



City of Chicago



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OFFICE OF THE MAYOR
CITY OF CHICAGO

RAHM EMANUEL
MAYOR

October 18, 2017

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

Ladies and Gentlemen:

I transmit herewith the proposed 2018 Budget recommendations and the Year XLIV (44) Community Development Block Grant recommendations.

Your favorable consideration of these items will be appreciated.

Very truly yours,

A handwritten signature in blue ink that reads "Rahm Emanuel".

Mayor



CITY OF CHICAGO

2018 BUDGET
OVERVIEW

MAYOR RAHM EMANUEL

LETTER FROM THE MAYOR



Dear Fellow Chicagoans,

This year's budget builds on the strong foundation of the progress we have made together while funding important investments in Chicago's bright future. The City of Chicago is on firmer financial footing this year than we have been in many years. We have come together to address the fiscal challenges of the past so we can invest in Chicago's future with confidence.

Together, we have taken meaningful steps to balance our books, fund our four pension funds, and end the bad financial practices of the past. With this budget, we will have reduced the structural deficit of the City of Chicago by 82 percent since 2012. Creating stability and certainty in our fiscal outlook is essential in and of itself, but it is also a means to a greater end. Our work to stabilize our financial picture has always been in service of growing the economy of Chicago, creating jobs for Chicago residents, and investing in Chicago's future. Our budget is not only balanced fiscally, it is in balance with those values and priorities.

The single biggest net increase in this year's budget is for public safety; in fact, this budget is supporting \$103.5 million worth of new investments in police and first responders. With this budget we will fund the second contingent of nearly 1,000 new police officers. The budget infuses the Chicago Police Department with the manpower, technology and training to confront public safety challenges head-on. We are investing in best practice training for officers and supervisors, enhanced community policing, officer wellness, and the management infrastructure to ensure reforms are implemented and sustained. In addition, we are making strategic investments to modernize the City's 9-1-1 operations.

Public safety is not the responsibility of the police and first responders alone, which is why this budget also includes an additional \$5.2 million in neighborhood economic development and investments in Chicago's children, from after school activities, to summer jobs, to mentors, to more Safe Passage routes. Additionally, this budget supports \$80 million of Chicago Public Schools safety investments including school security guards, Safe Haven and after school programming.

This budget also supports the investments that make Chicago's neighborhoods great places to live, work and raise a family. It strengthens City services from rodent abatement, to maintenance and repair of roads and the water pipes underneath our roads.

And this budget continues our record of, year after year, increasing our investment in Chicago's children. Since 2011, the City has more than tripled its investment in youth. The 2018 budget supports academic, athletic and artistic programs at Chicago's incredible parks and playgrounds, and increases investments in early childhood education so all Chicago's children can grow up to reach their full potential. In 2018, and for the seventh consecutive year, the City will increase our investments in children by expanding afterschool programming, summer jobs, and mentoring programs and by building five new early childhood education centers with high-quality spaces for kids to learn and play.

Chicagoans have always come together to make bold change happen, and we continue to make remarkable progress whether measured by a stronger fiscal outlook, more businesses and jobs moving into the City, or a record number of high school graduates. As our children make clear every day, Chicago's best days are ahead of us. This budget strengthens investments to continue building a brighter future for every part of the city we are proud to call home.

Rahm Emanuel
Mayor Rahm Emanuel

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This Budget Overview is a companion to the other documents that together comprise the City’s annual proposed operating budget, consisting of the 2018 Budget Recommendations, which contain the City’s proposed line-item budget, the 2018 Anticipated Grants Budget, and 2018 Draft Action Plan, which relates to federal entitlement grant funding. These documents are all available on the City’s website.

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2018 BUDGET OVERVIEW

PROPOSED 2018 BUDGET:
KEY REFORMS, SAVINGS AND INVESTMENTS

PROPOSED 2018 BUDGET

INTRODUCTION

The City's 2018 budget continues to make critical investments in support of Chicago's families, neighborhoods, youth, and public safety, while building on Mayor Rahm Emanuel's efforts to improve the City's long-term financial stability. In 2012, the City of Chicago was facing an operating budget shortfall of \$635.7 million. Through efficiencies, reforms, tighter spending controls, and strong fiscal management, that shortfall is reduced by 82 percent and is closed in the 2018 budget proposal.

SAVINGS, REFORMS, EFFICIENCIES

With every budget and again in the 2018 budget, Mayor Emanuel seeks to identify all available opportunities to reform government operations, achieve savings and eliminate waste. A significant amount of cost cutting and reforms have been achieved in previous years. As a result, the 2018 budget shortfall is significantly smaller, and the City continues that work by implementing strategic expense cuts and reforms - no savings or reform measure is too small. In the 2018 budget, the City identifies an additional \$19.35 million in corporate fund savings and reforms in personnel and non-personnel expenses. In total, Mayor Emanuel has achieved over \$650 million in savings, reforms and efficiencies since taking office.

Mayor Emanuel has worked consistently to contain healthcare costs over the long-term and improve the overall health and well-being of the City's workforce. Working in conjunction with the City's partners in labor and through various reforms and programmatic improvements, such as the phase-out of retiree healthcare coverage for certain city retirees, the City's healthcare costs have remained relatively flat under Mayor Emanuel, compared to national trends. According to the 2016 Annual Survey by the Kaiser Family Foundation and Health Research & Education Trust on Employer Health Benefits, average annual health insurance premiums and worker contributions have increased by 58.0 percent over the past ten years. In 2018, the City's budgeted healthcare costs are \$1.5 million lower than initially projected due to ongoing cost-control measures. Further, the City is saving \$4.0 million in workers' compensation costs in 2018 relative to initial projections. This cost savings is driven by reducing healthcare costs, as seen in the Department of Fleet and Facility Management's work to improve health and safety training thereby reducing injuries along with improved benefit management by the Committee on Finance.

As part of the City's investments in police reform, community policing and public safety, the Administration right sized certain civilian vacancies within the Chicago Police Department ("CPD") and reprioritized these existing vacancies to support reform efforts and community policing. In total, the City was able to repurpose \$3.4 million of civilian vacancies, saving taxpayer dollars while



SUMMARY OF PROPOSED BUDGET (CONTINUED)

still expanding critical community services and supporting investments in CPD.

Through non-personnel expense management efforts, the City is saving \$10.27 million in 2018. Most notably, the City is saving in energy costs through the first year of the Chicago Smart Lighting Project. The citywide project will take place over four years, converting the City's outdated and inefficient High Pressure Sodium (HPS) lamps to the higher quality, more reliable energy-efficient LED lights. Through this conversion, the City is expecting \$2.3 million in electricity savings in 2018, which is helping to support street lighting capital upgrades as part of this program.

Consistent with the Mayor's ongoing work to eliminate duplicative operations, the Department of Fleet and Facility Management continued to consolidate graphics bureaus in departments citywide into one centralized graphic management and printing team. This consolidation began in 2012 and continues into 2018. For 2018, the City expects to save an additional \$360,000, while this consolidation has saved the City nearly \$8 million since it began.

FINANCIAL AND BUDGETARY REFORMS

Over the past six budgets and continuing with the 2018 budget, the Mayor has made fundamental changes to the way the City manages its finances, eliminating unsustainable practices of the past and improving the City's long-term financial health.

Achieving Debt Service Savings

In October 2017, Mayor Emanuel and the Chicago City Council approved an ordinance to create a securitization structure for the City of Chicago, which is expected to achieve higher credit ratings and reduce debt service costs for taxpayers. The revenue securitization creates a separate corporation for the sole purpose of issuing debt. The City intends to pledge sales tax revenue that is collected by the State on the City's behalf to the new Corporation to repay debt issued by the Corporation for the benefit of the City.

Beginning in late 2017 and continued over multiple transactions, the Corporation expects to refund \$2.3 billion of general obligation debt and \$500 million of existing sales tax bonds for overall present value savings. These refunding bonds are expected to be structured to achieve accelerated savings providing budgetary benefit for 2018, while also keeping overall debt service level over the life of the bonds, mitigating future negative impacts on the City's corporate fund.

Since 2016, the City has made corporate revenue available to make debt service payments, and because the refunding bonds are expected to achieve real debt service savings, the proposed 2018 budget includes \$94 million in corporate fund debt service savings. Any budgeted corporate fund revenue not needed for general obligation debt service will be applied to future years' debt service.

TIF Surplus

Since 2011, the City has taken a comprehensive approach to improving transparency and reforming the use of Tax Increment Financing ("TIF") to focus on neighborhood infrastructure investments and economic development. In addition, the City began terminating TIF districts that were no longer needed – closing 18 TIFs since 2011, with an additional three due to sunset in 2018 – posted data online, and developed a formal TIF surplus policy. The City instituted a policy of reviewing each TIF on an annual basis and declaring unneeded funds as surplus. Along with an annual TIF surplus, the Mayor froze new spending in seven downtown TIFs in July 2015 and will sunset these TIFs when the current and committed projects are paid off. Additionally, as a result of recent property tax levy increases for police, fire and teachers' pensions in Chicago, the composite tax rate is increasing, and therefore, additional TIF revenue is generated in TIFs from these higher tax rates. The Mayor has committed to declaring these excess TIF revenues as surplus annually as part of the budget process.

As a result, the declared TIF surplus for 2018 of \$166.9 million provides \$40 million to the City of Chicago and \$88 million to Chicago Public Schools ("CPS"). The most recent CPS's budget already included \$22 million in TIF surplus for the 2017-18 school year; therefore, the additional \$66 million in TIF surplus above the amount currently budgeted is supporting a portion of the \$80 million in public safety costs the City of Chicago is providing in local resources to balance the CPS budget. The remaining \$14 million will be provided to CPS by the City of Chicago through the City's operating revenue.

Since 2010 and including the 2018 proposed TIF surplus, the City will have returned TIF surplus to local taxing bodies every year for a total of \$1,021.9 million returned – with half of that going to CPS.

PROPOSED 2018 BUDGET (CONTINUED)

Ensuring Long-Term Financial Stability

Mayor Emanuel has added to the City’s reserves each year and established additional measures to stabilize the City’s budget. Since 2012, the City has added \$40 million into its asset lease and concession reserves along with another \$15 million to its operating liquidity fund. These sources along with the prior year’s unassigned fund balance, comprise the City’s unrestricted budgetary fund balance, also referred to as the “budget stabilization fund”. In 2018, the City will deposit another \$5 million in its operating liquidity fund. For more information on the City’s budget stabilization fund policy, please see the Financial and Budgetary Policies section of this document.

Moving Operating Expenses off Long-Term Borrowing

The City imposed greater fiscal discipline through the phasing-out of using bonds to pay for certain working capital expenses. Previously, the City used long-term debt to pay for certain working capital expenses such as retroactive salary payments, trees, library books, garbage carts and other similar expenses. In 2018, the City will move another \$5.3 million in working capital off long-term debt onto the City’s operating budget. Through strategic budget planning since 2012, the City has paid for more than \$161 million in retroactive salary payments and \$58.2 million in working capital from the operating budget, instead of resorting to long-term borrowing.

REVENUE

Over the previous six budgets, the City worked to increase sustainable revenue sources, match expenditures to revenue, and take advantage of economic growth. Because the City relies on a diverse set of revenue sources, no one revenue source is critical to the City’s financial stability. Overall the 2018 corporate fund budget shortfall, including critical investments, is supported by approximately \$100 million in sustainable revenue growth, tax loophole closing, revenue enhancements and expanded enforcement measures.

Revenue growth in 2018 is primarily due to increases in economically-sensitive revenues and other revenues due to changing consumer behavior and improving economic conditions in Chicago and nationwide. Ground transportation tax is estimated to grow by \$41 million over initial projections. This growth is attributable to the expanding rideshare industry. Other economically sensitive revenues, including hotel tax, vehicle fuel tax and telecommunication tax, are expected to perform strongly in 2018 relative to initial projections this summer. In total, the City is budgeting \$50.3 million in additional revenue from economically-sensitive revenue and other revenue growth.

Additionally, the City plans to move forward with reducing the boundaries of Enterprise Zone 4 in the West Loop neighborhood. This neighborhood has seen significant economic growth in recent years, and certain tax exemptions



PROPOSED 2018 BUDGET (CONTINUED)

designed to spur development are no longer needed as the area has seen tremendous development in recent years. By reducing the size of this zone, the City expects to receive an additional \$4 million in real property transfer tax in 2018.

The 2018 budget will also see increased revenue from improved enforcement and collection measures on businesses and individuals with outstanding debt. Further, the City plans to improve debt collection efforts related to public employees, especially employees within Chicago's sister agencies, as city employees are currently subject to regular debt checks. These reforms taken together represent an additional \$10.8 million in revenue.

As part of the 2018 budget, the City is also proposing to amend the current Amusement Tax rate structure to close an existing loophole and better align the tax structure with the City's cultural, theatrical and musical performance goals. The proposed tax structure will help to improve access to neighborhood music and theater performances and expand cultural opportunities by eliminating a tax on live cultural performances in venues with a capacity of 1,500 or less, while also leveling the playing field for mainstream amusements by applying the same tax rate across the board. This tax equalization effort is expected to increase Amusement Tax revenue by \$15.8 million.

The City's current 911 surcharge of \$3.90 per wireless and

landline connection does not cover all eligible 911 expenses, requiring a subsidy from the corporate fund in order to supplement the City's 911 operations. With this budget, the City is proposing to increase the 911 surcharge to \$5.00 per wireless and landline connection, allowing the City to fully fund the City's 911 operations using surcharge funds as well as invest in a new 911 system, Next Generation 911. Because the corporate fund is no longer subsidizing 911 operations, the City estimates this increase will free up approximately \$19 million in existing corporate fund revenue to support other public safety expenses.

INVESTMENTS

Investments in the 2018 budget reflect the Mayor's comprehensive plan to strengthen law enforcement tools, provide economic opportunity for all Chicagoans, improve critical city services and expand early childhood, student and family programming in all neighborhoods.

Strengthening Law Enforcement Tools - Chicago Police Department Year Two Hiring and a Down Payment on Police Reform

In 2017, the Chicago Police Department ("CPD") began a two-year plan to hire an additional 970 sworn officers as part of the Mayor's plan to improve safety and security in every neighborhood. Mayor Emanuel's plan included



PROPOSED 2018 BUDGET (CONTINUED)

hiring additional police officers, field training officers, detectives, sergeants and lieutenants. The hiring initiative included an additional 500 Police Officers, 92 Field Training Officers, 200 Detectives, 112 Sergeants and 50 Lieutenants. The 2017 budget included the hiring of 250 Police Officers, 92 Field Training Officers, 100 Detectives, 37 Sergeants and 50 Lieutenants. The 2018 budget includes an additional investment of over \$60 million to support the hiring of 250 Police Officers, 100 Detectives and 75 Sergeants. By the end of 2018, the number of sworn officers in the Department will grow from 13,110 to 13,531. In addition to the two year hire plan, as part of CPD's reform efforts, CPD will also add an additional 100 Field Training Officers bringing the total sworn count to 13,631 by the end of 2018.

The 2018 budget includes a \$27.4 million investment in police reform initiatives such as enhanced training, reform implementation, officer wellness and community policing. As part of a commitment to training, the 2018 budget will support CPD in implementing its new 16-hour in-service training requirement that will expand to 40 hours of mandatory training by 2021. Critical investments in police reforms are also supported with the proposed 2018 budget, including the creation of the Office of Reform Management and the modernization of CPD's systems. There will also be investments in officer well-being to help support officers' ability to be successful at their jobs. Lastly the proposed 2018 budget includes \$3 million – triple last year's budget – to enhance community policing efforts, including growing the dedicated community policing staff by 30 additional community relations coordinators, organizers and advocates, expanding community policing training, and enhancing District Advisory Councils and Youth District Advisory Councils.

Additionally, the 2018 budget continues ongoing investments in the expansion of the Body Worn Camera program. All patrol officers in every district will have body worn cameras by the end of 2017, and in 2018, body worn camera deployment will expand to specialized units and area teams to further the CPD's ability to fairly resolve complaints and improve transparency.

Expanding Neighborhood Early Learning Centers and Youth Programming and Investments

Mayor Emanuel believes that a budget is a reflection of values, and under his Administration the City has increased investments of local funds in youth programs more than

threefold since taking office 2011. These investments include youth programs from expanding summer jobs, afterschool opportunities, providing quality mentoring programs to at-risk young men, and full-day prekindergarten to low-income children. In the 2018 budget, the City of Chicago will invest \$76.7 million in local funds for youth programs, up from \$21 million in 2011.

The City's 2018 investments will ensure 30,000 youth have access to summer jobs, doubling the 14,500 jobs available in 2011. The funds will also support afterschool programs for 110,000 youth between the City and its sister agencies, up from 91,000 in 2012. The Mayor also aims to provide quality mentoring programs to more than 7,200 8th, 9th, and 10th grade boys enrolled in CPS neighborhood schools in the 22 most violent neighborhoods by 2018. Continuing on previous investments in full-day Pre-Kindergarten ("Pre-K"), the Mayor will continue investing in early childhood centers to create space for more four year olds in high quality full-day preschool services across the City by 1,500 slots, bringing the total to more than 19,000 youth in full-day programming - more than an 80% increase since 2011. To continue providing access to essential services for CPS students, these funds will also provide free eye care to nearly 50,000 CPS students and free dental care to more than 90,000 CPS students.

These investments build on the Mayor's overall goals to help Chicago's students succeed not only academically, but to achieve important milestones and goals for their future.

Investing in Chicago Public Libraries Citywide

As part of the 2018 budget, Mayor Emanuel and the Chicago Public Library ("CPL") will significantly renovate or construct new CPL locations in eight neighborhoods citywide. These new and renovated library locations will include a built-out early childhood active learning space. School-aged children will have access to the Library's Teacher in the Library program which offers free one-on-one homework assistance. Teens will have access to technology, resources, and classes that inspire exploration, creativity and learning through the YOUmedia program. CPL is also working to increase technology and workforce programs for adults. These new branches will offer computer classes and one-on-one coaching to build digital literacy and technology skills for adults and seniors. Traditional library programs, such as book clubs for seniors and intergenerational educational and cultural programming will also be available to these communities.

PROPOSED 2018 BUDGET (CONTINUED)

The investment is a combination of TIF funding, public and private partnerships with the Chicago Housing Authority (“CHA”) and Sterling Bay Partners, and \$7.9 million in CPL funds to support the capital investments, additional personnel, and other costs. The eight locations are expected to open in 2018 or early 2019.

Workforce Development for Opportunity Youth

According to a UIC Great Cities Institute report, there are approximately 60,000 “Opportunity Youth” in Chicago, or youth ages 16 to 24 who are out of work and out of school. In Chicago, an estimated 34 percent, or 20,400, have been arrested with half of those arrests for involvement in violent crime. To address this challenge, the 2018 budget includes a public-private partnership with Thrive Chicago for \$500,000 that builds off the City’s existing successful youth investments made by Mayor Emanuel including programs like One Summer Chicago, Mentoring, and Strong Futures. This program will supplement the Mayor’s previous investments with two year-round, neighborhood-based strategies targeting Opportunity Youth and include five community-based hiring events and a new “Neighborhood Reconnection Hub” where youth get connected to job training and educational opportunities.

Establishing a Legal Protection Fund for Chicagoans

Mayor Emanuel and the City Council established the Chicago Legal Protection Fund (the “Fund”) in December 2016 in response to a critical need to increase legal services for immigrant communities across Chicago amidst increased federal Immigration and Customs Enforcement (“ICE”) raids. Using \$1.3 million in unspent property tax rebate funds, the Fund has served more than 20,000 immigrants through community-based outreach, education, legal consultations, and legal representation, including courtroom representation. In 2018 through the Department of Family and Support Services, the City of Chicago will invest another \$1.3 million to continue this initiative between the Heartland Alliance’s National Immigrant Justice Center and the Resurrection Project, among others to provide services for residents in neighborhoods citywide.

Modernizing the City’s 911 Operations

In 2018, the City is making strategic investments in citywide safety through the Office of Emergency Management and Communications (“OEMC”) by replacing the City’s twenty year old 911 system, which includes the City’s Computer Automated Dispatch (“CAD”) system. The new system will drastically upgrade and modernize the technology base of the City’s 911 system through dynamic improvements to the operating technology and outreach systems between callers, operators, and first responders. These upgrades will also help to ensure the City is compliant with the State of Illinois Next Generation 9-1-1 network which is required to be implemented by 2020. To cover the cost of these upgrades, funds generated from the proposed increase in the 911 Surcharge will be used to pay for the new 911 system modernization.

Improving Rodent Abatement Strategies

As part of the 2018 budget, and building on the other key investments Mayor Emanuel has implemented in recent years to combat rodents, the City will add five crews to the Department of Streets and Sanitation’s (“DSS”) Bureau of Rodent Control dedicated solely to rodent baiting, bringing the total number of crews working through Chicago to 30. The proposed budget also includes an increase of \$500,000 to purchase an additional 10,000 garbage carts, bringing the total cart purchase investment to \$1,500,000 for 2018.

CONCLUSION

The 2018 budget proposal continues the deficit reduction and fiscal reforms of the last six years, as well as strengthening investments in neighborhoods, children and families, public safety, and neighborhood services. This budget reinforces Chicago’s position as a world-class city with a diverse and growing business sector and vibrant communities. Most critically, this budget proposal continues to invest in Chicago, while still ensuring fiscal and economic stability for all residents now and in the generations to come.

2018 BUDGET OVERVIEW

PROPOSED 2018 BUDGET (CONTINUED)

CLOSING THE \$114.2 MILLION CORPORATE FUND GAP

PROVIDING \$123.8 MILLION ADDITIONAL INVESTMENTS

CUTTING SPENDING AND REFORMING GOVERNMENT **\$19.35 MILLION**

- Repurposing existing vacancies, managing healthcare costs, and other personnel savings
- ‘Zero Based Budgeting’, professional services savings and departmental savings
- Energy reduction and lease savings
- Graphics consolidation and printer savings

IMPROVED FISCAL MANAGEMENT **\$119 MILLION**

- Debt Service Savings
- TIF Surplus Reform, Downtown Freeze, and Value Capture

DATA-DRIVEN ENFORCEMENT AND IMPROVED DEBT COLLECTION **\$10.8 MILLION**

- Data analytics based parking enforcement
- Driveway billing enforcement

GROWTH IN ECONOMICALLY SENSITIVE & OTHER REVENUES **\$50.3 MILLION**

- Ground transportation tax growth
- Telecommunication, vehicle fuel, and hotel taxes and other revenue growth

REVENUE ENHANCEMENTS & LOOPHOLE CLOSING **\$38.8 MILLION**

- 911 Surcharge - freeing up corporate fund revenue
- Amusement tax equalization
- Enterprise Zone reform

TOTAL **\$238 MILLION**

DEPOSIT INTO RAINY DAY FUND **\$5 MILLION**

2018 BUDGET OVERVIEW

DISCUSSION OF PROPOSED BUDGET

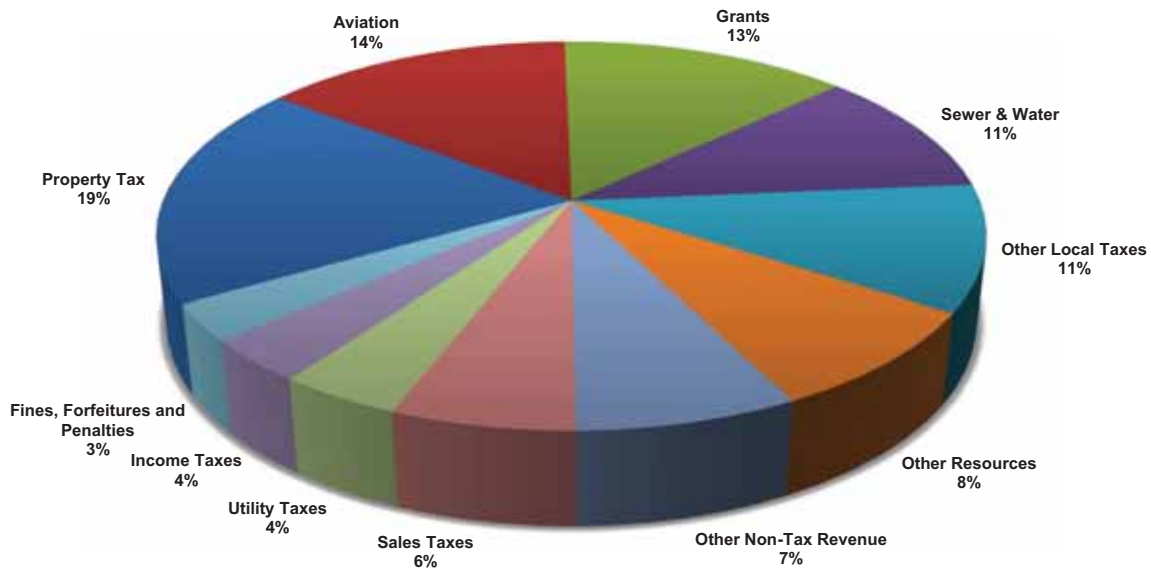
DISCUSSION OF PROPOSED BUDGET

OVERVIEW

The 2018 proposed City budget for all local funds is \$8.58 billion, \$3.77 billion of which makes up the City’s corporate fund budget. The 2018 proposed budget also includes an anticipated \$1.43 billion in grant funding, bringing the total proposed budget for 2018 to \$10.01 billion.

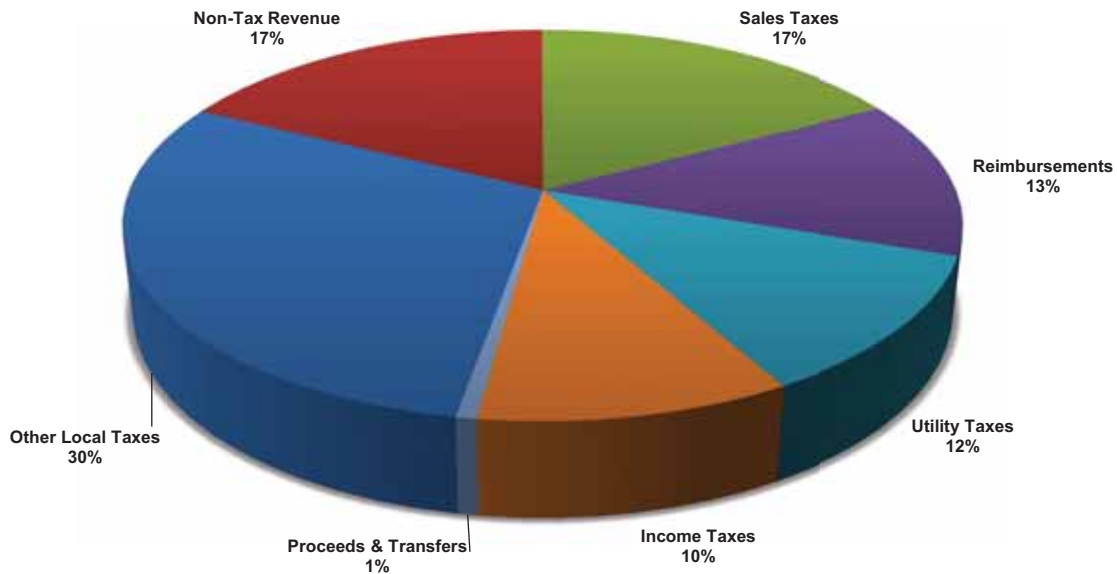
2018 PROPOSED REVENUE – ALL FUNDS

Chart 1



2018 PROPOSED REVENUE – CORPORATE FUND

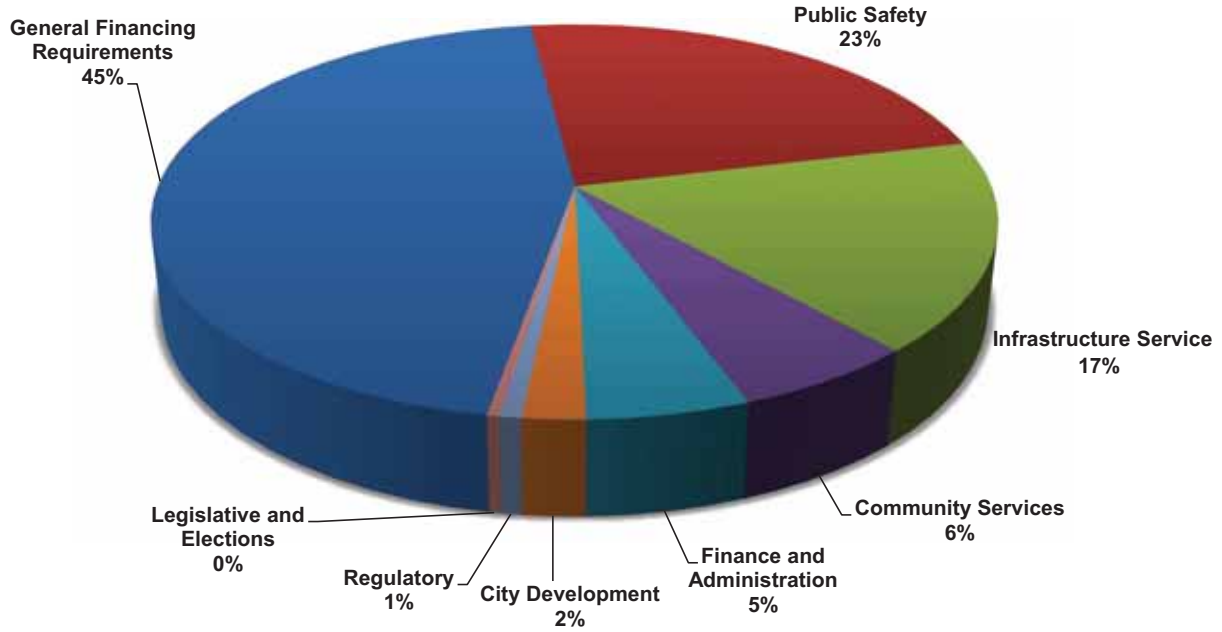
Chart 2



DISCUSSION OF PROPOSED BUDGET (CONTINUED)

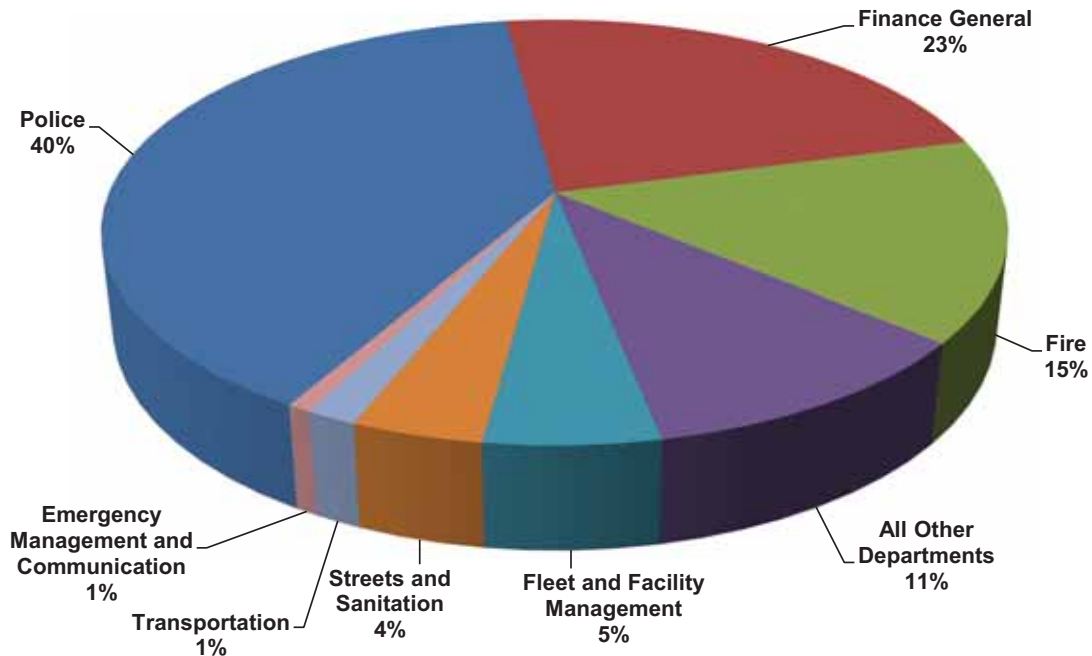
2018 PROPOSED EXPENDITURES – ALL FUNDS

Chart 3



2018 PROPOSED EXPENDITURES – CORPORATE FUND

Chart 4



It should be noted that a portion of the City’s capital resources are accounted for outside of the City’s operating budget and thus not presented in Charts 1 - 4. The City’s capital resources and planned projects are discussed in the Capital Improvement Program section of this document.

REVENUE DISCUSSION

INTRODUCTION TO REVENUES

The 2018 revenue projections for each of the City's funds are discussed in the pages that follow. 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 2017 year-end estimates for each of the City's sources of revenue can be found in this year's Annual Financial Analysis. For definitions of the taxes, other revenue sources, and fund types discussed in this document, please refer to the Glossary.

Economic Overview

The 2018 budget assumes modest growth in business and leisure activity among City residents and tourists alike. City revenues continue to benefit from the City's diverse economic base. No single industry in the city employs more than 14.0 percent of the workforce, making Chicago one of the most diverse economies in the country and a key player in sectors from financial services to technology to healthcare.

Consumer sharing technologies, such as home and rideshare services, have positively impacted certain revenue sources in the City and this growth is expected to continue into 2018. But, while the City does have a diverse set of revenue sources with no single tax or non-tax revenue source supporting more than 18 percent of the corporate fund budget, certain economically-sensitive and consumer-driven revenues have been impacted by shifting consumer preferences.

With ongoing investments in City services and infrastructure coupled with a diverse employment base, this budget projects ongoing economic competitiveness and modest economic growth.

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 tree trimming. The proposed 2018 budget forecasts that corporate fund resources will total \$3.77 billion, an increase of \$23.6 million or 0.6% percent over the current 2017 year-end estimate of \$3.75 billion.

While there is growth in revenue sources for 2018 compared to 2017 year-end estimates, the overall operating budget revenue only increases by \$23.6 million relative to the 2017 year-end estimate due to a variety of factors. This reflects the shift of a significant portion of the Office of Emergency

Management ("OEMC") costs to a dedicated special revenue fund, providing a clear delineation of emergency preparedness and 911 operation costs from other expenses. This shift removes over \$100 million of expenses and the corresponding revenue transfer to the operating budget from the emergency communications revenue fund. Additionally, other revenue sources show declines due to reductions in revenues from the State of Illinois and shifting revenue sources for debt service costs.

The following is a discussion of the noteworthy elements impacting the 2018 revenue projections for the corporate fund.

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. Intergovernmental tax revenue includes the City's share of the Illinois sales and use tax, income tax, personal property replacement tax ("PPRT"), and municipal auto rental tax. The 2018 proposed budget anticipates that local tax revenues will increase by \$22.6 million or 1.2 percent over 2017 year-end estimates to \$1.8 billion, and that intergovernmental tax revenues will decline by \$20.1 million or 2.6 percent from the revised 2017 year-end estimate of \$786.9 million.

Utility Taxes and Fees

Utility taxes and fees include 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, which account for 11.5 percent of total projected corporate fund resources, are expected to total \$435.7 million in 2018, \$13.9 million higher than the 2017 year-end estimate of \$421.8 million. Numerous factors impact utility tax revenues including weather, natural gas prices, rate changes, and evolving technologies that affect consumer behavior and energy use.

The 2017 year-end estimate for electricity tax revenue is \$175.9 million, which is \$12.6 million under budgeted amounts. The 2018 estimate of \$188.2 million anticipates summer will be warmer than 2017. Natural gas tax revenues are expected to end this year \$5.9 million below budgeted expectations of \$121.0 million. The 2018 budget forecast assumes an increase in natural gas tax revenues of \$3.9 million from the 2017 year-end estimate as winter weather

REVENUE DISCUSSION – CORPORATE FUND

is not expected to be as mild in 2018 as it was in early 2017. Cable franchise fees for 2018 are projected to generate \$29.5 million, generally in line with 2017 estimates.

Telecommunications tax revenue is forecasted at \$99.0 million for 2018, which marks a modest increase over the 2017 budgeted amount of \$98.0 million. The growth is helped in part by business expansion in the City.

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. The 2017 year-end estimate is 7.4 percent above the 2017 budgeted amount of \$394.9 million helped by strength in the real estate market, business growth, and greater compliance with the City’s business tax ordinances. Transaction taxes are expected to generate \$422.6 million in 2018, which accounts for 11.2 percent of projected corporate fund resources in 2018.

Personal property lease tax revenue is expected to finish 2017 above budgeted expectations at \$247.2 million due to business growth and greater compliance from businesses subject to this tax. As part of the 2016 budget, the City implemented a lower

tax rate of 5.25 percent on non-possessory leases for certain types of computer software, while maintaining the existing 9.0 percent rate for computer database leasing. With this change, the City incentivized compliance by offering amnesty to companies that owed prior years’ taxes on cloud software and infrastructure services by waiving taxes, penalties and interest for years prior to 2015 as long as companies came into compliance for 2015 taxes and going forward. These efforts resulted in more businesses remitting the tax in 2016, and that trend continued in 2017. Personal property lease tax revenue in 2018 is estimated to be \$246.3 million, representing a slight reduction from 2017 due to less one-time revenue from penalties and interest from prior non-compliance.

Real property transfer tax is expected to end 2017 above budgeted levels at \$170.5 million. Despite the prospect of slightly higher lending rates in 2018, residential sales volume and prices are expected to grow. Commercial transactions are also expected to remain strong. As a result, 2018 real property transfer tax revenues are projected at \$170.1 million generally in line with the 2017 year end estimate. The 2018 real property transfer tax revenue also reflects an enterprise zone change covering areas of the West Loop. Revenue from the motor vehicle lessor tax is expected to decline slightly to \$6.3 million.

2018 PROPOSED BUDGET SUMMARY

\$ Millions (Columns may not sum due to rounding)
Table 1

	2017 BUDGET	2018 PROPOSED BUDGET
Corporate Fund	\$3,735.4	\$3,774.2
Special Revenue Funds	728.1	780.0
Pension Funds	1,086.0	1,245.7
Debt Service Funds	864.0	821.3
Enterprise Funds	2,651.3	2,672.5
Grant Funds	1,629.2	1,430.0
Total Resources	\$10,693.9	\$10,723.7
Less Proceeds of Debt	(77.2)	(83.6)
Less Internal Transfers	(697.0)	(630.7)
Net Appropriations	\$9,919.8	\$10,009.4

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.

REVENUE DISCUSSION – CORPORATE FUND (CONTINUED)

Transportation Taxes

Transportation taxes include taxes on parking, vehicle fuel purchases, and the provision of ground transportation for hire. Transportation taxes account for 7.8 percent of total projected corporate fund resources in 2018, and are expected to generate \$293.5 million in 2018, which is 8.9 percent more than the 2017 year-end estimate of \$269.5 million.

By way of background, the City’s 2016 budget included a number of revisions to ground transportation tax rates and other fees on rides provided by the taxi and rideshare industries. Among the changes for the rideshare industry was a \$5 surcharge on all rideshare trips to and from Chicago

airports, Navy Pier, and McCormick Place. In addition, the per trip tax rate for rideshare trips that begin or end in Chicago doubled from \$0.20 per trip to \$0.40 per trip. A \$0.10 per trip Accessibility Fund payment was also added. Changes for the taxi industry included raising the monthly ground transportation tax rate on medallion licensees to \$98 per month from \$78 per month. In addition, the Accessibility Fund payment on medallion licensees changed from a \$200 fee payable every two years to \$22 per month.

As the use of rideshare transportation in the City continues to expand, ground transportation tax revenue has increased steadily. Ground transportation tax in 2018 is expected to total \$109.0 million, which is a \$41.0 million increase

CORPORATE FUND RESOURCES

\$ Millions (Columns may not sum due to rounding)

Table 2

	2016 ACTUAL	2017 BUDGET	2017 YEAR-END ESTIMATE	2018 PROPOSED BUDGET
Tax Revenue				
Utility Taxes and Fees	\$434.4	\$437.9	\$421.8	\$435.7
Transaction Taxes	463.6	394.9	424.3	422.6
Transportation Taxes	247.1	241.4	269.5	293.5
Recreation Taxes	246.6	221.6	249.2	268.9
Business Taxes	118.9	123.9	137.0	128.5
Sales and Use Taxes	674.5	698.8	674.7	653.4
Income Tax & PPRT	413.7	399.6	410.5	386.7
Other Intergovernmental	6.1	6.2	6.1	6.0
Total Tax Revenue	\$2,604.9	\$2,523.5	\$2,592.9	\$2,595.4
Non-Tax Revenue				
Licenses and Permits	\$130.4	\$128.0	\$128.2	131.1
Fines, Forfeitures and Penalties	318.4	358.8	326.7	326.2
Charges for Services	130.8	114.9	119.0	122.0
Municipal Parking	7.5	21.8	7.6	8.0
Leases, Rentals and Sales	26.1	36.0	28.8	36.6
Reimbursement, Interest & Other	410.2	461.9	468.4	492.5
Total Non-Tax Revenue	\$1,023.4	\$1,121.4	\$1,078.7	1,116.4
Proceeds and Transfers In	8.0	37.0	26.0	25.5
Total Revenue to the Corporate Fund	\$3,636.2	\$3,682.0	\$3,697.6	\$3,737.2
Additional Savings/Unassigned Balance	0.0	53.0	53.0	37.0
Total Corporate Fund Resources	\$3,636.2	\$3,735.4	\$3,750.6	\$3,774.2

REVENUE DISCUSSION – CORPORATE FUND (CONTINUED)

above initial projections this summer with approximately 90 percent of this revenue from the rideshare industry. The 2017 year-end estimate is \$85.2 million, which is a \$31.2 million increase over 2017 budgeted figures.

While ground transportation tax is growing in 2018, parking garage tax revenues are expected to decline slightly to \$132.5 million from the 2017 year end estimate of \$133.1 million.

Vehicle fuel tax revenues are expected to increase slightly in 2018 to \$52.0 million. Lower fuel prices combined with increased travel and tourism have helped sales of automobile and aviation fuel within the City and slowed a longer term trend of declining vehicle fuel tax revenues.

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, and off-track betting. Recreation taxes are expected to generate \$268.9 million in 2018, an increase of \$19.7 million from the 2017 year-end estimate of \$249.2 million. Recreation tax revenue represents 7.1 percent of total projected 2018 corporate fund resources.

Amusement tax revenue is forecasted to total \$189 million in 2018, up from a projected \$168.7 million in 2017, due to changes in the structure of the City's amusement tax. The 2018 budget recommendations includes a proposal to amend the current amusement tax rate structure. The City currently has two different amusement tax rates depending on the type of amusement and multiple tax exemptions depending on the organization's not-for-profit status and venue size. For live theatrical, musical or other cultural performances in a venue with a capacity of greater than 750 people, a 5.0 percent amusement tax is charged on the ticket price. For all other types of amusements – sporting events, movies, bowling — regardless of venue size a 9.0 percent amusement tax is charged on the ticket price. In 2018, the City is proposing to eliminate the 5.0 percent amusement tax rate entirely and apply the 9.0 percent amusement tax rate to live cultural events in venues with a capacity of more than 1,500 people. This is the same amusement tax rate applied to sporting events, movie theaters and other amusements today. Live cultural events in venues with a capacity of 1,500 or less will not pay any amusement tax. The proposed changes to the amusement tax structure expected to increase amusement tax revenue by \$15.8 million.

Liquor tax revenue is anticipated to remain steady in 2018 at \$32.5 million compared to 2017, while revenue from non-alcoholic beverages is expected to rise slightly to \$25 million in 2018. Cigarette tax revenue, including revenue from the sale of electronic cigarettes, is expected to decline in 2018 to \$20.1 million from \$21.4 million in 2017. Part of the anticipated decline in revenue reflects the City's ongoing efforts to reduce youth smoking by, among other things, raising the age to purchase cigarettes from 18 to 21.

Business Taxes

Business taxes include taxes on hotel accommodations, the sale of fire insurance in the city by companies outside of Illinois, and paper and plastic disposable shopping bags. In total, the City's business taxes are expected to generate \$128.5 million in 2018, which represents for 3.4 percent of total projected corporate fund resources.

As part of the 2017 budget, the City implemented a \$0.07 per bag tax on plastic and paper disposable bags not offered for sale as general merchandise used to carry merchandise away from a retailer. The retailer is allowed to keep \$0.02 per bag while remitting the remaining \$0.05 to the City. A major goal of the tax was to reduce the amount of disposable bags that end up in landfills. The total anticipated revenue generated from the tax in 2017 was \$12.9 million with \$9.2 million remitted to the City. Revenues from the tax have been below anticipated levels as more consumers chose to bring their own bags when shopping. Checkout bag tax revenue is expected to end 2017 at \$5.0 million and is expected to remain flat for 2018.

Hotel accommodations tax revenues are expected to end 2017 well above budgeted levels at \$127.6 million. This is due to the resolution of a decade-long litigation related to remittance of the City's hotel accommodations tax by hotel booking websites. In May 2017, the City received a net settlement payment of \$12 million. Without this one-time settlement payment, 2017 hotel tax revenue would be \$5.3 million above 2017 budgeted levels. Hotel accommodations tax revenue is projected to be \$119.0 million in 2018. This figure reflects the impact of a 4.0 percent surcharge implemented in 2016, which applies to room rentals in private residences arranged by internet-based intermediaries. The 2018 estimate also reflects an increase in business and leisure travel to the City.

Foreign fire insurance tax revenue is expected to remain relatively flat for 2018 at \$4.5 million.

REVENUE DISCUSSION – CORPORATE FUND (CONTINUED)

Sales and Use Taxes

The City receives sales tax revenue from two sources: the Chicago Home Rule Occupation Tax (“HROT”), which is 1.25 percent and the Illinois Municipal Retailers’ Occupation and Use Tax (“MROT”), which is 1.0 percent. The remaining 8.0 percent goes to the State, County, and Regional Transportation Authority. The City imposes the HROT on the retail sale of tangible personal property except food, medicine, and medical appliances. The MROT tax base differs in that the tax applies to qualifying food and drug sales. Sales and use tax revenue from the HROT and MROT to the City’s corporate fund is expected to total \$653.4 million in 2018, accounting for 17.3 percent of total corporate fund resources. While the City’s share of MROT is expected to increase over 2017 to \$374.1 million, the City’s HROT revenue will be lower in 2018 due to a new administrative fee imposed by the State of Illinois on taxes it administers for local governments and the refunding for savings of long-term debt for which the City has pledged an additional \$24 million of sales tax revenue as a source of payment.

Income Taxes

Income taxes include 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. Income tax and PPRT revenues to the corporate fund are expected to total \$386.7 million in 2018, accounting for 10.2 percent of total projected corporate fund resources. Income tax revenue is expected to end 2017 below budget at \$250.1 million and increase slightly in 2018 to \$252.5 million. As part of the State of Illinois FY 2018 budget, the individual income tax rate increased to 4.95 percent and the corporate income tax rate increased to 7.0 percent in July 2017. The percentage of income tax revenue distributed to the Local Government Distributive Fund (“LGDF”) was reduced to 6.06 percent for individual income tax receipts and 6.85 percent for corporate income tax receipts in conjunction with the income tax rate increases. In addition, the State reduced the total amount of income tax revenue deposited into the LGDF by another 10.0 percent for its FY 2018. The 10.0 percent decrease to LGDF is to account for a change in how income tax disbursements will be paid to municipalities. The State will deposit income tax revenue directly into the LGDF instead of the revenue first passing through the State’s general revenue fund with a subsequent transfer to the LGDF. This will result in municipalities receiving two accelerated income tax payments during the State’s fiscal year 2018 for a total

of 14 LGDF payments instead of 12. Individual income tax receipts are expected to grow modestly helped by low unemployment and wage growth while corporate income tax receipts are expected to remain flat.

The City’s 2017 budget originally anticipated \$132.3 million in PPRT revenue, but the City now estimates that PPRT revenue for 2017 will be \$160.4 million. The 2017 budget anticipated that the State of Illinois would continue efforts to recover funds that were mistakenly distributed to local units of government between April 2014 and March 2016. Efforts to recover those funds largely impacted the City’s 2016 revenues. The State’s FY 2018 budget includes 10.0 percent cut to community colleges, which is subsequently made up through the diversion of PPRT revenue from municipalities to community colleges. Due to diversions of PPRT to community college districts, forecasted revenues for 2018 are significantly lower at \$134.2 million compared to 2017.

NON-TAX REVENUES

The 2018 proposed budget forecasts that non-tax revenues will increase by \$37.7 million over 2017 year-end estimates of \$1.1 billion, accounting for 29.6 percent of total projected corporate resources. 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 \$131.1 million in 2018, accounting for 3.5 percent of corporate fund resources. 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 slightly due to a two-year renewal cycle for these licenses. The two-year business license cycle results in fluctuations in revenue from year-to-year.

