

**MINUTES OF A COMMITTEE OF THE WHOLE MEETING  
OSWEGO VILLAGE PRESIDENT AND BOARD OF TRUSTEES  
OSWEGO VILLAGE HALL  
100 PARKERS MILL, OSWEGO, ILLINOIS  
January 15, 2019**

**CALL TO ORDER**

President Gail E. Johnson called the meeting to order at 6:00 p.m.

**ROLL CALL**

Physically Present: President Gail Johnson and Trustees Ryan Kauffman (attended at 6:06 p.m.), Karin McCarthy-Lange, Pam Parr, Luis Perez (attended at 6:01 p.m.), Judy Sollinger and Joe West (attended at 6:04 p.m.).  
Staff Present: Dan Di Santo, Village Administrator; Christina Burns, AVA/HR Director; Tina Touchette, Village Clerk; Jeff Burgner, Police Chief; Jennifer Hughes, Public Works Director; Rod Zenner, Community Development Director; Corinna Cole, Economic Development Director; Jay Hoover, Building & Zoning Manager; Jenette Sturges, Community Engagement Coordinator- Marketing; Harry Bell, Administrative Intern; and Marron Mahoney, Village Attorney.

**CONSIDERATION OF AND POSSIBLE ACTIONS ON-ANY REQUESTS FOR ELECTRONIC PARTICIPATION IN MEETING**

There was no one who participated electronically.

**PUBLIC FORUM**

Public Forum was opened at 6:01 p.m. There was no one who requested to speak; the Public Forum was closed at 6:01 p.m.

**OLD BUSINESS**

There was no Old Business.

**NEW BUSINESS**

F.1. Strategic Plan Review and 2019 Priorities Workshop

Assistant Village Administrator Burns addressed the Board regarding the strategic plan review and 2019 priorities. The Village Board adopted the Strategic Plan in January 2017. Staff reports back to the Board on progress for each of the priority issues. In addition, the Village Board has held an annual priority setting workshop to further refine the priorities for the coming year. The adopted Strategic Plan document defines five strategic priorities. Each priority includes a range of desired outcomes, key outcome indicators, targets and strategic initiatives. Some Targets were left blank to enable development of baseline measures. The Strategic Plan Summary, as well as the Vision, Mission and Values, were presented as follows:

Vision

Oswego will continue to be a friendly, caring, and forward-thinking community that provides a high quality of life based upon sustainable growth and a respect for our rich heritage and environment.

Mission

It is our mission to responsibly grow our community and maintain the public's trust. We do this through the innovative and collaborative delivery of public services that meet the community's quality of life expectations.

Values

Integrity: We are honest, ethical and we honor our commitments.

Accountability: We take responsibility for our actions and are transparent in the fulfillment of our public duties.

Innovative: We value creative thinking and problem solving in our service to the public Pride in work performed.

We value a commitment to excellence and pride in the performance of our work. Community: We believe in contributing to something greater than ourselves

Strategic Priority	Desired Outcome	Key Outcome Indicator (KOI's)	Target	Current Status (Jan. 2019)	Strategic Initiatives
<b>Financial Sustainability</b>  <b>FINANCE</b>	Meet our fund balance policy in General Fund	Fiscal year fund balance-General Fund	Revenues exceed expenditures in the General Fund	Completed FY18 and FY19. Staff is currently developing FY20 budget.	<i>a) Conduct analyses-megaprojects</i> <b>b) Create a revenue strategy</b> c) Analyze programs for cost-effectiveness *focus on public engagement
	Reduced reliance on sales tax	Revenue sources	Sales tax not to exceed 35 percent of total revenue.	Sales tax was 29% of total revenues in FY2018.	
	Clarity on mega projects	Financial analyses	Funding options identified for megaprojects by 2020	Focus on state capital bill; state and federal sources identified. Not possible to tackle individually	
<b>Infrastructure Maintenance and Expansion</b>  <b>OPERATIONS</b>	Sustainable water source	-Analyses -Project schedules	Sustainable water source connected in 2026	Source decision coming in 2019	<i>a) Water source decision process</i> b) Water plan implementation c) Master plan –Wolf’s Crossing d) Funding strategy-Wolf’s Crossing <b>e) Funding strategy-CIP</b> f) Phase I- Metra study g) Metra lobbying strategy
	Safe and efficient Wolf’s Crossing	-Analyses -Milestones, plan - Phase 1 engineering	Secure funding -\$14M for Section 1 by 2020	Focus on state capital bill; state and federal sources identified. \$2.5 million already granted	
	Metra service to Oswego	CMAP plan project schedule	Oswego is a high priority project by 2018	Included as cost effective, but low priority. Engineering and environmental studies, as well as a funding strategy is needed.	
	Safe and efficient infrastructure	Maintenance plan	CIP funding in place to meet current needs	-Annual CIP approval process -Analysis of megaproject funding under way	
<b>Community Engagement</b>  <b>CUSTOMER</b>	Recognized as a regional destination	RPP implementation schedule	-Establish baseline in visits to GoOswego.org -2% increase in H/MT revenue -Establish benchmark for social media and print marketing reach	-Established -Hotel/Motel Tax decreased 4%. (possibly due to Caterpillar closing) -Social media reach established; working with AACVB on print and marketing.	<b>a) Ongoing regional positioning plan implementation.</b> <b>b) Implement tourism plan</b> c) Launch a comprehensive communication plan. <b>e) Conduct bi-annual community survey</b> f) Develop an event framework to define, manage and measure the success of events. *focus on metrics
	Positive public perception of services	Village survey, citizen feedback	2%-point increase in satisfaction with quality of life. =5% increase in residents getting information from e-mail and social media	-Rating of quality of life in the Village as good or excellent decreased to 88% from 89% from 2016 to 2018. -Baseline measure: 28% social media; 17% e-mail	
	Enhanced community connectedness	-Community survey results -Business feedback	-__% report feeling connected -50 business retention visits conducted annually	-Currently evaluating this metric; difficult time measuring -January networking event for businesses scheduled. -Begin business outreach visits this spring.	
	Successful events	Event surveys Financial outcomes	-70% of surveyed participants report a positive view of events. -Event hard costs are covered with sponsorship and general event revenue.	-Community Survey: Nearly all Village events rated 70% satisfied/very satisfied. -Sponsorship program established. -In CY2018, events were financially neutral.	

