

CITY OF EVANSTON

FY 2021 Budget

All Budget Memos provided through
November 18, 2020

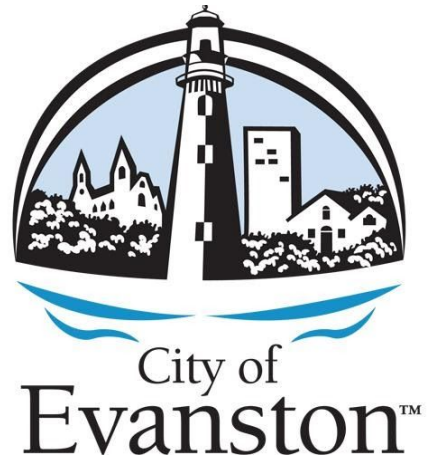


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Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Hitesh Desai, Chief Financial Officer

Subject: 2021 Proposed Budget – General Fund- Fund balance status

Date: October 23, 2020

The City has several funds to account for the revenues and expenses of various programs/activities. The General Fund is the main operating fund with the majority of the City's revenues and expenses.

The City Council adopted the goal of at least 2 months of expenses as reserves/ fund balance. This is equivalent to 16.66% of General Fund expenses. Currently, the City is short of that goal. The proposed budget for FY2021 includes a recommendation to contribute \$1 million to the fund balance to shore up the fund balance.

General Fund balance is an important indicator to reflect the financial health of the city. Rating agencies review fund balance history as one of the main indicators to get a true sense of the financial picture of the community.

Below are three tables showing scenarios for fund balance contributions. Scenario 1 shows an annual contribution of \$500,000 every year starting in 2021. This scenario leaves the City still under the required 16.66% balance by \$3 million in 2024.

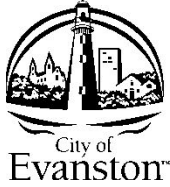
Scenario 1: Assuming contribution of \$500,000 every year starting 2021						
	Actual	Estimated	Projected			
Description	2019	2020	2021	2022	2023	2024
Beginning Balance	15.8	15.8	13.7	14.2	14.7	15.2
Annual Contribution		(2.1)	0.5	0.5	0.5	0.5
Ending Balance	15.8	13.7	14.2	14.7	15.2	15.7
Required at 16.66% of GF Expenses	19.0	19.5	18.7	18.7	18.7	18.7
Shortfall	(3.2)	(5.8)	(4.5)	(4.0)	(3.5)	(3.0)

Scenario 2 shows an annual contribution of \$1 million every year starting in 2021. This scenario leaves the City under the required balance by \$1 million by 2024.

Scenario 2: Assuming contribution of \$1,000,000 every year starting 2021						
	Actual	Estimated	Projected			
Description	2019	2020	2021	2022	2023	2024
Beginning Balance	15.8	15.8	13.7	14.7	15.7	16.7
Annual Contribution		(2.1)	1.0	1.0	1.0	1.0
Ending Balance	15.8	13.7	14.7	15.7	16.7	17.7
Required at 16.66% of GF Expenses	19.0	19.5	18.7	18.7	18.7	18.7
Shortfall	(3.2)	(5.8)	(4.0)	(3.0)	(2.0)	(1.0)

Scenario 3 brings the fund balance to the 16.6% policy by 2024, by contributing \$500,000 in 2021 and increasing that contribution by \$500,000 each year.

Scenario 3: Assuming contribution of \$500,000 in 2021 and increasing by \$500,000 each year.						
	Actual	Estimated	Projected			
Description	2019	2020	2021	2022	2023	2024
Beginning Balance	15.8	15.8	13.7	14.2	15.2	16.7
Annual Contribution		(2.1)	0.5	1.0	1.5	2.0
Ending Balance	15.8	13.7	14.2	15.2	16.7	18.7
Required at 16.66% of GF Expenses	19.0	19.5	18.7	18.7	18.7	18.7
Shortfall	(3.2)	(5.8)	(4.5)	(3.5)	(2.0)	(0.0)



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Demitrous Cook, Chief of Police
Deputy Chief Wright, Support Services
Sergeant Levy, Training Sergeant

Subject: 2021 Training Projections

Date: October 23, 2020

This memorandum projects training expenses and a training plan for 2021. This proposal is a draft, and training is subject to change as need, staffing, budget and climate constantly evolve throughout the course of a year.

Adjustments to the Training Plan will be made for the following occurrences or for unforeseen events:

- Retirements
- Promotions
- New hires
- Spending freezes
- Critical Incidents
- Specialty certifications for new assignments

Training can be broken down into several categories, as can expenses. There are fixed expenses paid for training subscriptions or memberships. These expenses are vital to maintain a bare minimum of training standards set by the State of Illinois in their ever-growing list of mandated training requirements. Additionally, there is training in place here at Evanston Police Department (EPD) that while not required by mandate, EPD has always been ahead of legislation and civic pressure and required certain certifications by position. For the purposes of this memo, training will be broken down into the following categories:

- Fixed Expenses
- Recommended Training
- List of Mandated Training

Additionally, there are training expenses that fluctuate, such as travel, meals and fuel reimbursement. These are included as estimates.

FIXED EXPENSES – Approximately \$74,155

Items in this category include subscriptions paid by EPD to deliver training in various formats.

- NEMRT – Approximately \$12,000 (This cost is subject to change based on COVID-19 limitations on training) and \$9,000 in additional specialized course fees.
 - This is the Mobile Training Unit arm of Illinois Law Enforcement Training and Standards Board (ILETSB), which provides direct, State approved training to EPD personnel.
 - All courses and instructors have been previously approved by ILETSB and all contribute to satisfying state mandates.
 - NEMRT publishes three class catalogs annually with numerous training classes. EPD is generally limited to 2 personnel to each class, however it is first come first served.
 - Costs for class is covered with annual membership, however certain courses with outside instructors has additional cost.
 - Members attending NEMRT courses are given a meal allowance, usually \$15 per day.
 - Fuel is generally not reimbursed as the contract dictates that members are given compensatory time based on distance of training from EPD Headquarters.
- Police Law Institute (PLI) – Approximately \$15,600
 - Our annual subscription to PLI provides EPD with monthly online lessons on varying Law Enforcement topics. Each lesson is followed by a quiz on the material. Lessons and quizzes are composed in conjunction with Illinois attorneys and all lessons are reviewed and approved by ILETSB. Without PLI, EPD would not be able to ensure compliance with Illinois mandated training requirements.
- Northwest Police Academy (NWP) \$75 annual fee, \$25 per person, per session
 - NWP provides monthly seminars to Police Command Staff and Administrators on high interest topics such as pursuits, use of force and search and seizure, for example.
 - Seminars are attended as staffing permits.
- Target Solutions - \$10,330
 - Online training management software system put in place by COE.
 - Used to deliver in-house training and policy compliance.
- Police Academies – At this time it is uncertain how many candidates will be sent in 2021. Academy costs are approximately \$2,000-\$3,200 per recruit, depending on the academy.
- Miscellaneous expenses as compared to previous budget years:
 - \$2,000 – minor training expenses on Training credit card
 - Health Club – Approximately \$3,000 Annually
 - Civilian Training – Approximately \$4,000 for miscellaneous training
 - Petty cash (meals for one-day courses, fuel) – Approximately \$4,500
 - ALICE Certifications – Approx. \$4000

RECOMMENDED TRAINING – Approximately \$125,000

The training listed in this section are topics that are considered a high priority, popular in today's culture, or cover material that have the potential to lead to litigation. Pricing varies, but a best estimate will be given.

- Use of Force
 - Ongoing training, mainly through NEMRT
- De-Escalation
 - There are a number of options for this type of training. Many NEMRT courses and PLI courses incorporate de-escalation and techniques associated with de-escalation in their training. We will continue with PLI and NEMRT courses to receive some of this training.
 - Train-the-trainer - \$1,000-\$2,000 – An attempt was made in 2020 to send 2 officers to an instructor certification course in de-escalation, however due to COVID restrictions and reduced classes, the course was unavailable. EPD should send 4 personnel in 2021 to an instructor certification course, to hold in-house, regular de-escalation training for EPD personnel. In addition to registration, there would be a minimal daily meal allowance.
- Civil Disorder/Crowd Control – All EPD personnel receive basic crowd control tactics during initial Academy training. In recent years, select EPD personnel have received training back in 2010 and 2017. In light of recent ongoing events, basic crowd control training should be made available to EPD personnel.
 - Costs could be reduced by using in-house personnel assigned to Northern Illinois Police Alarm System Mobile Field Force. Only costs associated would reflect manpower.
- Defensive Tactics – EPD has not conducted defensive tactics training as a Department since 2016. Again, costs could be reduced utilizing in-house instructors. Costs associated would reflect manpower.
- Arson Investigator Certification – Approximately \$1,750/person
 - EPD has no currently certified investigators assigned to Criminal Investigations.
- Evidence Technicians - \$1,450/person
 - Currently the Forensic Services Division is short staffed and in need of additional Evidence Technicians. A minimum of four members should be sent in 2021.
- Illinois Homicide Investigators Conference – Approximately \$300/person
 - Another casualty of COVID-19, this conference provides critical technical, legal and case study training to members assigned to investigations. Additionally, Illinois mandates require certification for Lead Homicide Investigator. This conference covers re-certification for all members attending. Recommend all members of investigations attend.
- Physical and Emotional Regulation: Somatic Tools and approaches for stress, fear, anxiety and trauma on the job and at home – Proposed EPD in-service,

similar to contracts executed with Dr. Logan. Approx. \$20,000 for whole Department.

- This custom course has been created for EPD by Evanston resident Rich Sims with consultation by a former Police Officer and retired FBI Special Agent. The purpose is to teach officers, through active learning, skills and tools to effectively work with their stress, fears, anxiety and trauma. It can be used in Officers' professional and personal lives, and has many ties to internal controls and de-escalation.
- Supervision of Police Personnel, NUCPS - \$1,000/person
 - All newly promoted Sergeants attend Northwestern University's Center for Public Safety two-week supervisor school. One Sergeant promoted this year will need to attend in 2021 and should any other personnel be promoted to Sergeant, they will need to go as well.
- School of Police Staff and Command, NUCPS - \$3,900 - \$4,200/person
 - All Command Staff has attended or will complete the course by the end of 2020. A number of Sergeants have already attended as well, and Chief Cook has a running list of Sergeants needing to attend. We should look to send a minimum of 4 supervisors to this training in 2021.
- Executive Management Program, NUCPS - \$2,300/person
 - Command level training for EPD personnel. Three Commanders were scheduled to attend the training during summer 2020, but due to COVID-19, classes were cancelled. Recommend minimum is four Commanders to attend in 2021
- Cellebrite – Approximately \$3,900/person
 - EPD currently has two Detectives certified in Cellebrite technology, which enables investigators to access, extract and forensically analyze mobile device data. This certification has proved invaluable in complex investigations such as homicides and long term organized criminal conspiracy investigations. It would greatly benefit the Department to have more investigators capable of conducting such investigations
- Special Operations Group Tactical Training – Approximately. \$8,000- \$10,000 for full team and travel
 - SOG requires annual training in high-risk activities that they are tasked with. This training involves certified instructors at a location suitable for firearms and tactical training.
- Traffic Bureau Training – Approx. \$8,000-\$10,000
 - Various training throughout the year related to advanced accident investigation and reconstruction, Police Motorcycle certification and safety and DUI investigative techniques.
- FBI LEEDA - \$700/person, per part
 - Three-part executive level training for Police Department leadership. One Deputy Chief and one Commander were scheduled to take the third and final part but it was cancelled due to COVID-19. Recommend completion of the course and sending two additional Command level staff members.
- Police Executive Research Forum, Boston MA - \$,9700/person, includes room and board.

- High level executive Police training, two members were scheduled and approved to attend in 2020; however the course was cancelled due to COVID-19. Recommend the two attend in 2021.
- Illinois Tactical Officers Association Conference – Approx. \$350/person
 - Annual conference for members assigned to NIPAS, as part of their duties. Previously all members assigned to NIPAS EST have attended, but with increasing use and deployment of NIPAS Mobile Field Force, members assigned to that force should attend as well.
- Managing the Media in Law Enforcement, University of Louisville Southern Police Institute – Approx. \$1300/person for travel and registration
 - Prior to COVID-19, the decision was made to send the Command Staff member tasked with supervising media relations. No one attended due to COVID-19. Recommend two supervisors to attend.
- Miscellaneous educational conferences
 - Throughout the training years, there are numerous conferences specific to certain specialties or groups of sworn personnel. The following examples are not all inclusive:
 - Women in Law Enforcement
 - Officer Suicide Prevention
 - Crisis Intervention Team
 - Illinois Association of Chiefs of Police
 - Evidence Technician Educational Conference

Total estimated projection for 2021 training expenses detailed in this memorandum is \$200,000.

Attachments:

State of Illinois Mandated Training for Law Enforcement

State of Illinois

Mandate Training Timeline (Updated 7/8/2020)

Every 12 months (began 1/1/16):

- Law Update (first due by 12/31/16)
- Use of Force (first due by 12/31/16)

Every 24 months (begins 1/1/2021)

- School Resource Specialized Certification (ILETSB is currently working on training curriculum)

Every 36 months

- Civil Rights (first due by 12/31/18)
- Constitutional & Proper Use of L.E. Authority (first due by 12/31/18)
- Cultural Competency (first due by 12/31/18)
- Human Rights (first due by 12/31/18)
- Procedural Justice (first due by 12/31/18)

Every 36 months (began 1/1/18)

- Mental Health Awareness (first due by 12/31/20)

Every 36 months (began 1/1/20):

- Officer Wellness (first due by 12/31/22)
- Reporting Child Abuse and Neglect (first due by 12/31/22)

Every 36 months (began 1/1/17 for all/within 2 years for investigators)

- Sexual Assault Trauma Informed Response (first due by 12/31/19)
- Sexual Assault/Abuse Investigator Training (first due by 12/31/18)

Every 48 months (began 1/1/12):

- Lead Homicide Investigator (requires 32 hours every 48 months)

Every 60 months (began 7/1/17):

- Psychology of Domestic Violence (first due by 12/31/21)



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Jennifer Lin, HR Division Manager
Kate Lewis-Lakin, Budget Coordinator

Subject: Auto Allowances

Date: October 23, 2020

Question:

Name and position of staff who receive auto allowances and the amount.

Response:

The auto allowance amounts were reduced by 25% in the 2019 budget. Below is a list of current employees (and positions) who receive auto allowances. Auto allowances were frozen in April 2020 and resumed in August 2020.

All department directors are granted a \$311.25/month auto allowance. Other allowances are discretionarily granted by department heads to staff who are required to travel for their jobs. The different amounts take into consideration the employees' positions and how much travel they are typically required to do. The lowest auto allowance is \$37.50/month. Some staff are given take-home vehicles due to the emergency nature of their jobs which would justify a take-home vehicle. This would include the Police and Fire Chiefs as well as some Facilities staff.

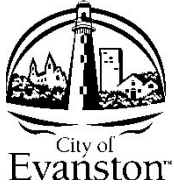
The annual cost of these auto allowances is estimated at \$48,018¹. The elimination of an auto allowance could² require the City to reimburse employees for mileage using the IRS standard which is currently \$.575/mile.

¹ Using current employees, multiplied by 12.

² Effective January 1, 2019, Illinois state law now requires Illinois employers to reimburse their employees for all necessary expenditures within the scope of their employment subject to the employer's reimbursement policy. The City's Personnel Manual specifically provides for a monthly auto allowance for employees who are required to use their personal vehicles for City work.