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 2018 is estimated to be \$326.2 million. This figure accounts for 8.6 percent of

REVENUE DISCUSSION – CORPORATE FUND (CONTINUED)

2018 corporate fund resources and represents a 0.1 percent decrease compared 2017 year-end projected revenues of \$326.7 million. In 2018, the Department of Finance plans to expand their use of data analytics for parking enforcement and employ additional debt check measures on business, individual and City employees along with other enforcement measures to improve compliance and increase collections of outstanding debt. The City anticipates collecting \$6.5 million in revenue from these improved enforcement measures.

Charges for Services

Revenues from charges for services are expected to increase in 2018 to \$122.0 million, accounting for 3.2 percent of total corporate fund resources. Charges for services include fees charged for inspections, public information requests, police and other safety services. The 2017 year-end estimate for these revenues is \$119.0 million.

Leases, Rentals, and Sales

Revenue generated from the lease or sale of City-owned land and other property accounts for 1.0 percent of overall corporate fund revenue each year. Total revenues from such leases and sales are expected to increase to \$36.6 million in 2018 from \$28.8 million in 2017, due largely to contractual increases related to the City's municipal marketing efforts.

Reimbursements, Interest, and Other Revenue

The 2018 projection for reimbursements, interest, and other revenues is \$492.5 million. Investment returns on the corporate fund are budgeted at \$8.0 million in 2018. Reimbursements consist 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. A list of the anticipated inter-fund reimbursements to the corporate fund is set forth in Appendix A of the 2018 Budget Recommendations.

On an annual basis, the City declares a portion of the funds in active Tax Increment Financing ("TIF") districts as surplus revenue, and returns the proportionate share of the funds to the City's operating budget. For the 2018 budget, the City expects to receive \$40.0 million in surplus TIF revenue.

Transfers-In

Transfers-in are resources that are moved from other funds into the corporate fund. In 2018, transfers-in are projected to be \$25.5 million, including a combined \$18.0 million of investment income from the asset lease and concession reserves.

Prior Year Available Resources

Prior years' savings and sustainable revenue growth along with spending controls and other efficiencies resulted in a modest growth in the corporate fund balance over the past three years. This funding source will provide \$37.0 million in 2018 funding or less than 1.0 percent of the overall corporate budget. For additional discussion on the City's prior year available resources, see the City's fund stabilization policy in the Budget and Financial Policy section of this book.

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

Vehicle tax fund expenditures are dependent on the amount, type, and cost of performing street repair and maintenance activities in a given year. The primary source of revenue to this fund is the sale of vehicle stickers. The City anticipates that revenue from the sale of vehicle stickers will finish 2017 slightly below budget at \$126.0 million. Vehicle sticker revenue in 2018 is estimated to be \$127.6 million, reflecting expected fee increases effective January 2018, which are based on a 1.3 percent increase in the Consumer Price Index ("CPI") since July 2015. The current vehicle sticker rate for a passenger vehicle is \$86.69. Despite the CPI adjustment, vehicle sticker revenue is lower from prior years as revenue from penalties has declined as residents have become accustomed to the process of year-round sales as well as the option of a 24 month vehicle sticker.

The vehicle tax fund also receives revenue from impoundment fees and abandoned auto towing fees, which are expected to remain level between 2017 and 2018. Pavement cut fees are expected to decrease from 2017 year end estimates by \$2.0 million in 2018. Revenue from these fees had been higher in recent years due to an increase in the replacement and upgrade of utility lines in the public way.

Motor Fuel Tax Fund

Motor fuel tax ("MFT") revenues are generated primarily through a \$0.19 per gallon tax on gasoline and \$0.215 per gallon tax on diesel imposed by the State, of which the City

REVENUE DISCUSSION – SPECIAL REVENUE FUNDS

receives a population-based distributive share. Similar to the vehicle tax fund, the MFT fund revenue supports bridge maintenance, street lighting, energy, and road salt costs. Debt service payments on 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 system. Revenue to this fund includes proceeds from the Chicago Public Library’s portion of the City’s property tax levy, corporate fund revenue, interest income, facility rental revenue, and library fines.

Property tax revenue for the library fund will increase by approximately \$6 million to \$83.6 million, reflecting growth due to TIF expirations and new construction. Revenue from facility rentals, interest, fines and other revenue are projected to generate \$2.3 million. The corporate fund subsidy to this fund will decrease from \$19.0 million to \$15.2 million in 2018. Additional information on the Chicago Public Library’s budget and programming for 2018 can be found in its departmental summary in the following section of this document.

Emergency Communications Funds²

The emergency telephone system surcharge is authorized by State law and the allowable rate for the surcharge is set by State law, which was recently increased to maximum allowable charge of \$5.00 per line per month. The emergency telephone system surcharge, or 911 surcharge, is billed to subscribers of telecommunications services within the City.

As part of the 2018 budget, the City is proposing to increase the 911 surcharge from \$3.90 to \$5.00 per line per month, which will increase total 911 surcharge revenue to \$143.8 million from \$117.7 million. With this increase, the City is also moving all eligible 911 operation and emergency preparedness expenses into a dedicated fund solely supported by the 911 surcharge. In prior years, the 911 surcharge was not sufficient to fully fund this expense; therefore, these costs were budgeted in the corporate fund and 911 surcharge revenues were transferred from a segregated revenue fund to the corporate fund to pay for eligible expenses and the remaining costs were paid with corporate fund revenue.

SPECIAL REVENUE FUND RESOURCES¹

\$ Millions (Columns may not sum due to rounding)

Table 3

	2016 ACTUAL	2017 BUDGET	2017 YEAR-END ESTIMATE	2018 PROPOSED BUDGET
Vehicle Tax Fund	\$216.7	\$222.4	\$227.7	\$214.1
Motor Fuel Tax Fund	62.2	63.0	71.7	67.1
Library Fund	107.2	102.5	107.9	109.5
Emergency Communication Fund	102.5	95.4	95.4	121.5
Special Events and Hotel Tax Fund	55.3	45.9	51.3	49.2
Affordable Housing Fund	16.7	35.3	35.3	39.9
CTA Real Estate Transfer Tax Fund	79.3	66.4	68.2	68.0
TIF Administration Fund	8.7	10.5	10.2	10.7
Garbage Collection Fund	54.4	61.2	61.2	61.2
Neighborhood Opportunity Fund		9.7	9.7	23.3
Total Resources	\$703.0	\$712.4	\$ 738.7	\$ 764.5

¹ The number presented in the table is net of debt service, as debt service is accounted for in a separate City fund.

² Pursuant to State law, providers of pre-paid wireless services are not required to collect the 911 surcharge; instead, a fee of 9 percent of the amount charged for pre-paid wireless services is assessed, collected, and distributed to the City by the State.

REVENUE DISCUSSION – SPECIAL REVENUE FUNDS

With the 911 surcharge fully supporting eligible 911 operational costs, the corporate fund subsidy is no longer required and is being applied to other existing expenses.

The City will continue to maintain a segregated fund to pay debt service issued to fund the previous construction of the City's 911 call center. The 2018 debt service payment is \$22.3 million.

Special Events and Hotel Tax Fund

The special events and hotel 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.

Growth in this fund is driven by Chicago's thriving tourism industry. The 2018 forecast for hotel tax revenue is \$24.0 million. Revenues from food, beverages, ticket sales, vendor fees, and corporate sponsorship at City special events are projected to generate \$11.8 million.

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 benefited from the housing recovery and a strong commercial real estate market. Revenue to this fund is projected at \$68.0 million, which is in line with 2017 year end estimates.

TIF Administration Fund

The TIF administration fund accounts for all administrative expenses incurred by the City to operate and maintain its Tax Increment Financing program. In 2018, \$10.7 million of such expenses will be reimbursed to this fund from the City's TIF funds, which is a slight increase from 2017 year-end levels but is in line with program costs. TIF revenues and projects are discussed in the Capital Improvement Program section of this document, and the annual TIF surplus process is discussed in the Key Reforms, Savings and Investments section of this document.

Affordable Housing Fund

The City first included the affordable housing fund in the 2016 budget. Revenue in this fund for 2018 is anticipated to be \$39.9 million and is derived from revenue collected through the City's density bonus program and the Affordable Requirement Ordinance. The revenue is utilized to meet permanent housing needs of Chicago's low-income residents.

Neighborhood Opportunity Fund

The Neighborhood Opportunity Fund ("NOF") derives revenue from fees made by downtown development projects. The payments are in exchange for density bonuses that allow developers to exceed zoning limits for a specific development site. NOF reforms the City's zoning system to allow larger buildings to be built downtown and thereby generates resources to support economic development activity in City neighborhoods most in need. Specifically, NOF fees are paid when projects obtain permits for construction. In 2018, these fees are expected to generate \$23.3 million, which represents a significant increase from 2017 year-end estimates at \$9.7 million.

Garbage Fee Fund

Starting in 2016, Chicago residences receiving City-provided garbage collection services pay 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 fewer. The garbage collection fee is included as a separate line on the City's water, sewer, and garbage utility bill. The City estimates it will collect \$61.2 million in garbage fee revenue in 2017 and a similar amount in 2018. The growth in garbage fee revenue over the 2016 actual of \$54.4 million reflects improving collection rates and implementation of late payment penalties on delinquent garbage fee charges beginning in 2017.

REVENUE DISCUSSION – ENTERPRISE FUNDS

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, 2017, water rates increased by consumer price index (CPI) or 1.83 percent. The impact of this CPI increase is approximately \$0.07 per 1,000 gallons of water, making the rate per 1,000 gallons of water \$3.88. Sewer charges increased by the same amount, as sewer charges are billed at 100 percent of water charges.

The water fund is projected to have \$768.0 million in total available resources in 2018, of which water fees are projected to generate \$729.5 million, or 95 percent of total revenue. This reduction is due to current water conservation trends and ongoing installation of water meters. An additional \$20.0 million will come from transfers from other funds for work performed by the Department of Water Management, and \$18.5 million from other miscellaneous resources.

Sewer Fund

When a resident pays their water/sewer bill, water service charges go to the water fund, and the sewer charge, which is 100 percent of water charges, goes to the sewer fund. The sewer fund is projected to have \$370.4 million in total available resources in 2018, of which sewer fees are projected to generate \$364.8 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 2018, total revenues from airport operations, including concessions, rental fees, and airline rates and charges, are projected to be \$1.25 billion for O’Hare and \$283.2 million for Midway, up from the 2017 year-end estimates of \$1.16 billion and \$278.2 million, respectively.

ENTERPRISE FUND RESOURCES

\$ Millions (Columns may not add due to rounding)

Table 4

	2016 ACTUAL	2017 BUDGET	2017 YEAR-END ESTIMATE	2018 PROPOSED BUDGET
Water Fund	\$777.4	\$782.7	\$767.7	\$768.0
Sewer Fund	368.2	368.2	371.9	370.4
Midway Airport Fund	237.7	290.1	278.2	283.2
O’Hare Airport Fund	1,047.4	1,210.3	1,158.8	1,250.9
Total Resources	\$2,430.7	\$2,651.3	\$2,576.5	\$2,672.5

REVENUE DISCUSSION – PENSION AND DEBT SERVICE FUNDS

DEBT SERVICE FUNDS

Debt service funds account for the payment of principal and interest of 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 and 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 2017, \$681.4 million was budgeted to service general obligation debt, \$398 million of which was funded with revenue from the City's property tax levy and \$123 million was funded with corporate fund revenues. The 2018 proposed budget provides a total appropriation of \$632.0 million to service general obligation debt, of which \$415.0 million will be funded with revenue from the City's property tax levy. While it is expected that the refunding of a portion of the City's general obligation debt, which will be executed by the newly authorized Corporation discussed earlier in this document, will achieve present value savings, the City budgeted \$118 million in corporate fund revenue for general obligation debt service payments. If a portion of this corporate fund contribution for debt service is not needed in 2018 as a result of savings received from the refunding, it will be applied to future years' debt service.

Additionally, as discussed earlier in this document, the City will assign its sales tax revenue collected by the State directly

to the securitization Corporation, which will use the funds to pay debt service on Corporation bonds. As in the prior year, the proposed 2018 budget includes \$38.9 million, the required debt service payment on the City's outstanding Sales Tax Revenue bonds, budgeted in the sales tax bond redemption and interest fund. It is expected these funds will be used in combination with an estimated \$24 million in additional sales tax revenues to pay the debt service for the Corporation debt.

Funding for debt service payments for the library capital program will remain at \$4.3 million in 2018, which will be paid with revenue from the library's portion of the property tax levy.

The City also maintains debt service funds that are not funded by property tax revenue. The emergency communication bond fund is funded through 911 surcharge on telecommunications services in the City, and \$21.5 million of these funds will pay debt service related to the City's emergency communications and 911 center in 2017. The motor fuel tax debt service fund is funded through the City's distributive share of motor fuel tax revenues from the state, of which \$15.5 million will be used to pay debt service on the motor fuel tax bonds.

Debt service for capital projects funded through special revenue and enterprise funds are budgeted within those respective funds.

REVENUE DISCUSSION – PENSION AND DEBT SERVICE FUNDS

PROPERTY TAX LEVY

According to the most recent report released by the Cook County Clerk, the 2016 total property tax extension across all taxing districts in Chicago is \$5.29 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 2018 budget proposal increases the City's base property tax levy to \$1.41 billion, which includes \$900 million for required pension payments by the City. This includes the final year of the four-year property tax increase committed to funding the City's police and fire pension obligations codified in Public Act 99-0506. As passed in the fall of 2015, the 2018 property tax levy increase for police and fire pension contributions is \$63 million.

Debt service-related payments will account for 29 percent of the City's property tax levy, not including library-related

debt service. The total 2018 debt service payment from the property tax levy is \$415 million.

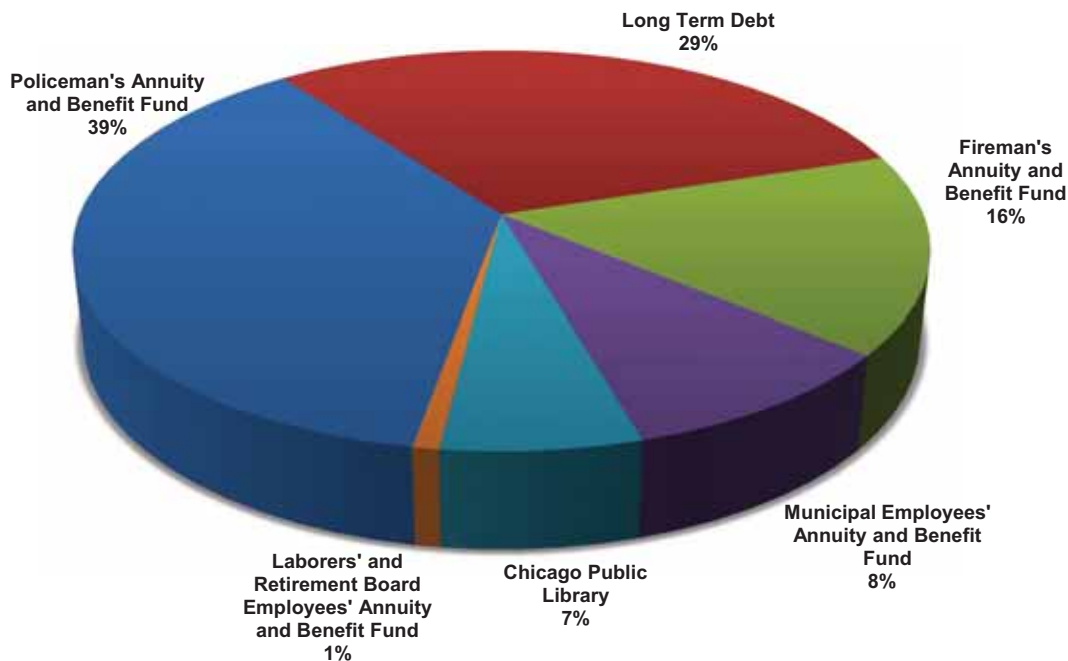
Property tax revenues are not the sole source of funding for the City's pension contributions and debt payments; other funding sources are also utilized to meet these obligations. Of the total City levy, \$95.5 million is dedicated to fund the Chicago Public Library system with \$5.3 million of that dedicated to pension contributions.

The City is capturing as part of its 2018 levy new property growth from TIF expirations and new construction as well as the expected impact of the 2018 triennial reassessment on new property growth. The 2018 levy captures \$26 million from new property growth, which is applied in the 2018 levy to debt service payments, pension obligations, and Chicago Public Libraries.

2018 PROPOSED PROPERTY TAX LEVY⁴

\$1.41 Billion

Chart 5



⁴An 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 2018 levy includes \$35.7 million for the payment of City Colleges bonds.

REVENUE DISCUSSION – GRANT FUNDS

GRANT FUNDS

The City receives grant funds from federal and state agencies, private foundations, and other entities. These funds are designated by grantors for specific purposes and support City services, programs and capital improvements. Grant funds are received throughout the year, and many grants awarded to the City are for multiple years. Funds from a previous year that are available for the coming year are referred to as carryover funds.

When the 2017 budget was passed in November 2016, the City estimated it would receive \$1.63 billion in grant funding to support 2017 operations. The City’s 2017 year-end estimates of \$1.44 billion include a significant reduction of nearly \$200 million, primarily due to the lack of matching/supplemental capital funding from the State of Illinois. This is impacting the City’s ability to fund capital infrastructure projects that were traditionally funded through the State as matching funding for federally-funded capital projects.

The 2018 grants budget is impacted by the fiscal year 2018 Budget passed by the State of Illinois in July 2017. While the budget maintains grant funding for most areas, there were ongoing reductions in state capital match funding. The City has been able to adjust spending and funding sources to mitigate the impact on capital projects.

The fiscal year 2018 federal budget was initially introduced in late spring 2017. In its initial form, the federal budget proposed significant cuts to many social service programs and community development grants as well as separate

proposals to reduce the Department of Justice’s Byrne Grant for public safety due to the City’s status as a welcoming city. While there is ongoing litigation and discussions with the Department of Justice, the City is budgeting to receive \$3.2 million in new Byrne Grant funding in 2018 for a total of \$24.5 million in Department of Justice funding for 2018, which includes carryover funds. The City continues to monitor the Administration’s proposals, but as Congress is still reviewing the proposed fiscal year 2018 budget, no additional reductions are expected at this point to impact the City’s 2018 budget proposal.

The 2018 grants funding is in line with 2017 year-end figures at \$1.43 billion as the City continues to anticipate delays in State capital matching funding, ultimately reducing support received through the State of Illinois. Of the \$1.43 billion in funding for 2018, \$402.5 million is carryover funding, primarily in aviation, public safety and city development grants.

Additional budget detail for grant funds is set forth in the 2018 anticipated grants budget, available on the City’s website. Information regarding the City’s Community Development Block Grant (“CDBG”) program, which represents \$81.2 million in 2018 grant funding, can be found in the 2015-2019 Consolidated Plan and 2018 Draft Action Plan, also available on the City’s website.

GRANT FUNDING

\$ Millions

Table 5

GRANTOR/TYPE	2017 BUDGET	2017 YEAR-END ESTIMATE	2018 ANTICIPATED
Federal Funding	\$1,373.5	\$1,242.7	\$1,279.9
State Government Funding	229.6	168.9	121.0
Other Public and Private Funding	20.9	22.2	25.8
Grant Program Income	5.1	4.6	3.2
Total Funding	\$1,629.2	\$1,438.3	\$1,430.0

EXPENDITURES AND WORKFORCE DISCUSSION

INTRODUCTION TO EXPENDITURES

The 2018 budget proposes expenditures totaling \$8.58 billion for all local funds and expenditures of \$10.01 billion when grant funds are included. The proposed total expenditures for the City’s corporate fund is \$3.77 billion.

This section discusses the 2018 proposed budget both in terms of the types of expenditures - such as salaries and wages, employee benefits, 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. It also provides information on the City’s workforce. Historical information on the City’s expenditures and workforce can be found in the 2017 Annual Financial Analysis.

PROPOSED EXPENDITURES BY TYPE

Personnel Costs and Workforce

Personnel costs consistently represent the largest portion of the City’s local fund budget. Under the 2018 proposed budget, 76 percent of local fund operating expenses, excluding debt service, and 81 percent of corporate fund expenses are for personnel-related costs, which include salaries and wages, pension contributions, healthcare, overtime pay, and unemployment compensation.

Approximately 91 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 2018 Budget Recommendations.

Salaries and wages, which make up the largest portion of personnel expenses, are \$3.26 billion, or 50 percent, of proposed 2018 local fund operating expenditures, excluding debt service, and \$2.45 billion, or 67 percent, of proposed corporate fund expenditures.

Employee benefits (not including pension contributions) represent \$476.6 million, or 6 percent, of proposed 2018 local fund operating expenditures, and \$390.3 million, or 10 percent, of proposed corporate fund expenditures.

The pension appropriations increased to \$1.25 billion, or 15 percent of the proposed local fund operating budget in 2018. Pension contributions from the corporate fund are \$101 million, or 3 percent of proposed operating budget expenditures. This is discussed further in the Pension Fund section of this document.

The numbers in the City Workforce table below show the number of full-time equivalent (FTE) positions by function. In the 2018 local fund budget, the City’s budgeted FTEs

PROPOSED BUDGET BY EXPENDITURE TYPE

\$ Millions

Table 6

	ALL LOCAL FUNDS			CORPORATE FUND		
	2017 BUDGET	2018 PROPOSED	2017-2018 CHANGE	2017 BUDGET	2018 PROPOSED	2017-2018 CHANGE
Personnel Expenses (other than Benefits and Pension)	\$3,204.6	3,266.3	61.7	\$2,467.7	2,451.5	(16.1)
Employee Benefits	438.1	476.6	38.5	354.1	390.3	36.2
Pensions	1,086.0	1,245.7	159.7	105.5	101.0	(4.4)
Contractual Services	818.1	931.5	113.4	348.7	377.8	29.1
Commodities and Materials	273.3	269.6	(3.7)	80.2	77.8	(2.4)
Debt Service	2,067.3	2,010.1	(57.2)	143.8	129.4	(14.4)
Other	1,177.4	1,094.0	(83.4)	235.4	246.3	10.9
Deduct Reimbursements Between Funds	(697.0)	(630.7)	66.3	-	-	-
Deduct Proceeds of Debt	(77.2)	(83.6)	(6.4)	-	-	-
Total	\$8,290.6	8,579.4	288.9	\$3,735.4	\$3,774.2	\$38.9

EXPENDITURES AND WORKFORCE DISCUSSION (CONTINUED)

increased by 2 percent due almost exclusively to investments in public safety.

In September 2016, Mayor Emanuel announced a comprehensive public safety strategy that includes an over 1,000 FTE increase in the number of sworn personnel in the Chicago Police Department by the end of 2018. The City will complete implementation of this strategy in 2018, hiring an additional 425 sworn members to bolster public safety; these additional public safety personnel include: 250 police officers, 100 detectives, and 75 sergeants – taking the Department’s sworn force from 13,110 today to 13,531 by the end of 2018. These positions will be filled on top of filling existing vacancies. In addition to the two year hire plan, as part of CPD’s reform efforts, CPD will also be adding an additional 100 Field Training Officers bringing the total sworn count to 13,631 by the end of 2018.²

As part of the 2018 budget, the City is proposing to increase the 911 surcharge from \$3.90 to \$5.00 per line per month. With this increase, the City will also be moving all eligible 911 operation and emergency preparedness expenses into a dedicated fund solely supported by the 911 surcharge. As part of this change, 734 FTEs were moved from the Corporate Fund to this dedicated fund.

Similarly, Department of Streets and Sanitation moved FTEs from the Corporate Fund to the dedicated Garbage Collection

Fund, resulting in a decrease in FTEs in the Corporate Fund.

Non-Personnel Costs

After personnel-related costs, debt service payments make up the next largest portion of the 2018 proposed local fund budget. These expenses are discussed separately, in the Debt Service Fund section of this document.

Contractual services make up approximately 11 percent, or \$931.5 million, of total proposed local fund operating expenses, and approximately 10 percent, or \$377.8 million, of proposed corporate fund expenses, \$29.1 million more than 2017 budgeted amounts for these expenses. 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. The increase is attributable to information technology investments and related costs for software, licenses, and maintenance, increased costs for waste disposal services, and vendor increases for custodial and security services. The 2018 budget also moves the remaining information technology expenses from long term borrowing into the operating budget.

Approximately 3 percent, or \$269.6 million, of total proposed local fund expenses, and 2 percent, or \$77.8 million, of proposed corporate fund expenses are allocated

CITY WORKFORCE UNDER PROPOSED BUDGET

Full-Time Equivalent Positions

Table 7

	ALL LOCAL FUNDS			GRANT FUNDS			CORPORATE FUND		
	2017 BUDGET	2018 PROPOSED	2017-2018 CHANGE	2017 BUDGET	2018 PROPOSED	2017-2018 CHANGE	2017 BUDGET	2018 PROPOSED	2017-2018 CHANGE
Finance and Administration	2,756	2,766	10	59	50	(9)	2,273	2,287	14
Legislative and Elections	357	357	-			-	357	357	-
City Development	252	253	1	58	57	(1)	115	115	-
Community Services	1,129	1,186	57	875	889	14	259	279	20
Public Safety	21,682	22,092	410	109	147	38	20,850	20,516	(334)
Regulatory	612	619	7	58	53	(5)	532	539	7
Infrastructure Services	7,704	7,761	57	3	3	-	1,536	1,472	(64)
Total	34,492	35,034	542	1,162	1,199	37	25,922	25,565	(357)

² As part of the Chicago Police Department’s hiring plan, CPD eliminated four existing vacancies from an outdated sworn title.

EXPENDITURES AND WORKFORCE DISCUSSION (CONTINUED)

to commodities and materials. 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.

The proposed budget in 2018 allocates \$98.6 million for utility expenses, including electricity and natural gas, and \$25.6 million for vehicle fuel costs, including diesel. The proposed corporate fund budget allocates \$19.1 million and \$15.6 million for these expenses, respectively.

Each year, the City uses both corporate fund and enterprise fund resources, as well as bond proceeds, to pay for expenses incurred in connection with claims and judgments against the City. Expenses in excess of the amount paid from the local funds are paid with bond proceeds. The proposed 2018 corporate budget maintains the settlements and judgments budget at \$40.1 million. For all local funds, including the corporate fund, the proposed 2018 budget for settlements and judgments is \$46.8 million.

PROPOSED EXPENDITURES 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 following section.

Public Safety represents the largest functional category of expenses, at \$2.29 billion, or 27 percent, of the proposed local fund budget. Infrastructure Services and Finance and Administration represent 14 percent and 6 percent of proposed 2018 local fund costs, respectively. City Development and Community Services together represent 3 percent of the 2018 proposed local fund budget, with programs and services in these categories funded primarily by grants and receiving only a small portion of funding from corporate 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 57 percent, or \$4.85 billion, of the proposed local fund budget for 2018.

The following section sets forth the proposed 2018 budget, including both local and grant funding, for each City department and program, organized by functional category.

PROPOSED BUDGET BY FUNCTION

\$ Millions

Table 8

	ALL LOCAL FUNDS			GRANT FUNDS		
	2017 BUDGET	2018 PROPOSED	2017-2018 CHANGE	2017 BUDGET	2018 PROPOSED	2017-2018 CHANGE
Finance and Administration	\$535.0	546.7	\$11.7	\$20.9	\$17.1	\$(3.8)
Legislative and Elections	38.9	43.0	4.1	-	-	-
City Development	93.5	111.8	18.3	115.9	107.4	(8.6)
Community Services	167.7	175.2	7.5	471.5	467.3	(4.2)
Public Safety	2,210.0	2,289.4	79.4	174.6	204.1	29.5
Regulatory	66.4	65.9	(0.5)	7.9	8.2	0.3
Infrastructure Services	1,187.0	1,213.3	26.3	838.4	625.8	(212.6)
General Financing Requirements	4,766.3	4,848.4	82.1	-	-	-
Deduct Reimbursements Between Funds	(697.0)	(630.7)	66.3	-	-	-
Deduct Proceeds of Debt	(77.2)	(83.6)	(6.4)	-	-	-
Total	\$8,290.6	\$8,579.4	\$288.9	\$1,629.2	\$1,430.0	\$(199.3)

EXPENDITURES AND WORKFORCE DISCUSSION (CONTINUED)

PENSION FUNDS

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

These pension funds and the contributions to each fund are regulated by State law. 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 City employees is discussed in greater detail in this year's Annual Financial Analysis.

The 2018 proposed budget includes a total of \$1.19 billion contribution to the four funds, an increase of \$157.5 million over the total contribution budgeted in 2017, due to increased employer contributions across all four funds.

The 2018 contribution will be funded with \$905.5 million in revenue from property tax collections, \$101.0 million from the corporate fund, \$64.1 million from the water-sewer tax, and \$116.8 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, may choose to start 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 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. To reach ARC funding for both funds in 2022, the City adopted dedicated revenue streams to support the growing contributions to each fund along with utilizing current revenue and the enterprise funds' proportionate share. As a result of these reforms, MEABF and LABF are expected to reach 90 percent funded by 2057.

Municipal Employees' Pension Fund – Water and Sewer Utility Tax

To stabilize and fund the MEABF through the five year ramp, Mayor Emanuel and the City Council passed a tax on water-sewer usage in September 2016. 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 will be phased in over five years, ending with a tax rate of \$2.51 per 1,000 gallons of water and sewer usage in 2020 and 2021.

The 2018 budget reflects a total contribution of \$344.0 million including \$124.7 million in revenue from property taxes, \$81.3 million from the corporate fund, \$73.9 million funded through revenue from the City's enterprise and special revenue funds, and \$64.1 million from the water and sewer usage tax. The water-sewer usage tax is projected to generate revenue totaling \$122.3 million. The remaining \$58.2 million not used to make the FY2018 pension contribution will be set aside in escrow in order to help make future years' contributions.

Laborers' Pension Fund – 911 Surcharge

In 2014, the City adopted a 911 surcharge increase (from \$2.50 to \$3.90), and the 2018 budget proposes an additional increase of \$1.10. The 911 surcharge at \$3.90 is insufficient to pay for the full cost of the City's 911 and emergency response preparedness activities. Therefore, with the proposed 2018 increase in the 911 surcharge, this revenue will be sufficient to pay for all eligible 911 operations costs and emergency preparedness operations. This will allow corporate fund resources previously appropriated for 911 operations to be dedicated to other corporate fund expenses, including pensions.

The 2018 budget proposes a total contribution of \$48.0 million to LABF. The 2018 contribution will be funded with \$11.1 million in revenue from property taxes and \$36.9 million from other sources, including \$19.8 million funded through corporate fund revenue.

EXPENDITURES AND WORKFORCE DISCUSSION (CONTINUED)

Police and Fire Pension Funds

On October 28, 2015, the Chicago City Council approved a four-year property tax increase of \$543 million solely to fund increasing contributions to the Police and Fire pension funds. In 2015, the City’s property tax levy increased by \$318 million to fund the City’s increased contributions to PABF and FABF as required by P.A. 99-0506. From 2016 through 2018, the City’s levy will increase to fund required contributions to Police and Fire pensions by an additional \$109 million in 2016, \$53 million in 2017 and \$63 million in 2018.

Along with increasing the property tax levy, the enterprise funds continue to pay their share of the increase. The 2018 budget includes payments to PABF and FABF of \$795.5 million with \$769.7 million funded from the property tax levy and \$25.8 million from the enterprise funds.

CITY PENSION CONTRIBUTIONS

\$ Millions

Table 9

	2017 BUDGET	2018 PROPOSED BUDGET
Municipal Employees’ Annuity and Benefit Fund	\$267.0	\$344.0
Laborers’ and Retirement Board Employees’ Annuity and Benefit Fund	36.0	48.0
Policemen’s Annuity and Benefit Fund	500.0	557.0
Firemen’s Annuity and Benefit Fund	227.0	238.5
Total Contributions	1,030.0	\$1,187.5

CAPITAL IMPROVEMENT PROGRAM

INTRODUCTION AND RELATIONSHIP TO ANNUAL OPERATING BUDGET

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, buildings, and sidewalks. Continued investment in these assets is critical to support and enhance neighborhoods, stimulate the economy, and improve services.

Planning for capital improvements is an ongoing and forward-looking process. New construction may be necessary to accommodate increased demand or 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 relative cost effectiveness and service implications of each option.

Funding for the City’s capital improvement program comes from local funding, general obligation bond issuances, motor fuel tax and revenue bond issuances (largely for water, sewer, and aviation improvements), state and federal grant funding, operating revenue and tax increment financing. Payment of debt service associated with capital project bonds is authorized as part of the City’s operating budget.

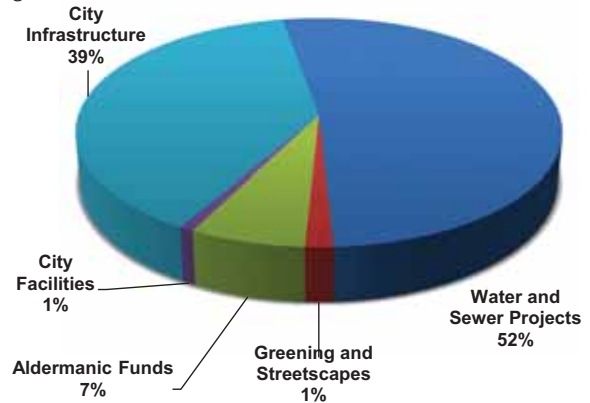
In recent years, decreased funding from the State of Illinois has reduced the City’s ability to match funds and has affected timelines for impacted projects.

2018 CAPITAL IMPROVEMENT PROGRAM

The City’s CIP outlines planned capital improvements on a five-year schedule. It is updated annually and lists the planned and proposed projects with identified funding sources and construction schedule for citywide capital improvement programs including water, sewer, transportation, neighborhood infrastructure and aviation capital projects.

2018 CAPITAL FUNDING USES

Chart 6



Capital Funding

The proposed uses of non-aviation capital funding in 2018 are presented in the following categories:

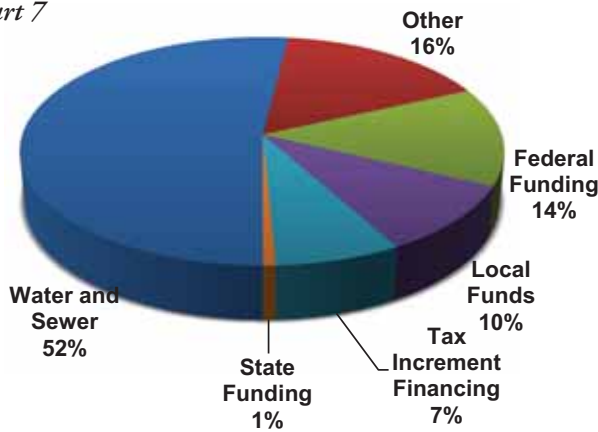
- City Facilities, such as the improvement and construction of police and fire stations, senior centers, and libraries.
- Infrastructure, such as the construction and maintenance of streets, viaducts, alleys, lighting, ramps, sidewalks, bridge improvements, traffic signals, bike lanes, , and shoreline reconstruction work.
- Greening & Streetscapes, such as Cityspace, Greenstreets, Median & Boulevard Preservation and streetscaping projects
- Aldermanic menu projects, which consist of projects 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, which consist of construction and repairs to the City’s water and sewer lines and related facilities.

CAPITAL IMPROVEMENT PROGRAM (CONTINUED)

The following provides an overview of expected projects and funding sources for capital projects based on the City’s 2017–2021 Capital Improvement Program. The five-year CIP is adjusted annually to reflect the changing needs of the City; the capital plans form an outline of planned expenditures given available resources and are not intended to be a final or all-inclusive inventory of the City’s capital needs and projects. The CIP is available on the City’s website. The Capital Improvement Program for 2018-2022 will be released in summer 2018.

2018 CAPITAL FUNDING SOURCES

Chart 7



Major capital projects expected to be funded in 2018 include:

- The Riverview Bridge will be a multi-use path and bridge to connect existing trail segments from Clark Park to the south and California Park, and onward to Horner Park, to the north; providing more than one mile of continuous trail along the North Branch of the Chicago River. The new trail segment will provide an underbridge crossing under Addison Street, enhancing user safety by eliminating the need to cross Addison on foot or bike. This new trail segment closes a gap in the existing North Branch Riverfront Trail continuing progress towards the City’s goal to develop a continuous river trail system. Construction on this \$14.9 million project will begin construction in fall 2017, and will continue through 2018.
- Wells-Wentworth Connector – This is a multi-phased project that will create a new road between the Loop and Chinatown. The project will also

realign Wentworth, between Archer and Cermak, to bring this portion of Wentworth inline with Wentworth south of Cermak. This will greatly improve safety for motorists and pedestrians. Construction is occurring in three sections on this \$68 million project. Section one, 17th Street to 19th Street, was substantially completed in May 2017. Section two is scheduled to start in the spring 2018, and will continue the new roadway from 19th street through the Cermak and Wentworth intersection. Section three is planned begin in summer 2018 and will construct a new road north of the 17th Street to Roosevelt Road.

- The City will continue work on the \$160 million Chicago Smart Lighting Project to improve safety and quality-of-life in neighborhoods across Chicago. This major, citywide initiative will upgrade more than 270,000 of the City’s outdated and inefficient High Pressure Sodium (HPS) lamps on streets and in alleys with modern, higher quality, more reliable energy-efficient LED lights. The project includes a wireless lighting management system that will provide real time outage updates, thus greatly reducing outage response times. The project will be one of the largest municipal lighting modernization programs in the country. Through this conversion to more energy efficient street lighting, the City is expecting \$2.3 million savings in electricity energy costs in 2018, which is helping to support street lighting capital upgrades as part of this program.

2018 Aviation Capital Funding

The chart on the following page presents the anticipated sources of capital funding in 2018 for O’Hare and Midway International Airports. Total aviation capital funding in 2018 is budgeted at \$731 million.

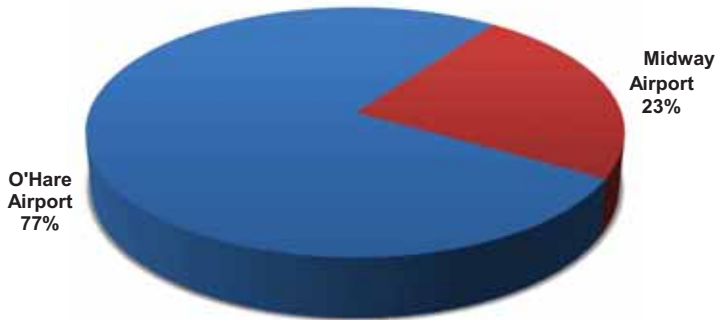
Aviation capital funding is used exclusively for projects at the City’s two airports, and is funded through general airport revenue bonds, passenger facility charges (a set amount charged to each passenger flying to or from the airports) and customer facility charges (a charge on rental car customers at O’Hare Airport).

CAPITAL IMPROVEMENT PROGRAM (CONTINUED)

Notable projects under construction in 2018 include the terminal modernization project at Midway, which is an expansion of the concessions facility, terminal parking garage and security checkpoint, and the expansion of Terminal 5 at O’Hare, which will add gates to allow for additional capacity for international and domestic flights.

2018 AVIATION CAPITAL FUNDING

Chart 8



2018 TAX INCREMENT FINANCING PROGRAM

Capital projects funded through the City’s Tax Increment Financing (“TIF”) program are accounted for within the City’s overall capital improvement plan, as described above. The following includes additional details regarding the TIF program and the manner in which TIF funds will be utilized by the City in 2018. 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 to 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 district for reinvestment within the district and ultimately increasing the property tax base for overlapping taxing districts.

In 2018, the City anticipates collecting between \$520 and \$540 million in tax increment revenue from 144 active TIF districts. The chart presents the proposed TIF-funded programming for 2018 in the following categories:

- Neighborhood economic development, which includes the construction of affordable housing, the rehabilitation of existing homes and buildings, reimbursements to private developers for expenses on approved redevelopment projects, employment training programs, and TIF site preparation such as property assembly, demolition, relocation, and environmental work.
- City infrastructure, which includes the construction of and improvements to streets, sidewalks, and lighting, as well as City facilities like libraries, police stations, and fire stations
- Parks, which includes City-funded open space projects as well as improvements to Chicago Park District facilities such as parks, playgrounds, and field houses.
- Schools, which includes the cost of rehabilitating existing schools, constructing new schools, and financing costs associated with those school construction projects.
- Transit projects, which include construction of new stations and improvements to existing Chicago

CAPITAL IMPROVEMENT PROGRAM (CONTINUED)

Transit Authority facilities as well as improvements to CTA infrastructure.

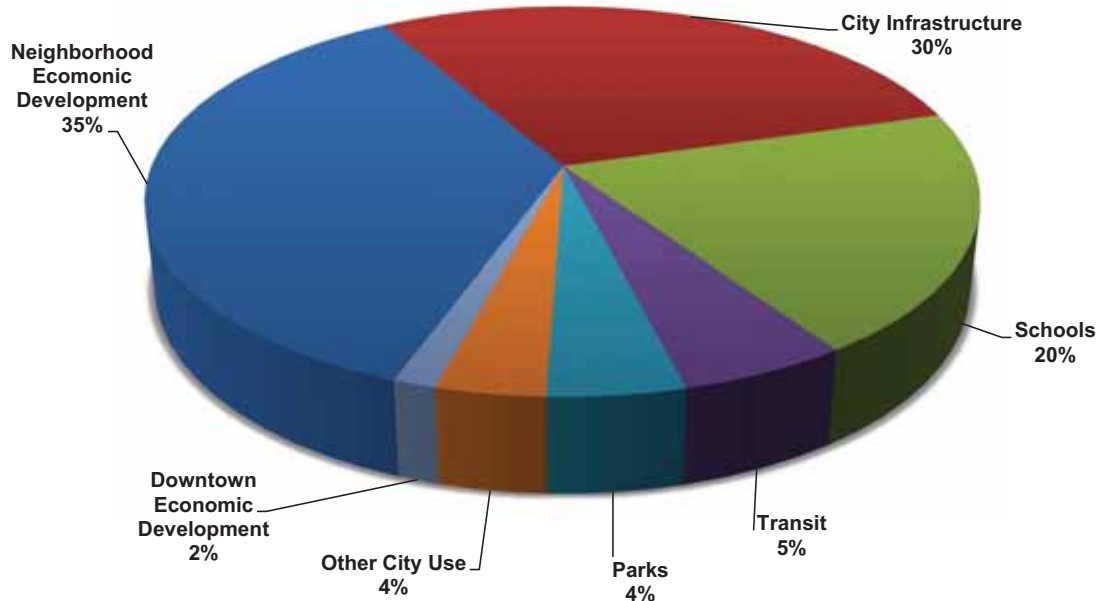
- Downtown economic development, which includes reimbursements to companies for job training and leasehold improvements of commercial office space intended to reduce commercial vacancy rates and increase employment downtown.
- Other City uses, which includes debt service and program administration costs. Financing consists of funds allocated to pay principal and interest on bonds and notes, the proceeds of which are used to fund redevelopment and public improvement projects.

- Program administration includes staff costs as well as auditing and reporting costs related to implementing the TIF program.

Links to TIF redevelopment plans, maps, 2016 financial audit reports, redevelopment agreements, projection data and reports for each district can be found at www.cityofchicago.org/TIF.

2018 TIF PROGRAMMING

Chart 9



FINANCIAL AND BUDGETARY POLICIES

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.

Fund Stabilization

The City maintains sufficient unrestricted fund balances to mitigate current and future risks, emergencies, or unanticipated budget shortfalls. As part of the City's financial practices, the City established and maintains three sources of unrestricted budgetary fund balance, referred to collectively as budget stabilization funds or fund balance:

- **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 budgetary fund balance in the general fund of no less than two months of operating expenses. Further, the City does not appropriate

more than one percent of the value of the annual corporate budget from the prior year's audited unassigned fund balance in the current year's budget.

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 will provide 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. 2011-7, the Office of Budget and Management issues by July 31 of each year a long-term budget and financial analysis – the Annual Financial Analysis – which includes a historical expense and revenue trend analysis and a long-term financial forecast.

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

FINANCIAL AND BUDGETARY POLICIES (CONTINUED)

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, and the CIP's financial impact on the applicable tax levy or revenue source.

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 regularly evaluated and set at levels designed to support the cost of the service.
- Tax and fee reductions and waivers are also critically evaluated to determine their value and impact on City services and finances.
- Where appropriate, the cost of City services are 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.

Declaring a TIF Surplus

Pursuant to Executive Order No. 2013-3, the City must declare a surplus in those TIF districts that are older than three years, were not created for single redevelopment projects, are not transferring funds to other TIF districts to pay debt service costs, and have a balance of at least \$1 million. The amount of the surplus is at least 25.0 percent of the available cash balance in the TIF, after accounting for current and future project commitments and contingencies, revenue volatilities, tax collection losses, and tax liabilities.

In July 2015, the City froze new spending in seven downtown TIF districts and will sunset these districts when the current and committed projects are paid off. Excess TIF funds in these districts is declared as surplus annually as part of the budget process.

Beginning with the 2015 property tax levy, the City of Chicago passed a four year property tax levy increase to fund police and fire pensions. Recently, the Chicago Board of Education passed additional property tax levy increases to

support teacher's pensions. As a result of these levy increases, the composite tax rate is increasing, and therefore, additional TIF revenue is generated in TIFs from these higher tax rates. The City will declare these excess TIF revenues as surplus annually as part of the budget process.

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.

2018 BUDGET OVERVIEW

HOW CHICAGO BUDGETS

HOW CHICAGO BUDGETS BUDGET PROCESS

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 those resources over the course of the following calendar year. In accordance with the State of Illinois Municipal Code, the City produces a balanced budget, meaning that its appropriated expenditures do not exceed the amount of resources it estimates will be available for that year.

The budget process begins each summer when City departments inform the Office of Budget and Management (OBM) of their personnel and non-personnel needs for the upcoming year. Departments use the budget process of zero-based budgeting, which encourages strategic thinking to provide top-quality services while cutting extraneous costs. OBM then prepares a preliminary budget based on the requests submitted by the departments and the resources OBM estimates will be available to fund those expenditures. The preliminary budget informs the Annual Financial Analysis (AFA), which by Executive Order is issued on or before July 31st of each year.

The AFA presents an overview of the City's financial condition and serves as the starting point for preparing the upcoming year's budget. The document includes a historical analysis of the City's revenue and expenditures, financial forecasts for the City's major funds, and detailed analyses of the City's capital program, debt, and pensions.

Throughout the remainder of the summer, OBM continues the process of developing detailed departmental budgets through reviewing each department's operating and programmatic needs. OBM also evaluates anticipated Citywide expenses such as pension contributions and employee health care, while estimating the amount of revenue that the City will collect in the following year. In the fall, the Mayor's Office and OBM work with departments to develop one final budget. Per Executive Order, the Mayor's proposed 2018 budget is introduced to the City Council on or before October 18th, 2017.

The proposed budget, referred to as the Budget Recommendations, is available for public review on the City's website. The City Council then holds committee and public hearings on the Mayor's proposed budget and may propose amendments. Once the proposed budget, as amended, is approved by the City Council, it becomes the Annual Appropriation Ordinance. The Annual Appropriation Ordinance is implemented on January 1st and represents the City's operating budget for the year.

HOW CHICAGO BUDGETS (CONTINUED) BUDGET DOCUMENTS

BUDGET DOCUMENTS

The City produces budget documents that accurately and transparently reflect the City's revenues, expenditures, and overall financial plan for the coming year. This year's budget documents include:

ANNUAL FINANCIAL ANALYSIS

The Annual Financial Analysis (AFA) provides a review of the City's revenues and expenditures over the past ten years, a forecast of the City's finances for the next three years, and analyses of the City's pension contributions, debt obligations, and capital improvement program. The goal of the AFA is to provide a framework for the development of the City's annual operating and capital budgets with an emphasis on planning for future years and to provide in-depth information on City finances in a format that is approachable for the public.

BUDGET OVERVIEW

The Budget Overview provides a summary of the proposed budget and detailed information on the City's anticipated revenues and expenditures. It also provides a statement of the goals and purposes of each City department, a summary of the programs and services provided by each department, and information regarding the cost of and the funding sources supporting each City department.

BUDGET RECOMMENDATIONS

By Executive Order, the Mayor must submit the administration's proposed 2018 budget to the City Council on or before October 18th. In accordance with Illinois state law, the Budget Recommendations contain line item detail for all local funds and an outline of the City's anticipated grant funding for the coming year. At the same time, line item budgets for the anticipated grants are posted online. Once approved by the City Council, the Budget Recommendations, along with any amendments, become the Annual Appropriation Ordinance.

