



City of
BELOIT, Wisconsin

2008

**STRATEGIC PLAN
AND KEY
DEPARTMENTAL
INITIATIVES**

2008 City of Beloit Strategic Plan

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June 4, 2007

City Council
City of Beloit
Beloit, Wisconsin

Dear City Councilors:

It is my pleasure to submit to you the departmental Strategic Plans and Objectives and Key Strategic Objectives for the City of Beloit for fiscal year 2008. One of the first steps in our annual budget planning process is to revisit and review our strategic plans and objectives. The current Vision/Mission Statements, Goals and Plan were originally adopted in June 2004 and were revised and updated this year. It is important that we annually review our Strategic Plan in order to ensure that we remain abreast of and on track with our changing environment. A Strategic Plan is a tool that provides for the establishment of long term goals, annual objectives and detailed actions/strategies that address issues related to performance, productivity, community and required statutory services. It also provides the Council an opportunity to develop strategic objectives for staff implementation.

On May 7, 2007, the management team submitted their departmental Strategic Plans and Objectives for 2008 for Council consideration. These were prepared based on the City's Vision/Mission Statements and Goals and are contained in this document.

This Strategic Plan Document consists of the following four sections:

- I. Introductory Section
- II. Vision/Mission Statements and Goals
- III. Departmental Strategic Plans for Fiscal Year 2008
- IV. Recommended Key Strategic Objectives for City's Strategic Plan for 2008.

Introductory Section

The introductory section includes this transmittal letter which briefly explains the need for public sector Strategic Planning. Strategic Planning is a process of investigation, learning, and implementation in a collaborative environment that encourages the organization to progress and evolve. It is used by local governments as a means of:

- identifying issues and challenges
- encourage creativity and innovation
- ensure efficient use of resources

- develop greater degree of cooperation and collaboration
- defines roles, responsibilities and accountability
- tied to budget program performance
- serves as the basis for funding requests and clarifies the City's intent and use of funds

Vision/Mission Statements and Goals

This section lists the Vision/Mission Statements and Goals approved by the Council on June 4, 2007.

Departmental Strategic Plans for Fiscal Year 2008

Each department has prepared and submitted departmental strategic plan/objectives for FY 2008. These are contained in Section III of the workbook.

Recommended Key Strategic Objectives for City Strategic Plan for 2008

Each department plan was reviewed by the City Manager to determine which departmental objectives would most significantly impact the City or the Budget for FY 2008. These are grouped together as "key strategic objectives" and are contained in Section IV of the workbook. These "key strategic objectives" are the City's Strategic Plan for 2008.

On behalf of the management team we are looking forward to working with the Council on the development of the City's Strategic Plan for FY 2008. This is an exciting opportunity to chart the future of the City and marks the beginning of the FY 2008 Budget process.

Sincerely,

A handwritten signature in black ink, appearing to read 'Paul E. York', with a long, sweeping horizontal line extending to the right.

Paul E. York
Finance and Administrative Services Director

**Beloit City Council Workshop Vision/Mission
Statements and Goals 2008
June 4, 2007**

VISION STATEMENT

Beloit – The Gateway to Wisconsin and a gem of the Rock River Valley; an economically competitive and culturally diverse City providing a high quality metropolitan living experience.

MISSION STATEMENT

The City of Beloit celebrates its proud heritage, diverse culture, entrepreneurial spirit; and stewardship of a high quality of life as it continues its resurgence as a gem of the Rock River Valley.

GOALS

1. Develop a high quality community through the responsible stewardship and enhancement of City resources to further Beloit's resurgence as a gem of the Rock River Valley.
2. Continue the aggressive and responsive economic development program focused on retention and recruitment to fully serve the business and entrepreneurial community in order to promote investment and job creation.
3. Proactively partner with citizens to promote a safe and healthy community, minimize personal injury, prevent the loss of life and protect property and resources.
4. Promote a diverse, high quality community through historic preservation, community revitalization and quality new development.
5. Communicate and partner with other jurisdictions and organizations to coordinate effective and efficient service delivery and stimulate regional prosperity.

City Manager

Department: City Manager **City of Beloit Recommended Strategic Goal:** 1 & 4
Program: Facilities planning/Library Relocation/City Hall Space Needs Study



Performance Objective:

Move forward with full reconstruction of the former JC Penney shell located at the old Beloit Mall, now known as the Eclipse Center. This building will be reconstructed into a new 50,000 sq. foot public Library. The City will also complete work on the space needs study for the City Hall facility.

Performance Measure:

The actual construction of the Library facility, along with the accompanying Eclipse Boulevard, should be completed during this calendar year. We anticipate move-in sometime in mid-2008. Space needs planning for the City Hall facility should also be completed this year. We anticipate attempting to incorporate some City Hall replanning into the 2008 CIP.

Action Steps:

1. Work with the Library Director and Library Board, along with the City's Engineering staff to facilitate the reconstruction of the old JC Penney shell into a new, modern 50,000 sq. foot public Library. It is anticipated that architectural plans will be completed with bidding for this project in the fall of 2007. Construction will be completed and the building occupied by mid-2008.
2. Complete the reconstruction of Eclipse Boulevard, which should be done prior to the end of 2007, with restoration of the road-way completed by spring of 2008.
3. Begin first phase of the remodeling on the City Hall facility. Top priority projects will be to complete 4th floor remodeling and the remodeling of the Council Chambers. The extent of work will be contingent on the availability of funding in the 2008 Capital Improvements Program.

Department: City Manager
Program: Casino Development

City of Beloit Recommended Strategic Goal: 2 & 4



Performance Objective:

Continue a close dialogue with the Tribes and collaborate in any appropriate way to assist in obtaining approval from the Bureau of Indian Affairs and the Department of Interior for construction of a land-based Tribal casino to be located in the City of Beloit.

Performance Measure:

This project is substantially beyond the City's control; however, the obvious performance measure for the project would be ultimate approval by the Bureau of Indian Affairs and U.S. Department of Interior, resulting in a positive recommendation to Governor Doyle's office. Subsequent approval by the Governor would allow the project to move to construction.

Action Steps:

1. Continue working with the Tribes on a weekly basis to offer any support and assistance possible to bring about the ultimate approval of the application.
2. Travel to Washington, D.C. to meet with Bureau of Indian Affairs and U.S. Department of the Interior officials as necessary and requested by the Tribes to assist in any reasonable manner with the final stages of the application review process.
3. If the application is ultimately approved by the Bureau of Indian Affairs and Department of the Interior, work closely with the Governor's office and our State elected officials to ensure that the project receives a positive concurrence from Governor Doyle.
4. If the application is ultimately approved and the land is taken into trust, work diligently with the Tribes to move into the construction phases of the development as quickly as possible.

Department: City Manager **City of Beloit Recommended Strategic Goal:** 1, 2 & 4
Program: Provide efficient, effective management of day to day government services

Performance Objective:

Provide efficient, effective and economical day to day management of City operations and public services, with special attention given to on-going analysis and modifications necessary to maximize productivity and efficiency.

Performance Measure:

Assist Department Directors in ensuring that all service delivery is provided in an effective and efficient manner; that City resources are budgeted and expensed in a frugal way to provide maximum positive impact and that various administrative support activities are conducted in the most efficient and economical manner.

Action Steps:

1. Direct involvement in the detailed evaluation of all budget submittals for both the operating and capital budgets to ensure the productive allocation of resources.
2. Complete working with Department Directors analyzing operations and administrative support systems to ensure efficiency and effectiveness. It is envisioned that outside consultants will be utilized to further evaluate at least one, if not more, administrative processes during the coming year.

Department: City Manager **City of Beloit Recommended Strategic Goal:** 1 & 2
Program: Economic Development

Performance Objective:

Continue the Manager's personal involvement in economic development activities on a City-wide basis. The strategic plan prepared and submitted by the Economic Development Department provides a more detailed analysis of the various elements of a successful economic development program.

Performance Measure:

As stipulated in the Economic Development Department's strategic plan, performance will be measured by a combination of new businesses recruited to the City, particularly in the Gateway Business Park; the retention and expansion of existing businesses within the corporate limits of Beloit; and the number of new jobs created within the community.

Action Steps:

1. Continue to work diligently on recruiting new businesses for the Gateway Business Park. We have been recruiting at least two new businesses each year for Gateway and hope to continue that pace into 2008.
2. Follow through with the Kerry relocation process, assisting the company to the extent necessary to facilitate the full build-out of their new corporate campus on Millington Road. The City may very well take possession of Kerry's East Grand property during 2008, necessitating a detailed analysis of how the building and/or space will be reutilized to best benefit the downtown business district.
3. Complete the Ace relocation project with the new store in downtown scheduled to open in March of 2008.
4. Continue retention visits to maintain a positive working relationship with all the major employers located in the City of Beloit.

Department: City Manager **City of Beloit Recommended Strategic Goal:** 1
Program: Continue transition to E-government with minimal use of paper, printing and postage to support municipal operations

Performance Objective:

The City Manager will continue working with the management team and elected officials to maximize the use of electronic communication as opposed to paper and the duplicating, printing and postage expenses that are required in order to communicate using hard copy documents.

Performance Measure:

In 2007, the City's web site was remodeled and substantially upgraded. The City's weekend report, the "Beloit Report" and all agenda materials have now been converted to electronic formatting. The City will continue with ways to further improve and expand the City's website, not only to create transparency in government, but to make information readily available to public officials, the media, as well as individual citizens.

