

**MINUTES OF A SPECIAL COMMITTEE OF THE WHOLE MEETING  
OSWEGO VILLAGE PRESIDENT AND BOARD OF TRUSTEES  
OSWEGO VILLAGE HALL  
100 PARKERS MILL, OSWEGO, ILLINOIS  
October 21, 2021**

**CALL TO ORDER**

In the absence of Village President Parlier, Administrator Di Santo called the meeting to order at 4:02 p.m.

**ROLL CALL**

Board Members Physically Present: President Troy Parlier (attended at 6:07 p.m.); Trustees Kit Kuhrt, James Marter II, Terry Olson, Jennifer Jones Sinnott, and Brian Thomas (attended at 5:10 p.m.).

Board Members Absent: Trustee Tom Guist

Staff Physically Present: Dan Di Santo, Village Administrator; Christina Burns, Asst. Village Administrator; Tina Touchette, Village Clerk; Jeff Burgner, Police Chief; Rod Zenner, Community Development Director; Mark Horton, Finance Director; Joe Renzetti, IG/GIS Director; Scott McMaster, Economic Development Director; Jennifer Hughes, Public Works Director; Shanel Gayle, Purchasing Manager; Billie Robinson, Asst. Finance Director; Jason Bastin, Police Commander; and Jay Hoover, Building Services Manager.

President Parlier could not attend the start of the meeting and requested Trustee James Marter II be appointed as the Acting Chair until he attends the meeting.

Administrator Di Santo requested a motion to appoint Trustee James Marter as the Acting Chair for the October 21, 2021 Special Committee of the Whole meeting.

A motion was made by Trustee Olson and seconded by Trustee Jones Sinnott to approve the appointment of Trustee James Marter as the Acting Chair for the October 21, 2021 Special Committee of the Whole meeting.

Aye: Kit Kuhrt    James Marter II  
         Terry Olson    Jennifer Jones Sinnott

Nay: None

Absent: Tom Guist and Brian Thomas

The motion was declared carried by a roll call vote with four (4) aye votes and zero (0) nay votes.

**PUBLIC FORUM**

Public Forum was opened at 4:03 p.m. There was no one who requested to speak. The public forum was closed at 4:03 p.m.

**OLD BUSINESS**

There was no old business.

**NEW BUSINESS**

F.1    Strategic Planning Workshop Part 1

Craig Rapp, President of Craig Rapp LLC, lead the Board and staff in discussion regarding strategic planning and asked the Board members to discuss their experience with strategic planning.

**Tonight's Agenda**

- Overview
- Environmental scan, previous plan
- Vision, mission, values, value proposition
- Operating environment: SWOT
- Identify challenges and priorities

# What Business Are We In?

- \$47M All Funds Budget (FY22)
- \$8.4M Capital Budget (FY22)
- 123 Employees (FTE's)
- 3 public buildings
- 3 Labor contracts
- Service agreements
- Intergovernmental agreements
- 137 miles of streets maintained
- \_\_\_ miles of trails maintained
- 198.6 miles of sidewalks maintained
- 190 miles water lines
- 119 miles sanitary sewer
- Nearly 300 total vehicles and equipment
- \_\_\_ total storm water structures

## Board-Staff Leadership

Board owns:

Purpose, Direction, Success Definition,  
Accountability

Staff owns:

Action Plans, Methods, Performance

Share:

Perspectives, Creation, Accountability

## Leadership in Local Government

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Delivering great services

(Internal)

Creating great communities/places to live

(External)

# Why Strategic Planning?

Strategy is a road map to your destination

Of course, you need a destination...