CONSOLIDATED PLAN & ACTION PLAN

The Consolidated Plan is developed every five years and sets forth priorities for the City's housing and non-housing community needs. As part of the process, the City conducts an assessment of housing and community development needs, an analysis of housing and economic market conditions, and an inventory of available resources that support the City's Community Development Block Grant, Emergency Shelter Grant, HOME Investment Partnership Grant, and Housing Opportunities for Persons with AIDS Grant programs.

The Consolidated Plan is carried out through annual Action Plans, which provide a concise summary of the actions, activities, and the specific federal and other resources that will be used each year to address the needs and specific goals identified by the Consolidated Plan. The Action Plan includes a proposed comprehensive annual budget for the City's Community Development Block Grant, Emergency Shelter Grant, HOME Investment Partnership Grant, and Housing Opportunities for Persons with AIDS Grant programs.

The Draft Consolidated Plan and Draft Action Plan are presented to City Council together with the Budget Recommendations. The final approved Plans are then submitted to the U.S. Department of Housing and Urban Development for funding consideration.

ANNUAL APPROPRIATION ORDINANCE

The Annual Appropriation Ordinance is the City's line item budget, as passed by the City Council.

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program is a comprehensive list of capital improvements scheduled to occur in the city over the next five years. It is updated annually and made available on the City's website.

HOW CHICAGO BUDGETS (CONTINUED)
BUDGET CALENDAR

BUDGET CALENDAR

Each year, the budget is developed over several months with input from City departments, elected officials, and the public. The general budget calendar is presented below.

JUNE

Departments submit preliminary revenue and expenditure estimates to the OBM.

JULY

In accordance with Executive Order No. 2013-1, the City presents the AFA to the City Council and the general public.

JULY/AUGUST/SEPTEMBER

OBM receives detailed budget requests from City departments and holds a series of meetings with each department regarding the department's needs for the coming year. OBM works with the Mayor's Office to match expenses with available resources and balance the next year's budget.

OCTOBER

On or before October 18th, the Mayor submits the 2018 proposed budget to City Council. The City Council conducts hearings on the budget, including at least one public hearing to gather comments on the proposed budget.

NOVEMBER/DECEMBER

Additions or changes to the proposed budget are considered. City Council must approve a balanced budget by December 31st, at which point the Budget Recommendations becomes the Annual Appropriation Ordinance. The Final Action Plan and Final Consolidated Plan are submitted to the U.S. Department of Housing and Urban Development for funding consideration.

JANUARY

The City's Annual Appropriation Ordinance goes into effect on January 1st.

THROUGHOUT THE YEAR

OBM manages the resources allocated through the Annual Appropriation Ordinance. OBM regularly reviews revenues, expenditures, and any trends or events that may affect City finances. On an ongoing basis, City departments provide information about the performance of programs to ensure that City resources are used in a manner that maximizes taxpayer value and provides the highest quality services.

HOW CHICAGO BUDGETS (CONTINUED)
BASIS OF BUDGETING

BASIS OF BUDGETING

The City prepares and presents its annual budget on a modified accrual basis of accounting, with the exception of property taxes. The modified accrual basis of accounting is an accounting method that measures the performance and position of a company, or in this case a government agency, by recognizing revenue when earned, as long as the revenue is collectible within the current account period or soon enough to be used to pay liabilities from the current account 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 line item and/or account level and 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.

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

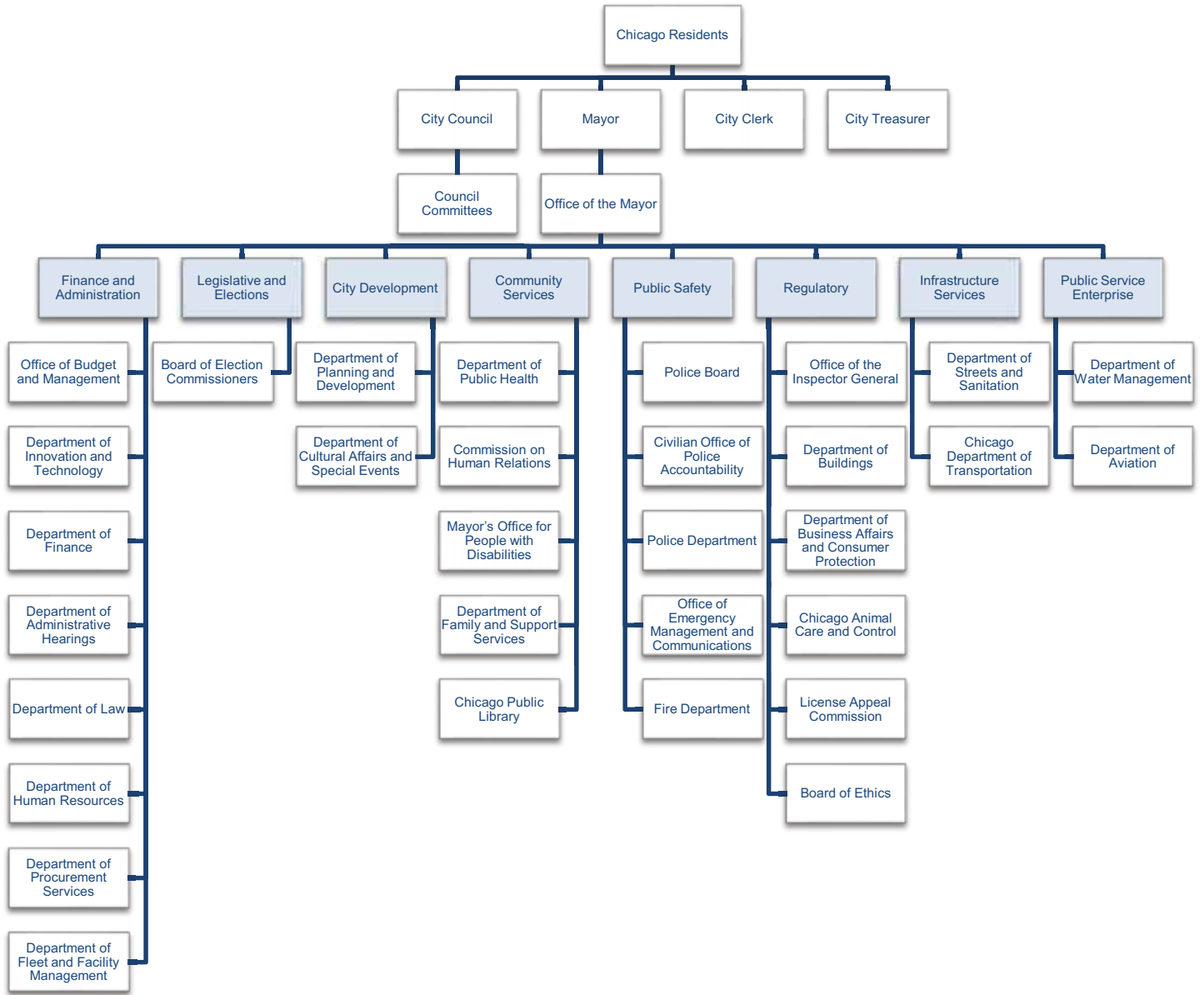
- The City budgets encumbrances as expenditures, whereas the GAAP reflects encumbrances as reservations of fund balances.
- The City's budget classifies both long-term debt proceeds and operating transfers-in as revenues, whereas GAAP classifies these as other financial sources.
- The City does not budget 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.

2018 BUDGET OVERVIEW

PROGRAMS AND BUDGET
SUMMARIES BY DEPARTMENT

2018 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT CITY OF CHICAGO ORGANIZATIONAL CHART



PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

The Finance and Administration departments coordinate the City's overall government operations, managing city finances, human resources, technology, and legal functions. This support allows operational, public safety 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. The Finance and Administration departments include:

- Office of the Mayor
- Office of Budget and Management
- Department of Innovation and Technology
- Office of the City Clerk
- Department of Finance
- Office of the City Treasurer
- Department of Administrative Hearings
- Department of Law
- Department of Human Resources
- Department of Procurement Services
- Department of Fleet and Facility Management

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. The Infrastructure Service departments include:

- Department of Streets and Sanitation
- Department of Transportation
- Department of Aviation
- Department of Water Management

The Department of Water Management and Department of Aviation are both Public Service Enterprises, which means they function like commercial enterprises in that they pay expenses with revenue derived from charges and user fees for the services they provide.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

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. The Public Safety agencies and departments include:

- Police Board
- Civilian Office of Police Accountability
- Chicago Police Department
- Office of Emergency Management and Communications
- Chicago Fire Department

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. The Community Services agencies and departments include:

- Department of Public Health
- Commission on Human Relations
- Mayor's Office for People with Disabilities
- Department of Family and Support Services
- Chicago Public Library

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. The City Development departments include:

- Department of Cultural Affairs and Special Events
- Department of Planning and Development

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

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. The Regulatory departments and agencies include:

- Office of the Inspector General
- Department of Buildings
- Department of Business Affairs and Consumer Protection
- Chicago Animal Care and Control
- License Appeal Commission
- Board of Ethics

LEGISLATIVE AND ELECTIONS

The Legislative and Elections departments manage the City legislative and elections functions, while also maintaining and promoting the efficient and accurate administration of all local, state, and federal elections. This category includes:

- City Council and its staff, committees and legislative offices
- Board of Election Commissioners

GENERAL FINANCING REQUIREMENTS

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

2 0 1 8 B U D G E T O V E R V I E W

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

FUNCTIONAL CATEGORY	2017 Appropriation	2018 Recommendation
Finance and Administration	553,439,911	563,835,071
Infrastructure Services	1,836,063,542	1,839,069,718
Public Safety	2,379,804,434	2,493,549,322
Community Services	640,493,185	642,525,936
City Development	214,037,334	219,120,694
Regulatory	74,019,021	74,114,132
Legislative And Elections	38,887,307	43,033,492
General Financing Requirements	4,766,298,266	4,848,438,635
Grand Total	\$10,503,043,000	\$10,723,687,000
Deduct:		
Proceeds	774,154,000	714,292,000
Grant Funds	1,438,319,000	1,429,960,000
NET TOTAL	\$8,290,570,000	\$8,579,435,000

2 0 1 8 B U D G E T O V E R V I E W

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

Finance and Administration		
FUNDING COMPARISON BY DEPARTMENT		
Department	2017	2018
Office of the Mayor	7,512,969	7,704,181
Office of Budget and Management	9,587,278	9,561,828
Department of Innovation and Technology	29,074,967	30,815,532
City Clerk	10,021,699	10,696,620
Department of Finance		
City Comptroller	2,899,239	2,910,230
Accounting and Financial Reporting	10,301,645	10,219,144
Financial Strategy and Operations	8,343,385	8,529,739
Revenue Services and Operations	63,387,286	64,023,011
Dept Total	84,931,555	85,682,124
City Treasurer	4,071,831	4,144,574
Department of Administrative Hearings	8,591,069	8,532,654
Department of Law	38,139,519	38,716,977
Department of Human Resources	7,258,896	7,403,234
Department of Procurement Services	8,748,219	8,908,659
Department of Fleet and Facility Management		
Bureau of Finance and Administration	3,652,313	3,691,234
Bureau of Facility Management	74,790,249	81,378,048
Bureau of Asset Management	156,667,441	156,110,458
Bureau of Fleet Operations	110,391,906	110,488,948
Dept Total	345,501,909	351,668,688
Total - Finance and Administration	\$553,439,911	\$563,835,071

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

OFFICE OF THE MAYOR

The Office of the Mayor directs policy, sets administration priorities, coordinates activities among City departments and sister agencies, and liaises with county, state, and federal governments as well as other cities. The Office of the Mayor also ensures that departments and City employees deliver effective and efficient services. The Office of the Mayor is comprised of the Chief of Staff, the Scheduling Office, the Office of Legislative Counsel and Government Affairs, the Office of Neighborhood Development and Public Engagement, and the Press Office.

- **Chief of Staff** – Manages Mayor’s Office staff, leads and coordinates the day-to-day responsibilities through a team which serves as the liaison to departments, constituents, community service organizations, and private sector entities.
- **Scheduling Office** – Manages Mayoral schedule, responds to all Mayoral constituent letters and speaking requests, and coordinates official visits and meetings.
- **Office of Legislative Counsel and Government Affairs** – Promotes the City’s policy agenda at the federal, state, and local levels of government and works closely with a wide variety of public and private organizations and individuals to identify, prioritize, and implement City initiatives through legislation.
- **Office of Neighborhood Development and Public Engagement** – Works collaboratively with City departments, agencies and community stakeholders to ensure that impactful, sustainable investments are made in neighborhoods across Chicago and that resident are aware of and connected to City opportunities and initiatives.
- **Press Office** – Disseminates information to the media and the public regarding the City’s programs and services.

2017 Highlights and 2018 Updates

Launching the One Chicago Initiative – Launched in May 2017, the One Chicago campaign is the visual representation of the City’s value promise that everyone is welcome in Chicago no matter their race, religion, color or background. The Chicago is With You task force was established to funnel resources to help support the City’s immigrant and refugee

communities. Central to the campaign is the website, www.onechi.org, which works to facilitate access to resources like legal protection, Know Your Rights Training, and mental health services. The website also features real Chicagoans sharing their personal stories on how they came to call Chicago. These stories aim to take the negative rhetoric out of the current immigration story and remind Chicagoans that the immigrant story is everyone’s story.

Defending Chicagoans – In December 2016, Mayor Emanuel established the Legal Protection Fund in partnership with Heartland Alliance’s National Immigrant Justice Center (NIJC) and The Resurrection Project (TRP) to assist thousands of immigrants and refugees threatened with deportation. Using \$1.3 million in available city of Chicago property tax rebate funds, the Legal Protection Fund has reached more than 16,000 immigrants through community-based outreach, education, legal screenings, and legal representation. This has included training over 300 Community Navigators, hosting more than 500 Know Your Rights training and facilitating nearly 30 Deferred Action for Childhood Arrival (DACA) clinics.

Updating the City of Chicago’s Website – In 2017, the City of Chicago launched a redesigned, mobile-friendly website aimed to provide greater access to City services and resources. With nearly 50% of web traffic coming from mobile sources, the City’s website is now fully mobile-responsive, adjusting to any screen size. The website presents key services and transactions such as applying for licenses front-and-center. Led by the Department of Innovation and Technology (“DoIT”), the City also updated the look-and-feel of the website for the 21st century with a brighter design and greater emphasis on visuals while striving to reduce load time. These improvements will create a better user experience for visitors and residents of Chicago to help them find information easier and faster. The website is also ADA-accessible, and will continue to be improved based on feedback through 2018. Explore the City’s website at <http://cityofchicago.org>.

2 0 1 8 B U D G E T O V E R V I E W

**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)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	69	6,566,913	71	6,815,378
Special Events and Municipal Hotel Operators' Occupation	5	382,056	5	410,803
Tax Fund				
Other Grant Funds	3	564,000	3	478,000
Total Full-time Equivalent Positions and Amounts	77	\$7,512,969	79	\$7,704,181

ALLOCATION

Personnel Services	6,864,377	7,318,851
Non-Personnel Services	648,592	385,330

Program Summary and Description	2018 FTEs	Funding
EXECUTIVE	4	471,602
ADMINISTRATION	43	4,585,574
PRESS OFFICE Coordinates the exchange of information between the administration, the media, and the public.	14	1,267,646
LEGISLATIVE COUNSEL & GOVERNMENT AFFAIRS Represents the City at local, state, and federal levels to secure funding, legislation, and public support.	15	1,466,125
INTERNATIONAL RELATIONS Connects Chicago with cities around the world to promote mutually beneficial activities that will enhance the City's global position.	3	231,151
TURNOVER		(317,917)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

OFFICE OF BUDGET AND MANAGEMENT

The Office of Budget and Management ("OBM") prepares and supervises the City's annual operating budget, oversees the City's Capital Improvement Program ("CIP"), and manages the City's state and federal grants programs. OBM also facilitates organizational change citywide to improve the City's fiscal condition and to help departments deliver services more efficiently. Throughout the year, OBM monitors revenues and expenditures, analyzes economic factors that affect City government, and makes adjustments to the City's operations or finances accordingly.

- **City Budget** – Each July, OBM issues the City's Annual Financial Analysis ("AFA"), pursuant to Executive Order 2011-7, that provides a clear fiscal foundation for the following year's budget proposal. The AFA examines the City's revenues and expenditures over the past ten years, forecasts the City's financial position for the coming three years, and provides analyses of key elements of City finances such as pensions, debt obligations, and TIF programming.
- **Capital Improvement Program** – OBM updates the funding projections and status of all projects that are part of the City's CIP. Capital Improvements are the building or upgrading of city infrastructure such as streets and alleys, water mains, and police stations. These investments are essential elements of providing quality government service, and they create the conditions for a safe and economically vibrant city.
- **Grants Administration** – OBM oversees applications for federal and state grants, monitors expenditures and performance, and ensures compliance by all departments receiving grants. Major federal grants include the Community Development Block Grant ("CDBG"), HOME Investment Partnership, Housing Opportunities for People with AIDS, and Emergency Solutions Grants.
- **Management Initiatives & Performance Management** – OBM functions as an internal consultant to City departments, assessing operations, efficiencies, and quality of services, and assisting departments as they implement various performance improvement initiatives. OBM works with the Mayor's Office and departmental staff to review programs and performance. OBM makes resource adjustments, enables process changes,

and/or collaborates on policy decisions in order to provide the highest quality services in the most efficient and cost effective manner possible.

2017 Highlights and 2018 Initiatives

Managing Absenteeism in the City Workforce – In late 2015, the City Council and Mayor Emanuel approved a resolution establishing an Absenteeism Task Force ("Task Force") to study and address employee absenteeism. The report called for specific changes to the City's time and attendance policies and approach to recordkeeping. It also called for the formation of a Workforce Management Group with representatives from various departments who are charged with implementing the recommendations and driving reform. As a result of multiple reforms since spring 2016, the City reduced the number of work hours lost by over 15 percent, with the City tracking approximately 150,000 hours lost due to overt employee absenteeism in 2016. The City expects further reductions in work hours lost to overt absenteeism in 2017, as a result of continued proactive management, policy clarifications, increased compliance with properly coding time, and further use of progressive discipline to address chronic absenteeism. The City posts updated absenteeism data on a quarterly basis for public and Aldermanic review.

Enhancing Budget Reporting with the Online Annual Financial Analysis – Since 2012, OBM has prepared the AFA, a document that details the City's commitment to long-term financial stability. The AFA takes an informed and long-term approach to financial planning, evaluating the City's past revenues, expenditures, policies, and programs in light of conditions driving the broader economy and other factors impacting the City's future finances. The 2016 and 2017 AFAs were published online to continue providing a transparent look at the City's financial history and future in detail throughout the website, with graphics and tables that allow the user to interact with revenue and expenditure figures.

Improving Grants Management and Launching eProcurement – Launched in October, 2017, eProcurement is an online purchasing system for all agencies that do business with the City of Chicago. The OBM Grants Management team will use eProcurement to increase efficiencies and integrate with Citywide processes for grant funds by allowing agencies to view all solicitations for bids, Requests for Proposals, and partnership opportunities available through all City departments. eProcurement will also support Grants Management by centrally retaining critical documents for procurements and payments citywide, eliminating duplicative processes across departments.

2018 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 a 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)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	32	2,976,298	33	3,029,848
Water Fund	1	124,080	1	124,080
Tax Increment Financing Administration Fund	1	96,720	1	96,720
Community Development Block Grant	3	3,684,180	3	3,684,180
Other Grant Funds	13	2,706,000	13	2,627,000
Total Full-time Equivalent Positions and Amounts	50	\$9,587,278	51	\$9,561,828

ALLOCATION

Personnel Services	4,960,035	5,072,165
Non-Personnel Services	4,627,243	4,489,663

Program Summary and Description	FTEs	2018 Funding
ADMINISTRATION	3	431,432
REVENUE AND EXPENDITURE ANALYSIS Prepares annual budget recommendations, and monitors revenue and spending throughout the year. Projects revenue for annual appropriation ordinances. Analyzes revenue impact of new initiatives. Monitors grant expenditures and performance. Works with departments to comply with audit requirements.	14	1,326,346
MANAGEMENT INITIATIVES Evaluates current City programs and helps departments implement new initiatives to increase the efficiency and effectiveness of City government.	5	459,331
COMPENSATION CONTROL Monitors citywide personnel and compensation approvals as they relate to the annual appropriation.	3	290,892
CAPITAL AND INFRASTRUCTURE MANAGEMENT Monitors Capital and Infrastructure funds and project spending throughout the year.	4	342,419
DATA ANALYTICS Create, design, and deliver summary reporting based on data collection and analysis, as well as management reports, personnel tracking, and property tax projections. Develop, maintain, and support citywide operating and capital budget applications.	5	439,267
TIF PROGRAM MANAGEMENT Monitors Tax Increment Financing (TIF) funds and project spending throughout the year.	1	96,720
CENTRAL GRANTS MANAGEMENT Prepares annual grant budget recommendations, and monitors grant expenditures and performance. Works with departments to comply with audit requirements.	16	6,373,852

Program Summary and Description	FTEs	2018 Funding
TURNOVER		(198,431)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

DEPARTMENT OF INNOVATION AND TECHNOLOGY

The Department of Innovation and Technology (“DoIT”) enhances delivery of City services through access to information, and promotes Chicago’s advancement through technology. DoIT is the central information technology organization for the City and provides technology services to City departments, City Council, sister agencies, residents, businesses, and visitors.

2017 Highlights and 2018 Initiatives

Many projects are underway to help City departments leverage data to improve service delivery, implement processes and policies to protect data and information, and create innovative services and procedures.

Establishing a Short Term Residential Rental Portal – In partnership with the Department of Business Affairs and Consumer Protection (“BACP”), DoIT designed and implemented a system to manage and enforce the terms governing the Shared Housing Ordinance. The new system includes: a mechanism that prohibits enrollment for a building on the Prohibited Building List; communication systems with short term residential rental intermediaries; evaluations on Chicago listings for eligibility to operate; contact information for local hosts; and a system for BACP to administer and enforce the program. Based on significant community input, the City Council enacted an ordinance that allows the City to obtain detailed information about the local operators of shared housing units. Nearly 7,000 house share applications have been received with close to 4,000 registered and the remaining 3,000 either in progress or denied.

Protecting Communities from Lead Poisoning – In 2017, DoIT will finish a project that aims to predict when Chicago kids are most likely to be impacted by lead-poisoning caused by lead paint in their home. The project is being implemented in partnership with the Department of Public Health and the University of Chicago’s Center for Data Science and Public Policy. Local hospitals and clinics, starting with the Alliance of Chicago, will integrate their electronic medical records with City of Chicago preventative predictions to identify at-risk children under 4. The analytical modeling was completed in 2017 and integrations with local health clinics and hospitals will be finished in late 2017 through 2018.

Enhancing Open311 – The Open311 system will transform resident experiences with government services through enhanced transparency into City operations, access to real-time data, and a web portal designed around a resident’s needs and perspectives. Open311 will enable residents to participate in problem-solving and improved service delivery—submitting their ideas, questions, requests, suggestions, and feedback through mobile, phone, text, tweet or web self-service and email. The system will also track work requests, labor, planning, and scheduling for work performed on assets to improve City services through continuous monitoring and performance analysis.

The Open311 project will continue into 2018 providing service improvement, transparency, and greater engagement for residents and departments. The first phase of the project will create a resident-facing portal and an updated system used by call takers. The second phase of implementation will include work order management capabilities for departments. The Open311 project is projected to be complete in 2019.

**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION**

DEPARTMENT OF INNOVATION AND TECHNOLOGY

The Department of Innovation and Technology (DoIT) coordinates citywide development and analysis of business processes and technology solutions. DoIT is responsible for ensuring that the City's technology infrastructure is robust and works with City departments to design and implement technology improvements.

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	94	20,118,136	94	22,815,293
Water Fund		6,337,313		6,377,378
Library Fund	13	1,142,765	13	1,163,861
Other Grant Funds	12	1,476,753	3	459,000
Total Full-time Equivalent Positions and Amounts	119	\$29,074,967	110	\$30,815,532

ALLOCATION

Personnel Services	11,579,508	10,586,339
Non-Personnel Services	17,495,459	20,229,193

Program Summary and Description	2018 FTEs	Funding
ADMINISTRATION	13	1,906,711
ENTERPRISE ARCHITECTURE Designs and manages complex components of the City's enterprise network, including application, database, network, reporting, server, and storage needs. Mitigates information security risks.	22	4,378,921
ENTERPRISE APPLICATIONS Maintains citywide financial management systems, including purchasing and human resource systems. Designs, develops, and manages citywide regulatory systems that ensures compliance standards. Designs, develops, and manages service systems, such as the Customer Service Request System.	19	17,346,915
TECHNICAL OPERATIONS AND SUPPORT Maintains the computing infrastructure of the City, including support for all hardware and software initiatives. Streamlines City technology and unifies innovation goals by coordinating with citywide IT staff from other departments.	28	4,005,518
DATA ANALYTICS AND MANAGEMENT Stores, analyzes, researches, visualizes, publishes, and makes available data for City users and the public.	18	2,182,963
SOFTWARE DEVELOPMENT Designs, develops, and maintains custom software to address City needs, including: online payment processing and 311 service request routing. Maintains the City of Chicago website, Explore Chicago, and the City's Intranet.	10	1,608,038
TURNOVER		(613,534)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

OFFICE OF THE CITY CLERK

The Office of the City Clerk (“OCC”) connects Chicago residents to their local government. Through its role as both the City’s official record keeper and the administrator of many of the City’s services, including the Municipal ID and the City’s Vehicle Sticker program, the City Clerk is often the first and only interaction residents have with their City government. The OCC has two primary functions as listed below.

- **City Services** – Nearly 1.3 million Chicago Vehicle Stickers are sold each year generating approximately \$130 million in revenue which is used, in part, to maintain and repair the City’s 4,000 miles of streets. In addition to City Vehicle Stickers, the OCC is responsible for providing residential parking permits, dog registrations, amusement licenses and administering the Municipal ID program.
- **Public Access to Legislation** – The City Clerk is responsible for record keeping and creating public access to legislation by overseeing and tracking the legislative process, from the introduction of proposed legislation, to committee referral to the final approval and publication in the official City Council Journal of Proceedings. The OCC also provides online live streaming video, including captions, for each meeting of the City Council.

2017 Highlights and 2018 Initiatives

Launching the Municipal ID Program – The Municipal ID program will give all Chicagoans, regardless of housing status, criminal record, immigration status, or gender identification, access to a government-issued ID. The OCC is developing the Municipal ID program, with a pilot program starting at the end of 2017. The Municipal ID cards will store minimal data, efficiently integrate the card with existing City services, and allow for fraud prevention and data security. Additionally, the OCC announced that the Municipal ID card will be able to function as one’s transit card and library card through an innovative intergovernmental agreement with the Chicago Transit Authority and the Chicago Public Libraries.

Increasing Digital Access to City Clerk Services – In 2018, the OCC is looking to explore several options to increase access to its many products and services. The OCC is developing ways to improve the customer experience around purchasing permits, such as resident parking passes, and dog licenses. Additionally, the OCC is in the initial stages of implementing improvements to digital streaming of City Council meetings to make them available on a variety of platforms and devices to allow for increased access to view public meetings in City Hall.

Expanding Neighborhood Outreach Through “Clerk in the Community” – After 40 roundtables this year, City Clerk Anna Valencia heard about the need to increase City services into communities. To that end, the OCC is exploring opportunities for vendors to administer OCC services across Chicago communities. This past year, the office expanded its City Sticker community sales, also known as “Ward Sales”, through May and June 2017. The OCC is also looking to bring the community into City Hall by creating a civic engagement program. Collaboration with Chicago Public Schools will bring high school students to City Hall to learn about their local government, meet with elected officials, explore careers in government and make their voices heard on issues that impact their communities.

**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION**

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; 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)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	33	3,149,155	35	4,199,549
Vehicle Tax Fund	63	6,872,544	63	6,497,071
Total Full-time Equivalent Positions and Amounts	96	\$10,021,699	98	\$10,696,620

ALLOCATION

Personnel Services	6,777,465	6,745,193
Non-Personnel Services	3,244,234	3,951,427

Program Summary and Description	2018 FTEs	Funding
ADMINISTRATION	6	644,863
CITY COUNCIL SUPPORT Conducts and records all official meetings of the City Council.	27	2,519,868
LICENSE MANAGEMENT Administers the City's vehicle sticker program and distributes all general City licenses.	63	6,721,920
MUNICIPAL ID Administers the City's Municipal ID program, which enables Chicagoans to obtain a valid government-issued ID for use in accessing a range of services.	2	1,085,836
TURNOVER		(275,867)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

DEPARTMENT OF FINANCE

The Department of Finance ("DOF") collects revenue and manages the City's financial resources. DOF safeguards the City's fiscal position by maximizing revenues, monitoring expenditures, managing employee benefits and risk exposure, overseeing the City's debt portfolio, supervising the collection of City-administered taxes and debts owed to the City, and issuing and reporting audited financial information. DOF also pays City vendors, issues bonds, handles accounts for City payroll, and administers the benefits program.

2017 Highlights and 2018 Initiatives

Launching eProcurement – In 2017, DOF implemented a new eProcurement system to centralize and streamline procurement processes citywide. eProcurement incorporates electronic workflow, notifications, tracking, and reporting of key information, and functionality which was expanded to include delegate agencies in fall 2017. The newest function of the system, the iSupplier Portal will fully integrate invoicing and payments and will allow vendors to submit invoices electronically to the City for payment. The public facing website will allow suppliers to have real-time access to their information from procurement through the entire payment processes. Delegate agencies also have access to the iSupplier Portal, and DOF anticipates the system will help keep them in compliance with grant agreements and reduce cycle time for voucher payments.

Expanding Weekend Parking Enforcement – In addition to regular parking enforcement schedules, DOF began testing piloting additional enforcement teams in high-traffic neighborhoods during the weekends in 2017. By analyzing historic enforcement data, DOF targeted neighborhoods with the most need for parking turnover to provide businesses and residents greater access to their services and communities. Parking Enforcement Aides ("PEAs") focused primarily in the Central Business District and the surrounding area, in addition to various neighborhoods in need of increased enforcement of parking meters, residential permit parking, and other violations. Through fall 2017, DOF issued over 37,400 tickets through weekend enforcement, netting projected revenue of \$2.6 million, surpassing the 2017 estimated net revenue of \$1.5 million.

Closing Tax Loopholes & Enforcement – Beginning July 1, 2017, the Ground Transportation Tax ("GTT") was collected for non-Chicago public vehicles once for each day the vehicle departs from a City airport with a passenger through the use of license plate recognition technology. This activity was always subject to the tax, but enforcement was challenging because the vehicles were not licensed by the City. To close this loophole, DOF worked with a third party to install enforcement technology at the City's airports that provides registration and account information on suburban taxi companies. The system then automates payments of the GTT per day for each suburban taxi vehicle that departs from O'Hare or Midway Airport with a passenger. As a result of the initiative, DOF expects GTT collections to increase by approximately \$1 million dollars per year.

DOF also determined through tax discovery enforcement efforts that many business subscribers to satellite television were unaware of their obligations to pay the Amusement Tax for the service. By launching a voluntary disclosure program without penalties or interest, DOF educated businesses on their requirements to pay and allowed them to retroactively remit owed Amusement Tax revenue. Participants remitted over \$1.1 million dollars as of September, 2017 in additional Amusement Tax revenue.

Improving Business Tax Collections – DOF's Tax Division identified a high rate of non-compliance within the construction industry regarding the City's Use Tax. While most large contractors are registered and remitting the Use Tax, a significant number of small to mid-size contractors are not because they are unaware of their obligations to pay. Therefore, DOF will offer a limited-time voluntary disclosure program to increase compliance within the industry in 2018. By posting information on DOF's website and working with trade associations and working in partnership with the Department of Buildings, DOF aims to give contractors information and an opportunity to comply. Alternatively, DOF has identified a high rate of non-compliance in the valet parking industry, specifically regarding the parking garage tax, through intentional and deliberate failures to remit their collected taxes. DOF is exploring technology-based solutions to ensure a greater level of compliance in 2018.

2 0 1 8 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 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)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	31	2,870,483	31	2,881,474
Water Fund		6,552		6,552
Sewer Fund		9,100		9,100
Chicago Midway Airport Fund		6,552		6,552
Chicago O'Hare Airport Fund		6,552		6,552
Total Full-time Equivalent Positions and Amounts	31	\$2,899,239	31	\$2,910,230

ALLOCATION

Personnel Services	2,801,459	2,813,836
Non-Personnel Services	97,780	96,394

Program Summary and Description	2018 FTEs	2018 Funding
ADMINISTRATION	31	3,042,946
TURNOVER		(132,716)

DEPARTMENT OF FINANCE

Accounting and Financial Reporting

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	56	5,475,364	55	5,342,465
Water Fund	3	258,609	3	269,350
Chicago Midway Airport Fund	2	165,081	2	164,399
Chicago O'Hare Airport Fund	24	2,122,254	24	2,113,738
Tax Increment Financing Administration Fund	6	747,636	6	788,488
Community Development Block Grant	6	1,229,158	6	1,229,158
Other Grant Funds	3	303,543	3	311,546
Total Full-time Equivalent Positions and Amounts	100	\$10,301,645	99	\$10,219,144

ALLOCATION

Personnel Services	8,631,213	8,600,408
Non-Personnel Services	1,670,432	1,618,736

Program Summary and Description	2018 FTEs	2018 Funding
ADMINISTRATION	2	350,954
ACCOUNTING AND FINANCIAL REPORTING	97	10,163,951
Provides accounting, auditing, and financial reporting for all components of the City.		
TURNOVER		(295,761)

2018 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT FINANCE AND ADMINISTRATION

DEPARTMENT OF FINANCE Financial Strategy and Operations

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	68	6,917,778	70	7,126,564
Water Fund	4	310,168	4	333,997
Vehicle Tax Fund	4	427,552	4	399,509
Sewer Fund		79,140		70,231
Chicago Midway Airport Fund	2	254,997	2	277,707
Chicago O'Hare Airport Fund	2	353,750	2	321,731
Total Full-time Equivalent Positions and Amounts	80	\$8,343,385	82	\$8,529,739

ALLOCATION

Personnel Services	6,700,441	6,917,035
Non-Personnel Services	1,642,944	1,612,704

Program Summary and Description	2018 FTEs	Funding
ADMINISTRATION	1	134,316
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 and casualty risks and employee benefits programs.	81	8,740,941
TURNOVER		(345,518)

DEPARTMENT OF FINANCE Revenue Services and Operations

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	415	53,290,086	414	53,534,572
Water Fund	34	8,441,540	35	8,646,052
Vehicle Tax Fund	7	1,655,660	7	1,842,387
Total Full-time Equivalent Positions and Amounts	456	\$63,387,286	456	\$64,023,011

ALLOCATION

Personnel Services	26,965,666	26,844,611
Non-Personnel Services	36,421,620	37,178,400

Program Summary and Description	2018 FTEs	Funding
ADMINISTRATION	2	822,745
PAYMENT PROCESSING Provides and oversees cashing and reporting of payments made to the City. Manages and operates payment centers throughout the City.	62	6,507,575

2 0 1 8 B U D G E T O V E R V I E W

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT FINANCE AND ADMINISTRATION

TAX POLICY AND ADMINISTRATION	69	6,699,796
Provides and oversees City tax administration, enforcement, policy formation, and customer service.		
STREET OPERATIONS	238	18,450,119
Provides and oversees parking enforcement and booting operations, and manages the residential disabled permit program.		
ACCOUNTS RECEIVABLE	85	32,578,988
Oversees and performs billing and citation notices. Manages collection and cost recovery of various debts owed to the City.		
TURNOVER		(1,036,212)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

CITY TREASURER’S OFFICE

The City Treasurer’s Office (“CTO”) manages the City’s investment portfolio, ensuring the safety of principal, maintaining adequate liquidity, and maximizing investment returns.

The Treasurer’s Office is composed of three divisions:

- **Portfolio Management Division** – Manages the City’s \$7.4 billion investment portfolio. This portfolio includes the City’s operating and bond trust funds, the City’s long term reserves, short-term investments for City and pension funds, and funds belonging to the Chicago Teacher’s Pension Fund.
- **Financial Reporting Division** – Maintains investment-related records and accounts associated with the City’s operating funds, as well as the escrow accounts held with various trustee banks. In this regard, the CTO functions as the City’s banker.
- **Economic Development Division** – Implements programs that promote economic growth and financial literacy throughout the City, focusing on three major areas: asset building, financial education, and small business support. Asset building enables individuals to increase their savings, which contributes to the prevention of bankruptcy, eviction, and unemployment. Financial education teaches individuals how to manage accumulated assets. Small business support assists small and local businesses through multiple programs, including the Small Business Development Loan Program, the Small Business Expo, monitoring workshops and numerous events concerned with small business development and growth.

2017 Highlights and 2018 Initiatives

Launching Aggregate Pricing – The Aggregate Pricing initiative is designed to create significant savings on annual investment fees for Chicago’s public employee pension funds. This initiative provides an opportunity for local and regional pension funds to reduce fees paid to investment managers through information sharing and renegotiation. The CTO has made significant progress on this initiative through:

- Commitments from eight regional plans to participate
- An operational clearinghouse of data through

collaboration, and

- A tool to compare and identify savings opportunities is in place.

The CTO is working with the Chief Investment Officers (CIOs) of local and regional pension funds where Treasurer Summers is a trustee. The CTO has met with CIOs from the Laborers’ and Retirement Board Employees’ Annuity and Benefit Fund of Chicago, the Municipal Employees’ Annuity and Benefit Fund of Chicago, and the Policemen’s Annuity and Benefit Fund of Chicago. The CTO has also met with the consultants for these pension boards, including NEPC and Marquette Associates, to put in place working schematics and to continuously gather data from the funds.

Investing in the Chicago Community Catalyst Fund – The Community Catalyst Fund initiative aims to create an infusion of capital in low-income and middle-income neighborhoods throughout the City. Governed by a seven-person board with substantial financial and investment experience, the Fund will spur economic development in these neighborhoods while generating market returns for taxpayers.

ESG (“Environmental, Social, Governance”) Investing – The CTO will take an investment approach that aims to incorporate ESG factors into its decision making to better manage risk and generate sustainable, long-term returns. Modeling other local government investment policies, the CTO will launch a task force aimed at researching the opportunity for ESG investing as part of the annual assessment of the office’s investment policy.

Operation Hope – In April 2017, Treasurer Kurt Summers announced the launch of Chicago Uplift 2020, a new partnership with Operation HOPE to provide financial empowerment tools to Chicagoans that helps residents raise credit scores, start small businesses, and assist with home ownership. As of fall 2017, the CTO engaged with potential partners to launch Operation HOPE sites in underserved communities. The CTO and Operation HOPE aim to launch the first site in spring of 2018.

**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION**

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 Treasurer's Office manages outreach programs that promote economic development in Chicago's neighborhoods.

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	8	1,556,713	8	1,697,910
Water Fund	4	452,128	4	452,128
Sewer Fund	3	269,400	2	223,212
Chicago Midway Airport Fund	3	332,924	3	341,948
Chicago O'Hare Airport Fund	9	1,026,660	9	1,022,214
Tax Increment Financing Administration Fund	4	434,006	4	407,162
Total Full-time Equivalent Positions and Amounts	31	\$4,071,831	30	\$4,144,574

ALLOCATION

Personnel Services	2,725,279	2,654,948
Non-Personnel Services	1,346,552	1,489,626

Program Summary and Description	2018	
	FTEs	Funding
ADMINISTRATION	7	949,797
PORTFOLIO MANAGEMENT Manages the City's investment portfolio.	9	1,469,942
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	1,185,669
ECONOMIC DEVELOPMENT Develops and implements economic development programs, coordinates program marketing and public affairs, and works with financial institutions and other governmental offices.	3	539,166

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 hearings and issues rulings on administrative matters related to public health, safety, and certain administrative violations on the public. DOAH appoints outside attorneys as administrative law judges to conduct hearings and adjudicate cases.

- **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, and monitors the processing of FOIA requests.
- **Buildings Hearings** – Conducts hearings involving violations of the Building, Fire, and Zoning Codes.
- **Consumer and Environmental Hearings** - Conducts hearings involving public vehicles, unlicensed businesses, deceptive or fraudulent business practices, unstamped cigarette sales, overweight trucks, and towed vehicles. Also, hears cases regarding violations of the Health, Sanitation, Environmental, and Transportation Codes.
- **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.
- **Vehicle Hearings** – Conducts hearings for parking, red light, automated speed camera, and booted vehicle violations.

2017 Highlights and 2018 Initiatives

Court Professionalism Training— In 2017, DOAH department members, Administrative Law Judges, courthouse security personnel, City prosecutors, and representatives from various enforcement departments and outside counsel attended a training session entitled: “Walk in their shoes; Courthouse Professionalism Training”. With a presentation from the Illinois Supreme Court’s Commission on Professionalism, attendees were shown a user survey on how to develop better listening skills. DOAH participated in this training to ensure continued quality customer service and build better relationships with the public. Nearly 150 participants were challenged to consider the administration of justice from the perspective of the patron/customer/respondents who appear at DOAH.

E-Filing Upgrades and Expansion – In partnership with other City departments including Law, Innovation and Technology, and Streets and Sanitation, DOAH is working to expand the e-filing system to other departments. This expansion will allow departments such as Transportation and Police to include their violations in a centralized system, which allows cases to be submitted via a case management interface. This process eliminates the need for paper files from enforcing departments and allows them to be directly transferred to DOAH. Since 2010, the Department of Streets and Sanitation has utilized the e-filing system to increase efficiency by requiring that submitted documents are legible and all required fields are completed by the issuer before submission to DOAH. Full rollout of the program is anticipated in 2018.

2 0 1 8 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 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)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	42	8,591,069	42	8,532,654

ALLOCATION

Personnel Services	3,180,187	3,116,527
Non-Personnel Services	5,410,882	5,416,127

Program Summary and Description	2018 FTEs	2018 Funding
ADMINISTRATION	13	1,151,978
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, and monitors the processing of FOIA requests.	5	1,513,564
BUILDING HEARINGS Conducts hearings that involve violations of the Building, Fire, and Zoning Codes.	5	609,628
CONSUMER AND ENVIRONMENTAL HEARINGS Conducts hearings involving public vehicles, unlicensed businesses, deceptive or fraudulent business practices, unstamped cigarette sales, overweight trucks, and towed vehicles. Also, conducts hearings related to violations of the Health, Sanitation, Environmental, and Transportation Codes.	5	935,082
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.	7	1,379,249
VEHICLE HEARINGS Conducts hearings for parking, red light, automated speed camera, and booted vehicle violations.	7	3,094,144
TURNOVER		(150,991)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

DEPARTMENT OF LAW

The Department of Law (“DOL”) has ten legal divisions and employs approximately 270 lawyers that handle 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. Apart from transactional and litigation work, DOL attorneys are actively engaged in drafting, reviewing, and advising the City on proposed federal, state, and local legislation, and also ensuring that the City’s policies and operations comply with applicable legal requirements. DOL attorneys are involved in housing, nuisance abatement, environmental, and anticrime initiatives that significantly improve public safety and the quality of life in neighborhoods throughout Chicago.

2017 Highlights and 2018 Initiatives

Updating Streets and Sanitation Violation’s Notice and Expanding Violations Eligible for Pre-Payment: In fall of 2016 DOL, in collaboration with the Department of Administrative Hearings (“DOAH”), expanded the list of Department of Streets and Sanitation (“DSS”) code violations eligible for pre-payment. DOL, DOAH, and DSS expanded the list from 11 to 16 violations where a respondent may choose to pay a minimum fine in lieu of attending a hearing at DOAH. DOL then revised the Administrative Notice of Violation for greater clarity. DOL anticipates the pre-payment option to decrease the number of hearings held at DOAH on DSS matters.

Closing Nuisance Businesses and Eliminating Drug Sale and Crime Hot Spots: DOL continues to work with the Chicago Police Department (“CPD”) and the Department of Buildings (“DOB”) to rapidly and effectively reduce narcotic trafficking by criminal street gangs through its Drug and Gang House Enforcement section and its License Enforcement Unit. The Department of Law, CPD and DOB each target problem businesses concealing criminal activity. As a result, any once-concealed drug business ends immediately, and financial pressure can be applied on the licensee to ensure that the criminal activity within the business is permanently eliminated.

DOL routinely assists CPD in determining when use of the Summary Closure Ordinance is appropriate with respect to these businesses. During the first three quarters of 2017, DOL assisted in three summary closures, successfully defended a challenge to the closure decision regarding the

Green Dolphin/Rio Chicago Nightclub, and helped craft strong nuisance abatement plans that have proven effective in addressing chronic problems.

Preserving and Redeveloping Abandoned Buildings and Demolishing Dangerous Vacant Buildings: DOL works with various City departments, the aldermen, developers, community organizations and the Cook County Land Bank Authority to identify vacant buildings before they cause blight, attract crime, or deteriorate to the point of requiring demolition. DOL also works with DOB to identify vacant buildings on which the City has already obtained demolition authority that may be appropriate for redevelopment and forfeited to qualified home owners and developers, which saves the City’s limited resources and spares the taxpayers the costs of demolition.

DOL was able to broker an agreement with the Federal National Mortgage Association (“Fannie Mae”) in which Fannie Mae seeks responsible buyers/developers, vetted by the City, on all Fannie Mae properties on the Vacant Building Call. To date, 12 of these properties are being rehabbed, and the City has collected \$117,500.00 in favorable settlements. If property owners fail or are unable to take responsibility for their vacant building, the City will seek receivership or forfeit the properties to qualified home owners and developers. Through three quarters of 2017, DOL has filed just over 300 new vacant building cases, and has continued its aggressive prosecution of vacant buildings to help minimize the negative impact these properties have on neighborhood stability. DOL’s efforts to stem the tide of vacant, abandoned and unsafe buildings will continue in 2018 and beyond.

**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION**

DEPARTMENT OF LAW

The Law Department (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)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	340	28,622,788	347	29,427,808
Water Fund	16	1,588,359	16	1,643,924
Vehicle Tax Fund	23	1,430,263	23	1,477,254
Sewer Fund	7	805,030	7	827,997
Chicago Midway Airport Fund	4	466,037	3	442,567
Chicago O'Hare Airport Fund	22	2,226,809	19	1,983,171
Tax Increment Financing Administration Fund	12	1,215,348	12	1,225,387
Community Development Block Grant	18	1,784,885	18	1,688,869
Total Full-time Equivalent Positions and Amounts	442	\$38,139,519	445	\$38,716,977

ALLOCATION

Personnel Services	34,478,268	34,987,296
Non-Personnel Services	3,661,251	3,729,681

Program Summary and Description	2018 FTEs	Funding
ADMINISTRATION	21	5,874,516
LITIGATION Represents the City and City officials in a broad range of litigation, in both federal and state court, and also provides pre-litigation counseling to many departments.	159	13,522,302
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.	111	7,642,435
AERC The Aviation, Environmental, Regulatory, and Contracts Division (AERC) handles litigation and transactional matters in the areas of aviation, the environment, finance and bankruptcy, general regulatory, intellectual property, public utilities, and telecommunications. Represents City departments in matters involving the acquisition or sale of services, personal, and intellectual property. Licenses City space for revenue-generating purposes.	30	2,767,112
LEGAL INFORMATION Provides legal advice concerning the Freedom of Information Act (FOIA).	7	585,222
APPEALS Responsible for state and federal appellate work in the four appellate courts that handle Illinois cases.	13	1,259,529

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF LAW

Program Summary and Description	FTEs	2018	Funding
<p>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.</p>	25		2,211,709
<p>LEGAL COUNSEL Drafts legislation and provides legal advice and opinions to the Mayor, City Council and City departments and agencies.</p>	6		595,707
<p>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.</p>	21		2,211,771
<p>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.</p>	11		1,058,872
<p>COLLECTION, OWNERSHIP & ADMIN LITIGATION Handles in-house collections of Circuit Court and administrative judgments, including demolition and mortgage foreclosures, and supervises outside collection matters. Determines ownership of properties with Municipal Code violations.</p>	41		2,650,718
<p>TURNOVER</p>			(1,662,916)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

DEPARTMENT OF HUMAN RESOURCES

The Department of Human Resources ("DHR") recruits, develops, and works to retain a professional and diverse workforce for the City. DHR ensures that the City is in compliance with the City's hiring plan and federal requirements, and that the City's application and hiring processes are open, competitive, and transparent. DHR maintains employee records, oversees compliance with employment laws, and manages programs concerning equal employment opportunity, sexual harassment, and violence in the workplace. DHR also provides training to City employees to enhance and develop their job skills, and establishes, updates, and enforces the City's human resources policies and personnel rules.

