



City of Evanston

Staff Suggestions

Recommendations for Improvement

City Manager's Office/BPAT

Improved Efficiency of Service Delivery:

1. Now that we are putting Council, APW, P&D, HHS Committee meetings on the web, we should stop requiring staff to do verbatim minutes; too time consuming

Cost Containment Strategies:

1. Stop color printing throughout the City unless revenue is involved
2. Charge a modest fee for GIS information/copies
3. No new initiatives or new technology projects
4. Cut out Highlights and attach info to water bill
5. Ask employees to pay more for their benefit program; base salary would stay the same, but the benefits deduction would increase
6. Strategically plan to make certain that the services eliminated will benefit us in the long run, not just low hanging fruit
7. Encourage furlough days, rather than salary increase, since furloughs are temporary
8. Is it necessary to collect yard waste; eliminate this service
9. Offer fewer hours for cash transactions; leverage our online capacity more
10. Require City staff to shut off computers and other unused equipment before leaving for the day. Since these devices use power even when shut off or not in use, i.e. printers; provide power strips with switches
11. Send packet by courier service to Council once a week, instead of twice a week during weeks when there is a Council packet to send.

Non-Tax Revenue Enhancements:

1. Stronger collection efforts for the money owed the City of Evanston
2. Hire a grant writer/coordinator to locate more funds



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Community Development Department

Improved Efficiency of Service Delivery:

1. Merge Property Standards into the Building Department under the direction of the Assistant Director of Building and Zoning. Both departments do inspections. Include a Supervisory position to oversee the daily operations of Property Standards.
2. Merge Housing Rehabilitation into the Planning Division which provides similar services. Swap one of the Supervisor positions for an Inspector and more work would get done.
3. Merge Housing Rehabilitation into the Planning Division under the direction of the Director of Planning. This will eliminate either an Assistant Director's position or a Supervisory position, as well as a Secretarial position. This would result in slower reaction time preparing answers to Management or Aldermanic requests, but is more cost effective.
4. Combine Planning and Zoning into one Division, removing the Zoning Administrator position.
5. Voluntary relinquishment of one's Supervisor position and return to the Plan Reviewer position with a decrease in pay.
6. Use Building Department inspectors for Property Standards inspections during their off season.
7. Pool City services with surrounding municipalities.
8. Expand Township duties and responsibilities.
9. Allow shift flexibility and trading flex time with co-workers for necessary things such as doctor's appointments, etc.



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Finance Department

Improved Efficiency of Service Delivery:

1. Need centralized payment system for the You Owe property transfer process; currently too time consuming.
2. Obtain 3 copies of the receipt for birth certificate fees from the Health department; currently only send two and the process becomes more lengthy.
3. Too many hands involved in the personnel change (PC) form process; utilize electronic PC form
4. Identify a central storage place for PC forms.
5. Shorten the length of time spent preparing the budget; current process starts in June (runs through February) and the numbers that are used for that analysis are incomplete
6. Accounting software – BES and IRIS don't communicate with each other and require additional programming to connect; need new software to centralize this
7. Difficult budgeting people because the business unit changes don't come through payroll; departments change business units midyear and create more work for Finance
8. Condense business units; currently too many units
9. Change to a calendar year end, instead of the 2/28 end. Creates inefficiency and additional calculations. The current year is inconsistent with most other years. The change would require a short year audit and then the change could be implemented.
10. Bills should be automated; there is currently too much paper
11. Physical layout of Finance affects work output, efficiency and ability to supervise

Cost Containment Strategies:

1. New software to centralize the city's accounting would improve the overall department and would cost less than the current system; currently \$170,000/yr. to maintain BES.
2. Addressing the layout of the department would eliminate the need for some staff.



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Fire Department

Improved Efficiency of Service Delivery:

1. Need more staff; have been asked to fulfill an increased workload although available number of personnel remains the same
2. More training; continuing education

Cost Containment Strategies:

1. Temporarily raise the requirements for becoming a firefighter. Currently, the requirement is a HS diploma (or equivalent) and individuals must obtain the additional training at the expense of the City. If the City hired individuals with the higher requirements, the City could save \$18,000/firefighter. The downside is that some of the Evanston youth who have been targeted by this program would be denied access.
2. Cut down on or eliminate block party participation; fuel savings?

