantors for specific purposes. Grant funds are awarded to the City throughout the fiscal year, following distinct performance periods that often extend for multiple years. The varying periods often overlap with the City's fiscal year resulting in unspent grant funds from the City's previous fiscal year still being available for use in the coming year as carryover funds. In addition to carryover funds, the City also budgets for the full amounts of the new anticipated awards in the coming fiscal year. Because of the unique nature and timing of grant funding, the City includes in its annual appropriation ordinance an estimate of the total grant resources that will be available to City departments.

In fiscal year 2020, the City estimated receiving \$1.7 billion in grant funds, and the amended grants budget is \$3.2 billion, reflecting a 80.8 percent increase from the originally appropriated grants budget, largely due to the receipt of COVID-19 funding. The 2021 anticipated grants budget is \$2.9 billion, reflecting a 69.9 percent increase from 2020, representing \$2.1 billion in non-COVID-19-related grant funding and \$858.7 million in COVID-19 related anticipated carryover grants.

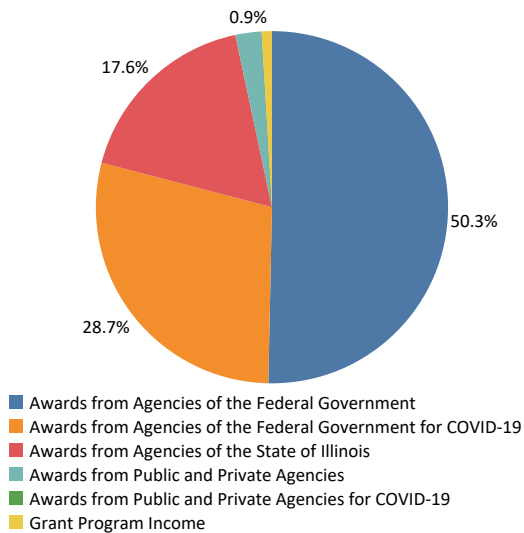
Due to the significant increase of federal funds received as a result of the coronavirus pandemic, this section will outline major grant variances for funding typically received by the City on an annual basis separate from the funding received as a result of COVID-19.

Non-COVID Grants

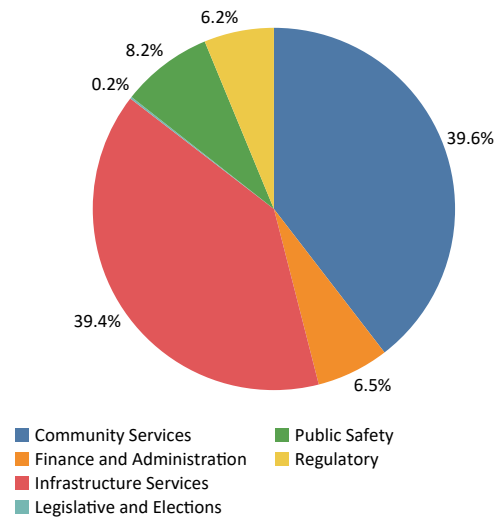
In fiscal year 2020, the City estimated receiving \$1.7 billion in grant funds. The 2020 grant actuals reflect a slight decrease of 2 percent or \$40.5 million from the 2020 budget, excluding COVID-19 grants, resulting from various decreases across grant funds. Increases to the 2020 budget includes grants to the Mayor's Office of nearly \$1 million to support public safety and violence prevention funding, \$4.3 million to the Board of Elections for various election assistance grants under the Help America Vote Act, and \$8.4 million to the Department of Family and Support Services ("DFSS") for childcare support as well as additional funds for support to victims of domestic violence and human trafficking. The Chicago Department of Transportation ("CDOT") grant programs decreased by 18 percent, specifically the Surface Transportation Program, the Congestion Mitigation and Air Quality Program, and the Illinois Department of Transportation ("IDOT") Funds Program representing the primary sources of this decrease. Continuous spending down of grant funds on open projects and scheduling delays for new projects have resulted in a decline in actual resources available in fiscal year 2020. Other decreases are reflected under the Chicago Police Department in the amount of \$8.5 million, specifically related to the delayed receipt of the federal COPS Hiring program originally expected for FY18 and FY19.

The 2021 anticipated non-COVID-19 grant budget is \$2.1 billion, which is a \$371.1 million or 21 percent increase from the 2020 non-COVID-19 budgeted grants. This increase is largely driven by CDOT's grant budget, which reflects an increase \$306.6 million or 108 percent, comprised of \$228.2 million in carryover funding for projects under

2021 ESTIMATED RESOURCES - GRANTS



2021 PROPOSED EXPENDITURES - GRANTS



construction, as well as \$363.6 million in anticipated new funding, primarily for various state and federally funded projects, specifically under the Rebuild Illinois grant, IDOT Transportation program, Surface Transportation program, and the Cook County Highway projects. DFSS grants reflect an increase of \$16.7 million or 3 percent, driven by the Early Head Start/Head Start program, which provides childcare services to children ages 0-3 and 3-5. The Chicago Department of Public Health (“CDPH”) grants include an increase of \$25.9 million or 16 percent from 2020 due to an increase in HIV services funding, specifically in carryover and new funding for the Housing Opportunity for People with AIDS (“HOPWA”), Integrated HIV Programs to Support Ending the HIV Epidemic, and Ryan White HIV grant programs. The Department of Housing (“DOH”) grant budget includes an increase of \$13.5 million or 10 percent in funding primarily due to increased funding for the Low-Income Housing Trust Fund. Public Safety departments received an increase of \$46.9 million or 25 percent primarily due to the reflection of additional funding under the Urban Area Security Initiative (“UASI”), as well as increased funding for Securing the City and Transit Security. Major decreases are reflected under the Department of Aviation in the amount of \$101.5 million or 36 percent under the Midway and O’Hare Airport Improvement programs.

Additional budget detail for grant funds is set forth in the 2021 Grant Detail Ordinance, available on the City’s website. Information regarding the City’s Community Development Block Grant program, which represents \$117.7 million in 2021 grant funding, can also be found in the 2021 Grant Detail Ordinance as well as the 2020-2024 Consolidated Plan, also available on the City’s website.

COVID-19 Grants

In response to the COVID-19 pandemic, Congress passed four pieces of legislation, the largest being the Coronavirus Aid, Relief and Economic Security (“CARES”) Act, to provide aid to people, businesses, healthcare organizations, and state and local governments. Through this legislation, the City of Chicago received an additional \$1.46 billion to invest in both emergency response to the coronavirus pandemic and programs to help mitigate the economic impact felt across the City. The funding came in myriad forms, including supplemental awards under 20 existing grant programs, disaster assistance from the Federal Emergency Management Agency (“FEMA”), and assistance from the U.S. Treasury through the Coronavirus Relief Fund. While the eligible uses of this funding vary by agreement, all of it must be tied directly to COVID-19 response initiatives. In addition to federal aid, the City has

also received \$5.15 million in pandemic response funding from private organizations.

On March 26, 2020, the President declared a major disaster in Illinois pursuant to Section 401 of the Stafford Act, making the City eligible for public assistance from FEMA. This public assistance is restricted to the City’s emergency response to the pandemic. There is no upper limit on the amount of funding under this program that the City can be awarded to cover COVID-19 response costs. As long as the costs are eligible and the national emergency is still active, the City can continue to bill FEMA for reimbursement for these costs. The Office of Budget and Management (“OBM”) used emergency authority granted by City Council to appropriate an estimated \$200 million in public assistance to cover emergency response costs. These costs range from a number of eligible initiatives including the construction and operation of the McCormick Alternative Care Facility and the emergency operations center, distribution of personal protective equipment (“PPE”), implementation of shelter decompression, and conducting COVID-19 testing. OBM included the carryover funds for 2021 to ensure continued public assistance reimbursement for the duration of the national emergency.

The CARES Act established the \$150 billion Coronavirus Relief Fund (“CRF”) to provide assistance to state, local, and tribal governments. From this fund, \$470.1 million was awarded to the City. The use of this funding is restricted to COVID-19 response and recovery, focused on providing assistance for the unforeseen and unbudgeted costs of the pandemic. To that end, the City allocated \$67 million for housing assistance, small business assistance, workforce development, and broadband access to Chicago Public Schools families during the pandemic. Throughout the pandemic, a substantial amount of the City’s workforce, including public health and safety personnel, were dedicated to COVID-19 response. As a result, \$300 million has been allocated to cover these eligible personnel costs. Lastly, \$112 million has been allocated for additional COVID-19 response costs not covered under public assistance and a reserve for the response to a possible COVID-19 resurgence. This funding expires on December 30, 2020.

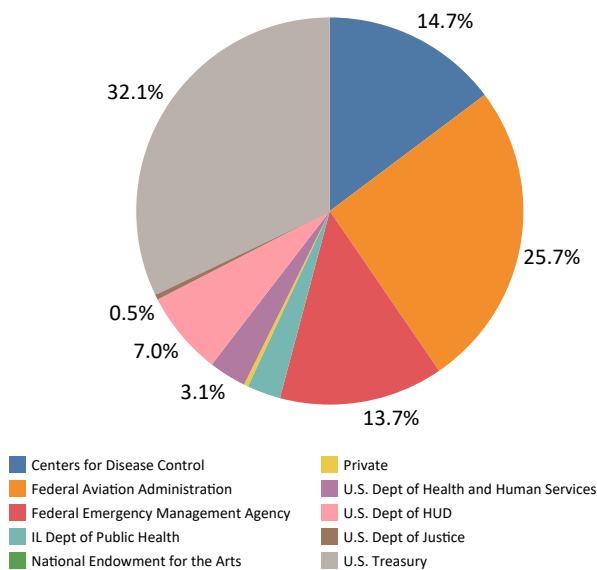
The remaining aid came from a large variety of different federal agencies under many existing City grant programs and a handful of private organizations. Some of this funding was dedicated directly to pandemic response, including \$257 million for the Chicago Public Health Department (“CDPH”) for a comprehensive testing and tracing

2021 BUDGET OVERVIEW FINANCIAL SUMMARIES

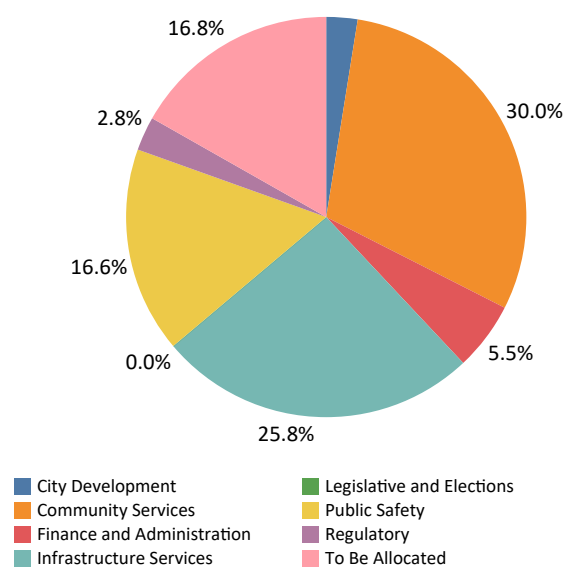
program, and \$377 million for the Chicago Department of Aviation (“CDA”) to offset operating losses at O’Hare and Midway airports from an unprecedented drop in air travel. The majority of the remaining funding was distributed as supplemental assistance through existing programs that assist some of Chicago’s most vulnerable populations such as the Area Plan for Aging, Head Start, Community Development Block Grant (“CDBG”), Community Services Block Grant (“CSBG”), and the Emergency Solutions Grant (“ESG”). This includes, but is not limited to, additional

investments of \$70.1 million in homeless services, \$12.7 million in senior services, \$11.2 million in children services, \$10 million in violence prevention, \$10 million in mental health, and \$2.7 million for people with HIV/AIDS.

COVID-19 FUNDING SOURCES



COVID-19 FUNDING ALLOCATIONS



CAPITAL

The City's Capital Improvement Program ("CIP") funds the physical improvement or replacement of City-owned infrastructure and facilities with long useful lives, such as roads, bridges, water mains, buildings and sidewalks. Each year, the City updates the CIP, producing a spending blueprint based upon the most current revenue projections and project priorities.

FUNDING SOURCES

The CIP is primarily funded through the following sources:

- General obligation bonds, which are backed by property tax revenue and are used for a variety of City infrastructure and facility projects.
- Water and sewer revenue bonds, which are backed by water and sewer user fees, respectively, and are used for the construction and repair of water and sewer lines and related facilities.
- O'Hare and Midway revenue bonds, which are backed by airport revenues, are used to fund airfield and terminal improvements and related facilities. The City also uses other airport operating revenues to fund capital improvements at both O'Hare and Midway Airports.
- Tax Increment Financing ("TIF"), which is used to fund infrastructure such as roads, lighting, libraries, and bridges.
- State and federal funds which are used mainly by the Chicago Department of Transportation for bridges and roadways and the Department of Water Management for water and sewer improvements.

FUNDING USES

The proposed uses of capital funding are presented in the following categories:

- City facilities - improvements and construction of City facilities such as police and fire stations, senior centers, and libraries.
- City infrastructure - improvements such as construction and maintenance of streets, viaducts, alleys, lighting, ramps, sidewalks, bridges, traffic signals, bike lanes, and shoreline reconstruction.
- Greening and streetscapes - improvements such as Cityspace, and streetscape projects.
- Aldermanic menu - improvements funded through local capital funding provided to aldermen each year to be spent at their discretion on a specific menu of capital improvements in their respective wards.

- Water and sewer projects - improvements such as replacement and repairs to the City's water and sewer lines and related facilities.
- Aviation - improvements such as terminal and airfield upgrades.

The City's CIP includes planned capital improvements over the next five years. Details regarding the allocation, funding source, timing, and scope of each planned capital improvement project is available on the City's Office of Budget and Management website at www.chicago.gov/obm.

RELATIONSHIP TO ANNUAL OPERATING BUDGET

Planning for capital improvements is an ongoing and forward-looking process. New construction may be necessary to accommodate increased demand or to replace aging facilities. Existing infrastructure requires periodic rehabilitation, replacement, and improvement to protect the City's investment. The City consistently reviews its capital priorities and evaluates whether to repair and improve existing assets or construct and acquire new assets based on the cost effectiveness.

Funding for the City's CIP comes from local funding, general obligation bond issuances, revenue bond issuances (largely for water, sewer, and aviation improvements), State and federal funding, and TIF. Payment of debt service associated with capital project bonds is authorized as part of the City's operating budget.

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DEBT

Debt service funds account for the payment of principal and interest on general obligation bond issues. Long-term debt is used to finance infrastructure projects in City neighborhoods including street and alley construction and improvements, lighting, sidewalk replacement, curb and gutter repairs, and replacement and transportation improvements, including street resurfacing, bridge rehabilitation, and traffic safety improvements. In so doing, the City recognizes that future taxpayers will benefit from the investment and should pay a share of its cost.

In 2020, \$653.4 million was budgeted to service general obligation debt, \$434.2 million of which was funded with revenue from the City's property tax levy and \$219.2 million was paid using other resources. The 2021 proposed budget provides a total appropriation of \$561.8 million to service general obligation debt, of which \$124.6 million will be funded with revenue from the City's property tax levy and \$437.2 million from other sources, primarily through refinancing of current obligations. The property tax levy for debt service will decrease in 2021 due to savings from refinancing bonds issued by the City and the Sales Tax Securitization Corporation ("STSC").

The City also maintains debt service funds that are not funded by property tax revenue. The Emergency Communication Bond Redemption and Interest Fund is funded through the 911 surcharge on telecommunications services in the City, and \$16.4 million of these funds will pay debt service related to the City's emergency communications and 911 center in 2021. The Motor Fuel Tax Debt Service Fund is funded through the City's distributive share of Motor Fuel Tax revenues from the State and concession revenues generated from the City's Riverwalk. Approximately \$12.5 million of this revenue will be used to pay debt service on the Motor Fuel Tax Bonds and the Transportation Infrastructure Innovation Act ("TIFIA") Riverwalk loan.

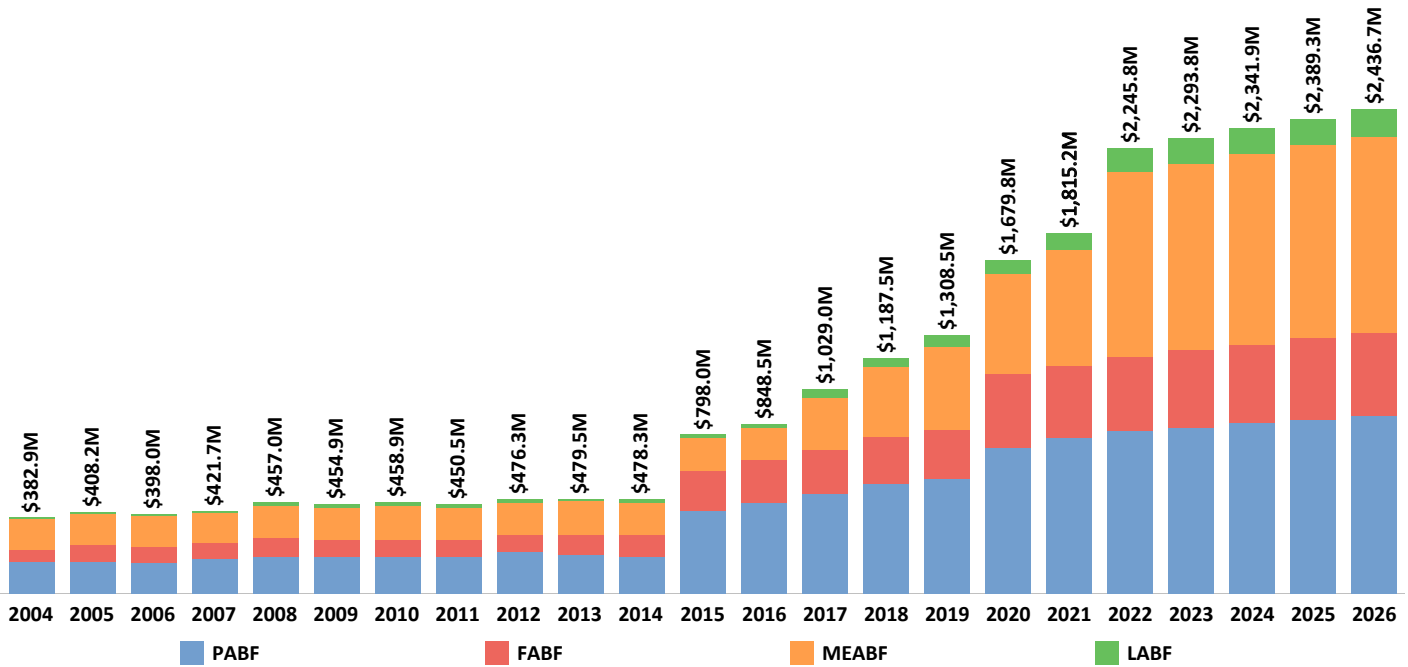
In December 2017, the City entered into a sale agreement ("Agreement") with the STSC. Under the Agreement, the City sold to the STSC the City's rights to receive Sales Tax revenues collected by the State. In return, the City received the proceeds of bonds issued by the STSC as well as a residual certificate. Sales Tax revenues received by the STSC are paid first to cover the STSC's operating expenses and debt service on the STSC's bonds. In 2020, \$137.9 million was projected but \$14.7 million is expected to be required for STSC debt service, and in

2021 withholdings of sales tax revenues are \$103.3 million lower than expected due to an expected refinancing transaction by the City and STSC. All remaining Sales Tax revenues are then paid to the City as the holder of the residual certificate.

Debt service for capital projects funded through Special Revenue and Enterprise Funds are budgeted within those respective funds.

2021 BUDGET OVERVIEW FINANCIAL SUMMARIES

PENSION CONTRIBUTIONS - HISTORIC AND PROJECTED



- 1) The historic contributions presented in this chart differ slightly from amounts presented in previously published documents as a result of differences in the accounting documentation of these contributions. The 2015 and 2016 MEABF and LABF amounts reflect a revised employer contribution amount made by the City after P.A. 98-641 was declared unconstitutional by the Illinois Supreme Court in 2016. All other years, including 2019, represent the amounts found in the annual appropriation ordinance.
- 2) The PABF and FABF projected contributions in 2021-2026 and the MEABF and LABF projected contributions in 2022-2026 are based on the December 31, 2019 Actuarial Valuation Reports. These projections may shift over time based on investment returns and other pension fund changes as the City gets closer to making those actuarial-determined contributions.

PENSION

The City maintains separate funds to account for its contributions to the four pension funds - the Municipal Employees' Annuity and Benefit Fund of Chicago ("MEABF"), the Laborers' and Retirement Board Employees' Annuity and Benefit Fund of Chicago ("LABF"), the Policemen's Annuity and Benefit Fund of Chicago ("PABF"), and the Firemen's Annuity and Benefit Fund of Chicago ("FABF") - that provide benefits upon retirement, death or disability to members and their beneficiaries.

These pension funds are established, administered and financed pursuant to the Illinois Pension Code. The statutory framework, recent legal decisions on pension reform, and the impact of the increasing net pension liability on the City's finances and the retirement security of fund members is discussed in greater detail in this year's Budget Forecast.

The 2021 proposed budget includes a total of \$1.8 billion contribution to the four funds, an increase of \$135.4 million over the total contribution budgeted in 2020 due to increased employer contributions across all four funds. The 2021 contribution will be funded with \$1.3 billion in

revenue from property tax collections including the levy allocable to the Library Fund, \$49.8 million from the Corporate Fund, \$243.3 million from the Water-Sewer Tax, and \$188.7 million from the City's Enterprise and Special Revenue Funds.

MUNICIPAL AND LABORERS' PENSION FUNDS

In 2016, the City and labor leaders representing the employees who participate in MEABF and LABF reached agreements in principal to address the net pension liability of the funds in a manner that secures the retirements of employees and retirees, while protecting Chicago taxpayers from bearing the full amount of future pension costs.

P.A. 100-0023 was codified in July 2017 and provides that MEABF and LABF employees hired on or after July 6, 2017, will contribute 11.5 percent of their annual salary and are eligible for full pension benefits at age 65. Current employees hired after January 1, 2011 were able to choose to begin receiving full pension benefits at age 67 and maintain an 8.5 percent employee contribution or to start receiving pension benefits at age 65 with an 11.5 percent employee contribution. This increase to

2021 BUDGET OVERVIEW FINANCIAL SUMMARIES

employee contributions will help decrease future employer contributions to MEABF and LABF.

Additionally, as part of the agreement, the City's employer contributions will increase at fixed amounts over five years and switch to actuarially required contributions ("ARC") no later than 2022.

Municipal Employees' Pension Fund – Water and Sewer Utility Tax

The fourth year of increased statutory contributions for the MEABF and LABF will be reflected in the 2021 budget. A dedicated tax on water-sewer usage was passed by the City Council in 2016 to pay for the increased contributions to the MEABF through 2021. In 2017, residents and businesses began paying a rate of \$0.59 per 1,000 gallons based on their water and sewer usage. The tax was phased in over five years, with a final tax rate of \$2.51 per 1,000 gallons of water and sewer usage in 2020 and 2021.

The 2021 budget reflects a total contribution of \$576.0 million, including \$165.3 million in revenue from Property Taxes, \$49.8 million from the Corporate Fund, \$117.7 million funded through revenue from the City's Enterprise and Special Revenue Funds, and \$243.3 million from the Water and Sewer Tax.

Laborers' Pension Fund – Corporate Fund Revenue

The 2020 budget proposes a total contribution of \$84.0 million to LABF. The 2020 contribution will be funded with \$53.7 million in revenue from Property Taxes and \$30.3 million from other sources.

POLICE AND FIRE PENSION FUNDS

Beginning with the 2020 budget, the City's contribution to the PABF and FABF reflected actuarially-calculated contributions. In 2021, payments to the two funds total \$1.2 billion, with \$1.1 billion funded from the Property Tax levy, and \$40.7 million from the City's Aviation Enterprise Funds.

SUMMARY OF PROPOSED EXPENDITURES - PENSION CONTRIBUTIONS

	2020 Budget	2021 Proposed	2021 Proposed (%)
Municipal Employees' Annuity and Benefit Fund	\$499.0M	\$576.0M	31.73%
Laborers' and Retirement Board Employees' Annuity and Benefit Fund	\$72.0M	\$84.0M	4.63%
Policemen's Annuity and Benefit Fund	\$737.5M	\$786.8M	43.34%
Firemen's Annuity and Benefit Fund	\$371.3M	\$368.4M	20.30%
Grand Total	\$1,679.8M	\$1,815.2M	100.00%

OTHER FUNDS

TAX INCREMENT FINANCING

The City's Tax Increment Financing ("TIF") program, which currently includes 136 TIF districts throughout the City, are used primarily to fund infrastructure, affordable housing, and economic development activities to revitalize once blighted parts of the City. The TIF program is governed by a State law allowing municipalities to capture property tax revenues derived from the incremental equalized assessed value ("EAV") above the base EAV that existed when the area was designated as a TIF district and use that money for community projects, public improvements, and incentives to attract private investment to the area. The intention is that the effective use of tax increment funds helps expand the tax base, thus increasing the amount of tax increment generated in the TIF district for reinvestment within the district and ultimately increasing the property tax base for overlapping taxing districts.

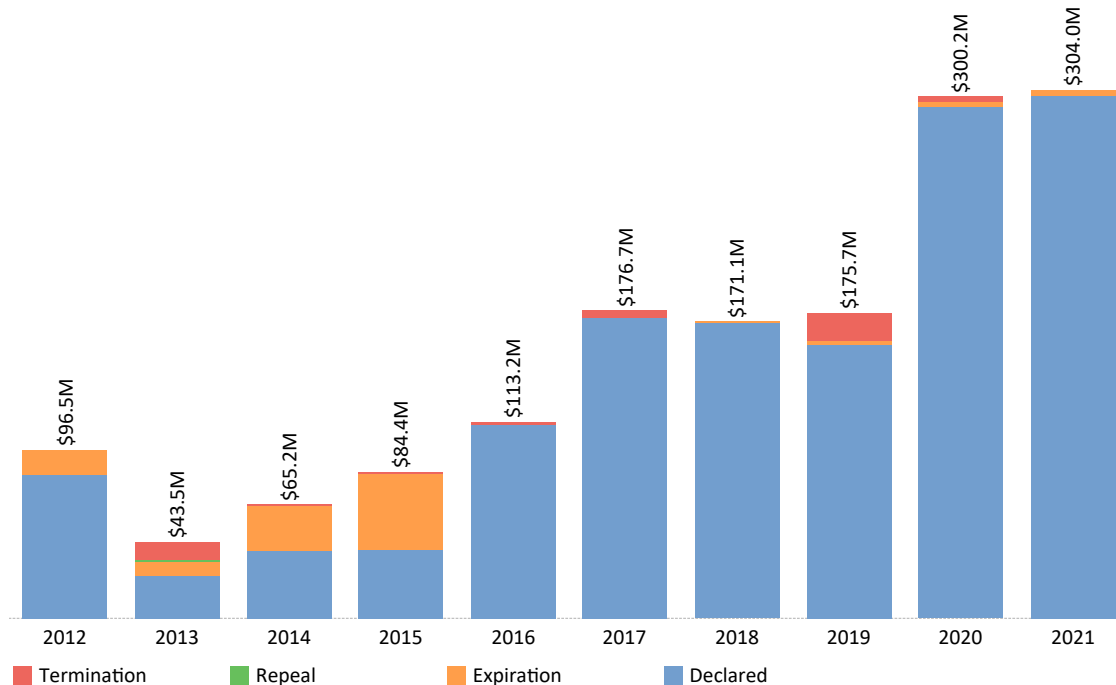
As required by State law, funds not needed for projects are to be returned to the County Clerk to be redistributed proportionately back to the taxing bodies. The City annually declares surplus funds as part of its operating budget, first by thoroughly examining planned projects and determining the balance required to fund those projects then following a formula as detailed below.

Surplus is declared in three primary ways:

- "Downtown Freeze" TIFs are those in and around the Central Business District that have been reserved only for major infrastructure projects. The full available balance in these TIFs is declared surplus each year.
- TIFs being terminated or otherwise ending must have any balance after closing out projects returned as surplus.
- For the remaining TIFs, surplus is declared in TIFs with a balance over \$750,000. The City declares 25 percent of the balance over \$750,000, progressing up to 100 percent of the balance over \$2.5 million.

The City will declare a TIF surplus of \$304 million to be surplussed in 2021. This will result in \$76 million for the City's Corporate Fund, as well as \$167 million for Chicago Public Schools.

TIF SURPLUS – TOTAL FOR ALL TAXING DISTRICTS



2021 BUDGET OVERVIEW FINANCIAL SUMMARIES

PROPERTY TAX LEVY

According to the most recent report released by the Cook County Clerk, the 2019 total property tax extension across all taxing districts in Chicago is \$6.05 billion, of which approximately 25 percent is allocated to the City, one of several taxing districts reflected on Chicago residents' property tax bills. Revenue from the City's property tax levy is used to pay the City's contributions to employee pension funds, debt service obligations, and library-related expenses.

The 2021 budget proposal increases the City's base property tax levy to \$1.63 billion, which includes \$1,383.5 million for required pension payments by the City. Debt service-related payments will account for 5.5 percent of the City's property tax levy, at \$90.5 million, not including library-related debt service. Property tax revenues are not the sole source of funding for the City's pension contributions and debt payments; other funding sources are also utilized to meet these obligations.

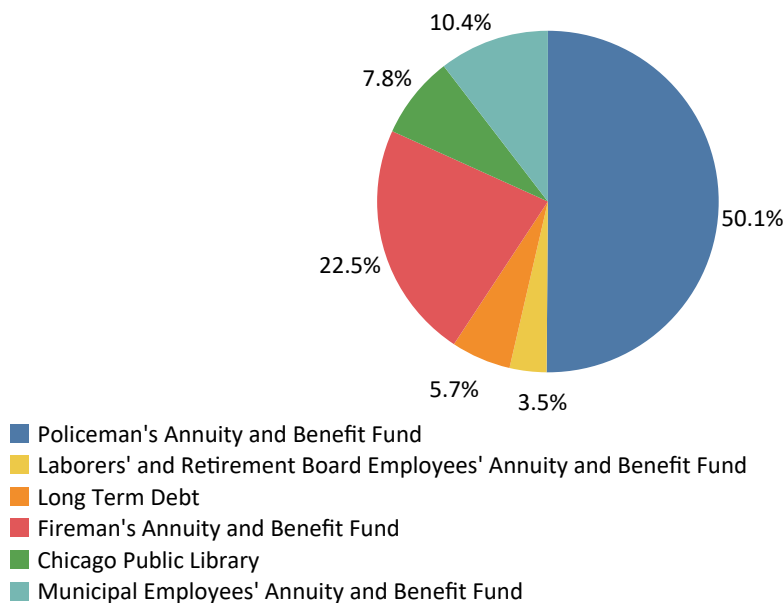
Of the total City levy, \$124.9 million is dedicated to fund the Chicago Public Library system, with \$5.5 million of that dedicated to library employee pension obligations.

The increase in the 2021 property tax levy over 2020 is \$93.9 million. This includes \$42.5 million to account for loss of collections for statutorily required payments to the City's four pension funds. "Loss of collections" is the shortfall between what the City levies for pension funds and what the City receives throughout the year in property tax collections.

The 2021 property tax levy also includes a consumer price index ("CPI") increase of \$35.4 million. The CPI increase was calculated utilizing the December 2018 to December 2019 CPI rate of 2.3 percent. The State uses the same source to determine the rate of increase under Property Tax Extension Limitation Law ("PTELL").

Finally, the City is capturing as part of the 2021 levy new property growth from TIF expirations and new development. This increase is \$16 million and does not impact the taxes paid on existing properties.

PROPOSED PROPERTY TAX LEVY



An additional portion of the City's levy is dedicated to the payment of bonds issued in 1999 and 2007 by the City on behalf of the City Colleges of Chicago. This amount is sometimes discussed as a part of the overall City property tax levy. However, because the City Colleges function as a separate governmental unit, this portion of the City's levy is not discussed in detail here. The proposed 2020 levy includes \$29.0 million for the payment of City Colleges bonds.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT



2 0 2 1 B U D G E T O V E R V I E W
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

2021 BUDGET
FUNDING COMPARISON BY FUNCTION

FUNCTIONAL CATEGORY	2020 Appropriation	2021 Recommendation
Finance and Administration	1,312,091,444	741,914,262
Infrastructure Services	2,246,202,412	2,520,266,797
Public Safety	2,683,644,831	2,720,397,731
Community Services	1,410,566,406	1,421,180,508
City Development	320,484,221	312,914,868
Regulatory	88,546,605	79,492,644
Legislative and Elections	51,180,936	46,446,424
General Financing Requirements	5,914,554,145	5,653,648,766
Grand Total	\$14,027,271,000	\$13,496,262,000
Deduct:		
Proceeds	1,000,722,000	733,956,000
Grant Funds	3,178,827,000	2,988,587,000
NET TOTAL	\$9,847,722,000	\$9,773,719,000

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

FUNDING COMPARISON BY DEPARTMENT

Department	2020	2021
Office of the Mayor	13,007,914	11,331,422
Office of Budget and Management	677,487,590	127,284,315
Office of City Clerk	11,262,733	10,361,672
Department of Finance		
City Comptroller	2,760,608	3,088,304
Accounting and Financial Reporting	10,241,535	9,573,051
Financial Strategy and Operations	23,163,976	8,635,165
Revenue Services and Operations	61,365,480	62,554,918
Dept Total	97,531,599	83,851,438
Office of City Treasurer	4,124,036	4,042,570
Department of Administrative Hearings	8,259,831	7,707,394
Department of Law	41,365,309	40,560,261
Department of Human Resources	7,365,140	6,810,130
Department of Procurement Services	9,132,947	8,470,855
Department of Assets, Information, and Services		
Bureau of Finance and Administration	3,388,374	3,907,783
Bureau of Facility Management	92,135,062	85,458,841
Bureau of Asset Management	204,900,750	207,442,738
Bureau of Fleet Operations	108,691,758	111,484,277
Bureau of Information Technology	33,438,401	33,200,566
Dept Total	442,554,345	441,494,205
Total - Finance and Administration	\$1,312,091,444	\$741,914,262

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

OFFICE OF THE MAYOR

KEY FUNCTIONS

- Directs policy and sets administration priorities
- Coordinates activities among City departments and sister agencies
- Liaises with county, state, and federal governments as well as other municipalities
- Ensures departments and City employees deliver effective and efficient services

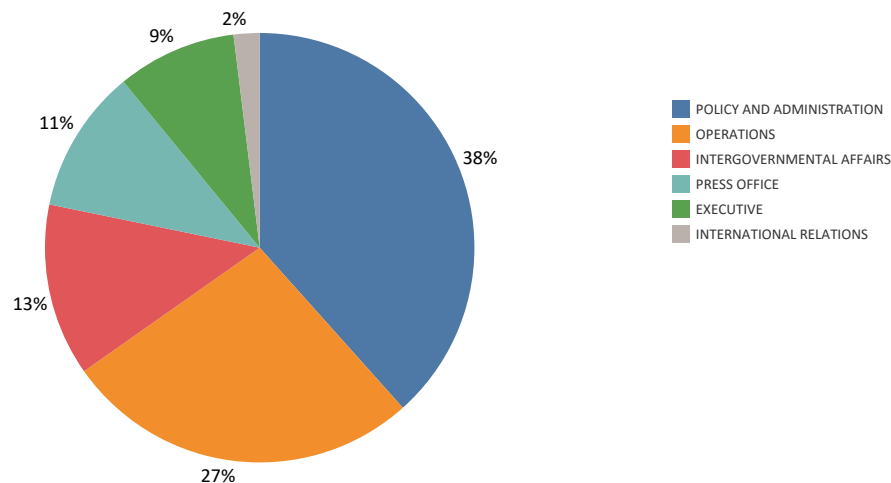
2020 KEY RESULTS

- Launched the City of Chicago's first-ever comprehensive violence reduction plan that will guide public safety initiatives and programming to sustainably reduce violence over the next three years including expanded street outreach and integrated trauma-informed victim services.
- Created an anti-poverty agenda to strengthen the middle class by launching utility billing relief for low-income residents.
- Implemented data-driven and community-based rapid response to COVID-19 in the form of direct funds to residents and small businesses, free testing for all residents, resources for healthcare workers and first responders, development of a Racial Equity Rapid Response Team, reduction and restart of dozens of government services, and construction of an alternative health facility.
- Crafted and executed a multi-prong strategy to ensure maximum count for Chicago in the U.S. Census.

2021 INITIATIVES

- Implement the work of the Recovery Task Force that will lead economic recovery efforts through for all 77 neighborhoods to support small businesses, jobs and business development and retention building off of the \$750 million revitalization effort, INVEST South/West, on the City's south and west sides.
- Increase investments towards street outreach and victim services while further coordinating these efforts with traditional public safety systems to sustain the work of community-based organizations and street outreach teams throughout Chicago.
- Renew the commitment to the City's youngest residents through an increased investment in our youth services and "My CHI. My Future." to ensure more young people in Chicago connect to a variety of youth-centered out-of-school experiences that empower them to cultivate their talents; develop as healthy members of society; build relationships with peers and mentors; and explore multiple pathways to college and career.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

OFFICE OF THE MAYOR

The Mayor is the chief executive officer of the City of Chicago. Illinois statute provides that the Mayor "shall perform all the duties which are prescribed by law, including the City ordinances, and shall take care that the laws and ordinances are faithfully executed."

FUND SOURCE(S)	FTEs	2020	FTEs	2021
		Appropriation		Recommendation
Corporate Fund	98	10,536,458	92	9,913,270
Special Events and Municipal Hotel Operators'	5	363,456	5	373,152
Occupation Tax Fund				
Other Grant Funds	3	2,108,000	3	1,045,000
Total Full-time Equivalent Positions and Amounts	106	\$13,007,914	100	\$11,331,422

ALLOCATION

Personnel Services	10,470,137	10,126,541
Non-Personnel Services	2,537,777	1,204,881

Program Summary and Description	FTEs	2021 Funding
EXECUTIVE	8	1,091,960
POLICY AND ADMINISTRATION	43	4,401,067
PRESS OFFICE Coordinates the exchange of information between the administration, the media, and the public.	14	1,334,512
INTERGOVERNMENTAL AFFAIRS Represents the City at local, state, and federal levels to secure funding, legislation, and public support.	12	1,574,856
INTERNATIONAL RELATIONS Connects Chicago with cities around the world to promote mutually beneficial activities that will enhance the City's global position.	2	234,150
OPERATIONS Sets directives for operations and deliverables to City departments.	21	3,240,434
TURNOVER		(545,557)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

OFFICE OF BUDGET AND MANAGEMENT

KEY FUNCTIONS

- Prepares and executes the City's budget annually
- Oversees the capital improvement program
- Provides citywide grants management oversight
- Monitors and forecasts revenue
- Manages and tracks various financial activities
- Provides citywide compensation management
- Leads various management initiatives

2020 KEY RESULTS

- Implemented multiple public dashboards to create transparency and provide clear and engaging ways for the public to view data regarding City initiatives. Dashboards introduced include the COVID-19 Financial Update, Budget Dashboard and 2021 Budget Survey Results. These dashboards can be found through [Chicago.gov/OBM](https://chicago.gov/OBM).
- Developed and improved accessible data analysis tools for City departments to strengthen the impact of the workforce management initiative. These improvements leveraged new technology to enhance analysis of the City's current data infrastructure, including real-time workforce and expenditure data, allowing a more nimble approach to management efforts.
- Managed the implementation of over \$1.4 billion in new grants related to COVID-19, including federal funding from the Coronavirus Aid, Relief and Economic Security ("CARES") Act. These funds provided resources to bolster the City's coronavirus response and relief efforts, including funding for testing, contact tracing, personal protective equipment, mental health,

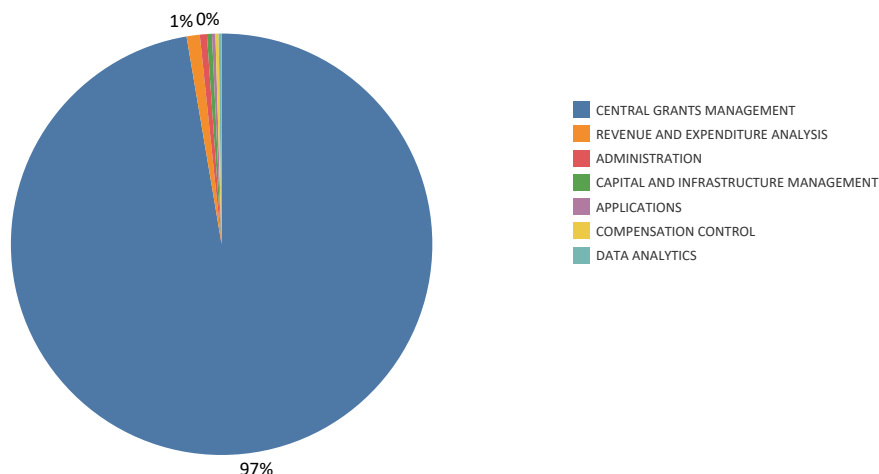
housing, homelessness, and small business support, among other priority areas.

- Implemented a robust public engagement strategy for the 2021 budget, including a weeklong series of virtual townhall meetings live streamed online, the launch of a new interactive website where residents were given the opportunity to submit questions for the townhall series, and the introduction of the Community Round Table Series, a grassroots effort to gather community feedback from residents on their budgetary spending priorities. Additionally, for the second year, the Office of Budget and Management published an online survey which asked participants about City services they most value. More than 90,800 people participated through these efforts, and a final report with the engagement findings was published at chicago.gov/2021budget.

