

City of Evanston
FY 2007-08 Budget Memo Requests # 1-18
January 18, 2007

Budget Memo #	Requestor	Request
1	Rainey	Cigarette Tax: provide detail on what has happened in recent years, including how it has impacted cigarette sales and revenues to date on the cigarette tax.
2	Rainey, Wynne	Why has the Parking Enforcement Officer (PEO) issue not been mentioned in the past related to a change parking revenues? Please provide: a more detailed explanation on the reasons for the loss of revenue; how the City will get the revenue back; and explain why the number of vehicles booted decreased by 58 (p. 247 of proposed budget book).
3	Rainey	Provide detail on the grants lost through Health Dept. cuts, including the amount lost (expenses and revenues), the grants affected, and any other relevant detail.
4	Jean-Baptiste, Mayor	How will the decrease in the amount of the appropriation affect the operation of the Fleet Service fund? Can T.I.F. dollars be used to support this fund?
5	Rainey	Analysis of the status of EVNORSKO and a recommendation for the future.
6	Wynne	Provide an explanation of the 50/50 Tree Planting Program.
7	Bernstein, Jean-Baptiste	Health Services - Who will be providing the services to be cut? Can the hospitals absorb the City's clients? Can they hire our employees? How many people are proposed to lose jobs? How many are retiring?
8	Hansen	Will priorities be given to our clients at the hospitals to bypass waitlists? Provide the number of clients the hospitals will have to absorb. Breakdown the client list by categories, such as resident vs. non-resident; children preschool - 8th grade, high school; and adults.
9	Jean-Baptiste	Youth Programs - Analyze the various Police Dept. youth programs. What does the Police Department do for youth? How many personnel, dollars, and types of programs are there and how are they coordinated?
10	Rainey	Youth Initiative: what are the intended outcomes for the first year? Where will the money come from to fund the action items?
11	Rainey	Provide a cost/benefit analysis and additional detail on the Arts Council Requests (i.e. the Corporate Sponsorship Account Representative position and other requests).
12	Tisdahl	Will there be a change in the actuarial assumptions for the Police Fund? Please provide an explanation/detail.

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13	Rainey	Provide detail/an analysis on the pros and cons of pension obligation bonds by the City's bond counsel. Include an analysis of the effects of two lower levels of bond ratings on the City's debt rates.
14	Jean-Baptiste	Prepare a written response to Gerald Gordon's (second) letter.
15	Rainey	Provide information related to the increase and change in refuse charges (from \$3.72/month to \$5.00/month and a change from a recycling fee to a refuse pickup fee). How does proposed sanitation charge affect or anticipate changes to compost pile?
16	Hanson	What is the anticipated regarding increases in property taxes for 2008/09, 2009/10?
17	Hanson	What are the vacant FTE's from last fiscal year to the current fiscal year? Were these positions eliminated as part of the budget proposal?
18	Hanson	Were the positions proposed for elimination independently reviewed by the City Manager's Office?
Forthcoming Budget Memos*		
19	Rainey	Provide an explanation of how the services from the Human Relations Department will be provided in light of the elimination of the department. Specifically discuss how landlord/tenant relations and building deterioration issues will be handled.
20	Jean-Baptiste	How do we intend to cover services adequately with elimination of personnel?
21	Rainey	What do Evanston residents pay, per capita, for Police and garbage pickup and how does that compare to other area municipalities?

*** These budget memos will be provided in a future budget memo packet to Council**



Interdepartmental Memorandum

To: Julia Carroll, City Manager
 From: Matthew Grady III, Finance Director
 Kevin Lookis, Revenue Manager
 Subject: **Budget Memo # 1: Cigarette Tax**
 Date: January 11, 2007

Question: Provide detail on what has happened in recent years with revenue collected from the cigarette tax. What is the year-to-date revenue collected?

Response:

The table below summarizes both the revenue collected regarding the Evanston Cigarette tax as well as the number of tax stamps sold for the last five fiscal years. Please note that included in the table for FY 2007 values are estimates of what is expected by February 28, 2007 as well as year-to-date actual figures.

FY	Stamps Sold	Tax rate/stamp City of Evanston	Tax rate/stamp Cook County	Revenue City of Evanston
2003	1,680,000	\$0.16	\$0.16	\$268,800
2004	1,260,000	\$0.16	\$0.16	\$201,600
2005	1,290,000	\$0.32	\$1.00	\$412,800
2006	1,230,000	\$0.32	\$1.00	\$393,600
2007 (YTD -1/12/07)	888,664	\$0.50	\$2.00	\$444,332
2007 (Estimated)	1,050,000	\$0.50	\$2.00	\$525,000

As the data indicates, the overall trend in the last five years has been a reduction in the number of stamps sold. While the revenue has increased, this has been solely due to increasing the tax rate. There are several reasons why the number of stamps sold is making this downward trend:

1. The increase in the tax rate, both by the City of Evanston, from \$.16 to \$.50, but more importantly, the Cook County increase from \$.16 to \$2.00 per stamp (a stamp is affixed to each pack of cigarettes) has resulted in many people purchasing cigarettes in

neighboring counties and/or states. The tax rate in all bordering counties to Cook in Illinois, as well Lake County, Indiana, is significantly lower.

2. Public Health education with regards to cigarette smoking, and indoor clean air acts/ordinances have helped to decrease steadily the number of smokers in the last ten years.
3. The City of Evanston, in accordance with State law and City Ordinances require that no tobacco product be sold within 150 feet (this was raised from 100 feet last year in Evanston) from any school. A business within this distance that had been selling tobacco products prior to these requirements could be exempt to the setback. However, any new business owner of these establishments must meet the requirement and this has resulted in two locations no longer offering tobacco products for sale. In addition, there are far less retail establishments in general that sell tobacco products compared to even three years ago.

There is little doubt that this trend toward a reduction in stamps sold, and consequently, the revenue generated will continue to decline in the years to come.



Interdepartmental Memorandum

To: Julia Carroll, City Manager
From: David Jennings, Director of Public Works
Subject: **Budget Memo # 2: Ticket Fines – Parking Revenue**
Date: January 17, 2007

1. Please elaborate on the reasons we have projected a decrease in parking revenue from ticket fines? Why do the ongoing activity measures on page 247 say that there will be an increase in the number of parking tickets issued by 5,000?

After investigating further the reasons why we budgeted less in parking fine revenue even though we anticipate an increase in the number of parking tickets written, we determined the following:

- IL Secretary of State Freedom of Information Rule Change: Prior to January 1, 2006 the City was able to obtain name and address information from a license plate from parking violators to issue tickets and send related parking violation notifications. On January 1, 2006, the IL Secretary of State changed its freedom of information rules, resulting in the City no longer being able to get appropriate information (name and address) from an IL license plate number. Later in the year, the State agreed to provide information on license plate numbers that had an Evanston address. As a result, it has become very difficult, if not impossible in many cases, for staff to pursue parking violators. This translates into parking fine revenue that cannot be collected.
- Actual Revenue Collected from Ticket Fines: There is not a projected decrease in parking revenue received from ticket fines when you compare the FY 07-08 proposed budget of \$3.3 million to actual revenues received during the prior two fiscal years. Parking ticket revenue in FY 06-07 is projected to come in at just over \$3 million, which is slightly higher than it was for FY 05-06 (\$2,843,212) but lower than the FY06-07 budgeted projection of \$3,790,000. The lower actual revenue figure was due in large part to the loss of many of the street cleaning zones that tickets would have been issued around including: 1) the Relief Sewer project on Orrington Avenue 2) the Street Resurfacing Program (double the size of previous programs) and 3) the Sherman Plaza Construction project.

To address the question regarding the proposed increase in the number of tickets estimated to be written, please read the following explanation:

In FY07-08, the last phase of the sewer project will be under construction with a similar size roadway resurfacing program. However, with Sherman Plaza completed, we anticipate violations to increase and with the increase to the fine for some street cleaning violations, revenue will increase as well.

2. Why have the PEO assignments to crossing guards not been mentioned in the past as a reason for a decline in revenue?

The Parking Enforcement Officers (PEOs) have been used to fill in for crossing guards and to provide traffic control for emergencies, ever since the PEOs came over to Public Works from the Police Department. During the Public Works Program Review in September, we presented the Council a proposal to increase the number of crossing guard positions to be used as back-ups so we could decrease the amount of time the PEOs were taken off active shifts.

3. Please provide an explanation of why the number of vehicles booted decreased by 58. (page 247)

After a booting program is instituted, it is typical that the number of vehicles booted declines somewhat over time as people, and especially scofflaws, become very familiar with the program. There tends to be an increase in compliance for most people and for those on the boot list, a better understanding of how not to get towed (i.e. keeping the vehicle stored off city streets, etc.). This is what we have seen since 2004 when enforcement hours were expanded.



Interdepartmental Memorandum

To: Julia Carroll, City Manager

From: Jay Terry, Director of Health and Human Services

Subject: Budget Memos, #3, #7, #8 - Impact of Health Department Service Shifts

Date: January 11, 2007

The following are answers to questions raised by members to the City Council regarding the shift of health care services currently provided by the Department of Health and Human Services.

7: How many positions are affected? What is the status of the individuals?

- 16 positions are eliminated. 4 of those positions are currently vacant.
- 1 employee has since left the City to pursue other career goals.
- 2 affected employees are potentially eligible for the early retirement initiative.

The remaining employees have been and will continue to be informed of potential opportunities in other City departments. Also the human resource departments at both Evanston Hospital and St. Francis Hospital have offered to meet with the affected employees to inform them of all vacancies in their organizations. One such meeting has already taken place. Both hospitals have been very clear that the filling of vacancies at their organizations is an open and competitive process and they can not assure positions for any of our current employees.

#3: What grants are affected?

As a result of these shifts, the City of Evanston will not reapply for the following grants from the State of Illinois:

- Family Case Management \$124,000 –this program makes home visits to newborn infants in Evanston and Skokie who receive State assistance. Grant funds account for 43% of total program costs.
- Family Planning \$54,500-- State funding accounts for 33% of the total program cost.
- Genetics Education \$9,200—State funding accounts for approximately 50% of total program cost.
- Vision and Hearing Screening--\$8,000 State funding accounts for 10% of total program cost.

The status of two other grants is unknown at this time. The department receives \$66,000 in Teen Parent Services and Teen Pregnancy Prevention. We are in discussions with Illinois Department of Human Services staff to determine the feasibility of achieving grant goals in the next fiscal year. For two of the above services, Family Case Management and Family Planning, IDHS will need to find alternative providers in Evanston.

**#8: What is the age breakdown of those clients seen by the Health Department?
Children, Adolescent, Adult?**

Age data varies by program.

- 794 infants were seen last year by the Family Case Management program.
- 129 children were seen by our well child clinic and received 745 immunizations.

Most Evanston teens receive services through the school based health clinic at ETHS. However two Evanston Health Department clinics still see a teen population.

