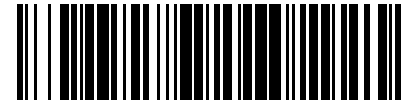




Office of the Chicago City
Clerk



O2011-8753

Office of the City Clerk

City Council Document Tracking Sheet

Meeting Date:	10/12/2011
Sponsor(s):	Emanuel, Rahm (Mayor)
Type:	Ordinance
Title:	2012 Budget - Overview
Committee(s) Assignment:	Committee on Budget and Government Operations



OFFICE OF THE MAYOR
CITY OF CHICAGO

RAHM EMANUEL
MAYOR

October 12, 2011

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

Ladies and Gentlemen:

I transmit herewith the proposed 2012 Budget recommendations and the Year XXXVIII Community Development Block Grant recommendations.

Your favorable consideration of these items will be appreciated.

Very truly yours,

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

Mayor



CITY OF CHICAGO

BUDGET 2012
OVERVIEW

MAYOR RAHM EMANUEL



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Chicago

Illinois

For the Fiscal Year Beginning

January 1, 2011

Linda C. Danson Jeffrey R. Egan

President

Executive Director

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

LETTER FROM THE MAYOR



Dear Chicagoans,

To protect the health and safety of all Chicagoans, strengthen communities and neighborhoods, foster a vibrant local economy, attract new jobs, and maintain and improve our infrastructure, the City must be in strong financial health.

For the past decade, the City of Chicago has been budgeting in a way that is not sustainable. There has been a long-standing structural deficit as expenses grew at a faster rate than revenues. For the past few years, that budget gap has been closed through the use of rainy day funds. With this 2012 balanced budget proposal, we begin to end that practice by working to bring our expenses more in line with actual revenues and saving our rainy day funds for when they are truly needed.

The City is facing economic and financial challenges that require real and meaningful changes to the way in which the City conducts its business. We must continue to provide the people of Chicago with quality services while working to improve the management and efficiency of government to keep those services affordable for Chicago's taxpayers.

Over the past several months, I have been greatly encouraged by the amount of interest and level of participation in the budget discussion. We launched a website to hear and discuss your ideas for the 2012 budget and to find ways to reinvent City government. I held a series of town hall meetings to speak directly with Chicagoans about what they want from their City government. This budget proposal is the product of that robust, honest, and collaborative discussion.

The 2012 budget proposal takes into consideration the City's past revenues, expenditures, policies, and programs in light of the factors driving the broader economy, and plans for the future by taking an informed and long-term approach to financial planning. With it, we build a sustainable financial framework that will enable Chicago to grow and thrive for years to come.

Rahm Emanuel

Rahm Emanuel
Mayor

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This Budget Overview document is a companion to the other documents that together comprise the City’s annual proposed operating budget, all of which are available on the City’s website - the 2012 Budget Recommendations, which contain the City’s proposed line-item budget, the 2012 Anticipated Grants Budget, and the Draft Action Plan, which relates to federal Community Development Block Grant funding.

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BUDGET 2012

OVERVIEW

SUMMARY OF PROPOSED BUDGET

SUMMARY OF PROPOSED BUDGET

INTRODUCTION

For the last decade, the City budget has been in the red. Year after year, the annual budget did not cover expenses. The effects of the national recession made a bad situation even worse. It also made it clear that Chicago’s city budget has a structural problem, and that Chicagoans have more government than they can afford.

This budget is about priorities, and this structural deficit is an opportunity to start shaping Chicago’s future. Now is the time to take a fresh look at City government and ask the hard questions: What programs do we need? What services are essential? How can we provide the highest quality services as efficiently as possible?

Chicago must not put off these choices any longer. In late July, the City delivered its preliminary budget estimates for 2012, projecting a corporate fund budget shortfall between expected revenue and expenses of \$635.7 million.

It is time to give Chicagoans an honest, balanced budget that focuses on current needs while still investing in the future.

We cannot protect the status quo by asking more from hard-pressed taxpayers. It is time to reform government in a way that provides Chicagoans with quality services and an affordable cost.

The 2012 budget proposal does not contain an increase in sales, utility or property taxes. It cuts taxes on employers to foster job growth. It makes tough choices about cutting expenses, while encouraging innovation and the reinvention of City government. It also includes some revenue increases, without which it would be impossible to eliminate the deficit while maintaining and improving the vital services that Chicagoans deserve.

BUDGET OVERVIEW

Total net appropriations under the 2012 proposed budget are \$6.3 billion across all local funds, an increase of 2.1 percent from the 2011 budget. With an additional \$1.9 billion in anticipated grant resources, the total proposed City budget for 2012 is \$8.2 billion. The City’s corporate fund budget decreases by 5.4 percent, or \$177.1 million, to \$3.1 billion. Budgeted local-funded positions (those that are

2012 PROPOSED BUDGET SUMMARY

\$ MILLIONS
TABLE 1

	2011 Budget	2012 Proposed Budget	% Change
Corporate Fund	\$3,263.7	\$3,086.6	(5.4)%
Special Revenue Funds	445.6	468.6	4.8%
Pension Funds	450.5	476.3	5.7%
Debt Service Funds	584.9	647.6	10.5%
Enterprise Funds	1,822.6	2,005.2	10.0%
Grant Funds	2,129.3	1,922.2	(9.4)%
Total Resources	\$8,696.6	\$8,606.5	(1.0)%
Less Proceeds of Debt	(70.4)	(70.5)	
Less Internal Transfers	(344.4)	(330.3)	
Net Appropriations	\$8,281.8	\$8,205.7	(0.8)%

* 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 available resources include revenues generated during the year and any unreserved fund balance from 2011.

SUMMARY OF PROPOSED BUDGET (CONTINUED)

not supported by grant funds) decrease by more than 2,200 from 2011 levels, and budgeted corporate fund positions decrease by more than 2,100 to 24,634. The 2012 grant-funded positions decrease by 96 to 1,342 from 2011 levels, bringing the total City budgeted positions to 32,284.

2012 REVENUE FORECAST

The \$635.7 million 2012 budget shortfall projected in the City's preliminary budget estimates and the structural deficit underlying that gap are discussed in greater detail in this year's Annual Financial Analysis, which is available on the City's website.

The shortfall between revenues and expenses in the 2012 preliminary budget estimates was largely due to the absence of one-time revenue sources, which included \$310 million from the City's parking meter and skyway lease reserves in 2011. As the City moves away from its recent heavy reliance on these one-time revenue sources, the overall resources available to the City are reduced.

In addition, the City is anticipating a decline in certain tax revenues that are continuations of declines that began in 2011. Income tax revenues are expected to drop again in 2012, as are telecommunications taxes, employers' expense taxes, and personal property replacement taxes. Each of these revenue sources is discussed in greater detail in the following section of this document.

In an effort to counter these declines in economically-sensitive tax revenues, the City is proposing a number of expense reductions, management initiatives, and targeted revenue enhancements.

EXPENSE REDUCTIONS

In light of declining revenues and the need to address the City's structural deficit, the City has taken on the substantial task of reevaluating the way in which it operates. This challenge includes making the difficult decision to reduce the City's payroll to match available revenues. The decision to cut employees is not entered into lightly, but with personnel costs making up 84 percent of corporate fund expenses, it must be done to preserve the financial health of the City. These reductions are made with the goal of continuing to provide critical services to Chicago taxpayers at a price they can afford.



In the 2012 budget plan, there are a total of 517 layoffs across all funds and in virtually every department, for a savings of \$24.3 million. The City will also permanently remove from its payroll more than 2,100 budgeted vacant positions. Many of these positions have remained unfilled for a long time, diverting resources from critical services.

These payroll reductions include the elimination of 1,252 vacant sworn positions from the Police Department, saving more than \$82 million in the 2012 budget. However, the City will maintain vacant positions for 100 police officers from next year's cadet classes and will continue to add more officers to street patrols through improved management.

In other parts of the country, municipalities are shuttering libraries, but recognizing that Chicago branch libraries serve as vital community anchors in our neighborhoods, the City will not close any libraries in 2012. To reduce expenses, our branches will reduce service by eight hours a week. With cooperation from the union representing library employees, the City can keep the branches open six days a week, while reducing the hours on Monday and Friday mornings when the system serves the fewest patrons. The move will save \$6.6 million, and most importantly, keep all of our branch libraries open.

SUMMARY OF PROPOSED BUDGET (CONTINUED)

In 2012, the Department of Environment and Office of Compliance will be reorganized and their duties and programs absorbed into other compatible departments in order to eliminate more administrative expenses while maintaining the important functions of these departments. The Department of Environment's role in overseeing and developing the City's environmental policies will be assumed by the Chief Sustainability Officer under the direction of the Mayor.

GOVERNMENT REFORM AND MANAGEMENT INITIATIVES

Chicago Innovation Loan Fund

This year, the City will launch the \$20 million Chicago Innovation Loan Fund to invest in new technologies and keep Chicago ahead of the curve. The Fund, established through the securitization of the existing contract for bus shelter advertising, will make loans to City departments for projects that could not otherwise be undertaken given existing tight budgets.

The Chicago Innovation Loan Fund will be used for projects that achieve cost savings, revenue gains, or service improvements within City government through innovation, accountability, efficiency, and entrepreneurship. For example, the Fund will invest in projects such as retrofitting streetlights to cut electricity bills and enhance public safety, streamlining the inspections system to cut administrative costs and reduce burdens on Chicago's businesses, or making a "one-stop" application process for after school programming.

Once approved by an oversight committee, each project will be monitored and evaluated on the savings or gains it achieves. Savings and revenues achieved through these projects will be reflected in adjusted operating budgets. The principal will be replenished as individual projects pay back their loan, providing the funds needed to finance future innovation projects on an ongoing basis.

Grid Garbage Collection

In 2012, Chicago will move to a grid-based system to collect residential garbage. Currently, Chicago is the only major city in America that collects trash based on political lines rather than on a street grid. Using such an antiquated system contributes to inflated costs - Chicagoans pay \$100 more per ton to haul away trash than Boston or Los Angeles.

Competitive Bidding for City Services

The City has recently moved to reform and expand recycling services in Chicago by introducing competitive bidding. Today, private companies employing union workers are delivering recycling services in some parts of the city while other parts of Chicago are being served by City workers. They are competing with one another to deliver the best service at the lowest cost to taxpayers. The City intends to extend this healthy competition to several other services in 2012.

Public Safety Improvements

A city government's first responsibility to the people is to keep them safe. The best way to do that is to put more police officers on the street. Thus far in 2011, the Police Department has moved more than 881 officers from desk jobs and special units to beat patrols in the neighborhoods. By year end, 138 more will be returned to street patrol from district lockup duty, for a total of more than 1,000 officers back on the beat. Through these reorganization efforts, districts with the highest crime levels saw a significant increase in beat officers.

In 2012, Chicago will be the first large American city to combine police and fire services into one, coordinated public safety headquarters, leading the nation with this new way to serve and protect. The move will save administrative expenses, provide better coordination between the public safety departments, and combine and strengthen duplicative specialty units such as helicopter, marine, and bomb and arson investigations. At the same time, the Police Department will save additional expenses and put more officers on the street by consolidating three districts in old, outdated buildings into more modern facilities that better serve the public and the officers.

Eliminating the Employers' Expense Tax

The administration will take a significant step in 2012 to eliminate the Employers' Expense Tax, otherwise known as the "head tax," which has been a deterrent for businesses to start and grow in Chicago. Currently, businesses with more than 50 employees are charged a tax of \$4 dollars per employee per month. The tax rate will be reduced by 50 percent in 2012 and completely eliminated by 2014.

SUMMARY OF PROPOSED BUDGET (CONTINUED)

Phasing out the “head tax” will help encourage businesses to hire more employees and help boost the local economy. The \$20 million in annual revenue that will be returned to these businesses when the head tax is fully phased out will have a multiplier effect through the hiring of new workers, the purchase of additional supplies, and increased consumption.

Employee Wellness Program

Another important reform is the City’s new wellness program for City workers. Such wellness programs have been proven to significantly reduce employee health care costs, which have increased by 10-12 percent each year. By better managing chronic conditions and diseases and investing in the health and wellness of our workforce, the City will save more than \$20 million in 2012.

REVENUE ENHANCEMENTS

Ensuring that the City utilizes its revenues as efficiently and effectively as possible and that there is a rational connection between any increases and the benefits that such revenues will yield are priorities in the 2012 budget. Rather than increasing the financial burden on our residents alone, the City will work to make sure that those who use City services are accountable for supporting them and that everyone pays their fair share.

While Chicago sits on the shores of a tremendous supply of fresh water, we have not been good stewards of this precious natural resource. Today, the delivery of quality water is threatened by the aging system that provides it. Chicago has more than 1,000 miles of water pipe that is more than a century old or older, and we cannot delay its repair and replacement any longer.

Chicago has one of the lowest water rates in the country. In the 2012 budget, the City proposes an increase in the fee for our water and sewer system to bring Chicago in line with national averages. In return, we will greatly accelerate its repair. To bring our water and sewer system into the 21st century and help avoid much higher fees in the future, we must invest now.

Through this fee increase, in the next 10 years, Chicago can replace all of our century-old water pipes; reline more than half of our century-old sewer lines; replace 140,000 sewer catch basins; and upgrade the system’s four aging water pumping stations. The accelerated repair schedule will not only protect our health and safety by ensuring delivery of clean water, but it will also boost our economy by creating 18,000 jobs over the next decade.

While most residents and businesses in Chicago pay for items like building permits, business licenses and water services, many non-profit organizations and businesses have had these fees waived. The City can no longer afford to allow



SUMMARY OF PROPOSED BUDGET (CONTINUED)

select businesses and organizations to get water and sewer services, permits and licenses, and other City services for free. Beginning in 2012, there will no longer be waivers for these services for those entities that can afford to pay their fair share.

The City will also implement a new aggressive approach to improve collections owed to the City, including millions of dollars in unpaid parking tickets and other unpaid fees, fines, and penalties. The reforms are anticipated to bring in up to \$31 million in additional collections in 2012. This will be made possible through the consolidation of all billing and collections process under the City Comptroller, a function previously scattered throughout various departments. In addition, our suburban neighbors will be asked to pay what they owe Chicago for City water. For too many years, those payments were allowed to slide. Payment plans with suburban municipalities that benefit from City water will bring in an additional \$15 million in revenue in 2012.

On a typical workday, Chicago's central business district is jammed with vehicles that pollute our air and damage our streets. A new congestion premium averaging \$2 a day for parking in downtown lots on weekdays will be an incentive for drivers from the city and suburbs to take public transportation. The funds collected from this congestion premium will help fund the rehabilitation of public transit stations and the introduction of bus rapid transit to Chicago.

It estimated that 80 percent of the damage to Chicago's streets is caused by heavy vehicles such as SUVs and trucks. In 2012, there will be a modest increase in the cost of a City sticker for the heavy vehicles that do the most damage to our roads. This increase will allow us to fill 160,000 more potholes or resurface 43 more blocks of street each year to maintain our roads.

Each year, Chicago hosts 40 million domestic and overseas visitors, including nearly 29 million domestic leisure travelers, 10 million domestic business travelers, and one million overseas visitors. The contribution to our local economy and

the jobs created or maintained by their visits to our great city is invaluable. To avoid eliminating any of the events that millions of people from around the world come to see, we will impose a small fee - one that will put us on par with Los Angeles and New York - on those visitors who stay in Chicago's hotels through a 1 percent increase in the hotel tax.

Lastly, the City will impose greater fines on those who put our communities at risk. Fines will double for driving under the influence, illegal possession of firearms in a vehicle, and other public safety violations. In addition, fines targeting vacant, dirty, and blighted properties will be increased, incentivizing owners to clean and maintain their properties, whether they are an individual or a bank.

CONCLUSION

The City of Chicago must address its budget challenges directly and provide Chicagoans with an honest budget that focuses on current needs and invests in the future. Mayor Emanuel's 2012 balanced budget proposal makes sure everyone pays their fair share rather than increasing the tax burden on all residents. It encourages businesses to invest and grow in Chicago, and reclaims our neighborhoods and rebuilds our infrastructure.

This proposed budget makes meaningful changes to the way in which the City conducts its business; it challenges City departments to be creative, innovative and entrepreneurial; it provides the people of Chicago with quality services while improving the management and efficiency of government; and it keeps City services affordable for Chicago's taxpayers.

Through new thinking and tough choices, this budget sets Chicago on the path to greater financial health and prosperity and makes an investment in our future.

SUMMARY OF PROPOSED BUDGET (CONTINUED)

CLOSING THE \$635.7 MILLION CORPORATE FUND GAP

CUTTING SPENDING AND REFORMING GOVERNMENT **\$417.4 MILLION**

- 2011-2012 reforms and department spending reductions
- 517 layoffs and 2,159 vacancy reductions
- Collecting debt and protecting taxpayer resources
- City employee wellness initiative
- TIF reform
- Reforming fee waivers and refuse rebates

REIMBURSEMENT FOR CITY COSTS **\$32.5 MILLION**

- CPS reimbursement for pension costs paid by the City

**REVENUE ENHANCEMENTS TO INVEST IN
INFRASTRUCTURE AND NEIGHBORHOODS** **\$78.8 MILLION**

- Congestion premium for CTA improvements
- Heavy vehicle sticker increase for street repair
- Hotel tax increase
- Fines for criminal activity and neighborhood safety violations
- Valet and loading zone fee adjustments

FINANCING AND INNOVATION **\$88 MILLION**

- Refinancing existing debt and bond reimbursements
- Municipal marketing and sponsorship

MODEST GROWTH IN 2011-2012 REVENUE **\$39 MILLION**

SUBTOTAL **\$655.7 MILLION**

DEPOSIT INTO RESERVE FUND **(\$20 MILLION)**

TOTAL **\$635.7 MILLION**

BUDGET 2012

OVERVIEW

DISCUSSION OF PROPOSED BUDGET

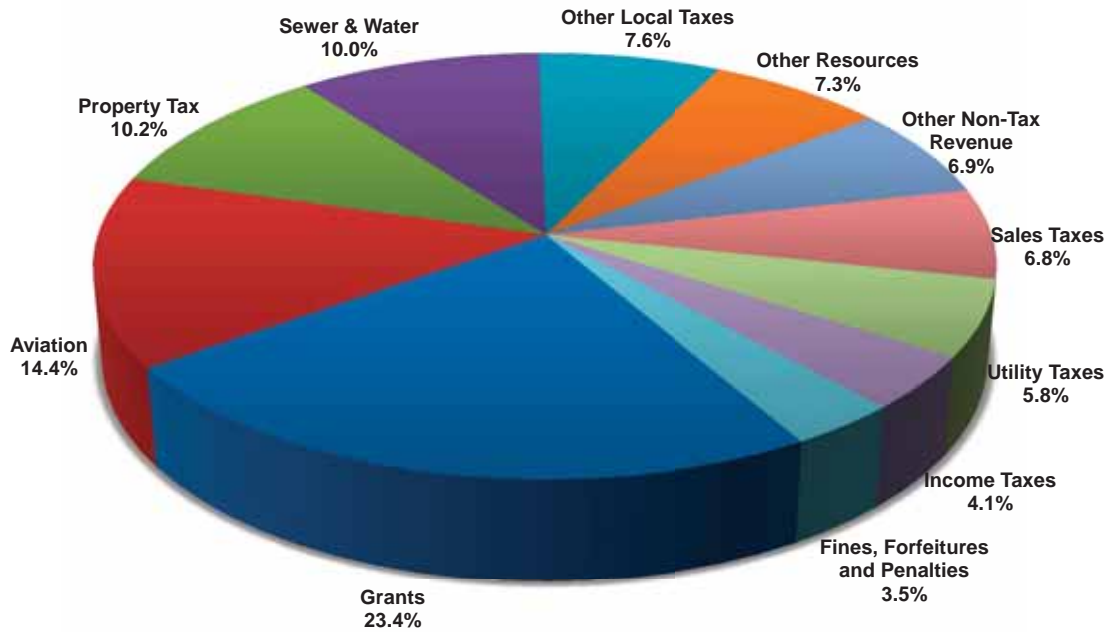
DISCUSSION OF PROPOSED BUDGET

OVERVIEW

The 2012 proposed budget for all local funds is \$6.3 million. The 2012 proposed budget also includes an anticipated \$1.9 billion in grant funding, bringing the total proposed City budget for 2012 to \$8.2 billion.

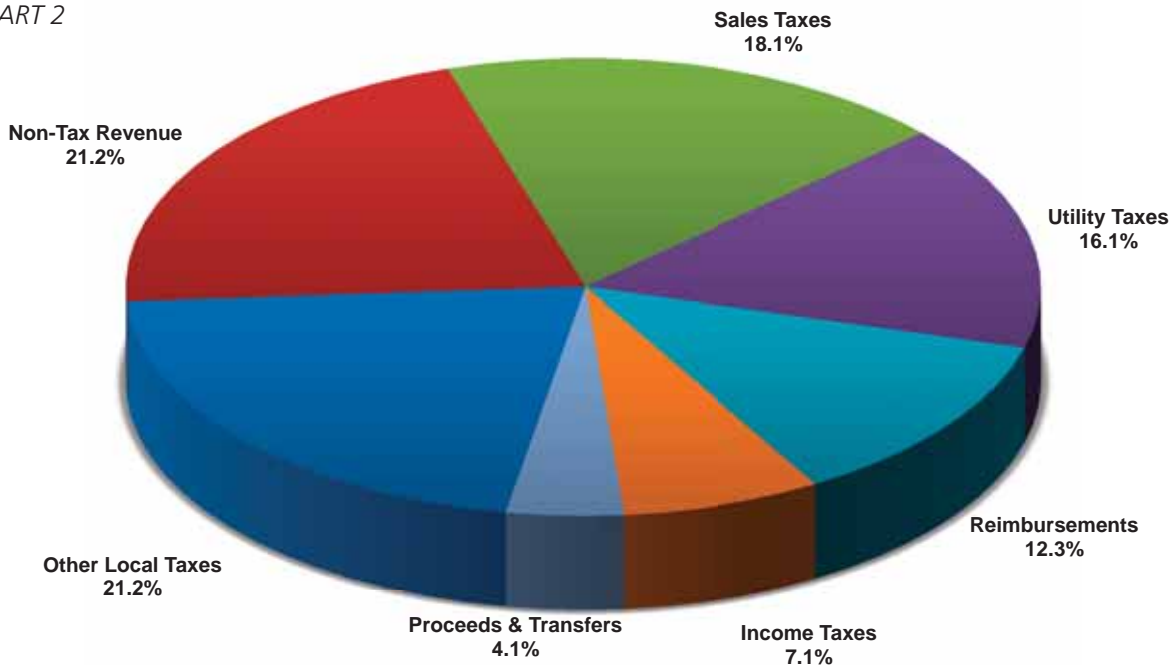
2012 PROPOSED REVENUE – ALL FUNDS

CHART 1



2012 PROPOSED REVENUE – CORPORATE FUND

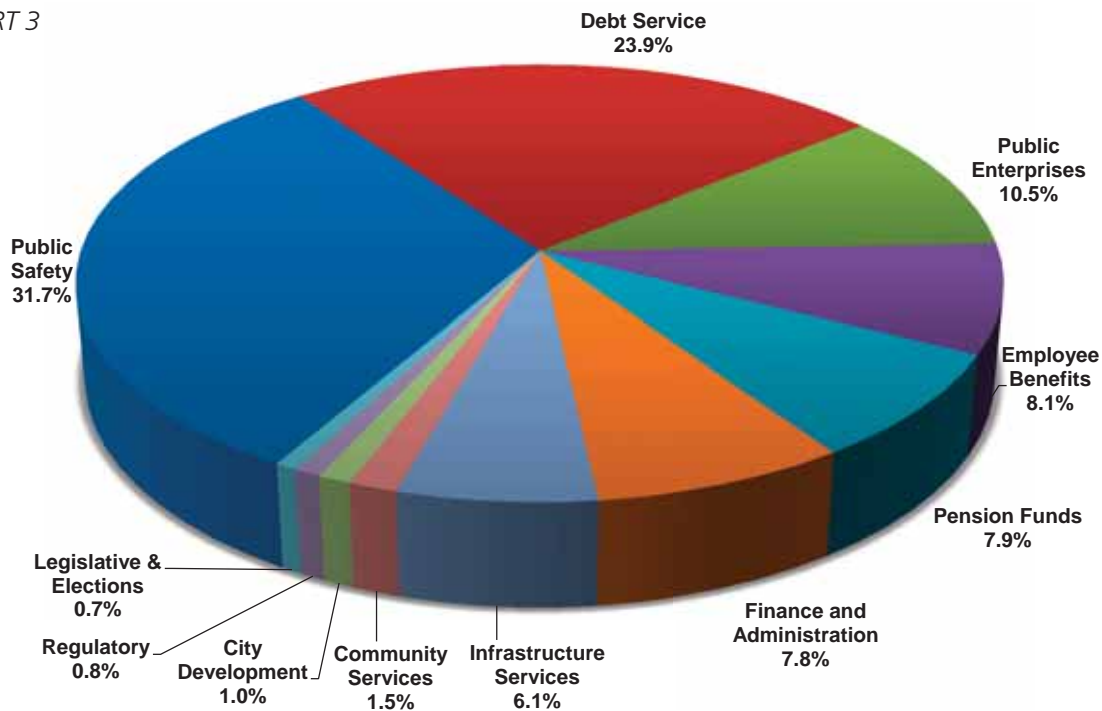
CHART 2



DISCUSSION OF PROPOSED BUDGET (CONTINUED)

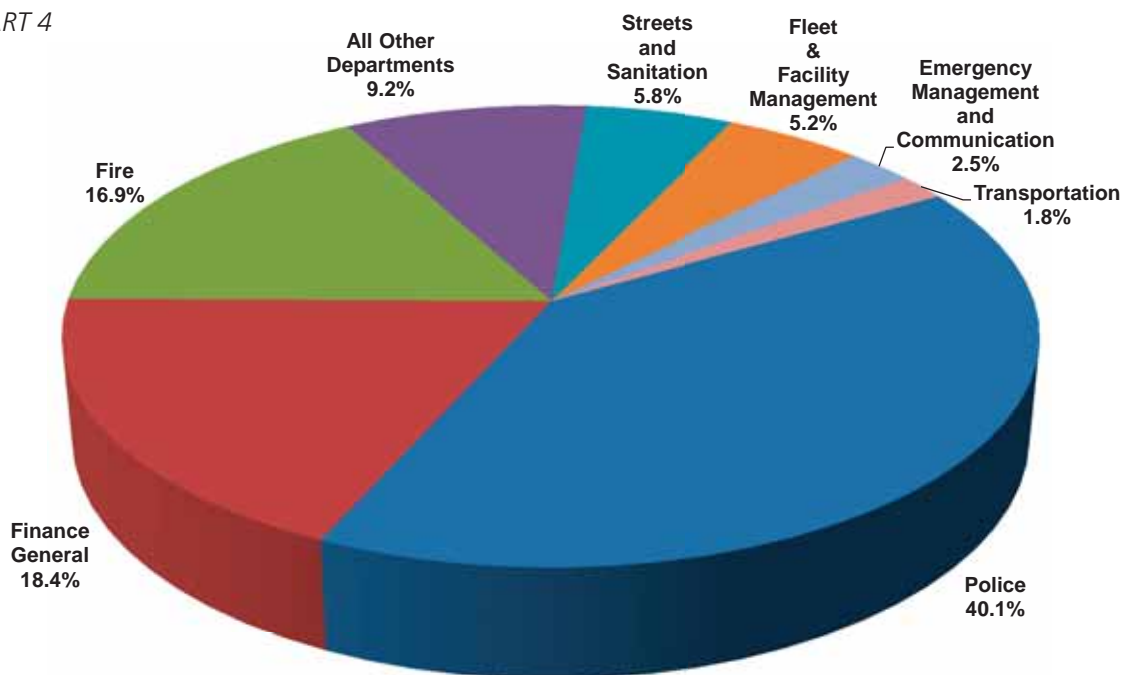
2012 PROPOSED EXPENDITURES – ALL FUNDS

CHART 3



2012 PROPOSED EXPENDITURES – CORPORATE FUND

CHART 4



It should be noted that 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. The City’s finances are tied to the characteristics of the Chicago community and the state of the local and national economy. Information on demographics and other facts about business, tourism, and the economy in Chicago can be found in Appendix A.

REVENUE DISCUSSION

INTRODUCTION TO REVENUES

The 2012 proposed 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, and historical information and a discussion of 2011 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.

CORPORATE FUND

The corporate fund is the City's general operating fund, and supports public safety, health, transportation, streets and sanitation, and other basic City operations and services. As discussed in the Summary of Proposed Budget section at the start of this document and explained in greater detail in the Annual Financial Analysis, for years, the City has been operating with a structural budget deficit - the cost of providing City services is greater than the amount that the City receives in revenues each year. The City was using one-time resources to balance its annual budgets while the City's operating budget deficits grew with the impact of the recent national recession. In 2011, almost \$310 million of the reserves established in connection with the parking meter and Skyway lease transactions were transferred to balance the corporate fund. This year, the City will return \$20 million to these reserves in order to rebuild these important resources.

The recession that began in December 2007 officially ended in June 2009, but continues to affect the City's economically sensitive revenues through 2012. Recent data on the U.S. economy, weak business indicators, and turmoil in the Euro Zone are causing analysts to temper any expectations of growth over the coming year. According to estimates from the Bureau of Economic Analysis, the growth rate of the real U.S. GDP from the first quarter to the second quarter of 2011 increased at an annual rate of 1.3 percent, and the real U.S. GDP grew by only 0.4 percent during the first quarter of 2011 - both growth rates were below expectations.

As of August 2011, the City's unemployment rate was 11.7 percent and is not anticipated to return to the pre-recession level of 5.8 percent for some time. In addition, national consumer confidence has experienced a year-to-date decline, indicating that consumers will continue to be hesitant to spend on non-essential items. These factors are expected to

have a significant impact on economically-sensitive City revenue sources such as real property transfer and income tax receipts. Even as some of the City's revenue streams slowly start to turn positive, this moderate growth is against the deep falloff in 2008, during which revenues plummeted to 2004 levels.

In light of these cautionary economic indicators and their anticipated effect on economically-sensitive revenues, it is anticipated that corporate fund revenues will experience only modest growth against recession years' revenues in 2012. Furthermore, as the City moves away from its recent heavy reliance on these one-time revenue sources, there is an apparent decline in the overall resources available to the City. Acknowledging these economic realities, the City has proposed a limited number of targeted and rational ways to increase revenues in 2012, as further discussed below.

The 2012 proposed budget projects corporate fund resources will total \$3.1 billion, a decline of 5.4 percent from the 2011 budget projections and 6.9 percent from the 2011 year-end estimate. The corporate fund summary table on the following page outlines both tax revenue and non-tax revenue. Following is a discussion of the noteworthy elements that impact the corporate fund 2012 revenue projections.

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 and municipal auto rental tax. The 2012 proposed budget projects local tax revenues to grow by \$49.8 million from the 2011 year-end estimate and comprise 45.8 percent of total corporate fund revenue.

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 are expected to generate \$475.3 million in 2012, up slightly from the 2011 year-end estimate of \$474.9 million, accounting for 16.2 percent of total corporate fund revenue.

REVENUE DISCUSSION – CORPORATE FUND

Utility tax revenues are driven by weather patterns, natural gas prices, electricity rates, and technological changes that contribute to energy conservation measures. As of September 2011, year-to-date natural gas prices had dropped 3.1 percent due to a high supply of natural gas in storage, stable production, increased conservation efforts by consumers, and decreased business consumption with the decline in the economy. The natural gas tax and gas use projections assume minimal growth in gas charges in 2012. The 2012 projections for electricity tax revenue assume that electricity consumption in 2012 will be in line with historical averages, increasing slightly from 2011 year-end estimates. Telecommunications tax revenue is expected to decline in

2012 as the number of landlines will not be fully offset by increases in the number of wireless lines.

Transaction Taxes

Transaction taxes include taxes on the transfer of real estate, the lease or rental of personal property, and the short-term lease of motor vehicles within the City of Chicago. Transaction taxes are expected to generate \$192.2 million in 2012, down from the 2011 year-end estimate of \$194.0 million, accounting for 6.5 percent of corporate fund revenue. This decrease is due largely to the state of the real estate market.

CORPORATE FUND RESOURCES

\$ MILLIONS

TABLE 2

	2010 Actual	2011 Budget	2011 Year End Estimates	2012 Proposed Budget
Tax Revenue				
Utility Taxes and Fees	\$467.4	\$479.5	\$474.9	\$475.3
Transaction Taxes	195.1	175.9	194.0	192.2
Transportation Taxes	150.7	149.6	146.3	174.3
Recreation Taxes	158.4	155.1	157.8	161.0
Business Taxes	83.0	77.0	80.2	94.1
Sales and Use Taxes	495.8	496.6	522.1	535.2
Income Tax & PPRT	282.0	309.9	264.1	209.4
Other Intergovernmental	5.2	4.9	4.8	4.9
Total Tax Revenue	\$1,837.6	\$1,848.5	\$1,844.2	\$1,846.4
Non-Tax Revenue				
Licenses and Permits	\$96.2	\$95.4	\$100.9	\$123.9
Fines, Forfeitures and Penalties	258.8	254.4	260.9	281.1
Charges for Services	77.7	152.0	135.0	127.6
Municipal Parking	6.4	6.8	8.5	8.7
Leases, Rentals and Sales	17.6	16.5	16.8	9.7
Reimbursement, Interest & Other	316.6	386.1	369.1	423.7
Total Non-Tax Revenue	\$773.2	\$911.2	\$891.2	\$974.7
Proceeds and Transfers In	\$519.0	\$494.6	\$497.6	\$122.0
Total Revenue to the Corporate Fund	\$3,129.9	\$3,254.3	\$3,233.0	\$2943.1
Prior Year Unreserved Fund Balance	\$2.6	\$9.4	\$81.2	\$143.5
Total Corporate Fund Resources	\$3,132.5	\$3,263.7	\$3,314.2	\$3,086.6

REVENUE DISCUSSION – CORPORATE FUND (CONTINUED)

Real estate transfer tax revenue grew in 2011, mostly due to large one-time commercial transactions. These commercial transactions were fueled by strong demand from investors for so-called ‘core’ properties - well-leased, newer buildings in prime locations that charge higher rents and attract premium tenants. In the residential market, however, even as low interest rates and prices provide incentives to purchase, home sales and median home prices remain depressed. The July 2011 year-to-date home price index was down 7.6 percent from 2010, indicating that the housing market is still far from a sustained recovery.

Transportation Taxes

Transportation taxes include taxes on parking transactions, vehicle fuel purchases, and the provision of ground transportation for hire within the City of Chicago. Transportation taxes are expected to generate \$174.3 million in 2012, \$28 million above the 2011 year-end estimate of \$146.3 million, accounting for 5.9 percent of total corporate fund revenue.

The growth in this category of revenues is due to the proposed implementation of a congestion premium on downtown parking during the week. The premium will affect only the most expensive tier of downtown parking and will not change the daily rate for weekend parkers. The 2012 projection assumes no additional growth based largely on anticipated increases in fuel costs, which tend to cause people to reevaluate their transportation spending habits and look for alternative ways to get from place to place. The latest projections from the U.S. Energy Information Administration predict that fuel prices will average between \$3.00 and \$4.00 per gallon over the next several years.

Recreation Taxes

Recreation taxes include taxes on amusements, auto-amusement devices, the mooring of boats, liquor purchases, cigarette purchases, non-alcoholic beverage purchases, and off-track betting within the City of Chicago. Recreation taxes are expected to generate \$161.0 million in 2012, up from the 2011 year-end estimate of \$157.8 million, accounting for 5.5 percent of total corporate fund revenue.

Some growth in this revenue source is expected in 2012 due to a small increase in amusement tax and non-alcoholic beverage tax revenue. Amusement tax revenues continue to grow with strong fan support for Chicago’s sports teams and increasing ticket prices. Cigarette tax revenue is expected to decline

slightly due to the effect of smoking bans and a decline in the overall number of smokers. Liquor tax revenue, which is based on the number of alcoholic beverages purchased, is expected to grow slightly but will still be below 2010 levels.

Business Taxes

Business taxes include taxes on the lease of hotel accommodations, the employment of more than fifty employees, and the sale of fire insurance within the City of Chicago. Business taxes are expected to generate \$94.1 million in 2012, up from the 2011 year-end estimate of \$80.2 million, accounting for 3.2 percent of total corporate fund revenue.

The 2012 revenue projection includes a proposed 1 percent increase in the hotel tax rate and assumes strong growth in hotel tax revenues, as both occupancy and room rates begin to rebound from recession levels with increasing business and leisure travel. As of August 2011, Chicago hotel room rates were up 6 percent and hotel occupancy was up 3 percent, year-to-date.

Revenue from the employer’s expense tax, however, will decrease as this tax is phased out in order to stimulate business growth in Chicago. As the Mayor announced on October 5th of 2011, the employer’s expense tax, currently \$4.00 per employee per month for companies with 50 or more employees, will decrease by \$2.00 beginning in July of 2012 and will be eliminated by July of 2014. The phasing out of this tax is intended to encourage hiring by small businesses, helping boost the local economy both directly and through increases in the purchase of inputs and supplies.

Sales and Use Taxes

Since July 1, 2010, sales in Chicago have been subject to the combined sales tax rate of 9.75 percent. Of this rate, 1.25 percent is the Chicago Home Rule Occupation Tax (HROT), 1 percent is the City’s share of the Illinois Municipal Retailers’ Occupation and Use Tax (MROT), and the remaining 7.5 percent goes to the State, County, and Regional Transportation Authority. The City imposes the HROT on the retail sale of tangible personal property, excluding most sales of food, medicine, and medical appliances. The MROT tax base differs from that for the HROT in that it includes qualifying food and drugs.

Sales and use taxes are expected to generate \$535.2 million in 2012, up slightly from the 2011 year-end estimate of \$522.1

REVENUE DISCUSSION – CORPORATE FUND (CONTINUED)

million, accounting for 18.2 percent of total corporate fund revenue.

Income Taxes

Income taxes include the City's 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 taxes are expected to generate \$336 million for the City in 2012, down substantially from the 2011 year-end estimate of \$372.2 million, of which \$209.4 million is designated for the corporate fund, accounting for 7.1 percent of total corporate fund revenue.

The recent decreases in income tax revenue can be attributed to a number of factors - a weakened labor market struggling with high unemployment rates, the decline in population under the 2010 Census, the decrease in state distributions, and the federal 'depreciation bonus rule', each discussed in greater detail below.

Corporate profits began to show some growth in 2011, but the City's unemployment rate for August 2011 was 11.7 percent and is not anticipated to return to pre-recession levels for some time. In addition, beginning in 2011, income tax distributions were adjusted for the population count from the 2010 Census, resulting in a decrease in the City's income tax revenues by 5.8 percent from 2010 levels. These factors will continue to affect income tax revenues in 2012.

Effective as of February of 2011, the State's personal income tax rate was increased to 5 percent from 3 percent and the corporate income tax rate was increased to 7 percent from 4.8 percent. However, municipalities did not receive a share of this increase because the State, concurrently with increasing tax rates, reduced the percentage of total income tax receipts that flow into the Local Government Distribution Fund (LGDF), the fund from which municipalities are paid their share of state income tax revenue. Distributions to the LGDF were decreased from 10 percent of both personal and corporate income tax revenue to 6 percent of personal income tax receipts and 6.86 percent of corporate income tax receipts. If municipalities were receiving the historic 10 percent local share, the City would receive additional annual revenue of more than \$50 per resident.

Finally, the federal 'depreciation bonus rule', which was adopted as part of the Tax Relief, Unemployment Insurance Reauthorization and Job Creation Act of 2010, has significantly reduced the corporate income tax base. The

Act provides a 100 percent depreciation bonus for capital equipment placed in service between September 8, 2010 and December 31, 2011, and a 50 percent depreciation bonus for capital equipment placed in service between December 31, 2011 and December 31, 2012. By effectively decreasing the amount of corporate income that falls within the State's definition of "income," this legislation is causing further decreases in the City's income tax revenues.

Compounding the issue of declining income tax revenues, the State of Illinois' fiscal crisis has led to a delay in the distribution of these funds to local governments. During 2011, as many as 152 days elapsed between the date the State authorized distribution and the date the funds were actually released to the City; prior to 2009, this took 23 days on average. The City is working with the State to ensure that all outstanding distributions are received by the end of fiscal year 2012.

In addition to the decrease in income taxes, City PPRT revenues are projected to decline in 2012. This projected decrease is due to two factors - an anticipated 12.8 percent decline in gross PPRT collections by the State, and the effects of recently passed state legislation. The 2012 Budget Implementation (Finance) Act was enacted in June 2011, allowing the State to divert PPRT revenue to pay state obligations prior to distributing funds to local governments, effectively reducing the amount of PPRT revenue disbursed by the State to the City. The State is currently proposing legislation authorizing additional such diversions, which if enacted would reduce the City's PPRT revenue even further.

NON-TAX REVENUE

Non-tax revenue consists of revenue from licenses and permits; fines, forfeitures and penalties; various charges for services; municipal parking; leases, rentals and sales; internal service earnings; and interest and other revenue. The 2012 proposed budget projects non-tax revenue will grow by \$83.5 million from the 2011 year-end estimate and comprise 33.1 percent of the corporate fund revenue.

Licenses and Permits

Licenses and permits include alcohol dealer licenses, business licenses, building and demolition permits, and various other permits. Licenses and permits are expected to generate \$123.9 million in 2012, up from the 2011 year-end estimate of \$100.9 million, accounting for 4.2 percent of total corporate fund revenue.

REVENUE DISCUSSION – CORPORATE FUND (CONTINUED)

The anticipated growth in this source of revenue is due to growth in revenue from alcohol dealer licenses and business licenses, proposed reform of the City's fee waiver system, implementation of increased registration fees for owners who fail to register vacant buildings, improved collection by the City of outstanding debt and modernization of loading zone and valet space fees to reflect the value of the underlying real estate and the impact on parking and traffic flow in the city.

Fines, Forfeitures and Penalties

Fines, forfeitures, and penalties include parking tickets, red-light camera tickets, and other fines assessed in administrative hearings or the courts. Fines, forfeitures, and penalties are expected to generate \$281.1 million in 2012, up from the 2011 year-end estimate of \$260.9 million, accounting for 9.6 percent of total corporate fund revenue.

The 2012 projection assumes growth in these revenues due to a proposed increase in the fines for certain targeted public and neighborhood safety violations, and improved collection by the City of outstanding debt. There are no additional red-light cameras scheduled to be installed in 2012 and ticket issuance is expected to remain level.

Internal Service Earnings

Internal service earnings are transfers to the corporate fund for central services (police, fire, streets and sanitation, and similar services) provided to other City funds, such as the aviation or water funds, and sister agencies. The 2012 projection for internal service earnings is \$362.4 million, up from the 2011 year-end estimate of \$284.3 million, accounting for 12.3 percent of total corporate fund revenue. A list of the anticipated interfund reimbursements to the corporate fund is set forth in Appendix A of the 2012 Budget Recommendations. The anticipated increase in internal service earnings for the corporate fund is due to additional reimbursements from CPS for pension contributions for CPS employees that are paid by the City and enhanced efforts to capture indirect expenses from the City's many grants.

Other Non-Tax Revenues

Other non-tax revenues include charges for services such as inspections, public information requests, safety and police services, and other miscellaneous charges; revenues generated from municipal parking permits; revenues generated from

the sale or lease of City-owned land, impounded vehicles, and other personal property; and revenue that does not fall within other defined categories. These other non-tax revenues are projected to total \$207.3 million in 2012, down from the 2011 year-end estimate of \$245.1 million, accounting for 7 percent of total corporate fund revenue.

The 2012 projection accounts for revenues from the proposed municipal marketing efforts, as well as \$12 million in proceeds from the declaration of a surplus across multiple TIF districts. Land sales account for \$2 million of this category, down from \$8.8 million in 2011.

PROCEEDS AND TRANSFERS-IN

Proceeds are funds from short-term borrowing in anticipation of debt restructuring and other debt refunding. Transfers-in represent the movement of resources into the corporate fund from reserves and other non-recurring revenue sources.

General obligation debt restructuring provided for \$91.9 million in resources in 2011. An additional \$55 million of proceeds from other financial initiatives was budgeted in 2011, including the monetizing and/or restructuring of certain financial transactions. In 2012, general obligation debt restructuring will provide \$50 million in resources for the corporate fund, and an additional \$40 million of proceeds will come from other financial initiatives, including the monetizing and/or restructuring of certain financial transactions.

As discussed above, the 2012 budget eliminates the use of principal from the long- and mid-term reserves established in connection with the parking meter and Skyway lease transactions to fund the City's operating budget. Approximately \$330 million was transferred from these reserve funds to balance the corporate fund in 2011. In 2012, the City will transfer only the amounts contemplated under the ordinance establishing the parking meter long-term reserve fund. The ordinance currently directs that an annual \$20 million transfer be made to the corporate fund to replace parking meter revenue lost with the lease of these assets. The City intends to amend this ordinance to state that only interest generated from the reserve funds, and not principal, may be used for this purpose. In 2012, this transfer will consist of \$18 million in interest income from the Skyway long term reserve fund and \$2 million in interest income from the parking meter long-term reserve fund.

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REVENUE DISCUSSION – SPECIAL REVENUE FUNDS

SPECIAL REVENUE FUNDS

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

Vehicle Tax Fund

The vehicle tax fund supports City street repair and maintenance. Vehicle tax fund revenue is primarily generated through the sale of vehicle stickers, which is expected to generate \$116.6 million in 2012. The vehicle tax fund also receives revenue from impoundment fees, abandoned auto towing fees, pavement cut fees, commercial refuse container fees, and reimbursements from other local, state, and federal funds for maintenance of the public way.

Total resources available to the vehicle tax fund are projected to be \$159.9 million in 2012, up from the 2011 year-end estimate of \$146.0 million. The 2012 projection includes proposed changes to the vehicle sticker system, accounting for the greater effect of larger vehicles on the city’s roads. Under the proposed 2012 budget, the rate will remain the same for smaller passenger automobiles and increase from \$120 to \$135 for larger passenger automobiles (4,000 pounds or more). The rate will also increase from \$180 to \$200 for trucks under 16,000 pounds and from \$420 to \$450 for trucks 16,000 pounds or more. These increases will enable the City to fill more potholes and complete additional street repairs and resurfacing in 2012.

Motor Fuel Tax Fund

Like the vehicle tax fund, the motor fuel tax fund supports City street repair and maintenance. Revenue for the motor fuel tax fund comes from a State-imposed 19 cent per gallon tax on gas, of which the City receives a distributive share based on its population. In addition to this regular distribution, the City anticipates additional funding from the State as part of the Illinois Jobs Now! program.

Total resources available to the motor fuel tax fund are projected to be \$71.7 million in 2012, up from the 2011 year-end estimate of \$64.3 million.

Library Funds

The City maintains separate funds for the maintenance and operations of the Chicago Public Library system. Revenue for these funds includes proceeds from the separate Chicago Public Library portion of the City’s property tax levy, interest income, facility rental revenue, and fines. The total resources available to the library funds are projected to be \$84.2 million in 2012, down from the 2011 year-end estimate of \$92.8 million. In addition to its portion of the levy, the library system will receive a \$5.7 million subsidy from the corporate fund in 2012.

Additional information on Chicago Public Library’s budget and programming for 2012 can be found in its departmental summary in the following section of this document.

SPECIAL REVENUE FUND RESOURCES

\$ MILLIONS

TABLE 3

	2010 Actual	2011 Budget	2011 Year End Estimate	2012 Proposed Budget
Vehicle Tax Fund	\$141.3	\$143.7	\$146.0	\$159.9
Motor Fuel Tax Fund	46.4	66.2	64.3	71.7
Library Funds	91.9	95.3	92.8	84.2
Emergency Communication Fund	72.2	71.8	73.0	72.4
Special Events and Hotel Tax Fund	50.6	36.6	26.5	36.0
CTA Real Estate Transfer Tax Fund	32.5	26.1	31.4	29.4
TIF Administration Fund	-	5.9	5.9	7.5
Housing Revenue Fund	-	-	-	7.5
Total Resources	\$434.9	\$445.6	\$439.9	\$468.6

REVENUE DISCUSSION – SPECIAL REVENUE FUNDS (CONTINUED)

Emergency Communications Fund

The emergency communications fund supports the maintenance and operation of the City's emergency communications and 911 center. It is funded through the collection of the emergency telephone system (911) surcharge on all billed subscribers of telecommunications services within the City of Chicago. In 2012, the 911 surcharge is projected to generate \$94.7 million, nearly unchanged from the 2011 year-end estimate of \$94.2 million. As in 2011, it is expected that the decrease in the number of landlines will not be fully offset by increases in the number of wireless lines in 2012, resulting in static revenues.

Special Events and Hotel Tax Fund

The special events and hotel tax fund supports the promotion of tourism in Chicago. It is funded primarily through the municipal hotel occupation tax and other special events-related revenues. The 2011 budget merged the special events fund and the municipal hotel tax fund, which were previously two separate funds.

Municipal hotel occupation tax collections are projected to increase from the 2011 year-end estimate of \$17.0 million to \$17.3 million in 2012, as both occupancy and room rates continue to grow with increasing business and leisure travel.

Proceeds from food, beverage, and ticket sales, vendor fees, and external corporate sponsorship at City-sponsored events are projected to generate \$9.4 million in 2012. Other revenues that support this fund include revenues from the street furniture program and ice rink rentals, which are expected to generate \$8.2 million in 2012.

Total resources available to the special events and hotel tax fund are projected to be \$36.0 million in 2012, up from the 2011 year-end estimate of \$26.5 million, due largely to strong growth in municipal hotel occupation tax revenues

and an increase in revenues with the return of the Taste of Chicago to City management following 2011 management of this large event by the Chicago Park District.

CTA Real Estate Transfer Tax Fund

The CTA real estate transfer tax fund supports public transportation in the city by providing financial assistance to the Chicago Transit Authority (CTA). Revenues for this fund come from a supplemental tax on real estate transfers.

Total resources available to the CTA real estate transfer tax fund are projected to be \$29.4 million in 2012, down from the 2011 year-end estimate of \$31.4 million. As discussed above with respect to real estate transfer tax revenues, real estate activity is expected to remain constrained in 2012, similarly affecting this fund's revenues.

