

# Strategic Planning Update



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**January 2024-  
April 2025**

# 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 January 2024 through April 2025.

# #1 Finances & Services

Develop greater revenue to support the 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, Manager, Mayor & Board	First Priority
1.2. Assess additional revenue opportunities beyond property tax	Finance Director, Manager, Mayor & Board	Second Priority
1.3. Pursue revenue opportunities that are significant and attainable	Manager, Mayor & 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, 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 & Manager	Fifth Priority

# #1 Finances & Services

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## Major Accomplishments

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- (1.3) Completed the water meter replacement and radio read improvement project in September 2024 at an estimated cost of **\$2,007,840**. This project will result in improved meter accuracy, which will lead to improved accounting of the water used and a reduction in the Village's water-loss ratio.
- (1.1) Implemented Third Millennium Associates for online vehicle sticker and pet tag sales, as well as fulfillment, resulting in greater efficiency for staff and convenience for residents. Residents can still choose to come into Village Hall to make these purchases, if they wish. The applications now have unique identifiers and barcodes to allow for quick and easy execution by frontline staff.
- (1.3) Worked to garner grants for infrastructure projects. Recently awarded infrastructure grants include:
  - **\$750,000** Section 219 Grant from the USACE for Phase 4 of the Flossmoor Road Viaduct Drainage Improvements Project.
  - **\$200,000** FEMA Pre-Disaster Mitigation Congressional Direct Spending Grant from Senator Durbin to offset the cost of the design engineering for the Flossmoor Road Viaduct Drainage Improvements Project.
  - **\$111,600** Section 319 Grant from the IEPA for the streambank stabilization work associated with the Dartmouth Road Bike Bridge Replacement Project.
  - **\$373,211** FEMA HMGP Grant and **\$115,000** MWRD Flood Prone Property Acquisition Partnership award for the acquisition and demolition of the flood-prone property located at 1648 Western Avenue (*Note: Project is on hold due to federal funding freeze.*).
- (1.3) Worked to garner grants for security projects. Awarded Police Department grants include:
  - **\$40,000** Small Rural Tribal Body Worn Camera Micro Grant to purchase body-worn cameras, consisting of the latest technology, which will enhance visual appearances and improve recording capabilities.
  - **\$35,000** Illinois Attorney General's organized retail theft crime grant to purchase closed-circuit security cameras to be installed within our retail corridors.
  - **\$8,624** grant from the Illinois Law Enforcement Alarm System (ILEAS) for the purchase of two ballistic shields.
  - **\$3,137.30** grant from ILEAS for the purchase of five Taser 10s.
  - **\$2,000** Intergovernmental Risk Management Agency grant for the purpose of purchasing a mobile radar speed sign.
- (1.3) Received a **\$15,000** Cook County Urban Area Security (UASI) grant for the purchase of a drone. The drone has improved the Fire Department's ability to conduct search-and-rescue operations, disaster response and crowd monitoring. The Department is now part of the MABAS 24 Drone Team, which is able to respond when requested by local Fire and Police Departments, further enhancing the ability to provide the highest level of service to Flossmoor and the general region. (*Note: Reimbursement is on hold due to federal funding freeze.*)
- (1.1) Implemented Microsoft SharePoint throughout the Village, which will increase the stability of our systems and communication amongst our core services.

# #1 Finances & Services

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## Major Accomplishments, *continued*

