

Strategic Planning Update



2022-23

INTRODUCTION



In April 2022, the Village of Flossmoor adopted its Strategic Plan for the period 2022-2026. This plan was facilitated by Forrest Consulting and crafted with stakeholder input through a community survey, two community input sessions, and interviews with elected officials and staff leaders. There were five strategic goals determined by this process:

- **FINANCES & SERVICES** — To continue financial planning and develop greater revenue to support delivery of top-notch core services through a balanced budget.
- **INFRASTRUCTURE & HOUSING** — To increase property values by improving the Village infrastructure, beautifying the community and assure a high-quality housing stock.
- **ECONOMIC DEVELOPMENT & BUSINESS RETENTION** — To engage in an economic development program for added tax revenue and to attract and retain businesses that meet residents' needs.
- **INCLUSIVITY** — To foster a united and engaged community by a commitment to inclusion through fair and impartial opportunity and access.
- **STAFF** — To promote excellence in service delivery.

This update provides a progress report on goals and action steps from June 2022 through December 2023.

I. Finances & Services

Develop greater revenue to support delivery of top-notch core services through a balanced budget.

Action Step / Initiative	Responsibility	Timeline
1.1. Identify what core services/programs/areas are inadequately funded, by how much and prioritize these needs against other existing services	Finance Director Village Manager Mayor Village Board	First Priority
1.2. Assess additional revenue opportunities beyond property tax	Finance Director Village Manager Mayor Village Board	Second Priority
1.3. Pursue revenue opportunities that are significant and attainable	Village Manager Mayor Village Board	Third Priority
1.4. Continue financial planning to consistently achieve a balanced general fund budget not dependent on fund balances, anticipate needs & address risks	Finance Director Village Manager Department Directors	Fourth Priority
1.5. Work with SSMMA and other groups to address property tax issues, revenue opportunities, unfunded mandates and burdensome regulatory requirements that do not contribute to the quality of services local government is providing	Mayor Village Manager	Fifth Priority

1. Finances & Services

Major Accomplishments: June 2022-December 2023

- (1.3) Engaged federal and state lobbyists to position the Village's projects for funding, resulting in a number of grants to support capital infrastructure projects. Staff also worked to garner grants for infrastructure projects. Recently awarded grants include:
 - \$3 million in DCEO grants (four total) for the Flossmoor Road Viaduct Drainage Improvements Project.
 - \$1,214,598 through joint-funding agreement with IDOT for 100% funding for Brookwood Bridge Reconstruction Project. Funding is a combination of Federal STP-Bridge funds and State Road Funds.
 - \$1,184,456 IDOT ITEP grant for 80% funding of Phase 3 Engineering and Construction of the Central Business District Roadway, Pedestrian and Streetscape Improvements Project.
 - \$263,040 FEMA HMGP FMA grant for 75% funding and \$77,428 MWRD Flood Prone Property Partnership grant for 22% funding for the 1648 Western Avenue flood-prone property acquisition and demolition project.
 - \$55,000 from the Cook County Invest-in-Cook program for Phase 2 Engineering for the Central Business District Roadway, Pedestrian and Streetscape Improvements project.
 - \$25,000 DCEO grant for capital infrastructure to be used to offset final costs of the Public Works Service Center Generator Installation Project.
 - Police Department awarded \$85,000 grant for close-circuit security cameras for Village facilities and license plate readers, which will offset the Village's capital equipment budget for FY23-24.
 - The Berry Lane Drainage Improvement Project was constructed and partially funded by the USACE through a Section 219 Grant (\$1,500,000). The project was also partially offset by an IEPA GIGO grant (\$492,337) and a MWRD Green Partnership Award (\$208,000), which covered the cost of the green infrastructure: permeable street pavers and sub-base stormwater storage.
- (1.4) Completed the biannual Five-Year Analysis in 2022, which showed reaching reserve levels by FY27 and operating deficits through FY28. The Board will use this analysis to make decisions that will mitigate these projections.
- (1.4) Received GFOA Award for Excellence in Financial Reporting for 45th consecutive year in 2023.
- (1.4) Maintained financial evaluations and practices, including mid-year financial reviews, finance and facilities plan allocations, and financing the capital equipment fund budget.
- (1.3) The Village's dispatch center, E-Com, was awarded a \$2.9 million consolidation grant to merge with South Com. The new agency will serve approximately 177,000 South Suburban residents with nearly 185,000 calls annually. E-Com will grow from a nine-member agency to a 13-member agency, serving area residents more efficiently. Through their appointments on the E-Com board, both the Fire Chief and Village Manager have taken an active role in creating the new dispatch center.
- (1.1) Changed the Village's water supplier from Harvey to Hammond, resulting in locking in supply rates for the next 25 years, which are capped at a 3% annual increase. This change also allowed us to retain Lake Michigan water for decades.
- (1.1) Leveraged relationships with our valued intergovernmental partners to create efficiencies, identify common goals and improve services for residents.
- (1.1) Police Department's pilot program for traffic safety around Western Avenue School in fall 2023 was a success that helped build a partnership with Flossmoor SD161 administration.