Tax Increment Financing Administration Fund

Beginning in 2011, the City's budget included a tax increment finance administration fund to account for administrative expenses incurred by the City in connection with its TIF program. In 2012, \$7.5 million of such expenses will be reimbursed to this fund from the City's TIF revenue. TIF revenues and programming are discussed in the Capital Improvement Program section of this document.

Housing Revenue Fund

Beginning in 2012, the City's budget will include a housing revenue fund that will assist in the funding of citywide delegate agencies and serve as an additional source of funding for the Department of Housing and Economic Development's low income housing programs. The revenue for this fund, \$7.5 million in 2012, is derived from participation fees on mortgage bond revenue programs and penalty fees on developers failing to comply with local hiring regulations.

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 funds operate like commercial enterprises in that each derives its revenue from charges and associated user fees and balances its expenditures to match those revenues.

Water Fund

The water fund is projected to have \$569.4 million in total available resources in 2012, of which water fees are projected to generate \$521.9 million, or 91.7 percent. An additional \$28 million will come from transfers from other funds for work performed by the Department of Water Management. Miscellaneous resources account for \$18.5 million and interest income is projected to be \$1.0 million.

Total available resources for the water fund are up from the 2011 year-end estimate of \$473.5 million. The 2012 projection accounts for the reform of the current fee waiver system and the proposed increase in water rates. The revenues from the fee increases will enable the City to update its aging water and sewer systems. The accelerated repair schedule will not only protect health and safety by guaranteeing a future supply of clean water, but will also boost the economy by creating 18,000 jobs over the next decade.

Additional information on the Department of Water Management’s budget and programming for 2012 can be found in the departmental summary in the following section of this document.

Sewer Fund

The sewer fund is projected to have \$253.7 million in total available resources in 2012, of which sewer fees are projected to generate \$242.7 million, or 95.7 percent. When a resident pays their water bill, a portion of that payment goes into the water fund and a portion goes into the sewer fund. The sewer rate will be set at 89 percent of water fees collected within the City in 2012.

Total available resources for the sewer fund are up from the 2011 year-end estimate of \$201.8 million, due to the proposed fee waiver reforms and increase in rates.

O’Hare and Midway International Airport Funds

The airport funds are supported by rental and landing fees charged to the airlines and by concessions and other non-airline revenues generated from airport activities. In accordance with airport use agreements, after taking into account all non-airline revenue sources, airline rates and charges are adjusted to generate sufficient revenue to operate the airports and to fund aviation debt service requirements.

In 2012, total revenues from airport operations, including concessions, rental fees, and airline rates and charges, are projected to be \$952.8 million for O’Hare and \$229.3 million for Midway, up from the 2011 year-end estimates of \$912.4 million and \$221.7 million, respectively.

ENTERPRISE FUND RESOURCES

\$ MILLIONS

TABLE 4

	2010 Actual	2011 Budget	2011 Year-End Estimate	2012 Proposed Budget
Water Fund	\$487.6	\$493.1	\$473.5	\$569.4
Sewer Fund	207.5	209.3	201.8	253.7
Midway Airport Fund	167.1	220.9	221.7	229.3
O’Hare Airport Fund	742.8	899.3	912.4	952.8
Total Resources	\$1,605.0	\$1,822.6	\$1,809.4	\$2,005.2

REVENUE DISCUSSION – PENSION AND DEBT SERVICE FUNDS

PENSION FUNDS

The City maintains separate funds to account for its contributions to four pension funds - the Municipal Employees’ Annuity and Benefit Fund, the Laborers’ and Retirement Board Employees’ Annuity and Benefit Fund, the Policemen’s Annuity and Benefit Fund, and the Firemen’s Annuity and Benefit Fund - that provide retirement, death, and disability benefits to covered employees. These pension funds and the contributions under each are regulated by state law.

Each City employee contributes a statutorily-determined amount to their pension during each year that they are employed by the City. The City then contributes a statutorily-determined multiple of the employee contribution, with the multiplier varying by pension fund. This statutory framework and the impact of the increasing pension contributions on the City’s operating budget are discussed in greater detail in this year’s Annual Financial Analysis.

According to calculations completed by actuaries for each respective pension fund, a total of \$476.3 million will be required to meet the City’s statutorily-required employer contributions for the four funds in 2012. This contribution will be funded with \$349.7 million in revenue from property tax collections and \$126.6 million in revenue from personal property replacement tax collections.

DEBT SERVICE FUNDS

Debt service funds account for the payment of principal and interest and the redemption of general obligation bond issues. Long-term debt is used to finance projects and expenses for which it is appropriate to spread the cost over more than one budget year. In so doing, the City recognizes that future taxpayers will benefit from the investment and should pay a share of its cost.

The 2012 proposed budget provides a total appropriation of \$483.1 million to service general obligation debt, \$370.5 million of which will be funded with revenue from the City’s property tax levy. In 2011, \$421.6 million was budgeted to service general obligation debt, \$370.5 million of which was funded with revenue from the City’s property tax levy. Funding for debt service for the library capital program will remain at \$4.3 million in 2012, 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 the 911 surcharge on telecommunications services in the city, and \$22.3 million of these funds will be used to fund capital projects at the City’s emergency communications and 911 center in 2012. The sales tax bond redemption and interest fund is funded through sales tax revenues, and \$26.7 million of these funds will be used to fund sales tax bonds in 2012. The City issues short-term debt through daily tender notes to provide working capital for library operating funds, which are funded through the 2012 property tax levy. Debt service for capital projects funded through special revenue and enterprise funds are budgeted within those respective funds.

CITY PENSION CONTRIBUTIONS

\$ MILLIONS
TABLE 5

	2011 Statutorily-Required	2012 Statutorily-Required
Municipal Employees’ Annuity and Benefit Fund	\$161.3	\$164.1
Laborers’ and Retirement Board Employees’ Annuity and Benefit Fund	\$15.6	\$14.9
Policemen’s Annuity and Benefit Fund	\$185.7	\$210.2
Firemen’s Annuity and Benefit Fund	\$87.9	\$87.1
Total Contributions	\$450.5	\$476.3

REVENUE DISCUSSION – PENSION AND DEBT SERVICE FUNDS

PROPERTY TAX LEVY

The City is one of nine taxing districts reflected on Chicago residents' property tax bills. According to the most recent report released by the Cook County Clerk, the 2010 total property tax extension across all taxing districts in the city is \$4 billion, of which 20.6 percent is allocated to the City.

The City's total property tax-derived revenue is made up of two basic components – the City property tax levy and tax increment financing revenue. Going forward, upon the recommendation of the TIF panel (as discussed in the TIF section of this document), as TIF districts expire, the City intends to move property taxes from these districts back to the general property tax levy, which shifts those dollars to fund critical City services without increasing the amount that Chicago property taxpayers remit. The City's 2012 proposed property tax levy is \$797.9 million, including \$1.1 million in property taxes that will be captured with the expiration of three of the City's TIF districts. The City's property tax revenue is used to pay the City's contributions to employee pension funds, debt service obligations, and library-related

expenses. The 2008 budget separated the library levy from the aggregate City levy and provided \$83.4 million in funding specifically for the Chicago Public Library system. In 2012, the proposed budget holds constant the library levy at \$83.5 million, or 10.5 percent of the total City levy.

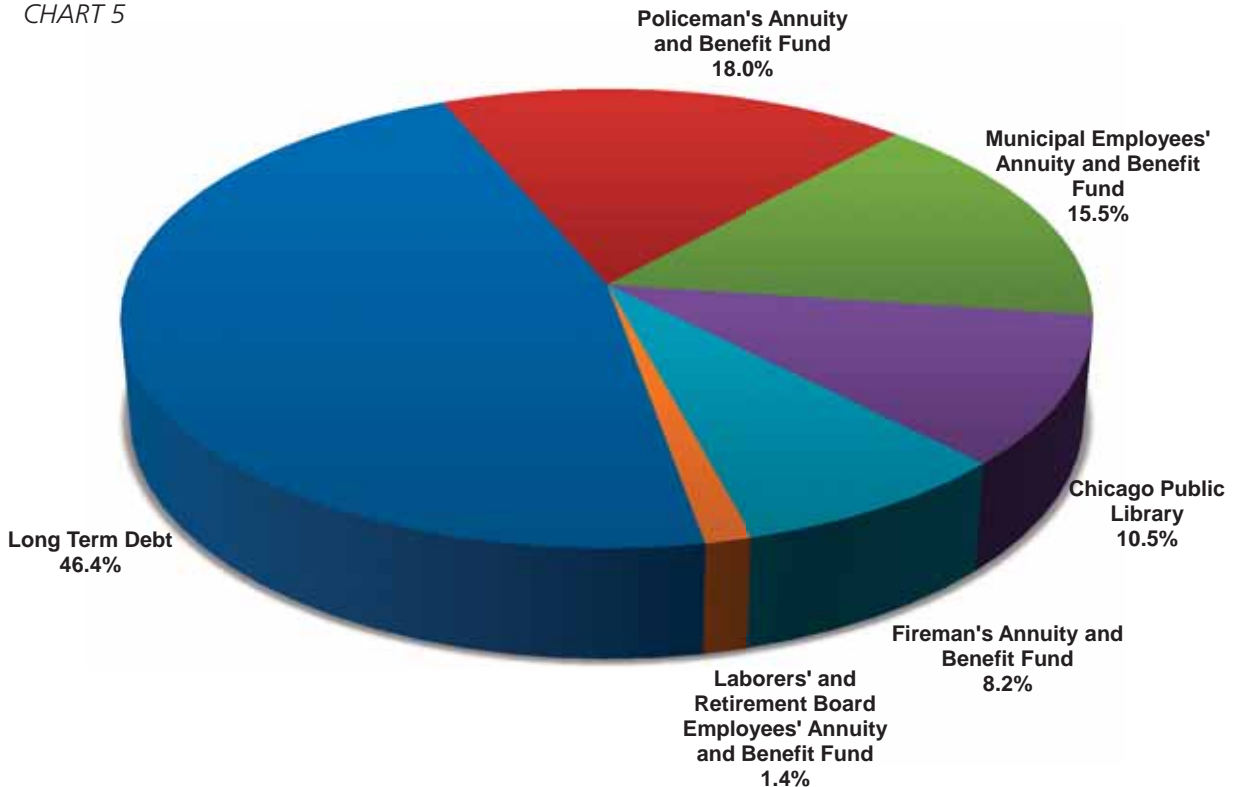
In 2012, 43.1 percent of the City's property tax levy, or \$343.9 million, and 6.8 percent of the library's portion of the property tax levy, or \$5.7 million, will be used to fund pension contributions for City employees. Debt service-related payments will account for 46.4 percent of the City's property tax levy, not including library-related debt service.

After all pension, debt service, and library funding obligations have been met, any remaining revenue from the levy flows into the corporate fund to support basic City services and operations. In 2012, no property tax revenue will be available for the corporate fund. The effect of the City's growing debt obligations and pension contributions on the use of its property tax proceeds is discussed in greater detail in this year's Annual Financial Analysis.

2012 PROPOSED PROPERTY TAX LEVY

\$797.9 MILLION

CHART 5



* This includes \$5.7 million designated for the Municipal Employees' Annuity and Benefit Fund.

REVENUE DISCUSSION – GRANT FUNDS

GRANT FUNDS

The City receives grant funds from federal and state agencies, foundations, and other private entities. These funds are designated by the grantors for specific purposes and used to support ongoing City services, programs, and capital improvements. Grant funds are received on various fiscal year time periods and many grants awarded to the City are for multiple years. The annual amount of appropriated grant funds varies with the availability of grants that meet City needs and the City’s ability to apply for and obtain such grants.

At the time of the finalization of the 2011 budget, the City estimated that it would receive grant revenue totaling \$2.13 billion in 2011, including an estimated \$367.2 million in American Reinvestment and Recovery Act (ARRA) stimulus funding. Revised year-end estimates anticipate that the City will receive approximately \$1.7 billion in grant revenue in 2011, with \$300 million coming from ARRA funds. This decrease can be attributed largely to the delay of funding for City infrastructure that was anticipated in 2011 but is now expected in 2012 and to the decrease in ARRA funds received by the City.

ARRA, the primary purpose of which is to promote job preservation and creation, infrastructure investment, energy efficiency science, assistance to the unemployed, and state and local fiscal stabilization, had the effect of increasing grant opportunities for the City from 2009 through 2011. However, as ARRA is phased out beginning in 2012, there

will be a decrease in the City’s overall grant funding. In addition to the decline in ARRA funding, the City expects that grant funding from various other grants, such as the Community Development Block Grant, Community Services Block Grant, and Workforce Development Programs will be reduced in 2012.

In 2012, the City anticipates receiving \$1.9 billion in grant revenue, a decrease of 9.7 percent from the 2011 appropriation for grant funding. This represents a 5.7 percent decrease in federal funds (including a 54.0 percent decrease in ARRA funds), a 40 percent increase in state funds, a decrease of 2.6 percent in other public and private funds, and an increase of 26.8 percent in revenue from grant program income. The City’s ability to effectively utilize these grant funds has increased with its improved processes for flagging, reviewing, and preventing the under-utilization of grant funds, implemented in June 2011. As a result of these efforts, these dollars, otherwise at risk of being left unspent or returned to the grantor, will be used for City programs and services.

A discussion of how these grant funds will be utilized in 2012 can be found in the following section of this document. Additional budget detail for grant funds is set forth in the 2012 Grants Budget, available on the City’s website, and with respect to the Community Development Block Grant program, which represents \$83.4 million of the anticipated 2012 grant funding, an 18 percent decrease from 2011, appropriations details can be found in the 2012 Draft Action Plan, also available on the City’s website.

2012 ANTICIPATED GRANT FUNDING

\$ MILLIONS
TABLE 6

Grantor/Type	2011 Appropriation	2011 YE Estimate	2012 Anticipated
Federal Funding not including ARRA	\$1,526.10	\$1,132.8	\$1,439.7
Federal ARRA Stimulus Funding	367.2	299.9	169.4
State Government Funding	179.3	214.7	250.3
Other Public and Private Funding	31.0	32.0	30.2
Grant Program Income	25.7	22.3	32.6

EXPENDITURES AND PERSONNEL DISCUSSION

INTRODUCTION TO EXPENDITURES

The 2012 budget proposes expenditures totaling \$6.3 billion for all local funds, and expenditures of \$8.2 billion when grant funds are included. Proposed expenditures for the City’s corporate fund total \$3.1 billion, a 5.4 percent decrease from the 2011 appropriation.

In this section, the 2012 budget is discussed both in terms of the types of expenditures, such as personnel costs, materials and supplies, and professional and contractual services, and in terms of the functional categories of expenditures, such as public safety, finance and administration, and community services. Historical information on the City’s expenditures can be found in the 2011 Annual Financial Analysis.

PROPOSED EXPENDITURES BY TYPE

Personnel Costs

Personnel costs consistently represent the largest portion of the City’s local fund budget. In 2012, over 50 percent of local fund expenses, and 84 percent of corporate fund expenses, are budgeted for personnel-related costs, which include salaries and wages, health care, overtime pay,

workers’ compensation and unemployment compensation. The 2012 proposed budget reduces the number of full-time positions across all local funds by 7 percent, or more than 2,200 budgeted positions.

The majority of the City’s workforce - approximately 29,000 employees, which is more than 90 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 2012 Budget Recommendations.

Employee benefits represent \$485 million, or 7.7 percent, of the proposed 2012 local fund expenditures, and \$390 million, or 12.6 percent, of proposed corporate fund expenditures. Each year, City employees pay a portion of their health care costs, and the City must absorb the remainder of these costs on behalf of its employees.

PROPOSED LOCAL FUND BUDGET BY EXPENDITURE TYPE

\$ MILLIONS
TABLE 7

	2011 Budget	2012 Proposed Budget
Personnel Costs (without Employee Benefits)	\$2,802.8	\$2,716.5
Employee Benefits	502.8	485.0
Professional and Contractual Services	763.3	651.7
Materials, Supplies and Commodities	143.5	231.4
Equipment, Improvements and Land	17.5	17.5
Debt Service	1,291.7	1,437.1
Pension Contributions	450.5	476.3
Other	595.4	668.9
Less Proceeds of Debt	(70.4)	(70.5)
Less Internal Transfers	(344.4)	(330.3)
Total Uses	6,152.7	6,283.6

EXPENDITURES AND PERSONNEL DISCUSSION (CONTINUED)

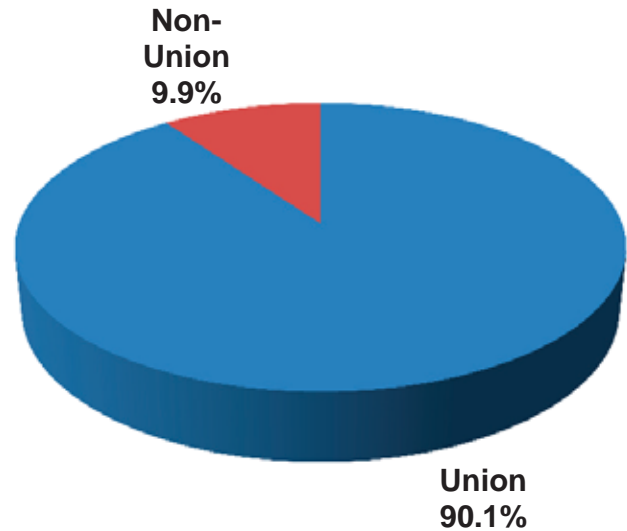
This year, for the first time, the City will offer a comprehensive wellness program to its employees and their eligible family members. The program, developed jointly by labor unions and City officials, will offer free wellness services, check-ups, and counseling for City workers. By encouraging employees to proactively address areas of immediate concern, such as hypertension, high cholesterol, smoking, and diabetes, the City will reduce the significant health care costs that such conditions often require if left untreated. Employees who choose not to participate in the program will pay an extra \$50 per month in health care premiums, which will help to fund the program. The City estimates that this program will reduce its health care costs by \$20 million in 2012, while at the same time increasing the health and well-being of the City workforce.

Non-Personnel Costs

After personnel-related costs, debt service and pension contributions make up the next largest portion of the 2012 proposed budget. These expenses are discussed separately, in the Pension Fund and Debt Fund sections of this document.

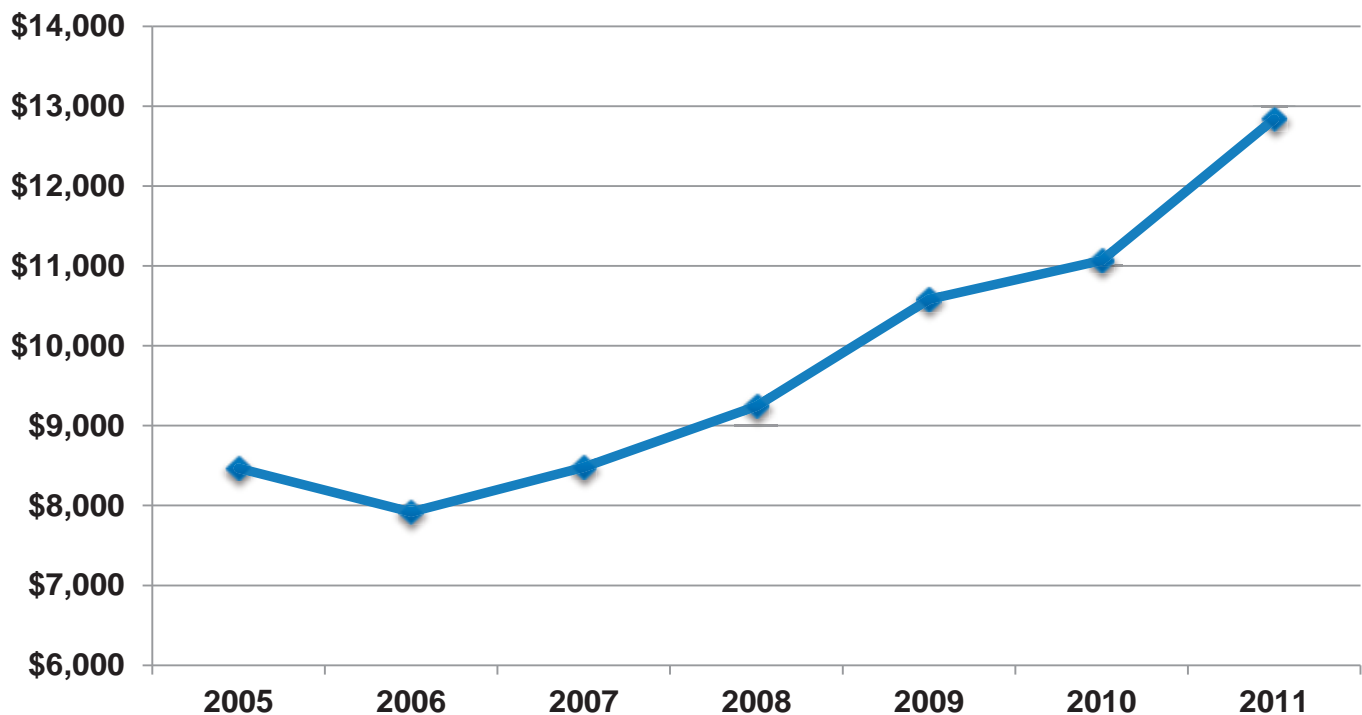
UNION VS. NON-UNION POSITIONS

CHART 6



HEALTH CARE EXPENDITURES PER EMPLOYEE

CHART 7



* This chart presents the City's actual per employee health care expenditures through 2010 and the year-end estimate for 2011.

EXPENDITURES AND PERSONNEL DISCUSSION (CONTINUED)

Professional and contractual services make up approximately 10.4 percent, or \$651.7 million, of total proposed City local fund expenses, and approximately 8.6 percent, or \$265.7 million, of proposed corporate fund expenses in 2012. Professional and contractual services include a variety of services delivered by contractors and vendors, such as technology support, red-light camera violation noticing, credit card and banking fees, security services, and employment testing.

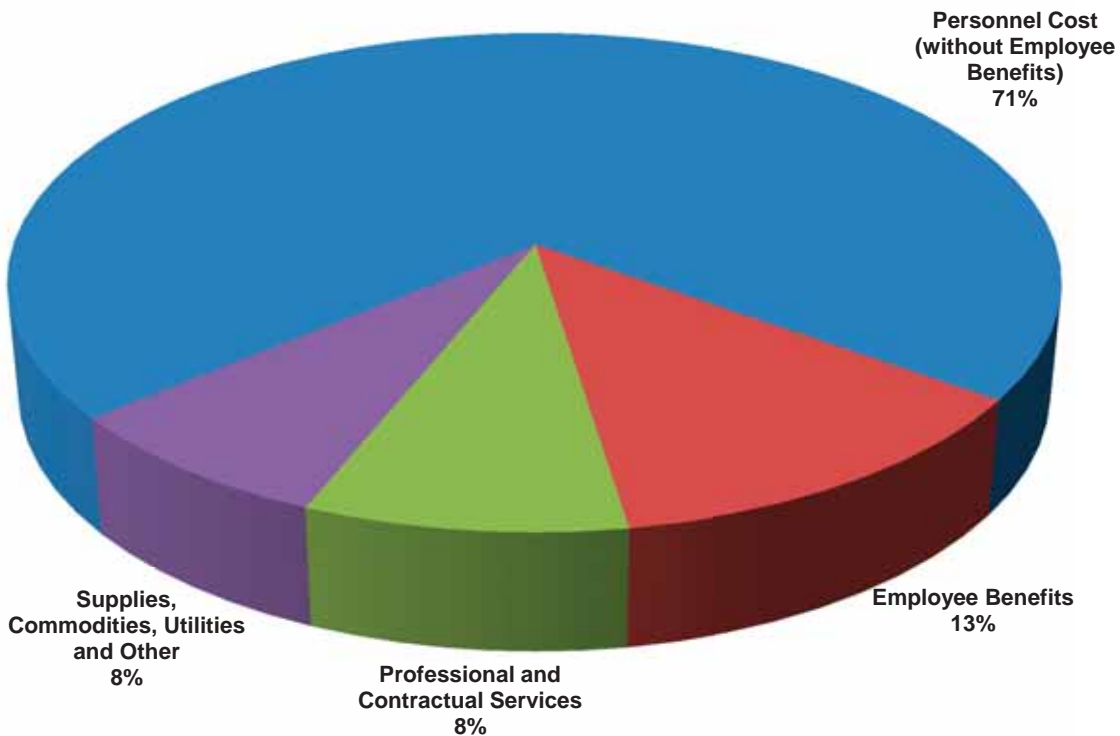
The 2012 proposed corporate fund budget allocates \$36.0 million in energy-related expenses. The City projects spending \$24.0 million on vehicle fuel, including diesel, and \$12.1 million on utility costs, with \$9.1 million for electricity and \$2.9 million for natural gas. This is a reduction of more than 10 percent from the 2011 appropriation for the same expenses. Additional information on the City's

efforts to reduce its utility, fuel, and vehicle-related costs through conservation and sustainable practices can be found in the departmental summary for the Department of Fleet and Facility Management in the following section of this document.

The proposed budget allocates \$41.3 million for waste disposal costs, and additional information on the waste collection system can be found in the departmental summary for the Department of Streets and Sanitation in the following section of this document.

PROPOSED CORPORATE FUND BUDGET BY EXPENDITURE TYPE

CHART 8



EXPENDITURES AND PERSONNEL DISCUSSION (CONTINUED)

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, Infrastructure Services, and Public Service Enterprises. Each of these functional categories is further described in the following section. The City’s budget also utilizes a Finance General category, which is budgeted separately from City departments and accounts for citywide expenditures such as pension contributions, debt service, and employee health care. The Finance General category of expenses represents 49.0 percent of the local fund budget, or \$3.1 billion.

Public Safety represents the next largest category of expenses, at \$1.9 billion, or 30.2 percent of the overall budget and 61.6 percent of the corporate fund budget.

Public Service Enterprises, Finance and Administration, and Infrastructure Services represent 10.1 percent, 7.4 percent and 5.8 percent of projected 2012 costs, respectively. City Development and Community Services together represent 2.4 percent of the 2012 proposed 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 funds.

The following section sets forth the proposed 2012 budget allocation for each City department and program, organized by functional category, and provides a description of each functional category, City department, and program funded under the proposed 2012 budget.

PROPOSED LOCAL FUND BUDGET AND POSITION COUNT BY FUNCTION

\$ MILLIONS
TABLE 8

	2011 Budget	2012 Proposed Budget	2011 Position Count	2012 Position Count
Finance and Administration	\$482.3	\$467.4	2,502	2,409
Legislative and Elections	45.4	40.7	358	360
City Development	62.3	60.6	231	233
Community Services	109.2	89.9	1,169	944
Public Safety	1,929.0	1,902.5	21,850	20,213
Regulatory	55.1	49.2	627	534
Infrastructure Services	367.2	363.9	2,768	2,613
Public Service Enterprises	616.0	632.3	3,417	3,317
General Financing Requirements	2,901.0	3,077.7		
Total - All Functions Before Reimbursements	6,567.5	6,684.4		
Deduct Reimbursements Between Funds	(344.4)	(330.3)		
Deduct Proceeds of Debt	(70.4)	(70.5)		
Net Total Appropriations/Positions	6,152.7	6,283.6	32,922	30,623

PERFORMANCE METRICS AND THE BUDGET

INTRODUCTION

In past years, the City has produced a Program and Budget Summary book that provided an overview of each City department and its budget, as well as “key performance indicators” for each department. This year, the departmental overviews have been incorporated into the following section of this document; however, like many things this year, the City’s approach to performance indicators and the way in which this information is shared with the public will be changing.

PERFORMANCE METRIC INITIATIVE

Tracking performance metrics is a valuable exercise only to the extent that those metrics are meaningful indicators of the quality of City governance and services, and only if the data gathered is used as a basis for making decisions that increase the efficiency of City operations and improve the quality of City services. With this in mind, this administration began on day one the process of establishing metrics and goals for each department that will provide true benchmarks of their performance. These metrics will be consistently tracked and will be used to guide programmatic and budgetary decisions in order to form a robust performance management system that is fully integrated into the operations and oversight of the City.

TRANSPARENCY AND PERFORMANCE DATA

Being open and transparent with the public about the City’s performance is a basic tenet on which this administration operates. Recognizing that the City is ultimately accountable to its residents, each step in the development of the City’s performance metric system will be available on the “Performance Metrics” page of the City’s website. Many metrics have already been made available and are being continually updated, including:

- Call volume, agent efficiency, and wait time to reach a representative at the 311 city services center
- Time to complete a traffic light repair request
- Time to repair or replace damaged or missing stop signs reported through a 311 call
- Time to complete street light repairs or bulb replacements in response to a report of an outage

- Number of days to complete a pothole repair
- Time to remove tree debris from the public way
- Time to process applications for building permits, business licenses, and retail food licenses
- Number of residents engaged in workforce development services, such as skills training and job placement
- Number of meals provided to seniors through the Home Delivered Meals and Congregate Dining Programs
- Number of children engaged in programs to promote strong social and emotional development
- Number of young people engaged in programs to provide out-of-school opportunities
- Number of lead inspections conducted
- Number of vaccine doses distributed to local health care providers
- Number of City employees and lobbyists completing ethics training programs

These metrics serve as a public report card to ensure all City departments are held to a high standard, and will provide information about service delivery, administrative efficiency, ethical standards, and other measures that matter to the residents of Chicago. The City will build on this foundation over the coming year by continuing to establish performance metrics for each department and post that data online for the public to view.

BUDGET 2012

OVERVIEW

PROGRAMS AND BUDGET
SUMMARIES BY DEPARTMENT

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

FINANCE AND ADMINISTRATION
INTRODUCTION

The departments in the Finance and Administration category manage the City's finances, human resources, legal functions, and technology resources, and coordinate the City's overall government operations. The functions and support that the Finance and Administration departments provide allow for front-line departments to focus on their core missions and are critical to ensuring that the City can serve its residents in a timely and cost-effective manner today, and into the future.

The departments that comprise the Finance and Administration category include:

- Office of the Mayor
- Office of Budget and Management
- Department of Innovation and Technology
- Office of the City Clerk
- Department of Finance (City Comptroller)
- 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

In total, the proposed budget recommends local funding for the Finance and Administration departments at \$467.4 million, a decrease of \$14.9 million, or 3.1 percent, from the 2011 budget. The number of positions, including full time equivalents and grant-funded positions, recommended for these departments will decrease by 70 from 2,784 in 2011 to 2,714 in 2012. The 2012 proposed budget consolidates the Department of Revenue with the Department of Finance and

the Department of Fleet Management with the Department of General Services, and merges the functions of the Office of Compliance into other Finance and Administration departments, in order to leverage efficiencies and ensure that the core functions of those departments are performed in the most streamlined, rational, and effective manner possible.

Grant Funding and Programing

The primary recipients of grant funding in the Finance and Administration category are the Office of Budget and Management, Department of Innovation and Technology, Department of Finance, Department of Law, and Department of Fleet and Facility Management. In 2012, these departments are expected to receive \$55.1 million in grant funds, including:

- \$5.0 million for the Public Sector Aggregator Program to conduct energy conservation measures such as lighting and HVAC retrofits that the City estimates will save \$1.1 million in energy costs in 2012
- \$11.2 million from the Federal Government's Broadband Technology Opportunities Program to expand computer access, technology training and broadband adoption in Chicago through two grants: the Public Computer Center Grant will improve computing capacity citywide and deliver technology and job skills training at Chicago Public Library branches, City Colleges of Chicago, and community, senior, and youth centers; and the Sustainable Broadband Adoption Grant aims to drive broadband adoption in Humboldt Park, Pilsen, Englewood, Chicago Lawn, and Auburn Gresham by demonstrating the value of connectivity and the importance of developing digital skills to residents and small businesses

The following pages contain additional details on each department and its proposed 2012 budget.

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, liaises with Cook County, ensures that departments and City employees deliver effective and efficient services, and promotes the City's policy agenda at federal, state, and local levels of government.

The Mayor's Chief of Staff is responsible for leading and coordinating the day-to-day management responsibilities through a team of deputies and assistants who serve as liaisons to departmental leaders, constituents, community service organizations, and private sector entities. The Mayor's Scheduling Office responds to thousands of constituent letters and speaking requests and coordinates official visits and meetings.

The Mayor's Office of Legislative Counsel and Government Affairs promotes the City's policy agenda at the federal, state, and local levels of government. This office works closely with a wide variety of public and private organizations and individuals to identify, prioritize, and implement City initiatives through legislation.

The Mayor's Press Office manages and disseminates information to the media and the public regarding the City's programs and services. This office handles media inquiries; interacts with local, national and international print and broadcast media outlets; and oversees production of Chicago Works, a news program on the City's cable channel.

2011 and 2012 Initiatives

The Mayor's Office will receive an investment of \$2 million a year for three years from Bloomberg Philanthropies, enhanced by an additional \$1 million a year from local donors, to create an Innovation Delivery Team tasked with creating and implementing new solutions to improve the efficiency of City government.

The Innovation Delivery Team will focus on two priority issues: reducing the time Chicagoans spend in line to access City services, and creating Energy Efficiency Target Zones throughout Chicago to significantly reduce energy use. Driving efficiencies in these areas will help fulfill Mayor Emanuel's campaign promise to deliver high-quality services to Chicago residents at a lower cost.

The Innovation Delivery Team grants are the first made through the Mayors Project, the new government innovation program at Bloomberg Philanthropies. The Mayors Project has two goals: develop innovation capacity within municipal government and disseminate effective programs and policies across cities. Chicago was one of five cities selected by Bloomberg Philanthropies to receive the grant.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

OFFICE OF THE MAYOR

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	73	5,786,850	64	5,514,387
Special Events and Municipal Hotel Operators'	5	347,688	6	446,124
Occupation Tax Fund				
Other Grant Fund		6,000,000	13	6,401,996
Total Full-time Equivalent Positions and Amounts	78	\$12,134,538	83	\$12,362,507

ALLOCATION

Personnel Services	5,720,336	7,250,149
Non-Personnel Services	6,414,202	5,112,358

Program Summary and Description	Positions	2012
		Funding
EXECUTIVE Provides general support to the Executive.	4	464,188
ADMINISTRATION	38	3,446,591
PRESS OFFICE Coordinates the exchange of information between the administration, the media and the public.	12	1,123,862
LEGISLATIVE COUNSEL & GOVERNMENT AFFAIRS Represents the City at local, state and federal levels to secure funding, legislation, and public support. Provides liaison to other units of local government, and maintains legislative liaison with City Council.	16	1,384,285
INTERNATIONAL RELATIONS Connects Chicago with cities around the world to promote mutually beneficial activities that will enhance Chicago's global position.	4	280,842
INNOVATION DELIVERY TEAM Creating and implementing new solutions to improve the efficiency of City government.	9	6,000,000
TURNOVER		(337,261)

The 2011 Corporate Fund and Special Events and Municipal Hotel Occupation Operation Tax Fund budget for the Office of the Mayor did not include eight positions that were budgeted in other City departments but were permanently detailed to work in the Mayor's Office. The total budgeted amount in 2011 for positions in other City departments detailed to the Office of the Mayor was \$652,854. Positions such as these are included in the budget for the Office of the Mayor in 2012 and will be included going forward.

The additional grant fund positions in the Mayor's Office include a Bloomberg Foundation grant (\$2 million a year for three years) to create a Chicago Innovation Delivery Team of ten employees, as well as three positions from the former Department of Environment, including a new Chief Sustainability Officer.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

OFFICE OF BUDGET AND MANAGEMENT

The Office of Budget and Management (OBM) prepares, executes, and manages the City's annual budget and capital improvement program, and manages organizational change that improves the City's fiscal condition and increases taxpayer value. OBM also oversees applications for federal and state grants.

The City's annual budget includes operating expenses for core government functions such as police protection and sanitation services; federal, state, and other public and private grant funds; and funding for capital and infrastructure improvements. Throughout the year, OBM monitors revenues and expenditures in connection with each of these areas and analyzes economic factors that affect City government. Eighty-four percent of the City's corporate fund budget goes toward the personnel that deliver City services. As such, controlling these costs is an important part of OBM's core function.

OBM coordinates large grants received through the federal Department of Housing and Urban Development, including the Community Development Block Grant, the HOME Grant, the Housing Opportunities for People with AIDS Grant, and the Emergency Shelter Grants.

OBM also functions as an internal consultant to City departments, assessing the quantity, efficiency, and quality of City services, and helping departments analyze what is working, what is not, and what improvements can be made. The Budget Director works with the Mayor's Office and departmental staff to review programs and performance and make any resource adjustments, process changes, or policy decisions that are necessary to enable departments to provide quality services in the most efficient and effective manner possible.

2011 and 2012 Initiatives

During the Mayor's first week in office, he pledged to cut \$75 million from the 2011 budget. OBM has been instrumental in executing that pledge by coordinating reductions in management costs, savings in energy costs, controls on non-essential contract spending, improved grants management, and other cost-savings initiatives. Beginning with the 2012 budget, OBM is undertaking the difficult task of addressing the City's structural deficit by cutting costs and effectively leveraging resources in order to balance the City's budget without the excessive use of one-time resources.

In July of 2011, OBM issued the City's first Annual Financial Analysis, pursuant to Executive Order 2011-7. The Annual Financial Analysis 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 a number of important elements of City finance such as pensions, debt obligations, and TIF programming.

OBM has also launched initiatives to accurately determine the full cost of providing City services. This comprehensive costing analysis will enable the City to make informed decisions about the way in which City services are provided. It will be used as OBM assists departments in implementing competitive bidding processes for the provision of certain City services in order to ensure that the City is providing the highest quality services in the most cost-efficient manner.

2 0 1 2 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 BUDGET AND MANAGEMENT

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	21	1,843,271	17	1,611,458
Water Fund	1	97,353	1	110,880
Chicago O'Hare Airport Fund		0	1	59,436
Tax Increment Financing Administration	2	139,068	2	147,133
Community Development Block Grant	7	3,411,896	6	3,520,676
Other Grant Fund	12	2,439,000	11	9,866,468
Total Full-time Equivalent Positions and Amounts	43	\$7,930,588	38	\$15,316,051

ALLOCATION

Personnel Services	3,826,495	3,794,606
Non-Personnel Services	4,104,093	11,521,445

Program Summary and Description	Positions	2012
		Funding
ADMINISTRATION	5	626,724
REVENUE AND EXPENDITURE ANALYSIS Prepares annual budget recommendations for all operating funds. Monitors revenue and spending throughout the current year. Projects revenue for annual appropriation ordinances. Analyzes revenue impact of new revenue initiatives. Prepares annual grant budget recommendations. Monitors grant expenditures and performance; works with departments to comply with audit requirements.	26	6,063,717
MANAGEMENT INITIATIVES Evaluates the effectiveness of current City programs and helps implement new initiatives by City departments.	2	8,355,492
COMPENSATION AND TECHNICAL PROCESSING Monitors citywide personnel and compensation approvals as they relate to the approved annual appropriation. Develops, tests, deploys and maintains all technical systems used to support the operating and capital budgets; implements new system designs and enhancements.	3	244,830
TIF PROGRAM MANAGEMENT Monitors Tax Increment Financing (TIF) funds and project spending throughout the year.	2	165,300
TURNOVER		(140,012)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

DEPARTMENT OF INNOVATION AND TECHNOLOGY

The central purpose of the Department of Innovation and Technology (DoIT) is to enhance delivery of City services through easy, reliable, cost-effective, and secure access to information, and to promote Chicago's advancement through technology.

DoIT is the central information technology organization for the City and provides a number of technology services to City departments, City Council, sister agencies, residents, businesses, and tourists, including:

- City of Chicago website (www.cityofchicago.org) – The City's website contains information about City departments and agencies and allows residents and businesses to conduct transactions online. Chicagoans use the City's website to pay water bills, purchase vehicle stickers, find events, apply for and check the status of building permits, and more.
- Citywide Service Request System (CSR) – When a resident calls the 311 City Services center or enters an online request for a city service, CSR tracks the request as it is assigned to the appropriate City department and resolved. This system helps managers evaluate service needs and trends.
- Geographic Information System (GIS) – GIS allows the City to map hundreds of elements, including zoning boundaries and changes, City vehicle GPS data, and 311 service requests. Together with the Chicago Mobile Asset Tracking website, which allows the City to manage and analyze non-emergency dispatch operations such as pothole repair and snow removal, GIS enables City departments to more efficiently route crews to work on assignments.
- Enterprise Case Management (ECM) – This computer system tracks social services provided to Chicagoans by the City, its sister agencies, and its service providers.
- Health Information Technology – This computer system provides emergency health communications and tracks restaurant inspections, health records, and billing.
- Inspections and Permitting Systems – These computer systems track building permits, construction inspections, complaint inspections and annual inspections.
- Revenue Systems – These cashing, business licensing, business inspections and taxes, debt referral, and real-estate transfer tax tracking systems allow residents to make and track payments online and enable the City to administer and account for these payments.
- Financial Management and Purchasing System (FMPS) and Chicago Integrated Personnel and Payroll Systems (CHIPPS) – These computer systems provide a central data repository for the City's financial, human resource, and payroll information for coordination and effective tracking.
- DoIT also provides for the maintenance of City computers, servers, networks, and telecommunications infrastructure, including telephones, voicemail, electronic mail, and other communications tools; develops and maintains technology standards and policies for the City; helps City departments access and protect data; and works with City departments to create innovative resident-centered services and processes.

2011 and 2012 Initiatives

The City continues to encourage dialog with an informed public, and DoIT has played an important part in this process. Nearly 200 sets of information have been made available on the internet in an easy-to-use format, and DoIT will continue to provide technical support to this effort in 2012. Information about City service delivery performance, employee salaries, contracts, Tax Increment Financing, and other programs is available at data.cityofchicago.org. The City has also begun hosting open, interactive town hall meetings, City budget discussions, and TIF forums online, for which DoIT has played a technical advisory role.

Chicago continues to increase locations where residents can access the internet for free. DoIT has built four new public computer centers and improved 18 existing centers with workstations and network connectivity. More than 450 new workstations have been installed to date, with plans to roll out 2,900 workstations at more than 100 sites in 2012. Workstations are publicly available in Chicago Public Library branches, senior centers, City Colleges, CHA facilities, and community centers throughout Chicago.

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

DEPARTMENT OF INNOVATION AND TECHNOLOGY

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	80	20,563,865	73	18,831,018
Water Fund		4,880,664		4,880,664
Other Grant Fund		19,319,000	17	16,326,472
Total Full-time Equivalent Positions and Amounts	80	\$44,763,529	90	\$40,038,154

ALLOCATION

Personnel Services	6,718,053	8,543,144
Non-Personnel Services	38,045,476	31,495,010

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	11	2,724,666
ENTERPRISE ARCHITECTURE AND MANAGEMENT Sets policies and standards for the city's enterprise network. Designs and manages complex components of the City's enterprise network, including enterprise application, database, network, reporting, server and storage needs. Mitigates information security risks.	20	11,071,275
ENTERPRISE RESOURCE PLANNING SYSTEMS Maintains citywide financial management systems, including purchasing and human resource systems.	6	6,070,388
PROPERTY SYSTEMS Designs, develops and manages all citywide regulatory systems that ensure compliance standards throughout the city.	7	4,473,322
PUBLIC SERVICES SYSTEMS Designs, develops and manages service systems, such as the Customer Service Request System.	23	6,488,708
GEOGRAPHIC INFORMATION SYSTEMS Assists all departments in the utilization of geographic information systems (GIS).	6	861,968
TECHNICAL OPERATIONS Maintains the computing infrastructure of the City, including support for all hardware and software initiatives.	12	7,295,007
SOFTWARE DEVELOPMENT Designs, develops and maintains custom software when packaged software is not available to address City needs. Builds and maintains enterprise shared services including online payment processing and 311 service request routing. Maintains City Internet, Explore Chicago and Intranet websites.	5	1,534,116
TURNOVER		(481,296)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

OFFICE OF THE CITY CLERK

The Office of the City Clerk maintains official documents and records of the City, including legislation. As official parliamentarian of the City Council, the City Clerk publishes the Journals of Proceedings, the official record of City Council meetings. The City Clerk oversees, guides, and tracks the entire legislative process from the introduction of proposed legislation to final approval and publication. The Office of the City Clerk also issues and collects revenues from city vehicle stickers, residential zone parking stickers, daily residential guest passes, and dog registrations, and processes U.S. passport applications.

Every year, the Office of the City Clerk receives and records more than 100,000 pieces of legislation and records more than 26,000 official documents. It also processes approximately 1.3 million applications for city vehicle stickers, which account for more than \$100 million in annual revenue. In addition to vehicle sticker sales, every year the Office issues more than 160,000 annual residential parking permits and approximately 4 million daily residential parking passes.

2011 and 2012 Initiatives

The Clerk's office will make a concentrated effort in 2012 to actively promote the benefits of dog registration and work to increase registration numbers through public relations efforts, partnerships with the pet industry, and ward-sponsored community events.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF FINANCE

The 2012 Budget consolidates the Department of Revenue and the Department of Finance in order to achieve efficiencies and improve the core functions of the departments. The central purpose of the consolidated Departments of Revenue and Finance is to collect revenue and effectively and efficiently manage the City's financial resources. The Department safeguards the City's financial position by maximizing revenues, monitoring expenditures, managing benefits and risk exposure, managing the debt portfolio and issuance, and reporting financial information.

The Department bills individuals and entities for monies owed to the City, and collects revenue through a variety of on-line, in-person, and mail payment options. In 2010, the Department collected \$1.18 billion in City-administered taxes, \$220.4 million in parking and red-light violation fines, and \$750.5 million in other revenues. Revenues are continually monitored and reported as they are received. The Department also serves core fiscal functions, such as issuing bonds, paying vendors, issuing paychecks, and performing accounting and financial reporting, including financial reporting requirements for federal and state grants. In addition, the Department administers the benefits programs for City employees, dependents and retirees.

2011 and 2012 Initiatives

In 2011, the City began to centralize in the Department of Finance invoice entry and payment processing (CIP) for most contracts. Under this process, invoices are sent directly to the Department for expedited processing, decreasing the time it takes to pay vendors. Approximately 30 percent of invoices are now paid using the CIP process. In 2012, the City expects continued improvement in the CIP process, further decreasing the time it takes to pay vendors. In addition, traditional check payments will be increasingly replaced with faster, more cost efficient methods such as electronic funds transfers and ePayables. Through these efforts, the City aims to reduce the time it takes to pay vendors by 50 percent.

The Department also continuously assesses tax collections in an effort to increase enforcement. In 2011, these audits are expected to result in over \$33 million in revenue. These tax enforcement efforts have exceeded target expectations in 2011, collecting more during the first seven months of 2011 than has been collected in any of the prior four years. Improvements in data capture, account research, and billing processes have increased the Department's ability to bill timely and accurately for amounts the City is owed. These enhancements will be completed in 2012, resulting in the more complete capture of such revenue.

The Department also plans to expand the network of walk-in payment servicing locations around the City in 2012. This will enable residents to access these services more conveniently in places that are a part of their normal weekly routines.

The Department will implement new technology to process payment site walk-in check payments electronically, reducing processing cost, allowing deposited funds to be made available the next day, and to allow for further automation of downstream returned payment processing.

2 0 1 2 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

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund		0	35	3,428,937
Water Fund		0		6,552
Sewer Fund		0		15,675
Chicago Midway Airport Fund		0		6,552
Chicago O'Hare Airport Fund		0		6,552
Total Full-time Equivalent Positions and Amounts	0	\$0	35	\$3,464,268

ALLOCATION

Personnel Services	0	3,023,028
Non-Personnel Services	0	441,240

Program Summary and Description	2012	
	Positions	Funding
ADMINISTRATION	35	3,587,861

DEPARTMENT OF FINANCE
Accounting and Financial Reporting

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund		0	47	4,329,093
Water Fund		0	3	226,636
Chicago Midway Airport Fund		0	5	431,669
Chicago O'Hare Airport Fund		0	25	2,263,735
Community Development Block Grant		0	14	1,926,701
Other Grant Fund		0	4	400,061
Total Full-time Equivalent Positions and Amounts	0	\$0	98	\$9,577,895

ALLOCATION

Personnel Services	0	8,172,852
Non-Personnel Services	0	1,405,043

Program Summary and Description	2012	
	Positions	Funding
ADMINISTRATION	3	434,009
ACCOUNTING AND FINANCIAL REPORTING	95	9,408,450
Provides accounting, auditing, and financial reporting for all components of the City including current operations, capital outlays, grant funds, enterprise funds, and debt services, as required by City, State and Federal laws and regulations.		
TURNOVER		(264,564)

2 0 1 2 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
Financial Strategy and Operations

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund		0	74	5,635,952
Water Fund		0		69,460
Sewer Fund		0		69,460
Chicago Midway Airport Fund		0		60,160
Chicago O'Hare Airport Fund		0		63,700
Tax Increment Financing Administration		0	3	279,115
Total Full-time Equivalent Positions and Amounts	0	\$0	77	\$6,177,847

ALLOCATION

Personnel Services	0	5,644,261
Non-Personnel Services	0	533,586

Program Summary and Description	Positions	2012
		Funding
ADMINISTRATION	2	187,128
FINANCIAL STRATEGY AND OPERATIONS Develops financial policy recommendations, manages the City debt portfolio and cash position; audits, processes and schedules all City vendor payments; manages distribution and audit of all City payrolls, including maintaining payroll systems; manages all personal property, and casualty risks and employee benefits programs.	75	6,189,594
TURNOVER		(198,875)

DEPARTMENT OF FINANCE
Revenue Services and Operations

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund		0	374	40,790,239
Water Fund		0	68	7,908,682
Vehicle Tax Fund		0	8	424,244
Total Full-time Equivalent Positions and Amounts	0	\$0	450	\$49,123,165

ALLOCATION

Personnel Services	0	22,586,259
Non-Personnel Services	0	26,536,906

Program Summary and Description	Positions	2012
		Funding
ADMINISTRATION	2	948,926
PAYMENT PROCESSING Provides and oversees cashing and reporting of payments made to the City. Manages and operates payment centers throughout the City.	53	4,353,983
TAX POLICY AND ADMINISTRATION Provides and oversees City tax administration, enforcement, discovery, policy formation and customer service.	68	5,935,522

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PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT FINANCE AND ADMINISTRATION

STREET OPERATIONS	231	14,804,767
Provides and oversees parking enforcement, booting operations and manages the residential disabled permit program.		
ACCOUNTS RECEIVABLE	96	26,629,085
Oversees and performs timely and orderly billing and citation notices. Manages collection and cost recovery of various debts owed to the City.		
TURNOVER		(3,549,118)

DEPARTMENT OF FINANCE City Comptroller

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	112	8,652,634		0
Water Fund	3	281,782		0
Sewer Fund		85,135		0
Chicago Midway Airport Fund	5	473,450		0
Chicago O'Hare Airport Fund	25	2,155,946		0
Tax Increment Financing Administration	3	258,043		0
Total Full-time Equivalent Positions and Amounts	148	\$11,906,990	0	\$0

ALLOCATION

Personnel Services	10,635,369	0
Non-Personnel Services	1,271,621	0

Program Summary and Description	Positions	2012 Funding

DEPARTMENT OF FINANCE Special Accounting Division

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	34	2,809,498		0
Community Development Block Grant	14	1,279,714		0
Total Full-time Equivalent Positions and Amounts	48	\$4,089,212	0	\$0

ALLOCATION

Personnel Services	3,640,763	0
Non-Personnel Services	448,449	0

Program Summary and Description	Positions	2012 Funding

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PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF REVENUE

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	396	45,752,598		0
Water Fund	63	7,269,317		0
Vehicle Tax Fund	8	436,572		0
Total Full-time Equivalent Positions and Amounts	467	\$53,458,487	0	\$0

ALLOCATION

Personnel Services	25,897,478	0
Non-Personnel Services	27,561,009	0

Program Summary and Description	Positions	2012	
		Funding	

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

CITY TREASURER'S OFFICE

The mission of the Office of the City Treasurer is to manage the City's cash flows and investment portfolio while adhering to its stated investment objectives - ensuring the safety of principal, maintaining adequate liquidity, maximizing investment returns, and utilizing investments to promote economic development throughout the City. The Office of the City Treasurer is comprised of three divisions - Portfolio Management, Financial Reporting, and Economic Development.

