

CITY OF EVANSTON

FY 2022 Budget

Responses to 2022 Budget Questions
Through November 5, 2021

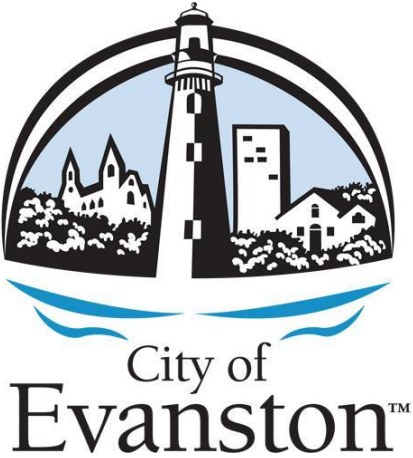


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Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Kate Lewis-Lakin, Budget Manager

Subject: Held Vacant Positions

Date: October 19, 2021

Question: Provide a summary of what happened to the positions held vacant in the 2021 budget that are being added back to the 2022 Proposed Budget.

Response:

The following information is regarding positions built into the 2022 Proposed Budget and shown in the budget document. Additional position requests from departments that are put forward for City Council consideration are shown in the Transmittal Letter.

In the 2021 Adopted Budget, 29.5 FTE positions were held vacant for one year due to COVID-19 related fiscal constraints. With the recovery of tax revenues and receipt of American Rescue Plan (ARPA) funds, these positions are recommended to be filled in 2022. These are included in the 2022 Proposed Budget. A few positions held vacant are not being filled with the same title as they were held - these are noted below the chart.

Department	Position Description	Held Vacant 2021 FTE	2022 Proposed Budget FTE
Administrative Services	Facilities Maint. Worker III	1	1
Administrative Services	Parking Operations Coordinator	1	1
Administrative Services	Digital Services Specialist	1	0
Administrative Services	Facilities Maintenance Worker I - PT	0.5	0
Administrative Services	Parking Enforcement Officer - PT	1	0.5

City Manager's Office	Administrative Lead	1	1
City Manager's Office	Equity and Empowerment Coordinator	1	1
City Manager's Office	Senior Accountant	1	1
City Manager's Office	Customer Service Representative	1	1
Community Development	Plan Reviewer	1	0
Community Development	Structural Inspector/Plan reviewer	1	1
Fire Department	Administrative Lead	1	1
Fire Department	Firefighter/Paramedic	2	1
Health & Human Services	Management Analyst	1	1
Law Department	Assistant City Attorney	1	1
Parks & Recreation	Data Control Clerk	1	0
Parks & Recreation	Facilities Coordinator - Gibbs Morrison	1	0
Police Department	Police Commander	1	1
Police Department	Police Commander	1	1
Police Department	Police Officer	1	1
Police Department	Records Input Operator	1	1
Police Department	Service Desk Officer II	3	3
Police Department	Service Desk Officer I	1	1
Public Works Agency	Management Analyst	1	1
Public Works Agency	Forestry Worker I	1	1
Public Works Agency	Supervisor: Streets	1	1

Public Works Agency	Public Works Maintenance Worker II	1	1
Total		29.5	23.5

Changes to held vacant positions:

1. Digital Services Specialist - not built into Proposed Budget, included in additional requests from departments shown in Transmittal Letter
2. Facilities Maintenance Worker I - PT and Parking Enforcement Officer - PT - 0.5 FTE from two positions combined into new position of Fleet Asset Administrator (1 FTE)
3. Plan Reviewer - filled as Permit Services Specialist
4. Firefighter/Paramedic - 1 FTE reclassified to Fire Captain
5. Data Control Clerk and Facilities Coordinator - Gibbs Morrison - two positions not included in 2022 Proposed Budget, were replaced by additional positions at Robert Crown Community Center in 2021. Position for Administrative Clerk included in additional requests from departments shown in Transmittal Letter



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Hitesh Desai, Chief Financial Office

Subject: 2022 Proposed Budget Memos

Date: October 12, 2021

Question: Analysis of 2021 bonds on 2022 Proposed budget, especially refunding of 2012 series.

Response:

The City issued General Obligation Corporate Purpose Bonds Series 2021, which included both a new money portion for capital projects and a refunding portion for Series 2021A. Following are summary numbers related to Series 2021 GO Bonds:

	New Money Portion	Refunding Portion	Total
Par amount of bonds	\$8,370,000	\$6,050,000	\$14,420,000
Reoffering Premium	\$549,852	\$788,365	\$1,338,217
Total Sources	\$8,919,852	\$6,941,431	\$15,861,283
Deposits to project funds	\$8,804,000		\$8,804,000
Deposit to Current Refunding fund		\$6,858,065	\$6,858,065
Costs of Issuance	\$115,852	\$83,366	\$199,218
Total Uses	\$8,919,852	\$6,941,431	\$15,861,283

The par amount is the principal amount that will be required to be repaid on the bonds. A premium municipal bond is a security sold at a price in excess of its par value. That means that a premium municipal bond will sell for more than 100 percent of its par

value. When the City sells a bond at a premium, it will receive more up front cash from the sale than it has to pay back in principal over time. The reoffering premium can be understood as cash received in the sale that is not required to be paid back.

Bond refunding is done when the current interest rate environment is lower than the existing interest rate on a bond. Refunding is only available at certain points in the life of a bond, based on the structure of the bond when it was sold and the time frame in which it is callable.

The refunding of Series 2012A Bonds in the 2021 series generated a net present value saving of \$654,261. This equates to 9.7% of the 2021A principal that was refunded (\$6,755,000), or 10.8% of the new 2021 refunding principal (\$6,050,000). The savings generated from this refunding is being used to lower the debt service for the year 2022.

The 2022 debt service for the 2021 bonds is shown below. This is built into the 2022 Proposed Budget for the Debt Service Fund and Water Fund, respectively. The Debt service fund portion is funded through the debt service tax levy. The Water Fund portion is supported through operating revenue and does not impact property taxes.

Debt Service Fund (new money portion) = \$532,670

Debt Service Fund (refunding portion) = \$183,993

Water Fund (new money) = \$127,860

Total debt service 2022 = \$844,523



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Kate Lewis-Lakin, Budget Manager
Lawrence C. Hemingway, Director of Parks & Recreation

Subject: Crown Operating Budget Projections

Date: October 18, 2021

Question:

- 1) Expected annual gross revenues when the new Crown Center was proposed in 2018 and expected expenses related to running of the new Crown Center
- 2) Proposed costs and expected gross revenues from the Center for 2022

Response:

When the Crown Center project was proposed and approved in 2018, it was expected that the Center would generate approximately \$2.45 million in revenue, and require \$2.92 million in operating expenses. This would generate an annual operating deficit of approximately \$500,000. This was expected to be an improvement on the operations of the previous Robert Crown Center, which operated with an annual deficit of \$743,000. These numbers are shown in the attachment.

The 2020 Budget, which was created with the assumption that the new center would be operating at full capacity beginning on January 1, 2020, and would operate at that capacity for the full year. The 2020 Adopted Budget included \$2.57 million in revenue from the Crown Center, and \$3.1 million in operating expenses, generating an annual deficit of \$544,213.

Unfortunately, due to the COVID-19 pandemic, the Crown Center did not operate near its expected capacity in 2020. Only \$1.2 million was generated in revenue in 2020. Operating expenses remained closer to budget at \$2.7 million, as expenses required to upkeep and maintain the building were required to continue even as programming revenue was significantly decreased. The center operated at a deficit of \$1.5 million in 2020.

The 2021 Adopted Budget includes \$1.94 million in revenue for the new Crown Center, and \$3.3 million in operating expenses. This would be continuing an operating deficit of \$1.4 million per year. The 2022 Proposed Budget includes increases in expenses due to

staffing and contract costs, and similar revenue to the 2021 budget. The operating deficit for the center in the 2022 proposed budget is \$1.5 million, with \$1.9 million in revenue and \$3.4 million in expenses.

In addition, the facility is finally operating at full capacity since the start of the pandemic. For the first time we are registering participants with no capacity limits in place. We haven't been able to do so until May of 2021 when the state of Illinois moved to Phase 5 in its recovery plan. Until that moment, all programs were operating at best at 50% capacity which includes this past summer activity. The registration process and the staffing allocations took place prior to moving into phase 5. With the increased capacity limits, we anticipate increased revenues being generated during the next budget cycle which will give the department a realistic expectation on annual revenues for years to come.

Overall, Parks and Recreation supports about 50% of its operations through program revenue. The 2022 Proposed Budget includes \$11.8 million in expenses for the department, which generates \$6.2 million in revenue. Even at the current lower revenue in 2021, the Crown Center supports approximately 56% of its operations through program revenue.

Attachments:

- 1) Slide from February 19, 2018 Crown Project Presentation
- 2) Budget Report - 2020 Budget and Actual, 2021 Adopted Budget, 2022 Proposed Budget

OPERATING REVENUES/EXPENSES

	Current Crown	New Crown	
Revenue	2017	2020	2021
Ice Rink and Camp Program Revenues	1,050,000	2,056,262	2,056,262
Community Center Program Revenues	380,000	395,253	395,253
Total Revenue	1,430,000	2,451,515	2,451,515
Expenditures			
Ice Rink Program Expenses	1,261,671	1,720,590	1,755,002
Community Center Program Expenses	912,153	1,009,226	1,029,410
Transfer to Crown Maintenance Fund	-	200,000	200,000
Total Expenditures	2,173,824	2,929,816	2,984,413
Net Operating Deficit	(743,824)	(478,301)	(532,897)

City of Evanston, IL

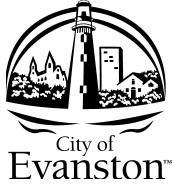
2022 Proposed
Budget

Account Number	Account Description	2020 Adopted Budget	2020 Actual Amount	2021 Adopted Budget	2022 Proposed Budget
Fund: 100 - GENERAL FUND					
REVENUES					
Department: 30 - PARKS AND RECREATION					
Business Unit: 3030 - CROWN COMMUNITY CENTER					
53200	BEV SNACK VENDING MACHINE	10,000	3,550	10,000	10,000
53565	RECREATION PROGRAM FEES	2,530,000	1,172,932	1,897,500	1,897,500
53566	RECREATION - DEFERRED REVENUE	-	25,468	-	-
55251	GRANTS AND AID	30,000	23,493	30,000	30,000
56045	MISCELLANEOUS REVENUE	3,500	-	3,500	3,500
Business Unit Total: 3030 - CROWN COMMUNITY CENTER		2,573,500	1,225,443	1,941,000	1,941,000
Department Total: 30 - PARKS AND RECREATION		2,573,500	1,225,443	1,941,000	1,941,000
REVENUES Total		2,573,500	1,225,443	1,941,000	1,941,000
EXPENSES					
Department: 30 - PARKS AND RECREATION					
Business Unit: 3030 - CROWN COMMUNITY CENTER					
61010	REGULAR PAY	1,101,748	1,181,270	1,149,239	1,195,970
61011	RECREATION INSTRUCTORS REG PAY	215,000	84,776	215,000	215,000
61013	PROGRAM ASSISTANTS	145,000	88,719	145,000	145,000
61050	PERMANENT PART-TIME	148,233	122,508	159,121	136,645
61060	SEASONAL EMPLOYEES	253,000	109,668	277,785	295,000
61110	OVERTIME PAY	27,000	8,059	27,000	27,000
61415	TERMINATION PAYOUTS	-	8,087	-	-
61430	VACATION PAYOUTS (PREVIOUSLY OTHER PAYOUTS)	-	127	-	-
61510	HEALTH INSURANCE	223,435	184,340	211,595	276,903
61513	VISION INSURANCE	-	-	-	152
61615	LIFE INSURANCE	480	717	731	601
61625	AUTO ALLOWANCE	900	600	900	-
61626	CELL PHONE ALLOWANCE	504	504	504	360
61630	SHOE ALLOWANCE	1,080	1,440	1,080	1,415
61710	IMRF	109,249	105,932	108,104	64,500
61725	SOCIAL SECURITY	77,655	97,011	83,105	82,733
61730	MEDICARE	18,162	22,688	19,436	19,349
62205	ADVERTISING	2,025	1,087	2,025	2,025
62210	PRINTING	1,520	2,056	1,520	1,520
62245	OTHER EQMT MAINTENANCE	23,100	7,433	23,100	23,100
62251	CROWN CENTER SYSTEMS REPAIR	21,000	27,784	21,000	82,000
62275	POSTAGE CHARGEBACKS	-	32	-	-
62305	RENTAL OF AUTO-FLEET MAINTENANCE	16,098	16,098	-	-
62309	RENTAL OF AUTO REPLACEMENT	12,437	12,437	-	-
62360	MEMBERSHIP DUES	11,025	6,438	11,025	11,025
62375	RENTALS	630	-	630	630
62380	COPY MACHINE CHARGES	3,448	8,192	-	-
62490	OTHER PROGRAM COSTS	27,090	3,360	27,090	27,090
62495	LICENSED PEST CONTROL SERVICES	-	1,375	-	-
62505	INSTRUCTOR SERVICES	38,094	31,978	38,094	58,000
62507	FIELD TRIPS	36,000	996	36,000	36,000
62508	SPORTS OFFICIALS	9,870	5,306	9,870	9,870
62509	SERVICE AGREEMENTS/ CONTRACTS	-	5,181	-	15,700
64005	ELECTRICITY	164,745	119,665	300,000	300,000
64015	NATURAL GAS	39,060	10,258	39,000	39,000
64540	TELECOMMUNICATIONS - WIRELESS	-	972	-	-
65020	CLOTHING	4,830	-	4,830	4,830
65025	FOOD	70,000	20,761	70,000	50,000
65040	JANITORIAL SUPPLIES	15,000	16,289	15,000	22,000
65050	BLDG MAINTENANCE MATERIAL	21,200	5,473	21,200	21,200
65070	OFFICE/OTHER EQT MTN MATL	-	314	-	-
65075	MEDICAL & LAB SUPPLIES	945	562	945	945

City of Evanston, IL

Account Number	Account Description	2020 Adopted Budget	2020 Actual Amount	2021 Adopted Budget	2022 Proposed Budget
65095	OFFICE SUPPLIES	3,150	3,553	3,150	3,150
65110	RECREATION SUPPLIES	65,000	19,790	65,000	65,000
65510	BUILDINGS	35,000	3,408	35,000	-
66158	TRANSFER TO CROWN MAINTENANCE FUND	175,000	175,000	175,000	175,000
Business Unit Total: 3030 - CROWN COMMUNITY CENTER		3,117,713	2,522,243	3,298,078	3,408,713
Business Unit:	3095 - CROWN ICE RINK (see note)				
61010	REGULAR PAY	-	1,215	-	-
61011	RECREATION INSTRUCTORS REG PAY	-	452	-	-
61013	PROGRAM ASSISTANTS	-	292	-	-
61050	PERMANENT PART-TIME	-	751	-	-
61060	SEASONAL EMPLOYEES	-	1,373	-	-
61510	HEALTH INSURANCE	-	639	-	-
61710	IMRF	-	364	-	-
61725	SOCIAL SECURITY	-	543	-	-
61730	MEDICARE	-	127	-	-
62275	POSTAGE CHARGEBACKS	-	5	-	-
62490	OTHER PROGRAM COSTS	-	246	-	-
64005	ELECTRICITY	-	172,617	-	-
64015	NATURAL GAS	-	13,671	-	-
Business Unit Total: 3095 - CROWN ICE RINK		-	192,296	-	-
Department Total: 30 - PARKS AND RECREATION		3,117,713	2,714,539	3,298,078	3,408,713
EXPENSES Total		3,117,713	2,714,539	3,298,078	3,408,713
Fund REVENUE	Total: 100 - GENERAL FUND	2,573,500	1,225,443	1,941,000	1,941,000
Fund EXPENSE	Total: 100 - GENERAL FUND	3,117,713	2,714,539	3,298,078	3,408,713
Fund Total: 100 - GENERAL FUND		(544,213)	(1,489,096)	(1,357,078)	(1,467,713)

**Note: All expenses and revenue were consolidated in 3030 Crown Ice Rink in the 2020 budget. Some were still mistakenly booked to 3095 in 2020 actuals



Memorandum

To: Honorable Mayor and Members of the City Council

From: Lara Biggs - City Engineer
Stefanie Levine - Senior Project Manager

Subject: Budget Memo - Robert Crown Settlement Issues and Warranties

Date: October 22, 2021

Question: Provide details on Crown warranties and settlement issues.

Response: All City of Evanston construction projects have a standard 12-month warranty. In addition to this standard warranty, the Robert Crown project has 118 individual warranties from various subcontractors and material suppliers. The vast majority of the individual warranties are also for a standard 12-month period. Products with longer warranties include items such as exterior wall panels, roofing materials, interior doors and door hardware, ceiling systems, various electrical components, and the synthetic sports field surface.

The Robert Crown building reached substantial completion on March 2, 2020 and the Robert Crown site reached substantial completion on August 28, 2020. As a result, the warranties for the general construction and majority of the building and site systems expired on March 2, 2021 and August 28, 2021 respectively.

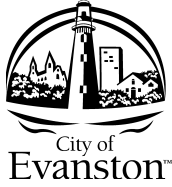
Contrary to previous discussions, there are no known settlement issues at the Crown building. Reference was made to concrete cracking and glass failures, both of which are discussed in detail below.

Concrete cracks have been observed in two locations in the building due to the normal shrinkage that occurs as concrete goes through the curing process, as verified by the City's consultant. The first location is the polished concrete floor in the main lobby. The lobby floor is a structural slab constructed of 12" thick reinforced concrete above a system of structural caissons. Structural slabs of this type are typically poured without control joints as they are considered ineffective in controlling shrinkage cracks due to the slab thickness. The shrinkage cracking that has occurred at this location is considered standard for this type of floor and is generally expected.

The second cracking location is in the topping slabs of the ice rink bleachers. At this location, the general contractor did not install control joints in the topping slab which may have helped control the locations where shrinkage cracks would inevitably develop. The cracks that have formed at this location are unsightly but they are not structural. Due to staff concerns regarding the irregular and unsightly appearance of these cracks, Bulley and Andrews is working with their concrete restoration team to recommend a solution.

The second issue is related to glass failures. Of the approximately 350 panes of exterior glazing installed at the building, two tempered units have experienced failures after the general construction warranty period expired. Both locations have been reviewed by the consultant and contractor and neither is attributable to settlement. The exact cause of the two failures is unknown, however occasional and “spontaneous” failure of tempered glass is not unusual and is generally a result of one of the following reasons:

1. Poor edge quality, defined as small nicks or chips in panel edges as they are being cut, packaged, shipped or installed. These imperfections can create stress concentrations as the glass expands and contracts during in-service conditions such as temperature changes and wind load. These small imperfections are often not readily apparent during the installation process. Eventually, these stresses can cause the glass to break in what appears to be a spontaneous manner while the cause of the failure may have been present for months or even years.
2. Frame-related breakage, defined as expansion/contraction of framing members which insufficiently cushion the glass to metal contact. Under these conditions, glazing units can develop edge and surface damage over time as the units come in contact with the framing system as a result of temperature or wind-related movement. Eventually, these stresses can lead to failures that appear spontaneous in nature.
3. Thermal stress, defined as stress caused by temperature differences between the center and edge of a glazing unit. Heat expansion of the center of a glass unit results in tensile stress at the edge of the glass. If this thermal stress exceeds the edge strength of the glass, breakage occurs.
4. Nickel-sulfide inclusions, defined as the existence of nickel-sulfide particles in the glazing unit. Although less common, small nickel-sulfide particles can form randomly in the production of float glass. Despite rigorous quality controls and procedures aimed at reducing the likelihood of this imperfection, there is no technology to completely eliminate their formation. The breakage problems these imperfections cause are specific to tempered glass as the expansion of these particles is arrested during the tempering process. When tempered glass is later exposed to solar heat gain, the nickel-sulfide particles have the ability to expand. If the expansion is significant the stress may be enough to shatter the glass.



