

Taxing Body Efficiency Task Force - Governing Body Questionnaire

What are *ongoing initiatives* that your organization is pursuing to improve efficiency of service delivery? Please consider these along each of the following dimensions:

On a regular basis, each new Village Board develops a set of goals upon taking office. Improving the efficiency of service delivery is regular goal. As an example, this Task Force was created as a result of the most recently adopted Village Board Goals.

Village staff also has operates under an adopted “Guiding Principles and Values” document in which fiscal stewardship is one of the key principles.

Operating expenses

The annual budget process for the Village is a comprehensive 7-month approach that is purposely planned to focus on creating recommendations that are inherent to improving the efficiency of service delivery.

Use of technology is carefully considered to provide for better customer service as well as to create efficiencies. Village staffing is reviewed annually along with cross-training opportunities and under certain circumstances, positions are removed or re-tooled. The potential to outsource services is also a regular part of the analysis, continually searching for better ways to deliver cost effective services as the price for goods and services change.

Retiree pensions and benefits

Village Retiree pensions/benefits are mandated at by the State of Illinois. Eligible Oak Park Village employees are required to participate in the following applicable defined benefit public pensions:

Police Officers Pension Fund

- Employee salary contribution is fixed at 9.91% of pensionable wages, employer contribution is actuarially calculated on an annual basis

Fire Fighters Pension Fund

- Employee salary contribution is fixed at 9.9455% of pensionable wages, employer contribution is actuarially calculated on an annual basis

Illinois Municipal Retirement Fund (IMRF) for all other non-sworn police/fire personnel

- Employee salary contribution is a fixed 4.5%, Employer contribution percentage is calculated by IMRF actuary on an annual basis

Oak Park's pension requirements are the same as other Illinois cities/villages, excluding the City of Chicago. The Village's activities related to the above pensions are limited to our actuarial financial planning as all benefits are determined by the State and Village funding is mandated. Police and Fire Pension funds are held and managed by the Oak Park Police Pension Board and the Oak Park Firefighters Pension Board. The membership of the boards are determined by State law. The IMRF is a statewide fund and the Village is annually advised of the local municipal contribution.

On October 23, 2017, Village Manager Cara Pavlicek and Chief Financial Officer Steven Drazner presented to the Village Board's Finance Committee an annual review and related recommendations relative to the Police and Fire Pension funds and that discussion and consensus of the Finance Committee remains the standing direction. A link to the meeting materials is listed below.

<https://oak-park.legistar.com/LegislationDetail.aspx?ID=3192849&GUID=AD7ACD27-9605-4802-A3AE-7C61DF212168&Options=&Search=>

Capital expenses

Capital expenses are divided into four main categories: (1) Capital Improvements; (2) Building Improvements; (3) Fleet Replacement; and (4) Equipment Replacement. These funds are all coordinated and reviewed as part of a multi-year Capital Improvement Plan. The plan itself

provides for an efficient and effective way to plan for expenses associated with these projects and can assist with developing any future opportunities for coordinating with other units of government. Efficiencies are routinely discussed such as analyzing the costs of maintenance and repairs weighed against the replacement costs.

Expenses related to financing and debt

The Village issues debt independently of the other taxing bodies on an as-needed basis to fund various longer term capital improvements outlined within the annual capital improvement plan document.

Village staff has inquired with the Village's financial advisor on whether there are benefits to merging bond issues between or among other Oak Park taxing districts. In general, the response was that the issue is rather complex and thus far there are no examples in the region in which this has been successful or beneficial to taxpayers.

What has been your experience with coordinating, sharing, or consolidating services, equipment, staff, or other assets with another unit of government?

There are two types of shared services: (1) collaboration with other municipal governments which have different corporate limits and endeavor to provide the same service while improving economies of scale and/or service quality; or (2) collaboration with other taxing bodies which share our same corporate boundaries to share coordinate services or collaborate to avoid duplication.

A good example of this is in our Police Department. They have very successful partnerships with many agencies to share resources. Below is a listing of many of these partnerships.

- West Suburban Drug & Gang Enforcement (WEDGE)
- West Suburban Major Crimes Task Force (WESTAF)
- Chicago Police 25th District Gang Intel meeting.
- Cook County State's Attorney Internet Crime Against Children Task Force (ICAC)
- School Resource Officers (Collaboration with District 97 & 200)
- Chicago Police Crime Information and Prevention Center (CPIC)
- Community Justice Center (Cook County State's Attorney)

- United State Drug Enforcement Agency Task Force Officer (Chicago DEA)
- Regional Computer Forensic Laboratory Task Force Officer (Chicago FBI)
- Alcohol, Tobacco and Firearms (ATF) Carjacking Task Force (Chicago ATF, United States Attorney's Office & Chicago Police Department)
- FBI Fingerprint Database (New Generation Identification Program MOA)
- Chicago Police 25th District, Firearms Range
- Cook County Sheriff's Police, Firearms Range
- FBI Regional Training Facility, Firearms Range
- Cook County Emergency Response Team (SWAT)
- Chicago Police 15th District, Intelligence Sharing, Traffic Missions
- Cook County Sheriff's Police Carjacking/Robbery Patrol Detail
- Chicago Police Education and Training Center, Basic Recruit Training and Detective School

Please share with us any specific examples. As above, please consider this in terms of: operating expenses, retiree pensions and benefits, capital expenses, and expenses related to financing and debt.