Action Steps:

1. Once the City's current website reconstruction is complete, the City will begin analyzing the use of video streaming and whether or not there are ways to expand use of the website for televising Council meetings, the news magazine produced by the City Manager's office, as well as other important video programs providing useful information to City residents.
2. Consider expanding the use of electronic packets to replace various Board and Commission agendas and related materials that are still distributed using a hard copy format.
3. Finalize the WI-FI Committee study and complete a "Request for Qualifications" document that will be used to qualify eligible vendors as a prelude to construction of a wireless internet network in Rock County, including the City of Beloit.

Department: City Manager

City of Beloit Recommended Strategic Goal: 3

Program: Renew a focus on environmentally sensitive public policy

Performance Objective:

As additional scientific evidence continues to accumulate regarding the global warming phenomenon and the potential role of human activity in that process, it becomes important for all citizens, as well as businesses and governments, to focus on better ways to manage our environmental resources and minimize carbon emissions.

Performance Measure:

The City will soon complete a \$600,000 energy efficiency project, resulting in the modification of light fixtures, weather stripping of structures, and the replacing of aging mechanical equipment, all to improve energy efficiency. The City has also entered into an architectural contract for the design of a new Library facility which will focus on energy efficiency and contemplate significant environmental enhancements.

Action Steps

1. Continue to monitor the condition and use of City facilities, including the environmental efficiency of the heating and air conditioning systems to determine whether or not it would be prudent to make further modifications to produce more energy efficiency.
2. Complete plans for the new Library facility with an eye to making the building as environmentally friendly as possible, and hopefully achieving a LEEDS certification.
3. Continue to monitor the use of alternative fuels and new automotive technologies to determine whether or not fleet modifications are warranted to gain energy efficiencies.
4. Determine the standards the City would have to meet to be declared an Environmentally Certified City.

Department: City Manager **City of Beloit Recommended Strategic Goal:** 2 & 5
Program: Maintain communications and a positive working relationship with other local government partners.

Performance Objective:

During the past year we have built strong working relationships with all the local governments in the Stateline area. An unprecedented sewer boundary agreement with the Town of Beloit has improved that relationship, probably to a point better than has ever existed. We also have very strong working relationships with the City of South Beloit and with Rock County. We hope to develop a good positive working relationship with Dan DeLong, the new Town of Turtle Chair.

Performance Measure:

We hope to see continued redevelopment in the City of South Beloit, particularly along the Turtle Creek/Rock River corridors. A positive working relationship with the Town of Beloit will allow us to address issues such as providing sewer service for the new Christian day school complex, anticipated for north Prairie Avenue, and we hope to maintain good on-going relations with the Town of Turtle, particularly with regard to getting sewer service to the Town islands.

Action Steps:

1. Continue involving South Beloit Mayor in both the Beloit 2020 City Center planning process as well as the casino application effort.
2. Develop a working relationship with the new Town of Turtle Board Chair Dan DeLong regarding issues of mutual concern, particularly the extension of sewers into the Town islands.
3. Continue monthly meetings and maintain a strong positive working relationship with the County Administrator.

Department: City Manager
Program: Public Information

City of Beloit Recommended Strategic Goal: 1 & 3

Performance Objective:

Provide citizens and other customers with accurate, objective and timely information on services and developments in the City of Beloit.

Performance Measure:

Weekly publication of the Beloit Report and monthly production of Beloit Today and other media events.

Action Steps

1. Weekly publication of the “Beloit Report”
2. Monthly production of the “Beloit Today” show
3. Weekly representation on WGEZ by Councilors and City staff
4. Weekly contact with “Beloit Daily News” reporters
5. Miscellaneous Public Information projects as required (Progress Edition ads, promotions coordinated through Visit Beloit)
6. Post media releases, policies, newsworthy articles and meeting notices on the City’s website

Economic Development

Department: Economic Development **City of Beloit Recommended Strategic Goal:** 1 & 2
Program: Establish and maintain an effective and responsive business retention program.

Performance Objective:

Conduct ongoing business retention calls.

Performance Measure:

Constantly update master list of major employers and track retention calls.

Action Steps:

1. City Manager, Town Administrator, Town Chairman and Economic Development Director conduct an average two retention calls per month.
2. Note significant trends semi-annually.
3. Share aggregate information with appropriate partners.
4. Respond to needs, concerns and issues of local businesses.

Department: Economic Development City of Beloit Recommended Strategic Goal: 1 & 2
Program: Effectively utilize all local, state and federal incentives to leverage private investment and job retention/creation.



Performance Objective:

Create, Implement, Manage, and Evaluate Tax Incremental Finance Districts.

Performance Measure:

TID's effectively utilized and managed.

Action Steps:

1. Track all legislative attempts to change TID laws at the state level. Lobby for and against any appropriate or inappropriate proposals.
2. Ensure that all TID funded developer incentives comply with TID policy.
3. Submit annual TID reports to Council and consider ways to enhance the information provided.
4. Submit to Council and overlying districts required audits.
5. Create targeted TID districts to leverage significant economic development projects.
6. Develop a strategy to enhance the performance of under performing TID's.

Department: Economic Development **City of Beloit Recommended Strategic Goal:** 2
Program: Provide staff support for Greater Beloit Economic Development Corporation, Downtown Beloit Association, Beloit Fine Arts Incubator, Greater Beloit Chamber of Commerce, and Visit Beloit.

Performance Objective:

Enhance communication between Economic Development partners.

Performance Measure:

All Economic Development partners coordinating activities, avoiding redundancies.

Action Steps:

1. Attend DBA Board Meetings and events.
2. Attend BFAI Board Meetings and events.
3. Attend Chamber Board Meetings and events.
4. Attend Visit Beloit Board Meetings and events.
5. Continue to serve as Executive Director of the GBEDC.
6. Co-locate offices with other partner organizations at the Vision Center.

Department: Economic Development **City of Beloit Recommended Strategic Goal:** 1 & 2
Program: DBA to create an economic climate that retains and attracts businesses that compliment and support each other and enhance the value of Downtown.

Performance Objective:

Develop an aggressive proactive business recruitment program.

Performance Measure:

Number of new businesses locating in Beloit.

Action Steps:

1. Update consumer and business surveys.
2. Maintain business recruitment package.
3. Develop new marketing campaign.

Performance Objective:

Continue Community Initiated Development Project.

Performance Measure:

Woolworth building sold or leased.

Action Steps:

1. Market the property via a RFP/RFQ process and/or
2. Market the property by contracting with a commercial broker.

Department: Economic Development City of Beloit **Recommended Strategic Goal:** 1 & 2

Program: DBA to create an economic climate that retains and attracts businesses that compliment and support each other and enhance the value of Downtown.

Performance Objective:

Relocate Ace Hardware.

Performance Measure:

Anchor retail business locating Downtown.

Action Steps:

1. Identify opportunity.
2. Identify site.
3. Assemble and prepare site
4. Negotiate a development agreement.
5. Relocate tenants.
6. Begin construction.
7. Open store.
8. Old store demolished.
9. Site restored.

Department: Economic Development **City of Beloit Recommended Strategic Goal:** 2
Program: Continue efforts to attract new development that will increase the tax base, leverage private investment and create living wage jobs.



Performance Objective:

Continue to track casino project.

Performance Measure:

Closely follow process.

Action Steps:

1. Monitor and track tribal casino application to the BIA.
2. Track and follow through on sale of land currently optioned.
3. Follow through on option renewals.
4. Follow through on exercising of options or renewals.

Performance Objective:

Track and document economic development activity, reporting results to City Council on a quarterly and annual basis.

Performance Measure:

Data collected and reported.

Action Steps:

1. Tax base growth
2. Number of jobs created/retained
3. Development agreements entered into.
4. Net increase of new commercial and industrial square footage.
5. RFP activity.

Performance Objective:

Maintain the ability to respond rapidly to site selection RFP's.

Performance Measure:

Respond to all RFP's by deadline or within 48 hours.

Action Steps:

1. Maintain an electronic database of available sites, community fact, labor force data, etc.
2. Continue to cross-train staff to respond to short turnover during the ED Directors absence.
3. Coordinate RFP process with major ED partners such as MLG and HCP, etc. Continue to provide staff with the ability to make "in field decisions" on incentive packages.
4. Respond to all RFP's by deadline or within 48 hrs.



Performance Objective:

Promote Development in the Gateway project area.

Performance Measure:

Number of acres sold.

Action Steps:

1. Continue to support and monitor Gateway infrastructure development.
2. Support MLG's efforts to market Gateway property.
3. Include Gateway options in all appropriate RFP's.
4. Manage and promote DOZ tax credit incentive program.
5. Respond to all prospects information requests.
6. Package incentives according to policies and resources.
7. Assisting with efforts to develop single and multi-family housing.
8. Work to create "shovel ready" sites.
9. Complete virtual building project.
10. Have site certified "shovel ready."

Performance Objective:

Continue to market remaining property in the I-90 Industrial Park.

Performance Measure:

Number of acres sold.

Action Steps:

1. Package and distribute information on available parcels.
2. Include Industrial Park options on all appropriate RFP's.
3. Manage and promote CDZ tax credit incentive program.
4. Respond to all prospects information requests.
5. Package incentives according to policies and resources.

Department: Economic Development **City of Beloit Recommended Strategic Goal:**

Program: Proactive Marketing

Performance Objective:

Continue to use the comprehensive community marketing kit.

Performance Measure:

Kit used extensively.

Action Steps:

1. Restock printed materials when necessary.
2. Make edits to data sheets when necessary.

Performance Objective:

Attend and participate in appropriate trade shows.

Performance Measure:

Contacts with prospects made.