As the chief investment officer for the City, the City Treasurer is responsible for managing the City's \$6.7 billion investment portfolio. This portfolio includes the City's operating and bond trust funds, short-term investments for City pension funds, and funds belonging to the Chicago Public Schools.

The Financial Reporting division of the Office is responsible for maintaining all 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 City Treasurer functions as the City's banker.

The Economic Development division implements programs that promote economic growth and financial literacy throughout Chicago, focusing on three major areas - asset building, financial education, and small business support. These areas allow the Office to leverage its unique strengths as the City's banker. Asset building enables individuals to increase their savings, which contributes to the prevention of bankruptcy, eviction, and unemployment. Financial education teaches individuals what to do once they accumulate assets. Small business support assists the wide range of small and local businesses that constitute the number one source of employment in the U.S., thereby fostering a pathway out of poverty. These areas are long-term building blocks for the local economy at the individual level.

2011 and 2012 Initiatives

The Economic Development team in the Office has three goals - increase financial education resources in the community, decrease the use of fringe financial services, and support the growth of the local small business community. In 2011, the Office offered financial education in 145 of the Chicago Public Elementary Schools and offered 44 free classes for adults through the public libraries, City Colleges, and non-profit partners.

The Office of the Treasurer works in the small business community through two programs - the Small Business Development Loan Program and the Small Business Expo. In 2011, the Office expects over 3,000 attendees at the Small Business Expo, which will offer 35 workshops and have over 100 exhibitors. The Small Business Development Loan Program grew in 2011 from one pilot lender to six lenders. In 2012, the Office will track the loans made and jobs created through this program.

The Office also recently launched the Bank On Chicago program and soon will reintroduce the Linked Deposit program. The Bank On Chicago program unites financial institutions, community groups, and federal and local government to get the unbanked into the financial mainstream.

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PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

CITY TREASURER

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	21	2,125,688	21	2,223,249
Chicago O'Hare Airport Fund	1	56,191	1	68,880
Tax Increment Financing Administration		0	1	85,020
Total Full-time Equivalent Positions and Amounts	22	\$2,181,879	23	\$2,377,149

ALLOCATION

Personnel Services	1,702,863	1,944,215
Non-Personnel Services	479,016	432,934

Program Summary and Description	Positions	2012
		Funding
ADMINISTRATION	6	605,942
PORTFOLIO MANAGEMENT Manages City investment portfolio in adherence to regulations governing such activities.	5	479,408
FINANCIAL REPORTING Performs accounting and financial reporting duties for the City's revenue and disbursement accounts; serves as liaison with outside auditors and other departments.	9	852,585
ECONOMIC DEVELOPMENT Develops and implements economic development programs, coordinates program marketing and public affairs, and works with financial institutions and other governmental offices.	3	439,214

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, impartial administrative hearings for violations of the Chicago Municipal Code, the Chicago Park District Code, and the Chicago Transit Authority Code. DoAH does not hear cases where incarceration is sought.

The Department hires and trains outside attorneys to hear cases. These administrative law judges preside over approximately 520,000 cases per year. The Department hears cases that fall under the following categories:

- Buildings: violations of the zoning code, fire code, and building code, including targeting of gang and drug houses, vacant buildings, and lead paint in buildings with minors.
- Environmental Safety and Consumer Affairs: public passenger vehicle violations, false advertising/deceptive practices, unlicensed businesses, outdated food products, home repair and motor vehicle repair fraud, unstamped cigarette sales, tobacco sales to minors, overweight trucks, and violations of the sanitation and health codes, including overflowing garbage dumpsters, unsanitary restaurants or stores, recycling violations, improper waste disposal, and towed vehicles.
- Municipal: police-issued tickets, non-payment of business taxes, wage garnishments, false burglar alarms, animal care and control, vehicle impoundments, debt determination, including water debt, denials of parade permits and gun registrations, and Chicago Housing Authority tenant grievances.
- Vehicle: parking tickets, booted vehicles, red-light violations, and driver's license suspensions.

2011 and 2012 Initiatives

Effective July 16, 2011, DoAH consolidated two of its hearings divisions - the Environmental Safety Hearings Division and the Consumer Affairs Hearings Division. These two divisions are now operating as the joint Environmental Safety and Consumer Affairs Hearings Division. This consolidation has and will continue to promote operations and staffing efficiencies. By training support staff to cover the duties of both divisions, the City ensures that citations, FOIA requests, customer service, and telephone inquiries are processed in a timely manner.

DoAH conducts ongoing training sessions to ensure that its administrative law judges can proficiently operate the Department's case management system, which facilitates efficient hearings and administration. Through these and other efficiencies, DoAH aims to conduct its operations in a manner that maximizes taxpayer value and ensures prompt and fair decisions. For example, DoAH's goal in 2012 is to continue scheduling in-person hearings and issuing decisions with respect to parking violations within 60 days of receipt.

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PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF ADMINISTRATIVE HEARINGS

FUND SOURCE(S)	2011 F.T.E.	2011 Appropriation	2012 F.T.E.	2012 Recommendation
Corporate Fund	44	7,279,375	41	7,279,375

ALLOCATION

Personnel Services	2,745,801	2,813,469
Non-Personnel Services	4,533,574	4,465,906

Program Summary and Description	2012 Positions	2012 Funding
ADMINISTRATION	5	492,166
CUSTOMER SERVICE Files motions to set aside defaults for all divisions, answers public inquiries at Central Hearing Facility and monitors the community service program.	9	1,167,593
BUILDING HEARINGS Conducts hearings on alleged violations of the building, fire and zoning codes.	6	827,107
CONSUMER AND ENVIRONMENTAL HEARINGS Conducts hearings involving public vehicles, and unlicensed, deceptive/fraudulent business practices, as well as hearings on safety violations of the health, sanitation, environmental and transportation codes.	7	965,461
MUNICIPAL HEARINGS Conducts hearings on the impoundment of vehicles, unpaid taxes or debts owed to the City.	7	1,057,589
VEHICLE HEARINGS Conducts hearings on violations of the parking and non-moving vehicle codes.	7	2,795,570
TURNOVER		(26,111)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF LAW

The central purpose of the Law Department is to provide the highest quality legal service to the City and its departments, officials, and employees, and to improve the quality of life in the city by enforcing the Municipal Code. The Law Department strives to promote the fiscal and organizational well-being of the City by effectively representing and counseling clients on legal transactions, civil litigation, policy initiatives, and risk management.

The Department is a full-service law office with 14 legal divisions 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, Department 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. Law Department attorneys are closely involved in housing, nuisance abatement, environmental, and anti-crime initiatives that significantly improve public safety and the quality of life in neighborhoods across the city.

The Law Department is one of the oldest law offices in Chicago, and its alumni include some of the most notable lawyers and public servants in Chicago's history, including Clarence Darrow and Mayor Harold Washington.

2011 and 2012 Initiatives

Beginning in May of 2011 and continuing through 2012, the Law Department will complete the process of right-sizing the number of attorneys on its staff in order to reduce the overall cost of running the Department. In the past, outside counsel has been used for a variety of cases that could have been handled by City attorneys at a substantially lower cost. Going forward, outside counsel will be used only for specialized cases outside of the realm of expertise of City attorneys and for those matters in which there is a conflict. The Law Department is also focusing on maximizing the amount of pro bono services provided by area law firms.

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PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF LAW

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	327	26,830,183	326	28,181,327
Water Fund	15	1,344,618	15	1,490,275
Vehicle Tax Fund	23	1,300,374	22	1,387,551
Sewer Fund	7	563,173	6	612,617
Chicago Midway Airport Fund	4	496,338	4	588,263
Chicago O'Hare Airport Fund	22	1,785,053	19	1,874,596
Tax Increment Financing Administration	12	1,041,407	12	1,091,030
Community Development Block Grant	20	1,614,138	20	1,879,599
Total Full-time Equivalent Positions and Amounts	430	\$34,975,284	424	\$37,105,258

ALLOCATION

Personnel Services	30,475,916	32,685,159
Non-Personnel Services	4,499,368	4,420,099

Program Summary and Description	2012	
	Positions	Funding
ADMINISTRATION	22	6,489,421
TORTS Defends the City and individual city employees in tort litigation, including, but not limited to, personal injury cases, intentional tort actions, medical malpractice cases, wrongful death actions, property damage matters, as well as workers compensation cases. Additionally, the torts section represents the City as a plaintiff in cost recovery actions.	47	3,848,108
LEGAL INFORMATION AND INVESTIGATIONS Provides legal advice concerning the Freedom of Information Act and Local Records Act and acts as counsel for the City for FOIA appeals filed with the Attorney General's office. Responds to electronic discovery issues and to preservation requests received by the City and places legal holds on electronic public records. Provides skip tracing and service of process. The division also supports the various legal divisions.	7	544,972
APPEALS Responsible for state and federal appellate work in the four appellate courts that handle Illinois cases: the Illinois Appellate Court, the Illinois Supreme Court, the United States Courts of Appeals for the Seventh Circuit and the United States Supreme Court. Both cases that the City has won and cases that were lost at trial court level are handled by this division.	13	1,168,980
BUILDING AND LICENSE ENFORCEMENT Enforces the Building and Zoning Codes by prosecuting code violations in both Housing Court and the Department of Administrative Hearings. Pursues criminal housing cases against owners who allow crime to exist on their properties and prosecutes lead paint abatement cases referred by the Board of Health. Handles legal matters involving business licenses referred by the Department of Business Affairs and Consumer Protection.	72	5,022,244

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF LAW

Program Summary and Description	Positions	2012 Funding
<p>CONSTITUTIONAL AND COMMERCIAL LITIGATION Represents the City and City officials in constitutional, commercial and construction litigation, and provides pre-litigation counseling.</p>	16	1,556,904
<p>CONTRACTS Advises, drafts and negotiates agreements on behalf of all City departments for transactions involving the acquisition of goods, work or services.</p>	7	601,032
<p>EMPLOYMENT LITIGATION Defends all City departments, the City and individual employees in discrimination lawsuits brought by current and former employees in state and federal court and before the U.S. Equal Opportunity Commission and the Illinois Department of Human Rights.</p>	15	1,272,531
<p>FEDERAL CIVIL RIGHTS LITIGATION Defends the City and individual employees of the City in civil rights cases brought in federal court. The vast majority of cases involve defending the City and police officers who are accused of civil rights violations largely in the context of arrests, search warrant executions, excessive force, police shootings, and the care, custody and control of detainees in City jails.</p>	56	4,650,137
<p>LABOR Defends the City in grievances and arbitrations arising under the City's collective bargaining agreements; assists in contract negotiations; prepares disciplinary charges and represents the City in disciplinary proceedings before the Police Board and Human Resources Board; defends employment discrimination charges filed at the local, state and federal agencies; provides counsel to departments on labor, personnel and employment matters.</p>	25	2,102,223
<p>LEGAL COUNSEL Drafts legislation and provides legal advice and opinions to the Mayor, City Council and City departments and agencies.</p>	6	553,295
<p>PROSECUTIONS Prosecutes violations of the Municipal Code of Chicago in areas relating to transportation, police citations and traffic related matters in the Circuit Court of Cook County.</p>	21	1,270,669
<p>AVIATION, ENVIRONMENTAL AND REGULATORY Handles litigation and transactional matters in the following practice areas: aviation, environmental, financial/bankruptcy, general regulatory, intellectual property, public utilities and telecommunications.</p>	21	1,960,224
<p>FINANCE AND ECONOMIC DEVELOPMENT Assists in implementing financing to stimulate economic development. Goals include: improve public infrastructure; revitalize blighted areas; provide affordable housing; create and retain jobs for City residents.</p>	25	2,353,489

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

DEPARTMENT OF LAW

Program Summary and Description	Positions	2012	Funding
<p>REVENUE LITIGATION Litigates tax assessments and protests at the Department of Administrative Hearings; represents the City in state and federal court cases on enforcement or validity of various tax and revenue measures; drafts tax ordinances, regulations and opinion letters; and advises departments on tax and revenue matters. Litigates property tax valuation disputes and property tax rate objections.</p>	13		1,130,801
<p>REAL ESTATE Represents the City in implementing City land acquisitions and dispositions, City leases, affordable housing programs, 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>	12		1,175,002
<p>COLLECTION, OWNERSHIP, ADMIN LITIGATION The division handles in-house collections of Circuit Court and Administrative judgments, including demolition and mortgage foreclosures, and supervises outside collection matters. Additionally, the division determines ownership of properties with Municipal Code violations and prosecutes matters at the Department of Administrative Hearings.</p>	46		2,849,987
TURNOVER			(1,444,761)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF HUMAN RESOURCES

The Department of Human Resources recruits, develops and works to retain a professional and diverse workforce for the City. The department ensures that the City is in compliance with the City's hiring plan and that the City's application and hiring processes are open, competitive, and transparent. The Department maintains the City's classification and pay plan, which establishes job qualifications and ensures equitable pay rates for City positions. In addition, the department provides training to City employees in order to enhance and develop their job skills. The department also manages programs related to compliance with employment laws and City policies on equal employment opportunity, sexual harassment, and violence in the workplace. Finally, the department establishes, updates, and enforces the City's human resource policies and personnel rules.

2011 and 2012 Initiatives

In 2012, the Department of Human Resources will strive to carry on its strong track record of compliance with the City's Hiring Plan. The Department will continue to reduce the time it takes to fill a vacancy and to promptly complete investigations of alleged discrimination, sexual harassment, and violence in the workplace.

The City continues to make improvements to its hiring processes, including expanding the use of its on-line application system for positions in the Fire and Police Departments. These improvements will save money, provide better record-keeping, and increase transparency in City hiring in order to ensure compliance with applicable employment laws and policies.

The Department also intends to make improvements to its Equal Employment Opportunity (EEO) and Diversity programs by streamlining the process for EEO complaints and increasing its outreach and recruitment efforts to ensure a diverse City workforce. A responsive and effective EEO division will provide a more positive work environment for City employees and decrease the potential for employment-related liabilities, saving taxpayer money.

The Department plans to expand the City's student intern program in 2012 by developing relationships with local colleges, universities, and high schools in order to increase the awareness of internship opportunities at the City that can provide students with valuable job experience.

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

DEPARTMENT OF HUMAN RESOURCES

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	74	5,471,659	70	5,628,234
Water Fund	2	184,700	2	134,406
Chicago Midway Airport Fund	1	52,548	1	61,719
Chicago O'Hare Airport Fund	2	205,993	2	178,220
Total Full-time Equivalent Positions and Amounts	79	\$5,914,900	75	\$6,002,579

ALLOCATION

Personnel Services	4,954,945	4,939,396
Non-Personnel Services	959,955	1,063,183

Program Summary and Description	2012	
	Positions	Funding
ADMINISTRATION	12	1,360,037
EMPLOYMENT SERVICES Manages and monitors the hiring and promotion process for all City departments in compliance with the City's Hiring Plan and federal requirements, including the City's fingerprinting and background checking requirements.	26	1,980,859
PERSONNEL SYSTEMS MANAGEMENT Controls the creation, maintenance, and disposition of personnel records. Manages and maintains the department website, TALEO and CAREERS application systems and other technology initiatives.	11	1,036,451
EMPLOYEE SERVICES Manages all programs related to employee training and development, testing services, employee assistance program and employee performance evaluations. Manages the Sexual Harassment Office, Equal Employment Opportunity and Violence in the Workplace programs.	20	1,295,004
WORKFORCE COMPLIANCE Provides educational guidance and training to City managers and employees in order to enhance and develop their job skills.	6	653,859
TURNOVER		(323,631)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

DEPARTMENT OF PROCUREMENT SERVICES

The central purpose of the Department of Procurement Services (DPS) is to serve as the contracting authority for the City. DPS conducts an open, fair, and timely procurement processes founded upon the best practices in public procurement.

DPS currently manages approximately 1,500 contracts and modifications with an award value totaling nearly \$1.7 billion each year. DPS works with City departments to assess departmental needs and develop the appropriate process for purchasing the goods and services required by City government. As part of the City's effort to increase transparency in government, DPS has posted all contracts, vendor disclosures and details of payments on the City's website. This includes complete copies of all contracts, modifications, and disclosure statements since January 2003. Summary information for all contracts dating back to 1999 also remains available on the website.

2011 and 2012 Initiatives

In June of 2011, DPS began an initiative to centralize, modernize and restructure the City's procurement functions with the goal of saving \$25 million annually. This modernization effort will continue through 2012.

DPS has implemented several new business processes to make its operations more effective, efficient, and transparent to the public, including:

- Updated task order processes - DPS recently set specific targets with respect to task order processing and surplus equipment auction revenue. Task order requests are tracked for processing cycle times and currently average seven days or less. DPS has set a goal of five days from submittal to award, and added a budgetary review to the process, encouraging departments to find ways to complete more projects in-house.
- Surplus equipment auction program - This program generates revenue through the sale of decommissioned vehicles, equipment/supplies, and scrap metal via on-line auctions. As of the end of August, revenue from these auctions had already

exceeded the 2011 annual target of \$2 million. DPS will continue to work with all City departments to identify items for future auction in order to maintain or increase this revenue stream in 2012 and beyond.

- Reverse auction process - In 2011, DPS implemented a reverse auction process through which vendors who want the City's business bid continuously in a public process until the lowest price is reached. The process is initially being applied to hard-good commodities like office furniture, and will be assessed throughout the coming year for application to other purchases.
- City-County collaboration - The City and Cook County are working together to identify opportunities for joint procurement in order to drive down the cost of goods and services as well as the administrative costs associated with the procurement processes. Early successes in 2011 include the joint procurement of salt for roads, armored car services, and paper.
- Strategic sourcing - In September of 2011, DPS began a strategic sourcing effort that continuously evaluates the purchasing activities of the City in order to find opportunities for improvements and increased efficiencies. This project will lead to the consolidation of purchasing across City departments, helping to guarantee that the best prices are obtained by buying in larger quantities.

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PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF PROCUREMENT SERVICES

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	59	4,487,833	64	5,540,618
Water Fund	3	170,351	3	198,043
Chicago O'Hare Airport Fund	14	1,070,019	16	1,436,492
Total Full-time Equivalent Positions and Amounts	76	\$5,728,203	83	\$7,175,153

ALLOCATION

Personnel Services	5,248,946	5,991,332
Non-Personnel Services	479,257	1,183,821

Program Summary and Description	Positions	2012
		Funding
ADMINISTRATION	13	1,047,020
CONTRACT MANAGEMENT Facilitates the procurement process to provide timely, cost-effective, high-quality goods and services.	44	3,788,496
BUSINESS COMMUNITY RELATIONS Increases awareness of the City's contracting opportunities and programs. Serves as liaison to advocacy agencies, local chambers of commerce, intergovernmental units and the business community. Manages community and public relations, reporting systems and educational programs.	9	757,650
SUPPLIER DIVERSITY Manages the Minority and Women-Owned Business Certification Program for construction and non-construction contracts, Disadvantaged Business Enterprises and the Business Enterprises owned by People with Disabilities program.	17	1,974,976
TURNOVER		(392,989)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION**DEPARTMENT OF FLEET AND FACILITY
MANAGEMENT**

The 2012 Budget consolidates the Department of General Services and the Department of Fleet Management in order to achieve efficiencies and improve the core functions of the departments. The central purpose of the new Department of Fleet and Facility Management is to manage the City's infrastructure and assets. The Department is responsible for maintaining and repairing approximately 425 facilities and 12,000 vehicles. The Department implements green initiatives with respect to City vehicles and facilities that are both fiscally and environmentally responsible, resulting in an increased life expectancy of City assets, reduced fuel and energy use, and a higher standard for safety and environmental performance.

The Bureau of Fleet Operations repairs and maintains City vehicles, as well as those owned by the Chicago Park District, the Chicago Housing Authority, and the Chicago Transit Authority. The Bureau also dispenses, and monitors fuel for motorized equipment owned by the Chicago Park District, the Chicago Housing Authority, the Chicago Public Schools, the Metropolitan Pier and Exposition Authority, and the City Colleges of Chicago. It also coordinates the rental and "end of life" disposition of all vehicle and construction equipment.

The Bureau of Facility Management is responsible for operating and maintaining City facilities and providing architectural and engineering services for City projects. The Bureau maintains heating, ventilation, air conditioning, plumbing, and electrical systems, as well as custodial and landscaping services. The Bureau manages security services, and also provides carpentry, painting, and other professional services.

The Bureau of Asset Management procures energy for City facilities and fuel for the City's fleet of vehicles and manages energy efficiency programs. The Bureau is also responsible for managing leased space and negotiating lease agreements. It assists other departments and sister agencies by developing marketing and information strategies, and providing printing, design, photography, and document retention services.

2011 and 2012 Initiatives

As part of the Mayor's initiative to reduce the City's vehicle programs and real estate and energy expenses, the Department closely evaluated all of these costs in order to achieve substantial and lasting savings in 2011. The Department achieved these savings through lease credits, re-negotiated fuel contracts, adjustments by ComEd to the City's street lighting rates, and right-sizing the City's fleet. The Department is also in the process of improving efficiency across all types of fuel - gasoline, diesel, and alternative.

The Department will continue to actively reduce its light duty vehicle fleet by expanding its car-sharing program to eliminate more than 140 City vehicles by the end of 2012. The program creates a pool of City vehicles available for departments' use and utilizes Zip Car's scheduling technology to maximize the amount of time each vehicle is in use and thus reduce the number of vehicles required for City operations. The Department will also begin to maintain vehicles for the City Colleges of Chicago, adding to the fleet maintenance work it does for the Chicago Transit Authority, Chicago Park District, and the Chicago Public Schools, resulting in lower operating costs, improved service quality, and consolidated purchasing power.

The Department will seek LEED (Leadership in Energy and Environmental Design) certification for 12 City facilities in 2012. This certification ensures that City buildings maximize operational efficiency while minimizing environmental impacts. In addition, the Department will utilize a new facility assessment system in order to provide a comprehensive assessment of all City facilities' infrastructure including current condition and the cost to repair or replace. The assessments will allow accurate future planning and prioritization of capital improvement projects.

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PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF FLEET AND FACILITY MANAGEMENT
Commissioner's Office

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	5	453,414	3	287,809

ALLOCATION

Personnel Services	439,014	287,809
Non-Personnel Services	14,400	0

Program Summary and Description	Positions	2012	
		Funding	
ADMINISTRATION	3	296,660	
TURNOVER			(8,851)

DEPARTMENT OF FLEET AND FACILITY MANAGEMENT
Bureau of Finance and Administration

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	20	23,554,359	38	4,169,335
Water Fund		348,370		0
Vehicle Tax Fund		1,566,534		0
Sewer Fund		344,977		0
Library Fund-Buildings and Sites		1,754,649		0
Chicago O'Hare Airport Fund		504,909		0
Total Full-time Equivalent Positions and Amounts	20	\$28,073,798	38	\$4,169,335

ALLOCATION

Personnel Services	1,309,106	3,004,398
Non-Personnel Services	26,764,692	1,164,937

Program Summary and Description	Positions	2012	
		Funding	
ADMINISTRATION	38	4,281,206	
TURNOVER			(111,871)

2 0 1 2 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 FLEET AND FACILITY MANAGEMENT
Bureau of Facility Management

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund		0	289	45,389,894
Water Fund		0		144,198
Vehicle Tax Fund		0		716,819
Library Fund-Buildings and Sites		0		3,044,114
Library Fund-Maintenance and Operation		0	92	5,719,268
Total Full-time Equivalent Positions and Amounts	0	\$0	381	\$55,014,293

ALLOCATION

Personnel Services	0	24,616,807
Non-Personnel Services	0	30,397,486

Program Summary and Description	Positions	2012
		Funding
SUPPORT SERVICES Provides security, central mailing, document retention and customer service.	46	8,204,289
FACILITY MANAGEMENT Manages properties, custodial operations, ancillary services and the citywide recycling program at all City owned and leased facilities.	324	48,871,935
CAPITAL IMPROVEMENTS Provides citywide architectural, engineering and construction services; plans, programs, designs and builds new facilities and implements improvements for all City facilities; coordinates office and facility moves; oversees joint venture projects with the Public Building Commission.	11	1,434,806
TURNOVER		(3,496,737)

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PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF FLEET AND FACILITY MANAGEMENT

Bureau of Asset Management

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund		0	42	59,416,137
Water Fund		0		29,905,002
Vehicle Tax Fund		0		11,398,637
Motor Fuel Tax Fund		0		12,135,000
Sewer Fund		0		2,043,167
Library Fund-Buildings and Sites		0		1,623,886
Library Fund-Maintenance and Operation		0		3,453,423
Chicago Midway Airport Fund		0		7,104,241
Chicago O'Hare Airport Fund		0		32,221,655
Community Development Block Grant		0	1	136,777
Other Grant Fund		0	7	14,611,536
Total Full-time Equivalent Positions and Amounts		0	50	\$174,049,461

ALLOCATION

Personnel Services	0	3,734,527
Non-Personnel Services	0	170,314,934

Program Summary and Description	Positions	2012
		Funding
SUPPORT SERVICES Provides security, central mailing, document retention and customer service.	10	1,656,219
LEASE & REAL ESTATE PORTFOLIO MANAGEMENT Develops standard procedures for terms, enforcement and the negotiation of leases; evaluates space needs, lease consolidations, and build-out designs.	4	23,336,877
ENERGY SERVICES Develops energy procurement strategies, oversees energy contract management, researches the energy market to ensure rate optimization, and applies for energy-related grants.	12	146,738,610
GRAPHICS SERVICES Provides in-house photographic and digital imaging services to City departments. Responsible for archiving, sales and distribution of all City pictures. Provides fast and economical printing, photocopying and bindery services to City departments. Develops and creates strategic marketing messaging for City campaigns, including flyers, brochures, annual reports, banners, letterhead and all other printed materials.	24	2,429,754
TURNOVER		(111,999)

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PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF FLEET AND FACILITY MANAGEMENT

Fleet Operations

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	0	0	452	52,734,809
Water Fund	0	0	49	5,083,239
Sewer Fund	0	0	26	3,428,671
Chicago Midway Airport Fund	0	0	18	2,933,472
Chicago O'Hare Airport Fund	0	0	80	19,774,245
Total Full-time Equivalent Positions and Amounts	0	\$0	625	\$83,954,436

ALLOCATION

Personnel Services	0	47,146,888
Non-Personnel Services	0	36,807,548

Program Summary and Description	Positions	2012 Funding
FLEET OPERATIONS Maintains and repairs vehicles utilized by the City of Chicago, Chicago Park District, Chicago Housing Authority and Chicago Transit Authority; manages equipment and parts; determines quality control, and coordinates and dispatches field technicians.	625	86,468,477
TURNOVER		(2,514,041)

DEPARTMENT OF FLEET MANAGEMENT

Bureau of Equipment Management

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	350	66,385,496		0
Water Fund	44	6,884,863		0
Sewer Fund	28	5,008,442		0
Chicago Midway Airport Fund	17	3,210,940		0
Chicago O'Hare Airport Fund	78	20,838,398		0
Total Full-time Equivalent Positions and Amounts	517	\$102,328,139	0	\$0

ALLOCATION

Personnel Services	36,677,933	0
Non-Personnel Services	65,650,206	0

Program Summary and Description	Positions	2012 Funding
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PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF FLEET MANAGEMENT
Bureau of Police Motor Maintenance

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	156	15,192,407		0

ALLOCATION

Personnel Services	10,506,136	0
Non-Personnel Services	4,686,271	0

Program Summary and Description	Positions	2012 Funding

DEPARTMENT OF GENERAL SERVICES

Bureau of Graphics Services

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	32	3,012,894		0

ALLOCATION

Personnel Services	1,795,343	0
Non-Personnel Services	1,217,551	0

Program Summary and Description	Positions	2012 Funding

DEPARTMENT OF GENERAL SERVICES

Bureau Trades and Engineering Management

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	226	19,997,500		0
Library Fund-Buildings and Sites		1,393,180		0
Library Fund-Maintenance and Operation	12	1,438,234		0
Total Full-time Equivalent Positions and Amounts	238	\$22,828,914	0	\$0

ALLOCATION

Personnel Services	18,597,527	0
Non-Personnel Services	4,231,387	0

Program Summary and Description	Positions	2012 Funding

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PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF GENERAL SERVICES
Bureau of Architecture, Construction and Energy Management

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	16	17,361,700		0
Water Fund		27,891,247		0
Vehicle Tax Fund		11,246,035		0
Motor Fuel Tax Fund		12,135,000		0
Sewer Fund		194,037		0
Library Fund-Maintenance and Operation		3,716,555		0
Chicago Midway Airport Fund		6,515,205		0
Chicago O'Hare Airport Fund		29,035,000		0
Other Grant Fund		8,447,000		0
Total Full-time Equivalent Positions and Amounts	16	\$116,541,779	0	\$0

ALLOCATION

Personnel Services	1,375,280	0
Non-Personnel Services	115,166,499	0

Program Summary and Description	Positions	2012 Funding
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DEPARTMENT OF GENERAL SERVICES
Bureau of Property and Security Management

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	62	26,124,182		0
Water Fund		144,198		0
Vehicle Tax Fund		716,819		0
Library Fund-Buildings and Sites		1,196,171		0
Library Fund-Maintenance and Operation	82	5,319,346		0
Total Full-time Equivalent Positions and Amounts	144	\$33,500,716	0	\$0

ALLOCATION

Personnel Services	5,787,851	0
Non-Personnel Services	27,712,865	0

Program Summary and Description	Positions	2012 Funding
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PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
LEGISLATIVE AND ELECTIONS

LEGISLATIVE AND ELECTIONS

INTRODUCTION

The departments that comprise the Legislative and Elections category include:

- City Council
- Board of Election Commissioners

The proposed budget recommends local funding for the Legislative and Elections departments at \$40.7 million, a decrease of \$4.3 million, or 9.5 percent from the 2011 budget. The number of positions, including full time equivalents, recommended for the Legislative and Elections departments will increase from 358 in 2011 to 360 positions in 2012.

The following pages contain additional details on each department and its proposed 2012 budget.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
LEGISLATIVE AND ELECTIONS

CITY COUNCIL

The City Council is the legislative body of the City of Chicago, comprised of 50 Aldermen, each elected to serve a city ward. The Council is authorized to exercise the general and specific powers that the Illinois State General Assembly delegates by statute. Through its 16 committees and sub-committees, the City Council considers ordinances, orders, referenda, and resolutions. Each committee has jurisdiction over a variety of matters affecting City government and operations. The Legislative Reference Bureau prepares ordinances, orders, and other matters requested by City Council members.

2011 and 2012 Initiatives

The number of City Council committees was decreased from 19 to 16 in May 2011, reducing the City Council's cost to taxpayers by more than 10 percent.

The Committee on Buildings and Committee on Historical Landmark Preservation were consolidated into the Zoning Committee. The Committee on Energy, Environmental Protection and Public Utilities was merged with the Health Committee to form the Committee on Health and Environmental Protection, and the Committee on Parks and Recreation was merged into the Committee on Special Events and Cultural Affairs.

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PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
LEGISLATIVE AND ELECTIONS

CITY COUNCIL

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	211	19,563,660	211	20,441,713

ALLOCATION

Personnel Services	14,200,316	15,212,601
Non-Personnel Services	5,363,344	5,229,112

Program Summary and Description	Positions	2012 Funding
CITY COUNCIL	211	20,441,713

**CITY COUNCIL
City Council Committees**

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	23	4,752,694	25	4,713,477
Vehicle Tax Fund		822,069		648,054
Special Events and Municipal Hotel Operators' Occupation Tax Fund		164,720		154,720
Total Full-time Equivalent Positions and Amounts	23	\$5,739,483	25	\$5,516,251

ALLOCATION

Personnel Services	4,967,854	4,863,907
Non-Personnel Services	771,629	652,344

Program Summary and Description	Positions	2012 Funding
COMMITTEE ON FINANCE	25	2,096,640
COMMITTEE ON BUDGET & GOV'T OPERATIONS		520,250
COMMITTEE ON AVIATION		104,293
COMMITTEE ON LICENSE & CONSUMER PROTECTN		120,081
COMMITTEE ON PUBLIC SAFETY		121,789
COMMITTEE ON HEALTH & ENVIRONMENTL PROT.		89,170
COMMITTEE ON COMMITTEES, RULES & ETHICS		160,460
COMMITTEE ON ECON., CAPITAL DEV. & TECH.		110,135
COMMITTEE ON EDUCATION & CHILD DEVELOPMT		205,609

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

COMMITTEE ON ZONING, LANDMKS AND BUILD.	385,134
COMMITTEE ON HOUSING AND REAL ESTATE	196,506
COMMITTEE ON HUMAN RELATIONS	89,098
COMMITTEE ON TRANSPORTATION & PUBLIC WAY	433,054

**CITY COUNCIL
City Council Committees**

Program Summary and Description	Positions	2012	Funding
COMMITTEE ON PEDESTRIAN & TRAFFIC SAFETY			215,000
COMMITTEE ON SPEC EVENTS, CULT AFF & REC			154,720
COMMITTEE ON WORKFORCE DEV. AND AUDIT			514,312

**CITY COUNCIL
City Council Legislative Reference Bureau**

FUND SOURCE(S)	F.T.E.	2011 Appropriation	F.T.E.	2012 Recommendation
Corporate Fund		399,209		384,209

ALLOCATION

Personnel Services	371,209	356,209
Non-Personnel Services	28,000	28,000

Program Summary and Description	Positions	2012	Funding
CITY COUNCIL LEGISLATIVE REFERENCE			384,209

**CITY COUNCIL
Legislative Inspector General**

FUND SOURCE(S)	F.T.E.	2011 Appropriation	F.T.E.	2012 Recommendation
Corporate Fund		100,000		60,000

ALLOCATION

Non-Personnel Services	100,000	60,000
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Program Summary and Description	Positions	2012	Funding
CITY COUNCIL			60,000

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
LEGISLATIVE AND ELECTIONS

BOARD OF ELECTION COMMISSIONERS

The Board of Election Commissioners is an independent unit of government that registers voters and administers local, state, and federal elections in the City of Chicago. The central purpose of the Board of Elections is to conduct and supervise all elections within the City of Chicago, administer voter registration, and identify and secure polling places. The Board consists of three commissioners appointed by the Circuit Court of Cook County. The Board is funded both by the City of Chicago and Cook County.

In accordance with federal law, the Board produces all ballots and election instruction materials in English, Spanish, and Chinese. The Board also maintains a multi-lingual website and telephone helplines in English, Spanish, Chinese, Polish, and Korean. As part of its “We Speak Your Language” program, the Board prints voter registration and election instructions in the 15 languages predominantly spoken in Chicago. The Board accepts voter registration in person, by mail, through partner agencies (such as the Illinois Secretary of State’s Office), and via volunteer deputy registrars. The Board also recruits and trains election judges to supervise procedures on Election Day.

2011 and 2012 Initiatives

The coming year will feature a General Primary and a General Presidential Election. The Board of Election Commissioners seeks to achieve full accessibility at 80 percent of polling places in 2012. The Board will also increase the use of technology as a means to cut costs and improve services. Services for printerless laptops and smart phones will provide voters with new avenues to register and obtain information for voting. Electronic pollbooks will eliminate the need to print ballot applications for approximately 1.5 million voters. Technology will also provide election judges with readily available information to answer questions regarding registration or polling locations.

The Board plans to utilize the redistricting process to consolidate precincts by 19 percent - from approximately 2,600 to 2,100. This consolidation effort reflects two new realities - continuous growth in early and absentee voting, and the need to reduce expenses throughout operations for polling places, election judges, equipment programming, and other Election Day costs.

In addition, the Board will collaborate with civic and community leaders to forge an agenda for comprehensive election reforms to boost voter registration and turnout for 2012 and beyond. The “Voter Engagement 2012” project will explore legislation and programs aimed at elevating voter participation. The Board aims to surpass 1.5 million registered voters for the Presidential Election and a 75 percent turnout for the General Primary.

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

BOARD OF ELECTION COMMISSIONERS

FUND SOURCE(S)	2011 F.T.E.	2011 Appropriation	2012 F.T.E.	2012 Recommendation
Corporate Fund	124	19,222,276	124	14,322,733

ALLOCATION

Personnel Services	12,042,187	10,339,972
Non-Personnel Services	7,180,089	3,982,761

Program Summary and Description	2012 Positions	2012 Funding
ADMINISTRATION	18	4,171,998
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 system. Conducts voter registration drives, voting equipment demonstrations and educational seminars.	19	1,352,726
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.	12	1,186,679
ELECTION SUPPORT Establishes locations for polling places. Trains and places investigators in the field and in-house. Conducts investigations of election complaints. Trains and places 600 nursing home judges of election, as well as judges of election for replacement ballots from military/overseas ballots and for the central count of absentee ballots.	32	2,991,681
WAREHOUSE AND EQUIPMENT PREPARATION Prepares materials, equipment, and ballots for elections. Catalogues and stores all election materials and equipment. Moves and tests election equipment. Performs audits and re-tabulations of precincts as selected by the Illinois State Board of Elections.	15	2,118,825
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 change of addresses for all registered voters.	28	2,818,095
TURNOVER		(317,271)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
CITY DEVELOPMENT

CITY DEVELOPMENT INTRODUCTION

City Development departments work with Chicago residents, community groups, business and civic leaders, and state and federal agencies to promote economic, cultural, and community development in Chicago. The departments in this category coordinate private development and provide affordable housing; stage special events and festivals that enhance the City's economy, tourism industry, and quality of life; and support local artists and non-profit organizations that develop and implement public art programs.

The departments that comprise the City Development category include:

- Department of Cultural Affairs and Special Events
- Department of Housing and Economic Development

The proposed budget recommends local funding for the City Development departments at \$60.6 million, a decrease of \$1.7 million from the 2011 budget. The number of positions, including full time equivalents and grant-funded positions, recommended for these departments will decrease by 15 to 322 in 2012. These positions include 30 TIF-funded positions dedicated to managing and administering the City's TIF program.

Grant Funding and Programing

The departments within this category anticipate \$284.8 million in grant funding for 2012, of which \$195.6 million are funds carried over from 2011. This funding includes:

- \$140.4 million in Neighborhood Stabilization Program funding to bring vacant, foreclosed homes up to building code standards and get the homes occupied as quickly as possible; the funds will be used for the acquisition, rehabilitation, and disposition of vacant, foreclosed residential properties in target areas, and over the next three to five years, the City expects to assist up to 2,500 units
- \$90 million for the HOME Investment Partnerships Program, which provides financial assistance to affordable housing developers, homebuyers, and community-based organizations

The following pages contain additional details on each department and its proposed 2012 budget.

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 promoting and supporting Chicago's arts and culture sector. This includes fostering the development of Chicago's nonprofit arts sector, independent working artists, and for-profit arts businesses; presenting high-quality, free or low-fee cultural programs accessible to residents and visitors; and marketing the City's cultural assets to local, regional, and global audiences. DCASE produces nearly 2,000 public programs, events and support services annually, generating millions in economic benefits for the City of Chicago.

By offering high quality free exhibitions, performances, and programs at the Chicago Cultural Center, Millennium Park, Grant Park, and in neighborhoods throughout the city, DCASE makes the arts accessible to a wide and diverse audience, and provides an opportunity for local artists to perform and display their work. These events include popular annual festivals such as the Taste of Chicago, Chicago Blues Festival, the Chicago Jazz Festival, the World Music Festival, and Chicago SummerDance. Events such as the Air and Water Show and other family and holiday activities create positive opportunities for the people of Chicago to join together in celebration. Attendance at programs and events offered by DCASE and its partners was over 8 million in 2010.

DCASE's visual and performing arts programs bring respected national and international artists to Chicago, presenting artistic and cultural experiences and ideas from around the world. In addition, DCASE supports creative industries, offering culinary, publishing, film production, and fashion programs. The Department supports artists, cultural institutions, and community organizations through grants, workshops, the Chicago Artists' Resource website, and other opportunities to participate in DCASE programs. The Department also works with community-based organizations and event organizers to ensure the proper permitting of community festivals and citywide events.

2011 and 2012 Initiatives

In 2012, DCASE will continue to present free public programming in Millennium Park, Grant Park, and other downtown venues, as well as in the neighborhoods, including Music without Borders, Downtown Sound: New Music Mondays, Summer Opera, and local Farmers Markets, many of which now accept LINK cards. DCASE also plans to restructure its agreement with the Chicago Office of Tourism and Culture, returning critical functions to City management, including the cultural grants program, cultural performing arts programming in Millennium Park, the Chicago Cultural Center, and visual arts programs.

Beginning this year, DCASE will start the process of developing a new Cultural Plan for the City. This plan will chart a roadmap for Chicago's cultural and economic growth and will become the centerpiece for continuing to build Chicago's reputation as a destination for creativity, innovation, and the arts.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
CITY DEVELOPMENT

DEPARTMENT OF CULTURAL AFFAIRS AND SPECIAL EVENTS

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Special Events and Municipal Hotel Operators' Occupation Tax Fund		0	79	29,229,856
Other Grant Fund		0		689,000
Total Full-time Equivalent Positions and Amounts	0	\$0	79	\$29,918,856

ALLOCATION

Personnel Services	0	6,023,456
Non-Personnel Services	0	23,895,400

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	14	1,371,164
ARTS PROGRAMMING Produces and presents world-class, free or low-cost public programming that provides employment opportunities for local artists, showcases Chicago arts organizations, and attracts visitors and businesses from around the world.	19	2,616,286
EVENTS PROGRAMMING Produces and presents major free or low-cost public programs along Chicago's lakefront and in other locations for the benefit of Chicago residents and visitors. Facilitates the issuance of permits for community-based organizations and event organizers.	18	13,140,369
STRATEGIC INITIATIVES AND PARTNERSHIPS Promotes the growth of the arts in Chicago by administering cultural grants to local artists and arts organizations. Partners with corporations, foundations and government agencies to leverage financial support for DCASE programs and services.	8	1,552,380
COMMUNICATIONS AND PUBLIC AFFAIRS 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 the services provided by DCASE to the arts community for cultural projects and neighborhood development.	8	877,608
CULTURAL PLANNING AND OPERATIONS Manages DCASE facilities such as the Chicago Cultural Center, Millenium Park, the Gallery 37 Center for the Arts, 72 E. Washington, Water Works and others. Generates revenue by managing private event rentals. Supports Chicago's arts community by providing planning assistance.	12	9,334,796
TOURISM Markets and promotes Chicago as a leisure travel destination both domestically and internationally through advertising, marketing, media relations, special events, programs, and public information services that reach out to both individuals and the tour and travel industry.		1,415,800

Program Summary and Description	Positions	2012 Funding
TURNOVER		(389,547)

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PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
CITY DEVELOPMENT

DEPARTMENT OF CULTURAL AFFAIRS AND SPECIAL EVENTS

Bureau of Cultural Affairs

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Special Events and Municipal Hotel Operators' Occupation Tax Fund	28	12,298,611		0

ALLOCATION

Personnel Services	2,022,728	0
Non-Personnel Services	10,275,883	0

Program Summary and Description	Positions	2012	Funding
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DEPARTMENT OF CULTURAL AFFAIRS AND SPECIAL EVENTS

Bureau of Special Events

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	1	559,353		0
Special Events and Municipal Hotel Operators' Occupation Tax Fund	44	19,424,170		0
Other Grant Fund	6	2,502,000		0
Total Full-time Equivalent Positions and Amounts	51	\$22,485,523	0	\$0

ALLOCATION

Personnel Services	3,687,148	0
Non-Personnel Services	18,798,375	0

Program Summary and Description	Positions	2012	Funding
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PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

CITY DEVELOPMENT

DEPARTMENT OF HOUSING AND ECONOMIC DEVELOPMENT

The Department of Housing and Economic Development (HED) promotes and implements economic development, affordable housing, and community-based planning projects on behalf of the City. Specific programs and initiatives are managed by the Department's Bureaus of Housing, Economic Development, and Planning and Zoning. HED's activities involve coordination with sister agencies, elected officials and community stakeholders to ensure a livable, economically viable, and sustainable urban environment.

The Housing Bureau allocates the use of tax credits, tax-exempt bonds, and federal and local funds to build and preserve single- and multi-family affordable housing in neighborhoods. The Department also provides financial assistance for residential repairs and modifications; finds new owners and redevelopment resources for troubled buildings; provides counseling, foreclosure-prevention, and mortgage adjustment services to future and current homeowners; and coordinates multiple funding sources for affordable housing projects.

The Economic Development Bureau promotes and assists the development of industrial, commercial and retail projects throughout the city by leveraging private investment through various financial incentive programs, including Tax Increment Financing, tax incentives, and other financial resources, to create and retain jobs. The Department acquires privately owned land, while managing and selling City-owned land for new economic development projects. The Department 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.

The Planning and Zoning Bureau is responsible for reviewing proposed construction projects for Zoning Code compliance, reviewing proposed changes to existing zoning designations, and ensuring that very large or tall construction projects are appropriately zoned and designed for neighborhood compatibility. The Bureau produces and collaborates on community plans, and works with sister agencies to coordinate projects that accomplish local planning goals. In this area, priorities include the expansion and improvement of Chicago's open space resources, sustainability enhancements involving local buildings and landscapes, community-based agricultural initiatives, and historic preservation.

2011 and 2012 Initiatives

HED's 2011 goal of creating or preserving 5,662 multi-family units by year's-end is tracked by counting financial commitments approved by City Council for multi-family projects. In the first two quarters of 2011, HED affordable housing activities created or preserved 4,101 multi-family units, nearly 75 percent toward the annual goal with half of the year remaining.

In 2012, HED will present two citywide community planning documents for approval by the Chicago Plan Commission - Chicago Sustainable Industries, which will provide comprehensive, sector-based strategies to reinforce the viability of Chicago's manufacturing base; and FoodSpace, which will coordinate a variety of food security issues involving access, nutrition, urban agriculture, mobile food carts, and related food concerns. HED will also complete three major studies - the Chicago Sustainable Industrial Study; a citywide retail study, which will examine Chicago's B- and C-zoned streets to assess Chicago's land use policies and how zoning could be modified to enhance neighborhood shopping districts; and the South Lakefront Transit Study.

HED will continue to improve administrative efficiencies in order to facilitate growth and development. In 2012, HED aims to review 95 percent of building permits that involve Chicago landmarks in one day or less. HED also tracks the average time it takes to schedule a zoning plan review appointment online and how many appointments it takes for a plan to be approved by a zoning examiner. The Department aims to ensure that these appointments require no longer than a three-day wait. Following last summer's overhaul of the scheduling system, the average wait time for a scheduled appointment is 3.5 days. HED expects to maintain this standard for the remainder of 2011 and 2012.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
CITY DEVELOPMENT

DEPARTMENT OF HOUSING AND ECONOMIC DEVELOPMENT

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	117	27,922,330	112	20,319,552
Housing Revenue	14	3,926,907	14	7,468,000
Tax Increment Financing Administration	30	2,143,482	30	3,544,702
Community Development Block Grant	69	32,858,934	61	29,814,478
Other Grant Fund	28	276,578,000	26	254,315,000
Total Full-time Equivalent Positions and Amounts	258	\$343,429,653	243	\$315,461,732

ALLOCATION

Personnel Services	20,244,404	21,997,196
Non-Personnel Services	323,185,249	293,464,536

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	40	6,394,619
ECONOMIC DEVELOPMENT Promotes neighborhood revitalization and economic development opportunities. Administers programs that enhance and preserve the economic viability of Chicago neighborhoods. Provides analysis of proposed economic development projects and financing packages from the City's array of development finance tools. Manages programs designed to create and preserve jobs and enhance neighborhood business districts. Administers programs that lead to the sale of surplus City-owned real estate.	59	23,980,436
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.	61	181,726,449
PLANNING AND ZONING Develops and implements citywide and community plans that enhance Chicago as a place to live, work and raise families. 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 systems and identify sites to acquire land for new public open spaces. Establishes programs for the growth of the city.	57	6,638,100
DEVELOPMENT FINANCE Facilitates the creation of proposed economic development and affordable housing projects through the department's array of development tools, including Tax Increment Financing, loans, tax credits and project underwriting.	26	97,300,517
TURNOVER		(578,389)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

COMMUNITY SERVICES

COMMUNITY SERVICES

INTRODUCTION

The City is committed to serving its families and communities and providing for those most in need. To achieve these goals in the most effective and accessible manner possible, the departments within the Community Services category often partner with delegate agencies that provide community-based programming and assistive services. The services that the Community Services departments provide or coordinate include care at health clinics, immunizations, food safety inspections, home-delivered meals for needy seniors, information and referral services for people with disabilities, after-school and job-readiness programs for Chicago students, emergency shelters for the homeless and displaced, crisis intervention assistance, and learning and recreational opportunities through public libraries citywide.