Employee	Position	Per Paycheck amount
ABAJIAN, ADAM	Recreation Program Coordinator	37.50
BIGGS, LARA	Capital Planning Bureau Chief	112.50
CANO, EDGAR	Public Services Bureau Chief	112.50
CASTILHO, ANDERSON	Broadcast Operations Specialist	37.50
CHERRY, KENNETH E	Recreation Manager	75.00
CUMMINGS, NICHOLAS	Deputy City Attorney	100.00
DAHAL, RAJEEV	Sr Proj Mgr: Traf/ROW/Permits	75.00
DANKWA, MARY*	Human Resources Specialist	37.50
DESAI, HITESH D	CFO/Treasurer	311.25
DOERNER, RAYMOND	Recreation Services Manager	54.00
DOLLINS, RYAN	Recreation Program Coordinator	37.50
GANDURSKI, KELLEY	Corporation Counsel	311.25
GUSTAFSON, ROBERT R*	Safety & Workers' Comp Mgr.	37.50
HAWK, KAREN S	Assistant Director of P,R,CS	112.50
HEISER, ANN MARIE	Recreation Manager	75.00
HEMINGWAY, LAWRENCE C	Director of Parks/Rec/Comm Serv	311.25
KELLOGG, AMY	Recreation Manager	75.00
KING, DARRELL A	Water Production Bureau Chief	112.50
LEONARD, JOHANNA N	Director, Community Development	311.25
LEVINE, STEFANIE	Sr Project Mgr: Facilities/Parks Human Resources Division	75.00
LIN, JENNIFER*	Manager	37.50
MOYANO, PAUL	Senior Project Manager	75.00
NAGAR, SATHYSHA S	Senior Project Manager	75.00
OGBO, IKENGA	Health Director	311.25
OLSEN, GREG	Public Health Manager	37.50
PERKINS, INDIRA*	Human Services Manager	37.50
RICHARDSON, KIMBERLY*	Interim Assistant City Manager	112.50
SADLER, CALLIE	Senior Citizen Ombudsman Asnt.	56.25
STONEBACK, DAVID D*	Director of Public Works Agency	311.25
STORLIE, ERIKA	Interim City Manager	311.25
THOMPSON, AUDREY*	Sr. Citizen Ombudsman Manager	75.00
VENATTA, CHRISTOPHER	Sr Prjct Mgr: Construct/Design	75.00
WOODSON, LEONARD B	Recreation Program Coordinator	37.50
ZALMEZAK, PAUL	Economic Development Manager	37.50

*Employees who voluntarily waived their auto allowances after August, 2020, and who have agreed to continue the waiver in 2021.



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Johanna Nyden, Director of Community Development
Melissa Parker, Management Analyst

Subject: Current Building Permit & Accela Software Status

Date: October 23, 2020

Budget Memo Request:

What permits are currently available online, over the counter, and same day? What is the timeline for the system changes? What is the current wait time for permits?

Response:

All building permit applications are available for processing online through sending plans, applications, and other materials to permitdesk@cityofevanston.org. Over-the-counter and same day permits are considered the same type of permit and are available at the temporary permit desk at the Robert Crown Community Center (RCCC).

The temporary permit desk at RCCC issues permits that do not require review from staff of any kind and include:

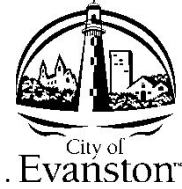
- Roof/Siding/Gutters,
- Electrical,
- HVAC,
- Plumbing,
- Tuckpointing,
- Window Replacement, and
- Contractor Registrations.

Residents and contractors make an appointment prior to coming to RCCC in order to ensure the safety of staff and patrons by reducing customers waiting in line. At the time of the drafting of this memo, appointments were booked two weeks in advance.

Any permit application that requires review is still being sent via email. The application is accepted, the permit workflow is established (determination of which staff must review the permit), then issued for review. At the time of the drafting of this memo, it takes approximately four to five weeks from time of submittal of building permit applications

and associated materials that require staff review to issuance of building permit (this is a pace that is similar to non-COVID times).

Accela Upgrade and Reconfiguration of Permit Software: In July, the City contracted the Sidwell Company to configure our current software for permits to accept applications online via the Citizen Portal. The Citizen Portal will require an account and will allow submissions electronically through a web-based portal that will offer a more customer friendly interface than the current submit all attachments to the City via an email. Once submitted, a record is automatically generated reducing the need for staff to manually input information and will generate the workflow with minimal staff input, thereby creating a more predictable and efficient process. As the permit is moved through the process owners and contractors will be able to see the status of their permit in realtime. Overall, this will streamline the process for residents and staff by allowing for more efficient staff, faster processing of permits, and reducing the influx of phone calls that 311 asking for a permit status. Currently, we are on track to begin accepting over the counter permits in this system by end of November with the goal to have all building permits accepted digitally through the Citizen Portal by the end of the year.



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Demitrous Cook, Chief of Police
 Jody Wright, Deputy Chief of Police
 Louis Gergits, Manager of Budget and Finance

Subject: Comparison of Evanston Police Department Staff to Similar Suburban Communities

Date: October 23, 2020

Included in the Federal Bureau of Investigation's annual Uniform Crime Reporting is a compilation of police department staffing for communities throughout the United States. The following table compares the actual staffing of the Evanston Police Department to 12 other suburban police departments as October 31, 2019. The actual staffing for Evanston at this point in time was 157. Current sworn officer staffing is 146 as a result of the hiring freeze during the COVID-19 pandemic.

Municipality	Population	Total Sworn Officers	Total Civilians Employees	Total Police Department Personnel	Sworn Officers per 1,000 Residents	Police Personnel per 1,000 Residents
Arlington Heights	75,249	106	27	133	1.41	1.77
Aurora	199,784	298	64	362	1.49	1.81
Bolingbrook	75,394	110	13	123	1.46	1.63
Elgin	112,112	180	63	243	1.61	2.17
Evanston	74,047	157	55	212	2.12	2.86
Joliet	148,155	270	69	339	1.82	2.29
Naperville	149,061	166	85	251	1.11	1.68
Oak Park	52,311	109	28	137	2.08	2.62
Schaumburg	73,412	109	31	140	1.48	1.91
Skokie	63,082	114	45	159	1.81	2.52
Tinley Park	56,119	80	13	93	1.43	1.66
Waukegan	86,505	146	43	189	1.69	2.18
Wilmette	27,289	44	20	64	1.61	2.35

The table indicates that Evanston has the highest ratio of sworn officers to 1,000 residents at 2.12 and the highest ratio of police personnel to 1,000 residents at 2.86. The second highest ratio is Oak Park at 2.08 sworn officers to 1,000 residents and 2.62 police personnel to 1,000 residents. The lowest ratio is Naperville at 1.11 sworn officers to 1,000 residents and 1.68 police personnel to 1,000 residents.

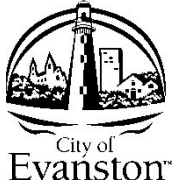
The challenge in comparing Evanston to other Chicago suburbs is suitability. In terms of the number of attributes, Evanston is entirely unique. Outside of Chicago, no other community in Illinois has so many significant distinctions packed into eight square miles, particularly Northwestern University. This complexity translates into higher demands for service throughout the municipal government and especially for the Police Department.

The following table compares Evanston to the 12 other suburbs for Type 1 Crimes in 2019. Evanston ranked fourth in total Type 1 Crimes.

MUNICIPALITY	HOMICIDE	RAPE	ROBBERY	AGGRAVATED BATTERY	BURGLARY	THEFT	MOTOR VEHICLE THEFT	ARSON	TOTAL TYPE 1 CRIMES
ARLINGTON HEIGHTS	2	9	7	15	41	539	20	8	641
AURORA	12	59	89	356	232	1638	144	17	2547
BOLINGBROOK	1	27	19	75	65	490	78	0	755
ELGIN	1	42	68	112	177	1195	57	3	1655
EVANSTON	1	7	42	65	292	1575	70	0	2052
JOLIET	18	53	99	581	256	1736	168	47	2958
NAPERVILLE	1	21	24	55	155	1696	73	2	2027
OAK PARK	0	13	95	48	244	1280	70	3	1753
SCHAUMBURG	2	29	21	21	100	1396	65	1	1635
SKOKIE	1	18	58	73	188	1619	63	1	2021
TINLEY PARK	0	6	7	9	75	592	45	0	734
WAUKEGAN	1	20	127	183	350	1498	81	20	2280
WILMETTE	0	2	1	6	32	181	7	0	229

The complete data set of police department staffing in Illinois can be reviewed at the following location:

<https://ucr.fbi.gov/crime-in-the-u.s/2019/crime-in-the-u.s.-2019/tables/table-78/table-78-s-tate-cuts/illinois.xls>



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Hitesh Desai, Chief Financial Officer

Subject: 2021 Proposed Budget – Tax levy increases and impact on tax bill

Date: October 23, 2020

The City levies taxes for general operations including Police, Fire, Public Health and Public Works. Besides these, there are separate tax levies for Library operations, Police and Fire pensions, and debt service payments for General Obligations bonds. The city also levies for IMRF pensions, solid waste operations and General Assistance programs. Below are details of the tax levies for the last five (5) years.

Levies Extended for the last 5 years	2016 BUDGET	2017 BUDGET	2018 BUDGET	2019 BUDGET	2020 BUDGET	2021 PROPOSED BUDGET	CHANGE (\$)
General Fund - Corporate	8,556,481	7,889,028	8,060,613	10,552,578	7,633,673	8,309,062	(247,419)
General Fund - IMRF Pension	2,719,691	2,719,691	2,548,105	1,534,466	2,155,296	1,995,371	(724,320)
Human Services Fund					3,206,186	3,773,196	3,773,196
Solid Waste Fund			418,367	836,735	1,373,711	1,373,711	1,373,711
Fire Pension Fund	7,215,168	8,029,295	8,229,538	8,149,576	9,244,368	9,635,854	2,420,686
Police Pension Fund	9,240,755	10,114,490	10,344,596	10,385,008	11,237,784	11,449,960	2,209,205
General Assistance Fund	816,327	918,367	918,367	918,367	1,113,402	1,340,206	523,879
Library Fund	6,177,735	6,412,610	6,761,668	6,887,755	7,476,289	7,476,289	1,298,554
Debt Service Fund	11,275,348	11,102,034	11,102,034	10,879,993	13,180,980	14,669,751	3,394,403
Library Fund - Debt Service	393,409	353,015	352,847	\$ 353,437	\$ 505,416	\$ 507,624	114,215
Total	\$46,394,914	\$47,538,530	\$48,736,135	\$50,497,915	\$57,127,105	\$60,531,024	\$14,136,110
				ANNUAL COMPOUNDED INCREASE			5.50%

The above table shows an annual compounded increase of 5.5% in tax levy of the city including the Library.

The 2021 Proposed Budget includes an increase of 5.9% in the City's total tax levy. The following is the estimated increase in individual tax bills as a result of this proposed levy increase.

Impact of proposed 2020 Tax levy increase (5.9%)					
Total Taxpayer Rate - 2019		8.03%			
City/ Library Portion of Rate		1.66%			
Market Value of Property	Assessed Value of Property	Equalized Value of Property	Estimated City Tax	Projected City Tax with 5.9% increase	Estimated Increase City portion
\$100,000	\$10,000	\$29,160	\$484.99	\$513.60	\$28.61
\$200,000	\$20,000	\$58,320	\$969.98	\$1,027.21	\$57.23
\$300,000	\$30,000	\$87,480	\$1,454.97	\$1,540.81	\$85.84
\$400,000	\$40,000	\$116,640	\$1,939.96	\$2,054.41	\$114.46
\$500,000	\$50,000	\$145,800	\$2,424.95	\$2,568.02	\$143.07
Note: Cook county equalization factor for 2019 - 2.9160					



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Kate Lewis-Lakin, Budget Coordinator

Subject: Budget Balancing Worksheet - Expense Cuts by Department

Date: October 23, 2020

Question: Please show expense cuts included in the 2021 Proposed Budget Balancing worksheet by department.

Response: The 2021 Proposed Budget Balancing worksheet includes a net of \$2.5 million in expense reductions.

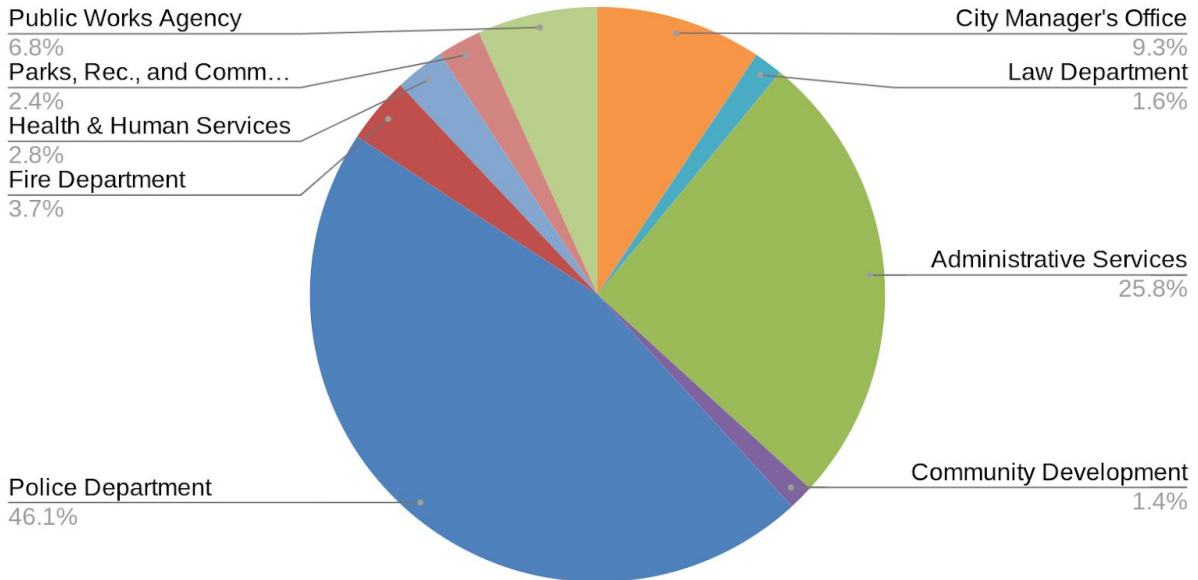
The following expense changes will be removed from this analysis of reductions by department. These changes total a net increase in expenses of \$1.5 million.

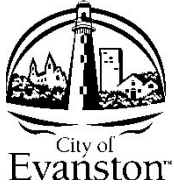
<u>City-Wide Changes</u>	<u>Expense Amount</u>
Non-union GWI - 1.5% on July 1 (reduced from 2.5% on January 1)	(237,654)
Increase non-union health insurance contribution percentage	(71,000)
Remote work stipend	25,000
Contribution to fund balance	1,000,000
<u>CARP Initiatives</u>	
Billing for franchise electric accounts	485,000
Electricity Savings on Franchise Accounts	(70,000)
<u>Health & Human Services</u>	
COVID-19 Contact Tracing Grant - funded programs and positions	420,000
Total selected items	\$1,551,346

The remaining expense changes by department total \$4.1 million in net reductions. These are shown by department in the table and pie chart on the following page.

Department	Net Expense Reductions
City Manager's Office	(383,313)
Law Department	(66,364)
Administrative Services	(1,061,190)
Community Development	(57,882)
Police Department	(1,892,894)
Fire Department	(152,472)
Health & Human Services	(115,317)
Parks, Rec., and Community Services	(100,653)
Public Works Agency	(278,246)
Total Net Expense Reductions	\$(4,108,331)

Distribution of Expense Cuts





Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Kate Lewis-Lakin, Budget Coordinator

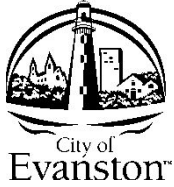
Subject: Health Insurance Opt-Out Expense

Date: October 23, 2020

Question: What is the total amount paid for employees who decline insurance and take the \$150 payout?

Response: The City offers a stipend for employees who are eligible for City health insurance but opt out in favor of coverage through another means (spouse, parent, military). Employees must show proof of their alternate health coverage in order to receive the stipend. The stipend is \$150 per month, which amounts to \$1,800 per year. Annual City costs for health insurance premiums are \$7,000 to \$22,000 annually, depending on plan and coverage.

As of the most recent pay period, 45 employees receive the health insurance opt-out stipend. This is a total annual cost of \$81,000.



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council
From: Dave Stoneback, Director of Public Works Agency
Subject: Hiring of Public Services Coordinator
Date: October 23, 2020

The Public Works Agency (PWA) is proposing to fill the vacant Environmental Services Coordinator position with a new position titled Public Services Coordinator. Due to the budget shortfall in the General Fund, staff is proposing to fund this position in the near term from the Water and Sewer funds (50% each). It is hoped that the General Fund will be able to fund this position in 2022 as the work performed by this position only supports programs that are normally funded by the General Fund. Funding in the Water and Sewer funds is currently available due to the vacancy of the PWA Management Analyst position that had previously been paid from these funding sources.

A job description of the Public Services Coordinator position is attached for reference. The work proposed to be completed by the person in this position is similar to the work that had been previously performed by the Environmental Services Coordinator position that was eliminated in 2020 due to budget reductions.

