

Strategic Planning Update



May 2025-January 2026

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 May 2025 through January 2026.

#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	1st Priority
1.2 Assess additional revenue opportunities beyond property tax	Finance Director, Manager, Mayor & Board	2nd Priority
1.3 Pursue revenue opportunities that are significant and attainable	Manager, Mayor & Board	3rd 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	4th 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	5th Priority

#1 Finances & Services

Major Accomplishments

- (1.1) Implemented internal solutions in the Geographic Information Systems (GIS) project. The internal solutions that were deployed include our street sign inventory and parkway tree database.
- (1.1) Started digitizing records as the Village moves to a document management system (DMS). This project started with clerk files and building permits and will eventually lead to streamlined processes and faster document production requests.
- (1.2) Implemented a 10% late-fee on Accounts Receivables to encourage timely remittance to the Village for monies owed.
- (1.2) Implemented the 1% Local Grocery Sales Tax, effective Jan. 1, 2026, to maintain sales tax revenue despite changes in Illinois State law.
- (1.3) Worked to garner grants for infrastructure projects, including:
 - \$1,000,000 MWRD Stormwater Partnership Program participation for Phase 5 of the Flossmoor Road Viaduct Drainage Improvements Project.
 - \$250,000 set-aside grant through the Capital Bill from Senator Napoleon Harris for infrastructure improvements.
- (1.0) Implemented update to financial software, BS&A Cloud, in June. Using this software allows for expanded modules and features, such as Business Registration, online payments and licensing.
- (1.3) Worked to garner grants for security projects. Grants awarded to the Police Department include:
 - \$41,330 IDOT grant to conduct traffic-enforcement operations throughout the year. Since receiving this grant, officers have made 765 vehicle stops and issued 833 citations.
 - \$10,000 ComEd Powering through Safe Community grant provided for the purchase of flashing beacons to increase safety measures for students and pedestrians to safely travel across crosswalks at four busy locations.
 - \$42,000 Illinois Attorney General's Organized Retail Theft Crime grant to purchase closed-circuit security cameras to be installed within our retail corridors.
- (1.4) Awarded the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 47th consecutive year.
- (1.4) Realigned the Capital Equipment schedule with an early sale of an engine, which overall reduces the Fire Department's fleet from four engines to three engines in a 20-year cycle. The subsequent ordering of a new engine will provide reliable emergency response for many years. This strategic investment offers long-term benefits, including reduced maintenance costs, increased operational capability and enhanced service.

#1 Finances & Services

Major Accomplishments, *continued*

- (1.4) Approved a noteworthy Employee Insurance Renewal rate in July during a very volatile insurance market, while not jeopardizing coverage options.
 - (1.5) The Mayor, Manager and Finance Director relentlessly lobbied Cook County regarding releasing agency tax receipts and diligently monitored and accounted for the receipt of local funds.
- (1.0) Continued to take a leadership role in standing up a newly consolidated dispatch center of 12 South Suburban municipalities. Efforts have been centered around not only the physical location of the new center, but also the business and operational components.

Looking Ahead

- *Presenting a transition to a Vehicle Use Fee in place of vehicle stickers this spring.*
- *After having completed the Five-Year Analysis, the Board requested further discussion on the additional revenue Places for Eating Tax at a meeting this spring.*
- *Expecting a go-live date with BS&A Payments, ensuring better services and improving customer service.*
- *In the planning phase of moving to monthly utility billing to improve cash flow and assist customers with more manageable and predictable utility bills.*



#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-1st Priority
2.2 Identify and implement water and sanitary sewer system improvements as funding becomes available	Mayor, Board, Finance Director & Public Works Director	Co-1st Priority
2.3 Identify and prioritize opportunities for beautifying the Village	Mayor, Board, Manager, Public Works Director & Building Department	2nd 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	3rd Priority