- 49 teens received services through the sexually transmitted disease clinic in 2006
- 67 teens used the family planning clinic in 2006
- 30 teens received meningitis vaccine

Adults

In 2006

- 164 Hepatitis B immunizations were administered.
- Approximately 900 sexually transmitted disease visits
- Approximately 600 family planning visits.
- 830 flu immunizations were administered
- 35 pneumonia vaccinations were administered.

What percentage of service recipients are residents?

- Family Case Management: 65% Evanston, 35% Skokie
- Well Child Clinic: 100% Evanston resident
- Flu Vaccinations: 99% Evanston resident
- Family Planning: 53% Evanston resident 47% non-resident
- Sexually Transmitted Disease clinic approximately: 10% are Skokie residents.
- We do not have a resident/non-resident breakdown for the remaining 90% although the majority is believed to be Evanston residents.

What is the current wait for an appointment at the Evanston Hospital Child and Adolescent Clinic? Will former health department patients have a priority status at either hospital clinic?

We learned this week that intake has been frozen until further notice at the ENH CAC because providers have been oversubscribed. Both hospitals have indicated that all former Evanston health department clients are welcome at their clinics. However, clinic utilization is subject to all existing schedules, fees, and service availability. Former health department clients will not be given any priority status.

What are the current plans for transitioning existing Health Department clients to new providers?

Health department staff continues to meet with a variety of hospital personnel and other health care providers. The following is the current status of our transition plans.

1. Public/patient information - Health Department staff are currently developing a comprehensive public information document which describes the location, services, and income

guidelines of the ENH Child and Adolescent Clinic, St. Francis Clinic services, Access Health Care Howard Street location and private physicians who participate in the Access to Care system. Document will be utilized by all city staff answering phone inquiries.

2. All Kids Enrollment - Health Department will continue to be an enrollment site for the State of Illinois All Kids insurance program. Additional staff will be trained in enrollment and every effort will be made to ensure all existing eligible clients are enrolled. The State is requiring all current All Kids enrollees to pick a primary service provider and the department will host information sessions to assist residents in that process.

3. School Physicals/Child Immunizations - In addition to #1 above, department staff and District 65 staff will plan with both hospitals an immunization/physicals special event in late summer to ensure all District 65 students have received proper care prior to the start of the school year.

4. Adult Flu Immunizations - City will no longer provide flu vaccinations but will work as a public information source directing residents to the availability of flu vaccine at both hospitals. Hospital clinics will keep City staff informed of flu vaccine availability. City staff will work with local senior housing managers to identify local health care providers who are willing to make immunizations available on site.

5. Family Planning Services - City is currently meeting with both Planned Parenthood and Access Health Care to discuss possible expansion of family planning services into Evanston, including possible use of Civic Center location by private providers. State of Illinois will begin looking for an alternative grantee of Title X family planning services to cover Evanston beginning July 1st.

6. Sexually Transmitted Diseases - In addition to referral process described in #1 above, City is currently meeting with Access Health Care and Carepoint to discuss possible use of Civic Center location for STD testing and treatment by private providers.

7. Family Case Management Home Visiting - Illinois Department of Human Services has been informed of City's current intent not to apply for renewal of grant for Fiscal Year beginning July 1st. City and State will jointly host a meeting of potential grantees to explore their interest in providing services. At least three and possibly more agencies may be interested in providing this program.

8. Vision and Hearing Screening - It is expected that District 65 will provide vision and hearing screening for Head Start children using current in-house staff as they currently do for school age children. Staff will work with the Childcare Network of Evanston and others to compile a list of private eye care professionals and audiologists who are willing and able to conduct field screenings at child care centers and private schools.. Both hospitals have indicated they will notify eye and ear professionals affiliated with them of the need for volunteer screening.

Staff will be present at the January 20, 2007 City Council budget meeting to answer any questions regarding this transition.



Interdepartmental Memorandum

To: Julia Carroll, City Manager
From: Patrick Casey, Director of Management and Budget
Subject: **Budget Memo # 4: Impact of Fleet Service Reductions & TIF funding for Fleet Services**
Date: January 11, 2007

Questions:

- 1) How will the decrease in the amount of the appropriation affect the operation of the Fleet fund?
- 2) Can we use TIF funds to reimburse the Fleet Fund expenditures?

Response:

The decrease in the Fleet Service Fund is primarily a result from a decrease in the capital expenditures from the current year to the proposed FY 2007/08 budget. The decrease of capital expenditures from \$2,041,000 in 2006/07 to \$1,016,000 results in a savings of \$1,025,000. The decrease in equipment replacement is a transitory halt and will allow a review of current equipment and the methods used to determine conditions of vehicles and equipment and the schedule in which they are replaced. The pause in purchasing will also allow the city to look more closely at alternative fuel vehicles that are now just becoming available through the public bid process. It is estimated that the annual replacement schedule will be revised by the end of the summer of 2007 and that an annual funding of approximately \$2,000,000 will be needed to replace vehicles and equipment.

The operating budget for Fleet Service indicates an increase of \$266,200 for the 2007/08 budget year. The major portion of this increase is due to \$322,000 in additional fuel costs and \$65,000 in parts and materials used to repair equipment. A large majority of the increase has been offset by the proposed reduction in staff (\$65,200) and reduction in salary classification for the Fleet Service Manager's position (\$31,000). The Executive Secretary position was chosen because it has the least impact upon the operation of the Fleet Service function. The reduction of the Executive Secretary position will have a small impact on the operations of this division. Clerical and payroll duties will be switched to other personnel in the Management, Business and Information Services department. Vendor inquiries, payment of invoices and other operational questions will be directly addressed by the Fleet Manager.

The use of TIF funds to reimburse the fleet fund for expenditures has not been investigated to date. In order to be reimbursed from a TIF fund, the piece of equipment must be used directly in the TIF area. It is estimated that the reimbursement to the Fleet Service Fund would be small. Staff will investigate the possibility of reimbursement.



Interdepartmental Memorandum

To: Julia Carroll, City Manager
From: Pat Casey, Director, Management, Business & Information Systems
Subject: **Budget Memo # 5: Status of EVNORSKO**
Date: January 18, 2007

EVNORSKO was originally funded in 2002 through a Federal grant at a time when automobile manufacturers were poised to increase production of vehicles that run on compressed natural gas (CNG). However, since installation of the CNG unit through EVNORSKO in Evanston, vehicle manufacturers turned their energies to gas-electric hybrid cars and to ethanol-compatible vehicles. Only one major automobile manufacturer, Honda, has continued to manufacture vehicles designed to use CNG. Evanston explored the idea of purchasing refuse trucks that run on CNG, but the cost of these vehicles was prohibitively expensive at more than \$50,000 per unit.

In addition, the cost of natural gas has increased along with other fuel costs, and therefore any potential savings incurred by installing CNG units on fleet vehicles would be offset by the high cost of the installation and by the cost of the gas itself.

At last February's EVNORSKO Corporation meeting, the sale of the EVNORSKO CNG-unit was discussed. One potential buyer, the DuPage County Forest Preserve, expressed interest in the unit. However, before arrangements could be made for the sale and transport of the unit, DuPage County FP received a Federal grant to install a CNG unit of its own. The Preserve has expressed interest in acquiring a second unit, but they have not budgeted for this as of yet. In addition, getting rid of the unit would require that one Fleet Services vehicle that runs solely on CNG be either sold or retrofit to run on gas or diesel.

In response to the Council's request during the 2006-2007 budget process for a cost-benefit analysis of EVNORSKO, Budget Memo #45 cited that maintaining the unit amounted to an approximate loss of \$500 per year to the City. This reflects the annual cost to maintain the unit less gains made due to sales of GNG. In the past calendar year, Evanston has used approximately 700 gallon-equivalents of CNG but has spent \$2,640 on maintenance and repair of the unit. While the average cost per gallon-equivalent was lower than gasoline during the past year, at \$1.62 per gallon-equivalent versus more than \$2.50 per gallon of gasoline, this does not offset the cost to maintain the unit and pay the company that processes billing for the City.

Staff recommends that the Council approve potential sale of the unit to an organization with greater CNG consumption needs and the conversion or sale of the dedicated CNG vehicle in the City's Fleet.



Interdepartmental Memorandum

To: Julia Carroll, City Manager
From: Douglas Gaynor, Director, Parks/Forestry and Recreation
Paul D'Agostino, Superintendent, Parks/Forestry Division
Subject: **Budget Memo # 6: 50/50 Tree Planting Program**
Date: January 11, 2007

Provide an explanation of the 50/50 tree planting program and how the proposed revenue was calculated.

BACKGROUND

There are many surrounding communities that use a cost sharing program when planting trees on the public parkways, including our immediate neighbors, Skokie and Wilmette. The revenue generated from residents helps offset the cost of the overall tree planting budget, but there are disadvantages to this type of program as well.

Our current program allows residents to have a 2.5" diameter tree at no charge. Residents are able to obtain a larger, 3.5" diameter tree for a fee of \$175.00. This fee only covers the difference in the cost to purchase the larger size tree, as there is not a significant increase in labor costs to plant the larger size trees.

DISCUSSION

As proposed for the 2007-08 budget, residents would be asked to contribute half of the cost of only a new 2.5" diameter tree, which is currently calculated to be \$107.50. The cost of the labor to plant the tree by Forestry crews is not part of the proposed program. The option to obtain the larger size tree would still be available to residents willing to cover the entire difference in cost (107.50 + 175.00).

Letters would be sent to property owners scheduled to have a tree planted several months before either the spring or fall planting season. These letters would include a list of available tree species, and an application form that explains the program and the costs involved. If a resident is not interested in sharing the cost of the tree, then no tree would be planted on their parkway.

The proposed revenue of \$52,000 was calculated by first anticipating an approximate 25% decrease in participation from residents choosing not to share the cost. This reduces the 650 trees replaced annually down to 484. This new number of new trees multiplied by the resident's share of \$107.50 generates the \$52,000 in revenue.

The anticipated decrease in participation is due to several reasons. First, absentee owners may not choose to have a new tree because they do not live there. Second, for some multiple-family properties, especially those with rental units, the landscaping around the building is not a

priority. Third, some lower income residents will not be able to afford to participate. Lastly, many business owners will not choose to participate, citing the fact that small trees tend to block their windows and/or signage.

In 2004, the tree planting budget was increased significantly in order to reduce the timeframe between tree removal and replacement. At that time, the wait between when a parkway tree was removed and when it was replaced was up to four years. Since we have begun planting 650 trees annually since 2004, the waiting time for a new tree has been reduced to less than two years. Staff expects to achieve a waiting time of one year or less by the end of 2008, at which time the number of trees being planted each year should be reduced to between 250 and 300. This figure matches the current average number of trees removed on an annual basis.

The decrease in participation also means we will probably never achieve our goal of a fully planted status on our parkways because there will always be some locations where the adjacent property owners will never participate.