Background:

During FY2020 the PWA has realized five (5) vacancies, four in the General Fund and the Management Analyst position that was funded by the water and sewer funds. The four vacant positions in the General Fund include the Environmental Services Coordinator, Streets Supervisor, Greenways Worker III and Forestry Worker I.

Since the reorganization of the Public Works and Utilities Departments in 2016 through FY2019, the PWA has already realized seven (7) position reductions. This includes the elimination of a Director, a Bureau Chief, an Administrative Lead, an Equipment Operator II, two Public Work Maintenance Worker IIs and a Parks & Forestry Worker I.

Analysis:

The management team in the Public Services Bureau is overworked as they are performing not only their regular duties but are also attempting to perform the work

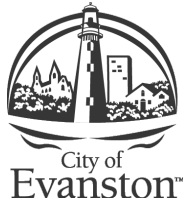
previously handled by the Environmental Services Coordinator as well as the Streets Supervisor. To help alleviate this burden, staff is requesting to fill the Public Services Coordinator Position as soon as possible.

As indicated in the job description, this position will:

- support the City's efforts in forestry, green spaces, natural areas, and natural habitats management
- support the goals of the Evanston Climate Action and Resilience Plan (CARP)
- serve as staff contact for community groups and external organizations; attend Environment Board and City Council meetings

Some of the more critical specific tasks that this position will perform include:

- Handling the 1,375 Forestry Division service requests received annually through the 311 system
- Managing the 110 tree permits issued annually
- Coordinate with contractors hired by the City on water main projects, street resurfacing projects, streetscape projects and park renovation projects
- Coordinate with Bureau of Capital Planning during the design of streetscape projects
- Oversee the work performed by City hired contractors on the following contracts administered by the Public Services Bureau:
 - Streetscape and Rain Garden Maintenance
 - Park Mowing
 - Tree Removal
 - Green Bay Road Embankment Maintenance



JOB DESCRIPTION/JOB POSTING
 AN EQUAL OPPORTUNITY EMPLOYER M/W/D

DEPARTMENT:	Public Works Agency
DIVISION:	Public Services
POSITION TITLE:	Public Services Coordinator
PAY GRADE/RANGE:	
FLSA STATUS:	Exempt
CIVIL SERVICE STATUS:	
OPENING DATE:	
CLOSING DATE:	

**Starting salary is dependent upon qualifications, but in most cases is no higher than the midpoint for range.*

NATURE OF WORK:

The Public Services Coordinator will be responsible for assisting with the operational needs of the Public Service Bureau of the Public Works Agency and for developing, implementing and managing programs that support the goals of the Evanston Climate Action and Resilience Plan (CARP). The person in this position will support the City’s efforts in forestry, green spaces, natural areas, and natural habitats management. The Coordinator will administer, plan, and direct special projects and services.

In carrying forth the vision of the City of Evanston’s premier urban forest, the Coordinator will recognize the importance of the stewardship of forestry assets to the community and the overall livability of the City and will enhance these efforts by helping to craft new policies and programs in coordination with community stakeholders while also supporting and enhancing existing programs.

The Public Services Coordinator reports to the Public Services Bureau Chief and works under the direction and support of Public Services Bureau Supervisors. Work includes serving as staff contact for community groups and external organizations and attending Environment Board and City Council meetings. The Coordinator will also implement education, outreach and fundraising initiatives to support Evanston’s urban forest, including coordination for annual events such as Earth Day, Clean Up Evanston, Arbor Day, Volunteer Evanston events.

ESSENTIAL FUNCTIONS (Specific assignment will include some or all of the following):

- Assists in planning, negotiations, administration, and inspection of forestry related activities.
- Leads implementation of the Urban Canopy and Green Space section of the Climate Action and Resilience Plan and supports implementation of the Green Infrastructure section.
- Works with Forestry Supervisor and Forestry staff to evaluate hazardous trees for potential removal or remedial action.
- Works in partnership with the Office of Sustainability to review and develop policies and programs that support the City’s Climate Action and Resilience Plan.
- Responds to citizen requests/complaints by performing field inspections.
- Will serve as the City of Evanston Integrated Pest Management Coordinator and Natural Areas

Officer.

- Prepares and maintains a variety of records and reports, including monitoring and maintaining budgets.
- Coordinates to ensure requirements are met for the annual Tree City USA award application and Mayor's Monarch Pledge, in addition to completing award applications
- Inspects sites for tree impacts prior to issuance of tree preservation permits for all parkway excavations and re-inspects sites during excavation and after work is completed to assure compliance with Ordinances and City policies in the absence of the Forestry Supervisor.
- Fosters communication among community stakeholders (public, private and non-profit) so that resources are more effectively deployed.
- Plans, organizes, and executes programs working with residents and community organizations regarding forestry management, natural habitat restoration.
- Applies for available grants related to the City's sustainability programs and oversees grant administration activities.
- Works with Bureau of Capital Planning and private construction project managers prior to and during construction activities to ensure there are minimal or no impacts to all adjacent trees, city infrastructure, and urban forest.
- Develops and oversees preventive maintenance programs performed by employees, volunteers, and contractors. This will include training, supervising, and expanding the current public land stewardship efforts; monitoring progress and providing documentation of the work performed.
- Prepares bids and specifications for equipment, tools, contract turf mowing, streetscape landscape maintenance, tree trimming and planting; stumps and tree removals; and the Dutch Elm Disease prevention program. Oversees, coordinates and inspects work performed by vendors performing work under these contracts.
- Reviews and approves requests for payment from contractors and vendors.
- Reviews drawings and specifications for accuracy and appropriateness.
- Works on short and long term operational improvement initiatives.
- Supports the implementation of Geographical Information Systems and Computerized Maintenance Management System software for public works operations.
- Assists in designing, preparing, implementing and maintaining an environmental project plan.
- Finds out potential environmental risks and design for mitigation plan.
- Determines areas of improvement to lesson environmental damages.
- Prepares, reviews, and updates environmental investigation reports; analyzes scientific data and performs quality-control checks.
- Performs other duties as assigned.

MINIMUM REQUIREMENTS OF WORK:

- Must possess a high school diploma or GED and must possess three (3) or more years of work experience in forestry management or operations; OR must possess a Bachelor's Degree or higher in Horticulture, Forestry, or substantially similar area from an accredited college or university and one (1) or more years of work experience in forestry management or operations.
- Must possess a Certified Arborist designation from the International Society of Arboriculture or the ability to obtain this designation within 6 months of employment and be willing to maintain it as a condition of employment.
- Must possess a valid driver's license and a safe driving record.
- Must possess an Illinois Pesticide Applicator's License or the ability to obtain this license within 6 months of employment and be willing to maintain it as a condition of employment.
- Must possess or be willing and able to obtain National Incident Management System (NIMS) ICS 100 & 200 and IS 700 Certification within 18 months of employment.

Knowledge, skills, and abilities in the following areas:

- Considerable knowledge of the maintenance methods and operating characteristics of equipment and tools used by forestry workers.
- Experience in forestry investment management and forestry valuation.
- Ability to manage a tree inventory database.
- Knowledge of public land survey legal descriptions, aerial photos, and topographic and property ownership maps.
- Experience with sustainability objectives and forestry management.
- Ability to create management plans that capture resident objectives for land use.
- Ability to keep records of work performed, and materials, supplies, or equipment used.
- Knowledge and ability to use Microsoft Office and other computer software.
- Good knowledge of updated research methods, concepts and state environment.
- Ability to develop and maintain professional relationships with residents and contractors.
- Knowledge of rules and regulations regarding state and federal legal requirements.
- Ability to share technical ideas and concepts with non-technical general public.
- Ability to manage, lead, participate, supervise and schedule multiple activities.
- Ability to understand and follow verbal and written instructions.
- Ability to read and communicate effectively both orally and in writing.
- Ability to satisfactorily complete tasks without close supervision.
- Ability to establish and maintain effective working relationships with supervisor, co-workers, other employees and the public.

PHYSICAL REQUIREMENTS OF WORK:

- Ability to work outdoors in a variety of weather conditions such as extreme cold, high winds, rain, snow, sleet, high temperatures, and humidity.
- Ability to lift and move objects weighing up to fifty pounds without mechanical assistance.
- Ability to use cellular telephone, personal computer, camera.
- Ability to use equipment, including hand and power tools.
- Ability to stand for long periods of time, bend, and work outdoors with limited lighting.
- Ability to work safely around operating equipment, fumes, loud noises, dust and dirt, and chemicals normally encountered by the position.
- Ability to exert up to 50 pounds of force occasionally, and/or up to 25 pounds of force frequently, and/or up to 10 pounds of force constantly to move objects.
- Ability to climb, balance, taste/smell, and see.
- Ability to handle a variety of physical hazards, such as proximity to moving mechanical parts, electrical shock, working on scaffolding and high places, exposure to burns and radiant energy, exposure to all types of explosives, and exposure to toxic chemicals.
- Ability to sit for extended periods of time using a computer.

SUPERVISION:

Work is performed with technical independence under the direction of Public Services Bureau Supervisors. Work may also involve providing skills enhancement training to employees assisting with the work. Assignments are general in nature and can be in the form of verbal or written instructions as to the desired results, with employee deciding the proper methods required to complete the work and responsible for completing the work in accordance with City work rules and safety regulations. Work is checked at the completion of a project through observation, meetings and feedback from the supervisor and from other department employees. Guidance is provided through rules and regulations, policies and procedures, union contracts, Unified Work Rules,

Personnel Rules and OSHA. Work is evaluated at least annually for quality of tasks, adherence to work rules, and performance in accordance with classification standard. Additionally, work is evaluated for the quality of workmanship, timely completion of projects, and cost-effective resolution of problems encountered.

PUBLIC CONTACT:

The employee has regular contact with the general public, volunteers, and other City employees to complete work requests and to clarify maintenance needs. The employee may also have contact with part suppliers or vendors to order materials.

SELECTION METHOD

TYPE OF ELIGIBILITY LIST

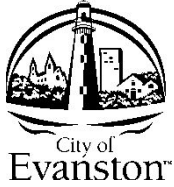
LIFE OF ELIGIBILITY LIST

Structured Oral Interview
Qualifications Assessment

To apply for this position, please apply online at www.cityofevanston.org on or before the closing date.

Chosen candidates will be required to provide proof of licenses, certifications, and education required for this position. Candidates will also be subject to qualifying pre-employment processes, including medical examination, drug/alcohol screen, employment verification, and criminal background check.

The City of Evanston is an equal opportunity employer and ensures against discrimination in employment on the basis of a person's race, color, sex, age, religion, disability, national origin, ancestry, sexual orientation, marital status, parental status, military discharge status, source of income, housing status, or gender identity. The City of Evanston is also committed to accessibility for persons with disabilities. Any person needing mobility or communications access assistance should contact Human Resources at 847-448-8204 (voice) or 847-448-8052 (TTY).



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Hitesh Desai, Chief Financial Officer

Subject: Police and Fire pension funding through tax levy

Date: October 23, 2020

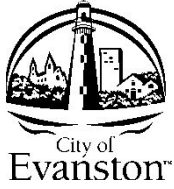
The City levies property taxes for general operations of the City including Police, Fire, Public Health and Public Works. Besides these, there is a tax levy for Police and Fire pensions.

The City contributes to the Police and Fire pension funds through a tax levy based on a recommended contribution report from an actuary. The city council adopted the pension funding policy to contribute at a higher rate than the minimum mandated by the state statutes, to shore up the funding levels for both pension funds.

Per the audit report as of December 31, 2019, the Police Pension Fund is showing funding level of 56% whereas Fire pension is showing 48% funding.

Below is the table showing contributions in excess of minimum mandated by state statutes.

				Minimum Required	Recommended	Excess
				Per State statute	Per Actuarial Report	Contribution
Police Pension						
City Tax levy 2020				9,984,777	11,431,461	1,446,684
Fire Pension						
City Tax levy 2020				8,203,466	9,626,778	1,423,312
				18,188,243	21,058,239	2,869,996



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Alex Thorpe, Revenue Manager

Subject: Real Estate Transfer Tax

Date: October 22, 2020

Question: Please provide a breakdown of the real estate transfer stamp transaction by category.

Response: Below is a table of Real Estate Transfer transactions, by category, from January 1, 2020 through October 22, 2020.

The transfer tax rates are as follows:

Up to \$1.5M sale price = \$5 per \$1,000 of sales value

\$1.5M to \$5M sale price = \$7 per \$1,000 of sales value

Over \$5M sale price = \$9 per \$1,000 of sales value

Month	Up to \$1.5M sale price	\$1.5M to \$5M sale price	Over \$5M sale price	Exempt Sales (\$100 Transfer stamp)	Total
Jan	49	0	0	59	\$ 118,950
Feb	76	2	0	40	\$ 168,850
Mar	104	0	0	35	\$ 256,744
Apr	56	3	0	28	\$ 219,441
May	78	0	0	39	\$ 168,225
Jun	178	1	0	30	\$ 366,100
Jul	122	2	0	42	\$ 356,706
Aug	131	4	0	38	\$ 386,273
Sep	134	2	0	39	\$ 329,435
Oct	66	1	0	35	\$ 98,156
TOTAL	994	15	0	385	\$ 2,468,880



Memorandum

To: Erika Storlie, Interim City Manager
Budget Team

From: Luke Stowe, Interim Administrative Services Director
Sean Ciolek, Facilities and Fleet Management Division Manager

Subject: Equipment Replacement Fund - 2021

Date: October 6, 2020

Over the past year, Facilities and Fleet Management (FFM) staff researched, discussed, strategized and developed a system to score and analyze the City's 400+ fleet. By designing this data set, FFM is able to more efficiently review which equipment is most in need of replacement every year. Mileage, idle hours, amount of repairs vs. the purchase price, and reliability were taken into account.

Once a list is compiled of the fleet with the highest scores, the individual items are discussed with the applicable department directors and managers who take into consideration the department's operations and the Facilities & Fleet Management Division's assessment and maintenance. It should be noted that this is the first year of scoring the fleet using this system, and changes will need to be made moving forward as minor issues were discovered during the process.

Possible replacements for 2021, including those that may come out of other funds are noted below. The Equipment Replacement Fund normally receives a budget of \$2,000,000 a year (it was increased in 2020 due to the need to purchase a new Fire engine). As you will see below, the \$2M will be used quickly and efficiently. Fleet staff takes time to find the most affordable, alternative options, look into repurposing to different departments, and consider the best fuel options. \$350,000 of the \$2,000,000 will be funded using bonds, and the specific fleet being purchased with those funds are noted below. Due to the age and amount of money spent on repairs for the fleet (some of the factors used in the scoring), you will see it is necessary to proceed with these purchases. By reducing the Equipment Replacement Fund, it will end up costing the City more money in the long run. If one of the Forestry fleet breaks down, several things

occur: time is incurred for the Fleet employees to perform emergency work on the vehicle when they should be focusing on maintenance, parts are ordered for the vehicle (which sometimes takes some time for them to arrive depending on availability), and the Forestry employees may not be able to perform their job with the vehicle out of service. In addition, if it is a certain type of vehicle or under warranty, the vehicle may then have to be shipped off site for repairs, and could be out of service for a longer period of time.