Non-Tax Revenue Enhancements:

1. Increase ambulance transport fee to what Medicare will allow. We currently charge below market.
2. Some states charge for the use of fire engines for accidents (motor vehicle).
3. Charge a fee for block parties
4. Increase fees for plan review



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Health and Human Services Department

Improved Efficiency of Service Delivery:

1. Utilize inter/intra net tools for managing projects and establishing programs, monitoring grants, etc.
2. Provide ticket writing book for the health dept to write tickets on the spot and not have to return to the office to print ticket and take to the violator. This is a waste of staff time.
3. Cross training within division to enable staff to provide lunch hour and vacation coverage, when needed
4. Maximize use of interns to cover phones during peak and lunch times
5. Maximize use of volunteers to provide prescription drug program enrollment, outreach and education
6. Develop better referral base for non-Evanston residents that call seeking services
7. Develop electronic forms – too much paper
8. Centralize administrative task assignments
9. Landlord tenant concerns need either more staff or work with an outside provider (see how other cities handle)
10. Strategically pursue grants according to staff capability and availability
11. Develop a central invoicing/payment entity. Currently checks mailed to “City of Evanston” are bounced around to different departments.

Cost Containment Strategies:

1. Focus on centralizing operations that are city-wide to reduce overall costs
2. Reduce paper forms and replace with electronic system
3. Eliminate community picnic
4. Relocation of grants to appropriate department
5. Relocation of beach tokens to Parks and Recreation
6. Partner with graduate schools (dental)

Non-Tax Revenue Enhancements:

1. Increase fees for vital records, taxi cab coupons, violation fines, parking meters, Northwestern tickets for events and full pay dental patients
2. Charge for outside translation services; home day inspections and landlord tenants services
3. Offer to provide death certificate data entry assistance to funeral homes for a fee
4. Review income guidelines for senior discount
5. Explore grant options
6. Increase clinical fees



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Human Resources Department

Improved Efficiency of Service Delivery:

1. JDE does not have good reporting capabilities and does not link well with other databases- need better system to reduce administration time
2. Utilizing paperless applications only
3. Moving towards electronic personnel change forms

Cost Containment Strategies:

1. Stop police and fire testing
2. Reduce city wide training & tuition reimbursements
3. Utilize less expensive advertising such as free websites for recruitment
4. Search for free training or opportunities or specials; utilize webinars to save on training costs
5. Reduce Third Party Administrator costs
6. Worker's Comp Claims- work with employees on settlement without use of employee attorney to save on litigation costs
7. Determine if benefits such as uniform allowance, shoe allowance, and longevity could be reduced and/or eliminated; possibility for policy changes
8. Create a pool for administrative assistants to work in multiple departments- cross-training
9. Partner with Skokie and Wilmette for police hiring
10. Begin a Flexible Spending Account to save tax dollars for both City and employee
11. Evaluate training expenditures and determine how to get the most return on investment

Non-Tax Revenue Enhancements:

1. Charge an application fee of \$25



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Law Department

Cost Containment Strategies:

1. In-house litigation
2. Job sharing
3. Additional insurance responsibilities – Risk Analyst

Non-Tax Revenue Enhancements:

1. Increase fines and collections in Administrative Adjudication
2. Increase collections for damage to City property
3. Increase fines for building violations



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Library

Improved Efficiency of Service Delivery:

1. Purchase and implement the Radio Frequency Identification (RFID) software. Use of this software would reduce the number of days it takes to replace loaned materials back on the shelves and increase the overall operating efficiency. Check-out and checking-in of materials would be also 100% automated and would allow for employee re-deployment. Though the initial investment for software is approximately \$650,000, the return on investment over the next 5-6 years would pay for itself and improve the overall service delivery. Over the long term, this would enable the library to operate at the current vacancy level of 16 FTEs.
2. If the RFID solution is not feasible at this time, some level of self check process could be implemented. However, closing the branches and main library one day a week would also enable the library to maintain the current vacancy level by sharing employees.
3. The library could increase their reliance on volunteers. Currently, they have about 150 volunteers. However, this could present a larger issue with quality of service delivery and may violate union contracts. Volunteers still require supervision and training. In addition, if a volunteer does not show-up for work or decides not work for a period of time, there is no recourse or backup.
4. Set up electronic order creation and invoicing to streamline the purchasing process. Review how materials are selected, to find ways of increasing efficiencies in that process as well.
5. Outsource more Technical Services work, including cataloging, book covering, security strip, labeling and overall preparation of library materials – This is currently done by the Library's Technical Department but can be outsourced to the book distribution company. The library staff believes that outsourcing this process would free up some Tech staff to be re-deployed in other library functions.