STRATEGIC PRIORITY	DESIRED OUTCOME	KEY OUTCOME INDICATOR	TARGET
ECONOMIC DEVELOPMENT A Community That's Economically Thriving	Expanded commercial & Industrial tax base	- Commercial EMV - Industrial EMV	- Commercial and Industrial tax value increased \$ ____ by 12/2020
	Enhanced Tourism	- Lodging and sales tax - Events attendance - Pull factors	- Inc. ____ lodging tax - Inc. ____ sales tax- non-NF - Inc. targeted Pull Factors
	Expanded downtown	Downtown sq. ft.	____ add'l sq. ft.
AFFORDABLE HOUSING A Community Where Everyone Can Afford to Live	Grow & maintain affordable housing	- Affordable units - Workforce units	____ total units by 2020
	More senior units	Senior unit inventory	____ new affordable senior units
	Expanded supportive & emergency housing	Supportive & emergency hsg units	____ new units
INFRASTRUCTURE A Community Where Infrastructure Supports its Objectives	Improved Infrastructure systems	- System Indicators-PCL, breaks, back-ups, etc.	- Targeted Improvements achieved-each system
	Resolution of major facility projects	Project timelines-each project	- Fire Station- 1/1/18 - Liquor Store- 1/1/18 - Arena, build/no- 4/1/18
	Increased satisfaction with high speed internet	Internet speed measurements	- > 20% increase in citizen satisfaction with internet services
DIVERSITY, EQUITY, INCLUSION A Community that Welcomes Everyone	Increased transit options for all	- Existing routes - Surveys - Ridership	- # ____ new routes for underserved - ____ new rides created
	Staff and volunteers reflect community	Staffing statistics	Increase from ____ to ____ by 2020
	Improved access to City services for all demographics	- Surveys - Access statistics	- > 75% of targeted access improvements met
OPERATIONAL EFFECTIVENESS A Community with a Government that Works	Adequate staff to meet demands	Staffing analyses	Approved targets met
	Improved respect/trust-Internal	Council/staff survey	- > 80% see improvement
	Improved external communication	- Survey - Feedback mechanisms	- > 75% of stakeholders say meets or exceeds
CLIMATE CHANGE IMPACTS A Community that's Resilient and Sustainable	A clear vision for climate action	CAP development timeline	Adopted CAP
	An economy resilient to energy & environment impacts	- Flood damage - Climate benchmarks	Meet CAP targets
	Reduced net carbon emissions	Carbon measurements	Carbon neutral city by ____

## Environmental Scan

Asst. Village Administrator Burns updated the Board regarding the process. Staff would regularly update the Board and make changes to the strategic plan as we go along. Staff is budgeting for a community survey next year. We did not do an update to the plan until after the local elections and COVID.

## 2017 Strategic Plan

### 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*





## Village of Oswego Strategic Plan Summary 2017-2021

Strategic Priority	Desired Outcome	Key Outcome Indicator (KOF's)	Target	Strategic Initiatives
<b>FINANCE</b>	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 <b>*focus</b> 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	
<b>OPERATIONS</b>	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 <u>strategy</u> -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	
<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	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. <b>*focus</b> 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.	
<b>GROWTH</b>	Expanded downtown	Redevelopment Agreements	- =/>Two <u>ground</u> <u>breakings</u> 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	
<b>WORKFORCE</b>	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% <u>of</u> goals achieved	





# Financial Stability

- Meet our fund balance policy in General Fund 
  - Revenues exceed expenditures in the General Fund
- Reduce reliance on sales tax 
  - Sales tax not to exceed 35 percent of total revenue
- Clarity on mega projects 
  - Funding options identified for megaprojects by 2020

# Infrastructure Maintenance and Expansion

- Sustainable water source 
  - Sustainable water source connected by 2026
- Safe and efficient Wolf's Crossing 
  - Secure \$14M for Section 1 by 2020
- Metra service to Oswego 
  - Oswego is a high priority project by 2018
- Safe and efficient infrastructure 
  - CIP funding in place to meet current needs

# Community Engagement

- Recognized as regional destination 
  - Establish baselines in visits to GoOswego.org
  - 2% increase in hotel/motel tax revenue
  - Establish benchmark for social media and print marketing reach
- Positive public perception of services 
  - 2% increase in satisfaction with quality of life
  - 5% increase in residents getting information from email and social media
- Enhanced community connectedness 
  - \_\_\_% reporting feeling connected
  - 50 business retention visits conducted annually
- Successful events 
  - 70% of surveyed participants report a positive view of events
  - Event hard costs are covered with sponsorship and general event revenue

