



NOTICE AND AGENDA

**NOTICE IS HEREBY GIVEN
THAT A COMMITTEE OF THE WHOLE MEETING**

WILL BE HELD ON

January 15, 2019

6:00 PM

Location: Oswego Village Hall

- A. CALL TO ORDER**
- B. ROLL CALL**
- C. CONSIDERATION OF AND POSSIBLE ACTIONS ON ANY REQUESTS FOR ELECTRONIC PARTICIPATION IN MEETING**
- D. PUBLIC FORUM**
- E. OLD BUSINESS**
- F. NEW BUSINESS**

F.1. Strategic Plan Review and 2019 Priorities Workshop

[VB Memo.docx](#)

[2017 2020 Final Strategic Plan 2019.docx](#)

[Village Board Priorities Schedule Updated 2019 pdf.pdf](#)

Posted: _____
Date: _____
Time: _____
Place: _____
Initials: _____

Tina Touchette
Village Clerk

G. CLOSED SESSION

G.1.

- a. Pending and Probable Litigation [5 ILCS 120/2(c)(11)]
- b. Appointment, Employment, Compensation, Discipline, Performance, or Dismissal of Personnel [5 ILCS 120/2(c)(1)]
- c. Collective Bargaining, Collective Negotiating Matters, Deliberations Concerning Salary Schedules [5 ILCS 120/2(c)(2)]
- d. Sale, Lease, and/or Acquisition of Property [5 ILCS 120/2(c)(5) & (6)]
- e. Security Procedures and the Use of Personnel and Equipment to Respond to an Actual, Threatened, or a Reasonably Potential Danger to the Safety of Employees, Staff, the Public, or Public Property [5 ILCS 120/2(c)(8)]

H. ADJOURNMENT

AGENDA ITEM

MEETING TYPE: Village Board

MEETING DATE: January 15, 2019

SUBJECT: Strategic Plan Update and Board Priorities

ACTION REQUESTED:
 Discussion on progress of the 2017-2020 Strategic Plan and annual priority setting workshop

BOARD/COMMISSION REVIEW:
 N/A

ACTION PREVIOUSLY TAKEN:

Date of Action	Meeting Type	Action Taken
August 7, 2018	Committee of the Whole	Strategic Plan Semi-Annual Update
January 16, 2018	Committee of the Whole	Strategic Plan Semi-Annual Update
July 18, 2017	Village Board Meeting	Semi-annual Strategic Plan Update
Feb. 7, 2017	Village Board Meeting	Adoption of a Resolution Adopting the 2017-2020 Mission, Vision, Values and Strategic Plan
December 20, 2016	Special VB Meeting	Strategic Planning Workshop

DEPARTMENT: Administration

SUBMITTED BY: Christina Burns, Assistant Village Administrator

FISCAL IMPACT:
 N/A

BACKGROUND:
 The Village Board adopted the Strategic Plan in January 2017, which establishes five broad priorities of focus through 2020. Regularly, staff reports back to the Board on progress for each of these priority issues. In addition, the Village Board has held an annual priorities setting workshop to further refine the priorities for the coming year.

The adopted Strategic Plan document defines five strategic priorities:

- Financial Stability
- Infrastructure Maintenance and Expansion
- Community Engagement
- Effective Growth and Development
- Productive and Engaged Workforce

Each priority includes a range of desired outcomes, key outcome indicators, targets and strategic initiatives. The Strategic Plan Summary, as well as the Vision, Mission and Values, is attached for reference.

DISCUSSION:

Strategic Plan

Two years into the strategic plan, staff continues to make significant progress in all areas of the Strategic Plan. The current status is included on the attached Strategic Plan Summary and further described below.

Financial Sustainability

Addressing the Village's financial sustainability was a key task in 2017. The Village made significant progress in reducing reliance on sales tax by implementing a food and beverage tax and a gas tax. These revenues are shared by non-residents, who also benefit from municipal services.

Target status:

- Revenues exceed expenditures in General Fund: \$800,000 surplus for FY18. Budgeted revenues exceeded expenditures for FY19.
- Sales tax maintained at 35% of total revenue: Sales tax was 29% of total revenues for FY18, and 33% of General Fund revenues in FY18.
- Funding options identified for megaprojects by 2020: Project ongoing.

Strategic Initiatives:

- Conduct analysis of megaprojects: Analysis under way; on target for 2020.
- Create a revenue strategy: New revenues adopted in 2017; targeting project inclusion in state capital bill.
- Analyze programs for cost-effectiveness: Planning for program analysis in 2019.