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- (1.3) Garnered nearly **\$45,000** in sponsorships from the Centennial Sponsorship program, designed to support events in FY25.
- (1.1, 4.4, 4.6) Onboarded staff and implemented multiple portions of the Geographic Information Systems (GIS) project. The external community map viewer and an interactive map featuring 100-year homes were launched for residents, which Village communications supported. The internal solutions that were deployed include our PASER ratings, pavement maintenance projects, sewer and water utilities.
- (1.4) Maintained financial evaluations and practices, including mid-year financial reviews, finance and facilities plan allocations, and financing the capital equipment fund budget.
- (1.5) Stayed actively involved in the South Suburban Mayors & Managers Association. The Mayor serves on the Executive Board; the Village Manager serves on the Management & Finance Committee. The Mayor recently accepted an appointment on the CMAP Board and will chair the SSMMA Transportation Committee starting in June 2025. Through their involvement, 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.
- (1.2, 4.9) Launched the Business Registration Program and the Contractor's Registration Program in January 2025, providing a new revenue stream to support the Building & Zoning Department. The program utilizes BS&A Business Licensing Cloud software to streamline and update license renewals. The primary reason for implementing these programs is to enhance safety by ensuring businesses comply with zoning, building and fire code requirements. In addition, the Village has vital contact information to know who is conducting business in the Village.
- (1.1, 4.9) Completed the Village Hall Emergency Generator Replacement Project at a cost of **\$543,798**. This project also included much needed upgrades to the buildings main electrical switch gear and service lines from ComEd. This project ensures continuity of operations during an emergency.
- (1.1) Leveraged relationships with our valued intergovernmental partners to create efficiencies, identify common goals and improve services for residents. Staff coordinated a tornado tabletop exercise in January 2025 to encourage frank discussion and planning for shared responses amongst our area schools, libraries, H-F Park District and the Village of Homewood.
- (1.4) Received the GFOA Award for Excellence in Financial Reporting for the 46<sup>th</sup> and 47<sup>th</sup> consecutive years.

# #1 Finances & Services

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## Looking Ahead

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- *Analyzing a places-for-eating tax to maximize the economic benefit of commercial development to help diversify our revenue base and alleviate the financial pressure on residents by sharing the cost of services with non-resident shoppers and diners.*
- *Actively working with the current financial software system (BS&A) to move to a cloud-based system, ensuring up-to-date technology and efficiency.*
- *Planning additional layers for the GIS system, including our tree inventory, Village-owned properties and available retail property. The addition of this data will allow for enhanced program analysis and, ultimately, more comprehensive decision making with respect to programs and services in the future.*
- *Anticipating the opening of two new restaurants and pursuing additional dining options in Southwest Flossmoor.*
- *Undertaking a Five-Year Financial Analysis of the General Fund to anticipate revenue and expenditure trends. This data will allow the Board to take a measured approach ahead of any anticipated financial problems.*



## #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, 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, Board, Finance Director & Public Works Director	Co-First Priority
2.3. Identify and prioritize opportunities for beautifying the Village	Mayor, Board, Manager, Public Works Director & Building Department	Second Priority
2.4. Undertake beautification projects	Manager, Public Works Director & Building Department	As prioritized
2.5. Assure maintenance of residential properties, including foreclosed homes	Attorney & Building Department	Ongoing
2.6. Promote Flossmoor to attract homebuyers	Manager	Third Priority

# #2 Infrastructure & Housing

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## Major Accomplishments

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- (2.5) Continuing to monitor a growing number of vacant and/or foreclosed homes (97), both through our agreement with Hera Registry, as well as with our active code enforcement to identify vacant properties that have not yet been registered.
- (2.1) Completed the FY25 MFT Street Resurfacing Project at a final cost of **\$526,688**. This project included the asphalt resurfacing of 1.15 miles of streets, and other ancillary pavement patching, ADA sidewalk repairs, curb and gutter repairs, and restoration.
- (2.1) Completed the FY25 MFT Pavement Crack Filling Program at a cost of **\$49,984**. This project included the pavement crack filling of 29 streets, at a total distance of 5.51 miles.
- (2.1) Completed the Brumley Drive Reconstruction Project at a final cost of **\$1,143,932** (construction, construction engineering and design engineering). This project included the road reconstruction of Brumley Drive from Bruce to Perth, and resurfacing of Brumley Drive from Perth to Sterling. Other work included storm sewer improvements on Brumley Drive to address street flooding and sidewalk improvements. The project was partially funded with a **\$112,500** grant from the DCEO.
- (2.1) Substantially completed the reconstruction of the Brookwood Bridge and Butterfield Road Culvert Project at an estimated cost of **\$1,214,598**. The construction and construction engineering for this project was 100% covered with State Road and Federal STP Bridge funds.
- (2.2) Evaluated 25 reported residential drainage issues, of which 15 are eligible for the Residential Drainage Program. Three locations are budgeted for improvements in FY26.
- (2.2) Completed Phase 2 of the Flossmoor Road Viaduct Drainage Improvements Project, which included the construction of the Heather Hill Elementary School Detention Basin. Cost of this phase of the project is estimated at **\$3,123,932**.
- (2.2) Began the design engineering of Phases 3-5 of the Flossmoor Road Viaduct Drainage Improvements Project at a contract cost of **\$597,148**.
- (2.3) Completed Phase 2 Design Engineering for the Downtown Streetscape Project, which was partially funded through a **\$55,000** Invest-in-Cook grant from Cook County.
- (2.2) Completed IEPA SRF Loan paperwork for future water system improvement projects.
- (2.1) Began the engineering for Phase 1 of the Water System Improvements Program. This phase includes the replacement of the water SCADA system, which automates and controls the Village's water distribution system.
- Noted improvements in home values in Flossmoor: the average sale price rose nearly \$100,000 from 2023 (\$353,826) to 2025 (\$445,725) and the number of days homes were on the market dropped from an average of 68 (2023) to 42 (2025).
- (2.4) Restored two public art sculptures and purchased a rotational sculpture, adding it to the permanent art collection.
- (2.4) Successfully had four outdoor sculptures donated to the Village at a total estimated value of \$285,000.

