



CITY OF CHICAGO

2017 BUDGET OVERVIEW

MAYOR RAHM EMANUEL



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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For the Fiscal Year Beginning

January 1, 2016

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Chicago, Illinois** for their Annual Budget beginning **January 1, 2016**. 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 Fellow Chicagoans,

This year's budget is unlike any we have seen in recent memory. For the first time in decades, the City of Chicago is not forced to confront an immediate pension crisis that threatens the retirements of City employees and our financial and economic future. When my administration first took office, our structural deficit was \$635 million and all four of Chicago's pension funds were on the road to insolvency. Today, City worker pensions are all on the path to solvency, and we have cut our structural deficit by 80 percent, saving taxpayers well over \$600 million in recurring annual costs. Credit ratings agencies have recognized the progress that we have made together in improving our financial situation by upgrading their outlooks for Chicago's financial future, and the new stability in our budget allows us to invest in the future with confidence.

With this budget, we will invest in public safety, including the first year of a two-year expansion of the Chicago Police Department to support the Superintendent's comprehensive public safety strategy. This budget provides new investments in technology including body cameras to help our police be more effective in solving and preventing crime. It also increases our investments in Chicago's next generation by expanding proven mentoring programs, providing more summer jobs, and increasing access to afterschool activities. We have more than tripled the investments Chicago makes in our youth over the past five years, from \$21 million per year in 2011 to \$64 million in this year's budget. When we invest in our children's future, we give them the confidence to believe in their own futures.

This budget also makes new investments to strengthen our neighborhoods: from more reliable, better quality outdoor lighting; to new neighborhood arts projects; to an upgraded 3-1-1 system that is designed for the 21st century and improves residents' connection to city services. This budget will also allow us to support investments in neighborhood businesses and projects through the creation of a new Chicago Community Catalyst Fund that will put investment dollars to work in a way that will build sustainable economic growth across the city for generations to come.

While more work remains to be done, we have come together as a city to take on the hard work of addressing our pension crisis and fiscal challenges. As a result, today we can rise to meet new challenges before us, without creating new financial challenges, and we can confidently double down on our investments in Chicago's future.

A handwritten signature in black ink that reads "Rahm Emanuel". The signature is fluid and cursive, with the first name "Rahm" being more prominent.

Mayor Rahm Emanuel

TABLE OF CONTENTS

This Budget Overview is a companion to the other documents that together comprise the City's annual proposed operating budget, consisting of the 2017 Budget Recommendations, which contain the City's proposed line-item budget, the 2017 Anticipated Grants Budget, and 2017 Draft Action Plan, which relates to federal entitlement grant funding. These documents are all available on the City's website.

LETTER FROM THE MAYOR

PROPOSED 2017 BUDGET: KEY REFORMS, SAVINGS AND INVESTMENTS	9
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DISCUSSION OF PROPOSED 2017 BUDGET

Overview	17
Revenue Discussion	19
• Corporate Fund	20
• Special Revenue Funds	25
• Enterprise Funds	27
• Pension Funds	28
• Debt Service Funds	29
• Property Tax Levy	30
• Grant Funds	31
Expenditure and Workforce Discussion	32
• Personnel Costs	32
• Non-Personnel Costs	33
Capital Improvement Program	35
• Introduction and Relationship to Operating Budget	35
• 2017 Capital Improvement Program	35
• 2017 Tax Increment Financing Program	37
Financial and Budgetary Policies	39

HOW CHICAGO BUDGETS

• Budget Process	43
• Budget Documents	44
• Budget Calendar	45
• Basis of Budgeting	46
• City of Chicago Organizational Chart	47

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

Departmental Budget Summaries (including benefits)	51
Finance and Administration	56
• Office of the Mayor	57
• Office of Budget and Management	59
• Department of Innovation and Technology	62
• Office of the City Clerk	65
• Department of Finance	67
• City Treasurer	71
• Department of Administrative Hearings	73
• Department of Law	75

TABLE OF CONTENTS (CONTINUED)

• Department of Human Resources	79
• Department of Procurement Services	81
• Department of Fleet and Facility Management	83
Infrastructure Services	87
• Department of Streets and Sanitation	88
• Department of Transportation	93
• Department of Aviation	99
• Department of Water Management	102
Public Safety	107
• Chicago Police Board	108
• Civilian Office of Police Accountability	109
• Chicago Police Department	111
• Office of Emergency Management and Communications	115
• Chicago Fire Department	117
Community Services	119
• Department of Public Health	120
• Commission on Human Relations	123
• Mayor's Office for People with Disabilities	125
• Department of Family and Support Services	127
• Chicago Public Library	130
City Development	132
• Department of Cultural Affairs and Special Events	133
• Department of Planning and Development	135
Regulatory	137
• Office of the Inspector General	138
• Department of Buildings	141
• Department of Business Affairs and Consumer Protection	144
• Commission on Animal Care and Control	147
• License Appeal Commission	149
• Board of Ethics	150
Legislative and Elections	152
• City Council	153
• Board of Election Commissioners	156
General Financing Requirements	158
 BUDGET DETAIL	
• How to Read Budget Detail	163
• Revenue	164
• Expenditures	171
• Personnel	173
• Grants	174
 GLOSSARY	181
 APPENDICES	
• Appendix A - Chicago Facts and Demographics	189
• Appendix B - 2017 Property Tax Mechanics	197
• Appendix C - 2017 Capital Improvement Program	201

2017 BUDGET OVERVIEW

PROPOSED 2017 BUDGET:
KEY REFORMS, SAVINGS AND INVESTMENTS

PROPOSED 2017 BUDGET

INTRODUCTION

The City's 2017 budget continues to make critical investments in Chicago's families, neighborhoods, infrastructure and public safety, while building on Mayor Emanuel's efforts to improve the City's long-term financial stability. In 2011, the City of Chicago was facing an operating budget shortfall of \$635 million. Through efficiencies, reforms and tighter spending control, that gap is at its lowest point in nearly a decade -- \$137 million -- and is closed in the 2017 budget proposal.

SAVINGS AND EFFICIENCIES

With every budget, and again in the 2017 budget, Mayor Emanuel seeks to identify all available opportunities to reform government operations, achieve savings, and eliminate waste. The 2017 budget includes \$33.7 million in savings and reforms for a total of over \$600 million in savings since 2011. These savings and reforms change the way the City delivers core services and ensure investments continue to reflect the needs of Chicago's neighborhoods.

Through strategic energy and utility purchasing and focusing on utilizing the City's resources and facility space more efficiently, the City achieves significant year-over-year savings, while also shrinking its footprint. By vacating 19

leases since 2011, the City saves over \$10 million annually. Through smart energy purchasing and energy efficiency, the City's budget for energy costs is down by \$20 million in 2017 compared to the 2011 budget. This includes a \$9 million in energy savings in 2017 alone.

Consistent with the Mayor's ongoing work to reduce duplicative operations, the Department of Fleet and Facility Management will begin a warehouse consolidation process in 2017 to combine facilities and better manage inventory for operational departments. Also in 2017, the City will consolidate the Chicago Fire Department's and Chicago Police Department's separate helicopter maintenance programs into the Department of Fleet and Facility Management.

Over the past five years, the City has transitioned garbage collection, rodent abatement, graffiti removal, tree trimming, and street-sweeping to more efficient grid models, like those used by UPS and FedEx. By evaluating how the City delivers basic neighborhood services, the City saves \$30 million annually and is able to expand key neighborhood services. For example, prior to the transition to grid garbage collection, the City deployed over 350 garbage trucks on a daily basis, and in 2017, the City will deploy less than 295 garbage trucks daily. The efficiency gains from the grid garbage transition allowed the City to add more resources



SUMMARY OF PROPOSED BUDGET (CONTINUED)

to tree trimming, graffiti removal, and rodent abatement. In addition, with continued refinement of grid garbage collection throughout 2016, the Department of Streets and Sanitation is able to add more resources to its newly created Bureau of Rodent Control.

There is no savings or efficiency too small. In 2013, the City implemented a new contract to consolidate copy services citywide and achieve savings. By 2017, the new contract will be implemented across all departments saving \$2 million annually or a 30 percent reduction in printing and copying costs compared to 2013.

FINANCIAL AND BUDGETARY REFORMS

Over the past five budgets and continuing with the 2017 budget, the Mayor has made fundamental changes to the way the City manages its finances, eliminating unsustainable practices of the past.

Moving Operating Expenses off Long-Term Borrowing

The City imposed greater fiscal discipline through the ongoing phase-out of the use of bonds to pay for certain working capital expenses. Previously, the City used long-term debt to pay for certain working capital expenses such as retroactive salary payments, trees, library books, garbage carts and other similar expenses. Through strategic budget planning since 2012, the City has paid for more than \$161 million in retroactive salary payments and \$52 million in working capital from the operating budget, instead of resorting to long-term borrowing. In addition, in each of the last five budgets, the City has continued to increase the corporate fund budget for settlements and judgments, including a \$4 million increase in the 2017 budget.

Ending “Scoop and Toss”

In 2016, the City began a four-year phase out of the financial practice known as “scoop and toss” in which the City restructures its near term debt payments with long-term debt. In the 2017 budget, the City will increase revenue available to make its debt service payments by an additional \$63 million. This is on top of the \$100 million reduction in “scoop and toss” in the 2016 budget.

Ensuring Long-Term Financial Stability

Rather than raid the City’s rainy day fund or sell City assets for one time revenue, Mayor Emanuel has added to the City’s reserves each year and established additional measures

to stabilize the City’s budget. Since 2012, the City has added \$40 million into its asset lease and concession reserves along with another \$5 million to its operating liquidity fund. These sources along with the prior year’s unassigned fund balance, comprise the City’s unrestricted budgetary fund balance, also referred to as the “budget stabilization fund”. In 2017, the City will deposit another \$5 million in its operating liquidity fund. For more information on the City’s budget stabilization fund policy, please see the Financial and Budgetary Policies section of this document.

TIF Surplus

Since 2011, the City has taken a comprehensive approach to improving transparency and reforming the use of Tax Increment Financing (TIF) to focus on neighborhood infrastructure investments and economic development. In addition, the City began terminating TIF districts that were no longer needed – closing 15 TIFs since 2011, with an additional three due to close this year – posted all data online, and developed a first-ever TIF surplus strategy.

The City instituted a policy of reviewing each TIF on an annual basis and declaring unneeded funds as surplus. As a result, the City has declared a TIF surplus every year since 2011 for a total of \$853 million provided to local taxing bodies – with half of that going to Chicago Public Schools (CPS). Along with an annual TIF surplus, the Mayor froze new spending in seven downtown TIFs in the summer of 2015 and will sunset these TIFs when the current and committed projects are paid off.

The 2017 declared TIF surplus of \$175 million provides \$87 million to Chicago Public Schools and \$40.5 million to the City of Chicago.

REVENUE

Over the last five budgets, the City worked to increase sustainable revenue sources, match expenditures to revenue, and take advantage of economic growth after the Great Recession. Because the City relies on a diverse set of revenue sources, no one revenue source is critical to the City’s financial stability.

Overall, 2017 revenue is projected to increase over the 2016 budget by \$148 million. This is primarily driven by improved performance in economically-sensitive revenue sources, including an additional \$5 million in personal property lease tax in 2017 on top of strong performance in

PROPOSED 2017 BUDGET (CONTINUED)

2016 and an expected 3 percent growth in sales tax revenue.

Prior years' savings and sustainable revenue growth along with spending controls and other efficiencies resulted in a healthy growth in the corporate fund balance over the past three years, providing additional budgetary relief in 2017.

Along with \$86.4 million in improved fiscal management from investment returns and sweeping aging revenue accounts, the proposed 2017 budget includes \$25.4 million in revenue enhancements. The City is proposing to implement a \$0.07 tax on disposable shopping bags, reform downtown loading zone use, and launch a pilot program to address parking in high traffic areas to alleviate congestion.

The 2017 budget will also see increased revenue from improved enforcement and collection measures on business and individuals with outstanding debt. The City also anticipates eliminating tax loopholes, such as improving collection of the daily ground transportation tax from suburban tax companies and eliminating the minimum charge for the garage tax. These reforms taken together represent an additional \$17 million in revenue.

INVESTMENTS

Investments in the 2017 budget reflect the Mayor's comprehensive plan built to improve public safety in neighborhoods citywide. Key pillars of this strategy include: strengthening law enforcement, investing in violence prevention through high-quality mentoring opportunities for at risk youth, ensuring economic opportunity for all Chicagoans, and improving neighborhood services.

Expanding Mentoring and Investing in Services for Youth

Starting with this budget, the Emanuel Administration will invest \$36 million over three years in quality mentoring programs – half provided by the City of Chicago and the other half from the private and philanthropic sectors. Through this initiative, the City will provide roughly 7,200 8th, 9th, and 10th grade young men in CPS in communities most affected by violence with a mentor through high quality programs like Becoming a Man (BAM). The Mayor will also expand the successful Working on Womanhood (WOW) program by 30 percent by 2018. Starting this fall, the Administration will expand BAM by roughly 50 percent to serve 4,000 young men in the 2016-2017 school year. Additionally, the City's Department of Family and Support Services will work with the University of Chicago Crime



Lab to incubate and expand other mentoring programs that apply the same successful practices utilized by BAM.

The 2017 Budget also invests an additional \$2 million in the City's One Summer Chicago jobs program. Since taking office, Mayor Emanuel has more than doubled the size of the City's summer jobs program – from 14,500 in 2011 to roughly 33,000 in 2017. The City's program includes proven initiatives like One Summer Plus, which has been studied by the University of Chicago and found to reduce violent crime and offenses by 43 percent over a 16 month period.

This budget also includes an additional \$1 million for afterschool programs. Afterschool programs contribute a wide variety of benefits to students and families and can boost academic performance, and provide a safe, structured environment. With an additional \$1 million in this year's budget, the City of Chicago will directly fund roughly 20,000 afterschool opportunities. Overall, the City and

PROPOSED 2017 BUDGET (CONTINUED)

its sister agencies will offer more than 90,000 out of school opportunities during the school year.

Expanding Full-Day Prekindergarten

This coming year, the City and the Chicago Public Schools will initiate the consolidation of oversight of all early childhood dollars that support community-based programs into the Department of Family and Support Services (DFSS), effectively moving approximately \$60 million in program costs and associated administrative overhead from CPS to DFSS. This will help ensure administrative efficiencies, align policies and procedures, and more effectively distribute community-based funding. These efficiencies will help expand full-day prekindergarten to an additional 1,100 children. The Emanuel Administration's expanded full-day pre-K by 60 percent since taking office from 10,000 in 2011 to more than 17,000 in 2017.

Establishing Computer Science as a Graduation Requirement

In early 2017, the Chicago Board of Education made computer science credit a graduation requirement for the CPS high school class of 2020. To ensure that CPS has the resources and trained teachers it needs to achieve this goal, the City will invest \$1 million of the funds generated by the digital lease tax towards CPS computer science.

Offering Free Vision and Dental Care to CPS Students

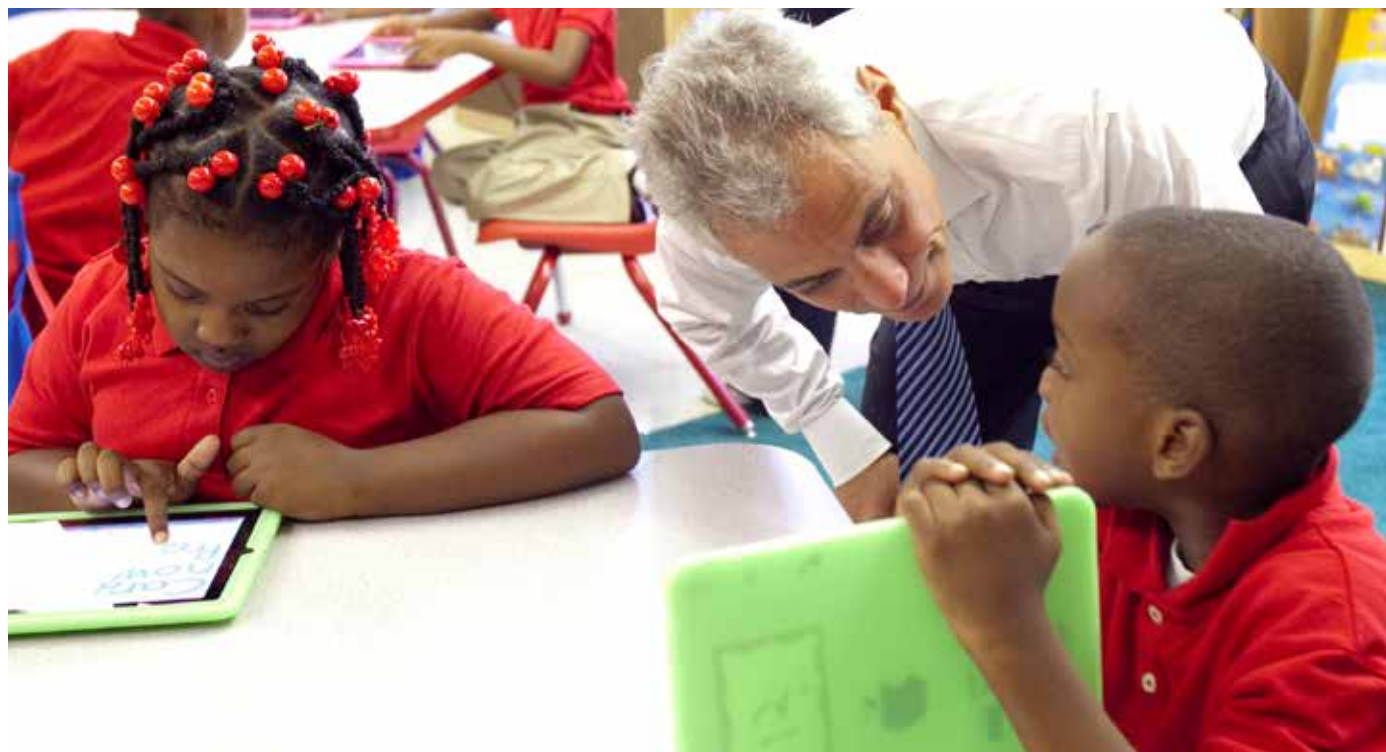
Student health is critical to academic success. The 2017 budget will support more than 100,000 free preventive dental care visits, nearly 60,000 free eye exams, and approximately 30,000 free pairs of eye glasses.

Strengthening Law Enforcement Tools

The 2017 budget provides new resources for the Chicago Police Department, including additional police offices, detectives and sergeants. The City will increase the size of the Chicago Police Department by 970 positions by the end of 2018. The 2017 budget reflects this two-year hiring plan by including an additional 250 police officers, 100 additional detectives, 37 sergeants, 50 lieutenants, and 92 field training officers along with investments in training and technology to provide the department with tools they need to fight crime and improve trust with the communities they serve. This budget provides new investments in technology including body cameras and shot-sensing cameras to help our police be more effective in solving and preventing crime.

Establishing a Chicago Community Catalyst Fund

The Chicago Community Catalyst Fund (the Fund) seeks to provide targeted investments in businesses and community projects in the City's most in-need neighborhoods. The



PROPOSED 2017 BUDGET (CONTINUED)

Fund will be a separate fund that will be registered as a qualified investment vehicle that can accept and invest funds from the City and from private investors. The purpose of the Fund will be to direct investment capital to the City's neighborhoods most in need of resources.

Composed of seven voting members that include the City Treasurer, the Chief Financial Officer, the Commissioner of Planning and Development, and four additional members appointed by the Mayor, the Fund's Board of Trustees will be responsible for the administration and direction of the Fund.

The City will allocate \$100 million to the Fund over a three year period, the initial funding period. It is expected that over time, additional funding will occur from private investment and from investment returns generated by the Fund.

Increasing Support for Opioid and Heroin Drug Treatment; Improving Regulation on Pharmaceutical Representatives

To help stem the tide of over-prescription of opioid medications, Mayor Emanuel is proposing to license pharmaceutical representatives. The number of prescriptions for opioids grew over 2.5 times between 1991 and 2013, rising from 76 million to 207 million. National deaths from prescription opioids overdoses more than tripled between 2001-2014 to over 16,000 a year. In Chicago, that contributed to more than 2,700 responses by Chicago Fire Department to overdose calls and 403 overdose deaths in 2015. Pharmaceutical companies spend hundreds of millions marketing opioids – and pharmaceutical representatives are a key component of this salesmanship.

By licensing pharmaceutical representatives, the Emanuel Administration will impose tougher training and disclosure requirements, while generating \$1 million in new revenue. This revenue will support ongoing efforts to educate physicians and the public about opioids in addition to the costs of regulation. This revenue will free up City funding to support an additional investment of \$700,000 for drug treatment. This investment represents a 50 percent increase over current spending and would be used to expand opioid and heroin addiction treatment on the West Side of Chicago, helping the City serve more than 1,000 additional residents.

Creating a City-Issued Universal ID

Mayor Rahm Emanuel and Chicago City Clerk Susana Mendoza will launch the first phase of a far-reaching Municipal ID program for Chicago residents. The Mayor's 2017 budget allocates \$1 million to support implementation. The Chicago Municipal ID will be available to residents and grant them access to City services, cultural institutions, programs, and other benefits. This program will ensure a form of identification for populations that often have trouble accessing official IDs, including undocumented immigrants, the formerly incarcerated, and homeless individuals. With a successful and robust program, Chicago residents will be able to more easily navigate the programs, services, and benefits available to them no matter what neighborhood they live in or where they come from.

CONCLUSION

The 2017 budget proposal continues the deficit reduction and fiscal reforms of the last five years, as well as strengthening investments in neighborhoods, children and families, public safety, and infrastructure. This budget reinforces Chicago's position as a world-class city with a diverse and growing business sector and vibrant communities. Most critically, this budget proposal continues to invest in Chicago, while still ensuring fiscal and economic stability for all residents now and in the generations to come.

PROPOSED 2017 BUDGET (CONTINUED)

CLOSING THE \$137.6 MILLION CORPORATE FUND GAP

PROVIDING \$63 MILLION IN DEBT REFORM AND \$81 MILLION IN ADDITIONAL INVESTMENTS

CUTTING SPENDING AND REFORMING GOVERNMENT \$33.7 MILLION

- Energy Savings
- Copiers and Zero Based Budgeting
- Lease Savings
- Sale of Excess City-Owned Land

IMPROVED FISCAL MANAGEMENT \$86.4 MILLION

- Sweeping Aging Revenue Accounts
- TIF Reform - Surplus and Value Capture
- Treasurer Investment Reforms

IMPROVED DEBT COLLECTION AND CLOSING LOOPHOLES \$17 MILLION

GROWTH IN ECONOMICALLY SENSITIVE & OTHER REVENUES \$82.3 MILLION

- Sales Tax, Lease Tax, and Other Tax Growth
- State Change to PPRT Remittance
- Permits and License Revenue Growth
- Clerk's Vehicle Sticker Reforms

REVENUE ENHANCEMENTS \$25.4 MILLION

- Disposable Bag Tax
- Downtown Loading Zone Reform Pilot
- Special Events Congestion Pricing Pilot

2015 AVAILABLE RESOURCES \$37 MILLION

TOTAL \$282 MILLION

DEPOSIT INTO RAINY DAY FUND \$5 MILLION

2017 BUDGET OVERVIEW

DISCUSSION OF PROPOSED BUDGET

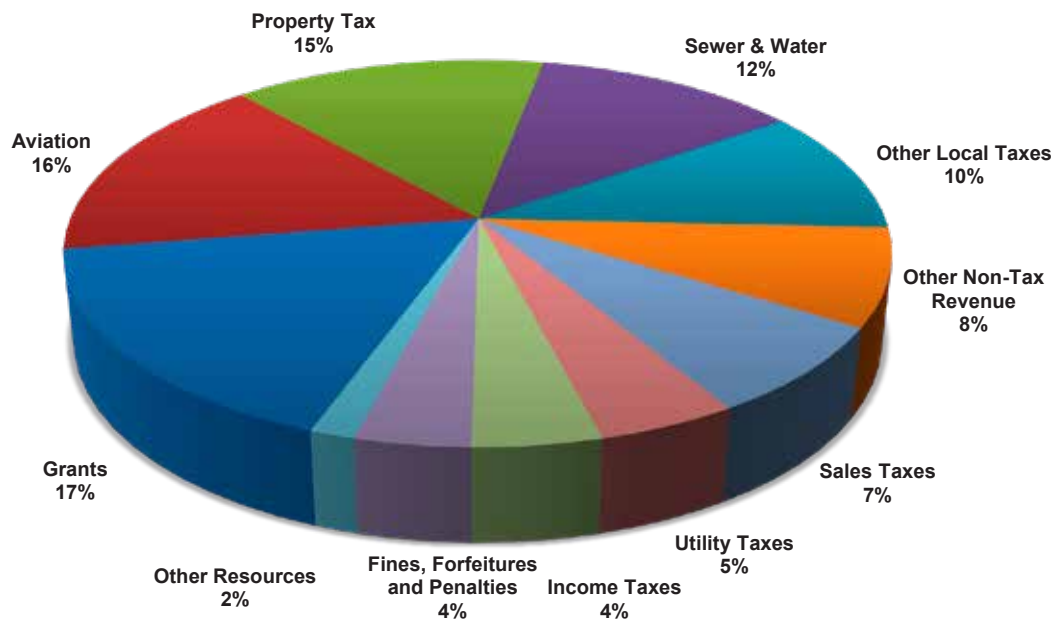
DISCUSSION OF PROPOSED BUDGET

OVERVIEW

The 2017 proposed City budget for all local funds is \$8.22 billion, \$3.72 billion of which makes up the City's corporate fund budget. The 2017 proposed budget also includes an anticipated \$1.59 billion in grant funding, bringing the total proposed budget for 2017 to \$9.81 billion.

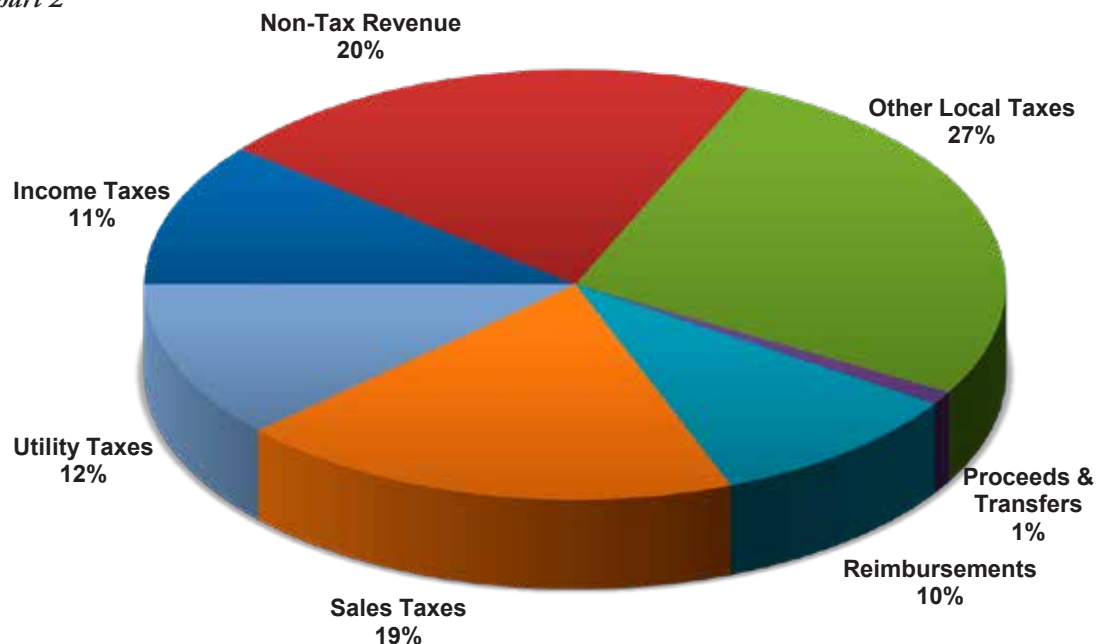
2017 PROPOSED REVENUE – ALL FUNDS

Chart 1



2017 PROPOSED REVENUE – CORPORATE FUND

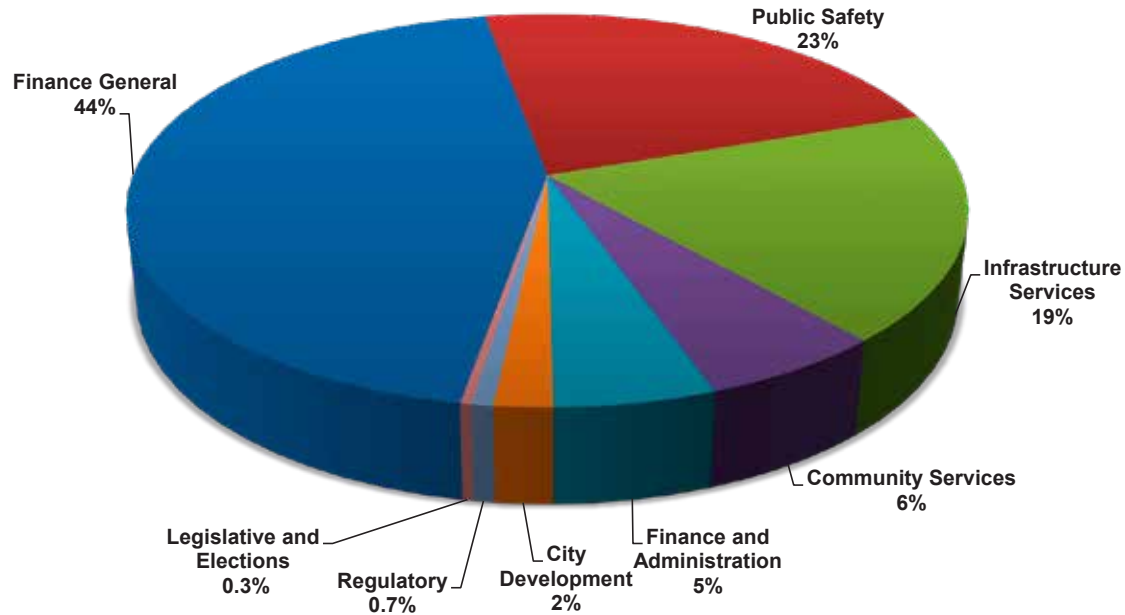
Chart 2



DISCUSSION OF PROPOSED BUDGET (CONTINUED)

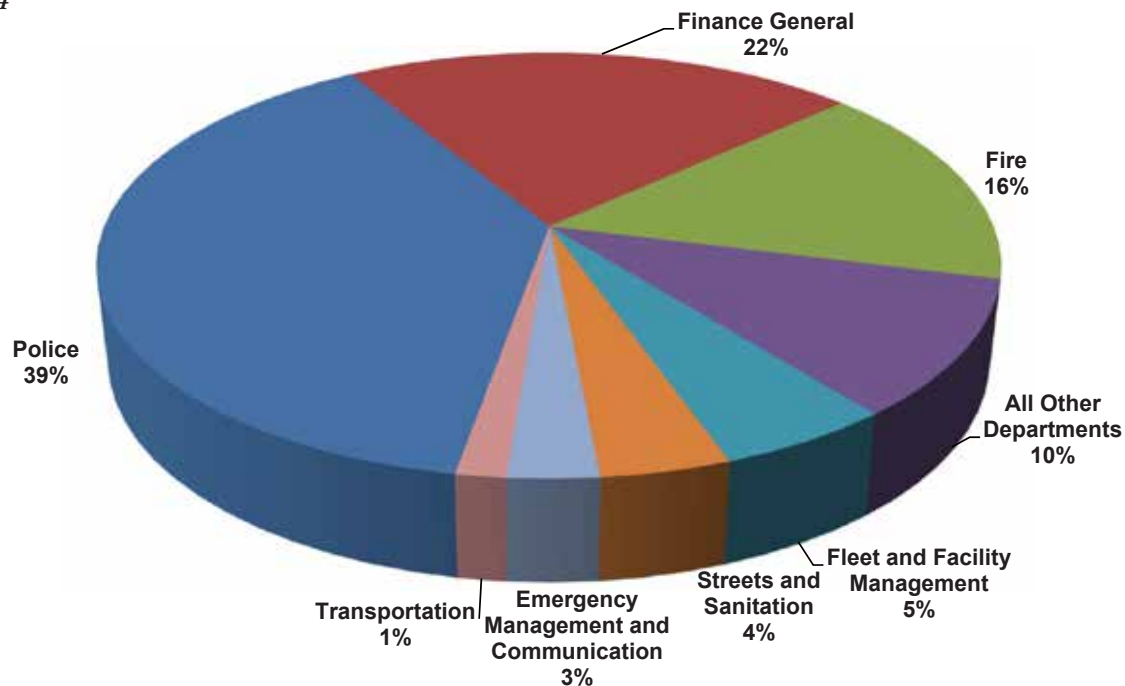
2017 PROPOSED EXPENDITURES – ALL FUNDS

Chart 3



2017 PROPOSED EXPENDITURES – CORPORATE FUND

Chart 4



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

REVENUE DISCUSSION

INTRODUCTION TO REVENUES

The 2017 revenue projections for each of the City's funds are discussed in the pages that follow. Additional detail regarding the City's revenue sources by fund is provided in the Budget Detail pages at the end of this document. Historical information and a more detailed discussion of 2016 year-end estimates for each of the City's sources of revenue can be found in this year's Annual Financial Analysis. For definitions of the taxes, other revenue sources, and fund types discussed in this document, please refer to the Glossary.

Economic Overview

The 2017 budget projects improved performance in certain economically-sensitive revenues as national and local economic activity continues to expand at a modest pace.

For 2016, real gross domestic product is forecasted to grow at an annual rate between 1.7 percent and 1.9 percent and between 1.9 percent and 2.2 percent in 2017. Nationally the labor market remains strong with the unemployment rate for July at 5.0 percent. Wages and disposable income through the first half of 2016 have surpassed 2015 levels.

Local home sale prices through July have surpassed 2015 levels, while the number of sales has kept pace with 2015 volume. Sale prices reached a post-recession high in April, and despite modest declines through July 2016, prices remain above 2015 levels.

Corporate Fund

The corporate fund is the City's general operating fund, supporting basic City operations and services, such as public safety, public health, and tree trimming. The proposed 2017 budget forecasts that corporate fund resources will total \$3.72 billion, an increase of \$130.26 million or 3.6 percent over the current 2016 year-end estimate of \$3.59 billion. The following is a discussion of the noteworthy elements impacting the 2017 revenue projections for the corporate fund.

TAX REVENUE

Corporate fund tax revenue consists of local tax revenue and intergovernmental tax revenue. Local tax revenue includes utility, transaction, transportation, recreation and business taxes. Intergovernmental tax revenue includes the City's share of the Illinois sales and use tax, income tax, personal

property replacement tax ("PPRT"), and municipal auto-rental tax. The 2017 proposed budget anticipates that local tax revenues will increase by \$16.28 million or 0.9 percent over 2016 year-end estimates, and that intergovernmental tax revenues will grow by \$7.72 million over the revised 2016 year-end estimate of \$770.89 million.

Utility Taxes and Fees

Utility taxes and fees include taxes on electricity, natural gas, and telecommunications, as well as fees received from cable companies for the right to operate within the City of Chicago. Utility taxes and fees, which account for 11.9 percent of total projected corporate fund revenue, are expected to total \$437.02 million in 2017, \$7.35 million higher than the 2016 year-end estimate of \$429.67 million. Numerous factors impact utility tax revenues including weather, natural gas prices, rate changes, and evolving technologies that affect consumer behavior and energy use.

The 2016 year-end estimate for electricity tax revenue is \$188.5 million, which is in line with budgeted amounts. The 2017 forecast of \$188.5 million anticipates normal summer temperatures. Natural gas tax revenues are expected to end this year \$11.33 million below budgeted expectations at \$111.77 million. The 2017 budget forecast assumes the return of more typical winter weather and an increase in natural gas tax revenues of \$9.23 million from the 2016 year-end estimate.

Cable franchise fees for 2017 are projected to generate \$29.5 million, generally in line with 2016 estimates. Despite a shrinking customer base and increasing competition from satellite and internet-based TV services, cable customers increasingly opt for promotional packages that help sustain revenues in this area.

Telecommunications tax revenue, forecasted at \$98.02 million for 2017, marks a 2 percent decline from 2016 estimates as the number of landlines continues to decline and more consumers opt for internet-based services or pre-paid phones (neither of which are subject to the City's telecommunications tax).

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 in the city. The 2016 year-end estimate is 19.8 percent above 2016 budgeted amounts due to multiple large real estate transfers as well

REVENUE DISCUSSION – CORPORATE FUND

as greater compliance by businesses subject to these taxes. While the economy continues to grow at a modest pace, the City anticipates transaction taxes in 2017 to be 4.3 percent less than the 2016 year-end estimate of \$412.89 million, reflecting fewer large real estate transfers. Transaction taxes are expected to generate \$394.94 million in 2017, which accounts for 10.7 percent of projected corporate fund revenue in 2017.

Personal property lease tax revenue is expected to finish 2016 above budgeted expectations at \$218.11 million due to greater compliance from businesses subject to this tax. As part of the 2016 budget, the City implemented a lower tax rate of 5.25 percent on non-possessory leases for certain types of computer software, while maintaining the existing 9.0 percent rate for computer database leasing. As part of the change, the City incentivized compliance by offering amnesty to companies that owed prior years' taxes on cloud software and infrastructure services by waiving taxes, penalties and interest for years prior to 2015 as long as companies came into compliance for 2015 taxes and going forward. These efforts resulted in more businesses remitting the tax in 2016, and that trend is expected to continue

in 2017. Personal property lease tax revenue in 2017 is estimated to be \$222.04 million.

Real property transfer tax is expected to end 2016 \$27.98 million above budgeted levels at \$187.98 million. Revenue growth in 2016 is a result of the recovering housing market, continued strong commercial real estate activity, and large property transfers, including the Chicago Skyway and Millennium Park Garages. Despite the prospect of slightly higher lending rates, residential sales are expected to grow, but at a more modest pace in 2017. Commercial transactions are also expected to experience modest growth in both volume and price level. As a result, 2017 real property transfer tax revenues are projected at \$166.10 million or 11 percent below 2016 year-end estimates. Revenue from the motor vehicle lessor tax is expected to remain flat at \$6.80 million.

Transportation Taxes

Transportation taxes include taxes on parking, vehicle fuel purchases, and the provision of ground transportation for hire. Transportation taxes account for 6.6 percent of total projected corporate fund revenue in 2017, and are expected to generate \$241.44 million for 2017, slightly more than the

2017 PROPOSED BUDGET SUMMARY

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

Table 1

	2016 BUDGET	2017 PROPOSED BUDGET
Corporate Fund	\$3,570.8	\$3,719.0
Special Revenue Funds	678.4	728.2
Pension Funds	978.3	1,030.0
Debt Service Funds	778.3	864.0
Enterprise Funds	2,548.9	2,651.3
Grant Funds	1,501.8	1,587.8
Total Resources	\$10,056.4	\$10,580.2
Less Proceeds of Debt	(77.1)	(77.2)
Less Internal Transfers	(638.8)	(697.0)
Net Appropriations	\$9,340.4	\$9,806.1

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

REVENUE DISCUSSION – CORPORATE FUND (CONTINUED)

2016 year-end estimate of \$238.28 million.

The City's 2016 budget included a number of revisions to ground transportation tax rates and other fees on rides provided by the taxi and rideshare industries. Among the changes for the rideshare industry was a \$5 surcharge on all rideshare trips to and from Chicago airports, Navy Pier, and McCormick Place. Prior to the surcharge, rideshare companies were not authorized to pick-up at Chicago airports, though they were authorized to pick-up at Navy Pier and McCormick Place with no surcharge. In addition, the per trip tax rate for rideshare trips that begin or end in Chicago doubled from \$0.20 per trip to \$0.40 per trip in addition to a \$0.10 per trip Accessibility Fund payment.

Changes for the taxi industry included raising the monthly ground transportation tax rate on medallion licensees to \$98 per month from \$78 per month. In addition, the Accessibility Fund payment on medallion licensees changed from a \$200 fee payable every two years to \$22 per month.

Ground transportation tax revenues are expected to generate \$53 million in 2016, which represents significant growth over 2015 revenues, but is below budgeted levels of \$60.83 million. Ground transportation tax revenue has grown at a slower rate than anticipated in 2016. While the rideshare industry continues to expand in Chicago, more recent policy changes along with consumer preferences have impacted the amount of revenue collected from the \$5 surcharge on

CORPORATE FUND RESOURCES

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

Table 2

	2015 ACTUAL	2016 BUDGET	2016 YEAR-END ESTIMATE	2017 PROPOSED BUDGET
Tax Revenue				
Utility Taxes and Fees	\$437.8	\$441.0	\$429.7	\$437.0
Transaction Taxes	390.3	344.7	412.9	394.9
Transportation Taxes	197.9	240.4	238.3	241.4
Recreation Taxes	227.5	218.0	218.0	221.6
Business Taxes	115.8	113.9	113.9	123.9
Sales and Use Taxes	665.8	677.8	677.8	698.8
Income Tax & PPRT	337.0	435.7	402.8	399.6
Other Intergovernmental	6.0	6.2	6.2	6.2
Total Tax Revenue	\$2,378.0	\$2,477.7	\$2,499.5	\$2,523.5
Non-Tax Revenue				
Licenses and Permits	\$126.7	\$124.8	\$124.9	\$128.0
Fines, Forfeitures and Penalties	366.3	350.5	348.9	358.8
Charges for Services	119.6	112.6	116.0	114.9
Municipal Parking	6.5	10.1	7.6	21.8
Leases, Rentals and Sales	25.5	36.0	21.9	36.0
Reimbursement, Interest & Other	444.0	432.9	426.9	461.9
Total Non-Tax Revenue	\$1,088.6	\$1,067.0	\$1,046.2	\$1,121.4
Proceeds and Transfers In	\$53.9	\$26.0	\$43.0	\$37.0
Total Revenue to the Corporate Fund	\$3,520.5	\$3,570.8	\$3,588.7	\$3,682.0
Additional Savings/Unassigned Balance	0.0	0.0	0.0	37.0
Total Corporate Fund Resources	\$3,520.5	\$3,570.8	\$3,588.7	\$3,719.0

REVENUE DISCUSSION – CORPORATE FUND (CONTINUED)

rideshare vehicles. Revenue for 2017 is projected at \$54 million. The City also intends to improve enforcement on suburban taxi and bus companies picking up and dropping off at O'Hare and Midway Airport. Currently, these companies remit ground transportation tax on an annual basis based on the \$3.50 daily rate. In 2017, the City is moving to require these companies to pay the daily ground transportation tax at their first trip to the airport each day. By improving enforcement, the City anticipates an additional \$1 million in ground transportation tax from these suburban companies in 2017.

Vehicle fuel tax revenues are expected to remain relatively flat between 2016 and 2017 at \$49.04 million. Lower fuel prices combined with increased travel and tourism have helped sales of automobile and aviation fuel within the City and slowed a longer term trend of declining vehicle fuel tax revenues. Parking garage tax revenues in 2017 are forecasted to be \$138.40 million, which is 1.6 percent above 2016 year-end estimates.

Recreation Taxes

Recreation taxes include taxes on amusements, automatic amusement devices, the mooring of boats in the City's harbors, liquor purchases, cigarette and e-cigarette purchases, purchases of non-alcoholic beverages, and off-track betting. Recreation taxes are expected to generate \$221.56 million in 2017, an increase of \$3.55 million from the 2016 year-end estimate of \$218.02 million. Recreation tax revenue represents 6.0 percent of total projected 2017 corporate fund revenue.

Amusement tax revenue is forecasted to total \$143.15 million in 2017, up from a projected \$139 million for 2016, due in part to the growing tourism industry. Growth in amusement tax revenue in 2017 can also be attributed to the proposed simplification of the amusement tax on ticket re-sales. Ticket re-sellers are currently required to remit the 5.0 percent or 9.0 percent amusement tax, depending on amusement type, on the ticket mark-up only, resulting in difficult calculations and loss in tax revenue. As part of the 2017 budget, the City is proposing to simplify the amusement tax rate on ticket re-sales to a flat 3.5 percent on the full resale price, regardless of the mark-up. With this proposed simplification, the City anticipates a slight increase in revenue as tax remittance will be easier for ticket re-sellers.

Liquor tax revenue is anticipated to remain steady at \$32.70 million, while revenue from non-alcoholic beverages are expected to rise slightly to \$23.60 million in 2017. Cigarette

tax revenue, including revenue from the sale of electronic cigarettes, is expected to decline in 2017 to \$19.91 million from \$21.60 million in 2016. Part of the anticipated decline in revenue reflects the City's efforts to reduce youth smoking by, among other things, raising the age to purchase cigarettes from 18 to 21 years.

Business Taxes

Business taxes include the hotel accommodations tax and the tax on the sale of fire insurance within the city. In addition, the 2017 budget recommendation includes the implementation of a \$0.07 per bag tax on plastic and paper disposable bags not offered for sale as general merchandise with the retailer keeping \$0.02 per bag and remitting the remaining \$0.05 to the City. The total anticipated revenue generated from the tax in 2017 is \$12.90 million with \$9.20 million remitted to the City in 2017.

Hotel tax revenues are expected to increase slightly in 2017 to \$110.32 million. This figure reflects the impact of a 4.0 percent surcharge imposed on room rentals in private residences arranged by internet-based intermediaries implemented in 2016. Foreign fire insurance tax revenue is expected to remain flat for 2017 at \$4.40 million.

In combination, these taxes are expected to generate \$123.92 million in 2017, an increase of \$10.02 million over the 2016 year-end estimate of \$113.9 million, and accounts for 3.4 percent of total projected corporate fund revenue.

Sales and Use Taxes

Sales and use tax revenue to the City's corporate fund is expected to total \$698.84 million in 2017, an increase of \$21.06 million over the 2016 year-end estimate of \$677.78 million. Sales and use taxes account for 19 percent of total projected corporate fund revenues. The projected sales tax revenue increase in 2017 is driven in part by wage growth and consumer confidence.

On January 1, 2016, the sales tax rate for Cook County increased to 1.75 percent from 0.75 percent, which in turn raised the general sales tax rate in Chicago to 10.25 percent from 9.25 percent. The City receives sales tax revenue from two sources: the Chicago Home Rule Occupation Tax ("HROT"), which is 1.25 percent and the Illinois Municipal Retailers' Occupation and Use Tax ("MROT"), which is 1 percent. The remaining 8.0 percent goes to the State, County, and Regional Transportation Authority. The City imposes

REVENUE DISCUSSION – CORPORATE FUND (CONTINUED)

the HROT on the retail sale of tangible personal property except food, medicine, and medical appliances. The MROT tax base differs in that the tax applies to qualifying food and drug sales.

Income Taxes

Income taxes include the City's share of the State of Illinois income tax and PPRT, both of which are distributed to the City by the State based on defined formulas. Income tax and PPRT revenues to the corporate fund are expected to total \$399.62 million in 2017, accounting for 10.9 percent of total projected corporate fund revenue.

Income tax revenue is expected to end 2016 slightly below budget at \$262.57 million as a result of the State of Illinois increasing the amount it retains from corporate tax receipts for refunds as part of the State's FY 2017 budget. Despite the larger diversion for refunds, income tax revenue is expected to increase in 2017 to \$267.35 million as a result of continued economic growth.

The City's 2016 budget originally anticipated \$170.40 million in PPRT revenue, but the City now estimates that PPRT revenue for 2016 will be \$140.22 million. The lower PPRT estimate for 2016 is the result of two factors. First, the Illinois Department of Revenue ("IDOR") notified local units of government receiving PPRT in April 2016 that it had mistakenly classified \$168 million of individual income tax as PPRT, which it distributed to local units of government between April 2014 and March 2016. The misclassification also meant prior estimates of PPRT for State FY 2016 and preliminary estimates for State FY 2017 were inflated.