The departments that comprise the Community Services category 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

In total, the 2012 proposed budget recommends local funding for the Community Services departments at \$89.9 million, a decrease of \$19.4 million, or 17.7 percent, from the 2011 budget. The number of positions, including full time equivalents and grant-funded positions, recommended for these departments will decrease by 661, from 3,034 in 2011 to 2,373 in 2012.

Grant Funding and Programing

The 2012 budget recommendation anticipates that the departments in this category will receive \$515.6 million in grant funding in 2012, which includes \$53.4 million in carryover funding from 2011. Grant funding for Community Services departments in 2012 includes:

- \$19 million for the Area Plan on Aging Program, which provides a wide range of services designed to assist seniors in leading independent, meaningful, and dignified lives in their own homes and communities for as long as possible, including case advocacy, education, health promotion, and

nutrition programs

- \$1.5 million for the Home Delivered Meals program that provides meals to over 11,000 homebound older adults every day of the week, including weekends and holidays
- \$45 million in Employment Related Child Care Assistance to provide low-income families with access to quality, affordable child care for children six weeks to 12 years of age, allowing parents to continue to work or participate in approved training programs and contributing to the healthy emotional and social development of the child
- \$130.2 million to fund the Head Start and Early Head Start programs to provide educational and early childhood development activities that promote school-readiness for more than 920 birth to three year-old children and 16,500 three to five year-old children from low income families, ensuring that children receive medical, dental and mental health services, and nutritious meals, and that parents receive parenting education and training
- \$31.3 million in Workforce Investment Act funding to provide employment training and placement services to dislocated adult workers and summer job training and placement services to youth
- \$29.9 million pursuant to the Ryan White HIV CARE Act to provide a comprehensive array of services to persons living with AIDS in the Chicago area, with special emphasis on minority populations through the Minority AIDS Initiative
- \$13.9 million for Bioterrorism Hospital Preparedness to strengthen public health planning, infrastructure development, and emergency response to health threats such as acts of terrorism, natural and man-made disasters, and disease outbreaks
- \$8.7 million to immunize and vaccinate children and to support the continued transition to web-based information technology that will integrate vaccine ordering, forecasting, and management to increase the efficiency and effectiveness of the distribution of publicly-funded vaccines.

The following pages contain additional details on each department and its proposed 2012 budget.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

COMMUNITY SERVICES

CHICAGO DEPARTMENT OF PUBLIC HEALTH

The central purpose of the Chicago Department of Public Health (CDPH) is to 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.

Throughout its history, CDPH has effectively coordinated resources to fight public health battles that afflict the City. From cholera and smallpox in the 1800s to the new and substantial challenges of today, innovative and creative approaches to public health are essential. To address these challenges, the Department will implement the newly released “Healthy Chicago” plan, the City’s first comprehensive public health priorities agenda. Healthy Chicago outlines strategies in 12 priority areas to help make our city healthier. Priority areas include Obesity, Communicable Disease Control, Tobacco, Access to Care, HIV prevention, Healthy Mothers and Babies, Adolescent Health, Violence Prevention, Cancer Disparities, Healthy Homes, Heart Disease, and Public Health Infrastructure.

Healthy Chicago is a call to action for all Chicagoans – educational and philanthropic institutions, faith communities, the businesses community, neighborhoods, families, and individuals – to join CDPH in transforming the health of our city. The Healthy Chicago plan sets policy, program, and educational/public awareness strategies that will be measured and monitored.

2011 and 2012 Initiatives

With the publication of “Healthy Chicago: A Public Health Agenda” in the fall of 2011, CDPH set a bold call to action to improve the health and well-being of Chicagoans. This blueprint identifies priorities to guide the work of CDPH over the next five years. In 2012, the Department will begin adjusting its programs to align with the Healthy Chicago vision and to be more efficient and effective.

Major CDPH program changes in 2012 include establishing community partnerships to provide primary care. CDPH will transition the patients of its seven primary health care clinics to community-based federally-qualified health clinics by July of 2012. The funding outlined on the following pages reflects the cost of operating the clinics through the first half of 2012. This shift will allow CDPH to focus on setting citywide health policy and ensuring every Chicagoan has access to the health care, while community-based organizations provide high-quality, affordable care in residents’ own neighborhoods. In 2010, CDPH clinics served 29,000 unique patients during 84,000 visits at a cost of \$314 per visit. Community clinics will serve the same patients, without sacrificing quality of care, for approximately \$131 per visit.

CDPH will also consolidate its 12 mental health clinics to six sites and partner with community providers to offer improved mental health services at a lower cost. The focus of these clinics will be offering care to the City’s most vulnerable patients by maintaining services for the 990 current uninsured patients in a more cost-effective manner and support insured patients by finding other high-quality locations for their care. These changes will be effective as of July 2012, and the funding outlined on the following pages reflects the cost of operating the program through the first half of 2012.

CDPH tracks over 500 performance indicators across all of its programs, with many now available on the City’s website, including information on the number of students participating in the school dental program, the number of vaccine doses distributed, the number of lead inspections completed, and the number of patients served at sexually transmitted infection clinics. Over the next year, CDPH will continue to measure and evaluate its performance to ensure that it is providing the highest quality service in the most cost effective manner.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES

DEPARTMENT OF PUBLIC HEALTH

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	287	33,731,306	233	25,453,324
Community Development Block Grant	90	9,970,670	85	9,930,221
Other Grant Fund	614	131,196,000	585	133,810,528
Total Full-time Equivalent Positions and Amounts	991	\$174,897,976	903	\$169,194,073

ALLOCATION

Personnel Services	84,434,894	75,735,317
Non-Personnel Services	90,463,082	93,458,756

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	81	13,205,150
SEXUALLY TRANSMITTED DISEASES Provides comprehensive STD clinical services including screening, diagnostic, treatment and counseling services to prevent and control STDs in the community with emphasis on syphilis elimination, adolescents and young adults, school-based initiatives and programs for incarcerated individuals; conducts surveillance for gonorrhea, chlamydia and syphilis in Chicago.	45	7,900,923
AIDS Uses best public health practices, in collaboration with community partners, to prevent and treat HIV and to promote the health and well-being of those living with and affected by HIV and AIDS. 77 percent of funds are allocated to over 100 community-based organizations to provide HIV prevention, care and supportive services. Conducts surveillance for HIV and AIDS in Chicago.	121	59,261,347
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; provides inspection and enforcement actions related to summer festivals.	45	3,647,339
COMMUNICABLE DISEASE Maintains citywide surveillance for over fifty reportable communicable diseases; conducts epidemiological analysis to identify trends and implement prevention interventions; investigates outbreaks of diseases and makes recommendations on control and treatment; educates the public and organizations on communicable diseases and prevention.	31	3,090,676
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 status of TB cases and conducts TB screening and prevention activities targeted at high-risk populations.	27	3,100,187

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES

DEPARTMENT OF PUBLIC HEALTH

Program Summary and Description	Positions	2012	Funding
<p>PRIMARY HEALTH CARE</p> <p>Ensures the provision primary health care for residents of Chicago; promotes health and prevents disease by providing prenatal care, family planning services, treatment of acute illness, management of chronic illness, routine health maintenance such as well child care, immunizations, routine screening services including mammography, and health education.</p>	140		17,440,189
<p>IMMUNIZATION</p> <p>Provides vaccines to more than 900 providers serving those at high risk for under-immunization; assures delivery of immunization through direct services (health centers, special events, non-traditional sites); coordinates immunization activities among community-based organizations to identify and immunize high-risk children and adults; maintains citywide surveillance for vaccine-preventable diseases.</p>	44		7,403,677
<p>MENTAL HEALTH SERVICES</p> <p>Provides outpatient mental health services for adults and families, including case management, linkage case management, assertive community treatment, psychosocial rehabilitation, and crisis intervention through mental health assessments, group and individual therapy and psychological assessments to help clients increase functional capacity and achieve individualized treatment plan objectives.</p>	98		11,958,511
<p>SUBSTANCE ABUSE</p> <p>Provides a full continuum of substance abuse treatment services including outpatient, intensive outpatient, residential, detoxification, recovery housing for adult men and women, and residential treatment for adolescent girls; administers the department's tobacco prevention/control program.</p>	10		3,916,043
<p>VIOLENCE PREVENTION</p> <p>Works with national, city and community partners to reduce and prevent children's exposure to violence, teen dating violence and bullying in alignment with the City's comprehensive public health agenda, Healthy Chicago; implements community outreach, public awareness and social networking prevention strategies; provides education and convenes collaborative groups to influence policy and develops resources.</p>	4		1,154,117
<p>LEAD POISONING PREVENTION</p> <p>Works to combat lead poisoning by ensuring children are tested for lead, educating parents and property owners of the dangers of lead, and enforcing city and state laws; ensures lead hazards in the home are properly eliminated; conducts surveillance of lead poisoning and ensures lead poisoned children are referred for needed services.</p>	56		13,259,567
<p>WOMEN'S AND CHILDREN'S HEALTH</p> <p>Provides direct health and enabling services to children and women who are pregnant or of reproductive age (particularly those at high risk); provides WIC nutrition services and education to expectant and new mothers and young children; provides home visits and clinic-based social work and public health nursing services; links clients to prenatal care, mental health and substance abuse treatment, job training, and housing; delivers screening and education for breast and cervical cancer.</p>	147		16,673,176

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES

DEPARTMENT OF PUBLIC HEALTH

Program Summary and Description	Positions	2012 Funding
EMERGENCY PREPAREDNESS Implements preparedness response program for bioterrorism, other infectious disease outbreaks, and other public health threats and emergencies; establishes plans, trains staff and partners, and conducts exercises and drills to improve infrastructure for public health readiness; administers federal funds for hospital preparedness.	48	13,850,843
ENVIRONMENTAL HEALTH Performs routine and complaint-generated inspections of facilities to ensure the City's ordinances related to environmental hazards are enforced; coordinates mosquito surveillance and control activities and provides public education to reduce the risk of vector borne diseases, principally the West Nile Virus.		723,238
EPIDEMIOLOGY Analyzes and maps health data to inform policy, planning and interventions; responds to information requests from the media and the public; produces reports on the health status of Chicagoans.	6	1,028,420
TURNOVER		(8,419,330)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES

COMMISSION ON HUMAN RELATIONS

The central purpose of the Commission on Human Relations is to protect the rights of all Chicagoans to live in a city free from discrimination and hate. Essential to this work are the Chicago Human Rights Ordinance, the Chicago Fair Housing Ordinance, and the Commission's two major programs, Human Rights Compliance and Community Relations.

The Commission enforces the Chicago Human Rights and Fair Housing Ordinances to fight discrimination in employment, housing, public accommodations, credit and bonding. Through these powerful ordinances, the Commission can order monetary damages, injunctive relief, and fines in cases where individuals have been discriminated against based on their race, color, sex, age, religion, disability, national origin, ancestry, sexual orientation, gender identity, marital status, military discharge status, or source of income.

The Commission also works across Chicago to prevent and address tensions that may arise between groups based on racial, religious, economic, or other forms of difference. Through a variety of key intervention tools such as mediation, education, and community engagement, the Commission has been highly successful in preventing community tensions from escalating into major violent disturbances, thereby preventing harm to many residents and extensive property damage. Similarly, the Commission provides one-to-one assistance to victims of hate crimes. Hate crimes are particularly damaging because they seek not only to harm the individual victim, but also the victim's identified group.

2011 and 2012 Initiatives

The Commission, through its Human Rights Compliance Unit, has made tremendous progress over the last several years toward eliminating a backlog of incomplete investigations and establishing more efficient procedures to move cases to conclusion. Each year, the unit strives to complete more cases than the number of new complaints filed. It seeks to complete 50 percent of its complaint investigations within 180 days and 90 percent within twelve months, allowing complaints to proceed quickly to the administrative hearing stage when necessary, while maintaining high standards for thorough investigation and legally sound decisions.

Additionally, in 2012, the Commission, through its Community Relations Unit, plans to strategically employ educational presentations in schools and communities that have been identified to be at risk for hate crimes and intergroup tensions. Preventative education will be an integral tool employed by the Commission to reduce hate crimes and to mediate community tensions.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES

COMMISSION ON HUMAN RELATIONS

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	24	1,905,381	13	1,248,971
Community Development Block Grant	9	1,265,973	8	1,303,061
Total Full-time Equivalent Positions and Amounts	33	\$3,171,354	21	\$2,552,032

ALLOCATION

Personnel Services	2,715,140	2,066,613
Non-Personnel Services	456,214	485,419

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	2	421,014
HUMAN RIGHTS COMPLIANCE Investigates and adjudicates complaints of discrimination in housing, employment, public accommodations and credit/bonding.	13	1,538,270
COMMUNITY RELATIONS Resolves community tensions by working with local organizations. Educates students about tolerance. Supports victims of bias crimes. Responds to concerns through advisory councils on gender and sexuality, equity and veteran affairs.	6	600,985
TURNOVER		(8,237)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

COMMUNITY SERVICES

MAYOR'S OFFICE FOR PEOPLE WITH DISABILITIES

The central purpose of the Mayor's Office for People with Disabilities (MOPD) is to promote total access, full participation, and equal opportunity in all aspects of life for people with disabilities. The office provides information and referral services to public and private programs and services, including employment support and information. It also helps people with disabilities achieve greater independence through assistive technology, home modifications, homemaker services, and independent living skills training.

For two decades, MOPD has been a partner and advocate for people with disabilities who live in, work in, and visit Chicago. MOPD addresses disability-related issues in the areas of education, employment, housing, transportation, recreation, physical and programmatic accessibility, and emergency preparedness and response. MOPD serves as a resource to the 600,000 people with disabilities living in the city and supports the efforts of other City departments, sister agencies and the private sector to ensure accessibility and inclusion. MOPD's key programs and services include:

- Accessibility Compliance – provides technical assistance, architectural plan review, and trainings with the goal of making Chicago a fully accessible City and ensuring compliance 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 over 26,000 persons with disabilities and their families in making more effective use of the health, economic, and social resources that promote independence, including public transportation, housing, employment, in-home services, utility reconnections, and landlord and consumer issues.
- Independent Living Program – provides case management, assistive technology, daily living training, and personal service to assist people with disabilities to either gain or maintain their independence.
- Home Modification Program – renovates homes that need structural alterations to increase the accessibility for people with disabilities.
- Work Incentives Program – provides benefits counseling, job readiness, and placement assistance to over

20,000 individuals with disabilities on social security disability benefits, with an emphasis on underserved communities.

- Youth Employment – coordinates Disability Mentoring Day, Ground Hog Job Shadow Week, and matches students with disabilities into paid summer internships as part of the Youth Ready Chicago Program.
- Disability Awareness and Etiquette Training – provides training to City departments, sister agencies, and organizations in the private sector on appropriate ways to interact with people with all types of disabilities in professional, social, and recreational settings.

2011 and 2012 Initiatives

Some of MOPD's key accomplishments in 2011 include the launch of a committee comprised of architects, developers, industry representatives, and disability leaders to ensure Chicago's accessibility code is updated and consistent with the new ADA regulations. MOPD increased the number of accessible CPS schools, secured paid summer internships for 42 high school students with disabilities, made Chicago the official launch site for national Disability Mentoring Day, and established a task force with the Office of Emergency Management to ensure that the City's emergency plans are responsive to the needs of people with disabilities. MOPD also worked with the Police Department to finalize revisions to the General Order on People with Disabilities, to provide guidance on interfacing with people with disabilities.

In 2012, MOPD will complete a citywide evaluation of the accessibility of City programs and services and provide recommendations for removing existing barriers. MOPD will also look to amend the accessibility provisions of the Chicago Building Code to make it consistent with new ADA regulations and work with the Department of Buildings to begin implementation of a building inspection program that will ensure newly constructed buildings comply with the accessibility provisions of the Building Code.

MOPD will continue to work with OEMC to ensure the inclusion of people with disabilities in the City's emergency preparedness planning efforts, and through a Chicago Fire Department grant, initiate a pilot program to distribute 200 flashing/vibrating smoke alarms to individuals who are deaf or hard of hearing. MOPD will also adopt and implement an accessible technology plan to ensure that the City's technology infrastructure, including that of sister agencies such as the CTA, is accessible to people with disabilities, particularly the blind community.

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

MAYOR'S OFFICE FOR PEOPLE WITH DISABILITIES

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	12	1,051,915	12	1,140,194
Community Development Block Grant	17	2,789,119	15	2,693,098
Other Grant Fund	5	677,000	5	1,015,000
Total Full-time Equivalent Positions and Amounts	34	\$4,518,034	32	\$4,848,292

ALLOCATION

Personnel Services	2,741,044	2,773,874
Non-Personnel Services	1,776,990	2,074,418

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	5	1,066,805
PUBLIC POLICY AND PUBLIC AFFAIRS Directs department's legislative and policy priorities; spearheads and implements high-level accessibility and disability policy initiatives. Manages public relations and community relations for department; produces department brochures, newsletters, directories and media packets.	1	110,558
EMPLOYMENT Helps increase the employment opportunities of people with disabilities who receive SSI/SSDI benefits from Social Security and collaborates with SSA Employment Networks and service providers to promote sustainable job placement. MOPD's Work Incentives Planning and Assistance (WIPA) program provides beneficiaries with information on available work incentives, as well as conducts a comprehensive benefits analysis, designed to encourage gainful employment.	5	496,421
ACCESSIBILITY COMPLIANCE Responsible for making public and private entities in the City of Chicago more compliant with local, state and federal disability rights and accessibility laws.	4	366,042
ADMINISTRATIVE AND FISCAL SERVICES Manages fiscal services including budget preparation, budget management, contracted vendor payments, grant funds and other financial matters; manages daily operations and department staff support services.	5	481,006
PREVENTION PROGRAMS Provides educational and referral services on substance abuse, AIDS prevention and other strategies for increasing self-esteem and positive lifestyles; provides educational and referral services on substance abuse and AIDS prevention to people who are deaf or hard of hearing.	2	211,995
IN-HOME SERVICES FOR THE DISABLED Provides people with disabilities with direct services designed to enhance independent living, including case management, assistive technology, personal assistance/homemaker services.		578,500

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES

MAYOR'S OFFICE FOR PEOPLE WITH DISABILITIES

Program Summary and Description	Positions	2012	Funding
DISABILITY RESOURCES Refers clients to appropriate programs for service and assistance. Advocates on behalf of clients, where appropriate, enabling them to live independently. (This program refers to in-house disability resources as opposed to the subcontracted resources.)	8		778,807
HOME MOD Provides home modifications for people with disabilities to make their homes accessible.	2		664,677
ACCESS CHICAGO A one day comprehensive fair to view the newest and best products and services for people with disabilities and their families and offer demonstrations of adaptable sports, recreational and entertainment opportunities.			195,000
TURNOVER			(101,519)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

COMMUNITY SERVICES

DEPARTMENT OF FAMILY AND SUPPORT SERVICES

The central purpose of the Chicago Department of Family and Support Services (DFSS) is to provide a comprehensive, client-oriented human service delivery system that employs a holistic approach to improving the quality of life for our most vulnerable residents. DFSS provides direct assistance and resources through a network of 370 community-based organizations that promote the independence and well-being of individuals, support families, and strengthen Chicago's neighborhoods.

DFSS supports services that enhance the lives of Chicago residents, particularly those most in need, from birth through the senior years. Beginning in infancy, DFSS provides families with the resources they need to create a strong developmental and educational foundation for young children. Through Early Head Start, Head Start, and child care programs, Chicago's youngest residents are afforded the opportunity to develop early literacy, school-readiness, and socialization skills in a nurturing and stimulating environment. DFSS's opportunities for growth continue into the adolescent and teen years through a range of youth services, supporting thousands of out-of-school programs that allow youth to explore their talents and continue learning outside of the classroom. The department also encourages young people to explore career development and gain marketable workforce skills through employment programs.

DFSS offers direct services, as well as referrals for specialized assistance to residents and families in need through its six Community Service Centers. At the centers, staff members work with clients to assess their needs and identify appropriate support. Services include case management, veteran's assistance, emergency/crisis services, and transportation. Other DFSS services include emergency rental and utility assistance and services for the homeless, including transitional housing. In addition, the centers serve as warming and cooling centers during extreme weather conditions.

DFSS also supports a range of employment training and placement services through its Workforce Centers. In collaboration with community partners, Workforce Centers are designed to prepare Chicagoans for a competitive global job market. DFSS's workforce programs give job-seekers the resources they need to obtain and maintain employment,

while providing Chicago businesses with access to a pool of job-ready employment candidates.

DFSS' Division on Domestic Violence is dedicated to promoting a coordinated, multi-system response to domestic violence in Chicago. DFSS supports an array of supportive services including housing, counseling and workforce services for victims and their families, as well as oversees the City's Domestic Violence Help Line, which serves as a clearinghouse for domestic violence services and information.

DFSS houses the Chicago Area Agency on Aging, which administers a variety of programs designed to address the diverse needs and interests of older Chicagoans. The agency operates six Regional Senior Centers that act as community focal points for information and assessment, and provide senior services in health and fitness, education, and recreation. The Department also partners with non-profit groups to operate 13 Satellite Senior Centers that offer information and assessments as well as opportunities for cultural enrichment, health and fitness, and education.

2011 and 2012 Initiatives

In 2012, DFSS will continue to evaluate its resources and allocate funds to support high-need service areas, including programs for youth and the homeless. The Department plans to expand services for unaccompanied homeless youth by supporting a new overnight shelter as recommended by the Chicago Task Force on Homeless Youth. DFSS will also work to fill a gap in services for homeless adults in the Uptown community by funding a new daytime program that will help individuals find permanent housing, connect with support services, and overcome barriers to self-sufficiency.

Additionally, DFSS will increase its investment in the Youth Ready Chicago Summer Employment Program to connect more young people, ages 14 to 21, to internships, apprenticeships and jobs within Chicago's public and private business sectors. The funds will support approximately 500 additional summer jobs and provide youth with an opportunity to gain hands-on experience while developing marketable skills.

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

DEPARTMENT OF FAMILY AND SUPPORT SERVICES

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	28	17,378,757	22	15,596,775
Community Development Block Grant	107	29,331,765	60	25,398,711
Other Grant Fund	713	380,494,000	570	323,217,939
Total Full-time Equivalent Positions and Amounts	848	\$427,204,522	652	\$364,213,425

ALLOCATION

Personnel Services	53,122,820	48,604,415
Non-Personnel Services	374,081,702	315,609,010

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	14	4,363,612
CHILDREN SERVICES The children services division manages comprehensive Head Start and Child Care programs for children ages birth to twelve, and educates families about available nutrition and health programs that provide meals to low-income children during the summer months through a network of community providers.	175	178,416,483
YOUTH SERVICES The youth services division coordinates out of school activities, counseling and mentoring programs for youth ages six to eighteen. The division provides employment and training activities for youth through the Youth Ready Chicago initiative and Youth Career Development Centers. The youth services division also provides an alternative for youth entering the juvenile justice system through the JISC.	21	24,353,365
HUMAN SERVICES The emergency response teams respond seven days a week to assist with non-life-threatening situations. Residents can call 311 to make a request for emergency shelter, food boxes, relocation, and social services. Additionally, trained outreach workers conduct well-being checks. DFSS also operates six community service centers strategically located throughout the city. These centers provide a range of resources such as rental assistance, case management and veteran resources.	144	93,388,232
DOMESTIC VIOLENCE The domestic violence division is responsible for overseeing the City's domestic violence hotline which provides 24 hour, toll free, multi-lingual assistance to victims of violence. The division also collaborates with a network of community providers to provide victims of domestic violence and their families support and services to attain safe and stable lives.	13	3,872,797
WORKFORCE SERVICES Workforce services are provided to city residents through WorkNet Chicago, a coordinated network of service provider agencies. These agencies collaborate in providing workforce programs through Chicago Workforce Centers. These centers provide quality services and assistance to job seekers and employers. In addition, the unit provides programs tailored to the needs of underserved populations such as ex-offenders, veterans, persons with disabilities and immigrants.	25	27,593,833

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES

DEPARTMENT OF FAMILY AND SUPPORT SERVICES

Program Summary and Description	Positions	2012	Funding
SENIOR SERVICE PROGRAMS	260		32,762,593
<p>The senior services division is the designated Area Agency on Aging for the City of Chicago. As such the unit provides a range of options that allow older adults, ages 60 and older, access to services that allow them to remain healthy, safe, and independent. These services include the golden diners program, home delivered meals, elder neglect services, and emergency medical transportation. Also, a variety of social and recreational activities are provided at regional and satellite centers.</p>			
TURNOVER			(537,490)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES**CHICAGO PUBLIC LIBRARY**

The central purpose of the Chicago Public Library (CPL) is to provide equal access to information, ideas, and knowledge. Using books, programs, technology, and other resources, the CPL supports all people in their enjoyment of reading and lifelong pursuit of learning. CPL offers rich and current book collections, state of the art technology, and many other benefits through its cultural programs and public partnerships.

CPL operates the central Harold Washington Library Center, the Sulzer and Woodson regional libraries, and 75 branch libraries. By offering public programs and computer resources, each library branch is a valued community resource.

CPL utilizes a number of measures to quantify the usage of its 78 library locations and website. These measures include library visits (1 million each month), material circulation (9.5 million each year), customer material reservations (1.5 million each year), one-hour computer sessions (2.7 million each year), CPL website visits (105 million “hits” each month), and program participation. 1.4 million books were read by 58,663 children through the 2011 summer reading program, Book Beats, which was a 16 percent increase from 2010.

2011 and 2012 Initiatives

With the opening of the new Richard M. Daley, Greater Grand Crossing, Dunning, and Little Village branches in 2011, the City will have replaced or built 58 libraries since 1989.

Investments in facilities and personnel are made in accordance with CPL’s strategic plan. The plan builds on the mission and strengths of Chicago Public Library and challenges the Department to pursue new opportunities. Through the plan, CPL has committed to measure the outcomes of its services and articulate these findings to stakeholders. CPL will expand

and enhance program and partnership opportunities and increase awareness of its resources and programs in 2012.

The Library will focus on health and wellness education in the 2012 Rahm’s Readers summer reading program. More than 50,000 children across the city take part in the eight-week program and will learn the importance of eating right and exercising through books, activities, and programs.

In 2012, the Library will continue to expand access to technology at library locations by increasing the number of public desktop and laptop computers, and making infrastructure improvements to support these additional resources. CPL will continue to expand offerings of downloadable e-books for use on Kindles, Sony Readers, Nooks, iPads, and PDAs, as well as offer more iPod compatible audiobooks through its downloadable catalog.

The Library will also expand the YOUmedia digital space for teens into three neighborhood branches - Rudy Lozano, Thurgood Marshall, and the new Richard M. Daley branches.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES

CHICAGO PUBLIC LIBRARY

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Library Fund-Buildings and Sites		505,000		450,000
Library Fund-Maintenance and Operation	969	54,680,971	680	46,048,789
Other Grant Fund	159	8,261,000	85	18,197,000
Total Full-time Equivalent Positions and Amounts	1,128	\$63,446,971	765	\$64,695,789

ALLOCATION

Personnel Services	57,728,193	49,493,294
Non-Personnel Services	5,718,778	15,202,495

Program Summary and Description	Positions	2012
		Funding
ADMINISTRATION	53	7,120,397
REFERENCE AND CIRCULATION SERVICES Provides information and assistance at library locations citywide. Assists library patrons in locating materials, utilizing library computers and online resources, and requesting new books, movies, and music. Facilitates membership and maintains patron records. Plans and conducts programs for youth and teens, reading clubs and job search and technology workshops.	668	45,091,974
COLLECTION SERVICES Selects new library materials including books, movies, music, and other print, audio and digital media. Manages the integration of new materials into the library system, and maintains records regarding the library's collections.	34	2,183,694
SPECIAL PROGRAMS AND SERVICES Develops and coordinates cultural, educational, and recreational programs and resources for the blind and physically challenged.	7	839,871
CAPITAL IMPROVEMENT Improves library services by renovating and constructing library facilities.	3	11,185,568
TURNOVER		(1,725,715)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY

PUBLIC SAFETY INTRODUCTION

The City’s Public Safety departments strive to make our neighborhoods safe and our City secure. The City handles approximately 5.5 million emergency service calls and more than 4.5 million calls for non-emergency (311) services annually.

The departments that comprise the Public Safety category include:

- Chicago Police Board
- Independent Police Review Authority
- Chicago Police Department
- Office of Emergency Management and Communications
- Chicago Fire Department

The proposed budget recommends local funding for the Public Safety departments at \$1.9 billion, reflecting a decrease of \$26.9 million from the 2011 budget. The number of positions, including full time equivalents and grant-funded positions, recommended for these departments will decrease by 1,592, from 22,119 in 2011 to 20,527 in 2012.

Grant Funding and Programing

The total estimated grant funding for Public Safety departments in 2012 is \$283.6 million, which reflects \$163 million in carryover funding. Some of the primary Public Safety grants include:

- \$21.2 million in Justice Assistance Grants to provide essential services and equipment to improve public safety in our communities, including resources dedicated to decreasing violent crime and protecting students along their travel routes at school dismissal

times

- \$34.7 million in Transit Security Grants to protect Chicago’s massive transit system from terrorist attack, including funding for the training of officers, the purchase of new and specialized equipment, support of the Explosives Detection Canine team, and other anti-terrorism efforts
- \$1.4 million from the Secure Our Schools Grant to prevent students from being victimized by violence, to improve school-based public safety technology, and to place “School Community Watchers” along student travel routes
- \$6.0 million in federal funding from the Assistance to Firefighters Grant, which provides financial assistance to local fire departments to fund projects and purchase equipment that protect citizens and firefighters against the effects of fire and fire-related incidents

The following pages contain additional details on each department and its proposed 2012 budget.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY

CHICAGO POLICE BOARD

The Chicago Police Board is an independent civilian body that oversees certain activities of the Chicago Police Department. The Board consists of nine members appointed by the Mayor with the advice and consent of the City Council. The Board derives its oversight authority from city ordinance and state law. The central purpose of the Police Board is to decide and advise upon disciplinary and regulatory matters for the Chicago Police Department.

The Police Board decides disciplinary cases in which the Superintendent of Police files charges to discharge or suspend for more than 30 days a member of the Police Department; reviews, upon the request of department members, disciplinary suspensions of six through 30 days; and decides matters on which the Chief Administrator of the Independent Police Review Authority and the Superintendent of Police do not concur regarding the discipline of a member of the Police Department. The Police Board adopts rules and regulations governing the Police Department, and is responsible for holding monthly public meetings that provide an opportunity for all members of the public to present questions and comments directly to the Board, the Superintendent of Police, and the Chief Administrator of the Independent Police Review Authority. The Board also participates in the selection of the Superintendent of Police by reviewing applications, conducting interviews, and submitting to the Mayor three nominees for that position when there is a vacancy in the position.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY

POLICE BOARD

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	2	422,633	2	396,939

ALLOCATION

Personnel Services	346,081	321,715
Non-Personnel Services	76,552	75,224

Program Summary and Description	Positions	2012	
		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 when there is a vacancy in the position; holds monthly public meetings; adopts the rules and regulations governing the Chicago Police Department.	2	401,600	
TURNOVER			(4,661)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY**INDEPENDENT POLICE REVIEW AUTHORITY**

The central purpose of the Independent Police Review Authority (IPRA) is to conduct fair, thorough, and timely investigations into allegations made against Chicago Police Department (CPD) members. Allegations include the use of excessive force, domestic violence, coercion through violence, or verbal bias-based abuse. IPRA also ensures that CPD members who have committed misconduct are disciplined and those who have been wrongly accused are cleared. IPRA increases transparency in the disciplinary process by addressing community groups and filing quarterly reports with the Mayor's Office, the City Council Committee on Police and Fire, the Office of the City Clerk, and the Legislative Reference Bureau. IPRA also makes recommendations to the Superintendent, the Chicago Police Board, and the Chairman of the City Council Committee on Police and Fire concerning revisions in policy and operating procedures to increase the efficiency of the Chicago Police Department. Finally, IPRA works to build trust in the disciplinary process and accountability of the CPD.

Created by ordinance in 2007 as an independent department of the City, IPRA intakes all allegations of misconduct made against CPD members, whether made by the public or by another CPD member. While IPRA registers all complaints, not all complaints are investigated by IPRA. IPRA investigates allegations of misconduct that concern the use of excessive force, domestic violence, coercion through a threat of violence, and biased-based verbal abuse. IPRA also investigates all cases in which a CPD member discharges his or her firearm or Taser stun gun in a manner that potentially could strike an individual, as well as all deaths of persons or extraordinary occurrences in police custody, even if no allegation of misconduct is made.

All other complaints are forwarded to CPD for investigation. Cases involving allegations of drug use, thefts, and procedural violations, for example, are investigated by the Internal Affairs Division of CPD.

Pursuant to ordinance, IPRA publishes quarterly reports detailing complaints received, investigations opened, investigations closed, findings for investigations, and number of pending investigations. IPRA provides additional statistics and substantive information regarding closed investigations on its website.

2011 and 2012 Initiatives

In 2011, IPRA assigned the Rapid/Intake Team of investigators to the task of obtaining the first complainant statement and any time-sensitive evidence, keeping that team in the field consistently. This strategic realignment of resources has led to a more efficient investigation process. IPRA is also focusing on keeping its caseload current by directing resources towards closing its oldest, and often most complicated, investigations. IPRA will continue these efforts in 2012.

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

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY

INDEPENDENT POLICE REVIEW AUTHORITY

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	97	7,498,962	99	7,869,091

ALLOCATION

Personnel Services	7,168,503	7,564,586
Non-Personnel Services	330,459	304,505

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	9	970,250
INVESTIGATIONS	90	7,308,768
Conducts investigations into the following: allegations against CPD members concerning excessive force, domestic violence, coercion through a threat of violence, and verbal abuse with a bias element; "Extraordinary Occurrences" in lockup facilities, such as death or injury of a person; all instances where a CPD member discharges a firearm or taser that could potentially strike a person. Reviews cases settled by the Department of Law to determine whether further investigation is warranted.		
TURNOVER		(409,927)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

PUBLIC SAFETY

CHICAGO POLICE DEPARTMENT

The central purpose of the Chicago Police Department (CPD) is to protect the lives, property, and rights of all people in the city, and to maintain order while enforcing the laws fairly and impartially.

The Police Department operates under the community policing model and this year the community policing model is being implemented at the beat level, with every officer actively involved. In addition, the department has many specialized units ranging from tactical teams to investigative units. Included among these specialized units are Gang Enforcement, Juvenile Advocacy, the Deployment Operations Center, Airport Law Enforcement, Narcotics, Gang Investigations, Vice Control, Public Transportation, Mounted Patrol Units, SWAT, the Mobile Strike Force, and the Targeted Response Unit.

2011 and 2012 Initiatives

Chicago continues to see a positive trend in the overall reduction of index crimes. In 2011, overall crime has dropped approximately 7 percent compared to the same time period last year. As a city, Chicago is on pace for the lowest number of murders in 50 years. The continued downward trend in crime has been accomplished through successful partnering with the community to make our city safer.

The backbone of any police department is the beat officer. Since Mayor Emanuel took office, the Police Department has moved more than 1,000 police officers back into districts, onto beats, patrolling neighborhoods and keeping them safe.

CPD is focused on strengthening the district level, giving District Commanders more resources and holding them accountable for what occurs in their district. Part of this includes the consolidation of three districts into their surrounding districts.

To select the districts to consolidate, CPD considered several factors, including:

- Crime statistics - Each district chosen for consolidation had low crimes statistics.
- Ability to absorb - The surrounding districts also had low crime numbers and are able to absorb the work and additional officers.

- Facilities - Two of the consolidating districts are housed in CPD's smallest and oldest facilities and did not utilize the lockups in those facilities.

District consolidation will allow CPD to strengthen its resources and deployment of officers in these areas, while eliminating duplicative services and streamlining bureaucracy.

In accordance with Mayor Emanuel's commitment to reducing bureaucracy citywide, CPD has already significantly reduced high-level bureaucracy through a reorganization of top-level staff that created a streamlined command staff structure that is more efficient, works smarter, and saves one million taxpayer dollars. The Department is doing the same type of reorganization at the district and area levels with the patrol and detective divisions to ensure that the City is getting the most out of every single officer and every single resource, and is serving every single community and resident.

CPD recently introduced CompStat – a data-driven crime strategy that enables CPD to monitor crime trends, engage in smarter policing, and target resources to the areas where they are needed most. CompStat is an invaluable tool and dynamic method to reduce crime, improve quality of life, and effectively allocate personnel. CompStat focuses on monitoring data and crime trends and deploying resources to reduce crime and violence. Since its implementation, CPD has seen a 20 percent reduction in crime over an eight-week period. This is by no means a victory, but it is an encouraging start.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY

DEPARTMENT OF POLICE

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	15,327	1,291,949,503	13,954	1,232,353,044
Chicago Midway Airport Fund	57	5,061,055	57	5,837,253
Chicago O'Hare Airport Fund	176	14,333,230	176	16,063,311
Other Grant Fund	99	92,268,000	120	81,911,000
Total Full-time Equivalent Positions and Amounts	15,659	\$1,403,611,788	14,307	\$1,336,164,608

ALLOCATION

Personnel Services	1,299,943,008	1,244,578,113
Non-Personnel Services	103,668,780	91,586,495

Program Summary and Description	2012	
	Positions	Funding
OFFICE OF THE SUPERINTENDENT Responsible for the administration of the Police Department related to legal and legislative matters and various labor agreements; improving the department's response to domestic violence; dissemination of information to the public through the news media.	217	20,411,458
OFFICE OF THE FIRST DEPUTY Coordinates and unifies the efforts of the Bureau of Patrol, Bureau of Detectives, Bureau of Organized Crime, Bureau of Organizational Development and the Bureau of Administration to maximize use of departmental resources, personnel, and technology.	52	5,204,371
BUREAU OF PATROL Responsible for general field operations. Includes the protection of life and property, apprehension of criminals, use of the problem-solving process to address chronic crime and disorder problems; providing district law-enforcement personnel with support that is consistent with beat, district, and strategic operational plans; enforcing traffic laws and City ordinances.	11,643	1,055,963,916
BUREAU OF DETECTIVES Coordinates and directs the efforts of specially trained personnel toward completing thorough and unified investigations. Includes the apprehension of offenders; providing information and serving as a liaison with department personnel in matters of criminal and juvenile-related offenses; providing district law-enforcement officers with investigative and arrest information; developing and presenting criminal causes.	1,371	125,568,392
BUREAU OF ORGANIZED CRIME Assists and supports the department in the lawful identification, investigation and successful prosecution of individuals, street gangs, and other organizations engaged in criminal or terrorist activity. Focuses on reducing violent crimes linked to criminal street gangs and organizations. Coordinates with City, state and federal agencies to target illegal activity at all levels.	496	46,084,103

**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY**

DEPARTMENT OF POLICE

Program Summary and Description	Positions	2012 Funding
BUREAU OF ORGANIZATIONAL DEVELOPMENT Develops and implements all training for new recruits and current officers; researches and develops new initiatives to improve public safety and department efficiency and effectiveness; evaluates the impact and effectiveness of current strategies using quantitative and qualitative methods including focus groups, surveys, data analysis, and interviews; examines the impact and inclusiveness of community outreach programs; develops, drafts, and publishes procedures for all Department units.	122	11,711,233
BUREAU OF ADMINISTRATION	406	105,732,956
TURNOVER		(34,511,821)

**DEPARTMENT OF POLICE
CAPS Implementation Office**

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	60	4,771,924	50	4,593,427

ALLOCATION

Personnel Services	3,648,008	3,469,511
Non-Personnel Services	1,123,916	1,123,916

Program Summary and Description	Positions	2012 Funding
CAPS Increases awareness among Chicago residents by enhancing partnerships between community and institutional stakeholders, police, and other City agencies. monitors and assesses the delivery of services and stimulates participation in relevant programs and functions.	50	4,700,463
TURNOVER		(107,036)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

PUBLIC SAFETY

OFFICE OF EMERGENCY MANAGEMENT AND COMMUNICATIONS

The Office of Emergency Management and Communications (OEMC) coordinates the City's delivery of police, fire, and emergency medical services in response to 911 calls; provides critical information to first responders through the state-of-the-art Operation Virtual Shield Network; manages emergency situations and coordinates major events across multiple jurisdictions; and operates the 311 call center for non-emergency service requests from residents of Chicago.

In 1995, the City launched the Office of Emergency Communications to coordinate the delivery of emergency service resources. After September 11, 2001, OEMC began coordinating the City's planning for issues related to homeland security and took on the responsibilities performed by the Fire Department's Bureau of Emergency Preparedness and Disaster Services, creating what is now known as OEMC. In 2006, the City created a Public Safety Consortium, which brought OEMC together with the Fire, Police, Aviation, and Public Health Departments to strategically plan and coordinate the City's approach to emergency situations and responses.

Today, OEMC continues to evolve in order to best protect the lives and property of Chicagoans. The department carries out its responsibilities through five divisions:

- **Operations** – The 911 operations floor handles more than 5.5 million calls for emergency services annually, and 311 city services handles more than 4.5 million calls annually, of which more than 100,000 are non-emergency calls for police, freeing officers' time for emergency responses and beat work.
- **Emergency Management** – The Office of Emergency Management serves as Chicago's liaison with the U.S. Department Homeland Security, the Illinois Office of Emergency Management, and other federal and state emergency management agencies.
- **City Operations** – The City Operations Division includes the Operations Center, the City Incident Center, and the Traffic Management Authority. It manages permit review for construction, parades, and sporting events.

- **Technology** – The Technology Division oversees the maintenance and improvement of the systems that enable prompt and effective emergency and non-emergency responses, including the independent telephone system, Computer-Aided Dispatch System, Camera Network, Radio Communications System, and data archiving mechanism.
- **Administrative Services** – The Administrative Division provides services necessary for the operation of the OEMC, including facility services, finance, personnel, and training. This division is also responsible for educational outreach to local schools.

2011 and 2012 Initiatives

OEMC will continue to oversee the City's Technology Group efforts to deliver effective, efficient and reliable technology solutions to support Police, Fire and OEMC public safety providers. By doing so, the City can leverage personnel, contracts, grants, and partnerships to develop cost-effective solutions to IT issues, share best practices, eliminate redundancies, consolidate physical assets and explore innovative service development and delivery models.

The Technology Group will be developing and managing eLearning content for Police, Fire and OEMC personnel; developing additional in-house GIS capabilities; consolidating citywide radio repair facilities and radio procurements; unifying and updating Police and Fire radio dispatch systems; and revising the Operation Virtual Shield (OVS) support system to free up sworn officers. OVS cameras in CTA subways will assist call-takers and dispatchers in locating and viewing subway emergencies and will reduce response times for first responders.

OEMC staff will continue to attend community, block club, and Aldermanic special meetings, as well as Chicago Public Schools and private sector meetings, to provide information on dispatch policies, disaster preparedness, citizen volunteer opportunities, and other issues.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY

OFFICE OF EMERGENCY MANAGEMENT AND COMMUNICATIONS

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	968	89,308,309	780	78,397,451
Chicago Midway Airport Fund	40	2,046,360	32	1,964,337
Chicago O'Hare Airport Fund	89	4,470,199	78	4,381,993
Other Grant Fund	24	129,722,000	37	184,724,000
Total Full-time Equivalent Positions and Amounts	1,121	\$225,546,868	927	\$269,467,781

ALLOCATION

Personnel Services	70,747,783	65,033,606
Non-Personnel Services	154,799,085	204,434,175

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	27	3,593,586
POLICE AND FIRE OPERATIONS Answers approximately 5.5 million calls for emergency police and fire/EMS services and dispatches field personnel; maintains circuitry for all pull box alarms; trains dispatch personnel; provides traffic control services at major sporting venues and designated special events.	534	40,056,074
EMERGENCY MANAGEMENT Coordinates and oversees all citywide efforts in emergency planning, training, multi-agency excercises, public education about emergency preparedness, response and recovery programs for man-made and natural disasters; coordinates the activities of City departments, as well as state, federal and private agencies at the scene of an emergency and at the City's Joint Operations Center.	44	184,760,372
TECHNOLOGY Implements and oversees technology and telephony for all police and fire dispatch operations, emergency management, and traffic engineering operations; maintains the City's fiber and copper communication infrastructure.	103	31,523,054
311 CITY SERVICES Answers all 311 calls for information and City services; works with City departments to ensure an efficient and effective delivery of services in response to such calls.	73	4,444,650
CITY OPERATIONS Develops and implements IT systems for traffic management; oversees the Traffic Operation Center and traffic control aides.	146	7,051,843
TURNOVER		(1,961,798)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY**CHICAGO FIRE DEPARTMENT**

The central purpose of the Chicago Fire Department (CFD) is to quickly and efficiently rescue persons trapped or injured by fire, accident, collapse, or terrorist activity, while mitigating the circumstances surrounding the event. The CFD also provides comprehensive medical care to triage, stabilize, and transport the injured; educates the public on preparedness for all hazards, including fire, hazardous atmosphere, and chemical incidents; and enforces the Chicago Fire Code to make business and residential quarters as safe as possible.

The CFD is the second largest fire department in the nation. It covers more than 228 square miles with nearly 100 neighborhood firehouses. The CFD has a wide range of engines, ladder trucks and specialty apparatus, including a high-volume fire boat, a fast-response boat for lake or river rescues, a three-stage high-rise pumper, two sophisticated helicopters with infrared technology and state-of-the-art communications, and command vehicles. For medical response, the CFD has a fleet of 60 advanced life support (ALS) ambulances and 15 basic life support ambulance units supplemented by ALS bicycle units. Equipped to serve multiple purposes, 59 fire engines and 12 fire trucks also have ALS equipment. The CFD works with major contributors to assure that smoke detectors are available for families who cannot otherwise afford them and distributes these detectors at firehouses and aldermanic offices throughout the City. The Department also provides information on the proper placement and maintenance of detectors and other related educational materials through aldermanic offices.

2011 and 2012 Initiatives

Public education is one of the main tenants of the CFD, and the department continues to execute programming that promotes education on life safety. The CFD believes there is a direct relationship between available smoke detectors and education modules and the number of fire deaths that occur. The more proactive life safety programming the CFD conducts, the fewer fire deaths the City of Chicago will have. In order to track these targets and other goals, the CFD has developed the following performance indicators for 2012: number of public education modules hosted, number of free smoke detectors distributed, fire deaths citywide, number of community events attended by the CFD citywide, and response times for Fire Suppression & Rescue and Emergency Medical Services.

In 2012, the Fire Department will debut new emergency and firefighting equipment. A new Critical Care Bus can be used at mass casualty events with the ability to transport more than a dozen critically injured patients at a time, not only increasing efficiency in medical care but relieving regular ambulance fleet units to address other emergencies. The addition of a mobile air tank refill system will allow fire fighter breathing tanks to be refilled as they are exhausted on the scene of an emergency, thereby reducing the number of tanks that must be brought to the scene or ferried to a filling location in the case of a long-term event.

In 2012, Chicago will combine police and fire into a single public safety headquarters, saving administrative expenses, providing better coordination between the Departments, and combining and strengthening duplicative specialty units such as helicopter, marine, and bomb and arson investigation.

**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY**

FIRE DEPARTMENT

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	4,910	483,423,494	4,849	521,545,059
Chicago Midway Airport Fund	69	6,436,837	66	6,994,542
Chicago O'Hare Airport Fund	199	19,245,132	214	22,239,742
Other Grant Fund	2	15,445,000	13	16,974,000
Total Full-time Equivalent Positions and Amounts	5,180	\$524,550,463	5,142	\$567,753,343

ALLOCATION

Personnel Services	491,076,460	529,766,591
Non-Personnel Services	33,474,003	37,986,752

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	102	31,454,513
FIRE SUPPRESSION AND RESCUE OPERATIONS The primary function is firefighting. There are 96 firehouses throughout the city, which conduct daily training, drills and exercises in an effort to maintain the highest level of readiness. This program also encompasses the Special Operations and Fire Investigation division.	4,247	475,931,220
EMERGENCY MEDICAL SERVICES Provides emergency medical care and hospital transport to anyone in need in the city. There are 60 Advance Life Support ambulances and 15 Basic Life Support ambulances as well as 44 engine companies and 6 fire trucks equipped with Advance Life Support equipment.	664	58,057,712
SUPPORT SERVICES Provides logistical support including storage, distribution and maintenance of supplies and equipment; maintains departmental records for public access; oversees departmental commissary supplies and policies; and oversees department technology support.	39	9,288,502
FIRE PREVENTION Inspects schools, institutions and places of public assembly for compliance with the City of Chicago's fire code.	90	8,480,011
TURNOVER		(15,458,615)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

REGULATORY INTRODUCTION

The departments within the Regulatory category are responsible for the enforcement of City ordinances, as well as compliance with local, state and federal laws. Much of this enforcement activity takes place through routine inspections or inspections conducted as a result of a complaint. The City's regulatory enforcement activities serve to protect public health and safety and the interests of consumers.

The departments that comprise the Regulatory category include:

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

The proposed budget recommends local funding for the Regulatory departments at \$49.2 million, a 10.7 percent decrease from the 2011 appropriation. The number of positions, including full time equivalents and grant-funded positions, recommended for this group of departments decreases by 154, from 756 in 2011 to 602 in 2012.

Grant Funding and Programing

The departments in this category are expected to receive \$7.9 million in grant funding in 2012. Grant funding for this category includes:

- \$542,000 in Tobacco Enforcement Grants to promote compliance with the tobacco-related provisions of the Chicago Municipal Code and ensure that tobacco products are not sold to minors
- \$3.2 million in Code Enforcement Grants through federal CDBG funding to fight slum blight through code enforcement activities targeted at the owners of occupied deteriorated or dilapidated buildings

The following pages contain additional details on each department and its proposed 2012 budget.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

OFFICE OF THE INSPECTOR GENERAL

The mission of the Inspector General's Office (IGO) is to prevent and root out misconduct, waste, and inefficiency, and to promote integrity, in City operations. The IGO's jurisdiction extends to much of City government, including most City employees, officials, functions, programs, licensees, contractors, and those seeking to do business with the City.

