

Quarterly Strategic Plan Update Report First Quarter 2018

1. FINANCES & SERVICES.

Achieve a balanced budget with funding for prioritized services and infrastructure improvement: Maximize development of open commercial properties, foster healthy businesses, pursue other revenue and funding opportunities, and control expenditures.

<i>Action step/initiative</i>	<i>Responsibility</i>	<i>Time line</i>
1.1. Take steps necessary short term to address revenue/expenditure imbalance	Mayor, Village Board, Village Manager, Department Directors	First priority beginning in November
1.2. Explore alternative methods for delivering services and collaboration opportunities	Mayor, Village Board, Village Manager, Department Directors	Second priority
1.3. Identify what services/programs/ areas are inadequately funded, by how much and prioritize these needs against existing services. Explore service delivery of these needs and funding of each	Village Manager, Department Directors with Mayor and Village Board	Third priority

Explanation of the project(s) including steps taken and outcome:

Based on direction in the strategic plan, the village has completed the following:

- Passed Sales Tax Referendum: The successful passage of the non-home rule sales tax allowed the Village to close most of its operating deficit for FY19. The sales tax will go into effect on July 1, 2018, generating approximately \$450,000 in the first year.
- Closed Special Assessment Fund: Staff worked with Village Attorney Kathi Orr to close the Special Assessment Fund. The approximately \$102,000 will be deposited into the General Fund and applied to offset the cost of the Vollmer Road Reservoir Rehabilitation. These monies will be deposited into the General Fund during Fiscal Year 2019.
- Shared IT Committee: Staff is leading an IT committee made up of representatives from the other local taxing bodies to explore options to share resources and joint purchase.
- Shared Communications Manager: The Village and the School District are in the final hiring stages for the Communications Manager position, which will allow both agencies to have access to a high caliber communications professional at a lower cost.
- Fire Captains: The Board approved the addition of restructuring our current Fire Captain/Training Administrator position and hiring two additional Fire Captains to provide 24/7 middle management supervision while maintaining four on duty. The restructuring is relatively cost neutral within the near future as reductions in contract and part-time staffing help to offset the additional hires. These changes also improve supervision and safety (value-added) to maintain high quality services.

Explanation of next steps and/or how the continued success of this project(s) will be re-evaluated through time:

- Overseeing the “implementation” of the sales tax to ensure it is being implemented and the Village receives the new revenue.
- Staff is continuing shared services discussions with other taxing bodies and exploring shared services in information technology and public safety.

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- Transition a new Communications Manager into both the Village organization as well as the School District 161 organization.
- Complete the testing and establishment of an eligibility list for the Fire Captain's position. At the appropriate time, receive the Village Board's approval to hire.
- Complete General Fund 5 year projection project for period ending FY24.

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2. INFRASTRUCTURE.

Improve the Village infrastructure: Develop prioritized improvement plans and maintain/improve road, water, sewer and other infrastructure on an appropriate cycle.

Action step / Initiative	Responsibility	Time Line
2.1. Prioritize the Village's needed infrastructure investments	Mayor, Village Board and Public Works Director	March/April for FY 2019
2.2. Explore long-term financing options for infrastructure improvements	Mayor, Village Board, Finance Director, Public Works Director	March/April for FY 2019

Explanation of the project(s) including steps taken and outcome:

- Adopted updated Finance & Facilities Plan and Capital Plan as part of FY19 budget
- Increased General Fund budget by \$140,000 for FY19 (\$100,000 for streets and \$40,000 for sidewalks)
- Identified additional set aside of \$250,000 for FY20 to explore a crack sealing program and other street maintenance
- Made progress toward the stabilization of the Water & Sewer Fund by completing Vollmer Reservoir Rehabilitation and water main Replacement projects. The reduction in leakage resulting from the completed projects translated to a higher bill-to-purchase ratio. This means that the Village is recouping more of the cost of running its water system, which will eventually reduce the General Fund's contributions to the Water Fund.
- Completed detailed report on water meter replacement project financing.
- Completed detailed report on finance and facilities plan financing options.
- Completed phase 2C of water main replacement program.

Explanation of next steps and/or how the continued success of this project(s) will be re-evaluated through time:

- Continue to advance application for low-interest IEPA loans for the Phase IV Sanitary Sewer Rehabilitation Project and apply for another IEPA loan to assist the Village with the Sterling Avenue Water Tower Relocation.
- Evaluate water supply options.
- Evaluate introducing a crack sealing program in the street maintenance program.
- Make decision on financing method for water meter replacement project

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3. BUSINESS.

Engage in an economic development program: Attract, retain and help revitalize businesses and attain the development of available commercial properties.