As a precautionary measure, IDOR advised that it would reduce distributions for the remainder of 2016 to prevent further overpayment until final tax returns were filed in October 2016. IDOR also stated it would begin recouping the \$168 million from affected units of government over a two year period starting in January 2017.

The second factor impacting the City's 2016 allocation of PPRT is the State's FY 2017 "stop gap" budget, which diverts \$100 million in PPRT to community colleges and small school districts. IDOR has since indicated that this \$100 million diversion would count as an initial step towards the State's effort to recover the \$168 million of income tax misclassified as PPRT. As a result, the City now assumes the \$19.40 million it received in error will be recouped in the form of reduced distributions from PPRT paid between July

2016 and December 2017. As a result of these factors, PPRT revenue for 2017 is anticipated to be \$132.27 million, which is \$7.95 million less than the 2016 revised year-end estimate of \$140.22 million.

NON-TAX REVENUES

The 2017 proposed budget forecasts that non-tax revenues will increase by \$75.25 million over 2016 year-end estimates of \$1.04 billion, accounting for 30.5 percent of total projected corporate revenues.

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

Licenses and Permits

Total revenue from licenses and permits is projected to be \$128 million in 2017, accounting for 3.5 percent of corporate fund revenues. These revenues include fees charged for the issuance of business licenses, alcohol dealer licenses, building and demolition permits, and various other permits. Business permits and alcohol dealer license revenue are expected to increase slightly due to a two-year renewal cycle for these licenses. The two-year business license cycle results in minor fluctuations in revenue from year to year.

Fines, Forfeitures, and Penalties

Fines, forfeitures, and penalties include fines from parking tickets, tickets for traffic violations, and other penalties assessed in administrative hearings or the courts. Revenue from fines, forfeitures, and penalties in 2017 is estimated to be \$358.80 million as a result of greater enforcement and collection efforts. This figure accounts for 9.7 percent of 2017 corporate fund revenues and represents a 2.8 percent increase over 2016 year-end projected revenues of \$348.90 million. In 2017, the Department of Finance plans to employ data analytics, expanded debt checks, and other enforcement measures to improve compliance and increase outstanding debt collections. The City anticipates collecting \$15 million in revenue from these improved enforcement measures.

Charges for Services

Revenues from charges for services are expected to decrease in 2017 to \$114.91 million, accounting for 3.1 percent of total corporate fund revenues. Charges for services include

REVENUE DISCUSSION – CORPORATE FUND (CONTINUED)

fees charged for inspections, public information requests, police and other safety services. The 2016 year-end estimate for these revenues is \$115.96 million.

Leases, Rentals, and Sales

Revenue generated from the lease or sale of City-owned land or property accounts for one percent of overall corporate fund revenue each year. Total revenues from such leases and sales are expected to increase from \$21.92 million in 2016 to \$36 million in 2017, due to the anticipated sale of additional City-owned land and buildings.

Reimbursements, Interest, and Other Revenue

The 2017 projection for reimbursements, interest, and other revenues is \$461.92 million. Investment returns on the corporate fund are budgeted at \$1.50 million in 2017. Reimbursements consist of amounts transferred to the corporate fund from other City funds for central services such as information technology, police and fire services, street and building maintenance, and administrative services. A list of the anticipated inter-fund reimbursements to the corporate fund is set forth in Appendix A of the 2017 Budget Recommendations.

On an annual basis, the City declares a portion of the funds in active Tax Increment Financing (TIF) districts as surplus revenue, returning the proportionate share of the funds to the City's operating budget. For the 2017 budget, the City expects to receive \$40.50 million in surplus TIF revenue.

Transfers-In

Transfers-in are resources that are moved from other funds into the corporate fund. In 2017, transfers-in are projected to be \$37.0 million, including a combined \$29.0 million in interest income from the asset lease and concession reserves.

Prior Year Available Resources

Prior years' savings and sustainable revenue growth along with spending controls and other efficiencies resulted in a healthy growth in the corporate fund balance over the past three years. This growing funding source will provide \$37 million in 2017 funding or less than 1.0 percent of the overall corporate budget. For additional discussion on the City's prior year available resources, see the City's fund stabilization policy in the Budget and Financial Policy section of this book.

SPECIAL REVENUE FUND RESOURCES¹

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

Table 3

	2015 ACTUAL	2016 BUDGET	2016 YEAR-END ESTIMATE	2017 PROPOSED BUDGET
Vehicle Tax Fund	\$211.1	\$196.5	\$217.3	\$222.4
Motor Fuel Tax Fund	74.9	56.0	59.2	63.0
Library Funds	93.1	102.9	106.0	102.5
Emergency Communication Fund	110.8	96.5	97.3	95.4
Special Events and Hotel Tax Fund	52.1	50.3	53.2	45.9
Affordable Housing Fund		24.0	24.0	35.3
CTA Real Estate Transfer Tax Fund	76.4	63.3	65.0	66.4
TIF Administration Fund	8.7	10.5	10.5	10.5
Garbage Collection Fund		62.7	61.2	61.2
Neighborhood Opportunity Fund				9.7
Total Resources	\$627.2	\$662.7	\$693.7	\$712.5

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

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 road repair and maintenance associated with city streets and streetlights. The primary source of revenue to this fund is the sale of vehicle stickers. The City anticipates that revenue from the sale of vehicle stickers will finish 2016 above budgeted expectations at \$138 million due to improved enforcement resulting in a significant number of first-time sticker purchases and one-time penalties. Vehicle sticker revenue in 2017 is estimated to be \$127.72 million because of expected decreases in the number of first-time sticker sales and motorists opting for two-year stickers. While the 2017 revenue expectation is lower than 2016 year-end estimates, vehicle sticker revenues in 2017 remain higher than in prior years as a result of ongoing operational efficiencies.

The vehicle tax fund also receives revenue from impoundment fees, abandoned auto towing fees, and pavement-cut fees, all of which are expected to remain approximately level between 2016 and 2017.

Motor Fuel Tax Fund

Motor fuel tax (“MFT”) revenues are generated primarily through a \$0.19 per gallon tax on gasoline and \$0.215 per gallon tax on diesel imposed by the State, of which the City receives a population-based distributive share. Similar to the vehicle tax fund, MFT fund revenue supports bridge maintenance, street lighting, energy, and road salt costs. Starting with the 2016 budget, debt service was segregated in a separate fund to clearly show the debt service obligation for debt issued against MFT revenue.

Library Fund

The library fund supports the maintenance and operations of the Chicago Public Library system. Revenue to this fund includes proceeds from the Chicago Public Library’s portion of the City’s property tax levy, corporate fund revenue, interest income, facility rental revenue, and library fines.

Property tax revenue for the library fund will remain relatively flat in 2017 at \$77.21 million, while revenue from facility rentals, interest, and fines, are projected to generate \$1.69 million in 2017. The corporate fund subsidy to this fund increases from \$18.26 million in 2016 to \$19.08 million in 2017. Additional information on the Chicago Public Library’s budget and programming for 2017 can be found in its departmental summary in the following section of this document.

Emergency Communications Funds²

The City maintains segregated funds to support the 911-related operations of the Office of Emergency Management and Communications (“OEMC”) and to pay debt service on bonds issued to fund the construction of the City’s 911 call center. Revenue to these funds comes through the collection of the emergency telephone system surcharge on billed subscribers of telecommunications services within the City of Chicago.

The emergency telephone system surcharge is authorized by State law and the allowable rate for the surcharge is set by State law. Currently the surcharge rate is \$3.90 per month on landlines and wireless connections and nine percent on prepaid wireless services. Revenue for 2017 is projected at \$116.99 million.

Special Events and Hotel Tax Fund

The special events and hotel tax fund supports the promotion of tourism and cultural and recreational activities in Chicago. Revenue to this fund comes primarily from the State’s municipal hotel occupation tax and special event-related revenues.

Growth in this fund is driven by Chicago’s thriving tourism industry. Overall demand for the first three quarters of 2016 is up 2.2 percent. Leisure room demand has set records in each of the three quarters of 2016, boosting overall demand year-to-date, and tourism is expected to continue to sustain this fund in 2017. The 2017 forecast for hotel tax revenue is expected to increase modestly to \$23.60 million. Revenues from food, beverages, ticket sales, vendor fees, and corporate sponsorship at City special events are projected to generate \$11.20 million in 2016 above budgeted levels of \$10.87 million and \$11 million in 2017.

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

2017 BUDGET OVERVIEW

REVENUE DISCUSSION – SPECIAL REVENUE FUNDS

CTA Real Estate Transfer Tax Fund

The Chicago Transit Authority (“CTA”) real estate transfer tax fund accounts for revenue from the supplemental real estate transfer tax to support public transportation in the city. The City collects and distributes the tax to the CTA each year. Like the City’s real property transfer tax, in 2016 these revenues have benefited from the housing recovery, a strong commercial real estate market, and ownership transfers of the Skyway and Millennium Park Garages. Revenues are projected at \$66.44 million in 2017 in anticipation of further growth in both the commercial and residential markets.

TIF Administration Fund

The TIF administration fund accounts for all administrative expenses incurred by the City to operate and maintain its TIF program. In 2017, \$10.49 million of such expenses will be reimbursed to this fund from the City’s TIF revenue, a slight increase from 2016 in line with program costs. TIF revenues and projects are discussed in the Capital Improvement Program section of this document, and the annual TIF surplus process is discussed in Key Reforms, Savings and Investments of this document.

Affordable Housing Fund

The City first included the affordable housing fund in the 2016 budget. Revenue in this fund for 2017 is anticipated to be \$35 million and is derived primarily from revenue collected through the City’s density bonus program and the Affordable Requirements Ordinance. Revenues collected are utilized to meet permanent housing needs of Chicago’s low-income residents.

Neighborhood Opportunity Fund

The new neighborhood opportunity fund expands the boundaries of the downtown zoning district, and refines the process to add density to downtown construction projects through a more equitable fee system. These fees are expected to generate \$9.7 million in revenue in 2017, which will support economic development in underserved neighborhoods, local infrastructure, and landmarks across Chicago.

Garbage Fee Fund

Starting in 2016, Chicago residences receiving City-provided garbage collection services are charged a \$9.50 monthly fee per dwelling unit. The 2016 year-end revenue estimates of \$61.24 million are in line with the 2016 budgeted amount. Similar amounts of revenue are expected in 2017.

REVENUE DISCUSSION – ENTERPRISE FUNDS

ENTERPRISE FUNDS

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

Water Fund

The water fund is projected to have \$782.70 million in total available resources in 2017, of which water fees are projected to generate \$747.70 million, or 96 percent of total revenue. An additional \$20 million will come from transfers from other funds for work performed by the Department of Water Management, and \$15 million from other miscellaneous resources.

Sewer Fund

When a resident pays their water/sewer bill, water service charges go to the water fund, and the sewer charge, which is 100 percent of water charges, goes to the sewer fund. The sewer fund is projected to have \$368.20 million in total available resources in 2017, of which sewer fees are projected to generate \$362.60 million with the remaining funding from transfers from other funds.

Revenue from water fund and sewer charges support the ten-year capital program that will help to bring Chicago's aging water and sewer systems up to date. These upgrades will not only protect health and safety by guaranteeing a future

supply of clean water, but also create jobs, save the City millions of dollars each year in costs associated with system failures such as flooding and street cave-ins, and prevent the further deterioration of these systems.

O'Hare and Midway Airport Funds

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

In 2017, total revenues from airport operations, including concessions, rental fees, and airline rates and charges, are projected to be \$1.21 billion for O'Hare and \$290.10 million for Midway, up from the 2016 year-end estimates of \$1.17 billion and \$252 million, respectively.

ENTERPRISE FUND RESOURCES

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

Table 4

	2015 ACTUAL	2016 BUDGET	2016 YEAR-END ESTIMATE	2017 PROPOSED BUDGET
Water Fund	\$782.0	\$784.1	\$784.1	\$782.7
Sewer Fund	362.9	364.9	364.9	368.2
Midway Airport Fund	221.3	258.8	252.0	290.1
O'Hare Airport Fund	959.6	1,140.0	1,116.5	1,210.3
Total Resources	\$2,325.9	\$2,547.9	\$2,517.5	\$2,651.3

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 ("MEABF"), the Laborers' and Retirement Board Employees' Annuity and Benefit Fund ("LABF"), the Policemen's Annuity and Benefit Fund ("PABF"), and the Firemen's Annuity and Benefit Fund ("FABF") - that provide retirement, death, and disability benefits to covered employees.

These pension funds and the contributions to each fund are regulated by State law. The statutory framework, recent legal decisions on pension reform, and the impact of the increasing net pension liability on the City's finances and the retirement security of City employees is discussed in greater detail in this year's Annual Financial Analysis.

The 2017 proposed budget includes a total of \$1.03 billion contribution to the four funds, an increase of \$181 million over the total contribution budgeted in 2016, due to increased employer contributions across all four funds.

The 2017 contribution will be funded with \$839.08 million in revenue from property tax collections and \$190.9 million from other sources, including \$82.3 million funded through revenue from the City's enterprise and special revenue funds.

Municipal and Laborers' Pension Funds

In 2016, the City and labor leaders representing the employees who participate in MEABF and LABF reached

agreements in principal to address the net pension liability of the funds in a manner that secures the retirements of employees and retirees, while protecting Chicago taxpayers from bearing the full amount of future pension costs.

The new agreements provide that MEABF and LABF employees hired on or after January 1, 2017, will contribute 11.5 percent of their annual salary and are eligible for full pension benefits at age 65. Current employees hired after January 1, 2011, may choose to start receiving full pension benefits at age 67 and maintain an 8.5 percent employee contribution or to start receiving pension benefits at age 65 with an 11.5 percent employee contribution. This increase to employee contributions will help decrease future employer contributions to MEABF and LABF.

Additionally, as part of the agreement, the City's employer contributions will increase at fixed amounts over five years and switch to actuarially required contribution ("ARC") no later than 2022. To reach ARC funding for both funds in 2022, the City adopted dedicated revenue streams to support the growing contributions to each fund along with utilizing current revenue and the enterprise funds proportionate share. As a result of these reforms, MEABF and LABF are expected to reach 90 percent funded by 2057.

While the dedicated revenue sources were already passed by Chicago City Council, the funding ramps to ARC payments and employee contribution reforms must be passed into law by the Illinois General Assembly. The City anticipates presenting the legislation to the General Assembly before the end of 2016.

CITY PENSION CONTRIBUTIONS³

\$ Millions

Table 5

	2016 BUDGET	2017 PROPOSED BUDGET
Municipal Employees' Annuity and Benefit Fund	\$162.0	\$267.0
Laborers' and Retirement Board Employees' Annuity and Benefit Fund	15.0	36.0
Policemen's Annuity and Benefit Fund	464.0	500.0
Firemen's Annuity and Benefit Fund	208.0	227.0
Total Contributions	\$849.0	\$1,030.0

³The 2016 City Pension Contributions for the Municipal and Laborers' pension funds reflect the City's pension contributions based on the multiplier. The 2016 budget includes the proposed increased pension contribution based on SB1922. The Illinois Supreme Court overturned SB1922 in the spring of 2016, thereby decreasing the City's 2016 pension contribution for the two funds to the multiplier.

REVENUE DISCUSSION – PENSION AND DEBT SERVICE FUNDS

Municipal Employees' Pension Fund – Water and Sewer Utility Tax

To stabilize and fund the MEABF through the proposed five year ramp, Mayor Emanuel and the City Council passed a tax on water-sewer usage in September 2016. Beginning in 2017, residents and businesses will pay a rate of \$0.59 per 1,000 gallons based on their water and sewer usage. The tax will be phased in over five years, ending with a tax rate of \$2.51 per 1,000 gallons of water and sewer usage in 2020 and in 2021.

The 2017 budget reflects \$124.7 million in revenue from property taxes, \$92.9 million from the corporate fund, and \$49.3 million funded through revenue from the City's enterprise and special revenue funds.

Laborers' Pension Fund – 911 Surcharge

Starting in 2017, the City will dedicate revenue from the 2014 increase in the 911 surcharge to meet the proposed increasing contributions for the Laborers' pension fund. The 911 surcharge was increased from \$2.50 to \$3.90 in the summer of 2014 as part of the City's previous funding plan – SB1922 – which was overturned by the Illinois Supreme Court in the spring of 2016. The 2014 increase in the 911 surcharge frees up additional operating revenue that is now dedicated to meeting the increasing contributions to the LABF.

The 2017 budget proposes a total increased contribution of \$36 million to LABF. The 2017 contribution will be funded with \$11.1 million in revenue from property taxes and \$24.9 million from other sources, including \$12.5 million funded through corporate fund revenue.

Police and Fire Pension Funds

On October 28, 2015, the Chicago City Council approved a four-year property tax increase of \$543 million solely to fund increasing contributions to the Police and Fire pension funds. In 2015, the City's property tax levy increased by \$318 million to fund the City's increased contributions to PABF and FABF as required by SB777. From 2016 through 2018, the City's levy will increase to fund required contributions to Police and Fire pensions by an additional \$109 million in 2016, \$53 million in 2017 and \$63 million in 2018.

Along with increasing the property tax levy, the enterprise funds continue to pay their share of the increase. The 2017 budget includes payments to PABF and FABF of \$727 million with \$703.30 million funded from the property tax levy and \$23.69 million from the enterprise funds.

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, such as capital improvements to City infrastructure. In so doing, the City recognizes that future taxpayers will benefit from the investment and should pay a share of its cost.

The 2017 proposed budget provides a total appropriation of \$681.36 million to service general obligation debt, \$397.99 million of which will be funded with revenue from the City's property tax levy. As mentioned earlier in this document, the 2017 proposed budget includes \$63.05 million in increase revenues available to make the City's general obligation debt service payments, reducing "scoop and toss." In 2016, \$593.51 million was budgeted to service general obligation debt, \$390.6 million of which was funded with revenue from the City's property tax levy and \$67.3 million was funded with corporate fund revenues. Funding for debt service payments for the library capital program will remain at \$4.3 million in 2017, 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 pay off debt service related to the City's emergency communications and 911 center in 2017. The sales tax bond redemption and interest fund is funded through sales tax revenues, and \$38.9 million of these funds will be used to pay debt service on sales tax bonds in 2017. The motor fuel tax debt service fund is funded through the City's distributive share of MFT revenues, of which \$15.7 million will be used to pay debt service on MFT bonds. Debt service for capital projects funded through special revenue and enterprise funds are budgeted within those respective funds.

REVENUE DISCUSSION – PENSION AND DEBT SERVICE FUNDS

PROPERTY TAX LEVY

According to the most recent report released by the Cook County Clerk, the 2015 total property tax extension across all taxing districts in Chicago is \$4.87 billion, of which approximately 24 percent is allocated to the City, one of several taxing districts reflected on Chicago residents' property tax bills.

Revenue from the City's property tax levy is used to pay the City's contributions to employee pension funds, debt service obligations, and library-related expenses.

The 2017 budget proposal increases the City's base property tax levy to \$1.32 billion, which includes \$839 million for required pension payments by the city. The property tax

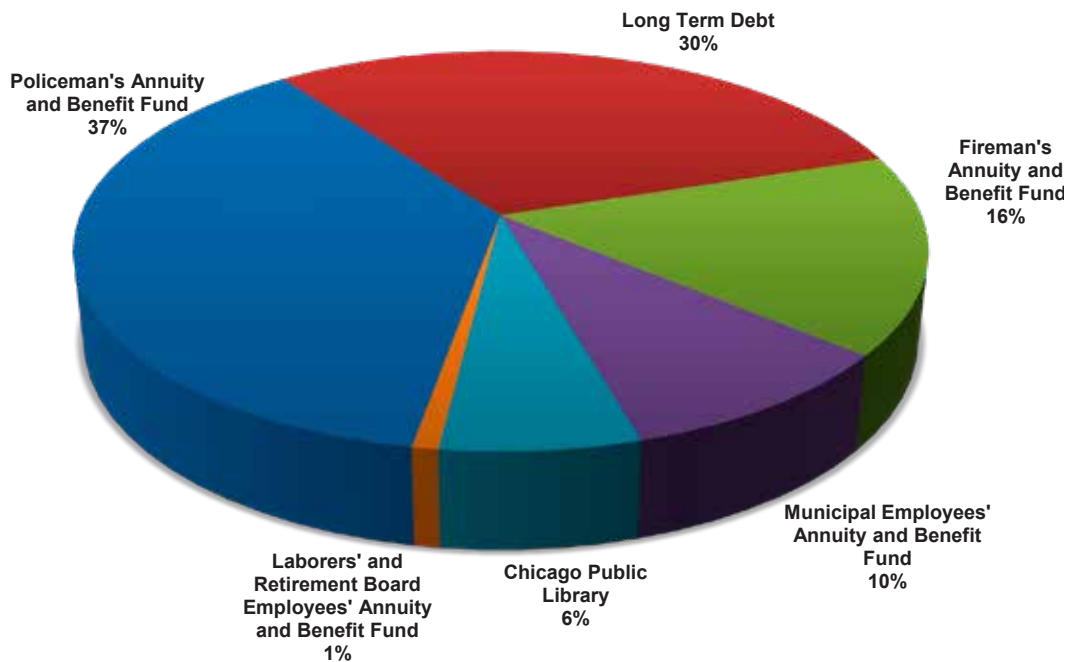
increase in 2017 of \$53 million is committed to funding the City's police and fire pension obligations and was approved in the fall of 2015 as part of a four year property tax increase adopted solely for police and fire pensions. Debt service-related payments will account for approximately 30 percent of the City's property tax levy, not including library-related debt service. Property tax revenues are not the sole source of funding for the City's pension contributions and debt payments; other funding sources are also utilized to meet these obligations.

Of the total City levy, \$89.9 million is dedicated to fund the Chicago Public Library system with \$5.3 million of that dedicated to pension contributions.

2017 PROPOSED PROPERTY TAX LEVY⁴

\$1.32 Billion

Chart 5



⁴An additional portion of the City's levy is dedicated to the payment of bonds issued in 1999 and 2007 by the City on behalf of the City Colleges of Chicago. This amount is sometimes discussed as a part of the overall City property tax levy. However, because the City Colleges function as a separate governmental unit, this portion of the City's levy is not discussed in detail here. The proposed 2017 levy includes \$36.1 million for the payment of City Colleges bonds.

REVENUE DISCUSSION – GRANT FUNDS

GRANT FUNDS

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

When the 2016 budget was finalized in October of 2015, the City had estimated it would receive \$1.50 billion in grant funding in 2016. 2016 year-end estimates anticipate a decrease of \$237.3 million from the original estimate for a total of \$1.26 billion in 2016 grant funding. This decrease is largely attributable to a decrease in federal and state grants received by the Chicago Department of Transportation and the Department of Aviation and due to the timing of infrastructure projects.

The City currently anticipates that it will receive grant revenue of \$1.59 billion in 2017, a 5.7 percent increase over its initial projection for 2016.

Despite the recent downward trend in grant funding, the City anticipates an increase in federal funding in 2017. The City expects a \$78 million increase in federal funding due to a \$65 million Early Childhood Block Grant for the Department of Family and Support Services and additional funding for the Early Head Start Child Care Partnership. In addition, certain airport and transportation projects deferred in 2016 are expected to move forward in 2017.

On June 30, 2016, the State of Illinois passed a six-month fiscal year 2017 stop-gap budget. The stop-gap budget maintains grant funding for most programs. The City will receive \$11 million in grant funding to support the Department of Water Management's Albany Park Stormwater Diversion Tunnel project and will receive \$22.6 million for the Department of Planning and Development's Low Income Housing Trust Fund. The City, however, anticipates a decrease in state grant funding for certain community service programs, including seniors and public health. At this time, the City does not anticipate this decrease in state grant funding to impact services.

Additional budget detail for grant funds is set forth in the 2017 anticipated grants budget, available on the City's website. Information regarding the City's Community Development Block Grant ("CDBG") program, which represents \$81.1 million in anticipated 2017 grant funding, can be found in the 2015-2019 Consolidated Plan and 2017 Draft Action Plan, also available on the City's website.

GRANT FUNDING

\$ Millions

Table 6

GRANTOR/TYPE	2016 BUDGET	2016 YEAR END ESTIMATE	2017 ANTICIPATED
Federal Funding	\$1,256.7	\$1,051.8	\$1,334.7
State Government Funding	206.5	168.9	227.4
Other Public and Private Funding	28.4	29.3	20.5
Grant Program Income	10.1	14.4	5.1
Total Funding	\$1,501.8	\$1,264.4	\$1,587.8

EXPENDITURES AND WORKFORCE DISCUSSION

INTRODUCTION TO EXPENDITURES

The 2017 budget proposes expenditures totaling \$8.22 billion for all local funds, and expenditures of \$9.81 billion when grant funds are included. Proposed expenditures for the City's corporate fund total \$3.72 billion.

This section discusses the 2017 proposed budget both in terms of the types of expenditures - such as salaries and wages, employee benefits, commodities and materials, and contractual services - and in terms of the functional categories of expenditures - such as public safety, finance and administration, and community services. It also provides information on the City's workforce. Historical information on the City's expenditures and workforce can be found in the 2016 Annual Financial Analysis.

PROPOSED EXPENDITURES BY TYPE

Personnel Costs and Workforce

Personnel costs consistently represent the largest portion of the City's local fund budget. Under the 2017 proposed budget, 76 percent of local fund operating expenses, excluding debt service, and 82 percent of corporate fund expenses are for personnel-related costs, which include salaries and wages, pension contributions, healthcare, overtime pay, and unemployment compensation.

Approximately 91 percent of the City's total positions are union

members covered by collective bargaining agreements. These collective bargaining agreements set forth benefits plans and scheduled salary increases for covered employees, and the City is contractually obligated to adhere to these benefits and salary schedules. Detailed information on union salary schedules can be found in the 2017 Budget Recommendations.

Salaries and wages, which make up the largest portion of personnel expenses, are \$3.2 billion, or 39 percent, of proposed 2017 local fund operating expenditures, excluding debt service, and \$2.5 billion, or 69 percent, of proposed corporate fund expenditures.

Employee benefits (not including pension contributions) represent \$439.3 million, or 5.0 percent, of proposed 2017 local fund operating expenditures, and \$355.1 million, or 9.5 percent, of proposed corporate fund expenditures. Costs for employee benefits across all funds are down slightly from the 2016 budget as retiree healthcare coverage is fully phased-out for certain retirees in the proposed 2017 budget.

As discussed in the Pension Fund section of this document, pension contributions increase to \$1.03 billion, or 16 percent of the proposed local fund operating budget, in 2017. Pension contributions from the corporate fund are \$105.5 million, or 3.0 percent of proposed operating budget expenditures. This is discussed further in the Pension Fund section of this document. The numbers in the City Workforce table below show the number of full-time equivalent (FTE) positions by function.

PROPOSED BUDGET BY EXPENDITURE TYPE

\$ Millions

Table 7

	ALL LOCAL FUNDS			CORPORATE FUND		
	2016 BUDGET	2017 PROPOSED	2016-2017 CHANGE	2016 BUDGET	2017 PROPOSED	2016-2017 CHANGE
Personnel Expenses (other than Benefits and Pension)	\$3,094.8	\$3,204.2	\$109.3	\$2,400.1	\$2,467.5	\$67.3
Employee Benefits	449.2	439.3	(10.0)	362.9	355.1	(7.8)
Pension Contributions	978.3	1,030.0	51.7	114.0	105.5	(8.5)
Contractual Services	762.8	812.4	49.6	311.1	342.5	31.4
Commodities and Materials	260.7	273.2	12.6	83.4	80.6	(2.8)
Debt Service	1,879.7	2,067.3	187.6	90.1	143.8	53.7
Other	1,129.1	1,166.0	36.9	209.2	223.9	14.8
Deduct Reimbursements Between Funds	(638.8)	(697.0)	(58.1)	-	-	-
Deduct Proceeds of Debt	(77.1)	(77.2)	(0.1)	-	-	-
Total	\$7,838.6	\$ 8,218.3	\$379.7	\$3,570.8	\$3,719.0	\$148.2

EXPENDITURES AND WORKFORCE DISCUSSION (CONTINUED)

In the 2017 local fund budget, the City's budgeted FTEs increased by 4.0 percent primarily due to investments in public safety.

In September 2016, Mayor Emanuel announced a comprehensive public safety strategy that includes a 970 position increase in the number of sworn personnel in the Chicago Police Department over the next two years. These additional public safety personnel include: 500 police officers, 200 detectives, 92 field training officers, 112 sergeants, and 50 lieutenants – taking the Department's sworn force from 12,656 today to 13,535 by the end of 2018. An additional 44 civilian FTEs also have been added to the Police Department's budget to continue the civilianization process that began in 2016 with the movement of 319 police officers back to the street. The second phase of the civilianization process will focus on Sergeants and moving those supervisors back to the street. The City's Department of Human Resources is adding four FTEs to facilitate this staffing expansion, and adding two FTEs to support and further the City's goals of increasing diversity across its workforce with an initial emphasis on diversity in public safety hiring.

With the dissolution of the Independent Police Review Authority ("IPRA") and the creation of the Civilian Office of Police Accountability ("COPA"), the City is adding 141 FTEs to COPA which is 44 FTEs above the budgeted FTEs in IPRA in 2016. The City is adding 25 positions to the newly created Public Safety Audit Section within the Office of the Inspector General to review and audit the City's police policy and accountability functions.

Within the enterprise funds, the Department of Aviation is adding 221 FTEs to assist in the current operations plus planning for the numerous capital improvement programs underway at both Midway and O'Hare airports. The numbers in the workforce table are impacted by a change initiated in 2013 and carried forward in each subsequent budget. The City continues to convert "open line positions" into regular budget positions and hourly lines. As a result, the 2017 budget reflects the full-time and part-time seasonal workers employed to rebuild the City's aging water system. By converting vacant positions, dropping unused hours and adding the required FTE, this budget reflects the continued practice of accounting for open line hours of the construction workforce. The 2017 budget reflects an overall increase of 165 FTE positions due to this practice.

Non-Personnel Costs

After personnel-related costs, debt service payments make up the next largest portion of the 2017 proposed local fund budget. These expenses are discussed separately, in the Debt Service Fund section of this document.

Contractual services make up approximately 9.9 percent, or \$810.8 million, of total proposed local fund operating expenses, and approximately 9.2 percent, or \$340.9 million, of proposed corporate fund expenses, \$29.8 million more than 2016 budgeted amounts for these expenses. Contractual services expenditures include the cost of information technology systems, maintenance, and licensing; tipping fees for waste disposal; property rental; custodial services for City facilities; and landscaping, engineering, and other professional

CITY WORKFORCE UNDER PROPOSED BUDGET**Full-Time Equivalent Positions***Table 8*

	ALL LOCAL & GRANT FUNDS			CORPORATE FUND		
	2016 BUDGET	2017 PROPOSED	2016-2017 CHANGE	2016 BUDGET	2017 PROPOSED	2016-2017 CHANGE
Finance and Administration	2,788	2,819	31	2,191	2,271	80
Legislative and Elections	357	357	0	357	357	0
City Development	307	308	1	117	114	(3)
Community Services	2,020	2,004	(16)	255	259	4
Public Safety	20,907	21,791	884	20,071	20,849	778
Regulatory	627	670	43	489	532	43
Infrastructure Services	7,321	7,708	387	1,550	1,537	(13)
Total	34,327	35,657	1,330	25,030	25,919	889

Information on the number of local-funded positions and FTEs under the 2017 proposed budget can be found in the Budget Details section of this document.

EXPENDITURES AND WORKFORCE DISCUSSION (CONTINUED)

service contracts. The increase is largely due to continued efforts to move working capital expenses from long-term borrowing to the operating budget.

Approximately 3.3 percent, or \$273.2 million, of total proposed local fund expenses, and 2.2 percent, or \$80.6 million, of proposed corporate fund expenses are allocated to commodities and materials. These expenses include items such as office supplies, small tools and equipment, and repair parts for City vehicles, as well as the cost of utilities and motor fuel.

The proposed budget in 2017 allocates \$98.6 million for utility expenses, including electricity and natural gas, and \$26 million for vehicle fuel costs, including diesel. The proposed corporate fund budget allocates \$21.6 million and \$16 million for these expenses, respectively.

Each year, the City uses both corporate fund and enterprise fund resources, as well as bond proceeds, to pay for expenses incurred in connection with claims and judgments against the City. Expenses in excess of the amount paid from the local funds are paid with bond proceeds. The proposed 2017 corporate budget increases the settlements and judgments budget by 9.5 percent, to \$40.1 million. For all local funds, including the corporate fund, the proposed 2017 budget for settlements and judgments is \$46.8 million.

PROPOSED EXPENDITURES BY FUNCTION

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

Public Safety represents the largest functional category of expenses, at \$2.21 billion, or 27 percent, of the proposed local fund budget. Infrastructure Services and Finance and Administration represent 14.4 percent and 6.5 percent of proposed 2017 local fund costs, respectively. City Development and Community Services together represent 3.2 percent of the 2017 proposed local fund budget, with programs and services in these categories funded primarily by grants and receiving only a small portion of funding from corporate and other local sources.

Citywide expenditures such as pension contributions, debt service, and employee healthcare are budgeted separately from City departments and accounted for under the Finance General category. These expenses represent 57 percent, or \$4.68 billion, of the proposed local fund budget for 2017.

The following section sets forth the proposed 2017 budget, including both local and grant funding, for each City department and program, organized by functional category.

PROPOSED BUDGET BY FUNCTION

\$ Millions

Table 9

	ALL LOCAL FUNDS			GRANT FUNDS		
	2016 BUDGET	2017 PROPOSED	2016-2017 CHANGE	2016 BUDGET	2017 PROPOSED	2016-2017 CHANGE
Finance and Administration	\$516.8	\$535.0	\$18.2	\$28.2	\$22.3	\$(5.9)
Legislative and Elections	42.1	38.0	(4.1)	-	-	-
City Development	72.1	93.4	21.4	101.8	107.0	5.1
Community Services	153.1	167.7	14.6	432.5	470.5	38.0
Public Safety	2,133.7	2,208.7	75.0	178.7	174.6	(4.1)
Regulatory	63.0	66.0	3.1	7.7	7.9	0.2
Infrastructure Services	1,129.2	1,187.3	58.1	752.9	805.6	52.7
General Financing Requirements	\$4,444.7	\$4,696.4	\$251.6	-	-	-
Deduct Reimbursements Between Funds	(638.8)	(697.0)	(58.1)	-	-	-
Deduct Proceeds of Debt	(77.1)	(77.2)	(0.1)	-	-	-
Total	\$7,838.6	\$8,218.3	\$379.7	\$1,501.8	\$1,587.8	\$86.0

Charts of the 2017 proposed budget by function across all funds, including grants, and for the corporate fund only, can be found in the Summary of Proposed Budget at the start of this document.

CAPITAL IMPROVEMENT PROGRAM

INTRODUCTION AND RELATIONSHIP TO ANNUAL OPERATING BUDGET

The City's Capital Improvement Program ("CIP") funds the physical improvement or replacement of City-owned infrastructure and facilities with long useful lives, such as roads, buildings, and sidewalks. Continued investment in these assets is critical to support and enhance neighborhoods, stimulate the economy, and improve services.

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

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

2017 CAPITAL IMPROVEMENT PROGRAM

The City's CIP recommends investing \$1.9 billion in citywide capital improvement programs in 2017 including water, sewer and aviation capital projects and neighborhood infrastructure.

The charts below present the anticipated sources of capital funding in 2017 for O'Hare and Midway International Airports and the 2017 anticipated funding sources and uses for other, non-aviation programs.

Aviation capital is presented separately from other capital funds to provide a clear picture of funding sources and distribution of funding. Aviation capital funding is used exclusively for projects at the City's two airports, and is

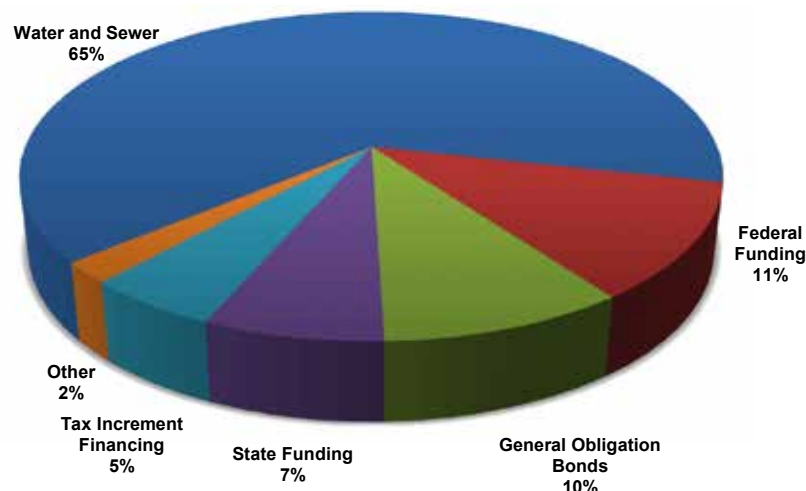
2017 AVIATION CAPITAL FUNDING

Chart 6



2017 CAPITAL FUNDING SOURCES

Chart 7



CAPITAL IMPROVEMENT PROGRAM (CONTINUED)

funded through general airport revenue bonds, passenger facility charges (a set amount charged to each passenger flying to or from the airports) and customer facility charges (a charge on rental car customers at O'Hare Airport). This funding will support the largest terminal modernization project for Midway Airport in nearly a decade, the construction of the new 9C/27C runway at O'Hare Airport as part of the O'Hare Modernization Program, and other vital capital investments in both airports.

The proposed uses of non-aviation capital funding in 2017 are presented in the following categories:

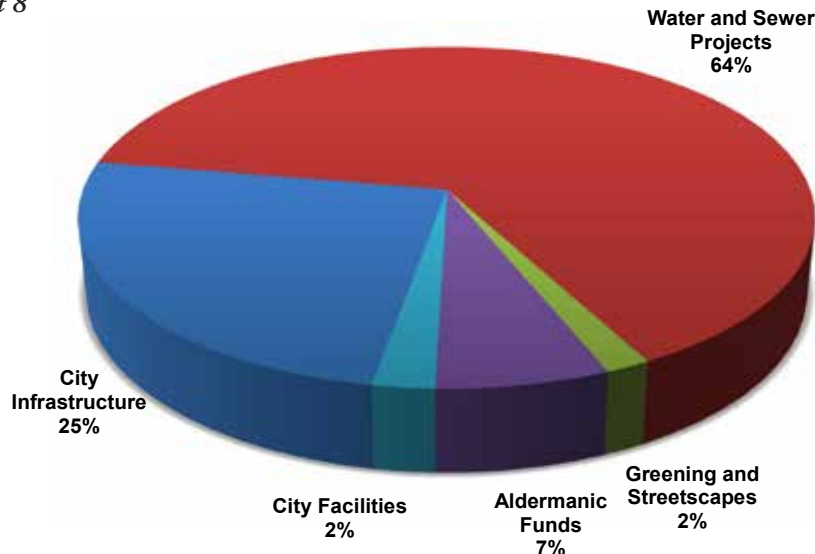
- Facilities, such as the improvement and construction of police and fire stations, senior centers, and libraries.
- Infrastructure, such as the construction and maintenance of streets, viaducts, alleys, lighting, ramps, sidewalks, bridge improvements, traffic signals, bike lanes, streetscapes, and shoreline reconstruction work.
- Aldermanic menu projects, which consist of projects funded through a portion of local bond funding provided to aldermen each year to be spent at their discretion on a specific menu of capital improvements in their respective wards.
- Water and sewer projects, which consist of construction and repairs to the City's water and sewer lines and related facilities.

Major capital projects that will be funded in 2017 include:

- Ongoing construction of the Navy Pier Flyover, which is an elevated path for safer walking and biking along the Lakefront Trail near Navy Pier. It will extend from the Chicago River Bridge to Jane Addams Park, providing a safer and scenic alternative to several congested intersections along the Lakefront Trail.
- The two-year Albany Park Stormwater Diversion Tunnel project launched in the Spring of 2016. In 2017, the City will continue the construction of a tunnel 150 feet below ground level to divert stormwater about 1.4 miles from the North Branch of the Chicago River to the North Shore Channel. The Tunnel will be completed in Spring 2018, and it will help to prevent devastating floods to the Albany Park Neighborhood.
- In 2017, the City will continue work on a major, citywide initiative to upgrade more than 270,000 of the city's street, alley and park lights to more reliable and higher-quality lighting. The Chicago Smart Lighting Project seeks to improve safety and quality-of-life in neighborhoods across Chicago by replacing nearly all of the City's outdated and inefficient High Pressure Sodium (HPS) lamps. The project will be one of the largest municipal lighting modernization programs in the country.

2017 CAPITAL FUNDING USES

Chart 8



CAPITAL IMPROVEMENT PROGRAM (CONTINUED)

- Appendix C contains a list of capital projects planned for 2017 with the projected funding amount and category type. Water, sewer, and aviation capital projects are not listed in Appendix C; 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.

A discussion of the City's capital improvement program from 2006 through 2020 can be found in this year's Annual Financial Analysis. Details regarding the allocation, funding source, timing, and scope of each capital improvement project planned through 2020 is available on the City's website. The five-year CIPs are adjusted annually to reflect the changing needs of the City; accordingly, the capital plans set forth in this document and on the City's website form an outline of planned expenditures given available resources and are not intended to be a final or all-inclusive inventory of the City's capital needs and projects.

2017 TAX INCREMENT FINANCING PROGRAM

Capital projects funded through the City's tax increment financing (TIF) program are accounted for within the City's overall capital improvement plan, as described above. The following is additional detail regarding the TIF program and the

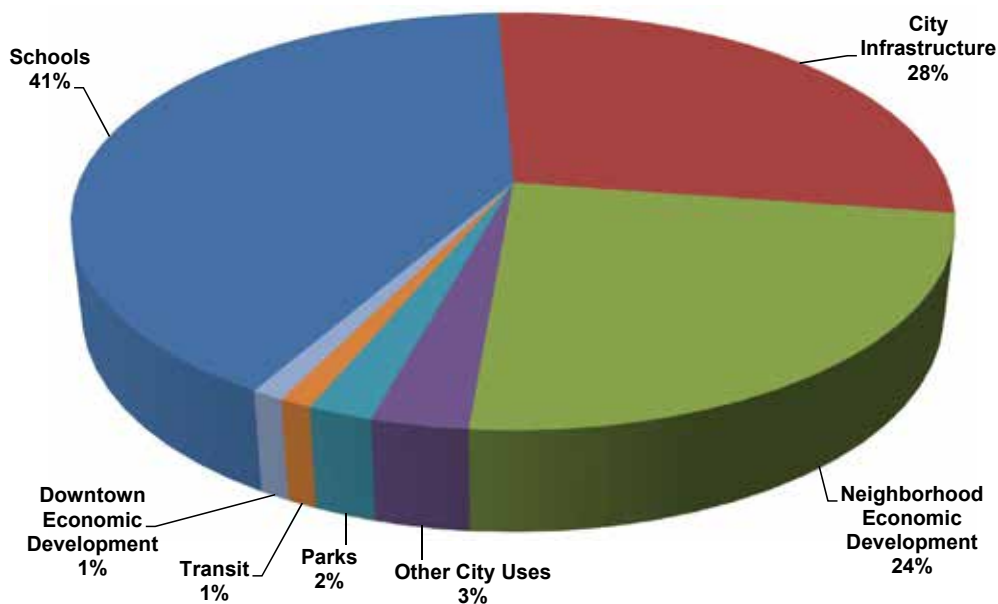
manner in which TIF funds will be utilized by the City in 2017. The TIF program is governed by a state law allowing municipalities to capture property tax revenues derived from the incremental equalized assessed value (EAV) above the base EAV that existed before an area was designated as a TIF district and use that money for community projects, public improvements, and incentives to attract private investment to the area. The intention is that the effective use of tax increment funds helps expand the tax base, thus increasing the amount of tax increment generated in the district for re-investment within the district and ultimately increasing the property tax base for taxing districts.

In 2017, the City anticipates collecting between \$437 and \$475 million in tax increment revenue from its 144 TIF districts. The chart presents the proposed TIF-funded programming for 2017 in the following categories:

- Neighborhood economic development, which includes the construction of affordable housing, the rehabilitation of existing homes and buildings, reimbursements to private developers for expenses on approved redevelopment projects, employment training programs, and TIF site preparation such as property assembly, demolition, relocation, and environmental work

2017 TIF PROGRAMMING

Chart 9



CAPITAL IMPROVEMENT PROGRAM (CONTINUED)

- City infrastructure, which includes the construction of and improvements to streets, sidewalks, and lighting, as well as City facilities like libraries, police stations, and fire stations
- Parks, which includes City-funded open space projects as well as improvements to Chicago Park District facilities such as parks, playgrounds, and field houses
- Schools, which includes the cost of rehabilitating existing schools, constructing new schools, and financing costs associated with those school construction projects
- Transit projects, which includes construction of new stations and improvements to existing Chicago Transit Authority facilities as well as improvements to CTA infrastructure
- Downtown economic development, which includes reimbursements to companies for job training and leasehold improvements of commercial office space intended to reduce commercial vacancy rates and increase employment downtown
- Other City uses, which includes debt service and program administration costs. Financing consists of funds allocated to pay principal and interest on bonds and notes, the proceeds of which are used to fund redevelopment and public improvement projects. Program administration includes staff costs as well as auditing and reporting costs related to implementing the TIF program

Links to TIF redevelopment plans, maps, 2015 financial audit reports, redevelopment agreements, projection reports, and searchable revenue and expenditure data for each district can be found at www.cityofchicago.org/TIF.

FINANCIAL AND BUDGETARY POLICIES

FINANCIAL AND BUDGETARY POLICIES

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

Fund Stabilization

The City will maintain sufficient fund balance to mitigate current and future risks, emergencies, or unanticipated revenue shortfalls. Due to improved financial and budget practices, the City has established and maintains three sources as unrestricted budgetary fund balance, also referred to as Budget Stabilization Fund or fund balance:

- Asset Lease and Concession Reserves: Revenues from the long-term lease of the Chicago Skyway and the concession agreement for the metered parking system comprise the City's Asset Lease and Concession Reserves.
- Operating Liquidity Fund: The City created this fund in 2016 and each year a portion of the unassigned fund balance will be assigned to it. This fund will provide reoccurring short-term funding solutions for City operations that are funded from a dedicated revenue source (e.g. Chicago Public Library property tax revenue), allowing the City to manage liquidity issues associated with timing of revenue collection.
- Unassigned Fund Balance: Surplus resources identified through the annual financial audit process make up the unassigned fund balance. However, the City's unassigned fund balance has grown annually since 2013 due in part to the improving economy, enhancements in revenue systems, including debt collection and investment strategies, and ongoing savings and efficiencies.

As part of its budget stabilization policy, the City will adhere to the GFOA recommendation that governments maintain an unrestricted budgetary fund balance in their general fund

of no less than two months of operating expenses. Further, the City does not appropriate more than one percent of the value of the annual corporate budget from the prior year's audited unassigned fund balance in the current year's budget.

Balanced and Comprehensive Budgeting

- The City 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 City Council hearings, community forums, written or electronic submissions, or other appropriate means, and at any public hearings required by the Illinois Municipal Code (65 ILCS 5/8-2-6).
- 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.
- Long term debt will not be used to finance ongoing operating expenditures.

Financial Report and Long Term Financial Planning

Pursuant to Executive Order No. 2011-7, the Office of Budget and Management will issue by July 31 of each year a long-term budget and financial analysis which will include a historical expense and revenue trend analysis and a long-term financial forecast.

Grants Management

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

FINANCIAL AND BUDGETARY POLICIES (CONTINUED)

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, and meets Chicago's infrastructure needs.

Diverse Revenue System and Evaluation of Costs

- The City will maintain a diversified and stable revenue system that is responsive to the changing economy and designed to protect the City from short-term fluctuations in any individual revenue source.
- The City will not use revenue from volatile sources in an amount that exceeds normal growth rates for ongoing operating costs.
- User fees will be regularly evaluated and set at levels designed to support the full cost of the service.
- The City will critically evaluate tax and fee reductions and waivers to determine their value and impact on City services and finances.
- Where appropriate, the cost of City services will 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.