Vehi cle #	Current Make/Model	Dept	Estimated Purchase Price for Replacement (could be a new make/model if prefer to change)	Fund (amount of total paid by fund other than Equipment Replacement Fund)
532	Jeep Wrangler 4WD	PWA-Forestry	45,000	
737	International 4700LP (Dump Truck)	PWA - Recycling	200,000	
120	Ford Escape	Admin Svcs - Parking	30,000	10,000 from Parking
268	Clark C500-45 (Forklift)	Admin Svcs - Facilities	10,000	
438	Trailer for 431	PRCS	1,750	
721	CCC LET-2-40 Refuse Truck	PWA - Recycling	200,000	200,000 from Solid Waste
570	Redihaul FSL12E Trailer	PWA- Forestry	7,000	
626	Ford F450 4x4	PWA - Streets	100,000	
67	Ford Explorer	Police	43,750	43,750 from Bonds
58	Ford Explorer	Police	43,750	43,750 from Bonds
435	John Deere Gator 6x4 Utility Vehicle	PRCS	12,000	
13	Ford Explorer 4x4	Police	43,750	43,750 from Bonds
601	Ford F250 4x4 Pickup	PWA - Streets	40,000	
14	Ford Explorer	Police	43,750	43,750 from Bonds
659	John Deere 644H Loader	PWA-Streets	275,000	
630	Keizer-Mor KM4000T (Asphalt Hotbox)	PWA - Streets	40,000	

828	International 7400 6x4 Grappler Truck	PWA- Forestry	100,000	
621	Ford F350 4x4	PWA - Recycling	100,000	
163	Ford F550 4x2 Aerial Tower Truck	PWA - Traffic	140,000	
60	Chevy Tahoe	Police	43,750	43,750 from Bonds
40	Ford Explorer 4x4	Police	43,750	43,750 from Bonds
642	2000 CAT 236 Skidsteer	PWA - Streets	40,000	
506	Kubota RTV1100 CW XL-H (Utility Vehicle)	PWA - Greenways	25,000	
683	CAT 140H Grader	PWA - Streets	250,000	
1	Ford Explorer 4x4	Police	43,750	43,750 from Bonds
112	Ford Focus	Admin Svcs - Parking	30,000	
114	Ford Focus	Admin Svcs - Parking	30,000	10,000 from Parking
133	Ford E150 Van	Admin Svcs Parking	30,000	30,000 from Parking
134	Ford Escape	Admin Svcs - Parking	30,000	30,000 from Parking
571	Ford F350 4x4	PWA - Forestry	100,000	
601	Ford F250 4x4	PWA - Streets	100,000	
258	Ford F250 Pickup	Admin Svcs - Facilities	36,000	
254	Ford E350 Van	Admin Svcs - Facilities	30,000	
252	Ford F350 Pickup	Admin Svcs - Facilities	36,000	
265	Ford Explorer	Admin Svcs - Facilities	43,750	43,750 from Bonds
563	Vermeer BC1000 Chipper	PWA - Forestry	50,816	
829	Vermeer BC1800 XL	PWA - Forestry	62,524	

	Chipper			
766	Chevy Bus	PRCS	99,472	
975	IR P185WJD (Compressor)	PWA - Water	40,000	40,000 from Water Fund
111	Nissan Rogue	Admin Svcs - Parking	8,916	Lease
113	Nissan Rogue	Admin Svcs - Parking	8,916	Lease
116	Nissan Rogue	Admin Svcs - Parking	8,916	Lease
117	Nissan Rogue	Admin Svcs - Parking	8,916	Lease
X	Fleet Shop Lift	Admin Svcs - Fleet	125,000	
		TOTAL from Bonds		350,000
		TOTAL from Solid Waste		200,000
		TOTAL from Parking		80,000
		TOTAL from Water		40,000
		TOTAL FROM ERF		2,131,226
		TOTAL	2,801,226	

Additional Fleet that should be replaced but need to hold until 2021 for budgeting purposes:

Vehicle #	Current Make/Model	Dept	Estimated Purchase Price for Replacement (could be a new make/model if prefer to change)
623	International 7400 6x4	PWA- Streets	160,000
515	BigTex 35SA (Trailer)	PWA - Greenways	4,000
638	Ford F450 4x4	PWA - Streets	140,000
4	Chevy Tahoe	Police	43,750
		TOTAL	347,750

As noted above, the total need for the purchases out of the ERF is \$2,131,226, which is over the \$2 budget, showing the great need for replacement vehicles. FFM and Parking need \$80,000 to replace some of the Parking Enforcement vehicles from the Parking Fund, and PWA and FFM need \$130,000 from the Solid Waste Fund and \$40,000 from the Water Fund. Seven Police vehicles and one Administrative Services/Fleet and Facilities Division vehicle at a cost of approximately \$43,750 each, totalling \$344,000, will be funded through \$350,000 in available bonds.

The second table shows an additional \$347,750 that could be used in 2021 but are able to hold until 2022. Other vehicles that rated high for replacement, not listed in the tables above, include 10+ Fire vehicles, including the large fire trucks, a PRCS boat, and a snow melter for PWA- Streets. Fleet staff will discuss this narrowed list of replacements with the departments and ensure that the fleet most in need of replacement are handled first and that the budget is used appropriately.

The FFM staff did its best to note which fleet will need to be replaced immediately, which fleet could wait until mid-way through 2021, and what, if absolutely necessary, would have to wait until 2022. Please note, that by holding on purchasing equipment, staff could miss a deadline with a vendor on when that type of vehicle is released, and may have to wait another full year. The deadlines are not made public, so staff may not know until it is too late. In addition, by holding a purchase, it is possible that the fleet breaks down and due to the age of the fleet up for replacement, it could end up requiring expensive/extensive repairs.

As you can see, the need for the minimum of a \$2M ERF Budget for 2021 is necessary to maintain the City's Fleet, save the City money long term, and provide safer equipment for employees and City services.



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Ike C. Ogbo, Health and Human Services Director

Subject: Victim Services Unit of the Health and Human Services Department.

Date: October 21, 2020

Question: Inquiry Regarding Current Staff Level, Responsibilities and Average Cost of the Victim Services Unit of the Health and Human Services Department

Response:

In 2020, three Human Service Advocates, formerly known as Victim Service Advocates, were budgeted for in the Health and Human Services Department. In the 2021 budget, the same three are budgeted as well. Currently, there are only two Advocates operating in this unit. A third Advocate is needed to amply provide services and coverage for the two Advocates but the third Advocate was never hired due to financial constraints.

The Human Service Advocates provide social services to crime victims, witnesses and to residents seeking social service assistance in traumatic and crime situations. Their main functions include:

- Responding to domestic disturbance and battery situations by assisting victims with counseling, shelter referrals, safety planning and warning signs of domestic violence
- Providing death notifications to next of kin when there is an unexpected or expected death in Evanston.
- Case management including felony review and detective interviews.
- Providing medical advocacy for sexual assaults, domestic violence and physical abuse cases.
- Providing general crisis intervention counseling, information and resources for crime victims and witnesses.
- Providing court advocacy that assists victims to navigate the criminal justice system which includes status on court dates and meetings with the State's Attorney.
- Making referrals and assisting in obtaining Orders of Protection for crime victims.
- Intervening with medical bill issues related to injuries sustained during victimizations and crime

- Providing personal advocacy such as interceding with employers so that victims and witnesses can attend court.

The average cost for the two staff members instead of the budgeted three staff members in this unit is currently at \$215,800 per year which includes overtime, training, benefits, salaries and supplies.



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Kate Lewis-Lakin, Budget Coordinator

Subject: Crown Project Debt

Date: October 23, 2020

Question: Please provide total debt and annual debt service for the Crown Project.

Response: The table below shows annual debt service for the bonds issued for the Crown Project. The Friends of Robert Crown will be paying \$9 million of the debt amount through donations to the City. This is a portion of their \$15 million in total contribution to the project; \$6 million was used directly on construction costs.

Crown Center Project - Debt Service							
	Series 2018A (actual)			Series 2019A (actual)			Debt Service
	Principal	Interest	Total	Principal	Interest	Total	Total
12/1/2019	--	998,869	998,869			--	998,869
12/1/2020	--	998,869	998,869		637,500	637,500	1,636,369
12/1/2021	--	998,869	998,869		637,500	637,500	1,636,369
12/1/2022	570,000	998,869	1,568,869	330,000	637,500	967,500	2,536,369
12/1/2023	595,000	970,369	1,565,369	350,000	621,000	971,000	2,536,369
12/1/2024	750,000	940,619	1,690,619	365,000	603,500	968,500	2,659,119
12/1/2025	785,000	903,119	1,688,119	385,000	585,250	970,250	2,658,369
12/1/2026	825,000	863,869	1,688,869	400,000	566,000	966,000	2,654,869
12/1/2027	865,000	822,619	1,687,619	420,000	546,000	966,000	2,653,619
12/1/2028	910,000	779,369	1,689,369	445,000	525,000	970,000	2,659,369
12/1/2029	955,000	733,869	1,688,869	465,000	502,750	967,750	2,656,619
12/1/2030	1,005,000	686,119	1,691,119	490,000	479,500	969,500	2,660,619
12/1/2031	1,055,000	635,869	1,690,869	515,000	455,000	970,000	2,660,869
12/1/2032	1,105,000	583,119	1,688,119	540,000	429,250	969,250	2,657,369
12/1/2033	1,140,000	548,588	1,688,588	565,000	402,250	967,250	2,655,838
12/1/2034	1,175,000	511,538	1,686,538	595,000	374,000	969,000	2,655,538
12/1/2035	1,215,000	471,881	1,686,881	625,000	344,250	969,250	2,656,131
12/1/2036	1,260,000	430,875	1,690,875	655,000	313,000	968,000	2,658,875
12/1/2037	1,300,000	386,775	1,686,775	690,000	280,250	970,250	2,657,025
12/1/2038	1,350,000	341,275	1,691,275	725,000	245,750	970,750	2,662,025
12/1/2039	1,395,000	294,025	1,689,025	760,000	209,500	969,500	2,658,525
12/1/2040	1,445,000	245,200	1,690,200	795,000	171,500	966,500	2,656,700
12/1/2041	1,500,000	187,400	1,687,400	835,000	131,750	966,750	2,654,150
12/1/2042	1,560,000	127,400	1,687,400	880,000	90,000	970,000	2,657,400
12/1/2043	1,625,000	65,000	1,690,000	920,000	46,000	966,000	2,656,000
Total	\$24,385,000	\$15,524,369	\$39,909,369	\$12,750,000	\$9,834,000	\$22,584,000	\$62,493,369



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Kate Lewis-Lakin, Budget Coordinator

Subject: Police Department Savings

Date: October 23, 2020

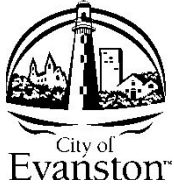
Question: Please provide the total amount of savings proposed in the Police Department for 2021, and where this savings has been allocated.

Response: The 2021 Baseline Budget for the Evanston Police Department is \$41,951,140. This is an increase from the 2020 budget and reflects increases in personnel and supply costs. It does not include any of the savings proposed in the Budget Balancing Worksheet for the 2021 Budget.

The expense reductions proposed in the Police Department in the Budget Balancing Worksheet total a savings of \$1,892,894. They are shown in the table below.

Police Union Concessions - currently in negotiations	(140,000)
Eliminate - Records Input Operator (1 FTE)	(90,000)
Hold Vacant - Service Desk Officers II (3 FTE)	(218,875)
Hold Vacant - Service Desk Officer I (1 FTE)	(80,000)
Eliminate - Towing Coordinator (1 FTE)	(111,000)
Hold Vacant - Police Commanders (2 FTE) - 1 held since 2019	(310,143)
Eliminate - Police Officers (11 FTE) (4 held vacant since 2018)	(942,876)

These reductions to the Police Department were necessary due to the \$8 million loss of revenue expected in 2021 from the continuing COVID-19 pandemic. The savings has not been allocated to new programs or service areas, as the funding is not available.



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Hitesh Desai, Chief Financial Officer

Subject: City's GO bonds and Pensions liability

Date: October 30, 2020

Question: Please provide a one-page summary of all debt held by the City, including general obligation bond debt and pension liabilities

Response: The City reports its GO bond debt, pension liability and other debt in the annual audit reports known as Comprehensive Annual Financial Report (CAFR). The CAFR for the year ending December 31, 2019 is available on the City's website here: <https://www.cityofevanston.org/home/showdocument?id=58343>

The Long Term Debt Note 7, which begins on page 45 of the report (page 76 of the PDF), shows total debt and liabilities as of December 31, 2019. The one-page summary is included as an attachment to the memo. More information on each debt type can be found in subsequent pages of the CAFR report.

CITY OF EVANSTON, ILLINOIS

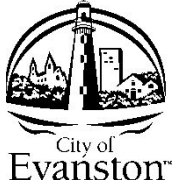
Notes to the Financial Statements
For the Fiscal Year Ended December 31, 2019

NOTE 7. LONG-TERM DEBT

A. Changes in Long-Term Debt

	Interest Rate	Final Maturity Date	Balance 12/31/2018	Issued	Refunded	Payments	Balance 12/31/2019	Due Within One Year
G.O. Debt Governmental Activities								
Series 2010A	2.00%-3.625%	12/1/2029	\$ 4,395,000	\$ -	\$ -	\$ 335,000	\$ 4,060,000	\$ 345,000
Series 2010B	1.00%-3.30%	12/1/2019	948,066	-	-	948,066	-	-
Series 2011A	2.00%-4.50%	12/1/2031	9,412,933	-	-	589,421	8,823,512	605,016
Series 2012A	2.00%-3.25%	12/1/2032	5,960,000	-	-	640,000	5,320,000	645,000
Series 2013A	2.00%-4.75%	12/1/2033	8,695,000	-	-	490,000	8,205,000	500,000
Series 2013B	2.00%-3.00%	12/1/2025	10,696,847	-	-	1,680,457	9,016,390	1,739,508
Series 2014	1.25%-5.00%	12/1/2034	7,945,000	-	-	395,000	7,550,000	400,000
Series 2015A	2.00%-4.00%	12/1/2035	6,765,000	-	-	300,000	6,465,000	320,000
Series 2015B	2.00%-3.00%	12/1/2022	6,775,000	-	-	1,550,000	5,225,000	1,750,000
Series 2016A	2.00%-4.00%	12/1/2036	8,720,000	-	-	395,000	8,325,000	405,000
Series 2016B	2.00%-3.00%	12/1/2026	6,275,000	-	-	720,000	5,555,000	730,000
Series 2017A	3.00%-4.00%	12/1/2037	11,245,000	-	-	440,000	10,805,000	455,000
Series 2017B	4.00%-5.00%	12/1/2027	7,575,855	-	-	946,981	6,628,874	763,102
Series 2017C	2.05%-4.00%	12/1/2035	5,000,000	-	-	-	5,000,000	230,000
Series 2018A	3.12%-5.00%	12/1/2043	24,385,000	-	-	-	24,385,000	-
Series 2018B	2.29%-5.00%	12/1/2038	9,675,439	-	-	-	9,675,439	-
Series 2018C	4.00%-5.00%	12/1/2038	6,662,680	-	-	87,230	6,575,450	888,911
Series 2018D	3.70%-4.25%	12/1/2035	3,570,000	-	-	-	3,570,000	-
Series 2019A	1.72%-2.85%	12/1/2043	-	12,750,000	-	-	12,750,000	-
Series 2019B	1.66%-2.68%	12/1/2039	-	7,020,000	-	-	7,020,000	211,396
Subtotal Governmental Activities			<u>144,701,820</u>	<u>19,770,000</u>	<u>-</u>	<u>9,517,155</u>	<u>154,954,665</u>	<u>9,987,933</u>
Bonds premium			6,353,933	4,205,940	-	640,603	9,919,270	-
OPEB liability - City			17,123,787	3,521,783	-	-	20,645,570	805,914
OPEB liability - Internal Service Funds			97,800	15,514	-	-	113,314	4,423
Net pension liability - IMRF *			-	16,538,083	-	-	16,538,083	-
Net pension liability - Police Pension			118,270,093	-	-	8,623,507	109,646,586	-
Net pension liability - Firefighters' Pension			96,445,512	742,223	-	-	97,187,735	-
Compensated absences payable - City			10,030,764	3,512,905	-	4,012,307	9,531,362	3,812,545
Compensated absences payable - Internal Service Funds			128,366	11,370	-	25,673	114,063	22,813
First Bank loan			648,812	-	-	648,812	-	-
Other loans			3,131	-	-	3,131	-	-
Claims payable			4,657,600	6,013,618	-	3,244,668	7,426,550	1,391,550
Subtotal Other Governmental Activities Liabilities			<u>253,759,798</u>	<u>34,561,436</u>	<u>-</u>	<u>17,198,701</u>	<u>271,122,533</u>	<u>6,037,245</u>
Total Governmental Activities Debt and Liabilities			<u>\$ 398,461,618</u>	<u>\$ 54,331,436</u>	<u>\$ -</u>	<u>\$ 26,715,856</u>	<u>\$ 426,077,198</u>	<u>\$ 16,025,178</u>
G.O. Debt Business-Type Activities								
Series 2010B W/S/San/Pkg	1.00%-3.30%	12/1/2019	\$ 186,935	\$ -	\$ -	\$ 186,935	\$ -	\$ -
Series 2011A W/S	2.00%-4.50%	12/1/2031	2,887,063	-	-	180,579	2,706,484	184,984
Series 2012A	2.00%-3.25%	12/1/2032	3,395,000	-	-	200,000	3,195,000	205,000
Series 2013A - Water	2.00%-4.75%	12/1/2033	1,630,000	-	-	80,000	1,550,000	85,000
Series 2014	1.25%-5.00%	12/1/2034	2,330,000	-	-	105,000	2,225,000	110,000
Series 2015A	2.00%-4.00%	12/1/2035	4,915,000	-	-	210,000	4,705,000	220,000
Series 2016A	2.00%-4.00%	12/1/2036	3,355,000	-	-	140,000	3,215,000	145,000
Series 2017A	3.00%-4.00%	12/1/2037	945,000	-	-	40,000	905,000	40,000
Series 2018B	2.29%-5.00%	12/1/2038	4,837,719	-	-	-	4,837,719	-
Series 2018C	4.00%-5.00%	12/1/2038	1,357,320	-	-	17,770	1,339,550	181,089
Series 2019B	1.66%-2.68%	12/1/2039	-	3,930,000	-	-	3,930,000	118,345
Subtotal Business-Type Activities			<u>25,839,037</u>	<u>3,930,000</u>	<u>-</u>	<u>1,160,284</u>	<u>28,608,753</u>	<u>1,289,418</u>
IEPA loans	2.535%-3.59%	Various	34,921,822	11,158,562	-	5,388,833	40,691,551	5,040,700
Bonds premium			1,343,637	827,278	-	197,383	1,973,532	-
Compensated absences payable - City			918,391	111,932	-	183,678	846,645	169,329
Net pension liability - IMRF *			-	4,463,655	-	-	4,463,655	-
OPEB liability			814,509	149,954	-	-	964,463	37,648
Subtotal Other Business-Type Activities Liabilities			<u>3,076,537</u>	<u>5,552,819</u>	<u>-</u>	<u>381,061</u>	<u>8,248,295</u>	<u>206,977</u>
Total Business-Type Activities Debt and Liabilities			<u>\$ 63,837,396</u>	<u>\$ 20,641,381</u>	<u>\$ -</u>	<u>\$ 6,930,178</u>	<u>\$ 77,548,599</u>	<u>\$ 6,537,095</u>
Total Governmental and Business-Type Activities Debt and Liabilities			<u>\$ 462,299,014</u>	<u>\$ 74,972,817</u>	<u>\$ -</u>	<u>\$ 33,646,034</u>	<u>\$ 503,625,797</u>	<u>\$ 22,562,273</u>

Note: Sewer Fund, Water Fund, Solid Waste Fund, Parking Fund, and General Fund have been used to liquidate IMRF pension liability. General Fund, Fleet Fund, Water Fund, Parking Fund, Solid Waste Fund, and Sewer Fund have been used to liquidate other postemployment benefit obligations.