Cost Containment Strategies:

1. Staggered closing of the libraries for one day a week, i.e. South branch closed on Monday and North Branch closed on Tuesday. Staff would still work normal hours, but they would be re-deployed to either the other branch or main library to improve service delivery and allow for services to continue to be offered and current vacancies (16 FTE) to be unfilled.
2. Reduce the hours of operation for all library locations.
3. Reduce the hours of operation for the main library; Fridays 9am-5pm (save 1 hour) instead of current 6pm and Sundays 1pm-5pm (save 2 hours), instead of the current noon-6pm.
4. Could reduce the media operating budget by \$25,000 if 2 database subscriptions were eliminated, although \$34,000 of the \$85,000 budget was recently cut.
5. Close branch libraries. Having the additional branches means that there is some service duplication and database subscription costs are increased.



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Relocate and incorporate willing branch staff and volunteers with Main's staff. Re-direct branch improvement funds to improve building issues at Main (lighting, circ, etc.) This, again, would allow us to concentrate programming and outreach services; maximize staff and collection needs, while avoiding dilution and reproduction of library services.

6. Outsource process for material processing, packaging, and security strip additions. Positions could be eliminated as a result.
7. Share databases with District 65 and 202, although this would deny database access to those in private schools there is a potential savings of \$25,000
8. Implement a "Red-Box" type of system for AV material. Would not need to involve staff in the process.
9. Eliminating the free movie program, although, the program uses DVDs that the library already owns and advertising and other program costs are generally about \$500/year.
10. Close the library for a full week during the slower periods, like mid-August.
11. Close the library on days after major holidays.
12. Close the library on some holidays like Martin Luther King Day, President's Day, and others.
13. Temporarily reduce or eliminate services that are not heavily used.
14. Spend less on children's magazines.
15. Have scheduled staff from the Children's desk to setup children's film to be shown in Friedberg storytelling room and then return to staff the desk.
16. Establish an unpaid position that would be responsible for coordinating children's room volunteers to assist with various projects and scheduled events.
17. Cut down on paper use for programming flyers; use electronic media more frequently, although we currently spend less than \$150/yr. on program flyers.
18. Eliminate all overtime, furlough days, pay cuts and benefits cut (in that order) are all better options than layoffs.
19. Use scanning feature whenever possible instead of making hard copies.
20. Make color copying available only by code to limit use.
21. Reusing craft materials.
22. Ask technical service personnel to serve in other capacities in other library areas or city departments.
23. Ask staff to purchase/bring their own basic supplies, i.e. pens, pencils, etc.
24. Ask community to donate basic supplies
25. Review AY orders – reduce the number of copies that we purchase of certain books.

Non-Tax Revenue Enhancements:

1. Currently there are no fees for holding items. This fee was recently eliminated.
2. Currently there is a flat rate for reserving meeting space, could move to an hourly rate, although flat rate was recently increased by 20%.
3. Ask groups who don't pay for meeting space (and who aren't library partners) to pay a nominal fee for space usage (i.e. monthly poetry groups)
4. Could increase late fees, although the fee was increased 3 years ago.



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Additionally, an increase is counterproductive to the goals of reaching the neediest population.

5. Generally a \$1 charge to residents for the more difficult Interlibrary Loan (ILL) material acquisitions, although the actual cost for the service is about \$10-11 in staff time. Could charge more for this service. (for non-CCS items)
6. Could leave the consortium, which would save some costs, but would cost us access to books and some of the currently shared costs. All Evanston residents benefit from this service currently.
7. Add a link from the libraries website to Amazon. This would provide two benefits. One, anything purchased through our website, we would receive a percentage of the proceeds. Two, Amazon has program "First read, First Loan", in which a patron could purchase a book from Amazon and have it sent to the library. The library would own the book, but the individual would get the first opportunity to borrow the material.
8. Computer class offered at library and Levy Center, but Levy charges. Library could institute a fee as well, but this would be counterproductive to the mission to provide service to a needier population. (Illinois Department of Employment Services frequently refer people in need of computer help to the library.)
9. Have targeted fundraising efforts for specific collections or services similar to the Northwestern Dance Marathon. Work with the Fund for Excellence on this.
10. Allow test prep business (i.e. Sylvan) to utilize the 3rd floor computer room for classes. They could be charged for the space and computers once or twice a week.
11. Donation boxes at Circulation for Library.
12. Advertise donation options on the library home page.



