

Village of Oswego Strategic Plan Summary 2022-2025

STRATEGIC PRIORITY	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET	STRATEGIC INITIATIVES
FINANCIAL STEWARDSHIP <i>A financially responsible Village</i>	Establish financial strength across all funds	- Fund Balance Compliance	- Annual compliance with Village Fund Balance Policy (all funds)	-Maintain Fund cash balances in compliance with Village policy -Complete special census by calendar year 2024 -Implement Program Based Budget
	Diversify the revenue base	- # of new non-tax revenue sources	- Five new revenue sources by 2025	-Review and implement one to two new revenue sources annually -Identify spending priorities for ARPA funds
	Responsibly control spending	- Revenue Growth - Operating expenditure increase	- Operating expenditures (non-personnel) and revenue growth	-Identify and report annually percent of revenue growth and operation expenditure growth in all funds
BALANCED DEVELOPMENT <i>A vibrant Village with something for everyone</i>	Create a destination downtown	- # 10/10/10 uses - Increase in EAV - Increase in parking demand	- Achieve 10/10/10 by 2025 - 15% increase in EAV - @ 50% parking occupancy	-Complete Development Process Improvement Plan -Establish key development properties marketing strategy
	Develop key properties	- Development plans approved - Acres developed	- #_ plans approved - 20 commercial acres developed on Orchard by 2025	-Create a downtown public improvement plan -Create Downtown Parking Plan -Initiate comprehensive housing analysis and create a scorecard
	Diversify the housing stock	- % change in housing types - Housing targets progress	- Implement housing scorecard by 2024	-Complete Unified Development Ordinance
RECRUIT & RETAIN HIGH-QUALITY EMPLOYEES <i>Supporting a high-quality workforce</i>	Create an accountable & effective workforce	- # perf evals above expectation - Community satisfaction increase	- 70% of employees exceed expectation	-Conduct and track annual performance evaluations -Complete level of service analysis for two departments
	Ensure organizational capacity can meet service demands	- Staffing ratios achieved - Employee satisfaction rate	- Organization sized to meet service demands in 2 departments by 12/31/25 - Meet staffing ratios at med. level annually beginning 2024	-Update staffing study on an annual basis -Establish plan to meet staffing needs based on staffing analysis and level of service demands. -Complete compensation and benefits analysis in 2022 and 2024. -Implement diversity, equity and inclusion metrics
	Prepare for an evolving workforce	- Turnover rate - Compensation & benefit targets met	- Forward thinking career plan implemented by 2024 - Compensation & benefits consistent w/study results	-Create career development component to performance evaluations -Evaluate overtime usage
WELL-MAINTAINED INFRASTRUCTURE <i>Providing safe, reliable infrastructure</i>	Establish levels of service in all areas	- Response time reductions - Community satisfaction rates	- Define & establish LOS schedules-all areas by 2025	-Conduct Asset management Impact Study for Public Works -Conduct a level of service study
	Maintain assets adequately to meet level of service	- Condition ratings - PCI ratings - Down time	- Asset assessment programs underway in all areas by 2025	-Secure funding for next phase of commuter rail extension -Vehicle and equipment analysis and funding plan to ensure optimal service delivery and efficiency
	Allocate resources to meet future demand	- 20-year CIP progress - Service demand ratios	- A 20-year all asset plan & funding strategy	
COMPLETE WOLF'S CROSSING <i>Transportation for a growing community</i>	Complete key projects and secure future funding	- % project milestones met - Substantial completion	- Harvey Road opened by May 20, 2023 - Harvey Road let by Nov. 18, 2022 - Funding strategy for Harvey Road in place by May 1, 2022 -Funding strategy for next phases in place by May 1, 2022	-Construction plans completed and ready for November 2022 Letting -Construction substantially completed by Nov. 31, 2023 -Establish funding plan for Douglas Road, including securing federal funding, by Dec. 31, 2022
A NEW WATER SOURCE <i>Infrastructure for future needs</i>	Secure future water source and funding	- Legislation secured - Governance agreement in place - Partnership approval - Rate structure, funding	- Agreements for preferred option approved by December 31, 2022 - Financing strategy in place by July 1, 2022	-Legislative approval granted by December 31, 2022 -Contracts executed by December 31, 2022 -Establish funding plan by Dec. 31, 2024 -Secure loan authorization by Dec. 31, 2024