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Budget Team

Subject: 2021 Proposed Budget

Date: October 23, 2020

Question: What is the need for two fire stations on Central Street?

Response: Currently we operate with a daily minimum staffing standard of 26 personnel per 24 hour shift. This standard is designed to ensure that all front-line fire and EMS apparatus are properly staffed and are in service across the city’s five fire stations. Station 3 and Station 5 are located at 1105 Central Street and 2830 Central Street respectively. (Attachment 1)

Station 3 is staffed with six firefighter/paramedics and houses a front line engine and truck company as well as a secondary “jump” ambulance company which is utilized when our two front ambulances are committed to other calls for service. Station 5 is staffed with three firefighter/paramedics and houses a front line engine company.

#	Type	Station Location	Staffing Per Vehicle	Total Staffing
5	Engine Companies	1,2,3,4,5	3 - Officer, Driver, FF/Medic	15
2	Truck Companies	2, 3	3 - Officer, Driver, FF/Medic	6
2	Ambulances	1,2	2 - FF/Medics	4
1	Incident Command	1	1 - Shift Chief Supervisor	1
DAILY SHIFT TOTAL				26

Our staffing and response model has been in place over 35 years and has proven to be both efficient and reliable as the department currently handles over 10,000 calls of service annually with over 45% of those calls occurring simultaneously with other calls for service.

The current accepted national standard for minimum staffing requirements relative to the deployment of fire, EMS and special operations for career fire departments is National Fire Protection Standard (NFPA) 1710. This standard specifies the minimum criteria needed to address the effectiveness and efficiency of career fire departments in fire operations, emergency medical service, and special operations delivery in

protecting the citizens of a jurisdiction as well as the occupational safety and health of fire department employees.

As compared to NFPA 1710, EFD’s daily response force of 26 is currently sufficient for low hazard structures such as a small single family home, but falls short with respect to medium hazard (commercial) structures and all high-hazard (high-rises) buildings within the city.

Hazard Type	NFPA 1710 Response Minimum	Current EFD Staffing
Low	15	26 (+11)
Medium	28	26 (- 02)
High	43	26 (- 17)

The closure of either Station 3 or Station 5 would result in significant service delivery impacts that would primarily fall under two main areas:

- An overall increase in emergency response times in Station 3’s and 5’s response districts by over 50%.
- An overall reduction in the city’s daily firefighting and emergency response force both in terms of equipment and staffing.

Increased Response Times – Impact

An increase in response times would potentially increase risk to the community in two principal ways:

- Increased risk for property and life loss with structure fires due to increased time for fire growth and spread beyond room of origin.
 - According to the NFPA, civilian fire deaths increase by 90% and property damage by 80% when fire extends beyond the fire room of origin. In 2019, the EFD held over 84% of structure fires to the room of origin due to quick notification, response and suitable staffing levels.
 - The increased chance of fire spread would also place firefighters at additional risk as extending fires can be much more dangerous to extinguish and present additional challenges for the search and rescue of civilians.
- Decreased chance of survivability for those in need of critical emergency medical care, especially with respect to cardiac arrest.
 - All EFD apparatus throughout the city are ALS equipped and staffed with cross trained firefighter/paramedics.
 - ALS equipped firefighters/paramedics arriving within 4 minutes who administer defibrillation and cardiac medication within 7 minutes increase cardiac arrest survivability by over 44%.

Decreased Response Staffing – Evaluation

Closure of Stations 3 or 5 would reduce the department's daily staffing by 3-9 firefighter/paramedics (11-34%) and would reduce our available frontline apparatus for ems/fire response by 1 – 4 (10-40%).

Decreased Response Staffing – Impact

As the number of emergency calls per year continues to increase on average by 2% per year, the probability that a needed piece of apparatus will be available when a call is received correspondingly decreases. Consequently, if an adequate amount of resiliency is not built into the system with both staffing and apparatus, the department's overall response reliability deteriorates.

With the closure of one or both of the Central Street fire stations, fewer fire and emergency medical companies would be available to respond to our daily emergency requests; negatively impacting overall response capability and reliability city wide.

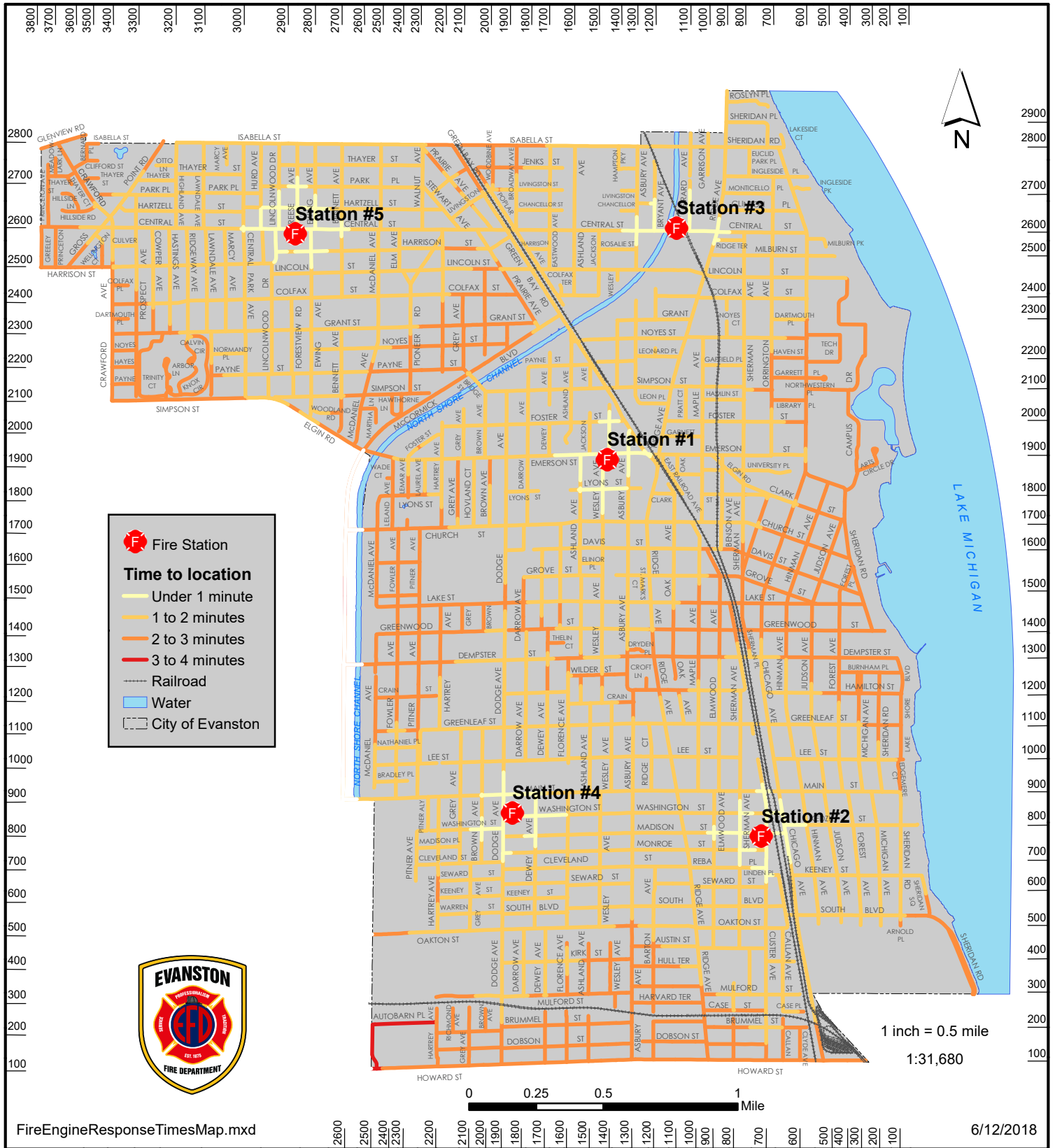
This would include our ability to respond to larger scale emergencies. For example, all multiple alarm fires in Evanston utilize our entire daily staffing compliment, which includes all 5 EFD Engine Companies, 2 Truck Companies and 2 ALS ambulances. With a reduction of 1-4 of these companies, it will take much longer to assemble needed resources at the scene and increasing even more our reliance for mutual aid from neighboring communities which in most instances can take 15-30 minutes to arrive upon request.

Lastly, the closure of these stations would result in the department exceeding the ISO standard for maximum allowed distance for engine and truck station locations. That standard compromise coupled with the reduction in overall daily staffing would result in a significant downgrade of our current ISO Class 1 rating, potentially increasing insurance premiums for homeowners and businesses in the community.

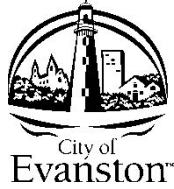
Attachments

- Attachment 1 – Station Locations and Response Times

Fire Station Response Times



This map is provided "as is" without warranties of any kind. See www.cityofevanston.org/mapdisclaimers.html for more information.



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Department Directors
Kate Lewis-Lakin, Budget Coordinator

Subject: Consulting Services in 2021 Budget

Date: October 23, 2020

Question: What consulting services are budgeted in 2021?

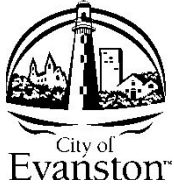
Response: The 2021 budgets for Consulting Services are listed in the table below.

Fund	Department	Business Unit	2021 Proposed Budget
General Fund	City Manager's Office	Financial Administration	\$25,000.00
General Fund	City Manager's Office	Accounting	\$15,000.00
General Fund	City Manager's Office	Econ. Development	\$10,000.00
General Fund	Administrative Services	Information Technology Divi.	\$14,000.00
Library Fund	Library	Innovation & Digital Learning	\$500.00
Library Fund	Library	Library Administration	\$100,000.00
Library Fund	Library	Library Grants	\$5,000.00
Howard-Ridge TIF	Non-Departmental	Howard-Ridge TIF	\$5,000.00
West Evanston TIF	Non-Departmental	West Evanston TIF	\$5,000.00
Dempster-Dodge TIF	Non-Departmental	Dempster-Dodge TIF	\$2,000.00
Chicago-Main TIF	Non-Departmental	Chicago-Main TIF	\$5,000.00
Water Fund	Public Works Agency	Water Production	\$74,200.00
Water Fund	Public Works Agency	Water Other Operations	\$50,000.00
		Total	\$310,700.00

Description of services expected to be funded from each line are described below:

- Financial Administration - Police and Fire pension consulting
- Accounting - Additional audit services
- Economic Development - Real estate appraisals, TIF feasibility analysis
- Information Technology - Small, specialized consulting engagements expected; similar to previous budget years
- Library Innovation & Digital Learning - Guest programming
- Library Administration

- Social Worker, Strategic plan, Book/Technology mobile design and construction, Volunteer coordinator, Teachers in the Library, Racial equity and other training, Graphic design for promotional material, Public Relations, Photography, Transportation service, Digitization, Guest programming
- Library Grants - Evanston Care Network shared platform
- Howard-Ridge TIF - TIF Annual report preparation
- West Evanston TIF - TIF Annual report preparation
- Dempster-Dodge TIF - TIF Annual report preparation
- Chicago-Main TIF - TIF Annual report preparation
- Water Production
 - \$70,000 - Develop a proposed distribution system water quality monitoring program.
 - \$4,200 - Risk Management Plan Compliance Services to ensure the compliance with Federal regulations on chlorine storage.
- Water Other Operations - \$50,000 - Management of the City's Cross Connection Control Program.



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Kate Lewis-Lakin, Budget Coordinator

Subject: Daily Cost of City Operations

Date: October 30, 2020

Question: Please provide the daily cost for City operations by department.

Response: The chart below shows the daily operating costs by department. This is an average and does not reflect seasonal differences in operations.

The data below does not include expenses for capital improvements, debt service, or interfund transfers. Data is derived from all funds in the City's budget that include salary and benefits for current employees - 15 or 38 total funds in the City's budget.

Daily Operating Cost by Department

	Salary and Benefits	Services and Supplies	Pension Transfers	Grand Total
13 CITY COUNCIL	1,306	219	-	1,525
14 CITY CLERK	400	92	-	493
15 CITY MANAGER'S OFFICE	9,544	2,990	-	12,534
17 LAW	1,611	171	-	1,782
19 ADMINISTRATIVE SERVICES	23,216	28,760	-	51,976
21 COMMUNITY DEVELOPMENT	9,358	11,171	-	20,529
22 POLICE	78,693	3,890	31,319	113,902
23 FIRE MGMT & SUPPORT	39,862	1,092	26,375	67,329
24 HEALTH	8,893	4,524	-	13,417
30 PARKS, REC. AND COMMUNITY S	17,579	11,175	-	28,754
40 PUBLIC WORKS AGENCY	49,949	31,193	-	81,142
48 LIBRARY	16,104	5,252	-	21,357
Grand Total	256,516	100,528	57,694	414,739



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Hitesh Desai, Chief Financial Officer

Subject: 2021 Proposed Budget Impact of Ratings downgrade

Date: October 27, 2020

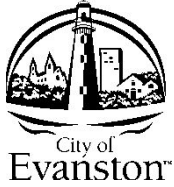
The City issues General Obligation (GO) Bonds each year to fund infrastructure and capital improvement projects in Public works, Water, Sewer, Parking, Parks and Recreation, and streets.

As part of the bond issuance process, the City seeks ratings from two of the three major rating agencies before the bond sale date. This year, the City of Evanston used the services of Fitch and S&P Ratings agencies. Before assigning ratings to the bonds, the Rating agencies thoroughly review the financial health of the community including major fund financials, General Fund balance history, overall economy, pension liabilities, other debt, financial management etc.

At the time of bond sale, investors carefully review the ratings assigned to the community along with rationale prepared by the rating agencies. The cost of borrowing (interest expense) is affected by several factors including ratings assigned to the bonds to be issued. Usually, higher ratings (AAA best) lower the cost of borrowing (interest cost).

