

**Strategic Plan Progress Report  
Fourth Quarter (February – April 2021)  
Summary Report**

**1. FINANCES & SERVICES.**

Achieve a balanced budget with funding for prioritized services and infrastructure improvement: Maximize development of open commercial properties, foster healthy businesses, pursue other revenue and funding opportunities, and control expenditures.

<i>Action step/initiative</i>	<i>Responsibility</i>	<i>Time line</i>
<b>1.1. Take steps necessary short term to address revenue/expenditure imbalance</b>	Mayor, Village Board, Village Manager, Department Directors	First priority beginning in November 2017
<b>1.2. Explore alternative methods for delivering services and collaboration opportunities</b>	Mayor, Village Board, Village Manager, Department Directors	Second priority
<b>1.3. Identify what services/programs/ areas are inadequately funded, by how much and prioritize these needs against existing services. Explore service delivery of these needs and funding of each</b>	Village Manager, Department Directors with Mayor and Village Board	Third priority

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

- Responded to financial challenges:
  - Used biannual five-year financial analysis process to identify trends and issues and budget and mid-year reviews to track expenses and respond as needed
  - Passed non-home rule sales tax referendum in March 2018
  - Passed 3% non-home rule local motor fuel tax
  - Passed \$10 million General Obligation Bond Referendum to fund stormwater improvement projects and rehabilitation of streets and sidewalks
  - Refinanced library bonds and watermain improvement bonds resulting in direct savings to taxpayers
- Responded to the COVID-19 pandemic by transitioning to remote services for residents and others, planning for potential revenue shortfalls and managing issues relating to staffing and employee wellness
- Maintained AA+ Bond Rating through 2017 and 2021 re-reviews by Standard & Poors
- Received or in process of applying for multiple grants to offset the costs of staffing, equipment and infrastructure including:
  - SAFER grant to offset the cost of hiring two new Fire Department captains
  - Assistance to Firefighters grant to fund fire station alerting systems for nine area communities including Flossmoor
  - Assistance to Firefighters Grant for the purchase of self-contained breathing apparatus (SCBA)
  - CARES Act funding in the amount of \$220,000 to offset COVID related expenses
  - MWRD, IEPA and Army Corps of Engineers grants for Berry Lane stormwater improvements and viaduct improvements
  - MWRD grant for storm sewer improvements on Hagen Lane and Douglas Avenue
  - CMAP grant for a road safety study and plan
  - Cook County grant for the preliminary engineering for the downtown pedestrian and road safety improvements
  - Speed monitoring device from ComEd
- Entered into partnership with School District 161 for a shared Communications Manager position
- Selected and implemented new financial software system

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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.

Action step / Initiative	Responsibility	Time Line
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:*

**Water**

- Pursued actions and technical engineering and studies to identify options for new water supplier. Began negotiations with the Village of Homewood for connection via Chicago Heights for water from the City of Hammond.
- Completed watermain replacement program that was funded by 2013 bond issuance. Completed repairs to Vollmer Road reservoir. The completion of both projects improved the bill-to-purchase ratio and contributed to a financial improvement to the Water & Sewer Fund.

**Streets and Sidewalks**

- Completed interim safety improvements in downtown Flossmoor, which included removing crosswalks and improving signage. Finishing concept engineering for permanent improvements, which are dependent on future grant funding.
- With established goal of 2020 referendum for street resurfacing projects, the Board allocated additional funding from the General Fund to street resurfacing and associated sidewalk projects. With referendum passed and bond issuance completed, staff is currently interviewing engineering firms. The street and sidewalk projects will begin in 2021 and continue in 2022.

**Stormwater/Flooding**

- Pursued and received funding for first phase of the Flossmoor Road viaduct improvements, the Berry Lane drainage improvements. Currently completing preliminary engineering and construction is expected to begin in FY22.
- Anticipate engineering for the remaining Flossmoor Road viaduct improvements to be funded using bond proceeds and grant funding. Engineering and construction anticipated for FY22-FY24.
- Addressed some subarea stormwater issues affecting private property. Receiving MWRD grant funding to address such issues on Douglas Avenue and Hagen Lane.