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Recommendations for Improvement

Parks, Forestry, Recreation, and Facilities

Improved Efficiency of Service Delivery:

1. Need to improve preventive maintenance of facilities
2. Improve training of current staff to minimize need for consultants
3. Cross-train employees
4. Spend more time planning prior to implementing programs
5. Reduce paperwork related to purchasing-also consider that low bid is not always the best quality
6. Create a central place for all phone calls-one stop for information
7. Trust employees to make decisions –minimize micro-management
8. Get input from employees before decisions are made
9. Stagger start times at recreation centers
10. Capital projects should be lead by expert in field to prevent increased liability due to bad design.
11. Consider that the cheap fix may not be the cheap fix in the long run
12. Need technology updates to do work better and faster
13. Current procedures out-dated
14. Same fee should be charged at different centers for the same service

Cost Containment Strategies:

1. Reduce overtime
2. Combine like services under one supervisor- share resources better
3. Print less Arts & Recreation Magazines or “Go Green”

Non-Tax Revenue Enhancements:

1. Fees should stay in line with costs of service
2. Repair the Sled Hill and open to create revenue opportunities
3. Close the boat ramp or make it something worthwhile
4. Create a marina
5. Lease lakefront space for beach use such as para-sailing
6. Advertise Crown Ice Rink hours to increase use on weekends
7. Allow alcohol sales at Park events
8. Sell naming rights at the beach and facilities
9. Expand the Arts Festival
10. Increase fees for special event permits
11. Obtain control of the Arts Center and rent it for weddings
12. Allow sponsored gardens for a fee – A landscaper could plant and maintain a garden in a highly visible space and put up a small sign that acknowledges them for a fee



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Police Department

Improved Efficiency of Service Delivery:

1. Identify easier methods for implementing change and technology
2. Communicate to the public that they should call before coming to claim property
3. Better utilize the talent currently on staff, especially if they have received additional training for particular skills.
4. Better collaboration with internal and external departments; clients are often involved in multiple areas for services – better communication/case management
5. Involve the Police Department in more areas, often have valuable information about the community that is often untapped, i.e. youth services. This creates service duplication
6. More equipment to improve efficiency.
7. Remove prisoner related responsibilities from patrol.
8. Eliminate non-police related functions from patrol, i.e. non-emergency animal complaints after hours, handling of public falls.
9. Eliminate unnecessary report writing
10. Expansion of volunteer programs

Cost Containment Strategies:

1. Use in-house skills to provide training instead of sending people to other areas for the training.
2. Partner more with other groups/partners for training; currently do some of this with NU
3. Identify why there are issues with employee retention in the PD. This could reduce the cost of constantly training and recruiting people; officers in training don't count towards the manpower number and during their training period they draw a full salary - check exit interview data
4. Set clear training objectives tied to career advancement – a cost savings, because it takes more people to address a problem that fewer qualified personnel could address
5. Consider retaining more paper records instead of microfiling
6. Move towards a paperless system
7. Invest in better copier machines, currently spend a lot on maintenance
8. Consider raising the hiring requirements. Currently the department doesn't pay for experience and this costs money, because you have to train people. Paying for experience and certifications would attract more qualified individuals that would require less training.
9. Analyze calls to see if there are nuisance premises and if they call decide how to best respond; currently going to some areas repeatedly
10. Involve services earlier in the process
11. Have SROs teaching classes at the community college instead of paying out for this
12. Communications staff should return to their former 3 (8-hour) shifts.
13. have a non-emergency liaison for non-emergency calls; this individual would receive less than police wages and would not be apart of the police



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pension

14. Stop writing c-tickets to homeless people; they can't pay and the cost of getting multiple staff people involved in the process is not worth it.
15. Remove prisoner related responsibilities from patrol. Eliminate 10 SDO positions and create a City Marshall section which would employ 10 Cos. These individuals would handle prisoner related duties and would free up patrol officers for other duties. Time spent on arrests would decrease by 1/3 and would facilitate a decrease in shift minimum.
16. Eliminate non-police related functions from patrol, i.e. non-emergency animal complaints after hours, handling of public falls.
17. Eliminate unnecessary report writing
18. Expansion of volunteer programs

Non-Tax Revenue Enhancements:

1. Charge other departments or entities to provide training to them
2. Fingerprinting limited to Evanston and usually end up turning non-residents away; could charge a resident rate and a higher non-resident rate to provide this service
3. Auction off items similar to the bike auction
4. When OT is generated for services provided to outside organizations, increase the charge to that organization, i.e. OT rate + a certain amount.
5. Ask NU to pay more for services it receives
6. Share costs of special events with the organization
7. Increase animal licensing fees
8. Charge for overweight trucks; we don't currently collect this money
9. Adopt the Illinois Vehicle Code (IVC) and collect 100% of the fines and traffic tickets
10. Increase the fees for alarm calls
11. Install red light cameras
12. Ask the schools to pay for the School Resource Officer (SRO)
13. Charge people for false alarms
14. Charge for incident reports
15. Check with other agencies and PDs to see what they charge for
16. Hire an external collection agency to collect ticket fines