The IGO accomplishes its mission through investigations, audits, and program reviews. Based on information gathered during these activities, the IGO issues a variety of reports to the Mayor, City officials, City Council, and the public, with findings and recommendations for corrective action and discipline. Investigative summary reports are directed to the Mayor and the heads of relevant City departments, who generally must respond to IGO recommendations within 30 days. Audits, inspections, and program reviews and evaluations are reported to responsible City officials and released to the public through the IGO website. Additionally, these various reports are summarized in quarterly reports provided to the City Clerk and the City Council, and then published on the IGO website.

The IGO's Investigation Section conducts both criminal and administrative investigations into the performance of governmental officers, employees, departments, functions, programs, and contractors. These are initiated either in response to complaints or on IGO's own initiative. Administrative cases generally involve violations of City rules, policies or procedures, and/or waste or inefficiency. For administrative cases that uncover wrongdoing, the IGO produces summary reports that include a thorough summary and analysis of the evidence and a recommendation for disciplinary or other corrective action. Summary reports are sent to the Office of the Mayor, the Corporation Counsel, and the City departments affected or involved in the investigation. If IGO investigations reveal misconduct that is not being addressed by a City policy or procedure, the IGO can also recommend relevant program or policy changes to the Mayor and the relevant department.

IGO criminal cases involve violations of local, state, or federal criminal laws. These cases are generally prosecuted by the Cook County State's Attorney's Office or the U.S. Attorney's Office. The IGO may also issue summary reports recommending administrative action based on criminal conduct.

The IGO's Audit Section was created in 2007. It conducts independent audits of the operations of City departments, programs, functions, and those doing business with the City. These audits focus on the integrity, accountability, economy, efficiency, and effectiveness of each audit subject.

The IGO also continues to monitor the City's hiring and employment under the Shakman Accord, a responsibility that was transferred to the IGO from the Office of Compliance in 2010. As a result, the IGO's Hiring Oversight Section is now responsible for performing monitoring and audit activities directed towards ensuring compliance with the law and court-imposed protocols for the removal of all vestiges of patronage and favoritism in hiring and employment in City government.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

OFFICE OF INSPECTOR GENERAL

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	32	2,631,348	29	2,631,348
Water Fund	13	1,088,676	13	1,088,676
Sewer Fund	8	843,314	8	811,269
Chicago O'Hare Airport Fund	18	1,322,805	17	1,322,805
Total Full-time Equivalent Positions and Amounts	71	\$5,886,143	67	\$5,854,098

ALLOCATION

Personnel Services	4,880,020	4,989,231
Non-Personnel Services	1,006,123	864,867

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	2	258,576
INVESTIGATIONS Investigates corruption, fraud, and other misconduct in all City departments and by those doing business with the City. Uses a wide variety of investigative techniques to investigate complaints and gather evidence. Determines whether criminal or administrative violations have occurred and compiles evidence for case presentation.	37	3,030,757
LEGAL Drafts final investigative reports at the completion of investigations recommending disciplinary measures. Coordinates with Department of Law and prosecutor's offices regarding case presentation. Provides legal counsel and guidance regarding the direction of investigations and investigative techniques.	7	782,732
OPERATIONS Runs all administrative aspects including budget, personnel, information technology, document maintenance and organization, and outreach efforts.	6	797,488
AUDIT AND POLICY REVIEW Conducts regular and special audits of City departments and programs to identify inefficiencies and waste. Evaluates internal controls and recommends process and policy changes as necessary.	10	697,998
HIRING COMPLIANCE Monitors the City's hiring and employment compliance with the law and protocols imposed by the Shakman Accord.	5	394,955
TURNOVER		(108,408)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

DEPARTMENT OF BUILDINGS

The central purpose of the Department of Buildings (DOB) is to enforce the Chicago Building Code to protect the health, safety, and welfare of Chicago's residents and visitors. DOB requires high-quality design standards and promotes the conservation, rehabilitation, and reuse of the existing building stock through the permitting and inspection processes.

DOB evaluates project plans and issues all construction and demolition permits in the City of Chicago. DOB reviews plans according to size and complexity. Small projects are supported by three satellite offices throughout the city and one office at City Hall. Medium and large projects are supported by individual project managers who coordinate all required internal reviews, as well as external reviews performed by other City departments. The Department also examines and licenses members of the building trades and conducts permit inspections during the construction process.

DOB conducts annual inspections of buildings in Chicago and inspections referred to the Department as a result of calls to 311 City Services. The Department conducts nearly 270,000 inspections every year. The Department identifies potentially hazardous buildings, provides for their repair through enforcement action, and coordinates demolition when necessary. DOB is also responsible for tracking vacant properties and conducting inspections related to restaurant and public place of amusement licensing requirements.

In addition, the Department responds to heat calls from Chicago residents in order to ensure that rental properties are maintained at the required temperature during the winter months.

2011 and 2012 Initiatives

DOB is adopting an electronic plan review system and other targeted initiatives to improve its efficiency and decrease the time required to issue a permit, allowing development and construction to start sooner. This system will allow design professionals to submit plans electronically, allow multiple DOB plan reviewers with different areas of expertise to examine and approve plans simultaneously, and provide instantaneous electronic feedback. Architects will no longer have to visit City Hall to drop off or pick up plans and comments and will also be saved the costs of printing duplicates sets of plans.

The Department is also ramping up its efforts in 2012 to ensure that vacant building owners are held responsible for maintaining those structures so that the buildings do not become a blight to neighborhoods and communities in the city.

**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY**

DEPARTMENT OF BUILDINGS

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	209	22,176,368	177	19,615,489
Water Fund	25	2,127,711	22	2,061,683
Vehicle Tax Fund	5	498,703	5	477,200
Sewer Fund	18	1,937,737	18	2,027,486
Community Development Block Grant	65	7,026,650	52	6,835,678
Total Full-time Equivalent Positions and Amounts	322	\$33,767,169	274	\$31,017,536

ALLOCATION

Personnel Services	26,597,946	25,777,182
Non-Personnel Services	7,169,223	5,240,354

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	19	2,435,696
REGULATORY REVIEW / LEGISLATIVE MATTERS Responsible for the maintenance and updating of the Chicago Building Code and the auditing of 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.	4	472,574
CASE MANAGEMENT Processes all violations for adjudication in Administrative Hearings and/or Circuit Court. Maintains the department's computer network and workflow systems; evaluates technology needs and works with other City departments to implement new systems.	15	1,379,610
CODE COMPLIANCE Responsible for managing the enforcement of building codes, including the administrative hearing process and the voluntary compliance initiative. Serves as a liaison to the Department of Law with respect to building code and tort litigation.	2	200,808
LICENSING Responsible for the administration of tests and issuance of licenses for general contractors and members of the trades.	2	516,921
BUILDING INSPECTIONS Inspects existing structures which 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 the building into compliance with code.	11	996,190
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 the building into compliance with code.	102	10,053,326

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

DEPARTMENT OF BUILDINGS

Program Summary and Description	Positions	2012 Funding
<p>TROUBLED BUILDINGS PROGRAM Addresses buildings that have criminal activity, are vacant and unsecured, or have dangerous and hazardous building code violations. The purpose is to reduce crime and restore housing stock to the residents of Chicago. Works with the Departments of Law, Housing and Police to provide a comprehensive approach for inspections of problem properties and boards-ups or demolitions of vacant and hazardous buildings.</p>	37	4,540,007
<p>CODE ENFORCEMENT Responsible for inspecting existing structures which are occupied or vacant but secure and responding to resident complaints regarding building code violations.</p>	25	3,218,788
<p>SMALL PROJECT PERMITTING Reviews and permits small projects that do not require architectural drawings.</p>	18	1,412,771
<p>PLAN REVIEW Manages plan review and permitting for medium-sized projects using a project management approach; manages the Neighborhood Centers and Self-Certification Program.</p>	38	4,684,371
<p>DEVELOPER SERVICES Manages plan reviews and permitting for large building projects; coordinates the work of the accelerated Green Permit Team.</p>	1	1,836,796
<p>TURNOVER</p>		(730,322)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

REGULATORY

DEPARTMENT OF BUSINESS AFFAIRS AND CONSUMER PROTECTION

The central purpose of the Department of Business Affairs and Consumer Protection (BACP) is to promote and ensure a fair and vibrant marketplace for both businesses and consumers in Chicago. The department does this by working towards a regulatory environment that promotes business growth and consumer rights. BACP licenses nearly 100,000 businesses ranging from Fortune 500 companies to small retail stores to taxicabs, and develops educational programs to support entrepreneurs and consumers. BACP protects consumers from fraudulent, unfair, and deceptive practices and ensures public safety through licensing and regulation of the public passenger vehicle industry.

BACP provides thousands of existing and potential businesses with a wide array of services, including licensing, business start-up assistance, tax advice, and public way use permits. In an effort to support the growth of business, the Department offers free weekly Business Educational Workshops that teach a wide range of topics for entrepreneurs from writing a business plan to social media to licensing, and offers quarterly community seminars through the Business Works Seminar Program. The Small Business Solution Station located at City Hall provides one-on-one counseling sessions for small businesses in the areas of business planning, legal advice, and accessing capital through non-profit partners.

BACP promotes consumer awareness through its website, community events, and "Consumer Connection," a regular series of Public Service Announcements. The Department offers consumers quarterly Education Seminars throughout the city, and continues to co-sponsor with various community and private organizations Shredder Day events promoting identity theft awareness and prevention. In addition, BACP educates consumers on how to detect a scam on a wide array of topics such as home repair fraud, credit repair and mortgage fraud, and identifying illegal sales of recalled consumer products.

BACP responds to consumer complaints, conducts special, targeted investigations, and inspects business establishments to ensure business owners are compliant with City laws. BACP investigates business and taxicab licensing issues and various types of business and consumer fraud, including mortgage fraud and predatory lending, home repair fraud, deceptive retail practices, and allegations of the sale of tobacco or alcohol to minors.

As the Local Liquor Control Commission, BACP approves, denies, suspends, and revokes liquor licenses in the City of Chicago. If there is a nuisance problem in a community that involves a licensed establishment, the department facilitates community meetings to mediate the issues between the business and the community. Another key function of this department is to ensure the safety of passengers traveling in public passenger vehicles by performing taxicab safety inspections and regulating limousines and horse-drawn carriages. BACP also oversees cable operator franchise agreements and responds to consumer complaints regarding cable services.

2011 and 2012 Initiatives

In October 2011, the City Council passed the Mayor's reforms aimed at reducing the amount of time needed to obtain certain business licenses by eliminating unnecessary or redundant City inspections. These reforms eliminated many unnecessary on-site inspections that previously created undue delays in new business openings. These changes will also increase inspector efficiency and increase focus on areas that affect public health and safety.

In the coming year, BACP will be working to reform the City's licensing process in order to simplify the process of starting a business and encourage growth in Chicago. These changes are expected to reduce significantly the number of days to issue a business license. Currently, 73 percent of all business licenses are issued in less than three days. As a result of these reforms, the Department intends to increase that percentage to 80 percent or higher. BACP will also move to process all business license renewals online. In-person customers will have kiosk centers available to renew online and staff on hand to provide assistance. This system will provide a fast, convenient and user-friendly renewal interface while reducing the City's administrative costs.

Other initiatives planned for the coming year include updates to the taxi-related ordinances and regulations to include incentives for green taxis, promote pedestrian safety, and provide clarity in regulation. In an effort to streamline the process of renewing 7,000 taxicab and livery licenses annually, reduce medallion replacement costs, and provide the industry with better service, BACP will institute a two-year renewal for all taxicab medallion licenses.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

DEPARTMENT OF BUSINESS AFFAIRS AND CONSUMER PROTECTION

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	192	14,296,028	177	13,997,568
Other Grant Fund	11	1,009,000	10	956,000
Total Full-time Equivalent Positions and Amounts	203	\$15,305,028	187	\$14,953,568

ALLOCATION

Personnel Services	13,080,678	13,254,947
Non-Personnel Services	2,224,350	1,698,621

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	26	2,431,569
BUSINESS LICENSES AND PERMITS The unit is responsible for processing and issuing general and retail business licenses and public way use permits to business/property owners. The Business Assistance Center provides entrepreneurs with assistance in navigating City processes, resolving issues with City, State, and Federal agencies.	23	2,033,629
HOSPITALITY LICENSES AND PERMITS Consults and works with hospitality businesses in the areas of liquor and public place of amusement licensing. Operates as the Local Liquor Control Commission, oversees decisions to issue or deny liquor license applications.	9	912,765
PUBLIC VEHICLE LICENSES AND PERMITS Oversees the public vehicle industry through regulation, issuing and confiscating taxicab medallions and rates of fare. Licenses all public chauffeurs, taxicabs, charter buses and other public passenger vehicles. Ensures public safety through effective regulation.	35	2,727,002
ENFORCEMENT AND INVESTIGATIONS Conducts investigations to ensure that the laws governing business licensing, public way use, truck weight enforcement, weights and measures, tobacco sales, taxation, consumer protection and retail operational requirements are followed. Identifies, addresses and alerts the public of dangerous products and deceptive practices.	63	4,846,582
PROSECUTIONS AND ADJUDICATION Hears cases regarding business license irregularities and issues disciplinary action when businesses are found to be in violation of the Municipal Code. Helps consumers who have been victims of fraud and helps to resolve complaints against businesses through mediation or charges to obtain consumer restitution or fines. Prosecutes businesses found in violation of liquor laws.	18	1,364,045

Program Summary and Description	Positions	2012 Funding
CABLE AND TELECOMMUNICATIONS Oversees and monitors cable and related telecommunications activities of local cable operators to ensure compliance with various legal, technical, financial and reporting obligations deriving from the Chicago Cable Ordinance and various franchise agreements with the City, including compliance with mandated customer service standards. Oversees Cable 25, the City's cable television station aimed at fostering independent film and television production.	13	1,093,480

TURNOVER

(455,504)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

COMMISSION ON ANIMAL CARE AND CONTROL

The central purpose of the Commission on Animal Care and Control (ACC) is to remove stray, injured, and potentially dangerous animals from the public way to ensure public health and safety. Further, ACC is dedicated to providing for the health and welfare of all animals sheltered at the Animal Care and Control facility.

The Commission on Animal Care and Control annually receives approximately 60,000 animal-related service requests. The Department operates the Animal Care and Control facility, which every year houses approximately 20,000 stray animals, lost pets, animals involved in court

cases, animals available for adoption, and non-domestic animals. Through the Homeward Bound Program, the Commission collaborates with a large network of rescue organizations to find homes for approximately 6,000 animals each year. Additionally, the Commission provides outreach through vaccine clinics, wildlife seminars, and adoption events throughout the City.

2011 and 2012 Initiatives

In 2012, the Department will continue to offer public outreach and education programs, including vaccination clinics, wildlife education, and volunteer veterinarian efforts. ACC will also expand its inmate rehabilitation program with Cook County.

COMMISSION ON ANIMAL CARE AND CONTROL

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	70	3,919,304	64	4,207,368
Other Grant Fund	4	265,000	1	79,000
Total Full-time Equivalent Positions and Amounts	74	\$4,184,304	65	\$4,286,368

ALLOCATION

Personnel Services	3,454,349	3,364,894
Non-Personnel Services	729,955	921,474

Program Summary and Description	2012	
	Positions	Funding
ADMINISTRATION	6	538,998
ANIMAL CONTROL Responds to service requests to remove stray, vicious and unwanted animals from the public way. Investigates animal bites and dangerous dogs cases; reunites lost pets with their owners.	32	1,944,865
ANIMAL CARE Provides daily care and medical attention to the animals housed at the shelter; educates the public about animal care and pet responsibility.	24	2,281,927
ANTI-CRUELTY Inspects animal-related businesses; conducts cruelty investigations and dangerous dog investigations; works with Police Department on dog fighting cases.	3	196,687
TURNOVER		(676,109)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

LICENSE APPEAL COMMISSION

The License Appeal Commission is the immediate forum of appeal for suspensions, revocations, and fines imposed by the Department of Business Affairs and Consumer Protection against a liquor license holder for violations of the Municipal Code and state law. The Commission evaluates appeals for violations that range from allowing underage consumption of alcohol to the sale of narcotics on the licensee’s premises. The Commission conducts hearings, at which the parties appealing a suspension, revocation, or fine must present arguments based entirely on the record, transcripts, or relevant city code, statute or case law.

The Commission also deals with appeals for denied liquor license applications, denied changes in management/ownership of an existing liquor license, and refusals of liquor license renewal requests. At hearings for such cases, the parties are entitled to call witnesses and present evidence for consideration.

The rules of evidence and case law apply at License Appeal Commission hearings, and at the conclusion of each hearing a written decision is issued, setting out the reasons for the Commission’s decision.

LICENSE APPEAL COMMISSION

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	1	186,747	1	169,341

ALLOCATION

Personnel Services	57,455	63,276
Non-Personnel Services	129,292	106,065

Program Summary and Description	Positions	2012 Funding
APPEALS PROCESS	1	169,341

The License Appeal Commission (LAC) determines the legal appropriateness of suspensions, revocations, and fines imposed by the Department of Business Affairs and Consumer Protection against current liquor license holders. Additionally, the LAC conducts hearings on appeals for denied liquor license applications to determine whether they were rightfully denied.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

REGULATORY

BOARD OF ETHICS

The central purpose of the Board of Ethics is to interpret, promote, administer, enforce, and provide advice regarding the City's Governmental Ethics and Campaign Financing Ordinances. The Board of Ethics also designs and administers regulatory, educational, and public disclosure programs mandated by these ordinances.

The Board of Ethics provides confidential guidance and legal opinions to City employees, officials, and members of the public. It also designs and conducts seminars and online ethics training programs; investigates or refers complaints; oversees the annual filing of Statements of Financial Interests and other publicly available documents for City employees, officials, and lobbyists; and enforces the campaign contribution limitations imposed on persons doing or seeking to do business with the City and its sister agencies.

There are four cornerstones to promoting and ensuring ethical conduct:

First is the ability of persons subject to the ordinances or their attorneys to request and receive confidential advisory opinions - either informally by telephone or email, or formally by written opinion signed by the Executive Director or the Chair. The Board strives to issue informal opinions within 24 hours and formal opinions within 30 days. The number of requests continues to rise – the Board anticipates more than 6,000 requests in 2012, double the number issued just five years ago.

The second cornerstone is transparency. The Board makes several types of documents public - statements of financial interests filed by nearly 15,000 City employees and officials; filings from 600 lobbyists, comprising annual registration and semi-annual activity reports (as of May 2012, activity reports will be filed quarterly, and all reports will be available on-line with sortable data); ethics pledges required of certain employees and Mayoral appointees under Executive Order 2011-1 and the Ethics Ordinance; and gift disclosures and aldermanic recusal notices.

The third cornerstone is ethics education, an area where Chicago leads the nation. Since 2006, all Aldermen and full-time employees have completed a required on-line ethics training course. The Board revises this program every year. About 10 percent of the City's workforce must also

attend 90-minute face-to-face ethics seminars every four years. All 600 registered lobbyists similarly must complete a 30-minute on-line ethics training program each year. Where feasible, the Board designs and conducts training courses for vendors and community groups. The number of requests for informal and formal advisory opinions received is directly related to this training.

The fourth cornerstone is compliance and enforcement. The Board is the only agency with City-wide jurisdiction to receive, investigate or refer, and adjudicate complaints, consistent with the principles of due process and evidentiary hearings. The Board conducts and concludes approximately 150 investigations per year. These investigations typically involve persons who fail to file required disclosures and violations of the Campaign Financing Ordinance in a timely manner.

2011 and 2012 Initiatives

In May 2011, the Mayor signed three Executive Orders creating significant new ethics rules. The first prohibits new appointees from lobbying City government (or the board or commission on which they sat) for two years after leaving the administration and bars lower level employees from lobbying the department or agency in which they worked. The second protects City employees against pressure to give gifts or make political contributions to their superiors, and the third prohibits City lobbyists from making political contributions to the Mayor.

Pursuant to additional Mayoral ethics reforms, as enacted in July 2011, the Board will create, operate, and maintain an online lobbyist registration system that allows the public to view and search information on lobbying activities and to generate reports from this data. This lobbyist information will be filed and processed quarterly, greatly increasing transparency.

In addition, at Mayoral direction, the City took significant steps toward accountability and transparency by becoming the first major jurisdiction to enable its employees and officials to file their annual ethics disclosure statements online, and to make these statements available for viewing by the public online.

**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY**

BOARD OF ETHICS

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	7	598,894	8	791,164

ALLOCATION

Personnel Services	512,915	665,739
Non-Personnel Services	85,979	125,425

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	2	213,572
EDUCATION Designs, conducts and produces training classes and annual on-line training programs and other educational materials for persons whose conduct is regulated by the Governmental Ethics and Campaign Financing Ordinances, and the public; oversees mandatory ethics education for all City personnel and registered lobbyists.	2	150,987
COMPLIANCE AND ENFORCEMENT Initiates, receives, refers or investigates complaints alleging violations of Governmental Ethics and Campaign Financing Ordinances; holds hearings or formal adjudications, makes determinations and recommends corrective actions for violations.		4,907
CASEWORK Interprets and provides confidential advisory opinions on the Governmental Ethics and Campaign Financing Ordinance; maintains case files; advises City officials regarding legislative action on government ethics, campaign financing and lobbying.	1	89,273
REGULATION Monitors compliance with lobbyist registration and reporting requirements; maintains and makes publicly available lobbyists' filings, and provides guidance to lobbyists.	1	75,272
DISCLOSURE FORMS Distributes, collects, maintains, reviews and makes publicly available Statements of Financial Interests and other legally required disclosures.	1	81,753
LAW COMPLIANCE Conducts audits and monitors risk, and recommends corrective action for problems leading to non-compliance with applicable laws, rules, regulations and policies.	1	197,149
TURNOVER		(21,749)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

INFRASTRUCTURE SERVICES

INTRODUCTION

The Infrastructure Services departments collect the City's recycling and waste; build, repair, and maintain the City's streets, sidewalks, and bridges; and strategically plan for the future of the City's essential infrastructure.

The departments that comprise the Infrastructure Services category include:

- The Department of Streets and Sanitation
- The Department of Transportation

The proposed budget recommends local funding for the Infrastructure Services departments at \$363.9 million, a decrease of \$3.5 million from the 2011 appropriation. The number of positions, including full time equivalents and grant-funded positions, recommended for this group of departments decreases by 330, from 3,556 in 2011 to 3,226 in 2012.

Grant Funding and Programing

The departments in this category expect to receive \$512.5 million in grant funding in 2012, level with 2011 grant funding. Grant funding for 2012 in this category includes:

- \$23.8 million for the High Priority/SAFETEA-LU program, which is a reauthorization of the Federal Transportation Bill for transit-related and street construction improvements
- \$141.7 million for the Congestion Mitigation Air Quality Program, a federal program financing projects that will contribute to the attainment of national ambient air quality standards in designated non-attainment areas

- \$117.7 million for Surface Transportation programs to resurface, reconstruct, and rehabilitate the Federal-Aid Highway System
- \$88.0 million for the Highway Bridge Program to fund bridge projects, such as that underway on North-South Wacker Drive
- \$1.0 million for the Chicago Area Plug-in Electric Vehicle Support Project to install alternative fuel and electric vehicle charging stations throughout the Chicago region
- \$5 million for the Chicago Area Alternative Fuels Deployment Grant to deploy alternative fuel hybrid vehicles and throughout the City

The following pages contain additional details on each department and its proposed 2012 budget.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES**DEPARTMENT OF STREETS AND
SANITATION**

The central purpose of the Department of Streets and Sanitation (DSS) is to manage the collection, recycling, and disposal of residential refuse, sweep and plow streets, remove graffiti, clean vacant lots, demolish hazardous garages, tow illegally parked vehicles, enforce sanitation ordinances, abate rodents, and plant, trim, and remove trees.

DSS is one of the largest service providers in the City, completing an average of one million service requests every year. The Department's blue trucks are a regular presence on Chicago's main streets, side streets, and alleys. Garbage and recycling trucks collect one million tons of residential waste and 55,000 tons of recyclables annually. More than 240,000 households currently use blue cart recycling.

DSS street sweepers clean approximately 295,000 lane miles of Chicago streets each year. The Department coordinates a fleet of 273 snow mitigation trucks and 24 smaller plows, using state-of-the-art technology to monitor weather conditions and the impact on Chicago's roadways. The Department expects to trim approximately 15,000 trees and plant 2,000 more in 2011, and it has handled more than 14,000 tree emergencies thus far in 2011. DSS works closely with the many communities through the Department's neighborhood services office, field offices, aldermanic offices, and the 311 system. Each year, DSS conducts citywide "Clean & Green" clean-up events that allow the department to work side-by-side with interested community groups who use City tools and supplies to help clean and beautify their neighborhoods.

2011 and 2012 Initiatives

DSS worked closely with the Mayor's Office to introduce competitive bidding to City services. DSS is currently using private vendors along with City crews to determine the most efficient, cost-effective way to collect recyclables. The request for proposals for recycling services was completed, and the winning vendors began providing services for the recycling program in October 2011.

In 2012, DSS will begin the implementation of a new system that will pick up residential garbage on a grid-based system, rather than the current ward-based territories. The more streamlined method will help the City deliver this service in the most efficient and cost-effective manner possible. Chicago is currently the only major city not on a grid system, while other cities offer the same service at substantially less cost because it's done on a logically-based grid. Chicagoans pay \$100 more per ton to haul away trash than Boston or Los Angeles. The savings gained from moving garbage pickup to a grid-based system will allow for the expansion of residential recycling service citywide by 2013.

The Department will also implement a mobile customer service request application for its towing and abandoned vehicle programs. The system will provide a more efficient method for tow truck drivers to report motorist assists and vehicle relocations, and allows the information to be instantly uploaded to 311. This will enable investigators in the field to provide a real time status on service requests and complaints.

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

**DEPARTMENT OF STREETS AND SANITATION
Commissioner's Office**

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	11	1,822,914	11	1,719,729

ALLOCATION

Personnel Services	919,486	1,023,329
Non-Personnel Services	903,428	696,400

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	11	1,751,380
TURNOVER		(31,651)

**DEPARTMENT OF STREETS AND SANITATION
Administrative Services Division**

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	101	6,965,666	94	6,714,852

ALLOCATION

Personnel Services	6,884,712	6,653,137
Non-Personnel Services	80,954	61,715

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	15	1,216,633
OPERATIONAL SUPPORT Supervises personnel, property administration, facility maintenance, employee safety training, grant research and management, inventory control, and warehouse operations.	4	306,508
RETURN TO WORK DEPLOYMENT To utilize employees returning to work from leave and re-deploy staff in the most effective and efficient manner possible.	75	5,257,960
TURNOVER		(66,249)

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

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

DEPARTMENT OF STREETS AND SANITATION
Bureau of Sanitation

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	1,452	132,054,508	1,370	135,386,142
Vehicle Tax Fund	103	9,085,640	103	9,027,006
Total Full-time Equivalent Positions and Amounts	1,555	\$141,140,148	1,473	\$144,413,148

ALLOCATION

Personnel Services	94,472,467	94,757,029
Non-Personnel Services	46,667,681	49,656,119

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	7	788,478
OPERATIONAL SUPPORT Supervises personnel, property administration, facility maintenance, employee safety training, grant research and management, inventory control, and warehouse operations.	1	284,163
SOLID WASTE COLLECTION Collects refuse, bulk recyclables and yard waste through a semi-automated system; identifies violations and enforces the sanitation code.	1,360	101,036,459
SOLID WASTE DISPOSAL Collects data and maintains records pertaining to solid waste disposal and recycling; disposes of collected waste and bulk material in accordance with established environmental regulations.	2	41,397,779
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 sewer system.	103	9,224,871
TURNOVER		(8,318,602)

DEPARTMENT OF STREETS AND SANITATION
Bureau of Rodent Control

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	100	6,460,634	79	5,459,396

ALLOCATION

Personnel Services	6,265,780	5,289,262
Non-Personnel Services	194,854	170,134

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	5	402,262
OPERATIONAL SUPPORT Supervises personnel, property administration, facility maintenance, employee safety training, grant research and management, inventory control, and warehouse operations.	7	478,429

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

SOLID WASTE COLLECTION	17	1,177,484
Collects refuse, bulk recyclables and yard waste through a semi-automated system; identifies violations and enforces the sanitation code.		
VECTOR CONTROL	48	3,375,839
Identifies areas of rodent infestation; controls or eliminates rodent problems through inspections and baiting of alleys, sewers, and identified premises.		
DEAD ANIMAL REMOVAL	2	168,933
Collects and removes deceased rodents from the public way, city sewers, and court identified premises.		
TURNOVER		(143,551)

DEPARTMENT OF STREETS AND SANITATION
Bureau of Street Operations

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	363	24,065,098	215	16,336,827
Vehicle Tax Fund	65	9,263,591	62	8,819,029
Motor Fuel Tax Fund		14,833,570		20,350,550
Total Full-time Equivalent Positions and Amounts	428	\$48,162,259	277	\$45,506,406

ALLOCATION

Personnel Services	27,907,614	20,629,663
Non-Personnel Services	20,254,645	24,876,743

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	5	519,672
FIELD OPERATIONS	165	14,059,964
Supervises field crews, prepares and implements the City's snow removal program, and provides set-up and clean up services on public ways; provides equipment and supervision for labor forces provided by the sheriff and by the State of Illinois to clean vacant lots, viaducts, underpasses, and expressway frontages.		
EQUIPMENT SUPPORT SERVICES	31	3,571,229
Allocates hoisting engineers to operate heavy equipment for a variety of City department needs.		
GRAFFITI BLASTER'S PROGRAM	40	3,311,783
Removes graffiti in city neighborhoods.		
STREET OPERATIONS	28	22,095,475
Maintains the cleanliness of the public way through mechanical and manual sweeping and litter basket waste collection; ensures safe movement of traffic through planned treatment and removal of snow.		
STREET SWEEPING	8	2,435,387
Maintains the cleanliness of the public way through mechanical sweeping of dirt, debris and other wastes; removes debris blocking and/or entering the sewer system.		
TURNOVER		(487,104)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

DEPARTMENT OF STREETS AND SANITATION
Bureau of Forestry

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	177	12,848,712	159	12,145,328

ALLOCATION

Personnel Services	11,697,356	11,243,704
Non-Personnel Services	1,151,356	901,624

Program Summary and Description	Positions	2012	
		Funding	
ADMINISTRATION	5	461,995	
OPERATIONAL SUPPORT Supervises personnel, property administration, facility maintenance, employee safety training, grant research and management, inventory control, and warehouse operations.	31	2,506,827	
FORESTRY OPERATIONS Removes dead and hazardous trees; trims live trees on the City parkway; removes tree stumps; and processes non-parkway landscape debris.	123	9,519,297	
TURNOVER		(342,791)	

DEPARTMENT OF STREETS AND SANITATION
Bureau of Traffic Services

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Vehicle Tax Fund	204	23,470,028	204	23,833,825

ALLOCATION

Personnel Services	13,566,858	13,857,305
Non-Personnel Services	9,903,170	9,976,520

Program Summary and Description	Positions	2012	
		Funding	
ADMINISTRATION	7	740,518	
OPERATIONAL SUPPORT Supervises personnel, property administration, facility maintenance, employee safety training, grant research and management, inventory control, and warehouse operations.	3	112,092	
SPECIAL TRAFFIC SERVICES Manages the lane change on Lake Shore Drive and Sheridan Road; provides traffic support for parades, marathons, movie locations, and other special events.	38	3,185,765	
CONTRACTUAL TOWING Identifies and removes hazardous and abandoned vehicles from City streets and vacant lots through a privatized towing program.	12	895,331	

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

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT INFRASTRUCTURE SERVICES

CITY TOWING	88	14,629,541
Tows vehicles illegally parked on the public way and provides towing and relocation support to other City agencies.		
AUTO POUNDS	56	4,881,031
Operates and supervises the City's auto pounds and provides notice to owners of impounded vehicles.		
TURNOVER		(610,453)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

INFRASTRUCTURE SERVICES

DEPARTMENT OF TRANSPORTATION

The central purpose of the Department of Transportation (CDOT) is to plan, design, construct, maintain, and manage the City's surface transportation infrastructure, such as streets, alleys, sidewalks, curbs and gutters, bridges, viaducts, and transit stations, and to support and enhance neighborhoods and ensure safe and efficient travel.

CDOT provides Chicagoans with safe and effective means of navigating the City by maintaining and rehabilitating the public way – including more than 4,000 miles of streets, 300 bridges and viaducts, 140 miles of on-street bikeways, and 2,900 signalized intersections. Each year, CDOT invests millions of dollars in this important infrastructure, which helps maintain and improve Chicago's economic strength and residents' quality of life. CDOT installs and replaces traffic signs and maintains pavement markings to improve public safety, installs and maintains street and alley lights and traffic signals, and administers the Aldermanic Menu Program, which funds infrastructure improvements in each ward.

CDOT regulates the use of the public way, by controlling oversized vehicle passage, utility construction, newspaper stands, construction scaffolding, and driveways. The department processes approximately 100,000 public way permits annually, issued to private contractors, commercial utility companies, and other City departments.

CDOT also encourages alternatives to driving through its bike and pedestrian programs, each designed to invest in infrastructure improvements and promote safety through education and awareness.

2011 and 2012 Initiatives

In 2012, CDOT anticipates starting, continuing, or completing a number of projects, programs, and initiatives, each of which represents a significant investment in the safety and effectiveness of Chicago's public way, transportation system, and communities. These include:

Capital Construction

- Complete the \$300 million reconstruction of North-South Wacker Drive from Randolph to Congress Parkway, rebuilding the 55-year-old roadway to improve safety and access while adding three acres of new green space with a new interchange at Congress Parkway

- Complete the reconstruction of the Torrence Avenue bridge over the Calumet River and the Laramie Avenue viaduct at Roosevelt
- Complete the new CTA Morgan Street elevated station, serving the Green and Pink lines - the first new CTA station in more than 15 years
- Start the total rehab of the Wells Street bridge over the Chicago River
- Start the reconstruction of the Fullerton bridge over the Lincoln Park lagoon and the reconstruction of the Clark/Division Red Line station

Street Resurfacing and Sidewalk Repairs

- Complete 500 blocks of street resurfacing and 100 blocks of sidewalk repair or replacement in neighborhoods throughout Chicago
- Complete more than 500 locations through the Shared Cost Sidewalk Program

Bicycle and Pedestrian Safety

- Continue the installation of protected bike lane across the city, with the goal of completing 25 miles per year
- Launch Chicago's first bike-sharing program, with 3,000 bikes and 300 stations; 2,000 bikes and 200 stations could be added in following years
- Continue education and awareness programs such as Share the Road the pedestrian-safety campaign

Streetlights and Traffic Signals

- Continue the conversion of streetlights to metal-halide fixtures, which are more energy-efficient and longer-lasting
- Continue to modernize traffic signals with LED technology, also more energy-efficient and longer-lasting

Additional revenue generated by the increase in vehicle sticker fees for large vehicles will enable the Department to complete additional street work. The 2012 budget creates two units in CDOT dedicated to street and alley resurfacing and potholes. The additional revenue will allow CDOT to fill 160,000 additional potholes or resurface 43 more blocks of street.

CDOT also continues to review all its operations, from in-house construction work to administrative operations, to ensure that City services are being delivered in the most efficient and cost-effective manner possible.

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PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

CHICAGO DEPARTMENT OF TRANSPORTATION
Commissioner's Office

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	35	5,070,071	14	3,499,151

ALLOCATION

Personnel Services	2,591,497	1,274,114
Non-Personnel Services	2,478,574	2,225,037

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	8	1,163,485
PUBLIC INFORMATION Provides timely information on department projects and transportation issues.	3	276,924
LEGISLATIVE AND COMMUNITY SERVICES Coordinates information provided to the public, businesses, communities and governmental agencies.	3	2,141,256
TURNOVER		(82,514)

CHICAGO DEPARTMENT OF TRANSPORTATION
Division of Administration

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	64	4,797,452	68	5,448,720

ALLOCATION

Personnel Services	4,296,643	5,115,010
Non-Personnel Services	500,809	333,710

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	60	4,986,030
PLANNING AND DEVELOPMENT Prepares surface transportation plans, studies and policy recommendations to enhance the mobility, economic vitality and quality of life in Chicago.	8	658,295
TURNOVER		(195,605)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

CHICAGO DEPARTMENT OF TRANSPORTATION

Division of Engineering

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Vehicle Tax Fund	53	6,533,561	66	6,833,633
Other Grant Fund		189,948,000		311,632,000
Total Full-time Equivalent Positions and Amounts	53	\$196,481,561	66	\$318,465,633

ALLOCATION

Personnel Services	4,742,130	6,022,129
Non-Personnel Services	191,739,431	312,443,504

Program Summary and Description	Positions	2012 Funding
PLANNING AND DEVELOPMENT Prepares surface transportation plans, studies and policy recommendations to enhance the mobility, economic vitality and quality of life in Chicago.		4,165,000
TRAFFIC SIGN MANAGEMENT Manufactures and installs traffic signs in the public way and manages the Red-Light Camera Program.		2,900,000
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, drafting, and electrical engineering services; supervises electrical system improvement projects.		56,346,000
DESIGN AND ENGINEERING MANAGEMENT Designs and constructs bridge rehabilitation and transit station projects; coordinates the management and use of the freight tunnel system.	66	237,559,318
BRIDGE MANAGEMENT Performs routine repairs to the bridges throughout the city covering the North Branch to the Calumet District; provides staff at bridge houses and provide roving patrols for the timely bridge openings for commercial and public water way transportation. Coordinates capital improvements via the aldermanic menu program.		5,400,000
NEIGHBORHOOD IMPROVEMENT Designs and constructs neighborhood projects.		12,327,026
TURNOVER		(231,711)

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PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

CHICAGO DEPARTMENT OF TRANSPORTATION
Division of Infrastructure Management

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	42	21,725,318	9	19,419,294
Vehicle Tax Fund	76	6,321,296	94	8,030,359
Total Full-time Equivalent Positions and Amounts	118	\$28,046,614	103	\$27,449,653

ALLOCATION

Personnel Services	7,423,984	7,032,937
Non-Personnel Services	20,622,630	20,416,716

Program Summary and Description	Positions	2012
		Funding
ADMINISTRATION		3,000
CONSTRUCTION COMPLIANCE Issues public way permits and performs inspections of restorations in the public way.	42	3,742,621
INFRASTRUCTURE MANAGEMENT Coordinates public way construction and issues commercial driveway and construction permits.	1	300,947
PUBLIC WAY MANAGEMENT Coordinates the use of the public way; manages and operates the Office of Underground Coordination and the City Utility Alert Network (CUAN).	23	1,723,178
TRAFFIC SIGN MANAGEMENT Manufactures and installs traffic signs in the public way and manages the Red-Light Camera Program.	37	21,956,147
TURNOVER		(276,240)

CHICAGO DEPARTMENT OF TRANSPORTATION
Division of Project Development

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	56	6,131,731	43	4,477,836
Vehicle Tax Fund		0	7	1,141,797
Other Grant Fund		158,647,000	1	199,916,000
Total Full-time Equivalent Positions and Amounts	56	\$164,778,731	51	\$205,535,633

ALLOCATION

Personnel Services	4,532,812	4,482,975
Non-Personnel Services	160,245,919	201,052,658

Program Summary and Description	Positions	2012
		Funding
PLANNING AND DEVELOPMENT Prepares surface transportation plans, studies and policy recommendations to enhance the mobility, economic vitality and quality of life in Chicago.	21	121,136,227
INFRASTRUCTURE MANAGEMENT Coordinates public way construction and issues commercial driveway and construction permits.		50,000

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

PUBLIC WAY MANAGEMENT	11	962,071
Coordinates the use of the public way; manages and operates the Office of Underground Coordination and the City Utility Alert Network (CUAN).		
TRAFFIC SIGN MANAGEMENT		5,320,000
Manufactures and installs traffic signs in the public way and manages the Red-Light Camera Program.		
ELECTRICAL OPERATIONS AND MANAGEMENT		11,678,000
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, drafting, and electrical engineering services; supervises electrical system improvement projects.		
DESIGN AND ENGINEERING MANAGEMENT		36,431,000
Designs and constructs bridge rehabilitation and transit station projects; coordinates the management and use of the freight tunnel system.		
NEIGHBORHOOD IMPROVEMENT	19	30,136,760
Designs and constructs neighborhood projects.		
TURNOVER		(178,425)

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

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	301	26,956,717	138	11,992,609
Vehicle Tax Fund		0	144	13,838,839
Motor Fuel Tax Fund		3,548,597		3,548,874
Other Grant Fund		5,000,000		0
Total Full-time Equivalent Positions and Amounts	301	\$35,505,314	282	\$29,380,322

ALLOCATION

Personnel Services	23,350,741	22,662,576
Non-Personnel Services	12,154,573	6,717,746

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION		38,380
ELECTRICAL OPERATIONS AND MANAGEMENT	282	29,990,902
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, drafting, and electrical engineering services; supervises electrical system improvement projects.		
TURNOVER		(648,960)

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

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

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Corporate Fund	135	11,599,081	120	10,746,690
Vehicle Tax Fund	218	16,779,001	225	18,054,260
Motor Fuel Tax Fund		17,047,833		17,047,576
Other Grant Fund		239,000		968,000
Total Full-time Equivalent Positions and Amounts	353	\$45,664,915	345	\$46,816,526

ALLOCATION

Personnel Services	25,747,580	26,233,523
Non-Personnel Services	19,917,335	20,583,003

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION		90,300
PLANNING AND DEVELOPMENT Prepares surface transportation plans, studies and policy recommendations to enhance the mobility, economic vitality and quality of life in Chicago.		968,000
TRAFFIC SIGN MANAGEMENT Manufactures and installs traffic signs in the public way and manages the Red-Light Camera Program.		852,000
CONSTRUCTION MANAGEMENT Provides program support for bridge repairs, operations, asphalt/concrete repairs and replacement.	9	1,202,992
DESIGN AND ENGINEERING MANAGEMENT Designs and constructs bridge rehabilitation and transit station projects; coordinates the management and use of the freight tunnel system.		1,075,000
BRIDGE MANAGEMENT Performs routine repairs to the bridges throughout the city covering the North Branch to the Calumet District; provides staff at bridge houses and provide roving patrols for the timely bridge openings for commercial and public water way transportation. Coordinates capital improvements via the aldermanic menu program.	172	20,625,856
ASPHALT MAINTENANCE Responsible for residential street and alley resurfacing, pothole patching and street and alley speed hump installation and maintenance.	107	17,664,725
CONCRETE MAINTENANCE Provides for proper drainage, prevents erosion and repairs and replaces sidewalks, curbs and gutters.	57	5,195,949
TURNOVER		(858,296)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SERVICE ENTERPRISE

PUBLIC SERVICE ENTERPRISE

INTRODUCTION

The Public Service Enterprise departments are self-supporting, in that each derives its revenue from charges and associated user fees. These departments operate O'Hare and Midway International Airports and the City's water and sewer systems.

The departments that comprise the Public Service Enterprise category include:

- Department of Aviation
- Department of Water Management

The proposed budget recommends local funding for the Public Service Enterprise departments at \$632.3 million, an increase of \$16.3 million, or 2.7 percent, from the 2011 budget. The number of positions, including full time equivalents and grant-funded positions, recommended for this group of departments decreases by 95, from 3,615 in 2011 to 3,520 in 2012.

Grant Funding and Programing

The Public Service Enterprise departments anticipate \$262.7 million in grant funding in 2012, including a carryover of \$61.0 million from 2011. The Department of Aviation is the primary recipient of grant funding in this category for its airport improvement programs, which are further described in the following pages.

The following pages contain additional details on each department and its proposed 2012 budget.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

PUBLIC SERVICE ENTERPRISE

DEPARTMENT OF AVIATION

The central purpose of the Chicago Department of Aviation (CDA) is to ensure safe and efficient travel at O'Hare and Midway International airports; provide the best airport services and amenities in an environment that reflects Chicago's rich, diverse, and unique character; successfully implement the O'Hare Modernization Program (OMP); manage airport tenant and concessions license agreements, ground transportation facilities, financial, administration, research, planning, and development activities, and remain at the forefront for airport sustainability by integrating green best practices into all aspects of the airports.

The CDA manages the operations of O'Hare and Midway International Airports, which are owned by the City. The CDA oversees 1,216 aviation positions and 250 business tenants at both airports. Together, Chicago's airports generate more than \$45 billion in annual economic activity and 540,000 jobs for the region.

The CDA is also charged with the management of the OMP. The OMP is reconfiguring O'Hare's intersecting runways into a modern parallel layout, reducing delays, increasing capacity, creating 195,000 new jobs and an additional \$18 billion in annual economic activity.

In 2012, Chicago's airports will be served by 60 passenger airlines and 25 cargo airlines, which will provide service to over 200 destinations across the globe. Over 84.7 million passengers traveled through Chicago's airports in 2010 – 67 million at O'Hare and 17.6 million at Midway.

2011 and 2012 Initiatives

In 2012, the CDA will focus on environmental sustainability, information technology, non-airline revenue growth, and OMP construction.

The CDA continues to be an industry leader for incorporating sustainability initiatives in an airport environment. In 2009, the CDA developed and released the Sustainable Airport Manual (SAM). It established the model for green airport development and has since received national and international recognition. In fall 2011, the CDA will host its fourth annual "Airports Going Green" conference, the airport industry's premier event covering sustainability initiatives, attended by national and international aviation leaders and environmental experts. The CDA's commitment

to a clean and quality environment has also translated into new funding sources for the CDA. In 2011, the department was awarded a Voluntary Airport Low Emissions grant to purchase fuel efficient vehicles for airport use.

In the area of information technology, the department has embarked on the redesign of its website to provide greater functionality, features, and information to the traveling public. The new website, scheduled to launch in February 2012, will provide tools that allow passengers to plan their travel around events, entertainment, and dining options in Chicago, access to interactive maps, event calendars, parking availability, CTA alerts, traffic alerts, streaming media, web alerts, and social media capability. This initiative will provide the traveling public with meaningful, current information 24 hours a day.

Non-airline revenues from concessions and commercial development are an important source of funds for the airports. In 2011, the department awarded a new contract for the redevelopment of the concessions program in O'Hare Terminal 5. This program is expected to generate significant additional revenue, create a world class experience for the traveling public, and create new jobs for Chicago. CDA will seek opportunities for additional such programs at Midway and O'Hare in the areas of specialty retail, food and beverage, and business services to further enhance existing programs and generate additional non-airline revenue.

OMP construction continues to make great progress to secure Chicago's position as the center of the global aviation system. O'Hare's on-time performance has significantly improved since the OMP commissioned one new runway, a runway extension and a new supplemental air traffic control tower in 2008. Construction continues on the final runway component of the first phase of the OMP, which is being built to accommodate new, widebody aircraft and which will further reduce delays and add capacity at O'Hare. Design, planning, and construction is underway for the next phase of the OMP, including construction of an additional runway, a third air traffic control tower, and several related projects.

**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SERVICE ENTERPRISE**

**DEPARTMENT OF AVIATION
Chicago Midway Airport**

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Chicago Midway Airport Fund	182	77,286,463	175	79,340,001
Other Grant Fund		24,626,000		67,920,000
Total Full-time Equivalent Positions and Amounts	182	\$101,912,463	175	\$147,260,001

ALLOCATION

Personnel Services	13,342,163	14,619,101
Non-Personnel Services	88,570,300	132,640,900

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	10	17,105,059
CAPITAL DEVELOPMENT Manages airport tenant arrangements; analyzes current and proposed planning projects; provides engineering and architectural services to review, design and manage airport development projects; monitors noise abatement programs.		67,967,900
COMMERCIAL DEVELOPMENT AND CONCESSIONS Manages all aspects of airport commercial development and concession service.		2,743,000
AIRFIELD OPERATIONS Provides for the safe operation of airplane traffic, airfield coordination, vehicle operations, snow and ice removal services, radio and telephone communications, and crisis control systems.	70	8,636,151
LANDSIDE OPERATIONS Provides for the safe and efficient movement of ground transportation; provides passenger information services and manages the operation of parking facilities.		18,650,700
SECURITY MANAGEMENT Provides airport security services to ensure the highest possible degree of safety of traveling persons and property.	60	7,709,989
FACILITY MANAGEMENT Provides for reliable and proper operation of terminal facilities and equipment, airfield machinery, utility services and maintenance activities.	33	24,759,940
SAFETY MANAGEMENT Provides airport safety services to ensure the safest environment for employees, tenants, vendors and the traveling public.	2	166,616
TURNOVER		(479,354)

**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SERVICE ENTERPRISE**

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

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Chicago O'Hare Airport Fund	1,272	286,163,954	1,218	298,181,238
Other Grant Fund		111,943,000		194,132,000
Total Full-time Equivalent Positions and Amounts	1,272	\$398,106,954	1,218	\$492,313,238

ALLOCATION

Personnel Services	90,347,954	98,908,638
Non-Personnel Services	307,759,000	393,404,600

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	119	46,108,696
CAPITAL DEVELOPMENT Manages airport tenant arrangements; analyzes current and proposed planning projects; provides engineering and architectural services to review, design and manage airport development projects; monitors noise abatement programs.	35	205,339,956
COMMERCIAL DEVELOPMENT AND CONCESSIONS Manages all aspects of airport commercial development and concession service.	4	3,949,374
AIRFIELD OPERATIONS Provides for the safe operation of airplane traffic, airfield coordination, vehicle operations, snow and ice removal services, radio and telephone communications, and crisis control systems.	305	36,714,338
LANDSIDE OPERATIONS Provides for the safe and efficient movement of ground transportation; provides passenger information services and manages the operation of parking facilities.	12	62,571,889
SECURITY MANAGEMENT Provides airport security services to ensure the highest possible degree of safety of traveling persons and property.	236	29,315,134
FACILITY MANAGEMENT Provides for reliable and proper operation of terminal facilities and equipment, airfield machinery, utility services and maintenance activities.	500	110,953,458
SAFETY MANAGEMENT Provides airport safety services to ensure the safest environment for employees, tenants, vendors and the traveling public.	7	1,091,314
TURNOVER		(3,730,921)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

PUBLIC SERVICE ENTERPRISE

DEPARTMENT OF WATER MANAGEMENT

The central purpose of the Department of Water Management (DWM) is to protect the public health in the most environmentally and fiscally responsible manner by delivering a sufficient supply of quality water and efficiently managing waste and stormwater.