**Sanitary Sewer**

- Continued to advance an application for low-interest IEPA loans for the Phase IV Sanitary Sewer Rehabilitation Project in Flossmoor Hills and Highlands.

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

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

- Passed economic incentive policy to guide Village’s use of economic incentive tools to encourage and maintain quality commercial development. Provided incentives to Dunning’s Market for interior buildout and Center for Dental Excellence for remodeling and expansion.
- Approved Class 8 renewals for UChicago Medicine/Ingalls and Alliance Medical. Approved Class 8 tax incentive for All Smiles Orthodontics and Center for Dental Excellence.
- During COVID-19 pandemic, provided outdoor dining tents and tables for Dunning’s Market and Bistro on Sterling. Entered into economic incentive agreements with Bistro on Sterling and Flossmoor Station Restaurant & Brewery to offset the costs of providing outdoor dining through the winter months
- Welcomed new businesses including Buona Beef, Starbucks, Jersey Mike’s, AT&T, Dunning’s Market, Family Dollar, Conservatory Vintage & Vinyl, Gypsy and Company, HF Homes, Country Financial, Little Fern, PETIQ, Opulence Gallery, the expansion of CDE and the new location for Captain Hooks. Regularly highlighted new and existing businesses in quarterly newsletter and social media.
- Purchased vacant Flossmoor Road property and pursued property acquisition for various properties along Governors Highway and in the former TIF district east of Meijer. Developed concept plan for Flossmoor Road property and issued RFQ for former TIF area. Began discussions with developers in both areas for 2020.
- Village Board approved zoning amendment to allow cannabis sales and approved cannabis sales tax.
- Supported the re-energized Flossmoor Business Association in their promotional programs
- Built economic development page on Village website and Shopping and Dining page on DiscoverFlossmoor.com

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

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

- Village Board passed guidelines for diversity and inclusion drafted by the Community Relations Commission
- Working with community partners, responded to racist incidents involving HF students and a Flossmoor resident.
- Made changes to the Police Department recruitment process, including increasing advertising and outreach for applications, holding pre-testing orientation, revising the weight on components of the testing process and revising the interview questions. Made changes to other recruitment processes to increase local publicity for village job openings. Partnered with Prairie State for workforce development internships to introduce young people to public works positions.
- Recognized by ICMA for program excellence in the area of diversity and inclusion. Staff participated on multiple webinars to share Flossmoor's story.
- Hired Communications Manager, a shared position with School District 161
- All staff participated in implicit bias training by the ADL. ADL also provided implicit bias training to Flossmoor Police officers and other local police departments. Staff also participated in National League of Cities, GARE and YWCA North Shore equity training.
- Expanded events and programs to connect residents and recognize and celebrate our diversity, including New Resident Events, Pride festival, Hispanic Heritage Month concert, One Book One Flossmoor
- Introduced new practices for diversifying the Village's pool of vendors and incorporating new aspirational goal into Public Works projects

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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:*

- Implemented chronic nuisance and vacant building registration programs. Partnered with ProChamps to administer vacant building registration.
- Passed ordinance strengthening home occupation regulations to prohibit bed and breakfast and Airbnb-type rentals
- Began first phase of Flossmoor History Project documenting more than 1,000 homes and other buildings
- Rebranded the Village’s identity and rolled out Discover Flossmoor marketing campaign, website and brochure with the help of Tiny Bold Creative
- Identified Chicago Center for Conflict resolution as a partner for neighbor mediation services
- Placed new sculptures in new locations including Flossmoor Hills School and Ballantrae Park
- Repealed prohibition on personal use pickup trucks following referendum
- Supported the efforts of Flossmoor Future with the inaugural Hidden Gem Half Marathon in 2019 and now again in 2021.