Since federal oversight of the City's hiring practices came to an end in 2014, DHR continues to demonstrate the City's commitment to open and transparent hiring practices.

2017 Highlights 2018 Initiatives

Assisting in Hiring for Public Safety Departments – In 2017, the City launched a two-year public safety plan that includes hiring 970 sworn Chicago Police Department ("CPD") officers by the end of 2018. Through this hiring plan, DHR is assisting CPD with testing and hiring across multiple positions, both civilian and sworn positions.

DHR successfully administered the Police Officer entry level exam in April 2017 to over 8,000 candidates of which 75% of applicants were minorities. The administration of the exam followed a successful recruiting campaign, starting in the fall, to increase participation of minority candidates so that the CPD will better reflect the community it serves. DHR works to post these and other positions with colleges and universities, trade and business groups, minority focused organizations, and attends job fairs sponsored by aldermen and neighborhood organizations. The Department also provides application assistance for Spanish speakers. DHR will again administer entry-level Police Officer exams in December 2017 and early 2018.

Launching the eLearning Platform – DHR, in conjunction with the Department of Innovation and Technology, completed a pilot rollout of a new eLearning platform for the City of Chicago. The eLearning System supports the delivery of online required training and education courses, such as the new digital communication policy, and was migrated from a CPD-only resource to a citywide resource in 2017. DHR expects to rollout the eLearning platform to all City departments by December 2017.

Updating and Modernizing DHR Policies – In 2018, DHR expects to release updated policies for the City of Chicago around pregnancy accommodation and military leave. DHR and the Department of Law are developing a Pregnancy Accommodation Policy to lay out the steps employees can follow when they are in need of an accommodation due to pregnancy, childbirth, and related conditions. The new policy will provide a consistent citywide approach for accommodations and ensure compliance with state and federal laws in 2018. Additionally, DHR and the Department of Law are working to clarify the protections and benefits that employees are entitled to when called into active duty service in the armed forces. This Military Leave Policy will provide employees clear and definitive guidelines on their benefits as both City employees and members of the military during active duty service.

**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 citizens 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 also provides administrative support to the HRB.

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	77	6,618,363	79	6,723,807
Water Fund	3	267,992	3	289,470
Chicago Midway Airport Fund	1	87,492	1	95,929
Chicago O'Hare Airport Fund	3	285,049	3	294,028
Total Full-time Equivalent Positions and Amounts	84	\$7,258,896	86	\$7,403,234

ALLOCATION

Personnel Services	6,514,782	6,433,973
Non-Personnel Services	744,114	969,261

Program Summary and Description	2018	
	FTEs	Funding
ADMINISTRATION	11	1,554,600
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, including fingerprinting and background checks.	38	3,207,634
INFORMATION SERVICES Controls the creation and maintenance of all employee records. Manages all web and technical programming, including the TALEO and CAREERS online application programs.	11	790,574
STRATEGIC SERVICES Manages all programs related to testing services, including test development and test administration.	6	441,172
WORKFORCE COMPLIANCE Manages employee performance evaluations, as well as the Reasonable Accommodations and Employee Assistance programs. This section also includes Equal Employment Opportunity and Violence in the Workplace programs.	20	1,772,556
TURNOVER		(363,302)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

DEPARTMENT OF PROCUREMENT SERVICES

The Department of Procurement Services (“DPS”) is the contracting authority for the procurement of goods and services for the City of Chicago. DPS works with all City departments and its customers to guarantee an open, fair, and timely process by establishing, communicating, and enforcing business practices. DPS also monitors contract compliance to ensure that vendors are meeting their obligations to Chicago’s taxpayers and manages the certification of small, local minority, women-owned, veteran, and disadvantaged businesses.

2017 Highlights and 2018 Initiatives

Improving Intergovernmental Cooperation – Procurement Reform Task Force, City Accelerator Cohort – The City of Chicago was one of five cities selected to participate in the City Accelerator program from Living Cities and the Citi Foundation. The national program helps selected cities to refine their procurement approach to increase the diversity of municipal vendors. DPS was selected because of the innovative solutions developed to help support the business community of Chicago like the Procurement Reform Task Force (“PRTF”). The PRTF was convened to develop recommendations for procurement and contract management at the City and its Sister Agencies in order to make the process more uniform, efficient, and cost effective, while increasing accountability. The PRTF was co-chaired by Inspector General Joe Ferguson and Chief Procurement Officer Jamie L. Rhee. DPS will work with Chicago Anchors for a Strong Economy (“CASE”), a unit within World Business Chicago, to facilitate an implementation plan for the long-term recommendations of the PRTF.

Establishing a Veteran Business Enterprise Certification – The City established a certification program for veteran-owned business enterprises (“VBE”) to recognize the contributions of veterans in our community. By establishing a certification program, DPS can ensure that businesses seeking to take advantage of incentives and programs in the City for veterans are legitimately owned, operated, and controlled by veterans. The certification program will mirror the rigorous application process in place for minority-owned business enterprises and women-owned business enterprises (“M/WBEs”). The establishment of the VBE certification program will also allow the City to obtain important information on our small, local, veteran-owned business community and their specialties.

Expanding the Diversity Credit Program – The City’s Diversity Credit program rewards prime contractors who utilize M/WBEs in private sector contracts by creating eligibility for credit toward M/WBE goals on City contracts. DPS will work with the vendor community to explore and develop potential enhancements to the program to increase prime contractors’ use of M/WBEs on projects not involving government funding. This program provides opportunities for M/WBE subcontractors to gain experience in the private sector, which helps the firms diversify their contracting portfolio and build capacity, thereby helping them become more profitable and self-sufficient.

Implementing eProcurement – DPS’ complete transition to the modernized eProcurement system will streamline the City’s procurement processes by tracking all contract-related activities through the new eProcurement Portal. Through eProcurement, solicitations for the City’s diverse needs for goods and services will be advertised, posted, and responded to online, while allowing for vendors to submit invoices for payment in a centralized location. These changes will increase City efficiency, transparency and vendor participation while decreasing procurement cycle times and paper utilization.

In 2017, all departments went “live” with eProcurement, utilizing the system for all contract amendments, receipts, non-contract payments and specific types of contract bids. Solicitations are being rolled out in a phased approach by contract category. Several commodities contracts have been awarded and additional solicitations, including a Request for Proposals and a construction bid, are in the pipeline as various contract categories are advertised. The eProcurement Team is also making strides to improve importing vendor data and digital signatures and approvals, and will soon award the first contract ratified using digital signatures.

The eProcurement modernization project will be ostensibly complete with the “bid-to-award” of all remaining contract categories in 2018, including Architecture and Engineering, Vehicles and Heavy Equipment. By winter of 2018 all new requirements will be bid electronically. Vendors will receive ongoing training from workshops, YouTube tutorials and online instruction videos. Once registered, vendors are able to use the DPS iSupplier Portal self-service website to update contact, geographic, financial and shipping information, and, can track the progress of purchase orders and payments within the eProcurement system.

2 0 1 8 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 PROCUREMENT SERVICES

The Department of Procurement Services (DPS) is the contracting authority for the procurement of goods and services for the City of Chicago. DPS works with all city departments and its customers to guarantee an open, fair and timely process by establishing, communicating and enforcing superior business practices.

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	77	6,708,188	78	6,841,179
Water Fund	3	185,646	3	176,905
Chicago Midway Airport Fund		0	5	355,311
Chicago O'Hare Airport Fund	22	1,804,385	17	1,485,264
Other Grant Funds		50,000		50,000
Total Full-time Equivalent Positions and Amounts	102	\$8,748,219	103	\$8,908,659

ALLOCATION

Personnel Services	7,860,676	8,052,314
Non-Personnel Services	887,543	856,345

Program Summary and Description	2018 FTEs	Funding
ADMINISTRATION	15	1,622,527
CONTRACT MANAGEMENT Facilitates the procurement process to secure high-quality goods and services in a timely and cost-effective manner.	62	5,297,424
CERTIFICATION AND COMPLIANCE Manages Certification Program for disadvantaged, minority and women owned businesses, including: MBE, WBE, BEPD, DBE, and ACDBE certifications. Monitors vendor compliance with contract commitments and applicable laws and regulations.	26	2,329,956
TURNOVER		(341,248)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

DEPARTMENT OF FLEET AND FACILITY MANAGEMENT

The Department of Fleet and Facility Management ("2FM") maintains and manages the City's buildings, vehicles, and other physical assets. Through the Fleet Operations, Facility Management, and Asset Management bureaus, 2FM increases life expectancy of City assets, reduces fuel and energy use, and promotes higher standards for safety and environmental performance in City operations.

- **Bureau of Fleet Operations** – Repairs and maintains City vehicles, as well as those owned by the Chicago Park District, the Chicago Housing Authority, the City Colleges of Chicago, the Chicago Public Schools, and the non-revenue fleet of the Chicago Transit Authority. Fleet Operations also coordinates the rental and disposition of all vehicle and construction equipment and dispenses and monitors fuel for motorized equipment owned by the City's sister agencies.
- **Bureau of Facility Management** – Operates and maintains City facilities, manages security services at those facilities, and provides architectural and engineering services for City projects. Facility Management maintains heating, ventilation, air conditioning, plumbing, and electrical systems, and coordinates custodial, landscaping, carpentry, painting, and other professional services.
- **Bureau of Asset Management** – Charged with procurement and long-term planning for City assets, with a focus on energy efficiency. The Bureau procures energy for City facilities and fuel for the City's fleet of vehicles. The Bureau also manages energy efficiency programs and the franchise agreement with City's electricity provider. It is also tasked with managing leased space, negotiating lease agreements, and completing long-term capital planning for both facilities and equipment. This includes maintaining, managing, and marketing the Riverwalk, which generates and supports tourism. The Bureau's responsibilities also include citywide environmental risk management, brownfield redevelopment, and National Environmental Policy Act reviews.

2017 Highlights and 2018 Initiatives

Reducing Energy Costs – In recent years, 2FM has implemented a number of initiatives to reduce energy use across the City's fleet and facilities and continues to leverage favorable market conditions in order to reduce energy costs. Through these actions, the City was able to reduce energy spend by over \$7 million in 2017. These energy saving measures and strategic purchasing have reduced the City's annual energy budget by over \$8.5 million since 2011.

Selling North & Throop Facility – In 2017, the City will complete the sale of the 2FM's current 18-acre headquarters facility at 1685 N. Throop Street (North & Throop) in the North Branch Industrial Corridor. The City plans to sell the location to a private developer for \$105 million, and a portion of the proceeds will be used to construct a new, \$37 million maintenance headquarters at 6800 S. Wentworth Ave, the former site of Kennedy King College in the city's Englewood neighborhood. In coordination with the Chicago Infrastructure Trust, 2FM released a Request for Proposals (RFP) in February 2017 for a new Fleet and Facility Management headquarters for 200 of their employees. The new 200,000-square-foot replacement building will maintain and repair city vehicles such as fire engines, garbage trucks, and snowplows as a portion of the Department's overall operations.

Revenue from the sale of the North & Throop facility is also expected to pay a portion of the construction costs related to the City's new, state-of-the-art Public Safety Training Academy located at 4301 W. Chicago Avenue in West Garfield Park. Additionally, revenue from the sale of the North & Throop facility will fund upgrades to the City's 311 service.

Managing the Chicago Riverwalk – The 2FM manages and oversees the Chicago Riverwalk operations and solicits businesses to operate on the Riverwalk. As the Riverwalk continues to grow in popularity and use, the City has experienced strong revenue growth from the Chicago Riverwalk with revenues from vendors and tour boat operators increasing from \$6.8 million in 2014 to \$11.9 million in 2016. In 2017, the City estimates that the Riverwalk vendors' gross revenue will reach \$12.8 million. Pursuant to the terms of the loan agreement, a portion of the revenue generated from the Riverwalk has been pledged to repay the Transportation Infrastructure Finance and Innovation Act ("TIFIA") loan.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

In 2017, 2FM issued an RFP for the operation of the Riverwalk and businesses that operate out of the newly

constructed space along the Chicago River. An Evaluation Committee has reviewed written proposals submitted by qualified organizations to manage the Operations of Riverwalk Concessions, has recommended oral presentations from six qualified respondents, and later will begin negotiations with four respondents. 2FM expects contracts to be awarded by the end of 2017.

Implementing a Health & Safety Plan – In January 2017, the 2FM began implementing of the Citywide Environmental Health and Safety (EHS) Plan for the infrastructure departments. As part of this implementation, 2FM is working to complete the rollout of two new OSHA Programs for each infrastructure department, which will improve the accuracy and timeliness of incident reporting with both internal and external partners like Illinois OSHA.

2018 BUDGET OVERVIEW

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT FINANCE AND ADMINISTRATION

DEPARTMENT OF FLEET AND FACILITY MANAGEMENT

Bureau of Finance and Administration

The Department of Fleet and Facility Management (FFM) is responsible for maintaining and repairing the inventory of City owned vehicles and the operation, maintenance and repair of City buildings and properties. FFM is also responsible for custodial services, security coverage, graphic services, mail service, relocation services, and document storage and management.

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	35	3,652,313	35	3,691,234

ALLOCATION

Personnel Services	2,955,090	2,997,851
Non-Personnel Services	697,223	693,383

Program Summary and Description	FTEs	2018 Funding
ADMINISTRATION	35	3,835,626
TURNOVER		(144,392)

DEPARTMENT OF FLEET AND FACILITY MANAGEMENT

Bureau of Facility Management

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	399	64,072,498	399	68,360,391
Water Fund		138,159		166,599
Vehicle Tax Fund		939,051		1,330,253
Library Fund		7,540,541		9,520,805
Other Grant Funds		2,100,000		2,000,000
Total Full-time Equivalent Positions and Amounts	399	\$74,790,249	399	\$81,378,048

ALLOCATION

Personnel Services	33,540,371	33,561,447
Non-Personnel Services	41,249,878	47,816,601

Program Summary and Description	FTEs	2018 Funding
SUPPORT SERVICES Provides central mailing and document retention services citywide.		92,500
FACILITY MANAGEMENT Maintains properties, and manages custodial, security, and landscaping services at all City-owned and leased facilities.	195	61,432,364
ENVIRONMENTAL HEALTH AND SAFETY Develops and manages the City's comprehensive Environmental, Health, and Safety Compliance program.		2,122,420

2 0 1 8 B U D G E T O V E R V I E W

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT FINANCE AND ADMINISTRATION

CAPITAL IMPROVEMENTS	204	19,232,180
<p>Provides architectural, engineering, and construction services for City facilities. Plans, programs, designs, and builds new facilities and improvements at all City facilities. Oversees joint venture projects with the Public Building Commission.</p>		
TURNOVER		(1,501,416)

DEPARTMENT OF FLEET AND FACILITY MANAGEMENT Bureau of Asset Management

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	50	56,960,487	50	54,424,411
Water Fund		23,719,068		23,084,929
Vehicle Tax Fund		13,480,890		13,910,308
Motor Fuel Tax Fund		15,592,576		15,175,066
Sewer Fund		1,360,598		1,185,410
Library Fund		5,357,897		5,080,629
Chicago Midway Airport Fund		6,641,871		7,441,124
Chicago O'Hare Airport Fund		28,992,125		31,206,587
Community Development Block Grant	1	156,929	1	155,994
Other Grant Funds		4,405,000		4,446,000
Total Full-time Equivalent Positions and Amounts	51	\$156,667,441	51	\$156,110,458

ALLOCATION

Personnel Services	3,824,389	3,925,697
Non-Personnel Services	152,843,052	152,184,761

Program Summary and Description	FTEs	2018 Funding
SUPPORT SERVICES Provides central mailing and document retention services citywide.	3	878,560
FACILITY MANAGEMENT Maintains properties, and manages custodial, security, and landscaping services at all City-owned and leased facilities.		2,900,000
LEASE & 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	17,892,379
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.	6	127,073,919
ENVIRONMENTAL HEALTH AND SAFETY Develops and manages the City's comprehensive Environmental, Health, and Safety Compliance program.	13	2,362,912
CAPITAL IMPROVEMENTS Provides architectural, engineering, and construction services for City facilities. Plans, programs, designs, and builds new facilities and improvements at all City facilities. Oversees joint venture projects with the Public Building Commission.		2,320,000

2 0 1 8 B U D G E T O V E R V I E W

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT FINANCE AND ADMINISTRATION

GRAPHICS SERVICES	25	2,841,851
<p>Provides in-house photographic and digital imaging services to City departments. Provides fast and economical printing, photocopying, and bindery services to City departments. Develops and creates strategic marketing for City campaigns, including flyers, brochures, annual reports, banners, and all other printed materials.</p>		

DEPARTMENT OF FLEET AND FACILITY MANAGEMENT Bureau of Asset Management

Program Summary and Description	FTEs	2018 Funding
TURNOVER		(159,163)

DEPARTMENT OF FLEET AND FACILITY MANAGEMENT Bureau of Fleet Operations

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	447	73,069,527	446	72,902,520
Water Fund	49	6,629,315	49	6,577,210
Vehicle Tax Fund		3,434,944		3,623,876
Sewer Fund	26	4,009,901	26	3,982,317
Library Fund		52,485		52,485
Chicago Midway Airport Fund	16	2,893,682	16	2,905,680
Chicago O'Hare Airport Fund	82	20,302,052	82	20,444,860
Total Full-time Equivalent Positions and Amounts	620	\$110,391,906	619	\$110,488,948

ALLOCATION

Personnel Services	52,890,179	52,513,904
Non-Personnel Services	57,501,727	57,975,044

Program Summary and Description	FTEs	2018 Funding
FLEET OPERATIONS	619	112,716,276
<p>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.</p>		
TURNOVER		(2,227,328)

2 0 1 8 B U D G E T O V E R V I E W

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

Infrastructure Services		
FUNDING COMPARISON BY DEPARTMENT		
Department	2017	2018
Department of Streets and Sanitation		
Commissioner's Office	2,620,549	2,334,838
Administrative Services Division	1,811,816	1,871,671
Bureau of Sanitation	157,923,262	161,528,500
Bureau of Rodent Control	10,235,745	11,342,392
Bureau of Street Operations	41,567,032	44,455,792
Bureau of Forestry	18,921,690	17,539,313
Bureau of Traffic Services	23,870,873	24,345,909
Dept Total	256,950,967	263,418,415
Chicago Department of Transportation		
Office of the Commissioner	3,775,800	4,290,440
Division of Administration	5,473,913	5,034,606
Division of Engineering	281,834,592	172,804,641
Division of Traffic Safety	18,402,319	15,549,641
Division of Infrastructure Management	23,699,034	10,429,533
Division of Sign Management	4,263,782	4,427,736
Division of Project Development	105,994,924	142,605,288
Division of Electrical Operations	32,703,965	31,846,002
Division of In-House Construction	78,237,550	72,141,271
Dept Total	554,385,879	459,129,158
Chicago Department of Aviation		
Chicago Midway Airport	192,257,026	215,004,026
Chicago-O'Hare International Airport	539,395,636	608,119,188
Dept Total	731,652,662	823,123,214
Department of Water Management		
Commissioner's Office	10,525,338	10,780,747
Bureau of Administrative Support	5,294,717	5,196,606
Bureau of Engineering Services	23,170,003	19,805,783
Bureau of Water Supply	86,111,005	82,349,945
Bureau of Operations and Distribution	156,299,854	163,817,643
Bureau of Meter Services	11,673,117	11,448,207
Dept Total	293,074,034	293,398,931
Total - Infrastructure Services	\$1,836,063,542	\$1,839,069,718

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

INFRASTRUCTURE SERVICES

DEPARTMENT OF STREETS AND SANITATION

The Department of Streets and Sanitation (“DSS”) ensures a safe and healthy environment on the streets and alleys of the City, and responds to the service needs of communities across Chicago through its neighborhood services office, field offices, aldermanic offices, and the 311 system.

The Department is organized into multiple operational bureaus that perform critical citywide services. The bureaus include:

- **Bureau of Sanitation** – The Bureau of Sanitation is primarily responsible for citywide garbage and recycling collection from single family homes up to four unit residential buildings along with collection from garbage baskets on the public way. The Bureau is responsible for street sweeping Chicago streets each year.
- **Bureau of Rodent Control** – Rodent Control, established as a separate bureau in the 2017 budget, performs citywide rodent abatement, dead animal removal, and cart management.
- **Bureau of Street Operations** – The Bureau’s primary responsibility is citywide snow plowing and removal operations. The Bureau also coordinates field crews to enhance neighborhoods through graffiti removal and vacant lot, parkway, and public way cleaning activities.
- **Bureau of Forestry** – Oversees the trimming, removal, and maintenance of the City’s urban canopy on the public way, which is comprised of over 500,000 trees.
- **Bureau of Traffic Services** – Traffic Services provides traffic support for special events throughout the City, and tows illegally parked vehicles and hazardous vehicles from the public way and vacant property.

2017 Highlights and 2018 Initiatives

Enhancing Graffiti Removal through Prompt Service and an Updated Fleet – DSS continues to improve on graffiti removal operations to increase efficiency and provide the most cost-effective service to taxpayers. In 2017, graffiti reports declined 18 percent from the previous year, indicating that the prompt removal deters future graffiti, and increases the efficiency in service time. In 2017, crews were able to

complete graffiti requests in five days or less reflecting a 50 percent improvement compared to previous 10-day response times. In May 2017, DSS modernized and environmentally improved its fleet by adding eight new graffiti blasters to its fleet of 22.

Expanding Blue Cart Recycling Public Service Announcements and Outreach – On January 1, 2017, the City updated the recycling ordinance, mandating that property owners of businesses and multi-dwelling buildings of five units or more provide recycling for their occupants, or face penalties for non-compliance. In the summer of 2017, DSS launched the “It’s All You” recycling campaign that included the placement of everyday lifestyle recycling images on various media citywide. Through additional social media outreach and a recycling pledge on the DSS website, “It’s All You” aims to educate residents about the common mistakes that residents make in the Blue Cart Recycling Program in order to lower contamination and increase waste diversion away from landfills. DSS aims to educate residents on changes they can make to efficiently recycle through recruiting new and more informed recyclers on the importance and impact of individual participation. In 2016, DSS diverted over 85,000 tons of waste in the Blue Cart Program, saving over \$4 million in waste disposal costs.

Excessive Refuse Cart Inventory Pilot Program – In 2017, DSS performed an Excessive Refuse Cart Inventory Pilot in two wards in Chicago to assess whether residents had excessive carts, and if so, whether they would be amenable to returning the cart(s) to put back into their respective ward’s inventory. The pilot program results indicate that there are many unused or underused refuse carts throughout the city that may be returned and deployed. In 2018, DSS will conduct a similar citywide cart assessment, in an effort to recoup excessive carts.

Expanding the Bureau of Rodent Control – As part of the 2017 Budget, DSS established the Bureau of Rodent Control to increase services provided to residents. As of fall 2017, the Bureau responded to over 39,000 requests for rodent abatement and response time for all rodent abatement requests decreased to five days. To improve effectiveness, DSS tested fertility-bait products on rodents and piloted the application of dry ice in green spaces. In 2018, an additional \$1 million investment will be made to the Bureau to deploy a total of 30 rodent abatement crews and provide more resources towards refuse carts.

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)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	19	2,620,549	19	2,334,838

ALLOCATION

Personnel Services	1,640,506	1,597,259
Non-Personnel Services	980,043	737,579

Program Summary and Description	FTEs	2018	
		FTEs	Funding
ADMINISTRATION	19		2,429,774
TURNOVER			(94,936)

DEPARTMENT OF STREETS AND SANITATION

Administrative Services Division

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	22	1,811,816	23	1,871,671

ALLOCATION

Personnel Services	1,771,308	1,831,863
Non-Personnel Services	40,508	39,808

Program Summary and Description	FTEs	2018	
		FTEs	Funding
ADMINISTRATION	18		1,498,907
OPERATIONAL SUPPORT Supervises personnel, property administration, facility maintenance, employee safety, training, inventory control, and warehouse operations.	5		449,724
TURNOVER			(76,960)

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**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES**

DEPARTMENT OF STREETS AND SANITATION

Bureau of Sanitation

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	506	90,312,724	466	93,878,237
Vehicle Tax Fund	84	7,182,698	88	7,519,926
Garbage Collection Fund	868	60,427,840	869	60,130,337
Total Full-time Equivalent Positions and Amounts	1,458	\$157,923,262	1,423	\$161,528,500

ALLOCATION

Personnel Services	104,258,490	101,282,667
Non-Personnel Services	53,664,772	60,245,833

Program Summary and Description	2018 FTEs	Funding
ADMINISTRATION	7	719,086
SOLID WASTE COLLECTION Collects refuse, bulk items, recycling, and yard waste citywide. Identifies violations of and enforces the City's sanitation code.	1,295	110,648,005
SOLID WASTE DISPOSAL Manages the disposal of waste and bulk material. Maintains records pertaining to solid waste disposal and recycling.	7	44,274,513
STREET OPERATIONS Maintains the cleanliness and safety of the public way through manual sweeping, special events support, and litter basket waste collection. Manages and implements the City's snow removal operations.	26	1,553,299
STREET SWEEPING Maintains the cleanliness of the public way through mechanical sweeping of dirt, debris, and other wastes. Removes debris blocking and/or entering the City sewer system.	88	7,656,783
TURNOVER		(3,323,186)

DEPARTMENT OF STREETS AND SANITATION

Bureau of Rodent Control

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	120	10,235,745	130	11,342,392

ALLOCATION

Personnel Services	8,657,255	9,527,859
Non-Personnel Services	1,578,490	1,814,533

Program Summary and Description	2018 FTEs	Funding
RODENT CONTROL Identifies areas of rodent infestation; controls or eliminates rodent problems through inspections and baiting of alleys, sewers, and identified premises. Collects and removes deceased rodents and other animals from the public way. Manages the city's refuse cart inventory.	130	11,724,565

TURNOVER

(382,173)

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**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES**

DEPARTMENT OF STREETS AND SANITATION

Bureau of Street Operations

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	208	22,695,176	199	22,637,155
Vehicle Tax Fund	39	6,150,656	80	9,161,437
Motor Fuel Tax Fund		12,721,200		12,657,200
Total Full-time Equivalent Positions and Amounts	247	\$41,567,032	279	\$44,455,792

ALLOCATION

Personnel Services	23,451,182	26,087,796
Non-Personnel Services	18,115,850	18,367,996

Program Summary and Description	2018 FTEs	2018 Funding
ADMINISTRATION	11	980,152
COMMUNITY ENHANCEMENTS Provides supervision and field crews for projects that clean and enhance neighborhoods.	190	19,454,682
EQUIPMENT SUPPORT SERVICES Allocates hoisting engineers to operate heavy equipment for a variety of City needs.	32	3,990,544
GRAFFITI BLASTERS Removes graffiti in Chicago neighborhoods.	46	4,719,423
STREET OPERATIONS Maintains the cleanliness and safety of the public way through manual sweeping, special events support, and litter basket waste collection. Manages and implements the City's snow removal operations.		16,134,235
TURNOVER		(823,244)

DEPARTMENT OF STREETS AND SANITATION

Bureau of Forestry

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	243	18,921,690	216	17,539,313

ALLOCATION

Personnel Services	16,256,114	14,823,897
Non-Personnel Services	2,665,576	2,715,416

Program Summary and Description	2018 FTEs	2018 Funding
ADMINISTRATION	5	434,885

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**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES**

OPERATIONAL SUPPORT	59	4,422,756
Supervises personnel, property administration, facility maintenance, employee safety, training, inventory control, and warehouse operations.		
FORESTRY OPERATIONS	152	13,233,641
Removes dead and hazardous trees, trims live trees on the City parkways, removes tree stumps, and processes non-parkway landscape debris.		
TURNOVER		(551,969)

**DEPARTMENT OF STREETS AND SANITATION
Bureau of Traffic Services**

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Vehicle Tax Fund	188	23,870,873	187	24,345,909

ALLOCATION

Personnel Services	14,103,098	13,886,421
Non-Personnel Services	9,767,775	10,459,488

Program Summary and Description	2018 FTEs	2018 Funding
ADMINISTRATION	9	834,968
SPECIAL TRAFFIC SERVICES	36	2,972,034
Provides traffic support for parades, marathons, filming locations, and other special events.		
TOWING / RELOCATION SERVICES	71	14,739,817
Tows vehicles illegally parked on the public way and provides towing and relocation support to other City departments and agencies.		
CONTRACTUAL TOWING	13	1,152,554
Identifies and removes hazardous and abandoned vehicles from City streets and vacant lots through a contractual towing program.		
AUTO POUNDS	58	5,216,998
Operates and supervises the City's auto pounds and provides notice to owners of impounded vehicles.		
TURNOVER		(570,462)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

INFRASTRUCTURE SERVICES

DEPARTMENT OF TRANSPORTATION

The Chicago Department of Transportation (“CDOT”) oversees and ensures the proper working conditions and environmental sustainability of the City’s surface transportation networks and public way. CDOT maintains and rehabilitates more than 4,800 miles of streets, 2,100 miles of alleys, 300 bridge structures, 250 miles of on-street bike-ways, and 3,000 signalized intersections citywide. Each year, CDOT invests millions of dollars in the City’s infrastructure and assists in the administration of the Aldermanic Menu Program, which funds community infrastructure improvements in each ward.

CDOT’s primary areas of focus are:

- **Transportation Infrastructure** – CDOT plans, designs, constructs, maintains, and manages surface transportation infrastructure such as streets, alleys, sidewalks, curbs, gutters, bridges, and viaducts to ensure safe and efficient travel in the City. The Department also installs, maintains, and replaces traffic signals, street signs, street and alley lights, and pavement markings to improve public safety.
- **Regulation and Permitting** – CDOT regulates the public way by overseeing the permitting of oversized vehicle passage, utility construction, newspaper stands, construction scaffolding, and driveways. The department processes approximately 100,000 public way use permits annually, issued to private contractors, commercial utility companies, and other City departments.
- **Sustainable Transportation** – CDOT encourages alternatives to driving through its public transit, bicycling, and pedestrian programs. These programs are designed to invest in inter-related infrastructure improvements and promote safety through education and awareness.

2017 Highlights and 2018 Initiatives

Managing Chicago’s Smart Lighting Project – CDOT, in partnership with the Chicago Infrastructure Trust and the Department of Innovation and Technology, completed the procurement process in the first half of 2017. The Chicago Smart Lighting Project is a four phase undertaking for one of the largest municipal outdoor lighting modernization programs in the country. The project will replace Chicago’s outdated lamps with modern, longer-lasting LED fixtures complimented with a management system that will give the City real-time feedback of the lighting grid’s performance

and allow for the remote control of lighting levels. The ability to know exactly what street lights are underperforming will speed up the Division of Electrical Operations’ service response time. The modernized system will reduce the City’s street light electricity consumption by more than 50 percent. In addition, the new lighting will improve safety and quality-of-life in neighborhoods across the City by improving nighttime visibility and reliability of the system. The first of the 270,000 installations began in September 2017.

Launching Vision Zero Chicago – CDOT spearheaded the launch of Vision Zero Chicago, a citywide initiative to reduce traffic fatalities and serious injuries. Vision Zero is a data-driven, multi-agency approach that views severe crashes as a public health challenge. Each year, 2,000 people are killed or seriously injured in traffic crashes on Chicago streets. Severe crashes can be reduced through improvements in technology, engineering, enforcement, and education. The Action Plan, released in June 2017, kicked off the plan for the first three years of the ten-year Vision Zero goal. To achieve this goal, the City will invest in infrastructure improvements that increase traffic safety for all roadway users citywide with a strong focus in communities that are most affected by severe traffic crashes. CDOT anticipates implementing proven pedestrian safety countermeasures like pedestrian refuge islands, pedestrian countdown timers, and bump-outs at 100 intersections citywide by the end of 2017. Projects planned to begin in 2018 include pedestrian safety improvements at over 150 intersections in neighborhoods across Chicago. City departments and sister agencies will also implement policies, training, and technologies that create safer vehicles and safer professional drivers.

Reconstructed two dangerous intersections on the northwest side

- *The Reconstruction of the 5-legged Intersection of Belmont, Western and Clybourn:* In July 2017 CDOT marked the completion of removing an outdated and severely deteriorated Western Avenue viaduct over Belmont Avenue. Western Avenue now features modern, new lighting, three lanes of traffic in each direction during rush hours, and a curbside lane available for parking in some areas of the corridor during non-rush hours.
- *Reconstruction of Damen, Elston and Fullerton:* Completed in August 2017, the Damen Avenue, Elston Avenue and Fullerton Avenue intersection reconstruction eliminated one of the City’s highest incident of collision intersections. By realigning Elston Avenue and creating separate intersections for both Fullerton and Elston, and Damen and Elston, the

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

new traffic pattern is improving safety, relieving congestion creating new opportunities for development in a prime location on the near North Side.

Completing the Albany Park Stormwater Diversion Tunnel – The 1.4-mile long tunnel is more than 100 feet under Foster Avenue and is scheduled for completion in spring 2018 to relieve the threat of catastrophic flooding on the far North Side. The 18-foot diameter tunnel will have an intake shaft at a bend in the North Branch of the Chicago River in Eugene Field Park just east of Pulaski Road. The tunnel will operate when the water level threatens to reach flood stage, the tunnel will divert a flow of 2,300 cubic feet of water per second, bypassing the Albany Park neighborhood and emptying at an outlet shaft at River Park just south of Foster Avenue into the North Shore Channel which has the capacity to handle the excess water.

**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 movable bridges, streets, street signs, pavement markings, street and alley lights, and traffic signals.

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	24	3,775,800	29	4,290,440

ALLOCATION

Personnel Services	2,363,946	2,771,985
Non-Personnel Services	1,411,854	1,518,455

Program Summary and Description	2018 FTEs	2018 Funding
ADMINISTRATION	9	1,201,855
PUBLIC INFORMATION Provides timely information to the press and the public on department projects and transportation issues.	3	296,700
PERFORMANCE MANAGEMENT Administers department process improvement through analysis of citywide service requests (CSR) data and related metrics. Identifies trends and benchmarks to improve delivery of services across department divisions.	8	776,256
INTERGOVERNMENTAL RELATIONS Coordinates information provided to businesses, communities, and governmental agencies. Works with aldermen and the City Council to coordinate neighborhood infrastructure projects.	9	2,162,672
TURNOVER		(147,043)

CHICAGO DEPARTMENT OF TRANSPORTATION

Division of Administration

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	67	5,473,913	62	5,034,606

ALLOCATION

Personnel Services	5,263,687	4,852,581
Non-Personnel Services	210,226	182,025

Program Summary and Description	2018 FTEs	2018 Funding
ADMINISTRATION	62	5,237,953
TURNOVER		(203,347)

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PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

CHICAGO DEPARTMENT OF TRANSPORTATION

Division of Engineering

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund		0		1,791,330
Vehicle Tax Fund	81	12,597,592	80	11,053,311
Motor Fuel Tax Fund		0		3,000,000
Other Grant Funds		269,237,000		156,960,000
Total Full-time Equivalent Positions and Amounts	81	\$281,834,592	80	\$172,804,641

ALLOCATION

Personnel Services	7,687,137	7,340,875
Non-Personnel Services	274,147,455	165,463,766

Program Summary and Description	2018 FTEs	Funding
DESIGN / CONSTRUCTION MANAGEMENT	80	173,243,866
Develops, designs and manages construction of bridges, streetscapes, and transit station projects. Coordinates the use of freight tunnel system. Issues public way permits, performs inspections of the public way, and reviews construction projects for quality assurance.		
TURNOVER		(439,225)

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**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES**

**CHICAGO DEPARTMENT OF TRANSPORTATION
Division of Infrastructure Management**

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Vehicle Tax Fund	75	10,047,034	74	10,429,533
Other Grant Funds		13,652,000		0
Total Full-time Equivalent Positions and Amounts	75	\$23,699,034	74	\$10,429,533

ALLOCATION

Personnel Services	5,129,590	5,191,314
Non-Personnel Services	18,569,444	5,238,219

Program Summary and Description	2018 FTEs	2018 Funding
PUBLIC WAY MANAGEMENT - UNDERGROUND Coordinates the use of the public way and manages and operates the Office of Underground Coordination, the City Utility Alert Network, and One Call.	22	6,326,622
DESIGN / CONSTRUCTION MANAGEMENT Develops, designs and manages construction of bridges, streetscapes, and transit station projects. Coordinates the use of freight tunnel system. Issues public way permits, performs inspections of the public way, and reviews construction projects for quality assurance.	52	4,486,168
TURNOVER		(383,257)

**CHICAGO DEPARTMENT OF TRANSPORTATION
Division of Sign Management**

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	48	4,263,782	50	4,427,736

ALLOCATION

Personnel Services	3,310,842	3,399,982
Non-Personnel Services	952,940	1,027,754

Program Summary and Description	2018 FTEs	2018 Funding
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.	50	4,596,710
TURNOVER		(168,974)

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**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES**

**CHICAGO DEPARTMENT OF TRANSPORTATION
Division of Project Development**

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	37	4,312,924	38	4,270,288
Other Grant Funds	3	101,682,000	3	138,335,000
Total Full-time Equivalent Positions and Amounts	40	\$105,994,924	41	\$142,605,288

ALLOCATION

Personnel Services	3,562,732	3,501,403
Non-Personnel Services	102,432,192	139,103,885

Program Summary and Description	2018 FTEs	2018 Funding
PROJECT DEVELOPMENT Prepares surface transportation plans, studies, and policy recommendations to enhance mobility, economic vitality, and quality of life in Chicago.	38	76,327,926
DESIGN / CONSTRUCTION MANAGEMENT Develops, designs and manages construction of bridges, streetscapes, and transit station projects. Coordinates the use of freight tunnel system. Issues public way permits, performs inspections of the public way, and reviews construction projects for quality assurance.	3	66,520,002

TURNOVER (242,640)

**CHICAGO DEPARTMENT OF TRANSPORTATION
Division of Electrical Operations**

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	90	9,302,873	90	8,923,546
Vehicle Tax Fund	61	8,179,609		2,921,925
Motor Fuel Tax Fund	127	15,221,483	188	20,000,531
Total Full-time Equivalent Positions and Amounts	278	\$32,703,965	278	\$31,846,002

ALLOCATION

Personnel Services	26,437,720	25,809,104
Non-Personnel Services	6,266,245	6,036,898

Program Summary and Description	2018 FTEs	2018 Funding
ELECTRICAL OPERATIONS AND MANAGEMENT Maintains, repairs, and designs 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. Provides design and drafting of electrical engineering services, and supervises electrical system improvement projects.	278	33,297,190

TURNOVER (1,451,188)

**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES**

**CHICAGO DEPARTMENT OF TRANSPORTATION
Division of In-House Construction**

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	143	13,513,910	140	13,112,331
Vehicle Tax Fund	525	47,987,715	525	47,254,304
Motor Fuel Tax Fund	72	15,735,925	85	11,774,636
Other Grant Funds		1,000,000		0
Total Full-time Equivalent Positions and Amounts	740	\$78,237,550	750	\$72,141,271

ALLOCATION

Personnel Services	64,458,062	63,719,020
Non-Personnel Services	13,779,488	8,422,251

Program Summary and Description	2018 FTEs	Funding
CONSTRUCTION SUPPORT Provides program support for capital projects, repair and operation and for asphalt and concrete repair and replacement. Coordinates capital improvements requested through the aldermanic menu program.	9	2,477,077
BRIDGE MANAGEMENT Performs routine repairs to bridges throughout the city, and provides staff at bridge houses with roving patrols for timely bridge openings over commercial and public water way transportation.	193	21,914,762
ASPHALT MAINTENANCE Responsible for residential street and alley resurfacing, pothole patching, pavement markings, and street and alley speed bump installation and maintenance.	191	19,221,093
CONCRETE MAINTENANCE Responsible for the repair and replacement of sidewalks, curbs, and gutters. Ensures proper drainage and manages erosion prevention activities.	357	31,292,566
TURNOVER		(2,764,227)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

INFRASTRUCTURE SERVICES

DEPARTMENT OF AVIATION

The Chicago Department of Aviation (“CDA”) manages the operations of O’Hare International Airport and Midway International Airport, which are owned by the City of Chicago. The CDA works to ensure safe and efficient travel by its 75 passenger and cargo airlines. Chicago’s airports generate more than \$45 billion in annual economic activity and roughly half a million jobs for the region.

Airport operations are funded by revenue generated from airline landing and user fees, terminal rents, parking, and concessions. Capital funding comes from sources such as airport revenue bonds, passenger facility charges, federal airport improvement program funds, and private investment. All capital projects are financed without the use of city and/or state tax revenues.

2017 Highlights and 2018 Initiatives

Modernizing and Expanding O’Hare and Midway Airports

There are multiple modernization and infrastructure projects currently underway at O’Hare and Midway. These projects include:

O’Hare Modernization Program – In 2017, construction continued on Runway 9C/27C and other work to finalize the O’Hare Modernization Program (“OMP”). Runway 9C/27C is scheduled to be commissioned in 2020 and creates more than 4,900 jobs during construction. The new runway will add capacity and provide increased flexibility for east and west flow operations, helping to balance noise exposure among communities east and west of O’Hare. When OMP is completed, O’Hare will have the most modern and efficient airfield in the country. Construction progressed on the eastern portion of the runway and the airlines have proceeded to relocate airline support facilities to make way for further runway construction.

Constructing a New Joint Use Facility and Extension of the Airport Transit System at O’Hare – Construction of the new \$786 million Joint Use Facility (“JUF”), also known as the Multimodal Facility, and Airport Transit System (“ATS”) extension is on schedule to be completed in 2018. This project creates nearly 3,000 jobs during construction. The JUF development and ATS extension will serve as a major access point to O’Hare and significantly enhance multi-modal transit connectivity between rental cars, public parking, public roadways, shuttle busses, CTA and Metra. The JUF project will move rental car companies out of dispersed locations and into the new multi-level facility.

The JUF will provide over 4,400 rental car

company parking spaces on the first three floors, a customer lobby on the first floor, with remaining floors designed for over 2,400 public parking spaces. The ATS is being extended and will connect to a new terminal within the JUF facility.

Developing the O’Hare Capital Program – Work continues on the development of a multi-billion dollar O’Hare 21 capital program that will give terminals their first capital update in decades. The program aims to modernize terminals, increase connection opportunities for both travelers and residents, and elevate Chicago’s profile as a global hub for travel and commerce. Upgrades will address long-term gate area and gate expansion needs, accomplished through a new centralized global terminal. O’Hare 21 will create tens of thousands of new construction jobs over the next decade.

Expanding O’Hare’s International Terminal – Construction will begin in 2018 on the expansion of O’Hare’s International Terminal 5 to add nine new wide-body gates and provide for a second A380 capable gate by 2020. The expansion addresses near-term demand and capacity of International Terminal gates and facilities and provides additional capacity for domestic flights. The Terminal 5 expansion will support approximately 1,400 jobs.

Hotel Construction and Renovation – The CDA plans to build two new hotels and renovate another at O’Hare to support continued growth and increased capacity delivered by O’Hare 21. The projects include a new mixed hotel/office development near the JUF; a new full service hotel near Terminal 5; and renovation and modernization of O’Hare Hilton near the terminal core. The hotel development projects will be completed in 2021 and will improve direct access accommodations for business and leisure travelers and provide new conference facilities for business traffic.

Midway Terminal Modernization – In fall 2017, CDA began construction on the first new capital program in more than a decade to modernize and expand key passenger amenities at Midway. The nearly \$400 million project includes an expansion of the concession facilities, the terminal parking garage, and security checkpoint. Midway Modernization will improve customer experience while helping to grow Midway’s competitive edge, creating more than 1,700 construction and concessions jobs for residents. The checkpoint and parking garage projects are expected to be completed by winter of 2019 and the concessions renovation will be completed in summer of 2020.

**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)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Chicago Midway Airport Fund	238	103,425,026	240	102,821,026
Other Grant Funds		88,832,000		112,183,000
Total Full-time Equivalent Positions and Amounts	238	\$192,257,026	240	\$215,004,026

ALLOCATION

Personnel Services	20,882,876	21,139,426
Non-Personnel Services	171,374,150	193,864,600

Program Summary and Description	2018 FTEs	2018 Funding
ADMINISTRATION	12	5,788,089
FINANCIAL MANAGEMENT Directs financial matters concerning the airport system.		2,449,485
LEGAL AND CONTRACT MANAGEMENT Provides direction on legal issues, contract processing, and review of all airport contracts.		10,000
COMMERCIAL DEVELOPMENT AND CONCESSIONS Manages all airport tenants and concession services.		591,700
CAPITAL DEVELOPMENT Provides engineering and architectural services for airport development projects. Manages noise abatement program.		113,367,100
AIRFIELD OPERATIONS Provides for the safe operation of airplane ground movements, airfield coordination, vehicle operations, snow and ice removal services, and emergency response coordination.	128	14,819,398
LANDSIDE OPERATIONS Manages ground transportation services at parking facilities.	21	21,038,895
SECURITY AND SAFETY MANAGEMENT Provides airport safety and security services for the traveling public, airport employees, and property.	64	13,180,634
FACILITY MANAGEMENT Operates and maintains terminal and airfield facilities and equipment.	15	44,272,146
TURNOVER		(513,421)

**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES**

**CHICAGO DEPARTMENT OF AVIATION
Chicago-O'Hare International Airport**

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Chicago O'Hare Airport Fund	1,526	380,650,636	1,537	402,777,188
Other Grant Funds		158,745,000		205,342,000
Total Full-time Equivalent Positions and Amounts	1,526	\$539,395,636	1,537	\$608,119,188

ALLOCATION

Personnel Services	131,231,336	131,881,788
Non-Personnel Services	408,164,300	476,237,400

Program Summary and Description	2018 FTEs	2018 Funding
ADMINISTRATION	43	25,853,153
FINANCIAL MANAGEMENT Directs financial matters concerning the airport system.	44	18,218,904
LEGAL AND CONTRACT MANAGEMENT Provides direction on legal issues, contract processing, and review of all airport contracts.	12	1,249,488
COMMERCIAL DEVELOPMENT AND CONCESSIONS Manages all airport tenants and concession services.	17	14,026,088
CAPITAL DEVELOPMENT Provides engineering and architectural services for airport development projects. Manages noise abatement program.	67	218,448,922
AIRFIELD OPERATIONS Provides for the safe operation of airplane ground movements, airfield coordination, vehicle operations, snow and ice removal services, and emergency response coordination.	463	56,595,547
LANDSIDE OPERATIONS Manages ground transportation services at parking facilities.	223	110,376,176
SECURITY AND SAFETY MANAGEMENT Provides airport safety and security services for the traveling public, airport employees, and property.	323	47,774,258
FACILITY MANAGEMENT Operates and maintains terminal and airfield facilities and equipment.	345	120,911,098
TURNOVER		(5,334,446)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

INFRASTRUCTURE SERVICES

DEPARTMENT OF WATER MANAGEMENT

The Department of Water Management ("DWM") is responsible for delivering fresh, pure water to the residents of Chicago and 125 suburban communities every day. DWM continually monitors water quality and performs testing 24 hours a day, seven days a week. All of this is accomplished through a network of purification plants, tunnels, pumping stations, water mains, valves and structures that require constant upkeep and maintenance. Additionally, DWM removes waste water and storm runoff from the streets of Chicago through the sewer system, and delivers the effluent for treatment to the Metropolitan Water Reclamation District of Greater Chicago.

DWM plans, designs, and supervises capital improvements to the sewer and water systems, including the replacement of the City's aging infrastructure and prioritizing environmentally-sound and cost effective measures to help conserve Lake Michigan's water while protecting water quality. The accelerated water main replacement program began in 2012 and involves the installation of hundreds of miles of new water and sewer mains as well as the lining and renewal of thousands of other structures. In addition, DWM is upgrading its facilities including the conversion of three pumping stations from steam to electric power.

2017 Highlights and 2018 Initiatives

Creating efficiencies within the Department- The Bureau of Performance Management was created to develop, review and revise policies, procedures and directives to improve the level of service provided by DWM employees. In 2017, the Bureau established an overtime management process to streamline requirements and allow for efficient reporting and tracking for employees. In 2018, the Bureau will review and revise the current Central Dispatch Standard Operating Procedures to improve employee accountability, increase communication, enhance recordkeeping and to provide better customer service.

Upgrading and Modernizing the City's Purification Plants and Pumping Stations – The Springfield Avenue Pumping Station was fully converted from steam to electricity in 2017. The more energy efficient station has reduced its carbon footprint and will save an estimated \$4 million annually with improved reliability and efficiency. The Central Park Pumping Station will undergo a similar conversion in 2018 to modernize. The Department estimates an annual savings of \$4.5 million in energy, maintenance and personnel costs once the conversion is complete.