Declaring a TIF Surplus

Pursuant to Executive Order No. 2013-3, the City declares a surplus from TIF districts in an amount that is at least 25 percent of the available cash balance in the TIF, subject to the restrictions set forth in the Executive Order, after accounting for current and future project commitments and contingencies, revenue volatilities, tax collection losses, and tax liabilities.

2017 BUDGET OVERVIEW

How CHICAGO BUDGETS

HOW CHICAGO BUDGETS BUDGET PROCESS

BUDGET PROCESS

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

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

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

Throughout the remainder of the summer, OBM continues the process of developing detailed departmental budgets through reviewing each department's operating and programmatic needs. OBM also evaluates anticipated Citywide expenses such as pension contributions and employee health care, while estimating the amount of revenue that the City will collect in the following year. In the fall, the Mayor's Office and OBM work with departments to develop one final budget. The Mayor's proposed budget is introduced to the City Council on or before October 15th of each year.

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

HOW CHICAGO BUDGETS (CONTINUED)

BUDGET DOCUMENTS

BUDGET DOCUMENTS

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

ANNUAL FINANCIAL ANALYSIS

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

BUDGET OVERVIEW

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

BUDGET RECOMMENDATIONS

By Executive Order, 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, the Budget Recommendations contain line item detail for all local funds and an outline of the City's anticipated grant funding for the coming year. At the same time, line item budgets for the anticipated grants are posted online. Once approved by the City Council, the Budget Recommendations, along with any amendments, become the Annual Appropriation Ordinance.

CONSOLIDATED PLAN & ACTION PLAN

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

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

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

ANNUAL APPROPRIATION ORDINANCE

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

CAPITAL IMPROVEMENT PROGRAM

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

HOW CHICAGO BUDGETS (CONTINUED)

BUDGET CALENDAR

BUDGET CALENDAR

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

JUNE

Departments submit preliminary revenue and expenditure estimates to the Office of Budget and Management (OBM).

JULY

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

JULY/AUGUST/SEPTEMBER

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

OCTOBER

On or before October 15th, the Mayor submits a proposed budget to City Council. The City Council conducts hearings on the budget, including at least one public hearing to gather comments on the proposed budget.

NOVEMBER/DECEMBER

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

JANUARY

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

THROUGHOUT THE YEAR

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

HOW CHICAGO BUDGETS (CONTINUED)

BASIS OF BUDGETING

BASIS OF BUDGETING

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

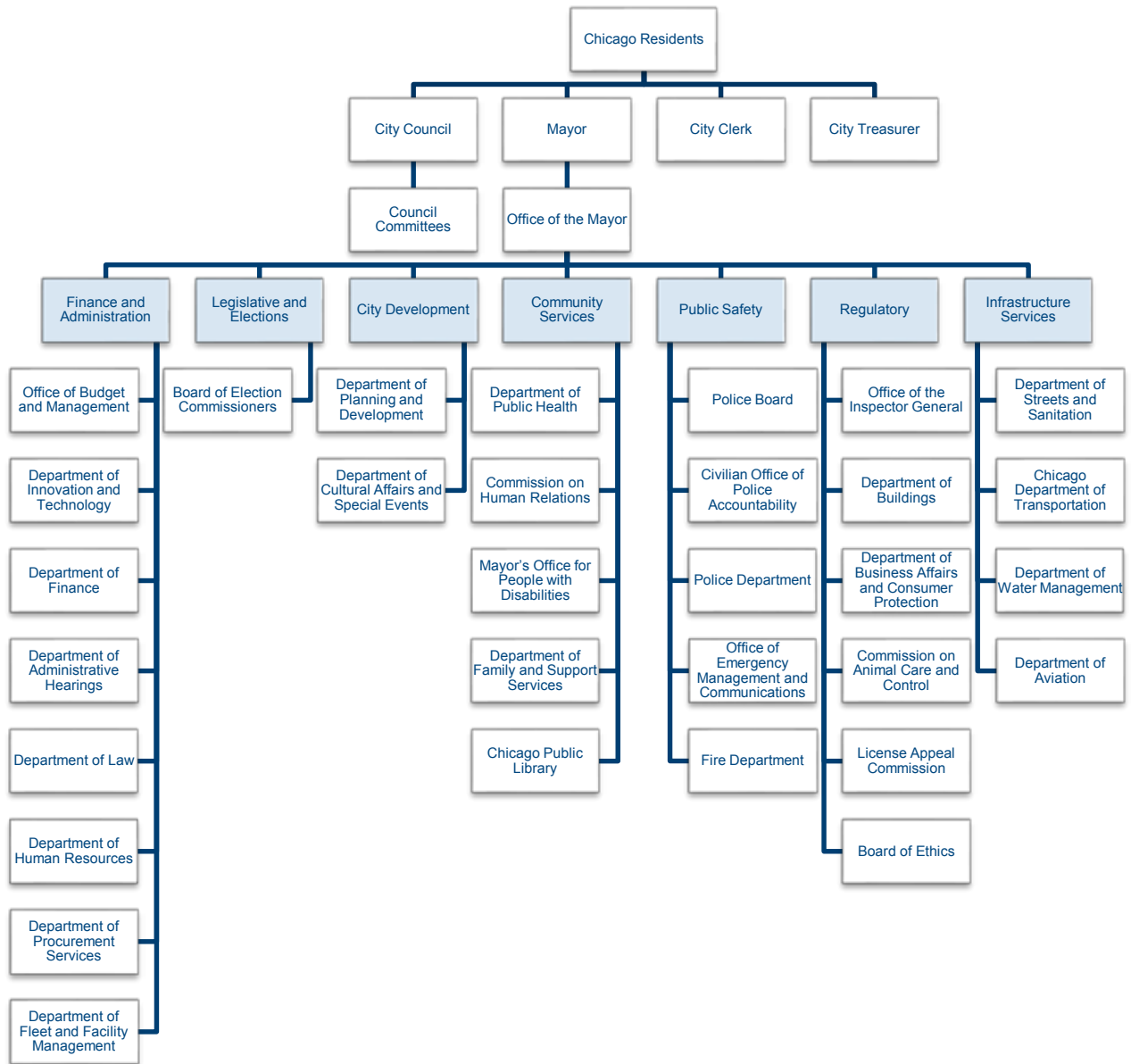
The City records revenues from fees for licenses and permits, charges for services, and other revenues when received in cash at the time of the issuance of the license or permit or the provision of the service. For budgeting purposes, property taxes are considered revenue for the year in which the taxes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

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

The City's budgetary basis of accounting described above differs from the City's GAAP basis reporting, which is used in the City's Comprehensive Annual Financial Report. 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)
CITY OF CHICAGO ORGANIZATIONAL CHART



2017 BUDGET OVERVIEW

PROGRAMS AND BUDGET
SUMMARIES BY DEPARTMENT

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

DEPARTMENTAL BUDGET SUMMARIES (INCLUDING BENEFITS)

The following table outlines the Non-Personnel and Personnel budget by department. The table also summarizes each department's approximate share of the city's total budget for Pension Contributions¹, Healthcare and Other Benefits².

In the City budget, pension contributions, healthcare and other benefits are budgeted as a citywide expense in Finance General. The summary below is an allocation based on each department's share of overall budgeted salaries and wages.

City Departments by Function	Non-Personnel	Personnel	Healthcare & Other Benefits	Pension
Finance and Administration				
Office of The Mayor	\$ 426.3	\$ 7,136.2	\$ 1,627.6	\$ 1,123.4
Office of Budget and Management	\$ 7,797.7	\$ 4,380.7	\$ 933.2	\$ 644.1
Department of Innovation and Technology	\$ 18,365.7	\$ 11,163.5	\$ 2,506.3	\$ 1,730.0
City Clerk	\$ 3,244.2	\$ 6,760.0	\$ 1,428.4	\$ 985.9
Department of Finance	\$ 40,824.8	\$ 44,784.3	\$ 9,813.5	\$ 6,812.9
City Treasurer	\$ 1,345.1	\$ 2,693.7	\$ 579.9	\$ 400.3
Department of Administrative Hearings	\$ 5,410.9	\$ 3,180.2	\$ 697.4	\$ 481.4
Department of Law	\$ 3,661.3	\$ 34,099.3	\$ 7,546.5	\$ 5,208.9
Department of Human Resources	\$ 744.1	\$ 6,509.7	\$ 1,384.3	\$ 955.5
Department of Procurement Services	\$ 837.5	\$ 7,860.7	\$ 1,736.8	\$ 1,204.9
Department of Fleet and Facility Management	\$ 250,738.9	\$ 93,124.3	\$ 20,182.6	\$ 14,114.5
Infrastructure Services				
Department of Streets and Sanitation	\$ 86,813.0	\$ 170,215.4	\$ 35,888.5	\$ 27,786.8
Department of Transportation	\$ 485,678.0	\$ 118,949.4	\$ 25,308.0	\$ 18,761.9
Department of Aviation	\$ 680,212.5	\$ 138,065.8	\$ 27,967.4	\$ 19,844.8
Department of Water Management	\$ 101,997.5	\$ 196,514.1	\$ 42,250.4	\$ 31,012.7
Public Safety				
Chicago Police Board	\$ 190.4	\$ 283.3	\$ 35.5	\$ 24.5
Civilian Office of Police Accountability	\$ 1,396.9	\$ 5,798.0	\$ 1,983.5	\$ 1,369.1
Office of Emergency Management and Communications	\$ 138,946.2	\$ 102,112.4	\$ 20,153.3	\$ 13,916.5
Chicago Fire Department	\$ 26,201.3	\$ 600,528.9	\$ 109,203.3	\$ 228,481.3
Police Department	\$ 71,852.5	\$ 1,400,857.2	\$ 262,096.6	\$ 509,258.5
Community Services				
Department of Public Health	\$ 89,661.6	\$ 48,033.8	\$ 10,858.3	\$ 7,494.8
Commission on Human Relations	\$ 365.4	\$ 1,770.0	\$ 397.8	\$ 274.6
Mayor's Office for People with Disabilities	\$ 2,479.2	\$ 2,356.9	\$ 514.0	\$ 354.8
Department of Family and Support Services	\$ 353,865.5	\$ 39,460.2	\$ 6,289.4	\$ 4,341.1
Chicago Public Library	\$ 14,624.6	\$ 57,814.1	\$ 13,001.9	\$ 8,974.4
City Development				
Department of Cultural Affairs and Special Events	\$ 26,844.7	\$ 6,473.8	\$ 1,437.8	\$ 992.4
Department of Planning and Development	\$ 145,178.7	\$ 19,668.7	\$ 4,371.0	\$ 3,017.0
Regulatory				
Office of Inspector General	\$ 1,083.1	\$ 7,558.3	\$ 1,658.9	\$ 1,145.0
Department of Buildings	\$ 7,531.9	\$ 28,751.5	\$ 6,224.3	\$ 4,296.2
Department of Business Affairs & Consumer Protection	\$ 5,075.7	\$ 14,297.3	\$ 3,212.3	\$ 2,217.3
Commission on Animal Care and Control	\$ 1,705.3	\$ 4,635.4	\$ 1,002.5	\$ 691.9
License Appeal Commission	\$ 102.5	\$ 76.9	\$ 16.6	\$ 11.5
Board of Ethics	\$ 69.4	\$ 756.4	\$ 162.8	\$ 112.3
Legislative And Elections				
City Council	\$ 5,821.6	\$ 21,441.4	\$ 3,814.4	\$ 2,632.9
Board of Election Commissioner	\$ 3,530.0	\$ 7,194.3	\$ 1,447.5	\$ 999.1

¹ Pension Contributions: amount does not include \$110 million pension contribution that is budgeted for the Municipal Employees' Annuity and Benefit Fund (MEABF) and paid by the City on behalf of employees at Chicago Public Schools.

² Healthcare and Other Benefits: includes healthcare, unemployment insurance, worker's compensation and general liability, social security and medicare.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

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

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

INFRASTRUCTURE SERVICES

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

The Infrastructure Service departments include:

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

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

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

PUBLIC SAFETY

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

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

COMMUNITY SERVICES

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

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

CITY DEVELOPMENT

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

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

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

REGULATORY

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

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

LEGISLATIVE AND ELECTIONS

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

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

GENERAL FINANCING REQUIREMENTS

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

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PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT FINANCE AND ADMINISTRATION

FUNDING COMPARISON BY FUNCTION

FUNCTIONAL CATEGORY	2016 Appropriation	2017 Recommendation
Finance and Administration	547,654,687	557,291,183
Infrastructure Services	1,654,888,084	1,992,835,462
Public Safety	2,303,631,540	2,383,262,424
Community Services	571,312,404	638,151,071
City Development	184,044,188	200,370,246
Regulatory	71,018,269	73,959,021
Legislative And Elections	41,734,209	37,987,307
General Financing Requirements	4,444,730,619	4,696,352,286
Grand Total	\$9,819,014,000	\$10,580,209,000
Deduct:		
Proceeds	715,954,000	774,154,000
Grant Funds	1,264,454,000	1,587,789,000
NET TOTAL	\$7,838,606,000	\$8,218,266,000

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

Finance and Administration FUNDING COMPARISON BY DEPARTMENT		
Department	2016	2017
Office of the Mayor	9,520,240	7,789,560
Office of Budget and Management	16,817,722	12,757,687
Department of Innovation and Technology	28,481,021	30,022,988
City Clerk	10,047,352	10,004,219
Department of Finance		
City Comptroller	2,981,951	2,896,815
Accounting and Financial Reporting	12,250,022	11,294,983
Financial Strategy and Operations	8,340,125	8,308,885
Revenue Services and Operations	60,883,946	63,424,210
Dept Total	84,456,044	85,924,893
City Treasurer	4,188,955	4,038,741
Department of Administrative Hearings	8,188,136	8,591,069
Department of Law	37,045,393	38,299,994
Department of Human Resources	6,603,819	7,253,808
Department of Procurement Services	7,859,038	8,698,219
Department of Fleet and Facility Management		
Bureau of Finance and Administration	3,616,142	3,652,313
Bureau of Facility Management	71,246,851	74,790,249
Bureau of Asset Management	160,134,513	155,075,537
Bureau of Fleet Operations	99,449,461	110,391,906
Dept Total	334,446,967	343,910,005
Total - Finance and Administration	\$547,654,687	\$557,291,183

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

CITY DEVELOPMENT

OFFICE OF THE MAYOR

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

- **Chief of Staff** – Manages Mayor's Office staff, leads and coordinates the day-to-day responsibilities through a team which serves as the liaison to departments, constituents, community service organizations, and private sector entities.
- **Scheduling Office** – Manages Mayoral schedule, responds to all Mayoral constituent letters and speaking requests, and coordinates official visits and meetings.
- **Office of Legislative Counsel and Government Affairs** – Promotes the City's policy agenda at the federal, state, and local levels of government and works closely with a wide variety of public and private organizations and individuals to identify, prioritize, and implement City initiatives through legislation.
- **Press Office** – Disseminates information to the media and the public regarding the City's programs and services.

payments from downtown developers building large-scale projects in the Central Business District, was established in 2016 and will receive nearly \$9.7 million in payments in the beginning of 2017. These funds will support the City's broader strategy to invest in the commercial corridors of neighborhoods where jobs are most needed.

Home Buyer Assistance Program – In 2016, the Mayor's Office, in partnership with the Chicago Infrastructure Trust, launched the Home Buyer Assistance Program to help make home ownership possible for more working families throughout Chicago. The Home Buyer Assistance Program offers grants that support down payments and closing costs, and is open to families and individuals who are buying a home or refinancing an existing mortgage.

100,000 Opportunities Initiative – Launched last summer in Chicago, this employer-led coalition is committed to creating pathways to meaningful employment for America's young people. Through a partnership with the Howard Schultz Foundation, Thrive Chicago, and the Chicago-Cook Workforce Partnership, the Emanuel Administration has partnered with more than 50 businesses to provide jobs to more than 2,000 out-of-school and out-of-work youth. The Administration will continue to work with Thrive Chicago, the Emerson Collective, Get In Chicago, and other philanthropic and community stakeholders to develop a comprehensive strategy for employing disconnected youth.

2016 Highlights and 2017 Initiatives

Neighborhood Economic Development – Neighborhood economic development continues to be a priority in the 2017 budget, and the Mayor's Office will continue to drive this growth. Consistent with the recommendations presented by the Mayor's Second Term Priorities Committee last year, an office of Neighborhood Development, headed by a Chief Neighborhood Development Officer, was created to ensure various City initiatives are implemented in a way that maximizes the economic benefit to Chicago neighborhoods.

A variety of economic initiatives were launched in 2016 that will continue to benefit neighborhoods for years to come. The Neighborhood Opportunity Fund, supported by

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

OFFICE OF THE MAYOR

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

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	68	6,276,667	69	6,566,913
Special Events and Municipal Hotel Operators' Occupation	6	550,686	5	382,056
Tax Fund				
Other Grant Funds	6	2,692,887	6	840,591
Total Full-time Equivalent Positions and Amounts	80	\$9,520,240	80	\$7,789,560

ALLOCATION

Personnel Services	7,242,633	7,363,227
Non-Personnel Services	2,277,607	426,333

Program Summary and Description	FTEs	2017 Funding
EXECUTIVE	4	471,602
ADMINISTRATION	43	4,603,789
PRESS OFFICE Coordinates the exchange of information between the administration, the media, and the public.	13	1,192,070
LEGISLATIVE COUNSEL & GOVERNMENT AFFAIRS Represents the City at local, state, and federal levels to secure funding, legislation, and public support.	16	1,555,513
INTERNATIONAL RELATIONS Connects Chicago with cities around the world to promote mutually beneficial activities that will enhance the City's global position.	4	270,967
TURNOVER		(304,381)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

OFFICE OF BUDGET AND MANAGEMENT

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

- **City Budget** – Each July, OBM issues the City's Annual Financial Analysis, pursuant to Executive Order 2011-7, that provides a clear fiscal foundation for the following year's budget proposal. 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 key elements of City finances such as pensions, debt obligations, and TIF programming.
- **Capital Improvement Program** – OBM updates the funding projections and status of all projects that are part of the City's CIP.
- **Grants Administration** – OBM oversees applications for federal and state grants, monitors expenditures and performance, and ensures compliance by all departments receiving grants. Major federal grants include the Community Development Block Grant, HOME Investment Partnership, Housing Opportunities for People with AIDS, Emergency Solutions Grants, and Urban Area Security Initiative.
- **Management Initiatives** – OBM functions as an internal consultant to City departments, assessing operations, efficiency, and quality of services, and helping departments determine appropriate improvements and initiatives that can be made. OBM works with the Mayor's Office and departmental staff to review programs and performance. OBM makes resource adjustments, process changes, or policy decisions to provide the highest quality services in the most efficient and cost effective manner possible.

2016 Highlights and 2017 Initiatives

Administering the City of Chicago Property Tax Rebate Program – In July 2016, the City Council approved the Property Tax Rebate Program that allows eligible Chicago homeowners to receive rebates on recent increases to property taxes. OBM is working with delegate agencies and other City departments, to administer the program from multiple neighborhood locations. The program will conclude at the end of 2016.

Enhancing Budget Reporting with the Online Annual Financial Analysis – Since 2012, OBM has prepared the Annual Financial Analysis that details the City's commitment to long-term financial stability. The Annual Financial Analysis provides the fiscal contours that inform the City's financial management. To reduce printing costs and to enhance the public discourse, the 2016 Annual Financial Analysis was published on-line.

Assisting with Pension Reform – Throughout 2016, OBM played an integral role in developing pension funding reform plans for the Municipal and Laborers' pension funds, following the Illinois Supreme Court's decision to overturn the City's previous pension reform law – SB1922. To put the City's largest pension fund – the Municipal pension fund – on a path to solvency, OBM worked closely with the Office of the Chief Financial Officer to establish a water-sewer utility tax that will support a responsible funding ramp to actuarially-required contributions in 2022.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

OFFICE OF BUDGET AND MANAGEMENT

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

FUND SOURCE(S)	2016		2017	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	25	2,352,488	32	2,976,298
Water Fund	1	121,644	1	124,080
Tax Increment Financing Administration Fund	2	147,467	1	96,720
Community Development Block Grant	3	3,561,863	3	3,684,180
Other Grant Funds	14	10,634,260	13	5,876,409
Total Full-time Equivalent Positions and Amounts	45	\$16,817,722	50	\$12,757,687

ALLOCATION

Personnel Services	4,476,551	4,960,035
Non-Personnel Services	12,341,171	7,797,652

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	4	523,487
REVENUE AND EXPENDITURE ANALYSIS Prepares annual budget recommendations, and monitors revenue and spending throughout the year. Projects revenue for annual appropriation ordinances. Analyzes revenue impact of new initiatives. Monitors grant expenditures and performance. Works with departments to comply with audit requirements.	15	1,315,633
MANAGEMENT INITIATIVES Evaluates current City programs and helps departments implement new initiatives to increase the efficiency and effectiveness of City government.	5	454,872
COMPENSATION CONTROL Monitors citywide personnel and compensation approvals as they relate to the annual appropriation. Develops, deploys, and maintains all technical applications used to support the operating and capital budgets, and implements new system designs and enhancements.	6	504,072
CAPITAL AND INFRASTRUCTURE MANAGEMENT Monitors Capital and Infrastructure funds and project spending throughout the year.	5	461,172
DATA ANALYTICS Create, design, and deliver summary reporting based on data collection and analysis, including public records such as the Annual Financial Analysis (AFA) and Quarterly Budget Reports, as well as management reports on citywide expenditures, personnel tracking, and property tax projections. Design, develop, deploy, maintain and support all users of citywide operating and capital budget applications.	6	540,343
TIF PROGRAM MANAGEMENT Monitors Tax Increment Financing (TIF) funds and project spending throughout the year.	1	96,720

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

OFFICE OF BUDGET AND MANAGEMENT

Program Summary and Description	FTEs ²⁰¹⁷	Funding
CENTRAL GRANTS MANAGEMENT	8	9,086,364
Prepares annual grant budget recommendations, and monitors grant expenditures and performance. Works with departments to comply with audit requirements.		
TURNOVER		(224,976)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

DEPARTMENT OF INNOVATION AND TECHNOLOGY

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

2016 Highlights and 2017 Initiatives

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

Transitioning Departments to Paperless Processes – The Paperless Initiative is a multi-year project to migrate customer application processes online. DoIT has begun work on or completed the following online migrations in order to make it easier to apply for a license or permit, and to reduce manual data entry by City staff:

- Working with the Department of Business Affairs and Consumer Protection (“BACP”), DoIT developed a new online system to assist those applying for business licenses. More than 65 business activities are now available online.
- DoIT is migrating and updating the Department of Buildings’ Annual Inspection Certification program to improve customer experience and support audit inspection functionality for third party elevator inspections.
- In 2017, with support from the Mayor’s Small Business Task Force, DoIT will develop the Chicago Business Portal, an automated question-based decision guide that will identify all required permits and licenses associated with a business or project. Key goals for the portal include personalized dashboards to provide a single view of multiple active applications, developing web application pages for business licenses and permits, and generating task lists based on customer responses that can be saved for later use.

Modernizing Data Storage – By the end of 2016, 110 out of 150 of the City’s remote office locations will be fully migrated off of costly legacy frame relay data circuits onto modern enterprise network connectivity options. These modern options will help reduce DoIT’s data circuit expenditure by \$630,000 annually, and greatly increase network speed.

Increasing the Efficiency of City Services through Predictive Analytics – The City continues to use predictive analytics to improve service delivery department-wide. In 2016, DoIT piloted a model to increase the accuracy of when notifications are issued for elevated E. coli levels at Chicago’s beaches. In early 2017, DoIT will pilot a predictive analytics model using data collected by the Department of Buildings to anticipate where elevator violations could occur throughout the City.

City’s First Universal Pre-K Application Portal – In 2016, DoIT worked with the Department of Family and Support Services and Chicago Public Schools to launch an application portal for parents, streamlining the process of enrolling their children for early childhood education. The first phase of this project targeted children from ages 3 to 5. The universal application will be extended to ages 0 to 2 by Spring 2017.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

DEPARTMENT OF INNOVATION AND TECHNOLOGY

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

FUND SOURCE(S)	2016		2017	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	91	17,882,961	92	19,990,043
Water Fund		6,467,813		6,337,313
Library Fund	14	1,157,867	14	1,202,879
Other Grant Funds	13	2,972,380	12	2,492,753
Total Full-time Equivalent Positions and Amounts	118	\$28,481,021	118	\$30,022,988

ALLOCATION

Personnel Services	11,441,737	11,657,316
Non-Personnel Services	17,039,284	18,365,672

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	11	1,221,614
ENTERPRISE ARCHITECTURE	26	5,824,019
Designs and manages complex components of the City's enterprise network, including application, database, network, reporting, server, and storage needs. Mitigates information security risks.		
PUBLIC SERVICES APPLICATIONS	8	4,649,099
Designs, develops, and manages service systems, such as the Customer Service Request System.		
GEOGRAPHIC INFORMATION SYSTEMS	3	578,674
Assists departments in utilization of geographic information systems (GIS).		
SHARED SERVICES	22	2,299,851
Streamlines City technology and unifies innovation goals by coordinating with citywide IT staff from other departments.		
TECHNICAL OPERATIONS	12	2,563,715
Maintains the computing infrastructure of the City, including support for all hardware and software initiatives.		
ENTERPRISE APPLICATIONS	8	8,709,924
Maintains citywide financial management systems, including purchasing and human resource systems. Designs, develops, and manages citywide regulatory systems that ensures compliance standards.		
ADVANCED ANALYTICS AND DATA MANAGEMENT	17	2,085,509
Stores, analyzes, researches, visualizes, publishes, and makes available data for City users and the public.		

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF INNOVATION AND TECHNOLOGY

Program Summary and Description	FTEs	2017 Funding
SOFTWARE DEVELOPMENT Designs, develops, and maintains custom software to address City needs, including: online payment processing and 311 service request routing. Maintains the City of Chicago website, Explore Chicago, and the City's Intranet.	8	1,914,072
ENTERPRISE CONTENT MANAGEMENT Develops enterprise content management strategies and solutions, and helps streamline duplicate business processes for City departments.	3	632,729
TURNOVER		(456,218)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

OFFICE OF THE CITY CLERK

The Office of the City Clerk maintains the official documents and records of the City, including all City Council legislation. In addition, the City Clerk provides information to residents regarding the legislative process and oversees the sale and issuance of vehicle stickers, residential parking daily permits, and dog licenses.

- **Licenses and Permits** – Nearly 1.3 million Chicago City Vehicle Stickers are sold each year, revenues from sticker sales are used in part to maintain and repair the City's 4,000 miles of streets. The program – including the sale of zone parking permits, residential parking daily permits – will generate approximately \$145 million in revenue for the City of Chicago in 2016.
- **Record Keeping** – The City Clerk oversees and tracks the legislative process, from the introduction of proposed legislation, to Committee referral, to final approval and publication in the official City Council Journals of Proceedings.
- **Public Access to Legislation** – To inform and encourage public participation in the legislative process, the City Clerk provides an online, searchable Legislative Information Center with all legislation, committee details, and City Council meeting videos archived since December 2010. During City Council meetings, the Office of the City Clerk provides live streaming of meetings.

2016 Highlights and 2017 Initiatives

Convenient Residential Parking Permits – Eligible customers now have the option of buying three sheets per month of residential parking daily permits used in residential parking zones, instead of just two. This change drove an increase in sales revenue in 2016 by as much as \$600,000 over 2015.

More Efficient Vehicle Stickers – Thanks to better targeting of scofflaws and better management of policies, vehicle sticker sales will again hit a high water mark in terms of sales and revenue. In 2016, total revenue from the vehicle sticker program is estimated to reach \$138 million, an increase of \$40 million over the 2011 revenue. This revenue growth is the result of the overhaul of business operations that has led to the projected sale of 84,000 more vehicle stickers in 2016 compared to 2015.

For the first time in recent history, the Office of the Chicago City Clerk reduced transaction fees for the transfer and replacement of vehicle stickers. Fees of \$20.00 and \$30.00, respectively, were reduced to \$5.00 in September 2016. Previously set as fraud reduction measures, the prices could be right sized thanks to new policies requiring the display of unique, customized information on all vehicle stickers. As many as 50,000 Chicagoans will benefit each year from these fee reductions.

The Office of the City Clerk's Year-Round Sales Program of vehicle stickers is now in its third year, and customers continue to benefit from a number of improvements including shorter wait times and improved customer service over the phone, via email and in person. This has also helped to reduce overtime by nearly 70 percent since 2011.

Throughout 2017, the Office of the City Clerk will continue to look for opportunities to further streamline the vehicle sticker program and improve service for motorists.

Auditing Record Keeping to Enhance Efficiencies – The Office of the City Clerk has contracted with a vendor to provide an independent business audit of the internal processes of the Council Services Division. Council Services is responsible for scanning, filing, and archiving tens of thousands of documents that are filed through the City Council during monthly meetings.

Modernizing Vehicle Stickers – In 2017, the Office of the Clerk is seeking to digitize residential parking daily permits. Each year the Office of the Clerk sells approximately 1.6 million daily permits. Under new rules, users would not be required to physically display the permits in their windshield, but instead purchase the product and assign them to vehicles via their smartphone or computer.

Launching a Municipal ID Program – The City Clerk, working closely with the Mayor's Office, will launch the first phase of a Municipal ID program for Chicago residents. One million dollars is allocated to this initiative as part of the FY2017 budget. The Chicago Municipal ID will be available to Chicago residents, granting them access to City services, cultural institutions, programs, and other benefits. Chicago residents will be able to more easily navigate the programs, services, and benefits available to them no matter what neighborhood they live in or where they come from.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

CITY CLERK

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

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	33	3,124,117	33	3,149,155
Vehicle Tax Fund	63	6,923,235	63	6,855,064
Total Full-time Equivalent Positions and Amounts	96	\$10,047,352	96	\$10,004,219

ALLOCATION

Personnel Services	6,697,731	6,759,985
Non-Personnel Services	3,349,621	3,244,234

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	6	648,109
CITY COUNCIL SUPPORT	27	2,468,891
Conducts and records all official meetings of the City Council.		
LICENSE MANAGEMENT	63	6,973,067
Administers the City's vehicle sticker program and distributes all general City licenses.		
TURNOVER		(85,848)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

DEPARTMENT OF FINANCE

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

2016 Highlights and 2017 Initiatives

Launching Unified Utility Bill – In 2016, DOF worked with the Department of Innovation and Technology, the Department of Streets and Sanitation, and the Office of Budget and Management to launch a new, unified utility bill that includes charges for water, sewer, and garbage collection. In October 2015, the Chicago City Council implemented a garbage fee on residences receiving City-provided garbage services. To implement accurate billing, DOF and contractors audited multiple sources of data to limit any billing discrepancies. An online self-certification process was also implemented to allow residents to confirm the number of dwelling units at their property prior to billing.

Improving Financial Reporting – In July 2016, DOF released the 2015 Comprehensive Annual Financial Report, which details the significant progress the City and DOF made in improving financial reporting and accountability. For the fourth straight year, independent auditors did not find any material deficiencies.

Simplifying Business Tax Return Process – In 2016, the Tax Division implemented the online filing of all tax returns. Impacted taxpayers can now complete their returns on the City's website with a click of a button, without having to fill out the forms, perform calculations, or mail the return forms. This simple online process has reduced the amount of paper DOF receives, resulted in a decrease in storage fees, and provided for more efficient collection of outstanding balances. The Tax Division also reallocated existing employee resources previously dedicated to the processing of paper returns.

Implementing Online Payment Plans – In fall of 2016, DOF fully implemented the City's online payment plan functionality for the payment of parking tickets. This functionality provides a convenient self-service option for residents who would like to pay their parking, red light camera, and automated speed camera tickets.

Employing Additional Debt Collection Strategies – DOF utilizes multiple tools to collect delinquent debt, including: multiple notifications; license and permit holds on business licenses and building permits; vehicle booting and driver's license suspension; participation in the Illinois Comptroller's Local Debt Recovery Program; tax discovery and business tax audits; and referral to collection firms. In the upcoming year, DOF plans to build on current debt collection tools by utilizing enhanced data analytics, expanding business debt checks, and exploring other enforcement measures to increase collections and business tax compliance.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF FINANCE

City Comptroller

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

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	33	2,953,195	31	2,868,059
Water Fund		6,552		6,552
Sewer Fund		9,100		9,100
Chicago Midway Airport Fund		6,552		6,552
Chicago O'Hare Airport Fund		6,552		6,552
Total Full-time Equivalent Positions and Amounts	33	\$2,981,951	31	\$2,896,815

ALLOCATION

Personnel Services	2,883,721	2,799,035
Non-Personnel Services	98,230	97,780

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	31	3,029,536

TURNOVER (132,721)

DEPARTMENT OF FINANCE

Accounting and Financial Reporting

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	48	4,845,660	56	5,475,364
Water Fund	3	225,409	3	258,609
Chicago Midway Airport Fund	2	190,503	2	165,081
Chicago O'Hare Airport Fund	23	2,043,241	24	2,122,254
Tax Increment Financing Administration Fund	6	744,261	6	748,974
Community Development Block Grant	6	1,217,152	6	1,229,158
Other Grant Funds	4	2,983,796	3	1,295,543
Total Full-time Equivalent Positions and Amounts	92	\$12,250,022	100	\$11,294,983

ALLOCATION

Personnel Services	8,109,340	8,632,551
Non-Personnel Services	4,140,682	2,662,432

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	3	458,622

ACCOUNTING AND FINANCIAL REPORTING 97 11,117,085

Provides accounting, auditing, and financial reporting for all components of the City.

TURNOVER (280,724)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

DEPARTMENT OF FINANCE

Financial Strategy and Operations

FUND SOURCE(S)	2016		2017	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	77	7,060,367	68	6,883,278
Water Fund	4	288,015	4	310,168
Vehicle Tax Fund	5	503,860	4	427,552
Sewer Fund		50,000		79,140
Chicago Midway Airport Fund	2	220,795	2	254,997
Chicago O'Hare Airport Fund	2	217,088	2	353,750
Total Full-time Equivalent Positions and Amounts	90	\$8,340,125	80	\$8,308,885

ALLOCATION

Personnel Services	7,181,882	6,665,941
Non-Personnel Services	1,158,243	1,642,944

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	1	134,316
FINANCIAL STRATEGY AND OPERATIONS	79	8,422,321
Develops financial policy recommendations. Manages the City's debt portfolio and cash position. Audits, processes, and schedules all City vendor payments. Manages the distribution and audit of all City payrolls and maintains payroll systems. Manages all personal property and casualty risks and employee benefits programs.		
TURNOVER		(247,752)

DEPARTMENT OF FINANCE

Revenue Services and Operations

FUND SOURCE(S)	2016		2017	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	416	52,438,679	415	53,327,010
Water Fund	33	7,376,468	34	8,441,540
Vehicle Tax Fund	7	1,068,799	7	1,655,660
Total Full-time Equivalent Positions and Amounts	456	\$60,883,946	456	\$63,424,210

ALLOCATION

Personnel Services	26,420,096	27,002,590
Non-Personnel Services	34,463,850	36,421,620

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	2	810,891
PAYMENT PROCESSING	62	7,100,078
Provides and oversees cashiering and reporting of payments made to the City. Manages and operates payment centers throughout the City.		

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

TAX POLICY AND ADMINISTRATION	69	6,740,775
Provides and oversees City tax administration, enforcement, policy formation, and customer service.		
STREET OPERATIONS	238	18,222,482
Provides and oversees parking enforcement and booting operations, and manages the residential disabled permit program.		
ACCOUNTS RECEIVABLE	85	31,293,368
Oversees and performs billing and citation notices. Manages collection and cost recovery of various debts owed to the City.		
TURNOVER		(743,384)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

CITY TREASURER'S OFFICE

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

The Treasurer's Office is composed of three divisions:

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

2016 Highlights and 2017 Initiatives

Youth Financial Education – The Treasurer's Office is a partner with Mayor Rahm Emanuel's "One Summer Chicago" program. The CTO helps connect youth participants with safe banking products from the BankOn Chicago program, provides financial education, and assists youth mentoring via the Economic Youth Council organization.

Predatory Lending Advocacy for Small Business and Community Engagement – The CTO co-hosted 11 financial education and 77Proud outreach events providing Chicagoans with resources including income tax prep, personal retirement and investment planning and resource availability. In addition

to this community based approach, CTO has also been working with partners throughout the state to pursue first-in-the-nation legislation to protect small businesses from predatory online lending. Many small companies, desperate for loans to keep their companies afloat, have sought out online lenders. The industry is unregulated, and loans often have exorbitant interest rates and fees that are not clearly disclosed to the borrower.

IT/Investment System Upgrade – The CTO continues to improve the office's technology infrastructure, particularly the platforms used to oversee and manage the portfolio and trading operations. Those systems had not been updated in over 15 years. The upgrades are currently in progress, with the CTO currently having access to real time information on markets and future improvements which will allow more robust management of portfolios with real time compliance and other critical functionality.

Quarterly Earnings Calls – As a fiduciary of the City's investment portfolio, the CTO wants to ensure that the office provides detailed and clear information about investment returns. Quarterly Earnings Calls are a regular occurrence for any other investment fund or company. By borrowing this private sector best practice, the Treasurer has made the performance of the CTO transparent to our investors—the residents and taxpayers in the City. Roughly 700 people have joined our Quarterly Earnings Calls over the last year. The calls have successfully engaged financial professionals as well as community leaders and local residents throughout Chicago.

Thought Leader Engagement – The CTO has engaged thought leaders from each of Chicago's 77 community areas, empowering them to develop neighborhood "Think Tanks" and to share ideas and information on monthly calls and in quarterly face-to-face meetings. This high level engagement has increased stakeholder understanding of the Treasurer's Office and City government generally. This engagement also provides stakeholders with the ability to prioritize financially focused needs within their own communities.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

CITY TREASURER

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

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	8	1,656,851	8	1,550,749
Water Fund	4	395,722	4	442,708
Sewer Fund	3	270,930	3	269,400
Chicago Midway Airport Fund	3	305,116	3	332,924
Chicago O'Hare Airport Fund	10	1,128,385	9	1,013,058
Tax Increment Financing Administration Fund	4	431,951	4	429,902
Total Full-time Equivalent Positions and Amounts	32	\$4,188,955	31	\$4,038,741

ALLOCATION

Personnel Services	2,755,567	2,693,689
Non-Personnel Services	1,433,388	1,345,052

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	7	869,744
PORTFOLIO MANAGEMENT Manages the City's investment portfolio.	10	1,501,610
FINANCIAL REPORTING Performs accounting and financial reporting duties for the City's revenue and disbursement accounts. Serves as liaison with outside auditors and City departments.	11	1,122,754
ECONOMIC DEVELOPMENT Develops and implements economic development programs, coordinates program marketing and public affairs, and works with financial institutions and other governmental offices.	3	544,633

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

DEPARTMENT OF ADMINISTRATIVE HEARINGS

The Department of Administrative Hearings (“DOAH”) is an independent entity that provides fair and impartial hearings and issues rulings on administrative matters related to public health, safety, and certain administrative violations on the public. DOAH appoints outside attorneys as administrative law judges to conduct hearings and adjudicate cases.

- **Customer Services** – Files motions to set aside defaults for all divisions and answers public inquiries at the Central Hearing Facility. Oversees the community service program, attends community meetings and aldermanic service fairs, and monitors the processing of FOIA requests.
- **Buildings Hearings** – Conducts hearings involving violations of the Building, Fire, and Zoning Codes.
- **Environmental Safety and Consumer Affairs** – Conducts hearings involving public vehicles, unlicensed businesses, deceptive or fraudulent business practices, unstamped cigarette sales, overweight trucks, and towed vehicles. Also hears cases regarding violations of the Health, Sanitation, Environmental, and Transportation Codes.
- **Municipal Hearings** – Conducts hearings for police issued citations, vehicle impoundments, vacant and unsecured property, unpaid taxes, debts owed to the City, and appeals from the denial of parade permits.
- **Vehicle Hearings** – Conducts hearings for parking, red light, automated speed camera, and booted vehicle violations.

2016 Highlights and 2017 Initiatives

Implementing E-Request for Vehicle Hearings – DOAH is now receiving e-requests for vehicle hearings, allowing respondents to request an in-person hearing or to electronically transmit their documents for a contest-by-mail hearing. Prior to this enhancement, requests were submitted via mail or in person. As of June 2016, DOAH received 24,149 e-request hearings.

Monitoring Case Backlogs – DOAH is implementing a new 100 percent clearance rate standard and creating a Quarterly Clearance Rate Report for each major case type. The reports identify the number of new cases opened and the number of cases closed each quarter for each case type. DOAH will analyze the reports to determine opportunities for greater efficiencies to clear cases and identify areas where potential case backlogs are developing.

Using Technology to Enhance Efficiencies – In 2017, DOAH plans to move cases from more City departments to the e-filing system. The Department of Streets and Sanitation is currently the only department utilizing the e-filing system. Electronically generated documents increase efficiency by requiring that the submitted documents are legible and all required fields are completed by the issuer.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF ADMINISTRATIVE HEARINGS

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

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	42	8,188,136	42	8,591,069

ALLOCATION

Personnel Services	3,084,954	3,180,187
Non-Personnel Services	5,103,182	5,410,882

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	13	1,165,951
CUSTOMER SERVICES Files motions to set aside defaults for all divisions and answers public inquiries at the Central Hearing Facility. Oversees the community service program, attends community meetings and aldermanic service fairs, and monitors the processing of FOIA requests.	5	1,507,173
BUILDING HEARINGS Conducts hearings that involve violations of the Building, Fire, and Zoning Codes.	5	606,701
CONSUMER AND ENVIRONMENTAL HEARINGS Conducts hearings involving public vehicles, unlicensed businesses, deceptive or fraudulent business practices, unstamped cigarette sales, overweight trucks, and towed vehicles. Also conducts hearings related to violations of the Health, Sanitation, Environmental, and Transportation Codes.	5	938,589
MUNICIPAL HEARINGS Conducts hearings for police issued citations, vehicle impoundments, vacant and unsecured property, unpaid taxes, debts owed to the City, and appeals from the denial of parade permits.	7	1,320,944
VEHICLE HEARINGS Conducts hearings for parking, red light, automated speed camera, and booted vehicle violations.	7	3,098,946
TURNOVER		(47,235)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

DEPARTMENT OF LAW

The Law Department (“DOL”) has 16 legal divisions and employs approximately 270 lawyers that handle litigation, transactional, and legislative projects covering a wide range of practice areas such as public finance, economic development, contracts, personal injury, civil rights, appeals, real estate and land use, and labor relations. Apart from transactional and litigation work, DOL attorneys are actively engaged in drafting, reviewing, and advising the City on proposed federal, state, and local legislation, and also ensuring that the City’s policies and operations comply with applicable legal requirements. DOL attorneys are involved in housing, nuisance abatement, environmental, and anticrime initiatives that significantly improve public safety and the quality of life in neighborhoods throughout Chicago.

2016 Highlights and 2017 Initiatives

Shielding Chicagoans from Harmful Drug Marketing – In 2016, DOL brokered a landmark agreement with Pfizer, Inc., that commits the company to strict standards for the marketing and promotion of prescription opioids, a class of highly addictive narcotic painkillers, to treat common, chronic pain conditions, such as back pain and arthritis. In June 2014, the City filed a lawsuit against five pharmaceutical manufacturers for misrepresenting the benefits of opioids and concealing the serious health risks associated with these drugs. As part of the agreement, Pfizer has committed to fairly and accurately disclose the risks of opioids in its promotional activities and external communications, including through its sales representatives who promote drugs directly to doctors. Chicago was the first city to file suit against leading opioid manufacturers alleging that these firms knowingly and aggressively marketed these drugs as rarely addictive, while touting benefits that lacked scientific support to boost profits.

Actively Collecting Outstanding Water and Sewer Service Charges – DOL’s Collections, Ownership and Administrative Litigation Division (COAL) made significant strides in collecting past due water and sewer debt in recent years. From May 31, 2015 to June 1, 2016, the City collected \$25.2 million in past due water and sewer debt, a 36 percent increase over the same period in 2014-2015. In March of 2016 alone, the City recovered over \$3 million in past due utility bills, the highest single month in water collections in recent years.

Enforcing the City’s Tax Code – The Revenue Litigation Division assisted in successful negotiations during the settlement of claims for Real Property Transfer tax when the Skyway and downtown Millennium Park garage concessions changed hands in 2016. Through those negotiations, the Skyway transfer brought \$21 million in additional tax revenue to the City, and the garage transfer brought in over \$1 million.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

DEPARTMENT OF LAW

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

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	337	28,132,391	343	28,750,881
Water Fund	16	1,570,655	16	1,578,927
Vehicle Tax Fund	22	1,278,252	24	1,449,003
Sewer Fund	7	775,909	7	805,030
Chicago Midway Airport Fund	4	474,317	4	466,037
Chicago O'Hare Airport Fund	19	1,839,490	22	2,187,029
Tax Increment Financing Administration Fund	12	1,175,496	13	1,278,202
Community Development Block Grant	19	1,798,883	18	1,784,885
Total Full-time Equivalent Positions and Amounts	436	\$37,045,393	447	\$38,299,994

ALLOCATION

Personnel Services	33,516,652	34,638,743
Non-Personnel Services	3,528,741	3,661,251

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	20	5,664,548
TORTS Defends the City and individual City employees in personal injury cases, intentional tort actions, medical malpractice cases, wrongful death actions, property damage matters, and workers' compensation cases. Represents the City as a plaintiff in cost recovery actions.	45	3,814,790
LEGAL INFORMATION AND INVESTIGATIONS Provides legal advice concerning the Freedom of Information Act (FOIA).	6	517,392
APPEALS Responsible for state and federal appellate work in the four appellate courts that handle Illinois cases.	13	1,209,869
BUILDING AND LICENSE ENFORCEMENT Enforces the Building and Zoning Codes by prosecuting code violations in both Housing Court and 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.	81	5,632,862
CONSTITUTIONAL AND COMMERCIAL LITIGATION Represents the City and City officials in a broad range of constitutional and commercial litigation, in both federal and state court, and also provides pre-litigation counseling to many departments.	16	1,421,863

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

DEPARTMENT OF LAW

Program Summary and Description	FTEs	2017 Funding
CONTRACTS Represents City department in matters involving the acquisition or sale of services, personal, and intellectual property. Licenses City space for revenue-generating purposes.	9	856,308
EMPLOYMENT LITIGATION Represents the City and individual City 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.	15	1,256,374
FEDERAL CIVIL RIGHTS LITIGATION Represents the City and individual City employees in civil rights cases brought in federal and state court.	68	5,220,660
LABOR Represents the City in grievances and arbitrations arising under the City's collective bargaining agreements and assists in contract negotiations. Provides counsel to departments on labor, personnel, and employment matters.	25	2,055,583
LEGAL COUNSEL Drafts legislation and provides legal advice and opinions to the Mayor, City Council and City departments and agencies.	7	702,480
PROSECUTIONS Prosecutes violations of the Municipal Code of Chicago relating to transportation, police citations, and traffic matters in the Circuit Court of Cook County.	31	1,970,754
AVIATION, ENVIRONMENTAL AND REGULATORY Handles litigation and transactional matters in the areas of aviation, the environment, finance and bankruptcy, general regulatory, intellectual property, public utilities, and telecommunications.	22	1,988,497
FINANCE AND ECONOMIC DEVELOPMENT Assists in implementing financing to stimulate economic development, with the goal of improving public infrastructure, revitalizing blighted areas, providing affordable housing, and creating and retaining jobs for City residents.	22	2,199,416
REVENUE LITIGATION Litigates tax assessments and protests at the Department of Administrative Hearings. Represents the City in state and federal court cases regarding the 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.	14	1,239,780
REAL ESTATE Represents the City in land acquisitions and dispositions, City leases, affordable housing programs, and condemnations, zoning, right of way and environmental matters. Serves as legal counsel to the Community Development Commission, Commission on Chicago Landmarks, and the Transportation Committee.	11	1,087,968

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF LAW

Program Summary and Description	FTEs	2017 Funding
COLLECTION, OWNERSHIP, ADMIN LITIGATION	42	2,628,237
Handles in-house collections of Circuit Court and administrative judgments, including demolition and mortgage foreclosures, and supervises outside collection matters. Determines ownership of properties with Municipal Code violations.		
TURNOVER		(1,167,387)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

DEPARTMENT OF HUMAN RESOURCES

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

Since the federal oversight of the City's hiring practices came to an end in 2014, DHR continues to demonstrate the City's commitment to open and transparent hiring practices by making significant revisions to the Personnel Rules and issuing a revised Acting Up Policy to clarify the rules related to other employment actions.