1. Finances & Services

Major Accomplishments: June 2022-December 2023, *continued*

- (1.1, 1.5) Began onboarding the Geographic Information Systems (GIS) Project, which in the coming months will provide internal and public-facing data in the form of interactive maps. This data includes information on addresses, utilities, zoning and other systems. GIS will help staff track, manage and present data to the Village Board and others to guide decision making.
- (1.1) Began Laserfiche Project. This document-management system (DMS) will digitize the Village's existing and historical records, as well as integrate with current software to create efficient workflows. This will lessen the Village's reliance on paper, address the limited storage space in our buildings and make services more efficient (permits, FOIAs, etc.).
- (1.1, 1.5) In an effort to connect needed mental health and social services on 911 calls, Police and Fire have engaged with area agencies that provide mobile response teams who can respond at their request. Police and Fire have utilized these resources on calls. Further, Village staff and its dispatch agency, E-Com, have assumed a leadership role in serving on state-wide committees to implement Community Emergency Services and Supports Act (CESSA) legislation in our region.
- (1.5) Village Manager & Mayor have been actively involved in South Suburban Mayors & Managers Association. The Mayor currently serves on the Executive Board, and the Village Manager serves on the Management & Finance Committee. Through their involvement with this organization, the Village has supported and opposed legislation that would help or hinder local governments with respect to property tax and other revenues, unfunded mandates and regulatory requirements.
- (1.3) Fire enrolled into the Federal Ground Emergency Transportation (GEMT) program for the last two fiscal years. GEMT is a federally funded Medicaid program. The program allows municipalities an opportunity to collect an additional Medicaid reimbursement for ambulance services, above and beyond what the State reimburses for Medicaid claims for Emergency Transportation. We revised our EMS ordinance effective May 1, 2023, to reflect the approved rates for all EMS transport services provided by the Village. With the additional GEMT funding the Village is collecting approximately \$150-\$200k in additional ambulance service revenue and an additional \$50k in revenue related to the ordinance revision.
- (1.1) Police Chief and administrative team joined the Youth Violence Initiative Task Force, led by Hazel Crest Police Chief and designed to establish and utilize working groups comprised of law enforcement professionals, executives, school district administrators, Village and City elected officials, County Judges and more to discuss youth violence trends and mitigation efforts for the Chicagoland suburbs. Police administration participate in working groups quarterly to discuss proactive measures to limit youth violence in the South Suburbs.
- (1.1, 1.4) Transitioned to a new managed IT company. The Village's IT infrastructure is a critical component in every department, and this transition has improved the continuity and security of our services we provide to residents.
- (1.1) Completed the Public Works Service Center Generator Installation Project. Project will be partially offset with a \$25,000 DCEO grant.