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Public Works

Improved Efficiency of Service Delivery:

1. Method for prioritizing aldermanic requests and/or setting reasonable expectations for these requests needed
2. Maintenance of fleet so that equipment required is functioning to prevent the need for hiring a contractor (ex: water/sewer truck with catch basin functionality)

Cost Containment Strategies:

1. Flex-time staffing in Filtration to reduce over time expenses
2. Moving towards a 10 hour work day to reduce over time expenses
3. Determine methods to fund fleet replacements so that maintenance costs do not exceed purchase price of vehicle
4. Limiting Special Events and/or recouping the costs from other associations such as the 4th of July Committee- over time costs increase to support special events
5. Developing a volunteer program for street clean-ups
6. Utilizing mounted cameras on sweepers to take pictures of ordinance violators and then mailing a ticket to the owner (This could free up officers that could be utilized in other areas and/or result in staff reductions.)
7. Utilize cameras mounted in the parking garages to take pictures of cars entering/leaving to catch those with over due parking tickets

Non-Tax Revenue Enhancements:

1. Charge a fee for block party applications (approx. 150 per year)
2. Instead of repairing/replacing existing garbage carts for free, require purchase of new carts.
3. Charge an Engineering Review Fee for both residential and commercial developments to cover staff review time
4. Charge for /increase fee for review of easements on right-of-ways
5. Charge for temporary parking signs for moving vans and/or eliminate service
6. Selling advertising rights on City vehicles
7. Raising fees for time and materials related to accident clean-ups
8. Raising fees for parking tickets for one sided special sweeps, street cleaning, and snow removal
9. Increase the cost for street opening permits for construction and sewer openings



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Staff Feedback on the City Overall

City Cost Containment Strategies:

1. Consolidate services with other municipalities
2. Partner with other municipalities to increase purchasing power
3. Bid out office supplies
4. Buy items in bulk citywide; joint bids or use State bids
5. Make sure everyone is aware of their budget. The person responsible for providing office supplies, for example, would be given a specific budget amount and be expected to stay within it. If a superior asks for something over the budget, the manager has the ability to say no. Presently there is no control. Money is spent without thinking and funds are moved around from one account to another without accountability.
6. Inventory office supplies to determine what everyone has, then make it all available in a central area to share between the various Community Development Divisions.
7. Stop /limit courier service of packets for Boards, Commissions and Committee members. Use scanners and send material electronically, or have available for pickup.
8. Institute a spending freeze for currently budgeted items
9. Have centralized purchase contract for services provided to multiple departments
10. Centralize information on vendors
11. Centralize fire and burglar alarms under one contract
12. Develop a list of approved vendors for regularly placed orders
13. Stop printing budget books and agendas
14. Purchase city mobile phones from 1 company for all staff or offer phone incentive
15. Possible cost savings by going to a monthly phone allowance for employees, rather than the City paying for a separate City cell phone and the monthly bill.
16. Eliminate food ordered at Council meetings; staff was asked to give up Christmas party to reduce costs last year, but food is still purchased for Council meetings
17. Obtain equipment through a government surplus discount
18. Use less paper documentation, use more scanning and electronic storage of documents.
19. Standardize construction contracts
20. Purchase computer/equipment by city as a whole rather than by divisions. Could the city lease instead of buying?
21. Examine the Township services and expenses
22. Take an accounting of Township Assessor's Office, public library, etc.
23. Close/consolidate branch libraries; consider shuttling people from branch locations to the main library
24. Consolidate buildings and reduce the number of Fire Stations and Libraries
25. Make unpaid holidays (and the day after, since the office is already closed) mandatory, i.e. Thanksgiving, Christmas, and New Year's. If the City