2016 Highlights 2017 Initiatives

Hiring Quickly and Effectively for Public Safety Departments
– Throughout 2016, DHR assisted the City's public safety departments with testing and hiring across multiple positions, both civilian and sworn positions.

- In 2016, DHR successfully administered the Police Officer entry level exam to over 10,000 candidates. The administration of the exam followed a successful recruiting campaign, starting in the fall of 2015, to increase participation of minority candidates so that the Chicago Police Department will better reflect the community it serves.
- Additionally, DHR assisted in a large-scale civilianization project for the Chicago Police Department where over 300 civilian positions were filled, allowing the same number of officers to return to the street to perform public safety duties.
- DHR will play an integral role in the Mayor's public safety investments in 2017. To support these critical investments, DHR will administer another entry-level Police Officer exam in mid-2017. The City will build on the success of minority outreach from prior exams by adding resources to utilize the tools that have proven successful in previous recruitment campaigns.

Launching the Learning Management System - In 2017, DHR will continue work on the launch of the Citywide Learning Management System (LMS) with the City's Department of Innovation and Technology. By establishing electronic delivery of many training courses, LMS will allow for more efficient use of employee time, including elimination of travel time for courses currently offered only at City Hall. During 2017, DHR expects to offer online courses as well as consult with departments to assess their training needs and create customized training programs.

Increasing Diversity Across City Workforce – As part of Mayor Emanuel's ongoing work to increase diversity across the City's workforce and better align the diversity of the City's workforce with the diversity of its population, DHR is adding two positions to solely focus on the City's diversity goals in 2017. The new Chief Diversity Officer along with a Training and Development Analyst will examine the City's past hiring and recruitment practices in order to develop recruitment and hiring tools that will boost diversity and help ensure the City's workforce better reflects the residents we serve.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

DEPARTMENT OF HUMAN RESOURCES

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

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

FUND SOURCE(S)	2016		2017	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	70	5,988,774	77	6,613,275
Water Fund	3	256,962	3	267,992
Chicago Midway Airport Fund	1	82,558	1	87,492
Chicago O'Hare Airport Fund	3	275,525	3	285,049
Total Full-time Equivalent Positions and Amounts	77	\$6,603,819	84	\$7,253,808

ALLOCATION

Personnel Services	5,839,194	6,509,694
Non-Personnel Services	764,625	744,114

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	11	1,320,107
EMPLOYMENT SERVICES Manages and monitors the hiring and promotion process for all City departments, as well as classification and compensation. Ensures compliance with the City's Hiring Plan and federal requirements, including fingerprinting and background checks.	37	3,034,492
INFORMATION SERVICES Controls the creation and maintenance of all employee records. Manages all web and technical programming, including the TALEO and CAREERS online application programs.	11	805,838
STRATEGIC SERVICES Manages all programs related to testing services, including test development and test administration.	7	484,700
WORKFORCE COMPLIANCE Manages employee performance evaluations, as well as the Reasonable Accommodations and Employee Assistance programs. This section also includes Equal Employment Opportunity and Violence in the Workplace programs.	18	1,608,671

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

DEPARTMENT OF PROCUREMENT SERVICES

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

2016 Highlights and 2017 Initiatives

Intergovernmental Procurement Compliance Forum and Procurement Reform Task Force – DPS initiated the Government Procurement Compliance Forum (“GPC”), a strategic planning effort tasked with identifying best practices for procurement of goods and services. GPC builds on a series of efforts already implemented to create universal procurement, certification, and compliance standards for the City of Chicago, its sister agencies, and other government agencies.

Additionally, DPS has been leading the effort to implement the recommendations of the Procurement Reform Task Force (“PRTF”). The PRTF produced a report identifying 31 recommendations that would maximize small business opportunities, increase competition among vendors, and mitigating the risk of fraudulent contracting.

Implementing eProcurement – The transition to eProcurement will streamline the City’s procurement processes, tracking all contract related activities through the eProcurement Portal. Through eProcurement, contracts will be solicited and responded to, and vendors will submit invoices for payment, all online. These changes to the procurement process will increase City efficiency and transparency, procurement cycle times, and vendor participation while decreasing paper utilization.

In 2016, Phase 1 of eProcurement rolled out to all city departments. This phase included: direct payment processes, requisitioning, and punch-out. Phase 2 is expected to roll out before the end of 2016 and includes sourcing requisitions and a pilot for the bid-to-award process.

DPS also created an eProcurement Microsite with which vendors can self-register, update contact information, ask for assistance, and view in-depth training materials.

In 2017, all aspects of eProcurement will be fully implemented.

Integrity Monitoring Services – In 2017, DPS expects to launch the Integrity Monitoring Program. An Integrity Monitor is an entity or group with legal, auditing, investigative, loss prevention, and other technical skills, providing oversight for specified vendors or projects procured through the City of Chicago. Integrity Monitoring will ensure the contractor is in compliance with all applicable laws, regulations, codes, and contractual requirements. Vendors that are awarded contracts, in coordination with DPS and the Office of the Inspector General, will be tasked with developing and implementing programs and procedures to prevent fraud, corruption, and conflicts of interest for vendors doing, or seeking to do, business with the City.

Reimbursable Service Agreements for Assist Agencies – In 2017 DPS will work to expand the roster of training offered via reimbursable service agreements with agencies to assist current and prospective MBE/WBEs pursuant to the Municipal Code of Chicago, Section 2-92-535(c). Agencies will recruit and help small, local, MBE/WBE firms understand the certification process and expedite application review.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF PROCUREMENT SERVICES

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

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	72	6,264,728	75	6,708,188
Water Fund	3	197,035	3	185,646
Chicago O'Hare Airport Fund	16	1,397,275	22	1,804,385
Total Full-time Equivalent Positions and Amounts	91	\$7,859,038	100	\$8,698,219

ALLOCATION

Personnel Services	7,013,892	7,860,676
Non-Personnel Services	845,146	837,543

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	13	1,529,896
CONTRACT MANAGEMENT Facilitates the procurement process to secure high-quality goods and services in a timely and cost-effective manner.	62	5,250,101
CERTIFICATION AND COMPLIANCE Manages Certification Program for disadvantaged, minority and women owned businesses, including: MBE, WBE, BEPD, DBE, and ACDBE certifications. Monitors vendor compliance with contract commitments and applicable laws and regulations.	25	2,161,037
TURNOVER		(242,815)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

DEPARTMENT OF FLEET AND FACILITY MANAGEMENT

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

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

2016 Highlights and 2017 Initiatives

Expanding Lease and Facility Consolidations – Since Mayor Emanuel took office, the City vacated 19 leases for an annual savings of nearly \$10 million. In 2017, the City will begin a warehouse consolidation process to streamline and better manage purchasing of tools across city departments. Throughout 2017, 2FM will determine the most effective combination of storage areas to support department operations, including warehouses, outdoor yards, and on-site storage. As part of this process, 2FM will determine if surplus or obsolete materials have uses with other departments; if not, 2FM will liquidate materials via auction or disposal.

Also in 2017, the City will consolidate maintenance of the four public safety helicopters. CFD and CPD currently utilize two separate vendors for helicopter maintenance. Consolidating the maintenance service under 2FM is consistent with the Mayor's ongoing work to improve efficiency and eliminate duplicative operations.

Achieving Significant Energy and Fuel Savings – In order to reduce utility costs and energy use, 2FM implemented a number of initiatives in recent years, including a two-pronged approach to energy procurement by taking advantage of favorable market pricing without sacrificing budget certainty. The 2017 budget reflects a \$9.4 million in savings as compared to 2016.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF FLEET AND FACILITY MANAGEMENT

Bureau of Finance and Administration

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

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	35	3,616,142	35	3,652,313

ALLOCATION

Personnel Services	2,896,107	2,955,090
Non-Personnel Services	720,035	697,223

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	35	3,769,796

TURNOVER (117,483)

DEPARTMENT OF FLEET AND FACILITY MANAGEMENT

Bureau of Facility Management

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	379	59,294,448	399	64,072,498
Water Fund		133,007		138,159
Vehicle Tax Fund		871,577		939,051
Library Fund	16	8,624,819		7,540,541
Other Grant Funds		2,323,000		2,100,000
Total Full-time Equivalent Positions and Amounts	395	\$71,246,851	399	\$74,790,249

ALLOCATION

Personnel Services	32,707,031	33,540,371
Non-Personnel Services	38,539,820	41,249,878

Program Summary and Description	FTEs	2017 Funding
SUPPORT SERVICES Provides central mailing and document retention services citywide.		92,500
FACILITY MANAGEMENT Maintains properties, and manages custodial, security, and landscaping services at all City-owned and leased facilities.	197	54,711,731
ENVIRONMENTAL HEALTH AND SAFETY Develops and manages the City's comprehensive Environmental, Health, and Safety Compliance program.		2,222,420

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

FINANCE AND ADMINISTRATION

CAPITAL IMPROVEMENTS	202	19,160,213
Provides architectural, engineering, and construction services for City facilities. Plans, programs, designs, and builds new facilities and improvements at all City facilities. Oversees joint venture projects with the Public Building Commission.		
TURNOVER		(1,396,615)

DEPARTMENT OF FLEET AND FACILITY MANAGEMENT

Bureau of Asset Management

FUND SOURCE(S)	2016		2017	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	50	68,348,211	50	57,341,083
Water Fund		27,362,349		23,719,068
Vehicle Tax Fund		11,935,044		13,480,890
Motor Fuel Tax Fund		5,503,020		15,173,076
Sewer Fund		1,551,316		1,360,598
Library Fund		4,534,347		5,357,897
Chicago Midway Airport Fund		6,858,532		6,641,871
Chicago O'Hare Airport Fund		31,383,731		28,992,125
Community Development Block Grant	1	151,963	1	156,929
Other Grant Funds		2,506,000		2,852,000
Total Full-time Equivalent Positions and Amounts	51	\$160,134,513	51	\$155,075,537

ALLOCATION

Personnel Services	3,785,047	3,785,485
Non-Personnel Services	156,349,466	151,290,052

Program Summary and Description	FTEs	2017 Funding
SUPPORT SERVICES Provides central mailing and document retention services citywide.	3	869,140
FACILITY MANAGEMENT Maintains properties, and manages custodial, security, and landscaping services at all City-owned and leased facilities.		2,900,000
LEASE & REAL ESTATE PORTFOLIO MANAGEMENT Develops standard procedures for the terms, enforcement, and negotiation of leases; evaluates space needs, lease consolidations, and build-out designs.	4	17,823,213
ENERGY SERVICES Develops and executes energy procurement strategies, oversees energy contract management, researches the energy market to ensure rate optimization, and applies for energy-related grants.	7	128,527,184
ENVIRONMENTAL HEALTH AND SAFETY Develops and manages the City's comprehensive Environmental, Health, and Safety Compliance program.	12	2,344,808
GRAPHICS SERVICES Provides in-house photographic and digital imaging services to City departments. Provides fast and economical printing, photocopying, and bindery services to City departments. Develops and creates strategic marketing for City campaigns, including flyers, brochures, annual reports, banners, and all other printed materials.	25	2,732,655
TURNOVER		(121,463)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
FINANCE AND ADMINISTRATION

DEPARTMENT OF FLEET AND FACILITY MANAGEMENT

Bureau of Fleet Operations

FUND SOURCE(S)	2016		2017	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	406	65,845,439	447	73,069,527
Water Fund	49	6,531,601	49	6,629,315
Vehicle Tax Fund		56,000		3,434,944
Sewer Fund	26	3,953,691	26	4,009,901
Library Fund		52,485		52,485
Chicago Midway Airport Fund	16	2,868,057	16	2,893,682
Chicago O'Hare Airport Fund	82	20,142,188	82	20,302,052
Total Full-time Equivalent Positions and Amounts	579	\$99,449,461	620	\$110,391,906

ALLOCATION

Personnel Services	51,591,516	52,890,179
Non-Personnel Services	47,857,945	57,501,727

Program Summary and Description	2017	
	FTEs	Funding
FLEET OPERATIONS	620	112,186,899
Maintains and repairs vehicles utilized by the City, Chicago Park District, Chicago Housing Authority, and Chicago Transit Authority. Manages quality control and equipment and parts inventories, and coordinates and dispatches field technicians.		
TURNOVER		(1,794,993)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

Infrastructure Services FUNDING COMPARISON BY DEPARTMENT		
Department	2016	2017
Department of Streets and Sanitation		
Commissioner's Office	2,067,534	2,622,613
Administrative Services Division	4,513,876	1,811,816
Bureau of Sanitation	162,519,849	157,998,579
Bureau of Rodent Control	0	10,235,745
Bureau of Street Operations	45,956,770	41,567,079
Bureau of Forestry	17,406,592	18,921,690
Bureau of Traffic Services	23,765,788	23,870,873
Dept Total	256,230,409	257,028,395
Chicago Department of Transportation		
Office of the Commissioner	4,426,164	3,775,800
Division of Administration	5,403,348	5,476,337
Division of Engineering	206,215,701	312,143,592
Division of Traffic Safety	24,507,428	17,206,319
Division of Infrastructure Management	25,301,967	10,047,034
Division of Sign Management	4,178,908	4,263,782
Division of Project Development	91,451,851	140,873,924
Division of Electrical Operations	30,848,273	32,701,541
Division of In-House Construction	68,752,427	78,236,290
Dept Total	461,086,067	604,724,619
Department of Aviation		
Chicago Midway Airport	126,753,024	204,976,026
Chicago-O'Hare International Airport	491,956,097	627,594,802
Dept Total	618,709,121	832,570,828
Department of Water Management		
Commissioner's Office	9,078,021	10,525,338
Bureau of Administrative Support	5,411,697	5,291,525
Bureau of Engineering Services	59,502,618	28,590,453
Bureau of Water Supply	85,515,604	86,111,005
Bureau of Operations and Distribution	146,988,513	156,320,182
Bureau of Meter Services	12,366,034	11,673,117
Dept Total	318,862,487	298,511,620
Total - Infrastructure Services	\$1,654,888,084	\$1,992,835,462

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

INFRASTRUCTURE SERVICES

DEPARTMENT OF STREETS AND SANITATION

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

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

- **Bureau of Sanitation** – The Bureau of Sanitation is primarily responsible for citywide garbage and recycling collection from single family homes up to four flat residential buildings along with garbage collection from garbage baskets along the public way. The Bureau is responsible for street sweeping approximately 295,000 miles of Chicago streets each year.
- **Bureau of Rodent Control** – Rodent control, established as a separate bureau in the 2017 budget, performs citywide rodent abatement, dead animal removal, and cart management.
- **Bureau of Street Operations** – The Bureau’s primary responsibility is citywide snow plowing and removal operations. The Bureau also coordinates field crews to enhance neighborhoods through graffiti removal and vacant lot, parkway, and other public way cleaning activities.
- **Bureau of Forestry** – Oversees the trimming, removal and maintenance of the City’s urban canopy, which is comprised of over 500,000 trees.
- **Bureau of Traffic Services** – Traffic services provides traffic support for special events throughout the City, and tows illegally parked vehicles and hazardous vehicles from the public way and vacant property.

savings that are used to enhance services in the Bureau of Forestry and the newly created Bureau of Rodent Control. Since the implementation of grid garbage service in 2013, DSS reduced its total average daily deployment by 60 trucks, enabling other critical neighborhood investments like Blue Cart Recycling.

Reducing the Tree Trimming Backlog – Utilizing additional investments, the Bureau of Forestry reduced its tree trimming backlog by nearly 80 percent in 2016. In addition, the Bureau is on pace to plant 3,000 new trees in 2016. DSS also continues to inoculate and treat over 61,000 trees in efforts to manage the damaging effects of the Emerald Ash Borer. Of the trees that received treatment, nearly 91 percent were deemed still viable after inspection for retreatment. In 2017, the Bureau will continue to inoculate over 30,000 trees.

Implementing New Strategies to Combat Rodents – In 2017, DSS is establishing a new Bureau of Rodent Control to improve citywide abatement of rodent. With this new bureau, crews will be deployed from an operating location on the southside and an operating location on the northside, boosting service delivery and crew efficiency. The Bureau uses predictive analytics to better target rodent abatement, a dry-ice pilot program, and enforcement of the “Construction Site – Rodent Abatement Ordinance”. The City added 10 rodent abatement crews through the operational savings realized from grid garbage. With these additional crews and improved abatement strategies, the City will work toward a goal of addressing all rodent complaints in five days.

Modernizing the Outdated Recycling Code – In 2016, the City updated its 20-year-old recycling ordinance. The ordinance, which takes effect on January 1, 2017, provides greater clarity to property owners regarding recycling requirements, while also giving city officials stronger enforcement capabilities. This includes a 30-day warning period and graduated penalties for non-compliance. DSS will also continue to work with residents through community-based outreach and marketing efforts to encourage proper recycling habits. Recycling saved Chicago taxpayers \$8 million over the past two years in reduced waste disposal costs.

2016 Highlights & 2017 Initiatives

More Efficient Garbage Collection through Grid Garbage – DSS continues to reform garbage collection operations to increase efficiency and provide the most cost-effective, quality service to Chicago taxpayers. Through adjustments to refuse collection routes in 2016, DSS reduced the average daily deployment of refuse trucks from 310 to 292. These changes resulted in an additional \$10 million in operational

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

INFRASTRUCTURE SERVICES

DEPARTMENT OF STREETS AND SANITATION

Commissioner's Office

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

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	15	2,067,534	19	2,622,613

ALLOCATION

Personnel Services	1,305,809	1,642,570
Non-Personnel Services	761,725	980,043

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	19	2,451,312
STREET OPERATIONS		224,888
Maintains the cleanliness of the public way through mechanical and manual sweeping and litter basket waste collection. Manages and implements the City's snow removal operations.		
TURNOVER		(53,587)

DEPARTMENT OF STREETS AND SANITATION

Administrative Services Division

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	59	4,513,876	22	1,811,816

ALLOCATION

Personnel Services	4,476,526	1,771,308
Non-Personnel Services	37,350	40,508

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	11	1,010,568
OPERATIONAL SUPPORT	5	419,765
Supervises personnel, property administration, facility maintenance, employee safety, training, inventory control, and warehouse operations.		
RETURN TO WORK DEPLOYMENT	6	456,611
Provides operational support for department activities by deploying employees returning to work from leave due to work-related injuries.		
TURNOVER		(75,128)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

DEPARTMENT OF STREETS AND SANITATION

Bureau of Sanitation

FUND SOURCE(S)	2016		2017	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	571	93,985,851	507	90,388,041
Vehicle Tax Fund	88	7,833,998	84	7,182,698
Garbage Collection Fund	853	60,700,000	867	60,427,840
Total Full-time Equivalent Positions and Amounts	1,512	\$162,519,849	1,458	\$157,998,579

ALLOCATION

Personnel Services	108,864,507	104,333,807
Non-Personnel Services	53,655,342	53,664,772

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	9	863,030
SOLID WASTE COLLECTION Collects refuse, bulk items, recycling, and yard waste citywide. Identifies violations of and enforces the City's sanitation code.	1,332	113,154,854
SOLID WASTE DISPOSAL Manages the disposal of waste and bulk material. Maintains records pertaining to solid waste disposal and recycling.	7	38,401,566
STREET OPERATIONS Maintains the cleanliness of the public way through mechanical and manual sweeping and litter basket waste collection. Manages and implements the City's snow removal operations.	26	1,553,299
STREET SWEEPING Maintains the cleanliness of the public way through mechanical sweeping of dirt, debris, and other wastes. Removes debris blocking and/or entering the City sewer system.	84	7,311,988
TURNOVER		(3,286,158)

DEPARTMENT OF STREETS AND SANITATION

Bureau of Rodent Control

FUND SOURCE(S)	2016		2017	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund		0	120	10,235,745

ALLOCATION

Personnel Services	0	8,657,255
Non-Personnel Services	0	1,578,490

Program Summary and Description	FTEs	2017 Funding
RODENT CONTROL Identifies areas of rodent infestation; controls or eliminates rodent problems through inspections and baiting of alleys, sewers, and identified premises. Collects and removes deceased rodents and other animals from the public way. Manages the city's refuse cart inventory.	120	10,540,269
TURNOVER		(304,524)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

DEPARTMENT OF STREETS AND SANITATION

Bureau of Street Operations

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	245	22,492,899	208	22,275,723
Vehicle Tax Fund	42	6,302,482	39	6,150,656
Motor Fuel Tax Fund	22	17,161,389		13,140,700
Total Full-time Equivalent Positions and Amounts	309	\$45,956,770	247	\$41,567,079

ALLOCATION

Personnel Services	27,120,168	23,451,229
Non-Personnel Services	18,836,602	18,115,850

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	9	787,916
COMMUNITY ENHANCEMENTS Provides supervision and field crews for projects that clean and enhance neighborhoods.	152	16,661,922
EQUIPMENT SUPPORT SERVICES Allocates hoisting engineers to operate heavy equipment for a variety of City needs.	28	3,550,194
GRAFFITI BLASTERS Removes graffiti in Chicago neighborhoods.	49	4,857,724
STREET OPERATIONS Maintains the cleanliness of the public way through mechanical and manual sweeping and litter basket waste collection. Manages and implements the City's snow removal operations.	9	16,383,803
TURNOVER		(674,480)

DEPARTMENT OF STREETS AND SANITATION

Bureau of Forestry

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	243	17,406,592	243	18,921,690

ALLOCATION

Personnel Services	15,570,209	16,256,114
Non-Personnel Services	1,836,383	2,665,576

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	5	426,570
OPERATIONAL SUPPORT Supervises personnel, property administration, facility maintenance, employee safety, training, inventory control, and warehouse operations.	69	4,954,923

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

FORESTRY OPERATIONS	169	14,080,338
Removes dead and hazardous trees, trims live trees on the City parkways, removes tree stumps, and processes non-parkway landscape debris.		
TURNOVER		(540,141)

DEPARTMENT OF STREETS AND SANITATION

Bureau of Traffic Services

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Vehicle Tax Fund	189	23,765,788	188	23,870,873

ALLOCATION

Personnel Services	13,816,613	14,103,098
Non-Personnel Services	9,949,175	9,767,775

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	9	899,293
SPECIAL TRAFFIC SERVICES	36	2,982,021
Provides traffic support for parades, marathons, filming locations, and other special events.		
TOWING / RELOCATION SERVICES	72	13,944,391
Tows vehicles illegally parked on the public way and provides towing and relocation support to other City departments and agencies.		
CONTRACTUAL TOWING	13	1,099,429
Identifies and removes hazardous and abandoned vehicles from City streets and vacant lots through a contractual towing program.		
AUTO POUNDS	58	5,390,955
Operates and supervises the City's auto pounds and provides notice to owners of impounded vehicles.		
TURNOVER		(445,216)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

INFRASTRUCTURE SERVICES

DEPARTMENT OF TRANSPORTATION

The Chicago Department of Transportation (“CDOT”) oversees and ensures the proper working conditions and environmental sustainability of the City’s surface transportation networks and public way. CDOT maintains and rehabilitates more than 4,600 miles of streets, 300 bridge structures, 250 miles of on-street bikeways, and 3,000 signalized intersections citywide. Each year, CDOT invests millions of dollars in the City’s infrastructure and assists in the administration of the Aldermanic Menu Program, which funds community infrastructure improvements in each ward.

CDOT’s primary areas of focus are:

- **Transportation Infrastructure** – CDOT plans, designs, constructs, maintains, and manages surface transportation infrastructure such as streets, alleys, sidewalks, curbs, gutters, bridges, and viaducts to ensure safe and efficient travel in the City. The Department also installs and replaces traffic signs and street and alley lights and maintains pavement markings to improve public safety.
- **Regulation and Permitting** – CDOT regulates 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 use permits annually, issued to private contractors, commercial utility companies, and other City departments. 2016 is the first full year of CDOT’s online permitting process, eliminating the previous paper-based application process.
- **Sustainable Transportation** – CDOT encourages alternatives to driving through its public transit, bike, and pedestrian programs, each designed to invest in related infrastructure improvements and promote safety through education and awareness.

Enhancing Access to the City’s Waterfronts – In 2016, CDOT completed the 35th Street Pedestrian Bridge, which provides a stronger, more aesthetically pleasing connection between the Lakefront and the Bronzeville neighborhood. The 35th Street Pedestrian Bridge’s S-shaped suspension is now a signature element of the new South Lakefront. A full sidewalk replacement on the 92nd Street Bridge was also completed in 2016. Phase III of the Riverwalk between LaSalle and Lake Street will open for the 2017 season, and CDOT will continue to improve access to the Lakefront for Southside residents with the expected completion of the 41st Street Pedestrian Bridge in 2017.

Expanding Bike Sharing and Bike Lanes – Chicago was named the “Best Bike City in America” in 2016 by Bicycling Magazine because of the City’s work to improve safety for cyclists and invest in bike infrastructure citywide. The national publication also highlighted the CDOT managed bike sharing program, Divvy, which expanded by 85 bike stations to over 580 across the City of Chicago and the surrounding suburbs in 2016. Divvy, in a little more than three years, has become the largest bike share program in North America by geographical area.

Vision Zero - Vision Zero is an international and national initiative treating traffic crashes as avoidable instead of inevitable. There are 100-150 traffic fatalities annually in Chicago, and Vision Zero has the goal of reaching zero fatalities through technology, engineering, enforcement, education, and collaboration amongst CDOT, Chicago Police Department, and Department of Public Health. In 2016 and continuing into 2017, CDOT will lead the implementation of the Vision Zero Action Plan and monitor progress towards achieving the goals of the program. CDOT will build data resources, conduct public outreach, and align City departments and agencies in an integrated traffic safety effort. CDOT will also draft strategies, include safety infrastructure in planned construction projects, prioritize projects, and manage funding for high crash corridors.

2016 Highlights and 2017 Initiatives

Improving Transit – CDOT completed the Union Station Transit Center in 2016. The Center provides off-street CTA bus-boarding south of Union Station, improving traffic flow around the train station, which services 120,000 commuters each day. CDOT will complete a new state-of-the-art Chicago Transit Authority train station in 2017 at Washington and Wabash. This new station will replace the Madison and Randolph stations with a fully accessible station with wider platforms and a modern design.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

INFRASTRUCTURE SERVICES

CHICAGO DEPARTMENT OF TRANSPORTATION

Office of the Commissioner

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

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	24	4,426,164	24	3,775,800

ALLOCATION

Personnel Services	2,367,129	2,363,946
Non-Personnel Services	2,059,035	1,411,854

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	8	1,026,194
PUBLIC INFORMATION	3	292,884
Provides timely information to the press and the public on department projects and transportation issues.		
PERFORMANCE MANAGEMENT	3	315,672
Administers department process improvement through analysis of citywide service requests (CSR) data and related metrics. Identifies trends and benchmarks to improve delivery of services across department divisions.		
INTERGOVERNMENTAL RELATIONS	10	2,190,652
Coordinates information provided to businesses, communities, and governmental agencies. Works with aldermen and the City Council to coordinate neighborhood infrastructure projects.		
TURNOVER		(49,602)

CHICAGO DEPARTMENT OF TRANSPORTATION

Division of Administration

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	67	5,403,348	67	5,476,337

ALLOCATION

Personnel Services	5,149,025	5,266,111
Non-Personnel Services	254,323	210,226

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	67	5,683,944
TURNOVER		(207,607)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

INFRASTRUCTURE SERVICES

CHICAGO DEPARTMENT OF TRANSPORTATION

Division of Engineering

FUND SOURCE(S)	2016		2017	
	FTEs	Appropriation	FTEs	Recommendation
Vehicle Tax Fund	78	8,672,701	81	12,597,592
Other Grant Funds		197,543,000		299,546,000
Total Full-time Equivalent Positions and Amounts	78	\$206,215,701	81	\$312,143,592

ALLOCATION

Personnel Services	7,385,897	7,687,137
Non-Personnel Services	198,829,804	304,456,455

Program Summary and Description	FTEs	2017 Funding
DESIGN / CONSTRUCTION MANAGEMENT	81	305,132,860
Develops, designs and manages construction of bridges, streetscapes, and transit station projects. Coordinates the use of freight tunnel system. Issues public way permits, performs inspections of the public way, and reviews construction projects for quality assurance.		
NEIGHBORHOOD IMPROVEMENT		7,296,000
Designs and constructs neighborhood projects.		

TURNOVER

(285,268)

CHICAGO DEPARTMENT OF TRANSPORTATION

Division of Traffic Safety

FUND SOURCE(S)	2016		2017	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	9	16,007,428	9	15,456,319
Other Grant Funds		8,500,000		1,750,000
Total Full-time Equivalent Positions and Amounts	9	\$24,507,428	9	\$17,206,319

ALLOCATION

Personnel Services	829,983	834,209
Non-Personnel Services	23,677,445	16,372,110

Program Summary and Description	FTEs	2017 Funding
PROJECT DEVELOPMENT		1,250,000
Prepares surface transportation plans, studies, and policy recommendations to enhance mobility, economic vitality, and quality of life in Chicago.		
TRAFFIC SAFETY	9	15,994,932
Operates and manages traffic control devices such as signals, effective enforcement of traffic laws through the red-light camera and speed camera programs, and use of innovative and advanced technologies for integrated traffic management. Safety is a primary consideration in the operation and management of the transportation system.		

TURNOVER

(38,613)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

INFRASTRUCTURE SERVICES

CHICAGO DEPARTMENT OF TRANSPORTATION

Division of Infrastructure Management

FUND SOURCE(S)	2016		2017	
	FTEs	Appropriation	FTEs	Recommendation
Vehicle Tax Fund	75	9,701,967	75	10,047,034
Other Grant Funds		15,600,000		0
Total Full-time Equivalent Positions and Amounts	75	\$25,301,967	75	\$10,047,034

ALLOCATION

Personnel Services	4,959,027	5,129,590
Non-Personnel Services	20,342,940	4,917,444

Program Summary and Description	FTEs	2017 Funding
PUBLIC WAY MANAGEMENT - UNDERGROUND	23	5,687,231
Coordinates the use of the public way and manages and operates the Office of Underground Coordination, the City Utility Alert Network, and One Call.		
DESIGN / CONSTRUCTION MANAGEMENT	52	4,635,152
Develops, designs and manages construction of bridges, streetscapes, and transit station projects. Coordinates the use of freight tunnel system. Issues public way permits, performs inspections of the public way, and reviews construction projects for quality assurance.		

TURNOVER (275,349)

CHICAGO DEPARTMENT OF TRANSPORTATION

Division of Sign Management

FUND SOURCE(S)	2016		2017	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	48	4,178,908	48	4,263,782

ALLOCATION

Personnel Services	3,210,423	3,310,842
Non-Personnel Services	968,485	952,940

Program Summary and Description	FTEs	2017 Funding
SIGN MANAGEMENT	48	4,368,028
Manufactures and installs street signs, traffic signs, and various other signs used by the City. Handles the repair and replacement of existing signs based on citywide service requests (CSR).		

TURNOVER (104,246)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

INFRASTRUCTURE SERVICES

CHICAGO DEPARTMENT OF TRANSPORTATION

Division of Project Development

FUND SOURCE(S)	2016		2017	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	37	4,276,851	37	4,312,924
Other Grant Funds	3	87,175,000	3	136,561,000
Total Full-time Equivalent Positions and Amounts	40	\$91,451,851	40	\$140,873,924

ALLOCATION

Personnel Services	3,532,724	3,562,732
Non-Personnel Services	87,919,127	137,311,192

Program Summary and Description	FTEs	2017 Funding
PROJECT DEVELOPMENT	40	110,235,754
Prepares surface transportation plans, studies, and policy recommendations to enhance mobility, economic vitality, and quality of life in Chicago.		
DESIGN / CONSTRUCTION MANAGEMENT		30,760,000
Develops, designs and manages construction of bridges, streetscapes, and transit station projects. Coordinates the use of freight tunnel system. Issues public way permits, performs inspections of the public way, and reviews construction projects for quality assurance.		
TURNOVER		(121,830)

CHICAGO DEPARTMENT OF TRANSPORTATION

Division of Electrical Operations

FUND SOURCE(S)	2016		2017	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	90	5,244,626	90	9,300,449
Vehicle Tax Fund	188	19,682,217	61	8,179,609
Motor Fuel Tax Fund		5,921,430	127	15,221,483
Total Full-time Equivalent Positions and Amounts	278	\$30,848,273	278	\$32,701,541

ALLOCATION

Personnel Services	25,315,083	26,435,296
Non-Personnel Services	5,533,190	6,266,245

Program Summary and Description	FTEs	2017 Funding
ELECTRICAL OPERATIONS AND MANAGEMENT	278	33,545,057
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, and supervises electrical system improvement projects.		
TURNOVER		(843,516)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

CHICAGO DEPARTMENT OF TRANSPORTATION

Division of In-House Construction

FUND SOURCE(S)	2016		2017	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	142	13,027,870	143	13,513,910
Vehicle Tax Fund	493	42,863,541	525	47,986,455
Motor Fuel Tax Fund	68	11,861,016	72	15,735,925
Other Grant Funds		1,000,000		1,000,000
Total Full-time Equivalent Positions and Amounts	703	\$68,752,427	740	\$78,236,290

ALLOCATION

Personnel Services	60,125,479	64,456,802
Non-Personnel Services	8,626,948	13,779,488

Program Summary and Description	FTEs	2017 Funding
CONSTRUCTION SUPPORT Provides program support for capital projects, repair and operation and for asphalt and concrete repair and replacement. Coordinates capital improvements requested through the aldermanic menu program.	10	3,536,452
BRIDGE MANAGEMENT Performs routine repairs to bridges throughout the city, and provides staff at bridge houses and roving patrols for timely bridge openings for commercial and public water way transportation.	182	19,870,791
ASPHALT MAINTENANCE Responsible for residential street and alley resurfacing, pothole patching, and street and alley speed hump installation and maintenance and pavement markings.	191	24,583,143
CONCRETE MAINTENANCE Responsible for the repair and replacement of sidewalks, curbs, and gutters. Ensures proper drainage and manages erosion prevention activities.	357	31,101,914
TURNOVER		(856,010)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

INFRASTRUCTURE SERVICES

DEPARTMENT OF AVIATION

The Chicago Department of Aviation (“CDA”) manages the operations of O’Hare International Airport and Midway International Airport, which are owned by the City of Chicago. The CDA works to ensure safe and efficient travel by its 75 passenger and cargo airlines. Chicago’s airports generate more than \$45 billion in annual economic activity and create 540,000 jobs for the region.

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

2016 Highlights and 2017 Initiatives

Fly Quiet Rotation Test – O’Hare’s Fly Quiet Runway Rotation Plan is designed to achieve a more balanced distribution of noise exposure and improve quality of life for residents in Chicago and suburban communities during overnight hours. The CDA’s plan was approved by the O’Hare Noise Compatibility Commission and FAA in summer 2016. The six-month, first of its kind rotation test began in July 2016 and the weekly rotation schedule and performance reports are available online.

Modernizing and Expanding O’Hare Airport – There are multiple modernization and infrastructure projects currently underway at O’Hare. These projects include:

- The CDA, airlines and FAA reached an agreement in 2016 to fund a \$1.3 billion infrastructure plan for O’Hare that includes a new runway, deicing pads and other critical airfield projects as part of the O’Hare Modernization Program. This investment will support more than 6,000 jobs while reducing travel delays, improving efficiency, and enhancing the overall experience for passengers.
- The O’Hare Modernization Program (OMP) is reconfiguring O’Hare’s intersecting runways into a parallel layout, allowing for reduced delays and increased capacity. OMP started in 2005 and continues to make progress. In 2016, construction began on Runway 9C/27C, the final east-west parallel runway built for the OMP. The runway is

scheduled to open in 2020 and will create more than 4,900 construction jobs.

- Announced in the summer of 2016, the O’Hare 21 capital investment program includes new gates at Terminal 5, a plan to redevelop Terminal 2 into an international terminal with new gates, and three hotel developments. The Terminal 5 extension will support approximately 1,100 jobs and the airport hotel developments will support more than 1,250 jobs.
- The first phases of the Northeast Cargo Center designed to enhance the efficiency of O’Hare’s cargo operations opened in 2016. The project includes 800,000 square feet of warehousing and office space, a ramp area for freight aircrafts, and a taxi lane connecting to the airfield. The full project is estimated to create 1,200 permanent on-site cargo jobs and 10,000 regional jobs related to the development.
- Construction of a multimodal facility and the expansion of the Airport Transit System (ATS) are underway at O’Hare. The project will serve as a major access point to all forms of transit at the airport from rental cars to public parking and public transit. The project creates nearly 3,000 jobs during construction, and is expected to be completed in 2018.

Midway Terminal Modernization – Construction of the largest terminal modernization for Midway in nearly a decade will begin in 2017. The project will expand the concession facilities, the terminal parking garage, and security checkpoint, and create more than 1,700 jobs. Improvements such as a new 80,000 square foot security pavilion over Cicero Avenue, 18,000 square feet of new concessions space, and a parking garage expansion to add four levels and 1,400 premium parking spaces to the terminal garage, are expected to be completed in 2019.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

INFRASTRUCTURE SERVICES

DEPARTMENT OF AVIATION

Chicago Midway Airport

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

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Chicago Midway Airport Fund	202	93,815,024	238	103,425,026
Other Grant Funds		32,938,000		101,551,000
Total Full-time Equivalent Positions and Amounts	202	\$126,753,024	238	\$204,976,026

ALLOCATION

Personnel Services	17,787,224	20,882,876
Non-Personnel Services	108,965,800	184,093,150

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	12	5,664,020
FINANCIAL MANAGEMENT		2,315,485
Directs financial matters concerning the airport system.		
LEGAL AND CONTRACT MANAGEMENT		10,000
Provides direction on legal issues, contract processing, and review of all airport contracts.		
COMMERCIAL DEVELOPMENT AND CONCESSIONS		4,389,500
Manages all airport tenants and concession services.		
CAPITAL DEVELOPMENT		102,710,900
Provides engineering and architectural services for airport development projects.		
Manages noise abatement program.		
AIRFIELD OPERATIONS	127	14,777,014
Provides for the safe operation of airplane ground movements, airfield coordination, vehicle operations, snow and ice removal services, and emergency response coordination.		
LANDSIDE OPERATIONS	21	21,036,149
Manages ground transportation services at parking facilities.		
SECURITY AND SAFETY MANAGEMENT	63	11,961,225
Provides airport safety and security services for the traveling public, airport employees, and property.		
FACILITY MANAGEMENT	15	42,542,860
Operates and maintains terminal and airfield facilities and equipment.		
TURNOVER		(431,127)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

DEPARTMENT OF AVIATION
Chicago-O'Hare International Airport

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Chicago O'Hare Airport Fund	1,341	358,458,097	1,526	380,894,802
Other Grant Funds		133,498,000		246,700,000
Total Full-time Equivalent Positions and Amounts	1,341	\$491,956,097	1,526	\$627,594,802

ALLOCATION

Personnel Services	113,492,297	131,475,502
Non-Personnel Services	378,463,800	496,119,300

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	43	24,291,399
FINANCIAL MANAGEMENT Directs financial matters concerning the airport system.	44	17,607,153
LEGAL AND CONTRACT MANAGEMENT Provides direction on legal issues, contract processing, and review of all airport contracts.	12	1,254,492
COMMERCIAL DEVELOPMENT AND CONCESSIONS Manages all airport tenants and concession services.	18	14,536,730
CAPITAL DEVELOPMENT Provides engineering and architectural services for airport development projects. Manages noise abatement program.	61	256,808,098
AIRFIELD OPERATIONS Provides for the safe operation of airplane ground movements, airfield coordination, vehicle operations, snow and ice removal services, and emergency response coordination.	461	55,532,600
LANDSIDE OPERATIONS Manages ground transportation services at parking facilities.	225	101,341,390
SECURITY AND SAFETY MANAGEMENT Provides airport safety and security services for the traveling public, airport employees, and property.	317	45,711,123
FACILITY MANAGEMENT Operates and maintains terminal and airfield facilities and equipment.	345	114,479,915
TURNOVER		(3,968,098)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

INFRASTRUCTURE SERVICES

DEPARTMENT OF WATER MANAGEMENT

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

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

2016 Highlights and 2017 Initiatives

Upgrading and Modernizing the City's Purification Plants and Pumping Stations – The **Springfield Avenue Pumping Station** was fully converted in 2016. The conversion is reducing the Station's carbon foot print and providing more energy efficiency. The Department estimates an annual savings of \$4 million along with improved reliability.

The **Jardine Water Purification Plant** constructed in the 1950s and placed in operation in 1964. While some improvements have been made over the years, much of these systems are original. A competitive bidding process will be initiated in late 2016 or early 2017 to replace and upgrade the systems at the plant and develop new stand-by power generators.

The **South Water Purification Plant's** existing medium voltage electrical switchgears are beyond their expected useful life, and construction is under way to replace the main electrical services and provide new diesel driven stand-by power generators. This vital upgrade will be completed in 2017.

The project to convert the **Central Park Pumping Station** to electric power is starting at the end of 2016. Once conversion is completed, DWM will save an estimated \$4 million annually in energy, maintenance, and personnel costs.

Installing Residential Meters – In 2016, DWM reached a milestone with the installation of 100,000 water meters since the launch of the MeterSave program. Through the MeterSave program, Chicago homeowners volunteer to have a water meter installed in their home, helping them save both water and money. Homeowners participating in MeterSave receive a 7-year guarantee that their home water bill will be no higher than it would have if the meter had not been installed. At the same time, City residents are saving money on their water bill, DWM is saving water, better understanding water consumption patterns, and more efficiently responding to work orders. Throughout 2017, DWM will continue to perform targeted outreach to encourage more participation in the MeterSave program.

Replacing and Repairing the City's Aging Water and Sewer System – Through the City's 10-year Capital Improvement Plan, DWM is renewing and replacing the aging water and sewer infrastructure. The Department is on target to replace 90 miles of water mains, replace 22 miles of sewer mains, and line 53 miles of sewer mains and 14,000 sewer structures. DWM's 2017 target is to replace and install 90 miles of new water mains and 29 miles of new sewers, and line and renew 52 miles of old sewers and 14,000 sewer structures.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

INFRASTRUCTURE SERVICES

DEPARTMENT OF WATER MANAGEMENT

Commissioner's Office

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

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Water Fund	43	9,078,021	75	10,525,338

ALLOCATION

Personnel Services	3,232,659	4,735,905
Non-Personnel Services	5,845,362	5,789,433

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	17	3,324,958
SAFETY AND SECURITY	58	7,315,792
Coordinates employee safety measures and provides site security at water and sewer system facilities.		
TURNOVER		(115,412)

DEPARTMENT OF WATER MANAGEMENT

Bureau of Administrative Support

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Water Fund	54	5,411,697	54	5,291,525

ALLOCATION

Personnel Services	4,642,680	4,655,168
Non-Personnel Services	769,017	636,357

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	54	5,474,572
TURNOVER		(183,047)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

INFRASTRUCTURE SERVICES

DEPARTMENT OF WATER MANAGEMENT

Bureau of Engineering Services

FUND SOURCE(S)	2016		2017	
	FTEs	Appropriation	FTEs	Recommendation
Water Fund	46	7,851,221	45	7,825,855
Sewer Fund	24	2,176,397	25	2,289,598
Other Grant Funds		49,475,000		18,475,000
Total Full-time Equivalent Positions and Amounts	70	\$59,502,618	70	\$28,590,453

ALLOCATION

Personnel Services	6,569,718	6,668,903
Non-Personnel Services	52,932,900	21,921,550

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	2	232,188
CAPITAL DESIGN AND CONSTRUCTION SERVICES	35	3,432,168
Plans, designs, and supervises capital improvements to the sewer and water systems.		
ENGINEERING SERVICES	7	4,086,502
Provides the planning, analysis, and investigation necessary to maintain and expand the water distribution and sewer systems. Prepares system atlases and updates permanent records.		
INSPECTION SERVICES	26	2,679,420
Protects public health and welfare by inspecting consumer plumbing to ensure compliance with the City code. Inspects and evaluates the condition of valves throughout the water system, and protects the water and sewer systems from damage by private contractors.		
SYSTEM INSTALLATION		18,475,000
Provides for the replacement of sewers, water mains, water valves, and fire hydrants. Monitors the cleaning of large sewers by private contractors.		
TURNOVER		(314,825)

DEPARTMENT OF WATER MANAGEMENT

Bureau of Water Supply

FUND SOURCE(S)	2016		2017	
	FTEs	Appropriation	FTEs	Recommendation
Water Fund	615	85,515,604	619	86,111,005

ALLOCATION

Personnel Services	56,287,103	57,091,658
Non-Personnel Services	29,228,501	29,019,347

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	10	1,001,932

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

INFRASTRUCTURE SERVICES

WATER QUALITY	46	6,042,828
Conducts comprehensive water quality monitoring to ensure sanitary quality is maintained throughout the water system.		
WATER PUMPING	219	29,615,952
Operates and maintains 12 pumping stations to provide sufficient water for domestic, industrial, and firefighting needs.		
WATER TREATMENT	344	52,925,119
Operates and maintains the City's two water purification plants.		
TURNOVER		(3,474,826)

DEPARTMENT OF WATER MANAGEMENT

Bureau of Operations and Distribution

FUND SOURCE(S)	2016		2017	
	FTEs	Appropriation	FTEs	Recommendation
Water Fund	634	74,808,591	742	83,055,111
Sewer Fund	567	72,179,922	588	73,265,071
Total Full-time Equivalent Positions and Amounts	1,201	\$146,988,513	1,330	\$156,320,182

ALLOCATION

Personnel Services	102,374,565	111,978,121
Non-Personnel Services	44,613,948	44,342,061

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	17	2,066,570
ENGINEERING SERVICES	16	1,308,852
Provides the planning, analysis, and investigation necessary to maintain and expand the water distribution and sewer systems. Prepares system atlases and updates permanent records.		
INSPECTION SERVICES	24	2,520,855
Protects public health and welfare by inspecting consumer plumbing to ensure compliance with the City code. Inspects and evaluates the condition of valves throughout the water system, and protects the water and sewer systems from damage by private contractors.		
SYSTEM INSTALLATION	55	49,617,192
Provides for the replacement of sewers, water mains, water valves, and fire hydrants. Monitors the cleaning of large sewers by private contractors.		
SYSTEM MAINTENANCE	1,192	106,075,233
Maintains and repairs sewer mains, catch basins, and manholes to ensure the free flow of storm and sanitary sewage and to prevent hazards to the public. Performs normal and emergency repair and maintenance of water distribution appurtenances.		
COMMUNICATIONS AND COORDINATION	26	2,104,491
Coordinates, schedules, dispatches, and issues work repair orders with proper notices and permits via the 311 system. Coordinates with utility companies and other City departments on the DIGGER Program and other CDOT permitting and construction.		
TURNOVER		(7,373,011)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
INFRASTRUCTURE SERVICES

DEPARTMENT OF WATER MANAGEMENT

Bureau of Meter Services

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Water Fund	146	12,366,034	136	11,673,117

ALLOCATION

Personnel Services	12,078,209	11,384,392
Non-Personnel Services	287,825	288,725

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	3	292,184
METER OPERATIONS SUPPORT	45	3,848,209
Supports the City's water meter installation and repair programs.		
WATER METER INSTALLATIONS AND REPAIRS	88	7,975,116
Provides water meters to customers. Repairs and installs meters, including remote meters with read-out devices in the field. Reconditions and tests newly designed meters, fire detector meters, and existing meters. Ensures the accuracy and efficiency of meter readings, semi-annual assessments, and new account examinations. Manages the processing of delinquent accounts.		
TURNOVER		(442,392)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY

Public Safety

FUNDING COMPARISON BY DEPARTMENT

Department	2016	2017
Police Board	396,841	473,644
Independent Police Review Authority	8,460,483	2,896,323
Chicago Police Department	1,446,291,521	1,493,969,321
Office of Emergency Management and Communications	220,761,877	242,043,098
Chicago Fire Department	627,720,818	636,685,110
Civilian Office of Police Accountability	0	7,194,928
Total - Public Safety	\$2,303,631,540	\$2,383,262,424

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

PUBLIC SAFETY

CHICAGO POLICE BOARD

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

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

2016 Highlights and 2017 Initiatives

Improving Transparency – The Police Board is instituting a number of transparency initiatives to ensure the Police Board is accountable to all stakeholders. The initiatives include:

- Posting on the Police Board's website a list of cases currently before the Board along with the charges filed by the Superintendent and when the case is scheduled for hearing;
- Making all disciplinary hearings open to the public; and
- Providing for the public to review a detailed explanation of the Police Board's findings once a decision is rendered.

