

Idea generation and development around service levels, service efficiencies, cost containment, non-tax revenue sources, other innovations.

Options for Non-Tax Revenue Enhancements

- Sell dental services to other communities.
- Decriminalize marijuana to a ticket for less than one-half ounce; \$200 ticket.
- Institute a fee to check out books at the library, such as one dollar per week.
- With an income exception, have a library annual card fee.
- Consider placing branch libraries in select school libraries – win/win.
- Sell North Branch library.
- Harness youth sports organization memberships for fund-raising – asset improvement for soccer fields, parks, athletic facilities.
- Set boat launch fees to match all costs for launch – operations, maintenance, dredging.
- Rent Lakefront Arts Center for weddings/corporate events. This is a better use for the resource, not commercialization.
- Long-term goal to increase Evanston as more of a cultural city. Develop the events and programs that bring revenue to city – including performing arts center.
- 25 mph citywide speed limit; tickets for speeders over 35 mph. No tolerance.
- Yard waste stickers.
- Approach snow removal as an opportunity to improve revenue by removing snow from sidewalks in all retail areas. Short-term benefit – shopper/residential satisfaction; long-term benefit – improved retail traffic and sales and sales tax revenue. Provide as a service where not done today. Remove snow barriers at pedestrian crossings and between parking spaces and pedestrian walkways.
- Eliminates special refuse pickup by instituting a barcode system (captures revenue that is now missed with existing call in system)
- Parking passes for downtown employees on higher levels of garages.
- Is recycling center cost-effective – get revenue enough to pay for it?
- Parking on street in downtown should be reserved for customers. Employees could park on upper levels of garages so people are more encouraged to shop downtown.
- Privatize trash collection.
- When buying city sticker, pay extra to gain access to city garages, thus make money from sales tax of people doing business in town.
- Increase effort to obtain grants from Feds, others.
- Move to a fee-for-service model where appropriate; i.e. Robert Crown ice rink.
- Privatize other services.
- Share services with neighboring communities.
- Implement staff suggestions.

Options for General Revenue Strategies

- Encourage business/commercial development over residential development.
- Impose special tax on concrete sales.
- How about a hotel tax? Do we have one?

- Fire Protection District: a) taxpayers (property) would be automatic members, b) nonmembers would pay a fee, c) can be done by referendum.
- Parks and rec. needs to look to lease fields and centers to outside organizations.
- Build a marina.
- Build a restaurant on the Lake.
- Initiate revenue-sharing with Groot on recyclables from residents and businesses.
- Renegotiate water supply contract.
- Sell water to more communities.
- Lease space to businesses on city property
- Pursue grant opportunities that are currently unexplored.

Options for Service Level Changes

- Don't be like other towns and give away the store to developers.
- No five-year plan developments.
- Encourage businesses that need cooling water from Lake Michigan to locate to Evanston.
- Equal expenditures for each ward; infrastructure, street services
- File for bankruptcy.
- Stop paying to publish public notices in newspaper. (See referendum vote on issue in Ann Arbor, Michigan this month.)
- Establish a separate park district with board.
- Institute a residency requirement for city employees.
- Partner with local resource to provide health and well-being program(s) for city employees to a) improved productivity, b) increase morale, and c) reduce health insurance costs.
- Close and sell Civic Center.
- Rent empty space in Civic Center.
- Keep Civic Center open but use it more efficiently.
- Become the Santa Fe of the Midwest; Opera, fine arts, etc. Expand on annual fairs and festivals. Create a Spoleto-like recurring event. Maximize existing arts and performance organizations. Partner with hotel, restaurant and retail to create service and product packages. Use NU venues and city facilities for performance events, i.e. lakefront parks.
- Bring composting back to Evanston on a per word basis
- Continue – reestablish – increase gain sharing initiatives (cost savings shared with staff identifying opportunity.)

Options for Cost Containment

- Use free software instead of proprietary systems.
- Reduce developer incentives.
- Utilize more volunteers and interns.
- Secure the services of a regional lobbyist to defend Evanston, Skokie, and other communities in Springfield related to: police and firemen pension funds, other state "mandates".
- Fight for pension reform.
- Refinance to take advantage of low rate and stretch term.