Action Steps:

1. Cluster Industry Trade Shows.
2. ICSC Idea Exchanges.
3. ICSC Spring Show.

Performance Objective:

Attend quarterly Chicago broker/site selector contact visits.

Performance Measure:

Make contacts with industry professionals.

1. Coordinate visits with Rock County Alliance Partners.
2. Conduct visits.
3. Follow up regularly.

Department: Economic Development **City of Beloit Recommended Strategic Goal:** 1 & 2

Program: Kerry Americas Project

Performance Objective: Work with Kerry Americas to successfully consolidate their Beloit facilities into a new Corporate Campus near the I-39/90 and I-43 interchange.

Performance Measure: Kerry Americas completes construction of its new Corporate Campus and its vacated downtown properties are successfully reused.

Action Steps:

1. Assist Kerry with obtaining any and all permits required to construct their proposed building.
2. Conduct a reuse study for 100 East Grand Avenue.
3. Work with Hendricks Development Group to find new tenants for Ironworks office building.
4. Assist Kerry Americas with marketing the manufacturing facility.

Library

Department: Beloit Public Library **City of Beloit Recommended Strategic Goal:** 1
Program: Library Relocation



Performance Objective: Provide an attractive and efficient new library building for the citizens of the Beloit area that will encourage lifelong personal enrichment through a variety of reading, learning and recreational opportunities.

Performance Measure: Employ a professional fund raising firm to assist in raising up to \$2 million in private donations. Work cooperatively with City officials to design and construct a new library facility in the Eclipse Center.

Action Steps:

1. Manage and assist the firm in the fundraising effort to a successful conclusion at least through 2008.
2. Establish a Building Committee of up to four Library Board members to review the ongoing progress and budget of the building project and report to the Board as necessary.
3. The Library Board will oversee the design and construction of the new library to completion to ensure sound fundamental library design within the available budget.

Department: Beloit Public Library **City of Beloit Public Recommended Strategic Goal:** 1

Performance Objective: Increase the Library's materials collection to meet the State of Wisconsin standards for the Beloit Public Library's service population.

Performance Measure: Develop a long term plan beginning in 2007 to increase the current book collection of 123,000 volumes to the state standard of 168,000.

Action Steps:

1. Establish procedures to increase the acquisition of books to achieve a net gain of at least 4% a year in the collection (8% annual addition minus 4% withdrawal rate).
2. Increase the book budget beginning in 2007 to begin a long-term restoration of the book budget, which is currently at 1996 funding levels, to support the state standards initiative.

Fire Department

Fire Department Vision: To have every citizen engage in a commitment to safe life behaviors and strategies influenced by fire department community risk reduction programs.

Fire Department Mission Statement: The Beloit Fire Department is dedicated to maintaining a proactive approach to community risk reduction. Our every action must focus on reducing risk to lives and property in the Greater Beloit Area.

2007 Strategic Goals

1. To continue to provide for community risk reduction, through all mitigation, preparedness, response and recovery strategies.
2. To maintain recruitment, retention, and career development program that invests in our most valuable resource, our human resources.
3. To collaborate with regional critical partners on regional community risk reduction efforts.
4. To improve service capabilities for all of Beloit through a fiscally responsible policy to increase staffing which meets the expectations of the community in which we serve.
5. To maintain the highest standard of care in emergency medical services through a continuous process of program evaluation and improvement.

Department: Fire **Fire Department Strategic Goal:** 1 & 3
Division: Administration **City of Beloit Goal:** 1 & 3
Program: Geographical Information Systems (GIS)

Performance Objective: Establish GIS capability in the fire department by December 2009.

Performance Measure: To have fire service data through a GIS format that is used for department planning and response processes.

Action Steps:

1. Evaluate GIS application needs by March 2008.
2. Develop a GIS use plan by April 2008.
3. Select ESRI compatible software package by May 2008.
4. Budget for software package and required hardware for FY2009.
5. Stand up hardware and software first quarter 2009.
6. Train core fire department personnel in GIS use by June 2009.
7. Implement GIS use plan for planning for FY2010.

Department: Fire **Fire Department Strategic Goal:** 4 & 5
Division: Ambulance **City of Beloit Goal:** 1 & 3
Program: Ambulance Staffing

Performance Objective: Increase minimum staffing by 2 full time equivalents per shift by in January 2012.

Performance Measure: Increase full time equivalents to the necessary level while meeting the city requirement to stay under the expenditure restraint cap, and continue services at our current service level.

Action Steps:

1. Increase staffing by 1 FTE in 2008.
2. Increase staffing by 1 FTE in 2009.
3. Increase staffing by 1 FTE in 2010.
4. Increase minimum staffing to 16 in 2010.
5. Increase staffing by 1 FTE in 2011.
6. Increase staffing by 2 FTE in 2012.
7. Increase minimum staffing to 17 in 2012.

Department: Fire
Division: Prevention
Program: Public Education

Fire Department Strategic Goal: 1 & 3
City of Beloit Goal: 1 & 3

Strategic Objective: Design and Implement Fire Station Service Area Prevention Plans to make fire prevention a year round activity.

Performance Measurement: Each company officer on each shift will develop an implement a service area prevention plan.

Action Steps:

1. Develop service area plan template by December 2008.
2. Train company officer in service area plan development and implementation by January 31, 2009.
3. Company officer's submit service area prevention plans for approval by February 28, 2009.
4. Begin implementation of plans by March 31, 2009.

Department: Fire
Division: Fire & Rescue
Program: Emergency Preparedness

Fire Department Strategic Goal: 1 & 3
City of Beloit Goal: 1 & 3

Strategic Objective: To update emergency resource manual in a NIMS compliant data base format.

Performance Measurement: To publish a searchable, updatable NIMS compliant database for use in disaster management.

Action Steps:

1. Form a fire department based disaster logistics committee by December 2007.
2. Determine and select a viable resource tracking and typing database by March 2008.
3. Purchase and make operational the selected database by June 2008.
4. Develop a resource questionnaire to be distributed to businesses to collect information for the database by April 2008.
5. Develop a list of resources that should have requests for qualifications (RFQ) or request for proposals (RFP) and signed agreements pre disaster agreements for each fiscal year.
6. Distribute the information request to all regional businesses by May 2008.
7. Develop and post required RFQ's or RFP's as needed.
8. Complete data entry and resource typing of all resources by December 2008.

Department: Fire **Fire Department Strategic Goal:** 1, 2, 3 & 5
Division: Ambulance **City of Beloit Goal:** 1 & 3
Program: Tactical Emergency Medical Services (TEMS)

Strategic Objective: To train and make operational a Tactical Emergency Medical Services Team in support of Beloit Police Department Special Operations.

Performance Measurement: To stand up the team and be operational by March of 2008.

Action Steps:

1. Select TEMS Paramedic members by December 2007.
2. Participate in training at Volk Field as needed.
3. Develop and budget for equipment needs for FY 2008.
4. Purchase equipment by March 2008.
5. Develop medical treatment protocols by March 2008.
6. Develop deployment protocols by March 2008.
7. Participate in monthly special operations training with the Beloit PD.
8. Stand up team when they are declared mission ready by Beloit PD.

Department: Fire **Fire Department Strategic Goal:** 1, 2, 3, & 5
Division: Fire & Rescue **City of Beloit Goal:** 1 & 3
Program: Technical Rescue Team (TRT)

Strategic Objective: Increase the response capabilities for technical rescue by making the team self sufficient for 72 hours.

Performance Measurement: To stand up the team and be self sufficient for 72 hours with no outside influence.

Action Steps:

1. Participate in a 24-hour drill in order to prove self-sufficiency by the Fall of 2008.
2. Participate in collapse rescue skills enhancement training at Volk Field in 2008.
3. Develop and budget for equipment needs in FY 2008.
4. Seek alternative funding sources (grants) for needed search and rescue equipment in FY 2008.
5. Secure military surplus tools, equipment, and supplies through the 10-33 Program by December 2008.
6. Standardize equipment purchases with other regional teams in order to foster compatibility.
7. Participate in monthly technical rescue training with the other member organizations that make up the Stateline Technical Rescue Team.
8. Continue developing partnerships with other technical rescue teams within the States of Wisconsin and Illinois.
9. Train the entire team in Incident Command for Structural Collapse by December 2008.
10. Develop and implement more policies and procedures governing technical rescue and special operations by December 2008.

Police Department

Department: Police
Program: Patrol Division

City of Beloit Recommended Strategic Goal: 3

Performance Objective:

Crash reduction at target problem intersections.

Performance Measure:

Identify high-risk intersections per beat management plan. Reduce traffic crashes at the locations to a lower number than the previous reported year.

Action Steps:

1. Use Dept. of Transportation crash data to assist in choosing targeted intersections. Keep in mind previous sites for re-emphasis and/or redistribution.
2. Have area officers report any environmental or engineering concerns that may be contributing.
3. Use Computer Aided Dispatch data and/or DOT data to monitor progress quarterly.

Performance Objective:

Increase “Operating While Intoxicated” Enforcement.

Performance Measure:

Increase “Operating While Intoxicated” enforcement from the previous year.

Action Steps:

1. Advise all patrol officers, but especially 2nd and 3rd shift patrol of importance and department-wide goal to reduce people “Operating While Intoxicated” across the City of Beloit. Comply with Beat Management Plan relating to OWI enforcement.
2. Use Law Enforcement Records Management System data to monitor officer’s city and state arrests for “Operating While Intoxicated.”