Memorandum

To: Honorable Mayor and Members of the City Council

From: Michael Rivera - Parking Division Manager
Lara Biggs - City Engineer

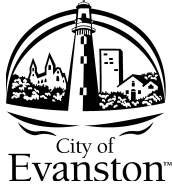
Subject: Budget Memo - Parking Meter Replacement Funding

Date: October 22, 2021

Question: Why are CIP funds rather than Parking Funds being used to replace parking meters with pay stations?

Response:

The estimated cost of replacing parking meters with pay stations is \$250,000. Although this is shown in the proposed 2022 Capital Improvement Program, it is being funded by the Parking Fund. The cost is large enough that it is more appropriately shown as a capital project.



Memorandum

To: Honorable Mayor and Members of the City Council

From: Lara Biggs, City Engineer

Subject: Animal Shelter Project Costs

Date: October 22, 2021

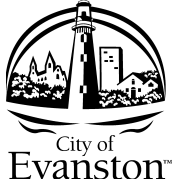
Question: Provide the cost of the animal shelter project in 2022.

Response:

When the City Council reviewed and selected design options for the animal shelter on 9/27/21, the scope of work for the project was set, which allowed the City and the consultant, Holabird & Root, enter into negotiations for consulting services for design and construction. This negotiation could not happen prior to this decision, because the detailed scope of work and the associated costs varied significantly between the options.

Staff is currently finalizing this negotiation of the design and construction consulting services. This cost is estimated to be approximately \$630,000, although this cost is not yet finalized. Of this, \$500,000 is estimated to be planning and design services, which will be mostly spent during the remainder of 2021 and 2022.

This contract is anticipated to go to City Council for approval on November 8, 2021. The funding for design and construction services will come from the 2021 General Obligation Bonds, of which \$700,000 was set aside for the animal shelter project. No new funding is needed until construction, currently estimated to begin in early 2023.



Memorandum

To: Honorable Mayor and Members of the City Council

From: Lara Biggs - City Engineer
Shane Cary – Architect/Project Manager

Subject: Animal Shelter Pre-Design Cost Estimate

Date: October 4, 2021

Question: The pre-design cost estimates for the Evanston Animal Shelter improvements presented at the September 27, 2021 City Council are very high compared to industry standards. Please provide details of this cost estimate and information on how these numbers were determined.

Response: Below is a matrix of the cost estimates provided to the City Council during a presentation on September 27, 2021:

	Level 1: Health, Welfare, and Community Programs 7,500 SF	Level 2: Operational Efficiencies 8,500 SF	Level 3: Human Experience and Future Growth 12,700 SF
A: City's Code Requirements (LEED Silver certification)	\$5.5M	\$6.0M	\$8.5M
B: CARP – Net Zero Carbon Emissions	\$5.7M	\$6.3M	\$8.9M
C: CARP – Net Zero Energy	\$6.5M	\$7.1M	\$10.0M

During the presentation, the City Council directed staff to proceed with the design of a project meeting the requirements of Level 2, Option B. Below is a table of the full cost estimation based on a 8,500 square feet building with the goal of providing an electrified building that is solar ready, and LEED Silver certified. It should be noted that this is a Class 5 Engineer's Opinion of Probable Cost, which is preliminary because the design itself is only at a preliminary level (see below for further information).

Category	Units	Cost/Unit	Estimate
HARD COSTS:			
Construction Cost Estimate			
Demolition of Existing Building & Site			\$75,000
New Building	8,500 SF	\$325	\$2,762,500
Site Improvements	25,431 SF	\$17	\$432,327
Construction Cost Estimate Subtotal			\$3,269,827
Construction Fees Estimate			
General Liability Insurance	2.5% Const. Cost		\$81,746
General Conditions	6% Const. Cost		\$196,190
Overhead/Fee	5% Const. Cost		\$147,142
Construction Fees Subtotal			\$425,078
STANDARD HARD COST SUBTOTAL			\$3,694,905
Estimate for Meeting CARP Goals			
Eliminating Gas Emissions (Building Electrification + Solar Ready)	5% Const. Cost & Const. Fee		\$184,745
Other Hard Costs			
Furniture Fixtures & Equipment (FF&E), Wayfinding, Window Treatments, Decor	8,500 SF	\$30	\$255,000
Public Art Installation	1% Const. Cost		\$38,796
Other Hard Costs Subtotal			\$293,796
TOTAL HARD COST SUBTOTAL			\$4,173,446
SOFT COSTS:			
Design Team/Consultants			TBD

Survey Recertification		\$3,000
Utility Locating		\$1,000
Environmental Testing, Buildings & Site		15,000
Geotechnical Testing		\$10,000
Commissioning		TBD
Third Party Construction Testing		\$50,000
Temporary relocation/Moving Costs		TBD
Unidentified costs (to be distributed above)		\$1,252,034

TOTAL SOFT COSTS SUBTOTAL		\$1,252,034
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CONTINGENCY:

Design Contingency	10% Hard Costs	\$417,345
Construction Contingency	10% Hard Costs	\$417,345

CONTINGENCY SUBTOTAL		\$834,689
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TOTAL PROJECT BUDGET		\$6,260,169
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The specificity of the costs indicated in this table are deceiving. This level of cost estimation is typically performed in the pre-design phases and is relatively crude despite the apparent specificity. More detailed cost estimating efforts will be performed at later stages of the design. The design and the estimate will be revised iteratively to maintain alignment.

Single Unit- Rate Method:

Square foot cost estimates are more formally known as a single unit-rate method. What is typically included in this type of cost estimating changes based on who is performing the cost estimate. Developers, contractors, architects, and typical owners all include different items in a project cost estimate depending on what they are trying to estimate. The cost estimate shown in the table above includes several costs that are not often included in a per square foot cost estimate. In this case, the cost estimates included hard costs, soft costs, and contingency. The hard cost portion of the estimate for

Alternate 2B was performed as a single-unit rate estimate with some known factors. A comparison hard cost (excluding building electrification, public art requirements and soft costs) expressed as a single-unit rate estimate is as follows:

Standard Hard Cost Sub-total =	\$3,694,905
+ Furniture Fixtures & Equipment =	\$255,000
Sub-Total =	\$3,949,905
÷ Building Size =	8,500 SF
<u>Cost / SF =</u>	<u>\$465/SF</u>

The results were then checked against precedent projects iteratively to arrive at the final cost estimate. Below is a list of the precedent projects used with some notes on what was and was not included:

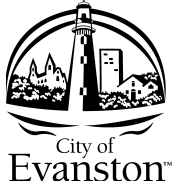
Project	Location	Year	Cost/SF	Notes
Oklahoma Humane Society Adoption Center	Oklahoma City, Oklahoma	2022	\$471	Includes building, site work, and ff&e. Excludes soft costs.
Kansas City Pet Project	Kansas City, Missouri	2021	\$478	Includes building, site work, and ff&e. Excludes soft costs.
Cook County Health	Chicago, Illinois	2020	\$478	Includes building and site work, excludes soft costs and ff&e.
Harris County Pets	Houston, Texas	2017	\$391	Includes building, site work, and ff&e. Excludes soft costs.
Baytown Animal Services and Adoption	Baytown, Texas	2020	\$352	Includes building, site work, and ff&e. Excludes soft costs.

It is important to note that construction costs have been dramatically impacted in the past year and a half by the COVID-19 pandemic. This uncertainty cannot be accounted for. It is hoped that costs will stabilize as the project progresses.

Additionally, the expectation of accuracy at this stage of the project is low because the number of unknowns is high. The Association for the Advancement of Cost Engineering is an international organization dedicated to helping management professionals guide projects to success. They provide guidance for the expectation of cost estimating accuracy based on the phase of a project and the methodology of cost estimating. Following is a table reproduced from AACE: Cost Estimate Classification System - As Applied in Engineering, Procurement, and Construction for the Building and General Construction Industries; representing the 5 classifications of cost estimating describing the use of the estimate and the expected accuracy range:

Estimate Class	Use for the Cost Estimate	Methodology	Expected Accuracy Range
Class 5	Functional area or concept screening	SF factoring, parametric models, judgement, or analogy	Low: -20% to <u>-30%</u> High: +30% to <u>+50%</u>
Class 4	Schematic or conceptual design	Parametric models, assembly driven models	L: -10% to -20% H: +20% to +30%
Class 3	Design Development	Semi-detailed unit costs with assembly level line items	L: -5% to -15% H: +10% to +20%
Class 2	Contractor bid/tender, semi-detailed	Detailed unit cost with forced detailed take-off	L: -5% to -10% H: +5% to +15%
Class 1	Check estimate or pre-bid/tender, change order	Detailed unit cost with detailed take-off	L: -3% to -5% H: +3% to +10%

We are currently in the pre-design phase of the project and have not completed the conceptual design. Therefore, our cost estimate is a Class 5 cost estimate, and the expected accuracy range is -30% to +50%.



Memorandum

To: Honorable Mayor and Members of the City Council

From: Lara Biggs - City Engineer
Shane Cary – Architect/Project Manager

Subject: Evanston Animal Shelter Association’s Capital Fundraising Plan

Date: October 22, 2021

Question: What is the plan for the Evanston Animal Shelter Association’s Capital Fundraising Campaign?

Response: Please find attached the Evanston Animal Shelter Association’s Capital Fundraising Plan.

Evanston Animal Shelter Association

Capital Campaign Plan and Timeline

October 2021

Summary

The Evanston Animal Shelter Association Capital Campaign will take place over a 24-month period. The Campaign launched on July 1, 2021 with the initiation of the “Quiet Phase” in which a substantial lead gift and major gifts are being sought while the organization prepares itself for the later stages by developing its Case Statement and other solicitation material. The later stages will involve the addition of a community Capital Campaign Committee to continue pursuing major institutional gifts, publicize the campaign, and solicit in the community broadly.

Campaign Plan and Timeline

The Campaign is organized into an active quarterly plan that extends through July of 2023 with attendant fundraising milestones.

Along the way, major action items will help to ensure campaign success. These are laid out against the timeline of fundraising activity.

July – September 2021 (These actions have been completed)

Develop Case Statement

Write Basic Campaign Proposal

Consider External Campaign Committee

Contact Lead Foundation prospects

Solicit Five Foundations seeking gifts

Solicit Lead Gift potential donor

Dollars in hand \$100,000

October – December 2021

Finalize Campaign Budget

Organize Capital Campaign Committee

Conduct Board and Staff Campaign Orientation and Training

Solicit Lead Gift(s) from Individual(s) of \$250,000 to \$500,000

Seek NU/Medill Support for branding/marketing/communications

Solicit 25 Foundation gifts

Solicit 10 Corporate gifts

Secure "Board and Friends" giving

Highlight Capital Campaign in Year End Appeal

Dollars in hand \$150,000

January – March 2022

Hold Initial Campaign Committee Meeting

Develop Public Campaign Brand, Theme, et al with NU/Medill

Secure Conceptual Renderings from Holabird & Root

Solicit 25 Foundation Gifts

Solicit 25 Corporate Gifts

Solicit 25 Individual, Family, and Family Foundation Gifts

Dollars in hand \$200,000

April – June 2022

Secure Capital Campaign Committee Gifts

Develop Spokesperson/Ambassador Program for publicity/awareness

Complete Public Campaign Branding work with Medill

Continue Foundation, Corporate Solicitations

Finalize Requirements for Public Campaign Launch Materials

Solicit 100 Evanston Families for significant campaign pledges

Dollars in hand \$250,000

July – September 2022

Lead Gift Secured

Launch Public Campaign

Solicit EASA mailing list

Continue Foundation, Corporate Solicitations

Continue Evanston Lead Family Solicitation

Dollars in hand \$600,000

October – December 2022

Continue Active Fundraising

Continue Foundation, Corporate Solicitations

Continue Evanston Lead Family Solicitation

Solicit broadly w/ Evanston, Skokie, Rogers Park, Wilmette Zip Codes

Dollars in hand
\$750,000

January – March 2023

Continue Active Fundraising

Continue Foundation, Corporate Solicitations

Continue Evanston Lead Family Solicitation

Dollars in hand \$850,000

March – June 2023

Launch Planned Giving Program to complement campaign

Continue Active Fundraising, seeking Campaign Topping Gift

Continue Foundation, Corporate Solicitations

Continue Evanston Lead Family Solicitation

Dollars in hand \$1,000,000

July 2023

Campaign wrap-up and Celebration/Acknowledgement of Donors

Total Private Dollars Secured \$1,000,000

EASA is being advised by The Paul Nebenzahl Company of Evanston.



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Johanna Nyden, Community Development Director
Angel Schnur, Acting Building & Inspection Services Manager
Melissa Parker, Management Analyst

Subject: 2022 Proposed Budget - Permit Revenue

Date: October 21, 2021

Question: What is the YTD Building Permit Revenue and forecast for end of 2021 versus the budgeted amount?

Response: As of September 30, 2021 the year-to-date permit revenues were \$3,605,443. The adopted 2021 budget was \$4,225,100 in permit revenues. Currently the Community Development Department is processing permits received in August and September of 2021, so it is anticipated that the City will meet or slightly exceed the targeted budget amount as staff works to catch-up on the summer activity and overall activity slows slightly in the fall and winter due to colder temperatures.

Historically, for budget purposes, building permit revenues were estimated based mainly upon anticipated planned developments and Northwestern University projects. In 2017, a few of those projects did not go to permit, resulting in a significant shortfall in building permit revenues. A more conservative approach has been used the last few years using \$3,250,000 as a baseline amount, \$250,000 for Northwestern University projects (regular upkeep and maintenance of the Evanston campus) and \$725,000 for planned developments and larger projects. The remainder of the estimated revenues are from contractor registrations and elevator permits.



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Johanna Nyden, Community Development Director
Angel Schnur, Acting Building & Inspection Services Manager
Melissa Parker, Management Analyst

Subject: 2022 Proposed Budget - Permit Revenue from New Staff

Date: October 21, 2021

Question: Permit revenue that could be generated from increasing permit desk staff - backlog of unapproved permits; data on unpermitted building activity

Response: It is anticipated that with the addition of more permit desk staff, there would be a demonstrated increase in permit revenue. This would be the result of more attention in key areas:

1. review of unissued permits on a regular basis to remind applicants to pay for and ultimately issue permits that have been reviewed and are ready to be issued;
2. more rapid issuance of existing permits through a streamlined process; and
3. potential opportunity for permit issuance through unpermitted work that receives a stop work order.

In regards to item 1, as of October 21, 2021, there were the following permits in a unissued state:

- 74 permits under “Pending Payment” (permits have been approved and are awaiting payment by applicants;
- 572 permits in a “In Review” status (permits that are awaiting review by staff, have been reviewed by staff but are awaiting corrections from applicants, or need other additional materials to complete reviews)
- 43 permits were in approved status, but have not been issued (contractor worksheets, contract amount for work needs to be provided in order to calculate permit fee, etc.)

This is a total of 689 permits in process. If each of these permits is on average \$1,000. This represents an opportunity to collect \$689,000. It is anticipated that much of this revenue will be collected in the coming months. However, staff currently provide one email notification that permits are ready or that additional information is required. With

additional staff, there could be follow-up to ensure this revenue arrives in a timely and efficient manner. Some scenarios to consider with how additional staff could assist:

- Staff could follow-up with applicants to remind applicants of payments due, when the entire permit is ready to be issued.
- Staff could provide additional assistance in document preparation and assistance to make sure applicants have completed all forms.
- Staff could send reminders to applicants for permits under review (that are awaiting additional materials from applicants) and remind that additional materials are still needed. In many cases these reminders are often sent to the contractor, but protocol could be expanded to include property owners in these communications. Improvements to ability to communicate with all parties related to building permits is part of the upgrades contemplated for the permit software.
- In a handful of instances, projects start working without permit. This additional staff intervention can make sure that a permit that is awaiting issuance is issued and not left unpaid, while work (which is technically approved, but not permitted) is completed. Additionally, the City could assess a violation fee for working without a permit.

An additional opportunity for revenue to cover the costs of projects would be to increase the fee associated with submitting for permits that require review. These are permits associated with interior remodel, additions, new construction, and large scale work. Prior to COVID the City collected a small deposit for review (debited from the final permit fee, so it resulted in no new expenses), \$50 for residential and \$100 for commercial. This practice was suspended during COVID and remote work due to the challenges associated with cashiering using the current system and its interface with the permitting software (this is proposed to be addressed through new permit software). It is recommended that this deposit amount be increased to \$250 for all projects requiring review. So in the instance of the 689 projects currently under review, this would be \$172,250 in permit review already collected for these projects. Additionally, in some instances there are projects that never move forward. If 150 of the projects currently awaiting payment are for some reason abandoned or delayed, the deposits could be retained and the City could retain approximately \$37,5000 to cover some of the staff time associated with processing permits.

In regards to item 2, as mentioned at the October 18, 2021 City Council meeting, significant events, such as the hail storm in April 2020 will unfortunately continue to occur due to climate change. Even smaller ones such as the large volume of snow in February 2021 caused some roof damage. These large events caused significant damage, which resulted in the need for immediate repairs. In 2020, the City issued 1,874 roof permits, as compared to 430 roof permits in 2019 and 400 permits in 2018. In the instances of future events, while work can be completed under emergency circumstances, this often makes it challenging to follow-up on permit activities (homeowners or contractors forget to obtain permits after work is completed). Creating a process that can capture permit activity in the event of an emergency and support residents who need to obtain permits for this emergency work ensures the City not only

obtains the revenue, but is able to ultimately inspect the work to make sure it was done safely and properly.



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Johanna Nyden, Community Development Director
Angel Schnur, Acting Building & Inspection Services Manager
Melissa Parker, Management Analyst

Subject: 2022 Proposed Budget - Historic Permit Desk Activity

Date: October 21, 2021

Question: Provide a list of the number of permits over the years and how much the work has increased at the permit desk over the years?

Response: To provide some history, staffing levels at the permit desk have fluctuated. Permit desk staff, formally classified as Customer Service Representatives (CSR), went from a total of three to two in 2015 after a CSR was terminated and the position was subsequently eliminated in the budget. This staffing was further reduced in 2018 to one person, when a second position was eliminated in the budget. At that time, some of the responsibilities of the permit desk staff member were assigned to other staff. For example, FOIA requests and weekly report duties were assumed completely by the Division Manager, and yard sale permits and 311s were shifted to the Department's Management Analyst. Additional staff in the Community Development Department were cross-trained to complete permit desk duties to cover the permit desk during times when the one staff member was not available to assist. An additional staff member at the permit desk was restored in 2019. However, the permit desk has struggled to keep up with workload since then. Additionally, in 2018 in order to increase new revenue, we required all contractors performing work to register with the city which has significantly increased the number of registrations to process (while creating new revenue).

In 2019, the process for accepting payments changed, this change was not compatible with the software the City uses for permits and resulted in additional steps. The new financial software, OrbiPay, does not integrate with the City's permitting software (this is a proposed correction to be made through the permit software procurement). Due to this setup, staff have to establish accounts in both the permitting software and OrbiPay for permit payments, again creating additional work for staff. Permit Desk staff then have to confirm in the OrbiPay software to confirm a payment for a permit has been

made and then enter it manually into the permitting software to issue the permit. Work is effectively being duplicated in this process.