# Effective Growth and Development

- Expand downtown
  - =/> 2 ground breakings by July 2019 in TIF district
  - \_\_\_% increase in TIF increment
- Growth in residential units
  - =/>100 new residential units under permit/year
- Expand commercial investment
  - New commercial investment of \$\_\_\_/year



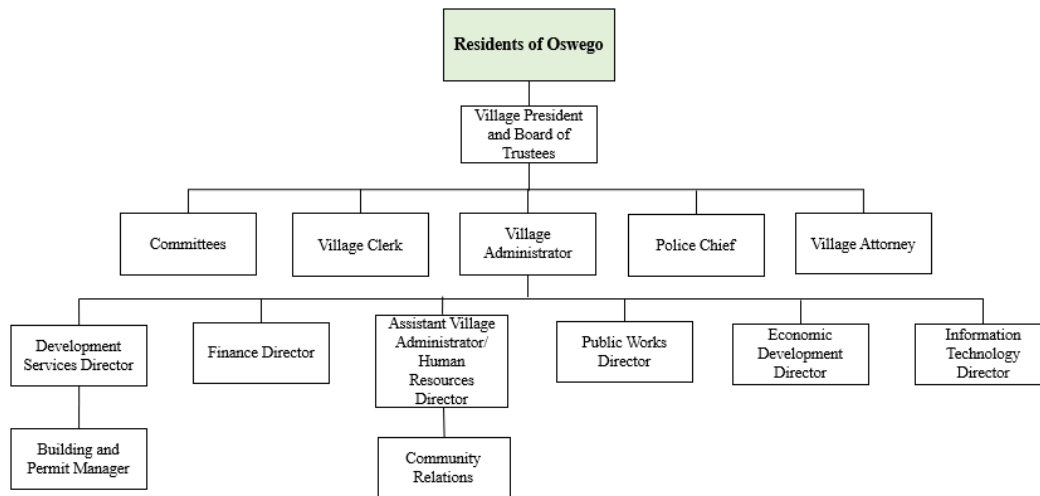
# Productive and Engaged Workforce

- Staff sized to meet growing community needs
  - Develop a long-term projection for service delivery and staffing
- Highly qualified workforce
  - 50% or> of non-entry level positions filled from within
- Empowered employees
  - Achieve average engagement score on six Engagement Metrics of 4.0 by 2020
- Accountable organization
  - 75% of goals achieved



# Oswego at a Glance

- 1990 Census: 3,875
- 2020 Census: 34,933
- Household income is \$102,100, versus \$65,886 in the State of Illinois.
- More than 92.6 percent of residents have a high school diploma, with 46 percent of the population earning a bachelor's degree or higher.
- 29 percent of Oswego's population is under the age of 18, compared to 22 percent in Illinois.
- 86 percent of Oswegoans live in owner-occupied housing versus 66 percent in Illinois.
- 88 percent of households say Oswego is a good or excellent place to raise children
- 71.7 percent of Oswego residents listed race as white/non-Hispanic, compared to 60.8 percent in Illinois
- 10% of residents speak a language other than English, compared to 22% in Illinois



### What's impacting us today

- COVID
- Civil unrest in 2020
- Current Issues
  - Infrastructure
    - ✓ Water source
    - ✓ Wolf's Crossing
    - ✓ Metra
    - ✓ Venue 1012
    - ✓ The FY22 Budget includes a five-year forecast for capital expenditures totaling \$54 million, including \$2 million annually for the Road Improvement Program.
  - Development
    - ✓ 2019= 89 units
    - ✓ 2020= 108 units
    - ✓ 2021= 111 units so far
    - ✓ Multi-family numbers not included
    - ✓ Downtown growth with more to come
    - ✓ Route 34 maintaining occupancy
    - ✓ Orchard Road building up occupancy
    - ✓ Industrial Parks
  - Financial Condition
    - ✓ Relies heavily on State shared revenues
    - ✓ Sales tax is the primary source of revenue
    - ✓ Property tax
    - ✓ Smart growth with staffing & services
  - Village Staff
    - ✓ Each department having large numbers of retirements
    - ✓ Public Works= 5 now; 8 more at age 60; average age is 42; no one is under 30 years old; directors are closer to retiring
    - ✓ Building Services- several retiring and may choose at any time; hard to find employees for this field of work
    - ✓ Community Development- same pressures as other departments
  - Community Relations
    - ✓ Adapted due to COVID
    - ✓ Continues to be challenged to identify the best avenues to engage residents
    - ✓ Working on building robust, self-sustaining event programs within available staff resources
    - ✓ Supporting programming at Venue 1012
    - ✓ Tourism