2021 INITIATIVES

- Implement a new centralized grants management system and updated policies and procedures, which will eliminate duplicative processes and streamline the establishment of grants in the City's financial system. The goals of these changes are to increase grant spending and performance, improve transparency, and support stronger internal controls through uniform approach for tracking and reporting across City departments.
- Continue to develop and implement workforce management improvements with a focus on identifying processes that mitigate overtime costs across the City.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

OFFICE OF BUDGET AND MANAGEMENT

The Office of Budget and Management ("OBM") is responsible for the preparation, execution and management of the City's annual operating budget and Capital Improvement Program ("CIP"). OBM manages City requests for local, state and federal funds for budgetary and program impacts. OBM coordinates the allocation of funds and monitors expenditures related to the Community Development Block Grant ("CDBG") funds and other state and federal grants.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	32	3,112,864	29	2,921,673
Water Fund	1	130,356	1	130,356
Tax Increment Financing Administration Fund	1	99,624	1	99,624
Community Development Block Grant	2	1,811,746	2	1,812,662
Other Grant Funds	13	672,333,000	13	122,320,000
Total Full-time Equivalent Positions and Amounts	49	\$677,487,590	46	\$127,284,315

ALLOCATION

Personnel Services	5,250,182	4,993,752
Non-Personnel Services	672,237,408	122,290,563

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	5	692,509
REVENUE AND EXPENDITURE ANALYSIS Prepares annual budget recommendations, and monitors revenue and spending throughout the year. Analyzes revenue impact of new initiatives.	13	1,277,506
COMPENSATION CONTROL Monitors Citywide personnel and compensation approvals as they relate to the annual appropriation ordinance.	3	310,824
APPLICATIONS Develops, deploys, maintains, and supports citywide operating and capital budget applications.	3	337,540
CAPITAL AND INFRASTRUCTURE MANAGEMENT Monitors Capital, Infrastructure, and Tax increment Financing (TIF) funds and project spending throughout the year.	5	478,733
DATA ANALYTICS Designs and delivers management and summary reporting from data collection for budgeting, personnel tracking, and property tax projections.	3	271,294
CENTRAL GRANTS MANAGEMENT Prepares annual grant budget recommendations, and monitors grant expenditures and performance.	14	124,022,610
TURNOVER		(106,701)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

OFFICE OF THE CITY CLERK

KEY FUNCTIONS

- Administers the City's Wheel Tax, Residential Parking Permits, Peddler's License and Automatic Amusement License, Dog License, and Business Licensing
- Administers, monitors and uploads City Council legislation, meeting calendars, journals and reports and Municipal Code of Chicago
- Manages the CityKey and Chicago Rx program
- Implements and oversees Mobile City Hall

2020 KEY RESULTS

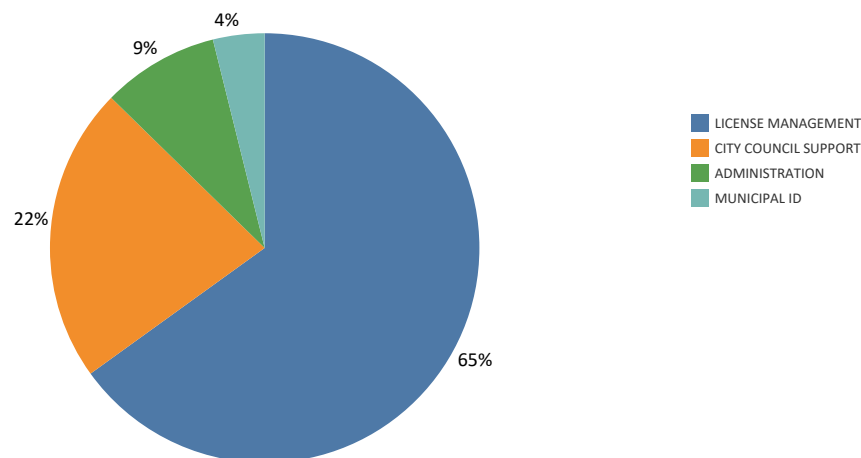
- Issued through June 2020:
 - 514,947 City Vehicle Stickers
 - 172,800 residential annual/daily passes
 - 6,119 dog licenses
 - 1,741 CityKeys (decrease due to the pandemic)
- Managed the posting of more than 11,600 legislative documents online.
- Worked with the Department of Assets, Information and Services to upgrade existing City Council and committee streaming infrastructure to allow for live streaming of all City Council and committee meetings
- Implemented Reduced Term City Sticker option, lowering the barrier to entry allowing more residents to come into compliance. Conducted first-ever City Sticker Amnesty Month in October 2019 which resulted in an increase of 910 percent of new residents coming into compliance and additional residents coming into compliance in FY2020.

- Developed new e-commerce platform for online purchases of the City Sticker, residential permit parking daily passes, and dog license which generated \$4 million in revenue for the month of June 2020, an increase of \$1.7 million from the previous time period in 2019.

2021 INITIATIVES

- Continue City Council modernization and streaming by implementing a new legislative document management software.
- Increase revenue streams through increased compliance with the City's Wheel Tax by sending email and mail reminders to non-complaint residents.
- Expand Mobile City Hall locations and service delivery through increasing partnerships with additional City departments and Sister Agencies to provide more services at events.
- Adjust and expand Municipal ID Program to include remote printing along with established, in-person mobile prints to diversify reach to Chicago residents
- Continue improvements and upgrades to the e-commerce platform to create a more user-friendly and streamlined experience.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

OFFICE OF CITY CLERK

The City Clerk collects, records and stores the City's official records as well as City Council legislation. The City Clerk is responsible for providing public access to legislation, laws, records and reports; selling City Vehicle Stickers and Residential Zone Parking Permits; issuing automatic amusement device licenses; administering Municipal ID, KIDS ID and Medical ID programs; and administering the City's dog registration program.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	36	4,414,362	31	3,647,281
Vehicle Tax Fund	60	6,848,371	59	6,714,391
Total Full-time Equivalent Positions and Amounts	96	\$11,262,733	90	\$10,361,672

ALLOCATION

Personnel Services	6,918,194	6,584,298
Non-Personnel Services	4,344,539	3,777,374

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	10	939,783
CITY COUNCIL SUPPORT Conducts and records all official meetings of the City Council.	21	2,376,457
LICENSE MANAGEMENT Administers the City's vehicle sticker program and distributes all general City licenses.	59	6,943,876
MUNICIPAL ID Administers the City's Municipal ID program, enabling Chicagoans to obtain a valid government-issued ID for use in accessing a range of services.		411,475
TURNOVER		(309,919)

2021 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

DEPARTMENT OF FINANCE

KEY FUNCTIONS

- Responsible for the collection of all City revenue
- Prepares City financial statements
- Administers the employee healthcare program
- Conducts tax enforcement and collections
- Prepares employee payroll and vendor disbursements
- Administers the City's Workers' Compensation Program
- Serves as the City's Insurance Risk Manager
- Conducts billing, noticing and customer services for utility charges, ambulance fees, vehicle citations and miscellaneous Accounts Receivable
- Enforces parking and vehicle compliance violations

2020 KEY RESULTS

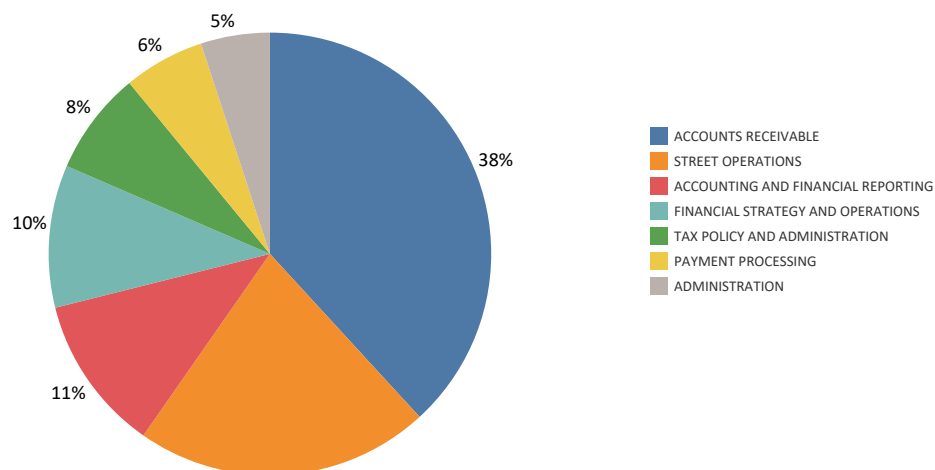
- Implemented the Utility Billing Relief program, allowing thousands of households to enroll and receive 50 percent reduced water, sewer, and water/sewer tax rates.
- Concluded the 2019 Financial Statements audit with zero material weaknesses or deficiencies.
- Increased tax collections made online by 17.28 percent as compared to 2019.
- Implemented the Ground Emergency Medical Transportation Program, which allows the City to receive supplemental reimbursement for emergency transportation services from the federal government to better reflect the cost of service.
- Developed functionality to process cash down payments from customers who initiate payment plans online, allowing the under-banked community to participate in the cost saving online payment plan initiative.

- Managed City Sticker ticket debt relief program which provided debt forgiveness to 11,000 motorists, dismissing 28,000 City Sticker tickets and forgiving \$11 million in fines, bringing residents into compliance.
- Instituted fines and fees reforms including the discontinuation of driver's license suspensions for parking and compliance tickets and implementing easy payment plan options with lower down payments and more time to pay.
- Completed the transition of workers' compensation claim administration to a third-party administrator for both civilian and public safety incidents at the beginning of 2020 and implemented best practices for administering claims.

2021 INITIATIVES

- Change non-metered water account billings from six months to monthly to reduce delinquent utility payments.
- Automate the issuance of tax exemption and registration certificates by allowing taxpayers to print their own certificates from Chicago Business Direct.
- Integrate various revenue systems to provide a "one-stop-shop" for management and payment of receivables.
- Issue a request for proposals for a new payroll 'Time and Attendance' system that will allow the City to better track absences and overtime expenditures.
- Implement a chat bot software application that resides on the department's parking website to assist motorists with customer service issues, online applications and payment processing.
- Implement the new Office of Contract Review and Audit. This new office will be focused on contract compliance and identifying savings and efficiencies across the City's contracts.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF FINANCE

City Comptroller

The Department of Finance ("DOF") provides effective and efficient management of the City's financial resources. DOF is responsible for the collection and disbursement of City revenues, and all funds required to be in the custody of the City Treasurer.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	29	2,737,852	31	3,088,304
Water Fund		4,552		0
Sewer Fund		5,100		0
Chicago Midway Airport Fund		6,552		0
Chicago O'Hare Airport Fund		6,552		0
Total Full-time Equivalent Positions and Amounts	29	\$2,760,608	31	\$3,088,304

ALLOCATION

Personnel Services	2,715,152	3,068,204
Non-Personnel Services	45,456	20,100

Program Summary and Description	2021	
	FTEs	Funding
ADMINISTRATION	31	3,244,503
TURNOVER		(156,199)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF FINANCE
Accounting and Financial Reporting

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	53	5,390,835	49	4,974,555
Water Fund	3	269,348	3	271,522
Chicago Midway Airport Fund	2	177,069	2	184,225
Chicago O'Hare Airport Fund	25	2,260,490	24	2,169,851
Tax Increment Financing Administration Fund	6	765,468	6	702,575
Community Development Block Grant	5	1,088,325	5	634,323
Other Grant Funds	3	290,000	6	636,000
Total Full-time Equivalent Positions and Amounts	97	\$10,241,535	95	\$9,573,051

ALLOCATION

Personnel Services	8,774,160	8,511,065
Non-Personnel Services	1,467,375	1,061,986

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	2	194,628
ACCOUNTING AND FINANCIAL REPORTING Provides accounting, auditing, and financial reporting for all components of the City.	93	9,801,196
TURNOVER		(422,773)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF FINANCE
Financial Strategy and Operations

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	76	7,855,588	75	6,829,964
Water Fund	4	299,157	4	306,319
Vehicle Tax Fund	4	433,356	4	420,355
Sewer Fund		34,592		34,300
Chicago Midway Airport Fund	2	228,400	2	232,482
Chicago O'Hare Airport Fund	2	312,883	2	311,745
Chicago Parking Meters Fund		14,000,000		500,000
Total Full-time Equivalent Positions and Amounts	88	\$23,163,976	87	\$8,635,165

ALLOCATION

Personnel Services	7,376,213	7,243,452
Non-Personnel Services	15,787,763	1,391,713

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	1	138,348
FINANCIAL STRATEGY AND OPERATIONS Develops financial policy recommendations. Manages the City's debt portfolio and cash position. Audits, processes, and schedules all City vendor payments. Manages the distribution and audit of all City payrolls and maintains payroll systems. Manages all personal property, casualty risks and employee benefits programs.	86	8,934,170
TURNOVER		(437,353)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF FINANCE
Revenue Services and Operations

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	402	50,858,946	380	50,046,442
Water Fund	37	8,683,310	38	9,749,683
Vehicle Tax Fund	7	1,746,224	7	1,681,793
Sewer Fund		77,000		1,077,000
Total Full-time Equivalent Positions and Amounts	446	\$61,365,480	425	\$62,554,918

ALLOCATION

Personnel Services	27,564,054	26,738,896
Non-Personnel Services	33,801,426	35,816,022

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	2	734,034
PAYMENT PROCESSING Provides and oversees cashiering and reporting of payments made to the City. Manages and operates payment centers throughout the City.	61	5,082,904
TAX POLICY AND ADMINISTRATION Provides and oversees City tax administration, enforcement, policy formation, and customer service.	57	6,482,727
STREET OPERATIONS Provides and oversees parking enforcement and booting operations. Manages the residential disabled parking permit program.	230	18,465,275
ACCOUNTS RECEIVABLE Oversees and performs billing and citation notices. Manages collection and cost recovery of various debts owed to the City.	75	32,786,172
TURNOVER		(996,194)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

CITY TREASURER'S OFFICE

KEY FUNCTIONS

- Manages the City's cash and investment portfolios
- Oversees and administers the Chicago Catalyst Fund
- Provides financial empowerment, education and counseling across the city
- Promotes economic development for small businesses across the city

2020 KEY RESULTS

- Managed approximately \$8.5 billion in investment assets. The Office executed investment purchases of \$7.83 billion as of Q2 2020 and is projected to have year-end earnings of \$138 million across more than 580 individual positions. The Treasurer's Office also managed \$4.982 billion in outflows to pay vendors, payroll, debt service, and pension liabilities during the first half of 2020. In 2020, the Treasurer's Office also increased the number of MBE/WBE/DVBE broker dealers' firms that they do business with under the new Broker Dealer Scorecard.
- Planned a "Road to Recovery" virtual small business expo for small businesses scheduled for late fall 2020. This year's event will feature a procurement center, a financial center focusing on technical assistance and access to capital, and a business plan competition.
- Received approval for the board members for the Chicago Catalyst Fund in the spring of 2020. The Catalyst Fund, in conjunction with the City, created the Small Business Resiliency Fund with an investment of \$50 million to provide loans to small businesses throughout Chicago as a source of emergency cash flow during the pandemic.
- Launched a financial education campaign with a goal of reaching 10,000 residents in underserved

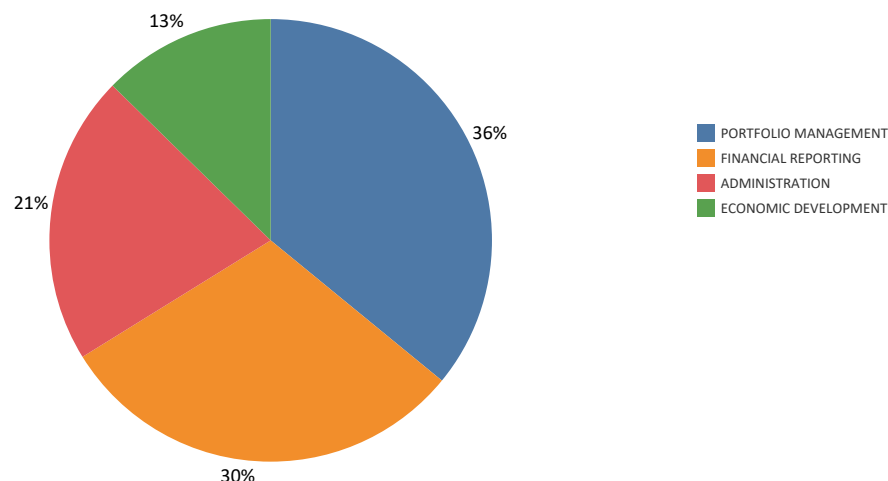
neighborhoods with credit counseling services and access to banking and credit, in partnership with Operation HOPE.

- Hosted Town Halls and webinar series "Money Mondays with Melissa" throughout the year to provide financial education and empowerment resources for small businesses and residents of Chicago.
- Created the Advancing Equity in Banking Commission in partnership with the Illinois State Treasurer, a coalition of prominent banking institutions anchored in Illinois. The Commission is committed to advancing equity and eliminating systemic racism in the banking industry through equitable hiring and lending and investment in Black neighborhoods. This Commission will continue into 2021.

2021 INITIATIVES

- Continue to seek opportunities for the Chicago Catalyst Fund to invest in neighborhoods throughout the City to increase economic development, particularly in underserved areas on the south and west sides.
- Continue to host Town Halls and Monday Mondays webinar series. Host a small business expo in 2021 to assist small business entrepreneurs with expanding business and financial networks in Chicago and to provide residents with financial resources.
- Continue to work with the national non-profit Operation HOPE to launch a financial education program to bring free financial empowerment resources to Chicago's neighborhoods.
- Provide a five-day financial education and empowerment program for elementary school students in underserved communities in collaboration with the Chicago Urban League, the YWCA and Chicago Housing Authority.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

OFFICE OF CITY TREASURER

The Office of the City Treasurer is the custodian and manager of all cash and investments for the City of Chicago, the four City employee pension funds, and the Chicago Teacher's Pension Fund. Additionally, the office of the City Treasurer manages outreach programs that promote economic development in Chicago's neighborhoods.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	8	1,659,891	8	1,605,402
Water Fund	4	451,354	4	436,762
Sewer Fund	2	225,857	2	218,721
Chicago Midway Airport Fund	3	339,875	3	337,229
Chicago O'Hare Airport Fund	9	1,033,601	9	1,023,783
Tax Increment Financing Administration Fund	4	413,458	4	420,673
Total Full-time Equivalent Positions and Amounts	30	\$4,124,036	30	\$4,042,570

ALLOCATION

Personnel Services	2,647,046	2,634,870
Non-Personnel Services	1,476,990	1,407,700

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	7	880,719
PORTFOLIO MANAGEMENT Manages the City's investment portfolio.	9	1,496,614
FINANCIAL REPORTING Performs accounting and financial reporting duties for the City's revenue and disbursement accounts. Serves as liaison with outside auditors and City departments.	11	1,260,441
ECONOMIC DEVELOPMENT Develops and implements economic development programs, Coordinates program marketing and public affairs, and works with financial institutions and other governmental offices.	3	527,643
TURNOVER		(122,847)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF ADMINISTRATIVE HEARINGS

KEY FUNCTIONS

- Adjudicates ordinance violations issued by municipal departments
- Monitors time to disposition and case clearance rates for each case type
- Schedules requests for hearings and motions
- Provides training for Administrative Law Judges and Department of Administrative Hearings (“DOAH”) staff
- Reviews case filings for conformance with DOAH and scheduling guidelines

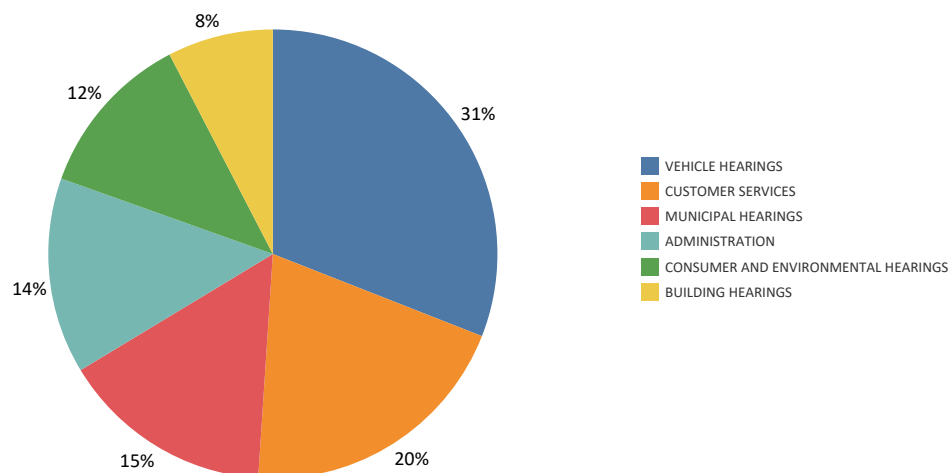
2020 KEY RESULTS

- Continued implementation of the text messaging court date reminder system with a goal of decreasing the default rate by increasing appearance rate. Full implementation is scheduled for the fourth quarter 2020.
- Completed development and testing for the mobile electronic ticketing system. DOAH anticipates receiving case filings for Streets and Sanitation (“DSS”) violations via an electronic clerk review queue during third quarter 2020. These e-filings will reduce the amount of paper stored by DOAH’s scanning vendor.
- Developed and implemented a method of printing the mailing address of each named respondent on envelopes for default orders. This creates significant efficiencies, moving a previously manual process to an automated one, covering more than 30,000 multi-party default orders, saving one minute per default.

2021 INITIATIVES

- Continue to coordinate with the Department of Assets, Information and Services to secure video conferencing licenses and implement and test a remote hearing capability for non-parking violations.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF ADMINISTRATIVE HEARINGS

The Department of Administrative Hearings ("DOAH") is an independent entity that provides fair and impartial administrative hearings for violations of the Municipal Code of Chicago, the Chicago Park District Code, and the Chicago Transit Authority Code. DOAH does not hear cases where incarceration is sought.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	41	8,259,831	38	7,707,394

ALLOCATION

Personnel Services	3,110,594	2,883,020
Non-Personnel Services	5,149,237	4,824,374

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	11	1,103,525
CUSTOMER SERVICES Files motions to set aside defaults for all divisions and answers public inquiries at the Central Hearing Facility. Oversees the community service program, attends community meetings and aldermanic service fairs. Monitors the processing of FOIA requests.	5	1,570,601
BUILDING HEARINGS Conducts hearings that involve violations of the Building, Fire, and Zoning Codes.	5	594,187
CONSUMER AND ENVIRONMENTAL HEARINGS Conducts hearings involving public vehicles, unlicensed businesses, deceptive or fraudulent business practices, unstamped cigarette sales, overweight trucks, and towed vehicles. Conducts hearings related to violations of the Health, Sanitation, Environmental, and Transportation Codes.	5	933,437
MUNICIPAL HEARINGS Conducts hearings for police issued citations, vehicle impoundments, vacant and unsecured property, unpaid taxes, debts owed to the City, and appeals from the denial of parade permits.	6	1,197,438
VEHICLE HEARINGS Conducts hearings for parking, red light, automated speed camera, and booted vehicle violations.	6	2,421,675
TURNOVER		(113,469)

2021 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

DEPARTMENT OF LAW

KEY FUNCTIONS

- Manages litigation, transactional, and legislative projects covering a wide range of practice areas such as public finance, economic development, contracts, personal injury, civil rights, appeals, real estate and land use, and labor relations
- Responsible for drafting, reviewing, and advising the City on proposed federal, state, and local legislation
- Ensures that the City's policies and operations comply with applicable legal requirements
- Participates in housing, nuisance abatement, environmental, and anti-crime initiatives that significantly improve public safety and the quality of life in neighborhoods throughout Chicago

2020 KEY RESULTS

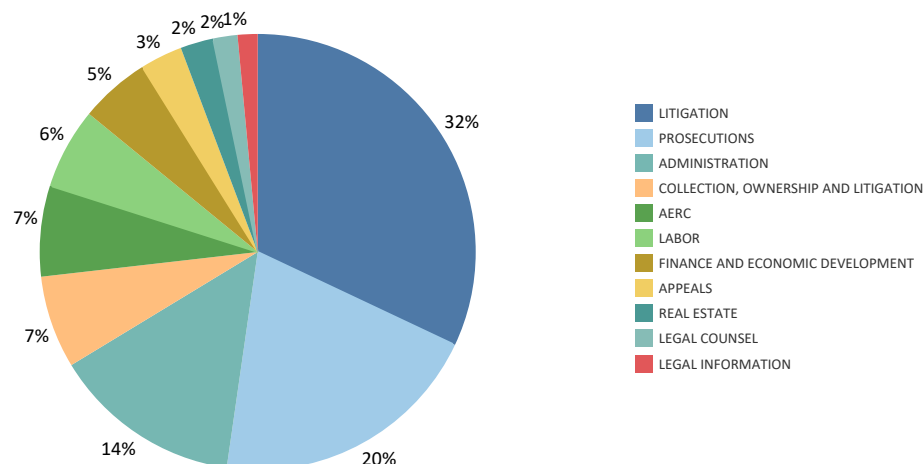
- Obtained \$1.5 million settlement with Equifax Inc. over 2017 cybersecurity breach affecting 147 million people, including Chicago residents. The City was one of the few municipalities nationwide to receive a settlement from Equifax.
- Won lawsuit challenging City's authority to apply Amusement Tax to subscriptions for video, audio and games streamed over Internet.
- Updated City tax ordinances, rulings and procedures to adapt to the digital world, including the migration from "brick and mortar" business to the "cloud" and other Internet applications.
- Successfully obtained many police accountability and reform measures for police supervisors by way of interest arbitration with the Policemen's Benevolent and Protective Associations of Illinois.

- Won appellate court decision over Justice Assistance Grant ("JAG") funds allocated for crime reduction and prevention. City filed suit to stop U.S. Department of Justice from imposing unlawful conditions related to immigration enforcement on JAG program funds.

2021 INITIATIVES

- Continue extensive work on new agreements related to O'Hare Airport's \$8.5 billion capital expansion program, ongoing Midway Airport capital projects and other airport-related issues due to the COVID-19 pandemic.
- Continue to represent the Chicago Police Department, the Civilian Office for Police Accountability, the Office of Emergency Management and Communications and the Police Board in the implementation and compliance with the Consent Decree assessed by the Independent Monitor.
- Expand Affirmative Litigation in areas such as consumer protection, the environment, immigration, data privacy, the opioid crisis, health care, and fairness to all Chicagoans.
- Implement training and workshops in the department on issues of systemic racism and discrimination and their effect on the hiring, retention, and promotion of employees of color.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF LAW

The Department of Law ("DOL") is the legal advisor to the Mayor, City departments, commissions, and the City Council as they establish and administer policies and programs to benefit Chicago residents. DOL assists with preparation and enforcement of effective ordinances and represents the City's interest in litigation.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	337	30,513,054	313	29,818,379
Water Fund	14	1,638,456	14	1,610,155
Vehicle Tax Fund	23	1,597,154	24	1,694,037
Sewer Fund	7	873,038	7	841,212
Chicago Midway Airport Fund	3	416,998	3	403,556
Chicago O'Hare Airport Fund	19	2,155,114	19	2,139,846
Tax Increment Financing Administration Fund	12	1,203,003	11	1,113,415
Community Development Block Grant	26	2,968,492	26	2,939,661
Total Full-time Equivalent Positions and Amounts	441	\$41,365,309	417	\$40,560,261

ALLOCATION

Personnel Services	37,597,538	37,040,472
Non-Personnel Services	3,767,771	3,519,789

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	23	5,891,322
LITIGATION Represents the City and City officials in a broad range of litigation, in both federal and state court. Provides pre-litigation counseling to many departments.	142	13,423,611
PROSECUTIONS Prosecutes violations of the Municipal Code of Chicago relating to transportation, police citations, and traffic matters in the Circuit Court of Cook County. Enforces the Building and Zoning Codes by prosecuting code violations in both Housing Court and Administrative Hearings.	107	8,487,676
AERC Handles litigation and transactional matters in the areas of aviation, environment, finance and bankruptcy, general regulatory, intellectual property, public utilities, and telecommunications. Represents City departments involving the acquisition or sale of services, and intellectual property. Licenses City space for revenue-generating purposes.	28	2,819,328
LEGAL INFORMATION Provides legal advice concerning the Freedom of Information Act ("FOIA").	7	617,064
APPEALS Responsible for state and federal appellate work in the four appellate courts that handle Illinois cases.	13	1,317,403

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF LAW

Program Summary and Description	FTEs 2021	Funding
LABOR Represents the City in grievances and arbitrations arising under the City's collective bargaining agreements and assists in contract negotiations. Provides counsel to departments on labor, personnel, and employment matters.	26	2,513,481
LEGAL COUNSEL Drafts legislation and provides legal advice and opinions to the Mayor, City Council, City departments and City agencies.	7	751,044
FINANCE AND ECONOMIC DEVELOPMENT Assists in implementing financing to stimulate economic development, with the goal of improving public infrastructure, revitalizing blighted areas, providing affordable housing, and creating and retaining jobs for City residents.	20	2,185,992
REAL ESTATE Represents the City in land acquisitions and dispositions, City leases, affordable housing programs, and condemnations, zoning, right of way and environmental matters. Serves as legal counsel to the Community Development Commission, Commission on Chicago Landmarks, and the Transportation Committee.	10	1,028,881
COLLECTION, OWNERSHIP AND LITIGATION Handles in-house collections of Circuit Court and administrative judgments including demolition and mortgage foreclosures. Supervises outside collection matters. Determines ownership of properties with Municipal Code violations.	34	2,876,866
TURNOVER		(1,352,407)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF HUMAN RESOURCES

KEY FUNCTIONS

- Oversees recruitment, selection, and hiring across all City departments
- Develops and administers exams used for promotions and filling vacancies
- Establishes and maintains the City's position classification and salary plan
- Enforces the City's Diversity and Equal Employment Opportunity Policy and administers the City's Reasonable Accommodation Policies
- Provides counseling services to employees through the Employee Assistance Program
- Houses and provides support for the Human Resources Board

2020 KEY RESULTS

- Established a variety of workforce policies in conjunction with the COVID-19 Task Force in response to COVID-19, including a Telework Policy, a Sick Leave Policy Addendum that provided additional leave to employees who contracted COVID-19, and Workforce Guidelines for Re-Opening the City. Also established new accommodation processes for employees with underlying health conditions.
- Revised the City's Drug & Alcohol Policies and launched training on those policies utilizing the Chicago eLearning platform. The Training Division also assisted the CHI 311 team with publishing training courses for 311 operators on Chicago eLearning.
- Established a project management platform to help track and streamline the hiring process in order to reduce time-to-fill. Implemented a new self-scheduling

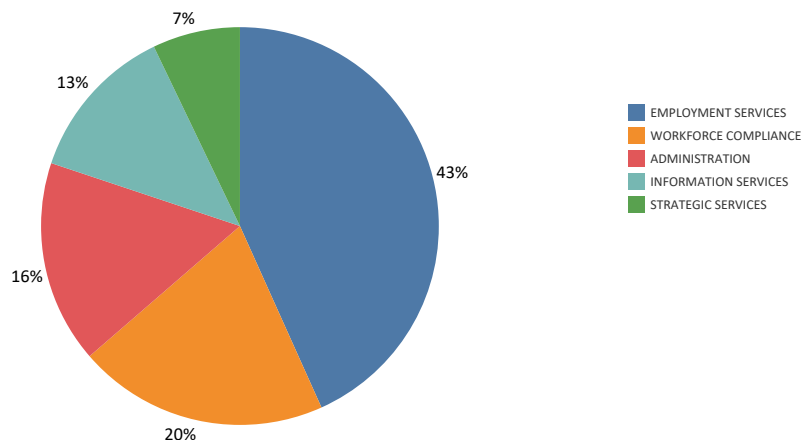
platform for new employees to schedule on-boarding processes such as fingerprinting and ID badging.

- Worked with the Chicago Police Department on items related to the Consent Decree, including updating job specifications, and developing recommendations to modify hiring processes for Captain and Commander.

2021 INITIATIVES

- Continue to streamline the City's hiring processes in order to reduce time-to-fill. This includes making further reductions to paperwork requirements and moving more processes to electronic formats.
- Establish a process for non-compliant leaves and absences in order to provide operating departments with tools to reduce absenteeism.
- Establish a New Employee Orientation curriculum in Chicago eLearning for new employees and new supervisors to ensure that City employees receive consistent information on policies and work expectations.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF HUMAN RESOURCES

The Department of Human Resources ("DHR") facilitates the effective delivery of City services through the establishment of a professional human resource management program. This includes attracting, developing, and retaining quality personnel and fostering equal employment opportunities for all the residents of Chicago.

The Human Resources Board ("HRB") conducts hearings of charges brought against career service employees. HRB is responsible for providing advice and counsel to the Mayor and to the Commissioner of Human Resources in all aspects of public sector human resource administration including manpower utilization, manpower training, employee grievances and employee salaries.

DHR provides administrative support to the HRB.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	76	6,775,115	69	6,204,040
Water Fund	2	188,141	2	196,379
Chicago Midway Airport Fund	1	108,165	1	110,079
Chicago O'Hare Airport Fund	3	293,719	3	299,632
Total Full-time Equivalent Positions and Amounts	82	\$7,365,140	75	\$6,810,130

ALLOCATION

Personnel Services	6,710,123	6,442,560
Non-Personnel Services	655,017	367,570

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	9	1,164,809
EMPLOYMENT SERVICES Manages and monitors the hiring and promotion process for all City departments, as well as classification and compensation. Ensures compliance with the City's Hiring Plan and federal requirements.	32	3,059,071
INFORMATION SERVICES Controls the creation and maintenance of all employee records. Manages all web and technical programming including online application programs.	11	901,216
STRATEGIC SERVICES Manages all programs related to testing services including test development and test administration.	6	502,671
WORKFORCE COMPLIANCE Manages employee performance evaluations, as well as the Reasonable Accommodations and Employee Assistance programs, including Equal Employment Opportunity and Violence in the Workplace programs.	17	1,438,614
TURNOVER		(256,251)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF PROCUREMENT SERVICES

KEY FUNCTIONS

- Manages contract administration across the City
- Certifies Minority, Women, Veterans, Business Enterprises Owned by People with Disabilities and Disadvantaged Businesses
- Enforces contract compliance
- Facilitates community outreach and engagement regarding City procurement opportunities and rules
- Manages salvage auctions for various City departments

2020 KEY RESULTS

- Initiated a Disparity Study for the City's Minority- and Women-Owned Business Enterprise ("M/WBE") Construction Program, in partnership with the Department of Law. The study seeks to ensure that MBEs and WBEs have equal access to contracting opportunities and that the City's current program remains legally defensible and administratively successful. A nationally recognized industry expert is conducting the study which includes the compilation and analysis of statistical and economic data and anecdotal evidence of discrimination. Expected completion of the study in Q2 of 2021.
- Expanded the service reimbursement agreement program by increasing the maximum potential value of such agreements and partnering with the Department of Aviation to support small businesses impacted by the COVID-19 pandemic. To date, this program has assisted over 300 businesses by providing education and counseling about numerous business-readiness topics, including certification application preparation, financial coaching and bond-readiness, and core business skills such as business plan development.
- Collaborated with the Department of Law to establish

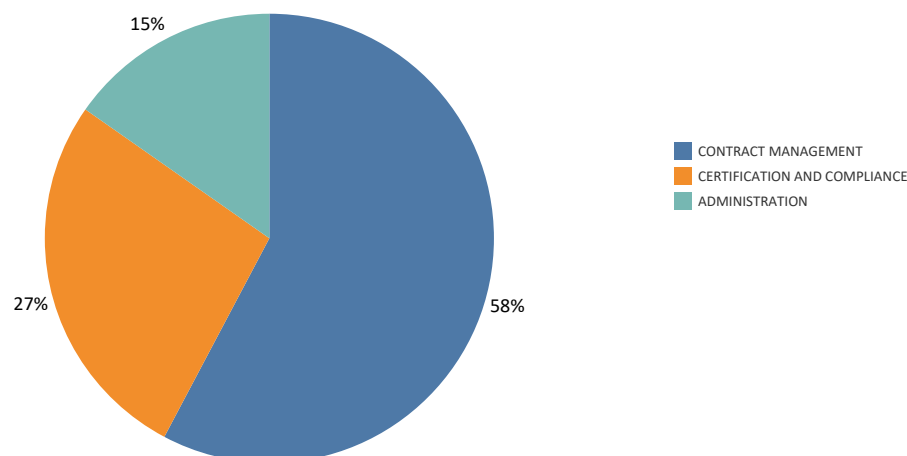
a process to gather data about the participation of LGBT-owned Business Enterprises ("LGBTBE") in City contracting as a result of the resolution passed to acknowledge LGBTBEs and their contributions to Chicago's economy. In addition, the department maintains relationships with LGBT-focused assist agencies, keeping them informed about conferences, events, or business development opportunities that are available to LGBTBEs, and works with them to further encourage participation by LGBTBEs in City procurements.

- Expanded eProcurement contracting to all contracting categories. Readily available access to vendor training and support related to eProcurement will assist in leveling the playing field for business of all sizes and types.

2021 INITIATIVES

- Enact the findings of the disparity study for the M/WBE construction program. The study will help in establishing MBE/WBE participation goals for the program and include recommendations for future initiatives and enhancements to enhance opportunities for entrepreneurial success for businesses owned by women and minorities.
- Implement a new certification and compliance management system to better monitor various contract certifications and track compliance goals on City contracts. The new system will include a vendor profile site that will allow vendors to showcase their skillset and niche areas.
- Pivot the robust workshop and outreach program to a digital environment to ensure that the local vendor community, particularly small, minority, women-owned, veteran and businesses owned by people with disabilities, have access.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



DEPARTMENT OF PROCUREMENT SERVICES

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	74	6,792,436	65	6,115,682
Water Fund	4	287,797	4	299,623
Chicago Midway Airport Fund	5	405,105	5	421,106
Chicago O'Hare Airport Fund	19	1,647,609	19	1,634,444
Total Full-time Equivalent Positions and Amounts	102	\$9,132,947	93	\$8,470,855

Personnel Services	8,527,114	8,067,580
Non-Personnel Services	605,833	403,275



2021 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

DEPARTMENT OF ASSETS, INFORMATION AND SERVICES

KEY FUNCTIONS

- Repairs and maintains City vehicles, as well as those owned by sister agencies
- Operates and maintains City facilities, both owned and leased, through custodial, landscaping, carpentry, painting, and other professional services
- Leads real estate management for both owned and leased buildings
- Provides oversight for a variety of citywide services including printing, graphic design, and photography services; document retention services; and ComEd franchise agreement oversight
- Maintains, manages, and markets the Riverwalk
- Procures fuel and utilities in support of City operations
- Manages sustainability planning, brownfield management, solid waste disposal, construction debris management, NEPA reviews and oversight of the Citywide Environmental Health & Safety Compliance Program
- Ensures the City's technology infrastructure is up-to-date, cost-effective and performs reliably
- Advances the City's network and computing environments using the latest technologies

2020 RESULTS

- Launched the Chicago Design System which is the public visual identity of the City of Chicago. The Chicago Design System is an inclusive, equitable, cost saving system for City communication and for public use to show civic pride.
- Supported the 2020 Census Initiative response rate goal by launching <https://Chicago.gov/Census>.

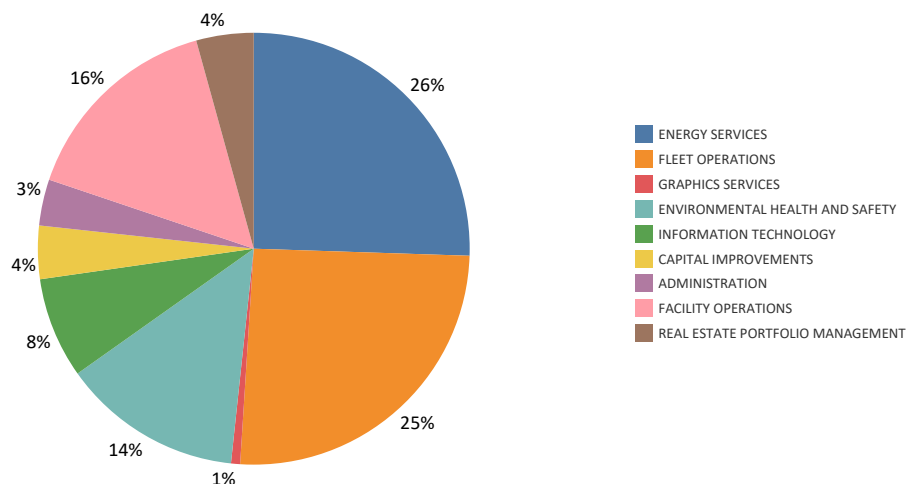
Launched in April, the website has served nearly 75,000 visitors as of September 2020. In addition to links for completing the census in multiple languages, the site contains references, resources including posters, talking points, event templates, background information, and weekly ward reports showing participation across the City.

- Provided 3,675 training classes to 946 employees which has contributed to reducing the 2019 Occupational Safety and Health Administration ("OSHA") total recordable incident rate for the department to 5.47 incidents per 100 people from the 2018 rate of 7.5 incidents per 100 people.
- Improved the Chicago Fire Department's apparatus fleet by replacing older units with nine fire engine pumpers, 13 ladder trucks, two aerial towers and 13 response units.