Department: Police **City of Beloit Recommended Strategic Goal: 3**
Program: Special Operations Division



Performance Objective:

Maintain above average clearance rate on criminal investigations.

Performance Measure:

Compare departmental clearance rate with state average clearance rate based on Uniform Crime Report data.

Action Steps:

1. Assign and track case assignments for patrol and detective personnel.
2. Assure accurate crime reporting into Uniform Crime Report data system.
3. Monitor clearance rates.



Performance Objective:

Increase drug-related search warrants.

Performance Measure:

Create 3% more drug related search warrants in current year over previous year.

Action Steps:

1. Monitor Drug and Gang Unit on case assignment and production.
2. Encourage contract creations on low level violators to develop search warrant data on target residences.
3. Coordinate resource efforts with patrol for search warrant execution.
4. Work in close coordination with the Safe Streets Task Force and the Janesville Street Crimes Unit.

Performance Objective:

Reduce alcohol sales to underage persons.

Performance Measure:

Reduce sales during overt operations by 10% from previous year results.

Action Steps:

1. Conduct at least two (2) underage covert purchase operations.
2. Arrest violators.
3. Bring licensed violators to Alcohol Beverage License Control and Advisory Committee for sanctions as needed.

Department: Police **City of Beloit Recommended Strategic Goal: 3**
Program: Operations Division

Performance Objective:

Encourage measurable problem solving initiatives

Performance Measure:

Document and monitor all initiatives, select and award P.O.P. project and supervisor of the year.

Action Steps:

1. Encourage/direct officers via P.O.P. segments in Beat Management Plan.
2. Operations Commander reviews P.O.P. with Patrol and Detective Bureau no less than quarterly.
3. Operations commander selects P.O.P./officer and supervisor of the year.

City Attorney

Department: City Attorney
Program: Legal Services

City of Beloit Recommended Strategic Goal: 1

Performance Objective:

Providing high quality legal services to assist the City of Beloit in accomplishing its vision of providing a high quality of life and a productive economic environment in a diverse community.

Performance Measure:

Providing effective and timely delivery of legal services to the City Council and Staff.

Action Steps:

1. Enforce city ordinances in a firm, fair and effective manner for the preservation of a high quality of life for all residents of the City of Beloit.
2. Assist the City in drafting and negotiating development agreements and other contracts which foster or promote economic development and job creation.
3. Provide reliable and effective legal representation for the City in all civil litigation brought by or against the City.
4. Provide prompt and reliable legal research and legal advice to the City, its elected officials, employees, boards, committees, and commissions.
5. Prepare city ordinances which are legally and constitutionally sound and effective in preserving and protecting a high quality of life for the residents of the City.
6. Review the City's contracts with vendors, public works contractors, professional service providers, and other governmental entities to assure compliance with the law and for the protection of the City's assets and resources.

Finance and Administrative Services

Department: Accounting/Purchasing **City of Beloit Recommended Strategic Goal:** 1
Program: City Financial Statements

Performance Objective:

Maintain an accurate and timely yearly financial audit for the City, Utilities, Single Audit, TIF's and BID (Business Improvement District) and prepare annual financial report and budgets in conformance with GFOA and GASB Standards.

Performance Measure:

Accuracy and timeliness of financial records and completion of FY 2007 audit, annual financial report and FY 2008 budgets by prescribed due dates.

Action Steps:

1. Prepare all necessary documents by April 1, 2008. Complete audit by June '08.
2. Continue to participate in Government Finance Officer's Association Certificate of Achievement for Excellence in Financial Reporting Program for the FY '07 Comprehensive Annual Financial Report.
3. Continue to participate in the Government Finance Officer's Association Distinguished Budget Presentation Awards Program for FY '08 Budget.
4. Maximize City cash flows and implement investment strategies that increase investment returns on surplus cash funds.
5. Encourage and support staff development and training with emphasis on improved customer service, operational efficiency and budget restraint.

Department: Accounting/Purchasing **City of Beloit Recommended Strategic Goal:** 1
Program: Training

Performance Objective:

Increase knowledge of internal staff regarding the MUNIS financial system.

Performance Measure:

Improved staff knowledge of MUNIS and improved productivity.

Action Steps:

1. Conduct three group-training sessions.

Department: Accounting/Purchasing **City of Beloit Recommended Strategic Goal:** 1&3
Program: Internal Controls



Performance Objective:

Evaluate and assess internal control structure to comply with the new audit standard SAS 112, *Communicating Internal Control Related Matters in an Audit* in order to avoid conditions that will result in material weakness findings.

Performance Measure:

No findings of material weakness reported by the auditors.

Action Steps:

1. Make complete evaluation of internal controls and present books and records in such a condition that the audit finds no material weaknesses.

Department: Information Systems **City of Beloit Recommended Strategic Goal:** 1
Program: Data Services

Performance Objective:

Improve disaster recovery and emergency preparedness.

Performance Measure:

Continue safeguarding city assets and records.

Action Steps:

1. Expand current plan to account for more scenarios.
2. Expand emergency resources.
3. Establish a live off-site data storage facility.
4. Run mock disasters to test recovery plans.

Status:

In 2007, we deployed new backup equipment and procedures. We are also implementing a plan to account for more disaster scenarios. In 2008, we recommend the investment in a live off-site storage solution.

Department: Information Systems **City of Beloit Recommended Strategic Goal:** 1 and 5
Program: Network Availability

Performance Objective:

Increase network availability and stability.

Performance Measure:

Cut reoccurring costs and improve customer service by providing increased network access, bandwidth, and reliability.

Action Steps:

1. Continue to build network redundancy.
2. Install wireless point-to-point connections between City Hall and remote City locations for data transport.
3. Provide wireless access inside City facilities.
4. Install a wireless mobile network for Public Safety and City Services.
5. Explore the use of wireless transport for voice traffic.

Status:

In 2007, we are rolling out wireless point-to-point connections to six of our facilities. In 2008, we are proposing the expansion of our wireless network to include all remote City facilities. In 2009, we intend to deploy the initial stages of a wireless mobile data network.

Department: Information Systems **City of Beloit Recommended Strategic Goal:** 1, 2, 3, 4, and 5

Program: Data Services



Performance Objective:

Increase data availability internally and externally and continue development of website.

Performance Measure:

Improve customer service and availability.

Action Steps:

1. Increase information and services to the public via our Internet web site. “Government Availability 24 Hours a Day, 365 Days a Year”.
2. Provide the right combination of information and services to our residential, business, industrial customers, and visitors in order to accomplish all five of our Council’s strategic goals.
3. Expand the City’s Intranet web site to equip all City employees with the tools they need to deliver exceptional customer service.

Status:

This is an ongoing process. We are continuously adding information and features to our web site. In 2006 and 2007, we updated our website appearance with a custom design. In 2008, we propose the expansion of City Services through our online presence.

Department: Treasury City of Beloit **Recommended Strategic Goal: 1**
Program: Delinquent account collections

Performance Objective:
Monitor all debts owed to City

Performance Measure:
Increase revenue by improving Internal Cash Controls and Collection processes

Action Steps:

1. Monthly review of all delinquent invoices and/or charges due City.
2. Monthly review all South Beloit utility accounts for possible submission to the collection agency.
3. Continue to monitor status of aged accounts.
4. Monthly review ageing reports with Divisions/Department heads to determine collectible, doubtful to collect and/or write offs balances.
5. Continue to conduct random audits of the entities that handle cash for compliance.
6. Continue to work with collection agency on accounts listed and update any information obtained relative to account.
7. Continue to work with Townships on the data collection of utility accounts (new, deleted, and/or annexed parcel).

Department: City Clerk
Program: Records and Election

City of Beloit Recommended Strategic Goal: 1

Performance Objective:

Administer four elections in 2008, including the Presidential Preference Primary and Presidential General Election in November.

Performance Measure:

Successful use of equipment, procedures, and training to produce voter confidence and voter satisfaction in the process.

Action Steps:

1. Use statewide voter registration system to process all election steps including voter registration and voter changes.
2. Use both Optech voting machines and Automark handicap accessible machines at all 10 polling places, and provide public demos of the handicap machines.
3. Provide new opportunities for absentee voting and voter registration for Beloit College students and others on 1st floor of City Hall.
4. Continue as member of State Elections Board Steering Committee and Standards Committee to provide input on elections issues.
5. Provide training to 150 election inspectors and special registration deputies prior to each election.
6. Continue to work closely with Beloit School District and area churches to provide safe environments for inspectors and voters.

Department: General Services **City of Beloit Recommended Strategic Goal:** 1 & 3
Program: Buildings and Grounds.

Performance Objective:

Provide an aesthetic, clean and safe environment at selected municipal buildings.

Performance Measure:

Overall improved condition of select buildings.

Action Steps:

1. Inspect facilities (weekly).
2. Repair problems timely.
3. Update the appearance of facilities.

Performance Objective:

Reduce the risk of personal injury and property loss to the City of Beloit employees, citizens and visitors.

Performance Measure:

Safe working and living environment.

Action Steps:

1. Inspect facilities.
2. Institute repairs immediately.
3. Safety training for employees.
4. Complete installation of intercom system in City Hall and Police Dept. as part of new phone system.

Performance Objective:

Minimize exposure of City workers and operations to risk resulting from claims of damage, injury and liability.

Performance Measure:

Safe working and living environment.

Action Steps:

1. Inspect properties.
2. Safety and liability training for employees.

Department: Human Resources **City of Beloit Recommended Strategic Goal:** 1
Program: Recruit and retain personnel.

Performance Objective:

Promote a proactive diverse environment for our customers than encourages positive results.