- ✓ Want to do well and evolve
- ✓ Reaching resident for events and emergency notifications

## Where do your tax dollars go?



Board and staff discussion focused on how we can have a plan when there is no one here that approved the plan; specific targets and why; CMAP is working on a 2060 plan; asking for a high priority of the project; design and funding to a certain level; goal is to get high priority in the 2060 plan; federal infrastructure; massive growth in the early 2000's causing a higher demand because of the streets and size of trees; whether Village employees are retiring early because of the new bill; a lot of the police personnel were hired in the early 90's and are at 20 years of service at 50 years old; whether employees give two week notices; conducting a survey on how many will be retiring; keeping track of retirements as part of annual reviews; problem with getting skilled workers; whether employees are seeking employment elsewhere; employees want to know the Board's direction. After adoption of the new strategic plan, staff can bring the plan to the employees to fulfill the goals and priorities.

### Strategic Planning- 4 Part Model





STRATEGIC PRIORITY	DESIRED OUTCOME	KEY OUTCOME INDICATOR	TARGET	STRATEGIC INITIATIVES
<b>ECONOMIC DEVELOPMENT</b>  <i>A Community That's Economically Thriving</i>	Expanded commercial & industrial tax base	- Commercial EMV - Industrial EMV	- Commercial and industrial tax value increased \$ _____ by 12/2020	a) Comprehensive Redevelopment Plan b) Business Expansion Plan c) New Growth Plan-expansion areas d) Develop tourism strategy e) Downtown revitalization plan f) Riverfront expansion plan
	Enhanced Tourism	- Lodging and sales tax - Events attendance - Pull factors	- Inc. ____ lodging tax - Inc. ____ sales tax- non-NF - Inc. targeted Pull Factors	
	Expanded downtown	Downtown sq. ft.	____ add'l sq. ft.	
<b>AFFORDABLE HOUSING</b>  <i>A Community Where Everyone Can Afford to Live</i>	Grow & maintain affordable housing	- Affordable units - Workforce units	____ total units by 2020	a) Koester Court Preservation b) Revise res. rehab prog. for income-eligible homeowners c) Barrier removal strategy-aff. hsg. d) Develop Senior Housing Plan e) Expand spring creek townhomes f) Workforce housing strategy
	More senior units	Senior unit inventory	____ new affordable senior units	
	Expanded supportive & emergency housing	Supportive & emergency hsg units	____ new units	
<b>INFRASTRUCTURE</b>  <i>A Community Where Infrastructure Supports Its Objectives</i>	Improved infrastructure systems	- System indicators-PCI, breaks, back-ups, etc.	- Targeted improvements achieved-each system	a) Coordinate Fire Station project b) Plan & develop new Liquor Store c) Coord. decision process-Arena d) Develop community internet plan e) Update Pavement Mgmt. System f) Create Stormwater Mtce Plan g) Update pedestrian/bike, parks & trails plan
	Resolution of major facility projects	Project timelines-each project	- Fire Station- 1/1/19 - Liquor Store- 1/1/18 - Arena, build/no-6/1/18	
	Increased satisfaction with high speed internet	Internet speed measurements	=/> 20% increase in citizen satisfaction with internet services	