Interdepartmental Memorandum

To: Julia Carroll, City Manager
From: Dennis Nilsson, Interim Chief of Police
Subject: **Budget Memo #9: Police Department Youth Programs**
Date: January 12, 2007

OVERVIEW

The Investigative Service Division of the Evanston Police Department is directed by a Deputy Chief who with the Commander of the Division oversees the operation of Criminal Investigation (adult crimes), Juvenile, School/Community Liaison and Social Service Bureaus. The Juvenile Officers, School Resource Officers, Youth Service Counselors and Outreach Advocates work together to assist the youth of Evanston in fulfilling a productive lifestyle. These personnel also coordinate with a myriad of external entities to make sure each youth that enters the system gets the needed services for their particular situation. Outside entities include Judicial Court System, local School Districts (#65 & #202), and Evanston Athletic Club, job placement, alternative education, etc.

JUVENILE BUREAU

The Juvenile Bureau, a part of the Investigative Services Division, has a budget (FY2006-2007) of \$883,000. The budget consists of salaries and related benefits, overtime, hire-back, court, and fleet expenses. The F.T.E. count for the Bureau is 10 sworn employees (1 Sergeant and 9 Officers).

In the police department, the function of Youth Officer is a mandated position by both state statute and local ordinance. As part of the Investigative Services Division, the detectives of the Juvenile Bureau (Youth Officers) investigate incidents involving a juvenile as an offender and/or victim. Youth Officers investigate cases regarding dependent children, abused children, neglected children, and minors requiring authoritative intervention or delinquent minors. Youth officers are expected to maintain a close liaison with youth, parents and family, the various school districts, city social service agencies serving youth needs, the Department of Children and Family Services, the Cook County Juvenile Probation Department, and build on partnerships with various facets of the community to include business and neighborhood interests. The Bureau is also involved in educational and social programs directed towards the prevention of delinquency, drug abuse, gang involvement and issues that relate to violence resolution. Juvenile Detectives are responsible for investigating all offenses against juveniles and offenses where juveniles are offenders. When not directly involved in the investigation of incidents involving youths, these detectives conduct directed patrols of areas where juveniles congregate in an attempt to build relationships with community youth and to prevent disorderly or unlawful behavior. Juvenile Detectives will respond to all major incidents where a juvenile is an offender or victim and will take the lead in those investigations. They will also provide assistance and support to other Department personnel when available.

The responsibilities of a youth officer go beyond the investigation of crimes. In fact, the main commitment youth officers have is to follow the intent and principles of the Illinois Juvenile Court Act, which focuses on the care, guidance and control of youth for the purposes of rehabilitation. In order to best meet the needs of such troubled and problem youth, youth officers work closely with other bureaus of the police department, such as Victim Services, Youth Services, Youth Outreach, the Neighborhood Enforcement Team, and the Problem Solving Team.

JUVENILE BUREAU STAFFING

The Juvenile Bureau is budgeted for the following staff:

- 1 – Sergeant**
- 9 – Youth Officers**

At this time, the Juvenile Bureau is currently 1 youth officer under budget.

School Resource Officers

Budgeted: 4 Current Staff: 3

The Commander of Investigative Services is also charged with the responsibility to manage the activities of the Juvenile Bureau and will supervise the activities of the Bureau in the absence of the Juvenile Bureau sergeant.

Staffing in the Juvenile Bureau covers two shifts, spanning the hours of 7 A.M. through 12 A.M., seven days a week. Evening shift investigators are subject to holdover for late night incidents. Day shift investigators may be called out prior to the start of their shift to cover incidents which occur after the evening shift investigators have ended their tour of duty.

- The minimum staffing level for the bureau is one detective per shift
- On average, there are two to three Juvenile Bureau detectives working per shift.

First line supervision for the bureau is accomplished through the assignment of one sergeant assigned to the Juvenile Bureau (day shift). However, this sergeant's span of control covers both the day and evening shift. The Sergeant of the Bureau is also on call for after hour incidents (the Commander of Investigations is on 24 hour notice for major incidents involving youth).

JUVENILE BUREAU STATISTICAL DATA 2006

As noted above, the Juvenile Bureau is charged with a number of responsibilities on a daily and ongoing basis. The following is a summary of the year end data for the Bureau for 2006:

Juvenile Bureau:

Number of Cases Assigned	1333
Cleared Cases	840
Juvenile Arrests	449
Juvenile Charges	434
Curfew Arrests	36
Court Referrals	188

Community Service Referrals	52
Youth Service Referrals	66
Other Agency Referral	118
Minors Requiring Authoritative Intervention	280
Sex Abuse	31
Physical Abuse	27
Neglect	20
Adult Arrests	47
Warrant Arrests	9
Day Care Investigations	0
Automatic Transfers	4
Knock & Talks	5
Directed Foot Patrols	766

One Juvenile Officer is designated to investigate graffiti related reports. During the year ending 2006, the Juvenile Bureau received 213 graffiti related reports resulting in 15 arrests.

The Juvenile Bureau is also the repository for juvenile case files and manages the issuance and serving of juvenile warrants.

It should be noted that Juvenile Officers have a number of avenues at their disposal to determine the best intervention strategies for youths that come into contact with the Police Department.

Delinquent Acts: officers may refer a youth to the Juvenile Court System. This decision is made based on a multitude of factors to include the seriousness of the offense, the youth's propensity for violence or further disorderly or delinquent activity, the youth's history of contact with the police department, the mental and/or physical status of the youth, the involvement of family or guardians, and other issues that all are weighed in deciding what is best for the youth. A juvenile court referral may include delivering the youth to the Cook County Juvenile Detention Center pending a custody hearing which will determine if the youth is returned home or kept in custody.

A delinquent youth can also be released to a responsible parent or guardian with a subsequent referral to the Juvenile Court System.

If the delinquent act is minor in nature, the youth officer has a number of options at their disposal to adjudicate an incident such as Station Adjustments. These can be formal or informal in nature. If a juvenile officer believes there is probable cause to believe a minor has committed an offense, an informal station adjustment can be issued. If informal, the child will be released after consultation with the parent or guardian. There is a form that is completed by both the parent and minor that mandates specific conditions under which the youth must abide (such as curfews, school attendance, community service hours, or restitution). If the youth fails to comply with the conditions set under the informal station adjustment, the Juvenile Officer may then impose a formal station adjustment or refer the matter to the Juvenile Court.

A formal station adjustment is similar to the informal station adjustment as specific conditions must be agreed to by both the minor and parent/guardian. However, unlike the informal station adjustment, the minor has made an admission to the involvement in an offense. The conditions

that are set in the formal station adjustment are similar in nature to those that can be imposed via the informal adjustment.

The Juvenile Bureau also works closely with the Department's social service programs including victim services and the Youth Services Bureau. If it is the determination of a Juvenile Officer that counseling, community service hours and/or other programs would benefit the youth or his/her family, a case will be referred to the Youth Services Bureau. Cases that qualify for referral for community service include those in which the involved youth has had no more than three prior station adjustments and no prior offenses that were petitioned to the Juvenile Court. Community Service is considered for youths involved in minor offenses including battery (resulting in no major injury), criminal damage to property, criminal trespass, disorderly conduct, graffiti, possession of small amounts of narcotics and retail theft. Reported incidents classified under the umbrella of Minors Requiring Authoritative Intervention (Status Offenses) may also be referred to Youth Services for youth or family counseling.

The juvenile officer and Youth Services Bureau counselor will review these cases to determine the effectiveness of the referral and if the terms of the referral were followed.

Juvenile officers may also refer youths to other agencies should such a referral be logical and reasonable given the nature of the offense and needs of the youth. Such referrals can involve the Illinois Department of Children and Family Services, Crisis Intervention, medical and mental health professionals or Juvenile Probation officials.

As can be seen in the statistical data for 2006, only 1/3 of the investigations conducted by the Juvenile Bureau involved offenses/incidents that resulted in an arrest. The majority of cases investigated by the unit involve incidents where a child may be victimized or has behavioral problems requiring intervention. Such investigations include:

- Child Abuse and Neglect: Physical, emotional, or sexual abuse or neglect of care
- Minors Requiring Authoritative Intervention: Youths whose behavior is anti-social or disruptive to the family, school or community. Many such cases involve runaway youth.

When Juvenile Detectives are not involved in the investigation of an incident or case, there are a number of services or operational needs that they attend to including:

- Routine patrol of areas where youths loiter and congregate, such as parks, the lakefront and beaches, and the downtown area.
- Gang Intervention strategies: Juvenile Detectives work with the Neighborhood Enforcement Team and Problem Solving Team to address the issue of gang recruiting, membership and gang involved incidents where minors are involved.
- Knock and Talks: Youth officers conduct periodic checks of the residences of youths that are currently under the auspices of the Cook County Juvenile Probation Department to verify that the conditions of their probation are being satisfactorily met.
- Evanston Township High School activities: Members of the Juvenile Bureau work in partnership with the ETHS Public Safety Department and the School Resource Officer to provide a safe and healthful environment for its students, faculty and staff and to address neighborhood problems involving high school students. Some of the programs in which Juvenile Officers participated are:
 - Presentations to parent, student and community members at ETHS. These have included the KIDS, COPS and CARS program which addresses alcohol use and

teen driving, teen parties, curfews and making the right choices (approx 3 per year); participation in conjunction with the high school and Peer Services in presentations on teen alcohol use; and involvement in other programs during the school year upon request.

- At the start of the new school year, Juvenile officers were deployed to the high school during the school day, particularly during the lunch periods, to interact with students and provide a visible deterrent to any potential disturbance or problems. It was the mission's intent to provide an atmosphere where students and officers could become familiar with one another to create a better understanding between the involved parties. Also, Juvenile Detectives were deployed at the end of the school day to patrol the area of the high school and surrounding neighborhoods to provide a visible deterrent to antisocial and disorderly behavior.
- Tobacco Compliance Program: With a grant from the Illinois Liquor Commission, the Juvenile Bureau conducts approx 3 Tobacco Compliance checks annually. The program involves working with retailers that sell tobacco products to ensure compliance with the various state and local laws prohibiting tobacco use/possession/sale to minors. Juvenile officers meet with retailers to explain the law and program and to offer assistance in training staff on how to meet the requirements of the law. Once this has been accomplished, compliance checks are made to verify that retailers are not dispensing tobacco products to youth.
- Liquor Compliance Checks: At various times throughout the year, particularly during school breaks and holiday periods, Juvenile officers conduct random checks at restaurants and bars that are licensed to sell alcohol. The officers conduct these inspections to verify that no underage drinking is occurring in the establishment and that the proprietors of the businesses are in compliance with all state and local liquor control laws.
- Curfew Checks: During the year, the Juvenile Bureau conducts curfew compliance checks in the downtown area, parks, lakefront and neighborhood areas where teens loiter. The purpose of these checks are to ensure that parents know where their kids are and that teens and others are not vulnerable to predators or engaging in at risk behaviors.
- Teen Party Program: New this year is an effort by the Juvenile Bureau to address the issue of teen parties and potential alcohol issues. We are working with schools and community members to identify potential party locations. Once a location is noted, contact is made with the residents of the location, the parents of any identified teens, the owner of the party location, and the appropriate alderperson for the party location in efforts to ensure compliance with laws and to avoid any disruption to the neighboring community. If students from the high school are involved, school authorities are utilizing school codes of conduct to enforce disciplinary rules for off campus behaviors.
- The Juvenile Bureau provides intelligence and information to various units of the Department on issues involving juvenile offenders. This information is disseminated via various methods including the issuance of special bulletins and watches; monthly roll call training for the patrol division; and during one to one contacts between officers.
- Working with other agencies: The Juvenile Bureau maintains contacts with other law enforcement agencies, the State's Attorney's Office, DCFS, and the Juvenile Probation Department in an effort to meet the needs of youths that come to our attention. Juvenile officers work with these agencies to investigate ongoing cases and to determine the best methods to address the needs of the youth or involved communities.