2021 INITIATIVES

- Initiate field work to perform \$31 million remediation work of radiological impacted soil at the former Carnotite Reduction Company.
- Implement a standardized safety incident reporting process for the City's non-sworn workforce that will include reporting via environmental health and safety management software. The software will improve employee injury incident transparency and accountability through an easily accessible centralized database, trend reports, and automatic notifications.
- Finalize negotiations with ComEd on the 30-year franchise agreement. The new agreement will promote improved operations and coordination with ComEd on the public way and on public property. It will also include promoting clean, renewable energy, billing assistance and relief and economic development on the south and west side.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF ASSETS, INFORMATION, AND SERVICES

Bureau of Finance and Administration

The Department of Assets, Information, and Services ("AIS") is responsible for maintaining and repairing City-owned and leased vehicles and the operation, maintenance and repair of City buildings and properties. AIS is also responsible for custodial services, security coverage, graphic services, mail service, relocation services, document storage and management, energy procurement, and environmental, health, and safety management. Finally, AIS coordinates Citywide technology business processes and solutions, and provides network, database, software, and technical support for all City departments.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	33	3,388,374	37	3,907,783

ALLOCATION

Personnel Services	2,885,786	3,412,095
Non-Personnel Services	502,588	495,688

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	37	4,062,817
TURNOVER		(155,034)

2 0 2 1 B U D G E T O V E R V I E W
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF ASSETS, INFORMATION, AND SERVICES
Bureau of Facility Management

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	386	78,262,891	339	70,862,493
Water Fund		540,869		493,519
Vehicle Tax Fund		2,111,687		2,134,946
Library Fund		11,219,615		11,967,883
Total Full-time Equivalent Positions and Amounts	386	\$92,135,062	339	\$85,458,841

ALLOCATION

Personnel Services	35,275,865	31,901,588
Non-Personnel Services	56,859,197	53,557,253

Program Summary and Description	2021	
	FTEs	Funding
FACILITY OPERATIONS	165	69,353,501
Maintains properties and manages custodial, security, and landscaping services at all City-owned and leased facilities.		
CAPITAL IMPROVEMENTS	174	17,758,056
Provides architectural, engineering and construction services for City facilities. Plans, programs, and designs improvements for all City facilities. Oversees joint venture projects with the Public Building Commission.		
TURNOVER		(1,652,716)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF ASSETS, INFORMATION, AND SERVICES
Bureau of Asset Management

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	50	53,478,542	45	49,387,661
Water Fund		23,747,564		23,331,693
Vehicle Tax Fund		17,448,725		16,886,400
Motor Fuel Tax Fund		14,659,391		11,459,934
Sewer Fund		1,366,963		1,313,875
Library Fund		5,408,356		5,263,641
Chicago Midway Airport Fund		7,183,527		6,416,024
Chicago O'Hare Airport Fund		29,280,017		29,207,509
Community Development Block Grant	2	286,665	2	294,001
Other Grant Funds	1	52,041,000	8	63,882,000
Total Full-time Equivalent Positions and Amounts	53	\$204,900,750	55	\$207,442,738

ALLOCATION

Personnel Services	4,354,617	5,253,597
Non-Personnel Services	200,546,133	202,189,141

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	2	11,383,561
REAL ESTATE PORTFOLIO MANAGEMENT Develops standard procedures for the terms, enforcement, and negotiation of leases. Evaluates space needs, lease consolidations, and build-out designs.	4	19,071,654
ENERGY SERVICES Develops and executes energy procurement strategies, oversees energy contract management, researches the energy market to ensure rate optimization, and applies for energy-related grants.	4	113,966,054
ENVIRONMENTAL HEALTH AND SAFETY Develops and manages the City's comprehensive Environmental, Health, and Safety Compliance program.	21	60,288,012
GRAPHICS SERVICES Provides photographic and digital imaging services, fast and economical printing, photocopying, and bindery services to City departments.	24	2,977,088
TURNOVER		(243,631)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF ASSETS, INFORMATION, AND SERVICES
Bureau of Fleet Operations

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	438	79,285,365	418	80,944,222
Water Fund	49	7,119,310	48	7,215,727
Vehicle Tax Fund		109,040		108,000
Sewer Fund	26	4,091,209	26	4,789,340
Library Fund		33,520		34,880
Chicago Midway Airport Fund	17	3,231,519	15	3,156,293
Chicago O'Hare Airport Fund	99	14,821,795	91	15,235,815
Total Full-time Equivalent Positions and Amounts	629	\$108,691,758	598	\$111,484,277

ALLOCATION

Personnel Services	56,426,936	54,770,686
Non-Personnel Services	52,264,822	56,713,591

Program Summary and Description	2021	
	FTEs	Funding
FLEET OPERATIONS	598	113,738,383
Maintains and repairs vehicles utilized by the City, Chicago Park District, Chicago Housing Authority, and Chicago Transit Authority. Manages quality control and equipment and parts inventories, and coordinates and dispatches field technicians.		
TURNOVER		(2,254,106)

2 0 2 1 B U D G E T O V E R V I E W
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF ASSETS, INFORMATION, AND SERVICES
Bureau of Information Technology

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	93	25,538,627	75	24,813,326
Water Fund		6,656,404		7,082,221
Library Fund	13	1,243,370	13	1,305,019
Total Full-time Equivalent Positions and Amounts	106	\$33,438,401	88	\$33,200,566

ALLOCATION

Personnel Services	10,834,939	9,152,812
Non-Personnel Services	22,603,462	24,047,754

Program Summary and Description	FTEs	2021 Funding
INFORMATION TECHNOLOGY	88	33,721,645
Designs and manages the City's enterprise network, maintains and manages Citywide enterprise applications, and supports the City IT infrastructure.		
TURNOVER		(521,079)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

Infrastructure Services		
FUNDING COMPARISON BY DEPARTMENT		
Department	2020	2021
Department of Streets and Sanitation		
Commissioner's Office	2,376,549	2,247,546
Administrative Services Division	2,037,545	1,863,966
Bureau of Sanitation	165,341,002	172,018,395
Bureau of Rodent Control	13,073,047	12,539,229
Bureau of Street Operations	46,892,886	52,430,103
Bureau of Forestry	19,001,447	18,486,178
Bureau of Traffic Services	24,912,857	24,362,982
Dept Total	273,635,333	283,948,399
Chicago Department of Transportation		
Office of the Commissioner	2,616,286	2,743,837
Division of Administration	5,112,139	5,015,682
Division of Engineering	249,030,546	601,624,760
Division of Traffic Safety	16,247,945	14,947,699
Division of Infrastructure Management	11,885,328	12,654,206
Division of Sign Management	8,161,253	8,104,160
Division of Project Development	10,415,917	13,745,847
Division of Electrical Operations	34,406,538	34,311,333
Division of In-House Construction	79,432,754	79,115,167
Dept Total	417,308,706	772,262,691
Chicago Department of Aviation		
Chicago Midway Airport	259,714,637	222,728,547
Chicago-O'Hare International Airport	980,472,455	919,595,013
Dept Total	1,240,187,092	1,142,323,560
Department of Water Management		
Commissioner's Office	17,144,163	27,068,789
Bureau of Administrative Support	4,820,655	4,620,716
Bureau of Engineering Services	23,317,647	26,179,763
Bureau of Water Supply	92,436,667	90,282,399
Bureau of Operations and Distribution	166,618,443	163,620,283
Bureau of Meter Services	10,733,706	9,960,197
Dept Total	315,071,281	321,732,147
Total - Infrastructure Services	\$2,246,202,412	\$2,520,266,797

2021 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

INFRASTRUCTURE SERVICES

DEPARTMENT OF STREETS AND SANITATION

KEY FUNCTIONS

- Collects and disposes of municipal solid waste and bulk refuse, and collects and diverts recyclable materials from the waste stream
- Provides black refuse and blue recycling carts to residents for waste and recycling services
- Monitors alleys for violations of city code
- Baits and eliminates rodents
- Removes graffiti
- Cleans City-owned vacant lots
- Demolishes condemned garages
- Plows and salts city roads during winter months
- Trims live trees and safely removes dead trees from City property, plants new trees
- Sweeps streets from spring to fall
- Tows or relocates improperly parked vehicles and manages City auto pounds

2020 KEY RESULTS

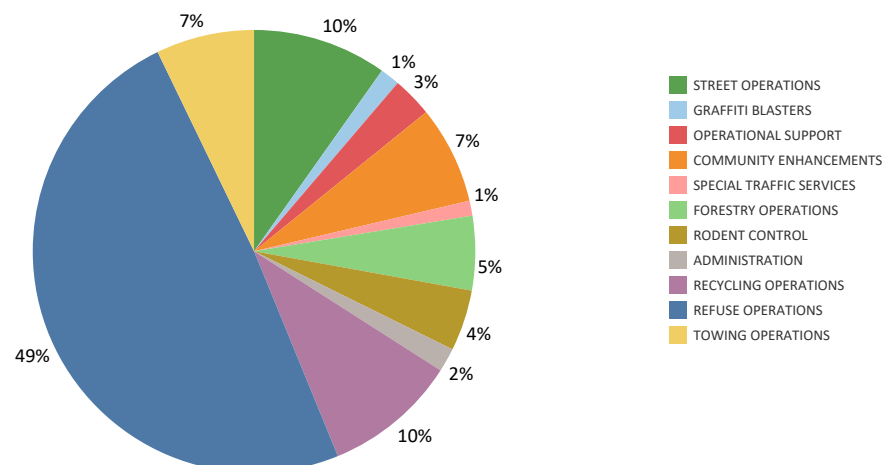
- Continued essential services during the stay-at-home order, collecting 8 percent more waste during the pandemic compared to the same time period in 2019. This was in addition to providing other non-routine support, including delivering and setting up beds for homeless shelters and delivering 460 emergency food boxes to those most in need.
- Implemented the expansion of turn-by-turn routing system for snow removal to include 22 wards and 92 routes.

- Conducted neighborhood blitz clean-ups through coordinated Operation Clean projects with the Chicago Police Department ("CPD"), with locations now selected based on CPD statistical data. As of mid-2020, 12 blitzes were completed.
- Implemented a paperless system for the graffiti removal team by implementing Salesforce One Mobile, which allowed for response to service graffiti related 311 requests live.

2021 INITIATIVES

- Continue a citywide tree inventory that will map and categorize every tree on public property.
- Increase the number of door-to-door rodent abatement projects citywide and begin implementation of Salesforce One Mobile. This mobile program will allow servicing of rodent control related 311 requests live.
- Continue the expansion of turn-by-turn snow routing system for the 2020/2021 snow season by adding 72 new routes. By the end of the season, the department will be ahead of the goal with 40 wards and 164 routes, representing 82 percent of overall routes utilizing the turn-by-turn technology. The phase-in of the turn-by-turn routing system will be completed by the 2021/2022 snow season.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2 0 2 1 B U D G E T O V E R V I E W
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

DEPARTMENT OF STREETS AND SANITATION

Commissioner's Office

The Department of Streets and Sanitation ("DSS") provides a clean, safe, and healthy environment on the streets and alleys of Chicago through the effective management of the collection and disposal of residential refuse; the sweeping and plowing of streets; managing a citywide residential recycling program; the timely removal of graffiti; the cleaning of vacant lots; the demolition of condemned garages; the efficient towing of illegally parked or abandoned vehicles; the mitigation and abatement of rodents; as well as the planting, trimming and removal of trees.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	22	2,376,549	20	2,247,546

ALLOCATION

Personnel Services	2,172,239	2,010,736
Non-Personnel Services	204,310	236,810

Program Summary and Description	2021	
	FTEs	Funding
ADMINISTRATION	20	2,327,001
TURNOVER		(79,455)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

DEPARTMENT OF STREETS AND SANITATION

Administrative Services Division

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	24	2,037,545	21	1,863,966

ALLOCATION

Personnel Services	2,003,740	1,830,161
Non-Personnel Services	33,805	33,805

Program Summary and Description	2021 FTEs	Funding
ADMINISTRATION	21	1,930,654
TURNOVER		(66,688)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

DEPARTMENT OF STREETS AND SANITATION
Bureau of Sanitation

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	393	93,105,122	442	111,079,910
Vehicle Tax Fund	81	7,490,364		0
Garbage Collection Fund	903	64,745,516	853	60,938,485
Total Full-time Equivalent Positions and Amounts	1,377	\$165,341,002	1,295	\$172,018,395

ALLOCATION

Personnel Services	101,603,170	97,691,882
Non-Personnel Services	63,737,832	74,326,513

Program Summary and Description	FTEs	2021 Funding
OPERATIONAL SUPPORT Supervises personnel, employee safety, training, and warehouse operations. Allocates hoisting engineers to operate heavy equipment for a variety of City needs.	6	562,278
REFUSE OPERATIONS Collects refuse, bulk items, and yard waste citywide. Enforces the City's sanitation code.	1,205	141,756,754
RECYCLING OPERATIONS Collects recyclable material citywide.	58	28,286,685
COMMUNITY ENHANCEMENTS Provides supervision and field crews for projects that clean and enhance neighborhoods.		2,324,554
STREET OPERATIONS Maintains the cleanliness and safety of the public way through manual cleaning, special events support, and litter basket waste collection. Manages and implements the City's snow removal operations. Removes debris blocking and/or entering the City sewer system.	26	1,679,417
TURNOVER		(2,591,293)

DEPARTMENT OF STREETS AND SANITATION
Bureau of Rodent Control

ALLOCATION

DEPARTMENT OF STREETS AND SANITATION
Bureau of Street Operations

ALLOCATION

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

DEPARTMENT OF STREETS AND SANITATION

Bureau of Forestry

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	209	19,001,447	200	18,486,178

ALLOCATION

Personnel Services	16,439,008	15,928,959
Non-Personnel Services	2,562,439	2,557,219

Program Summary and Description	FTEs	2021 Funding
OPERATIONAL SUPPORT Supervises personnel, employee safety, training, and warehouse operations. Allocates hoisting engineers to operate heavy equipment for a variety of City needs.	35	3,453,669
FORESTRY OPERATIONS Removes dead and hazardous trees, trims live trees on the City parkways, removes tree stumps, and processes non-parkway landscape debris.	165	15,674,327
TURNOVER		(641,818)

DEPARTMENT OF STREETS AND SANITATION

Bureau of Traffic Services

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Vehicle Tax Fund	182	24,912,857	174	24,362,982

ALLOCATION

Personnel Services	14,159,857	13,843,132
Non-Personnel Services	10,753,000	10,519,850

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	8	771,895
OPERATIONAL SUPPORT Supervises personnel, employee safety, training, and warehouse operations. Allocates hoisting engineers to operate heavy equipment for a variety of City needs.		235,750
TOWING OPERATIONS	130	20,714,868
SPECIAL TRAFFIC SERVICES Provides traffic support for parades, marathons, filming locations, and other special events.	36	3,178,226
TURNOVER		(537,757)

2021 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

INFRASTRUCTURE SERVICES

CHICAGO DEPARTMENT OF TRANSPORTATION

KEY FUNCTIONS

- Develop and implement transportation and mobility policies that advance mobility justice and equity
- Advance mobility options by offering micro-mobility services and coordinating with sister agencies to expand transit
- Coordinate freight infrastructure planning, policy, and implementation with regional agencies and carriers
- Review and approve traffic and transportation facility design for public improvements and private development
- Administer public way policy, including building addresses, street vacations and dedications
- Lead collaborative traffic safety initiatives through Vision Zero
- Design, construct, resurface, and maintain residential and arterial streets, alleys and bikeways, sidewalks, and ADA ramps
- Bridge, waterway, traffic signal, and street lighting design, construction, maintenance, and repair
- Coordinate permits for construction, special events and private uses of the public way
- Design and maintenance of street signs and pavement markings

2020 KEY RESULTS

- Implemented one of the most comprehensive responses to the COVID-19 pandemic in the country through the “Our Streets” Program. Provided free access to Divvy for healthcare workers and sharply reduced fares for all Divvy users; launched “Shared Streets” that invited residents to request local roads

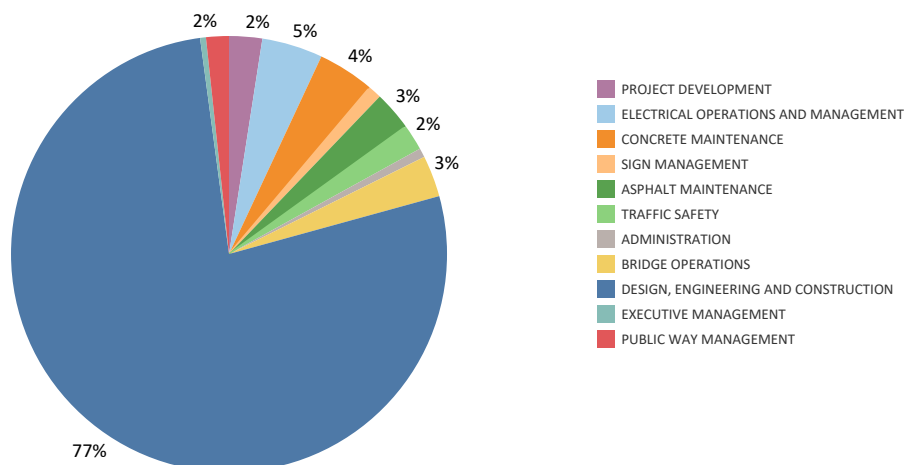
be converted into corridors for safe travel and healthy activity; and launched “Make Way for Dining,” that enabled restaurants and bars to expand operations outdoors.

- Launched a major expansion of Divvy, the bike share system, covering the entire far South Side of Chicago, installing 66 new Divvy bikeshare stations and expanding the network by almost 60 square miles building towards full citywide expansion by 2021.
- Supported INVEST South/West program by starting work on more than \$6 million in sidewalk, curb and gutter, and bus pad repairs on the main street corridors that are part of the City’s community-led program.

2021 INITIATIVES

- Implementation of an organizational strategic plan for the agency that will lead to better alignment with mayoral priorities. The plan was developed in 2020 in partnership with Bloomberg Associates through robust internal and external stakeholder participation. The Transportation Equity Network, a coalition co-led by Active Transportation Alliance and Center for Neighborhood Technology, assisted by issuing equity challenges and reviewing implementation strategies. The plan will build cohesion and collaboration to communicate department priorities to the public.
- Construction of the Damen Green Line CTA Station will be underway in 2021. The new in-fill station will improve public transit for residents, businesses and industries along the Kinzie Industrial Corridor and visitors to the United Center.
- Initiate the 43rd Street Pedestrian Bridge project, replacing an existing, dilapidated bridge built in 1939 that was not ADA accessible.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

CHICAGO DEPARTMENT OF TRANSPORTATION

Office of the Commissioner

The Chicago Department of Transportation ("CDOT") is responsible for planning, designing, programming and constructing infrastructure as part of the City's Capital Improvement Program ("CIP"). CDOT projects include bridges, select subway and elevated transit stations, arterial streets, and viaducts. CDOT operates, repairs and maintains all bridges, streets, street signs, pavement markings, street and alley lights, and traffic signals.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	24	2,616,286	24	2,743,837

ALLOCATION

Personnel Services	2,412,421	2,550,552
Non-Personnel Services	203,865	193,285

Program Summary and Description	FTEs	2021 Funding
EXECUTIVE MANAGEMENT	24	2,822,112
Provides policy direction and executive management.		
TURNOVER		(78,275)

CHICAGO DEPARTMENT OF TRANSPORTATION

Division of Administration

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	62	5,112,139	57	5,015,682

ALLOCATION

Personnel Services	4,964,599	4,882,042
Non-Personnel Services	147,540	133,640

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	57	5,246,501
TURNOVER		(230,819)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

CHICAGO DEPARTMENT OF TRANSPORTATION

Division of Engineering

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund		8,828,595		8,853,595
Vehicle Tax Fund	76	7,883,951	76	7,933,165
Motor Fuel Tax Fund		900,000		900,000
Community Development Block Grant		5,000,000		5,000,000
Other Grant Funds		226,418,000		578,938,000
Total Full-time Equivalent Positions and Amounts	76	\$249,030,546	76	\$601,624,760

ALLOCATION

Personnel Services	7,488,627	7,515,501
Non-Personnel Services	241,541,919	594,109,259

Program Summary and Description	FTEs	2021 Funding
PROJECT DEVELOPMENT		5,000,000
Prepares surface transportation plans, studies, and policy recommendations to enhance mobility, economic vitality, and quality of life in Chicago.		
DESIGN, ENGINEERING AND CONSTRUCTION	76	597,093,081
Designs, develops, and manages the construction of bridges, asphalt and concrete repair and replacement, transit, street lighting, traffic signals, and other capital projects. Coordinates the use of the freight tunnel system.		
TURNOVER		(468,321)

CHICAGO DEPARTMENT OF TRANSPORTATION

Division of Traffic Safety

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	9	16,247,945	9	14,947,699

ALLOCATION

Personnel Services	903,624	936,729
Non-Personnel Services	15,344,321	14,010,970

Program Summary and Description	FTEs	2021 Funding
TRAFFIC SAFETY	9	14,997,877
Operates and manages traffic control signs and signals, effective enforcement of traffic laws through the red-light camera and speed camera programs, and use of innovative and advanced technologies for integrated traffic management.		
TURNOVER		(50,178)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

CHICAGO DEPARTMENT OF TRANSPORTATION
Division of Infrastructure Management

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Vehicle Tax Fund	75	11,885,328	74	12,654,206

ALLOCATION

Personnel Services	5,440,081	5,547,316
Non-Personnel Services	6,445,247	7,106,890

Program Summary and Description	FTEs	2021 Funding
PUBLIC WAY MANAGEMENT Coordinates the use of the public way, and manages and operates the Office of Underground Coordination, the City Utility Alert Network, and One Call. Issues public way permits, performs inspections of the public way, and reviews construction projects for quality assurance.	74	12,962,538
TURNOVER		(308,332)

CHICAGO DEPARTMENT OF TRANSPORTATION
Division of Sign Management

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	51	4,000,690	7	717,806
Motor Fuel Tax Fund		4,160,563	41	7,386,354
Total Full-time Equivalent Positions and Amounts	51	\$8,161,253	48	\$8,104,160

ALLOCATION

Personnel Services	3,849,909	3,775,816
Non-Personnel Services	4,311,344	4,328,344

Program Summary and Description	FTEs	2021 Funding
EXECUTIVE MANAGEMENT Provides policy direction and executive management.	7	536,544
SIGN MANAGEMENT Manufactures and installs street signs, traffic signs, and various other signs used by the City. Handles the repair and replacement of existing signs based on citywide service requests.	41	7,672,285
TURNOVER		(104,669)

CHICAGO DEPARTMENT OF TRANSPORTATION
Division of Project Development

ALLOCATION

Program Summary and Description	FTEs	2021 Funding
PROJECT DEVELOPMENT	40	13,926,543
Prepares surface transportation plans, studies, and policy recommendations to enhance mobility, economic vitality, and quality of life in Chicago.		
TURNOVER		(180,696)

ALLOCATION

Program Summary and Description	2021 FTEs	Funding
ELECTRICAL OPERATIONS AND MANAGEMENT	268	35,039,020
Maintains and repairs the street light, alley light, traffic signal, and fire alarm systems in the city. Repairs circuits, relamps street lights and traffic signals, and replaces broken or obsolete equipment. Supervises electrical system improvement projects.		
TURNOVER		(727,687)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

CHICAGO DEPARTMENT OF TRANSPORTATION

Division of In-House Construction

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	59	4,378,901	56	4,180,627
Vehicle Tax Fund	290	27,506,569	285	27,463,301
Motor Fuel Tax Fund	385	47,547,284	377	47,471,239
Total Full-time Equivalent Positions and Amounts	734	\$79,432,754	718	\$79,115,167

ALLOCATION

Personnel Services	68,468,049	67,636,044
Non-Personnel Services	10,964,705	11,479,123

Program Summary and Description	FTEs	2021 Funding
DESIGN, ENGINEERING AND CONSTRUCTION	10	1,988,456
Designs, develops, and manages the construction of bridges, asphalt and concrete repair and replacement, transit, street lighting, traffic signals, and other capital projects. Coordinates the use of the freight tunnel system.		
BRIDGE OPERATIONS	183	23,897,671
Performs routine repairs to bridges and provides staff at bridge houses with roving patrols for timely bridge openings over commercial and public water way transportation.		
ASPHALT MAINTENANCE	186	22,490,563
Responsible for residential street and alley resurfacing, pothole patching, pavement markings, and street and alley speed bump installation and maintenance.		
CONCRETE MAINTENANCE	339	32,604,339
Responsible for the repair and replacement of sidewalks, curbs, and gutters. Ensures proper drainage and manages erosion prevention activities.		
TURNOVER		(1,865,862)

2021 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

INFRASTRUCTURE SERVICES

CHICAGO DEPARTMENT OF AVIATION

KEY FUNCTIONS

- Manage O'Hare and Midway International Airports safely, effectively, and efficiently
- Enhance economic activity and job creation within the City of Chicago and the region
- Continue to grow Chicago airports' competitive positions in the global aviation marketplace
- Provide the very best services and amenities in an environment that reflects Chicago's rich, diverse and unique character and continue to be the international leader in airport sustainability by integrating environmental best practices into all aspects of airport operations

2020 KEY RESULTS

- Awarded final contracts to complete the O'Hare 21 design team who will design two new satellite concourses and serve as the program's lead civil engineer that will transform the airport.
- Completed construction of the last full runway, 9C, and broke ground on the final extension to runway 9R of the O'Hare Modernization Program ("OMP") airfield reconfiguration. Runway 9C is scheduled to be commissioned in November 2020, while the lengthened 9R will open in late 2021. These two runway projects have created more than 4,900 jobs during construction, and the overall program has reduced system impact delays by 63 percent
- Completed necessary site/civil and foundation work for the Terminal 5 expansion. The \$1.2 billion project will support approximately 1,100 jobs and include new baggage handling systems, expansions to the existing building, additional gate capacity to accommodate the

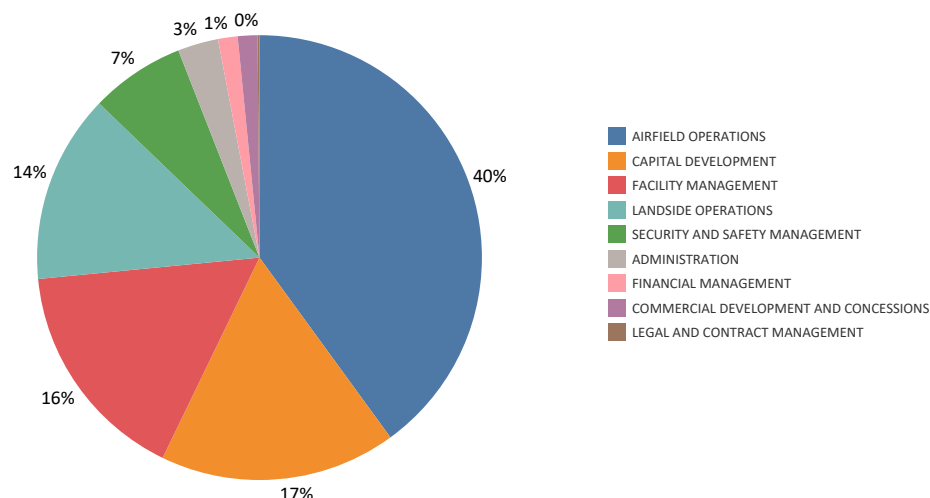
largest aircraft operating today, and a parking garage.

- Completed construction on the expanded security checkpoint bridge over Cicero Avenue – a key component of the Midway Modernization Program ("MMP"), the first new capital program in nearly 20 years at the airport. In addition, the MMP includes a total reimagining of the concessions experience and terminal parking garage enhancements.

2021 INITIATIVES

- Progress on O'Hare 21 will continue aggressively, with the Terminal 5 expansion progressing toward completion, while planning, design and construction for the O'Hare Global Terminal ("OGT") will continue. The Federal Aviation Administration will continue its required Environmental Assessment for the project. When complete, O'Hare 21 will totally reimagine the passenger experience; maintain the airport's competitive position; and meet the airport's long-term infrastructure needs.
- Anticipated completion of the OMP airfield reconfiguration after the Runway 9R/27L extension is finished in late 2021. This is already one of O'Hare's most-utilized runways, and it soon will be able to accommodate all aircraft in operation today – as well as balancing operations between the airfields.
- Connecting Chicagoans to airport jobs and opportunities, as well as small and diverse business capacity building, will remain top department priorities. As major capital projects at both airports continue, the department is taking every opportunity to develop capacity building programs, mentor-protégé programs, and enlisting certified Assist Agencies in these efforts. CDA has also established the virtual Aviation Learning Series to help businesses understand prequalification, the bidding process, and diverse capacity building.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2 0 2 1 B U D G E T O V E R V I E W
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

CHICAGO DEPARTMENT OF AVIATION

Chicago Midway Airport

The Chicago Department of Aviation ("CDA") manages all aspects of Midway and O'Hare International airports including operations, maintenance, and capital improvements. CDA is also responsible for the design, construction, and implementation of modernization programs at both airports.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Chicago Midway Airport Fund	298	119,256,637	299	118,123,547
Other Grant Funds		140,458,000		104,605,000
Total Full-time Equivalent Positions and Amounts	298	\$259,714,637	299	\$222,728,547

ALLOCATION

Personnel Services	24,279,737	25,108,947
Non-Personnel Services	235,434,900	197,619,600

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	10	6,332,772
FINANCIAL MANAGEMENT Directs financial matters concerning the airport system.		1,526,692
LEGAL AND CONTRACT MANAGEMENT Provides direction on legal issues, contract processing, and review of all airport contracts.		11,000
COMMERCIAL DEVELOPMENT AND CONCESSIONS Manages all airport tenants and concession services.		1,973,500
CAPITAL DEVELOPMENT Provides engineering and architectural services for airport development projects. Manages noise abatement program.		25,390,300
AIRFIELD OPERATIONS Provides for the safe operation of airplane ground movements, airfield coordination, vehicle operations, snow and ice removal services, and emergency response coordination.	137	99,311,503
LANDSIDE OPERATIONS Manages ground transportation services at parking facilities.	22	20,284,264
SECURITY AND SAFETY MANAGEMENT Provides airport safety and security services for the traveling public, airport employees, and property.	110	16,576,665
FACILITY MANAGEMENT Operates and maintains terminal and airfield facilities and equipment.	20	52,412,889
TURNOVER		(1,091,038)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

CHICAGO DEPARTMENT OF AVIATION
Chicago-O'Hare International Airport

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Chicago O'Hare Airport Fund	1,724	470,725,455	1,672	467,784,013
Other Grant Funds		509,747,000		451,811,000
Total Full-time Equivalent Positions and Amounts	1,724	\$980,472,455	1,672	\$919,595,013

ALLOCATION

Personnel Services	149,615,155	149,468,313
Non-Personnel Services	830,857,300	770,126,700

Program Summary and Description	2021	
	FTEs	Funding
ADMINISTRATION	60	27,516,425
FINANCIAL MANAGEMENT Directs financial matters concerning the airport system.	43	14,894,289
LEGAL AND CONTRACT MANAGEMENT Provides direction on legal issues, contract processing, and review of all airport contracts.	15	1,501,904
COMMERCIAL DEVELOPMENT AND CONCESSIONS Manages all airport tenants and concession services.	17	14,339,203
CAPITAL DEVELOPMENT Provides engineering and architectural services for airport development projects. Manages noise abatement program.	65	172,143,842
AIRFIELD OPERATIONS Provides for the safe operation of airplane ground movements, airfield coordination, vehicle operations, snow and ice removal services, and emergency response coordination.	506	360,236,482
LANDSIDE OPERATIONS Manages ground transportation services at parking facilities.	207	137,285,561
SECURITY AND SAFETY MANAGEMENT Provides airport safety and security services for the traveling public, airport employees, and property.	421	62,572,552
FACILITY MANAGEMENT Operates and maintains terminal and airfield facilities and equipment.	338	134,940,625
TURNOVER		(5,835,870)

2021 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

INFRASTRUCTURE SERVICES

DEPARTMENT OF WATER MANAGEMENT

KEY FUNCTIONS

- Provides capital improvement engineering services for the design and construction of new water mains and sewer mains
- Operates, maintains, and repairs the City's water and combined sewer systems comprised of approximately 4,300 miles of water mains, 48,049 hydrants, and approximately 4,500 miles of sewer and storm water mains and 353,000 structures and manholes
- Maintains, repairs, and provides security for two water purification plants and 12 water pumping stations
- Repairs broken water mains and sewer lines, undertakes private sewer drain repairs to address water in basement service requests on residential homes with less than four units
- Collects, purifies, tests, and distributes almost one billion gallons of fresh, clean, safe drinking water to Chicago and 123 suburbs daily
- Provides meter services management including repair, maintenance, and upgrades to existing meters

2020 KEY RESULTS

- Replaced 7.7 miles of sewer main, lined 31 miles of sewer main lining and completed 1,100 structures as of June 2020.
- Replaced and installed 65 miles of water mains as of June 2020. After carefully reviewing the project locations, and in anticipation of the private drain pilot study results, the 2020 goals of water main capital construction will be updated to reflect necessary changes.
- Began construction on the Sawyer Water Purification

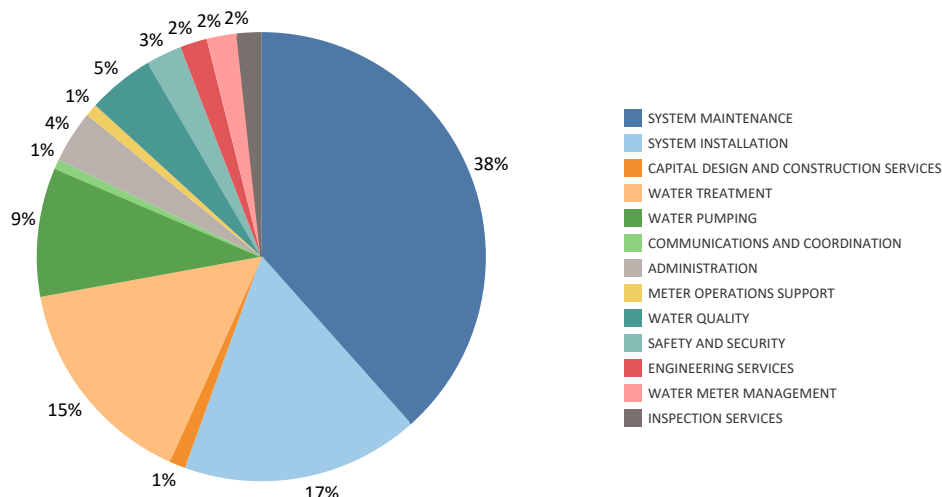
Plant ("SWPP") Filter Building Roof Project. This is an \$80 million, 2.5-year project to replace a failing roof installed in 1940's, abate lead paint and replace aging electrical and roof drainage systems.

- Continued the Central Park Pumping Station Conversion from Stream to Electric Power Project, with anticipated completion in mid-2022. This project will provide a new and state-of-the-art pumping station. As of June 2020, construction is 26 percent complete.

2021 INITIATIVES

- Begin the SWPP Filter Underdrain Project, a \$90 million 4-year project to replace filter underdrains constructed in the 1940's to the 1960's that have deteriorated. The filter material will be replaced to meet the Ten State Standards.
- Complete the Jardine Water Purification Plant ("JWPP") Laboratory Upgrade Project, spanning a period of three years that will upgrade the existing, outdated water quality testing laboratory in order to furnish it with the latest water quality testing equipment, and other essential equipment. As of June 2020, construction is 58 percent complete. This project is expected to be substantially complete in 2021.
- Complete the JWPP Medium Voltage Power Distribution which includes replacement of non-maintainable switchgear and motor control centers installed in 1950's, replacement of temporary generators with five permanent generators with diesel fuel tanks and day tanks. The new generator building will increase capacity with state-of-art switchgears and motor control panels will be connected with the control system for remote monitoring and will increase the efficiency of electrical system to realize the savings in electrical loads.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

DEPARTMENT OF WATER MANAGEMENT
Bureau of Engineering Services

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Water Fund	48	8,415,061	49	8,559,085
Sewer Fund	27	3,260,586	26	3,173,678
Other Grant Funds		11,642,000		14,447,000
Total Full-time Equivalent Positions and Amounts	75	\$23,317,647	75	\$26,179,763

ALLOCATION

Personnel Services	7,410,687	7,473,203
Non-Personnel Services	15,906,960	18,706,560

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	2	275,008
CAPITAL DESIGN AND CONSTRUCTION SERVICES	39	3,944,495
Plans, designs, and supervises capital improvements to the sewer and water systems.		
ENGINEERING SERVICES	7	5,608,292
Provides the planning, analysis, and investigation necessary to maintain and expand the water distribution and sewer systems. Prepares system atlases and updates permanent records.		
INSPECTION SERVICES	27	3,042,825
Protects public health and welfare by inspecting consumer plumbing to ensure compliance with the municipal code. Inspects and evaluates the condition of valves throughout the water system, and protects the water and sewer systems from damage by private contractors.		
WATER QUALITY		5,600,000
Conducts comprehensive water quality monitoring to ensure sanitary quality is maintained throughout the water system.		
SYSTEM INSTALLATION		7,181,000
Provides for the replacement of sewers, water mains, water valves, and fire hydrants. Monitors the cleaning of large sewers by private contractors.		
SYSTEM MAINTENANCE		1,040,000
Maintains and repairs sewer mains, catch basins, and manholes to ensure the free flow of storm and sanitary sewage and to prevent hazards to the public. Performs normal and emergency repair and maintenance of water distribution appurtenances.		
TURNOVER		(511,857)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

DEPARTMENT OF WATER MANAGEMENT
Bureau of Water Supply

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Water Fund	616	92,436,667	588	90,282,399

ALLOCATION

Personnel Services	61,917,657	60,007,267
Non-Personnel Services	30,519,010	30,275,132

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	8	1,081,544
WATER QUALITY Conducts comprehensive water quality monitoring to ensure sanitary quality is maintained throughout the water system.	50	10,343,710
WATER PUMPING Operates and maintains 12 pumping stations to provide sufficient water for domestic, industrial, and firefighting needs.	205	30,729,515
WATER TREATMENT Operates and maintains the City's two water purification plants.	325	50,830,007
TURNOVER		(2,702,377)

2 0 2 1 B U D G E T O V E R V I E W
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

DEPARTMENT OF WATER MANAGEMENT
Bureau of Operations and Distribution

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Water Fund	743	90,349,553	720	88,260,019
Sewer Fund	558	76,268,890	548	75,360,264
Total Full-time Equivalent Positions and Amounts	1,301	\$166,618,443	1,268	\$163,620,283

ALLOCATION

Personnel Services	122,097,739	119,620,992
Non-Personnel Services	44,520,704	43,999,291

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	16	2,039,980
ENGINEERING SERVICES Provides the planning, analysis, and investigation necessary to maintain and expand the water distribution and sewer systems. Prepares system atlases and updates permanent records.	8	847,560
INSPECTION SERVICES Protects public health and welfare by inspecting consumer plumbing to ensure compliance with the municipal code. Inspects and evaluates the condition of valves throughout the water system, and protects the water and sewer systems from damage by private contractors.	24	2,625,137
SYSTEM INSTALLATION Provides for the replacement of sewers, water mains, water valves, and fire hydrants. Monitors the cleaning of large sewers by private contractors.	46	49,221,886
SYSTEM MAINTENANCE Maintains and repairs sewer mains, catch basins, and manholes to ensure the free flow of storm and sanitary sewage and to prevent hazards to the public. Performs normal and emergency repair and maintenance of water distribution appurtenances.	1,151	110,751,409
COMMUNICATIONS AND COORDINATION Coordinates, schedules, dispatches, and issues work repair orders with proper notices and permits via the 311 system. Coordinates with utility companies and other City departments on the DIGGER Program and other CDOT permitting and construction.	23	2,115,942
TURNOVER		(3,981,631)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

Bureau of Meter Services

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Water Fund	118	10,733,706	110	9,960,197

ALLOCATION

Personnel Services	10,458,706	9,685,197
Non-Personnel Services	275,000	275,000

Program Summary and Description	2021 FTEs	Funding
ADMINISTRATION	3	321,212
METER OPERATIONS SUPPORT Supports the City's water meter installation and repair programs.	35	2,989,732
WATER METER MANAGEMENT Provides water meters to customers. Repairs meters, including remote meters with read-out devices in the field. Reconditions and tests newly designed meters, fire detector meters, and existing meters. Ensures the accuracy and efficiency of meter readings, semi-annual assessments, and new account examinations. Manages the processing of delinquent accounts.	72	7,175,079
TURNOVER		(525,826)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY

Public Safety		
FUNDING COMPARISON BY DEPARTMENT		
Department	2020	2021
Office of Public Safety Administration	30,560,047	135,591,779
Chicago Police Board	1,101,910	564,945
Chicago Police Department	1,757,498,349	1,698,590,492
Office of Emergency Management and Communications	202,919,050	133,977,954
Chicago Fire Department	677,812,297	738,357,735
Civilian Office of Police Accountability	13,753,178	13,314,826
Total - Public Safety	\$2,683,644,831	\$2,720,397,731

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY

OFFICE OF PUBLIC SAFETY ADMINISTRATION

KEY FUNCTIONS

- The Office of Public Safety Administration merges the Finance and Administration function, which includes finance, contracts, grants, facilities and general support as well as personnel management, Information Technology and Medical across the Public Safety departments.

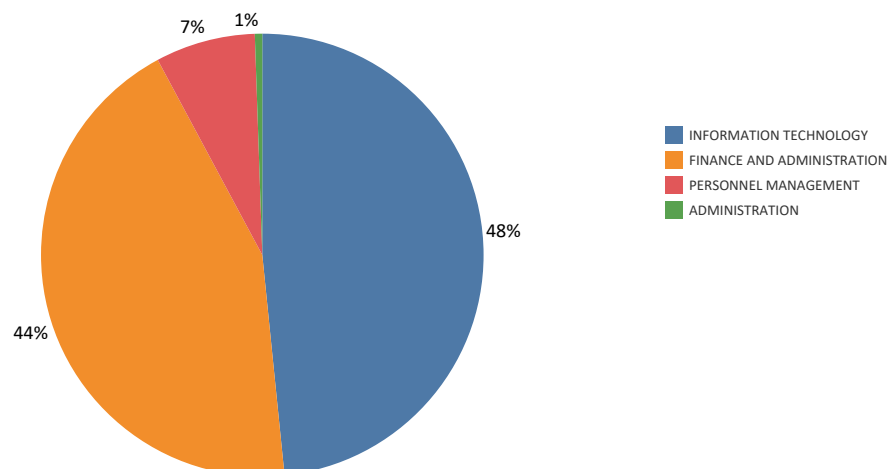
2020 KEY RESULTS

- Worked towards full operationalization of the Office to align finance, human resources, information technology and logistics functions to serve the public safety departments.
- Hire a new Chief Medical Director to serve the needs of the Chicago Fire Department ("CFD"), the Office of Emergency Management and Communications ("OEMC") and the Chicago Police Department ("CPD"). This efficiency creates a streamlined approach to medical services and hiring processes across the three departments.
- Began auditing all cross-departmental equipment, including phones, vehicles, and IT, that led to the identification of efficiencies through shared services.
- Worked with Public Safety Information Technology on various initiatives to share technology resources across departments.

2021 INITIATIVES

- Work with the Department of Procurement services on efficiencies and consolidation of contracts.
- Streamline public safety reimbursement processes for special events to recover costs while providing better services to City partners.
- Automate time and attendance for CPD, ensuring all Departments are on the same system, decreasing reliance on manual entry and increasing efficiency and accuracy, while decreasing liability.
- Better coordinate grant applications and processes between the three departments to maximize funding received from State and Federal dollars.
- Continue to work with CPD and CFD on civilianizing administrative functions - allowing sworn officers and uniformed fire personnel to be back on the streets to assist the communities they serve.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY

OFFICE OF PUBLIC SAFETY ADMINISTRATION

The Office of Public Safety Administration ("PSA") manages and implements all administrative functions for the City of Chicago's public safety departments, including the departments of Police and Fire, and the Office of Emergency Management and Communications.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	277	18,534,945	222	30,626,710
Emergency Communication Fund	113	12,025,102	106	68,475,593
Chicago Midway Airport Fund		0		42,238
Chicago O'Hare Airport Fund		0		32,238
Other Grant Funds	21	0	21	36,415,000
Total Full-time Equivalent Positions and Amounts	411	\$30,560,047	349	\$135,591,779

ALLOCATION

Personnel Services	30,340,047	30,524,230
Non-Personnel Services	220,000	105,067,549

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	5	719,973
FINANCE AND ADMINISTRATION	134	60,405,256
PERSONNEL MANAGEMENT	87	10,082,636
INFORMATION TECHNOLOGY	123	66,827,059
TURNOVER		(2,443,145)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY

CHICAGO POLICE BOARD

KEY FUNCTIONS

- Reviews disciplinary cases when the Superintendent of Police files charges to discharge a sworn officer from the Chicago Police Department (“CPD”)
- Resolves matters in which the Chief Administrator of the Civilian Office of Police Accountability (“COPA”) and the Superintendent of Police do not agree regarding the discipline of an officer
- Holds monthly public meetings that provide an opportunity for all members of the public to present questions and comments to the Board, the Superintendent of Police, and the Chief Administrator of COPA
- Nominates candidates for the position of Superintendent of Police to the Mayor
- Considers appeals by applicants for a probationary police officer position who have been removed from CPD’s eligibility list due to the results of a background investigation

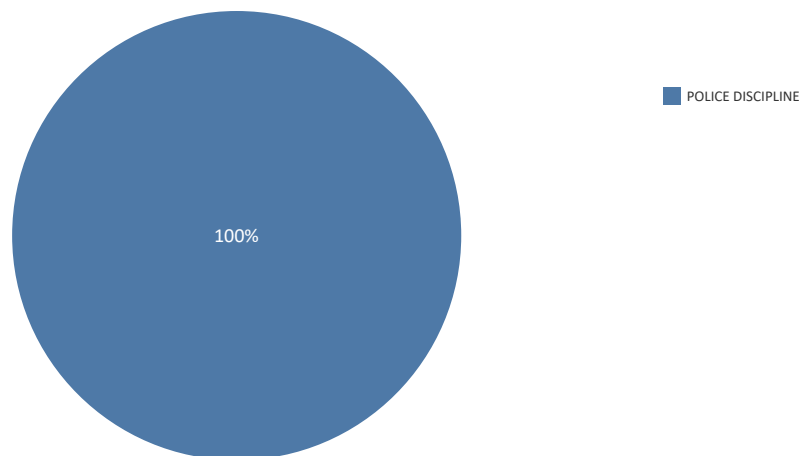
2020 KEY RESULTS

- Conducted a nation-wide search and nominated to the Mayor three candidates for Superintendent of the CPD.
- Decided six disciplinary cases through July 31, 2020.
- Began holding disciplinary hearings via two-way video conferencing so that fair hearings proceed in a timely manner while at the same time protecting the health and safety of the participants and the public during the COVID-19 pandemic.

