



NOTICE AND AGENDA

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

WILL BE HELD ON

October 01, 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

E.1. Fall 2019 Village Board Priorities Setting Workshop

[Priorities Setting Workshop 100119.docx](#)

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

[Priorities List 10012019.docx](#)

F. NEW BUSINESS

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: Committee of the Whole
MEETING DATE: October 1, 2019
SUBJECT: Priority Setting Workshop

ACTION REQUESTED:
 Review, discussion and prioritization of various Village projects

BOARD/COMMISSION REVIEW:
 NA

ACTION PREVIOUSLY TAKEN:

Date of Action	Meeting Type	Action Taken
8/6/2019	Village Board Meeting	Strategic Plan Update
1/15/2019	Committee of the Whole	Strategic Plan Update and Priorities Workshop

DEPARTMENT: Administration

SUBMITTED BY: Christina Burns, Assistant Village Administrator

FISCAL IMPACT:
 NA

BACKGROUND:
 The Village Board’s 2017 Strategic Plan identifies five strategic priorities on which staff has turned their focus. Each year, the Village Board has also conducted a separate priority setting workshop to ensure these projects align with the Board’s priorities. This year, we are conducting the Priority Setting Workshop in October, as staff begins the process of preparing the FY2021 budget.

DISCUSSION:
 The Department Heads reviewed the recent priority projects workshop, as well as added any new items. Village Board members were also invited to add any projects or issues to the list. Staff then organized this list in accordance with the Strategic Plan strategic priorities. During the Committee of the Whole, the Board will be asked to review and identify their top priorities.

Board members will be able to identify between one and three priority items in each category, as well as five additional votes to pick additional priorities across any category. The initial priority list is attached.

RECOMMENDATION:

To conduct a priority setting workshop during the Oct. 1 Committee of the Whole meeting.

ATTACHMENTS:

- Village of Oswego Strategic Plan Summary, 2017-2019
- Village Board Fall 2019 Priorities 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

Village Board Fall 2019 Priorities Setting Workshop

Financial Sustainability: Select 1

Insurance review (liability/workers compensation)	Issue RFP to evaluate market and cost impact of liability and workers comp insurance
Program analysis	Review of cost and impact of all Village programs as part of the annual budget
Bringing Metra to Oswego	Working with BNSF, RTA and Metra to fund a public transit extension to Oswego
Alternative water source analysis	Evaluate financing and develop plan for community's future water source
Wolfs Crossing construction plan	Identify and secure funding for the long-term expansion of Wolf's Crossing
Sale of old Police Station	Sell or otherwise activate unused Village facility

Infrastructure Maintenance and Expansion: Select 2

Bike path/sidewalk inventory/planning	Analysis of bike path and sidewalk needs and developing a comprehensive system
Railroad Quiet Zone	Implementation of a train horn quiet zone in downtown Oswego
US 34/Main St/Harrison St. Pedestrian protection/signal	Identification and installation of pedestrian safety improvements downtown in coordination with IDOT
Water Meter Replacement Program	Completion of water meter replacement program
Development of building maintenance plans	Develop a comprehensive maintenance plan for all Village buildings
Orchard Road/Tuscany Trail sidewalk	Completion of sidewalks at Orchard Road/Tuscany Trail
Downtown alley repairs	Investment in infrastructure to improve downtown alleys
Vehicle Replacement Policy Review	Review of Village vehicle replacement program to meet future Village needs
Leaf/Brush Program Evaluation	Evaluate cost effectiveness and alternatives to program
Public Works Space Needs	Evaluate feasibility of moving indoors equipment stored outdoors to increase readiness & extend service life
Main Street infrastructure revitalization	Investment in downtown infrastructure to facilitate future developments
Downtown parking	Evaluation and expansion of downtown parking spaces in preparation for future developments
Bike lanes	Resident request to add painted bike lanes on Plainfield Road

Community Engagement: Select 2

Website update	Implementation of new website for Village
Special Events	Evaluation of various events and maintaining a sustainable cost model.
Go Oswego regional marketing	Continued use and expansion of Go Oswego brand for regional marketing
Planning for and installing public art	Developing a program to encourage public art, especially in downtown
Long-term plan for Senior Center	Working with Senior Center to identify a long-term plan and location
Real-time Village communications platform	Identify and implement programs and technology to improve real-time communication, for example text notification
Reoccurring publications	Ongoing evaluation and production of Newsletter, PAFR, Recycling Guide, event rack card, etc.
Sponsorship program	Bolstering our sponsorship program in support of events
Senior outreach and age-friendly community designations	Working with senior citizen population to identify and help meet needs
New business and new resident marketing materials	Developing welcome and information materials to those new to Oswego

Effective Growth and Development: Select 3

Entertainment venue project	Develop community entertainment venue off Orchard Road
Cannabis legalization impact	Responding to impact of cannabis legalization, including police and retail establishments
Greenfield residential development	Attracting and working with developers for new developments
Adopt Unified Development Ordinance	Drafting and implementation of comprehensive zoning and subdivision ordinance.
TIF: In-process downtown developments	Stewarding and completion of current TIF development proposals
TIF: Seeking new downtown development	Attraction of developers to other available downtown redevelopment opportunities.
Old Traughber redevelopment	Attraction of developers to Old Traughber site.
Downtown West of River redevelopment	Attraction of developers to TIF areas west of the Fox River
Orchard Road Business attraction	Attraction of businesses and developers to Orchard Road corridor
Dominick's vacancy	Attraction of businesses and developers to Dominick's vacancy
Caterpillar vacancy	Attraction of developers to Caterpillar vacancy in coordination with regional partners
Business retention and expansion strategy	Building out of BRE program, which focuses on needs of existing businesses

Route 34 Commercial Development	Attraction of businesses and developers to Route 34
Route 71 Commercial Development	Attraction of businesses and developers to Route 71
Auto Dealership attraction	Attraction of a new auto dealership to Oswego
Route 30 Commercial development	Attraction of business and developers to Route 30
Industrial development	Attraction of industrial businesses
ReCon and marketing events	Preparation and attendance at regional/national business attraction events

Productive and Engaged Workforce: Select 1

Crisis Intervention Team	Police training to facilitate contact with those in mental health crisis
Opioid Intervention & Treatment	Police training related to impact of opioid use in community
Local shared services	Building shared services relationships with overlapping taxing districts
Regional shared services	Building shared services relationships with neighboring municipalities
Staffing analysis implementation	Ongoing evaluation of staff growth based on workload and service level demands
GIS Expansion	Expanding GIS capabilities to improve internal and external services
ERP Implementation	Continued implementation of ERP software
KenCom Radio Frequency Upgrade	Implementation of new radios and program related to KenCom upgrade
Recruitment & Retention Efforts	Focus on improvement recruitment and retention of officers

Please also select 5 priorities in any category.