1. Finances & Services

Looking Ahead / Pending Projects

- Village is looking into a Business Registration program that would keep the Village current on business activities. This also has public safety and economic development advantages. *The Board should expect a presentation on this during the first quarter of 2024.*
- As part of the 2022 5-year analysis discussion, the Board identified it would like staff to further research a Places for Eating tax. *The Board should expect a presentation on this during the first quarter of 2024.*
- Continuing to work with our State and Federal Lobbyists to pursue grant funding to support the Village's Capital Program project needs. To that end, the Village is applying for a MWRD Stormwater Partnership Program grant for the Flossmoor Road Viaduct project, as well as awaiting confirmation of a FEMA Section 219 grant for the same project.
- As water meters are updated in spring 2024, the Village anticipates increase revenue from the more accurate, advanced readers.
- More efficiencies and service improvements as GIS, IT infrastructure and Laserfiche projects continue.
- Staff is in the research phase of making processes at the Village more efficient, such as annual vehicle sticker renewals.
- Bringing the DARE program back to schools in 2024.



2. Infrastructure & Housing

Increase property values by improving the Village infrastructure, beautifying the community and assuring a high-quality housing stock.

Action Step / Initiative	Responsibility	Timeline
2.1. Implement phases of the storm sewer and street refurbishment projects as funding becomes available	Mayor Village Board Finance Director Public Works Director	Co-First Priority
2.2. Identify and implement water and sanitary sewer system improvements as funding becomes available	Mayor Village Board Finance Director Public Works Director	Co-First Priority
2.3. Identify and prioritize opportunities for beautifying the Village	Mayor Village Board Village Manager Public Works Director Building Department	Second Priority
2.4. Undertake beautification projects	Village Manager Public Works Director Building Department	As prioritized
2.5. Assure maintenance of residential properties, including foreclosed homes	Village Attorney Building Department	Ongoing
2.6. Promote Flossmoor to attract homebuyers	Village Manager	Third Priority

2. Infrastructure & Housing

Major Accomplishments: June 2022-December 2023

- (2.1, 2.2) Completed several infrastructure projects, including:
 - The Berry Lane Drainage Improvement Project in fall 2022 — this project is a part of the overall Flossmoor Road Viaduct Drainage Improvement Project. Improvements on Berry Lane addressed severe street flooding with the installation of large diameter storm sewers and green infrastructure, including permeable street pavers.
 - The Phase 4 Sanitary Sewer Rehabilitation Project in fall 2023 — this project included sanitary sewer lining, manhole lining and lateral sealing in the Flossmoor Hills and Highlands neighborhoods. The project was funded through a IEPA low-interest loan.
 - The first street pavement crack-sealing project in the Village in fall 2023 — this program is new to the Village and was developed to help extend the useful life of street pavement.
 - The first phase of the Street Rehabilitation Program in fall 2022 — this first project included the rehabilitation of 3.2 miles of Village streets and was supported with the 2021 Streets and Storm Sewer Improvement Fund.
 - The FY22 Sidewalk Replacement Project — this project involved sidewalk replacement work on Flossmoor Road (Crawford Ave. to Berry Lane), Governors Highway in front of Calvary Church, and at various locations within the Village.
- (2.2, 1.2) Initiated the 2023 Water Meter Replacement Program that will upgrade the remainder of the Village's water meters to smart-meter technology and will introduce a Village-wide radio read system. Project costs will be partially offset with money from the American Rescue Plan Act Fund (\$1,049,588).
- (2.6) Experienced a reduction in the number of days for-sale homes are on the market to an average of 68 days in 2023, which is 72 days less than they were pre-pandemic in 2019 (140).
- (2.6) Experienced an increase in average home sale prices by nearly \$120,000 from pre-pandemic prices (2023: \$353,826; 2019: \$236,597).
- (2.6) Realtors sold 248 homes in the Village in 2022 & 2023.
- (2.5) Entered into a new agreement for vacant and foreclosed property registrations with Hera Registry in an effort to continue to monitor vacant and foreclosed homes. This ensures that we maintain contact with these property owners to initiate correspondence in the event that there are future property maintenance issues.
- (2.4) Planted 700 new trees through biannual tree plantings with volunteers in the past five years.
- (2.6) In an effort to promote Flossmoor and attract potential homebuyers, nearly 40 events have been held since June 2022.
- (2.4) Added four new sculptures to the rotational public art collection: *Land Jacks* (2022); *Sans Titre* (2023); *Threshold* (2022); and *Vertical Vegetation* (2022).