The attached table illustrates how permit volume has fluctuated over the years (these are for issued permits only). A few things to note include:

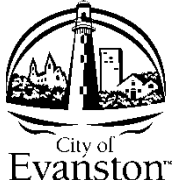
- The 2021 represents permits issued to date (with ~60+ days to go in the year) but due to the short staffing, permit activity is a month or two behind, so this number is anticipated to grow. The City is on track to have over 4,000 permits issued by the end of the year.
- Increasingly contractors are not obtaining permits, they are making homeowners obtain permits. Homeowners are not familiar with permitting processes and require assistance from staff to complete permitting.
- Time associated with completing permits ranges depending on materials provided by the applicant, completeness of application, and other factors.
- Increasingly residents will expect both an in-person and a strong digital/virtual experience (similar to the expectations of “hybrid” meetings for City meetings). Prior to COVID, the City accepted email applications at a lower rate and frequency and held a regular in-person desk operation. The in-person operations were closed during lunch (12:00-1:00p) and at 4:00p in order to give staff time to process online applications and follow-up on phone calls that could not be attended to while customers were at the permit desk. If the in-person operation was open 6.5 hours, generally it experienced a steady stream of customers with few instances of no customers at the desk. Resuming in person operations in-person and maintaining the digital presence that has been created in the COVID environment will need to be maintained to meet community expectations, this will require staff to be split in managing both environments.

Attachments:

Building Permits Processed 2017-2021

Building Permits Processed 2017-2021

2021 to date all others for the year	2021	2020	2019	2018	2017
Accessory Structure	75	73	60	59	81
Addition	66	64	71	57	73
Air Conditioner	39	17	32	22	
New Building - Com.	1	3	5	8	6
New Building - Res.	11	8	13	16	10
CCCD	76	107	146	151	178
Deck and Porch	57	74	57	44	55
Demolition	60	66	125	59	65
Electrical	197	159	176	231	351
Exterior Remodel	62	45	29	48	42
Fence	311	389	396	323	391
Foundation		1	3	10	10
HVAC Only	73	113	125	129	169
Lawn Sprinkler	28	26	17	29	26
Low Voltage Alarm	17	24	33	30	59
Minor Repair	300	347	369	273	226
Misc. Site Work	195	166	184	229	244
Plumbing Only	347	340	322	359	347
Kitchen/Bath Remodel	102	139	156	183	188
Interior Remodel	147	70	201	239	257
Roofing	612	1874	430	400	496
Solar	37	87	71	28	2
Temporary Fence/Elec/Tent	52	401	107	121	107
Water and Sewer New & Repair	55	52	73	74	86
Window Replacement	253	257	269	275	276
TOTAL	3173	4902	3470	3397	3745
Contractor Registrations	705	951	1025	1689	211



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Johanna Nyden, Community Development Director
Sarah Flax, Housing & Grants Manager
Cara Pratt, Sustainable Programs Coordinator

Subject: 2022 Proposed Budget - Comprehensive Plan

Date: October 21, 2021

Question: Will the comprehensive and strategic plans (\$500,000 budgeted) include CARP and EJ implementation?

Response: In contemplating the development and likely scope of services for the Strategic and Comprehensive Plans, the City would seek to incorporate sustainability and environmental justice into the plan development process, the plan document and subsequent implementation of the policies developed and adopted in the plan.

The Comprehensive Plan that Minneapolis adopted several years ago provides a good overview of how important issues like sustainability and environmental justice are incorporated into policies and action steps. In the case of Evanston, bringing CARP action steps and policies into a larger plan document opens opportunities to connect sustainability and environmental justice issues with Citywide efforts like affordable housing, capital improvement planning, economic development, parks and open space planning, zoning, and other broader efforts as we move Evanston into its next two decades of activities. Revising the City's zoning code to implement the Comprehensive Plan is critical to achieving goals such as integrating both more affordable and different types of housing throughout Evanston. This would also be one of the first City-wide initiatives following the adoption of an Environmental Justice Resolution and an opportunity to design and implement an equitable community engagement process that brings new and underrepresented voices to the process to help design a plan.

Some specific elements of CARP that would be most relevant to the comprehensive planning process include: promoting walkability, bikeability, micro mobility and carbon neutral transportation; electrifying buildings and installing renewable energy; transitioning to a zero waste, circular economy; investing in urban trees and green infrastructure; and ensuring resilience to extreme heat, rain, and weather events. Specific examples of environmental justice that could be incorporated into the

Comprehensive Plan include the eradication of lead pipes in water infrastructure, improved access to healthy local food, improved air quality, and increased access to affordable housing.



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Johanna Nyden, Community Development Director
Angel Schnur, Acting Building & Inspection Services Manager
Melissa Parker, Management Analyst

Subject: 2022 Proposed Budget - Progressive Rental Registration Fee

Date: October 21, 2021

Question: Provide information on the ability to establish a progressive rental registration fee -- higher fees for luxury units versus affordable units. Ability to apply a tax on leases for luxury units.

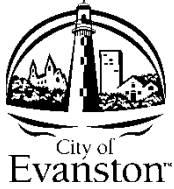
Response: Rental inspections are conducted on a three to five year rotation, alphabetically by street, based on staffing capacity by Property Maintenance Inspectors. Properties that have not been previously registered are subject to an initial inspection then fall into the three to five year rotation period. Newly constructed units are not subject to inspection as they just completed the building inspection process but will fall into the routine inspection cycle following the issuance of a Final Certificate of Occupancy (FCO). Complaint inspections are conducted when a complaint is received and does not count towards their routine inspection. Additionally, properties that receive funding from the City are subject to inspections that do not count towards their routine inspections.

Currently, the [City Code](#) requires annual rental registration fees in the amount of \$20 for a single dwelling unit (homes or condominiums), \$30 for 2-4 dwelling units, \$50 for 5-12 dwelling units, \$100 for 13-24 dwelling units, \$150 for 25-50 dwelling units, \$300 for 51 to 100 dwelling units, and \$500 for 101 dwelling units. The new registration fee is \$200, with inspections occurring upon registration of the rental unit and then every three to five years after that initial inspection. This fee is collected annually, due December 31st. Total revenue from this is \$195,555.00, total buildings registered in the City are 2,598.

If considering additional fees on units defined as “luxury,” a definition of luxury would need to be established. Examples of factors that could be utilized would be size or rental rate per square foot. If unit size or square footage were to be used to define luxury units, there would be challenges to developing an equitable formula. It would have to take into account the size of the occupying household and the household

income to avoid disparate impact on lower-income and larger families. For example, a 3-bedroom unit occupied by a single person could be defined as luxury, but the same unit occupied by a household of six people might not qualify. If a rent cost per square foot were to be used, it could help take features of high-end rental, like more bathrooms, into account, but could also penalize TOD rental, which generally commands higher rents because tenants have lower transportation costs. Other unintended consequences could be suppression of new development due to additional costs and complexity for property managers. Currently the detailed information needed to develop and manage a luxury rental registration fee system is not collected in the rental registration process. Collection of the additional information and classification of units as luxury or not would need to be completed and would result in significant additional work for City staff on an annual basis, not only at initial registration. If this were to be implemented through a code change, staff in addition to the Customer Service Representative already proposed in the 2022 budget would need to be in place.

If adding additional revenue is a desired outcome, staff recommends increasing the overall rental registration fee from \$20 to \$75 per single dwelling unit (other fees would be adjusted accordingly). This would result in a projected \$25,275 additional revenue annually, accounting only for single dwelling units. Additionally adding a re-inspection fee of \$75 for properties that fail their initial compliance inspections is also recommended, consistent with the building permitting process. Currently for building permits, if a building inspector goes to a site and an inspection does not pass, a re-inspection fee of \$45 is assessed. Re-inspection fees would encourage ongoing maintenance of properties to ensure they pass routine inspections as well as cover the cost of staff time and work associated with these additional inspections. Adding additional fees can assist in covering the additional cost of the proposed Customer Service Representative in the Property Maintenance Team.



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Johanna Nyden, Community Development Director
 Sarah Flax, Housing & Grants Manager
 Angel Schnur, Acting Building & Inspection Services Manager
 Melissa Parker, Management Analyst

Subject: 2022 Proposed Budget - Rooming Houses

Date: October 23, 2021

Question: Provide more information on the fees for rooming houses. Is there ability to improve enforcement on this?

Response: The [City Code](#) classifies rooming houses as properties that “any building, structure or portion thereof which is equipped to provide for compensation lodging rooms or rooming units to three (3) or more persons unrelated to the owner or operator of the building or structure. This shall include, but not be limited to, the following: apartment hotel, boarding house, dormitory, fraternity, furnished rooming house, hotel, lodging house, private club, retirement hotel, rooming house or sorority.” Currently the City has 72 rooming houses, which approximates 6,654 roomers. The fee structure for licensing these properties is \$150 for each property and \$28 per roomer. As an example, a rooming house with five roomers, would be expected to pay \$290 annually. The table below shows the current breakdown of revenue:

Property	# of Buildings	# of Roomers	Total Fees Collected in 2020
Northwestern University	56	5,476	\$126,560.00
Hotels	6	1,106	\$30,978.00
Other Rooming Houses	10	72	\$3,200.00
TOTAL	72	6,654	\$160,738.00

These properties are inspected annually. In 2020 and 2021 there were no complaints regarding rooming houses. Anecdotally, these properties do not generate significant complaints. If the City Council seeks additional revenue opportunities from this type of property, staff propose consideration of increasing the fees for the license and rooms. If a \$12 increase was made to the roomer fee (a total of \$40), \$79,848 additional revenue would be collected annually. This would cover additional costs associated with the addition of the proposed Customer Service Representative in the Division that oversees the review and inspection of these properties.

In previous discussions about Rooming Houses in 2017, there has been discussion regarding using rooming houses to more effectively manage occupancy of large dwellings if the 3-unrelated clause in the City's occupancy code is removed. Effectively, a property owner could convert a property to a Rooming House in order to allow more than eight residents, regardless of familial status, to reside there. If this were to be pursued, City code regulating Rooming Houses should be reviewed and updated to address current shared-housing models such as co-housing, and be allowed by right in all residential districts to more effectively integrate affordable housing options in all parts of the City. Currently Rooming Houses are a special use in R4-6 districts in the City's Zoning Code so subject to the special use process (Zoning Board of Appeals review and City Council Approval). Adding Rooming Houses as special uses in all residential districts enables staff to inspect every year instead of on a 3-5 year cycle or upon complaint. Inspecting the properties every year vs every 3-5 years for rental properties could cut down on the concerns residents have regarding the poor housing for the properties now considered to be over-occupied.



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Johanna Nyden, Community Development Director
Angel Schnur, Acting Building & Inspection Services Manager
Melissa Parker, Management Analyst

Subject: 2022 Proposed Budget - Vacant Properties

Date: October 21, 2021

Question: Provide more information on vacant properties and include a summary of fees assessed on vacant properties.

Response: Buildings that are not currently occupied, listed for rent, or sale or those that are not subject to rehab under permits are required to be registered and inspected. By monitoring and inspecting these vacant properties the City is able to ensure they are not a blight to the neighborhood with overgrown weeds, accumulation of rubbish/garbage and are not in such a state of disrepair that they are a hazard to the community. Additionally because these properties are required to be inspected a full list of violations is disclosed to anyone purchasing a vacant property so they are aware of the City's requirements to bring the property into compliance and be safely occupied. Vacant properties are currently registered when a bank/real estate company knows the property is vacant or when the City declares the property vacant. Registration fees are collected when the property is initially registered and/or upon the transfer of the property.

Currently there are 38 registered vacant properties. The City received two new vacant properties in 2021 and seven in 2020. With 38 registered vacant buildings, the City should have an annual revenue of \$15,200. Annually, the City receives and subsequently "determines" two to four new properties meet the City Code criteria for vacancy annually. Time spent to declare one property vacant is typically two to three hours (inspection, confirm vacancy by checking utilities, locate owner, open case and input violations, create and mail the invoice and notice of determination, follow up for registration and issue a ticket if necessary). The time spent to register a vacant property is approximately 1-1.5 hours (open case, input violations, create the invoice in the system and accept/process payment and update contact information). The time the inspectors spend monitoring a vacant property can depend on how well the property preservation company maintains the property. If it is maintained we may spend 1 full

hour a month checking the property for maintenance and security. If the property is not maintained we may spend 3-5 hours per month (inspecting, issuing notices, follow up inspection and issuing a ticket if necessary).

Operating under the assumption that the Community Development Department would add an additional Customer Service Representative (CSR), the City could enhance its ability to track vacant properties and ensure annual fees are invoiced and received. Having the CSR track the properties would permit the inspectors more time in the field to identify vacant properties. Additionally the CSR would be able to provide the necessary documentation to the inspector to issue tickets for properties not registered or inspected as required by the ordinance. Some of these tasks are currently completed by inspectors. By shifting the invoicing, registration, and other office-based tasks to a CSR, inspectors will also be able to spend more time in the field identifying and addressing property issues.

The annual registration is \$400 with a one time inspection fee of \$500. With the addition of a CSR, the City could consider increasing the vacant building fees to a tiered fee schedule (i.e. \$400 annually for 1-3 years of vacancy, \$750 for 4-10 years of vacancy and \$1000 for 11 plus years). A tiered registration fee would require additional tracking and management. Additionally the City could consider enacting a fee for instances when a complaint is received, and verified, at a vacant property with a fee of \$150 for each time a notice is issued stemming from the complaint. For example, a complaint of uncut grass at a vacant property, would require a visit from an inspector. If the grass is found to be uncut, the City could impose a fee of \$150 for the follow-up associated with the complaint.

During the 2019 Budget process, a proposal was considered to enact a fee for properties that are unoccupied, but are not considered vacant by the City Code (due to factors such as currently under construction, actively marketed for lease, etc.), codify a requirement that these properties register with the City. Included in this registry, staff proposed to establish an annual registration fee for these properties. If there is renewed interest in this registry, staff could study further and propose additional fee structures.



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Kate Lewis-Lakin, Budget Manager

Subject: Budget Questions: City Manager’s Office and Law Department

Date: October 26, 2021

Question: Why is City Manager pay so variable (100.15.1505.61010)?

Response: The changes in Regular Pay in the City Manager’s budget from 2019 to 2022 are shown in the image below.

Name	Account ID	FY2019 Actual	FY2020 Actual	FY2021 Budgeted	FY2022 Budgeted	FY2021 Budgeted vs. FY2022 Budgeted (\$ Change)
Expenditures						
City Manager's Office						
City Manager						
REGULAR PAY	100.15.1505.61010	\$438,635	\$255,640	\$444,322	\$837,238	\$392,916

The 2020 Budget for this line was \$522,447. The 2020 Actual was lower than budget that year due to the vacancy in the City Manager position for a majority of that year. The Interim City Manager was paid out of a different unit due to her former role as the Administrative Services Director. The department also had vacancies in the Equity and Empowerment Coordinator and an Administrative Lead position for most of the year. The budget decreased in 2021 due to these two positions being held vacant in that years’ budget.

The 2022 budget is an increase from 2021 due to adding back these two positions (Equity and Empowerment Coordinator and Administrative Lead) back into the budget after they were held vacant. It also increased by the addition of a second Deputy City Manager to this business unit. This change coincided with a reorganization of the Administrative Service Director position. Previously, the Assistant City Manager also served as the Administrative Services Director, and the salary for that role was budgeted in the Administrative Services department. At present, the Admin Serv director role has now been combined with the Chief Information Officer role. The net

impact of this shift was neutral to the City - one position was added in the City Manger's Office budget, and one reduced in the Administrative Services department budget.

Question: Termination payouts in 2021: zero budgeted, but what's YTD and projected? (CMO, 100.15.1505.61415)

Response: Termination payouts are difficult to budget, as it is unknown which employees will choose to leave the City in the following budget year. Additionally, termination payouts are typically offset with savings in regular pay, because a position where an employee leaves is typically then vacant for 2-3 months or more while a replacement is hired.

For departments other than Police and Fire, termination payouts are budgeted in a lump sum in the Administrative Services Department (100.19.1940). A total of \$240,000 is budgeted for termination and vacation payouts for employees outside of Police and Fire. Police and Fire have budgets in their respective departments for termination payouts, as these departments employ the greatest number of employees in the City.

The YTD 2021 amount spent in termination payouts in the City Manager's Office is \$124,457. Of this, approximately \$122,000 was for the departure of City Manager Erika Storlie. This is a rare case, as other employees do not receive the kind of severance package that the City Manager does from the City. Staff does not expect any other large termination payout expenses in the City Manager's Office in 2021. There is also now a position vacant in CMO as the existing Deputy City Manager and Public Works Director are acting up in the City Manager and Deputy City Manager roles, respectively. The City Manager role will be vacant for the last three months of the year, yielding approximately \$60,000 in savings for the City.

Question: How is the Sustainability Coordinator position funded?

Response: The Sustainability Coordinator position is funded 50% in the General Fund (100.15.1535), 25% in the Water Fund (510.40.4105), and 25% in the Solid Waste Fund (520.40.4310). This is due to the position working on projects that support operations and revenue to the Water Fund and the Solid Waste Fund.

Question: Grants and aid revenue into Office of Sustainability (100.15.1535.55251): where is the \$75,000 coming from?

Response: This amount comes from the electric aggregation fee paid by MC-Squared. On February 8, 2021 the Evanston City Council approved a 30-month agreement with MC-Squared Energy Services, LLC as part of the City's community choice electricity aggregation program. As part of the new program, MC-Squared will provide the City

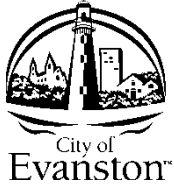
with \$500,000 as a Civic Grant each year of the program for a total of \$1.25 million over the 30 months. This funding will first be put towards buying renewable energy for program participants. Any remaining funds will be put towards implementing the City’s Climate Action and Resilience Plan (CARP). The estimate for how much would be left for CARP implementation in 2021 from this source was \$75,000. So far in 2021, \$50,000 has been received from this source.

Question: There appears to be a large increase in Law department salaries and benefits in 2022. Is this due to salaries moving from the Insurance Fund into the General Fund? If so, what is the year-to-year comparison from 2021 to 2022 of all salaries?

Response: Yes - in 2021 and prior, about half of the Law department was funded through the Insurance Fund. This practice is being ended in 2022, and the full Law Department will be funded in the General Fund.

The actual net increase in Law Department salary and benefits is \$113,879. This is because one Assistant City Attorney position was held vacant (not budgeted) in the 2021 budget. This has been added back in the 2022 Proposed Budget. Changes in employees holding the City Attorney and Deputy City Attorney positions also created slight changes to the budgets.

Law Department - Salary and Benefits	2021 Adopted Budget	2022 Proposed Budget
General Fund	\$464,442	\$880,070
Insurance Fund	\$301,749	-
Total	\$766,191	\$880,070



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Kate Lewis-Lakin, Budget Manager

Subject: Clerk's Office Budget Questions

Date: October 25, 2021

Question: Does the proposed \$166,708 in salary and benefits include one or two assistant clerks?

Response: The 2022 Proposed Budget includes one Deputy Clerk along with the elected full-time City Clerk. Clerk Mendoza has proposed the addition of a second deputy clerk, which is listed separately in the transmittal letter of the Proposed Budget.

Question: How much revenue is expected from vital records?

Response: Vital records are estimated to generate \$80,000-\$95,000 in revenue. Staff recommends budgeting conservatively for this revenue in 2022 as the service gets up and running.