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- spends \$200,000/day for salaries, these 6 days could represent \$1.2 million in savings.
26. Extend the mandatory unpaid holidays to other national holidays that we don't currently get, i.e. Columbus Day, President's Day, etc.
 27. Reduce the current 37.5 hours per week to 35 hours per week making Evanston consistent with other municipalities
 28. Institute a 10% cut across the board for management
 29. Encourage use of voluntary time off, without notice, i.e. leave at 2pm on days when employees would like; flex time
 30. Shut down buildings on additional days (other than just holidays), these would also be mandatory furlough days
 31. Adjust employee hours to 10 hour days/4 days a week, and close for 3 day weekends. This would save on staff costs (OT), and building related costs
 32. Require 2 furlough days/month to be taken on specific days, so that the building can be shut down, thus eliminating costs
 33. Ask unions to pay to fill the gap of their pension plans, i.e. \$2/hr. going toward your pension; amount paid would be proportionate to whatever plan you are enrolled in
 34. Limit or eliminate use of paid consultants or use only those that are Evanston based to decrease costs
 35. Evaluate the salaries of upper management to see if they are equitable and reasonable in view of the nations and city's economic crisis
 36. Utilize unpaid furlough days, instead of layoffs
 37. Fire/Police pension reform
 38. Every employee should donate a workday. Instead of simply a furlough day, employees would still come to work. This would demonstrate to the community the commitment that the City's employees have to them. Could also promote whatever day is selected as "Work for Evanston for Free Day".
 39. Cut salaries of all employees or only those that make over a certain amount.
 40. No cost of living or merit increases
 41. Implement a hiring freeze, except for critical positions.
 42. Implement a program of servitude in lieu of payments/fines or jail time to eliminate the need for part time / seasonal employees
 43. Reduce internal staff, i.e. Human Resources and IT (BPAT) and have them to fill vacancies in other departments.
 44. Stop paying for the aldermen's health/life insurance
 45. Ask every employee to give up their raises for a year
 46. Evaluate each area to see if it really takes that number of staff to perform that task; job audit
 47. Layoff those that aren't performing well, regardless of tenure
 48. Utilize temp agencies for more services; wouldn't have to pay for benefits
 49. Move to reduced work week schedule that includes incorporating 2 days off per month (temporary)
 50. Eliminate all sick days, or institute a "use or lose" policy at year's end.
 51. To improve the lot of those working temporarily and without benefits, donate one's own surplus sick days when necessary.
 52. Reduce use of temporaries city wide



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53. Develop a better system for time entry- employees could electronically enter own time and reduce need for payroll coordinators
54. Utilize performance evaluations correctly-only give merit increases for stellar performance
55. Citywide pay cut or increase in cost for each employee for health insurance and/or reduce health insurance benefits
56. No COLA for a year and no grievances should be filed; only give COLA based on CPI
57. Increase the medical waiver incentive to see if more employees will waive insurance via the City of Evanston
58. Limit Auto allowance to Director's only and request others to submit for mileage reimbursement
59. Contract out for services, i.e. accounting, payroll, legal services, IT, housing inspections, some forestry, some fleet maintenance, and some janitorial within the Recreational department; require successful bidders to consider using current City employees for their staff; evaluate the quality of these services on an annual basis.
60. Offer voluntary retirement to eligible employees; Offer another early retirement package
61. Limit use of consultants- utilize internal talent first
62. Create an "Innovation Team" responsible for interviewing departments and identifying wasteful processes and ideas for more efficient processes.
63. Minimize out of state training or bring the trainers here to conduct larger training sessions
64. Better planning and monitoring of overtime
65. Eliminate the shoe allowance.
66. Have "community service" or "probationary" individuals do City work such as cleaning and other simple work.
67. Merge Youth Engagement and Summer Youth with Recreation
68. Create a pool of high school/college students in "work study" or "senior study" programs, or those doing volunteer work, to copy, file, sort mail, and/or any non-confidential general administrative work around the office.
69. Create an Office Manager for the whole Community Development Department and re-organize the office space plan between the various Divisions more efficiently.
70. Create a pool of vehicles available for staff use in ride-sharing (e.g. contractual use of I-GO and Zipcar vehicles in Civic Center parking lot).
71. Offer incentive for inspectors to drive their own cars
72. Create a pool of bicycles available for staff use.
73. Schedule fewer meetings late in the evening, eliminate some overtime.
74. Email paycheck stubs rather than printing
75. Increase risk management initiatives such as accident prevention and offering incentives for no accidents
76. In addition to reducing the number of temporary employees being used, seasonals should be cut down too. We are paying a large amount of money out for unemployment, as Illinois law dictates that anyone who works more than 30 days is eligible for the benefit. We have numerous laborers and interns in the building who leave employment after six months



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and receive unemployment just as we're bringing in new seasonals and interns to continue their work. Either we need to cut down seasonal/intern staff or allow seasonals to stay on as active employees for more than six months.

