

**Quarterly Strategic Plan Update Report
Fourth Quarter – FY19
(February-April 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>
1.1. Take steps necessary short term to address revenue/expenditure imbalance	Mayor, Village Board, Village Manager, Department Directors	First priority beginning in November 2017
1.2. Explore alternative methods for delivering services and collaboration opportunities	Mayor, Village Board, Village Manager, Department Directors	Second priority
1.3. Identify what services/programs/ areas are inadequately funded, by how much and prioritize these needs against existing services. Explore service delivery of these needs and funding of each	Village Manager, Department Directors with Mayor and Village Board	Third priority

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

- As part of the FY20 budget, approved an increase in the stormwater utility fee rate, which will close the operating deficit for FY20 and provide savings for future capital projects.
- Received arbitration award for the FOP contract. The Village lost on keys issues of wages and duration of the contract.
- Approved FY 20 budget, which includes additional funding for street repairs, brush pickup and leaf collection.
- Completed review of proposals and staff demonstrations of finance system software.
- Improved Water and Sewer Fund financials permits additional use of Water and Sewer fund monies to pay for capital/non-operating projects
- Submitted FEMA grants for Fire Prevention Safety trailer and Self Contained Breathing Apparatus (SCBA's) for the Fire Department.
- Participated in regional discussion on increased levels of collaboration in the fire service.

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

- Obtain pricing to be a part of the fire department consolidation study being conducted by Associated Firefighters of Illinois (AFFI) and the Illinois Fire Chief's Association (IFCA)
- Pursue a second Invest in Cook Grant for the second phase of engineering for the CBD project.
- Finalize selection of finance system software vendor which will lead to increased operational efficiencies and alternate/enhanced service delivery options. Begin implementation of new financial system software, if approved by the Board.

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

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

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

- Pothole repair ongoing throughout the Village
- Initiated study for alternate water supply options to determine future course of action.
- Pursued capital project financing with State legislators in anticipation of a state capital bill.
- Allocated additional funding from General Fund fund balance to resurface streets in FY20 budget.
- As part of FY20 budget process, presented and discussed a comprehensive street resurfacing program. Village Board gave staff preliminary direction to prepare to go to bond referendum in November, 2020 for Street Pavement Rehabilitation Program.
- Began Phase I Engineering for the Central Business District Roadway, Pedestrian and Streetscape Improvements Project for which the Village was awarded an Invest-in-Cook Grant that will cover 80% of the cost of the Phase I Engineering
- Determined infrastructure priorities as part of Finance and Facilities Plan review in FY20 budget

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

- Continue with Phase I Engineering for the Central Business District Roadway, Pedestrian, and Streetscape Improvements Project.
- Commit to a financing method for water meter replacement program.
- Continue to advance an 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.

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3. BUSINESS.

Engage in an economic development program: Attract, retain and help revitalize businesses and attain the development of available commercial properties.

<i>Action step/initiative</i>	<i>Responsibility</i>	<i>Time line</i>
3.1. Re-evaluate soliciting the developer community without the No Cash Bid properties	Village Manager, consultant	First priority
3.2. Evaluate resources and partnerships	Mayor, Village Board and Manager	In conjunction with first priority
3.3. Develop a marketing program to achieve development of open commercial properties in Southwest Flossmoor	Village Manager, Mayor, Village Board	Third priority
3.4. Evaluate a business retention strategy	Manager, Building and Zoning Administrator	Fourth priority
3.5. Consider a Comprehensive Plan update and/or sub-area plans for business corridors	Mayor, Village Board, Manager and Building an Zoning Administrator	January 2018 (planning for FY 19 budget)

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

- Continued to work with planning consultant Houseal Lavigne to finish Request for Qualifications (RFQ) for developer.
- Linden Group is currently drafting a concept plan for the Flossmoor Road property (2611-2633 Flossmoor Road) for a mixed-use development.
- Family Dollar opened at 19105 Crawford Avenue in the former Family Video and Captain Hook's spaces in early March.
- Reviewing the recently received draft of the 2019 Insurance Services office (ISO) regrade for fire protection for the Village, submit corrections, and work toward a possible upgrade of the Village's ISO rating to assist with attracting and retaining businesses. An improved rating equates to lower insurance premiums for some commercial properties.
- Jersey Mike's and Captain Hook's have opened at 3760 Vollmer Road, which is now fully occupied.

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.
- Hold ribbon cutting for Conservatory Vintage & Vinyl in the former Village space in the downtown
- Market Flossmoor Road property (2611-2633 Flossmoor Road) for mixed-use development.
- Discuss future of the Flossmoor Business Association with association leadership.
- Submit corrections to ISO's draft inspection report.

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4. DIVERSITY & COMMUNICATIONS.

Foster a diverse, united and inclusive community: Pursue activities to maintain Flossmoor's diversity, promote inclusiveness, and build communications, understanding and unity among residents across neighborhoods and throughout the community.

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

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

- Supported the Community Relations Commission New Resident Event at the Flossmoor Public Library, which was attended by 40 new residents, Board members and intergovernmental partners.
- Held Managing Implicit Bias training for all non-law enforcement staff with the Anti-Defamation League in March 2019.
- Held first two of four sessions on Managing Implicit Bias for Law Enforcement with Anti-Defamation League. Training is eight hours and included other area police departments (Park Forest, Olympia Fields, South Holland, Hazel Crest and Flossmoor).
- Started a conversation with intergovernmental partners to identify additional opportunities to work together on diversity and inclusion efforts with the Anti-Defamation League or other partners. Attended community forums, including HF Parent Forums and Peaceology forums.

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

- Consider proposals and award contract for marketing campaign development.
- Continue conversations with intergovernmental partners to determine shared path forward on diversity and inclusion.
- Hold first-ever Juneteenth event on June 19
- Hold Village's first-ever Pride Event on June 21
- Identify training opportunities for village elected officials and staff on Diversity & Inclusion.

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5. HOUSING.

Enhance the Village’s housing stock and increase property values: Promote Flossmoor to attract homebuyers, beautify downtown and neighborhoods, and assure maintenance of residential properties.

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

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

- Resumed work on marketing materials for new residents. Currently developing the content for a website and for digital ads.
- Staff has adopted the 2018 International Building and Residential Codes, the 2018 International and Property Maintenance Codes, as well as the 2018 International Existing Building and Swimming Pool and Spa Codes.
- 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.
- While the vacant building registration has been fairly successful with staff notifying property owners of their obligation to register, attempting to identify and contact the responsible party (particularly when in foreclosure) is often a time consuming and difficult process. Staff has been evaluating an outside agency which provides the service and collects all information and fees on behalf of the Village for foreclosed properties. This outside vendor has recently implemented a vacant registration module as well.
- 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:

- Issue RFP for consultant to perform Historic Building Survey
- Staff will continue the evaluation of an outside agency that provides the service of researching, identifying, tracking and contacting the responsible parties of foreclosed properties. Staff has been in contact with a neighboring community that is using the service and has scheduled a vendor visit and tutorial for both vacant and foreclosed property registration.
- Staff continues to consider other enforcement options that may be available to non-home rule municipalities.

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Other significant items to note during the most recent quarter:

- Half-Marathon: Staff is assisting with the route logistics for the proposed half marathon.