2021 INITIATIVES

- Bring an independent and community-based voice to conversations with others involved in City policy making, where the Board will be strongly advocating for policies that bring about meaningful police reform and greater accountability. This is part of the Board’s role in recommending changes in CPD policy and rules.
- Continue to provide a fair and open process for deciding disciplinary cases in which CPD officers are accused of serious misconduct.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2 0 2 1 B U D G E T O V E R V I E W
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY

CHICAGO POLICE BOARD

The Police Board is an independent civilian body that oversees various activities of the Chicago Police Department ("CPD"). The Police Board's powers and responsibilities include deciding cases involving allegations of serious misconduct by police officers and other CPD personnel.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	2	1,101,910	2	564,945

ALLOCATION

Personnel Services	290,568	278,928
Non-Personnel Services	811,342	286,017

Program Summary and Description	2021 FTEs	Funding
POLICE DISCIPLINE The Police Board decides disciplinary cases when the Superintendent of Police files charges to discharge a sworn officer from the Chicago Police Department, or to suspend an officer for more than 30 days.	2	564,945

2021 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

PUBLIC SAFETY

CHICAGO POLICE DEPARTMENT

KEY FUNCTIONS

The various offices, bureaus and groups throughout the Chicago Police Department ("CPD") are primarily organized under two separate commands: The Office of Operations-Patrol and the Office of Constitutional Policing & Reform. Additional functions include:

- Formerly the Bureau of Patrol, the Office of Operations-Patrol oversees patrol operations throughout the five Police Areas and 22 Districts in Chicago
- The Bureau of Detectives is responsible for investigating crimes and includes the Youth Investigations Division, Central Investigations Division and Forensic Services Division
- The Bureau of Counter-terrorism and Special Operations is responsible for all targeted operations into both international and domestic criminal enterprises, effectively modernizing the previous Organized Crime Bureau, as well as coordination of intelligence and resources to ensure that Chicago is protected from and can respond to a complex coordinated terrorist attack
- The Office of Constitutional Policing & Reform manages reform projects and initiatives within the Department. It includes the Training & Support Group, the Force Review Division and the Reform Management Group

2020 KEY RESULTS

- Announced a comprehensive restructuring plan that streamlined operations and deployed more than 1,100 police officers and detectives back to the districts. The reorganization reorients the connectivity between detectives, patrol and counter-terrorism units to streamline the flow of information and provides for the

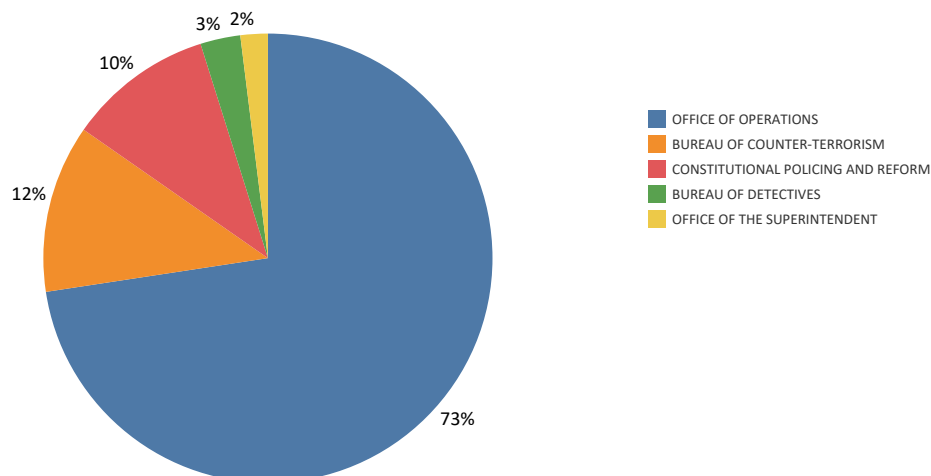
maximum resources to be focused on crime prevention and rapid response.

- Introduced the Critical Incident Response Team ("CIRT") and Community Safety Team ("CST"). CIRT consists of approximately 250 officers that focus on protecting the First Amendment rights of peaceful protestors. CIRT consists of approximately 250 officers and is responsible for ensuring the safety of residents and visitors during times of mass gatherings. This unit will undergo specialized training and supervision, and will operate with appropriate field protocols for maintaining a presence at lawful gatherings, separate and distinct from an appropriate response to unlawful criminal activity.

2021 INITIATIVES

- Add more supervisors to the rank and file to improve oversight and mentorship. A ratio of 10 officers per sergeant is recommended to improve the span of control for all field units. The addition of more sergeants will also improve the unity of command, allowing supervisors to work with a consistent group of officers each shift.
- Continue to expand the Neighborhood Policing Initiative ("NPI"). This effort seeks to revolutionize community policing in Chicago by giving a group of officers time away from the radio to focus on making genuine connections with community residents. These District Coordination Officers are already in place in the 9th, 10th, 11th, 15th and 25th districts. The goal is to expand the NPI citywide by 2022.
- Provide officers with quality training with a focus on areas of both greatest need and greatest impact. All officers will take part in an 8-hour in-service training with My Block, My Hood, My City and Metropolitan Family Services in 2021 that teaches the history and culture of Chicago's many vibrant neighborhoods.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY

CHICAGO POLICE DEPARTMENT

The Chicago Police Department ("CPD") protects the lives, property, and rights of all people, maintains order, and enforces the law impartially. CPD provides quality police service in partnership with other members of the community and strives to attain the highest degree of ethical behavior and professional conduct at all times.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	14,287	1,635,918,179	13,669	1,556,686,263
Chicago Midway Airport Fund	74	8,785,338	74	8,403,457
Chicago O'Hare Airport Fund	220	25,219,832	220	24,157,772
Controlled Substances Fund		100,000		100,000
Chicago Police CTA Detail Fund		10,754,000		10,754,000
Other Grant Funds	128	76,721,000	132	98,489,000
Total Full-time Equivalent Positions and Amounts	14,709	\$1,757,498,349	14,095	\$1,698,590,492

ALLOCATION

Personnel Services	1,552,097,631	1,517,861,738
Non-Personnel Services	205,400,718	180,728,754

Program Summary and Description	FTEs	2021 Funding
OFFICE OF THE SUPERINTENDENT Responsible for the organization, promotion, and disciplinary action of all Department members. Administers legal and legislative matters and various labor agreements, improves the Department's response to domestic violence, and works with residents through community policing, Disseminates information to the public through the news media.	317	33,935,661
OFFICE OF OPERATIONS Responsible for general field operations, including the protection of life and property, apprehension of criminals, problem-solving to address chronic crime and disorder problems, and enforcing traffic laws and City ordinances. Coordinates and unifies the efforts to maximize use of Departmental resources, personnel, and technology.	11,004	1,265,265,861
BUREAU OF DETECTIVES Directs the efforts of personnel trained in apprehending offenders and completing thorough and unified investigations. Serves as a liaison in matters of criminal and juvenile-related offenses, providing district law enforcement officers with investigative and arrest information, and developing and presenting criminal cases.	510	50,457,845
BUREAU OF COUNTER-TERRORISM Responsible for all targeted operation into both international and domestic criminal enterprises. Coordinates intelligence resources to ensure that the City is protected from and can respond to a complex coordinated terrorist attack.	1,598	210,676,911
CONSTITUTIONAL POLICING AND REFORM Responsible for managing reform projects and track reforming implementation progress to ensure that initiatives are completed correctly and efficiently. Coordinates with the independent monitor so that CPD is able to respond to requests for information in accordance with the Consent Decree and the Illinois Attorney General.	666	182,344,426
TURNOVER		(44,090,212)

2021 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

PUBLIC SAFETY

OFFICE OF EMERGENCY MANAGEMENT AND COMMUNICATIONS

KEY FUNCTIONS

- Handles call taking and dispatch of all 9-1-1 emergency calls
- Handles call taking for 3-1-1 non-emergency City service requests
- Leads planning, training, and exercises for citywide preparedness and resource coordination efforts related to disasters, emergencies, and large-scale special events
- Operates the City's Operations Center and Emergency Operations Center
- Deploys Traffic Control Aides at special events and other critical locations

2020 KEY RESULTS

- Led the citywide response effort related to COVID-19 in partnership with the Mayor's Office and the Chicago Department of Public Health. OEMC involvement included developing the COVID-19 citywide task force; coordinating resource requests citywide; organizing the citywide feeding plan; handling logistics related to congregate, quarantine, isolation, and respite housing; managing a donation distribution center; arranging logistics around static and mobile testing sites; and other supporting responsibilities.
- Completed work related to improving the location accuracy of cellular 9-1-1 calls. With this new technology, the 9-1-1 center is better able to locate callers calling from a smartphone with location services activated.
- Launched an emergency text alert program for businesses in partnership with the Department of Business Affairs and Consumer Protections. Business

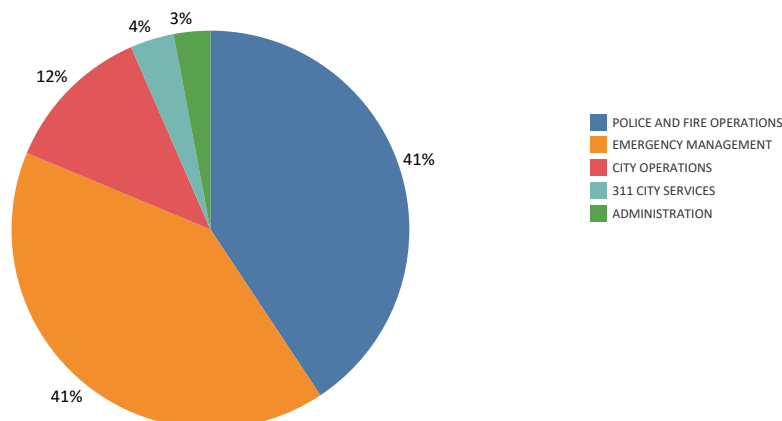
owners now have the ability to opt-in to messaging to receive citywide and location-specific alerts related to public safety incidents and weather-related emergencies tailored to the business community.

- Installed noise monitoring devices at six locations across the city in support of the Chicago Police Department's motorcycle enforcement efforts. By coupling camera technology, noise monitoring devices, and analytic software in a first-of-its-kind pilot, the OEMC's Operations Center and relevant Strategic Decision Support Center rooms are notified of any groups of five or more motorcycles traveling in groups.

2021 INITIATIVES

- Work with citywide agencies to complete a comprehensive response and initial recovery plan and exercise related to a complex coordinated terrorist attack incident.
- Continue citywide coordination efforts related to the COVID-19 pandemic, including building on 2020 efforts related to testing, feeding, personal protective equipment, planning, resource coordination, housing, and logistics, but also future planning as it relates to the ongoing response to future waves, recovery, as well as the after action review of the incident as the situation evolves.
- Expand research, development and implementation of efforts to secure the City against instances of vehicular terrorism by securing additional portable assets, such as portable bollards.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY

OFFICE OF EMERGENCY MANAGEMENT AND COMMUNICATIONS

The Office of Emergency Management and Communications ("OEMC") manages incidents, coordinates events, operates communications systems, and provides public safety technology to City departments and agencies to strengthen their respective missions and protect lives and property in the City of Chicago.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	1,075	26,133,602	173	10,665,629
Emergency Communication Fund	638	99,272,419	638	58,405,146
Chicago Midway Airport Fund	150	6,874,339	150	6,996,415
Chicago O'Hare Airport Fund	84	4,070,690	84	3,971,764
Other Grant Funds	16	66,568,000	16	53,939,000
Total Full-time Equivalent Positions and Amounts	1,963	\$202,919,050	1,061	\$133,977,954

ALLOCATION

Personnel Services	92,499,684	81,725,256
Non-Personnel Services	110,419,366	52,252,698

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	25	4,048,941
POLICE AND FIRE OPERATIONS Responsible for the dispatch of all Police, Fire, and Emergency Medical Services through the City's 911 Center and Alternative Response Center ("ARS"), operating 24 hours a day, 7 days a week, 365 days a year.	606	55,689,535
EMERGENCY MANAGEMENT Prepares Chicago for significant incidents (man-made, natural, and technological), emergencies, planned events, and provides disaster response and recovery assistance to residents and institutions. Mitigates the effects of catastrophic events and provides operational coordination.	23	55,604,184
311 CITY SERVICES Serves as the point of entry for residents, business owners, and visitors requesting non-emergency City services and information.	72	4,866,004
CITY OPERATIONS Provides traffic management and performs traffic control functions to ensure the safe and effective movement of traffic throughout Chicago.	335	16,688,360
TURNOVER		(2,919,070)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY

CHICAGO FIRE DEPARTMENT

KEY FUNCTIONS

- Extinguishes fires that harm life, property, or the environment
- Performs search, rescue and emergency medical services (“EMS”)
- Provides maritime fire and EMS to a 15-mile limit in Lake Michigan
- Inspects buildings and commercial venues for fire code compliance
- Provides public education on fire awareness and safety
- Detects hazardous materials and mitigates damage to Chicago communities
- Serves as training hub for northeastern Illinois area fire and police departments

2020 KEY RESULTS

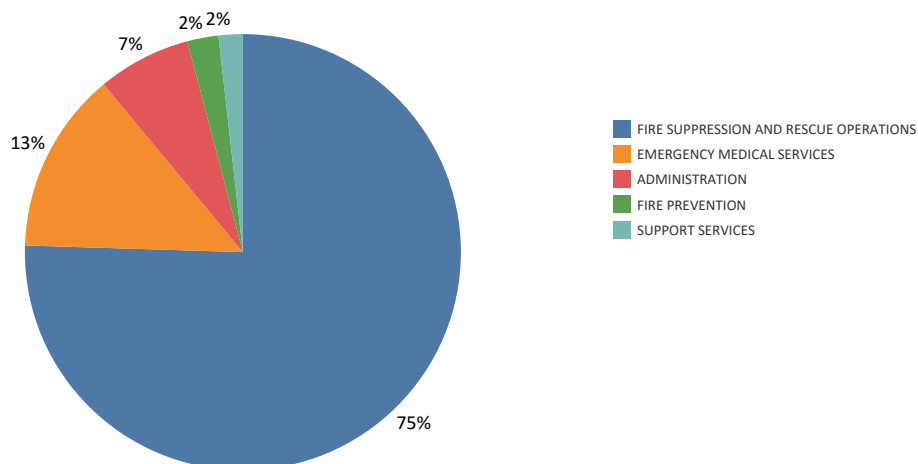
- Deployed specially outfitted ambulances and transport vans in response to the COVID-19 pandemic. Each were subjected to specialized cleaning after each use to ensure full decontamination. Transport vans were used to safely move COVID-19 patients from critical care to standard care facilities, freeing up needed space in critical care facilities.
- Assisted State-run COVID-19 testing facilities with personnel and standby ambulances.
- Expanded police and fire active shooter response training and exercise program to Chicago Public Schools. The trainings provided an opportunity to discuss and test multi-agency incident management; utilize scenarios to test inter-agency communication and coordination methods; and offer multi-agency cross training to build capabilities.

- Prepared to open the second largest firehouse in Chicago in November. This new, innovative “super” firehouse, located near 119th and Morgan, will serve the far south side of the City.
- Implemented a tablet-based system to track and transmit compliance and inspection data on Fire Prevention Bureau building inspections to improve inspection efficiency and results.
- Continued efforts to modernize firehouses by constructing gender designated bathrooms, shower rooms, locker rooms, and private rooms.

2021 INITIATIVES

- Continue developing a firehouse in downtown Chicago that will house Engine 42 among other units within a new high-rise.
- Increase the training and exercise program over 2020 levels to address joint homeland security tactical courses for frontline fire companies and police officers throughout the City.
- Build upon partnerships with retailers to offer below market-cost smoke detectors in stores citywide. This will ensure smoke detectors are affordable, available, and accessible in all homes.
- Amplify virtual reality “Fire Escape” program in Chicago Public Schools to educate students on methods to escape fires using virtual reality.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY

CHICAGO FIRE DEPARTMENT

The Chicago Fire Department ("CFD") is responsible for the safety of residents and property by providing emergency services, including extinguishing fires, investigating causes of fires, enforcing the Fire Prevention Code, and administering emergency medical care. CFD utilizes the latest training methods and drills to keep Chicago safe from natural and man-made emergencies.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	4,836	601,264,404	4,803	644,435,437
Chicago Midway Airport Fund	68	7,863,531	68	8,181,646
Chicago O'Hare Airport Fund	244	28,595,362	243	30,988,652
Other Grant Funds	10	40,089,000	10	54,752,000
Total Full-time Equivalent Positions and Amounts	5,158	\$677,812,297	5,124	\$738,357,735

ALLOCATION

Personnel Services	609,245,254	663,898,880
Non-Personnel Services	68,567,043	74,458,855

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	82	52,728,575
FIRE SUPPRESSION AND RESCUE OPERATIONS Conducts fire fighting and rescue operations. Encompasses the Department's Special Operations and Fire Investigation divisions.	4,066	573,758,990
EMERGENCY MEDICAL SERVICES Provides emergency medical care and hospital transport utilizing advanced life support ("ALS") ambulances, as well as engine companies and fire trucks equipped with advanced life support equipment.	831	102,502,300
SUPPORT SERVICES Provides logistical support, including managing the storage, distribution, and maintenance of supplies, equipment, and departmental technology.	56	13,542,356
FIRE PREVENTION Inspects schools, institutions, and places of public assembly for compliance with the City of Chicago Fire Code.	89	17,484,230
TURNOVER		(21,658,716)

2021 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

PUBLIC SAFETY

CIVILIAN OFFICE OF POLICE ACCOUNTABILITY

KEY FUNCTIONS

- Provides a just and efficient means to fairly and timely conduct investigations of police misconduct, and determine whether allegations of police misconduct are well-founded
- Identifies and address patterns of police misconduct
- Makes policy recommendations to improve the Chicago Police Department (“CPD”), thereby reducing incidents of police misconduct

2020 KEY RESULTS

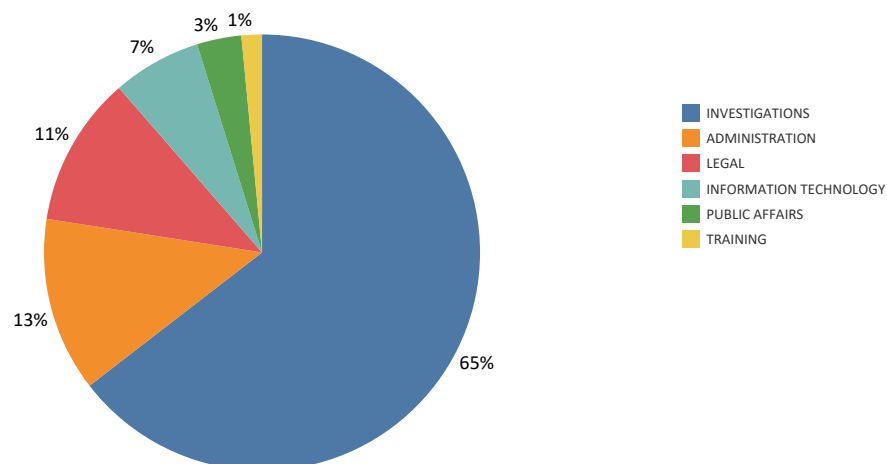
- Increased pending investigations by 16 percent in the year ending June 30, 2020.
- Closed 10 Officer Involved Shooting investigations, five of which included sustained violations through June 30, 2020.
- Concluded 80 percent of cases closed through June 30, 2020 in less than one year.
- Recommended discharge in 11 cases closed through Q2 2020.
- Obtained Police Board enforcement of recommended discipline in more than three quarters of the Office of Civilian Police Accountability (“COPA”) related decisions from September 2017 through July 2020.
- Made substantial progress in 2020 as the department continues to improve policies to achieve full compliance with the Consent Decree.
- Continued to address its shared interests with Cook County State’s Attorney’s Office (“CCSAO”) and CPD in investigating sex-based allegations. The goal is to minimize victim trauma through joint interviews and collaborative investigative strategy.

- Engaged with an external subject matter expert to create a community-based mediation program. The program will highlight the importance of community involvement and principles of restorative justice.
- Increased community engagement through participation in many ward and community meetings in every police district to keep stakeholders informed.
- Directly engaged nearly 300 complainants and more than 1,000 community stakeholders through virtual meetings.
- Received 407 protest-related complaints, retaining 169. COPA was well positioned to respond immediately to these complaints, creating a specialized team to promptly review and respond, coordinating with CCSAO and the Federal Bureau of Investigations. Having already completed several investigations, COPA is currently investigating 140 protest- related complaints.

2021 INITIATIVES

- Work to achieve compliance with essential Consent Decree mandates, including continuing to build a community centered mediation program, amend its ordinance to support investigative capability and further enhance data collection and reporting.
- Pursue policy recommendations and address patterns of police misconduct to improve accountability throughout CPD, address incidents of police misconduct, and support constitutional policing.
- Expand youth outreach in Department of Family and Support Services summer programs to introduce the importance of civilian oversight and police accountability.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2 0 2 1 B U D G E T O V E R V I E W
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY

CIVILIAN OFFICE OF POLICE ACCOUNTABILITY

The mission of the Civilian Office of Police Accountability ("COPA") is to provide a just and efficient means to fairly and timely conduct investigations of alleged police misconduct within its jurisdiction. COPA determines whether those allegations are well-founded by applying a preponderance of the evidence standard, and identifying and addressing patterns of police misconduct. Based on information obtained through such investigations, COPA makes policy recommendations to improve the Chicago Police Department and reduce incidents of police misconduct.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	151	13,753,178	140	13,314,826

ALLOCATION

Personnel Services	11,618,022	11,176,496
Non-Personnel Services	2,135,156	2,138,330

Program Summary and Description	2021	
	FTEs	Funding
ADMINISTRATION	18	1,814,767
INVESTIGATIONS Conducts investigations into allegations of misconduct against members of the Chicago Police Department including incidents involving excessive force, domestic violence, coercion and verbal abuse, as well as incidents involving death or serious injury to a member of the public.	99	9,053,981
LEGAL Within the Administration Section, the legal department provides advice and counsel to the investigative staff as well as oversees legal matters in which the agency is involved.	17	1,562,738
PUBLIC AFFAIRS Responsible for all outreach and communications with the public including the implementation of transparency policies and public reporting.	6	463,204
TRAINING COPA training and professional development activities as required by ordinance and Consent Decree.		209,800
INFORMATION TECHNOLOGY Information Technology activities supporting the agency's investigative process and data reporting tools		924,165
TURNOVER		(713,829)

2 0 2 1 B U D G E T O V E R V I E W
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY

CIVILIAN OFFICE OF POLICE ACCOUNTABILITY

Per Section 2-78-105 of the Municipal Code, COPA's annual budget shall not be less than one percent (1.0 percent) of the annual appropriation of all non-grant funds for the Chicago Police Department ("CPD") contained in the annual appropriation ordinance for that fiscal year.

FUNDING FLOOR BASE	2021 RECOMMENDATION
CPD Fund 100	\$1,556,686,263
CPD Fund 610	\$8,403,457
CPD Fund 740	\$24,157,772
CPD Fund 0994	\$100,000
CPD Fund 0B25	\$10,754,000
Total Funds	\$1,600,101,492
1.0 Percent Floor	\$16,001,015

COPA BUDGET	2021 RECOMMENDATION
Personnel Services	\$11,176,496
Non-Personnel Services	\$2,138,330
Total COPA Budget Allocation	\$13,314,826
Fringe*	\$5,075,247
Total	\$18,390,058

*Fringe is calculated based on benefit expenditures from Finance General. This includes employee healthcare, pension, unemployment insurance, workers compensation and general liability insurance, social security (employer's share), and Medicare. The calculated fringe rate for 2020 is 45.41 percent.

2 0 2 1 B U D G E T O V E R V I E W
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES

Community Services		
FUNDING COMPARISON BY DEPARTMENT		
Department	2020	2021
Chicago Department of Public Health	511,791,298	518,436,411
Chicago Commission on Human Relations	2,955,975	2,796,074
Mayor's Office for People with Disabilities	7,577,109	7,760,748
Department of Family and Support Services	803,005,109	780,489,814
Chicago Public Library	85,236,915	111,697,461
Total - Community Services	\$1,410,566,406	\$1,421,180,508

2021 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

COMMUNITY SERVICES

CHICAGO DEPARTMENT OF PUBLIC HEALTH

KEY FUNCTIONS

- Provides health protection including emergency preparedness, environmental permitting and inspections, food protection, lead poisoning prevention, vector control, and disease control
- Administers behavioral health services including violence prevention, substance use, and mental health
- Supports maternal, infant, child and adolescent health
- Provides HIV/STI prevention, housing and care, treatment, partner services, research and data analysis
- Leads community engagement, public information, epidemiology, and research, with a focus on preventing chronic disease

2020 KEY RESULTS

- Led nationally recognized response to the COVID-19 pandemic through data analysis, testing, case investigation, contact tracing, quarantine and isolation, health care system support, and dissemination of public guidance. As of August 2020, the outbreak has been well controlled in the city; area hospitals have maintained sufficient capacity to meet demand and the Chicago Department of Public Health ("CDPH") has distributed more than 12 million units of personal protective equipment.
- Advanced key strategies from the Mental Health Transformation Framework through investments to enhance existing City-run clinics, increase access to mental health care through Federally Qualified Health Centers and other outpatient clinics, and extend community-based supports for people with severe mental illness.
- Addressed the issue of increasing opioid use and overdose by expanding the successful diversion

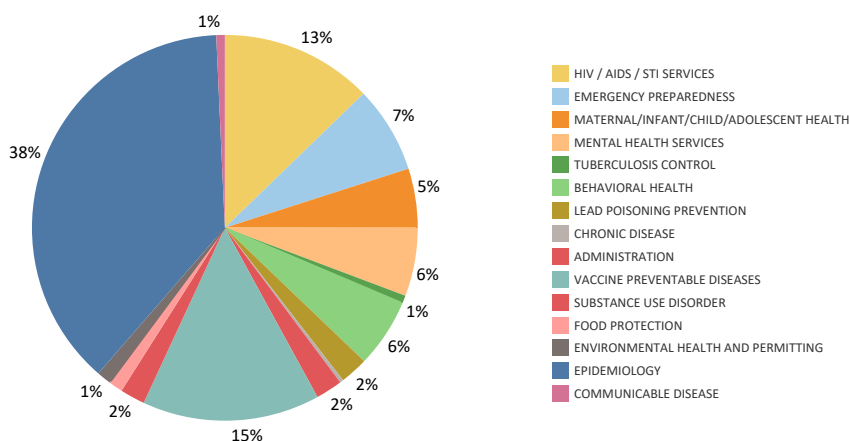
and deflection program to all police districts, began reporting overdose data on a monthly basis, initiated a South Side task force, and led a learning collaborative of safety net and other hospitals to increase medication-assisted treatment.

- Awarded grants to street outreach and victim service organizations in communities at highest risk of violence to expand violence interruption training, crisis intervention and de-escalation services, linking victims of violence to mental health supports.
- Issued new permitting rules for large recycling facilities with community input that includes strong requirements for air and noise assessment and monitoring, as well as other measures to minimize dust and pollution.
- Launched the implementation of Healthy Chicago 2025, the citywide plan to promote racial equity and close the life expectancy gap through initiatives focused in key areas to addressing the root causes of health— including housing, food access, neighborhood development and community safety.

2021 INITIATIVES

- Continue to prevent and mitigate the spread of COVID-19, bolstering the local response with new state and federal support to expand innovative testing strategies, laboratory capacity, and contact tracing. CDPH will lead the implementation of a widespread vaccination campaign, with a focus on public outreach and education to ensure that the response successfully reaches communities at greatest risk.
- Through Healthy Chicago 2025, collaborate with other departments to embed health and racial equity in policies such as strengthening environmental protections for communities that are most vulnerable to the effects of pollution and adopting health metrics for the citywide Plan.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES

CHICAGO DEPARTMENT OF PUBLIC HEALTH

Department of Public Health

The Chicago Department of Public Health ("CDPH") provides guidance, services, and strategies that make Chicago a healthier and safer city. By working with community partners to promote health, prevent disease, reduce environmental hazards, and ensure access to care, CDPH addresses the needs of the City's residents while working to develop innovative solutions to emerging public health matters. CDPH's focus and duties include: identifying, analyzing and tracking ongoing health related issues and guiding public health actions; inspecting food establishments; delivering services directly through delegate agencies; establishing a public health presence in City neighborhoods; and promoting health, living among residents through policy and public education campaigns.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	225	54,960,346	221	57,174,490
Community Development Block Grant	73	14,118,659	74	14,193,921
Other Grant Funds	320	442,712,293	533	447,068,000
Total Full-time Equivalent Positions and Amounts	618	\$511,791,298	828	\$518,436,411

ALLOCATION

Personnel Services	71,376,269	131,304,606
Non-Personnel Services	440,415,029	387,131,805

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	64	11,756,132
HIV / AIDS / STI SERVICES Provides and supports comprehensive services relating to HIV and other sexually transmitted infections. Services are provided and supported by CDPH in clinical and community settings through funding to delegate agencies. Collects data on HIV/AIDS and STI cases.	100	66,844,572
FOOD PROTECTION Promotes food safety and sanitation through the inspection of food establishments and by providing technical assistance on food safety to businesses and the public. Conducts inspections and enforcement actions related to summer festivals.	52	6,213,547
COMMUNICABLE DISEASE Maintains citywide surveillance of reportable communicable diseases. Conducts epidemiological analysis to identify trends and implement prevention and intervention strategies. Investigates outbreaks of diseases and makes recommendations on control and treatment. Educates the public and organizations on communicable diseases and prevention.	28	3,679,585

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES

CHICAGO DEPARTMENT OF PUBLIC HEALTH

Department of Public Health

Program Summary and Description	FTEs 2021	Funding
TUBERCULOSIS CONTROL Maintains citywide surveillance and case management of all diagnosed tuberculosis ("TB") cases in Chicago, including providing directly observed therapy and ensuring the provision of specialized treatment. Investigates the status of TB cases and conducts TB screening and prevention activities for high-risk populations.	15	3,471,746
VACCINE PREVENTABLE DISEASES Provides vaccines to those at high risk for under-immunization. Assures delivery of immunization through direct services at clinics or other sites, coordinates healthcare provider education and manages activities among community-based organizations to identify and immunize high-risk children and adults. Maintains citywide surveillance of vaccine-preventable diseases.	31	78,089,614
MENTAL HEALTH SERVICES Provides outpatient mental health services for adults, including case management, psychosocial rehabilitation, crisis intervention through mental health assessments, and group and individual therapy to help clients increase functional capacity and achieve individualized treatment plan objectives. Services are also supported in clinical and community settings through funding to delegate agencies.	73	29,953,980
SUBSTANCE USE DISORDER Supports a continuum of substance use prevention and treatment services, including promoting medication-assisted treatment in primary care settings and supporting outpatient, intensive outpatient, and residential treatment, as well as recovery homes. Promotes Naloxone availability to treat opioid overdoses, educates healthcare providers, and collects and analyzes data for substance use disorders to inform evidence-based interventions.	10	10,860,077
BEHAVIORAL HEALTH Supports community partners to reduce children's exposure to violence, teen dating violence, and bullying; implements community outreach, public awareness, and social networking violence prevention and mental health strategies. Supports mental health services related to violence, including crisis intervention, crisis response and recovery, and child sexual assault. Promotes trauma-informed practices and fund community and school restorative justice programs.	14	30,287,968
LEAD POISONING PREVENTION Works to combat lead poisoning by ensuring children are tested for lead, educating parents, providers, and property owners on the dangers of lead, and enforcing City and State laws to inspect homes of children with lead poisoning and ensure lead hazards are properly eliminated. Collects and analyzes data and ensures lead poisoned children receive appropriate services.	45	12,269,543

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES

CHICAGO DEPARTMENT OF PUBLIC HEALTH

Department of Public Health

Program Summary and Description	FTEs ²⁰²¹	Funding
CHRONIC DISEASE To reduce chronic disease and other health outcome disparities by building and sustaining capacity to address neighborhood environments and social/institutional inequities.		1,519,625
MATERNAL/INFANT/CHILD/ADOLESCENT HEALTH Provides population level and direct health and supportive services to infants, children, adolescents, and women who are pregnant or of reproductive age. Services include education, home visits, nutritional services, and school-based health services.	71	26,129,679
EMERGENCY PREPAREDNESS Implements preparedness response programs for bioterrorism, infectious disease outbreaks, and other public health threat. Establishes plans, trains staff, and conducts exercises and drills to improve public health and health care readiness. Administers federal funds for hospital preparedness.	45	38,275,967
EPIDEMIOLOGY Analyzes and maps health data to inform policy, planning, and interventions.	237	198,773,486
ENVIRONMENTAL HEALTH AND PERMITTING Performs routine and complaint-generated inspections to ensure environmental protection laws are enforced to keep residents healthy and safe. Environmental permits are also administered.	43	6,408,458
TURNOVER		(6,097,568)

2021 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

COMMUNITY SERVICES

COMMISSION ON HUMAN RELATIONS

KEY FUNCTIONS

- Investigates and adjudicates complaints of discrimination
- Mediates community conflicts and conducts peace circles
- Provides educational workshops
- Advocates for and assists hate crime victims

2020 KEY RESULTS

- Led the City's efforts to develop the Cook County Regional Assessment of Fair Housing in collaboration with more than a dozen municipalities and public housing agencies. The report identifies barriers to fair housing and offers detailed strategies to address them.
- Produced a new Hate Crime Training Video tailored for the general public that explains what a hate crime is, what to do if you believe you are a victim of a hate crime, and services available for victims.
- Developed and participated in a webinar with Asian community organizations called, "Hate Crime in the Age of COVID-19." The webinar discussed the increase of hate crimes and bias incidents against Asians in the U.S. since the outbreak of COVID-19 and provided information on how to stay safe in the face of hate. The webinar drew more than 1,000 viewers from across the country and overseas, with participants joining in from as far as Singapore.
- Completed a fair housing testing study in partnership with Roosevelt University and John Marshall Law School examining housing discrimination based on source of income, specifically Housing Choice

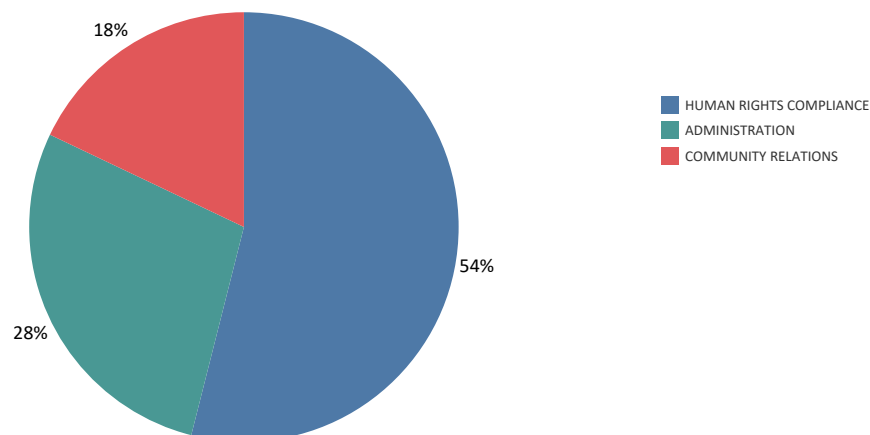
Vouchers (i.e. Section 8) and race. The study was conducted in four different community areas and found that discrimination against renters with Housing Choice Vouchers and Blacks continues to be a barrier to housing choice.

- The Commission continues to work with the U.S. Department of Housing and Urban Development ("HUD") to fulfill the federal requirements to become a Fair Housing Assistance Program agency.

2021 INITIATIVES

- Work with the Mayor's Office of Equity and Racial Justice to conduct equity training workshops for City employees. The workshops will help participants understand what equity is and why it continues to be important to incorporate equity into all City policies, procedures, and programs.
- Develop and implement a new Bystander Intervention training program. This workshop will train participants on safe ways to help stop a hate crime from occurring, prevent someone from being bullied, and how to intervene to reduce tension during a conflict. The training will be offered to schools, youth service agencies, and community groups.
- Develop internal protocols to employ a racial equity lens to review all operations of the department including service delivery, human resources, and fiscal operations.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES

CHICAGO COMMISSION ON HUMAN RELATIONS

The Chicago Commission on Human Relations ("CCHR") promotes appreciation of Chicago's diversity and works to eliminate prejudice and discrimination. Commissioners, advisory councils, and staff conduct proactive programs of education, intervention, and constituency building to discourage bigotry and bring people together. CCHR enforces the Chicago Human Rights Ordinance and Chicago Fair Housing Ordinance.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	11	1,091,268	11	1,065,905
Community Development Block Grant	8	1,864,707	8	1,730,169
Total Full-time Equivalent Positions and Amounts	19	\$2,955,975	19	\$2,796,074

ALLOCATION

Personnel Services	2,079,816	2,052,927
Non-Personnel Services	876,159	743,147

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	2	814,798
HUMAN RIGHTS COMPLIANCE Enforces the Chicago Human Rights and Fair Housing Ordinances. Investigates complaints of housing, employment, public accommodations, and credit discrimination based on race, color, ancestry, national origin, religion, disability, age (over 40), sex, sexual orientation, gender identity, marital status, parental status, military status, source of income, credit history (employment only), and criminal history (employment only).	13	1,562,159
COMMUNITY RELATIONS Responds to tensions that may arise due to racial, ethnic, and other forms of difference to prevent hate crimes and violence. Assist in conflict resolution through dialogue and understanding. Advocates for and assists hate crime victims, and provides human relations workshops and presentations on such topics as prejudice reduction, hate crimes, and bullying.	4	519,022
TURNOVER		(99,905)

2021 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

COMMUNITY SERVICES

MAYOR'S OFFICE FOR PEOPLE WITH DISABILITIES

KEY FUNCTIONS

- Provides direct independent living services
- Enforces accessibility compliance
- Administers the home modification program
- Promotes and advances legislation and policy related to disability issues
- Offers employment programs
- Conducts Disability awareness training
- Provides deaf and hard-of-hearing programs

2020 KEY RESULTS

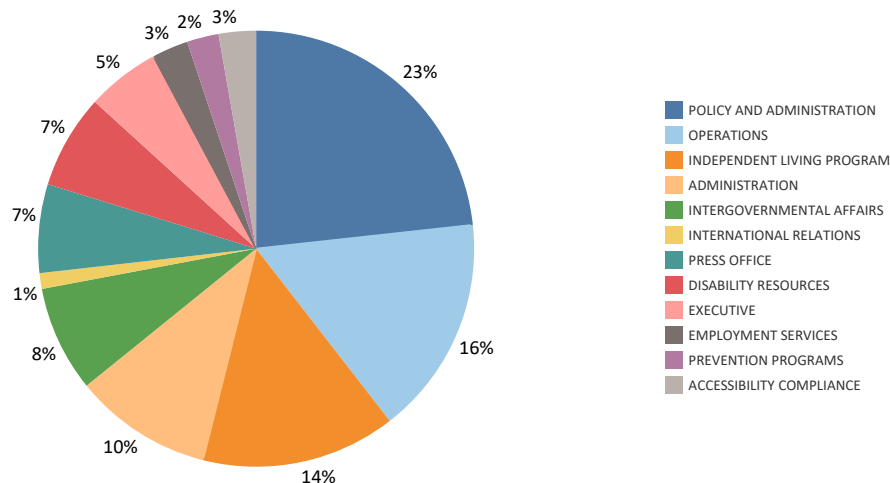
- Worked with Mayor's Office to amend the Chicago Minimum Wage Ordinance to eliminate Section 14(c) certificates which allowed organizations to pay people with disabilities below the minimum wage. Chicago is only the second city in the nation to eliminate this exemption.
- Completed 22 HomeMod projects as of mid-2020, which provides home modifications for qualified homeowners or renters with disabilities. 81 are expected to be completed by end of 2020.
- Provided the following direct services through June 2020: responded to 8,115 information resource calls; provided independent living services to 238 clients; provided home delivered meals to 137 individuals; and provided personal assistance/homemaker services to 112 clients.
- Completed 546 permit plan reviews and 144 pre-permit plan reviews, responded to 1,138 requests for technical assistance and conducted 16 site inspections through June 2020.

- Provided direct service/information assistance to 3,050 individuals with disabilities, completed 200 referrals for job training/placement with 86 job placements; and 29 benefit analyses through Employment Services/Work Incentives Planning and Assistance ("WIPA") grant staff.

2021 INITIATIVES

- Implement recommendations of the Mayoral Task Force on Employment and Economic Development Opportunity Task Force, specifically increasing entrepreneurship opportunities, developing a workforce development platform, addressing student transition needs and increasing financial literacy. With funding from Citi and as part of the Empowered Cities Initiative, the department has hired a Project Manager to address these and other employment and financial wellness inequities of Chicagoans with disabilities.
- Enhance staff training to include diversity and inclusion training and establish an Americans with Disabilities Act ("ADA") Coordinator Program with other City departments.
- Evaluate and implement department programs/ services protocols for members of the public in light of COVID-19, so that services can continue to be provided both in person and virtually.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES

MAYOR'S OFFICE FOR PEOPLE WITH DISABILITIES

The Mayor's Office for People with Disabilities ("MOPD") promotes total access, full participation, and equal opportunity in all aspects of life for people with disabilities through education and training, advocacy, and direct services.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	14	1,915,294	15	1,873,653
Community Development Block Grant	12	4,220,815	12	4,335,095
Other Grant Funds	4	1,441,000	4	1,552,000
Total Full-time Equivalent Positions and Amounts	30	\$7,577,109	31	\$7,760,748

ALLOCATION

Personnel Services	3,644,433	3,661,727
Non-Personnel Services	3,932,676	4,099,021

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	9	2,055,538
EMPLOYMENT SERVICES Provides intensive one-on-one and in group settings Social Security Administration services, (Benefits Analyses) to SSI/SSDI recipients currently working or have recent job offers. This is an effort to accurately clarify the impact of work on the SSA and Public benefits with the support of Community Service providers particularly those in the targeted underserved areas.	3	536,857
ACCESSIBILITY COMPLIANCE Responsible for reviewing and approving public and private entities in the City for compliance with local, state, and federal disability rights and accessibility laws.	5	551,812
PREVENTION PROGRAMS Provides educational and referral services for substance abuse prevention, since focusing on underage drinking and marijuana use by youth who are deaf and hard of hearing. Programs also implement other strategies for increasing self-esteem, and encouraging positive lifestyles.	2	472,005
DISABILITY RESOURCES Enrolls clients in appropriate programs for services and assistance. Advocates on behalf of clients when appropriate, enabling them to live independently.	9	1,397,920
INDEPENDENT LIVING PROGRAM Supports services designed to enhance independent living and quality of life for people with disabilities, including individualized needs assessment, in-home assistive devices, and personal care or homemaker services.	3	2,889,724
TURNOVER		(143,108)

2021 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

COMMUNITY SERVICES

DEPARTMENT OF FAMILY AND SUPPORT SERVICES

KEY FUNCTIONS

- Manages community-based Chicago early learning programs including Early Head Start, Head Start, Pre-school for All and Prevention Initiative
- Supports programs for victims of intimate partner and teen dating violence including the 24/7 domestic violence hotline, counseling, and legal advocacy services
- Manages the City's 3,000 plus shelter bed network program, and provides outreach and supportive service programs for person's experiencing homelessness
- Provides comprehensive social services and case management at six Community Service Centers throughout the City
- Offers Chicago seniors in-home and caregiver services, and social, educational and recreation activities at 21 regional and satellite centers
- Provides career counseling, job readiness and skills training, job placement assistance, and case management services
- Creates programs and initiatives that leverage the assets and strengths of youth ages 6-24 to support their growth and development

2020 KEY RESULTS

- Supported 70 housing units for victims of domestic violence through the Rental Assistance and Rapid Rehousing Programs with rental subsidies and other cash assistance to help families and individuals maintain permanent and stable housing.
- Revamped the rental assistance program by leveraging \$12 million in federal CARES Act funding to prevent households from becoming homeless as a result of the COVID-19 pandemic and launched an

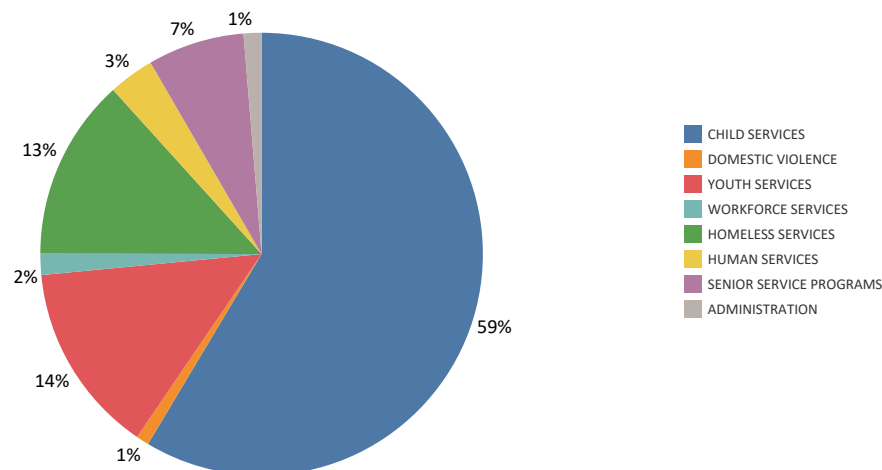
online application to reduce barriers for individuals applying for assistance.