# #2 Infrastructure & Housing

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## Major Accomplishments, *continued*

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- (2.4) Added a pollinator garden in Leavitt Park with help from the Monarch Cities - Jack & Jill.
- (2.4) Gave away hundreds of oak trees and milkweed plants during Centennial events to help beautify the Village with native plants and trees.
- (2.4) Focused the Green Commission on hands-on, local projects to maximize its community impact. Recent initiatives include:
  - Planting native species in a community traffic island.
  - Organizing a trash cleanup along the Juneteenth Parade route the night before the event.
  - Planting a vibrant pollinator garden with the Parker Junior High School Green Team to support native species and environmental education.
  - Planting a tree at Parker Junior High School for Arbor Day with the school's Green Team volunteers.
  - Planting potato plants with the H-F High School Girls Soccer Team at the H-F Community Garden.
  - Organizing an Earth Month school grounds clean up with the Heather Hill Elementary School PTO to reinforce the importance of sustainability and community pride at the neighborhood level.

### Looking Ahead

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- *Development of a lead water service replacement program. Funding will be determined once the program scope is finalized.*
- *Construction on the Downtown Streetscape Project is expected in Summer 2025. The project was awarded by IDOT in April; work is anticipated May-August.*
- *Implementing all three phases of the water-supply improvements, as defined in the Capital Program.*
- *Completion of Phases 3, 4 & 5 in the Flossmoor Road Viaduct Drainage Improvements Project.*

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

# #3 Economic Development & Business Retention

## Major Accomplishments

- (3.3, 3.7) Oversaw the completion of four new commercial construction projects:
  - Oasis / House of Goshen Hospice Care (19810 Governors Hwy.)
  - Rainbow Cone (19805 Crawford Ave.)
  - Embassy Cigar Lounge - Phase 1 (1615 Vollmer Road)
  - Flossmoor Animal Hospital expansion (19581 Governors Hwy. - *construction continues*)
- (3.3) Acted on Cook County's No-Cash Bid Program to acquire tax-delinquent properties:
  - 18708 Dixie Hwy. (Anthonisen Building)
  - 18764 Springfield Ave. (vacant land)
  - 3648 W. 198th St. (abandoned home)
  - 832 Sterling Ave. (vacant land adjacent to the Sterling water tower)
  - 18833, 18839, 18843 and 18845 Crawford Ave. (vacant land)
  - 832 Sterling Ave. (vacant land)
  - 1640 Western Ave. (vacant land) — *deed pending*
- (3.3) Renewed an annual agreement with The Retail Coach to network with and find potential businesses and developers for the Village. Meetings are held monthly.
- (3.3) Approved a development agreement with BG Park Centre, LLC in December 2024 for a proposal of townhomes and a cafe for the Village-owned property on Flossmoor Road.
- (3.3) Approved a development agreement in April 2025 with On the Fly Hospitality for a proposal of the Flossmoor Smokehouse restaurant for the Village-owned property at 19725 Governors Highway (Sunnycrest Nursery).
- (3.7, 3.8) Welcomed 15 new or reopened businesses with ribbon-cutting events:
  - Art Culture Studio
  - Artist Collab Balloon Bar & Party Supplies
  - The Bistro on Sterling
  - Calvary Church Food Pantry
  - Chicago Minami Dogo
  - Creed II
  - D's Cookie Dough Co.
  - Eclectic Artistry Boutique
  - Embassy Cigar Lounge
  - Haus of Hue
  - Limitless Laces
  - Oasis / House of Goshen
  - Perception Plus Imaging Service
  - Pinki's Beauty Salon
  - Rainbow Cone
- (3.8) Attended monthly Flossmoor Business Association (FBA) meetings to help promote and brainstorm programs supporting local businesses, and hosted the December 2024 FBA meeting to present on the Downtown Streetscape Project.
- (3.8) Worked to involve Flossmoor Business Association businesses at Centennial events and programs throughout the year.