JUVENILE SERGEANT'S RESPONSIBILITIES:

The Juvenile Sergeant is responsible for the day to day operations of the Juvenile Bureau and School Resource Officers. He usually works a Monday to Friday day shift schedule but is subject to changing his hours due to the needs of the Department. The Sergeant is also available to be called during off hours for juvenile related matters. He also will assume supervision of the Criminal Investigations Bureau in the absence of a C.I. Bureau supervisor.

The Juvenile Sergeant's responsibilities include:

1. Inventory and maintenance of Bureau equipment including vehicles and radios
2. Completing administrative paperwork including attendance sheets, log books, issuing juvenile file numbers, tracking juvenile court cases, and handling various disciplinary and personnel matters.
3. Case Assignment
4. Review of case reports and preparation of juvenile reports for court petitions
5. Case Status Review
6. Filing of various unit reports
7. On-scene supervision of serious incidents involving juvenile victims/offenders
8. Preparation of monthly Bureau reports
9. Supervision of Juvenile Bureau tactical operations and missions
10. Supervision of the Tobacco Compliance Program
11. Review reports for trends in youth related crime and to suggest/develop appropriate responses to those issues

The Juvenile Sergeant maintains close relationships with the Victim-Service Bureau and Youth Services and to consult with them on various youth related cases; the Cook County Juvenile Probation Department; DCFS; and other law enforcement agencies.

The Juvenile Sergeant participates in various community and social service agency committees including:

- The Evanston Substance Abuse Prevention Council
- The Juvenile Crime Enforcement Coalition
- The Evanston Northwestern Hospital Child Protection Committee – A group of law enforcement, medical and social service professionals who review child abuse and neglect investigations
- The ETHS Public Safety Committee

SCHOOL RESOURCE OFFICERS

The School/Community Liaison Bureau, a part of the Investigative Services Division, has a budget (FY2006-2007) of \$346,500. The budget consists of salaries and related expenses and fleet expenses. The F.T.E. count for the Bureau is 4 employees.

School Resource Officers (SRO's) are members of the Juvenile Bureau, whose main duties focus on developing relationships with youth through interactions with them in the middle schools and Evanston Township High School. Their primary goal is delinquency prevention. This is accomplished by bringing that multifaceted message to the place where youth spend a good portion of their day, at school. One SRO is deployed to ETHS and three SRO's are deployed to the School Dist. #65 Junior Highs and their respective feeder schools (currently there is a vacancy at Chute). SRO's engage school aged youth and work to develop positive relationships with them and, in the process, help to reinforce positive concepts that will help them be

successful both in school and in the community. Often, this is accomplished by the SRO being a student advisor/counselor, and general resource person within the school. The Junior High SRO's are also trained to assist in the presentation of the School District #65 substance abuse reduction and education program, Project Alert. SRO's are in a position to bring back, to the general assignment juvenile investigators and the department in general, information that can help facilitate their investigations or alert them to problems in the school that can have an effect in the community and *vice versa*. Additionally, the SRO's responsibilities include attendance at after school events, issuance of trespass warnings at schools, resource for the neighborhood surrounding the school, investigation of incidents occurring within the school and escorts on extra curricular school events (field trips, dances, sporting activities).

SRO's are scheduled to work Monday through Friday at their respective school assignments. When school is out of session, (Spring Break, Summer Break, Winter Break), the SRO's work as general assignment investigators within the Juvenile Bureau, where their personal knowledge of the youth in the community, gained through their school assignments, can be utilized in the course of these investigations.

SRO STATISTICAL DATA FOR 2006

The following is a listing of the year end data of duties performed by the SRO's.

Initial Investigation	123
Follow-ups	78
Cleared	134
N.F.A.	61
Asst. Administration	1042
Class Talk or Speech	471
Counsel Student	1202
After School Event	21
Arrests	58
Meeting	75
Student Referral	18
Field Trip Escort	0
Assists	663
DFP (Tactical Plan)	603

On a day to day basis, SRO's work hand in hand with school administration and will participate in various meetings at the schools with parents, students, staff and community groups to discuss issues of common interest as it pertains to youth.

The SRO's assigned to the middle schools have been trained in a substance abuse prevention program entitled PROJECT ALERT. The program is a partnership between School District #65, Evanston Peer Services and the Evanston Police Department to present a meaningful program to students in an attempt to preempt behaviors that place youth at risk. SRO's will assist school staff in the presentation of the curriculum to students. During the year 2006, 784 students completed the PROJECT ALERT program.

SRO's are working with the Youth Services Bureau, school representatives, interested parents and community members on implementing restorative justice initiatives utilizing "Peacemaking Circles", which are "a method of communication and problem solving used in relationship development, healing, community building and restorative justice efforts" (Boyes-Watson 2001, 16).

The SRO assigned to ETHS has a broad range of responsibilities. He works hand in hand with the ETHS public safety department to provide incident response and preventative patrols. He is the liaison between the high school and police department. The ETHS SRO's main focus is in the development of close relationships with high school aged students and to act as a mentor or "big brother" to youth. He is available to consult with students that have personal, school or other problems that they wish to bring to him for discussion. The SRO monitors lunch periods and also coordinates the after school deployment of school and police resources. He gathers intelligence on potential teen parties, fights, and gang related matters. The school also utilizes him to provide in service training to staff and faculty on various issues relating to school violence, crisis intervention, gang activity and the law.

Other duties assigned to the ETHS SRO include:

- He is a member of the Crisis Planning Committee and is responsible for responding to on going incidents and is part of the Crisis team for the school
- Assists in the development of curriculum for the Public Safety class, a collaborative effort between the high school and Oakton Community College
- He is a member of the Gang Intervention Project at the school addressing gang membership and recruiting at the school
- Coordinates police response to various school activities such as athletic events, dances, parties
- Assists in presenting the KIDS, COPS and CARS program
- Gathers and disseminates information to the police department regarding potential disruptive or criminal activity in the community through his interactions and relationships with students

POLICE YOUTH SERVICES

Police Youth Services is a part of the Social Service Bureau which in turn is a part of the Investigative Services Division and has a budget (FY2006-2007) of \$527,800. The budget includes salaries and benefits, overtime, fleet expenses and auto allowance, office rental (Fleetwood Jourdain) and Neighborhood Youth Outreach advocates (\$50,000). The F.T.E. includes 3 counselors (1 – grant funded). The Social Service Director oversees both this unit and the Victim Services Unit. The Neighborhood Youth Outreach Advocates are contracted professionals and are supervised by the Social Service Director.

Program Goals:

Discourage delinquency and improve youth behavior within the community

Engage parents in addressing youth behavior

Collaborate with community agencies to coordinate services

Improve parent/child relationships, family functioning and support effective parent leadership.

Participate in community advocacy for youth-related concerns

The Youth Services staff consists of three counselors and two outreach workers. One counselor position is partially funded with grant funds and the two outreach positions are partially funded by grants. The Director of Police Social services is responsible for the administrative management and clinical supervision of the program.

Police Youth Services is comprised of the following programs:

- **Counseling** for youth and families who come to the attention of the police department for a variety of reasons such as parent/child conflict, domestic disturbances, minors requiring of authoritative intervention (MRAI), school conduct problems and minor criminal offenses. Referrals come primarily from juvenile officers however a substantial number of calls for assistance come directly from parents who are *specifically* seeking counseling from a police-based program. School social workers are a more informal source in that they frequently steer parents of the more “out of control” students to Police Youth Services for assistance.
- **Community Service** for first or second time youth offenders who have committed minor criminal offences such as retail theft, battery, criminal damage, minor drug possession and disorderly conduct. This program is three pronged. It is an early intervention, diversionary program. The primary goal is to divert youth from the criminal justice system and reduce recidivism. Participants in the program and their parents also agree to complete a four session family assessment which helps to determine if there are underlying causes for the delinquent behavior that need to be addressed. A prevention plan is also developed as part of this process. Referrals to community service are also made by the judiciary in Skokie ordinance court for youth who have been court ordered to complete community service hours. Youth Services counselors organized and manage all aspects of the placement process and provide the court with a report regarding the youth participation in the program.
- **Neighborhood Outreach** provides outreach to “disengaged youth” by offering informal counseling, academic advocacy, linkage for additional assistance (medical services, drug treatment, legal assistance) and exposure youth to appropriate recreational activities such as major league sporting events, movies, and the Evanston Athletic Club. The two man team work to diffuse gang related violence in targeted areas of the community and mediate youth conflict on the streets. Counselors in the counseling program and Outreach Workers collaborate by providing reciprocal support and services for youth depending upon the needs of youth and families that come to the attention of the programs.
- **Additional Services** include youth groups which are either school based or community based. The focus of the groups is dictated by the particular need/trend of the time. Educational workshops are provided by request for students and parents and are typically requested by school social workers or community based groups. Workshop topics are generally related to issues related to managing youth behavior, parenting concerns and dating violence.

Youth Service collaborations include:

- **Internal** – The Youth Services staff and the Juvenile officers work closely together. The bulk of referrals to the Youth Services Program derive from the Juvenile Bureau. Having the Youth Services Program as referral source allows officers to adhere to a state requirement to utilize counseling and community service dispositions for youth related police contact. Counselors are available to all department officers to assist with youth/family related matters that come to the attention of the police which allows for more meaningful interventions to the presenting situations. Youth officers, school

resource officers, youth services counselors and the youth outreach workers are often at the first point of contact for struggling youth and as such are in the unique position to have first hand knowledge of youth most in need of intervention. Staff routinely collaborates on best courses of action in response to youth cases.