- Supported nearly 11,000 seniors weekly through the Home Delivered Meals program: a 60 percent increase as a result of the COVID-19 stay-at-home order.
- Launched the Chicago Youth Service Corps ("CYSC"), a six-week virtual program as a result of the COVID-19 pandemic. 2,000 youth, ages 16-24, were employed and offered opportunities for leadership development, community service, and project-based learnings within their own neighborhoods.

2021 INITIATIVES

- Create a shared, cloud-based integration of data across community-based and school-based sites to improve outcomes for the children and families enrolled in Chicago Early Learning Programs. Once fully operational, educators will be able to see the implications of early childhood outcomes and their persistence through third grade assessment which correlates with high school graduation.
- Implement a youth-dedicated Flexible Housing Pool to house more than 200 young people experiencing housing instability or homelessness with a focus on youth who have complex physical and behavioral health needs, and/or criminal justice involvement.
- Support youth at the highest risk of violence involvement in their communities by increasing their self-efficacy and assisting with their transition to adulthood through the new Service Coordination and Navigation Program. The program intends to leverage interventions that can help reduce youth involvement in violence as well as their engagement with the juvenile and criminal justice systems. This model leverages best practice research and community stakeholder feedback.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES

DEPARTMENT OF FAMILY AND SUPPORT SERVICES

The Department of Family and Support Services ("DFSS") supports coordinated services to enhance the lives of Chicago residents, particularly those in need, from birth through the senior years. DFSS promotes the independence and well-being of individuals, supports families, and strengthens neighborhoods by providing direct assistance and administering resources to a network of community based organizations, social service providers, and institutions.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	102	92,791,106	94	95,388,336
Human Capital Innovation Fund		2,174,000		1,836,000
Houseshare Surcharge - Homeless Services Fund		5,138,000		6,176,000
Houseshare Surcharge - Domestic Violence Fund		3,155,000		2,422,000
Community Development Block Grant	28	25,386,296	28	25,507,478
Other Grant Funds	299	674,360,707	299	649,160,000
Total Full-time Equivalent Positions and Amounts	429	\$803,005,109	421	\$780,489,814

ALLOCATION

Personnel Services	64,268,234	51,989,753
Non-Personnel Services	738,736,875	728,500,061

Program Summary and Description	2021 FTEs	Funding
ADMINISTRATION	77	10,129,183
CHILD SERVICES	113	458,246,723
Manages comprehensive Head Start and Child Care programs serving families of children ages birth to 12.		
YOUTH SERVICES	14	109,297,204
Coordinates out-of-school activities, counseling, and mentoring programs for youth ages six to 18. Provides employment and training activities for youth and provides an alternative for youth entering the juvenile justice system through the Juvenile Intervention Support Center.		
HOMELESS SERVICES	23	103,677,479
Coordinates programs for people who are homeless or at imminent risk of homelessness as well as funds community agencies that provide housing and other supportive services. Assists with non-life-threatening situations by providing well-being checks, responding to requests for emergency shelter or relocation, and social services.		
DOMESTIC VIOLENCE	4	7,325,428
Oversees the City's domestic violence hotline. Collaborates with a network of community-based delegate agencies to provide victims of domestic violence and their families with support and services.		

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES

DEPARTMENT OF FAMILY AND SUPPORT SERVICES

Program Summary and Description	FTEs 2021	Funding
WORKFORCE SERVICES Provides workforce services through a coordinated network of service provider agencies that collaborate to provide quality programs and assistance to job seekers and employers. Provides programs tailored to the needs of underserved populations such as returning citizens, veterans, persons with disabilities, and immigrants.	6	12,081,503
SENIOR SERVICE PROGRAMS Provides adults ages 60 and older with access to services to remain healthy, safe, and independent. Services include the golden diners program, home-delivered meals, elder neglect services, emergency medical transportation, and a variety of social and recreational activities at regional and satellite centers.	130	55,224,362
HUMAN SERVICES Operates six community service centers located throughout the city providing a range of resources such as rental assistance, case management, and veteran's services.	54	26,147,314
TURNOVER		(1,639,382)

2021 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

COMMUNITY SERVICES

CHICAGO PUBLIC LIBRARY

KEY FUNCTIONS

- Provides free digital access in Chicago through more than 2,800 public computers and free Internet access
- Provides library services 24/7 online
- Provides after school online homework help and in-library assistance from a Teacher in the Library, preschool literacy, and summer learning programs
- Manages YOUmedia and teen learning spaces that serve as safe space for teens to explore creative interests through work with librarians and teen mentors

2020 KEY RESULTS

- Completed major renovation of the brand-new west side regional hub, the Legler Regional Library. Legler serves as the first regional library on the west side since the 1970s, providing 68 hours of service to the west side communities. The Legler Regional Library will reopen in the 4th quarter of 2020.
- Opened a new Altgeld Branch Library, a stand-alone library in Altgeld Garden, in partnership with the Chicago Housing Authority in September 2020.
- Responded to the COVID-19 stay-at-home order filling necessary roles in response to the pandemic, including the development and operation of the Emergency Food Coordination Center and repurposed Maker Lab equipment to create personal protective equipment.
- Launched a campaign called Live from the Library in partnership with the Chicago Public Library Foundation and a pro bono partnership with advertising agency Foote Cone & Belding, featuring celebrities reading to children daily through Chicago Public Library ("CPL") social media accounts. This initiative featured notable

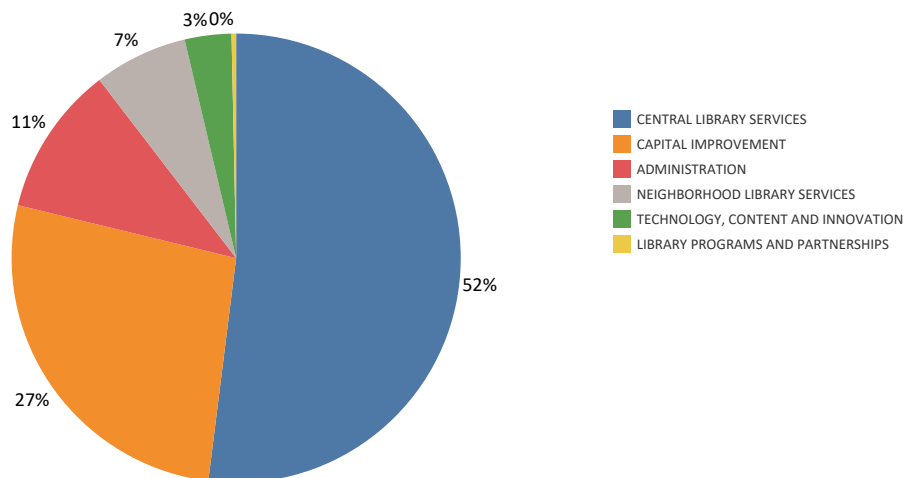
Chicagoans such as President Barack Obama, Michelle Obama, Jeff Tweedy, Oprah Winfrey, Jane Lynch, Common, John C. Reilly, Keke Palmer, Michael Shannon, Michael Pena, Chicago Mayor Lori Lightfoot, Senators Tammy Duckworth and Dick Durbin, Kel Mitchell, and several others.

- Studied the needs of patrons of all ages and examined lessons learned from the Live from the Library initiative in order to develop a digital program plan. This has enabled CPL to continue offering signature library programs to patrons of all ages.

2021 INITIATIVES

- Begin to utilize the new CPL Strategy to inform the future direction of the department. The planning process included engaging more than 800 CPL staff and stakeholders as well as feedback from 10,000 patrons. The strategy, which will guide all annual work and departmental operating plans, will be fully operational in 2021.
- Develop the first regional service plan on the west side since the 1970s for the Legler Regional Library. Legler will include the first-ever studio and artist-in-residence program at a CPL location.
- Launch a new Major Author Series, featuring some of the biggest name authors and speakers in the country, offering interesting, engaging and inspiring discussions around important topics of the day, offering this content digitally.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES

CHICAGO PUBLIC LIBRARY

The Chicago Public Library ("CPL") system supports Chicagoans in their enjoyment of reading, pursuit of learning, and access to knowledge. CPL provides equal access to information, ideas, and technology at neighborhood locations.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Library Fund	1,067	71,721,915	1,064	72,911,461
Other Grant Funds	72	13,515,000	72	38,786,000
Total Full-time Equivalent Positions and Amounts	1,139	\$85,236,915	1,136	\$111,697,461

ALLOCATION

Personnel Services	74,687,713	76,392,335
Non-Personnel Services	10,549,202	35,305,126

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	92	12,419,262
CAPITAL IMPROVEMENT Improves library services by renovating and constructing library facilities.		30,796,000
CENTRAL LIBRARY SERVICES Provide public service at the Harold Washington Library Center and Popular Library at Water Works. Assist visitors of all ages in locating materials and information; utilizing library computers and online resources; requesting books, movies and music in print and electronic format; conducting programs, outreach and information and referral services. Conduct patron account services and maintain patron records; conduct collection maintenance and materials delivery.	951	59,757,917
NEIGHBORHOOD LIBRARY SERVICES Provide public service at 78 branches and 3 regional libraries. Assist visitors of all ages in locating materials and information; utilizing library computers and online resources; requesting books, movies and music in print and electronic format; conducting programs, outreach and information and referral services. Conduct patron account services and maintain patron records; conduct collection maintenance and materials delivery. Manage facility maintenance and security needs.	66	7,736,698
TECHNOLOGY, CONTENT AND INNOVATION Plays key roles in the following areas: selection, processing, cataloging, circulation and on-going management of the library's collections; technology planning; coordinating a cohesive presence among CPL's virtual and physical technology environments; and preserving, archiving, digitizing and making available the Harold Washington' Library Center's Special Collections.	27	3,850,274
LIBRARY PROGRAMS AND PARTNERSHIPS Develops and coordinates cultural, civic, and educational programs and resources for patrons with a focus on innovative community-based learning practices.		368,730
TURNOVER		(3,231,420)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
CITY DEVELOPMENT

City Development		
FUNDING COMPARISON BY DEPARTMENT		
Department	2020	2021
Department of Housing	202,299,756	190,788,625
Department of Cultural Affairs and Special Events	42,149,506	24,956,235
Department of Planning and Development	76,034,959	97,170,008
Total - City Development	\$320,484,221	\$312,914,868

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
CITY DEVELOPMENT

DEPARTMENT OF HOUSING

KEY FUNCTIONS

- Manages the development of affordable multi- and single-family housing by providing financing through Low-Income Housing Tax Credits, Tax Exempt Municipal Bonds, and City grants and loans
- Implements housing and neighborhood preservation to eliminate blight, and rehabilitate deteriorated, vacant and abandoned housing
- Provides homebuyer and homeowner assistance including home purchase assistance, emergency repairs, counseling, energy efficiency improvements and financing programs
- Leads policy, research and development of City housing issues to promote growth and diversity

2020 KEY RESULTS

- Began efforts to expand housing opportunities through the legalization of additional dwelling units (“ADUs”) in basements, attics, and coach houses. The proposed initiative is expected to be approved by City Council in fall 2020. This initiative would also create a pathway for the legalization of existing, unlawful ADUs for current tenants while expanding income opportunities for property owners.
- Issued the Inclusionary Housing Task Force report in September. The report identifies opportunities to help meet the estimated 120,000-unit affordable housing deficit in Chicago. The report addresses the need for updates to the five-year-old Affordable Requirements Ordinance and other housing-related policies and programs.
- Established a \$3 million emergency housing assistance fund to support up to 3,400 low-income households impacted by COVID-19 with grants and no-interest,

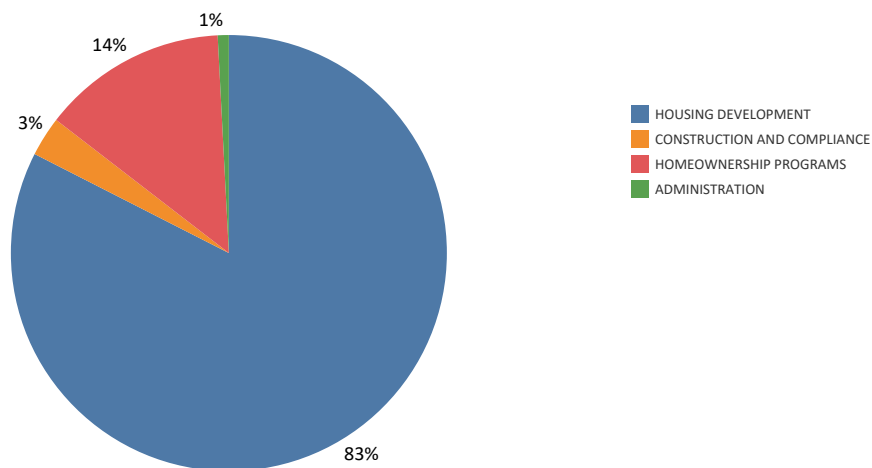
deferred payment loans.

- Passed the COVID-19 Eviction Protection Ordinance by City Council this summer. The ordinance requires landlords to make good faith efforts towards resolutions with tenants before moving ahead with an eviction filing, including offering repayment plans and third-party mediation.

2021 INITIATIVES

- The Department of Housing’s issuance of a Qualified Allocation Plan (“QAP”) in 2019 will govern the allocation of Low-Income Housing Tax Credits for 2020-2021 multifamily affordable rental housing development projects. The new QAP reflects Mayor Lightfoot’s commitment to increased transparency, equity and accountability in the allocation of City investments and resources.
- Initiate up to 11 proposed affordable housing projects selected by the Department of Housing (“DOH”) to receive Low-Income Housing Tax Credits. Collectively valued at more than \$400 million, the projects will create more than 1,000 affordable units in Pilsen, Humboldt Park, Woodlawn and other communities across the North, South and West sides of the city.
- Launch an aggressive strategic plan that will outline the various forms in which information from DOH is received by non-English speaking residents and people with disabilities. To do this thoughtfully, DOH is looking into a comprehensive study; translation of a large number of materials, including essential Know Your Rights information as new legislative is passed; and outreach and engagement in various languages.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
CITY DEVELOPMENT

DEPARTMENT OF HOUSING

The Department of Housing ("DOH") supports access to affordable housing in all neighborhoods, partnering with the government, developers, funders, non-profits and advocates to bring new solutions and investments to promote a diverse, assessible and thriving city, where every resident can find a place to call home.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	20	15,325,341	17	9,993,237
Affordable Housing Opportunity Fund	10	45,280,132	9	29,071,499
Tax Increment Financing Administration Fund	6	641,842	5	536,855
Community Development Block Grant	33	33,904,441	36	35,136,034
Other Grant Funds	14	107,148,000	14	116,051,000
Total Full-time Equivalent Positions and Amounts	83	\$202,299,756	81	\$190,788,625

ALLOCATION

Personnel Services	8,980,083	9,017,960
Non-Personnel Services	193,319,673	181,770,665

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	13	1,540,873
HOUSING DEVELOPMENT Creates and preserves affordable housing. Leverages federal, state and local financial resources to support the construction and rehabilitation of family, senior, and supportive housing. Manages programs and initiatives that target troubled, vacant, and abandoned properties for restoration as affordable housing, and to support neighborhood revitalization efforts.	7	157,595,384
HOMEOWNERSHIP PROGRAMS Promotes homeownership opportunities for first-time homeowners, low-and moderate-income residents, and working families. Provides assistance to finance repairs and preserve owner-occupied buildings. Provides mortgage loans, down payment and closing cost assistance, and housing counseling services.	19	26,234,495
CONSTRUCTION AND COMPLIANCE Ensures construction and programmatic compliance on housing projects that receive federal, state and City financial assistance. Reviews plans and performs inspections during various stages of development.	42	5,649,446
TURNOVER		(231,573)

2021 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

CITY DEVELOPMENT

DEPARTMENT OF CULTURAL AFFAIRS AND SPECIAL EVENTS

KEY FUNCTIONS

- Administers the Cultural Grants Program to equitably support artists, cultural organizations and arts corridors citywide
- Coordinates the citywide Chicago Public Art Collection and implements the City's Percent for Art and other public art programs
- Oversees the Chicago Film Office to coordinate film permits, City services and other logistical support to strengthen the local TV and film industry
- Presents major cultural festivals including Chicago Blues Festival, Chicago Jazz Festival, and Taste of Chicago; presenting free dance, music, theatre, and visual art programs for the public – in-person and virtually
- Facilitates neighborhood festivals, parades and athletic events citywide
- Manages Millennium Park, Chicago Cultural Center, and other City-owned cultural venues; coordinates Chicago City Markets including the Maxwell Street Market

2020 KEY RESULTS

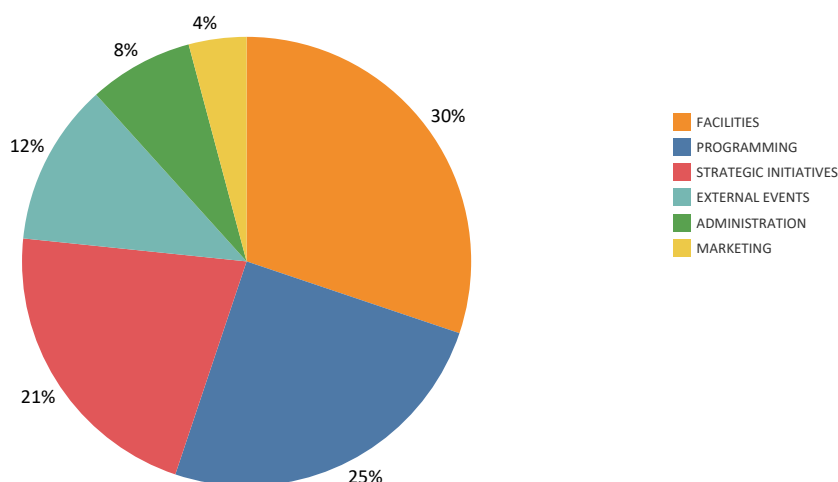
- Pivoted in response to the COVID-19 pandemic to present 24 Instagram artist takeovers through the Mayor's Instagram account and more than 150 new and reimagined summer events – including drive-in movies, neighborhood markets, community meals for frontline workers, and virtual concerts with a combined online audience of 500,000 views projected by year's end.

- Announced major public art commissions in neighborhoods across Chicago, collaborating with multiple City departments including the Department of Planning and Development to launch a first-of-its-kind Artist in Residence program for INVEST South/West communities.
- Supported the City's COVID-19 response by temporarily redeploying 40 percent of department staff to assist with food and personal protective equipment distribution, and volunteer management. Partnered with the State of Illinois and the local philanthropic community to provide financial relief to artists and cultural organizations impacted by COVID-19, including the Arts for Illinois Relief Fund, awarding \$7 million to 1,460 artists and 233 organizations across the state.

2021 INITIATIVES

- Celebrate 2021 as a continuation of the Year of Chicago Music, launching a new brand for Chicago music and a major local/national/international marketing campaign. Events will include presenting free music programming downtown and citywide, advocating for local venues and clubs, and supporting music education.
- Continue to increase financial support to local cultural organizations and individual artists through the Cultural Grants Program and arts relief efforts by tapping into private foundations to match the City's contributions. This funding will have with a special focus on underserved neighborhoods, including INVEST South/West communities.
- Advance the City's broad arts agenda by leveraging the expertise and diverse viewpoints of the reinstated Cultural Advisory Council and collaborations with community organizations and multiple City agencies to build long-term cultural vitality in city neighborhoods.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
CITY DEVELOPMENT

DEPARTMENT OF CULTURAL AFFAIRS AND SPECIAL EVENTS

The Department of Cultural Affairs and Special Events ("DCASE") is dedicated to enriching Chicago's artistic vitality and cultural vibrancy. This includes fostering the development of Chicago's non-profit arts sector, independent working artists and for-profit arts businesses; providing a framework to guide the City's future cultural and economic growth, via the 2012 Chicago Cultural Plan; marketing the City's cultural assets to a worldwide audience; and presenting high-quality, free and affordable cultural programs for residents and visitors.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Special Events and Municipal Hotel Operators'	77	40,206,506	66	20,659,235
Occupation Tax Fund				
Other Grant Funds		1,943,000		4,297,000
Total Full-time Equivalent Positions and Amounts	77	\$42,149,506	66	\$24,956,235

ALLOCATION

Personnel Services	6,313,733	5,889,728
Non-Personnel Services	35,835,773	19,066,507

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	14	1,879,948
EXTERNAL EVENTS	16	2,914,416
Coordinates privately produced events held in the City of Chicago including festivals, music festivals, athletic events, area filming and major civic celebrations by ensuring these events have the proper permits. Communicates with hosting neighborhoods and sister government agencies for safe operations.		
PROGRAMMING	11	6,232,356
Produces and presents world-class public programs that showcase Chicago arts organizations and individual artists. Provides access to cultural programs to Chicago residents, and attracts visitors and businesses around the world. Provides direct employment and professional development opportunities for local artists.		
STRATEGIC INITIATIVES	10	5,362,768
Coordinates and administers citywide initiatives and special projects. Administers cultural grants to local artists and arts organizations. Manages a comprehensive multi-year development plan and its operations including the Cultural Fund program. Supports Chicago's arts community through strategic partnerships, programs, and services.		

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
CITY DEVELOPMENT

DEPARTMENT OF CULTURAL AFFAIRS AND SPECIAL EVENTS

Program Summary and Description	2021	
	FTEs	Funding
MARKETING Promotes the arts agenda of the City and the wider cultural community via Communications (press, social media, advertising, web and email marketing), Design (graphic and print jobs), Visitor Experience (visitor services, volunteers, education, and engagement), Partnerships (individual and corporate sponsorships), and Cultural Tourism activities in collaboration with Choose Chicago.	9	1,034,572
FACILITIES Manages department facilities including Millennium Park, Chicago Cultural Center, Gallery 37 Center for the Arts, Clarke House Museum, and the Historic Water Works. Manages rentals at Millennium Park and the Chicago Cultural Center. Manages the City Markets Program including the Maxwell Street Market and Farmers Markets.	6	7,532,175

2021 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

CITY DEVELOPMENT

DEPARTMENT OF PLANNING AND DEVELOPMENT

KEY FUNCTIONS

- Administers the City's zoning ordinance through the review of building permit application to ensure compliance with the Chicago Zoning Ordinance
- Manages economic development initiatives including financial assistance programs, grants, City-owned land sales and other efforts to promote private investment and community improvements.
- Initiates and performs community and citywide planning efforts.
- Implements sustainable growth initiatives including the development of open space and sustainability policies
- Leads historic preservation efforts by assisting property owners, City departments, sister agencies, and members of the public to promote the preservation of Chicago's historic resources

2020 KEY RESULTS

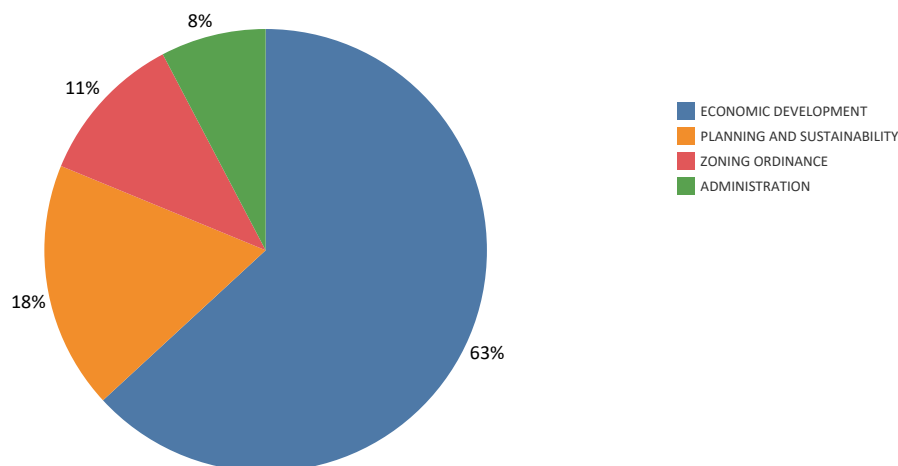
- Created a report for the Woodlawn community in response to local concerns about the impact of the Obama Presidential Center on neighborhood affordability. The report consolidates a dozen local plans from the previous two decades and identifies strategies that maximize public resources on behalf of existing community stakeholders. After a series of in-person and virtual public meetings, the report was adopted by Plan Commission to serve as a roadmap for formal policies involving City resources.
- Finalized the approval process for special use applications for recreational cannabis sales to provide complete transparency involving proposed dispensaries seeking Zoning Board of Appeals approvals.

- Hosted community roundtables for the west and south side planning initiative to facilitate local input; established partnerships with Local Initiatives Support Corporation and Main Streets America to help administer and guide local improvements; and engaged design professionals to ensure physical improvements are architecturally well-conceived and executed. Requests for Proposals for key development sites will be issued starting in August 2020.
- Finalizing zoning entitlements for a \$3.5 billion redevelopment proposal for the former Michael Reese Hospital site in Bronzeville by the end of 2020. The multi-phase project is expected to create 8.2 million square feet of commercial, institutional and mixed-income housing and more than 4,000 permanent and temporary jobs.

2021 INITIATIVES

- Lead an expansive planning endeavor consisting of multiple public and private-sector partners to create the first citywide plan for Chicago in more than 50 years. Announced this summer, the plan will address multiple equitable development issues that have impeded the city's overall growth and resiliency in recent decades.
- Select a high-density, mixed-use proposal for a 16,000-square-foot, City-owned site at Plymouth Court and Van Buren Street in the Loop in early 2021. The site is being advertised through C40's Reinventing Cities Competition, a global initiative intended to drive carbon neutral and resilient projects for prominent development sites in cities worldwide.
- Formalize redevelopment proposals for key development locations within INVEST South/West community areas, pursuant to Requests for Proposals issued in 2020.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
CITY DEVELOPMENT

DEPARTMENT OF PLANNING AND DEVELOPMENT

As the principal planning agency for the City of Chicago, the Department of Planning and Development ("DPD") promotes the comprehensive growth and sustainability of the City and its neighborhoods. DPD also oversees the City's zoning and land use policies and employs a variety of resources to encourage business and real estate development, historic preservation, accessible waterfronts, walkable neighborhoods, and related community improvements.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	97	10,967,319	94	11,909,517
Tax Increment Financing Administration Fund	49	6,187,637	49	6,785,793
Neighborhood Opportunity Fund	8	42,285,320	6	62,383,026
Community Development Block Grant	18	3,807,683	19	4,042,672
Other Grant Funds	2	12,787,000	1	12,049,000
Total Full-time Equivalent Positions and Amounts	174	\$76,034,959	169	\$97,170,008

ALLOCATION

Personnel Services	15,766,178	15,481,375
Non-Personnel Services	60,268,781	81,688,633

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	49	7,515,340
ECONOMIC DEVELOPMENT Promotes an equitable approach to community development to ensure all Chicago neighborhoods benefit from new public and private investment. Coordinates the strategic allocation of department financial tools and other resources, including tax increment financing, property tax incentives, workforce development grants, and City-owned land sales. Reviews and monitors City-assisted projects to verify compliance and coordinates projects with other public agencies.	36	61,751,678
PLANNING AND SUSTAINABILITY Manages community-based planning efforts involving designated industrial corridors, commercial districts, urban agriculture districts and community-managed open spaces. Ensures new development projects align with the City's design standards, historical preservation and sustainable development policies. Coordinates the designation of official City landmarks, reviews proposed work to existing landmark buildings and structures, and creates open space and sustainability plans.	53	17,675,971
ZONING ORDINANCE Administers the City's zoning code to ensure land use compliance for all properties located within city limits, especially new development projects, such as Planned Developments, Lakefront Protection projects, and proposals requiring special uses, variations and administrative relief. Monitors voluntary developer payments to the Neighborhood Opportunity Bonus system. Reviews applications that require approval for signs and landscaping.	31	10,843,665
TURNOVER		(616,646)

2 0 2 1 B U D G E T O V E R V I E W
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

Department	Regulatory FUNDING COMPARISON BY DEPARTMENT	
	2020	2021
Office of Inspector General	9,807,374	10,652,751
Department of Buildings	37,127,233	33,404,387
Department of Business Affairs and Consumer Protection	33,543,574	27,352,831
Chicago Animal Care and Control	7,006,449	7,022,025
License Appeal Commission	188,346	191,115
Board of Ethics	873,629	869,535
Total - Regulatory	\$88,546,605	\$79,492,644

2021 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

REGULATORY

OFFICE OF THE INSPECTOR GENERAL

KEY FUNCTIONS

- Conducts independent, external government performance audits providing objective, evidence-based analysis in published reports of findings and recommendations to City departments and City Council
- Conducts criminal and administrative investigations of allegations of misconduct, fraud, waste, abuse, and mismanagement by City officials, employees, contractors, vendors, and licensees supporting administrative disciplinary, prosecutorial, contractor debarment, and civil recovery outcomes
- Conducts independent, quantitative and qualitative evidence-based evaluations, inspections, and reviews reported in published findings and recommendations for improving the operations, programs, policies, and practices and fostering public legitimacy in the Chicago Police Department ("CPD"), the Civilian Office of Police Accountability, and the Police Board
- Reviews, monitors, and audits the City's programs and operations to assess and promote diversity, equity, and inclusion as a matter of culture and outcome in the delivery of constituent services and the administration of City operations

2020 KEY RESULTS

- Initiated the City's Integrity Monitoring Program in collaboration with the Department of Aviation and Procurement Services for large scale construction projects with initial focus on the multi-year, multi-billion-dollar O'Hare 21 project.
- Issued performance audits, evaluations, reviews, advisories, and follow-ups with findings and recommendations representing potential improvements,

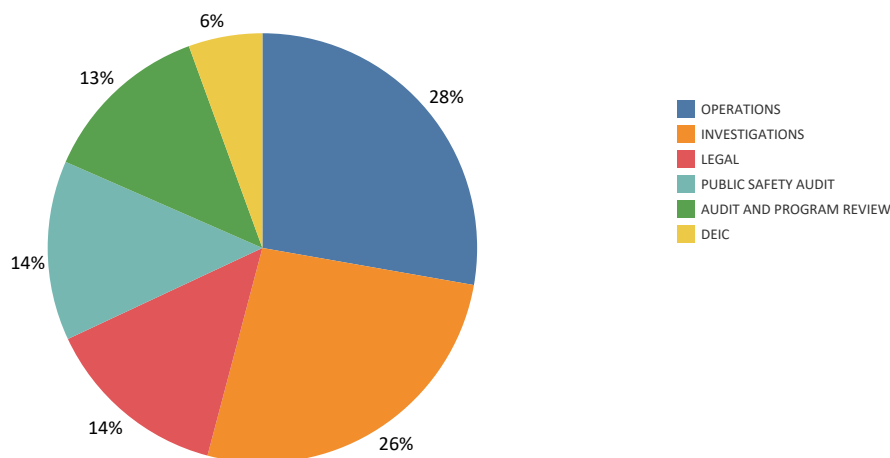
savings and efficiencies in numerous City-related operations.

- Received the Association of Local Government Auditors 2020 Distinguished Knighton Award for best performance audit in the large audit shop category for the Audit and Program Review Section's "Chicago Low Income Housing Trust Fund Housing Quality Inspections."
- Created the Diversity, Equity, Inclusion, and Compliance Section, which incorporates the use of quantitative and qualitative data and information to monitor trends and patterns across City departments on a broad and complex array of employment-related actions, in compliance with the various City Employment Plans. This section reviews the actions of CPD for potential bias, internally and in-field operations, including racial bias; and advises all department sections on the promotion of diversity, equity, and inclusion in operations and products to ensure that community voices and experiences are considered in all of the department's work.

2021 INITIATIVES

- Complete full institution of a Construction Fraud and Integrity Monitoring Unit based on the insights developed from the joint working group with the O'Hare 21-focused Integrity Monitoring Program.
- Continued expansion of data and features of the Office of Inspection General's Information Portal to enhance internal enterprise accountability and public transparency.
- Implement standardized and automated filing and tracking systems for City residency and secondary employment filing.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

OFFICE OF INSPECTOR GENERAL

The Office of Inspector General ("OIG") investigates and helps to prevent misconduct and waste, while promoting efficiency and integrity in City operations. OIG's jurisdiction extends throughout most of City government, including City employees, programs, licensees and those seeking to do business with the City.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	73	6,644,426	68	7,596,469
Water Fund	12	1,159,978	12	1,162,167
Sewer Fund	7	709,732	7	710,174
Chicago Midway Airport Fund	3	225,006	3	231,212
Chicago O'Hare Airport Fund	12	1,068,232	10	952,729
Total Full-time Equivalent Positions and Amounts	107	\$9,807,374	100	\$10,652,751

ALLOCATION

Personnel Services	8,709,813	8,668,586
Non-Personnel Services	1,097,561	1,984,165

Program Summary and Description	FTEs	2021 Funding
INVESTIGATIONS Conducts both criminal and administrative investigations of allegations of corruption, misconduct, waste, or substandard performance by governmental officers, employees, contractors, vendors, and licensees, among others.	23	2,938,019
LEGAL Provides professional operational support to all other office components. The attorneys are frequently paired with investigators, performance analysts, and compliance officers to assist in complex investigations, audits, and program reviews and to help ensure the OIG investigations produce legally sound results. Performs hiring oversight through legally mandated audits and reviews the City's hiring and employment practices related to the various City hiring plans.	13	1,500,005
OPERATIONS Supports day-to-day functions of the OIG by providing fiscal, budgeting, human resources, and communications services. Conducts data analytics and manages OIG's structural and operational information technology infrastructure.	25	2,890,344
AUDIT AND PROGRAM REVIEW Conducts independent, objective analysis and evaluations of City programs and operations, issues public reports, and makes recommendations to strengthen and improve the delivery of City services. Evaluates programs in order to promote efficiency, economy, effectiveness, and integrity in City operations.	16	1,388,595

2 0 2 1 B U D G E T O V E R V I E W
 PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
 REGULATORY

OFFICE OF INSPECTOR GENERAL

Program Summary and Description	FTEs	2021 Funding
PUBLIC SAFETY AUDIT	17	1,456,221
Initiates reviews and audits of the Chicago Police Department ("CPD"), the Civilian Office of Police Accountability ("COPA") and the Police Board with the goal of enhancing the effectiveness of the CPD, COPA and the Police Board, increasing public safety, protecting civil liberties, and civil rights, and ensuring the accountability of the police force, thus building stronger police-community relations.		
DEIC	6	597,097
Diversity, Equity, Inclusion, and Compliance (DEIC) conducts compliance reviews of City employment actions in accordance with various City hiring plans and perform analysis, assessments, and training to promote healthy and equitable workplace operations of which unbiased hiring, promotions and employment practices are of the utmost importance.		
TURNOVER		(117,530)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

OFFICE OF INSPECTOR GENERAL

Per Section 2-56-010 of the Municipal Code, the OIG's annual budget shall not be less than fourteen hundredths of one percent (0.14 percent) of the annual appropriation of all funds contained in the annual appropriation ordinance, as adjusted. "As adjusted" means subtracting, before applying the percentage: (i) all funds for services to sister agencies pursuant to intergovernmental agreement as provided in Section 2-56-030, and (ii) all funds appropriated for pension payments above those amounts set forth in the appropriation ordinance for fiscal year 2014.

FUNDING FLOOR BASE CALCULATION	2021 RECOMMENDATION
Total City Budget	\$9,773,719,000
Grant Revenue	\$2,988,587,000
Pension Adjustment	(\$1,313,612,000)
Sister Agency Adjustment	(\$208,502)
Total Adjusted Funds	\$11,448,485,498
0.14 Percent Floor	\$15,917,459

OIG BUDGET	2021 RECOMMENDATION
Personnel Services	\$8,668,586
Non-Personnel Services	\$2,241,130
Total OIG Budget Allocation	\$10,909,716
Fringe*	\$3,936,405
Indirect Costs	\$1,279,840
Sister Agency Adjustment	(\$208,502)
Total	\$15,917,459

*Fringe is calculated based on benefit expenditures from Finance General. This includes employee healthcare, pension, unemployment insurance, workers compensation and general liability insurance, social security (employer's share), and Medicare. The calculated fringe rate for 2020 is 45.41 percent.

The OIG's 2021 expenditure budget will be adjusted via technical amendments to ensure that their funding is consistent with the 0.14 percent floor.

2021 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

REGULATORY

DEPARTMENT OF BUILDINGS

KEY FUNCTIONS

- Reviews applications and issues permits for construction, demolition, and repair work in the City of Chicago
- Conducts annual technical inspections for buildings, signs, elevators and other devices; permit inspections; restaurant and other small business inspections; carnival rides and stages; and inspections in follow-up to 311 Customer Service Requests
- Administers and enforces the Chicago Building Code
- Administers licenses for 12 different trades and regulates more than 29,000 licensees

2020 KEY RESULTS

- Continued to focus significant resources on implementing the Chicago Construction Codes adopted by the City Council in April 2019 as the first comprehensive rewrite of Chicago's construction requirements in 70 years. In February 2020, City Council passed the second technical corrections ordinance related to the new codes. The Department of Buildings ("DOB") worked with the International Code Council to publish code book supplements reflecting these ordinance changes; the supplements were released in June.
- Implemented the new Chicago Building Code and Chicago Building Rehabilitation code after a nine-month transition period, becoming mandatory on August 1, 2020. During the transition period, nearly 200 permits were issued under the new codes and many more began the review process. These changes are expected to provide cost savings for a range of small and mid-sized projects, while also enhancing safety in larger buildings and furthering the City's commitment

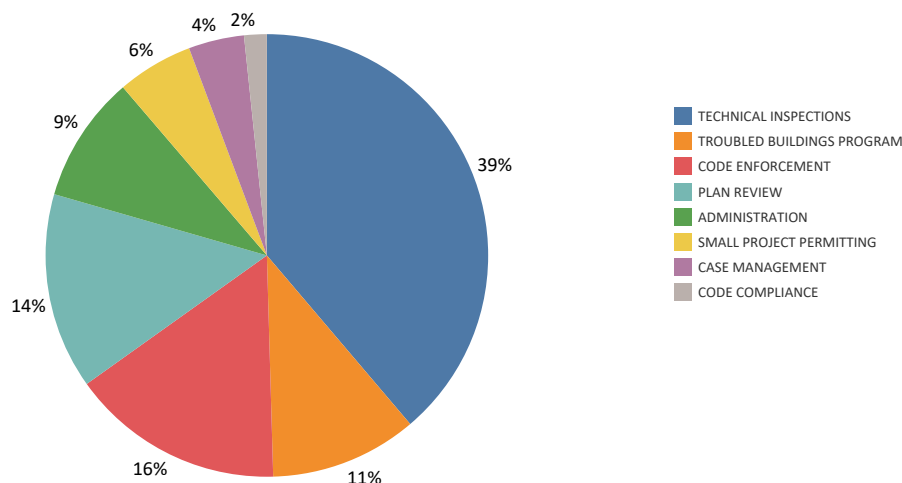
to sustainability and energy conservation.

- Continued the pilot program to allow the use of alternative plumbing materials on new and existing residential buildings up to four stories. More than 1,500 projects have participated since 2018 and data gathered from the program indicates savings for residential buildings that can range from 5 to 75 percent of plumbing costs, an average of 44 percent.

2021 INITIATIVES

- In 2020 and through 2021, DOB will continue its multi-year process to modernize the Chicago Building Code.
- DOB is working on a multi-year effort to migrate from a range of outdated systems used to support permitting and inspection functions to the platform used by other similar departments. The current project schedule targets complete migration by the end of 2020. This effort is designed to eliminate DOB's remaining in-person permitting and payment processes and provide enhanced public data regarding permits, licenses and inspection results.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

DEPARTMENT OF BUILDINGS

The Department of Buildings ("DOB") maintains building safety for residents and visitors by enforcing the Chicago Building Code through building permits, building inspections, trade licensing, and regulatory review. DOB promotes high quality design standards for new construction as well as the conservation, rehabilitation, and reuse of the City's existing buildings.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	197	24,849,653	177	21,354,532
Water Fund	24	2,688,637	23	2,559,230
Vehicle Tax Fund	5	502,136	5	502,307
Sewer Fund	13	1,944,636	13	1,942,334
Community Development Block Grant	45	7,142,171	42	7,045,984
Total Full-time Equivalent Positions and Amounts	284	\$37,127,233	260	\$33,404,387

ALLOCATION

Personnel Services	32,042,129	30,046,846
Non-Personnel Services	5,085,104	3,357,541

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	19	3,193,203
CASE MANAGEMENT Responsible for the printing and mailing all notices of violations for adjudication in Administrative Hearings and Circuit Court.	16	1,403,576
CODE COMPLIANCE Responsible for maintenance and updating the Chicago Building Code and reviews of proposed amendments to the Building Code and for the enforcement of bad contractors violations of the building code.	2	561,635
TECHNICAL INSPECTIONS Conducts technical inspections to ensure compliance with the Building Code, including electrical, elevator, ventilation, refrigeration, boiler, iron, and plumbing inspections. Reviews plans and conducts site inspections to ensure that work is done according to approved plans. Notifies owners about repairs that must be made to bring a building into compliance with the Building Code.	111	13,348,541
TROUBLED BUILDINGS PROGRAM Addresses buildings that harbor criminal activity, are vacant and unsecured, or have dangerous and hazardous building code violations, with the goal of reducing crime and restoring housing stock to the residents of Chicago. Coordinates a comprehensive approach to problem properties and board-ups or demolishes vacant and hazardous buildings.	29	3,706,148

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

DEPARTMENT OF BUILDINGS

Program Summary and Description	FTEs	2021 Funding
CODE ENFORCEMENT Inspects existing structures which are occupied responds to resident complaints regarding Building Code violations, with a focus on housing in low to moderate income areas. Notifies owners about repairs that must be made to bring the property into compliance with the building code.	32	5,359,786
SMALL PROJECT PERMITTING Reviews and permits small projects that do not require architectural drawings.	20	1,907,694
PLAN REVIEW Manages plan review and permitting for medium-sized projects.	31	4,928,804
TURNOVER		(1,005,000)

2021 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

REGULATORY

DEPARTMENT OF BUSINESS AFFAIRS AND CONSUMER PROTECTION

KEY FUNCTIONS

- Oversees the processing, issuance and renewal of all business licenses, including liquor and public way use permits out of the one-stop-shop Small Business Center
- Oversees and manages the licensing of Chicago's public chauffeurs and public passenger vehicles
- Protects the public from unfair and deceptive practices by investigating businesses, conducting hearings and issuing disciplinary action for violations including tobacco, consumer fraud, public vehicles, retail licensing, labor standards and weights and measures
- Serves as a liaison to the small business community, working to develop programs and policies and streamline business interactions with the City while managing the Neighborhood Business Development Centers grant program
- Enforces Chicago's labor standards laws, including Minimum Wage, Paid Sick Leave, Fair Workweek and Anti-Retaliation
- Develops and implements regulations to support safe and responsible business growth

2020 KEY RESULTS

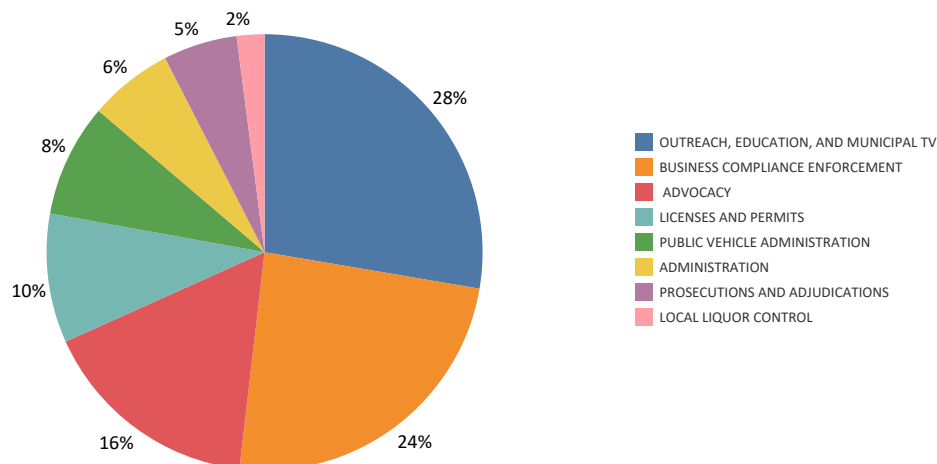
- Secured more than \$100 million in COVID-19 and civil unrest recovery funds, disbursed through three opportunities: Together Now, the Small Business Recovery Grant, and the Small Business Resiliency Fund. All of the recovery grants were disbursed to low and moderate income neighborhoods.
- Followed a triage approach to address over 6,000 stay-at-home and reopening-related complaints between March and June.