<b>DIVERSITY, EQUITY, INCLUSION</b>  <i>A Community that Welcomes Everyone</i>	Increased transit options for all	- Existing routes - Surveys - ridership	# ____ new routes for underserved ____ new rides created	a) Develop equitable service access plan b) Develop and implement the GARE equity action plan c) Develop a recruitment plan for volunteers, board/commission members, interns d) Implement recruitment, hiring and retention plan for City staff positions
	Staff and volunteers reflect community	Staffing statistics	Increase from ____ to ____ by 2020	
	Improved access to City services for all demographics	- Surveys - Access statistics	=/> 75% of targeted access improvements met	
<b>OPERATIONAL EFFECTIVENESS</b>  <i>A Community with a Government that Works</i>	Adequate staff to meet demands	Staffing analyses	Approved targets met	a) Dev. operating effectiveness plan b) Eval comp. training programs c) Establish integrated work plan d) Develop Council/Staff relationship trust-building process/plan e) Community Engagement Plan f) Update Communication Plan
	Improved respect/trust-internal	Council/staff survey	=/>80% see improvement	
	Improved external communication	- Survey - Feedback mechanisms	=/>75% of stakeholders say meets or exceeds	
<b>CLIMATE CHANGE IMPACTS</b>  <i>A Community that's Resilient and Sustainable</i>	A clear vision for climate action	CAP development timeline	Adopted CAP	a) Climate communication/outreach program b) Develop/deploy awareness survey c) Comprehensive Stormwater Plan d) Develop and implement CAP
	An economy resilient to energy & environment impacts	- Flood damage - Climate benchmarks	Meet CAP targets	
	Reduced net carbon emissions	Carbon measurements	Carbon neutral city by ____	

Strategic Priority	Desired Outcome	Key Outcome Indicator (KOI's)	Target	Strategic Initiatives
<b>Financial Sustainability</b>	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 reduced by ___% of total revenue	
	Clarity on mega projects	Financial analyses	Funding options identified for megaprojects by ___	
<b>FINANCE</b>	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	
<b>OPERATIONS</b>	Recognized as a regional destination	RPP implementation schedule	- ___% increase in online visits - ___% increase in H/MT	a) Complete and Implement Regional Positioning Plan b) Implement tourism plan c) Develop marketing plan-Village services d) Create internal service response to citizen feedback e) Conduct community survey f) Marketing and promotion program for community events *focus on metrics
	Positive public perception of services	Village survey, citizen feedback	___% increase in public satisfaction with services	
	Well-attended events that enhance connectedness	-Attendance -Community survey results	- ___% increase in attendance /yr. - ___% report feeling connected	
<b>COMMUNITY ENGAGEMENT</b>	Well-attended events that enhance connectedness	-Attendance -Community survey results	- ___% increase in attendance /yr. - ___% report feeling connected	a) Complete and Implement Regional Positioning Plan b) Implement tourism plan c) Develop marketing plan-Village services d) Create internal service response to citizen feedback e) Conduct community survey f) Marketing and promotion program for community events *focus on metrics
	Positive public perception of services	Village survey, citizen feedback	___% increase in public satisfaction with services	
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<b>Effective Growth and Development</b>	Expanded downtown	Redevelopment Agreements	- =/>Two ground-breakings by July 2019 in TIF District - ___% increase in TIF	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	
<b>GROWTH</b>	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	
	Empowered employees	Opinions/employee feedback	___% or > report feeling empowered, supported	
	Accountable organization	-Results achieved, bonuses, surveys	--% goals achieved	
<b>PRODUCTIVE AND ENGAGED WORKFORCE</b>	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
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	Highly qualified workforce	Internal hiring rate	50% or > of non-entry level positions filled from	
	Empowered employees	Opinions/employee feedback	___% or > report feeling empowered, supported	
	Accountable organization	-Results achieved, bonuses, surveys	--% goals achieved	

### Top Themes- Board Interviews

- 1) Fiscal Responsibility
- 2) Development should pay for itself
- 3) Continue growth; do it responsibly
- 4) Make/Cultivate Oswego as a destination
  - Capture money here instead of people going to other towns
  - Move here, stay here
  - Special events attraction

- 5) Address/Deal with the mega projects
- 6) Collaboration-leverage opportunities to partner

## Vision, Mission, Values

# Vision

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Comes from the heart

Is compelling

Defines who you are/seek to be

Embodies values, connects with purpose, expresses what will be different and distinctive

*“A clear image of a possible and desirable future state”*

Vision is about *where* we are going

- Future focused, general

Mission is about *what* we exist to do

- Current focused, specific

Mr. Rapp provided the Village’s Mission Statement and asked that the Board review and provide feedback:

## Oswego’s Vision Statement

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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.