Reducing the Time It Takes to Hear Disciplinary Cases – A fair and efficient disposition of each case is an important component of due process and reducing any delay is a priority of the Police Board. The Police Board continues to monitor the time needed to bring disciplinary cases to hearing and a decision, and will work throughout 2017 to continue to hear and decide disciplinary cases in a timely matter.

POLICE BOARD

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

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	2	396,841	2	473,644

ALLOCATION

Personnel Services	273,577	283,272
Non-Personnel Services	123,264	190,372

Program Summary and Description	FTEs	2017
		Funding
POLICE DISCIPLINE	2	473,644
Decides disciplinary cases involving allegations of misconduct made against members of the Chicago Police Department. Conducts the search for a new Superintendent of Police. Adopts the rules and regulations governing the Chicago Police Department.		

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

PUBLIC SAFETY

CIVILIAN OFFICE OF POLICE

ACCOUNTABILITY

The mission of the Civilian Office of Police Accountability (“COPA”) is to provide just and efficient means to fairly and timely conduct investigations within its jurisdictions, including investigations of alleged police misconduct. COPA will determine whether those allegations are well-founded, applying a preponderance of the evidence standard to identify and address patterns of police misconduct; and based on information obtained through such investigations, to make policy recommendations to improve the Chicago Police Department and reduce incidents of police misconduct.

2017 Initiatives

In 2017, the City will complete the full transition from the Independent Police Review Authority (“IPRA”) to the new police oversight and accountability agency, COPA. This transition will include the following initiatives:

- Hiring and training new staff to accomplish the mission of the agency which is to provide quality and timely investigations;
- Establishing policies and procedures and quality control mechanisms that will support the quality, integrity and timeliness of the investigative process;
- Equipping the agency with the necessary resources to conduct investigations under the Agency’s expanded jurisdiction, which includes the new pattern and practice and fourth amendment investigations;

- Building out COPA’s policy role so that the agency can provide policy recommendation to the Chicago Police Department based on best practices; and
- Developing new and innovative ways to engage with the community.

COPA will have more authority to investigate serious, individual incidents of police misconduct and will make recommendations for discipline and for changes to the Police Department’s practices and policies. In addition to the serious cases investigated by IPRA, COPA will also investigate improper search and seizure, denial of access to counsel and other constitutional violations. Additionally, COPA will be empowered to complete administrative investigations while a criminal case is pending.

With the transition to COPA, IPRA will remain in operation through mid-2017 to ensure a proper transition of duties and powers. The 2017 Budget Recommendation provides budget detail for IPRA through mid-2017 until it will be eliminated and COPA will be fully operational.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

PUBLIC SAFETY

CIVILIAN OFFICE OF POLICE ACCOUNTABILITY

The mission of the Civilian Office of Police Accountability (COPA) is to provide a just and efficient means to fairly and timely conduct investigations within its jurisdiction, including investigations of alleged police misconduct and to determine whether those allegations are well-founded, applying a preponderance of the evidence standard; to identify and address patterns of police misconduct; and, based on information obtained through such investigations, to make policy recommendations to improve the Chicago Police Department (CPD) and reduce incidents of police misconduct.

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund		0	141	7,194,928

ALLOCATION

Personnel Services	0	5,798,026
Non-Personnel Services	0	1,396,902

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	12	2,044,774
INVESTIGATIONS Conducts investigations into allegations of misconduct against members of the Chicago Police Department including incidents involving excessive force, domestic violence, coercion and verbal abuse, as well as incidents involving death or serious injury to a member of the public.	123	8,694,528
PUBLIC OUTREACH Responsible for all outreach and communications with the public including the implementation of transparency policies and public reporting.	6	431,950
TURNOVER		(3,976,324)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

PUBLIC SAFETY

CHICAGO POLICE DEPARTMENT

The Chicago Police Department (“CPD”) protects the lives, property and rights of all people in Chicago, and maintains order while enforcing the laws fairly and impartially. CPD is organized into five distinct bureaus which include:

- **Bureau of Detectives:** The Bureau of Detectives is responsible for investigating felonies; investigating missing, unidentified, and deceased persons; processing juvenile offenders and the care of juveniles in need of protective services; responding and investigating bomb and arson incidents; and collecting and processing of forensic evidence.
- **Bureau of Organized Crime:** The Bureau of Organized Crime focuses on the dissolution of illegal narcotic, gang and vice activities through street-level enforcement efforts and criminal investigations.
- **Bureau of Organizational Development:** The Bureau of Organizational Development is responsible for the education and training of all new recruits and current officers, research, data analysis and the development of new initiatives to improve public safety and departmental effectiveness.
- **Bureau of Patrol:** The Bureau of Patrol is responsible for general field operations, the protection of life and property, the apprehension of criminals, and the enforcement of state and municipal traffic laws.
- **Bureau of Support Services:** The Bureau of Support Services is responsible for all the administrative aspects of the Department. Functions under this bureau include Finance, Human Resources, General Support, Information Services, Records and Grants.

2016 Highlights and 2017 Initiatives

Increase Diversity of Chicago Police Officer Applicants – Utilizing social media as a tool to reach a widespread and diverse pool of candidates, the Police Department increased the number of minority applicants that took the 2016 Police Officer entrance exam. Over 70 percent of the applicants for the 2016 exam identified as a minority. The City will build on this effort to further improve diverse participation in the upcoming exam to be offered in 2017.

Moving Officers Back to the Streets – Starting in 2016, CPD began the transition of 319 police officers who

were performing administrative functions back to the street while also hiring civilians to perform many of these functions. The first wave of this civilianization process will be completed by the end of 2016. CPD will continue the civilianization process in 2017 with Sergeants who are acting in administrative functions. Those Sergeants will be returned to law enforcement roles.

Body Worn Cameras – In 2016, using funds awarded from a grant, CPD began the rollout of body worn cameras across seven police districts. This rollout was completed in September and assigned approximately 2,100 body worn cameras, marking one of the largest body worn camera deployments in the nation. This initiative will continue in 2017 with another seven districts receiving body worn cameras. By the end of 2018, body worn cameras will be rolled out to every police district in Chicago.

TASER Recertification Program – Members of the Department who have previously qualified with the Taser are required to recertify annually. This training is being conducted in tandem with the prescribed weapon qualification program. There are currently 9,700 sworn members qualified and of those, over 6,000 new users have passed the recertification training.

Crisis Intervention Training (CIT) –The Chicago Police Department is committed to the dignified treatment and safety of arrestees and other persons requiring assistance from the Department. The CPD Crisis Intervention Team training is a 40-hour certification on techniques and best practices to de-escalate interactions with individuals in crisis, particularly people with mental illnesses. The training has been shown to help defuse crises and reduce the use of force and risk of injury. As part of the new reform efforts, in 2016 CPD expanded the number of officers fully certified in CIT by 50 percent from 1,890 to 2,800, with continued CIT training planned for subsequent years. CPD will also continue its mandate that each district has at least one CIT-certified officer staffed on every watch. All sworn members who have been promoted have also been trained through the full curriculum of CIT training.

Crime Prevention Information Center (CPIC) Gun-Tip Line - The Gun-Tip Line is a cooperative effort between the Chicago Police Department, the University of Chicago Crime Lab and the Crimestoppers Program. Currently officers are assigned to man this tip line 24 hours a day. When tips come in, they are vetted by the officer assigned to the Gun-Tip Line. They are then assigned to district law

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY

enforcement for immediate investigation. This program is focused in the 007th and 011th Districts. If a tip comes in that requires additional investigation or involves firearms trafficking, it is forwarded to the Gang Investigations Division for further investigation.

Chicago Police ATF Gun Task Force - The Chicago Police Department, working with the Bureau of Alcohol, Tobacco, Firearms and Explosives and the FBI, has opened the Crime Gun Intelligence Center to crackdown on illegal guns. A tool of the center is the National Integrated Ballistic Information Network, an automated database system that compares and matches cartridge casing evidence across the country. This program has been successful thus far and CPD plans to expand the pilot program to several new districts.

Police Hiring – In 2017, the Chicago Police Department will begin the two year plan to hire an additional 970 sworn officers. This includes an additional 500 Police Officers, 92 Field Training Officers, 200 Detectives, 112 Sergeants and 50 Lieutenants. By the end of 2018, the number of sworn officers in the Department will have grown from 12,565 to 13,535.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

PUBLIC SAFETY

CHICAGO POLICE DEPARTMENT

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

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	13,417	1,384,510,306	13,971	1,434,581,644
Chicago Midway Airport Fund	57	6,325,690	59	6,588,837
Chicago O'Hare Airport Fund	176	19,194,525	176	18,621,840
Other Grant Funds	143	36,261,000	70	34,177,000
Total Full-time Equivalent Positions and Amounts	13,793	\$1,446,291,521	14,276	\$1,493,969,321

ALLOCATION

Personnel Services	1,370,917,487	1,402,951,850
Non-Personnel Services	75,374,034	91,017,471

Program Summary and Description	FTEs	2017 Funding
OFFICE OF THE SUPERINTENDENT Administers legal and legislative matters and various labor agreements, improves the Department's response to domestic violence, and disseminates information to the public through the news media.	184	17,460,675
OFFICE OF THE FIRST DEPUTY Coordinates and unifies the efforts of all bureaus to maximize the use of departmental resources, personnel, and technology.	169	15,799,447
BUREAU OF ORGANIZATIONAL DEVELOPMENT Develops and implements all training for new recruits and current officers and develops, drafts, and publishes procedures for all Department Units. Evaluates the impact and effectiveness of current strategies using quantitative and qualitative methods and researches and develops new initiatives to improve public safety and departmental efficiency and effectiveness. Examines the impact and inclusiveness of community outreach programs.	169	19,017,621
BUREAU OF PATROL Responsible for general field operations, including the protection of life and property, apprehension of criminals, problem-solving to address chronic crime and disorder problems, and enforcing traffic laws and City ordinances.	10,979	1,151,287,769
BUREAU OF DETECTIVES Directs the efforts of personnel trained in apprehending offenders and completing thorough and unified investigations. Serves as a liaison in matters of criminal and juvenile-related offenses, providing district law enforcement officers with investigative and arrest information, and developing and presenting criminal cases.	1,526	141,664,924
BUREAU OF ORGANIZED CRIME Coordinates the identification, investigation, and prosecution of individuals, street gangs, and other organizations engaged in criminal or terrorist activity.	742	66,821,896

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
PUBLIC SAFETY

CHICAGO POLICE DEPARTMENT

Program Summary and Description	FTEs ²⁰¹⁷	Funding
BUREAU OF SUPPORT SERVICES Provides financial, administrative, analysis, and technical support necessary for department operations. Conducts hiring and training for new recruits, promotions, and ongoing certifications.	507	120,575,997
TURNOVER		(38,659,008)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

PUBLIC SAFETY

OFFICE OF EMERGENCY MANAGEMENT AND COMMUNICATIONS

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

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

2016 Highlights and 2017 Initiatives

Transitioning Crossing Guards – In 2016, crossing guards transitioned from the Chicago Police Department (“CPD”) to OEMC as part of CPD’s initiative to move police officers back to the street. With the addition of crossing guard personnel to OEMC’s operations, OEMC now encompasses the City’s entire civilian workforce responsible for ensuring motorist and pedestrian safety. Additionally, as part of the crossing guard transition, OEMC, in coordination with CPD, re-evaluated existing crossing guard intersections to ensure that resources were deployed appropriately at the start of the 2016-2017 school year.

Planning for Emergency Evacuations – OEMC established a working group in January 2016 to update the Central Business District Evacuation Plan. A draft of the plan will be completed by the end of 2016. The plan will be tested throughout 2017 with discussion based exercises, and the final updated plan will be completed by the end of 2017.

Establishing a Planning Protocol for Mass Care – In 2017, OEMC will establish an emergency planning protocol for the mass care of individuals impacted by an incident. The Emergency Planning (“Mass Care”) plan will focus on Mass Care Planning from a statewide and Federal Emergency Management Agency perspective, with the goal to refine the mass care concept and the many moving parts that simultaneously take place during an emergency. Mass care includes sheltering residents after a disaster, feeding and family assistance. The project will focus on educating key stakeholders and partners about mass care and providing plans for sheltering and family assistance after a disaster. The Mass Care Planning project will take approximately two years to complete.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

PUBLIC SAFETY

OFFICE OF EMERGENCY MANAGEMENT AND COMMUNICATIONS

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

FUND SOURCE(S)	2016		2017	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	1,705	94,447,024	1,825	102,405,688
Chicago Midway Airport Fund	29	1,935,602	173	7,785,321
Chicago O'Hare Airport Fund	82	5,047,398	112	6,251,089
Other Grant Funds	29	119,331,853	27	125,601,000
Total Full-time Equivalent Positions and Amounts	1,845	\$220,761,877	2,137	\$242,043,098

ALLOCATION

Personnel Services	88,804,713	103,096,901
Non-Personnel Services	131,957,164	138,946,197

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	48	4,396,447
POLICE AND FIRE OPERATIONS	654	52,677,291
Responsible for the dispatch of all Police, Fire, and Emergency Medical Services through the City's 911 Center and Alternative Response Center (ARS), operating 24 hours a day, 7 days a week, 365 days a year.		
EMERGENCY MANAGEMENT	33	125,261,913
Prepares Chicago for significant planned events and unplanned emergencies, provides disaster recovery assistance to people and institutions, mitigates the effects of catastrophic events, and provides operational coordination through a 24/7/365 operations center.		
TECHNOLOGY	97	26,722,020
Provides the enterprise services, radio communication capabilities, network services, and other technologies to support public safety departments and City services, which protects lives and property citywide. Provides on-going technical support to Police, Fire and Emergency Medical Service dispatch operations.		
311 CITY SERVICES	73	4,660,645
Serves as the point of entry for residents, business owners, and visitors requesting non-emergency City services and information 24/7/365.		
CITY OPERATIONS	1,232	30,550,761
Provides traffic management and performs traffic control functions to ensure the safe and effective movement of traffic throughout Chicago.		
TURNOVER		(2,225,979)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

PUBLIC SAFETY

CHICAGO FIRE DEPARTMENT

The Chicago Fire Department (“CFD”) is the second largest fire department in the nation, covering more than 228 square miles with 96 neighborhood firehouses. In addition to serving Chicago, CFD is a member of the Mutual Aid Box Alarm System, through which CFD responds to fire and rescue emergencies across the state and nation when additional resources are needed. CFD works with major contributors and federal grantors to ensure that smoke detectors are available for families who could not otherwise afford them and distributes these detectors at firehouses and aldermanic offices throughout the City. CFD also provides information on the proper placement and maintenance of detectors and other fire safety education materials through its Public Education Section.

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

The Fire Prevention Bureau is a critical component of the Chicago Fire Department’s mandate to protect the citizens of Chicago against the loss of life and property through its enforcement of the Municipal Code. The Fire Prevention Bureau conducts general inspections of businesses, schools, hotels, public places of assembly, and high-rise occupancies within their geographic boundaries. Inspections are done on an annual basis to ensure that each entity complies with all required fire codes.

2016 Highlights and 2017 Initiatives

Cross-stream Training - Through the federal Urban Areas Security Initiative (“UASI”) grant program, CFD implemented an active shooter response training program for both small and large scale incidents in 2016 in partnership with the Chicago Police Department. This joint training

program required coordination of law enforcement, along with specialized tools and medical intervention from the CFD in order to mitigate and neutralize a foreign and domestic threat while treating the injured.

Upgrading Critical Equipment - Using a combination of federal grant funds and local funds, the CFD was able to upgrade its Self-Contained Breathing Apparatus (“SCBA”) for its members and is also currently in the process of purchasing new harnesses for the upgraded SCBAs. The upgrades increase air time within firefighters’ tanks, allowing for better search and rescue efficiency while keeping the City’s front line firefighters safe.

Improving Administrative Functions – Starting in 2016, the CFD began to fully transition to the City’s time keeping and automated payroll system. In 2017, CFD will continue to transition to the City’s automated payroll system and integrate its scheduling system into the City of Chicago’s time and attendance system. CFD is currently working to fully transition to the City’s payroll and time keeping system, while improving functionality throughout the fire houses and decreasing the amount of necessary onsite hardware and maintenance. By fully automating time and attendance, CFD can better track and assign personnel for overtime and other staffing requirements, such as special events.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

PUBLIC SAFETY

CHICAGO FIRE DEPARTMENT

The Chicago Fire Department (CFD) is responsible for the safety of residents and property by providing emergency services, including extinguishing fires, investigating causes of fires, enforcing the Fire Prevention Code, and administering emergency medical care.

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	4,851	576,510,424	4,849	584,228,559
Chicago Midway Airport Fund	68	8,148,745	68	8,033,240
Chicago O'Hare Airport Fund	244	28,695,649	244	29,644,311
Other Grant Funds	8	14,366,000	12	14,779,000
Total Full-time Equivalent Positions and Amounts	5,171	\$627,720,818	5,173	\$636,685,110

ALLOCATION

Personnel Services	591,738,716	601,078,796
Non-Personnel Services	35,982,102	35,606,314

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	129	31,959,356
FIRE SUPPRESSION AND RESCUE OPERATIONS	4,107	508,614,791
Conducts fire fighting and rescue operations. Encompasses the Department's Special Operations and Fire Investigation divisions.		
EMERGENCY MEDICAL SERVICES (EMS)	789	89,467,759
Provides emergency medical care and hospital transport utilizing advanced life support (ALS) ambulances, as well as engine companies and fire trucks equipped with advanced life support equipment.		
SUPPORT SERVICES	56	12,617,163
Provides logistical support, including managing the storage, distribution, and maintenance of supplies, equipment, and departmental technology.		
FIRE PREVENTION	92	10,137,254
Inspects schools, institutions, and places of public assembly for compliance with the City of Chicago Fire Code.		
TURNOVER		(16,111,213)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES

Community Services FUNDING COMPARISON BY DEPARTMENT		
Department	2016	2017
Department of Public Health	147,540,987	151,975,450
Commission on Human Relations	2,313,408	2,434,265
Mayor's Office for People with Disabilities	5,539,100	5,346,697
Department of Family and Support Services	342,892,618	403,758,963
Chicago Public Library	73,026,291	74,635,696
Total - Community Services	\$571,312,404	\$638,151,071

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

COMMUNITY SERVICES

CHICAGO DEPARTMENT OF PUBLIC HEALTH

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

2016 Highlights and 2017 Initiatives

Launching Healthy Chicago 2.0 – In 2016, more than 500 community leaders and public health advocates joined CDPH to launch Healthy Chicago 2.0, the new four year plan to improve health equity across Chicago. Healthy Chicago outlines 230 actionable strategies in a variety of priority areas including: increasing access to health care and human services, improving health outcomes, and utilizing and maximizing data and research. With the goal of improving the health and well-being of all Chicagoans, Healthy Chicago 2.0 establishes policies, programs, and educational campaigns to educate and increase public awareness about emerging and ongoing public health issues.

Passing Comprehensive Tobacco Reform Laws – City Council passed a comprehensive tobacco prevention package in 2016 that included raising the legal age to purchase cigarettes and tobacco products to 21, imposing a tax of liquid nicotine products, and banning discounts and coupons used to skirt local taxes. The revenue from the e-cigarette tax is being used to help support five new school based health centers across Chicago.

Expanding HIV Treatment Options – In May and June, CDPH transitioned management of its HIV primary care clinics in Englewood and Uptown to community partners Howard Brown Health and UIC, respectively. It is anticipated that 1,360 HIV-positive residents will be served annually at the two sites, 900 more than were served in 2015.

Reforming Breast Health Service – Through a new partnership with Cook County Health and Hospital System (CCHHS) and ongoing partnerships with Roseland and Mercy Hospitals, CDPH now provides free mammograms to up to 5,000 uninsured women across Chicago – more than double the number previously eligible annually. Beginning in 2016, women we are able to access services at eight locations in Chicago.

Improving Access to Mental Health Services – In 2017, CDPH will continue to build on investments in public health in partnership with DFSS, CCHHS and others. CCHHS will launch a new triage center at CDPH's Roseland location. Cook County Jail will co-locate staff at the City's West Town location to provide services to those who recently left the criminal justice system and Thresholds will open a new mental health facility at the City's Lakeview location.

Combating Heroin and Opioid Abuse – To confront the heroin and opioid addiction epidemic, CDPH will implement a series of measures in 2017 to expand oversight over the pharmaceutical industry, increase education on opioid and heroin addiction, and increase funding in substance abuse treatment programs. To support these efforts, the City will implement a new license on pharmaceutical representatives that will require responsible promotion and full disclosure of the hazards of the drugs by these professionals.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

COMMUNITY SERVICES

DEPARTMENT OF PUBLIC HEALTH

The Chicago Department of Public Health (CDPH) strives to make Chicago a safer and healthier city by working with community partners to promote health, prevent disease, reduce environmental hazards, and provide better access to health services.

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	182	30,426,427	183	31,990,357
Community Development Block Grant	74	11,455,346	73	11,731,412
Other Grant Funds	357	105,659,214	350	108,253,681
Total Full-time Equivalent Positions and Amounts	613	\$147,540,987	606	\$151,975,450

ALLOCATION

Personnel Services	57,000,286	62,313,828
Non-Personnel Services	90,540,701	89,661,622

Program Summary and Description	2017 FTEs	Funding
ADMINISTRATION	50	8,364,101
HIV / AIDS / STI SERVICES Provides comprehensive services that promote the prevention, testing, and treatment of HIV/AIDS and other sexually transmitted infections. Services are provided by CDPH in clinical and community settings through funding to delegate agencies. Collects data on HIV/AIDS in STI cases.	141	65,343,629
FOOD PROTECTION Promotes food safety and sanitation through the inspection of food establishments and by providing education on food safety to businesses and the public. Conducts inspections and enforcement actions related to summer festivals.	43	3,918,221
COMMUNICABLE DISEASE Maintains citywide surveillance of over 50 reportable communicable diseases. Conducts epidemiological analysis to identify trends and implement prevention intervention. Investigates outbreaks of diseases and makes recommendations on control and treatment. Educates the public and organizations on communicable diseases and prevention.	32	4,978,566
TUBERCULOSIS CONTROL Maintains citywide surveillance of TB cases by ensuring the provision of specialized treatment, directly observed therapy, and case management through a partnership with Cook County Hospitals. Investigates the status of TB cases and conducts TB screening and prevention activities targeted at high-risk populations.	16	2,901,537
IMMUNIZATION Provides vaccines to more than 600 providers serving those at high risk for under-immunization. Assures delivery of immunization through direct services at clinics or other sites, coordinates healthcare provider education and manages activities among community-based organizations to identify and immunize high-risk children and adults. Maintains citywide surveillance of vaccine-preventable diseases.	33	6,181,968

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES

DEPARTMENT OF PUBLIC HEALTH

Program Summary and Description	FTEs	2017 Funding
MENTAL HEALTH SERVICES Provides outpatient mental health services for adults, including case management, assertive community treatment, psychosocial rehabilitation, crisis intervention through mental health assessments, and group and individual therapy to help clients increase functional capacity and achieve individualized treatment plan objectives.	67	10,232,764
SUBSTANCE ABUSE Provides a full continuum of substance abuse treatment services, including outpatient, intensive outpatient, residential, and detoxification. Also provides recovery housing for adult men and women and residential treatment for adolescent girls through contracts with community based organizations.	7	3,381,673
VIOLENCE PREVENTION Works with national and local community partners to reduce and prevent children's exposure to violence, teen dating violence, and bullying. Implements community outreach, public awareness, and social networking violence prevention strategies.	7	2,304,398
LEAD POISONING PREVENTION Works to combat lead poisoning by ensuring children are tested for lead, educating parents and property owners on the dangers of lead, and enforcing City and State laws to ensure lead hazards in homes are properly eliminated. Conducts surveillance of lead poisoning and ensures lead-poisoned children receive needed services.	29	8,872,031
WOMEN'S AND CHILDREN'S HEALTH Provides direct health and supportive services to children, adolescents, and women who are pregnant or of reproductive age.	93	15,686,266
EMERGENCY PREPAREDNESS Implements preparedness response programs for bioterrorism, infectious disease outbreaks, and other public health threats. Establishes plans, trains staff, and conducts exercises and drills to improve public health readiness. Administers federal funds for hospital preparedness.	45	14,341,348
EPIDEMIOLOGY Analyzes and maps health data to inform policy, planning, and interventions.	16	4,425,700
ENVIRONMENTAL HEALTH AND PERMITTING Performs routine and complaint-generated inspections to ensure environmental protection and laws are enforced to keep residents healthy and safe. Environmental permits are also administered.	27	3,444,270
TURNOVER		(2,401,022)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

COMMUNITY SERVICES

COMMISSION ON HUMAN RELATIONS

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

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

2016 Highlights and 2017 Initiatives

New Protections Against Discrimination – Three new amendments to the Chicago Human Rights and Fair Housing Ordinances were approved by City Council in 2016. These amendments include: a new protected class for military status; a retaliation clause in fair housing complaints making it illegal for a retaliatory action to be taken against a person who has filed a complaint of discrimination with the CCHR; and an amendment to protect residents in accessing facilities private in nature on the basis of gender identity.

Analysis of Impediments to Fair Housing – CCHR was instrumental in working with the Office of Budget and Management and other partners to produce the 2016 Analysis of Impediments to Fair Housing (AI). The AI examines policies, practices, and local socioeconomic and housing market conditions and trends that may affect the

ability of Chicago residents to choose housing in the city. It also includes a comprehensive list of recommendations to help reduce housing discrimination, segregation, and foster improved human relations in the city. These recommendations will help reduce continuing instances of discrimination and may in turn lead to a reduction in complaints filed with the CCHR.

Improve Accessibility for People with Disabilities – The CCHR and the Mayor's Office for People with Disabilities (MOPD) have been working together to revise the regulations to the Chicago Human Rights Ordinance to more closely align them with the federal regulations under the Americans with Disabilities Act (ADA). The new regulations, effective January 1, 2017, will help make compliance easier and less confusing, especially for small businesses. Additionally, the CCHR has begun a new initiative to verify compliance with its final orders in public accommodation disability discrimination cases. Staff will review prior decisions and contact businesses found noncompliant in the past, to determine if required modifications have been completed. This initiative will prevent future complaints and make more businesses accessible for disabled patrons and customers.

Testing for Discrimination Against Housing Choice Voucher Recipients – Discrimination against Housing Choice Voucher (commonly referred to as Section 8) holders is the most prevalent form of housing discrimination. To help address this problem, the CCHR will work with a local delegate agency to conduct fair housing discrimination tests based on housing choice vouchers. The testing program will help identify areas in Chicago where this type of discrimination occurs and an educational outreach campaign will be conducted in targeted communities to help landlords and real estate professionals better understand the requirements under the law. The overall objective of the program is to prevent discrimination before it occurs which will help the CCHR increase its efficiency in investigations. This initiative is scheduled to begin in January 2017.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

COMMUNITY SERVICES

COMMISSION ON HUMAN RELATIONS

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

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	12	1,155,877	12	1,165,519
Community Development Block Grant	8	1,157,531	8	1,268,746
Total Full-time Equivalent Positions and Amounts	20	\$2,313,408	20	\$2,434,265

ALLOCATION

Personnel Services	2,025,698	2,068,911
Non-Personnel Services	287,710	365,354

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	2	349,663
HUMAN RIGHTS COMPLIANCE	13	1,587,292
Investigates and adjudicates complaints of discrimination in housing, employment, public accommodations, and credit and bonding.		
COMMUNITY RELATIONS	5	566,300
Uses mediation and other conflict resolution techniques to respond to intergroup tensions. Provides workshops to schools, community organizations, and other groups to prevent or respond to discrimination, conflict and hate crimes.		
TURNOVER		(68,990)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

COMMUNITY SERVICES

MAYOR'S OFFICE FOR PEOPLE WITH DISABILITIES

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

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

MOPD's key services and programs include:

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

disability income, and provides job readiness and placement assistance, with an emphasis on reaching underserved communities.

2016 Highlights and 2017 Initiatives

Increasing Accessibility at City Festivals – Throughout 2016 in order to increase the participation of Chicago's citizens and visitors with disabilities in City festivals and cultural events, MOPD worked with DCASE to improve accessibility to wheelchair and companion seating; captioned the Millennium Park Film Series for deaf/hard of hearing patrons; and worked with the Goodman Theatre to increase accessible programming and customer service.

Youth Employment Programs ("YEP") – YEP works towards enduring that CPS students with disabilities have the resources they need to attain employment and post-secondary education. During the 2015-16 school year, MOPD provided a day of job shadowing with local employers to 193 high school students; paid summer internships for 58 high school students; and provided employer connections, resume writing and interviewing workshops to 850 high school students.

Addressing High Unemployment Rate Among People with Disabilities – MOPD is working to establish a task force with the purpose of advising the City on ways to increase employment opportunities for people with disabilities. This will include encouraging economic development through entrepreneurship; facilitating alignment between job training, referrals and service providers; facilitating greater preparation of students in higher education for careers; and examining City/County policies that promote and/or discourage employment.

Promoting Human Rights Ordinance Disability Regulation – MOPD and the Chicago Commission on Human Relations will launch an outreach and educational initiative for the disability and business communities on the new Chicago Human Rights Ordinance Disability Regulation in 2017. This initiative will result in the disability and business communities having a better understanding of the regulation's accessibility standards and the rights and obligations under the Human Rights Ordinance.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

COMMUNITY SERVICES

MAYOR'S OFFICE FOR PEOPLE WITH DISABILITIES

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

FUND SOURCE(S)	2016		2017	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	12	1,449,869	13	1,414,445
Community Development Block Grant	13	3,089,231	12	2,974,252
Other Grant Funds	4	1,000,000	4	958,000
Total Full-time Equivalent Positions and Amounts	29	\$5,539,100	29	\$5,346,697

ALLOCATION

Personnel Services	2,835,753	2,867,496
Non-Personnel Services	2,703,347	2,479,201

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	7	1,200,929
EMPLOYMENT SERVICES	4	415,795
Provide intensive one-on-one and in group settings, Social Security WIPA services to SSA beneficiaries seriously considering transitioning from dependence on public benefits to paid employment and greater economic self-sufficiency, in an effort to disseminate accurate information to beneficiaries with disabilities and transition-aged youth about work incentives program issues and ultimately connect them with community service providers as needed, for the provision of job training/placement		
ACCESSIBILITY COMPLIANCE	4	367,077
Responsible for making public and private entities in the City more compliant with local, state, and federal disability rights and accessibility laws.		
PREVENTION PROGRAMS	2	297,641
Provides educational and referral services for substance abuse prevention and implements other strategies for increasing self-esteem, and encouraging positive lifestyles for youth and adults who are deaf and hard of hearing.		
DISABILITY RESOURCES	10	1,066,840
Enrolls clients in appropriate programs for services and assistance. Advocate on behalf of clients when appropriate, enabling them to live independently.		
INDEPENDENT LIVING PROGRAM	2	1,969,637
Supports services designed to enhance independent living and quality of life for people with disabilities, including home accessibility modifications, individualized needs assessment, in-home assistive devices, and personal assistance or homemaker services.		
ACCESS CHICAGO		62,250
A one-day comprehensive fair displaying the newest and best products and services for people with disabilities and their families, offering demonstrations of adaptable sports, recreational, and entertainment opportunities.		
TURNOVER		(33,472)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

COMMUNITY SERVICES

DEPARTMENT OF FAMILY AND SUPPORT SERVICES

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

- **Early Childhood Education and Youth Programs** – The Children Services Division operates programs that ensure high quality early childhood programs are available to meet the needs of all communities. DFSS Youth Development Programs provide high quality program models that use evidence-based strategies to build youth skills for success: Out of School Time, Behavioral Health Services, Intensive Youth Services, and Mentoring.
- **Emergency and Specialized Assistance** – DFSS assists approximately 45,000 residents per year at six Community Service Centers that offer residents access to shelters, food pantry referrals, clothing, domestic violence assistance, and job training and placement.
- **Response to Domestic Violence** – DFSS provides services for more than 12,000 victims of domestic violence and their children through 30 community-based programs which provide numerous services including case management, court advocacy, legal representation, and individual and group counseling.
- **Employment Skills Training** – DFSS provides job training and placement services to high-need populations including formerly incarcerated individuals, homeless individuals, and persons with limited English proficiency.
- **Homeless Services** – DFSS administers and manages programs for homeless individuals and families, including more than 3,000 beds of overnight shelter and interim housing. Additionally, DFSS supports services for homeless individuals and families including homelessness prevention, community-based case management, permanent supportive housing, employment training and placement, assistance with public benefits applications and substance abuse treatment.

- **Services for Senior Residents** – DFSS is a resource for more than 180,000 seniors, including programs at 21 Senior Centers plus in-home services that allow them to live independently in their homes and communities.

2016 Highlights and 2017 Initiatives

Expanding Early Childhood and Youth Programs – DFSS, in partnership with its sister agencies, has more than doubled Mayor Emanuel's One Summer Chicago program since 2011, providing summer jobs and internships to over 31,000 youth ages 14-24 in 2016.

Additionally, in 2016, DFSS partnered with CPS, Chicago Cook Workforce Partnership, and Thrive to create a citywide Youth Strategic Plan to reconnect youth, ages 16-24, who are currently out of school and out of work, to education and full-time employment opportunities. This plan will inform an Opportunity Youth policy agenda for the City of Chicago over the next 3-5 years.

With DFSS support, the first phase of a new youth mentoring initiative was launched in the Fall of 2016. Through a three-year, public-private partnership, this project will provide increased funding to programs like "Becoming a Man" and mentoring will be expanded to serve over 7,000 at-risk youth across 20 targeted communities.

Access to Shelters for Domestic Violence Victims – Chicago's first new domestic violence shelter in more than a decade, WINGS Metro, opened in 2016, increasing Chicago's beds for domestic violence victims and their children by more than 30 percent. WINGS Metro features innovated suite-based housing that eases inclusion of LGBT, male, and trafficked victims.

Improving Housing and Homeless Initiatives – DFSS leads the Mayor's newly established citywide taskforce dedicated to addressing and reducing homelessness in Chicago. The taskforce has partnered with advocates, non-profits, and representatives of the homeless community for a new program designed to house 75 residents who have experienced chronic homelessness. DFSS will continue to build on this success in 2017.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

COMMUNITY SERVICES

DEPARTMENT OF FAMILY AND SUPPORT SERVICES

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

FUND SOURCE(S)	2016		2017	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	49	64,014,154	51	76,435,254
Community Development Block Grant	25	24,659,854	26	24,071,686
Other Grant Funds	330	254,218,610	326	303,252,023
Total Full-time Equivalent Positions and Amounts	404	\$342,892,618	403	\$403,758,963

ALLOCATION

Personnel Services	36,232,216	49,893,417
Non-Personnel Services	306,660,402	353,865,546

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	38	6,090,553
CHILD SERVICES Manages comprehensive Head Start and Child Care programs serving families of children ages birth to 12.	116	259,603,386
YOUTH SERVICES Coordinates out-of-school activities, counseling, and mentoring programs for youth ages six to 18. Provides employment and training activities for youth and provides an alternative for youth entering the juvenile justice system through the Juvenile Intervention Support Center.	14	48,276,890
HUMAN SERVICES Coordinates programs for people who are homeless or at imminent risk of homelessness as well as funds community agencies that provide housing and supportive services. Assists with non-life-threatening situations by providing well-being checks, responding to requests for emergency shelter or relocation, and social services. Operates six community service centers located throughout the city providing a range of resources such as rental assistance, case management, and veteran's services.	70	50,106,824
DOMESTIC VIOLENCE Oversees the City's domestic violence hotline. Collaborates with a network of community-based delegate agencies to provide victims of domestic violence and their families with support and services.	14	4,051,026
WORKFORCE SERVICES Provides workforce services through a coordinated network of service provider agencies that collaborate to provide quality programs and assistance to job seekers and employers. Provides programs tailored to the needs of underserved populations such as ex-offenders, veterans, persons with disabilities, and immigrants.	4	9,211,526

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
COMMUNITY SERVICES

DEPARTMENT OF FAMILY AND SUPPORT SERVICES

Program Summary and Description	FTEs ²⁰¹⁷	Funding
SENIOR SERVICE PROGRAMS	147	27,657,821
Provides adults ages 60 and older with access to services to remain healthy, safe, and independent. Services include the golden diners program, home-delivered meals, elder neglect services, emergency medical transportation, and a variety of social and recreational activities at regional and satellite centers.		
TURNOVER		(1,239,063)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

COMMUNITY SERVICES

CHICAGO PUBLIC LIBRARY

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

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

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

2016 Highlights and 2017 Initiatives

Growing Rahm’s Readers -- Participation in the award-winning Rahm’s Readers Summer Learning increased by 2.5% in the summer of 2016. As part of the 2016 Rahm’s Readers Summer Learning challenge, over one million books were donated to children across the City participating in the program. The one million book donation is the largest book giveaway ever by CPL, and helped to encourage children to read more and develop their own personal library at home.

Expanding Early Learning Opportunities Citywide—In 2016, CPL received a \$2.5 million grant from Exelon, the largest individual gift in the history of the Chicago Public Library Foundation. With this donation, CPL started expanding and improving Early Learning Spaces at 17 early learning spaces along with a 18,000 square foot flagship space at the Harold Washington Library. These spaces will incorporate science, technology, engineering, art and math (STEAM) and the five practices of early learning – Talk, Sing, Read, Write and Play – into the space itself. The branch spaces are opening at the end of 2016 and throughout 2017.

Additionally, CPL launched a mobile early learning program to deliver early learning enrichment opportunities at over 200 early childhood centers in high priority, high need communities. This program includes a team of library professionals that conduct story time and hands on STEAM activities.

Promoting the YOUmedia Program— CPL now has 12 YOUmedia lab locations throughout the City with dedicated spaces supporting teen programming that encourages self-expression and helps build the 21st Century skills needed for college and career success. Over 6,000 teens participated in YOUmedia workshops through August 2016, representing a 22% increase over the same period in 2015.

Increasing Digital Skills and Training Program – CPL expanded its free CyberNavigator digital skill building program citywide in 2016. CyberNavigator provides one-on-one computer tutoring, skill building, and online resume writing and job support for residents. CPL collaborated with business, workforce development and community technology providers to launch a robust, custom-designed curriculum and online learning tool for digital literacy, to help adults learn, practice and document the development of digital skills.

Partnering with World Business Chicago – CPL is starting a new partnership with World Business Chicago to leverage libraries for economic development in neighborhoods. The key deliverables for the project over the next years will include a needs assessment tool for branch libraries, an inventory of resources that can be deployed as a toolkit, demonstration projects, and a plan for system-wide scaling.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

COMMUNITY SERVICES

CHICAGO PUBLIC LIBRARY

The Chicago Public Library (CPL) system supports Chicagoans in their enjoyment of reading, pursuit of learning, and access to knowledge. The CPL provides equal access to information, ideas and technology at 80 neighborhood locations.

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Library Fund	870	56,009,291	870	56,689,696
Other Grant Funds	84	17,017,000	76	17,946,000
Total Full-time Equivalent Positions and Amounts	954	\$73,026,291	946	\$74,635,696

ALLOCATION

Personnel Services	55,777,465	60,011,115
Non-Personnel Services	17,248,826	14,624,581

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	79	9,031,566
CAPITAL IMPROVEMENT		10,683,000
Improves library services by renovating and constructing library facilities.		
CENTRAL LIBRARY SERVICES	206	13,052,510
Provide public service at the Harold Washington Library Center and Popular Library at Water Works. Assist visitors of all ages in locating materials and information; utilizing library computers and online resources; requesting books, movies and music in print and electronic format; conducting programs, outreach and information and referral services. Conduct patron account services and maintain patron records; conduct collection maintenance and materials delivery.		
NEIGHBORHOOD LIBRARY SERVICES	594	38,469,754
Provide public service at 78 branches and regional libraries. Assist visitors of all ages in locating materials and information; utilizing library computers and online resources; requesting books, movies and music in print and electronic format; conducting programs, outreach and information and referral services. Conduct patron account services and maintain patron records; conduct collection maintenance and materials delivery. Manage facility maintenance and security needs.		
TECHNOLOGY, CONTENT AND INNOVATION	32	3,121,989
Plays key roles in the following areas: selection, processing, cataloging, circulation and on-going management of the library's collections; technology planning; coordinating a cohesive presence among CPL's virtual and physical technology environments; and preserving, archiving, digitizing and making available Harold Washington's Special Collections.		
LIBRARY PROGRAMS AND PARTNERSHIPS	35	3,050,293
Develops and coordinates cultural, civic, and educational programs and resources for patrons with a focus on innovative community-based learning practices.		
TURNOVER		(2,773,416)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
CITY DEVELOPMENT

		City Development
FUNDING COMPARISON BY DEPARTMENT		
Department	2016	2017
Department of Cultural Affairs and Special Events	32,028,902	33,318,551
Department of Planning and Development	152,015,286	167,051,695
Total - City Development	\$184,044,188	\$200,370,246

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

CITY DEVELOPMENT

DEPARTMENT OF CULTURAL AFFAIRS AND SPECIAL EVENTS

The Department of Cultural Affairs and Special Events (“DCASE”) provides support to local artists, cultural institutions, and community organizations through an annual grant program, administers workshops, and provides opportunities to participate in Chicago’s cultural programs. In addition, DCASE offers assistance to creative industries including culinary, film, fashion, and music programs. DCASE also works with community-based organizations and event organizers to ensure that 800 neighborhood festivals and athletic events receive proper permitting each year.

DCASE’s multi-year strategic plan identifies four key guiding principles:

- Foster a robust and healthy arts community where artists, nonprofit arts and culture organizations, and creative industries thrive;
- Achieve global prominence for Chicago’s arts and culture;
- Ensure that arts and culture are accessible to all residents;
- Build Chicago’s economy through the advancement of culture and the arts.

2016 Highlights and 2017 Initiatives

Delivering Cultural Events Citywide – Once again in 2016, DCASE partnered with the Chicago Park District to deliver more than 1,000 free cultural activities throughout the City via the Night Out in the Parks program. DCASE also managed nearly 20 separate farmers markets in neighborhoods across Chicago in 2016. The Taste of Chicago served 1.4 million residents and visitors in 2016, contributing \$106 million in total business activity to the Chicago economy.

Supporting the Growth of Filming in Chicago – The Chicago Film Office at DCASE continues to facilitate a record number of filming projects in Chicago. Television filming more than doubled in 2016, boosting local spending and job creation. An unprecedented eight full-time television series and portions of two other series are currently filming or are scheduled to film in the City in 2016 and 2017. Projects in 2015 alone generated an estimated \$330 million in

spending statewide, an 18 percent increase over the previous year, with filming in Chicago comprising the vast majority of the spending.

Fostering Local Art and Cultural Programming – DCASE provided more than 200 grants to nonprofit organizations and artists in neighborhoods throughout the City in 2016. The City Council supported Cultural Grants Program which funds art initiatives that advance the Chicago Cultural Plan.

Fifth Star Awards Entering its Fourth Year – Inaugurated in 2014, the Fifth Star Awards celebrates Chicago’s creativity and recognizes institutions and individuals who have made significant contributions in arts and culture. At the 2016 ceremony, the City and DCASE honored blues legend Buddy Guy; celebrated photographer Victor Skrebneski; actress, educator and theater founder Jackie Taylor; museum founder and educator Carlos Tortolero; and the legendary improv and sketch comedy theater, The Second City.

Hosting the Second Edition of the Chicago Architecture Biennial – Launched in the fall of 2015, the Biennial was the largest international survey of contemporary architecture in North America. Hundreds of free public programs, exhibitions, and installations showcased the cutting-edge ideas and talents of 120 architects and firms from more than 30 countries. The Biennial drew more than a half-million visitors. The 2nd edition of the Chicago Architecture Biennial will take place in fall 2017.

Celebrating Local with the Year of Public Art – Mayor Emanuel’s Public Art Chicago: 50 for 50 Campaign will activate a public art project in all 50 wards and celebrate the 50th anniversary of the City’s two most seminal works of public art – the Picasso in Daley Plaza and the Wall of Respect.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

CITY DEVELOPMENT

DEPARTMENT OF CULTURAL AFFAIRS AND SPECIAL EVENTS

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

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Special Events and Municipal Hotel Operators' Occupation Tax Fund	78	29,904,902	78	31,292,551
Other Grant Funds		2,124,000		2,026,000
Total Full-time Equivalent Positions and Amounts	78	\$32,028,902	78	\$33,318,551

ALLOCATION

Personnel Services	6,403,144	6,473,811
Non-Personnel Services	25,625,758	26,844,740

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	11	1,172,054
ARTS AND CREATIVE INDUSTRIES	18	4,071,525
Produces and presents world-class public programming that showcases Chicago arts organizations. Attracts visitors and businesses from around the world. Provides employment opportunities for local artists.		
EVENTS PROGRAMMING	18	14,213,634
Produces and presents major public programs along Chicago's lakefront and in other locations citywide. Facilitates the issuance of permits for events organized by community-based groups or other event coordinators.		
STRATEGIC INITIATIVES AND PARTNERSHIPS	11	1,759,192
Administers cultural grants to local artists and arts organizations. Partners with corporations, foundations, and government agencies for programs and services.		
MARKETING AND COMMUNICATION	9	985,866
Increases public awareness of the City's cultural and special events programming through marketing and public relations efforts, including media outreach, advertising, the department website, and publications. Promotes the City as a desirable film location and promotes the services provided to the arts community for cultural projects and neighborhood development.		
CULTURAL PLANNING AND OPERATIONS	11	11,408,903
Manages department facilities such as the Chicago Cultural Center, Millennium Park, the Gallery 37 Center for the Arts, and Water Works. Manages the rental of these facilities for private events. Supports Chicago's arts community by providing planning assistance.		
TURNOVER		(292,623)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

CITY DEVELOPMENT

DEPARTMENT OF PLANNING AND DEVELOPMENT

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

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

2016 Highlights and 2017 Initiatives

Creating the Neighborhood Opportunity Bonus – The new neighborhood opportunity bonus, established June 1, 2016, expands the boundaries of the downtown zoning district, refines the process to add density to downtown construction projects through a more equitable fee system. These fees are expected to generate \$9.7 million in annual revenue, which will support economic development in underserved neighborhoods, local infrastructure, and landmarks across the city.

Resurrecting the City's Largest Development Opportunities – DPD spearheaded a new development plan for the 2.5-million-square-foot old Chicago Post Office and 67-acres of vacant land at Roosevelt and Clark. DPD issued an RFP in September 2016 for the 49-acre Michael Reese site on the Near South Side and initiated a plan for the 28-acre Finkl site in Lincoln Park. These projects will collectively generate tens of millions of dollars in new property value and enhance neighborhood vitality, increase commerce, and lead to many new permanent and temporary jobs.