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Kate Lewis-Lakin, Budget Manager

Subject: Budget Questions: Community Development

Date: October 27, 2021

Question: What happened to vacation rental and rooming house licenses--moved to rental building registration?

Response: Yes, these items were combined in rental building registrations, to better reflect current practices and actuals.

Question: Where/how much is the expense for the new permitting software? Software maintenance cost remains unchanged--\$151,189 (100.21.2126.62236).

Response: The cost for the new software is not yet implemented in the 2022 Proposed Budget. Additional items like the software that are put forward for Council approval will be added to the budget numbers once Council has discussed and given a general direction to staff to move forward with them.

Question: Under Building Inspection Services, why is health insurance (100.21.2126.61510) up while regular pay (100.21.2126.61010) down?

Response: Regular pay is down because two employees were moved from this unit to the Public Works department in the 2022 Proposed Budget, due to operational adjustments. Health insurance budgets vary based on the type of insurance chosen by the actual employees in a unit. Family PPO plans cost the City about 3 times as much as single HMO plans, so turnover in employees can dramatically shift a units' health insurance budget. This unit has seen significant staff turnover, so that has caused changes based on the health insurance elections of those employees.

Question: Looks like regular pay (head count) for Building Inspection Services is going down (100.21.2126.61010) but that's not what I recall from discussion at council.

Response: In the 2022 Proposed budget shown in the budget document, the new positions proposed for Council consideration are shown only in the transmittal letter and not included in the full budget document. The new positions requested for this division are therefore not shown in the budget numbers until some direction is given by the City Council on whether or not they should be included. Regular pay decreased because two employees were moved from this unit to the Public Works department due to operational adjustments.



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Kate Lewis-Lakin, Budget Manager

Subject: Budget Questions: Police Department

Date: October 27, 2021

Question: Both revenue and expenses are very different in 2022 due to property tax revenue for the pension fund no longer being included. What would an apples to apples comparison look like?

Response: The pension contribution was moved out of the Police department and into a “non-departmental” segment of the General Fund. The expenses for the pension contributions are still in the General Fund.

The operating budget for the department increased \$964,918 from 2021 to 2022. This is primarily related to certain positions that were held vacant in the 2021 Adopted Budget being added back in. All employees in the Police Department are also budgeted to receive general wage increases in 2022.

Evanston Police Department	2021 Adopted Budget	2022 Proposed Budget
Operating Budget	\$28,302,824	\$29,267,742
Pension Contributions	\$11,431,461	\$11,194,538
Total	\$39,734,285	\$40,462,280

Question: Communications (100-22-2245-*)--is this internal or external communication?

Response: This business unit represents a portion of the 911 operations unit in Evanston. This unit provides dispatch for both the Police and Fire Departments. The remainder of the 911 center is funded through the 911 fund. This fund receives a dedicated tax revenue through the state government to support 911 services. However,

this revenue does not fully cover the cost of 911 operations in Evanston, so a portion of the center is in this unit in the General Fund.



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Kate Lewis-Lakin, Budget Manager

Subject: Police Salary and Benefits

Date: October 21, 2021

Question: How much of the \$1,045,496 increase in Police Salary and Benefits is due to: a) filling of positions held vacant in the 2021 Budget; b) contractual salary increases negotiated by the Police union; and c) other causes?

Response:

See breakdown below of change in Police Department salary and benefits. Approximately \$719,000 of the increase can be attributed to the adding back in of 8 full-time staff positions that were held vacant in the 2021 budget. General wage increases for employees account for approximately \$409,199. GWI percentages are 3% for FOP Sergeants, 2.25% for FOP Patrol and 2.25% for non-union employees. Finally, a decrease in the required IMRF employer contribution percentage created savings in the Police Department.

Positions Held Vacant 2021	
Police Commander	\$150,000
Police Commander	\$145,000
Police Officer	\$83,000
Records Input Operator	\$67,000
Service Desk Officer II	\$70,000
Service Desk Officer II	\$70,000
Service Desk Officer II	\$70,000
Service Desk Officer I	\$64,000
Total of Positions	\$719,000
General Wage Increase	\$409,199

IMRF Savings (non-union employees)	-\$82,703
Total Increase Salary & Benefits	\$1,045,496



Memorandum

To: Honorable Mayor Biss and Members of City Council

From: Aretha Barnes, Interim Chief of Police
Daniel Russell, Acting Deputy Chief of Police
Louis Gergits, Manager of Budget and Finance

Subject: Police Staffing, Vacancies, and Crimes

Date: October 27, 2021

Question: What is the current Police staffing, officer vacancies, and officers unavailable for active duty? What is the Impact of staffing levels on operations? Is there any possible correlation between a decrease in staffing and an increase in crimes?

Response: It is difficult to establish a certain correlation between the decrease in police staffing and an increase in crime. However, there is a possible correlation between less police staff and decreased services provided to the community by the Department. We cannot show causality. The lack of staff has caused an increase in police response times to calls for service.

Current Police Staffing

The 2021 Adopted Budget approved 154 sworn and 53 civilian positions for a total of 207 - a reduction of 14 employees from 2020. In addition, the Department was required to keep 3 sworn and 5 civilian positions vacant. As of October 27, 2021, there are 135 sworn and 43 civilian employees for a headcount of 178, resulting in 19 sworn and 10 civilian vacancies for a total of 29 open positions. This is more than double the highest annual vacancies count in the past six years.

There are also 5 sworn and 1 civilian employee(s) unavailable for active duty.

The following is a list of currently vacant positions in the Department (including the positions frozen by Budget):

Total Vacancies	
Sworn	
Chief of Police	1
Police Commander	1
Police Officer	15
Police Sergeant	2
Sworn Total	19
Non-sworn	
Animal Control Warden	1
Asst. Communications Coordinator	1
Records Input Operator	1
Service Desk Officer I	2
Service Desk Officer II	3
Telecommunicator	2
Non-sworn Total	10
Grand Total	29

Historical Trend - Police Staffing

The Department's 2021 budgeted positions and current headcount is at its lowest level in recent history. The following table shows the average Police staffing for 2016 through YTD 2021:

YEAR	BUDGETED SWORN POSITION	ACTUAL SWORN POSITIONS	SWORN VACANCIES	BUDGETED CIVILIAN POSITIONS	ACTUAL CIVILIAN POSITIONS	CIVILIAN VACANCIES	TOTAL BUDGETED POSITIONS	TOTAL ACTUAL POSITIONS	TOTAL VACANCIES
2016	165	164	1	65.8	61	5	230.8	225	6
2017	165	165	1	65.8	63	3	230.8	227	4
2018	166	160	6	59	55	4	225	215	10
2019	165	159	6	57	54	3	222	213	9
2020	165	150	15	56	51	5	221	201	20
2021	154	140	14	53	44	10	207	184	23

Crime

In 2021, there was a change in methodology for crime reporting. The standard for reporting crimes switched from UCR (Uniform Crime Reporting) to NIBRS (National Incident-based Reporting System). Because of this transition, drawing conclusions about the drivers of crime in the Community is difficult. However, the following table indicates the general trends of crime for 2016 through 2021.

	2016	2017	2018	2019	2020	2021 (Estimate)	TOTAL CHANGE FROM 2016 TO 2021	% CHANGE FROM 2016 TO 2021	ANNUAL CHANGE FROM 2016 TO 2021
<i>Part I Crimes</i>	1,811	1,899	1,842	2,052	1,684	3,138	1327	73.27%	14.65%
<i>Part II Crimes</i>	5,832	5,918	3,047	2,954	3,500	2,500	-3332	-57.13%	-11.43%
<i>Total Crimes Reported</i>	7,643	7,817	4,889	5,006	5,184	5,638	-2005	-26.23%	-5.25%
Change Per Year		174	-2928	117	178	454			
% Change Per Year		2%	-37%	2%	4%	9%			

Since 2018, crime data has indicated that overall crime is increasing by approximately 5% annually.

Violent crimes are following a similar pattern to overall crime between 2016 and 2021. Prior to 2018, violent crimes were decreasing followed by an upward trend through 2021.

YEAR	MURDER	RAPE	ROBBERY	AGG BATTERY AGG ASSAULT	TOTAL
2016	2	6	38	84	130
2017	1	3	40	78	122
2018	3	6	47	84	140
2019	1	6	42	55	104
2020	4	7	41	85	137
2021 YTD	5	9	52	34	100

Calls for Service and Officer Activity

For calls for service, the change in the CADS (Computer Aided Dispatch System) in 2017 resulted in more accurate tracking of calls for service and officer activity and resulted in the volume to nearly double from 2016 to 2017. Between 2017 and 2021, the calls for service and officer activity increased by 27% or 6.77% annually.

	2016	2017	2018	2019	2020	2021 (Estimate)	TOTAL CHANGE FROM 2016 TO 2021	% CHANGE FROM 2016 TO 2021	ANNUAL CHANGE FROM 2016 TO 2021
<i>Calls for Service & Officer Activity</i>	31,189	69,976	82,045	84,843	88,935	89,000	57,811	185.36%	37.07%
Change Per Year		38,787	12,069	2,798	4,092	65			
% Change Per Year		124.36%	17.25%	3.41%	4.82%	0.07%			

The high expectation of service in the Community is further demonstrated by the following table comparing 2019 call volume to population in local communities:

COMMUNITY	POPULATION	CALLS FOR SERVICE	CALLS PER RESIDENT
Arlington Heights	75,428	21,823	0.289
Aurora	199,602	149,506	0.749
Elgin	111,683	84,093	0.753
Evanston	74,106	84,843	1.145
Naperville	148,304	130,235	0.878
Skokie	63,280	59,821	0.945

The EPD command staff is also aware of current sworn members on eligibility hiring lists for other agencies. Since EPD is short staffed, there has been a dramatic increase in forceback to work to fill vacant shifts. While some overtime may be acceptable, too many forcebacks has caused some of our staff to consider moving to other jurisdictions.

For a host of reasons, we have lost staff to other local Police Departments, which has never happened at this rate in the history of the Evanston Police Department. EPD staff are in need of a better work/life balance which cannot be accomplished given the short staffing.



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Kate Lewis-Lakin, Budget Manager

Subject: Revenue Questions

Date: October 26, 2021

Question: Municipal hotel tax revenue: what is the YTD and forecast for 2021 (vs \$1.2 million budgeted)?

Response: Through September 2021, year-to-date revenue from municipal hotel tax is \$616,206, which is 51% of budget. Based on this, the revenue forecast for 2021 is \$900,000. 2022 hotel revenue was budgeted at \$900,000 based on this estimate.

Fortunately, the City is seeing hotel tax revenue increase each month. The lowest month of revenue from this source in 2021 was March, at \$13,158. In September, revenue from hotel tax was \$162,920. If this higher monthly trend continues, the City may achieve \$1.2 million budget by year end.

Question: What is GEMT Service revenue?

Response: GEMT stands for Ground Emergency Medical Transport. This revenue comes from a supplemental Federal funding program that allows Illinois fire agencies that perform emergency medical transports for Medicaid patients to submit for additional reimbursement for unrecovered costs associated with those transports. Currently, the State reimburses municipalities a set amount for Medicaid transports, regardless of the actual cost of providing those services. Through this program the federal government will pay to the State the difference between the set amount and the actual costs incurred for the Medicaid transports. The City receives 50% of the funds received by the state.

The GEMT program started in Evanston on January 1, 2020. Revenue from the grant program was \$629,651 in 2020. Year to date receipts in 2021 are \$856,592; however, we recently received notification from the state that a portion of this funding was given by the state in error and may be revoked. Because the program is still so new, the City prefers to budget this revenue conservatively.

Question: Why is parking fine revenue so variable from 2018-2021?

Response: Multiple parking ticket costs were increased during the 2019 budget process, including tickets for unpaid meters and street sweeping. This increased parking ticket revenue substantially from 2018 to 2019. In 2020, revenue fell dramatically due to the COVID-19 pandemic. The pandemic had a major impact on parking in the downtown area and other business districts, and the City did not pursue aggressive ticketing or ticket compliance in that year. The 2021 budget assumed a greater recovery in ticket revenue than has actually been observed. Based on actual YTD receipts in 2021 (\$1.4 million through August), staff is proposing a more conservative budget number for 2022.

Question: Why are liquor licenses counted as Law Department revenue?

Response: Liquor licenses are administered by Law Department staff, and thus are booked under this department.



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Kate Lewis-Lakin, Budget Manager

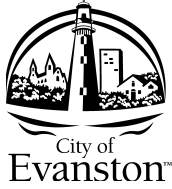
Subject: Debt Service Fund and Levy

Date: October 27, 2021

Question: What's the difference between the Debt Service Fund and the Debt Service Levy?

Response: The Debt Service Fund is a fund which is a portion of the City's budget. Funds are self-balancing financial units with specific revenue and expenses that are not shared with any other funds. Revenues into the Debt Service Fund include property taxes and transfers from other funds. Expenses are payments on debt service.

The Debt Service Fund levy is the portion of the property tax that is levied to pay the debt service on general obligation bonds that were previously issued by the City.



Memorandum

To: Honorable Mayor and Members of the City Council

From: Lawrence C. Hemingway, Director, Parks and Recreation
Lara Biggs, City Engineer

Subject: Budget Memo - 2022 Tennis Court Resurfacing

Date: October 29, 2021

Question: Provide more details for the proposed 2022 tennis court resurfacing capital improvement project.

Response:

The proposed 2022 Capital Improvement Program includes the proposed resurfacing of tennis courts at four locations as follows:

Location	No. of Courts	Estimated Cost	Last Year of Improvement
Bent Park	2	\$ 70,000	2007
Burnham Shores Park	2	\$ 70,000	2002
Crown Park	4	\$140,000	2008
James Park	6	\$220,000	2001

IDNR Useful Life Criteria

The Illinois Department of Natural Resources (IDNR) publishes criteria stating the useful life of tennis courts and basketball courts which is similar to staff’s experience in maintaining courts. IDNR recommends that courts require resurfacing every 12 - 15 years. The courts proposed for resurfacing in 2022 have been without significant maintenance for 13 - 20 years.

The City of Evanston has 34 courts at 11 locations (see below for list). Because of the way that the courts are resurfaced, all of the tennis courts at each location are improved at the same time. Ideally, the City would resurface courts at one location/year. However, because maintenance has been deferred for so long, multiple courts are

failing simultaneously. Once all of the courts have received the necessary repairs, it is recommended that the City tennis courts get on a maintenance cycle of 1 location/year.

Location	Number of Tennis Courts
Ackerman Park	2
Bent Park	2
Burnham Shores Park	2
Cartwright Park	2
Fitzsimons Park	2
Foster Park	2
James Park	6
Leahy Park	4
Lovelace Park	6
Mason Park	2
Crown Park	4
Total Courts	34



Memorandum

To: Honorable Mayor and Members of the City Council

From: Lawrence Hemingway, Parks and Recreation Director
Edgar Cano, Acting Public Works Director
Lara Biggs, City Engineer

Subject: Budget Memo - Lakefront Operating Costs and Future Improvements

Date: October 22, 2021

Question: Provide expenses for operating the lakefront beaches and boat ramp. Include projections for future operating costs and capital improvements.

Response:

The summary of the lakefront beach and boat ramp costs are as follows:

Item	Annual Cost	One-Time Cost
Operations	\$1,000,000	
Maintenance	\$ 106,000	
Capital - 5yr planned program		\$11,035,000
Capital - shoreline stabilization		\$ 9,940,000
Total	\$1,110,000	\$20,975,000

A detailed breakdown of these costs is shown below.

Operations Expenses:

The lakefront operating expenses 2017-2021 are shown in the table below:

Expense Description	2017	2018	2019	2020	2021 (YTD)
Boat Ramp Operations (3065)	\$48,087.34	\$48,128.52	\$49,670.49	\$97,232.71	\$70,252.30
Boat Storage Facilities (3075)	\$12,802.93	\$14,448.33	\$13,299.61	0*	0*
Beaches (3080)	\$697,535.03	\$752,652.15	\$793,148.90	\$692,423.14	\$843,079.44
Aquatic Camp (3105)	\$124,637.65	\$141,645.29	\$100,611.67	0**	0**
Park Service Unit (3150)	\$30,577.38	\$30,892.55	\$30,836.26	\$20,699.74	\$32,398.11
Total Spending	\$913,640.33	\$987,766.84	\$987,566.93	\$810,355.59	\$945,729.85

*Combined into BU 3065

**No camp offered

The cost of operating the lakefront the past 5 years averages \$929,012.50 annually. In future years, the operating cost is anticipated to rise slightly based on minimum wage increases, which are moving annually towards \$15/hr, and the increase in the cost of goods and services that has occurred since the pandemic started. The City can anticipate approximately an average annual increase of \$60,000-\$80,000. Therefore, the estimated cost for 2022 is \$1,000,000.

Maintenance Costs:

The annual lakefront maintenance cost for beach maintenance for 2021 is as follows:

Task	Annual Cost (based on 2021)
Grading/Raking/Cleaning	\$41,000
Sanitation (garbage/recycling pickup)	\$44,000
Church Street Harbor Dredging Assistance	\$12,000
Church Street Harbor Boat Ramp Maintenance	\$9,000
Total Maintenance Costs	\$106,000

Capital Improvement:

The table below is a list of projects currently shown in the 5-year Capital Improvement Program:

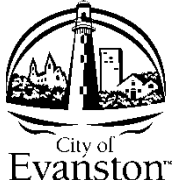
Project	Estimated Year	Estimated Cost
Shoreline Stabilization at Elliot Park and Greenwood Beach - Phase I Engineering	2022	\$300,000
Arrington Lagoon Retaining Wall	2023	\$500,000
Beach Protection Improvements - Various Locations	2025 - 2025	\$1,300,000
Church Street Harbor - Phase 3 Renovations	2026 - 2027	\$2,200,000
Clark Street Beach - Boardwalk	2026	\$700,000
Clark Street Beach - Great Lawn	2027	\$6,000,000
ADA Access Ramps at Beaches*	TBD	\$35,000
Total		\$11,035,000

*Not currently shown in budget

The following is a list of shoreline stabilization projects that are not yet included in the 5-year CIP, but are recommended for future improvements as a result of a shoreline stabilization study completed by SmithGroup JJR in 2020:

Stabilization Project	Estimated Year*	Estimated Cost
Greenwood Beach - North	2023-2024	\$3,400,000
Dempster Beach	2023-2024	\$1,000,000
South Boulevard Beach - North	2027-2028	\$1,300,000
Lee Street Beach - South	2025-2026	\$200,000
Lee Street Beach - North	2025-2026	\$410,000
Dog Beach	2029-2030	\$2,000,000
Clark Street Beach	2029-2030	\$600,000
Lighthouse Beach	2027-2028	\$230,000
Church Street Launch Ramp Wall	2029-2030	\$400,000
South Boulevard Beach - South	2027-2028	\$400,000
Total		

*Suggested year of implementation as identified in the report is included as a placeholder, but because of lack of funding, these projects are unlikely to occur in the designated years.



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Edgar Cano, Acting Public Works Agency Director
Emily Okallau, Public Services Coordinator

Subject: Budget Memo- Tree Preservation Ordinance

Date: October 29, 2021

Question: Would any new revenues be generated that would support the arborist position requested for enacting the new tree preservation ordinance?

Response: Yes, new revenue projected to be generated under the proposed Tree Preservation Ordinance (Ordinance 54-O-21) is currently under study at the Planning & Development Committee with anticipated action in March 2022). Under this ordinance, it is proposed that a tree preservation permit (with accompanying fee) would be required for any private tree meeting the minimum size and species requirement affected by any construction on private property that involves an increase in impervious surface of greater than 600 square feet. There are currently no requirements for a tree preservation permit in place for construction activity related to the creation of new impervious surfaces.