Board wants to amend the statement.

Example statements were provided:

## Vision Statement examples

We envision Cedar Hill as a Premier City that retains its distinctive character; where families and businesses flourish in a safe and clean environment.

Dover, Delaware... a place where people want to live! ...with a reputation as a clean, safe community, with a future of balanced growth and opportunity, where all citizens are heard, enjoy a high quality of life, and diversity is valued.

The City of Seaside will be a prosperous and fiscally sound, family-oriented community with a full range of housing, business, cultural and recreational opportunities in a safe and attractive environment for residents and visitors.

“Osseo is a “small town within the big city”. A community for all generations, with a vibrant main street, engaged citizens, friendly local businesses and a unique sense of place.”

The Village of Lemont is a thriving, family-oriented, and fiscally-sound community with a wide range of housing, business, and recreational opportunities. Lemont provides a safe, attractive, and welcoming environment with a true sense of community for our residents, visitors and businesses.

Vision statements should convey the highest aspirations for Oswego. As part of an exercise, Mr. Rapp asked the Board which format, in the examples, speaks to them the most. Visions tend to be long and can include a motto. Concepts were provided:

- Smart
- Responsible
- Growth
- Hidden gem
- City/country blend
- Family oriented
- Unique sense of place
- Safe
- Destination

Mr. Rapp will draft a Vision Statement and bring it back to the Board to review and discuss at the next session.

### Culture and Value Proposition

What is our Village?

What do we want it to be?

- *As a place to live*
- *As an organization* charged with the responsibility to provide vital services and regulate certain activities

# Value Proposition

How an organization delivers value; its differentiator

Organizations choose one of three disciplines:

**Operational Excellence, Product Leadership, or Customer Intimacy.**

**Rule #1:** Provide the best offering(s) by excelling in a specific dimension

**Rule #2:** Maintain threshold standards on the other dimension of values.

# Three Value Propositions

## Operational Excellence (Wal-Mart, Southwest Airlines)

- They adjust to us

## Product/Service Leadership (Apple, Google)

- They 'ooh and 'ah' over our services

## Customer Intimacy (Nordstrom, Ritz-Carlton)

- We get to know them and solve their problems/satisfy their needs

	OPERATIONAL EXCELLENCE	PRODUCT/SERVICE LEADERSHIP	CUSTOMER INTIMACY
VALUE PROPOSITION	•Deliver quality, price and ease of purchase that no one else can match!	•The best product/service... period!	•The best total solution! (acts as a partner with you)
OPERATIONAL MODEL	•Reduce variability. •Lower costs. •Rules - only one right way.	•Loosely knit. •Adhoc. •Ever changing - results driven.	•Relationship driven. •Deliver a broad range of services.
KEY PROCESSES	•Integrating core processes - <i>highly disciplined.</i>	•Product/service development and promotion - <i>speed.</i>	•Results management. •Customer selection - <i>customer retention.</i>
TOUGH CHALLENGES	•Assets turn to liabilities.	•Not seeing the next technology •(the market changes).	•Staying smart - knowledge turns to ignorance.
EMPLOYEES	•Fit in the box type people who fit into the pre-imposed system •(not free spirit types).	•Bright/creative people - project teams - entrepreneurs.	•People who can live in the customer's shoes. •Empowered to deliver solutions.
CORE CULTURE	•Command and control	•Competence	•Collaborative
APPROACH TO CUSTOMERS	•They adjust to us.	•They 'ooh' and 'ah' over our products and services.	•We get to know them and we satisfy their needs.
SOME EXAMPLES	•Wal-Mart •Southwest Airlines •Fed-Ex •Dell Computer	•Apple •Google •Disney •3M	•Nordstrom •Ritz-Carlton

Mr. Rapp asked the Board what they feel is their current proposition; what do they desire it to be; which one do they want; and what can you afford. Board and staff briefly discussed.

## Core Culture- *“The way things really get done ”*

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What you spend your time doing, how you get rewarded, make decisions, talk to each other, treat citizens, and deal with stakeholders.