- Worked to implement numerous pieces of legislation, extending support to many of the department's 60,000 licensees in response to COVID-19. Licensees can avail themselves of the deferral on license renewals, many of Chicago's 1,000 plus sidewalk cafes have expanded and received discounts under the expanded sidewalk café program, and over 100 expanded outdoor dining permits have been issued for dining on the public way.
- Introduced enforcement of the Fair Workweek, Minimum Wage and Paid Sick Leave, and Anti-Retaliation Ordinances. The Office of Labor Standards has processed a combined 427 complaints and pursued 329 cases from January through June. These marquee labor standards protect workers' right to predictable schedules, the minimum wage, paid sick leave, and freedom from retaliation.

2021 INITIATIVES

- Continue to educate workers on their rights under the Fair Workweek Ordinance and ongoing, periodic Minimum Wage increases.
- Continue to support neighborhoods, businesses, and workers in the COVID-19 economy to promote equitable business growth and innovation. This will include introducing programs and implementing regulations, enforcing against problem businesses, and extending services through the Regional Neighborhood Business Centers to foster safety and equity in the neighborhoods.
- Increase the efficiency of the department's most central legacy processes, including modifications to the paper-based public way use application process and identifying ways to modernize the public vehicle licensing process, vehicle inspections, and public vehicle regulations.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

DEPARTMENT OF BUSINESS AFFAIRS AND CONSUMER PROTECTION

The Department of Business Affairs and Consumer Protection ("BACP") licenses, educates, regulates, and empowers Chicago businesses to grow and succeed. BACP receives and processes consumer complaints, investigates business compliance, and enforces rules and regulations.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	193	20,645,574	175	19,454,831
Tax Increment Financing Administration Fund		375,000		375,000
Other Grant Funds	8	12,523,000	9	7,523,000
Total Full-time Equivalent Positions and Amounts	201	\$33,543,574	184	\$27,352,831

ALLOCATION

Personnel Services	16,161,467	15,749,285
Non-Personnel Services	17,382,107	11,603,546

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	16	1,744,021
OUTREACH, EDUCATION, AND MUNICIPAL TV Coordinates and creates business and community awareness events including small business expos, business education workshops, and develops information to benefit the community at large. The division also oversees and monitors cable and related telecommunications activities of Cable 23 and Cable 25, ensuring awareness of the City's services, programs and resources, and fostering independent film and television production supporting community programs.	19	7,727,482
ADVOCACY Serves as an advocate for small businesses creating policies and initiatives that support business growth in every community. Works with Chambers of Commerce and other community support organizations to expand and create businesses. Manages the chamber grant program and microloans to support small businesses.	4	4,589,819
LICENSES AND PERMITS As the City's one-stop-shop for business licensing and resources, this division is responsible for processing and issuing all City general retail business licensing and processing the issuance of public way use permits to business and property owners. Business consultants offers start-to-finish case management and access to start-up counseling and financial, legal and tax advice.	26	2,674,835

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

DEPARTMENT OF BUSINESS AFFAIRS AND CONSUMER PROTECTION

Program Summary and Description	FTEs	2021 Funding
LOCAL LIQUOR CONTROL Operates as the Local Liquor Control Commission, managing all liquor licensing including intake, review and processing of all liquor and public place of amusement licensing. The division also devises plans of operations, rehabilitating applicants if appropriate and coordinating with law enforcement and elected officials. Oversees license discipline including settlements and orders after hearings.	6	571,267
PUBLIC VEHICLE ADMINISTRATION Oversees the administration of Chicago's public vehicle industry. Licenses transportation network providers, taxicabs, charter buses, pedicabs, public chauffeurs and other public passenger vehicles. The division is charged with regulating licensing including collecting trip data, regulating rates of fares.	26	2,337,103
BUSINESS COMPLIANCE ENFORCEMENT Initiates investigations of suspected bad businesses and disciplines those businesses found to be in violation of City ordinances or license requirement. Conducts investigations to ensure compliance with the laws governing public passenger vehicles and truck weight enforcement as well as cable television complaints. Also includes the Office of Labor Standards beginning in 2019.	67	6,745,345
PROSECUTIONS AND ADJUDICATIONS Prosecutes cases at the Department of Administrative Hearings alleging Municipal Code violations concerning consumer fraud, public vehicle regulations, retail regulations, and truck weight regulations. Seeks fines against businesses in violation and restitution for aggrieved consumers, where appropriate. Initiates investigations of suspected bad businesses and disciplines those businesses found to be in violation of City ordinances or license requirement.	20	1,527,561
TURNOVER		(564,602)

2021 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

REGULATORY

CHICAGO ANIMAL CARE AND CONTROL

KEY FUNCTIONS

- Provides temporary shelter for homeless animals and provides in-house medical care to more than 16,000 animals per year
- Provides the community with low cost vaccines and microchipping for pets
- Protects public health and safety by ensuring ordinances pertaining to animals are enforced, and protects animals and residents by removing stray animals from the public way
- Investigates dangerous animal complaints and bite reports
- Adopts animals to the public and partners with over 200 rescues to place homeless animals

2020 KEY RESULTS

- Processed 644 adoptions, and 3,803 transfers while fulfilling essential functions during the pandemic. This is largely attributed to the fact that Chicago Animal Care and Control ("CACC") modified services to an appointment-only model that enabled the department to continue to serve Chicago residents while maintaining social distance.
- Returned 626 animals to their owners.
- Implemented a managed intake process in March 2020 that allowed for the prioritization of services for the most vulnerable animals, while providing alternatives to owners to help empower them to find other resources to rehome their pets. This program was necessary during the stay-at-home order but has provided the opportunity to enable the department to operate more efficiently while limiting risk

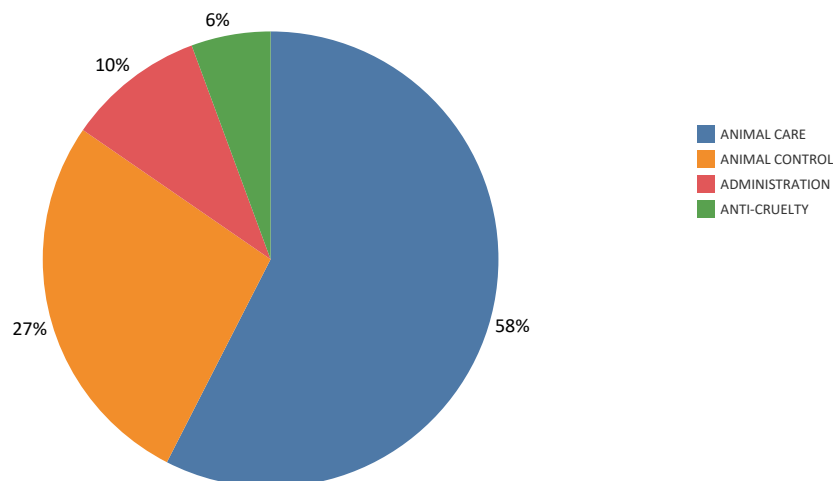
during COVID-19. Since implementation, CACC has successfully maintained the shelter population under 100 dogs and 100 cats.

- Saved the lives of 23 animals in partnership with Friends of Chicago Animal Care and Control with the After-Hours Emergency Care Program.
- Increased the live release rate by one percent to 94 percent as of July 5, 2020.

2021 INITIATIVES

- Continue to refine the managed intake process which is expected to result in continued efficiencies in 2021 by decreasing illness and improving the quality of life for shelter animals and improving service for residents.
- Work towards increasing racial equity in every facet of the department's work including adoption outreach, volunteer recruitment and retention, reducing barriers for people who are looking to redeem their lost pets, and implement a renewed focus for Animal Control Officers on providing equal access to resources to residents to help care for their pets.
- Continue to collaborate with partners to coordinate efforts to return lost pets to their families with enhanced marketing and communication strategies.
- Increase capacity to provide spay/neuter surgeries by 10 percent to help unaltered stray animals - particularly stray cats - to reduce new litters of homeless animals and keep them from coming into the shelter.
- Partner with Friends of Chicago Animal Care and Control to establish a Pet Food Bank to keep pets and their humans together and to help reduce the shelter population.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

CHICAGO ANIMAL CARE AND CONTROL

Chicago Animal Care and Control ("CACC") protects public safety and ensures the humane care of animals through sheltering, pet placement, education, and animal law enforcement.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	80	7,006,449	77	7,022,025

ALLOCATION

Personnel Services	5,543,589	5,548,165
Non-Personnel Services	1,462,860	1,473,860

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	6	706,103
ANIMAL CONTROL Responds to service requests to remove stray, vicious, and unwanted animals from the public way. Investigates animal bites and dangerous dog cases. Assists law enforcement, City departments, and sister agencies with animal-related issues. Ensures compliance of animal-related portions of the City Municipal Code and issues citations for non-compliance.	26	1,957,066
ANIMAL CARE Receives lost, injured, and unwanted animals brought to the shelter. Provides daily care and medical attention to all animals housed at the shelter. Provides customer service to visitors and educates the public about animal safety and pet ownership. Promotes maximization of live animal outcomes through lost pet redemptions, pet adoptions, and animal transfer programs. Administers vaccinations, performs surgeries, and other procedures.	40	4,155,297
ANTI-CRUELTY Inspects and responds to complaints of animal-related businesses. Conducts cruelty and dangerous dog investigations. Assists the Chicago Police Department and other law enforcement agencies with dog fighting investigations and other advanced animal-related responses. Primary chemical immobilization experts, including non-lethal tranquilization of vicious and injured animals on the public way.	5	405,758
TURNOVER		(202,199)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

LICENSE APPEAL COMMISSION

KEY FUNCTIONS

- Conducts public hearings for liquor license applications
- Evaluates appeals to determine legal appropriateness of suspension, revocations and fines imposed by the Department of Business Affairs and Consumer Protection

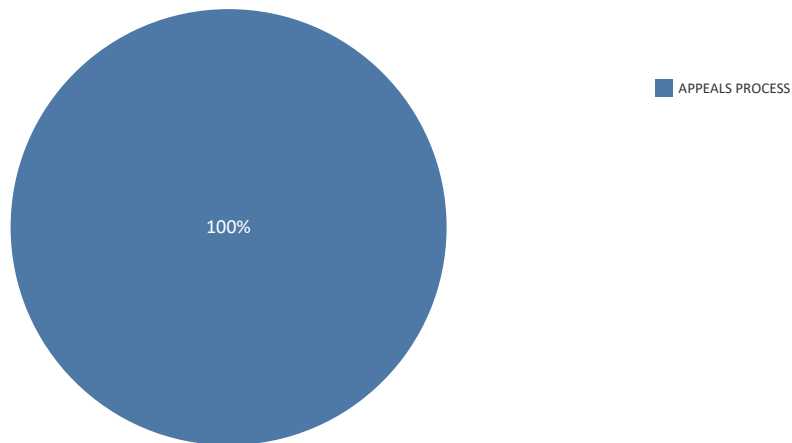
2020 KEY RESULTS

- Conducted six public hearings as of July 22, 2020, compared to 21 total in 2019.
- Received eight appeals filed with the Commission as of July 22, 2020, compared to ten total in 2019.

2021 INITIATIVES

- Continued focus on the License Appeal Commission's key functions.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

LICENSE APPEAL COMMISSION

The License Appeal Commission evaluates appeals to determine the legal appropriateness of suspension, revocations, and fines imposed by the Department of Business Affairs and Consumer Protection on liquor license holders. The Commission conducts hearings to determine whether applications for new liquor licenses were rightfully denied and enters orders thereon.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	1	188,346	1	191,115

ALLOCATION

Personnel Services	93,984	96,096
Non-Personnel Services	94,362	95,019

Program Summary and Description	FTEs	2021 Funding
APPEALS PROCESS	1	191,115
Determines the legal appropriateness of revocations, suspensions and fines imposed by the Department of Business Affairs and Consumer Protection against current liquor license holders, and conducts hearings on appeals of liquor license application denials.		

2021 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

REGULATORY

BOARD OF ETHICS

KEY FUNCTIONS

- Issues confidential informal and formal advisory opinions in compliance with the Governmental Ethics Ordinance
- Administers the filing and public posting of Statements of Financial Interests filed annually by City employees and officials, and imposes sanctions where violations for late filing are determined
- Administers the City's lobbyist registration program; makes public all annual registration statements and quarterly activity reports filed by lobbyists; imposes fines where violations where late filings are determined, and collects lobbying fees and penalties
- Enforces the Governmental Ethics Ordinance by adjudicating ethics investigations completed by the Office of Inspector General and by making its own findings of probable cause where no factual investigation by the Office of Inspector General is required, and determines violations and imposes sanctions as provided in the Ordinance consistent with due process of law
- Designs and conducts classes for City employees, officials, and others required to attend face-to-face ethics training, conducts classes upon request, and determines and imposes sanctions for violations by those who fail to complete training on time
- Designs and administers separate on-line annual ethics training programs for City employees, officials, and lobbyists, and determines and imposes sanctions for violations by those who fail to complete training on time
- Consults with City departments and agencies on internal ethics policies covering secondary employment, conflicts of interests, and gift restrictions

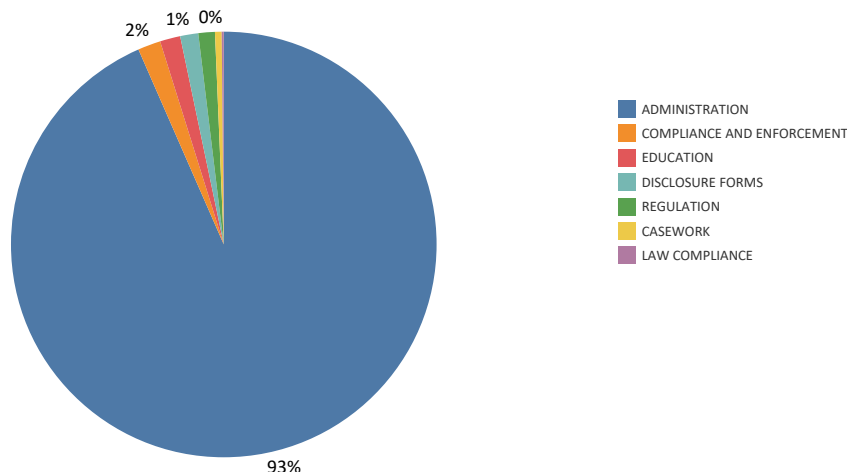
2020 KEY RESULTS

- Revised six educational publications to cover changes in the ethics law.
- Issued 4,000 informal and eight formal advisory opinions to City employees, officials, lobbyists, and contractors.
- Administered annual training to more than 32,400 City employees and officials and 810 lobbyists.
- Adjudicated four completed investigations from the Office of Inspector General and imposed more than \$8,000 in fines.
- Enforced the lobbyist filing deadlines and imposed more than \$5,000 in fines.
- Enforced the filings deadlines for filers of Statements of Financial Interests (extended, due to the COVID-19 pandemic), found approximately 45 employees and officials in violation of law for late filing, and imposed more than \$5,000 in fines.

2021 INITIATIVES

- Produce new training programs and videos in partnership with the Mayor's Office, and re-design "in-person" trainings for remote learning.
- Implement non-profit lobbying law to process registrations and educate an estimated 50 individuals who lobby solely on behalf of non-profit organizations.
- Plan and host a "Public Ethics Symposium" featuring representatives from City, County and State governments, "good government" advocates, and academics.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

BOARD OF ETHICS

The Board of Ethics ("The Board") administers the City of Chicago's Governmental Ethics and Campaign Financing Ordinances and other laws adopted to help ensure that City officials and employees avoid conflicts of interests. The Board's activities include providing confidential advice; educating City personnel, vendors, lobbyists, and the public about ordinances; regulating lobbyists and campaign contributors; distributing and maintaining financial disclosure statements for public inspection; and referring complaints and adjudicating completed investigations.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	8	873,629	8	869,535

ALLOCATION

Personnel Services	800,713	810,417
Non-Personnel Services	72,916	59,118

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	8	812,596
EDUCATION		13,429
Oversees and conducts mandatory annual and quadrennial ethics training for City employees, officials, and lobbyists, and provides educational materials and ethics presentations to others, including on sexual harassment.		
COMPLIANCE AND ENFORCEMENT		15,110
Receives, refers, and adjudicates complaints alleging violations of the Governmental Ethics Ordinance. Reviews ethics investigations conducted by the Office of the Inspector General, holds probable cause meetings, administers merits hearings, and makes determinations, settlements, and case dispositions. Assesses penalties for late filers and trainers. Maintains public database of case dispositions. Commences enforcement actions where appropriate.		
CASEWORK		4,410
Interprets and provides confidential advisory opinions on the Governmental Ethics Ordinance. Advises City officials and employees regarding legislative action on governmental ethics, campaign financing, and lobbying, makes formal opinions available, and maintains searchable public index of all formal opinions.		
REGULATION		10,848
Administers the City's lobbyist registration and reporting program; makes lobbyists' filings and data publicly available; reviews public records to ensure compliance with lobbying and campaign finance laws; commences regulatory actions where appropriate; imposes penalties where appropriate.		
DISCLOSURE FORMS		11,896
Distributes, collects, maintains, and makes publicly available annual Statements of Financial Interests filings and other required and non-required disclosures filed by City employees and officials.		
LAW COMPLIANCE		1,246
Conducts audits, monitors risk, and recommends corrective action for problems leading to non-compliance with applicable laws, rules, regulations, and policies.		

2 0 2 1 B U D G E T O V E R V I E W
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
LEGISLATIVE AND ELECTIONS

Legislative and Elections		
FUNDING COMPARISON BY DEPARTMENT		
Department	2020	2021
City Council		
City Council	22,652,255	21,378,593
City Council Committees	5,194,997	5,239,997
Legislative Reference Bureau	377,008	377,008
Council Office of Financial Analysis	309,376	275,344
Dept Total	28,533,636	27,270,942
Board of Election Commissioners	22,647,300	19,175,482
Total - Legislative and Elections	\$51,180,936	\$46,446,424

2 0 2 1 B U D G E T O V E R V I E W
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
LEGISLATIVE AND ELECTIONS

CITY COUNCIL

The City Council is the legislative body of the City of Chicago consisting of the Mayor and fifty aldermen. The City Council is authorized to exercise general and specific powers as the Illinois General Assembly delegates by statute. The City Council passes ordinances, levies taxes, and provides necessary services to residents of Chicago.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	210	22,652,255	209	21,378,593

ALLOCATION

Personnel Services	16,462,835	16,442,173
Non-Personnel Services	6,189,420	4,936,420

Program Summary and Description	2021	
	FTEs	Funding
CITY COUNCIL	209	21,378,593

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
LEGISLATIVE AND ELECTIONS

CITY COUNCIL
City Council Committees

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund		4,433,287		4,478,287
Vehicle Tax Fund		595,000		595,000
Special Events and Municipal Hotel Operators' Occupation Tax Fund		166,710		166,710
Total Full-time Equivalent Positions and Amounts	0	\$5,194,997	0	\$5,239,997

ALLOCATION

Personnel Services	4,519,007	4,564,007
Non-Personnel Services	675,990	675,990

Program Summary and Description	FTEs	2021 Funding
FINANCE		1,118,730
BUDGET AND GOVERNMENT OPERATIONS		331,500
CONTRACTS, OVERSIGHT, AND EQUITY		191,500
HEALTH AND HUMAN RELATIONS		141,000
AVIATION		181,450
LICENSING AND CONSUMER PROTECTION		191,500
PUBLIC SAFETY		213,800
IMMIGRANT AND REFUGEE RIGHTS		111,500
COMMITTEES, RULES, AND ETHICS		148,720
ETHICS AND GOOD GOVERNANCE		144,600
ECONOMIC, CAPITAL, AND TECHNOLOGY		387,500
EDUCATION AND CHILD DEVELOPMENT		173,387
ENVIRONMENTAL PROTECTION AND ENERGY		206,000

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
LEGISLATIVE AND ELECTIONS

CITY COUNCIL
City Council Committees

Program Summary and Description	FTEs	2021	Funding
ZONING, LANDMARKS, AND BUILDINGS			409,891
HOUSING AND REAL ESTATE			212,109
TRANSPORTATION AND PUBLIC WAY			310,000
PEDESTRIAN AND TRAFFIC SAFETY			285,000
SPECIAL EVENTS AND CULTURAL AFFAIRS			166,710
WORKFORCE DEVELOPMENT AND AUDIT			315,100

CITY COUNCIL
Legislative Reference Bureau

FUND SOURCE(S)	FTEs	2020	FTEs	2021
		Appropriation		Recommendation
Corporate Fund		377,008		377,008

ALLOCATION

Personnel Services	361,008	361,008
Non-Personnel Services	16,000	16,000

Program Summary and Description	FTEs	2021	Funding
LEGISLATIVE REFERENCE			377,008

CITY COUNCIL
Council Office of Financial Analysis

FUND SOURCE(S)	FTEs	2020	FTEs	2021
		Appropriation		Recommendation
Corporate Fund	4	309,376	3	275,344

ALLOCATION

Personnel Services	282,216	248,184
Non-Personnel Services	27,160	27,160

Program Summary and Description	FTEs	2021	Funding
COUNCIL OFFICE OF FINANCIAL ANALYSIS	3		275,344

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
LEGISLATIVE AND ELECTIONS

BOARD OF ELECTION COMMISSIONERS

KEY FUNCTIONS

- Manages voter registration and voter history records
- Identifies polling places
- Recruits and trains poll workers
- Programs, tests and secures balloting equipment
- Conducts Electoral Board proceedings
- Informs voters of options for early voting, vote by mail and election day voting
- Tabulates verifies and reports election results
- Performs annual canvass mailings to verify/update voter rolls, and, under a new 2020 law, send applications to Vote By Mail to qualified voters

2020 KEY RESULTS

- Conducted the citywide Primary Election and Presidential General Election with new mailings and other precautions designed to ensure safe voting options. These efforts included expanded Vote By Mail and Early Voting, online training for poll workers, and procuring protective gear to protect the public during Early Voting and on Election Day.
- Increased Early Voting and Vote By Mail to a record-high 45 percent of March Primary ballots cast. This was a key reason that the city turnout of 38 percent was nearly one-third higher than the 29 percent average for suburban and downstate communities.
- Anticipate an increase in Vote By Mail by more than 200 percent for the November 2020 General Elections after setting an all-time record for the March 2020 Primary. Introducing Secured Drop Boxes at all Early Voting sites to give voters a safe, easy way to submit

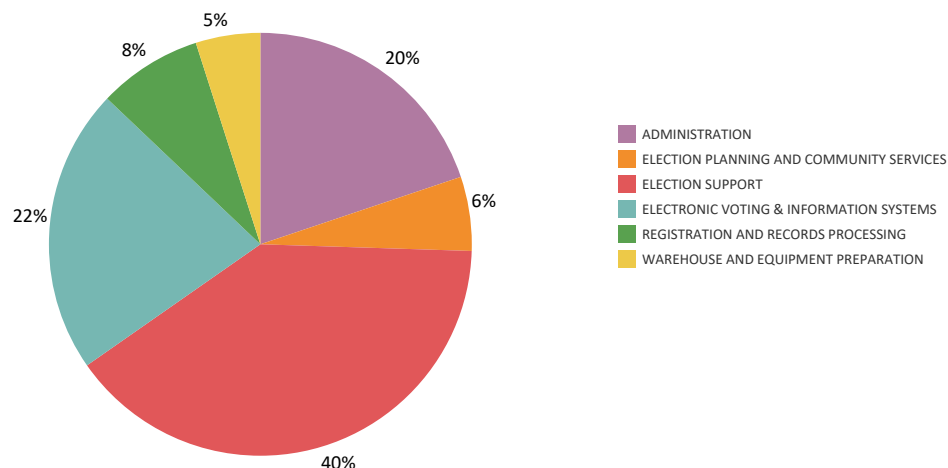
Ballot Return Envelopes in the event the voters cannot or do not wish to use standard mail to complete the voting process.

- Replaced 15-year-old balloting system to provide voters and poll workers with a new and simpler system for elections.
- Utilized the Board's voter canvass in an effort to grow email lists to increase efficient and timely communications with voters in the event any have issues with their Vote By Mail submissions.

2021 INITIATIVES

- Explore voting systems that allow for universal vote centers, like those used during Early Voting, where voters may use any location to cast a ballot on Election Day. This will be key to the ongoing work with the US Justice Department, Equip for Equality and city agencies toward achieving 100 percent accessible polling places.
- Manage voter registration systems, perform a canvass mailing and perform all maintenance on balloting systems.
- Administer any special elections that may be necessary. In several of the recent four-year cycles (2009, 2013 and 2017), there have been special primaries and special elections necessary to fill vacancies in offices.

PROPOSED 2021 DEPARTMENT BUDGET BY PROGRAM



2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
LEGISLATIVE AND ELECTIONS

BOARD OF ELECTION COMMISSIONERS

The Board of Election Commissioners conducts and supervises all local, county, state and federal elections for the City of Chicago, and is responsible for the certification of election results. The Board also manages voter registrations, maintains an accurate list of voters, and educates the public on all election dates and laws.

FUND SOURCE(S)	2020		2021	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	118	18,377,300	118	13,905,482
Other Grant Funds		4,270,000		5,270,000
Total Full-time Equivalent Positions and Amounts	118	\$22,647,300	118	\$19,175,482

ALLOCATION

Personnel Services	7,801,505	6,099,280
Non-Personnel Services	14,845,795	13,076,202

Program Summary and Description	FTEs	2021 Funding
ADMINISTRATION	16	3,858,398
ELECTION PLANNING AND COMMUNITY SERVICES Recruits, trains, and places judges of election, deputy registrars, and polling place administrators. Assists in the creation of audio ballots for touchscreen voting. Conducts voter registration drives, voting equipment demonstrations, educational seminars and training of deputy voter registrars.	15	1,103,496
ELECTRONIC VOTING & INFORMATION SYSTEMS Designs and produces electronic ballots and ballot cards. Collects and reports election vote tallies. Generates lists of registered voters and processes voter verification of registration cards. Tests computer software, hardware, and telecommunications setups for early voting and Election Day activities.	11	4,242,777
ELECTION SUPPORT Establishes locations of polling places. Conducts investigations of election complaints. Trains and places nursing home judges of election, as well as judges of election for replacement ballots from military and overseas voters and for the central count of absentee ballots. Manages Early Voting and Vote By Mail programs. Conducts Electoral Board hearings.	33	7,742,793
WAREHOUSE AND EQUIPMENT PREPARATION Prepares materials, equipment, and ballots for elections. Catalogues and stores all election materials and equipment. Performs audits and re-tabulations of precincts as selected by the Illinois State Board of Elections. Coordinates cartage company deliveries to and from Early Voting and Election Day polling places.	15	957,481
REGISTRATION AND RECORDS PROCESSING Processes all new and changed voter registration applications and distributes voter IDs. Maintains, scans, and indexes documents, and responds to public requests for information. Stores, retrieves, and prepares lists of voter eligibility records. Conducts a U.S. mail canvass and processes changes of address for all registered voters.	28	1,549,310
TURNOVER		(278,773)

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
LEGISLATIVE AND ELECTIONS

GENERAL FINANCING REQUIREMENTS

The Finance General category represents cross-departmental expenses such as information technology systems, employee benefits, contributions to employee pension funds, and long-term debt service payments. The 2021 proposed budget includes a total of \$1.9 billion for expenses related to the pension funds and a total of \$1.9 billion for the payment of debt service. These costs are discussed in greater detail in the Pension and Debt Service Fund sections of this document.

The proposed 2021 Finance General budget includes \$531.5 million in employee benefits costs (not including pension contributions) for active employees and annuitants. Costs for employee benefits are down from 2020, primarily due to renegotiated healthcare benefits resulting in savings. For routine settlements and judgments, the Finance General 2021 budget is \$46.7 million, flat compared to 2020 levels. Loss in collection of taxes is discussed in the Property Tax section of this book.

GENERAL FINANCING REQUIREMENTS
FUNDING COMPARISON BY FUNCTION

Expenditure Categories	2020 Appropriation	2021 Recommendation
Pension Funds	1,705,319,000	1,870,753,000
Loss in Collection of Taxes	22,141,754	49,058,075
Finance General	3,430,300,071	3,207,828,431
Employee Benefits	566,016,497	531,531,150
Workers' Compensation	70,510,000	73,530,800
Payment of Judgments	46,748,419	46,748,419
Debt Service	1,955,399,486	1,956,078,697
Other Citywide Expenditures	791,625,669	599,939,365
Subtotal:	3,430,300,071	3,207,828,431
Total-General Financing Requirements	\$5,157,760,825	\$5,127,639,506
Interfund Transfers and Reimbursements	\$756,793,320	\$526,009,260

2 0 2 1 B U D G E T O V E R V I E W
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
LEGISLATIVE AND ELECTIONS

FINANCE GENERAL

Finance General represents cross-departmental expenses such as IT costs, employee benefits, contributions to employee pension funds, and long-term debt service payments.

FUND SOURCE(S)	2020 Appropriation	2021 Recommendation
Corporate Fund	1,251,711,447	913,780,750
Water Fund	532,531,962	515,111,439
Vehicle Tax Fund	78,020,973	76,861,177
Motor Fuel Tax Fund	16,742,747	1,080,265
Sewer Fund	305,311,397	286,235,102
Library Fund	34,841,224	25,924,116
Emergency Communication Fund	32,359,479	33,656,261
Special Events and Municipal Hotel Operators' Occupation Tax Fund	8,923,328	5,399,903
Motor Fuel Tax Debt Service Fund	12,405,000	12,545,000
Bond Redemption and Interest Series Fund	612,913,000	527,794,000
Library Bond Redemption Fund	4,170,000	0
Library Note Redemption and Interest Tender Notes Series "B" Fund	119,775,000	119,356,000
Emergency Communication Bond Redemption and Interest Fund	16,428,000	16,434,000
City Colleges Bond Redemption and Interest Fund	36,331,000	34,032,000
Chicago Midway Airport Fund	179,995,939	183,319,491
Municipal Employees' Annuity and Benefit Fund	524,534,000	582,886,000
Laborers' and Retirement Board Annuity and Benefit Fund	72,000,000	86,238,000
Policemen's Annuity and Benefit Fund	737,527,000	818,850,000
Firemen's Annuity and Benefit Fund	371,258,000	382,779,000
Chicago O'Hare Airport Fund	886,619,649	941,947,207
Affordable Housing Opportunity Fund	1,266,868	900,501
CTA Real Property Transfer Tax Fund	60,800,000	49,889,000
Tax Increment Financing Administration Fund	3,752,968	3,303,065
Chicago Parking Meters Fund	0	10,000,000
Garbage Collection Fund	1,183,484	1,216,515
Human Capital Innovation Fund	447,000	447,000
Houseshare Surcharge - Homeless Services Fund	400,000	400,000
Neighborhood Opportunity Fund	1,065,680	1,434,974
Foreign Fire Insurance Tax Fund	11,039,000	16,500,000
Houseshare Surcharge - Domestic Violence Fund	200,000	200,000
Cannabis Regulation Tax	0	5,128,000
TOTALS	\$5,914,554,145	\$5,653,648,766

2021 BUDGET OVERVIEW
PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
LEGISLATIVE AND ELECTIONS

FINANCE GENERAL

Program Summary and Description	2021 Funding
PENSION FUNDS	
For payment to employee annuity and benefit funds.	1,870,753,000
LOSS IN COLLECTION OF TAXES	
For anticipated loss in collection of the property tax levy.	49,058,075
FINANCE GENERAL	
Employee Benefits	531,531,150
For payment of employee and annuitant benefits.	
Workers' Compensation	73,530,800
For payment of claims under workers' compensation, excluding such claims for the public safety and aviation departments.	
Payment of Judgments	46,748,419
For payment of judgments, settlements, and outside counsel related to non-public safety litigation.	
Debt Service	1,956,078,697
For payment of principal and interest on outstanding bonds, notes, and other debt instruments.	
Other Citywide Expenditures	599,939,365
For other Citywide expenditures that do not fall within any single department's budget, including insurance premiums, accounting and auditing expenses, Citywide IT systems and maintenance, and matching funds for grants,	

APPENDICES



FINANCIAL AND BUDGETARY POLICIES

The City's financial policies provide a framework for the City's overall fiscal management and outline standards for consistent and transparent budgetary practices. These fiscal policies are intended to protect the City's fiscal integrity and health, encourage equitable allocation of costs and resources, and allow sufficient flexibility to consider new fiscal and budgetary strategies. The City consistently evaluates these policies to determine if they should be modified to accommodate changing circumstances and conditions.

BASIS OF BUDGETING

The City prepares and presents its annual budget on a modified accrual basis of accounting, with the exception of property taxes and Enterprise Funds. The modified accrual basis of accounting recognizes revenue when earned, as long as the revenue is collectible within the current accounting period or soon enough to be used to pay liabilities from the current accounting period. The City accounts for revenues as soon as the revenues are both measurable and available. Such revenues are used to pay liabilities from the current accounting period.

The City records revenues from fees for licenses and permits, charges for services, and other revenues when received in cash at the time of the issuance of the license or permit or the provision of the service. For budgeting purposes, property taxes are considered revenue for the year in which the taxes are levied.

Appropriations are made at the appropriation category level, include account level detail, and are presented by fund and by City department. The City's expenditures include both cash payments and encumbrances (funds that are committed pursuant to a contract) that are related to the current fiscal year. Expenditures are generally recorded when an event or transaction occurs. All annual appropriations lapse at year end if they remain unspent and unencumbered, and encumbrances are expended within three months of year end.

The City's budgetary basis of accounting described above differs from the City's generally accepted accounting principles ("GAAP") basis of reporting, which is used in the City's Comprehensive Annual Financial Report ("CAFR"). The key differences are:

- The City budgets encumbrances as expenditures, whereas GAAP reflects encumbrances as assigned fund balance.
- The City's budget classifies both long-term debt proceeds and operating transfers-in as revenues, whereas GAAP classifies these as other financial sources.

- The City does not budget for doubtful accounts, which are accounts that have been delinquent for a period of at least 90 days and for which collection is unlikely; however, doubtful accounts are reported under GAAP.
- The City budget classifies the prior year's surplus as an available resource, whereas GAAP records it as a portion of the City's fund balance.

FUND STABILIZATION

The City's policy is to maintain sufficient unrestricted fund balances to mitigate current and future risks, emergencies, or unanticipated budget shortfalls. As part of its financial and budget practices, the City establishes and maintains three sources of unrestricted budgetary fund balance: (i) Asset Lease and Service Concession Reserves, (ii) Operating Liquidity Fund, and (iii) Unassigned Fund Balance. Current City policy states that the City will maintain an unrestricted (comprised of assigned and unassigned) fund balance equivalent to no less than two months of operating expenses.

Asset Lease and Concession Reserves: Revenues from the long-term lease of the Chicago Skyway and the concession agreement for the metered parking system comprise the City's Asset Lease and Concession Reserves.

Operating Liquidity Fund: The City created this fund in 2016 and each year a determined amount of the unassigned fund balance will be assigned to it. This fund will provide reoccurring short-term funding for City operations, allowing the City to manage liquidity issues associated with timing of revenue collection. For example, the Operating Liquidity Fund could be used to replace the short-term borrowing needed for library operations while the City awaits property tax receipts.

Unassigned Fund Balance: Surplus resources identified through the annual financial audit process make up the unassigned fund balance. The City's unassigned fund balance has grown due in part to the improving economy, enhancements in revenue, including debt collection and investment strategies, and ongoing savings and efficiencies.

As part of its budget stabilization policy, the City adheres to the Government Finance Officers Association ("GFOA") recommendation and maintains an unrestricted fund balance in the General Fund of no less than two months of operating expenses.

BALANCED AND COMPREHENSIVE BUDGETING

The City bases its annual budget on a reliable assessment of the available resources for that year and a meaningful understanding of the City's service priorities and adopts a balanced budget in accordance with the Illinois Municipal Code (65 ILCS 5/8-2-6).

Members of the public are provided with an opportunity to submit comments on the annual budget through City Council hearings, community forums, written or electronic submissions, or other appropriate means, and at any public hearings required by the Illinois Municipal Code (65 ILCS 5/8-2-6).

Annually, the City evaluates each department's direct costs, as well as any indirect costs that are necessary to conduct that department's function. Accurately assessing these costs across City government provides a useful measure of the full cost of City services.

Enterprise funds are charged the full cost of services provided by other City funds.

FINANCIAL REPORT AND LONG-TERM FINANCIAL PLANNING

Pursuant to Executive Order No. 2019-3, a long-term budget and financial analysis – the Budget Forecast – is issued by the Office of Budget and Management by August 31 of each year which includes a revenue trend analysis and a long-term financial forecast and a local fund financial condition analysis that presents historical data on the City's financial condition over the previous ten years.

GRANTS MANAGEMENT

Anticipated grants are appropriated annually as part of the Appropriation Ordinance passed by the City Council. Before applying for or accepting any grant, the City evaluates whether the grant is consistent with the City's mission and priorities, and assesses the costs, responsibilities, and risks associated with the grant.

CAPITAL INVESTMENTS AND MAINTENANCE

The City consistently maintains capital assets and prioritizes capital projects in a manner that minimizes future maintenance and replacement costs, and meets Chicago's infrastructure needs. On an annual basis, the City issues a multi-year Capital Improvement Plan ("CIP"). The CIP contains an outline of the sources of funds, timing of capital projects as well as project descriptions and locations.

WATER AND SEWER RATE STABILIZATION ACCOUNTS

The City's Water Fund and Sewer Fund both maintain rate stabilization accounts. These accounts ensure that the City's water and sewer systems will remain financially solvent in the case of a catastrophic event. In such an event, the accounts would be used to finance operations and make necessary repairs for a short period of time. Contributions to the water and sewer rate stabilization accounts are projected in amounts necessary to maintain an account balance equal to three months of operating expenses. Any net revenues remaining after providing sufficient funds for all required deposits into the bond accounts may be transferred to the water and sewer rate stabilization accounts upon the direction of the City to be used for any lawful purpose of the water and sewer systems, respectively.

DIVERSE REVENUE SYSTEM AND EVALUATION OF COSTS

The City maintains a diversified and stable revenue system that is responsive to the changing economy and is designed to protect the City from short-term fluctuations in any individual revenue source. The City does not use revenue from volatile sources in an amount that exceeds normal growth rates for ongoing operating costs.

User fees are evaluated on an ongoing basis to determine the appropriate level based on the cost of the service as well as other factors. Tax and fee reductions and waivers are also critically evaluated to determine their value and impact on City services and finances. Where possible, the cost of City services is benchmarked against similar providers of such services so that the City can accurately evaluate opportunities to improve efficiency and reduce costs associated with service delivery. Additionally, the City also utilizes an equity lens to determine opportunities to provide more pathways to compliance for payment of various City fees, taxes and fines, as well as through the evaluation on the impact of the cost of City fees on residents across the city.

DECLARING A TIF SURPLUS

Starting with the 2020 Budget, Mayor Lightfoot implemented a policy that clearly outlines the City's approach to declaring tax increment financing ("TIF") surplus. This policy formalizes past practice of declaring the full available balance in the "Downtown Freeze" TIFs as surplus, while more aggressively analyzing every TIF to determine the available balance and declaring surplus from the balance not reserved for projects.

Surplus is declared in three primary ways:

- “Downtown Freeze” TIFs are those in and around the Central Business District that have been reserved only for major infrastructure projects. The full available balance in these TIFs is declared surplus each year.
- TIFs being terminated or otherwise ending must have any balance after closing out projects returned as surplus.
- For the remaining TIFs, surplus is declared in TIFs with a balance over \$750,000. The City declares 25 percent of the balance over \$750,000, progressing up to 100 percent of the balance over \$2.5 million.

DEBT MANAGEMENT POLICY

Pursuant to Section 2-32-031(d) of the Municipal Code of Chicago, the Chief Financial Officer must adopt the City of Chicago Debt Management Policy which establishes guidelines for the issuance and management of all City-issued debt and any new financing types related to existing City debt. The Chief Financial Officer has the day-to-day responsibility and authority for structuring, implementing, and managing the City’s debt program in accordance with authorization by the Chicago City Council. The City’s Debt Management Policy is available on the City of Chicago’s Investor Relations website.

CITY INVESTMENT POLICY

The investment of City funds is governed by the Municipal Code. Pursuant to the Municipal Code, the City Treasurer has adopted a Statement of Investment Policy and Guidelines to establish written cash management and investment guidelines for the investment of City funds.

GLOSSARY

Actuarially-Calculated: An amount determined sufficient to increase the funded ratio of the City of Chicago's pension funds, including Municipal Employees' Annuity and Benefit Fund, the Laborers' Annuity and Benefit Fund, the Policemen's Annuity and Benefit Fund and the Firemen's Annuity and Benefit Fund, to a statutorily required amount over a number of years.

Amusement Tax: A tax imposed upon the patrons of amusement activities within the City of Chicago including sporting events, theater productions, and a variety of other entertainment activities. The tax does not apply to admission fees to witness in-person live theatrical, live musical, or other live cultural performances that take place in a venue whose maximum capacity is 1,500 persons or fewer. The tax rate is 9.0 percent of the fee paid to witness in-person live theatrical, live musical, or other live cultural performances that take place in a venue whose maximum capacity is more than 1,500 persons. Authorization: Municipal Code 4-156-020.

Appropriation: An amount of money in the budget, authorized by the City Council, for expenditures for specific purposes. Appropriations are made by account group within each department and fund.

Automatic Amusement Device Tax: A tax imposed on each automatic amusement device or machine used within the City of Chicago for gain or profit. The tax rate is \$150 per amusement device annually. Authorization: Municipal Code 4-156-160.

Aviation Funds: A fund established to account for acquisition, operation, and maintenance of the City's airports. Aviation funds are comprised of the O'Hare International Airport Fund and the Midway International Airport Fund.

Basis of Accounting: The method used to recognize increases and decreases in financial resources.

