

Finance Committee of the Village Board

Monday March 18, 2013

8:00am -10:00 am Room 130

APPROVED

I. Call to Order at 8:02 am

Present: President Pope (arrived 8:13), Trustees Brewer , Hedges, and Tucker , Village Manager Pavlicek, Deputy Manager Shelley, CFO Lesner, Budget and Financial Manager Harris

Also Present: Public Works Director, Fire Chief, Business Services Manager, Building & Property Standards Manager, Housing & CDBG Manager, Village Planner and IT Director.

III No public comments

IV. Draft "Outcome" Measures

Manager Pavlicek provided an overview. The intent of this meeting is to hear from the Committee to advise the staff if this is a good start and should be continued as a pattern or sample for the remainder of the pilot departments and divisions, or say that we missed the mark. She also noted that staff has presented a sample of ALL measures, not just the outcome measures, so that the Board has an idea of what types of things are being collected and/or measures and to provide overall context. However the Board should focus mainly on the outcome measures.

A. Community & Economic Development Department/Planning Division

For this division, staff did one sample to create outcome measures for Governance Priority # 1, Long Range Planning.

Trustee Hedges noted that staff keeping track of the # of hours associated with various plans, thought that this would be good/applicable to other departments potentially. John Wielebnicki noted that in Public Works he tracks something similar for staff hours for certain activities. Tammie Grossman noted that she also tracks staff hours per requirements in CDBG. Trustee Tucker asked if this is self-reported. Generally all reported yes.

Trustee Hedges was very interested, under Efficiency Measures, in the post-implementation survey. He asked if this was a third party or outside firm. Manager Pavlicek stated that this hasn't been developed yet but it could be, and/ or the Village may be able to use a resource such as the Community Survey.

Related to the Outcome Measures, President Pope asked for clarification on the "% of Plan Recommendations Completed", if this was to track projects completed on the ground.

Planner Failor replied yes. President Pope continued that we may have a great plan in place but not the resources to invest, so we should identify the status somehow by saying that it is the economy or an internal process that is causing the completion rate. Trustee Hedges asked if this can be broken down into 1-year increments. Manager Pavlicek responded that this is the plan. Trustee Hedges asked about how we measure the "quality". For example, are we moving too fast and just checking off a list, or are we ensuring that there is quality – how do we measure that? Trustee Brewer asked if there is a measure for something being obsolete because it was on the shelf too long or not feasible at a certain point in time. Planner Failor commented that yes, he hopes to do that and note how the environment may have changed or record the Village direction compared to where the plan stated to go. Related to the Historic Preservation Plans, Trustee Hedges asked about why we are suggesting a "% of Plan Objectives Met" and not the list of accomplishments. Planner Failor stated that it would be too long, at least over 100. Related to the 2nd outcome under Historic Preservation, the Committee wasn't sure on this particular one. Trustee Tucker thought that a better measure may be the % of investment by the homeowner. Trustee Tucker suggested that he will follow-up with the Chair of the HPC to see if she can provide input on an outcome. Trustee Brewer agreed that a "% of Investment" may be better than measuring something that rarely happens (i.e. teardowns). Manager Pavlicek stated that the intent was to somehow show that Oak Park, compared to other towns, has been successful with Historic Preservation and doesn't see the amount of teardowns as other communities and that should be noted. President Pope noted our current ordinances that protect us well.

Staff will work next on creating the outcome measures for the remaining Governance priorities.

B. Community & Economic Development Department/Housing Division

The following comments are related to Governance Level Priority #1: Multi-Family & Single Family Grant and Loan Programs

Related to the Efficiency Measures for the Multi-family Housing Incentives, President Pope asked if not only there is a cost per affirmative move, but are we also tracking affirmative buildings as a whole. Manager Grossman replied yes.

Related to the Outcome Measures for the Single Family Rehab Program, Trustee Hedges asked if there is a way of knowing why someone moves(since one of your measures is to track if someone stays in their home for at least 5, 10, 20 yrs, etc). Manager Grossman said she can do a survey and figure it out. Related to the outcome of *Improved Neighborhood Aesthetics*, Trustee Hedges asked if there also is a measure for any effects on the neighborhood and not just the home. Manager Grossman stated that may be difficult because typically potential applicants get referred to her because of complaints in a neighborhood that is already improved and they see a home that needs improvement. Related to *Building Codes Corrected*, Trustee Tucker asked if we can track multi-family codes

too. Manager Grossman replied that it is hard because inspections are once every 6 years in a unit (common areas are every other year).

Related to the Outcome Measures for the Multi-Family Housing Program, Trustee Tucker asked if we report vacancy rates – wouldn't that be valuable? Manager Grossman replied yes, but that is a different program -that would be under the multi-family licensing program.

Related to the Service Quality Measures for the Small Rental Rehab Program, for the *Owner Rating of Satisfaction*, Trustee Hedges asked how this is used and who looks at the information. Manager Grossman says that she looks at it and if it is a negative response she will call and go out to the house; and if needed, terminate the contractor.