DWM provides fresh drinking water to the City of Chicago and 125 suburban communities, representing 41% of the population of the State of Illinois. The Department draws water from Lake Michigan via intake cribs that transport the fresh water to the City's two treatment plants. The plants treat and distribute the water through 4,330 miles of water mains via twelve pumping stations. DWM continually tests and monitors the water for quality and safety, performing tests throughout the water system from intake to tap.

DWM is responsible for the transport and delivery of waste water and stormwater through 4,392 miles of sewer mains to the Metropolitan Water Reclamation District of Greater Chicago treatment plants. In addition, the Department installs special devices to prevent the illegal opening of fire hydrants, a measure that not only conserves water, but also preserves water pressure and availability.

DWM is responsible for the maintenance, repair, and replacement of its entire infrastructure, including over 400,000 appurtenances such as catch basins, manholes, fire hydrants and other ancillary structures. This infrastructure is aging. More than 1,000 miles of feeder mains and local distribution lanes are over 100 years old.

2011 and 2012 Initiatives

The Department is taking a broad, holistic approach to efficiently utilizing funds by working with CDOT and other agencies to prioritize infrastructure investment and identify opportunities to achieve savings by coordinating construction and maintenance. With the use of Geographic Information System (GIS) data and other information, the Department will identify aging infrastructure, potholes, and other work needed, and cross-utilize resources amongst departments and agencies to complete this work at a lower cost and with less disturbance to neighborhoods and traffic.

In 2011, the Department began ramping up its capital program to keep pace with an aging infrastructure. This

year the Department will complete the replacement of 32 miles of water main, a two mile increase over 2010. With additional capital funds available through an increase in the water and sewer rates, the Department's target in 2012 is to complete 70 miles of water main, an increase of 218 percent from 2011. The department will also increase its sewer replacement program to 17 miles. This is an increase of 188 percent compared to 2011.

The Department is using new technologies to extend the life of 40 miles of existing sewer mains and 14,000 sewer structures by lining with a resin polymer in 2011. This lining technology is less disruptive to neighborhoods and traffic than replacing the mains and structures. Moreover, the work is completed quickly and is less costly. In 2012, the Department will line an additional 47 miles and an additional 14,000 structures. DWM will also strive to achieve targets with respect to the timely completion of repair and maintenance work on water and sewer mains, catch basins, parkway leaks, and sidewalk leaks.

The Department will begin construction in 2012 on two major facility projects. The first is the replacement of the 10-acre roof over the east filter building at the Jardine Water Purification Plant. The project will last approximately two years and is currently in the contract award process. The roof was originally installed in 1964, and is at the end of its useful life. In addition, the Department will convert one of its four remaining steam pumping stations to electricity. By switching to electricity the department will save an additional \$7.5 million annually in operating costs. This project will take two years to complete.

In addition to its capital improvement and infrastructure plans for 2012, DWM will continue to look for ways to improve the water treatment processes and expand metering in the City of Chicago. DWM aims to grow MeterSave, its voluntary, free meter installation program offered to single-family and two-flat homeowners. In July of this year, 50,000 letters were sent to senior citizens resulting in over 2,000 additional volunteers to have water meters installed in their homes. In 2012, it is DWM's goal to install an additional 7,000 water meters using creative, low-cost marketing such as continued attendance at community meetings, emails, and direct marketing.

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

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SERVICE ENTERPRISE

DEPARTMENT OF WATER MANAGEMENT
Commissioner's Office

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Water Fund	34	9,044,365	33	8,935,843

ALLOCATION

Personnel Services	2,493,817	2,591,355
Non-Personnel Services	6,550,548	6,344,488

Program Summary and Description	Positions	2012	
		Funding	
ADMINISTRATION	17	3,902,595	
SAFETY AND SECURITY Coordinates employee safety measures and provides site security.	16	5,189,561	
TURNOVER			(156,313)

DEPARTMENT OF WATER MANAGEMENT
Bureau of Administrative Support

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Water Fund	59	5,334,680	54	5,132,699

ALLOCATION

Personnel Services	3,680,019	3,609,444
Non-Personnel Services	1,654,661	1,523,255

Program Summary and Description	Positions	2012	
		Funding	
ADMINISTRATION	54	5,349,731	
TURNOVER			(217,032)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SERVICE ENTERPRISE

DEPARTMENT OF WATER MANAGEMENT
Bureau of Engineering Services

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Water Fund	50	7,606,122	46	7,563,664
Sewer Fund	41	3,406,272	41	3,618,199
Other Grant Fund		147,000		662,000
Total Full-time Equivalent Positions and Amounts	91	\$11,159,394	87	\$11,843,863

ALLOCATION

Personnel Services	7,326,604	7,601,824
Non-Personnel Services	3,832,790	4,242,039

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	4	527,180
CAPITAL DESIGN AND CONSTRUCTION SERVICES	31	2,873,208
Plans, designs, and supervises capital improvements to sewer and water works.		
ENGINEERING SERVICES	4	3,724,140
Provides planning, analysis and investigation necessary to maintain and expand the water distribution system; evaluates the sewer system to determine its condition; prepares new atlases; and updates permanent records.		
INSPECTION SERVICES	48	4,628,055
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; protects the sewer system from damage by private contractors.		
WATER QUALITY		515,000
Conducts comprehensive water quality monitoring to ensure sanitary quality is maintained throughout the Chicago water system.		
WATER PUMPING		50,000
Operates and maintains 12 pumping stations at optimum discharge pressure to provide sufficient water for domestic, industrial and fire fighting needs.		
TURNOVER		(473,720)

**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SERVICE ENTERPRISE**

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

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Water Fund	610	77,815,150	610	80,535,843

ALLOCATION

Personnel Services	46,600,816	50,071,509
Non-Personnel Services	31,214,334	30,464,334

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	6	684,242
SAFETY AND SECURITY Coordinates employee safety measures and provides site security.		1,387,076
WATER QUALITY Conducts comprehensive water quality monitoring to ensure sanitary quality is maintained throughout the Chicago water system.	48	5,316,128
WATER PUMPING Operates and maintains 12 pumping stations at optimum discharge pressure to provide sufficient water for domestic, industrial and fire fighting needs.	233	27,761,391
WATER TREATMENT Operates and maintains the two water purification plants to provide over one billion gallons of potable water per day.	323	48,317,255
TURNOVER		(2,930,249)

**DEPARTMENT OF WATER MANAGEMENT
Bureau of Operations and Distribution**

FUND SOURCE(S)	2011		2012	
	F.T.E.	Appropriation	F.T.E.	Recommendation
Water Fund	654	69,287,554	651	71,211,170
Sewer Fund	560	69,443,990	551	66,770,207
Total Full-time Equivalent Positions and Amounts	1,214	\$138,731,544	1,202	\$137,981,377

ALLOCATION

Personnel Services	87,558,717	92,072,244
Non-Personnel Services	51,172,827	45,909,133

Program Summary and Description	Positions	2012 Funding
ADMINISTRATION	19	2,907,849
ENGINEERING SERVICES Provides planning, analysis and investigation necessary to maintain and expand the water distribution system; evaluates the sewer system to determine its condition; prepares new atlases; and updates permanent records.	16	1,179,195

**PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SERVICE ENTERPRISE**

SYSTEM INSTALLATION	64	45,967,860
Provides for the replacement of sewers, water mains, water valves and fire hydrants; monitors cleaning of large sewers by private contractors.		
SYSTEM MAINTENANCE	1,074	91,394,278
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 repairs and maintenance of water distribution appurtenances.		
COMMUNICATIONS AND COORDINATION	29	2,083,103
Coordinates, schedules, dispatches and closes all bureau investigations; 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, as well as other CDOT permitting; coordinates emergency communication between DWM and other City departments.		
TURNOVER		(5,550,908)

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

FUND SOURCE(S)	2011 F.T.E.	2011 Appropriation	2012 F.T.E.	2012 Recommendation
Water Fund	153	10,623,243	141	11,047,455

ALLOCATION

Personnel Services	10,131,598	10,555,810
Non-Personnel Services	491,645	491,645

Program Summary and Description	2012 Positions	2012 Funding
ADMINISTRATION	3	293,402
METER OPERATIONS SUPPORT Program to support water meter installations and repairs.	50	4,074,398
WATER METER INSTALLATIONS AND REPAIRS Provides water meters to customers; reconditions and tests newly designed meters, fire detector meters and existing meters; repairs and installs meters and remote meters with read-out devices in the field; ensures accuracy and efficiency of meter readings, semi-annual assessments and new account examinations; oversees posting procedures on delinquent accounts.	88	7,286,214
TURNOVER		(606,559)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
GENERAL FINANCING REQUIREMENTS

GENERAL FINANCING REQUIREMENTS

The Finance General category represents cross-departmental expenses such as employee benefits, contributions to employee pension funds, and long-term debt service payments. The proposed budget for Finance General in 2012 increases by 6.1 percent, or \$176.6 million, from the 2011 appropriation.

In 2012, \$476.3 million will be required to meet the City's statutorily-required employer contributions to pension funds. The Finance General budget also provides a total of \$1.4 billion for the payment of debt service. Pension contributions and debt service expenses are discussed in greater detail in the Revenue Discussion section of this document.

The proposed 2012 Finance General budget includes a \$17.8 million, or 3.5 percent, decrease in employee benefits costs for active employees and annuitants. The majority of this cost is for active employee health care costs, which are projected to be \$367.5 million in 2012. Annuitant health care costs are anticipated to be \$117.5 million in 2012.

The decrease in health care costs for 2012 is due largely to the City's new comprehensive wellness program, which is discussed in detail in the Expenditure Discussion section of this document.

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

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
GENERAL FINANCING REQUIREMENTS

**GENERAL FINANCING REQUIREMENTS
FUNDING COMPARISON BY FUNCTION**

Expenditure Categories	2011 Appropriation	2012 Recommendation
Pension Funds	450,541,000	476,305,000
Loss in Collection of Taxes	19,388,000	19,397,000
Finance General	2,173,242,858	2,320,400,473
Employee Benefits	502,754,712	485,026,098
Compensation and Insurance	124,419,000	68,340,300
Payment of Judgments	14,038,406	7,638,042
Debt Service	1,291,683,550	1,437,125,733
Other	240,347,190	322,270,300
Subtotal:	2,173,242,858	2,320,400,473
Total-General Financing Requirements	\$2,643,171,858	\$2,816,102,473
Reimbursements Between Funds	\$257,948,171	\$261,643,152

FINANCE GENERAL

FUND SOURCE(S)	2011 Appropriation	2012 Recommendation
Corporate Fund	642,321,440	569,141,357
Water Fund	260,546,767	331,614,930
Vehicle Tax Fund	49,495,577	49,157,078
Motor Fuel Tax Fund	18,617,000	18,618,000
Sewer Fund	127,472,923	174,374,249
Library Fund-Buildings and Sites	166,000	166,000
Library Fund-Maintenance and Operation	25,159,894	23,735,520
Emergency Communication Fund	71,846,000	72,433,000
Special Events and Municipal Hotel Operators' Occupation Tax Fund	4,359,811	6,168,300
Sales Tax Bond Redemption Fund	26,650,000	26,654,000
Bond Redemption and Interest Series	421,631,000	483,141,000
Library Bond Redemption Fund	4,334,000	4,340,000
Library Note Redemption and Interest Fund Tender Notes Series "B"	73,377,000	74,481,000
Emergency Communication Bond Redemption and Interest Fund	22,331,000	22,325,000
City Colleges Bond Redemption and Interest Fund	36,637,000	36,632,000
Chicago Midway Airport Fund	119,256,842	124,054,791
Municipal Employees' Annuity and Benefit Fund	161,297,000	164,169,000
Laborers' and Retirement Board Employees' Annuity and Benefit Fun	15,640,000	14,899,000
Policemen's Annuity and Benefit Fund	185,660,000	210,175,000
Firemen's Annuity and Benefit Fund	87,944,000	87,062,000
Chicago O'Hare Airport Fund	517,921,775	552,675,400
CTA Real Property Transfer Tax	26,108,000	29,372,000
Tax Increment Financing Administration	2,347,000	2,357,000
TOTALS	\$2,901,120,029	\$3,077,745,625

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

FINANCE GENERAL

Program Summary and Description	2012 Funding
PENSION FUNDS	
For payment to employee's annuity and benefit funds.	476,305,000
LOSS IN COLLECTION OF TAXES	
For anticipated loss in collection of property tax levy.	19,397,000
FINANCE GENERAL	
Employee Benefits For payment of employee and annuitant benefits.	485,026,098
Compensation and Insurance For payment of claims under workers compensation and unemployment insurance, not including such claims for the public safety and aviation departments.	68,340,300
Payment of Judgments For payment of judgments, settlements, and outside counsel related to non-public safety litigation.	7,638,042
Debt Service For payment of principal and interest on outstanding bonds, notes and other debt instruments.	1,437,125,733
Other 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.	322,270,300

BUDGET 2012

OVERVIEW

CAPITAL IMPROVEMENT PROGRAM

CAPITAL IMPROVEMENT PROGRAM

INTRODUCTION AND RELATIONSHIP TO ANNUAL OPERATING BUDGET

The City’s capital improvement program deals with the physical improvement or replacement of City-owned infrastructure and facilities, such as roads, buildings and green spaces. Capital improvements are projects with long useful lives that maintain, upgrade, or replace public infrastructure and public service-providing facilities.

Planning for capital improvements is an ongoing process. As the City’s infrastructure ages, and as needs change, capital programs and priorities must be adjusted. New construction may be required to accommodate increased demand or replace aging facilities, and existing infrastructure requires periodic rehabilitation, replacement, and improvement to protect the City’s previous investment. Such continued investment in infrastructure and facilities is critical to support and enhance neighborhoods, stimulate the economy, and improve services.

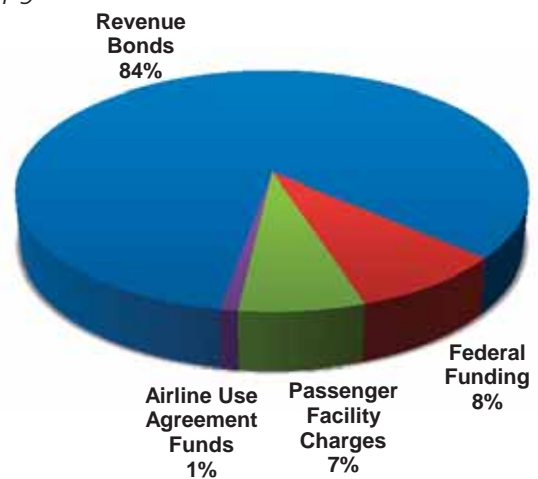
Funding for the City’s capital improvement program comes from general obligation bond issues, revenue bond issues (largely for water, sewer, and aviation improvements), state and federal funding, tax increment financing, and special assessments such as the shared sidewalk program. The City’s operating budget must authorize expenditures for debt service associated with capital project bonds. In order to determine whether to invest in new capital assets or improve existing capital assets, the long-term operating and maintenance costs of such assets must be considered and included in operating budget forecasts.

This section discusses the City’s capital improvement program for 2012. A discussion of the City’s capital improvement program from 2001 through 2014 can be found in this year’s Annual Financial Analysis, and details regarding the allocation, funding source, timing, and scope of each capital improvement project planned through 2014 will be available on the City’s website in early 2012.

Capital improvement plans are adjusted throughout the year to reflect the changing needs of the City; accordingly, the capital plans set forth in this section and on the City’s website form an outline of planned expenditures given available resources and are not intended to be an all-inclusive inventory of the City’s capital needs and projects.

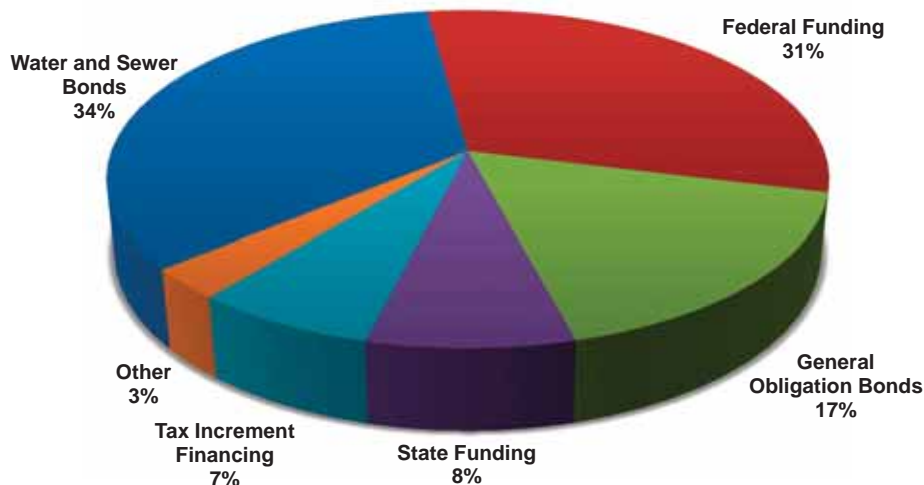
2012 AVIATION FUNDING SOURCES

CHART 9



2012 CAPITAL FUNDING SOURCES

CHART 10



CAPITAL IMPROVEMENT PROGRAM (CONTINUED)

2012 CAPITAL IMPROVEMENT PROGRAM

The City’s capital improvement program recommends investing \$1.6 billion in capital improvements in 2012, \$738.1 million of which will fund aviation capital improvements. The charts in this section present the anticipated sources of capital funding and the proposed uses of capital funding in 2012. Aviation capital funding sources and uses are presented separately from the funding sources and uses for local capital projects. This is done in order to provide a clear picture of the funding sources for, and the distribution of funding amongst, local capital projects that affect basic City infrastructure and neighborhoods. Aviation capital funding is used exclusively for projects at the City’s two international airports.

The proposed uses of capital funding in 2012 are presented in the following categories:

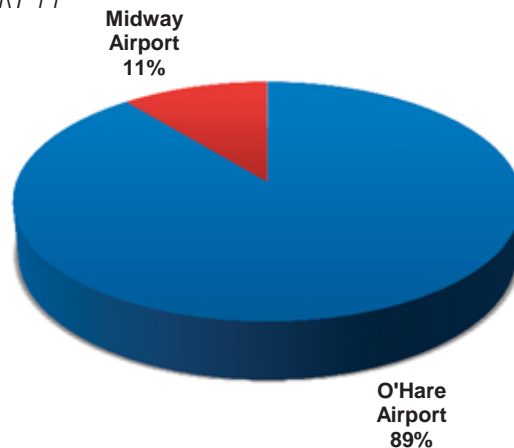
- Greening and streetscapes, which include the City’s campus parks program, greenways, medians, trees, fountains, community gardens, community centers, neighborhood parks, and streetscaping projects
- City facilities, which include City operating facilities, police and fire stations, and libraries
- City infrastructure, which includes street construction, viaduct improvements, alleys, street lighting, curb cut ramps, sidewalks, bridge improvements, traffic signals, bike lanes, shoreline revetment work, and environmental remediation

- Aldermanic funds, which consist of a portion of local bond capital funding provided to aldermen each year to be spent at their discretion for capital improvements in their respective wards
- Water and sewer projects, which consist of improvements to the City’s water and sewer systems

Appendix B contains a list of capital projects planned for 2012, together with the projected amount and source of funding and category type for that project. Water, sewer, and aviation capital projects are not listed in Appendix B, however, additional details on these capital projects can be found in the departmental summaries for the Department of Water Management and the Department of Aviation, in the preceding section of this document.

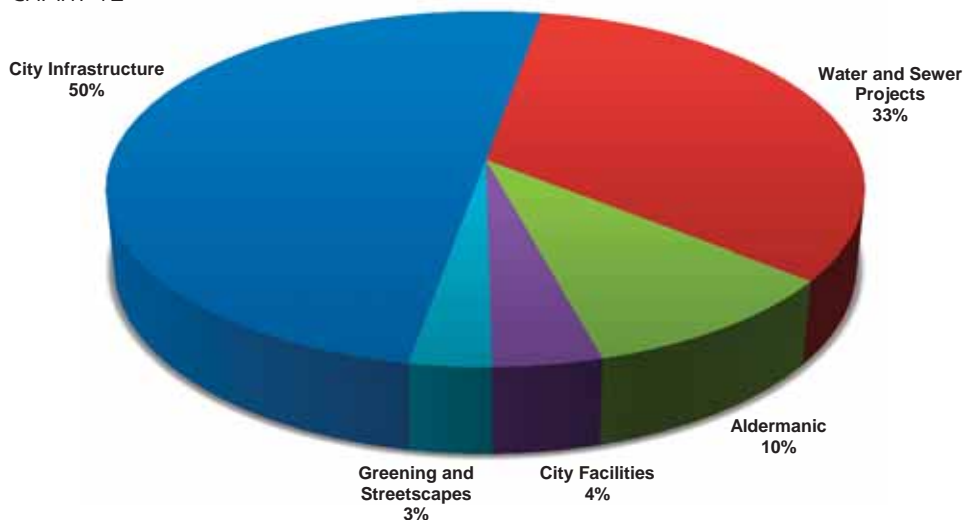
2012 AVIATION FUNDING USES

CHART 11



2012 CAPITAL FUNDING USES

CHART 12



CAPITAL IMPROVEMENT PROGRAM (CONTINUED)

Significant capital projects to be funded in 2012 include (amounts provided below are estimates of the cost for full project completion):

- Continuation of the multi-phase rebuilding of Wacker Drive from Randolph Street to Congress Street with the third and final component, between Monroe and Van Buren Streets (\$100 million)
- Construction of the new Edgewater Branch of the Chicago Public Library (\$13 million)
- Improvements to the North Branch Riverfront Trail, including an under-bridge connection at Addison Street and a pedestrian/bike bridge over the Chicago River near Grace Street (\$7.1 million)
- Continued work, in conjunction with the Chicago Park District, on the critical shoreline project, with the next phase directed at the 45th Street to 51st Street and Fullerton Avenue shore revetments (City share of \$30 million)

2012 TAX INCREMENT FINANCING PROGRAM

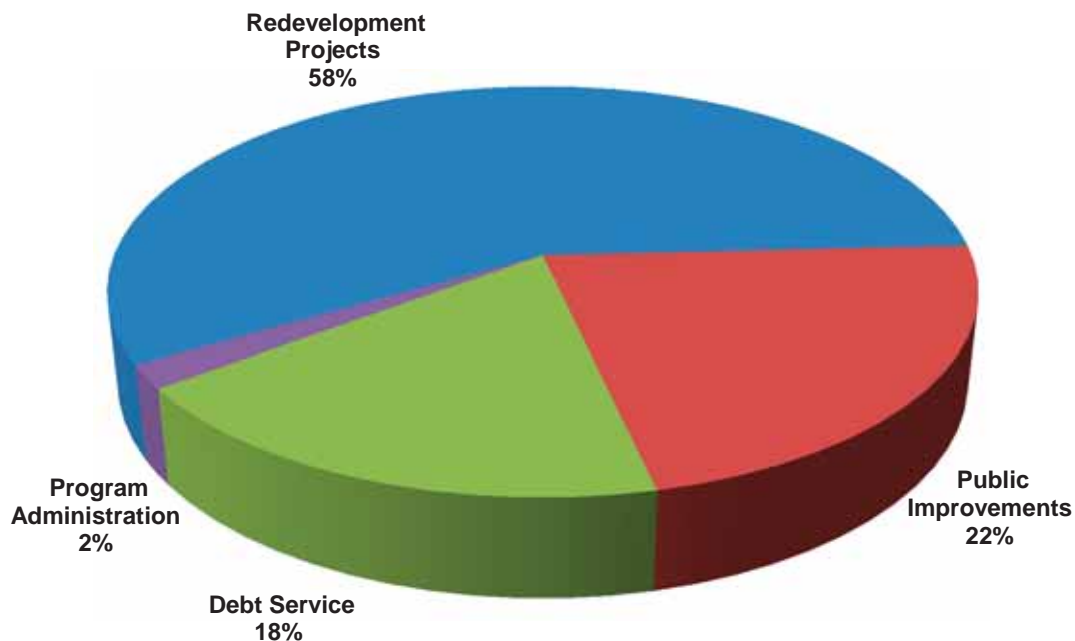
Capital projects funded through the City’s Tax Increment Financing (TIF) program are accounted for within the City’s overall capital improvement plan, as described above. Following is additional detail regarding the TIF program and the manner in which TIF funds will be utilized by the City in 2012.

The TIF program is governed by Illinois state law and allows the City to capture property tax revenues above the base equalized assessed value (EAV) that existed before an area was designated as a TIF district and use that money for community projects, public improvements, and incentives to attract private investment to the TIF district. The intention is that use of tax increment funds will expand the tax base, thus increasing the amount of tax increment generated in the district for reinvestment within the district, and that ultimately, the increased tax revenue generated and invested in the TIF district will increase the property tax base after the TIF district has ended.

Upon taking office, the Mayor appointed a panel of experts to develop a comprehensive set of recommendations regarding the use of TIF funds. The recommendations from this panel’s final report, released at the end of August and

2012 TIF PROGRAMMING

CHART 13



CAPITAL IMPROVEMENT PROGRAM (CONTINUED)

available on the City's website, will affect the way in which the TIF program functions going forward.

In 2012, the City anticipates collecting \$463.6 million in tax increment revenue from its 163 TIF districts. The chart presents the proposed TIF-funded programming for 2012 in the following categories:

- Redevelopment projects, which includes the construction of low income 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
- Program administration, which includes staff costs as well as auditing and reporting costs related to implementing the TIF program

- Public improvements, which include the construction of and improvements to schools, parks, open spaces, and infrastructure such as streets, sidewalks, and lighting
- Debt service, which 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

Appendix C contains a summary of the projected revenue and type of programming for each TIF district in 2012. More detail on the programming of TIF funds for 2012 can be found in the TIF projection reports, which can be accessed through the City's website at www.cityofchicago.org/TIF. Links to TIF plans, maps, 2010 financial audit reports, redevelopment agreements, and related intergovernmental agreements can be found at the same web address. Information on this year's TIF surplus and the City's recapture of property taxes upon the expiration of certain TIF districts can be found in the Revenue Discussion section of this document.

BUDGET 2012

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 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.

Beginning each summer, City departments inform the Office of Budget and Management (OBM) of their personnel and non-personnel needs for the upcoming year. OBM then prepares a preliminary budget based on the requests submitted by the departments and the resources OBM expects will be available to fund those needs. This preliminary budget is used to inform the Annual Financial Analysis, which by Executive Order is issued on or before July 31st of each year.

The Annual Financial Analysis presents an overview of the City's financial condition, and it serves as the starting point of for preparing the next year's budget. The document includes an historical analysis of the City's revenue and expenditures; forward-thinking financial forecasts; and detailed analyses of the City's reserves, capital program debt and pensions.

Throughout the remainder of the summer, OBM and the departments continue the process of reviewing each department's operating and programmatic needs and developing detailed departmental budgets. OBM also evaluates anticipated citywide expenses such as pension contributions and health care, and estimates the amount of revenue that the City will collect in the following year.

In the fall, annual budget town hall meetings are held so that residents can ask questions and express their opinions about the City's budget. This year, the City launched a website, www.chicagobudget.org, to solicit additional public input on the budget. After receiving input from Chicago residents, the Mayor and OBM work with departments to develop one final budget for the entire City government. When these steps are complete, OBM compiles and balances the Mayor's proposed budget, which is introduced to the City Council on or before October 15th of each year. The proposed budget, referred to as the 2012 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 to it. Once the proposed budget is approved by the City Council, it becomes the Annual Appropriation Ordinance. The Annual Appropriation Ordinance is implemented on January 1st of the following year and represents the City's operating budget for that year.

HOW CHICAGO BUDGETS (CONTINUED)
BUDGET DOCUMENTS

BUDGET DOCUMENTS

The City strives to produce 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 provides a review of the City's revenues and expenditures over the past 10 years, a forecast of the City's finances for the next three years, and an analysis of the City's reserves, pension contributions, debt obligations, and capital improvement program. The goal of the Annual Financial Analysis 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.

BUDGET OVERVIEW

The Budget Overview provides a summary of the proposed budget and detailed information on the City's anticipated revenues, expenditures, and personnel. 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, information regarding the personnel and costs for all City programs, and the funding sources supporting each department.

BUDGET RECOMMENDATIONS

By Executive Order, on or before October 15th of each year, the Mayor submits the administration's proposed budget to the City Council in accordance with Illinois state law. These Budget Recommendations contain line-item detail for all local funds of the proposed budget and an outline of the City's anticipated grant funding for the coming year. At the same time, the City posts online a line-item detail of the grants anticipated for the next year. Once approved by the City Council, the Budget Recommendations, along with any amendments, become the Annual Appropriation Ordinance.

DRAFT ACTION PLAN

The Draft Action Plan presents programs and resources that address key housing and community development needs identified by the City and details 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.

FINAL ACTION PLAN

The Final Action Plan is the City's approved annual budget for the Community Development Block Grant, Emergency Shelter Grant, Home Investment Partnership Grant, and Housing Opportunities for Persons with AIDS Grant programs. It is 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 three 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 expense estimates to OBM.

JULY

In accordance with Executive Order No. 2011-7, the City presents the Annual Financial Analysis to the City Council and the general public.

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. The Mayor holds town hall meetings and opens an internet portal to solicit public input on the development of the City budget. OBM works with the Mayor's Office to balance expenses with available resources and balance the next year's budget.

OCTOBER

On or before October 15th, the Mayor submits a proposed budget to City Council, and 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 become the Annual Appropriation Ordinance. The Final Action Plan is submitted to the U.S. Department of Housing and Urban Development for funding consideration.

JANUARY

The City's Annual Appropriation Ordinance goes into effect.

THROUGHOUT THE YEAR

Throughout the year, OBM manages the resources allocated through the Annual Appropriation Ordinance. On a weekly and monthly basis, OBM 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 City 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 account period.

The City records revenues from fees for licenses and permits, charges for services, and other revenues when the revenues are 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.

The City's appropriations, or 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. Appropriations are made at the line item and/or account level, and presented by fund and by City department. All annual appropriations lapse at year end if they remain unused and unencumbered. Encumbered appropriations are carried forward to the following year.

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. 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.

HOW CHICAGO BUDGETS (CONTINUED)

FINANCIAL POLICIES

The City's financial policies provide a framework for sound fiscal management across all levels of City government, assist the Mayor and the City Council in making decisions that have a fiscal impact on the City, outline standards for consistent and transparent budgetary practices, and provide a roadmap for maximizing service quality and efficiency. The City consistently evaluates these policies to determine if any portions thereof should be modified to accommodate changing circumstances and conditions.

FISCAL POLICY

These fiscal policies are intended to secure the City's fiscal integrity and health, encourage equitable allocation of costs and resources, identify potential financial risks and options to mitigate them, maximize economic efficiency, and allow sufficient flexibility to consider new fiscal and budgetary strategies. The City will strive to adhere to the following fiscal policies:

Balanced and Comprehensive Budgeting

- The City will base 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 will adopt a balanced budget in accordance with the Illinois Municipal Code (65 ILCS 5/8-2-6).
- Members of the public will be provided with an opportunity to submit comments on the annual budget through 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).
- As part of the annual budget process, the City should evaluate 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 should be charged the full cost of services provided by other City Funds.

Grants Management

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

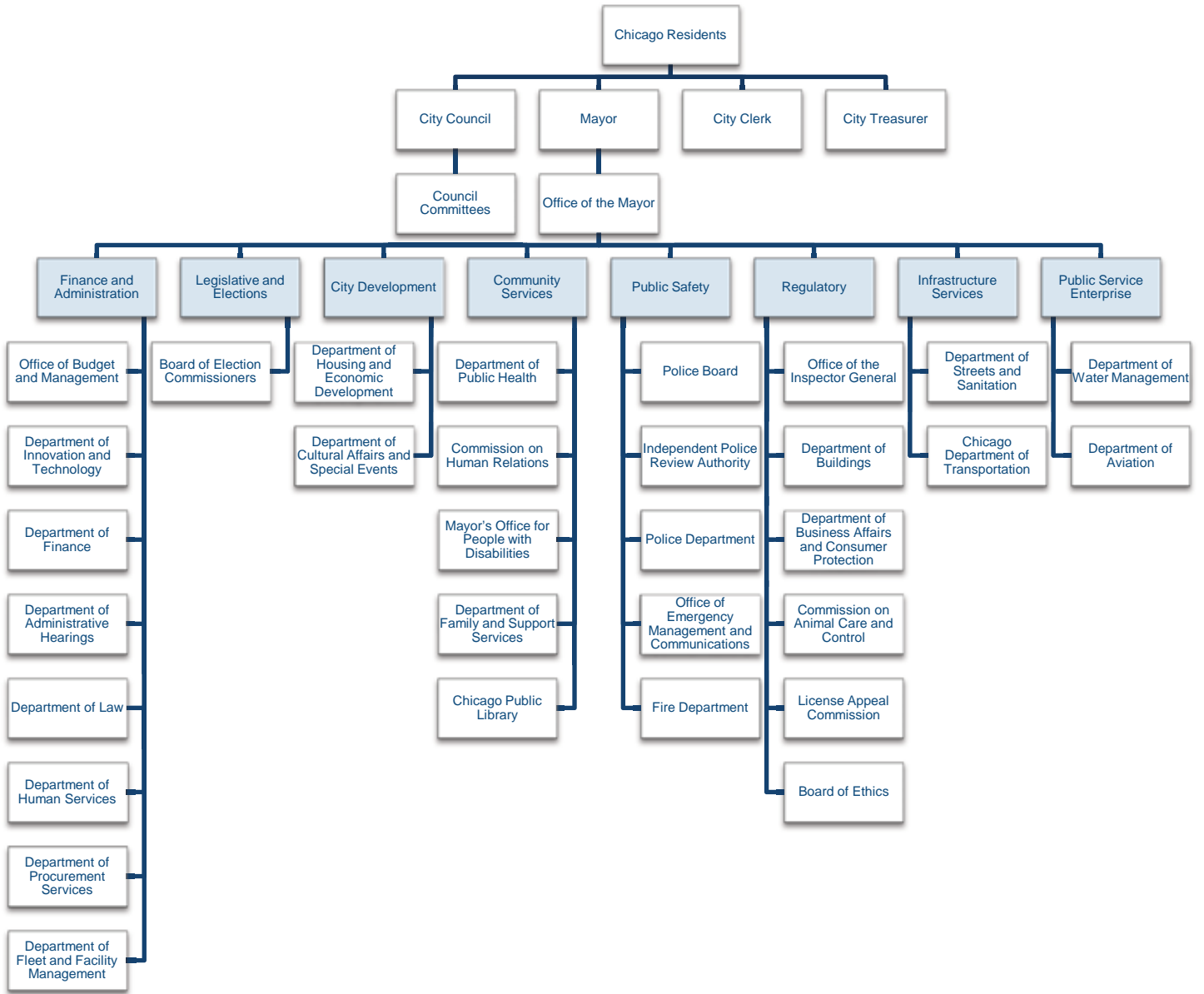
Capital Investments and Maintenance

- The City will strive to consistently maintain capital assets and prioritize capital projects in a manner that minimizes future maintenance and replacement costs.

Diverse Revenue System and Evaluation of Costs

- The City will strive to maintain a diversified revenue system that is responsive to the changing economy and designed to protect the City from short term fluctuations in any individual revenue source.
- User fees should be regularly evaluated and set at levels designed to support the full cost of the service.
- Where appropriate, the cost of City services should be benchmarked against similar providers of such services so that the City is able to accurately evaluate opportunities to improve efficiency and reduce costs associated with service delivery.
- The City will critically evaluate tax and fee reductions and waivers to determine their value and impact on City services and finances.

HOW CHICAGO BUDGETS (CONTINUED)
CITY OF CHICAGO ORGANIZATIONAL CHART



HOW CHICAGO BUDGETS (CONTINUED)

BUDGET GLOSSARY

Accrual Accounting: An accounting method that measures the performance and position of an organization by recognizing economic events regardless of when cash transactions happen.

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 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 for the privilege to enter, witness, view, or participate in such amusement. 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 not more than 750 persons. Authorization: Municipal Code 4-156-020.

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

Assessed Valuation: The product of the market value of property within the boundaries of the City of Chicago and the assessment level. Effective for the 2009 tax year, the assessed value of a residential property represents 10 percent of its market value; the assessed value of a commercial or industrial property represents 25 percent of market value. Authorization: Cook County 10/25 ordinance.

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 non-gambling machine and \$225 per gambling machine 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.

Capital Budget: The current year spending for capital projects.

Cash Accounting: An accounting method that recognizes transactions only when cash is received or paid out.

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, and safety services.

Cigarette Tax: A tax of \$0.034 per cigarette (\$0.68 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 the consumers. Authorization: Municipal Code 3-42-020.

Commercial Paper: An unsecured, 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, health, transportation, streets and sanitation, and other basic City operations and services. The corporate fund finances many diverse activities such as police and fire protection, trash collection and disposal, and health programs.

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 enterprise funds and debt for special taxing districts are not included in debt service funds.

HOW CHICAGO BUDGETS (CONTINUED)

BUDGET GLOSSARY

Doubtful Account: An account balance that has been delinquent for a period of at least ninety 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 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 \$2.50 per month for each network connection and wireless number. Authorization: Municipal Code 3-64-030 and 7-50-020.

Employers' Expense Tax: A tax imposed on employers who employ 50 or more full-time employees who perform 50 percent or more of their work within the City of Chicago. Currently \$4.00 per employee for companies with 50 or more employees, this tax will decrease by two dollars effective July 1, 2012, and will be entirely eliminated as of July 1, 2014. Authorization: Municipal Code 3-20-030.

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

Equalized Assessed Valuation (EAV): The equalized assessed value of a property is the result of applying the state equalization factor to the assessed value of a parcel of property. The state equalization factor is the tool 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 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.

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

GAAP: Generally Accepted Accounting Principles.

Ground Transportation Tax: A tax imposed on the provision of hired ground transportation to passengers in the City of Chicago. The tax rate is \$78 per month for each taxicab, \$3.50 per day 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, and \$9 per day for each non-taxicab vehicle with a capacity of more than 24 passengers. Authorization: Municipal Code 3-46-030.

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

Hotel Accommodations Tax: A tax imposed on the rental or lease of hotel accommodations in the City of Chicago. Under the proposed 2012 budget, the tax rate is 4.5 percent of the gross rental or leasing charge. Authorization: Municipal Code 3-24-030.

Illinois Retailers' Occupation Tax: A tax imposed on the activity of selling tangible personal property at retail in Illinois. The tax rate is 6.25 percent of the selling price. The tax is administered and collected by the Illinois Department of Revenue. Sixteen percent of the tax (1 percent of the 6.25

HOW CHICAGO BUDGETS (CONTINUED)

BUDGET GLOSSARY

percent) is distributed to municipalities monthly. Authorization: 35 Illinois Compiled Statutes (ILCS) 120/2-10.

Illinois Use Tax: A tax imposed on the use of tangible personal property purchased outside Illinois but used in the State. The tax rate is 6.25 percent of the selling price. The tax is administered and collected by the Illinois Department of Revenue. Sixteen percent of the tax (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 percent of net income for corporations and 5 percent of net income for individuals, trusts, and estates. Of the net income tax receipts after refund, 6 percent of personal income tax receipts and 6.86 percent of corporate income tax receipts are diverted to the Local Government Distributive Fund, which is then distributed to municipalities based on population. Authorization: 35 ILCS 5/201; 30 ILCS 115/1, 115/2.

Internal Service Earning: A reimbursement from other City funds to the corporate fund for services that are provided to such 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 business activities in the City of Chicago. Fees for these licenses and permits vary with the type of activity authorized.

Liquor Tax: A tax imposed on the retail sale of alcoholic beverages in the City of Chicago. Each wholesale dealer who sells to a retail dealer located in the City of Chicago collects the tax and any such retail alcoholic beverage dealer in turn collects the tax from the retail purchaser. The tax rate is \$0.29 per gallon of beer, \$0.36 per gallon for alcoholic liquor containing 14 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 operations other than grant funds. Includes corporate and enterprise 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 on 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 the rental price. The tax is administered and collected by the Illinois Department of Revenue and distributed to the City monthly. 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 to the City monthly. Authorization: Municipal Code 3-60-030, -040.

Municipal Hotel Operators' Occupation Tax: A tax authorized by state legislation and imposed on the activity of renting hotel accommodations in the City of Chicago. The tax rate is 1 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.

HOW CHICAGO BUDGETS (CONTINUED)

BUDGET GLOSSARY

Natural Gas Use Tax: A tax imposed on the privilege of using or consuming gas in the City of Chicago that is purchased in a sale 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.

Parking Tax: A tax imposed on the privilege of parking a motor vehicle in any parking lot or garage in the City of Chicago. The tax rate varies based on the payment frequency and parking charge. Under the proposed 2012 budget, the tax imposed on a daily parker is \$1 if the charge is greater than \$2 but less than \$5, \$1.75 if the charge is \$5 or more but less than \$12, and \$3 (weekends) and \$5 (weekdays) if the charge is \$12 or more. The tax imposed on weekly parkers is \$5 if the charge is greater than \$10 but less than \$25, \$8.75 if the charge is \$25 or more but less than \$60, and \$25, if the charge or fee is \$60 or more. The tax imposed on monthly parkers is \$20 if the charge is greater than \$40 but less than \$100, \$35 if the charge is \$100 or more but less than \$240, and \$100 if the charge is \$240 or more. There is no tax for parking charges that do not exceed \$2 for daily parkers, \$10 for weekly parkers, or \$40 for monthly parkers. Authorization: Municipal Code 4-236-020.

Pension Trust Funds: The City's employees are covered under four contributory 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' and Retirement Board Employees' 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. The City makes payments required by state statute to the pension

trust funds from its property tax collections.

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 8 percent of the lease or rental price. Authorization: Municipal Code 3-32-030.

Personal Property Replacement Tax—Income Taxes: Replacement taxes are revenues 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. These taxes resulted when the new Illinois Constitution 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 Taxes: State invested capital taxes imposed on public utilities that were created to replace 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: Proceeds of debt are 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.

HOW CHICAGO BUDGETS (CONTINUED)
BUDGET GLOSSARY

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.

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 by the place for eating. 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 Taxes: 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 by a government to account for the operations of a specific activity and revenue generated for the carrying out this 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.

Transfers-in: Transfers-in represent the movement of resources into the corporate fund from reserves and other non-recurring revenue sources.

Telecommunications Tax: See Simplified Telecommunications Tax.

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

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.

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. Under the proposed 2012 budget, the fee is \$75 for smaller passenger automobiles (less than 4,000 pounds) and \$135 for larger passenger automobiles (4,000 pounds or more). The fee varies for other vehicle classifications. Authorization: Municipal Code 3-56-050.

BUDGET 2012

OVERVIEW

BUDGET DETAIL

2012 BUDGET OVERVIEW

BUDGET DETAIL (CONTINUED) HOW TO READ BUDGET DETAIL

This section contains Revenue, Expenditure, Personnel and Grant tables that summarize the 2012 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.