Performance Measure:

An increase in minority hiring by 1%.

Action Steps:

1. Increase awareness of openings among minorities by making personal contacts with organizations, placing openings in non-traditional areas (churches, affinity groups, etc.).
2. Complete updates and revisions of job descriptions to meet ADA and EEOC guidelines.

Performance Objective:

Administer and protect City resources.

Performance Measure:

An increase in awareness of City staff of employment laws and policies.

Action Steps:

1. Conduct at least four supervisory training sessions and two all-employee training sessions annually.
2. Develop department and division small group training and review of policies.

Performance Objective:

Promote and expand the use of technology to enhance efficiency.

Performance Measure:

An increased efficiency of processing personnel information.

Action Steps:

1. Schedule MUNIS training for tracking applicant and grievance information in MUNIS.
2. Continue scanning information that can be stored electronically.

Department: Human Resources **City of Beloit Recommended Strategic Goal:** 1
Program: Recruit and retain personnel.

Performance Objective:
Support economic development efforts.

Performance Measure:
Maintain contact of HR network to provide current information on availability of qualified applicant tools.

- Action Steps:**
1. Continue affiliations with local HR organizations.
 2. Continue subscriptions to workforce publications.
 3. Maintain relationship with Rock County Department of Workforce Development.

Performance Objective:
Promote a positive image for the City.

Performance Measure:
Maintained knowledge of current HR best practices.

- Action Steps:**
1. Stay abreast of changes in legislations and legislative decisions regarding employment laws.
 2. Maintain subscriptions to HR related publications.
 3. Promote a culture of continuous learning in HR division.

Department: Municipal Court **City of Beloit Recommended Strategic Goal:** 1
Program: Improved Cash Collections

Performance Objective:

Continue to increase collections without additional staff or budget requirements.

Performance Measure:

Improve collection ratio of fine and forfeitures.

Action Steps:

1. Install new parking ticket software and coordinate ticket collections with the collection agency.
2. Work with the collection agency on direct deposit of collections into city's bank account. This will eliminate multiple checks being sent back and forth between the collection agent and the city. It should be completed by the first quarter of 2007.

Status:

All information has been sent to collection agency for direct deposit, waiting on them. Software is complete, still working on collections process for parking.

Department: Municipal Court **City of Beloit Recommended Strategic Goal:** 2
Program: Underage Drinking Awareness

Performance Objective:

To bring the Underage Drinking awareness program into the Municipal Court. Many municipal courts have an Underage Drinking awareness program. It involves making sure the first time offense underage drinkers are evaluated and receive either rehab or education regarding the seriousness of their drinking. Second offenders are fined.

Performance Measure:

This would help to educate the youth of Beloit on the consequences of their drinking.

Action Steps:

1. Talk to the Police Department and Circuit Court regarding the Underage Drinking awareness program.
2. Set up the program within the rules and guidelines of the Municipal Court.
3. Continue to monitor the program to see its benefits or failures.

Status:

In process, still working with Assistant City Attorney



Performance Objective:

Working with Police Department, TIPSS and Motorola to interface police citations with Municipal Court citations.

Performance Measure:

Lessen workload for court clerks. Court clerks would not have to enter citations again. Their focus could be put on other work that takes a “back seat” to our policies.

Action Steps:

1. Meet with Motorola Representative. This has been completed.
2. Communicate with TIPSS regarding Motorola. They are now working together regarding the interface process.
3. Once TIPSS and Motorola do their background work they will get back to the court and police department regarding our next steps.

Status:

In Process

Department: Assessor's Office
Program: Property Assessments

City of Beloit Recommended Strategic Goal: 1



Performance Objective:

Enhance information in our database to support the government functions such as Economic Development, Fire Inspection, Refuse Collection, GIS and the Tax Collection process.

Performance Measure:

Update property assessment information.

Action Steps:

1. Select a new Computer Assisted Mass Appraisal (CAMA) software vendor to increase our ability to collect and distribute data efficiently.
2. Annually update value and property data available in the CAMA database.
3. Replace the old scanned in photos with updated digital photos by December 2008.
4. Annually update the residential sketching program to enhance view on property record cards.
5. Identify last entry date on all residential properties in our database.
6. Review all property sales with interior inspections for the annual update of the assessment-pricing model.
7. Create industrial/warehouse database to further economic development opportunities and make data available faster and more efficient.

Status:

- Completed the updating of all locally assessed properties, and will submit the Final Report to the Wisconsin Department of Revenue by May 14, 2007.
- Created new sketches, and entered structural data for all the public schools except Beloit Memorial (summer – 2007).
- Have continued to build sketches and import structural data into the database for exempt properties such as churches.
- All new homes throughout the city have been measured and new sketches and digital photos entered in the database.
- All new homes have been inspected, as they are completed or sold, and assessments are updated in GVS.
- Have measured and sketched 80% of all churches in Beloit.
- Completed approximately 26% of the interior inspections of the homes in the west side no entry project.

Performance Objective:

Support economic development with real-time estimate of assessments and property taxes for proposed developments.

Performance Measure:

Availability of assessment information on a timely basis.

Action Steps:

1. Provide assessment information and tax estimates to economic development and other parties as requested.

Status:

- Provided Economic Development with estimated assessment and tax information that retained Kerry Ingredients in April 2007.
- In March, generated a value estimate for the Alliant Energy building on Springbrook Court for Department of Public Works.
- Responded to a citizen's request for an estimate of value and taxes for a possible development on Park Avenue.
- We have provided timely responses to requests for information on Tax Increment Financing and TID District value projections for Economic Development.
- Provided statistical information to Economic Development regarding absorption rates, new development and values as needed.

Performance Objective:

Exhibit excellent public relations and inform citizens.

Performance Measure:

Improved customer service.

Action Steps:

1. Provide open records access to all our property records on the City of Beloit web page.
2. Provide insert with assessment notices to provide taxpayers with general information about the annual revaluation.
3. Will provide an insert with the determination notices regarding the information provided and avenues of further appeal.
4. Continue to take a proactive posture to enhance public support of our mission.
5. Planning several information sessions at Grinnell Hall regarding property assessment and tax issues

Status:

- Cancelled agreement with our software vendor to provide property data via the web due to poor support, will be looking at other vendors beginning this summer
- Received positive feedback from several citizens regarding insert with assessment notice

Performance Objective:

Update 2007 assessments while maintaining standards outlined by Wisconsin State Statutes.

Performance Measure:

Successful completion of 2007 assessments according to the statutory period.

Action Steps:

1. Follow Work Plan to ensure assessment process is completed on time.
2. Initiate audits of Personal Property accounts to enhance revenue source through the property tax.
3. Screen Schedule H of Personal Property returns to uncover leased property, and reconcile leases with commercial property values.
4. Have all assessment notices in the mail by April 19, 2007.
5. Conduct Open Book hearings May 4 & 5, 2007.
6. Mail all Open Book notices on May 10, 2007.
7. Computer Exemption Report filed April 23, 2007, due May 1, 2007.
8. Complete assessment process by June 13, 2007 Statutory deadline for Board of Review.
9. Complete Final Report and TIF Final Reports and mail before June 11, 2007.
10. Complete Statement of Assessment, and TIF Statements of Assessment and mail before June 11, 2007.

Status:

1. Completed the 2006 reporting cycle.
2. 2007 cycle in progress.

Performance Objective:

Develop better relationships with other governmental agencies.

Performance Measure:

Build networks to share information with county and state agencies.

Action Steps:

1. Provide access to our database to Rock Co. Register of Deeds office to improve their custodial and reporting functions of official documents.
2. Provide access to Rock Co. Treasurer's office to our database to enhance the tax collection process.

Status:

1. Cancelled agreement with GVS to provide information via Internet.
2. Data will be available over the Internet with new CAMA software.
3. Will develop sales books quarterly and make available for purchase by real estate professionals.
4. Contacted Rock County Treasurer and discussed the advantages to her staff of having our assessment and ownership information available during the tax collection process. She also sees the benefit of that information.

Community Development

Department: Community Development **City of Beloit Strategic Goal:** 4
Program: Community Development Authority – Redevelopment projects

Performance Objective:

Implement existing redevelopment projects and initiate new redevelopment projects.

Performance Measure:

Implementation of redevelopment projects.

Action Steps:

1. Continue implementation of the Maple Avenue redevelopment plan.
2. Continue to work with the developer of the Fairbanks Flats.
3. Work with developers and other City staff on exploring feasible redevelopment options for the Riverbend site.
4. Work with the DBA on the implementation of a downtown redevelopment plan.

Department: Community Development **City of Beloit Strategic Goal:** 4

Program: Housing Authority – Section 8 Family Self-Sufficiency Program

Performance Objective: Develop a successful Section 8 Family Self Sufficiency Program

Performance Measure:

Apply for 2008 Grant and broaden the FSS program to 25 participants by December 31, 2008.

Action Steps:

1. Apply for 2008 Grant
2. Broaden participants from 22 to 25
3. Continue to develop networks with agencies and businesses in Beloit, Janesville, and Rock County
4. Create marketing material for FSS program
5. Market program to agencies, participants, applicants, and businesses

Department: Community Development **City of Beloit Strategic Goal:** 4

Program: Housing Authority – Section 8 homeownership program

Performance Objective: Develop Section 8 homeownership program

Performance Measure:

Continue Section 8 homeownership program as part of above Family Self Sufficiency grant through December 31, 2008.