Related to the Outcome Measures for the Sewer Grant Program, President Pope asked if we have the ability to see when water is at certain levels in a house. Public Works Director Wielebnicki reminded the Committee that the Board approved a sewer modeling study that will also give information. Trustee Brewer asked if showing the % of homeowners who don't flood (who are given the grant) would be helpful. Trustee Hedges noted the downspout disconnection program and how that can be expanded, maybe through a PR effort.

Related to Housing Overall, President Pope asked that we explore more general outcomes that answers the questions, *What does success look like in Oak Park? What is the bigger goal for Oak Park?* For example, one may be the overall community vacancy rate (i.e to show the strength of the Oak Park housing market), or another would be the improved diversity of the community (only available every 10 years). Manager Grossman stated that her outcome measures were related to each program and not necessarily the overall community; however she understood the comments and could work on those broader goals. President Pope stated that any higher level goals could measure up to more specific goals per program. Manager Pavlicek stated that she would work to find a place for these higher level goals, maybe the opening of the budget, etc.

The following comments are related to Governance Level # 2: Sub-Regional Coordinated Housing Strategies.

Related to the outcome measures for the West Cook County Collaborative, *Reduction in Transportation Expenses (or the odometer reading)*, Trustee Hedges asked how does one measure this and get the information. Manager Grossman said that it was standard data from CNT's data on transit areas. Trustee Hedges asked how you can isolate Oak Park from those data vs. other impacts that may have caused the impact. Staff will need to work to find data but it may just be one factor in combination with others.

The following comments are related to Governance Level # 3: Community Development Block Grant (CDBG) Funding.

Related to the Service Quality measure for CDBG/ESG Administration, *Sub-recipients' Evaluation of CDBG Administration*, President Pope noted that this measure should be a two-way communication. We should also find out the impacts of the sub-recipients' work compared to their application and the goals it was to achieve.

Related to the outcome measures for CDBG/ESG Administration, *Alignment of goals Set forth in the Action Plan/5-Year Consolidated Plan with Board Goals for the Community (and the Comp Plan)*, President Pope added that this should also include the Comp Plan. Trustee Hedges explored the idea of combining agencies who request money in order to make a bigger impact. Some agencies get such small dollar amounts – do they really make that big of an impact? President Pope stated that at times some agencies may pursue the smallest of grants from the Village because they need that to leverage money coming from elsewhere.

C. Public Works Department

The following comments are related to Governance Level # 1: Infrastructure and Capital Programs.

President Pope asked if staff could track the cost per vehicle per mile (i.e. the all-in costs) to give a sense of the total job. For example, capital plus the maintenance costs will give us a better understanding if I-GO or Blue Cab is a good alternative. President Pope suggested looking at a site called *City Stat* (from Baltimore). However, you need to read or interpret the data carefully. For example, the statistics may show that River Forest has a better diversion rate for garbage, but their waste production is very high on a per capita per waste figure.

The following comments are related to Governance Level #2: Maintenance and Service Programs.

Related to the Urban Forest Program, Trustee Tucker inquired about the ability to verify the system with an overhead view to ensure the canopy is as stated in the computer program. Trustee Hedges asked if the Village can incentivize the private canopy with a purchase program through the Village. What are the pros & cons? President Pope restated the overall focus of the Village's tree program as the following four areas, (1) health, (2) species diversity, (3) longevity and (4) aesthetics. Numbers 1 and 3 we may be addressing in our outcomes but # 2, and #4 are not. Public Works Director Wielebnicki noted that #4 may be picked up with tree condition.

Related to the Building Maintenance Program, Public Works Director Wielebnicki noted that we currently do not have a building index now but through this process intend to create one. There are various programs available. Some create work orders or are simply a systems index for replacing the basics such as the HVAC, etc. Trustee Hedges asked if this could be independent of staff to get the expertise and a set of fresh eyes. Director Wielebnicki said yes because currently he only has one staff person who handles it all and the contractors.

Related to the Street Maintenance Program, President Pope asked for a mechanism to measure both cost and quality as part of a similar measure. In addition, what about the longevity of a street. Previously Village Engineer Budrick would provide the differences between variations in asphalt (12 vs. 20 yrs), or an "annual life cycle cost", and then later, evaluate if we are getting what we thought our outcome would be. For example, on South Blvd at the train station, there was an experimental surface that was to have a longer life but it is crumbling. In that example, we are getting half of the lifecycle with twice the cost. The cost per mile is helpful, but when the price of asphalt goes down and we are using inferior products it makes us spend twice as much. Don't forget the "quality" factor in our analysis.

D. Wrap-up & Overall Format

The Committee emphasized the need to focus on "quality". All agreed that these samples are good to forward to the full Village Board at the April 1st meeting in order to gain any additional feedback from the entire Village Board. The focus should be however on the "outcomes" but having the entire exercise (inputs, outputs, efficiency, and quality measures) was helpful to get a full understanding. Trustee Brewer also mentioned the cross-connection among departments and that should be noted.

The meeting was adjourned at 8:55 a.m.