Staff estimates the potential of 400+ building permits per year that may be impacted by the Ordinance and is recommending a permit fee of \$100 per application. This equates to \$40,000 in new revenue that would assist in supporting the requested Arborist position. Additional revenue would be generated from fines as the proposed ordinance includes increasing the penalties from violations from between \$100 and \$1,500 to between \$500 and \$10,000 per occurrence or per tree.

Staff also recommends increasing the tree replacement ratio for each species group by 25% and the amount per inch of the fee in lieu of tree replacement from \$150 per inch to \$250 per inch. However, replacement costs are not considered revenue to support the proposed new position, because these funds would contribute to City-managed tree planting activities on public and/or private property.

These figures are based on the current proposed Ordinance. Increased permit fees or additional regulations and requirements included in the approved ordinance could ultimately increase revenue.



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Johanna Nyden, Community Development Director
Cade Sterling, Planner

Subject: 2022 Proposed Budget - Strategic and Comprehensive Plan Cost Development

Date: October 26, 2021

Question: How was the cost for the Strategic and Comprehensive Plan determined?

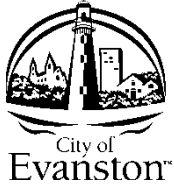
Response: As noted in previous budget memos, the proposed \$500,000 will cover the cost of work associated with the development of plans for these two important documents in 2021. The proposed budget estimate was based on research on comparable plan development in other communities.

Several communities in the region have undertaken this type of work and have paid similar amounts for planning activities (and represent smaller communities):

- Wilmette is currently engaged in a Comprehensive Plan Process and hired Teska & Associates to complete its Comprehensive Plan for \$171,955 and several sub-area plans for \$75,805, for a total cost of \$247,760.
- Libertyville Illinois recently completed an award-winning Comprehensive Plan by The Lakota Group with a \$140,000 budget and concurrent Downtown Transit Oriented Development plan budgeted at \$120,000 completed by Teska & Associates, for a total cost of \$260,000.
- Winnetka Illinois is currently undergoing an update to their Comprehensive Plan to be completed by The Lakota Group at a budgeted cost of \$180,000.
- Oak Park Illinois completed a new Comprehensive Plan by Houseal Lavigne and Associates in 2013-2014 at a cost of \$200,000 which was paid for using a HUD Sustainable Communities Housing Grant. Both Libertyville and Oak Park's plans have a ten year outlook while Winnetka's has a 20 year outlook.

All of these communities are smaller, have different expectations on community engagement than Evanston and have different community attributes that make them significantly different from Evanston. Therefore, budget estimates were increased to address that.

A reference outside of Chicago, Ames Iowa, recently completed a comprehensive plan. Ames contracted with RDG Planning and Design to develop a new comprehensive plan for \$225,000. In addition to the comprehensive plan, Ames also solicited for a concurrent plan development of an environment, climate resilience, and disaster management planning effort at an additional cost of \$130,000 as well as a separate corridor and beautification master plan estimated at ~\$50,000 but not yet budgeted. The total cost of these three concurrent planning efforts is \$405,000. The City Council packet that highlights the breakdown of the proposed costs, scope of services, and allocation of time and fees with services from the consultants is located [here](#).



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Edgar Cano, Acting Public Works Agency Director
Kevin Johnson, Recycling & Environmental Maintenance Supervisor

Subject: Budget Memo- Improving Special Pickups and Fly Dumping

Date: October 29, 2021

Question: What is required to improve special pickups and fly dumping?

Response: The work performed by the employees in the Recycling & Environmental Maintenance Division is unique in that they provide a service to over 14,600 properties once each week. Few, if any, other employees have this level of service to the community members on a weekly basis. Currently, the Division has 10 large packer trucks, with 8 of them assigned to recycling collections on a daily basis, 1 truck is utilized for special pickups, and 1 spare truck is used when one of the regular trucks is down for maintenance. Unfortunately, trucks being down is a common problem that staff has to work around. Currently, there are three packers out of service due to maintenance issues.

The Division has 10 Equipment Operator II positions that operate these trucks, 9 of them on daily recycling collections. The tenth operator works with a seasonal employee to collect the special pickups. If a greater level of service is requested, additional staff and equipment are needed.

In order to improve special pickup, bulk pickup, and fly dumping operations, staff recommends adding three new FTE positions, the purchase of an additional 20-yard packer truck, and one pickup truck to the Recycling and Environmental Maintenance Division. The cost breakdown for the items mentioned above are shown in the table below.

Projected Additional Staff Cost

FTE Position	Salary (Including Benefits)
Public Works Maintenance Worker I	\$84,273.27
Equipment Operator II	\$89,284.15
Crew Leader	\$95,496.43
Total staff cost	\$269,053

Projected Vehicle Cost

Vehicle Type	2021 Purchase Cost
20- yard packer	\$280,000
F250 pickup	\$57,000
Total cost of vehicles	\$337,000

Background:

Weekly collection of solid waste is provided by a hauler under contract with the City. Community members can fill their receptacles and have an additional item or bag that is equal to or less than one cubic yard in size. Any solid waste beyond that amount requires a special pickup.

From early spring through late fall, the Division collects special pickups from 20 sites per day. When someone calls 311 to request a special pickup, they are informed of the date that the pickup will occur, which is generally 1 to 3 days after making the call. Unfortunately, there are a lot of pickups that are not scheduled, and there is a lot of fly dumping that occurs.

Non-reported special pickups and fly dumps sit in the alley or public lot until another property owner advises the City of the issue, or the City employee collecting recycling observes the refuse. Special pickups that are not requested by the property owner will be removed by City Code (8-4-9-1), which requires that the property owner be provided a notice that a special pickup is needed. The property owner has 48 hours to contact the City before the special pickup is performed, and the property owner is charged for the service.

As of October 20, 2021, special pickups consisted of scheduled (76%), tagged (24%), and fly dumping (18%). The current fee structure is \$100 for the first three cubic yards of debris, with an additional cost of \$25 per one cubic yard of debris in excess of the initial amount.

Below is a summary of special pickups for 2019 through 2021

Year	#of Special Pickup requests	Revenue Generated	# of Fly Dumps	Potential Lost Revenue
2019	1,927	\$111,266.03	352	\$35,200.00
2020	1,940	\$113,853.50	329	\$32,900.00
2021*	1,206	\$63,742.80	212	\$21,200.00

*Through October 20, 2021, **Assuming minimum \$100 charge

At no direct cost to the community, the division provides twice a year bulk pickup of up to six cubic yards of debris per household unit. The pickups are collected on four consecutive Fridays in the spring and fall. In order to complete the bulk pickup service, employees from other divisions within the Public Works Agency assist the REM division. Over the years, the community has extensively utilized the program, which has led to increased tonnage collected, contributing to cost.

Below is a summary of bulk pickup for 2019 through 2021

Year	Total Tons Collected	SWANCC Tipping Fees	Total Equipment Hour Cost	Total Labor Cost
2019	504.82	\$23,944.17	\$15,871.63	\$18,527.76
2020*	394.53	\$19,138.66	\$18,179.26	\$27,559.30
2021	586.19	\$28,776.07	\$22,382.75	\$33,112.00

*COVID 19 shortened or impacted season

Analysis:

In order to observe and appropriately respond to non-reported special pickups and fly dumps, staff is recommending hiring a crew leader and purchasing a new pickup vehicle to patrol the alleys looking for these situations. The additional Equipment Operator II and Public Works Maintenance Worker I would operate the proposed new 20-yard packer truck to collect these items in a timely manner.



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Edgar Cano, Acting Public Works Agency Director
Donald Cornelius, Street Supervisor
Stephen Walker, Greenways Supervisor

Subject: Budget Memo- Resources Needed to Improve Snow and Ice Operations

Date: October 29, 2021

Question: What is required to improve snow and ice operations?

Response: Snow and ice control staff is tasked with the removal of snow and ice from all public streets, City-owned building lots and surface public lots, bike lanes, park paths, bus stops, and walkways adjacent to City property. Unlike neighboring municipalities with snow removal assistance from State, County, or township agencies, the City of Evanston is responsible for all snow removal from public streets within its boundaries.

Recent years have brought above-average snowfall and unpredictable weather with extremes in both temperatures and precipitation. Last year Evanston saw close to 62 inches of snow, well above the 38-inch seasonal average. Current forecasts show a probability of a winter similar to last year. As a result of the additional snow accumulation, staff has received additional service requests, complaints, and concerns. Many have to do with snow removal in bike lanes and crosswalks. Current city policy and Ordinance 24-O-20 states that crosswalks are to be maintained by the closest adjacent property owner.

To address these concerns and handle the added infrastructure, staff would require the following additional resources.

Bike lanes and crosswalks

Bike lanes and paths continue to be added to our infrastructure to accommodate the changing and needed modes of transportation properly. These increasing multimodal systems have added additional snow removal work, but snow removal operations have not been supported by providing adequate equipment or staff to handle the increased workload.

Staff is recommending the purchase of two additional Toolcat utility work machines, one pickup truck, and the addition of two Greenway III employees to appropriately maintain the current bike lanes and provide crosswalk assistance to property owners during heavy accumulation.

Toolcats are a versatile piece of equipment currently used by city staff to maintain and clear bike lanes and walkways throughout the year. They are used during the winter months as snow removal equipment and come with several attachments, including snowplows, snowblowers, and snow brooms. This equipment is narrow enough to support the tight bike lanes found on some of our streets. During the remainder of the year, Toolcats are used to sweep and maintain bike lanes free of leaves and debris. They are also used for sports field maintenance.

In addition to the Toolcats, staff recommends purchasing a dedicated pickup truck with a brine tank to be used on protected bike lanes. The current width of protected bike lanes on Sheridan Rd and Chicago Ave accommodate a pickup truck with a plow to facilitate snow removal and brine application.

The two Greenways III employees would be needed to operate the equipment and assist in snow removal operations. Seasonal employees would not be recommended as most seasonal employees seek premium pay during the winter months, especially for operating snow and ice equipment. In addition, the Toolcats are special pieces of equipment that most seasonal employees will not be familiar with and can be damaged if not handled properly. The cost breakdown for these resources are as follows:

Resources	Cost:
Two Tool cats with attachments	\$190,000 for purchase
One F250 Pick up with brine tank	\$85,000 for purchase
Two Greenways III employees	\$171,064 at 2021 salary and benefit-cost

Street and overall operations

Times are changing, and increased emphasis is being placed on chloride reduction, operation efficiencies, and overall safety. In order to operate at a high quality and provide Evanston community members, property owners, and patrons the high level of service expected during snow and ice operations, the following improvements are recommended.

Salt conveyor purchase

The City’s 4,000-ton capacity storage dome is currently filled by using a front-end loader to push and move salt into the dome. This requires the operator to build a ramp using the salt to drive on and load the salt. Filling the salt dome in this method is not a best management practice and creates safety concerns by driving a piece of equipment on an unstable salt pile surface. This method of filling the dome also prevents the dome

from being completely filled as the operator cannot create a base or reach high enough to use the dome's total capacity. Additionally, operating the equipment directly on the salt causes the equipment to rust prematurely. Staff is currently seeking quotes but estimates the cost of the conveyor to be around \$75,000.

Three additional brine storage tanks.

With the current important environmental concerns of salt and chlorides used during winter operations, the snow removal industry is looking to lower bulk salt usage and increase the usage of salt brine. Salt brine is made using bulk salt and water to produce brine at a 23.3% salinity content. Brine assists in direct ice melting and bond prevention. It also assists in activating bulk salt by introducing moisture to its surface and helps reduce the scatter of salt due to its added weight and "grip" provided due to the salt's wet state. The city currently has three 6,000 storage tanks used to store brine. Staff recommends brine storage be increased from the existing 18,000-gallon storage capacity to 36,000 gallons. The cost of the additional storage tanks is estimated to be \$26,500.

Direct Liquid Application truck

Staff recommends the purchase of one single axle truck with a 1,000-gallon tank to assist in Direct Liquid Application (DLA) of salt brine to City streets and lots during anti-icing and deicing operations. As previously mentioned, data shows the use of salt brine assists in lowering salt usage and in preventing and reducing the formation of ice on the pavement surface. This equipment would be used as part of our anti-icing operations prior to a storm and during a storm as a DLA vehicle reducing the amount of bulk salt needed. The associated cost for the vehicle with the tank is approximately \$200,000

Two additional Road Weather Information System (RWIS)

In the Fall of 2020, City Council approved the lease and installation of an RWIS station placed on the bridge on Bridge Street just East of McCormick. This station provides city staff with information regarding weather conditions, precipitation type, road surface state, pavement surface temperature, level of grip on the pavement surface, and a visual of conditions via camera.

This information has been a big help to operations, especially during off-hours and weekends when staff is not present to monitor weather and street conditions. Operations have seen an increase in response time to weather events and scheduling for possible events, thanks to the data it provides. Staff has also noticed a decrease in Supervisor staff time spent to come in to manually take pavement temperatures and get pavement conditions.

The system's benefits have been significant, and staff is recommending two additional stations be purchased and placed in other areas of the City. At this time, staff recommends the additional RWIS stations be placed at the bridge on Chicago and South Blvd and on the Central street bridge. The pavement on bridges is typically the first to drop in surface temperature due to not absorbing the sun's heat and not having ground under the bridge. This would also strategically place an RWIS on the north side, center, and the south side of the City. The cost for the additional 5-year lease of two RWIS stations would be \$120,000. This breaks down to \$24,000 per year or \$2,000 per month.

Tandem Axle Truck

Current snow plow zones/routes are divided into nine different sections similar to the alley grading sections. Each section has a large tandem axle or smaller single axle vehicle assigned to manage and oversee the snow removal from the main thoroughfares within their zone. They also plow residential streets when street width allows or coordinates the removal with a smaller plow truck. The City currently has ten tandem axle trucks, all within the Streets, Water, and Forestry divisions that are used during snow and ice. Problems arise when unforeseen issues such as main breaks and hazardous tree conditions occur during winter precipitation events that cause water or forestry operations to stop plowing and convert their vehicles from snow removal vehicles to water or forestry response vehicles. This means that snow operations lose equipment, and staff has to spend time converting vehicles and removing salt spreaders from trucks for their emergency operations. Therefore, staff is recommending the purchase of an additional tandem axle dump truck at the cost of \$256,000.

Snow Blower

Staff recommends the purchase of a snowblower attachment for use with current front-end loaders. Heavy snow accumulation has caused issues with staff's ability to push snow all the way to the curb. Cold temperatures further impact the issue by causing those piles of snow to freeze and stick to the pavement. These mounds become difficult to move by plow and require specialized equipment like front-end loaders. These front-end loaders are currently equipped with buckets and take a long time to move snow with that particular attachment. To be more efficient and improve operations, the use of a snowblower is necessary. The projected cost for the snowblower attachment is \$80,000.

Fleet Mechanic

The additional equipment will require maintenance and inspection. Our Fleet Department is already experiencing difficulty supporting the total number of pieces of equipment and struggling to staff snow and ice events while providing adequate mechanical support to other departments such as Police and Fire. Therefore staff

recommends hiring one FTE Fleet mechanic at a 2021 salary and benefit rate of \$115,000 per year.

Street Division Personnel

No additional Street personnel is being requested at this time for snow operation improvements other than the Equipment Operator II position requested in the 2022 budget.

Administrative

The resources mentioned above would significantly improve operations and hopefully reduce concerns associated with snow and ice control. However, staff is only looking at the maintenance of the current infrastructure and did not include equipment or personnel to cover the addition of any proposed or potential bike lanes or similar infrastructure.

To further help in the operation, the City must be consistent in the declaration of parking restrictions and further enforce the negative parking habits of vehicles on busy thoroughfares. For example, people on Dodge Ave tend to park outside the designated parking lane and extend into the bike lane. This hinders staff's ability to properly maintain and address the bike lanes since the equipment will not fit when cars are parked in the bike lane. No amount of added equipment or staff would rectify that issue. Proper parking must be enforced.

Additionally, staff recommends reminding property owners adjacent to crosswalks of their responsibility to maintain the walkway to the street as per ordinance 24-O-20. This would help alleviate some of the service requests and provide a safe path for pedestrians. Property owners should revisit and do a final clearing of the crosswalk once City snow and ice operations are complete.

Total Cost Breakdown

Below is a table summary of all recommended resources at current 2021 costs.

Cost Breakdown Total

Resources	2021 Equipment Purchase Cost	FTE Salary (2021 Pay Rate)
Two Tool cats with attachments	\$190,000	
One F250 Pick up with brine tank	\$85,000	
Two Greenways III FTE		\$171,064 for both
Salt Conveyor Purchase	\$75,000	
Brine Storage Tanks	\$26,500	
DLA Truck Purchase	\$200,000	
Purchase of two RWIS stations	\$120,000	
Tandem Axle Plow Truck	\$256,000	
Snow Blower Attachment	\$80,000	
Additional Fleet FTE		\$115,000
TOTAL	\$1,032,500	\$286,064



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Kate Lewis-Lakin, Budget Manager

Subject: Crown Center Maintenance Fund

Date: October 27, 2021

Question: When will the city add its next deposit of \$175,000 into the Robert Crown Center Maintenance Fund? Who are the signers on the RC Maintenance Fund deposit account? How much are you expecting in donations from Friends of Robert Crown next year to this fund?

Response: The City transfers money to the Robert Crown Center Maintenance Fund from the General Fund on a monthly basis. The monthly transfer amount is \$14,583, which adds up to \$175,000 on an annual basis. The Crown Center Maintenance Fund is held by the City and part of the City's budget. As such, any purchases made from the fund would be required to go through all standard purchasing procedures for the City.

The City does not currently put donations from Friends of Robert Crown towards the maintenance fund. Donations from the Friends group are deposited into the Crown Construction fund, where they are supporting final payments on construction contracts for the Center, and where transfers are made from these funds to the debt service fund to support the bonds issued for the Center.

Question: Do we have a similar maintenance fund for the Noyes Cultural Arts Center? Do we have a similar maintenance fund for the Civic Center whereby the City annually deposits at least \$175K?

Response: The City does not have a dedicated maintenance fund for the Civic Center.

The Noyes Cultural Arts Center holds a reserve fund, which is a portion of the General Fund Balance, that is dedicated to capital improvements at the Noyes Center. The City moves money into the Noyes reserve fund at the end of the year on an annual basis. The amount reserved in the fund is determined by the total building revenue minus building expenses and a 10% administrative fee. The current account balance for the Noyes restricted account is \$254,705.48



Memorandum

To: Honorable Mayor and Members of the City Council
From: Ike Ogbo, Health & Human Services Director
CC: Kelley Gandurski, Interim City Manager; Sarah Flax, Housing and Grants Manager
Subject: Approval of \$575,000 in ARPA Funding to Sustain the Public Health Response to COVID-19 in 2022
Date: November 1, 2021

Recommended Action:

Staff recommends approval by the City Council of \$575,000 in ARPA funding to sustain the City's Health and Human Services Department's ability to respond to the ongoing health impact of COVID-19 in 2022.

Funding Source:

American Rescue Plan Act, 170.99.1700.55251

Council Action:

For Action

Summary:

At the October 2 City Council meeting 2022 budget discussion, Councilmember Kelly inquired about the request for an allocation of \$575,000 in ARPA funding to support the City's Public Health response to COVID-19. Information requested included the number of staff it would support, their salaries, and other expenses, as well as what activities would be undertaken. Information about the grants from the Illinois Department of Public Health that the City's Health and Human Services Department (HHS) received for these services in 2020-2021 was also requested.