#2 Infrastructure & Housing

Major Accomplishments

- (2.1) Completed the FY26 MFT Street Resurfacing Project at a final cost of \$589,971.94. This project included the asphalt resurfacing of 1.46 miles of streets, and other ancillary pavement patching, ADA sidewalk repairs, curb and gutter repairs, and restoration.
- (2.1) Completed the FY26 MFT Pavement Crack Filling Program at a cost of \$31,679.39. This project included the pavement crack filling of 10 streets at a total distance of 3.99 miles.
- (2.1) Completed the FY26 Sidewalk Replacement Program at a cost of \$95,465.61. This project included the replacement of approximately 330 sidewalk squares on Western Avenue between Flossmoor Road and Vardon Lane and at other locations throughout the Village.
- (2.1, 2.4) Substantially completed the Downtown Streetscape Project at an estimated final cost of \$2,098,058. The project was offset by an IDOT ITEP grant in the amount of \$1,184,456.
- (2.1) Continued 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. The project budget is \$680,561.
- (2.2) Completed Phase 3 of the Flossmoor Road Viaduct Drainage Improvements Project, which included the construction of the large-scale 84-in. storm sewer on Lawrence Crescent from the Heather Hill basin to Maryland Avenue. The cost of this phase was \$1,758,536, which was offset by \$1.5 million in DCEO grants.
- (2.2) Completed the Flossmoor Road Sanitary Sewer Relocation Project at a cost of \$422,423. This project included the relocation of the public 15-in. sanitary sewer that ran under the Civic Center Building from the public alley to the west and out to Sterling Avenue. The project relocated the sanitary sewer to run west down the alley and south across the east side of the vacant land in a public utility easement, adjacent to 2609 Flossmoor Road, and out to Flossmoor Road.
- (2.4) Began the engineering for the Dartmouth Bike Bridge Replacement Project. This project includes the replacement of the Dartmouth Bike Bridge, bike path on both sides of the bridge, and the bank stabilization of Butterfield Creek. The estimated project cost is \$690,800. The project will be partially offset by an IEPA Section 319 grant in the amount of \$111,600, which is meant to cover a portion of the cost of the bank stabilization.

#2 Infrastructure & Housing

Major Accomplishments, *continued*

- (2.4) Successfully added four outdoor temporary sculptures in the Village.
- (2.5) Continuing to monitor vacant and foreclosed homes 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.
- (2.5) Modified the Administrative Adjudication process by leveraging new state authority to accelerate remediation of property maintenance violations and impose higher fines as a deterrent.
- (2.6) Completed the Historic Homes of Flossmoor project, which is now accessible as an interactive GIS map on the Village website. This project identifies 30 of the most architecturally significant homes in Flossmoor, and it will, hopefully, draw attention to Flossmoor as an architectural gem in Chicagoland.
- (2.6) Featured in *Crain's Chicago Business* for being one of the few Chicagoland locations that had a significant increase in home values in 2025. Flossmoor home values rose on average 12% last year.

Looking Ahead

- *Development of a lead water service replacement program. Funding will be determined once the program scope is finalized.*
- *Implementing all three phases of the water-supply improvements, as defined in the Capital Program.*
- *Completion of Phases 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-1st Priority
3.2 Engage or hire economic development personnel as needed	Mayor, Board & Manager	Co-1st 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	2nd Priority
3.6 Categorize and prioritize types of businesses that best fit community needs	Mayor, Board, Manager and Building & Zoning Administrator	3rd 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) Approved the construction of Chipotle and 7 Brew restaurants on a Meijer outlot with construction beginning this spring and scheduled openings in the fall.
- (3.3) Continued to guide the development of Flossmoor Town Centre LLC, the proposed development of townhomes and a cafe for the Village-owned property on Flossmoor Road.
- (3.3) Continued to guide a development agreement with On-the-Fly Hospitality for their proposal of Flossmoor Smokehouse restaurant for the Village-owned property at 19725 Governors Highway.
- (3.3) Entered into a development agreement with OBE Studios for Village-owned properties on 198th Street.
- (3.3) Entered into a Memorandum of Understanding with the Southland Development Authority to market and secure letters of interest for Village-owned properties on Vollmer Road.
- (3.7) Offered an economic incentive to provide an accessible restroom, plus plumbing for the bathroom and sink, to Beyond Borders Cafe (1036 Sterling), which opened in summer 2025.
- (3.7) Offered an economic incentive for HVAC replacement and Ansul System Repairs to Flossmoor Social (1040 Sterling), which opened in fall 2025.
- (3.8) Vigorously promoted and supported central business district businesses heavily throughout the Downtown Streetscape Project with weekly construction updates, an interactive GIS map, additional parking spaces, promotional signage, social media posts, enews features and a special incentive program for shoppers and diners throughout the month of September.
- (3.8) Hosted Willette LeGrant, the U.S. Small Business Administration Illinois District Director, for a tour of downtown businesses in May.