Modernizing the Industrial Corridors Citywide – Starting in North Branch, Pilsen, and Little Village, DPD is reviewing the City's industrial uses to refine land use policies for industrial corridors transitioning to new uses. These policies will provide modernized land use parameters to develop the corridors' potential as fully functioning business districts while also providing for long-term planning needs involving infrastructure, transportation, and future growth.

Launching Chicago Neighborhoods Now (CNN) Framework – CNN was launched in 2015 as a guide to determine the best ways to invest in neighborhoods and make them more vibrant. In 2017, CNN will release a full planning framework coordinating community input of neighborhood development priorities. Using a web-based interface and print materials, the framework prioritizes local improvement projects and provides opportunities to monitor and acknowledge achieved goals, making the City more responsive to the needs of residents and businesses.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

CITY DEVELOPMENT

DEPARTMENT OF PLANNING AND DEVELOPMENT

The Department of Planning and Development (DPD) promotes the comprehensive growth and well-being of the City and its neighborhoods. The DPD oversees the City's zoning and land use policies, and employs a variety of resources to encourage diverse business and affordable housing development at all levels throughout the city.

FUND SOURCE(S)	2016		2017	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	118	14,135,759	115	14,191,649
Affordable Housing Opportunity Fund	8	23,955,000	15	34,103,000
Tax Increment Financing Administration Fund	44	4,059,751	44	4,123,568
Neighborhood Opportunity Fund		0		9,700,000
Community Development Block Grant	48	31,734,776	48	27,232,478
Other Grant Funds	13	78,130,000	10	77,701,000
Total Full-time Equivalent Positions and Amounts	231	\$152,015,286	232	\$167,051,695

ALLOCATION

Personnel Services	21,633,848	21,872,997
Non-Personnel Services	130,381,438	145,178,698

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	46	7,091,176
ECONOMIC DEVELOPMENT Promotes neighborhood revitalization and economic development. Administers programs that enhance and preserve the economic viability of Chicago neighborhoods. Provides analysis of proposed development projects and financing packages. Ensures programmatic compliance on TIF projects. Manages programs designed to create and preserve jobs and enhance neighborhood business districts. Administers programs that lead to the sale of City real estate.	55	6,173,062
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.	65	148,276,765
ZONING AND LAND USE Develops and implements citywide and community plans that enhance Chicago as a place to live, work, and raise a family. Ensures that land use within the City is compliant with the Chicago Zoning Ordinance. Reviews planned developments and lakefront protection applications. Manages programs to maintain the character of individual landmarks and districts. Creates open space plans and identifies sites to acquire for new public open spaces.	66	6,128,671
TURNOVER		(617,979)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

Regulatory

FUNDING COMPARISON BY DEPARTMENT

Department	2016	2017
Office of Inspector General	6,364,913	8,641,428
Department of Buildings	38,426,789	38,295,022
Department of Business Affairs and Consumer Protection	19,488,793	19,676,601
Commission on Animal Care and Control	5,703,307	6,340,736
License Appeal Commission	176,640	179,427
Board of Ethics	857,827	825,807
Total - Regulatory	\$71,018,269	\$73,959,021

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

REGULATORY

OFFICE OF THE INSPECTOR GENERAL

The Office of Inspector General ("OIG") ensures honesty and integrity in City government by rooting out corruption, fraud, misconduct, and waste, while promoting economy, effectiveness, and efficiency. OIG's jurisdiction extends over most individuals working for or in connection with City government, including elected and appointed officers of the City and City Council, City employees, licensees, specified sister agencies, and contractors, subcontractors, and business entities seeking to do business with the City.

- **Audit and Program Review** – Audit & Program Review conducts independent, objective analysis and evaluations of City programs and operations, issues public reports, and makes recommendations to strengthen and improve the delivery of City services. The section serves as a resource for the City Council, policymakers, civic and advocacy organizations, journalists, and the general public. It also conducts independent and professional audits of City programs and departments following generally accepted government auditing standards.
- **Investigations** – Investigation conducts both criminal and administrative investigations of allegations of corruption, misconduct, waste, or substandard performance by governmental officers, employees, contractors, vendors, and licensees, among others. It conducts these investigations either in response to complaints from a City employee or other citizen or on the Inspector General's own initiative to detect misconduct, inefficiency, and waste within the programs and operations of City government.
- **Legal** – The Legal Section includes the Hiring Oversight Unit, which performs legally mandated audits and reviews of the City's hiring and employment practices to ensure compliance with the various City Hiring Plans. OIG's Hiring Oversight Unit also provides guidance, training, and program recommendations to City departments handling a broad and complex array of employment-related actions. The Legal Section also provides professional operational support to all of the other office components.
- **Operations** – The Operations Section supports the day-to-day operational functions of OIG by providing, among other things, fiscal, budgeting, human resources, and communications. The section

coordinates and implements innovative solutions and best practices, so OIG's mission components are able to work effectively in accordance with regulatory requirements. The Center for Information Technology and Analytics (CITA) conducts data analytics in support of OIG's mission and manages OIG's structural and operational IT infrastructure.

- **Public Safety Oversight** – Effective November 11, 2016, the Public Safety Oversight Section initiates reviews and audits of the City's police and police accountability functions with the goal of enhancing the effectiveness of public safety, protecting civil liberties and civil rights; and increasing the public's confidence in the system.

2016 Highlights and 2017 Initiatives

On March 16, 2016, investigative oversight of the City Council—including its members, staff, and vendors—officially transferred from the Office of Legislative Inspector General (OLIG) to this office. Following the transfer, OIG took immediate action including reviewing cases already underway by the former OLIG and assessing the complaints received during the four months that City Council spent without oversight. OIG has now integrated City Council complaint review and investigations into its regular investigative responsibilities. OIG also continues to build on this work by, upon invitation, visiting ward offices to better orient ourselves with the various activities conducted by aldermanic offices, allowing us to assist Aldermen in more fully understanding their responsibilities and results in us assuming our new responsibilities in an efficient manner for the City and its citizens.

City Council passed another set of legislation on October 5, 2016, related to public safety and police accountability in Chicago. The legislation creates an explicit public safety oversight and review function for OIG, with new and broad responsibilities. The enclosed budget plans for the creation of that function.

Another noteworthy accomplishment was the successful conclusion of a months-long review of OIG's operations by an external team of national oversight peers from the Association of Inspectors General (AIG), which our office committed itself by regulation to undergo every three years. The peer review process culminated in February, 2016 with a four-day, on-site, in-depth examination of OIG's work and processes involving, among other things, interviews of staff,

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
REGULATORY

the external investigative partners with whom we work, and senior officials from a variety of City departments who are at once the subjects and beneficiaries of our work. The peer review team found our office in compliance with the relevant standards for investigations and audits, and noted a number of areas of distinction including our complaint review process, audit planning, and training and qualifications.

In addition to the ongoing work mentioned above, this fall OIG will release its 2017-2019 Strategic Plan. OIG's plan establishes the vision and strategic direction for the office and will be used to align our day-to-day activities around shared values and goals. Additionally, the OIG Strategic Plan integrates performance management which promotes accountability throughout our office. In the coming year OIG will pursue the implementation of strategic initiatives outlined in the Strategic Plan. OIG's strategic initiatives broadly focus on collaboratively working with City departments to improve efficiency and reduce waste, fraud, and corruption through data-driven decision-making.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

REGULATORY

OFFICE OF INSPECTOR GENERAL

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

FUND SOURCE(S)	2016		2017	
	FTEs	Appropriation	FTEs	Recommendation
Corporate Fund	32	3,321,878	64	5,630,734
Water Fund	12	1,155,130	12	1,151,250
Sewer Fund	7	809,907	7	790,611
Chicago O'Hare Airport Fund	13	1,077,998	13	1,068,833
Total Full-time Equivalent Positions and Amounts	64	\$6,364,913	96	\$8,641,428

ALLOCATION

Personnel Services	5,550,839	7,558,290
Non-Personnel Services	814,074	1,083,138

Program Summary and Description	FTEs	2017 Funding
INVESTIGATIONS	24	2,037,899
Conducts both criminal and administrative investigations of allegations of corruption, misconduct, waste, or substandard performance by governmental officers, employees, contractors, vendors, and licensees, among others.		
LEGAL	16	1,750,028
Provides professional operational support to all other office components. The attorneys are frequently paired with investigators, performance analysts, and compliance officers to assist in complex investigations, audits, and program reviews and to help ensure the OIG investigations produce legally sound results. This section performs hiring oversight through legally mandated audits and reviews the City's hiring and employment practices related to the various City hiring plans.		
OPERATIONS	16	1,432,894
Supports day-to-day functions of the OIG by providing fiscal, budgeting, human resources, and communications services. The Center for Information Technology and Analytics Operations conducts data analytics and manages OIG's structural and operational IT infrastructure.		
AUDIT AND PROGRAM REVIEW	15	1,300,276
Conducts independent, objective analysis and evaluations of City programs and operations, issues public reports, and makes recommendations to strengthen and improve the delivery of City services. This section evaluates programs in order to promote efficiency, economy, effectiveness, and integrity in City operations.		
PUBLIC SAFETY AUDIT	25	2,279,122
Initiates reviews and audits of the Chicago Police Department (CPD), the Civilian Office of Police Accountability (COPA) and the Police Board with the goal of enhancing the effectiveness of the CPD, COPA and the Police Board; increasing public safety, protecting civil liberties, and civil rights; and ensuring the accountability of the police force, thus building stronger police-community relations.		
TURNOVER		(158,791)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

REGULATORY

DEPARTMENT OF BUILDINGS

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

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

\$300 Permit Fee Deposit – In 2016, DOB implemented a flat deposit of \$300 at the time of permit application submission, reducing the time to permit by an average of 10 to 15 days. With the flat deposit, DOB starts reviewing applications sooner by avoiding the preliminary fee calculation required to determine the deposit amount.

In-House Review of Foundation Permits – Prior to 2016, foundation permits were reviewed by a third-party at an annual cost of \$2.8 million. By reviewing foundation permits in house, DOB reduced the total time to permit by an average of 90 days, and eliminated the annual cost of a third-party reviewer.

Piloting Direct Developer Services – DOB is launching a program to allow a limited number of applicants to contract directly with a third-party for peer review of large and complex projects before submission to DOB. The Department’s goal is to streamline the permit process for large and complex projects, reducing the time required by the city staff to review these programs.

Modernizing Inspection Process with Enhanced Field Technology – In 2017, DOB will equip inspectors responsible for conducting permit inspections with handheld tablets, allowing these employees to enter inspection outcomes on site instead of returning to the office. By eliminating those trips to the office, this initiative will allow inspectors to complete more inspections each day, reducing the waiting time for homeowners and contractors.

2016 Highlights and 2017 Initiatives

Streamlining the Permit Process – DOB is focused on finding efficiencies in the issuance of permits. A more streamlined process will allow the department to direct staff where they are needed to improve customer service. DOB will continue to implement these initiatives in 2017.

Expanded Certified Corrections Program to Fire and Structural Corrections – The Certified Corrections Program allows design professionals to assume responsibility for compliance with plan review corrections after one complete plan review is performed by city inspectors. By including these two disciplines, the time to permit for small to mid-size new construction and renovation projects has been reduced, and approximately 3,000 trips by professionals to City Hall have been eliminated annually.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

REGULATORY

DEPARTMENT OF BUILDINGS

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

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	191	26,530,561	198	26,103,732
Water Fund	25	2,437,000	25	2,487,483
Vehicle Tax Fund	6	505,515	6	511,755
Sewer Fund	17	2,215,312	17	2,210,778
Community Development Block Grant	48	6,738,401	48	6,981,274
Total Full-time Equivalent Positions and Amounts	287	\$38,426,789	294	\$38,295,022

ALLOCATION

Personnel Services	29,363,149	30,763,097
Non-Personnel Services	9,063,640	7,531,925

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	21	2,610,530
REGULATORY REVIEW / LEGISLATIVE MATTERS Responsible for maintaining and updating the Chicago Building Code and auditing Developer Services and Self-Certification projects. Reviews proposed amendments to the Building Code, as raised by the Office of the Mayor, aldermen, and the community at large.	3	380,608
CASE MANAGEMENT Processes all violations for adjudication in Administrative Hearings and Circuit Court.	14	1,077,964
CODE COMPLIANCE Manages the enforcement of the Building Code through the administrative hearing process and voluntary compliance initiative.	2	210,960
LICENSING Responsible for the administration of tests and issuance of licenses for general contractors and members of the building trades.	1	722,363
BUILDING INSPECTIONS Inspects existing structures that are occupied or vacant but secure. Responds to resident complaints regarding Building Code violations. Reviews plans and conducts site inspections to ensure that work is done according to approved plans. Notifies owners about repairs that must be made to bring a building into compliance with code.	14	1,268,499
TECHNICAL INSPECTIONS Conducts technical inspections to ensure compliance with the Building Code, including electrical, elevator, ventilation, refrigeration, boiler, iron, and plumbing inspections. Reviews plans and conducts site inspections to ensure that work is done according to approved plans. Notifies owners about repairs that must be made to bring a building into compliance with the Building Code.	119	12,933,647

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

REGULATORY

DEPARTMENT OF BUILDINGS

Program Summary and Description	FTEs ²⁰¹⁷	Funding
TROUBLED BUILDINGS PROGRAM Addresses buildings that harbor criminal activity, are vacant and unsecured, or have dangerous and hazardous building code violations, with the goal of reducing crime and restoring housing stock to the residents of Chicago. Coordinates a comprehensive approach to problem properties and board-ups or demolishes vacant and hazardous buildings.	42	8,514,453
CODE ENFORCEMENT Inspects existing structures which are occupied or vacant but secure and responds to resident complaints regarding Building Code violations, with a focus on housing in low to moderate income areas.	22	3,110,595
SMALL PROJECT PERMITTING Reviews and permits small projects that do not require architectural drawings.	21	1,871,833
PLAN REVIEW Manages plan review and permitting for medium-sized projects, and manages the Neighborhood Centers and the Self-Certification Program.	34	4,528,903
DEVELOPER SERVICES Manages plan review and permitting for large building projects, and coordinates the work of the accelerated Green Permit Team.	1	1,701,760
TURNOVER		(637,093)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

REGULATORY

DEPARTMENT OF BUSINESS AFFAIRS AND CONSUMER PROTECTION

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

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

2016 Highlights and 2017 Initiatives

Implementing Paperless Online License Application – In July 2016, BACP launched the first phase of its paperless online license application process. Through this online process, business owners can complete business license applications and change type applications for change of officers, adding and/or canceling a location and change of doing business.

Growing the Chicago Microloan Initiative – In 2016, the City tripled the number of microlenders, expanding small business financing in Chicago. These microlenders have provided 266 loans since May 2012, invested a total of \$2.7 million in small businesses, and created an estimated 1,026 jobs. The average loan size is \$10,208 and over 69% of loans have gone to women or minority owned businesses.

Short-term Rental Reform – To improve oversight of short-term rental units, the City is rolling out a new database to allow intermediary platforms, like Airbnb, to register short-term rental units with the City. As part of comprehensive short-term rental reform, the City's new data system will maintain a complete history of activity for each short-term rental unit, flag ineligible units, and notify the shared housing host of registration approval or denial. In addition, the City will use the data system to communicate with intermediary platforms when a unit must be de-listed for violations.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

REGULATORY

DEPARTMENT OF BUSINESS AFFAIRS AND CONSUMER PROTECTION

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

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	183	18,173,793	184	18,361,601
Tax Increment Financing Administration Fund		375,000		375,000
Other Grant Funds	10	940,000	10	940,000
Total Full-time Equivalent Positions and Amounts	193	\$19,488,793	194	\$19,676,601

ALLOCATION

Personnel Services	14,354,843	14,600,935
Non-Personnel Services	5,133,950	5,075,666

Program Summary and Description	2017 FTEs	Funding
ADMINISTRATION	18	1,823,175
ADVOCACY AND OUTREACH	11	833,728
Creates, updates, and manages all marketing materials for the department and coordinates events including small business expos and business education workshops.		
SMALL BUSINESS CENTER	4	4,143,606
Serves as an advocate for small businesses and a one-stop-shop for business owners and entrepreneurs. Offering start-to-finish case management and access to start-up counseling and financial assistance.		
BUSINESS LICENSES AND PERMITS OPERATIONS	34	3,078,670
Responsible for processing and issuing general retail business, liquor, and public place amusement licenses. Responsible for processing and issuing public way use permits to business and property owners.		
LOCAL LIQUOR CONTROL	2	246,384
Operates as the Local Liquor Control Commission, overseeing the decision to issue or deny liquor license applications.		
PUBLIC VEHICLE LICENSES AND PERMITS	29	2,304,149
Oversees the public vehicle industry. Issues and confiscates taxicab medallions and determines rates of fare. Licenses all public chauffeurs, taxicabs, charter buses, and other public passenger vehicles.		
ENFORCEMENT	21	1,819,213
Conducts investigations to ensure compliance with the laws governing public passenger vehicles and truck weight enforcement.		

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT REGULATORY

DEPARTMENT OF BUSINESS AFFAIRS AND CONSUMER PROTECTION

Program Summary and Description	FTEs ²⁰¹⁷	Funding
PROSECUTIONS AND INVESTIGATIONS	70	5,529,502
Prosecutes cases at the Department of Administrative Hearings alleging Municipal Code violations concerning consumer fraud, public vehicle regulations, retail regulations, and truck weight regulations. Seeks fines against businesses in violation and restitution for aggrieved consumers, where appropriate. Initiates investigations of suspected bad businesses and disciplines those businesses found to be in violation of City ordinances or license requirement.		
CABLE AND TELECOMMUNICATIONS	5	494,879
Oversees and monitors cable and related telecommunications activities of local cable operators. Oversees Cable 25, the City's cable television station aimed at fostering independent film and television production.		
TURNOVER		(596,705)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

REGULATORY

COMMISSION ON ANIMAL CARE AND CONTROL

The Commission on Animal Care and Control (CACC) protects public safety and ensures the humane care of animals through sheltering, pet placement, education, and animal law enforcement. Annually, there are over 70,000 calls to 311 from the public regarding animal related inquiries and service requests, such as incidents of animal cruelty and abuse, stray animals, unwanted animals, and wildlife nuisances. Further, CACC is dedicated to removing stray, injured, and potentially dangerous animals from the public way.

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

2016 Highlights and 2017 Initiatives

Improving the Sheltering Facility - In 2016, CACC continued shelter renovations on the David R. Lee Animal Center. Air ventilation was added throughout the facility along with a new HVAC for pavilions A, B, C, D, E, and F.

Providing Intake Diversions for Surrender Pets – In 2016, CACC partnered with the Chicagoland Rescue Intervention and Support Program to rehome owner surrendered pets prior to intake in the shelter. More than 120 animals were diverted from CACC since the program was launched in May. In 2017, CACC plans to expand this program to more days of the week.

Changing Redemption Fee to Match Adoption Fee – CACC is proposing to change the redemption fee structure for lost animals to mirror the current adoption fee. Currently, CACC charges multiple different fees for pet redemption based on a variety of factors and a \$8 per day housing fee. The change in the redemption fee is expected to be revenue neutral, but will allow owners to more affordably and quickly redeem their pets. The new redemption fee is proposed to be \$65 – the same as the adoption fee – and there is no longer a per day housing fee.

Enhancing Transparency and Public Awareness – In 2017, CACC will overhaul CACC's social media strategy, website, and print materials to better reflect CACC's mission, services, and public resources, as well as provide easier access to information regarding animal outcomes, and CACC statistics. CACC intends to engage in citywide educational campaigns related to awareness of CACC's seasonal challenges and ways people can help alleviate them, spay and neuter opportunities, and adoptable cats and dogs from the City shelter.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT REGULATORY

COMMISSION ON ANIMAL CARE AND CONTROL

The Commission on Animal Care and Control protects public safety and ensures the humane care of animals through sheltering, pet placement, education, and animal law enforcement.

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	73	5,703,307	77	6,340,736

ALLOCATION

Personnel Services	4,524,411	4,635,433
Non-Personnel Services	1,178,896	1,705,303

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION Chicago Animal Care and Control protects public safety and ensures the humane care of animals through sheltering, pet placement, education and animal law enforcement.	5	514,986
ANIMAL CONTROL Responds to service requests to remove stray, vicious, and unwanted animals from the public way. Investigates animal bites and dangerous dog cases. Assists law enforcement, other departments, and sister agencies with animal related issues. Ensures compliance of animal related portion of the City Municipal Code and issues citations for non-compliance.	29	1,808,293
ANIMAL CARE Receives lost, injured, and unwanted animals brought to the shelter. Provides daily care and medical attention to all animals housed at the shelter. Provides customer service to visitors and educates the public about animal safety and pet ownership. Promotes maximization of live animal outcomes through lost pet redemptions, pet adoptions, and animal transfer programs. Administers vaccinations, performs surgeries, and other procedures.	38	3,912,005
ANTI-CRUELTY Inspects and responds to complaints of animal related businesses. Conducts cruelty and dangerous dog investigations. Assists the Chicago Police Department and other law enforcement agencies with dog fighting investigations and other advanced animal-related responses. Primary chemical immobilization experts, including non-lethal tranquilization of vicious and injured animals on the public way.	5	353,267
TURNOVER		(247,815)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

REGULATORY

LICENSE APPEAL COMMISSION

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

2016 Highlights and 2017 Initiatives

Through August 2016, 11 appeals were filed with LAC, well below the 2015 year-end total of 34. A total of 20 public hearings have been conducted through August 2016, while Circuit Court appeals reached two, which is one more than all Circuit Court appeals filed in 2015.

LICENSE APPEAL COMMISSION

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

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	1	176,640	1	179,427

ALLOCATION

Personnel Services	74,045	76,932
Non-Personnel Services	102,595	102,495

Program Summary and Description	FTEs	2017 Funding
APPEALS PROCESS	1	179,427
Determines the legal appropriateness of suspensions, revocations and fines imposed by the Department of Business Affairs and Consumer Protection against current liquor license holders, and conducts hearings on appeals of liquor license application denials.		

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

REGULATORY

BOARD OF ETHICS

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

- **Advice** – The Board of Ethics provides confidential advisory opinions to persons subject to the ordinances, or their attorneys, either informally by telephone or email, or formally by written opinion signed by the Executive Director or the Chair. It strives to issue informal opinions within 24 hours and formal opinions within 30 days. Since its establishment three decades ago, the Board has issued approximately 1,000 formal advisory opinions, and approximately 34,000 informal advisory opinions.
- **Transparency** – The Board of Ethics makes several types of documents public, including Statements of Financial Interests filed by thousands of City employees and officials, registration and quarterly report filings from 600 lobbyists, ethics pledges required of certain employees and Mayoral appointees, and gift disclosures and aldermanic recusal notices.
- **Ethics Education** – Since 2006, all aldermen and full-time City employees have completed a required online ethics training course, which is revised by the Board of Ethics every year. About ten percent of the City's workforce must also attend an ethics seminar every four years. Similarly, all registered lobbyists must complete an online ethics training program each year. Where feasible, the Board designs and conducts training courses for vendors and community groups.
- **Compliance and Enforcement** – The Board of Ethics has citywide jurisdiction to receive, refer, and adjudicate ethics complaints investigated by the Inspector General. The Board conducts hearings and makes determinations consistent with the principles of due process and evidentiary hearings.

2016 Highlights and 2017 Initiatives

Ongoing Enforcement – Through September 2016, the Board has determined that 79 employees and officials failed to properly file their required annual disclosures. As required by law, the Board made these names public, and levied more than \$5,000 in fines. The Board also determined that three lobbyists failed to file their required reports, and fined them a total of \$7,000. Their names were also made public.

The Board is on track to provide more than 5,100 confidential advisory opinions in 2016, with the majority coming from City employees and officials, reflecting a more aware and conscientious workforce. These opinions become the basis for future ethics training, which all personnel must complete.

Enhancing Guidance and Education – The Board added and published three new educational guides to the various aspects of the City's ethics and campaign financing laws. There are now a total of 17 educational guides, covering topics from outside jobs, to campaign contributions, to political activity. The Board also created two new educational presentations; one for new hires, and one for departing employees.

Improving Transparency – In 2017, the Board will continue the work of categorizing and summarizing each formal advisory opinion – over 1,000 – in order to establish an online, searchable database.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

REGULATORY

BOARD OF ETHICS

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

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	9	857,827	8	825,807

ALLOCATION

Personnel Services	782,762	756,420
Non-Personnel Services	75,065	69,387

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	7	666,926
EDUCATION		14,291
Oversees and conducts mandatory annual and quadrennial ethics training for City employees, officials, and lobbyists, and provides educational materials and ethics presentations to others.		
COMPLIANCE AND ENFORCEMENT		10,234
Receives, refers, and adjudicates complaints alleging violations of the Governmental Ethics Ordinance. Reviews ethics investigations conducted by the inspector general, holds probable cause meetings, administers merits hearings, and makes determinations, settlements, and case dispositions. Determines violations for late filers and trainers. Maintains public database of case dispositions.		
CASEWORK		13,359
Interprets and provides confidential advisory opinions on the Governmental Ethics Ordinance. Advises City officials regarding legislative action on governmental ethics, campaign financing, and lobbying, and makes formal opinions available without names.		
REGULATION		13,503
Administers the City's lobbyist registration and reporting program; makes lobbyists' filings and data publicly available.		
DISCLOSURE FORMS	1	105,522
Distributes, collects, maintains, and makes publicly available annual Statements of Financial Interests filings and other required and non-required disclosures filed by City employees and officials.		
LAW COMPLIANCE		1,972
Conducts audits, monitors risk, and recommends corrective action for problems leading to non-compliance with applicable laws, rules, regulations, and policies.		

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
LEGISLATIVE AND ELECTIONS

Legislative And Elections FUNDING COMPARISON BY DEPARTMENT		
Department	2016	2017
City Council		
City Council	20,631,378	20,824,508
City Council Committees	5,693,815	5,771,140
Legislative Reference Bureau	361,543	366,144
Council Office of Financial Analysis	283,924	301,216
Dept Total	26,970,660	27,263,008
Board of Election Commissioners	14,763,549	10,724,299
Total - Legislative And Elections	\$41,734,209	\$37,987,307

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

LEGISLATIVE AND ELECTIONS

CITY COUNCIL

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

CITY COUNCIL

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

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	210	20,631,378	210	20,824,508

ALLOCATION

Personnel Services	15,570,156	15,763,286
Non-Personnel Services	5,061,222	5,061,222

Program Summary and Description	FTEs	2017 Funding
CITY COUNCIL	210	20,824,508

CITY COUNCIL

City Council Committees

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	25	4,844,574	25	4,905,516
Vehicle Tax Fund		690,141		703,516
Special Events and Municipal Hotel Operators' Occupation Tax Fund		159,100		162,108
Total Full-time Equivalent Positions and Amounts	25	\$5,693,815	25	\$5,771,140

ALLOCATION

Personnel Services	5,026,258	5,039,777
Non-Personnel Services	667,557	731,363

Program Summary and Description	FTEs	2017 Funding
FINANCE	25	2,213,360
BUDGET AND GOVERNMENT OPERATIONS		543,968
AVIATION		109,496
LICENSING AND CONSUMER PROTECTION		125,246

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
LEGISLATIVE AND ELECTIONS

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

CITY COUNCIL
City Council Committees

Program Summary and Description	FTEs	2017 Funding
PEDESTRIAN AND TRAFFIC SAFETY		249,379
SPECIAL EVENTS AND CULTURAL AFFAIRS		162,108
WORKFORCE DEVELOPMENT AND AUDIT		538,565

CITY COUNCIL
Legislative Reference Bureau

FUND SOURCE(S)	FTEs	2016 Appropriation	FTEs	2017 Recommendation
Corporate Fund		361,543		366,144

ALLOCATION

Personnel Services	355,043	362,144
Non-Personnel Services	6,500	4,000

Program Summary and Description	FTEs	2017 Funding
LEGISLATIVE REFERENCE		366,144

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT
LEGISLATIVE AND ELECTIONS

CITY COUNCIL

Council Office of Financial Analysis

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	4	283,924	4	301,216

ALLOCATION

Personnel Services	258,924	276,216
Non-Personnel Services	25,000	25,000

Program Summary and Description	FTEs	2017 Funding
COUNCIL OFFICE OF FINANCIAL ANALYSIS	4	301,216

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

LEGISLATIVE AND ELECTIONS

BOARD OF ELECTION COMMISSIONERS

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

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

In accordance with federal law, all election ballots and instruction materials are printed in English, Spanish, Chinese, and Hindi. Further, the BOE maintains a multi-lingual website and telephone helpline for assistance in English, Spanish, Chinese, Hindi, Polish, and Korean. As part of its "We Speak Your Language" program, the BOE provides voter registration and election instructions in 16 languages. The BOE accepts voter registration in person, by mail, through partner agencies such as the Illinois Secretary of State's Office and the Chicago Public Library, and via volunteer deputy registrars.

2016 Highlights and 2017 Initiatives

Election Day Registration – The March 2016 Primary marked the first time that voters were able to register to vote or update their existing record on Election Day in their home precinct polling place. Chicago led the state of Illinois with more than 34,000 Election Day registrations and changes. Certain precincts handled more than 100 new and changed registrations on Election Day.

Upgrading Election Poll Books – At the start of 2016, the BOE began upgrading the Electronic Poll Book software to streamline the Election Day file uploads and allow Election Coordinators and Judges of Election to process Election Day registrations. The ongoing upgrade allowed the BOE to process more than 34,000 same day registrations.

New Election Management System & Voter Registration Database – The BOE's new system and database accommodated tens of thousands of online voter registrations, tens of thousands of online applications to Vote By Mail, and thousands of applications to serve as Judges of Election ahead of the March 2016 Primary. Increasing the use of online systems reduced manual processing and data-entry of paper forms with a savings of more than \$50,000 during the March 2016 Primary Election. During the November 2016 General Election, the Board anticipates continuing to reduce expenditures with the more efficient Election Management System and Voter Registration Database.

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

LEGISLATIVE AND ELECTIONS

BOARD OF ELECTION COMMISSIONERS

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

FUND SOURCE(S)	FTEs	2016	FTEs	2017
		Appropriation		Recommendation
Corporate Fund	118	14,763,549	118	10,724,299

ALLOCATION

Personnel Services	8,670,853	7,194,282
Non-Personnel Services	6,092,696	3,530,017

Program Summary and Description	FTEs	2017 Funding
ADMINISTRATION	16	2,489,723
ELECTION PLANNING AND COMMUNITY SERVICES Recruits, trains, and places judges of election, deputy registrars, and polling place administrators. Administers early voting and assists in the creation of audio ballots for touchscreen voting. Conducts voter registration drives, voting equipment demonstrations, and educational seminars.	16	908,585
ELECTRONIC VOTING & INFORMATION SYSTEMS Designs and produces electronic ballots and ballot cards. Collects and reports election vote tallies. Generates lists of registered voters and processes voter verification of registration cards. Tests computer software, hardware, and telecommunications setups for early voting and election day activities.	10	1,775,748
ELECTION SUPPORT Establishes locations of polling places. Conducts investigations of election complaints. Trains and places nursing home judges of election, as well as judges of election for replacement ballots from military and overseas voters and for the central count of absentee ballots.	33	2,683,353
WAREHOUSE AND EQUIPMENT PREPARATION Prepares materials, equipment, and ballots for elections. Catalogues and stores all election materials and equipment. Performs audits and re-tabulations of precincts as selected by the Illinois State Board of Elections.	15	1,213,737
REGISTRATION AND RECORDS PROCESSING Processes all new and changed voter registration applications and distributes voter IDs. Maintains, scans, and indexes documents, and responds to public requests for information. Stores, retrieves, and prepares lists of voter eligibility records. Conducts a U.S. mail canvass and processes changes of address for all registered voters.	28	1,878,625
TURNOVER		(225,472)

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

GENERAL FINANCING REQUIREMENTS

GENERAL FINANCING REQUIREMENTS

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

The 2017 proposed budget includes a total of \$1.03 billion for employer contributions to pension funds and a total of \$2.07 billion for the payment of debt service. These costs are discussed in greater detail in the Pension and Debt Service Fund sections of this document.

The proposed 2017 Finance General budget includes \$439.3 million in employee benefits costs (not including pension contributions) for active employees and annuitants. Costs for employee benefits are down slightly from 2016, as changes to retiree healthcare and the structure of the City's

HMO offset normally increases due to national industry trends. Workers' compensation costs for public safety and aviation employees are budgeted within those departments; other workers' compensation costs, shown below, are slightly higher in the 2017 budget proposal, than the 2016 budget.

While the City increased the corporate budget by \$4 million to pay settlements and judgment-related costs, the Finance General 2017 budget is below 2016 levels. This is a result of a \$2.2 million decrease in the Department of Water Management's settlement and judgment expenditures and the City paying all \$5.5 million in Burge reparations in 2016.

The increase in the 'Other' category of expenditures is due largely to an increase in funding for water and sewer system capital projects, as further discussed in the Capital Improvement Program sections of this document.

GENERAL FINANCING REQUIREMENTS FUNDING COMPARISON BY FUNCTION

Expenditure Categories	2016 Appropriation	2017 Recommendation
Pension Funds	978,250,000	1,029,988,000
Loss in Collection of Taxes	20,472,000	20,748,000
Finance General	2,925,704,517	3,108,920,819
Employee Benefits	449,243,670	439,292,802
Workers' Compensation	66,060,000	71,510,000
Payment of Judgments	25,842,800	22,111,700
Debt Service	1,879,696,164	2,067,344,125
Other Citywide Expenditures	504,861,883	508,662,192
Subtotal:	2,925,704,517	3,108,920,819
Total-General Financing Requirements	\$3,924,426,517	\$4,159,656,819
Interfund Transfers and Reimbursements	\$520,304,102	\$536,695,467

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

GENERAL FINANCING REQUIREMENTS

FINANCE GENERAL

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

FUND SOURCE(S)	2016 Appropriation	2017 Recommendation
Corporate Fund	762,297,661	813,481,418
Water Fund	534,579,470	526,175,239
Vehicle Tax Fund	53,892,883	76,959,648
Motor Fuel Tax Fund	15,546,145	3,756,816
Sewer Fund	280,912,516	283,115,773
Library Fund	32,525,191	31,703,502
Emergency Communication Fund	96,505,000	95,413,000
Special Events and Municipal Hotel Operators' Occupation Tax Fund	19,729,312	14,099,285
Motor Fuel Tax Debt Service	15,703,000	15,683,000
Sales Tax Bond Redemption Fund	41,117,000	38,923,000
Note Redemption and Interest Series Fund	0	0
Bond Redemption and Interest Series Fund	593,512,000	681,360,000
Library Bond Redemption Fund	4,338,000	4,337,000
Library Note Redemption and Interest Tender Notes Series "B" Fund	80,359,000	80,420,000
Emergency Communication Bond Redemption and Interest Fund	22,323,000	22,329,000
City Colleges Bond Redemption and Interest Fund	36,632,000	36,632,000
Chicago Midway Airport Fund	137,580,509	153,393,940
Municipal Employees' Annuity and Benefit Fund	277,714,000	266,988,000
Laborers' and Retirement Board Annuity and Benefit Fund	28,536,000	36,000,000
Policemen's Annuity and Benefit Fund	464,000,000	500,000,000
Firemen's Annuity and Benefit Fund	208,000,000	227,000,000
Chicago O'Hare Airport Fund	670,095,858	716,743,871
Affordable Housing Opportunity Fund	0	1,152,000
CTA Real Property Transfer Tax Fund	63,280,000	66,440,000
Tax Increment Financing Administration Fund	3,552,074	3,433,634
Garbage Collection Fund	2,000,000	812,160
TOTALS	\$4,444,730,619	\$4,696,352,286

PROGRAM AND BUDGET SUMMARIES BY DEPARTMENT

GENERAL FINANCING REQUIREMENTS

FINANCE GENERAL

Program Summary and Description	2017 Funding
PENSION FUNDS	
For payment to employee annuity and benefit funds.	1,029,988,000
LOSS IN COLLECTION OF TAXES	
For anticipated loss in collection of the property tax levy.	20,748,000
FINANCE GENERAL	
Employee Benefits	439,292,802
For payment of employee and annuitant benefits.	
Workers' Compensation	71,510,000
For payment of claims under workers' compensation, not including such claims for the public safety and aviation departments.	
Payment of Judgments	22,111,700
For payment of judgments, settlements, and outside counsel related to non-public safety litigation.	
Debt Service	2,067,344,125
For payment of principal and interest on outstanding bonds, notes, and other debt instruments.	
Other Citywide Expenditures	508,662,192
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.	

2017 BUDGET OVERVIEW

BUDGET DETAIL

BUDGETS DETAIL

HOW TO READ BUDGET DETAIL

This section contains Revenue, Expenditure, Personnel and Grant tables that summarize the 2017 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)

		Historical Collections					Current Year Estimate	Next Year Projection
		Actual					Year-End Estimate	Budget Projection
Revenue Category	Revenue Sources	2011	2012	2013	2014	2015	2016	2017
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)

		Historical Appropriations			Current Appropriation	Next Year Recommendation	
		Appropriation				Proposed	% Change
Expenditure Category	Department Names	2013	2014	2015	2016	2017	2017-2016
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)

		Current Year Actual to Appropriation			Next Year Estimates		
		Appropriation	Year-End Estimate	New Grants	Prior Year(s) Carryover	Proposed Total	Change
Expenditure Category	Department Names	2016	2016	2017		2017	2016 YE Est - 2017
City Development							
Department of Cultural Affairs and Special Events		2.4	2.3	1.1	1.6	2.7	0.3
Department of Planning and Development		113.2	111.4	54.2	44.9	99.1	(14.1)
Total - City Development		\$ 115.6	\$ 113.7	\$ 55.3	\$ 46.5	\$ 101.8	(13.8)

2017 BUDGET OVERVIEW

BUDGET DETAIL (CONTINUED) REVENUE

CORPORATE FUND

\$ Millions

	Actual					Year-End Estimate	Budget Projection
	2011	2012	2013	2014	2015	2016	2017
LOCAL TAXES							
Public Utility Taxes & Fees							
Telecommunications	\$ 141.0	\$ 149.3	\$ 119.4	\$ 106.1	\$ 105.5	\$ 100.2	\$ 98.0
Electricity Use	\$ 98.1	\$ 98.0	\$ 98.6	\$ 96.4	\$ 95.2	\$ 98.2	\$ 98.2
Electricity IMF	\$ 90.7	\$ 90.8	\$ 90.6	\$ 90.2	\$ 87.6	\$ 90.3	\$ 90.3
Natural Gas Utility	\$ 81.3	\$ 69.4	\$ 89.2	\$ 116.3		\$ 34.5	\$ 35.0
Natural Gas Use	\$ 32.4	\$ 29.4	\$ 33.0	\$ 37.0	\$ 119.7	\$ 77.3	\$ 86.0
Cable Television	\$ 24.1	\$ 25.5	\$ 26.2	\$ 27.5	\$ 29.8	\$ 29.2	\$ 29.5
Public Utility Taxes & Fees Total	\$ 467.6	\$ 462.5	\$ 456.9	\$ 473.5	\$ 437.8	\$ 429.7	\$ 437.0
City Sales Tax/HROT							
Home Rule Occupation Tax	\$ 252.5	\$ 272.3	\$ 267.6	\$ 285.8	\$ 308.9	\$ 315.9	\$ 326.0
City Sales Tax/HROT Total	\$ 252.5	\$ 272.3	\$ 267.6	\$ 285.8	\$ 308.9	\$ 315.9	\$ 326.0
Transaction Taxes							
Personal Property Lease Transaction	\$ 123.5	\$ 132.5	\$ 140.2	\$ 152.6	\$ 192.5	\$ 218.1	\$ 222.0
Real Property Transfer	\$ 86.0	\$ 102.6	\$ 141.9	\$ 157.2	\$ 191.1	\$ 188.0	\$ 166.1
Motor Vehicle Lessor Tax	\$ 5.8	\$ 6.0	\$ 6.3	\$ 6.4	\$ 6.7	\$ 6.8	\$ 6.8
Transaction Taxes Total	\$ 215.3	\$ 241.1	\$ 288.4	\$ 316.2	\$ 390.3	\$ 412.9	\$ 394.9
Transportation Taxes							
Parking Tax	\$ 93.4	\$ 119.2	\$ 124.4	\$ 126.5	\$ 131.5	\$ 136.2	\$ 138.4
Vehicle Fuel Tax	\$ 49.4	\$ 49.8	\$ 49.1	\$ 48.2	\$ 49.3	\$ 49.1	\$ 49.0
Ground Transportation Tax	\$ 9.1	\$ 8.9	\$ 9.1	\$ 10.4	\$ 17.1	\$ 53.0	\$ 54.0
Transportation Taxes Total	\$ 151.9	\$ 177.9	\$ 182.5	\$ 185.1	\$ 197.9	\$ 238.3	\$ 241.4
Recreation Taxes							
Amusement Tax	\$ 86.1	\$ 87.8	\$ 96.7	\$ 112.9	\$ 145.7	\$ 139.0	\$ 143.2
Liquor Tax	\$ 31.6	\$ 32.6	\$ 32.1	\$ 32.1	\$ 33.7	\$ 32.7	\$ 32.7
Non-Alcoholic Beverage Tax	\$ 19.9	\$ 21.8	\$ 21.6	\$ 22.2	\$ 22.9	\$ 22.4	\$ 23.6
Municipal Cigarette Tax	\$ 18.7	\$ 18.0	\$ 16.3	\$ 24.0	\$ 22.8	\$ 21.6	\$ 19.9
Boat Mooring Tax	\$ 1.4	\$ 1.4	\$ 1.3	\$ 1.3	\$ 1.4	\$ 1.3	\$ 1.3
Auto Amusement Tax	\$ 0.9	\$ 0.9	\$ 0.6	\$ 0.6	\$ 0.5	\$ 0.5	\$ 0.5
Off Track Betting	\$ 0.8	\$ 0.7	\$ 0.6	\$ 0.5	\$ 0.5	\$ 0.5	\$ 0.4
Recreation Taxes Total	\$ 159.4	\$ 163.2	\$ 169.1	\$ 193.7	\$ 227.5	\$ 218.0	\$ 221.6
Business Taxes							
Hotel Tax	\$ 60.1	\$ 85.6	\$ 89.9	\$ 100.4	\$ 109.8	\$ 109.5	\$ 110.3
Employers' Expense Tax	\$ 23.5	\$ 17.9	\$ 11.3				
Foreign Fire Insurance Tax	\$ 4.6	\$ 4.8	\$ 4.6	\$ 4.4	\$ 6.0	\$ 4.4	\$ 4.4
Shopping Bag Tax						\$	\$ 9.2
Business Taxes Total	\$ 88.2	\$ 108.3	\$ 105.7	\$ 104.8	\$ 115.8	\$ 113.9	\$ 123.9
TOTAL LOCAL TAXES	\$ 1,335.0	\$ 1,425.3	\$ 1,470.2	\$ 1,559.1	\$ 1,678.1	\$ 1,728.6	\$ 1,744.9
PROCEEDS & TRANSFERS IN							
Proceeds & Transfers In							
Proceeds & Transfers In-Other	\$ 168.0	\$ 74.6	\$ 7.0	\$ 25.8	\$ 42.9	\$ 8.0	\$ 8.0
Parking Meter Revenue Replacement Fund	\$ 99.9			\$	\$ 2.0	\$ 6.0	\$ 5.0
Skyway Long-Term Reserve Interest	\$ 18.0	\$ 10.4	\$ 11.3	\$ 8.6	\$ 9.0	\$ 29.0	\$ 24.0
Parking Meter Mid-Term Reserve	\$ 79.9						
Skyway Mid-Term Reserve	\$ 50.0						
Parking Meter Budget Stabilization Fund	\$ 32.0						
Parking Meter Revenue Replacement Fund Interest	\$ 20.0	\$ 1.6	\$ 2.7	\$ 5.3			
Proceeds & Transfers In Total	\$ 467.7	\$ 86.6	\$ 21.0	\$ 39.7	\$ 53.9	\$ 43.0	\$ 37.0
TOTAL PROCEEDS & TRANSFERS IN	\$ 467.7	\$ 86.6	\$ 21.0	\$ 39.7	\$ 53.9	\$ 43.0	\$ 37.0