Action Steps:

1. Continue to train staff on Housing Choice Voucher homeownership program
2. Develop partnerships with local banks for financing of homes
3. Partner with Neighborhood Housing Services (NHS) to provide homeownership classes
4. Create marketing material
5. Support program with continued staffing and training

Department: Community Development **City of Beloit Strategic Goal:** 4

Program: Housing Authority – Financial Stability

Performance Objective: Solidify the Housing Authority’s budget

Performance Measure:

Develop additional sources of revenue by December 31, 2008.

Action Steps:

1. Conduct strategic planning sessions with CDA board members
2. Develop partnerships to expand housing opportunities for low income people which are not public housing
3. Search out additional resources to achieve Housing Authority needs such as grants, partnerships, and organizational modifications.

Department: Community Development **City of Beloit Strategic Goal:** 4

Program: Housing Authority – Public Housing Modernization



Performance Objective: Evaluate the feasibility of redevelopment alternatives for public housing units.

Performance Measure:

Upgraded public housing units.

Action Steps:

1. Identify and evaluate potential funding sources for the improvement of public housing.
2. Identify potential redevelopment partners.
3. Present redevelopment alternatives to the Community Development Authority.

Department: Community Development **City of Beloit Strategic Goal:** 4

Program: Housing Services and Code Enforcement – Neighborhood Development Initiative.

Performance Objective:

Implement the Neighborhood Development Initiative in partnership with the Community Development Authority.

Performance Measure:

Improve the appearance of the Neighborhood Development Initiative (NDI) areas.

Action Steps:

1. Remodel the houses as they are purchased.
2. Resell the properties as they are completed.
3. Continue enhanced code enforcement and provide housing assistance loans in the NDI areas.
4. Engineering will continue the infrastructure upgrade in the NDI areas.

Department: Community Development **City of Beloit Strategic Goal:** 4

Program: Housing Services and Code Enforcement – Systematic Code Enforcement



Performance Objective:

Systematically inspect residential properties City-wide.

Performance Measure:

Improve the appearance of the neighborhoods.

Action Steps:

1. Evaluate inspector assignments. Change inspector assignments as needed.
2. Inspectors will drive by and inspect the exterior of every property in the City.
3. Enter the addresses as they are inspected in an access database to map properties which have been inspected in 2008.

Department: Community Development **City of Beloit Strategic Goal:** 4

Program: Housing Services and Code Enforcement – Partnering with NHS and Community Action to revitalize our older neighborhoods.



Performance Objective:

Work with NHS, Community Action, and the neighborhood groups to revitalize our existing Central City neighborhoods.

Performance Measure:

Provide housing rehab loans in our older neighborhoods.

Action Steps:

1. In 2007, we selected the Merrill Neighborhood as our target area. We will continue to target resources in this neighborhood in 2008.
2. Partner with both NHS and Community Action in the Merrill Neighborhood.
3. Provide housing rehab loans to homeowners and landlords in the Merrill Neighborhood.
4. Partner with the Police and DPW in the chosen target area.
5. Meet with NHS and Community Action to identify the 2009 target area.

Department: Community Development **City of Beloit Strategic Goal:** 4
Program: Housing Services and Code Enforcement – Fair Housing Ordinance

Performance Objective:

Work with the Equal Opportunities and Human Relations Commission to review and update the Fair Housing Ordinance, Chapter 20 of the Code of General Ordinances.

Performance Measure:

Complete the update to the Fair Housing Ordinance.

Action Steps:

1. Review the Fair Housing Ordinance for consistency with other City codes.
2. Review the Fair Housing Ordinance to ensure that it is meeting the City's needs.
3. Review Fair Housing Ordinance to ensure that it meets all state and federal regulations.
4. Meet with the City Attorney on the proposed changes
5. Seek City Council approval of Code changes.

Department: Community Development **City of Beloit Recommended Strategic Goal:** 4
Program: Housing Services and Code Enforcement – Lead Hazard Reduction

Performance Objective:

Implement a program to utilize funds from the Lead Hazard Reduction Grant to make more homes in the City of Beloit lead safe.

Performance Measure:

Create funding program to deal with lead issues.

Action Steps:

1. Work with the City of Janesville and Rock County to implement the grant.
2. Work with the Rock County Health Department to address lead poisoning issues at address that children have been poisoned.
3. Encourage home owners and landlords to participate in the program to make their homes lead safe for children.

Department: Community Development **City of Beloit Recommended Strategic Goal:** 4
Program: Housing Services and Code Enforcement – Infill Construction and Density Reduction.

Performance Objective:

Promote infill construction on City-owned and other vacant lots in the City of Beloit.

Performance Measure:

Increase the tax base in the City's existing neighborhoods.

Action Steps:

1. Publicize the availability of the vacant lots owned by the City.
2. Make these properties available to infill builders or to prospective residents interested in building a single family home.
3. Purchase vacant lots from Rock County during the foreclosure process in September, 2008.

Department: Community Development **City of Beloit Strategic Goal:** 4

Program: Neighborhood Planning – Zoning and Subdivision Ordinance Update

Performance Objective:

Review the City’s Zoning and Subdivision Ordinances to ensure that the ordinances are in conformance with the newly updated Comprehensive Plan.

Performance Measure:

Update the Zoning and Subdivision Ordinances.

Action Steps:

1. Review the Zoning and Subdivision Ordinances to conform to the Comprehensive Plan.
2. Propose ordinance changes and work with the City Attorney to draft the ordinance amendments.
3. Seek City Council approval of proposed ordinance changes.

Department: Community Development **City of Beloit Strategic Goal:** 4

Program: Neighborhood Planning – Public Information

Performance Objective:

Increase awareness of the zoning and architectural review ordinances.

Performance Measure:

Letters sent to businesses, institutions, landlords, and realtors

Action Steps:

1. Identify aspects of the code which the public seems to be unaware of.
2. Develop a mailing list of affected parties and a letter to be sent to affected parties.
3. Mail letters to affected parties.
4. Hold an informational seminar for builders, developers, and contractors.

Department of Public Works

Department: Public Works
Program: Engineering/CIP

City of Beloit Recommended Strategic Goal: 1



Performance Objective:

To develop recommendations for and administer the Capital Improvement Program.

Performance Measure:

Completion of CIP projects within budget.

Action Steps:

1. Prepare schedule for each project.
2. Assign staff to projects.
3. Evaluate staffing needs to meet project schedules.
4. Evaluate project.
5. Evaluate contractor performance.

Department: Public Works

City of Beloit Recommended Strategic Goal: 1

Program: Engineering/Administration

Performance Objective:

To provide engineering services and technical support to other governmental agencies and the general public that improves public welfare and the quality of life.

Performance Measure:

Other Divisions and Departments implementation of engineering's recommendations.
Complete signal and light repairs in a timely fashion.
Contaminated sites evaluated and remediated.

Action Steps:

1. Oversee environmental assessments and remediation of environmentally impacted properties...
2. Plan for installation and repair of traffic and street lights in a timely manner.
3. Perform semi annual maintenance inspection of traffic signal controller systems.
4. Design infrastructure improvements cost effectively and with sound engineering judgment.
5. Review of Development plans for compliance with City standards and ordinances.
6. Staff Traffic Review Committee's monthly meetings.
7. Continued GIS implementation.

Department: Public Works **City of Beloit Recommended Strategic Goal: 1**
Program: Engineering/MPO Transportation Planning

Performance Objective:

To maintain a cooperative, continuous and comprehensive area wide transportation planning program and promote a forum for resolution of regional transportation issues.

Performance Measure:

Complete required plans and updates on time.

Action Steps:

1. Hold quarterly meetings of the Technical and Policy Committees.
2. Implement the Long Range Transportation Plan.
3. Update the Six Year Transportation Improvement Plan.
4. Provide technical support for Regional Multimodal Commuter Train Transportation Study.

Department: Public Works **City of Beloit Recommended Strategic Goal:** 1
Program: Operations/Administration

Performance Objective:

Develop a staff that performs efficiently and safely.

Performance Measure:

Strategic Plan completed

Action Steps:

1. Develop work plans and SWOT analysis per each Operation.
2. Evaluate all staff based on individual performance measures.
3. Develop 5 year Capital Improvement Projects and 2009 Operating Budgets.
4. Coordinate all Parks and Operations training including orientations.
5. Coordinate the DPW Safety Committee, make safety recommendations.

Department: Public Works **City of Beloit Recommended Strategic Goal:** 1

Program: Operations / Street / Terrace / Traffic Safety / Snow

Performance Objective:

Ensure motorist and pedestrian safety minimize hazards for all of the Operations.

Performance Measure:

Projects coordinated and completed with appropriate response times.

Action Steps:

1. Evaluate established target area for signs, trees, and street projects.
2. Review quarterly with work group and develop work plan and time line.
3. Complete Projects.
4. Enforce codes in the Right Of Way; educate residents of non compliance issues.
5. Utilize and make improvements to snow plow routing via GIS and technology.
6. Develop a public relations plan to educate residents on selected operations.

Department: Public Works **City of Beloit Recommended Strategic Goal:** 1
Program: Operations / Recycling/Solid Waste

Performance Objective:

Maintain an effective Recycling and Solid Waste Program through efficient curbside and drop off collection of recyclables and solid waste for 36,106 residents, 18 ADA customers and 15 City Facilities. Coordinate the intergovernmental program with Beloit & Turtle Township.

Performance Measure:

Department of Natural Resource Funding secured, and diversion rate achieved.

Action Steps:

1. Develop procedures for improvement and efficiency, develop timeline for changes.
2. Discuss route and procedure changes with work group based on City growth and tonnages.
3. Complete DNR reporting.
4. Develop and complete yearly advertising campaign.
5. Research the feasibility of Electronics recycling for the City.