Looking Ahead

- *Working with SDA and other developers to develop other available properties.*

#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 (CRC)	Co-1st Priority
4.2 Define "an inclusive community" and identify fair and impartial measures to achieve inclusivity	Mayor, Board, Manager's Office & CRC	2nd Priority
4.3 Implement measures to achieve inclusivity	Mayor, Board, Manager's Office & CRC	After 4.2
4.4 Identify and pursue activities to build communications, understanding & unity among residents across the Village	Mayor, Board, Manager's Office & CRC	3rd Priority
4.5 Assess current communications with residents and identify ways to communicate more effectively	Manager's Office & Department Directors	4th Priority
4.6 Implement methods for more effective communications with residents	Manager's Office & Department Directors	After 4.5
4.7 Support Flossmoor's residents through inclusive and accessible events, services & activities	Manager's Office & Department Directors	After 4.2
4.8 Provide access for MWBE contractors to be included in the procurement process	Mayor, Board, Manager's Office & Department Directors	With 4.3
4.9 Maintain, enhance and foster community safety	Mayor, Board, Manager's Office & Police & Fire Depts.	Co-1st Priority

#4 Inclusivity

Major Accomplishments

- (4.1) Continued outreach efforts through the Community Relations Commission at information booths at events, such as Juneteenth, Back-to-School Bash and the Hidden Gem Half Marathon.
- (4.1) Launched a yard sign initiative to foster community pride and promote the “Love Flossmoor” message through the Community Relations Commission.
- (4.6) Redesigned the printed Village quarterly newsletter for better readability, more graphic interest and expanded calendar information. The newsletter is now planned, written and designed in house.
- (4.6) Added a Green Tip of the Month from the Green Commission to the monthly enewsletter, providing practical, accessible ways residents can incorporate sustainability into their lives.
- (4.7) Partnered with Grand Prairie Services, a local mental and behavioral health provider, to implement Mobile Crisis Response services. The Mobile Crisis Response Team (MCRT) provides onsite services two days per week and 24/7 emergency crisis response. This partnership has improved outcomes for approximately 20 individuals experiencing mental health crises by connecting them with appropriate care, while allowing emergency responders to focus on core public safety functions, reinforcing a coordinated and compassionate response to community needs.
- (4.7) Hosted a National Hispanic Heritage Month event in partnership with the Flossmoor Public Library in September, modeled after the successful Lunar New Year event. The Village collaborated with School District 161’s Bilingual Parent Action Committee to help shape and coordinate the event. Feedback from participants indicated the program felt more intentional, educational and meaningful than prior efforts.
- (4.7) Completed the 2026 MLK Day of Service, which featured 25 programs. New projects included the H-F Park District’s *From Service to Solidarity* program, a community art project with the Public Art Commission and a new partnership with the South Suburban Humane Society. Despite weather-related cancellations impacting a small number of projects, the event demonstrated continued growth through expanded partnerships, a broader range of programs and sustained community engagement.
- (4.7) Continued to prioritize Community Risk Reduction initiatives focused on prevention, education and public engagement. These efforts by the Fire Department include CPR, first aid classes and school-based education programs.
- (4.7) Deepened the relationship between the Green Commission and Flossmoor SD161 by creating a pollinator patch at Parker Junior High School. This project was funded by a \$1,000 grant from ComEd.