2017 BUDGET OVERVIEW

BUDGET DETAIL (CONTINUED) REVENUE

CORPORATE FUND

\$ Millions

	Actual					Year-End Estimate	Budget Projection
	2011	2012	2013	2014	2015	2016	2017
INTERGOVERNMENTAL							
Intergovernmental Revenue							
State Sales Tax/ROT	\$ 283.8	\$ 299.9	\$ 316.1	\$ 334.5	\$ 356.9	\$ 361.9	\$ 372.8
State Income Tax	\$ 200.3	\$ 245.2	\$ 276.0	\$ 250.3	\$ 286.5	\$ 262.6	\$ 267.4
Personal Prop Replacement Tax (Corporate Share)	\$ 36.2	\$ 37.6	\$ 32.9	\$ 27.8	\$ 50.5	\$ 140.2	\$ 132.3
Municipal Auto Rental Tax	\$ 3.6	\$ 3.9	\$ 4.0	\$ 4.2	\$ 4.2	\$ 4.4	\$ 4.4
Reimbursements	\$ 1.3	\$ 1.1	\$ 1.9	\$ 2.3	\$ 1.8	\$ 1.8	\$ 1.8
Intergovernmental Revenue Total	\$ 525.2	\$ 587.6	\$ 630.8	\$ 619.1	\$ 699.9	\$ 770.9	\$ 778.6
TOTAL INTERGOVERNMENTAL	\$ 525.2	\$ 587.6	\$ 630.8	\$ 619.1	\$ 699.9	\$ 770.9	\$ 778.6
NON-TAX REVENUE							
Licenses & Permits							
Other Permits and Certificates	\$ 39.2	\$ 44.3	\$ 48.8	\$ 44.9	\$ 45.0	\$ 45.3	\$ 45.4
Building Permits	\$ 24.5	\$ 36.6	\$ 37.8	\$ 39.3	\$ 43.7	\$ 42.5	\$ 43.4
Business Licenses	\$ 20.5	\$ 19.2	\$ 19.0	\$ 18.1	\$ 19.4	\$ 18.9	\$ 20.4
Alcohol Dealers License	\$ 12.2	\$ 11.3	\$ 12.2	\$ 11.6	\$ 12.5	\$ 11.8	\$ 12.9
Prior Period Fines	\$ 6.3	\$ 6.2	\$ 5.9	\$ 6.0	\$ 6.2	\$ 6.4	\$ 5.9
Licenses & Permits Total	\$ 102.7	\$ 117.6	\$ 123.6	\$ 119.9	\$ 126.7	\$ 124.9	\$ 128.0
Charges for Services							
Safety	\$ 100.7	\$ 78.7	\$ 74.7	\$ 90.0	\$ 61.5	\$ 71.2	\$ 70.5
Other Charges	\$ 13.8	\$ 21.2	\$ 24.3	\$ 23.7	\$ 29.4	\$ 25.4	\$ 25.0
Inspection	\$ 9.9	\$ 10.7	\$ 10.1	\$ 14.4	\$ 15.0	\$ 12.5	\$ 12.5
Current Expenses	\$ 7.2	\$ 13.1	\$ 10.1	\$ 5.8	\$ 13.0	\$ 6.3	\$ 6.3
Information	\$ 1.0	\$ 0.9	\$ 0.8	\$ 0.7	\$ 0.7	\$ 0.6	\$ 0.6
Charges for Services Total	\$ 132.6	\$ 124.6	\$ 119.9	\$ 134.6	\$ 119.6	\$ 116.0	\$ 114.9
Municipal Parking							
Municipal Parking	\$ 9.1	\$ 8.4	\$ 6.4	\$ 7.3	\$ 6.5	\$ 7.6	\$ 21.8
Municipal Parking Total	\$ 9.1	\$ 8.4	\$ 6.4	\$ 7.3	\$ 6.5	\$ 7.6	\$ 21.8
Leases, Rentals & Sales							
Rentals and Leases	\$ 5.4	\$ 6.2	\$ 12.4	\$ 13.5	\$ 14.0	\$ 13.6	\$ 13.7
Sale of Land	\$ 6.7	\$ 3.7	\$ 3.5	\$ 2.9	\$ 3.5	\$ 5.0	\$ 19.0
Vacation of Streets	\$ 5.1	\$ 1.3	\$ 0.4	\$ 5.6	\$ 6.5	\$ 3.0	\$ 3.0
Sale of Materials	\$ 5.3	\$ 3.5	\$ 2.6	\$ 2.0	\$ 1.4	\$ 0.3	\$ 0.3
Sale of Impounded Autos	\$ 0.1	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0
Leases, Rentals & Sales Total	\$ 22.6	\$ 14.7	\$ 19.0	\$ 24.1	\$ 25.5	\$ 21.9	\$ 36.0
Interest Income							
Interest Income	\$ 3.4	\$ 5.4	\$ 1.4	\$ 1.6	\$ 0.9	\$ 1.5	\$ 1.5
Interest Income Total	\$ 3.4	\$ 5.4	\$ 1.4	\$ 1.6	\$ 0.9	\$ 1.5	\$ 1.5
Internal Service Earnings							
Enterprise Funds	\$ 131.6	\$ 143.4	\$ 145.0	\$ 163.1	\$ 137.1	\$ 168.4	\$ 166.2
Special Revenue Funds	\$ 103.1	\$ 86.7	\$ 109.6	\$ 88.2	\$ 161.4	\$ 130.2	\$ 138.7
Intergovernmental Funds	\$ 36.4	\$ 38.7	\$ 34.6	\$ 34.7	\$ 27.0	\$ 46.3	\$ 40.4
Other Reimbursements	\$ 35.0	\$ 34.1	\$ 17.3	\$ 19.8	\$ 20.0	\$ 13.7	\$ 13.6
Internal Service Earnings Total	\$ 306.1	\$ 302.9	\$ 306.5	\$ 305.7	\$ 345.4	\$ 358.5	\$ 358.9
Other Revenue							
Other Revenue	\$ 81.3	\$ 43.3	\$ 39.0	\$ 66.5	\$ 97.6	\$ 66.9	\$ 101.5
Other Revenue Total	\$ 81.3	\$ 43.3	\$ 39.0	\$ 66.5	\$ 97.6	\$ 66.9	\$ 101.5
Fines, Forfeitures & Penalties							
Fines, Forfeitures & Penalties	\$ 263.3	\$ 290.8	\$ 313.5	\$ 338.3	\$ 366.3	\$ 348.9	\$ 358.8
Fines, Forfeitures & Penalties Total	\$ 263.3	\$ 290.8	\$ 313.5	\$ 338.3	\$ 366.3	\$ 348.9	\$ 358.8
TOTAL NON-TAX REVENUE	\$ 921.1	\$ 907.7	\$ 929.4	\$ 998.0	\$ 1,088.6	\$ 1,046.2	\$ 1,121.4
Total Corporate Fund Revenue	\$ 3,248.9	\$ 3,007.2	\$ 3,051.5	\$ 3,215.8	\$ 3,520.5	\$ 3,588.7	\$ 3,682.0
Prior Year Available Resources		\$ 72.3	\$ 77.2	\$ 33.8			\$ 37.0
CORPORATE FUND - TOTAL RESOURCES	\$ 3,248.9	\$ 3,079.5	\$ 3,128.7	\$ 3,249.7	\$ 3,520.5	\$ 3,588.7	\$ 3,719.0

2017 BUDGET OVERVIEW

BUDGET DETAIL (CONTINUED) REVENUE

SPECIAL REVENUE FUNDS

\$ Millions

	Actual					Year-End	Budget
	2011	2012	2013	2014	2015	Estimate	Projection
0300 - Vehicle Tax Fund							
Vehicle Sticker Tax	\$99.9	\$115.5	\$120.1	\$134.3	\$119.2	\$138.1	\$127.7
Impoundment Fees	\$8.9	\$8.5	\$8.6	\$8.7	\$8.8	\$8.8	\$8.8
Abandoned Auto Towing	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Sale of Impounded Autos	\$5.3	\$4.7	\$4.6	\$4.1	\$2.8	\$2.5	\$2.3
Pavement Cut Fees	\$7.1	\$11.5	\$13.8	\$12.4	\$5.3	\$9.2	\$9.2
Parking Tax					\$10.0	\$10.0	\$10.0
Transfer In					\$0.6	\$0.6	\$0.6
Commercial Refuse Container Fee	\$4.6						
Other Resources	\$14.5	\$17.3	\$17.9	\$29.5	\$36.0	\$33.3	\$33.8
Fund Revenue Total	\$140.4	\$157.5	\$165.1	\$189.0	\$182.8	\$202.6	\$192.4
Prior Year Available Resources	\$4.3	\$7.4	\$20.1	\$22.2	\$28.3	\$14.8	\$30.0
Total Fund Resources	\$144.6	\$164.9	\$185.3	\$211.2	\$211.1	\$217.3	\$222.4
0310 - Motor Fuel Tax Fund							
Motor Fuel Tax Distribution	\$53.4	\$49.5	\$65.0	\$77.9	\$53.7	\$56.0	\$58.8
Interest and Other	\$12.6	\$12.6	\$0.1	(\$0.1)	\$1.9	\$0.2	
Fund Revenue Total	\$66.0	\$62.2	\$65.1	\$77.8	\$55.5	\$56.2	\$58.8
Prior Year Available Resources	(\$10.4)	\$0.4	\$14.0	\$25.6	\$19.4	\$3.1	\$4.2
Total Fund Resources	\$55.6	\$62.6	\$79.1	\$103.4	\$74.9	\$59.2	\$63.0
0342 - Library Funds: Buildings and Sites/0346 - Maintenance and Operation							
Corporate Fund Subsidy	\$14.4	\$8.0	\$8.0	\$81.5	\$6.5	\$18.3	\$19.1
Rental of Facilities	\$0.5	\$0.8	\$0.4	\$0.2	\$0.4	\$0.2	\$0.2
Interest	\$0.1	\$0.0	\$0.0	(\$0.0)	\$0.0		\$0.0
Fines	\$2.4	\$2.1	\$1.8	\$1.8	\$1.8	\$1.5	\$1.5
Other Revenue	\$0.0	\$0.0	\$0.1	\$0.1	\$0.1	\$1.2	\$0.6
Fund Revenue Total	\$87.7	\$81.3	\$83.6	\$83.6	\$84.8	\$98.3	\$98.6
Prior Year Available Resources	\$4.7	\$5.0	\$5.9	\$9.2	\$8.4	\$7.6	\$4.0
Total Fund Resources	\$92.5	\$86.3	\$89.5	\$92.8	\$93.1	\$106.0	\$102.5
0353 - Emergency Communication Fund							
Telephone Surcharge	\$83.7	\$64.2	\$68.4	\$74.8	\$102.7	\$96.1	\$94.7
Fund Revenue Total	\$83.7	\$64.2	\$68.4	\$74.8	\$102.7	\$96.1	\$94.7
Prior Year Available Resources	\$1.1	\$1.7	\$0.5	\$0.2	\$8.1	\$1.2	\$0.8
Total Fund Resources	\$84.8	\$65.9	\$68.9	\$75.1	\$110.8	\$97.3	\$95.4
0355 - Special Events and Municipal Hotel Operators' Occupation Tax Fund							
Hotel Operator's Tax	\$18.1	\$18.8	\$20.1	\$21.2	\$21.9	\$23.3	\$23.6
Recreation Fees and Charges	\$3.6	\$8.6	\$11.6	\$11.0	\$11.1	\$11.2	\$11.0
Proceeds of Debt	\$2.5						
Interest and Other	\$7.0	\$8.1	\$6.5	\$6.3	\$6.5	\$6.5	\$6.5
Fund Revenue Total	\$32.4	\$37.2	\$39.6	\$39.8	\$40.8	\$42.4	\$42.5
Prior Year Available Resources	(\$3.4)	\$3.4	\$6.4	\$9.1	\$11.3	\$10.8	\$3.4
Total Fund Resources	\$29.0	\$40.5	\$46.0	\$49.0	\$52.1	\$53.2	\$45.9

BUDGET DETAIL (CONTINUED)

REVENUE

SPECIAL REVENUE FUNDS

\$ Millions

	Actual					Year-End	Budget
	2011	2012	2013	2014	2015	Estimate	Projection
	2016	2017					
0934 - Affordable Housing Fund							
Building Permits	\$23.8	\$35.0					
Current Expense	\$0.2	\$0.2					
Fund Revenue Total	\$24.0	\$35.3					
Prior Year Available Resources		\$0.0					
Total Fund Resources	\$24.0	\$35.3					
0B09 - CTA Real Property Transfer Tax Fund							
Real Property Transfer Tax-CTA Portion	\$35.2	\$40.8	\$56.1	\$63.1	\$76.1	\$63.3	\$66.4
Fund Revenue Total	\$35.2	\$40.8	\$56.1	\$63.1	\$76.1	\$63.3	\$66.4
Prior Year Available Resources	\$0.1	\$0.2	\$1.8	\$1.0	\$0.3	\$1.7	\$0.0
Total Fund Resources	\$35.3	\$41.0	\$57.9	\$64.1	\$76.4	\$65.0	\$66.4
0B21 - Tax Increment Financing Administration Fund							
TIF Administrative Reimbursement	\$3.9	\$4.4	\$5.4	\$5.9	\$8.7	\$10.5	\$10.5
Fund Revenue Total	\$3.9	\$4.4	\$5.4	\$5.9	\$8.7	\$10.5	\$10.5
Prior Year Available Resources		\$0.0					\$0.0
Total Fund Resources	\$3.9	\$4.4	\$5.4	\$5.9	\$8.7	\$10.5	\$10.5
0B32 - Garbage Collection Fund							
Sanitation	\$61.2	\$61.2					
Fund Revenue Total	\$61.2	\$61.2					
Total Fund Resources	\$61.2	\$61.2					
0B82 - Neighborhood Opportunity Fund							
Building Permits		\$9.7					
Fund Revenue Total		\$9.7					
Total Fund Resources		\$9.7					
SPECIAL REVENUE - TOTAL RESOURCES	\$445.6	\$465.6	\$532.1	\$601.4	\$627.2	\$693.7	\$712.5

2017 BUDGET OVERVIEW

BUDGET DETAIL (CONTINUED) REVENUE

PENSION FUNDS

\$ Millions

	Actual					Year-End	Budget
	2011	2012	2013	2014	2015	Estimate	Projection
0681 - Municipal Employees' Annuity and Benefit Fund							
Property Tax Levy	\$ 134.9	\$ 122.3	\$ 116.2	\$ 124.0	\$ 114.6	\$ 119.4	\$ 119.4
Personal Prop Replacement Tax	\$ 36.2	\$ 36.1	\$ 35.6	\$ 40.3	\$ 37.3		
Library Property Tax Levy	\$ 5.4	\$ 5.5				\$ 5.3	\$ 5.3
Interest	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0		
Corporate Fund Payment						\$ 106.2	\$ 92.9
Library Fund Payment						\$ 3.6	\$ 3.1
Water Fund Payment						\$ 18.5	\$ 18.9
Sewer Fund Payment						\$ 5.4	\$ 5.5
Midway Fund Payment						\$ 2.6	\$ 3.6
O'Hare Fund Payment						\$ 16.8	\$ 18.2
0681 - Municipal Employees' Annuity and Benefit Fund Total	\$ 176.5	\$ 163.9	\$ 151.8	\$ 164.3	\$ 151.9	\$ 277.7	\$ 267.0
0682 - Laborers' and Retirement Board Employees' Annuity and Benefit Fund							
Property Tax Levy	\$ 14.6	\$ 11.9	\$ 10.1	\$ 10.7	\$ 10.2	\$ 11.1	\$ 11.1
Personal Prop Replacement Tax	\$ 4.5	\$ 4.1	\$ 3.8	\$ 4.1	\$ 3.9		
Interest					\$ 0.0		
Corporate Fund Payment						\$ 7.8	\$ 12.5
Water Fund Payment						\$ 4.2	\$ 5.5
Sewer Fund Payment						\$ 3.3	\$ 4.0
Midway Fund Payment						\$ 0.4	\$ 0.5
O'Hare Fund Payment						\$ 1.7	\$ 2.3
0682 - Laborers' and Retirement Board Employees' Annuity and Benefit Fund Total	\$ 19.1	\$ 16.0	\$ 13.9	\$ 14.8	\$ 14.1	\$ 28.5	\$ 36.0
0683 - Policemen's Annuity and Benefit Fund							
Property Tax Levy	\$ 149.6	\$ 144.4	\$ 129.8	\$ 140.0	\$ 149.6	\$ 455.4	\$ 490.7
Personal Prop Replacement Tax	\$ 46.3	\$ 45.3	\$ 66.2	\$ 53.7	\$ 49.0		
Interest	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0		
Midway Fund Payment						\$ 2.1	\$ 2.3
O'Hare Fund Payment						\$ 6.6	\$ 7.0
0683 - Policemen's Annuity and Benefit Fund Total	\$ 195.8	\$ 189.8	\$ 196.1	\$ 193.8	\$ 198.6	\$ 464.0	\$ 500.0
0684 - Firemen's Annuity and Benefit Fund							
Property Tax Levy	\$ 68.7	\$ 66.3	\$ 60.9	\$ 82.7	\$ 85.8	\$ 194.8	\$ 212.6
Personal Prop Replacement Tax	\$ 21.2	\$ 23.0	\$ 22.2	\$ 27.9	\$ 29.2		
Interest	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0	\$ 0.0		
Midway Fund Payment						\$ 2.9	\$ 3.1
O'Hare Fund Payment						\$ 10.3	\$ 11.3
0684 - Firemen's Annuity and Benefit Fund Total	\$ 89.9	\$ 89.3	\$ 83.1	\$ 110.6	\$ 115.0	\$ 208.0	\$ 227.0
PENSION FUNDS - TOTAL RESOURCES	\$ 481.4	\$ 459.0	\$ 444.8	\$ 483.5	\$ 479.6	\$ 978.3	\$ 1,030.0

2017 BUDGET OVERVIEW

BUDGET DETAIL (CONTINUED) REVENUE

DEBT SERVICE FUNDS

\$ Millions

	Actual					Year-End	Budget
	2011	2012	2013	2014	2015	Estimate	Projection
0383 - Motor Fuel Tax Fund Debt Service							
Motor Fuel Tax	\$ 15.6	\$ 18.6	\$ 17.4	\$ 12.6	\$ 11.7	\$ 12.3	\$ 9.8
Interest and Other Revenue				\$ 2.2	\$ 2.3	\$ 3.4	\$ 3.1
Proceeds of Debt				\$ 0.6			
Total Fund Revenue	\$ 15.6	\$ 18.6	\$ 17.4	\$ 15.4	\$ 14.0	\$ 15.7	\$ 12.9
Prior Year Available Resources	\$ 4.6	\$ 2.6	\$ 2.8				
0383 - Motor Fuel Tax Fund Debt Service Total Resources	\$ 15.6	\$ 18.6	\$ 17.4	\$ 19.9	\$ 16.7	\$ 15.7	\$ 15.7
0505 - Sales Tax Bond Redemption and Interest Fund							
Fund Revenue							
Home Rule Retailers Occupation Tax	\$ 26.4	\$ 22.1	\$ 40.3	\$ 38.5	\$ 37.4	\$ 41.1	\$ 38.9
Interest and Other		\$ 0.0	\$ 0.0	\$ 0.0	\$ 31.1		
Total Fund Revenue	\$ 26.4	\$ 22.2	\$ 40.3	\$ 38.5	\$ 68.5	\$ 41.1	\$ 38.9
Prior Year Available Resources	\$ 0.8	\$ 16.6	\$ (2.1)	\$ (1.2)	\$ (2.5)		
0505 - Sales Tax Bond Redemption and Interest Fund Total Resources	\$ 27.3	\$ 38.7	\$ 38.2	\$ 37.3	\$ 66.1	\$ 41.1	\$ 38.9
0510 - General Obligation Bond Redemption and Interest Fund							
Fund Revenue							
Other Revenue	\$ 86.4	\$ 92.0	\$ 64.3	\$ 259.1	\$ 300.7	\$ 135.6	\$ 160.4
Property Tax Levy	\$ 392.9	\$ 372.3	\$ 348.6	\$ 349.5	\$ 332.0	\$ 390.6	\$ 398.0
Transfer In		\$ 1.6		\$ 4.2	\$ 224.9	\$ 67.3	\$ 123.0
Total Fund Revenue	\$ 479.3	\$ 466.0	\$ 412.9	\$ 612.7	\$ 857.6	\$ 593.5	\$ 681.4
Prior Year Available Resources	\$ 13.0						
0510 - General Obligation Bond Redemption and Interest Fund Total Resources	\$ 492.3	\$ 466.0	\$ 412.9	\$ 612.7	\$ 857.6	\$ 593.5	\$ 681.4
0516 - Library Bond Redemption and Interest Fund							
Fund Revenue							
Property Tax Levy	\$ 4.7	\$ 4.4	\$ 3.9	\$ 4.4	\$ 4.0	\$ 4.3	\$ 4.2
Total Fund Revenue	\$ 4.7	\$ 4.4	\$ 3.9	\$ 4.4	\$ 4.0	\$ 4.3	\$ 4.2
Prior Year Available Resources	\$ 0.5	\$ 0.5	\$ 0.5	\$ 0.5	\$ 0.5	\$ 0.1	\$ 0.1
0516 - Library Bond Redemption and Interest Fund Total Resources	\$ 4.7	\$ 4.9	\$ 4.5	\$ 4.9	\$ 4.6	\$ 4.3	\$ 4.3
0521 - Library Daily Tender Note Redemption and Interest Fund							
Fund Revenue							
Property Tax Levy	\$ 69.5	\$ 74.3	\$ 66.8	\$ 75.8	\$ 71.7	\$ 80.4	\$ 80.4
Total Fund Revenue	\$ 69.5	\$ 74.3	\$ 66.8	\$ 75.8	\$ 71.7	\$ 80.4	\$ 80.4
Prior Year Available Resources	\$ 0.2	\$ 2.8	\$ 3.3	\$ 3.3	\$ 3.3		
0521 - Library Daily Tender Note Redemption and Interest Fund Total Resources	\$ 69.7	\$ 74.3	\$ 69.6	\$ 79.1	\$ 75.0	\$ 80.4	\$ 80.4
0525 - Emergency Communication Bond Redemption and Interest Fund							
Fund Revenue							
Telephone Surcharge & Interest	\$ 13.3	\$ 22.3	\$ 22.3	\$ 22.3	\$ 22.3	\$ 22.3	\$ 22.3
Total Fund Revenue	\$ 13.3	\$ 22.3	\$ 22.3	\$ 22.3	\$ 22.3	\$ 22.3	\$ 22.3
Prior Year Available Resources	\$ 0.8	\$ 0.8	\$ 0.8	\$ 0.8	\$ 0.8		
0525 - Emergency Communication Bond Redemption and Interest Fund Total Resources	\$ 14.1	\$ 23.1	\$ 23.1	\$ 23.2	\$ 23.1	\$ 22.3	\$ 22.3
0549 - City College Bond Redemption and Interest Fund							
Fund Revenue							
Property Tax Levy	\$ 39.3	\$ 37.1	\$ 33.4	\$ 37.3	\$ 34.1	\$ 34.6	\$ 36.1
Total Fund Revenue	\$ 39.3	\$ 37.1	\$ 33.4	\$ 37.3	\$ 34.1	\$ 34.6	\$ 36.1
Prior Year Available Resources	\$ 0.3	\$ 5.0	\$ 1.5	\$ 5.1	\$ 2.0	\$ 0.5	
0549 - City College Bond Redemption and Interest Fund Total Resources	\$ 39.6	\$ 42.1	\$ 34.9	\$ 37.3	\$ 39.2	\$ 36.6	\$ 36.6
DEBT SERVICE FUNDS - TOTAL RESOURCES	\$ 663.3	\$ 667.8	\$ 600.5	\$ 814.4	\$ 1,082.2	\$ 794.0	\$ 879.7

2 0 1 7 B U D G E T O V E R V I E W

BUDGET DETAIL (CONTINUED) REVENUE

ENTERPRISE FUNDS

\$ Millions

	Actual					Year-End	Budget
	2011	2012	2013	2014	2015	Estimate	Projection
	2016	2017					
0200 - Water Fund							
Water Fees	\$ 441.8	\$ 539.7	\$ 591.6	\$ 661.0	\$ 749.3	\$ 747.7	\$ 747.7
Transfer In	\$ 25.1	\$ 31.1	\$ 20.5	\$ 20.3	\$ 11.9	\$ 20.0	\$ 20.0
Miscellaneous and Other	\$ 20.9	\$ 12.1	\$ 10.8	\$ 14.6	\$ 20.9	\$ 15.0	\$ 15.0
Interest Earnings	\$ 1.6	\$ 0.5	\$ 0.3			\$ 1.4	
0200 - Water Fund Total Revenue	\$ 489.4	\$ 583.5	\$ 623.2	\$ 695.9	\$ 782.0	\$ 784.1	\$ 782.7
0314 - Sewer Fund							
Sewer Fees	\$ 202.3	\$ 240.6	\$ 269.7	\$ 310.2	\$ 361.5	\$ 363.4	\$ 362.6
Transfer-In	\$ 10.0	\$ 1.1	\$ 1.8	\$ 1.2			\$ 4.1
Miscellaneous & Other	\$ 2.7	\$ 10.0			\$ 1.5	\$ 1.5	\$ 1.5
0314 - Sewer Fund Total Revenue	\$ 215.0	\$ 251.7	\$ 271.5	\$ 311.4	\$ 362.9	\$ 364.9	\$ 368.2
0610 - Midway Airport Fund							
Rates, Charges and Other	\$ 198.2	\$ 189.5	\$ 208.9	\$ 211.1	\$ 221.3	\$ 252.0	\$ 290.1
0610 - Midway Airport Fund Total Revenue	\$ 198.2	\$ 189.5	\$ 208.9	\$ 211.1	\$ 221.3	\$ 252.0	\$ 290.1
0740 - O'Hare Airport Fund							
Rates, Charges and Other	\$ 827.9	\$ 826.2	\$ 869.5	\$ 957.9	\$ 959.6	\$ 1,116.5	\$ 1,210.3
0740 - O'Hare Airport Fund Total Revenue	\$ 827.9	\$ 826.2	\$ 869.5	\$ 957.9	\$ 959.6	\$ 1,116.5	\$ 1,210.3
ENTERPRISE FUNDS - TOTAL RESOURCES	\$ 1,730.5	\$ 1,850.9	\$ 1,973.1	\$ 2,176.3	\$ 2,325.9	\$ 2,517.5	\$ 2,651.3

2017 BUDGET OVERVIEW

BUDGET DETAIL (CONTINUED) EXPENDITURES

APPROPRIATION BY FUNCTION AND DEPARTMENT

ALL LOCAL FUNDS

\$ Millions

	Appropriation					Proposed	% Change
	2012	2013	2014	2015	2016	2017	2017-2016
Finance and Administration							
Office of the Mayor	\$6.0	\$6.4	\$6.6	\$6.7	\$6.8	\$6.9	2%
Office of Budget and Management	\$1.9	\$2.2	\$2.3	\$2.3	\$2.6	\$3.2	22%
Department of Innovation and Technology	\$23.7	\$30.9	\$33.1	\$35.2	\$25.5	\$27.5	8%
City Clerk	\$9.0	\$9.0	\$10.0	\$10.0	\$10.0	\$10.0	0%
Department of Finance	\$66.0	\$76.0	\$77.0	\$81.4	\$80.3	\$83.4	4%
City Treasurer	\$2.4	\$2.4	\$2.5	\$2.5	\$4.2	\$4.0	-4%
Department of Administrative Hearings	\$7.3	\$7.3	\$7.8	\$8.0	\$8.2	\$8.6	5%
Department of Law	\$35.1	\$34.7	\$34.7	\$34.9	\$35.2	\$36.5	4%
Department of Human Resources	\$6.0	\$6.0	\$5.8	\$5.9	\$6.6	\$7.3	10%
Department of Procurement Services	\$7.2	\$7.8	\$7.9	\$8.0	\$7.9	\$8.7	11%
Department of Fleet and Facility Management	\$299.2	\$308.5	\$326.9	\$336.3	\$329.5	\$338.8	3%
Finance and Administration	\$463.8	\$490.8	\$514.6	\$531.0	\$516.8	\$535.0	4%
Legislative and Elections							
City Council	\$20.6	\$20.5	\$20.3	\$20.4	\$20.6	\$20.8	1%
City Council Committees	\$5.5	\$5.5	\$5.5	\$5.6	\$5.7	\$5.8	1%
Legislative Inspector General	\$0.1	\$0.4	\$0.4	\$0.4	\$0.4		-100%
City Council Legislative Reference Bureau	\$0.4	\$0.4	\$0.4	\$0.4	\$0.4	\$0.4	1%
Council Office of Financial Analysis			\$0.3	\$0.3	\$0.3	\$0.3	6%
Board of Election Commissioners	\$14.3	\$8.7	\$11.9	\$25.6	\$14.8	\$10.7	-27%
Legislative and Elections	\$40.9	\$35.4	\$38.7	\$52.5	\$42.1	\$38.0	-10%
City Development							
Department of Planning and Development	\$32.4	\$28.7	\$31.0	\$40.6	\$42.2	\$62.1	47%
Department of Cultural Affairs and Special Events	\$29.2	\$32.0	\$31.6	\$30.2	\$29.9	\$31.3	5%
City Development	\$61.6	\$60.7	\$62.6	\$70.8	\$72.1	\$93.4	30%
Community Services							
Department of Public Health	\$25.3	\$29.3	\$28.1	\$29.5	\$30.4	\$32.0	5%
Commission on Human Relations	\$1.1	\$1.1	\$1.1	\$1.1	\$1.2	\$1.2	1%
Mayor's Office for People with Disabilities	\$1.1	\$1.1	\$1.2	\$1.1	\$1.4	\$1.4	-2%
Department of Family & Support Services	\$15.6	\$16.9	\$53.8	\$61.7	\$64.0	\$76.4	19%
Chicago Public Library	\$49.1	\$51.0	\$51.3	\$54.1	\$56.0	\$56.7	1%
Community Services	\$92.2	\$99.5	\$135.5	\$147.6	\$153.1	\$167.7	10%

2017 BUDGET OVERVIEW

BUDGET DETAIL (CONTINUED) EXPENDITURES

APPROPRIATION BY FUNCTION AND DEPARTMENT

ALL LOCAL FUNDS

\$ Millions

	Appropriation					Proposed	% Change
	2012	2013	2014	2015	2016	2017	2017-2016
Public Safety							
Police Board	\$0.4	\$0.4	\$0.4	\$0.4	\$0.4	\$0.5	19%
Independent Police Review Authority	\$7.9	\$8.3	\$8.3	\$8.5	\$8.5	\$2.9	-66%
Department of Police	\$1,258.3	\$1,271.1	\$1,313.0	\$1,398.1	\$1,410.0	\$1,459.8	4%
Office of Emergency Management and Communications	\$84.8	\$84.2	\$86.0	\$86.1	\$101.4	\$116.4	15%
Fire Department	\$550.2	\$554.9	\$568.4	\$589.4	\$613.4	\$621.9	1%
Civilian Office of Police Accountability						\$7.2	
Public Safety	\$1,901.6	\$1,918.9	\$1,976.1	\$2,082.5	\$2,133.7	\$2,208.7	4%
Regulatory							
Office of Inspector General	\$5.9	\$5.8	\$5.8	\$6.0	\$6.4	\$8.6	36%
Department of Buildings	\$24.2	\$25.6	\$25.9	\$26.7	\$31.7	\$31.3	-1%
Department of Business Affairs and Consumer Protection	\$14.0	\$17.8	\$18.7	\$18.4	\$18.5	\$18.7	1%
Commission on Animal Care and Control	\$4.2	\$5.0	\$5.4	\$5.6	\$5.7	\$6.3	11%
License Appeal Commission	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2	\$0.2	2%
Board of Ethics	\$0.8	\$0.8	\$0.8	\$0.8	\$0.9	\$0.8	-4%
Regulatory	\$49.3	\$55.2	\$56.6	\$57.6	\$63.3	\$66.0	4%
Infrastructure Services							
Department of Streets and Sanitation	\$240.7	\$260.8	\$252.2	\$251.5	\$256.2	\$257.0	0%
Chicago Department of Transportation	\$124.1	\$127.2	\$128.8	\$147.2	\$151.3	\$165.9	10%
Infrastructure Services	\$364.8	\$388.0	\$381.0	\$398.7	\$407.5	\$422.9	4%
Public Service Enterprise							
Department of Aviation	\$377.5	\$395.0	\$422.1	\$437.3	\$452.3	\$484.3	7%
Department of Water Management	\$255.0	\$263.2	\$265.8	\$268.3	\$269.4	\$280.0	4%
Public Service Enterprise	\$632.5	\$658.1	\$687.9	\$705.6	\$721.7	\$764.4	6%
General Financing Requirements							
Pension Funds	\$476.3	\$479.8	\$478.3	\$885.7	\$885.7	\$978.3	10%
Loss in Collection of Taxes	\$19.4	\$19.4	\$20.3	\$20.4	\$20.5	\$20.7	1%
Finance General	\$2,592.7	\$2,735.9	\$3,051.0	\$3,373.9	\$3,538.5	\$3,697.4	4%
General Financing Requirements	\$3,088.4	\$3,235.2	\$3,549.6	\$4,280.0	\$4,444.7	\$4,696.4	6%
TOTAL - ALL FUNCTIONS	\$6,695.1	\$6,941.9	\$7,402.6	\$8,326.3	\$8,554.9	\$8,992.4	5%
Deduct Reimbursements Between Funds	(\$330.3)	(\$324.5)	(\$316.0)	(\$552.2)	(\$638.8)	(\$697.0)	9%
Deduct Proceeds of Debt	(\$70.5)	(\$72.3)	(\$95.0)	(\$95.3)	(\$77.1)	(\$77.2)	0%
NET GRAND TOTAL	\$6,294.3	\$6,545.1	\$6,991.6	\$7,678.7	\$7,839.0	\$8,218.3	5%

BUDGET DETAIL (CONTINUED)

PERSONNEL

POSITIONS BY FUNCTION AND DEPARTMENT

ALL LOCAL FUNDS

	Appropriation					Proposed	Change
	2012	2013	2014	2015	2016	2017	2017-2016
Finance and Administration							
Office of the Mayor	70	73	75	75	74	74	-
Office of Budget & Management	21	21	24	24	28	34	6
Department of Innovation & Technology	73	94	98	106	105	106	1
City Clerk	100	98	98	96	96	96	-
Department of Finance	520	494	517	523	543	541	(2)
City Treasurer	23	23	24	24	32	31	(1)
Department of Administrative Hearings	41	42	42	42	42	42	-
Department of Law	364	367	377	377	377	393	16
Department of Human Resources	75	76	76	75	77	84	7
Department of Procurement Services	83	86	90	91	91	100	9
Department of Fleet and Facility Management	1,040	1,056	1,067	1,081	1,099	1,104	5
Total - Finance and Administration	2,410	2,430	2,488	2,514	2,564	2,605	41
Legislative and Elections							
City Council	236	236	240	240	239	239	-
Board of Election Commissioners	124	119	118	118	118	118	-
Total - Legislative and Elections	360	355	358	358	357	357	-
City Development							
Department of Planning and Development	153	163	165	166	168	172	
Department of Cultural Affairs and Special Events	80	80	80	81	77	77	-
Mayor's Office of Special Events							-
Total - City Development	233	243	245	247	245	249	4
Community Services							
Department of Public Health	221	148	150	182	180	180	-
Commission on Human Relations	13	12	12	12	12	12	-
Mayor's Office for People with Disabilities	12	12	12	12	12	13	1
Department of Family & Support Services	22	22	23	46	49	51	2
Chicago Public Library	715	702	706	711	725	725	-
Total - Community Services	983	896	903	963	978	981	3
Public Safety							
Police Board	2	2	2	2	2	2	-
Independent Police Review Authority	99	99	99	98	97	62	(35)
Chicago Police Department	14,192	14,221	14,225	14,230	13,599	14,155	556
Office of Emergency Management & Communication	799	808	816	815	1,729	1,856	127
Chicago Fire Department	5,127	5,125	5,149	5,172	5,163	5,161	(2)
Civilian Office of Police Accountability						141	141
Total - Public Safety	20,219	20,255	20,291	20,317	20,590	21,377	787

BUDGET DETAIL (CONTINUED)

PERSONNEL

POSITIONS BY FUNCTION AND DEPARTMENT

ALL LOCAL FUNDS

	Appropriation					Proposed	Change
	2012	2013	2014	2015	2016	2017	2017-2016
Regulatory							
Office of Inspector General	67	67	65	67	64	96	32
Department of Buildings	222	233	235	235	239	246	7
Department of Business Affairs & Consumer Protectio	172	179	177	176	178	179	1
Commission on Animal Care & Control	64	64	64	64	62	66	4
License Appeal Commission	1	1	1	1	1	1	-
Board of Ethics	8	9	9	9	9	8	(1)
Total - Regulatory	534	553	551	552	553	596	43
Infrastructure Services							
Department of Streets and Sanitation	1,886	2,207	2,169	2,168	2,205	2,208	3
Chicago Department of Transportation	727	738	1,079	1,138	1,154	1,188	34
Department of Aviation	1,216	1,227	1,233	1,307	1,354	1,436	82
Department of Water Management	2,104	2,104	2,095	2,096	2,096	1,930	(166)
Total - Infrastructure Services	5,933	6,276	6,576	6,709	6,809	6,762	(47)
Total Positions - All Local Funds	30,672	31,008	31,412	31,660	32,096	32,927	831

BUDGET DETAIL (CONTINUED)

PERSONNEL

FTEs BY FUNCTION AND DEPARTMENT

ALL LOCAL FUNDS

	2012	2013	Appropriation		2016	Proposed	Change
			2014	2015		2017	2017-2016
Finance and Administration							
Office of the Mayor	70	73	75	75	74	74	-
Office of Budget & Management	21	21	24	24	28	34	6
Department of Innovation & Technology	73	94	98	106	105	106	1
City Clerk	100	98	98	96	96	96	-
Department of Finance	642	613	636	642	661	658	(3)
City Treasurer	23	23	24	24	32	31	(1)
Department of Administrative Hearings	41	42	42	42	42	42	-
Department of Law	404	407	417	417	417	428	11
Department of Human Resources	75	76	76	75	77	84	7
Department of Procurement Services	83	86	90	91	91	100	9
Department of Fleet and Facility Management	1,091	1,056	1,067	1,081	1,099	1,104	5
Total - Finance and Administration	2,623	2,589	2,647	2,673	2,722	2,757	35
Legislative and Elections							
City Council	236	236	240	240	239	239	-
Board of Election Commissioners	124	119	118	118	118	118	-
Total - Legislative and Elections	360	355	358	358	357	357	-
City Development							
Department of Planning and Development	155	165	166	167	169	173	4
Department of Cultural Affairs and Special Events	80	80	80	81	78	78	-
Total - City Development	235	245	246	248	247	251	4
Community Services							
Department of Public Health	235	155	155	184	182	183	0
Commission on Human Relations	13	12	12	12	12	12	-
Mayor's Office for People with Disabilities	12	12	12	12	12	13	1
Department of Family & Support Services	22	22	23	46	49	51	2
Chicago Public Library	747	822	852	859	870	870	-
Total - Community Services	1,029	1,023	1,054	1,112	1,126	1,129	3
Public Safety							
Police Board	2	2	2	2	2	2	-
Independent Police Review Authority	99	99	99	98	97	62	(35)
Chicago Police Department	14,237	14,272	14,275	14,280	13,649	14,205	556
Office of Emergency Management & Communication	886	895	903	902	1,816	2,111	295
Chicago Fire Department	5,130	5,128	5,150	5,173	5,163	5,161	(2)
Civilian Office of Police Accountability						141	141
Total - Public Safety	20,354	20,396	20,429	20,455	20,727	21,682	955

BUDGET DETAIL (CONTINUED)

PERSONNEL

FTEs BY FUNCTION AND DEPARTMENT

ALL LOCAL FUNDS

	2012	2013	Appropriation 2014	2015	2016	Proposed 2017	Change 2017-2016
Regulatory							
Office of Inspector General	67	67	65	67	64	96	32
Department of Buildings	222	233	235	235	239	246	7
Department of Business Affairs & Consumer Protection	177	184	182	181	183	184	1
Commission on Animal Care & Control	64	72	72	73	73	77	4
License Appeal Commission	1	1	1	1	1	1	-
Board of Ethics	8	9	9	9	9	8	(1)
Total - Regulatory	539	566	564	566	569	612	43
Infrastructure Services							
Department of Streets and Sanitation	2,303	2,351	2,296	2,294	2,328	2,298	(30)
Chicago Department of Transportation	929	932	1,169	1,294	1,318	1,359	41
Department of Aviation	1,392	1,398	1,541	1,496	1,543	1,764	221
Department of Water Management	2,130	2,131	2,138	2,139	2,129	2,284	155
Total - Infrastructure Services	6,754	6,812	7,144	7,223	7,318	7,705	387
							-
Total FTEs - All Local Funds	31,894	31,986	32,442	32,635	33,065	34,492	1,427

2017 BUDGET OVERVIEW

BUDGET DETAIL (CONTINUED)

GRANTS

GRANT FUNDS BY FUNCTION AND DEPARTMENT

\$ Millions

	Appropriation	Year-End Estimate	New Grants	Prior Year(s)	Proposed Total	Change
	2016	2016	2017	Carryover	2017	2016 - 2017
Finance and Administration						
Office of the Mayor	\$ 2.7	\$ 2.7	0.4	\$ 0.5	\$ 0.8	(1.9)
Office of Budget & Management	14.2	14.2	7.5	2.1	9.6	(4.6)
Department of Innovation & Technology	3.0	3.0	1.5	1.0	2.5	(0.5)
City Clerk	-	-	-	-	-	-
Department of Finance	2.7	4.2	1.5	1.0	2.5	(0.2)
City Treasurer	-	-	-	-	-	-
Department of Administrative Hearings	-	-	-	-	-	-
Department of Law	1.8	1.8	1.8	-	1.8	(0.0)
Department of Human Resources	-	-	-	-	-	-
Department of Procurement Services	-	-	-	-	-	-
Department of Fleet Management	3.9	5.0	0.9	4.2	5.1	1.3
Total - Finance and Administration	\$ 28.2	\$ 30.8	\$ 13.5	\$ 8.8	\$ 22.3	\$ (5.9)
Legislative and Elections						
City Council	\$ -	\$ -	-	\$ -	\$ -	-
City Council Committees	-	-	-	-	-	-
Legislative Inspector General	-	-	-	-	-	-
City Council Legislative Reference Bureau	-	-	-	-	-	-
Board of Election Commissioners	-	-	-	-	-	-
Total - Legislative and Elections	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City Development						
Department of Cultural Affairs and Special Events	\$ 2.8	\$ 2.1	1.2	\$ 0.8	\$ 2.0	(0.8)
Department of Planning and Development	99.1	109.9	68.6	36.4	104.9	5.9
Total - City Development	\$ 101.8	\$ 112.0	\$ 69.8	\$ 37.2	\$ 107.0	\$ 5.1
Community Services						
Department of Public Health	\$ 122.1	\$ 117.1	104.9	\$ 15.1	\$ 120.0	(2.1)
Commission on Human Relations	1.2	1.2	1.3	-	1.3	0.1
Mayor's Office for People with Disabilities	4.1	4.1	3.5	0.4	3.9	(0.1)
Department of Family and Support Services	285.4	278.9	315.2	12.1	327.3	41.9
Chicago Public Library	19.8	17.0	7.3	10.7	17.9	(1.8)
Total - Community Services	\$ 432.5	\$ 418.3	\$ 432.1	\$ 38.3	\$ 470.5	\$ 38.0
Public Safety						
Police Board	\$ -	\$ -	-	\$ -	\$ -	-
Independent Police Review Authority	-	-	-	-	-	-
Chicago Police Department	42.5	36.3	19.2	15.0	34.2	(8.3)
Office of Emergency Management & Communication	128.5	119.3	48.4	77.2	125.6	(2.9)
Chicago Fire Department	7.7	14.4	5.4	9.3	14.8	7.1
Total - Public Safety	\$ 178.7	\$ 170.0	\$ 73.0	\$ 101.5	\$ 174.6	\$ (4.1)
Regulatory						
Office of Inspector General	\$ -	\$ -	-	\$ -	\$ -	-
Department of Buildings	6.7	6.7	7.0	-	7.0	0.2
Department of Business Affairs and Consumer Protection	1.0	0.9	0.8	0.1	0.9	(0.0)
Commission on Animal Care & Control	-	-	-	-	-	-
License Appeal Commission	-	-	-	-	-	-
Board of Ethics	-	-	-	-	-	-
Total - Regulatory	\$ 7.7	\$ 7.7	\$ 7.8	\$ 0.1	\$ 7.9	\$ 0.2
Infrastructure Services						
Department of Streets and Sanitation	\$ -	\$ -	-	\$ -	\$ -	-
Chicago Department of Transportation	430.1	309.8	438.9	-	438.9	8.8
Department of Aviation	\$ 273.3	\$ 166.4	215.5	\$ 132.8	\$ 348.3	\$ 75.0
Department of Water Management	49.5	49.5	-	18.5	18.5	(31.0)
Total - Infrastructure Services	\$ 752.9	\$ 525.7	\$ 654.3	\$ 151.3	\$ 805.6	\$ 52.7
TOTAL - ALL FUNCTIONS	\$ 1,501.8	\$ 1,264.5	\$ 1,250.6	\$ 337.2	\$ 1,587.8	\$ 86.0

2017 BUDGET OVERVIEW

BUDGET GLOSSARY

BUDGET GLOSSARY

Amusement Tax: A tax imposed upon the patrons of amusement activities within the City of Chicago including sporting events, theater productions, and a variety of other entertainment activities. The tax does not apply to admission fees to witness in-person live theatrical, live musical, or other live cultural performances that take place in a venue whose maximum capacity is 750 persons or fewer. The tax rate is 5 percent of the fee paid to witness in-person live theatrical, live musical, or other live cultural performances that take place in a venue whose maximum capacity is more than 750 persons. For all other types of amusement activities, the tax rate is 9 percent of the fee paid to enter, witness, view, or participate in such amusement. Authorization: Municipal Code 4-156-020.

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

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

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

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

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

Boat Mooring Tax: A tax imposed on the mooring or docking of any watercraft for a fee in or on a harbor, river or other body of water within the corporate limits or jurisdiction of the City. The tax rate is 7 percent of the mooring or docking fee. Authorization: Municipal Code 3-16-030.

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

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

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

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

Cigarette Tax: A tax of \$0.059 per cigarette (\$1.18 per pack of twenty) is imposed upon all cigarettes possessed for sale within the City of Chicago. The tax is paid through the purchase of tax stamps from the City of Chicago Department of Finance. Wholesale cigarette dealers are responsible for purchasing and affixing tax stamps to each package of cigarettes prior to delivery to the retail cigarette dealer. Retail cigarette dealers pass the tax on to consumers. Authorization: Municipal Code 3-42-020.

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

Corporate Fund: The City's general operating fund, used to account for public safety, trash and recycling collection and disposal, street repair and maintenance, and other basic City operations and services.

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

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

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

BUDGET GLOSSARY (CONTINUED)

consumed within the City of Chicago. The tax rate varies based on the number of kilowatt-hours used or consumed. Authorization: Municipal Code 3-53-020.

Emergency Telephone System Surcharge: A surcharge imposed on all billed subscribers of telecommunications services within the City of Chicago for the purpose of funding a portion of the maintenance and operation of the City's emergency 911 system. The surcharge is \$3.90 per month for each network connection and wireless number. Authorization: Municipal Code 3-64-030 and 7-50-020.

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

Equalized Assessed Value (EAV): The equalized assessed value of a property is the result of applying a state equalization factor to the assessed value of a parcel of property. The state equalization factor is used to bring all property in Illinois to a uniform level of assessment.

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

Foreign Fire Insurance Tax: A tax imposed on any business not incorporated in the State of Illinois that is engaged in selling fire insurance in the City of Chicago. The tax is paid for the maintenance, use, and benefit of the Chicago Fire Department. The tax rate is 2 percent of the gross receipts received for premiums. Authorization: Municipal Code 4-308-020.

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

GAAP: Generally Accepted Accounting Principles.

Garbage Fee: Chicago residences receiving City-provided garbage collection services are charged a \$9.50 monthly fee per dwelling unit. City-provided garbage collection services are provided to single family homes and multi-family buildings with four units or fewer. Authorization: Municipal Code 7-28-235.

Garage Tax: A tax imposed on the privilege of parking a motor vehicle in any commercial parking lot or garage in the City of Chicago. The tax rate is currently 22% for daily parking during the week as well as all weekly and monthly parking and 20 percent for daily parking on the weekends. Authorization: Municipal Code 4-236-020.

Ground Transportation Tax: A tax imposed on the provision of hired ground transportation to passengers in the City of Chicago. The tax rate is \$98 per month on medallion licensees and \$22 per month Accessibility Fund payment on medallion licensees. There is a \$3.50 per day charge for each non-taxicab vehicle with a seating capacity of 10 or fewer passengers, \$6 per day for each non-taxicab vehicle with a seating capacity of 11 to 24 passengers, \$9 per day for each non-taxicab vehicle with a capacity of more than 24 passengers. Transportation network provider vehicles are charged \$0.40 per trip for trips that begin or end in Chicago, and \$0.10 per trip Accessibility Fund payment for trips that begin or end in Chicago. Additionally, a \$5.00 per trip surcharge on all transportation network provider vehicles for airport, Navy Pier, and McCormick Place pick-up and drop-off. This \$5 per trip surcharge went into effect in November 2015. Lastly, the City charges \$1.00 per day for pedicabs for each day in service. Authorization: Municipal Code 3-46-030.

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

Hotel Accommodations Tax: A tax imposed on the rental or lease of hotel accommodations in the City of Chicago. For vacation rentals and shared housing units, a 4.0 percent surcharge is added to the 4.5 percent base rate for a total City tax rate of 8.5 percent of the gross rental or leasing charge. Authorization: Municipal Code 3-24-030.

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

BUDGET GLOSSARY (CONTINUED)

distributed monthly to municipalities. 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 collections (1 percent of the 6.25 percent) is distributed to municipalities. The City receives 20 percent of the 1 percent portion allocated to municipalities. Authorization: 35 ILCS 105/1.

Income Tax: A tax imposed by the State of Illinois on the privilege of earning or receiving income in Illinois. The tax rate is 5.25 percent of net income for corporations and 3.75 percent of net income for individuals, trusts, and estates. Of the net income tax receipts after refund, 8 percent of personal income tax receipts and 9.14 percent of corporate income tax receipts is placed in the Local Government Distributive Fund, which is then distributed to municipalities based on population. Authorization: 35 ILCS 5/201, 5/901; 30 ILCS 115/1, 115/2.

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

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

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

Liquor Tax: A tax imposed on the retail sale of alcoholic beverages in the City of Chicago. Each wholesale dealer who sells to a retail dealer located in the City of Chicago collects the tax and any such retail alcoholic beverage dealer in turn collects the tax from the retail purchaser. The tax rate is \$0.29 per gallon of beer, \$0.36 per gallon for alcoholic liquor containing 14 percent or less alcohol by volume, \$0.89 per gallon for liquor containing more than 14 percent and less than 20 percent alcohol by volume, and \$2.68 per gallon for liquor containing 20 percent

or more alcohol by volume. Authorization: Municipal Code 3-44-030.