<i>Action step/initiative</i>	<i>Responsibility</i>	<i>Time line</i>
3.1. Re-evaluate soliciting the developer community without the No Cash Bid properties	Village Manager, consultant	First priority
3.2. Evaluate resources and partnerships	Mayor, Village Board and Manager	In conjunction with first priority
3.3. Develop a marketing program to achieve development of open commercial properties in Southwest Flossmoor	Village Manager, Mayor, Village Board	Third priority
3.4. Evaluate a business retention strategy	Manager, Inspectional Services Administrator	Fourth priority
3.5. Consider a Comprehensive Plan update and/or sub-area plans for business corridors	Mayor, Village Board, Manager and Inspectional Services Administrator	January 2018 (planning for FY 19 budget)

Explanation of the project(s) including steps taken and outcome:

- Made additional progress toward the acquisition of the No Cash Bid properties in southwest Flossmoor. Received title on one additional property and expecting three additional titles in summer 2018.
- Welcomed two new businesses (Starbucks and Buona Beef) in southwest Flossmoor, which are both sales-tax producing businesses.

Explanation of next steps and/or how the continued success of this project(s) will be re-evaluated through time:

- Anticipating imminent opening of new AT&T store.
- Planning for more in-depth marketing programs for new businesses, including promotional materials and micro-website for prospective businesses, to begin in May 2018.
- Once additional titles are received through No Cash Bid program, Village will be able to move forward with development strategy. Planning to begin in summer 2018.

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4. DIVERSITY & COMMUNICATIONS.

Foster a diverse, united and inclusive community: Pursue activities to maintain Flossmoor's diversity, promote inclusiveness, and build communications, understanding and unity among residents across neighborhoods and throughout the community.

Action step/initiative	Responsibility	Time line
4.1. Identify models and measures for communications and diversity/inclusion	Mayor and Village Board, Community Relations Commission (CRC)	First priority
4.2. Identify partnerships and resources for communications and building unity	Village Manager's office, CRC	Second priority
4.3. Develop a method to evaluate communications and what perceptions or misperceptions exist, and implement that method	Village Manager's office	Third priority
4.4. Work through the Community Relations Commission and identified resources to continue communication methods that are successful and improve where necessary	Village Manager's office	Fourth priority
4.5. Work through the Community Relations Commission and identified resources to continue diversity/inclusion methods that are successful and improve where necessary	Village Manager's office	Fifth priority

Explanation of the project(s) including steps taken and outcome:

- Diversity and Inclusion:
 - Mayor, Village Manager, Assistant Manager and Program & Event Coordinator attended National League of Cities training on Advancing Racial Equity. Community Relations Commission drafted Guiding Principles for Diversity & Inclusion to serve as a vision statement for the Village's programs and operations as they relate to inclusion. The document will be presented to the Board for consideration at a Board meeting in the near future.
 - Assistant Village Manager connected with the National League of Cities Race Equity and Leadership program to seek their input on the Village's future actions. Village has been invited to participate in the National Municipal Network for Community Conversations on Race Relations and Equity, which will be a series of webinars and learning opportunities alongside other cities.
 - Village staff recently connected with School District 161 to see if they are working on any similar projects. School District 161 is developing a committee to work with a consultant on equity. Staff will provide further information when known.
- Communications:
 - Staff is in final hiring stages for the Communications Manager position.

Explanation of next steps and/or how the continued success of this project(s) will be re-evaluated through time:

- The next step for the Diversity and Inclusion project is review Guiding Principles with the Village Board for approval and then to determine a set of strategies and deliverables to achieve the vision.
- When the communications position is filled, staff will work with the Community Relations Commission to assess the Village's communications.

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5. HOUSING.

Enhance the Village's housing stock and increase property values: Promote Flossmoor to attract homebuyers, beautify downtown and neighborhoods, and assure maintenance of residential properties.

<i>Action step/initiative</i>	<i>Responsibility</i>	<i>Time line</i>
5.1. Identify code enforcement options and assess options for more effective enforcement	Village Attorney, Building Department	First priority
5.2. Review and consider code enforcement options and options for more effective enforcement	Mayor, Village Board, Village Manager	Second priority
5.3. Plan for and implement any approved additional code enforcement options	Village Manager, Building Department	Third priority
5.4. Develop a marketing plan to attract new residents, retain residents and promote increased housing values	Village Manager	Year 2 of the plan

Explanation of the project(s) including steps taken and outcome:

Staff and the Village Attorney are preparing for Board consideration:

- A chronic nuisance property ordinance that will require properties that have been determined to have building code, property maintenance code violations or criminal activities two or more times within a six month period to become registered with the Village for at least a year and inspected.
- A vacant building registration ordinance that will establish a program for the identification, registration and regulation of vacant properties to ensure upkeep with codes and property maintenance.
- Met with Cook County Land Bank Authority (CCLB) to discuss ways in which the agency can assist the Village. CCLB has prioritized their approach and following through on an immediate concern (19020 Kedzie Avenue)

Explanation of next steps and/or how the continued success of this project(s) will be re-evaluated through time:

- Once the above ordinances are approved by the Board, staff estimates six to eight weeks for implementation.
- Re-advertising to fill the second part-time property maintenance inspector position.
- Supporting CCLB activities.
- Developing new resident prospective pieces both in a print and electronic format using the new brand.
- Supporting the Flossmoor History Project by working with the project organizers to identify needed resources (skills and money) to achieve defined goals of the project and further evaluate the program with the Board's input and direction.

Other significant items to note during the most recent quarter:

None