Basis of Budgeting: The method used to determine when revenues and expenditures are recognized for budgetary purposes.

Benefits: Includes costs such as healthcare, workers' compensation, life insurance, social security contributions and Medicare contributions. While the City's pensions are a benefit of City employment, employer costs associated with pensions are counted separately from other benefits.

Boat Mooring Tax: A tax imposed on the mooring or docking of any watercraft for a fee in or on a harbor, river or other body of water within the corporate limits or jurisdiction of the City. The tax rate is 7.0 percent of the mooring or docking fee. Authorization: Municipal Code 3-16-030.

Bonds: Long-term debt primarily used to finance infrastructure projects including street and alley construction and improvements, lighting, sidewalk replacement, curb and gutter repairs and replacement, and transportation improvements, as well as Enterprise Fund related projects. The City of Chicago has several different types of bonds including general obligation bonds, Motor Fuel Tax revenue bonds, tax increment allocation bonds, water and wastewater bonds, and O'Hare and Midway Bonds.

Business Taxes: Consists of revenue from the City's tax on hotel accommodations, the Checkout Bag Tax, and prior to 2019, Foreign Fire Insurance Tax.

Capital Improvement Plan: A five-year plan that identifies capital projects, establishes a planning schedule and provides options for financing projects.

Carryover Appropriations: The balance of appropriations available for expenditure in years subsequent to the year of enactment.

Charges for Service: Charges levied for services provided by the City of Chicago that are not covered by general tax revenue. Such services include building inspections, information requests, emergency medical services, and safety services.

Checkout Bag Tax: A tax of \$.07 per bag on the retail sale or use of paper and plastic checkout bags in Chicago, of which retail merchants retain \$.02 and the remaining \$.05 is remitted to the City. Authorization: Municipal Code 3-50-030.

Cigarette Tax: A tax of \$0.059 per cigarette (\$1.18 per pack of twenty) is imposed upon all cigarettes possessed for sale within the City of Chicago. The tax is paid through the purchase of tax stamps from the City of Chicago's Department of Finance. In the City of Chicago's budget, this also includes the liquid nicotine product tax, which is imposed on the retail sale of liquid nicotine products in the City of Chicago at \$1.50 per product unit and \$1.20 per fluid milliliter of consumable nicotine solution. Authorization: Municipal Code 3-42-020 (cigarette) and 3-47-030 (liquid nicotine).

Claims, Refunds, Judgments and Legal Fees: Includes expenses incurred with claims filed against the City of Chicago, legal settlements and judgments, and related legal fees including attorney costs.

Collective Bargaining Agreements (“CBAs”): A written legal contract between an employer and a union representing employees.

Commodities and Equipment: Consists of costs for gas, electricity, natural gas, and small equipment.

Comprehensive Annual Financial Report (“CAFR”): Provides complete and accurate financial information which complies with the reporting requirements of the Municipal Code of Chicago.

Consumer Price Index (“CPI”): Generally understood as a way to measure inflation, CPI measures the average change over time in the prices paid for a set of consumer goods and services.

Contractual Services: Comprised of costs incurred related to services provided to the City that are dictated by a contractual agreement, such as information technology or auditing services.

Corporate Fund: The City of Chicago’s general operating fund, used to account for basic City operations and services such as public safety, business and consumer services, and tree trimming.

Debt Service Funds: Debt Service Funds are used to account for the accumulation of resources for, and the payment of, long-term debt service and related costs. Revenue bonds issued for the City of Chicago’s Enterprise Funds and debt issued for special taxing districts are not included in the City’s general Debt Service Funds.

Delegate Agencies: Organizations that provide services on behalf of the City through a grant contract.

Doubtful Account: An account balance that has been delinquent for a period of at least 90 days, and where collection is unlikely.

Emergency Communication Surcharge: A surcharge imposed on all billed subscribers of telecommunications services within the City of Chicago for the purpose of funding a portion of the maintenance and operation of the City’s emergency 911 system. The surcharge is \$5.00 per month for each network connection and wireless number, and a 9.0 percent tax on pre-paid wireless service.

Authorization: Municipal Code 3-64-030 and 7-50-020.

Emergency Communications Fund: A Special Revenue Fund that is comprised of revenues from the collection of the emergency communication surcharge and used to fund 911 and emergency preparedness related activities.

Enterprise Funds: Funds established to account for acquisition, operation, and maintenance of government services such as water, sewer, and the airports. These funds are self-supporting in that they derive revenue from user charges.

Equalized Assessed Value (“EAV”): The equalized assessed value of a property is the result of applying a State equalization factor to the assessed value of a parcel of property. The State equalization factor is used to bring all property in Illinois to a uniform level of assessment. As it relates to TIF districts, base EAV is the value at the time the TIF district was established, incremental EAV is difference between the base EAV and the current EAV.

Fines, Forfeitures, and Penalties: Fines and any associated penalties levied for violations of the Municipal Code. The primary source of this type of revenue is from parking tickets. Also included in this category are red-light and automated speed enforcement fines, moving violations, booting-related fees, sanitation code violations, and housing court fines.

Fiscal Year (“FY”): The City of Chicago’s fiscal year aligns with the calendar year: January 1 to December 31.

Foreign Fire Insurance Tax: A tax imposed on any business not incorporated in the State of Illinois that is engaged in selling fire insurance in the City of Chicago. The tax is paid for the maintenance, use, and benefit of the Chicago Fire Department. The tax rate is 2.0 percent of the gross receipts received for premiums. Authorization: Municipal Code 4-308-020.

Full Time Equivalent (“FTE”): The ratio of the total number of paid hours during a period by the number of working hours in that period. One FTE is equivalent to one employee working full-time.

Generally Accepted Accounting Principles (“GAAP”): Refers to a common set of accounting principles, standards and procedures that companies and their accountants must follow when they compile their financial statements.

Garbage Fee: Chicago residences receiving City-provided garbage collection services are charged a \$9.50 monthly

fee per dwelling unit. City-provided garbage collection services are provided to single family homes and multi-family buildings with four units or fewer. Authorization: Municipal Code 7-28-235.

General Obligation Debt: Comprised of three types of general obligation bonds including Tax Levy Bonds, Alternate Revenue Bonds and Pledge Bonds.

General Financing Requirements: Comprised of the Finance General budgeting category that represents cross-departmental expenses such as information technology systems, employee benefits, contributions to employee pension funds, and long-term debt service payments.

Gross Domestic Product: The total value of goods produced, and services provided in a defined area (country, state, municipality, etc.) during one year.

Ground Transportation Tax: A tax imposed on the provision of hired ground transportation to passengers in the City of Chicago. The tax rate is \$98 per month on medallion licensees. There is a \$3.50 per day charge for each non-taxicab vehicle with a seating capacity of 10 or fewer passengers, \$6 per day for each non-taxicab vehicle with a seating capacity of 11 to 24 passengers, \$9 per day for each non-taxicab vehicle with a capacity of more than 24 passengers. Transportation network provider vehicles are charged \$1.13 per trip for single ride trips that begin or end in Chicago, or \$0.53 for shared rides that begin or end in Chicago, and \$0.10 per trip Accessibly Fund payment for all trips that begin or end in Chicago. Additionally, a \$5.00 per trip surcharge on all transportation network provider vehicles for airport, Navy Pier, and McCormick Place pickup and drop-off. As of 2020, the City also implemented a downtown surcharge on weekdays from 6 am to 10 pm of \$1.75 per trip for single rides and \$0.60 per trip for shared rides. Lastly, the City of Chicago charges \$1.00 per day for pedicabs for each day in service. Authorization: Municipal Code 3-46-030.

Home Rule Municipal Retailers' Occupation Tax: A tax imposed on the activity of selling tangible personal property other than property titled or registered with the State of Illinois that is sold at retail in the City of Chicago. The tax rate is 1.25 percent of the gross receipts from such sales. Grocery food and prescription and nonprescription medicines are generally exempt from the tax. The tax is administered and collected by the Illinois Department of Revenue and disbursed monthly to the City. Authorization: Municipal Code 3-40-10 and 3-40-20.

Hotel Accommodations Tax: A 4.5 percent tax imposed on the rental or lease of hotel accommodations in the City of Chicago. For vacation rentals and shared housing units, a 6.0 percent surcharge is added to the 4.5 percent base rate for a total City tax rate of 10.5 percent of the gross rental or leasing charge. Authorization: Municipal Code 3-24-030.

Illinois Municipal Retailers' Occupation Tax: A tax imposed on the activity of selling tangible personal property at retail in Illinois. The tax rate is 6.25 percent of the selling price. The tax is administered and collected by the State. Authorization: 35 Illinois Compiled Statutes (ILCS) 120/2-10.

Illinois Use Tax: A tax imposed on the use of tangible personal property purchased outside Illinois but used in the State. The tax rate is 6.25 percent of the selling price. The tax is administered and collected by the Illinois Department of Revenue. 16.0 percent of collections (1.0 percent of the 6.25 percent) is distributed to municipalities. The City receives 20.0 percent of the 1.0 percent portion allocated to municipalities. Authorization: 35 ILCS 105/1.

Income Tax: A tax imposed by the State of Illinois on the privilege of earning or receiving income in Illinois. The tax rate is 7.0 percent of net income for corporations and 4.95 percent of net income for individuals, trusts, and estates. Of the net income tax receipts after refund, 6.06 percent of personal income tax receipts and 6.85 percent of corporate income tax receipts are placed in the Local Government Distributive Fund, which is then distributed to municipalities based on population. Authorization: 35 ILCS 5/201, 5/901; 30 ILCS 115/1, 115/2.

Intergovernmental Tax Revenue: Consists of the City's share of State Income Tax, Personal Property Replacement Tax, Municipal Auto Rental Tax, and Reimbursements for City Services.

Internal Service Earnings: Reimbursements from other City funds to the Corporate Fund for services that are provided to other City funds. Certain internal service earnings are allocated using cost accounting methods, while others are reimbursed using intergovernmental purchase orders.

Licenses and Permits: Licenses and permits are required for the operation of certain construction and business activities in the City of Chicago. Fees for these licenses and permits vary with the type of activity authorized.

Liquor Tax: A tax imposed on the retail sale of alcoholic beverages in the City of Chicago. Each wholesale dealer who sells to a retail dealer located in the City of Chicago

collects the tax and any such retail alcoholic beverage dealer in turn collects the tax from the retail purchaser. The tax rate is \$0.29 per gallon of beer, \$0.36 per gallon for alcoholic liquor containing 14.0 percent or less alcohol by volume, \$0.89 per gallon for liquor containing more than 14.0 percent and less than 20.0 percent alcohol by volume, and \$2.68 per gallon for liquor containing 20.0 percent or more alcohol by volume. Authorization: Municipal Code 3-44-030.

Local Funds: All funds used by the City for non-capital operations other than grant funds. Includes the Corporate Fund, Enterprise Funds, and Special Revenue Funds.

Local Non-Tax Revenue: Consists of fees charged for the issuance of licenses and permits; fines, forfeitures and penalties for traffic or other violations; various charges for services; municipal parking; leases, rentals and sales of City-owned property; internal service earnings; and interest and other revenue.

Local Tax Revenue: Consists of taxes collected by the City, including utility, transportation, transaction, recreation, and business taxes.

Long-Term Debt: Used to finance infrastructure projects in neighborhoods including street and alley construction and improvements, lighting, sidewalk replacement, curb and gutter repairs and replacement, and transportation improvements, including street resurfacing, bridge rehabilitation and traffic safety improvements, as well as Enterprise Fund related projects.

Midway Airport Fund: A fund established to account for acquisition, operation, and maintenance of Midway International Airport.

Modified Accrual Basis of Accounting: Under the modified accrual basis of accounting, revenues are recognized when they become measurable and available. Expenditures are recognized when the liability is incurred.

Motor Fuel Tax: A tax imposed by the State of Illinois on the sale of motor fuel within the State. The tax rate is \$0.38 per gallon of gasoline and \$0.455 per gallon of diesel fuel. A portion of the revenue is distributed to municipalities and townships based on population via a Statewide allocation formula. Authorization: 35 ILCS 505/2, 505/8.

Motor Fuel Tax Fund: A Special Revenue Fund comprised of revenue derived from the Motor Fuel Tax that funds expenses such as costs associated with streetlight energy, salt purchases for snow removal, street pavement and bridge maintenance, and related personnel costs.

Motor Vehicle Lessor Tax: A tax imposed on the leasing of motor vehicles in the City of Chicago to a lessee on a daily or weekly basis. The lessor is allowed to pass this tax on to lessees as a separate charge on rental bills or invoices. The tax is \$2.75 per vehicle per rental period. Authorization: Municipal Code 3-48-030.

Municipal Hotel Operators' Occupation Tax: A tax authorized by State legislation and imposed on the activity of renting hotel accommodations in the City of Chicago. The tax rate is 1.0 percent of gross receipts. The tax is administered and collected by the Illinois Department of Revenue and distributed monthly to the City. Authorization: Municipal Code 3-40-470.

Municipal Parking: A category of revenues that currently includes revenue generated by various parking permits. Historical collections in this category also include parking meter revenues generated prior to the long-term lease of the City's parking meter system in 2009.

O'Hare Airport Fund: A fund established to account for acquisition, operation, and maintenance of O'Hare International Airport.

Parking Garage Tax: A tax imposed on the privilege of parking a motor vehicle in any commercial parking lot or garage in the City of Chicago. The tax rate is currently 22.0 percent for daily parking during the week as well as all weekly and monthly parking and 20.0 percent for daily parking on the weekends. Authorization: Municipal Code 4-236-020.

Personnel Services: Personnel-related costs, which include salaries and wages, pension contributions, healthcare, overtime pay, and unemployment compensation.

Pension Funds: The City of Chicago's employees are covered under four defined-benefit retirement plans established by State statute and administered by independent pension boards. These plans are the Municipal Employees' Annuity and Benefit Fund, the Laborers' Annuity and Benefit Fund, the Policemen's Annuity and Benefit Fund, and the Firemen's Annuity and Benefit Fund. Each independent pension board has authority to invest the assets of its respective plan subject to the limitations set forth in 40 ILCS 5/1-113.

Personal Property Lease Tax: A tax imposed on the lease, rental or use of rented, personal property in the City of Chicago. The tax rate is currently 9.0 percent of the lease or rental price. The lease transaction tax rate for nonpossessory computer leases of software and

infrastructure - referred to as cloud software and cloud infrastructure - is 7.25 percent. Proposed with the 2021 budget, is a 1.75 percent increase to the lease transaction tax rate, bringing the rate to 9.0 percent. Authorization: Municipal Code 3-32-030.

Personal Property Replacement Tax: Two categories of taxes levied by the State and distributed to local governments to replace personal property taxes no longer allowed under the Illinois Constitution: 1. An income-based tax on corporations, partnerships, and other business entities. The tax rate is 2.5 percent for corporations and 1.5 percent for partnerships, trusts, and subchapter S corporations. The tax allocation formula for local governments in Cook County is based on the 1976 distribution of the repealed personal property tax. Authorization: 35 ILCS 5/201(c), (d); 30 ILCS 115/12. 2. A tax on invested capital imposed by the State of Illinois on public utilities. The tax rate is 0.8 percent on invested capital. The tax allocation formula for local governments in Cook County is based on the 1976 distribution of the repealed personal property tax. Authorization: 35 ILCS 610/2a.1, 615/2a.1, 620/2a.1, 625/2a.1; 30 ILCS 115/12.

Prior Year Available Resources: Amounts remaining from prior years that are budgeted in the current year. Prior year available resources result from revenue exceeding expenditures through savings and sustainable revenue growth, along with spending controls and other efficiencies.

Proceeds and Transfers In: Consists of amounts transferred into the Corporate Fund from outside sources.

Proceeds of Debt: Funds generated from the sale of bonds or notes.

Property Tax: A tax levied on the equalized assessed valuation of real property in the City of Chicago. Cook County collects the tax with assistance from the Illinois Department of Revenue. Authorization for the City's property tax levy occurs through bond ordinances and property tax levy ordinances in connection with the annual appropriation ordinances.

Real Property Transfer Tax: A tax imposed on the transfer of title to, or beneficial interest in, real property located in the City of Chicago. The tax rate is \$3.75 per \$500 of transfer price, or fraction thereof, and is paid by the transferee. Authorization: Municipal Code 3-33-030.

Real Property Transfer Tax—CTA Portion: A supplemental tax on the transfer of real property in the City of Chicago

for the purpose of providing financial assistance to the Chicago Transit Authority. The tax rate is \$1.50 per \$500 of the transfer price or fraction thereof and is paid by the transferor. Authorization: Municipal Code 3-33-030.

Recreation Taxes: Consists of taxes on amusement activities and devices, boat moorings, liquor, cigarettes, non—alcoholic beverages, and off-track betting. Effective with the passage of the 2020 budget, this category will also include an excise tax on the sale of recreational cannabis.

Reimbursements and Financial Expenses: Reimbursements consists of amounts transferred to the Corporate Fund from other City funds for central services such as information technology, police and fire services, street and building maintenance, and administrative services.

Reserves: Reserves are funds that the City sets aside as an economic safety net to mitigate current and future risks such as contingencies, emergencies, or revenue shortfalls.

Restaurant and Other Places for Eating Tax: A tax imposed on each place for eating located in the City of Chicago. The tax rate is 0.50 percent of the selling price of all food and beverages sold at retail. Authorization: Municipal Code 3-30-030.

Sales Tax Securitization Corporation Residual Revenues: In October 2017, the City Council passed an ordinance authorizing the creation of a Sales Tax Securitization Corporation ("STSC"). This revenue securitization structure was developed because of legislation passed by the Illinois General Assembly, allowing all home rule municipalities to create a special purpose corporation organized for the sole purpose of issuing bonds paid for from revenues collected by the State. In December 2017, the City entered into a sale agreement ("Agreement") with the STSC. Under the Agreement, the City sold to the STSC the City's rights to receive Sales Tax revenues collected by the State. In return, the City received the proceeds of bonds issued by the STSC as well as a residual certificate. Sales Tax revenues received by the STSC are paid first to cover the STSC's operating expenses and debt service on the STSC's bonds. All remaining Sales Tax revenues are then paid to the City as the holder of the residual certificate and are budgeted as Proceeds and Transfers.

Sewer Fund: An Enterprise Fund that support the operation, maintenance, and capital programs of the City's sewer systems.

Simplified Telecommunications Tax: A tax imposed on the privilege of originating or receiving intrastate or interstate telecommunications within the City of Chicago. The tax rate is 7.0 percent of the gross charge for such telecommunications purchased at retail. Authorization: Municipal Code 3-73-030.

Special Events and Municipal Hotel Operators' Occupation Tax Fund: Includes revenues from the Municipal Hotel Operator's Occupation Tax and is used to support the promotion of tourism, cultural and recreational activities.

Special Revenue Fund: A fund established to account for the operations of a specific activity and the revenue generated for carrying out that activity. Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) requiring separate accounting because of legal or regulatory provisions or administrative action.

Structural Budget Deficit: Any structural budget imbalance between existing revenues and existing expenses in the Corporate Fund for that budget year. Commonly referred to as the "gap".

Tax Increment Financing ("TIF"): TIF is a funding tool used to improve neighborhood infrastructure and promote investment in communities across the city. The program is governed by a State law allowing municipalities to capture property tax revenues derived from the amount of incremental equalized assessed value ("EAV") above the base EAV that existed before an area was designated as a TIF district.

Transaction Taxes: Consists of taxes on the transfer of real estate, the lease or rental of personal property, and the short-term least of motor vehicles within the City.

Transportation Network Providers ("TNP"): Rideshare companies that provide prearranged transportation services for compensation through an internet-enabled application or digital platform to connect passengers with drivers of vehicles for hire.

Transportation Taxes: Consists of taxes on vehicle fuel, garage parking, and hired ground transportation.

Transfers-in: The movement of resources into local funds from reserves and other non-recurring revenue sources.

Transfers-out: The movement of resources from local funds to reserves and other non-recurring revenue sources.

Use Tax for Non-Titled Personal Property: A tax imposed on the use of non-titled tangible personal property in the City of Chicago that is purchased at retail from a retailer located outside the City of Chicago. The tax rate is 1.0 percent of the property's selling price. Authorization: Municipal Code 3-27-030.

Use Tax for Titled Personal Property: A tax imposed on the use of titled personal property in the City of Chicago that is purchased at retail from a retailer located outside the City of Chicago and titled or registered in the City. The tax rate is 1.25 percent of the property's selling price. The Illinois Department of Revenue administers and collects the tax on behalf of the City when titled personal property is purchased from a retailer in Cook, DuPage, Lake, Kane, McHenry, or Will counties. Authorization: Municipal Code 3-28-030.

Utility Taxes and Fees: Consists of taxes on the purchase of telecommunication services, electricity, natural gas and cable television.

Vehicle Fuel Tax: A tax imposed on the purchase of vehicle fuel purchased or dispensed within the City of Chicago. The tax rate is \$0.05 per gallon. Introduced with the 2021 Budget is a proposed \$0.03 per gallon increase, bringing the total tax to \$0.08 per gallon. Authorization: Municipal Code 3-52-020.

Vehicle Tax Fund: Includes revenue from vehicle sticker sales, impoundment fees, abandoned auto sale fees and pavement cut fees for the maintenance of the public way.

Water Fund: An Enterprise Fund that supports the operation, maintenance, and capital programs of the City's water systems.

Water and Sewer User Fees: A fee imposed on water and sewer usage within the City of Chicago. The revenue collected via water charges and the sewer surcharges on City utility bills. The water and sewer funds are segregated funds where water fund revenue is used to support the water system and sewer fund revenue is used to support the sewer system. Authorization: Municipal Code 11-12-260.

Water and Sewer Tax: A utility tax assessed on water and sewer use within the City of Chicago. Beginning in 2017, the tax was \$.59 per 1,000 gallons of water and sewer use and increased to \$1.28 per 1,000 gallons in 2018. The rate will be \$2.01 per 1,000 gallons in 2019 and \$2.51 per 1,000 gallons in 2020. Authorization: Municipal Code 3-08-030, -040.

Wheel Tax (referred to as the Vehicle Sticker Fee): An annual fee imposed on the privilege of operating a motor vehicle within the City of Chicago that is owned by a resident of the City of Chicago. The annual fee is \$87.82 for smaller passenger automobiles (less than 4,500 pounds) and \$139.48 for larger passenger automobiles (4,500 pounds or more). The fee varies for other vehicle classifications. Authorization: Municipal Code 3-56-050.

Zero Based Budgeting: A method of budgeting in which expenses are justified for each new fiscal year. The City of Chicago starts at a base of zero and every function within the city is analyzed for its needs and costs.

BUDGET DETAIL



2021 BUDGET OVERVIEW

BUDGET DETAIL

REVENUE

CORPORATE FUND

		Actual				Estimate		Projection	
		2015	2016	2017	2018	2019	2020	2021	
Local Taxes	Business Taxes								
	Hotel Tax	\$109.8M	\$113.5M	\$131.6M	\$130.4M	\$133.7M	\$28.9M	\$60.1M	
	Foreign Fire Insurance Tax	\$6.0M	\$5.4M	\$5.6M	\$4.9M				
	Shopping Bag Tax			\$5.6M	\$6.4M	\$6.4M	\$5.8M	\$6.0M	
	Total	\$115.8M	\$118.9M	\$142.9M	\$141.7M	\$140.1M	\$34.7M	\$66.1M	
	City Sales Tax/HROT	\$308.9M	\$308.1M	\$229.9M	\$57.0M	\$63.7M	\$47.9M	\$63.6M	
	Total	\$308.9M	\$308.1M	\$229.9M	\$57.0M	\$63.7M	\$47.9M	\$63.6M	
	Municipal Public Utility Taxes & Fees	\$105.5M	\$103.6M	\$101.9M	\$87.4M	\$77.6M	\$75.3M	\$69.7M	
	Electricity Use	\$95.2M	\$98.7M	\$95.4M	\$98.5M	\$89.7M	\$89.7M	\$95.2M	
	Electricity IMF	\$87.6M	\$91.4M	\$88.3M	\$90.8M	\$88.6M	\$85.8M	\$87.6M	
Local Taxes	Cable Television	\$29.8M	\$29.6M	\$28.7M	\$26.7M	\$26.1M	\$25.2M	\$24.3M	
	Natural Gas Use & Utility Taxes	\$119.7M	\$111.1M	\$124.7M	\$128.6M	\$128.3M	\$109.7M	\$114.0M	
	Total	\$437.8M	\$434.4M	\$439.0M	\$432.1M	\$416.7M	\$385.7M	\$390.8M	
	Amusement Tax	\$145.7M	\$163.6M	\$172.6M	\$195.5M	\$196.5M	\$97.9M	\$143.6M	
	Liquor Tax	\$33.7M	\$33.1M	\$32.6M	\$33.0M	\$32.0M	\$28.2M	\$31.0M	
	Non-Alcoholic Beverage Tax	\$22.9M	\$24.4M	\$24.3M	\$27.0M	\$23.0M	\$23.0M	\$24.9M	
	Municipal Cigarette Tax	\$22.8M	\$23.1M	\$21.3M	\$21.3M	\$19.8M	\$21.3M	\$17.3M	
	Boat Mooring Tax	\$1.4M	\$1.3M	\$1.3M	\$1.8M	\$1.1M	\$1.0M	\$1.2M	
	Auto Amusement Tax	\$0.5M	\$0.5M	\$0.4M	\$0.4M	\$0.4M	\$0.4M	\$0.3M	
	Off Track Betting	\$0.5M	\$0.6M	\$0.6M	\$0.5M	\$0.4M	\$0.2M	\$0.4M	
Local Taxes	Cannabis Excise tax						\$2.1M	\$5.2M	
	Total	\$227.5M	\$246.6M	\$253.1M	\$279.5M	\$275.5M	\$174.0M	\$223.9M	
	Transaction Taxes	\$192.5M	\$259.9M	\$265.7M	\$295.4M	\$328.7M	\$310.6M	\$348.4M	
	Real Property Transfer	\$191.1M	\$197.1M	\$161.7M	\$175.5M	\$152.4M	\$120.5M	\$124.7M	
	Motor Vehicle Lessor Tax	\$6.7M	\$6.6M	\$6.8M	\$6.6M	\$6.7M	\$3.3M	\$5.0M	
	Total	\$390.3M	\$463.6M	\$434.2M	\$477.5M	\$487.8M	\$434.4M	\$478.1M	
	Parking Tax	\$131.5M	\$134.5M	\$135.4M	\$134.0M	\$144.1M	\$71.2M	\$108.5M	
	Vehicle Fuel Tax	\$49.3M	\$53.0M	\$54.2M	\$53.7M	\$54.1M	\$38.2M	\$55.6M	
	Ground Transportation Tax	\$17.1M	\$59.6M	\$85.4M	\$119.4M	\$138.8M	\$107.9M	\$144.6M	
	Total	\$197.9M	\$247.1M	\$275.0M	\$307.1M	\$337.0M	\$217.3M	\$308.7M	
Proceeds & Transfers In	Total	\$1,678.1M	\$1,818.7M	\$1,774.1M	\$1,694.8M	\$1,720.7M	\$1,294.1M	\$1,531.3M	
	Skyway Long-Term Reserve Interest	\$9.0M		\$15.9M	\$12.1M	\$17.7M	\$15.0M	\$15.0M	
	Parking Meter Revenue Replacement Fund	\$2.0M							
	Parking Meter Revenue Replacement Fund Interest			\$5.2M	\$3.5M	\$3.4M	\$4.0M	\$4.0M	
	Proceeds & Transfers In-Other	\$42.9M	\$8.0M	\$8.4M	\$3.7M	\$14.0M	\$8.0M	\$8.0M	
	Sales Tax Securitization Corporation Residual			\$150.8M	\$608.2M	\$615.7M	\$461.4M	\$570.2M	
	Total	\$53.9M	\$8.0M	\$180.2M	\$627.5M	\$650.9M	\$488.4M	\$597.2M	
	State Sales Tax/ROT	\$53.9M	\$8.0M	\$180.2M	\$627.5M	\$650.9M	\$488.4M	\$597.2M	
	State Sales Tax/ROT	\$356.9M	\$366.4M	\$270.5M					
	Total	\$356.9M	\$366.4M	\$270.5M					
Intergovernmental	State Income Tax	\$286.5M	\$254.0M	\$239.9M	\$255.0M	\$284.2M	\$265.1M	\$262.3M	
	Total	\$286.5M	\$254.0M	\$239.9M	\$255.0M	\$284.2M	\$265.1M	\$262.3M	
	Municipal Auto Rental Tax	\$4.2M	\$4.2M	\$4.1M	\$4.1M	\$4.4M	\$2.2M	\$3.3M	
	Total	\$4.2M	\$4.2M	\$4.1M	\$4.1M	\$4.4M	\$2.2M	\$3.3M	
	Personal Prop Replacement Tax (Corporate Share)	\$50.5M	\$159.7M	\$148.3M	\$137.4M	\$185.6M	\$141.5M	\$147.0M	
	Total	\$50.5M	\$159.7M	\$148.3M	\$137.4M	\$185.6M	\$141.5M	\$147.0M	
	Intergovernmental								
	State Income Tax	\$286.5M	\$254.0M	\$239.9M	\$255.0M	\$284.2M	\$265.1M	\$262.3M	
	Total	\$286.5M	\$254.0M	\$239.9M	\$255.0M	\$284.2M	\$265.1M	\$262.3M	
	Municipal Auto Rental Tax	\$4.2M	\$4.2M	\$4.1M	\$4.1M	\$4.4M	\$2.2M	\$3.3M	
	Total	\$4.2M	\$4.2M	\$4.1M	\$4.1M	\$4.4M	\$2.2M	\$3.3M	
	Personal Prop Replacement Tax (Corporate Share)	\$50.5M	\$159.7M	\$148.3M	\$137.4M	\$185.6M	\$141.5M	\$147.0M	
	Total	\$50.5M	\$159.7M	\$148.3M	\$137.4M	\$185.6M	\$141.5M	\$147.0M	

2021 BUDGET OVERVIEW

BUDGET DETAIL

REVENUE

		Actual					Estimate		Projection
		2015	2016	2017	2018	2019	2020	2021	
Intergovernmental	Reimbursements	\$1.8M	\$1.9M	\$2.5M	\$3.4M	\$1.5M	\$2.0M	\$2.0M	
	Total	\$1.8M	\$1.9M	\$2.5M	\$3.4M	\$1.5M	\$2.0M	\$2.0M	
Charges for Services	Safety	\$699.9M	\$786.2M	\$665.4M	\$400.0M	\$475.8M	\$410.8M	\$414.6M	
	Other Charges	\$61.5M	\$77.3M	\$70.0M	\$73.7M	\$80.2M	\$344.9M	\$229.4M	
	Inspection	\$29.4M	\$32.5M	\$28.9M	\$30.2M	\$31.0M	\$26.5M	\$28.6M	
	Current Expenses	\$15.0M	\$13.1M	\$12.7M	\$13.1M	\$14.6M	\$10.0M	\$12.3M	
	Information	\$13.0M	\$6.3M	\$6.3M	\$4.6M	\$7.4M	\$5.6M	\$6.6M	
Fines, Forfeitures & Penalties	Total	\$0.7M	\$1.5M	\$0.3M	\$1.1M	\$1.2M	\$1.0M	\$1.0M	
	Fines, Forfeitures & Penalties	\$119.6M	\$130.8M	\$118.2M	\$122.7M	\$134.4M	\$388.0M	\$277.9M	
Interest Income	Total	\$366.3M	\$318.4M	\$344.9M	\$335.9M	\$319.2M	\$230.0M	\$381.5M	
	Interest Income	\$366.3M	\$318.4M	\$344.9M	\$335.9M	\$319.2M	\$230.0M	\$381.5M	
Internal Service Earnings	Total	\$0.9M	\$8.3M	\$7.0M	\$1.9M	\$31.4M	\$3.5M	\$6.5M	
	Enterprise Funds	\$0.9M	\$8.3M	\$7.0M	\$1.9M	\$31.4M	\$3.5M	\$6.5M	
Leases, Rentals & Sales	Intergovernmental Funds	\$137.1M	\$168.4M	\$162.6M	\$171.9M	\$173.6M	\$177.1M	\$173.1M	
	Other Reimbursements	\$42.0M	\$32.9M	\$37.0M	\$35.3M	\$12.5M	\$114.9M	\$155.0M	
	Special Revenue Funds	\$28.4M	\$12.9M	\$14.7M	\$11.5M	\$29.1M	\$14.8M	\$13.9M	
	Rentals and Leases	\$137.1M	\$128.5M	\$133.5M	\$51.5M	\$67.8M	\$54.7M	\$68.6M	
	Total	\$344.5M	\$342.6M	\$347.7M	\$270.2M	\$283.1M	\$361.5M	\$410.6M	
Licenses & Permits	Sale of Impounded Autos	\$14.0M	\$13.0M	\$13.2M	\$26.5M	\$25.5M	\$1.4M	\$25.0M	
	Sale of Land	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.2M	\$1.8M	\$11.0M	
	Sale of Materials	\$3.5M	\$9.6M	\$10.8M	\$6.2M	\$0.4M	\$0.3M	\$0.3M	
	Vacation of Streets	\$1.4M	\$1.3M	\$1.0M	\$0.7M	\$0.4M	\$0.3M	\$0.3M	
	Total	\$6.5M	\$2.2M	\$0.9M	\$2.2M	\$15.8M	\$4.5M	\$3.0M	
Municipal Parking	Other Permits and Certificates	\$25.5M	\$26.1M	\$25.9M	\$35.7M	\$42.0M	\$8.0M	\$39.3M	
	Building Permits	\$45.0M	\$48.3M	\$49.3M	\$48.1M	\$51.6M	\$39.4M	\$44.8M	
	Business Licenses	\$43.7M	\$43.5M	\$43.2M	\$42.5M	\$40.1M	\$35.5M	\$37.0M	
	Alcohol Dealers License	\$19.4M	\$18.5M	\$22.3M	\$21.4M	\$25.4M	\$19.0M	\$21.7M	
	Prior Period Fines	\$12.5M	\$12.2M	\$12.7M	\$12.5M	\$13.3M	\$10.3M	\$11.5M	
Other Revenue	Total	\$6.2M	\$7.9M	\$6.1M	\$4.9M	\$5.5M	\$3.2M	\$4.2M	
	Municipal Parking	\$126.7M	\$130.4M	\$133.5M	\$129.3M	\$136.0M	\$107.4M	\$119.2M	
Total	Total	\$6.5M	\$7.5M	\$7.7M	\$7.8M	\$7.7M	\$7.0M	\$7.6M	
	Other Revenue	\$97.6M	\$59.3M	\$71.2M	\$69.0M	\$75.0M	\$130.7M	\$125.8M	
Corporate Fund Revenue	Total	\$97.6M	\$59.3M	\$71.2M	\$69.0M	\$75.0M	\$130.7M	\$125.8M	
	Corporate Fund Revenue	\$1,087.7M	\$1,023.4M	\$1,056.1M	\$972.4M	\$1,028.7M	\$1,236.1M	\$1,368.4M	
Grand Total	Corporate Fund Revenue	\$3,519.6M	\$3,636.2M	\$3,675.7M	\$3,694.8M	\$3,876.1M	\$3,429.4M	\$3,911.5M	
	Grand Total	\$3,519.6M	\$3,636.2M	\$3,675.7M	\$3,694.8M	\$3,876.1M	\$3,510.4M	\$4,022.5M	

2021 BUDGET OVERVIEW
BUDGET DETAIL
REVENUE

SPECIAL REVENUE FUNDS

		2015	2016	Actual	2018	2019	Estimate	Projection
0300 - Vehicle Tax Fund	Vehicle Sticker Tax	\$119.2M	\$131.7M	\$128.3M	\$125.9M	\$123.6M	\$115.0M	\$123.5M
	Other Reimbursements	\$35.9M	\$33.2M	\$32.6M	\$27.2M	\$40.5M	\$36.7M	\$39.7M
	Pavement Cut Fees	\$5.3M	\$14.2M	\$23.6M	\$12.0M	\$21.3M	\$12.2M	\$16.2M
	Impoundment Fees	\$8.8M	\$8.8M	\$10.0M	\$9.9M	\$9.9M	\$6.7M	\$8.7M
	Parking Tax	\$10.0M	\$10.0M	\$10.0M	\$10.0M	\$0.0M	\$0.0M	\$0.0M
	Sale of Impounded Autos	\$2.8M	\$2.6M	\$3.9M	\$4.1M	\$3.2M	\$2.0M	\$2.5M
	Abandoned Auto Towing	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.1M	\$0.0M	\$0.0M
	Transfer-In	\$0.6M	\$0.7M	\$0.7M	\$0.7M	\$0.7M	\$0.6M	\$0.6M
	Other Revenue	\$0.1M	\$0.7M	\$7.1M	\$5.8M	\$3.5M	\$2.4M	\$2.4M
	Subtotal	\$182.7M	\$202.0M	\$216.2M	\$195.7M	\$202.7M	\$175.6M	\$193.6M
0310 - Motor Fuel Tax Fund	Prior Year Available Resources	\$28.3M	\$14.8M	\$29.6M	\$39.4M	\$31.5M	\$7.0M	\$0.0M
	Fund Total	\$28.3M	\$14.8M	\$29.6M	\$39.4M	\$31.5M	\$7.0M	\$0.0M
	Motor Fuel Tax Distribution	\$211.0M	\$216.7M	\$245.8M	\$235.1M	\$234.2M	\$182.6M	\$193.6M
	Interest and Other	\$53.7M	\$57.9M	\$55.5M	\$56.9M	\$108.5M	\$91.9M	\$99.7M
	Subtotal	\$1.9M	\$0.4M	\$0.1M	\$0.6M	\$0.0M	\$0.0M	\$0.0M
	Prior Year Available Resources	\$55.5M	\$58.3M	\$55.7M	\$57.5M	\$108.5M	\$91.9M	\$99.7M
	Subtotal	\$19.4M	\$4.0M	\$16.5M	\$17.2M	\$17.5M	\$23.8M	\$14.9M
	Fund Total	\$74.9M	\$62.2M	\$72.1M	\$74.8M	\$125.9M	\$115.7M	\$114.7M
	Proceeds of Debt	\$76.0M	\$77.1M	\$77.1M	\$83.6M	\$108.4M	\$114.6M	\$114.6M
	Corporate Fund Subsidy	\$6.5M	\$19.8M	\$19.1M	\$15.2M	\$0.0M	\$0.0M	\$0.0M
0346 - Library Fund	Fines	\$1.8M	\$1.4M	\$1.8M	\$1.4M	\$0.0M	\$0.1M	\$0.1M
	Rental of Facilities	\$0.4M	\$0.2M	\$0.2M	\$0.2M	\$0.2M	\$0.0M	\$0.2M
	Interest	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.1M	\$0.0M	\$0.0M
	Transfer-In	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
	Other Revenue	\$0.1M	\$1.2M	\$0.0M	\$0.5M	\$0.0M	\$1.4M	\$0.6M
	Subtotal	\$84.8M	\$99.6M	\$98.2M	\$100.9M	\$110.1M	\$116.0M	\$115.4M
	Prior Year Available Resources	\$8.4M	\$7.6M	\$9.4M	\$9.5M	\$7.9M	\$10.4M	\$2.0M
	Subtotal	\$8.4M	\$7.6M	\$9.4M	\$9.5M	\$7.9M	\$10.4M	\$2.0M
	Fund Total	\$93.1M	\$107.2M	\$107.6M	\$110.5M	\$118.0M	\$126.4M	\$117.4M
	Telephone Surcharge	\$102.7M	\$101.3M	\$100.5M	\$131.2M	\$136.8M	\$136.0M	\$135.9M
0353 - Emergency Communication Fund	Subtotal	\$102.7M	\$101.3M	\$100.5M	\$131.2M	\$136.8M	\$136.0M	\$135.9M
	Prior Year Available Resources	\$8.1M	\$1.2M	\$6.1M	\$12.6M	\$33.2M	\$11.6M	\$24.6M
	Subtotal	\$8.1M	\$1.2M	\$6.1M	\$12.6M	\$33.2M	\$11.6M	\$24.6M
	Fund Total	\$110.8M	\$102.5M	\$106.6M	\$143.8M	\$170.1M	\$147.6M	\$160.5M
	Hotel Operator's Tax	\$21.9M	\$26.1M	\$24.8M	\$23.9M	\$29.5M	\$6.0M	\$14.2M
	Recreation Fees and Charges	\$11.1M	\$10.5M	\$11.7M	\$11.4M	\$13.1M	\$1.1M	\$5.0M
	Other Revenue			\$6.5M	\$6.5M	\$8.1M	\$7.7M	\$6.5M
	Rental and Charges	\$1.2M	\$1.4M	\$1.2M	\$1.4M	\$1.0M	\$0.5M	\$0.9M
	Interest and Other	\$6.5M	\$6.5M	\$0.0M	\$0.0M	\$0.1M	\$0.0M	\$0.0M
	Subtotal	\$40.8M	\$44.4M	\$44.2M	\$43.1M	\$51.8M	\$15.3M	\$26.6M
0355 - Special Events and Municipal Hotel Operators' Occupation Tax Fund	Prior Year Available Resources	\$11.3M	\$10.8M	\$8.1M	\$7.7M	\$4.3M	\$5.5M	\$0.0M
	Subtotal	\$11.3M	\$10.8M	\$8.1M	\$7.7M	\$4.3M	\$5.5M	\$0.0M
	Fund Total	\$52.1M	\$55.3M	\$52.3M	\$50.8M	\$56.1M	\$20.8M	\$26.6M
	Fines Forfeitures, Penalties					\$0.0M	\$0.0M	\$0.1M
	Subtotal					\$0.0M	\$0.0M	\$0.1M
	Prior Year Available Resources					\$0.0M	\$0.0M	\$0.0M
	Subtotal					\$0.0M	\$0.0M	\$0.0M
	Fund Total					\$0.0M	\$0.0M	\$0.0M
	Building Permits					\$0.0M	\$19.0M	\$20.0M
	Interest on Investments		(\$0.2M)	\$0.9M	\$0.3M	\$0.0M	\$0.0M	\$0.0M
0994 - Controlled Substances Fund	Current Expense		\$16.9M	\$19.0M	\$17.5M	\$41.1M	\$0.0M	\$0.0M
	Subtotal		\$16.7M	\$19.9M	\$17.8M	\$43.4M	\$19.0M	\$20.0M
	Prior Year Available Resources					\$0.0M	\$29.3M	\$10.0M
	Subtotal					\$0.0M	\$29.3M	\$10.0M
	Fund Total		\$16.7M	\$19.9M	\$17.8M	\$43.4M	\$48.3M	\$30.0M
	Interest on Investments		\$0.0M	\$0.1M	\$0.1M	\$0.4M	\$0.0M	\$0.0M
0996 - Affordable Housing Opportunity Fund	Subtotal		\$0.0M	\$0.1M	\$0.1M	\$0.4M	\$0.0M	\$0.0M
	Fund Total		\$0.0M	\$0.1M	\$0.1M	\$0.4M	\$0.0M	\$0.0M
	Building Permits					\$0.0M	\$19.0M	\$20.0M
	Interest on Investments		(\$0.2M)	\$0.9M	\$0.3M	\$0.0M	\$0.0M	\$0.0M
	Current Expense		\$16.9M	\$19.0M	\$17.5M	\$41.1M	\$0.0M	\$0.0M
	Subtotal		\$16.7M	\$19.9M	\$17.8M	\$43.4M	\$19.0M	\$20.0M
	Prior Year Available Resources					\$0.0M	\$29.3M	\$10.0M
	Subtotal					\$0.0M	\$29.3M	\$10.0M
	Fund Total		\$16.7M	\$19.9M	\$17.8M	\$43.4M	\$48.3M	\$30.0M
	Interest on Investments		\$0.0M	\$0.1M	\$0.1M	\$0.4M	\$0.0M	\$0.0M
0809 - CTA Real Property Transfer Tax	Interest on Investments		\$0.0M	\$0.1M	\$0.1M	\$0.4M	\$0.0M	\$0.0M