1. Shared Services with Other Cities/Villages

West Suburban Consolidated Dispatch Center (WSCDC) – 911 consolidated dispatch

Initially started by the Villages of Oak Park and River Forest (1999) for all Police and Fire 911 calls for service. The center expanded to include the Village of Elmwood Park (2004 police and fire), City of Park Ridge (2014 police) and the Village of Forest Park (2017 police and fire).

Intergovernmental Automatic Mutual Fire Protection Agreement with the City of Berwyn

Early this year, the Village Board approved an agreement with Berwyn to require the automatic dispatch from Berwyn to certain 911 calls in Oak Park (e.g. lightning strike to a structure) and vice versa. Each community has fire apparatus and manpower automatically dispatched to the incident location to assist the town in their initial deployment. In addition, successor automatic dispatch agreements with Forest Park and River Forest were approved this year as well.

Mutual Aid Box Alarm System (MABAS)

The Village of Oak Park is part of a state-wide program to provide mutual-aid. Unlike auto-aid, mutual-aid has other municipalities in a defined geographic area sending assistance as

requested by an incident commander and is systematically designed to improve the speed of emergency response. It also eliminates redundancies in communities investing in every aspect of emergency technical expertise. The Village is one of more than 1,100 Fire Departments which is a member of MABAS. MABAS has also become a Partner Agency with Cook County's Department of Homeland Security and Emergency Management. Together, MABAS and CCDHSEM designs and establishes capability based systems to serve the high density, urban area.

Public Works Crack filling on streets

The Village of Oak park collaborates with the Village of River Forest to combine their annual street crack filling contract with Oak Park's annual crack filling contract when the project is bid in order to lower costs by using economies of scale.

Public Works Traffic Signal Maintenance

The Village pursuant to an Agreement with the Illinois Department of Transportation (IDOT) collaborates on traffic signal maintenance. The Village's Public Works Street Lighting Division performs maintenance on traffic signals at 8 locations along state routes in the interior of the Village. The Village bills IDOT 50% of work done quarterly for this work. Traffic signals on the perimeter of the Village are maintained by IDOT or the City of Chicago.

Routine Maintenance of State Routes by Public Works

Pursuant to an Agreement with IDOT, the Village's Public Works Street Division performs maintenance on state routes that border and pass through the Village-. These include the east side of Harlem Ave (Illinois Route 43), the south side of North Ave (Illinois Route 64), the north side of Roosevelt Road, Ridgeland Ave between Roosevelt and Augusta, and Washington Blvd. Maintenance work includes: pot hole repair, crack sealing, litter pick up, snow and ice control, street sweeping, etc. The Village bills IDOT a set amount for each area quarterly for this work.

Illinois Public Works Mutual Aid Network (IPWMAN)

Participants: 300 Illinois public works agencies

The Village Public Works Department is a member of the 300 agency Illinois Public Works Mutual Aid Network (IPWMAN) to provide Public Works Mutual Aid services. Through this network the Village is able to respond to help out other Illinois community disasters or request assistance from any of the 300 members if needed. Likewise, those communities and their resources are available to Oak Park in the event of an emergency. These can include tree damage from windstorms; tornado/micro burst response, snow response, flooding, or other emergencies that require prolonged use of heavy equipment.

2. Shared Services with Other Oak Park Taxing Bodies

Dole Learning Center

The Village owns the Dole Learning Center property and building at the SE corner of Augusta and Cuyler. Via an Intergovernmental Agreement, the Village assumes the maintenance responsibility of the building common areas and the Park District and Library and a train club use interior space to provide public services and each maintain their own spaces. The Park District provides grounds maintenance.

Public Vehicles - Fueling

The Village's Department of Public Works operates a fueling station for police, fire, public works and inspection vehicles. The Park District of Oak Park, D97, D200, the Library and WSCDC also fuel their fleet vehicles at the Public Works fuel pumps and reimburse the Village for the cost of fuel.

Public Vehicles - Maintenance and Service

The Village of Oak Park Public Works Department includes fleet services to maintain police, fire, public works and inspection vehicles. This service is maintained in-house as opposed to privatizing due to the specialty mechanical work on fire apparatus. The Village additionally

provides automotive services and repairs for the Park District vehicles the Village is reimbursed by the District for cost of same.

Vehicles/Structures Graphics

The Village produces street signage and graphics at the Public Works facility and this service is kept in house primarily due to the volume of street signs and security of emergency vehicle graphics. In addition, the Village produces and installs graphics on vehicles or buildings for the Park District which in turn reimburses the Village for costs of same.