Infrastructure Maintenance and Expansion

The Strategic Plan focuses on ensuring ongoing maintenance of the Village's infrastructure as well as planning for three key "megaprojects": a new water source, Wolf's Crossing and Metra.

Target Status:

- Sustainable water source connected by 2026: Lake Michigan connection analysis under way; next Board discussion in Spring 2019. Overall goal connecting to a sustainable water source by 2026 remains on target.

- Secure \$14 million in funding for Section 1 of Wolf's Crossing by 2020: Phase 1 engineering to be completed in in 2019. Apply for CMAQ funding in STP funding by March 1, 2019.
- Metra expansion to Oswego is included as a high priority project by 2018: Oswego's Metra is included as a cost effective but low priority in the ON TO 2050 plan. Engineering and environmental work, as well as a funding strategy, are required to advance to a higher priority. The Village and United City of Yorkville have hired a lobbyist in light of the anticipated state capital bill. We are also currently awaiting Metra's Phase I study anticipated at the end of 2019.
- CIP funding in place to meet current needs: Staff annually reviews and updates the CIP to prioritize projects. Updates to be discussed and updated in conjunction with the FY2020 budget.

Strategic Initiatives:

- Water source decision process: Additional analysis under way. Target date for decision is now mid-2019.
- Water plan implementation: Presentation of governance options for shared water facility completed in July 2018. Implementation would follow source decision.
- Master plan- Wolf's Crossing: Phase 1 engineering will set the foundation for a project master plan. Current engineering set for completion this winter.
- Funding strategy-Wolf's Crossing: To follow Phase 1 engineering and project plan.
- Phase I-Metra Study: Currently under way. Timeline is under Metra's authority.
- Metra Lobbying strategy: Lobbyist hired jointly with the United City of Yorkville.

Community Engagement

In January 2018, staff proposed new targets and metrics for the Community Engagement Strategic Priority based on a re-boot of the Village's community engagement initiatives, which were formally included in July.

Target Status:

- Establish baseline in visits to GoOswego.org: Staff is continuing to investigate appropriate metric.
- 2% increase in hotel/motel tax revenue: Hotel/motel tax has declined 4%. Staff will investigate potential causes.
- Establish benchmark for social media and print marketing reach: Staff is continuing to investigate appropriate metric.
- 2 percentage point increase in satisfaction with quality of life: The 2018 Community Survey showed a 1% decrease in overall satisfaction with the Village, though this is in light of national trends that are showing much larger decreases.
- 5% increase in residents getting their information from e-mail and social media: Current measurement gathered in 2018 Community Survey. Based on results, 28% of residents receive Village information on social media and 17% receive through e-mail.
- Increase in residents reporting feeling connected: Staff has found this a difficult metric to measure through current resources; current evaluating.
- 50 business retention visits conducted annually: January business resource event planned; business survey conducted this fall as part of expanded business retention visits.

- 70% of survey participants report a positive view of events:
- Event hard costs are covered with sponsorship and general event revenue: Goal achieved for 2018 event calendar.

Strategic Initiatives:

- Ongoing regional positioning plan implementation: Staff continues to refresh GoOswego.org and plan go ongoing brand recognition.
- Implement Tourism Plan: The Village of Oswego joined the AACVB and continue to evaluate its success.
- Launch a comprehensive communication plan: Development under way.
- Conduct bi-annual community survey: 2018 Community Survey completed.
- Develop an event framework to define, manage and measure the success of events: Will be report on in future updates.

Effective Growth and Development

This strategic priority is the one in which the Village has made the most significant progress, though plenty of work remains. Enhancing downtown has been a key priority for the Village Board, which tremendous results over the last year.

Target Status:

- =>Two ground breakings by July 2019 in TIF District: On pace to achieve with 59 S. Adams and 63 Washington. The Village also received interest in the old Village Hall block.
- TIF EAV growth is greater than overall Oswego EAV: The TIF's EAV increased 4.5%. This metric is most important at the end of the strategic planning period as developments come online.
- New commercial investment of \$X/year: Current investment is focused on downtown, however Economic Development is expanding its efforts in economic sectors.
- =>100 new residential units under permit/year: After falling below the target in 2017, the Village will far exceed the target for 2018 and expected in 2019. For 2018 year end, we estimate 176 one- and two-family dwellings and 280 multi-family were under permit.