- **External** – Youth Services staff collaborate with schools, other social service agencies, hospitals, and the juvenile court system. Because they are a part of the police department, youth services staff are at the “flash point” of information and have access to a broad base of information from all of those systems that may be a part of the youth’s life. This is a key coordinating factor that can make a significant difference when responding to, planning and advocating for needs of troubled youth.
- **Affiliations** – The Youth Services Community Service Coalition Board which is comprised of school personnel, juvenile court personnel, a representative from the Evanston business community and a city council member. Membership in the Evanston Substance Abuse Prevention Council, Membership in the Local Area Network (LAN)

YOUTH SERVICE STATISICAL DATA FOR 2006

Youth Services Program

Referrals for Counseling	80
Referrals for Community Service	58
<ul style="list-style-type: none"> • Referral Sources 	17 Parents 12 School Districts 109 Juvenile Bureau
Court Advocacy Cases	6
Crisis Intervention Cases	8

Neighborhood Outreach

Average monthly number of street contacts	117
Gang related interventions	59
Mediations	59
Employment	28
Group Sessions	14
Referrals to other services	53
Intervention in the home	58



Interdepartmental Memorandum

To: Julia Carroll, City Manager
From: Judy Aiello, Assistant City Manager
Sheila McCorkle, City Manager's Public Interest Fellow
Subject: **Budget Memo # 10 – Youth Initiative**
Date: January 12, 2007

The following questions were raised concerning the Youth Engagement Initiative:

- 1) What are the **intended outcomes** for the first year?
- 2) What are the **next steps**, as identified at this point?
- 3) What is/are anticipated **source(s) of funding** for the next steps?

The following objectives were outlined goals for the Youth Division's first year:

- **Hire a youth coordinator**

- 1) **Intended outcome:** This person will be responsible for the planning, coordinating, supplementation and possible consolidation of activities of the public, private and religious agencies devoted to the welfare and development of youth. Specifically, this person will be responsible for leading the Evanston Youth Council, Youth Commission, Youth Summit, and follow up action teams, Year-round Work-Study program in partnership with ETHS and maintain and update content on the Youth Website. This person is also responsible for building and maintaining a partnership with Northwestern University student volunteers and other youth service providers in the community.
- 2) **Ongoing action and next steps:** Currently, Sheila McCorkle, under the auspices of her Fellowship, is coordinating these efforts in establishing the Youth Division and the supporting programs along with guidance of the established Youth Team. A Youth Coordinator will be hired upon the completion of her Fellowship in the summer of 2007.
- 3) **Sources of funding:** Salary for the Youth Coordinator position has been budgeted as a first year funding priority and will come out of the general fund.

- **Establish a Youth Council**

- 1) **Intended outcome:** Establishment of a Youth Council is an additional means to involve the youth in the decision making and development of the community. The Youth Councils is an opportunity to build a program that offers young people ways to develop a sense of social responsibility to their communities. It is an established structure to obtain a youth perspective for City business.

2) **Ongoing action and next steps:** Ms. McCorkle and two NU students have developed an application, selection process, curriculum and project ideas for the Evanston Youth Council and will bring the plan to City Council on Feb. 12 to review and get approved as a Resolution. It is the goal of this plan to have a Youth Council selected by June of 2007. Elaboration on the structure and programming of the Youth Council will occur at the Feb. 13th Council Meeting.

3) **Sources of funding:** Primary funding for this program will come out of the allocated funds from the Youth Division but Staff will also look to all possible funding from external sources as a way to supplement costs.

- **Sponsor and coordinate a Youth Summit**

1) **Intended outcome:** An annual forum to discuss major issues and solutions concerning Evanston youth. The intention of the summit is to form action teams that can address these issues from a community level. An annual event is also a public means of gauging the progress of the community's efforts to support positive youth development in the city.

2) **Ongoing action and next steps:** Currently, Ms. Mc Corkle, two NU students and five ETHS students have devised and distributed a youth summit survey to the high school asking students what are the top 10 issues concerning Evanston youth. They have received over 700 responses thus far with the top 10 issues being: 1) Racial Segregation 2) College 3) Poverty and Homelessness 4)Gang Violence and Gang Alternatives 5) Jobs 6)Police Relations 7)Drug and Alcohol Education/Awareness 8)Education System 9)Crime and Community Safety 10) Teen Social Center. Community planning meetings for the summit are scheduled to start in February of 2007. The Youth Summit is scheduled to occur in spring of 2007.

3) **Sources of funding:** Primary funding for the summit will come from outside sponsorships from local business and state funding. Some cost may have to come out of the Youth Division's budget.

- **Create a centralized website**

1) **Intended outcome:** Bridge the informational gap that exists between youth and their families the services and events designed to support them. A comprehensive website that lays out all of the available resources and opportunities for the youth of Evanston. It is the goal of this project to not only create a centralized location for youth to access the community resources, but a way to for youth service providers to inform the community on programs and events as well as gain information on what other agencies and organizations are doing to support youth.

2) **Ongoing action and next steps:** Ms. McCorkle is working with the City's web designer to development page content for the site. Ms. McCorkle will also implore the consultation of youth in this project. It is the goal of the website to have sections focusing on 1) Recreation Opportunities, 2) Jobs and Training 3) Social Services 4) Event Calendar and 5) Youth Voice. Staff hopes to have this page up and running by March of 2007.

3) **Sources of funding:** There should be little to no costs associated with this project due to the fact that we are using in house personnel for development.

- **Sponsor the 10 Work-Study ETHS students**

- 1) **Intended outcome:** Create more opportunities for vocational training and placement for students who would otherwise not be exposed to careers in local government.
- 2) **Ongoing action and next steps:** Currently the Health and Human Services Department is successfully hosting four students in work-study positions. Ms. McCorkle has developed an evaluation tool designed to gauge the strengths and weakness of the program according to the perspectives of both the students and the supervisors. She and Vincent Jones are currently working with the program director at ETHS to develop a way to track students who complete the program as well as develop an introductory course to civics (which the high school currently does not offer) for student who will be working in the city. Staff hopes to have 10 students placed in various departments starting in fall 2007.
- 3) **Sources of funding:** Funds in place to support student's wages will be allocated out of the Youth Division which is funded through the City's general fund.

- **Lead the effort to establish and monitor city wide goals for the youth**

- 1) **Intended outcome:** Development of measurements to track how specific youth services are impacting the community as a whole as a means to track the impact of funding.
- 2) **Ongoing action and next steps:** Currently, the major funding bodies evaluate the outcomes of individual agencies based on goals those agencies set for themselves. Community impact measurements examine how agencies that receive funding impact an issue in the community as a whole rather than just the outcome of individuals in specific programs. Jay Terry has begun dialogue with the major funding bodies to discuss how Evanston can begin tracking community impact measurements rather than just agency outcomes. Therefore, the first step in tracking community impacts will be to complete a comprehensive data collection. Once completed, this data will become the statistical baseline used to determine if progress is being made by the specific youth services.
- 3) **Sources of funding:** Due to its initial stages of development, no funding is currently being allocated for this objective at this time.

- **Hire Additional Youth Outreach Team**

- 1) **Intended outcome:** To connect and provide services to the hardest to reach populations of youth who may be involved in gang behavior or other forms of delinquency. Specifically concerning the "hard to reach" young women in the community, there are no forms of street outreach currently happening. The street outreach workers are there to provide on site support and guidance for these youth as well as connect them to other resources located in the community.
- 2) **Ongoing action and next steps:** Cynthia Harris of the Police Social Services is in the process of developing a job description to be posted.
- 3) **Sources of funding:** The outreach workers would be hired by the City as contract workers. Wages would be provided through the general fund.

- **Establish a Youth Commission**

Development plans are scheduled to begin in the 2nd quarter.

- **Establish and coordinate a Workforce Development group**

Development plans are scheduled to begin in the 2nd quarter.

- **Work with Human Relations Department to strengthen the curriculum for the Summer Youth Employment Program**

Human Relations is currently working on upgrades for the Summer Youth Employment Curriculum.

- **Work with Human Relations Department to establish Teens & Technology Program**

Human Relations is working on development plans for Teens and Technology to begin in the 2nd quarter.



Interdepartmental Memorandum

To: Julia A. Carroll, City Manager
From: Douglas J. Gaynor, Parks/Forestry & Recreation Director
Evanston Arts Council
Subject: **Budget Memo #11: Arts Council - Corporate Sponsorship Account Representative
Position Request**
Date: January 12, 2007

Request: Please provide a cost/benefit analysis regarding the Corporate Sponsorship Account Representative position along with a job description.

Response:

The Evanston Arts Council proposes the hiring of a full-time Corporate Sponsorship Account Representative to secure funding for Arts Council/Cultural Arts Division activities. The position will be responsible for identifying, cultivating, soliciting, and managing relationships with businesses in Evanston and the larger area who wish to support the arts in Evanston. The position will be full-time with a proposed salary of \$30,000 per year plus 10% commission on sales. The revenue goal for year one of the position will be \$85,000 with \$29,000 applied to enhanced Arts Council activities.

The requested budget investment by the City is \$46,172 (\$30,000 base salary + \$14,586 benefits package + \$1,586 office supplies). Any additional wage related expenditures would be drawn as a 10% commission on sponsorship funds secured. A suitable space at the Noyes Cultural Arts Center is currently available so there will be no additional cost for office space or equipment such as a computer. \$1,586 has been budgeted to account for phone use and additional office supplies.

Expenses

Base Salary	\$30,000
Commission	\$ 8,500 (10% of \$85,000 fundraising goal)
IMRF	\$ 3,069 (7.97% of \$38,500 salary + commission)
FICA	\$ 2,387 (6.20% of \$38,500 salary + commission)
Medicare	\$ 558 (1.45% of \$38,500 salary + commission)
Health	\$ 9,900
Office Supplies	<u>\$ 1,586</u>
TOTAL	\$ 56,000

Income

Projected sponsorships \$85,000

Sponsorship Campaign Pyramid (partial prospect list at end of memo)

1 @ \$25,000 = \$25,000	2 @ \$10,000 = \$20,000
4 @ \$5,000 = \$20,000	8 @ \$2,500 = \$20,000

The Sponsorship Representative would earn a 10-percent commission on all new or increased funds raised, with a commission maximum of \$40,000 in any one fiscal year (a level attained with \$400,000 in sponsorship funds secured). The break-even point for the City is \$52,208 in secured sponsorship funds. Sponsorship revenue over \$52,208 will be used to supplement funding for Cultural Arts Division/Arts Council programs. Reaching the proposed goal of \$85,000 in sponsorship revenue would provide an additional \$29,000 in funding for cultural arts programs; the projected allocation of this additional funding is \$12,000 for Arts Week Evanston, \$10,000 for the Ethnic Arts Festival, and \$7,000 for the Starlight Concert Series. Sponsorship revenue in excess of \$85,000 will be allocated as follows: 75% of the net amount (after commission and related expenses) for expanded cultural arts programming, 25% of the net amount for the City of Evanston general fund.