### Looking Ahead

- *Promoting Village-owned properties to potential investors and businesses — a new GIS feature on these properties is in process.*
- *Promoting downtown businesses throughout the Streetscape project.*

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

# #4 Inclusivity

## Major Accomplishments

- (4.8) Continued to include diverse business goals and requirements on grant-funded projects when the funding agency has provided direction and requirements. One example of this is the Flossmoor Road Viaduct Drainage Improvements Project and the \$3M in DCEO grants for the project.
- (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, You Matter 2 and the South Suburban Special Recreational Association on special projects and events to serve residents and leverage resources.
- (4.2, 4.3) Adopted an updated Purpose & Intent for the Community Relations Commission that includes more inclusive language that adds recognition of ability and sexual orientation, including but not limited to the LGBTQIA+ community.
- (4.5) Added a *Transparency* page to the Village website to promote accountability and foster public trust by providing residents with easy access to information about Village operations.
- (4.5) Refreshed the website in spring 2024 with updated calendar and news flash widgets, plus a brighter and cleaner design.
- (4.6) Completely revised and repackaged the New Resident Packets with updated information and a fresh design, which allows for easy updating of materials throughout the year.
- (4.4, 4.5) Added a *Board Meeting Recap* to the biweekly newsletters to summarize consent and action items at Board meetings.
- (4.1, 4.2, 4.7) Held multiple community events with a Centennial theme in 2024 to reach across all age and ability levels. Events ranged in size from micro-events to Village-wide opportunities for connection and service. These events allowed for participation across all Village departments, allowing staff to connect with our residents and businesses. Highlights included:
  - Take Me Out to the Ballgame / Flossmoor's Birthday — brought hundreds of residents together for old-time and youth baseball games, activities and an exclusive birthday drone show
  - Recyclepalooza — saw a record-number of 400+ cars drive through with hard-to-recycle items, including — for the first time — latex paint
  - OAKtoberfest — married environmental education and activities in the morning for families with live bands and food vendors in the evening, appealing to all residents
- (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.
- (4.7) Positively engaged Public Works, Police & Fire Departments with the community at many community events, including National Night Out / Touch a Truck, block parties, school presentations, Cop on a Rooftop, Coffee/Cone with a Cop and station tours.
- (4.9) Attained 100% compliance through the Fire Prevention Bureau with required fire alarms in multi-family occupancies. The Bureau has also completed all annual required inspections and numerous plan reviews.

# #4 Inclusivity

## Major Accomplishments, *continued*

- (4.1, 4.4, 4.7) Deepened partnerships with key community organizations to celebrate and reflect the diversity of Flossmoor in meaningful ways. The Village collaborated with the Flossmoor Public Library to host the Lunar New Year Celebration, an event that welcomed residents of all backgrounds and showcased cultural traditions through stories, crafts and community connection. The annual Juneteenth Parade, organized by You Matter 2, is another example of community partnership in action. Village staff works closely with parade organizers to support a safe and joyful celebration, with members of the Police, Fire, and Public Works departments playing key roles in executing the event. Additionally, the H-F Pride Fest exemplifies the power of regional collaboration, organized jointly by the Villages of Flossmoor and Homewood, and the Homewood-Flossmoor Park District. This partnership wisely shares both financial and operational resources, reducing costs for each agency, while expanding the event's reach and impact for community members throughout the area.
- (4.9) Re-established the Police Department's bicycle patrol unit to increase its visibility at Flossmoor Park during baseball/softball season. The presence of an officer on a bicycle allows for more immediate attention to address public concerns, as well as increasing the opportunity for personal community-oriented policing.
- (4.9) Launched the Police Department's *Lock It or Lose It* initiative, communicating with the residents to be more aware of locking their cars, homes and businesses in addition to not leaving valuables in plain sight.
- (4.5) Created a Police Department Facebook page to communicate emergency notifications and engage with the public in community policing efforts.
- (4.7) Implemented and maintained various programs designed by the Fire Department to enhance public safety and wellness within our community, including:
  - CPR/AED and First Aid Training: Fire has been offering comprehensive CPR and AED training sessions to our residents. These classes are designed to equip community members with critical life-saving skills that can be utilized in emergencies. By providing these vital training sessions, we aim to enhance our community's overall safety and preparedness.
  - Babysitter Training Course: Fire implemented a babysitter training course for teens and young adults. This program provides essential skills to care for children responsibly and safely, empowering our youth and promoting safety within families.
- (4.9) Re-established the Citizens' Police Academy to improve the communications and trust between residents and police officers by allowing participants to learn more about the various functions of the department.
- (4.9) Conducted fire-safety and traffic-safety presentations for grade-school students.