77. Eliminate service duplication
78. Close divisions within the Civic Center one day/week and re-purpose staff. This would allow the City to function without filling current vacancies.
79. Privatization of fleet, specifically garbage trucks and sedans
80. Share cost of training with employees
81. Train police officers to serve multiple roles in the field/beat; could reduce the number of officers needed
82. Have police dept issue parking tickets
83. Is size of police and fire necessary for the population?
84. Send Police tickets to administrative hearings to reduce overtime
85. Increased technology for Police to assist in better ticket writing
86. Ask District 65 to pay for crossing guards
87. Process seat belt tickets through Administrative Adjudication
88. Ask District 202 to pay for resource officers
89. Train Police Officers, Firefighters, Inspectors – to include all elements in ticket writing so they do not have to appear at Administrative Adjudication or in Court
90. Have Police tickets process through Administrative Adjudication for minor violations, such as curfew.
91. Reduce the number of fire stations
92. There are over \$100,000 worth of credit card purchases a month. Require that all of these be pre-approved. Reduce credit card limit.
93. Eliminate our contract with Evmark. We currently pay them \$500,000 to market and maintain our downtown areas, but we have departments that could handle this and the businesses in the downtown area are currently suffering.
94. Reduce the amount of times we clean the streets
95. Eliminate some recreation programs
96. Reduce the number of City parks; sell to developers and add to tax rolls or decide to not maintain some of them
97. Use a type of grass that grows less frequently and requires less water and maintenance in City maintained areas
98. Eliminate certain services
99. Promote online tools for permits, licenses, camps, etc
100. Downsize tree inoculation
101. Eliminate Bike the Ridge and similar programs
102. Reduce events such as Bike the Ridge and/or charge an entrance fee to recoup costs
103. Reduce the amount of money spent on certain special events, i.e. Jan 1 (First Night Out) and July 4th. The personnel costs and other related expenses are high for these events.
104. Maximize partnership with Northwestern and other local not-for-profit to use their expertise for free training and free consultation on needed projects or issues
105. Involve NU as policy analyst
106. Utilize NU knowledge and expertise better in problem solving and



City of Evanston Staff Suggestions

fundraising.

107. Reach out to Northwestern University for financial help, assuming that they are in good financial standing.
108. Utilize a more fuel efficient fleet
109. Reach out to Evanston residents who are in good financial standing, i.e. Pritzker's.
110. Change all incandescent fixtures to compact fluorescent. Put lights on a timer so that they shut off after hours and on holidays.
111. Evaluate whether we are using technology to the best of our ability
112. Shutter the Civic Center and move into more efficient modern office spaces downtown which are plentiful. The current economy allows for excellent lease deals. Save millions currently spent on the upkeep of the antique building.
113. Have property owners remove their own graffiti.
114. Shut off all office lights when leaving at night. The night cleaning crew can turn on what they need and shut them off again.
115. Instruct the night cleaning crew not to change the plastic waste basket liners if the basket has very few and/or "clean" discarded items.
116. Use programmable heating/air conditioning thermostats.
117. Eliminate the Local Employment Program and reconsider the amount of paperwork needed for the MWEBE program; qualified contractors are disqualified due to incorrect filing of paperwork
118. Move the Civic Center to Dempster/Dodge
119. Use of windmills at the water department

City Non Tax Revenue Strategies:

1. Sell services to other municipalities, i.e. tree maintenance, IT services, GIS services, etc.
2. The city has talented staff – offer/charge for their consulting services
3. Consolidate City operations on a few floors and lease available space
4. Rent vacant spaces within the Civic Center.
5. Lease out available space in the City owned facilities
6. Sell City property.
7. Sell the naming rights to City buildings or rooms
8. Place advertisements on the website
9. Rehabilitate Dempster Plaza
10. Consider utilizing the Varsity Theater as theatre company
11. Sell advertisement space in City publications
12. Sell Noyes and have the tenants lease space in the Civic Center
13. Sell Advertising Rights at the Crown Center and/or Fleet vehicles
14. Sell advertising space on City garages and other space (advertise on building interior)
15. Charge a fee for outside organizations that utilize Civic Center for meetings
16. Rent space to a food vendor in City Hall
17. Establish food services in the Civic Center