#4 Inclusivity

Major Accomplishments, *continued*

- (4.7) Continued the partnership between the Green Commission and H-F High School by working alongside students in the H-F Community Organic Garden. This collaboration provided hands-on learning opportunities, while reinforcing the importance of local food systems and environmental stewardship. In addition, the Commission remained steadfast in its commitment to expanding tree canopy coverage on the H-F campus. Identified by the Chicago Region Trees Initiative as one of the Village's hottest areas due to limited tree canopy, the campus presents a critical opportunity to reduce environmental impact. By increasing shade and improving air quality, the planting of five new trees will help cool the campus, support long-term sustainability and enhance student well-being.
- (4.7) Offered a Spirit Wear Swap during the Back-to-School Bash in partnership with the Flossmoor Public Library.
- (4.7) Hosted a successful fall tree planting with the Green Commission and volunteers, including the H-F Football team and coaches.
- (4.7) Offered green education opportunities at events, such as OAKtoberfest, Pumpkin Smash and the Hidden Gem.
- (4.7) Partnered with the Flossmoor Public Library and H-F Park District in a food drive to replenish food pantries at Bloom & Rich Townships during the SNAP benefits crisis in the fall.
- (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 Phase 3 project that utilized \$1.5M in DCEO grant funds and had a Business Enterprise Program goal of 18% Minority Business Enterprise and 10% Women Business Enterprise.
- (4.9) Adopted an ordinance on e-bikes and e-scooters to keep residents aware and safe.
- (4.9) Continued to make strategic investments in technology, apparatus and equipment in Police & Fire Departments in order to strengthen emergency response capabilities, while maintaining responsible fiscal stewardship.
- (4.9) Created a new webpage and accompanying brochure regarding how to recognize identity scams. Information is geared toward seniors, but applicable to all. Efforts were part of the Police Department's Safe Seniors initiative.
- (4.9) Increased staffing through quality lateral and new officer hires, which allowed for reimplementation of the D.A.R.E. program. D.A.R.E. is vital to increasing positive Police Officer relationships with our youth and educational institutions.

#4 Inclusivity

Looking Ahead

- *Continue working with the Flossmoor Public Library to create inclusive programming and events throughout the year.*
- *Partnering with the Village of Homewood & the H-F Park District for an inclusive cross-community clean-up event in April.*



#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	1st 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	2nd Priority
5.3 Develop and implement a program to recognize and retain capable staff members where employees feel appreciated	Manager, Department Directors, Mayor & Board	3rd Priority



#5 Staff

Major Accomplishments

- (5.1) Filled seven vacancies in the Police Department: four full-time officers, one full-time CSO, one part-time records clerk and one crossing guard.
- (5.1) Created a full-time CSO position by combining two part-time positions to enhance non-sworn Police assistance, including traffic duties, downtown patrol and support with Police technology.
- (5.1) Continued the successful Fire Department Intern Program, demonstrating measurable success and long-term value. To date, the program has produced 17 certified Firefighter/EMTs and has strengthened a diverse pipeline of qualified candidates committed to serving the community and the region.
- (5.1) Sponsored a Police Officer who received his Arson Investigator Certification, which better equips the Police and Fire Departments to identify when fires are intentionally set and helps bring arsonists to justice. Flossmoor Arson Investigators also serve on a multi-jurisdictional team, which strengthens Flossmoor's interdependent relationships with partner agencies and provides more effective, collaborative arson investigative power for the South Suburbs.
- (5.3) Implemented a new employee incentive program through Personify Health.
- (5.3) SHRM certification was earned by the Assistant Finance Director.

Looking Ahead

- *Actively working to update antiquated customer-service processes to motivate staff to perform at high levels.*
- *Working to fill current open positions in Public Works & the Police Department.*
- *Planning increased security measures in the Building Department and station improvements in the Police Department.*