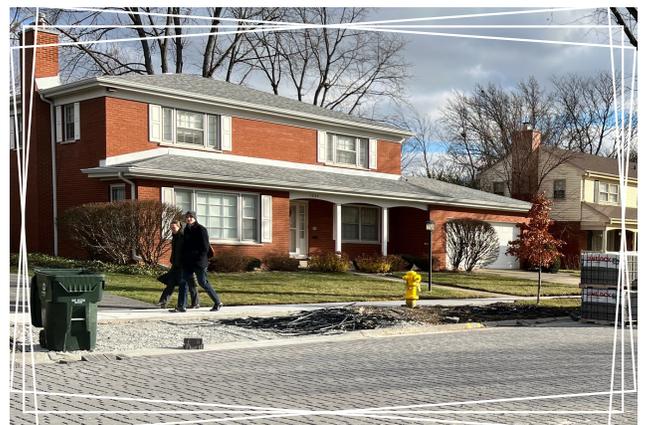
2. Infrastructure & Housing

Major Accomplishments: June 2022-December 2023, *continued*

- (2.1, 2.3) Began the Phase 2 Design Engineering for the Central Business District Roadway, Pedestrian and Streetscape Improvements Project.
- (2.1) Started the Phase 2 Design Engineering for the Flossmoor Road Viaduct Drainage Improvement Project.
- (2.3) Began the process of marketing the historic homes of Flossmoor, based on an initial list provided by the Carlile Group as part of the History Project. The first submittal was based upon residents and staff taking photos of the housing stock in a variety of neighborhoods in the Village. The Carlile Group then reviewed the photos with Cook County records.
- (2.1, 2.5) Village Board approved the Residential Drainage Improvement Program in October 2023, which will allow residents to submit drainage problems for Village consideration via an online form. As problems are submitted, staff will review them to determine if they meet the program criteria, and, if so, will rank and score them for implementation when funding allows.

Looking Ahead / Pending Projects

- Starting the Flossmoor Road Viaduct Drainage Improvements. The construction may be completed in phases, but this will be determined once all of the funding sources are finalized. This project involves large-scale storm sewer and stormwater storage improvements to address the severe roadway flooding of the Flossmoor Road Viaduct during heavy rainfall events.
- In progress of completing the Village Hall Generator Replacement Project. This will ensure public safety and continuity in response to a potential emergency.
- Anticipate beginning the engineering for the first phase of the Water Supply System Improvements program, which includes the upgrade of the Village's water distribution system SCADA (supervisory control and data acquisition) system. The engineering is anticipated to begin in January 2024.
- Public Works will be developing a lead water service replacement program in FY25. Funding that will be needed to support this program will be determined once the program scope is finalized.



3. Economic Development & Business Retention

Engage in an economic development program for added tax revenue and attract and retain businesses that meet residents' needs.

Action Step / Initiative	Responsibility	Timeline
3.1. Update published economic development plans	Mayor Village Board Village Manager Village Attorney	Co-First Priority
3.2 Engage or hire economic development personnel as needed	Mayor Village Board Village Manager	Co-First Priority
3.3. Target development of vacant commercial properties	Village Manager, Mayor Village Board, Village Attorney, Building & Zoning Administrator	Per the plan
3.4. Explore partnering with a developer for development of vacant land on Vollmer Road	Village Manager Mayor Village Board, Village Attorney	Per the plan
3.5. Develop pre-approved commercial development project incentives, ready to offer	Mayor, Village Board Village Manager, Village Attorney, Finance Director, Building & Zoning Administrator	Second Priority
3.6. Categorize and prioritize types of businesses that best fit community needs	Village Board Village Manager Building & Zoning Administrator	Third Priority
3.7. Engage in a program to attract businesses that best fit community needs	Village Manager & Economic Development personnel	After 3.6
3.8. Develop a business-retention program	Village Manager and Building & Zoning Administrator	Ongoing