Strategic Initiatives:

- 59 S. Adams project plan: Ground breaking coming.
- Old Village Hall Block Plan: Necessary block-wide improvements included in the FY2019 capital budget. Redevelopment agreement approved for 63 W. Washington, which would trigger many of the improvements.
- TIF District marketing plan: TIF goals and policies previously completed. The primary focus is on the current projects, however staff continues to promote the other available properties and seeking out potential new businesses in downtown.
- Residential development strategy: Staff proposes delaying a review of fee structure based on current school district financial initiatives. The proposed revised date for this project is May 2019. Staff continues to engage the building community to identify impediments to developing in Oswego and to promote development opportunities in Oswego.

- Economic development strategic plan: Economic Development Strategic Plan adopted by the Village Board in June 2018. Staff continues to work with the Economic Development Committee

Productive and Engaged Workforce

Achieving the other strategic priorities is made possible by fostering a positive work environment that gets the most of its employees, ensuring they have the skills and resources necessary to serve the community.

Target Status:

- Develop a long-term projection for service delivery and staffing: Staffing analysis is under way.
- 50% or > of non-entry-level positions filled from within: The Village is not currently on target. In 2017 the Village hired 12 employees; 3 of which were not considered entry level. So far in 2018, we have hired 15 employees, 4 of which were not considered entry level. In no instance was an internal candidate selected for the non-entry level positions. One factor is the need for a single individual within an organization with a specialized skill set. In fall 2018, we debuted the Growing Together Leadership Program to continue to prepare the next generation of leaders within the organization.
- Achieve average engagement score on six Engagement Metrics of 4.0 by 2020: Both the 2017 and 2018 survey averaged 3.78.
- 75% goals achieved: Staff exceeded this goal with 86% of all goals achieved for FY18. The next measure of goals will take place with spring performance reviews.

Strategic Initiatives:

- ERP implementation – establish best practices/operating process: Implementation generally on schedule with appropriate analysis and documentation taking place with each module.
- Shared services initiatives: Regular meetings ongoing; two shared staff positions in place, with future needs and opportunities under discussion.
- Create leadership development program: Growing Together Leadership Development program launched in November 2018. Eight employees are participating.
- Conduct employee survey: Annual survey results distributed in November.
- Connect strategic plan to evaluation system: FY18 performance review cycle reflect 86% of goals achieved. Staff continue to incorporate completion of strategic plan and goals as a key component of the performance evaluation process.

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. As part of the Committee of the Whole discussion, the Village Board will be asked for their feedback in order to help staff priorities their individual work.

RECOMMENDATION:

Presentation and discussion of Strategic Plan progress and feedback from Village Board on priorities.

ATTACHMENTS:

- Village of Oswego Strategic Plan Summary 2017-2020 and Mission, Vision and Values
- 2019 Village Board Priorities Brainstorming list

Village of Oswego - Strategic Plan Summary 2017-2020

Strategic Priority	Desired Outcome	Key Outcome Indicator (KOI's)	Target	Strategic Initiatives
FINANCE	Meet our fund balance policy in General Fund	Fiscal year fund balance-General Fund	Revenues exceed expenditures in the General Fund	a) Conduct analyses-megaprojects b) Create a revenue strategy 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.	
	Clarity on mega projects	Financial analyses	Funding options identified for megaprojects by 2020	
OPERATIONS	Sustainable water source	-Analyses -Project schedules	Sustainable water source connected in 2026	a) Water source decision process b) Water plan implementation c) Master plan –Wolf’s Crossing d) Funding strategy-Wolf’s Crossing e) Funding strategy-CIP f) Phase I- Metra study g) Metra lobbying strategy
	Safe and efficient Wolf’s Crossing	-Analyses -Milestones, plan	Secure funding -\$14M for Section 1 by 2020	
	Metra service to Oswego	CMAP plan project schedule	Oswego is a high priority project by 2018	
	Safe and efficient infrastructure	Maintenance plan	CIP funding in place to meet current needs	
CUSTOMER	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	a) Ongoing regional positioning plan implementation. b) Implement tourism plan c) Launch a comprehensive communication plan. e) Conduct bi-annual community survey 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	
	Enhanced community connectedness.	-Community survey results -Business feedback	-__% report feeling connected -50 business retention visits conducted annually	
	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.	
GROWTH	Expanded downtown	Redevelopment Agreements	- =/>Two ground-breakings by July 2019 in TIF District - __% increase in TIF increment	a) 59 S. Adams St. project plan b) Old Village Hall Block plan c) TIF District marketing plan d) Residential development strategy e) Economic development strategic plan
	Growth in residential units	-Existing & new developments	=/> 100 new residential units under permit/year	
	Expand commercial investment	-Building permits -EAV	New commercial investment of \$___/ year	