This request is eligible for ARPA funding under the category of responding to the COVID-19 public health emergency. Evanston's Health Department is one of only four certified municipal health departments in Illinois and has a much larger role in responding to this global health emergency than most municipal health departments, including providing vaccinations, isolation facilities for exposed or infected people who are unable to isolate at home, and contact tracing. Evanston's response to the COVID-19 pandemic has been commendable and exemplary.

Evanston is currently categorized as an area of **substantial** COVID-19 transmission according to CDC and there is no indication that COVID-19 will disappear in the near future. ARPA funding will allow HHS to be prepared for the next wave of the virus instead of being reactive especially with the threat of the

Delta virus. It is of great importance to provide a continuum of services and dedication to the public health of the community by ensuring the retention of current staff, activities, and resources in the fight against COVID-19. Performing necessary public health-driven tasks by professional staff members and maintaining numerous strategies established in the course of this pandemic will continue to result in the prevention and control of infection, hospitalization, and death in our community.

Staff is requesting \$500,000 to retain staff hired to respond to the COVID-19 health emergency and \$75,000 for overtime and other expenses including supplies, quarantine/isolation housing, and equipment. The total ARPA funding requested for 2022 is \$575,000. Funding will support existing staff positions responsible for contact tracing and vaccinations, the Liaisons providing clinical and public health guidance to Evanston's at-risk congregate settings, a contracted Medical Director, and a Public Health Data Coordinator.

Currently, there are no sources of funding from the State of Illinois or other external sources for these purposes. Staff continues to watch for grant opportunities and will apply for them when possible. ARPA funding would be reimbursed to the City if and when HHS receives grants from the State or through other sources in FY 2022.

HHS COVID-19 Response

HHS permanent staff is responsible for the initial COVID-19 related responses before additional staff was hired through the grants to assist in our efforts. Permanent staff continues to provide a critical part of the City's COVID-19 response. The staff members who were hired to assist in the City's COVID-19 response and covered 100% by the two State Grants are as follows:

Part-time/Fulltime Case Investigators/Contact Tracers (10): Staff has been reduced to 7 Case Investigators that work a number of shifts; staff members are available to respond to cases 7 days a week including weekends and holidays.

- Salary: \$41,400- \$43,200/year.
- Job description: Staff directly contacts those infected with COVID-19 and trace their close contacts to ensure that they and their close contacts are isolated or quarantined respectively resulting in reduced infections in the population. Staff provides education and quarantine/isolation instructions/orders. Additionally, staff assesses the need for social and supportive services. Furthermore, staff enters data related to case investigations and close contacts into various databases and systems.

Communicable Disease Liaison to High-Risk Facilities (2)

- Salary: \$59,400 and \$65,700/ year.
- Job description: Staff develops and implements active communicable disease surveillance systems particularly for high-risk populations such as in long-term care facilities and congregate settings that are more vulnerable to COVID-19 or other communicable diseases. Staff performs community investigations, including facility visits to implement all the necessary disease-prevention recommendations and guidelines when indicated for infectious disease incidents related to COVID-19. Staff ensures that appropriate district and local public health officials are informed of potential outbreaks and/or diseases identified within the region.

Public Health Data Analyst (1)

- Salary: \$62,000/year
- Job description: The Public Health Data Coordinator is responsible for the systematic collection, management, and statistical analysis of data for public health purposes including program planning, population health assessment, indicators, metrics, surveillance systems, and outbreak trends relating to COVID-19. The position is responsible for determining disease patterns and

epidemiology needed for an effective public health response against COVID-19. The position also provides data illustrations, interpretations, and presentations regarding COVID-19.

Medical Director (1)

- Wage: \$20,400/year.
- Job description: Serves as an Illinois licensed Medical Consultant to HHS responsible for approving and signing medical documents such as standing order authorization for COVID-19 vaccines. Advises HHS Director on medical standard procedures and protocols.

Vaccination Nurse (1)

- Salary: \$29/hour. Staff works when needed during vaccination clinics and community vaccination events.
- Job description: The position is responsible for COVID-19 vaccine administration and providing education related to COVID-19 vaccines. The position is also responsible for administering vaccines at City organized-vaccination sites, community vaccination events, plus home vaccinations for community members who are unable to travel to vaccination sites due to medical conditions or mobility issues.

Grants Received in 2020-2021

As a Certified Health Department, HHS receives a number of Federal, State, and County grants that aid in community public health functions and operations. Due to the Department’s certification, HHS received two COVID-19 State grants to support Evanston’s COVID-19 response directed at COVID-19 prevention, contact tracing, enforcement, establishing prevention protocols, and vaccinations. HHS staff applied for the Contact Tracing Grant and was awarded \$ 817,632.00 in June 2020. This grant has supported permanent and temporary staff responsible for contact tracing, enforcement, the Liaisons providing clinical and public health guidance to Evanston’s at-risk congregate settings, a contracted Medical Director, and a Public Health Data Coordinator.

The second grant that was applied for and awarded to the Department was the COVID-19 Mass Vaccination Grant in the amount of \$290,000. This was awarded in December 2020 and it is geared towards vaccination efforts, hiring staff, retaining current staff, logistics, equipment, and planning and data entry.

2020-2021 Grants and Expenses

The amount of COVID-19 Contact Tracing Grant that has been expended is indicated in the table below. The table below shows a breakdown of expenses over 18 months, from June 2020 to September 2021. The Contact Tracing Grant contributed significantly to the payment of salaries for HHS permanent staff. This has enabled the City to offset almost \$290,000 in HHS permanent staff salary expenses. The Contact Tracing Grant expires in December 2021.

The amount of COVID-19 Contact Tracing Grant that has been expended is indicated in the table below. The table below shows a breakdown of expenses over 18 months, from June 2020 to September 2021. The Contact Tracing Grant contributed significantly to the payment of salaries for HHS permanent staff. This has enabled the City to offset almost \$290,000 in HHS permanent staff salary expenses. The Contact Tracing Grant expires in December 2021.

Contact Tracing Grant = \$817,632

Expenses	Amount Spent (June 2020-September 2021)
Permanent Staff Salaries	\$289,093.23

(Communicable Disease Specialist, Environmental Health Practitioners, Social Worker, Public Health Preparedness Coordinator)	
Temporary Staff Salaries (Case Investigators, Communicable Disease Liaisons, Medical Director, Public Health Data Coordinator, Overtime	\$409,230.45
	\$20, 420.94
Alternative Housing (Quarantine/ purposes for community members)	\$35,458
Supplies and equipment: (Laptops, headsets, printed materials telephones)	\$8,022.70
Total Amount Spent	\$762,225.32
Amount Unexpended	\$ 55,406.68

The balance of \$55,406.68 will be spent by December 2021 and the remaining salary expenses will be paid through the Mass Vaccination Grant.

The amount awarded HHS through the Mass Vaccination Grant was \$290,000. This grant was initially scheduled to expire in November 2021 but the most recent development from IDPH is that the Mass Vaccination Grant will be **extended into 2022 with additional funds**.

The amount of the Mass Vaccination Grant that has been expended is indicated in the table below. The table below shows a breakdown of expenses for nine months, from **December 2020 to August 2021**. The Mass Vaccination Grant has and will contribute significantly to the payment of salaries for HHS permanent staff. The City stands to save over \$105,000 in permanent staff salary expenses. Both permanent and temporary HHS staff are also part of the Mass Vaccination Grant.

Mass Vaccination Grant = \$290,000

Expenses	Amount Spent	Amount to be spent by December 2021
Permanent Staff Salaries (Communicable Disease Specialist, Environmental Health Practitioners, Social Worker, Public Health Preparedness Coordinator, Public Health Director)	\$5,094	\$100,240.67
Temporary Staff Salaries (Case Investigators used also as Vaccination Support Staff, Communicable Disease Liaisons, Medical Director, Public Health Data Coordinator, Vaccination Nurse	\$41,540.33	\$135,925.00
Supplies(Signs, publications, PPE, sterile pads, syringes)	\$599.00	\$6,601.00
Total Amount Spent	\$47,233.33	-

**Total Amount expected to be
spent by December 2021 -**

\$ 242,766.67



Memorandum

To: Honorable Mayor and Members of the City Council
 From: Michael Rivera, Parking Manager
 CC: Luke Stowe, CIO/Administrative Services Director
 Kimberly Richardson, Deputy City Manager
 Subject: Crossing Guards / 2022 Budget Discussion
 Date: November 1, 2021

Recommended Action:

Staff recommends the City Council discuss the City of Evanston’s agreements to provide crossing guards near schools and its impact on the City’s Budget.

Council Action:

For Action

Summary:

For over 20 years the City of Evanston has provided and fully funded crossing guard services for District 65 schools, St. Athanasius School, and Pope John XXIII School. In recent years, two other schools, Evanston Township High School (ETHS) and Chiaravalle, have approached the City requesting crossing guard services.

In 2016, ETHS inquired about City crossing guard services. The City and ETHS agreed to a contract where the school would pay for 100% of the crossing guard services. ETHS recently renewed its contract with additional services/costs. In 2017, Chiaravalle Montessori inquired about City crossing guard services near its school. The City came to an agreement with Chiaravalle Montessori to pay 100% of the costs.

A breakdown of the current crossing guards for schools that reimburse the City 100%:

List of schools	# of guards	Cost per school
ETHS/District 202	3 Guards + 1 PEO	\$71,997.60*
Chiaravalle Montessori	1	\$10,500

*The ETHS amount does not include special events or summer school

District 65, St. Athanasius and Pople John continue to receive crossing guards with no reimbursement to the City. A breakdown of the crossing guards provided for each school are:

D65			
List of schools	# of guards	Cost per school*	Notes
Haven/Kingsley	8	\$81,082	
Lincolnwood	4	\$40,142	
Orrington	4	\$40,142	
Willard	4	\$40,142	
Dewey	5	\$50,178	
King Lab	1	\$10,036	
Nichols	1	\$10,036	
Chute	3	\$30,107	
Dawes	4	\$40,142	
Lincoln	4	\$40,142	
Oakton	5	\$50,178	
Park	1	\$10,036	
Washington	3 + (2 Partial)	\$40,484	Some crossover with Pope John about 30 minutes a day credited to covering Washington, for 2 of 3 posts
Total	47 + (2 partial)	\$501,377	

*The totals are based on the base schedule for the 2019-2020 school year plus the just completed 2018-2019 summer school session

Private Schools			
List of schools	# of guards	Cost per school	Notes
Pope John XXXIII	3	\$31,133	
St. Athanasius	3	\$30,962	

Currently, the City pays approximately \$650,000 for crossing guard services and only \$83,000 is reimbursed by Chiravalle and ETHS/District 202.

The City contracted with Andy Frain Services, Inc. in 2018 to provide crossing guard services in place of the City directly hiring crossing guards as employees. However, due to the staffing shortage seen nationwide, Andy Frain has not been able to find the necessary replacements if a guard calls in absent. Substitutions are then provided by Parking Enforcement Officers (PEOs). The PEOs are then not able to perform their regular duties of parking enforcement,

and the City ends up paying Andy Frain and paying the City's employee's salary, while foregoing enforcement hours.

The Illinois Local Governmental and Governmental Employees Tort Immunity Act states that municipalities do not need to provide police protective services which includes crossing guards. The City is not mandated to provide crossing guards for public or private schools. By asking the schools to contract with a third party administrator directly (similar to Andy Frain), the City also removes itself from sole liability if something were to occur.

Glencoe outsourced its crossing guard program and entered into an inter-governmental agreement with Glencoe School District 35 to share costs of the program in 2019. The City of Urbana also began requesting its school district start budgeting for crossing guards in 2019. In 2015, Buffalo Grove started billing its 3 elementary schools for half of the cost of their crossing guards. In 2016, Wheeling asked its school district to pay 50 percent for crossing guards. In 2014, Eureka decided to stop paying for crossing guards, leaving the District to hire and pay for the service. In 2014, District 96 came to an agreement with Riverside-Brookfield to share the cost of some of its crossing guards. In the City's 2004 budget, it was found that Arlington Heights was reimbursed for crossing guards by its schools.

The City Manager's Office and Parking staff have requested meetings with District 65, St. Athanasius and Pope John to discuss crossing guard services and expenses for the past two years. The schools have been unable to come to an agreement with the City. The City agreement was set to expire at the end of this year (December 2021), but the City extended the contract to continue crossing through this current school year ('21-'22). Staff is hopeful that the schools will have ample time to negotiate and plan for the following school year/budget.



Memorandum

To: Honorable Mayor and Members of the City Council
From: Lawrence C. Hemingway, Director of Parks and Recreation
Subject: Discussion on Free Beaches
Date: November 1, 2021

Recommended Action:

Staff seeks guidance on making all City of Evanston beaches free for Evanston residents only. The decision will help staff finalize budget recommendations.

Funding Source:

Revenues for Beaches are deposited into account 100.30.3080.53565

Council Action:

For Discussion

Summary:

On May 24, 2021 the City Council passed resolution 61-R-21 authorizing a pilot program that allowed free access to any Evanston beach on Saturday, Sunday or Monday throughout the 2021 beach season for all Evanston residents. This new policy was instituted after staff had begun selling seasonal tokens to residents on May 1, 2021. The Parks and Recreation Department was able to adjust its operation to accommodate the new policy.

The Department's 2021 revenue budget for beaches is \$1.2 million dollars. This figure includes all revenues generated from lakefront activity. These activities include all boat launch activities, lakefront picnic permits, and all beach admission fees, including seasonal and daily passes. As of September 30th, the department has generated \$1,305,148.30 in revenue for all lakefront activity during the season of which \$923,644.00 is for beach tokens and daily sales.

Beach token and daily sales are broken down in the chart below for the past 5 years including 2021:

Lakefront Revenue 2017-2021					
Revenue Description	2017	2018	2019	2020	2021 (YTD)
Resident Pre-Season Token	\$449,623.00	\$453,856.00	\$417,196.00	\$0.00	\$406,440.00
Resident Season Token	\$68,307.00	\$71,808.00	\$83,266.00	\$377,312.00	\$103,701.00
Non-Resident Pre-season Token	\$8,862.00	\$9,114.00	\$6,426.00	\$0.00	\$50,232.00
Non-Resident Season Token	\$2,378.00	\$2,610.00	\$3,480.00	\$99,330.00	\$51,555.00
Skokie Pre-season Token	\$28,158.00	\$27,846.00	\$27,846.00	\$0.00	\$45,795.00
Skokie Season Token	\$4,386.00	\$3,604.00	\$4,624.00	\$43,648.00	\$2,400.00
Res Half Season Token	\$4,625.00	\$5,865.00	\$5,373.02	\$29,087.00	\$4,427.00
Non-Resident Half Season Token	\$174.00	\$203.00	\$116.00	\$112,920.00	\$1,333.00
Skokie Half Season Token	\$578.00	\$374.00	\$357.00	\$9,126.00	\$760.00
Daily Passes	\$243,488.00	\$282,236.00	\$231,199.00	\$387,374.00	\$254,766.00
Token Replacements	\$2,885.00	\$2,890.00	\$2,470.00	\$2,410.00	\$2,235.00
Total Revenue from seasonal passes and daily token sales	\$813,464.00	\$860,406.00	\$782,353.02	\$1,061,207.00	\$923,644.00
Total Lakefront Revenue	\$1,156,928.58	\$1,191,703.50	\$1,120,811.77	\$1,321,777.50	\$1,305,148.30

The lakefront operating expenses 2017-2021 are shown in the table below:

Operational Expenses for the past 5 years:

Expense Description	2017	2018	2019	2020	2021 (YTD)
Boat Ramp Operations (3065)	\$48,087.34	\$48,128.52	\$49,670.49	\$97,232.71	\$70,252.30
Boat Storage Facilities (3075)	\$12,802.93	\$14,448.33	\$13,299.61	0*	0*
Beaches (3080)	\$697,535.03	\$752,652.15	\$793,148.90	\$692,423.14	\$843,079.44
Aquatic Camp (3105)	\$124,637.65	\$141,645.29	\$100,611.67	0**	0**
Park Service Unit (3150)	\$30,577.38	\$30,892.55	\$30,836.26	\$20,699.74	\$32,398.11
Total Spending	\$913,640.33	\$987,766.84	\$987,566.93	\$810,355.59	\$945,729.85
*Combined into BU 3065 **No camp offered					

There are 2 options being presented for consideration, but the council can make their own recommendation that best fits the community.

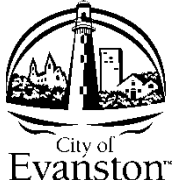
Option 1

The current policy can remain in place which will allow Evanston residents to have free access three days a week-Saturday, Sunday and Monday. This option will allow for revenue to continue to be generated through a seasonal token and daily sales on non-free days with the anticipation of sales being reduced because the advertising of the 3 free days will take place prior to any seasonal passes going on sale. The anticipation is that revenue will be reduced by \$200,000.

Option 2

Allows for all beaches to be free for all Evanston residents for the entire season. The department will implement a process for Evanston residents to prove residency prior to visiting the beach. This option will result in an approximately \$650,000-\$750,000 shortfall in revenues for the department.

The City currently has an agreement with the Village of Skokie that allows Skokie residents to pay the same rate as Evanston residents for beach tokens and Evanston residents are allowed to visit the Skokie pool and splash park for the same rate as a Skokie resident. This agreement will need to be taken under consideration and makes up the difference of the \$100,000 difference mention above.



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Darrell A. King, Water Production Bureau Chief

Subject: Budget Memo - Stormwater Fee

Date: November 4, 2021

Question: What is required to create a stormwater fee?

Response: Staff is very interested in creating a storm stormwater utility fee, but desire to wait until the storm water master plan that Hey & Associates are working on is complete (should be complete in spring 2022). Staff will then have discussions with the City Council on the results that will provide a cost of magnitude for providing different levels of protection (protect for a 5, 10 whatever year storm event). Understanding the level of protection desired and the estimated cost is a key factor in determining the storm drainage utility fee structure.

Background:

Stormwater utility fees have been accepted among many communities as a fair and substantial funding alternative for stormwater improvements.

In 1992 staff retained the services of Jones & Henry Engineers Incorporated to perform an evaluation of a storm stormwater utility fee structure for the City of Evanston. The report defined the basis of the utility fee, showed a matrix of estimated revenues, and discussed the effect of the utility on various residential and nonresidential property owners. The following is a summary of that report.

Utility Fee Basis:

Flooding is the result when undersized sewers are overloaded by heavy rainfall. Since sewer improvements or enlargements are needed to handle heavy storm water loads, it is only fair and equitable to fund such sewer improvements through a storm drainage utility fee, in lieu of tax increases or an increase in water usage rates. The storm drainage utility fee is a service which charges a fee based on the user's contribution to, or use of, the storm drainage system.

Equivalent Residential Unit: Utility billing can be greatly simplified if the impervious area for each nonresidential parcel, including multifamily dwellings, can be put in units equivalent to the average impervious area for single family homes. This way single family homes, being the majority of parcels within the City, can pay one flat rate; whereas, nonresidential users will pay the flat rate times the number of units within their parcel. An Equivalent Residential Unit is defined as the average impervious area of detached single family properties. Detached refers to single family homes which do not share a common wall such as condominiums and duplexes. Condominiums and duplexes would then be included under multifamily dwellings. Multifamily areas are defined as a nonresidential land use category for the purpose of the report.