Department: Public Works **City of Beloit Recommended Strategic Goal:** 1
Program: Operations / Fleet / Stores

Performance Objective:

Utilize MUNIS Work Order Module to record and track maintenance and operating cost/activity for each piece of equipment. Control the physical aspects of handling inventory.

Performance Measure:

Ensure the City receives the maximum value for each public dollar spent through quarterly comparisons.

Action Steps:

1. Track work orders, fuel usage quarterly.
2. Maintain the equipment reserve account, review annually with finance.
3. Update Fleet Policy, implement changes.
4. Update storeroom procedures, implement changes.
5. Monitor/analyze Fire Department Fleet Services.
6. Develop Emergency Management needs list with HAT.

Department: Public Works **City of Beloit Recommended Strategic Goal: 1**
Program: Parks & Leisure Services Division: All Operations

Performance Objective:

Provide a system for regular maintenance and improvements to facilities of the Parks and Leisure Services Division.

Performance Measure:

Action steps completed as planned.

Action Steps:

Review and implementation of the Maintenance Operations & Procedures Plan and revise as necessary.

Department: Public Works **City of Beloit Recommended Strategic Goal: 1**
Program: Parks & Leisure Services Division: Administration

Performance Objective:

Provide effective and efficient administration of the Parks & Leisure Services Division to include staff management, fiscal operations, planning, marketing and promotion, and involvement with lay organizations.

Performance Measure:

Successful completion of defined Action Steps and a Division Plan which provides quality services.

Action Steps:

1. Complete 5-year plan for capital improvements for all Division facilities.
2. Implement Division capital program for 2008.
3. Effective implementation of the Parks & Open Space Plan, 2006 – 2010.
4. Review and evaluate Division fiscal responsibilities.
5. Monthly meetings of the Parks & Recreation Commission and Municipal Golf Committee, Also, ad hoc committees as determined.
6. Regularly evaluate Division work plan progress.

Department: Public Works **City of Beloit Recommended Strategic Goal:** 1
Program: Transit Transfer Center



Performance Objective:

Select and acquire site. Contract with Engineering/Architectural Firm to design Transfer Center.

Performance Measure:

Site acquisition. Secure architectural plans that will provide a progressive and cost effective design.

Action Steps:

Acquire site. Work with firms towards the successful completion of bid services.

Department: Public Works **City of Beloit Recommended Strategic Goal:** 1
Program: Transit – Regional Transit Planning

Performance Objective:

Coordination of regional mass transit services

Performance Measure:

Development of regional transit expansion.

Action Steps:

Continuation of planning and coordination with the Wisconsin Department of Transportation and Illinois Department of Transportation, MPO's Metropolitan Planning Organization, and neighboring communities. Select consultant to study commuter transit alternatives to Winnebago County. Develop continued planning towards Environmental Impact phase. Continued coordination with service connections to Rockford and neighboring communities.

Department: Public Works **City of Beloit Recommended Strategic Goal:** 1
Program: Transit – Expansion of Service

Performance Objective:
Expansion of service.

Performance Measure:

Investigate the potential to increase the number of routes, evening service, service to new developments, increase in ridership and revenue.

Action Steps:

Working with other City Divisions and Departments as needed to plan for and develop additional service in new developments, new west side development, Beloit College (evening service), Leisure Services, etc. Continue to develop marketing strategies to increase ridership and revenue.

Department: Public Works **City of Beloit Recommended Council Goal: 1**
Program: Wastewater Utility Operations.

Performance Objective:

Continue to manage the economic and environmental performance of the Water Pollution Control Facility, sanitary sewer collections system, industrial pre-treatment program and bio-solids disposal process.

Performance Measure:

Meet WPDES Wastewater Wisconsin Pollution Discharge Elimination System (discharge) permit limits, achieve quality CMAR Compliance Maintenance Annual Report rating, economically meet all environmental standards for bio-solids disposal, minimize odors emitted from the WPCF, comply with EPA Environmental Protection Agency requirements per Significant Industrial Users' effluent pre-treatment and discharges, effectively manage commercial inspection and permitting program, minimize sanitary sewer collections system backups and SSO's Sanitary Sewer Overflows, and upgrade and/or maintain all system equipment for reliable and efficient operation, all within budget.

Action Steps:

1. Operate WPCF plant to economically meet discharge permit limits and minimize odor release, including all lab analyses and regulatory reporting.
2. Manage current land application of bio-solids, utilizing sludge storage and minimizing overtime and other costs. (Incorporate bio-solids cake disposal at landfill when dewatering option available and/or pursue commercial composting.)
3. Complete quarterly hot-spot and bi-annual system wide collections system cleaning.
4. CIPP Cured In Place Pipe line identified collections system segments and repair manholes as necessary to reduce I&I Inflow and Infiltration and subsequent lift station and treatment plant operating costs.
5. Develop and retain maintenance access to all major interceptors.
6. Perform SIU and commercial inspections and monitor reports to ensure discharge permit compliance. Re-issue permits to SIU's and other businesses on schedule.
7. Maintain critical equipment at the WPCF and lift stations to ensure reliable, cost-effective system operation.

Department: Public Works **City of Beloit Recommended Council Goal: 1**
Program: Water Utility Operations.

Performance Objective:

Continue to manage the safe and economic performance of the Public Water system.

Performance Measure:

Meet all domestic, industrial and fire protection water supply demands, comply with all Safe Drinking Water Standards, maintain reliable distribution system operation, and provide accurate customer sales metering, all within budget.

Action Steps:

1. Operate the water production and storage system components to efficiently provide all domestic, process and fire protection water demands.
2. Manage water treatment systems and monitor water quality to ensure public health and safety per the Safe Drinking Water Act and all related regulations.
3. Exercise and maintain all valves and hydrants to periodically flush the distribution system to maintain water quality and ensure system control for general operations and in the event of emergencies. This includes adding hydrant valves in commercial districts and replacing antiquated hydrants that can no longer be maintained.
4. Develop and implement a meter testing/periodic exchange/bypass integrity program along with AMR system exception reporting to ensure customer billing accuracy and reduce lost and unaccounted water.
5. Improve implementation of cross-connection and private well programs to ensure distribution system integrity and public health.
6. Develop and maintain a Wellhead Protection Program to ensure quality of aquifers at well sites.
7. Work with Accounting and Consultants to complete a cost of service report which will be used to evaluate the current rates to determine if increases are justified for the 2008 budget process.

Department: Public Works **City of Beloit Recommended Council Goal: 1**
Program: Storm Water Utility Operations.

Performance Objective:

Continue to manage the economic and environmental performance of the Storm Water Utility.
Reduce storm water pollution to protect our surface water bodies and groundwater supply.
Comply with all State & Federal storm water regulations.

Performance Measure:

Meet WPDES MS4 permit requirements within scheduled timeline. Meet all requirements while staying within the Storm Water Utility budget.

Action Steps:

1. Partner with neighboring communities to effective and efficient education materials to citizens of the Rock River Valley regarding storm water pollution concerns.
2. Partner with citizens and community organization to clean existing and reduce future pollution to the storm water conveyance system.
3. Develop and enforce an illicit discharge ordinance.
4. Develop and implement a storm water pollution prevention program to be used at all municipal facilities.
5. Develop an implementation plan to reduce total suspended solids in the storm water conveyance system by 40% before 2013.
6. Clean and remove debris from the storm water conveyance system.
7. Improve storm water conveyance system through preventative maintenance. Televis storm water conveyance system prior to street construction projects to assure system integrity.

Key Departmental
Initiatives for Year
2008 Approved by the
Beloit City Council

Department: City Manager

City of Beloit Recommended Strategic Goal: 1 & 4

Program: Facilities planning/Library Relocation/City Hall Space Needs Study



Performance Objective:

Move forward with full reconstruction of the former JC Penney shell located at the old Beloit Mall, now known as the Eclipse Center. This building will be reconstructed into a new 50,000 sq. foot public Library. The City will also complete work on the space needs study for the City Hall facility.

Performance Measure:

The actual construction of the Library facility, along with the accompanying Eclipse Boulevard, should be completed during this calendar year. We anticipate move-in sometime in mid-2008. Space needs planning for the City Hall facility should also be completed this year. We anticipate attempting to incorporate some City Hall replanning into the 2008 CIP.

Action Steps:

1. Work with the Library Director and Library Board, along with the City's Engineering staff to facilitate the reconstruction of the old JC Penney shell into a new, modern 50,000 sq. foot public Library. It is anticipated that architectural plans will be completed with bidding for this project in the fall of 2007. Construction will be completed and the building occupied by mid-2008.
2. Complete the reconstruction of Eclipse Boulevard, which should be done prior to the end of 2007, with restoration of the road-way completed by spring of 2008.
3. Begin first phase of the remodeling on the City Hall facility. Top priority projects will be to complete 4th floor remodeling and the remodeling of the Council Chambers. The extent of work will be contingent on the availability of funding in the 2008 Capital Improvements Program.

Department: City Manager
Program: Casino Development

City of Beloit Recommended Strategic Goal: 2 & 4



Performance Objective:

Continue a close dialogue with the Tribes and collaborate in any appropriate way to assist in obtaining approval from the Bureau of Indian Affairs and the Department of Interior for construction of a land-based Tribal casino to be located in the City of Beloit.

Performance Measure:

This project is substantially beyond the City's control; however, the obvious performance measure for the project would be ultimate approval by the Bureau of Indian Affairs and U.S. Department of Interior, resulting in a positive recommendation to Governor Doyle's office. Subsequent approval by the Governor would allow the project to move to construction.