The Jardine Water Purification Plant continues to see investment in the operating systems. Replacement and upgrades to support a new power generator will begin construction in the 4th quarter of 2017, and is budgeted at \$50 million.

*Installing Residential Meters –*Through the MeterSave program, Chicago homeowners volunteer to have a water meter installed in their home to help them save both water and money. Since its inception in 2009, DWM has installed 116,551 meters in residences throughout the City through September 15, 2017. Homeowners participating in MeterSave receive a 7-year guarantee that their home's water bill will be no higher than it would have if the meter was not installed. Through MeterSave, DWM is then able to understand water consumption patterns for residents and to respond to work orders with greater efficiency and understanding. In 2017, DWM coordinated with the Department of Finance to create new bill inserts to promote the program to 66,000 eligible homeowners. In 2018, DWM will continue to focus on outreach and promoting enrollment for seniors and two-flat non-metered homeowners.

Replacing and Repairing the City's Aging Water and Sewer System – Through the City's 10-year Capital Improvement Plan, which began in 2012, DWM is renewing and replacing aging water and sewer infrastructure at an accelerated pace. Through September 29, 2017, the department has completed 537 miles of water main installation, 425 miles of sewer rehab, 76,000 sewer structure linings and more than 117,000 water meter installations. DWM's 2018 plans to replace and install 90 miles of new water mains, replace and install 22 miles of new sewer mains, line and renew 42 miles of old sewer mains, and line and renew 5,000 sewer structures.

**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES**

DEPARTMENT OF WATER MANAGEMENT

Commissioner's Office

The Department of Water Management (DWM) is responsible for the delivery of fresh, pure water to Chicago residents and suburban communities. DWM also transmits waste water from homes and businesses along with storm water runoff from streets to the Water Reclamation system. Operations rely on a network of purification plants, tunnels, pumping stations, structures, and water and sewer mains; all of which are built and maintained by DWM.

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Water Fund	75	10,525,338	75	10,780,747

ALLOCATION

Personnel Services	4,735,905	4,724,114
Non-Personnel Services	5,789,433	6,056,633

Program Summary and Description	2018 FTEs	2018 Funding
ADMINISTRATION	17	3,654,751
SAFETY AND SECURITY Coordinates employee safety measures and provides site security at water and sewer system facilities.	58	7,295,749
TURNOVER		(169,753)

DEPARTMENT OF WATER MANAGEMENT

Bureau of Administrative Support

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Water Fund	54	5,294,717	53	5,196,606

ALLOCATION

Personnel Services	4,658,360	4,527,340
Non-Personnel Services	636,357	669,266

Program Summary and Description	2018 FTEs	2018 Funding
ADMINISTRATION	53	5,513,771
TURNOVER		(317,165)

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**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES**

**DEPARTMENT OF WATER MANAGEMENT
Bureau of Engineering Services**

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Water Fund	46	7,930,405	46	4,522,134
Sewer Fund	25	2,289,598	26	2,333,649
Other Grant Funds		12,950,000		12,950,000
Total Full-time Equivalent Positions and Amounts	71	\$23,170,003	72	\$19,805,783

ALLOCATION

Personnel Services	6,773,453	6,715,733
Non-Personnel Services	16,396,550	13,090,050

Program Summary and Description	2018 FTEs	Funding
ADMINISTRATION	2	234,991
CAPITAL DESIGN AND CONSTRUCTION SERVICES Plans, designs, and supervises capital improvements to the sewer and water systems.	36	3,471,953
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.	7	755,930
INSPECTION SERVICES Protects public health and welfare by inspecting consumer plumbing to ensure compliance with the City code. Inspects and evaluates the condition of valves throughout the water system, and protects the water and sewer systems from damage by private contractors.	27	2,785,240
SYSTEM INSTALLATION Provides for the replacement of sewers, water mains, water valves, and fire hydrants. Monitors the cleaning of large sewers by private contractors.		12,950,000
TURNOVER		(392,331)

**DEPARTMENT OF WATER MANAGEMENT
Bureau of Water Supply**

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Water Fund	619	86,111,005	618	82,349,945

ALLOCATION

Personnel Services	57,091,658	57,314,599
Non-Personnel Services	29,019,347	25,035,346

Program Summary and Description	2018 FTEs	Funding
ADMINISTRATION	11	1,351,425

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PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT INFRASTRUCTURE SERVICES

WATER QUALITY	45	5,642,097
Conducts comprehensive water quality monitoring to ensure sanitary quality is maintained throughout the water system.		
WATER PUMPING	218	29,356,672
Operates and maintains 12 pumping stations to provide sufficient water for domestic, industrial, and firefighting needs.		
WATER TREATMENT	344	49,158,556
Operates and maintains the City's two water purification plants.		
TURNOVER		(3,158,805)

DEPARTMENT OF WATER MANAGEMENT Bureau of Operations and Distribution

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Water Fund	742	83,055,111	774	87,298,065
Sewer Fund	587	73,244,743	608	76,519,578
Total Full-time Equivalent Positions and Amounts	1,329	\$156,299,854	1,382	\$163,817,643

ALLOCATION

Personnel Services	111,957,793	119,383,085
Non-Personnel Services	44,342,061	44,434,558

Program Summary and Description	2018 FTEs	Funding
ADMINISTRATION	18	2,228,407
ENGINEERING SERVICES	14	1,171,633
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	24	2,523,564
Protects public health and welfare by inspecting consumer plumbing to ensure compliance with the City code. Inspects and evaluates the condition of valves throughout the water system, and protects the water and sewer systems from damage by private contractors.		
SYSTEM INSTALLATION	55	49,681,804
Provides for the replacement of sewers, water mains, water valves, and fire hydrants. Monitors the cleaning of large sewers by private contractors.		
SYSTEM MAINTENANCE	1,245	110,890,770
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.		
COMMUNICATIONS AND COORDINATION	26	2,112,023
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.		
TURNOVER		(4,790,558)

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**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES**

DEPARTMENT OF WATER MANAGEMENT

Bureau of Meter Services

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Water Fund	136	11,673,117	136	11,448,207

ALLOCATION

Personnel Services	11,384,392	11,165,107
Non-Personnel Services	288,725	283,100

Program Summary and Description	2018 FTEs	2018 Funding
ADMINISTRATION	3	300,692
METER OPERATIONS SUPPORT Supports the City's water meter installation and repair programs.	45	3,772,165
WATER METER INSTALLATIONS AND REPAIRS Provides water meters to customers. Repairs and installs 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.	88	8,016,755
TURNOVER		(641,405)

2 0 1 8 B U D G E T O V E R V I E W

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT PUBLIC SAFETY

	Public Safety	
	FUNDING COMPARISON BY DEPARTMENT	
Department	2017	2018
Police Board	473,644	473,519
Independent Police Review Authority	2,896,323	0
Chicago Police Department	1,490,129,777	1,552,346,776
Office of Emergency Management and Communications	243,631,348	294,224,019
Chicago Fire Department	635,356,110	633,215,615
Civilian Office of Police Accountability	7,317,232	13,289,393
Total - Public Safety	\$2,379,804,434	\$2,493,549,322

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY

CHICAGO POLICE BOARD

The Police Board provides a fair and open process for deciding disciplinary cases in which a police officer is accused of serious misconduct. The Police Board’s role is to undertake a thorough review of each case and render a fair, unbiased decision. The Police Board provides due process of law and decides each case based on the evidence presented at the disciplinary hearing. Its primary powers and responsibilities per the City’s Municipal Code and State are:

- Deciding disciplinary cases when the Superintendent of Police files charges to discharge a police officer or to suspend a police officer for more than thirty days;
- Reviewing, upon request of police officers, disciplinary suspensions of six through thirty days;
- Deciding matters in which the Civilian Office of Police Accountability and the Superintendent of Police do not concur regarding discipline of a police officer;
- Adopting the rules and regulations governing the Chicago Police Department;
- Holding monthly meetings that provide an opportunity for all members of the public to present questions and comments directly to the Police Board.

2017 Highlights and 2018 Initiatives

The City continues to promote transparency of the process for handling allegations of police misconduct. The following initiatives ensure that the Police Board is accountable to all stakeholders:

- A list of cases currently before the Board appears on the Board’s website, which includes charges filed by the Superintendent and when the case is scheduled for hearing.
- All of the Board’s disciplinary hearings are open to the public.

After the Board decides a case, a written decision is issued. Detailed explanations of the Board’s findings are then posted on the website.

These transparency initiatives are an important step in promoting public awareness and confidence in the disciplinary process and is an on-going process. As of September 30, 2017, 112 decisions are posted on the Board’s website.

The Board also closely monitors the amount of time needed to bring disciplinary cases to hearing and a decision. A fair and efficient disposition of each case is an important component of due process and reducing any delay is a priority.

Since the inception of this initiative, the Board has reduced the average amount of time to bring cases to hearing and decision by several months. The median amount of time from the filing of charges until a final decision is 7.5 months, down from 9 months.

POLICE BOARD

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

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	2	473,644	2	473,519

ALLOCATION

Personnel Services	283,272	283,272
Non-Personnel Services	190,372	190,247

Program Summary and Description	2018	
	FTEs	Funding
POLICE DISCIPLINE Decides disciplinary cases involving allegations of misconduct made against members of the Chicago Police Department. Conducts the search for a new Superintendent of Police. Adopts the rules and regulations governing the Chicago Police Department.	2	473,519

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

PUBLIC SAFETY

CIVILIAN OFFICE OF POLICE

ACCOUNTABILITY

The Civilian Office of Police Accountability's ("COPA") mission is to:

- Provide a just and efficient means to fairly and timely conduct investigations within its jurisdiction;
- Determine whether allegations of police misconduct are well-founded;
- Identify and address patterns of police misconduct; and
- Make policy recommendations to the Chicago Police Department ("CPD"), thereby reducing incidents of police misconduct.

Under the direction of the Chief Administrator, COPA has the power and authority to conduct investigations into:

- Complaints against CPD members alleging domestic violence, excessive force, coercion, or verbal abuse;
- All incidents, including those in which no allegation of misconduct is made, in which a CPD member discharges: (i) a firearm in a manner that potentially could strike another individual, (ii) a stun gun or taser in a manner that results in death or serious bodily injury, or (iii) in the Chief Administrator's discretion, other weapons discharges and other use of CPD-issued equipment as a weapon that results in death or serious bodily injury;
- Incidents, including those in which no allegation of misconduct is made, where a person dies or sustains a serious bodily injury while detained or in CPD's custody, or as a result of police actions, such as during attempts to apprehend a suspect;
- Incidents of an "officer-involved death," as that term is defined in 50 ILCS 727/1-5; and
- Complaints against CPD members alleging improper search or seizure of either individuals or property, or unlawful denial of access to counsel.

2018 Initiatives

In its first full year of operations as the civilian oversight agency of CPD, the leadership team of COPA will focus on the following main initiatives:

- Building a new case management system that is independent of, yet integrated with, CPD's data and software platforms, allowing for more timely investigations and data transparency.
- Building a new records management facility for the storage of COPA's investigative files and the development of a new records management process to facilitate easy access to investigative files.
- Opening fully functioning satellite offices in neighborhoods where there is a high volume of police interactions in order to facilitate the making of police misconduct complaints.
- Expanding COPA's mediation program through the hiring of a Director of Mediation who will oversee the coordination of mediations between CPD officers and complainants.
- Continuing the professional development of COPA's staff through the continued refinement of curriculum for COPA Academy (COPA's 6-8 week onboarding academy for new investigative and legal staff) and the development of an annual in-service training calendar focused on teaching up-to-date core investigative and legal concepts to the staff.
- Managing and addressing the backlog of investigations transferred from Independent Police Review Authority ("IRPA") to COPA in 2017 by engaging outside counsel to assist in the review and disposition of cases and establishing additional avenues for case closure (including a robust mediation program).
- Engaging city residents through a robust community outreach plan that includes educating the public on COPA's mission and the work of the agency, creating new and innovative avenues for the public to submit complaints to COPA, and building strategic partnerships with public sector agencies and not-for-profits to develop programming aimed at communities most impacted by police misconduct.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY

INDEPENDENT POLICE REVIEW AUTHORITY

The Independent Police Review Authority (IPRA) was eliminated and its functions were transferred to the Civilian Office of Police Accountability (COPA).

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	62	2,896,323		0

ALLOCATION

Personnel Services	2,896,323	0
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Program Summary and Description	FTEs	2018 Funding
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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 within its jurisdiction, including investigations of alleged police misconduct and to determine whether those allegations are well-founded, applying a preponderance of the evidence standard; to identify and address patterns of police misconduct; and, based on information obtained through such investigations, to make policy recommendations to improve the Chicago Police Department (CPD) and reduce incidents of police misconduct.

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	142	7,317,232	145	13,289,393

ALLOCATION

Personnel Services	5,916,810	10,208,036
Non-Personnel Services	1,400,422	3,081,357

Program Summary and Description	FTEs	2018 Funding
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ADMINISTRATION	14	2,304,433
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INVESTIGATIONS	105	9,152,460
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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.

LEGAL	20	2,101,100
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Within the Administration Section, the legal department will provide advice and counsel to the investigative staff as well as oversee legal matters in which the agency is involved.

PUBLIC AFFAIRS	6	441,548
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Responsible for all outreach and communications with the public including the implementation of transparency policies and public reporting.

TURNOVER		(710,148)
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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 in Chicago, and maintains order while enforcing the laws fairly and impartially. CPD is organized into five distinct bureaus which include:

- **Bureau of Detectives:** The Bureau of Detectives is responsible for investigating felonies; investigating missing, unidentified, and deceased persons; processing juvenile offenders and the care of juveniles in need of protective services; responding and investigating bomb and arson incidents; and collecting and processing of forensic evidence.
- **Bureau of Organized Crime:** The Bureau of Organized Crime focuses on the dissolution of illegal narcotic, gang and vice activities through street-level enforcement efforts and criminal investigations.
- **Bureau of Organizational Development:** The Bureau of Organizational Development is responsible for implementing recommendations from the Mayor’s Police Accountability Task Force and the Department of Justice pattern or practice investigation of the Chicago Police Department. Coordinates and directs activities which specifically relate to data collection, criminal justice research and analysis and reporting. Evaluates compliance with federal, state and local laws in department directives, addresses training needs of the department and manages budget and personnel administration.
- **Bureau of Patrol:** The Bureau of Patrol is responsible for general field operations, the protection of life and property, the apprehension of criminals, and the enforcement of state and municipal traffic laws.
- **Bureau of Technical Services:** Responsible for coordinating services and activities related to information systems, technology, and program development; receiving, storing, and disposing of inventoried property; and management of Department records and police reports. Additionally, responsible for coordinating and directing Department activities which specifically relate to facilities management; and various general support services.

In 2018, CPD will also create a new Office of Reform Management which will be responsible for managing the various reform projects and initiative within the Department. This office will also coordinate and liaise with the independent monitor (once selected) in accordance with the upcoming Consent Decree with the Illinois Attorney General.

2017 Highlights and 2018 Initiatives

Police Hiring Update – In 2017, the Chicago Police Department began a two-year plan to hire an additional 970 sworn officers. This included an additional 500 Police Officers, 92 Field Training Officers, 200 Detectives, 112 Sergeants and 50 Lieutenants. By the end of 2018, the number of sworn officers in the Department will grow from 13,110 to 13,531. In addition to the two year hire plan, as part of CPD’s reform efforts, CPD will also be adding an additional 100 Field Training Officers bringing the total sworn count to 13,631 by the end of 2018.

Body Worn Cameras Expansion and Maintenance – In 2015, CPD began a pilot of body worn cameras which was expanded in 2016 to a total of seven police districts through the use of grant funds. In 2017, CPD continued the rollout of body worn cameras to the remaining fifteen districts with the goal that patrol officers in all 22 districts will be equipped with a camera by December 2017. In 2018, the City will continue to maintain body worn camera technology in all 22 districts while also expanding the program to specialized units and area teams to further the ability to fairly resolve complaints and improve transparency.

Strategic Decision Support Center Expansion – In 2017, as part of CPD’s crime fighting strategy, the Department created Strategic Decision Support Centers (“SDSC”) in six police districts which include Districts 006, 007, 009, 010, 011 and 015. These strategic “nerve centers” in the six districts were equipped with predictive technology and analytical tools which include ShotSpotter gunshot detection system, additional POD cameras and mobile technology and software to aide CPD in their efforts to provide real-time, analysis based information using data trends to assist deployment and crime fighting strategies within the respective districts. In 2018, CPD will expand the number of “nerve centers” in the City to six additional districts which include Districts 002, 003, 004, 005, 008 and 025,

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY

Reform Management - The 2018 CPD budget will include investments devoted to police reform. Initiatives include enhanced training, reform implementation, officer wellness and community policing. Commitment to training and investments will support CPD in implementing a new 16-hour in-service training requirement that will expand to 40 hours of mandatory training by 2021. Investments in management reforms will ensure the continuous review and assessment of reform and accountability efforts. By incorporating national best practices, investments in officer well-being will support officers' ability to be successful at their jobs. Additional funds will also be allocated directly to enhancing community policing efforts.

Electronic Timekeeping – In 2017, CPD began working to transition from a paper-based timekeeping system to the City's electronic timekeeping system. As of fall 2017, the Department is on track to completely enroll all CPD personnel at headquarters and in half the districts by mid-2018 with the remaining districts transitioned by the end of 2019, if not sooner.

**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)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	13,970	1,435,341,100	14,432	1,492,916,072
Chicago Midway Airport Fund	59	6,588,837	59	5,991,229
Chicago O'Hare Airport Fund	176	18,621,840	176	17,490,475
Other Grant Funds	70	29,578,000	103	35,949,000
Total Full-time Equivalent Positions and Amounts	14,275	\$1,490,129,777	14,770	\$1,552,346,776

ALLOCATION

Personnel Services	1,399,382,636	1,464,755,405
Non-Personnel Services	90,747,141	87,591,371

Program Summary and Description	2018	
	FTEs	Funding
OFFICE OF THE SUPERINTENDENT Administers legal and legislative matters and various labor agreements, improves the Department's response to domestic violence, and works with residents through community policing, and disseminates information to the public through the news media.	348	32,749,694
OFFICE OF THE FIRST DEPUTY Coordinates and unifies the efforts of all bureaus to maximize the use of departmental resources, personnel, and technology.	163	13,594,118
BUREAU OF ORGANIZATIONAL DEVELOPMENT Coordinates and directs activities which specifically relate to data collection; criminal justice research and analysis and reporting; evaluates compliance with federal, state, and local laws in department directives; provides for training needs; and manages budget and personnel administration.	481	88,345,137
BUREAU OF PATROL 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.	11,138	1,183,199,088
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.	1,627	153,778,391
BUREAU OF ORGANIZED CRIME Coordinates the identification, investigation, and prosecution of individuals, street gangs, and other organizations engaged in criminal or terrorist activity.	733	67,694,996

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY

CHICAGO POLICE DEPARTMENT

Program Summary and Description	FTEs ²⁰¹⁸	Funding
<p>BUREAU OF TECHNICAL SERVICES</p> <p>Responsible for coordinating services and activities related to information systems, technology, and program development; receiving, storing, and disposing of inventoried property; and the management of Department records and police reports. Additionally, responsible for coordinating and directing Department activities which specifically relate to facilities management; and various general support functions.</p>	248	43,011,745
<p>REFORM MANAGEMENT</p> <p>Responsible for managing reform projects and track reform 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 upcoming Consent Decree with the Illinois Attorney General.</p>	32	9,506,471
TURNOVER		(39,532,864)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

PUBLIC SAFETY

OFFICE OF EMERGENCY MANAGEMENT AND COMMUNICATIONS

The Office of Emergency Management and Communications (“OEMC”) was established in 1995 to coordinate the City’s delivery of police, fire, and emergency medical service resources to 911 calls. Following the events of September 11, 2001, OEMC also became the primary City agency responsible for coordinating the City’s plans, response and communications for homeland security and large scale emergencies and disasters. OEMC closely partners with local, regional, state, and federal partners to enhance the safety and security of all of the City’s residents and visitors.

The basic functions of OEMC are carried out 24 hours a day, seven days a week at OEMC’s 911 and 311 dispatch centers and its Operations Center. The 911 center serves as the critical conduit between Chicago’s residents and its first responders, while the 311 center receives requests for non-emergency City services or information and forwards these requests to the proper agencies. The Operations Center coordinates City services, including dispatch operations, emergency management, and traffic management functions.

2017 Accomplishments and 2018 Initiatives:

Ensuring Statewide Resiliency Exercise with Utility Companies – In May 2017, OEMC served as a key partner in the Commonwealth Edison Statewide Emergency Preparedness Exercise that included a total of 16 local, state, federal, private sector and nonprofit partners. All scenarios were based in Chicago, including massive flooding, a manmade disaster threat with a suspicious package at a power transfer station located within the city, and an oil spill from a transition line leaking into the Chicago River. The exercise provided the Department’s Emergency Management division with an opportunity to field test a real-time damage assessment tool that can be utilized during emergencies to assist the City and residents to recover from serious incidents.

Supporting the City’s Crime Reduction Efforts – In 2017, OEMC’s Public Safety Information Technology (“PSIT”) section worked with the Chicago Police Department (“CPD”) and the University of Chicago CrimeLab to establish Strategic Decision Support Centers in six police districts, including 006, 007, 009, 010, 011 and 015. The PSIT team implemented critical fiber, equipment and software to aide CPD in their efforts to provide real-time, analysis based information using data trends to

assist deployment and crime fighting strategies within the respective districts.

Improving the City’s Response to Residents in Mental Health Crisis – In 2017, OEMC continued to work with our public safety partners, Chicago Department of Public Health and the National Alliance on Mental Illness (“NAMI”) to provide new and enhanced mental health training to Fire, Police and Aviation staff. The training supports employees’ ability to obtain appropriate information from both callers and first responders, ensuring the appropriate services are delivered to any individuals in crisis. To date, OEMC has completed training for all Police Communications Officers, developed mental health training curriculum for Fire Communications Operators and have already begun to provide training to Aviation supervisors and dispatchers.

Enhancing the Delivery of City Services and Increasing Resident Satisfaction – In 2018, OEMC will begin implementation of the Customer Relationship Management (“CRM”) modernization project as part of the 311 modernization across all applicable City Departments and sister agencies. OEMC will start planning to replace existing systems with a modern Interactive Voice Response (“IVR”) system to support the new CRM, including self-service capabilities and proposed virtual hold/call-back options. Full implementation is anticipated within 12 months of the project start date.

Modernizing the City’s 911 System -- In 2018, the OEMC will begin replacing the City’s twenty year old 911 system, which includes the City’s Computer Automated Dispatch (“CAD”) system. The new system will drastically upgrade and modernize the technology base of the City’s 911 system while also helping to ensure the City is compliant with the State of Illinois Next Generation 9-1-1 network for statewide required implementation by 2020. Funds generated from the 911 Surcharge will be used to purchase the new 911 system.

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)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	1,825	102,405,688	1,091	26,570,409
Emergency Communication Fund		0	738	101,305,015
Chicago Midway Airport Fund	173	7,984,571	176	8,322,667
Chicago O'Hare Airport Fund	112	6,436,089	115	6,688,928
Other Grant Funds	27	126,805,000	32	151,337,000
Total Full-time Equivalent Positions and Amounts	2,137	\$243,631,348	2,152	\$294,224,019

ALLOCATION

Personnel Services	103,189,751	106,483,257
Non-Personnel Services	140,441,597	187,740,762

Program Summary and Description	2018	
	FTEs	Funding
ADMINISTRATION	48	4,685,394
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.	664	55,600,895
EMERGENCY MANAGEMENT Prepares Chicago for significant planned events and unplanned emergencies, provides disaster recovery assistance to people and institutions, mitigates the effects of catastrophic events, and provides operational coordination through a 24/7/365 operations center.	38	151,610,916
TECHNOLOGY Provides the enterprise services, radio communication capabilities, network services, and other technologies to support public safety departments and City services, which protects lives and property citywide. Provides on-going technical support to Police, Fire and Emergency Medical Service dispatch operations.	97	50,016,512
311 CITY SERVICES Serves as the point of entry for residents, business owners, and visitors requesting non-emergency City services and information 24/7/365.	73	4,766,159
CITY OPERATIONS Provides traffic management and performs traffic control functions to ensure the safe and effective movement of traffic throughout Chicago.	1,232	31,447,080
TURNOVER		(3,902,937)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

PUBLIC SAFETY

CHICAGO FIRE DEPARTMENT

The Chicago Fire Department (“CFD”) is the second largest fire department in the nation, covering more than 228 square miles with 96 neighborhood firehouses. In addition to serving Chicago, CFD is a member of the Mutual Aid Box Alarm System, through which CFD responds to fire and rescue emergencies across the state and nation when additional resources are needed.

CFD is organized into four bureaus: Fire Suppression and Rescue Operations, Emergency Medical Services (“EMS”), Fire Prevention, and Administrative and Support Services. The Fire Suppression and Rescue Operations and EMS bureaus comprise the operations function of the Department. There are approximately 4,900 uniformed firefighters and paramedics within the operational functions of the department, with many cross-trained in the use of nearly 250 pieces of equipment, including fire engines, fire trucks, ambulances, squads, helicopters, and marine equipment. These first responders suppress fires and respond to medical emergencies, hazardous material incidents, and other emergency situations to ensure the safety and wellbeing of all of the City’s residents and visitors.

The Fire Prevention Bureau is a critical component of the Chicago Fire Department’s mandate to protect the residents of Chicago against the loss of life and property through its enforcement of the Municipal Code. The Fire Prevention Bureau conducts general inspections of businesses, schools, hotels, public places of assembly, and high-rise occupancies within the City. Inspections are done on an annual basis to ensure that each entity complies with all required fire codes. Additionally, CFD, in partnership with major contributors and federal grantors, provides smoke detectors to families who could not otherwise afford them and distributes these detectors at firehouses and aldermanic offices throughout the City. CFD also provides information on the proper placement and maintenance of detectors and other fire safety education materials through its Public Education Section.

2017 Highlights and 2018 Initiatives

Improving Timekeeping Accountability – The City implemented a citywide “swiping policy” in 2017 – requiring all CFD employees to move to an electronic timekeeping system which includes swiping every day at a timekeeping clock. As of summer 2017, CFD has fully transitioned from a paper-based system with all personnel enrolled in the City’s automated timekeeping system. Through the automated system, the CFD is able to better track and manage personnel, including improvements to overtime management.

Enhancing Emergency Preparedness – CFD teams conduct various preparedness drills throughout the year to enhance skills and develop emergency strategies. These drills include preventative and preparedness measures in large public spaces, evacuation plans, and tactical development. The Fire Department, Emergency Medical Teams (“EMTs”), and the Chicago Police Department (“CPD”) train together for rescue operations and recovery efforts in team focused preparedness drills each year to continue their tactical training.

Adding to the Fire-Boat Fleet – In 2017, CFD added a new fire-boat for fast response rescue on Lake Michigan and the Chicago River System. The new craft is specially designed for use on the Lake, with previous units in the fleet best used in the River System. This new addition enhances water response to all types of water emergencies along the shorelines of the Lake and the Chicago River and Sanitary Canal.

Adding Electric Ambulance Cots – Beginning in late 2017 and into 2018, the CFD will replace all ambulance cots with motor elevated electric units. This will eliminate the need to manually load patients and cots into ambulances. Electric cots greatly reduce duty injuries for CFD first responders and reduce lost work time from injury and lay-up while also providing more rapid treatment to residents in need. The new electric cots are grant funded and will be available in all 75 of CFD’s front-line ambulances.

**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)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	4,849	584,228,559	4,846	578,794,455
Chicago Midway Airport Fund	68	8,033,240	68	7,852,779
Chicago O'Hare Airport Fund	244	29,644,311	244	29,705,381
Other Grant Funds	12	13,450,000	12	16,863,000
Total Full-time Equivalent Positions and Amounts	5,173	\$635,356,110	5,170	\$633,215,615

ALLOCATION

Personnel Services	601,078,796	604,049,551
Non-Personnel Services	34,277,314	29,166,064

Program Summary and Description	2018	
	FTEs	Funding
ADMINISTRATION	128	27,998,342
FIRE SUPPRESSION AND RESCUE OPERATIONS Conducts fire fighting and rescue operations. Encompasses the Department's Special Operations and Fire Investigation divisions.	4,106	513,595,277
EMERGENCY MEDICAL SERVICES (EMS) 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.	789	87,744,653
SUPPORT SERVICES Provides logistical support, including managing the storage, distribution, and maintenance of supplies, equipment, and departmental technology.	54	12,134,654
FIRE PREVENTION Inspects schools, institutions, and places of public assembly for compliance with the City of Chicago Fire Code.	93	10,632,206
TURNOVER		(18,889,517)

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PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT COMMUNITY SERVICES

	Community Services	
	FUNDING COMPARISON BY DEPARTMENT	
Department	2017	2018
Department of Public Health	160,914,450	158,907,978
Commission on Human Relations	2,434,265	2,438,623
Mayor's Office for People with Disabilities	5,330,697	5,407,274
Department of Family and Support Services	397,776,963	398,318,084
Chicago Public Library	74,036,810	77,453,977
Total - Community Services	\$640,493,185	\$642,525,936

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

COMMUNITY SERVICES

CHICAGO 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 creative and 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 action; inspecting food establishments; establishing a public health presence in city neighborhoods; delivering services directly or through delegate agencies; and promoting healthy living among residents through policy and public education campaigns.

2017 Highlights and 2018 Initiatives

Improving access and services for HIV and STI treatment – In 2017, CDPH provided vital services to 3,600 Chicagoans living with HIV in the first year of partnership with the University of Chicago and Howard Brown Health which marks a 400% increase in services provided by HIV Primary Care clinics in Englewood and Uptown. Through this partnership, the City is able to reinvest resources into additional HIV services including oral health and case management services in critical areas. CDPH is also providing screening services at the Austin Neighborhood Health Clinic five days per week in 2017, expanding the previous three days per week window through an ongoing partnership with Erie Family Health Center. Erie Family Health Center's partnership with CDPH has expanded primary care health services and opened a Teen Health Center in the West Town Neighborhood Health Center.

Pharmaceutical Representative Licenses and Opioid Response – In response to the national opioid epidemic and to provide additional access to treatment for addictions, CDPH launched a new licensing requirement for pharmaceutical representatives in July, 2017. For the first time in Chicago, prescription drug representatives must now secure an annual \$750 licensure from the CDPH and Business Affairs and Consumer Protection websites, complete an initial training, and follow disclosure requirements on their interactions with health care professionals. With this license fee, the CDPH is able to free up additional available resources to fund community-based delegate agencies servicing neighborhoods hit the hardest by heroin and opioid abuse. By increasing direct treatment options and hiring community health workers to link users to care, CDPH aims to help those

in need of care. As of October 2017, CDPH issued 1,169 Pharmaceutical Representative Licenses.

Reducing Teen Birth Rates – Following eight years of decline, in 2017 Chicago's teen birth rate hit a historic milestone by dropping 20 percent faster than national rates. The biggest declines have impacted African American teens, who have historically faced the greatest health disparities. CDPH launched a comprehensive effort to reduce teen birth rates including partnering with CPS to institute comprehensive sexual health education, offering training, screening, and linkage to care in CPS schools and City Colleges, and community organizers.

Expanding Mental Health Services – CDPH entered into a new agreement with the Cook County Health and Hospital System (CCHHS) to expand mental health services citywide. In early 2017, CCHHS assumed management of CDPH's mental health clinic in Roseland, expanding services for residents onsite. This move freed up CDPH clinicians to be redeployed at the Department of Family Support Services Community Service Centers to provide mental health services at the North Area and Garfield Park Service Centers, and accommodated a total of 161 additional visits through July of 2017.

Expanding Environmental Inspections – With less federal oversight in environmental enforcement and inspection measures, CDPH proposed raising fines, updating fees and expanding the inspection team to ensure more effective enforcements on pollution and environmental hazards. In 2018, CDPH will expand and develop a self-sustaining inspection program adding 10 new inspectors to the team to perform more proactive inspections and targeting repeat environmental protection offenders.

Increasing Food Protections – In order to meet state law and federal standards in 2018, CDPH aims to update City's current food inspection fee structure to match that of peer cities. These improvements will provide the revenue necessary for CDPH to hire 11 additional sanitarians, and will ensure adequate inspections of all food establishments across Chicago. These efforts aim to further ensure safety in the City's restaurants and overall food supply.

**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES**

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 of through delegate agencies; establishing a public health presence in city neighborhoods; and promoting health living among residents through plicy and public education campaigns.

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	183	31,990,357	203	32,916,359
Community Development Block Grant	73	11,731,412	73	11,575,619
Other Grant Funds	350	117,192,681	326	114,416,000
Total Full-time Equivalent Positions and Amounts	606	\$160,914,450	602	\$158,907,978

ALLOCATION

Personnel Services	49,516,454	60,549,795
Non-Personnel Services	111,397,996	98,358,183

Program Summary and Description	2018	
	FTEs	Funding
ADMINISTRATION	53	8,143,987
HIV / AIDS / STI SERVICES Provides comprehensive services that promote the prevention, testing, and treatment of HIV/AIDS and other sexually transmitted infections. Services are provided by CDPH in clinical and community settings through funding to delegate agencies. Collects data on HIV/AIDS in STI cases.	123	63,515,428
FOOD PROTECTION Promotes food safety and sanitation through the inspection of food establishments and by providing education on food safety to businesses and the public. Conducts inspections and enforcement actions related to summer festivals.	54	4,889,436
COMMUNICABLE DISEASE Maintains citywide surveillance of over 50 reportable communicable diseases. Conducts epidemiological analysis to identify trends and implement prevention intervention. Investigates outbreaks of diseases and makes recommendations on control and treatment. Educates the public and organizations on communicable diseases and prevention.	30	4,348,341
TUBERCULOSIS CONTROL Maintains citywide surveillance of TB cases by ensuring the provision of specialized treatment, directly observed therapy, and case management through a partnership with Cook County Hospitals. Investigates the status of TB cases and conducts TB screening and prevention activities targeted at high-risk populations.	16	2,962,781

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES

DEPARTMENT OF PUBLIC HEALTH

Program Summary and Description	FTEs 2018	Funding
<p>IMMUNIZATION</p> <p>Provides vaccines to more than 600 providers serving 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.</p>	33	7,313,843
<p>MENTAL HEALTH SERVICES</p> <p>Provides outpatient mental health services for adults, including case management, assertive community treatment, 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.</p>	67	10,735,185
<p>SUBSTANCE ABUSE</p> <p>Provides a full continuum of substance abuse treatment services, including outpatient, intensive outpatient, residential, and detoxification. Also provides recovery housing for adult men and women and residential treatment for adolescent girls through contracts with community based organizations.</p>	6	4,096,101
<p>VIOLENCE PREVENTION</p> <p>Works with national and local community partners to reduce and prevent children's exposure to violence, teen dating violence, and bullying. Implements community outreach, public awareness, and social networking violence prevention strategies.</p>	10	2,793,850
<p>LEAD POISONING PREVENTION</p> <p>Works to combat lead poisoning by ensuring children are tested for lead, educating parents and property owners on the dangers of lead, and enforcing City and State laws to ensure lead hazards in homes are properly eliminated. Conducts surveillance of lead poisoning and ensures lead-poisoned children receive needed services.</p>	29	9,347,901
<p>WOMEN'S AND CHILDREN'S HEALTH</p> <p>Provides direct health and supportive services to children, adolescents, and women who are pregnant or of reproductive age.</p>	79	14,346,167
<p>EMERGENCY PREPAREDNESS</p> <p>Implements preparedness response programs for bioterrorism, infectious disease outbreaks, and other public health threats. Establishes plans, trains staff, and conducts exercises and drills to improve public health readiness. Administers federal funds for hospital preparedness.</p>	43	19,812,225
<p>EPIDEMIOLOGY</p> <p>Analyzes and maps health data to inform policy, planning, and interventions.</p>	21	5,235,147
<p>ENVIRONMENTAL HEALTH AND PERMITTING</p> <p>Performs routine and complaint-generated inspections to ensure environmental protection and laws are enforced to keep residents healthy and safe. Environmental permits are also administered.</p>	38	4,285,151
<p>TURNOVER</p>		(2,917,565)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

COMMUNITY SERVICES

COMMISSION ON HUMAN RELATIONS

The Chicago Commission on Human Relations (“CCHR”) is charged with enforcing the Chicago Human Rights Ordinance and the Chicago Fair Housing Ordinance. The Commission investigates complaints to determine whether discrimination may have occurred, and uses its enforcement power to punish acts of discrimination. Under the City’s Hate Crimes Law, the agency aids hate crime victims. CCHR also employs proactive programs of education, intervention, and constituency building to discourage bigotry and bring people from different groups together.

- **Adjudication Unit:** Enforces the Chicago Human Rights and Fair Housing Ordinances to fight discrimination in employment, housing, public accommodations, credit, and bonding. Through its Adjudication Unit, CCHR investigates complaints filed by members of the public, conducts administrative hearings, and enforces findings of acts of discrimination by ordering monetary and injunctive relief.
- **Inter-Group Relations Unit (IGR):** Addresses discrimination and tensions that may arise between groups based on racial, religious, economic, or other forms of cultural or personal differences. The IGR works in communities to prevent tensions from escalating into hate crimes and other acts of violence.

2017 Highlights and 2018 Initiatives

Chicago Human Rights & Fair Housing Ordinances –Three new amendments to the Chicago Human Rights and Fair Housing Ordinances were approved by City Council and were instituted over 2017. The amendments included a protected class for military status that prohibits discrimination of veterans, active duty military, and members of the reserves in housing, employment, public accommodations, and credit. Another protection was added to make a retaliatory action against a person who filed a fair housing complaint illegal. Finally, a protection was added for residents to access private facilities without the fear of discrimination on the basis of gender identity.

Improving Accessibility for the Disabled – CCHR and the Mayor’s Office for People with Disabilities (“MOPD”) worked together to create new regulations to provide greater clarity and information to businesses regarding accessibility requirements, helping them to better comply with their responsibilities for accommodations. This helps to provide more accessible stores, restaurants, and other businesses for people with disabilities to visit. The new disability rights regulations in public accommodations are effective as of July, 2017.

In 2018, CCHR will continue to reach out to the businesses community through presentations at chambers of commerce, bar associations, and aldermanic community meetings. In partnership with the Department of Business Affairs and Consumer Protection’s Small Business Center, CCHR staff provides multiple opportunities for updates on the regulations and will publish information in their weekly programs. In addition, information will be translated into Spanish and Mandarin. CCHR will also film a video with MOPD on disability access which will be distributed in 2018.

Hate Crime Summit – On October 25, 2017, CCHR and other collaborating organizations will host the second Hate Crime Summit at the University of Illinois, Chicago Campus. The event, first held in 2014, was created in commemoration of the anniversary of the Matthew Shepard & James Byrd, Jr. Hate Crimes Prevention Act that President Obama signed into law in October, 2009. Through the Hate Crime Summit, CCHR and its partners seek to raise awareness regarding hate crimes, address the barriers to reporting hate crimes, and provide opportunities for networking and collaboration. Summit participants included educators, law enforcement, researchers, service providers, and community members.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES

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)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	12	1,165,519	12	1,231,493
Community Development Block Grant	8	1,268,746	8	1,207,130
Total Full-time Equivalent Positions and Amounts	20	\$2,434,265	20	\$2,438,623

ALLOCATION

Personnel Services	2,068,911	1,990,995
Non-Personnel Services	365,354	447,628

Program Summary and Description	2018	
	FTEs	Funding
ADMINISTRATION	2	401,323
HUMAN RIGHTS COMPLIANCE Investigates and adjudicates complaints of discrimination in housing, employment, public accommodations, and credit and bonding.	13	1,627,497
COMMUNITY RELATIONS Uses mediation and other conflict resolution techniques to respond to intergroup tensions. Provides workshops to schools, community organizations, and other groups to prevent or respond to discrimination, conflict and hate crimes.	5	505,702
TURNOVER		(95,899)

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, accessibility compliance, public policy and direct services.

For two decades, MOPD has advocated for people with disabilities who live in, work in, and visit Chicago, and supported the efforts of other City departments, sister agencies, and the private sector to ensure accessibility and inclusion. MOPD addresses the rights and needs of people with disabilities in education, employment, housing, transportation, recreation, accessibility, and emergency preparedness and response.

MOPD's key services and programs include:

- **Accessibility Compliance** – Provides technical assistance, architectural plan review, site surveys, and trainings to ensure that the City is fully accessible and compliant with federal, state, and local disability laws.
- **Disability Policy** – Ensures that City programs and services are responsive and inclusive of the needs of people with disabilities.
- **Information and Referral** – Assists people with disabilities and their families in making effective use of the health, economic, and social resources that promote independence, including public transportation, housing, employment, in-home services, and landlord and consumer issues.
- **Youth Employment** – Coordinates mentoring programs that provide paid summer internships to students with disabilities.
- **Independent Living Program** – Provides case management, assistive technology, and personal services to assist people with disabilities to gain or maintain their independence.
- **Home Modification Program** – Renovates homes that need structural alterations to increase accessibility.
- **Options to Work Program** – Provides counseling regarding the impact of disability benefits to individuals with disabilities receiving social security disability income, and provides job readiness and placement assistance, with an emphasis on reaching underserved communities.

2017 Highlights and 2018 Initiatives

Developing All Stations Accessibility Program – MOPD worked closely with the Chicago Transit Authority (CTA) to complete the development of the All Stations Accessibility Program ("ASAP"). The goal of ASAP is to create a blueprint to make the entire CTA rail system 100 percent accessible in the next 20 years. By increasing the accessibility of the CTA's rail stations, the City will provide more transportation options and remove barriers for people with disabilities who want to use public transportation to travel across Chicago. ASAP modifications include new Americans with Disabilities Act ("ADA") compliant elevators, power assisted doors, ADA compliant fare collection, signage, customer agent kiosks and staff restrooms. Increased platform clearances, adjacent crosswalks and streets are also within the scope of the program. In 2017, 45 of 145 CTA stations were inaccessible. Two stations – Quincy and Wilson – are currently under construction to accommodate new riders, and the Washington and Wabash station completed full renovations, including accessibility upgrades, and opened to the public in September 2017.

Once ASAP is approved by CTA leadership, ASAP will enter a strategic planning process to secure funding and community partnerships through 2018.

Improving Transportation Network Provider Vehicle Accessibility – MOPD continues to work with the Department of Business Affairs and Consumer Protection to increase the accessibility of the Transportation Network Provider (TNP) vehicles. MOPD helped develop requirements for TNPs to start providing service to customers with mobility disabilities. TNP companies have submitted their accessibility plans, received the City's approval, and are now in the process to implement their plans by the October 2017 deadline. There are now 305 accessible taxis on the road, and 86 accessible vehicles now available from the ride sharing services. Since the Mayor took office in 2011, 214 wheelchair accessible vehicles have been added in Chicago.

Emergency Operation Plans – Starting in fall of 2017 through 2019, the Department of Aviation is helping to coordinate and implement revised Emergency Operation Plans ("EOPs") with MOPD for emergency situations in both O'Hare and Midway airports. Through these EOPs, MOPD will ensure that people with disabilities are included in both the emergency preparedness and the response. MOPD will also participate in drills and tabletop exercise to ensure that all plans are accessible and inclusive of people with disabilities.

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)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	13	1,414,445	13	1,627,801
Community Development Block Grant	12	2,974,252	12	2,997,473
Other Grant Funds	4	942,000	4	782,000
Total Full-time Equivalent Positions and Amounts	29	\$5,330,697	29	\$5,407,274

ALLOCATION

Personnel Services	2,894,523	2,902,915
Non-Personnel Services	2,436,174	2,504,359

Program Summary and Description	2018	
	FTEs	Funding
ADMINISTRATION	7	1,106,486
EMPLOYMENT SERVICES Provide intensive one-on-one and in group settings, Social Security WIPA services to SSA beneficiaries seriously considering transitioning from dependence on public benefits to paid employment and greater economic self-sufficiency, in an effort to disseminate accurate information to beneficiaries with disabilities and transition-aged youth about work incentives program issues and ultimately connect them with community service providers as needed, for the provision of job training/placement	4	422,273
ACCESSIBILITY COMPLIANCE Responsible for making public and private entities in the City more compliant with local, state, and federal disability rights and accessibility laws.	4	380,080
PREVENTION PROGRAMS Provides educational and referral services for substance abuse prevention, 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	336,152
DISABILITY RESOURCES Enrolls clients in appropriate programs for services and assistance. Advocate on behalf of clients when appropriate, enabling them to live independently.	10	1,106,121
INDEPENDENT LIVING PROGRAM Supports services designed to enhance independent living and quality of life for people with disabilities, including home accessibility modifications, individualized needs assessment, in-home assistive devices, and personal assistance or homemaker services.	2	1,886,466
ACCESS CHICAGO A one-day comprehensive fair displaying the newest and best products and services for people with disabilities and their families, offering demonstrations of adaptable sports, recreational, and entertainment opportunities.		214,250
TURNOVER		(44,554)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

COMMUNITY SERVICES

DEPARTMENT OF FAMILY AND SUPPORT SERVICES

The Chicago Department of Family and Support Services (“DFSS”) connects Chicago residents and families to resources that build stability, support their well-being, and empower them to thrive. DFSS provides direct assistance and administers resources to more than 300,000 Chicagoans each year via a citywide network of more than 360 community-based delegate agencies.

- **Early Childhood Education and Youth Programs** – The Children Services Division operates programs that ensure high-quality early childhood programs are available to meet the needs of all communities. The DFSS Youth Division provides programs that use evidence-based strategies to build youth skills for success in three distinct program portfolios: enrichment, prevention and intervention programs, and youth employment.
- **Emergency and Specialized Assistance** – DFSS assists over 30,000 residents per year at six Community Service Centers that offer residents access to shelters, food pantry referrals, clothing, job training and placement, assistance with public benefits applications, and more.
- **Response to Domestic Violence** – DFSS provides services for more than 12,000 victims of domestic violence and their children through 36 community-based programs which provide numerous services including case management, court advocacy, legal representation, and individual and group counseling.
- **Employment Skills Training** – DFSS provides job training and placement services to high-need populations including formerly-incarcerated individuals, homeless individuals, and persons with limited English proficiency.
- **Homeless Services** – DFSS administers and manages programs for homeless individuals and families, including 3,287 beds of overnight shelter and interim housing. DFSS provides support services including homelessness prevention, community-based case management, and permanent supportive housing.
- **Services for Senior Residents** – DFSS is a resource for more than 160,000 seniors, including programs at 21 Senior Centers and in-home services that allow them to live independently in their homes.

2017 Highlights and 2018 Initiatives

Expanding Early Childhood and Youth Programs – DFSS worked with the Mayor’s Office and Chicago Public Schools (“CPS”) to launch the City’s first online preschool application to improve access for parents. On July 1, 2017, DFSS received a \$58 million grant from CPS to manage the birth-to-five community-based early learning programs to create a single city-wide program.

Since 2011, DFSS has more than doubled enrollment in the City’s One Summer Chicago program, providing summer jobs and internships to over 31,000 of Chicago’s youth. In 2017, work opportunities were offered at nearly 3,000 jobs sites, with new private sector partnerships including Rush University Medical Center and Potbelly’s Sandwich Shop. In September 2016, DFSS launched an initiative to expand mentoring programs like Becoming a Man (“BAM”) and Working on Womanhood (“WOW”) in conjunction with the City’s overall public safety strategy. Approximately 7,200 young men and 57 delegate agencies are participating in the initiative focused in 22 high-need community areas. All delegate agencies receive capacity-building and professional development.

Improving Housing and Homeless Initiatives – In 2017, DFSS completed the Chronic Homelessness Pilot. Participant assessments completed in April of 2016 showed that 55 individuals were housed, 20 were inactive, and 21 residents were placed in temporary housing units.

DFSS expanded the “Day for Change” initiative to connect homeless individuals with day-labor opportunities that provide them with a modest wage and a chance to connect with basic services and opportunities for shelter. In 2017, the program served over 459 clients.

In September 2017, DFSS began implementation of a new program supported by the City’s House Sharing Surcharge to provide services to 100 Chicago Public School families at risk of homelessness. These families are supported by a rental subsidy provided by the Chicago Low Income Housing Trust Fund.

The Salvation Army is partnering with DFSS to build a rapid-response Emergency Homeless Assessment and Response Center to better address the needs of families as they await shelter placement. The \$10 million facility will be built through an endowment to the Salvation Army at no cost to the City. The facility is expected to open spring of 2018.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES

Addressing Food Insecurity in Chicago -- To better address challenges with food insecurity in Chicago, in 2017 DFSS partnered with the Greater Chicago Food Depository (“GCFD”) to create the City of Chicago Food Access Working Group. This working group is comprised of City departments including the Chicago Public Library, Chicago Park District, Chicago Police Department, and Chicago Public Schools to develop a “Roadmap to Innovation” aimed to bring more access to available food for those in need. This will be achieved through outreach and greater awareness of various food programs to residents in need, and will continue through 2018.