Below is a table with General Obligation Bonds issued by the City of Evanston in the last three years (2018-2020) with actual interest numbers. We have also included potentially higher cost of borrowing assuming the City had a rating lower than the current ratings. Interest costs are estimated to be 20 basis points higher (could vary) with lower ratings. It is estimated that over the last three years of bond issues, the City may have incurred an additional \$3.8 million in interest costs if it had been one step lower in bond rating.

Summary of interest costs				
	Principal	Total	True Interest	Additional Interest
General Obligation (GO) Bonds Series	Amount	Interest Amount	Rate	(0.20% higher)
Series 2018A	24,385,000	15,840,377	3.60%	880,021
Series 2018B	16,545,000	9,022,022	3.49%	517,021
Series 2018C	8,020,000	2,215,130	2.68%	165,308
Series 2018D	3,570,000	1,889,118	4.05%	93,290
Series 2019A	12,750,000	10,136,812	3.27%	619,989
Series 2019B	12,785,000	8,035,893	2.99%	537,518
Series 2020	27,960,000	8,196,503	1.54%	1,064,481
Estimated total additional interest over the life of the GO Bonds				3,877,628



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Kate Lewis-Lakin, Budget Coordinator
Susan Pontarelli, 311 Manager
Department Directors

Subject: Top 10 311 Requests and Analysis

Date: October 23, 2020

Question: How has performance of the top 10 most common 311 requests been affected by the pandemic?

Response:

This report will provide basic performance metrics for the top 10 most common request types, with description of the typical response to the request and how COVID-19 and staff vacancies are affecting responses.

Note: SLA stands for Service Level Agreement. This represents the number of days in which the City commits to complete and close the request. Because response times vary by request type, the SLA is different for each request. Requests that are not completed within the SLA are considered late.

Broken Parking Meter

Department: Administrative Services/Parking
Number of Requests since January 1, 2020: 822
SLA: 3 days
Percent completed within SLA: 99.8%

Description of response: This request goes to the Parking division and is assigned out to staff to check/repair the meter.

Impact of COVID-19 and staff vacancies: There are currently two major vacancies in the Parking division. The Parking Supervisor is currently filling in as the Interim Parking Manager, and the Parking Coordinator was laid off due to COVID-19 financial concerns. This has increased the daily work of the Interim Parking Manager, who reviews and assigns 311 requests while managing other day-to-day operations. The response time on these requests is still occurring within the SLA.

Building Permit Inspection Request

Department: Community Development

Number of Requests since January 1, 2020: 3109

SLA: 2 days

Percent completed within SLA: 100%

Description of response: This service request is the regularly scheduled request for inspection services. The inspection appointments are scheduled by 311 operators.

Impact of COVID-19 and staff vacancies: There are no current vacancies for inspectors that are part of this staff team. During COVID-19, staff has conducted more remote inspections when possible (via video or photographs).

COVID-19

Department: Health & Human Services

Number of Requests since January 1, 2020: 655

SLA: 3 days

Percent completed within SLA: 76.6%

Description of response: This service request was created to respond to all COVID-19 complaints and inquiries. The Department's policy is to respond to 311 requests within 24 hours.

Impact of COVID-19 and staff vacancies: The impact was significant due to not having enough staff to respond to the number of requests the Department was receiving. This resulted in not meeting the 24 hour response time to complaints and inquiries established by the Department. The Department's response time has improved recently due to the hiring of additional staff through grants.

Graffiti

Department: Community Development

Number of Requests since January 1, 2020: 580

SLA: 2 days

Percent completed within SLA: 83.6%

Description of response: This service request was created to respond to all incidents of graffiti on public and private surfaces. This service request pre-dates the COVID-19 pandemic.

Impact of COVID-19 and staff vacancies: There have been some increased incidences of graffiti with fewer "eyes on the street" in the early months of the pandemic when stay-at-home orders were in effect. Additional graffiti and tagging has occurred in recent months with the increase in protests. Primarily this has been on public streets and building walls.

Real Estate Transfer Tax Stamps

Department: City Manager's Office/Collector's Office

Number of Requests since January 1, 2020: 1,450

SLA: 10 days

Percent completed within SLA: 95.8%

Description of response: This request is to receive a real estate transfer stamp that is used by the City to determine that all qualifying debts on the property are satisfied by the current owners. Additionally, this stamp is used to record the deed of the property with the Cook County recorder of deeds.

Impact of COVID-19 and staff vacancies: Slight impact. There are also a number of reasons that cause a delay in closing out the request in 311 or confusion about a request in which COVID-19 did not have an impact such as:

- Issue with the property and additional documentation that is needed or the requester needs to speak with a specific person before the request can be closed out. Ex. special assessment, rehab loan, inspection that needs to be done. This category is the most impacted by staff vacancies, furloughs, and time off.
- Original closing date delayed due to funding issues, securing a closing location, inspection issues and others.
- Duplicate entries - multiple requests are made for the same address made by different requesters (property owner and then attorney).
- Date the request is made vs. the actual closing date - requests can be made a few months in advance but if the property has a water account the City cannot close out the request until it's closer to the closing date.

Recycling - Missed Pickup

Department: Public Works Agency

Number of Requests since January 1, 2020: 601

SLA: 3 days

Percent completed within SLA: 97.7%

Description of response: This request is assigned the next day to the driver that missed it and is picked up the next day. Note that recycling collection has increased because many people are working from home and it appears that there are a lot more online purchases and related packaging.

Impact of COVID-19 and staff vacancies:

There was an impact in the spring when COVID first hit and medical offices were closed. New employees and seasonal employees were unable to be hired because they could not obtain the required pre-employment fitness test.

Trash - Special Pickup

Department: Public Works Agency

Number of Requests since January 1, 2020: 991

SLA: 15 days

Percent completed within SLA: 90%

Description of response: These requests are made through 311 which then schedules the special pickup date based on being able to collect a maximum of 20 special pick up requests per day.

Impact of COVID-19 and staff vacancies:

Due to a lack of manpower, mostly caused by the furlough days, special pickups are being collected only 3 days per week instead of 5 days per week. The other 2 days the employees that generally collect special pickups fill in or assist with the recycling collection.

Trash, Recycling, Yard Waste Cart - Repair/Replacement

Department: Public Works Agency

Number of Requests since January 1, 2020: 789

SLA: 10 days

Percent completed within SLA: 43.2%

Description of response: This request is assigned to the crew leader to resolve within 10 days.

Impact of COVID-19 and staff vacancies: Because residents are home more, and generating more trash, they have submitted more requests for cart replacements, more carts are being damaged because they are being used more frequently and there has been an uptick in the number of yard waste cart requests.

Tree Evaluation

Department: Public Works Agency

Number of Requests since January 1, 2020: 825

SLA: 10 days

Percent completed within SLA: 64.6%

Description of response: Residents request tree evaluations when they are concerned about the health/safety of a public or private tree or they are asking for routine tree maintenance, such as tree trimming, deadwood removal, or clearing branches from houses.

Impact of COVID-19 and staff vacancies: Due to the vacancy of the environmental services coordinator position, service requests for a tree evaluation have a much longer time of completion. Even after the evaluation, when additional work is required, it will

take staff longer to perform the maintenance work due to the number of furlough days the employees have to take.

Ask a Question/Send a Message:

Department: Various

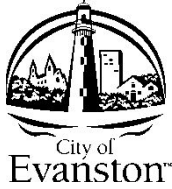
Number of Requests since January 1, 2020: 1880

SLA: 3 days

Percent completed within SLA: 76.5%

Description of response: This request is assigned to a department by 311 staff depending on the content of the message. The responses vary widely depending on the question or request.

Impact of COVID-19 and staff vacancies: Vacancies and furlough days throughout the organization can impact response times.



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Hitesh Desai, Chief Financial Officer

Subject: Video Gaming Tax information

Date: October 30, 2020

As of July 1, 2019 there is a 33 percent tax on video gaming revenue, commonly referred to as net terminal income (NTI). The NTI is money remaining after calculating for payouts. The State gives the community roughly 15% of the revenue received from the NTI, and keeps the remaining revenues. After the tax is applied to the NTI the remaining money is then split with half going to the retailer, such as a restaurant or bar, and half going to the operator of the video gaming machine. The state allows each establishment a maximum of 6 devices. Communities may impose their own limit, but cannot exceed the state maximum of 6. Communities can also place other rules on the licensing of these businesses, such as a fee and location of gaming establishments.

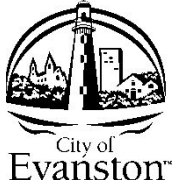
Below is a chart of nearby communities and the number of videogaming terminals per community. The municipality share represents the amount of revenue that community has received. This is for the timeframe of January 2019 through September 2020. The estimated annual amount is shown in the last column. Due to the COVID-19 crisis, video gaming operations were suspended from March 16, 2020 - June 30, 2020. The Illinois gaming board has imposed limitations on hours of play under current COVID-19 restrictions.

Municipality	VGT Count	Amount Played	Municipality Share	Per Month (Estimate)	Annualized (Estimate)
Buffalo Grove	56	32,593,190	136,275	7,571	90,850
Carpentersville	153	125,905,994	525,974	29,221	350,650
Elk Grove Village	142	151,841,692	639,013	35,501	426,009
Hoffman Estates	160	156,146,710	656,424	36,468	437,616
Lake Zurich	93	85,848,548	348,410	19,356	232,273
Lombard	36	6,221,371	24,650	1,369	16,433
Morton Grove	53	111,744,030	448,289	24,905	298,859
Mount Prospect	74	23,254,702	97,243	5,402	64,829
Niles	164	178,827,438	715,588	39,755	477,059
Oak Lawn	245	284,746,136	1,120,559	62,253	747,039
Orland Park	110	61,707,803	247,097	13,728	164,731
Rolling Meadows	50	28,227,770	124,456	6,914	82,971
Tinley Park	191	189,445,398	759,355	42,186	506,237

Below is total monthly gaming revenue from January 2019 through September 2020 for those same communities. This shows that while the COVID-19 crisis stopped all gaming from April-June, gaming revenue has been higher in July-September than in any months previous.

Year of Allocation Period	Month of Allocation Period	Amount Played	Municipality Share
2019	January	1,474,865,964	6,024,091
	February	1,581,638,173	6,453,166
	March	1,942,271,525	7,935,763
	April	1,760,974,278	7,238,673
	May	1,792,363,996	7,387,294
	June	1,641,500,790	6,766,918
	July	1,624,028,038	6,716,693
	August	1,717,131,670	7,074,648
	September	1,629,966,223	6,732,974
	October	1,728,259,203	7,136,267
	November	1,707,118,065	7,069,308
	December	1,758,203,179	7,297,702
	Total	20,358,321,104	83,833,499
2020	January	1,719,579,400	7,119,032
	February	1,820,557,864	7,578,238
	March	1,060,258,789	4,405,390
	April	0	0
	May	0	0
	June	0	0
	July	2,004,430,945	8,305,400
	August	2,001,592,208	8,219,442
	September	1,993,679,641	8,207,857
	Total	10,600,098,847	43,835,360

Based on this data, staff would make a conservative estimate of \$100,000 to \$150,000 in revenue from videogaming were it to be allowed in Evanston. This is assuming about 50 terminals, with play rates similar to Buffalo Grove. The amount of revenue is dependent not just on number of terminals but location and accessibility of those terminals as well, in addition to demand for videogaming in the population.



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Kate Lewis-Lakin, Budget Coordinator

Subject: All Vacant Positions

Date: November 5, 2020

Question: The budget document mentions 50 currently vacant positions, but not all are proposed to be eliminated or held vacant in the 2021 budget. Please provide a list of all vacant positions and what will happen to the other vacancies.

Response:

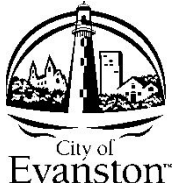
The attachment shows that there are currently 56 full-time vacancies in the City, as of November 5, 2020. This number changes when employees make a decision either to leave or retire. This list does not include positions at the Evanston Public Library.

Of these 56 vacancies, 26 are proposed to be held vacant in the 2021 Budget. These are noted on the attachment. Another 14 positions are proposed to be eliminated. This list includes one fewer position than the budget balancing worksheet, which shows 15 positions to be eliminated. This is because one position, Records Input Operator, will be vacated when an employee is scheduled to retire next week, so it is not currently vacant. The position will be eliminated in the 2021 Budget.

A total of 16 currently vacant positions are proposed to be filled during the 2021 budget or sooner, listed below. These positions are deemed critical to City operations, especially under the continuing pandemic.

- Police Officers - 2 FTE
- Firefighter/Paramedics - 8 FTE
- Environmental Health Practitioner (Health & Human Services)
- Human Services Advocate (HHS)
- Family Advocate (HHS)
- Long-Term Care Ombudsman (HHS)
- Environmental Services Coordinator (Public Works)
- Water Worker III (Public Works)

Department	Position	Vacant FTE	Position Status
CITY MANAGER/CITY MANAGER ADMINISTRATION	Equity and Empowerment Coordinator	1	Proposed hold vacant
CITY MANAGER/CITY MANAGER ADMINISTRATION	Administrative Assistant	1	Proposed hold vacant
CITY MANAGER/CITY MANAGER ADMINISTRATION	Administrative Lead	1	Proposed hold vacant
CITY MANAGER/PUBLIC INFO / CITIZEN ENGAGEMENT	Art Design Coordinator	1	Proposed elimination
CITY MANAGER/REVENUE AND COLLECTIONS	Customer Service Representative	1	Proposed hold vacant
CITY MANAGER/ACCOUNTING	Senior Accountant	1	Proposed hold vacant
LAW/LAW	Assistant City Attorney	1	Proposed hold vacant
ADMINISTRATIVE SERVICES/INFORMATION TECHNOLOGY	Digital Services Specialist	1	Proposed hold vacant
ADMINISTRATIVE SERVICES/PARKING ENFORCEMENT & TICKETS	Parking Enforcement Officer PT	0.5	Proposed hold vacant
ADMINISTRATIVE SERVICES/PARKING ENFORCEMENT & TICKETS	Parking Operations Coordinator	1	Proposed hold vacant
ADMINISTRATIVE SERVICES/FACILITIES	Facilities Maintenance Wrk I-PT	0.5	Proposed hold vacant
ADMINISTRATIVE SERVICES/FACILITIES	Facilities Maint. Worker III	1	Proposed hold vacant
COMMUNITY DEVELOPMENT/BUILDING INSPECTION SERVICES	Structural Inspec/Plan Reviewer	1	Proposed hold vacant
COMMUNITY DEVELOPMENT/BUILDING INSPECTION SERVICES	Plan Reviewer	1	Proposed hold vacant
POLICE/POLICE ADMINISTRATION	Police Commander	1	Proposed hold vacant
POLICE/PATROL	Police Officer	1	Proposed elimination
POLICE/PATROL	Police Officer	1	Proposed elimination
POLICE/PATROL	Police Officer	1	Proposed elimination
POLICE/PATROL	Police Officer	1	Proposed elimination
POLICE/PATROL	Police Officer	1	Proposed elimination
POLICE/PATROL	Police Officer	1	Proposed elimination
POLICE/PATROL	Police Commander	1	Proposed hold vacant
POLICE/PATROL	Police Officer	1	To be filled
POLICE/PATROL	Police Officer	1	To be filled
POLICE/CRIMINAL INVESTIGATIONS	Police Officer	1	Proposed elimination
POLICE/JUVENILE BUREAU	Police Officer	1	Proposed elimination
POLICE/JUVENILE BUREAU	Police Officer	1	Proposed elimination
POLICE/SERVICE DESK	Service Desk Officer II	1	Proposed hold vacant
POLICE/SERVICE DESK	Service Desk Officer II	1	Proposed hold vacant
POLICE/SERVICE DESK	Service Desk Officer II	1	Proposed hold vacant
POLICE/311 CENTER	Service Desk Officer I	1	Proposed hold vacant
POLICE/PROBLEM SOLVING TEAM	Police Officer	1	Proposed elimination
POLICE/PROBLEM SOLVING TEAM	Police Officer	1	Proposed elimination
POLICE/TRAFFIC	Towing Coordinator	1	Proposed elimination
POLICE/EMERGENCY TELEPHONE SYSTEM	Asst. Communications Coord	1	Proposed elimination
FIRE/FIRE MANAGEMENT AND SUPPORT	Administrative Lead	1	Proposed hold vacant
FIRE/FIRE SUPPRESSION	Firefighter/Paramedic	1	Proposed hold vacant
FIRE/FIRE SUPPRESSION	Firefighter/Paramedic	1	Proposed hold vacant
FIRE/FIRE SUPPRESSION	Firefighter/Paramedic	1	To be filled
FIRE/FIRE SUPPRESSION	Firefighter/Paramedic	1	To be filled
FIRE/FIRE SUPPRESSION	Firefighter/Paramedic	1	To be filled
FIRE/FIRE SUPPRESSION	Firefighter/Paramedic	1	To be filled
FIRE/FIRE SUPPRESSION	Firefighter/Paramedic	1	To be filled
FIRE/FIRE SUPPRESSION	Firefighter/Paramedic	1	To be filled
FIRE/FIRE SUPPRESSION	Firefighter/Paramedic	1	To be filled
FIRE/FIRE SUPPRESSION	Firefighter/Paramedic	1	To be filled
FIRE/FIRE SUPPRESSION	Firefighter/Paramedic	1	To be filled
FIRE/FIRE SUPPRESSION	Firefighter/Paramedic	1	To be filled
HEALTH/HEALTH ADMINISTRATION	Senior Management Analyst	1	Proposed hold vacant
HEALTH/PUBLIC HEALTH DIVISION	Environmental Health Practitioner	1	To be filled
HEALTH/HUMAN SERVICES	Human Services Advocate	1	To be filled
HEALTH/HUMAN SERVICES	Family Advocate	1	To be filled
HEALTH/HUMAN SERVICES	Long-Term Care Ombudsman	1	To be filled
PARKS, REC & COMM SERV/RECREATION MGMT AND SUPPORT	Data Control Clerk	1	Proposed hold vacant
PARKS, REC & COMM SERV/GIBBS-MORRISON CULTURAL CENTER	Facility Coordinator	1	Proposed hold vacant
PUBLIC WORKS AGENCY/Recycling & Env Services	Environmental Svcs Coordinator	1	To be filled; moved to Other Funds
PUBLIC WORKS AGENCY/ENV-PARKS & FORESTRY MAINT. & OP	Forestry Worker I	1	Proposed hold vacant
PUBLIC WORKS AGENCY/Street Maintenance	Supervisor: Streets	1	Proposed hold vacant
PUBLIC WORKS AGENCY/Distribution Maintenance	Water Worker III	1	To be filled
	Total Vacant FTE	56	