Action Steps:

1. Continue working with the Tribes on a weekly basis to offer any support and assistance possible to bring about the ultimate approval of the application.
2. Travel to Washington, D.C. to meet with Bureau of Indian Affairs and U.S. Department of the Interior officials as necessary and requested by the Tribes to assist in any reasonable manner with the final stages of the application review process.
3. If the application is ultimately approved by the Bureau of Indian Affairs and Department of the Interior, work closely with the Governor's office and our State elected officials to ensure that the project receives a positive concurrence from Governor Doyle.
4. If the application is ultimately approved and the land is taken into trust, work diligently with the Tribes to move into the construction phases of the development as quickly as possible.

Department: Economic Development City of Beloit Recommended Strategic Goal: 1 & 2
Program: Effectively utilize all local, state and federal incentives to leverage private investment and job retention/creation.



Performance Objective:

Create, Implement, Manage, and Evaluate Tax Incremental Finance Districts.

Performance Measure:

TID's effectively utilized and managed.

Action Steps:

1. Track all legislative attempts to change TID laws at the state level. Lobby for and against any appropriate or inappropriate proposals.
2. Ensure that all TID funded developer incentives comply with TID policy.
3. Submit annual TID reports to Council and consider ways to enhance the information provided.
4. Submit to Council and overlying districts required audits.
5. Create targeted TID districts to leverage significant economic development projects.
6. Develop a strategy to enhance the performance of under performing TID's.

Department: Economic Development **City of Beloit Recommended Strategic Goal:** 2
Program: Continue efforts to attract new development that will increase the tax base, leverage private investment and create living wage jobs.



Performance Objective:

Continue to track casino project.

Performance Measure:

Closely follow process.

Action Steps:

1. Monitor and track tribal casino application to the BIA.
2. Track and follow through on sale of land currently optioned.
8. Follow through on option renewals.
9. Follow through on exercising of options or renewals.



Performance Objective:

Promote Development in the Gateway project area.

Performance Measure:

Number of acres sold.

Action Steps:

1. Continue to support and monitor Gateway infrastructure development.
2. Support MLG's efforts to market Gateway property.
3. Include Gateway options in all appropriate RFP's.
4. Manage and promote DOZ tax credit incentive program.
5. Respond to all prospects information requests.
6. Package incentives according to policies and resources.
7. Assisting with efforts to develop single and multi-family housing.
8. Work to create "shovel ready" sites.
9. Complete virtual building project.
10. Have site certified "shovel ready."

Department: Beloit Public Library **City of Beloit Recommended Strategic Goal:** 1
Program: Library Relocation



Performance Objective: Provide an attractive and efficient new library building for the citizens of the Beloit area that will encourage lifelong personal enrichment through a variety of reading, learning and recreational opportunities.

Performance Measure: Employ a professional fund raising firm to assist in raising up to \$2 million in private donations. Work cooperatively with City officials to design and construct a new library facility in the Eclipse Center.

Action Steps:

1. Manage and assist the firm in the fundraising effort to a successful conclusion at least through 2008.
2. Establish a Building Committee of up to four Library Board members to review the ongoing progress and budget of the building project and report to the Board as necessary.
3. The Library Board will oversee the design and construction of the new library to completion to ensure sound fundamental library design within the available budget.

Department: Police **City of Beloit Recommended Strategic Goal: 3**
Program: Special Operations Division



Performance Objective:

Maintain above average clearance rate on criminal investigations.

Performance Measure:

Compare departmental clearance rate with state average clearance rate based on Uniform Crime Report data.

Action Steps:

1. Assign and track case assignments for patrol and detective personnel.
 2. Assure accurate crime reporting into Uniform Crime Report data system.
 3. Monitor clearance rates.
-



Performance Objective:

Increase drug-related search warrants.

Performance Measure:

Create 3% more drug related search warrants in current year over previous year.

Action Steps:

1. Monitor Drug and Gang Unit on case assignment and production.
2. Encourage contract creations on low level violators to develop search warrant data on target residences.
3. Coordinate resource efforts with patrol for search warrant execution.
4. Work in close coordination with the Safe Streets Task Force and the Janesville Street Crimes Unit.

Department: Accounting/Purchasing **City of Beloit Recommended Strategic Goal:** 1&3
Program: Internal Controls



Performance Objective:

Evaluate and assess internal control structure to comply with the new audit standard SAS 112, *Communicating Internal Control Related Matters in an Audit* in order to avoid conditions that will result in material weakness findings.

Performance Measure:

No findings of material weakness reported by the auditors.

Action Steps:

2. Make complete evaluation of internal controls and present books and records in such a condition that the audit finds no material weaknesses.

City of Beloit Recommended Strategic Goal: 1, 2, 3, 4, and 5

Program: Data Services

Department: Information Systems **City of Beloit Recommended Strategic Goal:** 1, 2, 3, 4, and 5

Program: Data Services



Performance Objective:

Increase data availability internally and externally and continue development of website.

Performance Measure:

Improve customer service and availability.

Action Steps:

1. Increase information and services to the public via our Internet web site. “Government Availability 24 Hours a Day, 365 Days a Year”.
2. Provide the right combination of information and services to our residential, business, industrial customers, and visitors in order to accomplish all five of our Council’s strategic goals.
3. Expand the City’s Intranet web site to equip all City employees with the tools they need to deliver exceptional customer service.

Status:

This is an ongoing process. We are continuously adding information and features to our web site. In 2006 and 2007, we updated our website appearance with a custom design. In 2008, we propose the expansion of City Services through our online presence.

Department: Municipal Court

City of Beloit Recommended Strategic Goal: 2



Performance Objective:

Working with Police Department, TIPSS and Motorola to interface police citations with Municipal Court citations.

Performance Measure:

Lessen workload for court clerks. Court clerks would not have to enter citations again. Their focus could be put on other work that takes a “back seat” to our policies.

Action Steps:

1. Meet with Motorola Representative. This has been completed.
2. Communicate with TIPSS regarding Motorola. They are now working together regarding the interface process.
3. Once TIPSS and Motorola do their background work they will get back to the court and police department regarding our next steps.

Status:

In Process

Department: Assessor’s Office

City of Beloit Recommended Strategic Goal: 1

Program: Property Assessments



Performance Objective:

Enhance information in our database to support the government functions such as Economic Development, Fire Inspection, Refuse Collection, GIS and the Tax Collection process.

Performance Measure:

Update property assessment information.

Action Steps:

1. Select a new Computer Assisted Mass Appraisal (CAMA) software vendor to increase our ability to collect and distribute data efficiently.
2. Annually update value and property data available in the CAMA database.
3. Replace the old scanned in photos with updated digital photos by December 2008.
4. Annually update the residential sketching program to enhance view on property record cards.
5. Identify last entry date on all residential properties in our database.
6. Review all property sales with interior inspections for the annual update of the assessment-pricing model.
7. Create industrial/warehouse database to further economic development opportunities and make data available faster and more efficient.

Department: Community Development **City of Beloit Strategic Goal:** 4
Program: Housing Authority – Public Housing Modernization



Performance Objective: Evaluate the feasibility of redevelopment alternatives for public housing units.

Performance Measure:
Upgraded public housing units.

Action Steps:

1. Identify and evaluate potential funding sources for the improvement of public housing.
2. Identify potential redevelopment partners.
3. Present redevelopment alternatives to the Community Development Authority.

Department: Community Development **City of Beloit Strategic Goal:** 4
Program: Housing Services and Code Enforcement – Systematic Code Enforcement



Performance Objective:
Systematically inspect residential properties City-wide.

Performance Measure:
Improve the appearance of the neighborhoods.

Action Steps:

1. Evaluate inspector assignments. Change inspector assignments as needed.
2. Inspectors will drive by and inspect the exterior of every property in the City.
3. Enter the addresses as they are inspected in an access database to map properties which have been inspected in 2008.

Department: Community Development **City of Beloit Strategic Goal:** 4
Program: Housing Services and Code Enforcement – Partnering with NHS and Community Action to revitalize our older neighborhoods.



Performance Objective:

Work with NHS, Community Action, and the neighborhood groups to revitalize our existing Central City neighborhoods.

Performance Measure:

Provide housing rehab loans in our older neighborhoods.

Action Steps:

1. In 2007, we selected the Merrill Neighborhood as our target area. We will continue to target resources in this neighborhood in 2008.
2. Partner with both NHS and Community Action in the Merrill Neighborhood.
3. Provide housing rehab loans to homeowners and landlords in the Merrill Neighborhood.
4. Partner with the Police and DPW in the chosen target area.
5. Meet with NHS and Community Action to identify the 2009 target area.

Department: Public Works **City of Beloit Recommended Strategic Goal: 1**
Program: Engineering/CIP



Performance Objective:

To develop recommendations for and administer the Capital Improvement Program.

Performance Measure:

Completion of CIP projects within budget.

Action Steps:

1. Prepare schedule for each project.
2. Assign staff to projects.
3. Evaluate staffing needs to meet project schedules.
4. Evaluate project.
5. Evaluate contractor performance.

Department: Public Works **City of Beloit Recommended Strategic Goal: 1**
Program: Transit Transfer Center



Performance Objective:

Select and acquire site. Contract with Engineering/Architectural Firm to design Transfer Center.

Performance Measure:

Site acquisition. Secure architectural plans that will provide a progressive and cost effective design.

Action Steps:

Acquire site. Work with firms towards the successful completion of bid services.