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)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	51	76,435,254	51	82,036,890
Community Development Block Grant	26	24,071,686	26	24,036,740
Other Grant Funds	326	297,270,023	364	292,244,454
Total Full-time Equivalent Positions and Amounts	403	\$397,776,963	441	\$398,318,084

ALLOCATION

Personnel Services	47,638,209	42,421,461
Non-Personnel Services	350,138,754	355,896,623

Program Summary and Description	2018	
	FTEs	Funding
ADMINISTRATION	38	6,154,252
CHILD SERVICES Manages comprehensive Head Start and Child Care programs serving families of children ages birth to 12.	158	250,416,074
YOUTH SERVICES 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.	13	50,236,437
HOMELESS SERVICES Coordinates programs for people who are homeless or at imminent risk of homelessness as well as funds community agencies that provide housing and supportive services. Assists with non-life-threatening situations by providing well-being checks, responding to requests for emergency shelter or relocation, and social 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.	16	33,729,957
DOMESTIC VIOLENCE 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.	5	3,122,224
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 ex-offenders, veterans, persons with disabilities, and immigrants.	4	9,447,846

**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES**

DEPARTMENT OF FAMILY AND SUPPORT SERVICES

Program Summary and Description	FTEs ²⁰¹⁸	Funding
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.	150	33,082,289
HUMAN SERVICES	57	13,775,781
TURNOVER		(1,646,776)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

COMMUNITY SERVICES

CHICAGO PUBLIC LIBRARY

Chicago Public Library (“CPL”) operates and maintains the City’s public libraries, including the Harold Washington Library Center, the Sulzer and Woodson regional libraries, and 77 branch libraries throughout the City, providing equal access to information, ideas, and knowledge. Along with overseeing the extensive collection of books, CPL provides materials, services, technologies and tools that Chicagoans need to achieve their personal goals and to establish the City’s role as a competitive force in the global marketplace. CPL supports all people in their enjoyment of reading and lifelong pursuit of learning as well as offering cultural programming and engaging in public partnerships throughout the City.

CPL circulates over 9 million books, movies and CDs per year and provides state of the art digital content for download and streaming. CPL also:

- Offers the largest, most comprehensive free afterschool homework help program in the country, with both in-person and online options;
- Provides one-on-one support and digital tools aimed at helping people improve computer skills, as well as prepare for the workforce and apply for jobs;
- Is the largest provider of pre-school literacy programs throughout the City.

2017 Highlights and 2018 Initiatives

Deepening Engagement through Rahms Readers – In 2017, more than 105,000 Chicago kids enrolled in the Rahm’s Readers Summer Learning program, pushing children’s participation and engagement to all-time high. The program solidified CPL’s position among national leadership in summer learning at public libraries by co-authoring the bestselling Summer Matters: Making All Learning Count.

Expanding Support for Early Learning Play Spaces – CPL developed 14 early learning play spaces in neighborhood branch libraries throughout Chicago in 2017, offering the youngest learners an engaging environment to begin their path to literacy. These spaces support librarians conducting evidence-based early childhood activities, educating families in the five basic practices of early literacy, and with early STEAM learning to support children, parents and caregivers.

Increasing Technology Connections for Patrons – CPL continued to increase access to technology in Chicago by adding the HistoryMakers digital archive to CPL’s collection in 2017. This archive provides free access to the largest African American video oral history archive in the world. In addition, CPL co-hosted the annual Chicago Innovation Summit hosting over 500 Chicagoans and providing the first free, public program and expo. CPL was awarded “Leader in Digital Inclusion Best Practices” from Next Century Cities & Google Fiber for the library’s collaboration with P2PU to pilot Learning Circles, lightly facilitated online classes in libraries.

Modernizing and Expanding Libraries – There are multiple modernization and infrastructure projects that were completed in 2017 or are currently underway for 2018.

These projects include:

- A new flagship Children’s Library at Harold Washington Library Center with an early learning play space was completed in 2017 thanks to a \$2.5 million Exelon Corporation grant and city support.
- Both regional libraries, Woodson and Sulzer, received extensive maintenance and repair.
- In 2018, CPL will co-locate branch libraries with affordable housing in West Ridge, Irving Park and Near West Side communities, build a stand-alone branch in Altgeld Gardens, and renovate one in Bronzeville, all in partnership with the Chicago Housing Authority, which will be completed in the 4th quarter.
- CPL will receive a donated rehabbed building for a new branch in the West Loop in 2018 to serve the fastest growing neighborhood in Chicago, at no cost to Chicago taxpayers and will open in the 4th quarter.
- In 2018 CPL will complete a total renovation of the Whitney Young Branch, and significant renovation of the Kelly Branch.
- CPL is scheduled to complete maintenance and repair projects at Legler Branch, Austin Branch, Blackstone Branch, Douglass Branch, South Chicago Branch, Sherman Park Branch, and Thurgood Marshall Branch in 2017.

**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 80 neighborhood locations.

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Library Fund	870	56,653,810	907	57,383,977
Other Grant Funds	76	17,383,000	76	20,070,000
Total Full-time Equivalent Positions and Amounts	946	\$74,036,810	983	\$77,453,977

ALLOCATION

Personnel Services	56,053,229	60,078,390
Non-Personnel Services	17,983,581	17,375,587

Program Summary and Description	2018 FTEs	2018 Funding
ADMINISTRATION	96	10,731,976
CAPITAL IMPROVEMENT		12,767,000
Improves library services by renovating and constructing library facilities.		
CENTRAL LIBRARY SERVICES	790	47,663,130
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.		
NEIGHBORHOOD LIBRARY SERVICES	70	7,166,263
Provide public service at 78 branches and 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.		
TECHNOLOGY, CONTENT AND INNOVATION	27	2,527,422
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 Harold Washington's Special Collections.		
LIBRARY PROGRAMS AND PARTNERSHIPS		853,485
Develops and coordinates cultural, civic, and educational programs and resources for patrons with a focus on innovative community-based learning practices.		
TURNOVER		(4,255,299)

2 0 1 8 B U D G E T O V E R V I E W

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
CITY DEVELOPMENT

	City Development	
	FUNDING COMPARISON BY DEPARTMENT	
Department	2017	2018
Department of Cultural Affairs and Special Events	33,033,551	33,147,199
Department of Planning and Development	181,003,783	185,973,495
Total - City Development	\$214,037,334	\$219,120,694

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.

DCASE produces more than 2,000 programs, services and events annually. Its festivals and cultural attractions host well over 20 million people from all over the world. Its summer events contribute more than \$246 million in total business activity to the Chicago economy and generate over \$5.6 million in tax revenues for the City, and the department supports hundreds of individual artists and arts organizations in neighborhoods across the Chicago via \$1.7 million in cultural grants annually.

2017 Highlights and 2018 Initiatives

Delivering Cultural Events Citywide – In 2017, DCASE continued a partnership with the Chicago Park District to organize more than 1,000 free cultural activities throughout the city through the Night Out in the Parks program. The annual Summer Chicago Blues Festival moved to Millennium Park, and the festival experienced a dramatic increase in attendance to 500,000 guests over three days. An estimated 1.6 million people attended the 37th Taste of Chicago, the highest on record since the Taste moved to a five-day format in 2012, with over 3,000 people employed by Chicago restaurants and vendors, and more than 600 artists and performers hired to entertain Taste-goers over five days, contributing \$106 million to the local economy.

Other successful programs include: free events on the Chicago Riverwalk; the rebranded Chicago City Markets program; free festivals, concerts and films at Millennium Park; Chicago SummerDance and a new SummerDance Celebration; Fifth Star Honors; and more. In fall of 2017, DCASE helped to produce the second edition of the Chicago Architecture Biennial at the Chicago Cultural Center and citywide. Presented in partnership with the

Chicago Architecture Biennial organization, the Biennial is the largest international survey of contemporary architecture in North America – with exhibitions, events, performances and more by over 140 leading architects and artists from over 20 countries.

Supporting the Growth of Filming in Chicago – The Chicago Film Office at DCASE continues to facilitate a record number of filming projects in Chicago. In 2016, direct local spending from film and television production reached an all-time high \$500 million and generated more than 13,000 jobs. Based on current film permit totals, 2017 will exceed the record levels set last year. The Film Office issued 1,650 permits in first 9 months of 2017, nearly a 10% increase over last year in the same time period.

From 2011 to 2015, film, television and commercial production generated \$1.3 billion locally, with filming in Chicago comprising the vast majority of the spending.

Celebrating Local Artists with the Year of Public Art – Mayor Rahm Emanuel and DCASE designated 2017 the “Year of Public Art” with a new 50x50 Neighborhood Arts Project, the creation of a Public Art Youth Corps, a new Public Art Festival, exhibitions, performances, tours and more – representing \$1.5 million in investment for artist-led community projects. Guided by the Chicago Cultural Plan, DCASE outlined a citywide vision for art and culture incorporating public art into projects at the Department of Transportation, Chicago Park District, Chicago Public Library and Chicago Transit Authority.

Celebrating Chicago’s Creative Youth – DCASE has designated 2018 as the “Year of Creative Youth.” This follows the success of 2017 as the “Year of Public Art,” a theme that has provided renewed focus and clarity for DCASE’s work and helped spur partnerships and collaborations among City agencies and within Chicago’s communities. Through this program, DCASE aims to shine a spotlight on Chicago’s creative youth and the incredible organizations and educators inspiring the next generation through the arts. DCASE aims to elevate the contributions of youth and emerging artists to Chicago’s creative life and recognize the essential value of youth arts organizations and educators. Preliminary programming will include a new Creative Youth Festival in Millennium Park.

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)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Special Events and Municipal Hotel Operators' Occupation Tax Fund	78	31,292,551	78	31,305,199
Other Grant Funds		1,741,000		1,842,000
Total Full-time Equivalent Positions and Amounts	78	\$33,033,551	78	\$33,147,199

ALLOCATION

Personnel Services	6,485,703	6,312,982
Non-Personnel Services	26,547,848	26,834,217

Program Summary and Description	2018	
	FTEs	Funding
ADMINISTRATION	14	1,445,535
ARTS AND CREATIVE INDUSTRIES Produces and presents world-class public programming that showcases Chicago arts organizations. Attracts visitors and businesses from around the world. Provides employment opportunities for local artists.	18	3,981,145
EVENTS PROGRAMMING Produces and presents major public programs along Chicago's lakefront and in other locations citywide. Facilitates the issuance of permits for events organized by community-based groups or other event coordinators.	17	13,682,137
STRATEGIC INITIATIVES AND PARTNERSHIPS Administers cultural grants to local artists and arts organizations. Partners with corporations, foundations, and government agencies for programs and services.	11	3,014,544
MARKETING AND COMMUNICATION Increases public awareness of the City's cultural and special events programming through marketing and public relations efforts, including media outreach, advertising, the department website, and publications. Promotes the City as a desirable film location and promotes the services provided to the arts community for cultural projects and neighborhood development.	8	1,097,814
CULTURAL PLANNING AND OPERATIONS Manages department facilities such as the Chicago Cultural Center, Millennium Park, the Gallery 37 Center for the Arts, and Water Works. Manages the rental of these facilities for private events. Supports Chicago's arts community by providing planning assistance.	10	10,387,520
TURNOVER		(461,496)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

CITY DEVELOPMENT

DEPARTMENT OF PLANNING AND DEVELOPMENT

The Department of Planning and Development ("DPD") promotes the comprehensive growth and well-being of the City of Chicago and its neighborhoods. DPD is the City's principal planning agency, working in every community to provide financing for neighborhood revitalization, preserve affordable housing and homeownership opportunities, and manage compliant land use within the City. DPD's job is to make Chicago the best place to live, work, and raise a family.

- **Housing Bureau** – Allocates tax credits, tax-exempt bonds, federal funds, and local funds to build and preserve single- and multi-family housing. It also provides financial assistance for residential repairs and modifications, finds new owners and redevelopment resources for troubled buildings, provides counseling, foreclosure-prevention, mortgage adjustment services to future and current homeowners, and coordinates multiple funding sources for affordable housing projects.
- **Economic Development Bureau** – Promotes the development of industrial, commercial, and retail projects and small businesses by leveraging private investment and public financing through various initiatives, including Tax Increment Financing (TIF) revenues, property tax incentives, City-owned land sales, and other measures that create and retain jobs. The Bureau also arranges workforce development and training assistance on behalf of local employers, provides site assistance for new and existing companies, and supervises neighborhood-based economic development agencies.
- **Zoning and Land Use Bureau** – Reviews proposed construction projects for Zoning Code compliance, reviews proposed changes to existing zoning designations, and ensures that very large construction projects are appropriately designed for neighborhood compatibility. Bureau priorities include the expansion and improvement of public open spaces, sustainability enhancements involving local buildings and landscapes, community-based agricultural initiatives, and historic preservation.

2017 Highlights and 2018 Initiatives

Launching Retail Thrive Zones – In early 2017, DPD launched the Retail Thrive Zone program in eight neighborhood commercial corridors: Bronzeville, Back of the Yards, Englewood, Chatham, South Shore, Austin, West Pullman, and West Humboldt Park. The Retail Thrive Zone program leverages TIF resources to improve existing businesses and helps new businesses launch and acquire property. In July of 2017, 51 businesses were announced as initial recipients for more than \$5 million in grants through the program.

Expanding Neighborhood Opportunity Fund Bonus – In 2016, the Neighborhood Opportunity Bonus expanded the boundaries of the downtown zoning district, redefined the process to add density to downtown construction projects through an equitable fee system, and allocates up to \$10 million from fees to support economic development, infrastructure projects, and landmarks in underserved neighborhoods. The program was further expanded in 2017 to include land formally zoned as manufacturing in the southern half of the North Branch Industrial Corridor. The Neighborhood Opportunity Bonus reforms the City's zoning system to allow larger buildings to be built downtown and thereby generates resources to support economic activity in the neighborhoods most in need in the City. Approximately \$8.5 million has been generated from these fees as of October 10, 2017 and DPD has awarded more than \$3.2 million to 32 South and West Side businesses as of April 2017.

Implementing the North Branch Framework Plan – In spring and summer 2017, the Plan Commission and City Council approved the implementation of the North Branch Framework Plan, which will enable underutilized land in this area to transition into a vibrant, mixed-used business district. The zoning changes and funding tools implemented through the Framework will enable billions of dollars in private investment, tens of millions of dollars in support of businesses on the West and South Sides of the city, and create thousands of jobs. More than 1,000 Chicagoans participated in the development of the plan, representing the most extensive public process DPD organized this decade.

Assisting in "Mega Projects" Citywide – In 2017, DPD helped to initiate the redevelopment of several "mega projects", including the redevelopment of the nearly 80-acre Michael Reese location in Bronzeville and the McCormick Place Marshalling Yards site in Bronzeville; purchase of the Department of Fleet and Facilities North and Throop headquarters in West Town; Improvements and modernization of Union Station in the West Loop; \$500 million expansion of Willis Tower; and redevelopment of

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
CITY DEVELOPMENT

the State Street high-rises. Additionally, DPD is continuing to monitor progress on Chicago's old Main Post Office rehabilitation with the recent unveiling of lobby renovations and upcoming completion of a 100,000-square-foot showroom designed to demonstrate the potential of the 2.8-million-square-foot building.

Affordability Ordinance Requirements Pilot Program – Starting in October of 2017, DPD expects to implement a three-year Affordability Requirements Ordinance (“ARO”) Pilot program to create more affordable units and test policy changes in two areas experiencing demographic changes from market-rate construction and new public amenities. The pilot will utilize the 2015 ARO framework with on-site and nearby affordability requirements that directly address community-based needs for both rental and for sale units. The impacted areas include a 10.1 mile selection of the Northwest Side and a 6.3 square mile section of the Near North and Near West Sides.

**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 oversees the City's zoning and land use policies and, through its economic development and housing bureaus, employs a variety of resources to encourage equitable business and residential development throughout the city.

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	115	14,191,649	115	14,445,048
Affordable Housing Opportunity Fund	15	34,103,000	15	38,644,796
Tax Increment Financing Administration Fund	44	4,183,656	45	4,055,490
Neighborhood Opportunity Fund		9,700,000		23,313,000
Community Development Block Grant	48	27,767,478	48	27,671,161
Other Grant Funds	10	91,058,000	9	77,844,000
Total Full-time Equivalent Positions and Amounts	232	\$181,003,783	232	\$185,973,495

ALLOCATION

Personnel Services	21,933,937	21,286,062
Non-Personnel Services	159,069,846	164,687,433

Program Summary and Description	2018	
	FTEs	Funding
ADMINISTRATION	46	7,456,310
ECONOMIC DEVELOPMENT Promotes neighborhood revitalization and economic development. Administers programs that enhance and preserve the economic viability of Chicago neighborhoods. Provides analysis of proposed development projects and financing packages. Ensures programmatic compliance on TIF projects. Manages programs designed to create and preserve jobs and enhance neighborhood business districts. Administers programs that lead to the sale of City real estate.	55	6,177,171
HOUSING Manages programs and initiatives designed to develop and preserve affordable housing and homeownership opportunities in Chicago. Provides financial analysis of affordable housing projects and financing packages from the City's array of housing development finance tools. Ensures construction and programmatic compliance on affordable housing projects. Manages programs that target troubled, vacant, and abandoned properties for rehabilitation and restoration as affordable housing.	64	155,469,596
ZONING AND LAND USE Develops and implements citywide and community plans that enhance Chicago as a place to live, work, and raise a family. Ensures that land use within the City is compliant with the Chicago Zoning Ordinance. Reviews planned developments and lakefront protection applications. Manages programs to maintain the character of individual landmarks and districts. Creates open space plans and identifies sites to acquire for new public open spaces.	67	17,810,410
TURNOVER		(939,992)

2 0 1 8 B U D G E T O V E R V I E W

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

	Regulatory	
	FUNDING COMPARISON BY DEPARTMENT	
Department	2017	2018
Office of Inspector General	8,641,428	8,890,897
Department of Buildings	38,295,022	37,417,249
Department of Business Affairs and Consumer Protection	19,736,601	20,306,192
Chicago Animal Care and Control	6,340,736	6,479,324
License Appeal Commission	179,427	186,667
Board of Ethics	825,807	833,803
Total - Regulatory	\$74,019,021	\$74,114,132

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

REGULATORY

OFFICE OF THE INSPECTOR GENERAL

The Office of Inspector General ("OIG") is charged under the Municipal Code with rooting out misconduct, inefficiency and waste while promoting economy, effectiveness, efficiency and integrity in City government. OIG's jurisdiction extends over most individuals working for or in connection with City government, including elected and appointed officers of the City and City Council, City employees, licensees, specified sister agencies, contractors, subcontractors, affiliated non-profits, licensees, and business entities seeking to do business with the City. The work of OIG is done collaboratively amongst employees in five sections:

- **Audit and Program Review** – The Audit & Program Review (APR) Section conducts independent and professional government performance audits of City programs and departments following generally accepted government auditing standards. Through its audits, APR provides independent, objective, evidence-based analysis and evaluations of City programs and operations. The published audits, as well as audit-based advisories provide findings and recommendations to strengthen and improve the delivery of City services.
- **Investigations** – The Investigations Section conducts both criminal and administrative investigations of allegations of misconduct, waste, or substandard performance by governmental officers, employees, contractors, vendors, and licensees, among others. It conducts these investigations either in response to complaints from a City employee or other citizen or on the Inspector General's own initiative to detect misconduct, inefficiency, and waste within the programs and operations of City government. All of its investigations are pursued for disposition under the City's Municipal Code, Personnel or Procurement Rules, Ethics Ordinance or Executive Orders – or criminal – pursued for disposition under federal or state criminal codes – are conducted with consideration of potential opportunities for monetary recovery for the City.
- **Public Safety Audit** – The Public Safety Section (PS) is a new section formed pursuant to ordinance enacted by the City Council in late 2016 and is charged with dedicated oversight of the City's police and police accountability functions. PS initiates reviews and audits of operations of the Chicago Police Department, the Civilian Office of Police Accountability and the Police Board, with the goal of enhancing the effectiveness of public safety, protecting civil liberties and civil rights; and increasing the public's confidence in the system.
- **Legal** – The Legal Section provides professional and operational support to all of the other office components, with its attorneys routinely assigned to inquiries and projects conducted by the office's Investigations, APR and PS Sections. The Legal Section also includes the Hiring Oversight Unit, which performs legally mandated audits and reviews of the City's hiring and employment practices to ensure compliance with the various City Hiring Plans. OIG's Hiring Oversight Unit also provides guidance, training, and program recommendations to City departments handling a broad and complex array of employment-related actions.
- **Operations** – The Operations Section maintains the day-to-day operational functions of OIG by providing, among other things, fiscal, budgeting, human resources, and communications support. This section coordinates and implements innovative solutions and best practices so OIG's mission components are able to work effectively in accordance with regulatory requirements. The Center for Information Technology and Analytics (CITA) conducts data analytics in support of OIG's mission and manages OIG's structural and operational IT infrastructure.

2017 Highlights and 2018 Initiatives

After a five-month national search, Dr. Laura Kunard was confirmed by the City Council on April 19, 2017 as the City's first Deputy Inspector General for Public Safety. Dr. Kunard officially started on June 19, 2017. OIG is in the final stages of fully staffing the new Public Safety Section and through fall 2017, the office has hired 23 of the 25 dedicated Public Safety positions. In further support of the work of the Public Safety Section, OIG has staffed a Communications and Outreach team and increased staffing in its Center for Information Technology and Analytics (CITA) with advanced data and statistical analysts.

OIG conducted an independent evaluation of the Chief Procurement Officers (CPO) Committee's progress regarding the implementation of the recommendations issued by the Mayor's Procurement Reform Task Force. On May 30, 2017, OIG issued its evaluation findings, which succinctly assessed the CPO Committee's progress on each recommendation

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

and made general recommendations for establishing delivery dates for longer-term objectives and partially completed projects. On July 14, 2017, the Inspector General also appeared with the City's Chief Procurement Officer before the Committee on Workforce Development and Audit to present its findings at the first Procurement Reform Task Force Progress Report Hearing. OIG investigative efforts culminated in the City Law Department's early 2017 \$20 million dollar recovery settlement from the original vendor of the City's red-light camera system.

During the first full year following City Council conferral of investigative oversight, OIG has engaged numerous aldermen and staff to help identify procedural and legal issues that complicate their ability to conduct their affairs in full understanding and compliance with best government administrative practices. For example, OIG convened a variety of stakeholders, including the Board of Ethics, Department of Law, Department of Human Resources, and Aldermen, to discuss the Ethics Ordinance's definition of "City Council employees." As currently defined under the Ordinance, the term created a potential conflict with other laws and uncertainty for Aldermen when engaging employees and contractors, and for OIG when determining applicable requirements for its investigations. As a result of this effort, proposals for an amendment to the Ethics Ordinance and more robust training for Aldermen and their staff are underway.

In 2018, OIG will move into advanced stages of its three-year Strategic Plan. It will also implement a communication and outreach plan that incorporates:

- Engaging the community and stakeholders as part of a comprehensive police accountability system and to inform how the Public Safety Section prioritizes its first generation of work.
- Publishing analyzed, data-based information through a new information portal which will promote transparency and provide the facts necessary to have meaningful exchanges about and establish collaborative solutions to the persistent policing, crime and social issues.

The 2018 budget year will also bring the first round of audit reports and program reviews from the new Public Safety Section in addition to the continuing work of its legacy Investigations, Audit and Program Review and Hiring Oversight sections.

**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)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	64	5,598,286	65	5,896,544
Water Fund	12	1,157,586	12	1,133,219
Sewer Fund	7	810,939	7	780,459
Chicago Midway Airport Fund		0	3	219,962
Chicago O'Hare Airport Fund	13	1,074,617	10	860,713
Total Full-time Equivalent Positions and Amounts	96	\$8,641,428	97	\$8,890,897

ALLOCATION

Personnel Services	7,547,874	7,585,201
Non-Personnel Services	1,093,554	1,305,696

Program Summary and Description	2018	
	FTEs	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.	25	2,177,311
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. This section performs hiring oversight through legally mandated audits and reviews the City's hiring and employment practices related to the various City hiring plans.	16	1,768,291
OPERATIONS Supports day-to-day functions of the OIG by providing fiscal, budgeting, human resources, and communications services. The Center for Information Technology and Analytics Operations conducts data analytics and manages OIG's structural and operational IT infrastructure.	16	1,602,530
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. This section evaluates programs in order to promote efficiency, economy, effectiveness, and integrity in City operations.	15	1,312,702
PUBLIC SAFETY AUDIT 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.	25	2,336,562

TURNOVER

(306,499)

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 reviews. DOB promotes high quality design standards for new construction as well as conservation, rehabilitation and reuse of the City’s existing buildings.

- **Permits and Licenses** – DOB evaluates project plans and issues all construction and demolition permits in the City. DOB project managers coordinate all required internal reviews as well as reviews performed by other City departments. DOB also examines and licenses members of the building trades and conducts permit inspections during the construction process.
- **Compliance and Enforcement** – DOB conducts annual inspections of buildings in Chicago and responds to 311 service requests. DOB identifies potentially hazardous buildings, takes enforcement actions to ensure repair, and coordinates demolition when necessary. Demolition efforts focus on buildings that are vacant, open, or structurally unsound, or have been identified by law enforcement as havens for crime. DOB also conducts inspections of restaurants, public places of amusement, and annual elevator inspections.

2017 Highlights and 2018 Initiatives

Reforming Requirements for Single-Family Home Renovations: – In October 2016, the City announced new process reforms for single-family homeowners, reducing technical barriers for rehabilitating residential buildings. These reforms allow single-family homeowners to obtain renovation permits for homes that do not require special zoning approvals in 30 days or less, decreasing the time to obtain a permit in 2017 by ten days. In 2017, the City has seen a 20% increase (per month) in permits for large single-family home renovations. These reforms also provide enhanced customer service for home renovation permits requiring special zoning and landmark approvals.

Implementing the Bad Actor Ordinance – In February 2017, the City of Chicago approved a change to the Municipal Code of Chicago that provides the Commissioner of the DOB the authority to suspend the permit privileges of

developers, design professionals, expeditors, contractors and tradespeople who perform work without a permit, work contrary to a permit, use unlicensed contractors or tradespeople, or fail to correct code violations. Additionally, the Commissioner has the authority to suspend or revoke licenses of contractors and tradespeople who perform work without a permit, work contrary to a permit, violate stop work orders, or fail to correct significant code violations. Previously, the Commissioner only had the authority to issue a stop work order for an individual work site, vacate an individual building or suspend an individual trade license. This Code change provides broader oversight to stop those who continue to violate regulations. As of September 2017, the DOB has suspended permit privileges for three architects, six expeditors, and 14 contractors.

Breaking Construction Records – In October 2017, the City announced the 57th tower crane to operate in Chicago in 2017, breaking the previous record of 52 tower cranes operating in Chicago set in 2016. This marks the largest number of operating cranes in a year since the Great Recession, when the City dropped as low as 12 operating tower cranes. Cranes typically operate on construction sites for over a year and can operate for as long as two years, depending on the size of project.

Updating the Chicago Building Code

In 2018, DOB will continue efforts to update the Chicago Building Code, aligning with national standards and modernizations as the construction industry adapts to new technologies and building methods. The DOB will also look towards introducing sign reforms to ease the regulatory burden placed on small businesses while reinforcing the construction and safety requirements for larger signs.

**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)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	198	26,103,732	199	25,331,242
Water Fund	25	2,487,483	25	2,442,832
Vehicle Tax Fund	6	511,755	6	511,011
Sewer Fund	17	2,210,778	17	2,166,488
Community Development Block Grant	48	6,981,274	48	6,965,676
Total Full-time Equivalent Positions and Amounts	294	\$38,295,022	295	\$37,417,249

ALLOCATION

Personnel Services	30,763,097	30,577,200
Non-Personnel Services	7,531,925	6,840,049

Program Summary and Description	2018	
	FTEs	Funding
ADMINISTRATION	21	2,651,425
REGULATORY REVIEW / LEGISLATIVE MATTERS Responsible for maintaining and updating the Chicago Building Code and auditing Developer Services and Self-Certification projects. Reviews proposed amendments to the Building Code, as raised by the Office of the Mayor, aldermen, and the community at large.	3	352,108
CASE MANAGEMENT Processes all violations for adjudication in Administrative Hearings and Circuit Court.	14	1,118,326
CODE COMPLIANCE Manages the enforcement of the Building Code through the administrative hearing process and voluntary compliance initiative.	2	210,960
LICENSING Responsible for the administration of tests and issuance of licenses for general contractors and members of the building trades.	1	720,711
BUILDING INSPECTIONS Inspects existing structures that are occupied or vacant but secure. Responds to resident complaints regarding Building Code violations. 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 code.	14	1,297,252
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.	120	13,133,715

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

DEPARTMENT OF BUILDINGS

Program Summary and Description	FTEs	2018 Funding
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.	42	8,498,670
CODE ENFORCEMENT Inspects existing structures which are occupied or vacant but secure and responds to resident complaints regarding Building Code violations, with a focus on housing in low to moderate income areas.	22	3,152,949
SMALL PROJECT PERMITTING Reviews and permits small projects that do not require architectural drawings.	21	1,815,267
PLAN REVIEW Manages plan review and permitting for medium-sized projects, and manages the Neighborhood Centers and the Self-Certification Program.	34	4,557,471
DEVELOPER SERVICES Manages plan review and permitting for large building projects, and coordinates the work of the accelerated Green Permit Team.	1	994,460
TURNOVER		(1,086,065)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

REGULATORY

DEPARTMENT OF BUSINESS AFFAIRS AND CONSUMER PROTECTION

Business Affairs and Consumer Protection (“BACP”) promotes and ensures a fair marketplace for both businesses and consumers in Chicago by creating a regulatory environment that promotes business growth and consumer rights. BACP provides a wide array of services, including:

- **Licensing and Public Way Use Permits** – Oversees nearly 60,000 active business licenses and over 15,000 public way use permits; provides the approval, denial, suspension, and revocation of all business licenses in the City.
- **Compliance and Consumer Protection** – BACP inspects business establishments to ensure compliance with City laws and takes legal disciplinary action for violations. Investigators examine unscrupulous and fraudulent businesses practices throughout the City.
- **Public Vehicle Industry** – BACP regulates and licenses all public chauffeurs, taxicabs, livery vehicles, ambulances, and other charter vehicles. BACP performs safety inspections and oversees public vehicle compliance with City ordinances.
- **Cable Communications** – BACP runs and creates programming for municipal television stations offering public, educational, and governmental programming.
- **Business Development** – BACP’s Small Business Center is dedicated to helping business owners start and run their business with ease and efficiency.
- **Business and Consumer Outreach** – BACP supports entrepreneurs and business growth in the City, offers monthly business education workshops, and consumer protection education.

2017 Highlights and 2018 Initiatives

Licensing Innovation – BACP is establishing innovative processes in its licensing practices to focus on future collaborations and benefits for residents. Through a sophisticated new database, BACP oversees and regulates house sharing in Chicago by registering and licensing providers. This database also tracks buildings not suitable for use, and those in zones where house sharing is not allowed. A second licensing database was created to register and license pharmaceutical representatives doing business in the City of Chicago. As a significant part of a citywide initiative aimed at curbing the opioid epidemic, the initiative holds individual pharmaceutical representatives responsible for marketing and sales to residents of Chicago.

Reducing the Size of Government & Making it More Efficient – A citywide initiative to consolidate business licenses to make the city more business-friendly continued through 2017 to reduce the number of licenses required of Chicago small businesses from 50 to 40, down from a high of 135. Additionally, two BACP Business Compliance Investigator divisions were merged into one for greater efficiencies and cost savings by reducing duplicative administrative functions.

Protecting Consumers – Two groundbreaking laws were enacted July 1, 2017 to protect the city’s workforce in paid sick leave and minimum wages. Chicago’s paid sick leave ordinance guarantees paid sick leave to employees, day laborers, tipped workers and health care workers within the City limits. The minimum wage ordinance gave 29,000 minimum-wage workers across Chicago a 50-cent-an-hour raise to \$11.00 an hour, and provided worker restitution.

Improving Public Safety – BACP’s Tobacco Enforcement Team continued to crack down on tobacco sales to minors by conducting 2,503 business checks since July, 2016, and by issuing 311 citations for sales of cigarettes to minors. Other enforcement crackdowns targeted problem businesses, bars and party buses that provide unsafe environments for residents and other businesses.

**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)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	184	18,761,601	188	18,672,192
Tax Increment Financing Administration Fund		375,000		375,000
Other Grant Funds	10	600,000	5	1,259,000
Total Full-time Equivalent Positions and Amounts	194	\$19,736,601	193	\$20,306,192

ALLOCATION

Personnel Services	14,135,935	14,362,675
Non-Personnel Services	5,600,666	5,943,517

Program Summary and Description	2018 FTEs	Funding
ADMINISTRATION	19	1,908,915
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.	16	2,145,479
SMALL BUSINESS CENTER - 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	4,083,598
SMALL BUSINESS CENTER - LICENSES/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.	31	2,848,382
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 applicable and coordinating with law enforcement and elected officials. Oversees license discipline including settlements and orders after hearings.	6	499,789

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

DEPARTMENT OF BUSINESS AFFAIRS AND CONSUMER PROTECTION

Program Summary and Description	FTEs	2018	Funding
<p>PUBLIC VEHICLE ADMINISTRATION</p> <p>Oversees the administration of Chicago's public vehicle industry. Licenses transportation network providers, taxicabs, charter buses, peddicabs, public chauffeurs and other public passenger vehicles. The division is charged with regulating licensing including collecting trip data, regulating rates of fares.</p>	26		2,179,261
<p>BUSINESS COMPLIANCE ENFORCEMENT</p> <p>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.</p>	69		5,696,703
<p>PROSECUTIONS AND ADJUDICATIONS</p> <p>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.</p>	22		1,672,372
<p>TURNOVER</p>			(728,307)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

REGULATORY

CHICAGO ANIMAL CARE AND CONTROL

The 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. Annually, there are over 40,000 calls to 311 from the public regarding animal-related inquiries and service requests, such as incidents of animal cruelty and abuse, stray animals, unwanted animals, and wildlife nuisances. Further, CACC is dedicated to removing stray, injured, and potentially dangerous animals from the public way.

CACC operates and manages the Animal Care and Control facility, which shelters and cares for the animals in CACC’s care. The facility contains a complete medical complex, full radiology, and surgical capabilities for the care of its animals. The facility houses approximately 17,500 stray animals, lost pets, animals involved in court cases, animals available for adoption, and non-domestic animals. In addition, CACC provides public outreach through vaccine clinics, wildlife seminars, and adoption events throughout the City.

2017 Highlights and 2018 Initiatives

Expanding Community Engagement Efforts – Throughout 2016 and 2017, CACC has implemented multiple strategies to enhance its community outreach efforts and provide continuous updates to elected officials and the public on CACC work, growing awareness about events and helping to improve outcomes for animals in CACC’s care. Since September 2016, CACC continues to publish a monthly e-newsletter to each ward with resources available through CACC and our partners. Additionally, CACC developed new brochures and a social media presence on Facebook to provide valuable information about animals and the organization, its policies, initiatives, and goals. Throughout 2017, CACC regularly engaged stakeholders, including aldermen, Homeward Bound Approved Rescues, volunteers, and the public, to incorporate their feedback in CACC’s outreach and engagement efforts to help ensure CACC is a valued community resource. In 2018, CACC plans to implement sustained humane education within Chicago Public Schools, starting with Parent University, through its Chi-Humane educational initiative. CACC is also reviewing its online tools, and will work to create a one stop pet resource for Chicago residents, communicating both CACC services and those of our partners.

Growing Community Medical and Adoption Events – As of September 2017, CACC has provided 2,852 low-cost vaccines, implanted 508 microchips, and processed payments for 927 City dog license applications. These initiatives generated an estimated \$50,000 in revenue, aiding CACC’s mission to help more animals in Chicago. CACC also hosted 11 adoption events both off and on site, and helped partner organizations to host corporate group events to promote adoption opportunities for animals within CACC’s care. A total of over 100 dogs and cats have been adopted through these events.

Improving Performance and Live Release – CACC implemented innovative programming in 2017 to facilitate successful adoptions and transfers from City shelters, enabling CACC to achieve an over 90 percent live release rate for cats and an over 80 percent live release rate for dogs. Among other initiatives, CACC has revamped its counseling process for surrendering pets, conducted bi-monthly meetings with its animal rescue network, and arranged for an automatic upload of lost pet data to an extensive database to help more pets return to their owners. In 2018, CACC plans to continue pursuing partnership initiatives, modernizing operations, and updating medical facilities to further increase CACC’s live release rate and reduce the stay of animals in the shelter.

**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY**

LICENSE APPEAL COMMISSION

The License Appeal Commission (“LAC”) conducts and adjudicates matters pertaining to liquor licenses and violations of state or municipal liquor laws. LAC holds hearings where entities can appeal suspensions, revocations, and fines imposed against a liquor license holder; denied liquor license applications; changes in management and ownership of an existing liquor license; liquor license renewal requests; and claims of underage consumption of alcohol or the sale of narcotics on the licensee’s premises. At the hearings, parties must present arguments based entirely on the record, transcripts, or relevant code, statute, or case law, and in certain instances are entitled to call witnesses and present evidence for consideration. The rules of evidence and case law apply at LAC hearings, and a written decision is issued at their outcome, detailing the reasons for the commission’s judgement.

2017 Highlights and 2018 Initiatives

Through August 2017, 14 appeals were filed with LAC, below the 2016 year-end total of 18. A total of 30 public hearings have been conducted through August 2017, and no appeals have been filed with the Circuit Court as of August 2017. In 2016, two Circuit Court appeals were filed.

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 (BACP) 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)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	1	179,427	1	186,667

ALLOCATION

Personnel Services	76,932	84,420
Non-Personnel Services	102,495	102,247

Program Summary and Description	2018 FTEs	Funding
APPEALS PROCESS Determines the legal appropriateness of suspensions, revocations 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.	1	186,667

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

REGULATORY

BOARD OF ETHICS

The Board of Ethics (“the Board”) interprets, promotes, administers, and enforces the City’s Governmental Ethics Ordinance, and provides confidential advice to those covered by the Ordinance. It also designs and conducts seminars and online ethics training programs, oversees the annual filing of Statements of Financial Interests and other publicly available documents filed by City employees, officials, and lobbyists. The Board of Ethics has four key responsibilities:

- **Advice** – The Board provides confidential advisory opinions to persons subject to the ordinances, or their attorneys, either informally by telephone or email, or formally by written opinion signed by the Executive Director or the Chair. It strives to issue informal opinions within 24 hours and formal opinions within 30 days. Since its establishment three decades ago, the Board has issued approximately 1,000 formal advisory opinions, and approximately 37,650 informal advisory opinions.
- **Transparency** – The Board makes several types of documents public, including Statements of Financial Interests filed by thousands of City employees and officials, registration and quarterly report filings from 784 lobbyists, ethics pledges required of certain employees and Mayoral appointees, and gift disclosures and aldermanic recusal notices.
- **Ethics Education** – Since 2006, all aldermen and full-time City employees have completed a required online ethics training course, which is revised by the Board every year. About ten percent of the City’s workforce must also attend an ethics seminar every four years. Similarly, all registered lobbyists must complete an online ethics training program each year. Where feasible, the Board designs and conducts training courses for vendors and community groups.
- **Compliance and Enforcement** – The Board has citywide jurisdiction to receive, refer, and adjudicate ethics complaints investigated by the Inspector General. The Board conducts hearings and makes determinations consistent with the principles of due process and evidentiary hearings.

2017 Highlights and 2018 Initiatives

Posting Opinions Online – In 2017, the Board created and provided public access to a comprehensive, searchable online index of 981 formal opinions it has issued, since its establishment in 1987. This index is searchable by topic and keyword, and contains a plain English summary of each case and its importance. This index is updated as new opinions are issued, and will continue to be updated through 2018.

Regulating Lobbying – The Board has undertaken aggressive regulatory stances and when probable cause concludes that various persons may have violated the lobbying or campaign finance laws, the Board has afforded them due process to rebut the Board’s conclusions. With this process the Board aims to raise awareness of the City’s lobbying laws, and a revision of the law to provide clarity on who and what activities are covered to provide transparency regarding City governmental actions. This work will continue into 2018.

Expanding Public Education Outreach – In 2018, the Board will begin a series of regular tweets and short explanatory “papers” on topics of interest, such as what kinds of business travel can be paid for by third parties, what constitutes lobbying, and what are a person’s rights in a Board regulatory action. They will also create short instructional videos covering lobby registration, Statements of Financial interest, and making political contributions comply with City law. The Board aims to increase public awareness, promote compliance and greater understanding with the public.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

BOARD OF ETHICS

The Board of Ethics 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)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	8	825,807	8	833,803

ALLOCATION

Personnel Services	756,420	765,541
Non-Personnel Services	69,387	68,262

Program Summary and Description	2018	
	FTEs	Funding
ADMINISTRATION	1	143,628
EDUCATION Oversees and conducts mandatory annual and quadrennial ethics training for City employees, officials, and lobbyists, and provides educational materials and ethics presentations to others.	2	177,047
COMPLIANCE AND ENFORCEMENT Receives, refers, and adjudicates complaints alleging violations of the Governmental Ethics Ordinance. Reviews ethics investigations conducted by the inspector general, holds probable cause meetings, administers merits hearings, and makes determinations, settlements, and case dispositions. Determines violations for late filers and trainers. Maintains public database of case dispositions.	1	138,379
CASEWORK Interprets and provides confidential advisory opinions on the Governmental Ethics Ordinance. Advises City officials regarding legislative action on governmental ethics, campaign financing, and lobbying, and makes formal opinions available without names.	1	94,101
REGULATION 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.	1	94,394
DISCLOSURE FORMS 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.	1	105,988
LAW COMPLIANCE Conducts audits, monitors risk, and recommends corrective action for problems leading to non-compliance with applicable laws, rules, regulations, and policies.	1	80,266

2 0 1 8 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	2017	2018
City Council		
City Council	20,824,508	20,937,795
City Council Committees	5,771,140	5,821,960
Legislative Reference Bureau	366,144	366,144
Council Office of Financial Analysis	301,216	301,216
Dept Total	27,263,008	27,427,115
Board of Election Commissioners	11,624,299	15,606,377
Total - Legislative And Elections	\$38,887,307	\$43,033,492

2 0 1 8 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 (Council) is the legislative body of the City of Chicago, consisting of the Mayor, the City Clerk, and the aldermen elected from each of the 50 wards to serve four-year terms. The legislative powers of the Council are granted by the State Legislature and by the home rule provisions of the Illinois constitution. Before matters are determined and resolved by the full body, the Council's sixteen standing committees, with jurisdiction over different aspects of City government, review and consider ordinances, orders, referenda, and resolutions.

CITY COUNCIL

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

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	210	20,824,508	210	20,937,795

ALLOCATION

Personnel Services	15,763,286	15,876,573
Non-Personnel Services	5,061,222	5,061,222

Program Summary and Description	2018 FTEs	2018 Funding
CITY COUNCIL	210	20,937,795

CITY COUNCIL City Council Committees

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	25	4,905,516	25	4,956,336
Vehicle Tax Fund		703,516		703,516
Special Events and Municipal Hotel Operators' Occupation Tax Fund		162,108		162,108
Total Full-time Equivalent Positions and Amounts	25	\$5,771,140	25	\$5,821,960

ALLOCATION

Personnel Services	5,039,777	5,090,597
Non-Personnel Services	731,363	731,363

Program Summary and Description	2018 FTEs	2018 Funding
FINANCE	25	2,264,180
BUDGET AND GOVERNMENT OPERATIONS		543,968
AVIATION		109,496
LICENSING AND CONSUMER PROTECTION		125,246

2 0 1 8 B U D G E T O V E R V I E W

**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
LEGISLATIVE AND ELECTIONS**

PUBLIC SAFETY	161,855
HEALTH AND ENVIRONMENTAL PROTECTION	93,606
COMMITTEES, RULES, AND ETHICS	145,568
ECONOMIC, CAPITAL, AND TECHNOLOGY	105,075
EDUCATION AND CHILD DEVELOPMENT	168,483
ZONING, LANDMARKS, AND BUILDINGS	400,574
HOUSING AND REAL ESTATE	206,164
HUMAN RELATIONS	93,556
TRANSPORTATION AND PUBLIC WAY	454,137

**CITY COUNCIL
City Council Committees**

Program Summary and Description	FTEs	2018	Funding
PEDESTRIAN AND TRAFFIC SAFETY			249,379
SPECIAL EVENTS AND CULTURAL AFFAIRS			162,108
WORKFORCE DEVELOPMENT AND AUDIT			538,565

**CITY COUNCIL
Legislative Reference Bureau**

FUND SOURCE(S)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund		366,144		366,144

ALLOCATION

Personnel Services		362,144	362,144
Non-Personnel Services		4,000	4,000

Program Summary and Description	FTEs	2018	Funding
LEGISLATIVE REFERENCE			366,144

2 0 1 8 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

Council Office of Financial Analysis

FUND SOURCE(S)	FTEs	2017 Appropriation	FTEs	2018 Recommendation
Corporate Fund	4	301,216	4	301,216

ALLOCATION

Personnel Services	274,056	274,056
Non-Personnel Services	27,160	27,160

Program Summary and Description	FTEs	2018 Funding
COUNCIL OFFICE OF FINANCIAL ANALYSIS	4	301,216

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
LEGISLATIVE AND ELECTIONS**BOARD OF ELECTION COMMISSIONERS**

The Board of Election Commissioners (BOE) registers voters and administers local, state, and federal elections within Chicago. It is composed of three Commissioners appointed by the Circuit Court of Cook County, and is funded both by the City of Chicago and Cook County. The BOE's mission is to create a transparent, impartial, and accurate election system by managing voter registrations, safeguarding the rights of all voters to cast their ballots independently in a safe and quiet atmosphere, free of interference or intimidation.

The BOE is also charged with informing voters of all of their balloting options, such as Election Day voting, Early Voting, and Absentee Voting. The BOE's responsibilities and duties include maintaining the registration rolls, identifying and securing polling places, testing and preparing voting equipment, recruiting and training election judges, and conducting and supervising all elections within the City of Chicago.

In accordance with federal law, all election ballot instruction materials are printed in English, Spanish, Traditional Chinese, and Hindi. Further, the BOE maintains a multilingual website and telephone helpline for assistance in English, Spanish, Mandarin, Hindi, Polish, and Korean. As part of the BOE's language outreach, the BOE provides voter registration and election instructions in 16 languages. The BOE accepts voter registration in person, by mail, through partner agencies such as the Illinois Secretary of State's Office and the Chicago Public Library, and via volunteer deputy registrars.

2017 Highlights and 2018 Initiatives

Universal Vote Centers – The Board will pursue a strategy to expand the use of Vote By Mail and the addition of Universal Voting Centers to replace the precinct-based restriction for voting. Like Early Voting Locations, Universal Vote Centers would be open to all voters in the City, regardless of where they live. This model has been successfully adopted in Colorado and is now an option for jurisdictions in California. This process will continue into 2018.

New Voting Equipment – To help safeguard the vote and provide more transparency after each election, the BOE is implementing new voting equipment to prepare for the next election. These newer systems have the capacity to capture an image of each ballot for simpler post-election audits and more comprehensive reviews by any interested campaigns or civic groups. The BOE plans to move to leasing voting equipment, providing flexibility to transition to more Universal Vote Centers, as well as simplify the upgrade process as technology continues to improve.

Automatic Voter Registration – Automatic Voter Registration ("AVR") legislation was signed into law in August 2017. The new legislation puts more voters on the rolls, provides more frequent updates and results in new registrations through the years, far fewer Election Day registrations, and far less work processing registrations. In other states, AVR has eliminated the peak-period surges of tens of thousands new and updated registrations in the 45 days before Election Day.

**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)	2017		2018	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	118	11,624,299	118	15,606,377

ALLOCATION

Personnel Services	7,194,282	8,391,954
Non-Personnel Services	4,430,017	7,214,423

Program Summary and Description	2018 FTEs	Funding
ADMINISTRATION	16	4,433,752
ELECTION PLANNING AND COMMUNITY SERVICES Recruits, trains, and places judges of election, deputy registrars, and polling place administrators. Administers early voting and assists in the creation of audio ballots for touchscreen voting. Conducts voter registration drives, voting equipment demonstrations, and educational seminars.	16	1,380,501
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.	10	3,233,931
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.	33	3,149,817
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.	15	1,717,831
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	1,975,323
TURNOVER		(284,778)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
GENERAL FINANCING REQUIREMENTS

GENERAL FINANCING REQUIREMENTS

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

The 2018 proposed budget includes a total of \$1.26 billion for employer contributions to pension funds and a total of \$2.01 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 2018 Finance General budget includes \$476.6 million in employee benefits costs (not including pension contributions) for active employees and annuitants. Costs for employee benefits are up slightly from 2017, primarily due to additional positions being added to the budget in

recent years. The 2018 budget moved \$28.6 million of public safety medical costs for Chicago Police Department and Chicago Fire Department employees that are not covered by Worker's Compensation into the Finance General fund. The total amount of these costs remains flat with 2017 given improvements to our employee safety program and case management.