Equivalent Runoff Unit: Utility billing can become more complex when impervious area for both residential and nonresidential parcels is defined in units equivalent to 1,000 square feet (SF) or any other set of quantities of impervious area. If the Equivalent Runoff Unit is used to define impervious areas, residential parcels are placed in the same category as nonresidential parcels. This means that both types of properties will have to be measured individually and billed based on their own contributing amount of impervious area. However, since the Equivalent Runoff Unit can be defined as a quantity much less than the Equivalent Residential Unit, the utility fee becomes more accurate in defining the actual amount of impervious area in the City. It is for this reason that the Equivalent Runoff Unit was selected to estimate the matrix of revenues for the report.

Financial Analysis:

Revenue Matrix:

The estimated revenue matrix shown below represents annual revenue versus monthly charges. The matrix was based on monthly charges ranging from \$1.00 to \$10.00 multiplied by the total number of Equivalent Runoff Units (81,836.00) in the City. Due to the simplicity of the utility billing basis, the revenue matrix formed a linear plot. The estimated annual revenue produced from the rates mentioned above ranges from \$982,032 to \$9,820,320.

All land use categories (single family, commercial, industrial, institutional, and multifamily) were included for the estimated revenue matrix except railroads, streets, and alleys; parks, cemeteries, and open space; and Northwestern University east of Sheridan Road. A separate storm sewer was assumed to be located in this area of the University. If this area of the University was included, the estimated annual revenue would range from \$1,026,900 to \$10,269,000.

Conclusion:

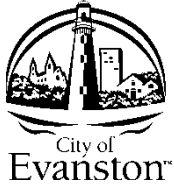
The effect of the utility fee on nonresidential users increases as the amount of impervious area associated with the respective properties increases. A commercial

property owner will probably pay a higher utility fee when compared to an institutional property owner that owns the same size of property.

The nonresidential property owner, compared to single family home owners, will be affected the most by the utility fee due to the fact that their property sizes are larger and most likely contain a higher percent of impervious area. Among the nonresidential property owners, commercial and industrial property owners will probably pay higher fees when compared to institutional and multifamily property owners.

The selection of either the Equivalent Runoff Unit or the Equivalent Residential Unit as the utility billing unit will have a significant impact on both residential and nonresidential property owners. If the Equivalent Runoff Unit is set equal to a quantity less than the average impervious area of single family homes (2,570 SF), a greater number of ERUs will be created within the City compared to using the Equivalent Residential Unit. If comparing the two alternative billing units at the same rate per respective equivalent unit, the Equivalent Runoff Unit will produce more revenue. However, some single family community members will pay more than others based on the individual amount of impervious area. The estimation of utility revenue for this report was based on using the Equivalent Runoff Unit equal to 1,000 SF. If using the same rate per equivalent unit, the utility revenue will decrease by approximately 60%, if the Equivalent Residential Unit is used. But the time and expense to measure impervious areas per individual property is also reduced.

The storm drainage utility fee is a fair and equitable approach to fund sewer improvements. By using impervious area to measure storm water contribution, the utility fee becomes a very simple concept. The consultant recommended the City of Evanston implement the storm drainage utility fee to help fund sewer maintenance and proposed capital improvements.



Memorandum

To: Honorable Mayor Biss and Members of the City Council

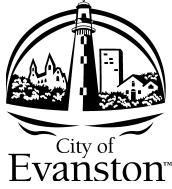
From: Darrell A. King, Water Production Bureau Chief

Subject: ARPA Funds - Water and Sewer Infrastructure

Date: November 4, 2021

Question: Public Works: How is the remaining \$3 million in ARPA infrastructure funding proposed to be spent?

Response: Staff anticipates allocating the remaining \$3 million of Water and Sewer Infrastructure ARPA funding to cover costs for emergency lead service pipe repairs. The Lead Service Line Replacement and Notification Act prohibits partial lead service line replacements. The utility anticipates experiencing approximately 65 emergency repairs on lead service lines, galvanized service lines on both the City's and Homeowner's side as well as broken parkway valves that require replacement of the entire lead service line. Staff estimates the replacement of the private side of the lead service line will cost \$7,000 each. The total cost for 2022 would be \$455,000.00. The remaining water and sewer infrastructure ARPA funding could be expended during 2022 and each year thereafter until the funds have been depleted. Additional funding sources have not materialized to date such as the Biden infrastructure bill and the Illinois Lead Service Line Replacement Fund (currently unfunded).



Memorandum

To: Honorable Mayor and Members of the City Council

From: Edgar Cano, Acting Public Works Director
Lara Biggs, City Engineer

Subject: Budget Memo - Annual CIP Street Resurfacing and Parking Costs

Date: November 5, 2021

Question: Provide annual Capital Improvement Program (CIP) expenses for street resurfacing and parking.

Response:

The following table summarizes the funding budgeted each year in the CIP for streets and parking:

Year	2019	2020	2021	2022	Average
Major Project Match	\$2,484,000	\$4,257,000	\$2,820,000	\$1,177,000	\$2,684,500
Street Resurfacing	\$1,206,000	\$1,402,000	\$2,034,000	\$2,545,000	\$1,796,750
Other Street Maintenance	\$910,000	\$810,000	\$640,000	\$890,000	\$812,500
Direct Parking Costs	\$3,460,000	\$1,703,000	\$1,750,000	\$1,325,000	\$2,059,500
Other Transportation	\$4,478,000	\$3,522,000	\$1,440,000	\$2,861,000	\$3,075,250
Total	\$12,538,000	\$11,694,000	\$8,684,000	\$8,798,000	\$10,428,500

Below are the definitions of what is included in each category:

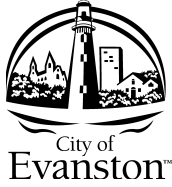
Major Project Match - Funding provided by the City as a match to federal grant funds on major streetscape projects, which includes street resurfacing.

Street Resurfacing - Funding that is spent directly resurfacing streets to improve the street surface

Other Street Maintenance - Funding spent directly on maintaining the driving surface and pavement markings; includes pavement marking, pavement patching, and pavement rejuvenation

Direct Parking Costs - Funding spent on improvements for parking lots, parking meters, and parking garages

Other Transportation Costs - Funding for miscellaneous transportation, including streetlights, traffic signals, sidewalks, bridges, and traffic calming



Memorandum

To: Honorable Mayor and Members of the City Council

From: Edgar Cano, Acting Public Works Director
Lara Biggs, City Engineer

Subject: Budget Memo - Crown Construction Fund 2022 Payments

Date: November 5, 2021

Question: Provide a breakdown of what will be paid from the Crown Construction Fund in 2022. Why are some of these contracts still open?

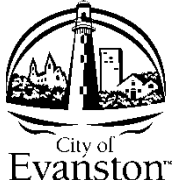
Response:

There are a number of expenditures anticipated from the Crown Construction Fund in 2022. In most cases, this is to account for spending on contracts for the construction of the building that are still being paid and likely to continue into 2022. Contracts and change orders are or are expected to be within the total project budgets as approved by the City Council.

The expected 2022 disbursements from the Crown Construction Fund are as follows:

Vendor	Estimated Payment	Payment Description
Bulley and Andrews	\$533,209	Original construction contract closeout
Woodhouse Tinucci Architects	\$35,099	Original consulting services contract closeout
HM Witt & Co.	\$5,000 - \$10,000	Miscellaneous signage under development
Northern Glass	\$17,100	Replace fritted glass out of warranty
Evanston Glass	\$5,000 - \$10,000	Replace clear glass out of warranty
Hacienda Landscaping	\$404,044	Playground construction
Christy Webber	\$31,912	Landscape establishment

The original contracts from the construction of the Robert Crown Community Center are still open, but are in the closeout phase. Most of the ongoing work is related to equipment checkout and paperwork such as operations and maintenance manual submittals. The City will be unable to release final payment until all of this work is complete. On large projects, it is not uncommon for closeout to extend for one or more years beyond the substantial completion when facilities are put into use.



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Edgar Cano, Acting Public Works Agency Director
Stephen Walker, Greenways Supervisor

Subject: Cost of Electric Equipment

Date: November 5, 2021

Question: What is the cost impact to switch to all-electric leaf blowers and other equipment?

Response:

The City of Evanston recently passed Ordinance 116-O-21, which phases out gas-powered leaf blowers by April 1, 2023, and only allows the seasonal use of electric-powered leaf blowers thereafter. These steps are being taken to achieve metrics and comply with the City's Climate Action Resilience Plan (C.A.R.P.).

The Greenways Division currently operates close to 45 individual 2-cycle pieces of equipment to maintain 76 parks, 31 parking lots, and several other greenspaces in Evanston. Staff would need to convert these 45 pieces of equipment and an additional 4 walk-behind mowers to be compliant with the Ordinance and to work towards the City's C.A.R.P pledge.

While several different companies manufacture this type of equipment, staff has found that Stihl would be the most durable and efficient and can take the heavy usage necessary to maintain our greenspace. The City has used Stihl gas-operated equipment for over 20 years and found it extremely easy to maintain and operate.

Staff has requested quotes from several different vendors to outfit our organization with replacements to match our existing 2-cycle gas units. The following chart gives an account for each item along with the most cost-efficient price per unit.

Equipment	Quantity	Unit Price	Line amount
Line Trimmer	13	\$260.00	\$3,380.00
Hedge Trimmer	8	\$405.00	\$3,240.00
Pole Hedge Trimmer	8	\$490.00	\$3,920.00
Pole Saw	5	\$490.00	\$2,450.00
Handheld Blower	11	\$325.00	\$3,575.00
Backpack Carry System	11	\$1,170.00	\$12,870.00
21-inch Mower	4	\$555.00	\$2,220.00
Battery	53	\$190.00	\$10,070.00
Inverter	10	\$150.00	\$1,500.00
TOTAL			\$43,225.00

The cost to comply with Ordinance 116-O-21 and convert the 11 handheld blowers would be **\$18,535**. This cost includes the batteries and backpack carrying systems. The carrying system is a backpack harness that holds the batteries and has an integrated cord that supplies power to the blower.

The cost to convert the remaining gas-powered 2-cycle tools and walk-behind mowers would be **\$24,690**. This includes the equipment, batteries, and truck inverters for charging.

These costs do not include chainsaw conversions as our understanding is there currently are no OSHA-approved chaps rated for battery or electric chainsaws. The City must be compliant with all safety regulations and therefore cannot use electric or battery-powered chainsaws at this time. Ride-on mowers are also not included in the cost due to the lagging technology and battery capacity in these larger pieces of equipment. This equipment also serves as snow removal equipment during the winter months and electric conversion is not recommended by staff or by the industry.

With the successful passage of the leafblower regulation in October, staff has implemented the costs for this change into the 2022 Revised Budget as presented for the November 8 City Council meeting.



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Edgar Cano , Acting Public Works Director
Jonathan Silverstein , Management Analyst

Subject: Budget Memo - Solid Waste Rates

Date: November 5, 2021

Question: The budget transmittal letter states that solid waste fees were raised by 11% in 2021. Why was this increase so high? What increase is projected for 2023?

Response: The 2021 Solid Waste Rate increases were necessary because the Solid Waste Fund (SWF) was projected to end 2020 with a negative fund balance of more than \$424,000. This had occurred because the City had allowed long intervals without any increase in charges.

Specifically, prior to solid waste rate increases imposed by the adoption of Ordinance 111-O-2020:

- The charges for 65-gallon carts and additional carts had only increased twice since 2010;
- The charges for 95-gallon carts had only increased three times since 2010;
- The charges for yard waste carts and stickers had never been raised since the program was created in 2010;
- The charges for multifamily (6+ units) recycling had never been raised since the program was created in 2018;
- The special pickup charges had not been raised since 2015.

The costs of providing those services had risen throughout that period. In particular, the City's refuse and compost collection contract with Groot and its condominium refuse collection contract with LakeShore includes automatic annual increases tied to the Consumer Price Index (CPI), with a minimum 1.5% increase and a maximum 3.5% increase. Collectively, those contracts make up 47% of the Solid Waste Fund's 2022 proposed budget.

During 2021, the fund balance will improve its position by \$224,000 and will end the year with a fund balance of negative \$262,000. This is a remarkable accomplishment considering that the balance was more than \$1.2 million in the red as recently as 2018.¹ However, with the addition of the solid waste coordinator position and an additional Equipment Operator II position, the fund balance will fall \$32,000 deeper into the negative in 2022. Without any revenue increase, annual deficits would increase with rising expenses, and the fund balance would reach negative \$2.2 million by the end of 2026.

Solid Waste Fund					
Five Year Financial Projections					
No Rate Increases					
	2022	2023	2024	2025	2026
Revenue					
Residential Refuse Charges	3,360,000	3,360,000	3,360,000	3,360,000	3,360,000
Apartment Refuse Charges	187,000	187,000	187,000	187,000	187,000
Condo Refuse Charges	624,450	624,450	624,450	624,450	624,450
Yard Waste Charges	300,000	300,000	300,000	300,000	300,000
Service Charge Penalties	45,000	45,000	45,000	45,000	45,000
Special Pick Up fees	125,000	125,000	125,000	125,000	125,000
Property Taxes	1,332,500	1,332,500	1,332,500	1,332,500	1,332,500
Franchise fees	172,000	172,000	172,000	172,000	172,000
Other	22,000	22,000	22,000	22,000	22,000
Total Revenue	6,167,950	6,167,950	6,167,950	6,167,950	6,167,950
Expenditures					
Personnel	1,680,409	1,719,669	1,759,911	1,801,159	1,843,438
Vehicular	742,000	753,130	764,427	775,893	787,532
Contractual Costs	3,607,700	3,733,970	3,864,658	3,999,921	4,139,919
Other Costs	169,076	169,076	169,076	169,076	169,076
Total Expenditures	6,199,185	6,375,845	6,558,072	6,746,050	6,939,964
Beginning Fund Balance	(262,000)	(293,235)	(501,130)	(891,252)	(1,469,352)
Net Operating Revenue	(31,235)	(207,895)	(390,122)	(578,100)	(772,014)
Ending Fund Balance	(293,235)	(501,130)	(891,252)	(1,469,352)	(2,241,366)

Staff's long-term goal is to comply with the City's Financial Policies, which require the SWF to maintain a fund balance reserve equal to at least 16.6% of annual expenses.² That would require a fund balance of approximately \$1 million.

¹ The fund balances in this memo differ from those in the budget, because the budget balances do not take into account the fact that the \$378,000 Waste Transfer Station revenues collected between 2018-2021, and all future Waste Transfer Station revenues are to be transferred to the Capital Improvement Fund.

² 2022 Proposed Budget, p. 33

2023 Proposed Rate Increase:

Staff recommends a 14% increase in all residential, multi-family and condominium refuse charges in 2023. Charges would increase \$39.54/year for a typical household with a 95-Gallon cart. This would not be sufficient to bring the fund to its target reserve, but it would achieve a positive fund balance in 2023, and keep the balance positive without any further increases until 2027.

Solid Waste Fund					
Five Year Financial Projections					
One-Time Rate Increase					
	2022	2023	2024	2025	2026
% Increase	0%	14%	0%	0%	0%
Revenue					
Residential Refuse Charges	3,360,000	3,843,285	3,843,285	3,843,285	3,843,285
Apartment Refuse Charges	187,000	213,897	213,897	213,897	213,897
Condo Refuse Charges	624,450	714,268	714,268	714,268	714,268
Yard Waste Charges	300,000	300,000	300,000	300,000	300,000
Service Charge Penalties	45,000	45,000	45,000	45,000	45,000
Special Pick Up fees	125,000	125,000	125,000	125,000	125,000
Property Taxes	1,332,500	1,332,500	1,332,500	1,332,500	1,332,500
Franchise fees	172,000	172,000	172,000	172,000	172,000
Other	22,000	22,000	22,000	22,000	22,000
Total Revenue	6,167,950	6,767,950	6,767,950	6,767,950	6,767,950
Expenditures					
Personnel	1,680,409	1,719,669	1,759,911	1,801,159	1,843,438
Vehicular	742,000	753,130	764,427	775,893	787,532
Contractual Costs	3,607,700	3,733,970	3,864,658	3,999,921	4,139,919
Other Costs	169,076	169,076	169,076	169,076	169,076
Total Expenditures	6,199,185	6,375,845	6,558,072	6,746,050	6,939,964
Beginning Fund Balance	-262,000	-293,235	98,870	308,748	330,648
Net Operating Revenue	(31,235)	392,105	209,878	21,900	(172,014)
Ending Fund Balance	(293,235)	98,870	308,748	330,648	158,634

Annual Charges	2022	2023-2026	Increase
65 Gallon	\$ 121.80	\$ 139.32	\$ 17.52
95 Gallon	\$ 274.92	\$ 314.46	\$ 39.54
Additional Cart	\$ 121.80	\$ 139.32	\$ 17.52
Condo	\$ 117.84	\$ 134.79	\$ 16.95
Multifamily	\$ 30.24	\$ 34.59	\$ 4.35

Alternative Proposal: Raise Refuse Revenue by \$250,000 Each Year from 2023-26

Under this alternative, from 2023-2026 a typical household with a 95-Gallon cart would pay \$16.48 more each year than the year before.

Advantages:

- Would achieve \$258,000 positive fund balance by the end of 2026, compared to \$158,000 following a one-time 14% increase in 2023.
- Resident costs would rise gradually.
- Fund balance would still be increasing in 2026.

Disadvantages:

- A typical household with a 95-gallon cart would pay \$26.37 more per year in 2026 than under the one-time 14% proposal.
- Fund balance would be negative until the end of 2025.

Solid Waste Fund Five Year Financial Projections Annual Rate Increases					
	2022	2023	2024	2025	2026
% Increase	0%	6%	6%	5%	5%
Revenue					
Residential Refuse Charges	3,360,000	3,561,369	3,762,738	3,964,106	4,165,475
Apartment Refuse Charges	187,000	198,207	209,414	220,621	231,829
Condo Refuse Charges	624,450	661,874	699,298	736,722	774,146
Yard Waste Charges	300,000	300,000	300,000	300,000	300,000
Service Charge Penalties	45,000	45,000	45,000	45,000	45,000
Special Pick Up fees	125,000	125,000	125,000	125,000	125,000
Property Taxes	1,332,500	1,332,500	1,332,500	1,332,500	1,332,500
Franchise fees	172,000	172,000	172,000	172,000	172,000
Other	22,000	22,000	22,000	22,000	22,000
Total Revenue	6,167,950	6,417,950	6,667,950	6,917,950	7,167,950
Expenditures					
Personnel	1,680,409	1,719,669	1,759,911	1,801,159	1,843,438
Vehicular	742,000	753,130	764,427	775,893	787,532
Contractual Costs	3,607,700	3,733,970	3,864,658	3,999,921	4,139,919
Other Costs	169,076	169,076	169,076	169,076	169,076
Total Expenditures	6,199,185	6,375,845	6,558,072	6,746,050	6,939,964
Beginning Fund Balance	-262,000	-293,235	-251,130	-141,252	30,648
Net Operating Revenue	(31,235)	42,105	109,878	171,900	227,986
Ending Fund Balance	(293,235)	(251,130)	(141,252)	30,648	258,634

Service:	Annual Increase	Total Annual Charges				
		2022	2023	2024	2025	2026
65 Gallon	\$ 7.30	\$ 121.80	\$ 129.10	\$ 136.40	\$ 143.70	\$ 151.00
95 Gallon	\$ 16.48	\$ 274.92	\$ 291.40	\$ 307.87	\$ 324.35	\$ 340.83
Additional Cart	\$ 7.30	\$ 121.80	\$ 129.10	\$ 136.40	\$ 143.70	\$ 151.00
Condo	\$ 7.06	\$ 117.84	\$ 124.90	\$ 131.96	\$ 139.03	\$ 146.09
Multifamily	\$ 1.81	\$ 30.24	\$ 32.05	\$ 33.86	\$ 35.68	\$ 37.49



Memorandum

To: Honorable Mayor and Members of the City Council

From: Matt Ouren, CMO Fellow
Kate Lewis-Lakin, Budget Manager

Subject: Natural Gas Home Rule Tax and Evanston Motor Fuel Tax Rates

Date: November 2, 2021

Question: Can we increase the natural gas home rule tax, and/or Evanston motor fuel tax rates?