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Kate Lewis-Lakin, Budget Coordinator

Subject: Police Department Budget Comparison

Date: November 5, 2020

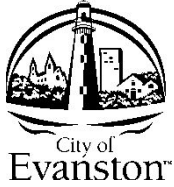
Question: The 2021 Proposed budget for the Police Department appears to be higher than 2019 actual expenses, even with the proposed elimination of 11 officers and other positions. Why is that?

Response: Actual expenses for the Police Department in 2019 were \$38,961,629. The updated 2021 Proposed Budget for the Police Department is \$39,964,293 (includes all budget balancing changes). This is an increase of \$1,002,664. This is mostly due to an increase in the pension transfer of \$929,153.

Pension contributions increase every year based on actuarial recommendations, per the decision of the City Council. The pension contribution is directly funded by a property tax levy. The property tax is shown as a revenue in the General Fund, and the expense in the General Fund is shown as a transfer to the Police Pension Fund. Retiree benefits are then paid from the Pension Fund.

	2019 Actual	2021 Proposed (updated)	Difference
Total Expenses	\$38,961,629	\$39,964,293	\$1,002,664
Pension Transfer	\$10,502,308	\$11,431,461	\$929,153
Expenses minus pension transfer	\$28,459,321	\$28,532,832	\$73,511

Without the pension transfer, the 2021 Proposed Budget is only \$73,511 higher than the 2019 actual expenses. If staffing had remained at 2019 actual levels, we would have expected the 2021 Proposed Budget to be at least \$1 million higher than 2019 actuals. This is because personnel costs increase each year. The police union (FOP-Officers) received an increase of 2.5% in 2020 and 2.25% in 2021, and health insurance costs increase by 3-5% per year. The staffing changes proposed in the 2021 budget offset what would have otherwise been an increase in staff costs.



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Kate Lewis-Lakin, Budget Coordinator

Subject: Human Services Fund Expenses

Date: October 23, 2020

Question: Please provide detail about the following budget lines in the Human Services Fund: Other Program Costs, Seasonal Employees

Response:

The 2021 Proposed Budget for Other Program Costs in the Human Services Fund is \$512,000. This is an increase of \$250,000 from the 2020 Adopted Budget.

The \$250,000 added in the 2021 Proposed Budget consists of \$200,000 for building a pilot alternative emergency response program, and \$50,000 for senior service support and programs. The specific of both these programs are still under determination by the City Council and committees.

The other \$262,000 in other program costs that was carried over from the 2020 budget is made up of \$42,000 in the Human Services Division and \$220,000 in the Youth Engagement Division.

In Human Services, \$15,000 pays for a partnership with the ETHS Health Center which was formulated in 2014. Due to the elimination of health department clinics, the City established a partnership agreement with ETHS Health Center to provide some funding to support health related matters such as immunizations, laboratory screenings, prenatal care through referrals, reproductive health care, wellness education, sexually transmitted disease testing, substance abuse counseling and other supportive services.

The amount in Youth Engagement supports all aspects of the Mayor's Summer Youth Employment Program, which operated in a limited capacity in 2020 due to COVID-19. The amount also supports year-round programming expenses for the Youth Engagement Division.

The 2021 Proposed Budget for Seasonal Employees in the Human Services Fund is \$560,000. This has not increased from the 2020 budget. This amount is completely in the Youth Engagement Division and is for the Mayor's Summer Youth Employment Program. This was moved from Parks and Recreation to the Human Services Fund in 2020 along with the move of the operating division.



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Hitesh Desai, Chief Financial Officer
Kate Lewis-Lakin, Budget Coordinator

Subject: Debt Service 2022-2023

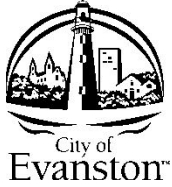
Date: November 11, 2020

Question: What is the estimated debt service tax levy for 2022 and 2023?

Response: The table below shows the estimated debt service and tax levy for the next two years. The assumptions made in the calculations are as follows:

- 2021 bonds - assume \$7.6 million of tax supported bonds, amortized over 20 years. Debt service on these bonds would begin in 2022.
- 2022 bonds - assume \$10 million of tax supported bonds, amortized over 20 years. Debt service on these bonds would begin in 2023.
- Any bonds issued in 2023 would not have tax-supported debt service until 2024
- Abatements are funds available from sources other than the tax levy that are used to pay debt service, reducing the levy amount. These are typically from water, sewer, parking, and TIF funds, for bonds specific to projects in these areas.
- The Friends of Robert Crown Center are scheduled to begin making payments towards bonds for the Crown Center Project beginning in 2022. This is an estimated contribution based on pledge payments expected and debt service costs.

	2021	2022	2023
Total Debt Service Current	\$18,094,600	\$18,667,977	\$18,047,070
2021 Bonds	-	532,000	532,000
2022 Bonds	-	-	700,000
Estimated Total Debt Service	18,094,600	19,199,977	19,279,070
Current Abatements	3,676,094	3,895,823	4,163,677
Est. Friends of Crown Contribution	-	900,000	\$900,000
Est. Debt Service Levy	\$14,418,506	\$14,404,154	\$14,215,393



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Demitrous Cook, Chief of Police
Deputy Chief Wright, Support Services
Sergeant Levy, Training Sergeant

Subject: 2021 Training Projections

Date: October 23, 2020

Note: This memo was initially provided on October 23, 2020.

This memorandum projects training expenses and a training plan for 2021. This proposal is a draft, and training is subject to change as need, staffing, budget and climate constantly evolve throughout the course of a year.

Adjustments to the Training Plan will be made for the following occurrences or for unforeseen events:

- Retirements
- Promotions
- New hires
- Spending freezes
- Critical Incidents
- Specialty certifications for new assignments

Training can be broken down into several categories, as can expenses. There are fixed expenses paid for training subscriptions or memberships. These expenses are vital to maintain a bare minimum of training standards set by the State of Illinois in their ever-growing list of mandated training requirements. Additionally, there is training in place here at Evanston Police Department (EPD) that while not required by mandate, EPD has always been ahead of legislation and civic pressure and required certain certifications by position. For the purposes of this memo, training will be broken down into the following categories:

- Fixed Expenses
- Recommended Training
- List of Mandated Training

Additionally, there are training expenses that fluctuate, such as travel, meals and fuel reimbursement. These are included as estimates.

FIXED EXPENSES – Approximately \$74,155

Items in this category include subscriptions paid by EPD to deliver training in various formats.

- NEMRT – Approximately \$12,000 (This cost is subject to change based on COVID-19 limitations on training) and \$9,000 in additional specialized course fees.
 - This is the Mobile Training Unit arm of Illinois Law Enforcement Training and Standards Board (ILETSB), which provides direct, State approved training to EPD personnel.
 - All courses and instructors have been previously approved by ILETSB and all contribute to satisfying state mandates.
 - NEMRT publishes three class catalogs annually with numerous training classes. EPD is generally limited to 2 personnel to each class, however it is first come first served.
 - Costs for class is covered with annual membership, however certain courses with outside instructors has additional cost.
 - Members attending NEMRT courses are given a meal allowance, usually \$15 per day.
 - Fuel is generally not reimbursed as the contract dictates that members are given compensatory time based on distance of training from EPD Headquarters.
- Police Law Institute (PLI) – Approximately \$15,600
 - Our annual subscription to PLI provides EPD with monthly online lessons on varying Law Enforcement topics. Each lesson is followed by a quiz on the material. Lessons and quizzes are composed in conjunction with Illinois attorneys and all lessons are reviewed and approved by ILETSB. Without PLI, EPD would not be able to ensure compliance with Illinois mandated training requirements.
- Northwest Police Academy (NWP) \$75 annual fee, \$25 per person, per session
 - NWP provides monthly seminars to Police Command Staff and Administrators on high interest topics such as pursuits, use of force and search and seizure, for example.
 - Seminars are attended as staffing permits.
- Target Solutions - \$10,330
 - Online training management software system put in place by COE.
 - Used to deliver in-house training and policy compliance.
- Police Academies – At this time it is uncertain how many candidates will be sent in 2021. Academy costs are approximately \$2,000-\$3,200 per recruit, depending on the academy.
- Miscellaneous expenses as compared to previous budget years:
 - \$2,000 – minor training expenses on Training credit card
 - Health Club – Approximately \$3,000 Annually
 - Civilian Training – Approximately \$4,000 for miscellaneous training

- Petty cash (meals for one-day courses, fuel) – Approximately \$4,500
- ALICE Certifications – Approx. \$4000

RECOMMENDED TRAINING – Approximately \$125,000

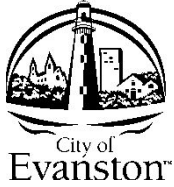
The training listed in this section are topics that are considered a high priority, popular in today’s culture, or cover material that have the potential to lead to litigation. Pricing varies, but a best estimate will be given.

- Use of Force
 - Ongoing training, mainly through NEMRT
- De-Escalation
 - There are a number of options for this type of training. Many NEMRT courses and PLI courses incorporate de-escalation and techniques associated with de-escalation in their training. We will continue with PLI and NEMRT courses to receive some of this training.
 - Train-the-trainer - \$1,000-\$2,000 – An attempt was made in 2020 to send 2 officers to an instructor certification course in de-escalation, however due to COVID restrictions and reduced classes, the course was unavailable. EPD should send 4 personnel in 2021 to an instructor certification course, to hold in-house, regular de-escalation training for EPD personnel. In addition to registration, there would be a minimal daily meal allowance.
- Civil Disorder/Crowd Control – All EPD personnel receive basic crowd control tactics during initial Academy training. In recent years, select EPD personnel have received training back in 2010 and 2017. In light of recent ongoing events, basic crowd control training should be made available to EPD personnel.
 - Costs could be reduced by using in-house personnel assigned to Northern Illinois Police Alarm System Mobile Field Force. Only costs associated would reflect manpower.
- Defensive Tactics – EPD has not conducted defensive tactics training as a Department since 2016. Again, costs could be reduced utilizing in-house instructors. Costs associated would reflect manpower.
- Arson Investigator Certification – Approximately \$1,750/person
 - EPD has no currently certified investigators assigned to Criminal Investigations.
- Evidence Technicians - \$1,450/person
 - Currently the Forensic Services Division is short staffed and in need of additional Evidence Technicians. A minimum of four members should be sent in 2021.
- Illinois Homicide Investigators Conference – Approximately \$300/person
 - Another casualty of COVID-19, this conference provides critical technical, legal and case study training to members assigned to investigations. Additionally, Illinois mandates require certification for Lead Homicide Investigator. This conference covers re-certification for all members attending. Recommend all members of investigations attend.

- Physical and Emotional Regulation: Somatic Tools and approaches for stress, fear, anxiety and trauma on the job and at home – Proposed EPD in-service, similar to contracts executed with Dr. Logan. Approx. \$20,000 for whole Department.
 - This custom course has been created for EPD by Evanston resident Rich Sims with consultation by a former Police Officer and retired FBI Special Agent. The purpose is to teach officers, through active learning, skills and tools to effectively work with their stress, fears, anxiety and trauma. It can be used in Officers' professional and personal lives, and has many ties to internal controls and de-escalation.
- Supervision of Police Personnel, NUCPS - \$1,000/person
 - All newly promoted Sergeants attend Northwestern University's Center for Public Safety two-week supervisor school. One Sergeant promoted this year will need to attend in 2021 and should any other personnel be promoted to Sergeant, they will need to go as well.
- School of Police Staff and Command, NUCPS - \$3,900 - \$4,200/person
 - All Command Staff has attended or will complete the course by the end of 2020. A number of Sergeants have already attended as well, and Chief Cook has a running list of Sergeants needing to attend. We should look to send a minimum of 4 supervisors to this training in 2021.
- Executive Management Program, NUCPS - \$2,300/person
 - Command level training for EPD personnel. Three Commanders were scheduled to attend the training during summer 2020, but due to COVID-19, classes were cancelled. Recommend minimum is four Commanders to attend in 2021
- Cellebrite – Approximately \$3,900/person
 - EPD currently has two Detectives certified in Cellebrite technology, which enables investigators to access, extract and forensically analyze mobile device data. This certification has proved invaluable in complex investigations such as homicides and long term organized criminal conspiracy investigations. It would greatly benefit the Department to have more investigators capable of conducting such investigations
- Special Operations Group Tactical Training – Approximately. \$8,000- \$10,000 for full team and travel
 - SOG requires annual training in high-risk activities that they are tasked with. This training involves certified instructors at a location suitable for firearms and tactical training.
- Traffic Bureau Training – Approx. \$8,000-\$10,000
 - Various training throughout the year related to advanced accident investigation and reconstruction, Police Motorcycle certification and safety and DUI investigative techniques.
- FBI LEEDA - \$700/person, per part
 - Three-part executive level training for Police Department leadership. One Deputy Chief and one Commander were scheduled to take the third and final part but it was cancelled due to COVID-19. Recommend completion of the course and sending two additional Command level staff members.

- Police Executive Research Forum, Boston MA - \$,9700/person, includes room and board.
 - High level executive Police training, two members were scheduled and approved to attend in 2020; however the course was cancelled due to COVID-19. Recommend the two attend in 2021.
- Illinois Tactical Officers Association Conference – Approx. \$350/person
 - Annual conference for members assigned to NIPAS, as part of their duties. Previously all members assigned to NIPAS EST have attended, but with increasing use and deployment of NIPAS Mobile Field Force, members assigned to that force should attend as well.
- Managing the Media in Law Enforcement, University of Louisville Southern Police Institute – Approx. \$1300/person for travel and registration
 - Prior to COVID-19, the decision was made to send the Command Staff member tasked with supervising media relations. No one attended due to COVID-19. Recommend two supervisors to attend.
- Miscellaneous educational conferences
 - Throughout the training years, there are numerous conferences specific to certain specialties or groups of sworn personnel. The following examples are not all inclusive:
 - Women in Law Enforcement
 - Officer Suicide Prevention
 - Crisis Intervention Team
 - Illinois Association of Chiefs of Police
 - Evidence Technician Educational Conference

Total estimated projection for 2021 training expenses detailed in this memorandum is \$200,000.



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Hitesh Desai, Chief Financial Officer

Subject: Police and Fire pension funding through tax levy

Date: November 11, 2020

Note: This memo was initially provided on October 23, 2020.