3. Economic Development & Business Retention

Major Accomplishments: June 2022-December 2023

- (3.1, 3.3, 3.5) Established a TIF district encompassing the downtown area.
- (3.1, 3.2, 3.3, 3.4, 3.6, 3.7) Entered into an annual agreement with The Retail Coach, a retail recruitment firm, in April 2023. This agreement has resulted in more than 40 business contacts and retail leads this year.
- (3.3, 3.4) Mayor attended the Retail Live Conference in Indianapolis with The Retail Coach representatives in November 2023 for an opportunity to speak with retail chains directly and introduce them to Flossmoor.
- (3.2) Designed new Assistant to the Village Manager - Communications Manager position to offer support to the Building Department's economic-development efforts.
- (3.8) Worked to support the Flossmoor Business Association and its events through marketing and involvement.
- (3.8) Increased patrols and officer presence in the business corridor to support business needs.
- (3.3, 3.4) Profile information sheets on Village-owned properties have been updated, shared and posted.
- (3.3, 3.4) Updated "For Sale" signs have added to Village-owned properties.
- (3.3) Discussed mixed-use proposals from two developers on the Flossmoor Road property.
- (3.3, 3.4) Village-owned properties have been featured on national commercial development listing services, such as CoStar.
- (3.7, 3.8) Welcomed seven new businesses with ribbon-cutting events: Hidden Gem Guitars, PoppinCorks Bistro, Healthy Hair Institute, Karyn's Kitchen, Caboose Ice Cream Parlor, Premium Practitioners and Product Freak.
- (3.3, 3.7) Issued new commercial construction permits to new businesses — Oasis/Goshen Hospice Care (19810 Governors Hwy.) and Rainbow Cone (19805 Crawford Ave.) — and welcomed 16 new businesses (or new owners) at other existing properties.
- (3.3) Acted on Cook County's No-Cash Bid program to acquire tax-delinquent properties: five parcels (8.9 acres +/-) in southwest Flossmoor and six parcels (4.9 acres +/-) in the south triangle, which are both desirable areas for future economic development. One example of the economic benefit to the Village through the program has been the acquisition and subsequent sale of 3608 Vollmer Road, which is now the site of Dunkin/Baskin Robbins.
- (3.3) Worked with the owners of 19725 Governors Highway (Sunnycrest Nursery) to have property deeded to the Village in lieu of real estate taxes for 2021 and subsequent years and in lieu of the demolition filed case by the Village.
- (3.8) Fire re-established the Bureau of Fire Inspections. This program was re-established to assist the commercial occupancies in practicing fire safety and compliance with applicable codes and standards. By ensuring compliance with applicable standards, the Bureau of Inspections can promote overall safety, reducing the risk of devastating fires that could result in costly property damages or loss of life.

3. Economic Development & Business Retention

Looking Ahead / Pending Projects

- Continuing to connect and network with business prospects through The Retail Coach. Meetings are held monthly.
- Actively marketing the remaining No Cash Bid parcels for additional development and continuing to seek additional No Cash Bid parcels as they become available through Cook County.
- Following up with interest from dispensary businesses on opportunities in the Village.
- Promoting Village-owned properties to potential investors and businesses.



4. Inclusivity

Foster a united and engaged community by a commitment to inclusion through fair and impartial opportunity and access.

Action Step / Initiative	Responsibility	Timeline
4.1. Identify and pursue marketing activities to highlight Flossmoor's diversity	Mayor, Village Board & Community Relations Commission	Co-First Priority
4.2 Define "an inclusive community" and identify fair and impartial measures to achieve inclusivity	Mayor, Village Board. Village Manager's Office & Community Relations Commission	Second Priority
4.3. Implement measures to achieve inclusivity	Mayor, Village Board. Village Manager's Office & Community Relations Commission	After 4.2
4.4. Identify and pursue activities to build communications, understanding and unity among residents across the Village	Mayor, Village Board. Village Manager's Office & Community Relations Commission	Third Priority
4.5. Assess current communications with residents and identify ways to communicate more effectively	Village Manager's Office & Dept. Directors	Fourth Priority
4.6. Implement methods for more effective communications with residents	Village Manager's Office & Dept. Directors	After 4.5
4.7. Support Flossmoor's residents through inclusive and accessible events, services & activities	Village Manager's Office & Dept. Directors	After 4.2
4.8. Provide access for MWBE contractors to be included in the procurement process	Mayor, Village Board, Village Manager's Office & Dept. Directors	With 4.3
4.9. Maintain, enhance and foster community safety	Mayor, Village Board, Village Manager's Office and Police & Fire Departments	Co-First Priority