Response:

Currently, the City of Evanston's gas use (natural gas) home rule tax on the retail sale of natural gas is at the rate of 2.5 cents per therm. Revenues for this tax were \$820,000 in FY 2019, \$700,000 in FY 2020, and are projected to be around \$900,000 for FY 2021.

Several other municipalities in Illinois have gas use taxes. The City of Bloomington taxes natural gas at 1.9 cents per therm¹, the City of Chicago taxes natural gas at 6.3 cents per therm², and the City of Batavia taxes at 3.5 cents per therm.³ At 2.5 cents per therm, the City of Evanston has a comparatively low rate of taxation compared to other municipalities. There may be room for an increase in the gas use (natural gas) home rule tax.

Motor fuel is taxed at 5 cents per gallon. Revenues for this tax were \$1.1 million in FY 2019, \$770,000 in FY 2020, and are projected to be \$1 million in FY 2021.

The City of Chicago recently increased its motor fuel tax from 5 cents per gallon to 8 cents per gallon.⁴ Additionally, the City of Bloomington increased their motor fuel tax rate from 4 cents to 8 cents per gallon in 2019⁵. Similar to the natural gas tax, it seems like there is room for the City of Evanston to raise the rate of taxation on motor fuel. Bloomington decided to increase the motor fuel tax because non-residents pay

¹ <https://ecode360.com/34413260>

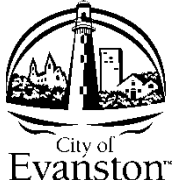
² <https://www.civicfed.org/sites/default/files/civic-federation-2018-consumer-taxes-in-chicago.pdf>

³ <https://www.cityofbatavia.net/DocumentCenter/View/3399/What-is-Home-Rule--PDF>

⁴ <https://www.civicfed.org/civic-federation/blog/consumer-taxes-chicago-increases-and-updates-2021>

⁵ <https://commons.lib.niu.edu/bitstream/handle/10843/22995/Infrastructure%20Issues%20and%20Spending%20Practices.pdf?sequence=1>

approximately 30% of the revenues, so it was more desirable than increasing tax on sales, properties, or utilities. As a result of the tax increase, Bloomington did lose some purchases to neighboring towns, but still say revenues increase. Any change in the motor fuel tax would likely only have minimal impacts on purchases, but impact residents more directly than in Bloomington because Evanston is not at the junction of several major interstates.



Memorandum

To: Honorable Mayor and Members of the City Council

From: Matt Ouren, CMO Fellow
Kate Lewis-Lakin, Budget Manager

Subject: Wheel tax pricing

Date: November 2, 2021

Question: What would the impact of increasing the wheel tax on the second vehicle and beyond at an individual residence?

Response:

All vehicles registered through the Illinois Secretary of State to an Evanston address are required to pay an annual wheel tax. This memo explores the potential impact of increasing the wheel tax for every vehicle per household after one. That means if a house has more than one vehicle, every additional vehicle is taxed at a higher rate than the first vehicle.

The wheel tax currently differentiates between vehicles based on vehicle class. Different types of vehicles are taxed differently. The 2022 wheel tax rates are \$85 for passenger cars and school buses, \$60 for motorcycles, \$95 for Recreational Vehicles (RVs), and \$40 for trailers.¹

Sticker Fees - Description	Plate Type	Fee On Or Before Due Date	Fee after Due Date
Passenger Car/School Buses	PASSENGER	\$85.00	\$110.00
Motorcycles	MCY	\$60.00	\$85.00
Recreational Vehicles (RV)	RV	\$95.00	\$120.00
Trailers	TA	\$40.00	\$65.00

Revenues from the wheel tax in FY 2019 were \$2.34 million, in FY 2020 they were \$2.66 million, and in 2021 revenues are projected to be \$2.9 million.²

¹ <https://www.cityofevanston.org/residents/parking/wheel-tax>

² <https://city-evanston-il-budget-book.cleargov.com/2022-proposed-budget/2022/funding-sources/other-taxes>

Name	Account ID	FY2019 Actual	FY2020 Actual	FY2021 Budgeted
WHEEL TAX	100.15.1560.520 10	\$2,344,475	\$2,660,196	\$2,900,000

The City of Evanston has data on total cars registered to Evanston addresses through the Secretary of State. As of July 2021, there were 47,914 vehicles registered in the City of Evanston to 30,120 unique addresses. While it is difficult to determine the number of cars owned by each address, Data USA provides estimates on passenger car ownership that can be helpful. According to Data USA³, there are approximately 2,800 Evanston households with no car, 13,700 households with one car, and 17,400 households with more than one car. Of the households with more than one car, 12,900 have two cars, 3,200 have three cars, 1,000 have 4 cars, and 200 have five or more cars. Taxing every second vehicle and beyond at a higher rate would mean that approximately 23,000 cars are taxed at a higher rate than they are currently.

Taxing each second vehicle and beyond by another \$10, or \$95 per car, would result in approximately \$230,000 in additional revenues. That would be approximately a 9% increase in revenue for the wheel tax from our most recent actual data which is from FY 2020.

³ <https://datausa.io/profile/geo/evanston-il/#housing>



Memorandum

To: Honorable Mayor Biss and Members of the City Council
From: Kate Lewis-Lakin, Budget Manager
Subject: Salary Savings 2017-2020
Date: November 5, 2021

Question: What has the City realized in savings from staff vacancies in recent years?

Response: The full analysis of this question is attached in the following page, separated between General Fund and all Other Funds.

Two kinds of payroll lines were included in the analysis. The first is payroll lines that are associated with current employees. These are Regular Pay, Permanent Part-Time pay, and Health Insurance. If there are vacancies, it is expected that these lines would fall below budget in that year and generate savings.

The second set of payroll lines are those that are expected to increase when vacancies are high. These are Overtime pay lines, which are typically high when a department holds more vacancies than expected. Last are termination and vacation payouts, which are paid to departing employees, and therefore also expected to be high if the City is seeing a lot of employees leave.

Staff looks at all of these lines to determine the true savings of vacancies, since some costs do rise when vacancies occur. The savings by year is summarized below, again separated by General Fund and all Other Funds. Numbers shown in parentheses indicate savings, where the actual expense is lower than budget.

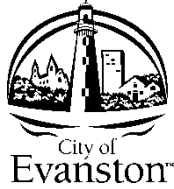
Vacancy savings in personnel lines

	2017	2018	2019	2020
General Fund	\$(1,036,622)	\$680,555	\$(531,115)	\$(4,030,990)
All Other Funds	\$(570,038)	\$130,392	\$(641,365)	\$(1,398,758)

It should be noted that 2020 is a large outlier year because positions were eliminated and held vacant mid-year in response to the COVID-19 pandemic, so all personnel expenses were far below budget. It should also be noted that savings were not realized in 2018.

General Fund	2017			2018			2019			2020		
	Budget	Actual	Savings	Budget	Actual	Savings	Budget	Actual	Savings	Budget	Actual	Savings
61010 - REGULAR PAY	52,174,213	50,069,606	(2,104,607)	50,519,923	49,905,209	(614,714)	50,112,182	48,915,517	(1,196,665)	51,369,739	48,136,417	(3,233,323)
61050 - PERMANENT PART-TIM	1,216,660	1,128,314	(88,346)	1,070,623	1,219,036	148,413	1,217,290	1,155,912	(61,378)	927,871	623,144	(304,727)
61510 - HEALTH INSURANCE	9,555,476	9,250,478	(304,998)	8,991,625	8,664,416	(327,209)	8,681,823	8,564,826	(116,997)	8,669,704	7,849,039	(820,666)
61110 - OVERTIME PAY	851,181	884,572	33,391	895,888	854,254	(41,634)	858,040	907,186	49,146	1,034,787	614,686	(420,101)
61111 - HIREBACK OT PAY	432,200	1,406,458	974,258	816,646	1,717,106	900,460	1,122,656	2,003,890	881,234	1,544,457	1,907,373	362,916
61415 - TERMINATION PAYOUT	325,000	834,160	509,160	325,000	1,038,231	713,231	368,250	249,197	(119,053)	779,014	832,920	53,906
61430 - VACATION PAYOUTS (P	141,000	85,518	(55,482)	141,000	43,008	(97,992)	141,000	173,598	32,598	141,000	472,004	331,004
Total	64,695,730	63,659,108	(1,036,622)	62,760,705	63,441,260	680,555	62,501,241	61,970,126	(531,115)	64,466,572	60,435,582	(4,030,990)

All Other Funds	2017			2018			2019			2020		
	Budget	Actual	Savings	Budget	Actual	Savings	Budget	Actual	Savings	Budget	Actual	Savings
61010 - REGULAR PAY	10,998,712	10,592,671	(406,041)	12,028,937	12,003,064	(25,873)	12,886,653	12,278,351	(608,302)	14,376,450	13,537,715	(838,735)
61050 - PERMANENT PART-TIM	1,378,529	1,236,082	(142,447)	1,480,814	1,406,324	(74,490)	1,437,467	1,336,437	(101,030)	1,679,889	1,252,789	(427,100)
61510 - HEALTH INSURANCE	2,243,529	2,182,495	(61,034)	2,161,628	2,304,194	142,566	2,437,296	2,328,165	(109,131)	2,718,635	2,412,701	(305,934)
61110 - OVERTIME PAY	262,245	228,586	(33,659)	262,245	255,097	(7,148)	264,245	273,954	9,709	319,170	219,289	(99,881)
61415 - TERMINATION PAYOUT	67,550	113,710	46,160	32,500	111,691	79,191	-	91,400	91,400	-	262,477	262,477
61430 - VACATION PAYOUTS (P	-	26,983	26,983	-	16,145	16,145	-	75,989	75,989	-	10,414	10,414
Total	14,950,565	14,380,526	(570,038)	15,966,124	16,096,516	130,392	17,025,661	16,384,296	(641,365)	19,094,143	17,695,385	(1,398,758)



Memorandum

To: Honorable Mayor Biss and Members of City Council

From: Aretha Barnes, Interim Chief of Police
 Daniel Russell, Acting Deputy Chief of Police
 Louis Gergits, Manager of Budget and Finance

Subject: School Resource Officer Program

Date: November 11, 2021

Question: What are the costs of the School Resource Officer (SRO) Program? What are the functions of the SROs?

Response: The following is the breakdown of the budgeted costs of the SRO Program for 2022:

NAME	SALARY	BENEFITS	TAXES	TOTAL	DISTRICT
HUNT, WILLIAM	\$109,376	\$22,841	\$1,586	\$133,802	65
MILLER, MARIO	\$107,837	\$22,841	\$1,564	\$132,241	65
<u>DISTRICT 65 TOTAL</u>	<u>\$217,213</u>	<u>\$45,682</u>	<u>\$3150</u>	<u>\$266,043</u>	
JENKINS, TANYA	\$107,837	\$11,098	\$1,564	\$132,241	202
SPELLS, LOYCE	\$109,376	\$22,841	\$1,586	\$133,802	202
<u>DISTRICT 202 TOTAL</u>	<u>\$218,249</u>	<u>\$33,939</u>	<u>\$3,165</u>	<u>\$252,647</u>	
TOTAL COST OF SRO	\$435,462	\$79,621	\$6315	\$521,398	

School Resource Officers have been working closely with the local school districts to address issues that may arise concerning the safety of students in the learning environment since 1968. They ensure that all school staff, students, and visitors are safe. SROs were invited by school staff to participate in discussions surrounding local

and national laws, as well as local ordinances. In addition, SROs sat on panel discussions and were integral in teaching the Public Safety Course at ETHS. SROs provide a positive presence within and around the school during school hours and during after-hours school events and build lifelong relationships with the students.

In 2020 the School Resource Officers were only in the school from January through March due to the COVID-19 school closures. For the rest of the year, they supplemented patrol shifts.

In 2021, two school resource officers returned to Evanston Township High School once in-class instruction resumed per IGA with District 202, which expires in June 2024. Another SRO is dividing their time between patrol and responding to District 65 requests for assistance. The remaining SRO is on a modified duty assignment.



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Edgar Cano, Acting Public Works Agency Director
Michael Callahan, City Arborist and Forestry Supervisor

Subject: Tree Trimming Process

Date: November 12, 2021

Question: On what basis is tree trimming done in the City? Is there a set plan, or is it complaint-based?

Response:

Section Pruning (preferred and optimal method):

Staff has reviewed the City and has identified areas with a higher degree of need for maintenance, and efforts are underway to prune these areas street by street. This method is the most efficient and economical.

Staff needs to prune a minimum of 4500 trees per year for a seven-year cycle in addition to other duties. A seven-year cycle is two years longer than staff recommends. The reasoning is that trees not pruned in a cycle typically require a greater amount of time to maintain since issues that should have been addressed in a timely manner were allowed to linger and worsen. This increases the City's liability and risk dramatically. Once staff is able to address these needs, the goal is to shorten the cycle.

Dormant Season Pruning:

Elm and oak trees require dormant season pruning due to the potential transmission of diseases that may infect a tree through a pruning cut. This has resulted in winter operations to address these trees specifically. Pruning of these trees is delayed when crews are performing duties for snow and ice control; otherwise, they follow the same section pruning schedule. A severe winter may result in weeks or months of production loss that cannot be addressed until the following dormant season.

311 Requests:

Staff evaluates 311 requests for pruning and prioritizes based on risk and liability. If the requested work does not meet the threshold to place in the current workflow, then the request is tabled for section pruning.

Responding to individual requests creates organizational inefficiencies and often results in adjacent properties calling for work to be done at their address. This multiplies the negative impact on operations and creates an inequitable situation.

Staff has found that delaying work on 311 requests to bundle as much of this work to increase efficiency has resulted in negative public responses. Staff is currently evaluating how to address these requests in an acceptable manner that does not result in inequitable practices.

311 requests that relate to risk or hazardous situations must be addressed to minimize liability. All trees have risk associated with them regardless of maintenance schedules. Due to this, many 311 requests are justified, although these trees typically are no more dangerous, or even less, than other trees in the City.

Storm Damage:

Storm damage and emergency situations take precedence. The first priority is to open streets for emergency vehicles. The second priority is to address trees that pose the greatest risk to people, and the third priority is to address risk to property. Stumps are the lowest priority and are added to the open stump list.

Staff has to address all storm damage requests prior to returning to regular 311 requests or section pruning. This is to protect the City from liability and potential claims since the City has notice of a situation and was made aware of the risks.

The consequences of storm damage are that all resources are taken from maintenance and diverted to emergency operations. This causes a delay and extension of regular maintenance. For example, the storm on Aug 10, 2021, created a two-month delay in returning to normal operations.

Timeframe:

Due to the high demand for services, the backlog for work may be 6-8 weeks or longer during the growing season (mid-March to October). Stump grinding may take six months due to operational constraints, and staff is looking at contracting these services.



Memorandum

To: Honorable Mayor Biss and Members of the City Council

From: Hitesh Desai, Chief Financial Officer

Subject: 2022 Proposed Budget

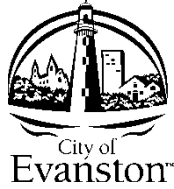
Date: November 7, 2021

Question: Can you provide information about the TIF revenue the City has historically shared with our two school districts?

Response:

Below is the table showing Tax Increment Financing money (TIF) shared with School District 65 and School District 202 based on the numbers in our annual audit reports:

Source	Fiscal year	To	From	Amount
Audit Report	2004	DIST 65/ 202	Southwest TIF	600,000
Audit Report	2005	DIST 65/ 202	Howard Hartrey	200,000
Audit Report	2005	DIST 65/ 202	Wash National	200,000
Audit Report	2005	DIST 65/ 202	Downtown TIF	200,000
Audit Report	2007	DIST 65/ 202	Downtown TIF	200,000
Audit Report	2007	DIST 65/ 202	Southwest TIF	600,000
Audit Report	2008	DIST 65/ 202	Southwest TIF	800,000
Audit Report	2009	DIST 65/ 202	Southwest TIF	800,000
Audit Report	2010	DIST 65/ 202	Downtown TIF	820,000
Audit Report	2010-11	DIST 65/ 202	Southwest TIF	840,523
Audit Report	2011	DIST 65/ 202	Southwest TIF	700,000



Memorandum

To: Honorable Mayor and Members of the City Council

From: Alyssa Tillmon, CMO Intern
Kate Lewis-Lakin, Budget Manager

Subject: Value added tax and head tax

Date: November 12, 2021

Question(s): Can the city of Evanston or other municipalities be allowed or prohibited to add either of these taxes in Illinois?

Response:

As it pertains to a tax on legal/consulting fees, the State of Illinois does not permit a value tax on this type of service nor on “services” generally in contrast to neighboring states (Iowa, Indiana and Wisconsin). Currently, the state of Illinois taxes only 17 services, most of them related to utilities and telecommunications¹. It should be noted that In 2019 Mayor Lori Lightfoot proposed a tax on high-end professional services however, no action was taken on this proposal due to having no authorization to do so by the State².

A head tax is a flat or uniform tax that imposes the same amount of tax on every individual in a class or group. The State of Illinois permits this type of tax.

The City of Chicago once levied this tax on Chicago businesses. This tax was in place from 1973 until it was repealed in 2014. According to a press release from then Mayor Emanuel’s Office, approximately 2,700 Chicago companies registered and remitted the “Head Tax” contributing approximately \$35 million in revenue in 2009 and 2010³. Chicago’s head tax applied to businesses with more than 50 employees, and was at a rate of \$4 per employee.

¹ <https://www.chicagobusiness.com/joe-cahill-business/wheres-will-taxing-services-mayor>

² <https://www.chicagobusiness.com/joe-cahill-business/wheres-will-taxing-services-mayor>

³ https://www.chicago.gov/city/en/depts/mayor/press_room/press_releases/2011/october_2011/mayor_emanuel_anno_uncesplantoeliminatetheheadtaxforchicagobusine.html

In July 2016, aldermen introduced a new version of the head tax that mirrored much of the tax repealed in 2014 with the fee instead being \$16 per employee per month. This proposal has failed to be discharged from committee⁴.

The table below shows annual revenue and revenue loss as the City of Chicago phased out its “head tax” beginning in 2012.

Year	Period	Rate/ employee	Revenue	ANNUAL REVENUE	ANNUAL LOSS
2012	Jan-June	\$4	10,000,000		
	July-Dec	\$2	5,000,000	15,000,000	(5,000,000)
2013	Jan-June	\$2	5,000,000		
	July-Dec	\$2	5,000,000	10,000,000	(10,000,000)
2014	Jan-June	\$2	5,000,000		
	July-Dec	\$0	0	5,000,000	(15,000,000)

Further analysis of numbers of businesses and employers would be required to determine possible revenue from a corporate head tax in Evanston. It should be noted that no surrounding municipalities, including Chicago, have a head tax on employers.

⁴ <https://www.illinoispolicy.org/chicago-aldermen-propose-33-per-employee-head-tax-on-city-employers/>