SPECIAL REVENUE FUNDS

2021 BUDGET OVERVIEW BUDGET DETAIL REVENUE

		2015	2016	Actual	2017	2018	2019	Estimate	Projection
0B09 - CTA Real Property Transfer Tax Fund	Real Property Transfer Tax - CTA Portion								
	Subtotal	\$76.1M	\$79.3M	\$63.7M	\$69.8M	\$60.5M	\$48.2M	\$49.9M	\$49.9M
	Prior Year Available Resources	\$76.1M	\$79.3M	\$63.9M	\$69.8M	\$60.9M	\$48.2M	\$49.9M	\$49.9M
0B21 - Tax Increment Financing Administration Fund	Subtotal	\$0.3M	\$0.3M	\$1.9M	\$3.1M	\$0.8M	\$0.0M	\$0.0M	\$0.0M
	Fund Total	\$76.4M	\$79.3M	\$65.8M	\$72.9M	\$61.7M	\$48.2M	\$49.9M	\$49.9M
	TIF Administrative Reimbursement	\$8.7M	\$8.7M	\$8.9M	\$8.9M	\$8.6M	\$12.6M	\$13.3M	\$13.3M
0B25 - Chicago Police CTA Detail Fund	Prior Year Available Resources	\$8.7M	\$8.7M	\$8.9M	\$8.9M	\$8.6M	\$12.6M	\$13.3M	\$13.3M
	Subtotal	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
	Fund Total	\$8.7M	\$8.7M	\$9.0M	\$8.9M	\$8.6M	\$12.6M	\$13.3M	\$13.3M
0B26 - Chicago Parking Meters	Safety								
	Subtotal	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
	Prior Year Available Resources	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
0B32 - Garbage Collection Fund	Subtotal	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
	Fund Total	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
	Municipal Parking								
0B33 - Human Capital Innovation Fund	Subtotal	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
	Prior Year Available Resources	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
	Fund Total	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
0B40 - Houseshare Surcharge - Homeless	Sanitation								
	Subtotal	\$54.4M	\$54.4M	\$64.0M	\$63.0M	\$62.0M	\$58.8M	\$62.2M	\$62.2M
	Prior Year Available Resources	\$54.4M	\$54.4M	\$64.0M	\$63.0M	\$62.0M	\$58.8M	\$62.2M	\$62.2M
0B41 - Neighborhood Opportunity Fund	Subtotal	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
	Fund Total	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
	Building Permits								
0B42 - Foreign Fire Insurance Tax Fund	Interest on Investments								
	Subtotal	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
	Prior Year Available Resources	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
0B43 - Houseshare Surcharge - Domestic Violence	Subtotal	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
	Fund Total	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
	Foreign Fire Insurance Tax								
0B70 - Cannabis Regulation Tax	Subtotal	\$5.5M	\$5.5M	\$3.4M	\$11.3M	\$43.8M	\$88.1M	\$63.8M	\$63.8M
	Fund Total	\$5.5M	\$5.5M	\$3.4M	\$11.3M	\$43.8M	\$88.1M	\$63.8M	\$63.8M
	Prior Year Available Resources	\$5.5M	\$5.5M	\$3.4M	\$11.3M	\$43.8M	\$88.1M	\$63.8M	\$63.8M
Grand Total	Subtotal	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
	Fund Total	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
	Prior Year Available Resources	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
Grand Total	Subtotal	\$627.1M	\$703.1M	\$746.4M	\$799.5M	\$955.0M	\$884.3M	\$886.5M	\$886.5M
	Fund Total	\$627.1M	\$703.1M	\$746.4M	\$799.5M	\$955.0M	\$884.3M	\$886.5M	\$886.5M
	Prior Year Available Resources	\$627.1M	\$703.1M	\$746.4M	\$799.5M	\$955.0M	\$884.3M	\$886.5M	\$886.5M

2021 BUDGET OVERVIEW
BUDGET DETAIL
REVENUE

ENTERPRISE FUNDS

		Actual				Estimate	Projection
		2015	2016	2017	2018		
0200 - Water Fund	Water Fees	\$750.2M	\$735.9M	\$729.6M	\$746.5M	\$728.1M	\$740.2M
	Miscellaneous and Other	\$22.6M	\$26.8M	\$42.9M	\$34.3M	\$33.3M	\$31.0M
	Prior Year Available Resources	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$24.0M	\$12.5M
	Total	\$772.7M	\$762.6M	\$772.5M	\$780.9M	\$785.4M	\$783.7M
0314 - Sewer Fund	Sewer Fees	\$374.8M	\$367.8M	\$356.5M	\$368.2M	\$330.2M	\$355.9M
	Miscellaneous and Other	\$5.0M	\$2.3M	\$5.5M	\$5.6M	\$19.1M	\$18.8M
	Prior Year Available Resources	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$12.0M	\$1.0M
	Total	\$379.8M	\$370.1M	\$362.0M	\$373.8M	\$361.3M	\$375.7M
0610 - Midway Airport Fund	Rates, Charges and Other	\$221.3M	\$237.7M	\$247.0M	\$262.2M	\$279.3M	\$336.6M
	Total	\$221.3M	\$237.7M	\$247.0M	\$262.2M	\$279.3M	\$336.6M
0740 - O'Hare Airport Fund	Rates, Charges and Other	\$959.6M	\$1,047.4M	\$1,128.8M	\$1,199.9M	\$1,421.5M	\$1,521.9M
	Total	\$959.6M	\$1,047.4M	\$1,128.8M	\$1,199.9M	\$1,421.5M	\$1,521.9M
Grand Total		\$2,333.4M	\$2,417.8M	\$2,510.2M	\$2,616.8M	\$2,878.9M	\$3,017.8M

2021 BUDGET OVERVIEW

BUDGET DETAIL

REVENUE

DEBT SERVICE FUNDS

		2015	2016	Actual 2017	2018	2019	Estimate 2020	Projection 2021
0383 - Motor Fuel Tax Fund Debt Service	Motor Fuel Tax	\$11.7M	\$11.0M	\$13.2M	\$11.8M	\$12.4M	\$4.8M	\$5.8M
	Interest and Other Revenue	\$2.3M	\$2.5M	\$3.5M	\$3.8M	\$5.5M	\$2.7M	\$2.7M
	Proceeds of Debt	\$0.0M	\$0.0M	\$0.0M				
	Subtotal	\$14.0M	\$13.5M	\$16.7M	\$15.6M	\$17.9M	\$7.5M	\$8.4M
	Prior Year Available Resources	\$2.6M	\$6.2M	\$5.8M	\$0.2M	\$6.6M	\$9.0M	\$4.1M
	Subtotal	\$2.6M	\$6.2M	\$5.8M	\$0.2M	\$6.6M	\$9.0M	\$4.1M
	Fund Total	\$16.7M	\$19.6M	\$22.5M	\$15.9M	\$24.4M	\$16.5M	\$12.5M
	Home Rule Retailers Occupation Tax	\$37.4M	\$39.0M	\$38.8M				
	Interest and Other	\$31.1M	\$0.1M	\$1.4M				
	Transfer In			\$40.4M				
0505 - Sales Tax Bond Redemption and Interest Fund	Subtotal	\$68.5M	\$39.1M	\$40.4M				
	Prior Year Available Resources	(\$2.5M)	(\$1.2M)	\$1.2M				
	Subtotal	(\$2.5M)	(\$1.2M)	\$1.2M				
	Fund Total	\$66.1M	\$37.9M	\$41.6M				
	Property Tax Levy	\$332.0M	\$391.5M	\$352.4M	\$398.1M	\$363.9M	\$405.2M	\$90.5M
	Corporate Fund Subsidy		\$67.3M	\$123.0M	\$0.0M			
	Interest and Other Revenue					\$32.0M	\$207.8M	\$437.3M
	Transfer In	\$300.7M	\$538.2M	\$76.4M	\$64.8M			
	Other Revenue	\$224.9M	\$0.0M	\$441.9M	\$0.0M	\$175.4M		
	Subtotal	\$857.6M	\$997.1M	\$993.7M	\$462.8M	\$571.3M	\$612.9M	\$527.8M
0510 - Library Bond Redemption and Interest Fund	Prior Year Available Resources	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
	Subtotal	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
	Fund Total	\$857.6M	\$997.1M	\$993.7M	\$462.8M	\$571.3M	\$612.9M	\$527.8M
	Property Tax Levy	\$4.0M	\$4.6M	\$3.9M	\$4.3M	\$3.7M	\$4.2M	
	Interest and Other Revenue					\$0.1M		
	Other (Interest)		\$0.0M	\$0.0M				
	Transfer In		\$0.0M	\$0.0M	\$0.0M	\$4.1M		
	Other				\$0.0M			
	Subtotal	\$4.0M	\$4.6M	\$4.0M	\$4.3M	\$7.8M	\$4.2M	
	Prior Year Available Resources	\$0.5M	\$0.5M	\$0.5M	\$0.0M	\$1.0M	\$0.0M	
0521 - Library Daily Tender Note Redemption and Interest Fund	Subtotal	\$0.5M	\$0.5M	\$0.5M	\$0.0M	\$1.0M	\$0.0M	
	Fund Total	\$4.6M	\$5.2M	\$4.5M	\$4.3M	\$8.9M	\$4.2M	
	Property Tax Levy	\$71.7M	\$83.7M	\$74.2M	\$82.5M	\$76.4M	\$119.4M	\$119.4M
	Interest and Other Revenue					\$0.3M		
	Other (Interest)		\$0.1M	\$0.1M	\$0.1M			
	Transfer In	\$0.0M	\$0.0M	\$0.0M				
	Subtotal	\$71.7M	\$83.8M	\$74.3M	\$82.6M	\$76.7M	\$119.4M	\$119.4M
	Prior Year Available Resources	\$3.3M	\$3.3M	\$10.5M	\$19.3M	\$19.3M	\$0.4M	\$0.0M
	Subtotal	\$3.3M	\$3.3M	\$10.5M	\$19.3M	\$19.3M	\$0.4M	\$0.0M
	Fund Total	\$75.0M	\$87.1M	\$84.7M	\$82.6M	\$96.0M	\$119.8M	\$119.4M
0525 - Emergency Communication Bond Redemption and Interest Fund	Telephone Surcharge & Interest	\$22.3M	\$22.3M	\$22.3M	\$22.3M	\$21.5M	\$16.4M	\$15.6M
	Subtotal	\$22.3M	\$22.3M	\$22.3M	\$22.3M	\$21.5M	\$16.4M	\$15.6M
	Prior Year Available Resources	\$0.8M	\$0.8M	\$0.8M	\$0.8M	\$0.8M	\$0.0M	\$0.8M
	Subtotal	\$0.8M	\$0.8M	\$0.8M	\$0.8M	\$0.8M	\$0.0M	\$0.8M
	Fund Total	\$23.1M	\$23.1M	\$23.1M	\$22.3M	\$22.3M	\$16.4M	\$16.4M
	Property Tax Levy	\$34.1M	\$38.9M	\$32.1M	\$36.5M	\$31.2M	\$29.0M	\$34.0M
	Interest and Other Revenue					\$0.6M	\$2.5M	\$0.0M
	Other (Interest)							
	Transfer In		\$0.3M	\$0.3M	\$0.4M		\$0.0M	\$0.0M
	Subtotal	\$34.1M	\$39.2M	\$32.4M	\$36.8M	\$34.2M	\$31.5M	\$34.0M
0549 - City College Bond Redemption and Interest Fund	Prior Year Available Resources	\$5.1M	\$5.1M	\$5.1M	\$0.1M	\$9.0M	\$4.8M	\$0.0M
	Subtotal	\$5.1M	\$5.1M	\$5.1M	\$0.1M	\$9.0M	\$4.8M	\$0.0M
	Fund Total	\$39.2M	\$44.2M	\$37.4M	\$36.9M	\$43.2M	\$36.3M	\$34.0M
	Grand Total	\$1,082.2M	\$1,214.3M	\$1,207.6M	\$624.8M	\$766.2M	\$806.1M	\$710.2M

2021 BUDGET OVERVIEW
BUDGET DETAIL
REVENUE

PENSION FUNDS

		Appropriation				2015		2016	2017	2018	2019	2020	Proposed 2021
0681 - Municipal Employees' Annuity and Benefit Fund	Property Tax Levy					\$119.4M	\$119.4M	\$119.4M	\$119.4M	\$119.4M	\$119.4M	\$119.4M	\$160.0M
	Library Property Tax Levy					\$5.3M	\$5.3M	\$5.3M	\$5.3M	\$5.3M	\$5.3M	\$5.3M	\$5.3M
	Corporate Fund Payment					\$13.9M	\$92.9M	\$11.6M	\$81.3M	\$81.3M	\$81.3M	\$81.3M	\$49.8M
	Water-Sewer Utility Tax									\$122.3M	\$174.1M	\$191.0M	\$206.5M
	Emergency Communication Fund									\$10.6M	\$13.0M	\$14.5M	\$17.4M
	Library Fund Payment								\$3.1M	\$3.1M	\$3.1M	\$3.1M	\$4.7M
	Water Fund Payment					\$11.1M	\$10.7M	\$10.7M	\$18.9M	\$24.5M	\$30.4M	\$33.0M	\$37.0M
	Sewer Fund Payment					\$3.2M	\$3.2M	\$5.5M	\$5.5M	\$7.0M	\$8.5M	\$9.0M	\$10.3M
	Midway Fund Payment					\$1.5M	\$1.5M	\$3.6M	\$3.6M	\$5.0M	\$6.3M	\$7.2M	\$8.6M
	O'Hare Fund Payment					\$9.6M	\$9.8M	\$9.8M	\$18.2M	\$23.7M	\$29.7M	\$35.1M	\$39.8M
0682 - Laborers' and Retirement Board Employees' Annuity and Benefit Fund	Water-Sewer Escrow												\$36.8M
	Fund Total					\$164.0M	\$161.5M	\$267.0M	\$402.2M	\$471.0M	\$499.0M	\$576.0M	\$576.0M
	Property Tax Levy					\$11.1M	\$11.1M	\$11.1M	\$11.1M	\$11.1M	\$11.1M	\$11.1M	\$53.7M
	Corporate Fund Payment								\$12.5M	\$19.8M	\$27.1M	\$35.2M	\$0.0M
	Water Fund Payment					\$1.6M	\$1.6M	\$5.5M	\$5.5M	\$7.7M	\$9.7M	\$11.4M	\$13.3M
	Sewer Fund Payment					\$1.2M	\$1.3M	\$4.0M	\$5.8M	\$5.8M	\$7.4M	\$8.2M	\$9.6M
	Midway Fund Payment					\$0.2M	\$0.2M	\$0.5M	\$0.7M	\$0.7M	\$0.9M	\$1.2M	\$1.4M
	O'Hare Fund Payment					\$0.9M	\$0.9M	\$2.3M	\$3.0M	\$3.0M	\$3.9M	\$5.0M	\$5.9M
	Fund Total					\$15.0M	\$15.0M	\$36.0M	\$48.0M	\$60.0M	\$72.0M	\$84.0M	\$84.0M
	Property Tax Levy					\$362.0M	\$455.4M	\$490.7M	\$546.6M	\$546.6M	\$592.7M	\$769.4M	\$769.4M
0683 - Policemen's Annuity and Benefit Fund	Corporate Fund Payment					\$50.7M					\$18.9M	\$128.3M	\$0.0M
	Midway Fund Payment					\$1.7M	\$2.1M	\$2.3M	\$2.3M	\$2.5M	\$3.4M	\$4.1M	\$4.3M
	O'Hare Fund Payment					\$5.6M	\$6.6M	\$7.0M	\$7.0M	\$7.8M	\$10.1M	\$12.5M	\$13.1M
	Fund Total					\$420.0M	\$464.0M	\$500.0M	\$557.0M	\$579.0M	\$737.5M	\$786.8M	\$786.8M
	Property Tax Levy					\$179.4M	\$194.8M	\$212.6M	\$223.1M	\$223.1M	\$257.1M	\$345.1M	\$345.1M
	Corporate Fund Payment					\$7.2M					\$9.6M	\$90.8M	\$0.0M
	Midway Fund Payment					\$2.7M	\$2.9M	\$3.1M	\$3.1M	\$3.2M	\$3.4M	\$5.0M	\$4.9M
	O'Hare Fund Payment					\$9.7M	\$10.3M	\$11.3M	\$12.2M	\$12.2M	\$12.5M	\$18.4M	\$18.5M
	Fund Total					\$199.0M	\$208.0M	\$227.0M	\$238.5M	\$248.5M	\$371.3M	\$368.4M	\$368.4M
						\$798.0M	\$848.5M	\$1,030.0M	\$1,245.7M	\$1,358.5M	\$1,679.8M	\$1,815.2M	\$1,815.2M
Grand Total													

2021 BUDGET OVERVIEW

BUDGET DETAIL

EXPENDITURES

APPROPRIATIONS BY FUNCTION

LOCAL FUNDS

	2015	2016	2017	2018	2019	2020	Proposed 2021
Finance and Administration							
Office of the Mayor	\$6.7M	\$6.8M	\$6.9M	\$7.2M	\$7.7M	\$10.9M	\$10.3M
Office of Budget and Management	\$2.3M	\$2.6M	\$3.2M	\$3.3M	\$3.4M	\$3.3M	\$3.2M
Department of Innovation and Technology	\$35.2M	\$25.5M	\$27.6M	\$30.4M	\$31.5M		
City Clerk	\$10.0M	\$10.0M	\$10.7M	\$10.7M	\$10.8M	\$11.3M	\$10.4M
Department of Finance	\$81.4M	\$80.3M	\$83.4M	\$84.1M	\$84.3M	\$96.2M	\$82.6M
City Treasurer	\$2.5M	\$4.2M	\$4.1M	\$4.2M	\$4.1M	\$4.1M	\$4.0M
Department of Administrative Hearings	\$8.0M	\$8.2M	\$8.6M	\$8.5M	\$8.4M	\$8.3M	\$7.7M
Department of Law	\$34.9M	\$35.2M	\$36.4M	\$37.0M	\$38.5M	\$38.4M	\$37.6M
Department of Human Resources	\$5.9M	\$6.6M	\$7.3M	\$7.4M	\$7.5M	\$7.4M	\$6.8M
Department of Procurement Services	\$8.0M	\$7.9M	\$8.7M	\$8.9M	\$9.4M	\$9.1M	\$8.5M
Department of Asset and Information Management	\$336.3M	\$329.5M	\$338.8M	\$344.9M	\$349.5M	\$390.2M	\$377.3M
Total	\$531.0M	\$516.8M	\$535.0M	\$546.6M	\$555.1M	\$579.2M	\$548.4M
Infrastructure Services							
Department of Streets and Sanitation	\$251.5M	\$256.2M	\$257.0M	\$263.4M	\$268.0M	\$273.6M	\$283.9M
Chicago Department of Transportation	\$147.2M	\$151.3M	\$165.9M	\$163.8M	\$173.3M	\$182.8M	\$180.4M
Chicago Department of Aviation	\$437.3M	\$452.3M	\$484.1M	\$505.6M	\$554.9M	\$590.0M	\$585.9M
Department of Water Management	\$268.3M	\$269.4M	\$280.1M	\$280.6M	\$296.6M	\$298.4M	\$292.3M
Total	\$1,104.3M	\$1,129.2M	\$1,187.0M	\$1,213.4M	\$1,292.9M	\$1,344.8M	\$1,342.6M
Public Safety							
Office of Public Safety Administration							
Police Board	\$0.4M	\$0.4M	\$0.5M	\$0.5M	\$0.5M	\$1.1M	\$0.6M
Independent Police Review Authority	\$8.5M	\$8.5M	\$2.9M				
Chicago Police Department	\$1,398.1M	\$1,410.0M	\$1,460.6M	\$1,535.6M	\$1,591.7M	\$1,680.8M	\$1,600.1M
Office of Emergency Management and Communications	\$86.1M	\$101.4M	\$116.8M	\$142.9M	\$143.8M	\$136.4M	\$80.0M
Chicago Fire Department	\$589.4M	\$613.4M	\$621.9M	\$625.8M	\$624.4M	\$637.7M	\$683.6M
Civilian Office of Police Accountability			\$7.3M	\$13.3M	\$13.9M	\$13.8M	\$13.3M
Total	\$2,082.5M	\$2,133.7M	\$2,210.0M	\$2,318.0M	\$2,374.2M	\$2,500.3M	\$2,476.8M
Community Services							
Department of Public Health	\$29.5M	\$30.4M	\$32.0M	\$32.9M	\$36.0M	\$55.0M	\$57.2M
Commission on Human Relations	\$1.1M	\$1.2M	\$1.2M	\$1.2M	\$1.2M	\$1.1M	\$1.1M
Mayor's Office for People with Disabilities	\$1.1M	\$1.4M	\$1.4M	\$1.6M	\$1.6M	\$1.9M	\$1.9M
Department of Family and Support Services	\$61.7M	\$64.0M	\$76.4M	\$82.0M	\$94.1M	\$103.3M	\$105.8M
Chicago Public Library	\$54.2M	\$56.0M	\$56.7M	\$57.4M	\$62.5M	\$71.7M	\$72.9M
Total	\$147.7M	\$153.1M	\$167.7M	\$175.2M	\$195.3M	\$232.9M	\$238.8M
City Development							
Department of Housing					\$32.1M	\$61.2M	\$39.6M
Department of Cultural Affairs and Special Events	\$30.2M	\$29.9M	\$31.3M	\$31.3M	\$34.4M	\$40.2M	\$20.7M
Department of Planning and Development	\$40.6M	\$42.2M	\$62.2M	\$80.5M	\$29.5M	\$59.4M	\$81.1M
Total	\$70.8M	\$72.1M	\$93.5M	\$111.8M	\$96.0M	\$160.9M	\$141.3M
Regulatory							
Office of Inspector General	\$6.0M	\$6.4M	\$8.6M	\$8.9M	\$9.7M	\$9.8M	\$10.7M
Department of Buildings	\$26.7M	\$31.7M	\$31.3M	\$30.5M	\$31.0M	\$30.0M	\$26.4M
Department of Business Affairs and Consumer Protection	\$18.4M	\$18.5M	\$19.1M	\$19.0M	\$20.1M	\$21.0M	\$19.8M
Chicago Animal Care and Control	\$5.6M	\$5.7M	\$6.3M	\$6.5M	\$6.8M	\$7.0M	\$7.0M
License Appeal Commission	\$0.2M	\$0.2M	\$0.2M	\$0.2M	\$0.2M	\$0.2M	\$0.2M
Board of Ethics	\$0.8M	\$0.9M	\$0.8M	\$0.8M	\$0.9M	\$0.9M	\$0.9M
Total	\$57.6M	\$63.3M	\$66.4M	\$65.9M	\$68.8M	\$68.9M	\$64.9M
Legislative and Elections							
City Council	\$26.9M	\$27.0M	\$27.3M	\$27.4M	\$28.0M	\$28.5M	\$27.3M
Board of Election Commissioners	\$25.6M	\$14.8M	\$11.6M	\$15.6M	\$34.2M	\$18.4M	\$13.9M
Total	\$52.5M	\$41.7M	\$38.9M	\$43.0M	\$62.2M	\$46.9M	\$41.2M
General Financing Requirements							
Finance General	\$4,280.0M	\$4,444.7M	\$4,766.3M	\$4,836.9M	\$4,947.7M	\$5,914.6M	\$5,653.6M
Total	\$4,280.0M	\$4,444.7M	\$4,766.3M	\$4,836.9M	\$4,947.7M	\$5,914.6M	\$5,653.6M
Deductions							
Deduct Transfers between Funds	(\$552.2M)	(\$638.8M)	(\$697.0M)	(\$630.7M)	(\$634.1M)	(\$885.7M)	(\$619.4M)
Deduct Proceeds between Funds	(\$95.3M)	(\$77.1M)	(\$77.2M)	(\$83.6M)	(\$98.1M)	(\$115.0M)	(\$114.6M)
Total	(\$647.5M)	(\$716.0M)	(\$774.2M)	(\$714.3M)	(\$732.2M)	(\$1,000.7M)	(\$734.0M)
Grand Total	\$7,678.9M	\$7,838.6M	\$8,290.6M	\$8,596.5M	\$8,860.0M	\$9,847.7M	\$9,773.7M

POSITIONS AND FULL TIME EQUIVALENTS BY FUNCTION

ALL FUNDS

	2015		2016		2017		2018		2019		2020		2021 Proposed	
	POS	FTE	POS	FTE	POS	FTE	POS	FTE	POS	FTE	POS	FTE	POS	FTE
Finance and Administration	Office of The Mayor	75	75	74	77	74	76	76	86	86	106	106	100	100
	Office of Budget and Management	24	24	28	28	34	35	35	51	51	49	49	46	46
	Department of Innovation and Technology	106	106	105	105	119	107	107	264	264	113	0	0	0
	Office of the City Clerk	96	96	96	96	96	98	98	100	100	96	96	90	90
	Department of Finance	523	642	543	661	550	542	659	553	669	544	660	522	638
	City Treasurer	24	24	32	32	31	30	30	30	30	30	30	30	30
	Department of Administrative Hearings	42	42	42	42	42	42	42	42	42	41	41	38	38
	Department of Law	377	417	377	417	407	392	426	414	448	411	441	388	417
	Department of Human Resources	75	75	77	77	84	86	86	85	85	82	82	75	75
	Department of Procurement Services	91	91	91	91	102	103	103	107	107	102	102	93	93
Infrastructure Services	Department of Assets, Information, and Services	1,081	1,081	1,099	1,099	1,105	1,101	1,101	1,105	1,105	1,207	1,207	1,117	1,117
	Total	2,514	2,673	2,564	2,722	2,663	2,612	2,763	2,837	2,836	2,668	2,814	2,499	2,644
	Department of Streets and Sanitation	2,168	2,294	2,205	2,328	2,208	2,207	2,278	2,176	2,254	2,170	2,229	2,130	2,189
	Chicago Department of Transportation	1,138	1,294	1,154	1,318	1,191	1,194	1,371	1,216	1,368	1,211	1,344	1,181	1,313
	Department of Aviation	1,307	1,496	1,354	1,543	1,436	1,449	1,777	1,667	1,835	1,831	2,022	1,780	1,971
	Department of Water Management	2,096	2,139	2,096	2,129	1,931	1,895	2,337	1,908	2,350	1,826	2,231	1,752	2,157
	Total	6,709	7,223	6,809	7,318	6,766	6,738	7,763	6,967	7,808	7,038	7,826	6,843	7,630
	Public Safety Administration													
	Police Board	2	2	2	2	2	2	2	2	2	2	2	2	2
	Independent Police Review Authority	98	98	97	97	62	62	62						
City Development	Chicago Police Department	14,230	14,280	13,599	13,649	14,224	14,205	14,626	14,917	14,958	14,665	14,709	14,051	14,095
	Office of Emergency Management and Communications	815	902	1,729	1,816	1,883	1,866	2,121	1,908	2,163	1,737	1,963	835	1,061
	Chicago Fire Department	5,172	5,173	5,163	5,163	5,173	5,158	5,158	5,216	5,216	5,158	5,158	5,124	5,124
	Civilian Office of Police Accountability			142	142	142	145	145	151	151	151	151	140	140
	Total	20,317	20,455	20,590	20,727	21,486	21,682	21,797	22,043	22,490	22,124	22,394	20,501	20,770
	Department of Housing								85	85	83	83	81	81
	Department of Cultural Affairs and Special Events	81	81	77	78	77	77	78	77	78	76	77	65	66
	Department of Planning and Development	166	167	168	169	230	174	174	166	166	174	174	169	169
	Total	247	248	245	247	307	252	252	328	329	333	334	315	316
	Department of Public Health	182	184	180	182	602	183	201	583	588	613	618	823	828
Community Services	Commission on Human Relations	12	12	12	12	20	12	12	20	20	19	19	19	19
	Mayor's Office for People with Disabilities	12	12	12	12	29	13	13	30	30	30	30	31	31
	Department of Family and Support Services	46	46	49	49	370	51	51	393	433	389	429	381	421
	Chicago Public Library	711	859	725	870	799	870	748	854	1,025	913	1,139	910	1,136
	Total	963	1,112	978	1,126	1,820	1,129	1,025	1,880	2,096	1,964	2,235	2,164	2,434
	Office of Inspector General	67	67	64	64	96	96	97	106	106	107	107	100	100
	Department of Buildings	235	235	239	239	294	246	247	295	295	284	284	260	260
	Department of Business Affairs & Consumer Protection	176	181	178	183	189	184	183	193	198	196	201	179	184
	Chicago Animal Care and Control	64	73	62	73	66	77	67	68	79	69	80	67	77
	License Appeal Commission	1	1	1	1	1	1	1	1	1	1	1	1	1
Regulatory	Board of Ethics	9	9	9	9	8	8	8	8	8	8	8	8	8
	Total	552	566	553	569	654	612	603	671	687	665	681	615	630
	City Council	240	240	239	239	239	239	239	214	214	214	214	212	212
	Board of Election Commissioners	118	118	118	118	118	118	118	118	118	118	118	118	118
	Total	358	358	357	357	357	357	357	332	332	332	332	330	330
	Grand Total	31,660	32,635	32,096	33,065	34,053	34,492	33,382	35,058	36,577	35,124	36,616	33,267	34,754

FULL TIME EQUIVALENTS BY FUND TYPE

ALL FUNDS

		Corporate Fund		Special Revenue Funds		Enterprise Funds		Grants		Grand Total						
		2020	2021	Change	2020	2021	Change	2020	2021	Change	2020	2021	Change			
Finance and Administration	Office of The Mayor	98	92	-6	5	5	0	3	3	0	106	100	-6			
	Office of Budget and Management	32	29	-3	1	1	0	1	1	0	49	46	-3			
	Office of the City Clerk	36	31	-5	60	59	-1				96	90	-6			
	Department of Finance	560	535	-25	17	17	0	75	75	0	660	638	-22			
	City Treasurer	8	8	0	4	4	0	18	18	0	30	30	0			
	Department of Administrative Hearings	41	38	-3							41	38	-3			
	Department of Law	337	313	-24	35	35	0	43	43	0	441	417	-24			
	Department of Human Resources	76	69	-7				6	6	0	82	75	-7			
	Department of Procurement Services	74	65	-9				28	28	0	102	93	-9			
	Department of Assets, Information, and Services	1,000	914	-86	13	13	0	191	180	-11	1,207	1,117	-90			
Infrastructure Services	Total	2,262	2,094	-168	135	134	-1	362	351	-11	2,814	2,644	-170			
	Department of Streets and Sanitation	979	1,019	40	1,250	1,170	-80				2,229	2,189	-40			
	Chicago Department of Transportation	321	205	-116	1,020	1,105	85				1,344	1,313	-31			
	Department of Aviation							2,022	1,971	-51	2,022	1,971	-51			
	Department of Water Management							2,231	2,157	-74	2,231	2,157	-74			
Public Safety	Total	1,300	1,224	-76	2,270	2,275	5	4,253	4,128	-125	3	3	0	7,826	7,630	-196
	Public Safety Administration	277	222	-55	113	106	-7				21	21	0	411	349	-62
	Police Board	2	2	0							2	2	0			
	Chicago Police Department	14,287	13,669	-618				294	294	0	128	132	4	14,709	14,095	-614
	Office of Emergency Management and Communications	1,075	173	-902	638	638	0	234	234	0	16	16	0	1,963	1,061	-902
Community Services	Chicago Fire Department	4,836	4,803	-33				312	311	-1	10	10	0	5,158	5,124	-34
	Civilian Office of Police Accountability	151	140	-11							151	140	-11			
	Total	20,628	19,009	-1,619	751	744	-7	840	839	-1	175	179	4	22,394	20,770	-1,624
	Department of Public Health	225	221	-4							393	607	214	618	828	210
	Commission on Human Relations	11	11	0							8	8	0	19	19	0
City Development	Mayor's Office for People with Disabilities	14	15	1							16	16	0	30	31	1
	Department of Family and Support Services	102	94	-8							327	327	-1	429	421	-9
	Chicago Public Library				1,067	1,064	-3				72	72	0	1,139	1,136	-3
	Total	352	341	-11	1,067	1,064	-3				816	1,029	213	2,235	2,434	199
	Department of Housing	20	17	-3	16	14	-2				47	50	3	83	81	-2
Regulatory	Department of Cultural Affairs and Special Events	97	94	-3	77	66	-12				20	20	0	174	169	-5
	Department of Planning and Development	117	111	-6	150	135	-16				67	70	3	334	316	-19
	Office of Inspector General	73	68	-5				34	32	-2				107	100	-7
	Department of Buildings	197	177	-20	5	5	0	37	36	-1	45	42	-3	284	260	-24
	Department of Business Affairs & Consumer Protection	193	175	-18							8	9	1	201	184	-17
Legislative and Elections	Chicago Animal Care and Control	80	77	-3									80	77	-3	
	License Appeal Commission	1	1	0							1	1	0			
	Board of Ethics	8	8	0									8	8	0	
	Total	552	506	-46	5	5	0	71	68	-3	53	51	-2	681	630	-51
	City Council	214	212	-2										214	212	-2
Grand Total	Board of Election Commissioner	118	118	0									118	118	0	
	Total	332	330	-2							332	330	-2			
		25,543	23,615	-1,928	4,378	4,357	-21	5,526	5,385	-141	1,169	1,397	228	36,616	34,754	-1,862

2021 BUDGET OVERVIEW

BUDGET DETAIL

GRANTS

GRANT FUNDS BY FUNCTION

		2020 Appropriation	2020 Year End Estimate	2021 Anticipated Grant	Carryover	2021 Proposed
Finance and Administration	Office of The Mayor	\$0.9M	\$2.1M	\$0.0M	\$1.0M	\$1.0M
	Office of Budget and Management	\$4.1M	\$674.1M	\$23.9M	\$100.2M	\$124.1M
	Department of Innovation and Technology	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
	Department of Finance	\$1.4M	\$1.4M	\$1.3M	\$0.0M	\$1.3M
	Department of Law	\$3.0M	\$3.0M	\$2.9M	\$0.0M	\$2.9M
	Department of Procurement Services	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
Infrastructure Services	Department of Asset and Information Management	\$45.6M	\$52.3M	\$13.2M	\$51.0M	\$64.2M
	Total	\$54.9M	\$732.9M	\$41.3M	\$152.2M	\$193.6M
	Chicago Department of Transportation	\$285.2M	\$234.5M	\$363.6M	\$228.2M	\$591.8M
	Department of Aviation	\$281.2M	\$650.2M	\$94.4M	\$462.0M	\$556.4M
	Department of Water Management	\$16.6M	\$16.6M	\$20.6M	\$8.8M	\$29.4M
	Total	\$583.1M	\$901.4M	\$478.6M	\$699.1M	\$1,177.7M
Public Safety	Office of Public Safety Administration	\$2.9M	\$0.0M	\$36.4M	\$0.0M	\$36.4M
	Chicago Police Department	\$81.3M	\$76.7M	\$49.8M	\$48.7M	\$98.5M
	Office of Emergency Communication	\$88.4M	\$66.6M	\$7.1M	\$46.8M	\$53.9M
	Chicago Fire Department	\$36.5M	\$40.1M	\$20.1M	\$34.7M	\$54.8M
Community Services	Total	\$189.1M	\$183.4M	\$113.4M	\$130.2M	\$243.6M
	Department of Public Health	\$166.7M	\$456.8M	\$127.2M	\$334.1M	\$461.3M
	Commission on Human Relations	\$1.9M	\$1.9M	\$1.7M	\$0.0M	\$1.7M
	Mayor's Office for People with Disabilities	\$5.7M	\$5.7M	\$4.9M	\$1.0M	\$5.9M
	Department of Family and Support Services	\$583.1M	\$699.7M	\$360.1M	\$314.6M	\$674.7M
	Chicago Public Library	\$12.8M	\$13.5M	\$33.6M	\$5.2M	\$38.8M
City Development	Total	\$770.2M	\$1,177.6M	\$527.5M	\$654.8M	\$1,182.3M
	Department of Housing	\$137.6M	\$141.1M	\$78.7M	\$72.5M	\$151.2M
	Department of Cultural Affairs and Special Events	\$3.5M	\$1.9M	\$3.9M	\$0.4M	\$4.3M
	Department of Planning and Development	\$5.6M	\$16.6M	\$4.2M	\$11.9M	\$16.1M
Regulatory	Total	\$146.7M	\$159.6M	\$86.8M	\$84.8M	\$171.6M
	Department of Buildings	\$7.1M	\$7.1M	\$7.0M	\$0.0M	\$7.0M
	Department of Business Affairs & Consumer Protection	\$7.5M	\$12.5M	\$7.2M	\$0.3M	\$7.5M
	Board of Election Commissioner	\$14.7M	\$19.7M	\$14.2M	\$0.3M	\$14.6M
Legislative and Elections	Total	\$0.0M	\$4.3M	\$1.0M	\$4.3M	\$5.3M
	Total	\$0.0M	\$4.3M	\$1.0M	\$4.3M	\$5.3M
Grand Total		\$1,758.7M	\$3,178.8M	\$1,262.9M	\$1,725.7M	\$2,988.6M

ALBANY PARK * ARCHER HEIGHTS * ARMOUR SQUARE * ASHBURN * AUBURN GRESHAM * AUSTIN *
AVALON PARK * AVONDALE * BELMONT CRAGIN * BEVERLY * BRIDGEPORT * BRIGHTON PARK * BURNSIDE
* CALUMET HEIGHTS * CHATHAM * CHICAGO LAWN * CLEARING * DOUGLAS * DUNNING * EAST GARFIELD
PARK * EAST SIDE * EDGEWATER * EDISON PARK * ENGLEWOOD * FOREST GLEN * FULLER PARK * GAGE
PARK * GARFIELD RIDGE * GRAND BOULEVARD * GREATER GRAND CROSSING * HEGEWISCH * HERMOSA
* HUMBOLDT PARK * HYDE PARK * IRVING PARK * JEFFERSON PARK * KENWOOD * LAKE VIEW * LINCOLN
PARK * LINCOLN SQUARE * LOGAN SQUARE * LOOP * LOWER WEST SIDE * MCKINLEY PARK * MONTCLARE
* MORGAN PARK * MOUNT GREENWOOD * NEAR NORTH SIDE * NEAR SOUTH SIDE * NEAR WEST SIDE *
NEW CITY * NORTH CENTER * NORTH LAWDALE * NORTH PARK * NORWOOD PARK * OAKLAND * OHARE
* PORTAGE PARK * PULLMAN * RIVERDALE * ROGERS PARK * ROSELAND * SOUTH CHICAGO * SOUTH
DEERING * SOUTH LAWDALE * SOUTH SHORE * UPTOWN * WASHINGTON HEIGHTS * WASHINGTON
PARK * WEST ELSDON * WEST ENGLEWOOD * WEST GARFIELD PARK * WEST LAWN * WEST PULLMAN *
WEST RIDGE * WEST TOWN * WOODLAWN * ALBANY PARK * ARCHER HEIGHTS * ARMOUR SQUARE *
ASHBURN * AUBURN GRESHAM * AUSTIN * AVALON PARK * AVONDALE * BELMONT CRAGIN * BEVERLY
* BRIDGEPORT * BRIGHTON PARK * BURNSIDE * CALUMET HEIGHTS * CHATHAM * CHICAGO LAWN *
CLEARING * DOUGLAS * DUNNING * EAST GARFIELD PARK * EAST SIDE * EDGEWATER * EDISON PARK *
ENGLEWOOD * FOREST GLEN * FULLER PARK * GAGE PARK * GARFIELD RIDGE * GRAND BOULEVARD *
GREATER GRAND CROSSING * HEGEWISCH * HERMOSA * HUMBOLDT PARK * HYDE PARK * IRVING PARK *
JEFFERSON PARK * KENWOOD * LAKE VIEW * LINCOLN PARK * LINCOLN SQUARE * LOGAN SQUARE * LOOP
* LOWER WEST SIDE * MCKINLEY PARK * MONTCLARE * MORGAN PARK * MOUNT GREENWOOD * NEAR
NORTH SIDE * NEAR SOUTH SIDE * NEAR WEST SIDE * NEW CITY * NORTH CENTER * NORTH LAWDALE
* NORTH PARK * NORWOOD PARK * OAKLAND * OHARE * PORTAGE PARK * PULLMAN * RIVERDALE *
ROGERS PARK * ROSELAND * SOUTH CHICAGO * SOUTH DEERING * SOUTH LAWDALE * SOUTH SHORE
* UPTOWN * WASHINGTON HEIGHTS * WASHINGTON PARK * WEST ELSDON * WEST ENGLEWOOD * WEST
GARFIELD PARK * WEST LAWN * WEST PULLMAN * WEST RIDGE * WEST TOWN * WOODLAWN * ALBANY
PARK * ARCHER HEIGHTS * ARMOUR SQUARE * ASHBURN * AUBURN GRESHAM * AUSTIN * AVALON PARK
* AVONDALE * BELMONT CRAGIN * BEVERLY * BRIDGEPORT * BRIGHTON PARK * BURNSIDE * CALUMET
HEIGHTS * CHATHAM * CHICAGO LAWN * CLEARING * DOUGLAS * DUNNING * EAST GARFIELD PARK *
EAST SIDE * EDGEWATER * EDISON PARK * ENGLEWOOD * FOREST GLEN * FULLER PARK * GAGE PARK
* GARFIELD RIDGE * GRAND BOULEVARD * GREATER GRAND CROSSING * HEGEWISCH * HERMOSA *
HUMBOLDT PARK * HYDE PARK * IRVING PARK * JEFFERSON PARK * KENWOOD * LAKE VIEW * LINCOLN
PARK * LINCOLN SQUARE * LOGAN SQUARE * LOOP * LOWER WEST SIDE * MCKINLEY PARK * MONTCLARE
* MORGAN PARK * MOUNT GREENWOOD * NEAR NORTH SIDE * NEAR SOUTH SIDE * NEAR WEST SIDE *
NEW CITY * NORTH CENTER * NORTH LAWDALE * NORTH PARK * NORWOOD PARK * OAKLAND * OHARE
* PORTAGE PARK * PULLMAN * RIVERDALE * ROGERS PARK * ROSELAND * SOUTH CHICAGO * SOUTH
DEERING * SOUTH LAWDALE * SOUTH SHORE * UPTOWN * WASHINGTON HEIGHTS * WASHINGTON
PARK * WEST ELSDON * WEST ENGLEWOOD * WEST GARFIELD PARK * WEST LAWN * WEST PULLMAN *
WEST RIDGE * WEST TOWN * WOODLAWN * ALBANY PARK * ARCHER HEIGHTS * ARMOUR SQUARE *
ASHBURN * AUBURN GRESHAM * AUSTIN * AVALON PARK * AVONDALE * BELMONT CRAGIN * BEVERLY
* BRIDGEPORT * BRIGHTON PARK * BURNSIDE * CALUMET HEIGHTS * CHATHAM * CHICAGO LAWN *
CLEARING * DOUGLAS * DUNNING * EAST GARFIELD PARK * EAST SIDE * EDGEWATER * EDISON PARK *
ENGLEWOOD * FOREST GLEN * FULLER PARK * GAGE PARK * GARFIELD RIDGE * GRAND BOULEVARD *
GREATER GRAND CROSSING * HEGEWISCH * HERMOSA * HUMBOLDT PARK * HYDE PARK * IRVING PARK