Recent Support for Cultural Arts Division Programs

2006

Cash: Illinois Arts Council (\$19,030), Fourth of July Association (\$4,000), Cherry Family Foundation (\$3,000), Whole Foods Market (\$2,000)

In-Kind: Chicago Public Radio (public service announcements), D & D Foods (flowers), Evanston Community Media Center (public service announcements), Frankie's Garden (flowers), Homestead Hotel (rooms for out of town performers), Lou Malnati's (food), Peet's Coffee (coffee), Whole Foods Market (food), WLS-TV (public service announcements)

2005

Cash: Illinois Arts Council (\$18,370), First Bank & Trust (\$5,000), Fourth of July Association (\$4,000), Cherry Family Foundation (\$3,000), Whole Foods Market (\$1,000)

In-Kind: Chicago Tribune (ad space), Evanston Community Media Center (public service announcements), Frankie's Garden (flowers), Hinckley Springs (water), Homestead Hotel (rooms for out of town performers), Italian Coffee Bar (coffee), Lou Malnati's (food), V-103 Radio (public service announcements), Whole Foods Market (food), WLS-TV (public service announcements)

2004

Cash: Illinois Arts Council (\$20,700), Fourth of July Association (\$8,400), Cherry Family Foundation (\$3,000), Whole Foods Market (\$2,000)

In-Kind: Chicago Public Radio (public service announcements), Chicago Tribune (ad space), Evanston Community Media Center (public service announcements), Frankie's Garden (flowers), Homestead Hotel (rooms), Italian Coffee Bar (coffee), Lou Malnati's (food), Unicorn Café (coffee), Whole Foods Market (food), WLS-TV (public service announcements)

The funding received above has primarily been a result of the work done by the Cultural Arts Program Manager who is responsible for coordinating the concerts and festivals for the division. This employee has solicited funding opportunities as time permitted and could continue to solicit in-kind donations, with the Sponsorship Account Representative focusing on generating cash income from sponsorship of Cultural Arts/Arts Council programs if the position is approved.

Corporate Sponsorship Account Representative Job Description

This individual will work with the City of Evanston staff members and Arts Council members to develop a plan for and secure sponsorship contracts for programs of the Cultural Arts Division and Arts Council. The individual will be responsible for identifying, cultivating, and soliciting corporations and businesses that operate in Evanston or are owned by Evanston residents.

Knowledge of arts programs in Evanston and the business community is essential. Sales or marketing experience required. This person must be a self-starter who is able to do much of the work independently and must be comfortable cold-calling and negotiating sponsorship levels. Individual will be responsible for meeting specific sales goals set forth in a business plan developed by City staff in cooperation with Arts Council members.

Specific responsibilities include:

- Identifying corporations and businesses that are likely sponsors of Arts Council/Cultural Arts Division activities
- Developing a cultivation plan to introduce prospective sponsors to sponsorship opportunities
- Preparing marketing materials, proposals and draft contracts for business sponsorships
- Negotiating terms of sponsorship contracts
- Maintaining frequent and open communication with clients and prospective clients
- Reporting on progress, opportunities and challenges to City staff and Arts Council members
- Developing specific acknowledgement opportunities for specific sponsors
- Maintaining records of contacts, prospects, pending solicitations and work plans
- Making public appearances on behalf of the City and Arts Council
- Other duties as assigned.

Baccalaureate degree is required, three years of sales, fundraising or related experience, and knowledge of the arts and of the local business community. Must be able to work independently with minimal supervision.

Prospects for Sponsorships >\$10,000

National Corporations with a History of Community Sponsorship in Evanston

Target	Dominick's
Home Depot	Gap Inc. (Old Navy, Banana Republic, etc.)
LaSalle Bank	Jewel/Osco
Best Buy	Prudential Real Estate - Prudential Financial
Borders	US Equities Realty (helped develop Evanston Public Library)
Barnes and Noble	CVS
Panera Bread Company	Budget Rent-a-Car
Walgreen's	Chase Bank – JP Morgan Chase
Whole Foods	Blockbuster
Wild Oats	Starbucks
Radio Shack	Office Depot
T-Mobile	Chili's – Brinker International
US Cellular	Maggiano's – Lettuce Entertain You Enterprises, Inc.
Coca-Cola	Marshall's, AJ Wright and TJ Maxx – TJX Companies



Interdepartmental Memorandum

To: Julia Carroll, City Manager
From: Matthew Grady III, Finance Director,
Subject: **Budget Memo # 12: Actuarial Assumption for the Police Pension Fund**
Date: January 16, 2007

Questions:

- Will there be a change in the actuarial assumptions for the Police Pension Fund?

Response:

There are no anticipated changes to the actuarial assumptions or dollar amounts for FY 07-08 Proposed Budget. However, the actuarial assumptions will be reviewed as part of a proposal to Council during the first quarter of this year, regarding unfunded pension liability for Police and Fire Pension Funds.



Interdepartmental Memorandum

To: Julia Carroll, City Manager
From: Matthew Grady III, Finance Director,
Subject: **Budget Memo # 13: Pension Obligation Bonds**
Date: January 16, 2007

Questions:

- Provide an analysis on the pros and cons of pension obligation bonds by the City's bond counsel. Include an analysis of the effects of two lower levels of bond ratings on the City's debt rates.

Response:

The information requested will be presented to Council during the first quarter of this year.



Interdepartmental Memorandum

To: Julia Carroll, City Manager
From: Matthew Grady III, Finance Director
Subject: **Budget Memo # 14: Response to Gerald Gordon Letter Dated January 6, 2007**
Date: January 16, 2007

Question # 1: Please provide a current review of FTE vacancies, a chart and history of FTEs included in the proposed budget, and an interim financial report.

Response: The following information will be available at the January 20th budget meeting:

- FTE Vacancy report;
- Position Descriptions by Department with Business Unit and Prior Year Comparison;
- Interim Financial Report as of November 30, 2006.

Question # 2: Please revisit the subject of transfers from the Water Fund to the General Fund.

Response: A transfer from the Water Fund to the General Fund is not recommended at this time due to the following:

Capital Improvements to the water system are currently funded through the existing reserve balance in the Water Fund. An adequate level of capital improvements is essential to maintain the integrity of this critical infrastructure and major source of revenue. The recent financial forecast prepared by an outside consultant, indicates that the Water Fund reserves will be depleted by 2010 and water rates will need to be increased or bonds will need to be sold to adequately fund needed improvements in the system. The current Water Fund Capital Improvement program includes approximately 5 million dollars/year in scheduled improvements to the system. Critical projects included in the next five years are:

- Water main replacements of approximately \$3 million dollars/year. A recent analysis of the Evanston water distribution system found that over 17 million dollars (1993 dollars) in water main replacements are needed to meet recommended fire flow demands. An aggressive water main replacement program is essential to maintain needed flow capacity and to ensure the structural integrity of the aging water distribution system.
- The Service building and Administration building are planned for expansion to provide greater efficiencies in operations, security improvements, and conform to American Disability Act requirements.

- An interconnection of water systems is planned between Evanston and Wilmette to provide emergency redundancy for both systems. This interconnection will be designed to convey 20 million gallons a day in the event of a shut down of either the Evanston Water Plant or the Wilmette Water plant. Redundancy is an essential factor in good security planning to enable backup in the event of a critical emergency.
- Filter bed media is planned for replacement in six of the filter beds. The existing media in these critical treatment components is the original media installed in 1949.

CAFR for the Fiscal Year Ended February 28, 2006 has Water Fund Operating Expenditures of \$6,705,865 (pg. 20) and an unrestricted Net Assets of \$1,958,117 (pg. 19). The Budget Policy requires a one month reserve of 10.0% and a 5.0% debt reserve. The reserve calculations are detailed below:

Reserve Calculation - Water Fund

\$ 6,705,865	Water Fund Operating Expenditure
\$ 1,958,117	Water Fund Unreserved Fund Balance
\$ 670,587	10.0% of Water Fund Operating Expenditures
\$ 335,293	5.0% of Water Fund Operating Expenditures
\$ 1,005,880	Total Required Reserves
\$ 952,237	Unrestricted Net Assets Remaining After Reserves

As stated above, the unrestricted net assets after calculating reserve requirements will be used towards needed capital improvements to the water system. Additionally, one-time revenues should not be used to finance on-going operating costs.

Question # 3: How is a 5.5% increase reasonable or acceptable when fees for services have also increased? For example, increases in recycling fees and recreation fees, as well as new fee proposals such as the 50/50 tree planting program are proposed.

Response: The 5.5% increase in the dollars levied on the City’s portion of the tax bill equates to an overall tax increase of 1.08% to the homeowners tax bill. When compared to the December 2005 Consumer Price Index (CPI) and Municipal Price Index (MPI) figures, which are 3.4% and 4.13% respectively, the overall tax increase per household is significantly less than the increase in cost for doing business. When compared to other similar municipalities, Evanston’s property tax rate still remains in the middle. Even with the proposed property tax levy increase, given comparable services, Evanston has the median rate for this area.

Regarding the proposed fee increases, prior to raising the recreation fees, a fee study was conducted to ensure that our pricing structure is competitive with surrounding municipalities. Even with the 3-5% increase in the rate for recreation services, our pricing is competitive with other neighboring jurisdictions. Without fee increases, the other source to pay for programs would be higher property taxes.

The increase of \$1.28 per month for garbage collection brings the monthly cost to \$5.00. This rate is less than the cost for garbage collection in other local jurisdictions such as Arlington Heights, Schaumburg, Palatine, and Oak Park. Even at \$5.00, the fee covers only 25% of the total cost for solid waste services.

The proposed 50/50 Tree Planting Program is a revenue source used by other jurisdictions in the area. The policy question is who should pay for a new tree on the parkway? Should the homeowner share in the cost of a tree that benefits their property?

Since Evanston's fees are in line with other similar jurisdictions, and even with the proposed 5.5% increase in Evanston's portion of the tax bill, Evanston falls in the middle with regards to the tax rate, the proposed increase appears reasonable.

Question # 4: Consider utilizing money from the General Fund Unreserved Fund Balance to fund the entire Police and Fire Pension Fund tax increase of \$946,745.

Response: Utilizing money from the General Fund Unreserved Fund Balance is not recommended at this time. The Fund Reserve Policy for the General Fund is as follows:

A minimum of 8.3% or one month of operating expenses shall be maintained as a reserve. Any monies over a 10% reserve in this fund shall be re-appropriated to other funds that have not met their reserve requirements. Once all funds have met their fund requirements additional funds shall go to the Capital Improvement Program. A minimum of a 5% reserve is required. The reserve calculations are detailed below:

Reserve Calculation - General Fund

\$ 84,011,871	General Fund Operating Expenditure
\$ 18,483,938	General Fund Unreserved Fund Balance
\$ 6,972,985	8.3% of General Fund Operating Expenditures
\$ 4,200,594	5.0% of General Fund Operating Expenditures
\$ 11,173,579	Total Required Reserves
\$ 7,310,359	Unreserved Fund Balance Remaining after Reserves

Money from the Unreserved Fund Balance will be recommended to be transferred out to other funds. A proposal will be provided to Council that details these transfers, relating to pension funding.

Question # 5: The Proposed Budget contemplates a net decrease of 17.27 FTEs. What do you calculate the total cost of an employee really is, after you consider salary plus all the direct and indirect costs? What is going to be the net monetary effect of the proposed changes?

