

Quarterly Strategic Plan Update Report Third 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:

- First non-home rule sales tax distribution was received in October.
- General Fund five-year projection analysis project for period through FY 2024 is underway.
- Approved 2018 tax levy estimate in November based on strategy to fully fund tax levy within tax caps.
- Received SAFER grant to offset the cost of hiring two new fire captains.
- Analyzed and discussed shared fire services with another south suburban community.
- In an effort to treat all employees comparably for FY 18, final offer included 0% COLA for represented employees in arbitration.

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

- Complete hiring and orientation process for two new fire captains.
- Complete General Fund five-year projection analysis project.
- Approve final 2018 tax levy based on estimate approved in November.
- Explore alternate/enhanced service delivery options available from vendors in financial system software RFP process.
- Submitting another SAFER grant for the Fire Pub Ed trailer.

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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:

- Completed the Flossmoor Library Parking Lot Resurfacing Project in November of 2018.
- Completed work on the downtown crosswalks and sidewalk improvements, which constitute the temporary/interim safety improvements. The Village was awarded an Invest-in-Cook Grant that will cover 80% of the cost of the Phase I Engineering for the Central Business District Roadway, Pedestrian, and Streetscape Improvements Project. The Phase I Engineering is anticipated to begin in January of 2019.
- Completed the 2018 MFT Street Resurfacing Project at a cost of \$288,494. This year's program included the following streets: Dartmouth Rd. (Flossmoor Rd. to end), Cambridge Ave. (Flossmoor Rd. to Amherst Ct.), Cambridge Ave. (Oxford Ct. to end), Amherst Ct., Oxford Ct., Central Park Ave. (Vollmer Rd. to 198th St. West), and Avers Ave. (Flossmoor Rd. to end).

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

- Make a decision on financing method for water meter replacement program.
- Evaluate alternate water supply options and determine future course of action.
- 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.
- Submit a wish list of capital projects in anticipation of a state capital bill.

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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:

- Continued to take steps to receive deeds for no-cash bid properties in Southwest Flossmoor
- Welcomed Dunning's Market to the Village as they celebrated their grand re-opening in the Civic Center on November 5, 2018, following an economic incentive to cover the expense of installing a Type I Exhaust Hood and Extinguishing System.
- Other vacancies in the downtown have been filled, including the additions of Love, Noa Boutique and a soon-to-be Country Financial branch office.
- The Center for Dental Excellence expansion is currently under construction with an expected completion in the spring of 2019. The Board approved an economic development incentive in the form of a reimbursement of building fees following occupancy.
- The now vacant Family Video and adjacent space will be undergoing interior renovations for the opening of a Family Dollar store as plans have been reviewed and permits are ready to be issued.
- The two remaining vacancies in the Starbucks development have been filled with one undergoing interior buildout and the other slated to begin in the near future.
- All Smiles Orthodontics has submitted plans for 2635 Flossmoor Road which have been reviewed and returned to the architect for revision. Staff is currently waiting for a resubmittal.
- The vacant properties at 2611-2633 Flossmoor Road have been purchased by the Village and steps are being taken to market the property for appropriate development. Spec sheet developed and shared with developers currently expressing interest in Flossmoor.

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

- Receive deeds for no-cash bid properties in Southwest Flossmoor.
- Market Flossmoor Road property (2611-2633 Flossmoor Road) for mixed-use development.
- Issue RFQ for developers for Southwest Flossmoor property.
- Submit an application for the 2019 No Cash Bid Program to pursue 6 parcels on Governors Highway.
- Develop marketing program for business retention (to follow completion of residential marketing materials).
- Propose rezoning of certain properties along Kedzie Avenue and Governors Highway to B-3 to encourage development.
- Discuss future of the Flossmoor Business Association with association leadership.

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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.

<i>Action step/initiative</i>	<i>Responsibility</i>	<i>Time line</i>
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:

- Adopted Guiding Principles for Diversity & Inclusion, upon the recommendation of the Community Relations Commissions.
- Made changes to Police Department recruitment process, including increasing advertising and outreach for applications, holding pre-testing orientation for applicants to provide information and answer questions about the testing process, and revising oral interview questions.
- Produced video highlighting the Village's efforts to celebrate diversity and be inclusive.
- Recognized by the International City/County Management Association for Program Excellence in the area of Diversity & Inclusion.
- Supported Community Relations Commission efforts at Flossmoor Fest to connect residents to the Village and with each other.
- Hired Communications Manager, a shared position with School District 161.

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

- Identify training opportunities for village elected officials and staff on Diversity & Inclusion.
- Begin planning for Martin Luther King, Jr. Day of Service, Flossmoor Black History Month and New Resident Meet and Greet.

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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:

- Met with volunteers and the Lakota Group to discuss methodology of the Flossmoor History Project

Staff and the Village Attorney are preparing for Board consideration:

- Ordinance(s) adopting the 2018 International Building and Residential Codes.
- Ordinance strengthening bed and breakfast/Airbnb as non-permissible home occupations by further restricting the rental of rooms. Ordinance is currently scheduled for public hearing.

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

- With Communication Manager on board, resume work on marketing materials for new residents and coordinating with local agencies (schools, park district and library) to further develop content in both printed format and online.
- Staff has implemented the chronic nuisance property registry program and has begun notification proceedings on several properties that have been deemed a chronic nuisance property or are in danger of becoming a chronic nuisance property.
- Staff has implemented the vacant building registration and has been notifying property owners of their obligation to register as the properties are deemed to be vacant by staff. Staff continues to identify and notify property owners as they become vacant. Staff has also been notifying major lending companies in an attempt to positively reinforce the registration program by advising them of their obligation when properties are foreclosed upon and the lenders take control of those properties.
- Staff and the Village Attorney are exploring a rental registration program.
- Staff continues to consider other enforcement options that may be available to non-home rule municipalities.

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Other significant items to note during the most recent quarter:

- Truck Parking: In response to residents, researched multiple regulations on truck parking; prepared an advisory referendum and related education material and drafted a zoning amendment to be considered in the third quarter before the Plan Commission and Village Board.
- Raffles: In response to local fundraising groups' interest, researched and revised the Village's raffle ordinance to permit larger raffles including the Queen of Hearts raffle.
- Brew Fest: In an effort to attract visitors to the downtown area, worked with Flossmoor Station Restaurant and Brewery and Lou Dog Events to host an inaugural craft beer fest in the downtown which was attended by nearly 300 attendees.
- HF Community Partnership Meeting: In response to shots fired in a residential neighborhood, Flossmoor hosted a community partnership meeting with the Homewood and Flossmoor elementary schools and high school to discuss juvenile violence. Flossmoor also re-raised the issue of juvenile violence in the south suburbs to the South Suburban Mayors and Managers Association who has agreed to call upon member mayors to further encourage attention to this issue with Cook County and a local juvenile justice coalition.