SAMPLE TABLES

REVENUE

(\$ millions)	Revenue Category	Historical Collections					Current Year Estimate	Next Year Projection
		2006	2007	2008	2009	2010	Year-End Estimate	Budget Projection
	Revenue Sources	Actual					2011	2012
	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	
		2008	2009	2010	2011	2012 Proposed	2011-2012 % change
	Department Names	Appropriation					
	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			
		2011 Appropriation	2011 Actual	2012 New Grants #	Prior Year(s) Carryover	2012 Projected Total #	2011 Appr. - 2012 Projected \$ change
	City Development						
	Department of Cultural Affairs and Special Events	\$ 4.8	\$ 3.2	\$ 5.4	\$ -	\$ 5.4	\$ 0.7
	Mayor's Office of Special Events	0.2	0.1	-	-	-	(0.2)
	Department of Housing and Economic Development	323.0	333.6	79.9	218.2	298.1	(24.9)
	Total - City Development	\$ 327.9	\$ 337.0	\$ 85.4	\$ 218.2	\$ 303.5	\$ (24.4)

2012 BUDGET OVERVIEW

BUDGET DETAIL (CONTINUED) REVENUE

THE CORPORATE FUND

\$ MILLIONS

	Actual					Year-End	Budget
	2006	2007	2008	2009	2010	Estimate	Projection
Public Utility Taxes & Fees							
Electricity Use	\$ 96.7	\$ 102.3	\$ 99.5	\$ 93.7	\$ 99.3	\$ 100.4	\$ 101.4
Electricity IMF	89.4	94.6	92.2	86.9	91.7	92.3	93.2
Telecommunications	140.8	154.4	158.9	152.5	139.5	143.1	140.2
Natural Gas Utility	105.9	102.9	120.2	94.0	83.6	81.3	82.1
Natural Gas Use	26.1	27.4	33.0	32.8	30.7	34.3	34.6
Cable Television	16.7	19.3	21.0	21.4	22.7	23.5	23.7
Total - Public Utility Taxes & Fees	\$ 475.5	\$ 501.0	\$ 524.8	\$ 481.3	\$ 467.4	\$ 474.9	\$ 475.3
City Sales Tax/HROT							
Total - Home Rule Occupation Tax	\$ 266.3	\$ 265.4	\$ 243.5	\$ 224.9	\$ 229.2	\$ 244.6	\$ 250.7
Transaction Taxes							
Real Property Transfer	\$ 242.3	\$ 205.8	\$ 119.5	\$ 61.9	\$ 81.3	\$ 78.2	\$ 73.4
Personal Property Lease Transaction	90.2	92.1	119.3	112.2	108.4	110.3	113.1
Motor Vehicle Lessor Tax	6.5	6.9	6.3	5.6	5.4	5.5	5.6
Total - Transaction Taxes	\$ 339.0	\$ 304.7	\$ 245.1	\$ 179.6	\$ 195.1	\$ 194.0	\$ 192.2
Transportation Taxes							
Parking Tax	\$ 83.6	\$ 88.1	\$ 85.3	\$ 93.1	\$ 92.3	\$ 90.2	\$ 118.2
Vehicle Fuel Tax	60.3	58.1	54.9	53.9	49.8	47.1	47.1
Ground Transportation Tax	8.8	9.1	8.6	8.8	8.6	9.0	9.0
Total - Transportation Taxes	\$ 152.8	\$ 155.2	\$ 148.7	\$ 155.9	\$ 150.7	\$ 146.3	\$ 174.3
Recreation Taxes							
Amusement Tax	\$ 57.5	\$ 68.8	\$ 69.0	\$ 79.1	\$ 85.7	\$ 86.1	\$ 88.3
Auto Amusement Tax	1.3	1.3	1.1	1.2	1.0	1.0	1.0
Boat Mooring Tax	1.3	1.1	1.3	1.4	1.3	1.3	1.4
Liquor Tax	20.1	21.0	32.0	32.1	31.5	30.3	30.9
Municipal Cigarette Tax	32.9	28.4	24.3	21.0	19.3	18.9	18.7
Non-Alcoholic Beverage Tax	10.9	11.5	18.8	18.1	18.6	19.4	19.9
Off Track Betting	2.0	1.8	1.5	1.3	0.9	0.8	0.8
Total - Recreation Taxes	\$ 126.1	\$ 133.9	\$ 148.0	\$ 154.0	\$ 158.4	\$ 157.8	\$ 161.0
Business Taxes							
Hotel Tax	\$ 59.7	\$ 61.9	\$ 64.3	\$ 50.1	\$ 54.3	\$ 55.9	\$ 74.6
Employers' Expense Tax	22.9	23.6	23.9	23.9	23.5	19.6	14.7
Foreign Fire Insurance Tax	4.4	4.4	4.1	5.5	5.1	4.7	4.8
Total - Business Taxes	\$ 87.1	\$ 89.9	\$ 92.3	\$ 79.6	\$ 83.0	\$ 80.2	\$ 94.1
TOTAL LOCAL TAXES	\$ 1,446.8	\$ 1,450.1	\$ 1,402.4	\$ 1,275.2	\$ 1,283.7	\$ 1,297.8	\$ 1,347.6
Proceeds & Transfers In							
Skyway Long-Term Reserve Interest	\$ 25.0	\$ 25.0	\$ 25.0	\$ 25.0	\$ 25.0	\$ 18.0	\$ 18.0
Skyway Mid-Term Reserve	50.0	50.0	50.0	50.0	49.1	50.0	-
Parking Meter Revenue Replacement Fund Interest	-	-	-	-	20.0	20.0	2.0
Parking Meter Revenue Replacement Fund	-	-	-	20.0	140.0	119.9	-
Parking Meter Mid-Term Reserve	-	-	100.0	50.0	100.0	82.8	-
Parking Meter Budget Stabilization Fund	-	-	-	217.6	103.8	-	-
Proceeds & Transfers In-Other	40.1	79.5	84.2	111.9	81.2	206.9	102.0
TOTAL PROCEEDS & TRANSFERS IN	\$ 115.1	\$ 154.5	\$ 259.2	\$ 474.6	\$ 519.0	\$ 497.6	\$ 122.0
Intergovernmental Revenue							
State Income Tax	\$ 232.3	\$ 253.5	\$ 268.8	\$ 201.0	\$ 231.5	\$ 229.5	\$ 197.8
State Sales Tax/ROT	271.1	277.8	274.6	251.7	266.6	277.5	284.4
Personal Prop Replacement Tax (Corporate Share)	82.3	124.2	109.7	50.8	50.5	34.5	11.6
Municipal Auto Rental Tax	3.7	3.8	3.8	3.4	3.4	3.3	3.4
Reimbursements	2.8	3.4	2.3	1.7	1.7	1.5	1.6
TOTAL INTERGOVERNMENTAL	\$ 592.2	\$ 662.7	\$ 659.3	\$ 508.6	\$ 553.8	\$ 546.4	\$ 498.7
Licenses & Permits							
Alcohol Dealers License	\$ 11.9	\$ 17.1	\$ 11.4	\$ 12.1	\$ 11.2	\$ 11.6	\$ 11.9
Business Licenses	20.3	29.7	21.8	22.2	20.5	19.5	21.0
Building Permits	36.9	51.4	31.0	16.2	17.3	25.4	24.4
Other Permits and Certificates	42.2	42.4	43.4	42.7	40.3	38.3	47.4
Prior Period Fines	6.5	7.5	7.1	7.3	6.9	6.1	19.2
Total - Licenses & Permits	\$ 117.7	\$ 148.2	\$ 114.7	\$ 100.5	\$ 96.2	\$ 100.9	\$ 123.9

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

BUDGET DETAIL (CONTINUED) REVENUE

THE CORPORATE FUND

\$ MILLIONS

	Actual					Year-End	Budget
	2006	2007	2008	2009	2010	Estimate	Projection
						2011	2012
Fines, Forfeitures & Penalties							
Total - Fines	\$ 203.0	\$ 220.6	\$ 257.5	\$ 252.5	\$ 258.8	\$ 260.9	\$ 281.1
Charges for Services							
Inspection	\$ 13.7	\$ 12.4	\$ 10.8	\$ 14.7	\$ 10.3	\$ 8.9	\$ 14.9
Information	1.1	0.8	0.8	0.8	1.0	0.9	0.9
Safety	60.0	56.1	43.8	50.3	51.5	104.0	83.5
Other Charges	7.4	12.6	13.2	11.6	7.5	12.3	19.2
Current Expenses	6.6	7.7	7.2	9.4	7.5	8.9	9.1
Total - Charges for Services	\$ 89.7	\$ 90.8	\$ 76.9	\$ 87.5	\$ 77.7	\$ 135.0	\$ 127.6
Municipal Parking							
Total - Municipal Parking	\$ 26.5	\$ 28.1	\$ 28.8	\$ 9.1	\$ 6.4	\$ 8.5	\$ 8.7
Leases, Rentals & Sales							
Sale of Land	\$ 2.7	\$ 12.4	\$ 0.3	\$ 0.8	\$ 6.1	\$ 8.8	\$ 2.0
Vacation of Streets	5.2	3.0	4.7	1.8	0.1	1.6	1.2
Sale of Impounded Autos	0.2	0.1	0.2	0.1	2.1	0.1	0.1
Sale of Materials	1.0	2.0	3.1	2.1	2.6	1.7	1.7
Rentals and Leases	5.0	5.3	5.5	6.0	6.8	4.7	4.7
Total - Leases, Rentals & Sales	\$ 14.2	\$ 22.8	\$ 13.8	\$ 10.7	\$ 17.6	\$ 16.8	\$ 9.7
Interest Income							
Total - Interest Income	\$ 12.9	\$ 10.1	\$ 3.1	\$ 3.0	\$ 4.2	\$ 3.0	\$ 4.2
Internal Service Earnings							
Enterprise Funds	\$ 115.3	\$ 118.3	\$ 117.9	\$ 128.2	\$ 128.4	\$ 131.9	\$ 143.7
Special Revenue Funds	44.1	55.5	102.9	96.2	91.0	93.3	94.1
Intergovernmental Funds	31.2	43.2	32.7	27.7	30.7	31.5	86.3
Other Reimbursements	62.8	66.0	46.7	37.0	24.5	27.6	38.2
Total - Internal Service Earnings	\$ 253.4	\$ 283.0	\$ 300.2	\$ 289.1	\$ 274.6	\$ 284.3	\$ 362.4
Other Revenue							
Total - Other Revenue	\$ 12.6	\$ 19.1	\$ 19.1	\$ 25.4	\$ 37.8	\$ 81.7	\$ 57.1
TOTAL NON-TAX REVENUE	\$ 730.0	\$ 822.6	\$ 814.0	\$ 777.8	\$ 773.3	\$ 891.3	\$ 974.7
TOTAL CORPORATE FUND REVENUE	\$ 2,884.0	\$ 3,089.9	\$ 3,135.0	\$ 3,036.3	\$ 3,129.9	\$ 3,233.0	\$ 2,943.0
Prior Year Unreserved Fund Balance	\$ 27.7	\$ 22.2	\$ 1.1	\$ 1.5	\$ 2.6	\$ 81.2	\$ 143.5
TOTAL CORPORATE FUND RESOURCES	\$ 2,911.7	\$ 3,112.1	\$ 3,136.1	\$ 3,037.7	\$ 3,132.5	\$ 3,314.2	\$ 3,086.6

2012 BUDGET OVERVIEW

BUDGET DETAIL (CONTINUED) REVENUE

SPECIAL REVENUE FUNDS

\$ MILLIONS

	Actual						Year-End	Budget
	2005	2006	2007	2008	2009	2010	Estimate	Projection
Vehicle Tax Fund - 300								
Vehicle Sticker Tax	\$ 96.7	\$ 95.1	\$ 97.8	\$ 98.7	\$ 105.7	\$ 101.0	\$ 101.1	\$ 116.6
Impoundment Fees	13.3	16.1	16.4	13.5	10.8	9.7	11.0	13.5
Abandoned Auto Towing	0.2	0.1	0.1	0.1	0.0	0.0	0.0	0.1
Sale of Impounded Autos	6.1	5.2	5.7	7.5	2.5	5.1	4.1	4.1
Pavement Cut Fees	3.6	5.0	3.1	4.6	3.7	4.5	3.1	3.1
Commercial Refuse Container Fee	-	-	-	-	6.9	7.6	6.9	-
Other Resources	22.9	19.9	19.9	28.5	17.3	20.8	15.6	20.9
Total Fund Revenue	\$ 142.8	\$ 141.4	\$ 142.9	\$ 152.8	\$ 146.9	\$ 148.8	\$ 141.7	\$ 158.2
Prior Year Unreserved Fund Balance	(5.7)	(10.7)	(10.8)	(33.8)	(13.5)	(7.5)	4.3	1.7
Total Fund Resources	\$ 137.1	\$ 130.8	\$ 132.1	\$ 119.0	\$ 133.4	\$ 141.3	\$ 146.0	\$ 159.9
Motor Fuel Tax Fund - 310								
Motor Fuel Tax Distribution	\$ 84.5	\$ 83.3	\$ 83.0	\$ 75.8	\$ 74.2	\$ 73.5	\$ 70.4	\$ 68.3
Proceeds of Debt	-	-	-	-	-	-	-	-
Interest and Other	0.4	0.4	-	0.1	1.5	12.7	12.6	6.0
Total Fund Revenue	\$ 85.0	\$ 83.7	\$ 83.0	\$ 75.9	\$ 75.6	\$ 86.2	\$ 83.0	\$ 74.3
Prior Year Unreserved Fund Balance	(1.3)	4.6	(12.3)	(15.6)	(35.6)	(39.8)	(18.7)	(2.6)
Total Fund Resources	\$ 83.7	\$ 88.2	\$ 70.7	\$ 60.3	\$ 40.0	\$ 46.4	\$ 64.3	\$ 71.7
Library Funds: Buildings and Sites - 342, Maintenance and Operation - 346								
Proceeds of Debt	\$ 50.8	\$ 33.0	\$ 27.9	\$ 70.4	\$ 70.4	\$ 70.4	\$ 70.4	\$ 70.5
Corporate Fund Subsidy	17.0	30.5	42.5	16.0	13.8	13.6	14.2	5.7
Rental of Facilities	0.2	0.2	0.2	0.2	0.4	0.4	0.5	0.8
Interest	1.1	0.7	0.5	0.8	0.1	0.0	0.1	0.0
Fines	1.3	1.5	1.6	1.8	2.6	2.4	2.2	2.3
Transfers In	1.1	1.1	3.3	2.8	-	-	-	1.0
Other Revenue	0.0	0.0	0.1	0.0	1.0	0.0	0.0	2.2
Total Fund Revenue	\$ 76.6	\$ 72.1	\$ 76.1	\$ 92.0	\$ 88.3	\$ 86.8	\$ 87.4	\$ 82.4
Prior Year Unreserved Fund Balance	4.7	6.1	(2.1)	(2.4)	3.5	5.1	4.7	1.8
Total Fund Resources	\$ 81.28	\$ 78.1	\$ 74.0	\$ 89.5	\$ 91.8	\$ 91.9	\$ 92.1	\$ 84.2
Emergency Communication Fund - 353								
Telephone Surcharge	\$ 31.9	\$ 25.1	\$ 29.8	\$ 82.8	\$ 75.8	\$ 72.5	\$ 71.8	\$ 72.4
Total Fund Revenue	\$ 31.9	\$ 25.1	\$ 29.8	\$ 82.8	\$ 75.8	\$ 72.5	\$ 71.8	\$ 72.4
Prior Year Unreserved Fund Balance	(5.5)	(1.3)	(1.2)	0.3	0.2	(0.3)	1.1	-
Total Fund Resources	\$ 26.4	\$ 23.8	\$ 28.6	\$ 83.2	\$ 75.9	\$ 72.2	\$ 73.0	\$ 72.4
Special Events and Municipal Hotel Operators' Occupation Tax Fund - 355								
Hotel Operator's Tax	\$ 13.8	\$ 16.7	\$ 17.7	\$ 18.4	\$ 14.0	\$ 14.5	\$ 17.0	\$ 17.3
Recreation Fees and Charges	-	-	-	-	-	18.0	3.2	9.4
Rental and Charges	-	0.4	-	-	-	6.5	0.8	1.7
Proceeds of Debt	7.1	6.8	7.0	1.0	2.5	2.5	2.5	-
Interest and Other	1.4	-	0.4	7.3	7.4	1.9	6.5	6.5
Total Fund Revenue	\$ 22.3	\$ 23.9	\$ 25.1	\$ 26.8	\$ 23.8	\$ 43.4	\$ 29.9	\$ 34.9
Prior Year Unreserved Fund Balance	0.2	0.0	1.5	(0.9)	(0.4)	(6.6)	(3.5)	1.1
Total Fund Resources	\$ 22.5	\$ 23.9	\$ 26.6	\$ 25.8	\$ 23.5	\$ 36.8	\$ 26.5	\$ 36.0
Special Events Fund - 356								
Recreation Fees and Charges	\$ 21.3	\$ 21.8	\$ 22.5	\$ 23.3	\$ 19.5	\$ 17.9	\$ -	\$ -
Interest	0.1	0.2	0.1	0.1	0.0	1.0	-	-
Total Fund Revenue	\$ 21.4	\$ 22.0	\$ 22.6	\$ 23.4	\$ 19.5	\$ 18.9	\$ -	\$ -
Prior Year Unreserved Fund Balance	(0.4)	0.4	(1.0)	(0.5)	(3.1)	(5.1)	-	-
Total Fund Resources	\$ 21.0	\$ 22.4	\$ 21.6	\$ 22.9	\$ 16.5	\$ 13.8	\$ -	\$ -
CTA Real Property Transfer Tax Fund - 0B09								
Real Property Transfer Tax-CTA Portion	\$ -	\$ -	\$ -	\$ 30.4	\$ 25.4	\$ 32.6	\$ 31.3	\$ 29.4
Total Fund Revenue	\$ -	\$ -	\$ -	\$ 30.4	\$ 25.4	\$ 32.6	\$ 31.3	\$ 29.4
Prior Year Unreserved Fund Balance	-	-	-	-	(0.0)	(0.1)	0.1	-
Total Fund Resources	\$ -	\$ -	\$ -	\$ 30.4	\$ 25.4	\$ 32.5	\$ 31.4	\$ 29.4

2 0 1 2 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	Budget
	2005	2006	2007	2008	2009	2010	Estimate	Projection
Tax Increment Financing Administration Fund - 0B21								
TIF Administrative Reimbursement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5.9	\$ 7.5
Total Fund Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5.9	\$ 7.5
Prior Year Unreserved Fund Balance	-	-	-	-	-	-	-	-
Total Fund Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5.9	\$ 7.5
Housing Revenue Fund - 0995								
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7.5
Total Fund Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7.5
Prior Year Unreserved Fund Balance	-	-	-	-	-	-	-	-
Total Fund Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7.5
TOTAL SPECIAL REVENUE	\$ 398.9	\$ 382.8	\$ 384.9	\$ 494.1	\$ 455.3	\$ 489.2	\$ 451.1	\$ 466.5
TOTAL SPECIAL REVENUE RESOURCES	\$ 383.7	\$ 377.5	\$ 353.4	\$ 430.9	\$ 406.4	\$ 434.9	\$ 439.1	\$ 468.6

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

BUDGET DETAIL (CONTINUED) REVENUE

PENSION FUNDS

\$ MILLIONS

	Actual					Estimate	Projection
	2006	2007	2008	2009	2010	2011	2012
Municipal Employees' Annuity and Benefit Fund - 681							
Property Tax Levy	\$ 127.6	\$ 125.7	\$ 124.4	\$ 126.7	\$ 117.1	\$ 121.3	\$ 123.4
Personal Prop Replacement Tax	22.4	22.3	21.3	30.3	33.6	34.3	35.0
Library Property Tax Levy	-	-	-	5.7	-	5.7	5.7
Interest	0.8	0.5	0.4	-	-	-	-
Proceeds of Debt	-	-	2.5	0.0	-	-	-
Total Fund Revenue	\$ 150.8	\$ 148.5	\$ 148.7	\$ 162.7	\$ 150.7	\$ 161.3	\$ 164.1
Laborers' and Retirement Board Employees' Annuity and Benefit Fund - 682							
Property Tax Levy	\$ -	\$ -	\$ 0.6	\$ 9.5	\$ 16.6	\$ 11.8	\$ 11.2
Personal Prop Replacement Tax	-	-	-	4.0	4.2	3.9	3.7
Proceeds of Debt	-	-	15.5	-	-	-	-
Total Fund Revenue	\$ -	\$ -	\$ 16.1	\$ 13.4	\$ 20.8	\$ 15.6	\$ 14.9
Policemen's Annuity and Benefit Fund - 683							
Property Tax Levy	\$ 128.1	\$ 125.3	\$ 136.8	\$ 135.2	\$ 131.1	\$ 143.8	\$ 143.9
Personal Prop Replacement Tax	26.5	22.1	24.9	40.9	44.9	41.9	66.3
Interest	-	0.5	0.5	0.1	-	-	-
Proceeds of Debt	-	-	12.2	-	-	-	-
Total Fund Revenue	\$ 154.7	\$ 147.9	\$ 174.4	\$ 176.2	\$ 176.0	\$ 185.7	\$ 210.2
Firemen's Annuity and Benefit Fund - 684							
Property Tax Levy	\$ 74.8	\$ 63.7	\$ 63.8	\$ 63.4	\$ 66.9	\$ 66.1	\$ 65.5
Personal Prop Replacement Tax	16.6	11.3	10.6	20.8	21.0	21.8	21.6
Interest	-	0.2	0.2	0.0	0.0	-	-
Proceeds of Debt	-	-	-	-	-	-	-
Total Fund Revenue	\$ 91.5	\$ 75.3	\$ 74.6	\$ 84.3	\$ 87.9	\$ 87.9	\$ 87.1
TOTAL PENSION FUNDS	\$ 396.9	\$ 371.6	\$ 413.7	\$ 436.6	\$ 435.4	\$ 450.5	\$ 476.3

2012 BUDGET OVERVIEW

BUDGET DETAIL (CONTINUED) REVENUE

DEBT SERVICE FUNDS

\$ MILLIONS

	Actual					Year-End Estimate	Budget Projection
	2006	2007	2008	2009	2010	2011	2012
Sales Tax Bond Redemption and Interest Fund - 505							
Home Rule Retailers Occupation Tax	\$ 19.2	\$ 25.5	\$ 28.8	\$ 26.0	\$ 29.8	\$ 26.7	\$ 26.7
Interest and Other	0.4	0.6	0.1	96.7	-	-	-
Total Fund Revenue	\$ 19.6	\$ 26.1	\$ 28.9	\$ 122.7	\$ 29.8	\$ 26.7	\$ 26.7
Prior Year Unreserved Fund Balance	(0.5)	(0.9)	(0.3)	-	(0.8)	-	-
Total Fund Resources	\$ 19.1	\$ 25.2	\$ 28.6	\$ 122.7	\$ 28.9	\$ 26.7	\$ 26.7
General Obligation Bond Redemption and Interest Fund - 510							
Property Tax Levy	\$ 311.4	\$ 290.9	\$ 338.4	\$ 364.1	\$ 333.8	\$ 370.5	\$ 370.5
Transfer In	-	-	-	-	23.8	-	-
Other Revenue	9.3	2.1	18.0	65.0	29.3	38.1	112.7
Total Fund Revenue	\$ 320.6	\$ 293.0	\$ 356.4	\$ 429.1	\$ 386.9	\$ 408.6	\$ 483.1
Prior Year Unreserved Fund Balance	9.0	-	13.9	-	-	13.0	-
Total Fund Resources	\$ 329.6	\$ 293.0	\$ 370.2	\$ 429.1	\$ 386.9	\$ 421.6	\$ 483.1
Library Bond Redemption and Interest Fund - 516							
Property Tax Levy	\$ -	\$ -	\$ -	\$ 6.0	\$ 4.0	\$ 4.3	\$ 4.3
Total Fund Revenue	\$ -	\$ -	\$ -	\$ 6.0	\$ 4.0	\$ 4.3	\$ 4.3
Prior Year Unreserved Fund Balance	-	-	-	0.3	6.1	-	-
Total Fund Resources	\$ -	\$ -	\$ -	\$ 6.3	\$ 10.1	\$ 4.3	\$ 4.3
Library Daily Tender Note Redemption and Interest Fund - 521							
Property Tax Levy	\$ 34.7	\$ 31.7	\$ 26.1	\$ 70.3	\$ 72.7	\$ 73.4	\$ 73.5
Total Fund Revenue	\$ 34.7	\$ 31.7	\$ 26.1	\$ 70.3	\$ 72.7	\$ 73.4	\$ 73.5
Prior Year Unreserved Fund Balance	1.1	3.3	4.5	-	2.3	1.0	1.0
Total Fund Resources	\$ 35.8	\$ 35.0	\$ 30.7	\$ 70.3	\$ 75.0	\$ 74.4	\$ 74.5
Emergency Communication Bond Redemption and Interest Fund - 525							
Telephone Surcharge & Interest	\$ 22.3	\$ 23.3	\$ 22.3	\$ 22.1	\$ 22.3	\$ 22.3	\$ 21.5
Total Fund Revenue	\$ 22.3	\$ 23.3	\$ 22.3	\$ 22.1	\$ 22.3	\$ 22.3	\$ 21.5
Prior Year Unreserved Fund Balance	1.0	1.0	0.0	0.0	0.8	0.8	0.8
Total Fund Resources	\$ 23.4	\$ 24.4	\$ 22.3	\$ 22.2	\$ 23.1	\$ 23.2	\$ 22.3
City College Bond Redemption and Interest Fund - 549							
Property Tax Levy	\$ 5.7	\$ 6.4	\$ 34.9	\$ 36.3	\$ 32.4	\$ 36.6	\$ 36.6
Total Fund Revenue	\$ 5.7	\$ 6.4	\$ 34.9	\$ 36.3	\$ 32.4	\$ 36.6	\$ 36.6
Prior Year Unreserved Fund Balance	-	0.5	-	1.9	-	-	-
Total Fund Resources	\$ 5.7	\$ 6.9	\$ 34.9	\$ 38.2	\$ 32.4	\$ 36.6	\$ 36.6
TOTAL DEBT SERVICE FUND REVENUE	\$ 429.9	\$ 386.2	\$ 468.6	\$ 686.5	\$ 548.2	\$ 572.0	\$ 645.8
TOTAL DEBT SERVICE FUND RESOURCES	\$ 442.3	\$ 390.2	\$ 486.8	\$ 688.8	\$ 556.5	\$ 586.8	\$ 647.6

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

BUDGET DETAIL (CONTINUED) REVENUE

ENTERPRISE

\$ MILLIONS

	Actual					Year-End Estimate	Budget Projection
	2006	2007	2008	2009	2010	2011	2012
Water Fund - 200							
Water Fees	\$ 317.2	\$ 317.7	\$ 358.1	\$ 397.0	\$ 445.5	\$ 426.0	\$ 521.9
Transfer In	28.8	35.3	42.3	38.3	24.8	28.0	28.0
Miscellaneous and Other	26.9	23.0	25.7	21.5	16.5	18.5	18.5
Interest Earnings	3.0	2.7	0.5	1.0	0.8	1.0	1.0
Total Fund Revenue	\$ 375.9	\$ 378.7	\$ 426.5	\$ 457.7	\$ 487.6	\$ 473.5	\$ 569.4
Sewer Fund - 314							
Sewer Fees	\$ 134.3	\$ 132.4	\$ 158.7	\$ 173.9	\$ 197.5	\$ 191.5	\$ 242.7
Transfer-In	12.1	11.0	8.7	14.1	9.3	9.3	1.0
Miscellaneous & Other			1.9	1.3	0.8	1.0	10.0
Total Fund Revenue	\$ 146.4	\$ 143.5	\$ 169.3	\$ 189.3	\$ 207.5	\$ 201.8	\$ 253.7
Midway Airport Fund - 610							
Rates, Charges and Other	\$ 160.5	\$ 183.4	\$ 186.8	\$ 176.0	\$ 167.1	\$ 221.7	\$ 229.3
Total Fund Revenue	\$ 160.5	\$ 183.4	\$ 186.8	\$ 176.0	\$ 167.1	\$ 221.7	\$ 229.3
Skyway Revenue Fund - 701							
Toll and Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Fund Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
O'Hare Airport Fund - 740							
Rates, Charges and Other	\$ 672.0	\$ 766.5	\$ 825.9	\$ 715.7	\$ 742.8	\$ 912.4	\$ 952.8
Total Fund Revenue	\$ 672.0	\$ 766.5	\$ 825.9	\$ 715.7	\$ 742.8	\$ 912.4	\$ 952.8
TOTAL ENTERPRISE FUNDS	\$ 1,354.8	\$ 1,472.0	\$ 1,608.6	\$ 1,538.8	\$ 1,605.0	\$ 1,809.4	\$ 2,005.2

2012 BUDGET OVERVIEW

BUDGET DETAIL (CONTINUED) EXPENDITURES

APPROPRIATION BY FUNCTION AND ORGANIZATIONAL UNIT

ALL LOCAL FUNDS
\$ MILLIONS

	Appropriation				2011	2012	2012-2011
	2007	2008	2009	2010		Proposed	% change
Finance and Administration							
Office of the Mayor	\$ 6.5	\$ 7.6	\$ 6.7	\$ 6.2	\$ 6.1	\$ 6.0	-2.8%
Office of Budget & Management	2.7	2.7	2.1	1.9	2.1	1.9	-7.3%
Department of Innovation & Technology	15.4	15.1	14.1	24.3	25.4	23.7	-6.8%
City Clerk	9.3	9.6	9.9	9.2	9.1	9.0	-0.5%
Department of Finance	15.3	16.1	15.7	14.6	14.7	66.0	348.6%
City Treasurer	2.3	2.4	2.2	2.1	2.2	2.4	8.9%
Department of Revenue	47.8	50.0	47.8	50.7	53.5	-	-100.0%
Department of Administrative Hearings	7.2	7.3	8.2	7.2	7.3	7.3	0.0%
Department of Law	37.0	36.7	34.4	32.3	33.4	35.2	5.6%
Office of Compliance	-	2.5	2.9	3.3	3.5	-	-100.0%
Department of Human Resources	8.6	6.8	8.2	7.3	5.9	6.0	1.5%
Department of Procurement Services	9.8	9.4	8.2	6.2	5.7	7.2	25.3%
Department of General Services	187.6	203.5	204.3	218.4	196.0	-	-100.0%
Department of Fleet Management	115.1	123.7	132.7	117.1	117.5	-	-100.0%
Department of Fleet & Facility Management						302.7	
Total - Finance and Administration	\$ 464.6	\$ 493.3	\$ 497.2	\$ 500.8	\$ 482.3	\$ 467.4	-3.1%
Legislative and Elections							
City Council	\$ 17.5	\$ 19.7	\$ 20.4	\$ 19.6	\$ 25.8	\$ 20.4	-20.8%
City Council Committees	5.6	5.6	5.8	5.7	19.2	5.5	-71.3%
Legislative Inspector General	-	-	-	-	-	0.1	
City Council Legislative Reference Bureau	0.4	0.4	0.4	0.4	-	0.4	
Board of Election Commissioners	19.0	14.1	10.5	13.1	-	14.3	
Total - Legislative and Elections	\$ 42.5	\$ 39.9	\$ 37.2	\$ 38.8	\$ 45.0	\$ 40.7	-9.5%
City Development							
Department of Planning & Development	\$ 19.4	\$ 18.2	\$ -	\$ -	\$ -	\$ -	
Mayor's Office of Workforce Development	5.7	5.4	-	-	-	-	
Department of Housing	31.4	32.3	-	-	-	-	
Department of Community Development	-	-	36.8	31.3	-	-	
Department of Housing and Economic Development	-	-	-	-	30.1	31.3	4.2%
Department of Cultural Affairs	14.1	14.7	13.7	12.5	-	-	
Department of Cultural Affairs and Special Events	-	-	-	-	32.3	29.2	-9.5%
Mayor's Office of Special Events	27.0	28.8	28.2	24.7	-	-	
Total - City Development	\$ 97.6	\$ 99.5	\$ 78.7	\$ 68.5	\$ 62.3	\$ 60.6	-2.9%
Community Services							
Department of Public Health	\$ 45.9	\$ 45.3	\$ 37.8	\$ 33.9	\$ 33.7	\$ 25.5	-24.5%
Commission on Human Relations	2.2	2.3	2.1	2.0	1.9	1.2	-34.5%
Chicago Department of Senior Services	6.6	7.1	-	-	-	-	
Mayor's Office for People with Disabilities	1.8	1.8	1.6	1.7	1.1	1.1	8.4%
Department of Family & Support Services	-	-	20.3	25.2	17.4	15.6	-10.3%
Department of Children & Youth Services	4.2	4.9	-	-	-	-	
Department of Human Services	8.1	8.7	-	-	-	-	
Chicago Public Library	53.5	54.9	54.6	54.1	55.2	46.5	-15.7%
Total - Community Services	\$ 122.3	\$ 124.9	\$ 116.4	\$ 116.8	\$ 109.3	\$ 89.9	-17.7%

2012 BUDGET OVERVIEW

BUDGET DETAIL (CONTINUED) EXPENDITURES

APPROPRIATION BY FUNCTION AND ORGANIZATIONAL UNIT

ALL LOCAL FUNDS
\$ MILLIONS

	Appropriation				2011	2012 Proposed	2012-2011 % change
	2007	2008	2009	2010			
Public Safety							
Police Board	\$ 0.4	\$ 0.5	\$ 0.5	\$ 0.4	\$ 0.4	\$ 0.4	-6.1%
Independent Police Review Authority	-	5.8	6.9	7.4	7.5	7.9	4.9%
Chicago Police Department	1,248.7	1,234.6	1,236.5	1,243.0	1,316.1	1,258.8	-4.4%
Office of Emergency Management & Communication	95.6	98.7	99.2	86.8	95.8	84.7	-11.6%
Chicago Fire Department	474.7	489.7	487.5	499.8	509.1	550.8	8.2%
Total - Public Safety	\$ 1,819.4	\$ 1,829.2	\$ 1,830.5	\$ 1,837.4	\$ 1,929.0	\$ 1,902.6	-1.4%
Regulatory							
Office of Inspector General	\$ 5.4	\$ 5.5	\$ 5.9	\$ 6.0	\$ 5.9	\$ 5.9	-0.5%
Department of Zoning & Land Use Planning	-	-	6.4	6.4	-	0.0	-
Department of Zoning	2.5	2.7	-	-	-	-	-
Department of Buildings	22.3	31.6	27.3	26.0	26.7	24.2	-9.6%
Department of Construction & Permits	8.9	-	-	-	-	-	-
Department of Business Affairs & Consumer Protection	-	-	16.2	15.3	14.3	14.0	-2.1%
Department of Consumer Services	9.5	9.8	-	-	-	-	-
Department of Environment	4.8	5.7	4.9	4.6	3.5	-	-100.0%
Commission on Animal Care & Control	4.7	4.9	4.6	4.5	3.9	4.2	7.3%
Department of Business Affairs & Licensing	8.4	9.0	-	-	-	-	-
License Appeal Commission	0.2	0.2	0.2	0.2	0.2	0.2	-9.3%
Board of Ethics	0.8	0.8	0.6	0.6	0.6	0.8	32.1%
Total - Regulatory	\$ 67.6	\$ 70.2	\$ 66.1	\$ 63.6	\$ 55.1	\$ 49.2	-10.7%
Infrastructure Services							
Department of Streets and Sanitation	\$ 357.3	\$ 362.8	\$ 303.1	\$ 243.5	\$ 240.9	\$ 239.8	-0.4%
Chicago Department of Transportation	98.9	99.8	89.9	133.5	126.5	124.1	-1.9%
Total - Infrastructure Services	\$ 456.2	\$ 462.6	\$ 393.0	\$ 377.1	\$ 367.4	\$ 363.9	-1.0%
Public Service Enterprise							
Office of the O'Hare Modernization Program	\$ 4.3	\$ 4.5	\$ 5.2	\$ -	\$ -	\$ -	-
Department of Aviation	307.4	319.1	351.6	360.5	363.5	377.5	3.9%
Department of Water Management	232.7	244.5	263.9	248.5	252.6	254.8	0.9%
Total - Public Service Enterprises	\$ 544.3	\$ 568.2	\$ 620.7	\$ 609.0	\$ 616.0	\$ 632.3	2.7%
General Financing Requirements							
Pension Funds	\$ 421.7	\$ 457.0	\$ 454.9	\$ 458.9	\$ 450.5	\$ 476.3	5.7%
Loss in Collection of Taxes	16.5	19.7	19.3	19.3	19.4	19.4	0.0%
Finance General	1,933.9	2,135.6	2,224.4	2,403.5	2,431.2	2,582.0	6.2%
Total - General Financing Req.	\$ 2,372.1	\$ 2,612.3	\$ 2,698.5	\$ 2,881.7	\$ 2,901.1	\$ 3,077.7	6.1%
Total - All Functions	\$ 5,986.5	\$ 6,300.0	\$ 6,338.3	\$ 6,493.6	\$ 6,567.5	\$ 6,684.4	1.8%
Deduct Reimbursements Between Funds	(285.5)	(311.3)	(302.2)	(317.0)	(344.4)	(330.3)	-
Deduct Proceeds of Debt	(31.7)	(70.4)	(70.4)	(70.4)	(70.4)	(70.5)	-
Net Grand Total	\$ 5,669.3	\$ 5,918.3	\$ 5,965.7	\$ 6,106.1	\$ 6,152.7	\$ 6,283.6	2.1%

2012 BUDGET OVERVIEW

BUDGET DETAIL (CONTINUED) PERSONNEL

POSITIONS BY FUNCTION AND ORGANIZATIONAL UNIT

ALL LOCAL FUNDS
\$ MILLIONS

	Appropriation					2012	2012-2011
	2007	2008	2009	2010	2011	Proposed	change
Finance and Administration							
Office of the Mayor	78	85	78	78	78	70	(8)
Office of Budget & Management	29	30	21	21	24	21	(3)
Department of Innovation & Technology	92	90	71	80	80	73	(7)
City Clerk	125	124	119	108	106	100	(6)
Department of Finance	215	212	186	180	182	520	338
City Treasurer	23	23	22	21	22	23	1
Department of Revenue	385	375	328	352	345	-	(345)
Department of Administrative Hearings	50	50	46	44	43	41	(2)
Department of Law	415	405	354	346	362	364	2
Office of Compliance	-	31	35	36	32	-	(32)
Department of Human Resources	122	108	97	89	79	75	(4)
Department of Procurement Services	136	131	103	80	76	83	7
Department of General Services	431	423	355	393	400	-	(400)
Department of Fleet Management	817	839	747	681	673	-	(673)
Department of Fleet and Facility Management						1,039	1,039
Total - Finance and Administration	2,918	2,926	2,562	2,509	2,502	2,409	(93)
Legislative and Elections							
City Council	234	234	233	234	234	236	2
Board of Election Commissioners	137	136	124	124	124	124	-
Total - Legislative and Elections	371	370	357	358	358	360	2
City Development							
Department of Planning & Development	129	113	-	-	-	-	-
Mayor's Office of Workforce Development	2	2	-	-	-	-	-
Department of Housing	10	8	-	-	-	-	-
Department of Community Development	-	-	56	52	-	-	-
Department of Housing and Economic Developm	-	-	-	-	145	154	9
Department of Cultural Affairs	50	46	37	37	-	-	-
Department of Cultural Affairs and Special Event	-	-	-	-	86	79	(7)
Mayor's Office of Special Events	71	68	52	51	-	-	-
Total - City Development	262	237	145	140	231	233	2
Community Services							
Department of Public Health	443	428	296	271	266	221	(45)
Commission on Human Relations	31	31	25	24	24	13	(11)
Chicago Department of Senior Services	26	28	-	-	-	-	-
Mayor's Office for People with Disabilities	15	17	16	14	12	12	-
Department of Family & Support Services	-	-	33	28	28	22	(6)
Department of Children & Youth Services	-	1	-	-	-	-	-
Department of Human Services	5	11	-	-	-	-	-
Chicago Public Library	985	987	825	826	839	676	(163)
Total - Community Services	1,505	1,503	1,195	1,163	1,169	944	(225)
Public Safety							
Police Board	2	2	2	2	2	2	-
Independent Police Review Authority	-	97	97	97	97	99	2
Chicago Police Department	16,216	16,109	15,854	15,764	15,575	14,192	(1,383)
Office of Emergency Management & Communica	1,093	1,116	1,001	1,005	1,001	794	(207)
Chicago Fire Department	5,194	5,193	5,184	5,176	5,175	5,126	(49)
Total - Public Safety	22,505	22,517	22,138	22,044	21,850	20,213	(1,637)

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

BUDGET DETAIL (CONTINUED) PERSONNEL

POSITIONS BY FUNCTION AND ORGANIZATIONAL UNIT

ALL LOCAL FUNDS
\$ MILLIONS

	Appropriation					2012	2012-2011
	2007	2008	2009	2010	2011	Proposed	change
Regulatory							
Office of Inspector General	61	65	65	71	71	67	(4)
Department of Zoning & Land Use Planning	-	-	74	73	-	-	-
Department of Zoning	41	46	-	-	-	-	-
Department of Buildings	278	376	271	271	258	222	(36)
Department of Construction & Permits	104	-	-	-	-	-	-
Department of Business Affairs & Consumer Prot	-	-	193	190	187	172	(15)
Department of Consumer Services	137	131	-	-	-	-	-
Department of Environment	51	51	36	35	33	-	(33)
Commission on Animal Care & Control	85	86	75	68	70	64	(6)
Department of Business Affairs & Licensing	109	107	-	-	-	-	-
License Appeal Commission	2	2	1	1	1	1	-
Board of Ethics	11	9	7	7	7	8	1
Total - Regulatory	879	873	722	716	627	534	(93)
Infrastructure Services							
Department of Streets and Sanitation	2,912	2,916	2,455	2,012	1,999	1,886	(113)
Chicago Department of Transportation	683	673	563	794	769	727	(42)
Total Infrastructure Services	3,595	3,589	3,018	2,806	2,768	2,613	(155)
Public Service Enterprise							
Office of the O'Hare Modernization Program	55	55	54	-	-	-	-
Department of Aviation	1,343	1,282	1,222	1,285	1,282	1,216	(66)
Department of Water Management	2,434	2,378	2,208	2,135	2,135	2,101	(34)
Total - Public Service Enterprises	3,832	3,715	3,484	3,420	3,417	3,317	(100)
Grand Total (Local Funds)	35,867	35,730	33,621	33,156	32,922	30,623	(2,299)

2012 BUDGET OVERVIEW

BUDGET DETAIL (CONTINUED)

GRANTS

GRANT FUNDS BY FUNCTION

\$ MILLIONS

	2011 Appropriation	2011 Actual	2012 New Grants	Prior Year(s) Carryover	2012 Proposed Total	2011 - 2012 Total \$ Change
Finance and Administration						
Office of the Mayor	\$ -	\$ 6.0	\$ 0.4	\$ 6.0	\$ 6.4	\$ 6.4
Office of Budget and Management	6.0	5.9	13.4	-	13.4	7.4
Department of Innovation and Technology	102.9	19.3	3.0	13.3	16.3	(86.6)
City Clerk	0.0	-	-	-	-	-
Department of Finance	1.4	1.3	2.3	-	2.3	0.9
Department of Revenue	-	-	-	-	-	-
City Treasurer	-	-	-	-	-	-
Department of Administrative Hearings	-	-	-	-	-	-
Office of Compliance	0.2	0.2	-	-	-	(0.2)
Department of Law	1.7	1.6	1.9	-	1.9	0.2
Department of Human Resources	-	-	-	-	-	-
Department of Procurement Services	-	-	-	-	-	-
Department of General Services	-	-	-	-	-	-
Department of Fleet Management	8.8	8.4	-	-	-	-
Department of Fleet and Facility Management	-	-	14.6	0.1	14.7	6.0
Total - Finance and Administration	\$ 121.0	\$ 42.7	\$ 35.6	\$ 19.4	\$ 55.1	\$ (65.9)
Legislative and Elections						
City Council	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City Council Committees	-	-	-	-	-	-
City Council Legislative Reference Bureau	-	-	-	-	-	-
Board of Election Commissioners	-	-	-	-	-	-
Total - Legislative and Elections	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City Development						
Department of Cultural Affairs and Special Events	\$ 5.4	\$ 2.5	\$ 0.7	\$ -	\$ 0.7	\$ (4.8)
Department of Housing and Economic Development	303.1	309.4	88.5	195.6	284.1	(19.0)
Total - City Development	\$ 308.6	\$ 311.9	\$ 89.2	\$ 195.6	\$ 284.8	\$ (23.8)
Community Services						
Department of Public Health	\$ 153.6	\$ 141.2	\$ 139.6	\$ 4.1	\$ 143.7	\$ (9.9)
Commission on Human Relations	1.3	1.3	1.3	-	1.3	0.0
Mayor's Office for People with Disabilities	3.9	3.5	3.5	0.2	3.7	(0.1)
Department of Family And Support Services	419.6	409.8	300.2	48.4	348.6	(71.0)
Chicago Public Library	19.2	8.3	17.4	0.8	18.2	(1.0)
Total - Community Services	\$ 597.5	\$ 564.0	\$ 462.0	\$ 53.5	\$ 515.6	\$ (81.9)
Public Safety						
Police Board	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Department of Police	95.7	92.3	27.8	54.1	81.9	(13.8)
Office of Emergency Mgmt. And Communications	184.2	129.7	87.5	97.2	184.7	0.5
Fire Department	17.4	15.4	5.0	12.0	17.0	(0.4)
Total - Public Safety	\$ 297.3	\$ 237.4	\$ 120.4	\$ 163.3	\$ 283.6	\$ (13.7)
Regulatory						
Office of Inspector General	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Department of Buildings	7.7	7.0	6.8	0.0	6.8	(0.8)
Department of Business Affairs and Consumer Protection	1.0	1.0	0.8	0.1	1.0	(0.1)
Department of Environment	49.0	46.8	-	-	-	(49.0)
Commission on Animal Care and Control	0.3	0.3	0.1	-	0.1	(0.2)
Board of Ethics	-	-	-	-	-	0.0
Total - Regulatory	\$ 57.9	\$ 55.1	\$ 7.7	\$ 0.1	\$ 7.9	\$ (50.1)
Infrastructure Services						
Streets and Sanitation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Chicago Dept of Transportation	511.3	353.8	512.5	0.0	512.5	1.2
Total - Infrastructure Services	\$ 511.3	\$ 353.8	\$ 512.5	\$ -	\$ 512.5	\$ 1.2
Public Service Enterprise						
Department of Aviation	\$ 235.5	\$ 136.6	\$ 201.2	\$ 60.9	\$ 262.1	\$ 26.5
Department of Water Management	0.1	0.1	0.5	0.1	0.7	0.5
Total - Public Service Enterprises	\$ 235.7	\$ 136.7	\$ 201.7	\$ 61.0	\$ 262.7	\$ 27.0
Total - All Functions						
Deduct Reimbursements Between Funds						
Deduct Proceeds of Debt						
Net Grand Total	\$ 2,129.3	\$ 1,701.7	\$ 1,429.1	\$ 493.0	\$ 1,922.2	\$ (207.1)

BUDGET 2012

OVERVIEW

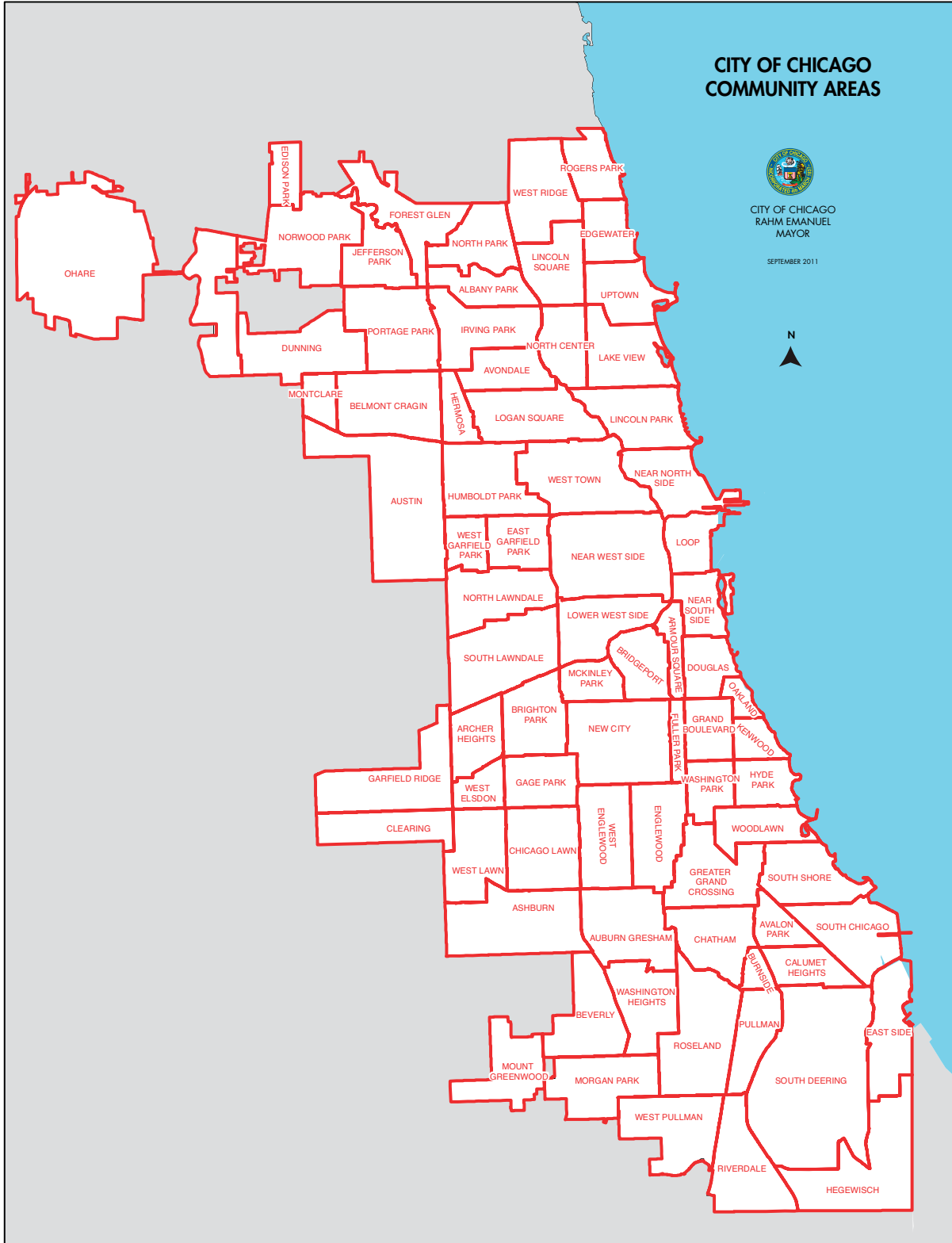
APPENDIX A

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 227 square mile footprint and is 26 miles long.



APPENDIX A (CONTINUED)

RESIDENTS

Chicago is home to nearly 2.7 million people that live in more than one million households across 77 neighborhoods

The City's population includes over 26 ethnic groups, 11 of which have a population greater than 20,000.

Over 20 percent of Chicago's residents have bachelor's degrees and 13 percent have graduate degrees, both higher than the national averages of 18 percent and 10 percent, respectively.

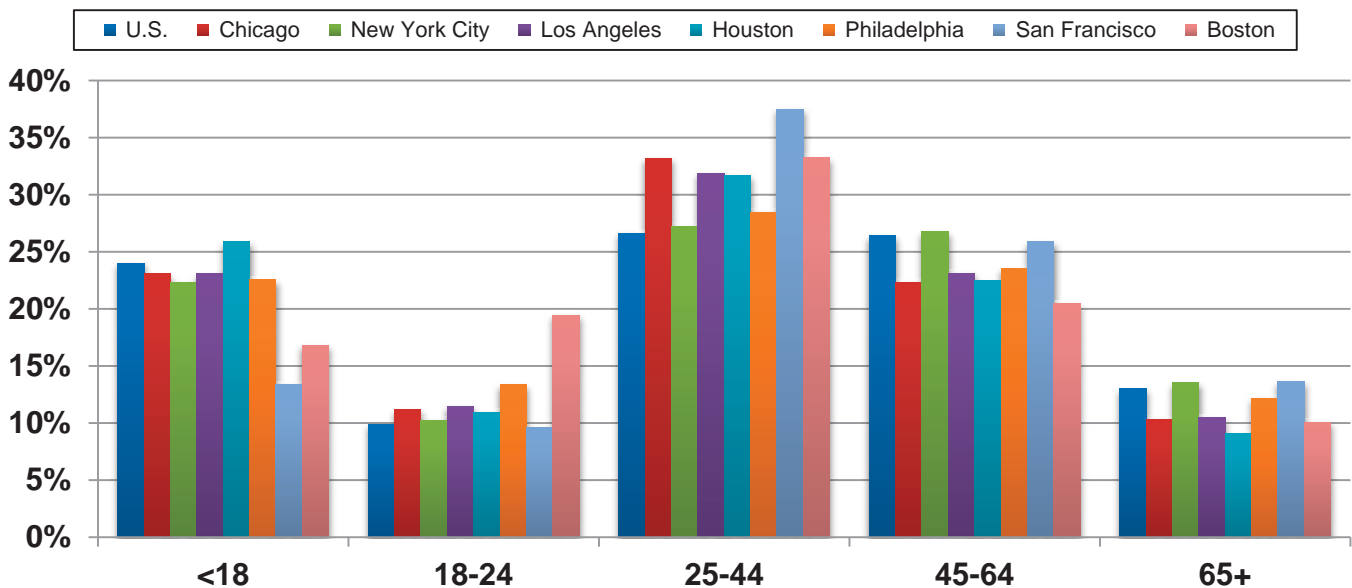
While Chicago is the third most populous city in the U.S., it ranks 10th among other major metropolitan areas on the cost of living index.

The most recent census data show that Chicago's median household income was \$44,776 in 2010, compared to \$52,972 in Illinois and \$50,046 in the U.S.

The age distribution of Chicago's population closely matches its peer cities, with the highest relative percentage of the population between the ages of 25 and 44.

Population By Race	
White	1,256,175
Black or African American	905,799
American Indian and Alaskan Native	6,513
Asian	149,897
Native Hawaiian and Other Pacific Islander	661
Other Race	332,758
Two or More Races	47,028
Population by Hispanic or Latino Origin	
Non Hispanic or Latino	1,934,863
Hispanic or Latino	763,968
Gender	
Male	1,306,010
Female	1,392,821
Age	
Children under age five	187,833
Older Adults (age 65 and older)	271,468
Median Age	32.8

2010 COMPARATIVE AGE DISTRIBUTION



APPENDIX A (CONTINUED)

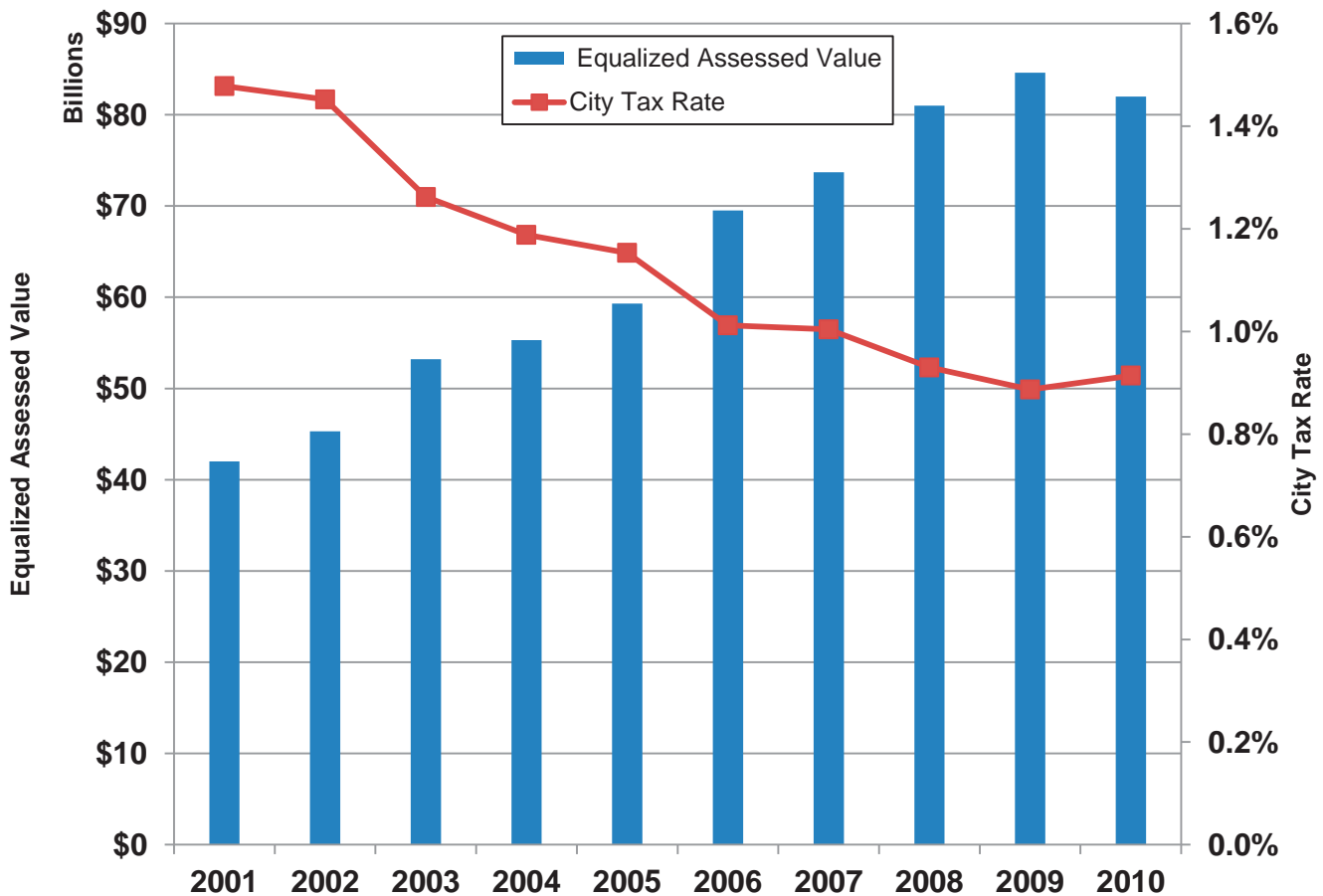
PROPERTY TAX BASE

Cook County assesses and collects property taxes and then distributes a proportionate share of the total collections to the City based on the City's levy. While the City is not subject to the state-mandated 5 percent cap on property tax levy increases, the City has operated under a self-imposed property tax cap. Since 2008, the City's property tax levy has been set at \$797 million. In any given year, the amount of property tax that a property owner pays to the City is determined, in part, by dividing the City's pre-set levy amongst Chicago's tax base (the aggregate equalized assessed value of all property within the city limits). The result is the City tax rate. A property owner's tax bill is thus primarily based on the value of their property as determined once every three years and the amount that the City decides to levy. Despite fluctuations in the market, the aggregate assessed value of property in the city limits has grown steadily over the past decade, with the exception of a small decline in 2010. As the levy remains constant and the aggregate assessed value of property increases, the effective tax rate charged by the City has decreased.