Response: When calculating the net cost savings of eliminating a position, the following items were considered: FY 07-08 estimated salary, longevity, health, life, IMRF, FICA, Medicare, auto allowance, effective date of separation, and severance. Total savings that resulted from reductions are approximately \$2,224,134. The position additions totaled \$1,148,268. The net decrease to the proposed budget is approximately \$1,075,866. The average net cost savings per employee is \$63,000.

Question # 6: What does a crossing guard cost the City? What does a PEO cost? The costs should include benefits and other costs such as equipment and vehicles. Another solution should be used rather than having PEO serve as crossing guards.

Response: The Parking Enforcement Officers (PEOs) have been used to fill in for crossing guards and to provide traffic control for emergencies, ever since the PEOs came over to Public Works from the Police Department. The hourly wage for a Parking Enforcement Officer is \$23.50 and the hourly wage for a Crossing Guard is \$8.25. To better utilize the PEO's time, Public Works has requested an additional \$32,000 in the FY 07-08 Proposed Budget to hire additional crossing guard staff. If approved, the number of Parking Enforcement Officers used as back-up guards should significantly decrease.

** Further information regarding the indirect costs and benefits of both the PEO and Crossing Guards will be provided at the January 20th Budget Meeting.



Interdepartmental Memorandum

To: Julia Carroll, City Manager
From: Matthew Grady III, Finance Director
Subject: **Further Clarification to Gerald Gordon's Letter Question #6**
Date: January 19, 2007

Question # 6: What does a crossing guard cost the City? What does a PEO cost? The costs should include benefits and other costs such as equipment and vehicles. Another solution should be used rather than having PEO serve as crossing guards.

Response: The Parking Enforcement Officers (PEOs) have been used to fill in for crossing guards and to provide traffic control for emergencies, ever since the PEOs came over to Public Works from the Police Department. Prior to coming over to Public Works, the Police Department also utilized the PEOs as secondary back-up for crossing guards due to safety issues. Generally, PEOs are utilized as crossing guards for last minute call-offs or emergencies. If a scheduled crossing guard provides notice that they will not be present for duty, a crossing guard substitute is called. The strategy is to use PEOs only when there are no substitutes available. In FY 2006-07, approximately 300 hours of PEO time was utilized as crossing guards.

The costs per hour for the Parking Enforcement Officer and the Crossing Guards are outlined below.

	Crossing Guards	PEOs
Hourly Rate	\$8.25	\$23.50
IMRF	\$0	\$1.92
FICA	\$0.51	\$1.46
Medicare	\$0.12	\$0.34
Health Insurance	\$0	\$4.76
Fleet Charges	\$0	\$3.15
Uniforms	\$0.02	\$0.24
Shoe Allowance	\$0	\$0.06
TOTAL:	\$8.90	\$35.43

To better utilize the PEO's time, the Department of Public Works has requested an additional \$32,000 in the FY 07-08 Proposed Budget to hire additional crossing guard staff. If approved, the number of Parking Enforcement Officers used as back-up guards should significantly decrease.



Interdepartmental Memorandum

To: Julia Carroll, City Manager
From: David Jennings, Director of Public Works
Subject: **Budget Memo # 15: Sanitation Service Charge**
Date: January 11, 2007

1. Please respond to the comment about the increase and change in refuse charge from \$3.72 to \$5.00. What do other comparative municipalities charge?

Evanston proposed increase in refuse charge is considerably less than those other comparative municipalities that charge a refuse fee as shown below:

<u>City</u>	<u>Population</u>	<u>Refuse Charge</u>
Evanston	74,239	\$5.00 per month (proposed)
Arlington Heights	76,031	\$22.28 per month
Schaumburg	75,386	\$14.48 per month
Palatine	65,479	\$19.75 per month
Oak Park	52,524	\$15.80 per month for 96 gallon cart \$13.30 per month for 64 gallon cart

2. How does the proposed sanitation charge affect or anticipate changes to compost pile?

The proposed sanitation charge is not related to any proposed changes to the compost pile. Recommendation for compost and yard waste will be presented to A & PW at the second meeting in February.

Response: When calculating the net cost savings of eliminating a position, the following items were considered: FY 07-08 estimated salary, longevity, health, life, IMRF, FICA, Medicare, auto allowance, effective date of separation, and severance. Total savings that resulted from reductions are approximately \$2,224,134. The position additions totaled \$1,148,268. The net decrease to the proposed budget is approximately \$1,075,866. The average net cost savings per employee is \$63,000.

Question # 6: What does a crossing guard cost the City? What does a PEO cost? The costs should include benefits and other costs such as equipment and vehicles. Another solution should be used rather than having PEO serve as crossing guards.

Response: The Parking Enforcement Officers (PEOs) have been used to fill in for crossing guards and to provide traffic control for emergencies, ever since the PEOs came over to Public Works from the Police Department. The hourly wage for a Parking Enforcement Officer is \$23.50 and the hourly wage for a Crossing Guard is \$8.25. To better utilize the PEO's time, Public Works has requested an additional \$32,000 in the FY 07-08 Proposed Budget to hire additional crossing guard staff. If approved, the number of Parking Enforcement Officers used as back-up guards should significantly decrease.

** Further information regarding the indirect costs and benefits of both the PEO and Crossing Guards will be provided at the January 20th Budget Meeting.



Interdepartmental Memorandum

To: Julia Carroll, City Manager
From: Matthew Grady, Director of Finance
Subject: **Budget Memo # 16: Anticipation of Future Property Tax Increases**
Date: January 11, 2007

Question: What is the anticipation for any increase in property taxes for FY 2008/09 and 2009/10?

Response: The following three funds should be addressed in order to adequately respond to this question:

General Fund: Most governmental revenues are not keeping pace with expenditures. As the cost to do business rises each year, the revenues have not historically risen at the same level of expenditures. Over the next few years, we do not predict a change in historical behavior. Due to wage increases as a result of contractual agreements and greater costs for materials and utilities, we anticipate increases in general fund expenditures by approximately 4%.

Debt Service Fund: In order to support projects identified in the Capital Improvement Plan, general obligation bonds are utilized. The City's goal is to manage the cost of capital projects, aiming for a steady annual increase of 4% on debt service payments, while utilizing alternative funding sources when possible.

Pension Funds: Net pension obligation is increasing based on actuarial projections.

As a result of the increased costs of labor, materials and utilities, coupled with increases in debt service and pension obligations, we anticipate the need to request increases in the property tax for FY 2008/09 and FY 2009/10.



Interdepartmental Memorandum

To: Julia Carroll, City Manager
From: Judith R. Witt, Director of Human Resources
Subject: **Budget Memo # 17: Report on Vacant Positions in FY 2006-07 and proposed for 2007-08**
Date: January 12, 2007

Attached are reports responding to requests for information on vacancies that existed as of March 1, 2006, and positions which have become vacant since March 1, 2006 and their status. Positions that have been proposed for elimination in the FY07-08 budget are identified as such. Not every vacant position has been proposed for elimination, after careful analysis of the needs of the department and City. Although easier in the short run, eliminating positions which happen to be vacant at any point in time does not allow for good management planning, and for maintaining service delivery systems at the appropriate level.

It is important to understand the process for filling vacant positions when reviewing these reports. All hiring is a collaborative process between the hiring department and Human Resources, combining technical and professional experience and ensuring adherence to policies and procedures, in order to hire the most qualified individuals.

- In accordance with the overall organizational strategies and goals, vacant positions are reviewed to determine the need to fill the position: what does the position contribute to providing excellent service; are the duties still necessary, and can they be done differently to achieve improvements in service delivery. For some positions, this review may require a more complex analysis of associated positions.
- When the determination is made to fill a vacant position, the job description is re-written to incorporate any changes resulting from the analysis, and to include City-wide expectations such as customer service.
- Recruitment planning includes exploration of resources aimed at increasing diversity of the applicant pool, in line with the Strategic Plan. Recruitment periods may be extended in order to reach such resources and allow adequate time for responses. Positions are posted for a minimum of 10 calendar days, and may be extended through additional recruitment in order to ensure a reasonable applicant pool.
- Applications are reviewed based on the job description, minimum qualifications, and experience.
- Testing processes are developed to accurately assess individual skills in the areas required by the job description, and may include written tests, tests of practical skill, computer skills testing, writing samples, and structured oral interviews.
- Applicants go through a multi-phase selection process.
- Results of the selection process are reviewed, and hiring department identifies candidate for job offer.
- References are checked.

- Job offer is made; pre-employment requirements scheduled.
- New employee starts work.

In accordance with the three-year budget program, we will be scrutinizing all position vacancies, along with review of possible reorganizations and restructuring of the entire work group within which the position operates.

Positions Vacant as of 3/1/06

<u>Department</u>	<u>Job Title</u>	<u>Annual Salary</u>	<u>Date Filled</u>
Community Development	Plumbing/Mechanical Inspector	\$52,026	4/25/2006
	Executive Secretary	\$45,942	5/8/2006
	Construction Rehabilitation Specialist	\$54,249	7/10/2006
	Assistant Director, Zoning	\$87,238	Reorganized
Finance	Senior Accountant	\$66,417	3/20/2006
	Finance Director	\$123,000	9/18/2006
Health & Human Services	Public Health Nurse	\$54,775	4/17/2006
	Clerk Typist I (Tines)	\$30,732	4/24/2006
	Communicable Disease Surveillance Specialist	\$48,185	5/1/2006
	Secretary II (Barott)	\$37,674	6/26/2006
	Public Health Nursing Supervisor	\$56,686	8/31/2006
	PPT Clerk II (probationary discharge)	Combined with other PPT position to full time	
Human Relations	Human Relations Specialist	\$52,026	8/29/2006
Library	Technical Services Manager	\$64,000	Reorganized
Management & Budget	Administrative Assistant	\$42,296	5/30/2006
	IS Trainer	\$64,000	8/7/2006
	Safety Manager	\$60,735	Replaced with Risk Manager
Parks/Forestry & Rec	Weekend/Evening Coordinator	\$43,514	3/20/2006
	Bookkeeper	\$43,514	5/15/2006
	Recreation Program Manager - Theatre	\$44,090	7/3/2006
Police	Asst. Communications Coordinator (Nekovar)	\$61,443	3/20/2006
	Commander (Elam)	\$87,798	3/27/2006
	Telecommunicator (Scott)	\$45,943	5/15/2006
	Animal Control Warden (Teckler)	\$44,283	7/11/2006
	Deputy Police Chief (Schroeder)	\$99,125	7/26/2006
Public Works	Lead Mechanic	\$57,657	4/3/2006
	PWMW II	\$44,948	4/17/2006

Positions Vacant as of 3/1/06

<u>Department</u>	<u>Job Title</u>	<u>Annual Salary</u>	<u>Date Filled</u>
	PWMW II	\$44,948	4/17/2006
	Superintendent, Streets/Sanitation	\$90,000	4/17/2006
	Superintendent, Water/Sewer	\$105,000	6/12/2006
	Traffic Engineering Technician	\$44,109	6/26/2006
	PW Supervisor	\$64,563	7/10/2006
	Water Maintenance Supervisor	\$60,050	8/7/2006
	Traffic Electrician	\$54,230	9/25/2006
	Parking Enforcement Coordinator	\$45,942	In process
	PW Crew Leader	\$48,880	In process