The Finance General 2018 budget is equal to 2017 levels for routine settlements and judgements.

GENERAL FINANCING REQUIREMENTS
FUNDING COMPARISON BY FUNCTION

Expenditure Categories	2017 Appropriation	2018 Recommendation
Pension Funds	1,085,988,000	1,256,340,000
Loss in Collection of Taxes	20,769,000	21,634,000
Finance General	3,122,941,799	3,100,963,047
Employee Benefits	438,067,712	476,587,660
Workers' Compensation	71,510,000	71,510,000
Payment of Judgments	22,111,700	22,111,700
Debt Service	2,067,323,125	2,010,120,709
Other Citywide Expenditures	523,929,262	520,632,978
Subtotal:	<u>3,122,941,799</u>	<u>3,100,963,047</u>
Total-General Financing Requirements	\$4,229,698,799	\$4,378,937,047
Interfund Transfers and Reimbursements	\$536,599,467	\$469,501,588

2 0 1 8 B U D G E T O V E R V I E W

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT GENERAL FINANCING REQUIREMENTS

FINANCE GENERAL

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

FUND SOURCE(S)	2017 Appropriation	2018 Recommendation
Corporate Fund	827,759,578	865,017,340
Water Fund	526,042,309	514,695,671
Vehicle Tax Fund	76,959,648	71,117,470
Motor Fuel Tax Fund	3,756,816	4,474,567
Sewer Fund	283,115,773	282,295,559
Library Fund	31,703,502	36,254,243
Emergency Communication Fund	95,413,000	20,147,985
Special Events and Municipal Hotel Operators' Occupation Tax Fund	14,099,285	17,288,890
Motor Fuel Tax Debt Service	15,683,000	15,544,000
Sales Tax Bond Redemption Fund	38,923,000	38,923,000
Bond Redemption and Interest Series Fund	681,360,000	631,996,000
Library Bond Redemption Fund	4,337,000	4,338,000
Library Note Redemption and Interest Tender Notes Series "B" Fund	80,420,000	87,064,000
Emergency Communication Bond Redemption and Interest Fund	22,329,000	22,329,000
City Colleges Bond Redemption and Interest Fund	36,632,000	36,632,000
Chicago Midway Airport Fund	153,194,690	145,938,120
Municipal Employees' Annuity and Benefit Fund	322,988,000	402,200,000
Laborers' and Retirement Board Annuity and Benefit Fund	36,000,000	48,000,000
Policemen's Annuity and Benefit Fund	500,000,000	557,000,000
Firemen's Annuity and Benefit Fund	227,000,000	238,499,000
Chicago O'Hare Airport Fund	716,743,871	734,478,170
Affordable Housing Opportunity Fund	1,152,000	1,290,204
CTA Real Property Transfer Tax Fund	66,440,000	68,040,000
Tax Increment Financing Administration Fund	3,433,634	3,765,753
Garbage Collection Fund	812,160	1,109,663
TOTALS	\$4,766,298,266	\$4,848,438,635

**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
GENERAL FINANCING REQUIREMENTS**

FINANCE GENERAL

Program Summary and Description	2018 Funding
PENSION FUNDS	
For payment to employee annuity and benefit funds.	1,256,340,000
LOSS IN COLLECTION OF TAXES	
For anticipated loss in collection of the property tax levy.	21,634,000
FINANCE GENERAL	
Employee Benefits For payment of employee and annuitant benefits.	476,587,660
Workers' Compensation For payment of claims under workers' compensation, excluding such claims for the public safety and aviation departments.	71,510,000
Payment of Judgments For payment of judgments, settlements, and outside counsel related to non-public safety litigation.	22,111,700
Debt Service For payment of principal and interest on outstanding bonds, notes, and other debt instruments.	2,010,120,709
Other Citywide Expenditures 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, matching funds for grants, and support provided by the City to the CTA each year.	520,632,978

2018 BUDGET OVERVIEW

BUDGET DETAIL

2018 BUDGET OVERVIEW

BUDGETS DETAIL

HOW TO READ BUDGET DETAIL

This section contains Revenue, Expenditure, Personnel and Grant tables that summarize the 2018 Budget Recommendations. The below diagrams clarify the table layouts. The Expenditure and Personnel table layouts are identical and, therefore, only an Expenditure table is included below. Due to rounding, columns and rows may not sum precisely.

SAMPLE TABLES

REVENUE

(\$ millions)

Revenue Category	Historical Collections					Current Year Estimate	Next Year Projection
	Actual					Year-End Estimate	Budget Projection
	2012	2013	2014	2015	2016	2017	2018
Public Utility Taxes & Fees							
Electricity Use	\$ 101.6	\$ 96.7	\$ 102.3	\$ 99.5	\$ 93.7	\$ 100.4	\$ 98.8
Electricity IMF	92.8	89.4	94.6	92.2	86.9	92.9	91.2
Telecommunications	147.7	140.8	154.4	158.9	152.5	144.3	147.7
Natural Gas Utility	109.0	105.9	102.9	120.2	94.0	83.8	86.4
Natural Gas Use	25.1	26.1	27.4	33.0	32.8	32.4	33.5
Cable Television	15.9	16.7	19.3	21.0	21.4	22.0	22.0
Total - Public Utility Taxes & Fees	\$ 492.1	\$ 475.5	\$ 501.0	\$ 524.8	\$ 481.3	\$ 475.9	\$ 479.5

EXPENDITURES

(\$ millions)

Expenditure Category	Historical Appropriations			Current Appropriation	Next Year Recommendation	
	Appropriation				Proposed	% Change
	2014	2015	2016	2017	2018	2018-2017
Finance and Administration						
Office of the Mayor	\$ 6.54	\$ 7.56	\$ 6.70	\$ 6.24	\$ 6.13	(1.7%)
Office of Budget & Management	2.68	2.69	2.07	1.85	2.08	12.1%
Department of Innovation and Technology	15.42	15.14	14.06	24.32	25.44	4.6%
City Clerk	9.33	9.64	9.94	9.17	9.06	(1.1%)
Department of Finance	15.31	16.11	15.71	14.58	14.78	1.4%
City Treasurer	2.28	2.36	2.18	2.14	2.15	0.7%
Department of Revenue	47.83	50.04	47.78	50.73	52.90	4.3%
Department of Administrative Hearings	7.15	7.27	8.21	7.20	7.28	1.1%
Department of Law	36.96	36.65	34.36	32.27	33.36	3.4%
Office of Compliance	-	2.49	2.88	3.31	3.46	4.5%
Department of Human Resources	8.58	6.82	8.15	7.29	5.91	(18.9%)
Department of Procurement Services	9.77	9.39	8.21	6.20	5.73	(7.6%)
Department of General Services	187.64	203.53	204.28	218.40	195.86	(10.3%)
Department of Fleet Management	115.13	123.65	132.71	117.14	117.50	0.3%
Total - Finance and Administration	\$ 464.62	\$ 493.34	\$ 497.24	\$ 500.84	\$ 481.67	(3.8%)

GRANTS

(\$ millions)

Expenditure Category	Current Year Actual to Appropriation		Next Year Estimates			
	Appropriation	Year-End Estimate	New Grants	Prior Year(s) Carryover	Proposed Total	Change
	2017	2017	2018		2018	2017 YE Est - 2018
City Development						
Department of Cultural Affairs and Special Events	2.4	2.3	1.1	1.6	2.7	0.3
Department of Planning and Development	113.2	111.4	54.2	44.9	99.1	(14.1)
Total - City Development	\$ 115.6	\$ 113.7	\$ 55.3	\$ 46.5	\$ 101.8	\$ (13.8)

2018 BUDGET OVERVIEW

BUDGET DETAIL (CONTINUED)

REVENUE

CORPORATE FUND

\$ Millions

		Actual					Year-End Estimate	Budget Projection		
		2012	2013	2014	2015	2016	2017	2018		
Local Taxes	Municipal Public Utility Taxes & Fees	Telecommunications	\$149.3	\$119.4	\$106.1	\$105.5	\$103.6	\$101.2	\$99.0	
		Electricity Use	\$98.0	\$98.6	\$96.4	\$95.2	\$98.7	\$91.4	\$98.2	
		Electricity IMF	\$90.8	\$90.6	\$90.2	\$87.6	\$91.4	\$84.6	\$90.0	
		Natural Gas Utility	\$69.4	\$89.2	\$116.3		\$111.1	\$83.6	\$86.0	
		Natural Gas Use	\$29.4	\$33.0	\$37.0	\$119.7	\$0.0	\$31.6	\$33.0	
		Cable Television	\$25.5	\$26.2	\$27.5	\$29.8	\$29.6	\$29.5	\$29.5	
		Total	\$462.5	\$456.9	\$473.5	\$437.8	\$434.4	\$421.8	\$435.7	
		City Sales Tax/HROT	\$272.3	\$267.6	\$285.8	\$308.9	\$308.1	\$304.3	\$279.3	
		Total	\$272.3	\$267.6	\$285.8	\$308.9	\$308.1	\$304.3	\$279.3	
		Transaction Taxes	Personal Property Lease Transaction	\$132.5	\$140.2	\$152.6	\$192.5	\$259.9	\$247.2	\$246.3
			Real Property Transfer	\$102.6	\$141.9	\$157.2	\$191.1	\$197.1	\$170.5	\$170.1
			Motor Vehicle Lessor Tax	\$6.0	\$6.3	\$6.4	\$6.7	\$6.6	\$6.5	\$6.3
		Total	\$241.1	\$288.4	\$316.2	\$390.3	\$463.6	\$424.3	\$422.6	
		Transportation Taxes	Parking Tax	\$119.2	\$124.4	\$126.5	\$131.5	\$134.5	\$133.1	\$132.5
			Vehicle Fuel Tax	\$49.8	\$49.1	\$48.2	\$49.3	\$53.0	\$51.3	\$52.0
			Ground Transportation Tax	\$8.9	\$9.1	\$10.4	\$17.1	\$59.6	\$85.2	\$109.0
		Total	\$177.9	\$182.5	\$185.1	\$197.9	\$247.1	\$269.5	\$293.5	
		Recreation Taxes	Amusement Tax	\$87.8	\$96.7	\$112.9	\$145.7	\$163.6	\$168.7	\$189.0
			Liquor Tax	\$32.6	\$32.0	\$32.1	\$33.7	\$33.1	\$32.5	\$32.5
		Non-Alcoholic Beverage Tax	\$21.8	\$21.6	\$22.2	\$22.9	\$24.4	\$24.3	\$25.0	
		Municipal Cigarette Tax	\$18.0	\$16.3	\$24.0	\$22.8	\$23.1	\$21.4	\$20.1	
		Boat Mooring Tax	\$1.4	\$1.3	\$1.3	\$1.4	\$1.3	\$1.3	\$1.3	
		Auto Amusement Tax	\$0.9	\$0.6	\$0.6	\$0.5	\$0.5	\$0.5	\$0.5	
		Off Track Betting	\$0.7	\$0.6	\$0.5	\$0.5	\$0.6	\$0.5	\$0.6	
	Total	\$163.2	\$169.1	\$193.7	\$227.5	\$246.6	\$249.2	\$268.9		
	Business Taxes	Hotel Tax	\$85.6	\$89.9	\$100.4	\$109.8	\$113.5	\$127.6	\$119.0	
		Employers' Expense Tax	\$17.9	\$11.3			\$0.0	\$5.0	\$5.0	
		Foreign Fire Insurance Tax	\$4.8	\$4.6	\$4.4	\$6.0	\$5.4	\$4.4	\$4.5	
		Shopping Bag Tax								
	Total	\$108.3	\$105.7	\$104.8	\$115.8	\$118.9	\$137.0	\$128.5		
	Total	\$1,425.3	\$1,470.2	\$1,559.1	\$1,678.1	\$1,818.7	\$1,806.0	\$1,828.6		
Proceeds & Transfers In	Proceeds & Transfers In	Skyway Long-Term Reserve Interest	\$10.4	\$11.3	\$8.6	\$9.0	\$15.0	\$15.0		
		Parking Meter Revenue Replacement Fund				\$2.0				
		Parking Meter Revenue Replacement Fund Interest	\$1.6	\$2.7	\$5.3		\$3.0	\$3.0		
		Proceeds & Transfers In-Other	\$74.6	\$7.0	\$25.8	\$42.9	\$8.0	\$8.0	\$7.5	
	Total		\$86.6	\$21.0	\$39.7	\$53.9	\$8.0	\$26.0	\$25.5	
Intergovernmental	State Sales Tax/ROT	State Sales Tax/ROT	\$299.9	\$316.1	\$334.5	\$356.9	\$366.4	\$370.4	\$374.1	
		Total	\$299.9	\$316.1	\$334.5	\$356.9	\$366.4	\$370.4	\$374.1	
	State Income Tax	State Income Tax	\$245.2	\$276.0	\$250.3	\$286.5	\$254.0	\$250.1	\$252.5	
		Total	\$245.2	\$276.0	\$250.3	\$286.5	\$254.0	\$250.1	\$252.5	
	Personal Prop Replacement Tax (Corporate Share)	Personal Prop Replacement Tax (Corporate Share)	\$37.6	\$32.9	\$27.8	\$50.5	\$159.7	\$160.4	\$134.2	
		Total	\$37.6	\$32.9	\$27.8	\$50.5	\$159.7	\$160.4	\$134.2	
	Municipal Auto Rental Tax	Municipal Auto Rental Tax	\$3.9	\$4.0	\$4.2	\$4.2	\$4.2	\$4.3	\$4.2	
	Total	\$3.9	\$4.0	\$4.2	\$4.2	\$4.2	\$4.3	\$4.2		
Non-Tax Revenue	Reimbursements	Reimbursements	\$1.1	\$1.9	\$2.3	\$1.8	\$1.9	\$1.8	\$1.8	
		Total	\$1.1	\$1.9	\$2.3	\$1.8	\$1.9	\$1.8	\$1.8	
	Total		\$587.6	\$630.8	\$619.1	\$699.9	\$786.2	\$786.9	\$766.8	
	Licenses & Permits	Other Permits and Certificates	\$44.3	\$48.8	\$44.9	\$45.0	\$48.3	\$45.0	\$46.7	
		Building Permits	\$36.6	\$37.8	\$39.3	\$43.7	\$43.5	\$43.4	\$45.0	
		Business Licenses	\$19.2	\$19.0	\$18.1	\$19.4	\$18.5	\$21.0	\$20.3	
		Alcohol Dealers License	\$11.3	\$12.2	\$11.6	\$12.5	\$12.2	\$12.9	\$12.6	
		Prior Period Fines	\$6.2	\$5.9	\$6.0	\$6.2	\$7.9	\$5.9	\$6.5	
		Total	\$117.6	\$123.6	\$119.9	\$126.7	\$130.4	\$128.2	\$131.1	
	Charges for Services	Safety	\$78.7	\$74.7	\$90.0	\$61.5	\$77.3	\$70.5	\$73.5	
	Other Charges	\$21.2	\$24.3	\$23.7	\$29.4	\$32.5	\$28.7	\$28.7		
	Inspection	\$10.7	\$10.1	\$14.4	\$15.0	\$13.1	\$12.5	\$12.5		
	Current Expenses	\$13.1	\$10.1	\$5.8	\$13.0	\$6.3	\$6.3	\$6.3		
	Information	\$0.9	\$0.8	\$0.7	\$0.7	\$1.5	\$1.0	\$1.0		
	Total	\$124.6	\$119.9	\$134.6	\$119.6	\$130.8	\$119.0	\$122.0		
Municipal Parking	Municipal Parking	\$8.4	\$6.4	\$7.3	\$6.5	\$7.5	\$7.6	\$8.0		
	Total	\$8.4	\$6.4	\$7.3	\$6.5	\$7.5	\$7.6	\$8.0		
Leases, Rentals & Sales	Rentals and Leases	\$6.2	\$12.4	\$13.5	\$14.0	\$13.0	\$13.7	\$25.7		
	Sale of Impounded Autos	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0		
	Sale of Land	\$3.7	\$3.5	\$2.9	\$3.5	\$9.6	\$11.8	\$7.6		
	Sale of Materials	\$3.5	\$2.6	\$2.0	\$1.4	\$1.3	\$0.3	\$0.3		
	Vacation of Streets	\$1.3	\$0.4	\$5.6	\$6.5	\$2.2	\$3.0	\$3.0		
	Total	\$14.7	\$19.0	\$24.1	\$25.5	\$26.1	\$28.8	\$36.6		
Interest Income	Interest Income	\$5.4	\$1.4	\$1.6	\$0.9	\$8.3	\$8.0	\$8.0		
	Total	\$5.4	\$1.4	\$1.6	\$0.9	\$8.3	\$8.0	\$8.0		
Internal Service Earnings	Enterprise Funds	\$143.4	\$145.0	\$163.1	\$137.1	\$168.4	\$166.2	\$174.8		
	Intergovernmental Funds	\$38.7	\$34.6	\$34.7	\$27.0	\$22.5	\$40.4	\$41.3		
	Other Reimbursements	\$34.1	\$17.3	\$19.8	\$20.0	\$22.1	\$13.6	\$13.8		
	Special Revenue Funds	\$86.7	\$109.6	\$88.2	\$161.4	\$129.7	\$138.7	\$50.5		
	Total	\$302.9	\$306.5	\$305.7	\$345.4	\$342.6	\$358.9	\$280.4		
Other Revenue	Other Revenue	\$43.3	\$39.0	\$66.5	\$97.6	\$59.3	\$101.5	\$204.1		
	Total	\$43.3	\$39.0	\$66.5	\$97.6	\$59.3	\$101.5	\$204.1		
Fines, Forfeitures & Penalties	Fines, Forfeitures & Penalties	\$290.8	\$313.5	\$338.3	\$366.3	\$318.4	\$326.7	\$326.2		
	Total	\$290.8	\$313.5	\$338.3	\$366.3	\$318.4	\$326.7	\$326.2		
Total		\$907.7	\$929.4	\$998.0	\$1,088.6	\$1,023.4	\$1,078.7	\$1,116.4		
Corporate Fund Revenue		\$3,007.2	\$3,051.5	\$3,215.8	\$3,520.5	\$3,636.2	\$3,697.6	\$3,737.2		
Prior Year Available Resources		\$72.3	\$77.2	\$33.8		\$0.0	\$53.0	\$37.0		
Grand Total		\$3,079.5	\$3,128.7	\$3,249.7	\$3,520.5	\$3,636.2	\$3,750.6	\$3,774.2		

2018 BUDGET OVERVIEW

BUDGET DETAIL (CONTINUED)

REVENUE

SPECIAL REVENUE FUNDS

\$ Millions

		Actual					Year-End Estimate	Budget Projection
		2012	2013	2014	2015	2016	2017	2018
0300 - Vehicle Tax Fund	Vehicle Sticker Tax	\$115.5	\$120.1	\$134.3	\$119.2	\$131.7	\$126.0	\$127.6
	Impoundment Fees	\$8.5	\$8.6	\$8.7	\$8.8	\$8.8	\$9.2	\$9.2
	Abandoned Auto Towing	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
	Sale of Impounded Autos	\$4.7	\$4.6	\$4.1	\$2.8	\$2.6	\$3.0	\$2.8
	Pavement Cut Fees	\$11.5	\$13.8	\$12.4	\$5.3	\$14.2	\$14.5	\$12.5
	Parking Tax				\$10.0	\$10.0	\$10.0	\$10.0
	Transfer-In				\$0.6	\$0.7	\$0.6	\$0.6
	Other Resources	\$17.3	\$17.9	\$29.5	\$36.0	\$33.9	\$34.8	\$42.2
	Total	\$157.5	\$165.1	\$189.0	\$182.8	\$201.9	\$198.1	\$205.0
	Prior Year Available Resources	\$7.4	\$20.1	\$22.2	\$28.3	\$14.8	\$29.6	\$9.1
Total	\$7.4	\$20.1	\$22.2	\$28.3	\$14.8	\$29.6	\$9.1	
Fund Total	\$164.9	\$185.3	\$211.2	\$211.1	\$216.7	\$227.7	\$214.1	
0310 - Motor Fuel Tax Fund	Interest and Other	\$12.6	\$0.1	(\$0.1)	\$1.9	\$0.4	\$0.6	\$0.0
	Motor Fuel Tax Distribution	\$49.5	\$65.0	\$77.9	\$53.7	\$57.9	\$58.8	\$57.0
	Total	\$62.2	\$65.1	\$77.8	\$55.5	\$58.3	\$59.4	\$57.0
	Prior Year Available Resources	\$0.4	\$14.0	\$25.6	\$19.4	\$4.0	\$12.3	\$10.1
	Total	\$0.4	\$14.0	\$25.6	\$19.4	\$4.0	\$12.3	\$10.1
Fund Total	\$62.6	\$79.1	\$103.4	\$74.9	\$62.2	\$71.7	\$67.1	
0346 - Library Fund	Corporate Fund Subsidy	\$8.0	\$8.0	\$6.0	\$6.5	\$19.8	\$19.0	\$15.2
	Fines	\$2.1	\$1.8	\$1.8	\$1.8	\$1.4	\$1.5	\$1.5
	Interest	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
	Other Revenue	\$0.0	\$0.1	\$0.1	\$0.1	\$1.2	\$0.6	\$0.6
	Proceeds of Debt	\$70.5	\$73.3	\$75.6	\$76.0	\$77.1	\$77.2	\$83.6
	Rental of Facilities	\$0.8	\$0.4	\$0.2	\$0.4	\$0.2	\$0.2	\$0.2
	Total	\$81.3	\$83.6	\$83.6	\$84.8	\$99.6	\$98.5	\$101.1
	Prior Year Available Resources	\$5.0	\$5.9	\$9.2	\$8.4	\$7.6	\$9.4	\$8.3
	Total	\$5.0	\$5.9	\$9.2	\$8.4	\$7.6	\$9.4	\$8.3
	Fund Total	\$86.3	\$89.5	\$92.8	\$93.1	\$107.2	\$107.9	\$109.5
0353 - Emergency Communication Fund	Telephone Surcharge	\$64.2	\$68.4	\$74.8	\$102.7	\$101.3	\$94.7	\$121.5
	Total	\$64.2	\$68.4	\$74.8	\$102.7	\$101.3	\$94.7	\$121.5
	Prior Year Available Resources	\$1.7	\$0.5	\$0.2	\$8.1	\$1.2	\$0.8	\$0.0
	Total	\$1.7	\$0.5	\$0.2	\$8.1	\$1.2	\$0.8	\$0.0
Fund Total	\$65.9	\$68.9	\$75.1	\$110.8	\$102.5	\$95.4	\$121.5	
0355 - Special Events and Municipal Hotel Operators' Occupation Tax Fund	Hotel Operator's Tax	\$18.8	\$20.1	\$21.2	\$21.9	\$26.1	\$23.6	\$24.0
	Interest and Other	\$8.1	\$6.5	\$6.3	\$6.5	\$6.5	\$6.5	\$6.5
	Recreation Fees and Charges	\$8.6	\$11.6	\$11.0	\$11.1	\$10.5	\$11.8	\$11.8
	Rental and Charges	\$1.6	\$1.3	\$1.4	\$1.2	\$1.4	\$1.3	\$1.3
	Total	\$37.2	\$39.6	\$39.8	\$40.8	\$44.4	\$43.2	\$43.6
Prior Year Available Resources	\$3.4	\$6.4	\$9.1	\$11.3	\$10.8	\$8.1	\$5.6	
Total	\$3.4	\$6.4	\$9.1	\$11.3	\$10.8	\$8.1	\$5.6	
Fund Total	\$40.5	\$46.0	\$49.0	\$52.1	\$55.3	\$51.3	\$49.2	
0934 - Affordable Housing Opportunity Fund	Building Permits					\$0.0	\$35.0	\$39.7
	Current Expense					\$16.9	\$0.2	\$0.3
	Interest on Investments					(\$0.2)	\$0.0	\$0.0
	Total					\$16.7	\$35.3	\$39.9
Prior Year Available Resources					\$0.0	\$0.0	\$0.0	
Total					\$0.0	\$0.0	\$0.0	
Fund Total					\$16.7	\$35.3	\$39.9	
0B09 - CTA Real Property Transfer Tax Fund	Real Property Transfer Tax-CTA ..	\$40.8	\$56.1	\$63.1	\$76.1	\$79.3	\$68.2	\$68.0
	Interest on Investments					\$0.0	\$0.0	\$0.0
	Total	\$40.8	\$56.1	\$63.1	\$76.1	\$79.3	\$68.2	\$68.0
	Prior Year Available Resources	\$0.2	\$1.8	\$1.0	\$0.3	\$0.0	\$0.0	\$0.0
Total	\$0.2	\$1.8	\$1.0	\$0.3	\$0.0	\$0.0	\$0.0	
Fund Total	\$41.0	\$57.9	\$64.1	\$76.4	\$79.3	\$68.2	\$68.0	
0B21 - Tax Increment Financing	TIF Administrative Reimbursement	\$4.4	\$5.4	\$5.9	\$8.7	\$8.7	\$10.2	\$10.7

2 0 1 8 B U D G E T O V E R V I E W

BUDGET DETAIL (CONTINUED)

REVENUE

SPECIAL REVENUE FUNDS

\$ Millions

		Actual					Year-End Estimate 2017	Budget Projection 2018
		2012	2013	2014	2015	2016		
0B21 - Tax Increment Financing	Total	\$4.4	\$5.4	\$5.9	\$8.7	\$8.7	\$10.2	\$10.7
Administration Fund	Prior Year Available Resources					\$0.0	\$0.0	\$0.0
	Total					\$0.0	\$0.0	\$0.0
	Fund Total	\$4.4	\$5.4	\$5.9	\$8.7	\$8.7	\$10.2	\$10.7
0B32 - Garbage Collection Fund	Sanitation					\$54.4	\$61.2	\$61.2
	Total					\$54.4	\$61.2	\$61.2
	Fund Total					\$54.4	\$61.2	\$61.2
0B82 - Neighborhood	Building Permits					\$0.0	\$9.7	\$23.3
Opportunity Fund	Total					\$0.0	\$9.7	\$23.3
	Fund Total					\$0.0	\$9.7	\$23.3
Grand Total		\$465.6	\$532.1	\$601.4	\$627.2	\$703.0	\$738.7	\$764.5

2 0 1 8 B U D G E T O V E R V I E W

BUDGET DETAIL (CONTINUED)

REVENUE

ENTERPRISE FUNDS

\$ Millions

		2011	2012	Actual			2016	Year-End Estimate 2017	Budget Projection 2018
				2013	2014	2015			
0200 - Water Fund	Water Fees	\$441.8	\$539.7	\$591.6	\$661.0	\$749.3	\$749.6	\$732.7	\$729.5
	Transfer-In	\$25.1	\$31.1	\$20.5	\$20.3	\$11.9	\$10.5	\$20.0	\$20.0
	Miscellaneous & Other	\$20.9	\$12.1	\$10.8	\$14.6	\$20.9	\$17.3	\$15.0	\$18.5
	Interest Earnings	\$1.6	\$0.5	\$0.3	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
	Total	\$489.4	\$583.5	\$623.2	\$695.9	\$782.0	\$777.4	\$767.7	\$768.0
0314 - Sewer Fund	Sewer Fees	\$202.3	\$240.6	\$269.7	\$310.2	\$361.5	\$366.9	\$366.3	\$364.8
	Transfer-In	\$10.0	\$1.1	\$1.8	\$1.2	\$0.0	\$0.0	\$4.1	\$4.1
	Miscellaneous & Other	\$2.7	\$10.0	\$0.0	\$0.0	\$1.5	\$1.3	\$1.5	\$1.5
	Total	\$215.0	\$251.7	\$271.5	\$311.4	\$362.9	\$368.2	\$371.9	\$370.4
0610 - Midway Airport Fund	Rates, Charges and Other	\$198.2	\$189.5	\$208.9	\$211.1	\$221.3	\$237.7	\$278.2	\$283.2
	Total	\$198.2	\$189.5	\$208.9	\$211.1	\$221.3	\$237.7	\$278.2	\$283.2
0740 - O'Hare Airport Fund	Rates, Charges and Other	\$827.9	\$826.2	\$869.5	\$957.9	\$959.6	\$1,047.4	\$1,158.8	\$1,250.9
	Total	\$827.9	\$826.2	\$869.5	\$957.9	\$959.6	\$1,047.4	\$1,158.8	\$1,250.9
Grand Total		\$1,730.5	\$1,850.9	\$1,973.1	\$2,176.3	\$2,325.9	\$2,430.7	\$2,576.5	\$2,672.5

2018 BUDGET OVERVIEW

BUDGET DETAIL (CONTINUED)

REVENUE

DEBT SERVICE FUNDS

\$ Millions

			Actual					Year-End Estimate	Budget Projection
			2012	2013	2014	2015	2016	2017	2018
0383 - Motor Fuel Tax Fund Debt Service	Fund Revenue	Motor Fuel Tax	\$18.6	\$17.4	\$12.6	\$11.7	\$11.0	\$9.8	\$12.1
		Interest and Other Revenue	\$0.0	\$0.0	\$2.2	\$2.3	\$2.5	\$3.1	\$3.4
		Proceeds of Debt	\$0.0	\$0.0	\$0.6	\$0.0	\$0.0	\$0.0	\$0.0
		Total	\$18.6	\$17.4	\$15.4	\$14.0	\$13.5	\$12.9	\$15.5
	Prior Year Available Resources	Total	\$0.0	\$0.0	\$4.6	\$2.6	\$6.2	\$2.8	\$0.0
Total			\$18.6	\$17.4	\$19.9	\$16.7	\$19.6	\$15.7	\$15.5
0505 - Sales Tax Bond Redemption and Interest Fund	Fund Revenue	Home Rule Retailers Occupation Tax	\$22.1	\$40.3	\$38.5	\$37.4	\$39.0	\$38.9	\$38.9
		Interest and Other	\$0.0	\$0.0	\$0.0	\$31.1	\$0.1	\$0.0	\$0.0
		Total	\$22.2	\$40.3	\$38.5	\$68.5	\$39.1	\$38.9	\$38.9
		Prior Year Available Resources	Total	\$16.6	(\$2.1)	(\$1.2)	(\$2.5)	(\$1.2)	\$0.0
	Total			\$38.7	\$38.2	\$37.3	\$66.1	\$37.9	\$38.9
0510 - General Obligation Bond Redemption and Interest Fund	Fund Revenue	Property Tax Levy	\$372.3	\$348.6	\$349.5	\$332.0	\$391.5	\$398.0	\$415.0
		Corporate Fund Subsidy					\$67.3	\$123.0	\$118.0
		Other Revenue	\$92.0	\$64.3	\$259.1	\$300.7	\$538.2	\$160.4	\$99.0
		Transfer In	\$1.6	\$0.0	\$4.2	\$224.9	\$0.0	\$0.0	\$0.0
		Total	\$466.0	\$412.9	\$612.7	\$857.6	\$997.1	\$681.4	\$632.0
	Prior Year Available Resources	Total	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Total			\$466.0	\$412.9	\$612.7	\$857.6	\$997.1	\$681.4	\$632.0
0516 - Library Bond Redemption and Interest Fund	Fund Revenue	Property Tax Levy	\$4.4	\$3.9	\$4.4	\$4.0	\$4.6	\$4.2	\$4.2
		Other (Interest)					\$0.0	\$0.0	\$0.0
		Transfer In					\$0.0	\$0.0	\$0.0
		Total	\$4.4	\$3.9	\$4.4	\$4.0	\$4.6	\$4.2	\$4.2
	Prior Year Available Resources	Total	\$0.5	\$0.5	\$0.5	\$0.5	\$0.5	\$0.1	\$0.1
Total			\$4.9	\$4.5	\$4.9	\$4.6	\$5.2	\$4.3	\$4.3
0521 - Library Daily Tender Note Redemption and Interest Fund	Fund Revenue	Property Tax Levy	\$74.3	\$66.8	\$75.8	\$71.7	\$83.7	\$80.4	\$85.9
		Other (Interest)					\$0.1	\$0.0	\$0.0
		Transfer In	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
		Total	\$74.3	\$66.8	\$75.8	\$71.7	\$83.8	\$80.4	\$85.9
	Prior Year Available Resources	Total	\$0.0	\$2.8	\$3.3	\$3.3	\$3.3	\$0.0	\$1.1
Total			\$74.3	\$69.6	\$79.1	\$75.0	\$87.1	\$80.4	\$87.1
0525 - Emergency Communication Bond Redemption and Interest Fund	Fund Revenue	Telephone Surcharge & Interest	\$22.3	\$22.3	\$22.3	\$22.3	\$22.3	\$22.3	\$21.5
		Total	\$22.3	\$22.3	\$22.3	\$22.3	\$22.3	\$22.3	\$21.5
		Prior Year Available Resources	Total	\$0.8	\$0.8	\$0.8	\$0.8	\$0.8	\$0.0
	Total			\$23.1	\$23.1	\$23.2	\$23.1	\$23.1	\$22.3
0549 - City College Bond Redemption and Interest Fund	Fund Revenue	Property Tax Levy	\$37.1	\$33.4	\$37.3	\$34.1	\$38.9	\$36.1	\$35.7
		Other (Interest)					\$0.3	\$0.0	\$0.0
		Transfer In							\$0.0
		Total	\$37.1	\$33.4	\$37.3	\$34.1	\$39.2	\$36.1	\$35.7
	Prior Year Available Resources	Total	\$5.0	\$1.5	\$0.0	\$5.1	\$5.1	\$0.5	\$0.9
Total			\$42.1	\$34.9	\$37.3	\$39.2	\$44.2	\$36.6	\$36.6
Grand Total			\$667.8	\$600.5	\$814.4	\$1,082.2	\$1,214.3	\$879.7	\$836.8

2018 BUDGET OVERVIEW

BUDGET DETAIL (CONTINUED)

Expenditures

PENSION FUND CONTRIBUTIONS

\$ Millions

		Appropriation						Proposed
		2012	2013	2014	2015	2016	2017	2018
0681 - Municipal Employees' Annuity and Benefit Fund	Property Tax Levy	\$123.4	\$116.8	\$117.9	\$119.4	\$119.4	\$119.4	\$119.4
	Personal Prop Replacement Tax	\$35.0	\$40.7	\$39.4	\$0.0	\$0.0	\$0.0	\$0.0
	Library Property Tax Levy	\$5.7	\$5.3	\$5.3	\$5.3	\$5.3	\$5.3	\$5.3
	Corporate Fund Payment				\$13.9	\$11.6	\$92.9	\$81.3
	Water-Sewer Utility Tax				\$0.0	\$0.0	\$0.0	\$64.1
	Emergency Communication Fund				\$0.0	\$0.0	\$0.0	\$10.6
	Library Fund Payment				\$0.0	\$0.0	\$3.1	\$3.1
	Water Fund Payment				\$11.1	\$10.7	\$18.9	\$24.5
	Sewer Fund Payment				\$3.2	\$3.2	\$5.5	\$7.0
	Midway Fund Payment				\$1.5	\$1.5	\$3.6	\$5.0
O'Hare Fund Payment				\$9.6	\$9.8	\$18.2	\$23.7	
	Total	\$164.2	\$162.7	\$162.6	\$164.0	\$161.5	\$267.0	\$344.0
0682 - Laborers' and Retirement Board Employees' Annuity and Benefit Fund	Property Tax Levy	\$11.2	\$10.5	\$10.9	\$11.1	\$11.1	\$11.1	\$11.1
	Personal Prop Replacement Tax	\$3.7	\$4.1	\$4.1	\$0.0	\$0.0		\$0.0
	Corporate Fund Payment				\$0.0	\$0.0	\$12.5	\$19.8
	Water Fund Payment				\$1.6	\$1.6	\$5.5	\$7.7
	Sewer Fund Payment				\$1.2	\$1.3	\$4.0	\$5.8
	Midway Fund Payment				\$0.2	\$0.2	\$0.5	\$0.7
	O'Hare Fund Payment				\$0.9	\$0.9	\$2.3	\$3.0
	Total	\$14.9	\$14.6	\$15.1	\$15.0	\$15.0	\$36.0	\$48.0
0683 - Policemen's Annuity and Benefit Fund	Property Tax Levy	\$143.9	\$138.1	\$136.7	\$362.0	\$455.4	\$490.7	\$546.6
	Personal Prop Replacement Tax	\$66.3	\$54.4	\$51.8	\$0.0	\$0.0	\$0.0	\$0.0
	Corporate Fund Payment				\$50.7	\$0.0	\$0.0	\$0.0
	Midway Fund Payment				\$1.7	\$2.1	\$2.3	\$2.5
	O'Hare Fund Payment				\$5.6	\$6.6	\$7.0	\$7.8
	Total	\$210.2	\$192.6	\$188.4	\$420.0	\$464.0	\$500.0	\$557.0
0684 - Firemen's Annuity and Benefit Fund	Property Tax Levy	\$65.5	\$81.5	\$81.4	\$179.4	\$194.8	\$212.6	\$223.1
	Personal Prop Replacement Tax	\$21.6	\$28.0	\$30.8	\$0.0	\$0.0	\$0.0	\$0.0
	Corporate Fund Payment				\$7.2	\$0.0	\$0.0	\$0.0
	Midway Fund Payment				\$2.7	\$2.9	\$3.1	\$3.2
	O'Hare Fund Payment				\$9.7	\$10.3	\$11.3	\$12.2
	Total	\$87.1	\$109.5	\$112.2	\$199.0	\$208.0	\$227.0	\$238.5
Grand Total		\$476.3	\$479.5	\$478.3	\$798.0	\$848.5	\$1,030.0	\$1,187.5

2018 BUDGET OVERVIEW

BUDGET DETAIL (CONTINUED)

EXPENDITURES

APPROPRIATION BY FUNCTION AND DEPARTMENT

ALL LOCAL FUNDS

\$ Millions

		2013	2014	2015	2016	2017	2018 Proposed	% Change
		Appropriation	Appropriation	Appropriation	Appropriation	Appropriation		(2017-2018)
Finance and Administration	Office of the Mayor	\$6.2	\$6.6	\$6.7	\$6.8	\$6.9	\$7.2	4%
	Office of Budget and Management	\$1.9	\$2.3	\$2.3	\$2.6	\$3.2	\$3.3	2%
	Department of Innovation and Technology	\$30.9	\$33.1	\$35.2	\$25.5	\$27.6	\$30.4	10%
	City Clerk	\$9.0	\$10.0	\$10.0	\$10.0	\$10.0	\$10.7	7%
	Department of Finance	\$76.0	\$77.0	\$81.4	\$80.3	\$83.4	\$84.1	3%
	City Treasurer	\$2.4	\$2.5	\$2.5	\$4.2	\$4.1	\$4.1	2%
	Department of Administrative Hearings	\$7.3	\$7.8	\$8.0	\$8.2	\$8.6	\$8.5	-1%
	Department of Law	\$34.7	\$34.7	\$34.9	\$35.2	\$36.4	\$37.0	2%
	Department of Human Resources	\$6.1	\$5.8	\$5.9	\$6.6	\$7.3	\$7.4	2%
	Department of Procurement Services	\$7.8	\$7.9	\$8.0	\$7.9	\$8.7	\$8.9	2%
	Department of Fleet and Facility Management	\$308.5	\$326.9	\$336.3	\$329.5	\$338.8	\$345.1	10%
	Total		\$490.8	\$514.6	\$531.0	\$516.8	\$535.0	\$546.7
Infrastructure Services	Department of Streets and Sanitation	\$260.8	\$252.2	\$251.5	\$256.2	\$257.0	\$263.4	7%
	Chicago Department of Transportation	\$127.2	\$128.8	\$147.2	\$151.3	\$165.9	\$163.8	29%
	Chicago Department of Aviation	\$395.0	\$422.1	\$437.3	\$452.3	\$484.1	\$505.6	5%
	Department of Water Management	\$263.2	\$265.8	\$268.3	\$269.4	\$280.1	\$280.4	-34%
	Total		\$1,046.1	\$1,068.8	\$1,104.3	\$1,129.2	\$1,187.0	\$1,213.3
Public Safety	Police Board	\$0.4	\$0.4	\$0.4	\$0.4	\$0.5	\$0.5	0%
	Chicago Police Department	\$1,271.1	\$1,313.0	\$1,398.1	\$1,410.0	\$1,460.6	\$1,516.4	4%
	Office of Emergency Management and Communications	\$84.2	\$86.0	\$86.1	\$101.4	\$116.8	\$142.9	22%
	Chicago Fire Department	\$554.9	\$568.4	\$589.4	\$613.4	\$621.9	\$616.4	-1%
	Independent Police Review Authority	\$8.3	\$8.3	\$8.5	\$8.5	\$2.9		
	Civilian Office of Police Accountability					\$7.3	\$13.3	82%
	Total		\$1,918.9	\$1,976.1	\$2,082.5	\$2,133.7	\$2,210.0	\$2,289.4
Community Services	Department of Public Health	\$29.3	\$28.1	\$29.5	\$30.4	\$32.0	\$32.9	3%
	Commission on Human Relations	\$1.1	\$1.1	\$1.1	\$1.2	\$1.2	\$1.2	6%
	Mayor's Office for People with Disabilities	\$1.1	\$1.2	\$1.1	\$1.4	\$1.4	\$1.6	15%
	Department of Family and Support Services	\$16.9	\$53.8	\$61.7	\$64.0	\$76.4	\$82.0	7%
	Chicago Public Library	\$51.0	\$51.3	\$54.2	\$56.0	\$56.7	\$57.4	1%
	Total		\$99.5	\$135.5	\$147.7	\$153.1	\$167.7	\$175.2
City Development	Department of Cultural Affairs and Special Events	\$32.0	\$31.6	\$30.2	\$29.9	\$31.3	\$31.3	0%
	Department of Planning and Development	\$28.7	\$31.0	\$40.6	\$42.2	\$62.2	\$80.5	29%
	Total		\$60.7	\$62.6	\$70.8	\$72.1	\$93.5	\$111.8
Regulatory	Office of Inspector General	\$5.8	\$5.8	\$6.0	\$6.4	\$8.6	\$8.9	3%
	Department of Buildings	\$25.6	\$25.9	\$26.7	\$31.7	\$31.3	\$30.5	-3%
	Department of Business Affairs and Consumer Protection	\$17.8	\$18.7	\$18.4	\$18.5	\$19.1	\$19.0	0%
	Chicago Animal Care and Control	\$5.0	\$5.4	\$5.6	\$5.7	\$6.3	\$6.5	2%
	License Appeal Commission	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2	4%
	Board of Ethics	\$0.8	\$0.8	\$0.8	\$0.9	\$0.8	\$0.8	1%
	Total		\$55.2	\$56.6	\$57.6	\$63.3	\$66.4	\$65.9
Legislative and Elections	City Council	\$20.8	\$20.7	\$20.7	\$20.6	\$20.8	\$20.9	1%
	City Council Committees	\$5.5	\$5.5	\$5.6	\$5.7	\$5.8	\$5.8	1%
	Council Office of Financial Analysis		\$0.3	\$0.3	\$0.3	\$0.3	\$0.3	0%
	Legislative Reference Bureau	\$0.4	\$0.4	\$0.4	\$0.4	\$0.4	\$0.4	0%
	Board of Election Commissioners	\$8.7	\$11.9	\$25.6	\$14.8	\$11.6	\$15.6	34%
Total		\$35.4	\$38.7	\$52.5	\$41.7	\$38.9	\$43.0	36%
General Financing Requirements	Finance General	\$3,235.2	\$3,051.0	\$3,373.9	\$3,446.0	\$3,659.5	\$3,570.5	-1%
	Loss in Collection of Taxes		\$20.3	\$20.4	\$20.5	\$20.8	\$21.6	4%
	Pension Funds		\$478.3	\$885.7	\$978.3	\$1,086.0	\$1,256.3	16%
	Total		\$3,235.2	\$3,549.6	\$4,280.0	\$4,444.7	\$4,766.3	\$4,848.4
Deductions	Deduct Proceeds between Funds	(\$72.3)	(\$95.0)	(\$95.3)	(\$77.1)	(\$77.2)	(\$83.6)	8%
	Deduct Transfers between Funds	(\$324.5)	(\$316.0)	(\$552.2)	(\$638.8)	(\$697.0)	(\$630.7)	-10%
	Total		(\$396.8)	(\$411.0)	(\$647.5)	(\$716.0)	(\$774.2)	(\$714.3)
Grand Total		\$6,545.1	\$6,991.6	\$7,678.9	\$7,838.6	\$8,290.6	\$8,579.4	279%

2018 BUDGET OVERVIEW

BUDGET DETAIL (CONTINUED)

PERSONNEL

POSITIONS BY FUNCTION AND DEPARTMENT

ALL LOCAL FUNDS

		2013	2014	2015	2016	2017	2018 Proposed	Change
		Appropriation	Appropriation	Appropriation	Appropriation	Appropriation		(2017-2018)
Finance and Administration	Office of The Mayor	73	75	75	74	77	79	2
	Office of Budget and Management	21	24	24	28	50	51	1
	Department of Innovation and Technology	94	98	106	105	119	110	-9
	Office of the City Clerk	98	98	96	96	96	98	2
	Department of Finance	494	517	523	543	550	551	1
	City Treasurer	23	24	24	32	31	30	-1
	Department of Administrative Hearings	42	42	42	42	42	42	0
	Department of Law	367	377	377	377	407	410	3
	Department of Human Resources	76	76	75	77	84	86	2
	Department of Procurement Services	86	90	91	91	102	103	1
	Department of Fleet and Facility Management	1,056	1,067	1,081	1,099	1,105	1,104	-1
	Total	2,430	2,488	2,514	2,564	2,663	2,664	1
Infrastructure Services	Department of Streets and Sanitation	2,207	2,169	2,168	2,205	2,208	2,200	-8
	Chicago Department of Transportation	738	1,079	1,138	1,154	1,191	1,197	6
	Department of Aviation	1,227	1,233	1,307	1,354	1,436	1,449	13
	Department of Water Management	2,104	2,095	2,096	2,096	1,931	1,894	-37
	Total	6,276	6,576	6,709	6,809	6,766	6,740	-26
Public Safety	Police Board	2	2	2	2	2	2	0
	Independent Police Review Authority	99	99	98	97	62		
	Chicago Police Department	14,221	14,225	14,230	13,599	14,224	14,729	505
	Office of Emergency Communication	808	816	815	1,729	1,883	1,898	15
	Chicago Fire Department	5,125	5,149	5,172	5,163	5,173	5,170	-3
	Civilian Office of Police Accountability					142	145	3
	Total	20,255	20,291	20,317	20,590	21,486	21,944	520
Community Services	Department of Public Health	148	150	182	180	602	599	-3
	Commission on Human Relations	12	12	12	12	20	20	0
	Mayor's Office for People with Disabilities	12	12	12	12	29	29	0
	Department of Family and Support Services	22	23	46	49	370	402	32
	Chicago Public Library	702	706	711	725	799	822	23
	Total	896	903	963	978	1,820	1,872	52
City Development	Department of Cultural Affairs and Special Events	80	80	81	77	77	77	0
	Department of Planning and Development	163	165	166	168	230	230	0
	Total	243	245	247	245	307	307	0
Regulatory	Office of Inspector General	67	65	67	64	96	97	1
	Department of Buildings	233	235	235	239	294	295	1
	Department of Business Affairs & Consumer Protection	179	177	176	178	189	188	-1
	Chicago Animal Care and Control	64	64	64	62	66	67	1
	License Appeal Commission	1	1	1	1	1	1	0
	Board of Ethics	9	9	9	9	8	8	0
	Total	553	551	552	553	654	656	2
Legislative and Elections	City Council	236	240	240	239	239	239	0
	Board of Election Commissioner	119	118	118	118	118	118	0
	Total	355	358	358	357	357	357	0
Grand Total		31,008	31,412	31,660	32,096	34,053	34,540	549

2018 BUDGET OVERVIEW

BUDGET DETAIL (CONTINUED)

PERSONNEL

FTEs BY FUNCTION AND DEPARTMENT

ALL LOCAL FUNDS

		2013	2014	2015	2016	2017	2018 Proposed	Change
		Appropriation	Appropriation	Appropriation	Appropriation	Appropriation		(2017-2018)
Finance and Administration	Office of The Mayor	73	75	75	74	74	76	2
	Office of Budget and Management	21	24	24	28	34	35	1
	Department of Innovation and Technology	94	98	106	105	107	107	0
	Office of the City Clerk	98	98	96	96	96	98	2
	Department of Finance	613	636	642	661	658	659	1
	City Treasurer	23	24	24	32	31	30	-1
	Department of Administrative Hearings	42	42	42	42	42	42	0
	Department of Law	407	417	417	417	424	427	3
	Department of Human Resources	76	76	75	77	84	86	2
	Department of Procurement Services	86	90	91	91	102	103	1
	Department of Fleet and Facility Management	1,056	1,067	1,081	1,099	1,104	1,103	-1
	Total	2,589	2,647	2,673	2,722	2,756	2,766	10
Infrastructure Services	Department of Streets and Sanitation	2,351	2,296	2,294	2,328	2,297	2,277	-20
	Chicago Department of Transportation	932	1,169	1,294	1,318	1,359	1,371	12
	Department of Aviation	1,398	1,541	1,496	1,543	1,764	1,777	13
	Department of Water Management	2,131	2,138	2,139	2,129	2,284	2,336	52
Total	6,812	7,144	7,223	7,318	7,704	7,761	57	
Public Safety	Police Board	2	2	2	2	2	2	0
	Independent Police Review Authority	99	99	98	97	62		
	Chicago Police Department	14,272	14,275	14,280	13,649	14,205	14,667	462
	Office of Emergency Communication	895	903	902	1,816	2,110	2,120	10
	Chicago Fire Department	5,128	5,150	5,173	5,163	5,161	5,158	-3
	Civilian Office of Police Accountability					142	145	3
Total	20,396	20,429	20,455	20,727	21,682	22,092	472	
Community Services	Department of Public Health	155	155	184	182	183	203	20
	Commission on Human Relations	12	12	12	12	12	12	0
	Mayor's Office for People with Disabilities	12	12	12	12	13	13	0
	Department of Family and Support Services	22	23	46	49	51	51	0
	Chicago Public Library	822	852	859	870	870	907	37
Total	1,023	1,054	1,112	1,126	1,129	1,186	57	
City Development	Department of Cultural Affairs and Special Events	80	80	81	78	78	78	0
	Department of Planning and Development	165	166	167	169	174	175	1
	Total	245	246	248	247	252	253	1
Regulatory	Office of Inspector General	67	65	67	64	96	97	1
	Department of Buildings	233	235	235	239	246	247	1
	Department of Business Affairs & Consumer Protection	184	182	181	183	184	188	4
	Chicago Animal Care and Control	72	72	73	73	77	78	1
	License Appeal Commission	1	1	1	1	1	1	0
	Board of Ethics	9	9	9	9	8	8	0
	Total	566	564	566	569	612	619	7
Legislative and Elections	City Council	236	240	240	239	239	239	0
	Board of Election Commissioner	119	118	118	118	118	118	0
	Total	355	358	358	357	357	357	0
Grand Total	31,986	32,442	32,635	33,065	34,492	35,034	604	

2018 BUDGET OVERVIEW

BUDGET DETAIL (CONTINUED) GRANTS

GRANT FUNDS BY FUNCTION AND DEPARTMENT

\$ Millions

		2017 Appropriation	2017 Year-End Estimate	2018 Anticipated New Grants	2018 Prior Year(s) Carryover	2018 Proposed (Total)	Change (2018 - 2017)
Finance and Administration	Office of The Mayor	\$0.8	\$0.6	\$0.5	\$0.0	\$0.5	(\$0.4)
	Office of Budget and Management	\$8.1	\$6.4	\$5.7	\$0.6	\$6.3	(\$1.8)
	Department of Innovation and Technology	\$2.5	\$1.5	\$0.5	\$0.0	\$0.5	(\$2.0)
	Department of Finance	\$2.5	\$1.5	\$1.5	\$0.0	\$1.5	(\$1.0)
	Department of Law	\$1.8	\$1.8	\$1.7	\$0.0	\$1.7	(\$0.1)
	Department of Procurement Services	\$0.0	\$0.1	\$0.0	\$0.1	\$0.1	\$0.1
	Department of Fleet and Facility Management	\$5.1	\$6.7	\$0.9	\$5.7	\$6.6	\$1.5
	Total	\$20.9	\$18.5	\$10.8	\$6.4	\$17.1	(\$3.8)
Infrastructure Services	Chicago Department of Transportation	\$455.5	\$388.5	\$295.3	\$0.0	\$295.3	(\$160.2)
	Department of Aviation	\$348.3	\$247.6	\$147.2	\$170.3	\$317.5	(\$30.7)
	Department of Water Management	\$34.6	\$13.0	\$0.0	\$13.0	\$13.0	(\$21.6)
	Total	\$838.4	\$649.0	\$442.5	\$183.2	\$625.8	(\$212.6)
Public Safety	Chicago Police Department	\$34.2	\$29.6	\$24.9	\$11.1	\$35.9	\$1.8
	Office of Emergency Communication	\$125.7	\$126.8	\$51.3	\$100.1	\$151.3	\$25.7
	Chicago Fire Department	\$14.8	\$13.5	\$10.8	\$6.1	\$16.9	\$2.1
	Total	\$174.6	\$169.8	\$86.9	\$117.2	\$204.1	\$29.5
Community Services	Department of Public Health	\$120.1	\$128.9	\$107.0	\$18.9	\$126.0	\$5.9
	Commission on Human Relations	\$1.3	\$1.3	\$1.2	\$0.0	\$1.2	(\$0.1)
	Mayor's Office for People with Disabilities	\$3.9	\$3.9	\$3.5	\$0.3	\$3.8	(\$0.2)
	Department of Family and Support Services	\$327.3	\$321.3	\$309.4	\$6.9	\$316.3	(\$11.0)
	Chicago Public Library	\$18.9	\$17.4	\$7.3	\$12.8	\$20.1	\$1.1
	Total	\$471.5	\$472.8	\$428.5	\$38.8	\$467.3	(\$4.2)
City Development	Department of Cultural Affairs and Special Events	\$2.0	\$1.7	\$1.3	\$0.5	\$1.8	(\$0.2)
	Department of Planning and Development	\$113.9	\$118.8	\$49.2	\$56.3	\$105.5	(\$8.4)
	Total	\$115.9	\$120.6	\$50.5	\$56.9	\$107.4	(\$8.6)
Regulatory	Department of Buildings	\$7.0	\$7.0	\$7.0	\$0.0	\$7.0	\$0.0
	Department of Business Affairs & Consumer Protection	\$0.9	\$0.6	\$1.3	\$0.0	\$1.3	\$0.3
	Total	\$7.9	\$7.6	\$8.2	\$0.0	\$8.2	\$0.3
Grand Total		\$1,629.2	\$1,438.3	\$1,027.4	\$402.5	\$1,430.0	(\$199.3)

2018 BUDGET OVERVIEW

BUDGET GLOSSARY

BUDGET GLOSSARY

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 750 persons or fewer. The tax rate is 5 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 750 persons. For all other types of amusement activities, the tax rate is 9 percent of the fee paid to enter, witness, view, or participate in such amusement. 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.