Village of Oswego - Strategic Plan Summary 2017-2020

WORKFORCE	Productive and Engaged Workforce	Staff sized to meet growing community's needs	Workload indicators	Develop a long-term projection for service delivery and staffing	a) ERP implementation- establish best practices-operating processes b) Shared services initiative c) Create leadership development program d) Conduct employee survey e) Connect strategic plan to evaluation system
		Highly qualified workforce	Internal hiring rate	50% or > of non-entry level positions filled from within	
		Empowered employees	Opinions/employee feedback	Achieve average engagement score on six Engagement Metrics of 4.0 by 2020.	
		Accountable organization	-Results achieved, bonuses, surveys	75% of goals achieved	

* Some targets are blank intentionally, to enable development of baseline measures

Issue	Strategic Plan?	Status Detail
Website update		\$50,000 included in draft FY20 budget
Sale of old Police Station		Continued marketing
GIS		Investigate GIS options, including partnering/GIS consortium
Village-wide staffing analysis	Y	In process
TIF Development: Jumping Cactus	Y	RDA approved; construction pending
TIF Development: Old Village Hall	Y	RDA in development
TIF Development: vacant lot next to brewery	Y	Development expected in 2021
TIF Development: Block 11 reconstruction	Y	Construction pending spring 2019
Railroad Quiet Zone		Preliminary study underway
US 34/Main St/Harrison St. Pedestrian protection/traffic signal		IDOT is studying warrants
Small cell wireless facilities		Agreement template approved; permits anticipated
Water Meter Replacement Program		Year 1 of 4 underway in late 2018
Purchasing policy update		Currently drafted and under review
Review Leaf Collection Program		Analysis anticipated in summer 2019
Development of building maintenance plans by Facilities Manager		Ongoing
Metra lobbying	Y	Lobbyist hired in anticipation of 2019 state capital bill
Metra study	Y	Feb. 2020 anticipated completion
Wolfs Crossing Widening	Y	Phase 1 engineering completed
Old Traughber redevelopment	Y	SD 308 hired a broker
Downtown South Harrison Redevelopment	Y	Currently mainly industrial uses
Downtown West bank of Fox River development	Y	Previously approved as "Studio Shoppes"
Special Events financial sustainability	Y	Sponsorship program developed for financial sustainability
Downtown Holiday lights		Phase 1 ordered
Orchard Road Business attraction		Outlots continue to develop
Go Oswego	Y	Phase II launched in May. Building DT communications page.
Shared services	Y	Seeking ongoing opportunities
Greenfield residential development		Hudson Pointe, Hummel Trails, etc.
Dominick's vacancy		Continued contact with Jewel-Osco
Caterpillar vacancy		Working group established
Compensation and benefits review	Y	Project under way
Business retention and expansion strategy	Y	Surveys went out in fall. January event scheduled, working with EDC
Insurance review (liability/workers compensation)		\$20,000 included in draft FY20 budget
Public Art		Man hole cover RFP issued; Cultural Arts Commission engaged, areas reserved in Shodeen development
Long-term plan for Senior Center		Currently remaining in place while SD 308 markets property
Adopt Unified Development Ordinance		Applied for CMAP LTA grant
Route 34 Commercial Development		Targeting large vacant sites
Route 71 Commercial Development		School District and IDOT owned properties available
Auto Dealership attraction		Areas to target on Rt. 30, Rt. 34 and Orchard Road

Route 30 Commercial/Industrial development		Target vacant sites and reinvestment
Industrial development		Target Orchard Road, Rt. 30, and Stonehill areas
Orchard Road/Tuscany Trail sidewalk		Suggested by the Village of Montgomery
Downtown alley repairs		Suggested by downtown residents
Program analysis	Y	Dividing Village budget into distinct programs
Comprehensive communication strategy	Y	Strategy for all Village communications
Vehicle Replacement Policy Review		Look into sustainable funding source and vehicle review policy
Bike path/sidewalk inventory/planning		Working with Park District
Road condition analysis		Scheduled for FY20
ERP Implementation	Y	Projects and Transparency modules remaining; Energov, Utility billing and HR under way
Crisis Intervention Training		Police training to deal with mental health incidents
Electronic crash reporting		Continues police department's paperless initiative
Warranty/commissioning of new police facility		Final steps related to opening of new police HQ