Municipal Arboretum Designation

The Village and the Park District jointly applied for and received the Municipal Arboretum Designation from the Morton Arboretum.

Refuse, Recycling, Yard waste and compost collection

Pursuant to State law, the Village has franchised residential waste collection which is operated as a Village Enterprise Fund. Through the Village's current contract with Waste Management for collection of refuse, recycling, yard waste and composting, the Village extends the option to Oak Park institutional facilities to participate in these collection programs at the rates set by the Village via its contract with Waste Management. The Park District of Oak Park, School District 97 and several churches and non-profits currently take advantage of this service.

Fiber Network Services

The Village owns a fiber network that needs replacement to support connectivity below Village facilities in support of police and fire services and all other municipal operations. Pursuant to an Intergovernmental Cooperation Agreement , the Village and D97 are exploring an update of the Village's network with a shared fiber network which would replace the lease fiber used by D97 and the Village owned Fiber.

Off Street and On-Street Parking

Pursuant to a number of intergovernmental agreements, the Village has endeavored to “share” parking spaces that it owns or lease to multiple users in order to prevent excess parking lots being constructed for single users. For example:

- The Park District uses Village operated parking garage at OPRF High School for some events.
- The Village operated Farmers Market uses Ridgeland Common lot.
- The Park District has an agreement for Gymnastics Recreation Center for parking in a nearby Village lot.
- The Village uses Rehm Pool Parking Lot for resident permits and the Park District uses multiple other Village owned lots for its parking needs (Lots 101, 44 and 56).
- The Village establishes teacher and student parking locations on street for OPRF High School.
- The Village establishes teacher parking locations for D97 facilities and D97 allows the Village use of select lots for resident permits overnight.

Mass Sheltering & Dispensing of Sites

In its role of providing emergency response services, the Village has a number of agreements for mass sheltering locations in the event of a significant emergency and locations for where medication can be dispensed by the Village’s Public Health Department in the event of a public health emergency. These agreements include the Park District and D200.

Oak Park Police

Pursuant to an Intergovernmental Agreement, the Village’s Police Department enforces Park District rules and regulation in public parks. In addition, various Park District facilities are police satellite locations.

By intergovernmental agreement, the Village assigns a police officer to OPRF High School during the school year full-time and D200 reimburses the officer’s salary and benefits.

By intergovernmental agreement, the Village hires and oversees a contractor to provide crossing guards for D97 and D97 reimburses the Village for the contractual costs. The Village also maintains school resource officers in both middle schools at the expense of the Village.

Oak Park Fire

The Village's Fire Department provides CPR training free for Park District staff.

Village and Park District Properties

In 2005, the Village transferred ownership of a number of properties to the Park District. The Village continues to own Stevenson Park, as a water reservoir is located underneath the Park. A similar situation exists at the Barrie Center. The Village also has a water reservoir located under the Hatch Elementary School playground with D97 continuing to own the property.

School District 97

School District 97's print shop will bid Village print jobs and is typically the most affordable price for printing.

Miscellaneous

The Village includes information requested by all taxing bodies in the OP/FYI newsletter at the Village's expense unless an additional insert is required by a taxing body and then that printing cost is paid for by the requesting taxing body.

VOP television station includes community information from all units of local government

A Youth Interventionist Intergovernmental Agreement that is amongst all Oak Park and River Forest taxing bodies to fund special services for teens under the leadership of the Township.

Early Childhood Collaboration IGA between D97, D200 and the Village focuses on children from birth to 5 years old to ensure they are entering D97 meeting important developmental, language and social benchmarks in order to improve high school achievement.

Township Senior Services Multidisciplinary-Team – Village Police and Health Departments are represented at monthly meetings to discuss shared cases/concerns.

Coordination on specific Senior Services Cases – Village Code Enforcement, Police, Fire, Public Health, Water, and Neighborhood Services staff work closely with Township Senior Services Care Coordinators.

Township Senior Services - Adult Protective Services staff provide training to police, fire and others for working with adults with disabilities.

Can you comment on how any such coordination has worked in terms of service level outcomes and financial impacts?

In most examples, service has been improved and/or became more efficient.

What barriers, if any, have you encountered in pursuing such efforts?

Overtime, staff changes or governing Board changes have led to cessation of collaboration. For example, the Village of River Forest terminated an intergovernmental agreement for a shared fire truck that had worked very well for many years from the Oak Park's perspective.

Beyond your current activities, are you aware of any *past efforts* by your organization to coordinate, share, or consolidate such services with another unit of government? If these efforts have ended, please share with us those examples as well?

As noted in the above question, the agreement with River Forest for the Fire Truck has ended.

Please share with us any further opportunities that you see regarding opportunities for *coordination, sharing, or consolidation of services, equipment, staff, or other assets*- either between or among your governing body and other

governing bodies or among other governing bodies exclusive of your unit of government?

Continued growth of the 911 Dispatch Center