4. Inclusivity

Major Accomplishments: June 2022-December 2023

- (4.8) On the larger grant-funded projects, the Village has included diverse business goals and requirements based on the direction and requirements of the grant-funding agency. These projects include:
 - Evans Road & Douglas Avenue Drainage Improvements Project (MWRD)
 - Berry Lane Drainage Improvement Project (USACE)
 - (upcoming) Flossmoor Road Viaduct Drainage Improvements Project (DCEO)The Evans Road & Douglas Avenue Project MWRD Stormwater Partnership had participation goals of 20% minority-owned business, 10% women-owned business, 10% small business enterprise, and 3% veteran-owned small business enterprise. The Flossmoor Road Viaduct Drainage Improvement Project DCEO grant has a Business Enterprise Program (BEP) Goal of 28%, with 18% of grant dollars going to minority-owned business enterprises (MBEs or WMBEs) and 10% of grant dollars going to women-owned business enterprises (WBEs or WMBEs).
- (4.4, 4.6, 4.9) Produced a community forum on Oct. 29, 2022, in which the community was invited to voice their concerns and both Village and Police leaders were able to both listen to and address those concerns. Feedback from the forum was reviewed and presented to the Village Board by the Community Relations Commission.
- (4.4, 4.9) Police Department participated in bridge-building activities, including Coffee with a Cop and H-F High School Dad Squad.
- (4.7) Police, Fire & Public Works participated in National Night Out / Touch a Truck events, connecting with residents of all ages.
- (4.4, 4.7) Police & Fire participated in several block parties throughout the Village, allowing residents to have one-on-one time with personnel.
- (4.7, 4.9) Fire has taken a proactive approach to positively engaging the community through programs, such as Fire Prevention Week, Babysitter Training and Keep the Wreath Red.
- (4.7, 4.9) Fire promoted EMS within the community and with staff. By promoting CPR/AED classes, we have brought awareness of the need to provide our neighbors with the tools to assist in the event of cardiac arrest or other medical emergencies. Conducting these community outreach programs allows Fire to communicate and interact with our residents, thus, fostering positive and meaningful relationships.
- (4.4, 4.7, 4.9) Police offered a ride-along program for residents who are interested in experiencing community policing first-hand.
- (4.1, 4.2, 4.3) The Police Department enhanced its interview questions and recruitment process for Police Officer, Sergeant and Lateral Officer to be reflective of the 10 Shared Principles.
- (4.1, 4.2, 4.3, 4.4, 4.7) Named Runner Up in the 2023 Governor's Hometown Cup competition for Flossmoor's Plant the Gem event, a shining example of connecting individuals of all genders, races, ages and abilities.



4. Inclusivity

Major Accomplishments: June 2022-December 2023, *continued*

- (4.1, 4.2, 4.7) Held 40 community events since June 2022, striving to reach across all age and ability levels. Events intentionally range in size from micro-events to Village-wide opportunities for connection and service. These events allow for participation across all Village departments, allowing staff to connect with our residents and businesses. Events included:
 - Pride Night in Irwin Park, partnering with the Homewood-Flossmoor Park District and the Village of Homewood. The concert drew hundreds of attendees.
 - STEM panel for Black History Month, engaging African-American Flossmoor professionals with Homewood-Flossmoor High School students.
 - Hosted mariachi groups downtown for Hispanic Heritage Month in 2022 and 2023.
 - Helped coordinate and organize the 2023 Juneteenth Parade. The Village helped create a safety plan, provided street closures, informed the public about the event, and helped on the day of the event. Additionally, the Village hosted an informational booth at the 2023 Juneteenth Festival, providing information about our services and events.
- (4.3, 4.4) Worked with several community groups and non-profits, including but not limited to the Hidden Gem Committee, Chapters of Jack and Jill, several sorority and fraternity groups, book clubs, garden clubs and neighborhood networks, the Chicago Southland Green Committee, and the South Suburban Special Recreational Association on special projects and events to serve residents and leverage resources.
- (4.1, 4.5, 4.6, 4.9) Held weekly internal communications meetings and monthly broader communications meetings in an effort to improve staff's knowledge across Village operations and more efficiently and effectively serve residents.
- (4.1, 4.5, 4.6) In assessing existing communications media, staff:
 - Adjusted print newsletter schedule to combat delayed post office delivery services.
 - Enhanced biweekly Village e-newsletters with encouraged readability with ICYMI reminders.
 - Created more consistent and effective postings on Facebook and Instagram (i.e. 5 Things to Know, Wellness Wednesday).

