

**Quarterly Strategic Plan Update Report  
Third Quarter – FY19  
(November 2018– January 2019)**

**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>
<b>1.1. Take steps necessary short term to address revenue/expenditure imbalance</b>	Mayor, Village Board, Village Manager, Department Directors	First priority beginning in November
<b>1.2. Explore alternative methods for delivering services and collaboration opportunities</b>	Mayor, Village Board, Village Manager, Department Directors	Second priority
<b>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</b>	Village Manager, Department Directors with Mayor and Village Board	Third priority

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

- Completed General Fund five-year projection analysis project for period through FY 2024.
- Approved 2018 tax levy in December based on strategy to fully fund tax levy within tax caps.
- After being awarded FEMA SAFER grant to offset the cost of Fire Department shift captains, hired two new captains and moved existing day captain-training officer to shift providing 24/7/365 management of Fire Department shifts and initial Incident Command.
- Submitted post-hearing arbitration brief for interest arbitration with FOP.
- Prepared FY 20 preliminary budget.
- Began reviews of proposals and demos of finance software systems
- Improved Water and Sewer Fund financials permits additional use of Water and Sewer fund monies to pay for such projects

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

- Discuss the FY20 Budget at Village Board meetings in March and April in preparation for adoption of the FY20 Budget in April.
- Submit FEMA grants for Fire Prevention Safety trailer and Self Contained Breathing Apparatus (SCBA's) for the Fire Department.
- Pursuing additional grants to pursue including a second Invest in Cook Grant for the second phase of engineering for the CBD project and an agricultural grant for a severe weather warning system.
- Select finance system software vendor which will lead to increased operational efficiencies and alternate/enhanced service delivery options.

**Quarterly Strategic Plan Update Report  
Third Quarter – FY19  
(November 2018– January 2019)**

**2. INFRASTRUCTURE.**

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

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

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

- Awarded 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.
- Pothole repair ongoing throughout the Village
- Submitted a wish list of capital projects in anticipation of a state capital bill.

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

- Determine infrastructure priorities as part of finance and facilities plan review in FY20 budget.
- Begin Phase I Engineering for the Central Business District Roadway, Pedestrian, and Streetscape Improvements Project.
- 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 consider another IEPA loan to assist the Village with the Sterling Avenue Water Tower Relocation.
- Until a formal street pavement program is adopted, allocate additional funding from General Fund fund balance to resurface streets.
- As part of FY20 budget process, present and discuss a comprehensive street resurfacing program.

**Quarterly Strategic Plan Update Report  
Third Quarter – FY19  
(November 2018– January 2019)**

**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>
<b>3.1. Re-evaluate soliciting the developer community without the No Cash Bid properties</b>	Village Manager, consultant	First priority
<b>3.2. Evaluate resources and partnerships</b>	Mayor, Village Board and Manager	In conjunction with first priority
<b>3.3. Develop a marketing program to achieve development of open commercial properties in Southwest Flossmoor</b>	Village Manager, Mayor, Village Board	Third priority
<b>3.4. Evaluate a business retention strategy</b>	Manager, Inspectional Services Administrator	Fourth priority
<b>3.5. Consider a Comprehensive Plan update and/or sub-area plans for business corridors</b>	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:*

- Received deeds for no-cash bid properties in southwest Flossmoor. Working with planning consultant Houseal Lavigne to finish Request for Qualifications (RFQ) for developer. RFQ will be issued this spring.
- Village Board approved concept plans for 3608 Vollmer Road (Dunkin' Donuts)
- Village Board approved resolution to participate in the no-cash bid process to acquire six vacant parcels along Governors Highway triangle.
- Issued permits for Family Dollar in the former Family Video space, which is expected to open in spring 2019
- The two remaining spaces in the Starbucks development are undergoing interior buildout. Captain Hook's is expected to open in the coming week. Jersey Mike's is building out the other space.

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

- Issue RFQ for developers for Southwest Flossmoor property.
- Market Flossmoor Road property (2611-2633 Flossmoor Road) for mixed-use development.
- 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.

**Quarterly Strategic Plan Update Report  
Third Quarter – FY19  
(November 2018– January 2019)**

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

**Quarterly Strategic Plan Update Report  
Third Quarter – FY19  
(November 2018– January 2019)**

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

- Supported Community Relations Commission efforts at Winterfest and Martin Luther King, Jr. Day of Service to connect residents to the Village and with each other.
- Introduced #Flossmoor365 campaign on Instagram. The Village is posting every day on Instagram and seeking photo submissions from residents in an effort to build our photo library.
- Fire Department Volunteer Corporation purchased public education signage and projection equipment to be used in recruiting efforts and H-F High School, Flossmoor Fest and other events.

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

- Complete Managing Implicit Bias training conducted by the Anti-Defamation League for the Village's non-law enforcement staff.
- Schedule Managing Implicit Bias training for police officers in partnership with the Anti-Defamation League and four other local police departments.
- Publish and market the Village's first Popular Annual Financial Report to communicate basic Village finances, objectives and various facts and statistics.
- Identify training opportunities for village elected officials and staff on Diversity & Inclusion.
- Partner with Prairie State College to become a host site for their Opportunity Works program, a workforce development program that funds internships for young people between the ages of 18-24 who are not working and not in school. The program would place two interns in our Public Works Department for six weeks at no cost to the Village. Given that the Village often hires previous seasonal employees for full-time positions, this is an opportunity to develop a pipeline of qualified candidates. Interns expected to start on/around March 18.
- Begin planning for a New Resident Meet and Greet.
- Fire Department recruitment materials and equipment will be utilized at various events in 2019, recruitment success will be evaluated by the number of applicants/Paid-on-Call firefighters received by the department.

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

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

- Adopted ordinance strengthening bed and breakfast/Airbnb as non-permissible home occupations by further restricting the rental of rooms.
- Resumed work on marketing materials for new residents. Currently developing the content for a website and for digital ads. Photography is scheduled for spring.

**Quarterly Strategic Plan Update Report**  
**Third Quarter – FY19**  
**(November 2018– January 2019)**

- Having implemented the chronic nuisance property registry program, staff and Village Attorney have been notifying property owners 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. While staff continues to identify and notify property owners as they become vacant, staff is also in the process of evaluating an outside agency that provides the service of researching, identifying, tracking and contacting the responsible parties of foreclosed and vacant properties.
- Staff and the Village Attorney are continuing to assess rental properties in relation to property maintenance issues and the need to adopt additional enforcement measures such as registration and inspection of rental property.

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

- As part of the FY 20 budget, consider a historic homes survey to launch the Flossmoor History Project.
- Adopt the 2018 International Building and Residential Codes, the 2018 International Fire and Property Maintenance Codes, along with the 2018 International Existing Building Code and Swimming Pool and Spa Codes.
- Staff continues to consider other enforcement options that may be available to non-home rule municipalities.

**Quarterly Strategic Plan Update Report**  
**Third Quarter – FY19**  
**(November 2018– January 2019)**

*Other significant items to note during the most recent quarter:*

- Truck Parking: The Village Board adopted an amendment to the Zoning Ordinance to allow personal use truck parking in residential driveways.
- Half-Marathon: Staff is assisting with the route logistics for the proposed half marathon.
- 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.