Positions Which Became Vacant 3-1-06 to date

<u>Department</u>	<u>Job Title</u>	<u>Date Vacant/Reason</u>	<u>Annual Salary</u>	<u>Date Filled/Status</u>
City Manager's Office	Assistant City Manager	6/06 New position (transfer of vacant FTE)	\$127,000	11/6/2006
	Sustainable Programs Coordinator	New position - grant funded	\$52,000	In process
Community Development	CDBG Grants Administrator	4/18/06 Retirement	\$58,929	10/9/2006
	Property Maintenance Inspector I	7/10/06 Promotion	\$45,942	Proposed for elimination
	Zoning Administrator	Re-engineering of Asst. Director position	\$61,445	In process
Facilities Management	Facilities Management Worker III	7/10/06 Promotion	\$52,874	In process
Finance	Management Analyst	3/1/06 New position (transfer of vacant FT	\$65,600	Transfer to CMO
	Accounting Manager	9/22/06 Resignation	\$57,519	In process
	Purchasing & Contracts Director	10/13/06 Resignation	\$60,735	In process
Fire	Firefighter/Paramedic	4/3/06 Retirement	\$48,451	3/3/2006
	Firefighter/Paramedic	9/1/06 New position	\$48,451	9/5/2006
	Fire Captain	7/20/06 Retirement	\$73,415	7/24/2006
	Firefighter/Paramedic	7/24/06 Promotion	\$48,451	5/5/2006
	Firefighter/Paramedic	10/30/06 Promotion	\$48,451	In process
	Shift Chief	10/30/06 Retirement	\$83,825	10/30/2006
	Fire Captain	10/30/06 Promotion	\$71,415	10/30/2006
Health & Human Services	Clerk Typist I	5/17/06 Resignation	\$30,732	Proposed for elimination
	Microbiologist (ppt)	8/1/06 Retirement	\$22,971	Proposed for elimination
	Public Health Nursing Supervisor	8/31/06 Resignation	\$66,417	Proposed for elimination
	Public Health Nurse (ppt)	9/17/06 Resignation	\$25,116	Proposed for elimination
	Clerk II	10/30/06 Promotion	\$30,732	Proposed for elimination
	Clerk III	Combination of 2 PPT positions	\$39,019	10/30/2006
	Dentist ppt	12/8/06 Resignation	\$35,170	1/2/2007
Human Resources	Human Resources Assistant	8/15/06 Resignation	\$44,090	12/13/2006
	Human Resources Specialist	2/1/07 Transfer	\$56,686	In process
Library	Librarian III	7/1/06 Reorganization (transfer of vacant I	\$64,000	8/28/2006
	Clerk II ppt	7/1/06 Reorganization	\$22,947	11/13/2006
	Library Clerk ppt	7/1/06 Reorganization	\$11,037	11/21/2006
	Library Aide I ppt	8/9/06 Resignation	\$5,777	In process
	Library Clerk ppt	8/24/06 Resignation	\$11,037	10/12/2006
	Library Clerk ppt	10/31/06 Resignation	\$5,886	11/29/2006
	Library Clerk ppt	Promotion	\$11,773	11/13/2006

Positions Which Became Vacant 3-1-06 to date

<u>Department</u>	<u>Job Title</u>	<u>Date Vacant/Reason</u>	<u>Annual Salary</u>	<u>Date Filled/Status</u>
	Library Clerk ppt	11/21/06 Promotion	\$11,773	1/3/2007
	Library Clerk ppt	11/4/06 Resignation	\$25,542	1/4/2007
	Librarian I	Resignation	\$44,109	In process
	Shelver	12/26/06 Boggs	\$8,639	In process
Management & Budget	Equipment Mechanic III	5/15/06 Death	\$49,816	9/5/2006
	Superintendent, Fleet Services	6/30/06 Retirement	\$75,975	Under review
	Management Analyst	7/28/06 Resignation	\$65,600	10/23/2006
	GIS Analyst	8/11/06 Resignation	\$54,230	In process
	Management Analyst	10/4/06 Resignation	\$62,500	11/6/2006
Parks/Forestry & Rec	Bookkeeper	3/1/06 Transfer of FTE	\$43,514	5/15/2006
	Parks/Forestry Worker III	3/31/06 Resignation	\$46,405	6/26/2006
	Secretary II	6/19/06 Resignation	\$36,192	In process
	Recreation Program Manager - Arts Council	7/28/06 Disability	\$44,090	1/2/2007
	Parks/Forestry Worker II	8/4/06 Retirement	\$48,880	1/2/2007
	Part-time Custodian - Fleetwood-Jourdain	8/10/06 Resignation	\$12,262	11/20/2006
	Management Analyst	10/23/06 Transfer	\$56,000	12/4/2006
	Part-time Custodian - Noyes	11/2/06 Vacancy	\$7,357	In process
	Part-time Custodian _ Noyes	11/2/06 Vacancy	\$7,357	In process
	Part-time Custodian - Chandler	11/3/06 Discharge	\$17,243	In process
	Parks/Forestry Worker III	1/2/07 Voluntary Reduction	\$45,718	In process
	Part-time Custodian - Levy	12/22/06 PPT Vacancy	\$17,243	In process
	Part-time Custodian - Levy	12/22/06 PPT Vacancy	\$11,495	In process
	Part-time Custodian - Levy	12/22/06 PPT Vacancy	\$17,243	In process
	Part-time Custodian - Levy	12/22/06 PPT Vacancy	\$4,598	In process
	Part-time Custodian - Chandler	12/22/06 PPT Vacancy	\$8,736	In process
Police	Police Officer	3/1/06 New Position (K-9)	\$51,598	5/22/2006
	Service Desk Officer	3/1/06 New position	\$36,491	7/17/2006
	Police Officer	3/3/06 Resignation	\$51,598	1/4/2006
	Telecommunicator	3/3/06 Resignation	\$44,283	5/15/2006
	Police Officer	3/9/06 Resignation	\$51,598	1/17/2006
	Commander	3/20/06 Retirement	\$83,424	7/26/2006
	Police Sergeant	3/27/06 Promotion	\$73,424	3/27/2006
	Police Officer	3/27/06 Promotion	\$51,598	1/17/2006
	Police Officer	4/5/06 Resignation	\$51,598	4/5/2006
	Crime Analyst	4/7/06 Resignation	\$44,109	8/14/2006
	Police Officer	5/16/06 Retirement	\$51,598	4/5/2006

Positions Which Became Vacant 3-1-06 to date

<u>Department</u>	<u>Job Title</u>	<u>Date Vacant/Reason</u>	<u>Annual Salary</u>	<u>Date Filled/Status</u>
	Crime Prevention Specialist	5/27/06 Resignation	\$49,803	In process
	Police Officer	6/1/06 Resignation	\$51,598	7/5/2006
	Telecommunicator	6/12/06 Discharge	\$45,943	10/31/2006
	Commander	6/13/06 Retirement	\$87,798	7/26/2006
	Telecommunicator	6/20/06 Resignation	\$45,943	11/27/2006
	Police Officer	6/29/06 Retirement	\$51,598	7/5/2006
	Police Officer	7/25/06 Resignation	\$51,598	9/27/2006
	Commander	7/26/06 Promotion	\$87,798	7/26/2006
	Police Sergeant	7/26/06 Promotion	\$76,606	7/26/2006
	Police Sergeant	7/26/2006 Promotion	\$67,808	7/26/2006
	Police Sergeant	7/26/06 Promotion	\$73,424	7/26/2006
	Police Officer	7/26/06 Promotion	\$51,598	7/5/2006
	Police Officer	7/26/06 Promotion	\$51,598	7/5/2006
	Police Officer	7/26/06 Promotion	\$51,598	7/5/2006
	Police Chief	7/28/06 Retirement	\$146,600	In process
	Police Officer	8/1/06 Resignation	\$51,598	9/27/2006
	Police Officer	8/15/06 Resignation	\$51,598	1/3/2007
	Telecommunicator	9/5/06 Resignation	\$45,943	11/27/2006
	Police Officer	9/6/06 Resignation	\$51,598	1/3/2007
	Police Sergeant	11/10/06 Resignation	\$73,424	1/4/2007
	Review Officer	12/29/06 Retirement	\$45,942	1/2/2007
	Records Input Operator	1/2/07 Promotion	\$33,365	Proposed for elimination
	Police Officer	1/4/07 Promotion	\$51,598	1/22/2007
Public Works	Management Analyst	3/1/06 New position	\$53,750	8/7/2006
	Parking Repair Worker	3/1/06 New position	\$46,405	9/5/2006
	Equipment Mechanic III	4/3/06 Promotion	\$49,816	7/31/2006
	Equipment Operator II	5/1/06 Transfer	\$46,405	5/22/2006
	Assistant Superintendent, Water/Sewer	6/12/06 Promotion	\$87,550	1/29/2007
	Water/Sewer Crew Leader	7/1/06 Demotion	\$48,880	In process
	Executive Secretary	8/7/06 Promotion	\$39,020	In process
	Water Maintenance Supervisor	8/21/06 Voluntary Reduction	\$56,297	In process
	Water/Sewer Crew Leader	9/29/06 Retirement	\$48,880	In process
	Parking Systems Manager	11/9/06 Retirement	\$60,735	In process

NOTE: Many positions were temporarily frozen from mid-August until decisions were made on the proposed FY07-08 budget. Therefore, processing of vacant positions show a several month delay in filling, if approved for filling.

The Human Resources Department assumed responsibility for filling permanent part-time positions, primarily in the Library and Parks/Forestry &

Positions Which Became Vacant 3-1-06 to date

<u>Department</u>	<u>Job Title</u>	<u>Date Vacant/Reason</u>	<u>Annual Salary</u>	<u>Date Filled/Status</u>
Recreation, mid-year. These were previously handled by the individual departments. Centralizing the recruitment function aids in consistency in policies and procedures.				



Interdepartmental Memorandum

To: Mayor and City Council
From: Julia Carroll, City Manager
Subject: **Budget Memo #18: Proposed Position Elimination Review**
Date: January 9, 2007

Question: Alderman Hansen inquired, were the positions to be eliminated independently reviewed by the CMO's office? What was the process for the proposed position eliminations?

Response: All directors were asked to submit two or three positions for elimination as part of their budget submittal. Every director complied. In the case of the health department, any position related to the area to be outsourced or moved to another department was put on the list. This accounted for about 15 people (10.47 FTE's). For all other departments, we reviewed the impact on services versus the reduction in expenditure. The Human Resources Director and I met with every director to determine who should be cut, who would absorb the duties of the person leaving, and then a final decision was made.

I personally met with the two department directors about their proposed position eliminations.

I believe that the position eliminations were done through a thoughtful process that was objective and kept the customer's needs in mind.