Local Funds: All funds used by the City for its non-capital operations other than grant funds. 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 of diesel fuel. A portion of the revenue is distributed to municipalities and townships based on population via a statewide allocation formula. Authorization: 35 ILCS 505/2, 505/8.

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

Municipal Automobile Renting Occupation Tax: A tax imposed on the activity of renting automobiles in the City of Chicago. The tax rate is 1 percent of the rental price. The tax is administered and collected by the Illinois Department of Revenue and distributed monthly to the City. Authorization: Municipal Code 3-40-490, -500.

Municipal Automobile Renting Use Tax: A tax imposed on the use of automobiles in the City of Chicago that are rented from companies outside of Illinois and are titled or registered with the State of Illinois. The tax rate is 1 percent of the rental price. The tax is administered and collected by the Illinois Department of Revenue and distributed monthly to the City. Authorization: Municipal Code 3-60-030, -040.

Municipal Hotel Operators' Occupation Tax: A tax 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.

BUDGET GLOSSARY (CONTINUED)

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

Natural Gas Use Tax: A tax imposed on the privilege of using or consuming gas in the City of Chicago that is purchased at retail from sellers not subject to the Natural Gas Utility Tax. The tax rate is \$0.063 per therm. Authorization: Municipal Code 3-41-030.

Natural Gas Utility Tax: A tax imposed on the occupation of distributing, supplying, furnishing, or selling gas for use or consumption within the City of Chicago. The tax rate is 8 percent of gross receipts. Authorization: Municipal Code 3-40-040.

Off-Track Betting Tax and Admission Fee: A tax imposed on the pari-mutuel handle (total amount wagered) at off-track betting parlors within the City of Chicago. The tax rate is 1 percent of the total pari-mutuel handle. In addition, an admission charge of \$1 is levied on patrons of off-track betting parlors. Authorization: 230 ILCS 5/26(h)(10.1), 5/27(f); Municipal Code 4-156-125.

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

Personal Property Lease Transaction Tax: A tax imposed on the lease, rental or use of rented, personal property in the City of Chicago. The tax rate is currently 9 percent of the lease or rental price. The lease transaction tax rate for non-possessory computer leases of software and infrastructure --referred to as cloud software and cloud infrastructure -- is 5.25 percent. Authorization: Municipal Code 3-32-030.

Personal Property Replacement Tax—Income Tax: An income-based tax collected by the State of Illinois and paid to local governments to replace money that was lost by local governments when their powers to impose personal property taxes on corporations, partnerships, and other business entities were taken away pursuant to the new Illinois

Constitution, which directed the legislature to abolish business personal property taxes and replace the revenue lost by local government units and school districts. In 1979, a law was enacted to provide for statewide taxes to replace the monies lost to local governments. The tax rate is 2.5 percent for corporations and 1.5 percent for partnerships, trusts, and subchapter S corporations. The tax allocation formula is based on the 1976 distribution of the repealed personal property tax. Authorization: 35 ILCS 5/201(c), (d); 30 ILCS 115/12.

Personal Property Replacement Tax—Invested Capital Tax: A tax on invested capital imposed by the State of Illinois on public utilities. Like the Personal Property Replacement Tax - Income Tax, this tax was created to replace local government revenue from the personal property tax. The tax rate is 0.8 percent on invested capital. The tax allocation formula is based on the 1976 distribution of the repealed personal property tax. Authorization: 35 ILCS 610/2a.1, 615/2a.1, 620/2a.1, 625/2a.1; 30 ILCS 115/12.

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

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

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

Real Property Transfer Tax—CTA Portion: A supplemental tax on the transfer of real property in the City of Chicago for the purpose of providing financial assistance to the Chicago Transit Authority. The tax rate is \$1.50 per \$500 of the transfer price or fraction thereof and is paid by the transferor. Authorization: Municipal Code 3-33-030.

Restaurant and Other Places for Eating Tax: A tax imposed on each place for eating located in the City of Chicago. The tax rate is 0.25 percent of the selling price of all food and beverages sold at retail. Authorization: Municipal Code 3-30-030.

BUDGET GLOSSARY (CONTINUED)

Simplified Telecommunications Tax: A tax imposed on the privilege of originating or receiving intrastate or interstate telecommunications within the City of Chicago. The tax rate is 7 percent of the gross charge for such telecommunications purchased at retail. Authorization: Municipal Code 3-73-030.

Soft Drink Tax: A tax imposed on the occupation of selling retail soft drinks other than fountain soft drinks in the City of Chicago. The rate of tax is 3 percent of gross receipts. The tax is administered and collected by the Illinois Department of Revenue and distributed to the City monthly. In addition, a tax is imposed on the occupation of selling fountain soft drinks at retail in the City. The tax rate is 9 percent of the cost of the soft drink syrup or concentrate. Authorization: Municipal Code 3-45-040, -060.

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

Transfers-in: 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.

Water and Sewer User Fees: A fee imposed on water and sewer usage within the City of Chicago. The revenue collected via water charges and the sewer surcharges on City utility bills. The water and sewer funds are segregated funds where water fund revenue is used to support the water system and sewer fund revenue is used to support the sewer system. Authorization: Municipal Code 11-12-260,

Water and Sewer Tax: A utility tax assessed on water and sewer use within the City of Chicago. Beginning in 2017, the tax will be \$.59 per 1,000 gallons of water and sewer use. It will increase to \$1.28 per 1,000 gallons in 2018 and \$2.01 per 1,000 gallons in 2019, \$2.51 per 1,000 gallons in 2020. Authorization: Municipal Code 3-08-030, -040.

Wheel Tax (referred to as the Vehicle Sticker Fee): An annual fee imposed on the privilege of operating a motor vehicle within the City of Chicago that is owned by a resident of the City of Chicago. The fee is \$86.69 for smaller passenger automobiles (less than 4,500 pounds) and \$137.69 for larger passenger automobiles (4,500 pounds or more). The fee varies for other vehicle classifications. Authorization: Municipal Code 3-56-050.

Zero Based Budgeting: A method of budgeting in which expenses are justified for each new fiscal year. The City of Chicago starts at a base of zero and every function within the city is analyzed for its needs and costs.

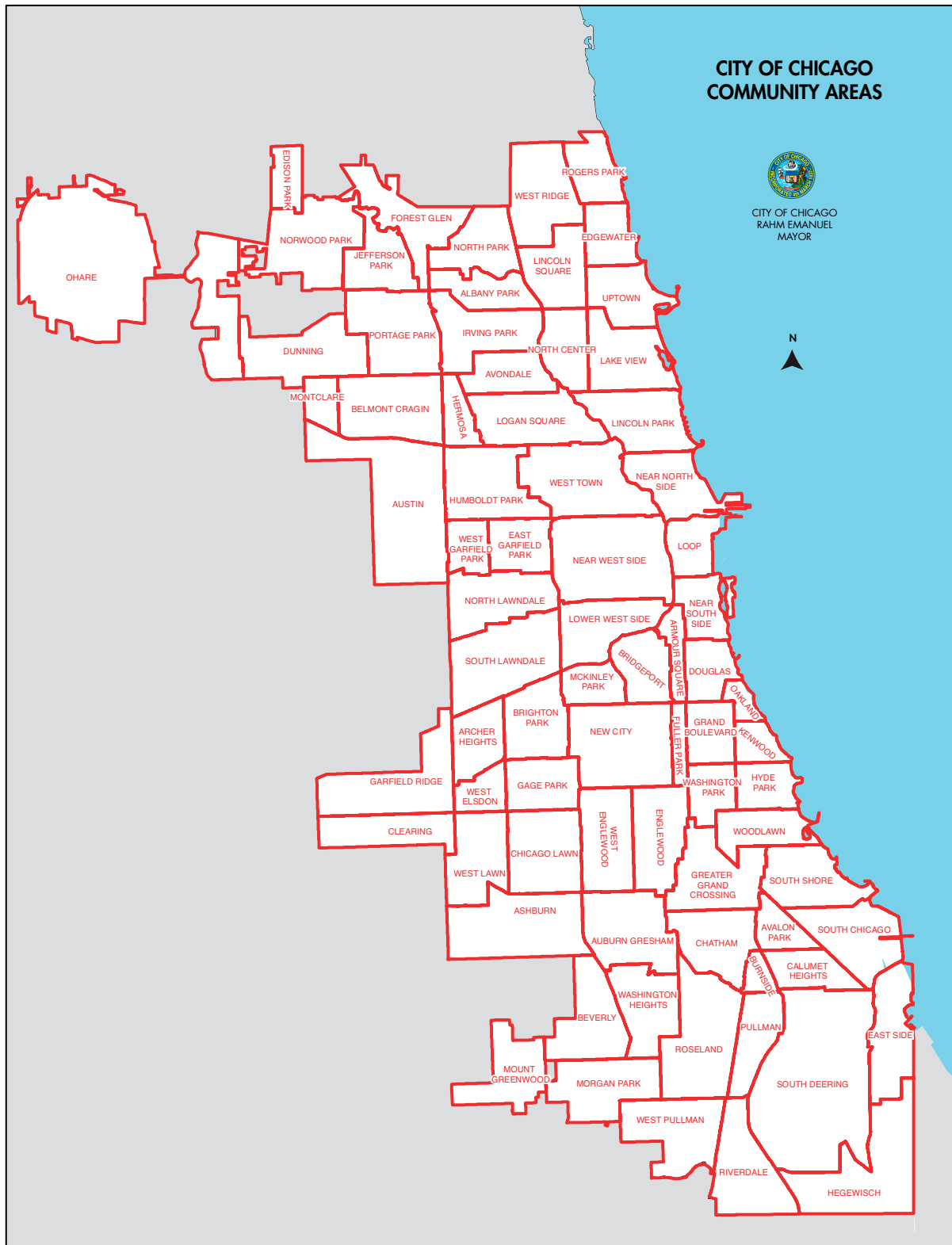
2017 BUDGET OVERVIEW

APPENDIX A CHICAGO FACTS AND DEMOGRAPHICS

APPENDIX A – CHICAGO FACTS AND DEMOGRAPHICS

CHICAGO DEMOGRAPHICS

Chicago is the third largest city in the United States and located in the second most populous county in the country – Cook County, Illinois. On the shores of Lake Michigan, the City has a 228 square mile footprint and is 26 miles long.



APPENDIX A (CONTINUED)

RESIDENTS

Chicago is home to nearly 2.7 million people that live in more than one million households across 77 communities.

More than 150 languages are spoken and more than 20 ethnic groups have populations greater than 25,000.¹

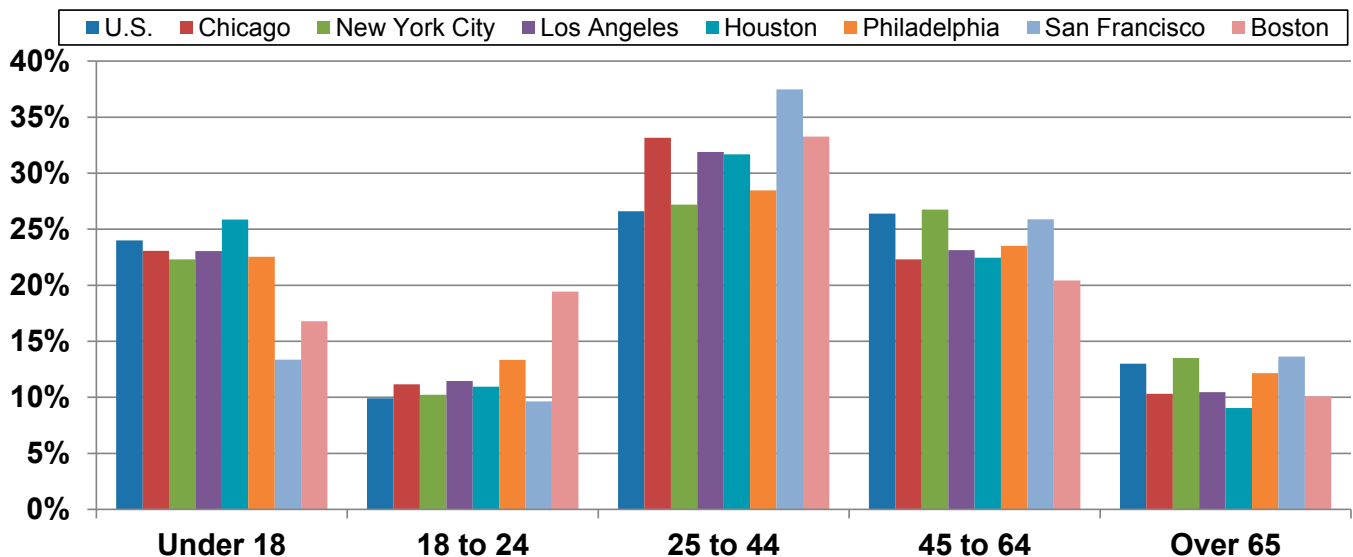
Almost 35 percent of Chicago's residents have bachelor's degrees, which is higher than the national average of 29 percent.

Chicago's median household income is \$47,831 compared to \$57,166 in Illinois and \$53,482 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 44.²

POPULATION BY RACE ²	
White	1,212,835
Black or African American	887,608
American Indian and Alaskan Native	13,337
Asian	147,164
Native Hawaiian and Other Pacific Islander	1,013
Other Race	360,493
Two or More Races	73,148
Population by Hispanic or Latino Origin	
Non Hispanic or Latino	1,916,736
Hispanic or Latino	778,862
Gender	
Male	1,308,072
Female	1,387,526
Age	
Children under age five	185,887
Older Adults (age 65 and older)	277,932
Median Age	32.9

COMPARATIVE AGE DISTRIBUTION



¹ World Business Chicago. <http://www.worldbusinesschicago.com> (2015)

² U.S. Census Bureau. <http://www.census.gov> (2010)

APPENDIX A (CONTINUED)

ECONOMY

Chicago's large and diverse economy contributes to a gross regional product of more than \$561 billion. The Chicago metropolitan area is home to more than 400 major corporate headquarters, including 36 Fortune 500 headquarters and 29 S&P 500 companies. Chicago was ranked as the "Top Metro" in the U.S. for corporate investment by Site Selection magazine for three consecutive years (2013-2015). With no single sector employing more than 14 percent of the workforce, Chicago is one of the most diverse economies in the U.S.³

CHICAGO'S LARGEST CORPORATE EMPLOYERS⁴

(Ranked by local full-time employees as of December 31, 2015)

1. Advocate Health Care
2. J.P. Morgan Chase & Co.
3. United Continental Holdings
4. Walgreen Co.
5. Health Care Service Corp.

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 which together move 1.5 million tons of freight, mail, and goods annually valued at \$1.3 trillion annually. Chicago is also the only city where the country's six largest freight railroad companies interchange traffic, and nearly a third of the national's intermodal rail traffic passes through Chicago.⁵

Manufacturing industry employs over 414,000 workers in the Chicago metropolitan area and makes up 9.0 percent of the regional economy. According to the U.S. Bureau of Economic Analysis, Chicago ranks third in the nation for total manufacturing gross regional product.

Education and health service organizations employ over 700,000 workers in the Chicago metropolitan area.³ Three of the nation's 15 major teaching hospitals are located in Chicago.⁶

INDUSTRY TYPE	CHICAGO METRO	ILLINOIS	U.S.
Mining	0.0%	0.2%	0.5%
Utilities	0.3%	0.4%	0.4%
Construction	3.4%	3.6%	4.6%
Manufacturing	9.0%	9.8%	8.8%
Wholesale Trade	5.4%	5.1%	4.2%
Retail Trade	10.0%	10.3%	11.2%
Transportation and Warehousing	4.2%	4.4%	3.3%
Information	1.8%	1.7%	2.0%
Finance and Insurance	4.9%	5.1%	4.1%
Real Estate	1.4%	1.3%	1.5%
Professional, Scientific, Technical Services	7.4%	6.7%	6.2%
Management of Companies & Enterprises	2.0%	1.6%	1.6%
Administration & Waste Services	8.0%	7.1%	6.3%
Educational Services	3.1%	2.6%	1.9%
Health Care and Social Assistance	12.1%	12.5%	13.2%
Arts, Entertainment, Recreation	1.5%	1.4%	0.1%
Accommodation & Food Services	8.1%	8.2%	0.5%
Other Services (except Public Admin)	4.3%	4.2%	0.6%
Public Admin	12.1%	13.9%	15.2%

³ World Business Chicago. www.worldbusinesschicago.com (2016).

⁴ Crain's Chicago Business (2016).

⁵ CMAP. <http://www.cmap.illinois.gov> (2015).

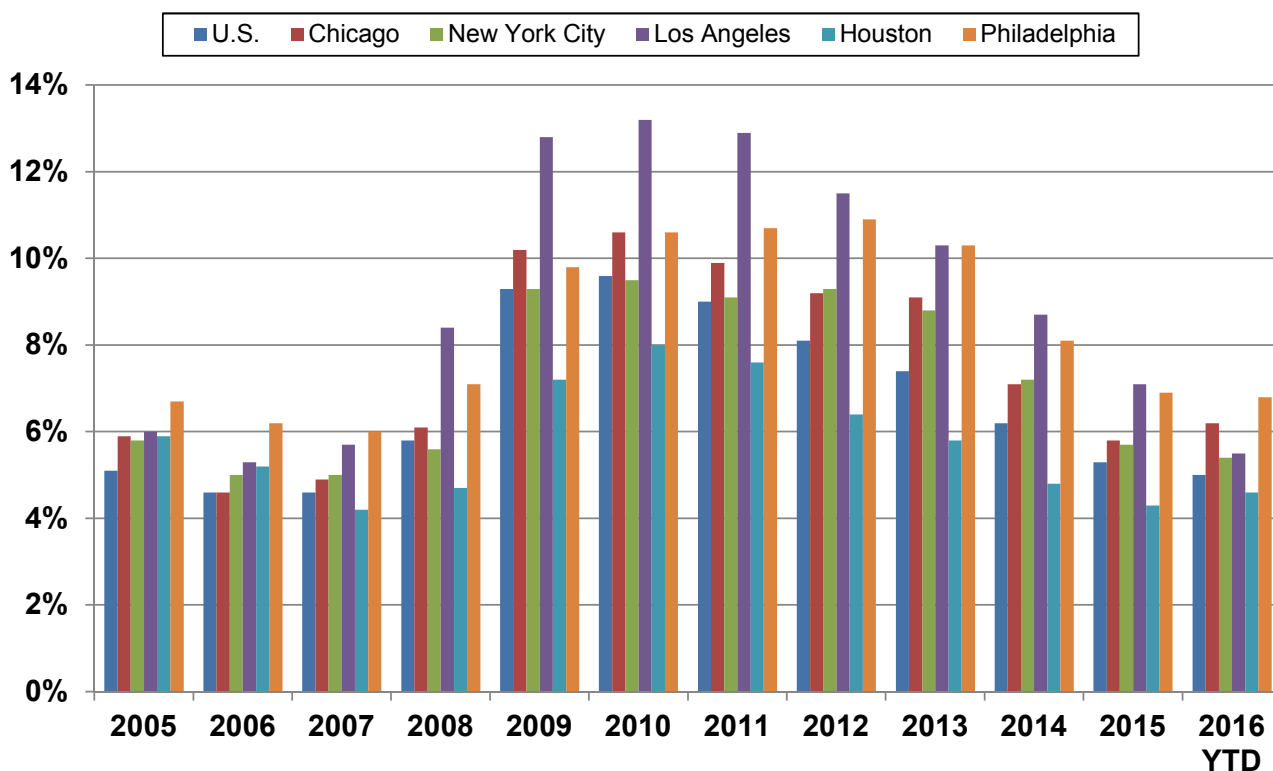
⁶ Truven Health Analytics. <http://100tophospitals.com> (2016).

APPENDIX A (CONTINUED)

EMPLOYMENT ⁷

The Chicago metropolitan area average annual unemployment rate decreased from 10.6 percent in July 2011 to 5.5 percent in July 2016, while Illinois' unemployment rate dropped from 9.7 percent in 2011 to 5.8 percent in July 2016. The national unemployment rate peaked at 10.6 percent in January 2010 and decreased to 5.0 percent in July 2016. In other large cities, year to date unemployment rates range from a low of 4.6 percent in Houston to a high of 6.8 percent in Philadelphia. New York's unemployment rate is 5.4 percent and in Los Angeles, the rate is 5.5 percent.

COMPARATIVE UNEMPLOYMENT, 2005 – 2016



⁷ Department of Labor, Bureau of Labor Statistics. Local Area Unemployment Statistics, Not Seasonally Adjusted. The 2016 YTD rates presented in the chart above represent an average of the non-seasonally adjusted monthly rates through July.

APPENDIX A (CONTINUED)

TRANSPORTATION ⁸

The Chicago Transit Authority (“CTA”) operates the second largest public transportation system in the nation, with:

- 1,888 buses operating over 130 routes and 1,301 route miles, making 18,843 trips per day and serving 10,813 bus stops
- 1,492 rail cars operating over eight routes and 224.1 miles of track, making 2,276 trips each day and serving 145 stations,
- CTA provides an average of 1.6 million rides per day and 515 million rides a year (bus and train combined).

SCHOOLS

The Chicago Public School system (“CPS”) is the third largest school district in the nation, serving approximately 400,000 students. CPS is comprised of 421 elementary schools, 95 high schools, 11 contract schools, and 125 charter school campuses.⁹ The City Colleges of Chicago operates seven colleges and serves more than 110,000 students. In 2015, Kennedy-King College won the first ever Aspen “Rising Star Award” for their excellence in education.¹⁰

GOVERNMENT ¹¹

The Mayor and a 50-person City Council govern the City. Local elected officials serve four-year terms.

The City has 1.42 million registered voters and is comprised of 50 wards, each represented by a member of City Council.

The City of Chicago maintains 4,100 miles of streets, 118 public safety facilities and 4,400 miles of water mains, delivering 1 billion gallons of fresh water to Chicago and Suburban residents each day.

CITY OF CHICAGO CAPITAL ASSETS	
Police Stations	22
Fire Stations	96
Streets (Miles)	4,100
Streetlights	327,613
Traffic Signals	3,105
Water Mains (Miles)	4,400
Sewer Mains (Miles)	4,400

⁸ Chicago Transit Authority. www.transitchicago.com (2016).

⁹ Chicago Public Schools. www.cps.edu (2016).

¹⁰ City Colleges of Chicago. www.ccc.edu (2016).

¹¹ Board of Election Commissioners for the City of Chicago. www.chicagoelections.com (2016)

¹² Choose Chicago. www.choosechicago.com (2016).

ARTS & CULTURE ¹²

- The City has more than 200 theater companies and is the only U.S. city with five Tony award-winning theater companies.
- Chicago is home to the Chicago Symphony, the Lyric Opera, and the Joffrey Ballet.
- Chicago has over 40 museums, including the Art Institute of Chicago, which was named one of the top museums in the world by TripAdvisor.
- The Chicago Cultural Center, the first free municipal cultural center in the country, attracted more than 870,000 visitors in 2015.

NOTABLE ANNUAL EVENTS	2016 ATTENDANCE
Taste of Chicago	1,400,000
Air and Water Show	1,000,000
Blues Festival	500,000

RECREATION

- The metro area has 80 miles of public shoreline and 85 beaches.
- Lincoln Park Zoo is the oldest public zoo in the country, with an estimated annual attendance of 3.5 million.
- Chicago has 580 parks, including the 1,216 acre Lincoln Park which is the second most visited city park in the country, attracting 20 million visitors annually.
- As of July 2016, Chicago’s Divvy bike share program has 580 stations and 5,800 bikes. Chicago was also ranked #1 on the Top 50 Bike-Friendly Cities by Bicycling magazine in 2016.
- Chicago has more free festivals and events than any other city in the country.
- Millennium Park, a 25-acre park in the heart of downtown, attracted 5 million visitors in 2015.

RESTAURANTS AND SHOPPING

- There are over 600 stores in and around Michigan Avenue.
- There are more than 7,300 restaurants in Chicago, including three that were awarded a Five-Star rating by Forbes Travel.

APPENDIX A (CONTINUED)

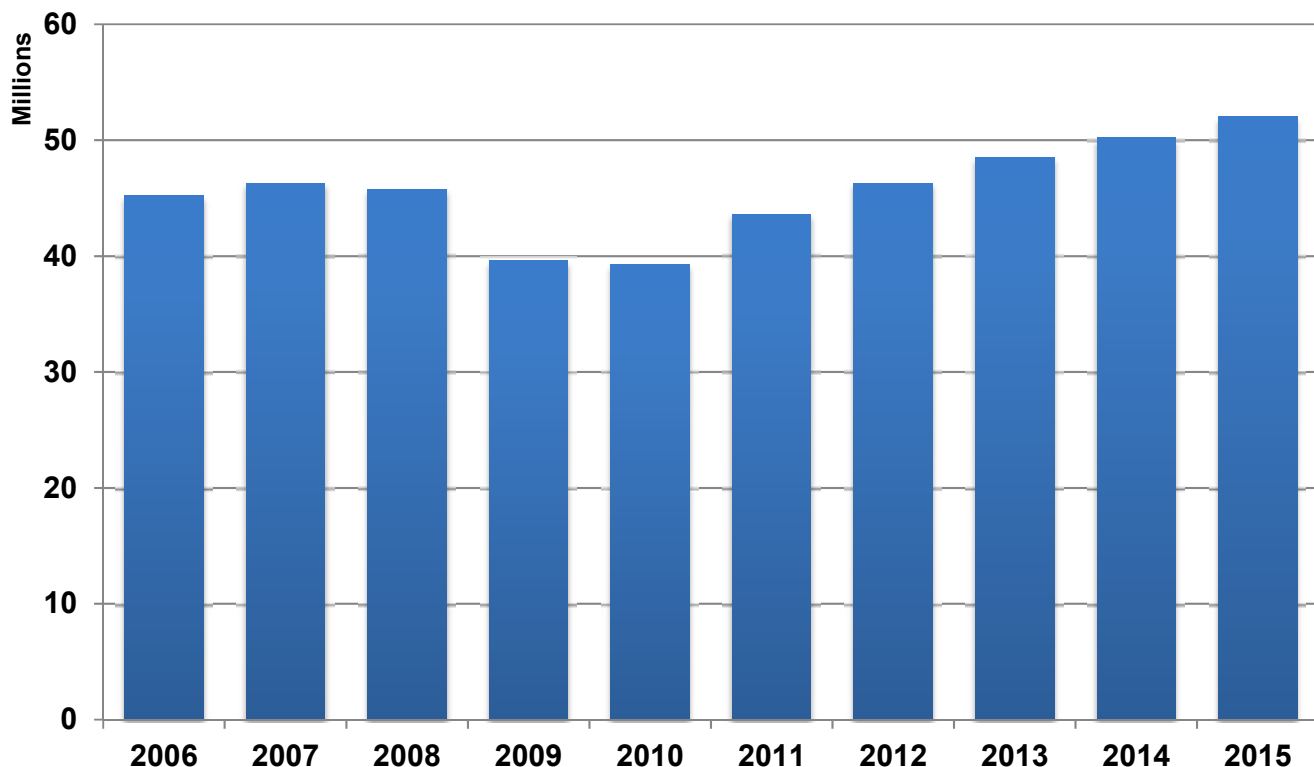
TOURISM¹³

Chicago hosted 52.7 million domestic and international visitors in 2015, including 39.3 million domestic leisure travelers, 11.7 million domestic business travelers, and 1.6 million international visitors. Chicago hit all-time high for hotel performance in 2015, with a record 10.7 million rooms occupied and record hotel occupancy rate of 80 percent, and tourism spending reached \$14.6 billion. In 2015, five months recorded having over one million rooms occupied in Chicago.

- There are 40,167 hotel rooms in Chicago's central business district, and over 112,000 in the Chicagoland area.
- Chicago was ranked fourth on Trip Advisor's 2016 Travelers' Choice Awards for Top U.S. Destinations, second in meetings destination in the U.S. according to CVENT, and was named the second Best City in the U.S. for shopping according to Travel & Leisure Magazine.

- In 2017, Chicago will host the National Hockey League Draft, the NCAA Men's Ice Hockey Tournament, the Chicago Architecture Biennial, and the James Beard Culinary Awards for the third year in a row.

CHICAGO TOURISM, NUMBER OF ANNUAL VISITORS



¹³ Choose Chicago. www.choosechicago.com (2016).

2017 BUDGET OVERVIEW

APPENDIX B 2017 PROPERTY TAX MECHANICS

APPENDIX B – 2017 PROPERTY TAX MECHANICS

PROPERTY TAX BASE

Property values are assessed by the Cook County Assessor every three years, and values are assigned based on three prior years of sales of similar properties. By comparing the actual selling price of individual properties with the assessed value placed on those properties by the county assessor, the State adjusts the home valuations so that properties of similar value are assessed at similar rates.

This adjustment occurs after the assessment and any adjustments by the Cook County Board of Review. In Illinois, state law requires an adjustment if the median level of assessment for all property in the county varies from 33 1/3 percent of the actual property values. An equalization factor is applied, providing the property owner with equalized assess value (EAV) of the property.

The County aggregates EAVs of similar types of properties (residential, apartments, commercial, industrial), and based on the amount of money local governments need, determines the percentage of EAV for each property type that a property owner should pay toward the levy for each taxing district in the county.

There are more than 1,300 taxing districts in Cook County. These include city governments, schools, parks, libraries, public safety, mosquito abatement and other programs that have their own budgets.

The properties with the greatest equalized assessed value (EAV) in the City are set forth below.

PROPERTY	EAV ¹
Willis Tower	\$386,932,492
Aon Center	\$239,091,820
Blue Cross Blue Shield Tower	\$238,630,893
Water Tower Place	\$215,481,375
150 W. Carroll Ave	\$196,095,264
The Franklin	\$194,504,027
Chase Tower	\$193,364,988
Citadel Center	\$187,290,548
Prudential Plaza	\$186,794,997
Three First National Plaza	\$182,522,609



Each taxing district determines how much money it needs to collect through property taxes (as opposed to other types of taxes and fees) and notifies Cook County of its needs. The County then uses the EAV to create tax bills for individual property owners. Property tax bills represent the portion (based on EAV) of the total expenses for the taxing districts in which that property is located.

Tax bills are mailed to each property owner two times a year. The first payment, usually due in late winter, goes to pay the second installment of the previous year's levy. Any changes to the property tax levy are reflected in the summer payment, usually due in August. Each bill includes a list of the amount being collected on behalf of each taxing district. The City is one of several taxing districts reflected on a Chicago resident's property tax bill.

Following the Great Recession, the real estate market continued to rebound, and with the recent triannual reassessment, the citywide 2015 equalized assessed value increased by over \$6 billion or 9.3 percent.

¹ Cook County Treasurer. <http://www.cookcountytreasurer.com> (2015).

APPENDIX B (CONTINUED)

Cook County Property Tax Exemptions

The Homeowner Exemption provides tax relief by reducing the equalized assessed value (EAV) of an eligible residence. First-time applicants must have been the occupants of the property as of January 1 of the tax year in question.

The Senior Citizen Exemption provides tax relief by reducing the EAV of an eligible residence for seniors who own and occupy their homes (in addition to savings from the homeowner exemption).

The Senior Freeze Exemption allows qualified senior citizens to apply for a freeze of the EAV of their properties for the year preceding the year in which they first apply. For example, if a senior applies in 2016 for the freeze, it would be retroactive to the 2015 tax year.

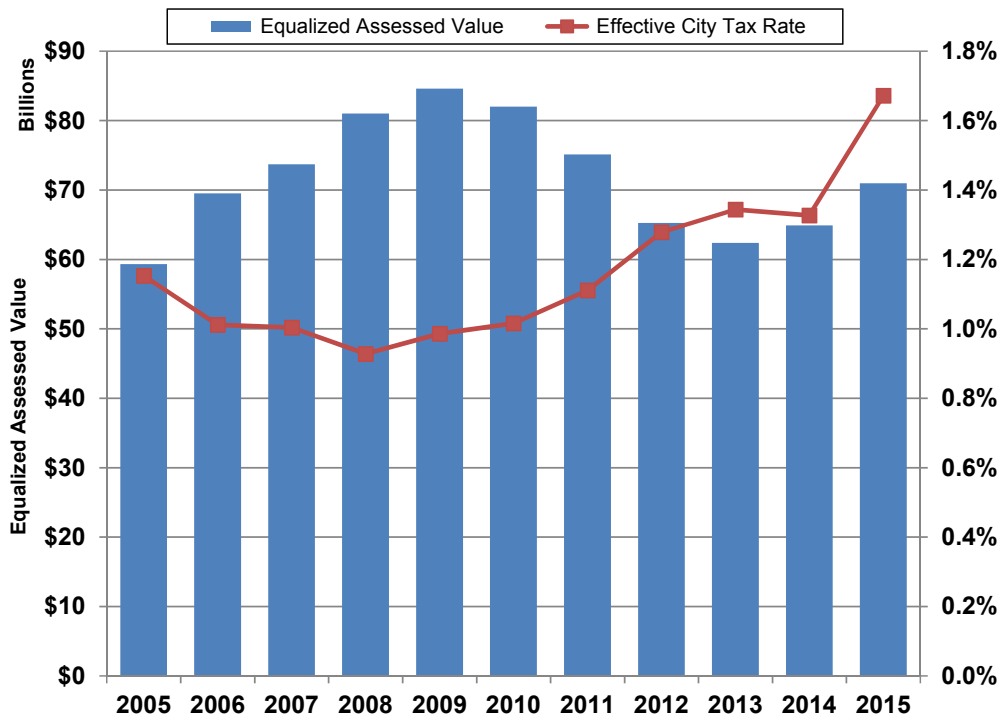
The Home Improvement Exemption allows homeowners to make up to \$75,000 worth of property improvements without an increase in property taxes for at least four years. The value varies depending on the reduction of the assessed value and the tax rates. Any exemption that is granted is reflected on the second installment tax bill.

Veterans Returning From Active Duty in armed conflict are eligible to receive a \$5,000 reduction in the EAV of their property for the taxable year in which they return.

Disabled Veteran Homestead Exemption provides tax relief to veterans as certified by the U.S. Department of Veteran Affairs as disabled. A disability of 30-49 percent qualifies for a \$2,500 reduction in the EAV. A disability of 50-69 percent qualifies for a \$5,000 exemption in the EAV. A disability of 70 percent or more may qualify for a 100 percent tax exemption.

Disabled Persons Exemption provides disabled persons with an annual \$2,000 reduction in the EAV of their property.

AGGREGATE CITY EAV VS. EFFECTIVE TAX RATE²



² Cook County Treasurer. <http://www.cookcountytreasurer.com> (2015). The Effective Tax Rate includes the Chicago Public Library portion of the levy.

2017 BUDGET OVERVIEW

APPENDIX C 2017 CAPITAL IMPROVEMENT PROGRAM

APPENDIX C – 2017 CAPITAL IMPROVEMENT PROGRAM

Following is a partial list of capital projects planned for 2017, with the projected funding amount allocated in 2017. Water, sewer, and aviation capital projects are not listed here; additional details on these capital projects can be found in the departmental summaries for the Department of Water Management and the Department of Aviation. A full list of projects and details regarding the allocation, funding source, timing, and scope of each capital improvement project are available on the City's website at the link listed below. The Project IDs provided below will allow you to reference the details for each project. Projects that were programmed from prior year funding sources may be active projects in 2017; however, such projects are not included in the following detail. Capital improvement plans are adjusted over time 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 a final or all-inclusive inventory of the City's capital needs and projects. For additional details of the City's capital improvement program visit: http://www.cityofchicago.org/city/en/depts/obm/provdrs/cap_improve.html.

Project ID	2017 Proposed Capital Improvement Program	2017
Neighborhood Parks		
39226	Green Streets - 2017	\$ 900,000.00
38532	Landscape Median & Boulevard Maintenance - 2017	\$ 2,850,000.00
Total Neighborhood Parks		\$ 3,750,000.00
Economic Development - Streetscaping		
33942	Pilsen TIF - Blue Island 19th to 21st- Streetscape and Sustainable Design - 25th Ward	\$ 1,790,960.00
34638	Fullerton Ave., Ashland to Racine	\$ 1,067,100.00
35859	Cottage Grove Ave., 77th St. to 87th St. - Streetscape	\$ 2,000,000.00
38506	Fulton Market Streetscape: Halsted to Ogden	\$ 2,000,000.00
38520	Fulton Flex Street and Identifiers Streetscape	\$ 4,000,000.00
38702	Broadway / Sheridan Streetscape	\$ 2,759,680.00
Total Streetscaping		\$ 13,617,740.00
Economic Development - Other		
38536	Hazardous Building Clearance - 2017	\$ 10,000,000.00
2277	Illinois Shoreline Protection 45th-51st St. - Design	\$ 1,500,000.00
Total Economic Development		\$ 11,500,000.00
Municipal Facilities - City Buildings		
39189	City Hall-Window Replacement and Masonry Repairs	\$ 19,270,000.00
39599	Area 1 Police Station - Exterior Renovation	\$ 1,000,000.00
40343	Municipal Facilities-2017 Citywide Roofing	\$ 500,000.00
40344	Municipal Facilities-2017 Citywide Fencing	\$ 50,000.00
40345	Municipal Facilities-2017 Renovation of Property	\$ 700,000.00
40346	Municipal Facilities-2017 Equipment	\$ 600,000.00
40347	Municipal Facilities-2017 Supplies	\$ 750,000.00
40348	Municipal Facilities-2017 HVAC	\$ 1,000,000.00
40536	Municipal Facility - Life Safety Projects 2017	\$ 2,000,000.00
39259	Woodson Library Improvements	\$ 3,400,000.00
Total Municipal Facilities - City Buildings		\$ 29,270,000.00
Neighborhood Infrastructure - Other		
38557	2017 ADA Ramp Program	\$ 10,000,000.00
37685	39th Ward - Arterial Street Lighting/Peterson-Rogers to Pulaski TIF Funding	\$ 500,000.00
39292	Street Lighting around Tuley Park	\$ 340,000.00
39880	Residential Street Lighting - 2017 (Cubs Fund)	\$ 500,000.00
38193	Green Bay Ave. (83rd St. to 87th St.) & 84th St. (Green Bay Ave. to S. LSD)	\$ 5,900,000.00
38625	Cortland St. from Narragansett to Merrimac/WPA Street Improvements	\$ 1,482,000.00
39444	McVicker from Bloomingdale Ave. to Cortland St. / WPA Street Imp./ Ward 29 - TIF Funding	\$ 850,000.00
39547	Superior Street WPA Replacement	\$ 574,000.00
38062	Madison St., Central Ave. to Hamlin Ave. - Corridor Improvements	\$ 200,000.00
39268	Centennial Monument Upgrades (Logan Square)	\$ 100,000.00
39285	59th and Cornell - Median Repairs	\$ 150,000.00
39289	Road Repairs in the 18th Ward	\$ 40,000.00
Total Neighborhood Infrastructure - Other		\$ 20,636,000.00

APPENDIX C (CONTINUED)

Neighborhood Infrastructure - Sidewalks		
38571	Reconstruct and Repair Vaulted Sidewalks - 2017	\$ 2,000,000.00
38572	Hazardous Right of Way Repair - 2017	\$ 4,000,000.00
38573	Shared Sidewalk Program - 2017	\$ 5,000,000.00

Total Neighborhood Infrastructure - Sidewalks \$ 11,000,000.00

Project ID	2017 Proposed Capital Improvement Program	2017
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Bridge Improvements		
4226	31st Street Viaduct over Metra	\$ 16,600,000.00
4227	Taylor St. over the South Branch of Chicago River, New Bridge (Design only)	\$ 250,000.00
4272	Chicago Ave. Bridge over River/Viaduct W. of River & Halsted Viaduct N/S of Chicago Ave(PH.II & Const)	\$ 15,772,800.00
4665	Oakwood Blvd. Viaduct over Metra/ ICGRR - Rehab	\$ 17,300,000.00
32667	Irving Park Rd. Bridge over N. branch of Chicago River	\$ 13,200,000.00
32937	Montrose Harbor Underpasses (Design Only)	\$ 464,000.00
36571	Webster Ave. Bridge over the North Branch of the Chicago River (Design Only)	\$ 1,000,000.00
36586	Canal St. Viaduct. Madison St. to Taylor St. (Design Only)	\$ 2,000,000.00
37988	Roosevelt Road Bridge - Electrical Drives Replacement	\$ 100,000.00
38480	Bridge/Viaduct Painting - Project #7	\$ 1,500,000.00
38481	Bridge/Viaduct Painting - Project #8	\$ 1,500,000.00
38485	Webster Ave. Over the North Branch of the Chicago River - Construction	\$ 1,500,000.00
39233	Bridge - Annual Inspection Program - 2017	\$ 3,200,000.00
39242	Capital Repair to City Bridges - 2017	\$ 5,000,000.00
39295	Repair/Rehab of the Lake Shore Drive Overpass at Montrose	\$ 200,000.00
40083	Loomis Street Bridge Rehabilitation	\$ 1,500,000.00
40272	2017 Viaduct Program - Safety Improvements	\$ 2,000,000.00
Total Bridge Improvements		\$ 83,086,800.00

Intersection Improvements		
4580	Chicago Truck Route Advisory System (Design and Implementation)	\$ 64,000.00
4588	Detour Event Advisory System (Design and Implementation)	\$ 336,000.00
32959	Arterial Congestion Advisory Study	\$ 480,000.00
Total Intersection Improvements		\$ 880,000.00

Major Streets		
1875	Burley Ave., - 106th St. to 126th Pl. (Eng. Only)	\$ 240,000.00
4005	Lake St., Damen Ave. to Ashland Ave.	\$ 8,876,428.00
4008	Michigan Ave., Chicago River to Oak Street (Design Only)	\$ 1,000,000.00
32668	Lake Shore Drive, Grand Ave. to Hollywood Ave. (Design Only)	\$ 5,000,000.00
33325	Grand Ave., Pulaski Rd. to Chicago Ave.	\$ 4,200,000.00
33328	Lake St., Ashland Ave. to Kennedy Expy (Engineering Only)	\$ 300,000.00
33330	Milwaukee Ave., Addison St. to Belmont Ave.	\$ 5,640,000.00
35572	Pershing Rd., Ashland Ave. to Dan Ryan (I-90/94)	\$ 5,250,000.00
36106	Wells - Wentworth Improvement (Construction)	\$ 20,000,000.00
38189	ADA Ramps Imp. Project #57 & 61 (South)	\$ 2,200,000.00
38190	ADA Ramps Imp. Project #58 & 62 (Far South)	\$ 6,000,000.00
38467	Milwaukee Ave., Logan Blvd. to Belmont Ave. (Design)	\$ 200,000.00
38484	Pershing Rd, Halsted St. Dan Ryan Expy - Construction	\$ 6,050,000.00
39715	Arterial Street Resurfacing #71 (North) - 2016	\$ 11,360,000.00
39716	Arterial Street Resurfacing #72 (Central) - 2016	\$ 7,880,000.00
39717	Arterial Street Resurfacing #73 (South) - 2016	\$ 9,280,000.00
39718	Arterial Street Resurfacing #74 (Far South) - 2016	\$ 6,680,000.00
39719	Arterial Street Resurfacing #75 (North) - 2017	\$ 2,000,000.00
39720	Arterial Street Resurfacing #76 (Central) - 2017	\$ 2,000,000.00
39721	Arterial Street Resurfacing #77 (South) - 2017	\$ 2,000,000.00
39724	Arterial Street Resurfacing #78 (Far South) - 2017	\$ 2,000,000.00
Total - Major Streets		\$ 108,156,428.00

2017 BUDGET OVERVIEW

APPENDIX C (CONTINUED)

Project ID	2017 Proposed Capital Improvement Program	2017
Transportation		
32172	CREATE Right of Way Acquisition	\$ 2,000,000.00
34932	95th St. at Eggleston Ave - Create Grade Separation (Eng. Only)	\$ 2,500,000.00
34933	Archer Av at Kenton Av - Create Grade Separation (Eng. Only)	\$ 800,000.00
34934	Columbus Ave at Maplewood Ave.- Create Grade Separation (Eng. Only)	\$ 600,000.00
4375	Near West Side Interconnect	\$ 804,513.00
4409	ITS - Cicero Ave. Traveler Information System & Midway Airport Advisory Radio	\$ 407,000.00
4426	Cermak Rd., Ashland - Martin Luther King Dr.- Traffic Signal Interconnect	\$ 1,000,000.00
4441	87TH St., Western Ave. to Dan Ryan Expressway	\$ 2,161,000.00
4442	95th St., Western Ave. to Ewing Ave. (US 41)	\$ 2,379,000.00
4443	Cicero Ave., Peterson Ave. to Lexington Ave.	\$ 112,000.00
4467	Broadway & Sheridan Rd - Devon to Hollywood, Traffic Signal Interconnect	\$ 280,000.00
4468	Roosevelt Rd., Western to Lake Shore Dr., Traffic Signal Interconnect (Design Only)	\$ 400,000.00
34708	79th and Colfax Traffic Signal	\$ 325,000.00
36037	TMC - Integrated Corridor Mgmt.	\$ 1,520,000.00
38171	Pedestrian Countdown Signals - Highway Safety and Improvement Program (HSIP)	\$ 1,340,000.00
38267	Arterial Detection Systems	\$ 1,900,000.00
38268	Irving Park Rd, Western Ave. to Lake Shore Dr. - Adaptive Signal Control	\$ 812,000.00
38269	Lake Shore Dr. & Columbus Ave at Monroe St. to Waldron St. - Adaptive Signal Control	\$ 354,800.00
39751	Foster at Kostner and Tripp - Signal Improvements	\$ 550,000.00
40109	Accessible Pedestrian Signals (APS) in the Central Loop - TIF Funded - Ward 42	\$ 168,750.00
40522	Harlem / Northwest Highway / Devon Signal Improvement	\$ 200,000.00
40531	Western Ave. Transit Signal Priority: Howard to 79th	\$ 598,600.00
Total - Transportation		\$ 21,212,663.00
Transit/Bicycles - Pedestrian		
3875	41st St. Bicycle & Pedestrian Bridge	\$ 4,440,000.00
4637	Walk Chicago - Pedestrian Encouragement/Implementation	\$ 160,000.00
34149	Addison Under bridge Connector - North Branch Riverfront Trail	\$ 2,000,000.00
34678	Weber Spur (Eng. Only)	\$ 640,000.00
36027	Lakefront Trail #3 Ogden Slip to Chicago River Bridge	\$ 22,000,000.00
36038	Stony Island Cycle Track - 69th St. to 77th St.	\$ 560,000.00
36683	Washington/Wabash Loop Elevated Station	\$ 20,000,000.00
38176	Safe Routes to School	\$ 1,578,000.00
38181	Walk to Transit Series III	\$ 700,000.00
38248	Lincoln Village Pedestrian Bicycle Bridge	\$ 1,581,266.00
38262	Chicago Area Alternative Fuels Deployment	\$ 7,000,000.00
38266	Alternative Transportation for Chicagoland Peer to Peer Car Sharing Program	\$ 178,780.00
38276	Arterial VMS Traveler Information - Citywide	\$ 1,641,500.00
39545	Green Restoration - State Street Cycle Track	\$ 585,000.00
39750	Commuter Bike Parking & Promotion, 2013-2016 Series - Bike Parking	\$ 850,000.00
Total - Transit		\$ 63,914,546.00
CHA - New Streets		
36578	Lathrop Homes CHA (Engineering Only)	\$ 500,000.00
38561	Cabrini - CHA (Engineering Only)	\$ 500,000.00
38562	Ickes - CHA	\$ 450,000.00
Total - CHA		\$ 1,450,000.00
Aldermanic Menu Program - 2017		
38555	Aldermanic Menu Program - 2017	\$ 66,000,000.00
38556	Aldermanic Menu 2017 - Engineering and Construction Management	\$ 6,000,000.00
Total - Aldermanic Menu		\$ 72,000,000.00
Grand Total		\$ 440,474,177.00



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