- Review all city bids and estimates for appropriateness/accuracy. E.g., last night lagoon furnace cost estimate is \$17,000... for a building smaller than an average house... whose furnace costs \$4-\$10,000, not \$17,000.
- Minimize service duplication with county or state
- Maintain a hiring freeze from 1/1/2010 to at least 3/1/2011.
- Eliminate pension plan for new hires.
- Employees should contribute more to benefits programs.
- Renegotiate labor contracts to reduce wages and benefits for new hires.
- Reduce number of employees — all departments with fewer cuts in Police and Fire; more cuts in Parks/Forest, etc. and Public Works; rest are the norm (fewer/more as % of norm).
- Job reductions based on past three performance reviews — reduce number of least effective performers.
- Defer merit increases (annual adjustments) by 6-9-12 months – model for impact.
- Reduce employer portion of retirement contribution.
- Offer lower-cost (reduced benefit) insurance plan – health insurance as option for employees.
- Reduce employer portion of health insurance premium.
- Ask employees to pay more on their benefit programs. Short-term – benefit reductions would increase, benefit costs would decline; long-term – employee costs would be reduced.
- Drop health insurance for alderman.
- Place a moratorium on additional property parcels going nonprofit.
- Identify sources/reasons for liability costs and Worker's Compensation costs and implement measures to reduce these costs.
- Close branch libraries.
- Combine Public Works and Parks & Rec departments if it would be cost-cutting.
- Facilities Department – stand alone.
- Crown Ice Rink operations run by private company, or run by the city.
- Close Civic Center and move city offices to empty office space.
- Does Robert Crown really need replaced? (Are there other options?)
- Consolidate Park & Rec events across venues.
- Reduce fleet size, maximize utility of vehicle fleet by moving Public Works vehicles into shared motor pool.
- Stop picking up grass.
- Reduce recycling pickup to every other week.
- Eliminate special refuse pickup by instituting a barcode system (saves truck expense, prove labor, billing labor)
- Cut planning: transportation, traffic, transportation engineering.
- Limit summer street cleaning.
- Privatize garbage collection. Reallocate some workers to recycling and yard waste collection. Long-term benefit: \$500K/year savings. How and what: RFP collection services or lowest bidder.
- Eliminate or charge for yard waste collection.
- Reduce number of consultants and use available local resident talent – who have vested interest.
- Stop supplying services to Northwestern if they don't pay for them. (Fire Department)

- Reduce external consulting.
- Fix budget for consultants.
- Utilize local talent (Blue Ribbon Committee).
- Stop approving Northwestern University building permits until an agreement is reached for annual \$4 million service fee to Evanston.
- Reduce use of consultants. Utilize community volunteer expertise and or Northwestern education resource.
- Civic Center is a financial drain on the city for a nonsignificant building.
- Review/reduce use of consultants.
- Implement staff suggestions.

Options for Service Level Changes

- Redeploy Federal Housing funds to assure effective housing policy.
- Encourage Habitat for Humanity
- Reduce CHDO"
- Examine combining Buildings and Zoning.
- Close Township office; move into Civic Center
- Affordable dental care for low income seniors.
- Provide retirement incentives.
- Cut back on street sweeping to spring and fall.
- To cut, cut things not people.
- Implement staff suggestions.

Options for Improved Efficiencies

- Evaluate boards and commissions and utilize effectively to avoid redundancy (time spent) at Council.
- Close one fire station.
- Reduce Fire Department stetting by reducing one truck or engine. Short-term benefit – reduced wages; long-term benefit – reduced overhead and benefits. Quantify the resulting service impact in order to evaluate this option: response times, workloads, related impacts fire prevention training. Results in reduced expenditure: 6 staff and overhead.
- Close branch libraries and use funds for outreach into community.
- Close branch libraries. Open new branch in southwest Evanston.
- City should use school fields and gyms for rec facilities.
- Evaluate community outreach of the Howard Street location.
- Before cutting, analyze long-term consequences.
- Ask lobbying groups to prioritize demands.
- Consider shared services – schools and city: accounting, technology, building services, maintenance.