Organizations often aren't consciously aware of their culture, and they take it for granted

## Four Core Cultures

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### **Control Culture** (Military - command and control)

- Systematic, clear, conservative
- Inflexible, compliance more important than innovation

### **Competence Culture** (Research Lab/University – best and brightest)

- Results oriented, efficient, systematic
- Values can be ignored, human element missing, over planning

### **Collaboration Culture** (Family-teams)

- Manages diversity well, versatile, talented
- Decisions take longer, group think, short-term oriented

### **Cultivation Culture** (Church- mission/values)

- Creative, socially responsible, consensus oriented
- Lacks focus, judgmental, lack of control

The meeting was recessed at 5:38 p.m. (break). The meeting was reconvened at 5:50 p.m.

### Mission Statement

- Simple and straight forward
- Tends not to vary over time

## Mission

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Why we're here

What we exist to do

What we seek to achieve

Our standards

“Mission is concerned with the way the organization is managed, and its purpose for existing”

# Oswego's Mission Statement

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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

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Foundation for your Vision & Mission

Values shape your Vision

Vision & Mission must be consistent with your Values

## Oswego's Values

### **Integrity**

*We are honest, ethical and we honor our commitments.*

### **Accountability:**

*We take responsibility for our actions, and are transparent in the fulfilment 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*

### SWOT Exercise- Step 1

As part of an exercise, the Board and staff members broke up into four groups to identify the top 4-5 topics in each of the following categories and combine similar statements; prioritize frequency of statements; put on flip chart; and present to the group:

- Do Well
- Need Improvement
- Do More
- Concerns

Each group met, discussed, and wrote down what they identified. A representative presented the information to all attending and briefly discussed.

## SWOT Exercise- Step 2

The second part of the exercise had the Do Well and Do More group combine, and the Need Improvement and Concerns group combine to determine any matches; strategic issues to maximize/pursue; strategic issues to minimize/avoid; put on the flip chart; and present to the group. Each group representative presented the information to all attending and briefly discussed.

## SWOT Exercise- Step 3

The third part of the exercise had the entire group combine to determine any crossover; strategic issues; and challenges.

Board, staff and presenter discussion focused on community; collaboration; transparency; being too humble; recognizing accomplishments; contrast to how the state runs; second nature culture; flow of business process; ERP is ever evolving and more integrations; eliminating of duplicate efforts; time is money; programming of Venue 1012; venue needs to be a revenue source; some of the matches are across all categories; better ways to communicate with departments; have a Board member assigned to each department; if you do well, you should do more; entry level housing is difficult; impact fees; strategic issues needing to be addressed;

## Current Challenges

- New water source
- Increase in water rates
- Wolf's Crossing
- Financial
- Pandemic response
- Supply chain issues

## Vision and Strategy





## Priorities

- Meant to be broad

## Look at Current Priorities

FINANCIAL SUSTAINABILITY

INFRASTRUCTURE MAINTENANCE AND EXPANSION

COMMUNITY ENGAGEMENT

EFFECTIVE GROWTH AND DEVELOPMENT

PRODUCTIVE AND ENGAGED WORKFORCE

- Examples

### **Financial Sustainability**

Resources are managed with a long term perspective and aligned with key priorities. Unexpected changes are accommodated without sudden disruption in service quality

### **Economic Vitality**

An environment that is conducive to job creation and sound economic growth is evident. This is accomplished by encouraging entrepreneurial investment and making selective public investments– particularly in the retail and manufacturing sectors

Board and staff identified five priorities with Communications imbedded into all:

- Finance
- Development
- Infrastructure
- Staffing/Capacity
  - Workforce engagement
- Mega Projects
  - Long-term capital projects
    - ✓ Wolf's Crossing
    - ✓ Water source

Board discussion focused on three mega projects are outside our normal revenue stream; existing infrastructure; keeping an eye on new development coming in; Phase 2 of Venue 1012; maintenance and expansion. There was no further discussion.

Mr. Rapp briefly spoke about the next meeting's process and objectives. The next strategic planning meeting to be held on October 27, 2021.

## **ADJOURNMENT**

The meeting adjourned at 8:16 p.m.

Tina Touchette  
Village Clerk