The properties with the greatest equalized assessed valuations in the City in 2010 are set forth below.

Property	2010 Equalized Assessed Value
Willis Tower	\$ 494,999,997
UBS Tower	\$ 350,342,025
AON Center	\$ 335,454,105
Prudential Plaza	\$ 305,025,864
Citadel Center	\$ 302,328,249
Hyatt Center	\$ 282,974,997
Merchandise Mart	\$ 272,178,215
111 South Wacker Building	\$ 270,246,217
10-20-30 South Wacker Buildings	\$ 249,785,610
Water Tower Place	\$ 230,999,997

AGGREGATE EAV VS. EFFECTIVE TAX RATE



APPENDIX A (CONTINUED)

ECONOMY

Chicago attracts an extremely diverse group of businesses. The Chicago metropolitan area is home to more than 400 major corporate headquarters, 27 Fortune 500 headquarters, and 34 S&P 500 companies.

Chicago's Largest Corporate Employers
 (Ranked by local full-time employees as of December 10, 2010)

1. Wal-Mart Stores, Inc.
2. Advocate Health Care
3. J.P. Morgan Chase & Co.
4. Walgreen Co.
5. United Continental Holdings, Inc.

Since the 1850s, Chicago has been an important center for North American transportation and distribution. Because of its unique geography, Chicago's distribution network offers access to air, rail, and water, with two ports capable of handling ocean-going ships and barges, and an airport system that moves 1.2 million tons of freight, mail, and goods annually. Chicago is also the only U.S. city where the six largest freight railroad companies interchange traffic.

The City's manufacturing base employs over 400,000 workers and makes up nearly 10 percent of the regional economy. According to the U.S. Bureau of Economic Analysis, Chicago ranks second in the nation for total manufacturing gross regional product.

Health care and life science-related businesses employ over 500,000 residents. The metropolitan area is home to 47 teaching hospitals and six medical schools.

O'Hare International Airport, the world's third-busiest airport, offers non-stop flights to 54 international and 148 domestic destinations, with daily service to Japan, Korea, and China.

The business and financial industry employs 8 percent of Chicago residents. Chicago is home to 17 percent of the world's trading activity for futures, options and derivatives.

Industry Type	Chicago	Illinois	U.S.
Manufacturing	9.50%	12.3%	10.4%
Wholesale trade	2.4%	3.1%	2.8%
Retail trade	8.8%	11.0%	11.7%
Transportation and warehousing, and utilities	5.3%	5.9%	4.9%
Information	2.5%	2.1%	2.2%
Finance and insurance, and real estate and rental and leasing	8.5%	7.4%	6.7%
Professional, scientific, and management, and administrative and waste management services	14.9%	11.1%	10.6%
Educational services, and health care and social assistance	22.5%	22.9%	23.2%
Arts, entertainment, and recreation, and accommodation and food services	11.1%	9.0%	9.2%
Other services, except public administration	5.1%	4.9%	5.0%
Public administration	5.0%	4.1%	5.2%

APPENDIX A (CONTINUED)

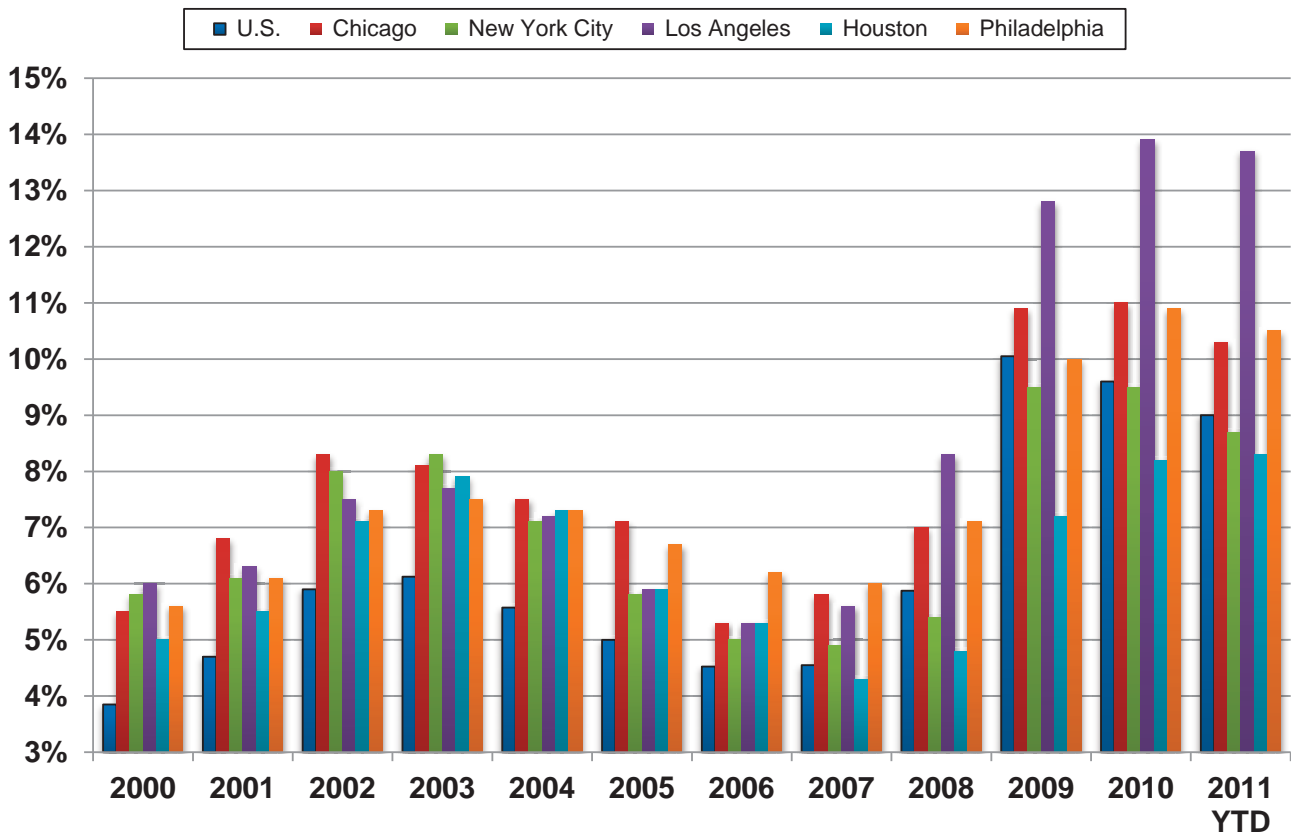
UNEMPLOYMENT

Chicago's annual average unemployment rate increased to 11 percent in 2010 and the State of Illinois' unemployment rate rose to 10.3 percent in 2010. In August 2011, Chicago's unemployment rate increased to 11.7 percent and is still higher than the State of Illinois at 9.9 percent and the national rate of 9.1 percent.

In 2006, the gap between Chicago's unemployment rate and the nation's was only 0.8 percent. This gap increased to 1.4 percent by year-end 2010 and was at 2.6 percent in August 2011.

At 11.7 percent, Chicago's August 2011 unemployment rate was 2.2 percent lower than that of Los Angeles', but higher than New York City and Houston, at 8.7 percent and 8.4 percent, respectively. Among nearby cities, St. Louis and Milwaukee had unemployment rates comparable to Chicago, at 11.7 percent and 11.2 percent, respectively, while Detroit continues to remain higher at 22.5 percent.

COMPARATIVE UNEMPLOYMENT, 2001-2011



APPENDIX A (CONTINUED)

TRANSPORTATION

The Chicago Transit Authority operates the second largest public transportation system in the nation, with:

- 1,781 buses operating over 140 routes and 1,959 route miles, making 19,709 trips per day and serving 11,493 bus stops
- 1,200 rail cars operating over eight routes and 224 miles of track, making 2,145 trips each day and serving 143 stations
- 1.6 million rides daily and 516 million rides a year (bus and train combined)

SCHOOLS

The Chicago Public School system is the third largest school district in the nation, serving approximately 410,000 students. CPS is comprised of 391 pre-schools, 482 elementary schools, and 122 high schools.

The City Colleges of Chicago operate seven colleges and serve approximately 65,000 students.

GOVERNMENT

After six terms in office, Mayor Richard M. Daley decided not to run for re-election, and on February 22, 2011, Rahm Emanuel was elected to the office of Mayor of Chicago.

The Mayor and a 50-person City Council govern the City. Local elected officials serve four-year terms.

The City has 1.5 million registered voters and is comprised of 50 wards, each represented by a member of City Council.

In 2010, the Chicago Police Department made over 167,000 physical arrests, and the Chicago Fire Department responded to over 664,000 emergency calls.

City of Chicago Capital Assets

Police Stations	25
Fire Stations	92
Streets (Miles)	3,775
Streetlights	317,000
Traffic Signals	2,732
Water Mains (Miles)	4,330
Sewer Mains (Miles)	4,392

ENTERTAINMENT AND RECREATION

- The metro area has 80 miles of public shoreline and 94 beaches.
- Chicago is home to more Five-Diamond-rated restaurants than any other city in North America and has two Michelin Guide 3-Star restaurants, of which there are only 93 worldwide.
- The city has more than 200 theater companies and is the only U.S. city with four Tony award-winning theater companies.
- There are over 600 stores in and around Michigan Avenue.
- Chicago has more free festivals and events than any other city in the country.
- Chicago is home to the Chicago Symphony, Lyric Opera, and the Joffrey Ballet.
- Chicago is home to 9 major professional sports teams.
- Chicago is rated as one of the Top 5 most walkable cities in the U.S.
- Lincoln Park is the second most visited city park in the country, attracting 20 million visitors annually.
- Millennium Park, a 25-acre park in the heart of downtown, attracts 4 million visitors annually.
- Lincoln Park Zoo is the oldest public zoo in the country, with an estimated annual attendance of 3 million.
- Chicago has over 35 museums and was voted the #2 art destination in an American Style magazine reader poll.

Top Three Annual Events	2011 Attendance
Taste of Chicago	2,300,000
Air and Water Show	2,200,000
Blues Festival	500,000

APPENDIX A (CONTINUED)

TOURISM

Chicago hosted 39.2 million domestic and overseas visitors in 2010, including 28 million domestic leisure travelers, 10.1 million domestic business travelers, and 1.1 million overseas visitors.

There are over 30,000 hotel rooms in Chicago, at properties including two of the world’s Top 10 hotels and five Conde Nast Gold List hotels.

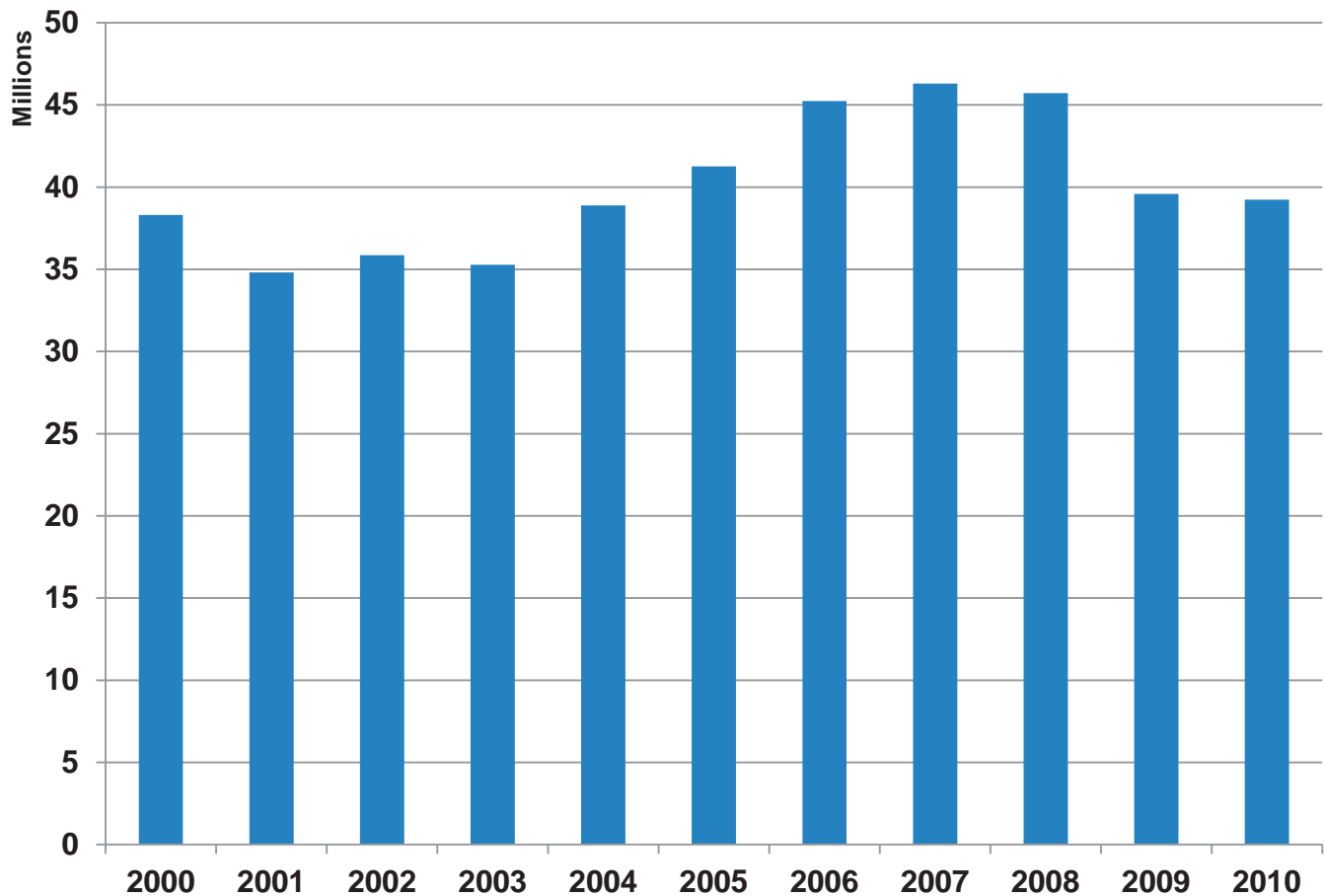
Chicago was voted the #5 food and wine destination among more than 70,000 cities in the world by travelers using TripAdvisor.com.

In 2010, visitors to Chicago spent more than \$11.1 billion, generated \$616 million in tax revenue, and helped create 124,000 jobs.

CITATIONS

- 2010 ACCRA Cost of Living Index, 2010 Annual Average, coli.org.
- Chicago Convention and Tourism Bureau, <http://www.choosechicago.com/media/statistics>.
- Foreign Policy, Chicago Council on Global Affairs. “Global Cities Index 2010.” August 18, 2010.
- National Association of Counties, “Find a County.”
- U.S. Department of Labor, Bureau of Labor Statistics, www.bls.gov.
- U.S. Census Bureau, www.census.gov, American Community Survey tables.
- World Business Chicago, <http://www.worldbusinesschicago.com/data/chicago-business-overview>.

CHICAGO TOURISM, NUMBER OF ANNUAL VISITORS



BUDGET 2012

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APPENDIX B

2012 CAPITAL IMPROVEMENT PROGRAM

APPENDIX B – 2012 CAPITAL IMPROVEMENT PROJECT

Following is a list of capital projects planned for 2012, together with the projected amount and source of funding for each. Water, sewer, and aviation capital projects are not listed here, however, additional details on these capital projects can be found in the departmental summaries for the Department of Water Management and the Department of Aviation. Details regarding the allocation, funding source, timing, and scope of each capital improvement project will be available on the City’s website at the start of 2012, and the Project IDs provided below will allow you to reference the details for each project. Capital improvement plans are adjusted throughout the year to reflect the changing needs of the City; accordingly, the projects listed below form an outline of planned expenditures given available resources and are not intended to be an all-inclusive inventory of the City’s capital needs and projects.

Project ID	2012 Proposed Capital Improvement Program	Funding Source	2012
Greening	Campus Parks		
35587	Miles Davis School Garden	Open Space Impact Fee	\$ 100,000
	Total Campus Parks		100,000
	Greenways		
36030	Greenstreets -- Mid-South Area	State Funding	199,000
36030	Greenstreets -- Mid-South Area	Federal Funding	796,000
36031	Greenstreets -- Westside Area	*	97,100
36031	Greenstreets -- Westside Area	Federal Funding	388,400
36212	Landscape Median & Boulevard Maintenance Program - 2012	General Obligation Bond	4,000,000
	Total Greenways		5,480,500
	Neighbor Space		
33152	Neighborspace 2012	General Obligation Bond	100,000
34813	Greater Englewood Gardens	General Obligation Bond	50,000
36210	Decorative Fountain - 2012	General Obligation Bond	500,000
	Total Neighborspace		650,000
	Neighborhood Parks		
34149	Addison Underbridge Connector - North Branch Riverfront Trail	Open Space Impact Fee	2,009,020
	Total Neighborhood Parks		2,009,020
	Wetlands & Natural Areas		
33131	Bubbly Creek Feasibility Study with the Army Corps of Engineers	General Obligation Bond	245,000
	Total Wetlands & Natural Areas		245,000
	Economic Development - Streetscaping		
33468	Foster Ave., Kimball Ave. to the River	TIF	920,000
33468	Foster Ave., Kimball Ave. to the River	Federal Funding	1,600,000
33724	Lincoln/Belmont/Ashland- Section II- Streetscape (Design Only)	Federal Funding	640,000
34638	Fullerton Ave., Ashland to Southport (Design Only)	Federal Funding	3,012,000
34638	Fullerton Ave., Ashland to Southport (Design Only)	State Funding	753,000
35825	Crosswalk Improvements on Adams at Laflin and Loomis	TIF	143,882
36019	Blue Island, 19th St to 21st St (Design Only)	State Funding	60,000
36019	Blue Island, 19th St to 21st St (Design Only)	Federal Funding	240,000
36039	Lake Park Avenue, At 47th St & 56th Viaducts/47th to 51st Embankments (Design only)	State Funding	120,000
36039	Lake Park Avenue, at 47th St & 56th Viaducts/47th to 51st Embankments (Design only)	Federal Funding	480,000
36221	Lawrence Avenue Streetscape - Phase I - Lawrence Western To Clark	TIF	700,000
36221	Lawrence Avenue Streetscape - Phase I - Lawrence Western To Clark	TIF	3,000,000
	Total Streetscaping		11,668,882
	Facilities		
	Municipal Facilities - City Buildings		
1059	1869 Pershing Road	General Obligation Bond	2,000,000
35133	Municipal Facility-2012 Citywide Roofing	General Obligation Bond	1,000,000
35137	Municipal Facility-2012 Citywide Flooring	General Obligation Bond	75,000
35141	Municipal Facility-2012 Citywide Tuckpointing	General Obligation Bond	300,000
35145	Municipal Facility-2012 Citywide Fencing	General Obligation Bond	50,000
35149	Municipal Facility-2012 Maintenance Of Property	General Obligation Bond	800,000
35153	Municipal Facility-2012 Maintenance Of Equipment	General Obligation Bond	800,000
35157	Municipal Facility-2012 Maintenance Supplies	General Obligation Bond	1,800,000
35161	Municipal Facility-2012 Trades	General Obligation Bond	1,500,000
35166	Municipal Facility-2012 HVAC	General Obligation Bond	800,000
	Total Municipal Facilities - City Buildings		9,125,000
	Municipal Facilities - Library		
33870	Edgewater Branch	General Obligation Bond	736,494

2012 BUDGET OVERVIEW

APPENDIX B (CONTINUED)

Project ID	2012 Proposed Capital Improvement Program	Funding Source	2012
36183	Albany Park Library	TIF	4,770,000
36192	Humboldt Park Branch Library Expansion	TIF	3,000,000
	Total Municipal Facilities - Library		8,506,494
	Municipal Facilities - Operating & DSS Facilities		
36047	2302-2352 DSS Operation Campus Site Improvements	TIF	2,500,000
	Total Municipal Facilities - Operating & DSS Facilities		2,500,000
	Municipal Facilities - Police		
1488	12th District Police Station - New Construction	General Obligation Bond	10,000,000
	Total Municipal Facilities - Police		10,000,000
Infrastructure	Economic Development - Industrial Streets		
34290	Kilbourn/Kolmar/Cortez (37th Ward) - Industrial Street	TIF	2,000,000
34606	Kinzie TIF Ind Corr. Ind St - Couch, Halsted, East To Expy. & Alley Con.-East of Halsted, Lake-Couch	TIF	400,000
34715	Besly Ct., Wabansia to North Ave. & Wabansia, Besly Ct. to Elston Ave. - Ind. St. Improvement	TIF	2,000,000
35721	Kinzie St. Improvements I	TIF	5,459,000
	Total Economic Development - Industrial Streets		9,859,000
	Neighborhood Infrastructure - New Street (WPA Street)		
35703	WPA/New Street Construction - Rogers, Kercheval - Caldwell & Kercheval, Kerbs - Rogers	State Funding	635,000
	Total Neighborhood Infrastructure - New Street (WPA)		635,000
	Economic Development - Viaduct Clearance		
2372	79th St. and Leavitt (2200 W.)	State Funding	1,818,600
	Total Economic Development - Viaduct Clearance		1,818,600
	Neighborhood Infrastructure - Alleys		
35463	915 N. Cicero, 37th Ward - Alley Construction, North Area	TIF	275,000
	Total Neighborhood Infrastructure - Alleys		275,000
	Neighborhood Infrastructure - Lighting		
35760	Monroe, Adams, and Jackson from Racine to Morgan-Lighting 2nd Ward-TIF funded	TIF	350,000
36185	Various Lighting Projects-2011 Priorities-2nd Ward-TIF funded	TIF	1,372,250
36187	Various Locations Lighting/Painting-28Th Ward-TIF funded	TIF	1,116,950
	Total Neighborhood Infrastructure - Lighting		2,839,200
	Neighborhood Infrastructure - Other (ADA, Priority Ramps)		
32389	Priority Area ADA Ramp Improvements-2011	Federal Funding	6,500,000
35977	Arterial Street ADA Ramps (# 55 thru #58) - Design & Construction	Federal Funding	11,872,800
35977	Arterial Street ADA Ramps (# 55 thru #58) - Design & Construction	*	2,968,200
35980	Arterial Street ADA Ramps (# 51 thru #54) Construction	Federal Funding	8,000,000
35980	Arterial Street ADA Ramps (# 51 thru #54) Construction	State Funding	2,000,000
	Total Neighborhood Infrastructure - Other		31,341,000
	Nighborhood Infrastructure-Sidewalk Construction (vaulted, shared, Hazardous Row)		
33170	Shared Sidewalk Program- 2012	General Obligation Bond	2,000,000
33170	Shared Sidewalk Program- 2012	Private	2,000,000
35195	Hazardous Right of Way Repair - 2012	General Obligation Bond	4,000,000
33172	Reconstruct & Repair Vaulted Sidewalks- 2012	General Obligation Bond	3,600,000
	Total Neighborhood Infrastructure - Sidewalk Construction		11,600,000
	Transportation - Bridge Improvements		
4067	Bridge Annual Inspection Program	Federal Funding	2,000,000
4067	Bridge Annual Inspection Program	*	500,000
4226	31St Street Viaduct over Metra (Design Only)	State Funding	2,400,000
4226	31St Street Viaduct over Metra (Design Only)	Federal Funding	7,360,000
4226	31St Street Viaduct over Metra (Design Only)	Federal Funding	2,240,000
4272	Chicago Ave Bridge over the Chicago River (Design Only)	Federal Funding	1,120,000
4272	Chicago Ave Bridge over the Chicago River (Design Only)	State Funding	280,000
32369	Wells St Bridge over the Chicago River	Federal Funding	1,440,000
32369	Wells St Bridge over the Chicago River	State Funding	360,000
32371	Western Avenue over Belmont Avenue - Design Only	Federal Funding	800,000
32371	Western Avenue over Belmont Avenue - Design Only	State Funding	200,000
32937	Montrose Harbor Underpasses (Design Only)	State Funding	200,000
33030	Kedzie Ave Bridge over at North & South Lagoon in Marquette Park (Design Only)	State Funding	70,000
33167	Freight/Trolley Tunnel System - 2012	General Obligation Bond	300,000
34471	Wacker Dr Reconstruction, Monroe to Van Buren	State Funding	29,600,000
34471	Wacker Dr Reconstruction, Monroe to Van Buren	Federal Funding	70,400,000
34932	95th St. at Eggleston Av - Create Grade Separation (Design Only)	State Funding	215,000
34932	95th St at Eggleston Av - Create Grade Separation (Design Only)	*	375,000
34932	95th St at Eggleston Av - Create Grade Separation (Design Only)	Federal Funding	2,360,000
34933	Archer Av at Kenton Av - Create Grade Separation (Design Only)	Federal Funding	2,360,800
34933	Archer Av at Kenton Av - Create Grade Separation (Design Only)	*	375,000
34933	Archer Av at Kenton Av - Create Grade Separation (Design Only)	State Funding	215,200
34934	Columbus Av at Maplewood Av - Create Grade Separation (Design Only)	Federal Funding	2,359,200

2012 BUDGET OVERVIEW

APPENDIX B (CONTINUED)

Project ID	2012 Proposed Capital Improvement Program	Funding Source	2012
34934	Columbus Av at Maplewood Av - Create Grade Separation (Design Only)	*	374,600
34934	Columbus Av at Maplewood Av - Create Grade Separation (Design Only)	State Funding Funding	215,200
35983	Bridge & Viaduct Painting Program - Project # 1	Federal Funding Funding	1,532,800
35983	Bridge & Viaduct Painting Program - Project # 1	State Funding Funding	383,200
35984	Bridge & Viaduct Painting Program - Project # 2	Federal Funding	1,267,200
35984	Bridge & Viaduct Painting Program - Project # 2	State Funding	316,800
4654	Wacker Drive Reconstruction (Eng/Row Only)	State Funding	570,000
4654	Wacker Drive Reconstruction (Eng/Row Only)	Federal Funding	2,280,000
4665	Oakwood Blvd Viaduct Over Metra / ICGRR - Rehab	State Funding	200,000
4665	Oakwood Blvd Viaduct Over Metra / ICGRR - Rehab	Federal Funding	800,000
	Total Transportation - Bridge Improvements		135,470,000
	Transportation - Bridge Improvements Other (Guardrail, Safety)		
4568	Fullerton/Damen/Elston Intersection (Design, Row & Construction)	Federal Funding	4,400,000
4568	Fullerton/Damen/Elston Intersection (Design, Row & Construction)	TIF	27,000,000
4568	Fullerton/Damen/Elston Intersection (Design, Row & Construction)	State Funding	1,100,000
35208	Guardrail Installation/Maintenance - 2012	General Obligation Bond	400,000
	Total Transportation - Bridge Improvements Other		32,900,000
	Transportation - Major Streets		
32377	Milwaukee Ave, Kilpatrick Ave to Addison	Federal Funding	7,820,000
32377	Milwaukee Ave, Kilpatrick Ave to Addison	*	1,995,000
32377	Milwaukee Ave, Kilpatrick Ave to Addison	Federal Funding	2,175,000
3896	Lake St, Canal to Western (Design Only)	Federal Funding	800,000
3896	Lake St, Canal to Western (Design Only)	State Funding	200,000
3897	Milwaukee Av, Lawrence to Erie (Design Only)	Federal Funding	1,120,000
3897	Milwaukee Av, Lawrence to Erie (Design Only)	State Funding	280,000
4039	Halsted St - 65th Street to 67th Street	Federal Funding	1,600,000
4039	Halsted St - 65th Street to 67th Street	State Funding	400,000
4041	Arterial Street Resurfacing- 2012 (Locations TBD)	State Funding	1,788,000
4041	Arterial Street Resurfacing- 2012 (Locations TBD)	Federal Funding	7,152,000
33872	Grand Ave., Damen Ave. to Ogden Ave.	Federal Funding	800,000
36186	Street Resurfacing Projects-2011 Priorities-2nd Ward-TIF Funded	TIF	1,887,005
	Total Transportation - Major Streets		28,017,005
	Transportation - Traffic Signals		
4372	Peterson Ave, Cicero-Ridge Interconnect	State Funding	530,200
4372	Peterson Ave, Cicero-Ridge Interconnect	Federal Funding	2,120,800
4375	Near West Side Interconnect (Locations TBD)	Federal Funding	1,692,000
4375	Near West Side Interconnect (Locations TBD)	State Funding	423,000
4409	ITS - Cicero Avenue Traveler Information System & Midway Airport Advisory Radio	Federal Funding	1,120,000
4409	ITS - Cicero Avenue Traveler Information System & Midway Airport Advisory Radio	State Funding	407,000
4411	ITS - Midway Airport Area, Central-63rd to I-55, Signal Interconnect	Federal Funding	792,000
4441	87th St, Western Av to Dan Ryan Expressway	State Funding	852,200
4441	87th St, Western Av to Dan Ryan Expressway	Federal Funding	3,408,800
4442	95th St, Western Av to Ewing Ave (Us 41)	State Funding	1,955,000
4442	95th St, Western Av to Ewing Ave (Us 41)	Federal Funding	7,820,000
4443	Cicero Av, Peterson Av to Lexington Av	Federal Funding	8,108,000
4443	Cicero Av, Peterson Av to Lexington Av	State Funding	2,027,000
4467	Broadway & Sheridan Rd - Devon to Hollywood, Traffic Signal Interconnect (Design Only)	Federal Funding	572,000
4467	Broadway & Sheridan Rd - Devon to Hollywood, Traffic Signal Interconnect (Design Only)	State Funding	143,000
4468	Roosevelt Rd, Western to Lake Shore Drive, Traffic Signal Interconnect	State Funding	1,142,000
4468	Roosevelt Rd, Western to Lake Shore Drive, Traffic Signal Interconnect	Federal Funding	4,568,000
4482	Federal 2008 Traffic Signal Program - Construction	Federal Funding	3,600,000
4482	Federal 2008 Traffic Signal Program - Construction	State Funding	900,000
4494	Stony Island - Midway Plaisance to 95th St (Signal Interconnect)	State Funding	1,183,000
4494	Stony Island - Midway Plaisance to 95th St (Signal Interconnect)	Federal Funding	4,732,000
32374	Federal 2009 Traffic Signal Program - Design Only (Locations TBD)	Federal Funding	480,000
32374	Federal 2009 Traffic Signal Program - Design Only (Locations TBD)	State Funding	120,000
32375	Federal 2009 Traffic Signal Program - Construction	Federal Funding	4,400,000
32375	Federal 2009 Traffic Signal Program - Construction	State Funding	1,100,000
32708	Federal 2010 Traffic Signal Program - Design Only (Locations TBD)	Federal Funding	480,000
32708	Federal 2010 Traffic Signal Program - Design Only (Locations TBD)	State Funding	120,000
33165	Traffic Signal Program- 2012	General Obligation Bond	800,000
33166	2012- Pedestrian Countdown Signals	General Obligation Bond	150,000
33806	79th St - Cicero Ave to Ashland Av	State Funding	1,255,000
33806	79th St - Cicero Ave to Ashland Av	Federal Funding	5,020,000
34800	Halsted & 79th St. - LTA-17th Ward TIF	TIF	105,000
36036	Signal Controller Upgrade & Timing	Federal Funding	1,920,000
36036	Signal Controller Upgrade & Timing	State Funding	480,000
36037	TMC - Integrated Corridor Mgmt	State Funding	380,000
36037	TMC - Integrated Corridor Mgmt	Federal Funding	1,520,000
	Total Transportation - Traffic Signals		66,426,000
	Transportation - Transit/Bicycles/Pedestrian		
3875	41St St Bicycle & Pedestrian Bridge (Design Only)	Federal Funding	1,000,000

2012 BUDGET OVERVIEW

APPENDIX B (CONTINUED)

Project ID	2012 Proposed Capital Improvement Program	Funding Source	2012
3875	41st St Bicycle & Pedestrian Bridge (Design Only)	State Funding	250,000
4605	Lakefront Trail - Navy Pier Flyover (Design Only)	Federal Funding	928,000
4605	Lakefront Trail - Navy Pier Flyover (Design Only)	State Funding	232,000
4637	Walk Chicago (Design Only)	Federal Funding	160,000
4637	Walk Chicago (Design Only)	State Funding	40,000
4638	Walk to Transit	Federal Funding	772,000
4638	Walk to Transit	*	153,000
4638	Walk to Transit	State Funding	40,000
32172	Create Right of Way Acquisition	Federal Funding	1,760,000
32172	Create Right of Way Acquisition	*	176,000
32172	Create Right of Way Acquisition	State Funding	176,000
32551	43rd St Bicycle & Pedestrian Bridge (Design Only)	Federal Funding	1,272,000
32551	43rd St Bicycle & Pedestrian Bridge (Design Only)	State Funding	318,000
33022	Bloomingtondale Bike Path (Design Only)	*	120,000
33022	Bloomingtondale Bike Path (Design Only)	Federal Funding	480,000
34678	Weber Spur (Design Only)	Federal Funding	800,000
34979	57th St at Lake Shore Dr - Parking Facility	Federal Funding	2,600,000
34979	57th St at Lake Shore Dr - Parking Facility	State Funding	650,000
35766	Chicago Bike Marketing Program	Federal Funding	1,185,400
35766	Chicago Bike Marketing Program	State Funding	296,350
3873	Safe Routes to School	Federal Funding	85,600
3873	Safe Routes to School	State Funding	37,400
35767	Safe Routes to High School	Federal Funding	984,000
35767	Safe Routes to High School	*	198,000
35767	Safe Routes to High School	State Funding	48,000
35768	Walk to Transit - Series II	Federal Funding	848,000
35768	Walk to Transit - Series II	*	172,000
35768	Walk to Transit - Series II	State Funding	40,000
35771	Streets for Cycling - Construction # 1	*	160,000
35771	Streets for Cycling - Construction # 1	Federal Funding	640,000
36020	Lakefront Trail # 1 - Ogden Slip to Jane Addams Park	Federal Funding	14,096,000
36020	Lakefront Trail # 1 - Ogden Slip to Jane Addams Park	State Funding	7,195,000
36026	Lakefront Trail # 2 - Ogden Slip to Dusable Park	State Funding	2,600,000
36026	Lakefront Trail # 2 - Ogden Slip to Dusable Park	Federal Funding	10,400,000
36038	Stony Island Cycle Track - 69th St to 77th St	State Funding	120,000
36038	Stony Island Cycle Track - 69th St to 77th St	Federal Funding	480,000
36060	East-West Corridor Bus Rapid Transit Project	Federal Funding	2,270,000
36060	East-West Corridor Bus Rapid Transit Project	State Funding	750,000
34320	Union Station Transportation Center (Eng/Row Only)	Federal Funding	5,544,000
	Total Transportation - Transit/Bicycles/Pedestrian		60,076,750
	Shoreline		
2150	Illinois Shoreline Protection - Fullerton Theater on the Lake	Chicago Park District	6,000,000
2150	Illinois Shoreline Protection - Fullerton Theater on the Lake	General Obligation Bond	3,350,000
2224	Illinois Shoreline Montrose South to Irving Park	Chicago Park District	3,000,000
2224	Illinois Shoreline Montrose South to Irving Park	Federal Funding	6,000,000
2224	Illinois Shoreline Montrose South to Irving Park	General Obligation Bond	3,049,233
2262	Illinois Shoreline Protection - 45th - 51st Street	Chicago Park District	1,400,000
2262	Illinois Shoreline Protection - 45th - 51st Street	General Obligation Bond	1,400,000
2297	Shoreline Protection Project 54th-57th St Design	Chicago Park District	450,000
2297	Shoreline Protection Project 54th-57th St Design	General Obligation Bond	450,000
	Total Shoreline		25,099,233
	CHA		
33154	2012 CHA Program	General Obligation Bond	4,500,000
	Total CHA		4,500,000
	Demolition		
33156	Hazardous Building Clearance- 2012	General Obligation Bond	10,000,000
	Total Demolition		10,000,000
	Menu		
36101	2012 ADA Ramp Program	General Obligation Bond	15,000,000
36048	Aldermanic Menu Program 2012	General Obligation Bond	66,000,000
36255	Aldermanic Menu Program 2012 - Engineering, Construction Management	General Obligation Bond	6,000,000
	Total Aldermanic Menu		87,000,000
	TOTAL		558,141,684

*The City anticipates funding these projects in 2012, however, the specific funding source has not yet been finalized.

BUDGET 2012

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APPENDIX C

2012 TIF PROGRAMMING

APPENDIX C – 2012 TIF PROGRAMMING

The table below provides the anticipated revenue for each TIF district in 2012, together with the proposed TIF-funded programming for 2012. The types of programming listed below are described in the Capital Improvement Program section of this document. Under certain circumstances, the City may transfer TIF revenue from one district to an immediately adjacent TIF district for a specific project. Such inter-TIF transfers are outlined below in the Transfers In and Transfers Out columns. Information regarding proposed transfers, as well as TIF projection reports, plans, maps, 2010 financial audit reports, redevelopment agreements, and related intergovernmental agreements can be accessed through the City's website at www.cityofchicago.org/TIF.

	Property Tax Revenue (2011 Levy)	Program Administration	Redevelopment Projects	Public Improvements	Debt Service	Transfers In	Transfers Out
TIF District							
105th/Vincennes	\$ 236,100	\$ 7,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
111th Street/Kedzie Avenue Business District	671,900	14,900	380,300	-	-	-	-
119th and Halsted	668,100	19,100	253,600	-	180,400	-	728,000
119th/I-57	1,650,800	35,300	1,465,200	1,250,000	180,400	950,000	-
126th and Torrence	708,800	12,000	936,900	-	-	-	-
134th and Avenue K	2,500	400	-	-	-	4,310,000	-
24th/Michigan	1,343,800	26,400	4,841,200	2,000,000	-	-	-
26th and King Drive	566,800	14,200	598,600	-	-	-	-
35th and Wallace	639,200	13,700	-	-	-	-	-
35th/Halsted	4,435,500	79,400	3,398,800	360,000	-	-	-
35th/State	855,500	18,200	1,008,500	-	-	-	-
43rd/Cottage Grove	2,599,500	54,800	4,644,000	-	-	-	-
45th/Western Industrial Park Conservation Area	65,800	5,800	62,500	-	-	-	-
47th/Ashland	3,028,500	54,700	1,023,700	600,000	1,453,000	218,800	-
47th/Halsted	3,057,700	57,500	1,000,000	160,000	-	-	218,800
47th/King Drive	7,471,300	147,800	3,080,000	492,800	-	-	1,002,200
47th/State	1,569,000	34,500	1,000,000	-	-	-	-
49th Street/St. Lawrence Avenue	433,100	10,700	82,600	-	-	-	-
51st/Archer	788,200	16,500	810,000	-	2,785,400	2,383,100	1,000,000
53rd Street	966,300	17,600	-	750,000	-	-	-
60th and Western	249,600	6,200	200,000	-	-	200,000	200,000
63rd/Ashland	-	-	-	-	-	-	-
63rd/Pulaski	2,792,400	46,300	-	-	-	-	-
67th/Cicero	310,600	5,900	264,000	-	-	-	-
69th/Ashland	518,800	9,600	455,100	-	-	-	-
71st/Stony Island	3,844,900	73,700	107,200	-	6,043,000	4,318,600	-
72nd and Cicero	280,600	8,100	-	-	-	-	-
73rd/University	-	2,900	-	-	-	-	-
79th Street Corridor	744,500	10,200	949,200	1,000,000	-	-	-
79th Street/Southwest Highway	962,500	20,600	-	-	-	-	-
79th/Cicero	1,719,500	32,700	-	-	-	-	-
79th/Vincennes	512,000	9,600	805,200	-	-	-	-
83rd/Stewart	583,900	12,900	-	-	-	-	-
87th/Cottage Grove	415,500	8,200	400,000	-	-	-	-
89th and State	2,115,500	38,100	-	-	-	-	-
95th and Western	358,200	9,500	265,200	-	-	-	-
95th Street and Stony Island	1,015,100	20,100	-	-	-	-	-
Addison Corridor North	917,100	20,400	817,500	1,000,000	-	-	-
Addison South	1,567,700	30,300	-	-	-	-	-
Archer Courts	2,374,200	42,400	785,000	-	-	-	-
Archer/Central	283,200	7,400	103,700	-	-	-	-
Archer/Western	847,800	19,600	640,000	251,100	-	-	-
Armitage/Pulaski	468,900	8,000	-	44,800	-	-	-
Armitage/State	378,000	8,400	-	-	-	-	-
Austin Commercial	1,519,400	28,500	-	-	-	-	-
Avalon Park/South Shore	989,100	17,100	-	-	-	-	452,300
Avondale	232,700	3,900	-	-	-	-	-
Belmont/Central	3,832,200	61,400	500,000	-	-	-	1,868,700

APPENDIX C (CONTINUED)

	Property Tax Revenue (2011 Levy)	Program Administration	Redevelopment Projects	Public Improvements	Debt Service	Transfers In	Transfers Out
TIF District							
Belmont/Cicero	1,575,300	27,200	-	-	-	-	-
Bronzeville	4,028,600	72,300	1,140,200	-	-	-	-
Bryn Mawr/Broadway	2,006,600	37,300	-	-	-	-	-
Calumet Avenue/Cermak Road	7,864,700	99,900	-	-	-	-	-
Canal/Congress	17,246,600	309,900	1,165,900	-	-	-	18,500,000
Central West	13,475,800	246,500	7,955,700	200,000	7,224,400	12,082,900	-
Chicago/Central Park	5,812,500	112,500	1,965,300	-	10,883,400	8,021,200	-
Chicago/Kingsbury	14,604,300	267,100	8,945,500	-	-	-	-
Cicero/Archer	797,300	17,000	2,669,500	-	-	-	-
Clark Street and Ridge Avenue	2,441,200	44,400	1,305,900	-	-	-	-
Clark/Montrose	2,432,700	42,600	840,000	700,000	-	-	-
Commercial Avenue	1,854,600	33,400	500,000	-	-	-	-
Devon/Sheridan	605,400	13,400	603,400	-	-	-	-
Devon/Western	3,222,200	57,100	-	-	-	-	-
Diversey/Narragansett	2,190,900	27,900	1,654,500	-	-	-	2,739,900
Division/Homan	1,403,000	28,000	2,880,000	-	-	-	-
Division/North Branch	234,900	6,900	-	-	-	-	-
Division-Hooper	165,000	5,000	-	-	-	-	-
Drexel Boulevard	330,000	-	375,000	-	-	-	-
Eastman/North Branch	183,300	5,900	-	-	-	-	-
Edgewater/Ashland	143,400	7,000	-	-	-	-	-
Elston/Armstrong Industrial Corridor	449,700	10,300	250,000	-	-	-	-
Englewood Mall	516,000	16,000	-	-	-	-	-
Englewood Neighborhood	4,679,800	85,600	9,250,000	196,400	626,000	7,578,000	-
Ewing Avenue	-	-	7,578,000	-	-	-	-
Forty-first Street and Dr. Martin Luther King, Jr. Drive	191,300	6,500	64,500	-	-	-	-
Fullerton/Milwaukee	6,841,800	118,500	5,441,200	-	2,856,000	-	-
Galewood/Armitage Industrial	2,616,200	47,200	1,219,100	-	2,233,400	2,203,500	-
Goose Island	3,950,200	61,100	846,000	-	2,018,500	-	-
Greater Southwest Industrial Corridor (East)	892,600	17,200	593,000	-	-	-	-
Greater Southwest Industrial Corridor (West)	1,142,100	22,700	-	-	-	-	-
Harlem Industrial Park Conservation Area	208,000	6,600	-	-	-	-	-
Harrison/Central	750,500	17,400	800,000	258,000	282,400	750,000	-
Hollywood/Sheridan	1,368,500	24,300	1,075,800	1,000,000	-	-	-
Homan/Grand Trunk	243,200	7,200	-	-	-	-	-
Homan-Arthington	534,200	10,700	-	2,000,000	-	-	-
Howard-Paulina	1,348,400	24,200	59,800	-	-	-	-
Humboldt Park Commercial	2,768,200	51,400	4,130,000	3,000,000	-	-	-
Irving Park/Elston	486,400	7,800	-	-	-	-	-
Irving/Cicero	630,900	4,300	347,600	-	596,200	250,000	-
Jefferson Park Business District	1,070,400	19,100	-	500,000	-	-	-
Jefferson/Roosevelt	4,671,400	83,700	213,900	-	-	-	-
Kennedy/Kimball	358,400	5,500	-	-	-	-	-
Kinzie Industrial Corridor	17,237,600	298,700	1,016,500	-	-	-	4,389,200
Kosner Avenue	-	400	-	-	-	-	-
Lake Calumet Area Industrial	3,770,000	63,600	171,500	-	-	-	7,578,000
Lakefront	248,800	6,700	189,700	-	-	-	-
Lakeside/Clarendon	144,400	4,400	-	-	-	-	-

APPENDIX C (CONTINUED)

	Property Tax Revenue (2011 Levy)	Program Administration	Redevelopment Projects	Public Improvements	Debt Service	Transfers In	Transfers Out
TIF District							
LaSalle Central	19,932,000	343,000	10,177,100	-	-	-	-
Lawrence/Broadway	3,576,300	57,500	1,506,300	-	-	-	-
Lawrence/Kedzie	7,593,500	131,300	5,770,000	640,000	4,419,400	-	-
Lawrence/Pulaski	1,791,900	32,100	726,000	-	-	-	-
Lincoln Avenue	2,705,300	46,300	389,000	-	2,251,800	635,200	-
Lincoln-Beimont-Ashland	1,019,200	-	-	-	1,122,900	-	-
Little Village East	167,800	3,300	-	-	-	-	-
Little Village Industrial Corridor	398,200	12,100	500,000	-	-	-	-
Madden/Wells	714,200	15,600	907,200	-	-	-	-
Madison/Austin Corridor	2,043,000	43,400	536,200	-	5,583,500	6,165,400	375,000
Michigan/Cermak	753,200	22,500	135,000	-	-	-	195,000
Midway Industrial Corridor	1,373,900	25,200	-	-	-	-	3,856,900
Midwest	13,510,200	251,800	9,463,500	-	2,004,300	-	4,130,500
Montclare	397,800	10,200	302,100	-	-	-	-
Near North	15,966,300	285,400	11,978,100	-	5,109,900	-	-
Near South	57,728,600	978,800	48,274,100	4,568,200	14,637,500	-	-
Near West	13,090,700	211,100	500,000	-	-	-	12,082,900
North Branch (North)	3,819,500	62,300	-	27,000,000	-	-	-
North Branch (South)	5,815,600	92,200	-	1,306,000	-	-	-
North Pullman	264,100	4,000	250,000	-	-	-	-
North-Cicero	1,151,400	20,600	594,700	-	-	-	-
Northwest Industrial Corridor	6,611,300	117,800	2,374,000	100,000	-	-	5,266,000
Ogden/Pulaski	2,076,200	42,700	750,000	-	-	-	-
Ohio/Wabash	1,180,800	-	1,189,800	-	-	1,002,200	-
Pershing/King	112,200	4,700	1,002,200	-	-	-	-
Peterson/Cicero	426,300	11,300	-	-	-	-	-
Peterson/Pulaski	972,500	18,800	2,304,500	-	-	-	-
Pilsen Industrial Corridor	9,839,100	176,800	3,040,800	9,859,100	4,129,900	-	-
Portage Park	3,034,900	53,400	2,100,000	-	-	-	250,000
Pratt/Ridge Industrial Park Conservation Area	360,700	9,600	303,700	-	-	-	735,700
Pulaski Corridor	3,353,700	57,500	500,000	-	-	-	-
Ravenswood Corridor	1,149,800	19,200	-	-	-	-	-
Read-Dunning	2,408,800	48,800	876,600	-	820,600	-	-
River South	10,844,900	183,800	4,000,000	29,500,000	-	18,500,000	4,115,000
River West	10,263,400	177,900	11,338,400	1,717,000	-	-	-
Roosevelt/Canal	933,000	18,200	871,000	-	-	-	-
Roosevelt/Cicero	2,400,900	41,800	500,000	-	-	-	-
Roosevelt/Racine	1,858,700	30,700	918,000	28,600	-	-	375,000
Roosevelt/Union	4,023,000	78,600	4,304,900	-	-	-	-
Roosevelt/Homan	1,180,500	20,300	201,700	-	-	-	-
Roseland/Michigan	896,200	17,800	600,000	-	-	-	-
Sanitary Drainage and Ship Canal	888,400	17,700	-	-	694,500	-	-
South Chicago	1,066,000	21,500	-	-	-	-	-
South Works Industrial	69,400	5,000	-	-	-	-	-
Stevenson/Brighton	966,000	20,300	6,750,000	-	-	4,000,000	-
Stockyards Annex	1,685,100	29,200	2,500,000	300,000	-	-	-
Stockyards Industrial Commercial	1,983,200	36,200	-	-	-	-	-
Stockyards Southeast Quadrant Industrial	1,818,400	35,300	-	-	640,000	-	-



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