Assessed Valuation: The product of the market value of property and its assessment level. Authorization: Cook County Ordinance 10/25.

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.

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

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

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 percent of the mooring or docking fee. Authorization: Municipal Code 3-16-030.

Bottled Water Tax: A tax imposed on the retail sale of bottled water in the City of Chicago. The tax rate is \$0.05 per bottle. Authorization: Municipal Code 3-43-030.

Cable Franchise Fee: A franchise fee imposed on the privilege of operating cable television systems within the City

of Chicago. The fee is 5 percent of annual gross revenues. Authorization: Municipal Code 4-280-170.

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 tax 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 Department of Finance. Wholesale cigarette dealers are responsible for purchasing and affixing tax stamps to each package of cigarettes prior to delivery to the retail cigarette dealer. Retail cigarette dealers pass the tax on to consumers. Authorization: Municipal Code 3-42-020.

Commercial Paper: A short-term debt instrument issued by an organization, typically for the financing of short-term liabilities.

Corporate Fund: The City's general operating fund, used to account for public safety, tree trimming, and other basic City operations and services.

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's enterprise funds and debt issued for special taxing districts are not included in the City's general debt service funds.

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

Electricity Infrastructure Maintenance Fee (IMF): A fee authorized by state legislation as part of the electricity deregulation that is imposed on electricity deliverers to compensate the City of Chicago for the privilege of using the public rights-of-way. The IMF rate varies based on

BUDGET GLOSSARY (CONTINUED)

the number of kilowatt-hours delivered. Authorization: Municipal Code 3-54-030.

Electricity Use Tax: A tax imposed on the privilege of using or consuming electricity purchased at retail and used or consumed within the City of Chicago. The tax rate varies based on the number of kilowatt-hours used or consumed. Authorization: Municipal Code 3-53-020.

Emergency Telephone System 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 \$3.90 per month for each network connection and wireless number, and a 9 percent tax on pre-paid wireless service. Authorization: Municipal Code 3-64-030, 7-50-020, and 7-51-030.

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 real 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.

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.

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 percent of the gross receipts received for premiums. Authorization: Municipal Code 4-308-020.

Fiscal Year (FY): The City's fiscal year aligns with the calendar year.

GAAP: Generally Accepted Accounting Principles.

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.

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 percent for all monthly, weekly and daily parking and is 20 percent for daily parking on the weekends. Authorization: Municipal Code 4-236-020.

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 and \$22 per month Accessibility Fund payment 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 a \$0.40 per trip for trips that begin or end in Chicago and \$0.10 per trip Accessibility Fund payment for 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 pick-up and drop-off. Lastly, the City charges \$1.00 per day for pedicabs for each day in service. Authorization: Municipal Code 3-46-030, 9-112-150, and 9-115-140.

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 4.0 percent surcharge is added to the 4.5 percent base rate for a total City tax rate of 8.5 percent of the gross rental or leasing charge. Authorization: Municipal Code 3-24-030.

Illinois Retailers' Occupation Tax: A tax imposed on

BUDGET GLOSSARY (CONTINUED)

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. Sixteen percent of collections (1 percent of the 6.25 percent) are distributed monthly to municipalities. The City receives 20 percent of the 1 percent portion allocated to municipalities. Authorization: 35 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. Sixteen percent of collections (1 percent of the 6.25 percent) is distributed to municipalities. The City receives 20 percent of the 1 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 7.00 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 6.00 percent of corporate income tax receipts is 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.

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.

Liquid Nicotine Product Tax: A tax imposed on the retail sale of liquid nicotine products in the City. The rate is \$0.80 per product unit, plus an additional \$0.55 per fluid milliliter of consumable liquid, gel, or other solution contained in the product. Authorization: Municipal Code 3-47-030.

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 percent or less alcohol by volume, \$0.89 per gallon for liquor containing more than 14 percent and less than 20 percent alcohol by volume, and \$2.68 per gallon for liquor containing 20 percent or more alcohol by volume. Authorization: Municipal Code 3-44-030.

Local Funds: All funds used by the City for its non-capital operations other than grant funds, which includes corporate, enterprise funds, and special revenue funds.

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 \$0.19 per gallon of gasoline and \$0.215 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 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 Automobile Renting Occupation Tax: A tax imposed on the activity of renting automobiles in the City of Chicago. The tax rate is 1 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 3-40-490, -500.

Municipal Automobile Renting Use Tax: A tax imposed on the use of automobiles in the City of Chicago that are rented from companies outside of Illinois and are titled or registered with the State of Illinois. The tax rate is 1 percent of the rental price. The tax is administered and collected by the Illinois Department of Revenue and distributed monthly to the City. Authorization: Municipal Code 3-60-030, -040.

Municipal Hotel Operators' Occupation Tax: A tax

BUDGET GLOSSARY (CONTINUED)

authorized by state legislation and imposed on the activity of renting hotel accommodations in the City of Chicago. The tax rate is 1 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.

Natural Gas Use Tax: A tax imposed on the privilege of using or consuming gas in the City of Chicago that is purchased at retail from sellers not subject to the Natural Gas Utility Tax. The tax rate is \$0.063 per therm. Authorization: Municipal Code 3-41-030.

Natural Gas Utility Tax: A tax imposed on the occupation of distributing, supplying, furnishing, or selling gas for use or consumption within the City of Chicago. The tax rate is 8 percent of gross receipts. Authorization: Municipal Code 3-40-040.

Off-Track Betting Tax and Admission Fee: A tax imposed on the pari-mutuel handle (total amount wagered) at off-track betting parlors within the City of Chicago. The tax rate is 1 percent of the total pari-mutuel handle. In addition, an admission charge of \$1 is levied on patrons of off-track betting parlors. Authorization: 230 ILCS 5/26(h)(10.1), 5/27(f); Municipal Code 4-156-125.

Pension Funds: The City'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 Transaction 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 percent of the lease or rental price. The lease transaction tax rate for non-possessory computer leases of software and infrastructure - referred to as cloud software and cloud infrastructure - is 5.25 percent. Authorization: Municipal Code 3-32-030.

Personal Property Replacement Tax—Income Tax: An income-based tax collected by the State of Illinois and paid to local governments to replace money that was lost by local governments when their powers to impose personal property taxes on corporations, partnerships, and other business entities were taken away pursuant to the Illinois Constitution of 1970, which directed the legislature to abolish business personal property taxes and replace the revenue lost by local government units and school districts. In 1979, a law was enacted to provide for statewide taxes to replace the monies lost to local governments. The tax rate is 2.5 percent for corporations and 1.5 percent for partnerships, trusts, and subchapter S corporations. The tax allocation formula is based on the 1976 distribution of the repealed personal property tax. Authorization: 35 ILCS 5/201(c), (d); 30 ILCS 115/12.

Personal Property Replacement Tax—Invested Capital Tax: A tax on invested capital imposed by the State of Illinois on public utilities. Like the Personal Property Replacement Tax - Income Tax, this tax was created to replace local government revenue from the personal property tax. The tax rate is 0.8 percent on invested capital. The tax allocation formula 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.

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.

BUDGET GLOSSARY (CONTINUED)

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 0.25 percent of the selling price of all food and beverages sold at retail. Authorization: Municipal Code 3-30-030.

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 percent of the gross charge for such telecommunications purchased at retail. Authorization: Municipal Code 3-73-030.

Soft Drink Tax: A tax imposed on the occupation of selling retail soft drinks other than fountain soft drinks in the City of Chicago. The rate of tax is 3 percent of gross receipts. The tax is administered and collected by the Illinois Department of Revenue and distributed to the City monthly. In addition, a tax is imposed on the occupation of selling fountain soft drinks at retail in the City. The tax rate is 9 percent of the cost of the soft drink syrup or concentrate. Authorization: Municipal Code 3-45-040, -060.

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.

Tax Increment Financing (TIF): Tax Increment Financing (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 when an area was designated as a TIF district.

Transfers-in: The movement of resources into the corporate fund from 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 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 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.

Vehicle Fuel Tax: A tax imposed on the purchase of vehicle fuel purchased or used within the City of Chicago. The tax rate is \$0.05 per gallon. Authorization: Municipal Code 3-52-020.

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 is \$.59 per 1,000 gallons of water and sewer use. It will increase to \$1.28 per 1,000 gallons in 2018 and \$2.01 per 1,000 gallons in 2019, \$2.51 per 1,000 gallons in 2020. Authorization: Municipal Code 3-88-030, -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 fee is \$86.69 for smaller passenger automobiles (less than 4,500 pounds) and \$137.69 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.

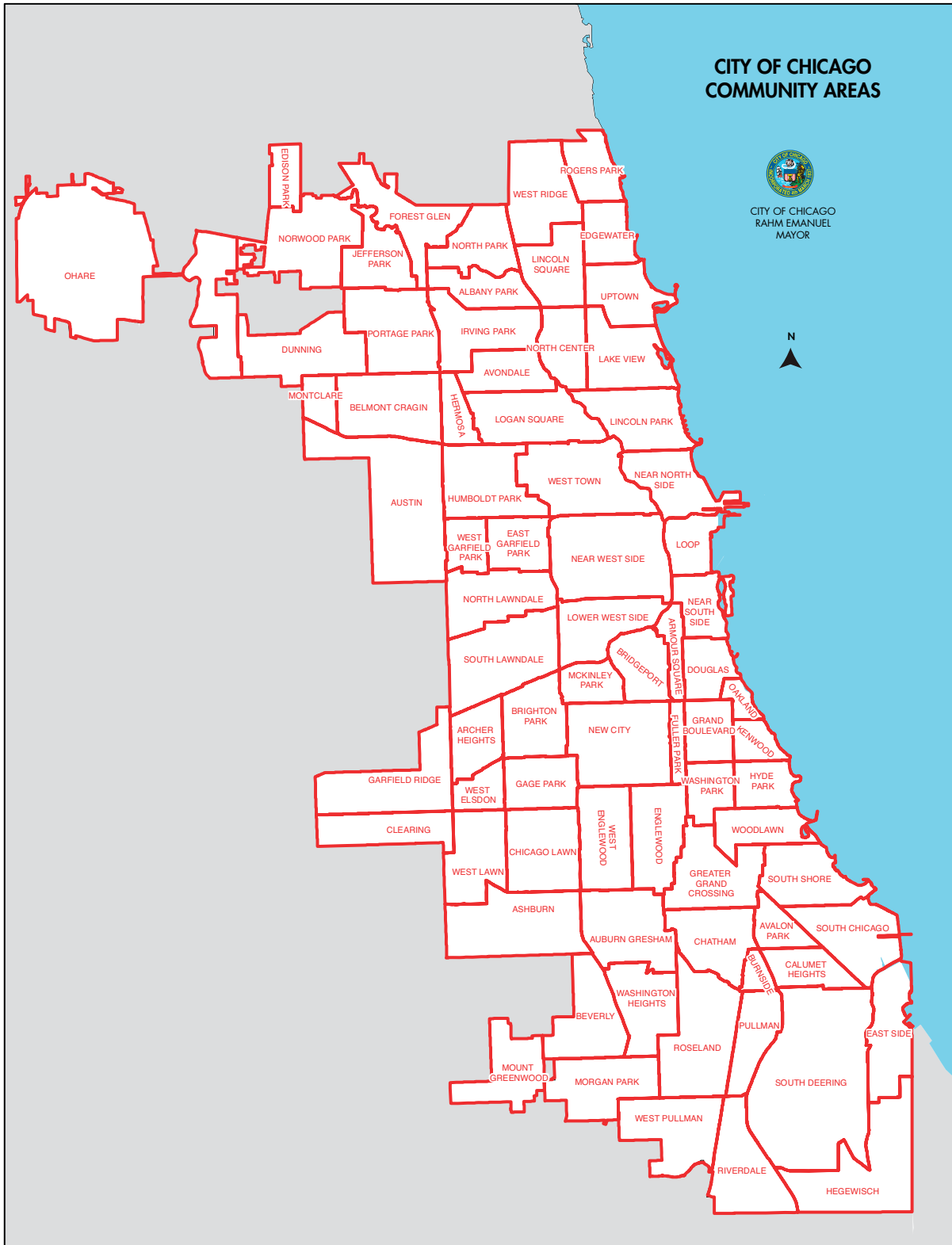
2018 BUDGET OVERVIEW

APPENDIX A CHICAGO FACTS AND DEMOGRAPHICS

APPENDIX A – CHICAGO FACTS AND DEMOGRAPHICS

CHICAGO DEMOGRAPHICS

Chicago is the third largest city in the United States and located in the second most populous county in the country – Cook County, Illinois. On the shores of Lake Michigan, the City has a 228 square mile footprint and is 26 miles long.



APPENDIX A (CONTINUED)

RESIDENTS ^{1,2}

Chicago is home to ~2.7 million people, over one million households, and 77 neighborhood communities.

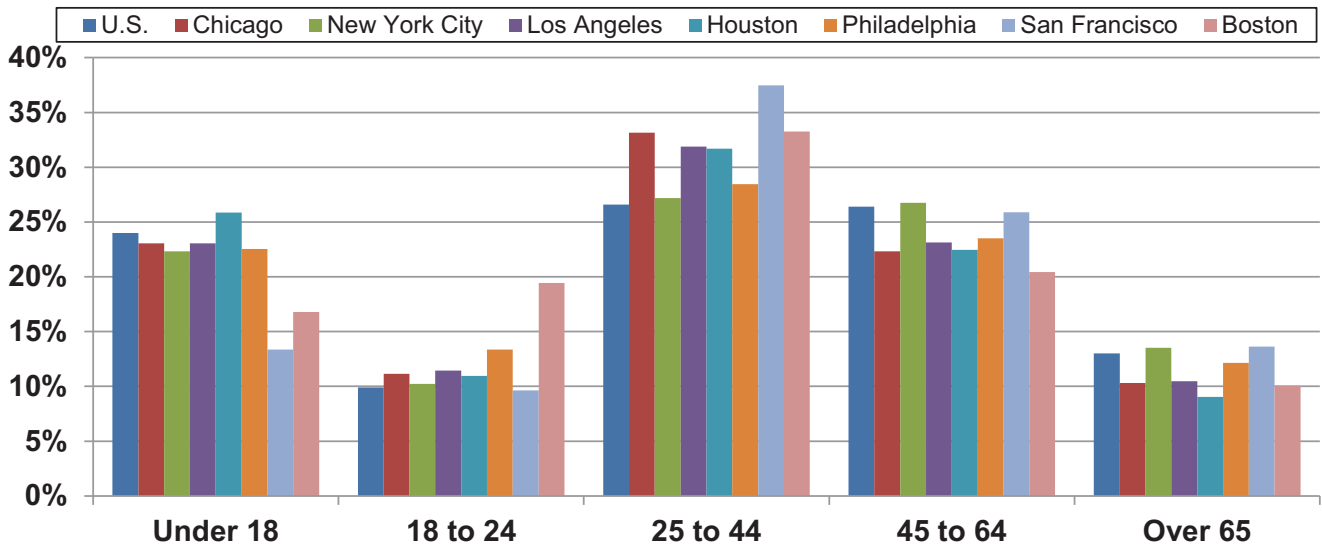
Chicago's residents speak over 150 languages and 21 percent of the City's population is foreign born.

Almost 37 percent of Chicago's residents earned bachelor's degrees, at notably higher rates than the national average of 30 percent.

Chicago's population closely matches its peer cities in age distribution, with the highest relative percentage of the population between the ages of 25 and 44.

POPULATION BY RACE ²	
White	1,212,835
Black or African American	887,608
American Indian and Alaskan Native	13,337
Asian	147,164
Native Hawaiian and Other Pacific Islander	1,013
Other Race	360,493
Two or More Races	73,148
Population by Hispanic or Latino Origin	
Non Hispanic or Latino	1,916,736
Hispanic or Latino	778,862
Gender	
Male	1,308,072
Female	1,387,526
Age	
Children under age five	185,887
Older Adults (age 65 and older)	277,932
Median Age	32.9

COMPARATIVE AGE DISTRIBUTION



¹ World Business Chicago. <http://www.worldbusinesschicago.com> (2017)

² U.S. Census Bureau. <http://www.census.gov> (2017)

APPENDIX A (CONTINUED)

ECONOMY

Chicago’s large and diverse economy contributes to a gross regional product of more than \$609 billion. The Chicago metropolitan area is home to more than 400 major corporate headquarters, including 34 Fortune 500 headquarters and 29 S&P 500 companies. Chicago was ranked the “Top Metro” in the U.S. for New & Expanding Companies by Site Selection magazine for four consecutive years (2013-2016). With no single sector employing more than 14 percent of the workforce, Chicago is one of the most diverse economies in the U.S.³

CHICAGO’S LARGEST CORPORATE EMPLOYERS⁴

(Ranked by local full-time employees as of December 31, 2016)

1. Advocate Health Care
2. J.P. Morgan Chase & Co.
3. United Continental Holdings
4. Walgreen Co.
5. Presence Health

Since the 1850s, Chicago has remained important center for North American transportation and distribution. Because of its unique geography, Chicago’s transportation networks offer access to air, rail, and water, with two ports capable of handling ocean-going ships and barges, and one of the largest airport systems in the world. Today, Chicago plays an important role in the global economy with over 1,800 foreign based companies representing over \$100 billion in direct foreign investment.³

The manufacturing industry in Chicago employs over 414,000 workers in the Chicago metropolitan area and makes up almost 9.0 percent of the regional economy. According to the Chicago Metropolitan Agency for Planning, the Chicagoland area accounted for 60 percent of the state’s manufacturing employment, establishments and output in 2016.⁵

Education and health service organizations employ nearly 715,000 workers in the Chicago metropolitan area.³ The Chicago metro is home to 95 hospitals and 6 accredited medical schools. More than 28,400 physicians are directly involved in patient care.

INDUSTRY TYPE ³	CHICAGO METRO	ILLINOIS	U.S.
Mining	0.0%	0.1%	0.4%
Utilities	0.3%	0.4%	0.4%
Construction	3.7%	3.6%	4.7%
Manufacturing	8.9%	9.5%	8.6%
Wholesale Trade	5.3%	5.0%	4.1%
Retail Trade	10.1%	10.3%	11.0%
Transportation and Warehousing	4.9%	4.8%	3.5%
Information	1.7%	1.6%	1.9%
Finance and Insurance	4.9%	5.1%	4.3%
Real Estate	1.5%	1.3%	1.5%
Professional, Scientific, Technical Services	7.8%	6.8%	6.2%
Management of Companies & Enterprises	1.8%	1.6%	1.6%
Administration & Waste Services	8.0%	7.1%	6.2%
Educational Services	3.1%	2.6%	2.5%
Health Care and Social Assistance	12.3%	12.6%	13.2%
Arts, Entertainment, Recreation	1.6%	1.5%	1.5%
Accommodation & Food Services	8.4%	8.4%	9.3%
Other Services (except Public Admin)	4.2%	4.2%	3.9%
Government	11.8%	13.8%	15.4%

³ World Business Chicago. www.worldbusinesschicago.com (2017).

⁴ Crain’s Chicago Business (2017).

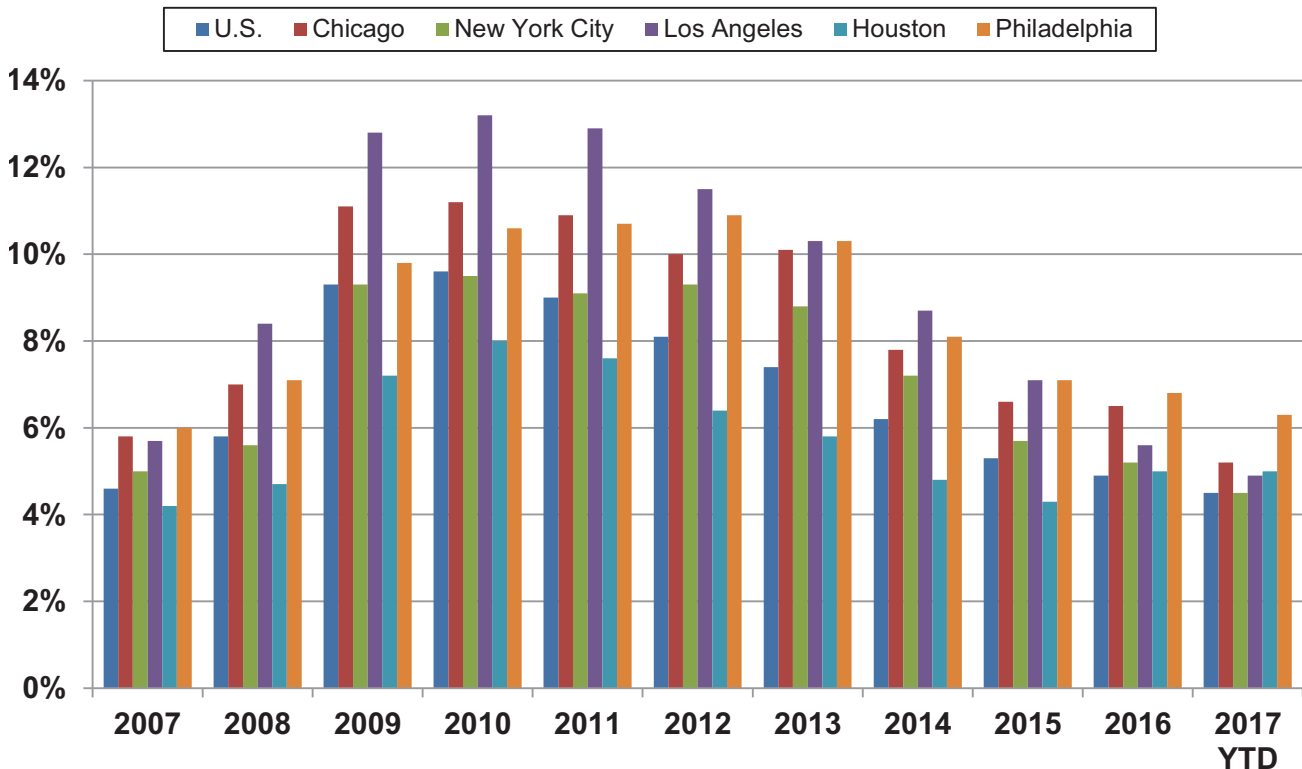
⁵ CMAP. http://www.cmap.illinois.gov (2017).

APPENDIX A (CONTINUED)

EMPLOYMENT ⁶

Chicago's unemployment rate decreased from 10.6 percent in July 2011 to 5.3 percent in July 2017, while Illinois' unemployment rate dropped from 9.7 percent in 2011 to 4.8 percent in July 2017. The national unemployment rate peaked at 10.6 percent in January 2010 and as of July 2017 the rate is 4.3 percent. In other large cities, seasonally adjusted July unemployment ranged from a low of 4.3 percent in New York and Los Angeles to a high of 4.6 percent in Philadelphia and Houston.

COMPARATIVE UNEMPLOYMENT, 2007 – 2017



⁶ Department of Labor, Bureau of Labor Statistics. Local Area Unemployment Statistics, Not Seasonally Adjusted. The 2017 YTD rates presented in the chart above represent an average of the non-seasonally adjusted monthly rates through July.

APPENDIX A (CONTINUED)

TRANSPORTATION ⁷

The Chicago Transit Authority (“CTA”) operates the second largest public transportation system in the nation, with:

- 1,888 buses operating over 130 routes and 1,301 route miles, making 18,843 trips per day and serving 10,813 bus stops,
- 1,492 rail cars operating over eight routes and 224.1 miles of track, making 2,276 trips each day and serving 145 stations,
- CTA provides an average of 1.6 million rides per day and 498 million bus or train rides per year.

SCHOOLS

The Chicago Public School system (“CPS”) is the third largest school district in the nation, serving approximately 400,000 students. CPS is comprised of 421 elementary schools, 93 high schools, 9 contract schools, 10 alternative learning schools, and 122 charter school campuses.⁸ The City Colleges of Chicago’s seven locations serve nearly 110,000 students. City Colleges of Chicago also offers a full ride Star Scholarship for eligible CPS students to attend community college debt free. In 2017, the program announced that five new colleges or universities will participate in Star Transfer partnerships for scholarship recipients. With this addition, City Colleges offers 20 different transfer partnerships for Star Scholars who graduate from City Colleges with more opportunities to complete their bachelor’s degree at a four-year college or university.⁹

GOVERNMENT ¹⁰

The Mayor and a 50-person City Council govern Chicago. Local elected officials serve four-year terms.

The City has 1.5 million active registered voters and is comprised of 50 wards, each represented by an elected member of City Council.

CITY OF CHICAGO CAPITAL ASSETS	
Police Stations	22
Fire Stations	96
Streets (Miles)	4,100
Streetlights	327,836
Traffic Signals	2,850
Water Mains (Miles)	4,400
Sewer Mains (Miles)	4,400

The City of Chicago maintains 4,100 miles of streets, 118 public safety facilities and 4,400 miles of water mains, delivering 1 billion gallons of fresh water to Chicago and Suburban residents each day.

ARTS & CULTURE ¹¹

- The City has more than 250 theater companies and is the only U.S. city with five Tony award-winning regional theater companies.
- Chicago is home to world-class arts institutions including Hubbard Street Dance Chicago, The Joffrey Ballet, Lyric Opera of Chicago, the Chicago Symphony Orchestra, Steppenwolf Theatre Company, and Broadway In Chicago.
- Chicago has over 40 museums, including the Art Institute of Chicago, which was named one of the top museums in the world by TripAdvisor.
- The Chicago Cultural Center, the first free municipal cultural center in the country, attracted more than 800,000 visitors in 2016.

NOTABLE ANNUAL EVENTS	2017 ATTENDANCE
Taste of Chicago	1,600,000
Air and Water Show	1,000,000
Blues Festival	500,000

RECREATION

- The metro area has 80 miles of public shoreline and 85 beaches.
- Lincoln Park Zoo is one of the oldest zoos in the country, with an estimated annual attendance of 3.5 million.
- Chicago has 580 parks, including the 1,208 acre Lincoln Park which is the second most visited city park in the country, attracting 20 million visitors annually.
- The Divvy bikeshare program has 6,000 bikes and over 580 stations across the Chicagoland area. Chicago was also ranked #1 on the Top 50 Bike-Friendly Cities by Bicycling magazine in 2016.
- Chicago has more outdoor free festivals and events than any other city in the country, with 700 in 2016.
- Millennium Park, a 25-acre arts park in the heart of downtown, will attract an estimated 20 million visitors in 2017, making it the #1 attraction in the Midwest and among the top 10 most-visited sites in the U.S.

⁷ Chicago Transit Authority. www.transitchicago.com (2017).

⁸ Chicago Public Schools. www.cps.edu (2017).

⁹ City Colleges of Chicago. www.ccc.edu (2017).

¹⁰ Board of Election Commissioners for the City of Chicago. www.chicagoelections.com (2017)

¹¹ Choose Chicago. www.choosechicago.com (2017).

APPENDIX A (CONTINUED)

RESTAURANTS AND SHOPPING

- There are over 460 stores on the eight block stretch of Michigan Avenue, known as The Magnificent Mile.¹²
- There are more than 5,100 restaurants in Chicago, including three that were awarded a Five-Star rating by Forbes Travel.

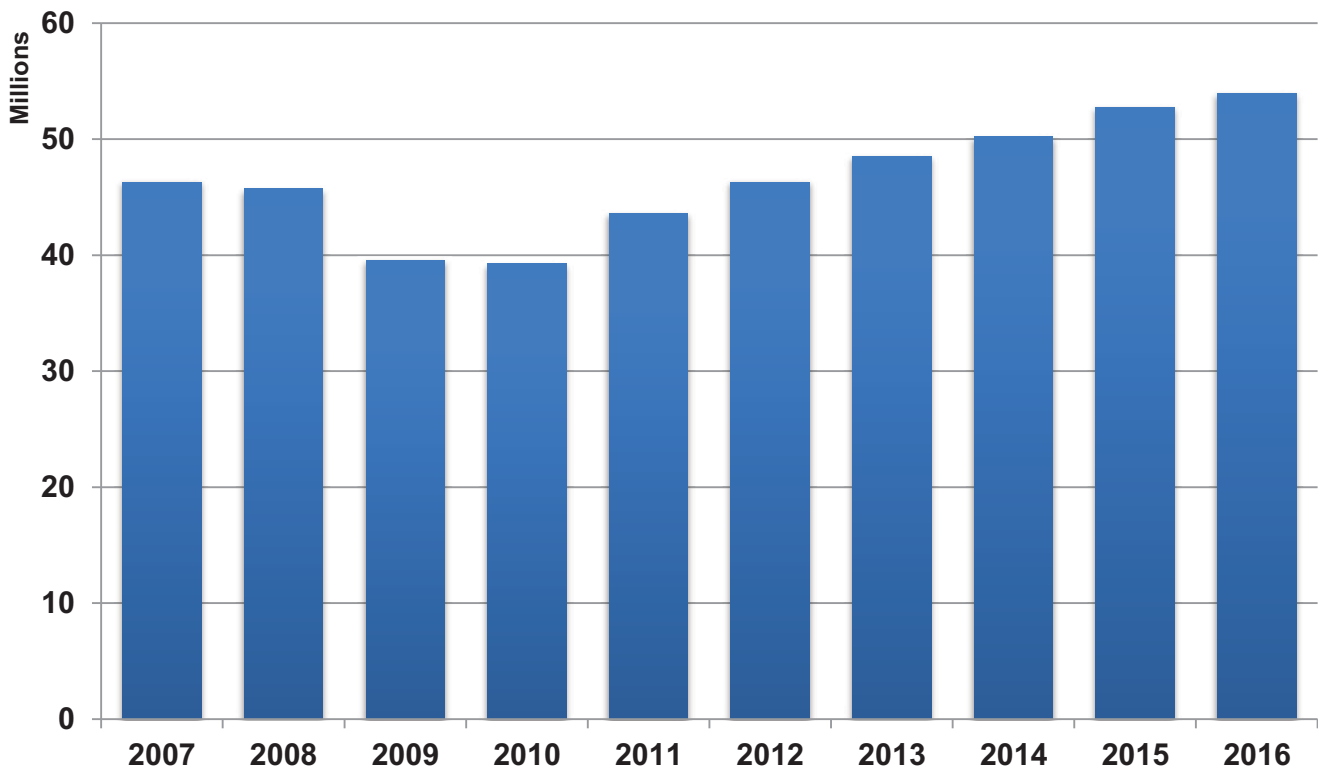
- In 2017, five Chicago hotels were named to U.S. News and World Report's list of Best Hotels in the USA. In 2016, Chicago topped TimeOut's global ranking of the World's most fun cities.
- In 2018, Chicago will be the first U.S. city to host the 2018 Laver Cup. Chicago will also be the host to the James Beard Culinary Awards for the fourth year in a row.

TOURISM¹²

Chicago hosted 54 million domestic and international visitors in 2016, including 40.5 million domestic leisure travelers, 11.8 million domestic business travelers, and 1.6 million international visitors. In 2016 tourism spending reached \$15 billion, and the hotel occupancy rate was 75 percent with a record 11 million rooms occupied.

- There are almost 41,000 hotel rooms in Chicago's central business district, and over 112,000 in the Chicagoland area.

CHICAGO TOURISM, NUMBER OF ANNUAL VISITORS



¹² Choose Chicago. www.choosechicago.com (2017).

APPENDIX A (CONTINUED)

PROPERTY TAX BASE

Property values are assessed by the Cook County Assessor every three years, and values are based on three prior years of sales of similar properties. By comparing the actual selling price of individual properties with the assessed value placed on those properties by the county assessor, the State adjusts the home valuations so that properties of similar value are assessed at similar rates.

This adjustment occurs after the assessment and any adjustments by the Cook County Board of Review. In Illinois, state law requires an adjustment if the median level of assessment for all property in the county varies from 33 1/3 percent of the actual property values. An equalization factor is applied, providing the property owner with equalized assess value (EAV) of the property.

Cook County aggregates EAVs of similar types of properties (residential, apartments, commercial, industrial) and based on the amount of money local governments need, determines the percentage of EAV for each property type that a property owner should pay toward the levy for each taxing district in the county.

There are more than 1,400 taxing districts in Cook County. These include city governments, schools, parks, libraries, public safety, mosquito abatement, and other programs that have their own budgets.



Each taxing district determines how much money it needs to collect through property taxes (as opposed to other types of taxes and fees) and notifies Cook County of its needs. Cook County then uses the EAV to create tax bills for individual property owners. Property tax bills represent the portion (based on EAV) of the total expenses for the taxing districts in which that property is located.

Tax bills are mailed to each property owner two times a year. The first payment, usually due in late winter, goes to pay the second installment of the previous year's levy. Any changes to the property tax levy are reflected in the summer payment, usually due in August. Each bill includes a list of the amount being collected on behalf of each taxing district. The City is one of several taxing districts reflected on a Chicago homeowner's property tax bill.

The citywide 2016 equalized assessed value is \$74 billion, an increase of 4.3 percent over 2015.

The properties with the greatest equalized assessed value (EAV) in the City are set forth below.

PROPERTY	EAV ¹
Willis Tower	\$ 406,463,992
Aon Center	\$252,408,134
Blue Cross Blue Shield Tower	\$250,676,454
Water Tower Place	\$226,358,400
Prudential Plaza Ave	\$212,134,862
150 W. Carroll	\$205,993,721
The Franklin	\$204,322,162
Chase Tower	\$203,125,621
Citadel Center	\$196,744,563
Three First National Plaza	\$191,735,948

¹ Cook County Treasurer. <http://www.cookcountytreasurer.com> (2016).

APPENDIX A (CONTINUED)

Cook County Property Tax Exemptions

The **Homeowner Exemption** provides tax relief by reducing the equalized assessed value (EAV) of an eligible residence. First-time applicants must have been the occupants of the property as of January 1 of the tax year in question.

The **Senior Citizen Exemption** provides tax relief by reducing the EAV of an eligible residence for seniors who own and occupy their homes (in addition to savings from the homeowner exemption).

The **Senior Freeze Exemption** allows qualified senior citizens to apply for a freeze of the EAV of their properties for the year preceding the year in which they first apply. For example, if a senior applies in 2017 for the freeze, it would be retroactive to the 2016 tax year.

The **Home Improvement Exemption** allows homeowners to make up to \$75,000 worth of property improvements without an increase in property taxes for at least four years.

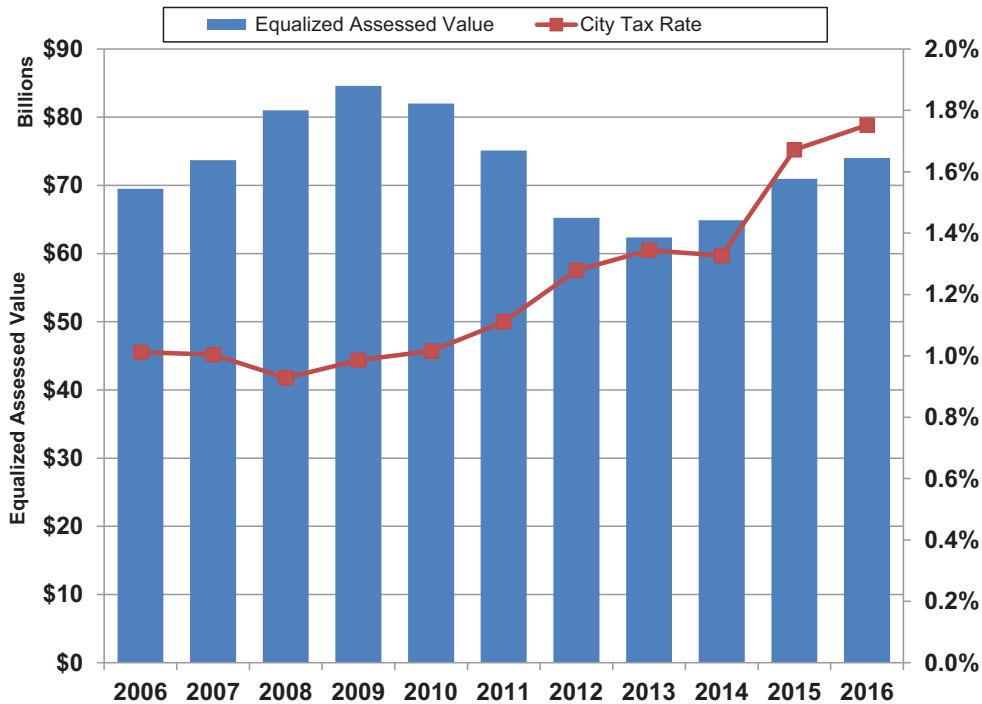
The value varies depending on the reduction of the assessed value and the tax rates. Any exemption that is granted is reflected on the second installment tax bill.

Veterans Returning From Active Duty in armed conflict are eligible to receive a \$5,000 reduction in the EAV of their property for the taxable year in which they return.

Disabled Veteran Homestead Exemption provides tax relief to veterans as certified by the U.S. Department of Veteran Affairs as disabled. A disability of 30-49 percent qualifies the homeowner for a \$2,500 reduction in the EAV. A disability of 50-69 percent qualifies the homeowner for a \$5,000 exemption in the EAV. A disability of 70 percent or more may qualify the homeowner for a 100 percent tax exemption.

Disabled Persons Exemption provides disabled persons with an annual \$2,000 reduction in the EAV of their property.

AGGREGATE CITY EAV VS. CITY TAX RATE²



² Cook County Treasurer. <http://www.cookcountytreasurer.com> (2016). The Chicago Tax Rate includes the Chicago Public Library portion of the levy.

2018 BUDGET OVERVIEW

APPENDIX B EMPLOYEE SALARY AND BENEFITS SUMMARY BY DEPARTMENT

APPENDIX B – EMPLOYEE BENEFITS SUMMARY BY DEPARTMENT

EMPLOYEE BENEFITS SUMMARY BY DEPARTMENT

The following table outlines the proposed personnel expenses by department. The table provides a summary of each department’s salary and wages, and other pay, and the approximate share of the City’s total budget for Pension Contributions¹, Healthcare and Other Benefits² based on each department’s share of the overall budgeted salaries and wages. Other pay includes overtime costs, contractual salary and wage adjustments, and other pay elements determined by the collective bargaining agreements. The City budgets pension contributions, healthcare and other benefits as a citywide expense in Finance General.

\$ In Millions

		Salary	Other Pay	Healthcare & Other Benefits	Pension
Finance and Administration	Office of The Mayor	\$7.3	\$1.0	\$1.6	\$1.4
	Office of Budget and Management	\$4.5	\$0.6	\$1.1	\$0.9
	Department of Innovation and Technology	\$10.8	\$1.5	\$2.3	\$2.1
	Office of the City Clerk	\$6.6	\$0.9	\$1.4	\$1.3
	Department of Finance	\$45.0	\$6.2	\$9.5	\$8.8
	City Treasurer	\$2.6	\$0.4	\$0.5	\$0.5
	Department of Administrative Hearings	\$3.2	\$0.4	\$0.7	\$0.6
	Department of Law	\$35.0	\$4.8	\$7.5	\$6.8
	Department of Human Resources	\$6.6	\$0.9	\$1.4	\$1.3
	Department of Procurement Services	\$8.2	\$1.1	\$1.7	\$1.6
	Department of Fleet and Facility Management	\$92.2	\$12.7	\$19.4	\$18.2
Infrastructure Services	Department of Streets and Sanitation	\$162.0	\$22.3	\$34.1	\$35.9
	Chicago Department of Transportation	\$116.4	\$16.0	\$24.5	\$24.6
	Department of Aviation	\$130.9	\$18.0	\$27.5	\$26.3
	Department of Water Management	\$196.6	\$27.1	\$41.3	\$41.2
Public Safety	Police Board	\$0.2	\$0.0	\$0.0	\$0.0
	Chicago Police Department	\$1,225.2	\$168.8	\$258.2	\$569.2
	Office of Emergency Communication	\$95.3	\$13.1	\$20.3	\$18.6
	Chicago Fire Department	\$499.4	\$68.8	\$105.1	\$240.4
	Civilian Office of Police Accountability	\$10.4	\$1.4	\$2.2	\$2.0
Community Services	Department of Public Health	\$48.8	\$6.7	\$13.3	\$9.5
	Commission on Human Relations	\$1.8	\$0.2	\$0.4	\$0.3
	Mayor's Office for People with Disabilities	\$2.4	\$0.3	\$0.6	\$0.5
	Department of Family and Support Services	\$31.0	\$4.3	\$9.1	\$6.0
	Chicago Public Library	\$60.6	\$8.4	\$13.2	\$11.8
City Development	Department of Cultural Affairs and Special Events	\$6.5	\$0.9	\$1.4	\$1.3
	Department of Planning and Development	\$19.6	\$2.7	\$4.6	\$3.8
Regulatory	Office of Inspector General	\$7.7	\$1.1	\$1.6	\$1.5
	Department of Buildings	\$28.6	\$3.9	\$6.5	\$5.6
	Department of Business Affairs & Consumer Protection	\$14.5	\$2.0	\$3.1	\$2.8
	Chicago Animal Care & Control	\$4.8	\$0.7	\$1.0	\$0.9
	License Appeal Commission	\$0.1	\$0.0	\$0.0	\$0.0
	Board of Ethics	\$0.7	\$0.1	\$0.2	\$0.1
Legislative and Elections	City Council	\$8.4	\$1.2	\$1.8	\$1.6
	Board of Election Commissioner	\$6.4	\$0.9	\$1.3	\$1.2

¹ Pension Contributions: amount does not include \$138.4 million pension contribution that is budgeted for the Municipal Employees’ Annuity and Benefit Fund (MEABF) and paid by the City on behalf of employees at Chicago Public Schools.

² Healthcare and Other Benefits: includes healthcare, unemployment insurance, worker’s compensation and general liability, social security, medicare and other benefits.



CITY OF CHICAGO
MAYOR RAHM EMANUEL

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