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18. Explore offering water to other communities
19. Install red light cameras for safety and revenue generation at intersections that are posted "No Turn on Red", especially those within a specified distance from a school or park; some companies may exist that would install and maintain this with little or no cost to the City for a percentage, or we could install ourselves. Install red light cameras
20. Charge for staffing time at special events, not just safety staff
21. Charge for meeting room space in the Civic Center (although this may incur additional expenses related to administration and maintenance expectations)
22. Charge residents for the amount of trash they throw away, not just a flat rate
23. Increase birth certificate fees
24. Increase fees on water provided to other communities; seek to provide water to more communities
25. Charge for standby engines for medivac landing
26. Increase property standard fine from \$75
27. Increase violation/citation fees
28. Increase parking meter costs
29. Increase ordinance fee to bond
30. Increase amount on C-tickets
31. Increase licensing fee for landlords
32. NU should pay more for the services it receives
33. Raise parking rates.
34. Raise all fines across the board.
35. Increase the fee for movie companies that come into Evanston to film
36. Ensure that cross departmental fees for services to the community cover costs (ex: accident clean-up)
37. Use automatic online payment of fines.
38. Raise permit fees across the board.
39. Collect outstanding fines, use a collection agency. Track and remind renewals.
40. Put fines on water bills.
41. Charge for hearings. Also, are court reporters still necessary with modern electronic audio/video equipment?
42. Charge to process garnishments – employee fee
43. Add more parking meters
44. Comprehensive review of for what we are charging fees
45. Permit fee for day care to cover costs of inspections
46. Increase cultural arts fees at Noyes Center
47. Examine the equality of rates for Skokie pool use and Evanston beach fees within each municipality
48. Determine whether the Evanston beach fee is intentionally high as deterrent to keep people out; if fees were lowered, more people would come and this could generate more revenue
49. Recoup postage costs in the application process. Use online application procedures and charge for permit applications.



City of Evanston Staff Suggestions

50. Require a business license for property owners of multiple properties, those who are renting units in Evanston other than within their own residence.
51. Take a look at City code and determine if it is restricting us from charging for certain things
52. Bring more sales tax to Evanston through venues like bowling alleys or skating rinks
53. Loosen liquor restrictions to encourage more bars to come; keep the college students in Evanston to spend money
54. Consider allowing residents to use Parks/Forestry services for maintenance needs, i.e. tree cutting, at a lower rate than a landscaper
55. Encourage small business growth
56. Sell City of Evanston bottled water
57. Encourage the development of the space around the Lighthouse – a bed and breakfast; sell this to a developer
58. Look for creative ways to fix our infrastructure, i.e. MAC in Chicago is rehabbing and advertising one of the stops.
59. Attract foundation and philanthropic donations for the City of Evanston; donations for technology; donations for Arts; encourage pharmaceutical companies to sponsor health initiatives
60. Look to correctly increase the City's density
61. Take a leadership role in green initiatives and sustainability; attract people to live here.
62. Revisit the marina ideas
63. Install traffic camera
64. Establish items in Evanston that would attract more tourists and contribute to the City financially, i.e. convention center, marina, etc.
65. Make downtown more youth/college friendly
66. Have more concert venues for residents/students
67. Survey Northwestern students to identify what would make them want to stay in town
68. Work with NU to better promote athletic events to increase attendance
69. Ticket to work program
70. Establish a central revenue collection dept - Violations drag on forever before a ticket is issued, the ticketing process is very cumbersome and fines imposed are seldom collected or pursued even when another "privilege" could be held.
71. Have concession stands at the lakefront and have part time work the stand
72. Have more fall activities at the lakefront like Chicago
73. Have a year round work study program with ETHS
74. Have 1% of NU tuition go toward the upkeep of the City
75. Increase economic development activities
76. Be proactive about keeping businesses in Evanston
77. Ensure that CDBG transfers cover Engineering services administration costs for capital improvement projects
78. Utilize the "9-80 Plan." Work 80 hours in 9 days over two weeks. One week you work 5 days 8 hours each. The following week you work 4 days 10 hours each.
79. Volunteer 10 to 12 furlough days (one day per month?) within a year to



City of Evanston Staff Suggestions

gain a guarantee that you will keep your job.

- 80. Track expired liens and re-file them. Track expired permits and all old bills.
- 81. Toll booths
- 82. Increase economic development activities especially at Dempster/Dodge
- 83. Be proactive about keeping businesses in Evanston
- 84. Bring a roller rink , mini golf, bowling, or go carts to town
- 85. Create a bill board with rotating messages
- 86. Create a 10 minute video promoting City opportunities

City General Revenue Enhancement Strategies:

- 1. Increase sales tax by .25%
- 2. Increase food and beverage tax
- 3. Increase the transfer tax for the buyers and sellers
- 4. Raise property taxes on \$1M+ homes.
- 5. Create an emergency service tax on all purchases to help pay for the police and fire pension. In exchange for this tax, the 911 service charge would be waived for residents for a specified time (i.e. 5 years). The tax revenue could be spilt 3 ways, between the Police and Fire pension and the 911 center.
- 6. Increase the tax on Northwestern ticket sales
- 7. Northwestern entertainment tax in addition to the athletic events
- 8. Tax junk trucks
- 9. Consider a City Income Tax or Take Out Tax