### Looking Ahead

- *Building on the success of the Lunar New Year event, the Village is launching a similar approach for National Hispanic Heritage Month in 2025, working again with the Flossmoor Public Library to create inclusive programming that uplifts Hispanic voices and experiences.*

# #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, Board, 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	Manager and Department Directors	Second Priority
5.3. Develop and implement a program to recognize and retain capable staff members where employees feel appreciated	Manager, Department Directors, Mayor & Board	Third Priority

## #5 Staff - Major Accomplishments

- (5.1) Filled 10 vacancies in the Police Department: six full-time officers, two full-time records clerks and two part-time records clerks.
- (5.1) Established new Finance Department management with the promotion of the Assistant Finance Director to Director and the hiring of a new Assistant Finance Director.
- (5.1, 1.1, 2.5) Transitioned the Property Maintenance Inspector to a full-time role in the Building & Zoning Department to meet the growing needs of the Village.
- (5.1) Addressed staff retention issues in the Building & Zoning and Public Works Departments.
- (5.1) Piloted an updated evaluation tool that includes a self-evaluation component. This tool has been used as part of the evaluation process in both the Manager's Office and Finance Department.

# #5 Staff

## Major Accomplishments, *continued*

- (5.3) Building on the Village's previous accomplishments and capital investments in flexible workstations, continued investment in our cloud infrastructure, such as BS&NA cloud, GIS solutions, and further Microsoft 365 and Laserfiche implementation. This will allow us to offer high-quality technology and flexibility that are the expectations of a competitive workforce. This flexibility can enable remote work, if approved, but also allow us to serve the community during emergencies by having access to all our systems to ensure continuity of service.
- (5.1) Actively researched strategies to optimize staffing levels in the Fire Department to enhance service delivery to the community. For FY25, Fire restructured the Paid-on-Call (POC) program into a paid internship initiative. Through discussions with staff, Fire recognized the importance of keeping firefighter interns engaged, while allowing them to earn a biweekly paycheck during their scheduled time in the Department. We have successfully begun recruiting interns, facilitating their formal education, while they gain valuable insights into the Department operations. This internship program has experienced great success this year and has provided the Department with a diverse group of certified fire service professionals.
- (5.1) Approved two noteworthy Employee Insurance Renewal rates, during a very volatile market, while not jeopardizing coverage options for employees.
- (5.3) Implemented Employee Navigator for hosting benefits information now online, as well as automating open enrollment.
- (5.3) Improved employees' safety and comfort through improvements in the Committee Room and the replacement of flooring and the installation of security cameras at Village Hall.
- (5.3) Established a Fitness Committee, which has been focused on updating the workout room.
- (5.3) Offered opportunities throughout the year for staff to socialize and build morale. Examples include Board-supported staff appreciation cookouts, Wellness Committee lunch & learns, annual holiday breakfasts, Public Works cookouts and the Volunteer Fire Corporation Service Recognition Dinner, where both Fire and Police service are recognized.

### Looking Ahead

- *Actively working to update customer-service processes (i.e. Parking, Police Department payment services) to motivate staff to perform at high levels.*
- *Continue to post job opportunities on a variety of platforms to attract a diverse candidate pool.*
- *Working to fill current open positions in Public Works & the Police Department.*
- *Planning increased security measures for the Building Department and station improvements in the Police Department.*