Looking Ahead / Pending Projects

- Since spring 2020, the Public Works Department has included the Diverse Business Utilization Plan form in its project bid documents. Since this time the Department has administered approximately 30 contracts ranging from annual maintenance contracts to larger capital improvement projects. Staff plans on analyzing the data collected on these forms and presenting it to the Village Board at the next Strategic Plan Update.
- Planning and implementing 100th year celebrations in 2024 to reflect and celebrate values and characteristics of the Village.
- Refreshing the Village website in 2024.
- Implementing a social media page for increased Police Department-community communication, engagement and transparency.

5. Staff

Promote excellence in service delivery.

Action Step / Initiative	Responsibility	Timeline
5.1. Assess and adjust staffing as needed in light of the need to focus the staff on delivering top-flight core services	Mayor, Village Board, Village Manager and Department Directors	First Priority
5.2. Develop and implement a customer service program and promote a culture of service in a collegial environment with resources to succeed and motivated to provide a high level of performance	Village Manager and Department Directors	Second Priority
5.3. Develop and implement a program to recognize and retain capable staff members where employees feel appreciated	Village Manager, Department Directors, Mayor & Village Board	Third Priority



5. Staff

Major Accomplishments: June 2022-December 2023

- (5.1) Staffing changes included:
 - Adding another full-time Maintenance Worker position to Public Works in April 2023, which has helped the Department better serve the community.
 - Filling seven Police Department vacancies since June 2022: three full-time officers, three part-time positions (records clerk, crossing guard and CSO) and one chief.
 - Creating a new full-time Assistant to the Village Manager - Communications Manager position designed to also provide additional support to the Building Department and manage a Commission.
 - Redefining the shared Communications Manager position with Flossmoor SD161 into a shared Community Engagement Manager position.
- (5.1) Restructured the Division of Building and Zoning, which was previously under the Fire Department. The new Building and Zoning Department — with its own Director — aligns our values of permitted construction and code enforcement with our staffing.
- (5.3) Designed a monthly employee e-newsletter to communicate regularly with and to celebrate staff.
- (5.3) Fire administration worked with the Fire Captains to establish a benefits package that would benefit their retention, which was appealing to both the Village and the Captains. This was ultimately approved by the Village Board.
- (5.3) Reached a contract with the Police Officers bargaining unit (FOP) within the initial parameters set by the Village Board in record time.
- (5.3) Expanded Wellness Program to include different dimensions of wellness, including economic well-being, emotional well-being and social well-being
- (5.3) Created opportunities for staff to socialize and network in a collegial environment, such as at the employee holiday breakfast and summer cookout.
- (5.3) Resumed the Annual Fire Department Corporation dinner; the 2023 event was expanded to include participation by Police Department. Various service and accomplishment awards were given.
- (5.3) Continued focus on facility improvements: i.e. completed the installation of security glass at the Village Hall front counter in summer 2023. and began the Fire Women's Locker Room Renovation Project.

Looking Ahead / Pending Projects

- Approaching capital improvement purchases of all employee workstations with employee efficiency and retention in mind. Purchases are being made to increase the ability for the potential of remote work, securer access and increased access to documents.
- Due to a decline in the availability of paid on-call personnel, Fire is examining adding on-duty positions through the PSI contract to help ensure service delivery to our residents while maintaining the FFD commitment to the MABAS division. By potentially adding another on-duty person, Fire will be able to provide staffing to both ALS ambulances and a fire-suppression vehicle.
- Looking to fill current staff vacancies in the Finance and Police Departments.