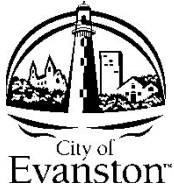
The City levies property taxes for general operations of the City including Police, Fire, Public Health and Public Works. Besides these, there is a tax levy for Police and Fire pensions.

The City contributes to the Police and Fire pension funds through a tax levy based on a recommended contribution report from an actuary. The City Council adopted the pension funding policy to contribute at a higher rate than the minimum mandated by the state statutes, to shore up the funding levels for both pension funds.

Per the audit report as of December 31, 2019, the Police Pension Fund is showing funding level of 56% whereas Fire pension is showing 48% funding.

Below is the table showing contributions in excess of minimum mandated by state statutes.

				Minimum Required	Recommended	Excess
				Per State statute	Per Actuarial Report	Contribution
Police Pension						
				9,984,777	11,431,461	1,446,684
Fire Pension						
				8,203,466	9,626,778	1,423,312
				18,188,243	21,058,239	2,869,996



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Kate Lewis-Lakin, Budget Coordinator

Subject: Administrative Services Budget

Date: October 23, 2020

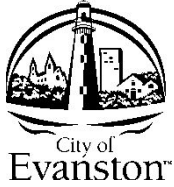
Question: Why did the Administrative Services department budget for 2021 increase from the 2020 Actual?

Response: The updated General Fund summary provided for the November 9, 2020 City Council meeting shows the following data for expenses in the Administrative Services Department:

2020 Adopted Budget	2020 Estimated Amount	2021 Proposed Budget
\$10,312,914	\$9,333,368	\$10,360,246

The savings from the 2020 Budget to 2020 Estimated is related to the City's response to COVID-19. The City has had a hiring freeze in place since March, which has left 4 FTE vacancies in the Administrative Services Department, for a savings of approximately \$350,000. Furlough days taken by non-union and AFSCME staff yield another \$200,000 in savings. Additional savings is coming from reduced use of parking enforcement software, and delayed or reduced purchase of other software and services.

The 2021 budget restores the spending on parking enforcement, software and services that was included in the 2020 budget. However, it does still hold 4 FTE positions vacant, not budgeting for those positions. Certain expenses have also been added to Administrative Services in the 2021 budget, bringing it nearly equal to the 2020 adopted budget. Personnel expenses for remaining staff will increase about 2.5% due to general wage increases for AFSCME employees and rising health insurance costs. Electricity expenses for City facilities have been added to the budget, along with offsetting revenue from ComEd in the form of an infrastructure maintenance fee. This was approved by the City Council in September. Other expenses added are due to a consolidation of copy machine and telecommunication related charges from all departments into the IT division of Admin Services. This will allow for more accurate budgeting and better management of these expenses going forward.



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Kate Lewis-Lakin, Budget Coordinator

Subject: 2020 Estimates

Date: October 23, 2020

Question: Many funds show increases from 2020 Estimate Amount to 2021 Budget. This includes: Motor Fuel Fund, Affordable Housing Fund, West Evanston TIF, Howard Ridge TIF, Chicago-Main TIF, Capital Improvements, and Water. Why is this?

Response: In general, 2020 estimated amounts lower than 2020 budgets reflect the restrictions in activity caused by the COVID-19 crisis and response. For 2021, it is the City's hope that some of these services and activities can return to more normal levels, and the budgets reflect that change. Specific explanations for the funds named are below.

Motor Fuel Tax (MFT) Fund - The revenue for the MFT Fund increased in 2020 as a result of the increase in state motor fuel tax to fund the Rebuild Illinois program. This increase was estimated at \$1.2 million for the 2020 budget, with expenses added to the fund accordingly. Some of these were expenses moved from the General Fund, while others represented new street resurfacing projects. The City was conservative in its estimates for 2020, and actually received \$1.6 million in Rebuild Illinois funding in 2020 and expects the same in 2021. Because this additional funding was not planned for in 2020, it has been carried over to 2021. The City hopes to complete a greater amount of street resurfacing from the fund next year due to this additional funding in both years, which is why expenses are increasing.

Affordable Housing Fund - The Affordable Housing Fund started 2020 with a high fund balance, due to a large developer contribution received at the end of 2019. When creating the 2020 budget, the City hoped to spend down some of this fund balance on development grants and forgivable loans to support affordable housing in Evanston. Due to the COVID-19 pandemic, development on certain properties slowed, and the City expects to spend far less on grants and loans from the fund than planned. The pandemic has also caused housing insecurity for many Evanston residents, so the City plans to spend more on projects and programs related to affordable housing in 2021 than it was able to in the current year.

West Evanston TIF - The West Evanston TIF Fund experienced a substantial growth in equalized assessed value in 2020. This nearly doubled property tax revenue received to the fund from \$720,000 budgeted to \$1.4 million expected. At the same time, the City was not able to complete planned capital improvement projects in this TIF area in 2020. Staff expects the higher property tax increment to continue in 2021, and plans to use some of this accumulated fund balance to complete capital improvement projects in the TIF area in 2021.

Howard-Ridge TIF - Similar to the West Evanston TIF, the Howard-Ridge TIF also received a higher than expected property tax increment in 2020 as a result of increased EAV. This is expected to continue in 2021, and the City hopes to pursue capital projects in the TIF in 2021 with the accumulated balance.

Chicago-Main TIF - The Chicago-Main TIF also experienced an increase in tax increment in 2020. The City is also planning to issue bonds for major street improvements in the TIF to be started in 2021, increasing both revenue and expenses. This is shown as Other Revenue of \$1.13 million in the budget document.

Capital Improvements Fund - The COVID-19 pandemic reduced the City's ability to complete all of the capital improvement projects that were scheduled for 2020. Staff has taken a close look at these projects that were delayed. Some are planned to be completed in 2021, and some will be delayed further to 2022.

Water Fund - The Water Fund includes a budgeted amount for annual capital improvement projects.



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Brian Scott, Fire Chief
Kate Lewis-Lakin, Budget Coordinator

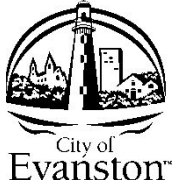
Subject: Fire Calls Northwestern University

Date: November 13, 2020

Question: How many calls to Northwestern University does the Evanston Fire Department handle per year and what are their associated costs?

Response: In 2019 we responded to **513** calls for service to Northwestern University. 246 or 48% were for emergency medical services (EMS). In terms of cost, all EMS transports are billed and reimbursed at the same rate as any Evanston resident at \$1,500 per transport in accordance with Ordinance 150-O-19.

The remaining 267 calls were for fire and rescue related incidents and are not typically billed. Estimated average cost to the city for these calls would be \$2,468 per call for a total of \$658,986.



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

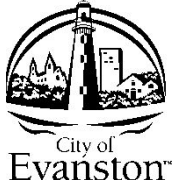
From: Kate Lewis-Lakin, Budget Coordinator

Subject: Water Sale Revenue

Date: October 23, 2020

Question: Where is the City using new water revenue from selling to other Cities?

Response: It is anticipated that the addition of Lincolnwood as a customer community will generate \$500,000 in new revenue for the City of Evanston. Half of this is to be retained by the water fund to support the infrastructure providing the connection to Lincolnwood. Half will be transferred to the General Fund as profit sharing - \$250,000 budgeted for 2021.



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Karen Danczak Lyons, Executive Director

Subject: Evanston Public Library Savings

Date: November 17, 2020

Question: Please provide the amount of savings the Library will be seeing from closing the two branches, and where this savings has been allocated.

Response: The EPL Library branch budget consists largely of staff, the physical and electronic materials collection and facility costs (lease, utilities, and maintenance). In 2019, the EPL operating budget included the Chicago Avenue / Main Street and Central Street locations. In 2020, the budget expanded to add staff for the Robert Crown Library Branch. In 2021, the branch budget includes the Crown location only.

Four (4) senior branch staff retired during 2020. Three (3) other positions were redeployed to the Lifelong Learning Department. The lease for the CAMS branch will end. The cost of the circulating collection for three sites has been reduced to one. The difference between the 2020 Adopted Budget and 2021 Proposed Budget for Engagement Services (business unit 4825) is reflected in the table below:

Savings	\$ (thousands)
Personnel	(245)
Collection	(75)
Lease	(60)
Total	(380)

These savings have: increased the Lifelong Learning & Literacy (4806) budget through the redeployment of staff; been absorbed across all personnel costs to cover negotiated wage increases; and added to Administration (4845) non personnel increases associated with the exploration of a Technology/Book mobile, the absorption of a previously grant-funded Social Worker, and an updated strategic plan. EPL continues to invest in equity with tuition reimbursement, translation and professional development training for all staff.



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Sarah Flax, Housing and Grants Manager
Kate Lewis-Lakin, Budget Coordinator

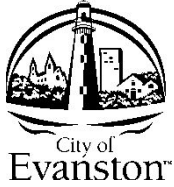
Subject: 2021 CDBG Budget

Date: November 17, 2020

Question: Why is \$1,700,000 shown in Other Program Costs in the 2021 Budget?

Response: The federal government has not approved its 2021 fiscal year budget or appropriations bills that fund HUD and other federal agencies. As a result, the City of Evanston does not know what its 2021 Community Development Block Grant amount will be at this time. For budgeting purposes we have estimated that our 2021 CDBG grant will be \$1,650,000, based on a conservative estimate using prior year grant amounts.

The annual application for CDBG funding has been postponed due to COVID-19 to assess changing needs to recover from the pandemic and most of the estimated 2021 CDBG grant has not been allocated to specific activities at this time. The \$1,700,000 in Other Program Costs comprises the estimated amount of 2021 CDBG funding that will be available, with the exception of CDBG Administration and Housing Rehab Administration, primarily staffing costs totaling \$322,314 that are reflected in the Salary and Benefits line in Operating Expenses. In addition, approximately \$375,000 of unexpended CDBG from prior grant years makes up the remainder of the \$1,700,000 in Other Program Costs. Most of that funding, \$300,000, was allocated by City Council on October 12, 2020 to be used for activities to address COVID-19, including rent and food assistance for people who have lost income due to the coronavirus.



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Sue Pontarelli, 311 Manager
Kate Lewis-Lakin, Budget Coordinator

Subject: 311 Weekend Hours

Date: October 23, 2020

Question: How much would it cost to reopen 311 on weekends?

Response: 311 was open on Saturdays from when it began in 2012 until September, 2017. During this time, average call volume on a Saturday was between 90-110 calls. There would typically be two staff working the call center on a Saturday. The average hourly rate of a 311 operator is \$23 per hour, so direct staffing for two staff from 9-5 would be approximately \$368 per Saturday or \$19,136 per year.

In order to cover the staffing needs of keeping 311 open on Saturdays, the division would need to add 1 full-time staff member, in order to manage time off amongst all 311 employees and keep the center fully staffed as needed. The approximate total cost for a full time staff member is \$75,000 including all taxes and benefits.

Currently, the 2021 budget includes holding vacant one Service Desk Officer I position. 311 would not be able to permanently add Saturdays with the current staffing, and would need to reinstate this position to make that possible.

It is staff's recommendation that expanding 311 hours be included in a larger conversation about Police Department services and emergency response. Savings may be generated in other areas if call volume is redirected from 911 to 311. The 311 center could expand at that time with a net zero impact through the redeployment of these other savings.



Memorandum

To: Honorable Mayor and Members of the City Council

From: Luke Stowe, Interim Administrative Services Director/CIO
Sean Ciolek, Division Manager of Fleet and Facilities Management

Subject: Civic Center Closing - Cost Savings

Date: November 11, 2020

Summary:

Pursuant to the City Council's request, staff submits this memorandum on the cost savings from the partial Civic Center closure due to COVID-19. Staff estimates approximately \$15,000 a month in savings, mainly attributed to reduced copier costs and cleaning costs.

Breakdown of Cost Savings:

When reviewing the costs associated with copiers, it appears that the monthly fees were averaging approximately \$15,000 per month before the pandemic. Costs for recent months have been reduced to roughly \$5,000. The staff has been aggressively negotiating with COTG to reduce costs since the start of the pandemic. Some copier fees are standard flat rates that are not able to be cut any further. One copier remains in the hallway of each floor at the Civic Center for staff to continue to utilize. The second copier (a black and white copier) on the 4th floor was relocated to Robert Crown Community Center.

Cleaning services are the second-largest cost savings from the closure of the Civic Center. City employees were given the additional task to handle the facility's cleaning (taking them away from their regularly assigned duties), which reduced the cost by around \$5,000 a month. Other City buildings, including the Police/Fire Headquarters and the Service Center, continue to be cleaned by the current contractors.

Paper and other supply/office costs are lower due to fewer employees that come into work, and no committee or public meetings at the Civic Center. Supplies range from copying paper and envelopes for staff use, cups and napkins used during meetings, and toilet paper and paper towels for guests. When reviewing the "Office Supply" costs in the budget, the staff could not determine a specific amount that has been saved. Each department or division has its own Office Supply line, and the staff could not break down what was used for the Civic Center vs. other facilities. Also, this year's numbers

may be off as employees required further supplies to assist with setting up at-home workspaces.

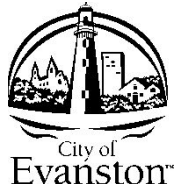
Finally, it should be noted that there is no reduction in the utilities or the building's security. The building continues to use the same amount for building lights, heat/air, etc., to keep the facility operational for staff that needs to come in. Also, most Civic Center employees have their work phone numbers forwarded to their home/personal cell, so there was no possibility of telephone operation savings. The phone contract will be up in 2021 for renewal, and there are possible cost savings that could be negotiated. However, most costs associated with the phones are not for the minutes used but rather for each line assigned. The City does not currently pay for electricity at the Civic Center due to an agreement with ComEd, but it has been discussed that the agreement could change for 2021.

The City's fire panels need to remain operational for safety purposes. These are inspected annually, and costs will continue until the Civic Center would be purchased by another entity. Costs are around \$6,500 a year for Civic Center and Service Center.

The Civic Center also continues to pay for security. The guard monitors and screens employees entering the building and handles any outside guests looking for assistance.

Please note, the above amounts are only for the current, partial closure of the Civic Center. If the City found another location for its Civic Center employees, providing for better air quality for its employees while also having a positive impact on the downtown district, many additional expenses would be incurred/need to continue. Some costs include, but are not limited to the list below:

- Maintenance costs for the Civic Center are necessary to preserve the exterior enclosure and all HVAC, electrical, and plumbing systems. These systems would need to continue to be run on every floor to keep the building from deteriorating. Without heat, it would get cold quickly, leading to freezing pipes and finish damage.
- Staff would need to address storage concerns, specifically all of the records stored in the attic that the City needs to maintain. A large, secured storage facility would need to be acquired.
- Staff would need to move IT equipment. Depending on the facilities that are moved, the equipment could range significantly in price and may need to be a CIP expense.



Memorandum

To: Honorable Mayor Hagerty and Members of the City Council

From: Kate Lewis-Lakin, Budget Coordinator

Subject: Revenue from Northwestern University

Date: November 13, 2020

Question: Please detail all sources of funding

Response: The City receives revenue from Northwestern University from a variety of different fees and taxes, in addition to the \$1 million received annually to the Good Neighbor Fund.

Athletic contest tax - This is a tax per ticket that applies to Northwestern basketball and football games. In 2019, the City received \$1.2 million from this revenue source. Unfortunately, with the shortening of the football season this fall and loss of fan attendance, the City has only received \$204,810 in revenue in 2020 and does not expect to receive more.

Reimbursement for police services - The Police Department bills Northwestern University for staff overtime incurred at university events, including football games. In 2019, the City received \$454,456 in reimbursement for police expenses from Northwestern. The City expected to receive \$500,000 from reimbursements in 2020, but with the onset of the pandemic has only received \$60,000 and may reach \$100,000 by year-end.

Building permits - Northwestern pays City building permit fees for construction on campus and in university buildings. This amount varies widely by year depending on projects, but is typically a few hundred thousand each year. Some years revenue from this source has exceeded \$1 million when large construction projects are being completed. The City does not expect large projects to take place on campus in the next few years. Depending on the project type, these may also include permit fees for right-of-way access.

Other tax types - Northwestern also pays parking, liquor, and sales taxes to the City at the same rates as all other businesses who offer these services or items for sale. Sales tax would apply at the gift shops and bookstores on campus. Liquor tax would apply to events with alcoholic beverages sold, and parking tax is applied to paid public parking in lots and garages. The City cannot release figures for individual payments on these tax types.