<b>Effective Growth and Development</b>  <b>GROWTH</b>	Expanded downtown	Redevelopment Agreements	- =>Two ground-breakings by July 2019 in TIF District - % increase in TIF increment	-59 S. Adams and 63 Washington groundbreakings anticipated. -TIF EAV increased 4.5%; will increase more	a) <b>59 S. Adams St. project plan</b> b) <i>Old Village Hall Block plan</i> c) <i>TIF District marketing plan</i> d) <i>Residential development strategy</i> e) <b>Economic development strategic plan</b>
	Growth in residential units	-Existing & new developments	=/> 100 new residential units under permit/year	2017: 52 Will exceed goal in 2018 and 2019; The Springs development	Not set a benchmark yet
	Expand commercial investment	-Building permits -EAV	New commercial investment of \$___/ year	\$9,000,000 in commercial investment in 2018	
<b>Productive and Engaged Workforce</b>  <b>WORKFORCE</b>	Staff sized to meet growing community's needs	Workload indicators	Develop a long-term projection for service delivery and staffing	Staffing study under way.  Where is the Village going to need more workers?	a) <b>ERP implementation-establish best practices-operating processes</b> b) <i>Shared services initiative</i> c) <b>Create leadership development program</b> d) <i>Conduct employee survey</i> e) <i>Connect strategic plan to evaluation system</i>
	Highly qualified workforce	Internal hiring rate	50% or > of non-entry level positions filled from within; many positions are specialized	Not yet met. Leadership development program implemented with Montgomery and Yorkville. Each community has eight people attending.	
	Empowered employees	Opinions/employee feedback	Achieve average engagement score on six Engagement Metrics of 4.0 by 2020.	2018 Score: 3.78 Held stable.	
	Accountable organization	-Results achieved, bonuses, surveys	75% of goals achieved	86% of goals achieved in FY2018; FY2019 report in July.	

Board and staff discussion focused on Community Engagement priority was fully updated the last time the strategic plan was discussed; community survey was very positive; whether there are any comps to the hotel/motel tax; corporate stays at the hotels are down; another hotel came on into the AACVB; decrease looks to be centralized; hired nine to eleven employees this year, three non-specialized. There was no further discussion.

### Village Board Priorities

The Board has also regularly conducted a priorities setting workshop, which includes tasks on the strategic plan as well as other projects important for Village operations. Staff collaborated to develop an updated list of priorities and solicited input from the Village Board. The Village Board was asked for their feedback in order to help staff prioritize their individual work. Easels were set-up in the Board room displaying current projects and future projects. Each Board member was given twelve stickers; six to be placed by the project they would like to prioritize for the current list and six to be placed by the project they would like to prioritize on the future list.

Board and staff discussion focused on nothing new was added to the project lists; GIS (geographical information system) not as robust as it should be; Joe Renzetti is the only staff member working on this system; worried about the Village's exposure with Joe Renzetti being the only IT/GIS person; GIS used for plotting water main breaks, visual of where problems are, routes for plowing, viewing attributes of a parcel, can link to Laserfiche, connect documents and can pull up permit information; it is a dynamic map of the area; how serious is it to have a GIS person; it's a specialized skill; don't think it's an emergency; could be a shared services opportunity; will make it a priority to study it over the next year; not ready to put the position in the budget; need to make an intelligent decision; GIS consortium; identifying every piece of infrastructure; where does the GIS information come from; projects listed are driven by staff; if no dots on a project, it does not go away; it gets put on hold; priorities will influence the staffing analysis; some may be in the budget for next year; Block 11 is the area that includes Firehouse Pizza, the new Mexican restaurant and the old Village Hall site; old Traughber redevelopment; how much is in the Village's control; possible TIF assistance as it is located in the TIF District; can add new projects to the list; unified development ordinance would put all ordinances into one code; zoning ordinance is currently not codified; have applied for a grant from CMAP to do it for the Village; will know in the next few weeks if the grant is received; CMAP likes to award grants to Kendall County.

Board members placed their dots on the boards.

Additional Board and staff discussion focused on what happens now; set goals to focus on the priorities; staff will report back to the Board; economic development seems to be the theme; comps for hotel/motel tax revenues; feel comfortable with investing in AACVB; would like AACVB to be more involved; wanting them to do more for the Village; seasonal performance; hotel/motel revenue is from taxes; having no doubt in the AACVB; staff met with AACVB today; seeing the leads coming in; January stays are down; current hotels have no criticism of AACVB; looking forward to seeing the comps. There was no further discussion.

**CLOSED SESSION**

There was no Closed Session held.

**ADJOURNMENT**

The Committee of the Whole meeting adjourned at 6:51 p.m.

Tina Touchette  
Village Clerk